MATRIX

YEARS OF EXCELLENCE

SUSTAINABILITY
REPORT
2026

SHAPING COMMUNITIES

Sustainably

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The Board recognises that sustainability is fundamental to the Group's long-term resilience and competitiveness.

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Matrix recognises that our activities directly interact with natural ecosystems and resource use.

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Economic performance goes hand in hand with the Group's long-term sustainability agenda.

Matrix

FOR BUSINESS

COVER RATIONALE

The narrative begins with the image of a single leaf, intentionally chosen to reflect how every sustainable community grows from a living and resilient foundation. By using the leaf as the central visual, the cover conveys our belief that environmental stewardship, social well-being, and responsible governance must be nurtured with the same care and continuity that nature applies to growth. Within this organic form, a series of curated photographs and illustrated scenes depict the building blocks of ESG. Each segment flows naturally into the next, illustrating how these commitments are interconnected and mutually reinforcing. Together, the visuals express the essence of Shaping Communities Sustainably by showing a Group that not only develops townships, but also cultivates an ecosystem where people, the environment, and responsible leadership progress in harmony to build a meaningful and lasting sustainable legacy.

ABOUT THIS REPORT

INTRODUCTION AND REPORTING FRAMEWORKS

Matrix Concepts Holdings Berhad ("Matrix" or "the Group") hereby presents its Sustainability Report for the financial year 2026 ("SR2026" or "this Report"). This document serves as the Group's standalone annual sustainability report, providing a comprehensive overview of the Group's business, strategy, and performance for Environmental, Social, and Governance ("ESG") matters.

All references to "Matrix", "the Company", "the Organisation", and "the Group" shall refer to the listed entity of Matrix Concepts Holdings Berhad.

The Group has begun progressively aligning our sustainability disclosures with the International Financial Reporting Standards ("IFRS") S1 and S2, in line with the requirements of the National Sustainability Reporting Framework ("NSRF"). This is particularly in the areas of governance, materiality, and selected climate- and sustainability-related risks and opportunities.

Additionally, the disclosures in this SR2026 document are also aligned with other relevant sustainability frameworks and guidelines to provide the highest level of transparency to our stakeholders. These include:

- Bursa Malaysia's Main Market Listing Requirements ("MMLR") and Sustainability Reporting Guide Third Edition
- FTSE4Good Bursa Malaysia Index
- Global Reporting Initiative ("GRI") Standards
- United Nations Sustainable Development Goals ("UNSDGs")

REPORTING SCOPE AND BOUNDARIES

This SR2026 provides detailed ESG disclosures for Matrix and its subsidiaries. This includes all subsidiary companies under Matrix's management control where their primary business activities are conducted. The consolidation approach utilises both equity and operational control, and a detailed list of the companies included can be found in the Integrated Annual Report 2026 ("IAR2026") within the Corporate Structure and Corporate Information sections. There have been no changes to the scope of reporting compared to previous years.

Unless otherwise stated, SR2026 covers all of the Group's material information for our operations within Malaysia for the reporting period between 1 April 2025 to 31 March 2026.

For reference purposes, the following shall be utilised for the different divisions of Matrix:

01 Healthcare Division
Mawar Medical Centre

02 Construction Division
Matrix Excelcon Sdn Bhd

03 Education Division
Adcote Matrix Schools ("AMS")

04 Hospitality Division
d'Tempat Country Club and d'Sora Boutique Hotel

ABOUT THIS REPORT

LIMITATIONS AND FORWARD-LOOKING STATEMENTS

The Group is committed to presenting accurate and credible information that is from verified sources. All data disclosed in this SR2026 have undergone thorough internal review and validation by the respective data owners to ensure alignment with our material matters and the relevant reporting frameworks. As part of our continuous improvement journey, Matrix remains focused on enhancing our data collection and reporting processes to further strengthen transparency and deliver high-quality disclosures to our stakeholders.

Certain disclosures, including climate scenario analysis and quantified financial impact assessments, are still under development as part of our phased sustainability roadmap. As this is an ongoing process, updates will be incorporated as new information becomes available in upcoming reporting cycles.

This SR2026 report also includes forward-looking statements regarding the Group's key performance indicators ("KPIs"), targets, operational plans, and other projections. These statements are based on reasonable assumptions and the best available information during the reporting period. As future developments and external factors evolve, actual outcomes may differ. As such, stakeholders are advised to keep up to date with our latest disclosures and reporting documents in subsequent reporting periods.

ASSURANCE

The SR2026 has undergone internal review with the relevant data owners and information holders. As an added level of credibility, certain sections of this SR2026 have been submitted for independent assurance in accordance with ISAE 3000 (Revised). This limited assurance has been expanded to cover a wider range of topics. While conducted on a limited assurance basis and not encompassing the entirety of this SR2026, the scope of assurance now includes a broader series of disclosures.

The topics covered in FY2026 include:

- Anti-corruption
- Supply Chain Management
- Water
- Community/ Society
- Data Privacy and Security
- Waste Management
- Diversity
- Energy Management
- Emissions Management
- Labour Practices and Standards
- Health and Safety

The Independent Limited Assurance Report prepared by Control Union (Malaysia) Sdn Bhd is available at the end of this SR2026. The assurance was conducted in accordance with the scope and boundaries outlined in the Report Scope and Boundary Section. Ultimately, this assurance process reduces the risk to a level deemed acceptable under the circumstances.

DISTRIBUTION AND FEEDBACK

We welcome all feedback from our stakeholders. We recognise that every input has the potential to improve our disclosures and operations. All inquiries, suggestions, and feedback can be provided through the contacts provided below:

SUSTAINABILITY DEPARTMENT
Wisma Matrix, No.57, Jalan Tun Dr. Ismail
70200 Seremban, Negeri Sembilan

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This SR2026 can be accessed at
https://mchb.com.my/sustainability/reports
or using the following QR code:

SUSTAINABILITY COMMITTEE CHAIRMAN'S MESSAGE

DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN

Chairman, Sustainability Committee

DEAR VALUED STAKEHOLDERS,

"The role of sustainability in business has evolved significantly over recent years. Increasingly, long-term success is measured not only by financial performance, but also by how effectively organisations manage sustainability-related risks and opportunities, allocate capital responsibly, and create lasting value for stakeholders. In Malaysia, the introduction of the National Sustainability Reporting Framework ("NSRF") and the phased implementation of IFRS S1 and IFRS S2 reflect this transformation, placing sustainability alongside financial performance as an essential component of enterprise value."

At Matrix, we welcome this evolution. We view sustainability not as a separate agenda or a regulatory obligation, but as an integral part of responsible business management. Guided by our vision of **Nurturing Environments, Enriching Lives**, we continue to strengthen the integration of environmental, social and governance ("ESG") considerations across every part of the Group. Sustainability today shapes how we develop townships, operate our schools, healthcare and hospitality businesses, engage with employees and suppliers, manage risks, and make long-term investment decisions. As our business continues to grow and diversify, so too must our commitment to responsible and sustainable practices.

This commitment begins with governance. The Board of Directors (the "Board") recognises that sustainability is fundamental to the Group's long-term resilience and competitiveness. We have an established Sustainability Committee to oversee the Group's sustainability strategy, climate-related risks and opportunities, material ESG matters, regulatory developments, and implementation progress. Sustainability considerations are increasingly embedded within our enterprise risk management framework, strategic planning processes, and operational decision-making, reinforcing accountability across all business units and ensuring ESG remains a standing priority at Board level.

Our continued inclusion in the FTSE4Good Bursa Malaysia Index reflects the continued commitment we have made to strengthen our sustainability practices and disclosures. While we are encouraged by this recognition, we regard it as a milestone rather than a destination. Stakeholder expectations continue to evolve, and we remain committed to enhancing our governance, transparency, and sustainability performance to preserve and further strengthen our standing among Malaysia's leading responsible businesses.

Our sustainability journey is guided by the belief that responsible growth must create enduring value for both present and future generations. This philosophy is clearly reflected in **Malaysia Vision Valley City (MVV City)**, our flagship integrated development undertaken in partnership with the Negeri Sembilan State Government. Conceived from the outset as a smart and sustainable city, MVV City demonstrates how sustainability considerations can be embedded into master planning, infrastructure, mobility, resource efficiency, and community development from the earliest stages of development. As the Group's next major growth catalyst, it also serves as an important blueprint for integrating sustainability principles into future developments across our portfolio.

SUSTAINABILITY COMMITTEE CHAIRMAN'S MESSAGE

Beyond property development, sustainability also shapes how we contribute to society. During FY2026, Matrix and Matrix Concepts Foundation invested RM15.2 million in community development, healthcare, education, environmental conservation, sports development, and humanitarian assistance programmes, benefiting over 2,500 individuals and families. While these initiatives address immediate community needs, our focus remains on creating sustainable, long-term impact through strategic partnerships, consistent engagement, active employee volunteerism, and programmes that empower communities to become more resilient and self-reliant.

Environmental stewardship continues to be another important area of focus. As a township developer, we recognise that the environments we shape today will influence communities for decades to come. This understanding has strengthened our commitment to biodiversity conservation, responsible resource management, climate resilience, and environmental education. During the year, initiatives such as our Miyawaki Forest Programme and Matrix RiverCare reflected our efforts to restore ecosystems while encouraging greater environmental awareness and stewardship among employees, students, and local communities. These initiatives complement our broader efforts to incorporate sustainability considerations into township planning and operational practices across the Group.

While we are proud of the progress achieved, we recognise that sustainability is a journey of continual improvement. Expectations from investors, regulators, customers, employees, and communities will continue to evolve, requiring us to strengthen our capabilities, improve the quality of our data, and enhance the transparency of our reporting. We remain committed to progressively aligning our disclosures with IFRS S1 and IFRS S2, strengthening climate-related governance and risk management, improving ESG data governance, and integrating sustainability considerations more deeply into business strategy and decision-making across the Group.

LOOKING AHEAD, DRIVING FORWARD

As we look to the future, our ambition is clear: to build a business that remains resilient, responsible, and relevant in a rapidly changing world. We will continue to strengthen sustainability practices across the Group, deepen engagement with our stakeholders, and pursue practical initiatives that deliver measurable environmental and social outcomes while supporting sustainable long-term growth.

Our commitment is not to achieve perfection overnight, but to improve consistently, act responsibly, and remain accountable for the impact we create. Through disciplined governance, continuous innovation, and a shared commitment across the organisation, we are confident that Matrix will continue creating sustainable value for our shareholders, our communities, and future generations.

Thank you for your continued trust and support as we advance this journey together.

Dato' Haji Mohamad Haslah bin Mohamad Amin
Chairman, Sustainability Committee

SUSTAINABILITY AT MATRIX

ESG AT A GLANCE

Total GHG emissions

10,463

tCO_2e

Total energy consumption

65,182

GJ

59%

of women in workforce

Number of direct Corporate Social Responsibility ("CSR") beneficiaries

2,546

OSH LTIFR

0.4

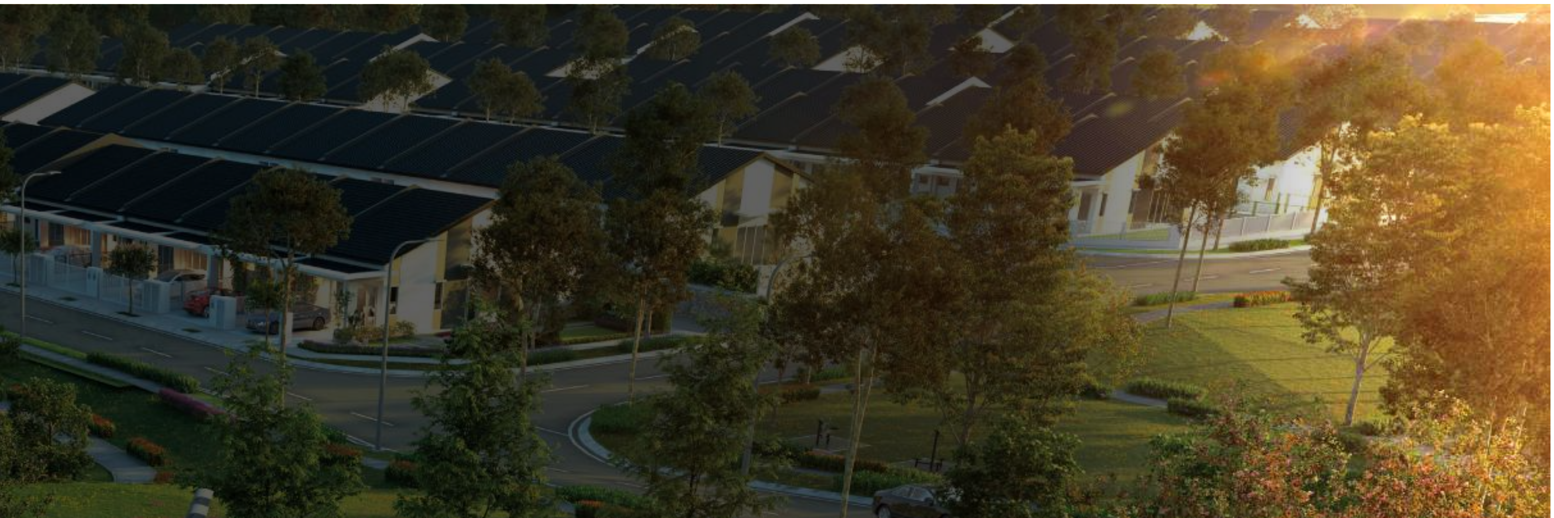
Total spent on CSR

RM15,208,979

Average QLASSIC scores

78%

SUSTAINABILITY AT MATRIX



ABOUT MATRIX

Since our listing in 2013, Matrix has grown into one of Malaysia's leading developers. We are recognised for our integrated township developments that deliver strong values to homebuyers while fostering vibrant, connected, and sustainable communities. Guided by principles of responsible development, environmental stewardship, and stakeholder value creation, the Group is committed to shaping resilient and inclusive townships that enhance the quality of life for present and future generations.

Our reputation is supported by a solid financial track record and consistent sales performance, enabling sustained demand for the Group's developments. Beyond property development, our presence in education, healthcare, hospitality, and lifestyle amenities reinforces the Group's role as a community builder, creating holistic living environments that prioritise liveability and long-term well-being.

Anchored by flagship projects such as Sendayan Developments in Negeri Sembilan and the transformative Malaysia Vision Valley City ("MVV City"), Matrix continues to expand strategically into high-growth markets, including Selangor and the Klang Valley. With a diversified portfolio spanning residential, industrial, and commercial developments, the Group is well-positioned to deliver sustainable growth while creating enduring value for our stakeholders.

For more detailed information regarding the Group's property projects, value creation models, and associated risks and opportunities, please refer to our IAR2026, which can be found at www.mchb.com.my.

SUSTAINABILITY AT MATRIX

OUR SUSTAINABILITY JOURNEY

FY2015-2017

- Developed sustainability roadmap, governance structure, and framework.
- Initiated ESG reporting based on the GRI framework.
- Formalised Whistleblowing and Health, Safety, and Environment ("HSE") policies.
- Adopted UNSDG principles.
- Strengthened disclosures, developing internal stakeholder awareness and buy-ins.

FY2018-2019

- Inducted into FTSE4Good Index.
- Commenced Integrated Reporting.
- Formalised Group-wide Sustainability Policy.

FY2019-2020

- Formalised Adequate Procedures and strengthened risk management.
- Developed Group Anti-Bribery and Anti-Corruption ("ABAC") Policy.

FY2021

- Strengthened ESG disclosures through further adoption of integrated reporting and enhanced disclosures.

FY2022

- Implemented Group-wide ESG Framework.
- Established Performance KPIs and Targets for ESG Topics.
- Adopted SASB Disclosure standards and expanded the coverage of other disclosures.
- Strengthened climate change disclosures in accordance with the TCFD framework requirements.

FY2023

- Began disclosing Scope 3 emissions.
- Fully adopted the TCFD and SASB frameworks.
- Launched an inaugural ESG KPIs and Targets.

FY2024

- Undertook inaugural limited external assurance.
- Introduced a new data collection template known as the Matrix Sustainability Pack ("MSP") to optimise data collection processes.

FY2025

- Performed a Climate Risk Assessment to evaluate climate-related risks and opportunities.
- Organised capacity-building workshops on IFRS S1 and S2 disclosures.
- Conducted a biodiversity assessment at the Bandar Seri Sendayan township area.

FY2026

- Expanded scope of assurance to cover more disclosures.
- Increased alignment with requirements of IFRS S1 by assessing specific sustainability-related risks and opportunities.

SUSTAINABILITY AT MATRIX

SUSTAINABILITY GOVERNANCE AT MATRIX

Strong governance underpins Matrix's sustainability strategy by embedding transparency, accountability, and ethical decision-making across the Group.

The Board has ultimate oversight of sustainability strategy, climate-related risks and opportunities, and ESG performance. The Board approves key policies, strategies, and resources, while receiving regular updates on ESG performance, risks, opportunities, and regulatory developments.

The Sustainability Committee ("SC") supports the Board by overseeing ESG and climate governance, monitoring performance, and integrating sustainability and climate risks into the Enterprise Risk Management framework alongside the Risk Management Committee ("RMC"). During FY2026, the SC met two times to oversee material matters in line with IFRS S2 and TCFD recommendations.

The Sustainability Management Team and Sustainability Task Force ("STF") implement the Group's sustainability strategy by embedding ESG across operations and reporting progress regularly to the SC and Board.

Matrix also maintains a publicly accessible ESG Policy Hub containing its key sustainability and governance policies, including each policy's scope, approval date, review date, and policy owner, providing greater transparency and accountability. The Hub is available at: https://www.mchb.com.my/investor-relations/corporate-governance

This governance framework strengthens sustainability oversight, regulatory readiness, and long-term value creation across the Group.

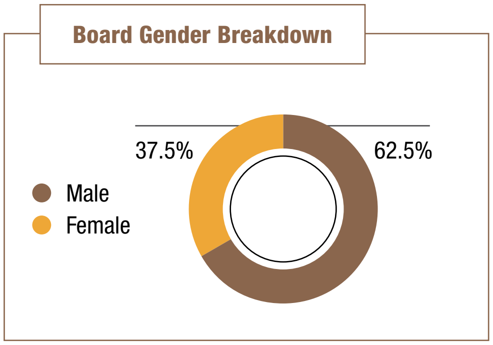
Board Diversity and Independence

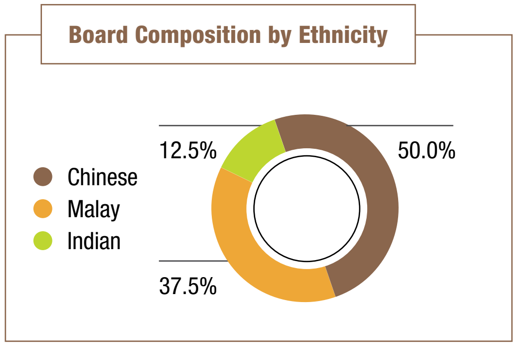
The Group recognises that board diversity and independence play an important role in strengthening governance quality, decision-making, and long-term business oversight. Matrix maintains a Board comprising members with diverse professional backgrounds, age groups, gender representation, and ethnicity, enabling broader discussions and more balanced strategic decision-making. The Group supports gender diversity at the Board level and maintains a target of at least 30% women directors. As at 31 March 2026, women represented 37.5% of the Board, with the Nomination and Remuneration Committee continuing to consider gender diversity in Board succession and appointment processes.

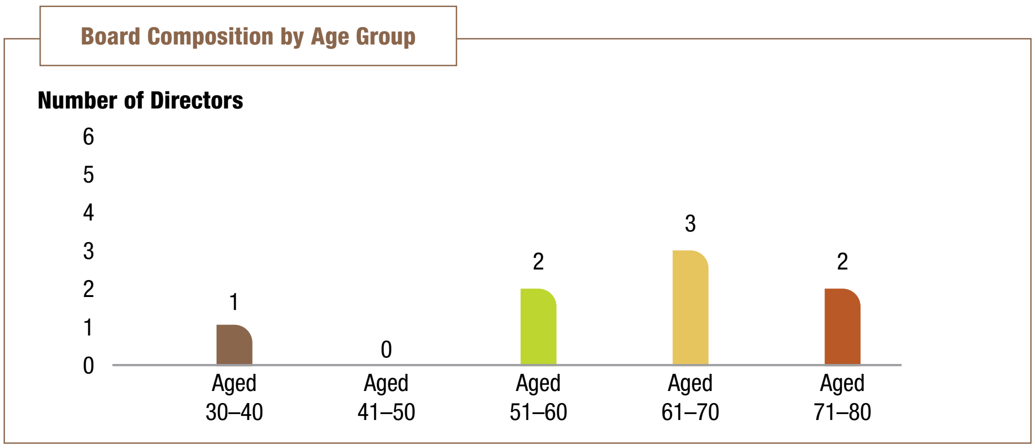
The Board's composition reflects a mix of executive and independent directors, supporting objective judgement and constructive challenge within Board deliberations. Independent Directors continue to provide oversight and accountability through their role in safeguarding the interests of shareholders and stakeholders while contributing independent perspectives on governance, risk, strategy, and business performance.

The Group also recognises the value of diversity in supporting more inclusive leadership and improving the Board's ability to respond to evolving business, market, and stakeholder expectations. Through the combination of varied experiences, industry knowledge, and perspectives, the Board is better positioned to guide the Group's long-term growth and governance priorities.

Matrix's strong corporate governance framework enhances Board independence and transparency in decision-making. An independent and well-structured Board is essential for effective oversight, ethical leadership, and shareholder confidence.







For further information on the Group's corporate governance practices, please refer to the Matrix for Transparency chapter.

SUSTAINABILITY AT MATRIX

MATRIX'S SUSTAINABILITY GOVERNANCE STRUCTURE

Board-Level Oversight

Board of Directors

Executive and Non-Executive Directors

- Holds ultimate accountability for Matrix's long-term sustainability and climate-related risk management and strategy.
- Reviews and endorses the Group's ESG and climate agenda, including major policy positions and resource allocations.
- Regularly reviews sustainability and climate-related risks and opportunities that may affect financial performance, operational continuity, and long-term strategic growth.

Sustainability Committee

Vijayam A/P Nadarajah
(Independent Non-Executive Director)

Dato' Seri Lee Tian Hock
(Group Executive Deputy Chairman)

Dato' Haji Mohamad Haslah Bin Mohamad Amin
(Chairman)

Kelvin Lee Chin Chuan
(Group Managing Director)

Chai Keng Wai
(Co-CEO, Property Development)

- Develops and approves Group-wide sustainability priorities, policies, processes and governance procedures.
- Monitors ESG performance against agreed KPIs, targets and risk-mitigation plans.
- Tracks emerging sustainability risks (including climate, human rights, occupational health and safety), assessing potential impacts on financial and non-financial value creation.
- Collaborates with the Risk Management Committee to integrate sustainability into enterprise-risk frameworks.
- Reviews and signs off the annual Sustainability Report to ensure transparent, accurate disclosure.

Strategic Management

Sustainability Management Team

Executive Director, Sustainability Officer and Senior Management of Matrix

- Serves as the executive gateway for all sustainability and climate initiatives before escalation to the Board-level Sustainability Committee.
- Reviews and refines proposals, briefing papers, KPI dashboards and risk assessments from the Sustainability Task Force, ensuring they align with commercial objectives and the Group's ESG framework.
- Allocates budget, assigns cross-functional resources and resolves operational issues to enable effective implementation of approved initiatives.
- Drives stakeholder engagement and internal awareness, equipping staff and business units with the knowledge and tools to meet ESG objectives.

Day-to-day Implementation

Sustainability Task Force ("STF")

Executive representatives from Property Development, Construction, Hospitality, Education, Healthcare and Corporate Services, and led by the Sustainability Officer

- A cross-functional working group to translate and operationalise approved sustainability policies, strategies, initiatives and pilot programmes across Matrix's business divisions.
- Reports progress, challenges and learning back to the Management Team for review and onward escalation as required.
- Fosters collaboration across divisions to embed sustainability in everyday decision-making.

SUSTAINABILITY AT MATRIX

SUSTAINABILITY FRAMEWORK

VISION

To nurture environments, enrich lives, and create lasting value by embedding sustainability into every aspect of our business—advancing responsible growth, empowering communities, protecting the environment, and upholding the highest standards of governance for the benefit of present and future generations.

MISSION

- Deliver quality products, services, and experiences that consistently exceed customer expectations and create lasting value.
- Empower our people through meritocracy, continuous learning, innovation, and a culture that enables individuals and the organisation to thrive together.
- Create sustainable long-term value for our shareholders and stakeholders by integrating responsible business practices, environmental stewardship, social responsibility, and good governance across all our operations.

SUSTAINABILITY PILLARS

LONG-TERM ECONOMIC CONTINUITY

Drive sustainable value creation through continuous innovation, balancing productivity and profitability with environmental and social responsibility throughout Matrix and its entire value chain

ENVIRONMENTALLY CONSCIOUS APPROACH

Implement procedures, risk management systems, and technologies that minimise environmental impacts while working towards a carbon-neutral future

PEOPLE-FIRST PHILOSOPHY

Prioritise initiatives that place employees and other stakeholders first, ensuring safety, comfort, and community value generation, where everyone benefits from Matrix's initiatives

RESILIENT AND TRUSTWORTHY BUSINESS

Consistently engage with stakeholders and provide accurate reporting to ensure sustainability initiatives remain updated while creating a reputation of trust and reliability

MATERIAL TOPICS

- Customer Service and Satisfaction
- Defect Management
- Build Quality
- Customer Trust and Reputation
- Responsible Growth and Strategic Development
- Local Procurement and Supplier Management
- Digitalisation and Technology

- Resource Management
- Water Consumption
- Climate Change and Emissions
- Waste Management and Recycling
- Energy Consumption
- Biodiversity

- Occupational Safety and Health
- Human and Labour Rights
- Talent Management
- Community Development

- Regulatory Compliance
- Corporate Governance and Integrity

SUPPORTED UNSDGs

SUSTAINABLE DEVELOPMENT GOALS

SUSTAINABILITY AT MATRIX

ESG AWARDS AND ACCOLADES

In FY2026, the Group is proud to have received the following awards in recognition of our sustainability initiatives and progress:

StarProperty Awards 2025

READER'S CHOICE AWARDS
– Most Heart-Warming CSR Initiatives

This award reflects the strong connection we have built with communities through meaningful CSR programmes. It recognises initiatives that go beyond philanthropy, focusing on long-term impact such as education support, healthcare outreach, and community resilience.

THE FAMILY-FRIENDLY AWARD
– Ferra @ Eka Heights

Our development at Ferra @ Eka Heights was recognised for its thoughtful design and planning that prioritise family wellbeing. The award highlights features such as safe neighbourhood layouts, accessible amenities, green spaces, and community-centric facilities that foster a nurturing environment for families. This recognition reinforces Matrix's commitment to building homes and townships that enhance the quality of life across generations.

Sustainability & CSR Awards 2025

COMPANY OF THE YEAR (PROPERTY DEVELOPMENT)
– ESG Leadership

This prestigious award acknowledges Matrix's leadership in embedding ESG principles into its business strategy and operations. It celebrates the Group's proactive approach to sustainability, from green construction practices and climate resilience planning to impactful CSR programmes that address community needs. The recognition positions Matrix as a benchmark in the property sector, demonstrating how economic growth and sustainability can be advanced together.

STAKEHOLDER AND MATERIALITY

MATERIALITY IS THE FIRST STEP OF THE SUSTAINABILITY APPROACH. THIS HELPS THE GROUP PRIORITISE ISSUES THAT SIGNIFICANTLY AFFECT BOTH OUR OWN OPERATIONS AND OUR STAKEHOLDERS. AS SUCH, WE VIEW STAKEHOLDER ENGAGEMENT AS INTEGRAL TO IDENTIFYING AND PRIORITISING THE MOST RELEVANT ESG TOPICS.

STAKEHOLDER ENGAGEMENT

The Group's stakeholders are individuals and groups who both influence and are influenced by our activities. These include internal parties such as employees, as well as external stakeholders such as customers, regulators, and investors. Acknowledging this diverse stakeholder base, Matrix has maintained regular and structured communication throughout FY2026 to ensure our operations remain aligned with the interests and expectations of our key stakeholders.

Our consistent engagement platforms serve as channels for information sharing, feedback gathering, and constructive dialogue. They also foster open two-way communication, allowing Matrix to actively seek diverse perspectives and feedback, rather than relying solely on internal assumptions. Equally important, by engaging relevant stakeholders, the Group stays attuned to evolving industry trends. This allows us to anticipate shifts in market demand and regulatory requirements.

Ultimately, this approach to stakeholder engagement also enables Matrix to reinforce our sustainability commitments. By embedding stakeholder perspectives into our sustainability strategy, the Group ensures that our operations not only deliver financial value but also prioritise the ESG issues that matter most to our stakeholders. This ensures that our sustainability priorities are not only aligned with global best practices but are grounded in the real concerns of our stakeholders.

Our stakeholder engagement activities throughout FY2026 can be summarised as follows:

STAKEHOLDER	KEY INTERESTS	OUR ENGAGEMENT APPROACH
SUPPLY CHAIN PARTNERS Reliable suppliers and contractors are critical to ensuring the timely delivery of quality materials and services for the Group's operations.	A unified objective, innovation and consistency; a reliable and secure workflow accompanied by favourable payment options and comprehensive terms and conditions.	We collaborate with our supply chain to tackle common challenges, enhance production capacity, address skill shortages, share knowledge, promote sustainable practices, and establish mutually beneficial terms.
DEVELOPMENT PARTNERS & LANDOWNERS Strategic alliances with landowners and joint-venture partners expand Matrix's development pipeline. These partnerships provide access to prime land and shared expertise.	The ability to operate within our planning framework while generating competitive land values, enhancing development quality, fostering a partnership culture, and ensuring reliability.	Our track record demonstrates exceptional reliability and expertise, successfully planning and delivering quality and value.
CUSTOMERS & COMMUNITIES Customers are the end-users of Matrix's developments, while communities form the social fabric around them. Their satisfaction and trust are central to brand reputation and long-term success.	Quality homes, essential physical and social infrastructure (e.g., schools, clubs, and hospitals), the distinctive character of the proposed development, and ongoing support through high standards of quality and service.	We actively engage with local residents and community representatives to resolve concerns and collaborate with our supply chain to reduce delays and minimise quality risks.

STAKEHOLDER AND MATERIALITY

STAKEHOLDER	KEY INTERESTS	OUR ENGAGEMENT APPROACH
INVESTORS Investors provide the capital and confidence needed for Matrix's growth. Transparent communication and strong returns are essential to maintaining market credibility.	A transparent and consistent business strategy, robust governance, ethical practices, and a focus on long-term business value.	Our foremost obligation is to our investors, which we fulfill through regular communication and a clear plan for managed growth. A strong governance framework enables us to operate responsibly.
EMPLOYEES Employees drive innovation, operational excellence, and customer service. Their skills and engagement are vital to Matrix's competitiveness.	Opportunities for career advancement, access to training and mentoring, and favourable working conditions.	We are committed to investing in progressive employment policies that ensure equal opportunities and offer career development programmes for all levels.
GOVERNMENT & INDUSTRY Regulatory bodies and industry associations shape the operating environment. Compliance and collaboration ensure Matrix's licence to operate and reputation as a responsible developer.	Enhancing the rate of new home deliveries, improving the quality and sustainability of developments, and enforcing resource efficiency standards.	We are recognised for our high-quality developments and maintain an ongoing dialogue with relevant government agencies regarding emerging sustainable policies and regulations.

In addition to the stakeholder groups highlighted, the Group also engages with a broader range of stakeholders. These include Board members, non-governmental organisations ("NGOs"), media representatives, and any other group that may not fall into predefined categories. Such ad hoc engagements are conducted when specific needs arise, ensuring Matrix remains inclusive and aligned with the needs of all our stakeholders.

Membership in Associations

Apart from direct engagements with stakeholders, Matrix also contributes to the wider industry through active participation in industry associations and professional bodies. These memberships provide us with a valuable platform for dialogue, knowledge sharing, and collaboration with peers. Ultimately, this is another avenue for the Group to stay aligned with evolving industry standards and best practices, while providing a platform to contribute to the development of policies and initiatives that advance sustainable development.

The Group places strong emphasis on ensuring that our climate change and human rights commitments align with the positions of the trade associations in which we participate. We actively monitor the policies and advocacy positions of these associations to safeguard consistency with our own standards.

In situations where an association's stance on environmental or social issues is weaker than, or in direct conflict with, Matrix's commitments, the Group adopts a structured response. This may involve initiating dialogue with association leadership, submitting proposals for policy improvement, joining committees or working groups to influence outcomes, or, if alignment cannot be achieved, reconsidering our membership or level of support.

STAKEHOLDER AND MATERIALITY

In FY2026, Matrix maintained memberships in the following associations:

1

CONSTRUCTION INDUSTRY DEVELOPMENT BOARD ("CIDB")

CIDB regulates and develops the Malaysian construction sector through standards, training, and certification. Matrix's construction arm holds the requisite CIDB registrations, ensuring compliance with its contractor grading and safety-training requirements.

2

MASTER BUILDERS ASSOCIATION MALAYSIA ("MBAM")

MBAM represents contractors' interests and promotes best practices in safety, quality, and ethics. As a corporate member of MBAM, Matrix regularly participates in their technical seminars and knowledge-sharing sessions on sustainable construction methods.

3

REAL ESTATE & HOUSING DEVELOPERS' ASSOCIATION ("REHDA")

Matrix is a member of REHDA, the nationwide body advocating responsible property development and policy reform in the housing sector. Matrix is an early supporter of REHDA's green building initiative, having collaborated with GreenRE to create awareness on the built environment's impact on climate change since 2019.

4

UNITED NATIONS GLOBAL COMPACT ("UNGC")

The UNGC promotes corporate sustainability under ten universally accepted principles covering human rights, labour, environment, and anti-corruption. Matrix has endorsed the UNGC Principles and reports annually on its progress.

5

MALAYSIAN EMPLOYERS FEDERATION ("MEF")

Matrix is a member of MEF, which fosters employer-employee dialogue and advances sound labour practices in Malaysia, including on matters of human rights, fair wages, and workplace wellbeing.

6

MALAYSIAN SOCIETY FOR QUALITY IN HEALTH ("MSQH")

ASSOCIATION OF PRIVATE HOSPITALS OF MALAYSIA ("APHM")

MSQH is the accreditation body for healthcare-facility quality and patient safety, while APHM represents private healthcare providers, promoting quality standards and policy advocacy.

Through its membership in MSQH and APHM, Matrix works with accredited hospitals to exchange best practices in hospital infrastructure planning, facility design, and operational safety while helping to integrate green building practices into healthcare operations.

7

NEGERI SEMBILAN INDUSTRIAL LIAISON COUNCIL

Matrix sits on the Negeri Sembilan Industrial Liaison Council, which fosters cooperation between industry and the local state government. Through the Council, Matrix works to support regional economic development, engaging with both the state government and industry players on local infrastructure planning and skills-development initiatives.

STAKEHOLDER AND MATERIALITY

MATERIALITY ASSESSMENT

As part of the Group's ongoing commitment to aligning our business practices with stakeholder expectations, Matrix conducted a refreshed materiality assessment exercise ("MAE") in FY2025. This MAE was designed to identify and prioritise material sustainability topics that are most relevant to both the Group and our stakeholders. In order to ensure that the selected material topics remain relevant to the operations of Matrix, this assessment process is conducted every two years.

To ensure a double materiality approach, the MAE process considered both financial and impact materiality. Financial materiality was assessed by examining how sustainability topics influence the Group's financial performance, resilience, and ultimately enterprise value. Meanwhile, impact materiality was evaluated by looking into how our activities may affect communities, the environment, and broader societal outcomes. By integrating these two dimensions, Matrix ensures that our sustainability priorities are not only commercially significant but also socially and environmentally relevant, reinforcing long-term value creation for stakeholders.

The assessment process was structured around several key steps:

MATERIAL TOPIC SELECTION IDENTIFICATION

Potential sustainability topics were identified through benchmarking against recognised local and international frameworks. At the same time, we also reviewed industry trends and peer best practices to develop an initial list of topics.

01

STAKEHOLDER ENGAGEMENT

The identified topics were shared with internal and external stakeholders through online surveys and questionnaires. The engagement exercise was conducted over a week, with responses from a diverse range of stakeholders. Their feedback was important for the Group to understand stakeholder priorities and perceptions of which topics were important.

02

ANALYSIS AND PRIORITISATION

Prioritisation involved ranking stakeholders based on their influence on the Group's operations and their vulnerability to our operational impacts. Each stakeholder group was assigned a rating, with their responses during the stakeholder engagement weighted accordingly. Their feedback was then consolidated and analysed to determine the relative significance of each topic to both stakeholder concerns and business relevance.

03

REVIEW AND VALIDATION

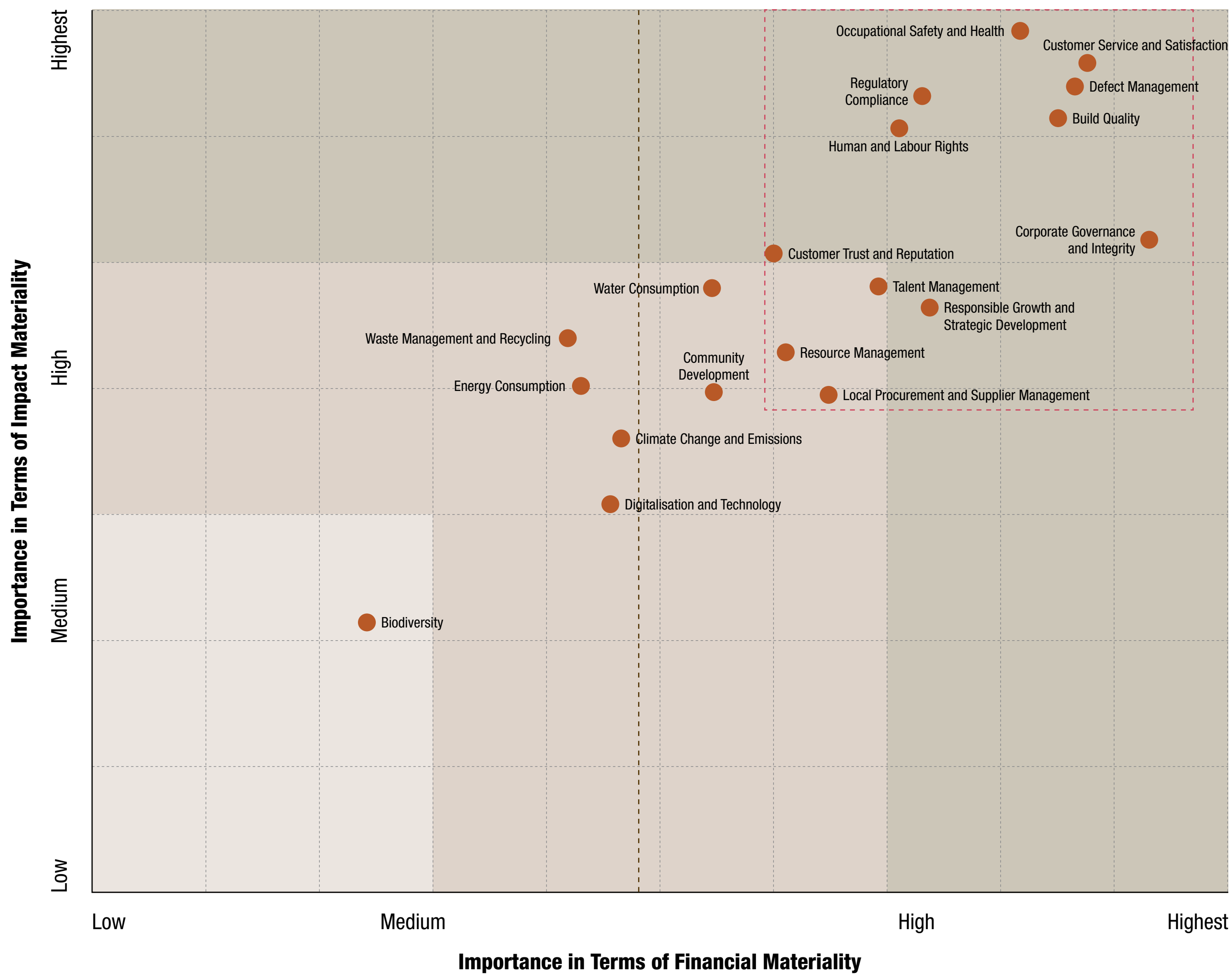
Once both stakeholder perception and business relevance were factored in, the final list of topics was arranged on a materiality matrix to evaluate their significance to the Group. This matrix was presented to the Group's management and Board of Directors ("Board") for their review and approval.

04

STAKEHOLDER AND MATERIALITY

Following the MAE process, the following materiality matrix has been developed:

FY2026 MATERIALITY MATRIX



Based on the MAE process, the following topics are deemed to be the most material to the operations of Matrix:

1. **Corporate Governance & Integrity**
2. **Build Quality**
3. **Customer Service & Satisfaction**
4. **Occupational Safety & Health**
5. **Regulatory Compliance**
6. **Human & Labour Rights**
7. **Talent Management**
8. **Defect Management**
9. **Resource Management**
10. **Local Procurement & Supplier Management**
11. **Responsible Growth & Strategic Development**
12. **Customer Trust & Reputation**

While climate change was not rated among the top material topics in the MAE process due to its relatively indirect impact on our operations, the BOD and Senior Management continue to regard it as financially significant. This is because of the potential operational risks carried by climate change, including regulatory changes, rising operational costs, and long-term resilience of our developments. As such, climate change remains a priority area for the Group.

STAKEHOLDER AND MATERIALITY

Stakeholder Alignment

To ensure relevance, Matrix has also mapped all identified material topics against our key stakeholder groups. This further allows the Group to consider appropriate approaches to manage the various material topics, as follows:

LEGEND:

Stakeholders: Board of Directors; Employees; Shareholders & Investors; Customers; Suppliers; Government/ Regulators; Bankers & Financial Institutions; Local Community/ General Public; NGO Representatives; Media

Material Relevance to Matrix: Low; Moderate; High; Highest

LONG-TERM ECONOMIC CONTINUITY

M1 CUSTOMER SERVICE & SATISFACTION

Ensuring positive customer experiences, timely support, and strong after-sales service to build trust and loyalty.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	Highest	Highest

Material Relevance to Matrix:

- Drives brand appeal and sales performance
- Central to sustaining demand
- Builds long-term customer loyalty

Relevant Stakeholders:

Our Management Approach:

Property Development Division

- Designated customer-service team and structured procedures to handle enquiries, complaints, and defect rectification within set service-level timelines
- Post-handover customer satisfaction surveys and review of complaint trends

Hospitality Division

- Standard service procedures and customer-service guidelines for all staff
- Regular service training and refresher programmes
- Feedback and complaint-management mechanism with designated personnel to investigate and act
- Members'/ guests' feedback compiled in monthly management reports

Healthcare Division

- Formal escalation channel for patient complaints and feedback with tracking and timely resolution
- Monthly trend analysis to identify recurring issues
- Service-recovery and communication training for frontliners and executives

STAKEHOLDER AND MATERIALITY

M2 DEFECT MANAGEMENT

Addressing construction defects efficiently to maintain quality standards and safeguard reputation.

Financial Materiality	High	Impact Materiality	High	Overall Materiality Rating	High

Material Relevance to Matrix:
- Reduces warranty cost and protects customer trust
- Tied to contractor performance

Relevant Stakeholders:

Our Management Approach:

Construction Division
- Site quality inspections at key stages throughout construction, and prior to handover
- Concrete cube, waterproofing, and compaction tests documented and reviewed
- Only approved materials are used and checked on delivery
- On-site supervision by Site Supervisors and Engineers against approved methodologies

Property Development Division
- Structured procedures for handling defect rectification with clear service-level timelines
- Contractors involved in rectification are monitored against defined performance expectations
- Defect Liability Period ("DLP") obligations are set out in contractor agreements to ensure rectification accountability

M3 BUILD QUALITY

Delivering durable, safe, and high-standard developments that meet regulatory and customer expectations.

Financial Materiality	Highest	Impact Materiality	High	Overall Materiality Rating	Highest

Material Relevance to Matrix:
- Strong link to customer satisfaction, reputation, and defect costs
- Ensures long-term asset value

Relevant Stakeholders:

Our Management Approach:

Construction Division
- Construction quality is governed by approved designs, technical specifications, established building standards, and quality management procedures
- Quality is monitored through inspections, laboratory testing, and supplier quality controls to ensure compliance throughout the construction process
- Build quality is benchmarked using the CIDB Quality Assessment System for Building Construction Works (QLASSIC) to drive continuous improvement and enhance construction standards

Property Development Division
- Contractors, sub-contractors, and consultants selected from approved panels through structured pre-qualification
- Formal agreements defining scope, deliverables, and DLP obligations
- Milestone tracking and performance review/ blacklisting of consistent underperformers

STAKEHOLDER AND MATERIALITY

M4 CUSTOMER TRUST & REPUTATION

Strengthening Matrix's market presence and reputation through consistent quality, innovation, and customer trust.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	High	High

Material Relevance to Matrix:

- Influences sales and investor confidence
- Tied to delivery track record

Relevant Stakeholders:

Our Management Approach:

Group

- Data Protection Policy and Data Breach Response Plan in compliance with the Personal Data Protection Act ("PDPA")
- Appointed Data Protection Officer ("DPO")
- Role-based access controls ("RBAC")
- Periodic staff training on data protection
- Anti-Bribery and Anti-Corruption ("ABAC") Policy, Code of Conduct, and confidential whistleblowing channels to uphold integrity and preserve public trust

Property Development/ Hospitality/ Healthcare Divisions

- Customer service standards, complaint-handling, and feedback mechanisms that protect confidence and brand image

M5 RESPONSIBLE GROWTH & STRATEGIC DEVELOPMENT

Securing and managing strategic land assets to support long-term growth, financial resilience, and the development pipeline.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	Moderate	High

Material Relevance to Matrix:

- Landbanking critical for enterprise value
- Strategic land assets can drive growth through expansion

Relevant Stakeholders:

Our Management Approach:

Property Development Division

- Development decisions are guided by due diligence, market assessments, financial viability, risk evaluation, and Board approval to support responsible growth
- Master planning integrates township liveability, infrastructure readiness, environmental considerations, and stakeholder needs
- Project performance, market demand, pricing, and customer insights are regularly reviewed to optimise development strategies and long-term value creation
- Diversified sales channels, strategic partnerships, and proactive asset management strengthen business resilience and sustainable returns

Hospitality/ Healthcare/ Construction/ Education Divisions

- Growth opportunities are evaluated through due diligence, financial viability, sustainability and enterprise risk assessments, with Management and Board approval
- Business expansion is aligned with the Group's strategy, operational capacity, and stakeholder needs to support responsible long-term growth
- Business performance, operational risks, customer feedback, and key performance indicators are regularly monitored to drive continuous improvement
- Operations are supported by recognised industry standards, regulatory compliance, quality management systems, and internal controls to strengthen resilience and long-term value creation

STAKEHOLDER AND MATERIALITY

M6 LOCAL PROCUREMENT & SUPPLIER MANAGEMENT

Partnering with local suppliers to ensure reliable, cost-effective, and sustainable sourcing.

Financial Materiality	Moderate	Impact Materiality	High	Overall Materiality Rating	High

Material Relevance to Matrix:
- Support local economies
- Strengthens supply chain resilience

Relevant Stakeholders:

Our Management Approach:

Property Development Division
- Approved panels of contractors and consultants with structured pre-qualification and evaluation
- Formal agreements defining scope, pricing, and DLP
- Tendering and quotation comparison for major construction packages
- Maintenance of an approved-supplier panel to enhance pricing competitiveness

Construction Division
- Materials sourced from pre-approved, reliable suppliers
- Approved purchase orders confirming specifications and delivery timelines
- Standard subcontract templates with management approval of agreements
- Subcontractor evaluation on performance, capability, and financial stability

Hospitality Division
- Outsourced F&B vendor due diligence, contracts, and service level agreements ("SLAs") defining performance and compliance obligations, and regular vendor coordination meetings

Healthcare Division
- Procurement standard operating procedure ("SOP") covering requisition, approval, sourcing, verification, and payment
- Supplier pre-qualification and annual evaluation maintained on an Approved Supplier List
- Diversified supplier database
- Minimum three quotations for purchases above RM5,000
- Procurement Committee approval for renovation works and fixed assets above RM10,000

M7 DIGITALISATION & TECHNOLOGY

Leveraging digital tools and innovation to improve efficiency, customer engagement, and operational excellence.

Financial Materiality	High	Impact Materiality	Moderate	Overall Materiality Rating	High

Material Relevance to Matrix:
- Improves project management efficiency
- Enhances sales and reporting

Relevant Stakeholders:

Our Management Approach:

Hospitality Division
- System maintenance and monitoring plan with a timely software update
- Vendor SLA for prompt issue resolution and uptime guarantees
- Regular data backups and tested recovery procedures
- Cybersecurity measures, including access controls and vulnerability assessments
- Manual contingency procedures (e.g., manual registration/ access verification) during downtime
- Redundant internet/ network lines
- System recovery embedded in the hotel's IT disaster-recovery plan

Healthcare Division
- Scheduled preventive maintenance and patching of servers and the Hospital Information System ("HIS")
- Daily performance and storage checks
- Periodic hardware checks and core switch/ firewall restarts
- Automated daily backups with verified backup reports to Finance
- HIS vendor support and maintenance

STAKEHOLDER AND MATERIALITY

ENVIRONMENTALLY CONSCIOUS APPROACH

M8 RESOURCE MANAGEMENT

Efficient use of raw materials to minimise waste and optimise construction processes.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	High	High

Material Relevance to Matrix:

- Efficient raw material use lowers operational costs and reduces environmental footprint

Relevant Stakeholders:

Our Management Approach:

Construction Division

- Material requirements estimated by the Quantity Surveyor with batch deliveries tracked against site progress to reduce wastage
- Waste segregation with proper storage and disposal
- Use of efficient construction system technologies such as aluminium formworks system to embed resource efficiency into home design, improving speed and consistency of construction while reducing material wastage
- Continuous, stringent quality checks to lower rework and resource loss

M9 WATER CONSUMPTION

Monitoring and reducing water usage across developments and operations.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Moderate	High	High

Material Relevance to Matrix:

- Water is critical during construction and the operations of our amenities
- Efficient use lowers operational costs and supports environmental stewardship

Relevant Stakeholders:

Our Management Approach:

Group

- Rainwater-harvesting systems integrated at township and amenity level (including tanks for non-potable and gardening use) to provide a reserve during dry spells
- Leveraging more water-efficient building designs
- Collaboration with local authorities and state utility providers throughout the project lifecycle to secure water resources
- Employee training on water-conservation techniques

Property Development/ Construction Divisions

- Compliance with the Urban Stormwater Management Manual for Malaysia ("MSMA") for the provision of larger drainage and irrigation channels and water-retention ponds
- Provision of water bodies (lakes and ponds) where land is in water-stressed areas
- Groundwater extraction as a construction contingency

STAKEHOLDER AND MATERIALITY

M10 CLIMATE CHANGE & EMISSIONS

Managing carbon footprint and adopting strategies to mitigate climate-related risks.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Highest	Highest	Highest

Material Relevance to Matrix:

- Our operational activities release emissions that contribute to climate change
- Compliance with carbon regulations affects costs
- Climate resilience is critical for overall sustainability

Relevant Stakeholders:

Our Management Approach:

Group

- Close monitoring of government announcements and updates on resources, environmental conservation, climate change, and sustainability to guide the necessary actions and procedures
- Climate Risk Assessment ("CRA") conducted in FY2025 aligned to the NSRF and IFRS S1/ S2
- Adoption of TCFD and SASB frameworks

Property Development/ Construction Divisions

- Contractors' All Risk ("CAR") and Workmen Compensation insurance
- Emergency Response Plan
- Suspension of outdoor works in unsafe or severe weather
- Deployment of additional workforce/ extended hours to recover from weather-related delays

M11 WASTE MANAGEMENT & RECYCLING

Implementing practices to reduce, reuse, and recycle construction and operational waste.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	High	High

Material Relevance to Matrix:

- Our operations generate significant waste, which can lead to pollution if not properly managed
- Efficient management reduces both operational and compliance costs

Relevant Stakeholders:

Our Management Approach:

Group

- Waste management is guided by waste minimisation, resource efficiency, regulatory compliance, and responsible disposal across the Group
- Waste reduction, recycling, and recovery are supported through waste segregation, licensed waste management practices, and stakeholder engagement
- Waste performance is regularly monitored to improve resource efficiency, promote circular economy practices, and drive continuous improvement

Construction Division

- Segregation of general waste, construction debris, and hazardous waste, with the use of licensed waste collectors
- Daily cleaning
- Proper storage and disposal of construction waste
- Periodic environmental checks recorded and tracked
- Environmental Impact Assessment ("EIA")/ Environmental Monitoring Plan ("EMP") preparation and adherence to Department of Environment ("DOE") conditions

STAKEHOLDER AND MATERIALITY

M12 ENERGY CONSUMPTION

Enhancing energy efficiency and exploring renewable energy solutions.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	High	High

Material Relevance to Matrix:

- Energy use impacts operational costs and is directly tied to carbon footprint

Relevant Stakeholders:

Our Management Approach:

Group

- Energy management is guided by resource efficiency, regulatory compliance, and responsible energy use across the Group
- Energy consumption is regularly monitored to improve operational efficiency through preventive maintenance, operational optimisation, and energy-efficient technologies where appropriate
- Employee awareness and operational best practices promote energy conservation, while energy performance is periodically reviewed to improve resource efficiency, reduce greenhouse gas emissions, and support continuous improvement

Hospitality/ Healthcare/ Education Divisions

- Genset/ backup generators to supply electricity to essential operations during power outages
- Solar-panel installation to reduce reliance on conventional energy sources and lower carbon emissions

M13 BIODIVERSITY

Protecting ecosystems and integrating green spaces into developments to support environmental balance.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Moderate	Highest	High

Material Relevance to Matrix:

- Township developments affect ecosystems
- Protecting biodiversity supports compliance and maintains crucial ecosystem services

Relevant Stakeholders:

Our Management Approach:

Group

- Biodiversity assessment conducted at the Bandar Seri Sendayan township to identify biodiversity risks and opportunities
- Landbank screened for high-conservation-value ("HCV") and environmentally sensitive areas, with development plans, construction methods or land-use altered (and EIA/ social-impact assessments conducted) to retain HCV and preserve IUCN Red List species
- Nature protection and restoration initiatives such as Miyawaki Forest programme for reforesting HCV species, creating a nursery and seed bank for future conservation

STAKEHOLDER AND MATERIALITY

PEOPLE-FIRST PHILOSOPHY

M14 OCCUPATIONAL SAFETY & HEALTH

Safeguarding employee and contractor well-being through strict safety standards and practices.

Financial Materiality	High	Impact Materiality	Highest	Overall Materiality Rating	Highest

Material Relevance to Matrix:
- Strong safety practices reduce safety risks and potential downtime
- Reinforces the Group's culture of care and compliance

Relevant Stakeholders:

Our Management Approach:

Group
- Governance under relevant frameworks and regulations, Hazard Identification, Risk Assessment, and Risk Control ("HIRARC"), and the CIDB SHASSIC assessment
- Group Health & Safety Policy covering employees and site workers
- Established Occupational Safety & Health Committee
- OSH committees at all premises with worker representation
- Board review of Unsafe Acts and Conditions ("UAUCs"), Lost Time Injuries ("LTIs"), and injury rates

Construction Division
- Site Safety & Health Policy displayed at sites
- Monthly Safety & Health Committee meetings
- Appointed Safety & Health Officer and Site Safety Supervisor
- Weekly toolbox meetings
- Mandatory personal protective equipment ("PPE")
- Safety signage and barricades
- Permit-to-work for high-risk activities
- Emergency Response Plan
- Accident/ incident reporting and investigation

Hospitality/ Education Divisions
- Established Safety & Health Policy
- Compliance with occupational safety and health laws
- Safety inspections and audits
- Ongoing safety, first-aid, and emergency-response training
- Incident investigation with corrective and preventive action
- Safety signage
- Access control and visitor registration

Healthcare Division
- Infection prevention and control protocols and outbreak response aligned with the Ministry of Health ("MOH")
- Medical malpractice safeguards (SOPs, consent documentation, and professional indemnity insurance)

STAKEHOLDER AND MATERIALITY

M15 HUMAN & LABOUR RIGHTS

Upholding fair treatment, non-discrimination, and ethical labour practices across operations and supply chains.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Moderate	Highest	High

Material Relevance to Matrix:
- Fair treatment of employees protects reputation and builds stakeholder trust

Relevant Stakeholders:

Our Management Approach:

Group

- Alignment with the Malaysian Employment Act and labour laws, the Universal Declaration of Human Rights, the UN Global Compact's Ten Principles, the UN Guiding Principles on Business and Human Rights, and the International Labour Organisation ("ILO")
- Commitments to non-discrimination and equal opportunity, a harassment- and violence-free workplace, freedom of association, prohibition of child and forced labour, and no retaliation
- Living quarters meeting fire-safety, health, and sanitation standards
- Unrestricted access to passports and freedom to return home for foreign workers
- Valid permits for all workers
- Non-excessive working hours, access to healthcare, and freedom to practice religion
- Compliance with labour laws as a prerequisite for contractor/ supplier tendering and contracts, with zero tolerance for violations
- Confidential whistleblowing channel for labour/ human-rights grievances escalated directly to the Board and Senior Management

Education Division

- Codes of Conduct for students, employees, and teachers
- Clear disciplinary and grievance procedures
- Anti-bullying/ anti-harassment expectations
- Background screening
- Prompt investigation and disciplinary action

M16 TALENT MANAGEMENT

Developing and retaining skilled employees through training, career growth, and engagement initiatives.

Financial Materiality	Impact Materiality	Overall Materiality Rating
High	High	High

Material Relevance to Matrix:
- Skilled workforce is vital for operational performance
- Impacts productivity and innovation
- Supports long-term growth

Relevant Stakeholders:

Our Management Approach:

Group

- Talent management is guided by meritocracy, equal opportunity, and fair employment practices to attract, develop, and retain talent
- Employee development is supported through learning, performance management, leadership development, and succession planning to strengthen organisational capability
- Employee engagement, wellbeing, and workplace feedback are regularly monitored to foster an inclusive, high-performing workplace and drive continuous improvement

Education Division

- Recruitment and vetting with credential verification
- Market-benchmarked compensation and benefits
- Continuous professional development
- Performance evaluation and feedback
- Teacher-engagement initiatives
- Recognition and reward
- Succession planning for key roles

Healthcare Division

- Partnerships with nursing colleges and universities to strengthen the talent pipeline
- Periodic review of pay and benefits
- Introduction of support roles to relieve clinical staff and reduce burnout
- Upskilling medical staff to improve patient experience

STAKEHOLDER AND MATERIALITY

M17
COMMUNITY DEVELOPMENT

Supporting local communities through infrastructure, amenities, and social programmes that enhance the quality of life.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Moderate	Highest	High

Material Relevance to Matrix:
- CSR and community investments enhance community resilience
- Builds our social licence to operate

Relevant Stakeholders:

Our Management Approach:

Group

- CSR and community project contributions
- Recurring programmes and NGO partnerships
- Support for underserved groups such as persons with disabilities, poverty-alleviation programmes, and support for local schools
- Building of amenities and houses of worship for multiple faiths, maintained even after property handover and DLP
- Early engagement with local authorities to align developments with community priorities and avoid unintended harm
- Assessment of social and human-rights impacts across the value chain

RESILIENT AND TRUSTWORTHY BUSINESS

M18
REGULATORY COMPLIANCE

Ensuring adherence to laws, regulations, and industry standards to maintain our licence to operate.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Highest	High	Highest

Material Relevance to Matrix:
- Compliance with regulatory requirements is mandatory
- Directly links to enterprise value and ensures operational continuity

Relevant Stakeholders:

Our Management Approach:

Group

- Regulatory compliance is supported by robust governance, internal policies, procedures, and a dedicated Data Protection Officer (DPO) to ensure compliance with applicable laws, regulations, industry standards, and the Personal Data Protection Act (PDPA)
- Compliance obligations are monitored through internal controls, periodic reviews, audits, employee awareness programmes, and data protection policies to identify and address potential compliance risks
- Compliance performance and regulatory developments are regularly reviewed to strengthen governance, promote ethical business conduct, and drive continuous improvement

Property Development Division

- Management of statutory approvals (land conversion, subdivision, building plans) and Housing Development Act ("HDA") compliance
- Sales and Purchase ("S&P") templates vetted by Group Legal
- Internal review of advertising and promotional materials
- Monitoring of permit validity with advance renewals

Construction Division

- EIA/ EMP submission and adherence to DOE conditions
- Licence and permit registered with assigned personnel
- Liaison with authorities and consultants
- Retention of valid licences at the site and the head office for inspection readiness

STAKEHOLDER AND MATERIALITY

M18 REGULATORY COMPLIANCE

Our Management Approach:

Hospitality/ Education Divisions

- Comprehensive licensing and permit registers with renewal dates and responsible personnel
- Periodic compliance reviews and internal audits
- Timely submission and renewal of permits
- Tracking new or changing requirements

Healthcare Division

- Licensing and Regulatory Affairs function monitors the relevant regulatory requirements
- SIRIM accreditation and ISO certification
- Timely licence renewals
- Compliance Officer and compliance training
- Adherence to MOH outbreak SOPs

M19 CORPORATE GOVERNANCE & INTEGRITY

Upholding transparency, accountability, and ethical business practices across all levels of the organisation.

Financial Materiality	Impact Materiality	Overall Materiality Rating
Highest	High	Highest

Material Relevance to Matrix:

- Ensures investor confidence
- Transparent reporting supports enterprise value

Relevant Stakeholders:

Our Management Approach:

Group

- ABAC Policy and Code of Conduct
- Vendor and contractor due diligence
- Segregation of duties across procurement, approval, and payment
- Whistleblowing channel for confidential reporting of misconduct
- Regular staff training and awareness on ethical conduct and compliance

Education Division

- Governance oversight through monthly management meetings, half-yearly Board meetings, and periodic internal audits

Healthcare Division

- Pricing-governance controls
- Procurement governance via an Approved Supplier List, a Procurement Committee, and quotation/ approval thresholds

SUSTAINABILITY RISKS AND OPPORTUNITIES

AS WITH OTHER BUSINESS RISKS THE GROUP FACES, ESG RISKS OVERSIGHT IS IMPORTANT TO SAFEGUARDING OUR LONG-TERM RESILIENCE AND ENSURING SUSTAINABLE VALUE CREATION. THESE RISKS CAN DIRECTLY INFLUENCE OUR FINANCIAL PERFORMANCE, OPERATIONAL STABILITY, AND REPUTATION, WHILE ALSO SHAPING HOW STAKEHOLDERS VIEW THE GROUP'S ABILITY TO RESPOND TO GLOBAL SUSTAINABILITY CHALLENGES. BY RECOGNISING AND MANAGING ESG RISKS EARLY, WE STRENGTHEN OUR CAPACITY TO ADAPT, MITIGATE POTENTIAL IMPACTS, AND CAPTURE OPPORTUNITIES THAT SUPPORT BOTH BUSINESS GROWTH AND STAKEHOLDER TRUST.

RISK MANAGEMENT AND OVERSIGHT

Our governance structure enables us to systematically identify, assess, and prioritise material ESG risks. This proactive approach allows us to address both inherent and emerging challenges, such as climate change, water and resource scarcity, supply chain disruptions, human rights concerns, and talent management.

These are documented in a central Risk Register, which is regularly updated and reviewed by the Risk Management Committee ("RMC"). The RMC is supported by a management-level Risk Unit and operational teams to ensure mitigation strategies are effectively implemented across the Group. To enhance oversight, risk registers are also maintained at the business division level, enabling us to manage risks more effectively and practically.

Recognising the growing importance of ESG factors, Matrix has introduced a 5% sustainability weightage into the annual performance assessment for all executive staff. This reinforces accountability by directly linking sustainability priorities to individual outcomes ensuring that ESG considerations are embedded into daily decision-making.

Comprehensive Board oversight on material ESG topics, as well as risks and opportunities arising from these topics.

Board and Senior Management receive timely reports on ESG matters, thereby enabling them to remain updated on ESG initiatives and programmes.

The governance structure enables the development of effective reporting structures between senior leadership as well as the working level.

Enables quick and effective two-way dissemination of information and promotes the development of an ESG oriented culture across the organisation and the value chain.

SUSTAINABILITY RISKS AND OPPORTUNITIES

RISK OVERVIEW

The Group has continued to enhance our sustainability disclosures by identifying and mitigating relevant sustainability and climate-related risks and opportunities. This was done as part of a comprehensive exercise in FY2025, which enabled Matrix to identify key sustainability-related risks and opportunities ("SRROs") and climate-related risks and opportunities ("CRROs").

Our systematic approach to SRRO and CRRO prioritises material risks by impact and likelihood, ensuring resources are strategically allocated toward effective mitigation. By aligning these risks with the material matters, we ensure that the concerns of both internal and external stakeholders are proactively addressed.

An overview of the main SRROs of Matrix is as follows. Meanwhile, a comprehensive overview of the Group's CRROs can be found in the "Climate Action" section of this report.

Legend:

Severity: Insignificant, Minor, Moderate, Major, Highly Significant

Likelihood: Very Unlikely, Unlikely, Possible, Likely, Very Likely

LONG-TERM ECONOMIC CONTINUITY

Potential Impacts | **Defect Management/ Build Quality**

OVERALL SEVERITY: Major | **OVERALL LIKELIHOOD**: Likely

Why It Matters:

Delivering quality developments is fundamental to customer satisfaction, brand reputation, operational excellence, and long-term value creation.

Potential Risks:

- Higher defect rectification costs and delayed revenue recognition.
- Reduced customer confidence, repeat purchases, and brand reputation.
- Project delays, contractual disputes, and operational inefficiencies.

Strategic Opportunities:

- Enhance customer satisfaction, brand trust, and repeat purchases.
- Improve operational efficiency through higher construction quality and QLASSIC performance.
- Strengthen cash flow, project delivery, and long-term business resilience.

Matrix Response & Value Created:
Matrix implements a comprehensive quality management framework supported by consultant-approved designs, quality inspections, supplier controls, laboratory testing, and CIDB QLASSIC benchmarking. These measures strengthen build quality, reduce rectification costs, support timely project delivery, and enhance long-term stakeholder value.

PEOPLE-FIRST PHILOSOPHY

Potential Impacts | **Occupational Health & Safety**

OVERALL SEVERITY: Moderate | **OVERALL LIKELIHOOD**: Possible

Why It Matters:

Maintaining a safe and healthy workplace is essential to protecting our employees, contractors, and communities while supporting operational continuity, productivity, and long-term business resilience.

Potential Risks:

- Workplace injuries, fatalities, and occupational illnesses affecting employee wellbeing and operations.
- Regulatory non-compliance, legal liabilities, and reputational damage.
- Project delays, productivity losses, and increased operational costs arising from safety incidents.

Strategic Opportunities:

- Strengthen safety culture, employee wellbeing, and workforce engagement.
- Improve operational efficiency through proactive risk management and incident prevention.
- Enhance stakeholder confidence, regulatory compliance, and long-term business resilience.

Matrix Response & Value Created:
Matrix implements a Group-wide safety management framework comprising risk assessments, safe work procedures, training, inspections, incident reporting, and continuous monitoring to foster a strong safety culture. These measures reduce workplace risks, strengthen regulatory compliance, improve operational continuity, and create long-term value for employees, customers, and stakeholders.

SUSTAINABILITY RISKS AND OPPORTUNITIES

Potential Impacts | **Human & Labour Rights**

OVERALL SEVERITY | OVERALL LIKELIHOOD

Why It Matters:

Respecting human and labour rights is fundamental to attracting and retaining talent, fostering an inclusive workplace, maintaining stakeholder trust, and supporting sustainable business performance.

Potential Risks:

- Labour rights violations, discrimination, harassment, or unfair employment practices affecting employee wellbeing and reputation.
- Non-compliance with labour laws resulting in legal, regulatory, and reputational risks.
- Reduced employee engagement, productivity, and talent retention.

Strategic Opportunities:

- Foster an inclusive, respectful, and diverse workplace that attracts and retains talent.
- Strengthen employee engagement, productivity, and organisational performance.
- Enhance stakeholder confidence through responsible employment practices and ethical business conduct.

Matrix Response & Value Created:
Matrix upholds human and labour rights through fair employment practices, equal opportunity, non-discrimination, employee engagement, grievance mechanisms, and compliance with applicable labour laws. These measures promote an inclusive workplace, strengthen employee wellbeing and trust, and support long-term organisational resilience and sustainable value creation.

RESILIENT AND TRUSTWORTHY BUSINESS

Potential Impacts | **Regulatory Compliance**

OVERALL SEVERITY | OVERALL LIKELIHOOD

Why It Matters:

Maintaining compliance with applicable laws, regulations, and industry standards is fundamental to responsible business conduct, stakeholder confidence, and sustainable long-term growth.

Potential Risks:

- Regulatory breaches resulting in legal penalties, financial losses, and reputational damage.
- Operational disruptions arising from non-compliance with regulatory requirements.
- Reduced stakeholder confidence and increased governance risks.

Strategic Opportunities:

- Strengthen governance, ethical business conduct, and regulatory readiness.
- Enhance stakeholder trust through robust compliance and transparent business practices.
- Improve operational resilience by proactively managing regulatory risks.

Matrix Response & Value Created:
Matrix maintains a robust compliance framework comprising policies, internal controls, regular compliance reviews, employee training, and audits to ensure adherence to applicable laws and regulations. These measures strengthen governance, minimise compliance risks, support responsible business practices, and create sustainable long-term value for stakeholders.

ENVIRONMENTALLY CONSCIOUS APPROACH

Potential Impacts | **Climate Change & Emissions**

Why It Matters:

Climate change presents both physical and transition risks that can influence the Group's operations, development planning, regulatory obligations, and long-term business resilience.

Potential Risks:

- Increased operational costs, asset damage, and project disruptions arising from extreme weather events.
- Evolving climate regulations, carbon-related requirements, and stakeholder expectations.
- Higher energy consumption, greenhouse gas emissions, and potential reputational risks.

Strategic Opportunities:

- Improve energy efficiency and reduce greenhouse gas emissions across operations.
- Strengthen climate resilience through sustainable development and operational practices.
- Enhance investor confidence and long-term competitiveness through proactive climate action.

Matrix Response & Value Created:
Matrix integrates climate considerations into governance, risk management, and operational decision-making while monitoring energy consumption and greenhouse gas emissions to identify improvement opportunities. These efforts strengthen climate resilience, improve resource efficiency, support regulatory readiness, and contribute to the Group's long-term carbon neutrality commitment.

Matrix FOR PEOPLE

Development is only truly sustainable when the communities around it prosper. This is the Group's commitment to the people who live around the areas where we operate. Community engagement is central to this approach. Without meaningful investment in local needs, risks such as social inequality, reduced trust, and weakened community ties can arise, ultimately affecting long-term business sustainability. By proactively supporting education, healthcare, cultural facilities, and small business opportunities, Matrix helps to mitigate these risks while creating shared value for both the company and society.

Sustainability Pillars

People-First Philosophy

UNSDGs Supported

Material Topics in this Section

M17 Community Development

MATRIX FOR PEOPLE

COMMUNITY DEVELOPMENT

M17

The Group recognises that community development goes beyond corporate responsibility and is an integral component of building resilient societies. Matrix believes that true progress lies in creating values that endure across generations, strengthening the social fabric of the communities the Group serves.

Through investments in education, social programmes, and local engagement, the Group empowers individuals and families to thrive. This empowerment, in turn, fosters trust in Matrix's role as a responsible developer and reinforces a sustainable future built on shared prosperity and collective well-being.

Legend: Achieved | On-track | Attention Required

Relevant KPIs & Targets:

1 Community Aid

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
To provide encouragement and aid to the following: • The hardcore poor and underprivileged students • Assist B40 group on food insecurity and quality education access	Conduct: • Two programmes annually for the hardcore poor (e.g., students, old folks' homes, underprivileged children) • One education related programme annually • One programme annually with NGOs	✓ Several programmes have been conducted throughout FY2026, including Matrix's Foodbank Drive, Back to School and Meal-A-Day programmes, to provide support and aid to the hardcore poor members of our community.
To provide support and aid for underserved communities, such as people with mental or physical disabilities	Conduct: • One programme per festive • One programme annually with NGOs	✓ The Group has conducted several initiatives to support underserved communities, especially by engaging with the Association of Art in Charity & Education for Disabled & Disadvantaged ("AACE") and Bengkel Seri Sembilan (a disabled people's training centre) to design and paint a mural wall during the Matrix Malaysia Day Run 2025.
Disaster relief	Provide relief if disasters occur within the coverage of our developments	✓ The Group has contributed reliefs relating to three disasters in FY2026.
Community outreach programmes (including sports)	Conduct relevant community outreach programmes	✓ Over 40 CSR programmes on community engagement and outreach programmes conducted in FY2026.

MATRIX FOR PEOPLE

Relevant KPIs & Targets:

1 Community Aid

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Hospitality and Education division to conduct CSR programmes	Minimum two CSR programmes each annually	✓ Hospitality and Education division have conducted twelve CSR programmes throughout FY2026.

2 Women Empowerment

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Support the women community group by ordering corporate gifts from them and channelling 15% of the sales premium to the B40 women who make up the group	To support them during a minimum of two festive campaigns	✓ We engaged the Komuniti Tukang Jahit group to prepare gifts for three programmes in FY2026, with RM38,022 contributed to them through a combination of wages and their 15% share of the sales income.

3 Contribution to Sports and Youth Development

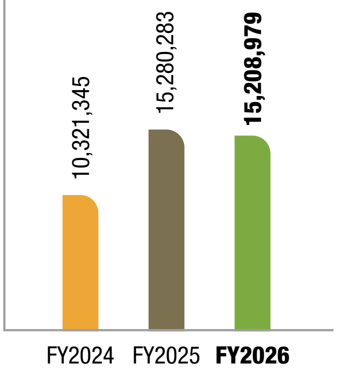
APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
To provide financial contribution to further develop: • Unity and harmony amongst the youth • The advancement of sports in the country • The spirit of sportsmanship • Branding	To contribute a minimum of 0.1% of the Group's Profit After Tax ("PAT") for sports-related programmes	✓ The Group invested RM7.2 million equivalent to 3.2% of Group's PAT, organise several sports programmes throughout FY2026.

4 National/ State Contribution

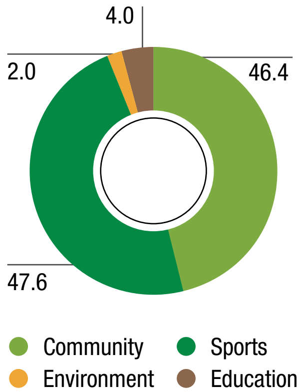
APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Provide decorations and contributions during festive seasons, and coordinate with the City Council and local constituency to donate flags in selected areas	Minimum two contributions annually	✓ Matrix contributed a total of 4,710 flags to 42 communities and local authorities in FY2026.

GROUP PERFORMANCE & HIGHLIGHTS

Total Amount Spent on CSR (RM)



Proportion of CSR Spending in FY2026 (%)



3,285 volunteering hours from Matrix employees

Over **100** initiatives conducted

Total **2,546** direct beneficiaries assisted, including:

16 schools	**>900** individuals & underprivileged families	**9** sports teams

Breakdown of CSR spending by pillars:

Education	Community	Sports	Environment
RM604,968	**RM7,051,413**	**RM7,241,341**	**RM311,257**

Matrix recognises its responsibility in shaping not only physical developments, but also resilient and thriving communities. This commitment goes beyond project boundaries, focusing on creating meaningful and sustainable impact within the communities where the Group operates. Matrix's Corporate Social Responsibility ("CSR") initiatives are designed to enhance quality of life, strengthen social wellbeing, and support economic opportunities for local communities, including investments in education, infrastructure, local business support, and environmental stewardship projects.

CSR is integral to Matrix's business philosophy and operations. We remain committed to ensuring Matrix acts as a catalyst for positive impact within the communities where we operate, recognising that Matrix's long-term success is closely connected to the wellbeing of the societies and environments around us. As such, CSR is a fundamental aspect of Matrix's business strategy, extending beyond charitable contributions to reflect a deeper commitment towards building a more just and inclusive society. In line with this commitment, Matrix acknowledges its responsibility to contribute towards a more equitable society by actively addressing inequalities and fostering inclusive development as key pillars of our CSR approach.

As a company deeply rooted in Malaysia, Matrix also recognises the importance of promoting the richness of Malaysia's multiracial and multicultural society through initiatives that celebrate diversity and strengthen unity. These efforts form an important part of Matrix's broader CSR commitment towards fostering a more cohesive and inclusive nation.

In order to ensure our CSR strategy remains meaningful and impactful, stakeholder engagement is proactively embedded across Matrix's initiatives and programmes. We recognise that building strong relationships and trust with key stakeholders, including local communities, residents, employees and government bodies, is essential to responsible operations. By actively listening to and incorporating stakeholder feedback, Matrix gains valuable insights into evolving community needs and emerging social trends related to our developments. These insights support more informed strategic decision-making, enabling Matrix to continuously refine our approach and ensure our projects contribute meaningfully towards community enrichment and sustainable development. Through this collaborative process, Matrix is also able to identify and pursue innovative development opportunities that align with stakeholder values and contribute towards a more sustainable future.

MATRIX FOR PEOPLE

Our CSR programmes are structured around four main themes based on the type of activity and the value they bring to surrounding communities. An overview of our CSR initiatives in FY2026 under each pillar includes:

COMMUNITY

This theme focuses on directly supporting and uplifting communities by easing their financial burdens and improving their quality of life. By addressing their immediate needs while supporting longer-term improvements, Matrix helps build more inclusive and resilient communities.

EDUCATION

The Group supports learning and personal development by providing resources, financial assistance, and opportunities for students and financial institutions. Education-focused CSR programmes are important because they help equip future generations with the knowledge and skills needed for success while promoting equal access to opportunities.

SPORTS

Matrix focuses on encouraging active lifestyles and nurturing sports talent among individuals, especially the youth. Our initiatives under this theme help promote physical health, discipline, teamwork, and resilience. It also provides a constructive outlet for young people and strengthens social bonds.

ENVIRONMENT

Under this theme, the Group's priority lies in protecting and enhancing the natural environment through initiatives that promote responsible environmental stewardship and raise environmental awareness.

For more information on the Group's environmental initiatives, please refer to the Matrix for Green section.

Throughout FY2026, we have conducted various programmes in line with the Group's four CSR pillars. These can be further classified as follows:

FESTIVITIES

Malaysia's multicultural heritage is built upon diversity, mutual respect, and shared celebrations. Through our festive outreach initiatives, Matrix supports underprivileged families, children, persons with disabilities, and vulnerable communities by providing festive assistance and opportunities to celebrate meaningful occasions with dignity and a sense of belonging. Throughout FY2026, these initiatives promoted inclusivity, strengthened community bonds, and created positive impact across the communities we serve.

MATRIX FOR PEOPLE

Majlis Berbuka Puasa - Beraya Di Mana Jua

As part of its commitment to fostering inclusive communities, Matrix Foundation organised its annual **Majlis Berbuka Puasa – Beraya Di Mana Jua** programme on 7 March 2026 at d'Tempat Country Club, bringing together approximately 300 beneficiaries, volunteers, community representatives, and Matrix employees.

The programme supported beneficiaries from Yayasan Darul Asnaf Sri Sendayan, Darul Asnaf Seri Tanjung, Women of Will, Yayasan Kasih Sayang Negeri Sembilan, and Bengkel Seri Sembilan through festive assistance, including a special Hari Raya shopping session where participants selected their own festive attire. Beyond providing support, the initiative promoted dignity, strengthened social inclusion, and created meaningful connections among the communities we serve.

Chinese New Year CSR Programme – Ride Bold into a Golden Spring

In conjunction with Matrix's 30th Anniversary celebration, the Group organised the **Ride Bold into a Golden Spring** Chinese New Year CSR programme on 28 February 2026, supporting 112 beneficiaries from Beautiful Gate Foundation Seremban Centre, Touch Community Society Seremban, and the PPKI Programme of SK Bandar Sri Sendayan.

The initiative provided children and adults with special needs, persons with disabilities, caregivers, and educators an inclusive festive experience through community engagement activities, gift presentations, and a shared celebration. Beyond the festivities, the programme reflected our commitment to promoting social inclusion, strengthening community bonds, and creating meaningful experiences where individuals from diverse backgrounds can celebrate with joy and inclusion.

MATRIX FOR PEOPLE

Deepavali CSR Programme – Festival of Lights: Sharing Joy, Spreading Smiles

In celebration of Deepavali, Matrix organised its second **Festival of Lights: Sharing Joy, Spreading Smiles** programme on 10 October 2025, benefiting approximately 85 individuals including students, parents, teachers, single mothers, caretakers, and residents of Shekinah Care Centre, Seremban.

The initiative supported beneficiaries from SJKT Bandar Sri Sendayan and Shekinah Care Centre through festive assistance, including a special shopping session where participants selected their own Deepavali attire, along with dry food contributions to ease household expenses. Beyond providing practical support, the programme promoted dignity, strengthened social inclusion, and fostered meaningful connections among beneficiaries, volunteers, and the wider community.

Christmas CSR Programme – School's Out, It's a Holiday

In conjunction with the year-end holiday season, Matrix organised the **Christmas CSR Programme – School's Out, It's a Holiday** on 20 December 2025, bringing together approximately 100 participants from Seremban Methodist Church, Christ Church of Sendayan, and SJKC Bandar Sri Sendayan.

The programme supported participating organisations through financial contributions for festive preparations, community outreach activities, and celebrations. Through festive activities and shared engagement, the initiative strengthened community bonds, promoted inclusivity, and reflected Matrix's commitment to supporting diverse communities while fostering a culture of care, compassion, and togetherness.

MATRIX FOR PEOPLE

DISASTER RELIEF

The Group recognises the impact that natural disasters and emergencies can have on the wellbeing and livelihoods of affected communities. As a responsible township developer, we are committed to providing timely support through collaboration with government agencies, community organisations, local leaders, and volunteers. Through emergency aid, financial assistance, and essential support, our disaster relief efforts aim to help communities overcome immediate challenges, strengthen resilience, and support long-term recovery.

Immediate Relief Assistance for Putra Heights Explosion Victims

Following the gas pipeline explosion and fire in Putra Heights, Subang Jaya on 1 April 2025, Matrix responded swiftly to support families affected by the disaster. Recognising the significant disruption and hardship faced by residents, the Group worked closely with the Selangor State Government to provide immediate assistance during the early stages of recovery.

Through this initiative, Matrix contributed RM318,000 in financial aid, benefiting 106 affected households with RM3,000 each. The assistance was intended to help alleviate immediate financial pressures and provide families with greater flexibility to address urgent needs as they navigated the aftermath of the incident.

The initiative reflects Matrix's commitment to supporting communities during times of crisis through timely and meaningful intervention. By working alongside public sector partners, the Group helped ensure that assistance reached those most affected, reinforcing the importance of collective action in strengthening community resilience and recovery.

Emergency Relief for Victims of the Labu Fire Incident

Following the fire incident at Batu 9, Jalan Labu, Seremban on Christmas Eve 2025, Matrix responded swiftly to support 51 residents from eight affected households who were displaced by the disaster. Recognising the immediate challenges faced by the families, the Group mobilised its resources to provide essential assistance and help alleviate hardships during the critical recovery period.

In collaboration with Mawar Medical Centre, immediate relief efforts including the distribution of dry food supplies, daily necessities, and on-site health screenings were deployed to support the wellbeing of affected residents. As families prepared to relocate from temporary shelter to government-arranged housing, Matrix further provided RM3,000 in financial assistance to each affected household to help ease resettlement and immediate living expenses.

The initiative reflects Matrix' commitment to standing alongside communities during times of adversity. By providing both emergency relief and recovery assistance, the Group aims to help affected families regain stability, rebuild their lives, and move forward with greater confidence and resilience.

MATRIX FOR PEOPLE

Storm Relief Assistance for Nusari Communities

Following a severe thunderstorm on 14 November 2025, Matrix mobilised immediate assistance to support affected residents and public facilities within the Sendayan township.

In collaboration with BSS Majlis Muafakat through its **Derma Kilat: Bantuan Mangsa Ribut** initiative, relief support was extended to 19 families in Nusari Aman and Nusari Bayu, as well as SMK Bandar Sri Sendayan including relief donation of RM5,000, following verified assessments by Residents' Association leaders.

The initiative reflects Matrix's commitment to building resilient communities through timely assistance, stakeholder collaboration, and support for recovery efforts, reinforcing the Group's role as a responsible township developer dedicated to community wellbeing.

COMMUNITY

At Matrix, we believe thriving communities are built through strong support systems, access to healthcare, and opportunities that enhance quality of life. As a responsible township developer, we work with healthcare providers, NGOs, educational institutions, and community organisations to support vulnerable and underserved communities through initiatives focused on health and wellbeing, food security, and targeted assistance. Throughout FY2026, these efforts continued to address community needs, promote inclusivity, and contribute towards healthier, more resilient communities.

Supporting Palliative Care Through Long-Term Community Healthcare Partnerships

At Matrix, we believe access to quality healthcare includes providing dignity, comfort, and support to individuals facing serious health challenges. Since 2015, Matrix Foundation has maintained a long-standing partnership with Pertubuhan Hospice Negeri Sembilan ("PHNS"), contributing RM30,000 annually totalling RM300,000 over the past decade to support free palliative care services for terminally ill patients and their families.

This sustained partnership enables PHNS to continue providing essential services, including home-based care, medical equipment loans, counselling, and caregiver support. Through initiatives such as this, Matrix strengthens access to community healthcare services, supports vulnerable groups, and reinforces its commitment to building caring and inclusive communities.

Veg Run 2025 - Promoting Healthy and Sustainable Living

As part of its commitment to community wellbeing, Matrix supported **Veg Run 2025** for the third consecutive year, reinforcing its efforts to promote healthier lifestyles and sustainable living. Organised by the Malaysia Fo Guang Buddhist Association, Seremban Chapter, the event was held in Bandar Sri Sendayan and attracted more than 1,200 participants from diverse backgrounds.

Combining physical activity with environmental awareness, Veg Run encouraged positive lifestyle choices while strengthening community engagement. Through continued support of initiatives such as this, Matrix remains committed to fostering healthier, more connected, and resilient communities beyond township development.

AID FOR THE UNDERPRIVILEGED

Matrix's Foodbank Drive

Food insecurity remains a significant challenge for many vulnerable households amid rising living costs and economic uncertainty. To address this, Matrix implemented the **Matrix's Foodbank Drive**, a structured three-year community assistance programme in collaboration with Kechara Soup Kitchen ("KSK"). Through six bi-monthly distribution rounds in FY2026, the programme provided consistent food and hygiene assistance to underprivileged households across Seremban and surrounding communities.

A total of **RM88,544** was mobilised through employee contributions and the Group's matching contribution, providing food and hygiene essentials worth RM330 per household during each distribution. The programme expanded from approximately **40 to 69 beneficiary households** and was supported by **585 volunteers** through food packing, distribution, and health screening activities. Beneficiary surveys indicated meaningful improvements in food security, financial resilience, and overall quality of life.

Each distribution was conducted with different community partners, reflecting Matrix's belief that collective action and strong partnerships create greater and more sustainable community impact. Collaborators included Karisma Arena, Negeri Sembilan Basketball Association (NSBA), Fo Guang, Mawar Medical Centre, Polis Diraja Malaysia Negeri Sembilan (PDRM Negeri Sembilan), and Alpro Pharmacy.

Building on its success, Matrix launched **Foodbank Drive Fundraising Season 2** in FY2027, raising **RM162,900**, significantly exceeding its initial target. The funds will enable the Group to support more vulnerable families while strengthening its long-term commitment to addressing food insecurity through sustainable community partnerships.

Programme Outcomes:

- **Expanded from 40 to 69 beneficiary households**
- **Total 585 volunteers; 2,608 volunteer hours**
- **Partially-funded by staff contributions**
- **91% able to save money from the aid received**
- **100% reduced financial stress**
- **100% improved quality of life and food security**
- **In partnership with NGOs, government agencies & sports bodies**

MATRIX FOR PEOPLE

SPORTS

Sports play an important role in building healthier, more connected, and resilient communities by promoting physical wellbeing, teamwork, discipline, and social unity. At Matrix, we support sporting initiatives, strategic partnerships, and talent development programmes that encourage active lifestyles, strengthen community participation, and create opportunities for athletes and aspiring talents. Through our commitment to grassroots development and inclusive sporting engagement, we aim to create lasting social value and contribute to healthier, more active communities.

Fit Malaysia – Supporting Active Lifestyles Through Hari Sukan Negara

As part of its commitment to promoting healthier and more active communities, Matrix supported **Fit Malaysia – Hari Sukan Negara** on 11 October 2025 at d'Tempat Country Club through a contribution of RM120,000. Organised by the Negeri Sembilan State Youth and Sports Department, the initiative encouraged active lifestyles and community participation through sports and fitness activities.

Through its support of this national initiative, Matrix helped raise awareness on health and wellbeing while strengthening public-private collaboration and fostering more vibrant, connected, and resilient communities.

Matrix Malaysia Day Run 2025 - Uniting Communities Through Sports

In conjunction with Malaysia Day, Matrix organised the **Matrix Malaysia Day Run 2025** on 13 September 2025 at d'Tempat Country Club, Bandar Sri Sendayan, promoting healthy lifestyles, community engagement, and national unity. The event attracted 10,000 participants across the 5KM Fun Run, 10KM Timed Run, and 21KM Half Marathon categories, bringing together individuals from diverse backgrounds and age groups.

Emphasising inclusivity, the event welcomed 104 persons with disabilities ("PWDs"), including beneficiaries from Beautiful Gate Foundation for the Disabled (Seremban Branch), Bengkel Seri Sembilan, and para-athletes under the Negeri Sembilan Youth and Sports Department. Matrix also contributed mobility aids, facility-improvement support, and sports equipment, reinforcing its commitment to active living, social inclusion, and community wellbeing through sports.

MATRIX FOR PEOPLE

Premier Sponsor of Negeri Sembilan Football, Basketball and *Sepak Takraw* Teams - Supporting Sports Excellence and Grassroots Development

As part of its commitment to community development and talent cultivation, Matrix continues its role as the premier sponsor of Negeri Sembilan Football Club ("NSFC"), the Negeri Sembilan Basketball Association ("NSBA"), and Persatuan Sepaktakraw Negeri Sembilan ("PESTANS"), supporting the growth of football, basketball, and *sepak takraw* in the state of Negeri Sembilan where the Group is headquartered. This long-term support enables the associations to participate in national leagues and competitions while providing athletes with opportunities to enhance their skills, compete at higher levels, and pursue their sporting aspirations.

Beyond competitive success, these partnerships promote discipline, teamwork, leadership, and community participation, contributing to the development of healthier, more active, and connected communities.

YOUTH DEVELOPMENT

Guided by the belief that empowering young people is essential to building resilient communities and a sustainable future, Matrix invests in education, talent development, leadership, and personal growth initiatives that equip youth with the skills and opportunities needed to realise their potential. Through collaborations with educational institutions, community organisations, and strategic partners, we support young individuals at different stages of their journey, nurturing confidence, capability, and future leaders who can contribute positively to society.

Nurturing Future Sporting Champions

Investing in young talent is an important part of developing future leaders, role models, and national representatives. Through its youth development initiatives, Matrix supports promising athletes who demonstrate exceptional dedication, resilience, and potential, helping them pursue their ambitions and compete on larger stages.

Throughout FY2026, the Group continued to support emerging Malaysian squash players Harleein Tan and Yasshmita Jadishkumar as they progressed in their professional careers. Their achievements reflect the values of discipline, perseverance, and continuous self-improvement, inspiring other young Malaysians to pursue excellence in their chosen fields.

At just 16 years old, Harleein Tan secured multiple Professional Squash Association ("PSA") titles and achieved a career-high world ranking of No. 131, including a notable victory at the Rotterdam Open. Meanwhile, Yasshmita Jadishkumar advanced to the semi-finals of the ECP Open 2026 after overcoming higher-ranked international opponents. Through supporting young athletes in their development journey, Matrix seeks to empower the next generation of sporting talent while contributing to the growth of Malaysian sports on the international stage.

MATRIX FOR PEOPLE

Back To School, Meal-A-Day - Empowering Students Through Education Support

Education is a powerful tool for breaking the cycle of poverty and creating opportunities for a better future. Recognising that financial hardship can affect a child's ability to learn and succeed, Matrix continued its *Back To School, Meal-A-Day* programme for the fourth consecutive year, supporting students from underprivileged families with the resources needed to begin the school year with confidence.

Implemented across eight primary schools in Bandar Sri Sendayan and Kluang, the programme benefited 144 students from B40 and lower-income households. Beneficiaries received essential school necessities, including uniforms, bags, shoes, vouchers, and daily meal support, helping to reduce the financial burden on families while ensuring students are better prepared for their educational journey.

Beyond providing immediate assistance, the programme aims to improve student wellbeing, encourage school attendance, and create a more conducive learning environment. By supporting access to education and basic necessities, Matrix seeks to empower young learners, unlock future potential, and contribute towards building more resilient and inclusive communities.

Aside from those highlighted, Matrix has also conducted several other programmes throughout FY2026. These are as follows:

PROGRAMMES UNDER THE COMMUNITY PILLAR

Beneficiary/ Programme	Our Strategic Contribution & Purpose
Hari Raya Contribution to 20 Underprivileged Families in Kampung Gadong Jaya	Supported 20 underprivileged families in conjunction with Hari Raya 2025 through targeted community assistance aimed at easing financial and household burdens among vulnerable groups.
Residents' Association of Low-Cost PPR Flats, Seremban	Contributed towards the development of social and physical spaces of Unity Integration Hubs within low-cost strata housing communities in Negeri Sembilan, supporting social cohesion and community integration initiatives.
Negeri Sembilan Police Contingent Cycling Championship	Sponsored the Negeri Sembilan Police Headquarters cycling competition in support of community engagement, healthy lifestyle initiatives, and local sporting activities.
Stray Animal Rescue Association	Sponsored the Furrykids Safeheaven Fundraising Gala Night 2025 in support of animal welfare, responsible care initiatives, and broader community awareness on stray animal protection.
Negeri Sembilan Islamic Religious Affairs Department	Sponsored the department's netball competition in support of community participation, youth engagement, and healthy lifestyle initiatives.
Media Mulia 5th Anniversary Celebration (Utusan Malaysia & Kosmo)	Sponsored the Media Mulia 5th Anniversary Celebration in recognition of the media's continued engagement and support towards the Group's corporate initiatives and community outreach efforts.
Raise Flag 2025/ Merdeka Contribution Event 2025	Contributed towards community, village development committees, and religious group initiatives in conjunction with National Day celebrations, supporting grassroots engagement, community participation, and local social activities within Bandar Sri Sendayan.

MATRIX FOR PEOPLE

Beneficiary/ Programme	Our Strategic Contribution & Purpose
NSTP Malaysia Sports Club	Sponsored the New Straits Times 180th Anniversary Annual Dinner 2025 in recognition of the media's continued engagement and support towards the community.
Negeri Sembilan Hospice Organisation	Provided annual sponsorship support towards hospice-related community care and welfare initiatives in Negeri Sembilan.
Village Development and Security Committee of Kampung Bemban	Contributed towards the Merdeka Fun Walk 2025 in Kampung Bemban in support of local community engagement and social activities within Bandar Sri Sendayan.
Senior Citizens and Members of Senawang Health Clinic Club	Contributed towards initiatives under the Seremban District Health Office in support of community wellbeing and social engagement activities in Seremban.
Community Harmony Welfare Association of Negeri Sembilan on Health Awareness Talk – "Your Health, Our Priority"	Sponsored community healthcare initiatives, including mammogram screenings and wellness awareness programmes in conjunction with World Diabetes Day, in support of preventive healthcare, public health awareness, and improved accessibility to early detection initiatives within the community.
Rasah Sri Maha Mariamman Temple Trust	Contributed towards temple upgrading initiatives in support of community infrastructure enhancement and cultural heritage preservation efforts.
Tiara Sendayan Residents Association	Contributed towards the Tiara Sendayan Merdeka Walk 2025 in support of community participation, neighbourhood engagement, and healthy lifestyle initiatives within Bandar Sri Sendayan.
Malaysia Association for the Poor and Terminally Ill	Contributed towards welfare and community support initiatives undertaken by the association in support of vulnerable and terminally ill communities.
Department of National Unity and Integration	Sponsored the National Unity Week Celebration programme organised by the Ministry of National Unity in support of government-led social cohesion and national unity initiatives.
Matrix's Foodbank Drive	Food bank initiative in support of community welfare and food assistance programmes for underserved groups.
Seremban District Police Headquarters	Contributed towards the installation of blinds at the inquiry counter to support public service enhancement and improve visitor comfort within the police facility.
Darjeeling Light Sdn Bhd	Contributed towards community-related initiatives in support of Seremban community engagement activities.
Malaysia Day Programme – Residents of Taman Gadong Jaya	Contributed towards the Malaysia Day community programme organised for residents of Taman Gadong Jaya in support of community engagement and national celebration activities.
Raising Negeri Sembilan and Malaysian National Flags at Yogyakarta	Contributed towards the flag-raising initiative in Yogyakarta, Indonesia, in support of cultural representation and community engagement efforts.
Supporting Underprivileged B40 Families in Seremban by Malaysia Nanban Tamil Daily News	Contributed towards festive assistance initiatives for underprivileged B40 families in Seremban in support of community welfare and social aid programmes.
Harian Metro Appreciation Dinner	Contributed towards the Harian Metro staff appreciation dinner in recognition of continued media engagement and relationship-building initiatives.
SK Jimah	Contributed towards the Jimah Culture Festival 2025 in support of community engagement initiatives within Bandar Sri Sendayan and in line with the Group's commitment towards local community development programmes.
Negeri Sembilan Bar Committee	Served as platinum sponsor for the Negeri Sembilan Bar Committee Dinner and Dance 2026 in support of professional community engagement and the organisation's 60th anniversary celebration.
Bandar Sri Sendayan Residents Association	Contributed towards repair assistance for residential homes affected by strong winds in Bandar Sri Sendayan, supporting community resilience and welfare initiatives.
Kuala Pilah District and Land Office Club	Contributed towards the Pesta Bola Ngoca 2025 initiative in support of youth engagement, grassroots sporting activities, and local community participation in Negeri Sembilan.

MATRIX FOR PEOPLE

Beneficiary/ Programme	Our Strategic Contribution & Purpose
Jelebu Police Club	Sponsored the Jelebu District Police Headquarters Family Day programme in support of police community engagement and appreciation initiatives within Negeri Sembilan.
Malaysian Armed Forces	Contributed towards the Malaysian Armed Forces Hari Raya Celebration 2026 in support of local authority engagement and festive community support initiatives.
Royal Malaysian Air Force Base, Sendayan	Contributed towards the Year-End Gold Challenge organised by the recreational club of the Royal Malaysian Air Force Base, Sendayan, in support of youth development and local authority community engagement initiatives within Bandar Sri Sendayan.
Village Development and Security Committee of Kampung Gadong Jaya	Contributed towards new equipment for the community hall to strengthen community engagement and support organised social activities for residents of Kampung Gadong Jaya.
World Championship of Performing Arts	Supported Mr. Ethan Siow's participation in the World Championship of Performing Arts in Las Vegas as part of the Group's commitment towards nurturing young talent and supporting youth achievement on international platforms.
Chinese Sports Writers Association of Kuala Lumpur & Selangor	Contributed towards Chinese New Year initiatives in support of community engagement, cultural celebrations, and relationship-building within the sports and media fraternity.
Distribution of *Bubur Lambuk* to Dialysis Patients/ *Bubur Lambuk* Distribution	Distributed *Bubur Lambuk* to dialysis patients as part of Ramadan community care initiatives, while strengthening collaborative CSR engagement between Matrix Hospitality, Mawar, and local stakeholders.
Chinese New Year Assistance Programme	Distributed hampers and cash assistance to dialysis patients to support vulnerable individuals and enable meaningful Chinese New Year celebrations.
Hari Raya Assistance Programme	Distributed hampers and cash assistance to dialysis patients to support vulnerable individuals and enable meaningful Hari Raya celebrations.
Fo Guang Buddhist Association	Contributed towards Chinese New Year celebration initiatives in support of underserved communities and broader festive community engagement programmes.
Financial Distribution to Dialysis Patients	Distributed cash assistance to dialysis patients as part of community welfare and patient support initiatives.
***Iftar* with *Asnaf* Students from SK Sendayan & SMK Seri Sendayan**	Organised an *iftar* programme for *asnaf* students, including Ramadan buffet meals, *kain pelikat*, and mini *sejadah* contributions, in support of student welfare, community engagement, and social responsibility initiatives.
Residents' Association of Taman Eka Matahari	Contributed towards the implementation of community programmes within Taman Eka Matahari in support of community collaboration and local engagement initiatives aligned with the Group's CSR framework.
Golden Years Cherished Together	Organised a Chap Goh Mei celebration programme featuring dinner, games, concerts, and festive activities for senior citizens in support of elderly wellbeing and inclusive community engagement.
Negeri Sembilan Land Office Officers Welfare Association	Contributed towards the association's 2025 programmes in support of community development and institutional engagement initiatives.
Welfare Club of the Negeri Government Mufti Department	Contributed towards the Liga Mahabbah Programme in support of community and institutional engagement activities.
Matrix Concepts Ramadan Breaking Fast CSR Event 2026	Organised a Ramadan breaking fast CSR programme in conjunction with Ramadan 2026 to support community engagement and festive welfare initiatives.
Pertubuhan Sabar Bersama Rakyat Malaysia	Contributed towards community programmes undertaken in 2026 in support of broader community welfare and institutional engagement initiatives.
Community Distribution of *Bubur Lambuk*	Distributed spiced rice porridge to local communities as part of Ramadan CSR initiatives, while strengthening collaborative community engagement between Matrix Hospitality, Matrix Healthcare, and local stakeholders.
Hari Raya Assistance Programme	Distributed hampers and cash assistance of RM500 to dialysis patients to support vulnerable individuals and enable meaningful Hari Raya celebrations.

MATRIX FOR PEOPLE

PROGRAMMES UNDER THE EDUCATION PILLAR

Beneficiary/ Programme	Our Strategic Contribution & Purpose
SK Jimah PIBG	Sponsored the SK Jimah Rugby Team to support the establishment of a more structured rugby development programme while contributing towards student co-curricular achievement and PAJSK performance.
SK Felda Sendayan 43rd Annual Sports Day	Supported the school's annual sports day through the provision of mineral water and isotonic drinks, contributing towards student participation, school engagement, and community wellness initiatives.
Sekolah Dato' Abdul Razak	Sponsored Sekolah Dato' Abdul Razak's STEM Racing Championship initiative to support student innovation, technical exposure, and co-curricular development.
Kelab Kebajikan Kakitangan Pejabat Pendidikan Daerah Seremban	Sponsored Program Olek Kito 4.0 in support of community education initiatives led by the Seremban District Education Office and to enhance public awareness and educational engagement.
Sekolah Menengah Agama Persekutuan Labu	Contributed towards the SBP 7s Rugby Tournament 2025 in support of youth development, student engagement, and grassroots sports participation within Negeri Sembilan.
Adcote Matrix Malaysia Dance Team	Contributed towards the team's participation in the Super Grand Prix Spain 2025 international competition, supporting youth talent development, cultural exposure, and international representation opportunities.
SMK Dato' Sedia Raja	Contributed towards school infrastructure development and digitalisation initiatives to support a more conducive and technology-enabled learning environment.
SK St. Paul	Contributed towards the organisation of a hockey tournament and supported the publication of the school magazine's 16th edition achievement publication in support of youth development, school recognition, and educational engagement initiatives in Seremban, Negeri Sembilan.
SMK Bandar Baru Sri Sendayan	Contributed towards the repair of the Hygropot Solar system following damage caused by strong winds, and provided desks and chairs for students to support continuity in sustainability-related school initiatives and a more conducive learning environment.
Old Paulian Association	Supported advertisement placement in the Paulian Magazine to strengthen educational community engagement and alumni-supported school initiatives.
SMK Sri Sendayan	Supported underprivileged students through the provision of essential school supplies as part of the Group's commitment towards improving educational accessibility and student well-being.
SJKC Sayong, Kluang	Contributed towards the school's festive celebration programme to support school community engagement and student participation initiatives.
SK Bandar Seri Sendayan	Contributed towards teacher room facilities in line with Matrix Concepts' commitment to corporate social responsibility and continued support for educational institutions and teaching environments.

PROGRAMMES UNDER THE SPORTS PILLAR

Beneficiary/ Programme	Our Strategic Contribution & Purpose
Negeri Sembilan United Football Club	Sponsored the futsal team's participation in the Malaysia Premier Futsal League, Division 2, in support of futsal development and youth sports advancement in Negeri Sembilan.
Adcote Matrix International School – Preschool Sports Day	Sponsored ambulance services and medical assistants to support the health and safety of participants and attendees during the event.
Bandar Sri Sendayan – Annual School Sports Event 2025	Sponsored ambulance services and medical assistants to ensure rapid medical response and safeguard the well-being of attendees throughout the school sports event.
Annual Sports Carnival of SJK (Tamil) Lorong Java, Padang MBS, Seremban	Sponsored ambulance services and medical assistants to support emergency preparedness and ensure participant safety during the annual sports event.
44th Sports Championship of SJK (Tamil) Lorong Java, Padang SMK St. Paul	Sponsored ambulance services and medical assistants to support the safety and well-being of attendees through prompt medical assistance during the event.
Negeri Sembilan Muay Thai Association	Sponsored the Clash of Champions Negeri Sembilan International Challenge 2025 to support the development and promotion of Muay Thai in Negeri Sembilan.
Inter-Prison Sports Championship of Negeri Sembilan	Supported the Negeri Sembilan team through the provision of light refreshments and hydration supplies, contributing towards community engagement, nation-building efforts, strategic networking, and brand visibility.
Negeri Sembilan Seri Silat Sayong Association	Contributed towards community activities and the preservation of traditional martial arts and cultural heritage in Negeri Sembilan.
Seremban City Council ("MBS")	Contributed towards the Seremban City Council Member's Cup Open Chess Championship to support youth development, critical thinking skills, and community engagement initiatives in Negeri Sembilan.
Squash Tournament/ Harleein Tan Squash Sponsorship/ Yasshmita Squash Sponsorship	Sponsored multiple squash development initiatives, including the Harleein Tan Squash Tournament and Yasshmita Squash Tournament, to support youth sports development, grassroots sporting initiatives, and active community participation within Seremban and Bandar Sri Sendayan.
Negeri Sembilan Festival 2025 by Negeri Sembilan Government	Sponsored Golf NS Festival 2025 in support of sports development, community participation, and local engagement initiatives in Negeri Sembilan.
Matrix War Belt Championship	Sponsored the Championship of Matrix War Belt 2026 in support of fostering vibrant communities and strengthening sports development initiatives within Bandar Sri Sendayan.
Senior Golfers' Society Malaysia	Sponsored tournament activities and served as a strategic partner in support of Matrix Concepts' long-term commitment towards active aging initiatives, community engagement, and the development of senior sports programmes in Malaysia.
Negeri Sembilan Football Club/ Negeri Sembilan Football Association	Provided multiple sponsorship payments and financial contributions for the 2025 football season and the organisation of the Tuanku Cup Football Tournament 2026, supporting football development, youth participation, sports engagement, and the strengthening of the local sporting ecosystem in Negeri Sembilan.
Sky Badminton Training Class	Provided multiple sponsorship payments throughout 2025 and 2026 to support badminton training, youth participation, grassroots sports development, and community engagement initiatives within Negeri Sembilan and Bandar Sri Sendayan.

Matrix FOR GROWTH

Human capital development is central to the Group's long-term success, as the growth of our people is inseparable from our own growth. Investing in the social and professional welfare of our employees is therefore a strategic priority. By safeguarding their welfare, offering competitive benefits, and creating an inclusive workplace, Matrix builds a resilient, future-ready workforce that can adapt to evolving industry demands.

Sustainability Pillars

People-First Philosophy

UNSDGs Supported

Material Topics in this Section

- M14 Occupational Safety and Health
- M15 Human and Labour Rights
- M16 Talent Management

HUMAN AND LABOUR RIGHTS

M15

Matrix is committed to upholding internationally recognised human and labour rights by fostering a workplace built on fairness, dignity, respect, and equal opportunity. The Group maintains a zero-tolerance approach towards discrimination and prohibits discrimination in recruitment, employment, remuneration, training, promotion, and termination on the basis of race, religion, gender, age, sexual orientation, disability, nationality, or any other status protected under applicable laws. This commitment extends to all employees, workers, contractors, and business partners across the Group.

By safeguarding employee welfare, promoting ethical employment practices, and ensuring equal opportunities for all, Matrix reinforces stakeholder trust, strengthens workforce engagement and resilience, and supports sustainable long-term growth.

Legend: Achieved On-track Attention Required

KPIs & Targets:

1 Site Worker Management

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Ensure the welfare of site workers in the Property Development Division by: • Allocating adequate workers' quarters with sufficient standard facilities • Ensuring safety management standards	To meet standard facility comfort and safety levels	✓ All site worker quarters meet the standard safety and comfort levels, ensuring that our site workers live in comfortable and safe conditions.

GROUP PERFORMANCE & HIGHLIGHTS

Zero
labour-related grievances reported

Zero
reported cases of forced labour or child labour

Zero
reported cases on human rights issue

At Matrix, respect for human rights is embedded within the way we conduct our business and manage our workforce. We are committed to maintaining fair, safe and respectful working environments while ensuring our operations are carried out in accordance with applicable laws and regulatory requirements. This includes compliance with the Malaysian Employment Act 1955 and other relevant labour-related legislation in Malaysia.

In strengthening our approach towards responsible business practices, Matrix also references internationally recognised human rights and labour frameworks. Our practices are guided by the principles established by the International Labour Organisation ("ILO") and the Universal Declaration of Human Rights ("UDHR"). In addition, Matrix supports the United Nations Global Compact's ("UNGC") 10 Principles relating to human rights, labour, environment, and anti-corruption, while aligning our approach with the United Nations Guiding Principles on Business and Human Rights ("UNGPs").

MATRIX FOR GROWTH

These frameworks have provided the Group with a basis for developing its own internal policies that safeguard the rights of all workers associated with Matrix, including foreign workers, external contractors, suppliers, and vendors. These include:

- **Compliance with Minimum Wage Order 2018**
- **Right to Freedom of Association/ Collective Bargaining**
- **Code of Conduct for Employees and Directors**
- **Prevention of Child Labour or Forced Labour**

Guided by these frameworks, regulations, and internal policies, the Group adopts the following human and labour rights principles:

MATRIX FOR GROWTH

In our workplace, every individual is guaranteed a safe and healthy environment that complies with all relevant laws and regulations. All employees benefit from fair scheduling practices, access to medical support, and the assurance that their fundamental rights are respected.

This priority on human and labour rights also extends beyond the workplace. Matrix provides proper living arrangements designed to meet essential standards of comfort and hygiene. Facilities such as clean restrooms, bathing areas, sleeping quarters, and cooking spaces are maintained to meet fire safety, health, and sanitation requirements. Any foreign workers we employ are also treated fairly, with unrestricted access to their passports and are free to return to their home countries without hindrance. Furthermore, every worker must hold a valid permit, ensuring full compliance with Malaysian employment law.

To safeguard integrity across our operations, Matrix enforces a zero-tolerance stance on violations. Any breach of these commitments by contractors, suppliers, or staff will result in immediate termination of engagement and referral to the authorities for appropriate action.

RIGHTS OF THE COMMUNITY

As a responsible corporate citizen, we are committed to upholding human rights, not only for our own employees. This broader perspective positions the Group as a developer that integrates respect for human rights into every stage of its operations.

To achieve this, Matrix actively assesses potential social and human rights impacts across its value chain and embeds preventive measures into project planning. Early engagement with local authorities ensures that developments are aligned with community priorities and avoid unintended harm. Where appropriate, the Group also directly invests in initiatives that enhance community wellbeing and local quality of life. This involves building amenities and houses of worship for multiple faiths, even after the property handover and the Defects Liability Period have ended. We believe this demonstrates our long-term commitment to inclusivity and community resilience.

COMMUNICATION OF GRIEVANCES

Despite our efforts, we believe that no organisation is without areas for improvement. As such, we have put in place a confidential and accessible whistleblowing channel that allows employees and stakeholders to raise concerns about misconduct, including issues tied to labour standards or human rights.

This mechanism is designed to encourage openness and early problem detection, ensuring that individuals can speak up without fear of retaliation. Reports submitted through the system, particularly those involving sensitive matters such as human rights or labour grievances, are escalated directly to the Board and Senior Management. This guarantees that critical concerns receive the highest level of attention and prompt corrective action.

By embedding this process into the Group's governance framework, Matrix demonstrates our willingness to listen, learn, and act on feedback. This commitment not only helps the Group address shortcomings but also reinforces our role as a responsible company dedicated to continuous improvement and respect for human rights.

To date, in FY2026, no substantiated complaints of human or labour-related violations have been reported.

MATRIX FOR GROWTH

EMPLOYEE MANAGEMENT

M16

Matrix values the diverse perspectives and experiences of its workforce and is committed to fostering an inclusive workplace where employment and career progression are based on merit, skills, and performance. This commitment has resulted in a diverse workforce, with women representing a significant proportion of employees and all leadership positions held by Malaysian professionals, reinforcing the Group's commitment to developing local talent.

As at 31 March 2026, persons with disabilities ("PWDs") represented 0.08% (1 employee) of the Group's workforce. Matrix collects this information on a voluntary and confidential basis and continues to strengthen inclusive recruitment, workplace accessibility, and reasonable accommodation to support an equitable and inclusive workplace.

Legend: ✓ Achieved ⌛ On-track ⚠ Attention Required

KPIs & Targets:

1 Employee Professional Development

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
The Education Division to provide training programmes for employees for talent development and improvement	• To achieve 100% annual appraisal for employee training and development • To provide a minimum of 30 hours of training for academic staff • To provide a minimum of 7 hours or a half-day training of at least 4 hours for non-academic staff	✓ Sufficient training has been provided for both the admin and teachers of the Education Division.

2 Staff Satisfaction

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
The Education Division to cultivate staff satisfaction by: • Conducting annual employee surveys to measure job satisfaction at work • Ensuring employee welfare in the workforce and their benefits and remuneration are on par with the market rate • Conducting employee interaction programmes	• To achieve a minimum of 80% employee satisfaction • To ensure all remuneration and benefits comply 100% with the current market rate • To conduct four staff interactive activities annually	✓ All staff satisfaction targets have been achieved by the Education Division.

MATRIX FOR GROWTH

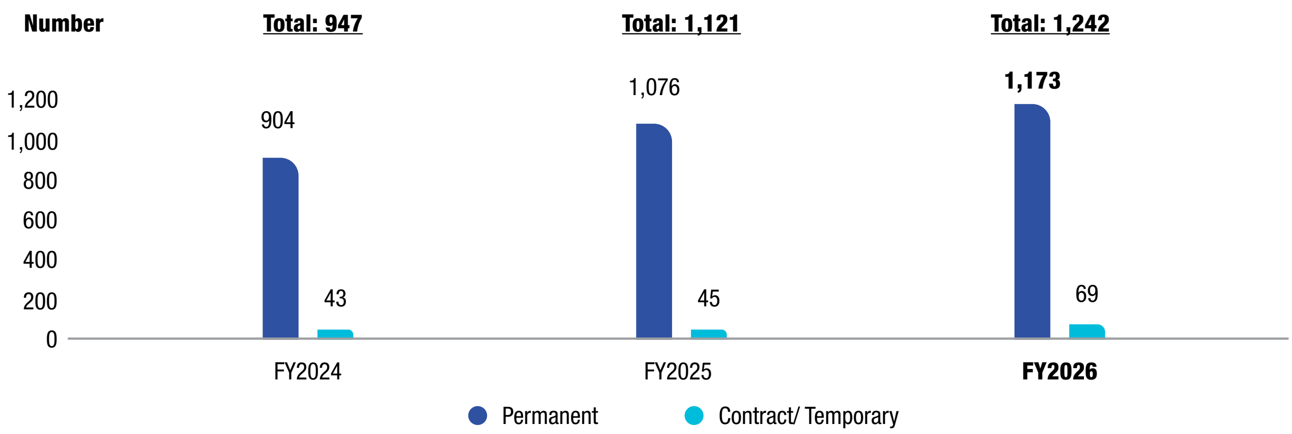
GROUP PERFORMANCE & HIGHLIGHTS

16,298
training hours conducted with **RM675,210** invested in employee development

100%
male return to work rate after parental leave

37.5%
female Board representation

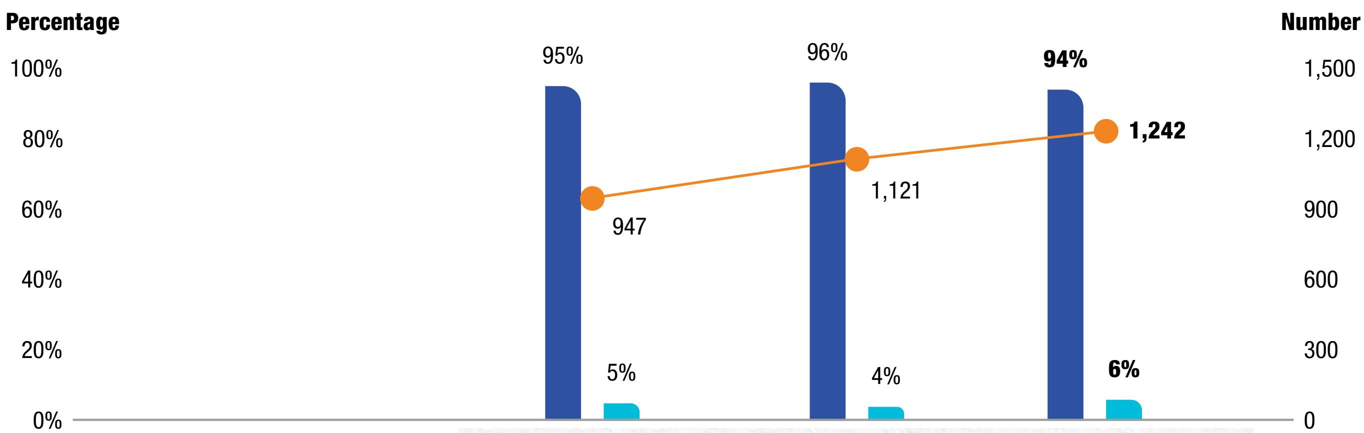
Our Workforce:



MATRIX FOR GROWTH

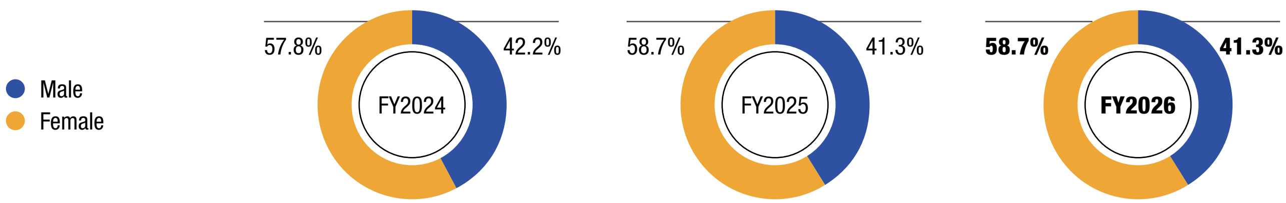
DIVERSITY, EQUALITY, AND INCLUSIVITY

Overall Workforce

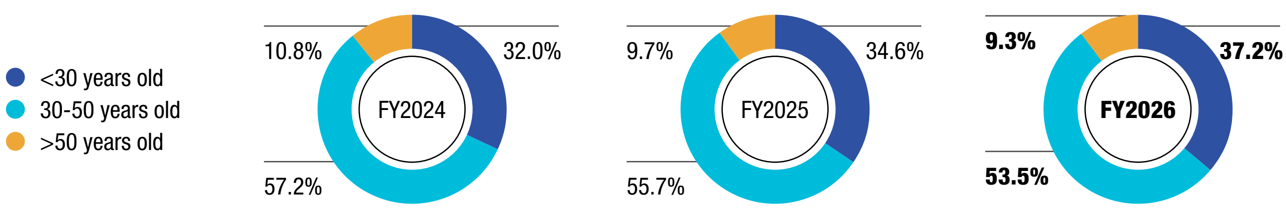


	FY2024	FY2025	**FY2026**
Total Workforce	947	1,121	1,242
By Employment Type (%)			
Permanent	95%	96%	94%
Temporary/ Contractors	5%	4%	6%
Staff With Disabilities	0%	0%	0%

Gender Breakdown



Age Breakdown

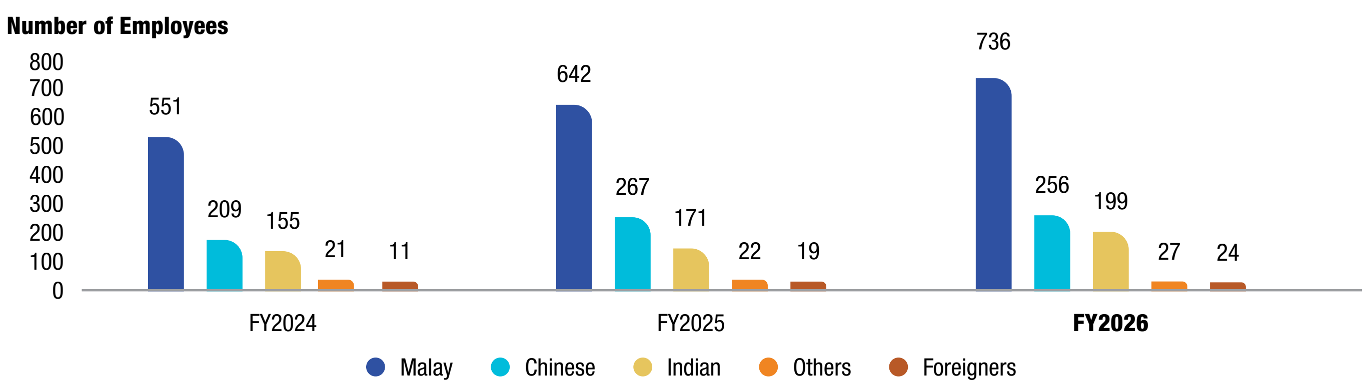


MATRIX FOR GROWTH

Gender Breakdown by Employee Category		Percentage of Employees (%) FY2024	FY2025	FY2026
Senior Management	Male	1.2	1.0	0.9
	Female	0.6	0.5	0.5
Middle Management	Male	2.8	2.6	2.9
	Female	1.4	1.8	1.6
Junior Management	Male	5.5	5.4	5.5
	Female	1.8	1.8	1.8
Executive	Male	19.0	20.0	20.1
	Female	25.5	26.2	26.6
Non-Executive	Male	13.4	12.3	11.9
	Female	28.8	28.4	28.2

Age Breakdown by Employee Category		Number of Employees FY2024	FY2025	FY2026
Less than 30 years old	Senior Management	0	0	0
	Middle Management	0	1	0
	Junior Management	0	0	2
	Executive	94	137	176
	Non-Executive	209	250	284
30-50 years old	Senior Management	8	7	7
	Middle Management	18	36	41
	Junior Management	54	67	71
	Executive	300	346	366
	Non-Executive	162	168	179
More than 50 years old	Senior Management	9	10	11
	Middle Management	21	12	15
	Junior Management	15	14	17
	Executive	28	35	38
	Non-Executive	29	38	35

Ethnicity Diversity



HIRING AND RETENTION

At Matrix, human capital sustainability is anchored in our ability to attract, develop and retain a capable workforce that can support the Group's long-term strategic direction. Our talent management approach is centred on strengthening organisational continuity, deepening institutional capability and cultivating a workforce equipped to respond to evolving operational and industry demands.

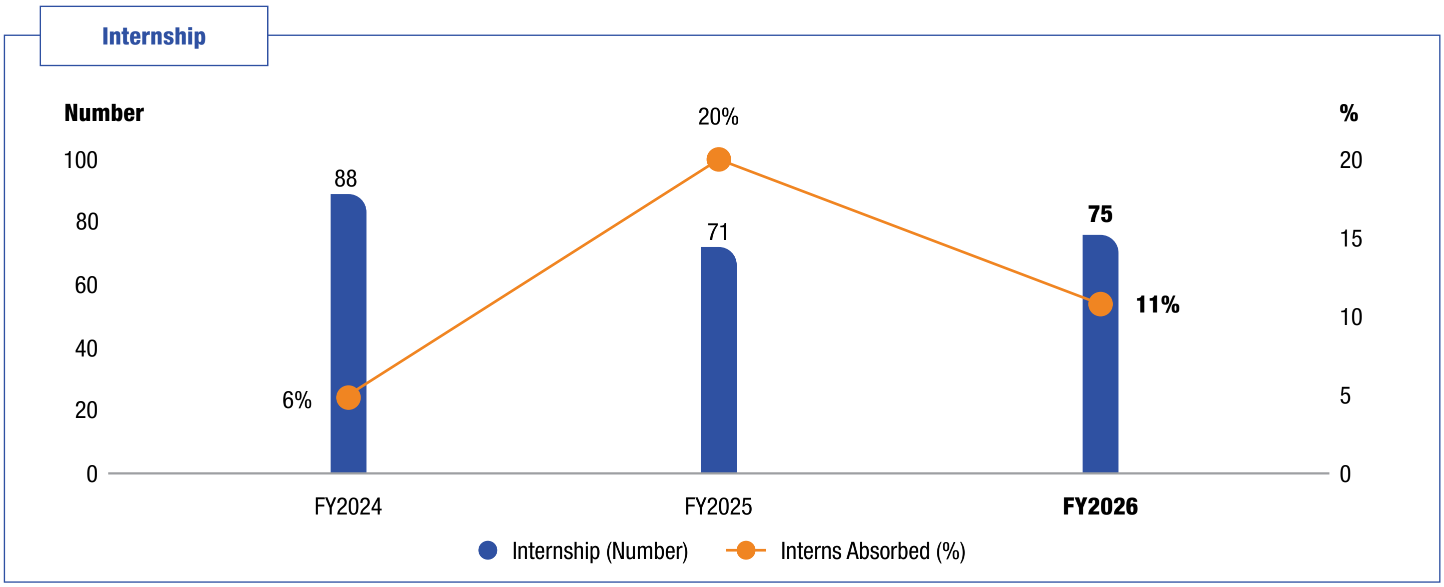
Matrix's hiring trends over the reporting period reflect the Group's continued focus on sustaining workforce capacity, strengthening operational continuity and supporting long-term business expansion across its business segments. Total new hires increased from 278 employees in FY2024 to 411 employees in FY2025, before recording 384 recruitments in FY2026. The sustained level of recruitment across the three-year period indicates ongoing workforce demand driven by operational requirements, business growth and workforce renewal needs within the organisation.

Female employees represented a larger proportion of new hires throughout the reporting period, with 217 female employees recruited in FY2026 compared to 167 male employees. This trend reflects broad workforce participation across the Group and indicates continued access to employment opportunities across different employee groups and operational functions.

By age category, hiring remained concentrated among employees below 50 years old, particularly within the below 30 years old segment. In FY2026, Matrix recruited 211 employees below 30 years old and 149 employees within the 30 to 50 years old category. These trends indicate continued workforce renewal and the Group's emphasis on strengthening its future talent pipeline while maintaining a balanced workforce composition across different career stages. At the same time, recruitment within the above 50 years old category reflects Matrix's recognition of the value of operational experience, technical competencies and institutional knowledge within the workforce.

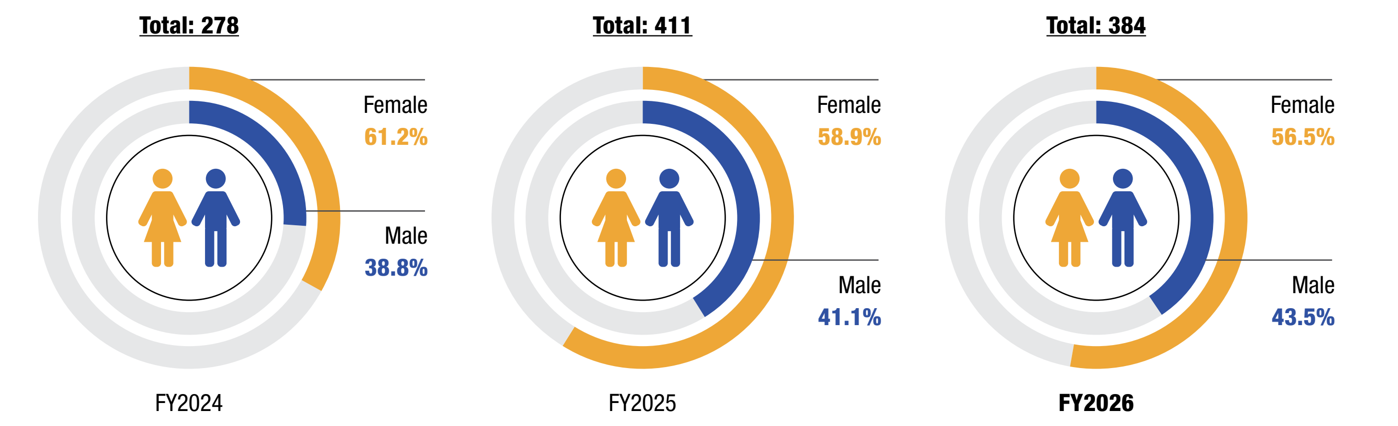
Internship programmes remain an important component of Matrix's talent pipeline strategy. Beyond providing industry exposure, these programmes serve as a platform to identify individuals with the potential to transition into long-term roles within the Group. The increase in intern absorption rates over the reporting period indicates stronger alignment between internship development initiatives and workforce planning priorities.

Sustained investment in workforce acquisition and retention strengthens Matrix's organisational resilience, supports knowledge continuity and enhances the Group's capacity to execute long-term business objectives. By maintaining a deliberate balance between emerging talent and experienced professionals, Matrix is better positioned to preserve institutional knowledge, strengthen leadership continuity and sustain operational excellence within an increasingly dynamic business environment.

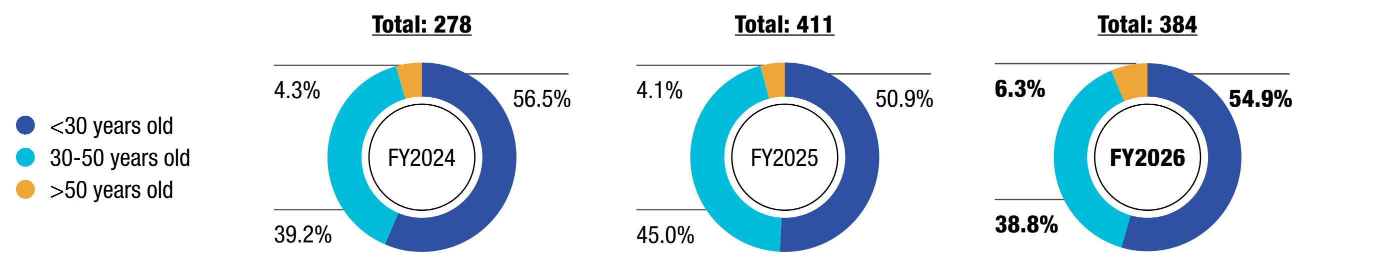


MATRIX FOR GROWTH

New Hire by Gender



New Hire by Age Group



Matrix continuously monitors employee turnover patterns to better understand workforce mobility trends, operational workforce dynamics and long-term talent sustainability across the organisation. In FY2026, total employee turnover recorded 254 employees, compared to 236 employees in FY2025 and 288 employees in FY2024. The relatively stable turnover trend over the three-year period indicates a workforce environment that continues to experience normal operational mobility while maintaining overall organisational continuity.

Turnover remained primarily concentrated within executive and non-executive categories, which collectively represent the largest segment of Matrix's workforce. In FY2026, executive turnover recorded 131 employees, while non executive turnover recorded 95 employees. This trend reflects the nature of operational and execution-based roles, where workforce mobility is generally higher due to broader labour market movement, career progression patterns and changing employment preferences. Meanwhile, turnover at the Senior Management and Middle Management levels remained comparatively low, indicating continuity in leadership and stronger retention within strategic and managerial functions.

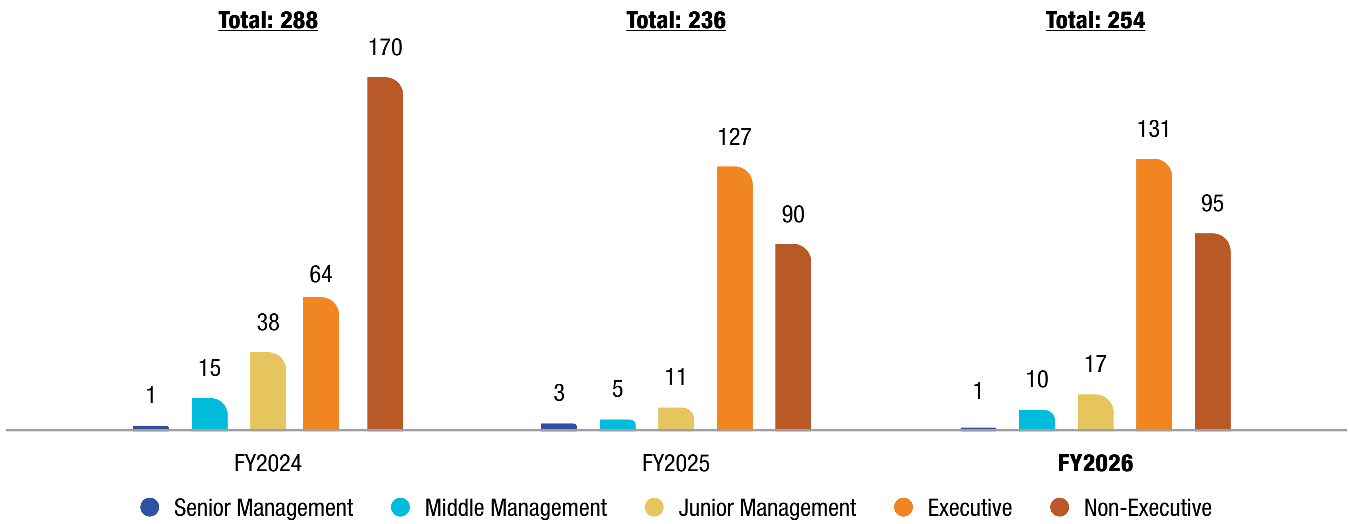
From a demographic perspective, employees below 50 years old represented the majority of workforce movement throughout the reporting period. In FY2026, turnover among employees below 30 years old stood at 112 employees, while employees aged between 30 to 50 years old recorded 125 employees. This reflects broader workforce mobility trends commonly observed among employees in early and mid-career stages, where career advancement opportunities, evolving professional priorities and industry competition continue to influence employee movement.

Turnover by gender remained relatively balanced over the reporting period, with female employee turnover recording 144 employees in FY2026 compared to 110 male employees. These trends reflect workforce movement across both employee groups rather than concentration within a specific demographic segment.

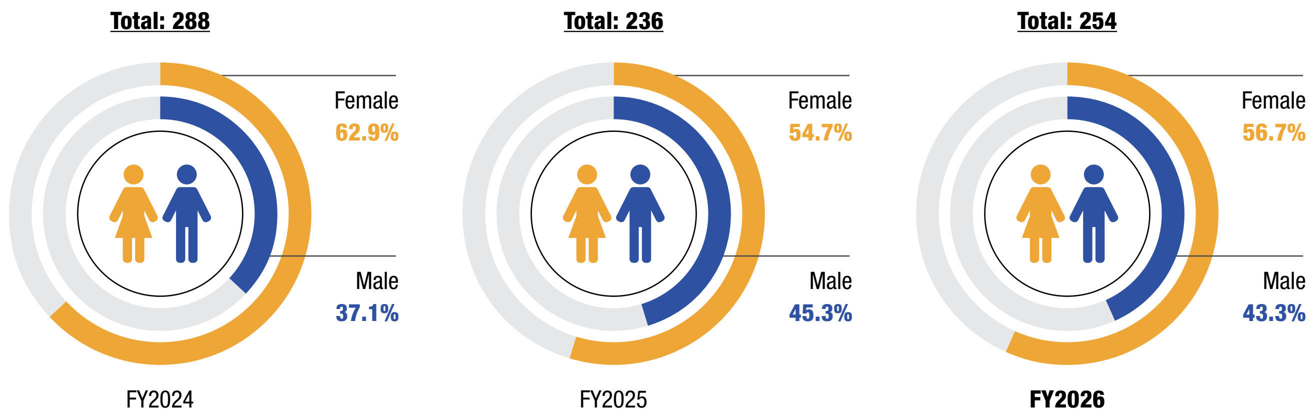
The turnover patterns also provide broader operational insights into workforce composition and organisational maturity. Lower turnover among senior workforce categories may support continuity in decision-making, preservation of institutional knowledge and operational stability, while workforce movement within executive and non-executive levels reflects the ongoing renewal of operational talent pipelines. Matrix recognises that sustaining workforce stability requires continuous attention towards employee wellbeing, career development opportunities, workplace support mechanisms and long term workforce engagement across all levels of the organisation.

MATRIX FOR GROWTH

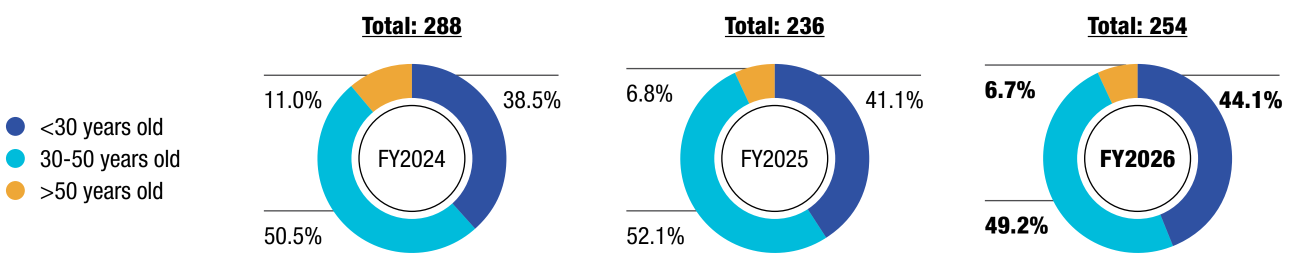
Turnover by Employee Category



Turnover by Gender



Turnover by Age Group



MATRIX FOR GROWTH

EMPLOYEE ENGAGEMENT AND SATISFACTION

EXECUTIVE AVERAGE PAY SCALE FOR EACH SEGMENT

Business Division	Gender	FY2026 (RM)
Matrix (HQ)	Male	3,250
	Female	3,250
Hospitality	Male	2,500
	Female	2,500
Education	Male	2,700
	Female	2,700
Healthcare	Male	3,000
	Female	3,000
Total Average Pay per Employee		**2,863**

Note:
1 The above pay scales are for fresh graduates.

NON-EXECUTIVE AVERAGE PAY SCALE FOR EACH SEGMENT

Business Division	Gender	FY2026 (RM)
Matrix (HQ)	Male	2,900
	Female	2,900
Hospitality	Male	1,700
	Female	1,700
Education	Male	1,800
	Female	1,800
Healthcare	Male	2,500
	Female	2,500
Total Average Pay per Employee		**2,225**

Note:
1 The above pay scales are for fresh graduates.

MATRIX FOR GROWTH

BENEFITS ACCORDED TO STAFF

Education

- Annual Leave
- Sick & Hospitalisation Leave
- Compassionate Leave
- Study & Examination Leave
- Maternity & Paternity Leave
- Prolonged Sickness
- Marriage Leave
- Petrol Allowance
- Mobile Phone Allowance
- Staff Property Purchased Discount
- Group Hospitalisation and Surgical and Group Personal Accident Insurance
- Outpatient Medical Treatment & Dental Benefits
- EPF Contribution by Employer – 12% or 13%

Healthcare

- Inpatient Benefits
- Outpatient Benefits
- House Purchase Benefits
- Children School Fee Benefits
- Yearly Bonus
- Yearly Increment
- Post Basic Study Scholarship
- Staff Welfare (Child Birth, Condolences & Marriage, Calamity)
- Incentives
- Maternity & Paternity Leave
- Maternity Benefit (Delivery)

Hospitality

- Annual Leave
- Sick & Hospitalisation Leave
- Compassionate Leave
- Study & Examination Leave
- Maternity & Paternity Leave
- Marriage Leave
- Calamity Leave
- Prolonged Sickness
- Staff Property Purchase Discount
- Group Hospitalisation and Surgical Insurance
- Group Personal Accident Insurance
- Outpatient Medical Treatment for Staff, Children, and Spouse
- Dental Benefits
- Employee's Birthday Gift
- Employee's Wedding Benefits
- Employee's New Born Benefits

MATRIX RECOGNISES THAT EMPLOYEE WELLBEING, FINANCIAL SECURITY AND CAREER DEVELOPMENT ARE CLOSELY LINKED TO WORKFORCE RESILIENCE, SERVICE QUALITY AND LONG-TERM ORGANISATIONAL SUSTAINABILITY. AS SUCH, THE GROUP PROVIDES A COMPREHENSIVE RANGE OF EMPLOYEE BENEFITS ACROSS ITS BUSINESS SEGMENTS, INCLUDING EDUCATION, HEALTHCARE AND HOSPITALITY, TO SUPPORT EMPLOYEES THROUGHOUT DIFFERENT STAGES OF THEIR PROFESSIONAL AND PERSONAL JOURNEYS.

The Group's employee benefits framework extends beyond statutory requirements and encompasses healthcare coverage, insurance protection, parental support, education-related assistance, welfare support, leave entitlements and financial benefits. These include inpatient and outpatient medical benefits, group hospitalisation and personal accident insurance, maternity and paternity support, study and examination leave, scholarships, welfare assistance, property purchase discounts and various employee allowances. By providing these benefits, Matrix aims to create a more supportive, stable, and inclusive working environment that prioritises employee wellbeing and long-term development.

From a strategic perspective, these initiatives may contribute towards strengthening employee engagement, morale, and retention by fostering a workplace culture where employees feel supported both professionally and personally. Access to healthcare coverage, welfare assistance, and family-related support may also help reduce financial and emotional pressures among employees, allowing them to focus more effectively on their responsibilities and career growth. At the same time, development-related benefits such as study leave and scholarships may strengthen workforce competencies and support long-term talent development within the organisation.

The Group also recognises that comprehensive employee benefits can contribute towards stronger organisational resilience and operational continuity. By supporting employee wellbeing and maintaining a more motivated workforce, Matrix may enhance productivity, strengthen talent attraction and retention efforts, and reduce workforce-related disruptions over time. These initiatives also support the Group's efforts to cultivate a positive workplace culture aligned with its long-term business objectives and sustainability aspirations.

MATRIX FOR GROWTH

Beyond organisational impacts, we believe that employee wellbeing initiatives can create broader positive social outcomes. Stable employment, healthcare access, family support, and opportunities for professional development may contribute towards improving household wellbeing, strengthening financial stability, and supporting social mobility within communities. Through these efforts, Matrix seeks to contribute not only to business sustainability but also to fostering more inclusive and resilient communities in the areas where the Group operates.

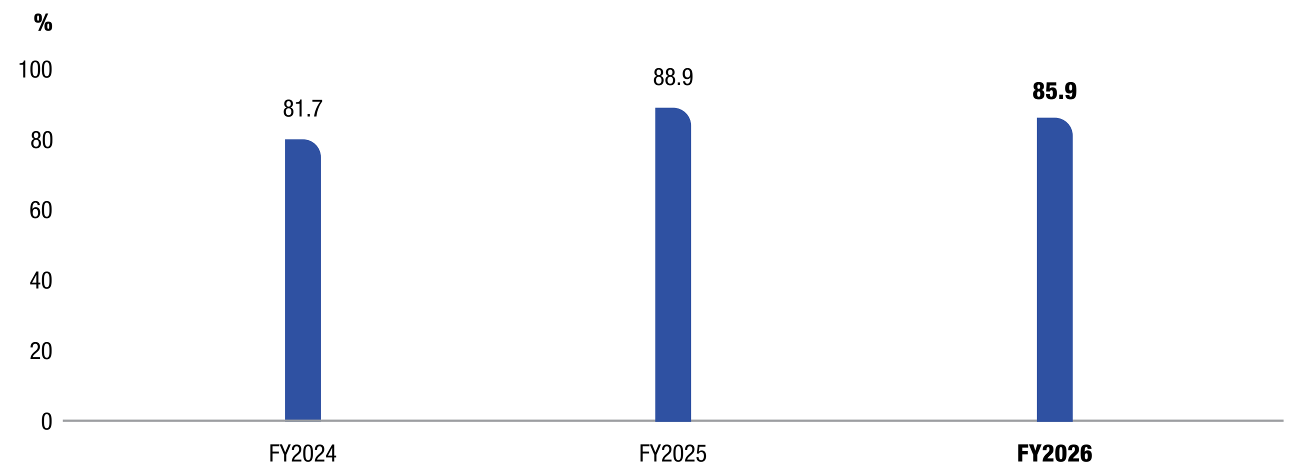
Parental Leave	FY2024	FY2025	FY2026
Employees entitled to paternity leave	400	461	512
Employees entitled to maternity leave	547	660	730
Employees who took paternity leave	23	20	32
Employees who took maternity leave	50	39	44
Male return to work rates (return to work after parental leave period) (%)	100.0	100.0	100.0
Female return to work rates (return to work after parental leave period) (%)	100.0	100.0	93.2

At Matrix, we view parental leave not merely as an employee benefit but as an important component of workforce sustainability and talent retention. Matrix continued to record full return-to-work rates among male employees and 93.2% among female employees who used parental leave, reflecting the Group's ability to support employees through major life transitions while maintaining workforce continuity and long-term employee engagement.

By providing parental leave support within a stable and supportive working environment, we strengthen our ability to retain experienced talent, preserve institutional knowledge and sustain workforce participation across different stages of employees' personal and professional lives. This approach reinforces Matrix's commitment towards building a resilient workforce while recognising that employee wellbeing and organisational performance are closely interconnected.

Employee Statutory Contributions and Payments	FY2024	FY2025	FY2026
Total Statutory Payments (EPF) (RM'000)	10,819	11,327	9,394
Total Payments (SOCSO) (RM'000)	733	911	748
Total Paid Out (RM'000)	11,552	12,238	10,142

Employee Satisfaction Rate



MATRIX FOR GROWTH

TRAINING AND CAPACITY DEVELOPMENT

Training Data	FY2024	FY2025	FY2026
Training Hours			
Total Training Hours	5,838	16,985	16,298
Average Training Hours per Employee	6	15	13
Average Training Hours per Participants	6	5	6
Total Male Participants	284	576	736
Total Female Participants	731	2,766	2,062
Total Training Hours (Male)	1,634	2,927	4,647
Total Training Hours (Female)	4,205	14,057	11,651
Average Training Hours per Male Participants	6	5	6
Average Training Hours per Female Participants	6	5	6
Total Training Hours (Senior Management)	239	347	195
Total Training Hours (Management)	838	2,921	2,193
Total Training Hours (Executive)	2,826	7,780	10,949
Total Training Hours (Non-Executive)	1,935	5,937	2,961
Amount Spent for Training			
Total Amount Spent (RM'000)	275	626	675
Average Amount Spent per Participant (RM)	271	187	241

Matrix views employee development as a strategic investment in strengthening organisational capability, enhancing operational excellence and supporting long-term business growth. As the Group expands its operations and adapts to evolving industry demands, continuous learning remains central to ensuring employees possess the technical expertise, leadership capabilities and professional competencies required to deliver sustainable value.

Over the past three financial years, Matrix has progressively strengthened its learning and development efforts, increasing total training hours from 5,838 hours in FY2024 to 16,985 hours in FY2025, while maintaining a strong level of workforce development with 16,298 hours in FY2026. This reflects Matrix's commitment to embedding a culture of continuous learning while ensuring training programmes remain relevant to organisational priorities and workforce needs.

Training opportunities were extended across all employee categories, encompassing senior management, management, executives and non-executives. In FY2026 alone, the Group recorded more than 2,700 employee participations in various learning and development programmes, demonstrating strong engagement in capability building initiatives. The Group also maintained equitable access to development opportunities for both male and female employees, reinforcing its commitment to creating an inclusive and empowered workforce.

To support these efforts, Matrix continued to invest significantly in employee development. Training expenditure increased from RM274,663 in FY2024 to RM625,562 in FY2025, reaching RM675,210 in FY2026. These investments enabled the delivery of programmes focused on technical competencies, leadership development, compliance, professional skills enhancement and operational effectiveness, equipping employees with the knowledge and capabilities needed to navigate a rapidly evolving business environment.

By consistently investing in its people, Matrix is strengthening its talent pipeline, enhancing workforce resilience and cultivating the capabilities required to support innovation, productivity and sustainable growth. The Group remains committed to fostering a high-performing learning culture that empowers employees to realise their potential while contributing meaningfully to the organisation's long-term success.

Matrix employees participated in a wide range of external and internal training programmes covering technical, operational, leadership, compliance and digital-related areas. These programmes were aimed at strengthening practical competencies, enhancing operational capabilities, reinforcing governance and safety awareness, and equipping employees with relevant knowledge to support evolving business and industry requirements. A list of selected training programmes attended during the financial year is provided below.

MATRIX FOR GROWTH

Type of Training	Training Programmes
Digital and Technology	• AI Powered Content Creation Webinar • Autocount Training • Autocount POS System Training • IFCA Plus Training • Maintenance Service Ticket Training
Leadership and Human Resource Management	• Performance Improvement Plan: Managing Poor Performers • Managing Difficult Employees with Wisdom • HRM Training
Legal, Governance and Compliance	• Labour Law Seminar • Legal Procedure on Medical Negligence Claims • Personal Data Protection Act Updates Training • Termination and Dismissal Procedures Training • Anti-Corruption and Self-Protection Talk by MACC • E-Invoice and E-Stamping Training
Operational Excellence and Quality Management	• Quality Improvement Initiative • MRI Intermediate 2025 Empower Learn & Conquer
Sales, Hospitality and Customer Engagement	• Tourism Sales and Affiliate Marketing Training • VM2026 Malaysian Hospitality at MAH • Estate Planning and Wealth Protection Briefing
Healthcare & Clinical Competency	• Ligamentous Articular Strain Technique • Manual Therapy for Complex Shoulder and Upper Limb Pain • Vascular Access Workshop for Dialysis Nurses • Infection Control in Dialysis Unit • Cannulation Training and Techniques • Record Intake Output Training • Ultrasound Guided Cannulation of Dialysis Access

MATRIX FOR GROWTH

OCCUPATIONAL SAFETY AND HEALTH

M14

In the property and construction sector, where daily operations involve complex work sites, heavy machinery, and multiple contractors, the risks of accidents, injuries, or health hazards are significant if safety is not managed effectively. Such incidents can disrupt projects, erode stakeholder confidence, and most importantly, endanger lives.

Recognising these realities, Matrix embeds Occupational Safety and Health ("OSH") management into every stage of our business. By prioritising safe practices, the Group protects our workforce, ensures regulatory compliance, and maintains operational continuity. More than a compliance exercise, OSH management is a strategic enabler as it reduces downtime, enhances productivity, and strengthens trust with employees, customers, and communities.

Safeguarding safety is therefore central to the Group's role as a responsible developer. It reflects our commitment to building not only quality properties but also secure environments where people can work, live, and thrive.

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Safe and Healthy Work Environment

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Maintain safe site working conditions within the Property Development Division	• To conduct monthly safety meetings • To conduct weekly toolbox meetings • To conduct site fogging and larvaciding every two weeks • To provide safety equipment and tools at all times on site	(Achieved) 100% of all site OSH-related targets for the Property Development Division have been achieved at all the Group's active construction sites.
Maintain a safe and healthy work environment within the Education Division by: • Conducting fire drills and ensuring there is fire prevention equipment and proper exits • Implement accident and hazard prevention • Implement security enhancements for school premises	• To conduct two fire drills annually and ensure all fire prevention equipment is up to date • To ensure there are no accidents or hazards • To ensure there are no assault cases, break-ins, or thefts	(Achieved) There were no cases of accidents, hazards, assaults, break-ins, or thefts throughout FY2026. While all fire prevention equipment fulfills safety requirements, with safety drills conducted.

MATRIX FOR GROWTH

GROUP PERFORMANCE & HIGHLIGHTS

Zero
workplace fatalities recorded

LTIFR recorded at
0.4

1,928
hours of safety trainings conducted

OSH GOVERNANCE

Occupational Safety and Health ("OSH") is at the core of our governance framework, beginning with a comprehensive set of policies that ensure strict compliance with Malaysian regulations and international standards. Collectively, the Group aligns with:

- Occupational Safety & Health Act ("OSHA") 1994
- OHSAS 18001: Occupational Safety & Health Management System
- Occupational Safety, Health, Environment ("OSHE") Management
- MS 1722: Occupational Safety & Health ("OSH") Management System

In accordance with these regulations, Matrix has developed a Health and Safety Policy. This policy applies not only to employees but also to contractors, suppliers, and visitors, with measures such as mandatory site registration, safety briefings, and enforcement of site rules to safeguard all parties interacting with their operations.

Regulations and policies aside, Matrix also conducts regular external risk audits, internal reviews, and alignment with ISO 9001:2015 for quality management. We have also adopted ISO 45001:2018, the Occupational Health and Safety Management System.

Oversight of OSH performance rests with the Board, which maintains diligent review of both leading and lagging indicators, including UAUC, LTI, incident rates, and fatalities. Their oversight extends to evaluating the effectiveness of the HSE management system, compliance with legal and contractual requirements, adequacy of training programmes, and the robustness of emergency preparedness, crisis management, and disaster recovery systems. Management ensures that sufficient resources and budgets are allocated to OSH training, reinforcing a culture of accountability and resilience.

Matrix also believes that safety governance must empower employees to take ownership of their working environment. Through joint health and safety committees, worker representatives actively participate in identifying, assessing, and mitigating hazards. This participatory approach ensures that employees have a voice in shaping safety outcomes, fostering collaboration and accountability across all levels of the organisation.

MATRIX FOR GROWTH

Occupational Health and Safety Committee

ChairPerson

Group Managing Director

Secretary

Representative from Group
Human Resources & Administration

- Safety and Health Officer, Construction - NS
- Safety and Health Officer, Construction - Central
- Safety and Health Officer, Construction - Southern
- BDPP - EO

Management Representative

- Chief Financial Officer
- Representative from CPD, Const-NS
- Representative from Group Finance
- Representative from Internal Audit
- Representative from Security
- Representative from Hospitality
- Representative from Health Division
- Representative from Educare
- Representative from Central Region
- Representative from Southern Region

Wisma 1
- Ground Floor: Representatives from Sales & Marketing (S&M)
- Mezzanine Floor: Representatives from Investor Relations (IRS) & Finance
- 1st Floor: Representatives from Credit Control, Sales Admin & Finance
- 2nd Floor: Representative from Legal
- 3rd Floor: Representatives from BDPP & GCP

Wisma 2
- Ground Floor: Representatives from Sales & Marketing (S&M)
- Mezzanine Floor: Representatives from GCP
- 1st Floor: Representatives from GDT & Human Resources (HRA)

GBC Office
- Representative from GBC

MATRIX FOR GROWTH

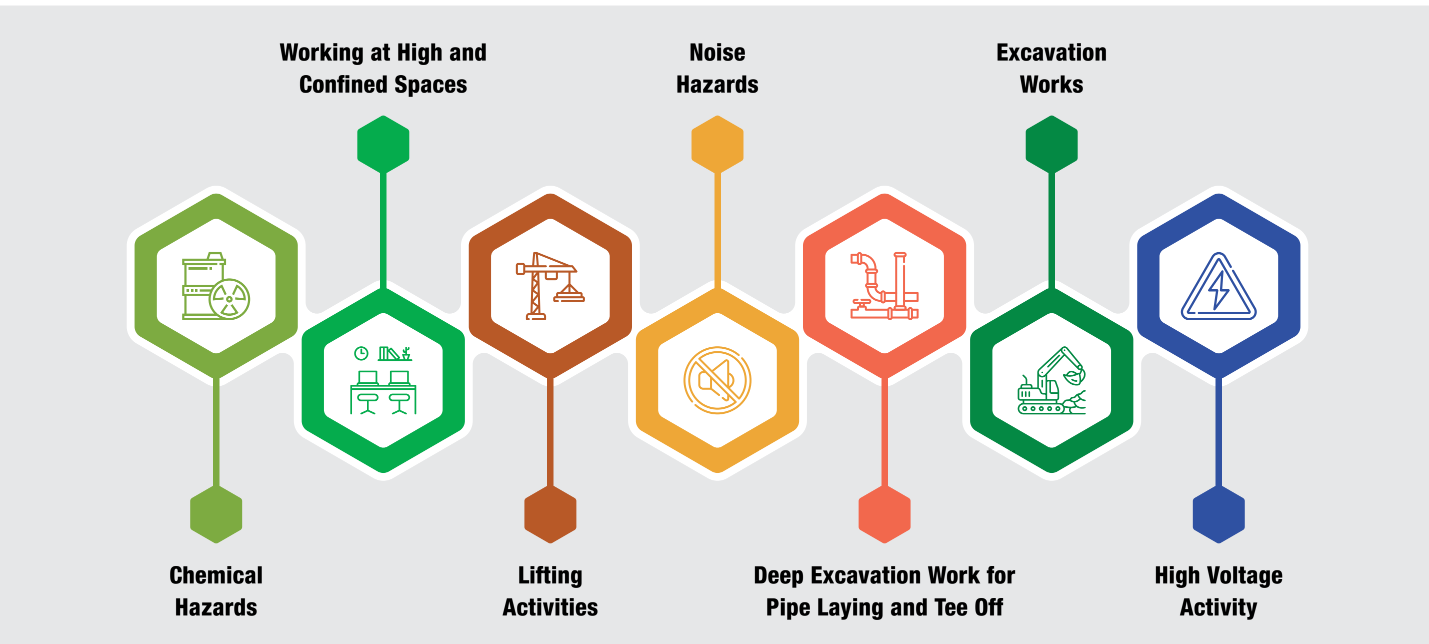
HAZARD IDENTIFICATION, RISK ASSESSMENT, AND RISK CONTROL (HIRARC)

Effective risk management is the backbone of occupational safety. To safeguard the Group's workforce and operations, we have established a comprehensive HIRARC system across all sites. This framework enables Matrix to proactively detect potential hazards, communicate them through clear channels, and implement preventive or corrective measures before risks escalate into incidents.

A key strength of the HIRARC system lies in its emphasis on documentation and continuous learning. Every incident or near miss is recorded and analysed, ensuring that lessons learned are embedded into future practices. This approach, guided by the Safety and Health Assessment System in Construction ("SHASSIC") and aligned with ISO 45001:2018 Occupational Safety and Health Management Systems, reinforces Matrix's commitment to international best practices and ongoing improvement in safety performance.

Complementing HIRARC, Matrix employs a permit-to-work system to ensure that high-risk tasks are carefully controlled. Before work begins, contractors must present a detailed execution plan to the site Safety Officer. Only after thorough review and approval is a permit issued, ensuring that all activities are carried out under strict oversight and in accordance with safety requirements.

The HIRARC system has allowed the Group to identify and prioritise these higher OSH risks:



Together, these systems form a robust risk management framework that not only prevents accidents but also builds a culture of accountability and vigilance.

MATRIX FOR GROWTH

EMERGENCY RESPONSE AND COMMUNICATION

Given that Matrix operates across different divisions, the nature and profile of OSH risks differ significantly depending on their operations. While overall OSH governance is coordinated by the Group's HIRARC system, the permit-to-work regime, the OSH Committee, and alignment with ISO 45001:2018, each division maintains its own Emergency Response Plan ("ERP") customised to its operating environment and the hazards it faces. This ensures that emergency preparedness is practical and relevant on the ground, while remaining consistent with the Group's overarching HSE management system, which is overseen by the Board.

Each division manages its own emergency response as follows:

Construction & Property Development

On construction sites, the dominant risks include working at height and in confined spaces, lifting and excavation activities, high-voltage work, and exposure to chemical and noise hazards. These are managed through HIRARC, a permit-to-work system requiring Safety Officer approval before high-risk tasks begin, monthly safety meetings, and weekly toolbox briefings. Emergency response on site is led by the divisional Safety and Health Officers, who coordinate the on-site Emergency Response Team, communicate hazards through established channels, and direct workers to assembly points.

Healthcare

The Healthcare Division operates under a Safety & Security Evacuation of Mass Casualties and ERP that complies with the MOH Malaysia guidelines. It uses a hospital-wide emergency colour-code system (for example, Code Red for fire) and a defined chain of command in which the Head of Operations or the Executive Director serves as the Incident Commander. On detection of an incident, floor wardens immediately alert the Safety & Security Officer ("SSO"). The Customer Service Department then verifies and authenticates the report, makes the public-address announcement using approved announcement text, and notifies the relevant authorities. If necessary, patients and visitors are evacuated via staircases to designated safe zones and assembly points, where Human Resources personnel conduct a headcount, and the SSO is kept continuously updated until the building is confirmed clear.

Education

The Group's Education Division applies a structured, multi-level emergency communication protocol that governs how incidents are escalated and communicated. A Crisis Management Team first verifies the incident and approves the initial message. From there, an internal core team aligns actions while staff are notified, and teachers secure and manage students. After this, parents are informed of key information and the next update time, and, where required, only a designated spokesperson communicates with the public or media. Updates are issued at regular intervals until an all-clear notification is given, followed by a post-incident report within 24 hours. A governance rule reserves all external communication to a centrally approved spokesperson, ensuring consistent and controlled messaging during a crisis.

Although each division has its own tailored ERP, they all share the same clear command structure with a defined incident leader, controlled, centrally approved communication, defined escalation levels from first responders to management and, where necessary, external authorities, and regular drills and training.

OSH PERFORMANCE

Description	FY2024	FY2025	FY2026
Man-hours Worked (hours)	4,912,720	6,693,308	6,858,304
Accidents (Major Injuries)	3	3	2
Accidents (Minor Injuries)	1	0	1
Accidents (First Aid)	0	0	0
Accidents (Dangerous Occurrence)	0	0	0
Fatality Rate	0	0	0
Accident Rate	2.2	1.1	2.4
Frequency Rate	0.8	0.5	0.4
LTIFR	0.8	0.5	0.4

Matrix continues to prioritise workplace safety and operational risk management, with total man-hours worked increasing from 4.9 million in FY2024 to 6.7 million in FY2025 and 6.9 million in FY2026. Despite higher workforce activity and operational exposure, the Group maintained zero fatalities throughout the reporting period, reflecting the effectiveness of its safety controls and risk management practices.

Major injuries declined from three cases in FY2024 and FY2025 to two cases in FY2026, while minor injuries remained consistently low. LTIFR also improved from 0.8 in FY2024 to 0.5 in FY2025 and 0.4 in FY2026, demonstrating continued improvements in workplace safety despite increasing operational activity.

These results reflect Matrix's continued efforts to strengthen safety culture, operational controls, and workforce awareness, supporting operational resilience and employee wellbeing. These indicators have been independently assured in accordance with ISAE 3000 (Revised) under a limited assurance engagement, as detailed in the Independent Assurance Statement.

Operational Discipline Through Safety Governance

Matrix approaches occupational health and safety as an operational governance priority closely linked to business continuity, workforce reliability and stakeholder confidence. The Group embeds inspection, audit and procedural review mechanisms within operational processes to strengthen accountability, reinforce compliance culture and reduce exposure to workplace and operational risks across its business segments.

Key initiatives implemented across the Group include:

- Conducting workplace inspections across operational sites and facilities
- Performing internal safety audits to assess compliance with operational procedures and controls
- Engaging external risk auditors in alignment with ISO 9001:2015 requirements
- Periodically reviewing and strengthening standard operating procedures and internal policies based on audit findings
- Implementing visitor registration and pass control procedures before site access is permitted
- Conducting visitor safety briefings and communicating site rules and compliance expectations
- Restricting site access for visitors who fail to comply with established safety requirements
- Requiring contractors, vendors and suppliers to comply with entry registration and access procedures prior to entering operational premises
- Encouraging preventive health-related practices within healthcare facilities to minimise cross infection risks
- Promoting healthier workplace habits, including encouraging employees to utilise staircases instead of lifts
- Encouraging employee participation in health and wellness-related activities organised internally and externally

Collectively, these measures reflect Matrix's emphasis on operational assurance, procedural discipline and risk governance across its operating environment. The integration of audits, inspections, access controls and preventive measures demonstrates an operational approach focused not only on regulatory compliance, but also on sustaining operational integrity, workforce wellbeing and organisational resilience over the longer term.

MATRIX FOR GROWTH

OSH TRAINING

The diversity and depth of the training programmes undertaken during the financial year reflect our broader operational maturity and evolving workforce requirements across its business segments. Rather than focusing solely on incident prevention, the programmes were designed to strengthen decision making quality, improve response capabilities and enhance employees' ability to manage operational complexities within increasingly regulated and high exposure environments.

The emphasis placed on specialised healthcare safety practices, emergency preparedness, occupational safety governance and compliance-related competencies also signals the Group's recognition that operational resilience is ultimately dependent on workforce capability and procedural consistency at the ground level. In sectors such as healthcare, hospitality and education, where service reliability and stakeholder trust are closely interconnected, strengthening safety-related competencies becomes increasingly important in sustaining operational credibility and reducing business disruptions over time.

These initiatives also provide us with greater organisational agility by strengthening internal readiness to manage operational changes, evolving regulatory expectations and emerging workplace risks. Over the longer term, continuous investment in workforce safety capabilities may contribute towards improved operational reliability, stronger stakeholder confidence and a more disciplined organisational culture across the Group's operating environment.

Division	List of Safety Training Conducted in FY2026	Total Participants	Total Training Hours
Education	Child Protection Basics for International Schools	27	216
	Basic Life Support Lay Rescuer (Non-Healthcare)	51	433.5
	Basic Life Support for Healthcare Provider (2020 AHA Guidelines)	2	16
Healthcare	Occupational Safety and Health Coordinator	10	240
	Safe Surgery Saves Lives	2	16
	Emergency Trolley	1	31
	Occupational Health Doctor	1	24
	Surgical Safety & Nursing Excellence Perioperative Best Practices for 2025	2	32
	Kursus Asas Keselamatan Kebakaran	17	408
	Management of Needle Stick and Sharp Injury	33	33
	Chemical Hazards in Hemodialysis Units	43	43
Hospitality	Chemical Safety Awareness	15	120
	Fire Drill	35	70
	Occupational Safety & Health Coordinator	2	48
Construction	Occupational Safety & Health Coordinator	2	48
	Safety Matters "Navigating Regulation, Strengthening Compliance"	2	32
	Lifting Supervisor Training	1	16
	4th Conference on Innovation & Intervention for QHS2E Continual Improvement	1	16
	Occupational Safety and Health Coordinator (OSH-C)	1	27
	Seminar KKP 2025, Mendepani Cabaran Memperkukuh Keselamatan Memperkasa	1	18
	Erosion and Sedimentation Control Workshop on LDP2M2 ESCP Preparations	1	16
	Qlassic Awareness Course Training	1	8.5
	Occupational Safety & Health Stand Down 2026	1	16
Total		**252**	**1,928**

Matrix FOR GREEN

Sustainability Pillars

Environmentally Conscious Approach

As a company whose core business involves shaping communities and building townships, Matrix recognises that our activities directly interact with natural ecosystems and resource use. Environmental sustainability is therefore not only about compliance, but also about managing risks such as climate change, resource scarcity, and regulatory pressures that could affect business continuity and stakeholder trust. By embedding environmental considerations into planning, design, and construction, Matrix ensures that growth is achieved in a way that protects ecological integrity while delivering resilient developments.

UNSDGs Supported

Material Topics in this Section

- M8 Resource Management
- M9 Water Consumption
- M10 Climate Change and Emissions
- M11 Waste Management and Recycling
- M12 Energy Consumption
- M13 Biodiversity

CLIMATE ACTION

M10

As climate change continues to intensify, Matrix recognises the increasing physical and transition risks arising from more frequent extreme weather events, evolving regulatory requirements, and the global transition towards a low-carbon economy. In response, the Group is committed to progressively decarbonising its operations, strengthening climate resilience, and supporting Malaysia's Net Zero Emissions aspiration by 2050 and the goals of the Paris Agreement.

Climate-related risks and opportunities are progressively integrated into the Group's strategic planning, investment evaluations, capital expenditure, land acquisition, project feasibility assessments, and enterprise risk management. While the Group does not currently maintain a dedicated climate-related investment budget, climate considerations are embedded within business planning and operational decision-making, with climate governance and transition planning continuing to be strengthened over time.

CLIMATE RISK ASSESSMENT

Given the significance of this topic, the Group undertook a Climate Risk Assessment ("CRA") exercise in FY2025. The CRA involved management and operational employees, ensuring that all relevant climate-related risks and opportunities were identified and assessed while strengthening the Group's overall governance oversight of climate change. This initiative aligns Matrix with the National Sustainability Reporting Framework ("NSRF"), which is based on the International Financial Reporting Standards ("IFRS") S1 and S2.

As part of the CRA, the Group assessed potential physical and transition CRROs across its operations. The assessment evaluated the potential impacts of climate change on the Group's business activities by considering both current conditions and future climate scenarios. Short-term assessments were based primarily on historical data and operational site insights, while medium- and long-term assessments incorporated climate scenario modelling to evaluate changes in the likelihood and severity of identified risks under selected climate scenarios.

To ensure a comprehensive and consistent assessment, the Group adopted a structured climate scenario analysis methodology. The assessment also incorporated different time horizons to capture both immediate and longer-term climate-related risks and opportunities, enabling the Group to make informed risk management, adaptation and investment decisions.

Pre-Workshop Preparation and Analysis (determination of scope and boundary, industry research and collection of historical data i.e. emissions data) → Establish physical and transition risk parameters based on implementation of climate scenarios i.e. NGFS 2050 and SS2-4.5 → Undertaking of cross-functional Group wide climate risk assessment workshop → Development of strategic action plan using risk severity and likelihood parameters, prioritisation of CRROs and provision of disclosures → Annual review

Following the methodology above, CRROs were assessed across three time horizons to reflect the varying nature and timing of potential climate impacts on the Group's operations.

ST **Short Term**	<2 years	2024 – 2026
MT **Medium Term**	2-10 years	2027 – 2035
LT **Long Term**	>10 years	2036 – 2050

The identification of potential physical and transitional risks was also achieved using the following climate scenarios:

The Intergovernmental Panel on Climate Change's ("IPCC") Shared Socioeconomic Pathway ("SSP"); SSP2-4.5

- Projecting a "middle-of-the-road" development scenario where global progress balances sustainability goals with continued reliance on fossil fuels, representing a realistic trajectory for both global and regional climate impacts.[1]
- SSP2-4.5 has been rated as one of the most probable scenarios in peer reviews and serves as a foundational basis for estimating future conditions.[2]
- Under SSP2-4.5, moderate yet persistent GHG emissions lead to incremental warming, resulting in gradually intensified climate impacts projected for the years 2035 and 2050.

Network of Greening the Financial System ("NGFS") Net Zero 2050 Framework

- Aligns with national and global aspirations to achieve net zero emissions by 2050 via the introduction of National Energy Transition Roadmap ("NETR") and the establishment of National Decarbonisation Committee[3]; and the international treaty of Paris Agreement signed by 195 countries,[4] respectively.
- It aims to guide financial institutions in aligning their portfolios with the goal of achieving net-zero GHG emissions by the year 2050.
- This initiative is part of a broader global effort to limit global warming to 1.5°C above pre-industrial levels, as outlined in the Paris Agreement, via stringent climate policies and innovation.

[1] *IPCC, 2021: Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Masson-Delmotte, V., P. Zhai, A. Pirani, S.L. Connors, C. Péan, S. Berger, N. Caud, Y. Chen, L. Goldfarb, M.I. Gomis, M. Huang, K. Leitzell, E. Lonnoy, J.B.R. Matthews, T.K. Maycock, T. Waterfield, O. Yelekçi, R. Yu, and B. Zhou (eds.)]. Cambridge University Press, Cambridge, United Kingdom and New York, NY, USA, In press, doi: 10.1017/9781009157896.*
[2] *Scafetta, N. (2024). Impacts and risks of "realistic" global warming projections for the 21st century. Geoscience Frontiers, 15(2), 101774.*
[3] *The Sun. (2024, June 20). Govt reaffirms commitment to net-zero emission by 2050 - Nik Nazmi. thesun.my. https://thesun.my/malaysia-news/govt-reaffirms-commitment-to-net-zeroemission-by-2050-nik-nazmi-FP12597424.*
[4] *United Nations. (n.d.). The Paris Agreement | United Nations. https://www.un.org/en/climatechange/paris-agreement.*

The climate scenarios provided base parameters and shared assumptions to support more focused and effective consideration and assessment of risks and opportunities, including severity and likelihood levels based on predetermined time horizons.

MATRIX FOR GREEN

CLIMATE RISKS AND OPPORTUNITIES

Matrix has identified various CRROs based on the CRA, with the overview of the type of risk, impacted businesses, likelihood, and severity shown below:

Legend:

Business Divisions: Property Development, Construction, Healthcare, Hospitality

Likelihood: Very Unlikely, Unlikely, Possible, Likely, Very Likely

Severity: Insignificant, Minor, Moderate, Major, Highly Significant

Risk/ Opportunity	Impacted Business: Property Development	Impacted Business: Construction	Impacted Business: Healthcare	Impacted Business: Hospitality	Likelihood	Severity
Physical Risks						
Extreme Rainfall-Related Risks	●	●	●	●	Possible Likely	Insignificant, Minor, Moderate
Rising Temperature	●	●	●	●	Possible Likely Very Likely	Insignificant, Minor, Moderate
Droughts/ Water Scarcity	●	●	●	●	Unlikely Possible Likely	Insignificant, Minor, Moderate
Transition Risks						
Environmental and Energy Policy Shifts	●	●	●	●	Possible Likely Very Likely	Minor, Moderate, Major
Market and Reputational Risks	●	●			Possible Likely Very Likely	Minor, Moderate, Major
Risks Arising from Transitioning to a Low-Carbon Business Model	●	●	●	●	Possible Likely Very Likely	Minor, Moderate, Major
Opportunities						
Adoption of Renewable Energy Solutions	●	●	●	●	Unlikely Possible Likely Very Likely	Moderate, Major, Highly Significant
Purchase of Carbon Credits	●	●	●	●	Very Unlikely Unlikely	Insignificant

MATRIX FOR GREEN

To facilitate risk prioritisation, the CRA utilises a dual-rating framework that interpolates the likelihood and severity of each identified risk into a single score in a 5x5 Risk Matrix. The risks are then categorised into five categories to facilitate the prioritisation of the development of mitigation and resilience strategies.

Risk Ratings				
★☆☆☆☆ **Very Low:** Risks are insignificant and may be negligible. Intervention is not required and may be complemented with basic monitoring.	★★☆☆☆ **Low:** Risks in this category are minor and may require minimal intervention. Monitoring is recommended to ensure no escalation.	★★★☆☆ **Moderate:** These risks require some mitigation measures but do not present immediate, severe impacts.	★★★★☆ **High:** High-priority risks that demand prompt and strategic intervention to avoid significant operational or financial consequences.	★★★★★ **Very High:** Critical risks with severe implications, necessitating immediate and robust mitigation actions to protect assets and ensure continuity.

Physical Climate Risks

Extreme Rainfall-Related Risks

POTENTIAL IMPACTS	TIMEFRAME		
	ST	MT	LT
Operational site shutdown or major/ minor damages to the site		●	●
Delays in project delivery causing cost overruns			●
Damage to inventory, machinery, or equipment		●	●
Supply chain disruptions			●
The inability of the workforce to travel to work	●	●	●
Rise in vector-borne diseases		●	●

Increased precipitation from climate change raises the frequency and likelihood of flash floods, which is amplified further in the medium to long-term time horizons. This affects Matrix's operational sites through operational shutdown or damage to inventory and equipment, while also impacting suppliers and the Group's access to raw materials.

In the short term, Matrix faces a moderate possibility of flash floods at operating sites, though the historical severity has remained low. This risk is expected to escalate over medium-to-long-term horizons. The vulnerability of specific sites depends on geographical factors such as precipitation levels, land use cover, elevation, slope, and proximity to water bodies. A secondary phase of the CRA will be conducted to identify specific sites most susceptible to these factors.

Long-term mitigation may require significant infrastructure enhancements, including improved drainage systems and larger or more numerous retention ponds. A recent example occurred in June 2024 at Suria Heights, where a temporary sediment basin embankment failed due to heavy rain and mud flow, spilling into neighbouring Royal Malaysian Air Force land. While there were no injuries or damage to machinery, the clean-up cost was RM50,000. Due to a robust Business Continuity Plan ("BCP") and the expertise of Matrix Excelcon, the site was cleared quickly, and regulatory approval for resuming work was obtained without major disruption or liquidated asset damages ("LAD").

To prepare for future events, Matrix conducts annual employee training for designated personnel in charge ("PICs") on flood prevention Standard Operating Procedures ("SOPs") and the use of PPE.

The Group's financial quantification for flood impact is currently based on a realistic scenario of two lost workdays per year, with full details of the scenario planning shown in the following table:

OPERATIONAL DISRUPTION DUE TO FLASH FLOODS	2 DAYS/ YEAR	10 DAYS/ YEAR	20 DAYS/ YEAR
Severity			
Estimated cost overruns from operational downtime	Negligible	RM400,000	RM800,000
Estimated costs due to asset damage	1% increase in repair/ replacement costs	5% increase in repair/ replacement costs	10% increase in repair/ replacement costs
Estimated additional costs to compensate for lost time and productivity	Not Applicable	RM60,000	RM120,000

Vector-Borne Diseases

Vector-borne diseases are expected to increase during periods of heavy and prolonged rain. This includes risks such as the increased prevalence of puddling and still water that propagates the mosquito population, which in turn increases the likelihood of dengue fever among the workforce. While the likelihood is high, the impact on manpower is considered low as most cases are treatable within a short span of time. However, the risk becomes more severe regarding regulatory site shutdowns, as authorities may mandate closures until health hazards like water ponding are cleared and fogging is conducted.

Matrix Excelcon mitigates this through regular inspections, worker education, and outsourced fogging, which costs between RM1,800 and RM2,000 per session depending on facility size. These measures have effectively reduced the prevalence of dengue across all operational sites.

ST	**Likelihood**		With only a single precedent of flooding/ excessive rainfall and with the incident well managed with minimal financial impact, flash flooding is expected to not have high severity levels, though the likelihood or possibility of future events remains. The current BCP established remains sufficiently robust to ensure a swift response to managing any incidents.
	Severity		
	Overall Risk	Low	
MT	**Likelihood**		The possibility of incidents could increase thus causing more disruption to sites and increased business/ financial impact. However, given the level of preparedness, the severity factor may see a slight increase but continues to remain low.
	Severity		
	Overall Risk	Low	
LT	**Likelihood**		With increased precipitation predicted under the SSP2-4.5 scenario, it is possible that likelihood of flooding and related incidents may increase with a higher level of impact. This may necessitate enhanced measures, such as strengthened flood-prevention infrastructure, advanced monitoring systems, or revised SOPs, to address increasingly unpredictable weather patterns. These adaptations could involve higher upfront investment costs if climate conditions become more extreme.
	Severity		
	Overall Risk	Moderate	

MATRIX FOR GREEN

Rising Temperature

POTENTIAL IMPACTS	TIMEFRAME		
	ST	MT	LT
Rising heat affects the functionality of machinery			●
Worker health issues and increased OSH incidents	●	●	●
Heat reduces worker productivity and the overall productivity of operations		●	●
Delays in project delivery causing costs overrun	●	●	●

Rising temperatures may necessitate changes in working hours as mid-day temperatures become untenable for workers to undertake outdoor construction work, especially likely over the medium- to long-term. Matrix may eventually shift to staggered evening and night shifts to maintain bearable working conditions, which is expected to increase manpower costs. Additionally, extreme heat could remotely impact Industrialised Building System ("IBS") works, such as the production of aluminium formworks, due to impacts on machinery performance.

For the Property Development division, rising heat requires homes designed with more heat-resistant materials and architecture to ensure conducive living conditions. The Group utilises greenscapes and water features as heatsinks, costing between RM200,000 and RM250,000 per project during the time of the CRA. In FY2025, Matrix spent over RM1 million planting more than 3,000 trees. In the Healthcare and Hospitality divisions, rising temperatures will increase energy consumption to maintain regulated internal temperatures. While operations like Mawar Medical Centre ("MMC") and the hospitality assets utilise solar energy that offsets the additional costs from cooling demand, they remain exposed to rising costs and the future rationalisation of subsidies.

MITIGATION MEASURES				
Use of solar-derived electricity			●	●
Increased use of energy-saving/ energy-efficient equipment	●	●	●	●
Increased site electrification	●	●		

ST	Likelihood Severity Overall Risk	Low	The minimal historical incident on Heat-related Incidents ("HRIs") infers that the risk remains low and manageable as projected temperatures over the short-term remains within expected ranges. Current mitigation measures provide a robust buffer against potential impacts.
MT	Likelihood Severity Overall Risk	Moderate	The moderate risk rating reflects the anticipated intensification of surface temperatures, which may cause increased HRI. This may necessitate additional safeguards for workers and a shift to staggered or evening/ night shifts to maintain the pace of construction works.
LT	Likelihood Severity Overall Risk	Moderate	While the likelihood of rising temperatures becomes more apparent, the lessons learned over the medium-term should enable Matrix to respond effectively and mitigate impacts. Best practices from other regions such as the Middle East can be applied to mitigate the impact of heat while continuing to maintain business operations.

Drought/ Water Scarcity

POTENTIAL IMPACTS	TIMEFRAME ST	MT	LT
Water supply cuts disrupt production operations	●	●	●
Delay in project timelines	●	●	●
Increased financial cost of alternative water sources	●	●	●

As a responsible property developer, Matrix is cognisant of the need to ensure its property projects have sufficient access to water over the medium to long-term horizons. While formal responsibility often lies upon the formation of a Management Committee, the Group maintains a social responsibility to ensure residents are not burdened by supply issues. In this regard, the optimum role that Matrix can play is as follows:

01

In the purchase of landbank, to avoid landbank in water-stressed areas.

02

If land parcels are located in water-stressed areas, to provide necessary infrastructure such as increased rainwater harvesting capacity, provision of water bodies such as lakes and ponds, and other measures to mitigate against the risk of drought.

03

To collaborate with local authorities and state utility providers throughout the project lifecycle to ensure sufficient water resources, even during droughts.

04

Leveraging more water-efficient building designs going forward, i.e., reduced requirement for cleaning, watering of plants and green spaces, and more.

For the Construction division, past disruptions have been minor, but cost estimates under Matrix Excelcon predict an increase of RM5,000 per day for operations without water, while the cost of extracting groundwater as a contingency is approximately RM50,000. The Hospitality division is most vulnerable, as water cuts exceeding three hours significantly impact customer experience and F&B services. The following are potential business/ operational scenarios developed for the Hospitality business division of Matrix:

OPERATIONAL IMPACT OF WATER DISRUPTIONS		
1-3 HOURS	**HALF DAY TO ONE DAY**	**2 DAYS AND MORE**
Negligible impacts with existing water storage tanks are sufficient for operations. Provision of plastic-bottled water to guests/ customers. Informing all guests/ customers of the disruption in the water supply. No major impact on customer patronage.	Mild to moderate impacts with the possibility that some services, such as food and beverage, and facilities, i.e., swimming pool, may be affected, thus impacting guests/ customers. Provision of plastic-bottled water may not be sufficient, and additional measures, such as sourcing water tankers, may be required to sustain operations. Informing all guests/ customers of the disruption in the water supply. May impact guest/ customer experiences and satisfaction, potentially leading to a loss of patronage.	Extremely rare possibility that has never occurred before. Besides sourcing of tankers, alternative arrangements may need to be made, i.e., hotel guests transferred to other hotels, for instance. Significant impact on brand perception and the ability to sustain/ expand customer base.

MATRIX FOR GREEN

Given the increasing frequency of water scarcity events, adopting multiple mitigation measures is essential to ensure operational continuity and minimise financial impacts:

- Implement additional rainwater harvesting systems to capture and store rainwater for use in non-potable applications. Adequate storage can provide a reserve during dry spells, ensuring that operations can continue without relying solely on immediate water sources.
- Implement training programmes for employees focused on water conservation techniques and the importance of sustainable practices in daily operations.

Timeframe	Likelihood	Severity	Overall Risk	Description
ST			Very Low	Minimal history of water supply disruptions affecting operations. Existing reserve capacity should provide sufficient buffer to sustain operations during short-term water shortages.
MT			Low	While there is a possibility of increased water disruptions, impacts are expected to remain manageable, with business operations largely unaffected. Any delays experienced can be made up with the resumption of normal water supply.
LT			Moderate	In the long run, incidents may increase in severity, leading to greater business and operational disruption. Hence, it is imperative that existing reserve capacity be expanded and reliance on utility-supplied water be reduced. Further investments in advanced water-saving measures are recommended for enhanced resilience.

Transition Climate Risks

Environmental and Energy Policy Shifts

POTENTIAL IMPACTS	TIMEFRAME		
	ST	MT	LT
Increased requirements for the use of green-certified materials or green-certified suppliers		●	
Potential carbon emissions tax/ ceiling		●	●
Increased recycling of waste and other waste products	●	●	●
Removal of fuel subsidy		●	●
Higher energy tariffs	●	●	●
Potential for fines or censures due to non-compliance		●	●

Among the identified transition risks are increased requirements for the use of green materials such as green cements and green steel, as well as a stipulation for increased eco-certified products within the property development and construction process. These requirements are expected to increase working capital and sourcing costs, particularly for green-certified suppliers and new construction methodologies. While failure to adapt could diminish competitive edges, aligning with green standards may unlock new business prospects through research and innovation.

In addition, the Group has conducted various financial assessments of the risks associated with rising energy prices. For instance, the base electricity tariff in Peninsular Malaysia was raised by 14.2% to 45.62 sen per kilowatt-hour ("kWh") in FY2025, along with a new tariff schedule. The change took place during the three-year Regulatory Period 4 ("RP4"), effective from January 2025 to December 2027. Under the RP3 2022-2024, the base tariff was set at 39.95 sen/kWh.

The CRA's financial quantification also incorporated scenario planning, resulting in estimates of a fuel subsidy increase based on FY2026's performance. The increase in costs can be quantified as follows:

	FY2026 CONSUMPTION (LITRES)	FY2026 COSTS (RM'000)	REDUCTION IN FUEL SUBSIDIES, BY:			
			20% (RM'000)	50% (RM'000)	70% (RM'000)	100% (RM'000)
Diesel	640,840	1,774	1,852	1,968	2,045	2,160
Petrol	99,024	203	223	253	274	304
Total	**739,864**	**1,977**	**2,075**	**2,221**	**2,319**	**2,464**

Similarly, a projection of cost increase for electricity consumption was also developed as follows:

	FY2026 CONSUMPTION (kWh)	FY2026 COSTS (RM'000)	INCREASE IN ELECTRICITY COSTS, UNDER:		
			14.2% (RP4; 2025 – 2027) (RM'000)	15% (RP6; 2030 – 2034) (RM'000)	15% (RP8; 2035 – 2040) (RM'000)
Electricity	9,379,153	4,774	5,455	6,273	7,214

Alongside rising energy prices, the Group has quantified the financial impacts of a potential carbon tax. As most business activities and processes within the property development and construction operations are typically energy and carbon-intensive, the Group has begun planning the financial implications of the carbon tax to provide better insights into developing mitigation strategies.

While Matrix's risk exposure to carbon taxation remains high, simulations based on several carbon tax prices per tonne of carbon suggest low severity or impact. During the CRA exercise in FY2025, Matrix developed several speculative carbon tax scenarios. The scenarios were developed given that the government has yet to provide any indication of actual carbon tax pricing or mechanisms.

CARBON TAX PROJECTIONS	RM35/tCO_2e (RM'000)	RM50/tCO_2e (RM'000)	RM75/tCO_2e (RM'000)
Based on 7,737.43 tonnes CO_2e from Scope 1 and Scope 2 emissions (FY2026)	271	387	580

Even at the highest scenario of RM75/tCO_2e, the cost of RM0.58 million is 0.3% of the Group's FY2026 Profit After Tax ("PAT").

To improve Matrix's resilience against climate risks related to policy shifts and evolving energy prices, the Group has prepared the following mitigation measures:

- Transitioning from diesel-powered forklifts to electric alternatives. This reduces fuel dependency, thereby mitigating cost volatility linked to subsidy rationalisation.
- Further expansion in solar energy generation capacity to reduce dependency on grid electricity, thereby mitigating exposure to rising tariffs and carbon tax liabilities. Presently, 13.5% of the Group's electricity mix comprises solar-generated electricity.
- Additionally, energy-efficient machinery and equipment upgrades across all business operations can lower electricity consumption and improve long-term cost efficiencies.

MATRIX FOR GREEN

ST	**Likelihood** **Severity** **Overall Risk** Moderate	In the short-term, changes in government policies and regulations would see increased costs such as increased energy and compliance costs. However, the business model itself would remain largely unaffected.
MT	**Likelihood** **Severity** **Overall Risk** Moderate	By the medium-term, it is possible that Matrix would have acclimatised to the cumulative effect of regulatory developments, increased energy costs and increased compliance requirements given that these would be industry wide impacts felt by all industry players. Carbon taxed, when imposed as prior illustrated would not have a significant financial impact to annual earnings. However, there may be increased costs as the Group looks to ramp up its adaptation strategies such as increase renewable energy use and to achieve full disclosure of its Scope 3 emissions.
LT	**Likelihood** **Severity** **Overall Risk** Moderate	In the long-term, regulatory landscapes are expected to evolve further and changes to become more pronounced and complex. This may entail rethinking of specific aspects of the business model, supply chains and more.

Transition to a Low-Carbon Business Model

POTENTIAL IMPACTS	TIMEFRAME		
	ST	MT	LT
Opportunity costs of decarbonisation initiatives (fund allocations to solar energy sources, Renewable Energy Certificates ("RECs") etc.)	●	●	●
Trade-offs in supply chain performance, affecting quantity, quality and pricing as the Company pushes for decarbonisation of Scope 3 emissions			●
Increased operational expenses for decarbonisation efforts	●	●	●

The transition to a low or lower carbon business model is highly challenging for the property development and construction sector given the inherent dependence on fossil fuels. Business processes like operating forklifts, excavators, and onsite generators rely heavily on diesel and petrol. Requiring suppliers to electrify would result in high upfront capital expenditure ("CAPEX"), which could lead to margin erosion for Matrix or more expensive properties for buyers. These costs could also limit the Group's capacity to launch new projects.

To develop Matrix's capabilities and assist in the low-carbon transition, the Group has developed the following mitigation measures:

- Matrix continues to prioritise investments in energy-efficient technologies and renewable energy solutions, such as solar Photovoltaic systems and energy management tools, reducing the Group's reliance on conventional energy sources, thereby lowering long-term operational costs and improving energy efficiency.
- The Group implements energy-saving initiatives across its operations, such as upgrading machinery for improved energy efficiency, optimising production schedules to reduce energy waste and exploring digital solutions to monitor and manage energy consumption effectively.

MATRIX FOR GREEN

Timeframe	Likelihood	Severity	Overall Risk	
ST			Moderate	As decarbonisation efforts are still in the early stages, the primary risk stems from opportunity costs as well as sunken costs (CAPEX) associated with initial investments in renewable energy infrastructure and energy-efficient systems. These expenses may temporarily divert funds from other growth initiatives but would not disrupt the business model and business plans.
MT			High	As the Group advances its Scope 3 decarbonisation efforts, supply chain disruptions may become more pronounced. Suppliers may face challenges in meeting stricter environmental criteria, such as securing certifications, adopting sustainable processes, or ensuring low-carbon product outputs. This could result in operational delays, higher costs, or the need to identify alternative suppliers. Additionally, greater pressure from regulatory bodies and financiers to demonstrate carbon reduction progress may elevate risk exposure.
LT			Moderate	Over time, as Matrix's low-carbon initiatives mature and suppliers align with evolving sustainability requirements, cost pressures are expected to stabilise. The Group's ability to diversify its supplier base by onboarding partners with verified sustainability practices will mitigate potential supply chain bottlenecks and reduce exposure to compliance risks. Enhanced operational efficiencies and improved supplier readiness will further reduce overall risk.

Climate Opportunities

Adoption of Renewable Energy Solutions

CLIMATE OPPORTUNITIES	TIMEFRAME		
	ST	MT	LT
Energy cost savings from reduced reliance on fossil fuels	●	●	●
Reduced carbon footprint	●	●	●
Increased resilience against power outages			●
Attractive returns on investment in low-emission technologies			●
Enhanced access to capital as investors favour lower-emission producers			●

Matrix's existing leverage of RE, namely solar energy generation, has already yielded significant energy cost savings while reducing carbon emissions. In FY2026, solar power accounted for 13.5% of the Group's energy mix, resulting in 808.7 tonnes of CO_2e emissions avoided.

Future opportunities include Adcote Matrix Schools selling unutilised solar energy to the national grid and introducing bundled solar packages for premium residential purchasers. The Group is also evaluating the integration of solar panels into its developments to support national emissions goals and generate further financial savings.

MATRIX FOR GREEN

			COST SAVINGS FROM RENEWABLE ENERGY, UNDER:		
	SOLAR ENERGY CONSUMPTION (KWH)	FY2026 CONSUMPTION	14.2% (RP4; 2025 – 2027)	15% (RP6; 2030 – 2034)	15% (RP8; 2035 – 2040)
Estimated Cost Savings (RM'000)	1,467,697	748	854	982	1,129

CLIMATE STRATEGY

The Group's climate strategy takes into account the physical risks, the urgency, and the business and operational benefits of pursuing continued decarbonisation efforts as part of risk mitigation and to combat climate change. This is based on the following management approach:

IMPACTS OF CLIMATE CHANGE ON MATRIX'S BUSINESS MODEL AND OPERATIONS

How do the physical, transitional and legal risks affect, impede or disrupt operations?

What changes are necessary to sustain business growth and value creation? What opportunities are presented for new revenue generation opportunities or to improve efficiency and productivity?

MATRIX'S CONTRIBUTION TO CLIMATE CHANGE

How does Matrix through consumption of resources, energy and waste production contribute to climate change?

IFRS

INTEGRATION OF CLIMATE CHANGE INTO BUSINESS STRATEGIES

How should climate change be integrated into the mainstream of risk management and business strategies?

IMPACT OF CLIMATE CHANGE ON STAKEHOLDERS

How will climate change impact Matrix's stakeholders? How will these impacts erode stakeholder value creation?

MATRIX FOR GREEN

To support its Zero Carbon by 2050 commitment, Matrix is progressively developing a climate transition roadmap that will guide the Group's decarbonisation journey. The roadmap will prioritise practical emissions reduction initiatives, strengthen climate governance and data management, and progressively establish medium-term targets and implementation plans as the Group's emissions baseline and transition capabilities continue to mature.

1

Decarbonisation through improvements in production processes, energy and production efficiency, waste reduction and sourcing of products from green-certified suppliers. The aim is to reduce as much as possible, carbon footprint at the source prior to actual business activities and adoption of methods that will enable a reduced carbon footprint.

2

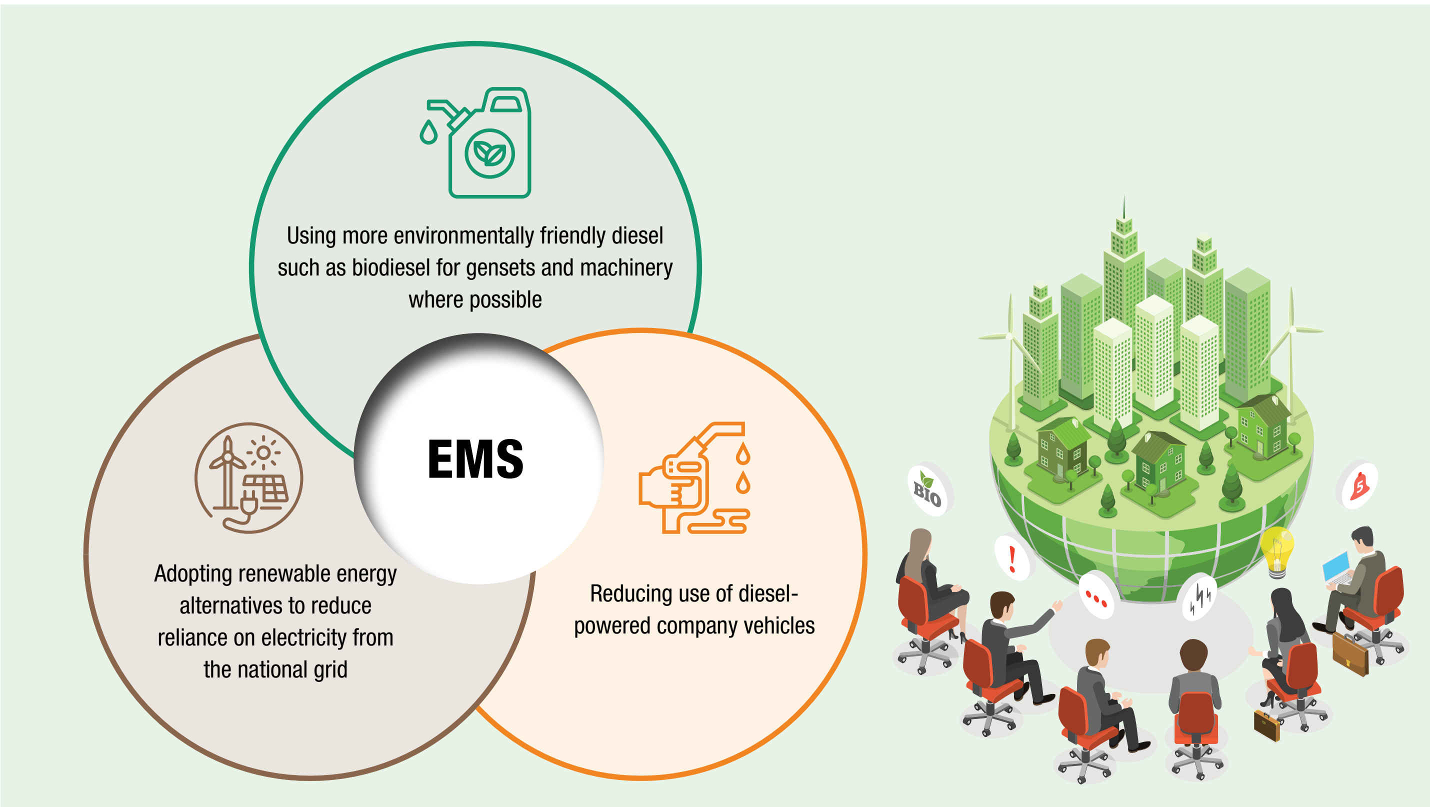
Decarbonisation through increased renewable energy. Continued transition to alternative sources of energy, reduction in hydrocarbon use, transitioning to electricity derived from solar i.e. green power programme, etc.

3

Removal of residual carbon footprint through carbon credits or other means.

ENERGY MANAGEMENT

Matrix's energy management strategy is anchored by a commitment to decarbonisation and the necessity of mitigating electricity expenditure through enhanced operational efficiency. The Environmental Management System ("EMS") functions as the core framework for this approach, providing a systematic structure to realise the Group's aspirations for reduced emissions. By establishing a rigorous architecture for monitoring and optimisation, the EMS facilitates continuous improvement across the following primary focus areas:



MATRIX FOR GREEN

SUSTAINABLE DEVELOPMENT

M8 M9 M11 M12

Responsible resource consumption is essential to safeguarding the environment and ensuring long-term resilience. Matrix integrates sustainability into every aspect of our operations, using resources in an environmentally conscious manner that balances growth with stewardship. By embedding sustainable practices into development, the Group not only reduces ecological impact but also creates enduring value for stakeholders.

Our sustainable development approach extends across the entire lifecycle of our projects and broader value chain. At the project level, this commitment is reflected in three focus areas:

- Rethinking Development Approaches – Commitment to greener materials and climate-resilient strategies, ensuring customer needs remain central while adapting to environmental challenges
- Reducing Impacts through Design and Technology – Promoting architectural solutions that save energy and resources, minimise waste, and harmonise with the natural environment to reduce the overall footprint across the lifecycle of each project
- Reducing Impacts from Operational Activities – Managing day-to-day operational impacts from our business divisions, particularly construction, to ensure responsible and sustainable practices throughout the Group.

Beyond individual projects, Matrix also ensures sustainability is embedded across our value chain. The following framework illustrates how we integrate sustainability considerations across various parts of our value chain to create long-term value for communities and the environment.

INTEGRATING SUSTAINABILITY CONSIDERATIONS ACROSS THE VALUE CHAIN

PROCUREMENT

- Continued reliance on local procurement.
- Rethinking existing production processes including shipment and delivery of raw materials. This is towards reducing Scope 3 emissions.
- Focusing on adopting Just-In-Time inventory to reduce need for storage space.
- Careful planning of resource requirements to optimise procurement.

PRODUCTION

- Transitioning to more eco-friendly approaches such as the use of Building Information Modelling, aluminium formworks and more.
- Adoption of energy and resource efficiency measures.

OPERATIONS AND MANAGEMENT

- Continued engagement with stakeholders to encourage sustainable practices.

DELIVERY AND CONSUMPTION

- Adoption of energy and resource efficiency measures.
- Educating customers on reducing waste and optimising consumption.

MATRIX FOR GREEN

ENERGY AND EMISSIONS

Legend: Achieved On-track Attention Required

KPIs & Targets:

1 Energy Consumption and Management

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Optimise energy consumption by: • Controlling electricity consumption • Managing diesel consumption • Utilising LED lighting and any other energy-saving appliances for office new fit-outs • Using external LED task lights at all construction sites for night work and security	• To limit electricity consumption to less than 2% of the contract value from projects • To set meters to control diesel usage to be less than RM 750 per hour (approximate project time of 20 months) • To only use LED tower lights for night work and security	100% of all energy-related targets have been achieved at all the Group's active construction sites.
The Education Division to reduce energy consumption via full installation of LED lighting and optimising current energy usage	• 100% of new fit-outs to be replaced with LED lights or alternative energy-savings devices • 10% reduction of electricity consumption annually • To switch off all lights in unused areas	All new light bulbs and tubes in the hostel common areas, basement, and staircases have been replaced with LED light bulbs.

2 Renewable Energy

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Increasing usage of solar renewable energy by: • Bundling solar energy into project developments • Allocating for high-rise solar panels	To adopt solar renewable energy for selected high-rise and landed developments	Solar renewable energy has been integrated into selected property developments.
Greater usage of solar energy within the Education Division	To ensure solar energy consumption is maintained at 5% annually	Solar energy generated is 0.5 million kWh annually.

MATRIX FOR GREEN

GROUP PERFORMANCE & HIGHLIGHTS

10,463.4 tCO_2e
of Scope 1, Scope 2, and Scope 3 GHG emissions recorded and monitored

18,106.2 MWh
of total energy consumption recorded across operations

Achieved a
5.3%
waste diversion rate from landfill

The Group's energy consumption is mainly from direct sources, such as diesel, petrol, and other fossil fuels. These are used to power our generator sets, machinery, and company cars. We also utilise indirect energy, which is electricity from the national grid. This is to power our premises.

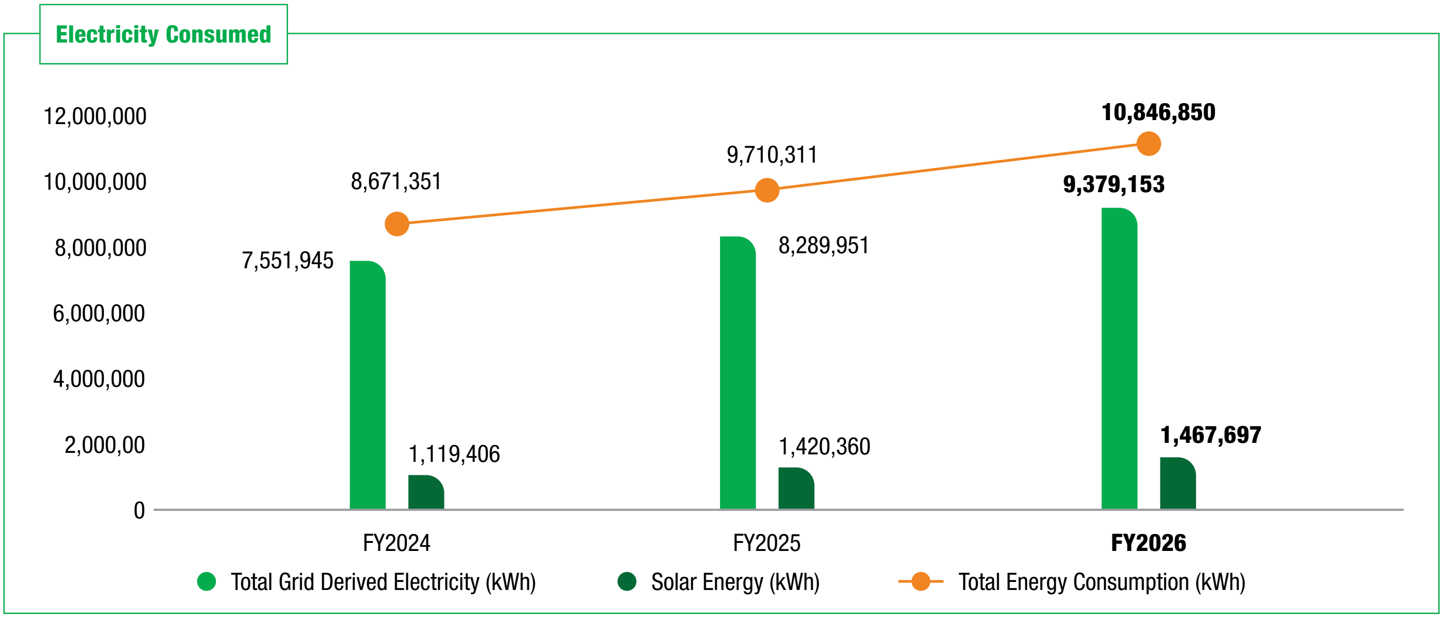
In FY2026, Matrix continues to utilise the Matrix Sustainability Pack ("MSP") to streamline data collection, monitoring, and optimisation of energy consumption. The systematic approach ensures greater accuracy and consistency in reporting, thereby enhancing compliance and decision-making. While MSP improves efficiency, the initial phase of data collection and tracking may temporarily increase diesel consumption. FY2024 has been designated as the base year for MSP implementation and acts as a reference point for future analysis and improvement.

Our energy consumption in FY2026 is as follows:

ENERGY CONSUMED (GJ)	FY2024	FY2025	FY2026
Purchased Energy	27,187.0	29,843.8	33,765.0
Diesel (Stationary emission)	10,174.4	13,742.8	11,454.6
Diesel (Mobile emission)	4,028.6	4,043.1	11,410.3
Petrol (Mobile emission)	2,009.1	1,617.9	3,268.8
Solar (renewable energy) consumed	4,029.9	5,113.3	5,283.7
Total energy consumed	47,429.0	54,360.9	65,182.4

In FY2026, diesel consumption increased by 28.6%, primarily due to the expansion of construction activities, particularly the development launches of Malaysia Vision Valley City (MVV City) and Bandar Sri Impian 2 in Kluang, Johor, along with the growing scale of ongoing developments, resulting in higher utilisation of diesel-powered construction machinery and equipment.

MATRIX FOR GREEN



ENERGY CONSUMED	FY2024	FY2025	FY2026
Total Grid-Derived Electricity (kWh)	7,551,945	8,289,951	9,379,153
Percentage Change in Grid Electricity (%)	1.0	9.8	13.1
Solar Energy Generated (kWh)	1,207,198	1,463,362	1,511,630
Solar Energy Consumed (kWh)	1,119,406	1,420,360	1,467,697
Total Energy Consumption (kWh)	8,671,351	9,710,311	10,846,850
Percentage Change in Electricity Consumption (%)	1.1	12.0	11.7
Percentage solar use in Energy Mix (%)	12.9	14.6	13.5
Year-on-Year Variation on Solar Energy Generated (%)	9.1	21.2	3.3

Notes:

1. *Solar energy data is calculated based on electricity data stated on the Tenaga Nasional Berhad's ("TNB") bills.*
2. *FY2024, FY2025 and FY2026 Solar energy data includes Matrix (HQ), Construction division, Hospitality division, Education division and Healthcare division. The data for Construction division only includes Excelcon Central.*

MATRIX FOR GREEN

RESULTING EMISSIONS

Matrix quantifies its Scope 1 and Scope 2 greenhouse gas ("GHG") emissions in tonnes of carbon dioxide equivalent (tCO_2e) using internationally recognised methodologies and emission factors to ensure consistent and reliable reporting. Direct energy sources, including diesel, petrol, and other fuels, are measured in litres, while electricity consumption is recorded in kilowatt-hours ("kWh"), with total energy consumption reported in Gigajoules ("GJ") or Megajoules ("MJ").

Since FY2024, Matrix has expanded its greenhouse gas disclosures to include Scope 3 emissions and continues to strengthen its emissions inventory, data quality, and reporting capabilities. The Group will progressively enhance data collection and expand disclosures to cover material Scope 3 categories, supporting more comprehensive emissions management and informed decision-making. These efforts form part of Matrix's broader commitment to achieve net zero carbon emissions by 2050 through the continual enhancement of its climate management framework.

As the Group continues to establish a more robust emissions baseline, efforts will focus on improving energy efficiency, increasing renewable energy adoption where feasible, strengthening emissions data management, and identifying decarbonisation opportunities across its operations and value chain. The Group also intends to develop medium-term emissions reduction targets as its emissions management capabilities continue to mature.

Carbon emissions are monitored in accordance with the GHG Protocol Corporate Accounting and Reporting Standard, with reference to the guidance issued by the Malaysia Green Technology and Climate Change Corporation (MGTC). Emissions are classified into the following three categories:

GHG EMISSION CATEGORIES

Scope 1

Direct emissions from fossil fuel consumption, primarily diesel and fuel used in operations.

1

Scope 2

Indirect emissions from electricity consumption sourced from the national grid.

2

Scope 3

Indirect emissions related to business travel (passenger flights) and employee commuting.

3

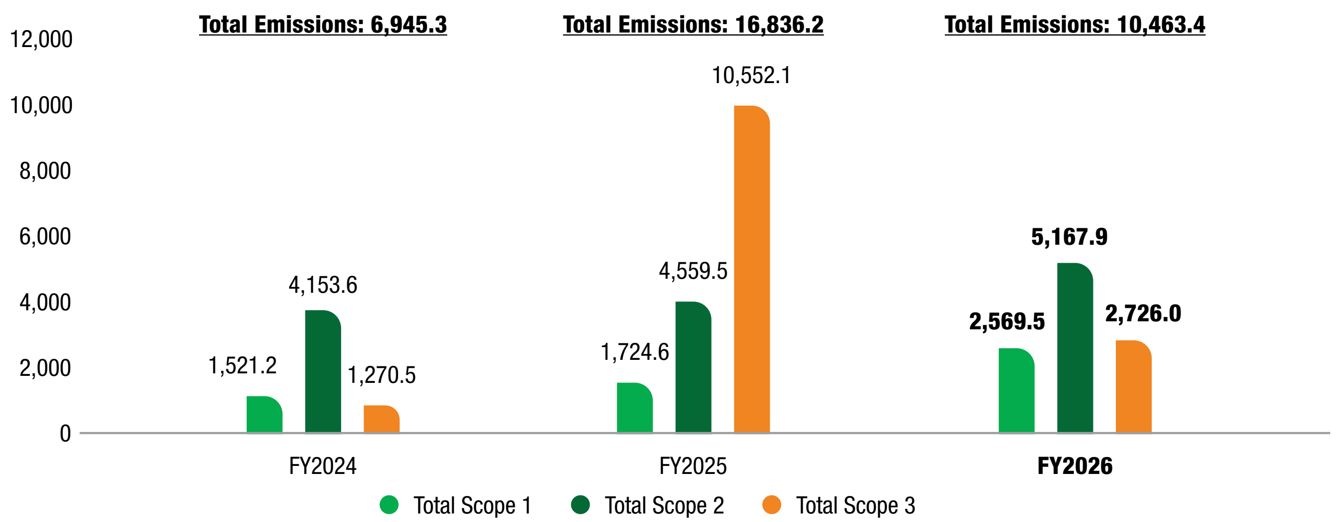
MATRIX FOR GREEN

In FY2026, our emissions were recorded as follows:

	FY2024	FY2025	FY2026
SCOPE 1 EMISSIONS (tCO_2e)			
Stationary Combustion	756.1	1,034.8	866.7
Mobile Combustion	440.7	397.5	1,107.7
Fugitive Emissions	324.4	292.3	595.1
Total	**1,521.2**	**1,724.6**	**2,569.5**
SCOPE 2 EMISSIONS (tCO_2e)			
Derived from Purchased Electricity	4,153.6	4,559.5	5,167.9
Total	**4,153.6**	**4,559.5**	**5,167.9**
SCOPE 3 EMISSIONS (tCO_2e)			
Derived from waste generated in operations	DNA	8,138.2	125.6
Derived from employee commuting	943.5	2,359.7	2,573.7
Derived from business travel	327.0	54.2	26.7
Total	**1,270.5**	**10,552.1**	**2,726.0**

Notes:
1 DNA – Data not available.
2 The emission factor used to calculate Matrix's carbon emissions is based on the UK Government GHG Conversion Factors 2024.
3 Waste generated in operations includes construction waste, domestic waste, metal waste, plastic waste and paper waste.

Total Emissions and Breakdown (tCO_2e)



MATRIX FOR GREEN

Additionally, the Group continues to reduce its carbon footprint through the substitution of grid electricity using solar panels. The Group's consistent improvement is reflected on a year-on-year basis as shown below:

	FY2024	FY2025	FY2026
CO_2 Avoided Through Solar Energy (tCO_2e)	615.7	781.2	808.7

RESOURCE CONSUMPTION

As a responsible township developer, Matrix recognises that construction materials contribute significantly to the environmental footprint of its developments. The Group is committed to improving resource efficiency and progressively increasing the use of lower-carbon, recycled, responsibly sourced, and environmentally preferred materials where technically, commercially, and operationally feasible, without compromising quality, durability, or safety.

The Property Development and Construction divisions are the Group's primary consumers of materials such as cement, steel, aluminium, timber, and plastics, while the hospitality and healthcare businesses utilise food, packaging materials, medical supplies, and other operational resources. As part of its long-term sustainability journey, Matrix is progressively strengthening its sustainable procurement and materials management practices, with the aim of establishing measurable targets and increasing the adoption of sustainable construction materials across future developments by FY2030.

	Resource Type	FY2024	FY2025	FY2026
Construction	Cement (tonnes)	32,694.5	36,680.5	30,706.8
	Timber (tonnes)	3,653.0	1,247.4	876.4
	Steel (tonnes)	7,507.0	8,317.8	6,630.1
	Sand (tonnes)	244,266.8	235,321.7	176,157.4
	Ready Mix Concrete (tonnes)	385,159.7	626,254.8	536,234.5
	Quarry Products (tonnes)	296,424.5	404,340.4	347,203.5
	Plywood (pieces)	53,333.0	17,113.0	15,683.0
	Bricks (pieces)	28,251,460.0	29,663,734.0	21,914,574.0
Hospitality	Food Ingredients (tonnes)	54.3	2.5	DNA
	Beverages (tonnes)	27.7	2.8	0.1
Healthcare	Drugs and Medical Consumables (ml)	DNA	DNA	676,032.1
	Drugs and Medical Consumables (units)			3,235,239.4
	Drugs and Medical Consumables (g)			45,417.8

To manage resource consumption effectively, Matrix focuses on improving resource efficiency and reducing waste across its operations through strategic inventory management, minimising material wastage, and working closely with suppliers and contractors to optimise material use throughout construction and operations. Data for the Group's Food & Beverage operations is currently unavailable as these activities are managed by a third-party operator. Matrix is exploring opportunities to strengthen data collection from outsourced operations in future reporting periods.

CONSTRUCTION & PROPERTY DEVELOPMENT

- Use of aluminium formwork system that reduces consumption of construction materials.
- Changes in building design and building methods that required reduced resources and wastage.
- Enhancement of concrete quality to reduce cracks & leakages.
- Reuse of concrete waste to form road barriers and to pave roads.
- Reuse of timber, broken tiles and other materials.

HOSPITALITY

- Recycling of kitchen waste for composting.
- Collection of community waste for recycling.
- Minimise the consumption of single-use plastic.
- Discontinuing the distribution of plastic mineral water bottles at the premises.

MATRIX FOR GREEN

WASTE MANAGEMENT AND RECYCLING

Legend: Achieved On-track Attention Required

KPIs & Targets:

1 Waste Management for Structural and Architectural Works

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Reduce construction waste by: • Controlling concrete waste during the construction phase by recycling concrete, timber/ formworks, and reinforcement bar waste • Utilise recyclable system composite formworks/ aluminium formworks for construction • Recycle hoarding at construction sites by removing temporary hoardings after project completion • Minimise, control, and recycle material waste during construction and during abortive work • Plan a temporary construction access road as a future permanent road	• To maintain less than 3% concrete wastage from the total concrete volume allowed in construction drawings • To maintain less than 5% brick waste from contract provisions • To control less than 12% tile waste from contract provisions • To recycle/ reuse all timber formwork: - Four-cycle usage for conventional frameworks - Minimum of 30-cycle usage for aluminium formwork	✓ 100% of all construction waste-related targets have been achieved at all the Group's active construction sites.
Transitioning the Education Division to a digitalised working environment	5% reduction in paper consumption for office use	✓ Printed paper materials have been minimised significantly during school events.

2 Waste Composting Area

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Allocation of waste composting areas in developments	100% of developments have a designated location for waste composting bins	✓ All developments have a designated location for waste composting bins.

3 Recycling Compartment

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Provide recycling compartments at our residential developments	80% of developments have a designated recycling compartment	✓ Recycling-related targets have been met.

MATRIX FOR GREEN

KPIs & Targets:

4 Low Impact Material

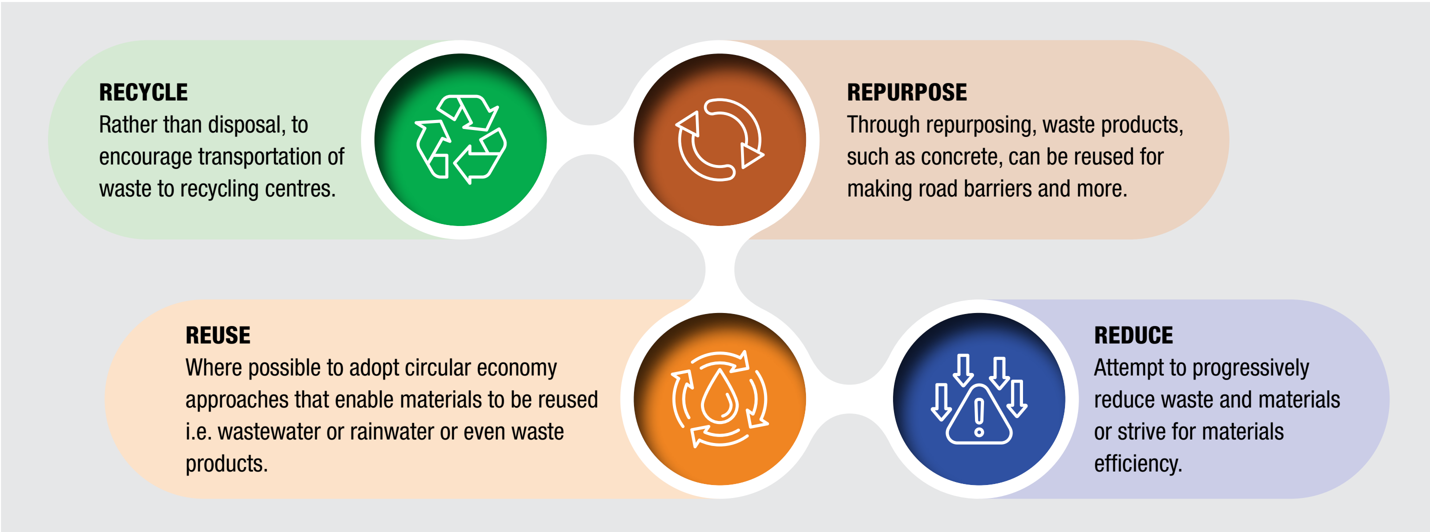
APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Salvage materials from the site for infrastructure construction	100% of projects with salvaged materials are to use them for infrastructure construction	All projects with salvaged materials used them for infrastructure, such as temporary access roads, as well as for landscaping.

BUSINESS DIVISION	WASTE TYPE	DISPOSAL METHOD	FY2024 (TONNES)	FY2025 (TONNES)	FY2026 (TONNES)
Matrix (HQ)	Plastic	Recycling	0.18	0.16	0.09
	Paper		2.75	2.58	1.28
	Iron		0.15	0.02	0.02
	Glass		0.20	0.02	0.03
	E-waste		0.03	0.16	0.01
	Others		0.00	0.00	0.00
	Total		**3.31**	**2.94**	**1.43**
Construction	Construction/ Domestic Waste	Landfill	6,702.00	54,594.00	9,117.00
	Wooden Pallet	Recycling	196.19	108.66	113.12
	Scrap Iron		126.19	345.37	243.50
	Total		**7,024.38**	**55,048.03**	**9,473.62**
Education	Cans	Recycling	0.02	0.02	0.02
	Bottles		0.02	0.02	0.00
	Mixed Paper		0.28	0.00	0.77
	Glass Bottle		0.05	0.00	0.00
	Polystyrene		0.00	0.00	0.00
	Mixed Plastic		0.16	0.00	0.00
	Cardboard		0.16	0.00	0.00
	Iron Can		0.02	0.00	0.00
	Book and Magazine		0.12	0.00	0.00
	Newspaper		0.03	0.00	0.00
	Scrap Metal		0.02	0.00	0.00
	Aluminium Can		0.02	0.00	0.00
	Food Waste	Composting	DNA	DNA	1.91
	Total		**0.90**	**0.04**	**2.70**
Healthcare	Paper Carton Box	Recycling	9.05	13.05	15.09
	Plastic		1.27	0.79	0.32
	Metal		1.55	9.66	2.59
	Bottle Concentrate		8.89	7.48	14.33
	Shredded Paper		0.66	5.75	0.64
	E-Waste		DNA	DNA	0.80
	Food Waste	Landfill	DNA	DNA	0.98
	Total		**21.42**	**36.73**	**34.75**

Note:
1 DNA – Data not available.

MATRIX FOR GREEN

Matrix's approach to waste management and sustainable resource consumption is aligned with our internal adoption of the 4R principles, as below:

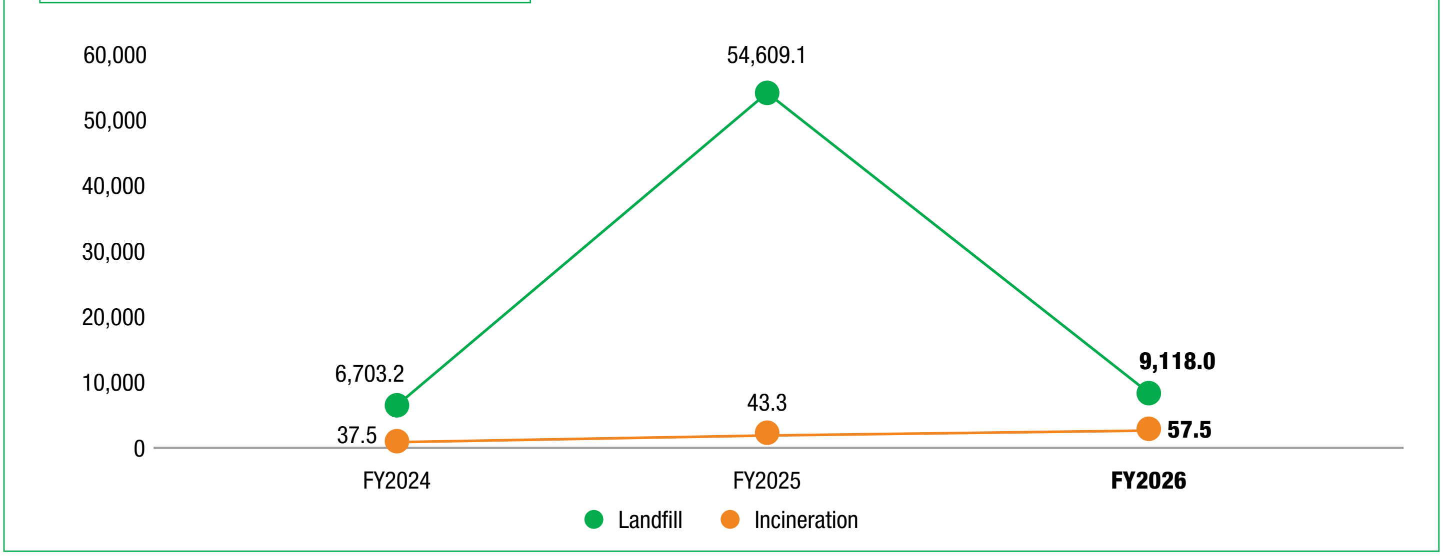


Matrix recognises that effective waste management is fundamental to resource efficiency, environmental protection, and circular economy principles. The Group is committed to minimising waste generation, maximising resource recovery, and ensuring the responsible handling of both scheduled (hazardous) and non-hazardous waste through regulatory compliance, operational improvements, and sustainable waste management practices across all business operations. As our waste management framework continues to mature, Matrix is progressively strengthening waste segregation, recycling, recovery, and performance monitoring to improve resource efficiency and reduce waste sent for disposal over the long term.

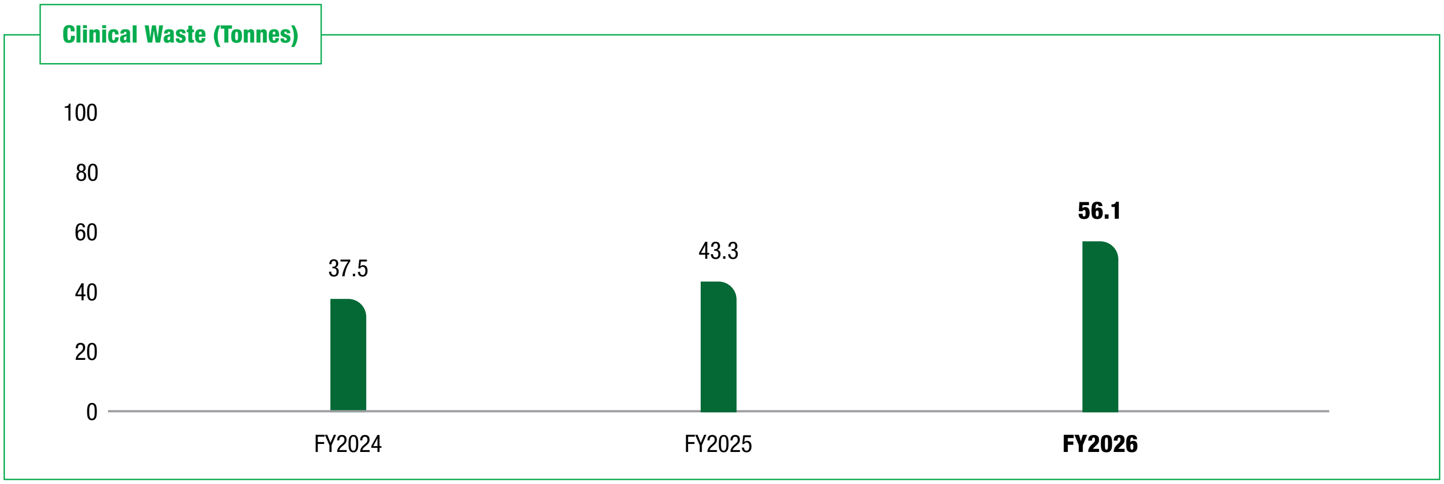
	FY2024	FY2025	FY2026
Total Waste Diverted from Disposal (Tonnes)	398.0	500.2	515.9
Total Waste Directed to Disposal (Tonnes)	6,740.7	54,652.4	9,175.5*

* *The reduction in waste generated from operations in FY2026 was primarily attributable to the absence of the major land clearing activities for the development of the 2,382-acre MVV City township in FY2025*

Total Waste Directed to Disposal (Tonnes)



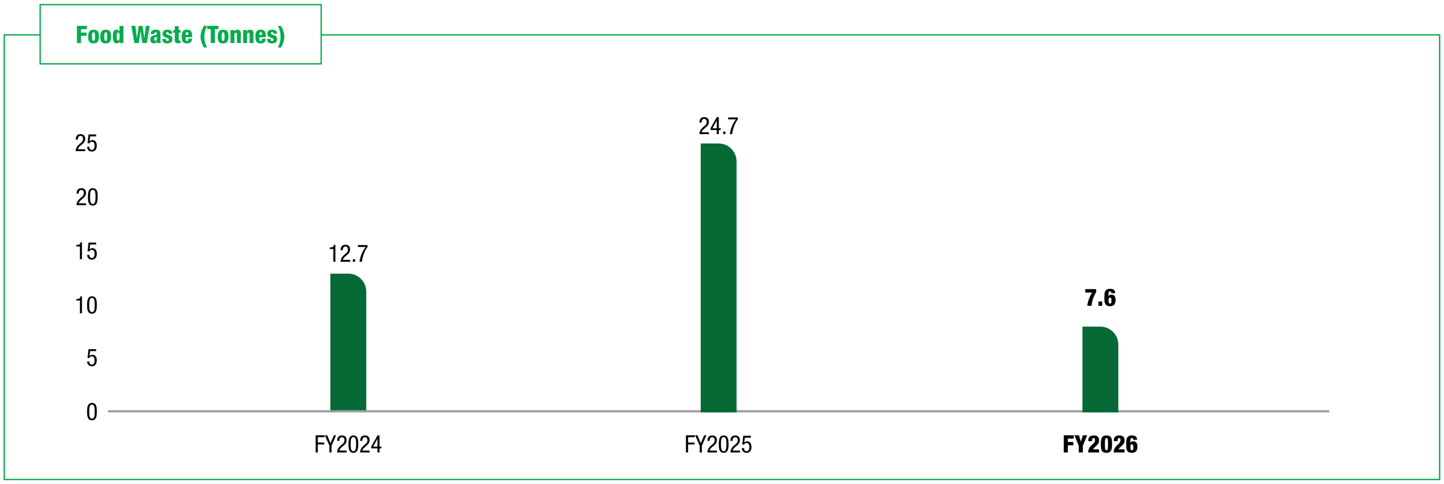
MATRIX FOR GREEN



To manage scheduled waste, we strictly engage Department of Environment ("DOE")-certified third-party transporters approved by the relevant authorities to ensure safe handling, transportation, and disposal. Within our healthcare operations, scheduled waste is treated and incinerated by licensed service providers that meet Malaysian regulatory standards. These measures ensure that all hazardous waste is managed in accordance with applicable laws and does not pose risks to human health or the environment.

Beyond compliance, we place strong emphasis on reducing waste generation at source. We implement clear protocols for the handling, storage, and disposal of waste across all sites to minimise leakage, contamination, and unnecessary disposal. We also provide public waste collection points and recycling facilities to encourage proper waste segregation and responsible disposal practices. Moving forward, we aim to further strengthen recycling efforts by introducing designated recycling bins across all project sites to increase participation and awareness.

In our hospitality and related operations, we have taken steps to minimise food waste through efficient inventory planning and proper storage practices, achieving near-zero levels of wastage. To further support circular practices, we have introduced composting facilities at selected sites. These initiatives convert organic waste into fertiliser, which local farmers and gardeners can use, helping reduce reliance on chemical alternatives and close the resource loop.



Note:

1 Kitchen waste data covers the Group's Hospitality division, Education division and Healthcare division.

Additionally, our Construction division applies Life Cycle Analysis ("LCA") to better understand and manage the environmental impacts of materials and processes throughout the project lifecycle. This enables more informed decision-making and supports the adoption of lower-impact practices. All construction activities are carried out in compliance with the Environmental Quality Act 1974 (Act 127), ensuring that pollution is controlled, emissions are reduced, and environmental standards are consistently met.

MATRIX FOR GREEN

Environmental Quality Act 1974 (Act 127), ensuring that pollution is controlled, emissions are reduced, and environmental standards are consistently met.

STAGES	INPUTS	WORKS/ PROCESSES	OUTPUTS	ENVIRONMENTAL ASPECTS
Construction: Structural work using aluminium formworks instead of conventional timber method	Aluminium panels	Before concreting	Minimum construction waste	Generation and disposal of waste Generation of noise and vibration - Aluminium panels can be recycled
	Steel reinforcement	Before concreting	Construction waste noise/ vibration	Consumption of resources Generation of noise and vibration
	Reduce usage of bricks, sand, cement and less trade works	Reduce building trade works such as bricklaying and plastering and replace with reinforced concrete wall	Minimum construction waste	Reduce construction waste Reduce construction period Reduce generation of noise and vibration
Construction: Structural Work using Conventional Timber method	Mould oil is applied on plywood formworks	Before formworks installation, at 1st, 3rd and 5th cycle of usage	Reduce construction waste	Reduce consumption of timber resources
Construction: Architectural Works	Recycle of timber pallets/ paper package	Tiling works paper package of sanitary fittings	Reduce construction waste	Reduce consumption of resources

MATRIX FOR GREEN

WATER MANAGEMENT

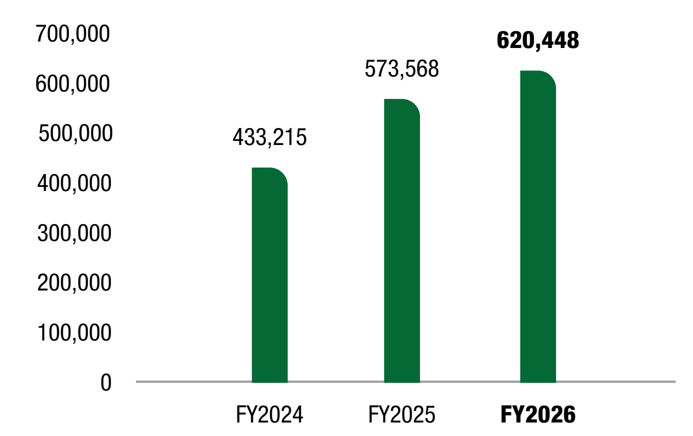
Legend: Achieved | On-track | Attention Required

KPIs & Targets:

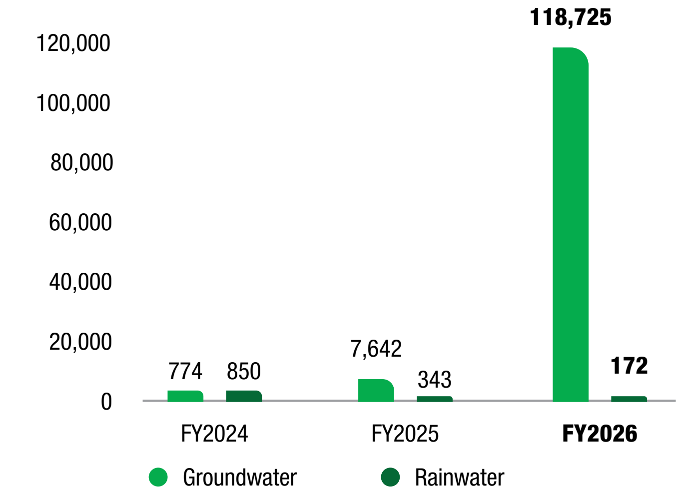
1 Reduced Water Use

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Increase water savings by: • Using water from stormwater retention for landscape irrigation • Integrating rainwater harvesting for premium projects	• 100% stormwater used for landscape irrigation systems • 100% of premium projects fitted with rainwater harvesting systems	All water consumption-related targets have been achieved.
Reduce water consumption and increase water efficiency within the Education Division by: • Utilising greywater for toilet flush • Using push taps for toilets • Increasing water harvesting for gardening use	• To build up a water harvesting system • To set up a meter to track and monitor water usage • 5% reduction in water consumption	A 200-gallon rainwater harvesting tank has been installed in the basement for gardening and general washing use. Most faucets have also been switched to push taps.

Total Water Consumption (m^3)



Water Source (m^3)



MATRIX FOR GREEN

While water scarcity is not a material risk to the Group, water remains a limited and valuable resource that the Group manages responsibly. Matrix conducts water-risk assessments for its operating assets and landbank based on definitions of Suruhanjaya Perkhidmatan Air Negara ("SPAN") and in accordance with the applicable guideline and regulatory requirement of the relevant local water authorities. Based on the assessment, 0% of our developments are located in areas classified as High or Extremely High water stress, and site-specific mitigation plans have been established for the identified locations. Water usage is driven primarily by construction and healthcare operations, with hospitality contributing at a lower level.

The Group relies primarily on municipal water supply, supplemented by groundwater and rainwater harvesting where appropriate. In FY2026, water consumption increased mainly due to the expansion of construction activities, particularly following the launch of Malaysia Vision Valley City (MVV City) and BSI 2 (Excelcon South) along with the growing scale of ongoing developments, which require substantial water for construction and site operations.

To reduce reliance on treated municipal water, Matrix utilises water from lakes and ponds within its townships, together with stormwater retained on site, for landscape irrigation and other suitable non-potable uses. The Group also operates rainwater harvesting systems at selected facilities, including its clubhouse and school, while piloting rainwater harvesting tanks in selected residential developments to assess their technical feasibility and value to homeowners.

While rainwater harvesting currently represents a modest proportion of the Group's overall water use, utilisation has declined in recent years as business expansion outpaced the deployment of new harvesting infrastructure. Recognising the importance of long-term water resilience, Matrix is progressively strengthening its water stewardship approach through enhanced monitoring, improved operational controls, and the wider integration of rainwater harvesting and other water-efficient solutions where technically and commercially feasible. These initiatives will support the Group's long-term objective of improving water use efficiency and increasing the contribution of alternative water sources across its developments by FY2030.

On top of these initiatives, the Group also implements the following alternative means to save water throughout our operations:

01 Construction & Property Development

- Reuse of water for non-potable use.
- Use of rainwater through rainwater harvesting for non-potable use.

02 Hospitality

- Rainwater harvesting for non-potable use.
- Continued measures to reduce water consumption such as reminders to staff and guests.
- Use of water efficiency fixtures and fittings in bathrooms, etc.

03 Healthcare

- Continued measures to reduce water consumption such as reminders to staff and guests.
- Use of water efficiency fixtures and fittings (e.g. push taps) in bathrooms, etc.

In FY2026, water intensity increased primarily due to higher water demand arising from the expansion of the Group's operations and the growing scale of construction activities. By FY2030, the Group aims to strengthen water management through enhanced monitoring, improved operational controls, employee awareness initiatives, and the identification of water efficiency opportunities across its operations, with the objective of improving water use efficiency over the longer term.

Matrix is strengthening its water management strategy through a phased approach of monitoring water performance, improving water use efficiency through operational initiatives, and progressively integrating sustainable water management practices into future developments to enhance long-term water resilience, as illustrated below:

Timeline	Timeline	Timeline
PHASE 1	PHASE 2	PHASE 3
Focus Establish Group-wide water monitoring and identify major water users.	**Focus** Implement water efficiency initiatives and strengthen operational controls.	**Focus** Set a science-informed or business-aligned water intensity reduction target and monitor progress annually.

In Progress

BIODIVERSITY CONSERVATION

M13

As a responsible township developer, Matrix recognises that every development interacts with natural ecosystems. The Group considers biodiversity during development planning where appropriate and is progressively strengthening its approach to better manage potential impacts on habitats, promote native species, enhance ecological connectivity, and support long-term environmental resilience.

To further strengthen its biodiversity management approach, Matrix is progressively developing and implementing a Group-wide Biodiversity Action Plan ("BAP"). The BAP will be rolled out in phases across relevant developments and is expected to adopt the mitigation hierarchy of avoidance, minimisation, restoration, and, where appropriate, biodiversity enhancement. It will establish a structured framework for biodiversity risk assessments, protection of threatened species, habitat restoration, monitoring, and governance.

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Green Spaces and Biodiversity

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Ensure protection of green spaces and biodiversity by: • Tree planting • Preserving existing forests as green spaces whenever applicable • Creating recreational ponds	• To plant 10-15 trees per acre in residential projects • To meet minimum 10% green space allocation within projects	No new trees were planted as there were no completed developments in FY2026.
Provision of open spaces above that which is required by the local authorities	Whenever applicable, to provide an additional 3% green space allocation beyond authority requirements	Matrix has achieved green space allocation of 15%.

As a property developer, Matrix recognises that every development interacts with natural ecosystems and, therefore, integrates biodiversity considerations into township planning, landscaping, and ecological preservation. Most of the Group's landbank and existing townships are located in areas of relatively low biodiversity value and are generally not situated near protected areas or high-conservation-value ("HCV") locations. Nevertheless, we manage our developments with a strong awareness of biodiversity and environmental responsibility.

Biodiversity protection begins before land is acquired. The Group conducts pre-acquisition due diligence reviews prior to land purchases and prepares EIA and EMP where applicable. All land-acquisition decisions are subject to formal approval by Management and the Board, ensuring that biodiversity considerations are integrated into strategic planning and development activities from the outset. The Group also engages with the DOE to identify potential biodiversity risks at project sites and to determine the need for further assessment. On site, the Group limits earthworks by ensuring that total cut-and-fill volumes do not exceed 10%, thereby preserving natural landforms and reducing habitat disruption, and maintains open space, including landscaped green areas, that supports urban biodiversity while enhancing the living environment for communities.

MATRIX FOR GREEN

In FY2025, we completed a detailed biodiversity assessment at Bandar Sri Sendayan. The study identified several species listed by the International Union for Conservation of Nature ("IUCN"), including the Javan mynah and two plant species classified as Vulnerable, and recorded the presence of long-tailed macaques, which are listed as Endangered globally due to population decline. Within the Malaysian context, however, these species are considered to have lower conservation priority. The Javan mynah and long-tailed macaque have stable, locally widespread populations, while the identified plant species are ornamental and non-native, with limited conservation significance in Malaysia.

For Matrix, however, this assessment is more than a compliance exercise and provides an evidence base that informs landscaping decisions, species selection, and development planning. It helps us anticipate and manage environmental and regulatory risks while strengthening our standing as a responsible developer that understands the ecosystems in which we build. By proactively identifying and understanding the biodiversity within our developments, the Group is better placed to make informed, forward-looking decisions that balance development with conservation.

A concrete action arising from the biodiversity assessment is the Group's Miyawaki Forest programme. This is an urban replanting initiative that creates dense, fast-growing, and self-sustaining forest ecosystems by replicating natural forest conditions:

Matrix Miyawaki Forest - Creating a Living Conservation Forest to Restore Biodiversity and Safeguard Threatened Native Tree Species

Malaysia's rich biodiversity continues to face increasing pressure from habitat loss and environmental degradation. Recognising its responsibility as a township developer, Matrix launched the Matrix Miyawaki Forest Project at Adcote Matrix School, Bandar Sri Sendayan under its Matrix for Green campaign. More than a tree-planting initiative, the project establishes a living conservation forest dedicated to protecting Malaysia's threatened and endangered native tree species.

Using the Miyawaki Method, Matrix planted over 1,400 native saplings, including more than 300 threatened and endangered species, featuring iconic trees such as Chengal (Neobalanocarpus heimii), Merawan Kanching (Hopea subalata) and Keruing Kertas (Dipterocarpus chartaceus). As the forest matures, it is expected to enhance biodiversity, strengthen ecosystem resilience, and preserve valuable genetic resources for future restoration efforts.

Beyond conservation, the project promotes environmental education. Prior to planting, 367 Adcote Matrix School students participated in biodiversity awareness sessions and hands-on planting activities, fostering greater appreciation for native forest conservation. The initiative was delivered in partnership with the Negeri Sembilan Forestry Department, Malaysian Nature Society (MNS), and Trigofarm Landscape.

Looking Ahead

Matrix aims to progressively expand the site into a Threatened Species Conservation Programme, serving as a long-term biodiversity monitoring site and permanent demonstration forest through partnerships with forestry agencies, conservation organisations, and university research centres. The programme will support biodiversity research, monitor ecosystem health, and expand student participation through field learning and conservation activities.

Within the next five years, Matrix also aspires to establish a Native Seed Bank Partnership to support future restoration projects across its developments and beyond.

The Matrix Miyawaki Forest reflects the Group's long-term commitment to biodiversity conservation, scientific collaboration, environmental education, and community stewardship, creating lasting value for nature and future generations.

GROUP PERFORMANCE & HIGHLIGHTS

> 1,400
native trees planted

47
unique species

> 300
threatened and endangered trees planted

Living
conservation forest

Future seedbank
for threatened and endangered species

MATRIX FOR GREEN

ENVIRONMENTAL MANAGEMENT

M11

Responsible environmental management is essential to the long-term success of our business and the well-being of the communities we serve. Given the nature of the Group's business, especially within the property development sector, our activities can impact air, water, land, and surrounding ecosystems. We are therefore committed to preventing and minimising pollution across all stages of our operations, from planning and construction to ongoing property management.

POLLUTION PREVENTION

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Earthworks Management

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Prevent pollution associated with earthworks by: • Controlling surface runoff and slope protection • Constructing temporary earth drains with silt traps/ retention ponds/ sediment basins to prevent flash floods • Land clearance management • Manage cut and fill to reduce soil import and export	• To complete 90% of turfing work within 14 days of slope formation to prevent erosion • To construct a temporary drain/ earth drain within seven to ten days after site possession to prevent flash floods • To convert 80% temporary roads to permanent access roads, where practical • To include detention ponds/ silt traps/ sediment basins in construction works to control surface runoff and silting • To construct permanent main drains once the earthwork platform, roadside drainage, and road reserves in the project site are ready	(Achieved) 100% of all earthworks-related targets have been achieved at all the Group's active construction sites.
Minimise cut and fill or import of earth by balancing the earth volume within the development site	Import/ Export of earth not to exceed 10% of the total cut or fill volume	(Achieved) Import/ Export of earth was only 7.5% of the total cut or fill volume because of passive design-balance cut and fill.

Our approach to pollution prevention is guided by a strong commitment to regulatory compliance, operational discipline, and continuous improvement. By implementing effective controls, monitoring systems, and mitigation measures, we aim to reduce emissions, manage waste responsibly, and prevent contamination of natural resources. This not only helps us meet legal requirements but also reduces operational risks and enhances the overall quality and sustainability of our developments.

As such, Matrix maintains a strong commitment to closely monitoring potential impacts related to air quality, water discharge, noise levels, and land or soil conditions. Our approach covers both our construction and property development activities and the operations within our healthcare segment, ensuring that environmental risks are consistently managed and controlled.

To achieve this, we conduct detailed environmental impact assessments in accordance with DOE guidelines. These assessments, especially before starting a new project, help us identify potential risks early and put the right controls in place. Once operations begin, water quality is monitored monthly, while air, noise, and vibration levels are assessed quarterly. If any issues or non-compliances are identified, we take immediate action to address them and prevent further impact.

MATRIX FOR GREEN

Overall, our assessment covers the following main aspects:

WATER POLLUTION

- Surface wastewater control; control of the perimeter drainage shall be provided at the project site before any earthworks are carried out. In addition, any surface runoff emission from the project site of groundwork is not allowed to be discharged directly into any watercourse unless it has undergone sedimentation or flushed into the sediment/ retention pond first.
- Any domestic sewage from the site offices or workers' accommodation quarters shall comply with Standard B, Second Schedule, Environmental Quality (Sewage) Regulations 2009 before being released to any watercourse.
- Protect water habitat and minimise biodiversity loss.
- Prevention of subsequent pollution into water catchment areas.

NOISE POLLUTION

- Actions taken in controlling noise risks and exposure should include consideration of the choice of appropriate work equipment that emits the least possible noise especially during blasting activity. Equipment used at our work site comes with various models which are designed to control excessive noise exposure.
- Site working hours always adhere and comply to local council requirements to minimise disturbance to surrounding residents.
- Minimise health hazards (for example occasional headache, stress and anxiety, etc.) due to long-term exposure to noise pollution.

GROUND AND SOIL POLLUTION

- Machinery is frequently checked for oil leaks to prevent soil and water pollution.
- Machinery with high leaking occurrence will be timely repaired and promptly replaced accordingly for optimum efficiency.
- Drip plates are placed below machineries to minimise spills to the ground.
- A proper bund wall with concrete cement is provided for diesel skid tank.

EROSION SEDIMENTATION CONTROL

- Building a temporary earth drain to prevent water and silt seeping into the surrounding area.
- Cleaning the drainage system periodically.
- Silt trap being used during construction period.
- Covering the slope with plastic sheets during construction period.
- Adopt green concept on permanent retention wall.
- Avoid contamination to surrounding water courses.
- Prevent slope erosion to avoid mishaps and rectification works.

In FY2026, we maintained full compliance with applicable environmental regulations and did not incur any fines or penalties related to environmental issues. This reflects our continued focus on responsible operations and adherence to regulatory requirements.

To achieve this, we had put in place regular monitoring processes to track environmental performance and ensure that all activities remain within regulatory limits set by the DOE. The quality and volume of effluent discharged from our operations are carefully managed to meet the required standards. We also monitor surface runoff, siltation, and other forms of discharge into nearby water bodies to prevent pollution and protect surrounding ecosystems.

MATRIX FOR GREEN

ENVIRONMENTAL AWARENESS

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Environmental and Biodiversity-Related Programmes

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Increase recycling participation	Minimum two programmes conducted annually	Achieved: Two KITARecycle centres were launched in Bandar Sri Sendayan and Bandar Seri Impian.
Urban greening and biodiversity enhancement	Conduct relevant initiatives	Achieved: Our 2026 calendar was designed to improve urban biodiversity by incorporating 3,180 pieces of fruit tree seeds.
Developing an organisation-wide sustainability-oriented mindset and culture within the Education Division	• To set up a Go Green Club • To reduce the usage of single-use plastic	Achieved: A Go Green Club has been set up by the Education Division, and all single-use plastics have been removed from internal use.

2 Paper Consumption

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Changing festive cards and collaterals to environmentally friendly paper	50% of festive cards and collaterals printed on environmentally friendly paper annually	Achieved: A total of 38,290 pieces of festive greeting cards and money packs were printed using environmentally friendly paper.

The Group continued to strengthen environmental awareness through initiatives focused on recycling, urban greening, biodiversity enhancement, and the promotion of environmentally responsible practices within the community. Through programmes such as the Matrix Concepts KITARecycle Programme, Matrix Miyawaki Forest, and the use of environmentally friendly materials for festive collaterals, the Group sought to encourage greater public participation in sustainable practices while fostering awareness on environmental stewardship at the community level. These initiatives also supported broader efforts to integrate environmental considerations into both operational and community engagement activities.

Through these initiatives, the Group sought to strengthen environmental awareness by encouraging more conscious day-to-day practices among employees, residents, and surrounding communities. Programmes centred on recycling, biodiversity, and environmentally responsible consumption helped create greater visibility on the role individuals and communities play in environmental conservation and waste reduction.

Over time, awareness-driven initiatives can contribute towards gradual behavioural shifts, particularly in areas such as recycling participation, resource consumption, and appreciation for urban biodiversity. By integrating environmental messages into community programmes and public engagement activities, the Group aimed to cultivate stronger environmental consciousness while encouraging more sustainable habits within the townships where we operate.

MATRIX FOR GREEN

These efforts also support broader long-term outcomes by fostering community participation in environmental stewardship and strengthening the connection between liveable townships and responsible environmental practices.

Throughout FY2026, the Group has conducted several such environmental awareness programmes, both internally and with our larger stakeholders as presented below:

RECYCLING

Responsible waste management and recycling play an important role in conserving resources, reducing environmental impact, and supporting more sustainable communities. As a township developer, Matrix encourages environmentally responsible practices among residents, schools, businesses, and the wider community through accessible recycling and waste reduction initiatives.

Through collaborations with local authorities, educational institutions, environmental organisations, and community partners, we promote resource conservation, reduce waste sent to landfills, and encourage circular economy practices. By empowering communities to take an active role in environmental stewardship, Matrix continues to contribute towards cleaner neighbourhoods and a more sustainable future.

KITARecycle - Empowering Communities Through Sustainable Waste Management

To promote responsible waste management and environmental stewardship, Matrix Concepts partnered with KlothCare Malaysia and SWM Environment to introduce the *Pusat Pandu Lalu KITARecycle* initiative in Bandar Sri Sendayan and Bandar Seri Impian. The initiative provides residents with a convenient and accessible platform to recycle everyday materials, encouraging greater community participation in sustainable waste management practices.

Beyond providing recycling infrastructure, KITARecycle actively engages schools and local communities in environmental awareness efforts. Through participation from educational institutions and community members, the programme helps cultivate responsible environmental behaviours while encouraging greater appreciation for resource conservation and waste reduction.

As of FY2026, KITARecycle successfully collected **27,631 kg of recyclable materials and 43,358.51 kg of used textiles**, demonstrating the significant environmental impact that can be achieved through collective action. By making recycling more accessible and rewarding, the initiative supports waste diversion from landfills, promotes circular economy principles, and contributes towards building more environmentally conscious and sustainable communities across Matrix townships.

MATRIX FOR GREEN

ENVIRONMENT STEWARDSHIP

Environmental stewardship is integral to creating sustainable and resilient communities. As a responsible township developer, Matrix Concepts recognises the importance of balancing development with environmental conservation through initiatives focused on biodiversity protection, responsible resource management, and environmental awareness.

Through collaborations with government agencies, educational institutions, environmental organisations, and local communities, we encourage sustainable practices and greater environmental responsibility. These efforts support greener townships, healthier ecosystems, and long-term value creation for both communities and the environment.

Matrix RiverCare 2025 - Protecting Waterways Through Collective Action

Healthy rivers are essential for maintaining biodiversity, environmental resilience, and community wellbeing. To support ecosystem conservation, Matrix Concepts launched its first river conservation initiative, **Matrix RiverCare 2025**, on 1 November 2025 along the Langat River in Dengkil, in collaboration with Jabatan Pengairan dan Saliran Sepang, Majlis Perbandaran Sepang, Pejabat Daerah dan Tanah Sepang, and environmental partner Upcycled by Fuze Ecoteer.

The initiative brought together more than 100 volunteers and successfully collected over 170 kilograms of waste, including plastic, glass, and metal materials. Through river clean-up activities, waste audits, and a Plastic Upcycling Workshop, Matrix RiverCare 2025 promoted environmental awareness, responsible waste management, and community participation while reinforcing the Group's commitment to protecting natural ecosystems and building more sustainable communities.

At the same time, several other programmes have been organised to raise environmental awareness within the Group. These include:

Beneficiary/ Programme	Our Strategic Contribution & Purpose
Earth Day Programme	Organised an environmental awareness programme featuring an environmental awareness talk by SWM Environment, an environmental walk, and tree-planting activities in collaboration with SWM Environment and students from SMK Felda Sendayan. The initiative aimed to strengthen environmental awareness among students and employees, promote responsible waste segregation and recycling, reduce plastic use, and reinforce long-term environmental stewardship and sustainability.
Malaysian Nature Society ("MNS") Camping Sponsorship	Contributed to the Malaysian Nature Society Camping Programme to support environmental education and increase student awareness on environmental conservation and sustainability.
Recycling Hub Enhancement Initiative	Carried out refurbishment and upgrading of the Group's internal recycling collection and waste segregation facility to support more organised recycling practices, improve recyclable waste management, and encourage greater employee participation in responsible waste disposal practices.

Matrix FOR TRANSPARENCY

Beyond compliance, effective governance ensures transparency, accountability, and integrity across all aspects of the business. The governance pillar safeguards against risks such as regulatory breaches, ethical lapses, and weakened stakeholder confidence, which could undermine resilience and trust. By embedding clear policies, robust oversight structures, and ethical practices into our operations, Matrix ensures that decision-making remains responsible and aligned with stakeholder expectations.

Sustainability Pillars

- **Long-Term Economic Continuity**
- **Resilient and Trustworthy Business**

UNSDGs Supported

Material Topics in this Section

- M7 Digitalisation and Technology
- M18 Regulatory Compliance
- M19 Corporate Governance and Integrity

MATRIX FOR TRANSPARENCY

CORPORATE POLICIES AND ETHICAL GOVERNANCE

M18 M19

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Ethical Purchasing Practice

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Promote ethical practices through: • Transparent awarding process by forming bidding/ tender committees • Public disclosure of the Group's Procurement Policy with clear procurement practices that can be freely accessed by all suppliers	• To maintain 100% compliance with the internal tendering process • To review the Group's Procurement Policy annually	Achieved: We continue to strictly adhere to the Group's internal tendering process during vendor appointment. Our Procurement Policy has also been reviewed and no revisions are necessary.

2 Regulatory Compliance

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Ensure the Property Development Division is in compliance with all relevant regulations	Ensure 100% compliance with relevant regulations by the DOE, DOSH, and SW Corp	Achieved: The Group's Property Development Division has maintained full compliance with all the relevant regulatory requirements of DOE, DOSH, and SW Corp.
Maintain Crime Prevention Through Environmental Design ("CPTED") compliance throughout the development	To 100% comply with CPTED requirements for main arterial roads	Achieved: All main arterial roads comply with CPTED requirements.
Adopt MSMA requirements for flood management	Ensure 100% compliance with MSMA regulations	Achieved: We have maintained full compliance with MSMA requirements.

GROUP PERFORMANCE & HIGHLIGHTS

Zero
reported corruption cases in FY2026

Zero
whistleblowing cases recorded during the reporting period

40
employees participated in anti-corruption training

100%
of the Group's business divisions have undergone corruption risk assessment

MATRIX FOR TRANSPARENCY

REGULATORY COMPLIANCE

The Group continued to maintain zero incidents of non-compliance with applicable laws, regulations, as well as socioeconomic and environmental requirements. Compliance management remains integrated across the Group's operations through internal monitoring processes, periodic audits, employee training, and established compliance procedures aimed at supporting adherence to regulatory and industry expectations.

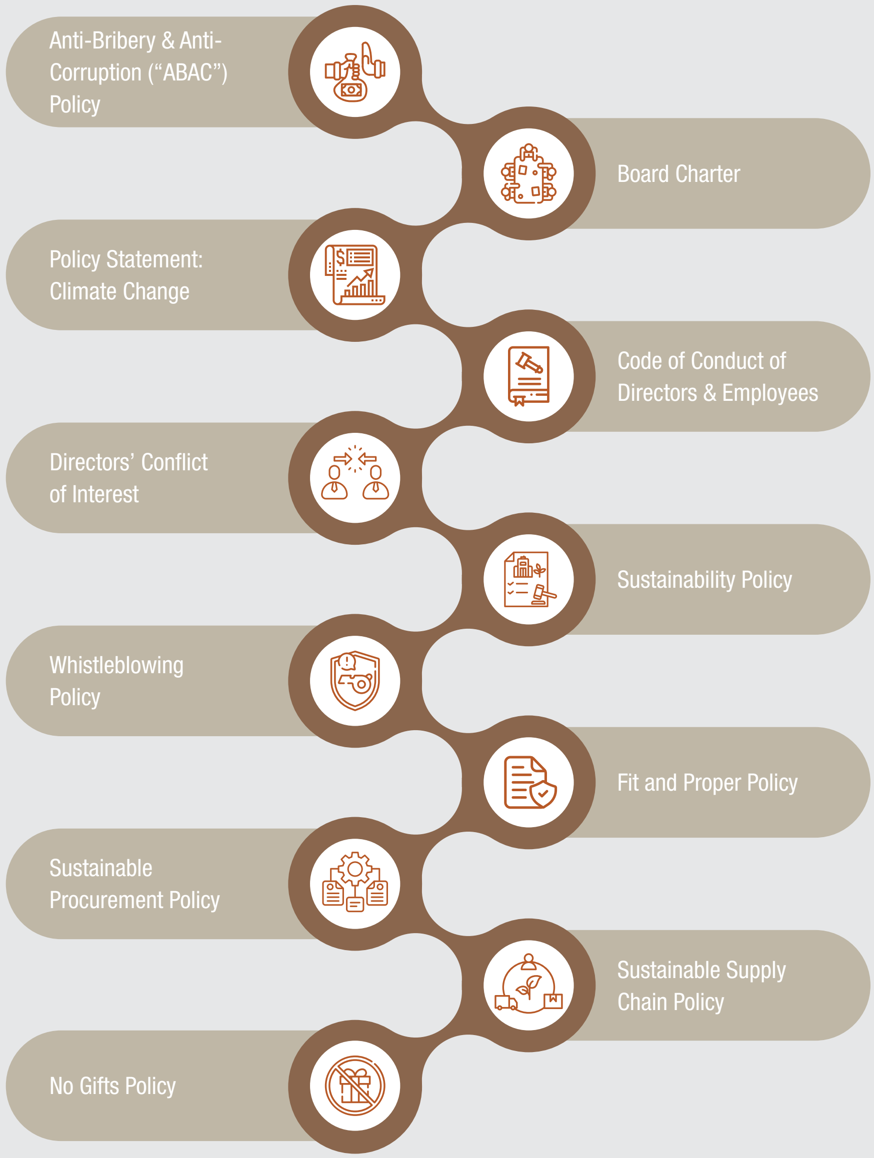
The Group also continues to strengthen internal awareness and accountability on compliance-related matters to support consistent operational practices across its business activities. Without strong ethical practices, risks such as corruption, regulatory breaches, reputational damage, and loss of stakeholder confidence can undermine both business continuity and growth. Safeguarding against these risks requires a culture of transparency, accountability, and integrity embedded across all levels of the organisation.

By upholding ethical corporate governance, Matrix ensures that decision-making is fair, responsible, and aligned with stakeholder expectations. Transparent reporting builds investor confidence, integrity in operations strengthens relationships with regulators and partners, and accountability reinforces trust among employees and communities. These practices not only protect the organisation from potential harm but also create tangible value by enhancing reputation, securing stakeholder loyalty, and positioning Matrix as a trusted developer committed to sustainable progress.

Matrix has developed a suite of ethical governance policies to safeguard the company and uphold the highest standards of corporate integrity. These policies establish clear expectations for transparency and responsible conduct across all levels of the Group. By embedding ethical principles into decision-making, Matrix ensures that risks such as corruption, regulatory breaches, and reputational harm are effectively mitigated.

Our policies and procedures are as follows:

POLICY AND COMPLIANCE



ETHICAL GOVERNANCE PRACTICES

Code of Conduct

The Group's Code of Conduct ("Code") serves as the cornerstone of our ethical governance framework, setting clear expectations for behaviour, integrity, and professionalism across the organisation. It applies to all Board members, Senior Management, and employees, ensuring that every interaction and decision is guided by fairness, honesty, and responsibility.

The Code provides explicit guidance to prevent unethical practices such as corruption and bribery, while also addressing critical workplace issues, including sexual harassment and bullying. By establishing these standards, Matrix fosters a respectful and safe environment that protects the dignity of all individuals and reinforces trust in the organisation.

To ensure full understanding and commitment, the Code is communicated comprehensively across the Group. Board members receive detailed briefings during induction, while management and employees are introduced to the Code during onboarding.

Accessibility and inclusivity are also central to Matrix's approach. The Code is publicly available on the Group's website and internally on the intranet portal, with translations into Bahasa Malaysia underway to ensure clarity for all employees. This commitment to inclusivity strengthens awareness and reinforces accountability across diverse teams.

The effectiveness of the Code is reflected in FY2026, which recorded no reported violations, underscoring its role in safeguarding ethical conduct and reinforcing a culture of integrity.

Zero Tolerance on Corruption

Integrity is not negotiable at Matrix. We conduct every aspect of our business, across every division, every project and every relationship, with transparency, honesty and accountability. Our ABAC Policy formalises this commitment and establishes clear, enforceable standards for all who act on behalf of the Group.

The Policy is grounded in the Malaysian Anti-Corruption Commission Act 2009 and the MACC (Amendment) Act 2018, including full compliance with the corporate liability provision under Section 17A(5), which holds organisations accountable for corrupt acts committed by their associated persons. It also aligns with the Bursa Malaysia Securities Berhad Main Market Listing Requirements and is read together with the Group's Code of Conduct and Ethics for Directors and Employees and our No Gifts Policy.

Who Is Bound by This Policy

The ABAC Policy applies without exception to all directors, officers, employees whether permanent, fixed-term or temporary, technical and other consultants, agents and any other persons acting on behalf of the Group, wherever they are located. These individuals are collectively referred to as "Representatives" throughout the Policy.

Governance and Accountability

Ultimate responsibility for the ABAC Policy rests with the Board of Directors. The Board delegates oversight to the Risk Management Committee, which works with the Group Company Governance ("GCG") team to administer, monitor and review the Policy. Management at all levels is responsible for ensuring that their teams are aware of, understand and comply with the Policy, and that adequate and regular training is provided. This layered accountability structure ensures that anti-corruption principles are embedded not just at the top, but throughout every tier of the organisation.

Clear Boundaries: What Is Not Permitted

No Representative, nor anyone acting on their behalf, may offer, promise, give or accept any payment, reward, gift or entertainment to or from any public official or third party with the intention of obtaining or retaining a business advantage, influencing a decision, or rewarding a benefit already received. This includes using payments to secure permits, renew contracts on favourable terms or influence a public official to act contrary to their lawful duties.

Representatives are also prohibited from threatening or retaliating against any person who refuses to commit a bribery offence or who raises a concern under this Policy. Any activity that might lead to or suggest a breach of this Policy must equally be avoided.

For the purposes of the Policy, "Third Party" includes any individual or organisation that Representatives interact with in the course of their work, including customers, suppliers, consultants, agents, brokers, advisers and sponsorship beneficiaries. "Public Official" refers to any person holding a legislative, administrative or judicial office, any individual exercising a public function, any official of a public international organisation, or any political party official or candidate for public office.

Charitable Contributions and Sponsorships

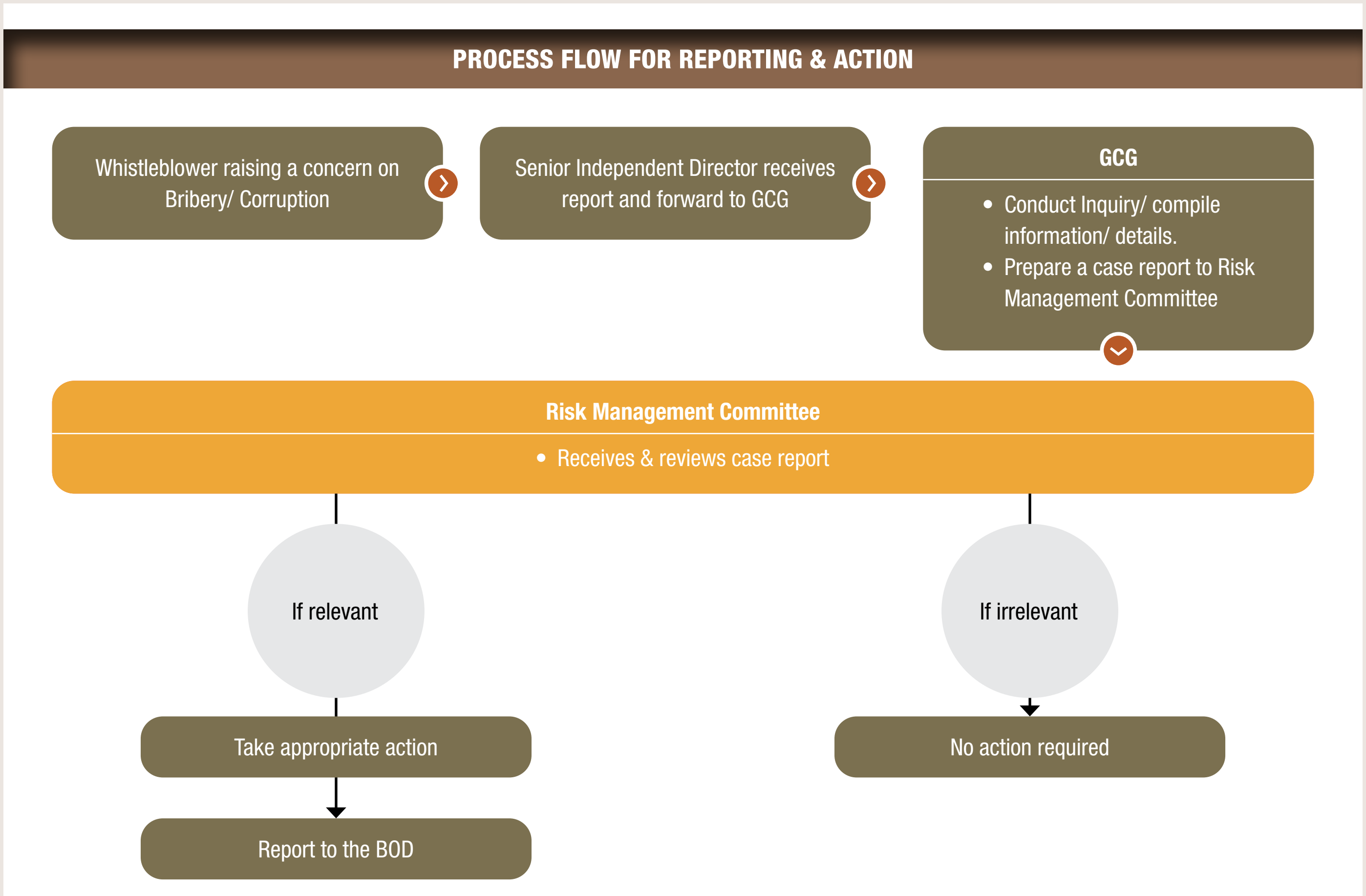
Charitable giving and sponsorships are an important expression of Matrix's community commitment, but they must never serve as a vehicle for improper influence. All contributions made on behalf of the Group must be independent of any business deal or decision, must be paid directly to the recipient organisation and must receive prior consent from the Group Executive Deputy Chairman ("GEDC") or Group Managing Director ("GMD"). The Group conducts due diligence on all recipients to confirm their legitimacy and ensure that funds are used for their stated purpose. Recipients are required to provide receipts and confirmation of fund usage.

MATRIX FOR TRANSPARENCY

Responsibilities of Every Representative

Every Representative is required to read, understand and formally declare their acceptance of and compliance with this Policy. The prevention, detection and reporting of bribery and corruption is a shared responsibility and not a function delegated to a single team or department. Representatives must notify GCG as soon as possible if they believe or suspect a breach has occurred or may occur. Employees who breach this Policy face disciplinary action up to and including dismissal. The Group also reserves the right to terminate any contractual relationship with a Representative who is found to be in breach.

Reporting Process



As illustrated in the process flow chart, concerns relating to bribery or corruption are channelled through a structured escalation process. A concern raised by a Representative is first received by the Senior Independent Director, who forwards it to GCG. GCG then conducts a thorough inquiry, compiles the relevant information and prepares a formal case report for the RMC. The Committee reviews the report and makes an assessment. Where the matter is found to be relevant, appropriate action is taken and the outcome is reported to the Board. Where the matter is assessed as irrelevant, it is formally closed and the outcome recorded. Confidentiality is maintained throughout, and the reporting party is fully protected.

MATRIX FOR TRANSPARENCY

Training, Communication and Due Diligence

ABAC training is embedded into the onboarding process for all new employees and third parties, ensuring awareness from day one. All existing employees receive ongoing training tailored to help them recognise and respond to bribery and corruption risks in their specific roles. The Group's robust stance is communicated to all third parties at the start of every business relationship. Third parties who are required to interact with public officials on behalf of Matrix must formally agree in writing to abide by all applicable anti-bribery laws and the requirements of this Policy before being authorised to act in that capacity.

On 15 August 2025, Matrix organised an anti-corruption awareness session titled *"Avoid Corruption, Protect Yourself, Your Family & Your Career"* in collaboration with the Malaysian Anti-Corruption Commission. The two-hour session was attended by 40 employees and focused on strengthening awareness of corruption risks, ethical conduct, and the broader consequences of unethical practices on individuals, families, workplaces, and society.

The programme also reinforced the importance of integrity, accountability, and compliance with anti-corruption laws, supporting Matrix's commitment towards cultivating a transparent and ethical working environment.

Monitoring, Audit and Review

GCG monitors the effectiveness of this Policy on an ongoing basis, with internal control systems and procedures subject to regular audits to confirm their adequacy in countering bribery and corruption. Any weaknesses identified are addressed promptly. The Policy is reviewed once every three years and may be amended at any time where the operating environment or regulatory requirements demand it. All Representatives are kept fully informed of any material revisions.

In FY2026, Matrix disseminated its ABAC Policy to all employees, with 83.6% acknowledging receipt and understanding of the policy. Zero incidents of bribery or corruption were reported during the year, reflecting the strength of our governance culture and the collective commitment of our people to conducting business with integrity.

Matrix also adopts a proactive approach to corruption risk management by regularly assessing and reviewing corruption risks across our operations to support informed decision-making and business resilience. During FY2026, a comprehensive corruption risk assessment was conducted by Wensen Consulting Asia, covering 100% of the Group's business units.

Whistleblowing Policy

The Group is committed to maintaining the highest standards of integrity, transparency, accountability and ethical behaviour across all its business operations. Recognising that employees and stakeholders play a vital role in upholding these values, the Group has established a comprehensive Whistleblowing Policy to provide a safe, structured and confidential channel for reporting any improper conduct or wrongdoing within the organisation. The Policy is aligned with the Whistleblower Protection Act 2010, the Companies Act 2016 and the Capital Market and Services Act 2007, and is read in conjunction with the Company's Code of Conduct.

Scope and Coverage

The Policy applies to all employees and stakeholders of Matrix. Reportable concerns include, but are not limited to, conduct constituting a criminal offence (such as fraud, corruption, cheating, theft, criminal breach of trust or insider trading), violations of the Company's established policies and Code of Conduct, actions detrimental to the interests of shareholders, clients or the public, failure to comply with contractual or statutory obligations, actions creating risk to health and safety, and sexual harassment.

We encourage all reports to be made in good faith, with a reasonable belief that the information disclosed is substantially true. Malicious or false allegations are treated as gross misconduct and may result in disciplinary action, including dismissal.

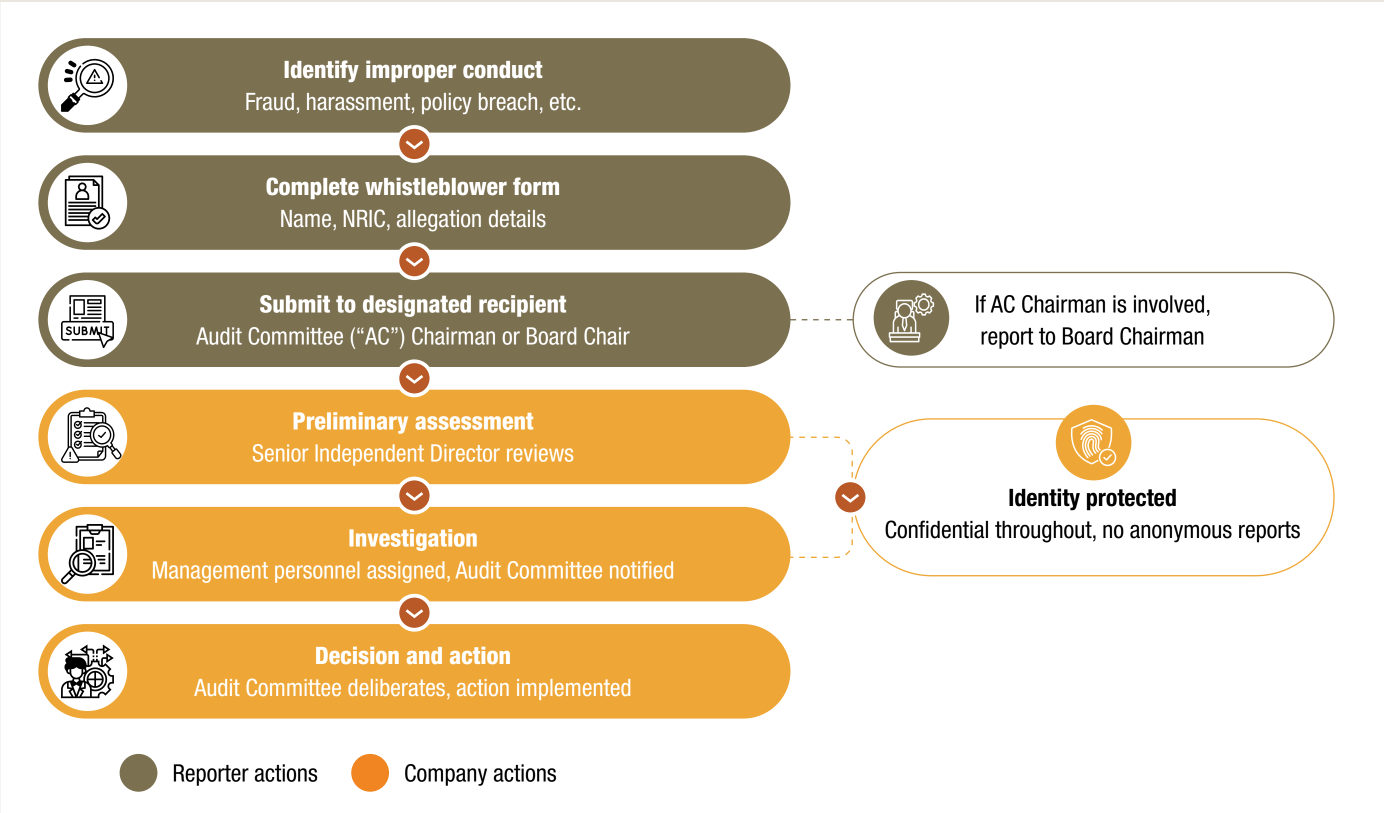
Protection of the Whistleblower

Matrix places great importance on protecting those who come forward in good faith. Any employee or stakeholder who discloses improper conduct in compliance with this Policy is protected against retaliation or any detrimental action, even in cases where the disclosed information is subsequently found to be mistaken. The identity of the whistleblower including name, NRIC number and contact details is kept strictly confidential and will not be disclosed to any third party without the whistleblower's consent, except where required by law. In such instances, Matrix will notify the whistleblower prior to any disclosure of identity. Anonymous disclosures are not entertained under this Policy.

MATRIX FOR TRANSPARENCY

Whistleblowing Process

Matrix has put in place a clear and accessible reporting process to ensure that all disclosures are handled promptly and with appropriate confidentiality.



To make a disclosure, a reporter is required to submit a written report either by letter or email addressed to the AC Chairman, Encik Mazhairul Jamaludin (mjamaludin1@outlook.com), marked "Confidential — Audit Committee Chairman (Independent Director)". Should the disclosure involve the AC Chairman himself, the report must instead be directed to the Chairman of the Board. The disclosure must include details of the person(s) involved, a brief summary of the allegation, the date(s) and place(s) of the incident, and any other relevant information. The whistleblower's full name, NRIC number and contact details are required as anonymous disclosures are not accepted under this Policy.

Upon receiving the report, the Senior Independent Director conducts a preliminary assessment of the matter and assigns appropriate management personnel to carry out a thorough investigation. The progress of the investigation is reported to the AC. Upon completion, the AC deliberates on the findings and determines the appropriate course of action, which is then promptly implemented. Where feasible, preventive measures are also put in place to mitigate the recurrence of similar incidents.

Matrix recorded zero whistleblowing cases in the reporting period, reflecting the Group's strong commitment to ethical conduct and the effectiveness of its reporting mechanisms.

MATRIX FOR TRANSPARENCY

No Gifts Policy

Matrix upholds a strict No Gifts Policy as part of its broader commitment to ethical business conduct, integrity, and responsible corporate governance. The policy reinforces the Group's stance against practices that may give rise to conflicts of interest, undue influence, or perceptions of impropriety in business dealings. By embedding clear boundaries around gifts, gratuities, favours, and invitations, Matrix strengthens stakeholder trust while safeguarding the independence and transparency of its decision-making processes.

While the Group adopts a firm position against gifts and gratuities, the policy also recognises practical business and cultural contexts. Limited exceptions are permitted only where gifts are considered acceptable courtesies provided in good faith, particularly during festive seasons, and where such items are generally consumable, perishable, non-excessive in value, and do not create personal benefit or long-term value accumulation.

The policy establishes clear guidance on both the receiving and giving of gifts involving vendors, suppliers, and business partners. It also outlines disclosure and approval requirements for circumstances involving charitable contributions, courses, or support extended to parties in need of assistance. Any gifts, favours, benefits, or entertainment exceeding common business courtesies require prior approval from Senior Management to ensure transparency and accountability.

In order to reinforce implementation, vendors and suppliers are informed annually through the Group's Integrity Pledge on the expectations and requirements under the policy. Matrix also emphasises that gifts received on behalf of the company are treated as company property and shared appropriately among associates where relevant. This structured approach supports a culture of integrity while ensuring that business relationships remain professional, ethical, and aligned with the Group's governance standards.

Political Views & Contributions

Matrix maintains a strict policy of political neutrality to safeguard our independence, integrity, and reputation. The Group refrains from supporting, endorsing, or promoting any political party or individual, and does not make financial contributions for political purposes. This stance ensures that Matrix remains free from political influence and focused solely on our business objectives and stakeholder commitments.

In FY2026, the Group recorded zero political contributions. This stance ensures that Matrix remains free from political influence and focused solely on its business objectives and stakeholder commitments.

While the Group itself remains neutral, Matrix respects our employees' rights to engage in political activities as permitted by the law. The Group neither supports nor restricts employees' political affiliations, provided such activities remain personal and do not interfere with professional responsibilities. This balance reinforces Matrix's commitment to ethical governance, ensuring that neutrality at the corporate level is maintained while individual freedoms are respected.

DIGITALISATION AND CYBERSECURITY

M7

While digitalisation brings many benefits to our business operations and customer experience, Matrix treats data protection as a critical responsibility because safeguarding personal information is fundamental to trust and compliance.

The Group adheres closely to Malaysia's PDPA 2010 and other applicable laws. This ensures that privacy considerations are embedded into every stage of data collection, storage, and use. Any information collected is obtained transparently, with clear consent from individuals, and it is used strictly for the purposes communicated. Any transfer of data to external parties requires explicit approval from the data owners, reinforcing accountability and control.

Additionally, robust ICT infrastructure, layered security protocols, and continuous monitoring are in place to prevent unauthorised access or misuse. Data that is no longer required is systematically removed to reduce exposure and maintain clean, secure records.

In FY2026, Matrix successfully maintained our record of zero data breaches.

Matrix FOR PARTNERS

We recognise that our economic impact extends beyond our developments to the communities and supply chains we engage with. By supporting local procurement and supplier partnerships, Matrix strengthens regional economies and fosters inclusive growth. This approach ensures that our success creates shared value, empowering communities and reinforcing our role as a responsible property developer.

Sustainability Pillars

- **Long-Term Economic Continuity**
- **Resilient and Trustworthy Business**

UNSDGs Supported

- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 11 Sustainable Cities and Communities
- 12 Responsible Consumption and Production
- 17 Partnerships for the Goals

Material Topics in this Section

M6 Local Procurement & Supplier Management

MATRIX FOR PARTNERS

SUSTAINABLE VALUE CHAIN

M6

Legend: Achieved | On-track | Attention Required

KPIs & Targets:

1 Sustainable Procurement via Green Vendors

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Conduct internal environmental audits or ESG assessments on vendors prior to engagement	• To conduct at least one annual environmental assessment on vendors • To ensure 90% ESG compliance among vendors categorised as manufacturers	(Achieved) ESG assessments have been conducted covering our vendors, with over 90% assessed complying with the Group's standards.

2 Supplier's Sustainability Requirements

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Ensure alignment by: • Conducting continuous engagements with green vendors on ESG requirements • Providing a checklist of requirements for vendors to ensure compliance prior to engagement	• 100% open engagement with vendors on ESG requirements • 95% quality control on materials procured	(Achieved) All our active suppliers have complied with the Group's ESG requirements, and no material rejections were recorded.

3 Regional Material

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Using material sourced locally or within 500 km of the project site for construction	Materials are sourced locally unless it is not locally available	(Achieved) All materials used during construction have been sourced locally.

GROUP PERFORMANCE & HIGHLIGHTS

99%
of suppliers were local suppliers

99%
of procurement spending directed towards local suppliers

95%
of suppliers voluntarily signed the Matrix Sustainable Supply Chain Policy

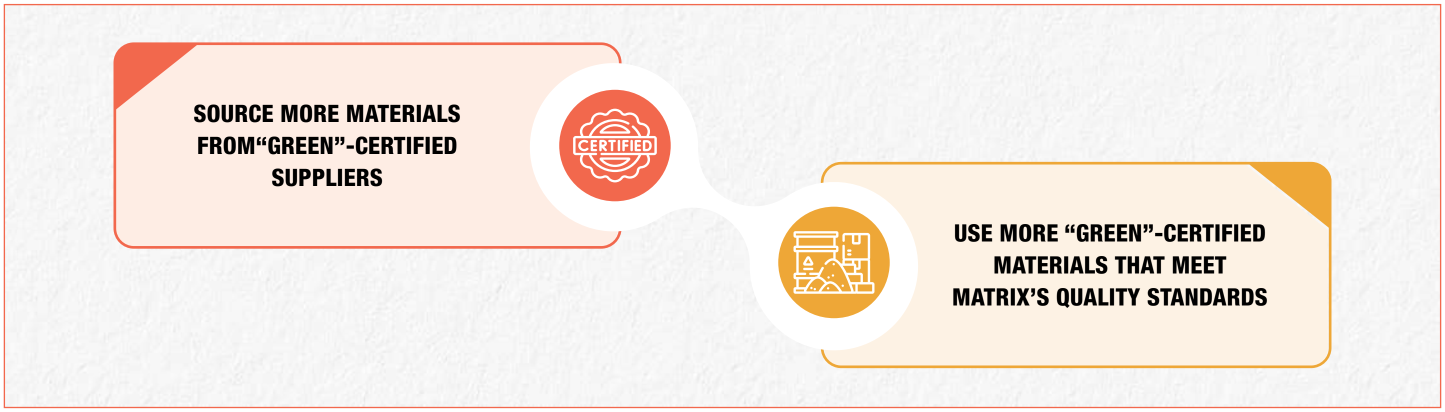
Zero
suppliers removed due to poor ESG performance

MATRIX FOR PARTNERS

The Group adopts a procurement approach that emphasises engaging vendors in the regions where we operate. By sourcing locally wherever possible, the Group strengthens community economies, supports entrepreneurship, and builds resilient supply chains. Local procurement is pursued unless specific goods or services are unavailable or present clear financial disadvantages, ensuring that decisions remain both responsible and commercially sound.

This strategy generates wide-ranging benefits. It stimulates job creation, encourages knowledge transfer, and nurtures local business growth. At the same time, shorter supply chains reduce logistics requirements, improve delivery timelines, and lower environmental impacts. By minimising reliance on overseas imports, Matrix helps reduce Scope 3 greenhouse gas emissions associated with transportation, aligning procurement practices with its broader sustainability agenda.

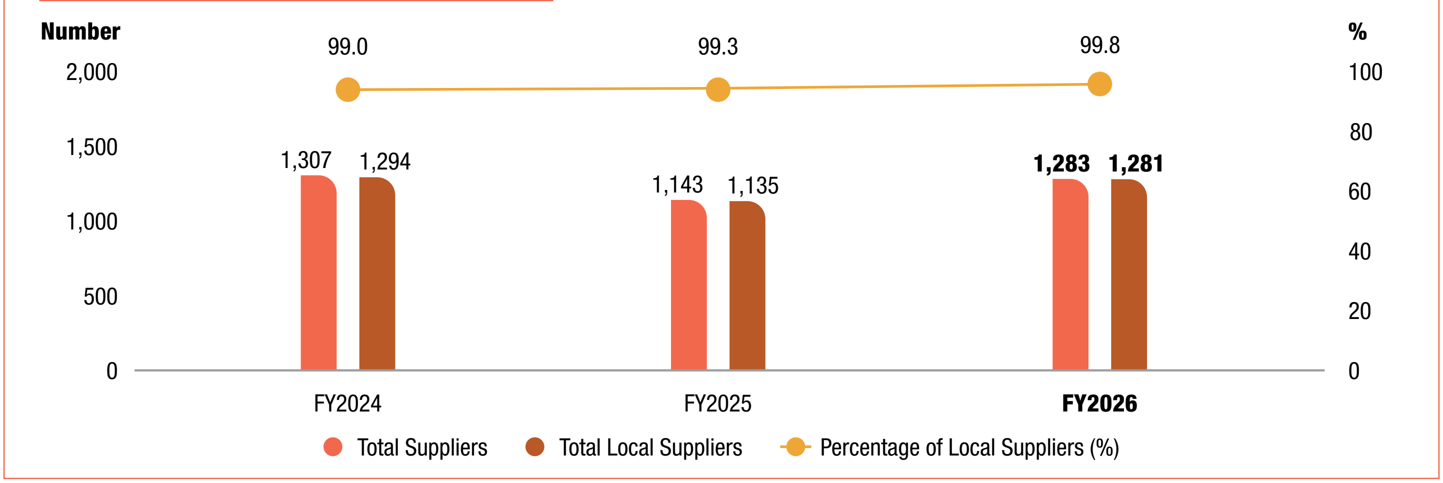
To safeguard fairness and transparency, Matrix applies a merit-based tendering process for contracts of significant value. A dedicated Tender Committee oversees this process, ensuring confidentiality and impartial evaluation. While tenders are the standard practice, exceptions may be made in urgent situations or where specialised expertise is required, in which case direct negotiations are permitted.



Looking ahead, Matrix remains committed to maximising local procurement for FY2026. In addition, the Group actively seeks opportunities to integrate environmentally friendly products into its supply chain, reinforcing its commitment to sustainable development and responsible business practices.

As part of our commitment to sustainable procurement, Matrix aims to increase the share of green-building materials and other certified environmental materials. In FY2026, Matrix secured 99.5% of its supplies from local vendors with 99.8% of its supplier mix being locally-sourced.

Procurement Supplier Mix (Local and Foreign)



MATRIX FOR PARTNERS

SUSTAINABLE SUPPLY CHAIN

Our procurement activities are primarily guided by the Group's Sustainable Supply Chain Policy and the Sustainable Procurement Policy, both of which can be found on Matrix's website. This policy establishes a comprehensive framework that suppliers must follow to qualify for providing goods and services to Matrix, encompassing the following aspects:

QUALITY PRODUCTS AND SERVICES

Achieving quality and excellence while protecting intellectual property and Matrix's assets

BUSINESS ETHICS

Zero tolerance for corruption, bribery and money laundering

ENVIRONMENTAL MANAGEMENT

Complying with local environmental legislation including:

- Managing waste properly
- Optimising resources with the use of energy, raw materials and water

HUMAN RIGHTS AND LABOUR RIGHTS

Respecting the protection of human rights and supporting basic labour rights outlined in Malaysian Labour Law such as:

- Equality of opportunity and treatment
- Meeting Malaysian law in terms of minimum pay, working hours, overtime hours and overtime differentials
- Prohibiting child and forced labour in any form

OCCUPATIONAL HEALTH AND SAFETY

Providing a healthy, safe and well-managed working environment and preventing incidents and injuries

GOVERNANCE

Good corporate citizenship and compliance with all applicable Malaysian laws, regulations and generally accepted practices

As of FY2026, 95% of our suppliers have voluntarily signed on to the Matrix Sustainable Supply Chain Policy.

MATRIX FOR PARTNERS

SUPPLIER ASSESSMENT

	FY2024	FY2025	FY2026
Suppliers screened with good ESG performance	1,190	1,143	1,119
Suppliers removed for poor ESG performance	0	0	0
Suppliers that endorsed our ABAC Policy	1,171	1,135	1,221
Percentage of suppliers screened for ESG performance (%)	91.0	100.0	87.2
Percentage of suppliers who endorsed ABAC Policy (%)	89.6	99.3	95.2
Percentage of suppliers who have signed off on Matrix's Sustainable Supply Chain Policy (%)	90.3	99.3	95.0

Note: The Hospitality and Education divisions were not screened for their ESG performance, nor did they endorse the ABAC policy. The divisions were not included in the supplier performance data above.

Our supply chain is predominantly local, with 99.5% of the Group's total procurement spending and 99.8% of suppliers being local. This is our way of reinforcing supply-chain resilience and economic value within the communities where the Group operates.

The main objective of conducting supply chain assessments is to build a resilient, transparent, and responsible supply chain that secures reliable, cost-effective, and sustainable sourcing, while ensuring that the Group's ESG standards extend beyond our own operations and across the entire network of suppliers, contractors, and vendors. By embedding ESG criteria into supplier engagement, the Group manages procurement risk, supports local economic development, and reduces the environmental footprint of our value chain, including Scope 3 emissions associated with transportation.

Supplier assessments begin even before their appointment through a pre-qualification process. Under this, prospective suppliers are required to complete the Supplier Declaration Form, our supplier ESG self-assessment, where they provide company particulars and complete a structured declaration covering environmental, social, and governance criteria, including:

SUPPLIER ESG SELF-ASSESSMENT

ENVIRONMENTAL

- Existence of a sustainability/ environmental policy
- Dedicated sustainability officer
- Monitoring/ Auditing of environmental practices
- Record of environmental fines or improvement notices in the past five years
- Assessment of impacts on deforestation, raw material depletion, and water use

SOCIAL

- Presence of diversity, inclusion, and human rights policies (especially those prohibiting child and forced labour)
- Compliance with Employment Act 1955
- Inspection/ Audit reports on labour/ human rights non-compliance
- Health and safety policies
- Record of health and safety fines or penalties in the past five years

GOVERNANCE

- Code of Ethics or Anti-Bribery Policies
- Record of debarments, suspensions, or criminal investigations for bribery, money laundering, fraud, or tax evasion in the past five years
- Disclosure of relationships with people connected to the Group

In addition, all suppliers must comply with and commit to:

- The relevant regulatory requirements, including federal, state, and municipal laws and regulations
- All industry standards and limits set for environmental and social impacts, including HSE
- The protection of the environment and labour rights within their operations

By signing the declaration, suppliers also confirm that the information provided is accurate, accept that false information may result in termination, and acknowledge and undertake to adhere to the Group's ABAC Policy. To enforce these standards, designated procurement personnel are trained in vendor management, evaluating suppliers against predefined criteria, and conducting desktop audits and physical inspections.

Matrix is progressively enhancing its social and human rights due diligence framework across the supply chain. The Group is implementing a phased, risk-based supplier screening programme covering key human rights issues, including forced labour, child labour, fair employment practices, occupational health and safety, and non-discrimination, with a target of achieving 100% supplier screening within the next three years.

While, as of FY2026, 87.2% of our suppliers have been screened for ESG performance, we are looking into developing a comprehensive roadmap to ensure that all suppliers are consistently screened annually by FY2030. This is to be implemented in three main phases:

PHASE 1

CONSOLIDATION

In the near term, we will look to consolidate a complete, up-to-date registrar of active suppliers across all divisions and work toward full ESG screening and broader adoption of the Group's Sustainable Supply Chain Policy. In parallel, we will run awareness and education initiatives, such as onboarding briefings, structured use of the Suppliers Declaration Form, and clear communication of the Group's expectations, to build the capability of our supplier base and bring smaller vendors up to standard.

PHASE 2

INTEGRATION

In this phase, the Group will look into embedding additional ESG considerations into contracts and procurement governance, ensuring that compliance is enforceable and measurable rather than voluntary. We will also operationalise measurable controls and targets, supported by desktop and physical audits, supplier ESG scoring, and corrective-action plans for underperformers.

PHASE 3

LEADERSHIP

This phase moves beyond compliance and shall be characterised by transparent reporting, Scope 3 integration, and supplier recognition programmes. The Group will also begin externally assuring supply-chain ESG metrics and progress, strengthening accountability and stakeholder trust, and will integrate Scope 3 considerations by measuring and reducing emissions associated with the procurement and transportation of materials. To drive performance beyond minimum standards, Matrix will look into introducing supplier recognition that incentivises and celebrates best-in-class ESG performers, alongside collaborative capacity-building partnerships. By FY2030, the ambition is for Matrix's supply chain to be a source of competitive advantage and a benchmark for responsible procurement in the sector.

Matrix FOR BUSINESS

Economic performance goes hand in hand with the Group's long-term sustainability agenda. Strong financial results enable us to strengthen our operations and create value not only for shareholders, but also for employees, customers, and the wider community. Sustained economic growth provides Matrix with the resources we need to advance our environmental and social commitments. This, in turn, ensures that all progress made is both resilient and inclusive.

Sustainability Pillars

Long-Term Economic Continuity

UNSDGs Supported

3 Good Health and Well-Being; 8 Decent Work and Economic Growth; 9 Industry, Innovation and Infrastructure; 11 Sustainable Cities and Communities; 12 Responsible Consumption and Production

Material Topics in this Section

- M1 Customer Service & Satisfaction
- M2 Defect Management
- M3 Build Quality
- M4 Customer Trust & Reputation
- M5 Responsible Growth & Strategic Development

MATRIX FOR BUSINESS

ECONOMIC VALUE CREATION

M5

Matrix creates sustainable economic value by strengthening our fundamentals and driving innovation across the Group. Apart from financial value creation, this also enables us to invest in environmental initiatives, support social priorities, and uphold governance standards, making economic sustainability the foundation of our ESG strategy.

Securing long-term economic growth for the Group and its stakeholders begins with our commitment to sustainability. We recognise that the strength of our business lies not only in financial performance but also in how we integrate environmental, social, and governance considerations into our strategy. By embedding sustainability into our developments and operations, we create value that extends across our entire ecosystem.

DIRECT ECONOMIC VALUE CREATION

Beyond building homes, our role as a property developer also includes generating both direct and indirect economic benefits that strengthen the Group and create shared value for stakeholders. The resilience of our business model lies in its ability to balance financial performance with sustainability, ensuring that growth is both profitable and responsible.

This strength is anchored in our township development concept, which is guided by genuine market demand and supported by effective management, skilled human resources, and robust operational systems. Together, these elements deliver consistent financial outcomes that provide the resources needed to advance our ESG agenda. External funding further complements this model, enabling us to sustain and expand programmes and initiatives that integrate environmental, social, and governance priorities into our operations.

By maintaining a business model that consistently delivers value, Matrix ensures that financial success directly supports our sustainability journey. The resources generated allow us to invest in climate action, resource efficiency, community development, and governance practices that build trust and resilience. In this way, economic sustainability becomes the foundation for all other ESG commitments.

DIRECT ECONOMIC PERFORMANCE	FY2024	FY2025	FY2026
Group revenue (RM'000)	1,344,073	1,150,731	1,373,781
Group profit before tax (RM'000)	332,406	274,923	290,941
Group profit after taxation attributable to equity holders of the Company excluding non-controlling interest (RM'000)	244,308	214,026	217,814
Total assets (RM'000)	2,689,929	3,245,049	4,098,662
Cash flow and bank balances (including cash and cash equivalents) (RM'000)	328,285	119,921	36,414
Earnings per share (sen)	19.5	16.3	11.6
Market capitalisation (RM'000)	2,252,425	2,515,209	2,383,818

For more detailed insights into our financial and business performance, including revenue streams, property sales, divisional highlights, and strategic direction, readers may refer to the Group's IAR2026.

MATRIX FOR BUSINESS

INDIRECT ECONOMIC VALUE

Beyond strengthening our own financial performance, we are committed to creating broader economic benefits for our stakeholders and communities. Our business activities generate value not only through property development but also by supporting employment, engaging local supply chains, and fostering conditions that enable businesses to thrive.

We contribute to economic resilience by offering job opportunities that build skills and livelihoods, collaborating with local suppliers to strengthen procurement networks, and ensuring financiers are repaid responsibly to maintain confidence in the Group. These efforts establish a cycle of shared prosperity, where Matrix's growth translates into tangible benefits for individuals, businesses, and communities across the value chain.

INDIRECT ECONOMIC	FY2024	FY2025	FY2026
Payments to employees (RM'000)	104,717	112,577	108,941
Payments to suppliers and partners (RM'000)	587,758	471,912	644,838
Payments to Government (RM'000)	86,550	60,078	68,416
Repayment to providers of capital (RM'000)	226,558	175,051	326,783
Monies distributed for community development (RM'000)	10,321	15,280	15,209
Economic value retained (RM'000)	414,482	345,618	119,125

MULTIPLIER EFFECT OF THE BUSINESS MODEL

In addition to the direct and indirect economic benefits, Matrix's property development-focused business model continues to generate a diverse array of non-financial values. These values provide positive contributions to social, environmental, manufactured, intellectual, and human capital, as shown below:

Vacant land is revitalised through a carefully designed master plan.

The new township is created in response to the increasing demand for quality, affordable housing.

As the residential sector reaches a certain threshold, it generates a sufficient demand for additional amenities, including commercial, healthcare and hospitality services, creating opportunities for further economic growth.

The introduction of commercial activities fosters a vibrant, self-sustaining ecosystem that caters to the requirements of modern, sustainable living.

This development culminates in the achievement of socioeconomic prosperity and harmony, aligned with environmental considerations.

VALUE FOR HOMEOWNERS

M1 M2 M3 M4

Homeownership is one of the most significant ways Matrix creates long-term value. By developing integrated townships and high-quality properties, the Group enables families to secure assets that appreciate over time, generate rental income, and provide financial stability. These benefits extend beyond individual households, contributing to local economic growth and strengthening community resilience.

Matrix homes are designed to deliver more than quality living spaces. Our properties serve as platforms for individuals and families to realise lifestyle aspirations and achieve socioeconomic advancement. Ownership enables wealth creation through capital appreciation, rental income, and other tangible benefits, while living in well-planned townships enhances quality of life through access to modern amenities, education, and healthcare. These developments foster a strong sense of belonging and community, reinforcing social cohesion and resilience.

By positioning homeownership as both a personal milestone and a driver of wider economic and social progress, Matrix demonstrates how our developments generate shared prosperity. This reinforces the Group's reputation as a responsible developer whose success is measured not only by financial outcomes but also by the enduring value it delivers to homeowners and society.

Legend: Achieved On-track Attention Required

KPIs & Targets:

1 Product Quality Control

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
QLASSIC score	To maintain an average of more than 70% QLASSIC scores across all projects	Collectively, our average QLASSIC scores across all projects were at 78%.

2 Customer Satisfaction

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Hospitality Division to conduct customer satisfaction survey	Maintain 85% customer satisfaction rate	Our Hospitality Division maintained customer satisfaction at 99.0%.

3 Patient Satisfaction

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
The Group's Healthcare division will conduct daily patient satisfaction surveys	Maintain 80% patient satisfaction rate	99.9% patient satisfaction achieved.

MATRIX FOR BUSINESS

KPIs & Targets:

4 Affordable Housing

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Provide affordable housing in line with local authority guidelines	Maintain 100% compliance	✓ 40.5% of our portfolio is categorised as affordable housing.

5 Building Design

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Achieve good quality performance in indoor air quality, acoustics, visual, and thermal comfort. These will involve the use of low-volatile organic compound ("VOC") materials and proper control of air temperature, airflow, and humidity	• To ensure crosswind access covers at least 5% of the total floor area • To use 100% low-VOC paints • To incorporate natural lighting into at least 10% of the floor area	✓ All building design-related targets have been met in our developments.

6 Efficient Street and Park Lighting

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
To use LED lights for lighting	100% LED lights for all street and park lightings	✓ All street and park lighting in our newly completed developments uses LED lighting.

7 Green Transport Masterplan

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Reduce car travel by promoting safe and convenient linkages to essential services	100% connectivity within the township	✓ All townships have good connectivity to essential services, including cycling paths and walkways to public facilities.

8 Facilities for Public Transportation

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Provision of bus stops near our developments with a linked walkway	100% provision of bus stops near our developments with a linked walkway	✓ All our developments have bus stops nearby with linked walkways.

KPIs & Targets:

9 Community Facilities

APPROACH/ STRATEGY	TARGET	FY2026 PERFORMANCE
Provision of fence and guard posts for safe and secure communities	Where applicable, 80% of developments are to be provided with fence and guard posts	Fences and guard posts have been provided to all completed developments.
Locating essential facilities within 1 km from residential units	Where applicable, 100% of essential facilities are to be located within 1 km from residential units	Essential facilities are located within 1 km from residential units in applicable projects.
Provision of facilities which promote a healthy and active lifestyle	100% of developments are provided with facilities that promote a healthy and active lifestyle	All developments provide facilities that promote a healthy and active lifestyle, such as gym equipment, basketball courts, and playgrounds.
Establish community engagement areas	100% of developments are provided with community engagement areas	All developments have community engagement areas, such as parks and community halls.

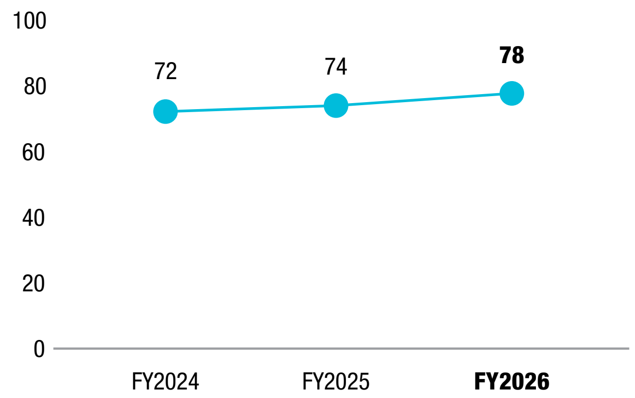
GROUP PERFORMANCE & HIGHLIGHTS:

QLASSIC score of

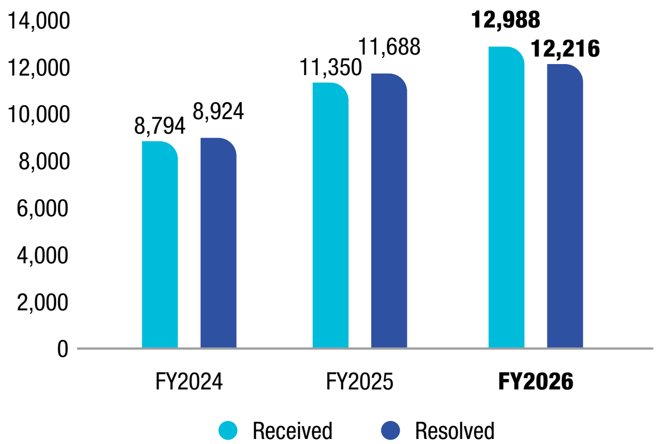
78%

achieved across completed projects, a constant rise for the past three year

Average QLASSIC Scores (%)



Defects Received and Resolved



MATRIX FOR BUSINESS

AFFORDABLE PROPERTIES
17.8%
(<RM350,000)

MID-RANGED MARKET
22.7%
(RM350,000 - RM600,000)

ATTAINABLE PROPERTIES
49.5%
(RM600,000 -RM1,000,000)

PREMIUM PROPERTIES
10.0%
(>RM1,000,000)

Zero
cases of product and service non-compliance

100%*
defect rectification rate

99.9%
satisfied patient rating for our Healthcare division

* *Differences are due to case timing, with some cases carried over from FY2026 and others into FY2027*

BUILD QUALITY

As a Group, we have built our reputation on consistently delivering excellence in both product quality and customer experience. Across all divisions, Matrix continues to deliver strong service performance, with customer feedback indicating high levels of satisfaction and trust. This reputation is not static but is strengthened year after year through our commitment to innovation, sustainability, and continuous improvement in the homes and communities we create.

Quality is not only a customer promise but also a business imperative. Enhancing construction standards and operational practices enables Matrix to achieve greater efficiency, reduce material waste, and accelerate project timelines. These improvements translate into cost-effectiveness and resilience, ensuring that our developments remain competitive while meeting the evolving expectations of customers and regulators alike.

Every product and service offered by Matrix is designed and delivered in strict compliance with health and safety regulations. Safety protocols are embedded into the design and construction process, ensuring that our developments meet the highest standards of reliability. This disciplined approach has resulted in zero cases of non-compliance with significant product or service quality requirements, and no regulatory warnings, fines, or penalties related to safety, advertising, or marketing practices.

To measure and continuously improve build quality, Matrix employs the CIDB-endorsed QLASSIC assessment system. In FY2026, our construction division consistently achieved scores above 70% for all projects, averaging 78% across completed projects. This demonstrates our ability to meet and exceed industry benchmarks.

PROJECT	SCORE
Irama Sendayan 2A	72%
Tiara Sendayan P14C3A	76%
Tiara Sendayan P14C3B	75%
Bayu Sutera P4A2 – ELONIA II	77%
Irama Sendayan 2B	73%
Irama Sendayan 2C	75%
Irama Sendayan 2D	81%
Bayu Sutera 3B	71%
Resort Villa	88%
Resort Villa P2	89%
Nusari Biz 2	75%
Bayu Sutera 3A	78%
Eka Heights Pct 3A	82%
Eka Heights Pct 4	72%
Bayu Biz	76%
Bayu Sutera Precinct 4A-3	80%
Bayu Sutera Precinct 4B-1	78%
Average QLASSIC Score	**78%**

MATRIX FOR BUSINESS

Complementing the Group's build quality, the property development division has implemented a comprehensive management strategy that integrates quality assurance, defect management, and customer engagement to ensure that every project delivers lasting value.

PROJECT PLANNING

- Ongoing advancements in design that minimise defects and enhance resource efficiency.
- Design considerations that include the physical landscape and factors such as evolving weather patterns influenced by climate change.

MATERIAL PROCUREMENT

- Source materials that comply with rigorous quality standards.
- Procure exclusively from the approved supplier list.
- Continuously assess supplier performance alongside external factors like market supply and demand fluctuations.
- Collaborate closely with suppliers to ensure a shared understanding of the required quality standards, reducing rejections and waste.

CONSTRUCTION

- Implement the use of aluminium formworks and other construction techniques to enhance the consistency of build quality.
- Increase automation while decreasing dependence on manual labour.

DEFECT MANAGEMENT

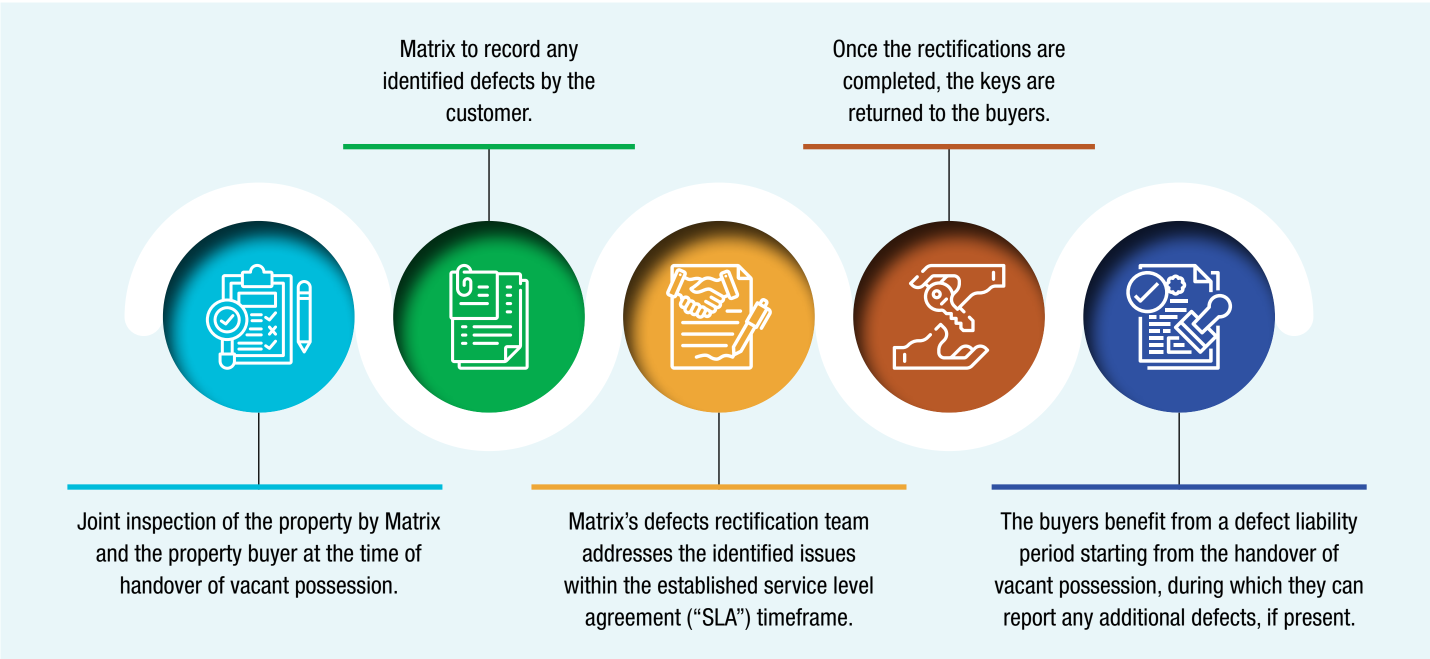
- Establish a thorough defect rectification process that includes an appropriate defect liability period and effective management of customer defect requests.

DEFECT MANAGEMENT

Defect management is at the core of our property development strategy. The Group recognises that the ability to minimise and resolve defects is fundamental to delivering homes of lasting quality. By embedding defect prevention into every stage of the development process, we not only elevate customer satisfaction but also strengthen brand reputation and reduce the financial risks associated with costly repairs.

Defect management starts with defect mitigation, long before actual construction. This is achieved by paying close attention to design integrity. Each project is shaped by thoughtful planning, the selection of durable and sustainable materials, and the application of proven construction techniques. In recent years, Matrix has also integrated climate resilience into our design considerations, recognising that volatile weather patterns and climate-related risks can pose structural challenges. Supply chain reliability also plays a critical role, as timely access to quality materials ensures that projects progress smoothly without compromising standards.

Matrix complements these preventive measures with a structured rectification programme. This framework provides clear channels for reporting, defined timelines for resolution, and accountability mechanisms that guarantee transparency and responsiveness. Customers benefit from swift action, while the organisation gains valuable insights that feed into continuous improvement across future projects.



As part of Malaysia's regulatory requirements, Matrix provides a 24-month defect liability period for residential properties and a 12-month period for other property types. During these windows, customers benefit from complimentary repairs, underscoring the Group's commitment to swift resolution and high service standards. This policy not only reassures customers but also demonstrates Matrix's dedication to accountability and long-term satisfaction.

BRAND REPUTATION, CUSTOMER TRUST, AND SATISFACTION

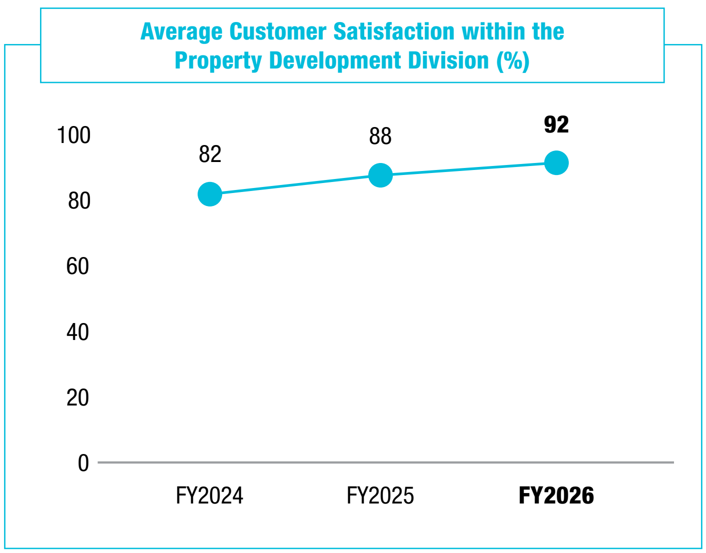
Customer perception and satisfaction are fundamental to sustaining the Group's reputation and long-term success. As we operate across diverse industries, we constantly engage with clients who have different expectations. As such, measuring satisfaction requires tailored approaches that reflect each division's unique nature.

To ensure consistency, Matrix has implemented a comprehensive customer feedback and satisfaction survey system across all divisions. This system allows us to monitor performance and identify areas for improvement.

Property Development Division

Under this division, we conduct surveys after the property handover to understand customer views on build quality and the handover process. We also emphasise clear communication throughout the journey, ensuring buyers feel informed and supported from purchase to possession. Feedback on after-sales service and defect rectification is also captured, as these are critical to shaping customer confidence in our products.

In FY2026, our customer satisfaction score for the Property Development division is:



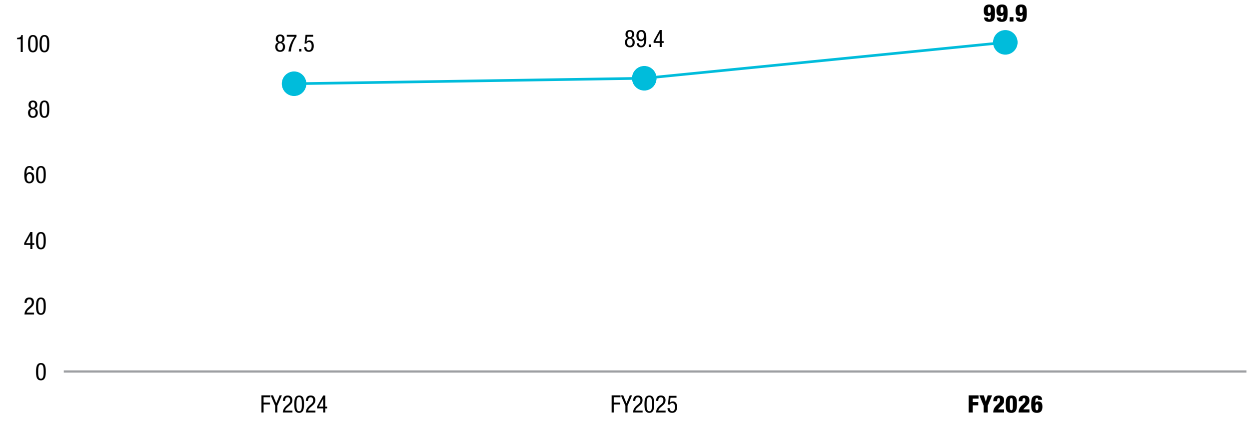
MATRIX FOR BUSINESS

Healthcare Division

Our post-treatment surveys allow patients and their families to share their perspectives on the quality of care received. Based on these surveys, we measure whether treatment outcomes met expectations, the professionalism of medical staff, and the overall experience within our facilities. This helps us identify areas where we can enhance both medical outcomes and patient comfort.

The average customer satisfaction score across various aspects of our healthcare division is as follows:

Average Customer Satisfaction Scores within the Healthcare Division (%)



Education Division

In the Education division, feedback is collected from parents when they choose to withdraw their children from our schools. This allows us to gain deeper insight into their reasons and identify specific areas of improvement. The input from these feedback sessions helps us refine our teaching methods, improve our facilities, and ensure that our schools continue to deliver a holistic curriculum that supports students' well-being.

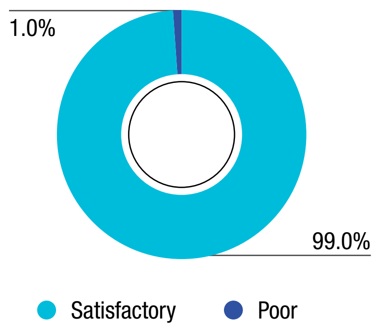
In FY2026, no students withdrew from our schools, hence no feedback was recorded.

Hospitality Division

Guests of our country club and hotel are invited to provide feedback during their stay, covering staff service, facilities, food and beverage offerings, and their overall experience. We use this information to strengthen our hospitality standards and ensure that every guest feels valued.

In FY2026, our overall customer satisfaction results for the Hospitality division are as:

Average Customer Satisfaction Score within the Hospitality Division (%)



MATRIX FOR BUSINESS

SUSTAINABLE AND INCLUSIVE TOWNSHIP PLANNING

The Group's development philosophy is anchored on building integrated, self-sustaining townships rather than standalone housing. Every masterplan prioritises accessibility, connectivity, community well-being, and environmental sustainability. These principles align with the Low Carbon Cities Framework ("LCCF") developed by the MGTC, particularly in its focus areas of sustainable land use, integrated public facilities, green urban infrastructure, and low-carbon transport. By embedding these elements at the masterplanning stage, the Group works to create communities that are more liveable, resilient, and low in carbon intensity.

Matrix integrates accessibility and sustainable mobility into the planning of its developments by assessing connectivity to public transport, pedestrian and cycling networks, schools, healthcare facilities, and other essential amenities. This approach creates more connected and liveable communities, as demonstrated by our flagship township, Bandar Sri Sendayan ("BSS").

The Group is also working towards disclosing measurable proximity and accessibility indicators for key amenities across future developments to enhance transparency. Our township planning and development practices for BSS are in line with LCCF as follows:

1 CONNECTED, WALKABLE TOWNSHIP

BSS is designed as a walkable township. An extensive network of pedestrian walkways links every housing area to public amenities, commercial centres, schools, and parks, reducing dependence on private vehicles for everyday trips. Approximately 60% of the township is served by dedicated bicycle lanes, supporting safe, low-carbon mobility for residents of all ages. At the same time, the Group continues to invest in infrastructure that improves connectivity in the communities within the township.

All housing units within BSS are within reach of essential amenities and public transport. Residents can easily access bus and train services, linking them to major town centres, such as Seremban and Kuala Lumpur. The township is also well served by essential road infrastructure, with access to major roads and expressways linking it to Seremban, the Nilai–KLIA corridor, and the wider Klang Valley.

2 ACCESSIBLE GREEN SPACES

Green spaces are fundamental to creating healthy, liveable environments, and BSS features parks, landscaped corridors, and communal green zones that enhance well-being while supporting ecological resilience.

Each housing area within BSS is provided with sufficient recreational and green spaces. Green spaces are also distributed throughout the township rather than concentrated in a single location. In fact, the Group consistently provides green space in excess of local-authority requirements. Overall, parks, community halls, playgrounds, and fitness facilities promote healthy and active lifestyles. These facilities are strategically positioned within short travelling distances of homes, enhancing convenience and quality of life for residents.

3 INCLUSIVE DESIGN

Matrix embeds universal accessibility into the design of BSS so that residents with mobility or sensory challenges can move through public spaces with dignity and ease. Wheelchair ramps are incorporated into all walkways. Where walkways run alongside public roads, protective barriers are installed for safety, while within parks, green spaces, and other public areas, barrier-free routes are provided. Accessible parking bays are located near lift lobbies, and disabled-friendly public toilets are provided. Braille buttons form part of the Group's standard accessibility specification, and tactile paving and handrails are incorporated in main areas to assist visually impaired residents.

4 FUTURE-READY TOWNSHIP

As part of this inclusive, future-ready approach to township planning, the Group has incorporated rainwater-harvesting tanks as a built-in feature within BSS. Beyond supporting water conservation, this allows the Group to assess the value such features bring to homeowners, with a view to extending them across future projects where feasible.

5 GREENER BUILDING PRACTICES

The way Matrix builds has also evolved towards lower carbon and greater efficiency. As an early supporter of REHDA's GreenRE green-building initiative since 2019, we incorporate water and energy efficient fixtures that improve GreenRE scoring. Materials are sourced locally or within 500 km of project sites, when available, to cut embodied transport emissions, and the Group continues to increase the share of green-certified building materials in our supply chain.

MATRIX FOR BUSINESS

COMMUNITY SAFETY AND SECURE LIVING

ENVIRONMENTAL INTEGRATION FOR NATURAL HOME SECURITY

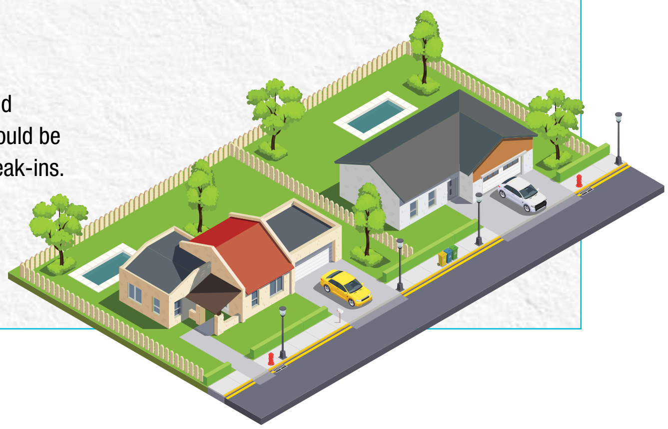
LIGHTING
Sufficient lighting serves as the first line of deterrent against potential intruders targeting your homes.

FENCING
Implementing tall fencing around individual units to prevent trespassers.

HEDGES
Low hedges that eliminate hiding spots for intruders.

TREES
Trimmed branches and removal of low-hanging branches to reduce blind spots.

DEBRIS
Regular maintenance and removal of debris that could be used by intruders for break-ins.



AFFORDABLE PROPERTY DEVELOPMENT

As property developers, we see it as our responsibility to contribute to housing solutions that not only meet safety and quality standards but are also financially accessible, allowing communities to support long-term quality of life.

The Group's affordable housing initiative incorporates affordable units (classified as units priced below RM600,000) within relevant projects, while, in some cases, entire projects are developed specifically as affordable housing. This approach aligns with local authority requirements to provide lower-cost housing options, ensuring that everyone has a chance to own a home regardless of socioeconomic status.

As of FY2026, we have designated 40.5% of our property portfolio to satisfy the community's need for affordable housing. The latest list of projects with affordable units are:

PROJECT	NUMBER OF AFFORDABLE UNITS
Laman Sendayan 2	793
Laman Sendayan 3	1,369
Bayu Sutera 2	2,550
Total	**4,712**

APPENDICES

ASSURANCE STATEMENT

INDEPENDENT ASSURANCE STATEMENT

INDEPENDENT ASSURANCE STATEMENT

Control Union (Malaysia) Sdn. Bhd. (hereinafter referred to as "Control Union") was commissioned by Matrix Concepts Holdings Berhad (hereinafter referred to as "MCHB" to undertake an independent limited assurance engagement on MCHB's FY2025 Sustainability Report over selected sustainability information for the reporting period from 1 April 2025 to 31 March 2026

This Independent Limited Assurance Statement applies to the selected disclosures described in the Scope of Work section below, as presented in MCHB's FY2025 Sustainability Report. The objective of this limited assurance engagement is to provide an independent conclusion, in accordance with ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, on whether the selected sustainability information has been prepared, in all material respects, in accordance with the applicable reporting criteria.

Scope of Work

The scope of this limited assurance engagement encompasses selected sustainability disclosures reported by the Company in accordance with the Bursa Malaysia Sustainability Reporting Framework, including selected Bursa Malaysia Common Sustainability Matters and Indicators, as well as climate-related disclosures aligned with IFRS S2 (Climate-related Disclosures). The scope includes:

(i) Selected Bursa Malaysia Sustainability Indicators (C1–C11), covering Anti-Corruption, Community/Society, Diversity, Energy Management, Occupational Health and Safety, Labour Practices and Standards, Supply Chain Management, Data Privacy and Security, Water Management, Waste Management, and Emissions Management;

(ii) Climate-related governance, strategy, risk management, metrics, and targets disclosed in accordance with IFRS S2.

The assurance procedures included a review and verification of governance structures, reporting boundaries, data collection and management processes, methodological approaches, internal controls, and supporting evidence relating to the selected disclosures. For climate-related disclosures, the assessment considered the Company's governance of climate-related risks and opportunities, climate risk management processes, GHG emissions reporting, energy consumption data, and relevant climate-related metrics and targets.

Responsibilities

MCHB is responsible for the collection, analysis, preparation, and fair presentation of the information contained in the FY2025 Sustainability Report.

Control Union is responsible for verifying the information and providing a limited assurance conclusion on the information included in the MCHB's FY2025 Sustainability Report, within the defined scope of work. The engagement is conducted on the basis that the information provided by MCHB has been prepared in good faith and is reliable, for the purpose of

APPENDICES

INDEPENDENT ASSURANCE STATEMENT

informing MCHB's stakeholders and other intended users. Control Union was not involved in the preparation of the Sustainability Statement, other than the issuance of this Independent Assurance Statement.

Methodology

In performing our limited assurance engagement, we applied procedures that included inquiries with relevant personnel, review of supporting documentation, assessment of data collection and reporting processes, analytical reviews, and sample-based testing of selected qualitative and quantitative disclosures reported in MCHB's FY2026 Sustainability Report. Our work included evaluating the appropriateness of reporting boundaries, definitions, assumptions, methodologies, and calculation approaches adopted by management, assessing the design and implementation of relevant governance and internal control processes, reviewing the traceability of selected disclosures to underlying source records, and evaluating whether the reported information was presented consistently and in accordance with the applicable reporting criteria. The procedures performed were designed to obtain limited assurance that the selected sustainability disclosures were free from material misstatement and were reported in a transparent, accurate, and reliable manner.

Reporting Criteria and Level of Assurance

This engagement was conducted in accordance with the requirements of ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information. A limited assurance engagement involves the performance of procedures designed to obtain sufficient appropriate evidence to support a conclusion expressed in negative form. Accordingly, the nature, timing, and extent of procedures performed are less extensive than those undertaken for a reasonable assurance engagement.

The independent verification was planned and executed to identify potential material misstatements, omissions, or errors in accordance with the requirements applicable to limited assurance engagements under ISAE 3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information.

Independence and Quality Control

Control Union is an accredited certification and assurance body operating in more than 80 countries. These accreditations and recognitions require the maintenance of a comprehensive system of quality control, including documented policies and procedures addressing compliance with ethical and legal requirements, as well as independence and objectivity.

The personnel involved in this engagement were selected based on appropriate qualifications, training, and relevant experience. The engagement is also subject to internal review processes to ensure that it is conducted in accordance with applicable assurance standards and established quality control procedures.

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INDEPENDENT ASSURANCE STATEMENT

Conclusion

Based on our limited assurance engagement process, nothing has come to our attention that causes us to believe that the scope of work as detailed above and presented in the MCHB's FY2025 Sustainability Report is not presented fairly in accordance with the criteria. Hence, our work confirms that the information included in the MCHB's FY2025 Sustainability Report is reliable, objective and is presented clearly.

For and on behalf of Control Union (Malaysia) Sdn Bhd,

Signed: Ebnu Holdoon Shawal

Designation: Lead Verifier, Assurance Services
Date: 16 June 2026

Signed: Supun Nigamuni

Designation: Managing Director
Date: 16 June 2026

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BURSA ESG PERFORMANCE REPORT

MATRIX CONCEPTS HOLDINGS BHD
IFRS S1

Date & Time: 2026-07-14_17:21:38
Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Anti-corruption	Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category - Senior Management - Middle Management - Junior Management - Executive - Non-Executive	 Percentage Percentage Percentage Percentage Percentage	 100.00 100.00 100.00 100.00 100.00	 100.00 100.00 100.00 100.00 100.00	—	External (Limited)
Anti-corruption	Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	—	External (Limited)
Anti-corruption	Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	—	External (Limited)
Community/Society	Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	15,280,283.00	15,208,979.00	—	External (Limited)
Community/Society	Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	6,707	2,546	—	External (Limited)

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MATRIX CONCEPTS HOLDINGS BHD

IFRS S1

Date & Time: 2026-07-14_17:21:38

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Bursa C3(a) Percentage of employees by gender and age group, for each employee category				—	External (Limited)
	Age Group by Employee Category					
	- Senior Management Aged 30 and below	Percentage	0.00	0.00		
	- Senior Management Aged 31-50	Percentage	52.94	38.89		
	- Senior Management Aged 51 and above	Percentage	47.06	61.11		
	- Middle Management Aged 30 and below	Percentage	2.04	0.00		
	- Middle Management Aged 31-50	Percentage	73.47	73.21		
	- Middle Management Aged 51 and above	Percentage	24.49	26.79		
	- Junior Management Aged 30 and below	Percentage	0.00	2.22		
	- Junior Management Aged 31-50	Percentage	82.72	78.89		
	- Junior Management Aged 51 and above	Percentage	17.28	18.89		
	- Executive Aged 30 and below	Percentage	26.45	30.34		
	- Executive Aged 31-50	Percentage	66.80	63.10		
	- Executive Aged 51 and above	Percentage	6.76	6.55		
	- Non-Executive Aged 30 and below	Percentage	54.82	57.03		
	- Non-Executive Aged 31-50	Percentage	36.84	35.94		
	- Non-Executive Aged 51 and above	Percentage	8.33	7.03		

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MATRIX CONCEPTS HOLDINGS BHD
IFRS S1

Date & Time: 2026-07-14_17:21:38
Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Diversity	Gender Group by Employee Category				—	External (Limited)
	- Senior Management Male	Percentage	64.71	61.11		
	- Senior Management Female	Percentage	35.29	38.89		
	- Middle Management Male	Percentage	59.18	64.29		
	- Middle Management Female	Percentage	40.82	35.71		
	- Junior Management Male	Percentage	75.31	75.56		
	- Junior Management Female	Percentage	24.69	24.44		
	- Executive Male	Percentage	43.24	43.10		
	- Executive Female	Percentage	56.76	56.90		
	- Non-Executive Male	Percentage	30.26	29.72		
	- Non- Executive Female	Percentage	69.74	70.28		
Diversity	Bursa C3(b) Percentage of directors by gender and age group			*	—	External (Limited)
	- Male	Percentage	62.50	62.50		
	- Female	Percentage	37.50	37.50		
	- Aged 30-40	Percentage	12.50	12.50		
	- Aged 41-50	Percentage	0.00	0.00		
	- Aged 51-60	Percentage	25.00	25.00		
	- Aged 61-70	Percentage	37.50	37.50		
	- Aged 71-80	Percentage	25.00	25.00		
Footnote 2026	Based on latest BOD composition.					
Health and safety	Bursa C5(a) Number of work-related fatalities	Number	0	0	—	External (Limited)
Health and safety	Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.45	0.44	—	External (Limited)
Health and safety	Bursa C5(c) Number of employees trained on health and safety standards	Number	103	252	—	External (Limited)

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APPENDICES

MATRIX CONCEPTS HOLDINGS BHD

IFRS S1

Date & Time: 2026-07-14_17:21:38
Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Labour practices and standards	Bursa C6(a) Total hours of training by employee category - Senior Management - Management - Executive - Non-Executive	 Hours Hours Hours Hours	 347 2,921 7,781 5,937	 195 2,193 10,949 2,961	—	External (Limited)
Labour practices and standards	Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4.00	5.56	—	External (Limited)
Labour practices and standards	Bursa C6(c) Total number of employee turnover by employee category - Senior Management - Middle Management - Junior Management - Executive - Non-Executive	 Number Number Number Number Number	 3 5 11 127 90	 1 10 17 131 95	—	External (Limited)
Labour practices and standards	Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	—	External (Limited)
Supply Chain Management	Bursa C7(a) Proportion of spending on local suppliers	Percentage	99.90	99.45	—	External (Limited)
Data Privacy and Security	Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	—	External (Limited)

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APPENDICES

MATRIX CONCEPTS HOLDINGS BHD

IFRS S2

Date & Time: 2026-07-14_17:21:38

Main Market | Group 1 | FYE 31/03/2026

Sustainability Matter	Metric	Measurement Unit	2025	2026	Target	Assurance
Energy Management	Bursa C4(a) Total energy consumption	Megawatt	15,100.25	18,106.23	—	External (Limited)
Water	Bursa C9(a) Total volume of water used	Megalitres	573.57	620.45	—	External (Limited)
Waste Management	Bursa C10(a) Total waste generated	Metric tonnes	55,109.33	9,691.37	—	External (Limited)
Waste Management	Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	500.20	515.85	—	External (Limited)
Waste Management	Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	54,609.13	9,175.52	—	External (Limited)
Emissions Management	Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	1,724.59	2,569.52	—	External (Limited)
Emissions Management	Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	4,559.47	5,167.91	—	External (Limited)
Emissions Management	Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	10,552.08	2,725.99	—	External (Limited)

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APPENDICES

FULL EMISSIONS INTENSITY CHART

INTENSITY BASED ON REVENUE			
Financial Year	**FY2024**	**FY2025**	**FY2026**
Revenue (RM'million)	1,334.1	1,150.7	1,373.8
Direct Energy Consumption (Fossil Fuel in Litres)*	396,732	497,409	739,864
Direct Energy Intensity (Litres/revenue RM'million)*	295.17	432.27	538.56
Direct Energy Consumption (Fossil Fuel in GJ)*	14,185.90	17,785.84	26,133.78
Direct Energy Intensity (GJ/revenue RM'million)	10.55	13.36	19.02
Indirect Grid-Based Energy Consumption (Electricity) (kWh)	7,551,945	8,289,951	9,379,153
Indirect Grid-Based Energy Intensity (kWh/revenue RM'million)	5,618.70	7,204.30	6,827.26
Indirect Grid-Based Energy Consumption (GJ)	27,187.00	29,843.80	33,764.95
Indirect Grid-Based Energy Intensity (GJ/revenue RM'million)	20.20	25.90	24.58
Solar-Derived Electricity (kWh)	1,119,406	1,420,360	1,467,697
Total Indirect (Electricity) Energy Consumption (kWh)	8,671,351	9,710,311	10,846,850
Total Indirect Energy Intensity (kWh/revenue RM'million)	6,451.60	8,438.60	7,895.62
Total Energy Consumption (GJ)	47,429.00	54,360.90	65,182.44
Total Energy Consumption Intensity (GJ/revenue RM'million)	35.29	47.20	47.45
Scope One Emissions (tCO_2e)	1,521.20	1,724.59	2,569.52
Scope One Emissions Intensity (tCO_2e/revenue RM'million)	1.10	1.50	1.87
Scope Two Emissions (tCO_2e)	4,153.60	4,559.50	5,167.91
Scope Two Emissions Intensity (tCO_2e/revenue RM'million)	3.10	4.00	3.76
Scope One + Scope Two Emissions (tCO_2e)	5,674.80	6,284.09	7,737.43
Scope One + Scope Two Emissions Intensity (tCO_2e/revenue RM'million)	4.20	5.50	5.63
Water Consumption (m^3)	433,215	573,568	620,448
Water Consumption Intensity (m^3/revenue RM'million)	322.30	498.50	451.64

* *FY2024 and FY2025 data on Direct Energy Consumption only included diesel, while data in FY2026 includes both diesel and petrol*

INTENSITY BASED ON SQFT			
Financial Year	**FY2024**	**FY2025**	**FY2026**
Sqft	33,756	33,756	33,756
Direct Energy Consumption (Fossil Fuel in Litres)*	396,732	497,409	739,864
Direct Energy Intensity (Litres/sqft)*	11.80	14.70	21.92
Direct Energy Consumption (Fossil Fuel in GJ)*	14,185.90	17,785.84	26,133.78
Direct Energy Intensity (GJ/sqft)	0.40	0.50	0.77
Indirect Grid-Based Energy Consumption (Electricity) (kWh)	7,551,945	8,289,951	9,379,153
Indirect Grid-Based Energy Intensity (kWh/sqft)	224.90	246.60	277.85
Indirect Grid-Based Energy Consumption (GJ)	27,187.00	29,843.80	33,764.95
Indirect Grid-Based Energy Intensity (GJ/sqft)	0.80	0.90	1.00
Solar-Derived Electricity (kWh)	1,119,406	1,420,360	1,467,697
Total Indirect (Electricity) Energy Consumption (kWh)	8,671,351	9,710,311	10,846,850.00
Total Indirect Energy Intensity (kWh/sqft)	256.90	287.70	321.33

INTENSITY BASED ON SQFT			
Financial Year	**FY2024**	**FY2025**	**FY2026**
Total Energy Consumption (GJ)	47,429.00	54,360.90	65,182.44
Total Energy Consumption Intensity (GJ/sqft)	1.41	1.60	1.93
Scope One Emissions (tCO_2e)	1,521.20	1,724.59	2,569.52
Scope One Emissions Intensity (tCO_2e/sqft)	0.05	0.05	0.08
Scope Two Emissions (tCO_2e)	4,153.60	4,559.50	5,167.91
Scope Two Emissions Intensity (tCO_2e/sqft)	0.12	0.14	0.15
Scope One + Scope Two Emissions (tCO_2e)	5,674.80	6,284.09	7,737.43
Scope One + Scope Two Emissions Intensity (tCO_2e/sqft)	0.17	0.19	0.23
Water Consumption (m^3)	433,215	573,568	620,448
Water Consumption Intensity (m^3/sqft)	12.80	17.00	18.38

* *FY2024 and FY2025 data on Direct Energy Consumption only included diesel, while data in FY2026 includes both diesel and petrol*

INTENSITY BASED ON WORKFORCE			
Financial Year	**FY2024**	**FY2025**	**FY2026**
Workforce	947	1,121	1,242
Direct Energy Consumption (Fossil Fuel in Litres)*	396,732	497,409	739,864
Direct Energy Intensity (Litres/workforce)*	418.9	443.7	595.7
Direct Energy Consumption (Fossil Fuel in GJ)*	14,185.90	17,785.84	26,133.78
Direct Energy Intensity (GJ/workforce)	15.0	15.9	21.04
Indirect Grid-Based Energy Consumption (Electricity) (kWh)	7,551,945	8,289,951	9,379,153.00
Indirect Grid-Based Energy Intensity (kWh/workforce)	7,974.6	7,395.1	7,551.7
Indirect Grid-Based Energy Consumption (GJ)	27,187.0	29,843.8	33,765.0
Indirect Grid-Based Energy Intensity (GJ/workforce)	28.7	26.6	27.19
Solar-Derived Electricity (kWh)	1,119,406	1,420,360	1,467,697
Total Indirect (Electricity) Energy Consumption (kWh)	8,671,351	9,710,311	10,846,850
Total Indirect Energy Intensity (kWh/workforce)	9,157.0	8,662.2	8,733.4
Total Energy Consumption (GJ)	47,429.00	54,360.90	65,182.44
Total Energy Consumption Intensity (GJ/workforce)	50.08	48.5	52.48
Scope One Emissions (tCO_2e)	1,521.2	1,724.59	2,569.52
Scope One Emissions Intensity (tCO_2e/workforce)	1.6	1.5	2.1
Scope Two Emissions (tCO_2e)	4,153.6	4,559.5	5,167.9
Scope Two Emissions Intensity (tCO_2e/workforce)	4.4	4.1	4.16
Scope One + Scope Two Emissions (tCO_2e)	5,674.8	6,284.09	7,737.43
Scope One + Scope Two Emissions Intensity (tCO_2e/workforce)	6.0	5.6	6.2
Water Consumption (m^3)	433,215	573,568	620,448
Water Consumption Intensity (m^3/workforce)	457.5	511.7	499.6

* *FY2024 and FY2025 data on Direct Energy Consumption only included diesel, while data in FY2026 includes both diesel and petrol*

APPENDICES

INTENSITY BASED ON WORKING DAYS			
Financial Year	**FY2024**	**FY2025**	**FY2026**
Working Days	247	247	247
Direct Energy Consumption (Fossil Fuel in Litres)*	396,732	497,409	739,864
Direct Energy Intensity (Litres/Working Days)*	1,606.2	2,103.8	2,995.4
Direct Energy Consumption (Fossil Fuel in GJ)*	14,185.90	17,785.84	26,133.78
Direct Energy Intensity (GJ/Working Days)	57.4	72.0	105.8
Indirect Grid-Based Energy Consumption (Electricity) (kWh)	7,551,945	8,289,951	9,379,153
Indirect Grid-Based Energy Intensity (kWh/Working Days)	30,575	33,563	37,972
Indirect Grid-Based Energy Consumption (GJ)	27,187.0	29,843.8	33,765.0
Indirect Grid-Based Energy Intensity (GJ/Working Days)	110.1	120.8	136.7
Solar-Derived Electricity (kWh)	1,119,406	1,420,360	1,467,697
Total Indirect (Electricity) Energy Consumption (kWh)	8,671,351	9,710,311	10,846,850
Total Indirect Energy Intensity (kWh/Working Days)	35,107	39,313	43,914
Total Energy Consumption (GJ)	47,429.00	54,360.90	65,182.44
Total Energy Consumption Intensity (GJ/Working Days)	192.02	220.10	263.90
Scope One Emissions (tCO_2e)	1,521.20	1,724.59	2,569.52
Scope One Emissions Intensity (tCO_2e/Working Days)	6.20	7.00	10.40
Scope Two Emissions (tCO_2e)	4,153.60	4,559.50	5,167.91
Scope Two Emissions Intensity (tCO_2e/Working Days)	16.80	18.50	20.92
Scope One + Scope Two Emissions (tCO_2e)	5,674.80	6,284.09	7,737.43
Scope One + Scope Two Emissions Intensity (tCO_2e/Working Days)	23.00	25.40	31.33
Water Consumption (m^3)	433,215	573,568	620,448
Water Consumption Intensity (m^3/Working Days)	1,753.90	2,322.10	2,511.94

* *FY2024 and FY2025 data on Direct Energy Consumption only included diesel, while data in FY2026 includes both diesel and petrol*

GRI CONTENT INDEX

STATEMENT OF USE	Matrix Concepts Holdings Berhad has reported the information cited in this GRI content index for the period 1 April 2025 to 31 March 2026 with reference to the GRI Standards
GRI 1 USED	GRI 1: Foundation 2021

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
ORGANISATIONAL OVERVIEW	**GRI 2: General Disclosures 2021**	2-1	Organisational details	7-10; Refer to Corporate Information IAR2026
		2-2	Entities included in the organisation's sustainability reporting	2
		2-3	Reporting period, frequency and contact point	2-3
		2-4	Restatements of information	No material restatements reported; where applicable, refer to notes accompanying the relevant performance data.
		2-5	External assurance	3; 132-134
		2-6	Activities, value chain and other business relationships	7; 85; 115-119; 121-122
		2-7	Employees	50-71
		2-8	Workers who are not employees	50-52
SUSTAINABILITY GOVERNANCE		2-9	Governance structure and composition	9-10; Refer to the Corporate Governance Overview Statement in IAR2026.
		2-10	Nomination and selection of the highest governance body	Refer to the Corporate Governance Overview Statement in IAR2026.
		2-11	Chair of the highest governance body	9-10; Refer to the Corporate Governance Overview Statement in IAR2026.
		2-12	Role of the highest governance body in overseeing the management of impacts	4-5; 9-10; 29; IAR2026 Corporate Governance Overview Statement
		2-13	Delegation of responsibility for managing impacts	9-10
		2-14	Role of the highest governance body in sustainability reporting	3; 9-10
		2-15	Conflicts of interest	108-113; Refer to the Corporate Governance Overview Statement in IAR2026
		2-16	Communication of critical concerns	3; 9-10; 109-112; IAR2026 Corporate Governance Overview Statement
		2-17	Collective knowledge of the highest governance body	9-10; Refer to the Corporate Governance Overview Statement in IAR2026
		2-18	Evaluation of the performance of the highest governance body	Refer to the Corporate Governance Overview Statement in IAR2026.
		2-19	Remuneration policies	Refer to the Nomination and Remuneration Committee Report in IAR2026.
		2-20	Process to determine remuneration	
		2-21	Annual total compensation ratio	
		2-22	Statement on sustainable development strategy	4-5; 11
		2-23	Policy commitments	4-5; 9; 50-52; 108-113; 117
		2-24	Embedding policy commitments	9-10; 18-28; 30-31; 50-52; 65-71; 83-85; 89; 91; 94-96; 99; 101-113; 117-119
		2-25	Processes to remediate negative impacts	18-31; 50-52; 68-70; 101-102; 109-112; 127-128
		2-26	Mechanisms for seeking advice and raising concerns	50-52; 108-112
		2-27	Compliance with laws and regulations	98; 101-102; 108-113

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PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
STAKEHOLDER	**GRI 2: General Disclosures 2021**	2-28	Membership associations	14-15
		2-29	Approach to stakeholder engagement	13-17
		2-30	Collective bargaining agreements	50-52
MATERIALITY	**GRI 3: Material Topics 2021**	3-1	Process to determine material topics	13-17
		3-2	List of material topics	17-28
		3-3	Management of material topics	17-31
ECONOMIC	**GRI 201: Economic Performance 2016**	201-1	Direct economic value generated and distributed	121-123; Refer to the Value Creation and Strategic Review in IAR2026.
		201-2	Financial implications and other risks and opportunities due to climate change	73-84
		201-3	Defined benefit plan obligations and other retirement plans	60-62
	GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	33-49; 121-131
		203-2	Significant indirect economic impacts	
	GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	116
GOVERNANCE	**GRI 205: Anti-corruption 2016**	205-1	Operations assessed for risks related to corruption	108-113
		205-2	Communication and training about anti-corruption policies and procedures	109-113
		205-3	Confirmed incidents of corruption and actions taken	107; 109-112
ENVIRONMENTAL	**GRI 301: Materials 2016**	301-1	Materials used by weight or volume	91
	GRI 302: Energy 2016	302-1	Energy consumption within the organisation	80; 83; 84; 86-88; 91
		302-3	Energy intensity	140-142
		302-4	Reduction of energy consumption	82-88; 91
	GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	78-79; 97-98
		303-2	Management of water discharge-related impacts	101-102
		303-3	Water withdrawal	97-98
		303-4	Water discharge	101-102
		303-5	Water consumption	97-98
	GRI 304: Biodiversity 2016	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	99-100
		304-2	Significant impacts of activities, products and services on biodiversity	99-102
		304-3	Habitats protected or restored	99-100
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	100

PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
ENVIRONMENTAL	**GRI 305: Emissions 2016**	305-1	Direct (Scope 1) GHG emissions	89-90
		305-2	Energy indirect (Scope 2) GHG emissions	89-91
		305-3	Other indirect (Scope 3) GHG emissions	89-90
		305-4	GHG emissions intensity	140-142
		305-5	Reduction of GHG emissions	80-90
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	92-96
		306-2	Management of significant waste-related impacts	
		306-3	Waste generated	93-96
		306-4	Waste diverted from disposal	94-96
		306-5	Waste directed to disposal	
	GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	115; 118-119
		308-2	Negative environmental impacts in the supply chain and actions taken	115-119
SOCIAL	**GRI 401: Employment 2016**	401-1	New employee hires and employee turnover	57-59
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	60-62
		401-3	Parental leave	62
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	65-71
		403-2	Hazard identification, risk assessment, and incident investigation	68-70
		403-3	Occupational health services	65-71
		403-5	Worker training on occupational health and safety	71
		403-6	Promotion of worker health	61-62; 65-66; 68-70
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	61-70; 117-119
		403-8	Workers covered by an occupational health and safety management system	65-71
		403-9	Work-related injuries	70
		403-10	Work-related ill health	
	GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	63
		404-2	Programmes for upgrading employee skills and transition assistance programmes	63-64; 71
		404-3	Percentage of employees receiving regular performance and career development reviews	53; 63-64
	GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	9; 54-56
		405-2	Ratio of basic salary and remuneration of women to men	60

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PILLAR	GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
SOCIAL	**GRI 406: Non-discrimination 2016**	406-1	Incidents of discrimination and corrective actions taken	50-52
	GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	50-52; 117-119
	GRI 408: Child Labour 2016	408-1	Operations and suppliers at significant risk for incidents of child labour	
	GRI 409: Forced or Compulsory Labour 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	
	GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programmes	13-14; 27; 33-49; 100-105; 121-131
		413-2	Operations with significant actual and potential negative impacts on local communities	13-14; 27; 29-31; 37-48; 50-52; 73-84; 85-102
	GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	115; 118-119
	GRI 415: Public Policy 2016	415-1	Political contributions	113
	GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	

APPENDICES

SASB INDEX

Real Estate Industry

CODE	DESCRIPTION	DISCLOSURE/ SECTION REFERENCE
Energy Management		
IF-RE-130a.1	Energy consumption data as a coverage of total floor area	100% of 33,756 sq ft; refer to Full Emissions Intensity Chart, pages 140-142.
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage (2) Percentage grid electricity (3) Percentage renewable	65,182.44 GJ; 86.47% grid-derived electricity; 13.53% renewable electricity. Refer to pages 87-88 and 140-142.
IF-RE-130a.3	Like-for-like percentage change in energy consumption	19.9% year-on-year increase. Refer to Energy and Emissions, pages 87-88.
IF-RE-130a.4	Percentage of eligible portfolio that (1) has an energy rating and (b) is certified to ENERGY STAR, by property subsector	0% currently certified under the stated metric. Matrix has supported REHDA's GreenRE initiatives since 2019. Refer to Sustainable and Inclusive Township Planning, page 130.
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Refer to Climate Opportunities – Adoption of Renewable Energy Solutions and Energy Management, pages 82-84, and Sustainable and Inclusive Township Planning, page 130.
Water Management		
IF-RE-140a.1	Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress	100% of 33,756 sq ft; 0% of the assessed portfolio is located in High or Extremely High Baseline Water Stress areas. Refer to Drought/ Water Scarcity, pages 78-79 and Water Management, pages 97-98.
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage (2) Percentage in regions with High or Extremely High Baseline Water Stress	620,448 m^3; 0% in High or Extremely High Baseline Water Stress areas. Refer to Water Management, pages 97-98.
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage by property subsector	8.2% increase year-on-year for the like-for-like portfolio. Refer to Water Management, pages 97-98.
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Refer to Drought/Water Scarcity and Water Management, pages 78-79 and 97-98.
Climate Change Adaptation		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Quantitative area not currently disclosed. Refer to Climate Action – Extreme Rainfall-Related Risks, pages 75-76.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Refer to Stakeholder and Materiality, Sustainability Risks and Opportunities, Climate Risk Assessment, Climate Risks and Opportunities, and Climate Strategy, pages 23, 31 and 73-85.
SASB Activity Metrics		
IF-RE-000.A	Number of assets, by property sector	Refer to the Management Discussion and Analysis section of IAR2026.

APPENDICES

Home Builders Industry

CODE	DESCRIPTION	DISCLOSURE/ SECTION REFERENCE
Land Use & Ecological Impacts		
IF-HB-160a.1	Number of (1) lots and (2) homes delivered in redevelopment sites	Refer to the Management Discussion and Analysis section of IAR2026.
IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	0. Refer to Water Management, pages 97-98.
IF-HB-160a.3	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	RM0. Refer to Environmental Management and Regulatory Compliance, pages 101-107.
IF-HB-160a.4	Discussion of process to integrate environmental considerations into site selection, site design, and site development and construction	Refer to Climate Strategy, Build Quality and Sustainable and Inclusive Township Planning, pages 83-85, 107, 127 and 130.
Workforce Health & Safety		
IF-HB-320a.1	(1) Total recordable incident rate ("TRIR")	LTIR/ LTIFR reported: 0.44; zero fatalities. Refer to Occupational Safety and Health, pages 65-71 and Bursa ESG Performance Report, page 137.
	(2) fatality rate for (a) direct employees and (b) contract employees	
Design for Resource Efficiency		
IF-HB-410a.1	(1) Number of homes that obtained a certified HERS® Index Score and (2) average score	No homes obtained a HERS® Index Score during FY2026. GreenRE-related practices are discussed on page 130.
IF-HB-410a.2	Percentage of installed water fixtures certified to WaterSense® specifications	Not currently tracked/disclosed. Water-efficient fixtures and fittings are discussed on pages 97-98 and 130.
IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard	0 homes currently certified under the stated metric. Refer to page 130.
IF-HB-410a.4	Description of risks and opportunities related to incorporating resource efficiency into home design, and how the benefits are communicated to customers	Refer to Stakeholder and Materiality, Resource Consumption, Sustainable Development, Value for Homeowners, and Sustainable and Inclusive Township Planning, pages 22, 85-98 and 123-131.
Community Impacts of New Developments		
IF-HB-410b.1	Description of how proximity and access to infrastructure, services, and economic centres affect site selection and development decisions	Refer to Value for Homeowners and Sustainable and Inclusive Township Planning, pages 123-131.
IF-HB-410b.2	Number of (1) lots and (2) homes delivered on infill sites	Not currently tracked.
IF-HB-410b.3	(1) Number of homes delivered in compact and (2) average density	Not currently tracked/ disclosed.
Climate Change Adaptation		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	0% of developments in 100-year flood zone. Refer to Climate Action – Extreme Rainfall-Related Risks, pages 75-76.
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	Refer to Climate Risk Assessment, Climate Risks and Opportunities, and Climate Strategy, pages 73-84.
SASB Activity Metrics		
IF-HB-000.A	Number of controlled lots	Refer to the Management Discussion and Analysis section of IAR2026.
IF-HB-000.B	Number of homes delivered	
IF-HB-000.C	Number of active selling communities	

APPENDICES

IFRS INDEX

Indicators		
Governance		
6(a)	**The governance body (s) or individual(s) responsible for overseeing climate-related risks and opportunities.**	**Matrix's Response**
6(a)(i)	Responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s);	Matrix has established its Sustainability Policy and continues to review its Board Charter and Terms of References for Board and Management level committees towards ensuring a strong and clear mandate for the Board and Management to have oversight of, and to pursue a Matrix-focused agenda towards effectively addressing climate related risks and opportunities ("CRROs").) Matrix intends to review its Board Charter and TORs towards ensuring these governance documents comprehensively address CRROs in terms of ensuring strategic oversight, responsibility, strategies, action plans and targets. In essence, providing the Board with sufficient mandate of playing an effective role in managing CRROs.
6(a)(ii)	Body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities;	The Board of Directors forms Matrix's highest governance component which assumes overall responsibility on matters pertaining to sustainability, corporate governance and integrity, ethical behaviour, corporate values and high-level business strategy and decision-making. The Board is ably supported by several Board-level committees. These are the Board Audit Committee ("AC"), Board Risk Committee ("RC"), Board Nomination Committee ("NC"), Board Remuneration Committee ("RC"), Board Risk Management Committee ("RMC") and the Board Sustainability ("SC") Committee. Matters pertaining to sustainability including SRROs and CRROs come under the purview of the SC. Supporting the SC is a comprehensive governance structure comprising the cross-functional Sustainability Task Force Committee, comprising management and operations-based representatives from all business divisions and the Group's ESG champion, its Sustainability Manager. The full roles and responsibilities of the governance structure is provided in the CG Report as well as in Matrix's SR2025 available here: https://www.mchb.com.my. Matrix's commitment to sustainability is further reinforced through its comprehensive Group-wide Sustainability Policy, accessible here: https://www.mchb.com.my. Governance practices are further enhanced through adherence to various Group-wide policies, available for review at: https://www.mchb.com.my.
6(a)(iii)	Frequency of body(s) or individual(s) is informed about climate-related risks and opportunities;	The frequency of meetings for the Board and other bodies within the governance framework is provided for in the Board Charter, the respective TORs and other governance documents. Frequency of meetings typically ranges from monthly to quarterly and once every six months. The Board Charter and TORs can be found at: https://www.mchb.com.my/.
6(a)(iv)	Approach which the body(s) or individual(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities;	All risks including sustainability risks are reported to the Board of Directors of Matrix in a periodic manner. Risk reports are shared with the full Board for their deliberation and recommendations of action to Management. Prior to risks being shared with the full Board during Board meetings, the SC reviews, deliberates and queries management on findings. Only when the SC approves are the findings presented to the full Board.

Indicators		
Governance		
6(a)	**The governance body (s) or individual(s) responsible for overseeing climate-related risks and opportunities.**	**Matrix's Response**
6(a)(v)	Approach by which body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies.	The Board is responsible for ultimate oversight of SCRROs. This includes monitoring progress towards set milestones, the progress and effectiveness of Management's implemented action plans, to recommend and instruct management to take remedial or alternative strategies towards realising set objectives. Sustainability performance carries a 5% KPI weighting for executive employees. For further information on the existing sustainability governance structure and roles and responsibilities of each body within the taskforce, please refer to page 9 of this SR2026.
6(b)	**Management's role in the governance processes, controls and procedures to monitor, manage and oversee climate-related risks and opportunities.**	
6(b)(i)	Delegation of roles to specific management-level positions or committees and the oversight mechanisms in place for those roles.	Supporting the Board of Directors is the Sustainability Taskforce Committee comprising members of senior management. The Taskforce role includes addressing operational or day-to-day matters related to climate risks as well as decarbonisation. These include developing tangible KPIs and targets and ensuring such targets are achieved. The inclusion of climate risks in the respective Risk Registers are also a fundamental part of Management. Each subsidiary is required to undertake a climate risk assessment and to determine its material physical and transition risks.
6(b)(ii)	Controls and procedures supporting the oversight of sustainability-related risks and opportunities, including their integration with other internal functions.	
Strategy		
10	**Climate-related risks and opportunities**	**Matrix's Response**
10(a)	Climate-related risks and opportunities reasonably expected to impact the entity's prospects.	The Group identified physical risks from extreme rainfall and flash flooding, rising temperatures, and drought/water scarcity. Transition risks include environmental and energy policy shifts, market and reputational pressures, and the costs of transitioning to a low-carbon business model. Opportunities include renewable-energy adoption and potential use of carbon credits.
10(b)	Explanation of identified climate-related risks as either physical risks or transition risks.	*Please refer to page 73-83 of this SR2026*
10(c)	Specify short, medium, and long-term time horizons for each identified climate-related risk and opportunity, along with their reasonably expected impacts.	
10(d)	Definitions of 'short-term,' 'medium-term,' and 'long-term' and their linkage to the entity's planning horizons for strategic decision-making.	• Current anticipated financial effects (for 1 April 2025 to 31 March 2026) • Short-Term(0 to 24 months) • Medium-Term (3-5 years) • Long-Term (6-10 years)
13	**Business model and value chain**	
13(a)	Description(s) of the current and anticipated impacts of climate-related risks and opportunities on the entity's business model and value chain.	*Please refer to page 73-83 of this SR2026*
13(b)	Description(s) of where in the entity's business model and value chain climate-related risks and opportunities are concentrated.	

Indicators		
Strategy		
14	**Strategy and decision making**	**Matrix's Response**
14(a)(i)	Current and anticipated changes to the entity's business model and resource allocation to address climate-related risks and opportunities.	*Please refer to page 73-83 of this SR2026*
14(a)(ii)	Current and anticipated direct mitigation and adaptation efforts.	
14(a)(iii)	Current and anticipated indirect mitigation and adaptation efforts.	
14(a)(iv)	Describe any climate-related transition plan, including information about key assumptions used in developing its transition plan, and dependencies on which the entity's transition plan relies.	*Please refer to page 73-84 of this SR2026*
16	**Financial position, financial performance and cash flows**	
16(a)	Impact of climate-related risks and opportunities on financial position, financial performance and cash flows for the reporting period.	*Please refer to page 73-84 of this SR2026*
16(b)	The climate-related risks and opportunities identified for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	
16(c)	Expected changes in the entity's financial position over the short, medium, and long term based on its strategy for managing climate-related risks and opportunities,	
16(c)(i)	Investment and disposal plans.	
16(c)(ii)	Its planned sources of funding to implement its strategy.	
16(d)	Financial performance and cash flows to change over the short, medium and long term, given the strategy to manage climate-related risks and opportunities.	

APPENDICES

Indicators		
Strategy		
22	**Climate resilience**	**Matrix's Response**
22(a)(i)	The implications, if any, of the assessment for its strategy and business model, including the response to the effects identified in the climate-related scenario analysis.	The Group has developed a wide range of mitigation measures to the climate risks listed in 10(a). These strategies have been deemed to be positioning Matrix's operation towards attaining financial, business and operational resilience. However, further and continuous review and strategic analysis is warranted to truly establish resilience over the short, medium and long-term. Matrix's present healthy financial position as reflected by its balance sheet and assets and continued ample access to financing provides a measure of short to medium-term assurance of access to financial capital. The present position continues to be assessed regularly to ensure continued access to financial capital and financial resilience. *Please refer to page 73-84 of this SR2026*
22(a)(ii)	The significant areas of uncertainty considered in the assessment of its climate resilience.	
22(a)(iii)(1)	The availability of, and flexibility in, the existing financial resources to respond to the effects identified in the climate-related scenario analysis, including addressing climate-related risks and taking advantage of climate-related opportunities.	
22(a)(iii)(2)	The ability to redeploy, repurpose, upgrade or decommission existing assets.	
22(b)(i)	**Climate-related scenario analysis**	
22(b)(i)(1)	The climate-related scenarios used for the analysis and the sources of those scenarios.	Matrix has applied the SSP2-4.5 and NGFS 2050 climate scenarios as part of its approach to determining CRROs during its CRA.
22(b)(i)(2)	If the analysis included a diverse range of climate-related scenarios.	
22(b)(i)(3)	If the climate-related scenarios used for the analysis are associated with climate-related transition risks or climate-related physical risks.	
22(b)(i)(4)	If scenarios aligned with the latest international agreement on climate change.	
22(b)(i)(5)	If the chosen climate-related scenarios are relevant to assessing its resilience to climate-related changes, developments or uncertainties.	
22(b)(i)(6)	The time horizons used in the analysis.	
22(b)(i)(7)	The scope of operations in the analysis.	
22(b)(ii)	**The key assumptions the entity made in the scenario analysis**	
22(b)(ii)(1)	Climate-related policies in the jurisdictions of operation.	Matrix has given due consideration to the national decarbonisation agenda of achieving net zero carbon by as early as 2050. The Group has also considered the potential imposition of carbon tax, notably on carbon intensive industries, the removal of energy subsidies and the introduction of higher prices for grid sourced electricity.
22(b)(ii)(2)	Macroeconomic trends.	
22(b)(ii)(3)	National- or regional-level variables.	
22(b)(ii)(4)	Energy usage and mix.	
22(b)(ii)(5)	Developments in technology.	
22(b)(iii)	The reporting period.	

Indicators		
Risk Management		
25	**The processes and related policies the entity uses to identify, assess, prioritise and monitor climate-related risks**	**Matrix's Response**
25(a)(i)	The inputs and parameters the entity uses.	Matrix's management approach to risk management is driven by the Group-wide risk management framework which is developed in accordance with the best practice ISO30001 risk management standard. Hence, internal controls and procedures and reporting mechanisms and oversight (based on a triple-tier approach) have been developed and implemented. These include Board and senior management oversight, auditing and assurance processes and more. Specific information on the Risk Management Framework is provided in the Statement of Risk Management and Internal Control in IAR2026. Material/ significant identified risks are listed into a Group-wide Enterprise Risk Register with appropriate mitigation measures then developed accordingly. Specific to climate risks and impacts, Matrix has disclosed its mitigation measures and strategies as provided in pages 73-83 of this SR2026. Pertaining to climate risks, Matrix has adopted a high-level, macro-overview of climate risks, based on insights and data gathered from the Group's operations. The Group has leveraged industry information pertaining to climate risks as well as drawing from the perspective of sectoral peers, locally and abroad.
25(a)(ii)	If climate-related scenario analysis is used to inform the identification of climate-related risks.	
25(a)(iii)	The assessment of the nature, likelihood and magnitude of the effects of those risks.	
25(a)(iv)	The prioritisation of climate-related risks relative to other types of risks.	
25(a)(v)	The approach to monitoring climate-related risks.	
25(a)(vi)	The changes in the processes used to compare with the previous reporting period.	
25(b)	The processes used to identify, assess, prioritise and monitor climate-related opportunities, including information about whether and how the entity uses climate-related scenario analysis to inform its identification of climate-related opportunities.	
25(c)	The extent to which, and how, the processes for identifying, assessing, prioritising and monitoring climate-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Matrix going forward, intends to undertake a more systematic and strategic approach to climate risk assessment. This includes organising formal, CRA activities Group wide, that would entail cross-functional subsidiary insights and perspectives to emerge and to subsequently inform and develop a comprehensive climate risks profile based on Group, subsidiary and eventually site-specific risk disclosures. This includes assessing and prioritising risks based on severity and likelihood levels and nature of risks i.e. acute or chronic over the short, medium and long-term horizons.
Metrics and targets		
28	**Information relevant to cross-industry metric categories**	
28(a)	Information relevant to the cross-industry metric categories.	Matrix has referred to and considered the applicability of relevant industry-based guidance based on the SASB: Sustainability Accounting Standards Board (SASB) Sector-Specific Disclosures. Matrix has implemented the SASB sector specific disclosure standard for Home Builders.
28(b)	Industry-based metrics that are associated with particular business models, activities or other common features that characterise participation in an industry.	Disclosures on industry and company-based metrics are provided as part of the Metrics and Targets disclosure of each CRRO and SRRO.
28(c)	Targets set by the entity, and any targets it is required to meet by law or regulation, to mitigate or adapt to climate-related risks or take advantage of climate-related opportunities, including metrics used by the governance body or management to measure progress towards these targets.	Matrix has established various KPIs and targets, which are listed in SR2026 pertaining to performance and progress achieved against SCRROs and other sustainability-related matters.

Indicators		
Metrics and targets		
29	**Climate-related metrics**	**Matrix's Response**
29(a)	**Greenhouse gas emissions**	
29(a)(i)(1)(2)(3)	Disclose its absolute gross greenhouse gas emissions generated during the reporting period, expressed as metric tonnes of CO_2 equivalent (Scope 1, 2 & 3).	Disclosure on the Group's GHG emissions inventory for scopes 1, 2 and 3 is provided in page 90 of this Report. All figures are provided for a three-year reporting period on a rolling basis.
29(a)(ii)	Measurement of greenhouse gas emissions in accordance with the Greenhouse Gas Protocol.	Matrix measures emissions based on the IPCC Emissions Factor Database GHG Protocol with reference to MGTC guidance.
29(a)(iii)	Disclosure of the approach used to measure its greenhouse gas emissions.	GHG inventory has been developed using an organisational boundary and scoped to all pertinent activities, operations and processes of the Group.
29(a)(iii)(1)	The measurement approach, inputs and assumptions the entity uses to measure its greenhouse gas emissions.	*Please refer to pages 87-90 of this SR2026*
29(a)(iii)(2)	The reason for the entity's chosen measurement approach, inputs, and assumptions for greenhouse gas emissions.	
29(a)(iii)(3)	Changes to the measurement approach, inputs, and assumptions during the reporting period, along with their reasons.	No changes made to the approach as compared to previous years.
29(a)(iv)	For Scope 1 and Scope 2: the consolidated accounting group.	*Please refer to pages 89-91of this SR2026*
29(a)(v)	Disclosure of location-based Scope 2 greenhouse gas emissions.	
29(a)(vi)(1)	The categories included within Scope 3 greenhouse gas emissions, in accordance with the Scope 3 categories described in the Greenhouse Gas Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard (2011).	
29(a)(vi)(2)	Additional information about the entity's Category 15 greenhouse gas emissions or those associated with its investments (financed emissions), if the entity's activities include asset management, commercial banking or insurance.	Matrix has not disclosed as the Group's activities exclude asset management, commercial banking, or insurance.
29(b)	Climate-related transition risks: the amount and percentage of assets or business activities vulnerable to climate-related transition risks.	Refer to 10 (a)
29(c)	Climate-related physical risks: the amount and percentage of assets or business activities vulnerable to climate-related physical risks.	
29(d)	Climate-related opportunities: the amount and percentage of assets or business activities aligned with climate-related opportunities.	*Please refer to page 73-84 of this SR2026*
29(e)	Capital deployment—the amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities.	Matrix shall undertake further assessment towards determining CAPEX and investments required to manage CRROs and SRROs.

APPENDICES

Indicators		
Metrics and targets		
29	**Climate-related metrics**	**Matrix's Response**
29(f)	**Internal carbon prices**	
29(f)(i)	Explanation of the application of carbon price in decision-making.	Matrix has not established an internal carbon price but would align with any national carbon price set by the government.
29(f)(ii)	The price for each metric tonne of greenhouse gas emissions used to assess the costs of greenhouse gas emissions.	
29(g)	**Remuneration**	
29(g)(i)	The description of climate-related considerations factored into executive remuneration.	Presently, Sustainability KPIs are included in executive employee performance assessment with a weightage of 5%, which encompasses climate-related considerations.
29(g)(ii)	The percentage of executive management remuneration recognised in the current period is linked to climate-related considerations.	
32	**Industry-based metrics**	
	Industry-based metrics linked to specific business models, activities, or common industry traits. The entity should refer to the Industry-based Guidance on Implementing IFRS S2 to determine relevant disclosures.	SASB Real Estate and Home Builders industry metrics are provided in the SASB Index. *Disclosures on industry-based metrics are provided on pages 86-88 in SR2026*
33	**Climate-related targets**	
33(a)	The metric used to set the target.	The Group is developing a climate transition roadmap and intends to establish medium-term emissions-reduction targets as its emissions baseline and capabilities mature. The SR also contains operational energy, renewable-energy, water, waste and environmental targets. A formal Group-wide emissions-reduction target with defined scope, base year, milestones and validation has not yet been disclosed.
33(b)	The objective of the target.	
33(c)	The scope and boundary of the target.	
33(d)	The period over which the target applies.	
33(e)	The base period from which progress is measured.	
33(f)	Any milestones and interim targets.	
33(g)	If the target is quantitative, whether it is an absolute target or an intensity target.	
33(h)	If the latest international agreement on climate change, including jurisdictional commitments that arise from that agreement, has informed the target.	Matrix shall consider the Paris Agreement as well as aspirations set out at the various Conference of Parties ("COP") gatherings held annually as references in establishing targets. Operational KPIs are monitored annually through the Group's sustainability governance and performance-management processes. Selected metrics are verified by a third party on limited assurance basis. The Group intends to progressively develop and review climate targets through its transition roadmap.
34(a)	The target and its third-party validated methodology of target settings.	
34(b)	The entity's processes for reviewing the target.	
34(c)	The metrics used to monitor progress towards reaching the target.	
34(d)	The revisions to the target and an explanation for those revisions.	

APPENDICES

Indicators		
Metrics and targets		
35	**Performance against each climate-related target and an analysis of trends or changes in the entity's performance.**	**Matrix's Response**
36	**Greenhouse gas emissions target**	
36(a)	Greenhouse gases covered by the target.	Performance is reported for energy consumption, solar generation and consumption, emissions, water, waste and operational environmental KPIs. As no formal Group-wide emissions-reduction target has been established, performance against such a target is not yet available. Matrix has yet to establish climate-related targets but shall do so progressively. The Group has not yet established a quantified Scope 1, Scope 2 or Scope 3 emissions-reduction target. The transition roadmap is intended to support development of medium-term targets. The Group is developing relevant targets as and will form part of its future Sustainability Roadmap. Matrix has not purchased or used any carbon credits during the reporting period.
36(b)	Greenhouse gas emissions of Scope 1, Scope 2 and Scope 3 covered by the target.	
36(c)	Specify whether the target is for gross or net greenhouse gas emissions. If a net target is disclosed, the related gross target must also be provided.	
36(d)	The target derivation using a sectoral decarbonisation approach.	
36(e)	**The use of carbon credits to offset greenhouse gas emissions in achieving net emissions targets.**	
36(e)(i)	The extent to which, and how, achieving any net greenhouse gas emissions target relies on the use of carbon credits.	
36(e)(ii)	The third-party scheme(s) used to verify or certify the carbon credits.	
36(e)(iii)	The type of carbon credit, including whether the underlying offset will be nature-based or based on technological carbon removals, and whether the underlying offset is achieved through carbon reduction or removal.	
36(e)(iv)	Any other factors necessary for users of general-purpose financial reports to understand the credibility and integrity of the carbon credits the entity plans to use.	

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