

VISIONARY BOARD AND MANAGEMENT

OUR LEADERSHIP

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BOARD OF DIRECTORS





1.
DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN
 Non-Independent
 Non-Executive Chairman

2.
DATO' SERI LEE TIAN HOCK
 Founder, Group Executive
 Deputy Chairman

3.
HO KONG SOON
 Group Managing Director

4.
MAZHAIKUL BIN JAMALUDIN
 Senior Independent
 Non-Executive Director

5.
DATO' HAJAH KALSOM BINTI KHALID
 Independent
 Non-Executive Director

6.
CHUA SEE HUA
 Independent
 Non-Executive Director

7.
LOO SEE MUN
 Independent
 Non-Executive Director

8.
KELVIN LEE CHIN CHUAN
 Non-Independent
 Non-Executive Director

9.
VIJAYAM A/P NADARAJAH
 Independent
 Non-Executive Director

BOARD OF DIRECTORS' PROFILES

BOARD COMMITTEES



Chairman



Sustainability Committee



Risk Management Committee



Audit Committee



Remuneration Committee



Nomination Committee



DATO' HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN

NON-INDEPENDENT NON-EXECUTIVE CHAIRMAN

Male | Age 71 | Malaysian



DATE OF APPOINTMENT

2 April 2012

TENURE OF DIRECTORSHIP

12 years 2 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Diploma in Banking from the Institute of Bankers, London, United Kingdom

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Dato' Haji Mohamad Haslah Bin Mohamad Amin started his career in 1974 with the Malayan Banking Berhad group. In 1995, he joined Peregrine Fixed Income Limited, Hong Kong as Executive Director. In 1999, he was appointed as Country Director in Fleet Boston NA, Singapore. He subsequently joined Pacific Plywood Holdings Limited, Hong Kong, as Financial Advisor from 2000 to 2001.

Dato' Haji Mohamad Haslah has declared his perceived/potential interest as follows:-

NAME OF COMPANY	EXTENT OF INTEREST
Exoland Property Management Sdn Bhd	Director and shareholder

Save and except for what was disclosed above, Dato' Haji Mohamad Haslah:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

SC

DATE OF APPOINTMENT

4 March 1997

TENURE OF DIRECTORSHIP

27 years 3 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Degree in Housing, Building and Planning from Universiti Sains Malaysia

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

- Negri Sembilan Chinese Maternity Association
- Pusat Hemodialisis Mawar

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Dato’ Seri Lee Tian Hock has more than 41 years of experience in the property development industry where he had held various executive positions throughout his career which started in 1983. In 1992, he was the General Manager with N.S. Industrial Development Corporation Sdn Bhd and was seconded to NS Township Development Sdn Bhd where he was involved in the general management of the development of the Bandar Baru Nilai Township (now known as Putra Nilai) with GDV of approximately RM5.5 billion.

In 1995, Dato’ Seri Lee Tian Hock was appointed as the Managing Director of Semangat Tinggi Sdn Bhd which he had managed its property development with an estimated GDV of RM55 million. He later exited Semangat Tinggi Sdn Bhd and founded Matrix Concepts Group in 1996. He helmed Matrix Concepts Group as the Group Managing Director on 2 April 2012. Since then, he has successfully spearheaded the Group to become a reputable developer in Negeri Sembilan and Johor with the emergence of two (2) major flagship developments of the Group among many other mixed residential and commercial development. Under the stewardship of Dato’ Seri Lee Tian Hock, he had brought forth the successful listing of Matrix on the Main Market of Bursa Malaysia Securities Berhad on 28 May 2013 and also led Matrix to become the Top 10 Developer with a current market capitalization of above RM 2 Billion to-date. Dato’ Seri Lee Tian Hock was later, redesignated as the Group Executive Deputy Chairman on 1 September 2018.

Currently, Dato’ Seri Lee Tian Hock is also the President of Negri Sembilan Chinese Maternity Association and Chairman of Pusat Hemodialisis Mawar, Seremban as well as the President of Malaysia Basketball Association ("MABA").

Dato’ Seri Tian Hock has declared his potential/perceived interest in the following companies:-

NAME OF COMPANY	EXTENT OF INTEREST
Horizon L&L Sdn Bhd	Director and shareholder
Karisma Perwira Sdn Bhd*	Director and shareholder
Cangkat Hartamas Sdn Bhd*	Deemed interest in shareholding
Bidara Pesona Sdn Bhd*	Director and deemed interest in shareholding
Strategic Castle Sdn Bhd*	Director and deemed interest in shareholding
Exoland Property Management Sdn Bhd	Director and shareholder
Valour Rock Sdn Bhd	Director and shareholder

* Family owned companies

BOARD OF DIRECTORS’ PROFILES



DATO’ SERI LEE TIAN HOCK

FOUNDER, GROUP EXECUTIVE DEPUTY CHAIRMAN (Key Senior Management)

Male | Age 66 | Malaysian

Save and except for what was disclosed above, Dato’ Seri Lee Tian Hock:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

BOARD OF DIRECTORS' PROFILES

**HO KONG SOON**

GROUP MANAGING DIRECTOR
(Key Senior Management)

Male | Age 57 | Malaysian

RMC

SC

DATE OF APPOINTMENT

30 December 2002

TENURE OF DIRECTORSHIP

21 years 6 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Bachelor of Engineering
Degree from University of
Malaya

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

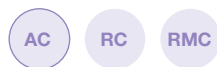
EXPERIENCES

Mr. Ho Kong Soon started his career in 1992 as a Project Engineer in NS Industrial Development Sdn Bhd and was involved in the development of the Allson Klana Resort Hotel, Kasturi Klana Park Condominium and the Taman Semarak housing scheme, all in Negeri Sembilan. In 1994, he was promoted to Project Manager in the same Company and was put in charge of project feasibility study and the initial planning of the 6,000-acre Nilai New Township in Negeri Sembilan. In 1995, he joined Potential Region Sdn Bhd as Project Manager and was involved in the development of a 220-acre orchard homestead resort in Port Dickson, Negeri Sembilan and residential houses in Sri Senawang, Negeri Sembilan.

Mr. Ho Kong Soon left Potential Region Sdn Bhd and was appointed as Director and General Manager of Matrix Concepts Group in 1997 and oversaw the implementation of the projects undertaken by the Matrix Group. He was later promoted to Group Deputy Managing Director in 2012 and redesignated as the Group Managing Director on 1 September 2018.

Save and except for what was disclosed above, Mr. Ho Kong Soon:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.



DATE OF APPOINTMENT

20 August 2021

TENURE OF DIRECTORSHIP

2 Year 10 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Bachelor Degree in Accounting & Finance from Lancaster University, United Kingdom

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Encik Mazhairul Bin Jamaludin was appointed to the Board on 20 August 2021. He currently serves as the Chairman of the Audit Committee and is a member of both the Risk Management Committee and the Remuneration Committee. He holds a Bachelor's degree in Accounting & Finance from Lancaster University, United Kingdom, and is a Fellow Member of the Association of Chartered Certified Accountants ("ACCA") UK, a Chartered Accountant in Malaysia, and an ASEAN Chartered Professional Accountant.

Encik Mazhairul was an Independent Non-Executive Director of Generali Life Insurance Berhad (formerly known as AXA AFFIN Life Insurance Berhad). He was also a member of the Professional Accountants in Business ("PAIB") Committee of the Malaysian Institute of Accountants and served as an Independent Director of Cradle Fund Sdn Bhd.

He brings diverse knowledge in the media, telecommunications, insurance, education, and property development industries, along with extensive experience in audit assurance and advisory services. Currently, he is the Director of Finance at Edotco Tower Pakistan Pvt Ltd, a subsidiary of EDOTCO Group, the leading digital connectivity infrastructure services Company in Asia under AXIATA. Prior to this role, he was a Financial Consultant to a public listed Company based in Kuala Lumpur until July 2022.

Previously, Encik Mazhairul served as the Director of Corporate Relations at Astro from 2019 to 2022 and as the Financial Controller / Senior Vice President of Commercial Services for Multichannel TV at Astro from 2006 to 2010.

BOARD OF DIRECTORS' PROFILES



MAZHAIKUL BIN JAMALUDIN

SENIOR INDEPENDENT NON-EXECUTIVE DIRECTOR

Male | Age 54 | Malaysian

Save and except for what was disclosed above, Encik Mazhairul:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

BOARD OF DIRECTORS' PROFILES



DATO' HAJAH KALSOM BINTI KHALID

INDEPENDENT NON-EXECUTIVE DIRECTOR

Female | Age 68 | Malaysian



DATE OF APPOINTMENT

15 March 2016

TENURE OF DIRECTORSHIP

8 years 3 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Bachelor of Arts in Geography from University of Malaya

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Dato' Hajah Kalsom Binti Khalid has more than 36 years of experience in education industry. Her last appointment was the Director of the Negeri Sembilan, State Education Department, a position which she held from year 2012 until November 2015.

Save and except for what was disclosed above, Dato' Hajah Kalsom:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.



DATE OF APPOINTMENT

18 November 2020

TENURE OF DIRECTORSHIP

3 years 7 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

- Bachelor of Law (LLB) from East London University
- Master's Degree in Law from University of Cambridge (Specialising in Companies & Securities Law and International Law)

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Ms. Chua See Hua began her career as a solicitor with Messrs Skrine, Kuala Lumpur in year 1985. She then subsequently joined Ernst & Young, Hong Kong as a general counsel and Simmons & Simmons, an international law firm in Hong Kong from year 1989 to 1997. Ms. Chua became the partner of Messrs Raslan Loong, Kuala Lumpur from year 1997 to 2010.

In year 2010, Ms. Chua founded Messrs Chua Associates, a boutique law firm in Kuala Lumpur specializing in corporate, commercial, banking, property and capital market work. On 1 March 2021, she joined Christopher & Lee Ong, a law firm affiliated with the Rajah & Tann Network as a partner.

Ms. Chua is a member of the Insolvency Practice Committee of the Malaysian Institute of Certified Public Accountants ("MICPA") and a member of the Disciplinary Committee of MICPA. Ms. Chua was an independent director of Petron Marketing and Refinery Malaysia Berhad and had retired as its independent director on 13 June 2024.

- Save and except for what was disclosed above, Ms. Chua:-
- a) has no family relationship with any Director and/or major shareholders of Matrix;
 - b) has no conflict of interest with Matrix; and
 - c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

BOARD OF DIRECTORS' PROFILES



CHUA SEE HUA

INDEPENDENT NON-EXECUTIVE DIRECTOR

Female | Age 70 | Malaysian

BOARD OF DIRECTORS' PROFILES



LOO SEE MUN

INDEPENDENT NON-EXECUTIVE DIRECTOR

Female | Age 50 | Malaysian

Save and except for what was disclosed above, Ms. Loo:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.



DATE OF APPOINTMENT

1 September 2021

TENURE OF DIRECTORSHIP

2 Year 10 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

Association of Chartered Certified Accountants (ACCA)

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

6/6

EXPERIENCES

Ms. Loo See Mun obtained her qualifications from the Association of Chartered Certified Accountants ("ACCA") in 2002, she is a member of the Malaysian Institute of Accountants ("MIA"), Associate Member of Chartered Tax Institute of Malaysia ("CTIM") and a Professional Member of the Institute of Internal Auditors Malaysia.

She commenced her professional training in a medium-sized audit and tax firm from 1998 until 2003. During her tenure there, she has extensively been involved in various industries including construction, hospitality, trading and manufacturing. She was also involved in tax due diligent review, corporate tax planning, group tax review, tax audit investigation and cross border transactions.

In 2003, she left to gain commercial experience as an internal auditor in a public listed general insurance company. As a senior, she has been trained in internal audit and risk methodologies which enabled her to identify risks and establish proper internal control system, understanding risk management and corporate governance.

In 2004, Ms. Loo co-founded Kloo Point Consulting Group, a consultancy firm and has since been heading the practice of taxation services in Malaysia until today. She is a licensed tax agent under Section 153, Income Tax, Act 1967. Ms. Loo is also a director of a medium-sized audit firm. She has been involved in the auditing profession for over 20 years.

RMC

SC

DATE OF APPOINTMENT

1 September 2023

TENURE OF DIRECTORSHIP

10 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

- Bachelor of Commerce Degree, University of Melbourne.
- Master of Civil Engineering, University of Melbourne.

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

3/3

EXPERIENCES

Mr. Kelvin Lee Chin Chuan gained vast experience as structural engineer of Aecom Malaysia from 2016-2018. He then joined Matrix Group in 2018 as Executive Assistant to the Group Managing Director and left in 2021 for assuming his career holding directorships in several family-owned companies. Currently he is the Executive Director of Cangkat Hartamas Sdn Bhd, Karisma Perwira Sdn Bhd and Horizon L&L Sdn Bhd. Mr. Kelvin Lee is the son of Dato’ Seri Lee Tian Hock and has declared his perceived/potential interest as follows:-

NAME OF COMPANY	EXTENT OF INTEREST
Cangkat Hartamas Sdn Bhd*	Director and shareholder
Karisma Perwira Sdn Bhd*	Director and shareholder
Horizon L&L Sdn Bhd	Director and shareholder
Bidara Pesona Sdn Bhd*	Deemed interest
Strategic Castle Sdn Bhd*	Director

* Family owned companies

Save and except for what was disclosed above, Mr. Kelvin Lee:-

- a) has no family relationship with other Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

BOARD OF DIRECTORS’ PROFILES



KELVIN LEE CHIN CHUAN

NON-INDEPENDENT NON-EXECUTIVE DIRECTOR

Male | Age 32 | Malaysian

BOARD OF DIRECTORS' PROFILES

AC

RMC

SC

DATE OF APPOINTMENT

19 June 2024

TENURE OF DIRECTORSHIP

11 days

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

- Bachelor of Laws (LLB), London University
- Master of Business Administration (MBA), Monash University Australia
- Bachelor in Economics, Monash University Australia

PRESENT DIRECTORSHIP(S)

Listed entity:

- Manulife Holdings Berhad

Other public Company:

- Manulife Insurance Berhad
- BNP Paribas Malaysia Berhad

NUMBER OF BOARD MEETINGS ATTENDED IN FY2024:

Not Applicable



VIJAYAM A/P NADARAJAH

INDEPENDENT NON-EXECUTIVE DIRECTOR

Female | Age 62 | Malaysian

EXPERIENCES

Ms. Vijayam A/P Nadarajah holds a Master degree in Business Administration and a Bachelor degree in Economics from Monash University in Melbourne, Australia. She has also acquired a law degree from University of London, United Kingdom. She is a Fellow Member of CPA Australia, a Chartered Accountant under the Malaysian Institute of Accountants and a Fellow Member of the Institute of Internal Auditors Malaysia ("IIAM").

Ms. Vijayam was the president of the IIAM from year 1996 to year 1997 and was then re-appointed as a governor to the Board of Governors of IIAM in year 2018. She co-chaired the 1st taskforce on the Guidance for Effective Internal Audit Function. Ms. Vijayam was the Independent Non-Executive Director of The Bank of Nova Scotia Berhad and MPI Generali Insurans Berhad. Prior to her appointment to the Board of The Bank of Nova Scotia Berhad, she was a consultant for China Construction Bank Malaysia Berhad on matters related to licensing of the bank and operational readiness audit. From year 2013 to year 2016, Ms. Vijayam served as a Specialist for the Research and Development/Corporate Program of the Financial Accreditation Agency, which is an initiative supported by Bank Negara Malaysia and the Securities Commission Malaysia. She also served as Financial Controller at CIMB Aviva Assurance Berhad and CIMB Aviva Takaful Berhad, Assistant General Manager of Finance at Oriental Capital Assurance Berhad, as well as management roles in RHB Bank Berhad and Sime Bank Berhad/UMBC Bank Berhad.

Ms. Vijayam presently sits on the Boards of BNP Paribas Malaysia Berhad, Manulife Holdings Berhad, Manulife Insurance Berhad and Monash University Malaysia Sdn Bhd. She is a consultant and trainer in topics such as risk management, compliance, internal audit and board governance. She has attended trainings on sustainability in IMD, Lausanne, Switzerland, and Cambridge Institute For Sustainability Leadership.

Save and except for what was disclosed above, Ms. Vijayam:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

SC

DATE OF APPOINTMENT

1 November 2023

TENURE OF APPOINTMENT

8 months

ACADEMIC / PROFESSIONAL QUALIFICATION(S)

- Certificate Building Management, Kolej Tunku Abdul Rahman
- Bachelor Degree of Civil Engineering, Universiti Putra Malaysia

PRESENT DIRECTORSHIP(S)

Listed entity:

Nil

Other public Company:

Nil

EXPERIENCES

Mr. Chai Keng Wai was appointed Chief Executive Officer (CEO), Property Development Division of Matrix Group on 1 November 2023. He also currently serves as a member of the Sustainability Committee. He holds a Bachelor Degree in Civil Engineering.

Prior to joining Matrix, Mr Chai was the CEO of Agile Property (International), the overseas division of Agile Group (China) – a diversified conglomerate specializing in property development and a range of other businesses including property management, environment protection, industrial, capital, commercial and urban renewal. Mr Chai also previously held the position of Joint Managing Director at Country Garden Real Estate (Malaysia) from 2011 to 2018, a joint venture between Country Garden and Malaysia Land Sdn Bhd.

Save and except for what was disclosed above, Mr. Chai:-

- a) has no family relationship with any Director and/or major shareholders of Matrix;
- b) has no conflict of interest with Matrix; and
- c) other than traffic offences, has no conviction for offences within the past 5 years, public sanction or penalty, imposed by any relevant regulatory bodies during the financial year.

CHIEF EXECUTIVE OFFICER'S PROFILE



CHAI KENG WAI

CHIEF EXECUTIVE OFFICER,
PROPERTY DEVELOPMENT

Male | Age 48 | Malaysian

MANAGEMENT TEAM



PROPERTY DEVELOPMENT AND CONSTRUCTION

1
CHAI KENG WAI
Chief Executive Officer,
Property Development

2
TAN SZE CHEE
Chief Development Officer

3
PAK HENG CHEONG
Senior General Manager,
Project Planning

4
TN. HJ. MUSTAZA BIN MUSA
General Manager,
Land Matters

5
HARRY LEE CHIN YEOW
General Manager,
Operations & Strategy

MANAGEMENT TEAM



1
ERIC LONG CHAY SEENG
Chief Project Director

2
JOSHUA LIEW CHEE MENG
General Manager,
Central Region

3
DAMON LAU CHEE WEN
General Manager,
Southern Region

4
PAN CHEE HOW
General Manager,
Construction Central Region

5
LEE JON WEE
Managing Director,
Matrix Development (Australia)
Pty Ltd

MANAGEMENT TEAM



CORPORATE SUPPORT

1
CARMEN LOO KAH BOON
General Manager,
Group Corporate Secretarial,
Governance and Sustainability

2
CAMY TEE KAM MEE
General Manager,
Group Finance

3
NG LAI THENG
General Manager,
Group Digital Transformation

4
NIK LI BIN R. DERAMAN
Senior Manager, Internal Audit

MANAGEMENT TEAM



1
LOUIS TAN SAY KUAN
Chief Financial Officer

2
LEE BING HONG
General Manager,
Group Human Resource &
Administration

3
**ROSALIND JOSEPHINE
LIM POH CHOO**
General Manager, Group Legal

MANAGEMENT TEAM



SALES AND MARKETING

1
LIM KOK YEE
Chief Marketing Officer

2
BRYAN LEE THIAN LONG
General Manager,
Group Sales and Marketing

3
HOW GIOK WAH
Corporate Sales Advisor

MANAGEMENT TEAM



HOSPITALITY

1
KAMARULZAMAN SUDESH LALL
Head of Hospitality

HEALTHCARE

2
DR. ONG CHIEW PING
Executive Director,
Healthcare Division

3
DATO' DR. VIJAYA SINGHAM A/L PETHARUNAM PILLAI
Medical Director (PIC),
Mawar Medical Centre

4
JASON LEE KEE CHONG
Head of Operations,
Mawar Medical Centre

EDUCATION

5
DR JACK CHOU HSIEN MING
Campus Principal

6
TEA MING MING
Deputy Campus Principal

7
LAI CHEE HOONG
Director of Marketing, Admissions and
Communication & Special Assistant to
Campus Principal