

FUTURE GROWTH

VALUE CREATION STRATEGIC REVIEW

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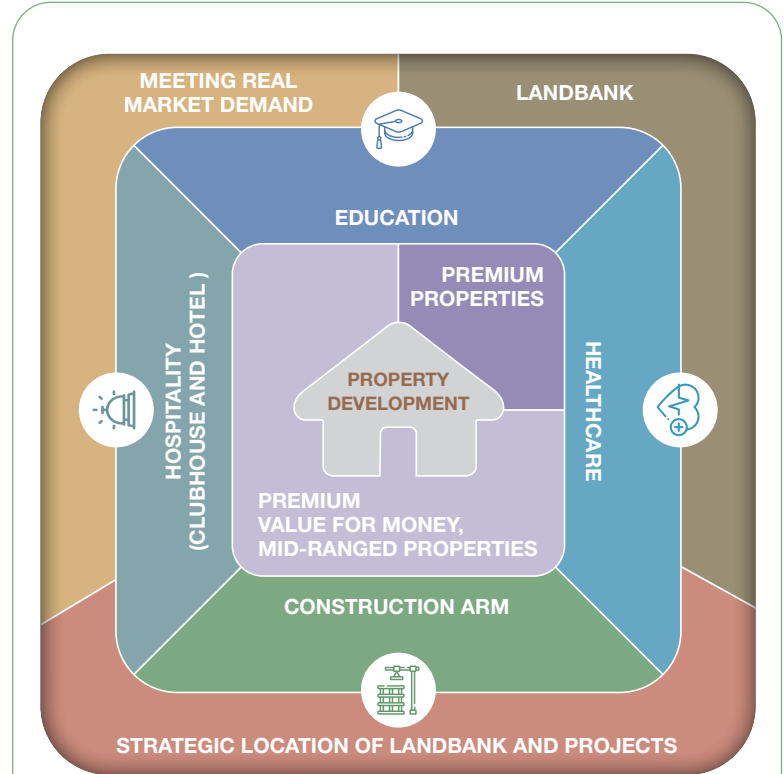
OUR BUSINESS MODEL

IN ESSENCE, THE MATRIX'S BUSINESS MODEL IS CENTRED ON THE DESIGN, BUILD, SALES OF PROPERTIES AS WELL AS RELATED BUSINESS ACTIVITIES SUCH AS LAND ACQUISITION, PROJECT MANAGEMENT, MARKETING AND BRANDING, RESOURCE MANAGEMENT, STAKEHOLDER ENGAGEMENT AND MORE.

Complementing the provision of properties is the Group's healthcare, education, leisure and hospitality operations.

These serve to augment or enhance the lifestyle proposition of Matrix's townships, namely the Group's flagship development, namely Bandar Sri Sendayan ("BSS") township.

Beyond property sales, Matrix's ultimate value creation goal is meeting a significant societal need for quality, value for money properties, especially residential properties that serve as the foundation for the realisation of other values.



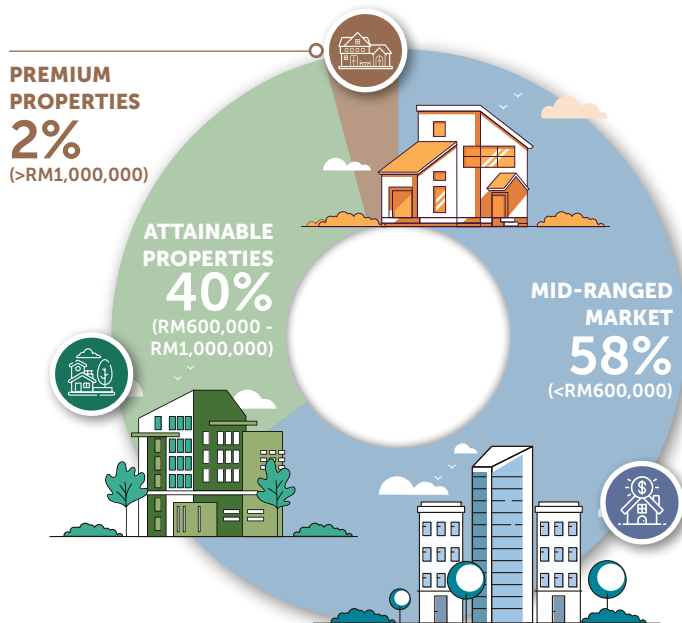
FOR PROPERTY OWNERS:

Attaining homeownership thus meeting a fundamental need for home security	:	Homeownership enables thus capital appreciation and thus wealth preservation and creation over time
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Home ownership supports access to better healthcare, education and job opportunities. In essence, home ownership in good locations promotes upward social mobility

FOR SOCIETY:

Direct and indirect benefits from local infrastructure development	:	Raising the value of landbank, stirring interest and drives socio-economic opportunities	:	Drives commercial activities, creates jobs, and enables urban regeneration
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OUR BUSINESS MODEL

FOR THE NATION:

Increases supply of housing to meet a growing population

Contributes to demand-supply equilibrium to ensure property prices are within the buying power of buyers

Promotes prosperity, social cohesion and unity

The above value creation aspirations defines the Group’s raison d’etre and sets a clear strategic path or direction for Matrix.

DISTINGUISHING THE MATRIX BUSINESS MODEL FROM OTHER PROPERTY DEVELOPERS

The difference between Matrix’s property development business model lies in its inherent resilient business strengths:



OUR BUSINESS STRENGTHS



NATURAL CAPITAL



FINANCIAL CAPITAL



MANUFACTURED CAPITAL



HUMAN CAPITAL



SOCIAL CAPITAL



INTELLECTUAL CAPITAL

DRIVEN BY THE GROUP'S SENDAYAN DEVELOPMENTS

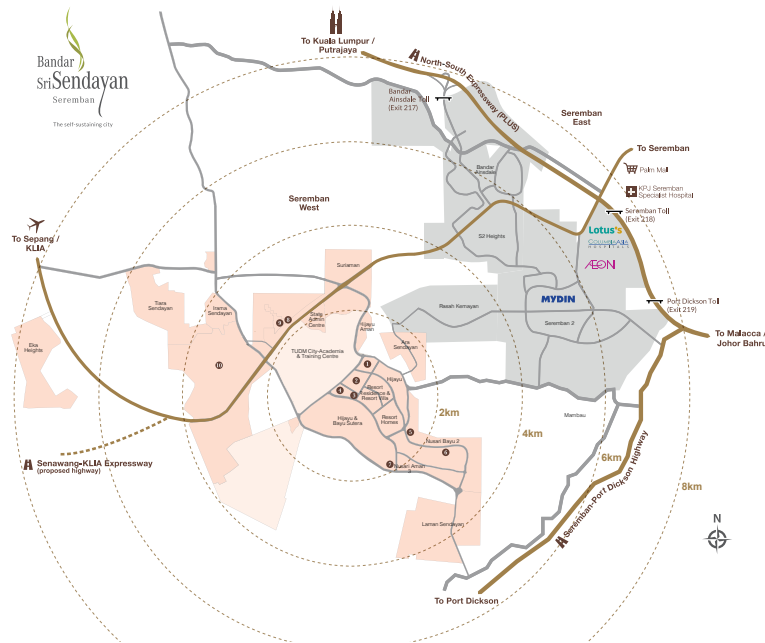


Matrix's property centric business model is driven by its Sendayan Developments. Cumulatively, these proven developments provide Matrix with a strong revenue base and launch pipeline of market attuned property projects to sustain the business model.

The Sendayan Developments include award-winning phases and have emerged as a highly appealing location for property owners intending to enjoy a modern, suburban lifestyle, yet remaining close enough to the city centre for work and commercial motives.

The Sendayan Development including the 6,000 acre Bandar Sri Sendayan ("BSS") is just 70km away from the Kuala Lumpur city centre and 37.5km from the Kuala Lumpur International Airport ("KLIA").

This highly strategic positioning, not forgetting being in close proximity to highways, amenities and facilities makes BSS an ideal suburban location in the Southern part of the Greater Klang Valley for Malaysians looking for a home that affords more space, lifestyle amenities and other benefits at a more competitive price point, compared to properties closer to the city centre.



BSS and the Sendayan Developments are highly strategic in terms of its location and proximity to the KL city centre, KLIA and other major amenities and infrastructure.

BSS, which continues to be developed in progressive phases, has enabled Matrix to grow from strength to strength and to establish the Group's brand in the hearts and minds of consumers over the years. Through development by phases, the Group has been able to develop BSS progressively, selling out each phase and recouping funds through revenues to launch new phases as well as launch its other township, Bandar Seri Impian, in Johor and various standalone, boutique projects.

The strong branding, proven track record and continued growth of BSS and the Sendayan Developments as a whole provides Matrix with a strong differentiation factor, upon which to sustain its property development model and ensure a strong revenue base going forward.

OUR BUSINESS STRENGTHS

Following is the Group's sales performance record and take-up rates for its salient Sendayan Developments projects:

PROJECT	TYPE	NO. OF UNITS	TAKE-UP RATE (UNITS)
Bayu Sutera 1 (Precinct 2B)	DST	325	100%
Bayu Sutera 2 (Precinct 2A)	DST	255	98%
Bayu Sutera 3 (Precinct 1B)	DST	190	100%
Bayu Sutera 4 (Precinct 1A)	DST	193	98%
Bayu Sutera 5 (Precinct 4A1)	DST	227	96%
Bayu Sutera 6 (Precinct 4A2)	DST	70	89%
Hijayu (Residence) Phase 1 (Parcel 2) (Resort Residence 1B)	DST	183	100%
Hijayu (Residence) Phase 2 (Parcel 1) (Resort Residence 2A)	DST	126	100%
Hijayu (Residence) Phase 2 (Parcel 2) (Resort Residence 2B)	DST	84	100%
Irama Sendayan 1	SST	36	100%
	DST	156	99%
Irama Sendayan Biz	Comms Lot	60	83%
Laman Sendayan 3	Townhouse	250	39%
Laman Sendayan Biz	SSTS	20	100%
Nusari Aman 3	DST	219	97%
	Industrial Lot	65	98%
Sendayan Tech Valley 2	Factory	18	100%
	DST	192	100%
Nusari Bayu 2	Semi-D Factory Lot	32	100%
	Comm lots	1	100%
Tiara Sendayan 8 (Precinct 7)	DST	254	100%
Tiara Sendayan 9	DST	90	100%
Tiara Sendayan 10 (P13A)	SST	280	100%
Tiara Sendayan 11 (P13B)	SST	143	100%
	DST	53	100%
Tiara Sendayan 12 (P14A)	DST	80	100%
Tiara Sendayan 13 (P14B)	DST	71	100%
Tiara Sendayan 15 (P14 Balance)	DST	19	95%
Total		3,692	92.5% *

* Matrix recorded a high take-up rate of 92.50% for its property launches.

A GOOD MIX OF TOWNSHIP AND STANDALONE DEVELOPMENTS



In addition to its BSS and Bandar Seri Impian (“BSI”) townships, Matrix’s property portfolio also comprises standalone projects, namely high-rise projects in Malaysia as well as boutique projects in Australia and Indonesia.

These non-township projects supplement core revenues from new phases launched in the aforementioned townships, while expanding the Group’s geographical presence into strategic property locations, such as the Klang Valley, Puchong, Melbourne, Australia and Jakarta, Indonesia.

Matrix’s presence in these locations accentuates the Group’s branding as a reputable property developer, capable of developing market-centric, high-quality property products that cater to evolving and discerning preferences of city dwellers. It elevates the profile of Matrix as a significant property developer, capable of competing with other established property names in the market.

Going a step further, Matrix is also looking at adopting a “greener” approach to high-rise development. This is reflected in the progressive increase of sustainable features and aspects in the design and build of projects in urban locations, namely rainwater harvesting and solar features, use of energy saving lightings and more.

OUR BUSINESS STRENGTHS

INCORPORATION OF A TOWNSHIP DEVELOPMENT APPROACH



The presence of two townships in the Group’s property portfolio allows for a key competitive advantage; that is the ability to phase, or time launches of new phases within its townships. The Group can strategise its launches and is under no pressure to quickly launch due to financial or other constraints. More time can be allocated for planning future phases, including incorporating customer feedback and other insights towards developing higher quality and more sellable products.



OUR BUSINESS STRENGTHS

INTERNAL CONSTRUCTION ARM

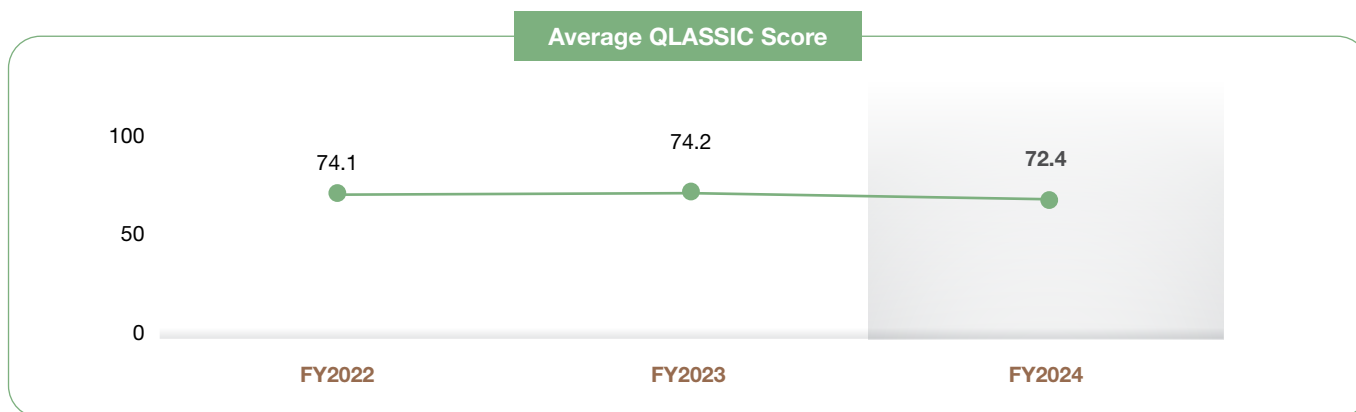


Construction Division is helmed by Matrix Exelcon which is the Group’s construction arm. The fully owned subsidiary provides Matrix with best-in-class construction expertise, including design and build capabilities. This enables the Group to have closer control in terms of project and cost management, operational efficiencies, closer monitoring of build quality and other aspects of the construction process.

This enables closer control on quality, not just for built-up properties, but throughout the property value chain, including selection and procurement of materials, choice of suppliers, duration of construction for projects, control of project sites and more.

Being part of the Group, Construction is better positioned to translate the Group’s vision of property development, thereby gearing its design and build approach to ensure that the final end product meets Matrix’s high quality standards.

Construction also leverages the latest building technologies such as aluminum formworks, building information modelling (“BIM”), virtual design and construction (“VDC”) and others to ensure it continues to deliver cost efficiencies and remains competitive, driven by a fast turnaround model.



MARKET DEMAND DRIVEN



Catering to market sentiments and buyers’ financial capability, Matrix has refined its portfolio of launched projects to properties that are well aligned with present market conditions. As such, close to 58% of Matrix’s property portfolio launched in FY2024 are priced RM600,000 and below.

	FY2022	FY2023	FY2024
Percentage of launched products priced RM600,000 and below (%)	54	65	58

The Group also provides properties catering to more affluent market segments, but the bulk of its properties are targeted to meet the growing demand from the middle-income mass segment of property buyers.

OUR BUSINESS STRENGTHS

FINANCIALLY ROBUST



Matrix continues to register healthy financial performance, reflected in revenues and earnings as well as cashflows. The Group's assets continues to expand alluding to a strong balance sheet, while debts and liabilities remain well managed and comparatively low.

For further information on the Group's financial performance, please refer to page 17 of this Report.

EXPERIENCED AND PROVEN MANAGEMENT



The Board and Senior Management of Matrix comprises proven industry leaders, including those with long-standing experience and professional expertise in the field of property development. In addition, the same approach of ensuring high-calibre, competent leadership at all levels of management has culminated in the development and prevalence of a skilled and industry attuned workforce.

Further information of the skills, qualifications, capabilities and experience of the Group's Board and Senior Management are provided on pages 56 to 73 of this Report.



OUR BUSINESS STRENGTHS

ESG INTEGRATED



Consistent with the concept of Integrated Thinking, Matrix has looked to increasingly incorporate ESG components into its business model and its strategies. The Group’s double materiality assessment has enabled Management to develop a comprehensive perspective of the Group’s most material topics from both financial and impact materiality perspectives.

This has enabled the Group to not only identify pertinent or material topics, but to also develop appropriate strategies in effectively addressing both risks and opportunities arising from these topics. Full details on the Group’s sustainability performance is provided in the Matrix’s standalone Sustainability Report 2024 (“SR2024”).

Matrix’s continued pivot or focus on sustainability is driven by the realisation that the creation of financial values are intrinsically linked to a wide range of ESG matters.

The following diagramme illustrates Matrix’s strategic approach for the embedding of sustainability into its strategic perspectives through integrated thinking:

LINKING SUSTAINABILITY TO BUSINESS PERFORMANCE



The Board and Senior Management are increasingly placing greater focus on how the potential and actual impact of ESG matters on Matrix’s business model as well as the direct and indirect impacts on financial, business performance and stakeholders.

MATTERS MATERIAL TO VALUE CREATION

OUR APPROACH TO MATERIALITY

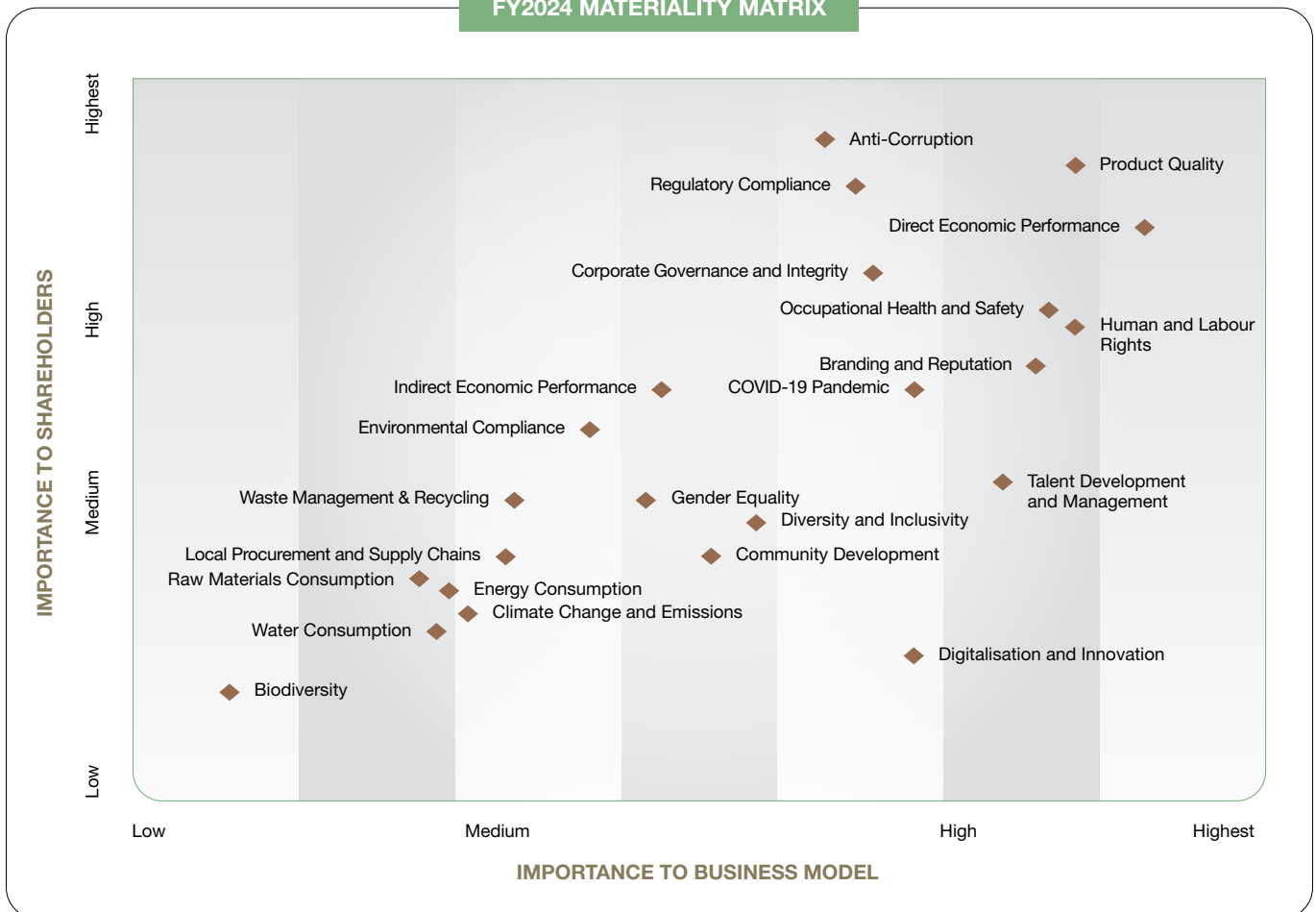
Matrix’s assesses materiality of topics, trends, issues and concerns from two perspectives: These are financial and impact materiality perspectives.

Financial materiality is regarded as materiality in terms of direct or indirect impact to business, operational and financial performance. Impact materiality is viewed from the perspective of how or the extent of impact contributed by Matrix’s business operations to a particular topic.

Financial materiality is considered from the following perspectives:



FY2024 MATERIALITY MATRIX



MATTERS MATERIAL TO VALUE CREATION

The following section provides further information on the risks and opportunities arising from a financially material topic (hence establishing its importance to Matrix).

Specific information related to Matrix’s performance in addressing these material topics are provided from pages 90 - 100.

PRODUCT QUALITY



RISKS

The finished build quality of properties as well as the quality of services provided by the Group’s hospitality, healthcare and education businesses are inherent to customer satisfaction.

A continued focus on product quality supports lower number of defects and liabilities issues. Going forward, climate change and other factors can affect overall build quality and cause an increase in defects.

The Group continues to take measures towards ensuring excellent build quality and the continued high quality of all products and services.

OPPORTUNITIES

The focus on product quality is customer and cost centric. The focus is on strategising quality control towards enhancing customer satisfaction. Hence, beyond elimination and reduction of defects, the focus is also on speed of rectification, overall management of issues as well as focussing on intangible such as aspects of customer communication and experience.

In essence, the continued focus on product quality provides opportunities to review the entire value chain process towards uncovering areas for further improvement. This includes considerations for materials used, choice of suppliers, building designs and construction methods used as well as management of interactions with customers upon handover of vacant possession.

Likewise, the continued focus on engaging customers to secure their feedback and inputs by the Group’s hospitality, healthcare and education businesses also uncovers opportunities to not just improve service but also derive greater operational and cost efficiencies. For example, increasing utilisation of technology i.e. artificial intelligence to automate and speed up responses to customers.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix continues to assess customer satisfaction for all completed projects to ensure improved quality consistency of finished units.

MATTERS MATERIAL TO VALUE CREATION

ANTI-CORRUPTION



RISKS

Matrix's no compromise, zero tolerance stance towards corruption has enabled a continued track record of zero reported corruption incidents.

The Group continues to remain vigilant against all forms of corruption within its operations as well as with engagements / relationships with external stakeholders. This is to prevent reputational loss, and impacted brand image which could also lead to issues of inability to hire and retain talent.

Vigilance is essential as corruption can also erode investor confidence, lead to inefficiencies in the supply chain, promote non-competitiveness and the erosion of an organisational culture and governance system based on merit. Ultimately, corruption has a trickle-down effect on the quality of products and services and customer satisfaction, and financial performance.

OPPORTUNITIES

The unwavering focus on preserving a corrupt free environment, beyond just reducing risks exposures, also may uncover opportunities to strengthen corporate governance and to adopt best practices in terms of management and operations of the Group.

Focussing on anti-corruption also enables a larger scale impact as external stakeholders, notably suppliers are also roped in to progressively strengthen their approaches with regard to anti-corruption.

Ultimately, remaining focussed on anti-corruption develops a more robust business model, reduced risk exposures and a more competitive Company centred on the principle of meritorious performance.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix has developed its anti-bribery anti-corruption ("ABAC") policy which addresses the issue of corruption and facilitates the awarding of contracts on a meritorious basis.

The ABAC policy has also been extended to its supply chain of contractors, vendors, suppliers and business partners towards accelerating the development of a high-integrity business environment in Malaysia.

DIRECT ECONOMIC PERFORMANCE



RISKS

Direct economic performance as reflected in terms of revenue and earnings growth is essential for value creation.

The Group continues to adjust its strategies in tandem with market forces as well as the need to balance between short term financial value creation i.e. provision of dividends annually, against medium to long-term business objectives such as funding investments, ensuring sufficient capital to fund development projects and more.

OPPORTUNITIES

Robust revenue and earnings growth provides the Group with the financial stability to undertake new ventures, to expand overseas and also undertake new projects. Financial strength supports timely replenishment of landbank, to pay competitive salaries to attract and retain talent.

Increasingly, financial investments can also be made to undertake commercially accretive ESG based projects. These include transitioning to solar energy use (which insulates against rising energy costs), to focus on enhancing the biodiversity components of property projects (which increases appeal to consumers as well as supports higher property pricing and more).

BUSINESS AND OPERATIONAL STRATEGIES

Matrix continues to drive business growth (and with that, improved revenue and profitability) through its business model and its selected business strategies.

Matrix has clearly identified its outlook and prospects, in tandem with existing market forces and overall operating conditions. With this, the Group has outlined its future business strategies and priorities.

MATTERS MATERIAL TO VALUE CREATION

TALENT DEVELOPMENT AND MANAGEMENT



RISKS

In a competitive talent market, it is imperative that the Group be able to recruit and retain high-performing talent. This is to prevent not just talent attrition but the loss of inherent Company knowledge and skills as well as reduce costs associated with rehiring.

Innovation, marketing and branding and technological adoption are key aspects of Matrix's business model and the effectiveness of harnessing all of these are dependent on the Group's ability to hire and retain the appropriate talent mix.

OPPORTUNITIES

The focus on talent management offers opportunities in the area of gender and ethnic diversity and of looking beyond traditional industries to bolster the Group's workforce.

Through a merit based approach to talent management, the Group is able to develop a high-performing workforce which can offer diverse perspectives and ideas, which are essential towards problem-solving and developing new solutions amidst a highly competitive market.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix has implemented a comprehensive talent engagement programme at all levels across the Group. This includes two-way communication channels and opportunities for staff to voice their suggestions, concerns and grievances, if any.

Matrix is considering developing oversight on the linkage between employee retention and morale to Group productivity, costs and revenue / profitability.

HUMAN AND LABOUR RIGHTS



RISKS

More prevalent to the Group's construction operations and its supply chains, the focus on ensuring adherence to human rights requirements is towards preventing disruptions on site works and the availability to materials and supplies.

Continued focus on ensuring compliance is vital towards also preventing fines and other forms of legal action.

OPPORTUNITIES

A strong human rights track record enables Matrix to continue having access to workers, especially foreign workers who are primarily hired for work on construction sites.

Given the present foreign labour crunch, the ability to ensure a sufficient labour pool supports timely progress of works on sites and ultimately, timely completion.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix continues to assess its suppliers for human rights practices, including forced labour.

MATTERS MATERIAL TO VALUE CREATION

OCCUPATIONAL HEALTH AND SAFETY (“OHS”)



RISKS

Excellent OHS performance is vital towards reducing disruption to progress of all operational sites, which can impact timely completion of projects. Prevention of OHS incidents is also important towards avoiding damages which can lead to financial loss, higher insurance premiums and loss of operational man days. Branding and reputation can also be affected as well as the ability to recruit site workers.

OPPORTUNITIES

Continued focus on OHS can lead to cost and operational efficiencies across the value chain. It contributes to improved morale among workers, which reduces attrition rates and also strengthens the Group’s reputation, particularly among regulatory stakeholders.

Best practices applied can also be shared with industry peers through industry bodies towards elevating the collective standards of property and construction players.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix adheres to set regulations and has developed a robust management approach, comprising policies, SOPs and effective monitoring of OSH matters to ensure good performance. Employees and workers participation in OSH matters is mandatory.

BRANDING AND REPUTATION



RISKS

Matrix operates in highly competitive industries where customers have ample choice and price points. Hence, the significance of continued brand building towards distinguishing Matrix. Strong branding through focussed and targeted communication is essential as without which, customer awareness may dip leading to loss of customer interest.

Branding strategies must also deliver a compelling return of investment (“ROI”), especially as marketing costs increase over time due to inflation and a higher expenditure to retain mindshare among customer segments.

OPPORTUNITIES

The need for branding also opens opportunities to rethink the overall marketing and branding mix. Technology such as AI and big data analytics enable a more focussed approach with improved measurement of ROI for investments made.

In essence, combining technology with past experiences can support the development of more effective customer acquisition. Increasingly, the focus is not just on one-time sales, but in how to develop longer-lasting relationships which could lead to repeat purchases or higher referral rates.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix’s sales performance serves as a good indicator of the prevailing strong brand trust and confidence among consumers. The Group shall look to conduct more independent, external surveys to better feel the consumers’ / stakeholders’ perspectives.

MATTERS MATERIAL TO VALUE CREATION

REGULATORY COMPLIANCE



RISKS

A high-level of compliance to environmental and social regulations is essential towards ensuring disruption free site operations, fines and censures and other impacts that would hinder or erode the effectiveness of the business model in sustaining value creation. This could be delays in project approvals, delays in securing labour or commencement of works.

Regulatory compliance also reduces prevents exposure to customer complaints of non-adherence, legal action and other negative impacts.

OPPORTUNITIES

Matrix's strong track record of regulatory compliance provides the Group with the confidence to undertake projects and to accurately plan the pace of works, duration as well as completion of projects.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix adheres strictly to ensure regulatory compliance through its Environmental Management System. The value of good environmental performance is included in the Group's business strategies. Matrix increasingly looks to incorporate more sustainable practices into its business model and its business processes, including in the design and build of homes.

Environmental initiatives are given increasing focus as a means for long-term cost savings and efficiency and to develop new business opportunities. Environmental performance is important in attracting investors, seeking financing and developing a more sustainable business model.

ENERGY CONSUMPTION



RISKS

Energy costs continues to maintain an upward trend in recent years, driven by higher electricity prices as well as higher global prices for crude oil and gas.

Focussing on achieving improved energy efficiency is essential towards reducing exposure to rising energy costs that could lead to higher OPEX.

In addition, continued dependence on fossil fuels for operations, may expose the Group to any future imposition of carbon taxes.

The ongoing transition towards decarbonisation can also pose challenges in terms of pivoting towards renewable energy ("RE") use would meet targeted cost-benefit ratios.

OPPORTUNITIES

Focussing on energy consumption provides opportunities for decarbonisation as well as cost savings, notably in the medium to long-term.

For example, transitioning to solar reduces dependence on grid sourced electricity and thus averts exposure from rising commercial tariffs post the revision of the ICPT.

Other opportunities include reducing combustive fuel, especially stationary sources on operational sites. This would lead to reduced emissions.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix is taking measures to reduce or improve the efficiency of energy consumption, as well as transition to renewable energy. So far, Hospitality, Healthcare and Education Division have installed the solar panels on their business premise. Moving forward, solar energy consumption is expected to increase over time.

MATTERS MATERIAL TO VALUE CREATION

CLIMATE CHANGE AND EMISSIONS



RISKS

Risks associated with climate change include physical risks such as exposure to flash floods, drought, landslides and rising ambient temperatures. All of these, either individually or collectively may have varying impacts on operations, ranging from mild to severe disruptions.

Transitional risks primarily comprise, legal, policy, market and reputational risks. This includes exposure to future carbon taxes, increased requirement for more green features in developments (which may lead to additional costs) and others.

OPPORTUNITIES

Beyond risk mitigation and cost efficiencies, opportunities include safeguarding operations from potential physical impacts while strengthening the Group's brand positioning as a sustainable Company.

This can future leveraged to access ESG based funding such as Sukuk or bonds if necessary. The undertaking of ESG related projects can also be financed via such funds with potentially reduced interest and borrowing costs.

BUSINESS AND OPERATIONAL STRATEGIES

Matrix increasingly looks to incorporate more sustainable practices into its business model and its business processes, including in the design and build of homes.

Environmental initiatives are given increasing focus as a means for long-term cost savings and efficiency and to develop new business opportunities. Environmental performance is important in attracting investors, seeking financing and developing a more sustainable business model.

LANDBANKING



RISKS

With land being an integral aspect of property development, Matrix focusses on refining its strategies towards ensuring sufficient landbank at strategic locations.

Landbank replenishment needs to be undertaken prudently towards ensuring not just sufficient land, but also that land is acquired at appropriate prices. This is due to the fact that land costs is a key factor in determining overall project costs as well as the cost of units, development ratios and more.

Going forward, environmental factors such as access to water, ambient temperatures, risk of flooding and other natural disasters may become more prevalent in shaping landbanking strategies.

OPPORTUNITIES

Opportunities include appreciation of landbank which generates financial values, the ability to dispose of unrequired land for fair gains and to collaborate with landowners based on a joint venture proposal. This offlays land acquisition costs.

BUSINESS AND OPERATIONAL STRATEGIES

Sourcing for additional landbank is essential to the property development model. However, the focus going forward is on acquiring strategic parcels at the right price and location. The Group has a dedicated business development unit which is tasked at identifying land parcels for Management's consideration and approval for purchase.

Matrix has sufficient financial strength to replenish its landbank by drawing from either internally generated funds as well as bank borrowings or a combination of both.

Alternatively, joint ventures with landowners to leverage on resources.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

This section provides information on how Matrix has performed in relation to specific material topics. This is a concise narrative with comprehensive data and details provided in SR2024.

PRODUCT QUALITY



Matrix’s Property division assesses quality performance using the CIDB based QCLASSIC system, of which the Matrix’s construction division continues to register comparatively high scores of 70 and above. In FY2024, the average score achieved for property projects constructed was 72.4. Other aspects of the property development division’s management approach to achieving desired build quality is as follows:

NO.	PROJECT	QCLASSIC SCORE
1	Bayu Sutera Precint 1B	74
2	Bayu Sutera Precint 2A (Stage 1)	78
3	Bayu Sutera Precint 2A (Stage 2)	70
4	Bayu Sutera Precint 2B (Stage 1)	71
5	Bayu Sutera Precint 2B (Stage 2)	77
6	Laman Sendayan Biz	74
7	Laman Sendayan Precint 1A	69
8	Laman Sendayan Precint 1B	71
9	Laman Sendayan Precint 3	74
10	Nusari Bayu 2	72
11	Resort Residence 1B	71
12	STV Business Park	69
13	Tiara Sendayan Precint 7	76
14	Tiara Sendayan Precint 9	73
15	Tiara Sendayan Precint 13A	68
16	Tiara Sendayan Precint 13B	71
Average		72.4

ANTI-CORRUPTION



As in previous years, Matrix continues to adopt a zero-tolerance, non-compromise stance on corruption. The Group views corruption as a scourge on its culture of meritorious performance and as a negative element that would distort market forces and lead to inefficient practices, inability to hire and retain talent, potentially poor corporate reputation and credibility and other negative ramifications.

100% of the Group were assessed in FY2024 for corruption risks and zero corruption cases were reported or identified during the year. This includes substantiated or alleged / potential incidents from any grievance mechanism, such as the whistleblowing mechanism.

While several departments and corporate functions may have comparatively higher corruption risks, no high risks scenarios were identified. Matrix remains committed to conducting these assessments on an annual basis. There are zero cases reported for corruption and whistleblowing for FY2024.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

DIRECT ECONOMIC PERFORMANCE



Kindly refer to the Five-Year Financial Highlights and the Management Discussion and Analysis for comprehensive details on Matrix’s financial performance.

Financial values created and distributed are provided as below:

INDICATOR	FY2022	FY2023	FY2024
Payments to employees (RM'000)	92,566	92,564	104,717
Payments to suppliers and partners (RM'000)	241,148	511,040	587,758
Payments to Government (RM'000)	67,530	57,753	86,550
Repayment to providers of capital (RM'000)	226,198	197,832	226,558
Monies distributed for community development (RM'000)	8,590	8,263	10,321
Economic value retained (RM'000)	171,194	153,132	414,482

TALENT DEVELOPMENT AND MANAGEMENT



Matrix’s management approach to talent management is intended to enable the Group to acquire and retain high-performing, high-calibre talent. Group Human Resources (“GHR”) continues to be the champion of Talent Management with the Board and Management maintaining direct oversight on talent matters. Notably, the Nomination & Remuneration Committee plays a key role in driving Board oversight.

Matrix’s workforce reflects a microcosm of Malaysia’s ethnic and cultural diversity with varied demographic groups represented. The achievement of workforce diversity was centred on the principle of merit; that is decisions on hiring, rewards, promotions and training were purely driven by the qualification, competence, performance, experience of staff as well as on a needs basis.

All Matrix staff are provided with competitive remuneration and benefits that commensurate with their performance and position in the Group as well as assumed roles and responsibilities. Salary increases, performance bonuses, and other forms of compensation and benefits are determined based on qualifications and performance evaluated against tangible personal and collective Key Performance Indicators (“KPIs”) and targets. The Group’s overall financial performance for the fiscal year is also considered a criterion in determining bonuses and increments.

Matrix complies with the principle of equal pay for equal work and continues to address any disparity in pay ratios, notably gender pay ratios.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

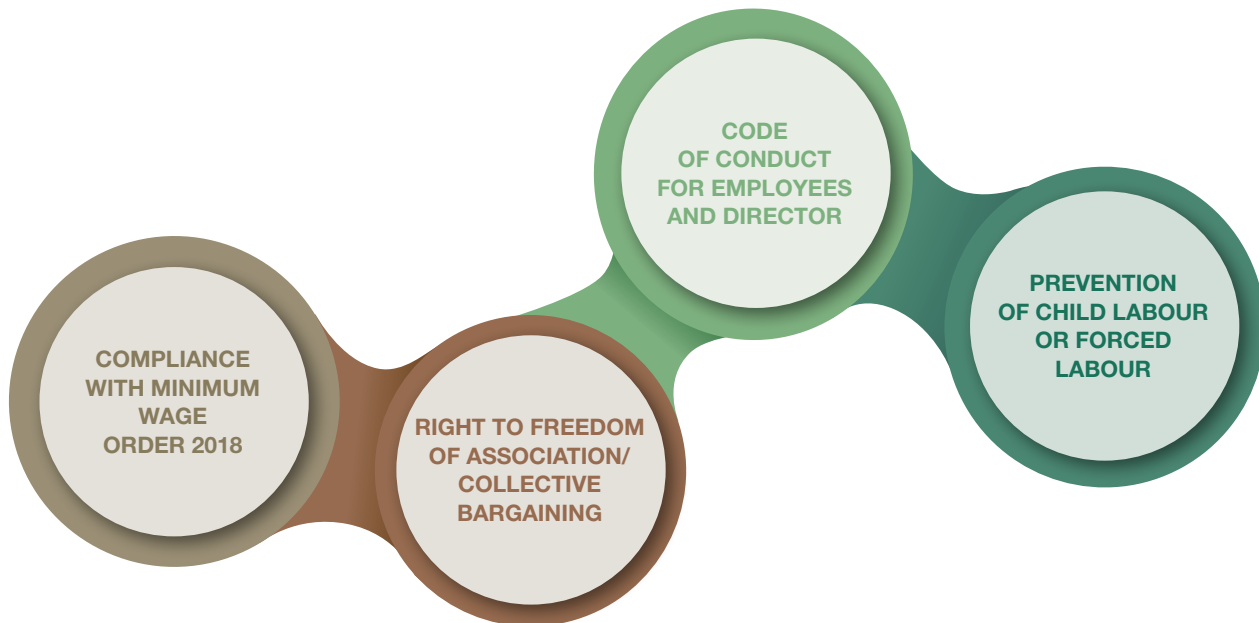
HUMAN AND LABOUR RIGHTS



Matrix adheres to the Malaysian Employment Act 1995 and all relevant labor laws of Malaysia. The Group aligns with the International Labour Organization (“ILO”), the Universal Declaration of Human Rights, and the UN Global Compact’s 10 Principles, including human rights, labor, environment, and anti-corruption, UN Guiding Principles on Business and Human Rights, International Labour Law, prohibiting child and forced labor, ensuring non-discrimination and equal opportunity, supporting a harassment-free and violence-free workplace, prohibiting retaliation or any form of physical and mental disciplinary practices, and respecting workers’ right to freedom of association.



Other related policies established by Matrix include the following:



Matrix proudly reports Zero cases of human rights violations over the past three years, reflecting its steadfast commitment to upholding ethical standards and respecting human dignity across its operations. This achievement underscores Matrix’s rigorous adherence to international human rights principles and local regulations, ensuring that all stakeholders, including employees, suppliers, and communities, are treated fairly and with integrity. By maintaining this track record, Matrix not only safeguards human rights but also sets a benchmark for corporate responsibility in its industry, demonstrating its unwavering dedication to ethical conduct and social responsibility.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

OCCUPATIONAL HEALTH AND SAFETY (“OHS”)



Matrix remains steadfast in its commitment to occupational health and safety, diligently recording any injuries or fatalities that occur across all operational sites. This proactive approach underscores Matrix’s priority to ensure the well-being and safety of its workforce, contractors, and visitors. By meticulously documenting incidents, Matrix can analyze root causes, implement corrective actions, and continuously improve safety protocols to prevent future occurrences. Through comprehensive training, regular inspections, and stringent adherence to safety regulations, Matrix cultivates a culture of safety awareness and accountability at every level of the organization. This dedication not only protects employees but also enhances operational efficiency and fosters a workplace environment where health and safety are paramount concerns.

The Hazard Identification, Risk Assessment, and Risk Control (“HIRARC”) process are routinely undertaken to systematically identify and mitigate potential risks, further enhancing workplace safety. By integrating OHS management into corporate governance and implementing robust risk management practices, Matrix not only prioritizes the protection of its workforce but also strengthens operational resilience. This holistic approach reflects Matrix’s proactive stance in fostering a safe and secure work environment, where employee well-being remains paramount.

Given the importance of health and safety including OHS, the topic comes directly under the Board of Directors oversight. HIRARC is typically undertaken in response to one of the following developments:



OSH PERFORMANCE DATA

HSE Performance (Group)

DESCRIPTION	FY2022	FY2023	FY2024
Man-hours Worked	3,142,800	2,651,040	4,912,720
Accidents (Major Injuries)	-	-	3
Accidents (Minor Injuries)	-	-	1
Accidents (First Aid)	2	-	-
Fatality rate	-	-	-
Accident rate	0.6	-	2.2
Frequency rate	0.6	-	0.8
LTIFR	0.6	-	0.8

- zero occurrence

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

BRANDING AND REPUTATION



Matrix remains steadfast in its commitment to enhancing its branding and reputation through a focus on key attributes that resonate with stakeholders. By prioritizing innovation, quality, and sustainability across its products and services, Matrix strengthens its market position and builds trust among customers and partners alike. Transparent communication, ethical business practices, and a dedication to corporate social responsibility further bolster Matrix's reputation as a responsible and reliable partner in the industry. This strategic alignment of values not only enhances brand loyalty but also reinforces Matrix's standing as a leader committed to delivering value while contributing positively to society and the environment. By continuously refining these attributes, Matrix ensures sustained growth and differentiation in the competitive global marketplace.

Similarly, the other business divisions such as the Group's Hospitality, Healthcare and Education operations continue to refine their marketing and branding strategies in line driving with brand awareness and appeal towards enabling improved customer acquisition and retention.

Following are the customer satisfaction scores attained by Matrix's respective business operations:

FY2022		FY2023		FY2024	
PROJECT	SCORES (%)	PROJECT	SCORES (%)	PROJECT	SCORES (%)
Tiara Biz	70	Ara Sendayan 2B	79	Tiara Sendayan Pct 9 Illora	85
Ara 2A Stage 2	82	Tiara Sendayan Pct6	86	Bayu Sutera 2B (S1)	85
Tiara P3	68	Tiara Sendayan Pct8	83	Nusari Bayu 2	81
Tiara P5	71	Resort Residence 1	81	Laman Sendayan P1B-Hanna II	86
Hijau Aman P1	73	Laman Sendayan P2	90	Tiara Sendayan Pct 7-Hessa	80
Hijau Aman P2	75	Laman Sendayan P4	85	Bayu Sutera 2B (S2)	84
Resort Homes SL	79	AVERAGE	84	Laman Sendayan P1A	78
Ara 2B	79			Bayu Sutera 2A (S1)	70
Tiara Precinct 8	74			Tiara Sendayan P13A-Ayana	88
Impiana Bayu 3A (Phase 1)	73			Bayu Sutera 2A (S2)	84
Impiana Bayu 3B2 (Phase 1)	71			Bayu Sutera 1B	86
AVERAGE	74			Tiara Sendayan P13B - Ayana & Erica	71
				Resort Residence 1B	85
				AVERAGE	82

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

Pertaining to healthcare, in FY2024, a total of 21,200 customer/patient feedback were received, of which 99.8% were deemed positive feedbacks (Excellent and Good ratings).

HEALTHCARE	EXCELLENT (%)	GOOD (%)	POOR (%)
Customer Service	98.9	1.1	0
Admission Discharge	81.2	18.7	0.1
Nursing	96.2	3.8	0
Radiology	97.0	2.9	0.1
Physiotherapy	97.4	2.6	0
Pharmacy	94.2	5.8	0
Specialist/Doctors	99.9	0.1	0
Food And Beverage	70.5	28.7	0.8
House Keeping	96.2	3.6	0.2
Facilities	43.1	56.1	0.8
AVERAGE	87.5	12.3	0.2

Compared to FY2023, healthcare has seen more patients score the organisation’s operations and services as excellent and with a continued drop in overall “poor” scores.

RATINGS	FY2023 (%)	FY2024 (%)
Excellent	83.8	87.5
Good	15.9	12.3
Poor	0.3	0.2
TOTAL	100	100

REGULATORY COMPLIANCE



Matrix’s operations across all business divisions have continued to register a high level of regulatory compliance for all aspects of operations, notably for environmental and social performance. The Group has ensured that it complies with all laws of the country with regard to environmental performance, human rights, labour and employment, corporate governance, anti-corruption, building and construction laws, laws pertaining to healthcare and education operations and others, where relevant.

The construction operations has complied with all laws pertaining to effluent, noise, waste and emissions management as well as public health and safety and OHS. It has also complied with all laws related to sales and marketing of properties.

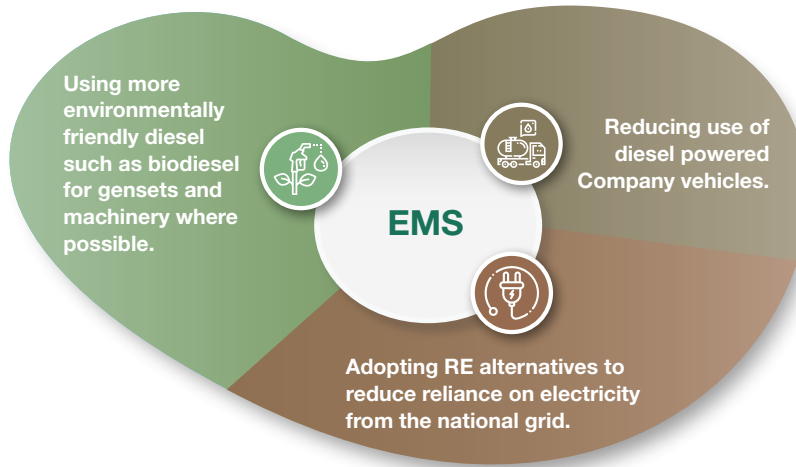
Healthcare Division fully comply with the regulatory requirements for healthcare operations including the management and disposal of scheduled medical waste. In FY2024, Matrix maintains its performance of zero incidents of non-compliance across all operating sites.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

ENERGY CONSUMPTION



Matrix's is driven by the Group's Environmental Management System (EMS), which is centred on the following focus areas:



Machinery, equipment, and generators utilise diesel, while Company vehicles operate on petrol, both procured from third-party suppliers. Electricity sourced from the utility Company, Tenaga Nasional Berhad (“TNB”) is also consumed. Solar energy is also used to power Education, Healthcare and Hospitality Divisions. Energy performance is assessed annually based on the quantity of solar energy generated and reductions in energy efficiency / intensity.

Matrix remains committed to monitoring its energy consumption, especially when related to the direct energy consumption it uses during the operation. Generator sets and other types of machinery generally depend on diesel while some of the Company vehicles use petrol.

Consumption of indirect energy, primarily electricity, is purchased from TNB, the utility Company. The Group also uses electricity generated by solar power in its business divisions, including Hospitality, Education, and Healthcare.

Matrix has disclosed the Scope 3 emissions for FY2024. The Group's goal remains to become a carbon-neutral or zero-carbon operation by 2050.

ENERGY CONSUMED	UNIT	FY2022	FY2023	FY2024
Purchased Energy	GJ	25,908.04	26,909.18	27,187.00
Diesel (Stationary emission)	GJ	7,971.08	5,696.21	10,174.40
Diesel (Mobile emission)	GJ	DNA		4,028.61
Petrol (Mobile emission)	GJ			2,009.08
Solar (renewable energy) consumed	GJ	2,744.66	3,984.39	4,029.86
Total energy consumed	GJ	36,623.78	36,589.78	47,428.95

DNA - Data Not Available

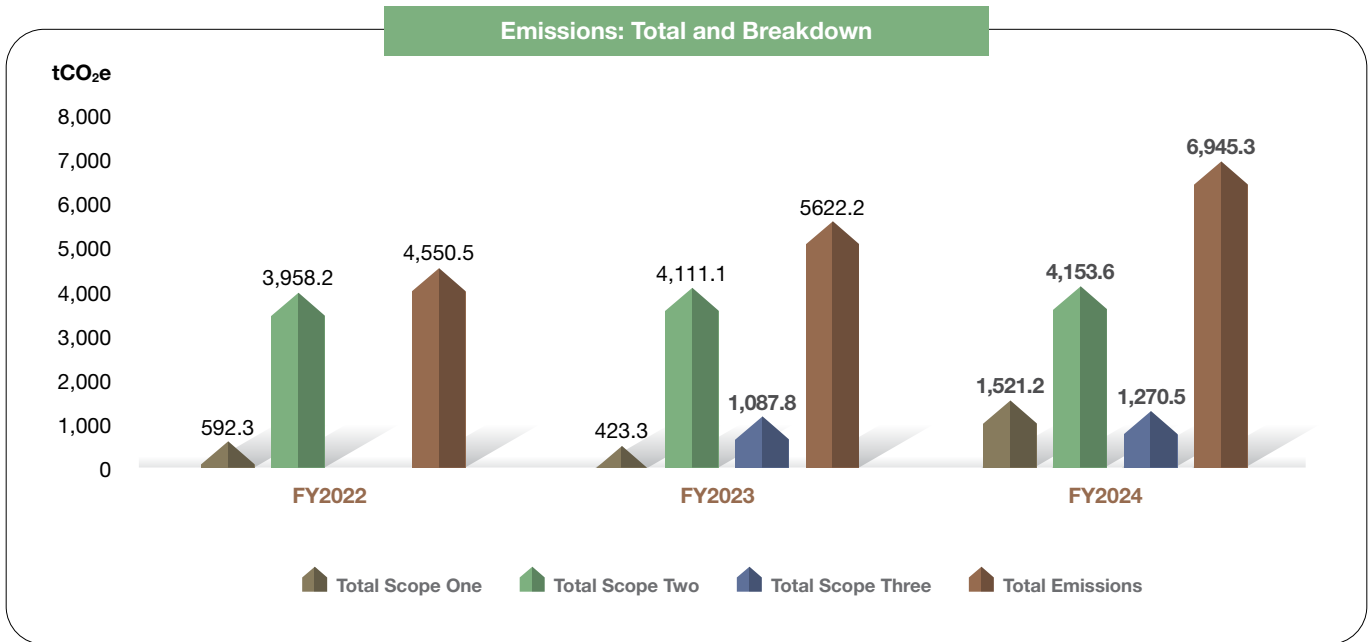
OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

CLIMATE CHANGE AND EMISSIONS



Matrix takes proactive steps by calculating their Scope One and Scope Two carbon emissions using the GHG Protocol Corporate Accounting and Reporting Standard methodology, Matrix accurately measure and manage its direct emissions (Scope One) from owned or controlled sources, as well as indirect emissions (Scope Two) from the consumption of purchased electricity. This rigorous approach enables Matrix to identify key areas for emissions reduction, implement effective sustainability strategies, and contribute to global efforts in mitigating climate change.

In terms of Scope 3 emissions, Matrix’s disclosures encompass business travel via passenger flights and employee commuting to and from their workplace. The latter inclusion, newly introduced, contributes to the development of a comprehensive GHG inventory.




TYPES OF EMISSION	UNIT	FY2022	FY2023	FY2024
Total CH ₄	Tonnes	2.4	1.7	6.6
Total N ₂ O		1.3	0.9	14.9


Note: The figures for previous years have been restated to reflect the latest global warming potentials issued by the IPCC (AR6), and the term 'NOx' has been replaced with 'N₂O' to accurately present tabulated emissions sources. FY2024 saw an increase in both CH₄ and N₂O emissions due to scope expansion in considering indirect emissions generated from business travel and employee commuting.

The Group’s TCFD disclosures and how it has addressed the four pillars of Governance, Strategy, Risks and Metrics and Targets are provided in details in SR2024.


OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

OPERATIONS SPECIFIC RISKS





PROPERTY DEVELOPMENT




RISKS

Rising ambient temperatures and water scarcity may impact availability of suitable landbank.

Changes to building design may become necessary to withstand higher temperatures as well as harsher weather conditions.


Additional costs required for climate change modifications caused by changes in building designs and materials, new compliance requirements, contingencies for water and more.




OPPORTUNITIES


Greater acceptance by end-consumers of the need to adopt climate change mitigation measures, which enables new property offerings to be developed i.e. new designs, use of solar, etc.

Consumers' acceptance to pay more for "green" or "eco-friendlier homes" provides new property development opportunities.





CONSTRUCTION




RISKS

Harsher weather conditions such as increased torrential storms and floods as well as hotter temperatures may lead to increased OHS risks as well as lead to delays of works on construction sites.

Increased ambient temperatures may affect worker productivity. Water scarcity may lead to frequent water supply disruptions which would impede construction works.


Reduced access to financing/capital unless there is greater adoption of "green" construction methodologies.




OPPORTUNITIES


Greater willingness by management to explore green construction methods as well as circular economy concepts.

Proliferation of new technologies that reduce wastage and reduce resource consumption.






HOSPITALITY AND HEALTHCARE



RISKS

Rising temperatures will require increased electricity consumption for cooling purposes.

Water disruption issues due to direct or indirect climate change impacts could affect operations, leading to revenue loss.



OPPORTUNITIES

Opportunity to adopt renewable energy (RE) to power operations.

Opportunities to increase use of rainwater harvesting to reduce potable consumption from municipal sources.

OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

LANDBANKING



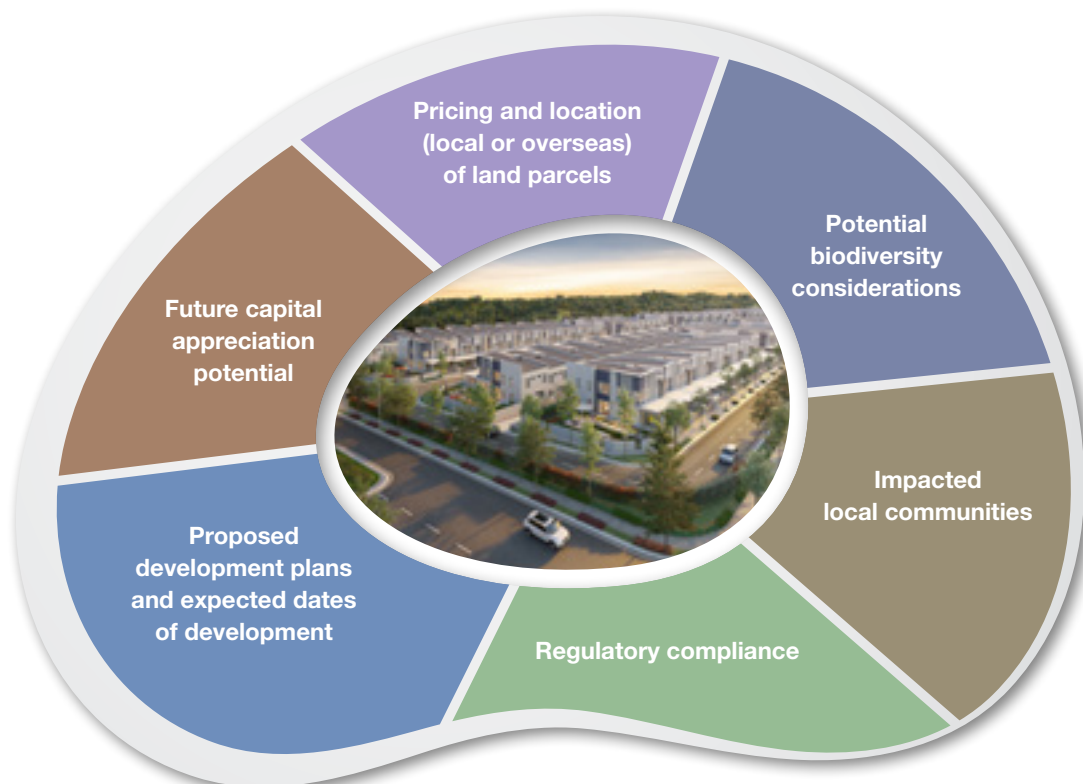
As at 31 March 2024, Matrix’s total landbank stands at 2,032 acres, with a GDV of RM11.7 billion. Primarily, landbank comprises of parcels adjacent to or in the vicinity of Matrix’s BSS and BSI townships. This is towards enabling an expansionary strategy for both townships. However, Matrix also holds and is constantly on the lookout for pocket land parcels in urban locations or in the suburbs that would offer appealing property development potentials.

With regard to landbank, Matrix has also been actively acquiring suitable land parcels in the Malaysia Vision Valley (“MVV”) locale, which is touted as the next game-changing infrastructure development projects in Negeri Sembilan. FY2024 saw Matrix acquire landbank worth RM460 million in the MVV locale. Present landbank is sufficient to meet Matrix’s property development plans for the next 20 years.

As in previous years, the landbank acquisition / replenishment requirements are not solely based on commercial considerations. Increasingly, considerations include exposure to climate impacts and biodiversity consideration such as landbanks’ potential / actual biodiversity value. As much as possible, landbank should not be adjacent to locations with high biodiversity or having High Conservative Value (HCV).

For further information on landbank, please refer to the Management Discussion and Analysis section of this report on page 36-54.

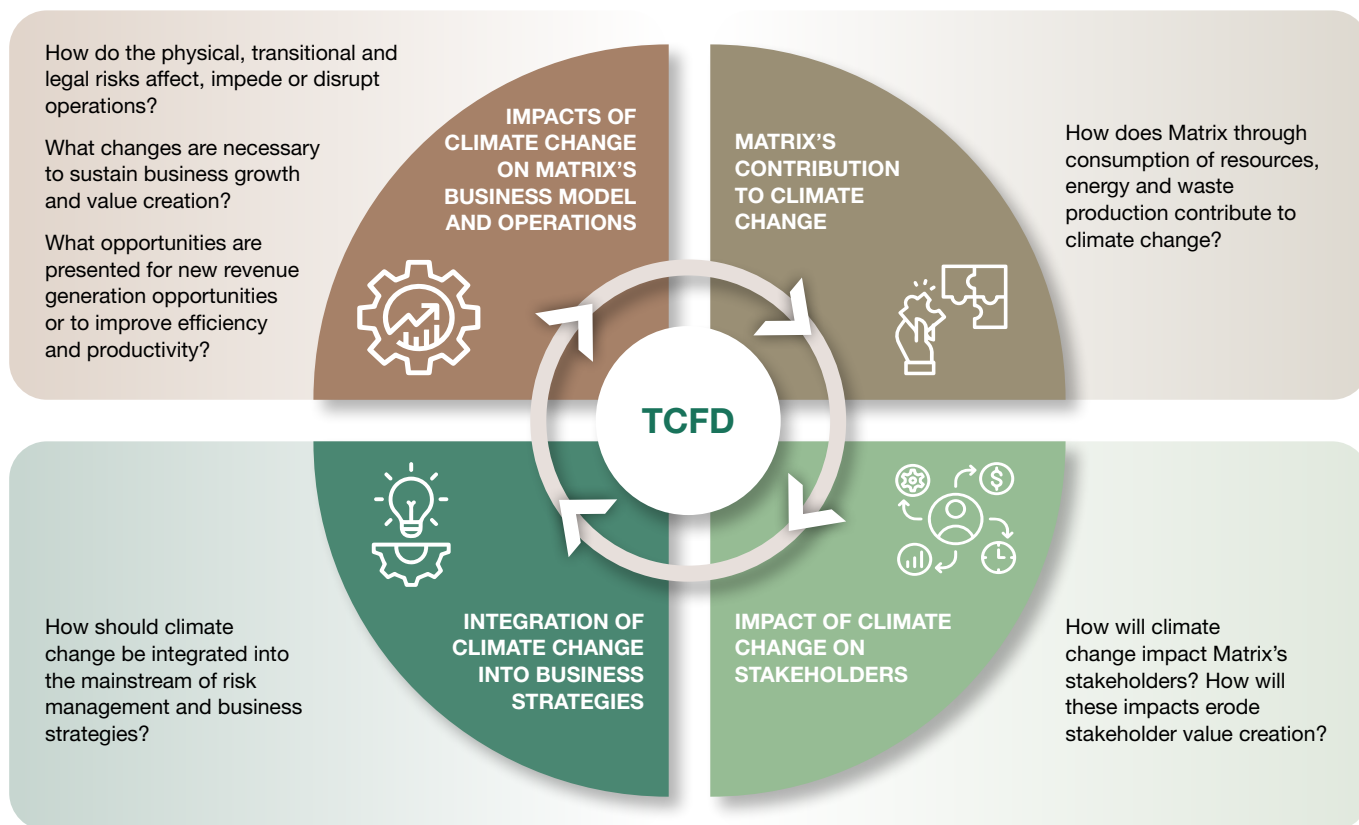
In essence, landbank replenishment is undertaken based on the following criteria:



OUR PERFORMANCE IN ADDRESSING MATERIAL MATTERS

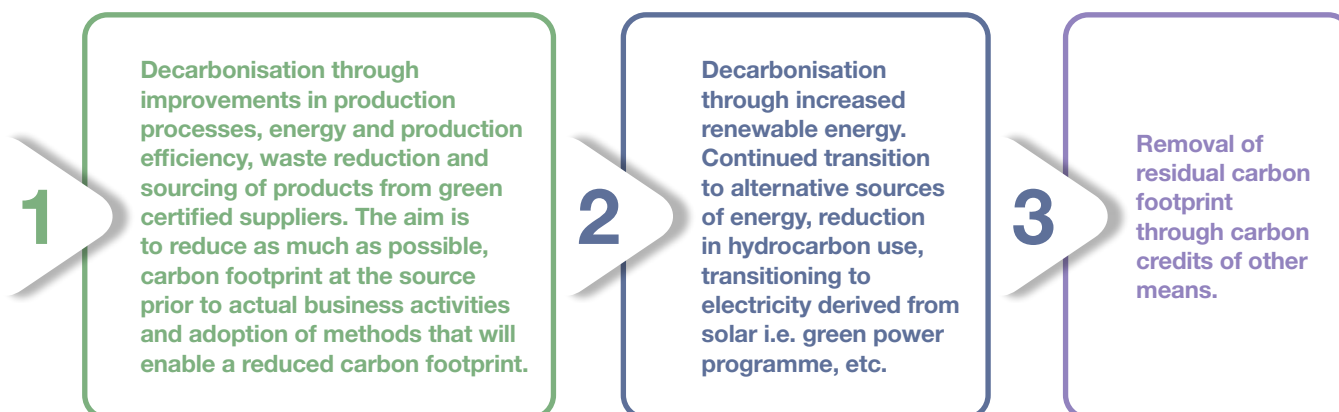
STRATEGY

Matrix’s strategy with regard to climate change takes into account the following perspectives based on short, medium and long-term horizons by reviewing the various areas of concerns:



TCFD - Task Force Climate-related Financial Disclosures

The Group’s strategy is centred on its Zero Carbon by 2050 long-term goal, based on the following broad based focus areas:



THE BUSINESS MODEL AT WORK: OUR PROPERTY VALUE CHAIN

Matrix’s integrated reporting disclosures include a concise explanation of its business value chain, which provides a narration of how the business model is implemented towards creating and sustaining financial and non-financial values.



THE BUSINESS MODEL AT WORK: OUR PROPERTY VALUE CHAIN



FINANCIAL CAPITAL



MANUFACTURED CAPITAL



INTELLECTUAL CAPITAL



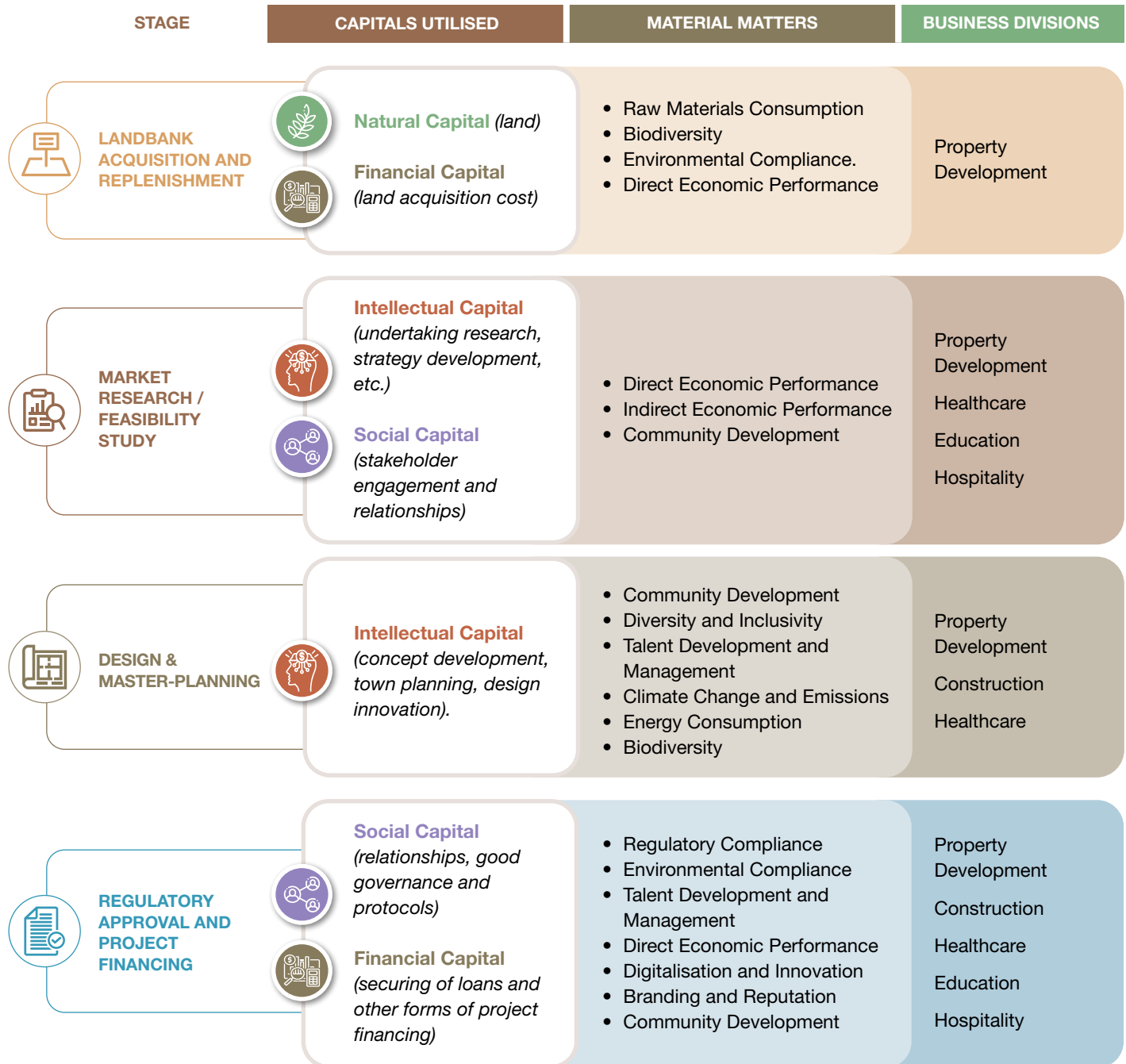
HUMAN CAPITAL



SOCIAL CAPITAL



NATURAL CAPITAL



THE BUSINESS MODEL AT WORK: OUR PROPERTY VALUE CHAIN

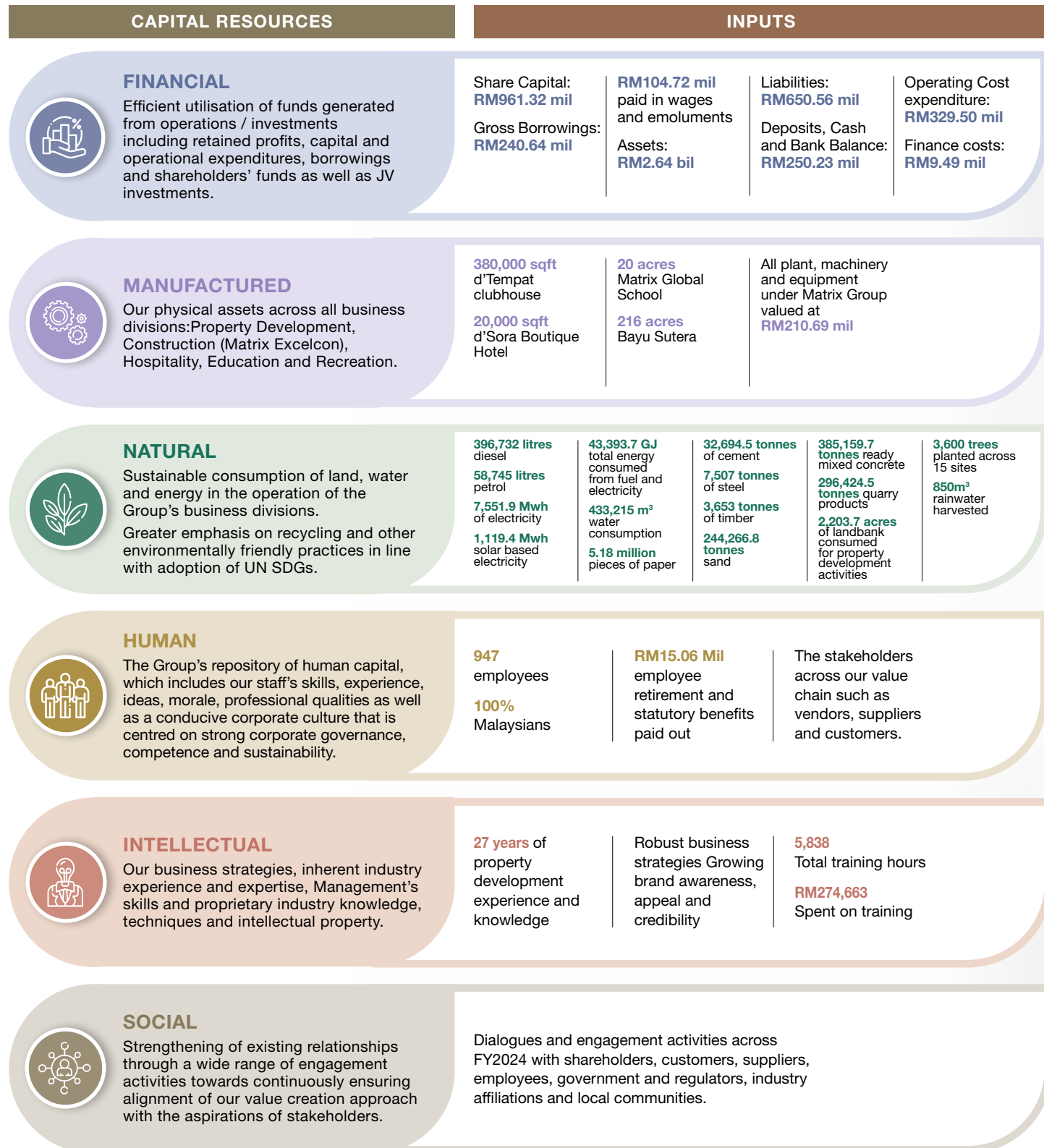


VALUE CREATION MODEL

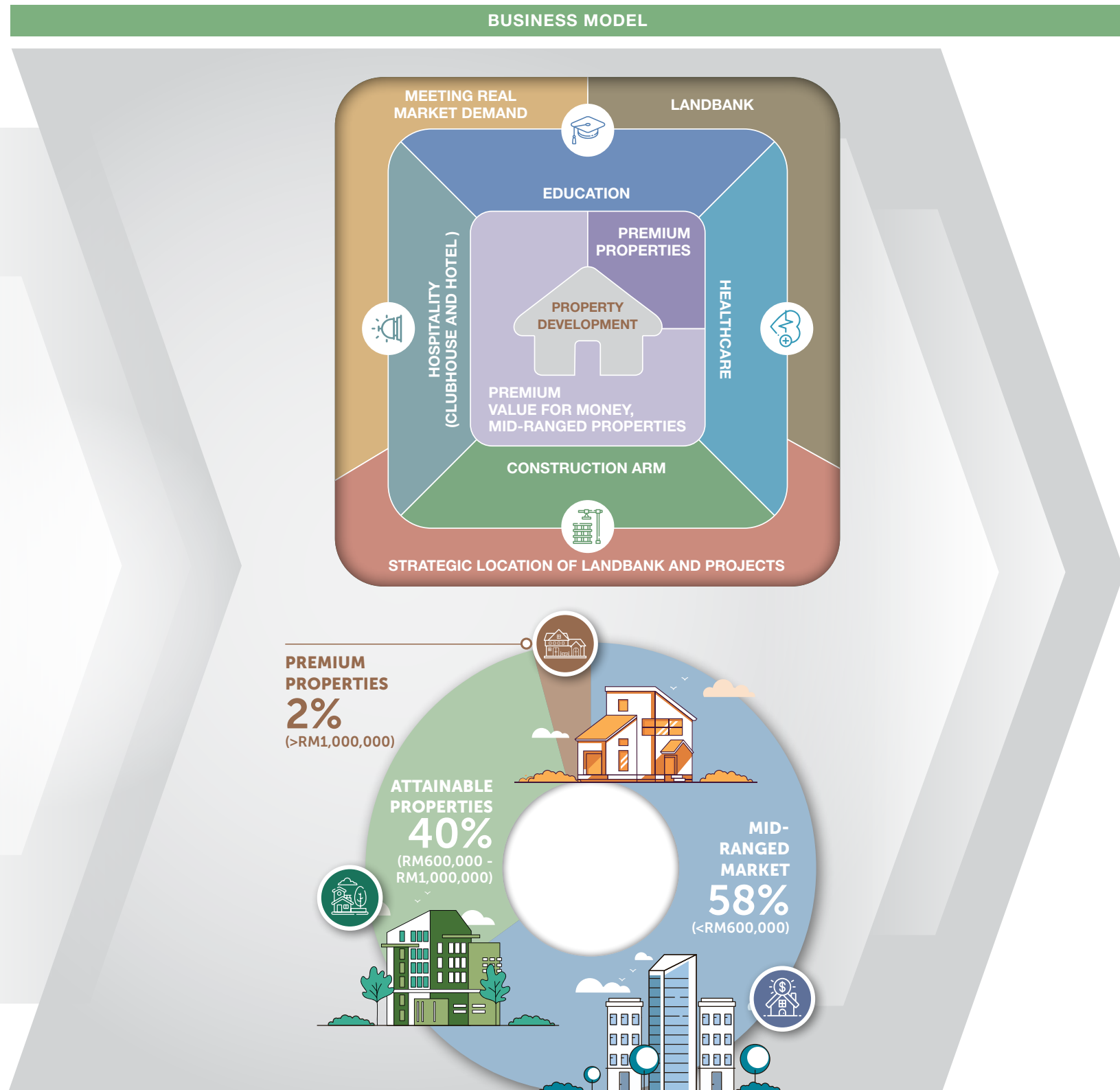


The **MATRIX VALUE CREATION MODEL** is a summation of the Group's value creation narrative. It provides a concise and integrated view of how Matrix's business model progresses from the consumption of resources across a multi-capitals perspective into ultimately, generating values for stakeholders, which is also reflected across a multi-capitals perspective.

VALUE CREATION MODEL



The Group's value creation model illustrates how it utilises a wide range of resources, beyond financials and how via its business model, these capitals are transformed to deliver tangible, positive benefits and outcomes to stakeholders. The outcomes extend beyond financial results, but also include a wide range of tangible and intangible values created, which have a cumulative or cascading effect across time. As Matrix executes its business model, it creates various financial and non-financial values for stakeholders.



VALUE CREATION MODEL

