

ENVIRONMENTAL MANAGEMENT SYSTEMS



MATRIX CONCEPTS HOLDINGS BERHAD

2020 Sustainability Report

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FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Matrix Concepts Holdings Berhad has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance practices.

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A Message FROM OUR CHAIRMAN

AS PART OF OUR EFFORTS TO INCREASE THE TRANSPARENCY OF COMMUNICATION WITH STAKEHOLDERS, I AM PROUD TO PRESENT MATRIX CONCEPTS HOLDINGS BERHAD'S ("MATRIX") FIRST STANDALONE SUSTAINABILITY REPORT. PRIOR TO THIS PUBLICATION, WE HAVE BEEN INTEGRATING THE GROUP'S SUSTAINABILITY PERFORMANCE INTO THE ANNUAL REPORT.

We have shaped our strategy to generate lasting value, not only for shareholders but for all local communities served by our projects. Our focus remains on making deliberate and meaningful sustainability improvements across the entire Group.

All business units at Matrix support growth by recognising their responsibilities to stakeholders and the environment in which we operate. Sustainability is the way we deliver our obligations to secure a better future for all. Our shared values drive each and every one of us to think bigger and move further by conducting our business in a more sustainable manner.

This Sustainability Report communicates a holistic and concise strategy in line with global standards. It adopts a more inclusive approach to presenting our sustainability journey and is guided by specific economic, environmental, social and governance metrics.

We continue to enrich more lives and build a sustainable platform for growth. Driven by positive economic tailwinds, Matrix continued to make progress in building communities in Seremban, Johor and Klang Valley. We have also established a strong footprint in Indonesia and Australia with our large-scale, master-planned projects.

During the financial year, I am pleased to announce that we have achieved many great milestones in various areas of sustainability. Significant environmental benefits have been realised through our solar, recycling and waste management projects. All of these contribute to greener, safer and more

efficient operations. I am particularly proud of the progress of our IBS plant, which has started its operations while reducing and managing unnecessary waste.

Our commitment to community development continues to grow. In FY2020, the Group contributed more than RM6.5 million to various CSR programmes and sponsorships including COVID-19 pandemic funds and sports development programmes. Signing an agreement with Pusat Hemodialisis Mawar in September 2019 also allowed us to make good inroads into the healthcare industry to provide quality affordable healthcare to the community.

With all these initiatives that were implemented and milestones achieved throughout the year coupled with the Triple Bottom Line principle of **People-Profits-Planet**, we hope to deliver more value to our stakeholders. These successes would not be possible without the support of our people. During the year, we reviewed business operations to help our people thrive. Matrix continued to invest in people development and placed great emphasis on nurturing employees' wellbeing. I am pleased to share that the feedback received from our people during various engagement activities remains positive. This demonstrates the significant impact that our culture and people have on the energy, growth and performance of the Group.

Moving forward, we are optimistic that we can do more to inculcate sustainability into all aspects of the business and the communities we serve. We will continue to engage our tenants, residents, supply chain partners and the community at large in our journey. I look forward to reporting our future progress.

With your unwavering trust and support, along with Matrix's tagline "*Nurturing Environment Enriching Lives*", we remain inspired to continue to uplift and enrich lives. I invite you to read the Report, which provides a detailed overview of our progress to date and outlines our plans and aspirations for the years ahead.

DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN
Chairman
Sustainability Committee

30 July 2020



About This SUSTAINABILITY REPORT

Matrix Concepts Holdings Berhad's ("Matrix" or "the Company") Sustainability Report ("Report") presents challenges, achievements and strategies to address its vision of nurturing the environment and enriching lives in the course of conducting its business and operations.

This annual disclosure concentrates on the wider impacts of the business and the resources we depend upon. It describes our financial and non-financial performance and the way in which we interact with people and the environment to sustain value and mitigate risks.

This Report contains the wide-ranging information necessary for a more integrated report in addition to Economic, Environmental, Social ("EES") issues covered in previous publications. This approach provides various stakeholders with a fully integrated understanding of Matrix's initiatives.

SCOPE OF THE REPORT AND PERIOD COVERED

This Sustainability Report covers Matrix's economic, environmental and social activities within the scope of consolidated accounting for FY2020, which is 1 April 2019 to 31 March 2020. It encompasses the sustainable development activities of Matrix Concepts Holdings Berhad and its subsidiary companies.

REFERENCED REPORTING GUIDELINES

This Report is aligned with the

- Global Reporting Initiative ("GRI") Sustainability Reporting Standards
- Bursa Malaysia Sustainability Reporting Guide
- United Nations Sustainable Development Goals.

FORWARD LOOKING STATEMENT

This disclosure contains past and present initiatives and future statements based on plans, prospects, management policies and strategies as of the publication date. These forward-looking statements are assumptions or estimations based on information available at the time the Report was prepared. Due to a range of variables, the results or circumstances of future business activities may vary from the forecasts.

CONTACT US

A digital full version of this Report is available on our corporate website www.mchb.com.my. Please consider the environmental implications before printing this report.

The Report complies with all relevant strategic reporting requirements including the Global Reporting Initiative ("GRI") Standards: CORE and Bursa Malaysia Sustainability Reporting Guidelines.

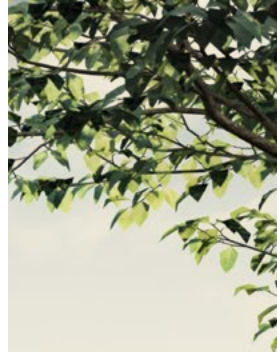
We welcome your feedback, input and comments on this Report. Please write to us at the following address:

Carmen Loo

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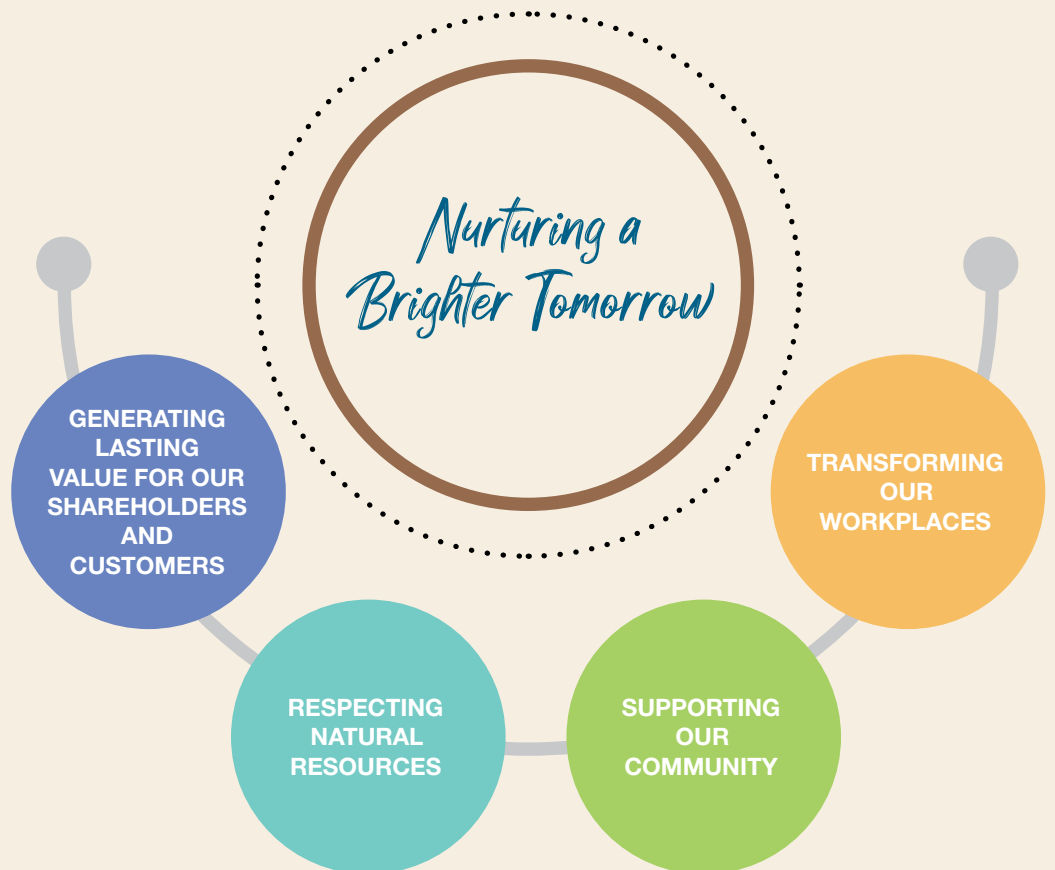
Sustainability

PROGRESS OVERVIEW

MATRIX IS A COMMITTED CORPORATE CITIZEN AND WORKS CONTINUALLY TO INSPIRE TRANSFORMATIVE BUSINESS LEADERSHIP IN THE AREAS OF SOCIAL RESPONSIBILITY AND SUSTAINABILITY. THE GROUP BELIEVES IN ACTIVELY NURTURING THE WELL-BEING AND DEVELOPMENT OF THE COMMUNITY IN WHICH IT OPERATES. MATRIX IMPLEMENTS PRACTICABLE POLICIES THAT HAVE A POSITIVE IMPACT ON THE ENVIRONMENT AND ALL STAKEHOLDERS INCLUDING CUSTOMERS, EMPLOYEES AND COMMUNITY MEMBERS.

Sustainable business practices continue to be the root of our business growth. We recognise that our business of developing large-scale townships bears long-term effects that should minimise negative externalities such as environmental degradation and social marginalisation through the creation of socially and economically vibrant communities.

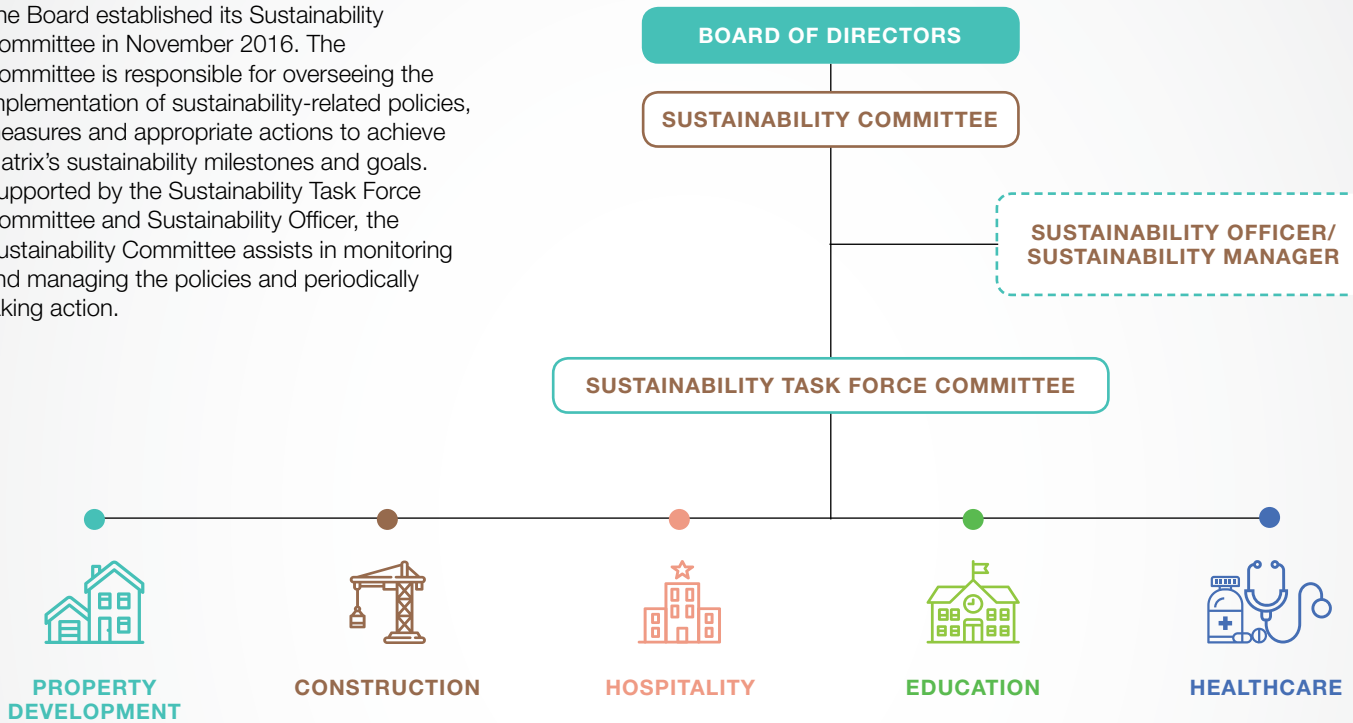
Our Sustainability Leadership Agenda



SUSTAINABILITY PROGRESS OVERVIEW

Sustainability Governance

The Board established its Sustainability Committee in November 2016. The Committee is responsible for overseeing the implementation of sustainability-related policies, measures and appropriate actions to achieve Matrix’s sustainability milestones and goals. Supported by the Sustainability Task Force Committee and Sustainability Officer, the Sustainability Committee assists in monitoring and managing the policies and periodically taking action.



Matrix Sustainability Committee



**DATO' HAJI MOHAMAD
HASLAH BIN
MOHAMAD AMIN**
(CHAIRMAN)



DATO' LEE TIAN HOCK



HO KONG SOON



**DATO' LOGENDRAN
A/L K NARAYANASAMY**

SUSTAINABILITY PROGRESS OVERVIEW

Sustainability Policy

Matrix aims to inculcate the principles of sustainability into business operations. As far as possible, we embed these principles into the various stages of our operations life-cycle. Our sustainability policy is communicated to all employees in a timely and meaningful manner.

OUR SUSTAINABILITY GOAL



To provide solutions which reduce the environmental impact of buildings, and provide better spaces for the people who inhabit them. We will do so while providing safe, comfortable and healthy workplaces for our employees and believe that all employees play a key role in achieving our social and environmental goals.



Continuous progress in the following six focus areas is monitored and implemented by the Sustainability Task Force to ensure that Matrix is on track in its journey towards achieving its environmental sustainability goals.



PROJECTS

Develop and encourage solutions to improve the environmental performance of every project we work on by considering practical ways to reduce greenhouse gas emissions, accident/hazard occurrence, energy and water consumption, natural resource depletion, waste to landfill and pollution.

Develop and encourage solutions that provide better spaces for people by considering daylight, comfort, glare, internal air quality, noise and connectivity to nature.



PEOPLE

Provide our staff with the skills, knowledge and enthusiasm to deliver practical environmental solutions through a strong commitment to training, knowledge sharing and performance-based rewards.



LEADERSHIP

Provide environmental leadership to the building industry through an active contribution to research and development as well as compliance with key industry bodies and requirements.



OUR BUSINESS

Reduce the environmental impact of operations by managing our energy and water consumption, encouraging the use of cycling and public transport, recycling waste, implementing an eco-friendly purchasing policy and ensuring our new office fit-outs are a practical demonstration of environmental sustainability.



MANAGEMENT

Implement and maintain an Environmental Management System and seek to continually improve our environmental performance, comply with applicable legal requirements and prevent pollution.



REPORT

Disclose our environmental and social performance in a transparent manner and make this information available on our websites.

SUSTAINABILITY PROGRESS OVERVIEW

What Sets Us Apart

Matrix applies its core principles of design and innovation, sustainability and customer care to everything it does.

DIVERSE OFFERING

Our product portfolio meets the needs of a wide range of purchasers from first-time buyers, to large families, down-sizers and investors including houses, apartments and commercial facilities.

LEADERS IN MASTERPLANNING

We have built a proud reputation for innovative masterplanning and delivering townships with our Sendayan Developments.

OUR PARTNERSHIPS

We forge long-lasting partnerships that generate real value for landowners, government, industry bodies and supply chain partners in the delivery of our homes.

DESIGN AND INNOVATION

A strong design ethos is apparent in our visionary masterplans and the high-quality homes and places we create. Each is cleverly designed and delivered to the highest standard to provide a lasting legacy.

SUSTAINABILITY

We balance economic, environmental and social factors in our projects to generate sustainable value for all stakeholders. Our developments lead to vibrant communities while minimising any environmental impacts.

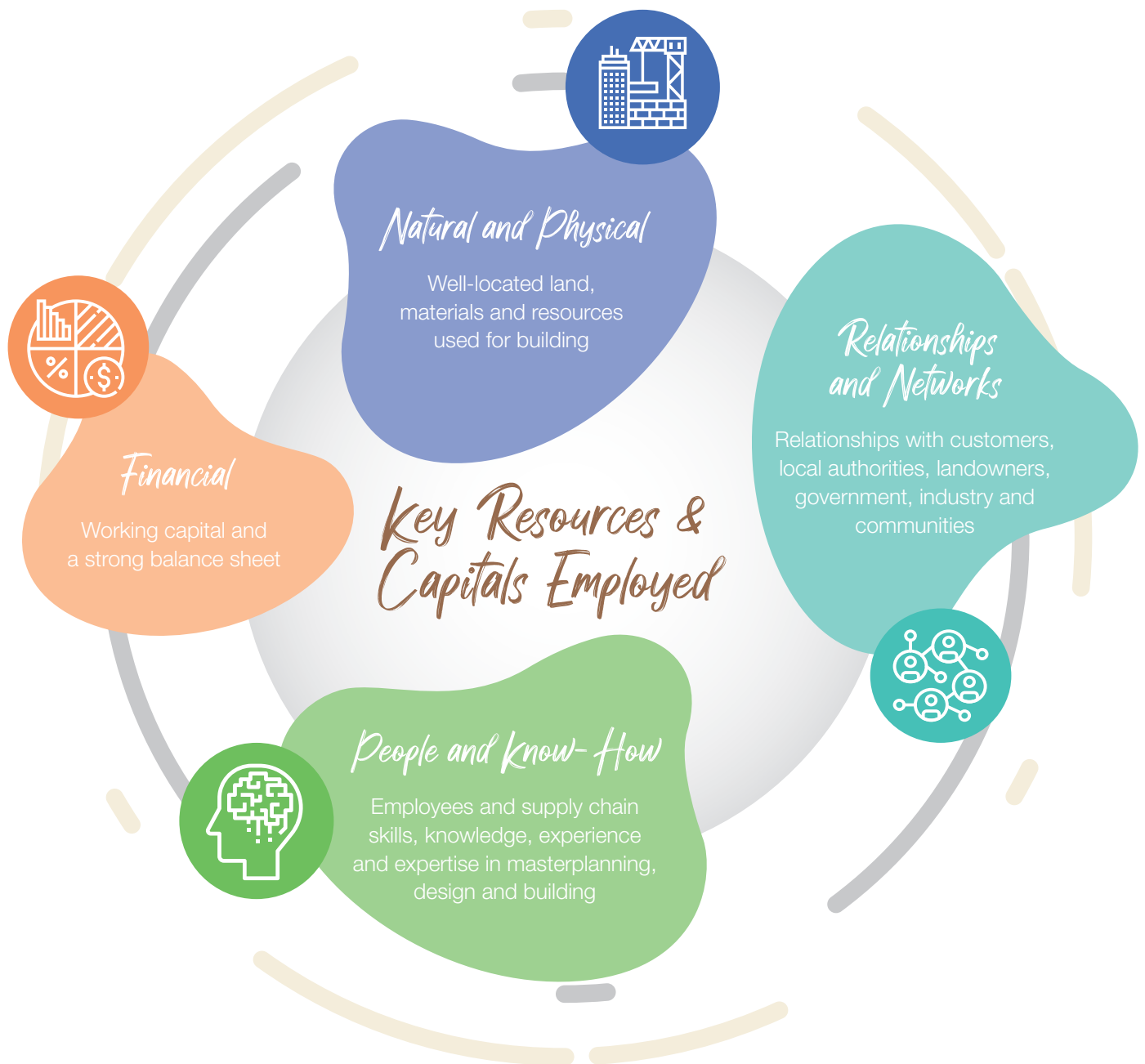
CUSTOMER CARE

We invest heavily in systems and processes and put our customers first. We aim to exceed their expectations and offer full support throughout the buying process and after handover.

SUSTAINABILITY PROGRESS OVERVIEW

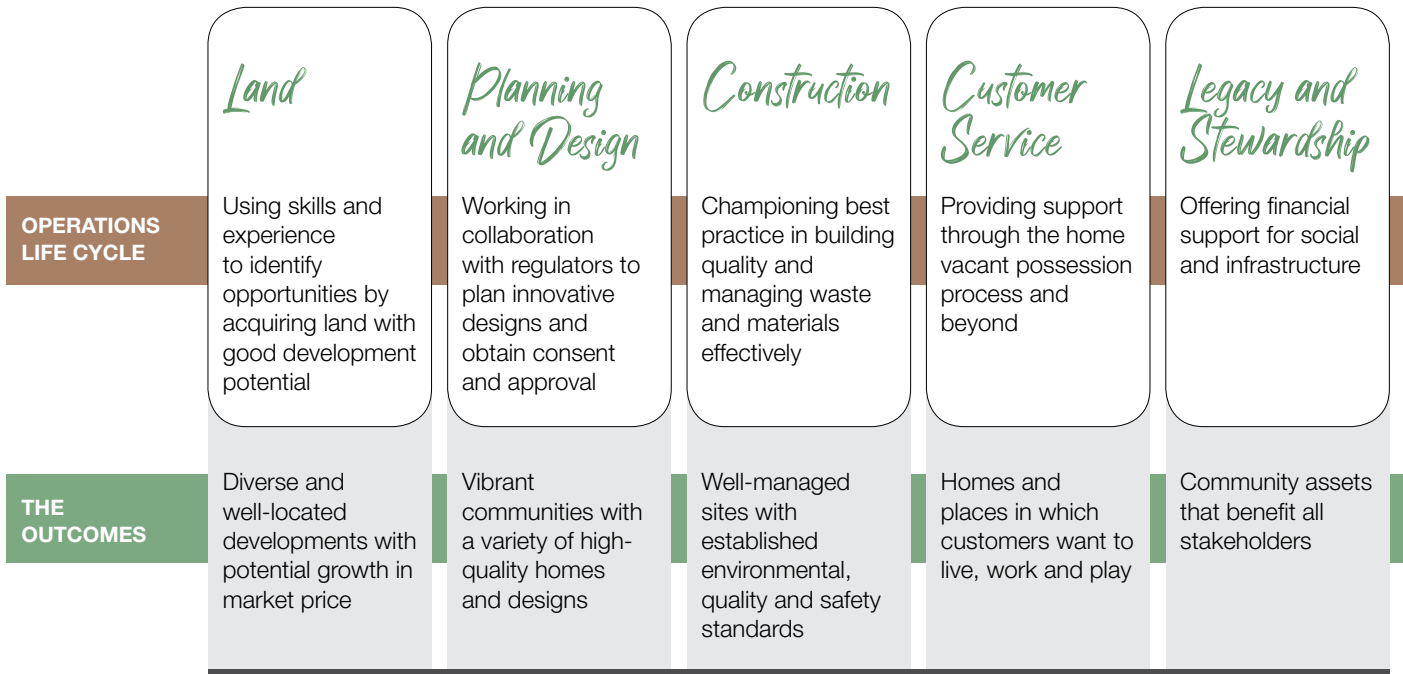
BUSINESS MODEL

Our business model revolves around our customers and creating long-term value for all stakeholders. A combination of experience and skills are employed to deliver quality homes and communities that meet our customers' needs and improve business sustainably.

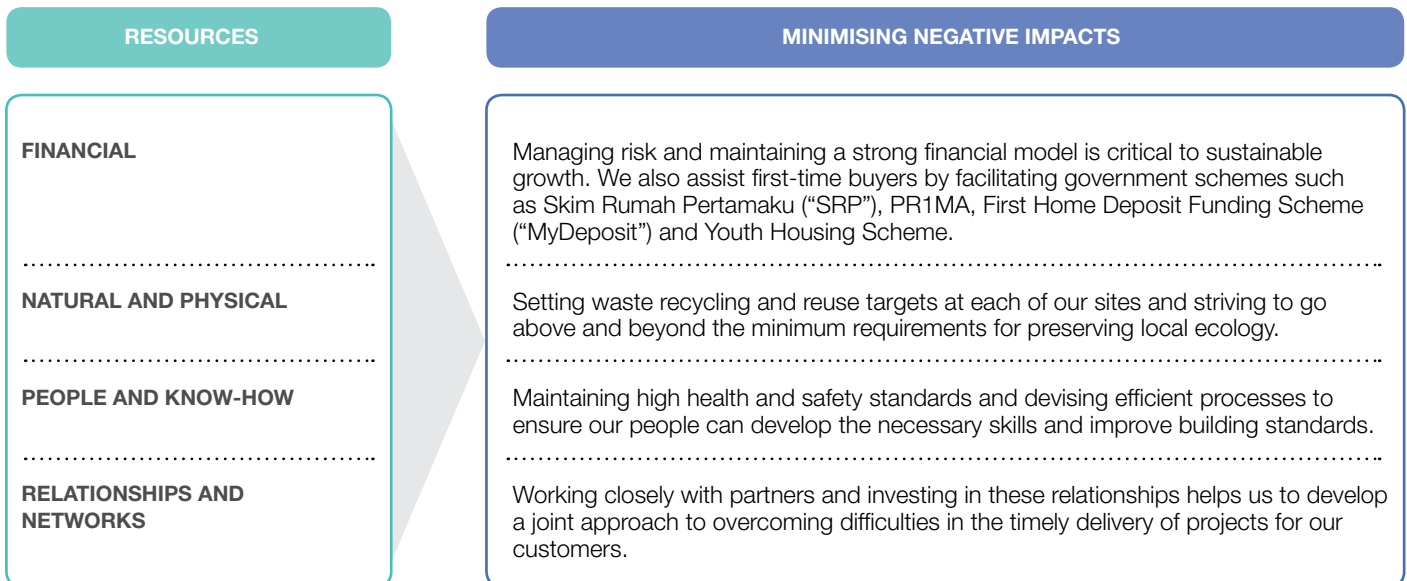


SUSTAINABILITY PROGRESS OVERVIEW

HOW WE ADD VALUE









HOW WE LIMIT NEGATIVE IMPACTS



Engaging with OUR STAKEHOLDERS

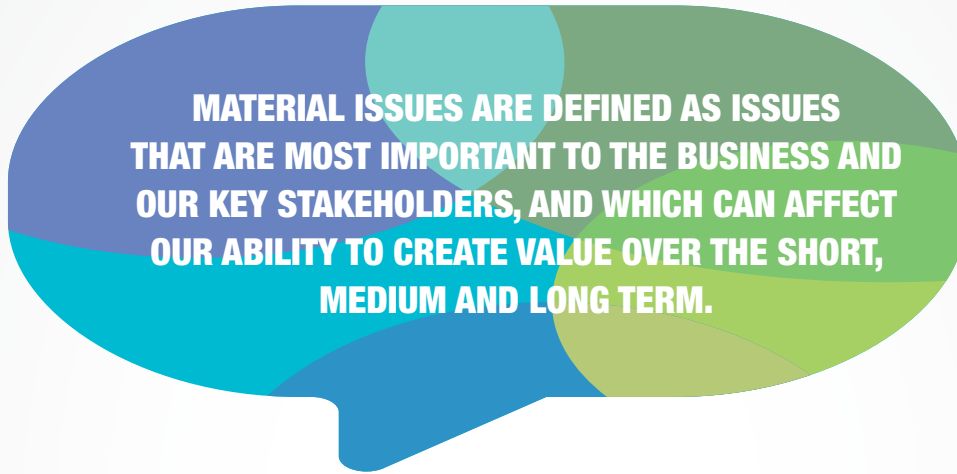
Continuous dialogue and engagement with stakeholders provide greater insights into their needs. Ideas can be exchanged concerning things that can make an important difference.

KEY STAKEHOLDERS	KEY INTERESTS	MATRIX'S APPROACH
 <p>Supply Chain Partners</p>	Shared purpose, innovation, consistency and a steady and secure supply of work with positive payment options and wider terms and conditions.	We engage with our supply chain on shared challenges, production capacity, skill shortages, knowledge, good sustainable practices and mutually-beneficial terms.
 <p>Development Partners and Landowners</p>	Ability to work within their planning system and generate competitive land value while improving the quality of development, partnership culture and reliability.	We have an excellent record for reliability and expertise, building successful developments by planning and delivering quality and value.
 <p>Customers and Communities</p>	Great homes to live in, physical and social infrastructure (schools, club and hospital), the character of the proposed development and ongoing support through quality and service.	We engage proactively with local residents and community representatives to address any concerns and work with our supply chain to minimise delays and quality risks.
 <p>Investors</p>	A clear and consistent business strategy, strong governance, ethics and transparency, and long-term business value.	Our primary responsibility is to our investors through regular engagement and presenting a clear plan for managed growth. A robust governance system helps us operate responsibly.
 <p>Employees</p>	Career development opportunities, availability of training and mentoring, and working conditions.	We continue to invest in progressive employment policies that provide equal opportunities and have career development programmes for all levels.
 <p>Government and Industry</p>	Increasing the delivery rate of new homes, improving the quality and sustainability of developments, and regulating resource efficiency standards.	We are recognised for delivering high-quality developments and continue engaging with the government on emerging sustainable policy and regulations.

Materiality

AND REPORTING

Each year, we review the issues that are most pertinent to the long-term resilience and success of our business. These are our material issues.



Economic, political, market, social and environmental issues are all significant to the business. These issues are reviewed annually during a formal materiality process that obtains input from all key stakeholders.

Identifying material issues helps us understand the internal and external factors that have the greatest effect on delivering the strategy and ascertaining key risks to business operations. We considered high-level economic, environmental and social topics that are most likely to affect our licence to operate, reputation and success.

Our materiality review process is as follows.

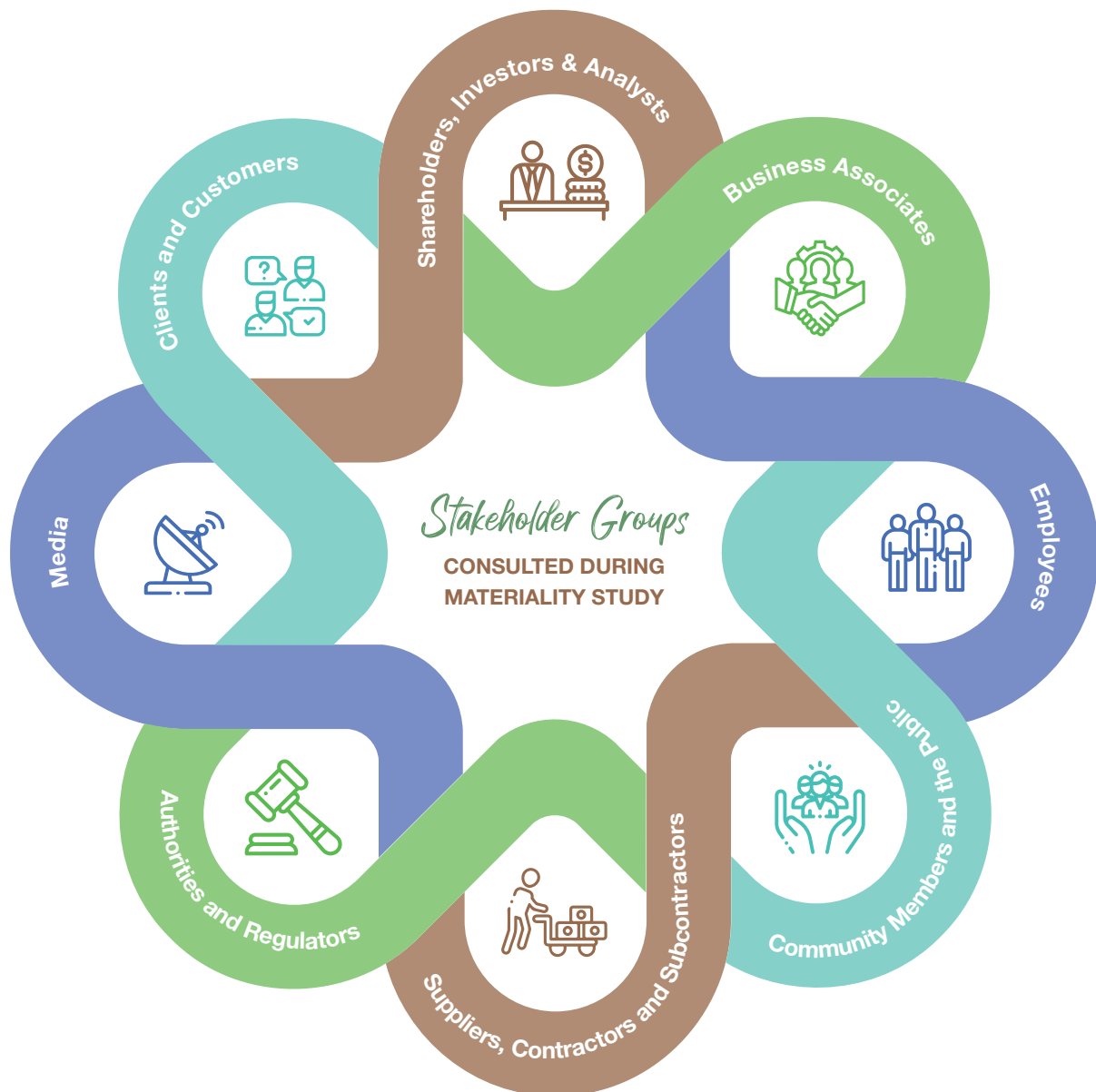


MATERIALITY AND REPORTING

The Methodology

The Matrix Stakeholders' Materiality Survey 2020 was conducted in respect of FY2020. Respondents were asked to indicate the level of importance they placed on 37 sustainability topics.

Stakeholder Groups Consulted During Materiality Study



A total of 255 complete responses were obtained and analysed to ascertain the views of our stakeholders.

MATERIALITY AND REPORTING

Sustainability Areas Assessed in the Materiality Study

PILLAR	TOPIC	DESCRIPTION
GOVERNANCE	Effective leadership & good organisational structure	Effective leadership and good organisational structure
	Transparency	Transparent disclosure and applications
	Stakeholder engagement	Active engagement with stakeholders
	Risk management	Risk management policies and applications
	Compliance	Compliance with regulations to ensure sustainability of operations
ECONOMIC PERFORMANCE	Economic & business performance	Economic and business performance
	Fair procurement	Fair procurement and practices
	Local hiring	Supporting employment of the local community
	Community development	Development of the local economy through our projects
	Advancing industry	Matrix's role in advancing the sustainable property investment landscape
	Financial stability	Financial stability
	Short and long term strategy	Short and long term strategy including balancing investment and opportunities
	Anti-corruption & anti-bribery	Ethical business conduct such as preventing corruption, bribery and fair competition in the industry
	Competitive advantage	Establishing a competitive advantage to outperform competitors
	Matrix's performance	Benchmarking and positioning Matrix's performance within the industry
ENVIRONMENT	Green materials	Use of green materials in our development whenever applicable and possible
	Emissions & climate change	Emissions and initiatives to tackle climate change
	Energy conservation	Energy conservation such as electricity savings and renewable energy
	Water	Responsible use of water at our sites and offices
	Green buildings	Green buildings and other environmental initiatives
	Waste	Waste management
	Environmental impact from transportation	Minimising environmental impact from transportation including the transportation of materials and for business purposes

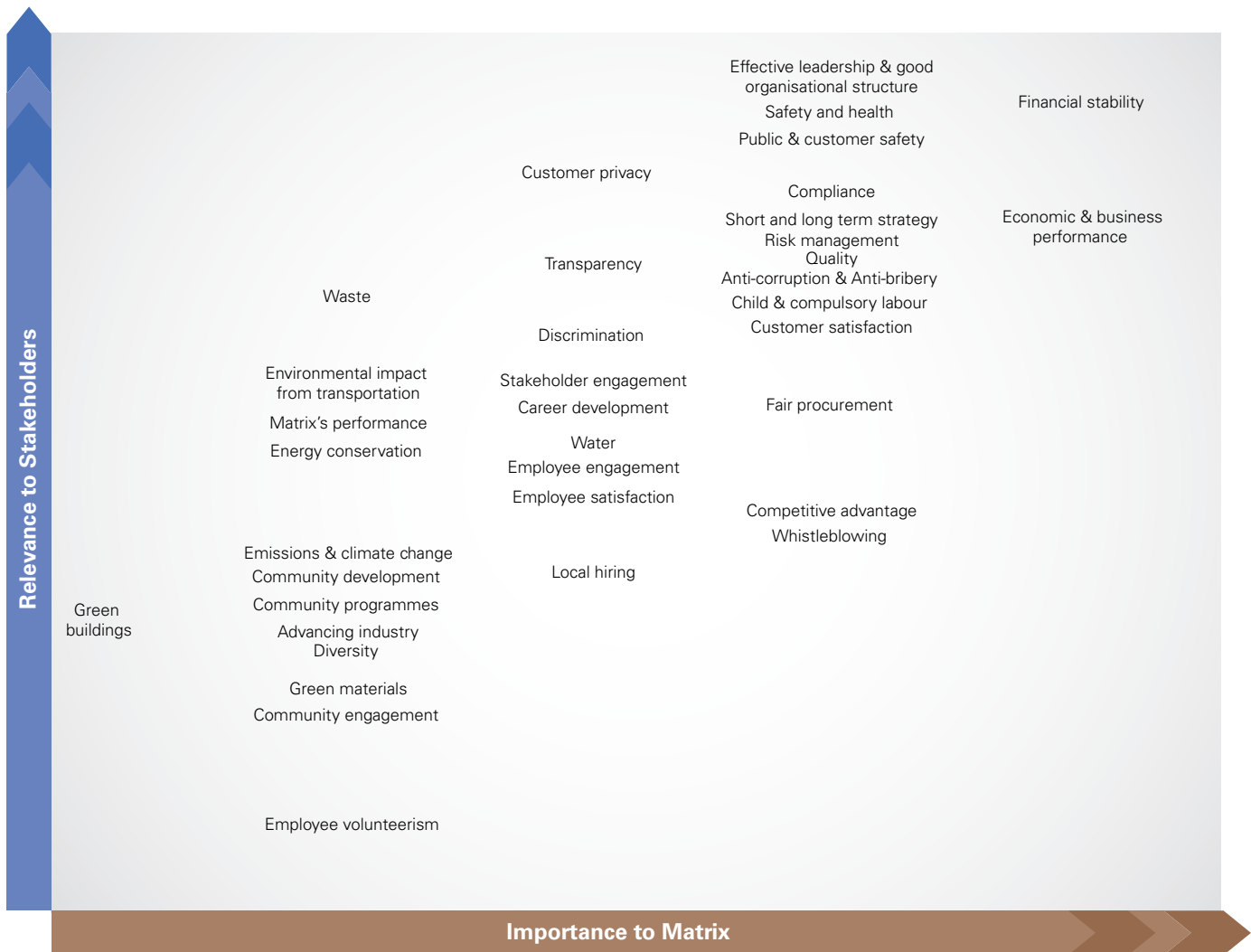
MATERIALITY AND REPORTING

PILLAR	TOPIC	DESCRIPTION
SOCIAL: LABOUR PRACTICES AND DECENT WORK	Safety and health	Protecting the safety and health of workers
	Diversity	Diverse workforce in terms of gender, skills, background and expertise
	Career development	Training, education and career development
	Employee engagement	Strong unity among the workforce through employee engagement activities such as the annual dinner, festive celebrations and family day
	Employee satisfaction	Employees' satisfaction at work
SOCIAL: HUMAN RIGHTS	Child & compulsory labour	Eliminating child and compulsory labour
	Discrimination	Preventing workplace discrimination across all factors including age, gender, ethnicity and other background
	Whistleblowing	Allowing employees to voice out and exercise their rights such as using whistleblowing channels
SOCIAL: SOCIETY	Community engagement	Regular engagement with the local community
	Community programmes	Contributions to society through community programmes
	Employee volunteerism	Employee volunteerism in our social programmes
SOCIAL: PRODUCT RESPONSIBILITY	Customer satisfaction	Ensuring customer satisfaction
	Customer privacy	Protecting the privacy of customers and adhering to the Personal Data Protection Act
	Public & customer safety	Protecting public and customer safety
	Quality	Quality assurance and management

MATERIALITY AND REPORTING

The Results

The data was analysed and the results used to develop the following materiality matrix. The level of importance to Matrix was plotted along the X axis and the relevance to stakeholders on the Y axis.



Economic

CREATING GREAT PLACES THAT SUPPORT SUSTAINABLE LIFESTYLES AND WELL-BEING, MATRIX IS COMMITTED TO CONTINUOUSLY IMPROVING ITS CUSTOMER OFFERINGS. WE PROVIDE AFFORDABLE, CAREFULLY DESIGNED AND WELL-BUILT HOMES AND DEVELOPMENTS THAT MEET THE EXPECTATIONS OF CUSTOMERS AND COMMUNITIES.

Our business strategy helps our teams to deliver a product and customer experience that puts the customer at the heart of our decision making.

During FY2020, we acquired 5.2 acres of land in Cheras and another 5.59 acres in Damansara Perdana. These landbanks offer us an affordable entry point into highly strategic locations as these areas have gained a reputation as rapidly growing suburban townships in the Klang Valley. The increased vibrancy in these townships is in tandem with Selangor's economic growth.

The continuous development and expansion of Sendayan Developments, including the launches of new phases of Tiara Sendayan, Ara Sendayan and Hijayu Series, totalling a GDV of RM840.2 million for FY2020.

Matrix continues to provide value-for-money, quality homes that cater to the nation's housing needs.

Joint-Venture Agreement ("JVA") With Koperasi Kemajuan Tanah Negeri Johor ("KOPKETA")

Matrix signed a JVA expansion with KOPKETA in May 2019. Covering an additional 309-acre development, Bandar Seri Impian 2 comprises 3,300 residential and commercial units with a GDV of RM1.2 billion.

The development of Bandar Seri Impian 2 is expected to take seven years and covers housing units with commercial and recreational components. Considerations in the pipeline include a shopping mall, an institution for higher learning and others.



Convenience for **30,000+** BANDAR SERI IMPIAN RESIDENTS



ECONOMIC DEVELOPMENT of the township



EMPLOYMENT OPPORTUNITIES for locals



ECONOMIC

A Promising Start To Our Healthcare Venture



Matrix ventured into the healthcare industry by taking over the operational management of Pusat Hemodialisis Mawar's ("PHM") specialist hospital division, hemodialysis centre and clinics. Our 70%-owned subsidiary Matrix Medicare Sdn Bhd signed an agreement

with PHM to manage non-clinical matters such as financial, administration and resource management for 30 years. The takeover allows Matrix to penetrate the healthcare industry and access the market in several states.

On 30 September 2019, PHM reopened its doors with eight specialists including a resident cardiologist, nephrologist, orthopaedist, anesthesiologist, and ear, nose and throat specialist. The expansion is a major step towards establishing a major medical centre.

Meanwhile, on a separate note, Matrix's planning for a 400-bed Matrix Specialist Hospital in Bandar Sri Sendayan has begun. We are currently seeking a suitable equity partner with expertise and an established record to work with us to achieve our full potential in this new venture.

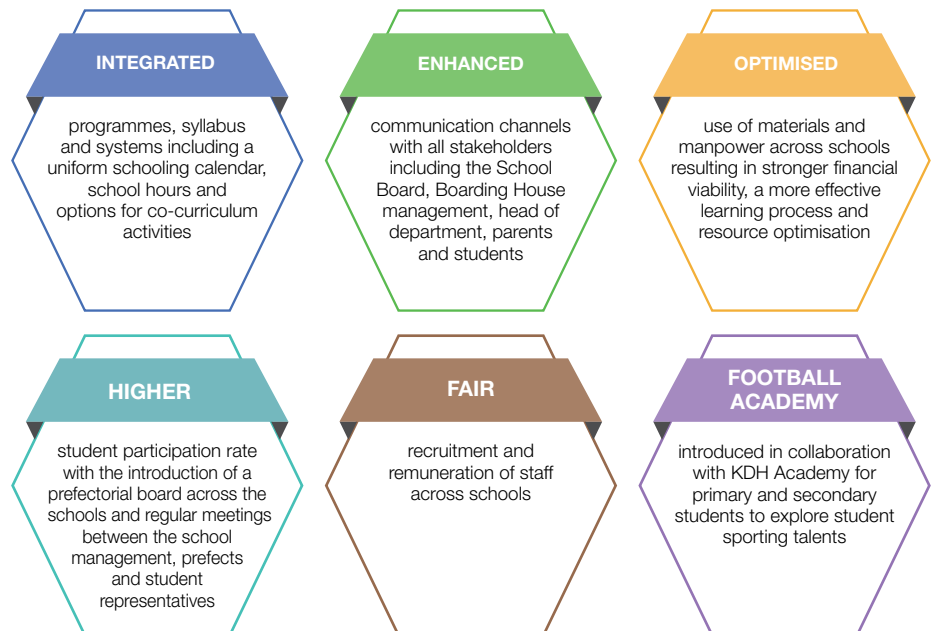


Education Transformation

Our recent joint ventures with a reputed education player, Bonanza Educare Sdn Bhd, has led Matrix Global Schools to a higher level of educational excellence. Significant improvements have been seen in the educational operation system and both employees and students' discipline as a result of the collaboration.

A Transformation Team of education specialists has been formed to help transform the school by enhancing the quality of teaching and learning. Specifically, the Team has examined ways of enhancing students' welfare and teaching quality. The collaboration has created a formidable education institution, which provides holistic education for students.

Positive Change Resulting From the Joint-Venture Agreement



ECONOMIC

International Presence

MATRIX AFFIRMS ITS FOOHOLD IN INDONESIA

Matrix expanded operations in Indonesia with its newest equity investment to develop an initial 3.6-hectare plot of land in Pantai Indah Kapuk (“PIK 2”) in December 2019. The land is located within an area earmarked as an Islamic Financial District. Forming part of the International Financial District of 23.5 hectares, it is expected to be the financial pulse of the city, similar to the Financial District in New York.



Menara Syariah Twin Towers is planned for 1.4 hectares of the 3.6-hectare plot and is scheduled for completion by the end of 2021 with a GDV of USD250 million. Menara Syariah Twin Towers will be a commercial and retail building with two 29-storey office towers. It is designed to promote a unique identity with modern, conducive and future-ready workspace as a world-class business hub. Menara Syariah Twin Towers will have more than a million square feet of gross floor area providing workspaces for 5,000 office workers with stunning coastal views of Jakarta Bay.

Features of Menara Syariah Twin Towers



RETAIL STRIP



LANDSCAPED
OBSERVATION
DECK



INFINITY
POOL



PRAYER
HALLS



23 FLOORS
OF OFFICE
SPACE

The project will be developed by PT Fin Centerindo Satu, a joint-venture company between Matrix, Agung Sedayu and Salim Group with Nikko Sekuritas as the project’s financial advisor. Matrix through PT Matrix Perkasa Indonesia owns 30% of equity.

The launch of Menara Syariah Twin Towers in September 2019 represents the first phase of our participation in developing the Islamic Financial District in PIK 2. The project aims to attract leading international and domestic corporations to create a vibrant international commercial hub in the up-and-coming PIK 2 township.

Served by a network of roads and interchanges, PIK 2 will be easily accessible from all parts of Jakarta. Its close proximity to Soekarno-Hatta Airport is expected to attract global investors and visitors.

ECONOMIC

POSITIVE GROWTH IN AUSTRALIA PROJECTS

M.Greenvale is sited on a 10-acre tract that has been subdivided into 79 residential lots. The breaking ground of M.Greenvale in Melbourne has been announced with a Gross Development Value (“GDV”) of A\$27.8 million. Major infrastructure will be built and completed from the end of 2020 to early 2021.

Decent bookings were recorded for M.Greenvale project following its soft launch in April 2019 and the project is scheduled for hand over in December 2020. As at the date of the report, 43% of the 79 residential lots had been sold.

The development is located beside the Greenvale Reservoir Park in Somerton Road. The mature suburb, considered one of the more upmarket areas in the city, is a 30-minute drive from Melbourne International Airport surrounded by established amenities such as the Greenvale Shopping Centre, schools, medical centres and open recreational spaces in the area.

Following the M.Greenvale project, an upcoming development will commence in St Kilda, which is still in the planning stage. The 0.628-acre parcel of land was purchased for A\$16 million and the project’s estimated GDV is approximately A\$80 million. The mixed-use development, comprising commercial and residential units, is scheduled for launch in the second half of 2020.



Connectivity



30-minute
drive to MELBOURNE
INTERNATIONAL
AIRPORT



1 km
from GREENVALE
SHOPPING CENTRE



Close to
**SCHOOLS, MEDICAL
CENTRES and OPEN
RECREATIONAL SPACES**



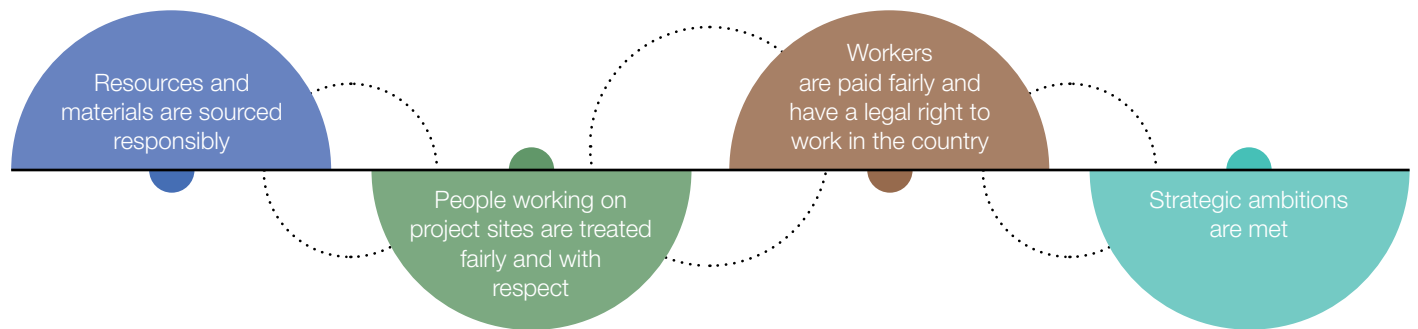
Close to
**ROXBURGH PARK
STATION**

ECONOMIC

Sustainable Supply Chain

Matrix promotes sustainable development and strives to address sustainability throughout its value chain and expects its suppliers to operate in the same manner.

Matrix works with its supply chain partners to ensure that:



Matrix requires all of its suppliers comply with the following principles, which are stipulated in Matrix’s Sustainable Supply Chain Policy.

BUSINESS ETHICS	Zero tolerance for corruption, bribery and money laundering.
COMPLIANCE	Good corporate citizenship and compliance with all applicable Malaysian laws, regulations and generally accepted practices.
HUMAN RIGHTS AND LABOUR RIGHTS	Respecting the protection of human rights and supporting basic labour rights outlined in Malaysian Labour Law such as: <ul style="list-style-type: none"> • Equality of opportunity and treatment • Meeting Malaysian law in terms of minimum pay, working hours, overtime hours and overtime differentials • Prohibiting child and forced labour in any form
OCCUPATIONAL HEALTH AND SAFETY	Providing a safe, healthy and well-managed working environment and preventing incidents and injuries.
ENVIRONMENTAL MANAGEMENT	Complying with local environmental legislation including: <ul style="list-style-type: none"> • Managing waste properly • Optimising resource use of energy, raw materials and water
PRODUCTS AND SERVICES	Achieving quality and excellence while protecting intellectual property and Matrix’s assets.

Suppliers’ compliance with this policy are evaluated annually and violations may result in their contracts being terminated.

ECONOMIC

SUSTAINABLE AND RESPONSIBLE SOURCING

A flexible, engaged and innovative supply chain and sub-contractor workforce that works and plans alongside the team helps address the challenges of the limited availability of materials and reduces carbon emissions.

As Matrix’s supply chain and subcontractor labour force are integral to the business, close engagement and collaboration are vital to delivering quality homes.

Matrix’s Group Contract Procurement Department heads strategic supply chain management for construction materials. Group-level agreements are negotiated for relevant products that deliver quality, cost and sustainability benefits, with a focus on long-term strategy. The majority of the procurement spend on housebuilding materials is through this route.

Labour subcontractors are managed locally by Matrix’s divisions. They are responsible for paying for work promptly, protecting employment and engaging with suppliers to overcome shared sustainability challenges.

BUILDING SUPPLIER SUSTAINABILITY CAPACITY

Matrix engages with its suppliers and contractors during regular meetings. Currently, the supplier and contractor assessment process, which reviews systems and the planning capability to mitigate supply risks, is being improved.

EMPLOYMENT AND ETHICS

Subcontractors and suppliers are treated fairly and with respect and Matrix demands the same in return. Promptly paying sub-contractors and suppliers is a key commitment.

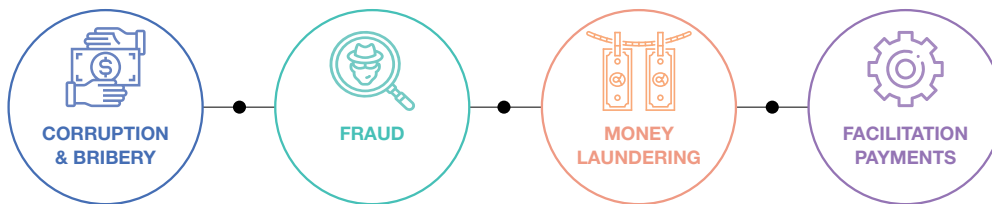
Any form of child and compulsory labour is not tolerated. Suppliers and sub-contractors have all the support they need to meet our sustainability standards and future legislative change.

Ethics And Anti-Corruption

During FY2020, Matrix finalised its Anti-Bribery and Anti-Corruption (“ABAC”) Policy, which is in accordance with the Malaysian Anti-Corruption Commission Act 2009 and the Malaysian Anti-Corruption Commission (Amendment) Act 2018. With the formalisation of this Policy, Matrix has affirmed its commitment to neither offering nor condoning the offering of bribes on Matrix’s behalf. The Group is firm in its stand to avoiding doing business with or affiliating Matrix with others who do not accept the Group’s values and policies. Moving forward, the Group pledges to maintain accurate books and records in addition to the ongoing monitoring and auditing compliance with these principles.

Matrix’s commitment to integrity and transparency is clearly stated in its ABAC Policy, Employee Handbook and Code of Conduct for Directors and Employees. Together, these documents are the guardians of the Group’s integrity and outline the standards by which business is conducted. All forms of corruption are forbidden and the highest ethical standards are followed when doing business.

Corrupt Practices Outlawed at Matrix



Our zero-tolerance of corruption and ethical standards are stated in the Code of Conduct, contractual terms, ABAC Policy and other governing documents. Employees found to have been involved in bribery are subject to disciplinary action that can lead to termination. We are pleased to report that there has been zero number of employee dismissed due to non-compliance with the Company’s anti-corruption policy. No fines, penalties or settlements were issued in relation to corruption.

ECONOMIC

Strictly Prohibited

**OFFERING
BRIBES**

GIVING BRIBES

**ACCEPTING OR
RECEIVING BRIBES**

**ACCEPTING OR
RECEIVING
FACILITATION
PAYMENTS**

The Board of Directors, via the Risk Management Committee, oversees our adherence to anti-corruption policies and compliance. All employees and business associates are responsible for preventing and reporting instances of bribery, suspicious activity or wrongdoing which may lead to bribery using our whistleblowing channels.

Corruption risks, including bribery, are an important element in Matrix's risk management. The Company ensures that adequate procedures are in place that design effective mitigation strategies and strategically deploy resources to combat potential instances of bribery, corruption and fraud. This is especially important for operations deemed to be of 'high risk'.

Matrix's policy on No Gifts, Gratuities, Favours or Invitation clearly states the guidelines on receiving "allowable" gifts. They are generally consumable or perishable which can be shared with associates and do not increase in value over time. Matrix's policy on No Gifts, Gratuities, Favours or Invitation is also communicated to employees, suppliers, contractors, subcontractors, agents, joint venture companies and third parties with whom the Company works. Vendors and suppliers are familiarising themselves with this Policy through our Annual Integrity Pledge. Corruption risk is also included in our annual risk assessment of the Group.

Annual Integrity Pledge

“ ALL GIFTS AND HAMPERS RECEIVED BY THE COMPANY OR INDIVIDUALS WILL BE SHARED AMONG ASSOCIATES, EXCEPT GIFTS OF A PERSONALISED NATURE SUCH AS A PLAQUE, PEWTER OR FRAMED PICTURES. ”

Suppliers and vendors are being made aware that all forms of gifts received are appreciated and taken in good faith. They are not in any way for exchanging favours or for future favourable returns. Associates must fully disclose and obtain approval from senior management prior to accepting any gifts, gratuities, favours, benefits or excessive entertainment that are beyond common courtesy.

There have been no major disciplinary cases reported for corrupt practices that resulted in the dismissal of employees. We received zero fines and penalties from the authorities relating to corrupt practices during the recent years and FY2020, which demonstrates the effectiveness of our stringent anti-corruption policies and practices.

Matrix does not make any contribution to public officials, except in accordance with laws.

ECONOMIC

WHISTLEBLOWING POLICY



Matrix's whistleblowing policy provides employees and stakeholders with proper internal reporting channels and guidance on disclosing any improper conduct or wrongdoing within Matrix. The policy is aligned with the Whistleblower Protection Act 2010, Companies Act 2016 and Capital and Market Services Act 2007.

Improper conduct or wrongdoing may be disclosed in writing to the Senior Independent Director who will perform a preliminary assessment on the seriousness of the matter. If the complaint involves the Senior Independent Director, the whistleblower is required to report to the Chairman of the Board.

The progress of the investigation is reported to the Audit Committee. Any disciplinary action taken once the investigation has been concluded follows Matrix's disciplinary policy. Whistleblowers who disclose improper conduct or wrongdoing in good faith and in compliance with the provision of the Policy are protected against acts of retaliation.

Environment

WE SERVE WITH INTEGRITY, PROTECT THE ENVIRONMENT THROUGH INNOVATION AND CALL FOR POSITIVE CHANGE IN THE COMMUNITIES IN WHICH WE OPERATE. THESE STRONG FOUNDATIONS HELP US PURSUE BUSINESS EXCELLENCE WHILE BUILDING FOR A GREENER FUTURE.

Nature underpins global wealth creation and our properties are embedded in the environment including all renewable and non-renewable environmental resources and processes that can affect current and future prosperity.

Matrix's environmental strategy concerns facilitating the reduction of its environmental footprint while improving the Group's asset value. Positive practices are shared with all parties and we encourage business partners, tenants, residents and community members to embrace greater sustainability activity.

Why Is This Important?

RISING DEMAND FOR NEW HOUSING MEANS INCREASING DEMAND FOR RAW AND MANUFACTURED MATERIALS.

WE ARE COMMITTED TO PLAYING OUR PART IN REDUCING CARBON EMISSIONS WHICH CAUSE CLIMATE CHANGE.

Energy Management

Matrix continues to identify meaningful opportunities for energy reduction, energy efficiency maximisation and reduction of its construction carbon footprint. All business operations are working to improve energy monitoring, capturing, use and performance across all offices, sites and show homes.

FOCUSING ON RENEWABLE ENERGY

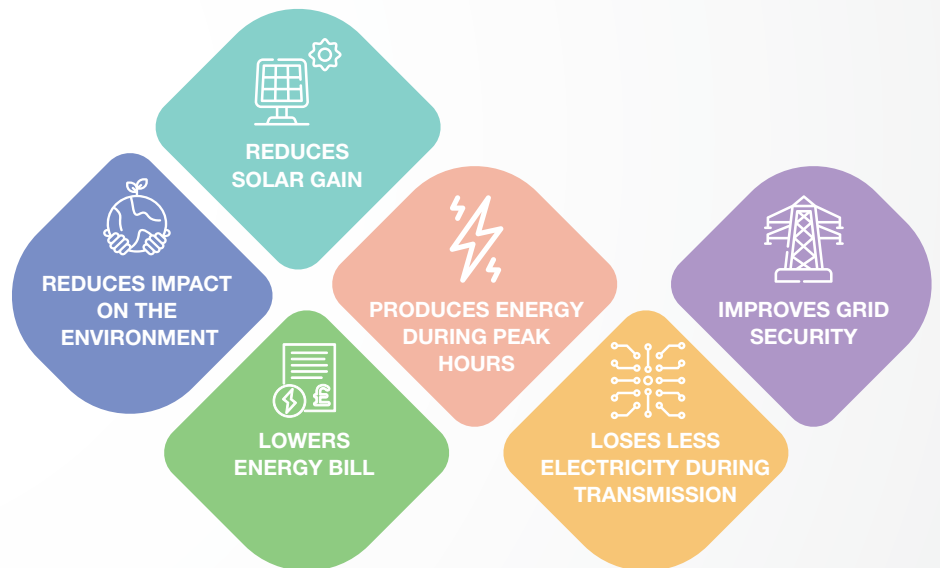
Renewable energy is a clean energy source that has a much lower environmental impact than conventional energy technologies. Currently, the financial appeal of renewable energy has been increasing due to concerns about rising supply costs and the erratic availability of electricity. In short, renewable energy is more sustainable over the long term.

Solar energy currently represents the cheapest and most sustainable way to generate renewable electricity in Malaysia. The technology has improved to such an extent that efficiency is constantly improving as prices fall. Solar panels cover the tops of buildings, shielding them from the sun and reducing solar gain. This lowers energy demand further.

Solar water heaters produce the hot water at d'Tempat Country Club and Matrix Global Schools' ("MGS") boarding houses. d'Tempat Country Club is fitted with a solar power system that requires little maintenance. Currently, solar panels produce a fraction of the electricity required for the entire club.

The Club is installing additional solar panels following the revised Net Energy Metering ("NEM") programme, recently announced by the Ministry of Energy, Science, Technology, Environment and Climate Change ("MESTECC"). Matrix entered into a third-party agreement with Tenaga Nasional Bhd for the Supply Agreement for Renewable Energy ("SARE") programme. Under this arrangement, Matrix pays 5% to 10% less for electricity produced by the solar PV system than the TNB tariff for a 25-year contract period.

Sustainable Impact of Capturing Solar Energy



We are also exploring the feasibility of installing solar panels as a source of energy at MGS, the IBS plant and Mawar Medical Centre. Solar power is a great way of reducing our carbon footprint; it improves electricity efficiency and does not release any greenhouse gases.

ENVIRONMENT

Waste Management

There are significant opportunities for reducing waste generation, carbon emissions, air pollution and water use at our construction sites. Safeguarding the environment is one of Matrix’s core principles.

A multi-disciplinary approach to waste management is taken at Matrix to boost operational efficiency while setting group-wide policies, expectations and supplier specifications. Currently, Matrix keeps a database that records and monitors waste generated at each project site and its corporate offices.

IBS WASTE MANAGEMENT

The construction industry in Malaysia is migrating from conventional methods to a more systematic and mechanised Industrialised Building System (“IBS”). Matrix IBS Sdn Bhd manufactures all IBS components for the Group. In line with Matrix’s core principle as mentioned above, our newly completed IBS plant adopted a waste management strategy by significantly reducing the amount of waste produced by operations.

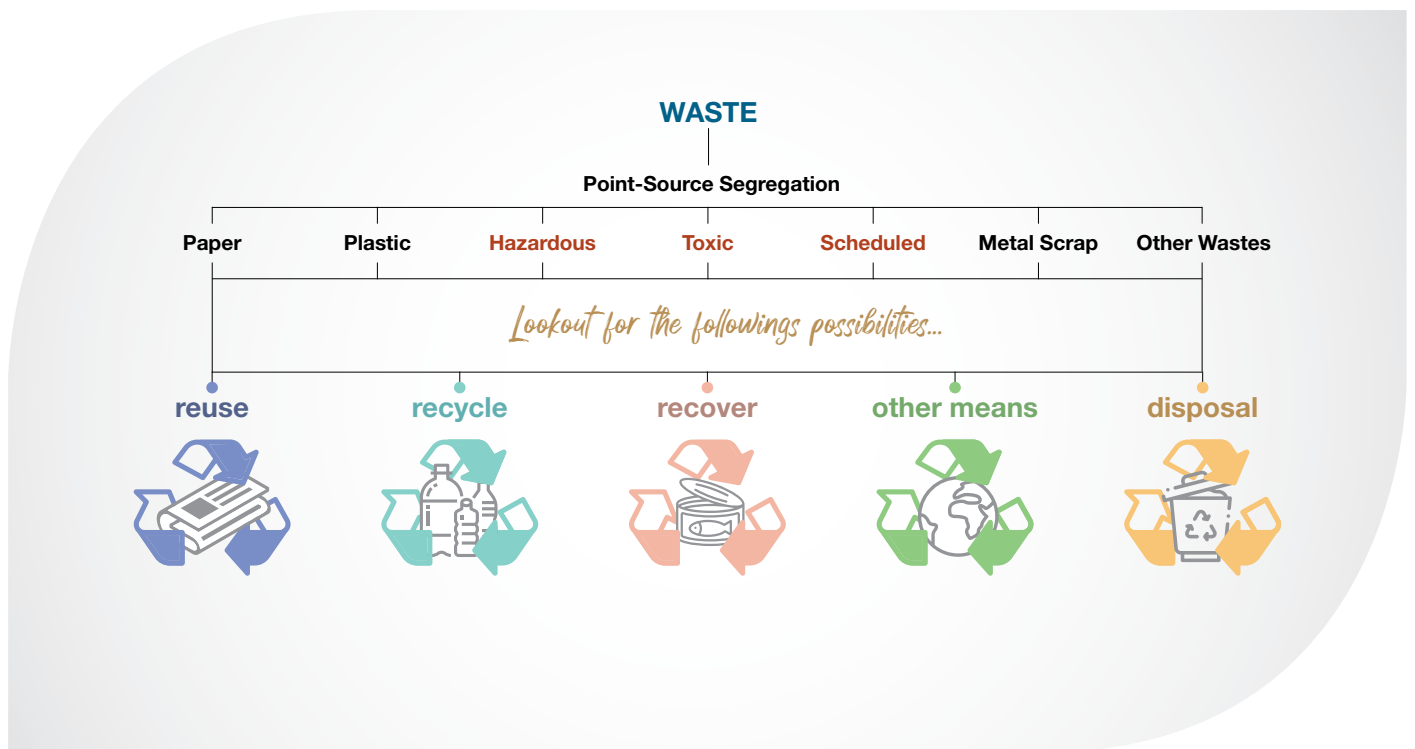


Industrialised Building System at work

ENVIRONMENT

Matrix aims to reuse, recycle, recover or any other means to ensure waste is not destined to landfill or for incineration. The following point-source segregation system is employed to ensure our waste is minimised at all times.

Hierarchy of Waste Management at IBS Plant



NEW DRAINAGE SYSTEM

Matrix is currently constructing a new drainage system for its IBS plant. Once completed, the wastewater produced by manufacturing IBS components will flow into this internal drain to the treatment plant. This system will help Matrix realise significant environmental and operational benefits.

Benefits of New Drainage System

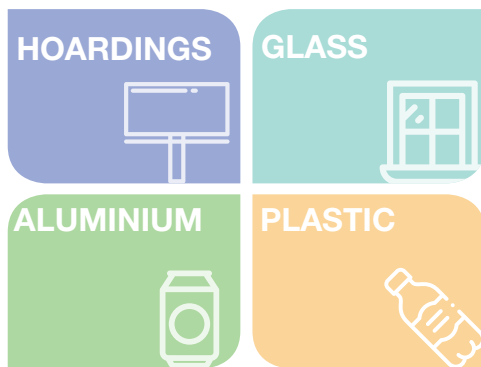
<p>REDUCE WATER CONSUMPTION</p>	<p>ZERO ENVIRONMENTAL POLLUTION PRODUCED AS NO WASTEWATER WILL ENTER THE MAIN DRAIN</p>	<p>REDUCE AIR POLLUTION FROM DUST PARTICLES DURING DRY SEASON</p>	<p>REDUCED LABOUR REQUIREMENTS</p>
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ENVIRONMENT

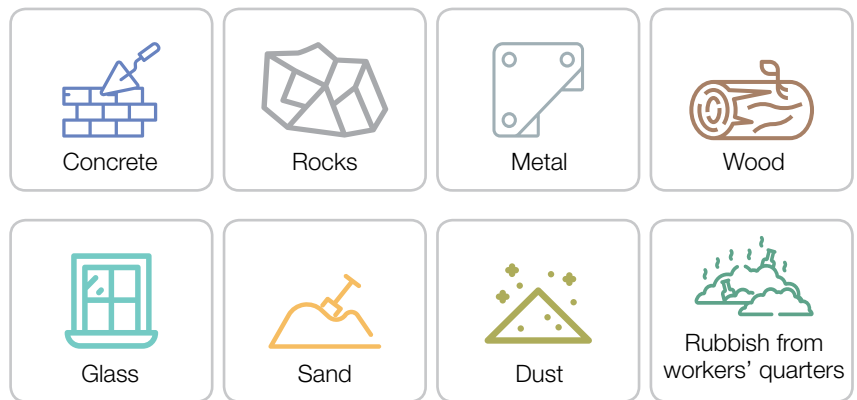
CONSTRUCTION WASTE

Solid waste continues to be disposed of properly in legal dumpsites approved by the Perbadanan Pengurusan Sisa Pepejal dan Pembersihan Awam Negeri Sembilan (“PPSPANS”). Recyclable site waste is collected, recycled and reused whenever possible. A recycling centre is established at each project site for the recovery of reusable municipal waste such as glass, aluminium and plastic. Recycling waste helps minimise the volume of waste generated which reduces the burden on the local landfill.

Examples of Recyclable Site Wastes That Are Collected, Recycled and Reused



Types of Solid Waste Produced by Matrix

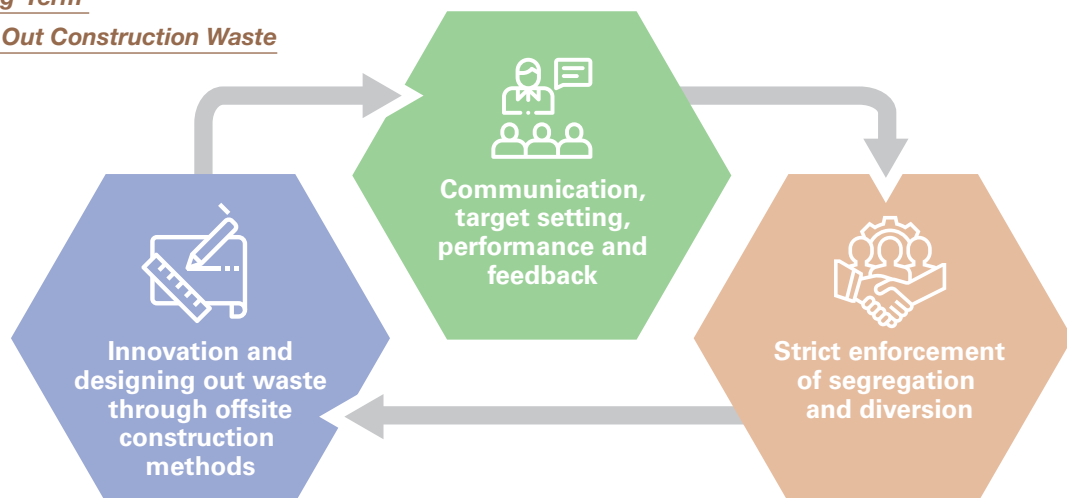


Open burning is prohibited on all sites to prevent soot and dust from affecting the air quality of the surrounding areas.

How Materials are Reused to Reduce Waste

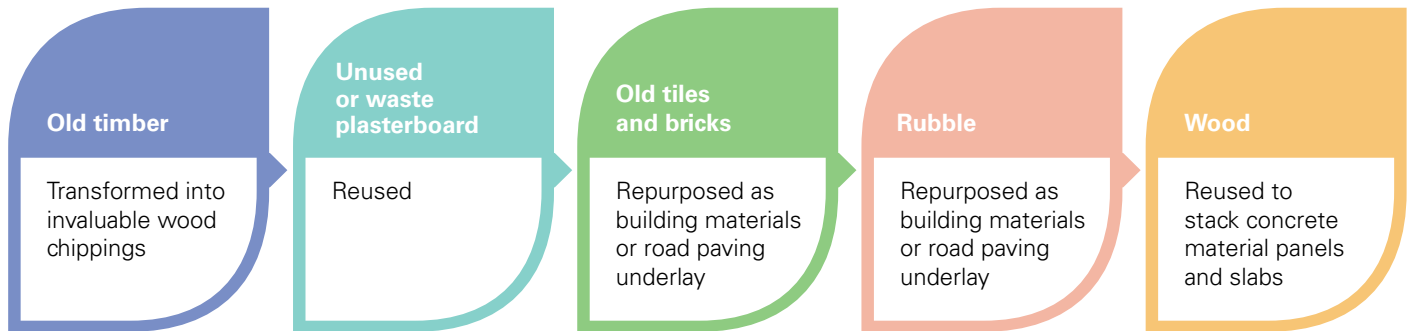
The increasing amount of waste generated became a primary focus for our design, procurement, innovation and construction teams in FY2020.

Short, Medium and Long-Term Approach to Designing Out Construction Waste



ENVIRONMENT

If waste cannot be avoided, it is diverted from landfill for reuse and recycling. Specific improvements are delivered through the improved monitoring of waste streams and better utilisation. Ways of eliminating waste being sent to landfill are being explored as a result of our efforts to understand and manage our waste more effectively.

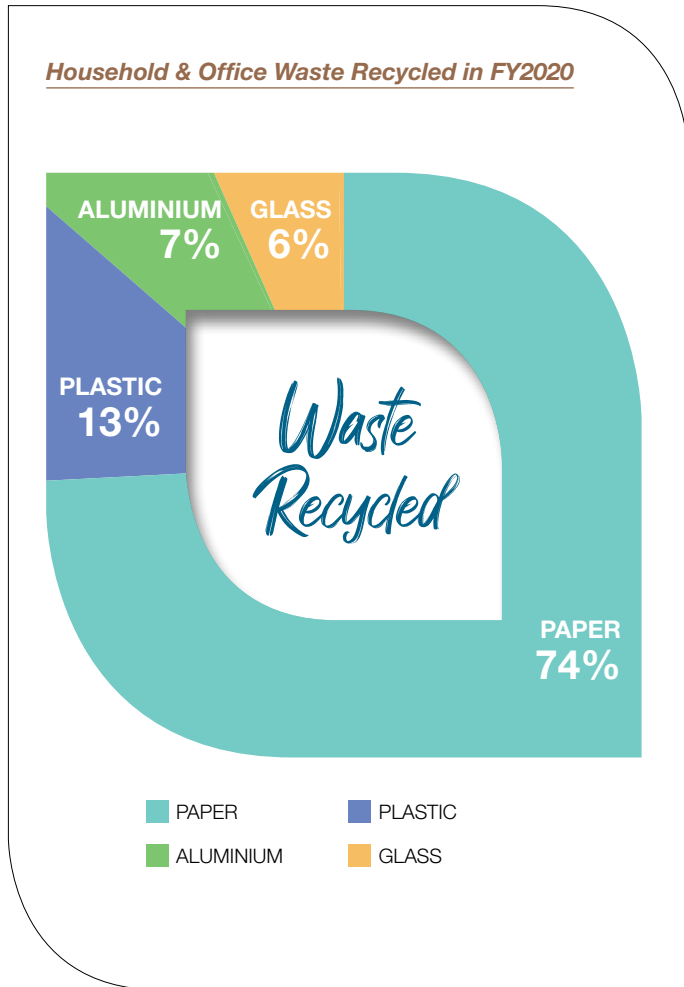


RECYCLABLE WASTE

Matrix continues to collaborate with SWM Environment Sdn Bhd (“SWM”) in managing its recyclable office and household wastes. This type of waste is weighed, collected and transported to a recycling centre to ensure waste is controlled and contained. The collaboration with SWM commencing in January 2020, through its Kitarecycle programme, uses a “Trash to Cash” concept to promote and encourage household waste recycling. All those participating in the programme receive reward points that can be exchanged for cash or shopping vouchers. Matrix monitors and recycles waste from its headquarters, d’Tempat Country Club and d’Sora Boutique Business Hotel. For FY2020, 5,811 kg of waste was collected for recycling.



ENVIRONMENT



Chemical Waste

Chemical waste from the science laboratory at MGS is discharged directly into its drainage which is equipped with a centralised neutraliser device.

Used Oil

d’Tempat Country Club and d’Sora Boutique Business Hotel continued its collaboration with a third-party organisation to collect used oil. This waste is transformed into soap using a saponification process, which is a neutralisation reaction with sodium hydroxide.



SAPONIFICATION IS A PROCESS BY WHICH TRIGLYCERIDES ARE REACTED WITH SODIUM OR POTASSIUM HYDROXIDE (LYE) TO PRODUCE GLYCEROL AND A FATTY ACID SALT CALLED SOAP. THE TRIGLYCERIDES ARE MOST OFTEN ANIMAL FATS OR VEGETABLE OILS. WHEN SODIUM HYDROXIDE IS USED, A HARD SOAP IS PRODUCED.



FOOD WASTE FROM CLUB

Composite bins operating on two different methods, water-based vegetation and chemical-based, are placed at d’Tempat Country Club to manage food waste. d’Tempat Country Club has begun composting its kitchen and garden waste for use in landscaping, which reduces chemical fertiliser costs.

ENVIRONMENT

Resources Efficiency Behaviour

Improved communication and engagement provide clear, costed directional instructions to all key divisional decision-makers. New waste or resource efficiency measures and monitoring compliance with Group standards are covered.

In FY2020, Matrix began monitoring the paper consumed for printing and photocopying. During the year, 1,420,794 pieces of papers were used. Matrix will continue its effort to monitor paper usage and encourage electronic modes of documentation instead of printing hard copies. Matrix has embarked on a digitalisation transformation programme to migrate the group to a digital platform. This programme minimises paper usage and offers realtime information transmission and improved workflow and processes. The benefits of this programme are expected to be realised in 2020.



NO STYROFOAM

- Styrofoam is non-biodegradable and considered the main component of marine debris.
- Styrofoam packets have been banned from the beginning of d'Tempat Country Club operations.

PAPER SAVING AND EFFICIENCY

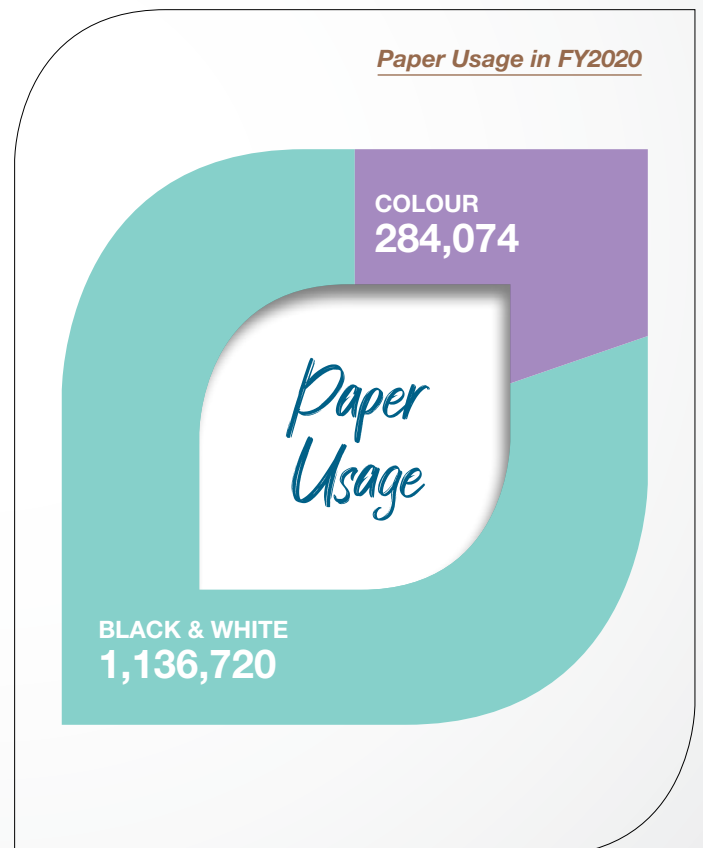
- Photocopiers with paper usage calculators have been installed to monitor paper use.
- Used paper is reused for draft copies.
- Printing of internal meeting materials is discouraged at all times.



NO PLASTICS

- Plastic water bottles and straws are discontinued in Matrix including d'Tempat Country Club and d'Sora Boutique Business Hotel.
- d'Tempat Country Club sends its plastic bottle waste to SWM Environment Sdn Bhd for recycling.

Paper Usage in FY2020



ENVIRONMENT

BIODEGRADABLE STRAWS AND FOOD PACKAGING

d'Tempat Country Club replaced plastic drinking straws with a biodegradable alternative in November 2019. Thousands of drinking straws are used each day around the world. Replacing them with biodegradable straws can reduce the amount of plastic in the environment dramatically. The Club has also introduced biodegradable food packaging as its eco-friendly packaging solution and certain F&B outlets have also implemented stainless straws.

Why Use These Biodegradable Straws?



SCHEDULED WASTE AT IBS PLANT

Scheduled wastes generated at our IBS plant include concrete sludge, wastewater, concrete debris, chemicals and PPE that has been contaminated with scheduled waste. Matrix's IBS Plant adheres to all relevant acts and regulations when storing, managing and disposing of scheduled wastes. These regulations include the following:

- Environmental Quality Act 1974 (Act 127) relating to the prevention, abatement, control of pollution and enhancement of the Environmental Regulations and Order
- Environmental Quality (Scheduled Wastes) Regulations 2005
- Regulations 15 of the Environmental Quality (Sewage) Regulations 2009 that allows sludge disposal with written permission from the Department of Environment State Office

MINIMISING WASTE IN THE SUPPLY CHAIN

Environmental impacts from supply chains can include waste, pollution, loss of biodiversity, long-term damage to ecosystems, hazardous air emissions and greenhouse gas emissions.

Matrix is working closely with its supply chain partners by examining processes and identifying gaps in efficiency and sustainability. Recently, we implemented a Sustainability Supply Chain Policy that requires:

- Suppliers to follow and comply with local environmental legislation and official regulations;
- Suppliers to sort and forward their waste according to local legislation and be utilised or recycled to minimise environmental impacts and risks;
- Toxic waste to be forwarded for appropriate processing. Substances that are hazardous to the environment or health must be identified and used, stored and disposed of in a safe and controlled way;
- Safe data sheets and instructions for eventual accidents to be kept up to date; and
- All suppliers to work with Matrix to continually reduce the use of energy, raw materials and water as well as minimising waste and emissions to air, water and the ground in operations.

ENVIRONMENT

Protecting Water Resources

Matrix monitors water resources carefully and has adopted initiatives to reduce its consumption. We also continue to practise wastewater recycling through rainwater harvesting systems that have been installed at a number of our developments including the Elymus, our Semi-detached Resort Homes, the Matrix Global Schools and d'Tempat Country Club. Rainwater is collected through pipelines or drains and stored in tanks before being used for landscaping and flushing toilets.

Electricity And Water

CONSUMPTION	FY2018	FY2019	FY2020
ELECTRICITY (KWH)	6,812,265	6,840,008	5,940,416
WATER (M³)	207,977	324,205	369,730

Despite including electricity consumption at our IBS plant which only commenced operations this year, the total electricity consumption reduced by 13.15% in FY2020 compared to the previous year. This is the result of more committed energy conservation practices that are being enforced across the Group.

Energy-Saving Initiatives

- LIMITING ARTIFICIAL LIGHTING TO DARK AREAS THAT ARE OUT OF REACH OF THE SUN** (Icon: Lightbulb and solar panel)
- REPLACING EXISTING BULBS WITH LED ALTERNATIVES AS THEY CONSUME LESS POWER AND LAST LONGER** (Icon: LED lightbulb)
- COLLABORATING WITH CONSULTANTS TO IMPLEMENT THE ENERGY CONSERVATION PROGRAMME** (Icon: Hands holding a lightbulb)
- REPLACING OLD EQUIPMENT AND APPLIANCES THAT DRAW UNNECESSARY POWER WITH NEW CERTIFIED ENERGY-EFFICIENT MODELS** (Icon: Plug and leaf)
- ENCOURAGING EMPLOYEES TO SWITCH OFF ALL UNUSED EQUIPMENT DURING BREAKS AND LUNCHTIME SUCH AS AIR CONDITIONERS, FANS, PRINTERS, COPIERS AND SCANNERS** (Icon: Lightbulb and power button)
- AVOIDING PRINTING FILES THAT CAN BE SENT VIA EMAIL** (Icon: Envelope with @ symbol)

Water consumption has remained relatively consistent for the past few years. The slight increase is attributed to an increased number of projects and employees in the group. We will continue to monitor our water usage and are working to calculate water intensity to understand the precise volume of water used by each project.

Protecting And Enhancing Nature

Safeguarding the environment is one of our core principles and we avoid disrupting habitats by:

- Managing the impacts of construction;
- Enhancing biodiversity by encouraging the planting of native species; and
- Including a space for nature within designs such as parks and playgrounds.

ENVIRONMENT

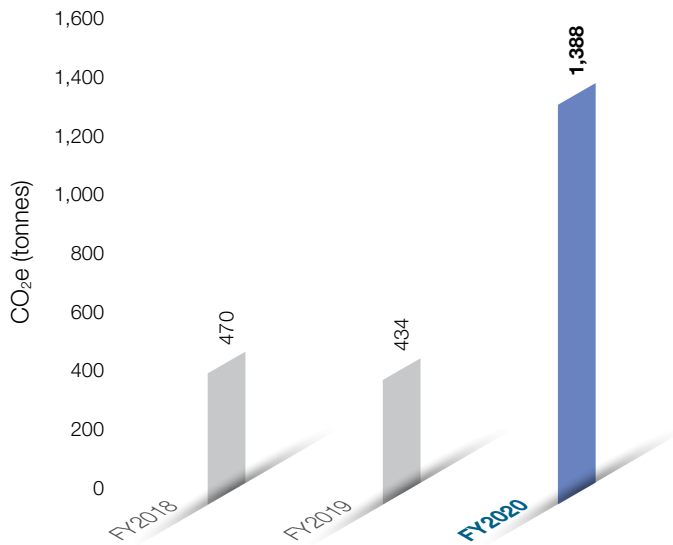
Carbon Footprint

Matrix recognises climate change as a material issue and protects the environment from adverse impacts. Examples include research into renewable energy which reduce impacts to environment. Matrix emissions accounting is based on the internationally-recognised GHG Protocol established by the World Business Council for Sustainable Development (“WBCSD”) and World Research Institute (“WRI”). Emissions accounting is based on the GHG Protocol classification of direct and indirect emissions.

SCOPE 1

Fuel purchases are monitored and recorded to calculate GHG emissions from diesel used by our generators. CO₂ emissions from the consumption of fuel were derived from the emission factor published by the IPCC Guidelines for National Greenhouse Gas Inventories. The increase was due to additional new projects undertaken in FY2020.

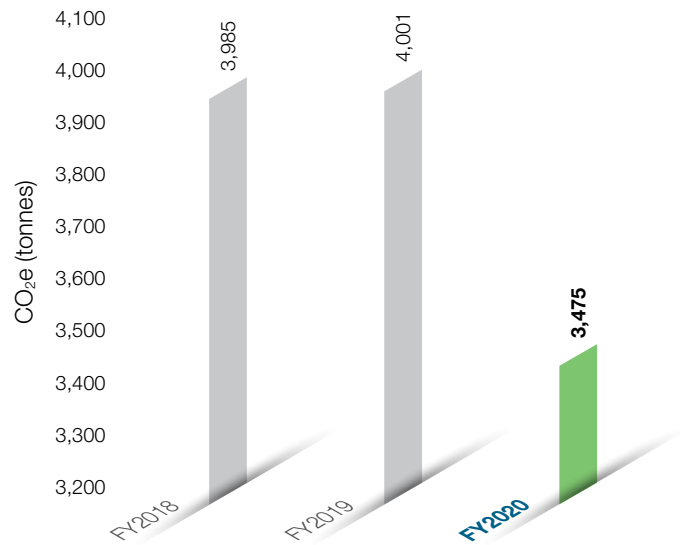
CO₂ Emissions (Tonnes) From Diesel Usage



SCOPE 2

Matrix calculated emissions resulting from electricity consumption at various buildings and sites owned by the Group. The volume of CO₂ emissions from the use of electricity was derived using the emission factor published by the Malaysian Green Technology Corporation for the Peninsular Grid. The significant reduction in CO₂ emissions from electricity use was due to the more committed energy-saving initiatives undertaken throughout the year.

CO₂ Emissions (Tonnes) From Electricity Usage



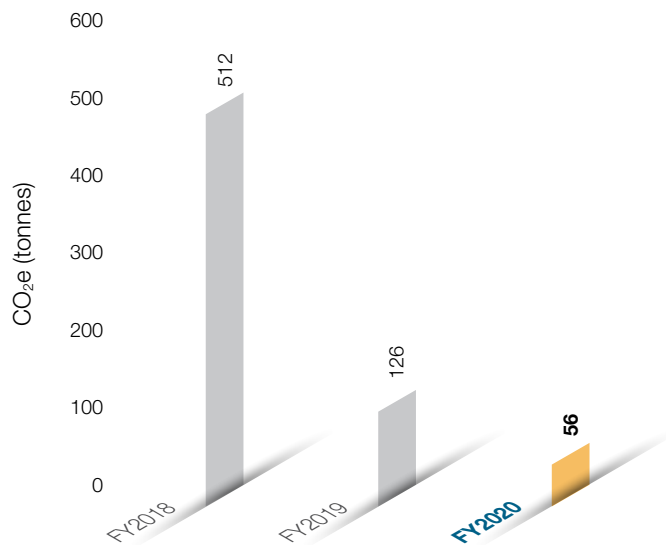
* In 2019, a new emission factor was published in the 2017 CDM Electricity Baseline for Malaysia by the Malaysian Green Technology Corporation. Matrix has used this emission factor in 2019 and restated previous years to improve the accuracy of its carbon reporting.

ENVIRONMENT

SCOPE 3

GHG emissions resulting from air travel were measured from point-to-point including the number of employees on board and distance. All short and long-haul flights were included in the GHG calculations. Online tools derived from the World Resource Institute ("WRI") Greenhouse Gas Protocol have been used to estimate the CO₂ emissions from air travel. During FY2020, the significant reduction in air travel was partly due to the onset of Covid-19, which restricted international travel.

CO₂ Emissions (Tonnes) From Air Travel



Environmental Awareness

EARTH DAY WAS CELEBRATED ON 22 APRIL 2019. MATRIX BECAME ONE OF THE STRATEGIC PARTNERS WITH THE JABATAN ALAM SEKITAR NEGERI SEMBILAN IN THE STATE-LEVEL EARTH DAY 2019 CELEBRATION, THEMED PROTECT OUR SPECIES.

This initiative raised awareness of the importance of protecting species and Mother Earth in line with our tagline of 'Nurturing Environment, Enriching Lives'.



Human Rights

RESPECT FOR HUMAN RIGHTS IS ESSENTIAL FOR LONG-TERM VALUE CREATION. STRUCTURED WORK TO SAFEGUARD HUMAN RIGHTS AND GOOD WORKING CONDITIONS SHOULD BE A NATURAL PART OF OPERATIONS AND BUSINESS RELATIONS, WITH A CONSTANT PUSH FOR IMPROVEMENT IN THIS AREA.


Matrix recognises its responsibility to respect human rights in all aspects of the business. Four areas of human rights are critical to business operations: communities, security, labour rights and the supply chain.

The Group’s approach is outlined in its business principles, code of conduct, suppliers’ code of conduct and the Supply Chain Policy established in early 2020. All suppliers and subcontractors on Matrix’s building sites must confirm that their own supply chain labour employment standards conform with the Group’s minimum requirements. Contractual agreements state that all suppliers and subcontractors must have the legal right to work in the country. Companies must meet all current employment legislation and provide all statutory employment benefits.

Matrix aims to conduct ethical, social and environmentally-conscious business activities at every level of its global supply chain. Working closely with suppliers, contractors and other business partners helps achieve this goal.

Matrix’s human rights policy is summarised in its Code of Conduct for employees and directors and suppliers are expected to adhere to these high standards. As part of our risk assessment procedure, the labour standards of all operations are reviewed regularly including existing and potential business and supply chain partners.

Matrix’s Commitment to Human Rights

 <p>Does not use child labour</p>	 <p>Prohibits discrimination in its hiring and employment practices including gender, race, religion, age, disabilities and nationalities</p>	 <p>Suppliers and contractors discourage staff from working excessive hours</p>
 <p>Does not use forced, compulsory or involuntary labour</p>	 <p>Provides a safe and healthy workplace for its associates</p>	 <p>Prohibits physical abuse and the harassment of associates, as well as threats of either</p>
 <p>No restriction on employees joining, participating in or organising trade unions</p>	 <p>Grievance procedure that requires prompt action to address any grievances</p>	 <p>Provision of a fair notice period for the termination of a contract</p>

Sustainable Workforce

MATRIX CULTIVATES A CORPORATE CULTURE OF CO-CREATION MANAGEMENT THROUGHOUT THE GROUP. HUMAN RESOURCE DEVELOPMENT PROGRAMMES ARE PROMOTED THAT ARE BLIND TO AGE AND GENDER AND SPREAD ACROSS ORGANISATIONAL BOUNDARIES.

Stimulating the ongoing growth of every employee is important to ensure that they possess the power to innovate for the future. Developing employees in this manner will undoubtedly contribute to the co-creation of stakeholder value.

How Our People Framework Enables Our Strategy And Delivers Value

Matrix practises a culture that ensures it possesses the desired leadership that embodies the Company's persona. This strategy helps attract and develop the required skills to deliver the business strategy and increase the competitiveness of operations.

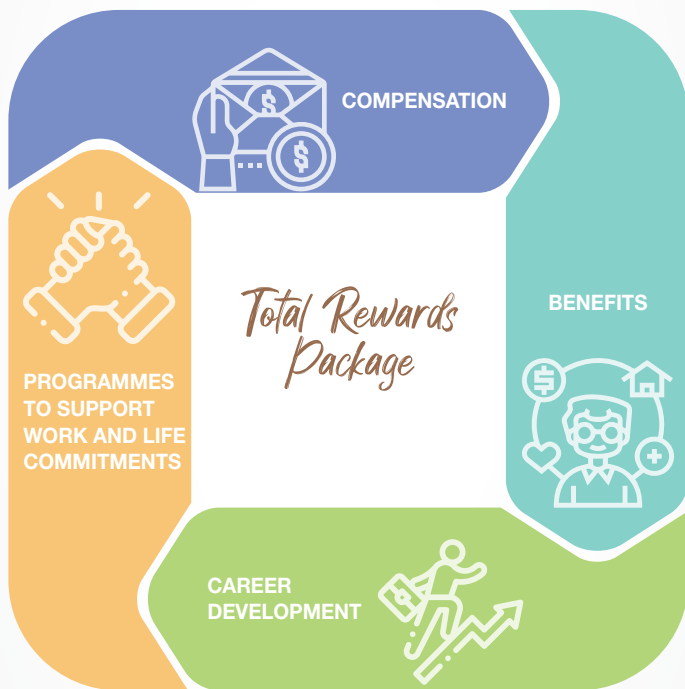


SUSTAINABLE WORKFORCE

Competitive Benefits

Matrix is proud of its competitive market pay and comprehensive benefits. A professional working environment that promotes innovation and rewards performance is provided. Matrix’s total compensation for employees includes various sustainable employment components and the ability to build a strong financial future.

Rewards are both monetary and non-monetary and our fair remuneration system ensures an equal ratio of 1:1 between male and female employees.



Matrix complies with all applicable laws, agreements and industry standards on working hours minimum wage and compensation. Other customary benefits are usually included in employees’ benefits packages in addition to fixed salaries and variable remuneration. According to comparative analysis, Matrix offers some of the most attractive benefits in the industry.

Training And Development

A strong focus on supporting learning and development across the business is linked to Matrix’s corporate culture and behaviours. This helps enhance skills and makes employees feel valued. In FY2020, 3,634 manhours of training were delivered.

Summary of Training Hours and Budget

INDICATOR	FY2018	FY2019	FY2020
Average hours of training per year per employee	5.32	9.48	5.12
Total invested in training (RM)	141,330	268,293	76,929

Matrix continued to invest in management and leadership development throughout the year in order to:

- Strengthen its talent pipeline to support succession planning; and
- Nurture a more agile, collaborative and empowered way of working.

There is growing demand and a skills shortage for skilled workers in the wider homebuilding industry. Matrix invests in its people and develops their leadership and management potential to inspire the business to even greater success. Matrix is building the required skills for the future through continuous investment in internal training programmes that provide employees with the right skills and knowledge. It also maintains the Group’s focus on recruiting a new generation of young talent.

During the year, we also evolved into e-training via the LinkedIn programme. Online training can be delivered quickly and conveniently. Employees are able to acquire new information and skill sets almost immediately. This method also gives employees the opportunity to learn at their own pace. Giving them access to interactive, reality-based scenarios and assessments enables them to digest the information more effectively, which allows them to utilise the skills they have learned in the working environment.

SUSTAINABLE WORKFORCE

There is a reduction in the training hours and costs partly due to the introduction of e-learning. The lengthier e-learning programme affects the training hours computation as it takes a few months to complete.



The training investment is consistent with previous years as we continue to select the most appropriate and relevant training programmes in order to:

- Adapt to evolving business and industry trends
- Align employee development with the Group’s needs
- Stay ahead of compliance requirements

Major Training Programmes Attended During FY2020

CORPORATE GOVERNANCE COMPLIANCE EXPECTATIONS	BIG DATA ANALYSIS
ISO 9001:2015	STRATA PROPERTY MANAGEMENT SEMINAR
LINKEDIN E-LEARNING AND DIGITAL MARKETING	GREEN DEVELOPMENT
ADVANCED INFRASTRUCTURE DESIGN TECHNOLOGIES IN MALAYSIA	WASTE MANAGEMENT CONTROL AND APPLICATION OF ELECTRONIC SCHEDULE WASTE INFORMATION SYSTEM (“ESWIS”)

A Safe Workplace

Matrix is committed to building well-designed homes and vibrant communities that respond to the needs of local people and the environment. Ensuring safe and responsible operations are emphasised at each stage of the product life cycle. Creating an environment and culture where employees can thrive and feel supported, safe and secure is an integral part of the Group’s ethos.

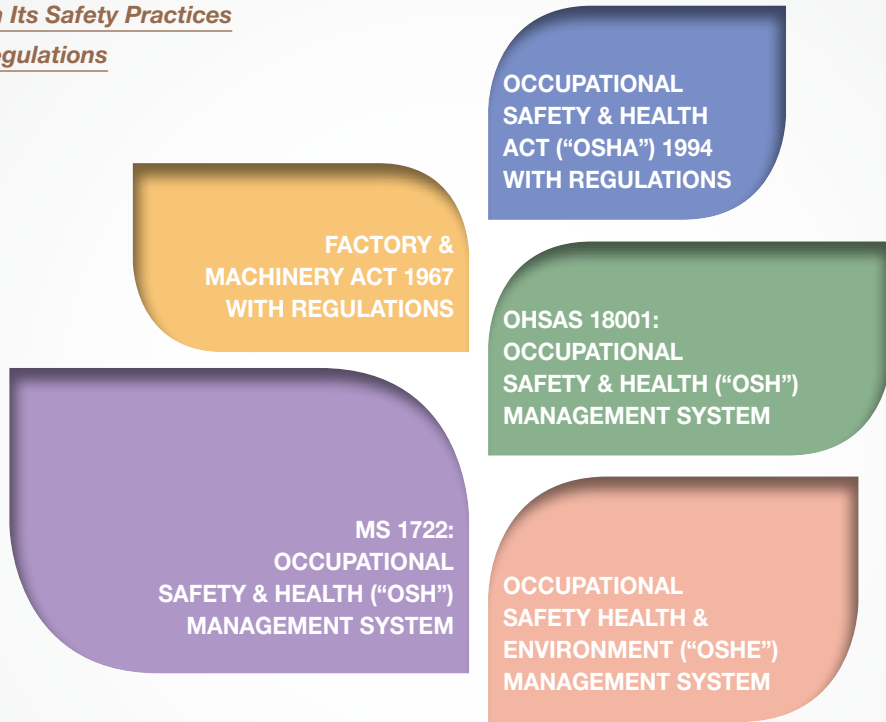
Matrix measures and monitors its health and safety performance. Given the unique range of on-site risks, these measures are useful for tracking the Group’s incident performance across both its directly managed activities and indirectly managed property portfolio.

The principles of operating responsibly are applied at every level of the business, from the products and materials procured to the homes built, and the same standards are expected from all partners. Matrix aims to lead and drive improvements in health and safety in all areas of the organisation, throughout its supply chain and across the industry.

Matrix has made provisions, planned and reviewed all health and safety precautions that are required by the Department of Safety and Health (“DOSH”) and other legal requirements. Matrix continues to oversee and monitor its health and safety performance across all levels.

SUSTAINABLE WORKFORCE

*Matrix Strives to Align Its Safety Practices
With the Following Regulations*



MATRIX SAFETY AND HEALTH GOVERNANCE

Each operations site has its own safety committee with a chairman, two secretaries and both employer and employee representatives. The committee is a useful way of establishing a permanent forum for communication between workers and management on a range of health and safety issues. Each committee meets quarterly as required by law.

Responsibilities of Matrix’s Safety and Health Committee



SUSTAINABLE WORKFORCE

Representation on Each Safety and Health Committee

SITE	CHAIRMAN	SECRETARY	EMPLOYER REPRESENTATIVES	EMPLOYEE REPRESENTATIVES
RESIDENSI SIGC	1	2	2	3
ARA SENDAYAN PRECINCT 2A	1	2	3	2
ARA SENDAYAN PRECINCT 3	1	2	3	3
RESORT HOMES SD2	1	2	2	2
RESORT HOMES SL2&3	1	2	3	3
RESORT HOMES SL	1	2	3	3
ARA PRECINCT 1B	1	2	3	3
SURIAMAN BIZ	1	2	2	3
TIARA SENDAYAN BIZ	1	2	3	4
TIARA SENDAYAN PRECINCT 1	1	2	2	2
TIARA SENDAYAN PRECINCT 2	1	2	2	2
TIARA SENDAYAN PRECINCT 3	1	2	2	2
TIARA SENDAYAN PRECINCT 4	1	2	2	2
TIARA SENDAYAN PRECINCT 5	1	2	2	2
HIJAYU AMAN	1	2	3	3
SENDAYAN TECH PARK (LAMAM SENDAYAN)	1	2	2	2
RESORT RESIDENCE 1	1	2	2	2



SUSTAINABLE WORKFORCE

SAFETY INITIATIVES AND TRAINING

SAFETY TRAINING BY THE DEPARTMENT OF SAFETY AND HEALTH

In order to stay up to date with the latest regulatory changes and safety requirements, Matrix sends its personnel for any safety training organised by the Department of Safety and Health (“DOSH”) Negeri Sembilan. Programmes attended by our personnel during the financial year include a First Aid and CPR Programme and a seminar on managing occupational safety and health risks at the planning and design stage. The seminar, which focused on the Guidelines on Occupational Safety and Health in Construction Industry (Management) (“OSHCIM”), provides practical guidance on managing safety, health and welfare when carrying out construction projects.

TOOLBOX MEETING

Safety briefings are held every morning at our IBS plant and construction sites. Workers are reminded of safe work procedures, the importance of wearing correct Personal Protective Equipment (“PPE”), accident prevention, safety reporting and other safety and health issues on the site.

PPE CHECK AND PPE TRAINING

Workers are expected to abide by the required PPE regulations according to their areas and types of work and a PPE check is conducted every day on site. The mandatory PPE according to various types of work is presented below. PPE training sessions, delivered in January 2020, focused on the full-body harness and fall arrest in particular.

Our recently built IBS plant requires new and tight safety and health monitoring to avoid accidents. Some of the initiatives undertaken are summarised below:

PPE	DESCRIPTION
SAFETY SHOES	All site personnel must wear compulsory steel toe boots.
SAFETY APRON	Every site worker, especially those welding, must wear a safety apron.
SAFETY HELMET	A hard hat safety helmet that is endorsed by SIRIM must be worn by all persons on site.
FULL-BODY HARNESS	A full-body harness must be worn when working at heights above two metres.
FALL ARRESTER	Fall arresters must be worn when using wall setting or during concreting.
N95 FACE MASK	Face masks must be worn when doing grinding and cutting works or any task that produces dust.
EARPLUGS	Earplugs must be worn by every site personnel when performing casting and other works with noise levels greater than 85dB.
SAFETY GLASSES OR GOGGLES	Every site personnel must wear safety glasses or goggles while handling all kinds of chemicals or when performing concreting and dust-related work.
SHIELD	Shields must be worn during welding or OXCY cutting.

SUSTAINABLE WORKFORCE

COMPULSORY SAFETY TRAINING FOR SUBCONTRACTOR WORKERS

All subcontractors must submit a Permit to Work (“PTW”) before entering the IBS factory. Safety training on using power tools and other tools is provided to all. Subcontractors must obtain a permit to use any power tools from the safety department officer prior to use. Complete and appropriate PPE is essential.

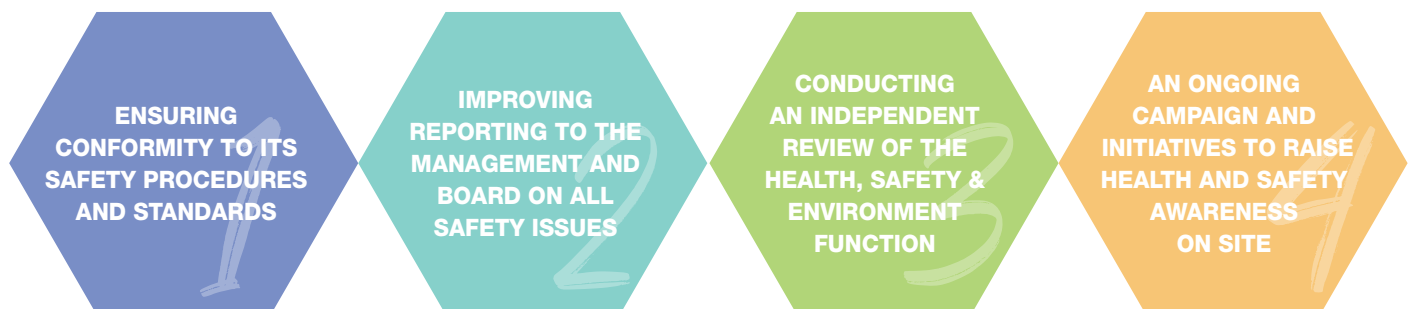
DIESEL AND CHEMICAL STORAGE

Matrix’s IBS Safety Department sets strict rules on diesel and chemical storage according to the Department of Occupational Safety and Health (“DOSH”) regulations. Diesel drums and chemical storage must be fire-resistant. All stored diesel and chemicals must be declared to Matrix IBS’s Safety Department.

OUR SAFETY PERFORMANCE AT THE IBS PLANT

INDICATOR	FY2018	FY2019	FY2020
Fatality Cases	0	0	0
Lost Workday Cases (“LWC”)	0	0	0
Restricted Workday Cases (“RWC”)	1	0	0
First Aid Cases (“FAC”)	1	5	3
Near Miss Cases	0	0	0
Dangerous Occurrence Cases	0	0	0
Fire Cases	0	1	0
Total Safe Man-Hours Worked	3,908,100	5,670,000	5,936,400

Matrix continues to promote the reporting of all incidents and safety measures including:



SUSTAINABLE WORKFORCE

An Engaged Workforce

Matrix engages with its employees on an ongoing basis at all levels. This feedback and input help Human Resources understand and respond to their needs and concerns while improving the overall working environment. Ultimately, the performance of the Company improves as a result.

Regular communication also takes place to provide employees with a strategic outlook and keep them informed about the Company's direction. Being an engaged organisation, Matrix continues to care for its employees and ensure they have a sense of belonging.

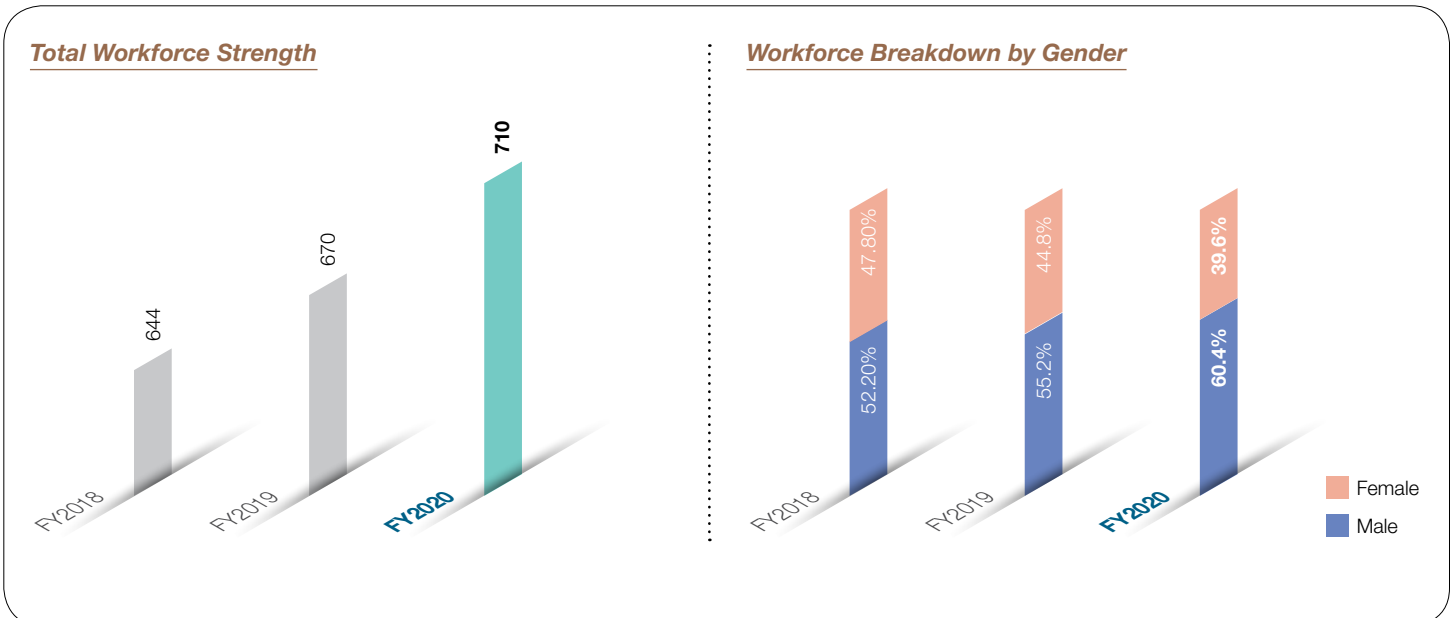
The Human Resource Department continues to create a platform for advocating diversity and openness while promoting collaboration between the management and employees. Various employee engagement activities and celebrations were held in FY2020 including all the major festive gathering celebrations with employees. Along with a plethora of other employee relations events, this helped contribute to the healthy turnover rate recorded during the financial year. The annual turnover rate in FY2020 was only 21%.

A Diverse Workforce

Matrix's commitment to diversity and inclusion is in line with the Sustainable Development Goals of the United Nations to which it is committed. Matrix's approach is based on the fundamental principles of non-discrimination, equal opportunities and equal dignity for all forms of diversity, inclusion and work-life balance.

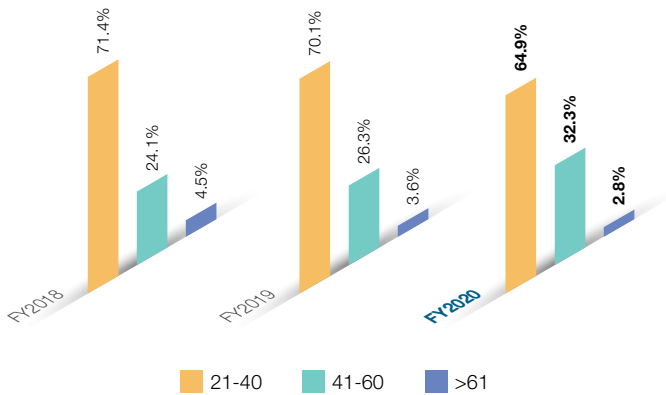
Matrix is passionate about the individuals who make up the company and believes it is incumbent upon the leaders, and all colleagues, to create and maintain an environment where employees can reach their full potential. Valuing diversity and inclusion is key to this mindset.

Our workforce strength continues to grow with a balanced demographic distribution as presented below.



SUSTAINABLE WORKFORCE

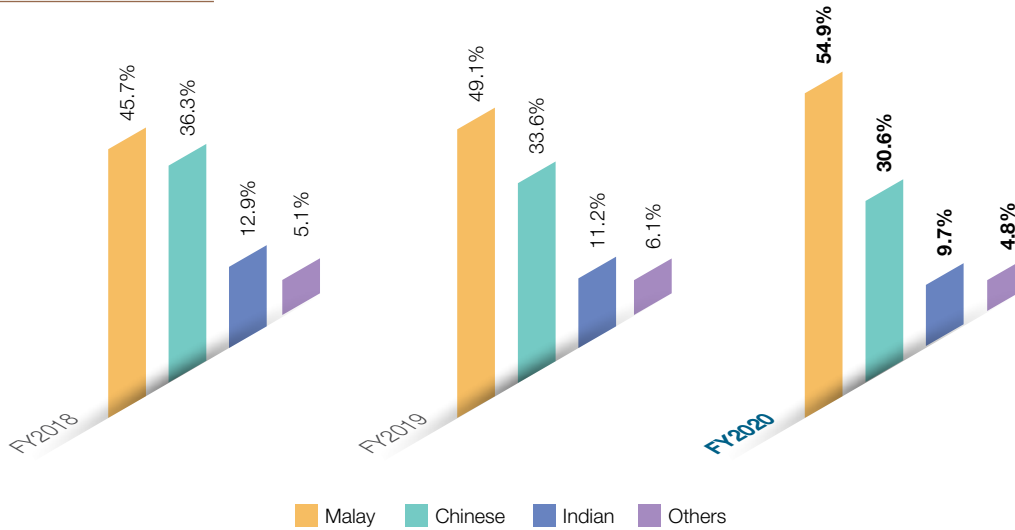
Workforce Breakdown by Age Group



Workforce Breakdown by Employment Category



Workforce Breakdown by Ethnicity



Notice Period

Any operational change is communicated to the relevant personnel for action. Matrix provides at least a one-month notice period for any operational changes that potentially affect employees.

Society

Societal Engagement And Commitment

This dimension of sustainability concerns identifying and managing business impacts, both positive and negative, on society. The quality of a company's relationships and engagement with stakeholders is critical. Directly or indirectly, companies' action affect what happens to local communities and it is important to manage impacts proactively.

Enriching Lives is Matrix's commitment to current and future generations. Beyond its business contribution to the nation as a whole, the Group provides social infrastructure and offers tremendous opportunities that help some of the neediest sectors of society.

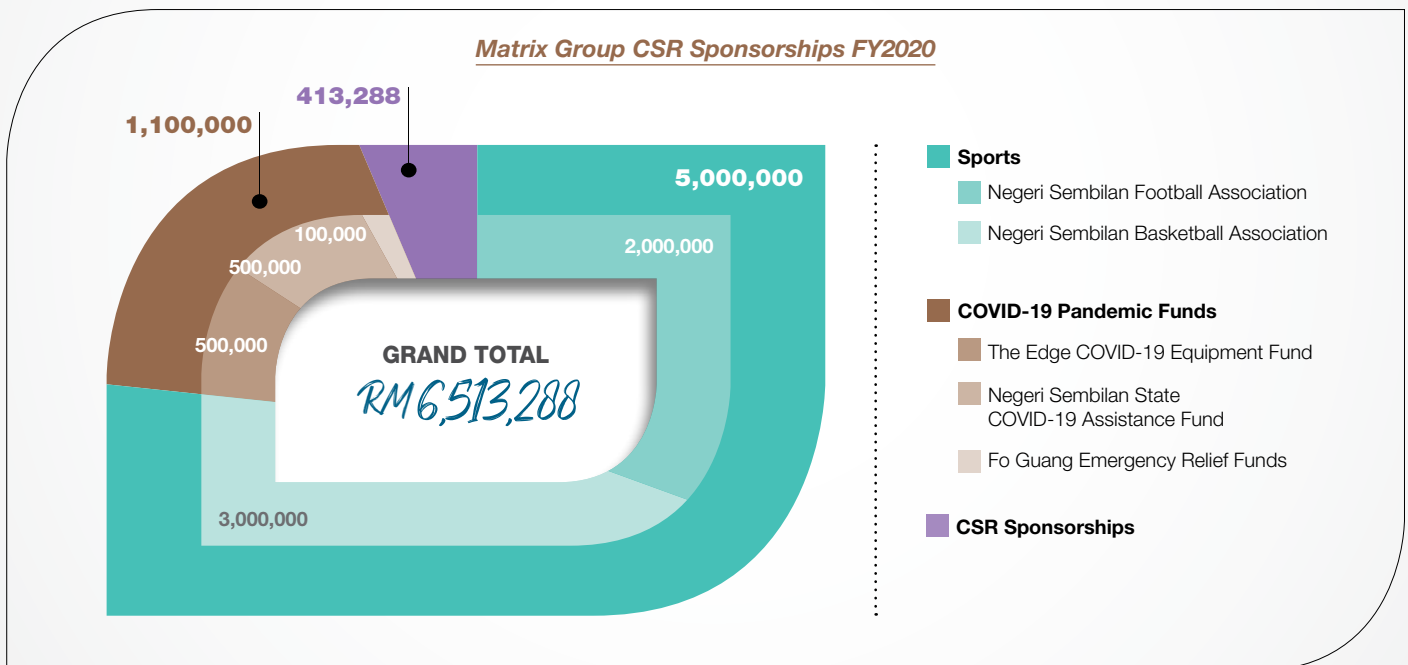
PRIMARY SOCIETAL OBJECTIVE:

CREATING AN AVENUE THAT ALLOWS PEOPLE TO LIVE SUSTAINABLE LIVES

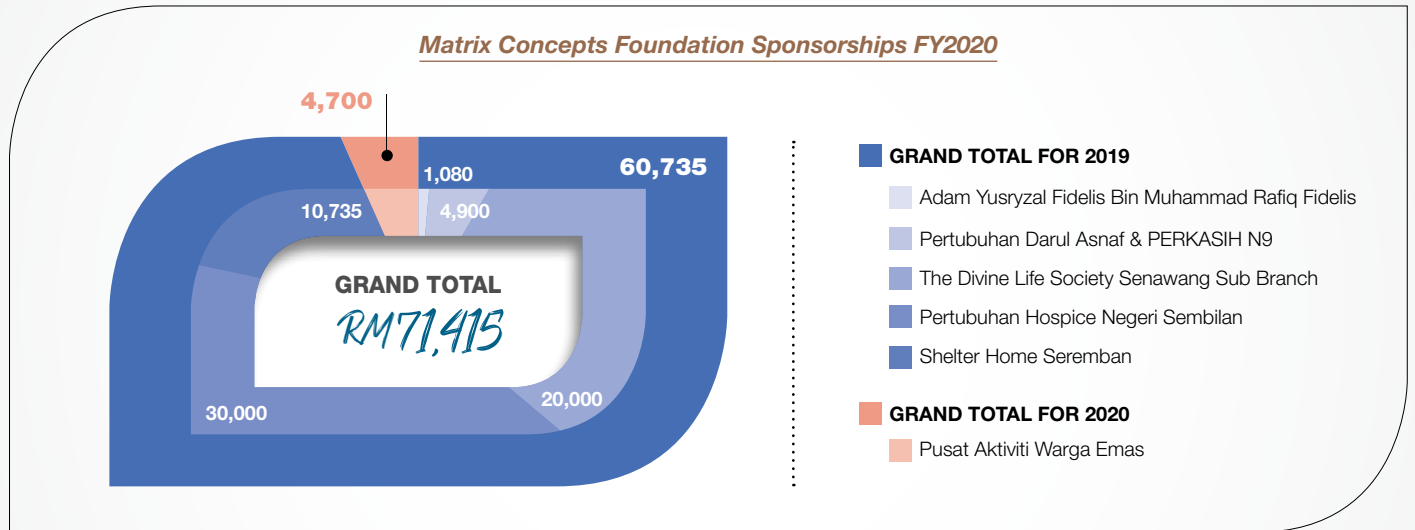
Sponsorship, Donation And Financial Contributions

Aligning with Matrix's ABAC policy, any charitable contributions or sponsorships made or offered on behalf of Matrix must not be related to or made in order to win and influence a business decision. Matrix conducts due diligence to ensure that the recipient is legitimate and registered and that the sponsorship or donation was expensed appropriately. The recipient is also asked to confirm how the funds will be used.

Beneficiaries included the Basketball Association, Football Association and Kindness Day Charity Run 2019. Contributions were also made to classroom renovation in SK Pasir Panjang, Port Dickson and the COVID-19 Pandemic fund.



SOCIETY



Total sponsorships disbursed by the Matrix Concepts Foundation amounted to RM71,415 in FY2020. Beneficiaries included the Ramadhan celebration with Pertubuhan Darul Asnaf & PERKASIH N9.

Creating And Sustaining Value For Our Community

Matrix continued to promote community engagement throughout the year to create and sustain societal value.

MINANGKABAU RAYA

A unique Hari Raya celebration themed *Minangkabau Raya* was held on 8 and 9 June 2019 at d’Tempat Country Club. Minangkabau, Negeri Sembilan’s unique Malay culture, was adopted from Sumatra by its forefathers. Traditional activities such as a *congkak*, batik workshop and *Tarian Piring* and *Gendang Tambua Tansa* traditional dances portrayed local culture.



SOCIETY



MUSANG KING FIESTA

The Musang King Fiesta attracted hundreds of Durian lovers. Held on 13 July 2019, the event was open for the public and free of charge.

Durian is known as the king of fruits with the Musang King variety being the most sought after and also the most expensive. Durians from Negeri Sembilan are of particularly high quality.

The children and other visitors were entertained by magic shows and a guest clown performance.

AIDILFITRI OPEN HOUSE WITH HUNNY MADU AND CHEF WAN

Matrix held an *Aidilfitri* Open House on 22 June 2019. Well-known local celebrities, Hunny Madu and Chef Wan, joined the guests in the Lunaria III Show House at the Resort Homes. Visitors were entertained with a Middle Eastern ensemble performance and traditional Malaysian games such as *batu Seremban*, *congkak* and *sepak takraw*.

The guests were served traditional *Hari Raya* dishes while enjoying the resort-style atmosphere of the Lunaria III homes. These exclusive residential properties offer a spacious two-storey terrace houses with four bedrooms and four bathrooms. Located in the prime district of Bandar Sri Sendayan, Lunaria III is easily accessible via major roads and highways.



SOCIETY



CULTURAL TRIP

MGS continued offering unique cultural exchange opportunities to its students. Although the Internet has brought the world closer to students in many ways, nothing compares to the experience of encountering another culture in person. Listening to conversations in another language, seeing foreign landscapes and landmarks and facing the challenges of an unfamiliar culture allow students to re-examine their own sense of purpose. They see the world first hand rather than studying a textbook or browsing an online photo gallery.

Students and two teachers took part in the 7th International Culture, Education & Arts Festival at Hengshui, China from 10 to 20 July 2019. Hengshui High School has the highest number of students being offered places in top universities in China. The programme involved more than 4,000 students. MGS students shared Malaysian culture by performing *Dikir Barat* entitled *Wau Bulan*. Our students experienced authentic Chinese cultural activities and visited historical sites including the Great Wall of China and the Forbidden City.



13TH MY EARTH, MY HOME FAMILY RUN-WALK-FUN

On 21 July 2019, the Malaysian Fo Guang Buddhist Association Seremban Branch organised My Earth, My Home charity Family Run-Walk-Fun at d'Tempat Country Club, Bandar Sri Sendayan.

Over 1,200 people took part including employees, Bandar Sri Sendayan residents and pupils from within the communities of Negeri Sembilan.

My Earth, My Home raised awareness of leading a healthy lifestyle through family-oriented sporting activities.



SOCIETY



IMPACT:

The mosque has now become a centre of worship, education and development of Islamic teachings for at least 1,556 pilgrims.

Strengthens cooperation and solidarity among government leaders with Matrix in the aspect of human and religious development.

HANDING OVER OF THE SHEIKH HAJI AHMAD MOSQUE

The Sheikh Haji Ahmad, Bandar Sri Sendayan Mosque has been handed over to Jabatan Agama Islam Negeri Sembilan ("JAINS"). At a cost of RM15 million, this mosque is part of our commitment to balancing Matrix's rapid development with the integrity of spiritual development among the people. Matrix donated 4.08 acres of land for the development of this mosque. The total built-up area of the mosque is 2,937 sq m and is able to accommodate 1,556 worshippers.

HEARSE FOR MASJID SHEIKH HAJI AHMAD

Matrix sponsored a hearse for Masjid Sheikh Haji Ahmad, which was handed over on 11 April 2019. The contribution was part of the Company's continuous efforts in giving back to the community.



SOCIETY

MERDEKA PARADE

Matrix participated in the 62nd Merdeka Parade, which was led by the Head of Security and attended by employees from the headquarters, d'Tempat Country Club and Matrix Global Schools. Held at Padang MPS, the parade recorded more than 5,000 participants from various sectors including government agencies, political parties, veteran soldiers, private sectors, schools, learning institutions and non-governmental organisations.



NS MATRIX CHAMPIONSHIP

NS (Negeri Sembilan) Matrix Basketball team is well-known in Malaysia for winning numerous champion titles in the Agong Cup. Their professional team in the Agong Cup consists of several national players.

These players also compete in the ASEAN Basketball League (“ABL”). In 2019, the MABA Agong Cup was held on 29 August 2019 with 14 finalist teams taking part. It is undoubtedly the perfect symbol of national unity through sports.



SHARING DEEPAVALI BLESSINGS WITH THOSE LESS FORTUNATE



Matrix shared the joy of Deepavali with 25 underprivileged and single mothers from the Shelter Home for (Abused) Women and Children Seremban on 19 October 2019. A baking class was hosted by Jabatan Kebajikan Masyarakat Negeri Sembilan after Matrix sponsored full baking equipment including three stand mixers, a two-door chiller and cooling racks.

The baking class equipped these women with valuable life skills. Led by a volunteer chef every Sunday, the class welcomes all abused women and children.

SOCIETY

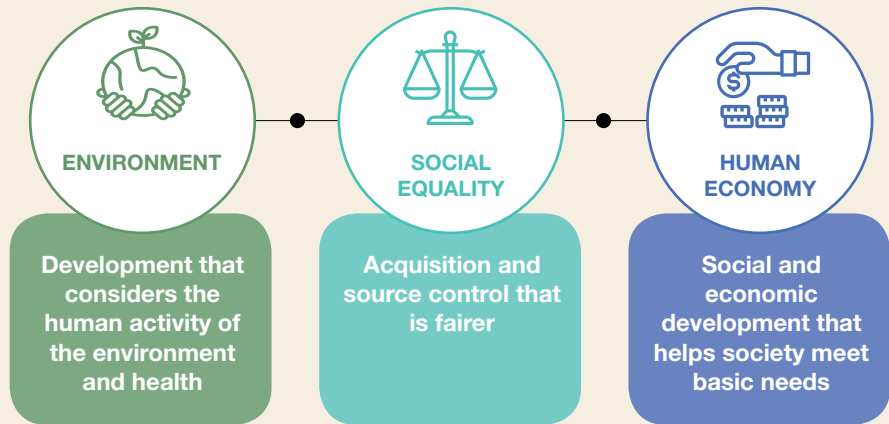


MATRIX INTERNATIONAL SCHOOL recently received the **4-STAR QUALITY STANDARD** for Private Educational Institutional Award from the Malaysia Ministry of Education. Recent IGCSE results released in August 2019 showed a 71.8% overall improvement in the school's performance with 10 students achieving straight As.

LOCAL AGENDA 21

The Local Agenda 21 Programme brings members of the community, private sector and local authority together to plan and manage global sustainable actions in the 21st century. The programme is championed by Majlis Perbandaran Nilai ("MPN").

Features of Local Agenda 21 Sustainable Development Programme



Matrix supports this programme, which was extended to include Taman Awam, Nusari Bayu 1 in Bandar Sri Sendayan in 2019.



Local Agenda 21 Objectives

INSTIL CIVIC-MINDEDNESS AND PROMOTE ECO-INITIATIVES WITHIN THE RESIDING COMMUNITY AND DEVELOPERS AS WELL AS GOVERNMENT AGENCIES TOWARDS A SUSTAINABLE DEVELOPMENT

One thousand fish fry and 150 mud balls containing micro-organisms were released into the reservoir. Other activities included tree planting, grass cutting, land clearing and a waste minimisation seminar by SWM Environment Sdn Bhd.

SOCIETY



POST UPSR ACTIVE ENGLISH CAMP

Matrix Global Schools hosted 180 students from 20 Negeri Sembilan schools for a three-day English Camp from 7 to 9 November 2019. The students shared best learning practices, particularly in promoting the use of the English language. They also discussed interesting topics such as sports, science and the arts.

A HUMBLE CELEBRATION OF WORLD HOSPICE CARE DAY



A Fun-Raising Charity Dinner was held on 16 November 2019 in conjunction with the World Hospice Day 2019. Matrix donated RM30,000 during this dinner, which was organised by Pertubuhan Hospice Negeri Sembilan. This was the fourth time Matrix has supported this organisation.



THE EDGE KL RAT RACE

Matrix was a Platinum sponsor of the 19th The Edge KL Rat Race on 27 November 2019. Runners from Matrix Headquarters, Matrix Global Schools and d'Tempat Country Club represented Matrix in the Open 1, Open 2, Mixed and Senior Categories. The race unites people from various industries in a fun and healthy way and complements Matrix's vision of enriching lives.



Since 2014, Rat Race funds have supported educational training and skills development programmes in line with The Edge Education Foundation's focus on education. A portion of the funds is also used to support English proficiency, financial literacy and scholarship programmes run by the Foundation.

More than 1,000 representatives from various corporate sectors took part in the race. Dato' (Ir.) Batumalai A/L Ramasamy, Independent Non-Executive Director, received The Most Senior Runner Award at the age of 72.

SOCIETY

KINDNESS DAY – CHARITY RUN BUKIT PUTUS CHALLENGE



The Charity Run Bukit Putus Challenge was organised by SMK Senawang’s Parent Teacher Association in collaboration with Jabatan Belia & Sukan Negeri Sembilan and Kindness Malaysia. The event encouraged the public to lead healthy lifestyles and raise funds for the school’s academic and co-curricular activities.

The run consisted of a 19-km course for the men and women open category; 7-km course for school students’ category; and a 3-km fun run category. Thousands of ambitious runners and students took part in this charity event.

BLOOD DONATION CAMPAIGN

A blood donation campaign was jointly organised by d’Tempat Country Club and Hospital Tuanku Jaafar on 31 August 2019. Blood is the most precious gift that one person can give another; it is a gift of life. This campaign raised public awareness of the importance of donating blood and encouraged existing and potential donors to donate blood regularly.



FIGHTING COVID-19 IN THE COMMUNITY

Coronavirus disease 2019 (“COVID-19”) is an infectious disease that was declared a pandemic on 11 March 2020. On 23 March 2020, The Edge Media Group rallied corporate companies in Malaysia to make monetary contributions to support the fight against the COVID-19 virus health crisis. Matrix supported this good cause by:

Providing 10 ventilators, valued at RM500,000, to the various 26 designated COVID-19 hospitals in Malaysia through The Edge Foundation; and

Contributing RM500,000 to Negeri Sembilan State COVID-19 Assistance Fund.

Matrix hoped that its contribution can help Malaysia in its fight against this global pandemic.

“ This compelling contribution towards The Edge COVID-19 Pandemic fund is part of our corporate initiatives, a show of our commitment and solidarity to the healthcare warriors, frontliners, the Government and fellow Malaysians as we look to overcome this global pandemic and a speedy return to normalcy.”

HO KONG SOON
Group Managing Director



SOCIETY

RAMADHAN WITH PERTUBUHAN DARUL ASNAF & PERKASIH N9

d'Tempat Country Club collected food items and groceries from the community surrounding Bandar Sri Sendayan for 18 days beginning on the first day of Ramadhan 2019.

The food items and groceries benefited six single mothers during the *Hari Raya* festivities. It has become a tradition for Matrix to reach out during Ramadhan to ease the burden of struggling families. It is our responsibility to continuously build ties with the community by supporting them in this manner. On 24 May 2019, Matrix Concepts Foundation ("MCF")

celebrated the holy month of Ramadhan and welcomed Syawal with the less fortunate through Majlis Berbuka Puasa with Pertubuhan Darul Asnaf Sri Sendayan & Seri Tanjung Kuala Pilah and Pertubuhan Kebajikan Asnaf Setia Kasih Negeri Sembilan ("PERKASIH N9").

MCF handed vegetable bouquets to single mothers as appreciation gifts during the *Berbuka Puasa* session. Students and residents from both homes were presented with *duit raya*.



BUBUR LAMBUK RAMADHAN



The management and employees of d'Tempat Country Club distributed over one thousand *bubur lambuk* packages to three local mosques: Masjid Sheikh Hj Ahmad, Bandar Sri Sendayan; Masjid Hussain, Seremban 2; and Masjid Al-Taqwa, Paroi.

The session was held on 26 April 2019 in conjunction with the holy month of Ramadhan. The delicacies were prepared, packed and distributed entirely by the club's employees. The packets were distributed soon after Friday prayers. Since 2016, the club has been distributing food in conjunction with d'Tempat Country Club's annual event, Tarbus Buffet Dinner during the holy month of Ramadhan.

Sustainable Places To Live

MATRIX'S PRIMARY FOCUS IS PROVIDING A LASTING POSITIVE LEGACY BY CREATING SUSTAINABLE PLACES TO LIVE THAT SATISFY THE NEEDS OF CUSTOMERS AND COMMUNITIES.

Building new homes should not be detrimental to existing infrastructure, the natural environment or surrounding communities. Matrix continues to build well-planned, desirable developments that create a positive legacy.

Placemaking And Community Infrastructure

Matrix's approach goes far beyond the design of individual homes to consider ways in which:






- Each development will reflect and enhance the character and heritage of the local area; and
- Homes relate to the surrounding spaces within and beyond the development.

Matrix considers how communities will function at its developments and the long-term social impacts of the way people live. Creating great places to live for customers and communities is a core business priority.

DEVELOPING SEREMBAN



SUSTAINABLE PLACES TO LIVE

AREA	ACHIEVEMENTS AND PLANNED DEVELOPMENT
 <p>LIFESTYLE AND AMENITIES</p>	<p>In 2017, Matrix signed an agreement with QSR Brands (M) Holdings Berhad for the opening of the 700th KFC restaurant in Malaysia and first in Bandar Sri Sendayan. This opening of the KFC outlet in Bandar Sri Sendayan in September 2018 acted as a catalyst for welcoming renowned brand names to the township in line with Matrix's aspiration to be a self-contained, sustainable and vibrant township.</p>
 <p>EDUCATION</p>	<p>Matrix Global Schools, consisting of Matrix Private School, Matrix International School and Matrix International Pre-school, spans 20 acres. A partnership was formed between Matrix and Bonanza Educare Sdn Bhd in 2019 to achieve the school's mission for innovation and academic excellence. The partnership provides modern educational best practice with an emphasis on quality teaching and learning.</p>
 <p>RELIGIOUS CENTRE</p>	<p>Matrix allocated 10 acres of land for the construction of iconic Masjid Sri Sendayan in Bandar Sri Sendayan, which has enhanced the wellbeing and beauty of Seremban and become a popular tourist attraction.</p>
 <p>ROADS AND CONNECTIVITY</p>	<p>Matrix develops and enhances road connectivity to its township, which generates growth in the surrounding areas. For example, the interconnecting road to the proposed connecting highway to KLIA via Sendayan TechValley provides an efficient arterial road system in Bandar Sri Sendayan.</p>
 <p>HEALTH AND MEDICAL FACILITIES</p>	<p>In September 2019, Pusat Hemodialisis Mawar ("PHM") reopened after Matrix took over the management and operation of the Mawar Medical Center. This takeover by Matrix is the beginning of its journey of establishing its foothold in healthcare.</p>



SUSTAINABLE PLACES TO LIVE

Redefining Unity In A Sustainable Society



A movie night was held for media and property representatives. Forty moviegoers comprising representatives from the media, press, property and employees attended a screening of the Avengers: Endgame.



On 1 May 2019, First May Day was a collaboration with Jabatan Kebudayaan dan Kesenian Negeri Sembilan in conjunction with Labour Day. Stalls and exhibition booths included 11 superbikes by Seremban XL Motors, skincare products and food stalls. A great response was received from the public and local communities.



Marine Christmas Celebration and Aquaria KLCC turned d'Tempat Country Club into an extravagant under the sea scene with live sharks and marine creatures. The main attraction was the large Sea aquarium, 10 feet in diameter, with three live adult sharks. Marine Christmas activities included a King Neptune magic show, ocean snow globe workshop, sharkfin hat workshop, Christmas carols, candy cane Christmas stingray workshop, jellyfish lantern workshop and synchronised water ballet.



SUSTAINABLE PLACES TO LIVE

OCTOBER PINK MONTH

d'Tempat Country Club collaborated with National Cancer Council Malaysia ("MAKNA") on an October Pink Month programme.

Officiated on 19 October 2019, the programme educated and raised public awareness of breast cancer prevention. Surrounding communities and the public were welcomed and activities included Zumba, a cancer talk, charity sales, a cooking demo and sharing sessions by cancer survivors.



AQUATIC THERAPY

d'Tempat Country Club organised a charity programme for disabled children from Pertubuhan Pemulihan Dalam Komuniti ("PDK") Kg.LBJ, Labu with the theme '*Terapi Air & Minda*'. The 20 children, who had learning and physical disabilities, received 'Ai Chi' aquatic therapy from the physiotherapists. This treatment effectively stimulates their energy levels while improving nerve and motor skills. The children were then treated to a luncheon at d'Tempat Country Club.

TWO NIGHTS IN BANGKOK @ BANDAR SRI SENDAYAN

Carnelian Park in Sendayan Merchant Square, Bandar Sri Sendayan was transformed into Thailand's City of Angels on 16 and 17 November 2019. A variety of food and merchandise was imported from Thailand for this two-day event. Children and their families were entertained with art classes such as Krathong folding workshops, a traditional cooking and food class and other workshops featuring Thai culture and heritage. Approximately 6,000 people were estimated to have attended this event.



SUSTAINABLE PLACES TO LIVE

Creating Great Places

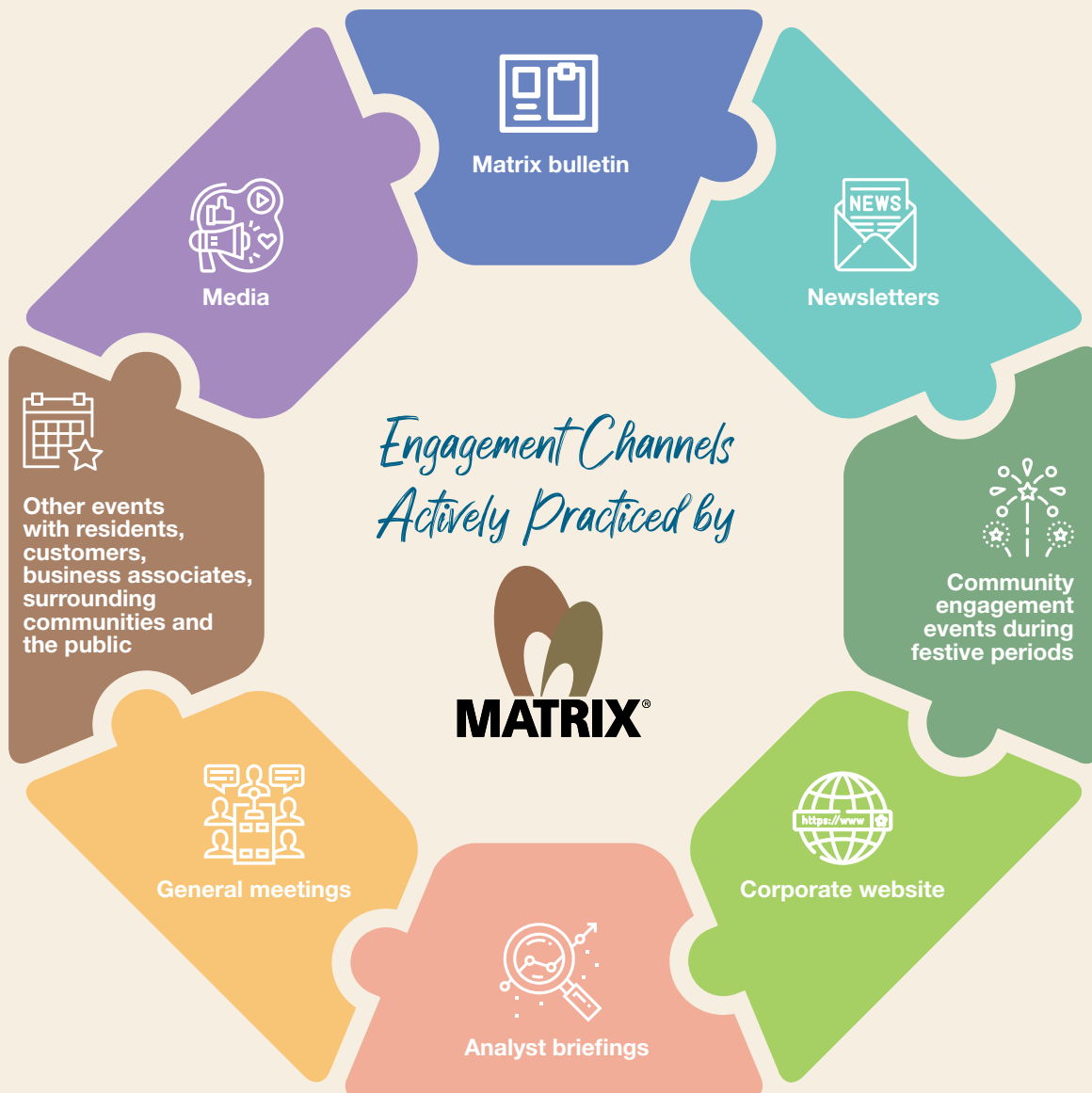
Matrix's commitment to customer care begins from the outset with the acquisition of land and design of homes and communities. Customer care extends throughout the whole home-buying process and long after a customer takes possession of the keys.

OUR PRIORITIES	OUR COMMITMENT	PROGRESS MADE
SUPPORTING SUSTAINABLE LIFESTYLES	We create great places that support sustainable lifestyles and well-being, with green open spaces, good connectivity and accessible local amenities.	Matrix lives up to its mission: <i>Nurturing Environment Enriching Lives</i>
QUALITY AND VALUE	We deliver quality and value for our customers through high standards of design and construction across our full range of homes and through our commitment to helping buyers own their own homes.	We have improved the effectiveness of our build stage inspections and completed phase 1 of the digitalisation process, currently being trialled for better customer support and quality control.
INNOVATIVE SOLUTIONS	We explore and develop innovative solutions for creating great places to live. Our core principles of design and innovation, sustainability and customer care underpin the design and delivery of well-designed homes that meet the needs of different customers.	We have employed IBS technology that results in a safer, cleaner and more organised site due to the reduction of construction waste while reducing the dependency on foreign workers.
DEVELOPING LEGACY SOLUTIONS	We are building for the future by developing quality, affordable solutions, which help neighbourhoods grow and thrive.	We work with government bodies and financial institutions on schemes such as Skim Rumah Pertamaku ("SRP") and PR1MA to help first-time buyers own their first homes.
LOCAL CONSULTATION	We involve people in what we do, consulting with local residents and stakeholders to ensure that our developments respond to their needs and aspirations.	We consult with local communities and authorities throughout the planning and development stages. We are transparent in our reporting of the impact of all developments.
PUTTING CUSTOMERS FIRST	Customers are at the heart of everything we do and we are committed to achieving a 5-star customer service rating and maintaining high customer satisfaction.	Our formal feedback system is monitored by a dedicated team and the customer satisfaction results are presented to the management team on a regular basis.

SUSTAINABLE PLACES TO LIVE

Active Engagement

Matrix makes informed business and management decisions through continuous and interactive engagement with its stakeholders. Insightful stakeholder feedback is of paramount importance for continuous improvement in delivering excellent products and services.



SUSTAINABLE PLACES TO LIVE

Quality Construction Delivering Customer Satisfaction

Matrix is dedicated to designing and creating high-quality properties that actively address the needs of its customers. These properties are characterised by outstanding architectural design and quality construction. This commitment underpins the brands and provides the necessary foundation for a harmonious community.

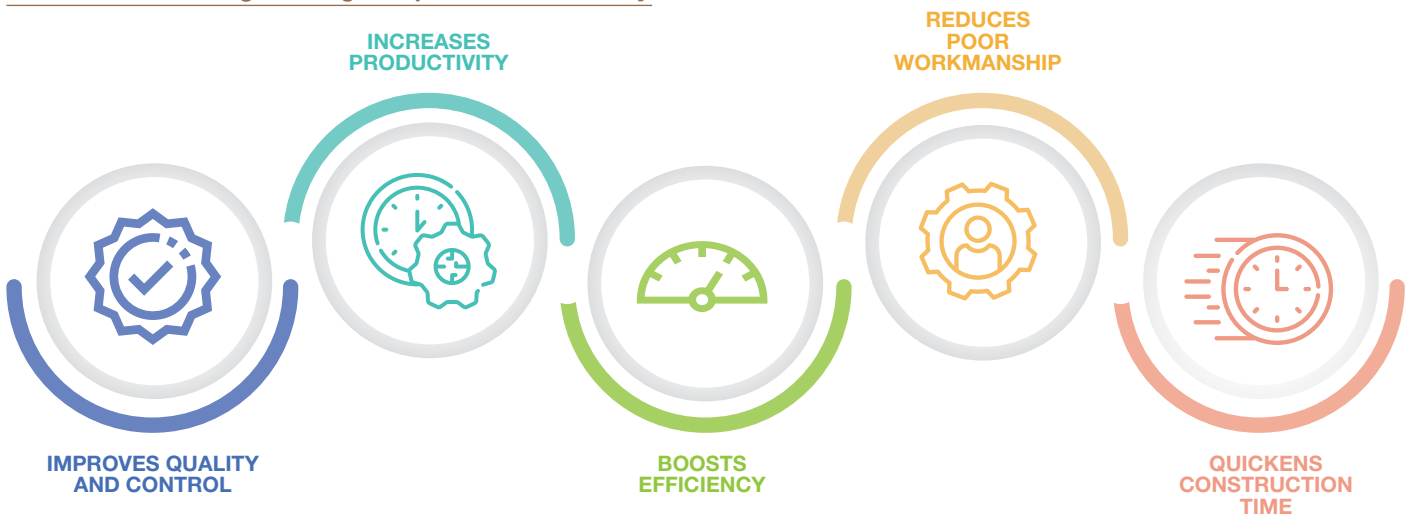
Customer feedback is invaluable. Understanding customers' experiences help us improve our products and services to meet their needs more effectively. A proactive approach ensures that high satisfaction levels are experienced at all stages of customer service delivery.

Matrix works with all aspects of its supply chain to improve build standards and quality. Enhancements to preoperational processes have helped increase the effectiveness of designs at the conceptualisation stage. This insight is also an invaluable input into the planning and delivery of targets for new projects.

Improving Efficiency With Industrialised Building System

The construction industry in Malaysia is migrating from conventional methods to a more systematic and mechanised Industrialised Building System ("IBS"). The Construction Industry Development Board ("CIDB") has been promoting IBS to the construction industry since 2003. IBS is part of an incorporated drive to improve the aptitude, potential, effectiveness and competitiveness of Matrix in the industry while reducing its dependence on foreign labour.

Benefits of Producing Building Components in a Factory



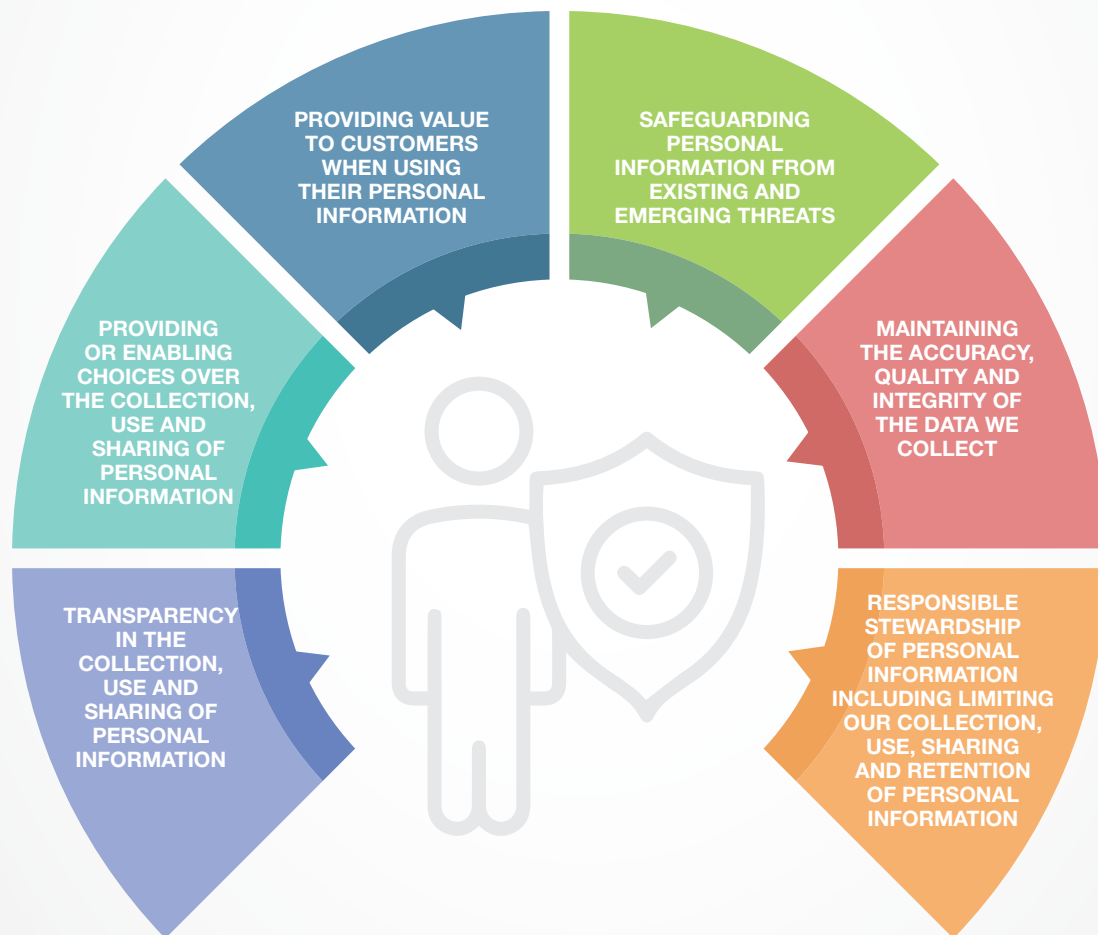
Matrix's IBS construction projects are able to reduce construction time periods. Using IBS components can also reduce wet work at construction sites. Time and materials wasted on temporary works such as timer formworks and props, common in conventional construction, are greatly reduced when IBS components are employed. Our construction sites are neater and safer as a result.

SUSTAINABLE PLACES TO LIVE

Customer Privacy

Matrix believes in protecting the privacy of personal information, respects customer confidentiality and endeavours to comply with the Personal Data Protection Act 2010 (“PDPA”).

Significant efforts have been made to incorporate privacy and security measures when handling customers’ personal information. These efforts to implement and enable responsible privacy and data security practices are informed by our guiding principles:



Compliance

Matrix’s business standards and behaviours focus on conducting business and complying with laws, rules and regulations. We are pleased to report that there were no incidents of non-compliance concerning the safety of our development projects, provision of information and marketing communications.

GRI Content Index

This Report has been prepared in accordance with the Global Reporting Initiative (“GRI”) Standards: Core option. Details of any omissions of individual GRI Standards, or parts thereof, are provided in the GRI Content Index and reasons given. Currently, neither this Report nor the data within it have been externally verified. The GRI content index lists all GRI disclosures included in the Report, including references to where they can be found in the Report.

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