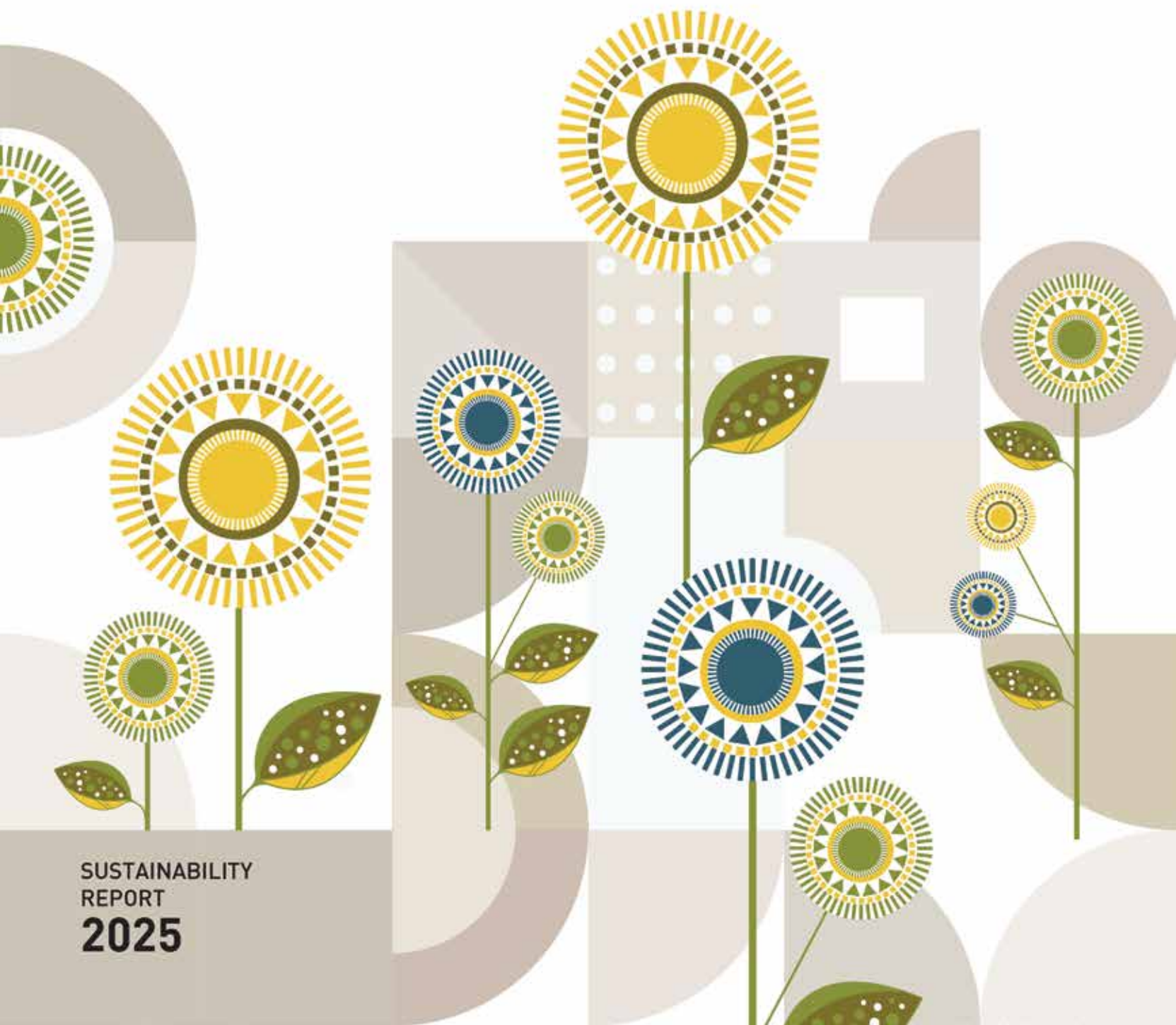
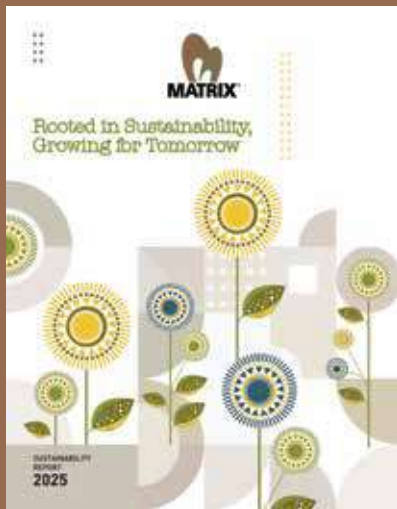




Rooted in Sustainability, Growing for Tomorrow



SUSTAINABILITY
REPORT
2025



Geometrical flowers serve as the main motif of this cover, visually symbolising Matrix's harmonious integration of sustainability and progress. Each flower represents growth, resilience and environmental responsibility – key pillars of Matrix's sustainability journey, emphasising our belief in responsible progress, where innovation and environmental stewardship go hand in hand.

The tagline 'Rooted in Sustainability, Growing for Tomorrow' succinctly captures Matrix's purpose, as we remain firmly grounded in sustainable values while continually striving to grow and shape a greener, better tomorrow.



Scan the QR Code to download this **Sustainability Report 2025** online.

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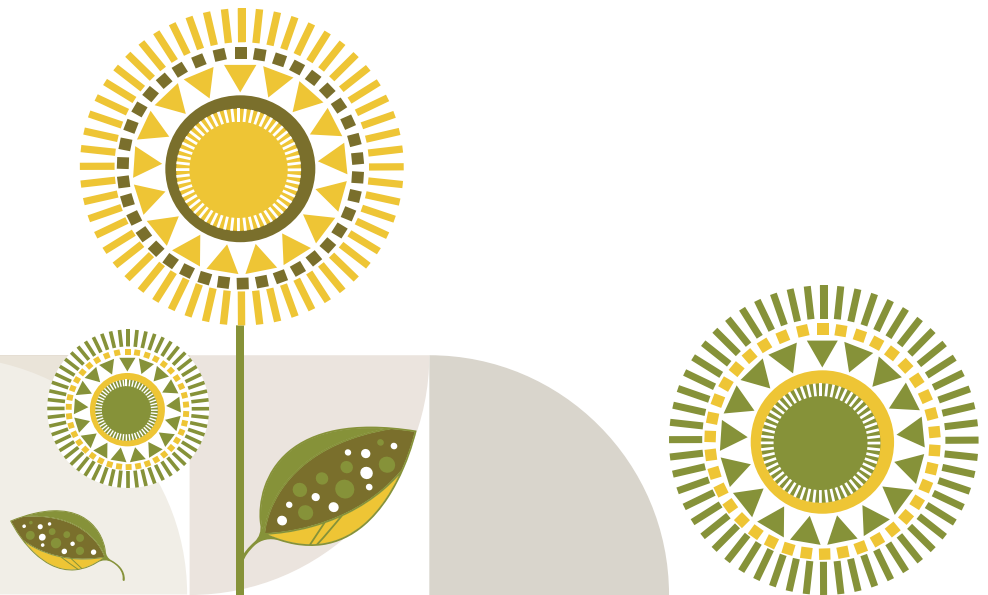
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Message from the Chairman of the Sustainability Committee



Dear stakeholders,

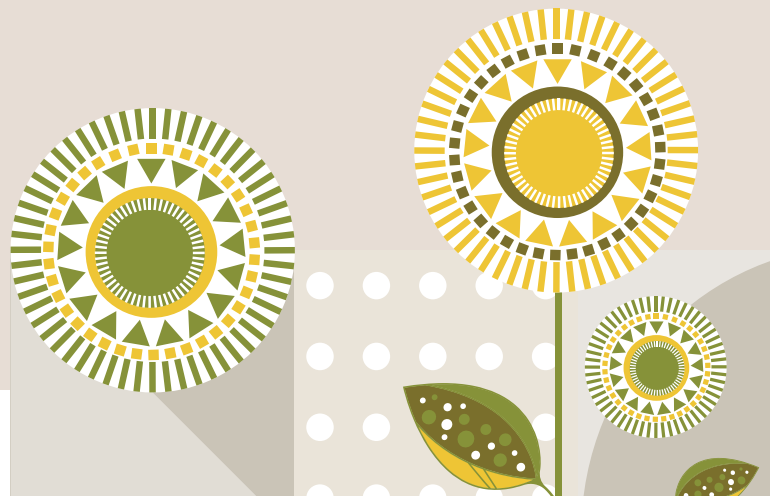
I am pleased to share Matrix Concepts Holdings Berhad's ("Matrix" or "the Group") sustainability report for the financial year ended 31 March 2025 ("FY2025"), which outlines our performance and progress on matters related to Environmental, Social and Governance ("ESG"). This past year saw us deepen our sustainability commitments across every facet of our business, harnessing robust governance, rigorous assurance and forward-looking strategies to create lasting value for all stakeholders. Our alignment with best practice ESG frameworks has never been stronger, as evidenced by the extensive accolades we received during this reporting period.

Notably in FY2025, we conducted a comprehensive Group-wide Climate Risk Assessment and organised capacity-building workshops on International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standard 1 ("S1") and Standard 2 ("S2") disclosures to begin embedding the recommendations of the National Sustainability Reporting Framework ("NSRF") into our reporting. The resulting Climate Risk Profile maps both physical and transition risks and opportunities over short, medium and long time horizons, which are disclosed in this report. This pioneering work underpins our strategy to safeguard assets, bolster resilience against extreme weather and explore climate-aligned business opportunities.

We had also undertaken a fresh materiality assessment during the year under review to ensure that the most pertinent ESG matters are prioritised in accordance with their risks and opportunities to both Matrix's financial value creation ability and their impact to society and the environment. Additionally, we have continued to obtain independent limited assurance (ISAE 3000) over key metrics such as energy, water, waste, safety incidents, training hours and workforce diversity.

On the environmental front, solar power now contributes 14.6% of our total energy mix, and our switch to LED lighting is complete across all exterior and construction sites. To complement these gains, we have introduced rainwater harvesting systems at our premium developments and successfully achieved 100% stormwater usage for landscape irrigation at all applicable sites. Moreover, the Group has successfully achieved 15% green space allocation of our total landbank, equivalent to 12 trees per acre in our development, compared to our set target of 10%. Our commitment to ecological conservation is further demonstrated by the inaugural voluntary biodiversity assessment undertaken at the township of Bandar Seri Sendayan in FY2025, which will serve to establish a biodiversity baseline and outline the appropriate biodiversity management plan for the development.

Governance remains a core tenet of our sustainability agenda. Hence, we are pleased to note the achievement of zero regulatory



non-compliance incidents, environmental fines or data breaches. Every member of our Board and workforce has also completed their Anti-Bribery & Anti-Corruption training, and we have achieved 100% acknowledgment of compliance with our Code of Conduct among our personnel, which is being translated into Bahasa Malaysia alongside the Employee Handbook.

Our supply-chain initiatives continue to ensure ethical, local sourcing, with 99.9% of our procurement spend directed to domestic vendors, while 1,143 suppliers underwent ESG screening in FY2025, and a total of 2,207 have endorsed our Anti-Bribery & Anti-Corruption policy. Routine vendor audits and due diligence to ensure environmental and social regulatory compliance reinforce our commitment from end to end.

Sustainability and profitability go hand in hand. During this same period, we are pleased to note that Matrix's revenue reduced by 14.4% to RM1.15 billion, with profit before tax shrinking by 17.3% to RM274.9 million. In FY2025, we distributed a total of RM858,605 in economic value to our employees, suppliers, financiers, the government and our communities, demonstrating that social value creation remains at the heart of Matrix's purpose. Our Property Development division recorded an 88% customer-satisfaction score (up from 82% last year), while our Healthcare arm maintained a 99.95% positive feedback rate from more than 53,000 responses collected. We delivered 16 property project handovers in FY2025, resolved 100% of defect reports received, and continued to uphold zero workplace fatalities with full compliance with OSH requirements.

These strong operational outcomes demonstrate the strength of our ESG-driven strategies and our unwavering commitment to excellence across every business aspect, which would not have been possible without the support of our shareholders, employees, partners and communities – you have my sincerest gratitude. Together, let us forge a resilient, responsible and prosperous future for all.

Dato' Haji Mohamad Haslah bin Mohamad Amin
Chairman, Sustainability Committee
30 June 2025



**DATO' HAJI
MOHAMAD HASLAH
BIN MOHAMAD AMIN**
*Chairman, Sustainability
Committee*

ESG Recognitions

Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) is honoured to have received numerous prestigious awards in FY2025, highlighting the Group’s continued commitment to excellence in property development and sustainability. Below is a summary of the key awards Matrix earned in FY2025:

StarProperty Award 2024

15 May 2024

⇒ Readers’ Choice Awards: Most Heart-Warming CSR

Sustainability & CSR Malaysia Awards 2024

18 July 2024

⇒ Company of The Year: Best Sustainability Initiatives in Real Estate Industry



These awards highlight Matrix’s dedication to delivering high-quality developments, sustainable practices and community engagement. We will continue our efforts to innovate, uphold sustainability and ensure long-term value for all stakeholders.

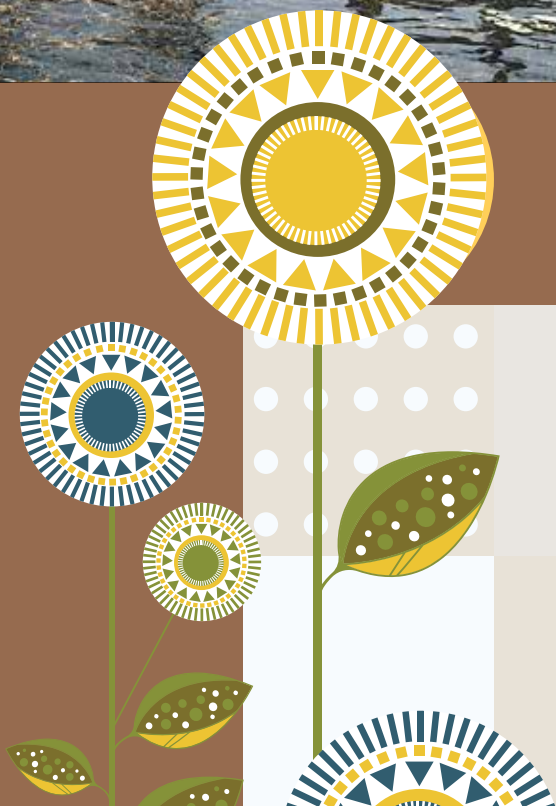
About This Report



INTRODUCTION

Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) hereby presents its Sustainability Report for the financial year 2025 (“SR2025” 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”, “the Group”, shall refer to Matrix Concepts Holdings Berhad.



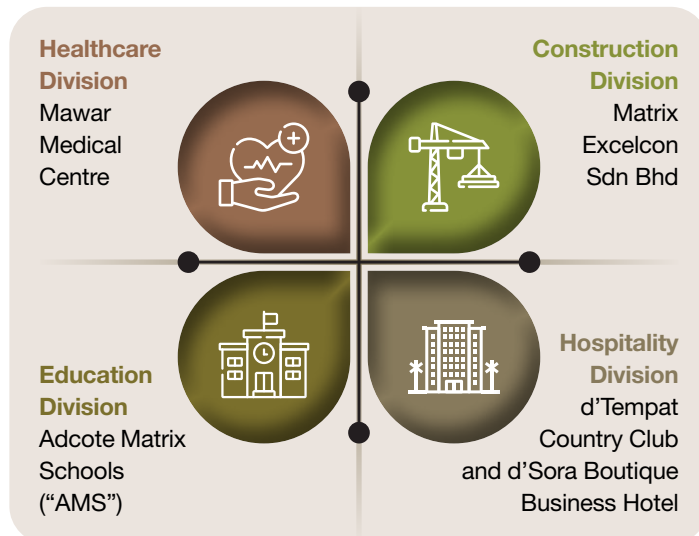
About This Report

SCOPE AND BOUNDARY

This SR2025 report 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 IAR2025 within the Corporate Structure and Corporate Information sections.

Unless otherwise stated, SR2025 covers material information for the reporting period from 1 April 2024 to 31 March 2025.

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



DETERMINATION OF DATA/CONTENT FOR INCLUSION AND ASSURANCE

The SR2025 has been prepared with a critical focus on ensuring the alignment of data and disclosures with the Global Reporting Initiative ("GRI") principles of accuracy, balance, clarity, comparability, reliability and timeliness. The report also addresses the important aspects of stakeholder inclusiveness, sustainability context and completeness. All data presented in this document is internally sourced and has been verified by the relevant business division or data owners, with the financial data having been audited by Ernst & Young Malaysia.

REFERENCED REPORTING FRAMEWORKS

SR2025 is developed and aligned with the following mandatory or best practice, local and international reporting frameworks:

- Bursa Malaysia Sustainability Reporting Guide 3rd Edition
- FTSE4Good Bursa Malaysia Index ("FTSE4Good")

- International Financial Reporting Standards ("IFRS") S2 Climate-related Disclosures: Appendix B Industry-based disclosure requirements (Real Estate)
- SASB Sector Specific Disclosures ("SASB")
- Task Force on Climate-Related Financial Disclosures ("TCFD") Recommendations
- United Nations Sustainable Development Goals ("UN SDGs")

GRI STATEMENT OF USE

Matrix Board of Directors, as the Group's highest decision-making body, confirms its responsibility for the following declaration of use: The sustainability information presented in this report, covering the financial year ended 31 March 2025 ("FY2025"), has been formulated in adherence to the GRI Standards.

RESTATEMENTS OF INFORMATION

Any revisions made in data related to the previous financial years are provided in their respective sections alongside their cause. Restatements are mostly made due to improvements in data collection methods, which allow for more precise and thorough calculations, modifications in calculation formulas that align with industry standards or best practices, or the implementation of new financial regulations, including changes in IFRS, among other considerations.

FORWARD LOOKING STATEMENTS

This report contains forward-looking statements regarding objectives, future strategies, operations and performance, based on reasonable assumptions at the time of writing. However, readers are advised to exercise discretion, as statements discussing the future are subject to inherent risks and uncertainties that are beyond the Group's control.

STATEMENT OF ASSURANCE FOR MATRIX CONCEPTS

To enhance the credibility of disclosed information, certain sections of this Report have been submitted for independent assurance in accordance with ISAE 3000 (Revised). The limited assurance is conducted in accordance with the following areas:

- Energy consumption from fuel combustion of machinery and vehicles, alongside electricity consumption;
- Water consumption from the local water authority;
- Waste directed to disposal and diverted from disposal;
- Number of workplace fatalities and incidents of injury;
- Employee training hours; and
- Employee gender breakdown by employee category.

The Independent Limited Assurance Report prepared by RSM Malaysia PLT can be found at the end of this Report. The assurance was conducted based on the scope and boundaries outlined in the Report Scope and Boundary Section.

About Matrix



INTRODUCTION

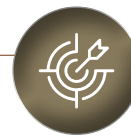
As a leading entity in property development and construction, Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) is dedicated to fostering sustainable and thriving communities through its innovative and quality-focused approach to real estate. The Group is determined to be at the forefront of sustainable construction development, known for its vibrant and sustainable environments that improve the wellbeing of communities. This commitment extends to providing exceptional value by developing high-quality properties, promoting community development and upholding the highest standards of integrity and professionalism throughout all of its operations. Matrix strives to make a positive impact on society by designing spaces that inspire and enhance the quality of life for residents and stakeholders.

Detailed information regarding the Group’s property projects, business model, associated risks and opportunities, as well as the value generated, can be found in the IAR2025, which is available for download at: www.mchb.com.my.

Our Vision



The creation of a benchmark – Nurturing Environments, Enriching Lives by being a caring and community developer. Providing premier and quality education for our future generation and diversifying into sustainable property investment.



Our Mission



Consistently exceed our customers’ expectations through delivering par excellence products and professional services for unparalleled customer experience.



Continuously develop our highly valued human capital based on meritocracy to ensure continuous growth for both the business and stakeholders.

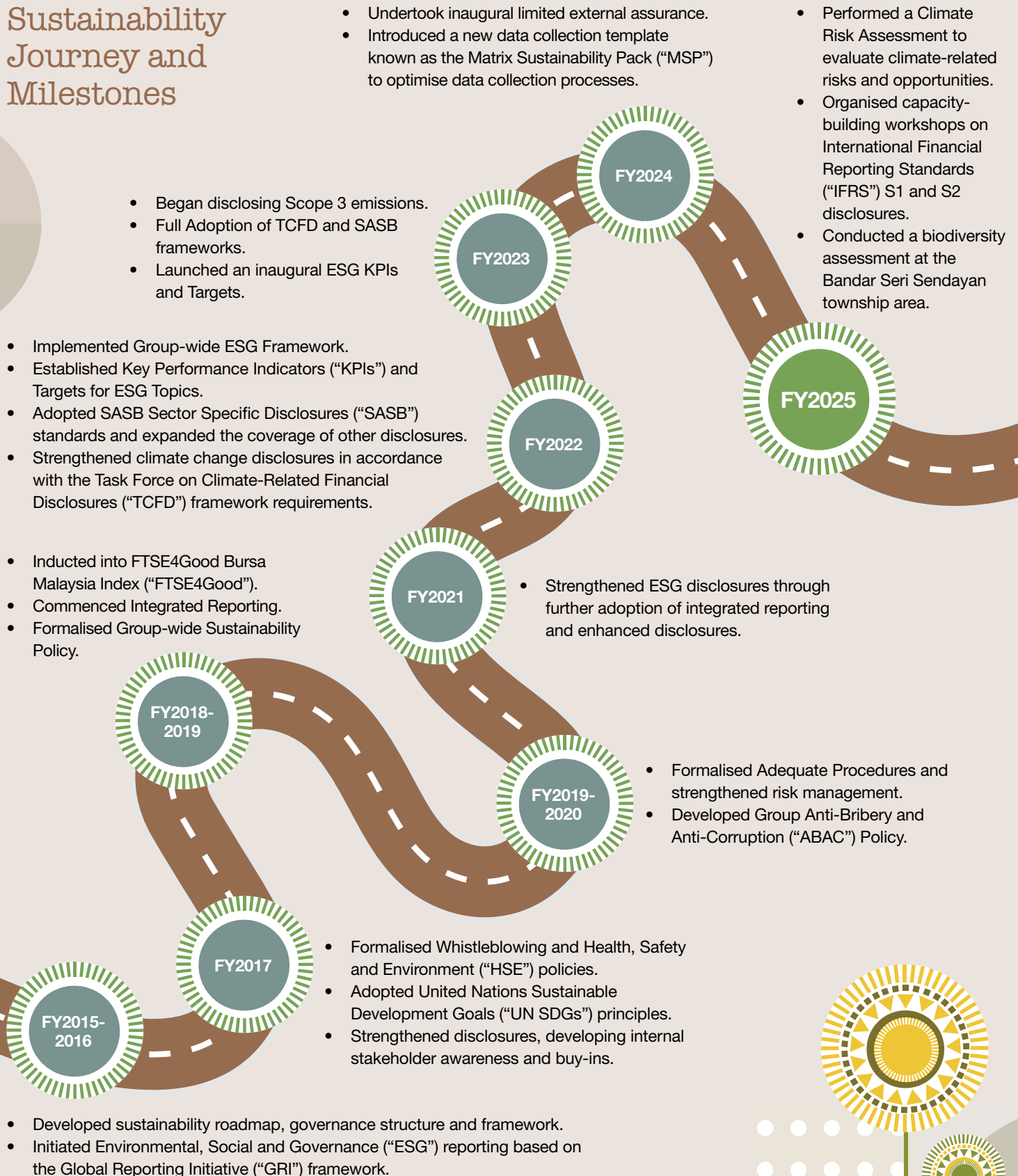


Creation and enhancing shareholders’ value and fulfilment of our corporate social responsibility.



About Matrix

Sustainability Journey and Milestones



About Matrix

HIGHLIGHTS AND ACHIEVEMENTS

Matrix evaluates its sustainability advancements by measuring performance against previously set KPIs and Targets, developed for the Group as a whole and at the divisional or operational levels where relevant. Through these KPIs and Targets, Matrix can continuously improve its ESG performance, ensuring adherence to mandatory and best practice sustainability reporting standards, and make a meaningful contribution to achieving the following UN SDGs:



Targeted KPIs and Targets specific to certain business divisions or operations are presented in the relevant material topic narratives within this Report.



About Matrix

SUSTAINABILITY FRAMEWORK

To ensure that the Group's sustainability initiatives stay aligned with the broader sustainability agenda, Matrix has developed a sustainability framework that outlines the core principles, guiding employees and all sustainability-related decision making. The framework is built upon the following core principles to ensure that Matrix's operations minimise its environmental footprint, create a satisfying work culture and atmosphere and provide transparent and credible governance throughout all of its value-generating activities.



These principles were developed in line with the UN SDGs, ensuring that our developed sustainability initiatives advance the global sustainability agenda. This positions Matrix as a forerunner in Economics, Environment, Social and Governance ("EESG") practices, providing benefits not only to the Group's shareholders, but to all individuals who are directly and indirectly involved with Matrix's operations.

Stakeholder Engagement

In FY2025, Matrix continued to engage with a variety of stakeholders, ranging from customers and employees to regulatory bodies. These regular and strategic interactions are conducted to support core business operations, maintain regulatory compliance, enhance brand visibility and strengthen investor confidence.

Among the objectives for conducting this engagement is to avoid insularity and remain updated on evolving industry trends. Matrix effectively disseminates information while gathering valuable feedback and insights through an open two-way communication channel. This approach ensures the Company's strategic direction remains aligned with stakeholder expectations and positions it to proactively address future challenges and opportunities. Below is a summary of Matrix's stakeholder engagement activities throughout FY2025.



SUPPLY CHAIN PARTNERS

Key Interests

A unified objective, innovation, consistency and a reliable and secure workflow accompanied by favourable payment options and comprehensive terms and conditions.

Matrix's Approach

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 AND LANDOWNERS

Key Interests

The ability to operate within their planning framework while generating competitive land values, enhancing development quality, fostering a partnership culture and ensuring reliability.

Matrix's Approach

Our track record demonstrates exceptional reliability and expertise, successfully planning and delivering quality and value.



CUSTOMERS AND COMMUNITIES

Key Interests

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.

Matrix's Approach

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.



INVESTORS

Key Interests

A transparent and consistent business strategy, robust governance, ethical practices and a focus on long-term business value.

Matrix's Approach

Our foremost obligation is to our investors, which we fulfil through regular communication and a clear plan for managed growth. A strong governance framework enables us to operate responsibly.



EMPLOYEES

Key Interests

Opportunities for career advancement, access to training and mentoring and favourable working conditions.

Matrix's Approach

We are committed to investing in progressive employment policies that ensure equal opportunities and offer career development programmes for all levels.



GOVERNMENT AND INDUSTRY

Key Interests

Enhancing the rate of new home deliveries, improving the quality and sustainability of developments and enforcing resource efficiency standards.

Matrix's Approach

We are recognised for our high-quality developments and maintain an ongoing dialogue with the government regarding emerging sustainable policies and regulations.

Stakeholder Engagement

While these stakeholders are central to the Group's operations, we communicate and categorise stakeholders into more specific groups which include customers, executives and non-executive employees, shareholders/investors, governmental/regulatory bodies, local communities, suppliers, Middle Management, Senior Management, Board members, non-governmental organisations ("NGOs"), media and public relations and "others" which encompasses all other entities that do not fall within the specified categories.

MEMBERSHIP OF ASSOCIATIONS

Matrix participates and closely collaborates with the following organisations and industry associations, aligning its operations based on industry best practices, policies and the relevant regulations based on the following entities:

ASSOCIATIONS	MATRIX'S MEMBERSHIP PURPOSE AND CONTRIBUTION
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.
Master Builders Association Malaysia ("MBAM")	MBAM represents the interests of contractors and promotes best practices in safety, quality and ethics. As a corporate member of MBAM, Matrix is a regular participant in their technical seminars and knowledge sharing on sustainable construction methods.
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.
United Nations Global Compact ("UNGC")	The UNGC promotes corporate sustainability under 10 universally-accepted principles covering human rights, labour, environment and anti-corruption. Matrix has endorsed the UNGC Principles and reports annually on its progress.
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.
Malaysian Society for Quality in Health ("MSQH")	MSQH is the accreditation body for healthcare-facility quality and patient safety, while APHM represents private healthcare providers, promoting quality standards and policy advocacy.
Association of Private Hospitals of Malaysia ("APHM")	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.

Stakeholder Engagement

ASSOCIATIONS

Negeri Sembilan Industrial
Liaison Council



Matrix sits on the Negeri Sembilan Industrial Liaison Council, which works to foster 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.

MATRIX'S MEMBERSHIP PURPOSE AND CONTRIBUTION

The Group is committed to ensuring that its climate and human rights policies are consistent with the positions taken by the trade associations of which Matrix or its subsidiaries are members. Where an association's stance on environmental or social matters is significantly weaker than or contradicts that of the Group, Matrix will take appropriate action to address the discrepancy, including engaging with association leadership to advocate for stronger standards, submitting formal recommendations for policy enhancement, participating in relevant working groups or committees to drive change and, if necessary, reassessing its membership or level of support to safeguard alignment with the Group's climate and social commitments.

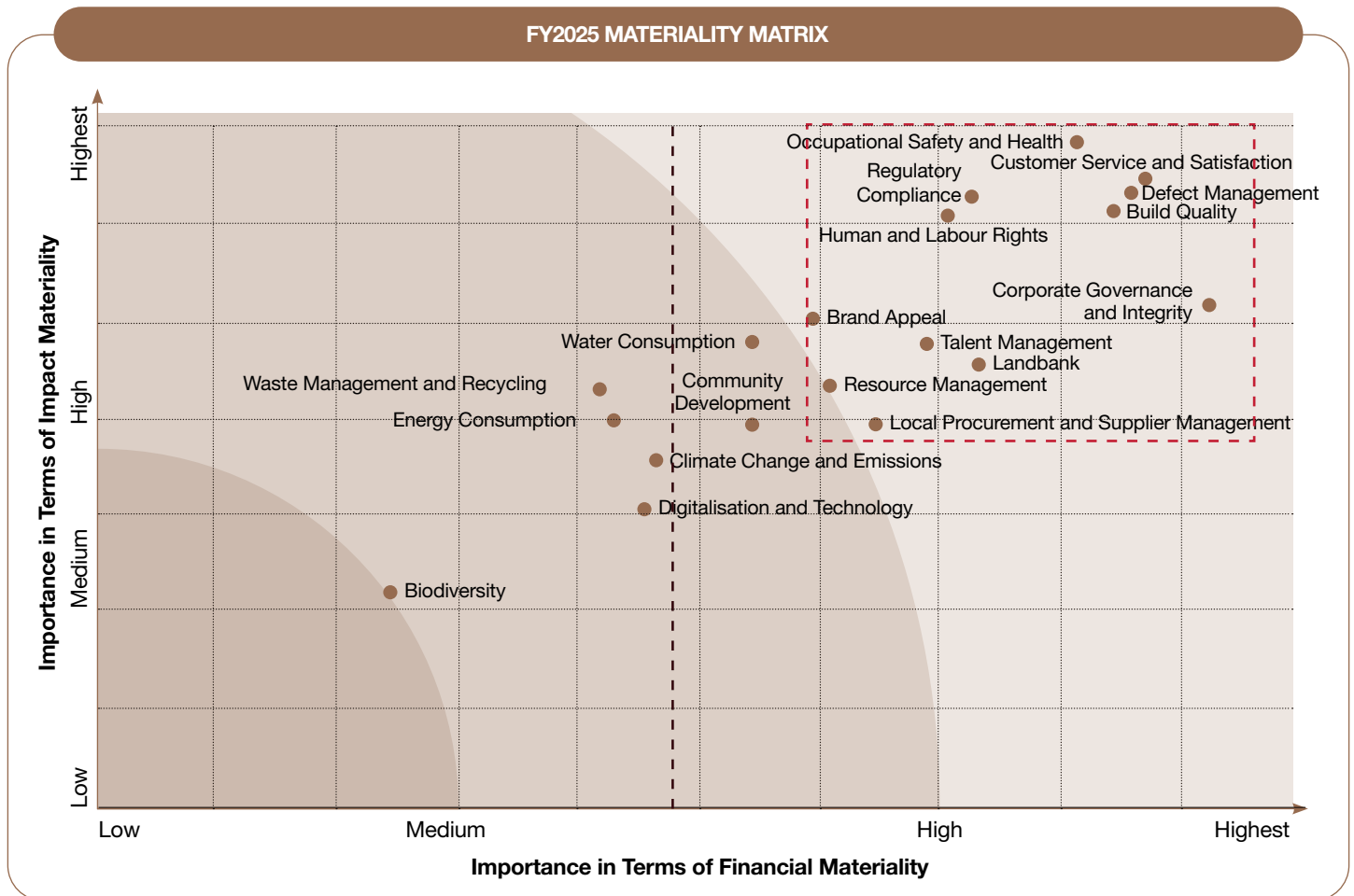


Our Material Matters

In line with Matrix Concepts Holdings Berhad's ("Matrix" or "the Group") commitment to continuously align its operations with stakeholder needs, the Group conducted a renewed materiality assessment exercise during the financial year ended 31 March 2025 ("FY2025"). The determination of material matters involves all relevant internal and external stakeholders and is aligned with recognised sustainability frameworks which include: Global Reporting Initiative ("GRI"), Bursa Malaysia's Sustainability Reporting Guide (3rd Edition), FTSE4Good Bursa Malaysia Index ("FTSE4Good"), Task Force on Climate-Related Financial Disclosures ("TCFD") and SASB Sector Specific Disclosures ("SASB").

The materiality assessment exercise involved defining a set of material topics which were sent to stakeholders in the form of online surveys/questionnaires. The feedback collection processes were conducted for 1 week, resulting in 345 responses which were analysed and presented to the Board for further deliberation.


The full breakdown of material matters that are deemed relevant to each stakeholder is listed below:



Our Material Matters

	Board of Directors	Employees	Shareholders & Investors	Customers	Suppliers	Government/Regulators	Bankers & Financial Institutions	Local Community/General Public	NGO Representatives	Media
Corporate Governance and Integrity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Regulatory Compliance	✓	✓		✓	✓		✓	✓	✓	
Local Procurement and Supplier Management					✓			✓		✓
Build Quality	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Defect Management	✓	✓	✓	✓	✓	✓	✓		✓	✓
Customer Service and Satisfaction	✓	✓	✓	✓	✓		✓	✓	✓	✓
Brand Appeal	✓	✓		✓	✓		✓		✓	✓
Digitalisation and Technology		✓			✓		✓			✓
Climate Change and Emissions								✓	✓	✓
Energy Consumption		✓								
Resource Management	✓					✓				
Water Consumption			✓							✓
Waste Management and Recycling		✓				✓				
Biodiversity		✓				✓				
Landbank	✓		✓				✓			
Talent Management	✓	✓	✓	✓			✓			
Human and Labour Rights		✓	✓	✓			✓	✓	✓	
Occupational Safety and Health	✓		✓	✓	✓	✓		✓	✓	✓
Community Development					✓	✓		✓	✓	


Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
 ENVIRONMENT			
GREEN SPACES AND BIODIVERSITY	1. Minimise cut and fill or import of earth by balancing the earth volume within the development site	<ul style="list-style-type: none"> Import/Export Earth not more than 10% of total cut or fill volume 	<ul style="list-style-type: none"> (Achieved) 2.42% of earth movement
	1. Tree planting 2. Green spaces preservation of existing forest whenever applicable 3. Recreational pond	<ul style="list-style-type: none"> Minimum of 10-15 trees/acre for residential spaces Green spaces allocation – 10% 	<ul style="list-style-type: none"> (Achieved) 12 trees/acre 15% green space allocation
	1. Environmental programmes e.g. mud ball, introduction of bees to promote biodiversity	<ul style="list-style-type: none"> Minimum one programme to be conducted annually 	<ul style="list-style-type: none"> (Achieved) AMS: three programmes
EFFICIENT STREET AND PARK LIGHTING	1. Use of LED lighting (outdoor locations and usage at construction sites)	<ul style="list-style-type: none"> Full usage of LED lighting for all street and park lighting 	<ul style="list-style-type: none"> (Achieved) 216 LED lights
ENERGY CONSUMPTION MANAGEMENT	1. Control usage of electricity consumption (wastage and efficient energy) 2. Usage of lighting with a Certified Energy Saving function 3. Usage of LED solar task lights for construction sites 4. Introduction of Energy Efficient Equipment or Devices by installing Programmable Thermostat for air conditioners	<ul style="list-style-type: none"> <2% of the total energy consumption (kWh/capita/year) year-on-year comparison 	<ul style="list-style-type: none"> (Achieved) 5.40% decrease in total energy consumption
RENEWABLE ENERGY	1. Bundling of solar energy (solar panels) into the project development 2. Allocation for high-rise solar panels 3. Installation of solar panels on Matrix's premises	<ul style="list-style-type: none"> Adopt for selected high-rise and landed developments where appropriate Completed installation for education, healthcare and hospitality, all of which are currently in full operation 	<ul style="list-style-type: none"> (Achieved) 100% implementation on selected sites

Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
WATER CONSUMPTION REDUCTION	<ol style="list-style-type: none"> 1. Use water from stormwater retention for landscape irrigation 1. Use of rainwater harvesting for premium projects 	<ul style="list-style-type: none"> • 100% usage of stormwater for landscape irrigation • 100% implementation of rainwater harvesting at premium projects 	<ul style="list-style-type: none"> • (Achieved) 100% implementation on applicable sites
WASTE MANAGEMENT FOR STRUCTURAL AND ARCHITECTURAL WORKS	<ol style="list-style-type: none"> 1. To minimise, control and recycle construction material waste during construction and/from abortive work 2. To utilise recyclable system composite formworks/aluminium formworks for construction 3. Recyclable hoarding for construction site 	<ul style="list-style-type: none"> • Recycling of material wastage (i.e., rebar/used formworks sold to scrap metal, to be less than 5% of quantity allowed in the contract) • To control waste <5% for cement, brick and tiles from the contract provision • To recycle all timber pallets and timber and aluminium formworks as well as packaging paper 	<ul style="list-style-type: none"> • (Achieved) The recycling waste management at construction sites achieved 100% compliance of all 3 targets
RECYCLING	<ol style="list-style-type: none"> 1. Allocate a recycling compartment at residential developments to reduce landfills 	<ul style="list-style-type: none"> • 100% of projects with a designated location for recycling bins 	<ul style="list-style-type: none"> • (Achieved) Provided 1,135 units of recycling bins in FY2025
LOW IMPACT MATERIAL	<ol style="list-style-type: none"> 1. Salvage material from the site i.e., crushed rock or boulder for infrastructure construction 	<ul style="list-style-type: none"> • 100% of materials salvaged from site used for infrastructure construction (i.e., temporary access roads and landscaping) 	<ul style="list-style-type: none"> • (Achieved) All materials salvaged from the site were used for infrastructure construction
SECURE DESIGN	<ol style="list-style-type: none"> 1. Compliance with Crime Prevention Through Environmental Design ("CPTED") throughout the development 	<ul style="list-style-type: none"> • To comply with main arterial roads and walkways 	<ul style="list-style-type: none"> • (Achieved) 100% compliance throughout all operations

Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
 SOCIAL			
PATIENT SATISFACTION	1. Conduct patient satisfaction survey 2. Safe and healthy environment for patients	<ul style="list-style-type: none"> 90% patient satisfaction rate 	<ul style="list-style-type: none"> (Achieved) 99.95% patient satisfaction in Healthcare division
EMPLOYEE SATISFACTION	1. Conduct employee satisfaction survey	<ul style="list-style-type: none"> Talent attrition <2.45% 	<ul style="list-style-type: none"> (Achieved) 88.9% employee satisfaction rate
	1. Safe and healthy work environments	<ul style="list-style-type: none"> Zero fatality cases per annum 	<ul style="list-style-type: none"> Achieved Zero fatality in FY2025
PRODUCT QUALITY CONTROL	1. QLASSIC Score	<ul style="list-style-type: none"> >70% achievement 	Construction achieved an average score of 74.0% for FY2025
GREEN TRANSPORT MASTERPLAN	1. Reduce travel by car by promoting safe and convenient linkage, and shorter travel distances to facilities (i.e., provision of cycling paths, walkways, etc.) 2. Allocation of essential facilities within 1km to reduce car usage (subject to authorities' approval)	<ul style="list-style-type: none"> Full connectivity within the township 	<ul style="list-style-type: none"> (Achieved) 100% connectivity within the township
FACILITIES FOR PUBLIC TRANSPORTATION	1. Provision of bus stops within the development with linked walkways	<ul style="list-style-type: none"> Full provision of a bus stop with a linked walkway 	<ul style="list-style-type: none"> (Achieved) Full provision of bus stop with linked walkway
HEALTHY LIFESTYLE	1. Provision of facilities which promote healthy lifestyle i.e. gym equipment, playground, etc. in open space	<ul style="list-style-type: none"> Full compliance at all projects 	<ul style="list-style-type: none"> (Achieved) 100% compliance for all projects
COMMUNITY THRUST	1. Establish community engagement areas (i.e., parks, community halls)	<ul style="list-style-type: none"> Full compliance 	<ul style="list-style-type: none"> (Achieved) 100% compliance for all projects

Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
COMMUNITY AID	<ol style="list-style-type: none"> To provide encouragement and aid to the following communities: <ol style="list-style-type: none"> The hardcore poverty and underprivileged in schools For orphans, single parents and child abuse victims (selected) during the festive season Education – Back to School and Meal A-Day Programme - for B40 and below To provide financial aid to NGOs in the form of hospice/blood donation for: <ol style="list-style-type: none"> Persons with Disabilities (“OKU”) Persons with Intellectual Disabilities (<i>Terencat Aka</i>) 	<ul style="list-style-type: none"> Minimum 500 beneficiaries per annum 	<ul style="list-style-type: none"> (Achieved) 6,707 beneficiaries per annum
LABOUR AND HUMAN RIGHTS	<ol style="list-style-type: none"> Allocation of adequate worker's quarters with sufficient standard facilities Safety management (i.e., prevent fire hazards) 	<ul style="list-style-type: none"> 100% compliance 	<ul style="list-style-type: none"> (Achieved) 100% compliance
ENABLING TALENT DEVELOPMENT	<ol style="list-style-type: none"> Staff training and talent development – to ensure employees have adequate training to upskill themselves 	<ul style="list-style-type: none"> To achieve per annum the following average training hours per staff/year: <ul style="list-style-type: none"> Head Office - 2 hours Education Division - 7 hours Healthcare Division - 8 hours Hospitality Division - 16 hours 	<ul style="list-style-type: none"> (Achieved) Average training hours per staff/year: Head Office - 9.6 hours In progress Education, Healthcare, and Hospitality divisions are progressing towards their targets
EMPLOYEE ENGAGEMENT	<ol style="list-style-type: none"> Conduct regular engagement with employees via staff recreational activities and one-to-one counselling and coaching services 	<ul style="list-style-type: none"> Minimum four key activities annually (i.e., teambuilding, festive gatherings, games, tournaments, town halls, etc.) 	<ul style="list-style-type: none"> (Achieved) More than four activities were conducted at the Group level, including annual dinner, town hall, company trips, paint ball and hiking activities

Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
OCCUPATIONAL HEALTH AND SAFETY ("OSH")	<ol style="list-style-type: none"> 1. Conduct monthly safety meetings 2. Conduct weekly toolbox meetings 3. Undertake site fogging and larviciding on a periodic basis 4. Provide safety equipment and all workers are equipped with personal protective equipment ("PPE") at all times on-site 	<ul style="list-style-type: none"> • Full compliance 	<ul style="list-style-type: none"> • (Achieved) 100% compliance
FLOOD MANAGEMENT	<ol style="list-style-type: none"> 1. Adopt Urban Storm Water Management ("MSMA") requirement 	<ul style="list-style-type: none"> • Full compliance 	<ul style="list-style-type: none"> • (Achieved) 100% compliance for all projects
AFFORDABLE HOUSING	<ol style="list-style-type: none"> 1. Providing affordable housing that complies with local authority guidelines 	<ul style="list-style-type: none"> • Full compliance 	<ul style="list-style-type: none"> • (Achieved) 100% compliance for all projects
SUSTAINABLE PROCUREMENT VIA GREEN VENDORS	<ol style="list-style-type: none"> 1. Compliance with regulatory requirements with respect to the procurement of construction materials 2. Conduct an internal environmental audit or ESG assessment on the vendors prior to engagement 3. Adherence to Environment Management Systems ("EMS") in accordance with ISO procedures 	<ul style="list-style-type: none"> • To conduct onboarding process including declaration • To conduct annual survey/ environmental assessment on vendors/suppliers per annum 	<ul style="list-style-type: none"> • (Achieved) <ul style="list-style-type: none"> - 100% compliance for newly procured materials and vendors - Annual Supplier Declaration Form ("SDF") conducted environmental assessments on suppliers
ETHICAL PURCHASING PRACTICE	<ol style="list-style-type: none"> 1. Transparent awarding process – form bidding/tender committees 2. Public disclosure of procurement policy with clear procurement practices and equal access to suppliers to the Sustainable Supply Chain Policy and Sustainable Procurement Policy 	<ul style="list-style-type: none"> • Full compliance 	<ul style="list-style-type: none"> • (Achieved) 100% compliance
ENSURING EMPLOYEE WELFARE IN THE WORKFORCE AND EMPLOYEES' BENEFITS, ADEQUATE REMUNERATION	<ol style="list-style-type: none"> 1. Competitive staff salary and benefits on par with industry standards 	<ul style="list-style-type: none"> • Full compliance 	<ul style="list-style-type: none"> • (Achieved) 100% compliance

Group KPIs and Targets

ACTIVITIES/ACTIONS	APPROACH/STRATEGIES	TARGETS	PROGRESS
ADHERENCE TO LABOUR LAWS AND PRACTICE	1. Adopt best practices in accordance with Labour Law and the Employment Act	<ul style="list-style-type: none"> Full adoption of best practices 	<ul style="list-style-type: none"> Achieved
WASTE MANAGEMENT (EDUCATION AND HOSPITALITY)	1. Composting of kitchen waste/ canteen waste 2. Discharge of laboratory hazardous chemicals into public drains	<ul style="list-style-type: none"> Target 30% of the kitchen waste to be composted Neutralised the laboratory chemicals prior to discharge to public drains 	<ul style="list-style-type: none"> In progress
WASTE MANAGEMENT (HEALTHCARE)	1. Management of hazardous waste - collection of medical waste by <i>Kualiti Alam</i> 2. Conduct recycling activities 3. Expired drugs - vendors collection and disposal through proper channels	<ul style="list-style-type: none"> Full compliance with hazardous waste management by government-licensed/ certified clinical waste vendor Full compliance for expired drug management 	<ul style="list-style-type: none"> (Achieved) 100% compliance



GOVERNANCE

BUSINESS REGULATORY COMPLIANCES	1. All licenses and contract equipment agreement renewals are monitored closely (2-3 months before renewal) <ul style="list-style-type: none"> BOMBA certification Business licenses All other relevant business licenses, where appropriate 	<ul style="list-style-type: none"> Full compliance 	<ul style="list-style-type: none"> (Achieved) 100% compliance
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Pillar One: Equity and Local Economy

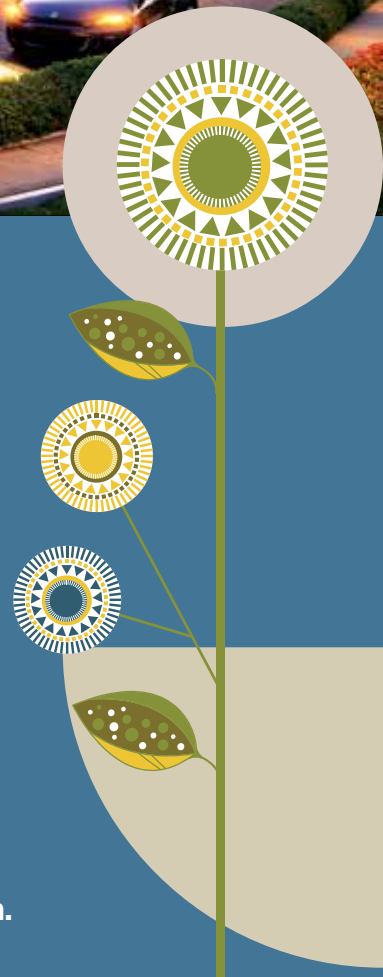


INTRODUCTION

Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) recognises that sustainable developments secure the long-term economic growth of the Group and its associated stakeholders. Implementing environmentally friendly initiatives such as renewable energies and water-saving fixtures reduces operational costs, improves employee benefits and provides better training and education, increases retention rates and reduces losses associated with high turnover, while maintaining

transparency and anti-corruption procedures fosters stakeholder trust and establishes a mutually beneficial relationship between Matrix and investors.

With Matrix’s stakeholders in mind, the Group is committed to providing the best possible value and benefits to all its stakeholders, whether directly involved such as investors, or indirectly involved through community investments and other indirect economic benefits experienced by individuals further along the value chain.



Pillar One: Equity and Local Economy

DIRECT ECONOMIC PERFORMANCE

As a key player in the property development industry, Matrix's business model has consistently produced a large variety of both direct and indirect economic benefits.

In addition to management drive, human resources and operational systems, Matrix relies on external funding to maintain the sustainability of Environmental, Social and Governance ("ESG") programmes and initiatives. The strength of the Matrix business model, which is anchored in the successful township concept and prioritises genuine market demand, results in robust financial outcomes. This provides the essential financial resources needed to support the Group's constantly evolving ESG strategies and advance the overall sustainability agenda.

For more information regarding financial and business performance, including key highlights, primary revenue streams, property sales, divisional performance and more, readers may refer to the IAR2025: Group Financial Highlights, Management Discussion and Analysis and Our Business Model and Strategy.

	FY2023	FY2024	FY2025
Group revenue (RM'000)	1,113,058	1,344,073	1,150,731
Group profit before tax (RM'000)	260,662	332,406	274,923
Group profit after taxation attributable to equity holders of the Company excluding non-controlling interest (RM'000)	207,220	244,308	214,845
Total assets (RM'000)	2,638,418	2,706,226	3,245,049
Cash flow and bank balances (including cash and cash equivalents) (RM'000)	250,232	378,119	186,953
Earnings per share (sen)	19.7	19.5	16.3
Market capitalisation (RM'000)	1,814,454	2,252,425	2,515,209

VALUES CREATED FOR STAKEHOLDERS

In addition to the direct economic value that advances the Group's performance, Matrix creates additional value for its stakeholders. This is accomplished by offering employment opportunities, collaborating with local supply chains, repaying financiers and cultivating favourable conditions for business operations, among other initiatives.

INDIRECT ECONOMIC	FY2023	FY2024	FY2025
Payments to employees (RM'000)	92,564	104,717	112,577
Payments to suppliers and partners (RM'000)	511,040	587,758	471,912
Payments to Government (RM'000)	57,753	86,550	60,078
Repayment to providers of capital (RM'000)	197,832	226,558	175,051
Monies distributed for community development (RM'000)	8,263	10,321	15,280
Economic value retained (RM'000)	153,132	414,482	345,618

Matrix consistently upholds a strong performance with a relatively high payout ratio within the industry, returning over 50% of earnings after taxes and minority interests to its shareholders. Contributions made to communities can be found in the Culture and Community section on page 101.

Pillar One: Equity and Local Economy

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:



VALUE CREATION FOR HOMEOWNERS

Having constructed over 37,000 properties since our establishment, Matrix enables numerous families and individuals to enjoy the advantages of homeownership that allow further economic propagation through capital appreciation, rental income and other financial or tangible benefits.



By offering competitively priced properties, we empower more Malaysians to take their initial steps towards owning a home.



This provides the essential need for shelter, safety and security by providing a roof over heads.



In addition to offering quality living spaces, our homes serve as a foundation for individuals to realise and live their lifestyle aspirations.



They facilitate socioeconomic mobility and advancement. Living in a well-planned neighbourhood or township significantly improves the quality of life by providing improved amenities, particularly in education and healthcare, while fostering a strong sense of community and belonging.

Pillar One: Equity and Local Economy

SUSTAINABLE LIVING AND LIFESTYLE

Matrix's commitment to fostering sustainable social value is also embedded in its goal of creating economic value. This involves the careful planning and creation of vibrant, sustainable communities that adequately address all aspects of a modernised urban lifestyle. It also includes the development of an ecosystem that enhances the comfort of occupants.

STRONG COMMUNITIES

The provision of facilities and amenities designed to foster community engagement is essential, as it creates both indoor and outdoor spaces where residents can gather, meet and interact. This encompasses the development of pathways and walkways that support pedestrian and non-motorised mobility throughout the area.

MAKING A HOME

A home is a place where we feel the safest. This is done through the establishment of unique features within foundational developments, including commercial zones, retail and entertainment venues, clubhouses, educational institutions, shops and places of worship. Additionally, organising events can encourage community involvement and enhance the vibrancy of the neighbourhood.

INTEGRATED INFRASTRUCTURE

Facilitating efficient access and egress is vital for ensuring smooth daily commutes, with a particular emphasis on improving connections to public transportation.

SECURE LIVING

The implementation of Crime Prevention Through Environmental Design ("CPTED") principles is critical for enhancing the safety and security of Matrix's developments. This includes strategies such as removing blind corners and widening sidewalks to promote a safer environment.

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.

Pillar One: Equity and Local Economy

AFFORDABLE PROPERTY DEVELOPMENT

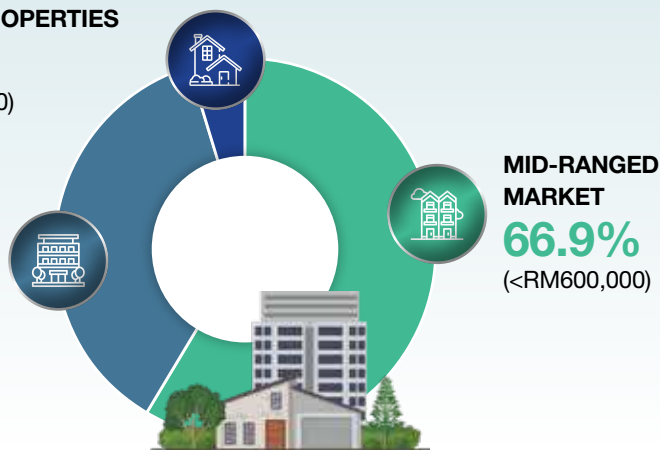
COST-EFFECTIVE PROPERTY DEVELOPMENT

Matrix remains committed to meeting authentic market demand by designating up to **66.9%** of its property portfolio to satisfy the community's demand for affordable housing. The offerings in this portfolio are generally priced at RM600,000 or less. In the financial year ended 31 March 2025 ("FY2025"), Matrix successfully fulfilled all local authority standards for **affordable housing**.

PREMIUM PROPERTIES

5.0%
(>RM1,000,000)

ATTAINABLE PROPERTIES
28.1%
(RM600,000–RM1,000,000)



PRODUCT QUALITY AND CUSTOMER SATISFACTION

Matrix consistently upholds an outstanding reputation for both product excellence and customer satisfaction. Each business division continues to achieve high ratings in product and service delivery, as well as in customer satisfaction. Driven by a commitment to continuously provide better and sustainable homes, Matrix strives to attain higher quality and satisfaction scores with every passing year.

The Group's commitment to quality is influenced by business considerations, as ongoing enhancements in quality can result in improved cost-effectiveness and operational efficiencies, reduced waste and faster construction timelines for project completion.

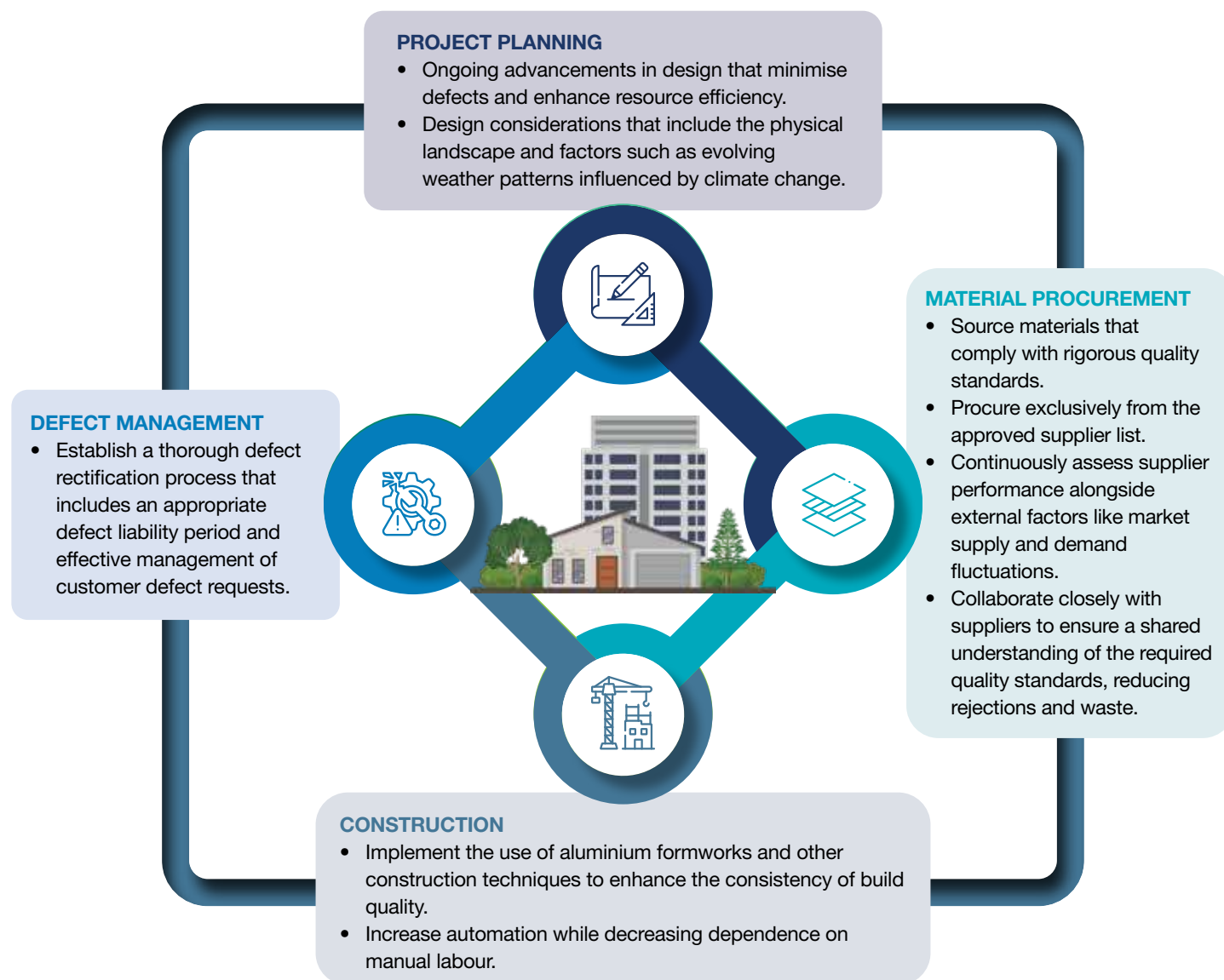
All of the Group's products and services are designed in compliance with the health and safety regulations established by the relevant authorities. Safety protocols and guidelines are strictly followed in the design and construction of homes, resulting in zero recorded incidents of non-compliance concerning significant issues related to product or service quality and safety. This ensures that the Group consistently provides high-quality products while preventing the imposition of regulatory warnings, fines, or penalties, which include any penalties or reprimands associated with misleading advertising, promotions, or marketing claims.

The Property Development division evaluates quality performance through the Construction Industry Development Board ("CIDB")-based QCLASSIC system, where Matrix's Construction division consistently achieves scores of 70% and above, with an average score of 74.0% for constructed property projects throughout FY2025. Additional elements of the Property Development division's management strategy aimed at achieving the desired build quality are as follows:

NO.	PROJECT	SCORE (%)	NO.	PROJECT	SCORE (%)
1.	Bayu Sutera Precinct 1A	74	12.	STV Biz	76
2.	Bayu Sutera Precinct 3B	77	13.	Tiara Sendayan Precinct 14A1	71
3.	Bayu Sutera Precinct 4A-1	75	14.	Tiara Sendayan Precinct 14A2	71
4.	Impiana Bayu 3B1 (Phase 1)	76	15.	Tiara Sendayan Precinct 14B1	75
5.	Impiana Damai 2A (Phase 2)	73	16.	Tiara Sendayan Precinct 15A1	76
6.	Irama Biz	73	17.	Tiara Sendayan Precinct 15A2	71
7.	Irama Sendayan 1	75	18.	Tiara Sendayan Precinct 15B1	75
8.	Irama Sendayan 2A	72	19.	Tiara Sendayan Precinct 15B2	76
9.	Nusari Aman 3	73	20.	Tiara Sendayan Precinct 16A	76
10.	Resort Residence 2A	74	21.	Tiara Sendayan Precinct 16B	75
11.	Resort Residence 2B	71		Average	74

Pillar One: Equity and Local Economy

	FY2023	FY2024	FY2025
Average QCLASSIC Score (%)	74.2	72.4	74.0



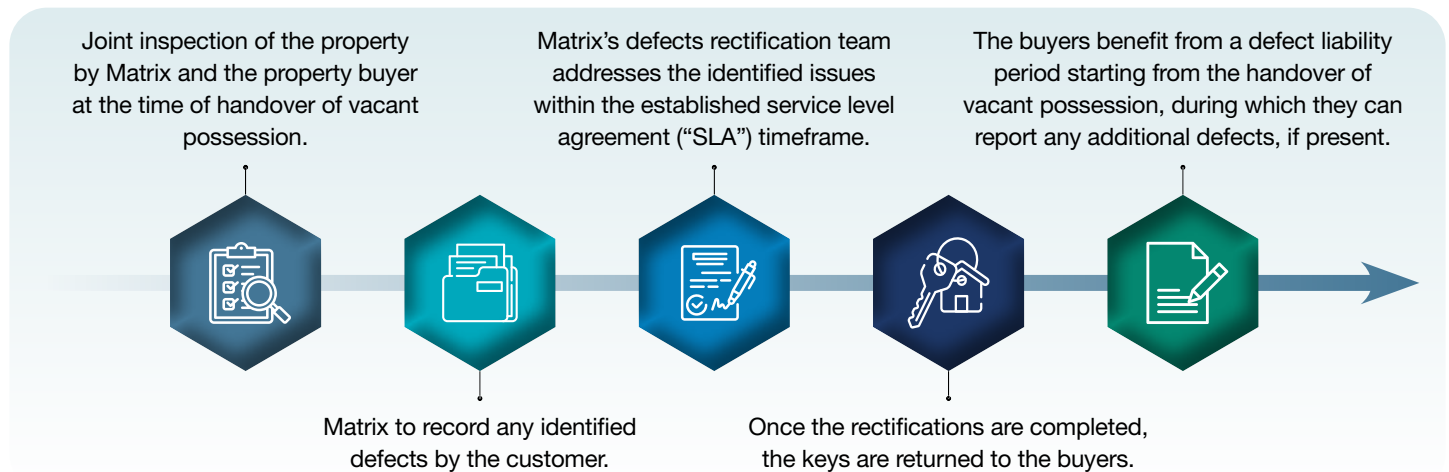
Pillar One: Equity and Local Economy

Defect Management

In line with Matrix's commitment to providing outstanding product quality, the Group emphasises defect management as a key initiative in its property development activities. The emphasis on minimising defects enhances build quality and elevates customer satisfaction, while simultaneously improving brand perception among customers. By preventing defects, the costs related to repairs can be mitigated.

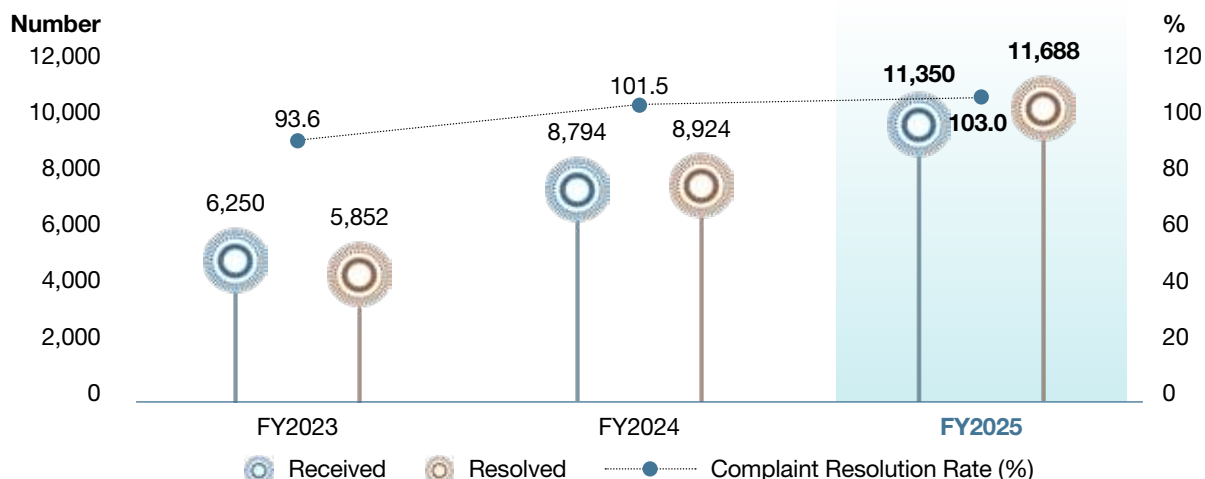
For Matrix, the journey towards defect mitigation starts with effective property design. This design process is closely linked to other critical factors, including the selection of appropriate materials and the implementation of suitable construction techniques. In recent years, the potential impact of physical elements, such as climate-related risks, has also been taken into account in their ability to create defects. Additionally, supply chain factors, such as the timely delivery of high-quality building materials, play a crucial role.

As Matrix continues its efforts to minimise defects, the Group has established a comprehensive defect rectification process that includes the following components:



In accordance with regulatory requirements, each Matrix property product comes with a 24-month defect liability period for residential properties and a 12-month defect liability period for other types of properties. During these periods, Matrix will perform complimentary repairs at no expense to the customers, showcasing the Group's commitment to upholding a high rate of defect resolution.

DEFECTS RECEIVED AND RESOLVED

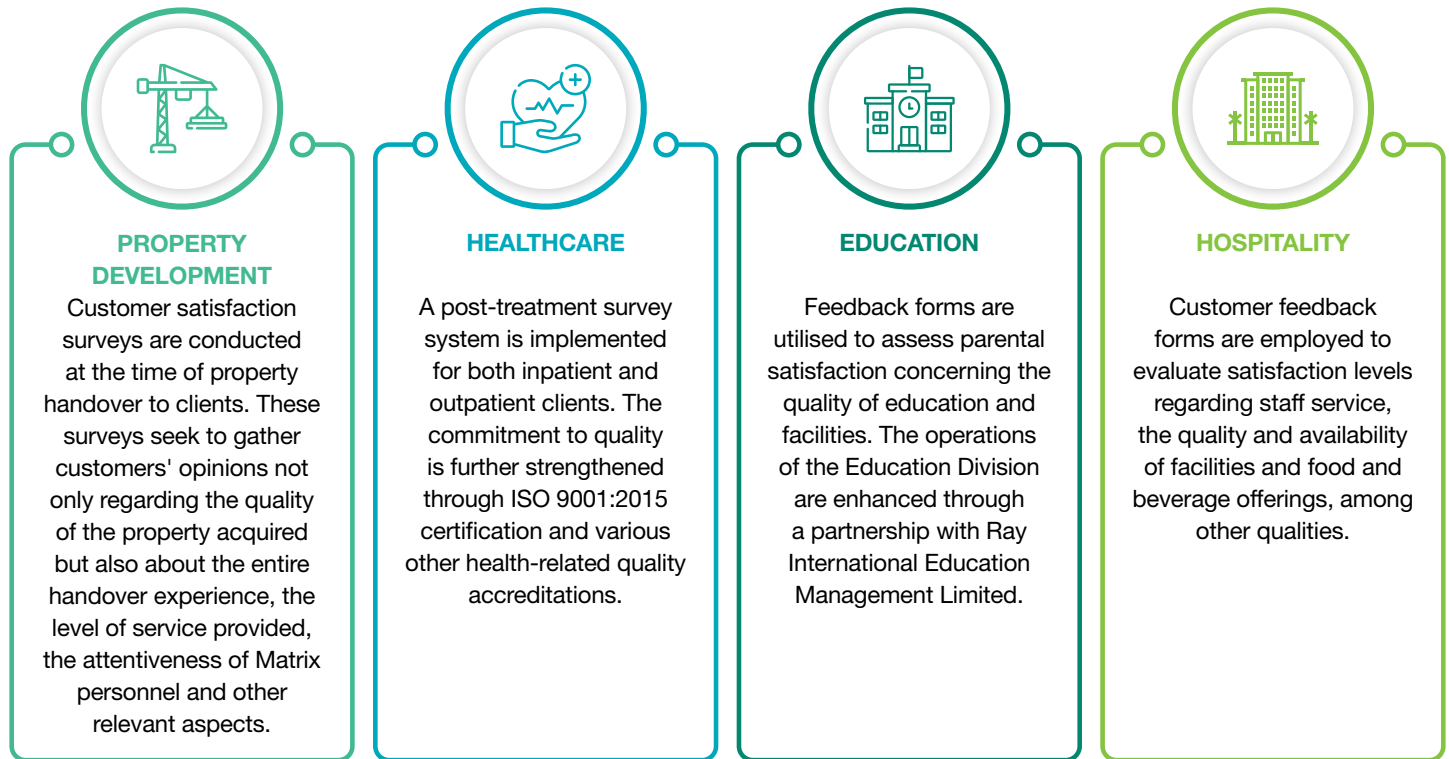


The increase in complaints are in tandem with the growth in property development size and greater customer engagement.

Pillar One: Equity and Local Economy

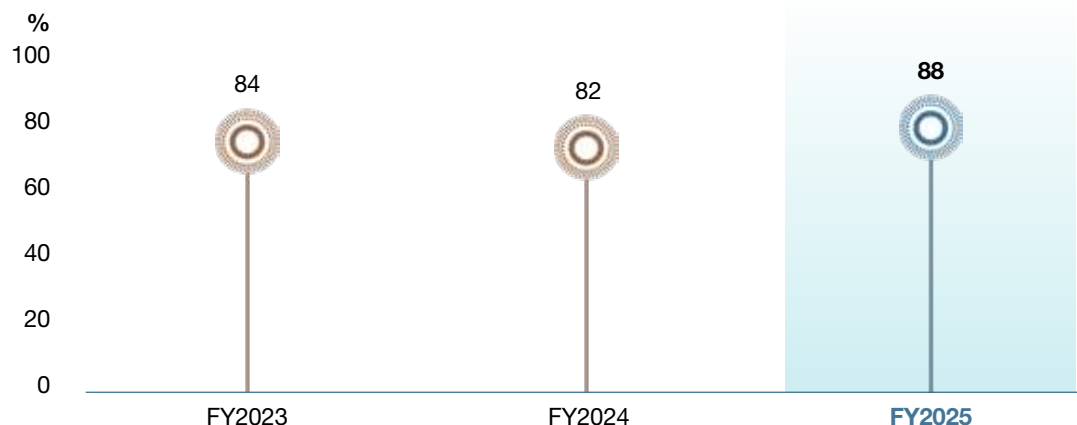
Customer Satisfaction Scores

Matrix takes customer satisfaction seriously and has implemented a comprehensive customer satisfaction survey system across all business divisions. This initiative helps Matrix monitor its performance and identify weaknesses that will become the basis of strategy formulation for further improvement.



In terms of specific customer satisfaction performance metrics, Matrix's Property Development division has consistently performed well, where the Group saw a record-high customer satisfaction score of 88% in FY2025. This breakthrough underlines Matrix's commitment to customer satisfaction through the successful implementation of the customer satisfaction surveys and the resulting adaptations to Matrix's overarching strategies. While the Group has performed well this financial year, Matrix remains committed to further improving its customer satisfaction ratings for the following years.

AVERAGE CUSTOMER SATISFACTION SCORES: PROPERTY DEVELOPMENT DIVISION (%)



Pillar One: Equity and Local Economy

Matrix's Healthcare division received positive reception (i.e., Good or Excellent ratings) from 99.95% of customers out of the 53,151 who received customer/patient feedback throughout FY2025. This progress is in line with FY2024's average satisfaction rating of 99.8%, and Matrix continues to get one step closer towards achieving a 100% satisfaction rating.

HEALTHCARE	EXCELLENT (%)	GOOD (%)	POOR (%)
Customer Service	99.28	0.66	0.05
Admission Discharge	75.60	24.35	0.05
Nursing	96.59	3.39	0.02
Radiology	90.33	9.67	0.00
Physiotherapy	95.22	4.78	0.00
Pharmacy	91.50	8.50	0.00
Specialist/Doctors	99.60	0.36	0.04
Food and Beverage	79.32	20.50	0.19
House Keeping	96.31	3.64	0.06
Facilities	71.09	28.79	0.12
Average	89.48	10.46	0.05

Rating performances compared to FY2024 are similar, but FY2025 observed a slight increase in Excellent ratings and decrease in Poor ratings as shown below.

RATINGS	FY2024 (%)	FY2025 (%)
Excellent	87.5	89.4
Good	12.3	10.5
Poor	0.2	0.1
Total	100	100

Matrix maintains an excellent complaints resolution rate of over 100% throughout FY2025. Most complaints are caused by minor defects, which were all addressed accordingly.

BUSINESS DIVISION	COMPLAINTS RECEIVED	COMPLAINTS RESOLVED	RESOLUTION RATE (%)
Matrix (HQ)	11,350	11,688	103*
Club	19	19	100
Education	-	-	-
Healthcare	41	41	100
Total	11,410	11,748	103

* Calculations include previous financial year's unresolved complaints carried forward for remedial action in FY2025.

Pillar One: Equity and Local Economy

SUSTAINABLE LOCAL PROCUREMENT

Matrix remains committed to a local procurement strategy that prioritises merit-based management, with local procurement defined as sourcing goods and services from the areas where Matrix operates. The Group prioritises local vendors and suppliers unless a product or service cannot be obtained locally or results in a financially disadvantageous outcome.

Engaging in local procurement helps foster job creation within the community, supports local entrepreneurship, enhances local supply chains, facilitates technology transfer and provides a variety of other socio-economic advantages. Additionally, collaborating with local suppliers leads to smaller logistic requirements, resulting in quicker lead times, and contributes to a reduction in environmental impact and carbon emissions compared to items sourced from overseas that can become a significant contributor to Scope 3 greenhouse gas ("GHG") emissions.

In its local procurement efforts, Matrix places a strong emphasis on merit, implementing a tender process that invites multiple participants for all contracts of substantial value. A Tender Committee is established to oversee the tendering process, ensuring confidentiality and a fair selection process.

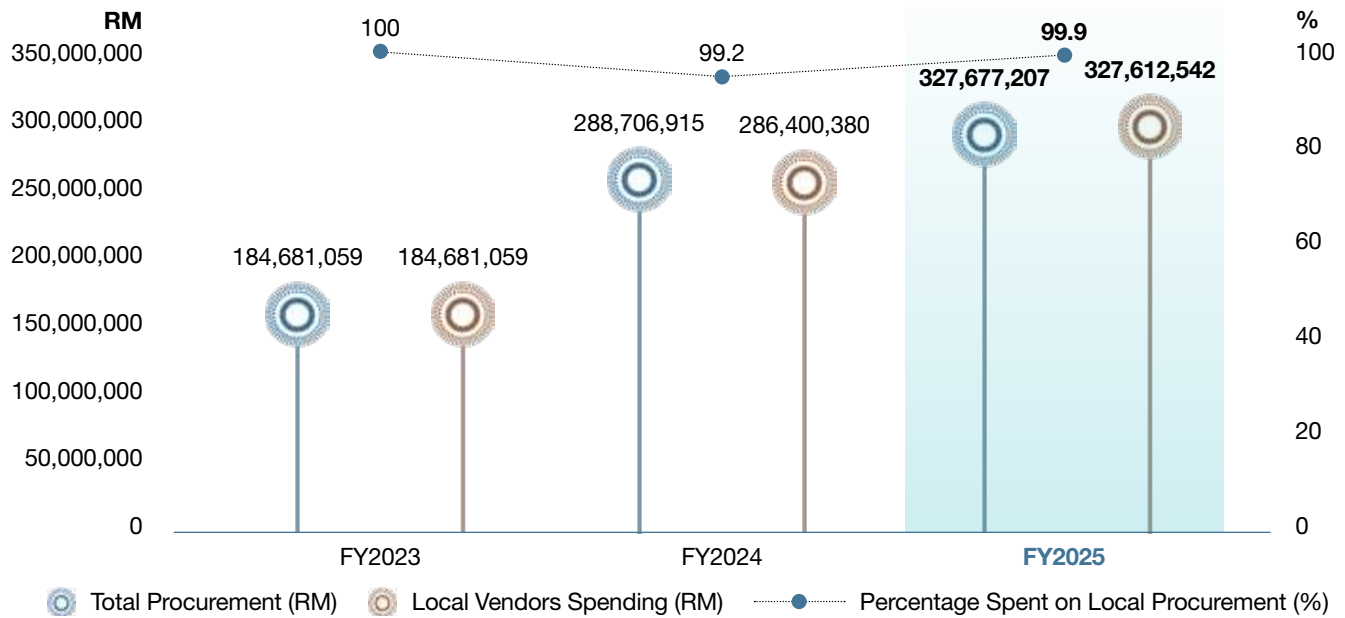
Tenders will typically be issued unless exceptional circumstances arise, such as urgent needs or specialised expertise, which may warrant direct negotiations by the Group. Matrix is dedicated to maintaining its policy of 100% local procurement for FY2025 and continues to seek "Green" products when they align with the value proposition.



Pillar One: Equity and Local Economy

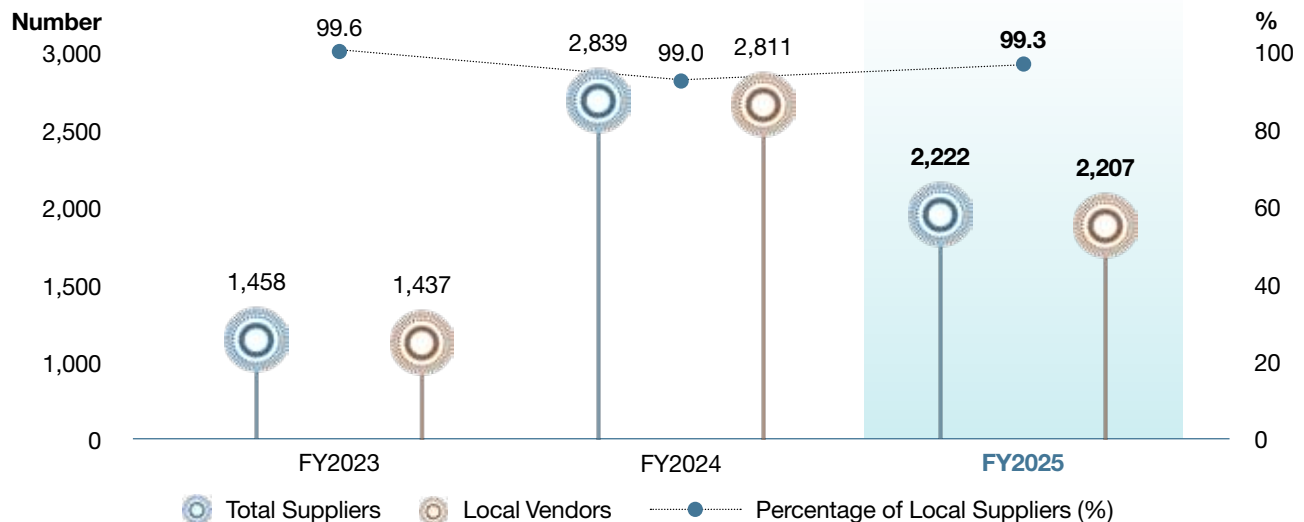
As part of the Group's commitment to sustainable procurement, Matrix aims to increase the share of green-building materials and other certified environmental materials. In FY2025, Matrix secured 99.9% of its supplies from local vendors.

TOTAL PROCUREMENT BY MONETARY VALUE



While Matrix's Property Development, Hospitality and Healthcare divisions secured 100% local procurement, Adcote Matrix Schools' ("AMS") operations as an international school require several foreign supplies. This resulted in 0.4% of education's suppliers comprising foreign suppliers (15 out of a total of 726) in FY2025. However, this is still an improvement from FY2024 where 6.4% of the division's supplies were sourced from foreign vendors. This further highlights Matrix's commitment to achieving 100% local procurement throughout all its operations.

TOTAL PROCUREMENT BY SUPPLIER COUNT



Pillar One: Equity and Local Economy

FY2025's data sees the inclusion of suppliers from all business divisions as opposed to the previous year's reporting where suppliers were scoped to just the number from the Property Development division. This explains the significant rise in the number of suppliers reported for FY2025.

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



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



BUSINESS ETHICS

- Zero tolerance for corruption, bribery and money laundering



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



ENVIRONMENTAL MANAGEMENT

Complying with local environmental legislation including:

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



Pillar One: Equity and Local Economy

By the end of FY2025, 99.3% of suppliers had voluntarily signed on to Matrix's Sustainable Supply Chain Policy.

Additionally, all suppliers undergo regular evaluations of their performance, as well as assessments based on ESG criteria, in accordance with the requirements outlined in the Sustainable Supply Chain Policy and Sustainable Procurement Policy. The number of suppliers that have undergone this screening process in FY2025 is shown below:

	FY2023	FY2024	FY2025
Suppliers screened with good ESG performance	134	1,190	1,143
Suppliers removed for poor ESG performance	2	0	0
Suppliers that endorsed our Anti-Bribery and Anti-Corruption ("ABAC") Policy		1,171	2,207
Percentage of suppliers screened for ESG performance (%)	N/A	91.0	100.0
Percentage of suppliers who endorsed ABAC Policy (%)		98.4	99.3
Percentage of suppliers who have signed off on Matrix's Sustainable Supply Chain Policy (%)	67.0	90.3	99.3

To ensure proper enforcement and management of the Group's supply chain, several personnel within the procurement departments have been designated and trained in vendor management and engagement. This training includes evaluating suppliers against predefined criteria, performing desktop audits and physical inspections and identifying any potential or actual non-compliance with Matrix's standards for a fair, transparent and environmentally responsible procurement.



Pillar Two: Governance: Accountability, Integrity, Good Conduct and Leadership



INTRODUCTION

Strong corporate governance is fundamental to sustainability and long-term value creation, it ensures transparency, accountability and ethical business conduct. As governance frameworks, internal controls and leadership oversight play a critical role in driving both business performance and sustainability commitments, Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) continues to reinforce governance practices across all levels of the organisation by embedding sustainability into its corporate strategy and decision-making processes.

The Board of Directors holds ultimate responsibility for Matrix’s sustainability strategy and Environmental, Social and Governance (“ESG”) commitments. The Sustainability Committee (“SC”) supports the Board in overseeing sustainability initiatives, while Management is responsible for executing sustainability strategies. Matrix’s governance structure is designed to integrate sustainability into its business model to foster a systematic approach to risk management, reporting and ESG target achievement while aligning its sustainability strategy with industry best practices and evolving regulatory requirements.

Pillar Two: Governance: Accountability, Integrity, Good Conduct and Leadership

MATRIX'S SUSTAINABILITY GOVERNANCE STRUCTURE

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.

Sustainability Committee

Board-Level Oversight



KELVIN LEE CHIN CHUAN
GROUP EXECUTIVE DIRECTOR



DATO' SERI LEE TIAN HOCK
GROUP EXECUTIVE DEPUTY CHAIRMAN



DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN
(CHAIRMAN)



VIJAYAM A/P NADARAJAH
INDEPENDENT NON-EXECUTIVE 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 Key Performance Indicators ("KPIs"), targets and risk-mitigation plans.
- Tracks emerging sustainability risks (including climate, human rights, occupational safety and health), assessing potential impacts on financial and non-financial value creation.
- Collaborates with the Risk Management Committee ("RMC") to integrate sustainability into enterprise-risk frameworks.
- Reviews and signs off the annual Sustainability Report to ensure transparent, accurate disclosure.

Sustainability Management Team

Executive Director, Sustainability Officer and Senior Management of Matrix

Strategic Management

- Serves as the executive gateway for all sustainability and climate initiatives before escalation to the Board-level SC.
- Reviews and refines proposals, briefing papers, KPI dashboards and risk assessments from the Sustainability Task Force ("STF"), 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.

Sustainability Task Force

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

Day-to-day Implementation

- 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.

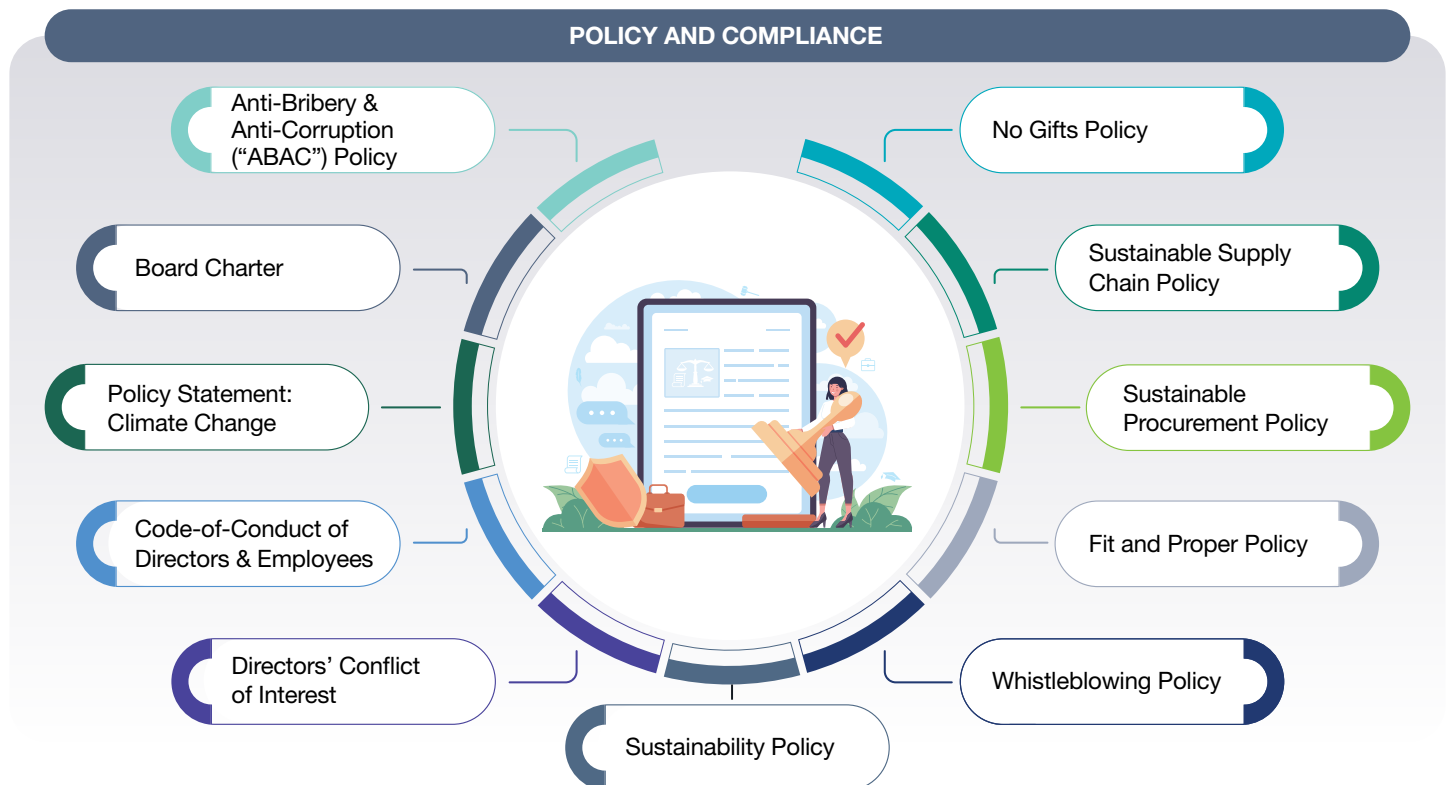
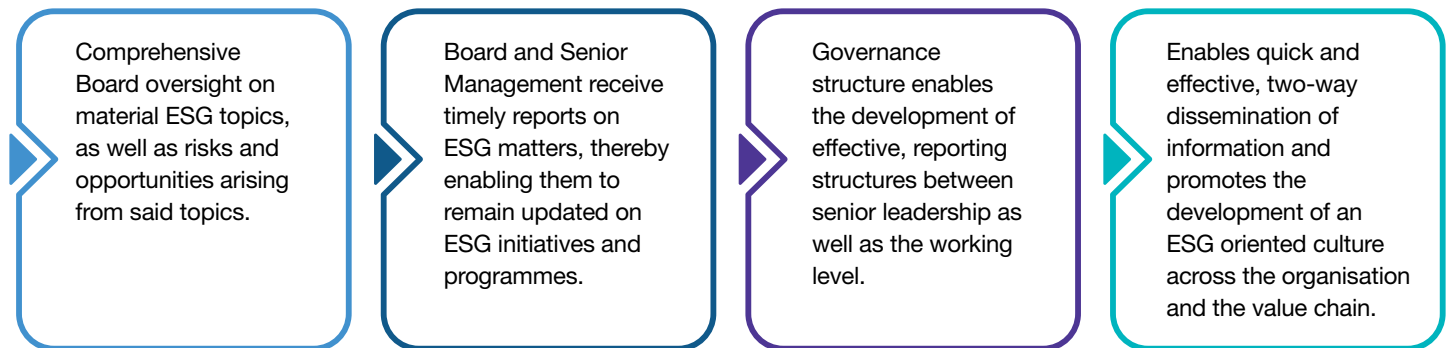
Pillar Two: Governance: Accountability, Integrity, Good Conduct and Leadership

RISK MANAGEMENT

Matrix's governance structure plays a crucial role in identifying, assessing and prioritising material ESG risks to ensure proactive management of both inherent and emerging sustainability challenges. Key risks include climate change, water and resource scarcity, supply chain disruptions, human rights concerns and talent management, all of which have direct implications for the Group's long-term resilience and operational sustainability.

All identified risks are systematically documented in a Risk Register, which will be regularly updated and reviewed by the RMC. The RMC is supported by a management-level Risk Unit and relevant operational teams to make sure that risk mitigation strategies are effectively implemented across the Group. Additionally, risk registers are maintained not only at the Group level but also at the business division level to allow for targeted risk management and oversight.

Recognising the growing significance of ESG factors, Matrix is actively exploring the integration of key ESG KPIs and Targets into the remuneration structure for its Board and Senior Management. This initiative underscores the Company's proactive approach to risk management and financials, which involves a conscious effort to establish clear linkages between ESG concerns and potential financial outcomes. Furthermore, Matrix ensures that its leadership remains well-informed of ESG-related risks, even when the precise financial implications may not yet be fully modelled or quantified.



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Regulatory Compliance

Building up on its commitment to regulatory compliance, the Group maintained its zero incidents of non-compliance with regulations, as well as socio-economic and environmental requirements in FY2025.

Compliance is upheld through rigorous internal audits, continuous staff training and a structured compliance programme, ensuring that all operational processes align with applicable laws and industry standards.

BOARD DIVERSITY AND INDEPENDENCE

Matrix's Board of Directors upholds diversity and inclusivity, with 37.5% of its members being women (FY2024: 44.4%) and representation from various ethnic backgrounds, including Malay, Chinese and Indian. The Board maintains a strong independent oversight, with a majority of directors being independent non-executive members, ensuring transparency and accountability in governance.



Board Gender Breakdown

- Male : 5
- Female : 3



Board Composition by Ethnicity

- Chinese : 4
- Malay : 3
- Indian : 1



Board Composition by Age Group

- Aged 30-40 : 1
- Aged 41-50 : 0
- Aged 51-60 : 2
- Aged 61-70 : 3
- Aged 71-80 : 2

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

To prevent conflicts of interest and maintain accountability, key measures implemented to safeguard Board independence and ethical governance are as below:

CODE OF CONDUCT

Matrix's Code of Conduct serves as a foundational document outlining the expected behaviour, norms, practices and overall conduct that the Group expects of all its Board members, Senior Management and employees. This comprehensive guide establishes the ethical and professional standards that govern interactions and decision-making across the organisation, ensuring a consistent and responsible approach to all aspects of Matrix's operations.

The Code provides specific guidance to prevent unethical practices such as corruption and bribery, ensuring that all interactions are conducted with fairness and honesty. Furthermore, the Code explicitly addresses critical issues like sexual harassment and bullying, establishing a framework for a respectful and safe work environment free from such behaviours.

Pillar Two: Governance: Accountability, Integrity, Good Conduct and Leadership

Matrix ensures comprehensive communication of its Code of Conduct through various channels. All Board members receive a thorough briefing during their induction, while all management and employees are briefed as part of their onboarding process. New hires are required to provide a signed acknowledgement confirming they have been briefed on the Code and to formally assent to abide by its principles, contributing to Matrix's achievement of 100% personnel commitment to the Code in FY2025.

The Code is readily accessible to the public on Matrix's website and is also available on the Company's intranet portal. Demonstrating its commitment to inclusivity, the Group Human Resources ("GHR") is currently translating the Code, along with the Employee Handbook, into Bahasa Malaysia. Notably, FY2025 has so far seen no reported violations of the Code of Conduct, reflecting its effective communication and adherence across the organisation.



Matrix's Code of Conduct

<https://www.mchb.com.my/wp-content/uploads/7.-Code-of-Conduct.pdf>

ZERO TOLERANCE TO CORRUPTION

As compliance with anti-corruption laws is fundamental to safeguarding the Group's integrity, reputation and business sustainability, Matrix continues to uphold a zero-tolerance policy on corruption to reinforce ethical business practices across all business operations. This strict stance extends to both internal and external stakeholders, including supply chain partners.

The Group enforces its anti-corruption framework through the ABAC Policy, which aligns with the Malaysian Anti-Corruption Commission ("MACC") Act 2009 and its 2018 Amendment. The policy is regularly reviewed and updated as necessary to maintain its effectiveness. It clearly outlined what constitutes corrupt practices and the necessary reporting procedures for suspected violations.

Anti-corruption principles are also embedded within Matrix's Sustainable Procurement Policy. Suppliers are required to provide written confirmation of their commitment to maintaining a corruption-free business environment, and it is a mandatory prerequisite for contract eligibility. Additionally, background checks on suppliers are conducted when necessary to ensure compliance. Regular reminders and compliance notices are issued to suppliers to uphold integrity across the supply chain.

Board and Management's Role

The Board of Directors and Senior Management of Matrix recognise anti-corruption as a critical governance priority. They oversee ABAC policy's implementation, monitor the whistleblowing channel and ensure that any reported concerns are promptly escalated and addressed. Additionally, the Board reviews audit reports, risk assessments and other relevant findings to strengthen anti-corruption measures across the Group.

Matrix maintains a comprehensive ABAC training programme for all Board members, Senior Management and employees. All Independent Board members have undergone anti-corruption training, and actively participated in sessions and briefings conducted by the MACC and other regulatory bodies. While 100% of employees receive anti-corruption training as part of their induction programme to reinforce ethical conduct from the outset in FY2025.



Pillar Two:

Governance: Accountability, Integrity, Good Conduct and Leadership

Identification of High-Risk Operations for Corruption

Matrix's Internal Audit unit conducts regular anti-corruption assessments to identify operations with potentially higher corruption risks.

To effectively manage areas identified as having high ABAC risks, Matrix has established a Standard Operating Procedure ("SOP"). This SOP mandates enhanced due diligence for all transactions and relationships including thorough background checks on third parties and counterparties. ABAC training and awareness programmes are also implemented for personnel operating in these identified high-risk zones.

In FY2025, there were zero reported cases of corruption, including substantiated or alleged incidents identified through grievance mechanisms, the whistleblowing channel, or other reporting avenues.



Whistleblowing Mechanism

Matrix's whistleblowing mechanism is compliance with the Whistleblower Protection Act 2010, Companies Act 2016 and Capital Markets and Services Act 2007. The Group has established a dedicated Whistleblowing Policy, providing a secure, confidential and accessible channel for internal employees and external stakeholders to report corruption, misconduct, or unethical behaviour.

The whistleblowing channel is actively communicated to all employees and stakeholders to ensure awareness and accessibility. Whistleblowers are protected from retaliation, intimidation, or punitive action, provided the report is made in good faith. Their identity remains confidential unless disclosure is required by law enforcement authorities.

All reports are thoroughly investigated with the oversight from Senior Independent Non-Executive Director ("SINED"). In cases where the complaint involves the SINED, the Chairman of the Board will be involved with the responsibility to oversee the process. The Audit Committee will receive progress updates regarding the investigations and any disciplinary action taken aligns with Matrix's disciplinary policy.



Pillar Two: Governance: Accountability, Integrity, Good Conduct and Leadership

Political Views and Contributions

Matrix maintains a strict policy of political neutrality, it refrains from supporting, endorsing, or promoting any political party or individual. The Group does not make financial contributions for political purposes to enhance the Group's independence and remain free from political influence.

While Matrix remains neutral as an organisation, it respects employees' rights to engage in political activities, as permitted by law. The Group neither supports nor restricts employees' political affiliations, provided that such activities remain personal and do not interfere with professional responsibilities.



Data Confidentiality

Matrix enhances strict data protection practices in compliance with the Personal Data Protection Act 2010 ("PDPA") and other relevant Malaysian regulations governing data collection, management, usage and distribution. All data is collected with the full consent of the data owner and is used solely for specified purposes. Any sharing of data with third parties requires explicit permission from the data owner.

To safeguard confidentiality, Matrix implements rigorous security protocols and maintains robust ICT and data storage systems to prevent unauthorised access or misuse. Unnecessary data is promptly removed from records to minimise risks.

In FY2025, Matrix continued to strengthen its data protection measures, it successfully maintained its zero incidents of data breach record.



Pillar Three: Environmental Conservation



INTRODUCTION

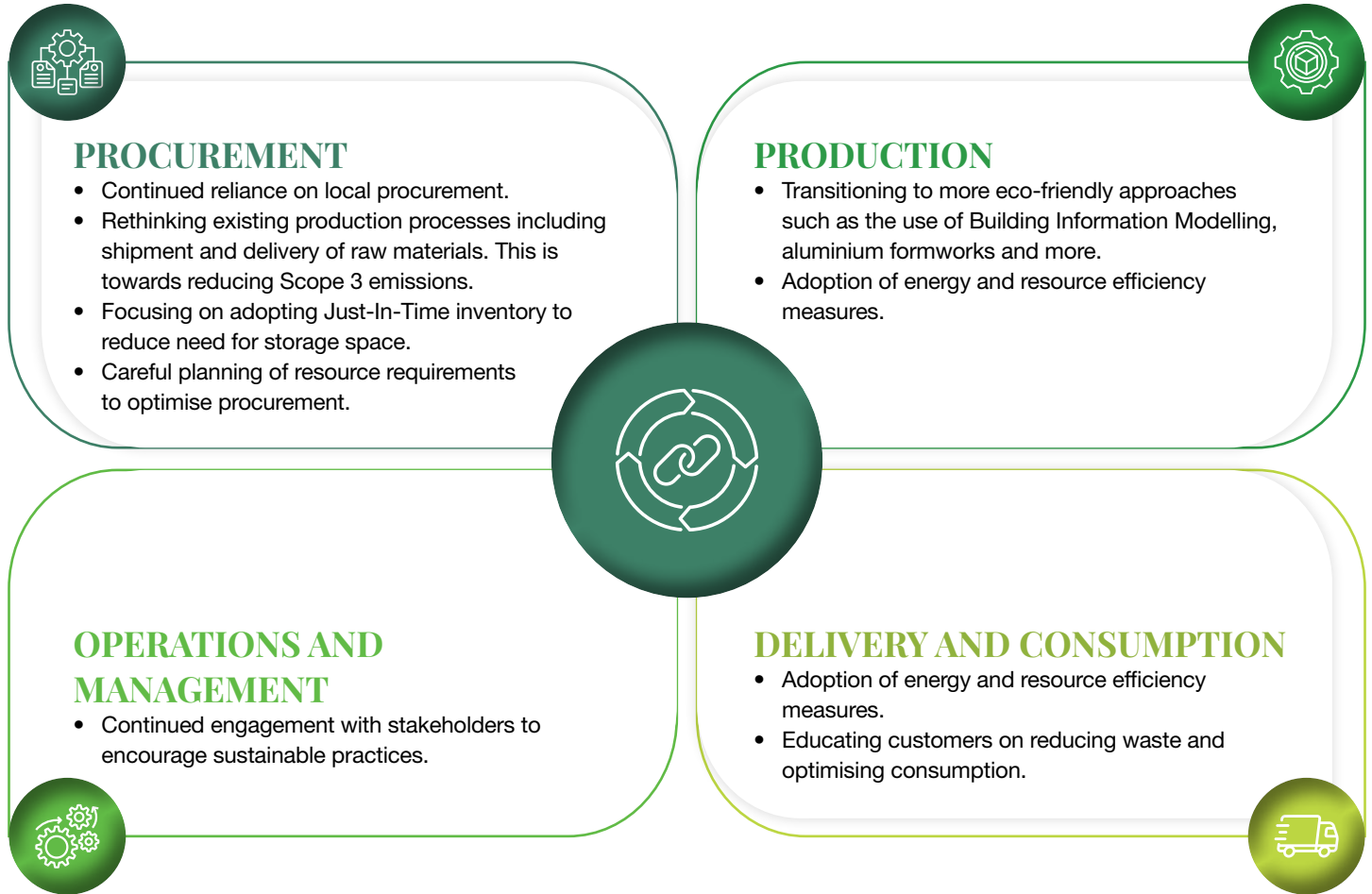
Recognising the evolving landscape of environmental regulations, stakeholder expectations and climate-related risks, Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) is committed to integrating sustainable practices into its operations to enhance value creation. Beyond regulatory compliance, the Group sees environmental responsibility as an opportunity to drive operational efficiency, reduce costs and position itself as a leader in sustainable development. By embracing decarbonisation, resource efficiency and waste reduction strategies, Matrix aims to contribute meaningfully to a lower-carbon economy while strengthening its business sustainability.

The Group has made significant strides in transitioning to renewable energy sources,

with solar energy accounting for 17.2% of its total energy mix in FY2025. Efforts to optimise energy use across operations continue to be a focus area. To support Paris Agreement and Malaysia’s National Climate Policy 2.0, Matrix is developing strategies to reduce greenhouse gas (“GHG”) emissions and lower its overall carbon footprint. The Group is proactively contributing to its long-term ambition to achieve net-zero carbon emissions by 2050 which is outlined in Matrix’s Zero Carbon 2050 goal. Matrix continues to collaborate with key industry bodies such as Construction Industry Development Board (“CIDB”) and Real Estate & Housing Developers’ Association (“REHDA”), supporting governmental and industry-led sustainability initiatives. The Group actively aligns its policies with national and global environmental conservation efforts.

Pillar Three: Environmental Conservation

INTEGRATING SUSTAINABILITY CONSIDERATIONS ACROSS THE VALUE CHAIN



FURTHER INTEGRATING ENVIRONMENTAL CONSIDERATIONS WITHIN PROPERTY DEVELOPMENT

THINKING OF ENVIRONMENTAL AND SOCIAL IMPACTS BEYOND DESIGN AND CONSTRUCTION, BUT THROUGHOUT THE PROJECT LIFECYCLE AND ALSO SUBSEQUENT USAGE BY THE COMMUNITY AND HOMEOWNERS.

Rethinking development approaches through commitment to green buildings and placing end customer needs at the forefront of the development approach. Included are considerations for adjustments to climate change and various environmental factors.

REDUCING ENVIRONMENTAL AND SOCIAL IMPACTS THROUGH DESIGN AND TECHNOLOGY.

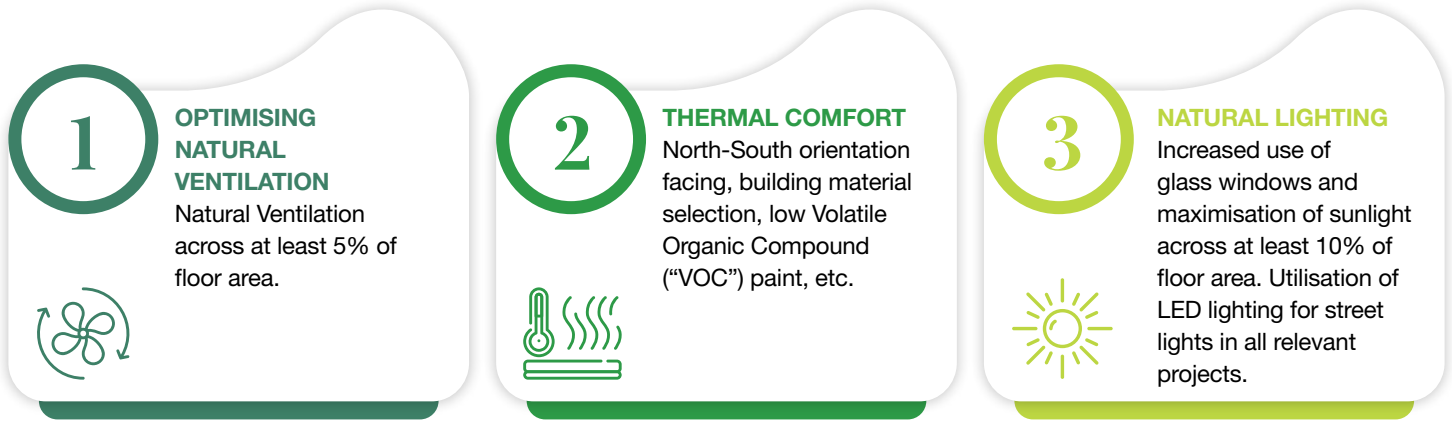
Rethinking the design and architecture of homes and buildings, advocating designs that promote resource and energy savings, reduction in waste and are more in harmony with the natural environment. Focusing on designing projects that have a reduced environmental footprint over its lifecycle.

REDUCING ENVIRONMENTAL AND SOCIAL IMPACTS FROM CONSTRUCTION ACTIVITIES.

Managing impacts caused by day-to-day operations i.e. the construction and development of properties and as well as management and operations of healthcare, education and hospitality.

Pillar Three: Environmental Conservation

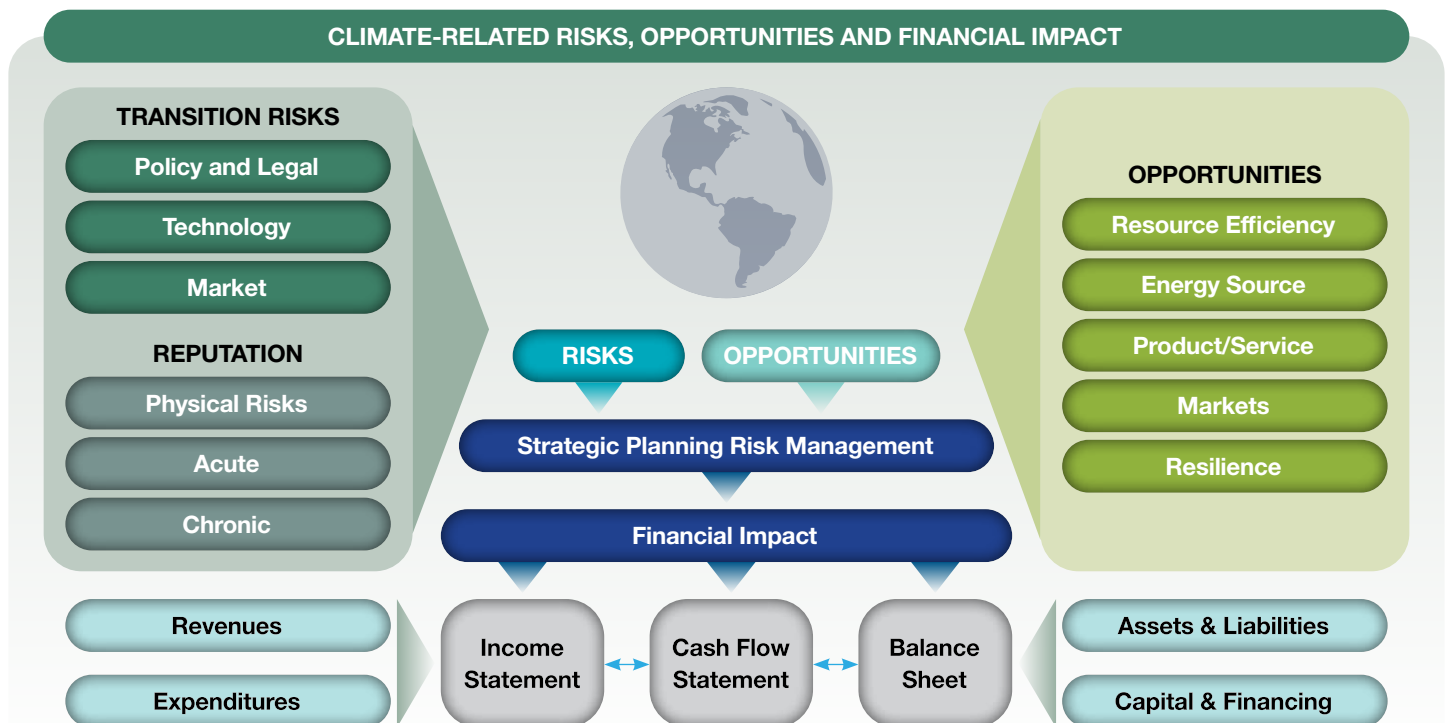
In adopting the above approach, Matrix has also focused on the following specific areas:



CLIMATE CHANGE AND CLIMATE ACTION

Climate change presents a significant challenge to global stability, with direct and indirect implications on Matrix's businesses, economies and societies. Matrix recognises that both physical and transition risks could profoundly impact its business operations.

Scientific projections indicate that, under current emission trajectories and a business-as-usual approach, the world is unlikely to achieve the goals of limiting global warming to well below 1.5-2°C above pre-industrial levels. This would lead to greater environmental volatility, operational disruptions and financial pressures. Matrix acknowledges these risks and is committed to integrating climate resilience into its business strategy. This would result in greater environmental volatility, operational disruptions and financial pressures. Under the SSP 2-4.5 and NGFS Net Zero 2050 climate scenario used by Matrix for its recent climate risk assessment exercise ("CRA"), global temperatures may increase by as much as 2.1°C by 2100.



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In February 2025, Matrix undertook its Group-wide CRA exercise. The CRA was part of the Group's approach in strengthening overall governance oversight on climate change through a cross-functional personnel approach and in determining the likelihood and severity as well as short-, medium- and long-term horizons for climate related risks and opportunities ("CRROs").



The CRA was also undertaken towards achieving early adoption and progressive alignment with the National Sustainability Reporting Framework ("NSRF"), which is based on the International Financial Reporting Standards General Requirements for Disclosure of Sustainability-related Financial Information ("IFRS S1") and the International Financial Reporting Standards for Climate-related Disclosures ("IFRS S2"). The NSRF is slated to come into effect for public listed companies with a market capitalisation of RM2 billion and above by 31 December 2025.



Pillar Three: Environmental Conservation

From the CRA, Matrix has developed its inaugural Climate Risk Profile (“CRP”) report. The report informs or drives Matrix’s climate disclosures for FY2025. The Group continues to provide its disclosures in the prescribed IFRS format, comprising: Governance, Strategy, Risk Management and Metrics and Targets.



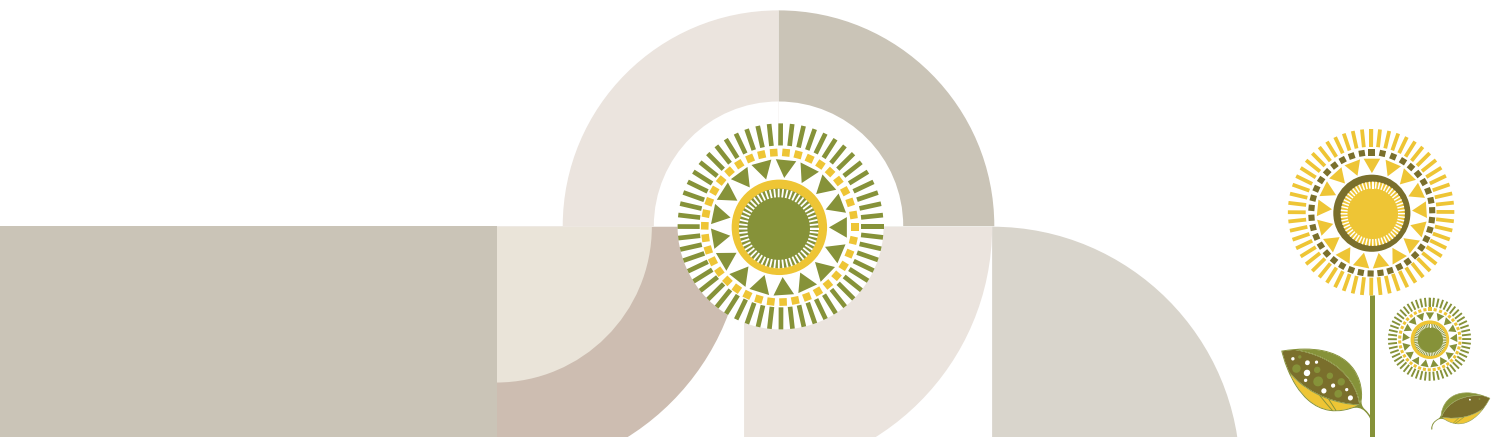
CLIMATE GOVERNANCE

Matrix has established its climate governance framework to oversee its environmental strategy to ensure CRROs are effectively managed. The SC plays a central role in this structure to provide strategic oversight on all ESG matters, including energy consumption, emissions management, water management, waste reduction and resource consumption efficiency, particularly in relation to Scope 3 emissions.

Climate governance at Matrix is reinforced through semi-annual reporting to the SC, which is then reviewed by the Board of Directors. These reports provide a comprehensive analysis of the Group’s sustainability achievements, energy consumption trends, and emissions data across Scope 1, Scope 2 and Scope 3 categories. The SC evaluates performance in areas such as the increased adoption of renewable energy, efforts to transition towards green operations and sustainability progress within property development and construction. The Board, in turn, assesses these results against established Key Performance Indicators (“KPIs”) and Targets, ensuring alignment with the Group’s long-term climate commitments.

Recognising the evolving nature of climate challenges, Matrix prioritises continuous learning and upskilling for its leadership. The Board and Sustainability Committee (“SC”) undergo regular training on climate change and sustainability matters, equipping them with the expertise to make informed decisions. Meanwhile, management is responsible for executing tactical sustainability plans, translating the Board’s vision into actionable strategies. A key focus remains the transition to green construction, driving resource and energy efficiency, waste minimisation and productivity improvements. Additionally, management implements risk mitigation strategies to reduce the Group’s exposure to climate risks while identifying opportunities for sustainable growth.

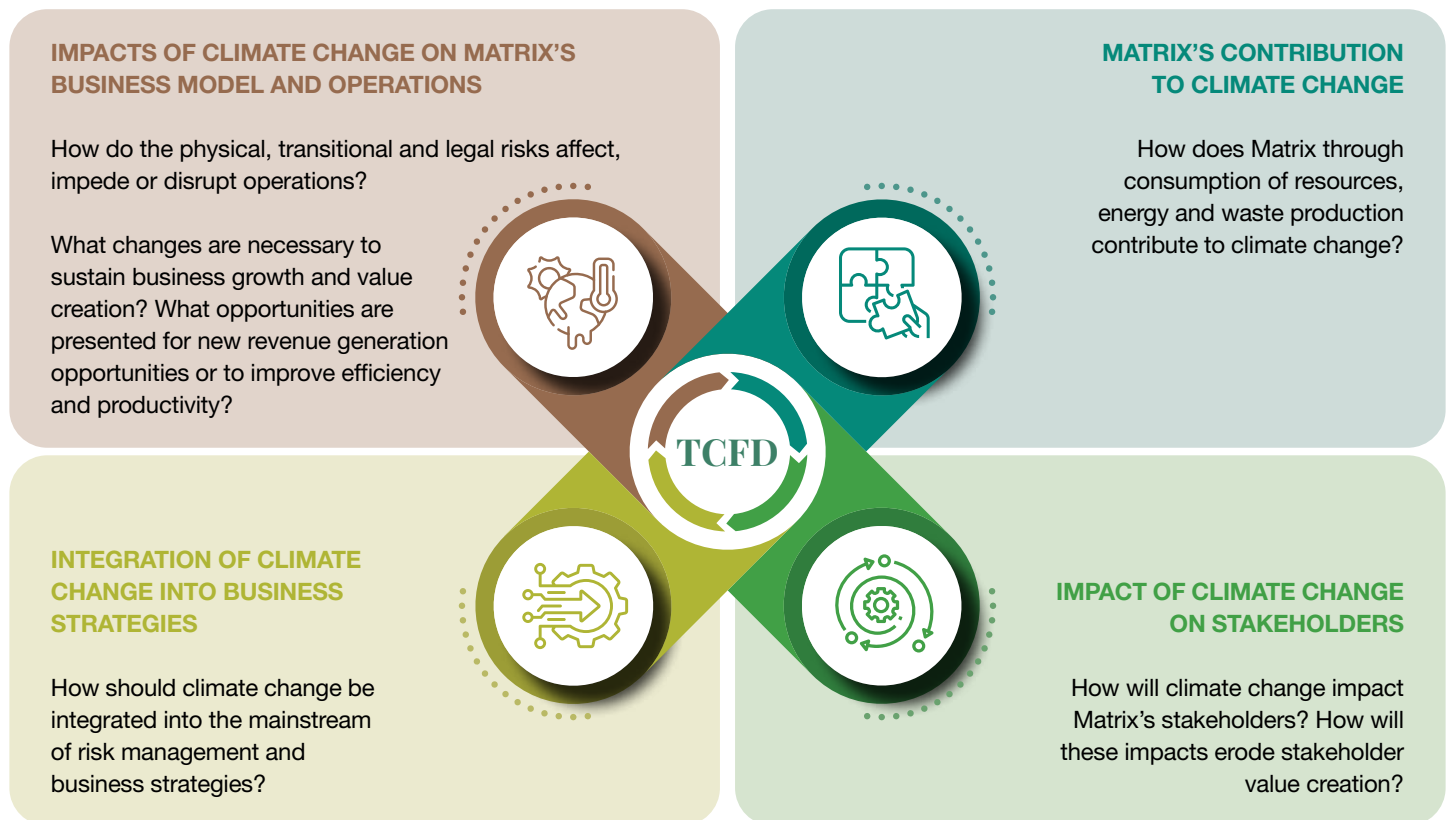
In alignment with Matrix’s Zero Carbon 2050 goal, the Board and Senior Management are committed to ensuring sustained progress in climate action. There is ongoing consideration of linking executive remuneration to climate-related performance KPIs and Targets. Through strong governance, Matrix remains dedicated to embedding climate resilience into its corporate strategy and operations.



Pillar Three: Environmental Conservation

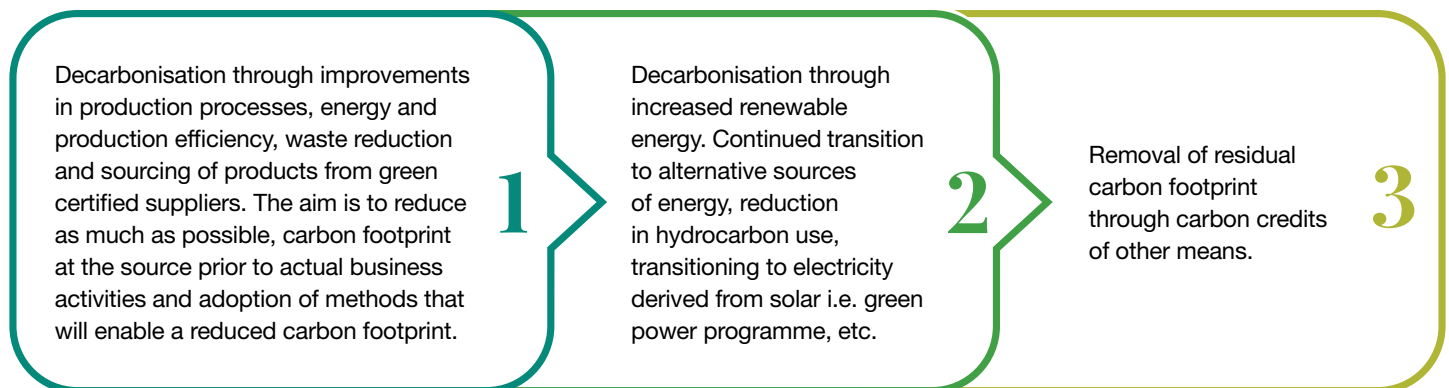
CLIMATE STRATEGY

Beyond the provision of CRROs, Matrix's strategy pillar delve into disclosure on the Group's overall management approach and strategic thinking in relation to climate change as follows:



In addition, the Group also considers not just physical risk impacts but also the urgency and business and operational benefits of pursuing continued decarbonisation efforts as part of risk mitigation, as well as in contributing towards combatting climate change.

The Group's strategy is focused on its Zero Carbon by 2050 long-term goal founded upon the following broad based focus areas:



Each division has been assigned the responsibility to formulate distinct strategies and action plans addressing climate change, incorporating Standard Operating Procedures ("SOPs") and action plans within their Risk Registers. Matrix is actively striving to enhance the proportion of "green" features integrated into its developments.

Pillar Three: Environmental Conservation

Impacts of Climate Change on Matrix's Business Operations

Following is a strategic snapshot of Matrix's CRROs:

Physical Risk

RISK	IMPACTED BUSINESS	LIKELIHOOD	SEVERITY
Extreme Rainfall-Related Risks	Property Development, Construction, Hospitality and Healthcare	Possible to Likely	Insignificant to Moderate
Rising Temperature	Property Development, Construction, Hospitality and Healthcare	Possible to Highly Likely	Insignificant to Moderate
Droughts/Water Scarcity	Property Development, Construction, Hospitality and Healthcare	Unlikely to Likely	Insignificant to Moderate

Transition Risk

RISK	IMPACTED BUSINESS	LIKELIHOOD	SEVERITY
Environmental and Energy Policy Shifts	Property Development, Construction, Hospitality and Healthcare	Possible to Very Likely	Minor to Major
Market and Reputational Risks	Property Development and Construction	Possible to Very Likely	Minor to Major
Risks Arising from Transitioning to a Low-Carbon Business Model	Property Development, Construction, Hospitality and Healthcare	Possible to Very Likely	Minor to Major

Opportunities

RISK	IMPACTED BUSINESS	LIKELIHOOD	SEVERITY
Adoption of Renewable Energy Solutions	Property Development, Construction, Hospitality and Healthcare	Unlikely to Very Likely	Moderate to Highly Significant
Purchase of Carbon Credits	Property Development, Construction, Hospitality and Healthcare	Very Unlikely to Unlikely	Insignificant

The CRA is structured around a dual-rating scoring system that evaluates both the likelihood and severity of each identified risk. To derive a final risk rating, the likelihood and severity ratings are interpolated using a 5x5 Risk Matrix. Based on the matrix, the risk ratings are classified into five categories to establish risk prioritisation:

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.

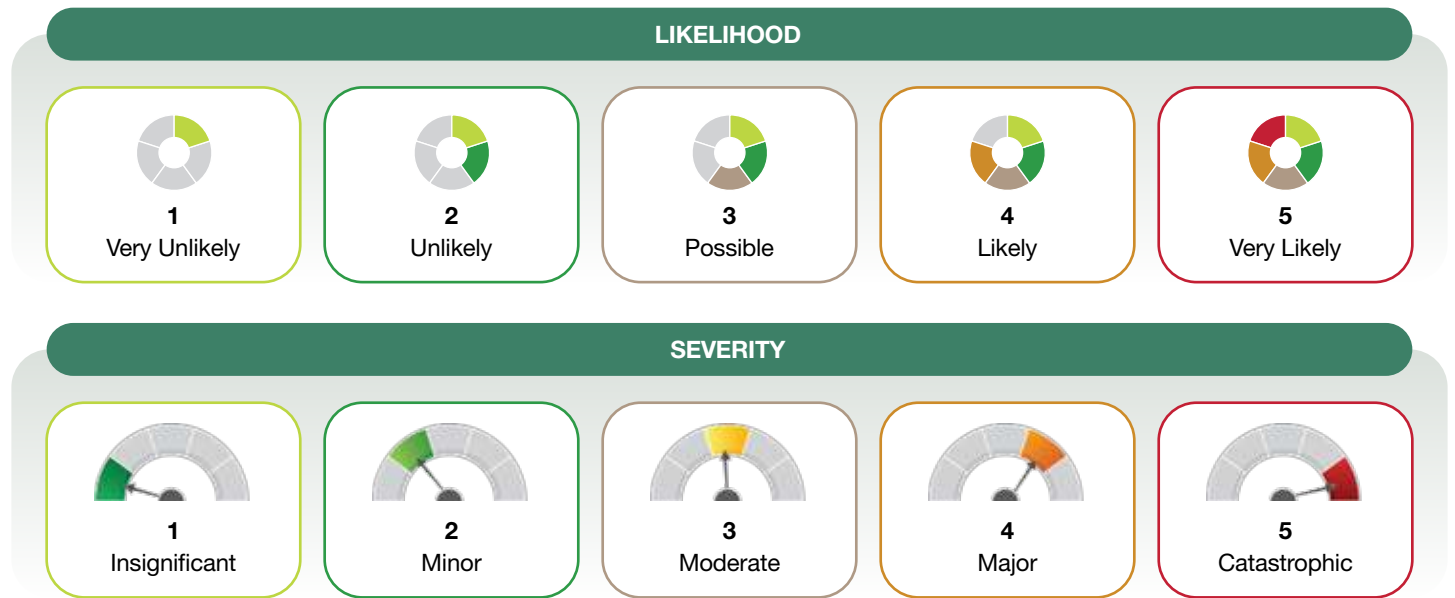
High:

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.

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Established Timeframes

The CRA also uses time horizons to assess CRROs.

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

For the **short-term**, ratings are based primarily on historical data and operational onsite insights. For **medium-** and **long-term** projections, scenario modelling is used to anticipate changes in both likelihood and severity, based on expected shifts in climate conditions and the broader external environment, under selected climate scenarios.

The identification of the aforementioned physical and transition risks were achieved using the following climate scenarios:

- Intergovernmental Panel on Climate Change's ("IPCC") Shared Socioeconomic Pathway ("SSP") scenarios, specifically SSP2-4.5.
- Net Zero 2050 Framework established by the Network of Greening the Financial System ("NGFS").

The climate scenarios provided base parameters and shared assumptions for more focused and effective consideration and assessment of risks and opportunities, including extent of severity and likelihood levels based on SML horizons.

Pillar Three: Environmental Conservation

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.²
- 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.³
- 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.



NGFS Net Zero 2050

- 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 Committee⁴; and the international treaty of Paris Agreement signed by 195 countries,⁵ 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.



Physical Climate Risks

Extreme Rainfall-Related Risks

POTENTIAL IMPACTS	TIMEFRAME		
	S	M	L
Operational site shutdown or major/minor damages to the site		///	///
Delays in project delivery causing costs overrun			///
Damage to inventory, machinery or equipment		///	///
Supply chain disruptions			///
The inability of the workforce to travel to work	///	///	///
Rise in vector-borne diseases		///	///

In essence, Matrix considers flash flooding as its primary physical climate risk based on likelihood of occurrence and severity of impact. This is based on past incidents as well as the overall weather and climate patterns in Malaysia.

Flash flooding is attributed to increased precipitation rates that lead to increased rainfall, especially in the medium- to long-term horizons. The impacts are largely felt on the business model, namely on operational sites, but can also cause disruption to supply chains, access to raw materials, increase incidents of defects on properties and various other impacts.

The Group also considers flash flooding as its primary physical risk due to the inherent nature of Malaysia's wet and hot weather.

The country receives significant amounts of rain due to the tropical climate and exposure to the Northeast and Southwest monsoon seasons. Frequent and heavy rainfall could lead to higher probability of flooding which Malaysia is susceptible to.

Under the SSP2-4.5 climate scenario, Malaysia is projected to experience notable increases in precipitation rates.

² 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.

³ Scafetta, N. (2024). Impacts and risks of “realistic” global warming projections for the 21st century. *Geoscience Frontiers*, 15(2), 101774.

⁴ 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-zero-emission-by-2050-nik-nazmi-FP12597424](https://thesun.my/malaysia-news/govt-reaffirms-commitment-to-net-zero-emission-by-2050-nik-nazmi-FP12597424)

⁵ United Nations. (n.d.). *The Paris Agreement* | United Nations. <https://www.un.org/en/climatechange/paris-agreement>.

⁶ Tentera Udara Diraja Malaysia or Royal Malaysian Airforce (“RMAF”).

Pillar Three: Environmental Conservation

In the short-term, it can be surmised that while there is a moderate possibility of operating sites to be exposed to flash floods, the severity of impact (as evident from the past incident mentioned below) remains low. This risk may increase over the medium- to long-term horizons.

However, specific site risks would differ based on location of sites and other physical/geographical factors. These include precipitation, proximity to water bodies, land use land cover (“LULC”), elevation and slope. Thus far, no specific sites have been identified as being more susceptible to flooding. This would be undertaken as part of a secondary phase of the present CRA.

In the long-term however, additional mitigation measures including significant enhancements to infrastructure, landbank selection and more may be warranted.

This includes making considerations for improving drainage systems and requiring enhanced flood mitigation measures such as larger/ more retention ponds and so on.

In June 2024, the temporary sediment basin embankment erected at Suria Heights, Negeri Sembilan failed due to an overload of mud flow caused by a heavy downpour resulting in mud spilling into neighbouring Tentara Udara Diraja Malaysia (“TUDM”) land. There were no damages to asset, machinery and equipment (“AME”) or any injuries or lives lost.

A swift clean-up of the mud overflow by Matrix and implementation of mitigation measures (construction of necessary drainage and infrastructure) at both the TUDM site as well as at Suria Heights enabled a quick approval by regulatory authorities for the resumption of construction works. The overall cost of the clean-up was some RM50,000.

It is expected that with the existence of a robust Business Continuity Plan (“BCP”) and the inherent experience and capabilities of Matrix Excelcon, the Group’s construction arm, there would be a swift clean-up of any flood impacted sites and works can resume without any major disruption. Hence, more significant financial losses such as inability to complete construction and achieve project handover and thus be exposed to liquidated asset damages (“LAD”) is highly unlikely.

The Group conducts annual employee training on emergency response protocols, ensuring that specific site personnel in charge (“PICs”) are trained on flood prevention SOPs and the use of personal protective equipment (“PPE”).

As part of its contingency plans and its overall assessment of flood related impacts, Matrix has provided some underlying financial quantification based on loss of workdays at its construction sites. Presently, the most realistic scenario is a loss of two days a year, while the other scenarios are developed as stretched scenarios for comparative analysis based on medium- to long-term time perspectives.

OPERATIONAL DISRUPTION DUE TO FLASH FLOODS/HEAVY RAINFALL	2 DAYS/YEAR	10 DAYS/YEAR	20 DAYS/YEAR
Severity Rating [1: Negligible - 5: Catastrophic]	1	3	5
Based on current workhours and typical project timelines, what is the estimated cost overruns due to downtime caused by flash floods or heavy rainfall under these scenarios?	Negligible	RM400,000 based on earthwork 8,000m ³ x RM5 x 10 days	RM800,000 based on earthwork 8,000m ³ x RM5 x 20 days
Asset/Site Damage due to Flash Floods	1% increase in repair/ replacement costs. However, repairs are the responsibility of subcontractors/vendors	5% increase in repair/ replacement costs. However, repairs are the responsibility of subcontractors/vendors	10% increase in repair/ replacement costs. However, repairs are the responsibility of subcontractors/vendors
How many new hires/overtime per year will be needed to counter the reduced productivity; what are the estimated additional costs?	N/A	RM60,000 based on RM6,000 per day @ 100 workers	RM120,000 based on RM6,000 per day @ 100 workers

Pillar Three: Environmental Conservation

Vector Borne Diseases

During periods of heavy and prolonged rain, i.e. the year-end monsoon season, the number of vector borne incidents can increase. The likelihood is high, but the severity of impact (arising from depleted manpower due to worker unavailability) is low as most cases are treatable and workers are restored to full health within a short span of time. Looking in terms of the medium- to long-term horizons, while the number of cases may increase, the disruptive impacts to operations and productivity is minimal. Furthermore, existing site management measures to prevent vector borne diseases are considered sufficient for present and future requirements. Thus far, there has been no significant operational disruption due to worker sickness. Medical costs to treat workers have also been low.

However, the impact of a rise in vector borne diseases becomes more severe if considered from the perspective of regulatory imposed site shutdowns. Sites can be shutdown due to the authorities, upon inspection, deeming the site as a temporary health hazard and hence, mandating a shutdown for a fixed period till necessary measures are effected i.e. clean-up of water ponding, undertaking fogging activities and other measures. Such shutdowns can lead to temporary delays in construction work.

Matrix Excelcon has emphasised measures to reduce the risk of vector borne diseases from occurring. This includes conducting fogging activities on a regular basis, especially during the monsoon seasons, preventing water ponding on sites, undertaking regular site inspections and undertaking worker awareness and education sessions. This has reduced the prevalence of dengue cases across all operational sites.

The average cost for outsourced fogging services are estimated at RM1,800-RM2,000, depending on the size of the facilities.

In light of Matrix's mitigation efforts, climate projections and the anticipated impacts of extreme rainfall, the following risk assessment has been established (with regard to risks attributed to rainfall and flash flooding):

TIMEFRAMES	LIKELIHOOD RATING (1-5)	SEVERITY RATING (1-5)	OVERALL RISK RATING
Short-Term (2024-2026)	1	2	Low
	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.		
Medium-Term (2027-2035)	2	2	Low
	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.		
Long-Term (2036-2050)	3	3	Moderate
	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.		

Pillar Three: Environmental Conservation

Rising Temperature

POTENTIAL IMPACTS	TIMEFRAME		
	S	M	L
Rising heat affects the functionality of machinery			///
Worker health issues and increased Occupational, Safety and Health (“OSH”) incidents	///	///	///
Heat reduces worker productivity and the overall productivity of operations		///	///
Delays in project delivery causing costs overrun	///	///	///

Rising temperatures (over the medium- to long-term) may necessitate changes in working hours as mid-day temperatures become untenable for workers to undertake outdoor construction work. This may require a shift to staggered working hours, similar to the Middle East, where workers operate in shifts during evenings and nights (when temperatures have dropped to more bearable levels). A change from shorter daytime working hours and supplemented with evening and night shifts, may lead to increased manpower costs over the medium- to long-term.

Other aspects of construction operations affected include IBS works such as the manufacture and production of aluminium formworks. Rising heat may impact the ability of machinery, thus impairing quality and quantity of aluminium formworks produced. Thus far, there have been no impacts and hence, this is only viewed as a remote possibility over the long-term horizon.

Presently, the most realistic scenario is a loss of three days a year, while the other scenarios are developed for comparison purposes and are considered more extreme possibilities with a low probability of occurrence.

Looking at the Property Development division, rising heat could necessitate a change in the design of properties. In essence, the change(s) would be based on developing homes that are more heat and defect resistant as well as designing homes that are optimised in providing conducive living conditions for property buyers despite increasing temperatures. This may necessitate changes not only in design and architecture, but also in terms of building materials used.

Beyond relooking the design of homes, the Group has also embarked on the provision of greenescapes and water features; to serve as heatsinks to counter rising ambient temperatures. Presently, greenescapes and water features for projects range from RM200,000-RM250,000 based on the size and specific requirements of each project.

Some preliminary financial analysis is provided based on the costs of tree planting. In FY2025, Matrix planted more than 3,000 trees across its developments for a total cost of exceeding RM1 million.

Impacts of Rising Temperature to the Healthcare and Hospitality Divisions

Based on the SSP2-4.5 scenario, energy consumption and thus energy costs are expected to be on the rise for Mawar Medical Centre (“MMC”). This is due to hospitals having to maintain a regulated internal temperature at all times, more so for vital sections of the hospital such as operating theatres, special wards i.e. the intensive care unit and more. Maintaining temperatures against rising heat would likely necessitate increased energy consumption for cooling and thus higher energy costs.

While MMC utilises solar derived electricity, solar accounts for only 8.5% of MMC’s total energy consumption. Likewise, d’Tempat Clubhouse and d’Sora Business Boutique hotel cumulatively account for 26.2% of total energy consumed.

Hence, both operations remain exposed to rising energy costs due to increased consumption as well as future rationalisation of subsidies. Notably, the impact is likely to be more pronounced over the medium- and long term.

Pillar Three: Environmental Conservation

MITIGATION MEASURES	PROPERTY DEVELOPMENT	CONSTRUCTION	HEALTHCARE	HOSPITALITY
Use of solar derived electricity			///	///
Increased use of energy saving/energy efficient equipment	///	///	///	///
Increased site electrification	///	///		

TIMEFRAMES	LIKELIHOOD RATING (1-5)	SEVERITY RATING (1-5)	OVERALL RISK RATING
Short-Term (2024-2026)	1	2	Low
	The minimal historical incident on Heat-related Incidents (“HRIIs”) 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.		
Medium-Term (2027-2035)	2	2	Moderate
	The moderate risk rating reflects the anticipated intensification of surface temperatures, which may cause an increased HRI incidents. This may necessitate additional safeguards for workers and a shift to staggered or evening/night shifts to maintain the pace of construction works.		
Long-Term (2036-2050)	2	3	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.		

Droughts/Water Scarcity

POTENTIAL IMPACTS	TIMEFRAME		
	S	M	L
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 technically, Matrix’s responsibility for the project ceases upon formation of the Management Committee (“MC”) for any particular project, the Group believes that to the best of its abilities, it retains a social responsibility towards ensuring that residents are not burdened by water supply issues. In this regard, the most optimum role that Matrix can play is as follows:



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



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.



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



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

Pillar Three: Environmental Conservation

For the Construction division, in the past, temporary disruption in water supply has happened, leading to minor effects on site operations. Non-water intensive site operations were able to continue unhindered and with water supply restored (either through alternative sources or with the state utility provider resuming supply), full site works were achieved within several hours or at the most within half a day.

However, in addressing water supply disruption and water scarcity, Matrix Excelcon has resorted to harvesting groundwater, using rainwater and also purchasing temporary water supply i.e. water supplier by water tankers. Presently, the Construction division has estimated an increase of RM5,000 per day for every day without water supply. The cost of extracting underground water is estimated at RM50,000.

Pertaining to the Healthcare division, presently, water cuts have been infrequent and at worse lasting for several hours only. Reserve water storage has been more than sufficient to tide over till water supply was restored.

However, going forward, in the event such incidents become more frequent and prolonged, additional contingency measures may be required towards ensuring uninterrupted hospital operations.

The effects of water cuts/water rationing due to droughts is more material to the operations of d'Tempat Clubhouse and d'Sora Business Boutique hotel. Customer experiences and the ability to deliver services i.e. food and beverage services and etc. would be significantly affected due to prolonged water cuts stretching over more than three hours or half a day. Following are potential business/operational scenarios developed for the Hospitality business division of Matrix:

1-3 HOURS	½ HALF DAY TO ONE DAY	2 DAYS AND MORE
<p>Negligible impacts with existing water storage tanks sufficient for operations. Provision of plastic bottled water to guests/customers.</p> <p>Informing all guests/customers on the disruption in water supply.</p> <p>No major impact in terms of loss of customer patronage.</p>	<p>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.</p> <p>Provision of plastic bottled water may not be sufficient and additional measures such as sourcing for water tankers may be required to sustain operations.</p> <p>Informing all guests/customers on the disruption in water supply.</p> <p>May have an impact on guest/customer experiences and satisfaction which could lead to loss of patronage.</p>	<p>Extremely rare possibility, which has never occurred prior.</p> <p>Besides sourcing of tankers, alternative arrangements may need to be made i.e. hotel guests transferred to other hotels for instance.</p> <p>Significant impact to brand perception and the ability to sustain/expand customer base.</p>

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.

Pillar Three: Environmental Conservation

TIMEFRAMES	LIKELIHOOD RATING (1-5)	SEVERITY RATING (1-5)	OVERALL RISK RATING
Short-Term (2024-2026)	1	1	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.		
Medium-Term (2027-2035)	2	1	Low
	While there is the possibility of increased frequency of water disruption, impacts are still expected to be manageable with business operations largely unaffected. Any delays experienced can be made up with the resumption of normal water supply.		
Long-Term (2036-2050)	3	3	Moderate
	In the long run, incidents may increase with increased severity in terms of 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		
	S	M	L
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		///	///

Increased Requirements for the Use of Green-Certified Materials or Green-Certified Suppliers

Among the identified transition risks are increased requirements for 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. Such requirements would likely lead to increased costs, thus creating a ripple effect not just for Matrix, but across the property value chain and throughout the property sector.

Among specific contributory factors for rising costs are as follows: increase in working capital, increase costs in sourcing, purchasing and incorporating green features i.e. water and energy saving fixtures and fittings, sourcing for new green certified suppliers who may be more expensive and increases in production costs as usage of green materials may require new and longer construction methodologies and technologies.

While failure to adapt may diminish its competitive edge, aligning with green building standards by enhancing product specifications and obtaining relevant certifications may unlock new business prospects. This transition would likely require additional investments in research and development, product innovation and marketing strategies to build awareness of Matrix's sustainable solutions.

Kindly refer to the Opportunities section on page 58 for more information on potentials arising from a shifting regulatory and industry landscape.

Pillar Three: Environmental Conservation

Removal of Fuel Subsidies, Higher Energy Tariffs and Carbon Tax Exposure

In June 2024, the Malaysian government withdrew blanket diesel subsidies, resulting in a 56% price increase in Peninsular Malaysia, from RM2.15 to RM3.35 per litre. It is expected that petrol costs would also be further rationalised consequently leading to higher pump prices for both individual users and businesses. The removal of blanket subsidies (ostensibly in favour of targeted subsidies) is meant towards reducing government expenditure and to strengthen public finances. It is also one of the fundamental strategies under the NETR towards encouraging the private sector, particularly energy intensive sectors, to gradually become more energy efficient and to transition towards RE.

In addition, commencing July 2025, the base electricity tariff in Peninsular Malaysia will be raised by 14.2% to 45.62 sen per kilowatt-hour ("kWh"), along with a new tariff schedule. The change will take place under the three-year Regulatory Period 4 ("RP4") that will be effective from January 2025 to December 2027. Under the RP3 2022-2024, the base tariff was set at 39.95 sen/kWh.

Based on present fuel consumption for FY2024, the increase in costs can be quantified as follows:

	PRESENT CONSUMPTION (LITRES)	PRESENT COSTS (RM)	20% REDUCTION IN SUBSIDIES	50% REDUCTION IN SUBSIDIES	70% REDUCTION IN SUBSIDIES	100% REDUCTION IN SUBSIDIES
Diesel	497,408.57	1,377,821.74	1,437,510.77	1,527,044.31	1,586,733.34	1,676,266.88
Petrol	50,064.74	102,632.72	112,845.93	128,765.73	169,018.56	153,698.75
Total	547,473.31	1,480,454.46	1,550,356.69	1,655,810.04	1,755,751.90	1,829,965.63

Similarly, a projection of cost increase for electricity consumption can also be made as per the following:

	PRESENT CONSUMPTION (kWh)	PRESENT COSTS (RM)	14.2% INCREASE UNDER RP4 2025-2027 (RM)	15% INCREASE UNDER RP6 2030-2034 (RM)	15% INCREASE UNDER RP8 2035-2040 (RM)
Electricity	8,289,951	4,219,407.46	4,818,563.32	5,541,347.82	6,372,549.99

The potential imposition of carbon taxes would likely impact almost all property development and construction companies including Matrix. The scope of business activities and processes within the property development and construction operations are typically energy and carbon intensive, thus providing Matrix with relatively high exposure to any carbon taxes imposed.

However, while exposure is high, simulations run on several carbon tax prices based on a per tonne of carbon allude to low severity or impact. During its CRA exercise, Matrix developed several speculative carbon tax scenarios. The scenarios were developed given that the government has yet to provide any indication on actual carbon tax pricing or mechanisms.

CARBON TAX PROJECTIONS	RM35/tCO ₂ e	RM50/tCO ₂ e	RM75/tCO ₂ e
Based on 5,674.8 tonnes CO ₂ e from Scope 1 and Scope 2 emissions (FY2024)	RM198,618.00	RM283,740.00	RM425,610.00

Even at the highest scenario of RM75/tCO₂e, the cost of RM0.43 million is 0.17% of the Group's FY2024 Profit After Tax ("PAT").

Pillar Three: Environmental Conservation

Climate 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, 14.6% 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.

TIMEFRAMES	SEVERITY RATING (1-5)	LIKELIHOOD RATING (1-5)	OVERALL RISK RATING
Short-Term (2024-2026)	2	3	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.		
Medium-Term (2027-2035)	2	4	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 RE use and to achieve full disclosure of its Scope 3 emissions.		
Long-Term (2036-2050)	2	5	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		
	S	M	L
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	///	///	///

Opportunity Costs of Decarbonisation Initiatives

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. A wide range of business processes consume diesel and petrol such as for powering forklifts, backhoes, excavators as well as for onsite generators. This is notably evident when upstream and downstream emissions are factored into the overall emissions profile (Scope 3 emissions).

Requiring suppliers to adopt electrification such as increased use of electricity on sites instead of gensets or EV machinery would lead to a significant increase in upfront costs. This costs would then be passed through resulting in more expensive properties, with end buyers bearing the cost or Matrix having to absorb said cost and thus experience an erosion of margins per property unit.

Pillar Three: Environmental Conservation

High capital expenditure (“CAPEX”) outlay is expected in the short-term, with returns if any only being recouped over the medium- to long-term horizons. These capital expenditures could limit the Group’s capacity to pursue other strategic priorities, such as launching more properties and undertaking related construction works and more.

Adopting low carbon business operations is significantly easier for d'Tempat Clubhouse as well as d'Sora Business Boutique Hotel. Both operations have already implemented solar and the financial benefits of doing so are evident. These include emissions avoided and energy costs savings. Cumulatively in FY2025, 781.2 tonnes of CO₂e was avoided from the use of solar energy by Matrix.

Mitigation Measures

- Matrix continues to prioritise investments in energy-efficient technologies and renewable energy solutions, such as solar PV 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.

TIMEFRAMES	SEVERITY RATING (1-5)	LIKELIHOOD RATING (1-5)	OVERALL RISK RATING
Short-Term (2024-2026)	2	2	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 RE 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.		
Medium-Term (2027-2035)	3	4	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.		
Long-Term (2036-2050)	2	3	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

POTENTIAL IMPACTS	TIMEFRAME		
	S	M	L
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		///	///

Pillar Three: Environmental Conservation

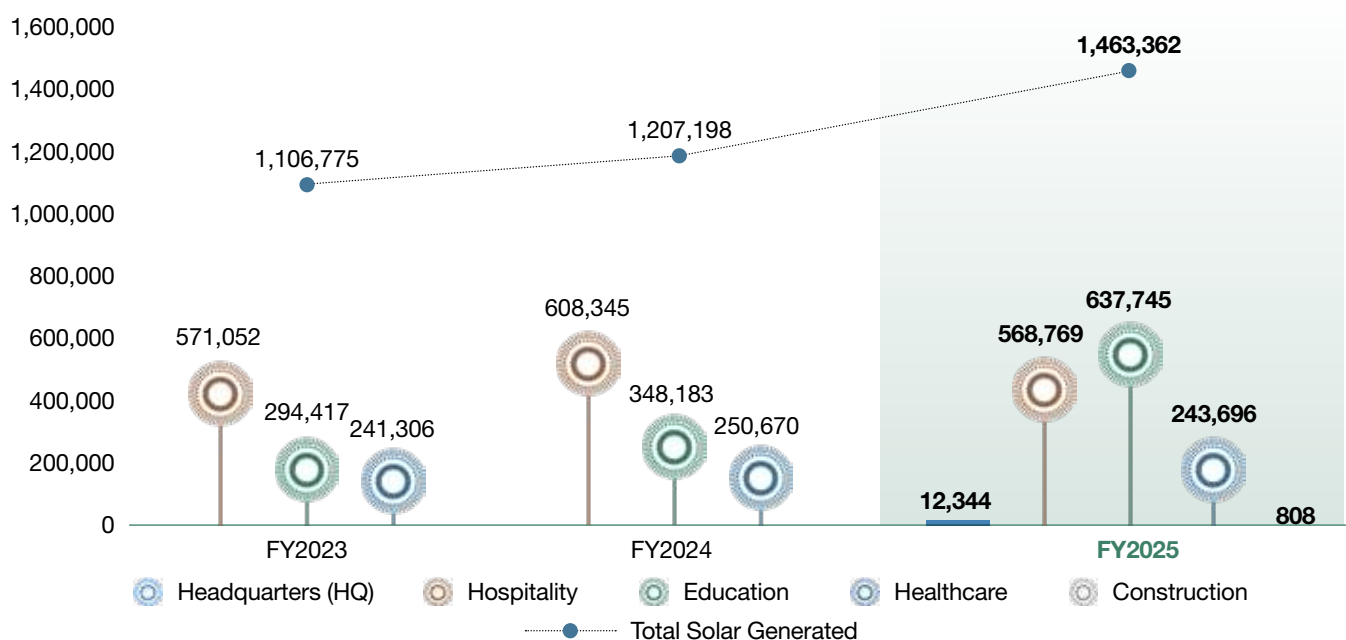
Matrix's existing leverage of RE, namely solar energy generation, has already yielded significant energy cost savings while reducing carbon emissions. Present installations have yielded a cumulative carbon avoidance of 781.2 tonnes CO₂e for FY2025 alone. At the same time, the 1,420,360 kWh consumed in FY2025 respectively has yielded savings of RM722,785.64 (based on approximate charges for the same quantity of electricity sourced from the grid).

As of FY2025, 14.6% of the Group's total energy consumption was derived from solar power. This transition contributed to 781.2 tonnes of CO₂e emissions avoided.

Importantly, cost savings can also be calculated based on estimated increases in tariffs of electricity supplied as follows:

	PRESENT	14.2% increase under RP4 2025-2027	15% increase under RP6 2030-2034	15% increase under RP8 2035-2040
Solar Energy Consumption (kWh)	1,420,360.00	1,420,360.00	1,420,360.00	1,420,360.00
Estimated Cost Savings (RM)	722,785.64	825,421.20	949,234.38	1,091,619.54

SOLAR ENERGY GENERATED (kWh)



CARBON TAX PROJECTIONS	FY2023	FY2024	FY2025
Solar Energy Generated (kWh)	1,106,775	1,207,198	1,463,362
Solar Energy Consumed (kWh)	1,106,775	1,119,406	1,420,360
Solar Energy Unutilised (kWh)	DNA	87,792	43,002
Year-on-Year Variation on Solar Energy Generated (%)	45.2	9.1	21.2
CO ₂ Avoided (tonnes)	609.8	615.7	781.2

Notes:

- DNA – Data not available.
- Solar energy data is calculated based on electricity data stated on the Tenaga Nasional Berhad's ("TNB") bills.
- FY2023, FY2024 and FY2025 Solar energy data includes Matrix (HQ), Construction division, Hospitality division, Education division and Healthcare division. The data for Construction division only includes Excelcon Central.

Pillar Three: Environmental Conservation

Adcote Matrix Schools (“AMS”) sells its unutilised solar energy to TNB to generate financial savings for the Group while supporting national emissions reduction goals. As part of its strategy to drive wider adoption, Matrix plans to introduce bundled solar panel packages for purchasers of premium residential units. Additionally, the Group is evaluating the feasibility of integrating solar panels into selected high-rise developments, particularly within higher-value segments.

METRICS AND TARGETS

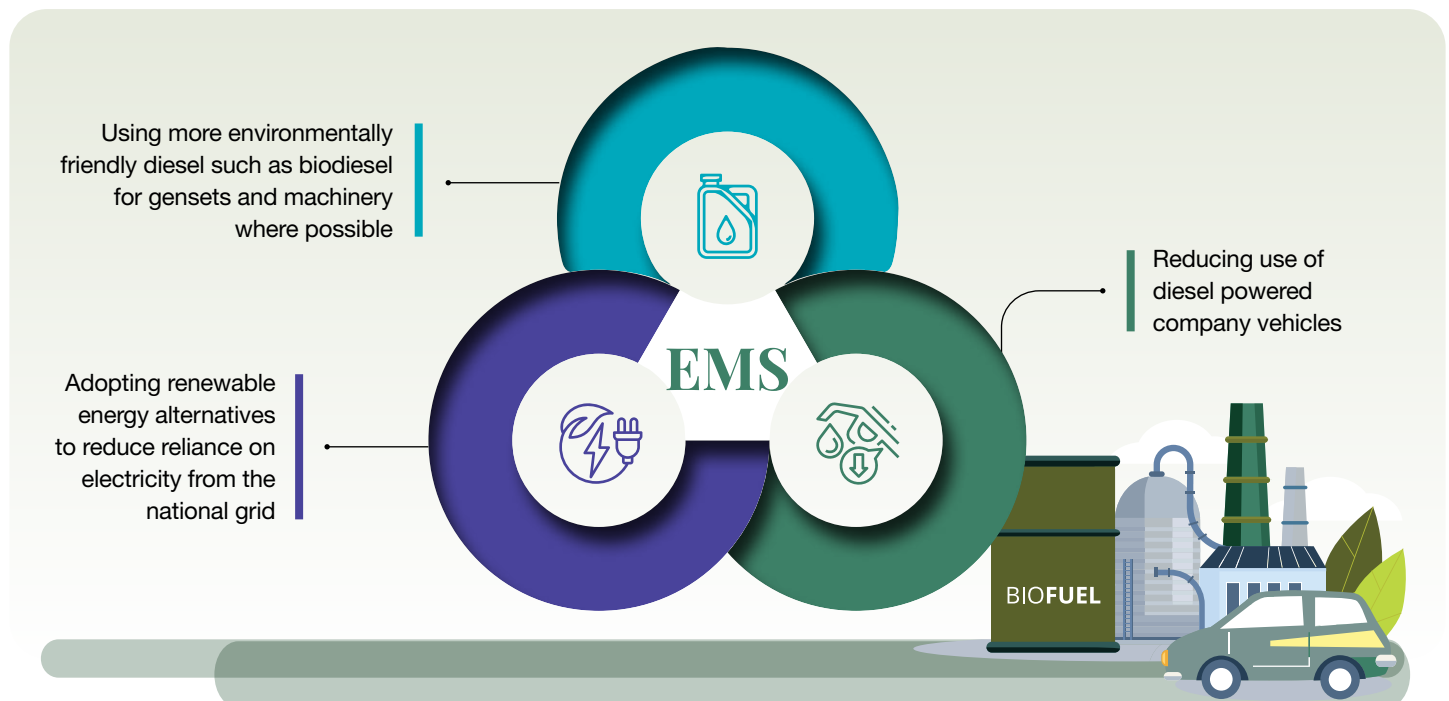
Matrix quantifies Scope 1 and Scope 2 emissions using standard metrics, expressed in tonnes of carbon dioxide equivalent (tCO₂e). Emissions are calculated based on internationally accepted conversion factors to ensure consistency in measuring the carbon footprint from direct and indirect energy consumption. Additionally, the emissions data and energy consumption data undergo independent auditing by RSM Malaysia PLT.

Direct energy sources, including diesel, petrol and other fuels, are recorded in litres, while electricity consumption is measured in kilowatt-hours (“kWh”). The Group’s total energy consumption is reported in Gigajoules (“GJ”) or Megajoules (“MJ”).

Matrix also calculates Scope 3 emissions, which account for energy consumption from employee commuting and business travel. Further details can be found on page 64 of this report.

ENERGY MANAGEMENT

Matrix adopts a strategic approach to energy efficiency that is driven by its commitment to decarbonisation and the need to reduce energy costs, particularly electricity expenses. The Environmental Management System (“EMS”) serves as the foundation of Matrix’s energy management strategy, it aligns with the Group’s aspirations to achieve greater energy efficiency and lower emissions. The EMS is designed to systematically monitor, manage and improve energy usage, and it focuses on several key areas, including:

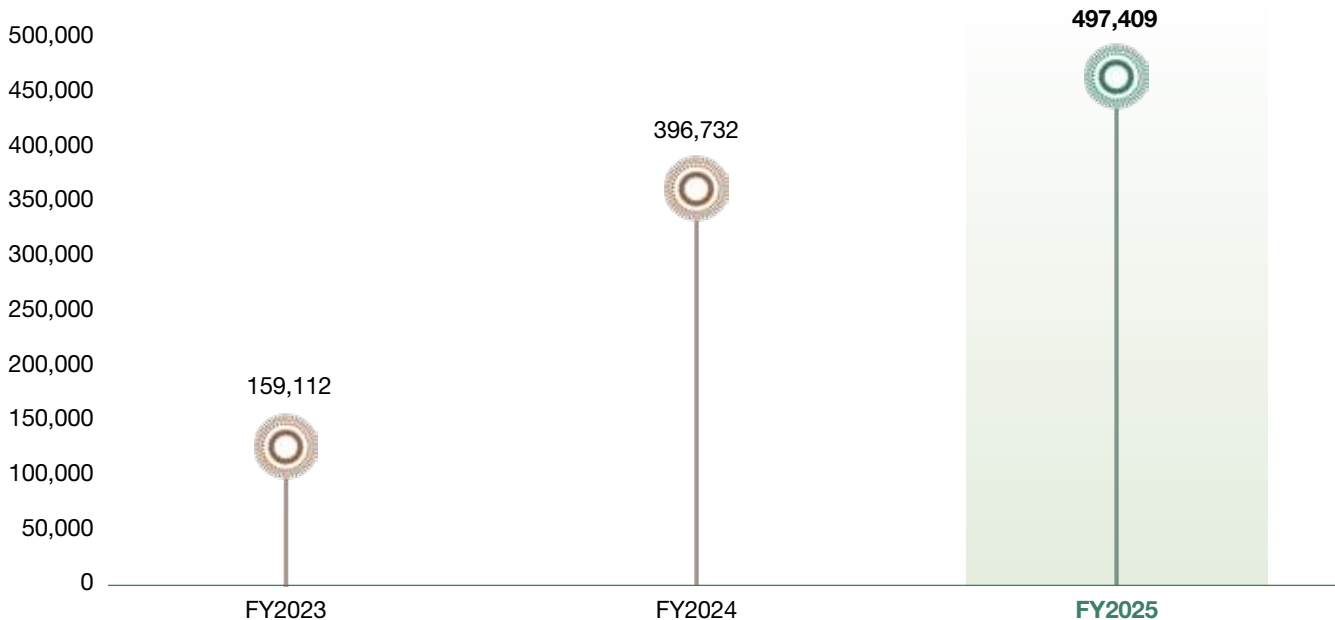


Matrix actively monitors its direct and indirect energy consumption to enhance efficiency and reduce its carbon footprint. Direct energy use includes diesel-powered generator sets, machinery and petrol-fuelled company vehicles, while indirect energy is primarily electricity purchased from TNB.

Pillar Three: Environmental Conservation

In FY2024, Matrix disclosed its Scope 3 emissions and remains committed to improving emissions tracking and reporting. The Group aims to achieve net zero carbon by 2050, therefore it focuses on decarbonisation, increased renewable energy adoption and improved energy management. Moving forward, Matrix will intensify its decarbonisation efforts, expand its renewable energy adoption and implement innovative energy management solutions.

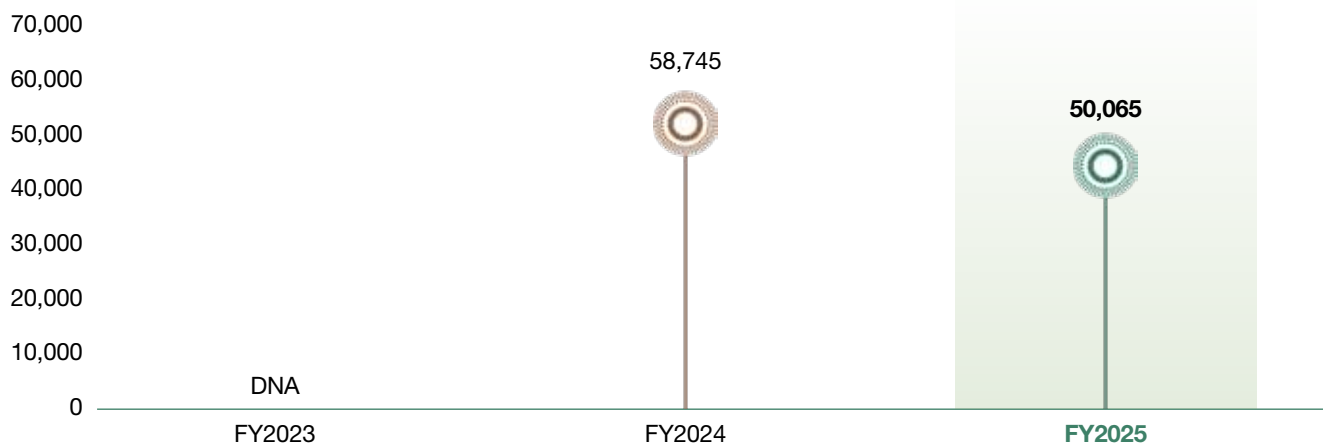
DIESEL CONSUMPTION (LITRE)



In FY2025, Matrix continues to utilise the Matrix Sustainability Pack (“MSP”) to streamline data collection, monitoring and optimisation of energy consumption. The systematised approach ensures greater accuracy and consistency in reporting to enhance compliance and decision-making. While MSP improves efficiency, the initial phase of data collection and tracking may temporarily result in an increase in diesel usage.

Table below shows the disclosure on the Group’s petrol consumption.

PETROL CONSUMPTION (LITRE)

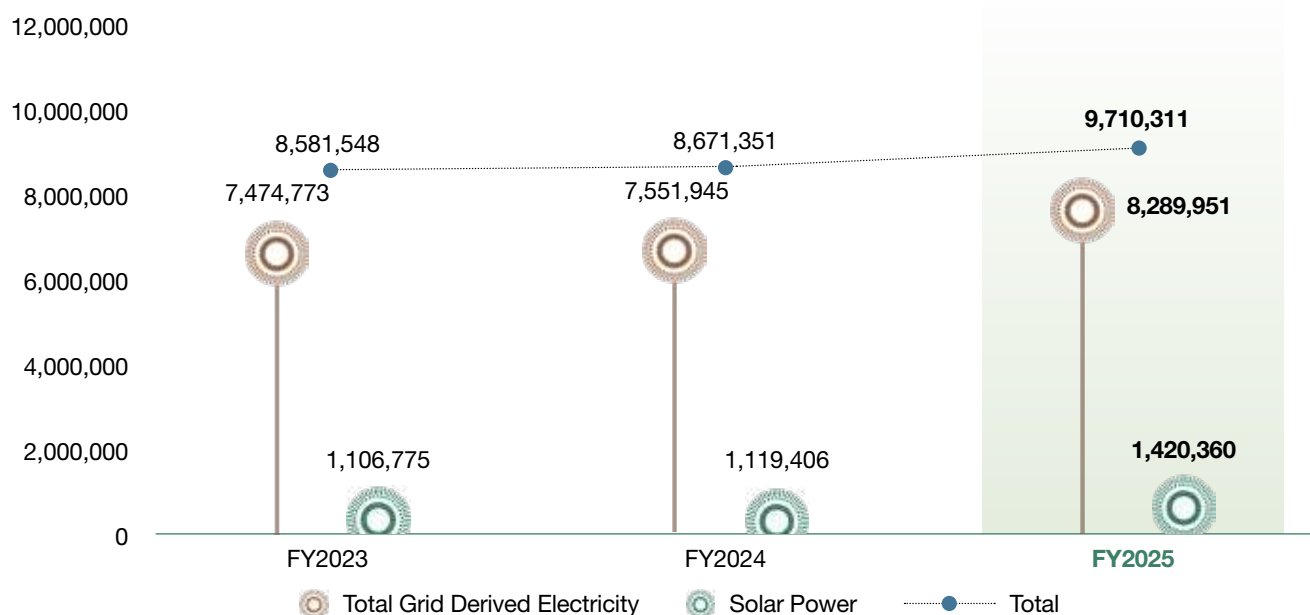


Pillar Three: Environmental Conservation

Electricity Generated and Consumed

In FY2025, the Group's total electricity consumption increased by 22.2% due to heightened business operations and constructions. While solar energy consumption increased by 21.2% (FY2024: 9.1%), percentage of solar use in energy mix increased by 13.4% (FY2024: 12.9%), which reflects a greater reliance and adoption of solar energy in the business operation. This trend highlights Matrix's ongoing transition towards renewable energy and decarbonisation, reducing dependency on conventional power sources. The Group continues to embark on improving its renewable energy component with the installation of 74.2 kWh solar system at its headquarters. The adoption of solar energy will be further expanded to its other premises in FY2026 and beyond.

TOTAL ELECTRICITY CONSUMPTION: GRID SOURCED AND SOLAR (kWh)



BUSINESS DIVISION	FY2023	FY2024	FY2025
Total Grid Derived Electricity (kWh)	7,474,773	7,551,945	8,289,951
Total Grid Derived Electricity (MWh)	7,474.8	7,551.9	8,290.0
Percentage Change in Grid Electricity (%)	3.9	1.0	9.8
Solar power (kWh)	1,106,775	1,119,406	1,420,360
Solar power (MWh)	1,106.8	1,119.4	1,420.4
Total (kWh)	8,581,548	8,671,351	9,710,311
Total (MWh)	8,581.5	8,671.3	9,710.3
Percentage Change in Electricity Consumption (%)	7.8	1.0	12.0
Percentage solar use in Energy Mix (%)	12.9	12.9	14.6

Notes:

¹ Electricity consumption data is calculated based on electricity data stated on the TNB bills.

² FY2023, FY2024 and FY2025 Electricity consumption data includes Matrix (HQ), Excelcon NS, Excelcon Central, Excelcon South, Hospitality division, Education division and Healthcare division.

Pillar Three: Environmental Conservation

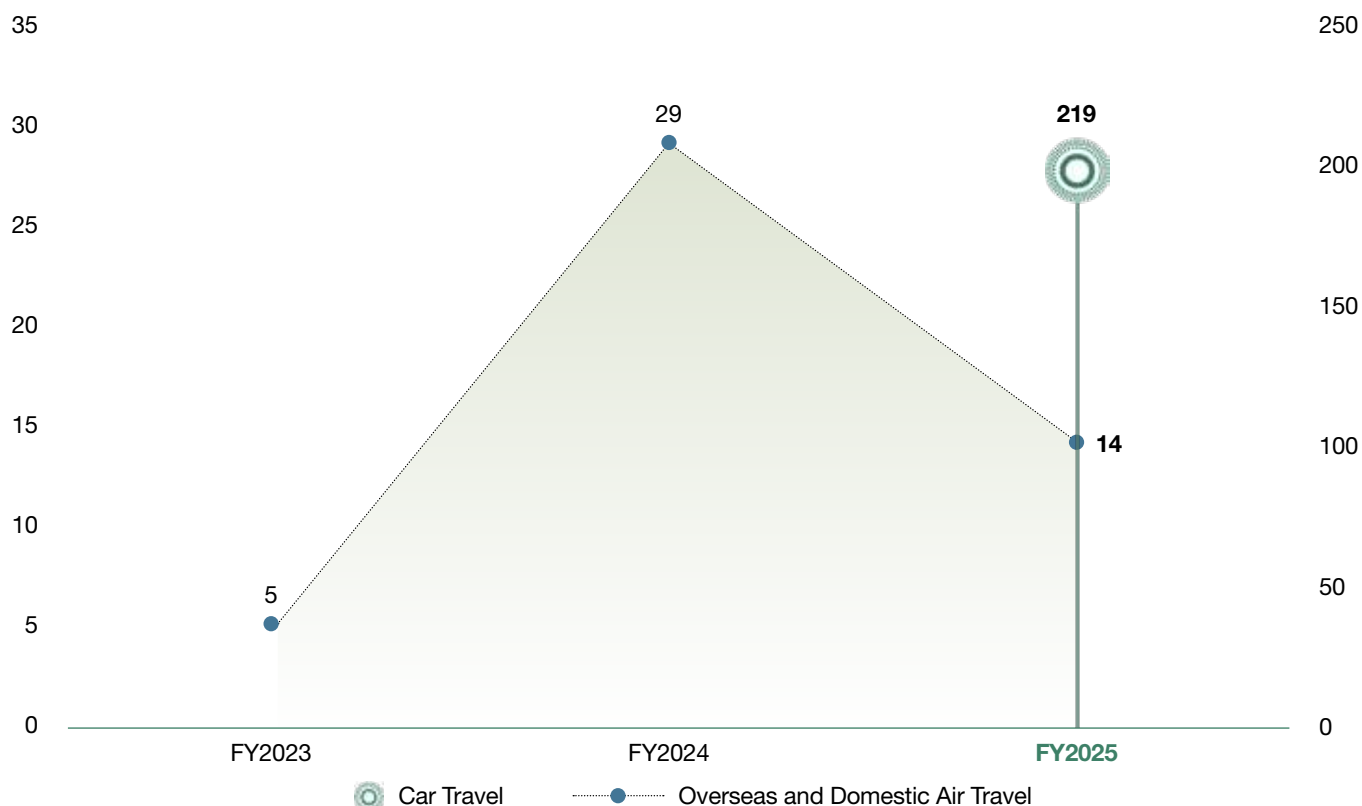
ENERGY CONSUMED (GJ)	FY2023	FY2024	FY2025
Purchased Energy	26,909.18	27,187.00	29,843.82
Diesel (Stationary emission)	5,696.21	10,174.40	13,742.75
Diesel (Mobile emission)	DNA	4,028.61	4,043.09
Petrol (Mobile emission)	DNA	2,009.08	1,617.94
Solar (renewable energy) consumed	3,984.39	4,029.86	5,113.29
Total energy consumed	36,589.78	47,428.95	54,360.90

Note:

DNA – Data not available.

TYPE OF TRAVEL	NO. OF TRIPS	ESTIMATED MILEAGE	ASSOCIATED CARBON EMISSIONS (TONNES CO ₂)	ASSOCIATED CH ₄ EMISSIONS (TONNES CH ₄)	ASSOCIATED N ₂ O EMISSIONS (TONNES N ₂ O)
Overseas and Domestic Air Travel	14	28,487.00	50.90	0.0002	0.0004
Car Travel	219	17,011.70	3.26	0.00009	0.00006

TOTAL BUSINESS TRIPS



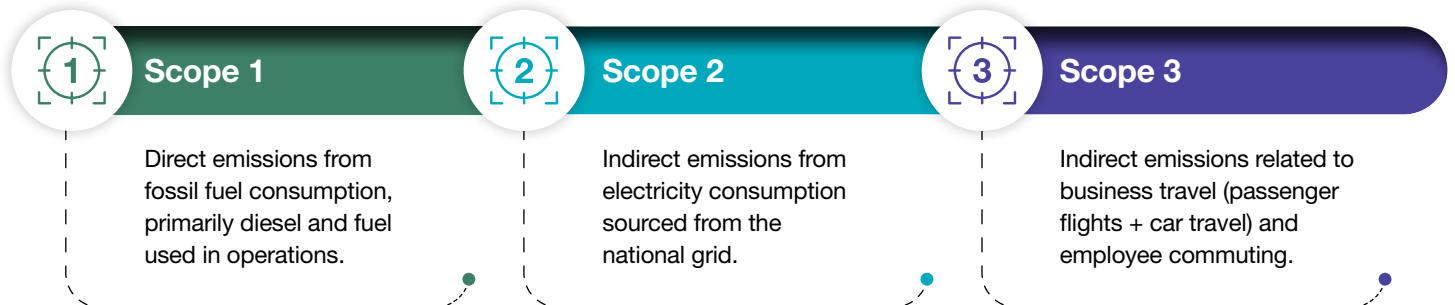
Note:

¹ The expanded scope data reporting in FY2025 to include business travel by car.

Pillar Three: Environmental Conservation

Emissions

Matrix monitors its carbon emissions through a structured approach aligned with the GHG Protocol Corporate Accounting and Reporting Standard, as guided by the Malaysia Green Technology Corporation ("MGTC"). Emissions are classified into three categories:



SCOPE 1 EMISSIONS (tCO ₂ e)			
	FY2023	FY2024	FY2025
Stationary Combustion	423.29	756.07	1,034.77
Mobile Combustion	DNA	440.74	397.50
Fugitive Emissions	DNA	324.37	292.32
Total	423.29	1,521.18	1,724.59

SCOPE 2 EMISSIONS (tCO ₂ e)			
Derived from Purchased Electricity	4,111.1	4,153.6	4,559.5

SCOPE 3 EMISSIONS (tCO ₂ e)			
Derived from waste generated in operations	DNA	DNA	8,138.22
Derived from employee commuting	1,087.8	943.51	2359.70
Derived from business travel (flight + car)	DNA	326.95	54.16
Total	1,087.8	1,270.46	10,552.08

Notes:

¹ DNA – Data not available.

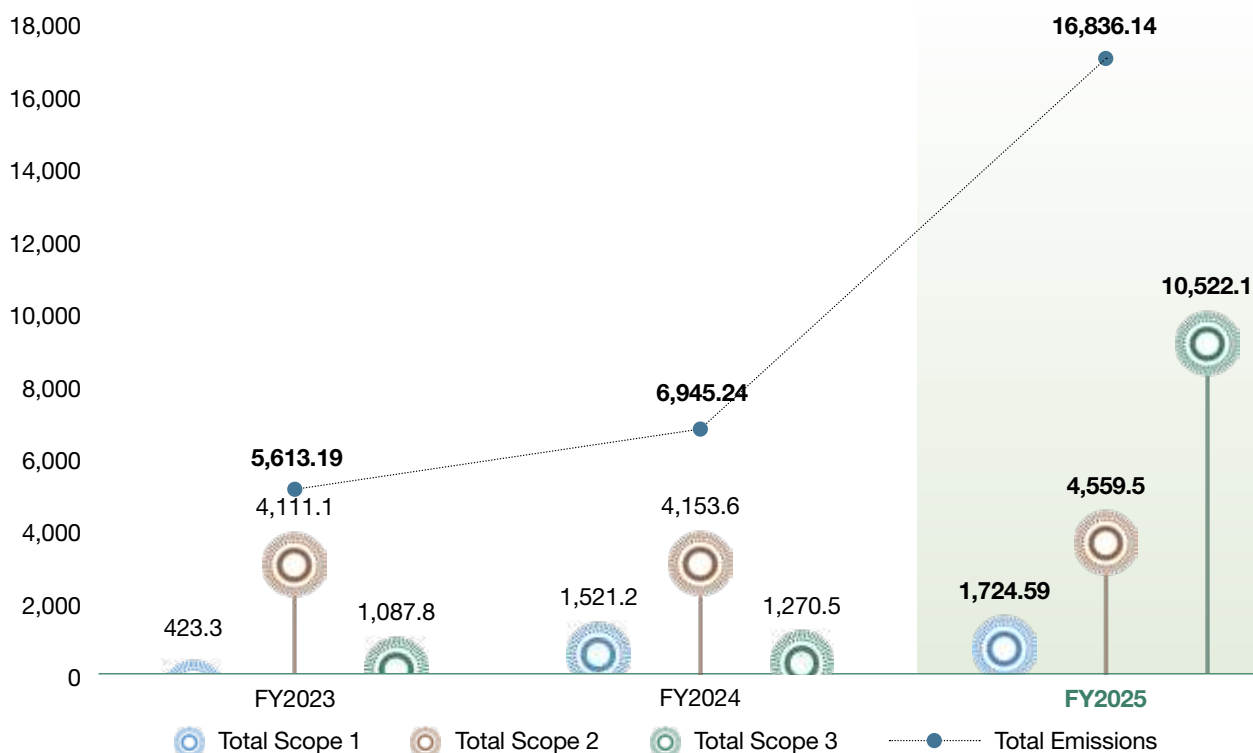
² The emission factor used to calculate Matrix's carbon emissions is based on the UK Government GHG Conversion Factors 2024.

³ The electricity emission factor used to calculate Matrix's electricity emissions is based on TNB's Sustainability Report 2022.

⁴ Waste generated in operations include domestic waste, food waste, metal waste, plastic waste and paper waste. Construction waste is excluded from the calculation of emissions from waste generated in operations due to challenges in data collection.

Pillar Three: Environmental Conservation

TOTAL EMISSIONS AND BREAKDOWN (tCO₂e)



Note:

¹ Total emission is calculated based on the subtotal of total Scope 1, Scope 2 and Scope 3.

TYPES OF VEHICLES	NUMBER	EMISSIONS (TONNES CO ₂ e)
Conventional Car	808	1,452.28
Motorcycles	116	897.47
Public Transportation and Others	12	9.95
Total	936	2,359.70

Notes:

¹ A common emissions factor for cars and motorcycles was employed, regardless of the vehicle's engine capacity, make/model and year of manufacture. Acknowledging that this marks the Group's inaugural year of reporting on Scope 3 emissions from employee commuting, future reporting aims to enhance precision by considering specific factors like vehicle make, year of manufacture and engine capacity.

² The kilometres travelled were based on information provided by employees, lacking independent verification. Matrix plans to implement a system to validate the accuracy of distances provided by employees in subsequent reporting.

Other Emissions

TYPES OF EMISSION (TONNES)	FY2023	FY2024	FY2025
Total CH₄	1.7	6.6	12.6
Total N₂O	0.9	3.8 ¹	7.7

Note:

¹ The data for FY2024 has been restated to reflect updated and corrected information following a review of the previous submission.

Pillar Three: Environmental Conservation

SUSTAINABLE RESOURCE CONSUMPTION

Matrix prioritises resource efficiency across all business divisions, with Property Development and Construction being the largest consumer of materials such as cement, steel, aluminium, timber, plastics and other construction essentials. Other divisions, including Hospitality, Healthcare and Education, consume smaller quantities of resources such as food packaging, medical supplies and equipment.

To optimise resource use and minimise waste, Matrix adopts a strategic inventory management approach, preventing overstocking while ensuring an efficient supply chain. The Group actively integrates the 4R principles—Reduce, Reuse, Repurpose and Recycle—into its operations, particularly in construction activities. Recycling and repurposing materials are prioritised wherever feasible to reduce the Group's environmental impact while enhancing cost efficiency.

A key target set by Matrix is to salvage at least 85% of materials, including construction waste, by repurposing them for infrastructure projects, temporary site access, landscaping and other applications. The Group reinforces its actions to sustainable resource consumption and responsible environmental stewardship through the efforts below:



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

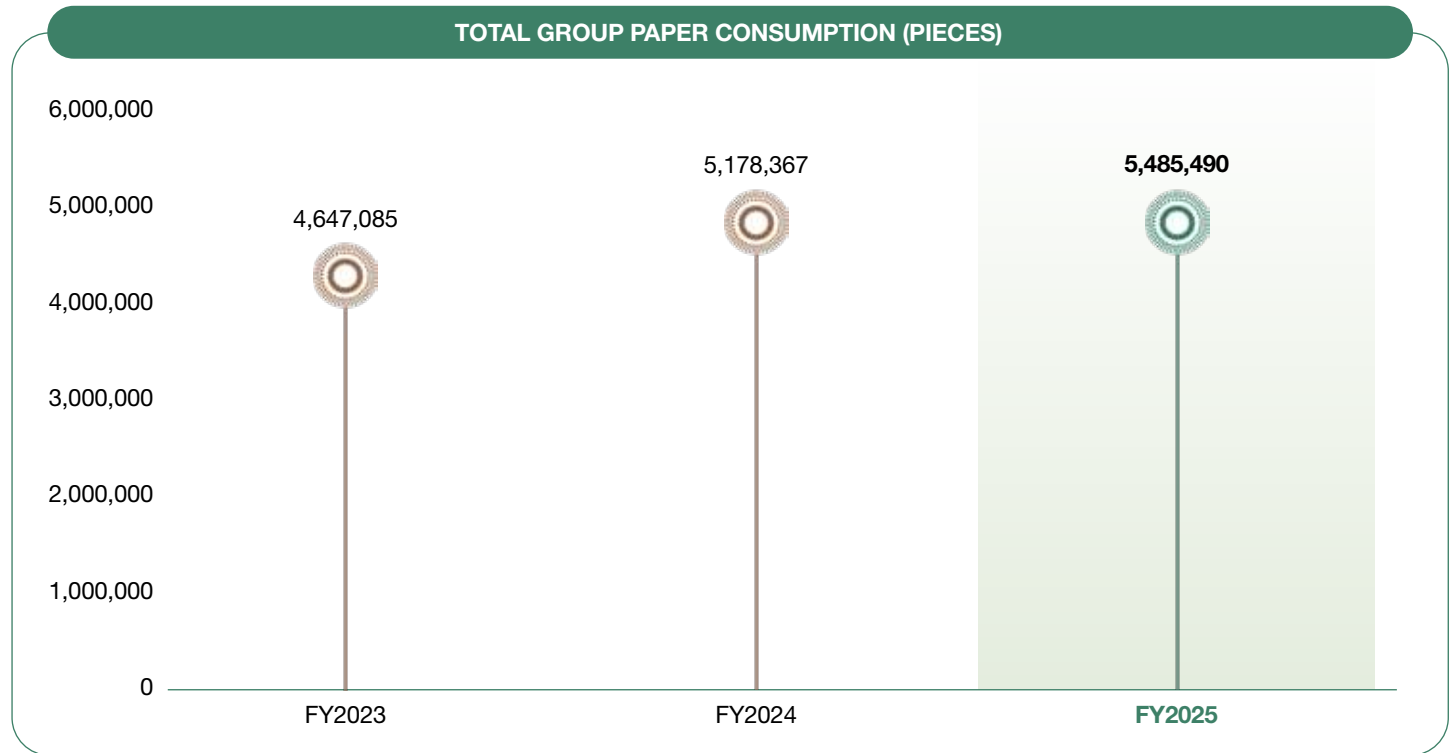
- Recycling of kitchen wastes for composting.
- Collection of community waste for recycling.
- Minimise the consumption of single-used plastic.
- Discontinuing the distribution of plastic mineral water bottles at the premises.

BUSINESS DIVISION	TYPE	UNIT	FY2023	FY2024	FY2025
Construction	Cement	Tonnes	16,104.5	32,694.5	36,680.5
	Timber		1,645.3	3,653.0	1,247.4
	Steel		3,937.0	7,507.0	8,317.8
	Sand		119,317.7	244,266.8	235,321.7
	Ready Mix Concrete		135,005	385,159.7	628,254.8
	Quarry Products		DNA	296,424.5	404,340.4
	Total		276,009.5	969,705.4	1,311,162.5
	Plywood	Pieces	26,162	53,333.0	17,113
	Bricks		22,671,039	25,251,460	29,663,734
	Total		22,697,201	28,304,793	29,680,847
Hospitality	Food Ingredients	Tonnes	DNA	54.3	2.5
	Beverage		DNA	27.7	2.8
	Total		DNA	82.0	5.3

Significant drop in resource consumption at Hospitality division due to food and beverage outlet operations being taken over by independent third party operator.

Pillar Three: Environmental Conservation

Paper Consumption



Note:

¹ Group level paper consumption data covers Matrix (HQ), Excelcon NS, Excelcon Central, Excelcon South, Hospitality division, Education division and Healthcare division.

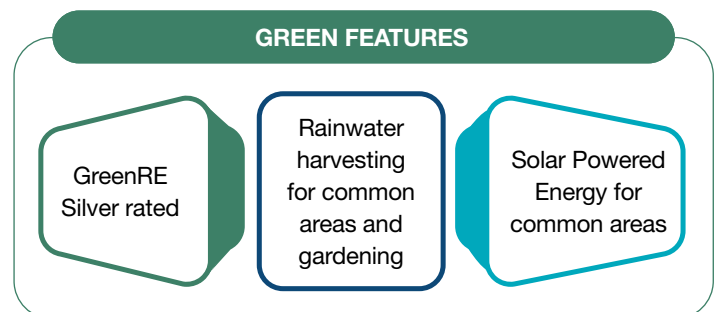
The increase in paper usage has been marginal in FY2025 despite the challenges posed by the expansion of business operations. The nature of the industry for certain divisions necessitates the continued reliance on paper-based processes. For example, our Healthcare division is still reliant on producing printed medical reports to cater for patient demands and familiarity. Matrix has managed its internal paper consumption by gradually transitioning to more digital solutions where feasible and intends to further its journey towards a paperless operations.

Green Materials

To further enhance sustainable resource consumption, green certified building materials is being utilised by the Group in the construction and development process. Matrix integrates and takes into consideration of green certified building materials starting from the design process to maximise the usage of it and reduce environmental impact along the development.

Green Building

Celebrate dynamic excellence in life within the dazzling towers of LEVIA, a new vertical residence that integrates creative architecture and lush greenery across 4.71 acres of open space to offer both comfort and beauty.



Pillar Three: Environmental Conservation



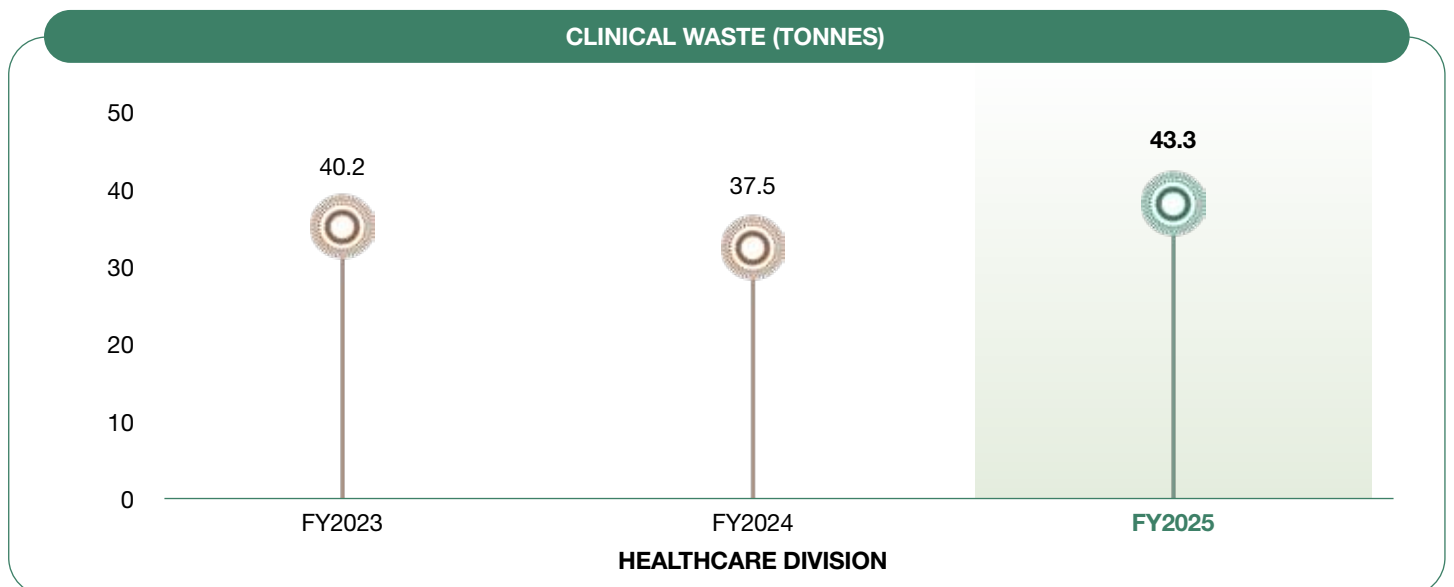
SCHEDULED AND NON-HAZARDOUS WASTE MANAGEMENT

Beyond minimising waste, Matrix's business operations inevitably generate both scheduled and non-hazardous waste. To ensure compliance and responsible waste disposal, all scheduled waste is managed by Department of Environment ("DOE")-certified third-party transporters, approved by the *Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam Negeri Sembilan* ("PPSPANS").

To enhance waste management efficiency, Matrix implements strict handling, storage and disposal protocols to ensure regulatory compliance while prioritising waste reduction and recycling initiatives.

Scheduled Waste

The Healthcare division's scheduled waste is disposed of through incineration, which is managed by licensed waste management companies that meet the regulatory compliance requirements set by Malaysian authorities.



Pillar Three: Environmental Conservation

Non-Scheduled Waste

Waste Recycling

To further reduce landfill waste, Matrix continues to provide waste collection points for the public, facilitating proper disposal and recycling. Waste is segregated at the collection stage and transported to recycling centres for processing. Matrix plans to implement designated recycling bins across all project sites, ensuring broader participation in non-scheduled waste recycling.

BUSINESS DIVISION	WASTE TYPE	DISPOSAL METHOD	FY2023 (TONNES)	FY2024 (TONNES)	FY2025 (TONNES)
Matrix (HQ)	Plastic	Recycling	0.71	0.18	0.16
	Paper		2.77	2.75	2.58
	Iron		1.45	0.15	0.02
	Glass		0.13	0.20	0.02
	E-waste		0.01	0.03	0.16
	Others		0.48	0.00	0.00
	Total		5.55	3.31	2.94
Construction	Construction/Domestic Waste	Landfill	DNA	6,702.00	54,594.00
	Wooden Pallet	Recycling	DNA	196.19	108.66
	Scrap Iron		DNA	126.19	345.37
	Total		DNA	7,024.38	55,048.03
Education	Cans	Recycling	DNA	0.02	0.02
	Bottles		DNA	0.02	0.02
	Mixed Paper		DNA	0.28	0.00
	Glass Bottle		DNA	0.05	0.00
	Polystyrene		DNA	0.00	0.00
	Mixed Plastic		DNA	0.16	0.00
	Cardboard		DNA	0.16	0.00
	Iron Can		DNA	0.02	0.00
	Book and Magazine		DNA	0.12	0.00
	Newspaper		DNA	0.03	0.00
	Scrap Metal		DNA	0.02	0.00
	Aluminium Can		DNA	0.02	0.00
	Total		DNA	0.90	0.04
Healthcare	Paper Carton Box	Recycling	DNA	9.05	13.05
	Plastic		DNA	1.27	0.79
	Metal		DNA	1.55	9.66
	Bottle Concentrate		DNA	8.89	7.48
	Shredder Paper		DNA	0.66	5.75
	Total		DNA	21.42	36.73

Note:

DNA – Data not available.

¹ The data increase due to the additional waste data disclosure in FY2025.

Pillar Three: Environmental Conservation

	FY2023	FY2024	FY2025
Total Waste Diverted from Disposal (Tonnes)	DNA	398	500.20

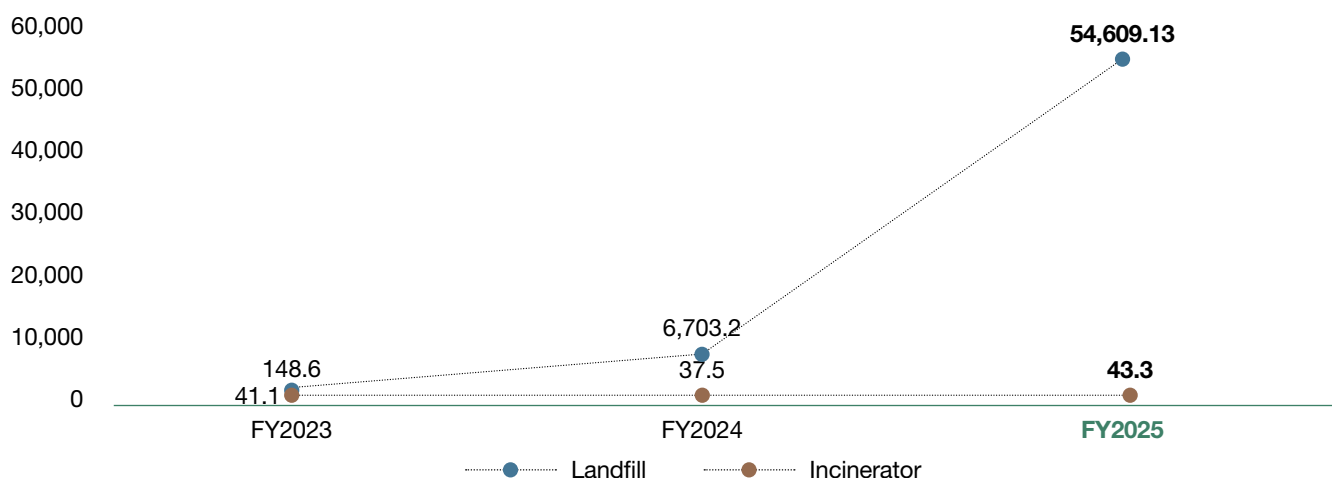
Note:

DNA – Data not available.

The increase in waste diverted from disposal reflects improved waste segregation, enhanced awareness among employees and the Group's commitment to reducing environmental impact by maximising the amount of waste that is recycled and composted instead of being sent to landfills.

Waste Directed to Disposal

WASTE DIRECTED TO DISPOSAL (TONNES)



FY2024 has been established as the base year for tracking waste directed to disposal, the waste tonnage was calculated using Roll-On Roll-Off ("RORO") bin method. In FY2025, the data indicates an increase in waste directed to disposal. The significant increase for waste directed to disposal data in FY2025 is due to the additional waste data disclosure from Construction division to enhance waste data collection and reporting practices.

Food Waste

As waste levels correlate with increasing consumption patterns, Matrix mitigates excess food waste through efficient inventory and storage management, it maintains minimal spoilage and overstocking of food and beverage items. This approach has helped achieve near-zero wastage from improper stock handling.

Matrix has been actively implementing composting facilities at all project sites to increase awareness and encourage greater participation in waste composting among employees and stakeholder, while reducing the waste disposal to landfill. The production of fertilisers from the composting facilities providing an organic resource for local farmers and gardeners to reduce reliance on chemical fertilisers and lowering operational costs.



Pillar Three: Environmental Conservation



Note:

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

As a result, the amount of kitchen waste collected has increased in FY2025, reflecting both higher operational activity and a greater emphasis on waste segregation and composting practices.

Product Life Cycle Analysis

Matrix Excelcon, the Group's Construction division, employs life cycle analysis ("LCA") to evaluate environmental impacts and effectively manage waste throughout its operations. This methodology enables the Construction division and other relevant Group's division to comply with the Environmental Quality Act 1974 (Act 127). The Act focuses on pollution prevention, emission reduction and the enhancement of environmental regulations to ensure sustainable practices are consistently followed across all stages of the construction process.

CONSTRUCTION LIFE CYCLE PERSPECTIVE TABLE

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

Pillar Three: Environmental Conservation

STAGES	INPUTS	WORKS/PROCESSES	OUTPUTS	ENVIRONMENTAL ASPECTS
CONSTRUCTION: STRUCTURAL WORK USING CONVENTIONAL TIMBER METHOD	Mould oil is applied on plywood formworks	Before formworks installation, at 1 st , 3 rd and 5 th 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

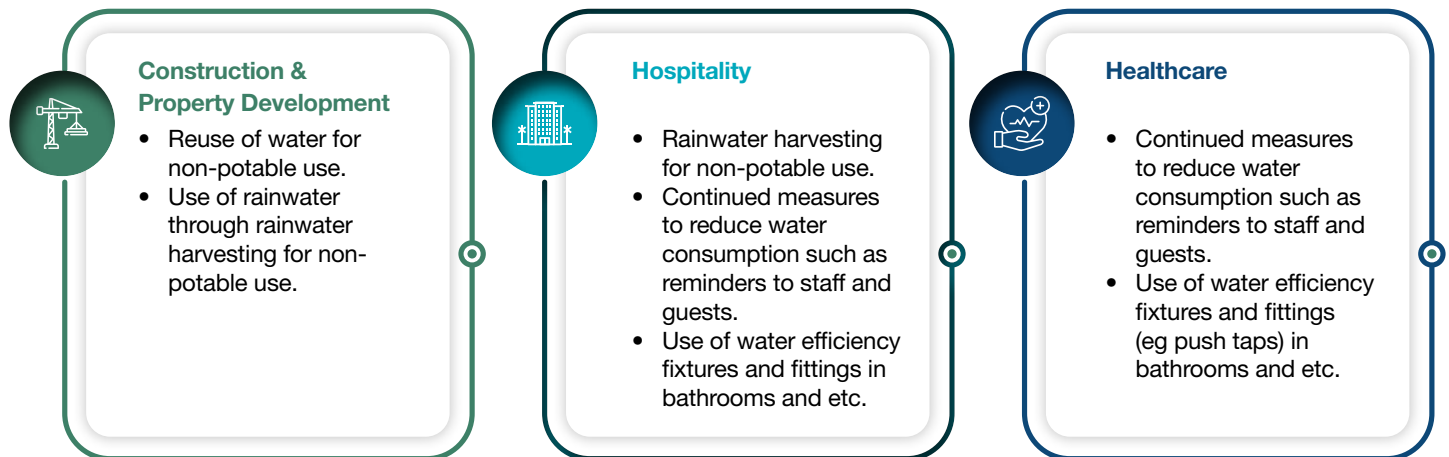
SUSTAINABLE WATER

Water Consumption and Management

Matrix integrates sustainable water management strategies into its property development and master planning processes, ensuring responsible water use across its operations. While none of Matrix's sites are classified as water-stressed locations which defined by *Suruhanjaya Perkhidmatan Air Negara* ("SPAN") as areas with a water reserve margin below 15%.

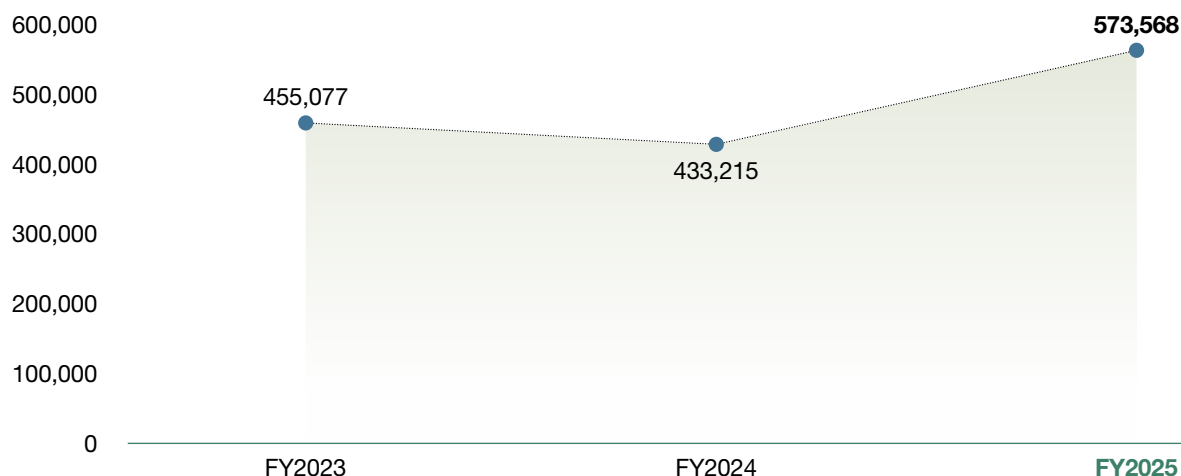
Moving forward, Matrix aims to implement comprehensive water management plans across all applicable operational sites. These initiatives will focus on optimising water consumption, reducing wastage and incorporating water-efficient infrastructure to support long-term sustainability.

The water saving initiatives throughout different divisions of Matrix are presented below:



Pillar Three: Environmental Conservation

TOTAL WATER CONSUMPTION (m³)



Water Withdrawal and Consumption (m ³)	OPERATION ENTITY	FY2024	FY2025
Water withdrawal by source:			
i. Surface water		0	0
ii. Groundwater	Construction	774	7,642
iii. Used quarry water		0	0
iv. Municipal potable water		0	0
v. External wastewater		0	0
vi. Harvested rainwater	Education	850	343
vii. Ocean/seawater		0	0
Total Water Withdrawal		433,215	573,568
Water withdrawal from water-stressed region		0	0
Total Water Consumption		433,215	573,568

Notes:

¹ Water consumption data is calculated based on installed water meter.

² The water consumption data has been audited by a third-party auditor, RSM Malaysia. FY2024 and FY2025 water consumption data includes Construction division and Education division.

Before initiating any project, Matrix conducts detailed environmental and social impact assessments in line with DOE requirements. Moving forward, the Group will continue to strengthen monitoring frameworks, enhance mitigation strategies and integrate best practices to reduce environmental impact.

Pillar Three: Environmental Conservation

ENVIRONMENTAL PERFORMANCE MONITORING

Environmental Management Plan: Key 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 {A/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 come 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

- Machineries are frequently checked for oil leaks to prevent soil and water pollution.
- Machineries 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 building basement.
- 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.



Pillar Three: Environmental Conservation

Environmental Compliance

In FY2025, Matrix received zero fines and/or penalties for any incidents pertaining to environmental non-compliance. This success reflects the effectiveness of the Group's robust pollution control measures, which regulate water quality, noise, vibration and air emissions across all project sites.

Notes:

1. Water monitoring is done every month.
2. Other monitorings: noise, air and vibration - done quarterly.
3. Non-compliances are all proceeded with immediate mitigation.

MONTH	TYPE OF MONITORING				REMARKS
		EKA HEIGHTS	EKA HEIGHTS 2	BAYU SUTERA	
April 2024	Water	Complied	Complied	Complied	Bayu Sutera: Noise non-compliance due to hacking of hard material
	Noise	-	Non-compliance	Complied	
	Air	-	Complied	Complied	
	Vibration	-	Complied	-	
May 2024	Water	Complied	Complied	Complied	
	Noise	Complied	-	-	
	Air	Complied	-	-	
	Vibration	Complied	-	-	
June 2024	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
July 2024	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
August 2024	Water	Complied	Complied	Complied	Bayu Sutera: Noise non-compliance due to hacking of haard material
	Noise	Complied	Non-compliance	Complied	
	Air	Complied	Complied	Complied	
	Vibration	Complied	Complied	-	
September 2024	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
October 2024	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
November 2024	Water	Complied	Complied	Complied	
	Noise	Complied	-	Complied	
	Air	Complied	-	Complied	
	Vibration	Complied	-	-	

Pillar Three: Environmental Conservation

MONTH	TYPE OF MONITORING				REMARKS
		EKA HEIGHTS	EKA HEIGHTS 2	BAYU SUTERA	
December 2024	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
January 2025	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	
February 2025	Water	Complied	Complied	Complied	
	Noise	Complied	-	Complied	
	Air	Complied	-	Complied	
	Vibration	Complied	-	-	
March 2025	Water	Complied	Complied	Complied	
	Noise	-	-	-	
	Air	-	-	-	
	Vibration	-	-	-	



Pillar Three: Environmental Conservation

BIODIVERSITY

Matrix's landbank, townships and standalone developments are generally located in areas with low biodiversity value. However, as a means to manage impact, the Group conducts comprehensive Environmental Impact Assessments ("EIAs") for selected projects as mandated by the DOE. These assessments would include a review of the potential impacts on local biodiversity, if any, and recommend the appropriate management measure. This EIA process represents the Group's main approach to biodiversity management, ensuring that any identified risks to the local ecosystems are addressed through prescribed mitigation actions during early-stage planning and development processes.

At the same time, Matrix is also taking proactive steps to conserve and enhance natural ecosystems within its developments. In a significant move towards this goal, the Group initiated a comprehensive biodiversity assessment for its Bandar Sri Sendayan township. Covering roughly 660 ha, this study helps Matrix understand existing biodiversity conditions within its urban context while serving as a baseline for future conservation efforts.

Notably, through the assessment process, a total of 72 species were recorded across various taxa with 33 bird species, 14 mammal species and 25 herpetofauna species observed. While none of the species recorded were deemed of high conservation value ("HCV") or classified as Red List of Threatened Species by the International Union for Conservation of Nature ("IUCN"), the findings reflect a positive shift in ecological recovery, especially considering that much of the land was previously dominated by monoculture agriculture with low ecological value.

In addition to the biodiversity findings, the green spaces within the township are considered restored areas. These spaces were formerly part of an oil palm plantation, which had limited ecological diversity. A total of 18.88 hectares has been designated as restored green space, the restoration of these areas has made a significant contribution to enhance the biodiversity value of the site.

Building on these insights, Matrix is moving forward with biodiversity management plans within the Bandar Sri Sendayan township. One key initiative on this front is the establishment of an urban forest through the Miyawaki reforestation methodology that is designed to mimic natural forest regeneration processes. This innovative method of reforestation leads to faster reforestation with minimal need for upkeep. The initiative, which shall be carried out in collaboration with Residential Associations, Forestry Department of Negeri Sembilan, AMS and volunteers from the Matrix Group, seeks to further enhance existing ecosystem services, including habitat provision, urban temperature regulation and air quality improvement.

Furthermore, the urban forest will serve as a community space that fosters environmental education and awareness, reinforcing the Group's vision for integrating ecological considerations into urban development. Through such efforts, Matrix not only demonstrates its commitment to biodiversity but also highlights the potential for urban environments to support ecological resilience.

Data Compilation, Calculation and Disclosure:

PROJECT	ASSESSED FOR BIODIVERSITY RISKS (ASSESSMENT YEAR)	SIZE OF AREA PROTECTED (ha)	SIZE OF AREA RESTORED (ha)
Bandar Sri Sendayan	Yes (2025)	--	18.88

Pillar Four: Employee Work Satisfaction and Wellbeing



INTRODUCTION

Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) recognises that its people are its greatest asset, and their satisfaction and wellbeing are fundamental to the Group’s long-term success. Matrix’s approach to talent management is designed to attract and retain high-calibre, high-performing individuals through professional development, competitive remuneration and benefits and a conducive organisational culture. By investing in its employees, Matrix empowers them to thrive, strengthening the Group’s overall performance and sustainability.

Oversight of talent matters within Matrix is a key responsibility shared across the organisation. Group Human Resource (“GHR”) champions the Group’s talent management

strategy including various aspects of human capital such as talent recruitment, training, retention, rewarding and career pathway development. The Board and Management maintain direct oversight to ensure its effectiveness while the Nomination Committee and Remuneration Committee plays a crucial role in driving board-level oversight.



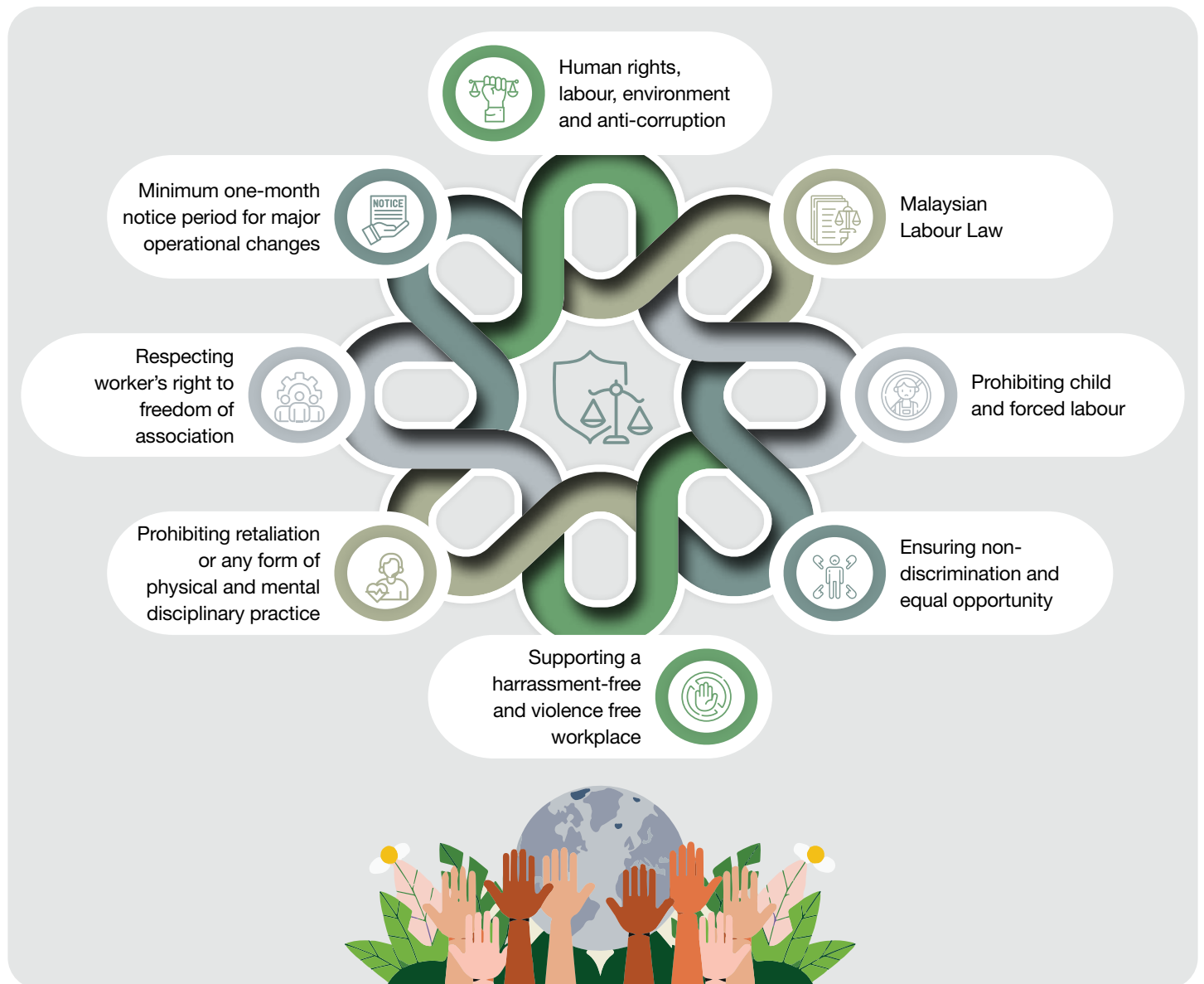
Pillar Four: Employee Work Satisfaction and Wellbeing

HUMAN RIGHTS AND PRINCIPLES

Matrix is committed to upholding fundamental human rights principles in all its operations and adheres to all relevant laws and regulations. This commitment includes strict adherence to the Malaysian Employment Act 1995 and all other applicable labour laws in Malaysia.

Beyond legal compliance, Matrix aligns its practices with internationally recognised guidelines and standards. This includes the principles of the International Labour Organisation (“ILO”) and the Universal Declaration of Human Rights (“UDHR”). Furthermore, Matrix actively supports the UN Global Compact’s (“UNGC”) 10 Principles, which cover human rights, labour, environment and anti-corruption, and is guided by the UN Guiding Principles on Business and Human Rights (“UNGPs”).

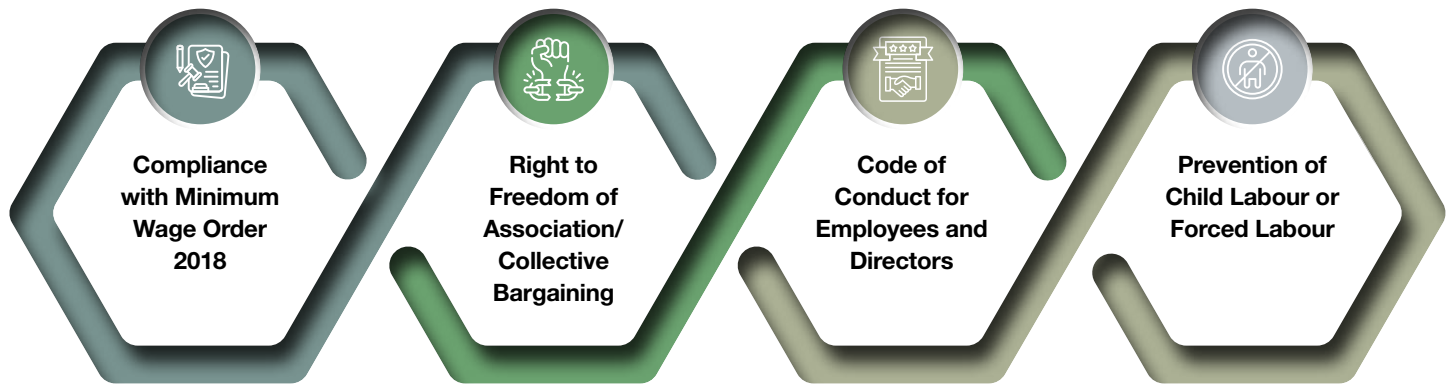
Other human rights principles that Matrix supports are as follows:



Matrix ensures that these human rights principles extend to all associated parties, including contractors, vendors and suppliers. The Group actively works with these external parties to ensure they uphold the same high standards of ethical conduct and human rights throughout the supply chain.

Pillar Four: Employee Work Satisfaction and Wellbeing

Furthermore, Matrix has established comprehensive policies to uphold human rights across its operations and safeguard the rights of all stakeholders, particularly its workers, including foreign workers at Matrix operational sites:



To ensure the wellbeing of its workforce, Matrix guarantees a safe work environment in full compliance with regulatory standards, providing workers with fair working hours, access to medical care and basic human rights. Matrix is also dedicated to providing workers with safe, comfortable and sanitary accommodations, including clean toilets, showers, beds, cooking facilities and more. These facilities are also compliant with fire, health and safety requirements. The Group ensures that foreign workers are permitted to return to their home country with no restriction on their passport access, and that all workers possess valid work permits, meeting all requirements for legal employment as recognised by Malaysian law. Violation of these requirements by any of Matrix's subcontractors, suppliers, or staff members will result in immediate termination and will be reported to authorities for further action.

Matrix is committed to proactively identifying and addressing potential human rights impacts and risks across its value chain. In accordance with best practices, Matrix engages in consultations with local authorities during the planning stage to ensure that its operations do not adversely affect the surrounding community. The Group also undertakes additional initiatives to address any identified shortcomings within the community at both new sites and existing developments. For example, Matrix invested RM1 million in constructing a Medan Selera at Tiara Sendayan to provide locals with a safe and conducive environment for business.

Furthermore, the Group has established houses of worship for all religions even after the properties have been handed over to buyers, despite the conclusion of the Defects Liability Period ("DLP"). This comprehensive approach allows Matrix to understand and mitigate potential adverse human rights impacts associated with its activities, ensuring responsible and sustainable

growth while upholding its commitment to respecting human rights.

Matrix has established a confidential and accessible whistleblowing mechanism to provide a channel for individuals to report any concerns regarding potential misconduct, including violations of human rights principles and labour practices. This mechanism serves as a crucial tool for the early detection and resolution of issues, allowing employees and other stakeholders to raise concerns without fear of retaliation. Matters reported through the whistleblowing mechanism, particularly those involving grievances related to human rights or labour practices, are brought to the attention of the Board and Senior Management, ensuring that these critical issues receive the highest level of review and appropriate action.

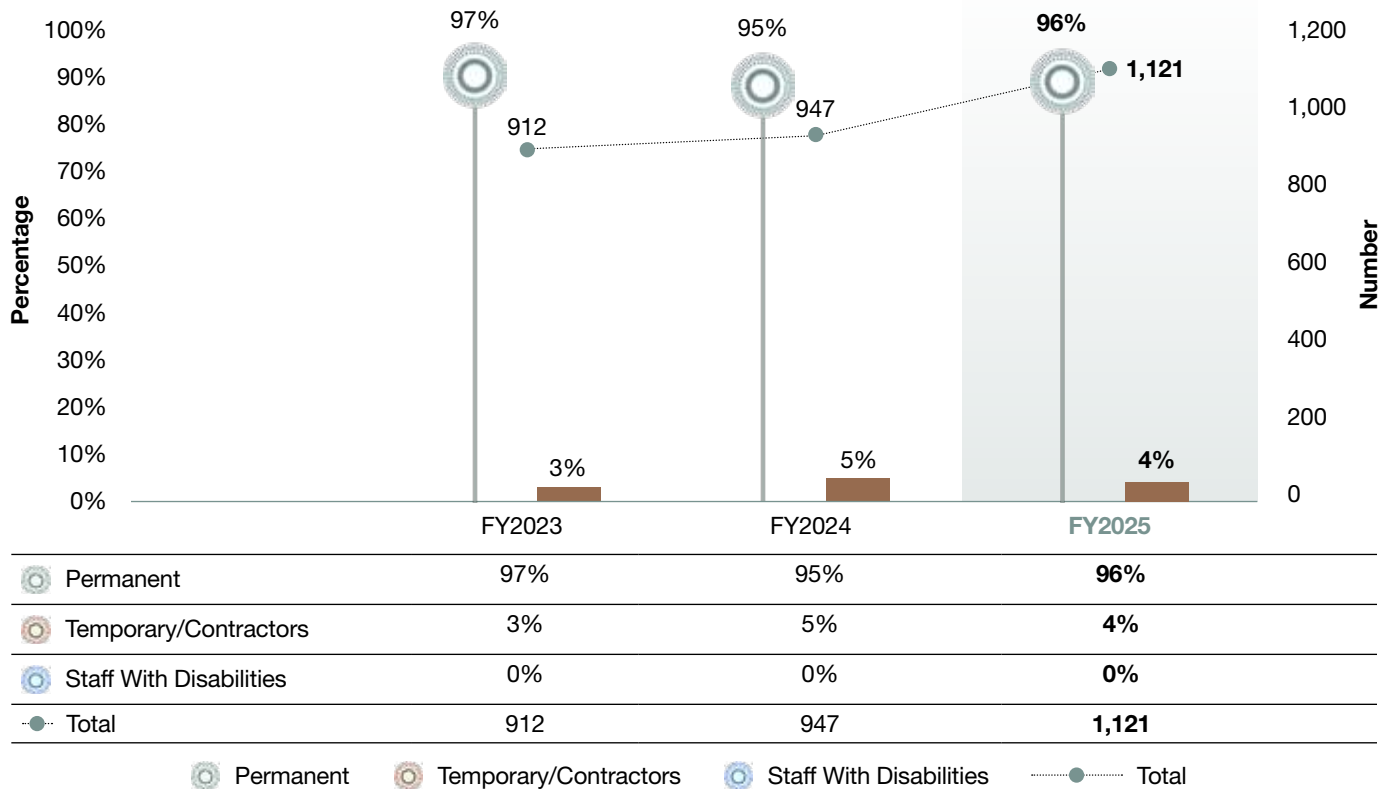


Pillar Four: Employee Work Satisfaction and Wellbeing

WORKFORCE COMPOSITION

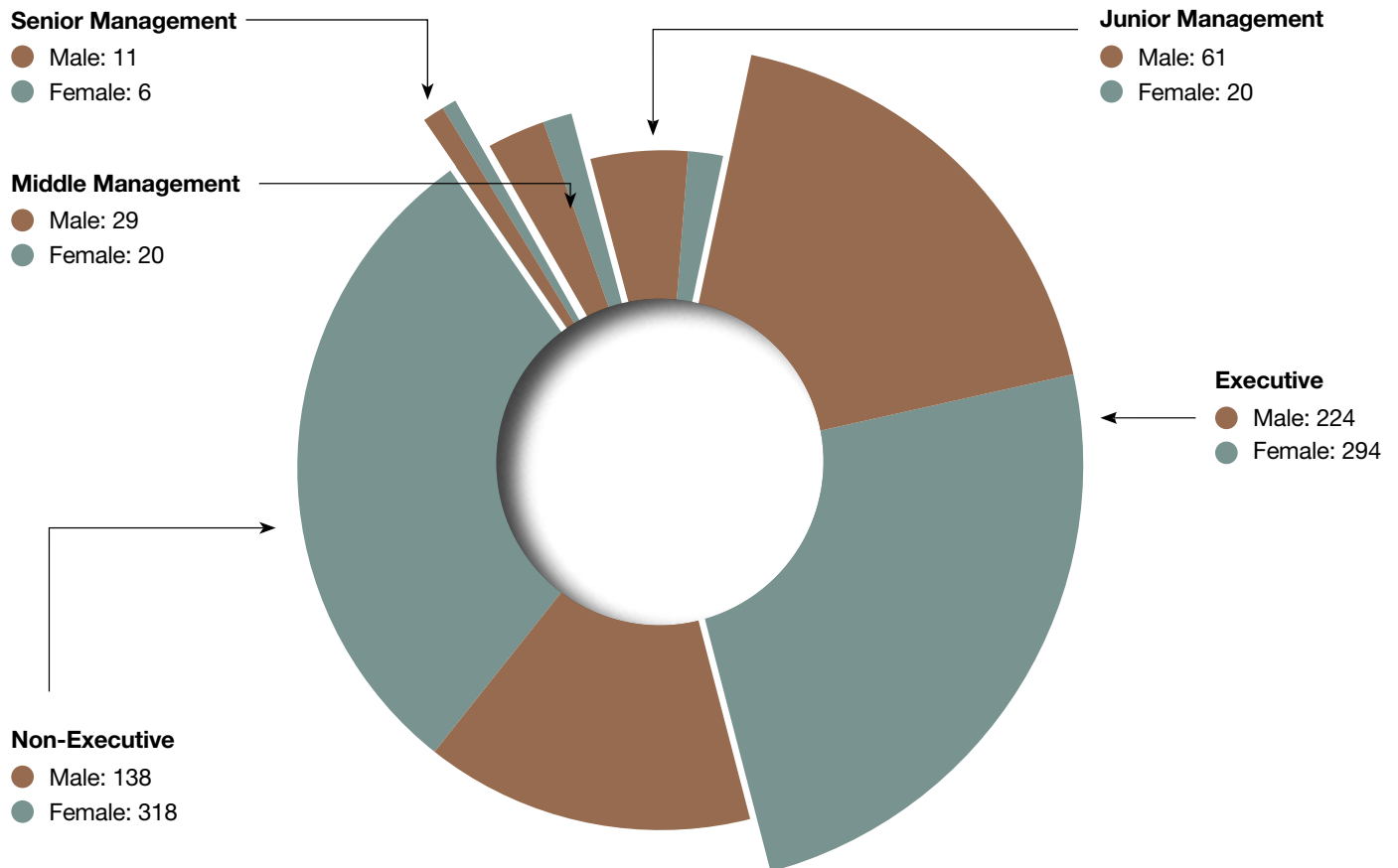
At Matrix, our workforce is a reflection of Malaysia's rich tapestry of ethnic and cultural diversity, a strength we actively cultivate through a steadfast commitment to the principle of merit. We firmly believe that talent and capability are the sole determinants for opportunity and advancement within our organisation, ensuring that factors such as ethnicity, religious beliefs, social backgrounds and gender play no part in shaping career trajectories. In upholding the spirit of equality, diversity and inclusivity, we are particularly proud that Matrix stands out within the property and construction sector for its female-dominant workforce. Furthermore, our dedication to local talent is evident in our Group's management, which is comprised entirely of Malaysian professionals, underscoring our commitment to fostering local employment and contributing to the nation's growth.

WORKFORCE DATA



Pillar Four: Employee Work Satisfaction and Wellbeing

GENDER BREAKDOWN BY EMPLOYEE CATEGORY



Pillar Four: Employee Work Satisfaction and Wellbeing

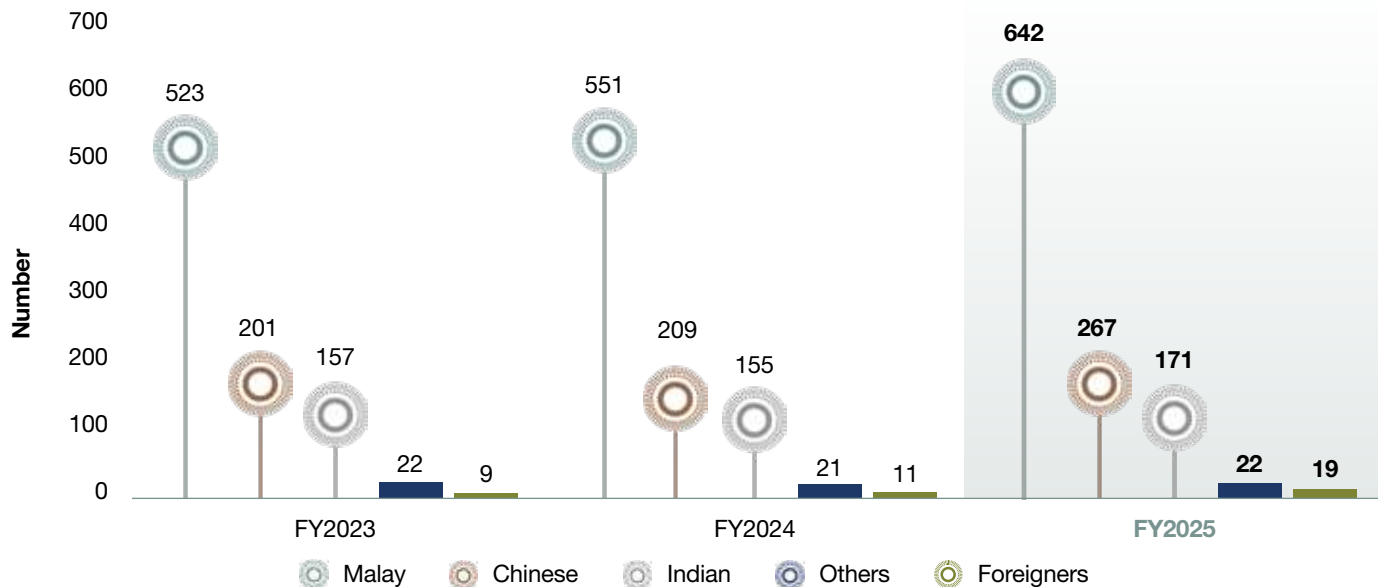
AGE BREAKDOWN BY EMPLOYEE CATEGORY

AGE GROUP	EMPLOYEE LEVEL	MATRIX (HQ)	EDUCATION	HEALTHCARE	HOSPITALITY	TOTAL
Less than 30 years old	Senior Management	-	-	-	-	-
	Middle Management	-	-	1	-	1
	Junior Management	-	-	-	-	-
	Executive	96	27	11	3	137
	Non-Executive	51	5	174	20	250
30-50 years old	Senior Management	3	-	4	-	7
	Middle Management	13	3	16	4	36
	Junior Management	58	7	-	2	67
	Executive	174	94	67	11	346
	Non-Executive	30	14	109	15	168
More than 50 years old	Senior Management	5	2	2	1	10
	Middle Management	7	3	2	-	12
	Junior Management	11	2	-	1	14
	Executive	15	17	3	-	35
	Non-Executive	20	6	10	2	38



Pillar Four: Employee Work Satisfaction and Wellbeing

ETHNICITY DIVERSITY



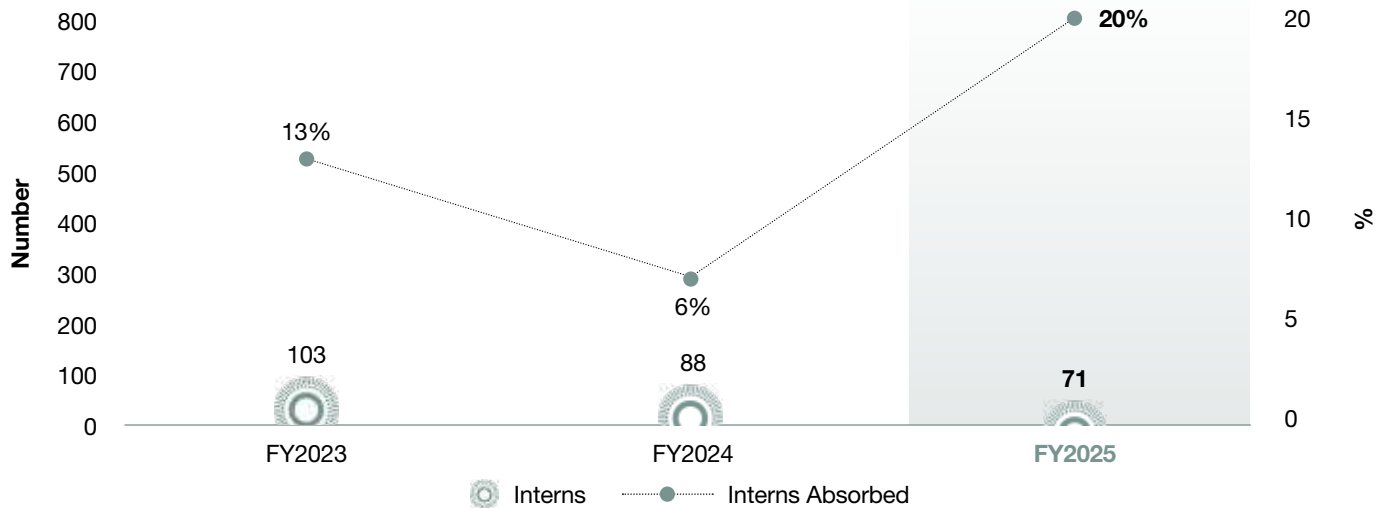
NATIONALITY



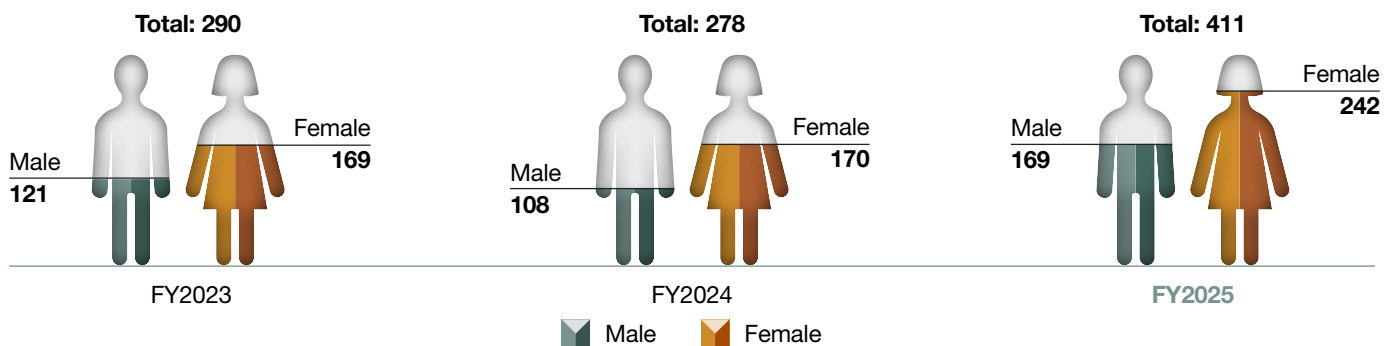
Pillar Four: Employee Work Satisfaction and Wellbeing

Matrix offers internships annually to cultivate future talents and build a pipeline of skilled professionals for their workforce. Among the 71 interns that were welcomed in FY2025, 20% showed great potential and were absorbed into the Group as full employees.

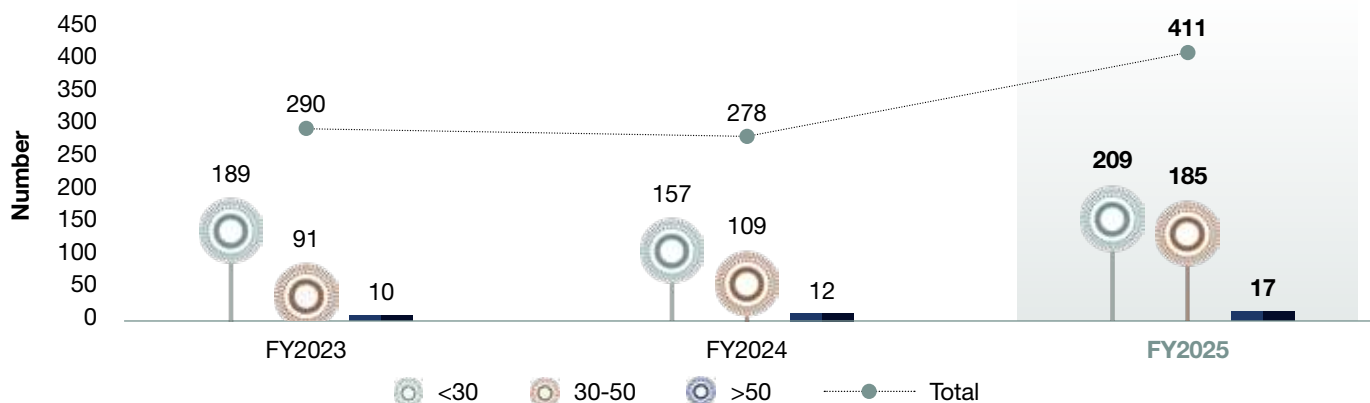
INTERNSHIPS



NEW HIRES BY GENDER

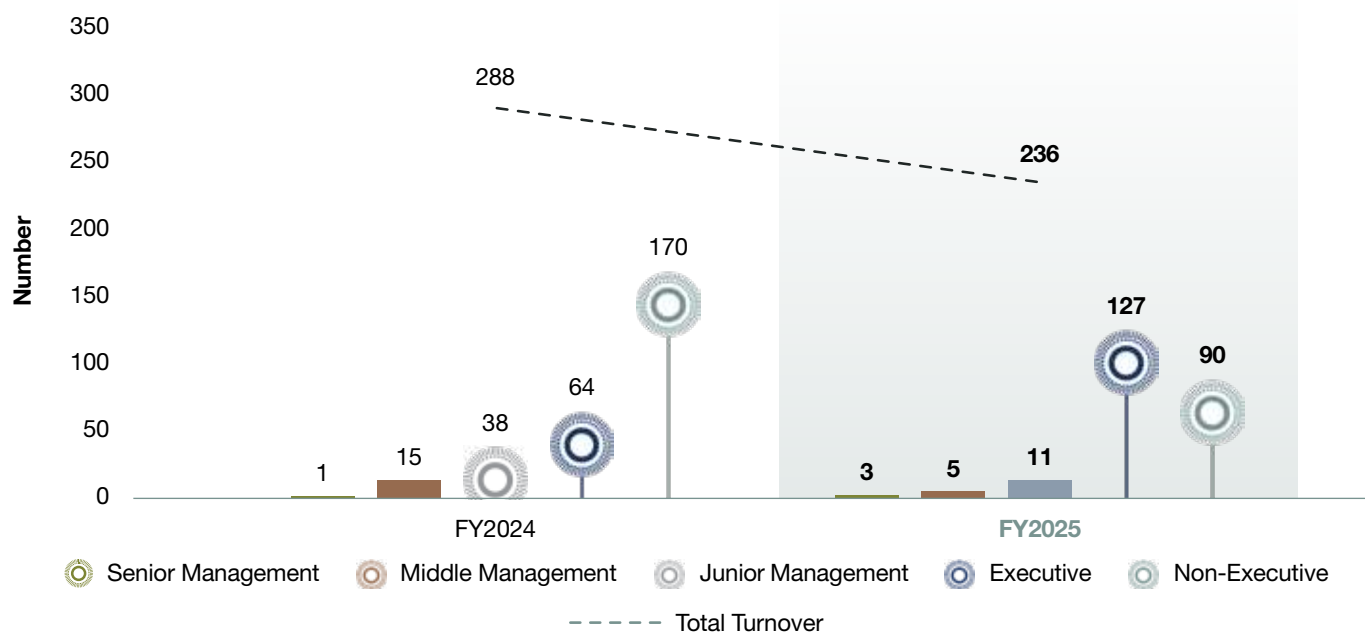


NEW HIRES BY AGE GROUP

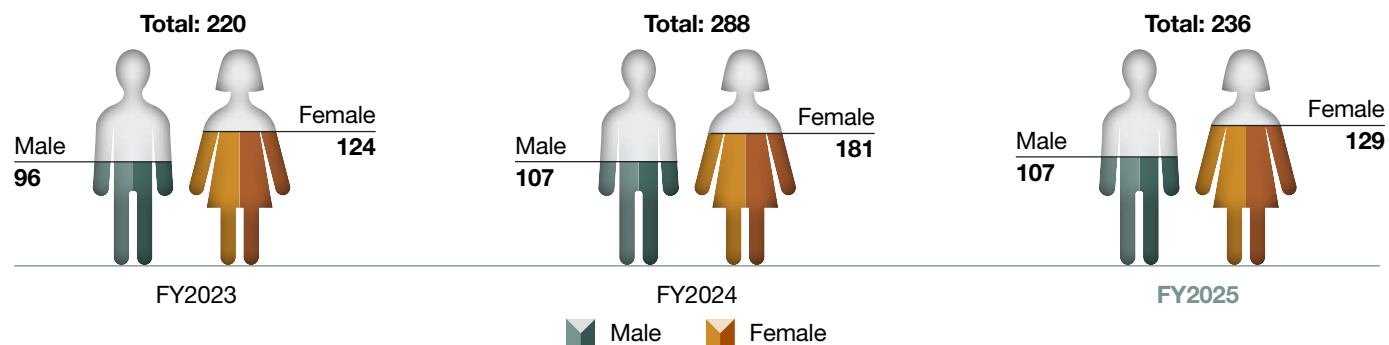


Pillar Four: Employee Work Satisfaction and Wellbeing

TURNOVER DATA

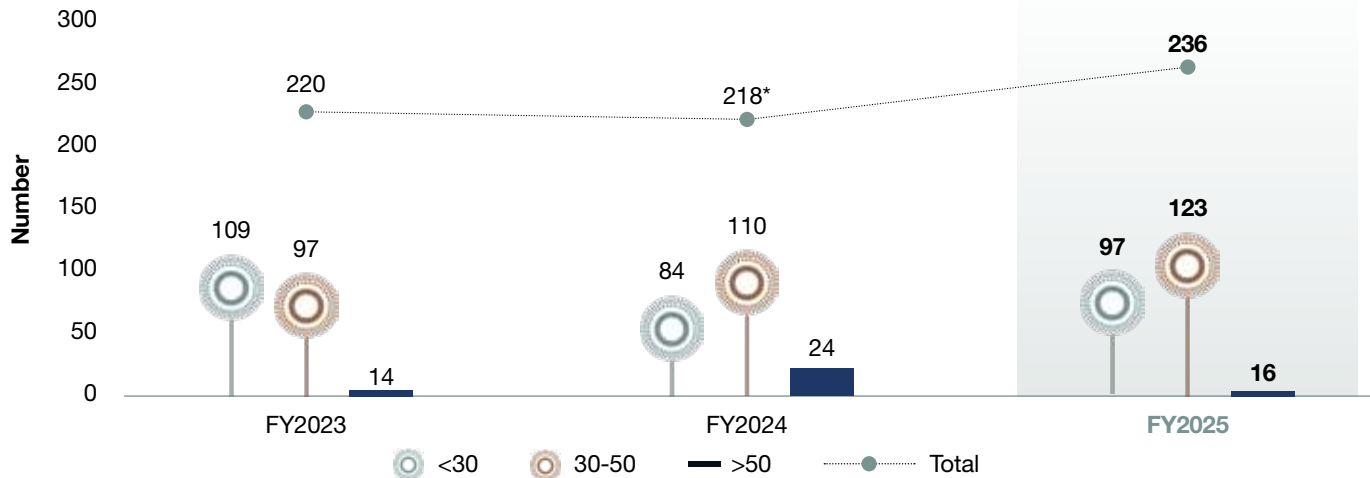


TURNOVER BY GENDER



Pillar Four: Employee Work Satisfaction and Wellbeing

TURNOVER BY AGE GROUP



Note:

*The total turnover for FY2024 has been restated due to a correction in the previous calculation methodology.

EMPLOYEE ENGAGEMENT INITIATIVES

Matrix recognises that its employees are its most valuable asset, and fostering a positive and engaging work environment is a top priority. To this end, the Group has implemented a range of initiatives designed to build camaraderie, celebrate its diverse workforce and ensure open communication. Matrix's employee engagement strategy encompasses both formal and informal activities aimed at strengthening team bonds and creating a sense of belonging. The following illustrates some of the employee engagement initiatives conducted in FY2025.

Dinner Gatherings

To foster informal connections allowing colleagues to socialise over a good meal



Team Building at X-Park

Designed to encourage collaboration, problem-solving and stronger interpersonal relationship with teams



Pillar Four: Employee Work Satisfaction and Wellbeing

ENSURING EMPLOYEE WELFARE AND COMPETITIVE REMUNERATION

Matrix demonstrates a strong commitment to ensuring employee welfare through the provision of competitive remuneration and benefits. The Group prioritises offering its staff compensation packages that not only meet but exceed regulatory requirements. These packages are carefully structured to align with an individual's performance, their specific position within the organisation, the roles they undertake and the level of responsibility they assume.

The determination of salary increases, performance bonuses and other forms of compensation at Matrix is a performance-driven process. The organisation utilises a combination of factors to make these decisions, including an employee's qualifications and their demonstrated performance against clearly defined personal and collective Key Performance Indicator ("KPI") targets. This ensures that employees are directly rewarded for their achievements and contributions to the Company's overall success. The Group also factors in the Company's overall financial performance for the fiscal year when distributing bonuses and increments.

Matrix upholds a strong commitment to gender pay equality through its policy of equal work for equal pay, maintaining a consistent salary ratio of 1:1 between men and women. This principle is clearly demonstrated across the Group, particularly evident in the equitable entry-level salaries offered to both male and female employees.



Pillar Four: Employee Work Satisfaction and Wellbeing

Executive Average Pay Scale for Each Segment

BUSINESS DIVISION	GENDER	FY2025 (RM)
Matrix (HQ)	Male	3,250.00
	Female	3,250.00
Hospitality	Male	2,500.00
	Female	2,500.00
Education	Male	3,920.00
	Female	3,920.00
Healthcare	Male	3,000.00
	Female	3,000.00
Total Average Pay per Employee		3,167.50

Notes:

¹ The above payscale are for fresh graduates.

² Hospitality division consists of d'Tempat and d'Sora.

Non-Executive Average Pay Scale for Each Segment

BUSINESS DIVISION	GENDER	FY2025 (RM)
Matrix (HQ)	Male	2,900.00
	Female	2,900.00
Hospitality	Male	1,500.00
	Female	1,500.00
Education	Male	2,550.00
	Female	2,550.00
Healthcare	Male	2,500.00
	Female	2,500.00
Total Average Pay per Employee		2,362.50

Notes:

¹ The above payscale are for fresh graduates.

² Hospitality division consist of d'Tempat and d'Sora.

Benefit Accorded to Staff



Education

- Annual Leave
- Sick and Hospitalisation Leave
- Compassionate Leave
- Study and Examination Leave
- Maternity and 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 and Dental Benefits
- EPF Contribution by Employer – 12% or 13%

Pillar Four: Employee Work Satisfaction and Wellbeing



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 and Marriage, Calamity)
- Incentives
- Maternity and Paternity Leave
- Maternity Benefit (Delivery)



Hospitality

- Annual Leave
- Sick and Hospitalisation Leave
- Compassionate Leave
- Study and Examination Leave
- Maternity and 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

PARENTAL LEAVE	FY2023	FY2024	FY2025
Employees entitled to paternity leave	DNA	400	461
Employees entitled to maternity leave	DNA	547	660
Employees who took paternity leave	13	23	20
Employees who took maternity leave	41	50	39
Male return to work rates (return to work after parental leave period) (%)	100	100	100
Female return to work rates (return to work after parental leave period) (%)	100	100	100

Note:

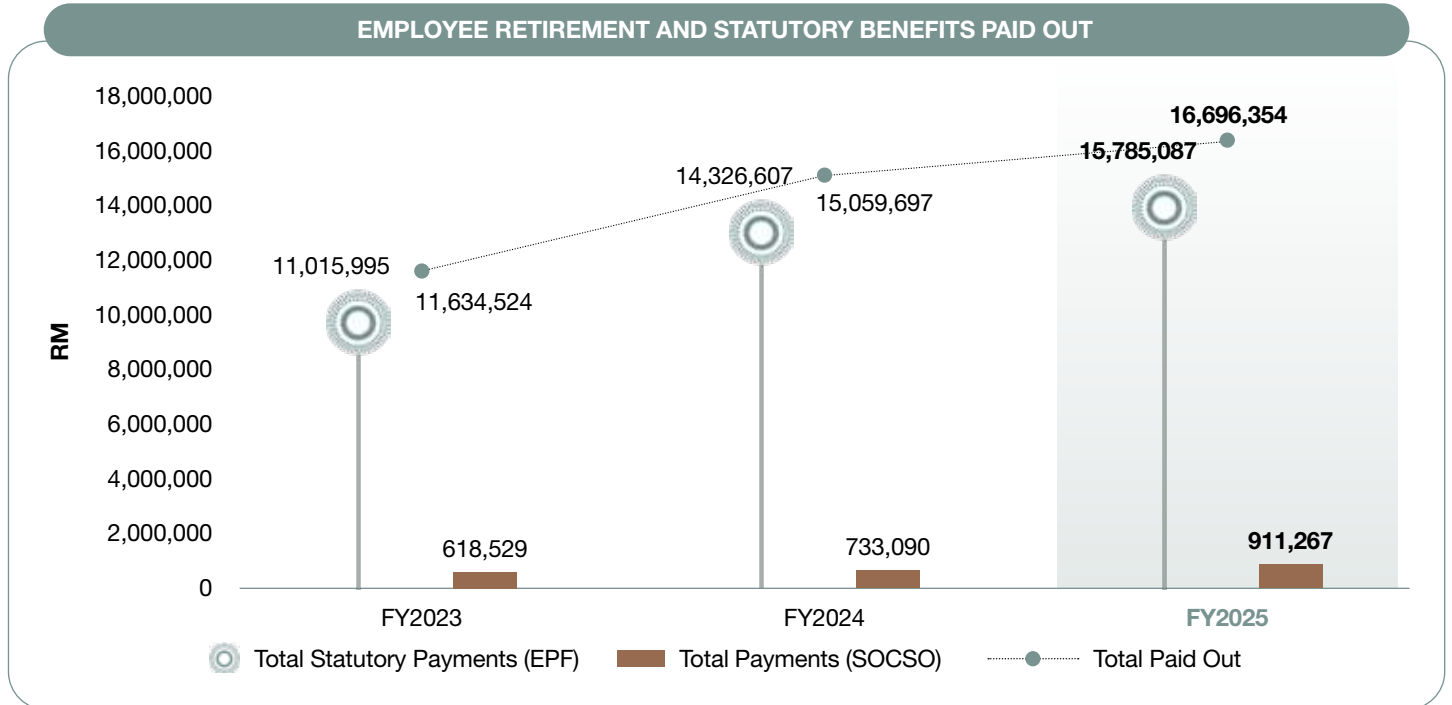
DNA – Data not available.

For FY2025, Matrix demonstrated its ongoing commitment to upholding labour standards by maintaining full (100%) compliance with all relevant Labour Laws and the Employment Act of Malaysia. This dedication extended to ensuring that all staff received mandatory employment benefits, including provisions for paternity and maternity leave, adherence to minimum wage regulations and the consistent provision of mandatory employment and retirement/statutory payments. Notably, the GHR department reported zero employee litigation cases for the fiscal year, underscoring a positive and legally sound employee relations environment that remained well below the established threshold of one incident annually.

Pillar Four: Employee Work Satisfaction and Wellbeing

STATUTORY PAYMENTS FOR EMPLOYEE RETIREMENT AND STATUTORY BENEFITS

Matrix complies with statutory requirements regarding employee benefits, contributing to all retirement and statutory benefits, specifically the Employees Provident Fund (“EPF”) and Social Security Organisation (“SOCSO”) contributions.



WORKFORCE TRAINING AND DEVELOPMENT

Matrix recognises that a highly skilled and motivated workforce is fundamental to its continued success. Therefore, the Group places significant emphasis on comprehensive workforce training and development initiatives aimed at improving the ability and productive capability of its employees, fostering motivation and contributing to overall job satisfaction. This commitment not only plays a crucial role in reducing employee turnover and attracting desired talent but also strengthens Matrix's perception among its stakeholders.

To further support its commitment to employee development, Matrix actively contributes to the Human Resources Development Corporation (“HRDC”), a statutory body formed to administer funds collected from private companies specifically for the purpose of reimbursing employee training expenses. This contribution underscores Matrix's proactive approach to workforce development, as the Group provides or fully sponsors professional training courses, programmes and various other learning opportunities for its workforce.

The identification of training needs is primarily driven by the annual employee appraisal process, where each employee undergoes a thorough evaluation at least once a year. This

appraisal is designed to pinpoint potential areas for improvement and professional development. Subsequently, GHR collaborates closely with the employee and their superior to develop a targeted training plan, which is then implemented accordingly. Following the completion of any training programme, Matrix conducts a post-training evaluation to ascertain whether the intended objectives and learning outcomes have been achieved. Employees are required to provide feedback on the courses attended, and this feedback is meticulously recorded in their personnel files. Furthermore, the Group closely monitors employees post-training to assess the practical application of their newly acquired skills and to ensure that tangible progress has been made.



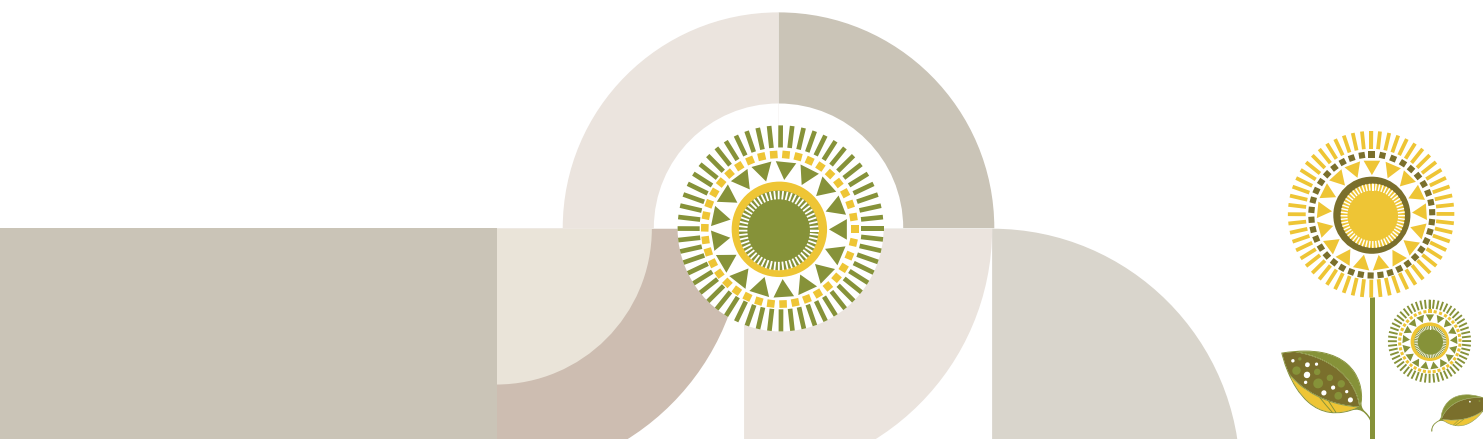
Pillar Four: Employee Work Satisfaction and Wellbeing

Training Details

DESCRIPTION	FY2023	FY2024	FY2025	% DIFF 2023/2024	% DIFF 2024/2025
Training Hours					
Total Training Hours	4,965.5	5,838.0	16,984.50	17.6	190.9
Average Training Hours per Employee	5.4	6.2	15.15	17.6	144.4
Average Training Hours per Participants	6.6	5.8	5.08	(12.1)	(11.6)
Total Male Participants	254.0	284.0	576	11.8	102.8
Total Female Participants	495.0	731.0	2,766	47.7	278.4
Total Training Hours (Male)	1,683.9	1,633.5	2,927.3	(3.0)	79.2
Total Training Hours (Female)	3,281.6	4,204.5	14,057.19	28.1	234.3
Average Training Hours per Male Participants	6.6	5.8	5.1	(12.1)	(11.7)
Average Training Hours per Female Participants	6.6	5.8	5.1	(12.1)	(11.7)
Total Training Hours (Senior Management)	DNA	239.0	346.5	DNA	45.0
Total Training Hours (Management)	DNA	838.0	2,921	DNA	248.6
Total Training Hours (Executive)	DNA	2,827.0	7,780.5	DNA	175.2
Total Training Hours (Non-Executive)	DNA	1,935.0	5,936.5	DNA	206.8
Amount Spent for Training					
Total Amount Spent (RM)	309,746.0	274,662.6	625,562.3	(11.3)	127.8
Average Amount Spent per Participant (RM)	413.5	270.6	187.2	(34.6)	(30.8)

Note:

DNA – Data not available.

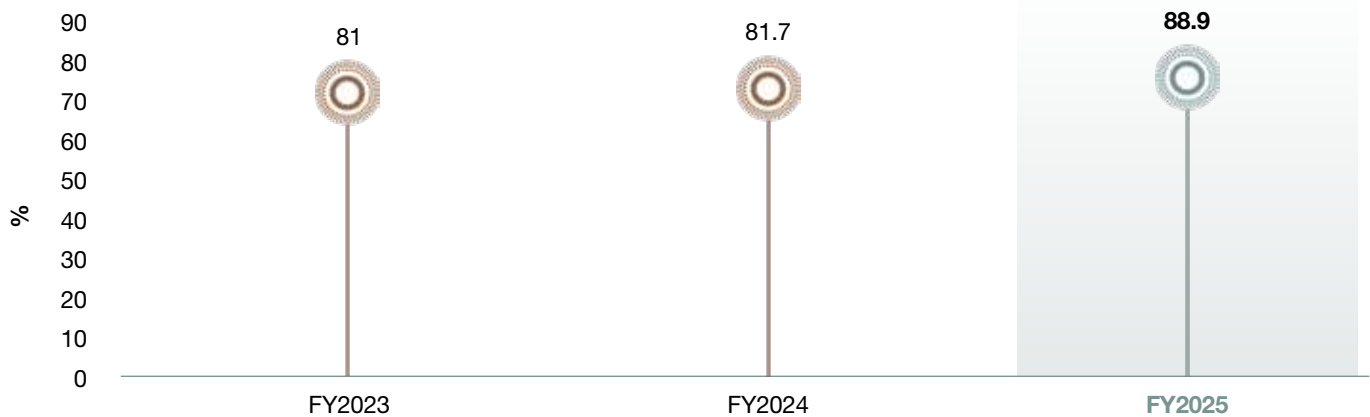


Pillar Four: Employee Work Satisfaction and Wellbeing

MEASURING EMPLOYEE SATISFACTION

Matrix places significant emphasis on understanding its employees' contentment, assessing their satisfaction levels at least once every year through multiple mechanisms including interviews, group discussions, Group level Townhall meetings as well as comprehensive surveys at Adcote Matrix Schools ("AMS"). The Group recognises that high employee satisfaction is fundamental to fostering a positive and productive organisational culture, contributing to a more conducive and collaborative work environment. Furthermore, Matrix understands that the degree to which its employees feel satisfied can serve as a crucial indicator of potential attrition and turnover, allowing the Company to proactively address concerns and cultivate a more engaged and committed workforce.

EMPLOYEE SATISFACTION RATE



FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Matrix believes in fostering a positive and collaborative work environment where employees feel empowered to voice their opinions and concerns. The Company is committed to respecting the rights of its employees to freedom of association and collective bargaining. Although its workforce is currently non-unionised, Matrix recognises the right of employees to engage with management collectively on any Company-related issues. The Company encourages open communication and is committed to finding mutually beneficial solutions through constructive dialogue. Furthermore, Matrix fully respects the right of every employee to join any lawful organisation or association, including trade unions, political parties and professional bodies, without prejudice.



Pillar Five: Safe and Healthy Work Environments



INTRODUCTION

As a prominent property developer and construction company, Occupational Safety and Health (“OSH”) is of paramount importance to Matrix Concepts Holdings Berhad (“Matrix” or “the Group”). The inherent nature of construction activities presents significant risks, making the wellbeing of the workforce a top priority. For Matrix, ensuring a safe and healthy work environment is not only an ethical obligation but also a fundamental aspect of operational efficiency and project success.

Failure to prioritise OSH can lead to a range of severe impacts for Matrix, including workplace injuries, illnesses and potentially fatalities. These incidents can result in project delays, increased costs due to medical expenses and compensation, damage to the Company’s reputation and potential legal liabilities. Recognising these significant risks, Matrix is deeply committed to proactively managing OSH across all its operations.

Pillar Five: Safe and Healthy Work Environments

To effectively manage OSH, Matrix has established a robust management approach primarily by ensuring strict compliance with all relevant regulatory requirements:



This commitment is further strengthened through regular engagement with external risk auditors and the performance of internal audits. These audits not only ensure compliance with regulatory standards but also with ISO 9001:2015 standards, demonstrating Matrix's dedication to quality management alongside safety.

Matrix's commitment to OSH is further demonstrated by the Health and Safety Policy, which applies to all Matrix employees and extends its protection to all workers employed on sites owned or controlled by the Group. Furthermore, demonstrating its dedication to international best practices, Matrix has adopted the ISO 45001:2018 standard for Occupational Safety and Health Management Systems, an upgrade from the OHSAS 18001 standard, signifying a commitment to continuous improvement in safety performance.

Beyond its employees, Matrix recognises the importance of ensuring the health and safety of all external parties who interact with its operations, including visitors, contractors, vendors and suppliers. To this end, Matrix has implemented specific measures to manage their safety. These measures include a mandatory registration process at the guardhouse, where external parties are required to obtain a pass before entering project premises. Security personnel are responsible for issuing visitor passes,

ensuring that all visitors are briefed on and adhere to applicable site rules and regulations. Furthermore, visitors are stopped from continuing their visit if they fail to comply with site safety rules. In specific environments, such as hospital premises, Matrix strongly encourages all patrons to wear masks to prevent cross-infection.

BOARD OVERSIGHT ON OSH

The Matrix Board of Directors maintains diligent oversight of OSH matters, regularly reviewing critical data, including both leading and lagging indicators such as Unsafe Acts and Unsafe Conditions ("UAUCs"), Lost Time Injuries ("LTIs"), injury and incidence rates and any fatalities. To gain firsthand understanding and details, Directors and Management may also conduct site visits, particularly in instances where incidents have occurred. In FY2025, the Board oversaw inspections conducted at 18 sites. Their review encompasses a broad spectrum of information pertaining to OSH, including the performance of the Health, Safety and Environment ("HSE") management system, adherence to legal and contractual HSE requirements, the extent of OSH training and awareness initiatives, environmental and sustainability requirements and the effectiveness of emergency response and preparedness plans, which include business continuity planning, crisis management and disaster recovery systems. Furthermore, the Management team ensures that sufficient training budgets and opportunities are allocated to relevant staff for undertaking comprehensive OSH-related training.

WORKER REPRESENTATION ON JOINT HEALTH AND SAFETY COMMITTEES

Matrix firmly believes in the principle that its employees and workers should have ownership and accountability regarding their working environments. This conviction is reflected in the Group's approach to joint health and safety committees, where worker representation plays a crucial role. By ensuring that employees have a voice and are actively involved in these committees, Matrix empowers them to contribute directly to the identification, assessment and control of workplace hazards.

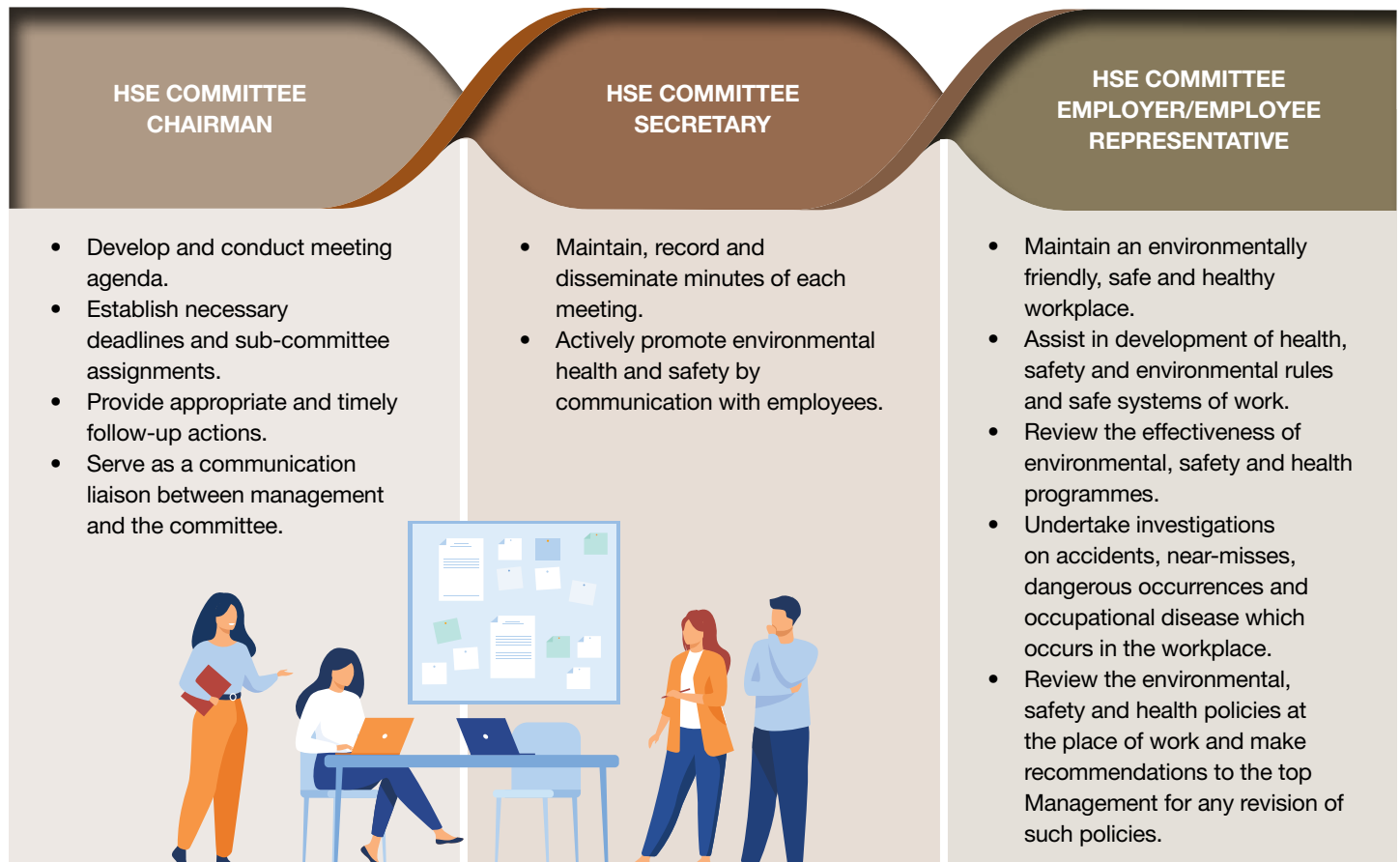


Pillar Five: Safe and Healthy Work Environments

Safety Committees Formed With Specific Worker Representation

PROJECT SITE	CHAIRMAN	SECRETARY	EMPLOYER REPRESENTATIVE	EMPLOYEE REPRESENTATIVE
Bayu Sutra Precinct 2	1	1	2	2
Bayu Sutra Precinct 2A	1	1	2	2
Resort Residence 1	1	1	3	3
Resort Villa (Show Unit)	1	1	2	2
STB Business Park	1	1	3	3
Laman Sendayan Precinct 1	1	1	2	2
Laman Sendayan Precinct 2	1	1	2	2
Laman Sendayan Precinct 3	1	1	2	2
Tiara Sendayan Precinct 6	1	1	2	2
Tiara Sendayan Precinct 7	1	1	3	3
Tiara Sendayan Precinct 9	1	1	2	2
Tiara Sendayan Precinct 13A	1	1	2	2
Tiara Sendayan Precinct 13B	1	1	2	2

The roles and responsibilities of the members of the HSE Committees are as follows:

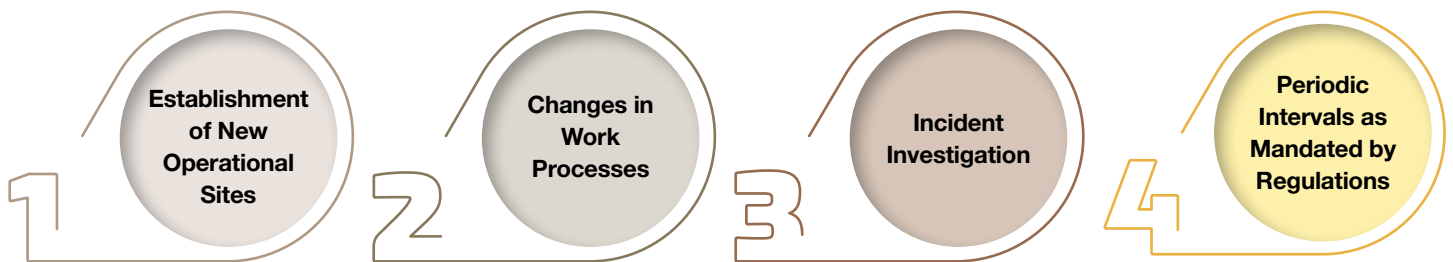


Pillar Five: Safe and Healthy Work Environments

HAZARD IDENTIFICATION RISK ASSESSMENT AND RISK CONTROL

Matrix practices a robust Hazard Identification Risk Assessment and Risk Control (“HIRARC”) system, recognising it as a best practice for preventing OSH incidents and ensuring consistently high standards across all its operational sites. The HIRARC framework supports the development of a comprehensive approach to proactively identify potential OSH issues, facilitate the communication of these issues through effective channels and ensure the timely execution of preventive and remedial actions to address them.

Furthermore, the system provides for effective documentation and record-keeping through a lesson-learned approach, which is crucial in preventing the reoccurrence of incidents. This approach is grounded in the Safety and Health Assessment System in Construction (“SHASSIC”) methodology, which utilises the principles of ISO 45001:2018 Occupational Safety and Health Management Systems for its assessments.



In addition to its HIRARC system, Matrix also employs a permit-to-work system, which mandates the presentation of a proposed task management or execution approach to the site Safety Officer for approval before work commences, with a permit to work being issued upon successful review.

The following outlines the higher OSH risks identified by Matrix through the HIRARC system:



Pillar Five: Safe and Healthy Work Environments

OSH TRAINING

Matrix's OSH training programme is fundamental to creating a safe and healthy work environment, equipping employees with the knowledge and skills necessary to identify hazards, manage risks and prevent accidents and injuries. Matrix places a high priority on OSH training, investing significantly to ensure full compliance with all relevant regulatory requirements. The comprehensive OSH training programme at Matrix encompasses a wide range of topics, including specialised technical skill-based sessions for the safe operation of equipment and machinery, thorough instruction on first aid procedures, detailed guidance on emergency response protocols and regular participation in fire drills. This multifaceted approach ensures that all personnel are well-prepared to handle various workplace scenarios and contribute to a proactive safety culture within the Group. The following is a list of safety training courses attended by Matrix staff in FY2025:

LIST OF SAFETY TRAININGS AND CAMPAIGNS CONDUCTED IN FY2025		TOTAL PARTICIPANTS	TOTAL TRAINING HOURS
Hospitality	Basic Occupational First Aid, CPR and AED	13	208
	Fire Extinguisher (Internal Training)	7	14
	Fire Hydrant (Internal Training)	1	2
	Water Confidence & Water Rescue Techniques	2	13
	National Occupational Safety and Health Seminar 2024	2	36
	Occupational Safety and Health Act ("OSHA")	1	16
Education	First Aid, CPR and AED	20	9
	Designed SafeGuarding Lead	16	16
	Understanding Safety and Health Legal Requirement	2	14
	Effective Safety and Health Committee	15	8
Healthcare	Seminar Organisasi Keselamatan ("OKK") Bagi Premis Ditetapkan ("FC")	4	8
	Fire Safety Awareness	20	48
Total		103	392

OSH PERFORMANCE DATA

Matrix has continued to maintain high safety standards and is glad to report that there were no fatalities in FY2025.

DESCRIPTION	FY2023	FY2024	FY2025
Man-hours Worked (hours)	3,142,800	4,912,720	6,693,308
Accidents (Major Injuries)	0	3	3
Accidents (Minor Injuries)	0	1	0
Accidents (First Aid)	0	0	0
Accidents (Dangerous Occurrence)	0	0	0
Fatality Rate	0	0	0
Accident Rate	0	2.2	1.1
Frequency Rate	0	0.8	0.5
LTIFR	0	0.8	0.5

Pillar Six: Culture and Community



INTRODUCTION

Beyond bricks and mortar, Matrix Concepts Holdings Berhad (“Matrix” or “the Group”) recognises its role in building not just structures but also thriving communities. This commitment extends beyond project boundaries, focusing on initiatives that create positive, sustainable impact in the areas where we operate. Matrix’s commitment encompasses a range of Corporate Social Responsibility (“CSR”) programmes designed to enhance quality of life, promote social wellbeing and foster economic opportunities for local residents, including investments in education, infrastructure, local business support and environmental stewardship projects.

Pillar Six: Culture and Community

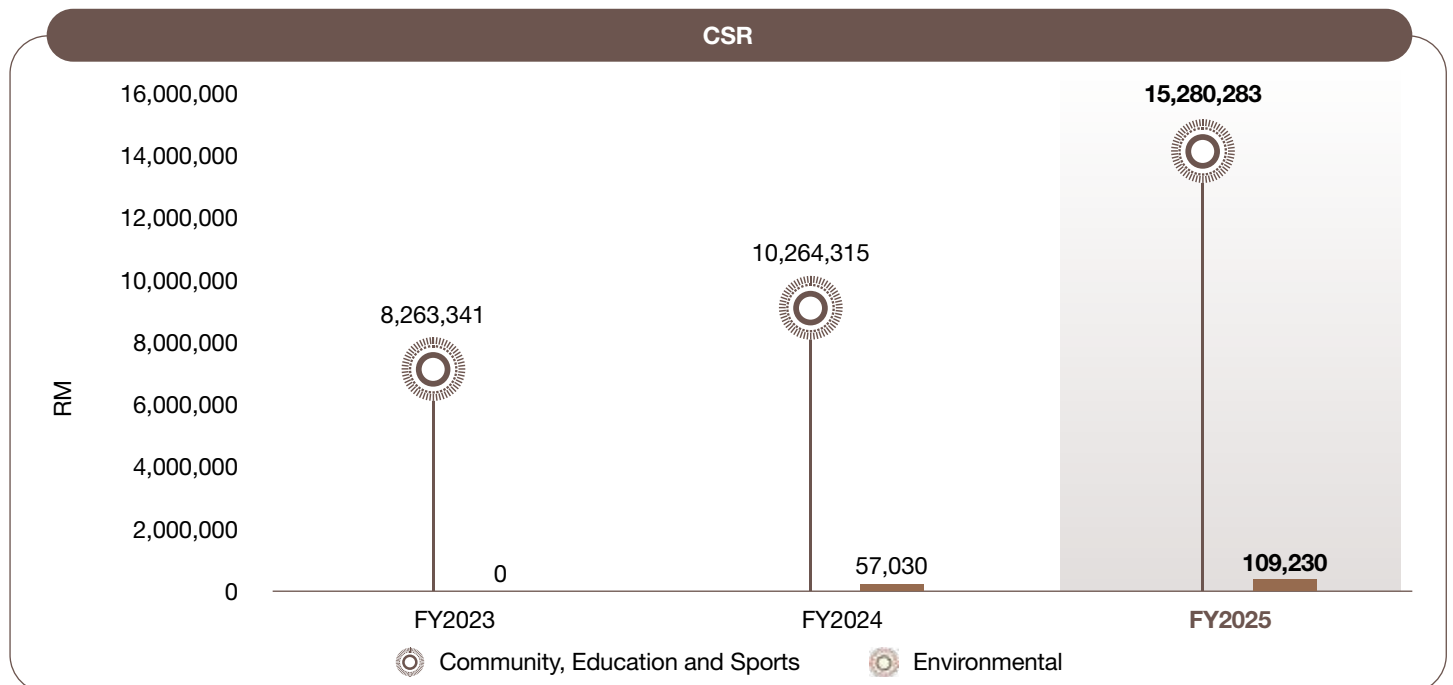
CSR ACTIVITIES

CSR is integral to Matrix's business philosophy and operations. The Group's Board and Management are committed to ensuring Matrix acts as a catalyst for positive impact within its communities, firmly believing that Matrix's long-term success is directly connected to the wellbeing of the societies and environments in which it operates. Therefore, CSR is a fundamental aspect of Matrix's business strategy, going beyond simple donations to encompass a deep commitment to building a more just and inclusive society. In line with this commitment, the Group recognises its responsibility to contribute to a more equitable society by actively addressing inequalities and fostering inclusive development as key pillars of its CSR approach. Furthermore, as a company deeply rooted in Malaysia, promoting the richness of Malaysia's multiracial and multicultural population through initiatives that celebrate diversity and build a stronger, more unified nation is also a vital element of Matrix's CSR efforts.

To ensure Matrix's CSR strategy remains impactful and relevant, stakeholder engagement is proactively embedded within all initiatives. Matrix recognises that cultivating strong relationships

and building trust with key stakeholders – local communities, residents, employees and government bodies – is fundamental to responsible operations. By actively listening to and incorporating feedback from these groups, Matrix gains valuable insights into evolving community needs and emerging social trends related to developments. These insights directly inform strategic business decisions, allowing Matrix to adapt its approach and ensure projects genuinely contribute to community enrichment. This collaborative process empowers Matrix to identify and pursue innovative development opportunities aligned with stakeholder values and a more sustainable future.

Matrix actively invests in initiatives that create tangible benefits for communities and the environment. This commitment is underscored by a Key Performance Indicator ("KPI") to ensure its CSR activities reach at least 500 beneficiaries cumulatively each year, demonstrating a meaningful impact on the ground. The following section highlights Matrix's financial contributions over the past three years, showcasing the Group's consistent support for community development, education, sports advancement and environmental stewardship:



CSR (RM)	FY2023	FY2024	FY2025
Community	1,639,508	3,375,948	5,216,637
Education	1,003,503	169,947	853,222
Sports	5,620,330	6,718,420	9,101,194
Environment	-	57,030	109,230
Total	8,263,341	10,321,345	15,280,283

Pillar Six: Culture and Community



COMMUNITY

Contribution to *Majlis Bandar Raya Seremban* ("MBS") for Building *Surau*

- Contributed RM300,000 to MBS for building *surau* in Hijayu Aman, Bandar Sri Sendayan.



Negeri Sembilan Merdeka Parade

- Matrix took part in the annual Merdeka Parade in Negeri Sembilan to rally its community and promote patriotism.



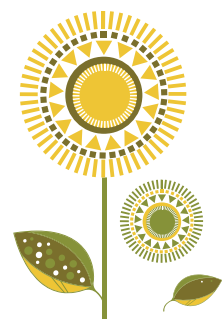
Raise Flag 2024

- Organised the Raise Flag event in conjunction with Merdeka month to promote the spirit of patriotism among Bandar Sri Sendayan community.



Pertubuhan Hospice Negeri Sembilan ("PHNS") 2024

- Matrix continues its unwavering support for PHNS with an annual sponsorship of RM30,000 to provide palliative care for terminally ill patients.



Pillar Six: Culture and Community



COMMUNITY

Deepavali CSR 2024

- Organised a CSR programme aimed at fostering a sense of community and celebration among underprivileged Indian communities, B40 students and single parents near Bandar Sri Sendayan.



Wild West Christmas CSR 2024

- As part of Matrix's Christmas initiative, the event aimed to bring joy and festive cheer to underprivileged children.



Mawar Medical Centre Chinese New Year ("CNY") 2025 Give Back Programme

- In conjunction with CNY 2025, Chairman Dato' Seri Lee Tian Hock led our heartfelt Give Back Programme, repatriating dialysis profits to support patients in need. This initiative reflects our ongoing commitment to accessible, compassionate healthcare.



Fun Day with Young Stars

- Invited 28 asnaf kids to enjoy Matrix Hospitality facilities to help them feel valued and uplifted.



Matrix Hospitality Bubur Lambuk CSR Programme

- In a meaningful Ramadan initiative, Matrix Hospitality partnered with Masjid Kampung Felda Sendayan to prepare and distribute 1,500 servings of Bubur Lambuk, spreading unity and compassion across the community.

Pillar Six: Culture and Community



EDUCATION



Back to School & Meal A-Day Programme

- Provided essential school supplies and nutritious meals throughout the academic year to support B40 and needy students.



SPORTS

Veg Run 2024

- Sponsored the Malaysia Fo Guang Buddhist Association Seremban Chapter to organise the Veg Run for a second time to promote vegetarianism.



Matrix Malaysia Day Night Half Marathon 2024

- Held in conjunction with the Merdeka month celebration, the marathon attracted 5,000 participants who showed great enthusiasm and patriotism.



- Matrix also donated 10 units of wheelchairs and two sets of lawn bowls to support Negeri Sembilan's para athletes.

Pillar Six: Culture and Community



SPORTS



Fit Malaysia 2024

- Sponsored the Fit Malaysia 2024 organised by the Department of Youth and Sports Negeri Sembilan to promote sports for all movement.



ENVIRONMENT



Adcote Matrix School ("AMS") Beach Cleaning at Pantai Cahaya

- In conjunction with World Ocean Day, the Student Council organised a community cleaning event involving 40 participants, including teachers, students and parents, to raise environmental awareness.

Limited Assurance



RSM Malaysia PLT
 202206000002 (LLP0030276-LCA) & AF 0768

5th Floor, Penthouse, Wisma RKT
 Block A, No. 2, Jalan Raja Abdullah
 Off Jalan Sultan Ismail
 50300 Kuala Lumpur, Malaysia

T +603 2610 2888
 F +603 2698 6600

www.rsmmalaysia.my

The Board of Directors
Matrix Concepts Holdings Berhad
 Wisma Matrix
 57, Jalan Tun Dr Ismail
 70200 Seremban
 Negeri Sembilan Darul Khusus

Dear Sirs,

INDEPENDENT LIMITED ASSURANCE REPORT TO THE BOARD OF DIRECTORS OF MATRIX CONCEPTS HOLDINGS BERHAD

Limited Assurance Conclusion

We have conducted a limited assurance engagement on the selected sustainability information (the "Identified Sustainability Information") listed below for the year ended 31 March 2025 as published in the Sustainability Report 2025 (the "Report") of Matrix Concepts Holdings Berhad (the "Company" or "MCHB").

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information for the financial year ended 31 March 2025, is not prepared, in all material respects, in accordance with the Company's relevant policies and procedures (the "Reporting Criteria").

Scope of Work

RSM Malaysia PLT ("RSM" or "we") have been engaged by the Board of Directors of Matrix Concepts Holdings Berhad to perform a limited assurance engagement as defined by the International Standard on Assurance Engagements ("ISAE") 3000 (Revised), *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* (the "Standard"), on the Identified Sustainability Information for the year ended 31 March 2025 as published in the Report.

The scope of our work was limited to the Identified Sustainability Information presented in the Report and did not include coverage of data sets or information unrelated to the data and information underlying the Identified Sustainability Information and related disclosures; nor did it include information reported outside of the Report, comparisons against historical data, or management's forward-looking statements.

THE POWER OF BEING UNDERSTOOD
 ASSURANCE | TAX | CONSULTING



RSM Malaysia PLT is a member of the RSM network and trades as RSM. RSM is the trading name used by the members of the RSM network. Each member of the RSM network is an independent accounting and consulting firm which practices in its own right. The RSM network is not itself a separate legal entity in any jurisdiction.



Limited Assurance



Identified Sustainability Information

The Identified Sustainability Information on which we provided limited assurance, consists of:

No.	Identified Sustainability Information	Selected indicators	Value	Unit of measurement	Scope of coverage
1	Energy consumption	Total Electricity Consumption: Grid Sourced and Solar	Refer 1(a) below	kWh	MCHB
2	Energy consumption	Diesel: Stationary and Mobile Combustion	497,408.57	Litres	MCHB
3	Energy consumption	Petrol: Mobile Combustion	Refer 3(a) below	Litres	MCHB
4	Water consumption	Water Consumption	573,568.00	m3	MCHB
5	Waste Management & Recycling	Waste Directed to Disposal	54,652.44	Tonnes	MCHB
6	Waste Management & Recycling	Waste Diverted from Disposal	500.20	Tonnes	MCHB
7	Occupational Health & Safety	Total Major and Minor Accidents	3 major accidents	Number	MCHB
8	Occupational Health & Safety	Fatalities	0	Number	MCHB
9	Talent Development and Management	Average Training Hours per Employee	5.08	Hours	MCHB
10	Gender Equality	Employee Gender Breakdown by Employment Category	Refer 10(a) below		MCHB

*MCHB – Matrix Concepts Holdings Berhad

1(a) Total Electricity Consumption: Grid Sourced and Solar

Business Division	Grid Derived Electricity (kWh)
Matrix HQ	340,753.00
Exelcon NS	1,180,216.00
Exelcon Central	212,979.00
Exelcon South	162,503.00
Hospitality	1,652,801.00
Education	2,094,254.00
Healthcare	2,646,445.00
Total	8,289,951.00

Business Division	Solar Power (kWh)
All	1,420,359.62



Limited Assurance



3(a) Petrol: Mobile Combustion

Business Division	Petrol Consumption (Litres)
Matrix HQ	40,290.08
Exelcon Central	46.93
Education	649.90
Healthcare	9,077.83
Total	50,064.74

10(a) Employee Gender Breakdown by Employment Category

Employee Category	Male	Female
Senior Management	1.0%	0.5%
Middle Management	2.6%	1.8%
Junior Management	5.4%	1.8%
Executive	20.0%	26.2%
Non-executive	12.3%	28.4%
Total	41.3%	58.7%

Inherent Limitation

In designing our procedures, we considered the system of internal controls in relation to the Identified Sustainability Information and reliance had been placed on internal controls where appropriate. Because of the inherent limitations in any accounting and internal control system, errors and irregularities may nevertheless occur and not be detected. Accordingly, there is some risk that material misstatements may remain undetected. Further, our limited assurance engagement is not designed to detect fraud or error that is immaterial.

The absence of a significant body of established practice on which to measure and evaluate the Identified Sustainability Information, allows for different, but acceptable, measurement basis and can affect comparability between entities over time.

The Identified Sustainability Information are subject to more inherent limitations than financial information, given the characteristics and methods used for determining underlying information. The precision of different measurement techniques may also vary.

Independence and Quality Management

We are independent of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Our firm applies International Standard on Quality Management 1, *Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements* which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Limited Assurance



Management's Responsibilities

Management of the Company is responsible for the preparation and presentation of the Identified Sustainability Information in accordance with the Reporting Criteria.

The responsibility includes the selection and application of appropriate methods to prepare the Identified Sustainability Information reported in the Report, which includes but not limited to the use of assumptions and estimates for disclosure which are reasonable. Furthermore, the responsibility includes the design, implementation and maintenance of internal controls relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Company's sustainability reporting process.

Management is also responsible to provide us with:

- Access to information of which management is aware that is relevant to the preparation of the Identified Sustainability Information such as records, documentation and other matters;
- Additional information that we may request management for the purpose of the limited assurance engagement; and
- Unrestricted access to persons within the Company from whom we determine necessary to obtain evidence for our limited assurance engagement.

Our Responsibilities

Our responsibility is to carry out a limited assurance engagement and to express a limited assurance conclusion based on the work performed and evidence obtained.

We conducted our engagement in accordance with ISAE 3000 (Revised). This standard requires that we plan and perform procedures to obtain limited assurance that nothing has come to our attention that causes us to believe that the Identified Sustainability Information is not prepared, in all material respects, in accordance with the Reporting Criteria.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Procedures Performed

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Accordingly, we will not express a reasonable assurance opinion about whether the Company's Identified Sustainability Information has been prepared, in all material respects, in accordance with the Reporting Criteria.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for the preparation of the Identified Sustainability Information and applying analytical and other appropriate procedures.



Limited Assurance



Our procedures include:

- Interviewed management and personnel of the Company in relation to the Identified Sustainability Information;
- Obtained an understanding of how the Identified Sustainability Information was gathered, collated and aggregated internally; and
- Performed limited substantive testing, on a selective basis, of the Identified Sustainability Information (i) to verify the assumptions, estimations and computations made in relation to the Identified Sustainability Information; and (ii) to check that data had been appropriately measured, recorded, collated and reported, to the extent we considered necessary and appropriate to provide sufficient evidence for our conclusion.

We also performed such other procedures as we considered necessary in the circumstances.

Other Matters

Information relating to prior reporting periods has not been subject to assurance procedures. Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the Report. The maintenance and integrity of MCHB's website is the responsibility of MCHB's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Identified Sustainability Information and related disclosures, the Report or to our independent limited assurance report that may have occurred since the initial date of presentation on the MCHB's website.

Purpose and restriction on distribution and use

This report, including the conclusion, has been prepared solely for the Board of Directors of MCHB, in accordance with the agreement between us, in connection with the performance of an independent limited assurance engagement on the Identified Sustainability Information, as reported by MCHB in the Report and should not be used or relied upon for any other purposes.

We consent the inclusion of this report in the Report to be disclosed on the website of MCHB at <https://www.mchb.com.my/> to assist the Directors in responding to their governance responsibilities by obtaining an independent limited assurance report on the Identified Sustainability Information in connection with the preparation of the Report.

As a result, we will not accept any liability or responsibility to any other party to whom our report is shown or into whose hands it may come. Any reliance on this report by any third party is entirely at its own risk.



RSM Malaysia PLT
Chartered Accountants
Kuala Lumpur
3 June 2025



Appendices

APPENDIX ONE: FULL EMISSIONS INTENSITY CHART

Intensity (Based on Revenue)			
Financial Year	FY2023	FY2024	FY2025
Revenue	1,113.1	1,344.1	1,150.7
Direct Energy Consumption (Diesel in Litres)	159,112	396,732	497,409
Direct Energy Intensity (Litres/revenue RM' Million)	142.95	295.17	432.27
Direct Energy Consumption (Diesel in GJ)	5,680.0	14,185.90	17,785.84
Direct Energy Intensity (GJ/revenue RM' Million)	5.10	10.55	13.36
Indirect Grid Based Energy Consumption (Electricity) (kWh)	7,474,773	7,551,945	8,289,951
Indirect Grid Based Energy Intensity (kWh/revenue RM' Million)	6,715.5	5,618.7	7,204.3
Indirect Grid Based Energy Consumption (GJ)	26,909	27,187.0	29,843.8
Indirect Grid Based Energy Intensity (GJ/revenue RM' Million)	24.176	20.2	25.9
Solar Derived Electricity (kWh)	1,106,775	1,119,406	1,420,360
Total Indirect (Electricity) Energy Consumption (kWh)	8,581,548	8,671,351	9,710,311
Total Indirect Energy Intensity (kWh/RM' Million)	7,709.9	6,451.6	8,438.6
Total Energy Consumption (GJ)	36,589.8*	47,429.0*	54,360.90
Total Energy Consumption Intensity (GJ/ Revenue RM'Million)	29.3*	32.3*	47.2
Scope One Emissions (Tonnes CO ₂ e)	423.3	1,521.2	1,724.59
Scope One Emissions Intensity (Tonnes CO ₂ e/Revenue RM' Million)	0.4	1.1	1.5
Scope Two Emissions (Tonnes CO ₂ e)	4,111.1	4,153.6	4,559.5
Scope Two Emissions Intensity (Tonnes CO ₂ e/Revenue RM' Million)	3.7	3.1	4.0
Scope One + Scope two Emissions (Tonnes CO ₂ e)	4,534.4	5,674.8	6,284.09
Total Emissions Intensity (Tonnes CO ₂ e/Revenue RM' Million)	4.1	4.2	5.5
Water Consumption (m ³)	455,077	433,215	573,568
Water Consumption Intensity (m ³ /Revenue RM'Million)	408.9	322.3	498.5

* Data restated

Intensity (Based on Sqft)			
Financial Year	FY2023	FY2024	FY2025
Sqft	33,756	33,756	33,756
Direct Energy Consumption (Diesel in Litres)	159,112	396,732	497,409
Direct Energy Intensity (Litres/Sqft)	4.7	11.8	14.7
Direct Energy Consumption (Diesel in GJ)	5,680	14,185.9	17,785.84
Direct Energy Intensity (GJ/Sqft)	0.2	0.4	0.5
Indirect Grid Based Energy Consumption (Electricity) (kWh)	7,474,773	7,551,945	8,289,951
Indirect Energy Intensity (kWh/Sqft)	221.4	224.9	246.6
Indirect Energy Consumption (GJ)	26,909.2	27,187.0	29,843.8
Indirect Energy Intensity (GJ/Sqft)	0.9	0.8	0.9
Solar Derived Electricity (kWh)	1,106,775	1,119,406	1,420,360
Total Indirect (Electricity) Energy Consumption (kWh)	8,581,548	8,671,351	9,710,311

Appendices

Intensity (Based on Sqft)			
Financial Year	FY2023	FY2024	FY2025
Total Indirect Energy Intensity (kWh/Sqft)	254.2	256.9	287.7
Total Energy Consumption (GJ)	36,589.8*	47,429.0*	54,360.90
Total Energy Consumption Intensity (GJ/Sqft)	1.1*	1.3*	1.6
Scope One Emissions (CO ₂ e Tonnes)	428.4	1,521.2	1,724.59
Scope One Emissions Intensity (CO ₂ e Tonnes/Sqft)	0.01	0.05	0.05
Scope Two Emissions	4,372.7	4,153.6	4,559.5
Scope Two Emissions Intensity (CO ₂ e Tonnes/Sqft)	0.13	0.12	0.14
Scope One + Scope two Emissions (CO ₂ e Tonnes)	4,801.1	5,674.8	6,284.09
Total Emissions Intensity (CO ₂ e Tonnes/Sqft)	0.14	0.12	0.19
Water Consumption (m ³)	455,077	433,215	573,568
Water Consumption Intensity (m ³ /Sqft)	13.5	12.8	17.0

* Data restated

Intensity (Based on Workforce Count)			
Financial Year	FY2023	FY2024	FY2025
Workforce	912	947	1,121
Direct Energy Consumption (Diesel in Litres)	159,112	396,732	497,409
Direct Energy Intensity (Litres/Workforce)	174.5	418.9	443.7
Direct Energy Consumption (Diesel in GJ)	5,680.00	14,185.9	17,785.84
Direct Energy Intensity (GJ/workforce)	6.2	15.0	15.9
Indirect Grid Based Energy Consumption (Electricity) (kWh)	7,196,678	7,551,945	8,289,951
Indirect Energy Intensity (kWh/Workforce)	7,891.1	7,974.6	7,395.1
Indirect Energy Consumption (GJ)	26,909.0	27,178.0	29,843.8
Indirect Energy Intensity (GJ/Workforce)	33.9	28.7	26.6
Solar Derived Electricity (kWh)	1,106,775	1,119,406	1,420,360
Total Indirect (Electricity) Energy Consumption (kWh)	8,581,548	8,671,351	9,710,311
Total Indirect Energy Intensity (kWh/Workforce)	9,410	9,157	8,018.4
Total Energy Consumption (GJ)	36,589.8*	47,429.0*	54,360.90
Total Energy Consumption Intensity (GJ/ Workforce)	40.1*	45.8*	48.5
Scope One Emissions (CO ₂ e Tonnes)	428.4	1,521.6	1,724.59
Scope One Emissions Intensity (CO ₂ e Tonnes/Workforce)	0.5	1.6	1.5
Scope Two Emissions (CO ₂ e Tonnes)	4,372.7	4,153.60	4,559.5
Scope Two Emissions Intensity (CO ₂ e Tonnes/Workforce)	4.8	4.4	4.1
Scope One + Scope two Emissions (CO ₂ e Tonnes)	4,801.1	5,674.8	6,284.09
Total Emissions Intensity (CO ₂ e Tonnes/Workforce)	5.3	6.0	5.6
Water Consumption (m ³)	455,077	433,215	573,568
Water Consumption Intensity (m ³ /Workforce)	499.0	457.5	473.6

* Data restated

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Intensity (Based on Working Days)			
Financial Year	FY2023	FY2024	FY2025
Working Days	247	247	247
Direct Energy Consumption (Diesel in Litres)	159,112	396,732	497,409
Direct Energy Intensity (Litres/Working Days)	644.2	1,606.2	2,013.8
Direct Energy Consumption (Diesel in GJ)	5,680	14,185.9	17,785.84
Direct Energy Intensity (GJ/Working Days)	23.0	57.4	72.0
Indirect Grid Based Energy Consumption (Electricity) (kWh)	7,196,678	7,551,945	8,289,951
Indirect Energy Intensity (kWh/Working Days)	29,136	30,575	30,255
Indirect Energy Consumption (GJ)	26,909.2	27,187.0	29,843.8
Indirect Energy Intensity (GJ/Working Days)	125.1	110.1	120.8
Solar Derived Electricity (kWh)	1,106,775	1,119,406	1,420,360
Total Indirect (Electricity) Energy Consumption (kWh)	8,581,548	8,671,351	9,710,311
Total Indirect Energy Intensity (kWh/Working Days)	34,743	35,107	39,313
Total Energy Consumption (GJ)	36,589.8*	47,429.0*	54,360.90
Total Energy Consumption Intensity (GJ/Working Days)	148.2*	175.7*	220.1
Scope One Emissions (CO ₂ e Tonnes)	428.4	1,521.2	1,724.59
Scope One Emissions Intensity (CO ₂ e Tonnes/Working Days)	1.7	6.2	7.0
Scope Two Emissions (CO ₂ e Tonnes)	4,372.7	4,153.60	4,559.5
Scope Two Emissions Intensity (CO ₂ e Tonnes/Working Days)	17.70	16.8	18.5
Scope One + Scope two Emissions (CO ₂ e Tonnes)	4,801.12	5,674.78	6,284.09
Total Emissions Intensity (CO ₂ e Tonnes/Working Days)	19.4	23.0	25.4
Water Consumption (m ³)	455,077	43,215	573,568
Water Consumption Intensity (m ³ /Working Days)	1,842.4	1,753.9	2,322.1

* Data restated

Appendices

APPENDIX TWO: BURSA ESG PERFORMANCE REPORT

Indicator	Measurement Unit	2024	2025
Bursa (Anti-corruption)			
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category			
Senior Management	Percentage	100.00 *	100.00
Middle Management	Percentage	100.00 *	100.00
Junior Management	Percentage	100.00 *	100.00
Executive	Percentage	100.00 *	100.00
Non-Executive	Percentage	100.00 *	100.00
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00 *	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0
Bursa (Community/Society)			
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	10,321,345.00 *	15,280,283.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	1,613	6,707
Bursa (Diversity)			
Bursa C3(a) Percentage of employees by gender and age group, for each employee category			
Age Group by Employee Category			
Senior Management Aged 30 and below	Percentage	0.00	0.00
Senior Management Aged 31-50	Percentage	47.06 *	52.94
Senior Management Aged 51 and above	Percentage	52.94 *	47.06
Middle Management Aged 30 and below	Percentage	0.00	2.04
Middle Management Aged 31-50	Percentage	46.15 *	73.47
Middle Management Aged 51 and above	Percentage	53.85 *	24.49
Junior Management Aged 30 and below	Percentage	0.00	0.00

Internal assurance

External assurance

No assurance

(*)Restated

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Indicator	Measurement Unit	2024	2025
Junior Management Aged 31-50	Percentage	78.26 *	82.72
Junior Management Aged 51 and above	Percentage	21.74 *	17.28
Executive Aged 30 and below	Percentage	22.27 *	26.45
Executive Aged 31-50	Percentage	71.09 *	66.80
Executive Aged 51 and above	Percentage	6.64 *	6.76
Non-Executive Aged 30 and below	Percentage	52.25 *	54.82
Non-Executive Aged 31-50	Percentage	40.50 *	36.84 *
Non-Executive Aged 51 and above	Percentage	7.25 *	8.33
Gender Group by Employee Category			
Senior Management Male	Percentage	64.71 *	64.71
Senior Management Female	Percentage	35.29 *	35.29
Middle Management Male	Percentage	66.67 *	59.18
Middle Management Female	Percentage	33.33 *	40.82
Junior Management Male	Percentage	75.36 *	75.31
Junior Management Female	Percentage	24.64 *	24.69
Executive Male	Percentage	42.89 *	43.24
Executive Female	Percentage	57.11 *	56.76
Non-Executive Male	Percentage	31.75 *	30.26
Non-Executive Female	Percentage	68.25 *	69.74
Bursa C3(b) Percentage of directors by gender and age group			
Male	Percentage	55.60	62.50 *
Female	Percentage	44.40	37.50
Aged 30-40	Percentage	11.10	12.50
Aged 41-50	Percentage	11.10	0.00
Aged 51-60	Percentage	22.20	25.00

Internal assurance

External assurance

No assurance

(*)Restated

Appendices

Indicator	Measurement Unit	2024	2025
Aged 61-70	Percentage	44.40	37.50
Aged 71-80	Percentage	11.10	25.00
Bursa (Energy management)			
Bursa C4(a) Total energy consumption	Megawatt	12,053.80	15,100.25
Bursa (Health and safety)			
Bursa C5(a) Number of work-related fatalities	Number	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.80	0.45
Bursa C5(c) Number of employees trained on health and safety standards	Number	35	103
Bursa (Labour practices and standards)			
Bursa C6(a) Total hours of training by employee category			
Senior Management	Hours	239	347
Management	Hours	838	2,921
Executive	Hours	2,827	7,781
Non-Executive	Hours	1,935	5,937
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	4.50	4.00
Bursa C6(c) Total number of employee turnover by employee category			
Senior Management	Number	1	3
Middle Management	Number	15	5
Junior Management	Number	38	11
Executive	Number	64	127
Non-Executive	Number	170	90
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0
Bursa (Supply chain management)			
Bursa C7(a) Proportion of spending on local suppliers	Percentage	100.00 *	99.90

Internal assurance

External assurance

No assurance

(*)Restated

Appendices

Indicator	Measurement Unit	2024	2025
Bursa (Data privacy and security)			
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0
Bursa (Water)			
Bursa C9(a) Total volume of water used	Megalitres	433.215000	573.568000
Bursa (Waste management)			
Bursa C10(a) Total waste generated	Metric tonnes	-	55,109.33
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	-	500.20
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	-	54,609.13
Bursa (Emissions management)			
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	-	1,724.59
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	-	4,559.47
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

Internal assurance

External assurance

No assurance

(*)Restated

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APPENDIX THREE: SASB DISCLOSURE INDEX

CODE	DESCRIPTION	FY2025 DISCLOSURE
Real Estate Industry		
Energy Management		
IF-RE-130a.1	Energy consumption data coverage as a percentage of total floor area	100% of 33,756 sqft
IF-RE-130a.2	(1) Total energy consumed by portfolio area with data coverage	54,360.90 GJ
	(2) percentage grid electricity	85.4%
	(3) percentage renewable	14.6%
IF-RE-130a.3	Like-for-like percentage change in energy consumption	12.0% year-on-year increase
IF-RE-130a.4	Percentage of eligible portfolio that	No portion of the Group’s property portfolio is green certified at the moment. However, Matrix is an early supporter of REHDA’s GreenRE and green building initiatives since 2019
	(1) has an energy rating and	
	(2) is certified to ENERGY STAR, by property subsector	
IF-RE-130a.5	Description of how building energy management considerations are integrated into property investment analysis and operational strategy	Please refer to Climate Opportunities: Adoption of Renewable Energy Solutions on pages 59-61; and Energy Management on page 61
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 sqft; None (0%) in regions with High or Extremely High Baseline Water Stress
IF-RE-140a.2	(1) Total water withdrawn by portfolio area with data coverage	573,568 m³
	(2) Percentage in regions with High or Extremely High Baseline Water Stress, by property subsector	None (0%)
IF-RE-140a.3	Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property subsector	32.4% year-on-year increase
IF-RE-140a.4	Description of water management risks and discussion of strategies and practices to mitigate those risks	Please refer to Sustainable Water on pages 73-75
Climate Change Adaptation		
IF-RE-450a.1	Area of properties located in 100-year flood zones, by property subsector	Please refer to Climate Strategy on pages 47-61
IF-RE-450a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure and strategies for mitigating risks	
SASB Activity Metrics		
IF-RE-000.A	Number of assets, by property sector	Please refer to Management Discussion and Analysis on page 42 of the Integrated Annual Report 2025

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CODE	DESCRIPTION	FY2025 DISCLOSURE
Home Builders Industry		
Land Use & Ecological Impacts		
IF-HB-160a.1	Number of (1) lots and (2) homes delivered on redevelopment sites	Please refer to Management Discussion and Analysis on page 42 of the Integrated Annual Report 2025
IF-HB-160a.2	Number of (1) lots and (2) homes delivered in regions with High or Extremely High Baseline Water Stress	Zero
IF-HB-160a.3	Total amount of monetary losses as a result of legal proceedings associated with environmental regulations	Zero. Please refer to Environmental Compliance on page 76
IF-HB-160a.4	Discussion of process to integrate environmental considerations into site selection, site design and site development and construction	Please refer to Further Integrating Environmental Considerations within Property Development on page 43
Workforce Health & Safety		
IF-HB-320a.1	(1) Total recordable incident rate (“TRIR”)	Matrix tracks Lost Time Incident Frequency Rate (“LTIFR”), which is 0.5
	(2) fatality rate for (a) direct employees and (b) contract employees	Zero fatalities for both direct and 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 portion of the Group’s property portfolio is green certified at the moment. However, Matrix is an early supporter of REHDA’s GreenRE and green building initiatives since 2019
IF-HB-410a.2	Percentage of installed water fixtures certified to WaterSense® specifications	
IF-HB-410a.3	Number of homes delivered certified to a third-party multi-attribute green building standard	
IF-HB-410a.4	Description of risks and opportunities related to incorporating resource efficiency into home design, and how benefits are communicated to customers	Please refer to Sustainable Resource Consumption on page 67
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	Please refer to Multiplier Effect of the Business Model on page 24. However, Matrix does not currently track the number of lots and homes delivered on infill sites and compact developments
IF-HB-410b.2	Number of (1) lots and (2) homes delivered on infill sites	
IF-HB-410b.3	(1) Number of homes delivered in compact developments and (2) average density	
Climate Change Adaptation		
IF-HB-420a.1	Number of lots located in 100-year flood zones	Please refer to Climate Strategy on pages 47-61
IF-HB-420a.2	Description of climate change risk exposure analysis, degree of systematic portfolio exposure and strategies for mitigating risks	
SASB Activity Metrics		
IF-HB-000.A	Number of controlled lots	Please refer to Management Discussion and Analysis on page 42 of the Integrated Annual Report 2025
IF-HB-000.B	Number of homes delivered	
IF-HB-000.C	Number of active selling communities	

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APPENDIX FOUR: IFRS S1, IFRS S2 AND TCFD INDEX

IFRS & TCFD Disclosures		IFRS S1 Location/Explanation	IFRS S2 & TCFD Location/Explanation
GOVERNANCE	a) Board Oversight	Matrix's Board of Directors holds ultimate responsibility for the Group's long-term sustainability and climate risk management, reviewing and endorsing its Environmental, Social and Governance ("ESG") and climate agenda, and approving key policies and resources. The Sustainability Committee ("SC"), with its defined Terms of Reference, is central to this, developing policies, providing strategic oversight on ESG and climate risks and ensuring integration into enterprise-risk frameworks through collaboration with the Risk Management Committee ("RMC"). Both the Board and SC receive regular training and semi-annual reports on ESG and climate-related risks, opportunities, achievements and performance against Key Performance Indicators ("KPIs"), with Matrix also considering linking executive pay to these metrics.	
	b) Management's Role	<p>Management at Matrix is crucial for implementing the Board's vision. Their responsibilities include executing tactical initiatives like advancing green construction, improving resource efficiency and minimising waste. Management's performance is closely monitored through semi-annual reports submitted to the SC and then to the Board. They are also responsible for implementing risk mitigation strategies for climate-related risks and opportunities, ensuring these operational controls are integrated across internal functions.</p> <p>For more information, please refer to Matrix's Sustainability Governance Structure (page 36) and the SC's Terms of Reference (https://matrixconcepts.com.my/corporate-governance).</p>	
STRATEGY	a) Risks and Opportunities	Matrix identifies key ESG risks and opportunities across its operations which are assessed across short-, medium- and long-term timeframes. These include risks related to Product Quality (customer satisfaction, defect costs), Regulatory Compliance (fines, project delays), Anti-Corruption (reputational loss, investor confidence), Climate Change (physical impacts, policy shifts), Energy Consumption (rising costs, carbon taxes), Occupational Safety and Health ("OSH") (disruptions, financial loss), Talent Management (attrition, hiring costs) and Human and Labour Rights (site disruptions, legal action).	Matrix has identified key climate-related risks and opportunities. Physical risks include extreme weather events like heavy rainfall, rising temperatures and droughts, which can disrupt operations, delay projects and impact worker health. Transition risks involve policy changes, potential carbon taxes and market shifts towards green materials. On the other hand, opportunities stem from adopting renewable energy, leading to cost savings and a reduced carbon footprint, and purchasing carbon credits to enhance brand reputation. Their impact on Matrix's business model and value chain are assessed across short-, medium- and long-term timeframes.
	b) Impact on Business Model and Value Chain	<p>Opportunities generally focus on brand enhancement, cost efficiency and improved access to capital. For more detailed information on identified ESG risks and opportunities, please refer to Strategy - Identified Risks and Opportunities (IAR 2025, pages 83-106).</p> <p>ESG risks and opportunities are actively managed by Matrix through strategic measures such as stringent quality control and customer feedback for product quality, robust oversight and policies for regulatory compliance and a zero-tolerance Anti-Corruption policy with a whistleblowing channel. For Climate Change and Energy Consumption, the Group employs business continuity plans, integrates green materials and adopts solar energy. OSH is managed through adherence to established safety acts and systems. Talent management focuses on professional development and linking training to retention. Human and Labour Rights are ensured through strict regulatory compliance and adherence to human rights principles across operations and supply chains. Further information on ESG risk mitigation measures is detailed in the respective material matters across SR2025.</p>	Matrix actively manages these climate impacts with strategic measures. For physical risks, the Group uses Business Continuity Plans, invests in drainage and prioritises worker safety. For transition risks, Matrix integrates green materials, seeks certifications and upgrades to energy-efficient machinery. The Group also leverages renewable energy adoption for brand benefits and explores carbon credits for emission offsets and new revenue streams.
	c) Strategy and Decision-making		Financially, Matrix anticipates that managing climate risks will increase operational and capital expenses for infrastructure and compliance. However, opportunities like renewable energy offer significant cost savings and emission reductions, improving access to capital and potentially securing better financing terms. The Group's sustainable practices are expected to strengthen its long-term financial resilience.

Appendices

IFRS & TCFD Disclosures		IFRS S1 Location/Explanation	IFRS S2 & TCFD Location/Explanation
STRATEGY	d) Financial Position	<p>ESG risks and opportunities also impacts Matrix financially. Product quality efforts involve specific allocations for defect resolution. The cost of regulatory compliance is embedded in operational expenses. While corruption costs are not quantified, safeguards prevent financial loss. Climate change may increase operational and capital expenditures for green features and compliance. Conversely, renewable energy adoption has yielded significant energy cost savings. Talent management presents rising wage pressures and hiring costs. A strong human rights record helps ensure access to a stable labour pool, supporting timely project completion.</p> <p>ESG risk resilience is measured through a Group-wide ESG scorecard that tracks sustainability and climate metrics (see Group KPIs and targets on pages 16-21).</p>	<p>Matrix's Climate Risk Assessment ("CRA") utilises two key scenarios: the Intergovernmental Panel on Climate Change's ("IPCC") Shared Socioeconomic Pathway ("SSP") 2-4.5, a "middle-of-the-road" warming pathway to assess physical impacts, and the Network of Greening the Financial System's ("NGFS") Net Zero 2050 Framework, aligning with global decarbonisation goals to understand policy and market shifts. Matrix's climate resilience is measured against these scenarios.</p> <p>Full details of Matrix's climate-related risks and opportunities and their impacts on the Group's business model and value chain are disclosed in Climate Strategy section on pages 47-61.</p>
	e) Resilience of Strategy		

Appendices

IFRS & TCFD Disclosures		IFRS S1 Location/Explanation	IFRS S2 & TCFD Location/Explanation
RISK MANAGEMENT	a) Risk ID and Assessment Processes	Matrix identifies its key ESG risks and opportunities through a materiality assessment conducted in FY2025. This exercise ensures the Group aligns with stakeholder needs and leading sustainability frameworks like Global Reporting Initiative (“GRI”), Bursa Malaysia’s Guide, FTSE4Good Bursa Malaysia Index (“FTSE4Good”), Task Force on Climate-Related Financial Disclosures (“TCFD”) and Sustainability Accounting Standards Board (“SASB”). It involves gathering feedback from internal and external stakeholders, typically via online surveys, which is then analysed and presented to the Board for deliberation to pinpoint the most crucial ESG matters. For a more comprehensive look on the Group’s materiality assessment, please refer to Our Material Matters (pages 14-15).	
	b) Risk Management Processes	Matrix began a comprehensive, Group-wide CRA in February 2025 to systematically pinpoint and evaluate potential Climate-Related Risks and Opportunities (“CRROs”). This cross-functional effort determines the likelihood, severity and time horizons (short-, medium- and long-term) of these impacts, thereby strengthening the Company’s overall climate governance. The CRA also serves as a proactive step towards aligning with Malaysia’s National Sustainability Reporting Framework (“NSRF”), which adopts the IFRS S1 and S2 as its foundation. The Group’s climate risk assessment is detailed in Climate Change and Climate Action (pages 44-61).	
	c) Integration into Overall Risk Management	Matrix embeds ESG and climate-related risks into its broader Enterprise Risk Management (“ERM”) Framework, which is structured around ISO 31000 principles. Following the identification of ESG material matters and CRROs, the result of these risks’ impact inform the Group’s risk register and are deliberated at the management and Board levels through established risk governance channels. To ensure alignment, climate and ESG risks are reviewed alongside traditional operational, financial and strategic risks, allowing Matrix to adopt a unified view of enterprise risk. These risks are periodically reassessed and monitored through the Group’s RMC, with oversight from the Board. As part of this integration, climate risk findings are also used to inform business planning, scenario analysis and the development of mitigation and adaptation strategies under the Group’s sustainability roadmap. Please refer to Risk Management (page 37) and Statement on Risk Management and Internal Control (IAR 2025, pages 130-136) for more information on Matrix’s risk management framework and its processes.	
METRICS & TARGETS	a) Metrics Used	Comprehensive three-year rolling performance data for all pertinent sustainability indicators is presented within the Bursa Malaysia ESG Performance Indicator table on pages 114-117 of this report, in accordance with Bursa Malaysia’s sustainability indicators and metrics.	
	b) Performance Data	For each significant ESG matter, including climate-related aspects, KPIs are meticulously monitored by Matrix. Details on these KPIs and their performance are thoroughly documented in the Group KPIs and Targets section, pages 16-21. For more detail information on specific performance metrics for individual material matters, please refer to the specific material topics report under each section spanning pages 22-105.	
	c) Targets Set	In line with IFRS S1 & S2 recommendations, the Group has also taken into consideration the metrics outlined by the SASB Standards and have reported on applicable indicators from the Real Estate and Home Builders sector standards (see pages 118-119).	

Appendices

APPENDIX FIVE: GRI CONTENT INDEX

STATEMENT OF USE:	Matrix Concepts Holdings Berhad has reported the information cited in this GRI content index for the period from 1 April 2024 to 31 March 2025 with reference to the GRI Standards.
GRI 1 USED:	GRI 1: Foundation 2021

GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 2: General Disclosures 2021	2-1	Organizational details	Back page of SR2025; Corporate Information, page 9 of IAR2025
	2-2	Entities included in the organization's sustainability reporting	About This Report, pages 5-6 of SR2025; Corporate Structure, pages 10-11 of IAR2025
	2-3	Reporting period, frequency and contact point	About This Report, pages 5-6 of SR2025
	2-4	Restatements of information	About This Report, pages 5-6 of SR2025; Other Emissions, page 66 of SR2025
	2-5	External assurance	External Assurance, pages 106-110 of SR2025
	2-6	Activities, value chain and other business relationships	Group Corporate Profile, pages 14-15 of IAR2025; Value Chain and Business Processes, pages 76-79 of IAR2025
	2-7	Employees	Workforce Composition, pages 82-88 of SR2025
	2-8	Workers who are not employees	Workforce Composition, pages 82-88 of SR2025
	2-9	Governance structure and composition	Matrix's Sustainability Governance Structure, page 36 of SR2025; Board of Directors' Profiles, pages 50-58 of IAR2025; Corporate Governance Overview Statement, pages 112-124 of IAR2025
	2-10	Nomination and selection of the highest governance body	
	2-11	Chair of the highest governance body	
	2-12	Role of the highest governance body in overseeing the management of impacts	
	2-13	Delegation of responsibility for managing impacts	
	2-14	Role of the highest governance body in sustainability reporting	
	2-15	Conflicts of interest	Code of Conduct, pages 38-39 of SR2025; Directors' Conflict of Interest Policy: https://www.mchb.com.my/wp-content/uploads/Directors-Conflict-Of-Interest-Policy-finaldocx.pdf
	2-16	Communication of critical concerns	Whistleblowing Mechanism, page 40 of SR2025
	2-17	Collective knowledge of the highest governance body	Board of Directors' Profiles, pages 50-58 of IAR2025
	2-18	Evaluation of the performance of the highest governance body	Board Assessment, pages 120-121 of IAR2025
	2-19	Remuneration policies	Directors' Remuneration, pages 121-122 of IAR2025
	2-20	Process to determine remuneration	Directors' Remuneration, pages 121-122 of IAR2025
	2-21	Annual total compensation ratio	Ensuring Employee Welfare and Competitive Remuneration, pages 89-90 of SR2025
	2-22	Statement on sustainable development strategy	Message from the Chairman of the Sustainability Committee, pages 2-3 of SR2025
	2-23	Policy commitments	Risk Management, pages 37-38 of SR2025
	2-24	Embedding policy commitments	
	2-25	Processes to remediate negative impacts	Whistleblowing Mechanism, page 40 of SR2025; Human Rights and Principles, pages 80-81 of SR2025
	2-26	Mechanisms for seeking advice and raising concerns	Regulatory Compliance, page 31 of SR2025; Risk Management, pages 37-38 of SR2025
	2-27	Compliance with laws and regulations	

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GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	2-28	Membership associations	Membership of Associations, pages 12-13 of SR2025
	2-29	Approach to stakeholder engagement	Stakeholder Engagement, pages 11-13 of SR2025
	2-30	Collective bargaining agreements	Freedom of Association and Collective Bargaining, page 94 of SR2025
GRI 3: Material Topics 2021	3-1	Process to determine material topics	Our Material Matters, pages 14-15 of SR2025; Matters
	3-2	List of material topics	Material to Value Creation, pages 80-106 of IAR2025;
	3-3	Management of material topics	Group KPIs and Targets, pages 16-21 of SR2025; In the respective material topics in SR2025
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	Direct Economic Performance, page 23 of SR2025; Values Created for Stakeholders, page 23 of SR2025
	201-2	Financial implications and other risks and opportunities due to climate change	Climate Strategy, pages 47-61 of SR2025
	201-3	Defined benefit plan obligations and other retirement plans	Statutory Payments for Employee Retirement and Statutory Benefits, page 92 of SR2025
	201-4	Financial assistance received from government	Not applicable
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage	Ensuring Employee Welfare and Competitive Remuneration, pages 89-90 of SR2025
	202-2	Proportion of senior management hired from the local community	Ensuring Employee Welfare and Competitive Remuneration, pages 89-90 of SR2025
GRI 204: Procurement Practices 2016	203-1	Infrastructure investments and services supported	Sustainable Local Procurement, pages 31-34 of SR2025
	203-2	Significant indirect economic impacts	
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Zero Tolerance to Corruption, pages 39-41 of SR2025; Appendix Two: Bursa ESG Performance Report, pages 114-115 of SR2025
	205-2	Communication and training about anti-corruption policies and procedures	
	205-3	Confirmed incidents of corruption and actions taken	
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable as Matrix does not operate in a monopolistic industry
GRI 207: Tax 2019	207-1	Approach to tax	Not disclosed as this is deemed immaterial due to Matrix's business and operating context
	207-2	Tax governance, control, and risk management	
	207-3	Stakeholder engagement and management of concerns related to tax	
	207-4	Country-by-country reporting	
GRI 301: Materials 2016	301-1	Materials used by weight or volume	Sustainable Resources Consumption, pages 67-68 of SR2025
	301-2	Recycled input materials used	Sustainable Resources Consumption, pages 67-68 of SR2025
	301-3	Reclaimed products and their packaging materials	Sustainable Resources Consumption, pages 67-68 of SR2025
GRI 302: Energy 2016	302-1	Energy consumption within the organization	Energy Management, pages 61-66 of SR2025
	302-2	Energy consumption outside of the organization	Energy Management, pages 61-66 of SR2026
	302-3	Energy intensity	Energy Management, pages 61-66 of SR2027
	302-4	Reduction of energy consumption	Energy Management, pages 61-66 of SR2028
	302-5	Reductions in energy requirements of products and services	Energy Management, pages 61-66 of SR2029

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GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	Sustainable Water, pages 73-75 of SR2025
	303-2	Management of water discharge-related impacts	Sustainable Water, pages 73-75 of SR2025
	303-3	Water withdrawal	Sustainable Water, pages 73-75 of SR2025
	303-4	Water discharge	Sustainable Water, pages 73-75 of SR2025
	303-5	Water consumption	Sustainable Water, pages 73-75 of SR2025
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	Biodiversity, page 78 of SR2025
	304-2	Significant impacts of activities, products and services on biodiversity	Biodiversity, page 78 of SR2025
	304-3	Habitats protected or restored	Biodiversity, page 78 of SR2025
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Biodiversity, page 78 of SR2025
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Emissions, pages 65-66 of SR2025
	305-2	Energy indirect (Scope 2) GHG emissions	Emissions, pages 65-66 of SR2025
	305-3	Other indirect (Scope 3) GHG emissions	Emissions, pages 65-66 of SR2025
	305-4	GHG emissions intensity	Emissions, pages 65-66 of SR2025
	305-5	Reduction of GHG emissions	Emissions, pages 65-66 of SR2025
	305-6	Emissions of ozone-depleting substances (ODS)	Not available
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Emissions, pages 65-66 of SR2025
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Sustainable Resource Consumption, pages 67-73 of SR2025
	306-2	Management of significant waste-related impacts	Sustainable Resource Consumption, pages 67-73 of SR2025
	306-3	Waste generated	Scheduled and Non-Hazardous Waste Management, pages 69-72 of SR2025
	306-4	Waste diverted from disposal	Waste Recycling, pages 70-71 of SR2025
	306-5	Waste directed to disposal	Waste Directed to Disposal, page 71 of SR2025
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	Sustainable Local Procurement, page 34 of SR2025
	308-2	Negative environmental impacts in the supply chain and actions taken	Not available
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	Workforce Composition, pages 86-88 of SR2025
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Benefits Accorded to Staff, pages 90-91
	401-3	Parental leave	Parental Leave, page 91 of SR2025
GRI 402: Labor/ Management Relations 2016	402-1	Minimum notice periods regarding operational changes	Human Rights and Principles, pages 80- 81 of SR2025
GRI 403: Occupational Safety and Health 2018	403-1	Occupational safety and health management system	Safe and Healthy Work Environments, pages 95-99 of SR2025
	403-2	Hazard identification, risk assessment, and incident investigation	Hazard Identification Risk Assessment and Risk Control, page 98 of SR2025
	403-3	Occupational health services	Hazard Identification Risk Assessment and Risk Control, page 98 of SR2025

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GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
	403-4	Worker participation, consultation, and communication on occupational safety and health	Worker Representation on Joint Health and Safety Committees, pages 96-97 of SR2025
	403-5	Worker training on occupational safety and health	OSH Training, page 99 of SR2025
	403-6	Promotion of worker health	Not available
	403-7	Prevention and mitigation of occupational safety and health impacts directly linked by business relationships	Hazard Identification Risk Assessment and Risk Control, page 98 of SR2025
	403-8	Workers covered by an occupational safety and health management system	Safety Committees Formed With Specific Worker Representation, page 97 of SR2025
	403-9	Work-related injuries	OSH Performance Data, page 99 of SR2025
	403-10	Work-related ill health	OSH Performance Data, page 99 of SR2025
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	Workforce Training and Development, pages 92-93 of SR2025
	404-2	Programs for upgrading employee skills and transition assistance programs	Partially Available, OSH Training, page 99 of SR2025
	404-3	Percentage of employees receiving regular performance and career development reviews	Workforce Training and Development, pages 92-93 of SR2025
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	Board Diversity and Independence, page 38 of SR2025; Workforce Composition, pages 82-88 of SR2025
	405-2	Ratio of basic salary and remuneration of women to men	Ensuring Employee Welfare and Competitive Remuneration, pages 89-90 of SR2025
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Human Rights and Principles, pages 80-81 of SR2025
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	Human Rights and Principles, pages 80-81 of SR2025; Freedom of Association and Collective Bargaining, page 94 of SR2025
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Human Rights and Principles, pages 80-81 of SR2025
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Rights and Principles, pages 80-81 of SR2025
GRI 410: Security Practices 2016	410-1	Security personnel trained in human rights policies or procedures	Not applicable as this is deemed immaterial due to Matrix's nature of business
GRI 411: Rights of Indigenous Peoples 2016	411-1	Incidents of violations involving rights of indigenous peoples	Not applicable as Matrix does not operate near indigenous settlements
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	Culture and Community, pages 101-105 of SR2025
	413-2	Operations with significant actual and potential negative impacts on local communities	Not available
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Sustainable Local Procurement, page 34 of SR2025
	414-2	Negative social impacts in the supply chain and actions taken	Not available
GRI 415: Public Policy 2016	415-1	Political contributions	Political Views and Contributions, page 41 of SR2025

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GRI STANDARD	GRI CODE	GRI DISCLOSURE	PAGE REFERENCE AND REASONS FOR OMISSIONS, IF APPLICABLE
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Product Quality and Customer Satisfaction, page 26 of SR2025
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Product Quality and Customer Satisfaction, page 26 of SR2025
GRI 417: Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	Product/Services Marketing and Labelling, page 27 of SR2025
	417-2	Incidents of non-compliance concerning product and service information and labeling	Product/Services Marketing and Labelling, page 27 of SR2025
	417-3	Incidents of non-compliance concerning marketing communications	Product/Services Marketing and Labelling, page 27 of SR2025
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data Confidentiality, page 41 of SR2025

MATRIX CONCEPTS HOLDINGS BERHAD

Registration No. 199601042262 (414615-U)

Wisma Matrix
No. 57, Jalan Tun Dr. Ismail
70200 Seremban
Negeri Sembilan Darul Khusus
Malaysia

T +606 764 2688

F +606 764 6288

www.mchb.com.my