MyREF
Malaysian Research & Education Foundation

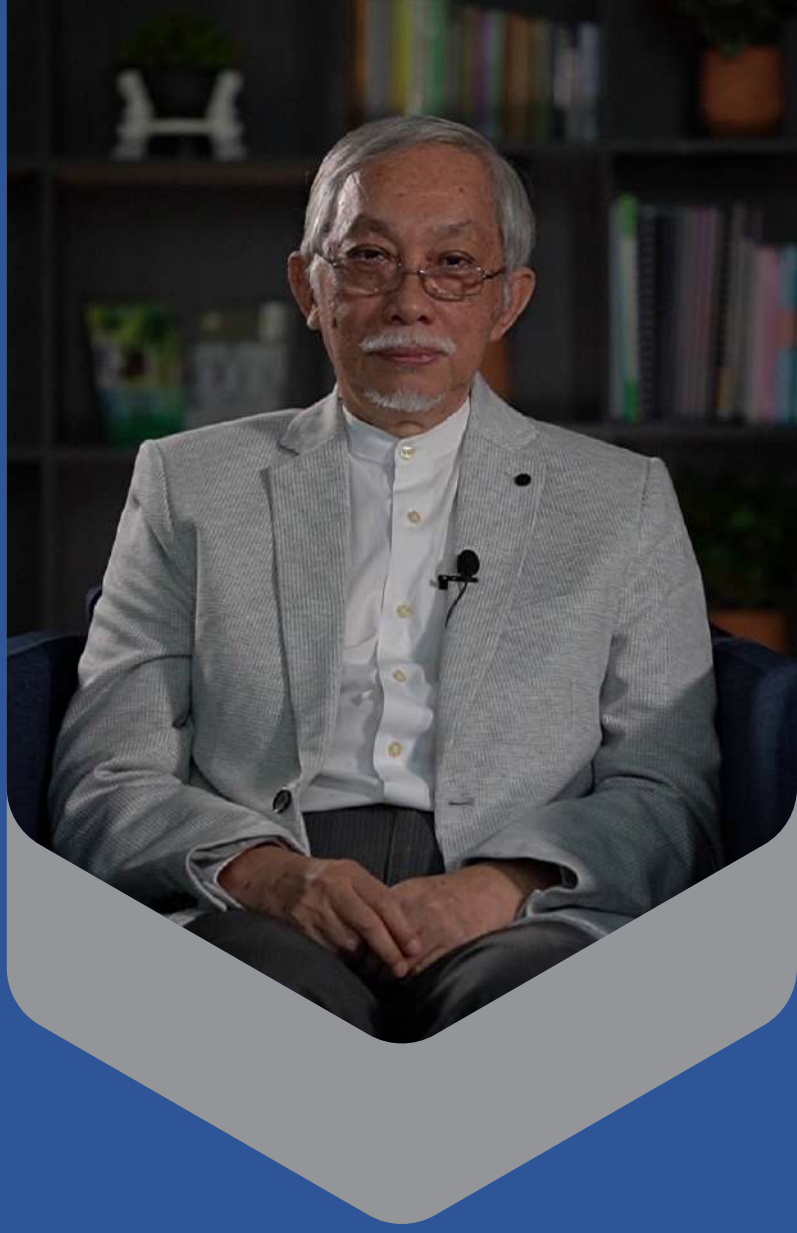
ANNUAL REPORT



2025

www.myref.org.my

CHAIRMAN'S MESSAGE



Emeritus Professor Dato' Abang Abdullah Abang Ali
Chairman and Trustee,
Malaysian Research and Education Foundation

Assalammualaikum Warahmatullahi Wabarakatuh,

Alhamdulillah, all praises to Allah S.W.T for His continuous guidance and blessings, enabling the Malaysian Research and Education Foundation (MyREF) to successfully complete another meaningful year and present our Annual Report for 2025. Throughout 2025, MyREF continued to strengthen its role as a knowledge-driven organisation through research, education, leadership development and community empowerment. The year was marked not only by the continuation of established programmes, but also by the expansion of initiatives that brought together research, practical learning and strategic collaboration to address contemporary social and economic challenges.

One of the important developments during the year was the continued strengthening of MyREF's research activities. Our internally funded study on inclusive education in Malaysia examined national implementation challenges while drawing lessons from international practices, contributing evidence-based recommendations towards a more equitable and accessible education system. At the same time, MyREF continued to support external researchers through its Strategic Research Grant initiative, with studies addressing contemporary leadership, leadership development in Sarawak and Islamic scholarship. These initiatives reflect our commitment to ensuring that research remains relevant not only within academic discourse, but also to institutional development, policymaking and the needs of society.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

A particularly significant milestone in 2025 was the advancement of MyREF's Contemporary Leadership initiative. The Contemporary Leadership International Summit 2025 (CLIS2025) brought together 1,055 participants from the government, industry, academia, professional body and civil society, providing an international platform to explore leadership grounded in strategic foresight, trustworthiness, inclusivity and ethical responsibility. The momentum generated through the Summit was subsequently translated into structured capacity building through the Professional Certificate in Contemporary Leadership (PCCL). Two cohorts were trained during the year, combining online learning with residential sessions at the Markfield Institute of Higher Education in the United Kingdom and academic exposure at the University of Oxford. Together, these initiatives represent an important step towards developing a broader collection of leaders who are equipped to respond to increasingly complex organisational and societal challenges.

MyREF also continued to deepen its commitment to economic empowerment through the MyREF HijrahPreneur Skills Programme (MyREF HSP). Several cohorts progressed throughout 2025, supporting entrepreneurs from the asnaf, B40, Hijrah and military veteran communities through structured training, coaching, continuous monitoring and practical business interventions. The results recorded by the completed cohorts demonstrated improvements in income, digital adoption, financial management, business practices and entrepreneurial confidence. More importantly, the collective zakat contributions made by participants reflected a meaningful transformation from programme beneficiaries towards economically active individuals who were increasingly able to contribute back to their communities. The expansion of the programme into new communities and locations also demonstrates the potential of the MyREF HSP model to support more inclusive and sustainable economic participation.

Beyond these flagship initiatives, MyREF continued to contribute to public knowledge and professional development through the MyREF Think Tank publication series, research presentations, external publications, webinars and the Career Development Talk series. These platforms enabled MyREF to engage with a wide range of contemporary issues, from education, youth and financial wellbeing to technology, social development, employability and professional readiness. Collectively, they reinforce our belief that meaningful impact requires not only the generation of knowledge, but also its effective communication and application within the society.

The achievements recorded in 2025 would not have been possible without the trust and support of our funders, strategic partners, research collaborators, trainers, knowledge experts and programme stakeholders. I would also like to express my sincere appreciation to the MyREF team for their continued dedication in translating ideas into programmes and research that create tangible value for the communities we serve.

As we move forward, MyREF will continue to strengthen the connection between research, education and community development while expanding partnerships that enable our initiatives to achieve greater and more sustainable impact. We remain committed to developing knowledge, strengthening human capacity and creating opportunities that empower individuals and communities to navigate the challenges of a rapidly changing world.

Wassalamualaikum Warahmatullahi Wabarakatuh.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

CONTENTS

CHAIRMAN'S MESSAGE ..... **ii**

ABOUT MyREF **2**

MyREF CERTIFICATE OF INCORPORATION **4**

BOARD OF TRUSTEES **6**

MANAGEMENT TEAM **7**

RESEARCH AND DEVELOPMENT **8**

1. Research Project 9

    i. Comparative Analysis on Inclusive Education in Malaysia: Lessons Learned from Other Countries 9

2. Strategic Research Grant Facilitator 11

    i. Analysing Issues, Challenges and the Pathways for Cultivating Future Leaders in Sarawak 11

    ii. Contemporary Leadership Definition and Development 12

    iii. Transforming Leadership Education: Relevance of the Proposed Contemporary Leadership Training Programmes in the Malaysian Context 13

    iv. Kefahaman Hadis "Apabila Bertemu Dua Khitan" dalam Konteks Taharah 14

3. Articles Publication 15

    i. MyREF Think Tank 2025 15

    ii. Article Publication in Dewan Bahasa Pustaka (DBP) 27

4. Conference Participation 28

5. Webinar Series 29

EDUCATION AND TRAINING 30

1. Training Program 31

   i. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort IV) 31
   ii. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort V) 37
   iii. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort VI) 46
   iv. MyREF HijrahPreneur Skills Program 2024/2026 Session (Cohort VII) 51
   v. MyREF HijrahPreneur Skills Program 2025/2026 Session (Cohort VIII) 54
   vi. MyREF HijrahPreneur Skills Program 2025/2026 Session (Cohort XI) 55
   vii. Professional Certificate in Contemporary Leadership Cohort 1 57
   viii. Professional Certificate in Contemporary Leadership Cohort 2 59

2. Webinar and Education Program 61

   i. Career Development Talk (CDT) 61
   ii. Contemporary Leadership International Summit 2025 (CLIS2025) 63

MyREF FINANCIAL REPORT 66

ABOUT MyREF

Malaysian Research and Education Foundation (MyREF) is registered under the Trustees (Incorporation) Act 1952 (Act 258) and governed by the Legal Affairs Division, Prime Minister's Department. MyREF has been operating since 2016 and is involved in infrastructure, education and construction projects at home and abroad, including countries under conflict such as Gaza and Yemen.

In 2020, MyREF has expanded its scope and function to strategic research and educational development involving science, technology, engineering, social, human capital and economy, with a mission to promote research and education as means to develop a sustainable community and nation.

To realize this function, MyREF has conducted many activities such as training program, social engagement, webinar on professional and education development and community outreach. Majority of this program and activities were conducted virtually due to COVID-19 pandemic. Even though all these programs were held through online platform, all of the programs were successfully completed, achieving its objectives and resonates well with MyREF vision and mission.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

VISION

To be the leading local and global foundation for Research and Education

MISSION

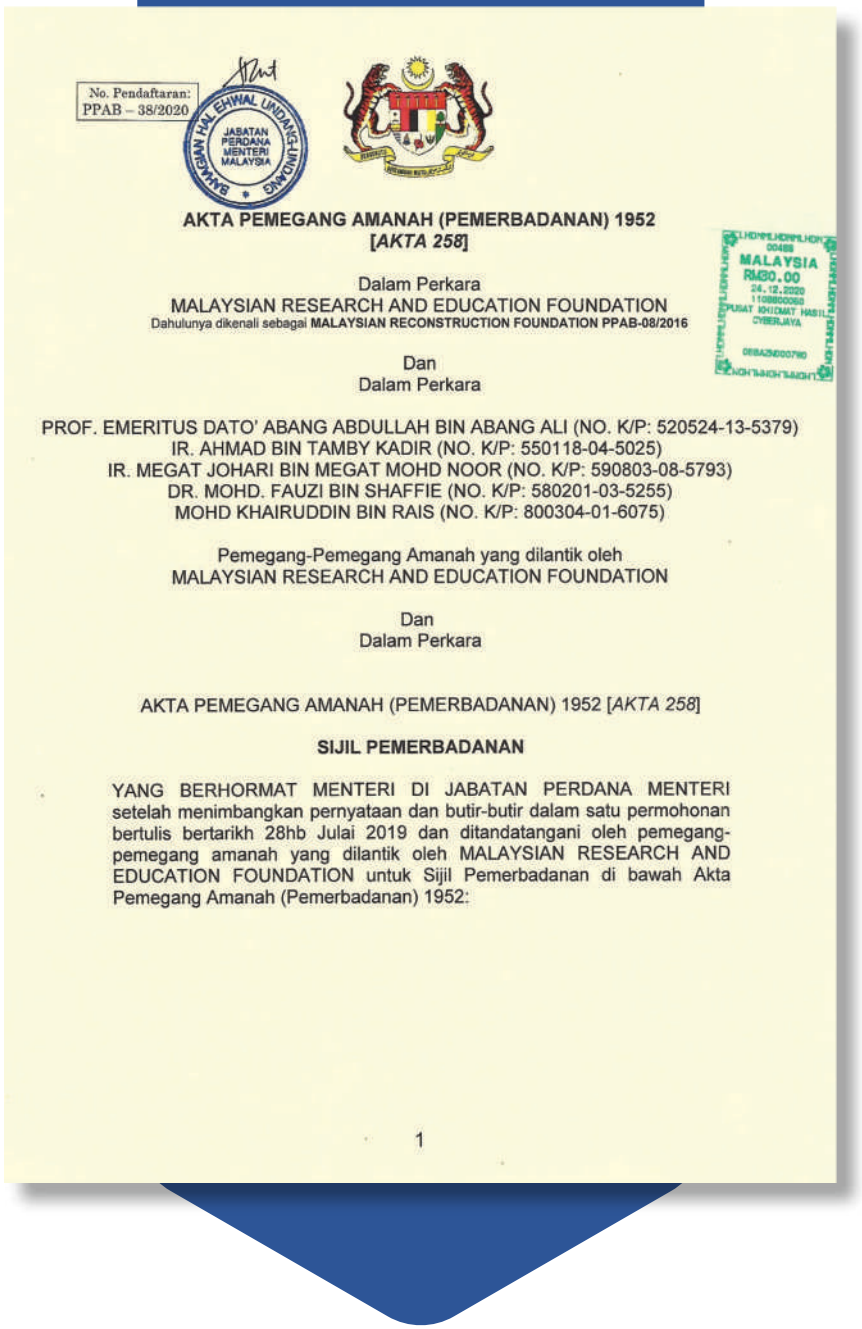
To utilize Research and Education as means to develop sustainable nation and community

Objective

1. To develop local and international research, study and education program in line with the UN Sustainable Development Goals.
2. To promote human capital development through research and education.
3. To increase access to technical and vocational education locally and globally.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

MyREF Certificate of Incorporation



No. Pendaftaran:
PPAB – 38/2020

BAHAGIAN HAL EHWAL UNDANG-UNDANG
JABATAN PERDANA MENTERI MALAYSIA

AKTA PEMEGANG AMANAH (PEMERBADANAN) 1952
[*AKTA 258*]

MALAYSIA
RM30.00

Dalam Perkara
MALAYSIAN RESEARCH AND EDUCATION FOUNDATION
Dahulunya dikenali sebagai **MALAYSIAN RECONSTRUCTION FOUNDATION PPAB-08/2016**

Dan
Dalam Perkara

PROF. EMERITUS DATO' ABANG ABDULLAH BIN ABANG ALI (NO. K/P: 520524-13-5379)
IR. AHMAD BIN TAMBY KADIR (NO. K/P: 550118-04-5025)
IR. MEGAT JOHARI BIN MEGAT MOHD NOOR (NO. K/P: 590803-08-5793)
DR. MOHD. FAUZI BIN SHAFFIE (NO. K/P: 580201-03-5255)
MOHD KHAIRUDDIN BIN RAIS (NO. K/P: 800304-01-6075)

Pemegang-Pemegang Amanah yang dilantik oleh
MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

Dan
Dalam Perkara

AKTA PEMEGANG AMANAH (PEMERBADANAN) 1952 [*AKTA 258*]

SIJIL PEMERBADANAN

YANG BERHORMAT MENTERI DI JABATAN PERDANA MENTERI setelah menimbangkan pernyataan dan butir-butir dalam satu permohonan bertulis bertarikh 28hb Julai 2019 dan ditandatangani oleh pemegang-pemegang amanah yang dilantik oleh MALAYSIAN RESEARCH AND EDUCATION FOUNDATION untuk Sijil Pemerbadanan di bawah Akta Pemegang Amanah (Pemerbadanan) 1952:

1

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Registration No.:
PPAB - 38/2020



DAN SETELAH MENGAMBIL KIRA hal, jenis dan tujuan-tujuan dan lain-lain keadaan MALAYSIAN RESEARCH AND EDUCATION FOUNDATION;

DAN SETELAH MENIMBANGKAN pemerbadanan tersebut suai manfaat, DENGAN INI MEMBERI SIJIL PEMERBADANAN kepada pemegang-pemegang amanah bagi MALAYSIAN RESEARCH AND EDUCATION FOUNDATION dan adalah pada 17 DEC 2020 diperbadankan dengan nama THE TRUSTEES OF MALAYSIAN RESEARCH AND EDUCATION FOUNDATION REGISTERED tertakluk kepada syarat-syarat dan arahan-arahan yang berikut:

1. Objektif dan aktiviti Pertubuhan Pemerbadanan hendaklah selaras dengan sebagaimana yang diperuntukkan oleh Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020;
2. Tempoh perkhidmatan, kelayakan dan bilangan Pemegang Amanah Pertubuhan Pemerbadanan adalah sebagaimana yang diperuntukkan oleh Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020;
3. Syarat–syarat pemegangan dan hilang kelayakan jawatan pemegang-pemegang amanah hendaklah sebagaimana yang diperuntukkan oleh Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020;
4. Cara pelantikan pemegang-pemegang amanah yang baharu hendaklah sebagaimana yang diperuntukkan oleh Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020;

2

5. Pemegang-pemegang amanah hendaklah mempunyai dan menggunakan suatu rekabentuk meterai am yang diluluskan dan ditunjukkan di sini;
6. Meterai Am hendaklah disimpan dengan selamat sebagaimana yang diperuntukkan dalam Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020; dan
7. Meterai Am tidak boleh dicapkan pada mana-mana suratcara kecuali dengan kebenaran daripada Lembaga Pemegang Amanah sebagaimana yang diperuntukkan dalam Surat Ikatan Amanah bertarikh 21hb April 2016, Surat Ikatan Amanah Tambahan Pertama bertarikh 15hb April 2019 dan Surat Ikatan Amanah Tambahan Kedua bertarikh 20hb Oktober 2020.

Bertarikh 17 DISEMBER 2020

(DATO' TAKIYUDDIN BIN HASSAN)
MENTERI DI JABATAN PERDANA MENTERI
(PARLIMEN DAN UNDANG-UNDANG)

3

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Board of Trustees



Emeritus Prof. Dato' Ir. Abang Abdullah Abang Ali
Chairman



Ir. Megat Johari Megat Mohd Noor
Trustee



Dr. Mohd Fauzi Shaffie
Trustee



Ts. Mohd Khairuddin Rais
Trustee

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Management Team



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

RESEARCH AND DEVELOPMENT



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

1. Research Project

i. *Comparative Analysis on Inclusive Education in Malaysia: Lessons Learned from Other Countries*



In 2025, the Research and Development Division conducted an internally funded research project titled *Comparative Analysis on Inclusive Education in Malaysia: Lessons Learned from Other Countries*. The study was undertaken by Dr. Nurul Suhada Ismail, Nur Aina Makhtarudin, and Siti Zuliana Md Zuki as part of MyREF's internal research initiative to contribute to policy discussions on equitable access to education for students with special educational needs.

The study examined Malaysia's progress, challenges, and readiness in implementing inclusive education, particularly for students with disabilities and special educational needs. The research was aligned with Sustainable Development Goal 4, which promotes inclusive and equitable quality education and lifelong learning opportunities for all. A qualitative comparative case study approach was adopted. Data was gathered through the analysis of government publications, policy documents, academic literature, and international guidelines. Malaysia's inclusive education practices were compared with those of Finland and Australia as developed countries, and China and Egypt as developing countries. The comparison focused on four main areas: teacher training and support, resource allocation, cultural and societal attitudes, and the successes and challenges of implementation.

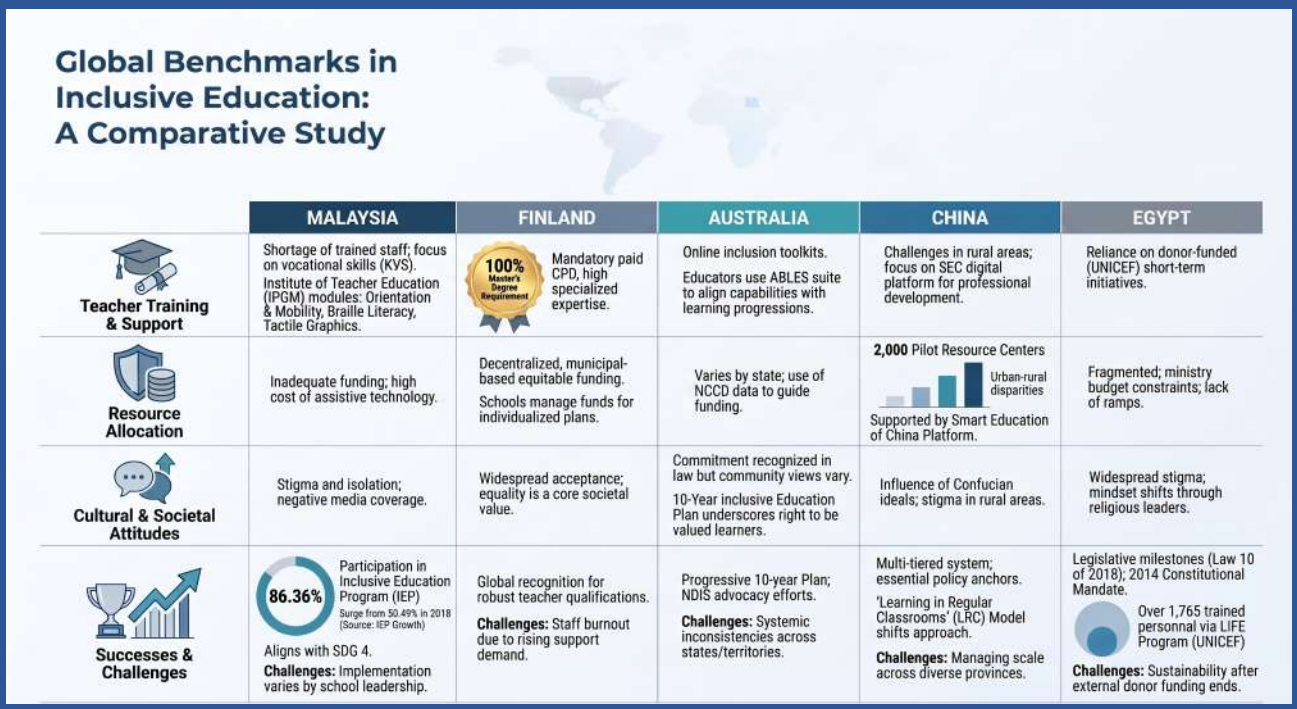
The study found that Malaysia has established a generally sound policy foundation and has made progress in increasing the participation of students with special educational needs in inclusive programmes. However, implementation remains inconsistent across schools due to insufficient specialist teacher training, limited infrastructure, inadequate assistive technology and learning materials, uneven resource allocation, and persistent social stigma towards persons with disabilities.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The international comparison showed that effective inclusive education systems are supported by comprehensive teacher preparation, continuous professional development, accessible infrastructure, needs-based funding, individualised education planning, reliable data collection, and strong engagement among schools, families, and communities.

Based on these findings, the research proposed a framework for strengthening inclusive education in Malaysia. Key proposals included integrating inclusive pedagogy into pre-service teacher education, expanding continuous professional development, improving digital accessibility through DELIMa, implementing needs-based funding, strengthening facilities in rural and underserved schools, introducing individualised education plans, and increasing public awareness to reduce stigma.

Overall, the study provided an evidence-based assessment of Malaysia's inclusive education landscape and identified practical international lessons that could be adapted to the national context. It emphasised that strong policy commitments must be supported by consistent implementation to ensure that all students receive equitable opportunities to participate, learn, and develop. The completed research report was subsequently published on the MyREF website, making its findings and recommendations accessible to the public.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

2. Strategic Research Grant Facilitator

MyREF provides small-scale research grants to lecturers and research organisations to support focused studies that address contemporary issues and contribute to policy, institutional, and community development. In 2025, funding was awarded to researchers from **Universiti Malaysia Sarawak (UNIMAS)** and **Universiti Islam Selangor (UIS)**.

i. Analysing Issues, Challenges and the Pathways for Cultivating Future Leaders in Sarawak

The research examined leadership challenges and practices in Sarawak using the Contemporary Leadership Framework, which focuses on trustworthiness, strategic foresight, and inclusivity.

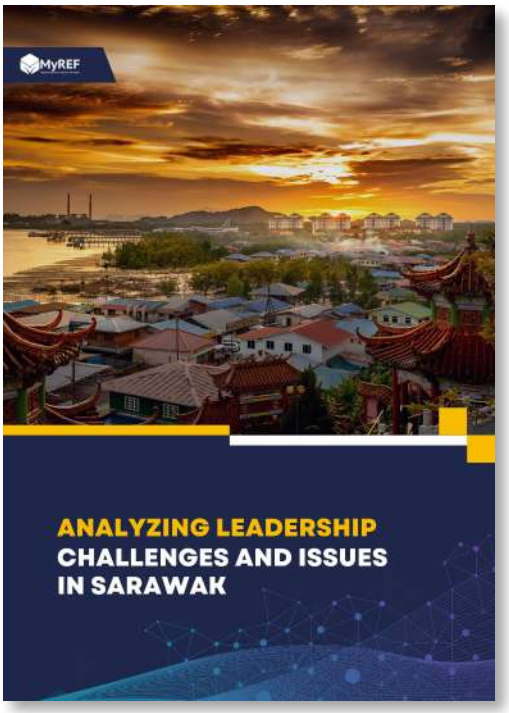
Using qualitative interviews with leaders from government agencies, organisations, NGOs, communities, and youth groups, the study identified four key challenges: structural and resource constraints, human resource and organisational issues, weak youth engagement and leadership succession, and limited practical leadership development programmes.

The study recommended strengthening ethical and transparent leadership, expanding practical and future-oriented leadership training, increasing youth and community participation, and establishing structured systems to assess leadership development. It also proposed the establishment of a Contemporary Leadership Institute Sarawak to support continuous training, engagement, and leadership benchmarking.

Principal Researcher:
Madam Nordiana Ahmad Nordin,
Universiti Malaysia Sarawak

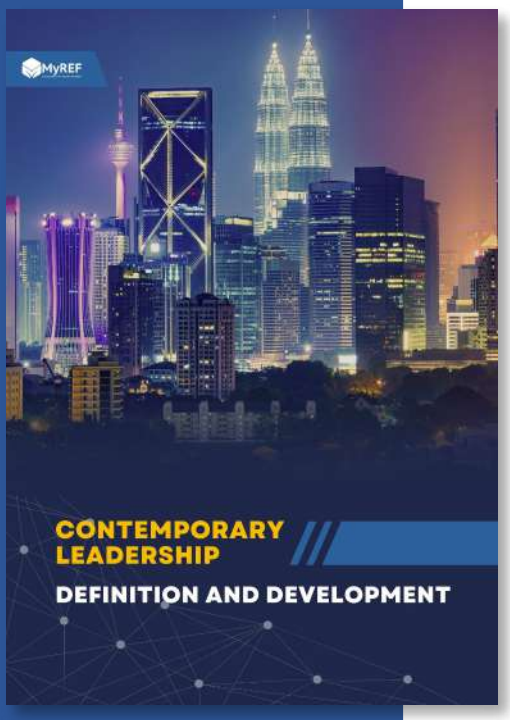
Grant Award: RM6,000







© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



ii. Contemporary Leadership Definition and Development

The research examined contemporary leadership by integrating traditional leadership models, modern organisational challenges, and Islamic leadership principles. Using a qualitative approach, the study identified nine key leadership competencies: experiential knowledge, communication skills, emotional intelligence, decision-making ability, adaptability, integrity, spiritual grounding, team collaboration, and contextual awareness.

The study also highlighted Islamic leadership principles such as *syura* (consultation), *amanah* (trustworthiness), *'adl* (justice), *ihsan* (excellence), *taqwa* (God-consciousness), *maslahah* (public interest), and *hisab* (accountability). Based on these findings, it proposed a contemporary leadership framework centred on trustworthiness, inclusivity, and strategic foresight, together with recommendations for integrated leadership training, ethical decision-making, context-sensitive mentorship, and community-driven leadership development.

Principal Researcher:
Dr Nuradibah Mokhtar,
Universiti Malaysia Sarawak

Grant Award: RM5,000

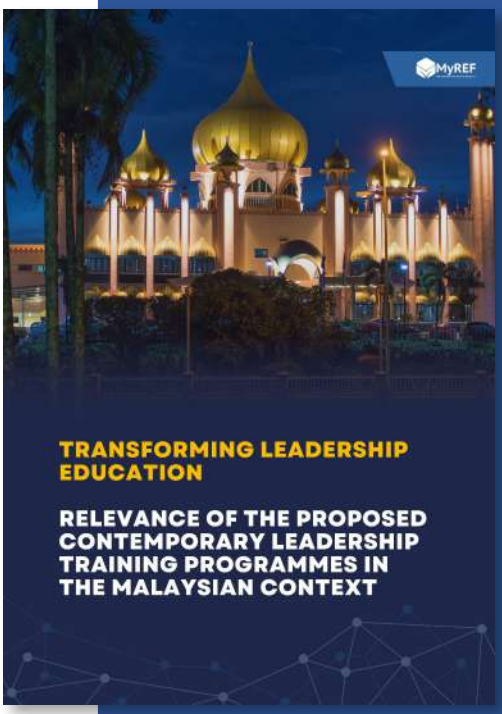
© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

iii. Transforming Leadership Education: Relevance of the Proposed Contemporary Leadership Training Programmes in the Malaysian Context

The study evaluated the landscape of leadership development programmes in Malaysia by comparing university-based programmes in Malaysia with those offered by leading institutions in the United Kingdom and the United States. It also reviewed leadership training provided by institutions in Sarawak and assessed the relevance of MyREF's Contemporary Leadership Programme.

The findings showed that leadership programmes in Malaysia remain limited in both number and variety compared with the United Kingdom and the United States. An analysis of 216 leadership modules also found that most focused-on core leadership competencies, while comparatively fewer addressed ethical leadership, resilience, critical thinking, inclusivity, and social awareness.

The study concluded that MyREF's Contemporary Leadership Programme covers the main areas of strategic leadership, values-based leadership, resilience, and inclusivity. It recommended further strengthening the programme through modules on emotional regulation, psychological safety, resistance to manipulation, ESG considerations, 360-degree feedback, and continuous professional development. The study also proposed tailored leadership training for civil service, educational, community, and ethnic-based leaders in Sarawak.



Principal Researcher:
Associate Professor Dr Shamsul Anuar bin Abd Rahim, Universiti Malaysia Sarawak

Grant Award: RM6,000

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

iv. *Kefahaman Hadis "Apabila Bertemu Dua Khitan" dalam Konteks Taharah*

The research examined the proper interpretation of the hadith concerning the obligation to perform *ghusl* when "the two circumcised parts meet". Using qualitative textual analysis, the study reviewed relevant hadith narrations, Arabic terminology, classical commentaries, principles of *usul al-fiqh*, and the discussions of the four major Schools of Islamic Thoughts.

The findings clarified that the expression is a respectful metaphor referring to sexual intercourse involving penetration, rather than external contact alone. The four major schools generally agree that *ghusl* becomes obligatory once penetration occurs, even without ejaculation. The study also highlighted the importance of interpreting hadith collectively and contextually to avoid misunderstanding religious rulings.





In addition, the research discussed the objectives and wisdom of *taharah*, including physical cleanliness, spiritual well-being, and readiness for worship. It also demonstrated the refined and courteous language used in the Quran, hadith, and Islamic scholarly tradition when addressing sensitive matters.

Principal Researcher:
Mohd Rasyidi bin Ali,
Universiti Islam Selangor

Grant Award: RM2,200

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved







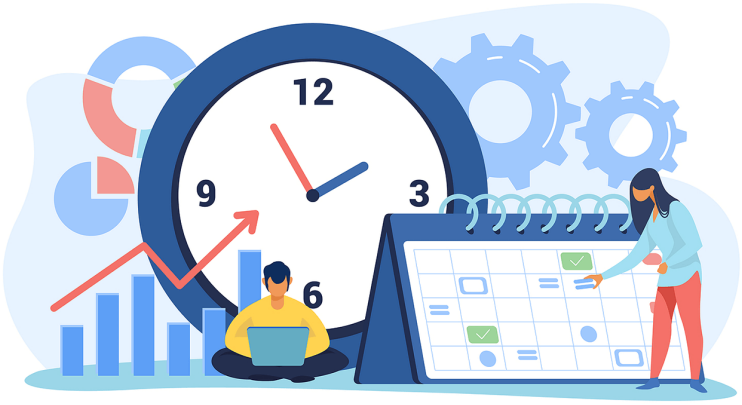
3. Articles Publication

i. MyREF Think Tank 2025

January Edition

Title: *Generasi Z dan Akal Budi: Antara Realiti dan Harapan*
Author: Norhafizah Ghazali

Generation Z's development has been significantly shaped by technology, social media, online learning, and a highly connected digital environment. Although they are recognised as digital natives with quick access to information and strong independent learning skills, this reliance on technology may reduce face-to-face interaction, practical judgement, social sensitivity, and the ability to build deeper relationships. Gen Z also tends to prefer flexible, skills-based education and gig employment, reflecting their desire for independence and efficiency. However, these preferences may create challenges related to financial stability, discipline, patience, long-term commitment, and adaptation to formal workplace structures. Better intergenerational understanding can be strengthened through dialogue forums, intergenerational training, and greater awareness of differences in values, communication styles, and working approaches. At the same time, Gen Z should balance creativity and independence with teamwork, direct communication, responsibility, and respect for long-term commitments. Overall, supporting Gen Z requires a holistic approach that embraces their strengths while preserving important traditional values in the digital era.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

February Edition

Title: *Malaysia dan Pencemaran Plastik: Ancaman kepada Alam Sekitar*
Authors: Tengku Fattnin Alya' binti Tengku Kamaruzaman & Raidah binti Md Sudi

Malaysia's plastic pollution problem is driven by the widespread use of single-use plastics, weak waste-management systems, limited recycling infrastructure, insufficient lifecycle data, poor enforcement, and public preference for convenience. Malaysia has been reported as one of the world's major contributors to marine plastic pollution, with individuals using substantial amounts of plastic each year and large quantities of waste entering rivers and oceans. The effects extend beyond environmental damage: marine animals may ingest or become trapped in plastic, while microplastics can enter food and water sources and have been detected in human organs, raising concerns about cancer, hormonal disruption, and long-term liver and kidney complications. Open burning of plastic also releases toxic gases that degrade air quality, increase carbon emissions, and contribute to climate change, extreme weather, agricultural losses, and broader economic costs. Reducing the problem requires stronger enforcement of waste laws, improved recycling technology and infrastructure, better public data, restrictions on plastic bags, waste-separation programmes, community recycling campaigns, support for bioplastics, tax incentives, and greater industry participation. Public education on the 3R principles—reduce, reuse, and recycle—remains essential, together with sustained cooperation among government, researchers, businesses, and communities to improve Malaysia's recycling rate and reduce plastic leakage into the environment.








© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved













March Edition

Title: *Trend Puasa Ramadan dalam Kalangan Bukan Muslim*
Author: Siti Amirah Shaheera Shalihin

The growing trend of non-Muslims observing Ramadan fasting is influenced by Malaysia's multicultural society, social media exposure, health awareness, solidarity with Palestinians, and a desire to experience the values associated with Ramadan. Participation by public figures, colleagues, and young people has helped present fasting as a means of strengthening unity, tolerance, discipline, gratitude, and empathy across religious and cultural differences. Health considerations are another major factor, as studies cited in the article associate Ramadan fasting with reduced waist circumference and body weight, improved cholesterol and blood pressure, more efficient energy use, and possible benefits to physical and mental endurance. Some non-Muslims also fast to better understand the experience of hunger and express solidarity with communities facing hardship, particularly Palestinians in Gaza. However, first-time participants may struggle with hunger, fatigue, reduced concentration, changes in meal routines, physically demanding work, and limited motivation to continue. Careful meal planning, proper hydration outside fasting hours, clear personal purpose, and positive support can help them adapt. Overall, the trend provides an opportunity to build interfaith understanding and demonstrate that values such as patience, self-control, compassion, and social solidarity can be appreciated beyond religious boundaries.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

April Edition

Title: *Meniti Usia, Menunda Jodoh: Cabaran dan Solusi Perkahwinan dalam Masyarakat Menua*
Authors: Dr. Goh Soo Khoon & Dr. Siti 'Aisyah Baharudin

Malaysia's ageing population is being accelerated by longer life expectancy, declining fertility, smaller households, and the continued postponement of marriage among younger adults. The average age at first marriage has risen, while the national marriage rate has fallen as education, career priorities, financial security, and personal freedom increasingly shape life decisions. A survey involving 920 respondents in Penang found that marriage intentions vary across ethnic groups, with Bumiputera respondents showing stronger interest in marriage than Chinese respondents. Financial pressure remains a major obstacle, particularly the cost of housing, wedding ceremonies, dowries, vehicles, and other household commitments. Home ownership was viewed as especially important before marriage, yet many respondents felt that their current income was insufficient to purchase a property, encouraging some to delay marriage or consider renting after marriage. These trends have broader implications for fertility, family support systems, elderly care, and Malaysia's long-term demographic balance. Proposed responses include affordable housing schemes for young and newly married couples, first-home subsidies, low-interest financing, community-based mass weddings, affordable wedding packages, and public education programmes that strengthen positive understanding of marriage. Addressing both economic and cultural barriers may help support family formation, slow population ageing, and create a more sustainable demographic and social structure.











© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved









May Edition

Title: *Krisis Pemilikan Rumah dan Bebanan Hutang di Malaysia*
Author: Dr. Siti 'Aisyah Baharudin

Malaysia's housing affordability crisis is driven by the widening gap between house prices and household income, rising household debt, high upfront costs, weak credit profiles, and an imbalanced housing market. Residential property now accounts for a large share of household debt, while the average house price is estimated at 8.7 times annual household income, far above the commonly accepted affordability benchmark. First-time buyers face further pressure from down payments, legal fees, stamp duties, low starting salaries, and long loan tenures that reduce monthly instalments only marginally while substantially increasing total financing costs. At the same time, demand remains concentrated on affordable homes, yet many unsold units are priced beyond the reach of lower- and middle-income households, reflecting a mismatch between supply and actual purchasing power. Government initiatives such as Skim Jaminan Kredit Perumahan (SJKP), Projek Perumahan Rakyat (PPR), Skim Rent-to-Own (RTO), Rumah Mampu Milik, and Rumah Bakat Baru Madani, together with tax relief for first-time buyers, provide some assistance, but they do not fully resolve the structural problem of high property prices. More sustainable solutions include aligning affordable housing initiatives, creating an integrated housing database, reducing development costs and bureaucratic barriers, improving financial literacy, strengthening rental laws, and avoiding intergenerational loans that transfer debt burdens to future generations. Overall, comprehensive housing-market reform is needed to make home ownership more accessible, reduce long-term financial vulnerability, and create a more balanced and inclusive housing system.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Jun Edition

Title: *Dilema Pelajar Lepasan SPM: Antara Impian dan Realiti*
Author: Siti Romilah binti Mat Yajid

SPM leavers often face difficult choices between following personal interests, pursuing trending fields, entering critical sectors, meeting parental expectations, and responding to social pressure. Technology-related areas such as Artificial Intelligence, Data Science, Cybersecurity, and Multimedia offer strong market demand and future opportunities, while critical fields such as medicine, education, engineering, agriculture, and TVET remain essential to national development. However, choosing a field solely because it is popular may lead to boredom, burnout, poor motivation, or difficulty adapting when market trends change. Following personal interests can provide stronger commitment, creativity, satisfaction, and long-term resilience, but less popular fields may require greater risk-taking, freelancing, entrepreneurship, and careful career planning. Parental influence can offer valuable guidance, yet overly dominant expectations may create emotional pressure when a chosen course does not match a student's abilities or aspirations. Social expectations also tend to undervalue alternative pathways, even though TVET, skills training, entrepreneurship, and direct employment can lead to stable and meaningful careers. SPM remains an important foundation, but it should not be treated as the sole measure of ability or future success. Students should make informed choices by balancing academic strengths, personal interests, labour-market demand, family views, and current economic realities, while remaining willing to learn, adapt, and build a career that offers both stability and personal fulfilment.













© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved













July Edition

Title: *Dari Hukuman Mandatori Ke Budi Bicara: Reformasi Hukuman Mati dalam Sistem Perundangan Malaysia*
Authors: Dr. Shereeza Mohamed Saniff & Dr. Rozlinda Abdullah

Malaysia's reform of the death penalty marks a shift from mandatory sentencing towards greater judicial discretion. Previously, certain serious offences such as murder, drug trafficking, terrorism-related crimes, firearms offences, and offences against the state carried mandatory death sentences, leaving judges with no alternative punishment regardless of the circumstances of each case. Concerns over human rights, wrongful convictions, proportionality, and the limited deterrent effect of mandatory capital punishment led to growing calls for reform, supported by civil society organisations, legal bodies, and international human rights groups. Following the moratorium on executions announced in 2018 and the recommendations of the Special Committee on Alternative Sentences to the Mandatory Death Penalty, Parliament passed the Akta Pemansuhan Hukuman Mati Mandatori 2023 (Akta 846), which came into force on 4 July 2023. The reform does not abolish the death penalty entirely but allows courts to choose between death and alternative punishments, including imprisonment of between 30 and 40 years and, in certain cases, whipping. This restores judicial discretion and enables judges to consider the facts, context, and mitigating circumstances of each case. Overall, the reform reflects Malaysia's effort to balance firm punishment for serious crimes with fairness, humanity, proportionality, and the protection of fundamental rights.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

August Edition

Title: *Kewangan Kukuh Untuk Anak Muda: Hendak Bermula Dari Mana?*
Author: Siti Amirah Shaheera binti Shalihin

Young people can strengthen their finances by setting a clear savings target, controlling spending, building emergency funds, investing according to their risk capacity, and avoiding unnecessary debt. The article proposes RM50,000 as an initial savings goal that can provide six to twelve months of financial protection and reduce the risk of dependence on debt. Practical steps include using SMART financial goals, applying the 50:30:20 budgeting method, recording and analysing every expense, prioritising savings before spending, and delaying major purchases through the 3:3:3 method. Before investing, individuals are encouraged to establish an initial RM1,000 emergency fund and a separate sinking fund for planned expenses. Lower-risk options mentioned include Amanah Saham Bumiputera (ASB) and Tabung Haji (TH), while gold is presented as a medium-risk savings instrument; higher-risk investments such as shares, cryptocurrency, and property should only be considered after building sufficient knowledge, savings, and cash-flow stability. Debt management is equally important, with suggested limits for vehicle and housing financing and strong caution against personal loans, buy-now-pay-later facilities, and borrowing for weddings or holidays. Overall, financial stability depends on discipline, living below one's means, continuous financial education, careful debt management, additional income generation, and a mindset that treats money as a tool and responsibility rather than the sole purpose of life.













© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved











September Edition

Title: *Antara Sunnah dan Sensasi: Bila Agama Dijadikan Konten Viral*
Authors: Mohd Rizal Abu Bakar, Syaidatana Siti Aishah Ab Aziz & Yazyanee Ratulmaknu Yazmi

Religious content on social media has expanded the reach of dakwah, particularly among younger audiences, but it also creates risks when religion is presented primarily for entertainment, popularity, or commercial gain. Sensational titles, clickbait, dramatic visuals, oversharing of personal acts of worship, and emotionally driven content may attract attention while weakening deeper religious understanding and raising concerns about sincerity. The rise of unqualified "instant preachers" can further contribute to misinformation, misinterpretation of Islamic teachings, confusion over religious rulings, division within the Muslim community, and even extremist attitudes when personal opinions are presented as authoritative guidance. At the same time, digital platforms remain valuable for contemporary dakwah when they are used responsibly, creatively, and in ways that are accessible to younger generations. Effective religious content should therefore be grounded in the Quran, authentic hadith, and recognised scholarly authorities, while being communicated with hikmah, good manners, appropriate language, and respect for different audiences. Users also share responsibility by practising tabayyun, verifying religious information before accepting or sharing it, and referring to authoritative bodies such as JAKIM, state mufti institutions, and recognised scholars when clarification is needed. Overall, digital dakwah should be guided by knowledge, sincerity, adab, and amanah so that social media functions as a platform for genuine religious education rather than merely a source of sensation, entertainment, or popularity.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

October Edition

Title: *Perkahwinan Campur di Era Media Sosial: Antara Harmoni dan Prejudis*
Author: Dr. Nurul Suhada Ismail

Interracial marriage is becoming increasingly visible and accepted in Malaysia, particularly through social media, where couples openly share their experiences of navigating different cultures, languages, religions, customs, and family traditions. This visibility can promote understanding, tolerance, and appreciation of cultural diversity by showing the realities of mixed relationships, including communication challenges, child-rearing decisions, celebrations, and everyday family life. However, social media can also expose couples to racism, stereotyping, cyberbullying, criticism over religious or cultural differences, and prejudice based on nationality, ethnicity, or skin colour, all of which may affect emotional well-being, confidence, and relationship dynamics. Successful mixed marriages therefore require strong communication, mutual respect, tolerance, and careful negotiation of issues such as language, food, religious practices, celebrations, and parenting. Society also has an important role in reducing prejudice through better media literacy, empathy, inclusive education, and responsible online behaviour. Overall, social media can either reinforce discrimination or become a bridge for greater cultural understanding, depending on how individuals and communities engage with difference. With greater openness and respect, interracial marriage can contribute to stronger social harmony and deeper appreciation of Malaysia's multicultural identity.













© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved











November Edition

Title: *Keruntuhan Akhlak dalam Kalangan Remaja: Siapa yang Harus Dipersalahkan?*
Authors: Nur Aina Makhtarudin & Dr. Nurul Suhada Ismail

Moral decadence among teenagers is presented as a shared societal crisis, but the strongest foundation for character formation begins at home. Parents are the first educators responsible for shaping faith, values, discipline, and behaviour from an early age, and children are more likely to follow what parents consistently demonstrate than what they merely advise. Weak religious guidance, inconsistent role modelling, and over-reliance on schools or religious institutions can leave teenagers without a clear moral compass, making them more vulnerable to pornography, bullying, free mixing, crime, excessive entertainment, and other harmful influences. Parenting therefore requires knowledge, empathy, wisdom, affection, and approaches that respond to contemporary challenges while remaining grounded in Islamic values. Returning to fitrah—recognising God, cultivating love for Allah and the Prophet, and developing an internal commitment to goodness—is highlighted as central to building strong character rather than relying solely on punishment or external control. Schools and teachers also have an important role in nurturing respect, responsibility, compassion, and good conduct, while communities, leaders, and the wider education system must reinforce the same values through positive environments, principled policies, and good examples. Overall, addressing moral decadence among young people requires collective responsibility beginning with the family, reinforced by schools and society, and supported by a value-based national environment that develops young people who are intellectually capable, spiritually grounded, and morally responsible.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

December Edition

Title: *Fenomena Restoran Di Malaysia: Kefahaman Dan Kekeliruan Antara Halal, 'No Pork', 'No Lard' Dan 'No Alcohol'*
Authors: Norhafizah Abdul Halim, Ahmad Aiman Harum & Siti Norhamimah Abdul Halim

The growing popularity of restaurants displaying labels such as "No Pork, No Lard, No Alcohol" has created confusion among some Muslim consumers about whether these statements are equivalent to halal certification. In Islam, halal extends beyond the absence of pork and alcohol and covers the entire food-production process, including ingredient sources, slaughtering methods, additives, preparation, storage, handling, and the prevention of cross-contamination. A restaurant may therefore avoid pork and alcohol while still using ingredients such as non-halal gelatin, cooking wine, mirin, animal-based shortening, or meat that has not been slaughtered according to Islamic requirements. The article also highlights the principle of syubhah, encouraging Muslims to avoid food whose halal status remains uncertain. Social factors such as urban lifestyle trends, peer pressure, Fear of Missing Out (FOMO), and the appeal of trendy or Instagrammable restaurants may cause halal considerations to become secondary, particularly among younger consumers. This may gradually weaken understanding of halal as a comprehensive religious requirement and potentially affect Malaysia's reputation as a global halal hub. Muslim consumers are therefore encouraged to prioritise premises with recognised JAKIM halal certification, ask restaurant operators about ingredient sources and preparation methods, avoid doubtful food, and educate children from an early age about the differences between halal, haram, and syubhah. Overall, labels such as "No Pork, No Lard, No Alcohol" should not be treated as substitutes for official halal certification, and stronger consumer awareness is essential to support informed food choices and preserve confidence in Malaysia's halal ecosystem.













© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

ii. Article Publication in Dewan Bahasa Pustaka (DBP)





Title: *Dari Stigma ke Standard: Kesan Mikro Hubungan Malaysia-China terhadap Gaya Hidup Rakyat Malaysia*

Malaysia–China relations have evolved beyond diplomacy and trade to influence the everyday lifestyles and consumption patterns of Malaysians. Chinese brands that were once associated with low-cost and lower-quality products are increasingly recognised for technological innovation, modern design, competitive pricing, and accessibility, with brands such as BYD, Jaecoo, Huawei, Xiaomi, Midea, Haier, and Hisense gaining a stronger presence in Malaysia. Growing bilateral trade, e-commerce platforms, digital marketing, influencer collaborations, and attractive promotions have further increased consumer exposure to Chinese products. At the household level, competitively priced technology and consumer goods can reduce expenditure pressures for lower- and middle-income families, provide greater consumer choice, and reduce the need for excessive borrowing. The expansion of Chinese businesses and products has also generated employment and entrepreneurial opportunities while supporting technology and knowledge transfer through collaborations such as Proton–Geely and the HUAWEI ICT Academy. However, increasing reliance on Chinese products also creates challenges for local businesses, particularly SMEs, while raising concerns over data privacy, product security, and excessive dependence on a single international supply chain. Malaysia therefore needs to balance the benefits of stronger Malaysia–China relations with the development of domestic industries, stronger consumer protection, product safety and data-privacy standards, and greater resilience in its supply chains to ensure sustainable long-term benefits for the economy and society.

The authors were invited by the editor to contribute the article, which was featured in the Main Section of the magazine. The article was successfully published in the July 2025 edition of *Dewan Ekonomi* magazine.

Authors: Dr. Nurul Suhada Ismail & Nur Aina Makhtarudin

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

4. Conference Participation

The MyREF team, in collaboration with Dr. Akibu Mahmoud Abdullahi from the School of Computer Science, Taylor's University, conducted a study titled *Bridging Artificial Intelligence and Food Security: Policy Lessons from Japan and India for Malaysia's Future*. The study explored the potential of Artificial Intelligence (AI) and automation to strengthen food security by improving food processing efficiency, minimising food waste, enhancing food quality control, and supporting more resilient food systems.

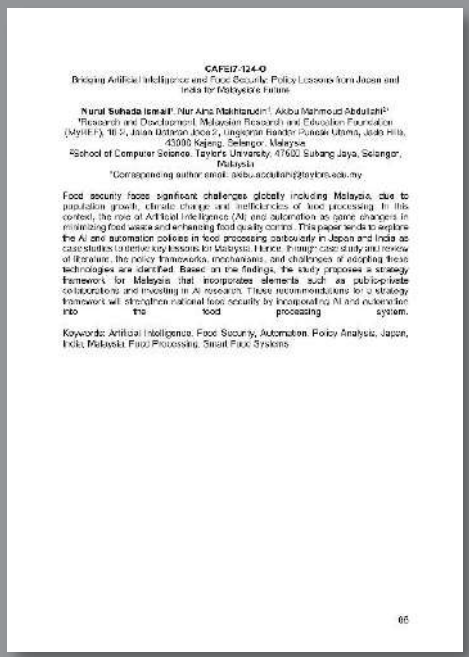
Using a qualitative policy approach based on secondary data, the study compared AI-driven food security policies and mechanisms in Japan and India, while also reviewing Malaysia's current policy landscape. Japan demonstrates a technologically mature model centred on robotics, smart agriculture, AI-enabled precision farming, and public-private R&D, while India focuses on scalable and inclusive digital mechanisms such as the IndiaAI Mission, AgriStack, e-RUPI-based subsidies, data platforms, and public-private partnerships. Malaysia, meanwhile, has established relevant policies such as the National Agrofood Policy and AI Roadmap, but continues to face challenges including fragmented policy coordination, infrastructure gaps, limited rural technology access, an ageing farming population, and constraints in digital adoption.

Based on these findings, the study proposed a strategic framework for Malaysia built around five key areas: establishing a National AI Policy for Food Security, deploying AI-powered systems for food safety and waste reduction, strengthening AI training and workforce development, providing targeted support for SMEs, and developing Public-Private AI Innovation Hubs. The framework is intended to enhance Malaysia's food security through stronger government support, industry collaboration, workforce upskilling, AI research investment, and wider adoption of smart technologies across the food processing and supply chain ecosystem.

The findings were presented at the International Conference of Agricultural and Food Engineering 2025 (CAFEi 2025), held at Adya Hotel, Kuah, Langkawi, on 26–27 August 2025.

Authors: Dr. Nurul Suhada Ismail, Nur Aina Makhtarudin and Dr. Akibu Mahmoud Abdullahi.




CAFEI7-124-O

Bridging Artificial Intelligence and Food Security: Policy Lessons from Japan and India for Malaysia's Future

Nurul Suhada Ismail[1], Nur Aina Makhtarudin[1], Akibu Mahmoud Abdullahi[2]*

[1]Research and Development, Malaysian Research and Education Foundation (MyREF), 18-3, Jalan Utama Jaya 2, Lingkaran Bandar Rimbah Utama, Jalan Hills, 43000 Kajang, Selangor, Malaysia

[2]School of Computer Science, Taylor's University, 47500 Subang Jaya, Selangor, Malaysia

*Corresponding author email: akibu.abdullahi@taylors.edu.my

Food security faces significant challenges globally including Malaysia, due to population growth, climate change and inefficiencies of food processing. In this context, the role of Artificial Intelligence (AI) and automation as game changers in minimizing food waste and enhancing food quality control. This paper seeks to explore the AI and automation policies in food processing particularly in Japan and India as case studies to derive key lessons for Malaysia. Hence, through case study and review of literature, the policy frameworks, mechanisms, and challenges of adopting these technologies are identified. Based on the findings, the study proposes a strategy framework for Malaysia that incorporates elements such as public-private collaborations and investing in AI research. These recommendations for a strategy framework will strengthen national food security by incorporating AI and automation into the food processing system.

Keywords: Artificial Intelligence, Food Security, Automation, Policy Analysis, Japan, India, Malaysia, Food Processing, Smart Food Systems

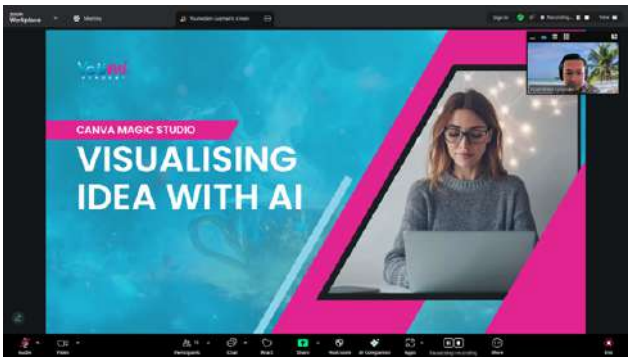
66

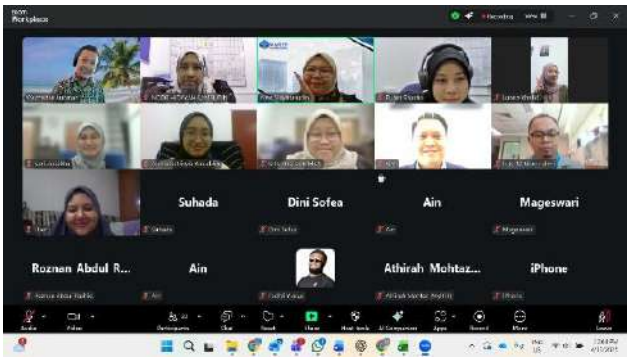
© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

5. Webinar Series

A webinar titled “Visualising Ideas with AI in Canva” was held on 4 November 2025 under the MyREF Professional Development Talk (Research & Development), featuring Mr. Luqman Hakim Youmeden, Digital Marketing Professional, as the speaker. The two-hour online session aimed to equip participants with practical knowledge on using Artificial Intelligence features in Canva Magic Studio to transform ideas into effective and engaging visual content.

With more than 20 participants actively taking part, the webinar covered the importance of visualisation, practical approaches to starting a visual design process, and key principles for producing effective visuals. Participants were introduced to best practices such as keeping designs simple, applying clear visual hierarchy, using colours purposefully, selecting readable fonts, and maintaining consistency in colour, typography, and overall theme. The session was highly interactive and hands-on, with Mr. Luqman demonstrating Canva’s AI-powered features in real time and showing how these tools can support more efficient and creative visual communication.







© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

EDUCATION AND TRAINING



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



1. Training Program

i. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort IV)

The MyREF HijrahPreneur Skills Program (MyREF HSP) 2024/2025 Session (Cohort IV), supported by Etiqa Family Takaful Berhad, was implemented to strengthen the economic resilience of entrepreneurs from the Hijrah Community. The cohort consisted of 20 participants, including ex-LGBT individuals, former drug offenders, and new Muslim converts. Sixteen participants were based in Johor, while the remaining participants were from Pahang, Melaka, and Sabah. Their businesses represented diverse sectors, including food and beverage, tailoring and garments, traditional attire, accessories, skincare, mobile salon services, bridal services, and traditional massage.



© Malaysian Research and Education Network (MyREN)
All Rights Reserved

The programme was delivered through an eight-month structured intervention combining formal training, coaching, practical assignments, income monitoring, and business-site visits. The training comprised the Advanced Digital Entrepreneur Program (ADEP), Business Management Program (BMP), and Halal Training Program (HTP). Collectively, these modules addressed digital marketing, e-commerce, branding, financial management, accounting, taxation, strategic planning, operational management, and halal compliance. Participants were required to apply their learning through tangible assignments, including business-logo development, promotional content, live-selling activities, cash-book preparation, SWOT analysis, SMART goal-setting, and halal documentation exercises.

The programme adopted an evidence-based monitoring approach by tracking participants' gross monthly business income from October 2024 to May 2025. Two income benchmarks were established. The first required participants to achieve at least RM1,500 in monthly income on three separate occasions, while the second required at least 50% of the cohort to record RM2,500 in monthly income on at least two occasions. The analysis found that 17 participants, representing **85% of the cohort**, achieved the first benchmark. A further 13 participants, or **65%**, achieved the second benchmark, exceeding the programme target of 50% by 15 percentage points. These results indicate that the programme was particularly effective in helping a substantial proportion of participants move beyond survival-level income towards greater income stability.

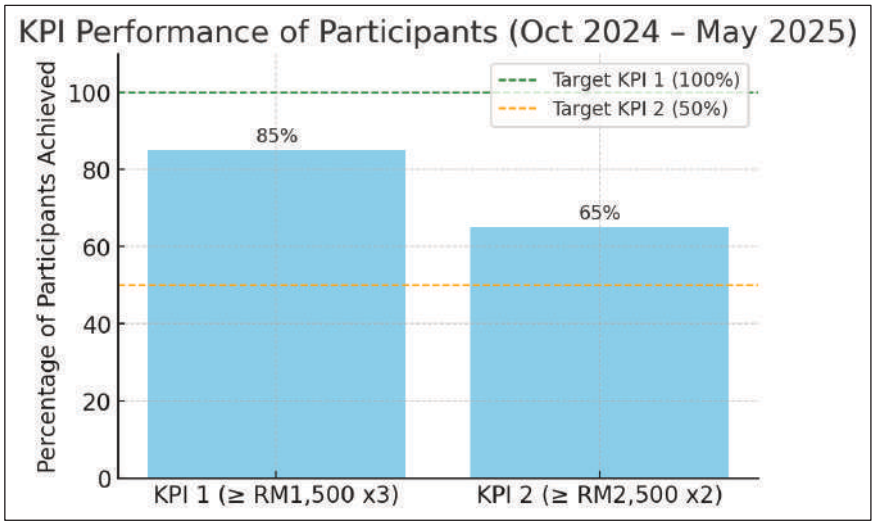


Figure 1: KPI Performance of Participants

Further analysis revealed that the programme generated different forms of business growth according to participants' starting positions. Five participants who entered the programme with particularly low or no income recorded an increase in their average income from RM466.40 at baseline to RM2,450 by May 2025, representing approximately **425% growth**. This finding is significant because it demonstrates that participants facing the greatest economic vulnerability were able to make substantial progress when provided with structured learning, close monitoring, and targeted support.

Among the participants in this category, one entrepreneur progressed from RM200 at the beginning of the programme to RM3,200 by May 2025, while another participant who initially recorded no active business income subsequently achieved RM2,500. The findings suggest that the programme was not limited to improving existing businesses but was also capable of reactivating dormant or fragile microenterprises and moving them towards viable income generation.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

A separate analysis of participants exhibiting steady and sustainable growth found that their average income increased from RM1,254 at baseline to RM2,676 by May 2025, equivalent to approximately **113% growth**. Unlike participants whose income surged during festive periods, this group demonstrated gradual month-to-month improvement built on customer retention, product consistency, better financial discipline, and more systematic business operations. This distinction is important because it shows that programme success was not measured solely through high sales peaks but also through the development of stable and sustainable business practices.

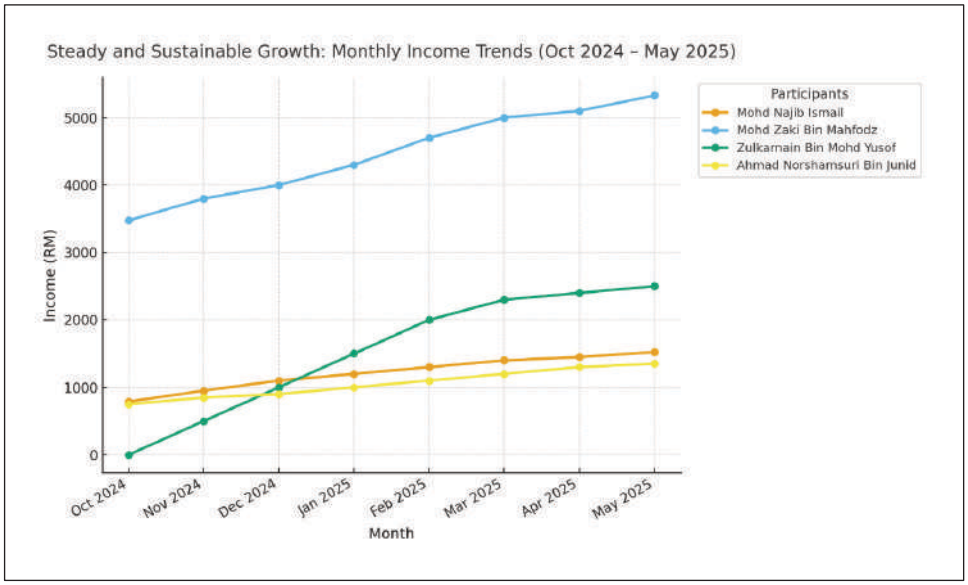


Figure 2: Average Income by Sector

Sector-based analysis showed that the food and beverage sector, which represented the largest business category in the cohort, recorded the strongest increase in income. Average income within the sector rose from approximately RM1,700 at baseline to RM3,200 by May 2025. Tailoring and garment businesses demonstrated slower but more stable progress, while service-based businesses recorded steady growth supported by customer relationships and improvements in service quality. These differences suggest that the effectiveness of business interventions is influenced by sector characteristics and that future programmes should continue to tailor coaching and assignments according to the operating model of each business.

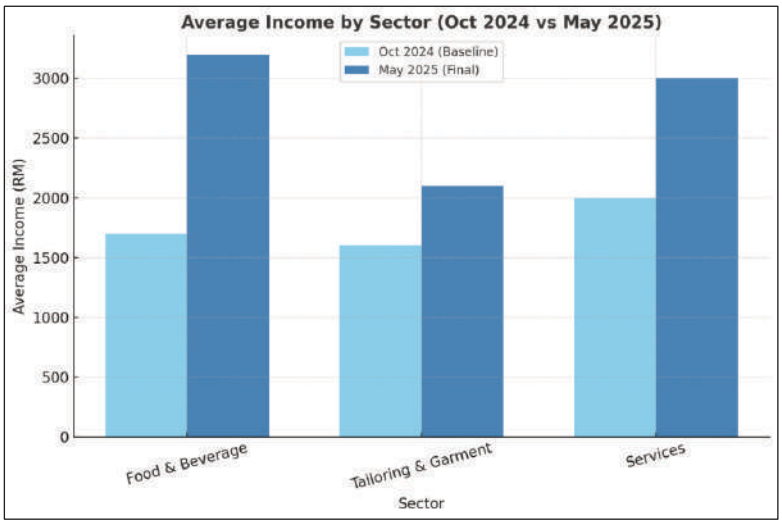


Figure 3: Average Income by Sector

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Seasonal analysis identified Ramadan and Hari Raya as major catalysts for income growth, particularly among food-based entrepreneurs. The programme therefore introduced a structured Ramadan and Raya Project that required participants to implement digital campaigns, maintain sales and purchase records, and compete in the categories of Best Marketing Performance and Best Income Performance. Average income reached its highest level during the festive period, indicating that participants were able to apply their training to capture increased market demand.

More importantly, the post-Raya analysis found that the cohort retained approximately **65% of its March income level by May 2025**. Although income declined after the festive peak, it remained substantially higher than the initial programme baseline. This suggests that the festive project did more than create temporary sales; it also helped participants expand customer networks, improve production planning, strengthen marketing practices, and establish a higher post-festive income base.

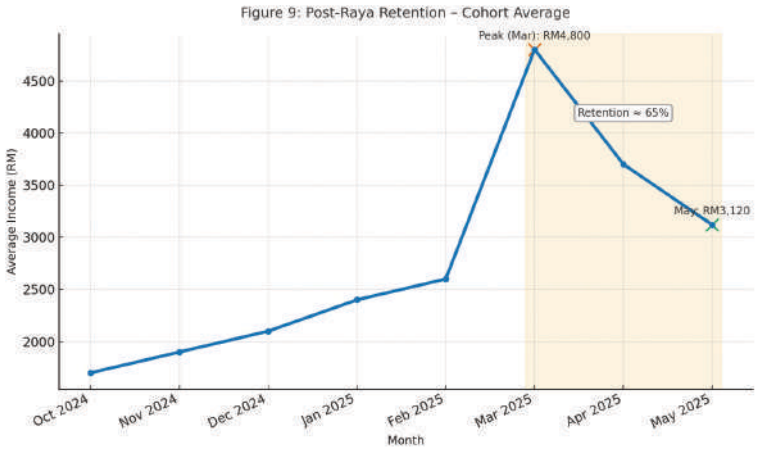


Figure 4: Post-Raya Retention

The analysis also identified several high-impact participants whose businesses were able to scale substantially during the festive period. These included entrepreneurs in bakery, frozen food, and traditional food products, with some recording monthly income of between RM14,000 and RM30,000 during peak periods. Their performance demonstrated the capacity of microentrepreneurs to respond to increased market demand when equipped with better promotional strategies, production planning, and customer-management practices.

The income-monitoring system also allowed MyREF to identify participants whose progress was below expectations. Five participants were consequently selected for an intensive one-to-one coaching session on 24 April 2025. The intervention focused on individual marketing barriers, promotional techniques, sales strategies, and product positioning. All five participants subsequently recorded an increase in income in the following month. This outcome provides evidence that continuous monitoring was not merely an evaluation mechanism but also functioned as an early-warning system that enabled MyREF to provide timely corrective support.

Beyond income generation, the monitoring findings showed a clear shift in participants' digital-marketing behaviour. Before joining the programme, most participants relied primarily on one or two platforms, particularly Facebook and TikTok. Following the ADEP module, they demonstrated broader multi-platform adoption. TikTok usage increased to **85%**, WhatsApp usage rose from 45% to 55%, and the use of business websites increased from 5% to 20%. These changes indicate a transition from informal, single-platform selling towards more integrated digital marketing and customer-management practices.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The adoption of paid digital advertising was another important outcome. Following the programme, **90% of participants reported using at least one form of paid online promotion**, including Facebook advertisements and TikTok boosts. This practical exposure strengthened their understanding of audience targeting, campaign reach, customer engagement, and return-on-investment measurement.

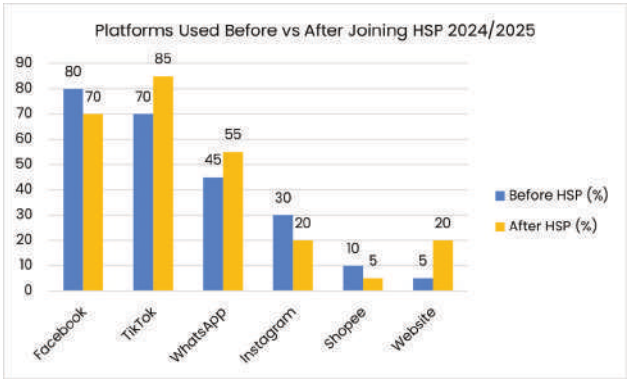


Figure 5: Platforms Used by Participants Before vs After Joining MyREF HSP

Participant feedback further indicated that the programme contributed to stronger business-management practices. Through the BMP module, participants reported improvements in cost calculation, cash-flow management, pricing, profit assessment, financial record-keeping, inventory planning, and long-term business planning. The practical and simplified training approach was particularly beneficial to microentrepreneurs with limited prior exposure to formal business education. The module also encouraged greater self-discipline, accountability, peer learning, and collaboration among participants.

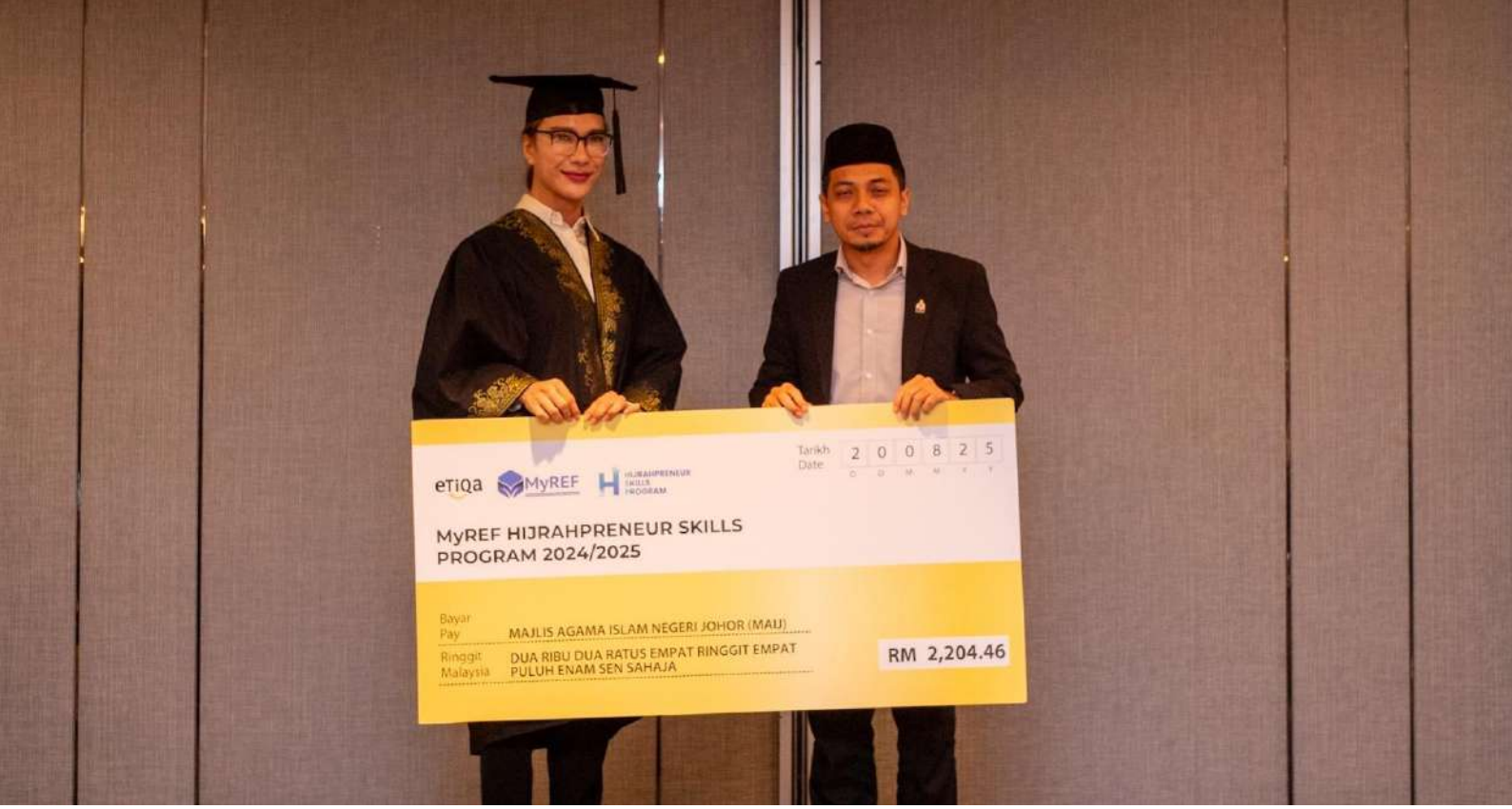


Physical monitoring was conducted for 17 participants in Johor and Melaka, while two participants in Pahang and one participant in Sabah were monitored virtually. These sessions enabled MyREF to validate income information, observe participants' products and operations, assess the application of training, and provide additional guidance based on actual business conditions. The business-site visits also generated visual evidence of participants' product development, packaging, service delivery, and operational progress.

The programme concluded with a graduation ceremony held on 20 August 2025 at Holiday Inn Johor Bahru City Centre. All 20 participants successfully completed the programme and received certificates together with digital marketing equipment to support their continued online business activities. The ceremony also featured a HijrahPreneur Exhibition involving 16 entrepreneurs, including three alumni from a previous cohort, who showcased products ranging from food and garments to skincare and traditional services.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



One of the programme's most significant social outcomes was the collective zakat contribution of **RM2,204.46** by all 20 participants to the Majlis Agama Islam Negeri Johor. The contribution symbolised a meaningful transition from vulnerable programme beneficiaries to economically active entrepreneurs capable of contributing to the wider community. It also demonstrated that the programme's impact extended beyond income growth to include ethical entrepreneurship, accountability, gratitude, and social responsibility.

Overall, the analysis demonstrated that MyREF HSP Cohort IV generated impact across four interconnected dimensions. Economically, the programme improved income generation and helped participants establish stronger post-programme business baselines. Operationally, participants adopted more systematic financial, marketing, and planning practices. Digitally, they diversified their platforms and began using paid advertising more confidently. Socially, the collective zakat contribution reflected their transition towards greater self-reliance and community contribution.

The findings also showed that participants progressed through different growth pathways. Some recorded rapid income acceleration from very low starting points, others achieved high seasonal sales, while another group demonstrated slower but more sustainable growth. This reinforces the importance of maintaining a flexible programme model that combines standardised training with personalised coaching and targeted interventions. Moving forward, continued post-programme mentoring, advanced financial-management support, market-access initiatives, and strategies to reduce seasonal income fluctuations will be important in sustaining and scaling the graduates' businesses.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



ii. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort V)

The MyREF HijrahPreneur Skills Program (MyREF HSP) 2024/2025 Session (Cohort V), funded by Etiqa Family Takaful Berhad and supported by the Majlis Agama Islam dan Adat Istiadat Melayu Kelantan (MAIK), was implemented to strengthen the economic capacity of asnaf and B40 micro-entrepreneurs in Kelantan. Twenty participants were selected through a structured screening and interview process based on their eligibility, commitment, business potential, and readiness to participate in an intensive entrepreneurship development programme.

Participants were drawn from ten districts across Kelantan, namely Kota Bharu, Bachok, Pasir Puteh, Machang, Gua Musang, Jeli, Kuala Krai, Rantau Panjang, Pasir Mas, and Tumpat. Their businesses covered food and beverage, tailoring and garments, barbering, traditional wellness, e-commerce, children's entertainment, housekeeping, fruit trading, car accessories, and handicrafts. The food and beverage sector represented the largest segment, comprising 12 of the 20 participants.

The programme was implemented over eight months, from January to August 2025, through an integrated framework combining formal training, coaching, practical assignments, income monitoring, and physical business visits. Participants underwent three core sub-programmes: the Advanced Digital Entrepreneur Program (ADEP), Business Management Program (BMP), and Halal Training Program (HTP). Each sub-programme comprised ten training sessions and four coaching sessions.

While the Halal Training Program was initially budgeted for ten participants, MyREF extended participation to all 12 food and beverage entrepreneurs and sponsored the additional two participants. This ensured that every food-based entrepreneur in the cohort had equal access to knowledge on halal certification, documentation, internal controls, and compliance requirements.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Participants were required to translate their learning into practical business applications. Their assignments included developing digital promotional content, conducting live-selling sessions, preparing business logos and product photographs, completing SWOT and SMART analyses, maintaining a seven-day cash book, preparing company profiles and halal documentation, and producing product-processing videos. The programme therefore assessed not only attendance and theoretical understanding but also participants' ability to apply new knowledge within their actual businesses.

A Ramadan and Raya Project was also introduced as a compulsory market-based assignment. Participants were required to undertake promotional activities, conduct live-selling sessions, and apply the marketing and management strategies learned through ADEP and BMP. Additional incentives and recognition were provided for Best Income Performance and Best Marketing Execution, encouraging participants to maximise the festive trading period.

Monthly gross business income was monitored from January to August 2025. The analysis was guided by two principal income benchmarks. The first required each participant to achieve at least RM1,500 in monthly income on three separate occasions, while the second required at least 50% of participants to achieve at least RM2,500 in monthly income on two separate occasions.

All 20 participants, representing **100% of the cohort**, achieved the first KPI. In addition, 12 participants, or **60% of the cohort**, achieved the second KPI. This exceeded the programme target of ten participants by two participants, equivalent to **120% achievement against the numerical target**.

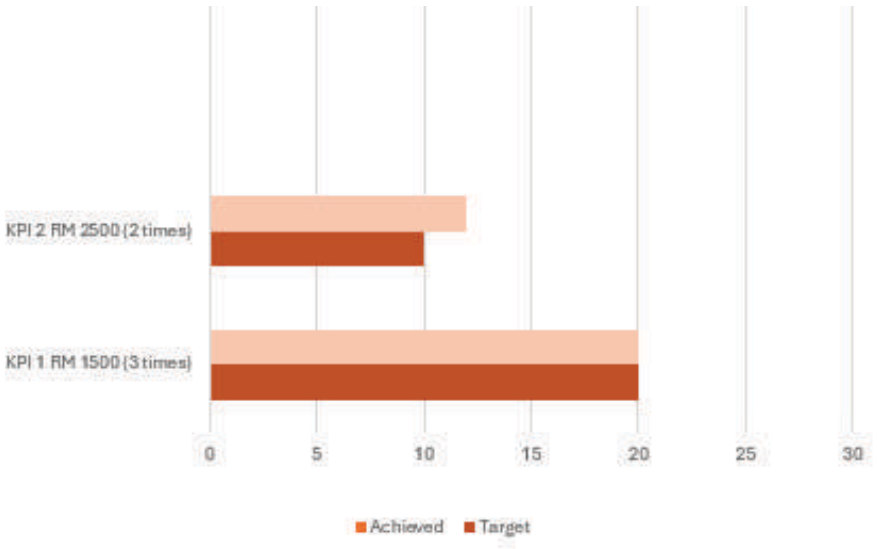


Figure 6: Illustration of KPI Achievement by Participants

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The cohort's average monthly income increased from **RM2,364.50 in January 2025 to RM2,925.85 in August 2025**, representing an overall increase of approximately **23.7%**. The overall trend was not linear, as average income rose substantially during Ramadan and Hari Raya, reaching **RM3,853.20 in March 2025**, before normalising in subsequent months. By August 2025, average income remained approximately RM561 higher than the January baseline, indicating that the programme contributed to a stronger post-programme income position despite seasonal fluctuations.

Five participants entered the programme with particularly low monthly incomes: Che Siti Rokiah Binti Che Mamat, Noor Azrini Binti Zaid, Noor Eliawaty Alice Binti Mohamed Jamil, Mariani Binti Abdul Rahman, and Ahmad Nabhan Bin Abdul Hadi. Their average income increased from **RM775 in January 2025 to RM1,951.75 in August 2025**, representing approximately **151.8% growth**.

This segment illustrates the programme's capacity to support entrepreneurs operating at or below survival-income levels. Participants followed different growth pathways. Some achieved gradual progress by introducing new products, maintaining quality, and strengthening customer relationships, while others benefited from temporary festive opportunities before rebuilding more stable income streams.

Noor Eliawaty Alice, for example, increased her income from RM750 to RM3,500 after diversifying her affordable food offerings and strengthening customer loyalty. Che Siti Rokiah progressed from RM500 in January to more than RM3,500 in July after expanding into frozen satay and direct selling. Ahmad Nabhan achieved gradual but consistent improvement through TikTok live sessions and creative promotional videos for his barbering business.

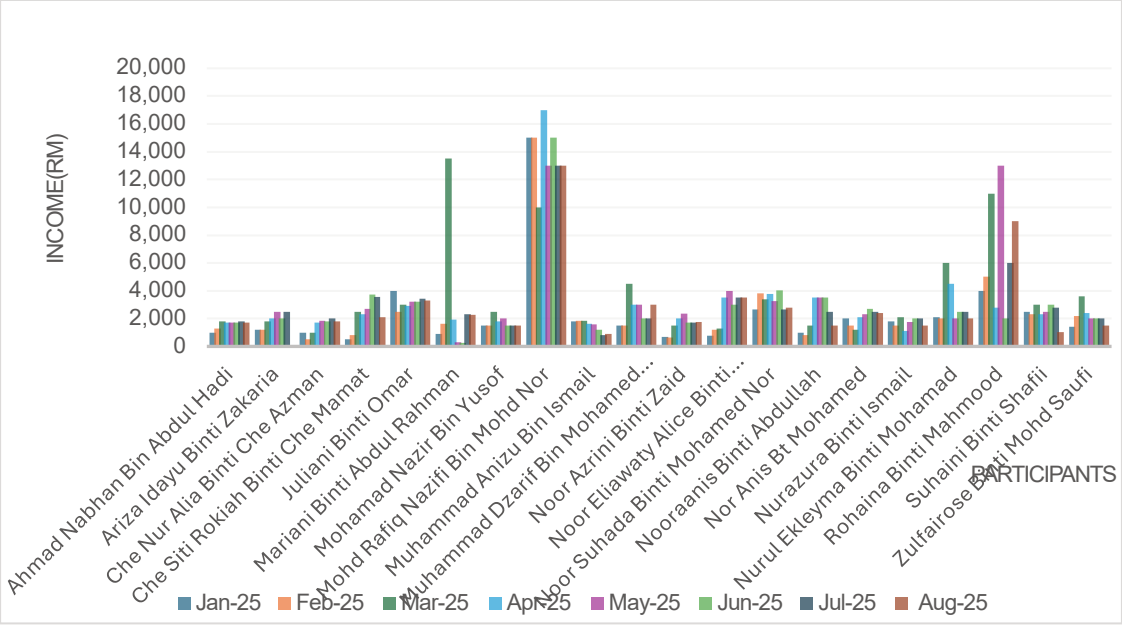


Figure 7: Illustration of Monthly Income MyREF HSP Participant

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

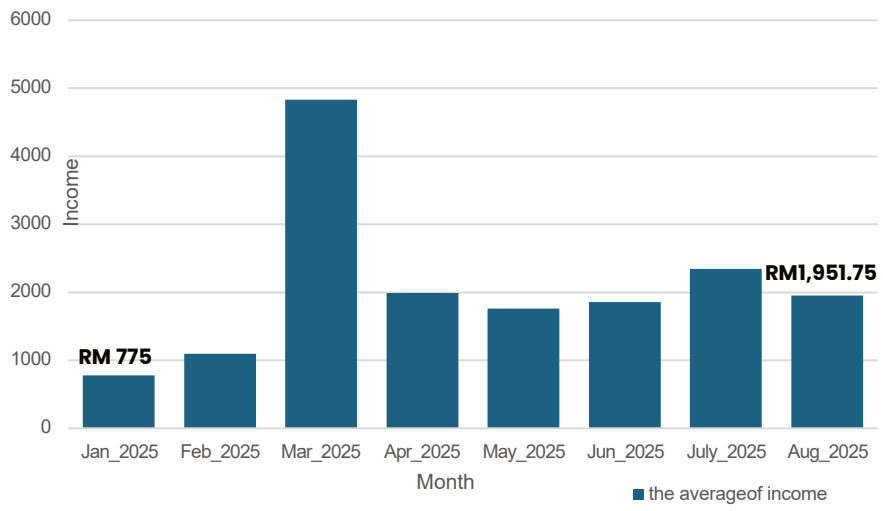


Figure 8: The Average of Income Growth Trend for Participants

Mariani's experience demonstrated that income performance can also be affected by external shocks. Her income reached RM13,515 during Ramadan after she temporarily expanded into selling *roti john*. However, a house fire subsequently caused injuries to her and her husband, requiring her to suspend her massage services. Her income began recovering after she resumed operations in July. This case highlights the importance of interpreting income data alongside participants' actual personal and business circumstances.

The analysis also identified participants who entered the programme with more established businesses and used the intervention to sustain or expand their operations. Three participants highlighted in this category were Mohamad Rafiq Nazifi Bin Mohamad Nor, Rohaina Binti Mahmood, and Juliani Binti Omar.

Their average income increased from **RM7,666.67 at baseline to RM8,433.33 in August 2025**, representing approximately **10% growth**. Although the percentage increase was lower than that of the low-income group, this segment operated from a considerably higher starting point. Their achievement should therefore be interpreted in terms of business stability, capacity to scale, and resilience rather than percentage growth alone.

Mohamad Rafiq Nazifi, a fried chicken entrepreneur, recorded the highest cumulative income in the cohort at **RM111,000 over eight months**. His monthly earnings remained largely between RM10,000 and RM17,000, demonstrating a strong and relatively stable business base. He also expanded his menu, participated in night markets, and maintained two employees.

Rohaina Binti Mahmood generated **RM52,800 in cumulative income**, supported by strong seasonal and continuing demand for tailoring services. Her income rose to RM11,000 during the festive period and reached RM13,000 in May. Juliani Binti Omar, who operated an inflatable playground business, demonstrated a more stable model, maintaining monthly income largely between RM2,500 and RM3,450.

Participant	Baseline (Jan 2025)	Final Income (Aug 2025)	Peak Income	Total Income
Mohamad Rafiq Nazifi Bin Mohamad Nor	RM 15,000	RM 13,000	RM 17,000	RM 111,000
Rohaina Binti Mahmood	RM 4,000	RM 9,000	RM 13,000	RM 52,800
Noor Suhada Binti Mohamed Nor	RM 2,640	RM 2,780	RM 4,030	RM 26,412.40

Figure 9: Comparison of Top 3 by Income

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

A separate group demonstrated gradual and sustainable progress without extreme monthly fluctuations. This group included Ariza Idayu Binti Zakaria, Che Nur Alia Binti Che Azman, Muhammad Dzarif Bin Mohamed Dzarawi, and Noor Eliawaty Alice Binti Mohamed Jamil.

Their average monthly income increased from **RM1,100 at baseline to approximately RM1,900 by August 2025**, equivalent to around **72.7% growth**. Their performance reflects the importance of customer retention, consistent product quality, repeat orders, and disciplined application of marketing strategies.

Che Nur Alia expanded her confidence in accepting bulk tailoring orders from uniformed organisations and private schools. Muhammad Dzarif strengthened his e-commerce business through live demonstrations on TikTok and Shopee, using product demonstrations to improve customer trust. Ariza Idayu's gradual growth reflected consistent quality and repeat purchases, while Noor Eliawaty maintained affordable pricing and diversified her menu.

This group is particularly relevant to the programme's sustainability narrative because it demonstrates that success was not limited to festive sales spikes or exceptional high performers. Participants also developed more reliable income patterns through incremental business improvements.

Sector-based analysis revealed distinct performance patterns. The **Tailoring and Garment sector recorded the strongest growth at 92.2%** between January and August 2025. This was supported by festive clothing demand, repeat customers, improved quality, and increased confidence in accepting larger orders.

The **Food and Beverage sector recorded 17.6% growth**. While the sector benefited from strong festive demand, participants continued to face challenges such as competition and increasing raw-material costs. Product diversification, affordable pricing, and social-media promotion helped several participants sustain their sales beyond the festive period.

The **Services sector recorded a slight decline of 1.14%**. This outcome was influenced by individual circumstances, including Mariani's temporary suspension of operations following the house fire, as well as the more seasonal nature of barbering and certain wellness services. The decline should therefore not be interpreted solely as a failure of the programme; it reflects the higher sensitivity of service-based businesses to personal availability, local competition, and external disruption.

The findings indicate that future interventions may need to be differentiated by sector. Product-based businesses can be supported through production scaling, packaging, inventory, and market-access strategies, while service-based businesses may require stronger customer-retention systems, appointment management, contingency planning, and business continuity support.

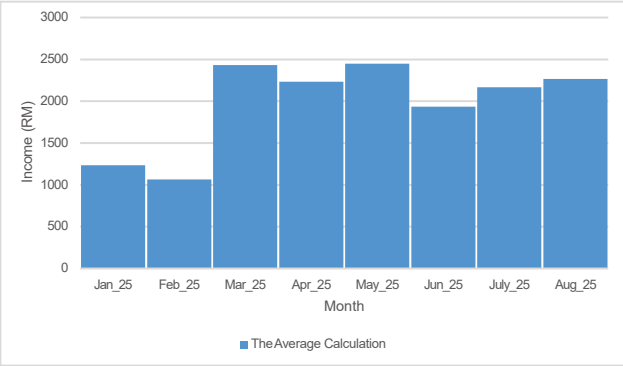


Figure 10: The Steady and Grower's Average Calculations

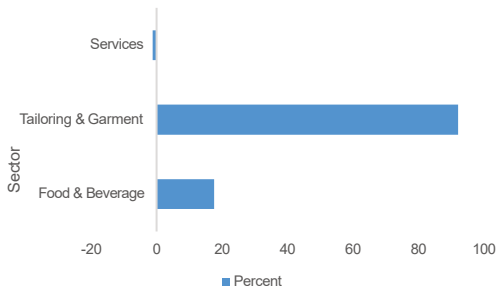


Figure 11: The Percentage Growth in Income Between January and August 2025 Across Three Main Sectors

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The Ramadan and Raya Project contributed significantly to the cohort's income performance. Average monthly income increased from **RM2,438.50 in February to RM3,853.20 in March 2025**, representing an increase of approximately **58%** during the project period.

The sector analysis showed that tailoring and garments recorded the strongest festive-period increase, with average income rising from RM2,566.70 to RM5,200. The services sector also experienced a sharp increase from RM1,848 to RM4,763, while food and beverage businesses increased from RM2,652.50 to RM3,137.40.

These findings demonstrate that seasonal demand did not benefit food businesses alone. Tailoring, grooming, wellness, and other service businesses also benefited from changes in consumer demand during the festive period.

More importantly, the analysis assessed whether income gains were sustained after the festive peak. The cohort's average income declined from RM3,853.20 in March to RM3,425.49 in May 2025, representing a verified **Post-Raya Retention Rate of approximately 88.9%**.

This indicates that participants retained a substantial proportion of their festive income level after Hari Raya. Average May income also remained significantly above the January baseline of RM2,364.50. The result suggests that Project Ramadan and Raya contributed not only to temporary sales but also to customer acquisition, product testing, production experience, and a stronger post-festive business baseline.

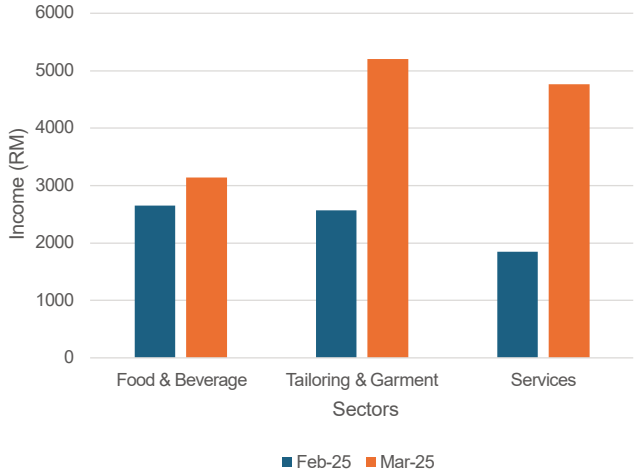


Figure 12: Sector-Based Seasonal Performance

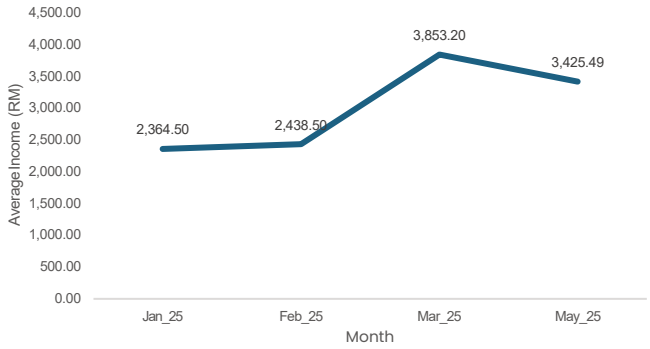


Figure 13: Post-Raya Retention Analysis

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



Several participants demonstrated particularly strong post-Raya retention. Che Siti Rokiah's income increased from RM2,500 in March to RM2,700 in May, equivalent to 108% retention, while Muhammad Dzarif retained 66.7% of his festive peak. These cases show how festive opportunities, when combined with structured training and assignments, can translate into more stable business performance.

Income monitoring was also used as an active management tool. Based on performance observations during the third and sixth months, five participants with less encouraging income trends were selected for additional support. Two extensive coaching sessions were held on 30 April and 17 July 2025.

The coaching was personalised according to each participant's business context and focused on marketing strategy, sales techniques, product positioning, and specific operational barriers. All five participants recorded improved income in the month following the intervention.

This outcome shows that the programme's monitoring system functioned not only as a reporting mechanism but also as an early-warning and corrective-action system. Participants who were at risk of falling behind could be identified and supported before the end of the programme.

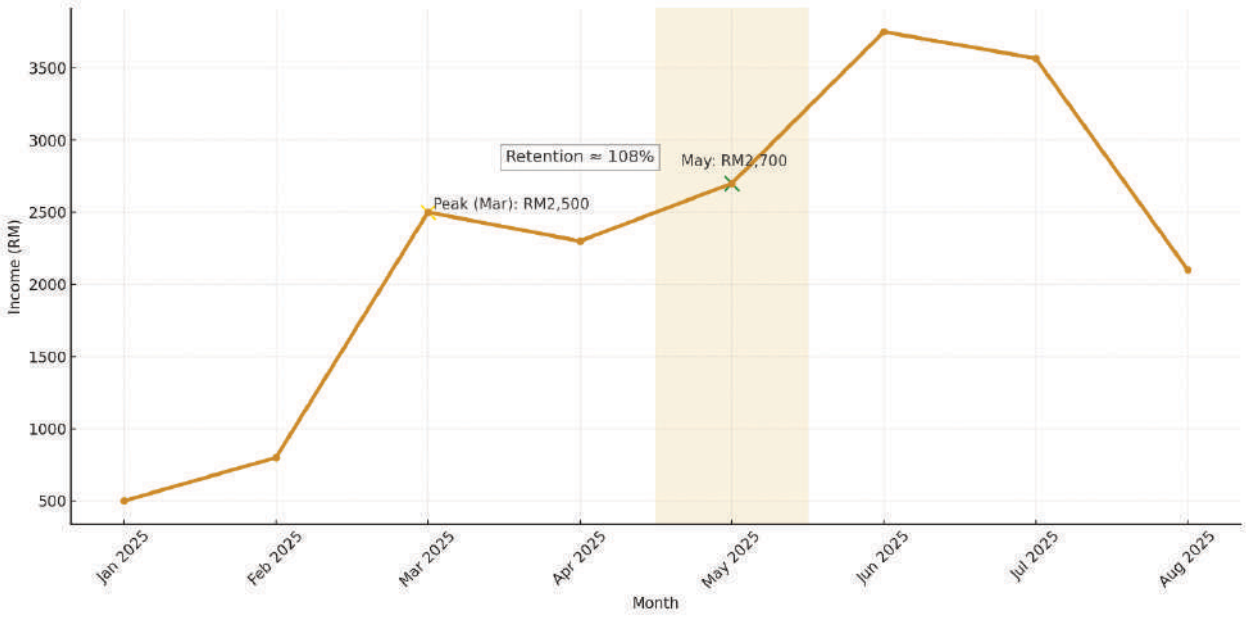


Figure 14: Che Siti Rokiah Post-Raya Retention Rate

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



The programme produced improvements beyond income. Through ADEP, participants strengthened their understanding of digital promotion, content creation, social-media selling, live sessions, customer engagement, and e-commerce. BMP improved their ability to calculate costs, maintain cash books, manage expenses, assess profit, set business goals, and plan operations. HTP increased participants' awareness of halal ingredients, documentation, certification procedures, internal controls, and compliance requirements.

Participants applied these skills through visible business improvements such as upgrading packaging and product presentation, expanding product ranges, conducting TikTok, Facebook, and Shopee live sessions, improving promotional content, maintaining more structured financial records, introducing clearer pricing and business goals, and preparing the initial documentation needed for halal certification.

Participant feedback further indicated strong satisfaction with the programme. A total of **95% of participants agreed or strongly agreed** that they were satisfied with the programme, that the training and mentoring had a significant impact, that the programme helped increase income, that it strengthened their confidence as entrepreneurs, and that they would recommend the programme to others.

All 20 participants were monitored at their actual business locations across Kelantan between 22 and 27 July 2025. The visits allowed MyREF officers to validate reported progress, observe products and operations, provide direct guidance, and assess how participants applied the training.

The monitoring covered entrepreneurs operating from shops, stalls, homes, customer locations, and mobile or online business settings. Two participants—a traditional wellness practitioner and a barber—were later selected for an additional monitoring and video-recording session prior to graduation.

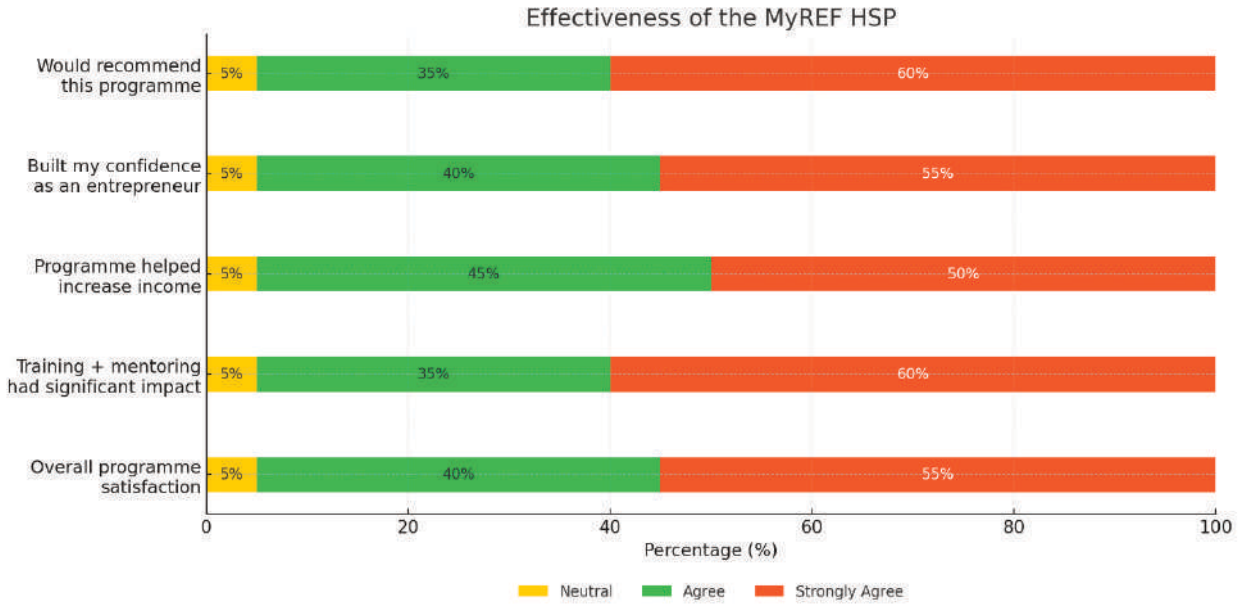


Figure 15: Overall Effectiveness of MyREF HSP 2024/2025

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The programme concluded with a graduation ceremony held on **9 October 2025 at Jewels Hotel, Kota Bharu, Kelantan**. All 20 participants graduated. The ceremony was attended by representatives from Etiqa Family Takaful Berhad, MAIK, MyREF, programme trainers, and participants' family members.

The event was officiated by Mr. Zafri Ab Halim, Chief Executive Officer of Etiqa Family Takaful Berhad, and Ustaz Ameer Azeezy Bin Tuan Abdullah, Chief Officer of Zakat at MAIK. Graduates received certificates of completion together with digital marketing equipment to support content creation, live selling, online promotion, and business administration. Seven participants also showcased and sold their products during the exhibition segment.

A major social outcome was the collective zakat contribution of **RM4,591.74** by all 20 participants to MAIK. For many participants, this was their first experience of paying zakat from their business or personal income. The contribution therefore reflected not only increased economic capacity but also a shift in identity from zakat recipients and programme beneficiaries towards contributors to the wider community.

Overall, MyREF HSP Cohort V generated outcomes across several interconnected dimensions. Economically, all participants reached the basic income benchmark, 60% reached the higher benchmark, and average monthly income increased by approximately 23.7% between January and August 2025. Operationally, participants developed more structured practices in pricing, costing, record-keeping, planning, inventory, and product management. Digitally, they expanded their use of online platforms, promotional content, live selling, and e-commerce tools. Personally, participants reported stronger entrepreneurial confidence, discipline, accountability, and readiness to make business decisions. Socially, the collective zakat contribution demonstrated their growing capacity to contribute to community wellbeing.

The analysis also revealed that participants did not progress through a single uniform pathway. Low-income participants recorded the highest percentage growth, established entrepreneurs focused on stability and scaling, steady growers built resilience through incremental improvements, and several businesses benefited from seasonal demand. This reinforces the importance of combining a common training structure with personalised coaching, sector-specific support, and continuous monitoring.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



iii. MyREF HijrahPreneur Skills Program 2024/2025 Session (Cohort VI)

The MyREF HijrahPreneur Skills Program (MyREF HSP) 2024/2025 Session (Cohort VI), funded by **Affin Bank Islamic Berhad** and supported by the **Majlis Agama Islam dan Adat Istiadat Melayu Kelantan (MAIK)**, was implemented to strengthen the business capability and economic resilience of asnaf and B40 micro-entrepreneurs. The cohort comprised **10 participants**, mainly from Kota Bharu and Tumpat, Kelantan, with businesses concentrated in the food and beverage sector, including traditional delicacies, snacks, ready-to-eat meals, cafés, sauces and condiments, and fish farming.

The eight-month programme, implemented from January to August 2025, combined structured training, coaching, practical assignments, continuous income monitoring, and business-site visits. Participants completed three core components—the Advanced Digital Entrepreneur Program (ADEP), Business Management Program (BMP), and Halal Training Program (HTP)—covering digital marketing, customer engagement, financial management, business planning, record-keeping, and halal compliance. As all participants were primarily involved in food-related businesses, the halal component was particularly relevant in strengthening their understanding of hygiene, ingredient management, halal documentation, and certification requirements.

Monthly income monitoring demonstrated strong achievement against the programme's two principal KPIs. **All 10 participants (100%) achieved at least RM1,500 in monthly income on three separate occasions**, while **seven participants (70%) achieved at least RM2,500 on two occasions**. The latter exceeded the programme target of five participants, representing **140% achievement against the numerical target**. These results are significant given that several participants began the programme with low or unstable incomes and experienced personal, health, capital, and operational constraints during the programme period.

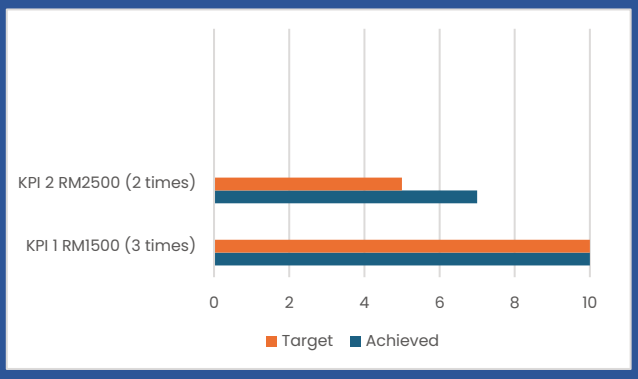


Figure 16: Overview of KPI performance

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

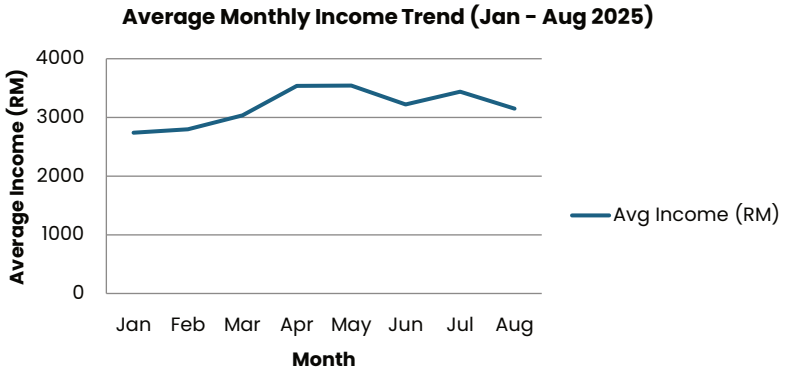


Figure 17: The average monthly income trend of program participants

At the cohort level, average monthly income increased from approximately **RM2,739.50 in January to RM3,151.70 in August 2025**, representing an improvement of about **15%**. More importantly, average income reached approximately **RM3,542.50 in May**, indicating that business performance continued to strengthen beyond the Ramadan and Raya period rather than relying solely on festive-season sales. This suggests that participants were gradually building a stronger income base through improved business management, marketing practices, and customer engagement.

The strongest transformation was observed among participants who entered the programme from relatively low-income positions. Four participants began with an average monthly income of **RM687.50 in January**, which increased to **RM1,812.50 by August**, representing approximately **163.6% growth in the group average**. Among them, Siti Faeezah Binti Ju Khar @ Mohd Amin recorded particularly significant progress, increasing her income from RM500 in January to RM3,550 in August. Other participants demonstrated resilience by adapting their income sources when faced with health issues, damaged business premises, insufficient capital, or temporary interruptions to their businesses.

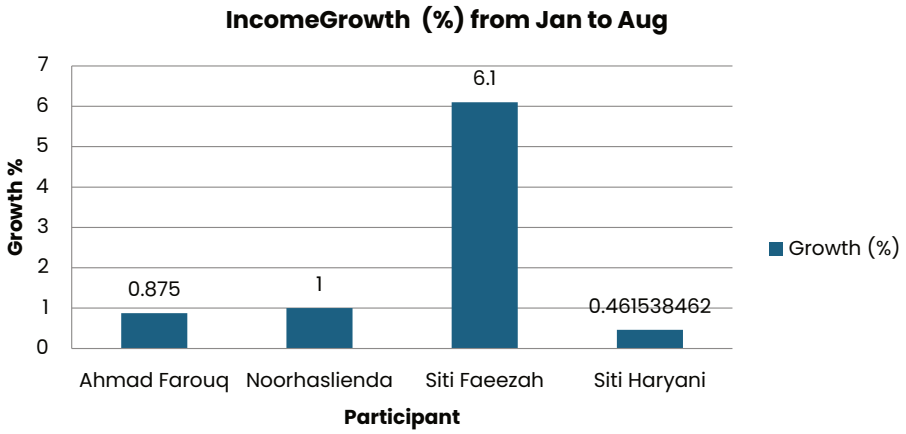


Figure 18: Participants' Income Growth from Low Starting Points

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The programme also demonstrated the importance of active monitoring and timely intervention. In April 2025, MyREF identified five participants whose income progress required additional support. Programme delivery was temporarily paused, and an extensive coaching session was conducted on 30 April 2025 to provide personalised marketing and business strategies. All five participants subsequently recorded improved income in the following month. This outcome highlights the value of using monitoring not only to measure programme performance but also to identify participants requiring corrective support before the programme concludes.

An important analytical finding concerned the impact of Ramadan on food-based businesses. Despite the cohort being predominantly involved in the food and beverage sector, **70% of participants experienced lower income during Ramadan**, while only 30% maintained or increased their income. The findings showed that festive demand depended heavily on the suitability of individual products rather than the business sector alone. Products such as *kuih kapit* benefited substantially from Raya demand, whereas everyday products such as chicken chop, snacks, kebabs, and café meals experienced weaker demand during the fasting month.

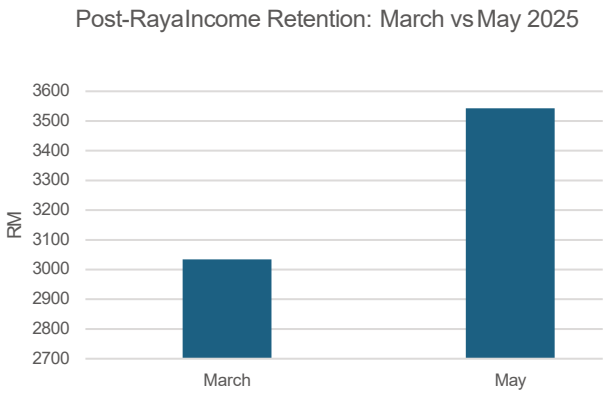


Figure 20: Post-Raya Income Retention: March vs May 2025

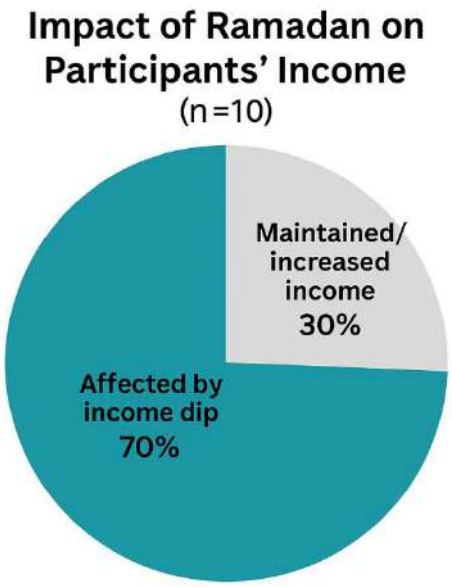


Figure 19: Impact of Ramadan on Participants Income

Che Nuratikah Binti Che Omar provided a strong example of successful seasonal positioning. Her income increased from **RM3,250 in February to RM10,400 in March**, driven by high demand for *kuih kapit* and bulk orders from vendors. In contrast, Nasyihah Binti Daud experienced a temporary drop from RM4,360 to RM1,300 as demand shifted away from her regular food products. However, her income recovered to RM4,520 in April and remained relatively stable thereafter. These contrasting experiences demonstrate the importance of product-market fit, seasonal planning, and business adaptability.

The post-Raya income pattern was particularly encouraging. Average cohort income increased from approximately **RM3,034 in March to RM3,543 in May**, an improvement of around **17%**. Rather than experiencing a significant post-festive decline, participants collectively achieved a higher income level after Raya. This suggests that the programme helped participants translate training, coaching, and festive-market experience into more sustainable business performance.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Digital adoption was another notable programme outcome. TikTok usage among participants increased from **30% before the programme to 80% after the programme**, while WhatsApp usage increased from 70% to 80%. Although participants diversified their digital presence, **80% identified WhatsApp as their most effective business platform**, particularly for customer communication and order management. This indicates that the programme strengthened both customer-acquisition channels through social media and direct customer-management practices.

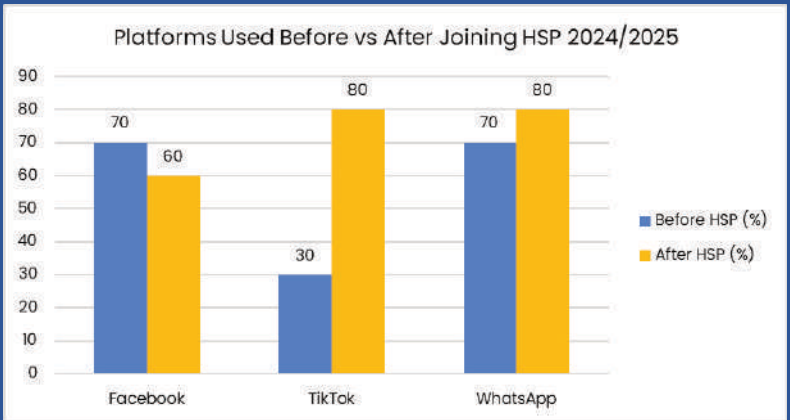


Figure 21: Platforms Used Before vs After Joining HSP

The programme also addressed several fundamental business challenges. Before joining HSP, **80% of participants identified limited business knowledge** as a key constraint, while 60% reported insufficient capital and weak financial-management skills. Upon completion, **50% indicated that they had fully overcome their main business challenges, while the remaining 50% reported that they had partially overcome them**. No participant reported that their challenges remained completely unresolved.

Participant feedback further demonstrated strong programme effectiveness. Across the overall programme assessment, **100% of participants selected either "Agree" or "Strongly Agree"** that MyREF HSP increased their entrepreneurial confidence, contributed to income improvement, provided meaningful training and mentoring support, and was a programme they would recommend to others. Feedback on ADEP, BMP, and HTP also showed improvements in digital marketing, financial management, business organisation, and understanding of halal certification.

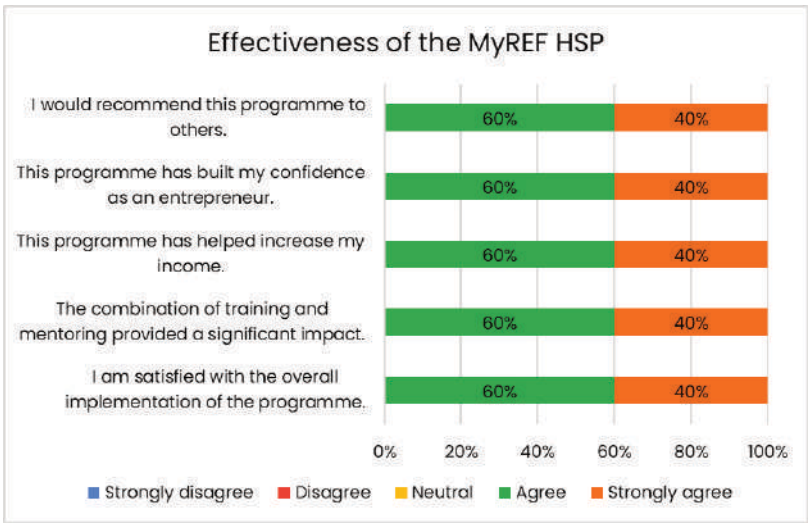


Figure 22: Effectiveness of the MyREF HSP

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved









All participants underwent physical monitoring at their respective business or operating locations, enabling MyREF to validate progress and observe the practical application of training. The photographs from these visits provide useful visual evidence of real businesses, products, stalls, home-based operations, and fish-farming activities.

The programme concluded with a graduation ceremony on **8 October 2025 at Jewels Hotel, Kota Bharu, Kelantan**. Graduates received certificates of completion together with digital marketing equipment, including an Honor Pad X9A tablet, to support their continued online business activities. Four participants also showcased their products during the event.

A significant social outcome was the collective zakat contribution of **RM2,261.98** by all ten participants to MAIK. As participants originated from asnaf and B40 backgrounds, their ability to contribute zakat represented a meaningful progression from programme beneficiaries towards economically active entrepreneurs capable of contributing back to their communities.

Overall, MyREF HSP Cohort VI achieved strong economic and developmental outcomes. The programme met its primary income KPI for every participant, exceeded the higher-income target, improved the average cohort income, and generated particularly strong progress among participants who began from lower income levels. Equally important, the programme demonstrated that continuous monitoring, targeted coaching, digital adoption, and practical business assignments can help vulnerable entrepreneurs strengthen their resilience and adapt to changing market conditions.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

iv. MyREF HijrahPreneur Skills Program 2024/2026 Session (Cohort VII)

Building on the initial preparation reported in the Annual Report 2024, the **MyREF HijrahPreneur Skills Program (MyREF HSP) 2024/2026 Session (Cohort VII)** progressed into its implementation phase in 2025. The cohort represents an expansion of MyREF HSP into the veteran community, with the programme specifically designed to support retired Malaysian Armed Forces personnel in strengthening their entrepreneurial capabilities and developing sustainable second-career opportunities through business.

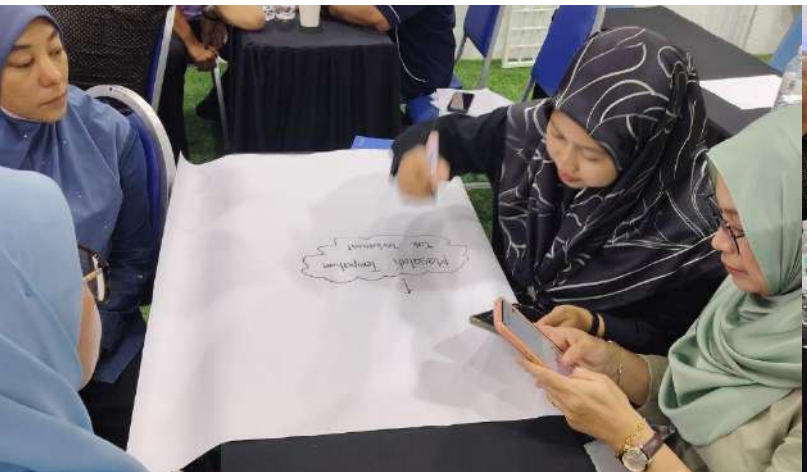
The programme was jointly supported by **Bank Negara Malaysia (BNM) and Affin Islamic Bank Berhad**, with **Jabatan Hal Ehwal Veteran (JHEV)** and **Perbadanan Hal Ehwal Bekas Angkatan Tentera (PERHEBAT)** serving as key programme partners in reaching and coordinating eligible veteran participants. Following the initial participant sourcing by JHEV and PERHEBAT, MyREF conducted the interview and selection process to assess participants' commitment, business readiness, and suitability for the programme. A total of **12 military veterans** from Kuala Lumpur, Selangor, and Negeri Sembilan were subsequently enrolled in the cohort.

The programme formally commenced with an onboarding and orientation session on **30 June 2025 at JHEV, Medan Tuanku, Kuala Lumpur**. During the session, participants were briefed on the programme structure, expected commitment, assignments, coaching, monitoring requirements, and income targets. They also signed a Participant Pledge as part of MyREF's accountability framework, committing to attend programme activities, complete assignments, work towards the stipulated income targets, participate in monitoring activities, and contribute zakat based on their business earnings.

The implementation adopted a structured entrepreneurship-development model combining training, coaching, practical assignments, and continuous monitoring. Unlike several earlier MyREF HSP cohorts, Cohort VII focused on two core programmes: the **Advanced Digital Entrepreneur Program (ADEP)** and the **Business Management Program (BMP)**.

ADEP equipped participants with practical exposure to digital entrepreneurship, including social media marketing, e-commerce, product branding, customer engagement, online promotion, and digital tools. BMP complemented this by strengthening their understanding of business planning, financial management, pricing, accounting, cash-flow management, operations, and long-term business sustainability. The BMP component was delivered with the involvement of experts from the **Universiti Malaya STEM Centre**, adding an academic dimension to the programme while MyREF provided subject-matter expertise in digital entrepreneurship and marketing.

Throughout the programme, participants were required to apply what they had learned to their own businesses through structured assignments. Under ADEP, participants developed business introductions, identified target customers, created promotional content, produced posters and videos, and carried out digital marketing activities. Under BMP, they conducted SWOT analyses, developed SMART goals, reviewed business performance, and prepared strategies for business improvement.





© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved






A **Year-End Sales Project** was also introduced as a practical evaluation, encouraging participants to apply the marketing and business-management strategies acquired throughout the programme to real market conditions. Rather than assessing participants purely through classroom participation, the assignment structure required them to demonstrate how new knowledge was being translated into actual business practices.

The programme also incorporated coaching to reinforce key concepts and provide more targeted guidance according to individual business needs. Particular emphasis was placed on business planning, costing and pricing, financial management, product innovation, and digital-marketing execution. This combination of training and coaching was important for the cohort as participants entered the programme with different levels of business experience, ranging from relatively established businesses to smaller and emerging enterprises.

The 12 veteran entrepreneurs represented a diverse range of sectors, including food and beverage, livestock and agro-based products, education and training, healthcare services, digital marketing, gift arrangement, and community-support services. This diversity allowed participants to exchange business experiences and learn from peers operating in different industries while adapting the programme content to their respective business contexts.

A key feature of the cohort was MyREF's **mentor-mentee and monitoring approach**, in which programme coordinators maintained regular contact with participants and reviewed the progress of their businesses. The monitoring framework was designed not only to track participation and assignments but also to observe business development, identify challenges, and provide further guidance where necessary.

Physical monitoring commenced in **December 2025**, with MyREF officers visiting participants at their respective business premises, work locations, or residences in Kuala Lumpur, Selangor, and Negeri Sembilan. The first monitoring visits were conducted from **22 to 29 December 2025**, covering businesses in locations including Rembau, Tampin, Nilai, Sungai Buloh, Batu Caves, Putrajaya, Kuala Lumpur, Cheras, Kajang, and Puchong. The monitoring process continued into January 2026, with the final scheduled visit conducted on **22 January 2026**. In total, **11 of the 12 participants were physically monitored**, while one participant could not be reached despite follow-up efforts.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved







During the visits, MyREF officers observed participants' actual business operations, reviewed their products and services, assessed marketing activities and assignment progress, and discussed the challenges encountered in sustaining or expanding their businesses. These physical visits provided an important opportunity to validate the application of the knowledge acquired throughout the programme and to understand participants' progress within their actual operating environments.

The monitoring observations also provided early evidence of business development among several participants. For example, some participants had begun improving product packaging and branding, expanding online marketing, strengthening their product offerings, or exploring new business channels. These developments indicate that the programme was beginning to influence not only participants' entrepreneurial knowledge but also the way they positioned and operated their businesses.

Overall, the implementation of MyREF HSP Cohort VII during 2025 marked a significant step in extending MyREF's entrepreneurship-development model to the veteran community. Through the collaboration of Affin Islamic Bank Berhad, BNM, JHEV, PERHEBAT, Universiti Malaya, and MyREF, the programme provided **12 retired military personnel** with structured exposure to digital entrepreneurship, business management, practical business application, coaching, and direct monitoring.

More importantly, the programme addressed an important transition faced by military veterans: moving from a highly structured service environment into a more independent and competitive entrepreneurial setting. By combining business knowledge with practical application and close monitoring, Cohort VII sought to strengthen participants' confidence, adaptability, and ability to develop sustainable post-service income opportunities.

As the programme extended into 2026, the cohort was **scheduled to graduate in 2026** following the completion of the remaining programme activities and assessments. Accordingly, the **full programme outcomes, impact analysis, graduation achievements, and final participant performance will be reported in the Annual Report 2026**, while the Annual Report 2025 records the cohort's progress from participant selection and programme implementation through to the monitoring phase conducted between December 2025 and January 2026.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



v. MyREF HijrahPreneur Skills Program 2025/2026 Session (Cohort VIII)

The MyREF HijrahPreneur Skills Program (MyREF HSP) 2025/2026 Session (Cohort VIII), funded by **Etiqa Family Takaful Berhad** and implemented in collaboration with the **Majlis Agama Islam Negeri Sembilan (MAINS)**, was initiated to strengthen the entrepreneurial capacity and economic resilience of asnaf entrepreneurs in Negeri Sembilan.

A total of **20 asnaf entrepreneurs** were selected for the programme. The initial pool of potential participants was identified through MAINS' database of zakat recipients and beneficiaries receiving various forms of assistance. Following the referral process, MyREF contacted and interviewed the prospective participants to assess their eligibility, commitment, existing business activities, and suitability for participation in the programme. From this process, 20 participants were selected to form Cohort VIII.

The cohort was formally introduced to the programme through a physical onboarding session held on **Thursday, 20 November 2025**, at **Dewan Dato' Haji Sheikh Al-Linggi, Level 4, Menara MAINS, Seremban, Negeri Sembilan**. During the session, participants were briefed on the objectives of MyREF HSP, the entrepreneurship development approach adopted by MyREF, the sub-courses that they would undertake, and the overall programme structure and learning journey.

The onboarding session also served as an important platform to establish clear expectations among participants before the commencement of formal training. Participants were introduced to the programme's training, coaching, assignment, and monitoring components and were given an overview of how the knowledge and skills acquired would be applied to their respective businesses.

The training phase commenced in **November 2025** and was structured to continue throughout 2026. Through the MyREF HSP framework, participants are expected to strengthen their competencies in areas such as entrepreneurship, digital marketing, business management, financial practices, and other relevant skills required to improve the sustainability and growth potential of their micro-enterprises.

As the participants came from the asnaf community and had been identified through MAINS' existing zakat and assistance database, the programme represents a targeted intervention that links social assistance with structured economic empowerment. Rather than focusing solely on short-term financial support, the cohort is intended to provide participants with practical business knowledge and continuous guidance that can help them improve their capacity to generate more stable and sustainable income.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The collaboration between MyREF, Etiqa Family Takaful Berhad, and MAINS also enables the programme to combine the strengths of the funding partner, zakat institution, and entrepreneurship-development provider. MAINS played an important role in identifying potential beneficiaries, while MyREF undertook participant screening and is responsible for delivering the structured entrepreneurship development programme.

By the end of 2025, Cohort VIII had progressed from participant identification and selection into the early implementation phase, with onboarding completed and training activities already underway. As the programme extends into 2026, participants will continue their training, coaching, assignments, business development activities, and monitoring before completing the programme.

The cohort is **scheduled to graduate in 2026**. Accordingly, the Annual Report 2025 records the programme's establishment, participant-selection process, onboarding, and commencement of training, while the **full programme outcomes, participant performance, impact analysis, monitoring findings, and graduation achievements will be reported in the Annual Report 2026**.

vi. MyREF HijrahPreneur Skills Program 2025/2026 Session (Cohort XI)

The MyREF HijrahPreneur Skills Program (MyREF HSP) 2025/2026 Session (Cohort XI), funded by **Etiqa Family Takaful Berhad**, was initiated as part of MyREF's continued effort to empower vulnerable and marginalised communities through structured entrepreneurship development.

This cohort is designed to support **20 participants** from the Hijrah Community, comprising former LGBT individuals, former drug offenders, and new Muslim converts. The programme aims to provide participants with structured business knowledge, practical entrepreneurial skills, and continuous guidance to strengthen their income-generating capacity and support their transition towards more sustainable livelihoods.

For this cohort, MyREF also established collaboration with the **National Anti-Drugs Agency (NADA) / Agensi Antidadah Kebangsaan (AADK)**, particularly in facilitating access to potential participants from communities with a history of drug-related rehabilitation and recovery. This collaboration further strengthens MyREF HSP's outreach to underserved groups who may face barriers in accessing mainstream entrepreneurship development opportunities.

The participant recruitment and screening process commenced in **November 2025**. Potential participants were contacted and interviewed by MyREF to assess their eligibility, commitment, business background, readiness to participate in the programme, and suitability for the entrepreneurship-development intervention. The interview and selection process was still ongoing at the end of 2025 and is scheduled to continue into 2026.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

The screening process is particularly important for this cohort given the diverse backgrounds and different levels of business readiness among prospective participants. Through the interview process, MyREF seeks to identify individuals who demonstrate both the need for support and the commitment required to participate in the programme's structured training, coaching, assignments, monitoring, and business-development activities.

Following the completion of the screening and selection process, **20 eligible participants will be formally enrolled**, after which an onboarding session will be conducted to introduce them to the MyREF HSP framework, programme expectations, learning components, and implementation structure. The onboarding will also establish participants' responsibilities and prepare them for the subsequent training and coaching phases.

As the recruitment and interview process only commenced towards the end of 2025, Cohort XI remained at the **participant-selection stage** during the reporting year. The main programme activities, including onboarding, training, coaching, assignments, monitoring, and participant-performance assessment, will continue in **2026**.

Accordingly, the Annual Report 2025 records the establishment of the cohort, collaboration with Etiqa Family Takaful Berhad and AADK, and the commencement of participant recruitment and screening. The **full implementation progress, programme outcomes, impact analysis, and participant achievements will be reported in the Annual Report 2026** once the cohort has progressed through the main programme cycle.



© Malaysian Research
All Rights Reserved

vii. Professional Certificate in Contemporary Leadership Cohort 1

The **Professional Certificate in Contemporary Leadership (PCCL) Cohort 1** marked the inaugural implementation of a structured leadership development programme that translated the ideas and momentum generated through CLIS2025 into a more intensive learning experience. Developed to nurture strategic, ethical and inclusive leaders, the programme brought together **30 participants**, primarily from Sarawak, alongside participants from Peninsular Malaysia and two international delegates. The diverse composition of the cohort created an environment for participants to exchange professional experiences, perspectives and leadership practices across different sectors and backgrounds.

The programme began with an onboarding process in **April 2025**, preparing participants for the learning journey ahead. Online classes were subsequently conducted from **22 April to 26 June 2025**, providing participants with a structured exploration of Contemporary Leadership through sessions delivered by local and international knowledge experts from Malaysia, the United Kingdom and Turkiye. The programme combined leadership theories with contemporary applications, with particular emphasis on strategic leadership, values-based and trustworthy leadership, inclusive leadership, decision-making and the application of leadership principles within complex organisational and societal environments. These areas reflected the programme's broader aspiration to develop leaders who are able to respond to change with foresight while remaining grounded in ethical values and inclusivity.



© Malaysian Research and Educatio Foundation (MyREF)
All Rights Reserved



Rather than positioning participants as passive recipients of knowledge, PCCL encouraged active engagement through discussions, case studies, reflective learning and collaborative assignments. Participants were challenged to relate leadership concepts to their own professional and organisational contexts, enabling them to examine existing leadership practices and consider how contemporary approaches could be applied to real-world challenges. The programme progressively moved from understanding the foundations of Contemporary Leadership towards its practical application, including managing change and developing more inclusive approaches to leadership.

Following the online component, the cohort travelled to the **Markfield Institute of Higher Education (MIHE), United Kingdom**, for a residential session from **7 to 13 July 2025**. The residential component provided participants with an immersive learning environment where the concepts introduced during the online sessions could be further explored through face-to-face discussions, workshops, reflection sessions and collaborative leadership projects. It also created opportunities for participants to strengthen their professional relationships and learn from one another beyond the virtual classroom environment.

A central part of the residential experience was the participants' involvement in leadership project presentations and challenge sessions. Through these activities, participants worked collaboratively to examine practical leadership issues and develop solutions informed by strategic thinking, values and inclusivity. The interactive format enabled participants to present their perspectives, receive feedback and respond to questions from knowledge experts and peers, reinforcing the programme's emphasis on translating leadership knowledge into practical application.

The international exposure was further enriched through a focused visit to the **University of Oxford**, including a sharing session at **Linacre College**. The visit provided participants with an opportunity to engage with global perspectives on leadership, particularly through discussions on inclusiveness and interactive leadership debates. Exposure to a different academic and cultural environment encouraged participants to consider leadership beyond their immediate organisational settings and strengthened the programme's objective of nurturing local leaders with a **universal mindset**.

The programme concluded with the inaugural **PCCL Graduation Ceremony** at MIHE, where participants who successfully completed the programme received their Professional Certificate in Contemporary Leadership. The ceremony represented more than the completion of a training programme; it marked the culmination of a leadership journey that had begun months earlier through online learning, reflection, collaborative work and international exposure. A graduation dinner was also held to commemorate the achievement of the inaugural cohort.

Recognising that leadership development should continue beyond the formal programme, participants also agreed to establish an **alumni network** to sustain the relationships and momentum developed throughout PCCL. Through this network, members would be able to continue exchanging knowledge, supporting future leadership initiatives and contributing to leadership development within Sarawak and beyond. As the inaugural cohort, PCCL1 therefore played an important role in establishing the foundation for subsequent cohorts while demonstrating how Contemporary Leadership could be developed through a combination of knowledge, practical application, reflection and international exposure.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved









viii. Professional Certificate in Contemporary Leadership Cohort 2

Building on the foundation established through the inaugural cohort, the **Professional Certificate in Contemporary Leadership (PCCL) Cohort 2** continued MyREF's commitment to developing leaders who are equipped to navigate contemporary challenges with strategic foresight, strong values and an inclusive mindset. The programme brought together **29 leaders** from different professional backgrounds, comprising participants from industry, government, academia and civil society organisations, as well as an international participant. This diversity created a dynamic learning environment where participants could exchange perspectives drawn from different organisational, professional and societal contexts.

The programme began with an onboarding process in **August 2025**, followed by online classes conducted from **26 August to 6 November 2025**. Through a structured series of lectures and interactive sessions, participants were introduced to the foundations and practical applications of Contemporary Leadership. The learning journey explored areas including contemporary and global leadership challenges, strategic leadership, values-based leadership, inclusive leadership, leadership decision-making, change management and the application of leadership principles within modern organisations and systems.

The programme was delivered by a panel of academics and leadership practitioners from Malaysia, the United Kingdom and Turkiye, providing participants with perspectives that combined local realities with international experience. The learning process progressed from understanding core leadership concepts to examining how these principles could be applied in practice, particularly in strengthening governance, developing strategic direction, managing organisational change and responding to increasingly diverse stakeholder expectations. Participants were also exposed to discussions on power, politics, ethical leadership and different leadership paradigms, further broadening their understanding of the complex environment in which contemporary leaders operate.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Throughout the online component, learning extended beyond formal lectures. Participants were encouraged to engage actively through discussions, reflection, collaborative learning and interactions with guest speakers, including alumni from the first PCCL cohort. The involvement of earlier graduates helped create continuity between the cohorts and provided participants with practical insights into how the lessons from PCCL could be interpreted and applied beyond the classroom.

Following the completion of the online learning component, participants travelled to the **Markfield Institute of Higher Education (MIHE), United Kingdom**, for the residential session from **24 to 30 November 2025**. This intensive component provided an opportunity for participants to consolidate the knowledge acquired during the preceding months through face-to-face learning, workshops, reflection sessions, team activities and leadership project work. The residential environment also strengthened relationships among participants and encouraged deeper conversations on their respective leadership experiences and challenges.

An important feature of the residential programme was the leadership group project work, through which participants applied Contemporary Leadership principles to practical challenges. The projects focused particularly on **change management and inclusive leadership**, requiring participants to work collaboratively, develop proposed approaches and present their ideas through structured presentation and challenge sessions. Feedback and discussions with lecturers and peers allowed participants to test their assumptions, refine their solutions and strengthen their ability to translate leadership concepts into practical action.

The international learning experience was further enriched through an academic visit to the **University of Oxford**. Participants took part in leadership sessions and interactive discussions that exposed them to different perspectives on global leadership and excellence. The visit provided a setting for participants to engage with ideas beyond their usual professional environment, encouraging them to reflect on how leadership practices may differ across institutions, cultures and sectors while identifying principles that could be adapted to their own contexts.

Reflection and team-building activities were also integrated throughout the residential week, allowing participants to consider their own leadership journeys alongside the academic and practical components of the programme. These sessions encouraged participants to examine how the principles of Contemporary Leadership could be embodied personally, rather than viewed solely as organisational tools or theoretical frameworks. The combination of structured learning, collaborative projects, international exposure and reflection was intended to nurture leaders who are able to connect strategic thinking with ethical responsibility and inclusivity.

The programme culminated in the **PCCL Cohort 2 Graduation Ceremony** at MIHE on **29 November 2025**, marking the completion of an intensive learning journey that had begun several months earlier. Participants also engaged in discussions on future alumni activities, strengthening the connection between PCCL cohorts and creating opportunities for continued professional engagement beyond the programme. An official dinner brought the residential session to a close and provided an opportunity to celebrate the achievements and shared experiences of the cohort.

Through PCCL Cohort 2, the Contemporary Leadership initiative continued to evolve from a leadership concept into a growing learning and professional community. By bringing together leaders from different sectors and exposing them to a combination of local and international perspectives, the programme strengthened participants' capacity to approach leadership with greater foresight, integrity, adaptability and inclusivity. At the same time, the second cohort expanded the emerging PCCL alumni network, contributing to a broader ecosystem of leaders committed to creating meaningful and sustainable impact within their organisations and communities.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



2. Webinar and Education Program

i. Career Development Talk (CDT)

The **Career Development Talk (CDT)** continued in 2025 as part of MyREF's ongoing initiative to strengthen career awareness, employability, and workplace readiness among students, graduates, and young people. Since its introduction in 2021, MyREF has organised **21 CDT sessions**, including four sessions in 2025. The topics selected during the year reflected four interconnected dimensions of career development: future career resilience, employability pathways, adaptation to labour-market change, and professional workplace behaviour.



The first session, **"Future-Proof Careers: What Will Matter in 10 Years?"**, was conducted on **30 May 2025** and delivered by **Ain Shahar**, a Certified HRDC Trainer, speaker, content creator, and entrepreneur. The topic addressed the increasing uncertainty surrounding conventional career pathways and highlighted the importance of preparing for longer-term changes in the world of work. Rather than focusing solely on specific occupations, the session placed emphasis on transferable capabilities, adaptability, and continuous learning as factors that can support career resilience when job roles, technologies, and industry requirements evolve.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved



The second session, **"Career Pathways & Employability of TVET Graduates"**, was held on **14 August 2025** in collaboration with **Universiti Teknikal Malaysia Melaka (UTeM)** and delivered by **Associate Professor Dr. Hazli Rafis Bin Abdul Rahim**, Director of Student and Alumni Development, Office of Student and Alumni Affairs, UTeM. The inclusion of a TVET-focused session reflected the growing importance of examining employability beyond conventional academic pathways. The discussion positioned technical competencies as an important foundation for employment while also recognising that employability depends on graduates' ability to connect technical knowledge with communication, adaptability, industry awareness, and other workplace competencies.



On **29 October 2025**, the third session, **"Future-Ready Youth: Navigating Change in the World of Work"**, was delivered by **Dr. Mohamed Maliki Bin Mohamed Rapiee**, Director of the International Youth Centre, Ministry of Youth and Sports Malaysia. This session extended the future-readiness theme by examining career development as an adaptive process rather than a fixed progression from education into a single occupation. The topic was particularly relevant to young people entering a labour market characterised by changing skill requirements, technological disruption, and evolving forms of employment. The session therefore reinforced the importance of lifelong learning, flexibility, and the capacity to respond to changing career environments.



The final session of the year, **"Dress Code & Professional Ethics for Interviews and the Workplace"**, was conducted on **26 December 2025** and delivered by **Fazeera Nazri**, a professional communication and social speaker and TESL lecturer at the University College of Aviation Malaysia. While the earlier sessions focused on broader career and labour-market trends, this session addressed the behavioural dimension of employability. It highlighted that access to employment and career progression is influenced not only by qualifications and technical skills but also by professional presentation, communication, workplace etiquette, and ethical conduct. In this sense, the session complemented the earlier CDT topics by connecting career preparedness with the practical expectations encountered during recruitment and employment.

© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

Taken together, the four CDT sessions in 2025 demonstrate a progression from **anticipating future labour-market requirements, to understanding employability pathways, adapting to changing work environments, and finally translating career readiness into professional workplace behaviour**. This progression reflects a broader view of employability in which career preparation is not treated as a one-off transition from education to employment, but as a continuous process involving knowledge, skills, adaptability, professional identity, and behavioural readiness.

The continuation of CDT to **21 sessions since 2021** also indicates MyREF's sustained commitment to career-development education. Rather than concentrating on a single aspect of employability, the series has progressively provided participants with exposure to different dimensions of career decision-making and workplace preparedness.

ii. Contemporary Leadership International Summit 2025 (CLIS2025)

The **Contemporary Leadership International Summit 2025 (CLIS2025)** marked an important milestone in MyREF's effort to advance a leadership framework that is responsive to the realities of a rapidly changing world. Jointly organised by the **Malaysian Research & Education Foundation (MyREF)** and the **Institute of Management Sarawak (MASA)**, the Summit was developed as a platform to introduce, discuss and strengthen the concept of **Contemporary Leadership**, with particular emphasis on leadership grounded in knowledge, competencies and values. The initiative sought to encourage leaders to respond more effectively to emerging challenges through strategic thinking, ethical governance, inclusivity and a stronger sense of responsibility towards society.

The journey towards CLIS2025 began before the Summit itself through the **Webinar Series on Contemporary Leadership Development (CoLeD)**, which was conducted virtually from September to December 2024. The series helped build early awareness and engagement around the Contemporary Leadership concept by bringing together leaders and professionals from various sectors and regions. Among the themes explored were leadership in the development of the Muslim Ummah, inclusive participation, Islamic leadership principles, corporate governance and reflections on leadership through prophetic history. These sessions created an intellectual foundation for the Summit by connecting established leadership values with contemporary challenges and practices.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

CLIS2025 subsequently brought together **1,055 participants** from a diverse range of professional backgrounds, reflecting strong interest in leadership development across different segments of society. The participant profile included civil servants, industry and professional communities, academics and researchers, as well as representatives from community and civil society organisations. The breadth of participation reinforced the Summit's intention to create a leadership platform that transcended individual sectors and encouraged greater exchange between government, industry, academia and society.

The Summit was strengthened through collaboration with a wide network of institutions. **Universiti Malaysia Sarawak (UNIMAS), the Malaysian Society for Engineering & Technology (MySET), and HIKMAH Sarawak** participated as co-organisers, while the **Malaysia Board of Technologists (MBOT)** and the **Association of Professional Technicians and Technologists (APTT) Sarawak** supported the initiative as strategic partners. The programme also received sponsorship support from **Bank Rakyat, PETROS and Bank Islam**. This collaborative effort reflected the shared commitment among participating organisations to strengthen leadership capacity and expand the conversation on values-driven and future-ready leadership.

The Summit was officially launched with an address by the **Premier of Sarawak, YAB Datuk Patinggi Tan Sri (Dr.) Abang Haji Abdul Rahman Zohari Tun Datuk Abang Haji Openg**. Throughout the programme, CLIS2025 featured a range of local and international speakers who examined leadership from different perspectives and professional contexts. Dr. Basil Mustafa presented a holistic and transformational leadership model centred on values, purpose, trust and integrity, while YM Academician Datuk Dr. Tengku Mohd Azzman Shariffadeen FASc explored the importance of leadership in strengthening Malaysia's science, technology and innovation ecosystem. Professor Joel Hayward discussed the relationship between ethical leadership, governance and long-term legitimacy, highlighting the need for leaders to balance principle with practical realities.











© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

International perspectives were further enriched through contributions from Senator Fatima Payman and Sonny Bill Williams. Their respective reflections brought attention to themes such as youth empowerment, identity, representation, resilience, faith, personal growth and moral courage. Together with the keynote and special sessions, these contributions demonstrated that contemporary leadership extends beyond organisational performance and requires leaders to remain grounded in values while navigating uncertainty, diversity and change.

The Summit also featured panel discussions that addressed several pressing dimensions of leadership in the modern era. Discussions on **Leadership in the Digital and AI Age** explored ethical artificial intelligence, data governance, digital inclusivity and the transformation of public service delivery. Other sessions examined values-centric leadership in industry, the development and challenges of next-generation leaders, and the future direction of Contemporary Leadership. Across these conversations, participants were encouraged to consider how leaders can remain adaptable and forward-looking while maintaining ethical responsibility, inclusivity and accountability in their decision-making.

More importantly, CLIS2025 was designed to serve as a starting point for longer-term leadership development rather than as a standalone event. Following the Summit, selected local and international speakers were invited to participate in the **Contemporary Leadership Institute Advisory Committee Meeting** on 12 February 2025. During the meeting, members were briefed on the draft strategic plan for the proposed Leadership Institute and invited to provide professional input on its direction, activities and potential collaborations. This marked an important step in translating the ideas generated through CLIS2025 into a more structured and sustainable leadership development platform.

The momentum generated by CLIS2025 also contributed to the development of further capacity-building initiatives, including the **Professional Certificate in Contemporary Leadership (PCCL)**. Through this progression from dialogue to structured learning and professional development, CLIS2025 helped establish a stronger foundation for nurturing leaders who are strategic, trustworthy, inclusive and capable of creating meaningful impact within their organisations and communities. In this way, the Summit represented not only an international gathering of ideas, but also the beginning of a broader leadership ecosystem aimed at developing future-ready leaders with a universal mindset.



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

MyREF FINANCIAL REPORT



© Malaysian Research and Education Foundation (MyREF)
All Rights Reserved

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

Certificate No.: PPAB - 38/2020

TRUSTEES' REPORT AND AUDITED FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

Auditors

FARIDAH & CO.

Chartered Accountants

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION
(Registered under Trustees (Incorporation) Act,1952)

CORPORATE INFORMATION

TRUSTEES	PROF. EMERITUS DATO' ABANG ABDULLAH BIN ABANG ALI IR. MEGAT JOHARI BIN MEGAT MOHD NOOR DR. MOHD. FAUZI BIN SHAFFIE MOHD KHAIRUDDIN BIN RAIS
PRINCIPLE PLACE OPERATIONS	10-2, JALAN DATARAN JADE 2, LINGKARAN BANDAR PUNCAK UTAMA, JADE HILLS, 43000, KAJANG SELANGOR DARUL EHSAN
AUDITORS	FARIDAH & CO. NO 8, TINGKAT 3 MEDAN PUSAT BANDAR 1 SEKSYEN 9 43650 BANDAR BARU BANGI SELANGOR DARUL EHSAN
PRINCIPAL BANKERS	BANK ISLAM BERHAD CIMB ISLAMIC BANK BERHAD

FARIDAH & CO.
Chartered Accountants (AF.: 002022)

No. 8, Tingkat 3, Medan Pusat Bandar 1, Seksyen 9, 43650 Bandar Baru Bangi, Selangor.

Tel : 03 - 8922 3924 Email : fnco2022@gmail.com

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
MALAYSIAN RESEARCH AND EDUCATION FOUNDATION (Certificate No.: PPAB-38/2020)

Report on the Financial Statements

Opinion

We have audited the financial statements of **MALAYSIAN RESEARCH AND EDUCATION FOUNDATION**, which comprise the statement of financial position as at **31 December 2025** of the Foundation, and the statement of income and retained profits and statement of cash flows of the Foundation for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 6 to 22.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the **MALAYSIAN RESEARCH AND EDUCATION FOUNDATION** as at 31 December 2025, and of its financial performance and its cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards and the requirements of the Trustees (Incorporation) Act, 1952 in Malaysia.

Basis for Opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence and Other Ethical Responsibilities

We are independent of the Foundation in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") , and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Responsibilities of the Trustees for the Financial Statements

The Trustees of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION are responsible for the preparation of financial statements of the Foundation that give a true and fair view in accordance with Malaysian Reporting Standard and the requirements of the Trustees (Incorporation) Act, 1952 in Malaysia. The Trustees are also responsible for such internal control as the Board of Trustees determine is necessary to enable the preparation of financial statements of the Foundation that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF
MALAYSIAN RESEARCH AND EDUCATION FOUNDATION (Certificate No.: PPAB-38/2020)

Report on the Financial Statements (Cont'd)

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.

- Evaluate the overall presentation, structure and content of the financial statements of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION, including the disclosures, and whether the financial statements of the Foundation represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Trustees regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2025

	NOTES	2025 RM	2024 RM
ASSETS			
NON CURRENT ASSETS			
Property, plant and equipments	6	**4,100**	5,038
Total Non Current Assets		**4,100**	5,038
CURRENT ASSETS			
Trade and other receivables	7	**-**	89,260
Cash and cash equivalents	8	**490,321**	462,077
Total Current Assets		**490,321**	551,337
TOTAL ASSETS		**494,421**	556,375
ACCUMULATED FUND			
Balance as at 1 January		**538,275**	280,107
Net (deficit)/surplus of expenditure over income during the year		**(50,754)**	258,168
Balance as at 31 December		**487,521**	538,275
CURRENT LIABILITIES			
Trade and other payables	9	**6,900**	18,100
Total Current Liabilities		**6,900**	18,100
TOTAL ACCUMULATED FUND AND LIABILITIES		**494,421**	556,375

The annexed notes form an integral part of these financial statements.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

STATEMENT OF INCOME AND RETAINED PROFITS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	NOTES	2025 RM	2024 RM
Revenue	**10**	**1,869,184**	748,188
Direct costs	**10**	**(1,872,720)**	(422,354)
Gross (deficit)/surplus		**(3,536)**	325,834
Other operating income		**67**	42
Employment expenses		**(36,000)**	(36,090)
Administrative expenses		**(747)**	(22,880)
Other operating expenses		**(10,538)**	(8,738)
(Deficit)/Surplus of income over expenditure	**11**	**(50,754)**	258,168
(Deficit)/Surplus for the year, representing total comprehensive income for the year		**(50,754)**	258,168
Retained surplus brought forward		**538,275**	280,107
Retained surplus carried forward		**487,521**	538,275

The annexed notes form an integral part of these financial statements.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

STATEMENT OF CASH FLOWS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

	2025 RM	2024 RM
CASH FLOWS FROM OPERATING ACTIVITIES		
(Deficit)/Surplus before taxation	**(50,754)**	258,168
Adjustments for:		
Depreciation of property, plant and equipment	**938**	938
Operating (deficit)/surplus before working capital changes	**(49,816)**	259,106
Decrease/(Increase) in trade and other receivables	**89,260**	(73,900)
Decrease in deposits and prepayments	**-**	12,500
Decrease in trade and other payables	**(11,200)**	-
Net cash inflows from operating activities	**28,244**	197,706
CASH FLOWS FROM INVESTING ACTIVITIES	**-**	-
CASH FLOWS FROM FINANCING ACTIVITIES	**-**	-
Net increase in cash and cash equivalents	**28,244**	197,706
Cash and cash equivalents at beginning of financial year	**462,077**	264,371
Cash and cash equivalents at ending of financial year	**490,321**	462,077

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

1 GENERAL INFORMATION

The Foundation, MALAYSIAN RESEARCH AND EDUCATION FOUNDATION is incorporated and domiciled in Malaysia. The principal activities of the MALAYSIAN RESEARCH AND EDUCATION FOUNDATION are focus on research and education development involving engineering and technology, social studies, Islamic development and many more. There have been no significant changes to the principal activities of the Foundation during the financial year under review.

The Foundation principle place of business is located at 10-2, Jalan Dataran Jade 2, Lingkaran Bandar Puncak Utama, Jade Hills, 43000 Kajang, Selangor Darul Ehsan.

The financial statements of the Foundation are presented in Ringgit Malaysia (RM).

The financial statements were authorized for issue by the Board of Trustees on

2 COMPLIANCE WITH FINANCIAL REPORTING STANDARDS AND THE TRUSTEES (INCORPORATION) ACT,1952

The financial statements of the Foundation have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), International Financial Reporting Standards and the requirements of the Trustee (Incorporation) Act, 1952 in Malaysia.

3 BASIS OF PREPARATION

The financial statements have been prepared using cost and fair value bases.

4 SIGNIFICANT ACCOUNTING POLICIES

4.1 Property, Plant and Equipment (PPE) and Depreciation

All items of property, plant and equipment are stated at cost less accumulated depreciation and impairment losses, if any. The cost of an item of property, plant and equipment includes the initial estimates of the costs of dismantling and removing the item and restoring the site on which it is located, the obligation for which the Foundation incurs either when the item is acquired or as a consequence of having used the item during a particular period for a purpose other than to produce inventories during that year.

The policy for recognition and measurement of impairment losses is in accordance with Note 4.2.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.1 Property, Plant and Equipment (PPE) and Depreciation (Cont'd)

Depreciation is calculated on the straight line method to write off the cost of the property, plant and equipment over their estimated useful lives.

The principal annual rates are as follows:

	Method	Useful life (years)
Air-conditioner	Straight-line	10
Computer	Straight-line	10
Furniture and fittings	Straight-line	10
Office equipment	Straight-line	10

The residual values, useful lives and depreciation method are reviewed at each financial year end to ensure that the residual value, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment. If expectations are significantly different from previous estimates, the depreciation charges for the current and future periods are adjusted.

The carrying amount of an item of property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. The difference between net disposal proceeds, if any, and the carrying amount is included in profit or loss.

All small asset value below that RM2,000 is recognised as an expenses when it is incurred, not capitalised.

4.2 Impairment of Non-Financial Assets

The carrying amounts of the Foundation non-current assets are reviewed at each financial year end date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of the asset or its cash generating unit exceeds its recoverable amount. Impairment losses are recognised in the statement of profit or loss and other comprehensive income.

The recoverable amount is the higher of an asset's net selling price and value in use. The net selling price is the amount obtainable from the sale of an asset in an arm's length transaction. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life.

Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash generating unit.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.2 Impairment of Non-Financial Assets (Cont'd)

The recoverable amount is the higher of an asset's net selling price and value in use. The net selling price is the amount obtainable from the sale of an asset in an arm's length transaction. Value in use is the present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. Recoverable amounts are estimated for individual assets or, if it is not possible, for the cash generating unit.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amounts. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss has been recognised in the statement of profit or loss and other comprehensive income.

4.3 Financial Assets

(a) Initial Recognition and Measurement

A financial asset is recognised on the statement of financial position when, only when, the Foundation becomes a party to the contractual provisions of the financial instrument. When the financial asset is recognised initially, it is measured at fair value which is normally represented by the transaction price. The transaction price for financial asset not classified at fair value through income statement includes the transaction costs that are directly attributable to the acquisition or issue of financial asset. Transaction costs incurred on the acquisition or issue of financial assets classified at fair value through profit and loss are expensed immediately. The transactions are recorded at the trade date.

(b) Subsequent Measurement

Subsequent measurement of financial assets depends on the classification of the financial assets on initial recognition and the purpose for which the financial assets were acquired. The Foundation classifies the financial assets in one of the following categories:

(i) Financial Assets at Fair Value Through Profit or Loss

Financial assets are classified as financial assets at fair value through profit or loss if they are held for trading or are designated as such upon initial recognition.

Financial assets held for trading are derivatives (including separated embedded derivatives) or financial assets acquired principally for the purpose of selling in the near term.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from changes in fair value are recognised in profit or loss. Net gains or net losses on financial assets at fair value through profit or loss do not include exchange differences, interest and dividend income. Exchange differences, interest and dividend income on financial assets at fair value through profit or loss are recognised separately in profit or loss as part of other losses or other income.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.3 Financial Assets (Cont'd)

(b) Subsequent Measurement (Cont'd)

(i) Financial Assets at Fair Value Through Profit or Loss (Cont'd)

Financial assets at fair value through profit or loss could be presented as current or non-current. Financial assets that are held primarily for trading purposes are presented as current whereas financial assets that are notheld primarily for trading purposes are presented as current or non-current based on the settlement date.

As at financial year end date, there were no financial assets classified in this category.

(ii) Loans and Receivables

Financial assets with fixed or determined payments that are quoted in an active market are classified as loans and receivables. Assets that are for sale immediately or in the near term are not classified in this category.

Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method except that short term duration receivables with no stated interest rate are normally measured at original invoice amount unless the effect of imputing interest would be significant minus any reduction for impairment or uncollectibility. Gains and losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

Loans and receivables are classified as current assets, except for those having maturity dates later than 12 months after the financial year end date which are classified as non-current. Typically, trade and other receivables are classified in this category.

(iii) Held-to-Maturity Investments

Financial assets with fixed or determinable payments and fixed maturity are classified as held-to-maturity when the Foundation has the positive intention and ability to hold the investment to maturity.

Subsequent to initial recognition, held-to-maturity investments are measured at amortised cost using the effective interest method. Gains or losses are recognised in profit or loss when the held-to-maturity investments are derecognised or impaired, and through the amortisation process.

Held-to-maturity investments are classified as non-current assets, except for those having maturity within 12 months after the financial year end date which are classified as current.

As at financial year end date, there were no financial assets classifies in this category.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.3 Financial Assets (Cont'd)

(b) Subsequent Measurement (Cont'd)

(iv) Available-for-Sale Financial Assets

Available-for-sale financial assets are financial assets that are designated as available for sale or are not classified in any of the three preceding categories.

After initial recognition, available-for-sale financial assets are measured at fair value. Any gains or losses from changes in fair value of the financial assets are included in equity through the statement of changes in equity except that impairment losses and foreign exchange gains and losses are recognised in profit or loss. The cumulative gain or loss previously recognised in equity is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is derecognised.

Interest income calculated using the effective interest method is recognised in profit or loss. Dividends on an available-for-sale equity instrument are recognised in profit or loss when the Foundation right to receive payment is established.

Investments in equity instruments whose fair value cannot be reliably measured are measured at cost less impairment loss, if any.

Available-for-sale financial assets are classified as non-current assets unless they are expected to be realised within 12 months after the financial year end date.

(c) Derecognition of Financial Assets

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in equity is recognised in profit or loss.

(d) Impairment of Financial Assets

The Foundation assess at each financial year end date whether there is any objective evidence that a financial asset or a group of financial assets is impaired.

(i) Receivables and Other Financial Assets Carried at Amortised Cost

An impairment loss is established when there is objective evidence that the Foundation will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, a breach of contract or adverse changes in the payment status of the debtor are considerations to determine whether there is any objective evidence that the trade receivable is impaired. To the extent possible, impairment is determined individually for each item.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.3 Financial Assets (Cont'd)

(d) Impairment of Financial Assets (Cont'd)

(i) Receivables and Other Financial Assets Carried at Amortised Cost (Cont'd)

An impairment loss is established when there is objective evidence that the Foundation will not be able to collect all amounts due according to the original terms of the receivables. Significant financial difficulties of the debtor, a breach of contract or adverse changes in the payment status of the debtor are considerations to determine whether there is any objective evidence that the trade receivable is impaired. To the extent possible, impairment is determined individually for each item.

In cases where that process is not possible, a collective evaluation of impairment is performed. As a consequence, the way individual and collective evaluation is carried out and the timing relating to the identification of objective evidence of impairment require significant judgment and may materially affect the carrying amount of receivables at each financial year end date.

The amount of impairment loss recognised is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in the statement of profit or loss and other comprehensive income. When a trade receivable is uncollectible, it is written off against the allowance account for trade receivables. Subsequent recoveries of amounts previously written off are credited in the statements of profit or loss and other comprehensive income.

4.4 Financial Liabilities

(a) Initial Recognition and Measurement

A financial liability is recognised on the statement of financial position when, and only when, the entity becomes a party to the contractual provisions of the instrument. On initial recognition the financial liability is recognised at fair value. The fair value is normally represented by the transaction price. The transaction price for financial liability not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial liability. Transaction costs incurred on the acquisition or issue of financial liability classified at fair value through profit or loss are expensed immediately. The transactions are recorded at the trade date. Financial liabilities including bank and other borrowings are classified as current liabilities unless there is an unconditional right to defer settlement of the liability for at least 12 months after the financial year end date.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.4 Financial Liabilities (Cont'd)

(b) Subsequent Measurement

Financial liabilities falling within the scope of MFRS 139 are classified according to the substance of the contractual arrangements entered into.

Subsequent measurement based on the classification of the financial liabilities in one of the following two categories is as follows:

(i) Financial Liabilities at Fair Value Through Profit or Loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities held for trading include derivatives entered into by the Foundation that do not meet the hedge accounting criteria. Derivative liabilities are initially measured at fair value and subsequently stated at fair value, with any resultant gains or losses recognised in profit or loss. Net gains or losses on derivatives include exchange differences.

The Foundation has not designated any financial liabilities at fair value through profit or loss.

(ii) Other Financial Liabilities

The Foundation other financial liabilities include trade payables and other payables.

Trade and other payables are recognised initially at fair value plus directly attributable transactions costs, and subsequently measured at amortised cost using the effective interest method.

For other financial liabilities, gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

(iii) Derecognition of Financial Liabilities

A financial liability is derecognised when the obligation under the liability is extinguished. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in profit or loss.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

4 SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

4.5 Revenue Recognition

Donations contributions refer to donations received for organising of events and operation and running of the Foundation. Donations are recognised when it is probable that the economic benefits associated with the transaction will flow to the Foundation.

4.6 Cash and Cash Equivalents

Cash and cash equivalents comprise cash in hand and bank balances, which are readily convertible to cash and which are subject to an insignificant risk of changes in value.

4.7 Employee benefits

i) Short term benefits
Salaries, wages, bonuses, allowances, paid annual leave, medical leave, social security contribution and non-monetary benefits are recognized as an expense in the financial year in which the services are rendered by the employees of the Associations.

ii) Defined contribution plan
("EPF"). Such contributions are recognized as an expense in the Income Statement in the financial year to which they relate. Once the contributions have been paid, the Employer has no future obligations.

5 CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES

The critical judgements made in the process of applying the Foundation's accounting policies that have the most significant effect on the amounts recognised in the financial statements and the key sources of estimation uncertainty at the financial year end date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below. These estimates and assumptions are periodically monitored to make sure they incorporate all relevant information available at the date when financial statements are prepared. However, this does not prevent actual figures differing from estimates.

5.1 Useful Lives of Property, Plant and Equipment

The cost of property, plant and equipment is depreciated on a straight-line basis over the assets' estimated economic useful lives. Management estimates the useful lives of these property, plant and equipment to be five years.

These are common life expectancies applied in the industry. Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual value of these assets, and therefore future depreciation changes could be revised.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION
(Registered under Trustees (Incorporation) Act, 1952)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

5 CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)

5.2 Impairment of Loans and Receivables

An allowance for impairment of loans and receivables is made for estimated losses resulting from subsequent inability of the customers to make required payments. If the financial conditions of the customers were to deteriorate, resulting in an impairment of their ability to make payments, additional allowances may be required in future periods. Management generally analyses accounts receivables and analyses historical bad debt, customer concentrations, customer creditworthiness, current economic trends and changes in customer payment terms when evaluating the adequacy of the allowance for impairment. To the extent that is feasible, impairment and uncollectibility is determined individually for each item. In cases where that process is not feasible, a collective evaluation of impairment is performed. At the financial year end date, the receivables carrying amount approximates the fair value and the carrying amounts might change materially within the next financial year but these changes would not arise from assumptions or other sources of estimation uncertainty at the financial year end date.

6 PROPERTY, PLANT AND EQUIPMENT

COST/VALUATION

	At 01/01/2025	Addition	Disposal/ Transfer	At 31/12/2025
	RM	RM	RM	RM
Air-conditioner	2,370	-	-	2,370
Computer	5,569	-	-	5,569
Furniture and fittings	540	-	-	540
Office equipment	900	-	-	900
Total - 31.12.2025	**9,379**	**-**	**-**	**9,379**
Total - 31.12.2024	9,379	-	-	9,379

ACCUMULATED DEPRECIATION

	At 01/01/2025	Addition	Disposal/ Transfer	At 31/12/2025
	RM	RM	RM	RM
Air-conditioner	612	237	-	849
Computer	2,757	557	-	3,314
Furniture and fittings	354	54	-	408
Office equipment	618	90	-	708
Total - 31.12.2025	**4,341**	**938**	**-**	**5,279**
Total - 31.12.2024	3,403	938	-	4,341

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION
(Registered under Trustees (Incorporation) Act, 1952)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

6 PROPERTY, PLANT AND EQUIPMENT (CONT'D)

NET BOOK VALUE	2025 RM	2024 RM
Air-conditioner	**1,521**	1,758
Computer	**2,255**	2,812
Furniture and fittings	**132**	186
Office equipment	**192**	282
	4,100	5,038

7 TRADE AND OTHER RECEIVABLES

	2025 RM	2024 RM
Other receivables	**-**	89,260
Total current trade and other receivables	**-**	89,260

8 CASH AND CASH EQUIVALENTS

The Foundation's cash management policy is to use cash and bank balances, money market instruments, bank overdrafts and short-term trade financings to manage cash flows to ensure sufficient liquidity to meet the Foundation's obligations. The components of cash and equivalents consist of:

	2025 RM	2024 RM
Cash and bank balances:-		
Bank balances	**490,321**	462,077
Cash and cash equivalants as current assets	**490,321**	462,077

9 TRADE AND OTHER PAYABLES

	2025 RM	2024 RM
Other payables	**-**	10,000
Accruals	**6,900**	8,100
Total carrying amount	**6,900**	18,100

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION
(Registered under Trustees (Incorporation) Act, 1952)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

10 REVENUE

	2025	2024
	RM	**RM**
Revenue from :		
Donation and zakat received	**5,800**	5,188
Etiqa Takaful	**264,740**	562,000
Institute of Management Sarawak (MASA)	**1,164,345**	-
Majlis Agama Islam Negeri Sembilan	**158,844**	-
Sponsorship - CLIS 2025	**28,000**	-
Wakalah zakat - Affin Bank	**247,455**	171,000
Wakalah zakat - Suruhanjaya Syarikat	**-**	10,000
Total revenue	**1,869,184**	748,188
Cost of sales and other direct expenses:		
Contemporary Leadership International Summit (CLIS) Forum	**389,300**	-
Contemporary Leadership Program	**465,700**	-
Education based Research	**5,800**	4,000
Hijrahpreneur Skills Program HSP)	**994,320**	301,704
Justice for Palestine Action Front	**-**	14,000
MyREF Leadership Institute	**17,600**	-
PEKB Program	**-**	3,000
School Incubator Program (SIP)	**-**	99,650
Total cost of sales and other direct expenses	**1,872,720**	422,354
Gross (deficit)/surplus	**(3,536)**	325,834

Revenue represents the donation or funds received from various entities.

11 (DEFICIT)/SURPLUS OVER EXPENDITURE

(Deficit)/Surplus over expenditure is arrived at after charging the followings:

	2025	2024
	RM	**RM**
After charging:		
Auditors' remunerations		
- for statutory audit	**4,800**	4,800
Depreciation of property, plant and equipment	**938**	938
Expenses for employee benefits	**36,000**	36,090
After crediting:		
Other income	**67**	42

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

11 (DEFICIT)/SURPLUS OVER EXPENDITURE (CONT'D)

	2025 RM	2024 RM
Number of employees at the end of the financial year	**1**	1

12 FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS

(a) Classification of financial assets and liabilities

The following table summarizes the carrying amount of financial assets and liabilities recorded at the financial year end date by MFRS 139 categories:

	2025 RM	2024 RM
Financial assets		
Other receivables	**-**	89,260
Cash and bank balance	**490,321**	462,077
At the end of the financial year	**490,321**	462,077
Financial liabilities		
Other payables	**-**	10,000
Accruals	**6,900**	8,100
At the end of the financial year	**6,900**	18,100

Further quantitative disclosures are included throughout these financial statements.

(b) Financial risk management objectives and policies

The main purpose for holding or issuing financial instruments is to raise and manage the finances of the entity's operating, investing and financing activities. There is exposure to the financial risks on the financial instruments such as credit risk, interest risk, and market price risk comprising interest rate, currency risk and price risk exposures. The management has certain practices for the management of financial risks and action to be taken in order to manage the financial risk. The major guidelines are the following:

(i) Minimise interest rate, currency, credit and market risk for all kinds of transactions.

(ii) Maximise the use of "natural hedge": favouring as much as possible the natural off-setting of sales and costs and payables and receivables denominated in the same currency and therefore putting in place hedging strategies only for the excess balance. The same strategy is pursued with regards to interest rate risk.

(iii) All financial risk management activities are carried out and monitored by senior management staff.

(iv) All financial risk management activities are carried out following good market practices.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

12 FINANCIAL INSTRUMENTS: INFORMATION ON FINANCIAL RISKS (CONT'D)

(b) Financial risk management objectives and policies (Cont'd)

The finance manager who monitors the procedures report to the board. The Foundation is exposed to the currency and interest rate risk. There are no arrangements to reduce such risk exposures through derivatives and other hedging instruments.

(c) Credit risk on financial assets

Financial assets that are potentially subject to concentrations of credit risk and failures by counterparties to discharge their obligations in full or in a timely manner consist principally of cash balances with banks, cash equivalents and receivables. The maximum exposure to credit risk is the fair value of the financial instruments at the financial year end date.

Credit risk on cash balances with banks is limited because the counter-parties are banks with acceptable credit ratings.

For credit risk on receivables, an ongoing credit evaluation is performed of the debtors' financial condition and a loss from impairment is recognized in the statement of profit or loss and other comprehensive income. There is no significant concentration of credit risk, as the exposure is spread over a large number of counter-parties and customers. The exposure to credit risk is controlled by setting limits on the exposure to individual customers and these are disseminated to the relevant persons concerned and compliance is monitored by management.

As part of the process of setting customer credit limits, different credit terms are used.

(d) Liquidity risk

The liquidity risk is managed on the basis of expected maturity dates of the financial liabilities.

The following table analyses the financial liabilities based on contractual undiscounted repayment

	2025 RM	2024 RM
Less than 1 year		
Other payables	**6,900**	18,100
At the end of the financial year	**6,900**	18,100

It is expected that all the liabilities will be paid at their contractual maturity. The operating activity is expected to generate sufficient cash inflows in order to meet such cash commitments.

(e) Interest rate risk

The interest rate risk exposure is mainly on financial assets and financial liabilities. These financial instruments are both at fixed and floating rate. The interest rate risk on financial assets and financial liabilities are not significant.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

13 COMPARATIVE FIGURES

No comparative figure have been reclassified to confirm to the current year presentation.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

DETAILED STATEMENT OF INCOME
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025
(For management purposes only)

	2025 RM	2024 RM
REVENUE	**1,869,184**	748,188
LESS: DIRECT COSTS		
Contemporary Leadership International Summit (CLIS) Forum	**389,300**	-
Contemporary Leadership Program	**465,700**	-
Education based Research	**5,800**	4,000
Hijrahpreneur Skills Program HSP)	**994,320**	301,704
Justice for Palestine Action Front	**-**	14,000
MyREF Leadership Institute	**17,600**	-
PEKB Program	**-**	3,000
School Incubator Program (SIP)	**-**	99,650
	1,872,720	422,354
GROSS (DEFICIT)/SURPLUS	**(3,536)**	325,834
ADD: OTHER OPERATING INCOME		
Other income	**67**	42
TOTAL OTHER OPERATING INCOME	**67**	42
LESS: EXPENSES		
Employment expenses	**36,000**	36,090
Administrative expenses	**747**	22,880
Other operating expenses	**10,538**	8,738
TOTAL EXPENSES	**47,285**	67,708
(DEFICIT)/SURPLUS FOR THE YEAR	**(50,754)**	258,168

This statement is prepared for management purposes only and does not form part of the audited financial statements of the Company.

MALAYSIAN RESEARCH AND EDUCATION FOUNDATION

(Registered under Trustees (Incorporation) Act, 1952)

ADMINISTRATIVE AND OTHER OPERATING EXPENSES
FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2025

(For management purposes only)

		2025 RM	2024 RM
A	**Employment expenses**		
	Wages and salaries	**36,000**	36,090
		36,000	36,090
B	**Administrative expenses**		
	Bank charges	**447**	448
	Insurance	**-**	6,063
	Printing and stationery	**200**	3,735
	Travelling	**100**	12,634
		747	22,880
C	**Other operating expenses**		
	Accounting fees	**4,800**	3,000
	Audit fees	**4,800**	4,800
	Depreciation of property, plant and equipment	**938**	938
		10,538	8,738
	TOTAL EXPENSES	**47,285**	67,708

This statement is prepared for management purposes only and does not form part of the audited financial statements of the Foundation.



Malaysian Research and Education Foundation (MyREF)

No 10-2, Jalan Dataran Jade 2,
Jade Hills, 43000, Kajang,
Selangor, Malaysia.

www.myref.org.my