



Matrix

FOR BUSINESS

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

Sustainability Pillars



Long-Term Economic Continuity

UNSDGs Supported



Material Topics in this Section

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

ECONOMIC VALUE CREATION

M5

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

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

DIRECT ECONOMIC VALUE CREATION

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

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

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

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



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

INDIRECT ECONOMIC VALUE

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

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

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

MULTIPLIER EFFECT OF THE BUSINESS MODEL

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

Vacant land is revitalised through a carefully designed master plan.



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



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



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



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



VALUE FOR HOMEOWNERS

M1 M2 M3 M4

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

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

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

Legend:  Achieved  On-track  Attention Required

KPIs & Targets:

1 Product Quality Control

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

2 Customer Satisfaction

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

3 Patient Satisfaction

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

KPIs & Targets:

4 Affordable Housing

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

5 Building Design

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

6 Efficient Street and Park Lighting

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

7 Green Transport Masterplan

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

8 Facilities for Public Transportation

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

KPIs & Targets:

9 Community Facilities

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

GROUP PERFORMANCE & HIGHLIGHTS:

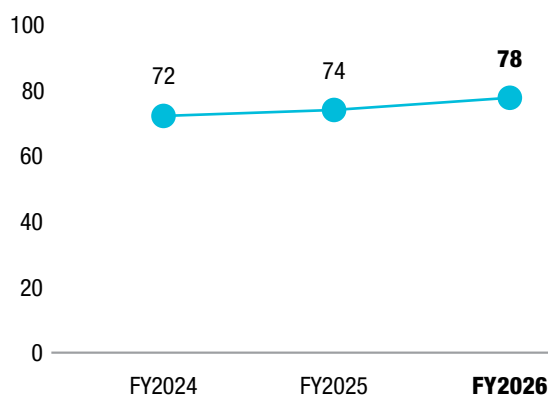


QLASSIC score of

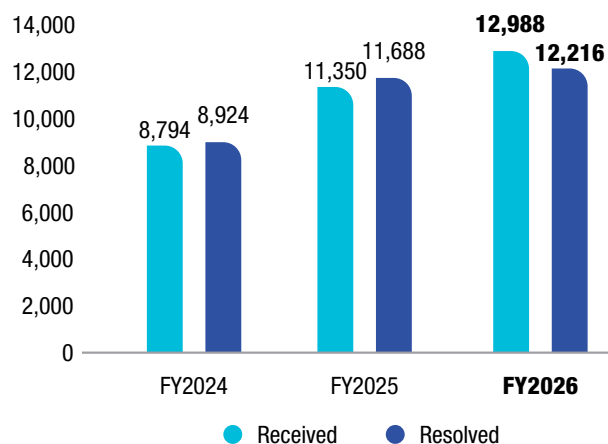
78%

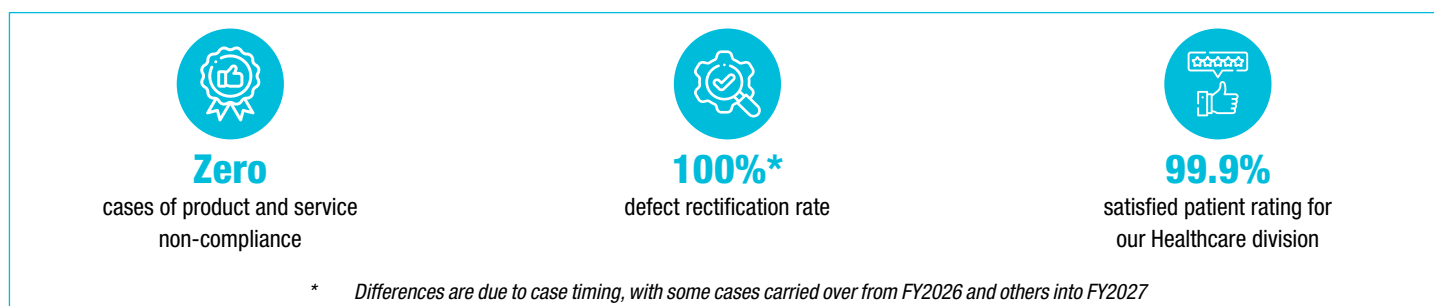
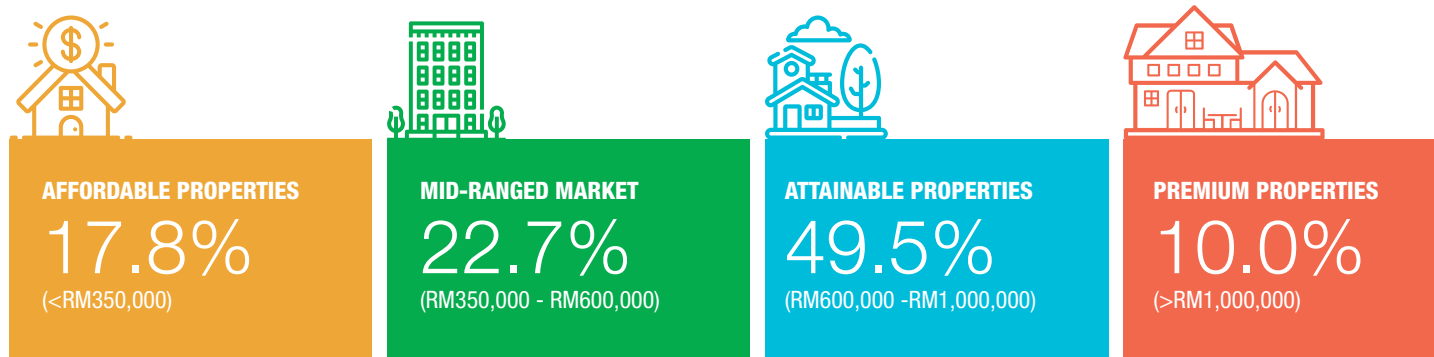
achieved across completed projects, a constant rise for the past three year

Average QLASSIC Scores (%)



Defects Received and Resolved





BUILD QUALITY

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

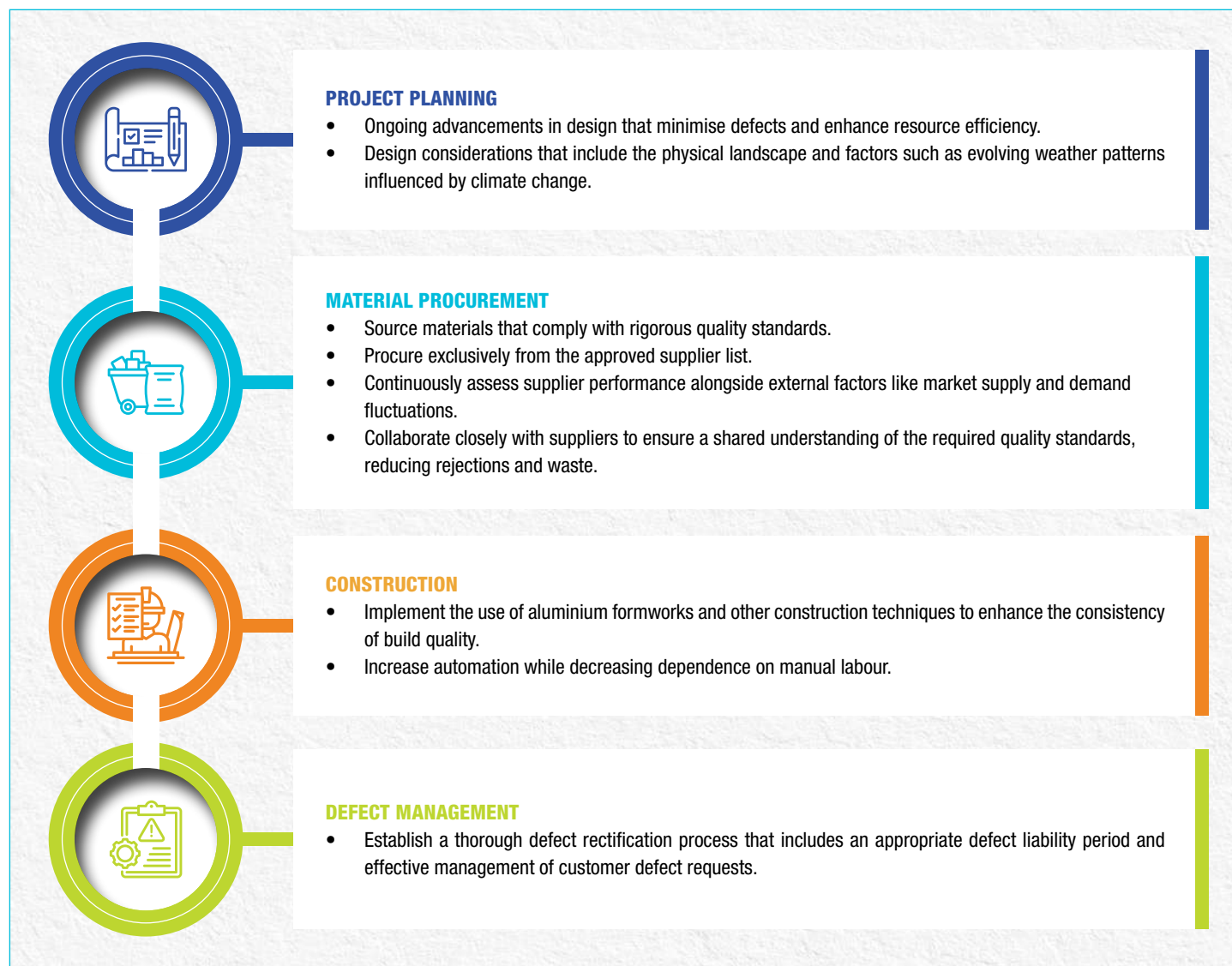
Quality is not only a customer promise but also a business imperative. Enhancing construction standards and operational practices enables Matrix to achieve greater efficiency, reduce material waste, and accelerate project timelines. These improvements translate into cost-effectiveness and resilience,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

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

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

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

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

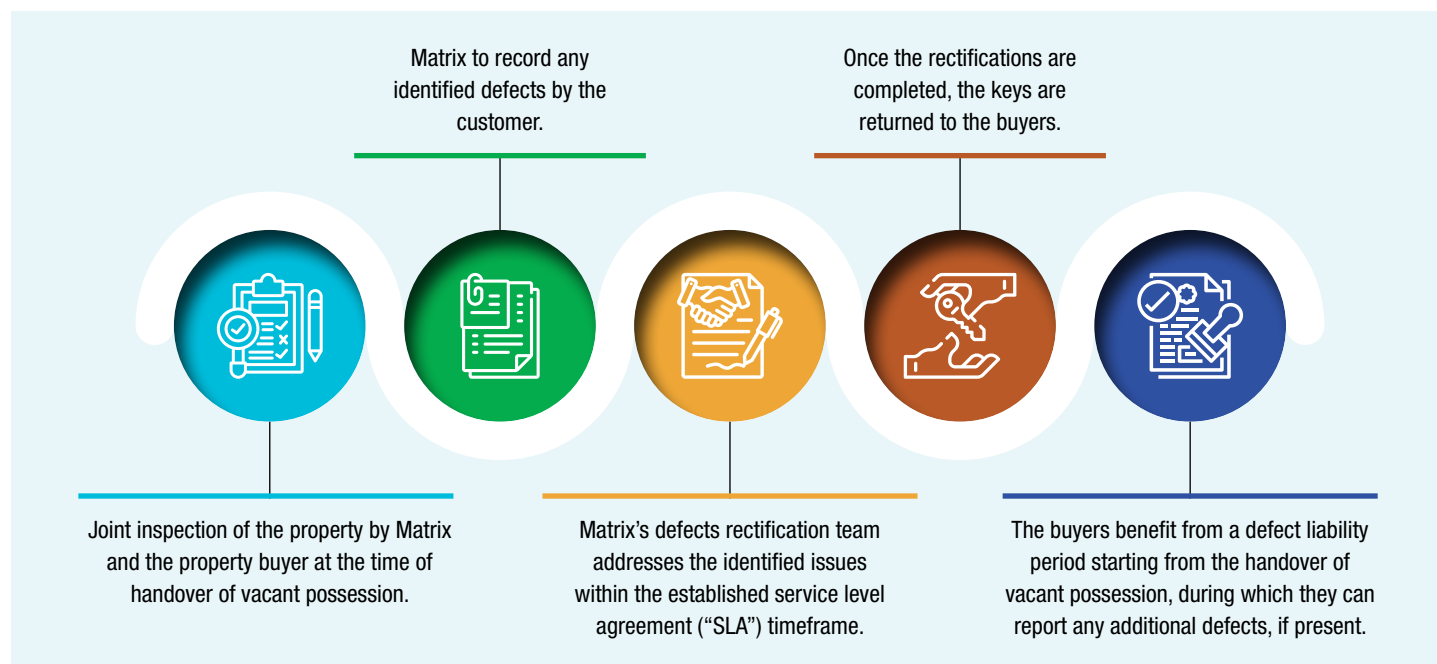


DEFECT MANAGEMENT

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

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

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



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

BRAND REPUTATION, CUSTOMER TRUST, AND SATISFACTION

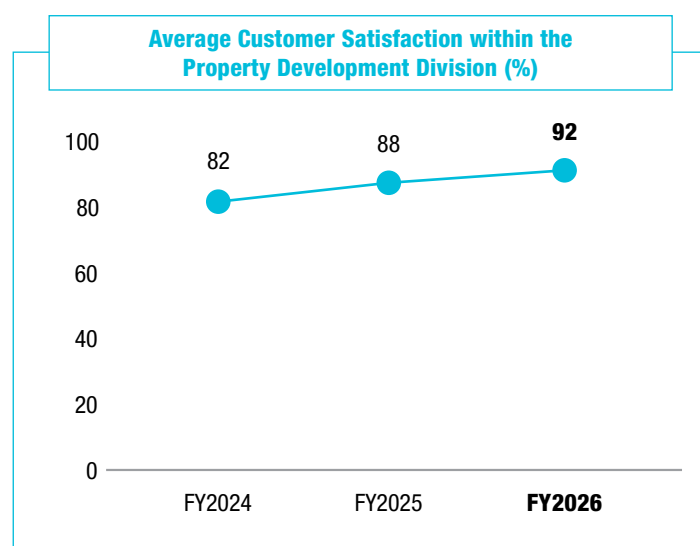
Customer perception and satisfaction are fundamental to sustaining the Group's reputation and long-term success. As we operate across diverse industries, we constantly engage with clients who have different expectations. As such, measuring satisfaction requires tailored approaches that reflect each division's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

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

Property Development Division

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

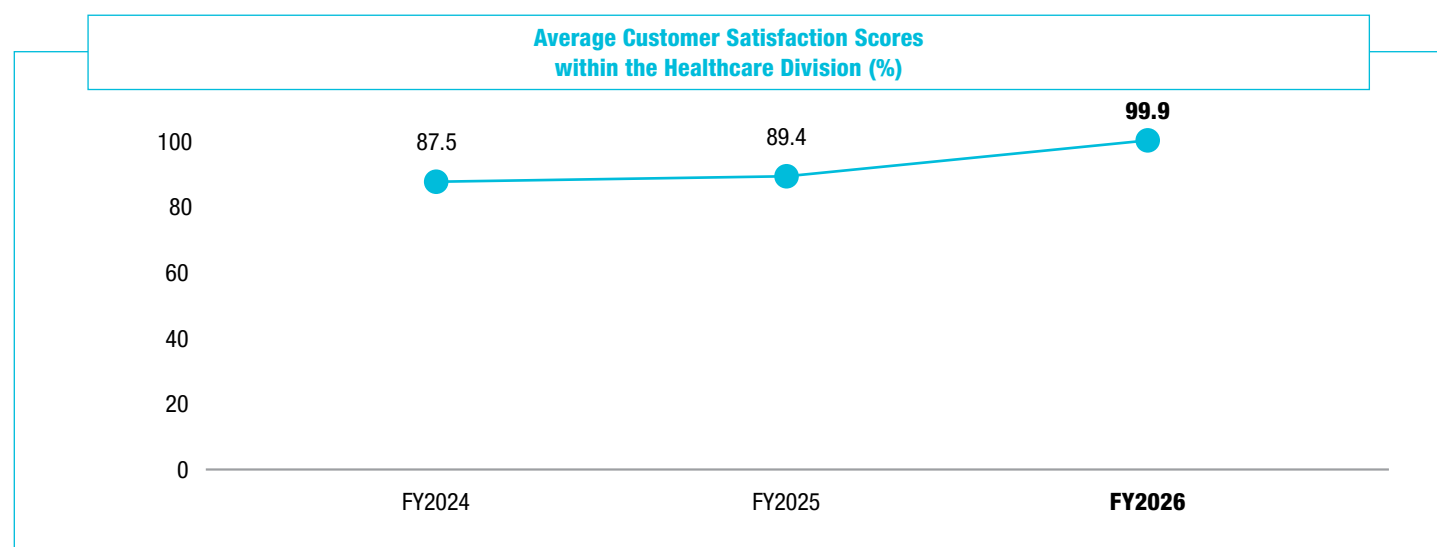
In FY2026, our customer satisfaction score for the Property Development division is:



Healthcare Division

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

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



Education Division

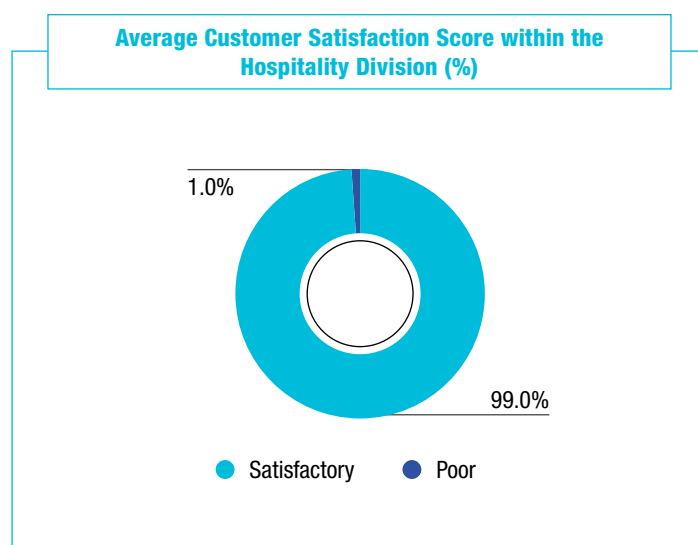
In the Education division, feedback is collected from parents when they choose to withdraw their children from our schools. This allows us to gain deeper insight into their reasons and identify specific areas of improvement. The input from these feedback sessions helps us refine our teaching methods,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

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

Hospitality Division

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

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



SUSTAINABLE AND INCLUSIVE TOWNSHIP PLANNING

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

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

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

1

CONNECTED, WALKABLE TOWNSHIP

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

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

2

ACCESSIBLE GREEN SPACES

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

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

3

INCLUSIVE DESIGN

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

4

FUTURE-READY TOWNSHIP

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

5

GREENER BUILDING PRACTICES

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

COMMUNITY SAFETY AND SECURE LIVING

ENVIRONMENTAL INTEGRATION FOR NATURAL HOME SECURITY

**LIGHTING**

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

**FENCING**

Implementing tall fencing around individual units to prevent trespassers.

**HEDGES**

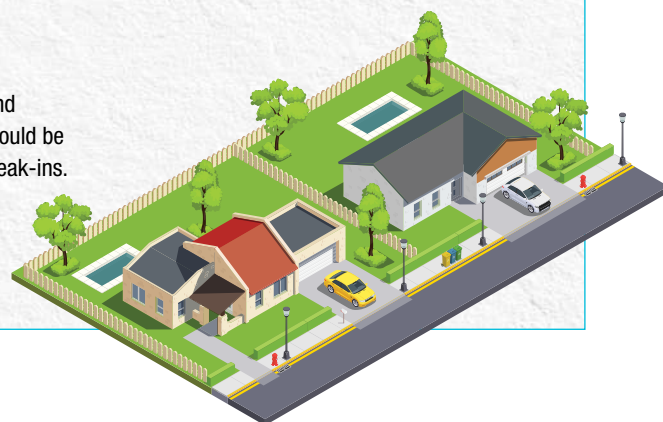
Low hedges that eliminate hiding spots for intruders.

**TREES**

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

**DEBRIS**

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

**AFFORDABLE PROPERTY DEVELOPMENT**

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

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

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

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