

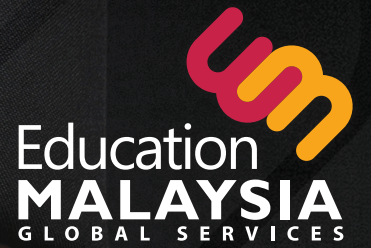


0986610U / 201201013093

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EDUCATION MALAYSIA GLOBAL SERVICES 0986610U / 201201013093



EMGS AT YOUR SERVICE
**GLOBALISING
MALAYSIA'S**
HIGHER EDUCATION



2025
ANNUAL
HIGHLIGHTS

STUDY IN
MALAYSIA

2025 ANNUAL HIGHLIGHTS

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ABOUT US

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To download a soft copy, refer to educationmalaysia.gov.my or scan the QR code.



Education Malaysia Global Services ("EMGS") is a Company Limited by Guarantee under the Ministry of Higher Education. EMGS supports Malaysia's position as an international education hub by facilitating the entry and experience of international students.

EMGS plays a coordinating role across the international student ecosystem, working with higher education institutions, the Immigration Department and other stakeholders to support international student mobility into Malaysia.

Its core responsibilities cover:

- promoting Malaysia as a study destination,
- Facilitating stakeholder coordination across the ecosystem,
- processing international student visa applications, and
- supporting students and institutions throughout the application process.

In carrying out this role, EMGS integrates market development, application processing and student support within a coordinated system.

EMGS's strategic priorities reflect this role, with a focus on strengthening Malaysia's position as a global education hub while enhancing the overall international student ecosystem.

VISION

To establish Malaysia as a leading study destination and talent development hub.

MISSION

To serve as the foremost one-stop centre for the global promotion of Malaysian education and the efficient management of international students' experiences.

ADDRESS

- EMGS Corporate Office**
Suite A-21-1, 157 Hampshire Place Office,
No. 1, Jalan Mayang Sari,
50450 Kuala Lumpur.









- EMGS Cyberjaya**
Aras 2, Bangunan Mercu MQA,
Jalan Teknokrat 7, Cyber 5,
63000 Cyberjaya, Selangor.

- EMGS One-Stop Centre (Kuala Lumpur)**
20th Floor, Menara TA One,
No. 22, Jalan P Ramlee,
50250 Kuala Lumpur.

- EMGS One-Stop Centre (Sarawak)**
Lot 9, Level 4, UTC Sarawak,
Jalan Padungan,
93100 Kuching, Sarawak.

ABOUT US

KEY THRUSTS & OBJECTIVES

OVERARCHING MISSION	EMGS VISION & MISSION	
	WHAT ARE OUR STRATEGIC OUTCOMES?	
	 <p>Malaysia as a hub of talent and a global knowledge centre</p>	 <p>Strengthening EMGS's role within the ecosystem</p>
STAKEHOLDER INTEREST	KEY THRUSTS & OBJECTIVES	
	HOW DO WE ACHIEVE THEM?	
	 <p>Talent Empowerment</p>	Outline talent development, experience, and attraction. Nurturing and enabling individuals to grow and excel to make an impact.
	 <p>Scholarship Management</p>	To source and promote potential scholarships for international students to Malaysia
	 <p>Flexible Global Learners</p>	Cater to a diverse range of students, including potential working professionals, international learners, and those seeking specialised, short-term programs
	 <p>Expansion, Revenue & Investment</p>	Expand the product offerings from Malaysian institutions and service offerings
	 <p>Enhancing Learners Experience</p>	Holistic improvement in the lives of learners. It goes beyond policy
INTERNAL PROCESS	SUPPORTING SYSTEM	
	WHAT ARE THE ENABLERS	
 <p>Digitalisation & Environment, Sustainability, Governance (ESG)</p>		

2025 AT A GLANCE

INTERNATIONAL STUDENT MOBILITY

- **95,522** new applications processed (+17% YoY)
- Average **5-working-day** VAL issuance for complete applications
- **12% improvement** in application document quality
- Strong growth across key source markets and emerging regions



SCHOLARSHIP & TALENT DEVELOPMENT

- **500 sponsors** onboarded ASEAN GEMS
- **USD20 million** scholarship committed under ASEAN GEMS
- **555 students** awarded scholarship to study in Malaysia via various channels



STUDENT EXPERIENCE

- **90% student satisfaction** maintained
- 80% increase in ISAC student volume handled
- 80% increase in student engagement with ISAC services
- Enhanced airport support through **upgraded ISAC facilities**

STRATEGIC PARTNERSHIPS & INDUSTRY ENGAGEMENT

- Strategic collaborations with **Maxis and Mastercard**
- **5 major TNE** events and 45 supporting industry engagements organised
- **RM10.6 million sponsorship** secured for national education initiatives



SUSTAINABILITY & CORPORATE IMPACT

- **RM25.1 million** invested in marketing and brand development
- Inaugural **Sustainability Policy** introduced
- **12 CSR programmes** delivered nationwide

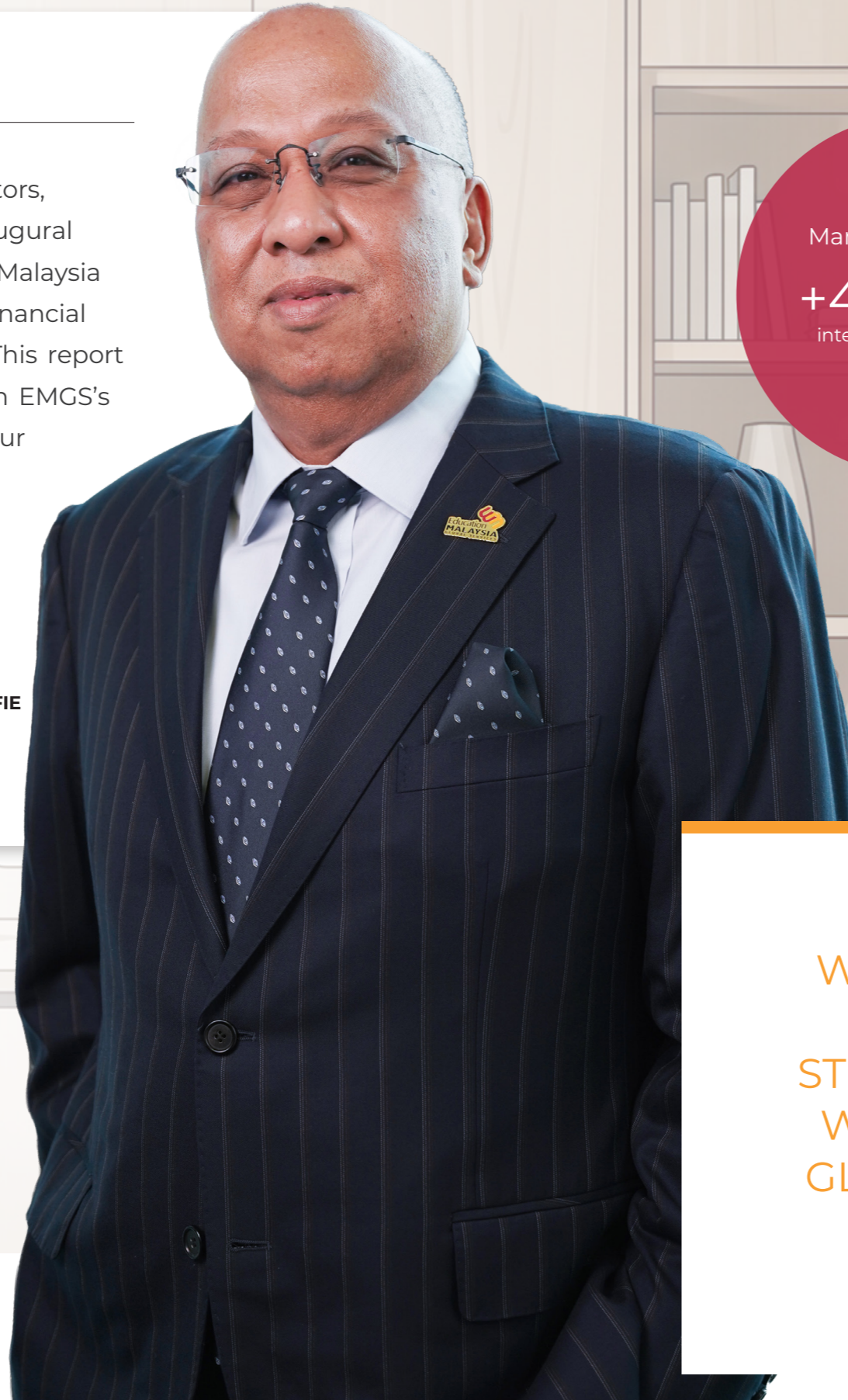
CHAIRMAN'S STATEMENT

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On behalf of the Board of Directors, I am pleased to present the inaugural Annual Highlights of Education Malaysia Global Services (EMGS) for the financial year ended 31 December 2025. This report marks an important milestone in EMGS's continued growth and reflects our ongoing commitment towards greater transparency, accountability, and institutional maturity.

DATUK AHMAD SHALIMIN AHMAD SHAFFIE
Chairman
Education Malaysia Global Services

FY2025 marked an important year for Malaysia's international education sector. As global visa and immigration policies tightened across several traditional study destinations, many international students and families began reassessing their options. Malaysia was well positioned to respond to this shift, supported by its globally recognised institutions, English-medium programmes, affordable living environment, and reputation as a welcoming education destination.



South Asia
Market Expansion:
+41% increase in
international student
applications.

Central Asia
Market Expansion:
+44% increase
in international student
applications.

"TOGETHER,
WE ARE NOT JUST
FACILITATING
STUDENT MOBILITY;
WE ARE SHAPING
GLOBAL FUTURES."

Against this backdrop, EMGS recorded encouraging growth in international student applications, reflecting renewed confidence in Malaysia's higher education ecosystem. Growth was particularly strong across South Asia and Central Asia, which expanded by 41% and 44% respectively. These developments demonstrate the value of Malaysia's growing international presence, as well as the importance of diversifying into emerging markets to strengthen the long-term sustainability and resilience of the international student pipeline.

From the Board's perspective, FY2025 demonstrated EMGS's ability to balance growth ambitions with operational discipline, sound governance practices, and responsible institutional stewardship. Beyond the numbers, what gives us confidence is the organisation's continued commitment to executing its mandate responsibly, while supporting Malaysia's broader aspiration to strengthen its position as a leading international education hub. This commitment was further reflected in the establishment of Yayasan EMGS (Education Trust Fund), a platform dedicated to supporting educational opportunities, talent development, and strategic academic initiatives. Through this foundation, EMGS aims to create a lasting impact that extends beyond its core mandate and contributes meaningfully to Malaysia's education ecosystem.

The environment ahead will continue to evolve, shaped by geopolitical uncertainty, economic pressures, and increasing global competition. Nevertheless, Malaysia's fundamentals remain strong, and EMGS is well positioned to continue supporting the nation's international education agenda with agility and purpose.

I extend my deepest gratitude to the Minister of Higher Education, the Ministry of Higher Education, the Immigration Department of Malaysia, our institutional partners, industry collaborators, and all stakeholders for their continued trust and support. Most importantly, I thank the management and staff of EMGS for their dedication and commitment throughout the year. Together, we are not just facilitating student mobility; we are shaping global futures.

Thank you,

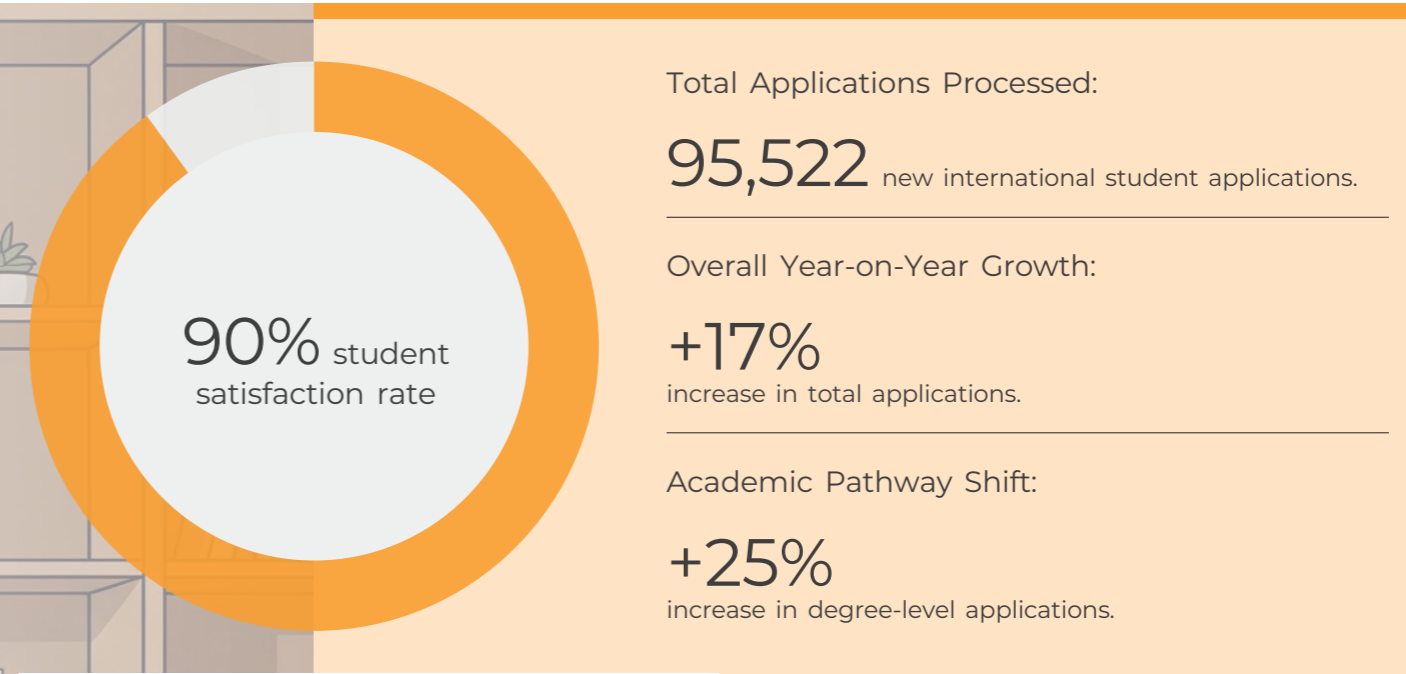
DATUK AHMAD SHALIMIN AHMAD SHAFFIE
Chairman, Board of Director
Education Malaysia Global Services (EMGS)

CEO'S STATEMENT

“

For EMGS, FY2025 was a year defined by growth, resilience, and execution. As application volumes reached unprecedented levels, our priority remained clear; to continue delivering a smooth and reliable experience for international students choosing Malaysia as their education destination.

NOVIE TAJUDDIN CA(M), FCMA(UK), CGMA
 Chief Executive Officer (CEO)
 Education Malaysia Global Services



Operating on a fully self-sustaining model, EMGS processed 95,522 new international student applications, representing a 17% increase year-on-year. What is particularly encouraging is the quality and diversity of this growth. Degree-level applications increased by 25%, reflecting stronger confidence in Malaysia as a destination for full academic pathways rather than short-term mobility alone.

EMGS remained focused on expanding Malaysia's global education footprint and strengthening the visibility of the Study in Malaysia brand across key international markets. Our marketing and digital teams executed 50 international campaigns across 30 countries, generating 243 million impressions to keep the Study in Malaysia brand prominent worldwide.

Domestically, our greatest triumph was translating this high demand into seamless execution on the ground. We successfully managed a staggering 80% spike in student throughput at our International Student Arrival Centre (ISAC). Despite these peak processing volumes, the sheer dedication of our frontline teams kept student satisfaction firmly above 90%.

At EMGS, we believe our role should not end once a visa is approved. For many students, arriving in Malaysia is the beginning of a major life transition. Being away from home, adapting to a new environment, and navigating unfamiliar systems can

be challenging, particularly for first-time international students. With this in mind, we continued strengthening platforms and partnerships aimed at supporting students beyond the application process.

As we move into 2026, EMGS remains committed to operating as a lean, agile, and high-performing organisation anchored on service excellence, innovation, and student-centricity. We will continue strengthening Malaysia's position as a preferred global education destination while enhancing the end-to-end international student experience through operational excellence, digital transformation, and strategic collaboration. This commitment is reflected in the philosophy that underpins everything we do — **EMGS, At Your Service.**

On behalf of EMGS, I would like to extend my sincere appreciation to the Ministry of Higher Education (MOHE), our government and regulatory partners, higher education institutions, industry collaborators, agents, sponsors, and all stakeholders who have placed their trust in us and worked alongside us throughout the year.

Thank you,

NOVIE TAJUDDIN CA(M), FCMA(UK), CGMA
 Chief Executive Officer
 Education Malaysia Global Services (EMGS)

BOARD OF DIRECTOR'S PROFILE



DATUK AHMAD SHALIMIN AHMAD SHAFFIE
Chairman

Datuk Ahmad Shalimin Ahmad Shaffie brings over two decades of leadership experience spanning public policy, corporate governance, higher education, and logistics. Holding a professional certification from the Chartered Institute of Logistics & Transport and tertiary qualifications from the School of Public Administration & Law, Universiti Teknologi MARA (UiTM), he currently serves as the Special Advisor to the Minister of Higher Education Malaysia.

His extensive leadership experience includes serving as Executive Chairman of Bintang Bulk Movers Sdn. Bhd. since 1997 and N'Osairis Technology Solutions Sdn. Bhd. since 2020. Deeply committed to the advancement of

higher education and institutional development, he currently serves as Chairman of UKM Holdings Sdn. Bhd., a member of the Board of Directors of Universiti Kebangsaan Malaysia (UKM), and Advisor to the University of Cyberjaya.

Datuk Ahmad Shalimin previously served as Political Secretary to the Menteri Besar of Perak and has held board positions in several government-linked organisations, including Talent Corporation Malaysia Berhad (TalentCorp), Perbadanan Nasional Berhad (Pernas), and UniKL Resources Sdn. Bhd. In recognition of his contributions to the nation, he was conferred the Darjah Panglima Jasa Negara (P.J.N.) in 2012.



DATO' SRI AZMI BIN ABU KASSIM

Dato' Sri Azmi Bin Abu Kassim holds a Diploma in Accounting and a master's Degree in Business Administration from UiTM Shah Alam. Through his years of dedication and hard work, he was appointed as the Director of Management at Bukit Aman with the rank of Commissioner of Police (CP), effective 24 March 2023. He currently serves as Director of the Internal Security and Public Order Department (KDNKA), a position he has held since 16 December 2024. Beyond his core duties, Dato' Sri Azmi has held several distinguished board and committee

memberships, including serving as a member of the Kuala Lumpur Road and Traffic Safety Committee (2021–2023), a member of the Federal Territory Islamic Religious Council (MAIWP) (2021–2024), and a board member of Kop Logistic & Distribution Sdn Bhd (February 2021 – January 2022). On 27 April 2023, he was appointed Deputy Chairman of The Royal Malaysia Police Cooperative (KPDRM), and most recently assumed the role of Chairman of KPDRM effective 29 November 2024.



YB PROF. TAN SRI DATUK DR. HAJI MOHAMED HANIFFA HAJI ABDULLAH

YB Prof. Tan Sri Datuk Dr. Haji Mohamed Haniffa Abdullah is a Senator of Malaysia and the Founder, Pro-Chancellor, and Executive Chairman of MAHSA University. With more than five decades of experience as a medical practitioner, entrepreneur, educationist, and healthcare leader, he has built a distinguished career across healthcare, education, and business. He has held numerous leadership positions, including Chairman of PERKESO, Board Member of the Malaysian Qualifications

Agency (MQA), and Managing Director of several organisations within the healthcare and corporate sectors. As Chairman of the MAHSA Group, he oversees a diverse portfolio spanning education, healthcare, technology, construction, retail, sports and wellness, and hospitality. His continued contributions to higher education, healthcare development, and community service have established him as one of Malaysia's most respected figures in both academia and industry.



YBHG. DATO' ZAKARIA BIN SHAABAN

YBhg. Dato' Zakaria Shaaban is the Director General of the Immigration Department of Malaysia, a position he has held since September 2024. With nearly 30 years of experience in Malaysia's public service, he has built a distinguished career across a range of ministries and government agencies, including the Prime Minister's Office, the National Disaster Management Agency (NADMA), the Ministry of Higher Education, the Ministry of Tourism, Arts and Culture, and the Ministry of Domestic Trade. He holds a Bachelor of Science in Human

Development and a Master of Business Administration (Finance) from Universiti Putra Malaysia, as well as a Postgraduate Diploma in Public Administration from INTAN. Recognised for his expertise in governance, policy implementation, organisational management, and public sector reform, Dato' Zakaria continues to lead efforts to strengthen Malaysia's immigration framework through secure, efficient, and citizen-centric services that support national development and international engagement.

BOARD OF DIRECTOR'S PROFILE



**DATUK HAJI ISMAIL
BIN MOHAMED**

Tuan Haji Ismail Mohamed serves on the Board of Directors of Education Malaysia Global Services and brings extensive experience in entrepreneurship, corporate leadership, and public service. A graduate of Universiti Kebangsaan Malaysia with a Bachelor of Business Administration, he began his career by founding JYBB Enterprise and later co-founded Pertama, where he served as Chief Executive Officer of Pertama Polyurethane Technology (M)

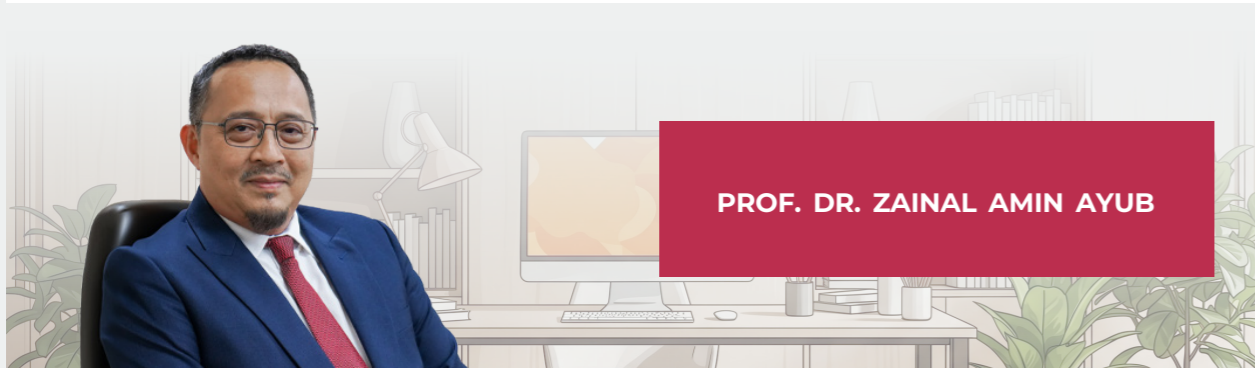
Sdn Bhd. He has held board positions with KEJORA and several prominent Johor-based organisations, while also serving as Special Officer to the Minister of Education in 2013. Recognised for his expertise in agriculture, agrobased industries, and entrepreneurship development, he has chaired numerous committees and initiatives that have contributed to economic and community development in Johor.



**SARAH AZREEN
ABDUL SAMAT**

Sarah Azreen is a corporate finance professional with over 22 years of experience in equity issuances, mergers and acquisitions, fundraising, corporate restructuring, and valuation advisory. She began her career after obtaining her professional qualifications with PricewaterhouseCoopers and subsequently built an extensive investment banking career with institutions including AmInvestment Bank Berhad, Maybank Investment Bank Berhad, and

RHB Investment Bank Berhad. She currently serves as Executive Director of 3p Capital Advisers Sdn. Bhd., a firm licensed by the Securities Commission Malaysia to provide advisory services to capital market participants. In addition, she serves on the boards of Reneuco Berhad and Pharmaniaga Berhad, bringing extensive expertise in corporate finance, governance, and strategic advisory.



PROF. DR. ZAINAL AMIN AYUB

Professor Dr. Zainal Amin Ayub serves on the Board of Directors of Education Malaysia Global Services and is currently the Deputy Director General of Higher Education at the Department of Higher Education, Ministry of Higher Education Malaysia. He is also a distinguished Professor of Law at Universiti Utara Malaysia. Holding an LLB from International Islamic University Malaysia, an LLM from Universiti Kebangsaan Malaysia, and a PhD from University

of Leeds, he brings extensive experience spanning public service, academia, and higher education leadership. His areas of expertise include criminal law, criminal justice systems, human rights, IT law, and employment law. Through his leadership roles and contributions to higher education governance, he continues to play a significant role in advancing Malaysia's higher education and legal landscape.



DZARIMAN IBRAHIM

Dzariman Ibrahim is a seasoned architect and corporate leader with over 20 years of experience across the United Kingdom and Malaysia, holding qualifications in Architecture from South Bank University and the University of Westminster, and having built his career with distinguished London firms including Foster + Partners, Aukett Fitzroy Robinson, 3D Reid, and Leslie Jones Architecture, alongside co-founding FDR Architects as a Partner and Director. Upon returning to Malaysia in 2012, he assumed the role of Chief Executive Officer and Director at

PFCE Integrated Plant & Projects Sdn Bhd, steering the completion of the iconic 138-metre MAHA Tower in Langkawi through the challenges of the COVID-19 pandemic, while also driving youth empowerment initiatives through Social Finance Sdn Bhd in partnership with MARA and HRD Corp, heading a Ministry of Foreign Affairs secretariat overseeing Malaysian student organisations abroad, and founding an NGO dedicated to leadership development and charitable causes.

SENIOR MANAGEMENT'S PROFILE



NOVIE TAJUDDIN CA(M), FCMA(UK), CGMA
Chief Executive Officer
 Education Malaysia Global Services (EMGS)

Novie Tajuddin is a distinguished leader in higher education and workforce development, currently serving as Chief Executive Officer of Education Malaysia Global Services (EMGS) under the Ministry of Higher Education Malaysia. He has extensive experience in internationalisation and promoting Malaysian education globally, previously serving as CEO of MICPA and Director of Strategy and Engagement at Yayasan Peneraju.

Novie has been at the forefront of driving Malaysia's higher education internationalization. He has championed efforts to position Malaysia as a preferred global education hub. Representing the nation in transnational education (TNE) initiatives, Novie has engaged with international stakeholders at major events, including the Asia-Pacific Association for International Education (APAIE), The PIE, ICEF, EURASIA Higher Education Summit (EURIE), ALFA-BANK Education Summit and Higher Education Partnership Conference (HEPCON) as the invited key speakers and panellist.

In addition to advocacy, Novie has played a strategic role in initiatives to attract international students, collaborating with the ministries of foreign countries to establish co-funding mechanisms and scholarship opportunities. Under Novie's guidance, EMGS is committed to making Malaysia a top global education hub and an increasingly attractive destination for higher education.



SHARRILL SABARUDIN
Chief Marketing Officer

Shahrill Sabarudin is the Chief Marketing Officer and Head of Digital Marketing at EMGS, bringing over 20 years of experience at the intersection of technology, big data analytics, and digital marketing, underpinned by a Bachelor of Engineering in Electrical/Electronic from Universiti Sains Malaysia.

A founder of Flying Elephant Sdn Bhd — a digital marketing agency achieving a 95% annual client retention rate through AI-powered strategies — he has also held senior leadership roles across Intelligent Johor Sdn Bhd, Panoramic Media Sdn Bhd, Digital Johor Sdn Bhd, and Kumpulan Prasarana Rakyat Johor Sdn Bhd, contributing to state-level digital transformation, big data policy interventions, and socio-economic development initiatives that position him as a transformative force in Malaysia's evolving digital landscape.



MOHD AZLAN ABD. AZIZ
Head of Corporate Service

Mohd. Azlan Abd. Aziz is the Head of Corporate Service at EMGS, where he oversees the organisation's financial management, accounting operations, and procurement functions. Holding both a Diploma in Accountancy and a Bachelor of Accountancy from Universiti Teknologi MARA, he brings over 20 years of experience in accounting and finance.

Prior to joining EMGS, he served as Manager of Accounts Receivable and Revenue at Beta Tegap Sdn Bhd and held various accounting and managerial roles with Hasnan & Co, KUB Malaysia Berhad, and Academy of Knowledge for Accounting and Leadership, building extensive expertise in financial operations, governance, and corporate accounting.



MAHATHIR TAN SRI MOHD BAKRI
Head of Corporate Support

Mahathir Tan Sri Mohd Bakri is the Head of Corporate Support at EMGS, where he oversees human capital management, organisational development, and administrative functions. He holds a Bachelor of Science in Human Resource Management from Excelsior College, along with a Certified Master of Business Administration and an Executive Master in Strategic Human Capital and Organisational Development.

With over 15 years of experience in human resources, he has held senior leadership positions at Nord Anglia Education Middle East Holdings, Sapura Aero, and Sapura Resources Berhad, bringing extensive expertise in talent management, strategic workforce planning, and organisational leadership.

SENIOR MANAGEMENT'S PROFILE



AZHAR MOHAMED
Head of Corporate Strategy

Azhar Mohamed is the Head of Corporate Strategy at EMGS, bringing over 17 years of experience in education management, business development, student recruitment, and marketing. Prior to joining EMGS, he held various leadership roles within higher education institutions, including serving as Director of Sales and Marketing at UNIRAZAK's Centre for Continuing Education, where he played a key role in establishing sponsored professional certification programmes.

His international experience includes business development and sales roles in Cambodia and Jakarta, and he has built extensive networks across educational institutions, government agencies, recruitment organisations, and industry partners, supporting strategic growth and international collaboration in the education sector.



MOHD FARHA MD ISHAK
Head of International Student Management Services (ISMS)

Mohd Farha Bin Md Ishak brings over two decades of extensive operational and administrative leadership spanning public listed companies, government ministries, and corporate entities. Graduating with a Bachelor of Science (Computer) from Universiti Teknologi Malaysia (UTM) in 2004, he began his career in retail operations management at AEON Co. (M) Bhd before transitioning into public service. In 2011, he joined the Ministry of Higher Education (MOHE) Malaysia, serving as Assistant Director within both the Education Malaysia Division and the Management Services Division. These foundational roles established his deep expertise in public administration and regulatory frameworks within Malaysia's higher education landscape.

Currently, he serves as the Associate Director and Head of the International Student Management Services Division at Education Malaysia Global Services (EMGS). As a core senior officer, he is instrumental in driving the operations of the One-Stop Centre for international student services nationwide. In this capacity, he oversees and streamlines critical workflows including student visa processing, comprehensive student support, and strategic coordination with higher education institutions and key government agencies. Throughout his long-standing tenure at EMGS since 2013, he has successfully spearheaded numerous high-impact initiatives aimed at enhancing the international student experience and solidifying Malaysia's position as a premier global education hub.



MOHD FAIZ MOHD NOH
Head of Corporate Assurance

Mohd Faiz Mohd Noh is the Head of Corporate Assurance at EMGS, overseeing the Internal Audit, Integrity Governance, and Risk Management functions. With over 16 years of experience in internal audit, investigations, integrity, governance, and risk management across multiple industries, he has led audit assignments both locally and internationally and played key roles in developing governance frameworks, policies, and procedures.

Prior to joining EMGS, he served as Senior Manager of the Whistleblowing and Detection Department at FGV Holdings Berhad and has held positions with Proton Holdings, Bank Islam Malaysia Berhad, PETRONAS, Al Rajhi Bank, and SME Bank. He holds a Master of Business Administration from Universiti Teknologi MARA and is a Certified Integrity Officer (CEIO) as well as an HRDC-certified trainer.

MANAGEMENT DISCUSSION AND ANALYSIS STATEMENT (“MD&A”)

The Management Discussion and Analysis (“MD&A”) provides an overview of EMGS’s operational and financial performance for the financial year ended 31 December 2025, as well as the key developments, priorities and strategic initiatives that support its role within Malaysia’s international education ecosystem.

As the one-stop centre for the promotion of Malaysian education and the facilitation of international student mobility into Malaysia, EMGS plays a strategic role in supporting Malaysia’s aspiration to become a leading global education destination and talent development hub.

In line with its vision of positioning Malaysia as a hub of talent and a global knowledge centre, EMGS’s strategic priorities in FY2025 were centred around five key thrusts:

- 01 Talent Empowerment**
supporting the development, attraction and nurturing of global talent through Malaysia’s higher education ecosystem;
- 02 Scholarship Management**
facilitating and promoting scholarship opportunities for international students to pursue education in Malaysia;
- 03 Flexible Global Learners**
expanding access for diverse learner segments, including working professionals, mobility students and short-term programme participants;
- 04 Expansion, Revenue and Investment**
strengthening EMGS’s service offerings, institutional collaboration and sustainable revenue generation capabilities; and
- 05 Enhancing Learners’ Experience**
improving the end-to-end international student journey through operational excellence, service enhancement and stakeholder collaboration.

The discussions that follow demonstrate how EMGS delivered against these priorities during FY2025 through market development, student mobility facilitation, service enhancements, stakeholder engagement and operational execution. Underpinning these efforts are continued investments in marketing and branding, human capital, digitalisation and governance, which support EMGS’s long-term effectiveness and responsiveness within an evolving global education landscape.

MALAYSIA’S INTERNATIONAL EDUCATION LANDSCAPE

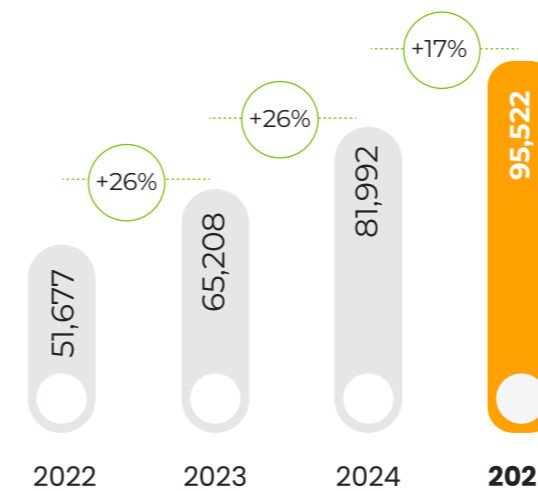
The international education sector continued to evolve in FY2025 against a more competitive and increasingly fragmented global student mobility environment. While traditional study destinations such as the United Kingdom, Australia, Canada and the United States continue to attract international students, recent tightening of international student and migration-related policies in several of these markets has increasingly influenced how students evaluate affordability, accessibility, visa certainty and longer-term study pathways.

Against this backdrop, Malaysia continues to strengthen its position as a regional education hub through comparatively accessible and internationally recognised higher education pathways, supported by English-medium programmes, foreign branch campuses and a relatively competitive cost structure. Malaysia’s higher education ecosystem also continues to benefit from qualification frameworks and education models broadly aligned to Commonwealth systems, including the presence of established United Kingdom and Australian foreign branch campuses operating within Malaysia.



New international student applications remain an important indicator of international demand for Malaysian higher education and broader market confidence in Malaysia as a study destination. During the financial year, new international student applications processed through EMGS increased to 95,522 in FY2025 compared to 81,992 in FY2024, reflecting continued demand across both established and emerging markets.

Total Applications



At course level, degree programmes remained the largest contributor to international student demand, increasing by 25% to 46,752 applications in FY2025. Growth was also recorded across certificate and diploma programmes, which increased by 31% and 23% respectively. This continued growth in degree-level demand reflects sustained interest in internationally recognised qualifications delivered in English-medium environments at comparatively accessible cost levels, supported by the presence of established foreign branch campuses and internationally recognised programmes in Malaysia.

Meanwhile, Master’s level demand remained relatively stable with a 4% increase during the year, while PhD applications declined by 7% compared to the previous year. The softer research and doctoral-level demand likely reflects broader global competition for postgraduate mobility, as well as affordability and funding considerations which increasingly influence higher-level international education.

Applications by Course Level













At country level, China remained the largest source market in FY2025 with 31,866 applications, despite a slight moderation compared to the previous year. Stronger growth momentum was observed across several South Asian markets, including Bangladesh, India and Pakistan, while Indonesia continued to provide a stable regional pipeline supported by geographic proximity and accessibility.

Emerging markets such as Myanmar, Kazakhstan and Sudan also recorded continued growth during the year. Although smaller in absolute size, the expansion of these markets reflects increasing awareness of Malaysia as a study destination across a broader range of developing and emerging economies, where younger population demographics and rising demand for internationally recognised education pathways continue to support longer-term international student mobility trends.

This broader distribution of applications also contributes to a more diversified and resilient international student pipeline, reducing reliance on any single source market while supporting the long-term sustainability of Malaysia’s international education ecosystem.

MANAGEMENT DISCUSSION AND ANALYSIS STATEMENT (“MD&A”)

Country	2025	2024	Growth
 China	31,866	33,216	-4%
 Bangladesh	9,998	6,917	+45%
 Indonesia	6,513	5,556	+17%
 India	3,797	2,591	+47%
 Pakistan	3,619	2,417	+50%
 Sudan	3,217	2,354	+37%
 Myanmar	3,189	1,718	+86%
 Japan	2,100	1,775	+18%
 Yemen	2,061	1,996	+3%
 Kazakhstan	1,704	1,172	+45%

STRENGTHENING MALAYSIA'S GLOBAL EDUCATION PRESENCE

In FY2025, we continued to strengthen Malaysia's international education positioning through targeted market engagement, strategic branding initiatives and collaboration with higher education institutions and ecosystem stakeholders under the “Study in Malaysia” platform.

During the financial year, EMGS carried out approximately 50 international marketing and engagement activities across 30 countries, reaching approximately 435,079 visitors, students, parents, agents and institutional stakeholders. These engagements included 2 Mega Study in Malaysia (“Mega SIM”) fairs, 18 Study in Malaysia fairs, forums and conferences including 3 Malaysia Higher Education Forum (“MAHEF”) programmes, 8 Malaysia Pavilion participations and 11 alumni networking programmes conducted across multiple international markets. Together with ongoing transnational education (“TNE”) initiatives and institutional collaborations, these efforts supported Malaysia's international visibility, strengthened educational linkages and helped broaden the international student pipeline across both established and emerging markets.

Beyond physical engagements, digital platforms continued to play an increasingly important role in supporting international visibility and student engagement. During the year, EMGS's digital platforms recorded approximately 482,600 website visits, including approximately 81,600 unique visitors, while combined social media followership increased to approximately 1.72 million across platforms.

EMGS also continued to support regional educational collaboration through the ASEAN Global Education Mobility Scheme (“ASEAN GEMS”). During the year, the platform facilitated access to approximately 500 scholarship and mobility opportunities with a combined estimated value of USD4.6 million offered by participating institutions across ASEAN. This initiative supports greater student mobility and educational collaboration within the region while reinforcing Malaysia's role as a connected education hub within ASEAN.

ENHANCING THE INTERNATIONAL STUDENT EXPERIENCE

As international student mobility continues to increase, the overall student experience increasingly depends not only on academic quality, but also on the efficiency, accessibility and responsiveness of services throughout the student journey, from application and arrival through to study and graduation.

During FY2025, EMGS continued to strengthen service delivery across key student touchpoints. For complete applications, the average Visa Approval Letter (“VAL”) issuance period remained at approximately six days, while the correction rate for new applications improved to below 55%, compared to 58% in FY2024. These improvements reflect ongoing efforts to enhance submission quality, streamline processing and support a more efficient application experience for students and institutions.

Supporting this journey, EMGS continued to enhance digital accessibility through the EMGS Hub mobile application, which provides students with access to services and information throughout various stages of their studies in Malaysia, including application tracking, arrival reporting, health screening information and student pass-related services.

As students transition into Malaysia, EMGS continues to operate the International Student Arrival Centre (“ISAC”) at Kuala Lumpur International Airport (“KLIA”) Terminals 1 and 2. **Established as the world's first dedicated international student arrival centre**, ISAC supports arrival coordination, document verification and student facilitation in collaboration with the Immigration Department of Malaysia and other operational stakeholders.

During the financial year, student throughput at ISAC increased by approximately 80% compared to the previous year, with peak intake periods recording more than 10,000 international student arrivals within a single month. Despite the increase in operational volumes, more than 80% of incoming international students utilised ISAC services, while overall student satisfaction levels remained above 90%. Dedicated immigration clearance lanes for international students also continued to be made available at KLIA Terminal 1, helping to facilitate smoother arrivals during peak intake periods. The ISAC facilities at KLIA Terminal 1 were also upgraded during the year and formally launched in February 2026.

Beyond airport arrivals, EMGS continued to support international students through its One-Stop Centres located in Kuala Lumpur, Cyberjaya and Kuching. During the year, EMGS also continued to support initiatives aimed at enhancing the student experience, including the Social Visit Pass (Graduate Pass) initiative and related dependent pass arrangements. Service enhancements also included the successful implementation of same-day i-Kad issuance for self-collection from November 2025.

EMGS also continued to support operational improvement initiatives across the broader international education ecosystem through training and engagement sessions with higher education institutions and stakeholders. During FY2025, a total of 161 training and engagement sessions were conducted. EMGS also continued the exploration of initiatives relating to the Malaysia University

Centralized Admission System (“MyCAS”) and the Agent Management System (“AMS”), while collaborating with partners such as Maxis (via Hotlink) and Gradu8 Mastercard to enhance connectivity and payment accessibility for international students.

OUTLOOK

Malaysia's higher education internationalisation agenda is expected to remain an important area of focus over the coming years as countries continue to compete for students, talent and international partnerships. The launch of the Rancangan Pendidikan Tinggi Malaysia (“RPTM”) 2026–2035 and its 2026–2028 Action Plan provides a clear direction for the next phase of sector development, with greater emphasis on global excellence, talent development, learner mobility, digitalisation and international collaboration.

In supporting this agenda, EMGS will continue to strengthen its role as the facilitator of international student mobility and a key enabler of Malaysia's global education aspirations. Beyond promoting Malaysia as a study destination, EMGS will support initiatives aimed at expanding international engagement, strengthening institutional connectivity and enhancing the overall international student journey.

Key areas of focus include the continued promotion of transnational education (“TNE”), the Malaysia Higher Education Forum (“MyHEF”), Study in Malaysia: Malaysia Postgraduate (“MyPG”), MyAlumni Global and the Malaysia University Centralised Admission System (“MyCAS”). EMGS will also continue to support the digitalisation of international student visa and pass services to improve accessibility, integration and service delivery across the international education ecosystem.

Subsequent to the financial year, EMGS received approval for the establishment of Yayasan EMGS in February 2026. The foundation is expected to support scholarship-related initiatives and broaden access to higher education opportunities, complementing EMGS's wider efforts to strengthen Malaysia's position as an internationally connected education hub.

2025 EVENTS & HIGHLIGHTS



PIE APAC AUSTRALIA 2025



MOU EMGS WITH AGCT



EXPO 2025 OSAKA



EXPO 2025 OSAKA



MEGA SIM JAKARTA & BEKASI



INTERNATIONAL STUDENT ARRIVAL CENTRE (ISAC)



IBR ASEAN AWARD 2025



CSR BEACH CLEAN UP LUMUT PERAK



TOWNHALL EAST ZONE UMPSA

2025 EVENTS & HIGHLIGHTS



TOWNHALL SARAWAK



PROGRAM MADANI RAKYAT LUMUT PERAK



TOWNHALL NORTHERN ZONE UTP



MAGNET 2025



PMR JASIN MELAKA 2025



FESTIVAL OF IDEAS, PUTRAJAYA



MAHEF RUSSIA, LANGKAWI



FESTIVAL OF IDEAS, PUTRAJAYA



FESTIVAL OF IDEAS, PUTRAJAYA

2025 EVENTS & HIGHLIGHTS



PIE APAC AUSTRALIA 2025



MEGA SIM JAKARTA & BEKASI



MOU EMGS WITH ACCT



IBR ASEAN AWARD 2025



EXPO 2025 OSAKA



TOWNHALL EAST ZONE UMPSA



CSR BEACH CLEAN UP LUMUT PERAK



PROGRAM MADANI RAKYAT LUMUT PERAK



MAHEF, KENYA



MAHEF, KENYA



ASEAN UNIVERSITIES EXHIBITION & FORUM (AEF)



ASEAN UNIVERSITIES EXHIBITION & FORUM (AEF)



ASEAN UNIVERSITIES EXHIBITION & FORUM (AEF)



BRIDGING ASEAN EDUCATION WITH MOHE, LANGKAWI



BRIDGING ASEAN EDUCATION WITH MOHE, LANGKAWI



BRIDGING ASEAN EDUCATION WITH MOHE, LANGKAWI

ABOUT THIS SUSTAINABILITY STATEMENT

This Sustainability Statement outlines how Education Malaysia Global Services (“EMGS”) identifies, manages and responds to key sustainability-related matters for the financial year ended 31 December 2025.



The Statement has been prepared with reference to the key principles of the IFRS Sustainability Disclosure Standards and covers EMGS’s operations for the reporting period, aligned with its financial reporting cycle.

Given the nature and scale of EMGS’s operations, the disclosures contained in this Statement have been prepared based on information considered relevant and proportionate to EMGS’s activities and sustainability-related risks and opportunities during the reporting period.

This Sustainability Statement should be read together with EMGS’s MD&A, which provides complementary discussion on operational performance, key risks and strategic priorities.

The information presented in this Sustainability Statement has not been reviewed by Internal Audit and has not been subject to independent external assurance.

SUSTAINABILITY GOVERNANCE

Oversight of sustainability-related matters is integrated within EMGS’s existing governance structure.



RISK MANAGEMENT

Sustainability-related risks are considered as part of EMGS’s enterprise risk management framework, rather than as a standalone process.

These risks are identified, assessed and monitored alongside operational and strategic risks, and include economic, social, climate and environmental considerations relevant to EMGS’s mandate.

In practice, they are reflected within EMGS’s risk registers and management assessments, particularly in areas such as operational continuity, stakeholder coordination, system dependency, integrity and governance, and workforce-related risks.

MATERIALITY

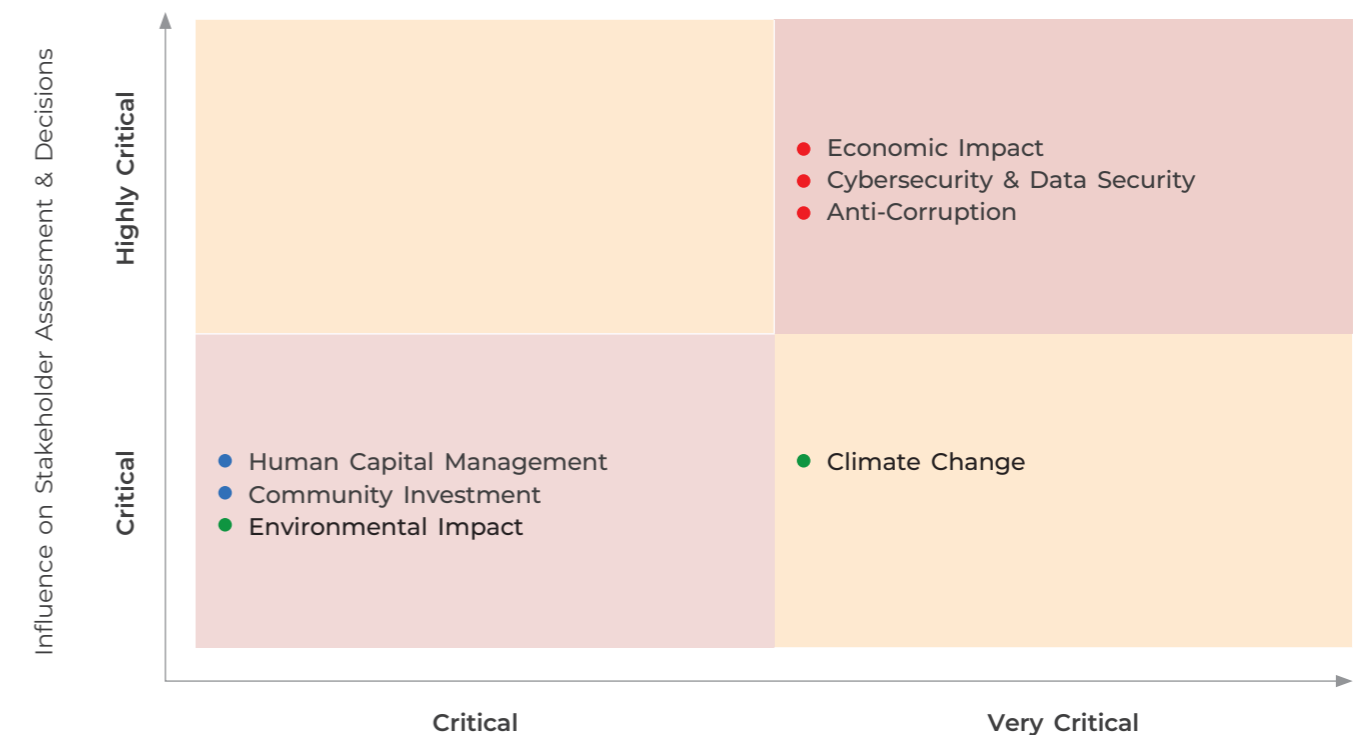
EMGS identifies its material sustainability matters based on insights from its risk management processes, management’s operational experience and engagement with key stakeholders, including institutions, government agencies and service providers.

This process ensures that the matters reflect areas most relevant to EMGS’s operations, risk profile and ability to deliver its mandate, as well as those of importance to stakeholders.

These material matters inform EMGS’s focus areas for risk management, operational priorities and related disclosures, including performance indicators and targets.

The results are presented in the materiality matrix, which illustrates the relative importance of sustainability matters based on their significance to EMGS and to stakeholder assessment and decision-making.

Materiality Matrix



Legend: ● Economic ● Social ● Environmental

Significance of EMGS’s Economic, Environmental and Social Impacts

ABOUT THIS SUSTAINABILITY STATEMENT

ECONOMIC

ANTI-CORRUPTION

Why Is It Important

Integrity is critical to maintaining trust in the international student system.

It underpins confidence in how we carry out our role, supports our continuity as an organisation and our ability to achieve our objectives and deliver our mandate. Given our role in facilitating international students into Malaysia, this also affects how EMGS is perceived by institutions, stakeholders and the Government.

Our Approach

The Board, through management, ensures that appropriate anti-bribery and anti-corruption ("ABAC") policies, controls and monitoring mechanisms are established, implemented and periodically reviewed to address integrity-related risks within EMGS's operations.

EMGS has an Integrity and Governance Unit ("IGU"), which oversees the implementation of relevant policies and frameworks, including the Code of Conduct and Business Ethics, Conflict of Interest Policy and Whistleblowing Policy, and reports to the Board on integrity-related matters.

Corruption Risk Assessment

We conduct corruption risk assessments across our operations and the international student application and processing system. These assessments focus on areas where discretion is exercised and where EMGS interacts with institutions and service providers, to identify where exposure may arise.

The outcomes are used to strengthen controls, due diligence measures and monitoring, including in the appointment and oversight of vendors and service providers.

Percentage of operations assessed for corruption related risks

100%
FY2025

100%
FY2024

Whistleblowing Channel

We maintain a Whistleblowing Policy that provides a channel for employees and relevant stakeholders to report concerns relating to misconduct, fraud, corruption or breaches of policies.

We recognise the importance of having a whistleblowing channel that is trusted and able to be used with confidence. The mechanism is overseen by IGU, and reports may be submitted directly to the IGU through designated channels, including a dedicated whistleblowing email at whistleblowing@educationmalaysia.gov.my.

The channel is designed to be secure and confidential. Reports may be submitted on an anonymous basis where necessary and are handled with appropriate oversight. Safeguards are in place to protect individuals who raise concerns in good faith from retaliation or detrimental treatment.

Our Performance

During the reporting period, we are pleased to announce that no instances of confirmed corruption were identified among our employees or business partners with respect to their employment with us.

Number of confirmed incidents of corruption and action taken

NIL
2025

NIL
2024

Target

Maintain zero confirmed incidents of corruption

CYBERSECURITY & DATA SECURITY

Why Is It Important

The systems and information that support international student applications are central to what we do.

EMGS handles sensitive personal information of international students, including identity, passport and visa-related data in facilitating student entry, including visa processing and iKad issuance.

EMGS serves as a backbone supporting Malaysia's international student pipeline. How this information is protected, and how reliably the process operates, directly affects trust in EMGS and our ability to deliver our mandate.

Any disruption, including unauthorised access, data breach or prolonged downtime, would affect our ability to operate smoothly and may impact confidence in EMGS.

Our Approach

Our approach to cybersecurity and data security focuses on maintaining system reliability, protecting sensitive information and ensuring continuity of operations.

Our operations are supported by the Student Application and Registration System ("STARS"), which is used for the end-to-end processing of international student applications and coordination with the Immigration system. As the primary platform through which applications are processed, its reliability and security are critical to our ability to operate smoothly.

STARS operates through arrangements involving EMGS and its service provider. We, through the International Student Management Services ("ISMS") function, provide operational oversight and work closely with the system provider to support system reliability, data protection and continuity of processing, including managing third-party reliance to ensure that system performance, security and availability requirements are met. Key areas of our approach are set out below:



ABOUT THIS SUSTAINABILITY STATEMENT

Area	Key Controls
System governance and oversight	<ul style="list-style-type: none"> ISMS monitors system operations and escalates issues where required Coordination with the system owner on system performance, maintenance and enhancements
Access and data protection	<ul style="list-style-type: none"> Access to STARS is restricted based on roles and responsibilities Controls over access and handling of sensitive student and visa-related data Monitoring of data handling across the system and relevant stakeholders
System availability and incident management	<ul style="list-style-type: none"> Monitoring of system performance and application processing Coordination with the system owner to address system incidents and unplanned downtime Management of scheduled maintenance to minimise disruption
System resilience and recovery	<ul style="list-style-type: none"> Backup and restoration arrangements as part of continuity planning Coordination on disaster recovery and system restoration
Security monitoring and testing	<ul style="list-style-type: none"> Periodic security assessments, including vulnerability assessments and penetration testing Monitoring for potential security incidents and unauthorised activities
Business continuity and coordination	<ul style="list-style-type: none"> Continuity planning to support ongoing processing during disruptions Coordination with institutions and stakeholders during system incidents Communication and escalation to minimise delays in student applications

Our Performance

We monitor system reliability and data protection together with our business partner to ensure that STARS operates as intended and that student information is handled appropriately.

Performance Indicator	Unit	FY2025	FY2024	Target
Substantiated complaints concerning breaches of customer data and privacy ¹	Number	Nil	Nil	Maintain zero substantiated breaches of customer data and privacy
Prolonged unplanned system disruption affecting STARS ²	Number of incidents	Nil	Nil	Minimise occurrence of prolonged disruptions affecting application processing

1. Substantiated complaints refer to reported incidents that have been reviewed and confirmed to involve unauthorised access, disclosure or misuse of customer data.
 2. Prolonged unplanned system disruption refers to unplanned interruptions to STARS that exceed 6 hours and affect the ability to process applications, excluding scheduled maintenance.

SOCIAL

HUMAN CAPITAL MANAGEMENT

Why is it important

Our people are at the heart of everything we do. From processing applications to coordinating with institutions and stakeholders across markets, the quality and consistency of our work depend on the capability and commitment of our employees.

Without our people, there is no EMGS. We see ourselves not just as an employer, but as a steward of our employees, responsible for supporting their development so they can grow with us and continue to deliver our mandate.

Our Approach

Our approach focuses on maintaining a respectful and safe workplace, building the capability required to support our operations, and ensuring continuity through a stable and supported workforce.

Workplace Environment

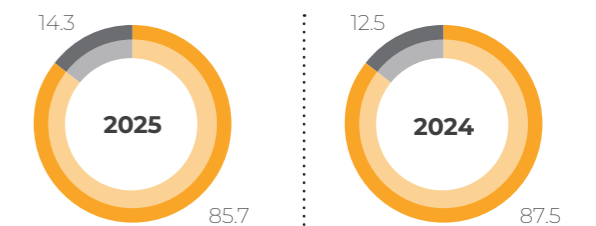
We maintain a workplace where employees are treated with respect and are able to perform their roles without harassment or discrimination. Compliance with applicable labour laws and international labour standards forms the baseline of how we operate.

Employment and career progression are based on merit, with equal opportunity provided regardless of gender, age or background. A consistent and professional working environment supports how we coordinate across stakeholders and deliver our responsibilities.

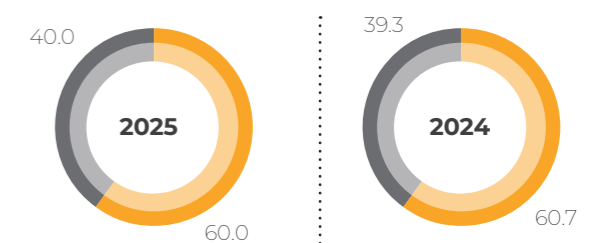
We do not apply diversity-based hiring or promotion targets. Instead, we focus on fair and consistent people practices, while disclosing workforce composition for transparency.

Gender Diversity By Employee Category (%)

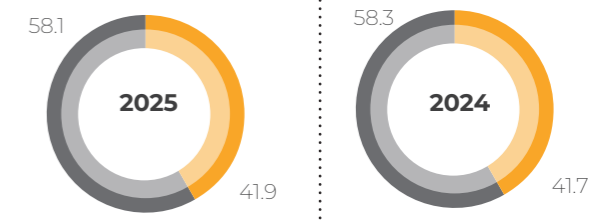
Senior Management



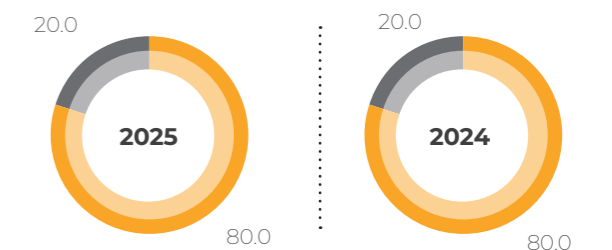
Middle Management



Executive



Non-Executive



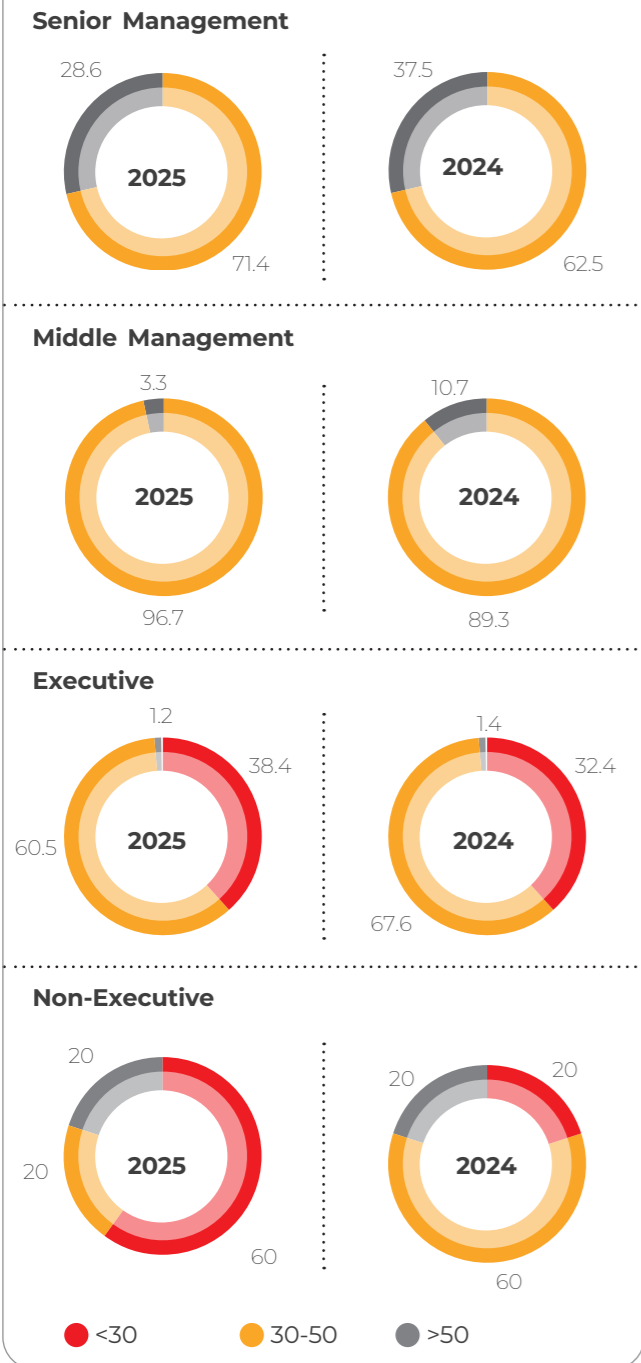
● Male ● Female

Overall



ABOUT THIS SUSTAINABILITY STATEMENT

Age Diversity By Employee Category (%)



Workplace Safety and Travel

We place importance on ensuring that employees are able to carry out their responsibilities safely, including during international assignments, with the expectation that all employees return safely from work and work-related travel.

While our operations are primarily office-based, our international engagement activities expose employees to travel-related risks. These include country-specific conditions, logistical challenges, as well as evolving developments such as geopolitical tensions, extreme weather events and disruptions that may affect travel and on-ground conditions.

Our approach includes:

- 1 monitoring country conditions and developments in markets where EMGS operates
- 2 aligning travel decisions with government advisories and internal assessments
- 3 providing appropriate travel arrangements and support for employees on official duties
- 4 maintaining global insurance coverage for employees undertaking overseas travel

Travel is undertaken based on operational priorities, and this remains an area of ongoing monitoring as conditions evolve across different regions.

Employee Well-Being and Benefits

We provide employees with remuneration that reflects their roles and performance, including performance-linked incentives.

In addition to entitlements provided under applicable labour laws, we provide benefits and allowances that reflect the nature of our operations. These include medical coverage, insurance protection, leave entitlements beyond statutory minimums, flexible work arrangements (subject to operational requirements), as well as allowances for travel, meals, mobility and communication.

Training and Capability

Training and development support how our people carry out their roles in a dynamic and evolving environment.

Employees are required to remain familiar with evolving processes, systems and stakeholder expectations, particularly in areas such as visa processing workflows, system usage (including STARS), and stakeholder engagement.

Training needs are identified through performance reviews, operational requirements and ongoing engagement with employees.

Beyond operational requirements, development also supports broader capabilities relevant to EMGS's role. This includes areas such as governance and regulatory awareness, stakeholder management, digital and marketing capabilities, leadership development, and language and communication skills.

Employees are also exposed to the wider education ecosystem through participation in conferences, engagement with institutions and policy stakeholders, as well as selected development and engagement initiatives. These experiences support how employees build practical understanding of the operating environment and carry out their responsibilities effectively.

In line with our approach to continuous learning, employees are supported through a combination of internal training programmes, external courses and, where relevant, professional development opportunities. Training activity during the year is summarised below:

Total and Average Training Hours by Employee Category (Hours)			
Senior Management			
70	10	98	12
Total	Average	Total	Average
Middle Management			
574	19	546	20
Total	Average	Total	Average
Executive			
1,505	18	700	10
Total	Average	Total	Average
Non-Executive			
28	6	7	1
Total	Average	Total	Average
Overall			
2,177	17	1,351	12
Total	Average	Total	Average

Performance Management and Succession Planning

Performance management is applied consistently across the organisation as a structured way to assess, recognise and develop employees.

Performance reviews, including annual appraisals and probationary assessments, are used to evaluate performance, identify development needs and support progression.

Succession planning supports leadership continuity and the development of internal talent for key roles. Potential successors are identified through performance reviews and development planning, helping to maintain continuity in operations and a stable working environment.

Workforce Continuity

Continuity in our operations depends on retaining experienced personnel, particularly in roles requiring process familiarity and stakeholder coordination.

EMGS maintains a largely permanent workforce structure to support consistency in execution. The use of contract or temporary staff is limited and typically driven by specific operational needs, including specialised roles or leadership appointments where required.

We also support early workforce participation through initiatives such as internship placements and participation in government programmes (e.g. mySTEP), providing exposure and short-term employment opportunities.

Workforce Structure

Permanent employees

86.7% FY2025
83.2% FY2024

Contract/temporary staff

13.3% FY2025
16.8% FY2024

ABOUT THIS SUSTAINABILITY STATEMENT

Our Performance

Employee Turnover

Employee turnover remains low and stable, with an overall turnover rate of 1.6% in FY2025.

Some level of employee mobility is expected as part of normal workforce movement and provides opportunities to bring in new talent. Our focus is on managing turnover in a way that does not disrupt operations, particularly in roles requiring process familiarity and stakeholder coordination. The table below summarises employee turnover by category for the reporting period:

Employee Turnover, by Category	FY2025		FY2024	
	Number	%	Number	%
Senior Management	1	14.3	1	12.5
Middle Management	1	3.3	2	7.1
Executive	0	0	2	2.8
Non-Executive	0	0	0	0
Overall	2	1.6	5	4.4

1. Employee turnover refers to employees who leave the company voluntarily or due to dismissal, retirement, or death in service.
2. Turnover rate (%) by employee category is calculated as the number of employees who left during the financial year within each category, divided by the total number of employees in that category as at 31 December of the corresponding financial year. Total turnover rate (%) is calculated based on the company's total permanent headcount as at 31 December of the corresponding financial year.

Health and Safety

Our activities are primarily office-based but include international engagement and work-related travel. We focus on ensuring that employees are able to carry out their responsibilities safely across these settings.

During the reporting period, there were no work-related fatalities, no serious injuries and no lost time incidents.

Performance Indicator	FY2025	FY2024	Target
Number of work-related fatalities	Nil	Nil	Maintain zero fatalities
Number of work-related injuries	Nil	Nil	Maintain zero injuries
Loss Time Incident Rate (LTIR) ¹	Nil	Nil	Maintain zero LTIR

1. LTIR is calculated as a rate, where the number of lost time incidents during the reporting period are expressed per the total number of hours worked as at the end of the reporting period. It is calculated using the formula: (Number of lost time incidents ÷ Total hours worked) × 200,000.
2. The standardised value used to compute the LTIR is 200,000, which represents the total amount of hours that 100 employees work weekly for 40 hours for a duration of 50 weeks (100 × 40 × 50 = 200,000).

Labour Practices and Human Rights

During the reporting period, there were no substantiated human rights violation incidents.

Performance Indicator	Unit	FY2025	FY2024	Target
Substantiated human rights violations	Number	Nil	Nil	Maintain zero cases

1. Substantiated human rights violations refer to confirmed cases of discrimination, harassment or other human rights breaches identified through internal reporting channels.

COMMUNITY INVESTMENT

Why is it important

Community engagement is important in maintaining EMGS's social licence to operate.

It supports how EMGS is perceived as a government agency, reinforces trust in how we carry out our role, and complements our mandate in positioning Malaysia as a preferred education destination.

Our Approach

Donations and Community Support

EMGS undertakes community engagement through targeted donations and support initiatives, reflecting its role as a government-linked entity operating within the broader international education ecosystem.

Given the nature of EMGS's position, community contributions are expected to be responsive to national priorities, stakeholder expectations and emerging needs. As such, support is directed towards areas where intervention is appropriate, including assistance to communities affected by unforeseen events and support for international students facing hardship.

Contributions are not structured as recurring programmes. Instead, they are assessed on a case-by-case basis, taking into account relevance, urgency and alignment with EMGS's mandate. All disbursements are subject to internal approval processes and oversight to ensure appropriate governance.

Employee Volunteering

Employee participation in community initiatives is undertaken on a voluntary basis and is generally aligned to specific events or needs.

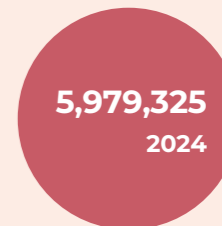
Historically, involvement has included disaster relief efforts and selected initiatives organised with government agencies, stakeholders and community organisations. Participation is managed on a case-by-case basis, taking into account operational requirements and the nature of the activity.

While volunteering activities are not currently tracked through a formal programme, EMGS continues to encourage employee participation where appropriate as part of broader employee engagement and community support efforts.

Our Performance

Community contributions during the year reflect EMGS's support for initiatives aligned with its role, particularly those relating to students, education and broader community engagement.

Total amount invested into the community (RM)



Target

Ensure contributions remain aligned with EMGS's objectives, with appropriate assessment and oversight

ABOUT THIS SUSTAINABILITY STATEMENT

ENVIRONMENTAL

CLIMATE CHANGE

Why is it important

Climate change affects the conditions under which EMGS operates, even though our activities are not resource intensive.

Our role depends on the movement of international students, reliable infrastructure and effective engagement across multiple countries. Changes in weather patterns, extreme weather events and broader environmental disruptions may affect travel, operational activities and the wider international education landscape.

While our direct environmental footprint is limited, climate-related developments may affect the continuity of our operations and the broader system that supports international student mobility.

Our Approach

Climate-related risks are considered as part of EMGS's enterprise risk management framework and are assessed alongside other operational and strategic risks.

Our focus is on maintaining operational continuity and supporting engagement activities across markets, while monitoring climate-related developments that may affect travel conditions, operating costs and international student mobility.

At present, our assessment is primarily operational in nature and based on observed conditions across the markets in which we operate.

Physical Climate Risks

Physical climate risks represent EMGS's most immediate climate-related exposure, primarily through their potential impact on travel, student mobility, engagement activities and day-to-day operations across markets.

Risk Type	Risk Description	Key Adaptation Measures
Acute Physical Risk	Extreme weather events (e.g. flooding, heatwaves and storms) may disrupt international travel, delay student arrivals and affect engagement activities across key markets. Such disruptions may affect student mobility, stakeholder coordination and the continuity of visa processing and related services.	<ul style="list-style-type: none"> Monitoring of weather conditions and developments across key markets Flexible engagement arrangements, including virtual recruitment, digital marketing and online stakeholder engagement where appropriate Business continuity and recovery arrangements to support continuity of visa processing and related services Travel risk management measures, including insurance coverage for employees undertaking overseas travel
Chronic Physical Risk	Longer-term changes in climate conditions may affect travel patterns, operating costs and the conditions under which EMGS engages with students and stakeholders across different markets. These developments may also increase cooling requirements within office operations and influence how engagement activities are planned and conducted over time.	<ul style="list-style-type: none"> Ongoing assessment of operating conditions across key markets Management of office environments to support employee comfort and productivity Consideration of climate-related factors in operational and travel planning

Transition Climate Risks

Transition climate risks arise from changes associated with the transition to a lower-carbon economy, including evolving regulations, shifts in operating costs and broader changes in market conditions.

Transition climate risks are currently less significant to EMGS than physical climate risks, as our operations are not energy intensive and have limited direct exposure to climate-related regulation.

While climate-related developments may influence broader economic and market conditions over time, international student mobility continues to be shaped primarily by factors such as immigration policies, affordability, geopolitical developments, exchange rates, safety considerations and the attractiveness of education destinations. Accordingly, EMGS currently considers physical climate risks to be more relevant to its operations than transition climate risks.

Risk Type	Risk Description	Potential Mitigation Measures
Climate Transition Cost Risk	The transition to a lower-carbon economy may contribute to higher operating costs over time, including travel, technology and service provider costs. While EMGS is not energy intensive, cost increases across the broader value chain may indirectly affect operating expenditure and market engagement activities.	<ul style="list-style-type: none"> Monitoring of operating cost trends and expenditure Adoption of practical efficiency measures within office operations Consideration of cost implications in operational planning and procurement

Our Performance

Climate-related impacts to EMGS are currently assessed at an operational level, based on observed disruptions to activities and engagement across markets.

Climate-Related Performance Indicator	FY2025	FY2024	Target
Climate-related operational disruptions ¹	Nil	Nil	Maintain continuity of operations with minimal disruption

1. Climate-related operational disruptions refer to instances where weather-related events (e.g. flooding, severe weather conditions or extreme heat) affected EMGS's ability to operate normally, including access to offices, coordination with institutions and stakeholders, or delivery of services.

ENVIRONMENTAL IMPACT

Why is it important

Environmental impact is relevant to EMGS primarily from an operational and cost perspective.

It influences the conditions under which we operate, including energy costs and broader environmental factors that may affect our activities. While EMGS's direct environmental footprint is limited, these considerations remain relevant to how we support our operations and deliver our business.

As a government agency supporting Malaysia's international education sector, EMGS is also expected to operate in a responsible and measured manner, consistent with broader expectations on sustainability.

Our Approach

Our approach to environmental impact is focused on managing areas within our operational control in a practical and proportionate manner, primarily relating to energy use, business travel and resource consumption.

ABOUT THIS SUSTAINABILITY STATEMENT

Energy Use

Energy use within EMGS is primarily associated with office operations and is considered from both an operating cost and workplace perspective.

Our approach includes:

- maintaining appropriate indoor conditions to support employee productivity while avoiding unnecessary energy use
- encouraging efficient day-to-day practices across office operations
- considering energy efficiency in workspace planning, including layout and design where relevant

During the reporting period, EMGS also introduced an electric vehicle for official use as part of its broader consideration of energy-efficient and lower-carbon alternatives where operationally suitable and cost-effective.

Resource Use

Resource use within EMGS is limited and primarily relates to office-based consumption. This includes paper use, potable water consumption and selected corporate items used in stakeholder engagement. The table below outlines how these areas are currently managed.

Area	Key Controls
Waste (Our waste is limited to paper)	<ul style="list-style-type: none"> • Operations are largely digital, including application processing through STARS and related platforms • Reduced reliance on physical documentation and manual handling • Encouragement of efficient printing practices (e.g. double-sided printing) • Ongoing move towards further digitalisation to minimise paper use
Water use	<ul style="list-style-type: none"> • Limited to potable use within office environments (washrooms and basic needs) • Not considered material and therefore not tracked as a key metric • Basic maintenance practices to avoid wastage, including prompt repair of leak
Corporate gifts and merchandise	<ul style="list-style-type: none"> • Managed with consideration of purpose and necessity • Increasingly mindful approach to reduce volume where appropriate • Consideration of environmentally preferable alternatives, subject to practicality and suitability

Business Travel

Business travel is an inherent part of EMGS's operating model, particularly in supporting international student recruitment, stakeholder engagement and participation in government-led initiatives.

This includes both international travels, primarily flights, as well as domestic travel required for coordination activities. These activities are necessary in carrying out our role.

Travel is undertaken based on operational priorities, recognising that in-person engagement remains important in building relationships with prospective students, institutions and stakeholders. Virtual engagement is used where appropriate but complements rather than replaces physical interaction.

Over time, we will continue to consider how travel is prioritised and whether alternative operating approaches, including greater local presence in key markets, may help manage associated costs and impacts.

Emissions

Our greenhouse gas ("GHG") emissions arise primarily from purchased electricity used in office operations and fuel consumption from company-owned vehicles.

Scope 1 emissions relate to fuel consumption from company-owned vehicles, while Scope 2 emissions arise from purchased electricity. These are the main sources of emissions within our operational control.

Indirect emissions also arise from activities such as business travel and employee commuting. These emissions are not currently measured or disclosed.

Given the nature of our operations, decisions relating to energy use, travel and asset procurement are primarily driven by operational and cost considerations, with reductions in emissions achieved where practical as a result of these measures.

Our Performance

Energy Consumption

Energy consumption within EMGS is primarily associated with electricity use in office operations and fuel consumption from company-owned vehicles supporting operational and coordination activities.

Purchased electricity (office operations)



Fuel consumption^{1, 2} (company-owned vehicles)



Total energy consumed in Gigajoules



1. Electricity consumption data was converted from kilowatt-hours (kWh) to gigajoules (GJ) using the standard energy conversion factor of 0.0036 GJ per kWh.
2. The energy conversion factor used for fuel litre consumption is derived from the Malaysia Energy Statistics Handbook 2022 ("MESH") whereby (Petrol: 1 Litre = 0.031GJ).

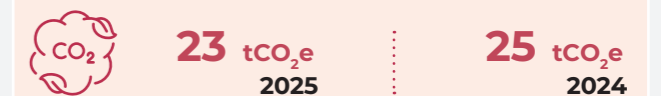
Greenhouse Gas (GHG) Emissions

Emissions arising from our operations are primarily linked to fuel consumption for company-owned vehicles and purchased electricity.

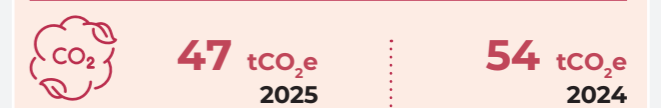
Scope 1 – Direct GHG emissions¹,



Scope 2 – Indirect GHG emissions³



Total GHG emissions



1. Scope 1 emissions are direct greenhouse gas ("GHG") emissions that occur from sources that are owned or controlled by the Group. Emission Conversion factor for Scope 1 is derived from the UK Government GHG Conversion Factors for Company Reporting 2025 and 2024. For FY2025, the conversion factor is 2.66 kgCO₂e/litre for 100% mineral diesel and 2.34 kgCO₂e/litre for 100% mineral petrol.
2. Scope 2 emissions are indirect GHG emissions arising from the generation of purchased electricity consumed by the Group. The emission conversion factor used for purchase electricity for Malaysia is derived from the Malaysia Energy Information Hub: Grid Emission Factor (GEF) in Malaysia, 2022-2024, using the peninsular grid emission factor of 0.740 GgCO₂e/GWh.

Given the limited environmental footprint of EMGS's operations, formal energy consumption or emissions targets have not been established. These areas are managed based on operational needs, with a focus on cost efficiency.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

The Board of Directors (Board) of EMGS presents this statement to provide stakeholders with an overview of its corporate governance for the financial year ended 31st December.

This Corporate Governance Overview Statement (CG Statement) is prepared with reference to the Malaysian Code on Corporate Governance 2021 (MCCG), internal policies, as well as applicable laws, regulations and directives.

The CG Statement is structured along three key principles under the leadership of the Board:



A Principle BOARD LEADERSHIP AND EFFECTIVENESS

1. BOARD RESPONSIBILITIES

The Board takes full responsibility for the oversight and overall performance of EMGS and provides leadership within a framework of prudence and effective controls that enables risks to be appropriately assessed and managed in delivering its mandate under Malaysian Ministry of Higher Education (MOHE). The roles and responsibilities of the Board, as well as matters reserved for its collective decision, are set out in the EMGS Board Charter, which is reviewed periodically to remain aligned with statutory and regulatory requirements, MOHE expectations and best practices.

To assist in the discharge of its duties, the Board has established the following Board Committees:

- Audit and Risk Management Committee (ARMC)
- Nomination and Remuneration Committee (NRC)
- Investment Committee (with effect February 2026)

Each Committee operates under written Terms

of Reference approved by the Board, which define its authority, roles and responsibilities. The Chairmen of the Committees report to the Board on the key deliberations, recommendations and decisions of the Committees, and such reports are minuted as part of the Board records. The Board nevertheless retains full responsibility for the direction, governance and control of EMGS.

The roles of the Chairman and Chief Executive Officer (CEO) are segregated and clearly defined, in line with good governance practice, to ensure a balance of power and authority and to prevent concentration of decision making in any one individual.

The Chairman leads the Board in its oversight role, sets the Board agenda, and facilitates effective deliberations, while the CEO is responsible for implementing strategies and managing the day to day operations of EMGS in accordance with the approved mandate and policies.

The Board is supported by a suitably qualified Company Secretary who advises on corporate governance, Board procedures and compliance with legal and regulatory requirements, and

ensures that all Board and Board Committee meetings are properly convened and that accurate records of proceedings are maintained.

2. BOARD COMPOSITION

EMGS' Board comprises individuals with diverse backgrounds and experience across the public sector, higher education, governance, finance and industry. The NRC reviews the size and composition of the Board and Board Committees on an ongoing basis to ensure they remain appropriate to EMGS' mandate, strategic priorities and governance needs.

a) Board skills matrix

The Board recognises the importance of maintaining an appropriate mix of skills, experience and perspectives to support effective oversight of EMGS. In assessing Board composition, the NRC considers the collective competencies required to discharge the Board's responsibilities, including policy and regulatory matters, higher education, finance, governance, risk management, stakeholder engagement and strategic leadership.

The Board is satisfied that its current composition provides the skills and experience required to support EMGS' role as MOHE's implementation agency and one-stop centre for international students.

b) Directors' fit and proper

The Board acknowledges the importance of ensuring that any person appointed to, or seeking re-appointment to, the Board possesses the character, integrity, competence, experience, time commitment and judgement necessary to discharge the responsibilities of a Director effectively.

In assessing a candidate or an existing Director, the NRC considers, among other things:

- probity, personal integrity and reputation;
- competence, capability and relevant knowledge and experience;
- financial literacy and sound judgement, where relevant;

- time commitment and ability to discharge responsibilities effectively; and
- absence of any disqualification, conflict or other circumstance that may impair the Director's suitability or independence.

To date, the NRC's fit and proper assessments have not identified any concerns regarding the suitability of the current Directors to discharge their responsibilities effectively.

c) Independence

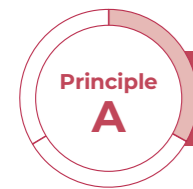
Members of the Board are appointed by MOHE in accordance with EMGS' Constitution and the regulatory framework applicable to companies limited by guarantee ("CLBGs"), with certain appointments made upon recommendation by the Board through the NRC to address identified skills, experience and diversity needs. All appointments are subject to fit-and-proper and Board skills matrix considerations.

In line with recognised corporate governance practices, the Board seeks to maintain an appropriate balance of government representatives, sector representatives and independent Directors to support effective oversight and objective decision-making in the best interests of EMGS.

The NRC assesses the independence status of Directors annually, taking into consideration their ability to exercise objective and independent judgement, including whether they hold executive positions within Government, key stakeholder organisations or other roles that may reasonably be perceived to impair their independence.

The Board is satisfied that the current composition, comprising government representatives, education sector representatives and independent professionals, provides an appropriate balance of perspectives, experience and independence in the discharge of its responsibilities.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



BOARD LEADERSHIP AND EFFECTIVENESS

No.	Name	Director status
1	Datuk Ahmad Shalimin Ahmad Shaffie	Non-Independent
2	Dzariman Ibrahim	Independent
3	Datuk Haji Ismail Bin Mohamed	Independent
4	Professor Dr. Zainal Amin Ayub	Non-Independent
5	Prof. Tan Sri Datuk Dr. Haji Mohamed Haniffa Haji Abdullah	Independent
6	Sarah Azreen Binti Abdul Samat	Independent
7	Dato' Zakaria Bin Shaaban	Non-Independent
8	Dato' Sri Dr. Azmi Bin Abu Kassim	Independent

3. BOARD ATTENDANCE

During the FYE 2025, four (4) Board meetings and five (5) Special Board Meetings were held and all the Board Papers were circulated to the Board in a timely manner. The Directors' attendance at the Board meetings were as follows

Director Name	Designation	Attendance
Datuk Ahmad Shalimin Ahmad Shaffie	Chairman	9/9
Dzariman Ibrahim	Member	9/9
Datuk Haji Ismail Bin Mohamed	Member	8/9
Professor Dr. Zainal Amin Ayub	Member	9/9
Prof. Tan Sri Datuk Dr. Haji Mohamed Haniffa Haji Abdullah	Member	5/9
Sarah Azreen Abdul Samat	Member	9/9
Dato' Zakaria Bin Shaaban	Member	5/9
Dato' Sri Azmi Bin Abu Kassim (Appointed on 2 nd September 2025)	Member	2/3

4. BOARD DIVERSITY

The Board recognises that diversity in terms of skills, experience, contributes to more effective decision-making and better governance outcomes.

While the Board has not set formal targets for age and gender diversity, appointments are made with due consideration to maintaining an appropriate mix of perspectives, experience and backgrounds that support EMGS' objectives.

Diversity attribute	Category	Number of Directors	Percentage (%)
Gender	Male	7	88
	Female	1	12
Age	40 – 60	6	75
	> 60	2	25

5. BOARD TRAINING

The Directors are encouraged to continuously enhance their knowledge and competencies to effectively discharge their responsibilities.

During FYE 2025, the Directors participated in various professional development activities, including training programmes, industry conferences, stakeholder engagements and forums relevant to EMGS' mandate, enabling them to remain abreast of developments affecting the higher education and international education landscape.

6. REMUNERATION

The remuneration framework for Directors and key senior management is designed to support EMGS' mandate as a not-for-profit CLBG and to ensure that remuneration remains appropriate to the responsibilities undertaken. The NRC reviews and recommends the remuneration framework to the Board, taking into consideration the scope of responsibilities, prevailing practices and EMGS' financial position.

All Directors of EMGS are Non-Executive Directors. Directors receive fees and meeting allowances in accordance with prescribed legal requirements, taking into consideration their oversight responsibilities and time commitment.

Director's Remuneration

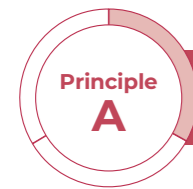
During FYE 2025, the total remuneration paid to Directors amounted to RM555,900, comprising Directors' fees of RM475,800 and meeting allowances of RM80,100.

Senior Management Remuneration

Senior Management remuneration is disclosed on an unnamed and banded basis, taking into consideration the confidential nature of individual remuneration arrangements.

Band (RM)	Number of Senior Management personnel*
250,001 and above	5
200,001 – 250,000	2
150,001 – 200,000	1
100,001 – 150,000	0
≤100,000	0

CORPORATE GOVERNANCE OVERVIEW STATEMENT



BOARD LEADERSHIP AND EFFECTIVENESS

7. NOMINATION AND REMUNERATION COMMITTEE (“NRC”)

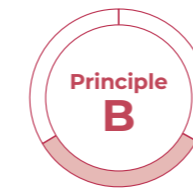
The NRC is established by the Board to assist in matters relating to the appointment, evaluation and remuneration of Directors and key senior management. The NRC operates under Terms of Reference approved by the Board and makes recommendations to the Board on nomination and remuneration matters. The composition of the NRC during FYE 2025 was as follows:

Name	Designation in NRC	Independent Status
Dzariman Bin Ibrahim	Chairperson	Independent
Dato’ Sri Azmi Bin Abu Kassim	Member	Independent
Dato’ Zakaria Bin Shaaban	Member	Non-Independent
Datuk Haji Ismail Bin Mohamed	Member	Independent

Activities of the NRC

The key activities undertaken by the NRC in discharging its responsibilities during FYE 2025 are summarised below:

No.	Key Activities of the NRC
1	Reviewed the composition of the Board and Board Committees, including skills, experience, diversity and independence considerations.
2	Assessed the effectiveness of the Board, Board Committees and individual Directors, including the independence of Independent Directors.
3	Considered and recommended the appointment and re-appointment of Directors and Board Committee members, taking into account fit-and-proper requirements and Board needs.
4	Reviewed and recommended matters relating to Directors’ and key senior management remuneration.
5	Reviewed succession planning, leadership development, and the training and development undertaken by Directors to support the effective discharge of their responsibilities.



EFFECTIVE AUDIT AND RISK MANAGEMENT

1. AUDIT AND RISK MANAGEMENT COMMITTEE (“ARMC”)

The ARMC is established to assist Board in fulfilling its oversight responsibilities on financial reporting, risk management, internal controls, audit matters, compliance and integrity-related matters. The ARMC operates under Terms of Reference approved by the Board and reports its deliberations and recommendations to the Board.

ARMC composition and attendance

Name	Designation in ARMC	Independent Status
Prof. Tan Sri Datuk Dr. Haji Mohamed Haniffa Bin Haji Abdullah	Chairman	Independent
Dzariman Bin Ibrahim	Member	Independent
Prof. Dr. Zainal Amin Bin Ayub	Member	Non-Independent
Sarah Azreen Binti Abdul Samat	Member	Independent

The Board is satisfied that the ARMC collectively possesses the necessary skills, experience and financial literacy to discharge its responsibilities effectively.

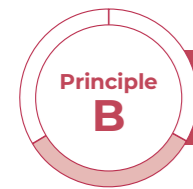
Activities of the ARMC

Its key activities includes overseeing financial integrity, evaluating internal and external audits, managing enterprise risks, and ensuring robust internal control as summarised below:

No.	Key activities of the ARMC
1	Reviewed the quarterly and annual financial statements prior to recommending them to the Board for approval.
2	Considered and approved the Internal Audit Division’s Audit Charter and risk based annual internal audit plan, including resource requirements.
3	Reviewed internal audit reports, key findings and management’s responses, and monitored the implementation status of agreed action plans.
4	Reviewed reports on the Group’s key risks and the adequacy and effectiveness of the risk management and internal control framework.
5	Reviewed the external auditors’ audit plan, scope of work and key areas of focus, and assessed their independence, suitability and performance before recommending their appointment and remuneration to the Board.
6	Reviewed significant compliance and ethics related matters, including any material whistle blowing and integrity cases reported by the IGU or management.

For FYE 2025, the ARMC is satisfied that the external auditors remain independent and that the level and nature of non-audit fees did not compromise their independence or objectivity.

CORPORATE GOVERNANCE OVERVIEW STATEMENT



BOARD LEADERSHIP AND EFFECTIVENESS

2. INTERNAL AUDIT FUNCTION

EMGS maintains an in-house Internal Audit Function to provide independent and objective assurance on the adequacy and effectiveness of governance, risk management and internal control processes.

The Head of Internal Audit, Mohd Faiz Mohd Noh (CeIO, AIIA), who has 18 years of relevant experience, reports functionally to the ARMC and administratively to the CEO. The Internal Audit Division comprises two personnel with relevant qualifications and experience in internal audit, risk management and governance. The Internal Audit Division operates under an Internal Audit Charter approved by the ARMC and is based on the International Professional Practices Framework (IPPF) training and professional development programmes during FYE 2025.

The Internal Audit Division adopts a risk-based approach in developing its annual audit plan and monitoring the implementation of agreed management action plans. In addition to its

planned audit activities, the Internal Audit Division is also mandated to conduct Special Reviews as and when required by the ARMC or CEO.

Where Internal Audit provides facilitation support for enterprise risk management or integrity-related initiatives, appropriate safeguards are implemented to preserve its independence and objectivity and avoid self-review threats.

The Internal Audit Division periodically performs internal self-assessments of its conformance with the International Professional Practices Framework ("IPPF") and reports the results, including any improvement actions, to the ARMC where applicable.

During FYE 2025, EMGS incurred RM262,000 in relation to the Internal Audit Function. The Board, through the ARMC, is satisfied that the Internal Audit Function has adequate resources, competencies, independence and authority to discharge its responsibilities effectively.

Internal Audit Activity

The internal audit reviews completed and reported to the ARMC during FYE 2025 are summarised below:

No.	Internal Audit Review/Report Title	ARMC meeting where tabled
1	Audit on EMGS Organisational Culture	Presented to AC Meeting No.1/2025 on 20 Feb 2025
2	Special Audit Report on EMGS ISMS Audit Readiness by Jabatan Audit Negara (Audit on Pengurusan Warga Asing) di Malaysia	Presented to ARMC Meeting No.2/2025 on 12 Jun 2025
3	Audit on Overall Governance and Key Operations of Corporate Strategy Division	Presented to ARMC Meeting No.3/2025 on 30 Sep 2025
4	ABMS Internal Audit Assessment	Presented to ARMC Meeting No.3/2025 on 30 Sep 2025
5	Assurance Report EMGS Study in Malaysia (SIM) Event, International Exposition and Outreach Program in Sri Lanka and China	Presented to ARMC Meeting No.4/2025 on 2 Dec 2025
6	Follow up report on status of agreed action plans	Quarterly

3. INTEGRITY AND GOVERNANCE UNIT

The IGU forms part of EMGS' corporate assurance functions alongside the Internal Audit Division. The Head of Corporate Assurance, a Certified Integrity Officer (CeIO), oversees the IGU. This IGU establishment is in compliance with the mandate by the Prime Minister's Directive Series 1 No. 1 of 2018 "Establishment of Integrity and Governance Unit in Government-Linked Companies (GLCs), Companies Owned by the Ministry and Government Agencies Including the State Government"

The IGU operates under Terms of Reference approved by the Board and the ARMC and is responsible for promoting integrity, strengthening governance and supporting the implementation of EMGS' Organisational Anti-Corruption Plan ("OACP"). The IGU also conducts awareness programmes, monitors integrity-related initiatives and coordinates with the ARMC, Internal Audit Division and management on governance and integrity matters.

No.	Activity	Brief Description	Reported To
1	Awareness on Integrity, Governance and Controls	Monthly awareness programmes for employees and stakeholders.	ARMC Meeting No. 4/2025 on 2 December 2025
2	Awareness Session to EMGS Regional Stakeholders	Awareness and engagement sessions conducted with regional stakeholders.	ARMC Meeting No. 4/2025 on 2 December 2025
3	AIGA 2025 Participation and Award	Participation in the Anti-Corruption and Integrity Governance Awards (AIGA) 2025, including recognition received by EMGS.	N/A
4	Initiation of ISO 37001:2025 ABMS Certification	Commencement of activities towards ISO 37001 Anti-Bribery Management System certification.	N/A
5	Majlis Sambutan Hari Integriti 2025	Integrity awareness and culture-building programme.	N/A
6	OACP Implementation Status Report	Monitoring and reporting on the implementation of OACP action plans and corrective actions.	Management Meeting

Anti-Bribery & Anti-Corruption Framework

EMGS adopts a zero-tolerance stance towards bribery and corruption and has implemented an Anti-Bribery and Anti-Corruption ("ABC") Policy developed with reference to applicable guidelines on adequate procedures, supported by the EMGS Code of Conduct and Business Ethics and a Corporate Social Responsibility ("CSR") and gifts policy that governs the giving and receiving of gifts, entertainment and sponsorships in a prudent and transparent manner.

These policies apply to all Directors and employees and are made available on EMGS' website to promote awareness of expected behaviours and to support a culture of integrity and accountability.

CORPORATE GOVERNANCE OVERVIEW STATEMENT

Principle B BOARD LEADERSHIP AND EFFECTIVENESS

Whistleblowing Channel

EMGS' Whistleblowing Policy, administered by the IGU, provides dedicated and confidential channels (including a secure email and postal address) for employees and external stakeholders to report concerns about suspected misconduct, bribery, corruption or other integrity issues. The policy includes safeguards to protect whistleblowers who make reports in good faith from retaliation, and material cases and their outcomes are reported to the ARMC and the Board as appropriate.

4. RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

The Board acknowledges its overall responsibility for ensuring that EMGS maintains an effective risk management and internal control framework commensurate with its risk profile and public-interest mandate.

EMGS utilises an enterprise-wide risk management ("ERM") framework, aligned with the COSO Enterprise Risk Management framework, to identify, assess, monitor and manage key strategic, operational, financial, compliance and integrity-related risks arising from its role as MOHE's one-stop centre for international students.

Key risks and opportunities, together with the corresponding mitigation measures, are regularly reviewed by management and reported to the ARMC. Supported by the Internal Audit Division, IGU and management, the ARMC reviews the adequacy and effectiveness of risk management and internal controls and reports its observations to the Board.

The framework is designed to manage, rather than eliminate, the risk of failure to achieve EMGS' objectives and can therefore only provide reasonable, and not absolute, assurance against material misstatement, loss or failure.

Principle C INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIPS WITH STAKEHOLDERS

1. ENGAGEMENT WITH STAKEHOLDERS

EMGS is committed to transparent communication and engagement with its key stakeholders, including MOHE, government agencies, higher education institutions, international students, strategic partners and the public. In addition to this Annual Highlights, EMGS provides periodic operational and financial reports to MOHE and files audited financial statements in accordance with the requirements applicable to companies limited by guarantee.

EMGS engages stakeholders through its corporate website, stakeholder briefings and engagements, digital platforms and its Study in Malaysia communication channels to share information on its services, performance and initiatives, and to support Malaysia's positioning as an international education destination.

Corporate governance documents, including the Board Charter and key policies, are made available on EMGS' website to promote understanding of EMGS' governance framework and integrity commitments.

During FYE 2025, stakeholder engagement with key parties, including MOHE, the Immigration Department of Malaysia and higher education institutions, continued through structured engagements on operational, service and policy matters.

2. CONDUCT OF MEETINGS OF MEMBERS

As a company limited by guarantee, EMGS holds general meetings of its members in accordance with its Constitution and the Companies Act 2016. These meetings serve as a key platform for EMGS to present its performance and activities, and for members to exercise their rights, seek clarification and provide feedback on EMGS' direction and governance.

Meeting notices and relevant documents are despatched within the prescribed timelines to allow members sufficient time to consider the business to be transacted. The Board endeavours to ensure that Directors, senior management and external auditors attend these meetings to respond to queries and facilitate informed decision-making by members.

The Annual General Meeting for FYE 2025 was held on 1 July 2025. All members entitled to attend and vote were represented at the meeting. The meeting was attended by Directors, senior management and the external auditors, and members considered and approved the matters set out in the notice of meeting, including the audited financial statements, Directors' fees and benefits, the appointment of auditors and other business requiring members' approval.

EMGS AT YOUR SERVICE

GLOBALISING MALAYSIA'S
HIGHER EDUCATION



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