SUSTAINABILITY AT MATRIX

ESG AT A GLANCE

Total GHG emissions

10,463
tCO_2e

Total energy consumption

65,182
GJ

59%
of women in workforce

Number of direct Corporate Social Responsibility ("CSR") beneficiaries

2,546

OSH LTIFR

0.4

Total spent on CSR

RM15,208,979

Average QLASSIC scores

78%

SUSTAINABILITY AT MATRIX

ABOUT MATRIX

Since our listing in 2013, Matrix has grown into one of Malaysia's leading developers. We are recognised for our integrated township developments that deliver strong values to homebuyers while fostering vibrant, connected, and sustainable communities. Guided by principles of responsible development, environmental stewardship, and stakeholder value creation, the Group is committed to shaping resilient and inclusive townships that enhance the quality of life for present and future generations.

Our reputation is supported by a solid financial track record and consistent sales performance, enabling sustained demand for the Group's developments. Beyond property development, our presence in education, healthcare, hospitality, and lifestyle amenities reinforces the Group's role as a community builder, creating holistic living environments that prioritise liveability and long-term well-being.

Anchored by flagship projects such as Sendayan Developments in Negeri Sembilan and the transformative Malaysia Vision Valley City ("MVV City"), Matrix continues to expand strategically into high-growth markets, including Selangor and the Klang Valley. With a diversified portfolio spanning residential, industrial, and commercial developments, the Group is well-positioned to deliver sustainable growth while creating enduring value for our stakeholders.

For more detailed information regarding the Group's property projects, value creation models, and associated risks and opportunities, please refer to our IAR2026, which can be found at www.mchb.com.my.

SUSTAINABILITY AT MATRIX

OUR SUSTAINABILITY JOURNEY

FY2026

- Expanded scope of assurance to cover more disclosures.
- Increased alignment with requirements of IFRS S1 by assessing specific sustainability-related risks and opportunities.

FY2025

- Performed a Climate Risk Assessment to evaluate climate-related risks and opportunities.
- Organised capacity-building workshops on IFRS S1 and S2 disclosures.
- Conducted a biodiversity assessment at the Bandar Seri Sendayan township area.

FY2024

- Began disclosing Scope 3 emissions.
- Fully adopted the TCFD and SASB frameworks.
- Launched an inaugural ESG KPIs and Targets.

FY2023

- Undertook inaugural limited external assurance.
- Introduced a new data collection template known as the Matrix Sustainability Pack (“MSP”) to optimise data collection processes.

FY2022

- Implemented Group-wide ESG Framework.
- Established Performance KPIs and Targets for ESG Topics.
- Adopted SASB Disclosure standards and expanded the coverage of other disclosures.
- Strengthened climate change disclosures in accordance with the TCFD framework requirements.

FY2021

- Strengthened ESG disclosures through further adoption of integrated reporting and enhanced disclosures.

FY2019-2020

- Formalised Adequate Procedures and strengthened risk management.
- Developed Group Anti-Bribery and Anti-Corruption (“ABAC”) Policy.

FY2018-2019

- Inducted into FTSE4Good Index.
- Commenced Integrated Reporting.
- Formalised Group-wide Sustainability Policy.

FY2015-2017

- Developed sustainability roadmap, governance structure, and framework.
- Initiated ESG reporting based on the GRI framework.
- Formalised Whistleblowing and Health, Safety, and Environment (“HSE”) policies.
- Adopted UNSDG principles.
- Strengthened disclosures, developing internal stakeholder awareness and buy-ins.

SUSTAINABILITY AT MATRIX

SUSTAINABILITY GOVERNANCE AT MATRIX

Strong governance underpins Matrix's sustainability strategy by embedding transparency, accountability, and ethical decision-making across the Group.

The Board has ultimate oversight of sustainability strategy, climate-related risks and opportunities, and ESG performance. The Board approves key policies, strategies, and resources, while receiving regular updates on ESG performance, risks, opportunities, and regulatory developments.

The Sustainability Committee ("SC") supports the Board by overseeing ESG and climate governance, monitoring performance, and integrating sustainability and climate risks into the Enterprise Risk Management framework alongside the Risk Management Committee ("RMC"). During FY2026, the SC met two times to oversee material matters in line with IFRS S2 and TCFD recommendations.

The Sustainability Management Team and Sustainability Task Force ("STF") implement the Group's sustainability strategy by embedding ESG across operations and reporting progress regularly to the SC and Board.

Matrix also maintains a publicly accessible ESG Policy Hub containing its key sustainability and governance policies, including each policy's scope, approval date, review date, and policy owner, providing greater transparency and accountability. The Hub is available at: https://www.mchb.com.my/investor-relations/corporate-governance

This governance framework strengthens sustainability oversight, regulatory readiness, and long-term value creation across the Group.

Board Diversity and Independence

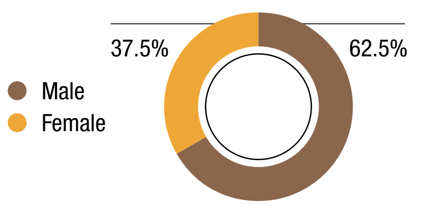
The Group recognises that board diversity and independence play an important role in strengthening governance quality, decision-making, and long-term business oversight. Matrix maintains a Board comprising members with diverse professional backgrounds, age groups, gender representation, and ethnicity, enabling broader discussions and more balanced strategic decision-making. The Group supports gender diversity at the Board level and maintains a target of at least 30% women directors. As at 31 March 2026, women represented 37.5% of the Board, with the Nomination and Remuneration Committee continuing to consider gender diversity in Board succession and appointment processes.

The Board's composition reflects a mix of executive and independent directors, supporting objective judgement and constructive challenge within Board deliberations. Independent Directors continue to provide oversight and accountability through their role in safeguarding the interests of shareholders and stakeholders while contributing independent perspectives on governance, risk, strategy, and business performance.

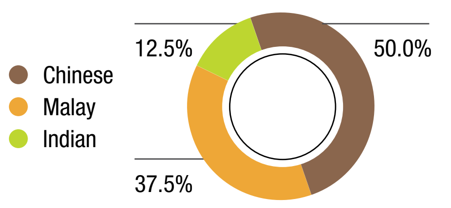
The Group also recognises the value of diversity in supporting more inclusive leadership and improving the Board's ability to respond to evolving business, market, and stakeholder expectations. Through the combination of varied experiences, industry knowledge, and perspectives, the Board is better positioned to guide the Group's long-term growth and governance priorities.

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

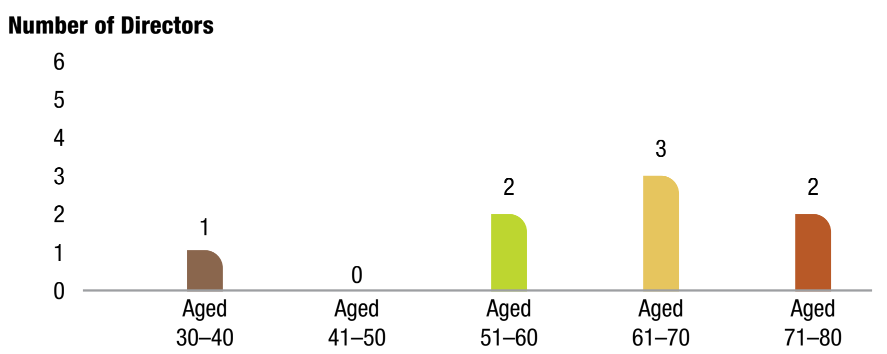
Board Gender Breakdown



Board Composition by Ethnicity



Board Composition by Age Group



For further information on the Group's corporate governance practices, please refer to the Matrix for Transparency chapter.

SUSTAINABILITY AT MATRIX

MATRIX'S SUSTAINABILITY GOVERNANCE STRUCTURE

Board-Level Oversight

Board of Directors

Executive and Non-Executive Directors

- Holds ultimate accountability for Matrix's long-term sustainability and climate-related risk management and strategy.
- Reviews and endorses the Group's ESG and climate agenda, including major policy positions and resource allocations.
- Regularly reviews sustainability and climate-related risks and opportunities that may affect financial performance, operational continuity, and long-term strategic growth.

Sustainability Committee

Vijayam A/P Nadarajah
(Independent Non-Executive Director)

Dato' Seri Lee Tian Hock
(Group Executive Deputy Chairman)

Dato' Haji Mohamad Haslah Bin Mohamad Amin
(Chairman)

Kelvin Lee Chin Chuan
(Group Managing Director)

Chai Keng Wai
(Co-CEO, Property Development)

- Develops and approves Group-wide sustainability priorities, policies, processes and governance procedures.
- Monitors ESG performance against agreed KPIs, targets and risk-mitigation plans.
- Tracks emerging sustainability risks (including climate, human rights, occupational health and safety), assessing potential impacts on financial and non-financial value creation.
- Collaborates with the Risk Management Committee to integrate sustainability into enterprise-risk frameworks.
- Reviews and signs off the annual Sustainability Report to ensure transparent, accurate disclosure.

Strategic Management

Sustainability Management Team

Executive Director, Sustainability Officer and Senior Management of Matrix

- Serves as the executive gateway for all sustainability and climate initiatives before escalation to the Board-level Sustainability Committee.
- Reviews and refines proposals, briefing papers, KPI dashboards and risk assessments from the Sustainability Task Force, ensuring they align with commercial objectives and the Group's ESG framework.
- Allocates budget, assigns cross-functional resources and resolves operational issues to enable effective implementation of approved initiatives.
- Drives stakeholder engagement and internal awareness, equipping staff and business units with the knowledge and tools to meet ESG objectives.

Day-to-day Implementation

Sustainability Task Force ("STF")

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

- A cross-functional working group to translate and operationalise approved sustainability policies, strategies, initiatives and pilot programmes across Matrix's business divisions.
- Reports progress, challenges and learning back to the Management Team for review and onward escalation as required.
- Fosters collaboration across divisions to embed sustainability in everyday decision-making.

SUSTAINABILITY AT MATRIX

SUSTAINABILITY FRAMEWORK

VISION

To nurture environments, enrich lives, and create lasting value by embedding sustainability into every aspect of our business—advancing responsible growth, empowering communities, protecting the environment, and upholding the highest standards of governance for the benefit of present and future generations.

MISSION

- Deliver quality products, services, and experiences that consistently exceed customer expectations and create lasting value.
- Empower our people through meritocracy, continuous learning, innovation, and a culture that enables individuals and the organisation to thrive together.
- Create sustainable long-term value for our shareholders and stakeholders by integrating responsible business practices, environmental stewardship, social responsibility, and good governance across all our operations.

SUSTAINABILITY PILLARS

LONG-TERM ECONOMIC CONTINUITY

Drive sustainable value creation through continuous innovation, balancing productivity and profitability with environmental and social responsibility throughout Matrix and its entire value chain

ENVIRONMENTALLY CONSCIOUS APPROACH

Implement procedures, risk management systems, and technologies that minimise environmental impacts while working towards a carbon-neutral future

PEOPLE-FIRST PHILOSOPHY

Prioritise initiatives that place employees and other stakeholders first, ensuring safety, comfort, and community value generation, where everyone benefits from Matrix's initiatives

RESILIENT AND TRUSTWORTHY BUSINESS

Consistently engage with stakeholders and provide accurate reporting to ensure sustainability initiatives remain updated while creating a reputation of trust and reliability

MATERIAL TOPICS

- Customer Service and Satisfaction
- Defect Management
- Build Quality
- Customer Trust and Reputation
- Responsible Growth and Strategic Development
- Local Procurement and Supplier Management
- Digitalisation and Technology

- Resource Management
- Water Consumption
- Climate Change and Emissions
- Waste Management and Recycling
- Energy Consumption
- Biodiversity

- Occupational Safety and Health
- Human and Labour Rights
- Talent Management
- Community Development

- Regulatory Compliance
- Corporate Governance and Integrity

SUPPORTED UNSDGs

SUSTAINABILITY AT MATRIX

ESG AWARDS AND ACCOLADES

In FY2026, the Group is proud to have received the following awards in recognition of our sustainability initiatives and progress:

StarProperty Awards 2025

READER'S CHOICE AWARDS – Most Heart-Warming CSR Initiatives

This award reflects the strong connection we have built with communities through meaningful CSR programmes. It recognises initiatives that go beyond philanthropy, focusing on long-term impact such as education support, healthcare outreach, and community resilience.

THE FAMILY-FRIENDLY AWARD – Ferra @ Eka Heights

Our development at Ferra @ Eka Heights was recognised for its thoughtful design and planning that prioritise family wellbeing. The award highlights features such as safe neighbourhood layouts, accessible amenities, green spaces, and community-centric facilities that foster a nurturing environment for families. This recognition reinforces Matrix's commitment to building homes and townships that enhance the quality of life across generations.

Sustainability & CSR Awards 2025

COMPANY OF THE YEAR (PROPERTY DEVELOPMENT) – ESG Leadership

This prestigious award acknowledges Matrix's leadership in embedding ESG principles into its business strategy and operations. It celebrates the Group's proactive approach to sustainability, from green construction practices and climate resilience planning to impactful CSR programmes that address community needs. The recognition positions Matrix as a benchmark in the property sector, demonstrating how economic growth and sustainability can be advanced together.