SUSTAINABILITY COMMITTEE CHAIRMAN'S MESSAGE

DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN

Chairman, Sustainability Committee

DEAR VALUED STAKEHOLDERS,

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

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

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

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

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

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

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

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

LOOKING AHEAD, DRIVING FORWARD

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

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

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

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