



**IMPLEMENTATION AGREEMENT
BETWEEN
MASTER DEGREE OF ACCOUNTING STUDY PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS NEGERI MALANG
AND
DEPARTMENT OF ACCOUNTING
UNIVERSITY OF MALAYA
ON
RESEARCH COLLABORATION**

Number : 28.7.60/UN32.4.5.2/KS/2026
Number : 231859/CL/2026

This Implementation Agreement is entered into force on 28th July 2026 by and between:

1. **Dr. Makaryanawati, S.E., M.Si., Ak., CA, CSRS:** Head of Master Degree of Accounting Study Program; acting on behalf of Master Degree of Accounting Study Program, the Faculty of Economics and Business, Universitas Negeri Malan, located on Jalan Semarang 5, Malang, hereby referred to as **PARTY I.**
2. **Associate Prof. Dr. Zarina Binti Zakaria:** Associate Professor at the Department of Accounting, Faculty of Business & Economics, University of Malaya, 50603 Kuala Lumpur, Malaysia, hereinafter referred to as **PARTY II.**

PARTY I and **PARTY II** hereinafter referred to collectively as **THE PARTIES.** The Parties hereby agree to jointly arrange an Implementation Agreement on the research collaboration program Organized by **THE PARTIES** as regulated in the following articles.

**Article 1
PURPOSE AND OBJECTIVES**

1. The purpose of this Implementation Agreement is to serve as the basis for the Implementation Agreement arranged by **THE PARTIES** in accordance with the scope of this Implementation Agreement Regulation.
2. The objective of this Implementation Agreement is to support the activities of **THE PARTIES** in relation to cooperation with regard to the research collaboration.

Signature The First Party
Signature The Second Party

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Article 2
SCOPE OF ACTIVITIES

1. The Scope of this agreement includes the research collaboration program.
2. **THE PARTIES** shall monitor the implementation of the research collaboration not less than 2 (two) times in one period of activity.

Article 3
FUNDING

The cost of this Research Collaboration activity is shared by both the **PARTY I** and the **PARTY II** (in kind).

Article 4
DURATION

This Implementation Agreement of cooperation is valid from 28th July 2026 until 28th May 2027.

Article 5
CLOSING

1. Any amendment to this Implementation Agreement shall only be made with the mutual approval of **THE PARTIES**.
2. This Implementation Agreement is deemed to be terminated if one **PARTY** or **THE PARTIES** fail to fulfill the provisions in this Implementation Agreement.
3. Particulars that are not / yet to be determined in this Implementation Agreement shall be addressed further by **THE PARTIES** on the basis of mutual discussion and agreement which shall be set forth in an Addendum, which is an integral part of this Implementation Agreement.
4. This document of Implementation Agreement is made and signed by **THE PARTIES** in 2 (two) copies, all of which shall constitute the equal legal force.

Article 6
FORCE MAJEURE

1. In the event of force majeure, including natural disasters, fires, security disturbances and other matters that result in the **PARTIES** being unable to carry out the obligations as referred to in ARTICLE 3, the losses suffered by the **PARTIES** shall be borne by the **PARTIES** and **the PARTIES** shall be released from claims for the implementation of this Memorandum of Understanding including claims for losses arising from this force majeure.
2. The circumstances as referred to in paragraph (1) must have a direct causal relationship with the losses suffered by the **PARTIES** and be proven by a Certificate from an Authorized Official no later than 30

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(thirty) working days from the occurrence of the event as referred to in paragraph (1).

PARTY I



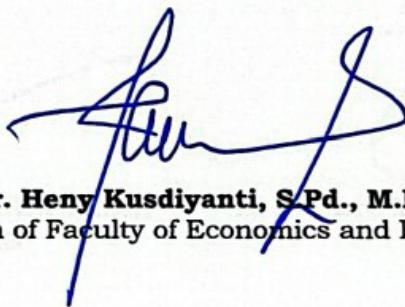
**Dr. Makaryanawati, S.E., M.Si., Ak.,
CSRS**
Head of the Master Degree of Accounting
Study Program

PARTY II



Associate Prof. Dr. Zarina Binti Zakaria
Associate Professor at the
Department of Accounting

IN WITNESS WHEREOF



Dr. Heny Kusdiyanti, S.Pd., M.M
The Dean of Faculty of Economics and Business

Signature The First Party
Signature The Second Party

ANNEX OF ARTICLE 2
IMPLEMENTATION OF AGREEMENT
MASTER DEGREE OF ACCOUNTING STUDY
PROGRAM
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS NEGERI MALANG
AND
DEPARTMENT OF ACCOUNTING
UNIVERSITY OF MALAYA
REGARDING
RESEARCH COLLABORATION

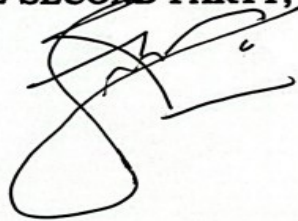
No	Lecturer	University	Involved lecturer partners from Universitas Negeri Malang	Title
1	Associate Prof. Dr. Zarina Binti Zakaria	University of Malaya	1. Tatas Ridho Nugraha, S.Pd., M.Pd., M.Ak 2. Makaryanawati, S.E., M.Si., Ak., CA, CSRS 3. Ika Putri Larasati, S.E., Mcom, Ak 4. Dr. Triadi Agung Sudarto, S.E., M.Si., Ak, CA 5. Diana Tien Irafahmi, S.Pd., M.Ed., Ph.D	Does Expertise Matter ? Role of Sustainability Committee Independence and Financial Expertise in Carbon Disclosure Quality: ASEAN Aviation Study of Indonesia and Malaysia

THE FIRST PARTY,



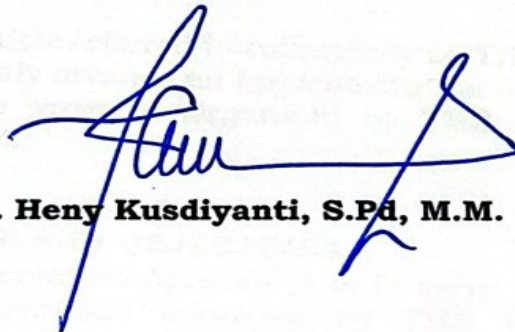
**Dr. Makaryanawati, S.E., M.Si.,
Ak., CA, CSRS**

THE SECOND PARTY,



**Associate Prof. Dr. Zarina Binti
Zakaria**

**DEAN OF THE FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS NEGERI MALANG,**



Dr. Heny Kusdiyanti, S.Pd, M.M.

Signature The First Party
Signature The Second Party
