



# FOCUSED DIRECTION

**KEY MESSAGES**

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## CHAIRMAN'S STATEMENT



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TO OUR  
VALUED SHAREHOLDERS,

ON BEHALF OF THE BOARD OF DIRECTORS  
OF MATRIX CONCEPTS HOLDINGS BERHAD  
("MATRIX" OR "THE GROUP"), I AM  
HONOURED TO PRESENT THE INTEGRATED  
ANNUAL REPORT FOR THE FINANCIAL  
YEAR ENDED 31 MARCH 2024 ("FY2024").

I'M PLEASED TO INFORM THAT MATRIX  
CONTINUES TO DELIVER ANOTHER  
YEAR OF COMMENDABLE PROFITS IN  
OUR ELEVENTH YEAR OF PROGRESSIVE  
GROWTH SINCE OUR LISTING ON THE MAIN  
BOARD OF BURSA MALAYSIA.

**DATO' HAJI MOHAMAD HASLAH  
BIN MOHAMAD AMIN**

NON-INDEPENDENT NON-EXECUTIVE CHAIRMAN

## CHAIRMAN'S STATEMENT

### PROGRESSIVE ECONOMIC GROWTH

FY2024 has been a year of continuous growth and progress despite the many challenges experienced. The global economy has been impacted by the geopolitical tensions with the ongoing Ukraine-Russia conflict, heightened further by the strife in the Middle-East. Rising inflation and tighter financial conditions have seen a marked tightening of monetary policy. This is in addition to the disruption in the supply chain and increased pricing of products and services across countries.

The above factors weighed significantly on Malaysia's economy, compounded by the increased inflation, unemployment and shrinking incomes, hence reducing the purchasing power of potential homeowners. Compounding this was the increase in cost of raw materials for construction and difficulty in securing financial loans.

However, notwithstanding the global, domestic financial and economic environmental factors above, the property market proved resilient in 2023, supported by an overall positive performance.

In 2023, a total of 399,008 transactions worth RM196.8 billion were recorded, each showing an increase of 2.5% and 9.9% respectively compared to 2022, which recorded 389,107 transactions worth RM179.1 billion.

Keeping a pulse on the erosion of the ringgit and growing inflation, Bank Negara Malaysia remained resolute in maintaining the overnight policy rate ("OPR") at 3.00% basis points for the large portion of the Group's financial year 2024.

Malaysia's Foreign Direct Investment ("FDI") in 2023 proved encouraging, given the nation's competitive advantage of skilled and available workforce, relative low cost of living and technological advancement. The relaxation of the Malaysia My Second Home (MM2H) programme, announced by the Government in December 2023, is on the right track to boost foreign investment in Malaysia particularly in real estate sector.

The property market in 2023 showcased a positive growth, largely attributable to the improving labour market conditions and implementation of various government initiatives and assistance such as the MADANI Economy Framework. Initiatives outlined in the National Budget 2023 also supported this growth, such as the full stamp duty exemption on the instrument of transfer and loan agreement for the purchase of the first residential home priced up to RM500,000 by Malaysia citizens to remain until 31 December 2025. Another initiative was the increase of stamp duty remission from 50% to 75% for the purchase of the first residential properties priced between RM500,000 to RM1 million by Malaysian citizens and applicable for sale and purchase agreements executed until 31 December 2023.

Budget allocations were also accorded for housing in rural areas as well as for development under the People's Housing Programme, Rumah Mesra Rakyat and the Project Perumahan Awam Malaysia.

On the demand side, mixed movements are shown in the indicators of residential and non-residential property demand. With the exception of a slight decline in local application for residential purchases, loan applications and approval for the non-residential property registered a positive increase.



Lumina, Eka Heights



## CHAIRMAN’S STATEMENT



Levia Residence

### PROGRESSIVE PERFORMANCE

Accelerating away from the earlier tumultuous pandemic era, Matrix has sharpened its focus on keeping to our established and proven business model, hence setting the stage for stronger, sustained growth in the years ahead.

Despite the many challenging business hurdles encountered in FY2024, the business agility and tenacity of the team at Matrix has once again persevered, forging a progressive path forward. This is clearly demonstrated in the Group’s total revenue of RM1,344.1 million in FY2024, representing a 20.8% increase over revenue of RM1,113.1 million in FY2023.

This commendable performance is reflective of the Group’s adaptive strategy, given the fast-evolving business environment. Managing cash flow and strengthening operational efficiency, using the Group’s in-house construction arm, was a key focus alongside strategic product launches and the innovative digital transformation to support our ongoing business operations.

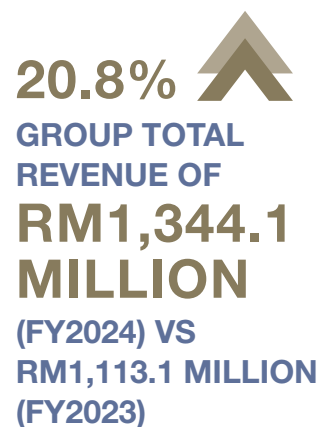
The accelerated market acceptance and reliance on digitalisation in today’s business environment has served to further entrench our digital platforms, now a part of our standard operating systems in office processes. Nonetheless, we are continuously exploring avenues to further expand our technological boundaries to improve operating efficiency, adapt our product offerings to the evolving market trends driven by the expectation of the younger generation and essentially, cater to the needs of our customers and local community alike.

We affirm our passion and commitment as a domestic-driven developer, looking to customise our home ownership packages to offer right-priced, luxuriously spacious affordable homes, nestled in a vibrant township, to realise the dreams of potential buyers.

### PROPERTY DEVELOPMENT

Our resilience in standing firm and facing head-on the many challenges in the business environment has proven successful. Our strategies and business acumen built up over the decades has held us in good stead, resulting in a credible performance in this arena.

In FY2024, revenue contribution from residential properties generated RM1,222.3 million, an increase of 20.4% over the previous financial year whilst the commercial and industrial properties contributed RM77.2 million, an increase of 34.5% over FY2023. This was supported by other business units bringing in revenue of RM44.6 million in FY2024, an increase of 10.7% over the corresponding financial year.



The residential overhang situation continued to improve as the numbers has seen a reduction as compared to the previous year.

The country’s GDP growth is projected to be moderately lower than the previous year. In line with other countries in the region, the property market performance is expected to be cautiously optimistic given the unpredictable external environment.

However, the accommodative policies, continuous government support, well execution of measures outlined in the revised National Budget 2023 and the proper implementation of strategies and initiatives under the Twelfth Malaysia Plan are expected to remain supportive of the property sector.

## CHAIRMAN'S STATEMENT



Levia Infinity Pool View

**IN FY2024, THE GROUP SUCCESSFULLY LAUNCHED 13 PROJECTS AT SENDAYAN DEVELOPMENTS WORTH RM1,065.7 MILLION IN GROSS DEVELOPMENT VALUE (“GDV”).**

In FY2024, the Group successfully launched 13 projects at Sendayan Developments worth RM1,065.7 million in gross development value (“GDV”), albeit a decrease of 9.3% over RM1,174.9 million in FY2023. The average take-up rate of 75.9% for these projects are indicative of the growing acceptance from homebuyers, particularly those from the Klang Valley.

One notable achievement is from Levia Residence in Cheras, was officially launched on 22 January 2024. Being the Group’s second Klang Valley Development, it secured RM111.7 million worth of new sales, just within 3 months of its launch.

As at FY2024, the Group’s total landbank stands at 2,032 acres, adequate to cater to development over the next two decades.



M333 St Kilda, Melbourne

### STRENGTHENING OUR INTERNATIONAL FOOTPRINT

As part of its expansion strategy, Matrix had since embarked on a journey to further open out new markets globally and entrench our prowess as a reputable property developer and construction Company.

Having already established its presence in Australia, the Group had launched its third project in Melbourne, M333 St Kilda, with an expected completion within FY2026. Located in a trendy Tribeca-style bayside suburb, this 12-storey mixed development with a boutique apartment block is set to follow the successful footsteps of the Group’s earlier two Melbourne projects, M. Carnegie and M. Greenvale.

## CHAIRMAN’S STATEMENT

The Group’s presence in Indonesia is the Menara Syariah Twin Towers, a RM1 billion joint venture project. Strategically located at the gateway into the Islamic Financial District, it forms part of the International Financial District in Pantai Indah Kapuk 2 (PIK 2) Waterfront City, Jakarta. This commercial and retail building with two office towers, each 29-storeys high, is designed to promote a unique identity with modern, conducive and future-ready workspace as a world-class business hub. We are proud to announce that construction has just been completed and given the commercially attractive property sector, the Group is anticipative of a strong take-up rate.

### FURTHERING EDUCATION

Matrix is a firm advocator of education being a powerful driver of development and a means to reduce poverty and improve health, gender equality, peace and stability. With

this as our driving force, we are proud to chart the progress at our Matrix Global Schools (“MGS”) in our Bandar Sri Sendayan township. Established over a decade ago, this multiple award-winning educational institution has recorded a 8.5% upturn in student intake in FY2024. Such is the quality of education that MGS has cultivated enrolment from students from Korea and China.

In taking this to the next level, in FY2024, the Group has entered into a management agreement with Adcote Schools, a multiple award-winning educational institution in the UK, to manage MGS. This milestone signals a pivotal moment in our ongoing journey to position MGS as a leading provider of private education in Malaysia.

**MATRIX GLOBAL SCHOOLS, A MULTIPLE AWARD-WINNING EDUCATIONAL INSTITUTION ESTABLISHED OVER A DECADE AGO, HAS RECORDED A 8.5% UPTURN IN STUDENT INTAKE IN FY2024.**



Operation Theatre in action

### HEALTHCARE FOR THE COMMUNITY

In the four years since acquiring management of operations of the Mawar Medical Centre (“MMC”), Seremban in FY2020, we have successfully entrenched the centre as a reputable healthcare centre for the local community.

Offering professional medical services to cover a wide range of therapeutic disciplines, MMC has seen an increased patient load of 19.7% in FY2024 over the corresponding financial year. This has necessitated an increase in bed capacity, totalling 77 beds, in order to manage the increasing patient load. To date, a total of RM10.2 million has been invested into the upgrading of medical equipment at the centre.

In keeping the community at the core of its operations, MMC continues to provide dialysis and welfare subsidies to deserving patients. In FY2024, a total of 116 patients had benefitted from such medical and financial assistance.

In FY2024, the Group recorded an inaugural contribution from MMC, amounting to RM5.03 million. This is a clear indication of its reputation as a premier healthcare centre of choice for the local community, one which is poised for healthy sustainable earnings moving forward.



Matrix Global Schools students



## CHAIRMAN'S STATEMENT



d'Tempat Country Club - family oriented club

### UNIQUE BRAND OF HOSPITALITY

The Group's unique business approach is aptly reflected in its hospitality division, in managing two key establishments. d'Tempat Country Club, in the heart of the Group's Sendayan Development in Seremban, is recognised as a premier lifestyle and entertainment venue in Seremban. Operating for 10 years to date, it has since proven its capability to cater to large scale events. It is gradually recovering post-pandemic, generating revenue from continued membership subscription and events.

d'Sora Boutique Business Hotel, also at Bandar Sri Sendayan, offers accommodation ideal particularly for business travellers due to the close proximity to Seremban city and the Kuala Lumpur International Airport. With travel demand gradually returning to pre-pandemic levels, average occupancy rate in FY2024 is at 60.5%.

### OUR DEDICATED WORKFORCE

Our workforce has always been our lifeblood in running our operations with admirable professionalism, calibre and capability. Totalling 947 staff within the Group and MMC, their prowess in their respective contributions have made us what and who we are.

At Matrix, we believe strongly in supporting each staff to strive for their fullest potential. Our talent development programmes are customised to meet their individual training needs. Such is the Group's commitment that we have invested RM274,662 in FY2024 into such capacity building programmes in order to develop high performance behaviours.

In instilling a deep sense of belonging in our workforce, Matrix adopts a listening ear to their voice and takes a caring approach toward staff wellbeing. This approach is largely responsible for the conducive and open workplace culture at Matrix and will enable the Group to continue to deliver our strategic objectives in upcoming years.

### ENSURING SHAREHOLDER REWARD

At Matrix, our relationship with our stakeholders goes beyond mere fiduciary obligation. This is reflective in our issuing dividends on a quarterly basis, a tradition we have been faithfully carrying out for the past decade.

We reiterate our commitment to drive performance for shareholders' benefit and to enable strong returns via our dividend policy of a payout ratio of at least 50% of attributable earnings for the financial year.

In FY2024, the Group's total dividend payout was RM125.2 million, compared to RM103.2 million in FY2023. This represents a 50.9% payout of profit after tax, reaffirming Matrix as one of the top dividend yielding companies listed on Bursa Malaysia Securities Berhad. This further aligns with our commitment to deliver sustainable returns to shareholders with consistent dividends.



Resort Villa Type C Bungalow

**CORPORATE MILESTONES AND RECOGNITION**

I am honoured to share the many corporate milestones and recognition accorded in FY2024, a testimony to the strong brand and established reputation of the Group.

The Group entered into a facility agreement with AmBank for a landbank development worth RM512 million within the MVV 2.0 project, touted as the country's sixth economic corridor in the decentralisation of the Greater Kuala Lumpur. This agreement will align with the nation's aspiration to deliver economic impact by bringing in international and local investors, creating jobs and business opportunities.

Matrix has been consistently recognised through industry awards as a developer of choice, with its core ethos in building sustainable and healthy communities. The awards are also reflective of the competencies and resilience of our workforce and the innovative processes within the Group.



I wish to congratulate Dato' Seri Lee Tian Hock for being awarded the Sin Chew Lifetime Excellence Achievement Award.

At the same time, Matrix is also the recipient of various esteemed awards received in the financial year ended 31 March 2024, amongst which are:



- **SIN CHEW BUSINESS EXCELLENCE AWARDS:**
  - Top 10 (PAT)
  - Lifetime Excellence Achievement
- **THE EDGE PROPERTY EXCELLENCE AWARDS:**
  - Top 10 Property Developers Award
- **MALAYSIA DEVELOPER AWARDS:**
  - Top 3 in Top 10 for Market Capitalisation of RM1 Billion and Above

The above accolades serve as a testament to our dedication, innovation and commitment to exceeding expectations in the industry.



## CHAIRMAN'S STATEMENT

### CONTRIBUTION TO OUR COMMUNITY

Mirroring the Group's diverse business units, likewise diverse focus areas are targeted for corporate social responsibility ("CSR"), revolving around education, community, sports and social.

Matrix has worked conscientiously to bring to life the Corporate Social Responsibility (CSR) community spirit, embedding this firmly into the mindset of our workforce. In FY2024, a total of RM10.3 million was spent on CSR initiatives, significantly higher than the RM8.3 million spent in FY2023. Matrix is committed to significantly increasing its CSR contribution to societal causes, aiming to make a lasting impact on communities locally. Through strategic partnerships and focused initiatives, Matrix is channeling resources towards education, healthcare, environmental sustainability, and community empowerment. By expanding its CSR footprint, Matrix seeks to address pressing social issues and promote inclusive growth. This enhanced commitment underscores Matrix's dedication to being a responsible corporate citizen, creating positive change, and fostering sustainable development.



Dialysis for the needy

Eco-enzymes are being embraced as a transformative tool for pond maintenance, with a pioneering initiative involving collaboration with 10 schools to educate and empower young minds. Through hands-on training and workshops, students are learning about the ecological benefits of eco-enzymes in cleaning up ponds. This collaborative effort not only promotes environmental stewardship among the youth but also fosters a sense of responsibility towards sustainable practices. By actively participating in the application and monitoring of eco-enzymes, students are gaining valuable insights into natural solutions for water quality management. This innovative partnership not only improves pond ecosystems but also cultivates a generation of informed advocates for environmental conservation.

At Matrix, we embody the passion and commitment to give back to our community in which we work and live in.



Eco-enzyme launch at Carnelian Park

CHAIRMAN’S STATEMENT

**THE GROUP IS COGNISANT OF THE PRINCIPLES OF CORPORATE GOVERNANCE REVOLVING AROUND FOUR INTEGRAL PILLARS –**

- 1 **TRANSPARENCY**
- 2 **FAIRNESS**
- 3 **RESPONSIBILITY**
- 4 **RISK MANAGEMENT**

**STRENGTHENING CORPORATE GOVERNANCE**

The Group is cognisant of the principles of corporate governance revolving around four integral pillars – transparency, fairness, responsibility and risk management. On this basis, the Board continues to emphasise the critical importance of governance across the length and breadth of the Group. This underscores the importance of both the financial and non-financial compliance as a value driver for the long-term wellbeing of the Company.

Matrix has long since adopted the globally recognised framework of Integrated Reporting (“IR”) and keeps itself updated on the latest requirements by regulatory and governance bodies. This is reflected in the Group’s strong reporting disclosure, working towards best practice for the industry.

This augurs well for the Group’s stakeholders, giving a clear outline the Group management approaches, strategies and risks and opportunities, amongst others.



Menara Syariah Jakarta

To reinforce the Group commitment to governance, various initiatives were implemented in FY2024. This included formulating a Conflict of Interest Policy and upgrading the Board Charter to incorporate additional regulatory requirements. Matrix continues to uphold our unwavering commitment to gender diversity, looking beyond gender, ethnicity and affiliations. This is aptly reflected in the 44.4% achievement of women representation on the Board, aligning further with Malaysian Code on Corporate Governance (“MCCG”) 2021.

We are proud that the Group has worked to firmly embed the tenets of good governance into our employees, setting the bar on high expectation of adhering to this as our way of life at Matrix.

## CHAIRMAN’S STATEMENT

### PRIORITISING OUR CLIMATE CHANGE AGENDA

The consequences of not heeding the signs of climate change will impact everyone. Hence, it is incumbent on us, as individuals and corporations, to rise to meet this challenge and do all we can to address this growing threat.

As a responsible corporate citizen, Matrix had earlier incorporated climate change into the Board’s agenda. Our priority is to explore avenues, adopt suitable measures and monitor our performance with a goal to becoming carbon neutral by 2050.

To give credence to our commitment to reduce our carbon footprint, the Group has already commenced a number of initiatives, such as utilising solar photovoltaic panels at various sites and monitoring intensity factors across Scope 1, 2 and 3. In FY2024, the Group has accelerated its usage of renewable energy with the increase in its generation by 9.07% (1,207 Mwh) as compared with last year of 1,107 Mwh.

**IN FY2024,**  
**THE GROUP HAS**  
**ACCELERATED IT'S USAGE**  
**OF RENEWABLE**  
**ENERGY (SOLAR)**  
**WITH THE INCREASE**  
**IN GENERATION BY**  
**9.07%**  
**(1,207 Mwh)**

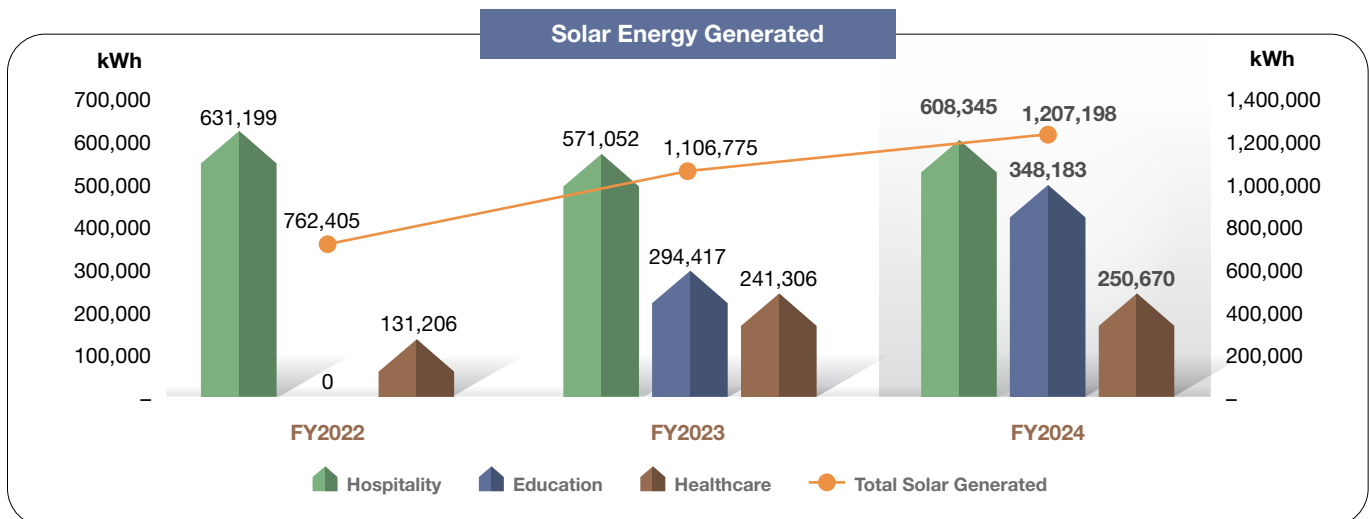
Efforts at environmental conservation is gaining momentum, given the increased recycling material both at our office and project sites as well. This projects a comforting message of assurance that Matrix is on the right track for the good of our environment.

The Group reiterates its commitment toward progressive adoption of the Task Force on Climate-Related Financial Disclosures (“TCFD”) recommendation for more effective disclosure of climate-related risks and opportunities. A measure of the Group’s firm commitment is the introduction of our Climate Change and Policy Statement in FY2024. This will guide our approach to embed climate mitigation and adaption into our business, in support of our customers and the local community for the future.

### OUTLOOK MOVING FORWARD

Looking ahead, the Group is poised for continued growth. The demand for its property offerings remains robust, particularly at its flagship, Sendayan Developments. This resilience is attributable to a noticeable shift in the preferences of Klang Valley residents, opting to relocate to areas outside the city center, made easier by the well-developed road networks, superior connectivity and the evolving landscape of remote and flexible working arrangements.

The Group’s early adoption of expanded sales channels, utilising digital solutions, including social media platforms, have played a pivotal role in the growing visibility among home buyers from Klang Valley. Leveraging on these platforms, the Group has successfully tapped into the strong demand for its residential properties, especially those priced within the RM600,000 range, which has proven to be a compelling value proposition for its customers.





## CHAIRMAN’S STATEMENT

With unbilled sales of RM1.28 billion and RM1.65 billion GDV in new projects to be launched in the financial year ahead, we are confident of remaining competitive and sustainable.

The Group’s strategic move to acquire a 1,382-acre land parcel within the Malaysian Vision Valley corridor will be an exciting avenue for future growth, ensuring the sustainability of its property development arm beyond 2030. This acquisition not only positions the Group to cater to the thriving housing demand in Seremban but also captures the spillover effect from buyers seeking alternatives to the Klang Valley market. The close proximity of the new land with the anticipated revival of the High-Speed Railway (HSR) project in the region further augments its growth prospects.

Furthermore, the Group’s focus on optimising construction efficiency is further reinforced by the successful recruitment of foreign labour to meet its workforce requirements at construction sites. This positions the Group to be cautiously optimistic of accelerating recovery of revenue recognition, backed by a proven track record in scaling up construction activities.

**THE GROUP’S STRATEGIC MOVE TO ACQUIRE A 1,382-ACRE LAND PARCEL WITHIN THE MALAYSIAN VISION VALLEY CORRIDOR WILL BE AN EXCITING AVENUE FOR FUTURE GROWTH, ENSURING THE SUSTAINABILITY OF ITS PROPERTY DEVELOPMENT BEYOND 2030.**

### HEARTFELT ACKNOWLEDGEMENTS

I wish to express my heartfelt appreciation to our very capable Senior Management and high performing employees for their perseverance in enabling us to scale such heights of performance and for having the business agility to navigate around the many hurdles in our financial year’s journey.

To our reassuring shareholders, loyal customers, supportive bankers, engaging government ministries and regulatory agencies and as well as our reliable suppliers and business partners, you have our deepest appreciation for your much valued partnership over FY2024.

Finally, to my esteemed Board members, I wish to accord my profound gratitude for your keen business acumen and collaborative engagement in yet another successful and meaningful financial year for our Group.

On this note, I would like to warmly welcome Kelvin Lee Chin Chuan,

Non-Independent Non-Executive Director and Ms Vijayam A/P Nadarajah, Independent Non-Executive Director who joined us on 1 September 2023 and 19 June 2024 respectively. Both bring with them strong credentials and business acumen. This would undoubtedly augment the existing Board well and serve to strengthen the Group’s leadership.

We, at Matrix, don’t just build homes for the present, but for generations to come, to live and enjoy their investment and achievements. We are committed to sustaining our positive performance momentum and deliver greater shareholder value while prioritising our role as a caring and community-centric developer.

**DATO’ HAJI MOHAMAD HASLAH BIN MOHAMAD AMIN**  
NON-INDEPENDENT NON-EXECUTIVE CHAIRMAN

30 June 2024



Impiana Square, Bandar Seri Impian Park

## MANAGEMENT DISCUSSION & ANALYSIS



### ABOUT MATRIX

THE UNIQUE BUSINESS MODEL OF MATRIX CONCEPTS HOLDINGS BERHAD (“MATRIX” OR “THE GROUP”) LIES IN OUR CORE OPERATION OF PROPERTY DEVELOPMENT, SUPPORTED BY THE GROUP’S OTHER BUSINESS OPERATIONS COMPRISING CONSTRUCTION, EDUCATION, HOSPITALITY AND HEALTHCARE.

ADDITIONAL INFORMATION ON THE GROUP’S CORPORATE PROFILE, ITS BUSINESS MODEL AND VALUE CREATION MAY BE FOUND IN THE ABOUT US AND STRATEGIC REVIEW SECTIONS OF THIS INTEGRATED ANNUAL REPORT 2024 (“IAR2024”).



## MANAGEMENT DISCUSSION &amp; ANALYSIS

At the heart of its property development portfolio is our flagship, the award-winning Sendayan Developments in Negeri Sembilan, encompassing multiple developments including Bandar Sri Sendayan, Ara Sendayan, Tiara Sendayan, Bayu Sutera, Irama Sendayan, Laman Sendayan and Eka Heights. Another key development is our 1,210-acre Bandar Seri Impian (“BSI”), in Kluang, central Johor.

The Group has expanded its operating boundaries to reflect the evolving needs of the urban population, extending into high-rise development within the Klang Valley, with the launch of the Group’s second Klang Valley Development, Levia Residence in Cheras.

Such is the all-encompassing vision of Matrix that it has spread its capacity and capability internationally to Australia and Indonesia, with key developments in strategic prime locations there.

With its landbank of 2,032 acres, carrying a total gross development value (“GDV”) of RM11.7 billion, the Group has successfully entrenched its reputation as a leading township property developer, further demonstrated by its multiple industry awards and other accolades attained.

The Group continues to deliver strong financial performance over the years. As at end financial year ended 31 March 2024 (“FY2024”), market capitalisation of the Group stood at RM2.3 billion. Since its listing on the Main Market of Bursa Malaysia Securities Berhad 11 years ago, the Group takes pride in consistently and without fail, paying out quarterly dividends to its loyal shareholders.



Irama Sendayan 2 Park

Aligning with its approach of business diversification, the Group has extended its reach to include education, construction, hospitality and even reviving a hospital in order to serve the healthcare needs of its community.

Further information on the divisions mentioned above is available at their respective sections in this report.



## MANAGEMENT DISCUSSION & ANALYSIS

### REVIEW OF THE OPERATING ENVIRONMENT

FY2024 has brought many surprises: the extent of monetary tightening, the risk appetite of investors. It was also a period of geopolitical upheaval, with the Ukraine-Russia war and additionally, with the Middle-East conflict adding concerns of further disruption to the supply chain and escalating prices of commodities.

These factors impacted significantly on Malaysia's economy, bearing down with increased inflation, unemployment and shrinking incomes, hence reducing the purchasing power of potential homeowners. In addition, the increase in cost of raw materials for construction and difficulty in securing financial loans did little to stem the erosion of buyer's confidence.

Remarkably, as the economy started to open up post-pandemic, the continued recovery in economic activity and labour market conditions supported growth, resulting in Malaysia's economy normalising to register a 3.7% growth in 2023.

In addition, the positive growth performance of the economy is reinforced by a resilient external position. Despite the challenging external environment, the current account surplus for 2023 was sustained at 1.2% of GDP, supported by a diversified export structure across market and product.

In FY2024, the Construction sector work done value recorded a notable surge of 9.7%, amounting RM12.1 billion, over the corresponding period in the previous financial year. This was also supported by the increase value of work done for non-residential buildings and residential buildings.

Despite a challenging global financial and economic environment, the property market stayed resilient in 2023. In 2023, total transactions volume and value increased by 2.5% and 9.9% respectively to 399,008 transactions worth RM196.8 billion, compared to 389,107 transactions worth RM179.1 billion in 2022). The residential sub-sector continued to contribute the largest share of transactions, recorded a marginal increase in both volume and value.

The residential overhang situation improved as the numbers continued to reduce as compared to previous year. There were 25,816 overhang units worth RM17.68 billion recorded in Q4 2023, reduced by 7.0% and 4.0% in volume and value respectively against Q4 2022 (27,746 overhang units worth RM18.41 billion).

The growth in 2023 property market is strongly supported by the implementation of various government initiatives and assistance and improving labour market conditions. Several initiatives which outlined under Budget 2023 by the government to a certain extent helped improve property market activities.



## MANAGEMENT DISCUSSION &amp; ANALYSIS



Bayu Sutera – interior layout

To encourage Malaysians to purchase their first home, the National Budget 2023 allowed full stamp duty exemption until end-2025 for first-time homebuyers who purchase a home valued at RM500,000 and below. Additionally, residential properties purchased worth between RM500,001 to RM1 million will enjoy a 75% stamp duty exemption until end-2023.

Furthermore, the relaxation of Malaysia My Second Home (MM2H) programme, announced by the Government in December 2023, is on the right track to boost foreign investment in Malaysia, particularly in the real estate sector.

Despite the disruption to supply chain and the increased costs of building material experienced in FY2024, the Group redoubled its commitment to reinforce its focus on driving operational efficiency and in managing the escalating costs. This ultimately enabled Matrix to maintain its competitiveness in the industry and drive performance growth.

Overnight Policy Rate (OPR) was stagnant at 3.0% since May 2023, after an increase by 0.25 basis points from 2.75%, last increased in November 2022. The monetary policy stance remains supportive of the economy and is consistent with the current assessment of the inflation and growth prospects, vigilant to ongoing developments to inform the assessment on the outlook of domestic inflation and growth as well as conducive to sustainable economic growth amid price stability. The current level of borrowing rate is seen heading to pre-pandemic rate at 3.00% in 2019, which the latest announced was in 9 May 2024.

## MATRIX IN FY2024

Despite the challenging environment in the recent financial years, Matrix has successfully strengthened its financial position, enabling it to remain on-track of its business plan. This was on the back of a prudent defensive stance in avoiding unnecessary cashflow expenditure. To mitigate the increase costs of building materials, Matrix kept its focus on driving operational efficiency onsite and across its administrative functions.

With strong focus on enhancing growth and diversification, Matrix remains committed to driving with township development and delivery of premium affordable properties.

Matrix's township development utilises a combination of building technology, harnessing innovative processes and rationalising financial and natural resources. Commitment to project delivery timeliness without compromising finished quality and strict adherence to governance and compliance is embedded into the DNA of Matrix's operations.

The Group's focus on diversification is also demonstrated in its international ventures. The various projects undertaken in Melbourne, Australia and Jakarta, Indonesia, as outlined in the later part of this report, has strengthened considerably. This has supported the increased brand recognition of the capability and capacity of Matrix.

Further to this successful overseas venture, the Group are also focused on replicating the success of The Chambers development through its second Klang Valley development, Levia Residence, in Cheras, Kuala Lumpur. Levia Residence is already showing promising performance, with 55% of one tower already taken up at its launch in January 2024.

## MANAGEMENT DISCUSSION & ANALYSIS

Another highlight of the Group's diversification effort is the positive performance by its healthcare division, registering an initial financial contribution by the Mawar Medical Centre in FY2024.

Our educational division, the Matrix Global Schools has embarked on a strategic collaboration with Adcote Schools of Ray Education Group, a globally recognised academic institution to provide a holistic international education experience. This collaboration will also offer the potential for twinning programmes abroad.

Embracing digital platforms to nurture relationships with customers and reach out to potential house-buyers has provided Matrix a strong foothold in an increasingly competitive market. With keen insights into the changing market trends and expectations, we have been able to adapt designs and provide innovative products such as innovative house features and invigorating green space areas.

Our strong sales performance stems from our focus on owner-occupied homebuyers, rather than the speculative segment who have been most impacted since 2019. This has proven itself, seeing the persistent demand supported by the growing trend of flexible working arrangements, allowing the Klang Valley working population to easily uproot to areas like Seremban.

Matrix strives to successfully meet the lifestyle aspirations of customers, offering quality housing with an overall property launch mix with a range of pricing points and variable financing options. In FY2024, 58% of Matrix's launched products were priced RM600,000 and below – targeted at the middle-income, mass market segment, especially first-time homebuyers and upgraders.

Such business activities have supported the Group's healthy performance in FY2024, driving financial and non-financial value creation for its relevant stakeholders.

### FINANCIAL PERFORMANCE

INDICATOR	FY2024 (RM'000)	FY2023 (RM'000)	DIFFERENCE (%)
Group revenue	1,344,073	1,113,058	20.8
Cost of sales	(720,790)	(624,272)	15.5
Gross profit	623,283	488,786	27.5
Other income	35,560	26,550	33.9
Selling and marketing expenses	(117,513)	(85,712)	37.1
Administrative and general expenses	(211,990)	(161,490)	31.3
Operating profit (include other income)	329,340	268,134	22.8
Finance cost	(5,082)	(6,246)	(18.6)
Net reversal of impairment loss/(Impairment loss) on financial assets	8,798	(3,042)	389.2
Share of net results of associate	(650)	1,816	(135.8)
Group profit before tax	332,406	260,662	27.5
Income tax expense	(86,562)	(57,857)	49.6
Group profit after tax	245,844	202,805	21.2
Total Assets	2,689,929	2,638,418	2.0
Total Liabilities	567,782	650,563	(12.7)
Total Equity	2,122,147	1,987,855	6.8
Borrowings	145,370	240,638	(39.6)
Cash and cash equivalents	328,285	200,128	64.0

INDICATOR	FY2024	FY2023	DIFFERENCE (%)
Earnings per share (sen)	19.52	19.70	(0.9)
Net assets per share (RM)	1.70	1.59	6.9



MANAGEMENT DISCUSSION & ANALYSIS

REVENUE

Our strategic diversification and focus on key growth areas have resulted in a commendable financial performance. In FY2024, Matrix achieved total revenue of RM1.34 billion, representing an increase of 20.8% compared to revenue of RM1.11 billion in FY2023.

Notably, the Group’s flagship Sendayan Developments, demonstrated exceptional growth, contributing substantially to the overall revenue increase. This flagship development registered a significant 47.6% increase in revenue to RM1.24 billion from RM838.0 million in the previous financial period, reflecting the continued strong demand for the township’s offerings.

However, the revenue uptrend was slightly offset by a decline in revenue contribution from its Australian and Klang Valley property development activities, attributable to the completion of M. Greenvale and standalone, boutique development of The Chambers in the previous year.

Breaking down revenue by product type, residential properties exhibited a notable improvement of 20.4%, generating revenue of RM1.22 billion in the corresponding previous financial year. Commercial and industrial properties also experienced an increase of 34.5% in revenue to RM77.2 million from RM57.4 million in FY2023.

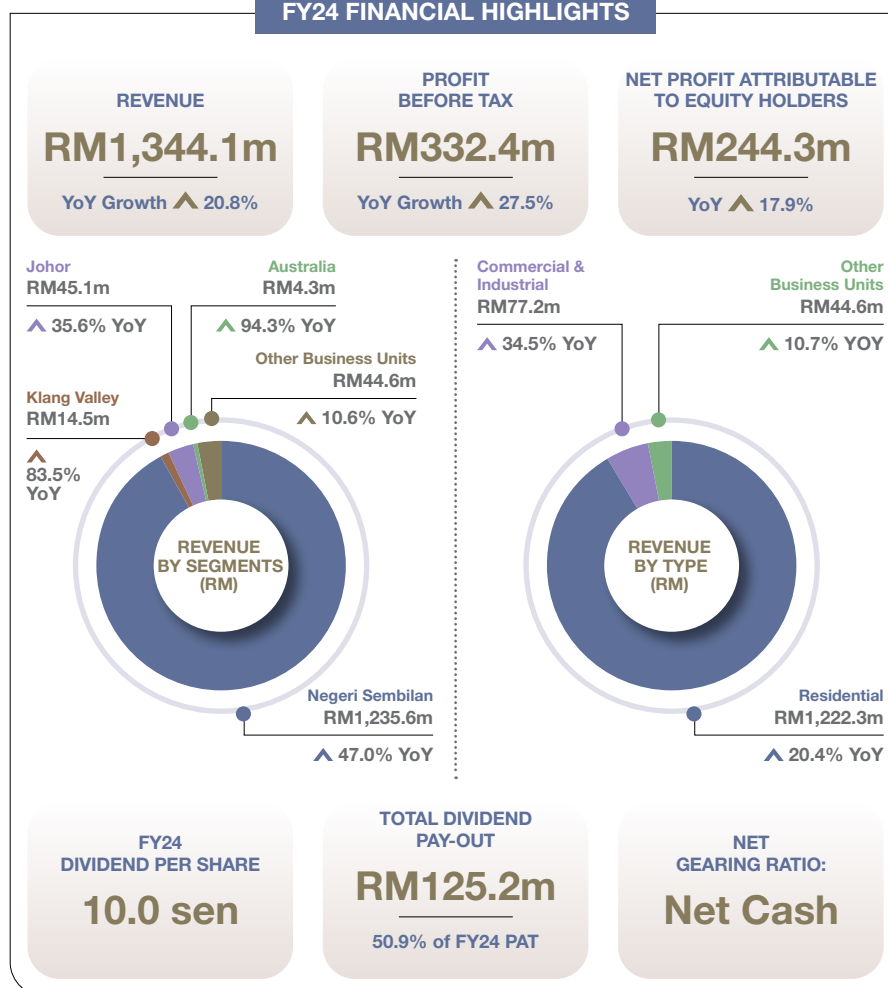
Additionally, other business units, namely Healthcare, Hospitality and Education, collectively recorded a total revenue of RM44.6 million in FY2024 compared to RM40.3 million in FY2023. This was however, supported by the education unit’s improved operational performance due to the steady increase in student enrolment over the past 12 months.

IN FY2024, MATRIX ACHIEVED TOTAL REVENUE OF **RM1.34** BILLION, REPRESENTING AN INCREASE OF **20.8%** COMPARED TO REVENUE OF RM1.11 BILLION IN FY2023.



Bayu Sutera Entrance Statement

FY24 FINANCIAL HIGHLIGHTS



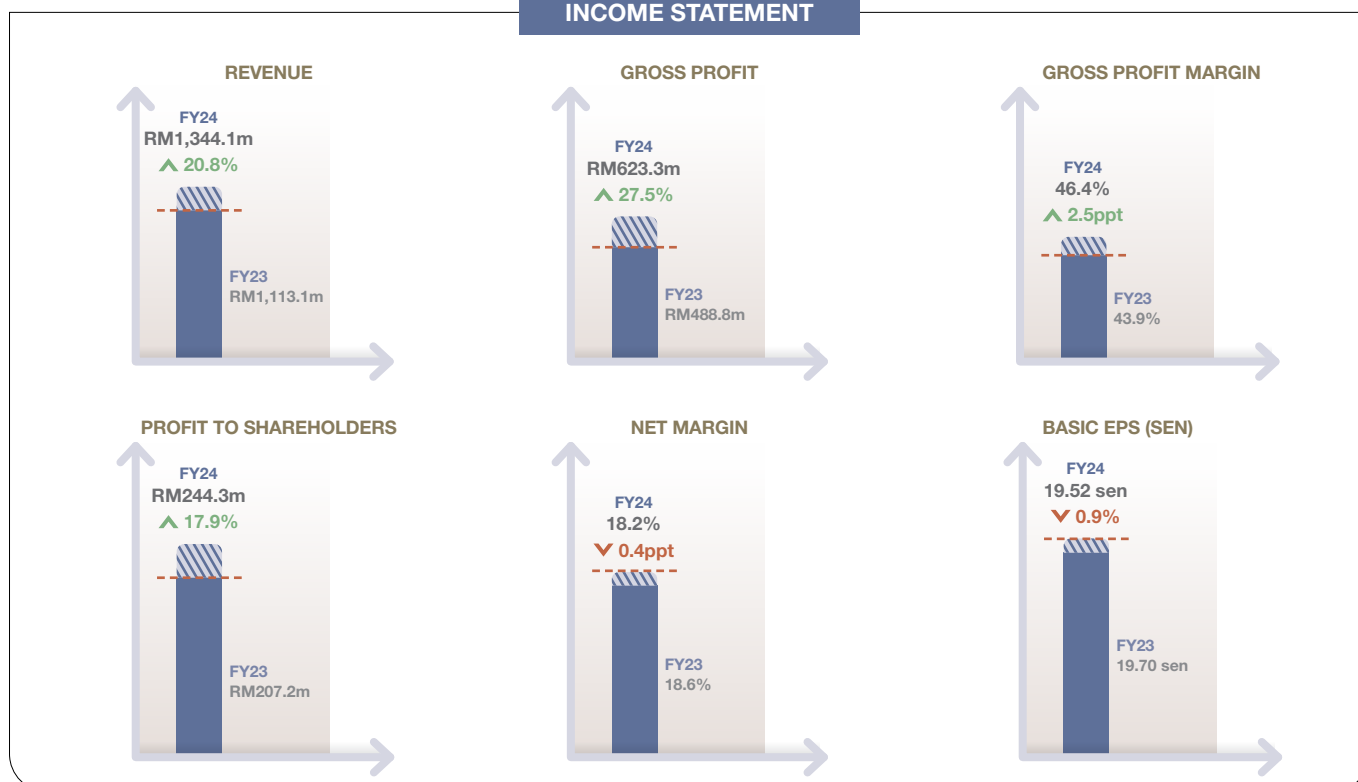
## MANAGEMENT DISCUSSION &amp; ANALYSIS

## REVENUE BREAKDOWN BY SEGMENTS

INDICATOR	FY2024 (RM'000)	FY2023 (RM'000)	DIFFERENCE (%)
Bandar Sri Sendayan	269,207	171,350	57.1
Ara Sendayan	4,452	28,647	(84.5)
Tiara Sendayan	281,868	212,219	32.8
Laman Sendayan	63,326	138,594	(54.3)
Sendayan Tech Valley	38,531	32,215	19.6
Bayu Sutera	380,924	238,393	59.8
Irama Sendayan	175,074	16,591	955.2
Eka Heights	23,519	–	N/A
<b>TOTAL REVENUE FROM SENDAYAN DEVELOPMENTS</b>	<b>1,236,901</b>	<b>838,009</b>	<b>47.6</b>
• Bandar Seri Impian	45,060	69,924	(35.6)
• The Chambers Kuala Lumpur	14,547	87,964	(83.5)
• M. Greenvale	4,261	74,209	(94.3)
• Other Developments	(1,326)	2,615	(150.7)
<b>TOTAL PROPERTY DEVELOPMENT REVENUE</b>	<b>1,299,443</b>	<b>1,072,721</b>	<b>21.1</b>
Education	14,390	12,347	16.5
Hospitality	25,209	25,369	(0.6)
Healthcare	5,031	–	N/A
Others	*	2,621	(100.0)
<b>TOTAL GROUP REVENUE</b>	<b>1,344,073</b>	<b>1,113,058</b>	<b>20.8</b>

\* Amount less than RM1,000

## INCOME STATEMENT



## MANAGEMENT DISCUSSION & ANALYSIS

### NEW PROPERTY SALES

For FY2024, Matrix registered sales of RM1.25 billion, 4.2% higher year-on-year, compared to RM1.20 billion in FY2023. The sales achieved for the financial year was marginally below the Group's internal target of RM1.3 billion.

This achievement reinforces the intrinsic value and appeal of Matrix's properties to its buyers, particularly given its strategic location, excellent accessibility and connectivity, all nestled in an environment offering community infrastructure and family-friendly amenities.

In FY2024, unbilled sales registered RM1.28 billion, a 11.1% decrease over the unbilled sales of RM1.44 billion in FY2023. This is attributable to recovery of the speed of construction following the arrival of new foreign workforce as well as improved efficiency at construction sites.

In FY2024, Matrix recorded an average take-up rate of 81.1% with 2,209 units launched at a total value of RM1.32 billion, compared to the corresponding previous financial period with total value of RM1.27 billion.

### COSTS

The nation's economy has seen an overall positive progress in FY2024. Despite the lingering issues of supply chain and labour severely impacting the construction industry, Matrix has successfully managed to contain the inflation in costs with a mere increase of 15.5% year-on-year in its costs of sales.

In FY2024, cost of sales stood at RM720.8 million, an increase of 15.5% compared to RM624.3 million in FY2023. This was supported by the improved gross margin for its matured developments, particularly the Tiara Sendayan series. This augurs well for the Group's far reaching aspiration of this development.



### EARNINGS

As a result of the Group's strengthening revenue stream and ongoing cost rationalisation approach, Matrix recorded improved earnings in FY2024, year-on-year. The Group's retained a commendable gross profit of RM623.3 million in FY2024 over FY2023. This represents an increase of 27.5% over the financial years, seen as amongst the highest in the industry. The Group's gross profit margin recorded a significant increase to 46.4% owing to a favourable product mix, although net margin decreased marginally to 18.2% due to higher selling and marketing expenses as well as administrative and general expenses.

Group profit before tax ("PBT") stood at RM332.4 million, 27.5% higher, year-on-year, while profit after tax ("PAT") was RM245.8 million, 21.2% higher, year-on-year.

### DIVIDENDS

In FY2024, Matrix has announced dividends payouts to shareholders amounting to RM125.2 million, equivalent to 50.9% of the Group's after-tax earnings for FY2024.

Matrix continues to maintain its eleven-year track record of dividends distribution to shareholders, on a quarterly basis. The Group continues to be amongst the most consistent dividend-paying companies listed on Bursa Malaysia's Main Board, and the payouts were further made more lucrative after increasing its dividend payout rate to 50% of total after tax earnings for the respective financial year, in FY2022, from 40% previously.



**GROSS PROFIT REPRESENTS AN INCREASE OF 27.5% OVER THE FINANCIAL YEARS, AMONGST THE HIGHEST IN THE INDUSTRY**



## MANAGEMENT DISCUSSION & ANALYSIS

### ASSETS AND LIABILITIES

Matrix's asset position remains healthy, far exceeding liabilities and is able to effectively discharge all commitments and financial obligations going forward. In FY2024, Group assets stood at RM2.69 billion, 2.0% higher year-on-year compared to RM2.64 billion in FY2023. Non-current assets as at 31 March 2024 recorded RM1.13 billion, a decrease of 6.0%, mainly due to higher launches in FY2024, resulting in lower non-current inventory as land is transferred to current inventory once development commences.

	FY2024 (RM'000)	FY2023 (RM'000)	Difference (%)
<b>NON-CURRENT ASSETS</b>			
Property, Plant and Equipment	203,810	210,693	(3.3)
Right-of-use assets	4,769	2,743	73.9
Investment properties	15	30	(50)
Investment in joint venture Company	143,991	143,174	0.6
Inventories	721,223	773,536	(6.8)
Other receivables, deposits and prepayments	29,403	36,331	(19.1)
Deferred tax assets	28,046	36,976	(24.2)
Goodwill arising on consolidation	*	*	-
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,131,257</b>	<b>1,203,483</b>	<b>(6.0)</b>

\* Represents RM1.00

	FY2024 (RM'000)	FY2023 (RM'000)	Difference (%)
<b>CURRENT ASSETS</b>			
Inventories	464,089	397,614	16.7
Trade and other receivables	709,704	778,768	(8.9)
Deposits, cash and bank balance	375,578	250,232	50.1
Current tax assets	9,301	8,321	11.8
<b>Total current Assets</b>	<b>1,558,672</b>	<b>1,434,935</b>	<b>8.6</b>
<b>TOTAL ASSETS</b>	<b>2,689,929</b>	<b>2,638,418</b>	<b>2.0</b>

	FY2024 (RM'000)	FY2023 (RM'000)	Difference (%)
<b>NON-CURRENT LIABILITIES</b>			
Borrowings	85,069	77,623	9.6
Lease liabilities	3,417	2,182	56.6
Other payables, deposits, accruals and provision	20,441	24,510	(16.6)
Deferred tax liabilities	48	250	(80.8)
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>108,975</b>	<b>104,565</b>	<b>4.2</b>

	FY2024 (RM'000)	FY2023 (RM'000)	Difference (%)
<b>CURRENT LIABILITIES</b>			
Trade and other payables	365,603	357,172	2.4
Borrowings	46,585	145,112	(67.9)
Lease liabilities	1,619	784	106.5
Dividend payable	31,284	25,027	25.0
Bank overdrafts	13,716	17,903	(23.4)
<b>TOTAL CURRENT LIABILITIES</b>	<b>458,807</b>	<b>545,998</b>	<b>(16.0)</b>
<b>TOTAL LIABILITIES</b>	<b>567,782</b>	<b>650,563</b>	<b>(12.7)</b>

## MANAGEMENT DISCUSSION & ANALYSIS

### GEARING RATIO

Capitalising on the current low interest rate, the Group has refinanced a portion of its existing debt with longer repayment tenures and lower interest rates. Additionally, the Group has also utilised excess cash to effect early payment on its debt obligations in FY2024. This has enabled gross borrowings to stand at RM145.4 million, a reduction in gross borrowings of 39.6% over RM240.6 million in FY2023.

On this basis, the Group is currently in a net cash position as at 31 March 2024 highlighting the prudent approach that has enabled the progressive execution of the Group's strategic objectives of value creation.

### CASH FLOW, CASH AND BANK BALANCES

Matrix adopts a measured approach in ensuring sufficient cash to meet its working capital requirements going forward. With this approach, cash position will be supported by continued revenue recognition from the property development unit and the Group's unbilled sales.

Matrix's cash position has recorded an improvement in FY2024, with cash and cash equivalents at end of the year registering RM328.3 million, reflecting a 64.0% year-on-year improvement.

With a net cash position, the Group will continue to be bolstered by strong revenue recognition from property development activities and unbilled sales.

INDICATOR	FY2024 (RM'000)	FY2023 (RM'000)	Difference (%)
Net cash from operating activities	331,014	211,327	56.6
Net cash (used)/ generated from investing activities	(2,856)	19,347	(114.8)
Net cash used in financing activities	(209,625)	(170,967)	22.6
Net changes in cash and cash equivalents	118,533	59,707	98.5
Effect of exchange rate fluctuations on cash held	9,624	(9,867)	(197.5)
Cash and cash equivalents at beginning of the year	200,128	150,288	33.2
Cash and cash equivalents at the end of the year	328,285	200,128	64.0

### CORPORATE EXERCISES

In keeping with its strategic focus on township development and premium affordable homes, on 14 November 2023, Matrix secured a RM512 million financing facility from AMMB Holdings Bhd (AmBank Group) to facilitate the development of 1,382 acres of prime housing in the MVV located in Sendayan, Negeri Sembilan.

The project, which has a gross development value of RM7 billion, will be developed through an 85:15 joint venture between Matrix Concepts' indirect subsidiary MHCB Development (NS) Sdn Bhd and NS Corporation, called N9 Matrix Development Sdn Bhd. It will feature a mix of residential, commercial and retail elements.

### LANDBANK

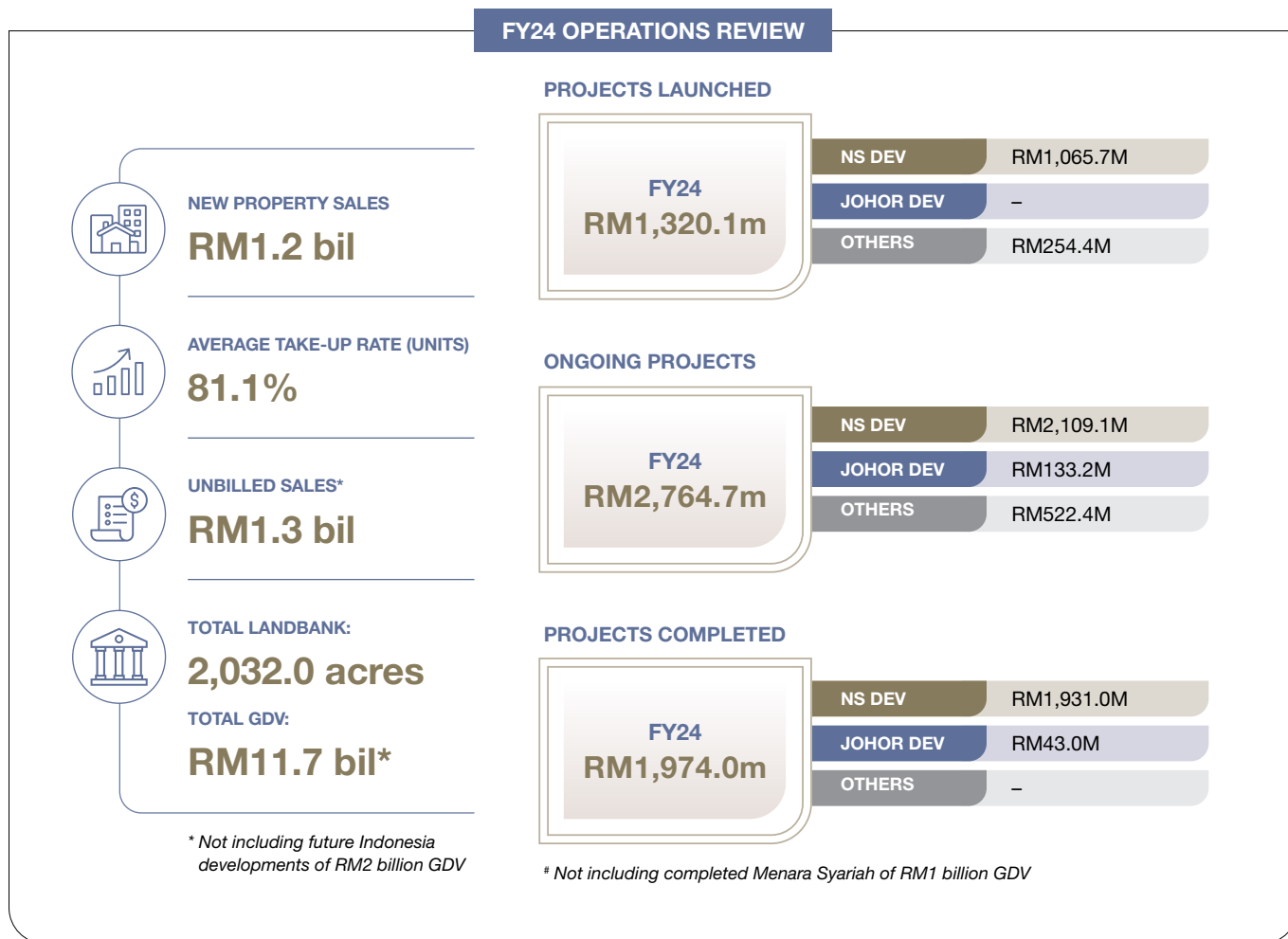
As at 31 March 2024, Matrix's total landbank was 2,032 acres, giving a total GDV of RM11.7 billion. This built-up landbank comprises mainly of land at the Group's Sendayan Developments and BSI townships, with various other land parcels at strategic areas within the Klang Valley. The recent acquisition of the 1,382-acre MVV land is excluded as the transaction has yet to be fully concluded.

The Group's development plans for such landbank would be announced once it has been finalised.

## MANAGEMENT DISCUSSION & ANALYSIS

### PROJECT HIGHLIGHTS

In FY2024, Matrix successfully launched 2,209 property units with a cumulative value of RM1.32 billion (FY2023: RM1.27 billion). As at 31 March 2024, the average take-up rate across all projects was 81.1% and total unbilled sales registered RM1.28 billion, enabling strong revenue and earnings for the Group going forward.





## MANAGEMENT DISCUSSION &amp; ANALYSIS

## PROJECT LAUNCHES IN FY2024

PROJECT	TYPE	UNITS LAUNCHED	ESTIMATED GDV (RM' MIL)
Ara Sendayan – Agriculture Lot	Agriculture Lot	8	17.5
Bayu Sutera 7 (Precinct 3B)	DST	200	145.4
Bayu Sutera 8 (Precinct 4A3)	DST	128	93.3
Bayu Sutera 9 (Precinct 3A)	DST	171	113.7
Eka Heights (Precinct 3A)	DST	275	114.6
Eka Heights (Precinct 3B)	DST	155	62.9
Hijayu (Resort Villa) Phase 1	DSB	14	51.7
Irama Sendayan 2B	DST	89	56.0
Irama Sendayan 2C	DST	283	157.1
Irama Sendayan 2D	DST	144	92.6
Levia (Tower A)	Service Apartment	389	254.4
Nusari Biz 2	DSS	16	19.4
Sub Centre @ Sendayan Tech Valley 1A	Commercial Lot	1	2.5
Tiara Sendayan 16 (P14C3)	SST & DST	206	68.9
	DST	130	70.1
<b>GRAND TOTAL</b>		<b>2,209</b>	<b>1,320.1</b>

\* DST (Double Storey Terrace)/ DSB (Double Storey Bungalow)/ SST (Single Storey Terrace)/ DSS (Double Storey Shop)



Resort Villa

## MANAGEMENT DISCUSSION & ANALYSIS

### RESIDENTIAL AND COMMERCIAL PROPERTIES

#### SENDAYAN DEVELOPMENTS

NEGERI SEMBILAN

Matrix's award-winning property project, Sendayan Developments in Negeri Sembilan was first conceived with the establishment of Bandar Sri Sendayan in 2006 and later, giving rise to Ara Sendayan, Tiara Sendayan, Eka Heights and Laman Sendayan.

As at 31 March 2024, sales at Sendayan stood at RM1.24 billion (FY2023: RM1.08 billion). The average take-up rate registered 87.7% (FY2023: 91.3%), alongside unbilled sales of RM1.07 billion (FY2023: RM1.41 billion).

Another positive indicator is the estimated GDV for ongoing projects, which, as at 31 March 2024, stood at RM2.11 billion (FY2023: RM2.37 billion).

In total, there were 13 new projects launched in FY2024, with GDV amounting to RM1.07 billion (FY2023: 1.18 billion), a direct reflection of the increasing market demand of the Group flagship development.



#### THE SENDAYAN TECH VALLEY

NEGERI SEMBILAN

Sendayan Tech Valley ("STV"), located within Sendayan Developments, covers approximately 748 acres of prime, freehold industrial land, with a total GDV of RM1.0 bil.

For FY2024, STV recorded new sales value of RM48.0 million.

#### BANDAR SERI IMPIAN

JOHOR

Bandar Seri Impian ("BSI"), covering 1,209.5 acres at Kluang, Johor, nestles within an undulating contour of lush greenery and breathtaking panoramic view.

BSI's carefully designed masterplan includes a host of innovative residential and commercial properties, shopping complexes, transportation hub, government and private institutions as well as essential community features such as a mosque, school and a market.

Sales of new property in FY2024 was registered at RM52.83 million (FY2023: 46.10 million). The take-up rates from the ongoing projects stood at 43.9% (FY2023: 27.0%).

As at 31 March 2024, unbilled sales recorded RM36.22 million (FY2023: RM29.23 million).





MANAGEMENT DISCUSSION & ANALYSIS

**THE CHAMBERS RESIDENCE**

KUALA LUMPUR

Nestled amidst the skylines of Kuala Lumpur is Chambers Residence, a 509-unit, freehold service apartment. Being the Group’s maiden venture into the nation’s capital, it has garnered strong acceptance.

Such is its appeal that, as at 31 March 2022, all units have been sold.



**M333 ST. KILDA**

AUSTRALIA

Matrix’s third and largest Australian project in terms of GDV, the M333 St. Kilda, was launched in FY2023. Located on a 0.6 acre land in the heart of St Kilda, Melbourne, is an eight-storey mixed development.

M333 St Kilda is envisioned for a modern-day balanced living environment, especially where work-from-home trends have become increasingly common in the post-pandemic era.

GDV sales of this project, with 30.5% being sold, amounts to RM79.8 million. Located strategically just 8km from Melbourne’s central business district, it has excellent access to public transportation, road connectivity and various lifestyle attractions and amenities.

**MENARA SYARIAH**

INDONESIA

Menara Syariah is located in an area designated as an Islamic Financial District, which forms part of the 23.5-hectare International Financial District in Pantai Indah Kapuk 2 (PIK 2) Waterfront City, Jakarta. It is sitting on 1.4 hectares of the 3.6 hectare plot and has a GDV of RM1 billion.

Completed in FY2024, Menara Syariah consists of a commercial and retail building with twin 29-storey office towers, encompassing one million square feet of gross floor area including 23 floors of Grade A office space. It also features a retail strip, a landscaped observation deck, an infinity pool and multiple prayer halls.





## MANAGEMENT DISCUSSION & ANALYSIS

### PROJECT UPDATES – INVESTMENT PROPERTIES

#### MATRIX GLOBAL SCHOOLS

NEGERI SEMBILAN

Established a decade ago in 2014, Matrix Global Schools (“MGS”) is an award-winning teaching institution, offering both UK and Malaysian curriculum education.

Built to modern standards, the state-of-the-art MGS campus is situated on a spacious 20-acre site amidst lush greenery and an inviting surrounding landscape. Secured within the school compound is the MGS Boarding House which provides a twenty-first-century boarding experience for students aged 12 to 19.



In addition, its diverse nationality student population provides a holistic learning opportunity for students to learn from its multi-faceted cultures and communities there.

MGS has firmly established itself as a preferred and integral teaching institution within Sendayan Developments and its community. Driven by a team of qualified and passionate educators, MGS has successfully churned out academically outstanding achievements in the course of its academic years.

MGS’ revenue for FY2024 had improved by 17.1% year-on-year to RM14.4 million (FY2023: RM12.3 million), further demonstrative of its acceptance and esteem as a preferred teaching institution of choice.

A breakdown of MGS’s student population as at 31 March 2024:

CATEGORY	FY2024 (PAX)	FY2023 (PAX)
International school students	220	190
Private school students	382	357
Pre-school Students	113	112
<b>TOTAL</b>	<b>715</b>	<b>659</b>

#### d’TEMPAT COUNTRY CLUB

NEGERI SEMBILAN

Since commencement of its operations in 2015, d’Tempat Country Club (“d’Tempat”) has established itself as a premier business, lifestyle and entertainment venue in Seremban. It represents a central point for a host of recreational options, offering banquet spaces and dining establishments to cater to every need, creating a distinctively unique place to relax with its soothing ambience.

d’Tempat Club continues to be well favoured as a lifestyle, business, recreation and leisure hub for the local community. It has become a focal point for corporate and social events, including weddings, festive celebrations and MICE venue.

In FY2024, revenue declined slightly to RM22.2 million or equivalent to 3.1% from RM22.9 million recorded in the previous financial year, while PAT recorded a similar marginal decrease of 11.0% to RM7.3 million (FY2023: RM8.2 million).



## MANAGEMENT DISCUSSION & ANALYSIS

### d'SORA BOUTIQUE BUSINESS HOTEL NEGERI SEMBILAN



d'Sora Boutique Business Hotel

d'Sora Boutique Business Hotel offers a compelling value proposition of premium hotel services and facilities, value-for-money packages and strategic location.

In FY2024, d'Sora registered a marginally higher average occupancy rate of 60.5% (FY2023: 58.4%). The return to normalcy post-pandemic has resulted in increased revenue from the MICE segment and food and beverage offerings.

d'Sora posted revenue of RM3.0 million in FY2024, a 20% increase over revenue of RM2.5 million in FY2023. However, the Group's sole hotel has successfully reversed previous year's losses of RM0.22 million to register PAT of RM0.21 million in FY2024.

With the increasing momentum of travel, Management is optimistic of improved performance in the financial year ahead.

### CONSTRUCTION

An integral entity of the Matrix business model is Matrix Excelcon, the Group's in-house construction division. Recently, the Construction unit has ventured into high-rise development, being the main contractor for the Levia Residences, expanding its expertise beyond its primary role of managing all construction works of landed properties at the Group's townships. Given it only undertakes internal projects, revenues from Matrix Excelcon are deemed as inter-company transactions and has thus been eliminated.

In FY2024, the revenue achieved by Matrix Excelcon stood at RM552.0 million, significantly higher than the RM320.8 million recorded in FY2023.

Cognisant of the increasing awareness surrounding climate change and the impact on our environment, it is providential to note the Group had already placed sustainability on the agenda of the Board. This has enabled

the continuation of the Group's strong commitment to continue to explore avenues to mitigate the environmental impact of its operations.

This firm commitment has supported Matrix Excelcon's ongoing efforts to explore avenues to minimise or eliminate construction waste, improve maintenance processes, adopt more efficient construction techniques and recycle or reuse material wherever possible.



Elonia II, Bayu Sutura



## MANAGEMENT DISCUSSION & ANALYSIS

### HEALTHCARE

Since the Group's involvement, MMC has improved its healthcare service to offer high-quality yet affordable medical care and is now regarded as a healthcare provider of choice by the community.

The hospital has steadily increased its range of therapeutic fields to cater to the medical needs of its community and its acceptance is seen in the increase of patient load of 61,189 patients in FY2024, a 9.1% increase over 56,089 patients in FY2023. This precipitated an expansion exercise to which in-patient bed space was increased to 77 beds in FY2024, compared to 57 in FY2023.

In line with the Group's strategy to diversify its revenue stream, the Group has doubled its efforts to strengthen the brand positioning, operational efficiency and financial performance throughout the restructuring and expansion of MMC services. This has led to the maiden contribution of the healthcare division to the Group, with a total contribution of RM5.03 million in the form of management fees entitlement in FY2024.



Magnetic Resonance Imaging (MRI) machine  
1.5 Tesla Large bore 70 cm

### LOOKING AHEAD

#### GENERAL ECONOMIC OUTLOOK

The International Monetary Fund's ("IMF") forecast of the world economy in 2024 and just ahead is that of a steady but slow growth, showcasing resilience amidst divergence.

IMF's baseline forecast for the world economy is the continued growth at 3.2% during 2024 and 2025, at the same pace as in 2023.

Core inflation is generally projected to decline more gradually. The global economy has been surprisingly resilient, despite significant central bank interest rate hikes to restore price stability. Changes in mortgage and housing markets over the pre-pandemic decade of low interest rates would moderate the near-term impact of policy rate hikes.

Additionally, dimmer prospects for growth in China and other large emerging market economies will be expected to weigh on trading partners.

On the local front, in spite of the turbulent global economy, Malaysia's economy has performed strongly, registering a gross domestic product ("GDP") growth of 3.6% in 2023. This was aided by the positive turnaround in exports on higher external demand and stronger private expenditure domestically.

Bank Negara's expectation for inflation is for it to remain controlled for the rest of the year, with headline inflation for 2024 expected to be at 2% to 3.5% and core inflation estimated at between 2% and 3%.

According to the Ministry of Finance (MoF), Malaysia's economy is expected to grow moderately with the projected growth between 4 - 5% in 2024, driven by domestic demand, sustained and diversified economic structure and coupled with ongoing policy support including the National Energy Transition Roadmap and the New Industrial Master Plan 2030.

It is anticipated that the positive GDP growth momentum will continue in the coming quarters, supported by domestic spending activities continuing to grow on the back of positive labour market conditions, positive income growth and increased tourist arrivals.

In addition, external demand will recover as Malaysia stands to benefit from improvements in the global production and international trade, especially growing demand from major trading partners such as China and the United States.



## MANAGEMENT DISCUSSION & ANALYSIS

### PROPERTY INDUSTRY OUTLOOK

The property market is expected to continue its momentum supported by various initiatives outlined by the government under Budget 2024. This includes the provision of guarantees under the Skim Jaminan Kredit Perumahan, allocations for the implementation of Programme Perumahan Rakyat and the easing of requirements of Malaysia My Second Home (MM2H) programme to attract more tourists and foreign investors to Malaysia.

Also encapsulated within the Budget 2024 is the focus on infrastructure development, amongst with is the extension of the North-South Expressway and the East Coast Rail Link. Such projects are expected to boost economic activities and increase accessibility and connectivity, also to strategically located property townships.

The national economy is projected to remain in the range of 4.0% to 5.0% in 2024. Supported by resilient domestic growth prospects, the property market performance is expected to remain cautiously optimistic given the unpredictable external environment.

The accommodative policies, continuous government support, well-executed measures outlined in Budget 2024, and the proper implementation of strategies and initiatives under RMK-12 are expected to continue supporting growth in the property sector.

### OUTLOOK FOR MATRIX

Moving into FY2025 and looking ahead, the Group's prospects remain solid with steady growth driving performance. Our property development segment is anticipated to continue its dominant revenue stream leadership, driven primarily by our townships and Klang Valley developments. In the markets we operate in, the Group is on-track to achieve our target of RM1.3 billion for new property sales.

Internationally, the Group's ventures are equally promising. Following the successful completion of the fully sold M. Greenvale project in Melbourne, Australia, the Group is now focusing on the development of M333 St. Kilda, its largest project in Australia to date. This mixed-use development, situated within walking distance of iconic Melbourne landmarks, is expected to garner significant interest for its lifestyle offerings.



In Indonesia, the Group's maiden development, Menara Syariah in Pantai Indah Kapuk 2, Jakarta, completed in FY2024, marking a significant milestone. This accomplishment is poised to bolster the Group's financial performance for FY2025 and pave the way for the launch of its second project in Indonesia. Working with joint venture partners or on its own, Matrix will continue to explore potentials in other cities.

Our support to MVV City aligns with the aspirations of the nation to build a world-class metropolis and serve as the new socio-economic catalyst, to complement the growth of Klang Valley. This is envisioned to be the Group's next visible growth avenue, aiming to significantly increase our earnings from our Negeri Sembilan developments.

Beyond its property development arm, the Group is actively seeking to enhance its other business units, including education, healthcare and hospitality divisions. The Group has entered into a strategic partnership with Adcote Schools, United Kingdom to improve its operational efficiency and strengthen its academic offerings and revenue growth, while allowing greater access to the enrolment of foreign students and recruitment of quality expatriate teaching force.

The Group's venture into healthcare is already bearing fruit. Since the third quarter of financial year ended 31 March 2024, the Group enjoys healthy contribution from MMC and the said income stream is expected to strengthen with a planned increase in patient beds over the next 12 months. MMC's approach will continue to be patient-focused, looking to improve on treatment offerings and patients' satisfaction levels. We will continue to explore opportunity to support medical tourism with patients from abroad.

## MANAGEMENT DISCUSSION & ANALYSIS



Our hospitality divisions, comprising of d'Tempat Clubhouse and d'Sora Boutique, will maintain their steady progression, aligning with their strategic business plans to increase memberships, occupancy and usage of facilities.

Acknowledging the critical importance of our people as our core assets, we are investing in human capital development through continuous learning programmes, leadership training and fostering a culture of diversity, equality and inclusivity. By equipping our workforce with the necessary skills and knowledge, we enhance their ability to drive innovation and adapt to changing market dynamics. This focus on human capital not only boosts employee satisfaction and retention but also ensures that we have the talent needed to sustain our growth and innovation efforts.

We proudly affirm our unwavering commitment to the community we live and work in. We will continue to strengthen our contribution to social causes, community development and corporate governance. By aligning our business practices with broader ESG goals, we are confident of enhancing our reputation and building trust with our stakeholders. This holistic approach ensures that we not only achieve financial success but also contribute positively to society and the environment.

Cognisant of the growing awareness on environmental impact, we have integrated sustainability into our core strategy. Our initiatives include reducing carbon footprints through green energy adoption to meet the increasing demand for sustainable practices from consumers and stakeholders. This has served to enhance our market position and brand value.

Given the evolving environment and market trends, there is a critical need for businesses to adapt using business agility and resilience. Such attributes have been the bedrock of our achievements at Matrix for 27 years. To achieve this, we had streamlined our processes, reduced costs, and created new revenue streams, thus ensuring our business model remained robust and adaptable.

Moving forward, our strategic priorities across our business divisions has been carefully mapped out and will be implemented in FY2024 and onwards. The Group will continue to enhance our property development offerings to meet market demands and improve customer satisfaction to strengthen our brand reputation. The Group's active effort to further diversify and strengthen its revenue streams, is expected to contribute to its long-term sustainability and growth trajectory.

There is much uncertainty of the future, given the unpredictable geopolitics, fluctuating economy, environmental changes and evolving market trends. Nonetheless, Matrix is confident that the Group's business model and resilience of people and processes, will withstand the challenging headwinds of the future.

The Group will continue to seek ways to accelerate our growth towards the realisation of our vision and mission and to create continued value for our stakeholders.

**HO KONG SOON**  
GROUP MANAGING DIRECTOR

30 June 2024