



Matrix FOR GROWTH



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

Sustainability Pillars



People-First Philosophy

UNSDGs Supported



Material Topics in this Section

M14

Occupational Safety and Health

M15

Human and Labour Rights

M16

Talent Management

HUMAN AND LABOUR RIGHTS

M15

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

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

Legend:
 Achieved
  On-track
  Attention Required

KPIs & Targets:

1 Site Worker Management

APPROACH/ STRATEGY

Ensure the welfare of site workers in the Property Development Division by:

- Allocating adequate workers' quarters with sufficient standard facilities
- Ensuring safety management standards

TARGET

To meet standard facility comfort and safety levels

FY2026 PERFORMANCE

 All site worker quarters meet the standard safety and comfort levels, ensuring that our site workers live in comfortable and safe conditions.

GROUP PERFORMANCE & HIGHLIGHTS



Zero

labour-related grievances reported



Zero

reported cases of forced labour or child labour



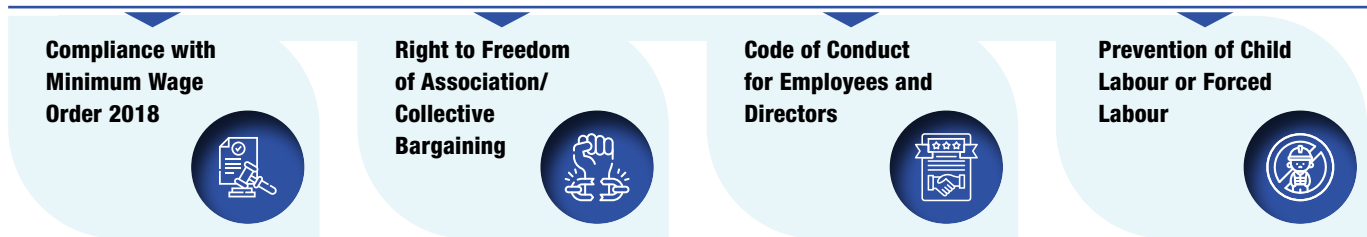
Zero

reported cases on human rights issue

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

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

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



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



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

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

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

RIGHTS OF THE COMMUNITY

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

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

COMMUNICATION OF GRIEVANCES

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

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

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

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



EMPLOYEE MANAGEMENT

M16

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

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

Legend:  Achieved  On-track  Attention Required

KPIs & Targets:

1 Employee Professional Development

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

2 Staff Satisfaction

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

GROUP PERFORMANCE & HIGHLIGHTS



16,298

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



100%

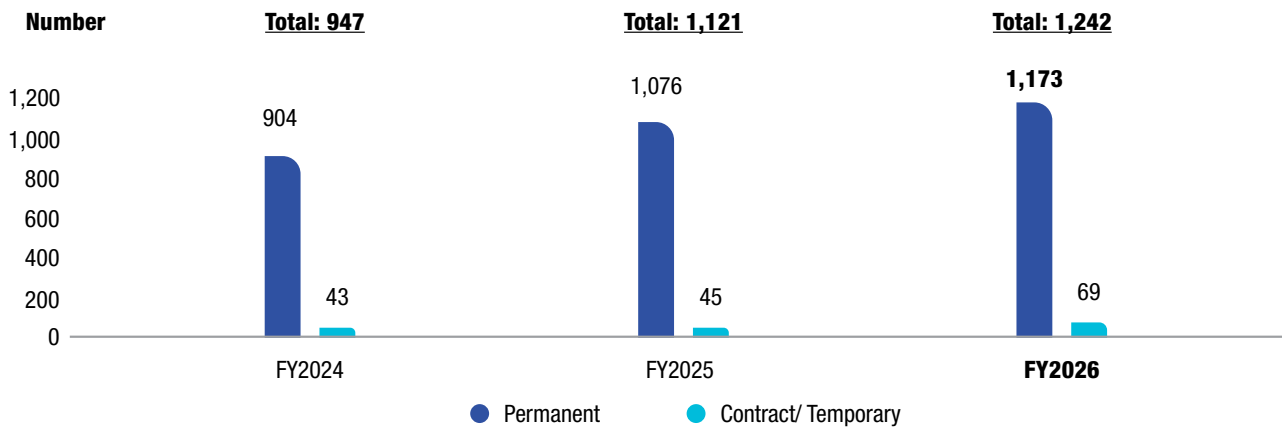
male return to work rate
after parental leave



37.5%

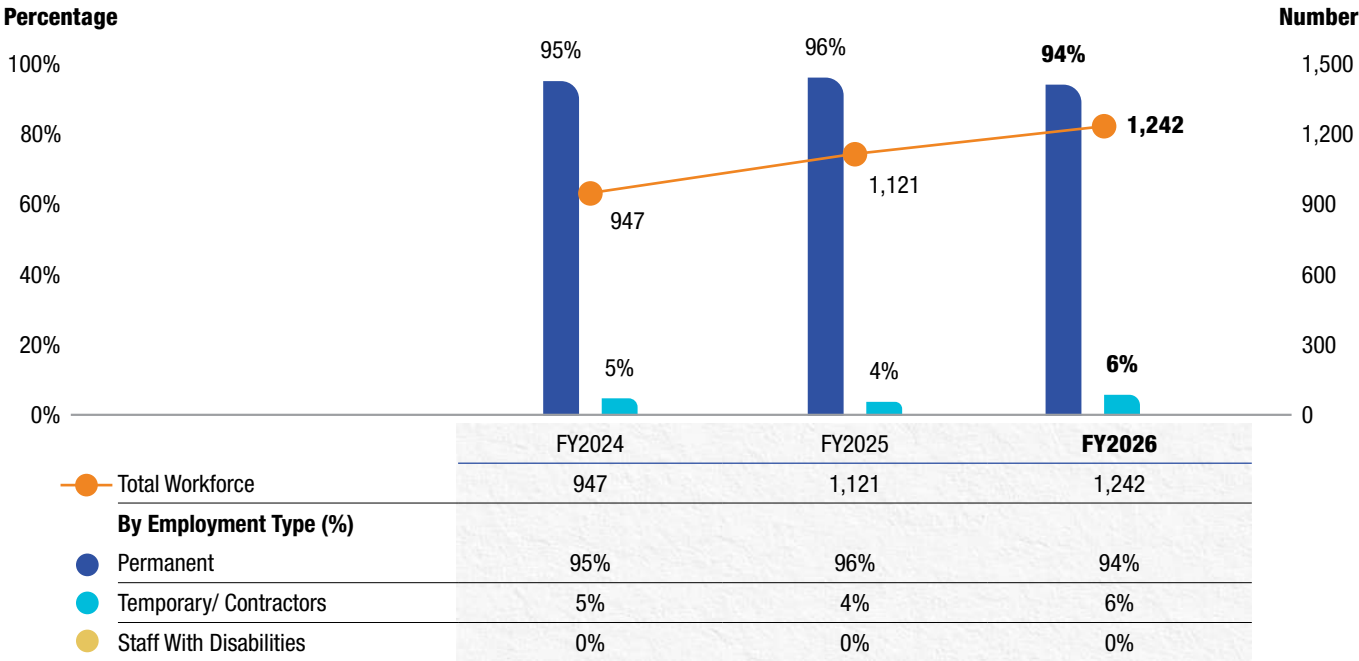
female Board
representation

Our Workforce:

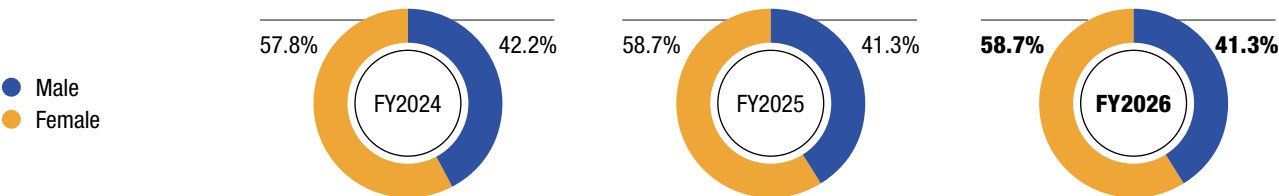


DIVERSITY, EQUALITY, AND INCLUSIVITY

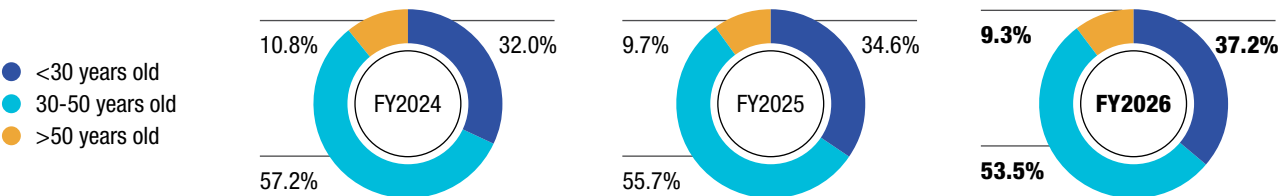
Overall Workforce



Gender Breakdown



Age Breakdown

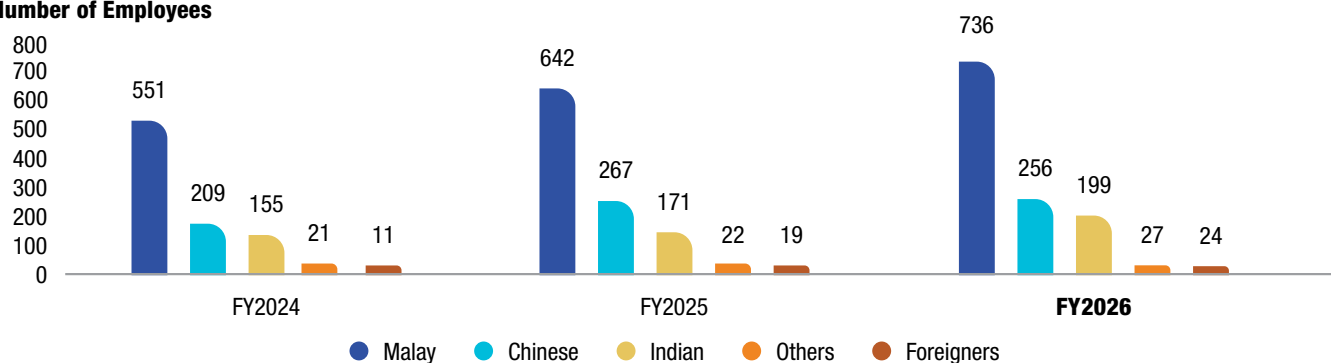


Gender Breakdown by Employee Category		Percentage of Employees (%)		
		FY2024	FY2025	FY2026
Senior Management	Male	1.2	1.0	0.9
	Female	0.6	0.5	0.5
Middle Management	Male	2.8	2.6	2.9
	Female	1.4	1.8	1.6
Junior Management	Male	5.5	5.4	5.5
	Female	1.8	1.8	1.8
Executive	Male	19.0	20.0	20.1
	Female	25.5	26.2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

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

Ethnicity Diversity

Number of Employees



HIRING AND RETENTION

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

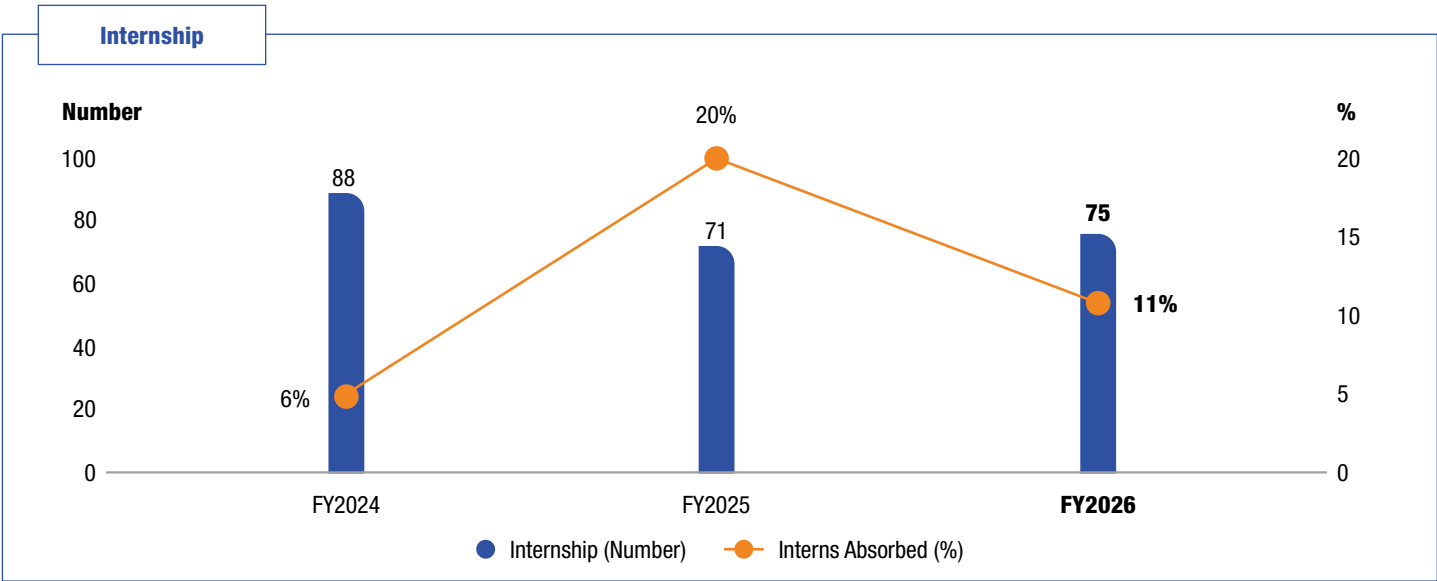
Matrix's hiring trends over the reporting period reflect the Group's continued focus on sustaining workforce capacity, strengthening operational continuity and supporting long-term business expansion across its business segments. Total new hires increased from 278 employees in FY2024 to 411 employees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

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

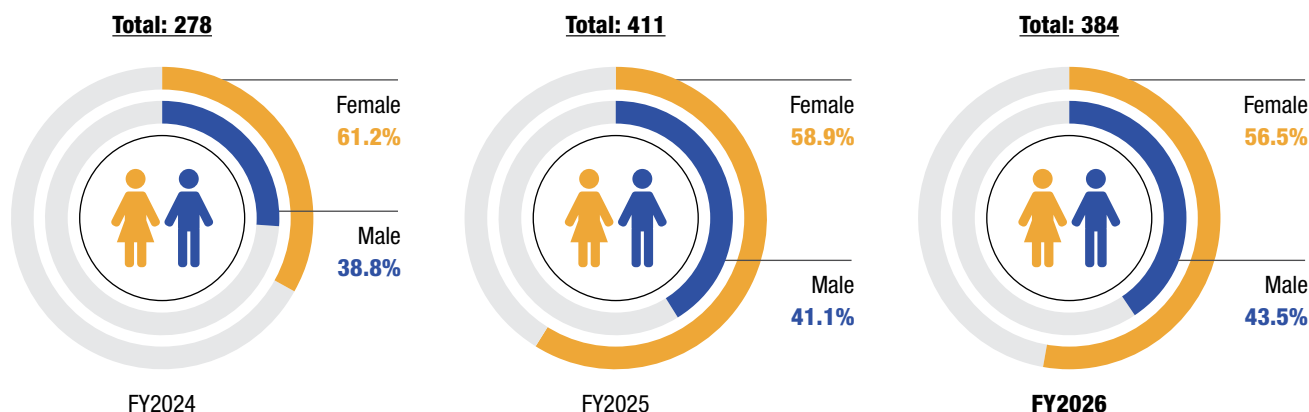
By age category, hiring remained concentrated among employees below 50 years old, particularly within the below 30 years old segment. In FY2026, Matrix recruited 211 employees below 30 years old and 149 employees within the 30 to 50 years old category. These trends indicate continued workforce renewal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

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

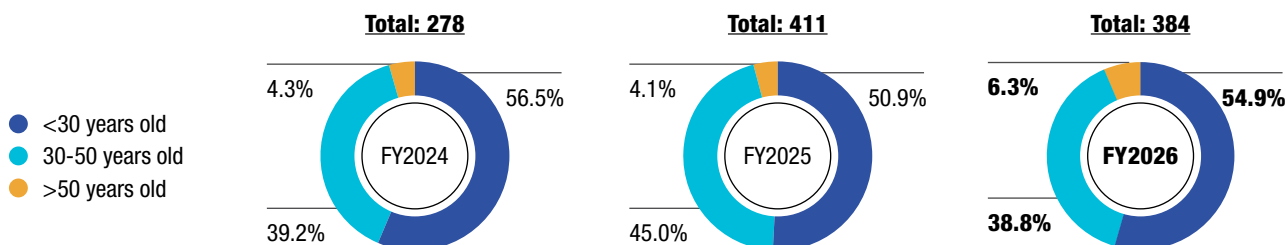
Sustained investment in workforce acquisition and retention strengthens Matrix's organisational resilience, supports knowledge continuity and enhances the Group's capacity to execute long-term business objectives. By maintaining a deliberate balance between emerging talent and experienced professionals,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



New Hire by Gender



New Hire by Age Group



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

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

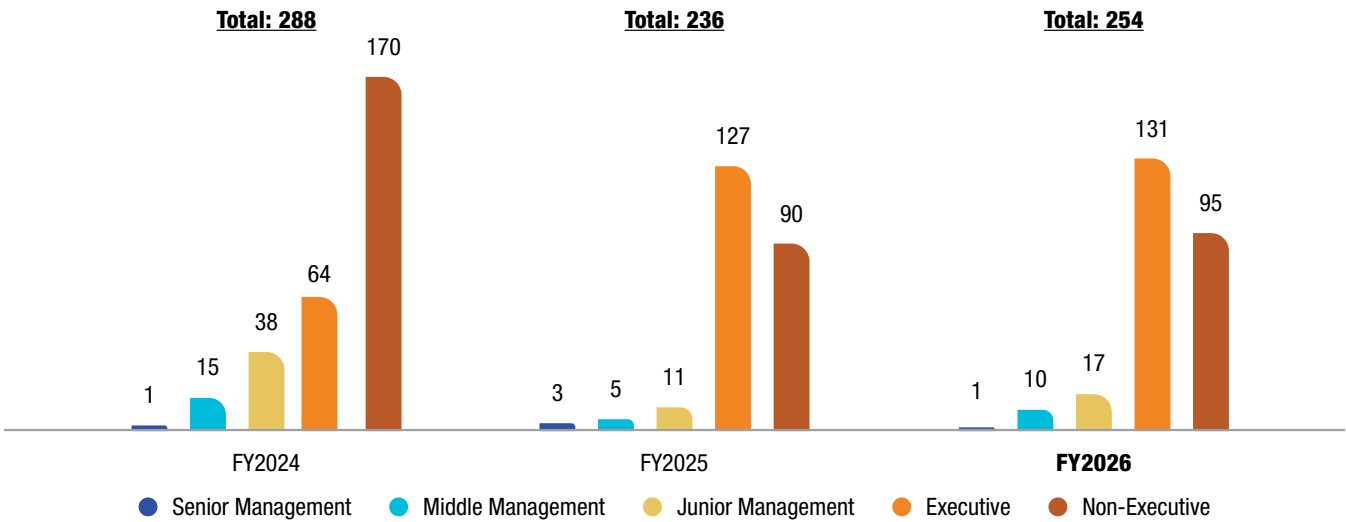
From a demographic perspective, employees below 50 years old represented the majority of workforce movement throughout the reporting period. In FY2026, turnover among employees below 30 years old stood at 112 employees,

while employees aged between 30 to 50 years old recorded 125 employees. This reflects broader workforce mobility trends commonly observed among employees in early and mid-career stages, where career advancement opportunities, evolving professional priorities and industry competition continue to influence employee movement.

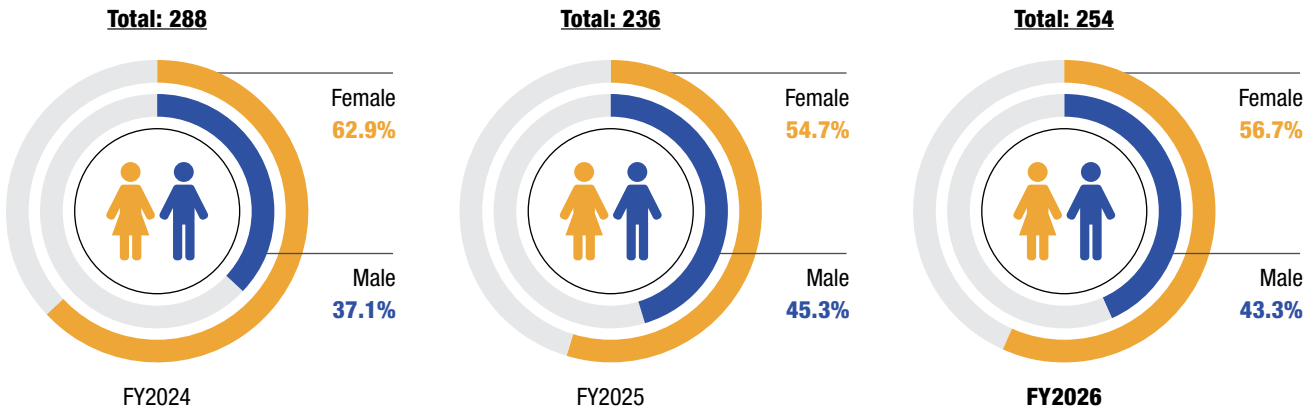
Turnover by gender remained relatively balanced over the reporting period, with female employee turnover recording 144 employees in FY2026 compared to 110 male employees. These trends reflect workforce movement across both employee groups rather than concentration within a specific demographic segment.

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

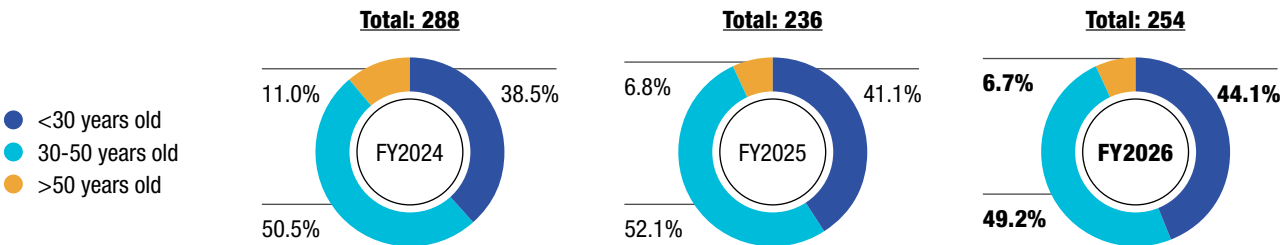
Turnover by Employee Category



Turnover by Gender



Turnover by Age Group





EMPLOYEE ENGAGEMENT AND SATISFACTION

EXECUTIVE AVERAGE PAY SCALE FOR EACH SEGMENT

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

Note:

1 The above pay scales are for fresh graduates.

NON-EXECUTIVE AVERAGE PAY SCALE FOR EACH SEGMENT

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

Note:

1 The above pay scales are for fresh graduates.

BENEFITS ACCORDED TO STAFF

 Education	 Healthcare	 Hospitality
• Annual Leave • Sick & Hospitalisation Leave • Compassionate Leave • Study & Examination Leave • Maternity & Paternity Leave • Prolonged Sickness • Marriage Leave • Petrol Allowance • Mobile Phone Allowance • Staff Property Purchased Discount • Group Hospitalisation and Surgical and Group Personal Accident Insurance • Outpatient Medical Treatment & Dental Benefits • EPF Contribution by Employer – 12% or 13%	• Inpatient Benefits • Outpatient Benefits • House Purchase Benefits • Children School Fee Benefits • Yearly Bonus • Yearly Increment • Post Basic Study Scholarship • Staff Welfare (Child Birth, Condolences & Marriage, Calamity) • Incentives • Maternity & Paternity Leave • Maternity Benefit (Delivery)	• Annual Leave • Sick & Hospitalisation Leave • Compassionate Leave • Study & Examination Leave • Maternity & Paternity Leave • Marriage Leave • Calamity Leave • Prolonged Sickness • Staff Property Purchase Discount • Group Hospitalisation and Surgical Insurance • Group Personal Accident Insurance • Outpatient Medical Treatment for Staff, Children, and Spouse • Dental Benefits • Employee's Birthday Gift • Employee's Wedding Benefits • Employee's New Born Benefits

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

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

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

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

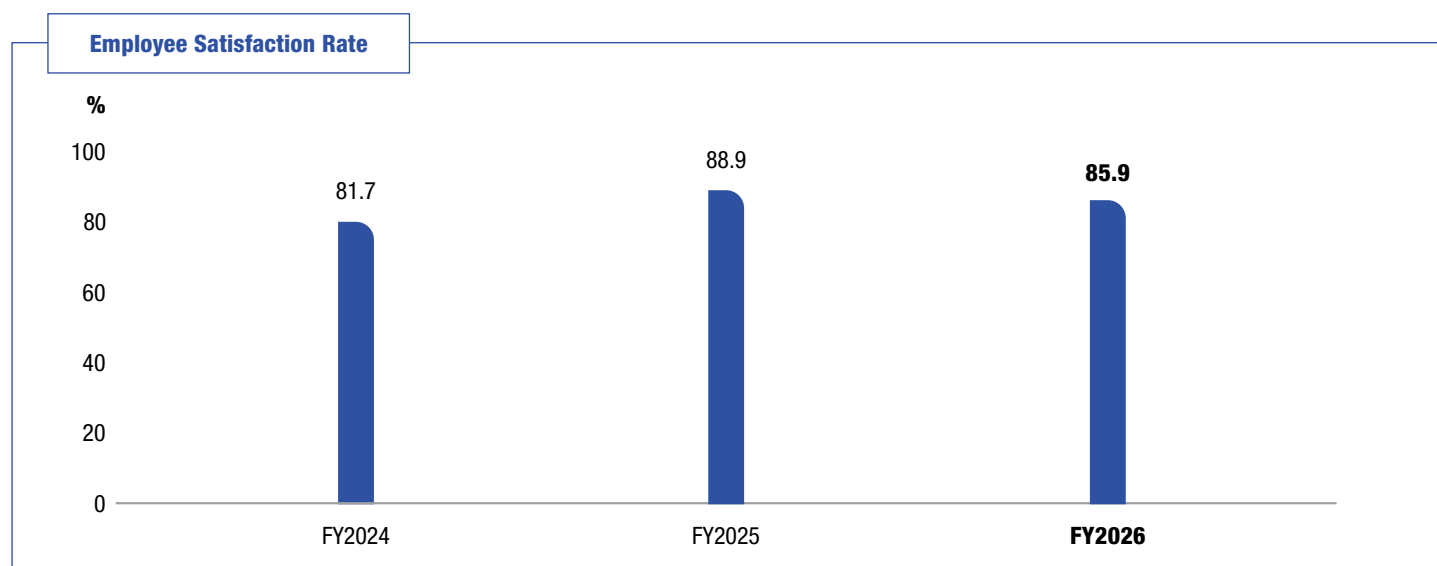
Beyond organisational impacts, we believe that employee wellbeing initiatives can create broader positive social outcomes. Stable employment, healthcare access, family support, and opportunities for professional development may contribute towards improving household wellbeing, strengthening financial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

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

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

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

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



TRAINING AND CAPACITY DEVELOPMENT

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

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

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

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

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

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

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

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



OCCUPATIONAL SAFETY AND HEALTH

M14

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

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

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

Legend:

 Achieved

 On-track

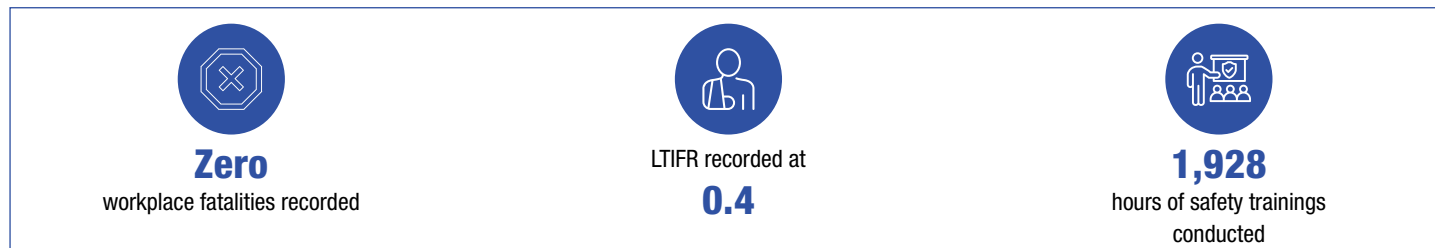
 Attention Required

KPIs & Targets:

1 Safe and Healthy Work Environment

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

GROUP PERFORMANCE & HIGHLIGHTS



OSH GOVERNANCE

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

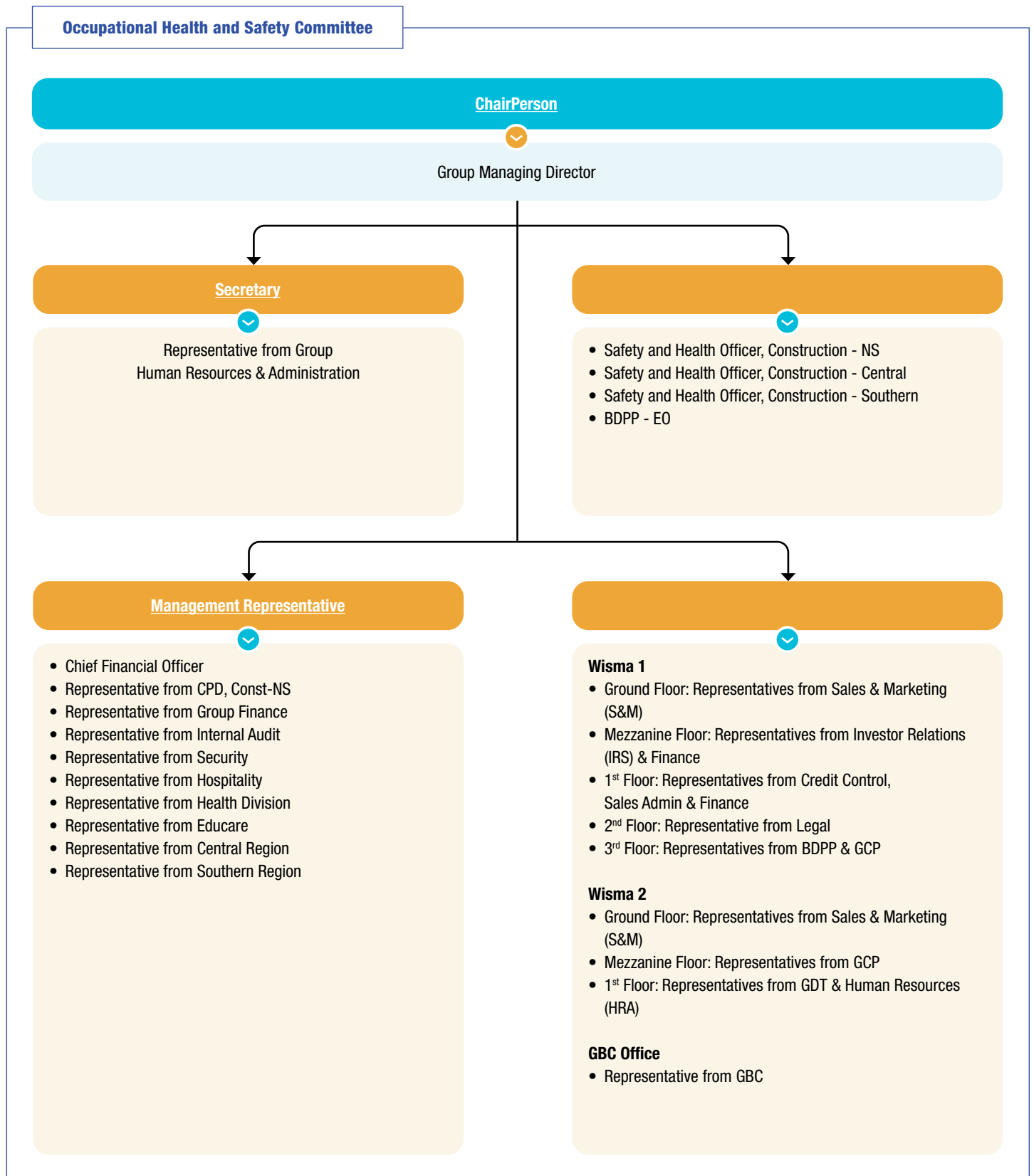
- Occupational Safety & Health Act (“OSHA”) 1994
- OHSAS 18001: Occupational Safety & Health Management System
- Occupational Safety, Health, Environment (“OSHE”) Management
- MS 1722: Occupational Safety & Health (“OSH”) Management System

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

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

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

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



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

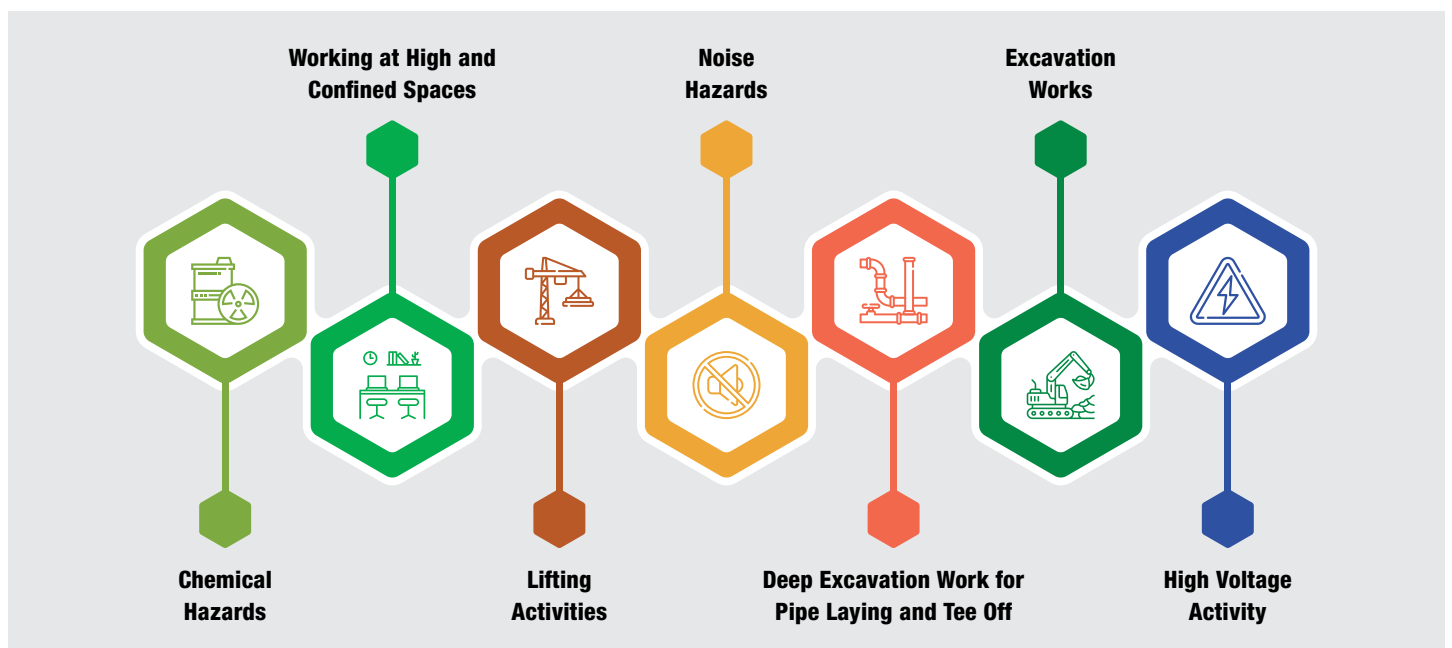
Effective risk management is the backbone of occupational safety. To safeguard the Group's workforce and operations, we have established a comprehensive HIRARC system across all sites. This framework enables Matrix to proactively detect potential hazards, communicate them through clear channels, and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

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



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

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



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

EMERGENCY RESPONSE AND COMMUNICATION

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

Each division manages its own emergency response as follows:

 Construction & Property Development	On construction sites, the dominant risks include working at height and in confined spaces, lifting and excavation activities, high-voltage work, and exposure to chemical and noise hazards. These are managed through HIRARC, a permit-to-work system requiring Safety Officer approval before high-risk tasks begin, monthly safety meetings, and weekly toolbox briefings. Emergency response on site is led by the divisional Safety and Health Officers, who coordinate the on-site Emergency Response Team, communicate hazards through established channels, and direct workers to assembly points.
 Healthcare	The Healthcare Division operates under a Safety & Security Evacuation of Mass Casualties and ERP that complies with the MOH Malaysia guidelines. It uses a hospital-wide emergency colour-code system (for example, Code Red for fire) and a defined chain of command in which the Head of Operations or the Executive Director serves as the Incident Commander. On detection of an incident, floor wardens immediately alert the Safety & Security Officer ("SSO"). The Customer Service Department then verifies and authenticates the report, makes the public-address announcement using approved announcement text, and notifies the relevant authorities. If necessary, patients and visitors are evacuated via staircases to designated safe zones and assembly points, where Human Resources personnel conduct a headcount, and the SSO is kept continuously updated until the building is confirmed clear.
 Education	The Group's Education Division applies a structured, multi-level emergency communication protocol that governs how incidents are escalated and communicated. A Crisis Management Team first verifies the incident and approves the initial message. From there, an internal core team aligns actions while staff are notified, and teachers secure and manage students. After this, parents are informed of key information and the next update time, and, where required, only a designated spokesperson communicates with the public or media. Updates are issued at regular intervals until an all-clear notification is given, followed by a post-incident report within 24 hours. A governance rule reserves all external communication to a centrally approved spokesperson, ensuring consistent and controlled messaging during a crisis.

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

OSH PERFORMANCE

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

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

Major injuries declined from three cases in FY2024 and FY2025 to two cases in FY2026, while minor injuries remained consistently low. LTIFR also improved

from 0.8 in FY2024 to 0.5 in FY2025 and 0.4 in FY2026, demonstrating continued improvements in workplace safety despite increasing operational activity.

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

Operational Discipline Through Safety Governance

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

Key initiatives implemented across the Group include:

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

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

OSH TRAINING

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

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

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

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