

OUR LEADERSHIP

BOARD OF DIRECTORS' PROFILES

DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN

Non-Independent
Non-Executive Chairman

Age: 73
Gender: Male
Nationality: Malaysian

Board Committees
Membership(s)



EXPERIENCES

Dato' Haji Mohamad Haslah Bin Mohamad Amin started his career in 1974 with the Malayan Banking Berhad Group. In 1995, he joined Peregrine Fixed Income Limited, Hong Kong as Executive Director. In 1999, he was appointed as Country Director in Fleet Boston NA, Singapore. He subsequently joined Pacific Plywood Holdings Limited, Hong Kong, as Financial Advisor from 2000 to 2001.

Save and except for what was disclosed above, Dato' Haji Mohamad Haslah:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

DATE OF APPOINTMENT

2 April 2012

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

Diploma in Banking from the Institute of Bankers, London, United Kingdom

PRESENT DIRECTORSHIP(S)

Listed entity: Nil
Other public companies: Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2026: 6/6

BOARD COMMITTEES



Chairman



Sustainability Committee



Risk Management Committee



Audit Committee



Remuneration Committee



Nomination Committee



OUR LEADERSHIP
BOARD OF
DIRECTORS' PROFILES

DATO' SERI
LEE TIAN HOCK

Founder,
Group Executive Deputy Chairman
(Key Senior Management)

Age: 68

Gender: Male

Nationality: Malaysian

SC

Board Committees
Membership(s)



DATE OF APPOINTMENT

4 March 1997

**ACADEMIC/PROFESSIONAL
QUALIFICATION(S)**

Degree in Housing, Building
and Planning from Universiti
Sains Malaysia

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public company:

- Negri Sembilan Chinese
Maternity Association
- Pusat Hemodialisis Mawar

**NUMBER OF BOARD MEETINGS
ATTENDED IN FY2026: 6/6**

EXPERIENCES

Dato' Seri Lee Tian Hock has more than 43 years of experience in the property development industry where he had held various executive positions throughout his career which started in 1983. In 1992, he was the General Manager with N.S. Industrial Development Corporation Sdn Bhd and was seconded to NS Township Development Sdn Bhd where he was involved in the general management of the development of the Bandar Baru Nilai Township (now known as Putra Nilai) with Gross Development Value (GDV) of approximately RM5.5 billion.

In 1995, Dato' Seri Lee Tian Hock was appointed Managing Director of Semangat Tinggi Sdn Bhd, where he oversaw property developments with an estimated GDV of RM55 million. He founded Matrix Concepts Group in 1996 and was appointed Group Managing Director on 2 April 2012. Under his leadership, Matrix grew into a reputable property developer in Negeri Sembilan and Johor, driven by two flagship developments. He successfully led the Group's listing on the Main Market of Bursa Malaysia Securities Berhad on 28 May 2013 and guided Matrix to become a Top 10 developer with a market capitalisation exceeding RM2 billion. On 1 September 2018, he was redesignated as Group Executive Deputy Chairman. He also serves as President of Negri Sembilan Chinese Maternity Association, Chairman of Pusat Hemodialisis Mawar, Seremban, and President of Malaysia Basketball Association (MABA).

Dato' Seri Lee Tian Hock has declared his potential/perceived interest in the following companies:-

- Director and shareholder of Karisma Perwira Sdn Bhd*
- Deemed interest in shareholding of Cangkat Hartamas Sdn Bhd*
- Director and deemed interest in shareholding of Bidara Pesona Sdn Bhd*
- Director and deemed interest in shareholding of Strategic Castle Sdn Bhd*
- Deemed interest in shareholding of Pembinaan Cangkat Hartamas Sdn Bhd*

*Family owned companies

Save and except for what was disclosed above, Dato' Seri Lee Tian Hock:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

**BOARD OF
DIRECTORS' PROFILES**

KELVIN LEE CHIN CHUAN

Group Managing Director

(Key Senior Management)

Age: 34

Gender: Male

Nationality: Malaysian

Board Committees
Membership(s)



EXPERIENCES

Mr. Kelvin Lee Chin Chuan gained vast experience as structural engineer of Aecom Malaysia from 2016–2018. He then joined Matrix Group in 2018 as Executive Assistant to the Group Managing Director and left in 2021 for assuming his career holding directorships in several family-owned companies. He was appointed as the Non-Independent Non-Executive Director on 1 September 2023, and appointed as the Group Executive Director with effect from 1 April 2025 and subsequently promoted to Group Managing Director with effect from 1 June 2026. He is currently also a committee in the Real Estate and Housing Developers' Association (REHDA) Negeri Sembilan.

Mr Kelvin Lee is the son of Dato' Seri Lee Tian Hock and has declared his perceived/potential interest as follows:-

- Director and shareholder of Cangkat Hartamas Sdn Bhd*
- Director and shareholder of Karisma Perwira Sdn Bhd Group of Companies*
- Director of Bidara Pesona Sdn Bhd*
- Director of Strategic Castle Sdn Bhd*
- Director and shareholder of Pembinaan Cangkat Hartamas Sdn Bhd*

*Family owned companies

Save and except for what was disclosed above, Mr Kelvin Lee:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

DATE OF APPOINTMENT

1 September 2023

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Commerce Degree, University of Melbourne
- Master of Civil Engineering, University of Melbourne

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public companies: Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2026: 6/6

OUR LEADERSHIP
BOARD OF
DIRECTORS' PROFILES

MAZHAIKUL
BIN JAMALUDIN
Senior Independent
Non-Executive Director

Age: 56
Gender: Male
Nationality: Malaysian



Board Committees
Membership(s)

DATE OF APPOINTMENT

20 August 2021

**ACADEMIC/PROFESSIONAL
QUALIFICATION(S)**

- Bachelor Degree in Accounting & Finance from Lancaster University, United Kingdom

PRESENT DIRECTORSHIP(S)

Listed entity: Nil
Other public company: Nil

**NUMBER OF BOARD MEETINGS
ATTENDED IN FY2026: 6/6**

EXPERIENCES

Encik Mazhairul Bin Jamaludin was appointed to the Board on 20 August 2021. He serves as Chairman of the Audit Committee and is a member of the Risk Management Committee and Remuneration Committee.

He holds a Bachelor's Degree in Accounting & Finance from Lancaster University, United Kingdom, and is a Fellow Member of ACCA, a Chartered Accountant of Malaysia, and an ASEAN Chartered Professional Accountant.

He previously served as an Independent Non-Executive Director of Generali Life Insurance Berhad and was a member of the Professional Accountants in Business (PAIB) Committee of the Malaysian Institute of Accountants, as well as an Independent Director of Cradle Fund Sdn Bhd.

Encik Mazhairul brings over 30 years of experience across media, telecommunications, insurance, education, and property development, with strong expertise in audit, assurance, and advisory. He is currently Director of Finance of EDOTCO Bangladesh Co. Ltd, a subsidiary of EDOTCO Group under Axiata Group Berhad, and previously held the same role in EDOTCO Pakistan.

His earlier career includes senior leadership roles at Astro and Ekuiti Nasional Berhad (Ekuinas), as well as Celcom. He began his career with Arthur Andersen and Ernst & Young, where he spent 10 years in audit and advisory.

Save and except for what was disclosed above, Encik Mazhairul:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

BOARD OF DIRECTORS' PROFILES

CHUA SEE HUA

Independent
Non-Executive Director

Age: 72

Gender: Female

Nationality: Malaysian

Board Committees
Membership(s)



EXPERIENCES

Ms. Chua See Hua began her career as a solicitor with Messrs Skrine, Kuala Lumpur in year 1985. She then subsequently joined Ernst & Young, Hong Kong as a general counsel and Simmons & Simmons, an international law firm in Hong Kong from year 1989 to 1997. Ms. Chua became the partner of Messrs Raslan Loong, Kuala Lumpur from year 1997 to 2010.

In year 2010, Ms. Chua founded Messrs Chua Associates, a boutique law firm in Kuala Lumpur specialising in corporate, commercial, banking, property and capital market work. On 1 March 2021, she joined Christopher & Lee Ong, a law firm affiliated with the Rajah & Tann Network as a partner.

Ms. Chua is a member of the Insolvency Practice Committee of the Malaysian Institute of Certified Public Accountants ("MICPA") and a member of the Disciplinary Committee of MICPA.

Save and except for what was disclosed above, Ms. Chua:-

- has no family relationship with any Director and/or major shareholders of Matrix;
- has no conflict of interest with Matrix; and
- other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

DATE OF APPOINTMENT

18 November 2020

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Law (LLB) from East London University
- Master's Degree in Law from University of Cambridge (Specialising in Companies & Securities Law and International Law)

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public company: Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2026: 6/6

OUR LEADERSHIP
BOARD OF
DIRECTORS' PROFILES

LOO SEE MUN
Independent
Non-Executive Director

Age: 52
Gender: Female
Nationality: Malaysian



Board Committees
Membership(s)

DATE OF APPOINTMENT

1 September 2021

**ACADEMIC/PROFESSIONAL
QUALIFICATION(S)**

- Association of Chartered Certified Accountants (ACCA)

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public companies: Nil

**NUMBER OF BOARD MEETINGS
ATTENDED IN FY2026: 6/6**

EXPERIENCES

Ms. Loo See Mun obtained her qualifications from the Association of Chartered Certified Accountants ("ACCA") in 2002, she is a member of the Malaysian Institute of Accountants ("MIA"), Associate Member of Chartered Tax Institute of Malaysia ("CTIM") and a Professional Member of the Institute of Internal Auditors Malaysia.

She commenced her professional training in a medium-sized audit and tax firm from 1998 until 2003. During her tenure there, she has extensively been involved in various industries including construction, hospitality, trading and manufacturing. She was also involved in tax due diligent review, corporate tax planning, group tax review, tax audit investigation and cross border transactions.

In 2003, she left to gain commercial experience as an internal auditor in a public listed general insurance company. As a senior, she has been trained in internal audit and risk methodologies which enabled her to identify risks and establish proper internal control system, understanding risk management and corporate governance.

In 2004, Ms. Loo co-founded Kloo Point Consulting Group, a consultancy firm and has since been heading the practice of taxation services in Malaysia until today. She is a licensed tax agent under Section 153, Income Tax, Act 1967. Ms. Loo is also a director of a medium-sized audit firm. She has been involved in the auditing profession for over 20 years.

Save and except for what was disclosed above, Ms. Loo:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year

OUR LEADERSHIP

**BOARD OF
DIRECTORS' PROFILES**

VIJAYAM A/P NADARAJAH

Independent
Non-Executive Director

Age: 64

Gender: Female

Nationality: Malaysian

Board Committees
Membership(s)



EXPERIENCES

Ms. Vijayam A/P Nadarajah is a Fellow Member of CPA Australia, a Chartered Accountant under the Malaysian Institute of Accountants and a Fellow Member of the Institute of Internal Auditors Malaysia ("IIAM").

Ms. Vijayam was the president of the IIAM from year 1996 to year 1997 and was then re-appointed as a governor to the Board of Governors of IIAM in the year 2018. Ms. Vijayam was the Independent Non-Executive Director of The Bank of Nova Scotia Berhad, MPI Generali Insurans Berhad and BNP Paribas Malaysia Berhad. Prior to her appointment to the Board of The Bank of Nova Scotia Berhad, she was a consultant for China Construction Bank on matters related to licensing of the bank in Malaysia and operational readiness audit. From year 2013 to year 2016, Ms. Vijayam served as a Specialist for the Research and Development/Corporate Program of the Financial Accreditation Agency, which is an initiative supported by Bank Negara Malaysia and the Securities Commission Malaysia. She also served as Financial Controller at CIMB Aviva Assurance Berhad and CIMB Aviva Takaful Berhad, Assistant General Manager of Finance at Oriental Capital Assurance Berhad, as well as management roles in RHB Bank Berhad and Sime Bank Berhad/UMBC Bank Berhad.

Ms. Vijayam presently sits on the Boards of Manulife Holdings Berhad, Manulife Insurance Berhad, Monash University Malaysia Sdn Bhd and Keck Seng (Malaysia) Berhad. She has attended trainings on sustainability in IMD, Lausanne, Switzerland, and has a certificate from Cambridge Institute For Sustainability Leadership on Sustainability Essentials for Business and certificate of completion on Circular Economy and the 2030 Agenda from United Nations System Staff College.

Save and except for what was disclosed above, Ms. Vijayam:-

- has no family relationship with any Director and/or major shareholders of Matrix;
- has no conflict of interest with Matrix; and
- other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

DATE OF APPOINTMENT

19 June 2024

ACADEMIC/PROFESSIONAL QUALIFICATION(S)

- Bachelor of Laws (LLB),
University of London
- Master of Business
Administration (MBA),
Monash University Australia
- Bachelor in Economics,
Monash University Australia

PRESENT DIRECTORSHIP(S)

Listed entity:

Manulife Holdings Berhad

Keck Seng (Malaysia) Berhad

Other public company:

Manulife Insurance Berhad

NUMBER OF BOARD MEETINGS ATTENDED IN FY2026: 6/6

OUR LEADERSHIP
BOARD OF
DIRECTORS' PROFILES

DATUK SERI KAMALUDIN
BIN MD SAID
Independent
Non-Executive Director

Age: 68
Gender: Male
Nationality: Malaysian

RC NC AC Board Committees
Membership(s)

DATE OF APPOINTMENT

16 March 2025

**ACADEMIC/PROFESSIONAL
QUALIFICATION(S)**

- Bachelor of Law (LLB Hons.)
from Universiti Malaya

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public companies: Nil

**NUMBER OF BOARD MEETINGS
ATTENDED IN FY2026: 6/6**

EXPERIENCES

Datuk Seri Kamaludin Bin Md Said had a combined service with the Attorney General Chambers and Judiciary altogether almost 42 years of service for the country. He started his career in 1983 with Bank Negara Malaysia ("BNM"). He was called to the Bar as an advocate and solicitor of the High Court of Malaya, and thereafter worked in a law firm and practised in his own legal firm at K.C.Yap Kamaludin & Partners. In 1987, Datuk Seri Kamaludin left legal practice to join the Government as Magistrate in Batu Gajah, Perak before he was transferred to Attorney of General Chambers ("AG") in Civil Division later in year 1988.

Datuk Seri Kamaludin was later posted to Ministry of Home Affairs as Senior Federal Counsel/Legal Advisor in 1994, and he was transferred to the Ministry of Youth and Sport in 2000 as Ministry Legal Adviser before returning to the AG as Deputy Public Prosecutor at the Prosecution Division and subsequently to Civil Division in 2003.

Datuk Seri Kamaludin was the first Head of Appellate and Trial Division in AG in 2008 and the Judicial Commissioner of the High Court of Malaya at Kuala Lumpur High Court ("KL High Court") and the High Court of Malacca since 2012. He was further confirmed as Judge and placed in KL High Court in 2014, and later transferred to Negeri Sembilan as the judge of Seremban High Court. In 2016, Datuk Seri Kamaludin returned to KL High Court and was placed at the Appellate and Special Powers court, and later appointed as member of the Judicial and Legal Service Commission, and subsequently appointed as member of Royal Commission of Inquiry by BNM.

In 2018, Datuk Seri Kamaludin was elevated to the Court of Appeal as a Court of Appeal Judge and the Chairman of Court of Appeal Panel. He is also the Member of Committee for Future Plan chaired by Singapore in Conference of Asean Chief Justice, before his retirement in 2024.

Save and except for what was disclosed above, Datuk Seri Kamaludin:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

**BOARD OF
DIRECTORS' PROFILES**

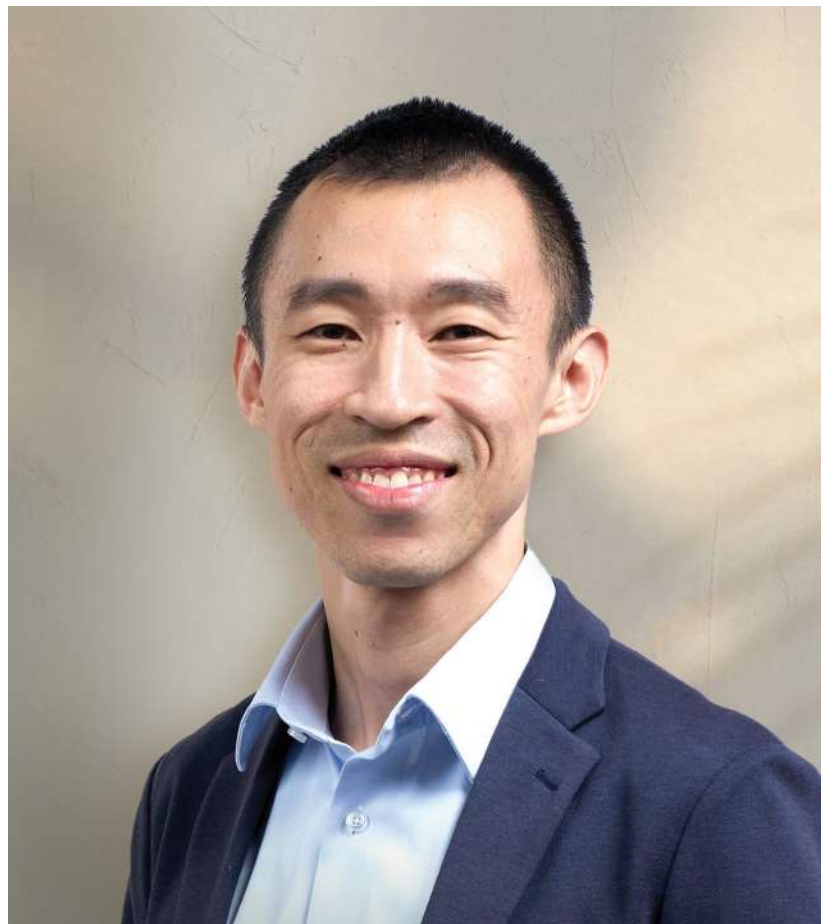
HARRY LEE CHIN YEOW

Alternate Director To
Kelvin Lee Chin Chuan

Age: 38

Gender: Male

Nationality: Malaysian



EXPERIENCES

Mr. Harry Lee Chin Yeow commenced his career with Matrix as Project Executive in 2014. In 2017, he was promoted to Assistant Project Manager and further promoted to Project Manager in 2023. He was subsequently elevated to his current position of General Manager, Operations and Strategy in 2024 until today.

Mr. Harry Lee is the son of Dato' Seri Lee Tian Hock and has declared his perceived/potential interest as follows:-

- Shareholder of Cangkat Hartamas Sdn Bhd*
- Director and shareholder of Karisma Perwira (NS) Sdn Bhd*
- Director of Bidara Pesona Sdn Bhd*
- Director of Strategic Castle Sdn Bhd*
- Shareholder of Pembinaan Cangkat Hartamas Sdn Bhd*

**Family owned companies*

Save and except for what was disclosed above, Mr. Harry Lee:-

- has no family relationship with any Director and/or major shareholders of Matrix;
- has no conflict of interest with Matrix; and
- other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year

DATE OF APPOINTMENT

1 April 2025

**Board Committees
Membership(s)**

-

**ACADEMIC/PROFESSIONAL
QUALIFICATION(S)**

- Bachelor in Environments (Construction) from University of Melbourne, Australia

PRESENT DIRECTORSHIP(S)

Listed entity: Nil

Other public company: Nil

ADVISOR'S PROFILE



DATO' LIM KIU HOCK

Advisor

Age: 70

Gender: Male

Nationality: Malaysian

Date of Appointment

1 November 2025

Present Directorship(s)

Listed entity: Nil

Other public company: Nil

Academic/Professional Qualification(s)

Bachelor of Science in Housing, Building and Planning from University Sains Malaysia

EXPERIENCES

Dato' Lim Kiu Hock has more than 30 years of experience in property development, including residential, commercial, industrial and hospitality. He has contributed to the success of noted projects such as Tropicana Golf & Country Resort, Bukit Jalil Golf Resort, Hampshire Residence @ KLCC, Icon Residence in Mont Kiara and affordable housing in Damansara Damai, among others.

His mastery in identifying opportunities and amplifying property values had previously led him to key senior positions in leading property names in Malaysia, including Mah Sing Group, Berjaya Land, MK Land and Zelan Development.

Previously, he served as the Executive Director of Mah Sing Group from 2006 until May 2015.

He was then appointed as Executive Director of Matrix Concepts Holdings Berhad in June 2015 and retired from his role on 18 August 2016. He later joined Horizon L&L Sdn Bhd ("Horizon L&L") group.

Dato' Lim has retired from management and currently serving as Advisor for Horizon L&L group.

Dato' Lim has declared his potential/perceived interest in the following companies:

- Offspring is a director and shareholder of Shafikzaman & Partners Sdn Bhd, an architectural consultancy for the projects of the Matrix Group

Save and except for what was disclosed above, Dato' Lim:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

CHIEF EXECUTIVE OFFICERS' AND CHIEF FINANCIAL OFFICER'S PROFILES



TAN SZE CHEE

Co-Chief Executive Officer, Property Development

Age: 45

Gender: Female

Nationality: Malaysian

Date of Appointment

1 November 2024

Present Directorship(s)

Listed entity: Nil

Other public company: Nil

Academic/Professional Qualification(s)

- Bachelor of Civil Engineering, Universiti Tun Hussein Onn

EXPERIENCES

Ms. Tan Sze Chee began her career in Year 2003 as a Civil Engineer at Gamuda Engineering Sdn Bhd. She later joined Matrix Concepts Group in May 2005 as a Project Engineer, playing a key role in the inception and master planning of the Company's maiden projects 5,233-acres of Bandar Sri Sendayan and 900-acres of Bandar Seri Impian, including involvement in the civil infrastructure design.

Promoted to Head of Group Project Planning in May 2015 and advanced to Chief Development Officer of Property Business Unit in July 2017. Spearheaded the formulation of the development's strategic direction, encompassing overall master planning, product development and proposition, and implementation of developments.

Ms. Tan is the key contributor to the procurement and master planning of Malaysia Vision Valley ("MVV") City (2,382-acres) ensuring the development's alignment with a visionary framework that serves as a catalyst for economic growth and delivers meaningful social and economic impact at both state and national levels. Arising from her achievements, she was promoted to Co-Chief Executive Officer (Property Development) on 1 November 2024.

Ms. Tan is overall in charge of the pre- and post-development of land matters which encompasses business development, land acquisition and approval matters. Leading the in-house design team, which includes overseeing building architecture, landscape, civil and structural design, and contractual matters.

Ms. Tan has declared her perceived/potential interest as follows:-

- Spouse is a director and shareholder of Parkland Development Sdn Bhd, a property development company.

Save and except for what was disclosed above, Ms. Tan:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.



CHAI KENG WAI

Co-Chief Executive Officer, Property Development

Age: 50

Gender: Male

Nationality: Malaysian

Date of Appointment

1 November 2023

Present Directorship(s)

Listed entity: Nil

Other public company: Nil

Board Committees Membership(s)



Academic/Professional Qualification(s)

- Certificate Building Management from Kolej Tuanku Abdul Rahman
- Bachelor Degree of Civil Engineering from Universiti Putra Malaysia

EXPERIENCES

Mr. Chai Keng Wai was appointed Chief Executive Officer ("CEO"), Property Development Division of Matrix Group on 1 November 2023. He also currently serves as a member of the Sustainability Committee. He holds a Bachelor Degree in Civil Engineering. He was later re-designated as Co-CEO on 1 November 2024.

Prior to joining Matrix, Mr. Chai was the CEO of Agile Property (International), the overseas division of Agile Group – a diversified conglomerate specialising in property development and a range of other businesses including property management, environment protection, industrial, capital, commercial and urban renewal. Mr. Chai also previously held the position of Joint Managing Director at Country Garden Real Estate (Malaysia) from 2011 to 2018, a joint venture between Country Garden and Malaysia Land Sdn Bhd.

He served as a Non-Independent Non-Executive Director for Land & General Berhad from 2015 until May 2018.

Save and except for what was disclosed above, Mr. Chai:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

CHIEF EXECUTIVE OFFICERS' AND CHIEF FINANCIAL OFFICER'S PROFILES



IR TAY YUH HER

Co-Chief Executive Officer, Central Region

Age: 53

Gender: Male

Nationality: Malaysian

Date of Appointment

1 September 2025

Present Directorship(s)

Listed entity: Nil

Other public company: Nil

Academic/Professional Qualification(s)

- Diploma in Civil Engineering from Universiti Teknologi Malaysia
- Bachelor of Engineering (Civil), University of Wales, Cardiff
- Professional Engineer with Practising Certificate, Board of Engineers Malaysia

EXPERIENCES

Ir Tay Yuh Her is the Co-Chief Executive Officer of Matrix Concepts Holdings Berhad and Central Region Chief, overseeing the Group's strategic development, land acquisition, master planning, and implementation, while driving sustainable growth within the Central Region.

He has over 28 years of experience in property development, engineering, and project planning, combining technical expertise with strong commercial insight. He began his career with engineering

consultancy firms, contributing to major infrastructure and high-rise developments, and subsequently held senior roles in property development companies, including Mah Sing Group Berhad and MKH Berhad, where he was involved in township planning, land acquisition, and business expansion initiatives.

Prior to his current role, he served as Executive Director of Horizon L&L Sdn Bhd and previously as Head of Business Development & Project Planning at Matrix Concepts Holdings Berhad.

Save and except for what was disclosed above, Mr. Tay:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.



LOUIS TAN SAY KUAN

Executive Director cum Chief Financial Officer

Age: 52

Gender: Male

Nationality: Malaysian

Date of Appointment

1 November 2014

Present Directorship(s)

Listed entity: Nil

Other public company: Nil

Academic/Professional Qualification(s)

Fellow Member of Chartered Certified Accountants

EXPERIENCES

Mr. Louis Tan Say Kuan started his career in 1994 as an Audit Junior at an audit firm, Siva Tan & Co. Subsequently in 2000, he left to join Douglas Loh and Associates as Audit Manager. In 2004, he joined Kris Benua Sdn Bhd, a subsidiary of Matrix as Group Accountant before being promoted to the position of Chief Financial Officer of Matrix in 2013. He was subsequently promoted to his

current position of Executive Director cum Chief Financial Officer on 1 November 2024 till to date.

Save and except for what was disclosed above, Mr. Louis Tan:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and

- c) other than traffic offences, has no conviction for offences within the past five (5) years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

OUR LEADERSHIP

MANAGEMENT TEAM



Property Development

From left to right

- **IVAN SZETO JIA CHUIN**
Senior Project Manager (Southern Region)
- **DENIS TIONG CHANG LUN**
General Manager, Civil Infrastructure & Property Management
- **TN. HJ. MUSTAZA BIN MUSA**
General Manager, Land Matters
- **PAK HENG CHEONG**
Senior General Manager, Project Planning

Sales and Marketing

From left to right

- **ALEX LIM KEE LIAN**
Deputy General Manager, Sales & Marketing (Central Region)
- **CHRIS CHOY YING LOONG**
General Manager, Group Sales & Marketing
- **HOW GIOK WAH**
General Manager, Industrial Sales



OUR LEADERSHIP
MANAGEMENT TEAM

Group Corporate Support

From left to right

- **LEE SYIN-MEI JOCELYN**
Senior Manager, Group Branding & Communications
- **CAMY TEE KAM MEE**
General Manager, Group Finance
- **CHEAH MING WEI**
General Manager, Finance & Corporate Planning
- **NG LAI THENG**
General Manager, Group Digital Transformation



From left to right

- **AKIO CHING SOON SENG**
Head, Legal & Leasing
- **NIK LI BIN R. DERAMAN**
Senior Manager, Internal Audit
- **CARMEN LOO KAH BOON**
General Manager, Group Corporate Secretarial & Governance



OUR LEADERSHIP
MANAGEMENT TEAM



Construction

From left to right

- **KAY TAN KEAY INN**
Senior Manager, Customer Service
- **ERIC LONG CHAY SEENG**
Chief Project Director
- **STANLEY HOH YOW SING**
General Manager, Construction
- **PAN CHEE HOW**
General Manager, Construction
(Central Region)

Healthcare

From left to right

- **DR. RASHIDAH BINTI MOHAMAD KHALID**
Person-In-Charge, Mawar Medical Centre
- **DR. ONG CHIEW PING**
Executive Director, Healthcare Division
Mawar Medical Centre
- **DATO' DR. VIJAYA SINGHAM PETHARUNAM PILLAI**
Medical Director, Mawar Medical Centre



OUR LEADERSHIP
MANAGEMENT TEAM

Education

From left to right

- **TEA MING MING**
Deputy Campus Principal
- **DATO' LIM SI BOON**
Director, Matrix Educare
- **JOHN ONG YONG HENG**
General Principal



Overseas Operations

(Left)

- **LEE JON WEE**
Managing Director
Matrix Australia



Hospitality

(Right)

- **KAMARULZAMAN SUDESH**
LALL BIN SHARIFFUDIN
Head of Hospitality