

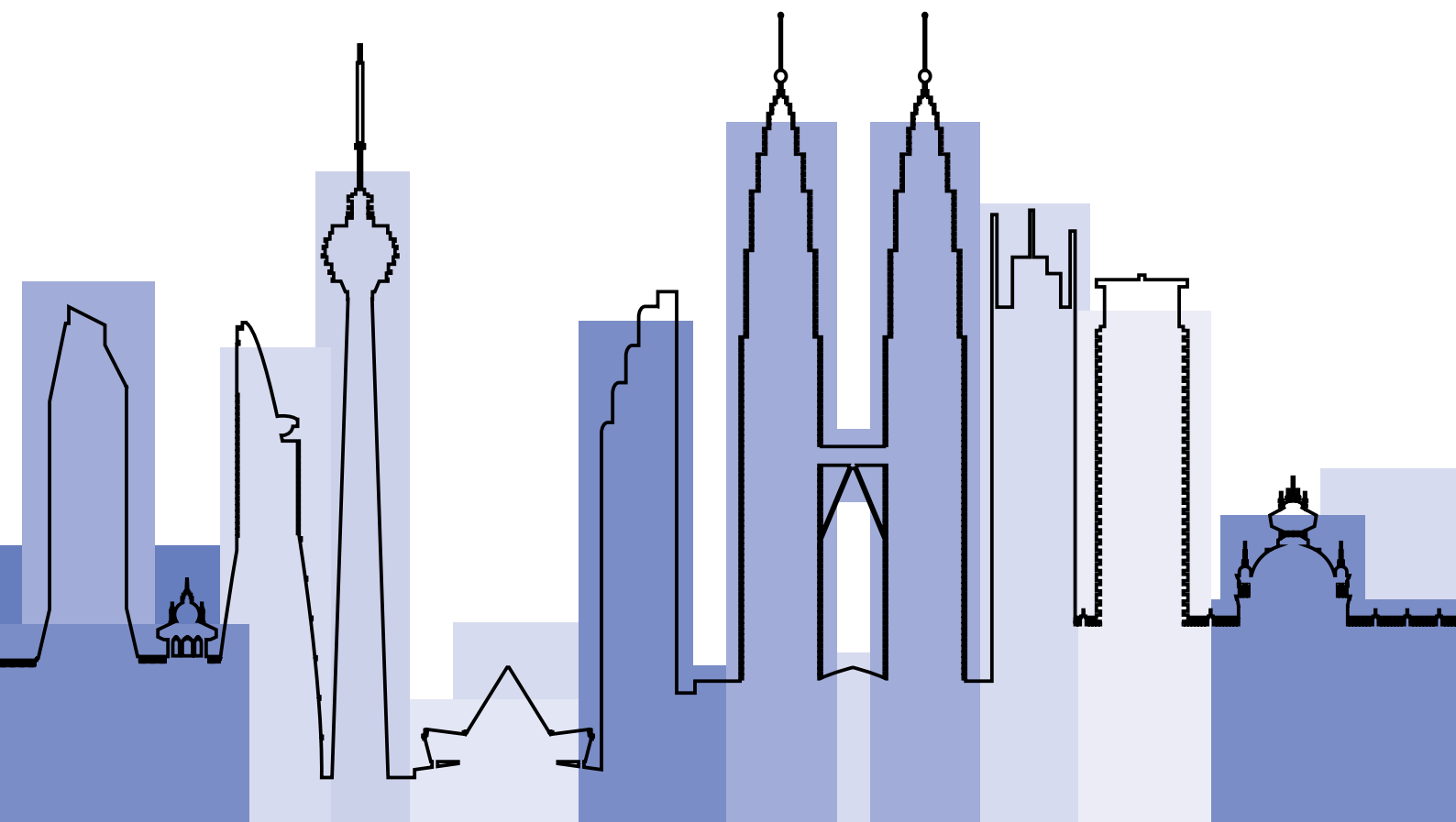


UOW
GLOBAL
ENTERPRISES

2023

Annual Report

Inspiring a Better Future





UNIVERSITY
OF WOLLONGONG
IN DUBAI



UOW
COLLEGE
HONG KONG
香港伍倫貢學院



UNIVERSITY
OF WOLLONGONG
AUSTRALIA

—
India

* commencing 2024



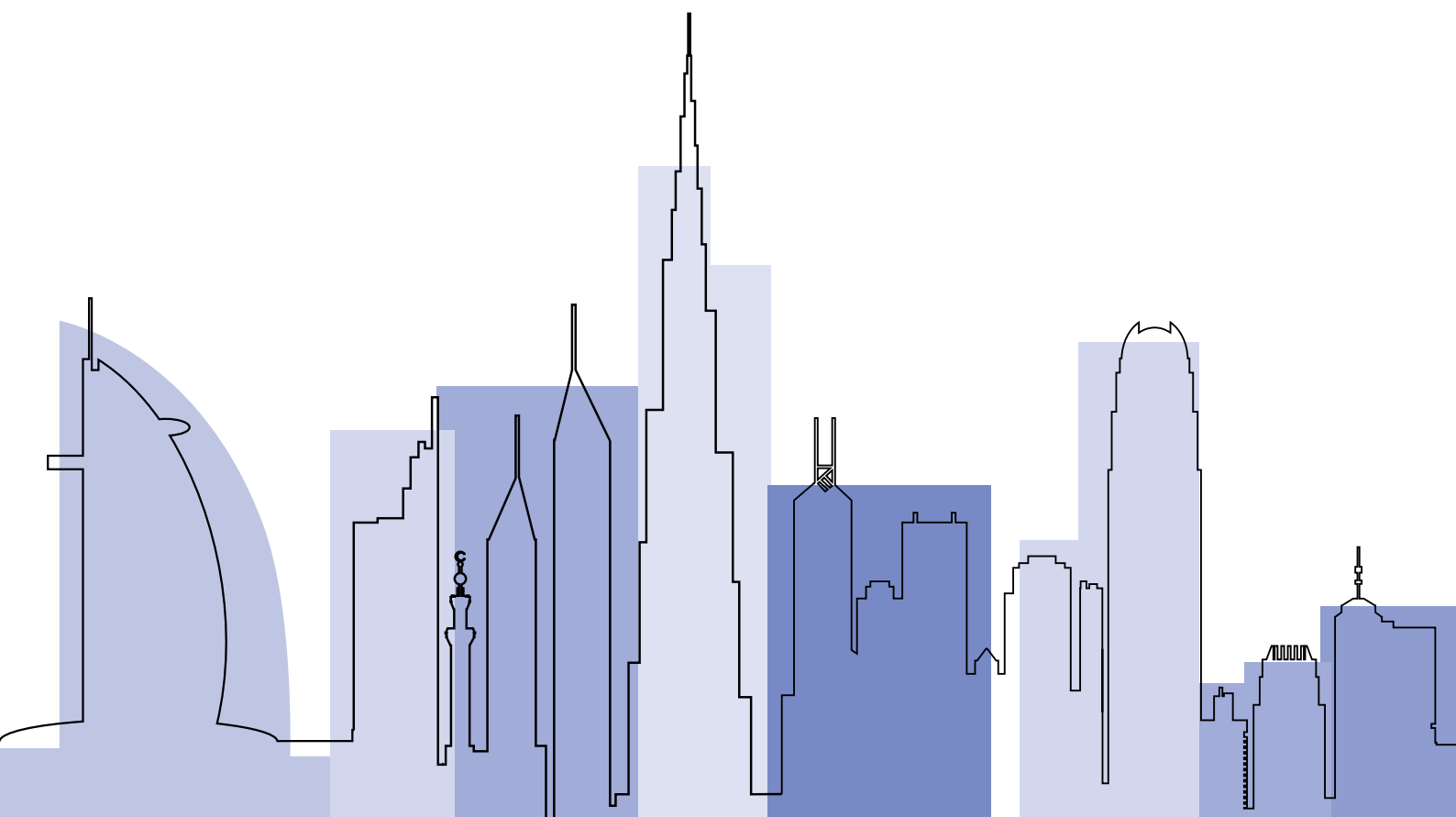
UOW
MALAYSIA

Locations

The 2023 design concept for UOW Global Enterprises presents a captivating mosaic theme. Created by UOW College Australia, it skilfully weaves together the skylines of our campus cities into a singular, inclusive narrative. Each piece of this mosaic, representing our campuses in Australia, Malaysia, Hong Kong, and Dubai, contributes a unique cultural and educational perspective.

This design highlights the interconnectedness of our diverse global community. It illustrates our commitment to creating a space where every member's story, regardless of origin, adds value to the collective narrative of UOW. The skylines, more than geographical features, symbolise the rich, varied landscapes of knowledge and culture that define our campuses.

By blending these varied elements into a harmonious mosaic, the design captures the essence of UOW's global outreach, celebrating the unity and diversity within our educational network.



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UOW
COLLEGE
AUSTRALIA

About Us

UOW Global Enterprises (UOWGE), a subsidiary of the University of Wollongong (UOW), continues to play a crucial role in realising the University's strategic goals, particularly in the expansion of international student enrolment. Founded in 1988, UOWGE owns and operates several prestigious institutions, including the University of Wollongong in Dubai (UOWD), UOW College Australia (UOWCA), UOW College Hong Kong (UOWCHK), and UOW Malaysia (UOWM). These institutions are dedicated to providing top-tier higher education and vocational training on a global scale.

Currently, our network offers over 200 diverse programmes, ranging from higher education degrees to vocational training, English language courses, and professional development options. These programmes cater to over 15,000 students each year. Our commitment to maintaining high standards of education is reflected in the UOWGE Strategic Plan 2024-26 Unlocking Global Potential, which supports our mission to enhance UOWGE's long-term success and uphold our reputation as a leading global education provider that offers transformative experiences to its students.

Message from Vice-Chancellor



The University of Wollongong's global footprint is one of our greatest strengths. Since our inception almost 50 years ago, UOW has grown to boast nine Australian campuses, a range of offshore campuses – in Hong Kong, Dubai and Malaysia, and through partner

institutions in China and Singapore – as well as teaching locations in 45 other countries.

For the global UOW family, 2023 was a year of growth and celebration. We launched the Dubai Data Science, Discovery and Innovation Centre and opened the UOW Hong Kong College's brand-new facility, Tai Wai Campus. UOW College

celebrated its 35th anniversary. We also announced an opening of a first UOW campus in India's GIFT city, planned for July 2024. In 2023, UOW was ranked 30th in the world and third in Australia in the prestigious Times Higher Education (THE) Young University Rankings. This is a great benchmark. Thank you to our staff for your hard work and dedication, and I look forward to yet another year of impact, growth and achievements.

Professor Patricia Davidson

Vice-Chancellor
University of Wollongong

UOW Welcomes New Chancellor

Former Chancellor Christine McLoughlin is thanked for her exemplary leadership, with her strategic vision and tireless dedication steering the University to new heights. UOW welcomes Michael Still as the 5th Chancellor, a respected business leader with a 30-year career leading public, private and not-for-profit organisations across a range of industries.



UOW farewells Christine McLoughlin AM and welcomes new Chancellor Michael Still.

Group CEO and Chairman Report

The global education landscape has faced numerous challenges this year, ranging from geopolitical tensions and economic uncertainties to rapid technological advancements and shifting student expectations. These factors have significantly impacted higher education institutions worldwide, including ours. However, we have demonstrated resilience and adaptability in our response to these global issues and supported students to pursue their dreams.



This report is a showcase of the achievements of both staff and students across our institutions. We have delivered a notable improvement in our underlying results, driven by both improved enrolments and effective financial management.

This year, we proudly graduated 4,814 students, each equipped to make meaningful contributions to society. Their success is a testament to our unwavering commitment to high-quality education and student support.

At the heart of our success are our people, whose passion and dedication propel our mission forward. I am incredibly proud of what our team has achieved. We are honoured to be recognised by the Workplace Gender Equality Agency as an employer of Choice for Gender Equality in Australia. This citation award once again, and for the 21st consecutive year, highlights our dedication to gender equality in the workplace and reinforcing our commitment to an inclusive and supportive environment for all employees.

This year, we celebrated two major milestones: Our institution in Dubai marked its 30th anniversary. This milestone was made even more remarkable by achieving record enrolments, a clear indicator of the trust and value that students place in our programs. Similarly, our Australian college celebrated 35 years of excellence. Over this period, we have graduated more than 30,000 students, a testament to our longstanding commitment to support student pathways. In 2023 we opened our state-of-the-art campus in Hong Kong, reflecting our commitment to providing the highest quality student experience. The team also made significant progress on our new campus in India which is scheduled to open in July 2024. Congratulations to the UOW Malaysia team for attaining University status for the Kuala Lumpur campus.

Thank you to the UOWGE Board for their instrumental role in guiding the executive team. Your expertise, unwavering support, and commitment have been crucial in driving our strategic focus and ensuring our continued success. Thank you also to our UOW colleagues for their support and assistance. Finally, I extend my heartfelt thanks to our dedicated staff. Your hard work and passion are the true foundations of our achievements and continue to drive our mission forward. Together, we will continue to grow and succeed, building a brighter future for our students and our institutions.

Marisa Mastroianni

Managing Director and Group CEO
UOW Global Enterprises

Over the past year, I've been privileged to visit all of our campuses, getting to witness firsthand the exceptional work being done across our institutions globally. Each campus is a beacon of our commitment to delivering world-class education and the dedication and passion of our staff and students.



What stands out most are the strong engagement and positive culture I've seen across every aspect of our operations. Our embrace of diversity and cultural values is integrated into everything that we do. The inclusive environment and mutual respect among our staff and students are a testament to their commitment to our values.

This year, we have seen some recovery in our markets and our team has delivered strong results. Their achievements underscore our resilience, the effectiveness of our strategic initiatives, and the strength, dedication and focus of our management team led by our CEO, Marisa Mastroianni.

We continue to explore new markets and cutting-edge technology. We are committed to being at the forefront of quality higher education and recognise that leveraging technological advancements and innovative practices is essential to providing our students with exceptional learning experiences and our staff with the tools and capacity to provide them.

Looking ahead, the Board is focused on seeing progress on delivery of our new 2024-2026 strategic plan. This plan identifies opportunities for growth, consolidation, and continuous improvement. It emphasises how we can better leverage technology and respond to changing student needs, ensuring we remain at the forefront of the education sector. Embracing advancements like responsible and ethical artificial intelligence will enhance our efficiency and responsiveness.

Our Board is very pleased with our achievements to date and excited about our future direction.

I take this opportunity to thank University of Wollongong for its long-standing vision, and our management, staff, students and other stakeholders for their continued support and commitment. I would like to acknowledge and thank UOW's outgoing Chancellor Christine McLoughlin and welcome its 5th Chancellor Michael Still. Finally, thank you also to members of our regional boards and committees.

Our positive culture, strong values, and dedication to excellence are and will remain crucial elements of our success.

John M. Green

Board Chairman
UOW Global Enterprises

2023 Highlights

\$138m

REVENUE AND OTHER INCOME

17% HIGHER THAN IN 2022

\$25M

UNDERLYING EBITDA *

GROWTH OF 20% FROM \$21M IN 2022

* EBITDA adjusted for extraordinary non-cash items and excluding dividends.

\$164M

NET ASSETS

DECREASED FROM \$224M IN THE PRIOR YEAR.

- Winner of National and State Export Award in the International Education and Training category
- UOW College Hong Kong moved into new purpose built campus in Tai Wai
- Record new enrolments at University of Wollongong in Dubai
- University of Wollongong Malaysia achieve University Status in Kuala Lumpur
- WGEA citation for Workplace Gender Equality for the 21st consecutive year
- Australian median average gender pay gap of 0
- New strategic plan developed for 2024-46 “Unlocking Global Potential”
- Approval to establish new campus in India
- Expansion of programmes into China by UOW College Hong Kong
- UOW Malaysia attained “competitive” category rating (highest possible) by Ministry of Education
- University of Wollongong in Dubai achieved institutional re-licensure by CAA
- UOW College Australia celebrated 35th anniversary
- University of Wollongong in Dubai celebrated 30th anniversary



2023 Graduations



15,433
PROGRAMME
ENROLLED STUDENTS



213
PROGRAMMES



4,814
GRADUATES



1,292
STAFF



10
NEW PROGRAMMES



1.64
LOST TIME INJURY
FREQUENCY RATE



Australia



Hong Kong



Malaysia



Dubai

Recognition of Success

- UOWCA winner of Innovation in English Language Education award from English Australia
- UOWD IELTS Global Customer Services Excellence Award
- UOWD Research and Innovation Award by Ministry of Energy and Infrastructure
- UOWM rate of 6 stars in National Graduate Employability Index
- UOWM KDU College achieved platinum status as an ACCA approved learning partner for 11th consecutive year.



Winner NSW Export Awards International Education and Training



Workplace Gender Equality citation for the 21st consecutive year



Winner Australia Export Awards for International Education and Training



Our Strategic Plan

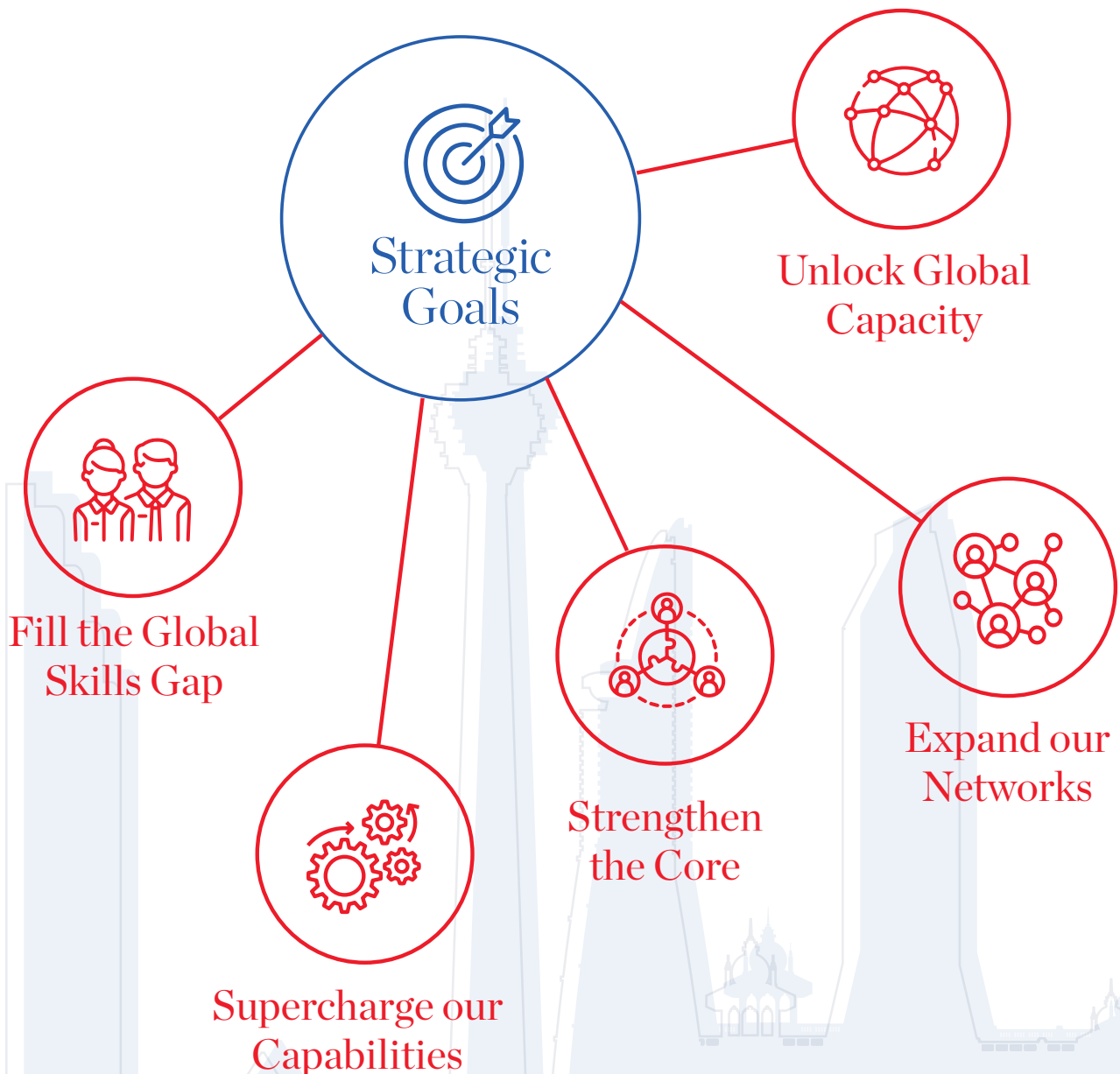
UOWGE developed a new Strategic Plan 2024-26 "Unlocking Global Potential" with a focus on extending our global reach, as well as strengthening our core business. Through building capacity via collaboration and professional development, as well as enhancing business systems and processes to support growth and scale, we are equipping the business for future growth aspirations whilst maintaining the highest quality standards.

UOWGE is committed to building a stronger, more interconnected and future ready community, to support emerging technologies and future skills requirements, ensuring that our graduates are equipped with the skills required for Industry and Government needs. Our global footprint enriches the education journey, offering dynamic

learning environments for students and staff where ideas and experiences transcend global barriers and offer diverse perspectives unlocking global potential.

UOWGE Mission

Our institutions, partnerships and pathways are dedicated to enhancing UOW's global reputation and supporting UOW in realising its global ambitions in education and research.



Delivering High Quality Learning

Our campuses continue to deliver high quality learning that is continually reviewed and updated to enhance the student experience and ensure graduates gain the skills they need for their future career. Our course profile is regularly adapted to meet the needs of students and their future employers.

Expanding our Course Offerings

In 2023 our global campuses continued to develop and launch new course programs. These included:

UOWM - Doctor of Philosophy, Diploma in Graphic Design Technology, Bachelor of Engineering (Hons) Mechatronic Engineering. Work continued to finalise the new UOW-UOWM dual award Bachelor programs in Business and Computer Science, which will be launched in 2024.

UOWCHK - Diploma of Applied Education (DAE), a new program for secondary school leavers and adult learners seeking a pathway to further studies. Accreditation Bachelor of Social Science (Honours) in Social Work continued, with official approval expected in 2024.

UOW Dubai - Master of Digital Transformation, developed in partnership with IBM, was launched. The first of its kind in the region, this innovative program is in line with the UAE's 2025 digital strategy aiming at building a knowledge-based economy driven by innovation and advanced sciences. In the Bachelor of Business degree a new "Business Analytics" specialisation was introduced to provide students with solid data analytics skills that are essential for today's digital-focused business world.

Building and Nurturing Industry Linkages

UOWD's partnership with IBM ensures students receive an industry-focused, skills-based education that equips them with the knowledge, skills, and mindset needed to lead and drive digital transformation initiatives across a variety of industries. UOWD also signed MOUs with several other companies that will provide enhanced opportunities for industry-linked student learning. UOWM continues to engage strongly with industry, hosting a range of seminars from visiting industry professionals from numerous companies, and arranging students visits and internship experiences. UOWM's invited participation in Intel's Shuttle Program, which provides staff and students with access to Intel's physical semiconductor facilities, design software and training material.

Enhancing Student Experiences through Blended Learning and New Teaching Facilities

UOWGE implemented the Blended Learning Steering Committee to facilitate further adoption of blended learning at UOWGE global campuses. UOWM has focused on embracing technology to enrich blended learning and reemphasise student engagement and support for inclusive blended learning. Two new open distance learning programs were also launched, a Diploma in Business Management and Master in Business Administration (MBA) to provide more flexible learning options for students. UOWCHK has been actively promoting blended learning, with a recent survey finding that that most courses have adopted some form of blended learning.



Students from UOW Australia, Dubai, Malaysia and Hong Kong attend University of Cambridge as part of UOW's student mobility programme.

Student Satisfaction

Students continue to be very satisfied with their learning experiences as measured by annual surveys and reflected in student feedback sessions. Results from student surveys conducted for students at UOWD and UOWCHK indicate overall scores of up to 80% or more across different components, such as teaching quality, learning facilities, student support services and overall student experience. Other surveys of graduates found that 80% of graduates are employed within a few months of completing their studies. Results from these surveys and feedback sessions are used to prioritise areas for further improvement as part of an ongoing quality review cycle.

Student Co-curricular Activities and Awards

Our students continue to shine, winning numerous awards at local and national competitions and participating in co-curricular activities including:

UOWM - Institute of Engineering Malaysia (IEM) 2023 Integrated Design Project Short Video Competition, the Asia Pacific Motorsport Championship (APMC) 2023: Auto-gymkhana Cup, the PAX Australia 2023 Indie Game event, the Melaka Culinary Challenge 2023 and Taylor's University Film Festival (TUFF) 2023.

UOWCHK - mentoring workshops, Chartered Institute of Logistics and Transport in Hong Kong case presentation merit award.

UOWD - Premiere of UOWD inaugural Film Festival, the establishment of the Incubation Centre for Professional Business Experience in collaboration with Economic Times HRWorld Middle East. UG student winners of regional competitions and participation in industry-organised hackathons and events

Accreditation of Academic Programs

UOWCHK underwent a vigorous exercise in Program Area Accreditation and a series of Learning Program Re-accreditations by the Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ) for all programs. At UOWD, initial accreditation was obtained for the Master of Digital Transformation and accreditation applications were also submitted for several other programs, including the Master of Media and Communications and Bachelor of Engineering programs in Civil Engineering and Mechanical Engineering. During October, Engineers Australia visited UOWD as part of the general professional accreditation review of all UOW Engineering programs, which occurs every five years.

Delivering High Quality Research

Research across our global network continues to expand, with emerging researchers being supported to advance their research career, increased opportunities for cross campus collaborative research, and a growing external research profile.

Supporting our Emerging Researchers

Our campuses continue to support our emerging researchers through internal grants and other schemes. At UOWCHK, ten project teams were awarded Internal research funding and a further four project teams received government research funding. Several academic staff members from UOWCHK have enrolled with UOWA to commence their PhD degrees, which are jointly supervised by academic staff from UOWA. Similarly, at UOWM, several staff are planning to enrol in PhD degrees at UOWA with supervision provided by UOWA academic staff members. In relation to externally funded projects, staff at UOWM were involved with an Australia-ASEAN Council grant that supported one UOWM staff member to visit UOWA and collaborate with members of UOW's Women's Engineering Research Network (WREN). The WREN provides a channel to promote international collaboration between early career women research engineers and work with academic leaders to help support women in their academic career.

Collaborative Research across our Global Campuses

During 2023 at UOWM, there were 12 active research projects involving academic staff from multiple global campuses and funded through various internal schemes. Commencing in 2023 were several projects funded by UOW's Global Research Small Grant scheme, all of which involve collaboration with researchers from other campuses.

Another notable achievement was the awarding of a grant for the project "A study on the relationship between electroencephalogram (EEG) patterns and mental stress based on psychomotor activity in an Engineering laboratory setting" funded from the Fundamental Research Grant Scheme (FRGS) and Prototype Development Research Grant (PRGS) offered by the Malaysian Ministry of Higher Education and in collaboration with researchers from UOWA.

External Research Profile

During 2023 UOWD participated in the COP28 conference, where UOWD researcher Dr Zeenath Khan led a panel discussion on the crucial role of academic integrity in the field of environmental policy. The panel, entitled 'Academic Integrity as Key Competence for UN SDG 13 Climate Change,' was an initiative of the UAE Ministry of Education, organised through the Greening Education Hub. During the conference, Dr Zeenath led a session focused on empowering women in STEM and in collaboration with the Ministry of Education and Greening Education Hub.

UOWD hosted the Eighth International Conference on Smart Finance 2023 (ICSF23), a milestone event focused on financial technology and involving academia and industry. The conference included a variety of top international speakers and demonstrates UOWD's growing reputation in FinTech and the future of business.

UOWD also continued to publish high quality papers, with over 160 papers published in 2023 (an increase of 47% compared to 2022). The quality of publications also continues to increase, with an upward trajectory of the Field Weighted Citation Index per staff member approaching those of UOWA academic staff.

Driving Innovation at UOW College Hong Kong

Toby Butt joined UOW College Hong Kong in 2010 and has since been an influential figure in its growth. Known for his passion for teaching, Toby created a student-centred model, "Learn, Share, Practice, and Explore in Finance," transforming how students interact with financial concepts. This innovative approach earned him the Teaching Excellence Award in 2023 and led his team to win a Silver Award at the Investor and Financial Education Awards (IFEA) for their contribution to financial literacy.

In addition to teaching, Toby is actively involved in research. He secured funding from the Hong Kong Research Grants Council to study the housing preferences of Hong Kong's youth, a project with significant implications for policy. Concurrently, he is pursuing his PhD in Economics at the University of Wollongong, contributing to the academic community with his insights.

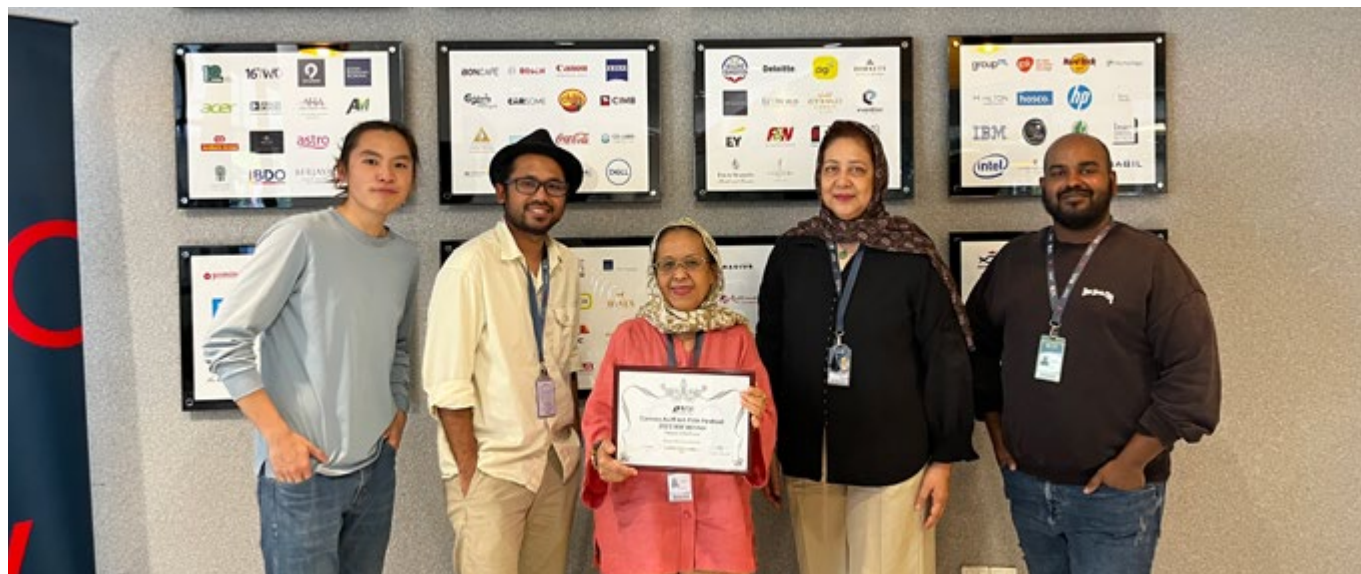
Toby's role at UOWCHK extends beyond teaching and research. As the Program Leader for the Bachelor of Business Administration in Finance, he was instrumental in launching the program, many graduates of which are now thriving in the banking sector or engaged in further studies. In his position as the Director of Student Services, he offers comprehensive pastoral care, supporting students not only academically but also in their career trajectories.

Toby is currently spearheading a global student conference focused on AI in education, career challenges, and mental health, underlining his commitment to holistic student development.



Toby Butt
Program Leader
Director of Student Services
UOW College Hong Kong

Our Success - Staff



From left: Jordan Chang (Director of Photography and Film Director), Nawfal Zamri (Director), Dr. Roselina Khir (Producer and Screenwriter), Murina Pawanteh (Executive Director) and John Stephen Moses (Logistic)

Spotlight on UOW Malaysia at Cannes

UOW Malaysia's School of Communication and Media Studies recently stepped onto the global stage, earning accolades at the prestigious Cannes AVIFF Art Film Festival. Their animated short film, 'People of the Forest,' shone brightly in the Wonderful World category, capturing the Special Jury Award and surpassing 38 participating universities worldwide.

The film, a powerful story about the endangered orangutans and other wildlife in Sabah, East Malaysia, was produced in collaboration with Akademi Seni Budaya dan Warisan Kebangsaan (Aswara) and several secondary schools. This achievement not only showcased the talent at UOW Malaysia but also brought critical environmental issues to an international platform.

The involvement in such a renowned festival allowed the team to highlight the dire situation of orangutans and other animals in Sabah to a global audience, amplifying the message of conservation.

This project was a testament to collaboration, involving 12 secondary school students as voiceover artists, seven undergraduate students, and four faculty members from UOW Malaysia. Roselina Khir, the film's screenwriter and co-producer, reflected on the diverse inputs that enhanced the project, while co-producer Murina Pawanteh highlighted the value of engaging young talent. This collaboration provided invaluable experience and skills to these young contributors, setting a foundation for their future pursuits.

The development process of the film was equally impressive, featuring a month-long engagement with actors who had previously participated in a theatre performance six years prior as primary school students.

Staff awards

- UOWCA - Project Unite wins award for Innovation in English Language Education from English Australia.
- UOWD - Staff receive Research and Innovation award by Ministry of Energy and Infrastructure.
- UOWD - Received IELTS Global Customer Services Excellence Award.
- UOWCHK – Toby Butt and team win Silver Award at the Investor and Financial Education Awards.
- UOWM – School of Communication and Media faculty win special Jury Award at Cannes AVIFF Film Festival for short film.
- UOWM – Assoc Prof Ts. Julian Lee Eng Kim, won the Feature Script category at the World Film Carnival Singapore.



Our Success - Students

Empowering Change at UOW College Australia

Patrick Mitchell's journey at UOW College is an extraordinary example of turning personal challenges into professional triumphs. At 25 years old, having completed his Certificate III and IV in Fitness, Patrick has carved a niche as a fitness instructor focusing on clients with disabilities. His unique life experience, living with cerebral palsy, autism, and intellectual disability, fuels his passion for this work.

Initially working in various industries, Patrick's desire to make a meaningful impact led him to UOW College. His goal was clear: to help others with disabilities.

"Before I started at the College, I was working in a factory, and I realised it wasn't for me," Patrick shared. He sought a challenge that would enable him to grow and aid others like himself.

Upon hearing about UOW College through The Disability Trust, Patrick embarked on this new educational journey. Though he initially doubted his capabilities, his dedication never wavered.

"I thought it was out of my reach at first. In the end, I had to find faith in myself and believe in the people who had faith in me," he said.

Patrick's journey through UOW College was marked by determination and resilience. He completed his course without additional teaching support, on par with his classmates. "The teachers helped, but I was just like everyone else – if I needed help, I put my hand up," he recalled.

His placement at The Disability Trust, a critical part of his studies, led to employment upon completion. "I was able to put into practice the theory I was learning," Patrick says. This opportunity paved the way for his current role, where he relates to his clients through shared experiences.

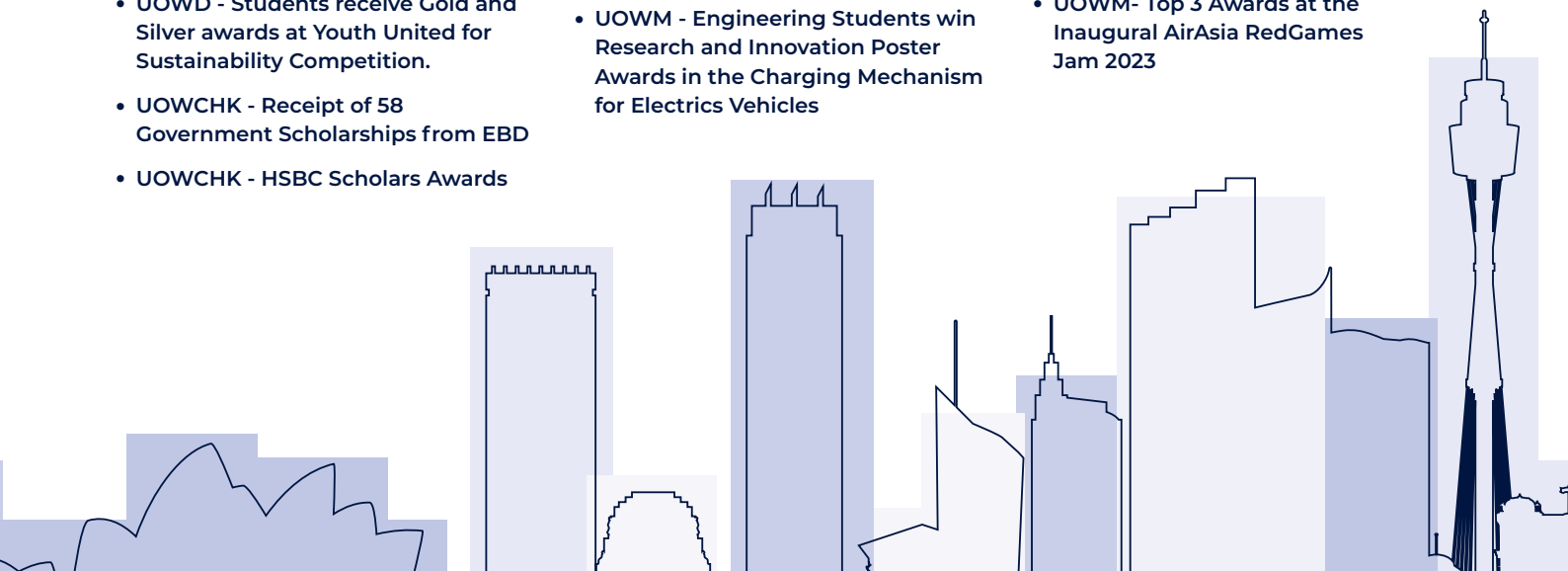


Patrick Mitchell

Patrick's hard work and commitment to vocational education earned him the Dot Hennessy Commitment to Vocational Education Award. His colleague Ryan Sutcliffe praised his growth and enthusiasm, "It is always awesome to see organisations give people the same opportunity to excel and make a difference in society, regardless of their different abilities. This is only the beginning of Pat's journey, and I'm excited for what the future will bring to him."

Student awards

- UOWCA - Two vocational fitness students awarded at the 2023 AUSActive awards for categories of Social Value and Community Impact and Student of the Year.
- UOWD - Students receive Gold and Silver awards at Youth United for Sustainability Competition.
- UOWCHK - Receipt of 58 Government Scholarships from EBD
- UOWCHK - HSBC Scholars Awards
- UOWM - 1 Silver, 8 Bronze and 4 Diploma awards at Melaka Culinary Challenge 2023
- UOWM - Three awards at Taylor's University Film Festival
- UOWM - Engineering Students win Research and Innovation Poster Awards in the Charging Mechanism for Electric Vehicles
- UOWM - UBCI, Dip EA & UPMP student's Music video "City Lights" has won Best Pop Music Video for International Music Video Awards, Budapest, Hungary
- UOWM- Top 3 Awards at the Inaugural AirAsia RedGames Jam 2023



Our Financial Performance

In 2023 UOW Global Enterprises' Underlying Earnings Before Tax Depreciation and Amortisation (*Underlying EBITDA*) grew to \$25m, a 20% increase compared to the \$21m result in 2022. Total Revenue and Other Income increased by 17% from \$118m in 2022 to \$138 million in 2023 mainly driven by increased student enrolments.

Record new student enrolments at the University of Wollongong in Dubai and increased international and domestic student enrolments at UOW College Australia were the main contributors to this growth. Student enrolments in Malaysia and Hong Kong remained stable despite economic and demographic circumstances in both markets resulting in incredibly competitive markets.

Net assets decreased from \$224m to \$164m in 2023. The decrease is mainly the result of a \$44m impairment on assets in UOW College Hong Kong. The impairment relates to property, plant, and equipment of the Tai Wai campus from which UOW College Hong Kong operates. The Tai Wai campus is leased from a Hong Kong Government Agency through a government grant. The impairment reflects the application of accounting standards and not the value the Tai Wai campus has to the UOW College Hong Kong in its continued operations. UOW Global Enterprises is most grateful to the Hong Kong Government for its support of the UOW College Hong Kong through the grant and the ongoing support it has received since.

The impairment loss is a non-cash item that does not impact UOW Global Enterprises' ability to distribute profits to University of Wollongong. The assets of UOW College Hong Kong are restricted and are not available for distribution to UOW Global Enterprises or University of Wollongong.

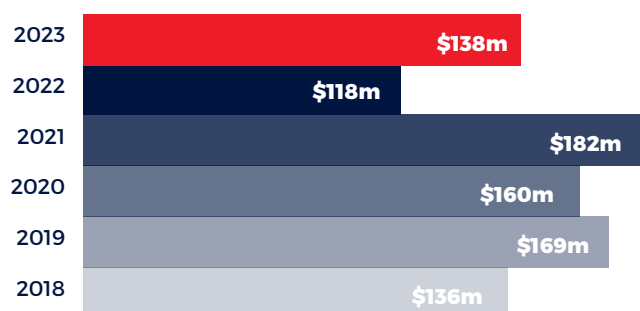
The strong financial performance in 2023 allowed UOW Global Enterprises to pay a \$10m dividend (including \$3m franking credits) to University of Wollongong during the year.

Our key priorities remain to increase student enrolments at all of our institutions and expand our network globally whilst ensuring financial sustainability in the context of uncertain economic conditions and geopolitical unrest.

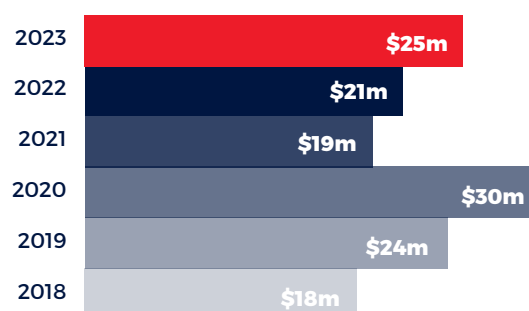
To achieve these priorities, we continue working on the expansion of partnerships with industry, expansion of our global international student recruitment agent network, the development of new programs, expansion into new markets, enhancement of student recruitment capabilities and improvement of our campus facilities.

As a purpose driven organisation, we remain committed to supporting students to be successful with their education aspirations, providing them with the skills and knowledge to manage the global challenges of today and into the future.

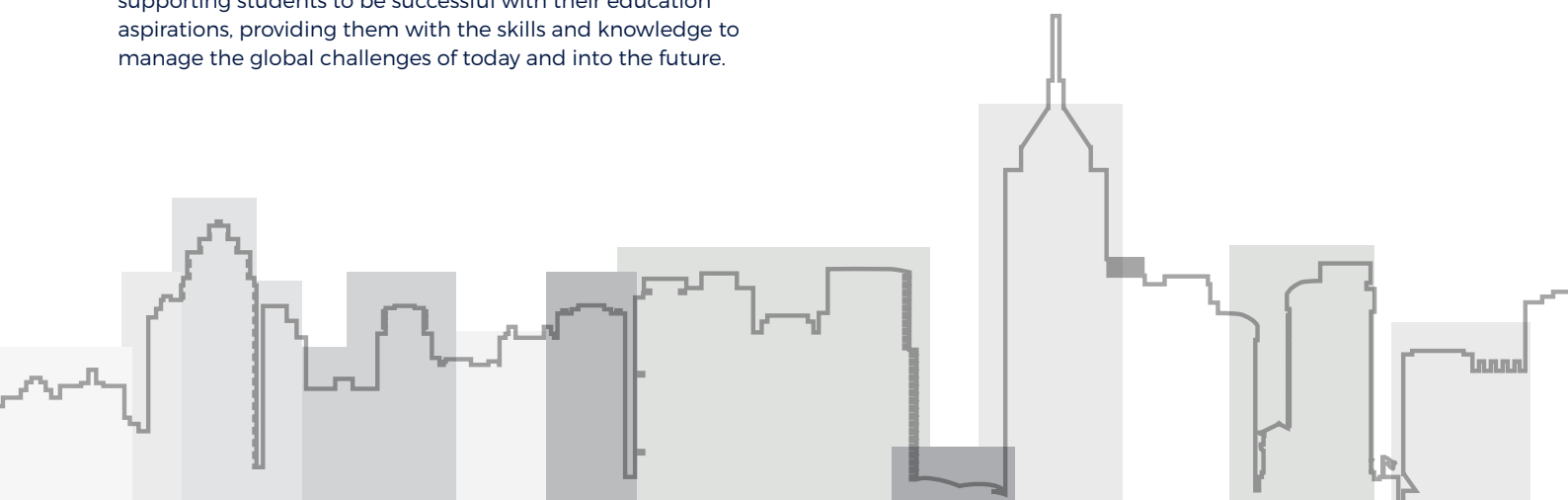
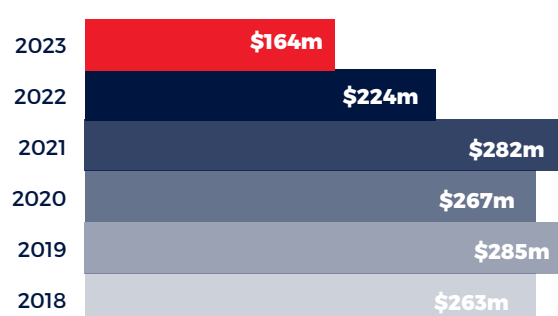
Total Revenue and Other Income



Underlying EBITDA



Net Assets



Our People

As we reflect on the past twelve months, it is with great pride that we share the remarkable achievements of our organisation. From steadfast commitments to diversity and inclusion to the recognition of our exemplary staff, 2023 has been marked by significant milestones that underscore our dedication to excellence and innovation.

Continued Recognition by WGEA

We are honoured to announce that for the 21st consecutive year, we have been cited by the Workplace Gender Equality Agency (WGEA) as an employer of choice. This recognition not only validates our ongoing efforts to foster an inclusive workplace but also highlights our ongoing commitment to gender equality in our organisations and the broader industry sector.

Advancing Gender Pay Equity

While acknowledging the importance of this achievement, we remain committed to continuously improve. UOWGE has made significant strides towards closing the gap and is well below the industry benchmark. For three consecutive years our results on Median Total Remuneration (0.00%) and Median Base Salary (0.01%) have been well below our target of 0.05% and significantly below the sector wide industry benchmark (16.4% and 14.7% respectively). We recognise that achieving true pay equity requires persistent effort, and we are dedicated to continuing our work and maintaining our position in this area.

Implementation of Global Diversity, Equity, and Inclusion Strategy

Embracing diversity and promoting equity and inclusion are at the core of our organisational values. In the past year, we have diligently worked towards implementing our Global Diversity, Equity, and Inclusion Strategy. This comprehensive approach ensures that every member of our community feels valued, respected, and empowered to contribute their unique perspectives and talents.

Staff Awards Programme - Celebrating our Values

At the heart of our organisation are the exceptional individuals who embody our values of excellence, passion, courage, innovation, integrity, and collaboration. Through our Staff Awards programme, we take pride in recognising and celebrating the outstanding contributions and commitment of our staff. In 2023, we received over 453 nominations for our Staff Awards from across our campuses, which is a true testament to the dedication and commitment to excellence that permeates our entire organisation.

As we look ahead, we remain committed to creating an inclusive, equitable, and supportive environment for all. These achievements serve as a testament to the collective efforts of our staff and the enduring values that guide us. We extend our heartfelt gratitude to everyone who has played a role in making these accomplishments possible, and we eagerly anticipate the opportunities and challenges that lie ahead as we continue to strive for excellence in all that we do.

Corporate Values



Excellence



Passion



Collaboration



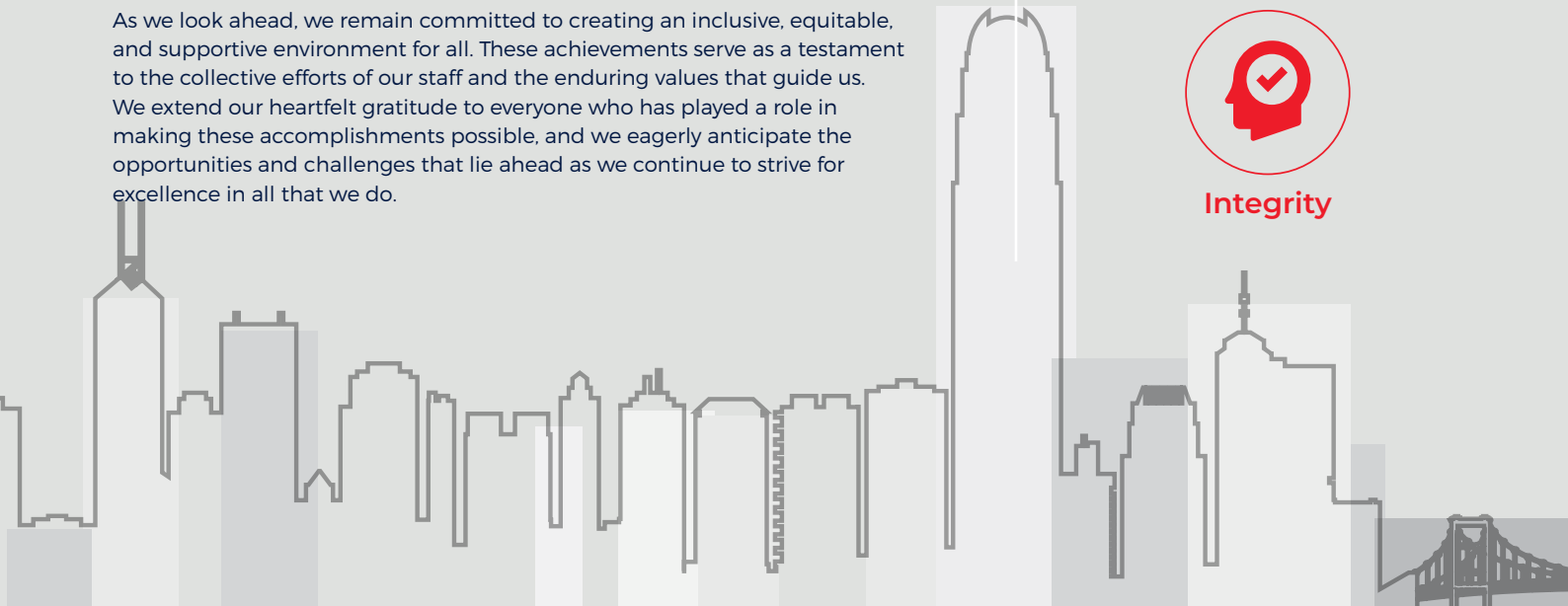
Innovation



Courage



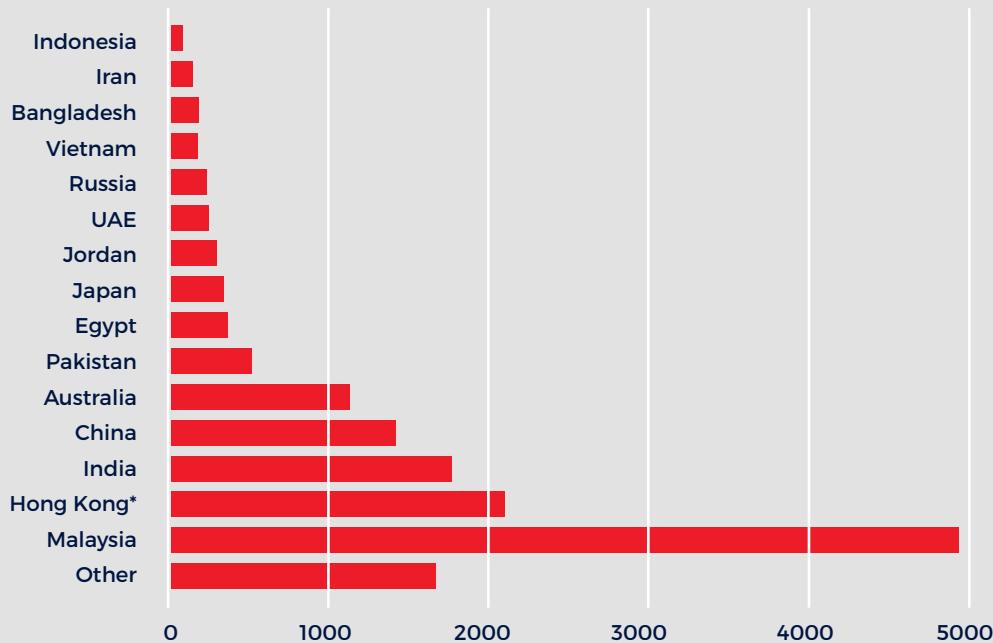
Integrity



Our Global Footprint

Student Nationalities

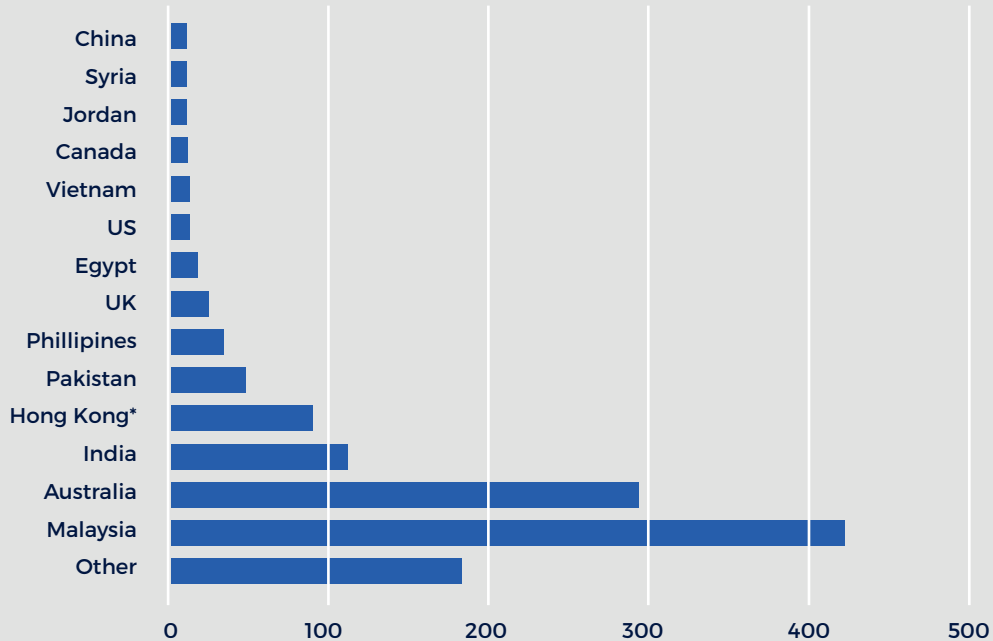
Students represented from over 130 countries/regions



* The Hong Kong Special Administrative Region (HKSAR), China

Staff Nationalities

Staff represented from over 60 countries/regions



* The Hong Kong Special Administrative Region (HKSAR), China



453

Staff award nominations globally in UOWGE Corporate Values Awards



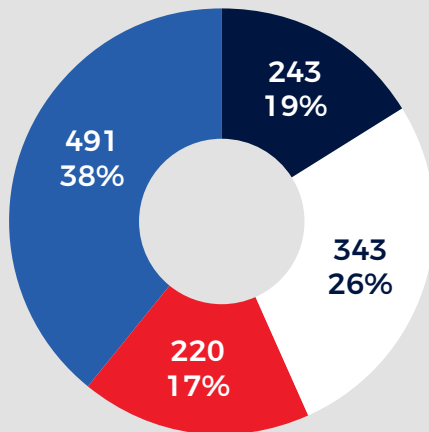
230

Research Publications globally

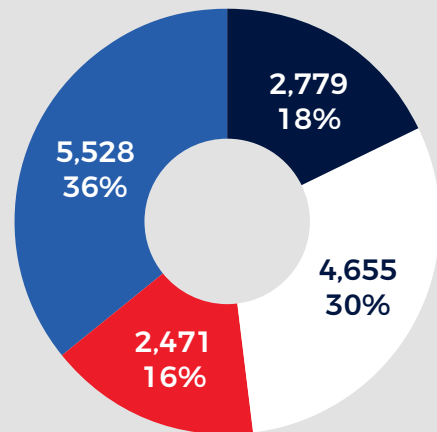


Over \$1.1M AUD in research funding globally

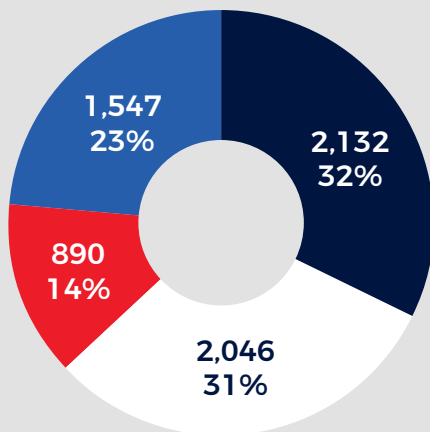
Staff



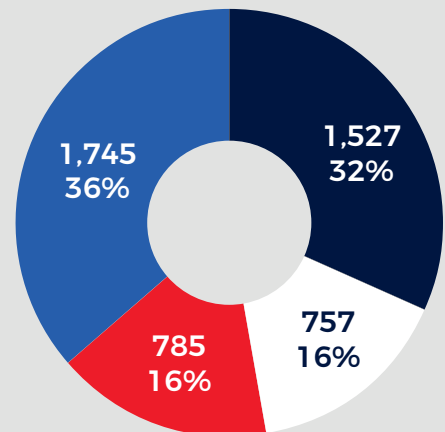
Programme Enrolled Students



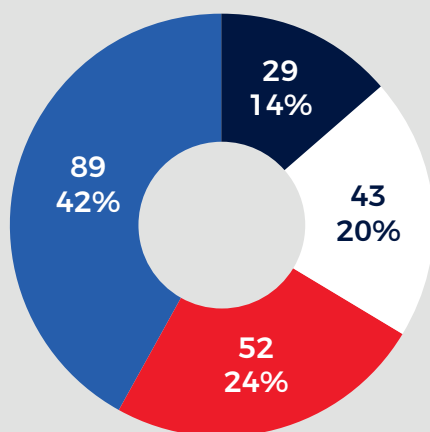
New Student Enrolments



Student Graduations



Programmes



Campus Locations

UOW College Australia

- Wollongong, NSW
- Liverpool, NSW
- Sydney CBD, NSW

University of Wollongong in Dubai

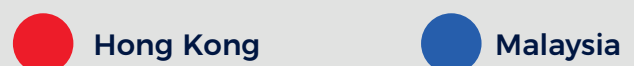
- Dubai Knowledge Park, Dubai

UOW College Hong Kong

- Tai Wai, Hong Kong

UOW Malaysia

- Glenmarie, Kuala Lumpur
- Georgetown, Penang
- Batu Kawan, Penang



Introducing Our Global Leadership Team



PROF. MOHAMED-VALL M. SALEM ZEIN
President, University of Wollongong in Dubai



FELIX LANCELEY
General Manager
UOW College Australia



JENNIFER NG
UOW Malaysia CEO
UOWGE CEO Asia



CURRIE TSANG
UOW College Hong Kong President



WILLIAM ZONDAG
Executive Director
Corporate Services/CFO



LOUISE SILVESTRI
Executive Director
Business Transformation



GEOFF DRUMMOND
Executive Director
Strategy and Development



PROF. CHRISTIAN RITZ
Dean Global Academic Affairs



KATH MCCOLLIM
Executive Director
Global Student Recruitment



PETER JANU
Executive Director
Commercial and Legal



KERRIE FIELD
Executive Director
People & Culture

Our Governance Structure



Introducing Our Board



MR JOHN M. GREEN (CHAIR)

Mr. John M. Green, who serves as Chair, was appointed on May 16, 2022. With a diverse background in business and the arts, John has worked as a company director, author, and publisher. His past executive roles include stints as an investment banker and a lawyer. John's extensive experience includes serving on boards and advising organisations with international operations. Currently, he is a nonexecutive director for the Cyber Security Cooperative Research Centre, the financial services group Challenger. Additionally, John co-founded Pantera Press, an independent book publisher in Australia, where he also holds the position of Chair.



MR GREG WEST (DEPUTY CHAIR)

Greg West is a Chartered Accountant. He is a member of the University of Wollongong Council and Chair of the Risk and Audit Committee. He is a Director of IDP Education Limited (ASX: IEL) and Executive Chairman of Education Australia Limited. In recent years he was Chief Executive Officer of a dual listed ASX/Nasdaq biotech company and presently has non-executive director roles at Fertoz Ltd (ASX: FTZ) and Tinybeans (ASX: TNY). He has worked at Pricewaterhouse and held senior finance executive roles in investment banking with Bankers Trust, Bain & Company and Deutsche Bank. Greg is also a Director of the St James Foundation Limited.



MS MARISA MASTROIANNI

Marisa Mastroianni is Group Chief Executive Officer and Managing Director of UOW Global Enterprises. Marisa is an experienced CEO and non-executive Director. Previously Marisa has held senior financial and executive roles in the maritime, health, retirement, and aged care sectors. Marisa currently serves on the Board of NRMA Ltd and is Chair of NRMA's Audit & Risk Management Committee and a member of the Finance and Investments Committee, Governance, Compensation, and Nomination Committee. Marisa is also a member of the Venues NSW Illawarra Region Advisory Committee.



PROFESSOR PATRICIA M. DAVIDSON

Professor Patricia M. Davidson joined the University of Wollongong as Vice-Chancellor in May 2021. Prior to her current role, Professor Davidson was Dean of the Johns Hopkins School of Nursing in Baltimore, USA. In 2021 she was the recipient of the Consortium of Universities for Global Health (CUGH) Distinguished Leader Award. This honour celebrates her exceptional contributions to the advancement of global health worldwide. As a global leader in nursing, health care, and advocacy, Professor Davidson's work focuses on person centred care delivery and the improvement of cardiovascular health outcomes for women and vulnerable populations. She has extensively studied chronic conditions, transitional care, palliative care, and the translation of innovative, acceptable, and sustainable health initiatives across the world.



MS WENDY GAN

Ms Gan is currently Deputy Chief Executive Officer (District Development) of the West Kowloon Cultural District Authority in Hong Kong. Previously, she was a Director of Strategy Ltd and held senior executive roles with Pacific Century Premium Developments and Swire Properties Ltd. Ms Gan serves as Honorary Director of the University of Hong Kong (HKU) Foundation and a member of the HKU Court. She was on the management board of HKU School of Professional & Continuing Education (HKUSPACE). She sits on the Business School Advisory Council of the Hong Kong University of Science and Technology and is a Director of HKS Education Fund, which partners with Tsinghua University to provide education for under-privileged children in China. Ms Gan was awarded an Honorary University Fellowship of the University of Hong Kong in 2014 and HKU SPACE in 2016. She was also recognised as one of "China's 100 Outstanding Female Entrepreneurs" in 2011 by the All-China Women's Federation.



MR NOEL CORNISH AM

Noel Cornish AM has a great depth of expertise in business management. His former roles include Deputy Chancellor of the University of Wollongong, Chief Executive of Bluescope Limited's Australia and New Zealand steel businesses, President Northstar BHP LLC in Ohio USA, Chairman of Snowy Hydro Limited, Chairman of IMB Bank and National President of the AI Group. Noel is currently Chairman of the Hunter Valley Coal Chain and AML3D Ltd. Noel was appointed as a Member of the Order of Australia (AM) in 2017 for his outstanding service to the Illawarra and the nation through business leadership and community service. Current roles and responsibilities within UOWGE are Chairman of the UOWGE Audit and Risk Committee, member of UOWCHK College Council, Chair of UOWM, University of Wollongong Malaysia, UOW Malaysia KDU Penang University College and UOW Malaysia KDU College.



MR ROBERT RYAN

Robert Ryan is currently the Chief Executive of IMB Ltd, one of Australia's largest mutual banks. In 2018 he was appointed to the role of Deputy Chancellor of the University of Wollongong and is a member of UOW Council and Chair of the Finance and Resources Committee. He is also a Director and Chair of the Governance Committee of Australian Settlements Limited. Prior to joining IMB, Robert held the position of Managing Director at Australian Resources Limited and has extensive experience in finance and management at senior executive and board level. He has been involved in the formulation and implementation of strategic business plans and financial restructuring, staff management and development, treasury funding and risk management, as well as evaluation of acquisitions and divestments.

* Board members reported as per the 2023 calendar year.

RETIRED BOARD MEMBERS:

Professor Alex Frino - Retired 1 December 2023.

Our Global Campuses

UOW College
Australia
Wollongong
Campus



UOW India
- In progress to open 2024



UOW College
Hong Kong Tai
Wai Campus



University of
Wollongong in
Dubai Campus



UOW Malaysia
Glenmarie Campus,
KL



UOW Malaysia
Penang Batu
Kawan Campus



UOW College Australia



29

PROGRAMMES



3

NEW PROGRAMMES



2,779

PROGRAMME
ENROLLED STUDENTS

269

STAFF



1,527

GRADUATES

In 2023, UOW College celebrated its 35th birthday. At the celebration, we took stock of some of the College's achievements over the decades, having graduated more than 38,000 students from Australia and around the world. We especially recognised the significant impact the College has had on people's lives by giving them opportunities they would never have had and supporting them to achieve their goals. Another milestone that took place during the year was the return of international students to campus for face-to-face study in line with the Government mandate. This saw our campuses spring back to life after the fallow years of the pandemic.

In this vein, our Study Tour program returned with renewed vigour with students from many of our traditional partners returning, alongside new partnerships forged during Covid. The College supported many Japanese institutions during Covid with complimentary language initiatives and in doing so, continuing to build a more meaningful and trusted relationship with those institutions. Pleasing feedback post-departure and positive indications that they will return with groups on a regular basis support the expectation that the Study Tour program will continue to grow as we diversify into new markets in the future. Growth in the Study Tour program saw participation in the UOW College Homestay program surge during 2023 and we are forecasting that the program will exceed 2019 numbers over the next twelve months.

Our enrolment growth in Higher Education Diploma and University Preparation courses has continued to create a strong pipeline of students into bachelor's degrees at UOW. Demonstrating our versatility across disciplines, in 2023, UOW College restructured the delivery of the Diploma of Medical and Health Sciences and Diploma of Science, which are now delivered entirely by the



UOWCA Graduation

College, whereas previously they had been delivered by the UOW faculty. The delivery of the courses in-house provides a student-centric experience, streamlining their learning journey while ensuring that the College can support them effectively during their studies.

In our vocational programs, we continued to address skills gaps in the Australian workforce through specialised training in Nursing, Ageing and Individual Support, Disability, and Fitness. The launch of the HLT54121 Diploma of Nursing at UOW Liverpool campus marked a milestone, facilitating exceptional growth and providing students with a new pathway to the Bachelor of Nursing.

Our dedication to addressing skills gaps and community engagement remained evident through our participation in initiatives such as the Aged Care traineeship program delivered in collaboration with an aged care provider. This program underscores



our commitment to local involvement by providing staff with training opportunities within their own community. Additionally, in 2023, two of our Fitness graduates received AUSactive Awards, including the prestigious Student of the Year award. The Awards from AUSactive, a renowned authority in the industry, commend exceptional contributions to Australia's Active Health and Exercise sector, reaffirming our position as a leader in vocational education and training in this area.

Reflecting on the achievements of the past year, we remained focused on our pursuit of excellence, innovation, and the success of our students at UOW College Australia.

Felix Lanceley

General Manager
UOW College Australia

1. Innovation in English Language Award from English Australia

As a testament to our commitment to innovation, UOW College proudly received the highly competitive English Australia Innovation in English Language Education Award for our Project Unite program. Since its inception in February 2021, Project Unite has engaged 464 students from around the globe twice annually by offering a sustainability-focused curriculum. This curriculum features a series of workshops centred on the United Nations Sustainable Development Goals (SDGs). The initiative empowers students to collaborate and contribute to real-world problems in a virtual environment, fostering valuable skills and connections.

2. Website Redevelopment

To support our focus on improving the digital experience of all College stakeholders, the UOW College website underwent a transformation. Adopting a collaborative approach, we engaged our students and web users in co-designing a more user-friendly website, with a strong focus on information architecture and user experience. This led to a redesign and customisation of the site's content and layout, tailored to meet the specific needs of our core audience and stakeholders, informed by thorough audience insights. Following the launch of the new site, scores for accessibility according to WCAG standards have significantly improved, user metrics have indicated increased engagement and users are engaging more fully with the site's content. Feedback from stakeholders has been positive and many of the new technical features implemented are now available to be applied across other websites within the UOW and UOW Global Enterprises network.



UOW in Dubai



43

PROGRAMMES



1

NEW PROGRAMMES



4,655

PROGRAMME
ENROLLED STUDENTS

364

STAFF



757

GRADUATES

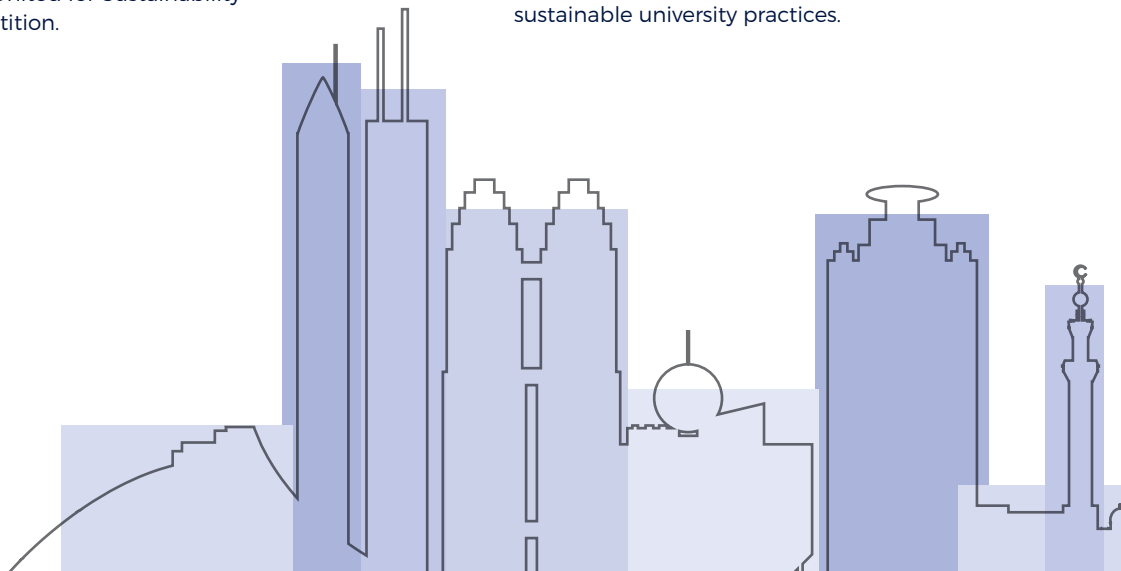
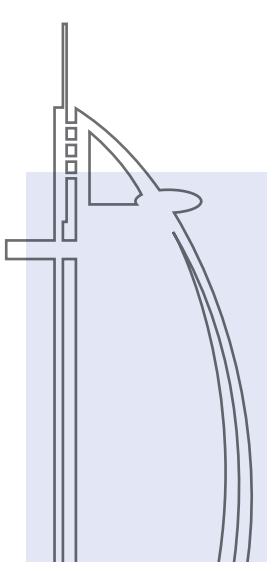
The year 2023 marked a major milestone in the visionary adventure of the University of Wollongong in its first major international expansion. As a great Australian story, UOWD celebrated its 30th anniversary, reflecting the enduring commitment of UOW to provide quality education as a corner stone of the development of the human capital in the UAE and its region.

The University made a number of significant accomplishments in 2023 that include:

- Graduation of 757 students contributing to our growing alumni community, which now encompasses 14,500 graduates. The graduation ceremony was graced by distinguished guests, including HH Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, Chairman of the Dubai Council for Border Crossing Points Security, and Her Excellency Bryony Hilless, Australian Consul-General in Dubai.
- A record enrolment of 2,046 new students. The 2023 intake represents a 45% increase over the previous year and demonstrates the university's expanding appeal in the region. The university's strong fiscal management and strategic planning resulted in very strong increase in its underlying result.
- The launch of a pioneering Master degree program in Digital Transformation - the first of its kind in the UAE in collaboration with IBM. This program signified UOWD's commitment to innovation and staying abreast of technological advancements in education.
- A major realignment of student services into four specialised workstreams: Student Life, Careers Services, Registry, and Academic Success Centre. This restructuring aimed to serve student needs better and enhance the overall educational experience.
- UOWD was recognised for its exceptional service and contributions with the receipt of the IELTS Global Customer Services Excellence Award. Additionally, UOWD students achieved notable success by winning gold and silver awards at the Youth United for Sustainability Competition.



- A university's academic staff was honoured with the Research and Innovation Award by the UAE Ministry of Energy and Infrastructure.
- The official opening of the Dubai Data Science, Discovery, and Innovation Centre marked a significant step in UOWD's journey towards becoming a hub for research and innovation.
- UOWD reported a 36% increase in the number of publications, a 15% increase in Field Weighted Citation Impact, a notable 154% increase in Q1 publications, and a 100% increase in publications in the top 5% of journals. These figures demonstrated the university's strong emphasis on high-quality research.
- The university applied for the renewal of its Institutional licensure with the UAE Ministry of Education and received strong positive feedback, indicating UOWD's compliance with educational standards and its commitment to continuous improvement.
- UOWD's dedication to sustainability and global environmental issues was apparent as it joined the Universities Climate Network to contribute to COP28. UOWD academics participated in several panel discussions on academic integrity in environmental policy, sustainable fashion, women's empowerment in STEM, and sustainable university practices.





In conclusion, 2023 was a remarkable year for UOWD, marked by significant academic achievements, strategic growth, and contributions to local and global communities.

Prof. Mohamed-Vall Zein

President

University of Wollongong in Dubai



His Majesty King Charles III and Prof Mohamed Salem (UOWD President) during COP28 visit in Dubai.

1. UOWD's 30th Anniversary

From our beginnings in 1993 as The Institute of Australian Studies with just 8 students, UOWD grew significantly – now boasting a state-of-the-art campus and a community of over 14,500 graduates from more than 135 nationalities. Throughout the year, UOWD celebrated this milestone with a series of events focusing on students and staff. The student-centric celebration included a day of festivities featuring an outdoor barbeque, a live performance by the university's rock band, and dynamic martial arts and dance shows. Additionally, a staff party was organised to commemorate the occasion, acknowledging the dedication and contributions of the university's faculty and staff members.

2. UOWD Launched the First Master of Digital Transformation Program in the UAE

In a significant advancement for regional education, the University of Wollongong in Dubai (UOWD) launched the first Master of Digital Transformation program in the region in partnership with IBM. This innovative program aligns with the UAE's 2025 digital strategy to foster a knowledge-based economy driven by innovation and advanced sciences. Designed to meet the increasing demand for skilled professionals in digital transformation, the program offers a comprehensive curriculum, preparing students for diverse roles in the Industry 4.0 era. The course, spanning 1.5 years, provides both practical and theoretical knowledge and includes two specialised tracks. This program underscores UOWD's commitment to contributing to the UAE's rapidly growing digital economy.

UOW College Hong Kong



52

PROGRAMMES



5

NEW PROGRAMMES



2,471

PROGRAMME
ENROLLED STUDENTS

204

STAFF



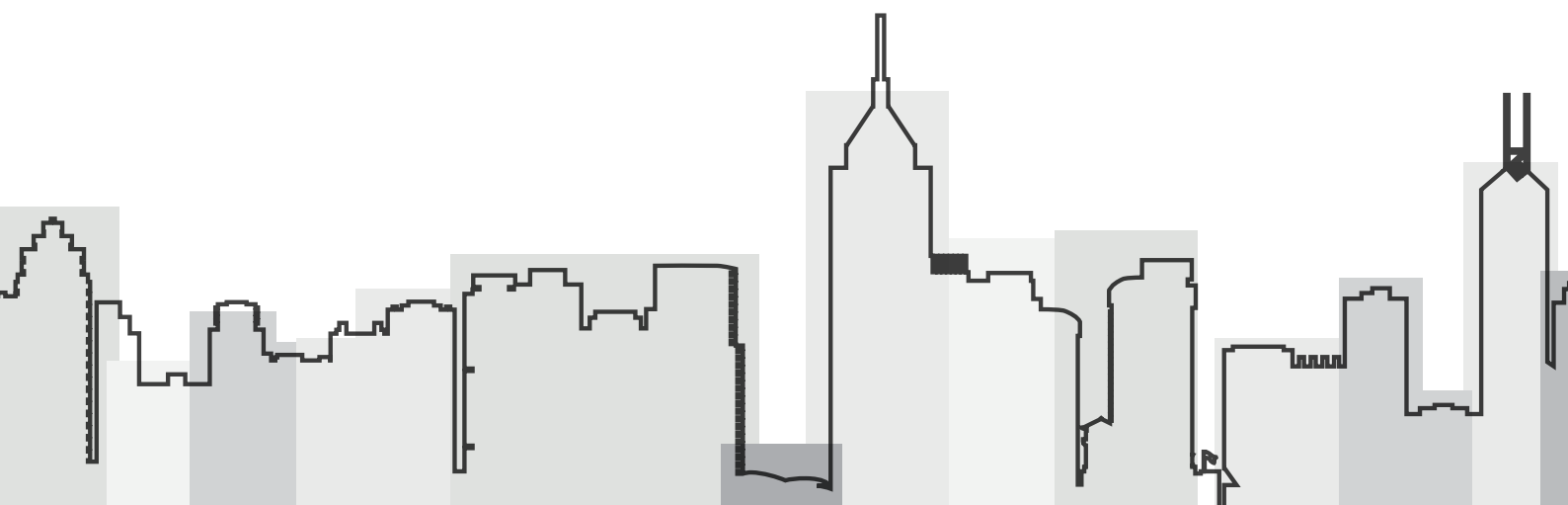
785

GRADUATES

In 2023, UOW College Hong Kong (UOWCHK) witnessed a significant shift towards normalcy with the final lifting of COVID-19 restrictions. A landmark achievement this year was the completion and opening of the UOWCHK Tai Wai Campus, a brand-new campus designed to mirror the picturesque Wollongong landscape in Australia, stretching from the Pacific Ocean on the eastern side into the forest on the west. This 15,000 sqm campus, featuring state-of-the-art facilities on all floors to cater for student's needs, including a student hub, cafe, gym, an 800 sqm library, and advanced educational spaces, officially welcomed its first cohort of students in September 2023. The Grand Opening,

attended by VIPs such as Dr. CHOI Yuk-lin and representatives from UOW, celebrated this milestone, showcasing the College's expanded capacity and commitment to excellence in education.

UOWCHK underwent rigorous Programme Area Accreditation and Learning Programme Reaccreditation with Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ). The launch of the Diploma of Applied Education (DAE) marked a significant stride in offering formal qualifications for employment and further study to a diverse student body. Anticipation also builds for the part-



time Bachelor of Social Science (Honours) in Social Work, set to open new opportunities in the social work field.

Blended learning, a UOW initiative to support the uplift of digital learning and teaching across all UOW campuses and a vital educational approach practiced at UOWCHK, was the focus of a 2023 survey. Results revealed widespread adoption across faculties, validating the effectiveness of this method. The i-Blended Learning Steering Committee's recommendations aim to strengthen blended learning, enhancing resource sharing and lesson planning.

Celebrating academic success, over 700 students graduated in 2023. The graduation ceremony, graced by Mr. Nicholas Brooke, Chairman of UOWCHK Board of Governors, and Mr. Gareth Williams, Australia's Consul-General in Hong Kong and Macau, saw a high percentage of graduates continuing their education and half of them securing places in Government-funded universities. In terms of employment, graduates reported an increase of 14% in average monthly salaries, reflecting the College's effective career preparation for the students.

Research continues to be a cornerstone at UOWCHK. The College Research Committee sanctioned numerous projects, contributing to the institution's vibrant research culture. Additionally, UOWCHK's representation in UOW's Research Committee fosters an integrated approach to research and development.

Enrolment boosting initiatives were diverse, ranging from digital marketing to direct school engagements. Collaborations with secondary schools and associations, like the AHKCMS, further enhanced UOWCHK's visibility and appeal to prospective students.

Student development at UOWCHK goes beyond academics. The year saw substantial scholarships awarded, mentoring schemes flourishing, and a range of workshops focusing on mental health, career training, and personal development. Competitions, internships, and industry collaborations offered students invaluable real-world experiences, preparing them for successful futures.

Jennifer Ng

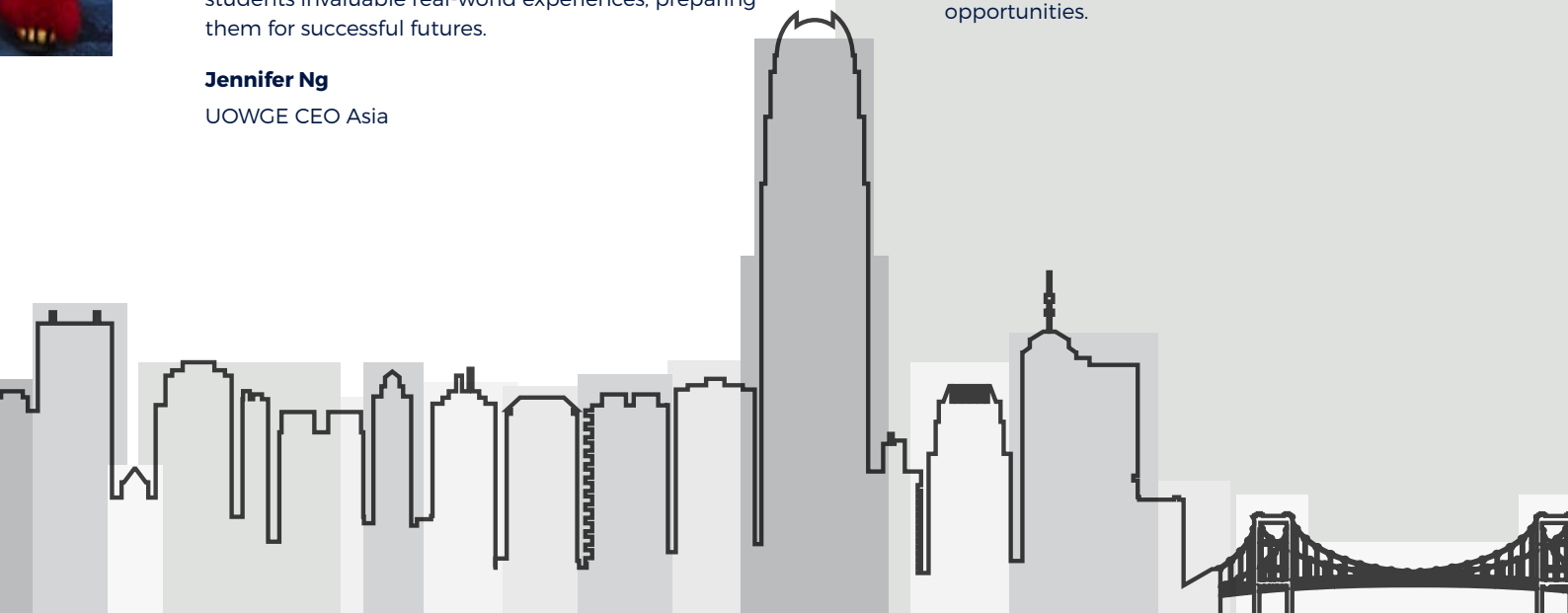
UOWGE CEO Asia

1. Strengthening International Ties and Collaboration

2023 witnessed the first post-Covid visit by Australian government officials to UOW College Hong Kong. In late June, a delegation from the Australian Department of Education and the Australian Trade and Investment Commission engaged in vital discussions with key educational partners and stakeholders in Hong Kong. This visit, marking the first of its kind in three years, focused on reestablishing connections and understanding the latest educational developments, trends, and opportunities. Discussions included support mechanisms for Hong Kong students studying in Australia, covering part-time job opportunities, working holidays, and residency options post-graduation. These interactions underscore the potential for strengthened educational collaborations between Australia and Hong Kong.

2. Global Learning Opportunities

Highlighting our commitment to providing world-class educational experiences, two students from the Faculty of Business at UOW College Hong Kong had the exceptional opportunity to participate in a finance course at Hughes Hall, Cambridge University. From July 2 to July 22, 2023, Ms. Cecilia Lai and Mr. Ken Chung delved into complex finance theories such as the Capital Asset Pricing Model (CAPM), the binomial option pricing model, and market efficiency. This enriching experience was not only academic in nature but also culturally significant, with the students invited to dine at Trinity College, where Sir Isaac Newton conducted his groundbreaking experiments three centuries ago. This program highlights UOW's dedication to providing students with international exposure and unparalleled learning opportunities.



UOW Malaysia



89

PROGRAMMES



11

NEW PROGRAMMES



5,528

PROGRAMME
ENROLLED STUDENTS

411

STAFF



1,745

GRADUATES

2023 has been a transformative year for UOW Malaysia. The highlight was the elevation of UOWMKDU University College to full university status on November 10, 2023, marked by a grand gala dinner on November 20. This event, which launched the new name—University of Wollongong Malaysia—was celebrated with 390 guests including government ministers, officials, and leaders from the education sector, accompanied by vibrant multicultural performances by our students.

This year also saw UOW Malaysia earn a “Competitive” category rating from the Ministry of Higher Education’s new two-tier system, affirming its status as a premier institution. Additionally, UOW Malaysia KDU College maintained its Platinum status as an ACCA-approved learning partner for the eleventh consecutive year.

Significant strides were made in international visibility and financial performance through the hosting of 1,336 students in mobility programs, including cultural immersion tours. This initiative involved students from across Asia and our global campuses. The UOW Penang campus enriched our students’ experience further by facilitating a study visit for Executive MBA students from UOW Sydney, offering them unique insights from local industry leaders.

Strategic efforts to boost enrolment included forming a new partnership with a prominent public university in Penang, enhancing our computing program offerings to international students. We also enhanced our recruitment strategies in China, laying foundational steps for future growth.

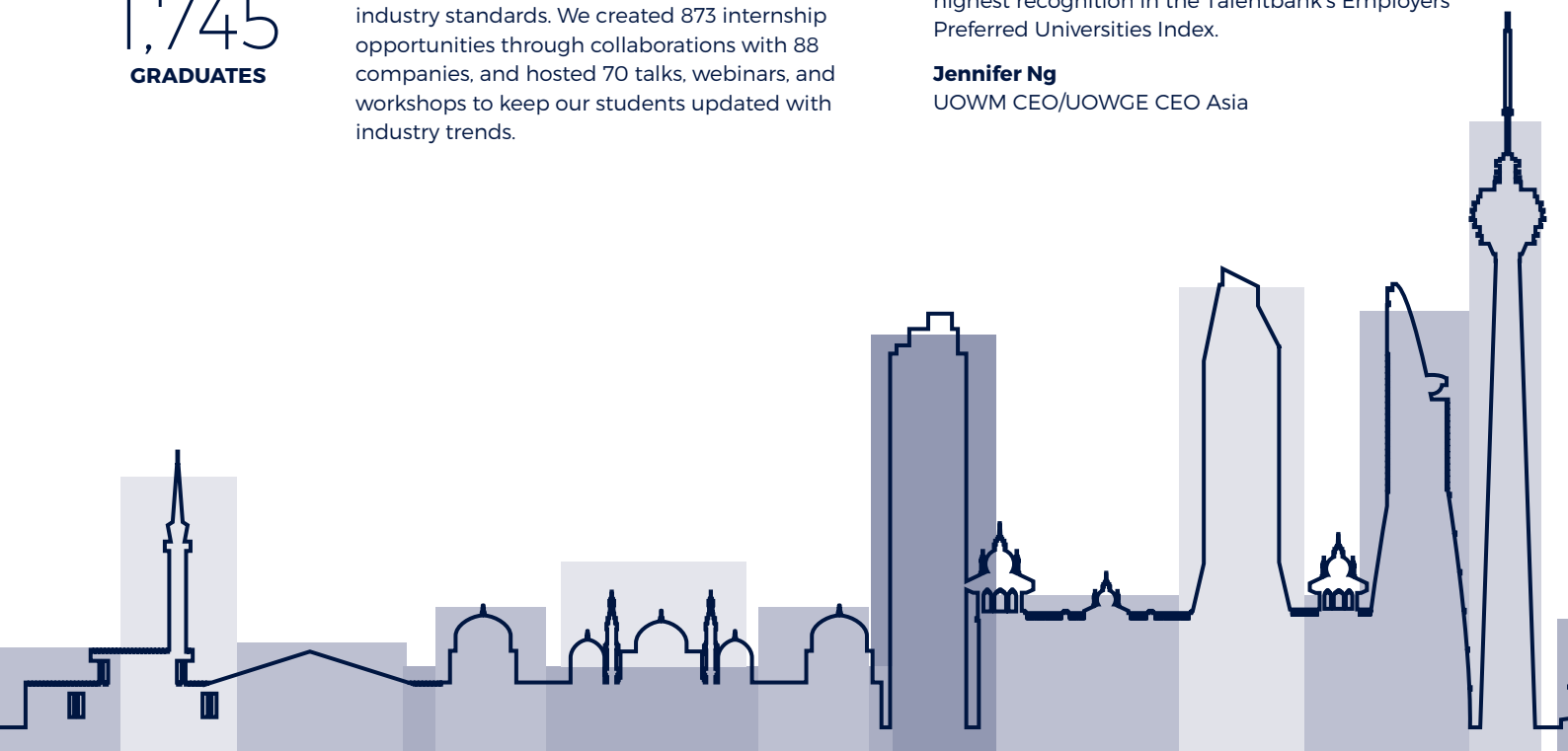
Our commitment to industry-relevant education was reinforced by 19 Industry Advisory Panels, which guided curriculum updates to meet current industry standards. We created 873 internship opportunities through collaborations with 88 companies, and hosted 70 talks, webinars, and workshops to keep our students updated with industry trends.



Additionally, our academic environment was enriched by guest lectures and workshops from UOW’s distinguished professors, contributing significantly to both staff and student development.

The year culminated in the graduation of 1,745 students, with over 80% securing employment shortly after graduation. This success was highlighted by UOW Malaysia receiving the highest recognition in the Talentbank’s Employers’ Preferred Universities Index.

Jennifer Ng
UOWM CEO/UOWGE CEO Asia





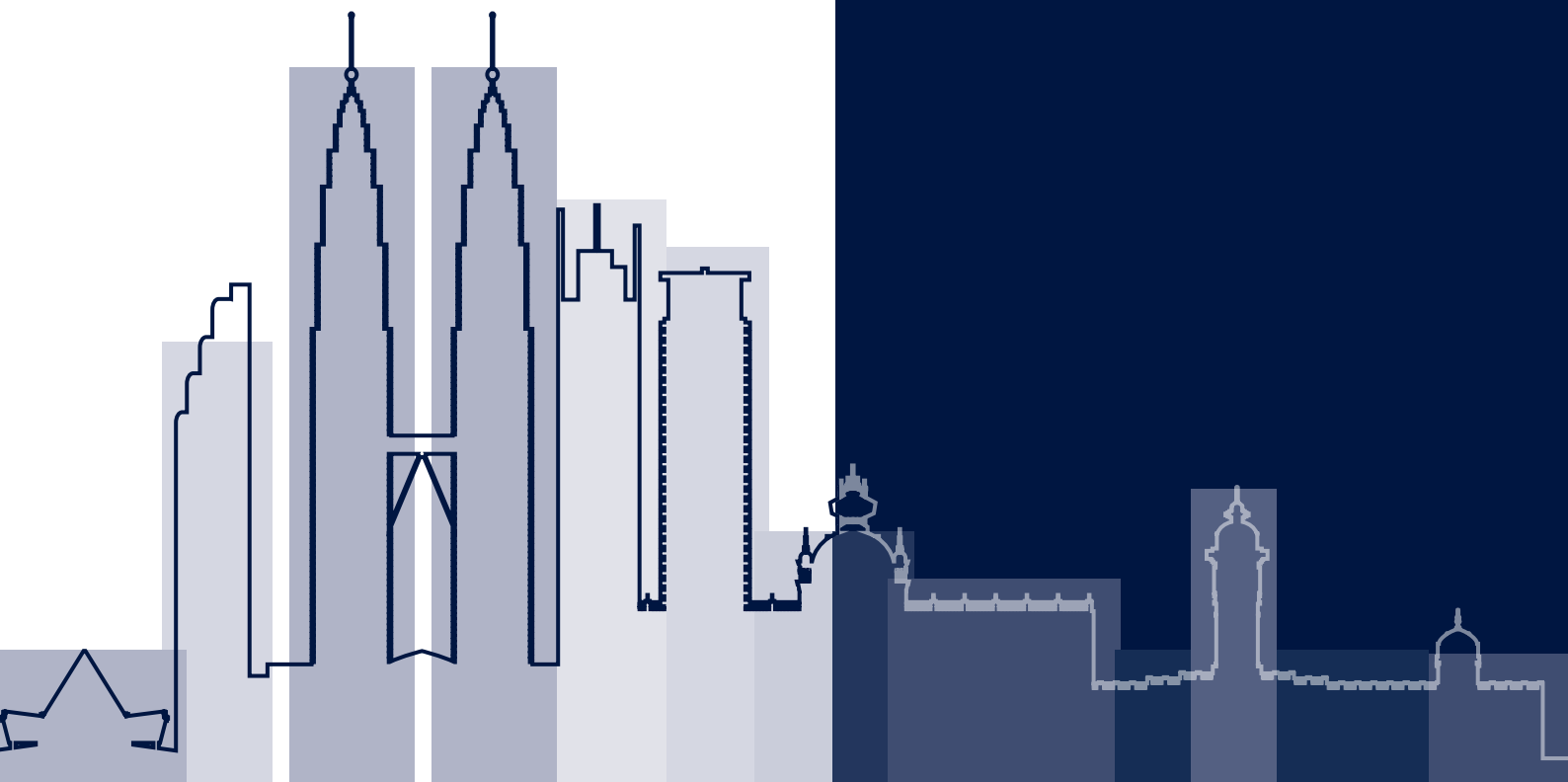
Celebration University of Wollongong Malaysia University status

1. International Recognition and Achievements

This year, UOW Malaysia achieved notable international recognition, with our lecturers and students earning prestigious accolades. Our animation faculty produced 'People of the Forest', an animated film that won the Special Jury Award at the Cannes AVIFF Art Film Festival, showcasing our commitment to creativity and global cultural engagement. Additionally, three alumni from our School of Hospitality, Tourism, and Culinary Arts were awarded Michelin Stars for their innovative culinary enterprises, marking a significant milestone in Malaysia's gastronomic scene.

2. Strategic Visits and Collaborations

2023 was marked by significant enhancements in our global strategic partnerships, highlighted by the visit of Mr. Nicholas Moore OA, Australia's Special Envoy for Southeast Asia. This visit was part of our engagement in Australia's Southeast Asia Economic Strategy to 2040, aiming to boost educational and economic ties between ASEAN and Australia. The discussions and collaborations initiated during these engagements are pivotal in reinforcing UOW Malaysia's role in shaping global education standards and enhancing our educational impact on both a local and international scale. These strategic visits and partnerships not only strengthen our international presence but also provide our students and faculty with invaluable global perspectives and opportunities.

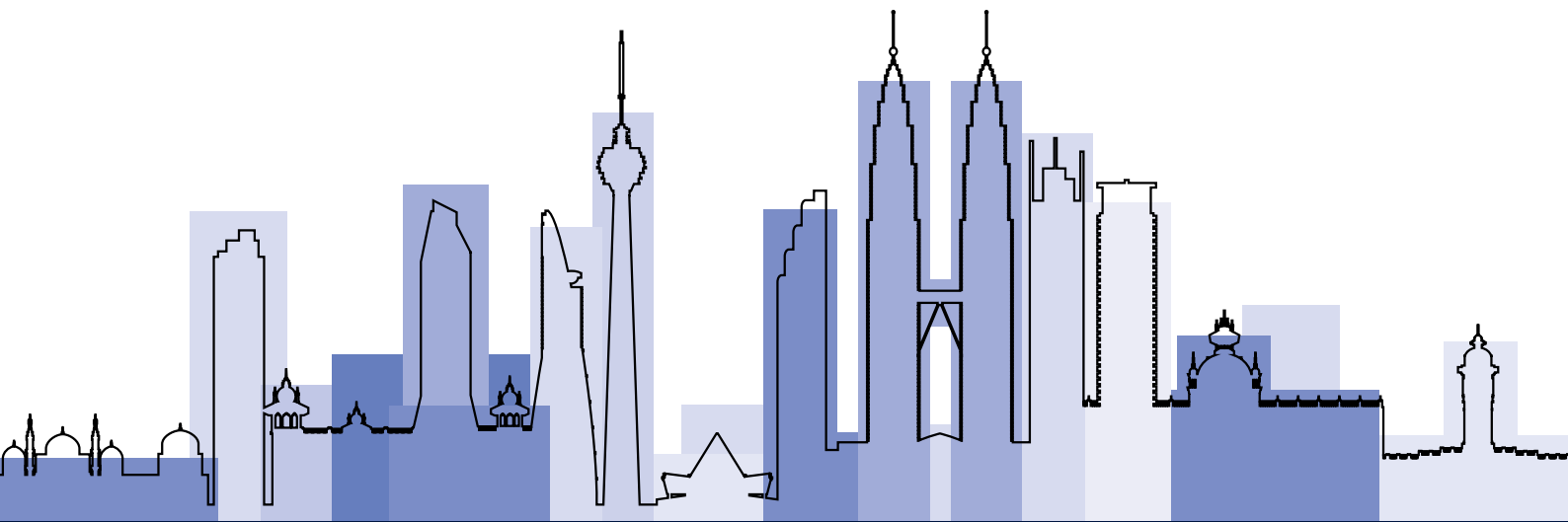




UOW
GLOBAL
ENTERPRISES

2023 Annual Report

Inspiring a Better Future



—
India