DUOPHARMA

OUR DNA:
SMARTER SOLUTIONS

SUSTAINABILITY REPORT
2025

DUOPHARMA BIOTECH BERHAD
REGISTRATION NO.: 200001021664 (524271-W)

INSIDE THIS REPORT

COVER Rationale

OUR DNA: SMARTER SOLUTIONS

Science-based, innovative and with a deep-seated commitment to accessible medicines, Duopharma Biotech Berhad ("Duopharma Biotech" or the "Company") has evolved into the largest generics manufacturer in Malaysia. Our portfolio of drugs has expanded steadily to focus on treating diseases including cancer, diabetes and kidney ailments – common ailments that are also life-threatening in the emerging markets we are in.

We have become a leader in our field because of the DNA at the core of the organisation: that of always looking for smarter solutions. This is manifested in everything we do – from partnering pharmaceutical players at the cutting-edge of industry, to investing in the most technologically advanced and sustainable systems, to hiring the smartest and brightest to achieve our corporate goals.

The front and back covers of this report symbolise the spirit of innovation and scientific advancement that drive us as well as our growth ambitions. Our DNA, represented by the double helix, is juxtaposed against our high-tech sterile injectable filling line in Klang, boasting one of the largest eye drop manufacturing capacities in Malaysia. Capable of producing six million vials and 40 million ampoules, the facility maintains global standards while operating at a global scale.

The national icons on the back cover depict our expanding regional footprint and growing international presence, concurrent with deepening our roots in Malaysia, our base and home.

In totality, our cover design is a visual representation of where Duopharma Biotech is today and our vision for tomorrow. It signals the resilience we have built, anchored on our DNA of smarter solutions; and our scalability as well as readiness to deliver future growth sustainably.

IAR

SR

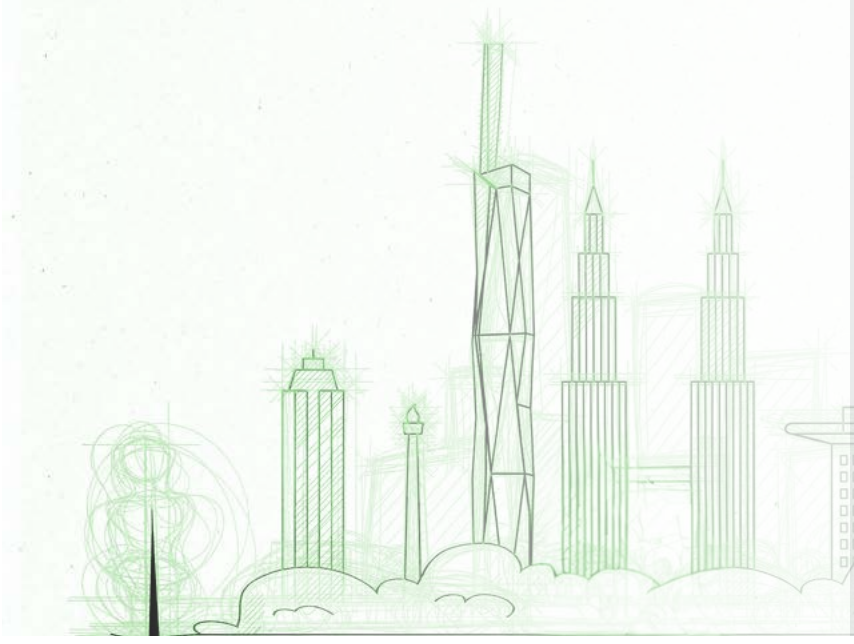
Scan Me:
The full version of Integrated Annual Report ("IAR") 2025 and Sustainability Report ("SR") 2025 are available online now. Please scan the QR Code to read the online report.

ABOUT THIS REPORT

Duopharma Biotech's Sustainability Report ("SR") 2025 presents the Company's environmental, social and governance ("ESG") performance and progress in fulfilling our sustainability commitments. It highlights key material matters, governance structures, policies and initiatives that support responsible operations and long-term value creation. This SR should be read alongside Duopharma Biotech's IAR 2025, which provides an overview of our corporate and financial performance. While the IAR 2025 summarises our overall business strategy and achievements, this report offers deeper insight into our sustainability strategies, performance outcomes, and the management of climate-related risks and opportunities.

Scope and Boundaries

This report covers the sustainability performance of Duopharma Biotech and its subsidiaries (the "Group"). In addition to our operations in Malaysia, it includes our businesses in Singapore, the Philippines and Indonesia. The data presented refer to the period from 1 January 2025 until 31 December 2025, consistent with our financial reporting year, unless stated otherwise. The last SR was published in April 2025 for the period from 1 January 2024 to 31 December 2024. Where relevant, quantitative data are provided for a three-year performance period. All monetary values are expressed in Ringgit Malaysia ("RM"), in line with the Malaysian Financial Reporting Standards.



Reporting Frameworks and Standards

Contents of this report have been developed according to Bursa Malaysia Securities Berhad ("Bursa Malaysia")'s Main Market Listing Requirements ("MMLR") on Sustainability Reporting, with reference to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition). Other frameworks and guidelines taken into consideration include:

- Global Reporting Initiative ("GRI") Standards
- International Financial Reporting Standards ("IFRS") Sustainability Disclosure Standards
- FTSE4Good Bursa Malaysia Index
- Sustainability Accounting Standards Board ("SASB") Standards
- United Nations' Sustainable Development Goals ("UN SDGs")

All greenhouse gas ("GHG") emissions data disclosed are guided by and refer to:

- The GHG Protocol: A Corporate Accounting and Reporting Standard (Revised Edition), World Resources Institute, 2004
- United Kingdom's Department for the Environment, Food and Rural Affairs ("DEFRA") – GHG reporting: conversion factors 2024
- 2006 Intergovernmental Panel on Climate Change ("IPCC") Guidelines for National Greenhouse Gas Inventories, including the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories
- The latest emissions factors as provided by the relevant energy authority in each country: Malaysia (Suruhanjaya Tenaga); Singapore (Energy Market Authority); Indonesia (Directorate General of Electricity, Ministry of Energy and Mineral Resources); and the Philippines (Department of Energy)

This year, we have restated our GHG Scope 3 emissions data for 2023 and 2024 to reflect an improved calculation approach and better data quality. The updated data can be found in the Climate Performance section on page 66.

ABOUT THIS REPORT

Navigation Icons

Material Sustainability Matters

Governance/ Economic

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 3 Supply Chain Management
- 6 Research & Development
- 7 Anti-Corruption
- 9 Business Innovation & Model
- 11 Halal Commitment

Social

- 4 Health & Safety
- 10 Labour Practices & Standards

Environment

- 5 Climate Risk
- 8 Waste & Material Management

Our Stakeholders

- S1 Government & Regulatory Authorities
- S2 Employees
- S3 Shareholders & Financial Community
- S4 Customers
- S5 Suppliers
- S6 Business Partners
- S7 Local Communities
- S8 Healthcare Professionals
- S9 Media

Capitals

- F Financial Capital
- M Manufactured Capital
- I Intellectual Capital
- S Social & Relationship Capital
- H Human Capital
- N Natural Capital

Icons In This Report

This icon tells you where to find more details in this report.

This icon allows you to find more details on our website.

Materiality

This report presents disclosures on sustainability matters that are material to both our stakeholders and the Group. During the year, we conducted a refresh review of our material sustainability matters and identified a total of 18 sustainability topics through our materiality assessment process. Of these, 11 were prioritised based on the principle of double materiality, which evaluates both our impact on society and the environment, as well as how these factors may affect the Group's financial performance.

Assurance

To ensure the integrity of the report and presentation of balanced, accurate and meaningful information, the data have been meticulously prepared by relevant departments while the contents have been reviewed by the Group Management Committee ("GMC") and further deliberated for endorsement by Duopharma Biotech's Halal and Sustainability Committee ("HSC") as well as final approval by the Board of Directors ("the Board").

Independent assurance has been obtained from Carbon Check (India) Private Limited, verifying that our disclosures have been prepared with reference to the selected topic-specific GRI indicators and Bursa Malaysia's Sustainability Reporting Guide (3rd Edition). The limited assurance was conducted using the International Standard on Assurance Engagements 3000 ("ISAE3000"). This report has also been reviewed and audited by Duopharma Biotech's Group Internal Audit ("GIA") which has verified that the initiatives and data disclosed under the scope of review are accurate and acceptable.

Forward-looking Statements

This SR contains forward-looking statements reflecting Duopharma Biotech's expectations, strategies and sustainability-related outlook based on information available at the time of publication. As the operating landscape and regulatory environment continue to evolve, actual outcomes may differ due to internal and external uncertainties. These statements are intended to provide indicative perspectives and should not be relied upon as definitive projections. Readers are advised to exercise independent judgment when interpreting the disclosures.

Accessibility and Feedback

This report should be read together with Duopharma Biotech's IAR 2025 and other publicly available resources on our corporate website. We welcome feedback and look forward to receiving your comments/suggestions on our sustainability efforts via email to: *sustainability@duopharmabiotech.com*

ABOUT DUOPHARMA BIOTECH

Duopharma Biotech is a Malaysia-based pharmaceutical company engaged in the manufacturing and distribution of pharmaceutical products, primarily in Malaysia and the region, with a reach extending to 31 countries globally. Duopharma Biotech was listed on the Main Market of Bursa Malaysia in 2022.

Vision

Providing Smarter Solutions for a Healthier Life

Mission

Leading Healthcare Group Providing Quality and Innovative Solutions

Our Core Values of PETIRR form the basis of how the team operates

P	E	T	I	R	R
Passion	**E**xcellence	**T**eamwork	**I**ntegrity	**R**esponsible	**R**espect

Corporate Culture

Our Corporate Culture guides all personnel in executing our business strategy and its goals

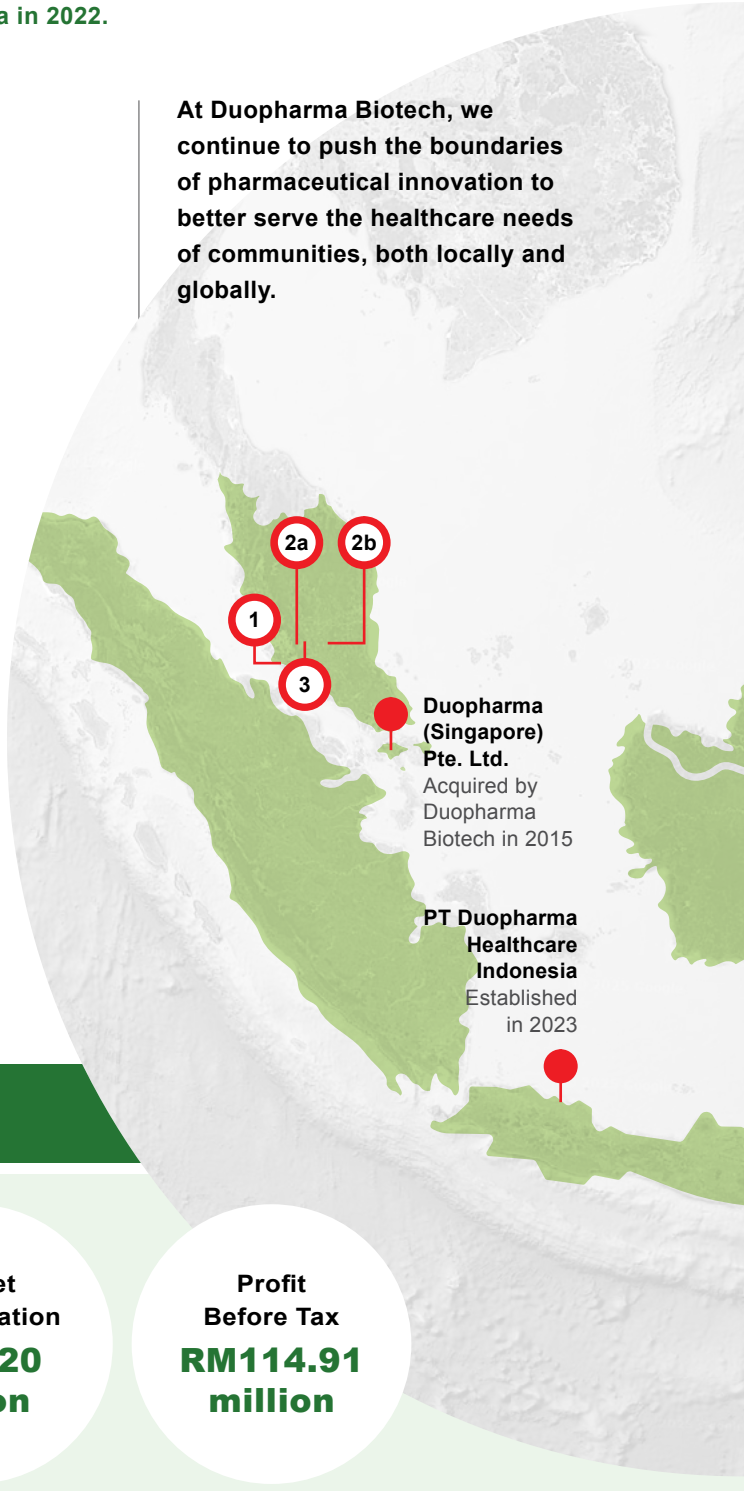
- Performance-Driven
- Innovation
- ESG Compliance
- Global Mindset

In addition to manufacturing a range of pharmaceutical and consumer healthcare products at our three plants in Malaysia, we also distribute the products of international partners. For over 45 years, we have solidified our position as Malaysia's leading generics manufacturer, driven to make quality medicines affordable and accessible to everyone.

Our Business Value Chain comprises:

- **Research & Development**
- **Manufacturing**
- **Logistics & Distribution**
- **Sales & Marketing**

At Duopharma Biotech, we continue to push the boundaries of pharmaceutical innovation to better serve the healthcare needs of communities, both locally and globally.



Financial Highlights in 2025

Revenue	Market Capitalisation	Profit Before Tax
RM931.69 million	**RM1.20 billion**	**RM114.91 million**

Our Business Sectors

Consumer Healthcare Business

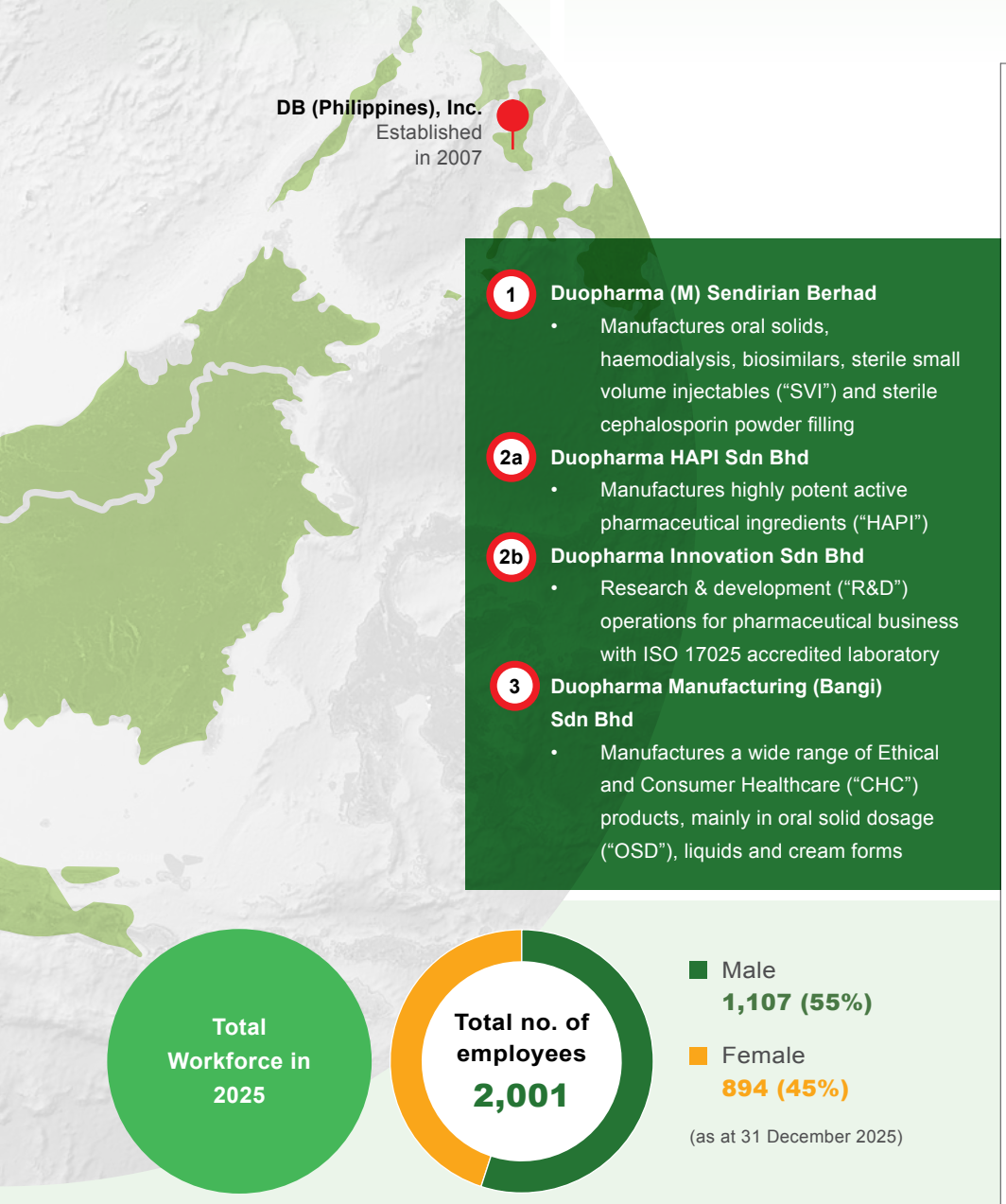
Markets and distributes vitamins, minerals, supplements, functional food as well as over-the-counter pharmaceutical products and cosmeceuticals under established brands such as UPHAMOL®, CHAMPS®, FLAVETTES® and many more in Malaysia and across the region.

Classic Pharmaceutical Business

Comprising more than 300 generic medicines such as Caridine Syrup, Duocoxib, Varexa and Vytan, our portfolio covers a wide range of key therapeutic areas, including cardiovascular (heart-related), dermatological (skin), hormonal, respiratory, sensory, nervous system, and musculoskeletal conditions.

Specialty Pharmaceutical Business

Focuses on Duopharma Biotech's specialty therapy areas — Diabetes Care Franchise, Cancer Care Franchise and Renal Care Franchise, alongside a growing biosimilars portfolio developed through international technology and commercialisation collaborations, including ERYSAA®, Basalog One, Zuhera, Kirsty and Krabeva.



UN Global Compact Network Malaysia & Brunei

Our Commitment to the Ten Principles of the UN Global Compact

We have integrated the Ten Principles of the UN Global Compact into our strategies and operations, with a commitment to uphold human and labour rights, protect the environment, combat corruption and contribute to the achievement of the Sustainable Development Goals ("SDGs"). We have identified and prioritised 14 of the 17 SDGs where we believe we can drive meaningful change and make a substantial difference.

MESSAGE FROM THE CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

DEAR STAKEHOLDERS,

It is with pleasure that we present an overview of Duopharma Biotech's sustainability performance and progress in 2025. Our sustainability framework and strategy is built on the five pillars: Climate Performance, Sustainable Supply Chain, Access to Medicine, Diversity & Inclusion, and Governance. Today, we continue to strengthen these pillars through our ESG Strategy which guides the delivery of meaningful outcomes across our identified material sustainability matters.

MESSAGE FROM THE CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

Identifying material sustainability matters is fundamental to building an effective ESG strategy. In 2025, Duopharma Biotech enhanced the process by adopting a more comprehensive double materiality approach. Eleven high-priority sustainability matters were identified, which form the basis for the development of our new ESG Strategy (Beyond 2026). We are also pleased with the progress made in transitioning our climate-related disclosures to align with IFRS S1 and S2 requirements, as per the National Sustainability Reporting Framework ("NSRF"). As part of this transition, we continue to strengthen our climate risk assessments through climate scenario analysis across key manufacturing sites and aim to complete the process by the financial year ("FY") 2027.

From left:

- **DATIN PADUKA KARTINI BINTI HJ ABDUL MANAF**
  Non-Independent, Non-Executive Chairman
- **WAN AMIR-JEFFERY BIN WAN ABDUL MAJID**
  Group Chief Executive Officer

Responsible Environmental Management

As a pharmaceutical manufacturer, we recognise our responsibility to decarbonise our operations and have committed to becoming a net zero carbon emissions organisation by 2050. To date, we have reduced our Scopes 1 and 2 GHG emissions (i.e. emissions generated by our operations) year on year ("YoY") by 14% in emissions intensity and 2% in absolute emissions terms. Key contributors include the installation of solar photovoltaics roof panels and energy-efficiency retrofitting in our plants.

Waste management is another area of focus, particularly in relation to packaging and effluents. Following our pledge to reduce 50% of single-use plastics with biodegradable plastics, in 2025 we achieved a conversion rate of 28% with 11 tonnes of biodegradable plastics replacing single-use plastics. We have also started to prepare for Extended Producer Responsibility ("EPR") requirements by increasing our recycling rate and exploring more environmentally-friendly packaging solutions, as we strengthen our waste strategy and guidelines in 2026.

Given that our operations are water intensive, we have been placing greater emphasis on water management and responsible consumption. In 2025, we recycled 6,116 m³ of water from our production process, which was 15% more than in 2024. Another key milestone has been the development of a Water Management Framework which encompasses a water consumption and mapping study to identify areas of high-water intensity and improvement opportunities. We aim to establish a water consumption target upon completion of our water baseline in 2026.

Identified **11 high-priority** sustainability matters through a double materiality assessment

Achieved **reduction in Scope 1 and Scope 2** GHG emissions intensity

Strengthening **waste and water management strategies** and target setting

MESSAGE FROM THE CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

Ensuring Medicines for All

Our commitment to ensuring access to medicines for everyone is evident in the support extended to national healthcare needs. As an example, since 2016, Duopharma Biotech has supplied over 100 million cartridges of recombinant human insulin to the Ministry of Health (MOH), greatly enhancing national efforts to manage diabetes. We have also secured interim contracts to ensure uninterrupted medicine supply, contributing to national medicine security and continuity of patient care.

We have become a trusted name in the provision of diabetes, renal and cancer care treatments; and continue to build these franchises with increasingly more effective treatments. In 2025, we introduced Ibrelyn®, a generic treatment for breast cancer, while initiating a pharmacoeconomics study on iBreastExam to enhance breast lump screening and triage for Malaysian women. We are also diversifying our consumer healthcare portfolio beyond traditional focus by venturing into cosmeceuticals and functional foods to support preventive healthcare and well-being.

Initiated **pharmaeconomics study on iBreastExam** to enhance breast lump screening

Diversifying into **cosmeceuticals and food supplement** to support preventive healthcare

Developing Our People

Recognising that people perform their best when they feel valued, we invest in employee engagement and opportunities to connect with and “hear” our employees. Burnout Surveys are conducted to understand employee needs and concerns, enabling targeted improvement actions. We also invest in training and development to support skills enhancement, leadership development and career progression across all levels. These efforts contributed to achieving an Employee Engagement Index score of 88% in 2025.

To attract the best talent, we believe in recruiting and promoting according to merit as opposed to gender, age, racial or academic background. Reflecting our commitment to workplace diversity, our GMC now comprises 44% female representation and 22% non-Bumiputera representation. To date we have welcomed eight specially-abled individuals who have the skills and competencies required to perform various functions across the Group. A lot of thought has gone into creating a supportive environment for our new recruits, and we look forward to learning from them as much as they learn from their newfound colleagues.

While we are the direct beneficiaries of a more diverse and inclusive workplace, it is encouraging that our advances are also recognised externally. Notably, for the first time ever, Duopharma Biotech was named as the Champion in Talentbank’s Graduates’ Choice of Employer to Work For in the Pharmaceutical category. We had occupied the second spot for many years; moving up to the top position reflects the trust and confidence of the next generation in who we are and what we do.

Champion in the Pharmaceutical Category at Talentbank 8th Graduates’ Choice Award

Invested in employee engagement and development to **strengthen talent attraction and workplace diversity**

MESSAGE FROM THE CHAIRMAN AND GROUP CHIEF EXECUTIVE OFFICER

Duopharma Biotech was honoured with the Prime Minister's Award in the Private Sector category at the 2025 Integrity, Governance and Anti-Corruption Awards (AIGA).

Strengthening Our Governance

Good governance serves as the foundation for any responsible and sustainable corporation. At Duopharma Biotech, the Board works conscientiously to ensure ethical and transparent operations across the Group at all times. As a result of strong leadership, we maintain a culture of integrity with zero incidence of corruption. Our commitment to good governance was further reflected in the successful completion of the ISO 37001:2016 Anti-Bribery Management System ("ABMS") Surveillance Audit which verified that our anti-corruption controls are robust and that we have all the necessary systems in place to ensure ethical business conduct. Even more heartening, in 2025, Duopharma Biotech not only won the Gold Award under the Private Sector category, but was also honoured with the Prime Minister's Award in the same category at the 2025 Integrity, Governance and Anti-Corruption Awards (AIGA). This is truly a remarkable achievement as we topped the list of 71 private companies, many of which are known for high standards of corporate governance.

Going Forward

In 2026, Duopharma Biotech will continue to build on the momentum that we have achieved in the different areas of our sustainability platform. It goes without saying that we will also continue to prioritise the delivery of quality, safe and efficacious products to strengthen public access to medicines, while upholding responsible environmental management, supported by a high-performance culture, and continuous improvements to our corporate governance.

Despite the demanding year ahead to further embed sustainable practices across the Group, we will continue to strengthen our capabilities and execution. The commitment demonstrated by our employees lends confidence in achieving the many goals we have set. We would like to thank the entire Duopharma Biotech family for their contributions to our sustainability agenda. A special note of gratitude goes to Datuk Nik Moustpha Bin Haji Nik Hassan, former Chairman of our HSC, for his leadership and strategic direction. We also wish to welcome Dato' Adnan Hisham Bin Pawanteh, our new HSC Chairman. We look forward to working with the broader team to advance our ESG priorities and initiatives.

SECTION 3

SUSTAINABILITY AT A GLANCE

Our sustainability journey is guided by five strategic pillars that shape how we create long-term value. Through our ESG Strategy, we continue to strengthen these focus areas while addressing our material sustainability matters.

OUR SUSTAINABILITY JOURNEY

2025

- **Performed double materiality assessment and identified Top 11 material sustainability matters**
- **Initiated qualitative climate risks assessment and scenario analysis as per IFRS S2**
- **Established Water Management Framework**
- **Performed high-level Biodiversity Impact Assessment**

IFRS®

FTSE4Good

2020

Inclusion into FTSE4Good Bursa Malaysia Index

2021

GHG baseline (Scopes 1 & 2) established

2018

- Identified material sustainability matters
- Enhanced sustainability governance

2019

- Established Group Sustainability Policy
- Embedded UN SDGs into our sustainability framework

2015

Produced inaugural SR, guided by GRI Standards and Bursa Malaysia requirements

GRI

BURSA MALAYSIA

OUR SUSTAINABILITY JOURNEY

2024

- Completed GHG Scope 3 emissions baseline for six categories
- Established 5-Year Energy Efficiency Plan ("EEP")
- Completed installation of solar panels at all manufacturing sites
- Established Nature & Biodiversity Policy
- First Malaysian company to sign UNGC Forward Faster for Water Resilience initiative and CEO Water Mandate
- Performed climate risks assessment and adopted Task Force on Climate-related Financial Disclosures ("TCFD") recommendations
- Adopted Labour Rights Policy

2023

- Established Net Zero Transition Plan ("NZTP") to drive decarbonisation strategy
- Identified climate-related risks and incorporated TCFD recommendations
- Completed short-term 5-Year ESG Strategy

TCFD | TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

2022

- Established 5-Year ESG Strategy and climate pledges, including:
  - Carbon Neutrality by 2030
  - Net Zero Carbon Emissions by 2050
  - Replacement of 50% single-use plastics with biodegradable plastics by 2026

2017

Established Sustainability Management Council

2016

Increased sustainability awareness and capacity building

SUSTAINABILITY PERFORMANCE HIGHLIGHTS

Climate Performance

GHG emissions (Scope 1 & 2) in FY2025:

- Total emissions **decreased 2%** YoY
- Emissions intensity **decreased 14%** YoY; and **21%** compared to baseline year (FY2019)

Energy intensity **decreased 14% YoY**

Installed **high-efficiency HVAC chiller** as part of EEP

Sustainable Supply Chain

Conducted ESG awareness briefing for key suppliers and **completed ESG assessments on 8 top suppliers**

Access to Medicine

Launched **food supplements range** for adults and kids with natural derived extracts or compounds

Initiated **Pharmacoeconomics study on iBreastExam** and engaged more than 20 corporates on breast cancer and iBreastExam screening

Diversity & Inclusion

Achieved Employee Engagement Index of **88%**

(*Note: Malaysia average is 87%*)

93% completion of Unconscious Bias training among supervisory-level employees (Target: 80%)

Governance

Zero incidents of corruption

100% of operations completed Corruption Risk Management review

SUSTAINABILITY PERFORMANCE HIGHLIGHTS

3.2 GWh solar power generation across manufacturing sites

28% of single-use plastics replaced with biodegradable plastics

Diverted 26% non-scheduled waste from landfills (FY2024: 17%)

Recycled 6,116 m³ of water from operations (15% increase from FY2024)

Conducted corruption and bribery due diligence on **284** new business associates and **758** existing vendors

Achieved TRCF of **0.94** (Target: 1.28)

Lost Time Incidents: **4** (FY2024: 1)

ERYSAA® became the **first erythropoiesis-stimulating agent ("ESA")** certified halal by JAKIM

Awarded tenders to supply insulin analogues, oncology and renal products to the MOH

18 new product registrations in 2025, of which 6 were fully developed in-house

New range of **haemodialysis concentrate solution** under Medical Device Authority (MDA) registration

8 specially-abled individuals recruited as of 2025

Four out of nine (**44%**) GMC members are female and three out of nine (**33%**) are non-Bumiputera

Contributed **RM4,110,647 to 236 beneficiaries** in community development programmes

Completed ISO 37001 ABMS Surveillance Audit with no Non-Conformity ("NC") and only one Opportunity for Improvement ("OFI")

An **Investment Committee** was incorporated to enhance Board oversight structure

Successfully **completed the Intellectual Property Audit**

AWARDS AND RECOGNITION

In 2025, we made consistent progress and reached several key milestones in advancing our sustainability efforts, driven by our strategy and targeted initiatives.

1. **Sustainability & CSR Malaysia Awards 2025**
   - Company of the Year (Pharmaceutical Manufacturing) – ESG Leadership Award
   - Company of the Year – Long-Standing Excellence Award

2. **2025 Integrity, Governance and Anti-Corruption Awards ("AIGA")**
   - Prime Minister's Award (Private Sector)
   - Gold Award (Private Sector)

3. **Guardian Awards 2025 Fan Favourites**
   - Most Voted Kid's Supplement (CHAMPS® Vitamin C)

4. **Putra Aria Brand Awards 2025**
   UPHAMOL® (Silver) and FLAVETTES® (Bronze) in the Health category

5. **Talentbank 8th Graduates' Choice Award (GCA)**
   Top Graduates' Choice of Employer to Work For (Pharmaceutical)

6. **World Halal Excellence Award (WHEA)**
   Technology & Innovation Excellence Award

7. **National Corporate Governance and Sustainability Awards (NACGSA) 2025**
   - Overall Excellence Award – Top 20 (#12)
   - Mid Cap Excellence Award (Market Capitalisation between RM1 Billion–RM2 Billion)

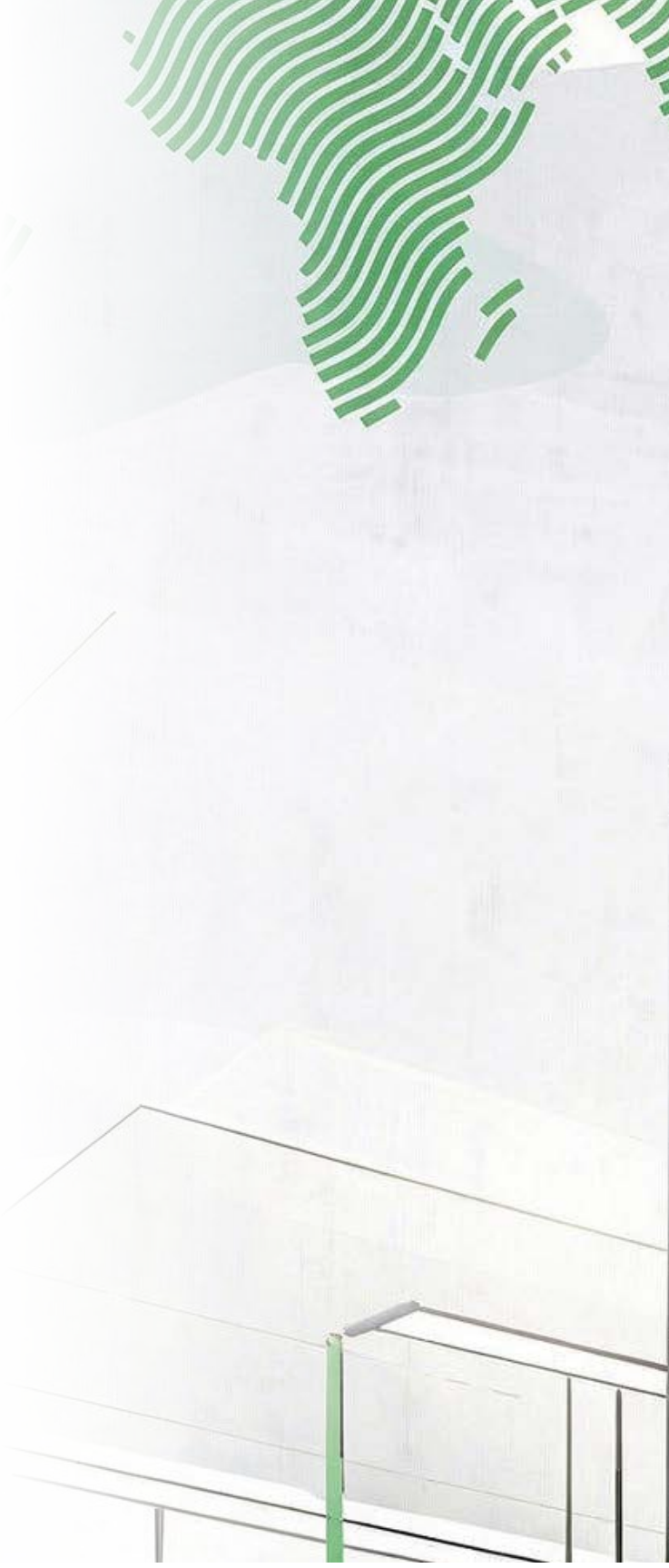
8. **Corporate Secretaries International Association Limited (CSIA) Global Governance Awards 2026**
   - Excellence in Governance - ESG Award

9. **National Annual Corporate Report Awards (NACRA) 2025**
   - Excellence Awards (Silver) for Companies with less than RM2 Billion in Market Capitalisation category

AWARDS AND RECOGNITION

SECTION 4

OUR SUSTAINABILITY APPROACH



Enhancing Sustainability for Long-Term Growth

Duopharma Biotech has established a sustainability framework which is continuously strengthened ensuring relevance to our stakeholders and the evolving operating environment. We regularly review our sustainability framework and strategy to drive long-term value creation.

SUSTAINABILITY FRAMEWORK AND GOVERNANCE

Duopharma Biotech's sustainability framework serves as a blueprint for integrating sustainable practices across our business operations. By providing a structured approach to ESG considerations, this framework bolsters our business resilience, mitigates risks and advances the well-being of both society and the environment.

Our framework encompasses five key focus areas that inform our 5-Year ESG Strategy (2022-2026). These focus areas are aligned with the UN SDGs, ensuring we contribute to the global agenda. Each focus area encompasses identified material sustainability matters which are managed via ESG activities, underpinned by our Sustainability Policy and supported by other sustainability-related policies.

Sustainability Policy:
Established in 2019 which focuses on three key pillars

- **Sustainability-led business commitment**
- **Planet performance**
- **Our workforce and community**

For more details of our sustainability-related policies, please refer to our corporate website: https://duopharmabiotech.com/esg/governance-and-policies/

Key Focus Areas

Climate Performance
- Managing climate-related risks
- Accelerating the path to net zero
- Optimising waste and material management
- Advancing water stewardship
- Continuous monitoring of environmental performance and compliance

Sustainable Supply Chain
- Procurement practices and vendor management
- Safeguarding safety and health

Access to Medicine
- Prioritising product quality, safety and responsibility
- Enabling access to medicines through affordability and medicine security
- Driving business innovation
- Strengthening R&D
- Advancing halal commitment

Diversity & Inclusion
- Adherence to local and international labour standards
- Ethical labour practices
- Talent acquisition and growth
- Promoting diversity and inclusion
- Supporting community outreach

Governance
- Internal control for good governance
- Assessing corruption risks
- Adopting ABMS
- Enhancing cybersecurity and privacy management

SUSTAINABILITY FRAMEWORK AND GOVERNANCE

Our sustainability governance is led by the Board of Duopharma Biotech, which plays a crucial role in integrating sustainability into the Company's strategic direction. The Board oversees the implementation of sustainability initiatives and is ultimately responsible for ensuring we have the resources and capability to manage our commitments to create long-term value for our stakeholders.

The Board's sustainability oversight is supported by the Management, a cross-functional Sustainability Council comprising representatives from key departments, and operational teams.

SUSTAINABILITY FRAMEWORK AND GOVERNANCE

Further enhancing sustainability governance, we have incorporated sustainability components into the performance evaluations and remuneration-linked Key Performance Indicators ("KPIs") of our Senior Management since 2022.

In 2025, the Board of Directors together with the HSC discussed the following topics:

Focus Area		Description
Strategy & Governance	5-Year ESG Strategy	Deliberated on progress of the ESG Strategy, ensuring good governance across key focus areas; and oversaw initiatives towards achieving mid-term (2024–2025) and long-term (2026–2028) targets across the focus areas of ESG Strategy.
	ESG Ratings	Reviewed FTSE4Good's assessment and ESG rating, driving plans for improvement.
	Policy Development	Informed of revisions to the Sustainability Policy and development of a new Nature and Biodiversity Policy.
Reporting & Materiality	Sustainability Reporting	Reviewed SR 2024 in terms of content and data, as well as data for submission to Bursa Malaysia's ESG Reporting Platform. Briefed on the scope and progress of assurance for SR 2024 (internal and external assurance).
	Double Materiality Assessment	Deliberated on the 18 material sustainability matters and endorsed their prioritisation as well as identification of the Top 11 material matters.
Climate & Environmental Management	Climate Risks	Briefed on Group-level climate risks (physical and transition) and progress in climate scenario analysis, as part of plans to transition towards IFRS S2 adoption.
	Net Zero Transition Plan	Monitored progress towards the Company's goals of Carbon Neutrality by 2030 and Net Zero Carbon Emissions by 2050 in line with NZTP; and was updated on the Group's GHG Scope 3 data and action plans moving forward.
	Waste Management Plan	Deliberated on forthcoming EPR requirements and their mplications, briefed on waste management initiatives and discussed feasibility of zero-waste-to-landfill target.
	Water Management	Reviewed and monitored the Company's Water Management Strategy and establishment of a Water Management Framework to optimise water usage, enhance efficiency, and support sustainability objectives.
Regulatory & Compliance	Regulatory Developments	Deliberated on amendments to Bursa Malaysia's MMLR, introduction of the NSRF, and mandatory disclosures in line with IFRS S1 and S2 starting from financial year 2028.

Board Training

In 2025, the Board attended training on "ESG: Risks and Opportunities?" which covered:

- ESG Fundamentals and Relevance to Corporate Value
- Corporate Governance and Disclosure Requirements for Public Listed Companies on Sustainability Matters
- Anti-Bribery and Corruption vis-à-vis Suppliers and Distributors
- Human Rights Due Diligence in Business
- Pharmaceutical Industry Governance: Good Manufacturing Practices, Ethical Marketing and Product Governance

ENGAGING WITH STAKEHOLDERS

Key Stakeholders and Engagement

We engage with our key stakeholders to understand their expectations, priorities and concerns, subsequently reflecting these in our sustainability strategy and decision-making. Through structured engagement, we identify material sustainability matters, strengthen relationships and align our actions with stakeholder needs and long-term business objectives.

S1 Government & Regulatory Authorities

Needs and Expectations

- Regulatory compliance and contribution to national goals
- Equitable healthcare
- ESG and climate-related risks
- Environmental management
- Labour practices and health safety
- Governance and ethics

Our Actions

- Strict adherence to all regulatory requirements
- Ensure affordable and accessible medicines
- Support national agendas such as Net Zero Carbon Emissions
- Establish transparent communication and engagement with relevant bodies

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 4 Health & Safety
- 5 Climate Risk
- 8 Waste & Material Management
- 10 Labour Practices & Standards
- 11 Halal Commitment

S2 Employees

Needs and Expectations

- Financial performance and stability
- Competitive remuneration
- Performance reviews
- Capacity building and career development
- General well-being and mental health
- Safe working environment
- Data privacy and security

Our Actions

- Emphasis on health & safety programmes, including mental health
- Sound financial management and business strategy
- Regular benefits benchmarking by Group Human Resources
- Review of Diversity, Anti-Discrimination & Anti-Harassment Policy
- Structured and customised training programmes
- Career and talent management, and succession planning
- Employee well-being support, e.g., Employee Relief Fund
- ESG awareness training and programmes or campaigns
- Strengthening our internal data privacy and security protocols

Link to Top Material Matters

- 4 Health & Safety
- 5 Climate Risk
- 7 Anti-Corruption
- 8 Waste & Material Management
- 10 Labour Practices & Standards

Other Material Matters

- Cybersecurity

ENGAGING WITH STAKEHOLDERS

S3 Shareholders & Financial Community

Needs and Expectations

- Corporate governance and integrity
- Financial performance and stability
- Business direction and key corporate developments
- Growth prospects and returns on investment
- Strong and effective leadership
- Regulatory compliance
- ESG performance, including climate risk management
- Data privacy and security

Our Actions

- Sound financial management
- Development and review of corporate strategy
- Business strategy outlining growth and product innovation
- Leadership training and succession planning
- Good governance practices and disclosures, and compliance with regulatory requirements
- ESG strategy and initiatives, and transparent disclosures
- Maintain listing in FTSE4Good Bursa Malaysia Index

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 5 Climate Risk
- 7 Anti-Corruption
- 9 Business Innovation & Model
- 10 Labour Practices & Standards

Other Material Matters

- Cybersecurity

S4 Customers

Needs and Expectations

- Quality and efficacious products
- Competitive pricing
- Portfolio expansion to treat a wider range of ailments
- Quality service, including timely delivery
- Data privacy and security

Our Actions

- Compliance with all pharmaceutical industry regulations on safety and quality
- Pharmacovigilance unit keeps track of adverse drug reactions
- Product innovation and development of generics and biosimilars by R&D team
- Partnerships or collaborations to introduce cutting-edge therapies in Malaysia or region
- Account managers engage regularly with key customers
- Continuous monitoring of on-time, in-full (“OTIF”) performance and annual Voice of Customer surveys
- Strengthen cybersecurity through periodic assessments and reviews of the Group’s cybersecurity posture, and regular reviews and audits of data privacy frameworks and practices.

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 6 Research & Development
- 11 Halal Commitment

Other Material Matters

- Cybersecurity

ENGAGING WITH STAKEHOLDERS

S5 Suppliers

Needs and Expectations

- Robust financial performance and stability
- Good governance; fair and transparent procurement; ethical business practices
- Supplier development programme
- Data privacy and security
- Support in ESG management

Our Actions

- Sound financial management and business strategy
- Transparent procurement procedures, e.g., Purchasing Control Procedure and e-bidding system
- Good governance practices and compliance with regulatory requirements
- Training and programmes for suppliers, e.g., Bumiputera Vendor Development Programme, governance-related training
- ESG awareness training and webinars for selected suppliers
- Assessment of selected suppliers to understand their ESG maturity

Link to Top Material Matters

- 3 Supply Chain Management
- 10 Labour Practices & Standards
- 5 Climate Risk
- 7 Anti-Corruption

Other Material Matters

- Cybersecurity

S6 Business Partners

Needs and Expectations

- Robust financial performance, stability, growth prospects and returns on investment
- Technical capabilities and market reputation
- Compliance with regulatory requirements
- Good governance and ethical business practices
- Data privacy and security

Our Actions

- Sound financial management and business strategy
- Business strategy outlining growth and product innovation
- Continuous capacity building and knowledge sharing for employees, especially on technical matters
- Good governance and compliance with regulatory requirements

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 9 Business Innovation & Model
- 2 Accessibility of Medicines
- 7 Anti-Corruption

Other Material Matters

- Cybersecurity

ENGAGING WITH STAKEHOLDERS

S7 Local Communities

Needs and Expectations

- Economic contributions, e.g., job creation
- Community development and enrichment
- Environmental and biodiversity impacts
- Safety and environmental regulatory compliance
- Safe and efficacious products and services
- Affordable and accessible products

Our Actions

- Job opportunities for local communities
- Corporate Social Responsibility ("CSR") programmes focused on education, the underprivileged, and humanitarian relief
- Proper management of climate change, environmental and biodiversity impacts
- Strict adherence to regulatory requirements and relevant quality standards
- Development of generics and biosimilars; and cost management to maintain affordable prices
- Knowledge sharing on general health awareness and responsible medicine use via social media platforms

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 5 Climate Risk
- 8 Waste & Material Management

S8 Healthcare Professionals

Needs and Expectations

- Product quality and safety compliance
- Product pricing
- Portfolio expansion to treat a wider range of ailments

Our Actions

- Compliance with all relevant pharmaceutical industry regulations
- Pharmacovigilance to track adverse drug reactions
- Optimise costs through process efficiency or improvement and more competitive raw materials sources
- Product innovation by R&D team
- Partnerships or collaborations to introduce cutting-edge therapies in Malaysia or regional countries

Link to Top Material Matters

- 1 Product Quality, Safety & Responsibility
- 2 Accessibility of Medicines
- 6 Research & Development

S9 Media

Needs and Expectations

- Regular updates on financial and market performance
- Transparent and timely response to enquiries
- Good governance and ethical business practices
- ESG commitments and performance

Our Actions

- Maintain close relationships with media houses
- Speedy response to media enquiries on business developments and updates
- Maintain good governance practices
- Execution of ESG strategy and initiatives, and transparent disclosure

Link to Top Material Matters

- 3 Supply Chain Management
- 5 Climate Risk
- 7 Anti-Corruption
- 9 Business Innovation & Model

ENGAGING WITH STAKEHOLDERS

Memberships & Associations

Duopharma Biotech is a member of various organisations and associations through which we learn from and share best practices while keeping updated on current trends related to sustainability and the pharmaceutical industry.

United Nations Global Compact Network Malaysia & Brunei ("UNGCMYB")	Malaysian Employers Federation (MEF)	Federation of Malaysian Manufacturers (FMM)
Malaysia Medical Device Association (MMDA)	Malaysian Organisation of Pharmaceutical Industries ("MOPI")	Bangi Industry Administrative Association (BIAA)
Malaysian Institute of Corporate Governance (MICG)	International Society for Pharmaceutical Engineering (ISPE)	Malaysian Pharmacists Society ("MPS")
UK-South East Asia Vaccine Manufacturing Research Hub (UK-SEA Vax Hub)	Inns of Court Malaysia	Institute of Corporate Directors Malaysia (ICDM)

ENGAGING WITH STAKEHOLDERS

External Engagements

Duopharma Biotech is often invited to share our sustainability practices and experience for the betterment of the industry. In addition, we actively participate in learning visits and engagement sessions to enhance our knowledge and expand our professional network within the sustainability community.

Visit to Air Selangor

Our ESG team participated in the UNGCMYB Members' Learning Visit to the Sungai Semenyih Water Treatment Plant. Co-organised by UNGCMYB and Air Selangor, the visit provided a valuable opportunity to explore sustainable water management practices and gain deeper insight into the critical role of responsible water stewardship in supporting long-term business and environmental resilience.

Future-Ready ESG 2025 Conference

Duopharma Biotech was invited as a panel speaker to discuss "Global Meets Local: ESG Perspectives from Across the Spectrum". The conference, themed "Local Implementation, Global Transformation", was co-organised by the Centre for Environmental Sustainability and Water Security (IPASA), Universiti Teknologi Malaysia (UTM). The panel discussion focused on balancing global ESG goals with local challenges, showcasing innovative solutions from different regions, and discussing strategies for effective global-local collaboration.

ENGAGING WITH STAKEHOLDERS

Maybank Green Belt Training Programme

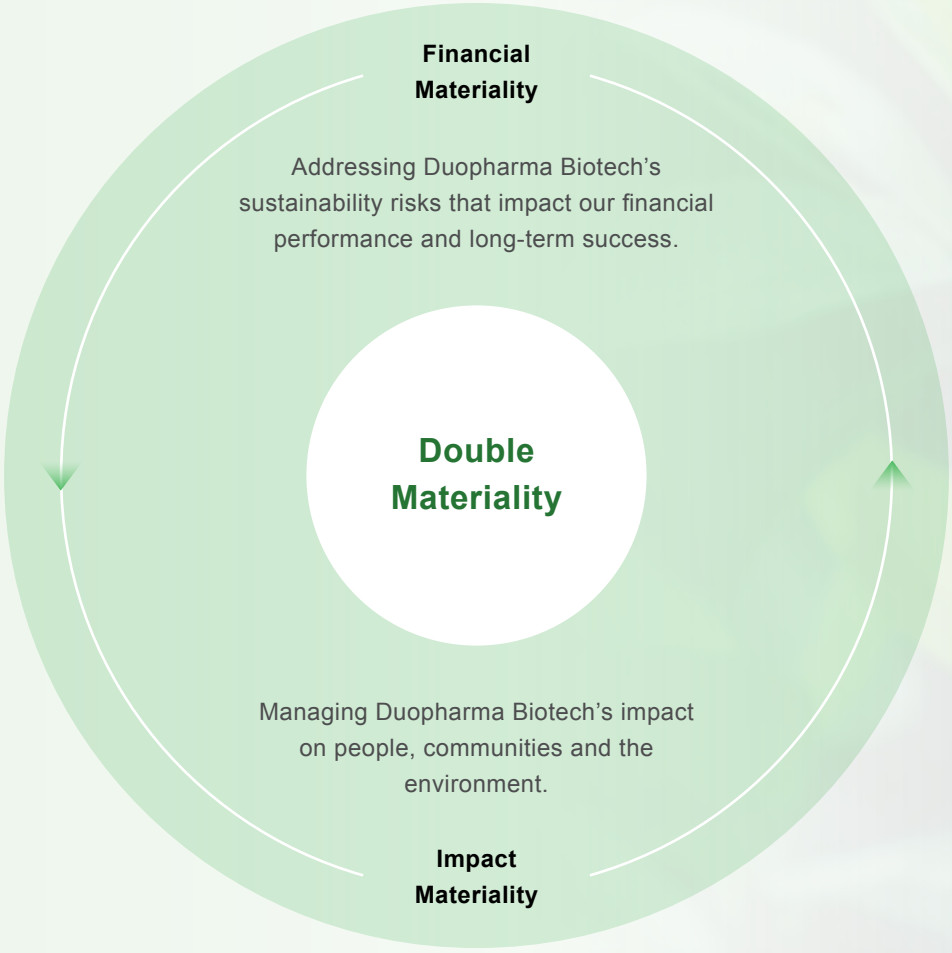
We were invited to share insights on Duopharma Biotech's sustainability journey at the Maybank Sustainability Programme Certification (MSPC) Green Belt Programme Training. During the session, we shared how sustainability is embedded within our business model and our experience in leading organisational change and acting as a change agent for sustainability transformation.

Learning Visit to Nestle Malaysia, Shah Alam

A team of nine representatives from the Sustainability, Production, Safety and Administration Departments participated in a learning visit to the Nestlé Shah Alam Complex to gain insights into the waste management system that enables it to achieve Zero-Waste-to-Landfill. This visit supports Duopharma Biotech's aspiration to progress towards zero-waste-to-landfill and reflects our commitment to learning from industry best practices to strengthen our own waste management initiatives.

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

We performed a comprehensive materiality assessment in 2022 which set the direction for our 5-Year ESG Strategy, policies and supporting initiatives. In 2025, we reviewed our material sustainability matters and adopted the double materiality assessment approach which takes into account both the impacts of our activities on the environment and society, as well as sustainability-related risks and opportunities that may affect the Company's financial performance, position and future prospects. Since transitioning our approach, we have gained deeper insights that allow us to balance our internal economic resilience with our external environmental and social impacts.



MATERIAL MATTERS, RISKS AND OPPORTUNITIES

The double materiality assessment is based on three steps:

IDENTIFICATION

STEP 1

- We began by reviewing Duopharma Biotech's business strategy and operations across our entire value chain, including upstream and downstream activities, subsidiaries and all geographical locations.
- Based on internal research, regulatory trends, industry benchmarks and stakeholder input, we then identified ESG topics that are tied to our strategic focus areas, risk exposures and growth levers.
- To ensure global alignment, we benchmarked against key frameworks such as IFRS S1 and S2, GRI, SASB, ISSB, FTSE4Good and Bursa Malaysia's MMLR.

PRIORITISATION

STEP 2

- We conducted a double materiality assessment on each ESG topic listed to understand our impact materiality and financial materiality. Impact materiality refers to the actual or potential effects a company has on the environment and society; while financial materiality identifies sustainability-related risks and opportunities that could reasonably be expected to influence Duopharma Biotech's financial position, performance and cash flows over the short, medium or long term.
- Both impact materiality and financial materiality assessments were conducted via surveys on internal and external stakeholders.
- Following the surveys, a workshop and discussions were held with key departments to obtain their feedback on the prioritised sustainability matters, with prioritisation based on the impact and financial lens.
- We then conducted a final validation survey to confirm and finalise the overall top material matters.

VALIDATION

STEP 3

- Following the final validation survey, we identified Duopharma Biotech's Top 11 material sustainability matters.
- The outcome was discussed and deliberated at the GMC level and final results were presented to the HSC and the Board of the Company for endorsement.

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

Key Enhancements in 2025

Based on the 2022 assessment, we identified 17 sustainability matters relevant to Duopharma Biotech. In our recent assessment, overlaps were observed in some of the existing sustainability matters, inspiring a review for better alignment and reduced redundancy.

Affordability & Pricing

Changes in FY2025

Merged under "Accessibility of Medicine".

Counterfeit Medicines & Adulteration

Changes in FY2025

Merged under "Product Quality, Safety & Responsibility".

Data Privacy & Security

Changes in FY2025

Enhanced and reclassified as "Cybersecurity".

- **Plastic Packaging & Circularity**
- **Water & Wastewater Management**
- **Biodiversity**

Changes in FY2025

Newly introduced into the list of sustainability matters.

17 Material Matters (2022 - 2024)	18 Material Matters (2025)	Final Top 11 Material Matters
• Product Quality, Safety & Responsibility	• Product Quality, Safety & Responsibility	1 Product Quality, Safety & Responsibility
• Anti-Corruption	• Anti-Corruption	2 Accessibility of Medicines
• Health & Safety	• Health & Safety	3 Supply Chain Management
• Waste & Material Management	• Waste & Material Management	4 Health & Safety
• Climate Risk	• Climate Risk	5 Climate Risk
• Affordability & Pricing	• Accessibility of Medicines	6 Research & Development
• Accessibility of Medicines	• Cybersecurity	7 Anti-Corruption
• Data Privacy & Security	• Supply Chain Management	8 Waste & Material Management
• Supply Chain Management	• Labour Practices & Standards	9 Business Innovation & Model
• Labour Practices & Standards	• Research & Development	10 Labour Practices & Standards
• Counterfeit Medicines & Adulteration	• Halal Commitment	11 Halal Commitment
• Research & Development	• Business Innovation & Model	
• Halal Commitment	• Diversity & Inclusion	
• Business Innovation & Model	• Community Outreach	
• Diversity & Inclusion	• Digitalisation	
• Community Outreach	• Plastic & Packaging Circularity	
• Digitalisation	• Water & Wastewater Management	
	• Biodiversity	

- Economic and Governance
- Environmental
- Social

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

The refreshed 18 materiality matters were assessed using the double materiality matrix, leading to 11 final material matters. These 11 material matters will shape our new ESG Strategy and roadmap, and guide our action plans, performance targets as well as sustainability disclosures to ensure focused and impact-driven reporting.

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

To optimise our sustainability efforts, we prioritised the 11 sustainability matters and identified associated risks and opportunities for each top matter.

1 Product Quality, Safety & Responsibility

Ensuring products meet safety, efficacy and regulatory requirements across their lifecycle, from development to post-market monitoring.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Quality issues, customer dissatisfaction and reputation damage:** Product quality deficiencies, including recalls or safety-related issues, may adversely impact customer trust, brand loyalty, and future sales performance 2. **Legal consequences and financial loss:** Recalls, lawsuits and brand value damage from failure to meet safety standards. 3. **Patient safety:** Serious pharmacovigilance cases, particularly those involving suspected and unexpected adverse reactions, may pose reputational risks and adversely affect stakeholder confidence.	1. **Customer loyalty:** High product quality and safety build customer trust and loyalty. 2. **Innovation:** R&D focus on safer materials and production methods lead to greater innovation.	**Access to Medicine**

2 Accessibility of Medicines

Making medicines affordable and accessible through pricing strategy, distribution access and equity initiatives targeting underserved communities.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Supply disruption:** Inability to meet patient and hospital demand due to shortages or disruptions. 2. **Affordability:** Reduced patient access and decreased competitiveness in tenders caused by pricing constraints or cost increases. 3. **Regulatory & compliance:** Potential penalties and risk to future tenders, if essential medicines are not supplied reliably.	1. **Market expansion:** Access to underserved and emerging markets, including rural areas and regional exports. 2. **Strategic partnerships:** Long-term collaborations with Key Opinion Leaders (KOLs), physicians, governments and health agencies through access programmes and public–private initiatives. 3. **Sustainable revenue growth:** Increased volumes, repeat demand and stronger stakeholder confidence driving long-term financial performance.	**Access to Medicine**

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

3 Supply Chain Management

Ensuring sustainable, ethical sourcing (prioritising local suppliers), traceability and resilience in the pharma value chain.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Supply chain disruptions:** Natural disasters, geopolitical events, etc., can impact the availability of raw materials, disrupting production and delivery to customers. 2. **Operational inefficiencies:** Poor supply chain management leading to inefficiencies, delays and increased costs. 3. **Reputational risks:** Negative events within the supply chain, such as ethical concerns or environmental issues, harming a company's reputation.	1. **Cost optimisation:** Optimisation strategy can lead to cost savings through improved processes and efficiency. 2. **Improved sustainability value:** Integration of sustainable practices into the supply chain enables better ESG risks management.	**Sustainable Supply Chain**

4 Health & Safety

Safeguarding employee well-being through robust workplace safety policies, occupational health programmes and risk mitigation.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Workplace accidents:** Poor health and safety practices leading to workplace accidents, injuries and fatalities. 2. **Legal consequences:** Non-compliance with health and safety regulations resulting in legal actions, fines and penalties. 3. **Reputation damage:** Frequent accidents or safety issues raising stakeholder concerns and affecting relationships. 4. **Operational disruption:** Work stoppages, investigations or shutdowns disrupting normal business operations.	1. **Employee well-being and productivity:** Prioritising health and safety creates a safer work environment, employee well-being and increased productivity. 2. **Legal compliance:** Adhering to health and safety regulations ensures legal compliance, minimising the risk of legal actions. 3. **Cost savings:** Proactive health and safety measures result in cost savings by preventing accidents, injuries and associated expenses.	**Sustainable Supply Chain**

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

5 Climate Risk

Addressing physical and transition risks posed by climate change, including emissions, adaptation and resilience planning.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Physical risks:** Climate-related events impacting assets, disrupting supply chains and operations. 2. **Regulatory risks:** Increasing climate regulations and requirements may result in compliance challenges and additional operational costs. 3. **Reputation damage:** Failure to address climate issues leading to negative public perception, affecting brand image and stakeholder trust.	1. **Innovation and cost savings:** Implementing sustainable and climate-resilient practices can foster innovation and lead to cost savings. 2. **Market leadership:** Demonstrating a commitment to addressing climate risks can position a company as environmentally responsible. 3. **Long-term resilience:** Proactive measures to address climate risks contribute to long-term resilience of the business against environmental changes.	**Climate Performance**

6 Research & Development

Driving innovation in medicines and healthcare solutions while ensuring ESG-aligned research practices.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Investment risks:** Failure to deliver results can lead to financial losses. 2. **Competitive pressure:** Rapid advancements in technology and innovation require companies to keep up or lose their competitive edge. 3. **Regulatory challenges:** Navigating complex regulatory frameworks for new products or technologies can pose challenges and delays. 4. **Intellectual property risks:** Protecting intellectual property is crucial, as infringement or loss of proprietary information pose significant risks.	1. **Innovation leadership:** R&D efforts position the company as a reliable innovator. 2. **Market expansion:** Development of innovative products open up new markets and increase market share. 3. **Long-term sustainability:** Continuous investment in R&D ensures long-term sustainability by adapting to changing market demands.	**Access to Medicine**

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

7 Anti-Corruption

Upholding integrity by preventing bribery or unethical practices, and ensuring compliance in dealings with stakeholders.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Legal consequences:** Corrupt practices lead to legal actions, fines and penalties. 2. **Reputation damage:** Being associated with corruption tarnishes a company's reputation and erodes customer trust. 3. **Operational disruption and loss of business opportunities:** Corruption can disrupt business operations, affecting efficiency, business partnerships and opportunities.	1. **Enhanced reputation:** Commitment to ethical business practices enhances a company's reputation and builds trust. 2. **Attracting investment:** Ethical business practices attract investors who prioritise responsible and sustainable operations.	**Governance**

8 Waste & Material Management

Managing pharmaceutical waste, packaging and hazardous materials towards more circular and efficient resource use.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Regulatory non-compliance:** Non-compliance with waste disposal regulations resulting in fines and legal consequences. 2. **Environmental impact:** Poor waste management practices leading to environmental pollution and damage. 3. **Reputation damage:** Negative perception of a company's waste practices can harm its reputation. 4. **Resource depletion:** Inefficient material use contributing to resource depletion and scarcity, impacting availability and cost of raw materials.	1. **Circular economy and cost saving:** Circularity leads to long-term sustainability, reduced environmental impact and cost savings. 2. **Innovation:** Exploring sustainable materials and recycling technologies fosters innovation, creating competitive advantage. 3. **Brand enhancement:** Commitment to responsible waste management enhances a company's image and appeals to environmentally-conscious stakeholders.	**Climate Performance**

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

9 Business Innovation & Model

Transforming operating models through digitalisation, partnerships and innovation to enhance healthcare outcomes.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Market resistance:** Traditional markets and existing customers may resist innovation and changes to a business model. 2. **Financial investment:** New business models and innovation carry financial risks, especially if returns are uncertain. 3. **Transition challenges:** Organisational effectiveness may be affected by challenges to employees and stakeholders in adapting to new business models.	1. **Market expansion:** Innovations in business models can open up new markets and customer segments, driving growth. 2. **Increased Efficiency:** Innovative business models lead to increased efficiency and cost savings.	**Access to Medicine**

10 Labour Practice & Standard

Upholding fair labour conditions, non-discrimination and human rights across our operations and value chain.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Regulatory sanctions:** Non-compliance with labour laws, non-discrimination requirements or human rights standards may result in regulatory penalties and legal action. 2. **Reputational damage:** Unethical labour practices weaken stakeholder confidence and company branding. 3. **Lower productivity:** Unfair treatment could affect employee morale and increase attrition rate.	1. **Enhanced value proposition:** Ethical labour practices increase a company's overall value. 2. **Market exposure:** Compliance with international standards unlocks access to new markets, attracting more customers. 3. **Talent attraction and retention:** Strong employee engagement and career progression opportunities build trust and loyalty, reducing attrition rate.	**Diversity & Inclusion**

MATERIAL MATTERS, RISKS AND OPPORTUNITIES

11 Halal Commitment

Leading in halal-certified pharmaceuticals by meeting religious, ethical and quality expectations globally.

RISKS	OPPORTUNITIES	ESG STRATEGY
1. **Loss of consumer trust and reputational risks:** Failure to adhere to halal standards resulting in reputational damage. 2. **Market exclusion:** Non-compliance with halal requirements leading to exclusion from markets where halal certification is a key consideration. 3. **Legal consequences:** Violating halal regulations may result in legal actions, fines or penalties.	1. **Global appeal and market expansion:** Strong halal commitment can attract diverse consumer segments. 2. **Consumer trust and loyalty:** Adhering to halal standards builds trust among consumers seeking halal products, fostering loyalty. 3. **Competitive advantage and market expansion:** Commitment to halal practices provides competitive advantage and creates opportunities to expand into markets with significant halal consumer base.	**Access to Medicine**

We will continue to review our sustainability risks and opportunities annually to ensure alignment with our business strategy. In addition to the 11 focus areas highlighted above, Duopharma Biotech will monitor the seven material topics identified during the preliminary assessment phase. Detailed strategies for managing these priorities are discussed in subsequent sections of this report.

SUSTAINABILITY STRATEGY

As a pharmaceutical company committed to improving access to quality and affordable healthcare, sustainability remains integral to our operations. The Group is now entering the final phase of its current 5-Year ESG Strategy and continues to focus on achieving our mid-term targets through structured implementation and performance monitoring. During the year, 34 ESG targets were established across five key focus areas, with 85% successfully completed as at 31 December 2025.

Climate Performance

Mid Term (2024-2025)

- Execute identified emission reduction strategies
- Establish and execute strategies to measure total GHG Scopes 1, 2 and 3 emissions

2025 Targets: 8

In-Progress:	1
Pending:	0
Completed:	7

Sustainable Supply Chain

Mid Term (2024-2025)

- Apply to become a member of Pharmaceutical Supply Chain Initiative ("PSCI")
- Begin execution of supply chain ESG strategy

2025 Targets: 5

In-Progress:	0
Pending:	0
Completed:	5

Total 2025 Targets:

SUSTAINABILITY STRATEGY

Mid Term (2024-2025)

Access to Medicine	Diversity & Inclusion	Governance
• Increased capacity of key medicines to ensure continuous supply, through expansion and Mergers and Acquisitions ("M&A")	• Unconscious bias training to cultivate awareness of unconscious bias in daily interactions, behaviours and decision making • Personal development and professional advancement through transformational learning and leadership opportunities	• Incorporate Integrated Reporting ("IR") and Malaysian Code on Corporate Governance ("MCCG") standards into SR and IAR • ESG software for ESG data tracking • Feasibility studies on TCFD
2025 Targets: 8	**2025 Targets: 2**	**2025 Targets: 11**
In-Progress: 3	In-Progress: 0	In-Progress: 1
Pending: 0	Pending: 0	Pending: 0
Completed: 5	Completed: 2	Completed: 10

34 (85% Completed)

SUSTAINABILITY STRATEGY

Climate Performance

Capitals:

N M

Top 11 Material Matters:

5 Climate Risk

8 Waste & Material Management

Stakeholder Groups Impacted:

S1 S2 S3 S5 S7

Mid-term Targets (2024 – 2025)
Execute identified emissions reduction strategies
Establish and execute strategies to measure total GHG emissions (Scopes 1, 2 and 3)
Execution of other environmental management initiatives

Sustainable Supply Chain

Capitals:

H S

Top 11 Material Matters:

3 Supply Chain Management

4 Health & Safety

Stakeholder Groups Impacted:

S2 S3 S5 S6

Mid-term Targets (2024 – 2025)
Apply to be a member of PSCI
Begin execution of supply chain ESG strategy
Occupational Health and Safety programmes

Our Stakeholders

S1 Government/Regulatory Authorities S2 Employees S3 Shareholders & Financial Community S4 Customers S5 Suppliers

S6 Business Partners S7 Local Communities S8 Healthcare Professionals S9 Media

SUSTAINABILITY STRATEGY

2025 Targets	Progress	Contribution to UN SDGs
Full execution of EEP initiatives for 2025	Installed high-efficiency heating, ventilation and air-conditioning ("HVAC") chiller as part of EEP	
Renewable Energy Certificates ("RECs") to offset 40% of Scope 2 emissions	Completed the procurement of 20,000 RECs in FY2025, as per target	
Replace 30% of single-use plastics with biodegradable plastics	28% of single-use plastics replaced with 11 tonnes of biodegradable plastics	
Implementation of e-labelling initiatives for 2025	E-labelling carried out on 117 products in Klang and Bangi	
Replace Lebreta blister packaging to sustainable packaging material by end 2025	Process validation and report completed in October 2025, to be followed by stability study	
Complete annual GHG emissions tracking and reporting for Scopes 1, 2 & 3	GHG Scopes 1, 2 and 3 data calculation and analysis for 2025 completed; and Scope 3 data was reviewed	
Establish Water Management Framework based on water audit	Water Management Framework established based on qualitative review of water mapping and usage	
Perform biodiversity impact assessment for Malaysia sites	High-level biodiversity impact assessment completed	

2025 Targets	Progress	Contribution to UN SDGs
Perform review of PSCI membership adoption	Review completed, with a recommendation to pursue membership at later stage	
Extend and perform ESG Assessment on another 10 selected suppliers	Top key suppliers briefed on assessment, with eight completing the assessment	
Conduct ESG capacity-building or knowledge sharing with selected vendors	ESG awareness webinar conducted for 27 selected suppliers on "Climate Change and Its Impacts"	
Conduct and complete all due diligence on corruption and bribery using Handshakes System for new and existing business associates or vendors	Completed due diligence on 284 new business associates and 758 existing vendors	
Achieve TRCF targets of <1.28 (operations) and zero (office) annually	Achieved TRCF of 0.94 (operations) and zero (office)	

Capitals

F Financial Capital
M Manufactured Capital
I Intellectual Capital
S Social & Relationship Capital
H Human Capital
N Natural Capital

Targets

Completed
In Progress

SUSTAINABILITY STRATEGY

Access to Medicine

Capitals:

F M I

Top 11 Material Matters:

1 Product Quality, Safety & Responsibility

2 Accessibility of Medicines

6 Research & Development

9 Business Innovation & Model

11 Halal Commitment

Stakeholder Groups Impacted:

S1 S2 S4 S7 S8

Mid-term Targets (2024 – 2025)
Increase capacity in key medicines to ensure continuous supply through plant expansion and M&As

Diversity & Inclusion

Capitals:

H S

Top 11 Material Matters:

10 Labour Practices & Standards

Stakeholder Groups Impacted:

S2

Mid-term Targets (2024 – 2025)
Unconscious Bias training to cultivate awareness in daily interactions, behaviours and decision-making
Personal development and professional advancement through transformational learning and leadership opportunities

Our Stakeholders

S1 Government/Regulatory Authorities S2 Employees S3 Shareholders & Financial Community S4 Customers S5 Suppliers

S6 Business Partners S7 Local Communities S8 Healthcare Professionals S9 Media

SUSTAINABILITY STRATEGY

2025 Targets	Progress	Contribution to UN SDGs
Launch at least plant-based products and identify new products for development under CHC brands	Products and food supplements launched (CHAMPS® Nutribar, Proviton Bar, FLAVETTES® Ms Range, etc)	
Identify at least two Contract Manufacturing Organisation ("CMO") partners for pharmaceutical or CHC outsourcing	Two CMO partners identified to outsource pharmaceutical and CHC products	
Make breast screening publicly available: • Conduct and complete iBreastExam Pharmacoeconomics study by Q1 2026 • Collaborate with at least 10 corporate organisations on health talk and breast screening	• iBreastExam Pharmacoeconomics study kickstarted and iBreastExam screening completed with the final report made available as of February 2026 • Collaborated with 24 corporates, screened 1,044 women and conducted seven health talks	
Duopharma ConnextScan to Go Live in Q1 2026	Platform is in development stage, and expected to Go Live before end 2026	
Winning and execution of Basalog ONE, Lebreta, and Trevive tenders within 2025	• Bids were submitted for all three products in January 2025 • Successfully renewed tender for Basalog ONE, and executed order fulfilment for Lebreta and Trevive	
To improve 2025 volume market share for Ethical Specialty Business ("ESB")'s biologics products in private sector for Zuhera, Krabeva, Basalog ONE and ERYSAA® as compared to 2024	Volume market share for ESB focus biologic products improved as per IQVIA Moving Annual Total ("MAT") Q3 2025	
Ensure business continuity and long-term growth by developing at least three new products in-house or via trading or technology transfer, and submitting proposals for approval	18 new product registrations submitted to National Pharmaceutical Regulatory Agency ("NPRA") in 2025, of which six were developed fully in-house. Product development and registration activities are ongoing and will be carried forward to FY2026	
Complete outsourced R&D for Nilotinib tablets by December, and technology transfer for Quetiapine XR and Brimonidine Eye Drops	50% completed, with Nilotinib development pushed to Q2 2026 for the pilot batch	

2025 Targets	Progress	Contribution to UN SDGs
To roll out Unconscious Bias training for all supervisory-level employees with 80% completion target	Achieved 93% completion via 15 modules of training	
To have at least five talent mobility	Seven talent mobility completed in FY2025	

Capitals

F Financial Capital
M Manufactured Capital
I Intellectual Capital
S Social & Relationship Capital
H Human Capital
N Natural Capital

Targets

Completed
In Progress

SUSTAINABILITY STRATEGY

Governance

Capitals:

F I S

Top 11 Material Matters:

7 Anti-Corruption

Stakeholder Groups Impacted:

S1 S2 S3 S4 S5 S6

Mid-term Targets (2024 – 2025)
Incorporate IR and MCCG standards into sustainability and annual reports
ESG software for ESG data tracking
Feasibility studies on TCFD
Execution of integrity-related programmes
Corporate Governance programmes

In anticipation of the next strategic phase, the Group has commenced a structured review of our current ESG Strategy and the formulation of a new post-2026 roadmap. This process includes engagement with the Sustainability Council and GMC to assess progress, refine priorities and formulate future targets. The refreshed ESG Strategy, guided by the 2025 Double Materiality Assessment, is targeted for finalisation by Q3 2026.

Our Stakeholders

S1 Government/Regulatory Authorities S2 Employees S3 Shareholders & Financial Community S4 Customers S5 Suppliers

S6 Business Partners S7 Local Communities S8 Healthcare Professionals S9 Media

SUSTAINABILITY STRATEGY

2025 Targets	Progress	Contribution to UN SDGs
Adoption of IR and MCCG standards into SR and IAR	Complied with IR and MCCG standards in SR and IAR	
Enhance internal SAP system for ESG-related data collection	Improvements to SAP to support GHG Scope 3 data collection for Categories 1 and 12 identified and consolidated	
Complete climate scenario-based analysis for Malaysia sites	Slight delay – training and comprehensive climate risk assessment (qualitative) to kick off in Q1 2026	
Complete at least 80% of the Organisational Integrity & Anti-Corruption Plan ("OIACP") 2025	96% completion achieved	
Pass ISO 37001:2016 ABMS surveillance audit without any major NC	Concluded ABMS audit with zero NC and only one OFI	
Complete the Corruption Risk Management review for 2025	100% of operations completed the Corruption Risk Management review	
Manage all Whistleblowing cases, if any, ensuring compliance	All Whistleblowing cases were attended to and reported to the Risk Management Committee ("RMC") and Board of the Company, as required	
Establish an Investment Committee ("IC")	The IC of the Company was established in February 2025 and its Terms of Reference was approved by the Board in May 2025	
Review the composition of the Board of Directors and Board Committees of Duopharma Biotech	Changes in the composition of the Board and Board Committees of the Company were announced to Bursa Malaysia in May, August and November 2025	
Review the Terms of Reference of the Board Committees of Duopharma Biotech	Terms of Reference of the RMC and IC were approved by the Board in May 2025	
Intellectual Property Audit	IP Audit completed and report tabled to the Audit Committee of Duopharma Biotech in November 2025	

Capitals

F Financial Capital
M Manufactured Capital
I Intellectual Capital
S Social & Relationship Capital
H Human Capital
N Natural Capital

Targets

Completed
In Progress

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

We are committed to delivering positive and sustainable impacts across our business, aligning our initiatives with the UN SDGs to ensure global relevance. Based on the relevant targets and indicators, we have identified 14 SDGs closely related to our materiality priorities.

Our contributions to the specific SDG targets is summarised across our material topics:

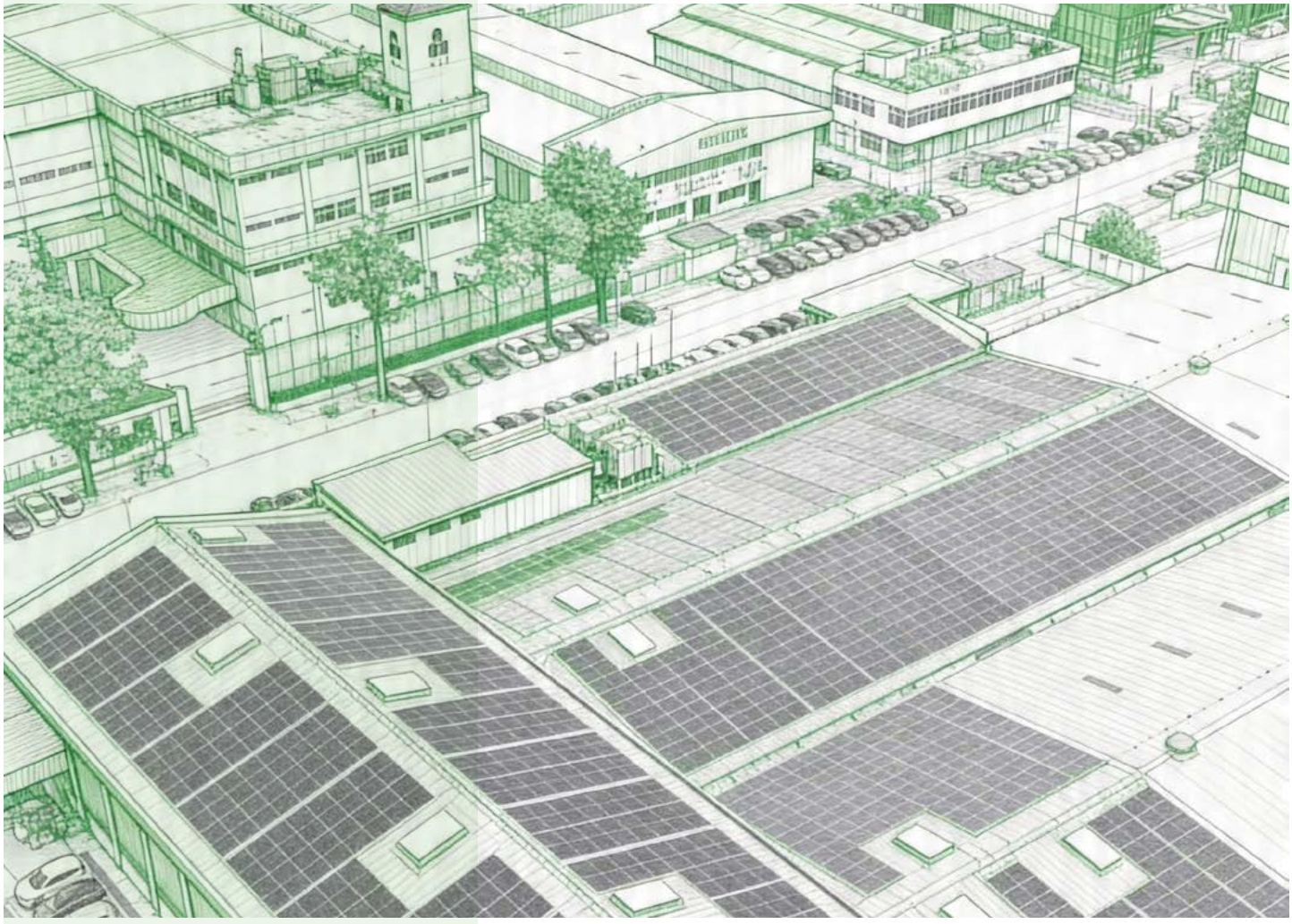
ESG Strategy	Link to Top Material Matters	Sustainable Development Goals (SDGs)																
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Climate Performance	5 Climate Risk							✓						✓	✓			
	8 Waste & Material Management												✓					
Access to Medicines	1 Product Quality, Safety & Responsibility	✓																
	2 Accessibility of Medicines	✓		✓						✓								✓
	6 Research & Development	✓		✓						✓								✓
	9 Business Innovation & Model			✓						✓								✓
	11 Halal Commitment									✓								
Sustainable Supply Chain	3 Supply Chain Management	✓					✓											
	4 Health & Safety			✓		✓			✓									
Diversity & Inclusion	10 Labour Practices & Standards				✓	✓			✓		✓							
Governance	7 Anti-Corruption																✓	

SDGs & Targets	Our Contributions
Goal 1 – No Poverty Target: 1.4	• Produce affordable generics and biosimilars that enable access to essential medicines and reduce healthcare costs • Prioritise local suppliers to support local economies and job creation • Provide financial aid and essential goods to underprivileged groups, dedicating almost RM117,000 in 2025 to support these communities
Goal 3 – Good Health and Well-being Targets: 3.4, 3.8	• Ensure local medicine security by focusing on accessibility of medicines in MOH's National Essential Medicines List ("NEML") • Develop research and development capabilities to sustain healthcare innovations, including new therapies for eyes, malaria, dengue and cancer • Partner with organisations or companies to ensure better access to diabetes and kidney treatments
Goal 4 – Quality Education Targets: 4.3, 4.4	• Create greater equity in education – in 2025, 95% of total CSR expenditure was allocated to education initiatives • Support graduate employability through structured programmes such as PROTÉGÉ and ProGrad (graduate training) • Promote continuous learning among employees through MyDuopharma Learning ("MDL") platform
Goal 5 – Gender Equality Target: 5.5	• Commit to gender balance leadership - in 2025 achieved 45% women representation in global workforce and 25% in managerial positions • Review of Anti-Discrimination and Anti-Harassment Policy ensuring safe working environment • Celebrated Women's Day and provided free breast screening to enhance women's well-being

CONTRIBUTION TO SUSTAINABLE DEVELOPMENT GOALS

SDGs & Targets	Our Contributions
 **Goal 6 – Clean Water and Sanitation** Targets: 6.3, 6.4	• Established Water Management Plan and Water Management Framework, and performed high-level water consumption pattern study to identify hotspots • Harvested 199m^3 of rainwater within our operations • Recycled 6,116m^3 of water within our operations
 **Goal 7 – Affordable and Clean Energy** Target: 7.3	• Established NZTP and 5-Year EEP to drive net zero ambitions • Generated 3.2 GWh through our solar panels • Installed high-efficiency HVAC chiller under EEP
 **Goal 8 – Decent Work and Economic Growth** Targets: 8.2, 8.3, 8.8	• Promote inclusive workplace practices and culture through employee engagement • Recognise employees' right to freedom of association (unions) and collective bargaining
 **Goal 9 – Industry, Innovation and Infrastructure** Target: 9.5	• Adopt innovative technology to improve efficiency, product quality and sustainable business operations • Drive innovation based on identified product pipeline, expanding treatment options for patients • Obtained Malaysia Halal Certification from Department of Islamic Development Malaysia ("JAKIM") for ERYSAA® in 2025
 **Goal 10 – Reduced Inequalities** Target: 10.1	• Commit to living wage of RM3,100 • Community outreach supports the underprivileged through financial aid, essential goods and pharmaceutical products • Promote diversity in hiring, and recruited eight specially-abled individuals to date
 **Goal 12 – Responsible Consumption and Production** Targets: 12.4, 12.5, 12.6	• Diverted 26% of non-scheduled waste from landfill through recycling in 2025 • Appointed Department of Environment ("DOE") approved licence contractor to ensure proper disposal of scheduled waste • 28% of single-use plastic replaced with biodegradable plastic in 2025 • Implemented e-labelling on 117 products in Klang and Bangi, replacing printed product leaflets with QR codes • Ongoing development of Waste Management Strategy and sustainable packaging guidelines
 **Goal 13 – Climate Action** Targets: 13.1,13.3	• Monitor GHG Scopes 1, 2 and 3 (six categories) data • Established NZTP and 5-Year EEP to drive net zero ambitions • Purchased 20,000 RECs to meet Scope 2 emissions offsetting target of 40% • Performed climate risk assessment across operations • Nurture sustainability culture among employees through training and awareness programmes
 **Goal 14 – Life Below Water** Target: 14.1	• Manage water discharge responsibly ensuring water effluents adhere to DOE regulations • Established Water Management Framework and performed qualitative review of water mapping and usage • Implement water conservation practices such as water reuse and recycling
 **Goal 16 – Peace, Justice and Strong Institutions** Targets: 16.3, 16.5, 16.6, 16.7	• Established whistleblowing channel to raise any concerns • Conduct bribery and corruption due diligence on suppliers and vendors • Mandatory signing of Integrity Pact by suppliers and vendors • Strengthen awareness through training, bulletins and posters across our operations
 **Goal 17 – Partnerships for the Goals** Targets: 17.6,17.16	• Collaborate with MOPI to advocate investments to strengthen medicine security • Partnerships with Owen Mumford, Biocon, PanGen, etc, to enhance treatment solutions for kidney and diabetes patients • Collaborate with UNGCMYB on ESG awareness training and assessment of suppliers

CLIMATE PERFORMANCE



Capitals Impacted:

N M

Stakeholder Groups Impacted:

S1 S2 S3 S5 S7

Contribution to UN SDGs:

5 CLIMATE RISK

Why It's Important

Managing climate risks is critical for Duopharma Biotech, as climate change can directly and indirectly affect our operations, financial performance, supply chain, long-term sustainability and reputation. Effective climate risk management supports regulatory compliance, strengthens our operational and supply chain resilience, protects the value of our assets, and mitigates financial and reputational risks. It also enhances stakeholder confidence, including our investors, customers and regulators, who increasingly expect robust climate governance and disclosures.

Sustainability Risks And Opportunities

Risks	Opportunities
Physical climate impacts and evolving regulatory requirements, including NSRF and IFRS S2, have the potential to disrupt our operations, increase our compliance costs, and affect our reporting readiness. At the same time, it is challenging to collect reliable emissions and climate-related data, particularly for Scope 3, which could affect the quality of our disclosures, hence stakeholder confidence.	By strengthening our climate risk management, energy efficiency and renewable energy adoption, we enhance our business resilience, reduce costs and support long-term sustainability. Meanwhile, enhanced climate disclosures and credible decarbonisation efforts will improve access to sustainable financing, strengthen investor confidence in Duopharma Biotech, and enhance our corporate reputation.

Key Achievements in FY2025

- **Strengthened climate risk** governance by identifying, monitoring and integrating climate-related risks into the Group and regional risk management.
- **Commenced a qualitative climate risk** assessment aligned with IFRS S2 to strengthen climate risk management.

Our Approach

Our climate risk management and initiatives focus on two key areas, which are discussed in detail throughout this section:

1 **ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND IMPACTS**

2 **GHG EMISSIONS AND ENERGY MANAGEMENT**

We have integrated climate risk considerations into our governance structure, with Board oversight and mitigation strategies embedded within the Company's 5-Year ESG Strategy, ensuring that climate risks and opportunities are proactively managed in support of long-term business sustainability.

CLIMATE PERFORMANCE

1 ASSESSING AND MANAGING CLIMATE-RELATED RISKS AND IMPACTS

In line with NSRF and IFRS S2 standards, Duopharma Biotech is strengthening our approach to managing climate-related risks and opportunities. We continue to enhance our governance, strategy, risk management and performance measurement practices to support regulatory compliance, improve disclosure quality, and strengthen our business resilience. Our climate-related initiatives are implemented through a phased and structured approach, with progress aligned to NSRF implementation timelines and IFRS S2 reporting expectations.

NSRF IMPLEMENTATION PLAN

FY2026

Completion of qualitative climate risk assessments and scenario analyses across key operations. Strengthening governance structures, internal controls and data collection processes.

FY2027

Implementation of quantitative climate scenario analyses, refinement of emissions baselines, and enhancement of Scope 3 data quality.

FY2028

Full adoption of IFRS-aligned disclosures, including comprehensive governance, strategy, risk management, and metrics and targets reporting. Continuous monitoring of climate risks.

Our approach to managing climate-related risks is structured around the four core pillars of the IFRS S2 Standard.

Oversight of climate-related risks and opportunities at Duopharma Biotech is provided at both Board and Management levels, ensuring effective governance and accountability.

Climate risk assessments and scenario analyses are conducted to evaluate potential impacts on operations and long-term performance. The outcomes are used to guide financial planning and operational decision-making.

These are used to monitor climate-related performance such as GHG emissions across Scope 1, Scope 2 and relevant Scope 3 categories.

The Group identifies and assesses climate-related risks through the Group's established Enterprise Risk Management ("ERM") Framework. Risk identification is conducted at both Group and site or regional levels, and prioritised using a likelihood–impact rating methodology.

CLIMATE PERFORMANCE

Governance

Climate-related matters are regularly reviewed by relevant Board Committees of Duopharma Biotech and supported by the Management and the operational teams. Climate-related matters are escalated to Senior Management and the Board through the Group's ERM Framework. To ensure that the Group's highest governance body has oversight on climate risk, all proposals tabled to the Board and Board Committees are required to include a climate risk assessment section. This governance structure ensures climate considerations are integrated into strategic planning, investment decisions and operational management.

Climate risk is assessed at the Group level with oversight by Group Risk Management and Integrity ("GRMI"), and at individual sites and regional offices. Operational teams identify and assess climate-related risks, which are consolidated and escalated to the Executive Risk Management Committee ("ERMC") for review. Key climate risks and mitigation plans are then tabled to the RMC and subsequently reported to the Board of Duopharma Biotech as part of the Group's risk governance process. GRMI ensures ongoing monitoring and reporting to the RMC.

Board-level

- The Board provides oversight of climate-related risks and opportunities as part of broader sustainability and risk governance responsibilities.
- The HSC oversees sustainability and ESG matters, including climate-related risks and opportunities, and considers emerging ESG developments and risk factors. The HSC reviews and recommends relevant strategies and responses to the Board.
- The RMC reviews the effectiveness of the Group's Risk Management System, with a specific focus on evolving risk profiles, including ESG and climate-related risks.

Management-level

- Management is responsible for setting the climate risk management strategy and integrating climate considerations into overall business planning. This includes providing oversight and direction, allocating resources, embedding climate risks into the ERM Framework, and monitoring progress and performance through defined reporting mechanisms.
- The GMC and relevant functions including Sustainability and GRMI are responsible for identifying, assessing and managing climate-related risks and opportunities, as well as implementing and continuously monitoring the mitigation and adaptation measures.

Operational-level

- Operational teams are responsible for identifying and assessing climate-related risks within their respective areas, implementing mitigation and adaptation measures, monitoring the effectiveness of controls, and reporting outcomes and emerging risks to the Management.

CLIMATE PERFORMANCE

Strategy

Climate risk is classified as an emerging risk, and defined according to physical and transition risks that may impact business operations and value chain. Our GRMI team and respective sites continue to monitor climate-related developments and incidents at each location to assess potential impacts as they arise.

Duopharma Biotech assesses the resilience of our climate-related risk strategy through enterprise risk management and strategic planning processes. The identification of climate-related risks and opportunities have influenced our strategic decisions in terms of the following:

Strategic Risk Integration

- Climate change was identified as an emerging long-term risk, and integrated into Group and regional risk profiles, with joint assessments conducted with site teams.
- Climate-related matters were regularly reviewed by the ERMC and RMC in FY2025, strengthening Board and Management oversight.

Operational Planning

- Operational plans considered physical risks such as flooding, heavy rainfall, rising sea levels and urban heat to minimise operational disruptions.
- Operational planning incorporated a risk-rating framework to assess the likelihood and impact of climate-related events.

Capital Allocation

- Climate transition risks were considered in capital planning, particularly for investments in low-carbon and energy-efficient technologies.
- Invested in employee training and capability development to support climate risk assessment and the adoption of low-carbon technologies.

The Company identifies and assesses climate-related risks and opportunities across short-, medium- and long-term time horizons. Together, these risks and opportunities influence Duopharma Biotech's strategic decisions, operational resilience and long-term value creation across our value chain.

CLIMATE PERFORMANCE

Physical Risks

Risk Type	Risk Details	Operational Impacts	Financial Impacts	Time Horizon	Opportunities	Our Actions
Acute	Increased frequency and severity of heavy rainfall and flooding	• Damage to asset and infrastructure. • Disruption to manufacturing activities. • Interruption to logistics and supply chains.	• Increased repair and maintenance costs. • Higher insurance premiums. • Production downtime and potential revenue loss.	●	• Investment in resilient infrastructure and improved drainage systems. • Strengthened business continuity planning.	We periodically assess sites that are located in flood-prone areas, or those that have a history of flooding. Preventive maintenance and infrastructure improvement (e.g., drainage) are undertaken to minimise flooding risk.
Acute	Water scarcity due to drought	• Disruption to production processes. • Reduced production capacity. • Potential quality control risk.	• Higher operational expenses ("OPEX") due to procurement of external water supply. • Production downtime and product delivery delays. • Revenue loss arising from supply chain disruption.	●	• Adoption of water recycling and reuse system. • Development of alternative water sourcing plans.	We have completed a high-level water consumption pattern study, mapping end-to-end water flows and identifying operational hotspots. Potential water efficiency improvements will be outlined and prioritised for critical processes and areas of high usage.

● Short to Medium Term ● Medium to Long Term ● Long Term

CLIMATE PERFORMANCE

Physical Risks

Risk Type	Risk Details	Operational Impacts	Financial Impacts	Time Horizon	Opportunities	Our Actions
Chronic	Rising sea levels and land subsidence in coastal locations	• Asset impairment and reduced long-term asset viability. • Increased exposure to flooding and storm surge events. • Operational disruption due to restricted area access.	• Increased capital expenditure ("CAPEX") due to relocation or reinforcement costs. • Impairment losses or risk of stranded assets. • Increase assurance premiums.	●	• Strategic site selection and long-term location planning. • Investment in climate-resilient infrastructure and adaptive design. • Strengthened long-term asset resilience and business continuity planning.	Facilities located in coastal areas or regions projected to be impacted by rising sea level are identified and periodically assessed. We incorporate climate exposure considerations into business strategy and capital planning discussions including evaluation of adaptation measures such asset reinforcement, drainage improvements, and long-term relocation planning where necessary.
	Rising mean temperatures and urban heat island effects	• Increased energy consumption and operating costs. • Reduced equipment efficiency and performance under higher ambient temperatures. • Occupational health and safety risks for employees exposed to heat stress.	• Higher operational expenditure ("OPEX") from electricity and cooling demand. • Increased maintenance and replacement costs for heat-sensitive equipment. • Higher insurance costs or regulatory compliance costs related to workplace safety.	●	• Investment in energy-efficient cooling systems and heat mitigation measures. • Integration of passive building design and insulation improvements into new assets. • Strengthening climate resilience and long-term operational efficiency.	To implement energy efficiency initiatives and evaluate low-carbon technologies under our Energy Efficiency Plan ("EEP"). In addition, we assess cooling system performance and explore heat mitigation strategies, including improved ventilation, insulation upgrades, and process optimisation to enhance resilience against rising temperatures.

● Short to Medium Term ● Medium to Long Term ● Long Term

CLIMATE PERFORMANCE

Transition Risks

Risk Type	Risk Details	Operational Impacts	Financial Impacts	Time Horizon	Opportunities	Our Actions
Policy and legal	Stricter climate regulations and reporting requirements (e.g., NSRF, carbon pricing mechanism)	• Increased reporting, monitoring and regulatory compliance workload. • Need for enhanced data collection systems, internal control and governance processes. • Integration of climate risk considerations into enterprise risk management and strategic planning.	• Higher compliance, audit and assurance costs (e.g., limited or reasonable assurance). • Investment in advisory and consultancy to support climate risk assessment and reporting. • Potential exposure to carbon taxes or carbon pricing mechanisms. • Risk of penalties or reputational damage in the event of non-compliance.	●	• Strengthened governance, transparency and internal risk management practices. • Improved ESG ratings and investor confidence. • Enhanced operational efficiency through emissions reduction and energy optimisation initiatives.	We progressively enhance our climate disclosures in line with regulatory developments, including alignment with NSRF requirements. Climate risk assessments and scenario analyses have been initiated in accordance with the prescribed timelines. We target completion of quantitative climate scenario analyses by FY2027. In addition, we are strengthening internal data governance frameworks, reviewing reporting controls, and building internal capabilities to support compliance with evolving climate-related regulatory requirements.
Technology	Capital investment and skills required to adopt low-carbon and energy-efficient technologies	• Technological obsolescence requiring equipment upgrades or process redesign. • Skills gaps and limited technical expertise affecting implementation effectiveness. • Inefficient operations and higher energy consumption due to inadequate knowledge.	• Risk of stranded or premature depreciated assets. • Higher sort-term OPEX during transition periods. • Potential underperformance of investments if technologies do not deliver expected efficiency gains.	●	• Improved operational efficiency and reduction of GHG emissions. • Long-term cost savings from energy-efficient technologies. • Strengthened technical capabilities and innovation culture within the organisation.	EEP initiatives (high-efficiency HVAC systems, solar panel installations) are being progressively implemented, with ongoing evaluation of low-carbon technologies to further improve energy efficiency. In parallel, we are enhancing internal technical capabilities through training and knowledge-sharing initiatives, while incorporating energy efficiency considerations into capital planning and asset lifecycle management decisions.

● Short to Medium Term ● Medium to Long Term ● Long Term

CLIMATE PERFORMANCE

Transition Risks

Risk Type	Risk Details	Operational Impacts	Financial Impacts	Time Horizon	Opportunities	Our Actions
Market	Shift in investor and market preference towards ESG-compliant manufacturers	• Need to review product lifecycle management, sourcing and packaging practices. • Risk of reduced competitiveness or loss of market access if ESG expectations are not met. • Increased due diligence requirements from customers and business partners.	• Increase in operating cost and higher expenditure on R&D to meet ESG-compliant demand/ requirements. • Margin pressure arising from higher costs of sustainable raw material and packaging cost. • Potential revenue loss from customers with strict ESG procurement policies.	●	• Development of sustainable packaging and environmentally responsible product solutions. • Competitive advantage in ESG-focused markets (e.g., Europe and other regulated markets). • Improved ESG ratings and attractiveness to sustainability-focused investors.	We are preparing for Extended Producer Responsibility (“EPR”) requirements and exploring sustainable packaging guidelines to remain aligned with future regulatory expectations. If the Company plans to enter the European Union market, we may also need to undertake product carbon footprint assessments and disclosures. In anticipation of potential entry into the EU market, we are evaluating the need to conduct product carbon footprint assessments and related disclosures. We also continue to assess ESG-related expectations across our value chain to strengthen long-term market positioning and resilience.

● Short to Medium Term ● Medium to Long Term ● Long Term

CLIMATE PERFORMANCE

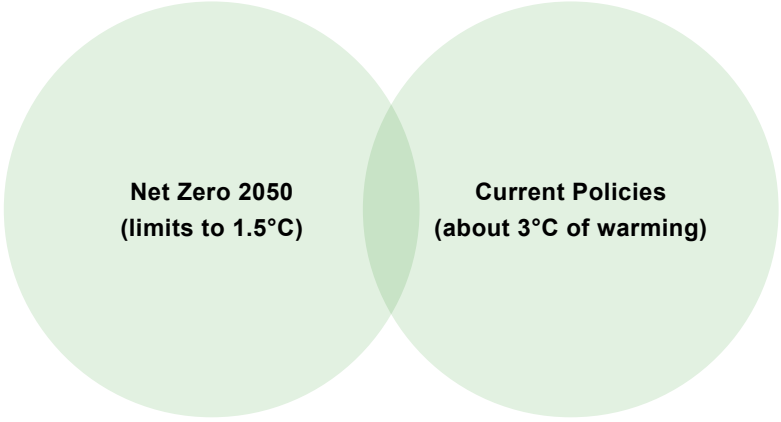
Transition Risks

Risk Type	Risk Details	Operational Impacts	Financial Impacts	Time Horizon	Opportunities	Our Actions
Reputation	Heightened stakeholder scrutiny on climate performance/ practices and greenwashing concerns	• Increased risk of public criticism, activist campaigns, or adverse media coverage. • Increased demand for transparency, data accuracy and disclosure quality. • Potential diversion of management attention to address stakeholder concerns.	• Loss of investor confidence and reduced access to financial capital. • Increased cost of capital due to perceived ESG risks. • Potential legal, regulatory or enforcement actions related to misleading disclosures.	●	• Demonstrate strong governance and accountability in climate management. • Enhance corporate reputation and stakeholder trust through transparent reporting. • Strengthen ESG ratings and investor attractiveness.	We monitor the progress of our climate-related initiatives through regular reporting to Management and the Board. Our public sustainability disclosures are progressively enhanced to improve transparency, data integrity and alignment expectations with evolving regulatory and investor expectations. Where appropriate, we undertake internal reviews and seek independent assurance to strengthen the credibility of our climate-related disclosures and mitigate greenwashing risks.

● Short to Medium Term ● Medium to Long Term ● Long Term

In line with IFRS S2 and NSRF, Duopharma Biotech has initiated a qualitative climate risk assessment to better understand potential climate-related risks and opportunities across our operations. Beginning in FY2026, we will further strengthen this assessment by conducting climate risk and scenario analyses across all business units, including our regional offices, to evaluate potential impacts on our operations, supply chains and financial performance.

Our qualitative and quantitative climate scenario analyses will be guided by two sets of climate scenarios to assess the potential implications of different climate pathways on our business and long-term resilience.



CLIMATE PERFORMANCE

Risk Management

Structured processes are in place to identify, assess, prioritise and manage material climate risks. The Group identifies and assesses climate-related risks, including physical and transition risks, through established ERM processes.

Risk Identification

- Climate-related risks, including physical and transition risks, are identified and assessed at Group and site or regional levels through the ERM Framework, with input from Sustainability, Operations and key business stakeholders.
- GRMI works closely with Sustainability, Operations and relevant functions through structured engagement, including briefings, joint risk identification, analysis and evaluation at both Group and site levels.

Risk Assessment and Reporting

- Risks are assessed using a likelihood–impact rating methodology, covering acute and chronic physical as well as transition risks. Assessments focus primarily on long-term impacts, with short- and medium-term developments monitored on an ongoing basis.
- Identified risks are recorded in the Diligent One system with assigned risk owners, controls and mitigation actions, and consolidated into Group and regional risk profiles for monitoring and reporting.
- Climate-related risks are integrated into the ERM Framework alongside operational, regulatory, financial and supply chain risks, with interdependencies and cumulative impacts assessed.

Risk Monitoring and Oversight

- GRMI monitors risk trends, tracks mitigation actions, and ensures climate risk responses align with strategic, operational and financial objectives.
- Key climate-related risks are escalated to the ERMC and RMC, reviewed annually, and reported quarterly to relevant committees and the Board where necessary.

We understand that climate-related risk assessments are subject to certain data gaps, assumptions and limitations, including technical capability constraints, limited availability and granularity of climate-related data at site and supply chain levels, and uncertainties associated with long-term climate projections and transition pathways.

To strengthen the robustness of our assessments, we are enhancing internal capabilities through employee upskilling and plan to improve our climate risk assessment processes and data inputs in FY2026.

CLIMATE PERFORMANCE

Metrics and Targets

We monitor climate-related performance using GHG emissions across Scope 1, Scope 2 and relevant Scope 3 categories (six categories). We have been monitoring our Scopes 1 and 2 data since 2019, and Scope 3 data since 2023.

GHG emissions performance (tCO_2-e):

GHG Emissions	FY2023	FY2024	FY2025
Scope 1	1,362	1,646	**1,852**
Scope 2	38,946	38,440	**37,308**
Scope 3	23,195	36,753	**30,523**
Total GHG Emissions (tCO_2e)	63,503	76,839	**69,683**
GHG Emissions Intensity (tCO_2e/RM million of revenue)	57	49	**42**

Progress towards carbon neutrality and net zero targets is tracked through regular performance reviews. We have also set internal emissions reduction targets to manage our GHG emissions and reduce our climate impact.

Renewable energy generation, energy efficiency initiatives, and emissions reduction programmes form part of the Company's climate transition efforts, which is driven by the EEP supporting our NZTP strategy.

Interim targets and performance indicators are being refined, and we plan to establish a Net Zero Transition Plan 2.0 ("NZTP 2.0"), which will define more comprehensive reduction initiatives and interim targets. Details of our GHG and energy management are discussed further in the next section.

CLIMATE PERFORMANCE

2 GHG EMISSIONS AND ENERGY MANAGEMENT

Why It's Important

Effective management of GHG emissions and energy consumption is critical to mitigating climate-related risks, improving operational efficiency, and supporting the Company's long-term sustainability objectives. As a pharmaceutical manufacturer with energy-intensive operations, Duopharma Biotech recognises the importance of reducing our environmental footprint while ensuring business resilience, regulatory compliance and cost competitiveness. Proactive GHG and energy management also strengthens stakeholder confidence and supports our net zero ambitions.

Sustainability Risks And Opportunities

Risks

Given the energy-intense nature of manufacturing, we are exposed to rising energy costs and energy supply volatility. At the same time, regulatory and reporting requirements related to carbon emissions are increasing. If we do not meet our decarbonisation commitments, not only will our reputation be damaged, we would also face investor resistance. Meanwhile, we need to ensure quality data, especially for Scope 3 emissions.

Opportunities

Through energy efficiency and optimisation initiatives, including the use of renewable energy, we can achieve significant cost savings while reducing our carbon footprint and enhancing our corporate reputation as well as stakeholder trust. This would improve our access to sustainable financing and ESG-focused investments. At the same time, demand for low-carbon technologies will lead to greater innovation, further advancing operational efficiencies.

Key Achievements in FY2025

- Reduced total GHG emission (Scope 1,2 &3) by **9%** compared to 2024
- Installed **high-efficiency HVAC chiller** as part of EEP
- Reduced GHG emissions intensity by **14%** compared to 2024
- **3.2 GWh** generated from overall solar panel power generation in Bangi, Klang and Glenmarie plants

Our Approach

Duopharma Biotech adopts a structured and integrated approach to managing GHG emissions and energy performance, as guided by our Sustainability Policy – specifically under the Planet Performance pillar. Our approach focuses on strengthening data governance, improving operational efficiency, expanding renewable energy adoption, and continuously decarbonising our value chain. We have established goals to drive the management of our GHG emissions and climate change impacts.

CLIMATE PERFORMANCE

Short to Mid-term Targets

- Reduce Scope 2 emissions by 10% annually through RECs
- Reduce Scopes 1 and 2 emissions by 14% by 2030 (as per NZTP)

Long-term Targets

- To achieve carbon neutrality by 2030
- To achieve net zero carbon emissions by 2050

These commitments are driven by strategies and action plans, guided by our 5-Year ESG Strategy, NZTP and EEP. Climate Performance is a key focus area under our 5-Year ESG Strategy, aimed at reducing carbon emissions and enhancing energy efficiency across operations. The NZTP serves as a strategic framework outlining critical initiatives and milestones to guide the Company towards achieving net zero carbon emissions by 2050.

GHG INVENTORY AND ENERGY CONSUMPTION

GHG Management

Duopharma Biotech monitors and manages our GHG emissions across Scope 1, Scope 2 and relevant Scope 3 categories to ensure comprehensive and transparent climate-related disclosures. Our GHG emissions are calculated as guided by the Greenhouse Gas Protocol Corporate Standard ("GHG Protocol"), a globally recognised corporate accounting and reporting standard. As per the standard, our GHG accounting approach adopts the operational control boundary, under which emissions are consolidated from businesses where the Company has operational authority and control.

Scope

Scope 1 Emissions

Primarily arise from the stationary and mobile combustion of fuels such as diesel, petrol and liquefied petroleum gas ("LPG") used in boilers, company vehicles and generators.

Scope 2 Emissions

Emissions generated from purchased electricity consumed across manufacturing facilities, warehouses and offices.

Scope 3 Emissions

Other indirect emissions from upstream and downstream activities. Based on the Scope 3 materiality exercise conducted in 2022, we have six Scope 3 categories that are currently relevant:

- Category 1: Purchased goods and services
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operations
- Category 6: Business travel
- Category 7: Employee commuting
- Category 12: End-of-life treatment of sold products

CLIMATE PERFORMANCE

Emissions Factors and References

GHG emissions are calculated using recognised emissions factors sourced from international and national references, relevant national grid emission factors and reputable international databases, where applicable.

- GHG Protocol – Scopes 1 & 2 GHG Inventory Guidelines
- GHG Protocol – Technical Guidance for Calculating Scope 3 Emissions
- DEFRA – GHG reporting: conversion factors 2024
- 2006 IPCC Guidelines for National Greenhouse Gas Inventories (including the 2019 Refinement)
- Latest emissions factors as provided by the relevant energy authorities for countries within our operational boundary i.e., Malaysia, Singapore, the Philippines and Indonesia

Calculation Methodology

Emissions are calculated using activity-based data (fuel consumption, electricity usage, weight or value of purchased goods) multiplied by appropriate emissions factors. We apply consistent methodologies in line with the GHG Protocol to ensure data reliability and comparability. Periodic reviews and baseline restatements are conducted where necessary to reflect improvements in data quality and methodology.

In 2024, we restated our Scope 1 and Scope 2 emissions data to reflect improved data accuracy, expanded coverage of emissions sources, and the application of updated emission factors following enhancements in data collection processes. In 2025, further improvements were made to the data quality and calculation methodology for Scope 3 GHG emissions. As a result, more reliable Scope 3 data were identified and incorporated, strengthening the accuracy, consistency and transparency of the Company's overall emissions inventory. These restatements and methodological enhancements may affect year-on-year comparability, hence prior-year data have been adjusted where appropriate to ensure meaningful performance analysis.

Overall GHG emissions in FY2025 (Scopes 1 & 2):

- Decreased by **2%** compared to FY2024
- Increased by **27%** compared to baseline FY2019

GHG intensity in FY2025 (Scopes 1 & 2):

- Decreased by **14%** compared to FY2024
- Decreased by **21%** compared to baseline FY2019

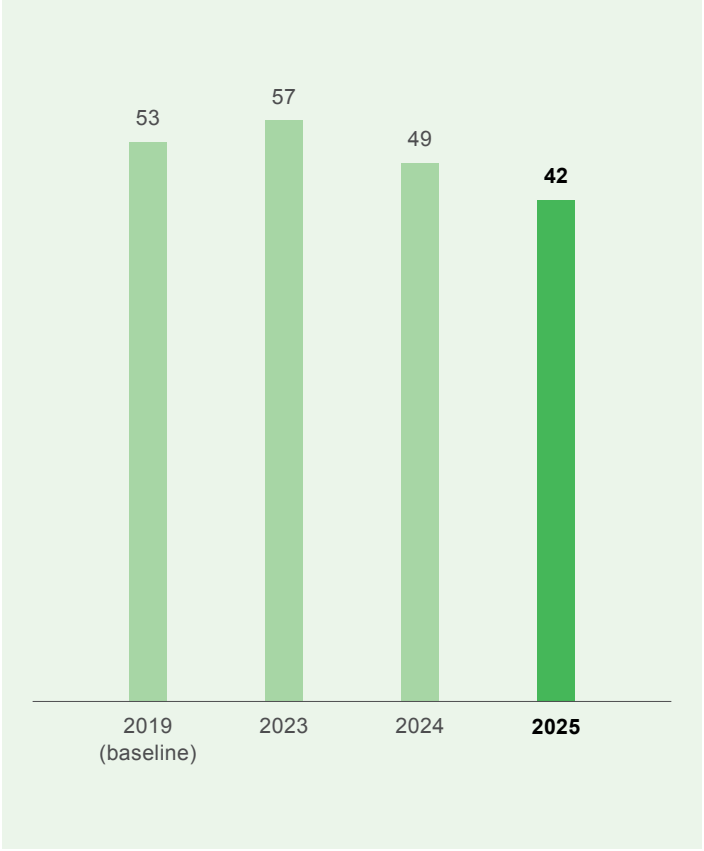
CLIMATE PERFORMANCE

GHG Emissions & Carbon Avoidance (tCO_2e)

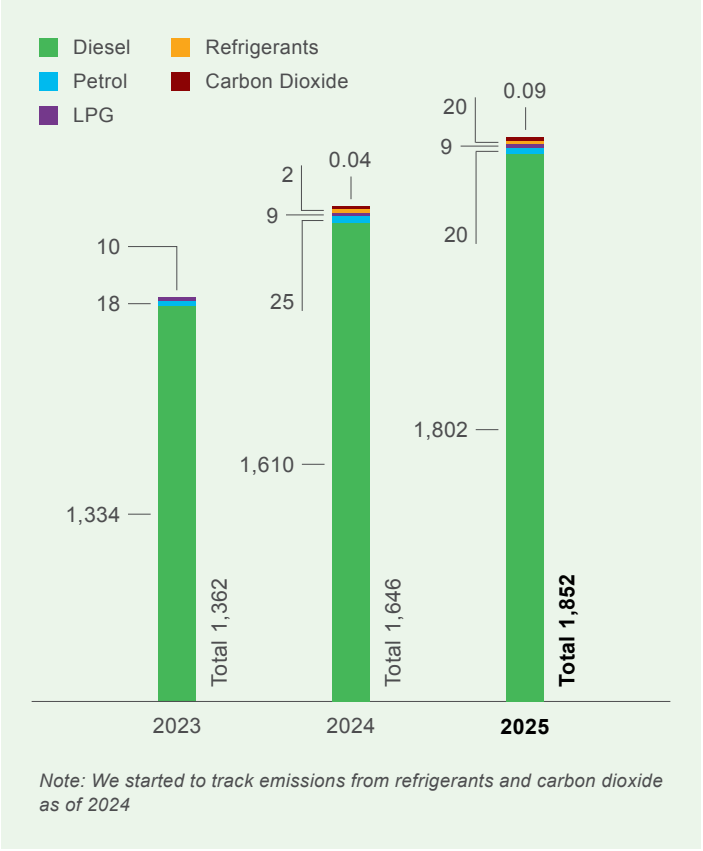
		2019	2023	2024	2025
Scope 1	Emissions	1,055	1,362	1,646	**1,852**
	Avoidance	-	-	-	**-**
Scope 2	Emissions	29,688	38,946	38,440	**37,308**
	Avoidance	-	-	-	**-**
Scope 3	Emissions	-	23,195	36,753	**30,523**
	Avoidance	-	182	181	**289**
Total carbon emissions (Scopes 1 & 2)		**30,743**	**40,308**	**40,086**	**39,159**
Total carbon emissions (Scopes 1, 2 & 3)			**63,503**	**76,839**	**69,683**
Remarks		Baseline year for Scopes 1 & 2	Baseline year for Scope 3		

Note:
Scope 3 emissions were included in total GHG emissions from 2023 onwards
Scope 3 data is restated in 2025 due to improvement in calculation methodology and data quality

GHG emissions intensity performance (Scopes 1 & 2 only) (tCO_2e/RM million of revenue)



Total GHG emissions by source (Scope 1) (tCO_2e)



Note: We started to track emissions from refrigerants and carbon dioxide as of 2024

CLIMATE PERFORMANCE

Total GHG emissions by source (Scope 2) (tCO_2e)

Total GHG emissions by source (Scope 3) (tCO_2e)

	Source	2023	2024	2025
Scope 3	Category 1: Purchased goods and services	16,171	29,792	**24,020**
	Category 4: Upstream transportation and distribution	1,070	65	**51**
	Category 5: Waste generated from operations	673	664	**649**
	Category 6: Business travel	1,157	978	**1,084**
	Category 7: Employee commuting	2,256	3,330	**2,192**
	Category 12: End-of-life treatment of sold products	1,868	1,925	**2,527**
Total		**23,195**	**36,753**	**30,523**

Note: Scope 3 data is restated due to improvement in calculation methodology and data quality

Energy Management

A significant portion of our energy is from conventional non-renewable sources, which contribute to GHG emissions and climate-related risks. Across our operations, energy is derived from two primary sources:

Electricity
Purchased grid electricity and renewable energy generated from on-site solar photovoltaic systems used to power manufacturing processes, utilities and building operations.

Fuel
Diesel, petrol and liquefied petroleum gas ("LPG") used for certain machinery, generators and company vehicles.

We prioritise effective energy management as a key lever in reducing our carbon footprint. Following Malaysia's Energy Efficiency and Conservation Act ("EECA"), the Company has initiated the adoption of an Energy Management System ("EnMS") within our governance structure and operational processes to strengthen energy performance management, enhance regulatory compliance, and drive continuous improvement in energy efficiency. In 2026, we will establish a comprehensive EnMS governance structure, systems and procedures to support consistent implementation and performance monitoring across operations.

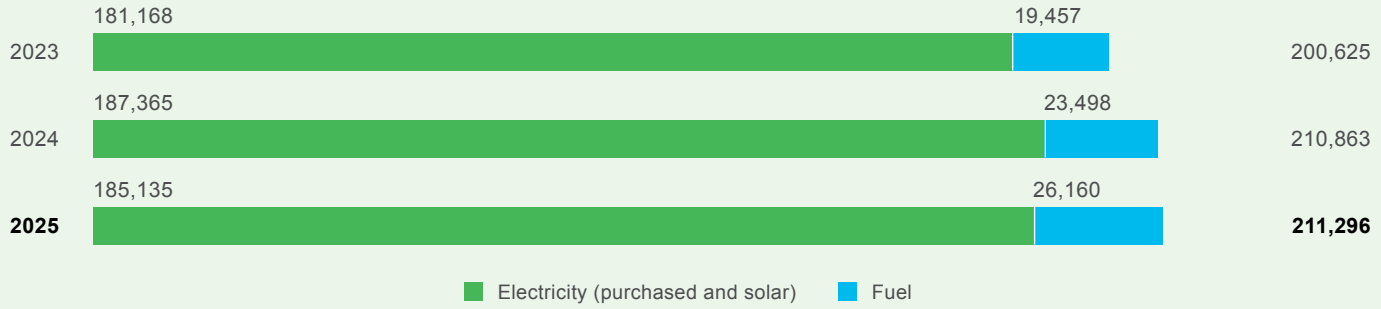
CLIMATE PERFORMANCE

We continuously review and monitor year-on-year performance of our energy consumption against our climate commitments and targets. This includes monthly tracking of energy usage, identifying high-consumption areas and implementing reduction initiatives across our operations. Key focus areas include enhancing operational efficiency to ensure alignment with our decarbonisation pathway. Moving forward, we will continue to identify and improve energy-efficiency across operations, and explore solutions to enhance long-term energy resilience.

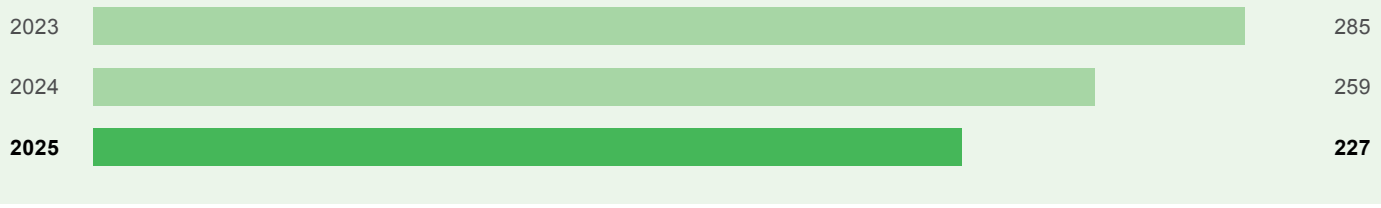
Overall energy consumption in FY2025 increased **0.2%** compared to FY2024

Energy intensity in FY2025 decreased by **12%** compared to FY2024

Total Energy Consumption (Gigajoules)



Energy Intensity (GJ/RM million of revenue)



Group Energy Consumption

Type of energy consumed (GJ)	2023	2024	2025
Fuel			
Diesel	19,010	22,944	**25,683**
Petrol	288	401	**324**
Liquefied Petroleum Gas	159	152	**152**
Electricity			
Purchased Electricity	181,168	178,814	**173,543**
Renewable Energy (Solar)	-	8,551	**11,592**
Total	**200,625**	**210,863**	**211,296**

CLIMATE PERFORMANCE

DECARBONISATION AND NET ZERO TRANSITION STRATEGY

Duopharma Biotech implements a range of decarbonisation initiatives to reduce our carbon footprint and support our transition towards carbon neutrality and net zero. We track our decarbonisation initiatives through internal reports which are updated to the Management and Board.

Net Zero Transition Plan ("NZTP")

The NZTP, established in 2023, outlines a long-term decarbonisation pathway, interim milestones and priority initiatives. Progress of implementation is periodically monitored. In FY2025, Duopharma Biotech strengthened our NZTP roll-out through continued energy efficiency initiatives and improved Scope 3 emissions management. Progress under Enabler 1 (see table) was driven by solar panel expansion and efficiency initiatives under the EEP, while Enabler 2 focused on improving Scope 3 data quality and waste reduction in operations and product packaging.

Moving forward, the Company will further strengthen our energy transition through the development of NZTP 2.0. This enhanced roadmap will identify priority decarbonisation initiatives, associated capital and operational expenditures, and the expected emissions reductions from each targeted action. NZTP 2.0 will also establish more granular interim emissions reduction targets, particularly to address value chain emissions and to strengthen accountability and performance tracking across the Group through defined KPIs.

Scope Coverage	Focus Areas	FY2025 Progress	Moving Forward Strategy	Long-term Target
Enabler 1: Decarbonise Emissions within Operations (Scopes 1 & 2)				
Scope 1: Fuel consumption, company vehicles **Scope 2:** Purchased electricity	Operations	• Continued solar panel generation across key sites; 3.2 GWh solar energy generated • Implementation of energy efficiency initiatives under EEP (high-efficiency HVAC chiller) • Conducted pilot study on eco-motor	• Identify interim emissions reduction targets • Expand renewable energy capacity • Increase energy efficiency investments • Explore electrification of fleet and equipment	**Carbon Neutral by 2030 and Net Zero Carbon Emissions by 2050**
Enabler 2: Accelerate Reduction within Value Chain (Scope 3)				
Purchased goods, transportation, employee commuting and business travel, waste generated in operations, product end-of-life	Materials, Transportation, Operations, Product End-of-Life	• Comprehensive review of Scope 3 calculations to improve data quality and accuracy • Scope 3 baseline restatement to improve data quality • Continued supplier engagement on ESG	• Strengthen Scope 3 data collection systems • Establish supplier ESG engagement programmes • Develop waste management strategy and sustainable packaging roadmap • Improve logistics efficiency • Reduce travel-related emissions	
Enabler 3: Adopt Carbon Offset through Avoidance and Removal				
Carbon avoidance and removal (residual emissions)	Carbon Offsets	• Preliminary assessment of offset options	• Identify high-quality, credible offsets to address residual emissions • Develop offset strategy	

CLIMATE PERFORMANCE

GHG and Energy Reduction Initiatives

Energy Efficiency Plan ("EEP")

The EEP provides a structured framework for identifying and implementing energy-saving measures, including equipment upgrades such as high-efficiency HVAC systems and eco-motors, process optimisation and infrastructure improvements such as lighting retrofits.

As part of the EEP, we conducted energy audits in FY2025 at our manufacturing sites in Klang and Bangi to assess energy consumption patterns and identify key efficiency improvement opportunities. The findings support the prioritisation of high-impact initiatives and strengthen preparations for EnMS adoption in line EECA requirements. These efforts also contribute to improving our energy intensity and overall energy performance.

Moving forward, we will direct our focus towards expanding solar photovoltaic capacity and evaluating additional renewable energy opportunities to further reduce our Scope 2 emissions.

Renewable Energy Certificates ("RECs")

The purchase of RECs aims to offset our Scope 2 emissions by supporting and encouraging the production of renewable energy. We have set an annual target to reduce Scope 2 emissions by 10% annually since 2022 through the purchase of RECs. In FY2025 we purchased a total of 20,000 REC units, equivalent to 20,000 MWh of electricity generated from renewable sources, meeting our annual target to offset Scope 2 emissions by 40%.

Operational Excellence Projects

Most of our reduction initiatives stem from Continuous Improvement and Lean Six Sigma projects which are overseen by the Operational Excellence team. Energy and carbon reduction initiatives are embedded within operational excellence programmes, focusing on process optimisation, preventive maintenance, waste reduction and resource efficiency improvements.

Projects:

1. **Enhanced Tablet Coating Efficiency**
   The initiative focuses on improving film coating adhesion for tablet products to minimise minor defects and enhance overall product quality. Through the implementation of a new coating material and optimisation of coating parameters, the average coating time was significantly reduced. This improvement enhanced equipment utilisation, reduced operational energy consumption, and indirectly lowered our Scope 2 emissions.

2. **Transition to Eco-Lighting**
   As part of our facility upgrade, we replaced conventional bay lights with energy-efficient eco-lamps, installing light motion sensor which focus on reducing electricity consumption and boosting operational efficiency. This initiative delivered RM20,765 in combined electricity and material cost savings, while also minimising Scope 2 emissions.

3. **Optimising Logistic**
   Led by the Warehouse and Logistics team, this initiative focuses on identifying unnecessary stock movements and optimising additional routes currently used for on-road and air freight, including our product and raw materials imported from overseas. Through one of our projects, the improvements contribute to an 80% lead time reduction.

By redesigning the current delivery flow, we have reduced both routes and mileage thereby contributing to Scope 3 emissions reductions, specifically for Category 4 - Upstream Transportation and Distribution.

Outlook

Duopharma Biotech will launch NZTP 2.0 to further strengthen our decarbonisation strategy by defining priority initiatives, associated investments and more granular interim emissions reduction targets, particularly across the value chain. At the same time, we will continue to strengthen our EnMS in line with EECA requirements by expanding our energy efficiency initiatives, increasing renewable energy adoption, and improving our energy intensity across operations. We will also focus on further enhancing our GHG data governance, strengthening our Scope 3 emissions management, and improving our monitoring and reporting systems.

CLIMATE PERFORMANCE

8 Waste and Material Management

Why It's Important

Effective waste and material management is essential to minimise our environmental impact, ensure regulatory compliance, and support sustainable manufacturing practices. As a pharmaceutical manufacturer, the Company generates various types of operational, chemical and packaging waste that require responsible handling and disposal. Proper management reduces pollution risks while controlling costs, improving resource efficiency, and supporting compliance with evolving requirements such as EPR. It also strengthens stakeholder trust and our long-term sustainability performance.

Sustainability Risks And Opportunities

Risks

Non-compliance with waste management and EPR requirements may result in regulatory penalties, increased compliance costs, and reputational damage. At the same time, inefficient material use and poor waste segregation could lead to higher disposal costs, resource wastage and increased environmental liabilities.

Opportunities

By improving our material management, waste reduction and recycling initiatives, we are better able to lower our disposal costs, optimise resource use, and enhance operational efficiency. Meanwhile, the adoption of sustainable materials and packaging solutions would strengthen our regulatory readiness (e.g., for EPR), reduce our environmental impact, and enhance our brand reputation among customers and stakeholders.

Key Achievements in FY2025

- Increased recycling rate by **9%** compared to FY2024
- Replaced **28%** single-use plastics with **11 tonnes** of biodegradable plastics
- Implemented e-labelling on **117 products** in Klang and Bangi plants

CLIMATE PERFORMANCE

Our Approach

Waste and material management at Duopharma Biotech is governed by applicable environmental laws, regulations and regulatory guidelines. In Malaysia, our manufacturing facilities operate under the oversight of the DOE, while our overseas operations comply with the requirements of the relevant authorities in their respective jurisdictions. We also monitor evolving regulatory developments, including EPR, to strengthen future compliance readiness.

Waste and material management practices implemented across our manufacturing sites and regional offices focus on minimising waste generation, optimising material usage, and ensuring safe and responsible disposal. As part of our transition towards a circular economy, we have commenced efforts to strengthen waste reduction and recycling practices and will continue to explore sustainable packaging solutions and material reduction initiatives. Through such efforts, we aim to progressively reduce our landfill dependence and enhance resource efficiency across our value chain.

1 WASTE MANAGEMENT

Duopharma Biotech's waste management practices are primarily focused on our manufacturing facilities in Malaysia due to the generation of high volumes of waste including complex waste streams. Waste at our regional offices is mainly from office-based activities and is therefore managed through standard disposal and recycling practices.

Waste management practices in Malaysia are implemented in accordance with DOE requirements. The generation and disposal of both scheduled and non-scheduled waste are monitored and reported on a monthly basis by the Klang, Bangi and Glenmarie plants.

The Group reviews our performance data on a monthly basis to identify trends and potential environmental risks, while the operations identify improvement opportunities. Any material deviations or emerging waste-related issues are investigated and addressed to ensure continuous improvement in waste management practices.

Scheduled Waste

Duopharma Biotech generates 11 categories of scheduled waste, which are managed in compliance with the Environmental Quality (Scheduled Wastes) Regulations 2005. All scheduled waste is handled and collected by DOE-approved licensed contractors to ensure safe transportation, treatment and disposal. The Safety, Health and Environment ("SHE") team oversees the tracking and documentation of scheduled waste in line with DOE's Guided Self-Regulation framework. Waste records are maintained using internal reporting templates and are submitted to the DOE regularly. The DOE makes all relevant information publicly accessible.

CLIMATE PERFORMANCE

Non-scheduled Waste

We continue to strengthen our management of non-scheduled waste by focusing on waste minimisation, improved segregation and increased recycling rates. Disposal activities and data are monitored monthly. Most of our non-scheduled waste originate from our operations and offices, and consist of paper, plastic, aluminium, glass and food waste. In 2025, we conducted Gemba Walks at all manufacturing sites to understand waste flow, types of waste disposed and current segregation practices. Data (weight) on general or food waste from the cafeterias at all manufacturing sites were collected for review and analysis. Following the Gemba Walks, several improvement opportunities were identified. The findings will guide the development of our waste strategy, support the setting of clear targets and improve our monitoring.

To strengthen future regulatory compliance and enhance preparedness for EPR implementation, Duopharma Biotech is developing a comprehensive Waste Management Strategy. The objective is to improve overall waste governance and promote circularity by systematically reducing waste generation, increasing recycling rates, and enhancing material efficiency across operations. The strategy will also support the Company's broader sustainability goals and long-term environmental stewardship commitments.

Phase 1

Zero Waste to Landfill

Strengthen waste segregation, expand recycling and recovery programmes, enhance partnerships with licensed recyclers, and minimise landfill disposal.

Phase 2

Sustainable Packaging Guidelines and EPR Framework

Establish clear internal guidelines for sustainable packaging design, material selection and recyclability, while developing an EPR-aligned framework to support compliance and future producer responsibility obligations.

To support behavioural change and improve waste handling practices, awareness programmes are also conducted regularly. These include waste management modules incorporated into quarterly ESG training sessions. Our efforts serve to strengthen employee participation in recycling and responsible waste disposal.

CLIMATE PERFORMANCE

Waste Reduction Initiatives

Our waste reduction initiatives are driven by the collective efforts of various departments across the Group. Building on the 2024 initiative, the Technical Compliance team organised its annual ESG competition to promote sustainability awareness and encourage the integration of sustainable practices into daily work. Through cross-departmental participation, employees implemented practical and impactful projects, including optimising chemical usage to reduce scheduled waste, improve environmental performance, and enhance operational efficiency.

We also leverage Operational Excellence projects to drive waste and material reduction initiatives. In 2025, several projects were recognised as spotlight initiatives for their positive environmental and operational impact.

CHEMICAL INVENTORY OPTIMISATION

This initiative verifies expired chemicals against the manufacturers' latest Certificates of Analysis ("COA"), enabling the shelf-life extension of 36 chemicals while reducing scheduled waste and disposal costs of chemical waste.

- Saved **RM37,106**
- **Reduced** repurchasing chemicals and disposal cost
- **Minimised** scheduled waste

EMPLOYEE RECYCLING AWARENESS

Conducted a recycling initiative among employees to raise awareness and encourage responsible recycling practices.

Successfully collected:

- **32.65kg** used oil
- **464kg** packaging material
- **451.8kg** old clothes

- **Increased recycling** awareness among the staff
- **Reduced** waste disposed to the lanfdill

BATCH OPTIMISATION FOR CHEMICAL EFFICIENCY

Increased the batch size for one of our products by five times to meet high-volume tender and commercial demand.

- Saved **RM753,625**
- **Reduction** in Business Money Remittance ("BMR") issuance
- **Reduction** in Quality Control ("QC") testing for product release
- **Reduction** in chemical purchase

CLIMATE PERFORMANCE

DIGITALISATION FOR PAPER REDUCTION

This project aimed to enhance operational workflows by digitising documentation processes, including replacing standard operating procedures ("SOPs") and manual forms with QR codes, implementing electronic sign-offs, and redesigning documentation templates to eliminate redundancy and focus on critical data points.

LABORATORY PROCESS OPTIMISATION

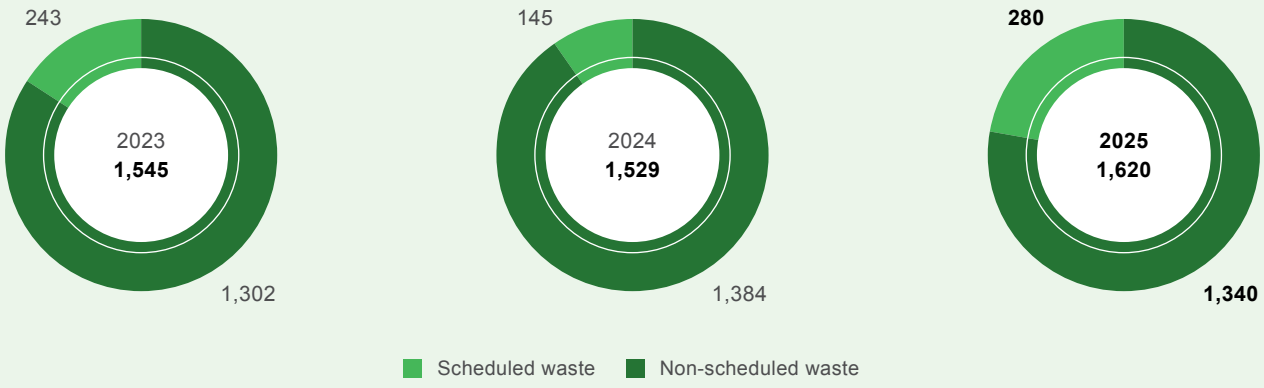
The upgrade from High-Performance Liquid Chromatography ("HPLC") to Ultra-High-Performance Liquid Chromatography ("UHPLC") enabled faster, more accurate and reliable analytical results. This initiative improved laboratory efficiency while indirectly reducing waste from finished products and chemical usage, thereby lowering overall scheduled waste generation. In 2025, the enhancement increased the number of batches tested per shift and reduced scheduled waste by 479 litres.

Our performance in 2025:

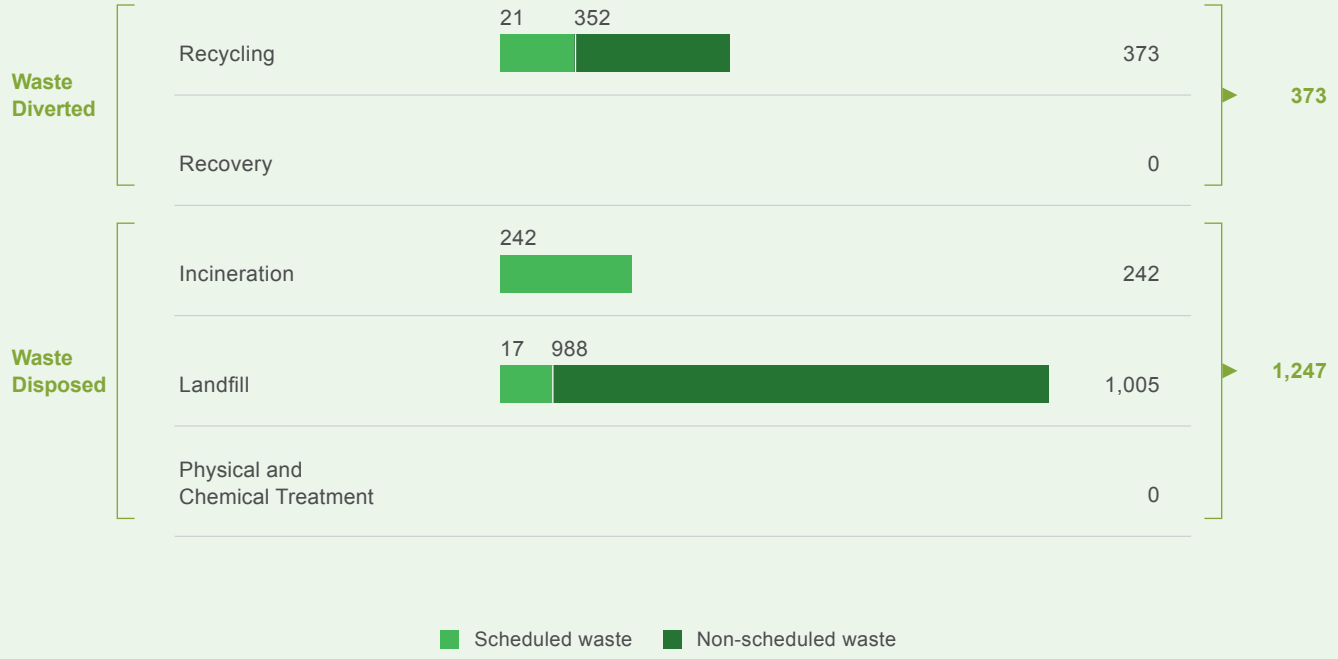
Zero non-compliance notices related to waste management under environmental laws and regulations	**93%** increase in scheduled waste	**6%** increase in overall total waste
3% decrease in non-scheduled waste	**26%** or 352 tonnes of non-scheduled waste diverted from landfills	**289** tCO_2e avoidance through recycling

CLIMATE PERFORMANCE

Total weight of waste generated (tonnes)



Overall waste disposal method (tonnes)



CLIMATE PERFORMANCE

2 MATERIAL MANAGEMENT

Biodegradable Plastics

In line with the Company's commitment to achieve 50% conversion of single-use plastics to biodegradable alternatives by 2026, Duopharma Biotech has progressively implemented plastic substitution initiatives since 2022. These focus primarily on non-product-contact applications to ensure product safety and regulatory compliance.

As a result of ongoing initiatives, 11 tonnes of biodegradable plastics were utilised across our operations in 2025, replacing 28% of single-use plastics and reflecting steady progress towards our conversion target. To ensure the success of this initiative, we engaged relevant departments to secure internal alignment and commitment.

Sustainable Packaging Initiatives

Duopharma Biotech focuses on sustainable packaging initiatives to minimise packaging waste, enhance resource efficiency and prepare for EPR requirements.

E-labelling

- Duopharma Biotech has introduced e-labelling for some of our product packaging, aligned with NPRA directives. Through the progressive initiative, traditional printed product information leaflets are replaced with QR codes, enabling patients and healthcare professionals to access up-to-date product information digitally.
- In FY2025, we used e-labelling for 117 products in Klang and Bangi.
- Beyond regulatory compliance, the initiative contributes to reduced paper consumption by minimising packaging inserts, lowering the associated carbon footprint from printing and material usage. It also enhances operational efficiency by streamlining packaging processes and optimising manpower deployment.

Sustainable Packaging

- We are studying the potential of converting primary product packaging to sustainable packaging, with a pilot focusing on Lebreta.
- Four additional process validation batches were performed in 2025 for the Lebreta product range. Two batches have been completed, with real-time stability studies confirming product stability for up to 12 months. These positive outcomes provide assurance on the suitability of the new packaging materials and support their broader adoption, subject to regulatory approval.
- For packaging materials that come into direct contact with pharmaceutical products, implementation is subject to stringent regulatory and quality requirements to ensure that product safety, efficacy and quality are not compromised.

Outlook

Duopharma Biotech will continue to explore opportunities to minimise waste via segregation and recycling while progressing towards circular economy practices, including reduced landfill dependence and improved material efficiency across operations. At the same time, we seek to further improve our waste tracking systems, data accuracy and performance monitoring for continuous improvement in waste and material management practices. Our focus will be on expanding our sustainable packaging initiatives, strengthening regulatory compliance, and developing an EPR framework to support future reporting, producer obligations, and value chain collaboration.

Other Environmental Matters

WATER & WASTEWATER MANAGEMENT

Sustainability Risks And Opportunities

Risks	Opportunities
Water scarcity, drought or supply disruptions may affect manufacturing processes, utilities and production continuity, affecting our business performance. At the same time, non-compliance with wastewater discharge standards and regulations could result in penalties, operational restrictions and reputational damage.	Improved water efficiency and recycling initiatives would contribute to reduced operational costs and dependence on external water sources. Strong water management systems also serve to enhance preparedness for climate-related water risks and evolving regulatory requirements.

Our Approach

Managing Water Resources Responsibly

Our water and wastewater management is guided by a structured framework encompassing monitoring, compliance and performance improvement across operations. Water used in our operations, including our headquarters, manufacturing facilities, depots and corporate offices in Malaysia, Singapore, the Philippines and Indonesia, is sourced from local water utilities and authorised service providers.

Recognising the risks associated with operating in water-stressed regions, we have conducted site level assessments to evaluate our exposure to water stress areas using the Aqueduct Water Risk Atlas developed by the World Resources Institute. According to the assessments, both Malaysia – where all our manufacturing sites are located – and Singapore are low water stress areas. The Philippines (Manila) is categorised as a medium to high water stress region, while Indonesia (Jakarta) is identified as a high water stress area. We are rolling out contingency plans and efficiency measures to enhance operational resilience and ensure continuity of production in the medium to high water stress regions.

CLIMATE PERFORMANCE

Water consumption and discharge quality are regularly tracked to ensure adherence to regulatory standards. We monitor water consumption across manufacturing sites and offices through regular data collection and performance reviews. The Company also promotes water conservation practices and explores reuse and recycling initiatives. To improve water efficiency, we have implemented initiatives such as recycling water from selected manufacturing processes and exploring rainwater harvesting and reuse systems. These efforts reduce our dependence on freshwater sources, minimise wastewater discharge, and improve overall water productivity across operations.

To support a Water Management Plan developed in 2024, we completed the development of a Water Management Framework in 2025, which provides an overview of the Group's water profile, governance structure and performance indicators. The framework is based on a high-level water consumption pattern study conducted to map end-to-end water flows and identify critical challenges and operational hotspots. This exercise has enabled us to prioritise areas with strong potential for future water-saving and efficiency projects, strengthening our long-term water stewardship.

	Key Focus Area
Phase 1 Establish Visibility & Baseline (2026)	Water intensity baseline
Phase 2 Optimisation & Operational Efficiency (2026)	Operational efficiency
Phase 3 Strategic Reuse & Reduction (2026–2027)	Structural reduction and water resilience
Phase 4 Target Setting, Monitoring & ESG Integration (Beyond 2027)	Sustain performance and demonstrate leadership

CLIMATE PERFORMANCE

Featured Initiative

CLOSED4GOOD – Reducing Water Consumption in Sterile Production

In line with our commitment to responsible water management, the Production team initiated a "CLOSED4GOOD" project to enhance operational efficiency in sterile injectable manufacturing and reduce overall water consumption. Previously, open ampoules required a washing process prior to depyrogenation, which consumed significant volumes of water, machine hours and manpower. Annually, this process utilised a significant volume of water, with all wastewater treated as pharmaceutical-grade effluent, resulting in additional treatment and discharge costs.

Following a comprehensive root cause analysis, the team successfully transitioned from open to closed ampoules, thereby eliminating the washing stage entirely. This improvement streamlined operations while delivering meaningful environmental and cost benefits. As a result, the project has generated positive outcomes:

- Eliminated a high water consumption process and reduced pharmaceutical wastewater generation
- Improved operational efficiency and resource utilisation
- Achieved zero quality issues or incident reports following implementation

Batch processing time

Before **30 hours** → **69%** reduction → After **9 hours**

Weekly batch capacity

Before **29** → **13%** increase → After **37**

Total water savings (litres) **77%**

Estimated cost savings **RM380,000**

CLIMATE PERFORMANCE

Effluent Management

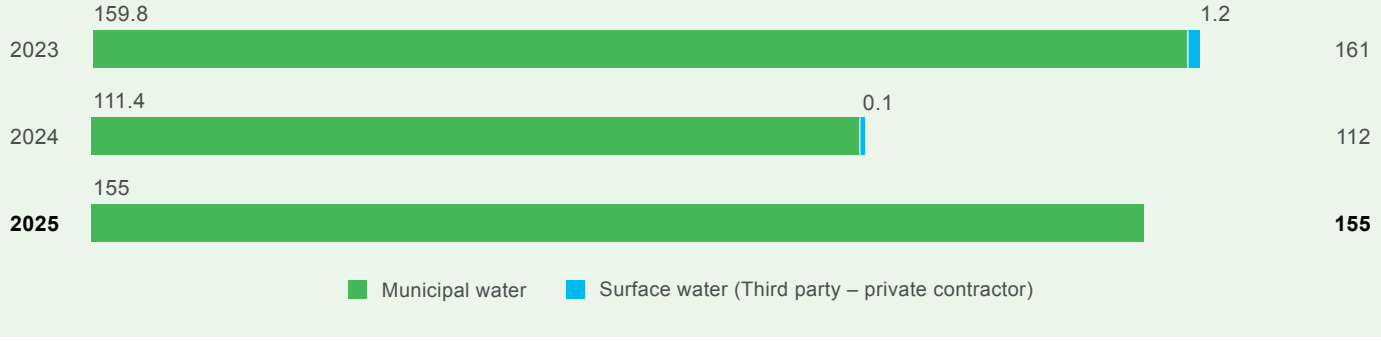
Wastewater generated from manufacturing activities is treated on site at dedicated wastewater treatment facilities before being released into the environment. The treatment process ensures that discharged effluent meets applicable environmental standards and does not pose risks to surrounding ecosystems. Our Bangi manufacturing site adheres to more stringent discharge standards under the Environmental Quality (Industrial Effluent) Regulations 2009, as its treated effluent is released upstream of Sungai Langat in Selangor. Our facilities in Klang and Glenmarie also maintain strict compliance with applicable regulatory limits to ensure responsible wastewater management.

Duopharma Biotech complies with all relevant regulatory requirements issued by the DOE in relation to industrial effluent management. Key water quality parameters, including chemical oxygen demand, biochemical oxygen demand and suspended solids, are regularly monitored. These and other compliance indicators are reported to the DOE on a monthly basis through its online reporting platform.

Our performance in FY2025

- Our water withdrawal (external purchase) decreased by **100%** compared to 2024
- Our water consumption increased by 60% compared to 2024
- In 2025, we received zero non-compliance notices related to water management under environmental law and regulations

Water Withdrawal by Source (ML)



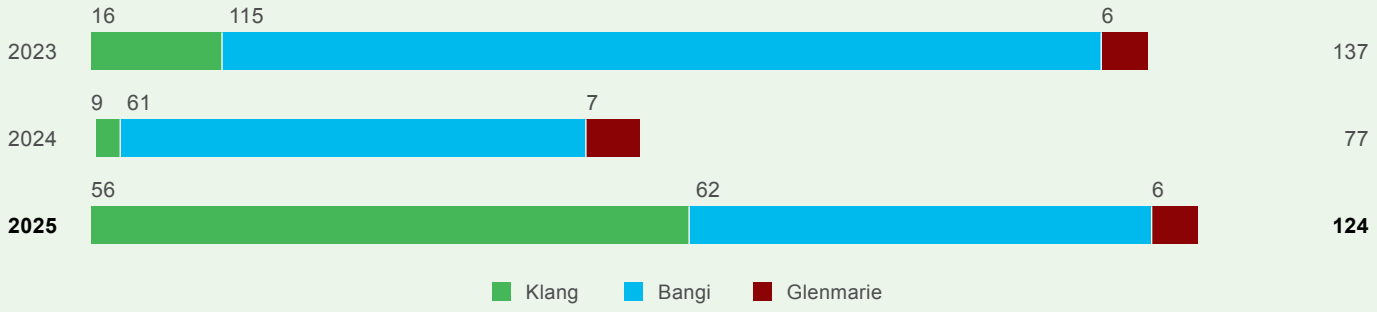
Note:
1. For 2023, water withdrawal covers all operations in Malaysia, with exclusion of Headquarter office (Kuala Lumpur), Singapore, Indonesia and the Philippine offices
2. The scope expanded with inclusion of water withdrawal from Singapore and the Phillipines since 2024 onwards

In 2025, water withdrawal in high water-stress areas, specifically in the Philippines, was recorded at 0.03 ML. Water consumption data for the Indonesia office is not currently tracked, as the premises are located within a multi-tenant building without individual metering, limiting the ability to measure and monitor usage accurately.

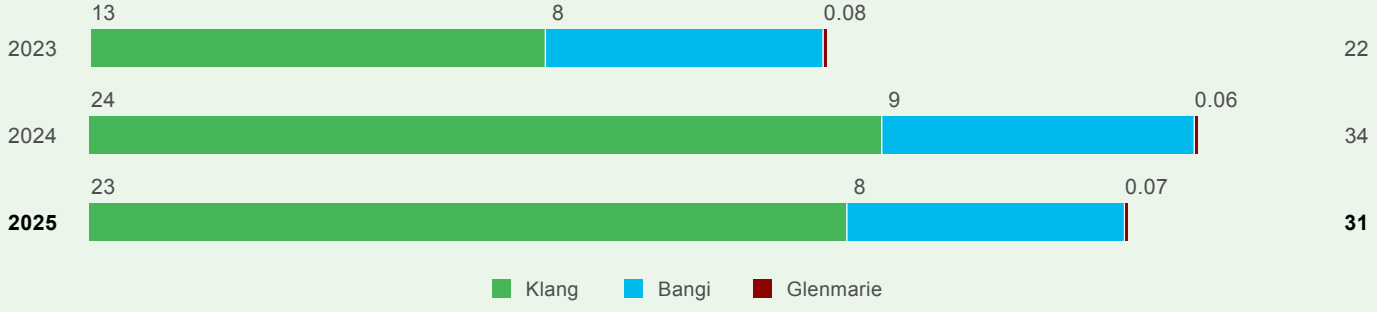
CLIMATE PERFORMANCE

Our water consumption is determined by deduction of total treated effluent discharge from overall water withdrawal. This calculation is specifically applied to the facilities located in Klang, Bangi, and Glenmarie.

Water Consumption (ML)



Total Treated Effluents Discharged (ML)



Outlook

We will leverage our newly established Water Management Framework to refine our water baseline, identify and set targets, and implement targeted water-saving initiatives across manufacturing sites. Further efforts will focus on increasing water recycling from manufacturing processes and exploring rainwater harvesting systems to reduce reliance on freshwater sources and improve long-term sustainability.

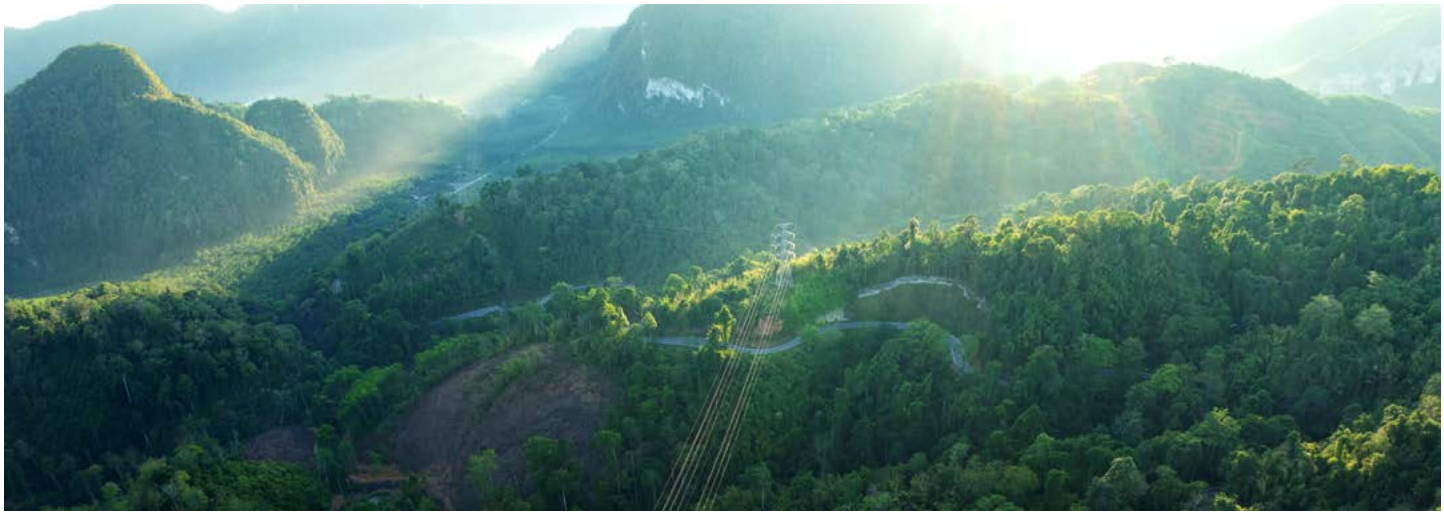
CLIMATE PERFORMANCE

BIODIVERSITY

Sustainability Risks And Opportunities

Risks	Opportunities
Operational activities and resource consumption may affect surrounding ecosystems and local biodiversity. Any such negative impact on the local environment or non-compliance with environmental requirements could have legal and/or reputational consequences.	Biodiversity conservation initiatives reduce any potential risk related to biodiversity, while strengthening stakeholder trust and enhancing Duopharma Biotech's sustainability profile.

Our Approach



Duopharma Biotech manages biodiversity-related risks by complying with environmental regulations. We integrate biodiversity considerations into our environmental management practices to minimise any negative ecological impact from our operations. Biodiversity awareness is also promoted internally to encourage environmentally responsible behaviour and support the Company's broader sustainability commitments. We have included biodiversity as one of the module topics in ESG training provided to our employees.

Following the establishment of our Nature and Biodiverstiy Policy in 2024, we have further strengthened our biodiversity management by performing a high-level Biodiversity Impact Assessment at our Klang, Bangi and Glenmarie manufacturing sites. The objectives were:

- To assess the potential impacts of manufacturing operations on biodiversity
- To ensure biodiversity risks are understood, managed and minimised

CLIMATE PERFORMANCE

The assessment scope covered chemical handling, water and wastewater, waste management, utilities and manufacturing operations using a risk-based approach.

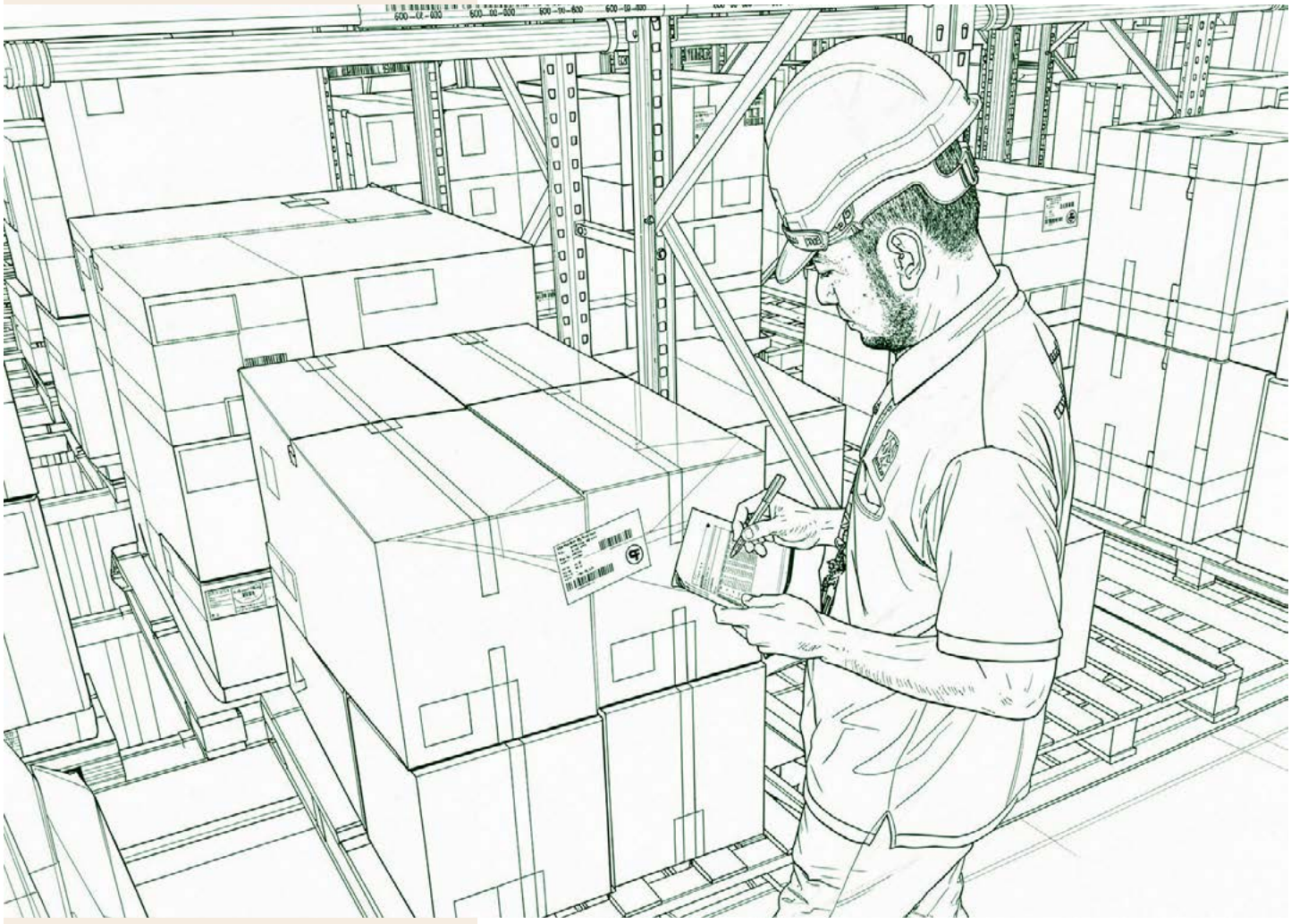
1. Chemical Storage & Handling
2. Water Use & Wastewater Discharge
3. Scheduled/Non-Scheduled Waste Management
4. Utilities (Boilers, Skid Tanks/ Refrigerants)
5. Manufacturing Operations

The assessment indicates that our operations currently present a low level of direct biodiversity risk, as no significant ecological receptors were identified in proximity to our operational sites. Nevertheless, we recognise that indirect and cumulative environmental impacts may arise from activities such as wastewater discharge, waste management practices, and potential accidental releases. To mitigate such risks, Duopharma Biotech has identified several key improvement opportunities, including strengthening spill prevention controls, advancing zero-waste initiatives, and increasing staff awareness through targeted training programmes. In addition, we are considering the development of a formal Biodiversity Management Plan to provide structured oversight and guidance.

Outlook

Building on the findings of our biodiversity impact assessment, Duopharma Biotech will continue to monitor and manage potential indirect and cumulative environmental impacts associated with our operations. There are plans to strengthen our preventive measures, including spills management, waste control and environmental risk mitigation, to minimise risks to surrounding ecosystems. We will also explore the development of a Biodiversity Management Plan to enhance governance and guide site-level practices in the future.

SUSTAINABLE SUPPLY CHAIN



Capitals Impacted:

S H

Stakeholder Groups Impacted:

S2 S3 S5 S6

Contribution to UN SDGs:

3 SUPPLY CHAIN MANAGEMENT

Why It's Important

Effective supply chain management is important to ensure the reliable supply of raw ingredients and ready-to-market partner products; efficient manufacturing and packaging processes; as well as efficient delivery of end products to customers while maintaining regulatory compliance and protecting business continuity sustainably in a highly competitive pharmaceutical market.

Sustainability Risks And Opportunities

Risks

Key risks for Duopharma Biotech include raw material shortages, tight production capacity, regulatory non-compliance, and logistics disruptions affecting production continuity and delivery timelines. Logistics disruptions could be caused by climate events, geopolitical issues as well as the inability of suppliers to meet their contractual obligations. The risk is heightened by reliance on a limited number of key suppliers.

Opportunities

On the other hand, strong supplier engagement and a diversified supplier base would enhance supply security and operational continuity. Building long-term partnerships with reliable suppliers would also help to secure better pricing, quality and innovation opportunities. Additionally, engagement with suppliers on carbon management would support our Scope 3 emissions reduction ambition across the value chain.

Key Achievements in FY2025

- **48%** of our spending was allocated to local suppliers, representing an **8% increase** compared to the previous year.
- All vendors achieved a **score of 85%** or above in the Vendor Performance Evaluation, meeting or exceeding the set target.

Our Approach

Our focus is on strengthening our operations internally while reinforcing our commitment to sustainable business sourcing. We ensure that our suppliers have clear guidelines that align with our expectations. Through active engagement, we keep our suppliers informed and updated on our sustainability commitment.

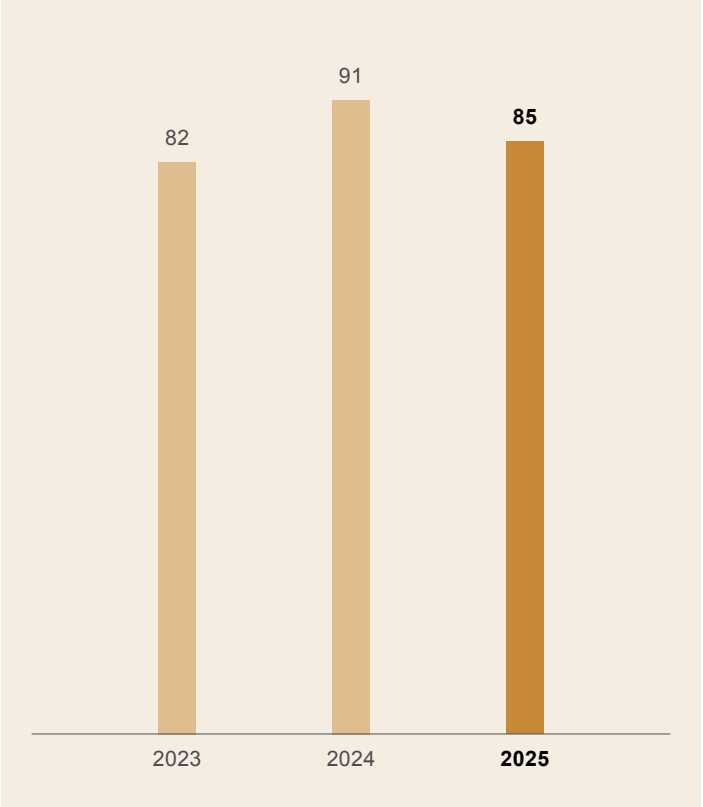
SUSTAINABLE SUPPLY CHAIN

1 PROCUREMENT PRACTICE AND VENDOR MANAGEMENT

The Group's supply chain management is guided by internal policies and guidelines that ensure all suppliers and vendors meet our quality, ethical and operational expectations. Our Purchasing Control Procedure ensures procurement is effective, efficient and cost-competitive through quotations, e-bidding or direct negotiations. Under New Source Evaluation ("NSE"), new suppliers of raw materials and packaging are approved, safeguarding product quality and safety. New suppliers are required to sign the Integrity Pact Agreement during registration; while all suppliers undergo the Vendor Performance Evaluation, which monitors their performance against technical and quality standards.

Our policies also incorporate ESG considerations, such as animal welfare, requiring Transmissible Spongiform Encephalopathies ("TSE") or Bovine Spongiform Encephalopathy ("BSE" or "mad cow disease") declarations during the New Source Evaluation process which are reviewed by the Halal Compliance Department. Compliance and effectiveness are ensured through internal audits and external reviews by independent regulators or certification bodies, including JAKIM, Standard and Industrial Research Institute of Malaysia ("SIRIM") and NPRA, reinforcing integrity, quality and operational excellence across our supply chain.

Number of alternate sources approved



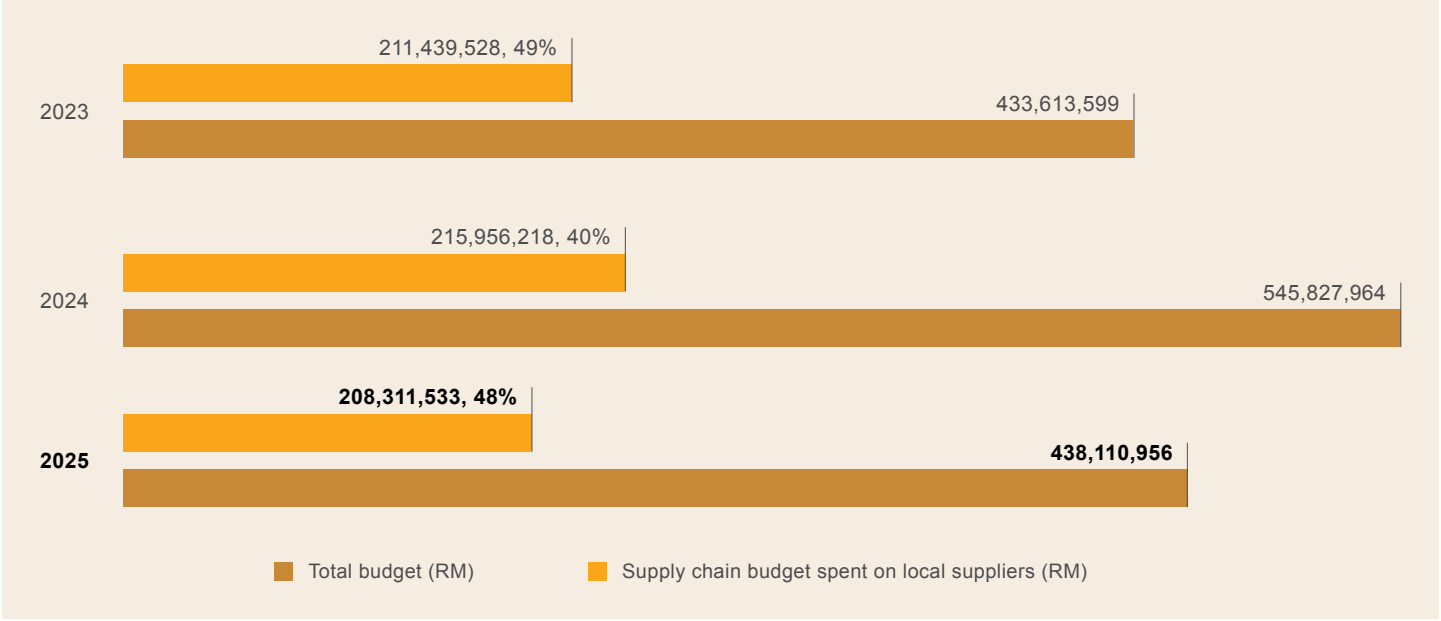
2 VENDOR SCREENING EVALUATION

The range of goods procured by Duopharma Biotech includes APIs, excipients, packaging materials, contract manufacturing services, and related equipment. To ensure supply chain resilience, regulatory compliance and consistent product quality, we have in place a comprehensive vendor screening framework. In 2025, 77% of our direct purchases were sourced internationally, the rest locally, reflecting access to global pharmaceutical supply networks while maintaining local supplier participation. Although most of our purchases were from overseas, almost half of our budget spend was on local suppliers.

Duopharma Biotech believes in engaging local vendors as far as possible to support the local economy through capability development. In 2025, this commitment was reflected in the appointment of a Bumiputera original equipment manufacturer ("OEM") as our partner for the technology transfer of our DERMOPLEX® antifungal, antiseptic, bite and sting, and burn aid product lines.

SUSTAINABLE SUPPLY CHAIN

Procurement spending on local suppliers



Due Diligence on Suppliers and Vendors

All new suppliers and vendors undergo a comprehensive New Source Evaluation prior to being approved. This includes the submission of detailed operational information, relevant certifications, completed questionnaires, and supporting quality documentation. In addition, background checks are conducted through the Handshakes system during vendor registration to assess their integrity and business credibility. The lengthy process helps to mitigate regulatory, operational and reputational risks.

In 2025, all new business associates and existing vendors with transactions exceeding RM10,000 signed an Integrity Pact, reinforcing our zero tolerance for bribery and unethical conduct. Further strengthening our risk controls, we conducted Credit Tip-Off Service ("CTOS") checks on existing suppliers prior to fresh purchases to assess their financial standing and credit risk.

Vendor Performance

Raw materials and packaging supplied to Duopharma Biotech are audited by our Quality Management teams, while vendor performance is monitored through an annual Vendor Performance Evaluation.

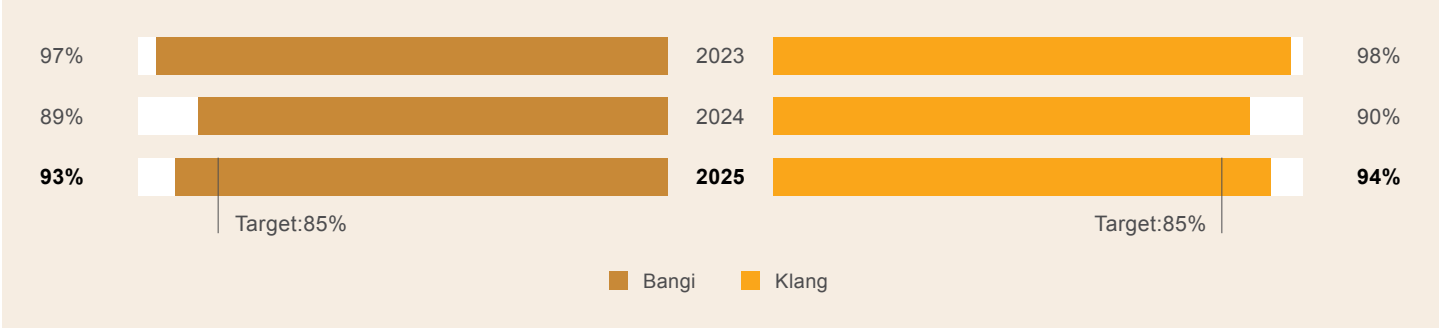
The evaluation is conducted using SAP-generated OTIF reports together with additional performance data; and vendors are expected to achieve an average score of at least 85%.

Criteria assessed include product quality, on-time delivery, documentation accuracy, technical support, product traceability, staff relations, anti-bribery awareness, and price competitiveness for inventory purchases. Performance outcomes are supported by system-generated delivery data and quality records, including QA Vendor Corrective Action Reports.

In 2025, Vendor Performance Evaluations conducted at our Bangi and Klang sites indicated notable improvements. Scores in Bangi site increased by 4.9% while the Klang site recorded an increase of 4.6%, compared to the previous year.

SUSTAINABLE SUPPLY CHAIN

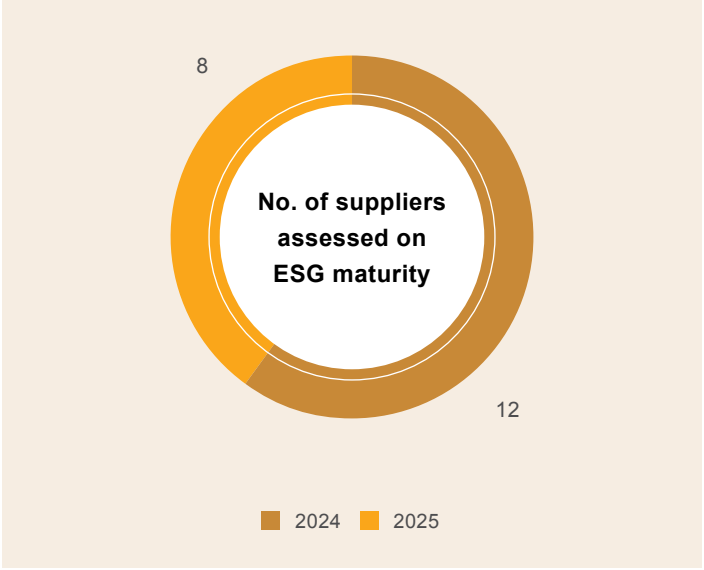
Vendor Performance Evaluation (%)



3 VENDOR ENGAGEMENT AND CAPACITY BUILDING

As part of the Company's ESG Strategy, ESG assessments are conducted on key suppliers to promote responsible and sustainable business practices. These assessments form part of our Sustainable Supply Chain Programme, which evaluates suppliers' ESG maturity and supports their sustainability journeys through capacity-building and continuous engagement.

2025 marked the second year in which we conducted the ESG assessment, targeting key suppliers with significant operational and environmental impacts. Participating suppliers were required to complete structured questionnaires covering environmental management, social practices and governance controls. Prior to the assessment, we organised a two-hour webinar to provide guidance on the assessment platform, explain the process and requirements, and deliver awareness training on sustainability topics, including climate change and its impacts.



Outlook

Moving forward, we will continue to engage with our external stakeholders while implementing thorough screening of new suppliers based on ESG criteria. We also plan to strengthen our engagement with suppliers that contribute significantly to our Scope 3 GHG emissions to improve our emissions data quality and their emissions reduction initiatives across the value chain. In addition, we seek to explore targeted capacity-building programmes for small and medium-sized enterprise (SME) suppliers to enhance their understanding of ESG management and sustainability best practices, thereby strengthening our overall supply chain resilience and compliance.

4 HEALTH & SAFETY

Why It's Important

The health and safety of our employees is given top priority at Duopharma Biotech as our people are central to our corporate mission and a driving force behind our long-term sustainability. We adopt a forward-thinking approach, focusing on stringent compliance with safety regulations, proactive risk management, and ongoing enhancement of safety measures. Workplace risks are addressed with precision through regular assessments and updates to our protocols, ensuring they remain effective in protecting our staff. Emergency readiness is supported by rigorous training and open communication channels that equip our workforce with the tools they need to handle challenges confidently.

Sustainability Risks And Opportunities

Risks

Poor health and safety practices within Duopharma Biotech can lead to workplace accidents, regulatory non-compliance, and increased fines and penalty. The health and safety-related compliance of our suppliers, contractors and logistics partners is also important as it has an impact on our supply chain and public safety.

Opportunities

To mitigate these risks, Duopharma Biotech focuses on nurturing a safer, more productive work environment, ensuring compliance with regulatory requirements such as the Occupational Safety and Health Act ("OSHA"). Beyond protecting our people and assets, this also minimises the risk of penalties and legal action, while promoting innovation through digital reporting systems like Unsafe Condition, Unsafe Act ("UCUACT"). Via proactive hazard management and strengthened emergency preparedness, we also support business continuity.

Key Achievements in FY2025

- Achieved a total recordable case frequency ("TRCF") of **0.94** (target: 1.28)
- Number of employees trained on health and safety **increased by 5%**

Our Approach

Duopharma Biotech is committed to strengthening our occupational safety and health platform through clear governance structures, strategies and an effective safety and health management system. We place emphasis on hazard identification, training and awareness programmes, ensuring strict compliance with applicable laws and regulations to create a safe, healthy and resilient working environment for all employees and contractors.

SUSTAINABLE SUPPLY CHAIN

1 HEALTH AND SAFETY GOVERNANCE STRATEGY

Internal Policy and SOPs

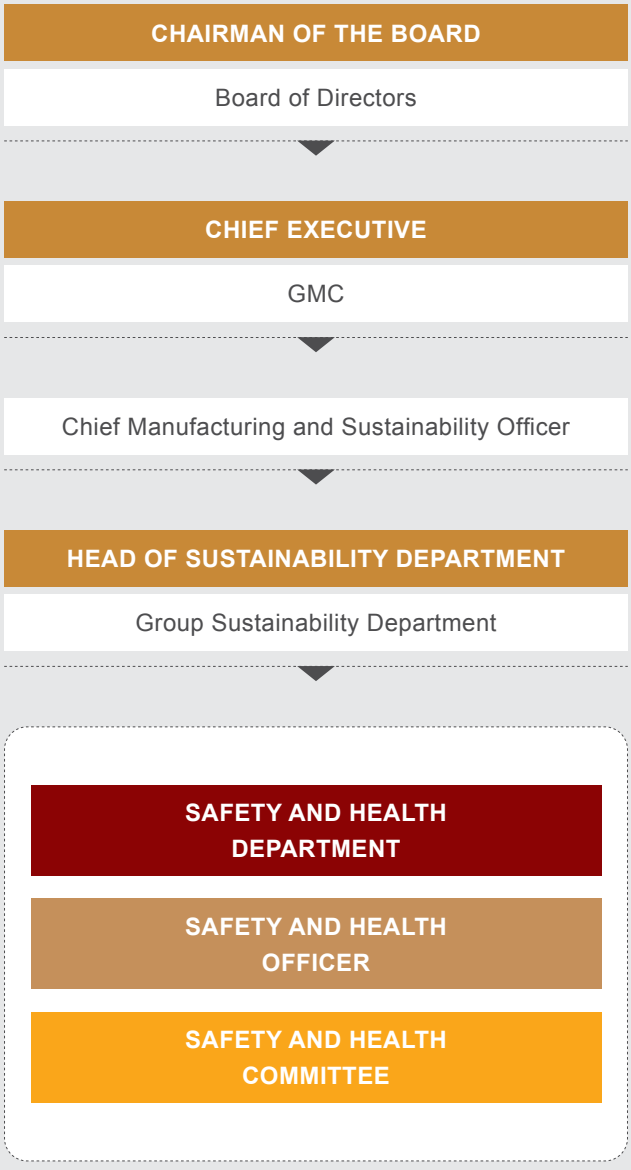
Duopharma Biotech's Health and Safety Policy serves as a foundation to protect the safety and health of everyone involved in the manufacture, distribution and use of our products. Committed to protecting all those affected by our operations, our policy is applicable to employees, vendors and visitors at our sites.

Our Health and Safety Policy includes the following key commitments:

- Comply with all applicable health and safety regulatory requirements
- Provide a safe and healthy work environment through robust structures, procedures and systems
- Ensure managers and supervisory personnel are accountable for their teams' adherence to policies and procedures
- Establish relevant SOPs for all operational activities to support safe operations
- Assess and manage occupational safety and health risks that may impact employees, contractors and the public
- Achieve zero workplace accidents, where reasonably practicable
- Ensure responsibility for health and safety is shared across the organisation, with all employees complying with established safety policies and procedures

In addition to general SOPs on managing incidents and the overall safety and health requirements for all our workplaces, we have function-specific SOPs such as those related to the safe operation of machinery and equipment.

Our Safety Governance



'chief executive' is defined in Paragraph 1.01 of the Main Market Listing Requirements of Bursa Malaysia to mean the principal executive of the corporation for the time being, by whatever name called, and whether or not he is a director. Pursuant to the Group's succession plan, Encik Wan Amir-Jeffery Bin Wan Abdul Majid was appointed as the Group Chief Executive Officer of Duopharma Biotech on 1 October 2025, and subsequently took over the role of chief executive of Duopharma Biotech from the former Group Managing Director on 1 December 2025.

SUSTAINABLE SUPPLY CHAIN

The Health and Safety Committee, chaired by the Chief Manufacturing and Sustainability Officer, comprises representatives from both Management and employees, in line with the requirements of the OSHA (Amendment) Act 2022. The Health and Safety Committee was established to oversee the following key areas:

- Workplace safety and health hazards
- Preventive and corrective measures to mitigate identified risks
- Promoting safety awareness, training and continuous improvement of workplace safety practices
- Compliance with applicable occupational safety and health laws, regulations and standards
- Reviews of incident or accident reports, and ensuring appropriate investigations are conducted

Throughout 2025, the committee met on a quarterly basis to provide oversight of the Company's workplace safety and health performance. During these meetings, the committee reviewed the outcomes of monthly workplace inspections, discussed the status and effectiveness of preventive and corrective actions taken to address identified risks, and monitored the implementation of safety and health programmes across operations. These discussions enabled the committee to track progress, address emerging issues, and reinforce a culture of continuous improvement, demonstrating the Company's ongoing commitment to protecting employees and maintaining a safe working environment.

Strategy and Plan

In 2025, we strengthened our health and safety strategy through intense focus on ISO 14001 and ISO 45001 implementation. Among others, we standardised our SHE documents, improved our emergency preparedness with fire equipment and AEDs, conducted safety awareness campaigns, and ensured compliance with regulatory requirements such as OSHA (Amendment) Act 2022 and Act A1764, a new amendment to the existing Fire Services Act 1988 (Act 341).

Our safety plan targets safer workplaces, better emergency readiness, and a stronger safety culture across all sites through five major pillars:

Enhancing safety management system
SOPs were reviewed and consolidated across sites, supported by quarterly SHE Committee meetings, cross audits and continuous safety culture initiatives.

Hazard identification and elimination
Through regular workplace inspections, GMC walkabouts and active UCUACT reporting, we identified and were able to mitigate our safety risks.

Continual increase in awareness
Safety awareness was strengthened through regular briefings, training programmes and safety campaigns.

Legal compliance
All statutory inspections, renewals, monitoring and reporting to the Department of Occupational Safety and Health ("DOSH"), DOE and Fire and Rescue Department of Malaysia ("BOMBA") were carried out to ensure full regulatory compliance.

Consequence management
All reported incidents were investigated and addressed through established consequence management procedures, supported by increasing awareness of safety accountability.

SUSTAINABLE SUPPLY CHAIN

2 SAFETY AND HEALTH MANAGEMENT SYSTEM

Safety management is critical to protecting our people, operations and assets, and is implemented through a structured safety framework across our facilities. This framework is supported by a robust SHE Management System that complies with all applicable Malaysian legal and regulatory requirements, including the OSHA (Amendment) Act 2022 and relevant regulations enforced by the DOSH, DOE and BOMBA. The system is guided by recognised risk management principles to ensure effective hazard identification, risk assessment and implementation of appropriate control measures.

Duopharma Biotech has also established general safety guidelines to serve as a reminder to all employees of their responsibility in maintaining a safe work environment. These guidelines extend to visitors and others conducting business within the Company's premises, ensuring safety remains a priority for everyone on site.

General Safety Rules	
All visitors must register at the guard house.	Personal protective equipment must be worn in designated areas.
Reverse parking is mandatory at designated parking lots.	Report all Unsafe Acts and Unsafe Conditions.
Appropriate attire and sensible work shoes; no slippers or sandals allowed.	Emergency exit doors and firefighting or fire protection equipment should not be obstructed.
Observe all safety signs and rules.	All electrical or equipment repairs and connection must be authorised.
Smoking is prohibited except in designated areas.	All walkways must be kept clear.
Mobile phone usage is prohibited in labs and manufacturing areas.	Proper lifting methods should be used.
Refrain from using handphones while walking.	Permit to Work must be obtained and approved before starting any hazardous work such as hot work, confined space entry, work at height, electrical work, or maintenance activities

Emergency Response Plan

Our Emergency Response Team ("ERT"), comprising Safety and Health Officers and trained employees from various departments, plays a critical role in ensuring workplace safety and emergency preparedness. The team is responsible for responding to and managing workplace incidents, ensuring that escalation procedures are followed and that responses are timely, coordinated and effective.

To strengthen emergency readiness, designated ERT members undergo regular emergency response training, including fire response, evacuation procedures, first aid and incident management. Fire drills and emergency evacuation exercises are conducted periodically to test the effectiveness of emergency procedures, improve coordination among employees, and ensure readiness during actual emergency situations.

3 LEGAL COMPLIANCE

We ensure compliance with laws and regulations related to safety and health at all times throughout our operations. This commitment is underlined by:

Fire certificate renewals	Environmental monitoring	Personal protective equipment ("PPE") and Permit-To-Work training
Fire drills at all manufacturing sites	Regular DOSH inspections of machinery	

4 HAZARD IDENTIFICATION AND ELIMINATION

We maintain a proactive approach to workplace safety through a structured Hazard Identification, Risk Assessment and Control ("HIRAC") framework. Potential hazards are identified and evaluated through HIRAC assessments, routine site inspections, employee feedback and lessons learned from past incidents. Risk identification and analysis are conducted for all new and existing operations and projects to ensure potential risks are thoroughly assessed. The process includes evaluating chemical, noise and ergonomic risks in compliance with regulatory requirements, with existing controls reviewed and strengthened as necessary.

Risk analyses are also conducted periodically whenever there are changes to products, processes or operations, ensuring that safety measures remain current and effective. Through this structured approach, the Company reinforces a safe working environment and fosters a culture of continuous improvement and proactive risk management across all sites.

Employees are encouraged to report any unsafe condition or unsafe act using the UCUACT form. Reports can be submitted through our intranet portal, or via QR codes linking to the form which are available across all our facilities, enabling staff to report issues on the spot. The system ensures that all potential hazards are promptly identified, assessed and addressed, fostering a proactive safety culture throughout the organisation. As a result of these efforts, we received 120 reports in 2025.

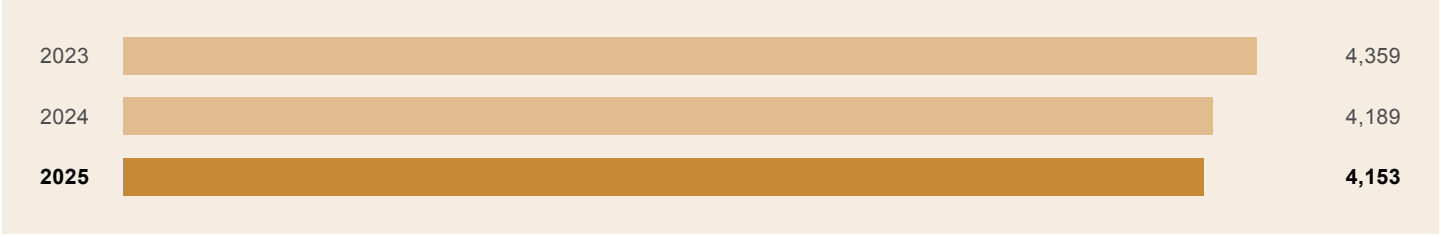
Number of work-related employee and contractor fatalities

Year	Total recordable case frequency ("TRCF")	Lost-time incidents ("LTI")	Frequency of injury (injuries per hour)	No. of work-related employee fatalities	No. of work-related contractor fatalities
2023	1.09	5	2.61	0	0
2024	0.22	1	1.67	0	0
2025	**0.94**	**4**	**1.05**	**0**	**0**

The increase in TRCF highlights opportunities to further enhance workplace safety measures. Meanwhile, LTI decreased over the period, and no work-related fatalities were recorded, reflecting the Company's ongoing commitment to strengthening a proactive safety culture.

SUSTAINABLE SUPPLY CHAIN

Total man-hours ('000)



5 TRAINING AND AWARENESS

Comprehensive training and awareness programmes are conducted to equip employees with the knowledge and skills necessary to maintain a safe and healthy workplace. Safety and health training in 2025 attracted a total of 1,250 participants, increasing 5% from the previous year, covering topics such as hazard recognition, risk management, emergency preparedness, and safe work practices. These initiatives strengthen both individual capabilities and a collective commitment to fostering a proactive and safety-conscious environment throughout the Company.

General and specialised training sessions conducted in 2025:

Permit to Work Training

Ensures employees and contractors understand and follow a formalised system for managing high-risk tasks in the workplace. The training emphasises hazard control and safe operations through a structured permitting process.

SUSTAINABLE SUPPLY CHAIN

First Aid Training

Equips employees with the knowledge and practical skills to respond promptly and effectively to workplace injuries or medical emergencies. The training was organised for selected employees in Klang and Glenmarie.

Program 1Rapi dan Kempen Keselamatan Kebakaran

Public education on fire prevention and the importance of having fire extinguishers, providing hands-on training for families on the proper use of fire extinguishers during emergencies.

SUSTAINABLE SUPPLY CHAIN

We also conducted awareness programmes for employees to reinforce our safety and health culture:

Safety Boot Camps

This programme brought together SHE Committee members from all sites including Bangi, Klang, CIMB HUB and Glenmarie, to enhance their understanding of roles and responsibilities, and strengthen their knowledge and skills in workplace safety and health. It also provided a foundational understanding of the Occupational Safety and Health (Amendment) Act 2022 and its practical implications.

The programme featured a safety talk by Dr. Nurrul Hafeezah Binti Ishak, Senior Lecturer at Universiti Kebangsaan Malaysia, offering expert insights on workplace safety.

Forklift Safety Campaign

The Company conducted a Forklift Safety Campaign to promote safe practices and awareness among employees operating and working around forklifts. The campaign included targeted training sessions, safety briefings and practical demonstrations on proper forklift operation, load handling and workplace safety protocols. The objective was to minimise risks associated with forklift operations through enhanced employee competency and a culture of safety and accountability across all sites.

Through this campaign, the Company aimed to minimise risks associated with forklift operations, enhance employee competency, and foster a culture of safety and accountability across all sites. In addition, three employees from Bangi, Klang and Glenmarie were recognised for their excellence as forklift drivers and outstanding performance in safe work practices.

SUSTAINABLE SUPPLY CHAIN

Fire Drills

In 2025, fire drills were conducted in collaboration with Balai Bomba and Penyelamat Sri Andalas to strengthen emergency preparedness among our employees. These drills familiarised employees with proper evacuation procedures, enhancing response times and ensuring that safety protocols are effectively implemented during fire emergencies. By partnering with a local fire authority, employees received hands-on guidance and practical training, reinforcing a culture of safety and readiness.

Other initiatives:

Senior Management participation in Toolbox Meetings

SHE updates shared with employees during Safety Townhall Briefings

Monthly SHE Bulletins and Safety Alerts

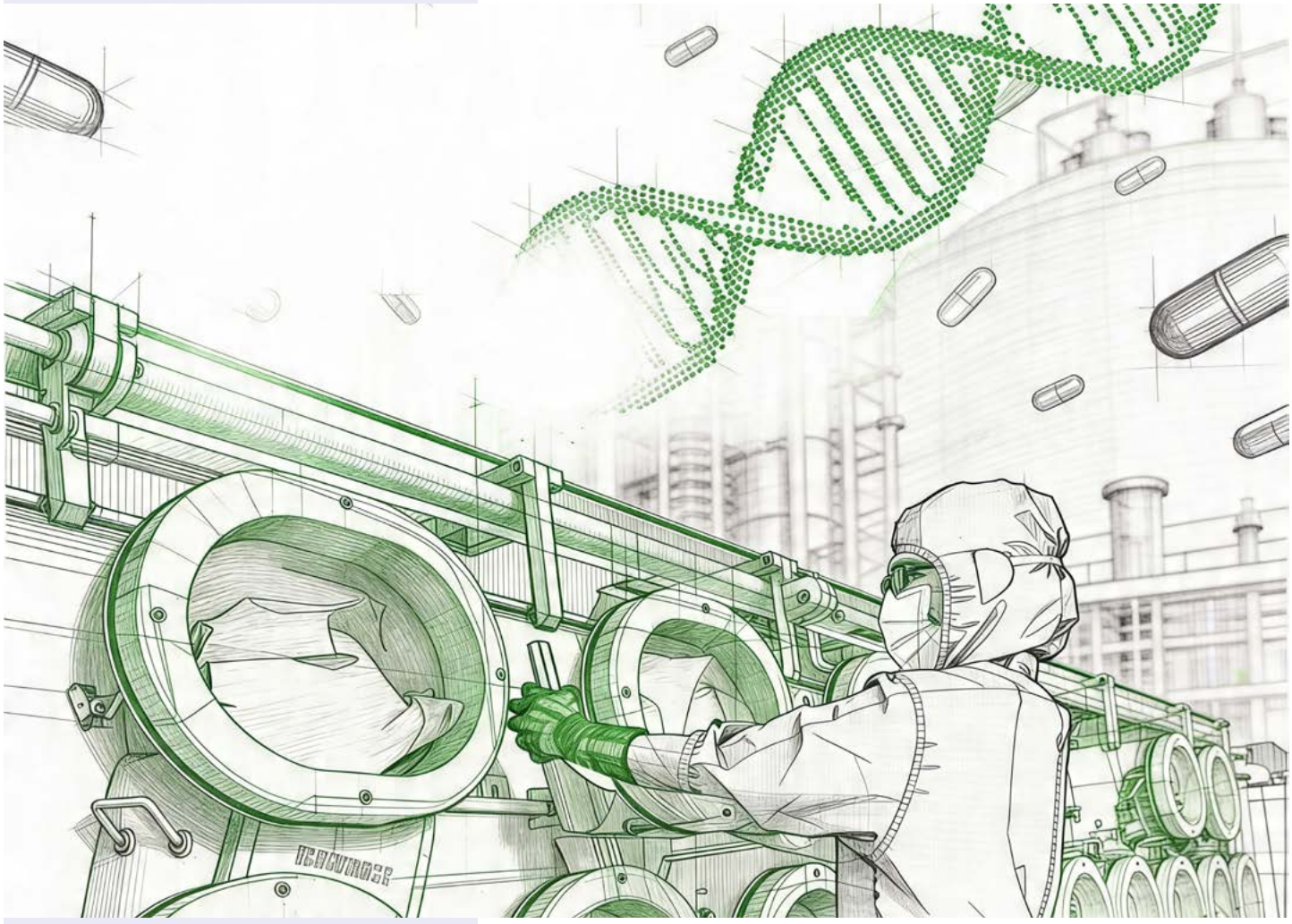
GMC Walkabouts: Quarterly management visits to workplace areas to observe operational activities and safety practices

Our safety requirements are extended to contractors and business partners through inductions, supervision and compliance with site rules. Incidents and unsafe conditions are reported, investigated and addressed through corrective actions, supported by continuous training, awareness programmes and strict legal compliance.

Outlook

Moving forward, we will further strengthen a culture of safety excellence among our employees through ongoing awareness initiatives and attentive planning, recognising that employees are central to our performance. Safety preparedness will be enhanced through the procurement of fire equipment, the installation of Automated External Defibrillator ("AED") at all sites, and the appointment of competent fire safety personnel in accordance with BOMBA requirements

ACCESS TO MEDICINE



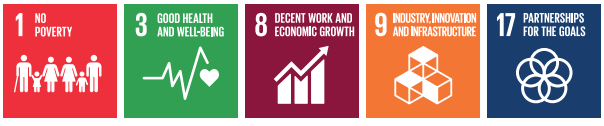
Capitals Impacted:

F M I

Stakeholder Groups Impacted:

S1 S2 S4 S7 S8

Contribution to UN SDGs:



ACCESS TO MEDICINE

1 PRODUCT QUALITY, SAFETY & RESPONSIBILITY

Why It's Important

Product quality, safety and efficacy is critical in pharmaceutical manufacturing, ensuring that medicines are effective, reliable and safe for patient use. At Duopharma Biotech, our focus on affordable medicine is delivered without any compromise on quality and safety. We adhere strictly to regulatory requirements such as National Pharmaceutical Regulatory Agency ("NPRA"), the Pharmaceutical Inspection Convention and Pharmaceutical Inspection Co-operation Scheme ("PICS") and Good Manufacturing Practice ("GMP") guidelines at every stage of the manufacturing process, from handling raw materials to the distribution of final products.

Sustainability Risks And Opportunities

Risks	Opportunities
We face various risks related to patient safety and GMP non-compliance including financial loss and reputational damage arising from quality failures, operational inefficiencies and supply disruptions.	Strengthening our quality systems and advancing manufacturing transformation create opportunities to improve regulatory confidence, cost efficiency, brand credibility and sustainable market expansion.

Key Achievements in FY2025

- **Zero non-conformance** in ISO 9001:2015 audit of Duopharma (M) Sendirian Berhad ("DMSB") and Duopharma Manufacturing (Bangi) Sdn Bhd
- **Zero non-conformance** in ISO 13485:2016 and Good Distribution Practice for Medical Devices ("GDPMD") audit of DMSB
- **Zero non-conformance** in GDPMD audit of DMSB, Duopharma Marketing Sdn Bhd and Duopharma Distribution Sdn Bhd
- **No critical or major finding** in GMP audit by NPRA of DMSB and Duopharma HAPI Sdn Bhd ("DHAPI')
- **Expanded** the utilisation of electronic Quality Management System at DHAPI
- **Obtained** EU GMP certification for HAPI in February 2025

Our Approach

Duopharma Biotech is committed to Total Quality Management in our quest to satisfy our customers' evolving needs. In parallel, we seek to gain recognition as a preferred supplier of innovative and quality products and services while complying with all regulatory requirements through the following approaches:

Quality Governance and Management System	Enhancing Manufacturing Practices and Efficiencies	Product Safety and Pharmacovigilance monitoring	Counterfeit Medicines and Adulteration	Delivering Customer Satisfaction

ACCESS TO MEDICINE

1 QUALITY GOVERNANCE AND MANAGEMENT SYSTEM

Our systems are governed by a Quality Management Policy that ensures products are manufactured to the approved quality standards quality standards. The effectiveness of the policy is monitored through structured internal audit programmes and external audits conducted by regulatory authorities, i.e., National Pharmaceutical Regulatory Agency ("NPRA"), Health Products Regulatory Authority (HPRA) and SIRIM. Management receives monthly updates on quality-related matters, including incidents, corrective and preventive action ("CAPA"), product complaints, and the status of internal and external audit findings. Quality objectives for all relevant departments are reviewed and reported to Management twice yearly during the Management Review Meetings.

Our Quality Management System is managed by designated key departments responsible for ensuring effective controls related to product quality and safety.

Quality Assurance Department
Provides oversight and governance of product quality and safety in compliance with GMP and regulatory requirements on batch release, deviation management, change control and CAPA. The department leads regulatory inspections and audit reviews of all validation, qualification and quality management activities. It also ensures raw materials meet quality and regulatory specifications.

Production Department
Ensures manufacturing is carried out in accordance with approved procedures and validated processes, maintaining equipment integrity and cleanliness of facilities.

The department also reports any deviations and carries out any necessary investigation, followed by corrective and preventive actions.

Quality Control Department
Tests raw materials, in-process samples and finished products before release into the market. Quality monitoring for products being marketed continues with stability studies and retention sample monitoring. The method used for testing is validated to ensure robustness and reliability. The specifications adhere to compendial standards approved by the regulatory agency.

Technical Support, Business Development
Ensures all equipment, facilities, raw materials and packaging materials meet technical, quality and regulatory specifications. It also carries out research to enhance product quality.

Procurement Department
Manages supplier performance and quality agreements.

Engineering Department
Ensures the reliability and integrity of all equipment, facilities and utilities, and supports the validation of manufacturing and quality systems.

Regulatory Affairs Department
Manages product registration ensuring any variations comply with regulatory requirements; and submits safety and quality updates to the regulatory bodies, maintaining alignment between manufacturing changes and approved product dossiers.

Pharmacovigilance and Medical Affairs
Monitors and reports adverse drug reactions; assesses product safety signals; and supports product risk-benefit evaluations.

Warehouse, Raw Materials and Finished Product Department
Ensures raw materials and finished products are stored in approved conditions; manages clear identification and segregation of materials by status (quarantine, approved, rejected, return); manages inventory and FEFO/FIFO compliance; and supports distribution as well as recalls.

ACCESS TO MEDICINE

Duopharma Biotech ensures our systems comply with all the following regulatory requirements:

1. ISO 9001: 2015 Standard
2. ISO 13485 2016 Standard
3. ISO 17025: 2017 Standard
4. GDP Pharmaceutical Guideline, 3rd edition
5. GDPMD, MDA/RR No.1: Nov 2015
6. PIC/S: Guide to Good Manufacturing Practice for Medicinal Products (PE009-17)
7. PIC/S Annex 1
8. ICH Guideline Q9 on quality risk management
9. Drug Registration Guidance Document
10. Medical Device Regulation 2012
11. Sale of Drugs Act 1952
12. Dangerous Drug Act 1952

We are committed to maintaining a robust Quality Management System aligned with rigorous quality and regulatory standards. Collectively, our business units have obtained various international and local certifications, reflecting strong compliance with GMP and other applicable regulatory requirements and standards.

Company	Certification
Duopharma Innovation Sdn Bhd	ISO 17025: 2017
Duopharma Manufacturing (Bangi) Sdn Bhd	ISO 9001: 2015
	TGA Certificate
	GMP Certificate
Duopharma Marketing Sdn Bhd	GDPMD Certificate
	GDP Certificate for Pharmaceutical and Cold Chain Product
Duopharma Distribution Sdn Bhd	GDP Certificate for Pharmaceutical and Cold Chain Product
	GDPMD Certificate

Company	Certification
Duopharma (M) Sendirian Berhad	ISO 9001: 2015
	GMP Certificate
	ISO 13485: 2016
	GDP Certificate for Pharmaceutical and Cold Chain Product
	ISO 17025: 2017
	GDPMD Certificate
Duopharma HAPI Sdn Bhd	Import License
	GMP Certificate
	EU GMP Certificate

To ensure employees remain up to date with regulatory requirements, Duopharma Biotech conducts refresher training programmes on Good Manufacturing Practice ("GMP") and Good Distribution Practice ("GDP") and regulatory compliance through My Dupharma Learning ("MDL"), to reinforce awareness and adherence to quality standards.

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We also perform periodic reviews to validate the performance of our utilities and equipment. An internal audit programme has been rolled out to monitor compliance and identify areas for improvement. In addition, Product Quality Reviews and trend analyses are carried out, ensuring our products meet the approved quality specifications & standards, and to drive the continuous improvement. Committed to best practices as a pharmaceutical company, we ensure employees as well as relevant stakeholders maintain the highest standards across our business. In 2025, we further strengthened our GMP and GDP compliance through:

Biannual Management Reviews
Assess compliance and identify improvement opportunities.

Mandatory GMP & GDP Training
For all employees in manufacturing, warehousing and distribution

Equipment & Facility Control
Routine calibration, preventive maintenance and environmental monitoring

Mock Recall Exercises
Test distribution traceability and recall readiness

Quality Agreements
Mandatory GMP and GDP responsibilities for suppliers and third parties

Incident & CAPA Management
Record, investigate and resolve deviations promptly

In 2025, we ensured our products met all applicable compliance requirements through rigorous audits. Our KPIs were closely monitored to maintain regulatory standards and product quality. Labelling compliance was assured through assessments conducted by NPRA with 30 products (or 7%) assessed during the year.

Number and percentage of products assessed by NPRA for compliance with product/service information and labelling (post-market surveillance for selected products)

Note: The data refers to products selected by NPRA for post-market surveillance (NPRA performs post-market surveillance on selected products every five years). However, internally we have guidelines to ensure all our products comply with relevant product information and labelling requirements.

Total incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling

	Number of incidents of non-compliance with regulations/voluntary codes concerning product and service information and labelling			
Year	Incidents of non-compliance with regulations resulting in a fine or penalty	Incidents of non-compliance with regulations resulting in a warning	Incidents of non-compliance with voluntary code	TOTAL
2023	0	0	0	0
2024	0	0	0	0
2025	**0**	**0**	**1**	**1**

In 2025, we recorded one labelling incident due to incorrect printing by a vendor. To prevent a recurrence, we will strengthen our vendor oversight through enhanced artwork verification and approval controls, implementing a double-check mechanism prior to mass printing.

2 ENHANCING MANUFACTURING PRACTICES AND EFFICIENCIES

We seek to maintain high levels of manufacturing efficiency to optimise our costs, increase productivity and ensure consistently high product quality. Manufacturing efficiency allows Duopharma Biotech to offer competitive prices while maintaining product safety and quality. In 2025, we carried out several initiatives to further enhance our manufacturing practices:

Overall Equipment Effectiveness ("OEE") systems

Deployed OEE systems across 12 machines in Bangi and Klang plants, enabling real-time monitoring of machine productivity and providing actionable insights to improve operational efficiency. Monthly Operational Excellence Steering Committee meetings are held, providing a platform to present and discuss smaller projects focused on enhancing efficiency and addressing production bottlenecks.

Lean Six Sigma ("LSS")

Duopharma Biotech has eight Black Belt practitioners in Lean Six Sigma ("LSS") who undertake process improvement projects under the LSS programme. Projects carried out focus on cost reduction, productivity and ESG, among others.

Targeted Savings (RM):	**5 million**
Actual Savings (RM):	**6.6 million**
Total CI Projects completed:	**50**
Total LSS Projects completed:	**16**

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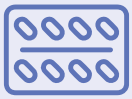
Scaling Capacity



- Installed a new fluid bed dryer across our Oral Solid Dosage ("OSD"), liquid and cream lines, boosting wet granulation capacity by 10% and supporting our production target.
- In 2025, OSD production increased through efficient line planning, shorter changeover time and better machine utilisation
- Campaign-based planning enabled the production of medicines in larger batch runs, reducing frequent line changeovers and stabilising overall output.

E-Labelling and Advanced Technology

- Transitioning to e-labelling for selected products to improve information accuracy, enable faster updates, and reduce the risk of manual errors and improved our product traceability.
- We have also invested in high-speed labelling equipment with Optical Character Recognition ("OCR") verification to enhance precision and prevent mislabelling, strengthening patient safety and regulatory compliance.
- We improved our product traceability and identification by standardising barcodes, adding GS1 barcodes to our shipping cartons for better tracking, while also reducing paper usage.

Enhancing Efficiency in Sterile and Non-Sterile Operations

- We boosted productivity and automation across multiple lines. With automated packing, we have increased sterile cephalosporin output and haemodialysis line productivity through problem-solving and optimised scheduling.
- We also switched from open to closed ampoules for liquid products. As the ampoule remains sealed throughout the process, there is reduced need for intensive cleaning, lowering water and energy usage, and improving production efficiency.

Equipment Upgrades and Preventive Maintenance

- Switched from a traditional to a purified water system which delivers high-purity water, reducing the risk of batch failure due to water quality issues.
- We conduct maintenance schedules for our production equipment and promptly address issues to prevent delays. Critical control points were closely monitored to avoid batch failures and ensure product quality.

Moving forward, we are building a new advanced sterile manufacturing facility which is expected to be operational by 2027. We will further expand the use of automation and digital tools, including smarter production lines and performance-tracking dashboards, while strengthening our technical skills by training experts, increasing our LSS talent pool, and partnering with equipment specialists. These initiatives will support us to continuously improve efficiencies and reduce costs.

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3 PRODUCT SAFETY AND PHARMACOVIGILANCE

Pharmacovigilance ("PV") ensures consumer safety by identifying, evaluating and mitigating risks associated with adverse drug reactions with the administration / consumptions of medications throughout their entire lifecycle. In 2025, there were four recalls due to out-of-specification results identified at certain time points during stability study monitoring. However there was no recall regarding the safety and health concern.

Our product safety assessment comprises the following steps:

Data Collection and Processing

Gather data from multiple sources such as clinical trials, literature and spontaneous adverse drug reactions from healthcare professionals and patients. In data entry, we use the Medical Dictionary for Regulatory Activities (MedDRA) to ensure global consistency

Signal Detection and Validation

Analyse large volumes of data to identify "signals"—patterns suggesting new or changed risks. This involves qualitative clinical reviews of individual cases and quantitative statistical methods like disproportionality analysis. Validation is through a specialist who ascertains whether the signals represent real hazards, considering factors like medical plausibility and time-to-onset.

Comprehensive Safety Assessment

Validated signals are investigated to determine causality and impact. Standardised tools (World Health Organization – Uppsala Monitoring Centre criteria or Naranjo algorithm) are used to judge the likelihood that the drug caused the event. The analyses are compiled into mandatory periodic reports, such as the Periodic Benefit-Risk Evaluation Report, providing a holistic view of the product's safety profile to regulators.

Risk Management and Minimisation

If a risk is confirmed, we implement strategies defined in a Risk Management Plan. These include updating the product labelling and prescribing information with new warnings or precautions. If warranted, educational materials will be disseminated and alert letters sent to clinicians.

Continuous Monitoring and Feedback

We continuously monitor, review and update any new risk or findings in our Pharmacovigilance System Master File, which is kept current and ready for NPRA inspection at any time.

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During product safety assessments, several key criteria are taken into consideration, including identification of the patient and the reporter to ensure data reliability and traceability. Upon determining the specific product involved, the adverse event is evaluated to understand its impact, and specifically whether it resulted in serious outcomes such as hospitalisation, life-threatening conditions or fatality. The health impact is categorised according to severity to determine appropriate regulatory action. The type of reaction is also analysed to understand the potential biological effects and mechanisms involved. In assessing the overall product-related health impact, specialists apply their clinical judgment, including consideration of alternative causes and available treatment options with better safety profiles, to ensure patient safety. A decision is then made as to whether the identified risks can be effectively managed through labelling, black-box warnings, or special monitoring programmes.

In 2025, we continued to engage with both internal and external stakeholders through various programmes to heighten product safety awareness:

- Rolled out the annual Pharmacovigilance Refresher Training via MDL for all relevant employees in Q2 2025.
- Conducted Pharmacovigilance training for our distributors to ensure compliance with relevant regulatory requirements.
- Continued to establish strategic partnerships with qualified bioequivalent centres or clinical research organisations listed by NPRA to identify partners that meet our requirements. For the 2024–2026 cycle, four BE centres were selected across India, Indonesia and Malaysia.
- Participated in activities organised by the Pharmacovigilance Community – comprising members of the Pharmaceutical Association of Malaysia (“PhAMA”), MOPI and Malaysian Association of Pharmaceutical Suppliers (“MAPS”) – that improve pharmacovigilance awareness and practices in Malaysia.

4 COUNTERFEIT MEDICINES AND ADULTERATION

Counterfeit medicines and adulteration are illicit practices that compromise the quality, efficacy and safety of medications, posing a serious threat to global healthcare systems. They often lead to ineffective treatment, prolonged illness and even fatality. Counterfeit drugs may contain harmful ingredients, while adulteration can introduce toxic substances into otherwise genuine medicines.

In 2025, we identified three counterfeit items offered via online marketing platforms. These included FLAVETTES® Glow Effervescent Tablet Orange, FLAVETTES® Vitamin C Orange 250mg, and FLAVETTES® Vitamin C Orange 500mg.

To prevent counterfeit products from reaching consumers, Duopharma Biotech ensures all products carry NPRA registration (MAL number) and secure labelling, including holograms. All distribution partners undergo GDP audits to maintain supply chain integrity, preventing product diversion or replacement with adulterated versions during transit. Additionally, through Pharma Fraud Intelligence, we monitor online marketplaces and social media platforms for suspiciously low-priced versions of our products, as these are often counterfeit.

The following reporting channels have been established to allow customers and stakeholders to notify the Group of any suspected counterfeit products. All counterfeit complaints are reported to the authorities and thoroughly investigated by Duopharma Biotech.

Email : cs@duopharmabiotech.com
Telephone : +603-21620218
Fax : +603-21610507

ACCESS TO MEDICINE

5 DELIVERING CUSTOMER SATISFACTION

Prioritising customer satisfaction, we maintain our products at a consistently high quality and provide professional service. Key initiatives are undertaken across supply, delivery and engagement to enhance the overall customer experience.

Optimising Transportation

We streamline our transportation routes and schedules to maintain a smooth and stable flow of products between production sites, warehouses and customers. This reduces delays and prevents stock shortages, ensuring products are available when needed.

Preventing Delays in Delivery

We optimise stock management through the fixed-bin replenishment system and daily inventory monitoring which automatically updates stock status to ensure orders are always ready for packing and shipping.

We have set delivery targets of 24 hours for local areas and 48 to 72 hours for outstation customers. We obtain regular reports on the service performance of each external transporter, and hold quarterly review sessions to address issues and improve delivery reliability.

To minimise customer returns, we review return data monthly and take action when returns exceed the target. Sales staff are trained on proper product placement, and stock levels are closely monitored to prevent overstocking, which can lead to returns. We have also strengthened and clarified our return policy to discourage unnecessary returns and improve transparency, reducing customer frustration. Additionally, the total value of customer returns is shared at Sales and Operations Planning ("S&OP") meetings to raise awareness and drive corrective actions when targets are not met.

Customer Satisfaction: Voice of Customer ("VOC")

To improve customer satisfaction, we actively gather feedback through multiple channels and use it to guide our initiatives:

Customer Relation Management

- All customer interactions and feedback are recorded in our Customer Relation Management system.
- This allows the team to track issues, follow up promptly, and ensure consistent service.

Survey Platforms

- Surveys were conducted from August to December 2025 via Survey Monkey to capture customers' opinions on our products and service, and their overall experience.
- The quantitative and qualitative data obtained help in identifying areas for improvement.

Customer Relation Management Team Analysis and Action

- The Customer Relation Management team reviews feedback on product quality, compliance and service.
- Insights are discussed at brainstorming sessions to identify actionable improvements.
- Feedback and recommended actions are channelled to the relevant departments to implement changes efficiently.

ACCESS TO MEDICINE

Number of respondents in VOC Survey

Year	2023		2024		2025	
Channel	**Target**	**Actual**	**Target**	**Actual**	**Target**	**Actual**
Ethical	2,000	2,125	2,000	2,069	**2,200**	**2,235**
CHC	550	620	550	575	**560**	**579**
Government	400	404	400	348	**364**	**366**
Specialty	250	251	250	255	**250**	**269**
Private Hospital	160	169	160	160	**170**	**171**
Export	20	17	20	20	**20**	**20**
TOTAL	**3,380**	**3,586**	**3,380**	**3,427**	**3,564**	**3,640**

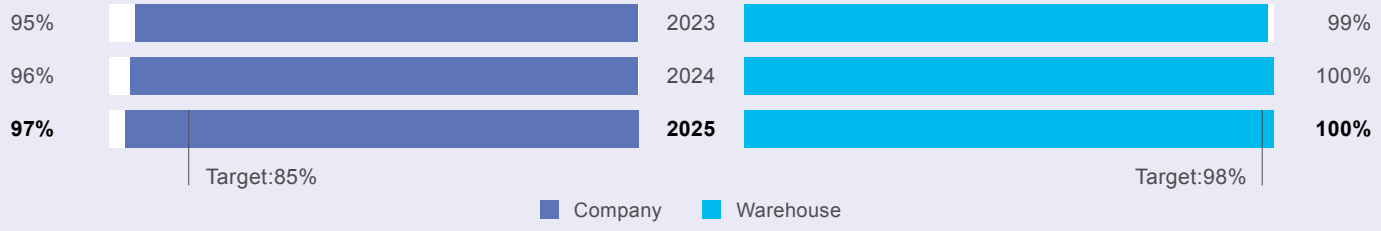
Customer Satisfaction Index (%)

Year	CSI (%)
Target	95
2023	98
2024	99
2025	**99**

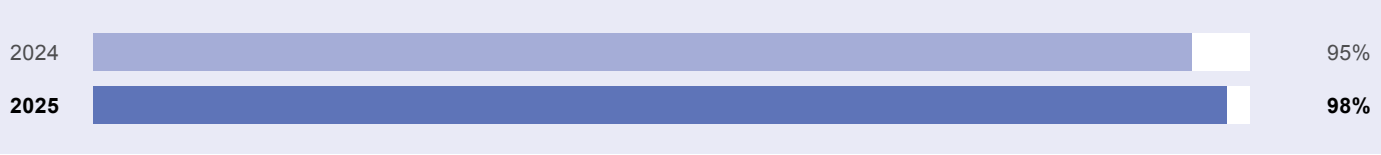
Return Value Against Sales (%)

Year	CHC (%)	Ethical Business (%)
Target	<4.0	<0.3
2023	8.4	0.3
2024	5.7	0.3
2025	**3.1**	**0.5**

On-Time In-Full Performance (%)



Improvement in Delivery Lead Time



Outlook

Moving forward, we remain committed to ensuring product safety and regulatory compliance through continuous market monitoring and operational enhancements. We will strengthen our capacity and capabilities while maintaining uncompromised quality standards, in line with our 2026 Master Plan objectives.

2 ACCESSIBILITY OF MEDICINES

Why It's Important

As a local manufacturer, Duopharma Biotech plays a pivotal role in supporting public healthcare, reducing the nation's reliance on imported medicines and reinforcing overall medicine security. Our focus on managing medicine accessibility ensures patients receive the right treatment at the right price and the right time.

Sustainability Risks And Opportunities

Risks	Opportunities
The inability to effectively address medicine accessibility could pose significant risks to the Company, potentially impacting our operations, reputation and financial stability. Pricing constraints and rising cost pressures may also affect affordability, limit patient access and reduce demand for essential treatments.	Proactive management of these risks, meanwhile, creates meaningful opportunities for growth. By ensuring affordable and reliable access to medicines, we can expand our reach into underserved communities, including rural areas and international markets, strengthen long-term partnerships with government and public healthcare institutions, and secure more stable, sustainable revenue streams.

Key Achievements in FY2025

- ERYSAA® became the **first biosimilar** in the world to receive official halal certification from JAKIM which was issued on 16 February 2025.
- In FY2025, the Company received additional offer letters under **MOH's Approved Products Purchase List ("APPL")**, bringing the total to 100 pharmaceutical and non-pharmaceutical products to be supplied until end 2026.

Our Approach

1 ENABLING LOCAL MEDICINE SECURITY

Duopharma Biotech is committed to building local medicine supply to reduce the country's dependence on imports. As drug prices are primarily market driven, most medicines do not have fixed prices. In the private sector, including pharmacies and clinics, the manufacturer or seller determines the price based on production costs, market competition and profit margins.

To enhance transparency and empower consumers, Malaysia established a new regulation under the Price Control and Anti-Profiteering Act 2011, which came into effect in May 2025. This regulation requires all pharmacies and private healthcare providers to clearly display the price of every medicine, enabling informed choices and improving market transparency.

ACCESS TO MEDICINE

In line with this development, Duopharma Biotech is monitoring drug prices more actively to prevent any negative impact in the market. An annual review of all SKU prices is conducted against the broader market to ensure competitive pricing. Market studies are also performed for new products, ensuring these are affordable.

Every year, we review our product pipeline taking into consideration treatment areas with high commercial potential, the timelines for off patent drugs, and opportunities related to the National Essential Medicines List. The exercise enables us to prioritise our pipeline according to market trends and needs.

To strengthen our visibility, we participate in government and hospital tenders while growing our presence in international markets through appointed partners. We are also expanding our range of essential and specialty medicines, improving supply reliability, and engaging healthcare professionals through training and events, ensuring our products are widely available and well-known.

We have also listed a few of our products in the World Health Organization (WHO)'s Prequalification of Medicines Programme, which evaluates and approves medicines to ensure they are safe, effective and of high quality. This programme focuses on medicines intended for low- and middle-income countries; and the list serves as a trusted reference for procurement agencies and healthcare providers worldwide.

2 BEYOND 2025 CORPORATE STRATEGY

Duopharma Biotech continues to enhance medicine accessibility through a multi-pronged strategy. Together, these initiatives form a cohesive strategy that ensures reliable, affordable and timely access to medicines for the communities we serve.

1

We focus on generics and biosimilars, aligning our portfolio with the **National Essential Medicines List** while implementing effective cost management measures to ensure medicines remain affordable.

2

We are strengthening our pipeline of small molecules and biosimilars, driving accessibility by expanding the range of high-quality, essential treatments available to patients.

3

Our efforts are supported by securing large public procurement contracts, increasing our presence across both public and private healthcare sectors while continuing to launch new products aligned with essential medicines.

Our strategy is driven by a commitment to delivering a wide range of products that are affordable and of equal quality as innovators. This entails active participation in government tenders and supply programmes, including successful bids to supply MOH facilities. Believing in the added value and inclusivity of halal certified medicines, we are expanding market acceptability and market choices for halal-certified alternatives. We continue to engage with the public through various outreach programmes to increase awareness of our brand and products.

ACCESS TO MEDICINE

3 COLLABORATING WITH REGULATORS AND STRATEGIC PARTNERSHIPS

Local Generics-First Policy and National Essential Medicines List ("NEML")

We collaborate with MOPI on the Strategic Investment for Medicine Security initiative by strengthening local medicine security prioritising NEML products in order to reduce the country's reliance on imported pharmaceuticals. In 2025, 59% of our registered medicines were in the NEML. We also strongly support the Local Generics-First approach by addressing pricing practices and ensuring the availability of affordable, locally manufactured medicines.

We actively pursue collaborations and strategic partnerships to expand access to pharmaceutical products and contribute to better healthcare outcomes.

Product	Outcomes
Company Owen Mumford	
Pen needles for insulin treatment	The collaboration is designed to support increasing diabetes care need in the Asia-Pacific region, providing advanced medical solutions and patient education.
Company Biocon	
Recombinant Human Insulin ("RHI") for Malaysian diabetes patients	Expanding access to over 345,000 diabetes patients in Malaysia by providing over 100 million cartridges of RHI.
Company PanGen	
Improved access of Epoetin Alfa for dialysis patients	Continued prescription in approximately 49% of all dialysis centres and hospitals in Malaysia.

In collaboration with Universiti Malaysia Allied for Drug Testing ("UMADT") and Centre for Advanced Drug Testing (CADT), we conducted a feasibility study on the Mechanism of Action (MOA) of Artemisinins and other drugs for Polycystic Ovarian Syndrome ("PCOS") treatment in Malaysia. Focusing on the expected clinical and commercial outcomes, this project is planned to commence in 2026.

We have also developed and continue to strengthen our relationships with other companies and Non-Governmental Organisations ("NGOs") through various activities and programmes:

iBreastExam screening

iBreastExam ("iBE") is a non-invasive breast pre-screening tool designed to triage patients for further diagnostic imaging. As of 2025, we have screened 1,044 women across 24 corporate organisations and conducted seven health talks. We are currently in discussion with PERKESO to integrate iBE into the Health Screening Programme (HSP) programme for wider corporate access, as well as other corporates to facilitate more on-site screenings.

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Featured Initiatives

iBreastExam Pharmacoeconomics Study

In 2025, Duopharma Biotech advanced its commitment to accessible healthcare by conducting economic evaluation of the iBE strategy. The objective of the study is:

- To determine the cost-effectiveness of the iBE strategy compared to standard screening methods.
- To estimate the incremental cost-effectiveness ratio, negative predictive value, and positive predictive value of implementing the iBE strategy.
- To explore the acceptance of iBE in society and provide evidence-based recommendations for policymakers and healthcare providers.

We collaborated with Asia Pacific Consortium for Public Health ("APACPH-KL") under University of Malaya Medical Centre ("UMMC") for this initiative. Screening was conducted in collaboration with Universiti Sains Islam Malaysia, Hospital Kampar, and underserved communities including PPR Intan Baiduri and PPR Beringin, expanding access to early detection among high-need populations.

The team completed nine sessions, screening a total of 275 women up until diagnostic screenings. Analysis of the data collected began in October 2025 and the final report was shared with the Duopharma Biotech team in February 2026. Primary data included in an interim report suggest a low probability of false negatives.

The iBE initiative demonstrates a scalable and evidence-based model for accessible, sustainable and preventive healthcare delivery in Malaysia. We hope through this economic evaluation, it will help us to understand the economic impact of iBE, identify key parameters impacting cost-effectiveness and guide policy recommendation.

ACCESS TO MEDICINE

Duopharma Biotech Kuala Lumpur Superbolt Run 2025

Attracting over 1,000 participants and the support of seven corporate partners, the run further strengthened our brand affinity and deepened our strategic partnerships. The partners involved were Owen Mumford, KPJ Healthcare Berhad, Malaysian Red Crescent, PERKESO, Sunway Multicare Pharmacy, Vital Signs Asia and Klinik Idzham.

Together with our partners, we conducted over 1,000 health screenings. Duopharma Biotech Kuala Lumpur SuperBolt Run 2025 marked a significant milestone in promoting diabetes awareness and our commitment to a healthier Malaysia.

ACCESS TO MEDICINE

Milestone-driven Campaigns

We carried out various targeted campaigns to ensure priority medicines reach high-demand locations promptly.

Sponsorship

Duopharma Biotech provided funding for the Bacillus Calmette–Guérin (BCG) vaccine and Alpro Medication Disposal Programmes, promoting the safe disposal of expired medicines, reducing environmental risks and raising public awareness. These initiatives also strengthened our partnerships with industry players and enhanced our visibility.

4 BUILDING RESILIENT OPERATIONS

The Business Continuity Management ("BCM") framework at Duopharma Biotech strengthens our organisational resilience by enabling a structured approach to anticipate, prepare for and respond to potential disruptions.

By identifying critical processes, assessing risks and implementing contingency measures, BCM ensures that key operations can continue or be quickly restored during emergencies. This proactive approach enhances our agility, minimises operational downtime, protects employee safety, and maintains supply chain reliability, thereby positioning Duopharma Biotech to respond effectively to any future emergencies while safeguarding business sustainability and stakeholder confidence.

Our BCM framework is supported by a structured process that begins with identifying critical business functions and potential risks. This is followed by conducting business impact analyses, developing and testing contingency and recovery plans, and training employees on emergency procedures. Regular reviews and simulations ensure the framework remains effective.

In FY2025, Duopharma Biotech made significant progress in rolling out the BCM framework across the Group, completing the Business Continuity Plan (BCP) review for all relevant Business Units and our regional offices in Singapore, the Philippines and Indonesia.

Outlook

Moving forward, we are focused on further improving access to medicines by strengthening our pipeline of small molecules and biosimilars, ensuring more patients can benefit from innovative and high-quality treatments that are affordable. We seek to secure more large public procurement contracts, expand our presence in both the public and private sectors, and launch products aligned with essential medicines. We will also expand our network of external partners to make treatments more accessible and affordable in underserved markets.

6 RESEARCH & DEVELOPMENT

Why It's Important

R&D is crucial in science-based pharmaceutical companies. By conducting comprehensive studies, tests and trials, R&D ensures that medicines meet stringent regulatory requirements. Through innovation, companies also stand out in a competitive landscape as they expand their portfolio of accessible medicines and deliver greater value to patients. Ongoing R&D further ensures quality and safety even after a product is approved.

Sustainability Risks And Opportunities

Risks	Opportunities
The development of new products involves high upfront costs, which can strain resources before any returns are realised. In addition, reliance on overseas suppliers for active pharmaceutical ingredients ("APIs") exposes the company to potential supply chain disruptions and procurement risks. There is also a risk of development failure or regulatory rejection, which can delay or block product launches. Finally, shifts in the market can affect demand and impact the commercial viability of new medicines.	Conversely, there are significant opportunities and potential for market expansion, allowing the Company to reach new geographies and patient segments. These efforts can provide direct benefits to patients, including improved access to treatments and cost savings. Additionally, aligning with regulatory or country initiatives presents opportunities to support public health priorities and strengthen stakeholder relationships.

Key Achievements in FY2025

In 2025, we successfully developed and submitted **eight new pharmaceutical products for registration**

- Successfully developed and submitted eight new pharmaceutical products for registration, related to cardiovascular and antidiabetic, central nervous system (CNS) and pain management
- Developed and launched three functional food products focused on beauty and wellness

ACCESS TO MEDICINE

Our Approach

We leverage our R&D capabilities to improve cost and operational efficiencies, enabling Duopharma Biotech to offer affordable, competitively priced products while expanding treatment options for patients. Our R&D focuses on the development of cost-effective manufacturing processes using current technologies while evaluating alternative critical materials to ensure consistent product quality and affordability.

Guided by our Beyond 2025 Corporate Strategy, access to medicines is advanced through multiple drug development pathways, including in-house development, in-licensing and collaborations with contract research organisations.

Our R&D Projects in 2025

Repurpose Oral Artesunate

Duopharma Biotech is collaborating with the Centre for Affordable Diagnostics and Therapeutics on R&D for new therapies to treat PCOS, malaria, dengue and cancer.

Alternative Preservatives for Ophthalmic Products

- A current R&D project focuses on eye treatments, specifically the use of alternative preservatives for ophthalmic products such as Brimonidine eye drops.
- The initiative aims to improve long-term safety and tolerability among patients requiring chronic treatment.

Outlook

Moving forward, Duopharma Biotech will continue to drive innovation based on our identified and prioritised product pipeline as we address patient needs and market opportunities. The Company will also advance the development of new products for HAPI in collaboration with contract research organisations, technology partners and/or API vendors. In addition, novel dosage forms will be explored through partnerships with external collaborators to expand our product offerings.

9 BUSINESS INNOVATION & MODEL

Why It's Important

Managing and prioritising Business Innovation & Model is essential for Duopharma Biotech to remain competitive, resilient, and relevant in a rapidly evolving pharmaceutical landscape. By strengthening our core small molecules and consumer healthcare portfolios while expanding into specialised therapeutic areas such as oncology and biosimilars, we enhance long-term value creation and sustainable growth. Innovation in generics and value-added products enables differentiation beyond conventional offerings, while digital engagement and patient-focused approaches improve treatment access and compliance. Collectively, these efforts ensure we adapt to changing healthcare needs and reinforce our commitment to sustainable access to medicines.

Sustainability Risks And Opportunities

Risks	Opportunities
Business innovation and new business models involve several risks, including gaps in technical, regulatory and clinical capabilities, particularly in complex areas such as oncology and biosimilars. These initiatives require significant upfront investment and longer timeframes to generate returns. The Company may also face regulatory approval delays, changing compliance requirements, and pricing pressures in competitive markets. In addition, successful implementation depends on organisational readiness, digital systems, cross-functional collaboration, and a resilient supply chain to ensure that innovation delivers sustainable business value.	Business innovation and new business models create opportunities for Duopharma Biotech to strengthen long-term growth and competitiveness. Digital and omnichannel approaches help expand customer reach, improve decision-making, and reduce reliance on traditional channels. Portfolio diversification into higher-value therapeutic areas enhances market positioning, while process innovation, automation and strategic partnerships improve efficiency and capability. Together, these initiatives support better patient access, regulatory readiness, and sustainable business growth.

Key Achievements in FY2025

- **Robust sales** across business segments and normalisation of insulin supply.
- **Successfully developed and launched** products featuring natural-derived ingredients (e.g., CHAMPS® Nutribar, STR Powerz Bar and FLAVETTES® Ms Range)
- **Expanded selected brands** such as IRORO into international markets including Australia.

ACCESS TO MEDICINE

Our Approach

Expanding Health & Wellness and Preventive Care Portfolio

We continue to grow our CHC and functional foods portfolios alongside preventive health and to meet evolving consumer needs and support improved public health outcomes. The FLAVETTES® Nutriskincare range was expanded with trend-aligned, convenient and first-to-market products targeting Generation Z and Millennials, broadening offerings from aesthetic skincare to overall women's health.

Driving Innovation, Partnerships and Pipeline Development

We continue to advance balanced innovation through process improvement, technology transfer, new product development, and strategic collaborations to support sustainable growth and regulatory readiness.

Strengthening Core Capabilities and Portfolio Diversification

We are enhancing internal capabilities while expanding our portfolio into higher-value therapeutic areas, including biosimilars and differentiated therapies, to strengthen market positioning and long-term competitiveness. A review of new chemical entities ("NCEs") was carried out to explore strategic partnerships and expand into higher-value therapeutic segments.

Enhancing Brand Presence and Patient-Centric ESG Programmes

The Group is strengthening our brand engagement through partnerships and community initiatives, while delivering patient-focused and ESG-related programmes to promote responsible healthcare and environmental stewardship.

Outlook

Moving forward, Duopharma Biotech will focus on sustainable growth through portfolio optimisation, expansion into higher-value therapeutic areas such as oncology, vaccines and biologics/NCEs, and strengthening strategic partnerships. In Consumer Healthcare and functional foods, we will prioritise attractive categories, enhance dedicated capabilities, and diversify OEM partnerships to improve resilience and profitability. We will also leverage digital platforms, scale preventive and mental health initiatives, embed ESG practices, and deepen ecosystem collaborations to reinforce patient-centric, sustainable growth.

11 Halal Commitment

Why It's Important

Halal commitment is central to our identity and value proposition as a trusted pharmaceutical manufacturer. Our halal assurance framework ensures that all products consistently meet the highest standards of ethics, safety and quality, while aligning with religious, cultural and patient-centric considerations to provide confidence and peace of mind to prescribers and consumers. This commitment further reinforces Malaysia's position as a global leader in halal pharmaceuticals, strengthening the country's international credibility while enhancing our competitive advantage.

Sustainability Risks And Opportunities

Risks	Opportunities
Failure to uphold our halal commitment may result in reputational damage, loss of stakeholder trust, and reduced confidence among patients and healthcare practitioners. It could also limit access to ASEAN and Organisation of Islamic Cooperation ("OIC") markets and weaken competitive positioning, potentially affecting long-term growth and brand credibility.	A strong halal commitment reinforces Duopharma Biotech's reputation as a trusted, ethical and quality-focused pharmaceutical partner locally and globally. It strengthens patient and practitioner confidence while supporting long-term brand equity. Halal pharmaceuticals also provide strategic opportunities to expand into ASEAN and OIC markets, aligned with regional initiatives. In addition, this commitment enhances collaboration with healthcare practitioners, academic institutions and NGOs to advance education, research and access to halal medicines.

Key Achievements in FY2025

- **ERYSAA® was certified by JAKIM** as the first halal erythropoiesis-stimulating agent ("ESA") in February 2025
- Received the Technology and Innovation Excellence Award at the World Halal Excellence Awards 2024 held on 7 December 2025, organised by Halal Development Corporation ("HDC"), the Ministry of Investment, Trade and Industry ("MITI") and Johor State Government.

ACCESS TO MEDICINE

Our Approach

1 COMMITMENT THROUGH POLICY

Duopharma Biotech's Halal Policy, approved in March 2019, affirms our commitment to strengthen the integrity of our halal supply chain through the principle of "Halal Built-in, Not Tested For" which guides the development and manufacture of pharmaceutical and medical device products that meet the highest standards of safety, efficacy, quality and hygiene.

All our products comply with the Malaysian Standard for Halal Pharmaceuticals, MS 2424:2019, and relevant certification bodies, with traded products screened accordingly. Halal compliance is integrated with our ISO Quality Management System standards, Good Manufacturing and Distribution Practice guidelines, and other applicable regulatory requirements across manufacturing, storage and logistics.

This robust framework enhances access to halal medicines by strengthening healthcare practitioner education, raising public awareness, expanding partnerships, and aligning halal assurance with ethical clinical practice, enabling confident prescribing while respecting patient beliefs.

2 HALAL AGENDA OVERSIGHT

Since its establishment in 2018, Duopharma Biotech's HSC has provided strategic oversight of the Group's Halal Pharmaceuticals Agenda (HPA). The HSC reviews the effectiveness of our halal initiatives and recommends strategic interventions to sustain our leadership in the halal pharmaceutical industry while expanding globally. Key topics deliberated by the HSC in 2025:

Halal market expansion in OIC countries.	Tailoring communication and engagement to different target markets, including non-Muslim consumers.
Strengthening halal awareness in collaboration with government agencies such as HDC and JAKIM.	Realignment of the Company's halal branding to support our overall market strategy

3 DRIVING HALAL STRATEGY

Strategy

Duopharma Biotech is committed to positioning the halal pharmaceutical agenda as a key differentiator that supports national aspirations and advances ESG priorities, particularly in improving access to medicine.

Established in 2021, our Halal Strategy 2022–2032 is anchored on four strategic pillars that strengthen the Group's leadership in halal pharmaceuticals:

1. Thought Leadership
2. Defend & Grow
3. Leadership in Halal Compliance
4. People & Talent

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These pillars collectively enable us to:

Progress in FY2025

To operationalise this strategy, a comprehensive Halal Blueprint was developed to translate the four pillars into actionable initiatives aligned with the Beyond 2025 Corporate Strategy (2024–2033). The Blueprint outlines a clear roadmap of flagship programmes designed to:

Deliver measurable outcomes in awareness, education and market access.	Position Duopharma Biotech as the most trusted partner and preferred supplier of halal products.
Accelerate domestic and international growth in halal pharmaceuticals.	Enhance accessibility of patients and healthcare practitioners to halal-compliant treatments.

Through this structured approach, the Halal team drives systematic, scalable and impact-oriented initiatives that address market and stakeholder needs while reinforcing Duopharma Biotech's long-term leadership in halal pharmaceuticals.

Site	Total number of products	Number of halal-certified products	Percentage of halal products (%)
Bangi	186	184	99%
Klang	145	144	99%
Glenmarie	3	3	100%

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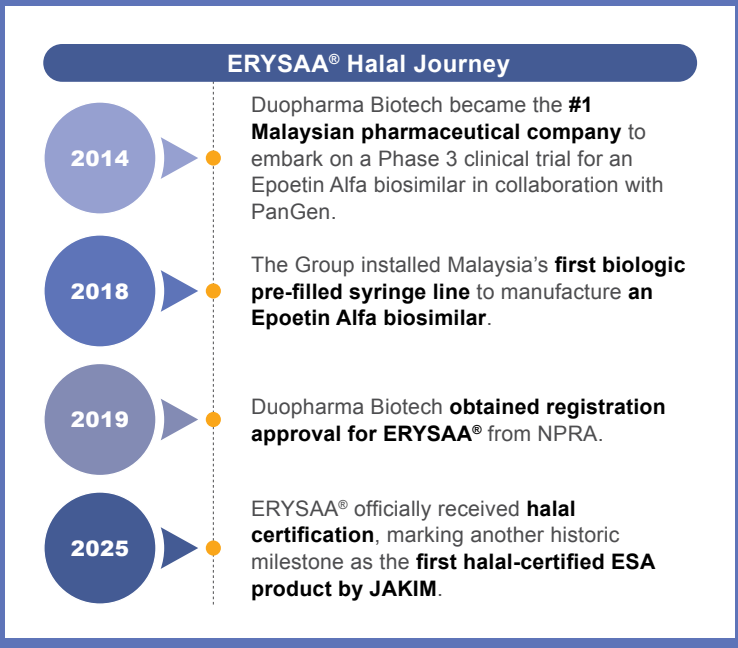
Featured Initiative

First Halal-certified ESA Product

We are proud to introduce ERYSAA®, Malaysia's first halal-certified biosimilar Epoetin Alfa, developed for the treatment of anaemia in chronic renal failure patients, including both adult and paediatric haemodialysis patients. Certified by JAKIM, this milestone marks a nine-year journey of our dedication and unwavering commitment to ensuring patients receive treatments that are not only safe and effective, but also ethically produced in accordance with halal principles.

This remarkable achievement stands as a meaningful step towards more inclusive healthcare, empowering patients across Malaysia's government and private healthcare institutions with access to treatment options worthy of their trust.



4 CONTINUOUS AWARENESS & ENGAGEMENT

During the year, we engaged in events and training programmes to enhance awareness of halal pharmaceuticals and support access to halal medicines. Initiatives implemented in 2025 are outlined below.

INTERNAL

Celik Halal Train the Trainer	Programme designed to keep our employees updated on the halal pharmaceutical ecosystem in Malaysia, strengthening their knowledge and ability to convey the Company's halal initiatives effectively. Four sessions were held involving 156 participants in total.
Duo4wareness 2025	Company-wide initiative aimed at fostering staff awareness, understanding and appreciation of the Company's commitment to halal, integrity, sustainability and risk management. A total of 900 participants were engaged.
Halal Awareness Training ("HAT")	In line with Malaysia Halal Certification requirements, all staff are required to undergo halal awareness training every three years. In FY2025, three sessions were conducted, engaging a total of 533 participants.

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EXTERNAL

Halal initiatives with academic institutions

Educational visits by:

- Universiti Kebangsaan Malaysia ("UKM")
- International Islamic University Malaysia ("IIUM")
- Universiti Sultan Zainal Abidin ("UniSZA")
- The International Center for Education in Islamic Finance ("INCEIF") University
- University of St Gallen, Singapore
- Singapore Management University

Research Study with:

- UKM: Qualitative Study Exploring the Value of Halal-Certified Medicine - Perspectives from Policymakers, Providers and Patients
- INCEIF University: Action-based learning to analyse industry challenges and deliver actionable insights and solutions

Halal initiatives with academic institutions

Projects:

- Halal Branding Effectiveness: Consumer Perception and Strategic Growth for Duopharma
- Evaluating the Financial Value and Future Prospects of Halal Over-the-Counter Pharmaceutical Products

Knowledge sharing:

- Speaker at UniSZA programme on *"Farmaseutikal Halal: Tuntutan Syariah, Amanah Industri"*
- Panellist at IIUM Colloquium Halal Vaccine 2025 on the topic Halal Vaccines in the Global Market: Industry Perspectives and Regulatory Challenges

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EXTERNAL

Halal initiatives with government

- Engagement and MOU signing with Majlis Amanah Rakyat (MARA)'s Higher Education Division
- Speaker at Halal Sector Seminar 2025 on Halal Biopharmaceuticals: Compliance as a Catalyst for Industry Excellence
- Speaker at BAKAT Halal Symphosium 2025 on *"Memacu Professional Halal ke Arah Kecemerlangan"*
- Panelist at World Halal Business Conference on "Captains of Industry-Advancing Global Partnerships for the Halal Economy"
- Speaker at Malaysia International Halal Research & Education Conference
- Speaker at Halal Sector Seminar 2025 on Halal Medical Device in Practice

Halal initiatives with healthcare providers and practitioners

- Continuing Medical Education ("CME") with Pantai Hospital
- Organised a webinar on *Umrah & Haj: Panduan Umum dan Tips Kesihatan*
- CME – Central Region with Ethics & Compliance Board and Halal Key Opinion Leaders on The Importance of Halal Medicine and Its Added Value for HCPs and Patients
- Awareness and engagement with BIG Caring Group
- CME speaker in HoSZA on *Impak Keperluan Pensijilan Halal Menurut Perspektif Industri Pengilang*
- Presentation on Halal Pharma during Sunway Healthcare Group plant visit
- CME – Southern Region with Ethics & Compliance Board
- Speaker at seminar organised by *Persatuan Pengusaha Hemodialisis Bumiputera Malaysia*
- Presentation on Halal Pharma during Careclinics Group Management plant visit
- Speaker at Gedung Penawar Sdn Bhd on 16 HD Workshop

ACCESS TO MEDICINE

EXTERNAL

Halal initiatives for public

- Sharing session during National Training Week 2025: Duopharma Biotech's Halal Journey & Best Practices
- Halal Pharmaceutical Digital Campaign

International

- Participated in Malaysia-Indonesia Halal Industry Collaboration Roundtable in Jakarta
- Represented Malaysia at Kementerian Pembangunan Usahawan dan Koperasi (KUSKOP) Week, World Expo 2025 Osaka, Japan
- Hosted the 14th The Standards and Metrology Institute for Islamic Countries (SMIIC) Technical Committee Delegation Plant Visit in collaboration with Department of Standards Malaysia
- Participated in 18th Annual Meeting of Islamic Medical Association of the Philippines (IMAN) Philippines and 10th World Islamic Health Unit International Health Congress in Manila, Philippines

Outlook

Moving forward, Duopharma Biotech will strengthen our digital awareness initiatives and deepen our academic partnerships to advance research and insights, and promote informed patient-centric halal pharmaceuticals both locally and globally. We will also enhance our thought leadership and expand market access through international expos, strategic alliances and government-led initiatives, ensuring our capabilities remain aligned with evolving halal developments while reinforcing our regional and international presence.

DIVERSITY & INCLUSION

Capitals Impacted:

H S

Stakeholder Groups Impacted:

S2

Contribution to UN SDGs:

4 LABOUR PRACTICES & STANDARDS

Why It's Important

We are only as good as our people and recognise that, to achieve our business goals and sustainability purpose, it is imperative to have quality talent who are engaged and feel a sense of belonging to the Company. This, in turn, rests on operating ethically and responsibly, adhering to all relevant labour practices and standards.

Sustainability Risks And Opportunities

Risks	Opportunities
Labour practices and standards form a framework that shapes a company's operational performance and reputation. Non-compliance with labour laws and employment standards, weak employee engagement, poor health and safety practices, or ineffective industrial relations may lead to legal and regulatory exposure, workplace disputes, high employee turnover, productivity losses and reputational damage.	Strong labour practices and compliance serve to enhance employee engagement, productivity and retention, supporting business sustainability, strengthening workplace safety and employee well-being. By fostering positive labour relations and a safe, inclusive work environment, the Company is able to strengthen our employer brand, in turn attract and retain quality talent while minimising operational and reputational risks.

Key Achievements in FY2025

- **Zero non-compliance** with labour standards and regulations
- Achieved **88%** Employee Engagement score
- **93%** Red Book employees completed Unconscious Bias training (target: 80%)
- **Eight** specially-abled individuals recruited
- **44%** GMC members are female, and **33%** are non-Bumiputera
- **Zero substantiated complaints** on human rights violations

Our Approach

To ensure employees are treated fairly and respectfully throughout their employment, we have adopted a structured human resources approach supported by strong labour rights policies and ethical labour practices. Key initiatives include fair talent acquisition and development, comprehensive employee benefits, and recognition programmes designed to acknowledge employee contributions. These measures foster an engaging work environment where employees feel valued, supported and motivated, contributing to organisational stability.

DIVERSITY & INCLUSION

1 COMPLIANCE AND POLICIES

Duopharma Biotech complies strictly with applicable local and international labour laws and regulations, with specific reference to the International Labour Organization (ILO) Conventions, 10 Principles of the UN Global Compact, and Malaysia's Employment Act 1955.

Guided by these policies and principles, we drafted our Labour Rights Policy, which focuses on seven issues:

1. Forced and Child Labour
2. Anti-Harassment
3. Freedom of Association & Collective Bargaining
4. Safety and Health
5. Fair Wages, Benefits and Social Security
6. Upskilling and Education
7. Unemployment Security and Protection Against Unfair Dismissal

The policy applies both to our employees and those of our suppliers and is easily accessible on our corporate website. For ease of comprehension, it is available in both Bahasa Malaysia and English. Further strengthening responsible workforce management, our Labour Rights Policy is supported by the guidelines below which reinforce the maintenance of best practices and standards.

Human Resources Policies and Employee Handbook	Performance management and disciplinary procedures	Code of Conduct
Grievance handling and whistleblowing mechanisms	Occupational Safety and Health policies and procedures	Fair recruitment, wages and working hours

The effectiveness of our human and labour rights-related policies is regularly assessed through internal and external audits.

2 ETHICAL LABOUR PRACTICES

Human Rights

In line with Duopharma Biotech's Labour Rights Policy, forced labour and child labour are strictly prohibited. The Company maintains zero tolerance for any form of modern slavery, including forced labour, bonded labour, child labour and human trafficking. To prevent the employment of minors, a preliminary review is conducted during the hiring process. Forced labour is further mitigated through continuous monitoring of overtime hours, with caps applied to ensure compliance. Our overtime limits have been approved by the Department of Labour, reinforcing adherence to labour regulations and responsible workforce management.

Fair Wages

Duopharma Biotech ensures all employees receive fair compensation for their work regardless of gender, age, background or any other discretionary factor. Pay and benefits are determined based on the job responsibilities, skills required and performance. Our salary scale is structured according to job grades for both union and non-union employees. The Company complies with government-mandated minimum wages and conducts regular salary benchmarking against the market, across different job functions.

Salaries are paid fairly and without discrimination, in line with the Company's Diversity, Anti-Discrimination and Anti-Harassment Policy. Duopharma Biotech has committed to a living wage of RM3,100 per month starting from 2026, reinforcing fair and equitable compensation for all employees.

Freedom of Association and Collective Bargaining

Duopharma Biotech respects employees' right to freedom of association, as provided for by Malaysian labour laws. We recognise two unions within the company that represent our employees and engage in constructive dialogue with their leaders to ensure cordial relations. We also collaborate with the union leaders on the three-yearly renewals of our collective agreements. In 2025, the process was initiated in October and was successfully concluded for our Klang and Glenmarie sites, and pending for Bangi site.

3 PEOPLE DEVELOPMENT AND MANAGEMENT

We fully support our employees' professional development and ensure access to skills and knowledge-building opportunities that accelerate career growth. We believe in nurturing and retaining talent through structured learning, mentorship and career progression, recruiting skilled individuals for senior positions only when we are not able to meet our needs internally.

Employee Recruitment

Our recruitment is based on merit, with recruitment policies aligned with the principles of inclusivity and non-discrimination. As far as possible, we hire local talent to support the local economy. For the year 2025, we were able to fill 100% of our needs with local talents through participation in career fairs. Our vacancies are also posted on local job portals.

For more details, please refer to Diversity & Inclusion discussion on pages 141 to 142 in this report.

Learning & Development

We provide continuous learning and development opportunities for our employees to help them realise their true potential, as well as to benefit from better performance and productivity. We have established a robust Learning & Development ("L&D") framework, under which we develop individual learning journeys for each employee from the time they join Duopharma Biotech. The framework covers five areas:

- **On-Boarding:** Training for new recruits which introduces them to our culture, values and way of working.
- **Core Learning:** Soft skills training to help all employees work effectively and harmoniously.
- **Professional Learning:** Foundation and technical courses that enable employees to carry out their roles effectively.
- **Leadership Learning**: Management and leadership skills for supervisors onwards.
- **Talent Development:** To develop identified talents for higher roles.

DIVERSITY & INCLUSION

The L&D team organises trainings based on the L&D framework, with emphasis on Core Learning, Professional Learning and Leadership Learning. Training calendars developed are shared with all employees at the beginning of every year.

At the same time, employees and their immediate supervisors identify the employees' training and development needs during year-end performance appraisals. Human Resources ("HR") personnel subsequently extract the proposed development plans from the HR system to prepare a Training Need Analysis (TNA) report. Most training sessions are organised in-house; however, employees attend external trainings where necessary.

Blue Book (Executive/ Management)	Leadership	Training designed to develop and improve the ability to lead others effectively.
	Soft Skills	Training to develop personal and interpersonal skills needed to work effectively with others.
	Technical	Structured programmes that equip employees with job-specific technical knowledge and practical skills required to perform their roles in compliance with regulatory, quality and safety standards.
Red Book (Supervisors)	Leadership	Training designed to develop and improve the ability to lead others effectively.
	Soft Skills	Training to develop personal and interpersonal skills needed to work effectively with others.
	Technical	Structured programmes that equip employees with job-specific technical knowledge and practical skills required to perform their roles in compliance with regulatory, quality and safety standards.
Green Book (Unionised employees)	Soft Skills	Training to develop personal and interpersonal skills needed to work effectively with others.

In 2025, Duopharma Biotech delivered a range of soft skills, technical skills and leadership development programmes to support the continuous development of all employees. Collectively, the programmes strengthened organisational capability, employee engagement and readiness to meet future challenges.

Talent Management & Succession Planning:

We ensure leadership continuity by undertaking succession planning for all critical positions across the Group, including the Board. At the core of our succession planning is a talent pool comprising high-potential employees. Every year, Heads of Department and respective Chiefs nominate employees to be entered into this pool. These talents will have one-on-one sessions with their superiors to identify their development needs and decide on interventions to close any gaps. As at end 2025, there were 82 employees in our talent pool and, on average, 92% of their individual development plans for the year were completed.

Unemployment Security

As a responsible employer, we facilitate employees in managing their finances post-retirement. During Financial Planning Week from 22 to 27 September 2025, Kumpulan Wang Simpanan Pekerja (KWSP), Amanah Saham Nasional Berhad (ASNB), Maybank, CIMB and Bank Islam were invited to set up exhibition booths at our manufacturing sites in Klang and Bangi, and to present talks on financial planning, retirement preparation and financial diversification. The programme concluded with an educational visit to the Bank Negara Malaysia Museum.

4 EMPLOYEE BENEFITS AND RECOGNITION

Employee Benefits

As part of our employee value proposition, and to promote employee well-being, we provide a range of benefits to enable our full-time employees to enjoy healthy work-life balance as well as insurance coverage and loan subsidies to support them financially. Employees are also eligible for annual salary increments and performance-based bonuses, subject to approval by the Board of Duopharma Biotech.

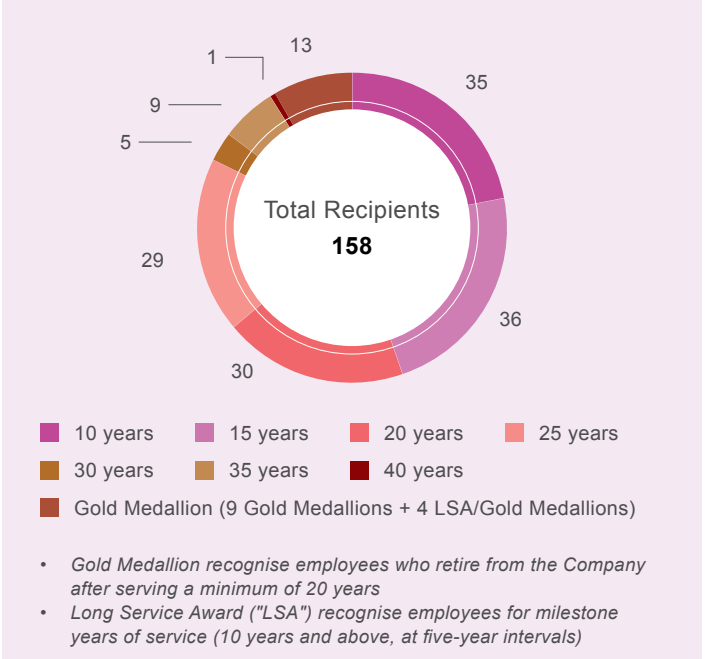
Leave	Annual, maternity, casual, paternal, compassionate, sick and hospitalisation
Medical/Health benefits	Outpatient treatment, dental and optical treatment, annual medical check-ups, specialist treatment. Some medical and non-medical benefits are provided as flexible pools to enhance flexibility and optimize utilization
Insurance coverage	Term life, accident, hospitalisation and surgery
Maternity assistance	One-off maternity assistance payment
Loans subsidy	For housing and cars
Communication	Electronic devices and mobile phone bills
Flexible work arrangement	Upon application by employee and approval by superior and HR
Travel	Claims for business-related travel

DIVERSITY & INCLUSION

Employee Recognition

Various initiatives are organised to recognise outstanding performance and contributions. In 2025, these included structured programmes such as the Extra Mile Award, which celebrates employees who go above and beyond; and the Long Service Award, which honours employees for their loyalty and dedication over the years. These initiatives demonstrate the Group's appreciation of our employees' efforts and motivate them to continue to excel in everything they do.

Long Service Awards presented in 2025



- *Gold Medallion recognise employees who retire from the Company after serving a minimum of 20 years*
- *Long Service Award ("LSA") recognise employees for milestone years of service (10 years and above, at five-year intervals)*

5 PROTECTING EMPLOYEE SAFETY AND WELL-BEING

The health, safety and well-being of our employees is given top priority. We provide a safe, secure and healthy work environment across all operations via strict adherence to occupational safety and health policies. To promote a strong safety culture, regular risk assessments are conducted, supplemented by continuous safety training. We actively monitor workplace hazards, incident trends and compliance with regulatory requirements to prevent accidents and occupational illnesses. Through employee engagement, we strive to enhance safety awareness and performance.

For more details on our initiatives, please refer to the Health & Safety section (page 94-97)

We have also established whistleblowing and grievance mechanisms for an added extra layer of employee protection. Employees are able to raise any concerns they have regarding their well-being without fear as all reports are treated confidentially, fairly and in accordance with relevant policies and procedures.

Whistleblowing channel

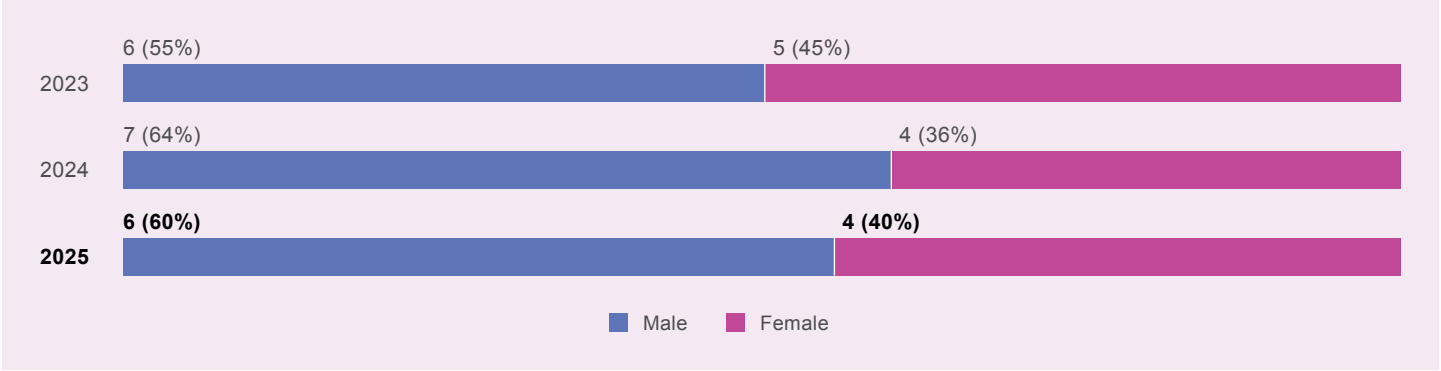
HR direct complaints

DIVERSITY & INCLUSION

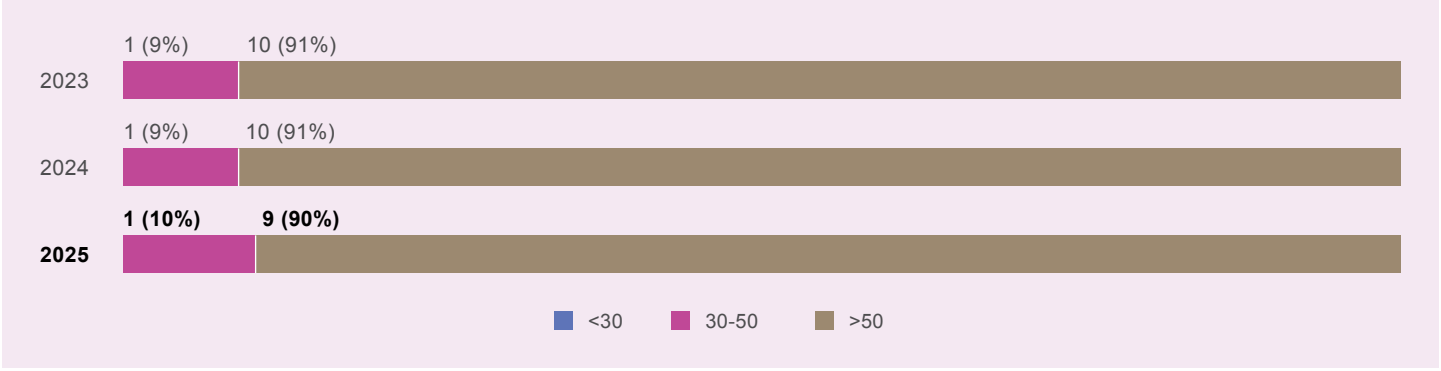
Employee Recruitment

Total number of Directors according to age and gender category

Number and Percentage of Directors by gender

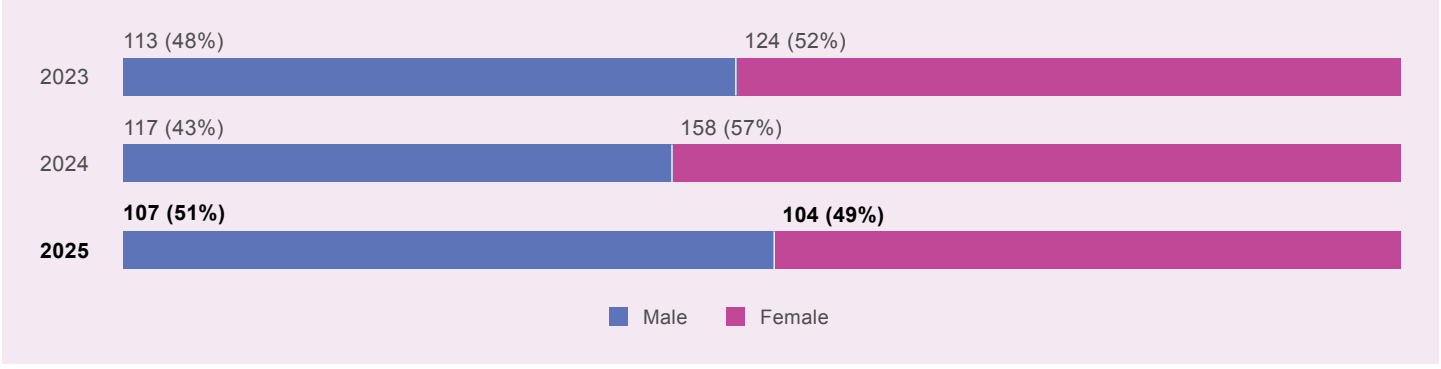


Number and Percentage of Directors by age group



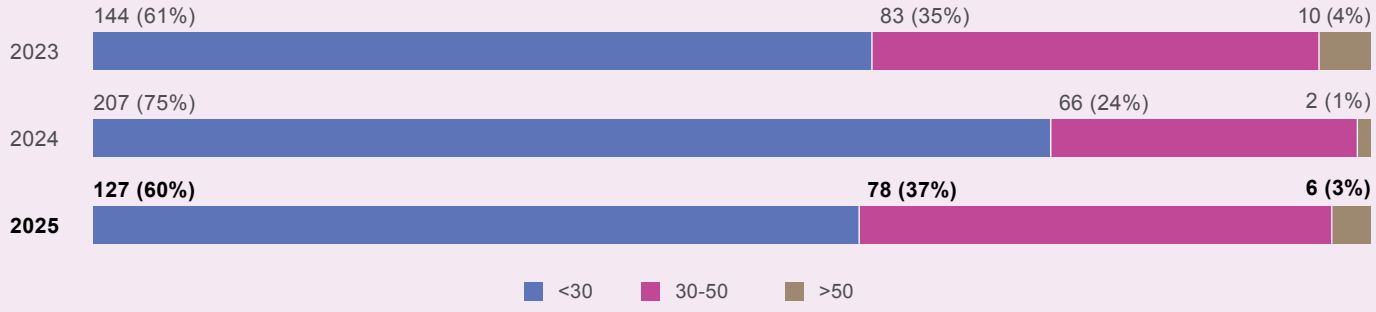
Total number of employee hired according to age, gender and employee category

Number of employees hired by gender

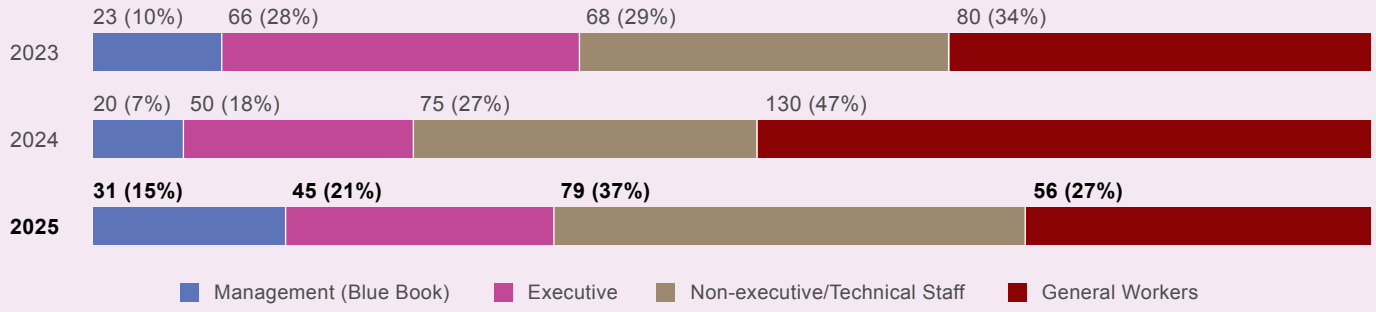


DIVERSITY & INCLUSION

Number of employees hired by age group

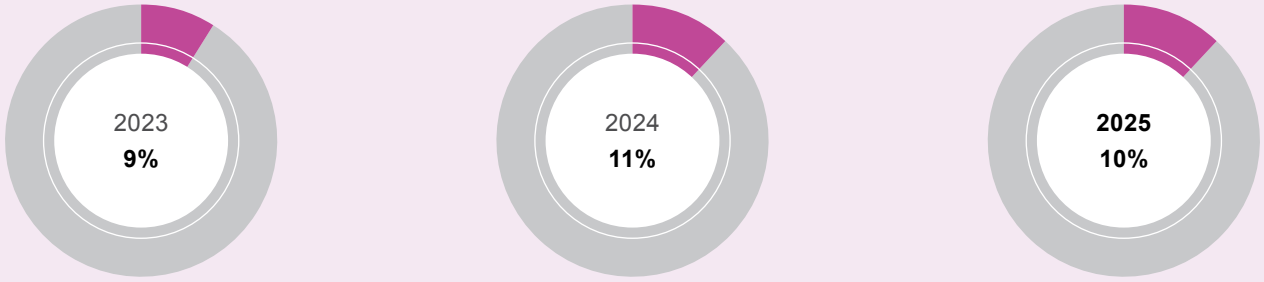


Number of employees hired by category



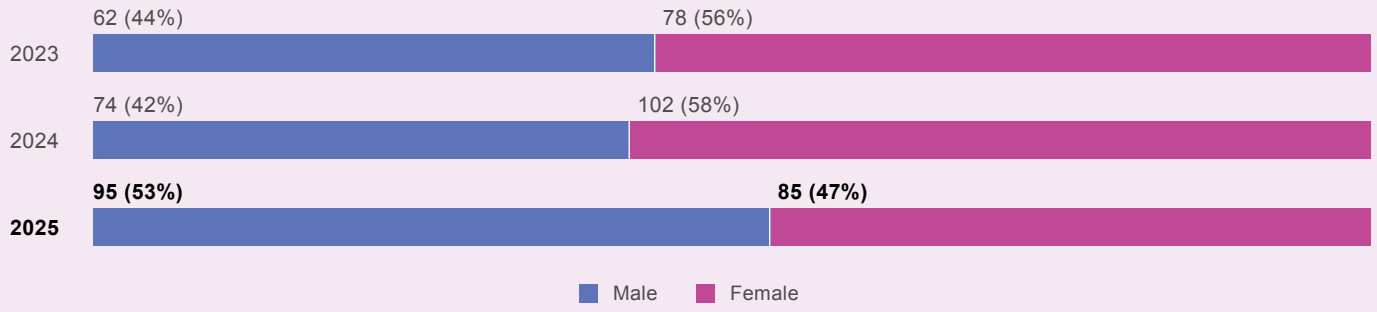
Total employee turnover rate by age, gender and employee category

Turnover rate (%)

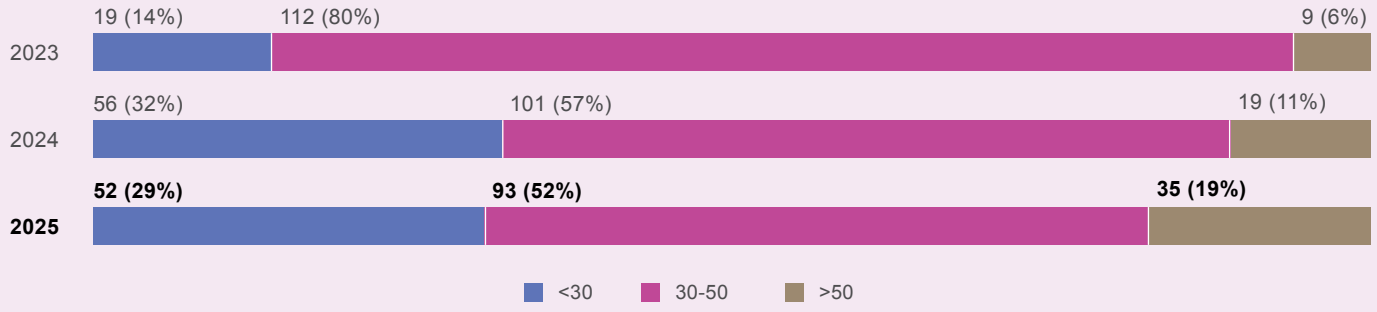


DIVERSITY & INCLUSION

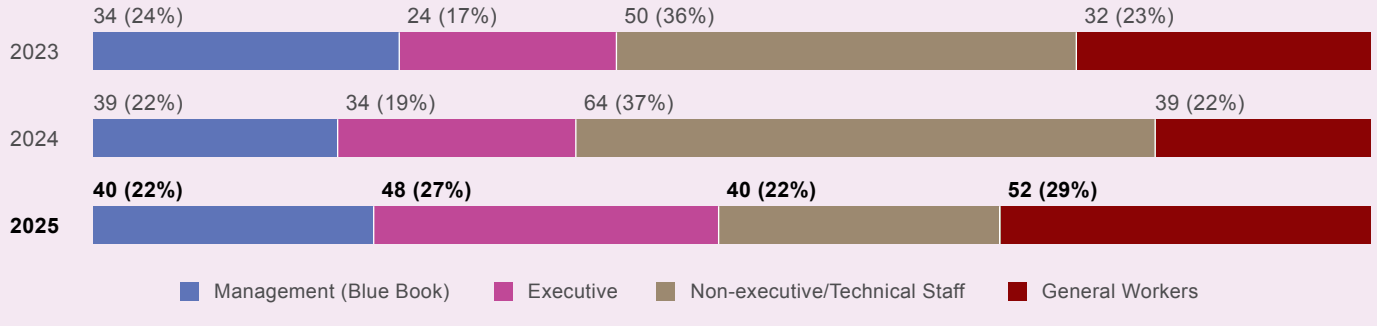
Employee turnover rate by gender



Employee turnover by age group

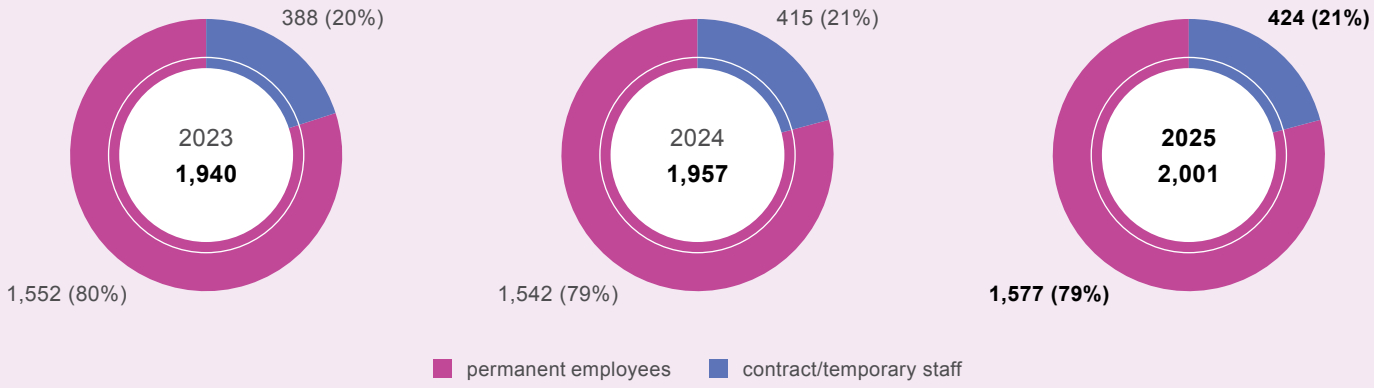


Employee turnover by category



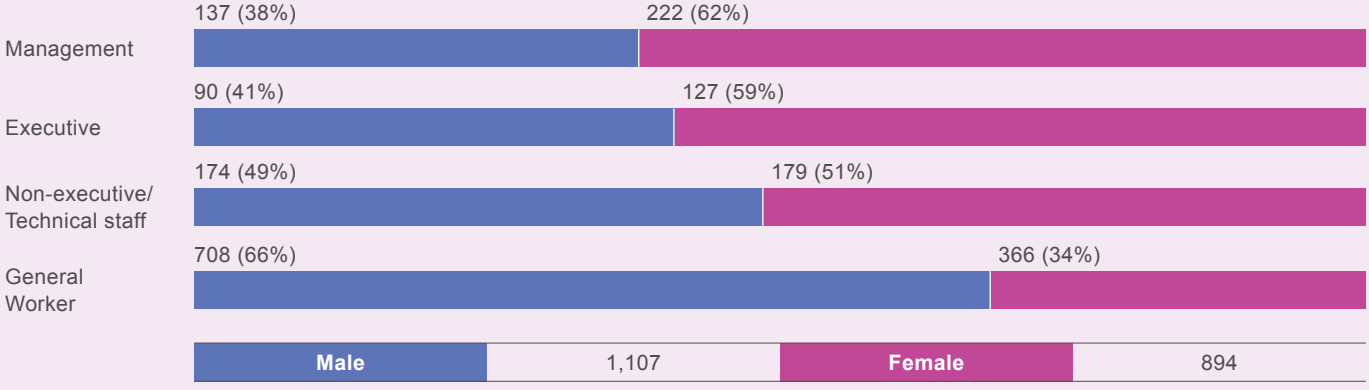
DIVERSITY & INCLUSION

Number and percentage of contractors or temporary employees

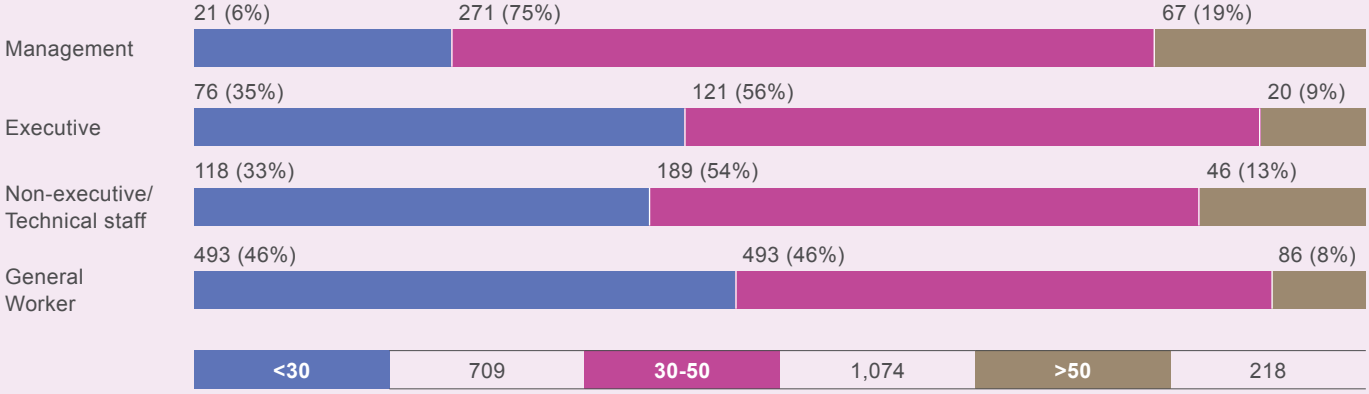


Percentage of employees in 2025 by gender and age group for each category

Number of employees by gender in each category



Number of employees by age group in each category



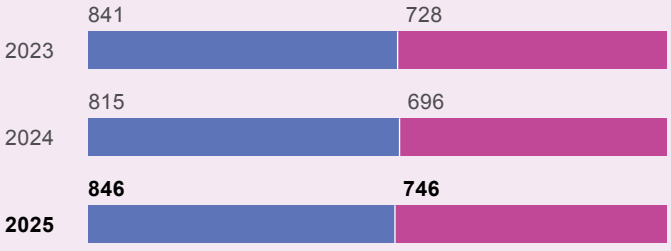
DIVERSITY & INCLUSION

Employee Training and Development

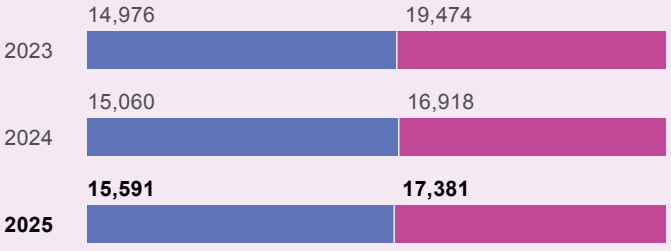
The performance data covers only permanent employees and contract staff with two years and above at Malaysia and regional offices (Singapore, Philippines and Indonesia)

Average training hours

Total no. of employees



Total no. of training hours



	2023		2024		2025	
Indicator	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**
Average training hours per employee	18	27	19	24	**18**	**23**
Average training days per employee	2	3	2	3	**2**	**3**

Male Female

Total training hours and average training hours per employee

Year	2023		2024		2025	
Employee Category	**Total No. of Training Hours**	**Average Training Hours Per Employee**	**Total No. of Training Hours**	**Average Training Hours Per Employee**	**Total No. of Training Hours**	**Average Training Hours Per Employee**
Management	15,759	52	14,011	45	**12,560**	**36**
Executive	5,146	23	5,963	29	**6,777**	**33**
Non-executive/Technical Staff	7,206	24	6,035	20	**7,408**	**22**
General Workers	6,339	9	5,969	9	**6,230**	**9**

Training on MDL

Indicator	**2024**	**2025**
No. of active users on MDL	2,048	**1,906**
Total training hours via MDL	23,774	**19,231**
Average training hours per employee	11.6	**10.1**
Average training days per employee	1.5	**1.3**

Note: Data reflects all employees across the Group including permanent, contract and foreign workers

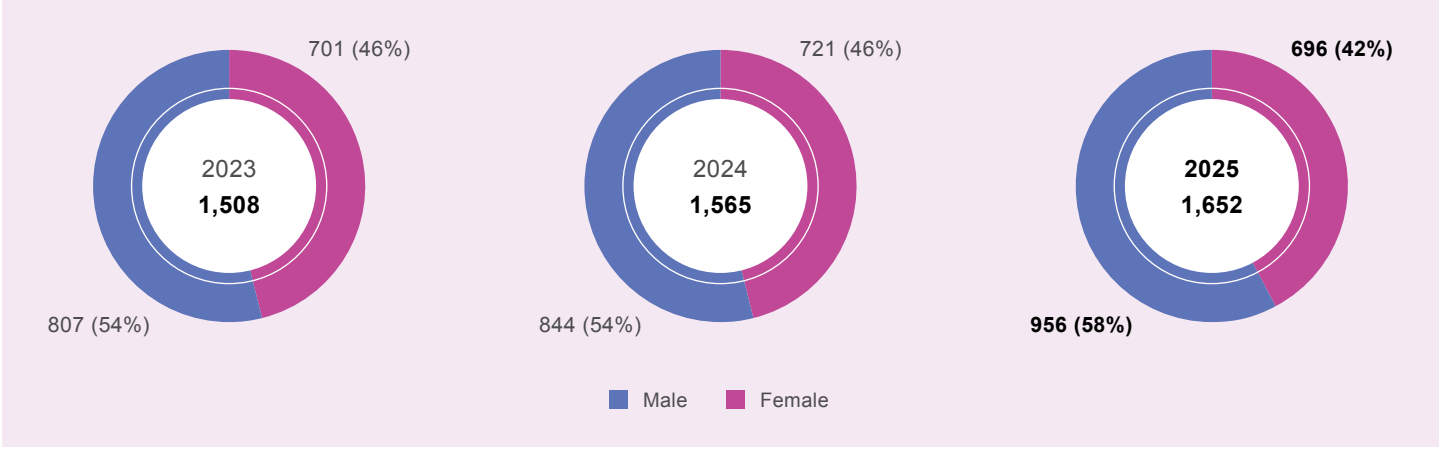
DIVERSITY & INCLUSION

Total training hours and average training hours per employee

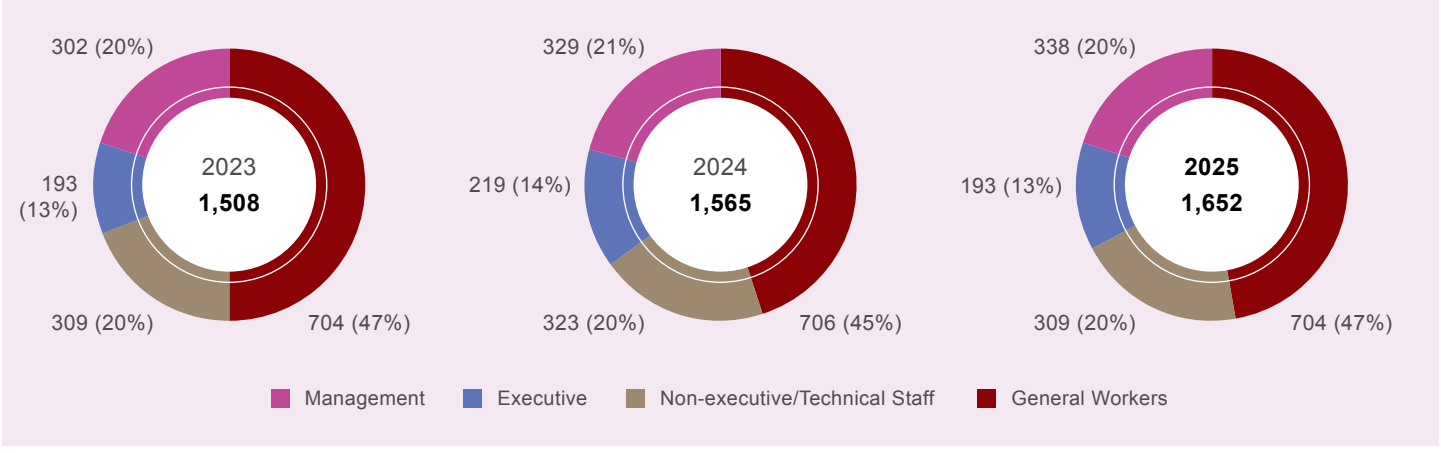
Indicator	2023	2024	2025
Total training hours	34,450	31,977	**32,972**
Avg training hours per employee	22.0	21.0	**20.7**
Avg training days per employee	2.7	2.6	**2.6**

Performance Review and Appraisal

Number of employees who received regular performance and career development reviews by gender



Number of employees who received regular performance and career development reviews by employee category



Employee Benefits

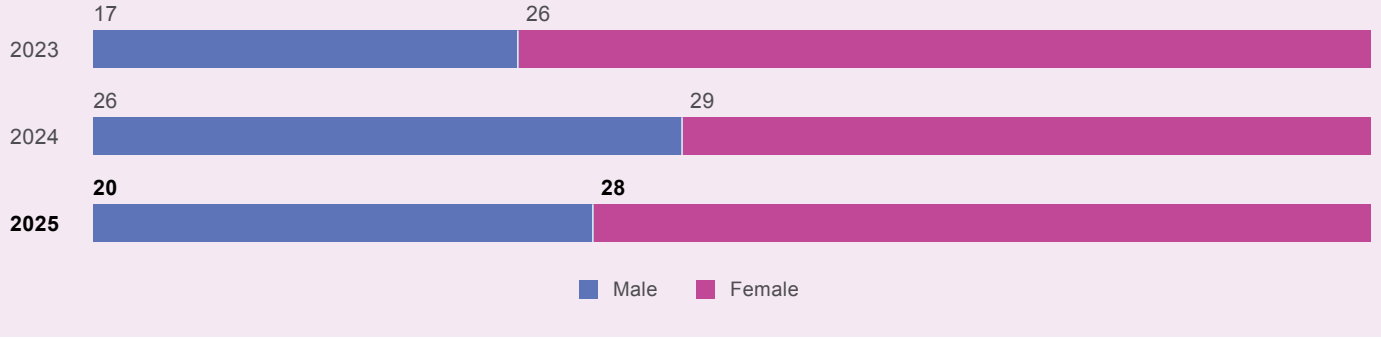
Parental leave and return to work after parental leave

	No. of employees entitled to parental leave by gender		No. of employees who took parental leave by gender		No. of employees who returned to work after parental leave by gender		Return to work rate
Year	**Male**	**Female**	**Male**	**Female**	**Male**	**Female**	**TOTAL**
2023	541	469	17	26	17	26	100%
2024	551	466	26	29	26	29	100%
2025	**565**	**479**	**20**	**28**	**20**	**28**	**100%**

Return to work, retention and turnover rate after parental leave

Year	**Return to work rate**	**Retention rate**	**Turnover Rate**
2023	100%	100%	0%
2024	100%	100%	0%
2025	**100%**	**100%**	**0%**

Number of employee returned to work after parental leave and were still employeed 12 months after their return



Outlook

The Group is committed to maintaining the highest standards of labour practices and will continuously strengthen awareness via engagement with employees and external stakeholders. At the same time, we seek to keep enhancing our policies in line with best practices and will be proactive in monitoring adherence to ensure compliance.

OTHER SOCIAL MATTERS

DIVERSITY & INCLUSION

Why It's Important

Diversity & Inclusion fosters a workplace where employees feel a strong sense of belonging, irrespective of gender, age, cultural or educational background or business and industry experience. This is important in order to maintain an engaged workforce and to inspire the best performance from each individual. By bringing together diverse perspectives, moreover, an organisation strengthens its decision-making capabilities.

Sustainability Risks And Opportunities

Risks

A perceived lack of inclusivity could lead to claims of discrimination or harassment leading to legal and compliance issues. It would also create a negative workplace culture, affecting employee engagement and productivity, and our overall business performance. In addition, insufficient focus on diversity and inclusion can cause reputational damage, weakening the Company's brand and eroding trust among employees, customers and other stakeholders.

Opportunities

Inclusive policies and practices strengthen the Company's ability to attract and retain talent from a wider and more diverse talent pool. Greater diversity within teams and leadership, in turn, enhance our decision-making by incorporating a broader range of perspectives and experience. Fostering an inclusive and supportive work environment also elevates employee engagement and productivity, ultimately creating long-term value.

Our Approach

We focus on creating a respectful, inclusive and equitable workplace where all employees feel valued and supported. Duopharma Biotech promotes fair employment practices, prevents discrimination and harassment, and encourages diversity across teams and leadership. These efforts are supported through inclusive policies, awareness and ongoing employee engagement.

DIVERSITY & INCLUSION

1 STRONG POLICY FOUNDATION

Our Diversity, Anti-Discrimination & Anti-Harassment Policy forms the basis of our Diversity & Inclusion culture across the Group. In 2025, we reviewed this policy for alignment with our Labour Rights Policy.

Diversity, Equity and Inclusion
Promoting diversity, justice, impartiality and fairness, ensuring equal opportunities for everyone.

Anti-Discrimination
Zero tolerance for intimidating, hostile or humiliating behaviours.

Anti-Harassment
Zero tolerance for any form of harassment including threats, abuse or insults.

Guidelines have been established to drive fair employment practices and foster a diverse and inclusive work environment. These include the Company's Code of Conduct, which sets out clear expectations on ethical behaviour, as well as SOPs governing recruitment and promotion to ensure transparency, merit-based decisions, and equal opportunity.

In 2025, refresher briefings on Diversity, Anti-Discrimination and Anti-Harassment were conducted for the Quality Control and Technical Support departments, reaching 128 managerial employees.

In addition to formal policies, our zero tolerance for bullying and harassment is supported by reporting mechanisms and disciplinary procedures. Employees are encouraged to report any unacceptable behaviour via established grievance and whistleblowing channels, with full assurance of confidentiality and protection from retaliation.

2 FAIR EMPLOYMENT AND WORKFORCE DEVELOPMENT

Fair employment at Duopharma Biotech translates into actions that promote workforce diversity, equal opportunities and zero discrimination.

Race	Fair recruitment, promotion and performance management practices
Religion	Respect for religious practices and observances in the workplace
Gender	Equal pay, career development opportunities, and a safe, harassment-free workplace
Age	Merit-based employment decisions without age bias
Sexual orientation	Respectful workplace policy prohibiting harassment or discrimination
Disabilities	Inclusive employment practices
Nationality	Equal treatment regardless of nationality, subject to legal and regulatory requirements

DIVERSITY & INCLUSION

We promote Diversity & Inclusion across the end-to-end human resources chain, from recruitment to promotion and leadership development. Recruitment is merit-based with fair and objective candidate shortlisting. Once onboarded, leadership development and training programmes are made accessible to all eligible employees to support equal readiness for advancement. This is supported by structured talent reviews and succession planning to identify and develop high-potential employees from diverse backgrounds. Bias awareness and fair assessment practices are applied across the hiring and promotion processes to ensure objectivity, consistency and fairness.

Development of Young Talent

Duopharma Biotech's commitment to inclusivity and diversity is reflected by targeted programmes designed to enhance the skills and employability of youth via meaningful career exposure.

ProGrad

Our Graduate Training Programme, ProGrad, prepares graduates for careers at Duopharma Biotech via a structured 24-month training framework that incorporates cross-functional rotations and project work to broaden their organisational exposure and enhance their technical and functional skills. In addition, the graduates receive soft skills training to strengthen their workplace competencies and readiness. In FY2025, six graduates were onboarded under the programme, and three ProGrads from earlier batches were absorbed into permanent roles within the Company.

PROTÉGÉ

The PROTÉGÉ programme is designed to address youth unemployment by equipping fresh graduates with practical on-the-job training, career exposure and workplace skills. This supports Malaysia's broader workforce development objectives and helps narrow socioeconomic gaps.

In 2025, 60 PROTÉGÉ participants were recruited, gaining hands-on experience across multiple business functions, including Commercial, Technical, Manufacturing and Support Services. They also underwent soft skills training to enhance their personal and professional development, and gained problem-solving, project management and collaborative skills via involvement in specific projects designed to reinforce their learning and prepare them for future career responsibilities. At the same time, 26 participants from the previous intake were offered permanent or contract roles within the Company, highlighting the programme's effectiveness in bridging the gap between graduate unemployment and long-term career pathways.

DIVERSITY & INCLUSION

3 DIVERSITY AND WOMEN EMPOWERMENT

Duopharma Biotech promotes diversity by strengthening the recruitment of PWDs and enhancing women's representation across the workforce. In 2025, we identified suitable positions for PWDs and successfully hired seven individuals across different job functions. We also continued to improve gender diversity at the leadership level, with female C-suite representation increasing from 25% to 45%.

Demonstrating support for women's empowerment, International Women's Day was celebrated on 11 March 2025 when employees were encouraged to wear purple, a colour widely recognised as representing justice, dignity and equality. Various other initiatives were also organised to appreciate the contributions of women.

4 INCLUSIVE WORKPLACE PRACTICES & CULTURE

Employee engagement programmes are organised to foster a collaborative, high-performance workplace culture. These anchor around a holistic framework that promotes mental, physical, financial, social and career well-being. Collectively, the initiatives strengthen employee resilience, engagement and performance, contributing to a healthier, more motivated and future-ready workforce.

A key focus area during the year was mental health. In November, a Wellness Day was organised in collaboration with MRIC Healthcare to promote early awareness, preventive care and open conversations around mental health, with free mental check-ups offered to employees. We also collaborated with the Malaysian Mental Health Association (MMHA) to extend mental health support, including mental health check-ups, to employees.

DIVERSITY & INCLUSION

EMPLOYEE ENGAGEMENT PROGRAMME

Blood Donation Drive 1.0

FEB

To contribute to national blood bank

70 bags of blood collected at our Klang site

Financial Planning Week

Sept

To enhance financial literacy

Increased awareness of the importance of financial planning pre-retirement

Wellness Day 1.0

MAY

Free basic health check-up

Increased awareness of the importance of good health

Mental Health Talk

OCT

Awareness of mental health issues

Increased awareness of the importance of good mental health

DIVERSITY & INCLUSION

Employee Engagement Survey

Our Employee Engagement Index ("EEI") improved significantly from 81% in 2024 to 88% in 2025, reflecting positive efforts to redress issues identified in the 2024 survey. Similarly, focus group discussions will be organised to discuss the five departments that had the lowest scores in EEI 2025, followed by the development of effective mitigation plans.

Burnout Survey

The Burnout Survey 2025 shows an overall improvement year on year, with more respondents falling in the low-risk categories than before. There was a marked reduction in the "Severe Risk" group while stagnation in "Be Careful" and "Very Severe" indicates the need for targeted strategies rather than broad controls. The results suggest that existing interventions are effective but should be refined to further reduce persistent high-risk cases. A phased action plan has been developed to address the findings, combining early detection (mental health check-ups during Wellness Day in November 2025) with capability building (stress management training planned in 2026). The approach ensures both immediate support and long-term prevention towards nurturing a healthier, more resilient workforce across all locations.

KELAB PETIRR

Excellence Award

18 children of staff were recognised for excellence in education and co-curricular activities.

Sports Competition

21 sports activities (e.g. dodgeball, badminton, football, netball, volleyball, sepak takraw, ping pong, indoor games, etc.) were organised for men, women and mixed categories. Indoor games and board games were also held for those with physical limitations.

DIVERSITY & INCLUSION

KELAB PETIRR

Sustainable Sports Carnival

The Sustainable Sports Carnival brings employees together through fun runs, tug of war, football, games, food stalls and a charity car boot sale, promoting teamwork, wellness and community spirit.

Recreational Events

Fishing, cooking, Langkah PETIRR and hiking activities were held, attracting participants from various backgrounds.

Beach Cleaning and Seed Harvesting

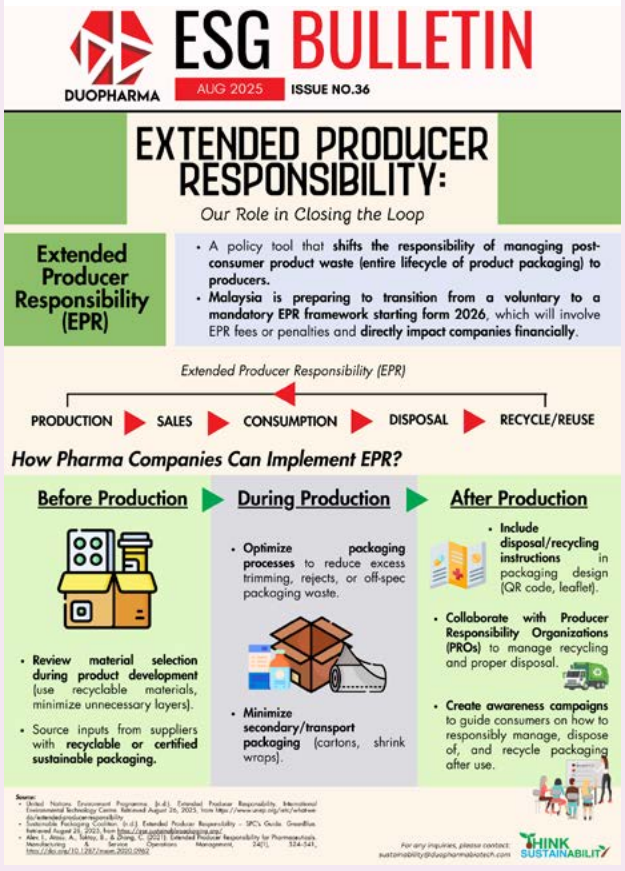
Collaborated with the Malaysian Nature Society to clean up Pantai Bagan Lalang in Sepang, and plant **200+ mangrove seeds.**

DIVERSITY & INCLUSION

SUSTAINABILITY AWARENESS

ESG Bulletin

An annual internal publication that features topics across ESG themes. It serves as a platform to enhance employee awareness and understanding of sustainability-related issues, regulatory developments and Company initiatives.



DUO4WARENESS 2025

Sustainability Department collaborated with the Halal, Integrity and Risk Management Departments to promote employee understanding of key organisational priorities on sustainability, halal compliance, integrity and risk management through quizzes, trivia, crossword puzzles, webinars and booth exhibitions.

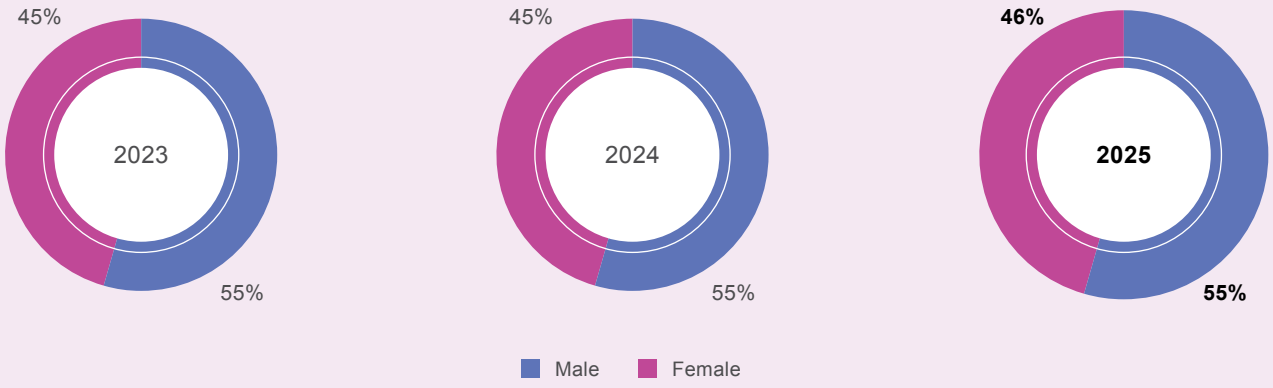
ESG Awareness Training

The programme was designed to enhance sustainability knowledge and awareness across all levels of the organisation, from the Board of Directors and senior management to operational employees. The aim was to embed ESG principles into daily operations and strengthen accountability.

DIVERSITY & INCLUSION

Our Performance

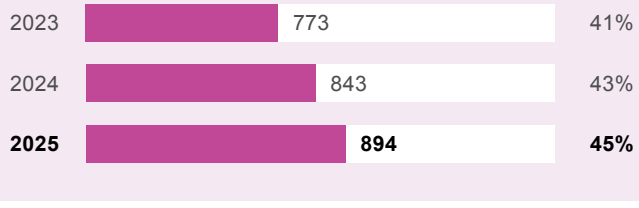
Ratio of basic salary and remuneration for men and women (comparing jobs of equal value)



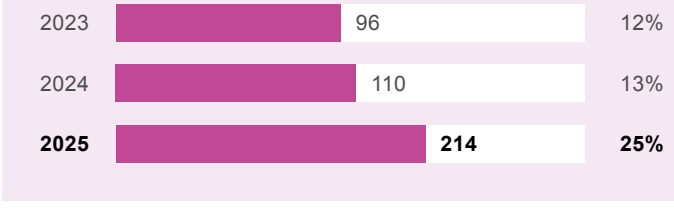
Number and percentage of staff with disability

	Staff with disability	
Year	**Number**	**Percentage**
2023	1	0.1%
2024	1	0.1%
2025	**7**	**0.4%**

Number and percentage of women in the global workforce



Number and percentage of women in managerial positions



Outlook

Going forward, Duopharma Biotech will continue to foster a diverse and inclusive work culture by strengthening mutual respect, open communication and holistic well-being among employees. Leveraging employee engagement surveys and feedback, the Company seeks to identify inclusion gaps and implement targeted improvement actions. The objective is to cultivate a workplace where diversity is valued, inclusion is embedded in daily practices, and every employee feels respected, heard and empowered to contribute meaningfully to our long-term success.

DIVERSITY & INCLUSION

COMMUNITY OUTREACH

Why It's Important

A stable and sustainable community is essential to a resilient economy and vibrant business environment. For a pharmaceutical company the community represents a key stakeholder group as we serve members of the public, and depend on their trust to sustain our brand value and long-term relevance in meeting healthcare needs, in line with our vision of Smarter Solutions for a Healthier Life.

Sustainability Risks And Opportunities

Risks	Opportunities
Inconsistent or insufficient outreach efforts may pose reputational risks and weakened community trust. Limited engagement, unmet expectations, or poorly planned initiatives could reduce social impact and affect our social license to operate. Inefficient allocation of resources may also impact the effectiveness and sustainability of our community programmes.	Sustained and well-managed community engagement strengthens our corporate credibility and reinforces our role as a responsible corporate citizen. By supporting national development priorities and fostering trusted partnerships with NGOs, public institutions and community groups, we enhance collaboration and create shared value with lasting impact.

Our Approach

Duopharma Biotech is committed to supporting communities through financial and non-financial contributions that promote well-being and sustainable development. Our investments focus on areas where we can deliver meaningful impact through our expertise, resources and partnerships. Guided by our Corporate Social Responsibility ("CSR") pillars, we address needs related to healthcare access, education and community welfare, in alignment with our core business. Through structured engagement and responsible management, we aim to generate inclusive, long-term positive outcomes while maintaining trust and accountability.

1 POLICIES AND GOVERNANCE FRAMEWORK

Duopharma Biotech's community outreach is guided by our Grant, Charitable Donations, and External Sponsorship Policy and CSR Policy. Programmes focus on three main areas, aligned with our ESG strategy and the Key Focus Area of Diversity and Inclusion. Community needs are identified through stakeholder engagement and relevant social indicators. All proposals are reviewed through a centralised evaluation process by the Sponsorship Committee, which includes senior management and representatives from GRMI. This ensures that all initiatives are consistent with our CSR Policy, Code of Conduct, Anti-Bribery and Anti-Corruption ("ABAC") Policy, and other internal governance requirements.

DIVERSITY & INCLUSION

2 UNDERPRIVILEGED COMMUNITIES

Approach

Our focus on supporting underprivileged communities reflects an underlying dedication to equity and inclusivity. We aim to bridge gaps in access to essential resources and opportunities, ensuring no one is left behind. By strategically managing our community outreach programmes, we address pressing needs and uplift vulnerable groups, contributing to improved well-being and social mobility. Our efforts include:

- Providing direct financial assistance and essential goods to underserved populations.
- Supplying pharmaceutical products and medical necessities through direct initiatives and NGO partnerships.
- Supporting infrastructure improvements such as community facilities and accessible amenities.

Key Initiatives in 2025:

2025 Aidiladha (Qurban) Contribution

Beneficiaries:

Local communities at Masjid Usamah bin Zaid, Wangsa Maju; Surau An Nur, Bandar Puteri; Masjid Kariah Kg. Rinching Hulu, Semenyih

Demonstrating our commitment to community engagement, we contributed over RM18,000 to support Qurban rites in conjunction with Hari Raya Aidiladha.

The program went beyond financial aid by involving 21 employees from our Bangi, Klang, and Kuala Lumpur sites, all of whom stepped to volunteer their time and support.

These volunteers participated in the full spectrum of activities, from the melapah (meat preparation) process to the final packaging and distribution.

This immersive experience allowed us to witness the profound impact of collective giving firsthand, strengthening our relationships with the local communities in which we operate.

DIVERSITY & INCLUSION

DBPhils Community Outreach Programme

Beneficiaries: Orphanages and undeserved children in the Philippines

Supported 75 children across multiple locations, including Munting Tahanan Ng Nazareth in Pampanga, Kythe Foundation in Cebu, and an orphanage in Tagaytay by providing food, entertainment and essential support. The programme also encouraged employee volunteerism and active participation, strengthening team engagement and community connection. The total contribution for this initiative was approximately RM2,000 (~PHP30,000).

Sekolah Angkat MADANI Back-to-School

Beneficiaries:

Asnaf students in SK Bukit Naga; SK Batu Unjur; SK Seksyen 24; SMK Dato' Abu Bakar Baginda

In addition to the main school infrastructure refurbishment initiative, we provided vouchers worth RM120 to 80 asnaf students to purchase school essentials at their school bookstore. This supported students' immediate needs while complementing our broader investment in improving the school environment.

Featured Initiatives

Sinar QAseh - *Setulus Kasih, Sejuta Harapan*

Support for vulnerable communities is delivered through purposeful and inclusive programmes. Led by our Quality Assurance team, we collaborated with Pertubuhan Tindakan Wanita Islam Malaysia ("PERTIWI") to organise Sinar QAseh initiative, a community programme at Pusat Khidmat Gelandangan Medan Tuanku, Kuala Lumpur. The initiative centred on distributing essential food packs and pre-loved items while encouraging employee volunteerism and fostering community engagement, in line with our commitment to sustainability and social responsibility.

Outcome

Delivered immediate relief to underserved communities through the distribution of **150 food packs**, fruit cups and **RM1,775 worth** of essential goods. The initiative enhanced community well-being, strengthened stakeholder trust, and fostered employee engagement, promoting a stronger sense of purpose, collaboration and social impact.

3 EDUCATION ENHANCEMENT

Approach

We recognise that education is the foundation for social progress and economic growth. By investing in educational programmes and initiatives, we help to empower future generations with knowledge and skills, fostering innovation and creating opportunities for individuals and communities to thrive. These efforts align with our vision of Smarter Solutions for a Healthier Life as education drives informed decision-making and supports healthier, more resilient communities.

Key Initiatives in 2025:

Our education initiatives focus on supporting future talent and advancing healthcare literacy through student awards and funding, public awareness initiatives on key healthcare topics such as halal pharmaceuticals, safe medical waste management, and healthy nutrition, as well as CME programmes for healthcare professionals, delivered directly or in collaboration with universities, schools and community partners.

Malaysian Breast Cancer Summit ("MBCS") 2025

Beneficiaries:

Around **200** healthcare professionals and over **350** patients, survivors and caregivers

Duopharma Biotech invested as a Gold Sponsor in the MBCS 2025 to support oncology education, stakeholder engagement and awareness of early detection and accessible treatment. At the two-day summit in Kuala Lumpur, we championed the importance of early detection and equitable access to treatment, with a focus on educating patients and caregivers on the value of biosimilars and generic medicines. The initiative reflects our commitment to supporting patients across different stages of their healthcare journey.

Malaysian Pharmacists Society ("MPS")-Duopharma Biotech Student Excellence Award 2025

Beneficiaries:

Pharmacy students (**18 award recipients**) from participating universities

The MPS–Duopharma Biotech Student Excellence Award was presented to 18 outstanding students during the National Pharmacists Convention 2025. The award recognises high academic achievement in pharmacy education and is presented to one graduating student from each participating university who demonstrates exceptional performance throughout their degree programme. Also known as the Gold Medal, the award reflects our commitment to supporting talent development and recognising future leaders in the pharmacy profession.

DIVERSITY & INCLUSION

Continuing Medical Education

Beneficiaries:

Healthcare professionals across key therapeutic areas

We invested over 1,000 hours to support a range of educational initiatives, including hands-on workshops, informational booths, participation in key industry events such as renal, cancer and diabetes programmes, and the provision of educational grants to healthcare professionals. These efforts support continuous professional development and contribute to improved patient care outcomes.

Featured Initiative

Sekolah Angkat MADANI: *Ikhlas Menyantuni, Tulus Memberi*

In May 2025, Duopharma Biotech joined the Sekolah Angkat MADANI ("SAM") initiative — a national programme spearheaded by the Ministry of Finance and Ministry of Education Malaysia. SAM links schools with organisations capable of delivering targeted support. While government linked companies with annual Profit After Tax < RM100 million are mandated to adopt at least two schools, Duopharma Biotech chose to adopt four, seizing the chance to broaden our impact across Selangor.

Sekolah Kebangsaan Batu Unjur ("SKBU")	Sekolah Kebangsaan Bukit Naga ("SKBN")	Sekolah Kebangsaan Seksyen 24 ("SKS24")	Sekolah Menengah Kebangsaan Dato' Abu Bakar Baginda ("SMKDABB")

Over RM300,000 was invested to upgrade school infrastructure, introduce digital learning tools, and support teacher development and student mentorship programmes. The refurbishments and enhancement works, managed by our appointed vendor and assisted by Technical and Vocational Education and Training ("TVET") students, was completed ahead of schedule in November 2025, months before the original target. Smart boards flickered to life, tablets opened windows to new knowledge, and classrooms buzzed with renewed energy.

DIVERSITY & INCLUSION

In May 2025, Duopharma Biotech joined the Sekolah Angkat MADANI ("SAM") initiative, adopting four schools in Selangor. With over RM300,000 invested in infrastructure upgrades, digital learning tools, and development programmes, the initiative enhanced learning environments while fostering values of integrity and community impact among students.

Beyond infrastructure, the programme nurtured character. At SK Batu Unjur, 119 Year Six students participated in the Wira Anti-Rasuah programme, exploring ethics, integrity and civic responsibility. The lessons went beyond theory, shaping how students perceive and engage with the world. Our Smarter Solutions approach is not just about improving healthcare outcomes; it is about delivering meaningful, sustainable impact across society. Supporting these schools allows us to empower students, uplift teachers, and strengthen communities in tangible ways.

Guided by the philosophy of *"Tulus Memberi, Ikhlas Menyantuni"*, Duopharma Biotech worked hand-in-hand with school leaders to identify priority needs and turn plans into practical interventions. Through SAM, the Company has enhanced learning environments, inspired curiosity, and fostered opportunities — impacts that resonate today and for generations to come.

DIVERSITY & INCLUSION

A National Initiative for Inclusive Education

Sekolah Angkat MADANI is a collaborative initiative by MOF and MOE to bridge educational gaps by connecting schools with organisations that can provide targeted, meaningful support.

Duopharma Biotech drives impact across 4 of the 5 SAM spectrums

5 Key Spectrums
One Shared Purpose

1 2 3 4 5

Infrastructure & Facilities Enhancement	Teacher Training & Development	Financial Aid & Scholarships	Academic & Student Mentorship Programmes	Skills & Talent Development
(Bantuan Infrastruktur & Kemudahan Sekolah)	(Latihan & Pembangunan Guru)	(Bantuan Kewangan & Biasiswa)	(Program Akademik & Bimbingan Pelajar)	(Program Pembangunan & Kemahiran)

DUOPHARMA

Smarter Solutions. Healthier Life. duopharmabiotech.com

Our Commitment in 2025

*Duopharma Biotech was entrusted to support **4 schools***

Smarter Solutions, delivered where it matters

- *Sekolah Menengah Kebangsaan Dato' Abu Bakar Baginda, Bangi*
- *Sekolah Kebangsaan Bukit Naga, Klang*
- *Sekolah Kebangsaan Seksyen 24, Shah Alam*
- *Sekolah Kebangsaan Batu Unjur, Klang*

DUOPHARMA

Smarter Solutions. Healthier Life. duopharmabiotech.com

Turning Commitment Into Impact

- **4** schools
- **Monetary & in kind** contributions
- **7,687** students reached
- **80** underprivileged students supported
- **491** teachers supported
- Multiples **upgraded** school facilities

DUOPHARMA

Smarter Solutions. Healthier Life. duopharmabiotech.com

4 HUMANITARIAN EFFORTS

Approach

Duopharma Biotech supports vulnerable communities by improving access to essential healthcare support and resources. Our initiatives include the provision of products and aid delivered directly or via NGO and community partners, as well as financial contributions and essential goods where appropriate, including during disaster response or crisis situations. These aim to address immediate needs, provide essential care, and support communities in times of hardship.

Key Initiatives in 2025

Recognising the close interconnection between environmental conditions and community well-being, our humanitarian support also extends, where relevant, to environmental stewardship initiatives that protect local ecosystems and biodiversity, thereby supporting public health, community safety and long-term resilience.

Misi Khas Bantuan Musibah Banjir

Beneficiaries: Yayasan Prihatin Nasional ("PRIHATIN")

The Company supported flood-affected communities through a one-off CSR contribution comprising 12,000 bottles of Vitamin C supplements and a monetary donation of RM50,000. The initiative was implemented in collaboration with PRIHATIN and relevant ministries and agencies, which facilitated the distribution of cooked meals, essential supplies and food baskets to affected areas. The programme was carried out from December 2025 to February 2026 to support community relief and recovery efforts.

Tree Planting with "Seeds of Hope Society Philippines"

Beneficiaries:

Local Philippines communities, the natural environment, and wildlife habitats

We supported a tree-planting initiative in Montalban, Rizal, in collaboration with Seeds of Hope Society Philippines, contributing approximately RM700 (based on PHP10,000 contribution) to support reforestation efforts in an area where the hills have been significantly denuded. Employees also volunteered their time to participate in the activity, strengthening our commitment to environmental stewardship.

DIVERSITY & INCLUSION

Philippine Environment Week - Coastal Clean-up

Beneficiaries:

Local Philippines communities, the natural environment, and wildlife habitats

In conjunction with Philippine Environment Week, we contributed approximately RM700 (based on a PHP10,000 contribution) to support a coastal clean-up initiative focused on the last remaining mangrove refuge along Manila Bay, an important habitat for approximately 5,000 migratory and local birds. The programme was further supported by employee volunteers, reflecting active staff engagement in environmental conservation.

Community Investment Performance

Monetary Sponsorship	Product Donation	Total Investment
RM2,961,687	RM1,148,959	RM4,110,647

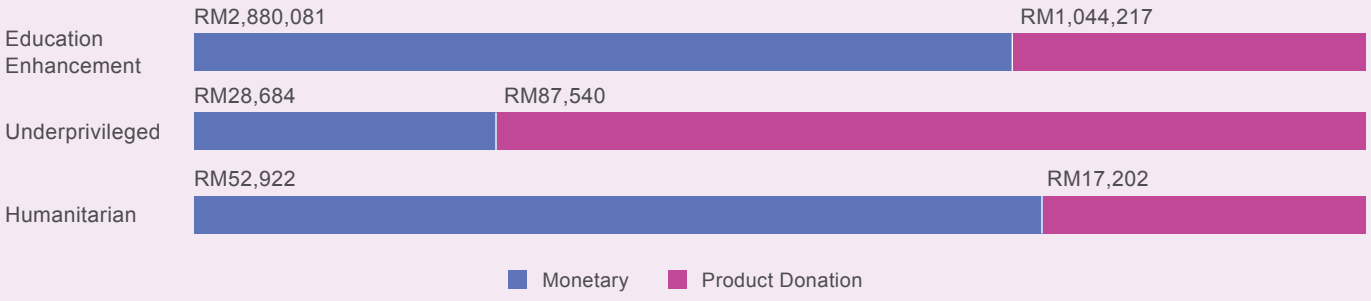
236 Beneficiaries Supported

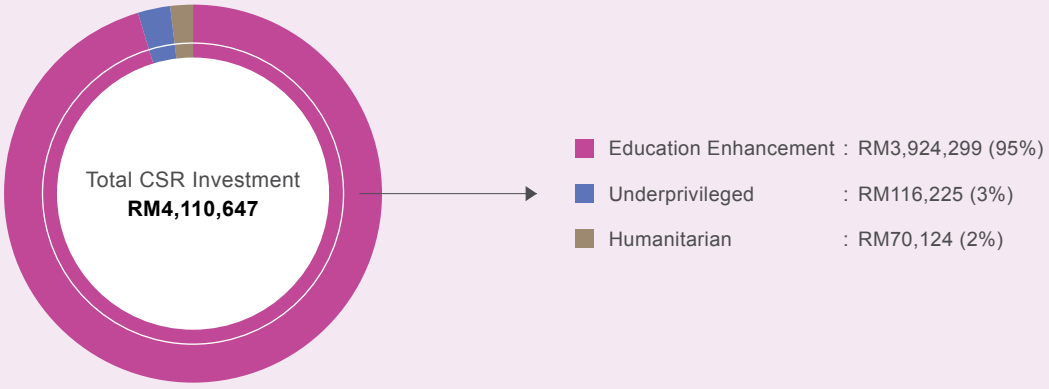
External organisations and community partners

DIVERSITY & INCLUSION

Contribution to Community Development

Contribution Profile by CSR Pillars





Outlook

Looking ahead, Duopharma Biotech will continue to strengthen our community outreach by focusing on programmes that respond to real and evolving needs guided by our CSR pillars. We will deepen partnerships, enhance stakeholder collaboration, and strengthen impact measurement to ensure our initiatives create meaningful and lasting value. Employee volunteerism will remain encouraged to support meaningful engagement and expand community impact. In addition, we will also explore opportunities that promote environmental awareness and sustainability aligning our efforts with broader ESG priorities. By embedding responsible community and environmental considerations into our approach, we aim to sustain trust, remain relevant, and deliver positive long-term outcomes to the communities we serve.

GOVERNANCE

Capitals Impacted:

F I S

Stakeholder Groups Impacted:

S1 S2 S3 S4 S5 S6

Contribution to UN SDGs:

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

7 ANTI-CORRUPTION

Why It's Important

Corruption is becoming increasingly endemic across economic spheres. To protect against corrupt practices, it is important to put in place robust systems and processes that ensure the ability to conduct business ethically, in compliance with all applicable laws. This safeguards our reputation, mitigates legal and financial risks, and reinforces accountability among employees and external partners. It also upholds stakeholder trust.

Sustainability Risks And Opportunities

Risks	Opportunities
Bribery, abuse of authority, conflicts of interest, improper approvals, non-transparent vendor selection, and inappropriate stakeholder interactions are forms of corruption that expose the Company to legal sanctions, financial losses, operational disruptions and reputational damage, while undermining stakeholder trust and corporate governance standards.	Strong anti-corruption practices enable Duopharma Biotech to create long-term value by promoting fair competition, reducing financial and reputational risks, and supporting ethical decision-making. High standards of integrity and transparency strengthen governance, enhance stakeholder and investor confidence, and position the Company as a trusted partner, while reinforcing ESG alignment, operational efficiency, and long-term resilience.

Key Achievements in FY2025

- **Zero corruption** involving employees or external parties
- **Zero non-conformance** in ISO 37001:2016 Anti-Bribery Management System ("ABMS") Surveillance Audit by SIRIM
- **96% completion** of annual Organisational Integrity & Anti-Corruption Plan ("OIACP")
- Received the **Gold Award and the Prime Minister's Award** under the Private Sector category at the 2025 Integrity, Governance and Anti-Corruption Awards ("AIGA")
- **Zero Total number of confirmed incidents** in which employees were dismissed or disciplined for corruption
- **Zero Total number of confirmed incidents** when contracts with business partners were terminated or not renew
- **Zero** cost of fines, penalties or settlements in relation to corruption
- **Zero total amount of political** contributions made in current year

GOVERNANCE

Our Approach

We have established a strong culture of integrity across Duopharma Biotech via a structured anti-corruption framework. The framework rests on identifying possible sources of corruption and putting in place processes and controls to minimise and mitigate the risks. Various anti-corruption programmes are organised Group-wide and employees are encouraged to speak up if they observe actions or behaviours that are out of the norm.

1 GOVERNANCE OVERSIGHT

The Board of Directors of the Company sets the tone of integrity across Duopharma Biotech, providing oversight of all initiatives related to our Anti-Bribery and Anti-Corruption Policy. The policy addresses key corruption and bribery risks, including gratification, conflicts of interest, abuse of power, and facilitation payments.

In FY2025, the Whistleblowing Policy was updated by Management, endorsed by the RMC, and approved by the Board. As the RMC reports directly to the Board, the Board maintains oversight of anti-corruption initiatives, reviews compliance and corruption risk assessment outcomes, and monitors significant integrity-related matters reported by Management.

Anti-corruption and integrity-related matters were regularly discussed at both RMC and Board during FY2025. Updates were tabled at least on a quarterly basis to the RMC and escalated to the Board, ensuring timely oversight of key concerns, emerging risks and the effectiveness of mitigation measures. Below were key updates to the Board of Directors during the year.

Governance and Planning

- The OIACP was presented to the Board through the RMC in February 2025.
- Group-wide corruption risk registers were regularly reviewed and updated, with key findings reported to the RMC and Board.

Monitoring and Reporting

- Quarterly updates of the whistleblowing log were presented to the RMC, including status of follow-up actions, where applicable.
- Whistleblowing reports, if any, were presented to the RMC and Board during the respective reporting periods.
- Half-yearly compliance reports were submitted to the Malaysian Anti-Corruption Commission (“MACC”).

Assurance and Compliance

- Assessment of the ABMS by the ABMS Committee.
- Planning and oversight of the ISO 37001:2016 ABMS Surveillance Audit was conducted by SIRIM QAS International Sdn. Bhd. from 17 to 21 November 2025.

GOVERNANCE

2 INTERNAL POLICIES AND CONTROLS

In FY2025, Duopharma Biotech implemented and reinforced a comprehensive set of anti-corruption policies and strategic measures to enhance the management of corruption risks across the Group. All anti-corruption, business ethics and ABMS related policies are available in English and Bahasa Malaysia on the company website and intranet. These policies are communicated internally and externally, including to business partners and associates.

Our Policies and Procedures

1. Anti-Bribery and Anti-Corruption Policy
2. Anti-Money Laundering and Counter Financing Terrorism Policy
3. Declaration of Interest Policy
4. Gift & Hospitality Policy
5. Integrity Pact Policy
6. Anti-Bribery Management System ("ABMS") Policy
7. Business Ethics Policy
8. Guidelines For the Receipt of Honorarium/Speaker Fees
9. Sponsorship Policy
10. Whistleblowing Policy
11. Whistleblowing Preliminary Evaluation & Internal Investigation Procedure (Whistleblowing Investigation Procedure)

Internal Training and Awareness

To ensure the effective implementation of internal controls, we conduct regular training and awareness programmes to reinforce employees' understanding of anti-corruption policies and procedures. This includes annual awareness and refresher briefings, as well as access to learning materials on bribery and corruption through the MDL platform. Awareness is further heightened through posters, buntings and targeted messaging across offices and operational locations, reminding employees of their responsibilities and key compliance requirements.

MDL Platform | Posters | Buntings

- Bribery in any form, including offering, giving, receiving or soliciting bribes, whether directly or indirectly
- Gratification, including gifts, entertainment, hospitality, travel, donations, sponsorships or other benefits intended to influence business decisions
- Facilitation payments, which are strictly prohibited
- Conflict of interest, including situations where personal interests may improperly influence official duties
- Abuse of power or position for personal or third-party benefit
- Whistleblowing and reporting mechanisms, including protection against retaliation
- Consequences of non-compliance, including disciplinary and legal actions

GOVERNANCE

Various targets and KPIs were set to ensure the effective implementation and continuous improvement of the anti-corruption framework in FY2025, reinforcing compliance with regulatory and best-practice standards.

2025 Targets		
Commence and draft the OIACP for 2025, aligned with the National Anti-Corruption Strategy 2024–2028 ("NACS")	Complete at least 80% of the OIACP for 2025	Maintain ISO 37001:2016 Anti-Bribery Management System certification

3 ORGANISATION INTEGRITY & ANTI-CORRUPTION PLAN ("OIACP")

The OIACP is a structured framework to prevent, detect and respond to corruption risks through targeted strategies and action plans, guided by the Malaysian National Anti-Corruption Strategy, Guidelines on Adequate Procedures, and the ISO 37001 ABMS. It was approved by the Board to reinforce the Company's commitment to zero corruption by fostering a culture of integrity, strengthening stakeholder confidence in the Group's anti-corruption system.

Key focus areas in our OIACP include:

- Strengthening governance and leadership commitment
- Enhancing policies, procedures and internal controls
- Conducting corruption risk assessments and mitigation actions
- Implementing training, communication and awareness programmes
- Managing third-party and business associate integrity risks
- Establishing reporting, whistleblowing and investigation mechanisms
- Monitoring, reviewing and continuous improvement of anti-corruption measures

As of December 2025, approximately 100% of the initiatives under the OIACP had been implemented, demonstrating a commitment to embedding integrity and anti-corruption principles across our operations.

4 ANTI-BRIBERY MANAGEMENT SYSTEM ("ABMS")

ABMS serves as an operational mechanism to implement and support the strategic priorities outlined in our OIACP. Duopharma Biotech has been certified to the ISO 37001:2016 standard since 2020, reflecting our commitment to maintaining a robust and effective anti-bribery framework.

During FY2025, we implemented various initiatives to ensure continuous alignment with the ISO requirements. These focused on enhanced monitoring and assurance mechanisms to maintain the effectiveness of the ABMS.

Key ABMS Outcomes in FY2025

ISO 37001:2016 ABMS Surveillance Audit
SIRIM QAS International Sdn Bhd conducted a surveillance audit from 17 to 21 November 2025. The audit recorded zero non-conformities, reaffirming the continued effectiveness of the Group's ABMS.

Compliance Audits
Compliance audits were conducted across 36 functions within the Group. All gaps identified were subsequently closed, reinforcing adherence to ABMS requirements and internal control measures.

Incident Monitoring
There were no confirmed cases of bribery or corruption involving employees or external parties in FY2025.

Internal audits and periodic reviews were conducted across functions, with findings and corrective actions discussed at Management Review Meetings and escalated to the RMC and the Board of Directors for oversight. External assurance was provided through the ISO 37001:2016 surveillance audit conducted by SIRIM QAS International, with outcomes reported to Senior Management, RMC and the Board. Audit findings were addressed in a timely manner to support continuous improvement, ensuring effective monitoring, independent assurance, and top-level accountability of the ABMS throughout the year.

Due Diligence

Due diligence is part of the ABMS process designed to identify and mitigate potential corruption-related risks prior to onboarding. In FY2025, Duopharma Biotech enhanced our due diligence process through the use of independent and authoritative screening tools. These include the Handshakes system, an independent digital platform that conducts integrity and background checks on business partners. The due diligence covers key corruption and bribery risk indicators, including adverse media, regulatory enforcement actions, sanctions, conflicts of interest, and links to public officials. In addition, we utilise MACC's eSTK (*Sistem Tapisan Keutuhan*) to screen individuals and personnel, as well as CTOS checks, managed by the Finance Department, to assess the financial standing and background of companies and individuals.

Under ABMS, we have established a reporting mechanism that enables employees and stakeholders to report suspected misconduct or policy breaches confidentially and without fear of retaliation.

GOVERNANCE

Reporting Mechanism

Employees may report any unlawful, unethical or suspicious activity, including fraud or malpractice, through our four dedicated whistleblowing channels (Speak-Up-Pharma). The whistleblowing mechanism is governed by the Whistleblowing Policy and Whistleblowing Investigation Procedure which are publicly disclosed on the Company's website in accordance with Bursa Malaysia's MMLR (Chapter 15, Paragraph 15.29(2)). This confidential reporting mechanism ensures concerns are addressed promptly while protecting the identity of the whistleblower. By providing a safe and transparent avenue for reporting, we reinforce our commitment to ethical conduct, integrity and accountability across the organisation.

By Letter:
Addressed to the Head of Group Risk Management & Integrity

By whistleblowing form through our website:
https://duopharmabiotech.com/whistleblowing-form/

By Email:
seehearspeakup@gmail.com

By short Messaging Services ("SMS")
Contact number: +017 2941094

All reports received through the whistleblowing channel are thoroughly investigated in accordance with the Company's Whistleblowing Policy. Where violations are identified, appropriate corrective or disciplinary actions are taken against the parties involved, ensuring accountability and upholding ethical standards.

5 CORRUPTION RISK ASSESSMENT

Duopharma Biotech conducts comprehensive corruption risk assessments across all operations to safeguard the integrity of our business. These assessments are performed annually for all departments through the Corruption Risk Management Register, which forms a key part of our ABMS. The scope and methodology of the Corruption Risk Management have been independently validated by ISO 37001 SIRIM auditors.

The assessment addresses key elements of corruption, including bribery and gratification, fraud, conflicts of interest, facilitation payments, third-party risks, gifts and hospitality, procurement and tender-related risks, and regulatory or public official interactions.

In FY2025, we leveraged the Corruption Risk Management to review key risk areas, update our risk ratings, and strengthen mitigating controls where applicable. The findings were integrated into the OIACP and continue to be closely monitored by the Management, RMC and the Board.

6 EXTERNAL ENGAGEMENT

To fortify our corruption safeguards, we are committed to ensuring our external stakeholders uphold the same standards of integrity.

External Awareness

- We communicate our anti-corruption policies and procedures to intermediaries, including suppliers or vendors and other business associates. In FY2025, this was carried out through a structured process integrated into the Company's third-party engagement and governance framework.
- We also conducted virtual Integrity Pact briefings for business associates to communicate the Company's ABAC Policy, expectations on ethical conduct, and compliance with the MACC Act 2009. All intermediaries engaging or transacting with Duopharma Biotech are required to sign the Integrity Pact.
- We provide ongoing support to vendors and suppliers to address queries or concerns relating to anti-corruption requirements. This includes clarification sessions and guidance on policy expectations where necessary.

External Collaboration

In addition to complying with regulatory requirements, Duopharma Biotech collaborates with external stakeholders, including enforcement agencies, to take collective action against corruption and engage in integrity-focused initiatives.

As a Government-Linked Company, Duopharma Biotech works closely with MACC and complies with the MACC Act 2009, submitting half-yearly declarations on integrity initiatives and updates, among others. Beyond regulatory compliance, we participate in integrity and anti-corruption programmes organised in collaboration with MACC and other agencies such as the Malaysian Institute of Integrity.

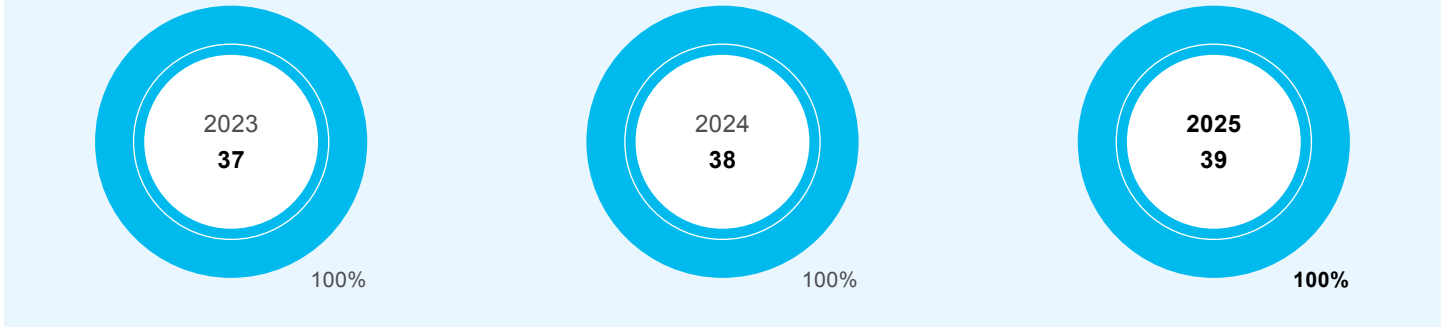
In FY2025, we collaborated with the MACC to conduct a corporate social responsibility programme at SK Batu Unjur, Klang, involving senior management, education officers, MACC officers, teachers and Year Six students. The objective was to promote ethical values, integrity and anti-corruption awareness while contributing to community development and nation-building.

Duopharma Biotech also engages in cross-border integrity initiatives together with anti-corruption authorities such as Indonesia's Komisi Pemberantasan Korupsi ("KPK") and Singapore's Corrupt Practices Investigation Bureau ("CPIB"), contributing to shared learnings and best practices.

GOVERNANCE

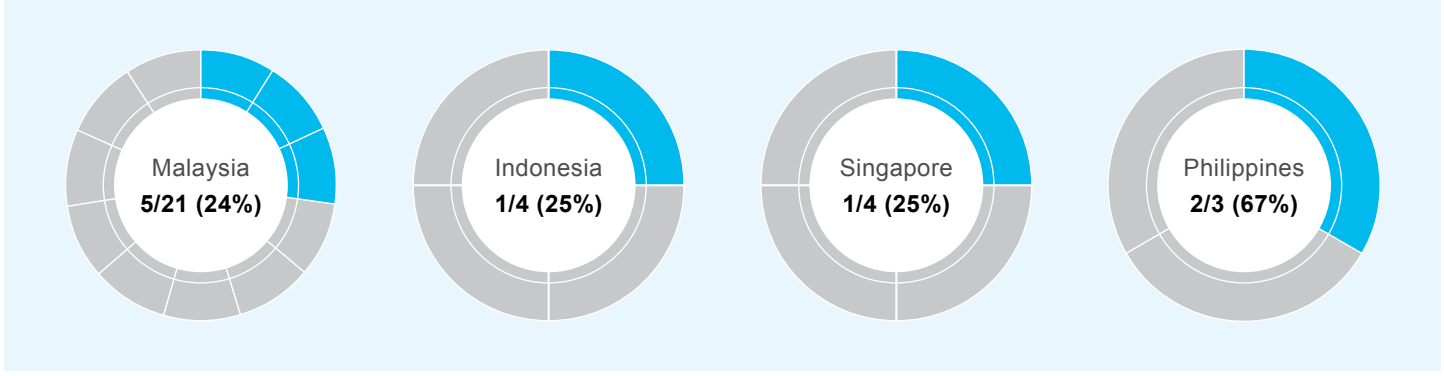
Our Performance

Percentage of operations assessed for corruption risk

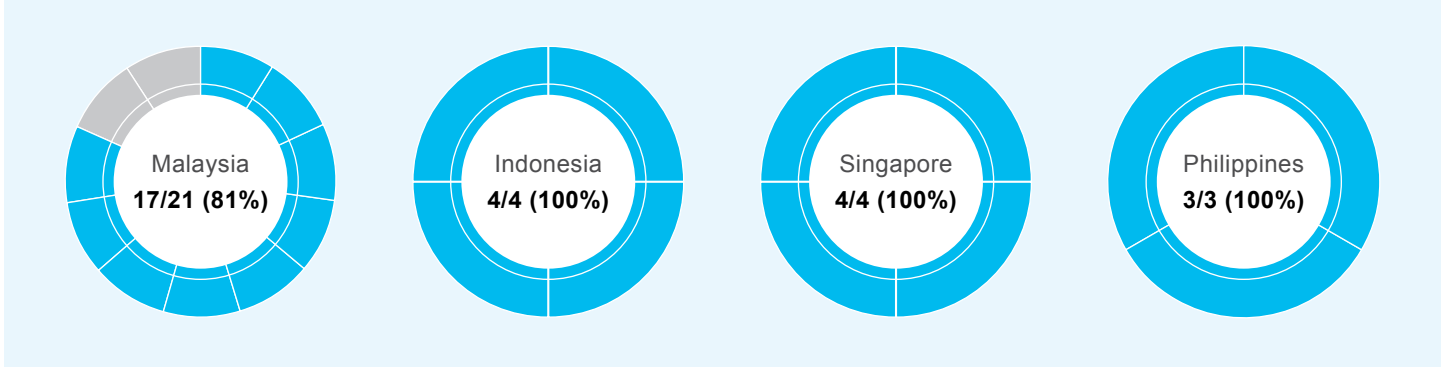


Note:
One additional operation was identified and added to the corruption risk register in 2025. We completed corruption risk assessments for all functions in the Group while also registering Group level corruption risk should there be any critical threat requiring immediate attention and guidance from the Top Management and Board.

Total percentage of governance body members that the Group's anti-corruption policies and procedures have been communicated to, broken down by region.

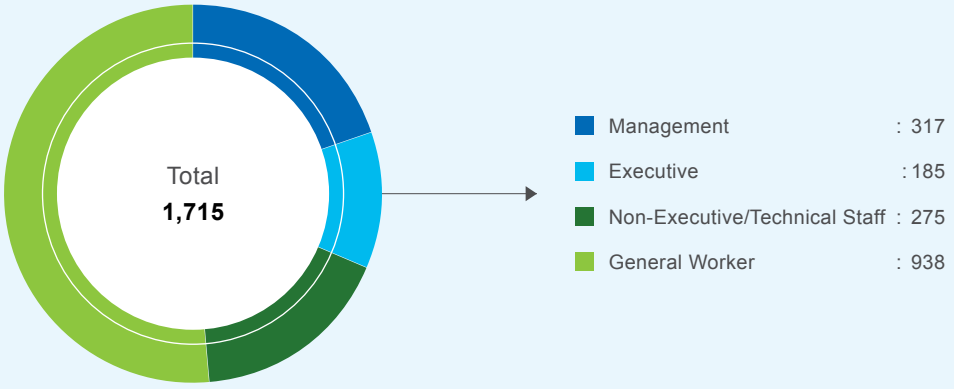


Total percentage of governance body members who have received training on anti-corruption, broken down by region.



GOVERNANCE

Total number of employees that the Group's anti-corruption policies and procedures have been communicated to, broken down by category and region.



Total number and percentage of employees who have received training on anti-corruption, broken down by category and region.

	Total number of employees who have received training				
Year	**Management**	**Executive**	**Non-Executive/ Technical Staff**	**General Worker**	**TOTAL**
2023	201	131	246	163	741
%	63%	73%	71%	23%	
2024	281	168	292	432	1,173
%	75%	66%	77%	39%	
2025	**317**	**185**	**275**	**938**	**1,715**
%	**88%**	**85%**	**78%**	**88%**	

Outlook

Looking ahead to FY2026 and beyond, Duopharma Biotech is committed to embedding integrity across all business operations and driving ethical, transparent and responsible growth as a leading pharmaceutical company.

Duopharma Biotech Berhad

BMLR Transition Period

Date & Time: 2026-04-16_18:01:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Management	Percentage	88	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Executive	Percentage	85	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - Non-executive/ Technical Staff	Percentage	78	—	Internal
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category - General Workers	Percentage	88	—	Internal
Anti-Corruption	Percentage of operations assessed for corruption -related risks	Percentage	100	—	Internal
Anti-Corruption	Confirmed incidents of corruption and action taken	Number	0	—	Internal
Community Outreach	Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	4,110,647	—	Internal
Community Outreach	Total number of beneficiaries of the investment in communities	Number	236	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Under 30)	Percentage	6	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Between 30-50)	Percentage	75	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Management Above 50)	Percentage	19	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Under 30)	Percentage	35	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Between 30-50)	Percentage	56	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Executive Above 50)	Percentage	9	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive/Technical Staff Under 30)	Percentage	33	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive/Technical Staff Between 30-50)	Percentage	54	—	Internal

Duopharma Biotech Berhad

BMLR Transition Period

Date & Time: 2026-04-16_18:01:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (Non-executive/Technical Staff Above 50)	Percentage	13	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (General Workers Under 30)	Percentage	46	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (General Workers Between 30-50)	Percentage	46	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Age Group by Employee Category (General Workers Above 50)	Percentage	8	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Management Male)	Percentage	38	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Management Female)	Percentage	62	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Executive Male)	Percentage	41	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Executive Female)	Percentage	59	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Non-executive/Technical Staff Male)	Percentage	49	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (Non-executive/Technical Staff Female)	Percentage	51	—	Internal
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (General Workers Male)	Percentage	66	—	Internal

Duopharma Biotech Berhad

BMLR Transition Period

Date & Time: 2026-04-16_18:01:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category - Gender Group by Employee Category (General Workers Female)	Percentage	34	—	Internal
Diversity & Inclusion	Percentage of directors by gender and age group - Gender (Male)	Percentage	60	—	Internal
Diversity & Inclusion	Percentage of directors by gender and age group - Gender (Female)	Percentage	40	—	Internal
Diversity & Inclusion	Percentage of directors by gender and age group - Age (Under 30)	Percentage	0	—	Internal
Diversity & Inclusion	Percentage of directors by gender and age group - Age (Between 30-50)	Percentage	10	—	Internal
Diversity & Inclusion	Percentage of directors by gender and age group - Age (Above 50	Percentage	90	—	Internal
Climate Risk	Total energy consumption	GJ	211,296	—	External (Limited)
Health & Safety	Number of work-related fatalities	Number	0	—	External (Limited)
Health & Safety	Lost time incident (LTI)	Number	4	—	External (Limited)
Health & Safety	Number of employees trained on health and safety standards	Number	1,250	—	External (Limited)
Labour Practices & Standards	Total hours of training by employee category - Management	Hours	12,560	—	Internal

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Labour Practices & Standards	Total hours of training by employee category - Executive	Hours	6,777	—	Internal
Labour Practices & Standards	Total hours of training by employee category - Non-executive/Technical Staff	Hours	7,406	—	Internal
Labour Practices & Standards	Total hours of training by employee category - General Workers	Hours	6,230	—	Internal
Labour Practices & Standards	Percentage of employees that are contractors or temporary staff	Percentage	21	—	Internal
Labour Practices & Standards	Total number of employee turnover by employee category - Management	Number	40	—	Internal
Labour Practices & Standards	Total number of employee turnover by employee category - Executive	Number	48	—	Internal
Labour Practices & Standards	Total number of employee turnover by employee category - Non-executive/Technical Staff	Number	35	—	Internal
Labour Practices & Standards	Total number of employee turnover by employee category - General Workers	Number	51	—	Internal
Labour Practices & Standards	Number of substantiated complaints concerning human rights violations	Number	0	—	Internal
Supply Chain Management	Proportion of spending on local suppliers	Percentage	48	—	Internal
Cybersecurity	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	—	Internal

Duopharma Biotech Berhad

BMLR Transition Period

Date & Time: 2026-04-16_18:01:00

FYE 31/12/2025

Sustainability Matter	Metric	Measurement Unit	2025	Target	Assurance
Water & Effluent Management	Total volume of water used	Megalitres	124	—	External (Limited)
Waste & Material Management	Total waste generated	Tonne	1,620	—	External (Limited)
Waste & Material Management	Total waste diverted from disposal	Tonne	373	—	External (Limited)
Waste & Material Management	Total waste directed to disposal	Tonne	1,247	—	External (Limited)
Climate Risk	Scope 1 emissions in tonnes of CO2e	tCO2-e	1,852	—	External (Limited)
Climate Risk	Scope 2 emissions in tonnes of CO2e	tCO2-e	37,308	—	External (Limited)
Climate Risk	Scope 3 emissions in tonnes of CO2e (for 3 categories of Category 5: Waste Generated in Operations; Category 6: Business Travel; and Category 7: Employee Commuting)	tCO2-e	3,925	—	External (Limited)

ASSURANCE STATEMENT

In strengthening the credibility of our reporting, selected data and information of this Sustainability Report have been subjected to the following:

a) an internal review by the Company's internal auditors i.e. Group Internal Audit ("GIA"); and

b) independent assurance

The scope and indicators covered, and conclusion are summarised below:

TYPE OF ASSURANCE	MATERIAL MATTERS	INDICATORS	SCOPE	CONCLUSION
Independent Assurance	5 Climate Risk	• Scope 1 emissions in tonne of CO_2e • Scope 2 emissions in tonne of CO_2e • Scope 3 emissions in tonne of CO_2e (for 3 categories: Category 5 (Waste Generated in Operations); Category 6 (Business Travel); and Category 7 (Employee Commuting) • Total energy consumption	Operations assessed: 1. Malaysia 2. Singapore 3. Indonesia 4. Philippines	Please refer to page 179-185 for the Independent Limited Assurance Statement provided by Carbon Check (India) Private Limited
	Water & Wastewater Management	• Total volume of water used		
	8 Waste & Material Management	• Total waste generated • Total waste diverted from disposal • Total waste directed to disposal		
	4 Health & Safety	• Number of work-related fatalities • Lost time incident rate • Number of employees trained on health and safety • Non-compliance with environmental laws and regulations		

ASSURANCE STATEMENT

TYPE OF ASSURANCE	MATERIAL MATTERS	INDICATORS	SCOPE	CONCLUSION
Internal Auditor's Limited Assurance	3 Supply Chain Management	• Proportion of spending on local suppliers	Operations assessed: 1. Malaysia 2. Singapore 3. Indonesia 4. Philippines	Please refer to page 186 -187 for the Internal Assurance Statement by the GIA
	Diversity & Inclusion	• Percentage of employees by gender and age group for each employee category • Percentage of directors by gender and age group		
	Community Outreach	• Total amount invested in the community where the target beneficiaries are external to the listed issuer • Total number of beneficiaries of the investment in communities		
	10 Labour Practices & Standards	• Total hours of training by employee category • Percentage of employees who are contractors or temporary staff • Total number of employee turnover by category • Number of substantiated complaints concerning human rights violations		
	Cybersecurity	• Number of substantiated complaints concerning a breach of customer privacy and loss of customer data		
	7 Anti-Corruption	• Percentage of employees who have received training on anti-corruption by category • Percentage of operations assessed for corruption-related risks • Confirmed incidents of corruption and action taken		

ASSURANCE STATEMENT

Independent Assurance

INDEPENDENT PRACTITIONER'S ASSURANCE REPORT ON IDENTIFIED SUSTAINABILITY INFORMATION OF DUOPHARMA BIOTECH BERHAD

To the Board of Directors of DUOPHARMA BIOTECH BERHAD

We have undertaken to perform limited assurance engagement, for Duopharma Biotech Berhad (the "Company") vide our engagement letter dated 10th March 2026, in respect of the agreed Sustainability Information listed below (the "Identified Sustainability Information") in reference with the Criteria stated in paragraph 3 below. This report adheres to the 'in reference with' methodology of the Global Reporting Initiative (GRI) Sustainability Reporting Standards 2021 and Bursa Malaysia's Sustainability Reporting Guide (3rd Edition) for the year ended December 31, 2025. This engagement was conducted by a multidisciplinary team including assurance practitioners, environmental engineers, and specialists.

Identified Sustainability Information

Our scope of limited assurance consists of the Identified Sustainability Information listed in the Appendix I to our report. The reporting boundary of the Reports is disclosed in the 'About this report' section in the Duopharma Biotech Berhad Sustainability Report 2025.

Our assurance engagement was with respect to the year ended December 31, 2025, information and we have not performed any procedures with respect to earlier periods included in the reports and, therefore, do not express any conclusion thereon.

Criteria

The Criteria used by the Company to prepare the Identified Sustainability Information is listed below:

- √ Criteria 1: **In reference with GRI Sustainability Reporting Standards,** issued by the Global Reporting Initiative (GRI) referred to as GRI Standards (the "GRI Standards").
- √ Criteria 2: **In reference to Bursa Malaysia's Sustainability Reporting Guide (3rd Edition)** for the disclosure and reporting of sustainability-related information in alignment with best practices.
- √ Criteria 3**: ISAE 3000 (Revised)** for determination of materiality, responsiveness and inclusivity and reliability of the specified information with regards to the identified sustainability indicators.

Management's Responsibility

The Company's management is responsible for selecting or establishing suitable criteria for preparing the Sustainability Information including the reporting boundary of the Reports, taking into account applicable laws and regulations, if any, related to reporting on the Sustainability Information, identification of key aspects, engagement with stakeholders, content, preparation and presentation of the Identified Sustainability. Information in accordance with the Criteria. This responsibility includes design, implementation, and maintenance of internal controls relevant to the preparation of the Reports and the measurement of Identified Sustainability Information, which is free from material misstatement, whether due to fraud or error.

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CIN No.: U74930DL2012PTC232495

Regd. Off:
207I/38, 2nd Floor, Nai Wala,
Karol Bagh, New Delhi – 110005

Corporate off:
Unit No. 1701, Logix City Centre Office
Tower, Plot No. BW-58, Sector-32 Noida
(Uttar Pradesh) - 201301

ASSURANCE STATEMENT

Independent Assurance

Inherent limitations

Non-financial information, such as sustainability performance indicators, is inherently limited due to the nature of the subject matter and the methods used for determining, calculating, or estimating such data. These limitations include the subjective nature of certain qualitative information, the possibility of human error in data collection and reporting, reliance on assumptions, estimates, or projections for certain indicators, and the inclusion of data from third-party sources or processes not under the direct control of Duopharma Biotech Berhad, which may be unaudited. Additionally, greenhouse gas accounting involves uncertainties arising from the scientific methods used to determine emission factors and the variability in values for combining different gas emissions. Consequently, our assurance report should be interpreted with these limitations in mind.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for VVB (Validation & Verification body), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. The management and staff of Carbon Check (India) Private Limited are committed to excellence in the provision of impartial and competent assurance services covering the relevant requirements. Our overall commitment to the success of the business and its service rests on two main pillars, being impartiality and competence, whilst also supported by openness, responsiveness, and clearly defined responsibilities. The firm applies Standard on Quality Control (the "SQC"), "Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements", and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to provide a conclusion, with limited assurance, on the Identified Sustainability Information outlined in Appendix I. This conclusion is based on the procedures we performed and the evidence we obtained.

Our engagement was conducted in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements on Sustainability Information."

This standard guides us to plan and carry out our engagement to assess the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the selected Identified Sustainability Information.

In line with the requirements of a limited assurance engagement under this standard, we applied professional judgment and maintained professional skepticism throughout the engagement.

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Corporate off:
Unit No. 1701, Logix City Centre Office
Tower, Plot No. BW-58, Sector-32 Noida
(Uttar Pradesh) - 201301

ASSURANCE STATEMENT

Independent Assurance

Carbon CHECK

Level of Assurance

The engagement was performed to provide limited assurance for the indicators mentioned in Appendix I and II of this report. It involves performing procedures to obtain sufficient and appropriate evidence to determine whether the subject matter is plausibly stated and free from material misstatement. While limited assurance provides a lower level of confidence compared to reasonable assurance, it still follows a rigorous review process in accordance with ISAE 3000 (Revised)

Summary of Work Performed

The procedures we performed, based on our professional judgment, included inquiries, observations of processes, onsite inspections, review of documents, assessment of quantification methods and reporting policies, analytical procedures, and reconciliation with underlying records. Additionally, we evaluated the appropriateness of the applicable criteria for the subject matter, interviewed key personnel responsible for preparing the sustainability performance indicators, assessed the design and implementation of controls related to data collation and reporting, inspected relevant documents and evidence to verify the reported sustainability performance indicators, performed analytical procedures and substantive testing on a sample basis, and conducted site visits at manufacturing unit level.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- √ Obtained an understanding of the Identified Sustainability Information and related disclosures;
- √ Obtained an understanding of the assessment criteria and their suitability for the evaluation and/or measurements of the Identified Sustainability Information;
- √ Inquiries of sustainability team, SHE team, and others those with the responsibility for preparation of the Reports;
- √ Obtained an understanding of the key systems and processes for recording, processing, and reporting the Identified Sustainability Information at various sites on a sample basis.
- √ Based on the above understanding and the risks that the Identified Sustainability Information may be materially misstated, determined the nature, timing and extent of further procedures;
- √ Reviewed the Company's process for collating the sustainability information through agreeing or reconciling the Identified Sustainability Information with the underlying records; and
- √ Reviewed the consolidation for various sites and corporate office under the reporting boundary for ensuring the completeness of data being reported.

During the assurance process, a few of the findings were raised and the same are successfully addressed by the client. Hence, the same is accepted. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our assurance conclusion.

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Tower, Plot No. BW-58, Sector-32 Noida
(Uttar Pradesh) - 201301

ASSURANCE STATEMENT

Independent Assurance

Exclusions

Our assurance scope excludes the following and therefore we do not express a conclusion on:

- √ Aspects of the Reports and the data/information (qualitative or quantitative) other than the Identified Sustainability Information; and
- √ The statements that describe expression of opinion, belief, aspiration, expectation, aim, or future intentions provided by the Company.

Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Sustainability Information listed in Appendix I and presented in the Reports for the year ended December 31, 2025 are prepared, in all material respects, in reference with the Criteria as stated in paragraph 3 above.

Other matter

The maintenance and integrity of Duopharma Biotech Berhad's website is the responsibility of Duopharma Biotech Berhad's management. Our procedures did not involve consideration of these matters and, accordingly, we accept no responsibility for any changes to either the information in the Report or our independent assurance report that may have occurred since the initial date of its presentation on Duopharma Biotech Berhad's website.

Restriction on use

Our Sustainability Assurance report has been prepared and addressed to the Board of Directors of the Company at the request of the Company solely, to assist the Company in reporting on Company's sustainability performance and activities. Accordingly, we accept no liability to anyone other than the Company. Our Sustainability Assurance report should not be used for any other purpose or by any person other than the addressees of our report. We neither accept nor assume any duty of care or liability for any other purpose or to any other party to whom our report is shown or into whose hands it may come without our prior consent in writing.

Place: New Delhi
Date: 16/04/2026

Authorized Signatory
Name: Amit Anand
Designation: Chief Executive Officer

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ASSURANCE STATEMENT

Independent Assurance

APPENDIX I

Identified Sustainability Information/indicators subject to Limited Assurance

Sr. No	Standard/Sustainability Matter	Disclosure
1	GRI 302	Energy 2016
	Climate Risk	Energy Management
2	GRI 303	Water and Effluents 2018
	Water & Wastewater Management	Water
3	GRI 305	Emissions 2016
	Climate Risk	Emission Management
4	GRI 306	Waste 2020
	Waste & Material Management	Waste Management
5	GRI 403	Occupational Health and Safety 2018
	Health and Safety	Health and Safety

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ASSURANCE STATEMENT

Independent Assurance

APPENDIX II
Key Performance Indicators as per GRI subject to Limited Assurance

Indictors Category	GRI Standard	Corresponding metrics
Environmental	GRI 302-1	Energy consumption within the organisation
	GRI 302-2	Energy consumption outside of the organisation
	GRI 302-4	Reduction of energy consumption
	GRI 303-1	Interactions with water as a shared resources
	GRI 303-2	Management of water discharge-related impacts
	GRI 303-3	Water withdrawal
	GRI 303-4	Water discharge
	GRI 303-5	Water consumption
	GRI 305-1	Direct (Scope 1) GHG emissions
	GRI 305-2	Energy indirect (Scope 2) GHG emissions
	GRI 305-3	Other indirect (Scope 3) GHG emissions 1. Category 5 - Waste generated in operation 2. Category 6 - Business travel 3. Category 7 - Employee commuting
	GRI 305-5	Reduction of GHG emissions
	GRI 306-1	Waste generation and significant waste-related impacts
	GRI 306-2	Management of significant waste-related impacts
	GRI 306-3	Waste generated
	GRI 306-4	Waste diverted from disposal
	GRI 306-5	Waste directed to disposal
Social	GRI 403-1	Occupational health and safety management system
	GRI 403-2	Hazard identification, risk assessment, and incident investigation
	GRI 403-3	Occupational health services
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety
	GRI 403-5	Worker training on occupational health and safety
	GRI 403-6	Promotion of worker health
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationship
	GRI 403-8	Workers covered by an occupational health and safety management system
	GRI 403-9	Work-related injuries
	GRI 403-10	Work-related ill health

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ASSURANCE STATEMENT

Independent Assurance

Key Performance Indicators as per Sustainability Matters subject to Limited Assurance.

Indictors Category	Sustainability Matters	Corresponding metrics
Environmental	Climate Risk	Total energy consumption
	Water & Wastewater Management	Total volume of water used
	Waste & Material Management	Total waste generated, and a breakdown of the following: i. total waste diverted from disposal ii. total waste directed to disposal
	Climate Risk	Scope 1 emissions in tonnes of CO_{2e}
	Climate Risk	Scope 2 emissions in tonnes of CO_{2e}
	Climate Risk	Scope 3 emissions in tonnes of CO_{2e} 1. Category 5 - Waste generated in operation 2. Category 6 - Business travel 3. Category 7 - Employee commuting
Social	Health and Safety	Number of work-related fatalities
	Health and Safety	Lost time incident
	Health and Safety	Number of employees trained on health and safety standards

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ASSURANCE STATEMENT

Internal Auditor's Limited Assurance

MEMORANDUM

AUDIT ID	**:**	2026/Q1/SustainabilityReview
DATE	**:**	14 April 2026
TO	**:**	**En Wan Amir Jeffery Wan Abdul Majid** Group Chief Executive Officer **Mr Krisnakumara-Reddi Kesava Reddi** Chief Manufacturing & Sustainability Officer
FROM	**:**	**Rama Sockalingam Nagappan**
DEPARTMENT	**:**	Group Internal Audit
COMPANY	**:**	Duopharma Biotech Berhad
SUBJECT	**:**	Internal Auditor's Limited Assurance Report on Duopharma Biotech's Sustainability Report 2025

Introduction

We have been engaged by the Management of Duopharma Biotech Berhad ("Duopharma Biotech") to undertake a limited assurance engagement of Duopharma Biotech's Sustainability Report for the year 2025.

Assurance Undertaken

To strengthen the credibility of the Sustainability Report, selected aspects of Duopharma Biotech's 2025 Sustainability Report were subjected to an internal review by the Internal Auditors in accordance with the 2025 approved Group Internal Audit Plan.

Subject Matter / Scope

The subject matters covered by the internal review are limited to the following indicators at all operations sites/regional offices (*Malaysia, Singapore, Indonesia and the Philippines*) established by Duopharma Biotech.

Material Matters	Indicators
Anti-Corruption	Percentage of employees who have received training on anti-corruption by employee category.
	Percentage of operations assessed for corruption-related risks.
	Confirmed incidents of corruption and action taken.
Community Outreach	Total amount invested in the community where the target beneficiaries are external to the listed issuer.
	Total number of beneficiaries of the investment in communities.
Diversity & Inclusion	Percentage of employees by gender and age group, for each employee category.
	Percentage of directors by gender and age group.
Labour Practices & Standards	Total hours of training by employee category.
	Percentage of employees that are contractors or temporary staff.
	Total number of employee turnover by employee category.
	Number of substantiated complaints concerning human rights violations.
Supply Chain Management	Proportion of spending on local suppliers.

ASSURANCE STATEMENT

Internal Auditor's Limited Assurance

MEMORANDUM

AUDIT ID	**:**	2026/Q1/SustainabilityReview
DATE	**:**	14 April 2026
TO	**:**	**En Wan Amir Jeffery Wan Abdul Majid** Group Chief Executive Officer **Mr Krisnakumara-Reddi Kesava Reddi** Chief Manufacturing & Sustainability Officer
FROM	**:**	**Rama Sockalingam Nagappan**
DEPARTMENT	**:**	Group Internal Audit
COMPANY	**:**	Duopharma Biotech Berhad
SUBJECT	**:**	Internal Auditor's Limited Assurance Report on Duopharma Biotech's Sustainability Report 2025

Material Matters	Indicators
Cybersecurity	Number of substantiated complaints concerning breaches of customer privacy and losses of customer data.

Internal Audit Conclusion

Based on the limited assurance procedures that we have undertaken, supported by the evidence and attestations obtained, we have not identified any information that would give rise to concerns regarding the accuracy of the data to be reported in the Sustainability Report 2025, in all material respects, in accordance with the criteria stipulated above, and in alignment with Bursa Malaysia's Main Market Listing Requirements and guided by Bursa Malaysia's Sustainability Reporting Guide.

Kind regards,

RAMA SOCKALINGAM NAGAPPAN
General Manager, Group Internal Audit

Copy to:
Mr Ananda Rajah – General Manager, Engineering, Project & Sustainability
Pn Nur Adini Mohd Khairul Annuar – Manager, Sustainability

GRI CONTENT INDEX

Duopharma Biotech Berhad has reported the information cited in this GRI content index for the period 1 January 2025 to 31 December 2025 with reference to the GRI standards

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
GRI 2: GENERAL DISCLOSURE 2021			
2-1	Organizational details	Sustainability Report 2025 • About Duopharma Biotech Berhad	Pages 4-5
2-2	Entities included in the organization's sustainability reporting	Sustainability Report 2025 • About Duopharma Biotech Berhad	Pages 4-5
2-3	Reporting period, frequency and contact point	Sustainability Report 2025 • About This Report	Page 2
2-4	Restatements of information	Sustainability Report 2025 • About This Report	Page 2
2-5	External assurance	Sustainability Report 2025 • About This Report	Page 3
2-6	Activities, value chain and other business relationships	Sustainability Report 2025 • About Duopharma Biotech Berhad	Pages 4-5
2-7	Employees	Sustainability Report 2025 • About Duopharma Biotech Berhad • Employee Recruitment	Page 5 Pages 133-136
2-8	Workers who are not employees	Sustainability Report 2025 • Employee Recruitment	Page 136
2-9	Governance structure and composition	Sustainability Report 2025 • Sustainability Framework and Governance	Pages 21-22
2-10	Nomination and selection of the highest governance body	Sustainability Report 2025 • Sustainability Framework and Governance	Pages 21-22
2-11	Chair of the highest governance body	Sustainability Report 2025 • Sustainability Framework and Governance	Page 21
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report 2025 • Sustainability Framework and Governance	Page 21
2-13	Delegation of responsibility for managing impacts	Sustainability Report 2025 • Sustainability Framework and Governance	Pages 21-22
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report 2025 • Sustainability Framework and Governance	Pages 21-22
2-15	Conflicts of interest	Sustainability Report 2025 • Internal Policies and Control • Due Diligent • Governance Oversight	Page 163 Page 165

GRI CONTENT INDEX

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
2-16	Communication of critical concerns	Sustainability Report 2025 • Grievance Mechanism • Internal Control • Reporting Mechanism	Page 132 Page 128 Page 166
2-17	Collective knowledge of the highest governance body	Sustainability Report 2025 • Sustainability Governance	Page 22
2-18	Evaluation of the performance of the highest governance body	Integrated Annual Report 2025 • Annual Board Evaluation	Pages 115-128
2-19	Remuneration policies	Integrated Annual Report 2025 • Board Leadership & Effectiveness	Page 128
2-20	Process to determine remuneration	Integrated Annual Report 2025 • Board Leadership and Effectiveness	Pages 127-128
2-21	Annual total compensation ratio	Corporate Governance Report 2025	Pages 61-67
2-22	Statement on sustainable development strategy	Sustainability Report 2025 • About Duopharma Biotech • Sustainability Strategy • Contribution to Sustainable Development Goals	Page 5 Pages 40-49
2-23	Policy commitments	Sustainability Report 2025 • Compliance and Policies • Strong Policy Foundation • Internal Policies and Control	Page 128 Page 131 Page 163
2-24	Embedding policy commitments	Sustainability Report 2025 • Diversity & Inclusion • Governance	Pages 130-132 Pages 162-167
2-25	Processes to remediate negative impacts	Sustainability Report 2025 • Grievance Mechanism • Reporting Mechanism	Page 106 Page 127 Page 166
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report 2025 • Grievance Mechanism • Protecting Safety and Wellbeing	Page 106 Page 132
2-27	Compliance with laws and regulations	Sustainability Report 2025 • Climate Performance: Waste Management Climate Performance • Effluent Management Responsibility: Our Performance • Access to Medicine: Product Quality and Safety • Labour Practice and Standards • Governance: Anti-Corruption	Page 74 Page 80 Page 99 Pages 102-103 Page 108 Page 127 Page 161
2-28	Membership associations	Sustainability Report 2025 • Memberships & Associations	Page 27

GRI CONTENT INDEX

GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
2-29	Approach to stakeholder engagement	Sustainability Report 2025 • Engaging with Stakeholder	Pages 23-26
2-30	Collective bargaining agreements	Sustainability Report 2025 • Freedom of Association and Collective Bargaining	Page 129
GRI 3: Material Topics 2021			
3-1	Process to determine material topics	Sustainability Report 2025 • Material Matters, Risks and Opportunities	Page 31
3-2	List of material topics	Sustainability Report 2025 • Material Matters, Risks and Opportunities	Page 32
KEY FOCUS AREAS: CLIMATE PERFORMANCE			
Material Matter: Climate Risk			
GRI 3: Material Topics 2021			
3-3	Management Approach	Sustainability Report 2025 • Climate Risk: Our Approach	Pages 51-61
GRI 302: Energy 2016			
302-1	Energy consumption within the organization	Sustainability Report 2025 • Energy Consumption	Pages 66-67
302-2	Energy consumption outside of the organization	Sustainability Report 2025 • Energy Consumption	Pages 66-67
302-4	Reduction of energy consumption	Sustainability Report 2025 • Energy Consumption	Pages 66-67
GRI 305: Emissions 2016			
305-1	Direct (Scope 1) GHG emissions	Sustainability Report 2025 • GHG Emissions	Pages 53-66
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report 2025 • GHG Emissions	Pages 64-66
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report 2025 • GHG Emissions	Pages 66
305-5	Reduction of GHG emissions	Sustainability Report 2025 • GHG Emissions • GHG & Energy Reduction Initiatives	Pages 64-67 Page 69
Material Matter: Waste & Material Management			
GRI 3: Material Topics 2021			
301-1	Materials used by weight or volume	Sustainability Report 2025 • Biodegradable Plastics • Sustainable Packaging Initiatives	Page 76

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
GRI 306: Waste 2020			
306-1	Waste generation and significant waste-related impacts	Sustainability Report 2025 • Waste Management	Pages 71-74
306-2	Management of significant waste-related impacts	Sustainability Report 2025 • Waste Management	Pages 71-74
306-3	Waste generated	Sustainability Report 2025 • Our Performance: Weight of Waste Generated	Page 75
306-4	Waste diverted from disposal	Sustainability Report 2025 • Our Performance: Waste Disposed	Page 75
306-5	Waste directed to disposal	Sustainability Report 2025 • Our Performance: Waste Disposed	Page 75
Material Matter: Water and Effluent Management			
GRI 303: Water and Effluents 2018			
303-1	Interactions with water as a shared resource	Sustainability Report 2025 • Managing Water Resources Responsibility	Pages 77-79
303-2	Management of water discharge-related impacts	Sustainability Report 2025 • Effluents Management	Page 80
303-3	Water withdrawal	Sustainability Report 2025 •: Water Withdrawal by Source	Page 80
303-4	Water discharge	Sustainability Report 2025 • Treated Effluents Discharged	Page 81
303-5	Water consumption	Sustainability Report 2025 • Water Consumption	Page 81
KEY FOCUS AREAS: SUSTAINABLE SUPPLY CHAIN			
Material Matter: Supply Chain Management			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Supply Chain Management: Our Approach	Pages 85-88
GRI 204: Procurement Practices 2016			
204-1	Proportion of spending on local suppliers	Sustainability Report 2025 • Supply Chain Management: Our Performance	Pages 86-87
Material Matter: Health & Safety			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Supply Chain Management: Our Approach	Pages 89-97

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
GRI 403: Occupational Health and Safety 2018			
403-1	Occupational health and safety management system	Sustainability Report 2025 • Safety and Health Management System	Page 92
403-2	Hazard identification, risk assessment, and incident investigation	Sustainability Report 2025 • Hazard Identification and Elimination	Page 93
403-3	Occupational health services	Sustainability Report 2025 • Health & Safety: Our Approach	Pages 89-97
403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability Report 2025 • Health & Safety: Our Approach	Pages 89-97
403-5	Worker training on occupational health and safety	Sustainability Report 2025 • Training & Awareness	Pages 94-97
403-6	Promotion of worker health	Sustainability Report 2025 • Training & Awareness	Pages 94-97
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report 2025 • Health & Safety	Pages 89-97
403-8	Workers covered by an occupational health and safety management system	Sustainability Report 2025 • Health & Safety Hazards Identification and Elimination	Pages 93-94
403-9	Work-related injuries	Sustainability Report 2025 • Health & Safety Hazards Identification and Elimination	Pages 93-94
403-10	Work-related ill health		
KEY FOCUS AREA: ACCESS TO MEDICINE			
Material Matter: Product Quality, Safety and Responsibility			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Product Quality, Safety and Responsibility	Pages 99-108
GRI 416: Customer Health and Safety 2016			
416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Report 2025 • Product Safety and Pharmacovigilance • Counterfeit Medicines and Alteration	Pages 105-106
GRI 417: Marketing and Labeling 2016			
417-1	Requirements for product and service information and labelling	Sustainability Report 2025 • Product Quality, Safety and Responsibility	Page 102
Material Matter: Accessibility of Medicines			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Accessibility of Medicines	Pages 109-114

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
Material Matter: Research & Development			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Research & Development	Pages 115-116
Material Matter: Business Innovation & Model			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Business Innovation & Model	Pages 117-118
Material Matter: Halal Commitment			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Halal Commitment	Pages 119-125
KEY FOCUS AREA: DIVERSITY & INCLUSION			
Material Matter: Labour Practices and Standards			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Labour Practices and Standards	Pages 127-139
GRI 401: Employment 2016			
401-1	New employee hires and employee turnover	Sustainability Report 2025 • Employee Recruitment	Pages 133-136
401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees	Sustainability Report 2025 • Employee Benefits and Recognition	Page 131
401-3	Parental leave	Sustainability Report 2025 • Protecting Employee Safety and Wellbeing	Page 139
GRI 404: Training and Education 2016			
404-1	Average hours of training per year per employee	Sustainability Report 2025 •: Employee Training and Development	Pages 137-138
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report 2025 • Learning & Development	Pages 129-120
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report 2025	Pages 137-138
GRI 407: Freedom of Association and Collective Bargaining 2016			
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report 2025 • Ethical Labour Practice	Page 129
GRI 408: Child Labor 2016			
408-1	Operations and suppliers at significant risk for incidences of child labor	Sustainability Report 2025 • Labour Practice & Standards	Pages 127-128

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GRI Standard Disclosure Reference	Description	Section of Report	Page Reference
GRI 409: Forced or Compulsory Labor 2016			
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report 2025 • Labour Practice & Standards	Pages 127-128
Material Matter: Diversity & Inclusion			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Diversity and Inclusion	Pages 140-148
GRI 405: Diversity and Equal Opportunity 2016			
405-1	Diversity of governance bodies and employees	Sustainability Report 2025 • Employee Recruitment	Pages 133-136
405-2	Ratio of basic salary and remuneration of women to men	Sustainability Report 2025 • Diversity &Inclusion: Our Performance	Page 148
GRI 406: Non-discrimination 2016			
406-1	Incidents of discrimination and corrective actions taken	Sustainability Report 2025 • Labour Practices & Standards: Key Achievement	Page 127
Material Matter: Community Outreach			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Community Outreach	Pages 149-159
KEY FOCUS AREAS: GOVERNANCE			
Material Matter: Anti-Corruption			
GRI 3: Material Topics 2021			
3-3	Management approach	Sustainability Report 2025 • Anti-Corruption	Pages 161-169
GRI 205: Anti-Corruption 2016			
205-1	Operations assessed for risks related to corruption	Sustainability Report 2025 • Anti-Corruption: Our Performance	Page 168
205-2	Communication and training about anticorruption policies and procedures	Sustainability Report 2025 • Anti-Corruption: Internal Policies and Control	Pages 163-164
205-3	Confirmed incidents of corruption and actions taken	Sustainability Report 2025 • Anti-Corruption: Key Achievement	Page 161

LIST OF ABBREVIATIONS

Abbreviation	Meaning/Definition
ABAC	Anti-Bribery and Anti-Corruption
ABMS	Anti-Bribery Management System
ACMV	Airconditioning and mechanical ventilation
ADR	Adverse reaction
AHU	Air handling unit
AI	Artificial intelligence
API	Active Pharmaceutical Ingredient
APPL	Approved Products Purchase List
BCM	Business Continuity Management
BCP	Business Continuity Plan
BD	Business Development
BE	Bioequivalence
BI	Business intelligence
BIA	Business impact analysis
BOD	Biochemical oxygen demand
CA	Collective Agreement
CAPA	Corrective and preventive action
CAPEX	Capital expenditure
CDA	Compressed dry air
CE	Circular economy
CHP	Cooling, heat and power
CI	Continuous Improvement
CM	Consequence management
CME	Continuous Medical Education
CMO	Contract manufacturing organisation
CMSO	Chief Manufacturing and Sustainability Officer
COC	Cycle of concentration
COD	Chemical oxygen demand
COGs	Cost of goods
COI	Conflict of interest
COS	Change of manufacturing site
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
CRO	Contract Research Organisation
CSI	Customer Satisfaction Index
CSR	Corporate social responsibility
CTOS	Credit Tip-Off Service
DD	Due diligence
DEFRA	Department for the Environment, Food and Rural Affairs (UK)
DLT	Delivery lead time
DOE	Department of Environment
DOSH	Department of Safety and Health
EECA	The Energy Efficiency and Conservation Act
EEI	Employee Engagement Index
EEP	Energy Efficiency Plan
EMA	European Medicines Agency

Abbreviation	Meaning/Definition
EnMS	Energy Management System
eNRR	Electronic National Renal Registry Application
EPR	Extended Producer Responsibility
ERMC	Executive Risk Management Committee
ERMF	Emergency Risk Management Framework
ERT	Emergency Response Team
ESA	Erythropoiesis-stimulating agent
ESG	Environmental, Social and Governance
EU	European Union
F&F	Fill and finish
FEFO/FIFO	First expired, first out/First in, first out
FGD	Focus group discussion
FIFO	First-in, first-out
FMA	Factories and Machinery Act
FSC	Forest Stewardship Council
FY	Financial Year
GDP	Good Distribution Practice
GDPMD	Good Distribution Practice for Medical Devices
GDPR	General Data Protection Regulation
GHG	Greenhouse gas
GITA	Green Investment Tax Allowance
GJ	Gigajoule
GMC	Group Management Committee
GMD	Group Managing Director
GMP	Good Manufacturing Practice
GRI	Global Reporting Initiative
GRMI	Group Risk Management and Integrity
GSR	Guided Self-Regulation
GVP	Good Pharmacovigilance Practices
GVPI	Good Pharmacovigilance Practice Inspection
HAPI	Highly Potent Active Ingredients plant
HAT	Halal Awareness Training
HIRARC	Hazard Identification, Risk Assessment and Risk Control
HPRA	Health Products Regulatory Authority
HR	Human Resources
HSC	Halal and Sustainability Committee
HVAC	Heating, ventilation and air-conditioning
IAR	Integrated annual report
IBD	International Business Department
iBE	iBreastExam
IC	Investment Committee
IIR	Initial incident report
IIUM	International Islamic University Malaysia
ILO	International Labour Organization
INCEIF	International Center for Education in Islamic Finance
IPCC	Intergovernmental Panel on Climate Change

LIST OF ABBREVIATIONS

Abbreviation	Meaning/Definition
IR	Integrated reporting
ISPE	International Society for Pharmaceutical Engineering
JAKIM	Department of Islamic Development, Malaysia
KOL	Key opinion leader
KPI	Key performance indicator
kWh	kilowatt hour
kWp	kilowatt peak
L&D	Learning and Development
LED	Light emitting diode
LSS	Lean Six Sigma
LTI	Lost time injury
LTIR	Lost time incident rate
m^3	cubic metres
MAB	Medicine Advertisements Board
MACC	Malaysian Anti-Corruption Commission
MAP	Mandatory Accreditation Programme
MCCG	Malaysian Code on Corporate Governance
MDL	MyDuopharma Learning
MITI	Ministry of Investment, Trade and Industry
ML	Megaliter
MMLR	Main Market Listing Requirements
MOH	Ministry of Health
MOPI	Malaysian Organisation of Pharmaceutical Industries
MOQ	Minimum order quantity
MPP	Medicine Patent Pool
MPS	Malaysian Pharmacist Society
MRCS	Malaysian Red Crescent Society
MT	metric tonne
NCE	New chemical entity
NCSM	National Cancer Society Malaysia
NEML	National Essential Medicines List
NETR	National Energy Transition Roadmap
NPRA	National Pharmaceutical Regulatory Agency
NSE	New Source Evaluation
NSRF	National Sustainability Reporting Framework
NUPCIW	National Union of Petroleum & Chemical Industry Workers Peninsular Malaysia
NZTP	Net Zero Transition Plan
OE	Operational Excellence
OEE	Overall equipment effectiveness
OEM	Original equipment manufacturer
OFI	Opportunities for Improvement
OH	Occupational health
OH&S	Occupational Health and Safety
OIACP	Organisation Integrity & Anti-Corruption Plan
OIC	Organisation of Islamic Cooperation
OSHA	Occupational Safety and Health Act

Abbreviation	Meaning/Definition
OTIF	On-time, in-full
PCOS	Polycystic ovary syndrome
PDPA	Personal Data Protection Act
PIC/S	Pharmaceutical Inspection Co-operation Scheme
PMS	Performance Management System
PNB	Permodalan Nasional Berhad
PPE	Personal protective equipment
ProGrad	Graduate Training Programme
PROTÉGÉ	Professional Training and Education for Growing Entrepreneurs
PSCI	Pharmaceutical Supply Chain Initiative
PTW	Permit To Work
PV	Pharmacovigilance
QMS	Quality Management System
R&D	Research and development
RE	Renewable energy
REC	Renewable Energy Certificate
RM	Ringgit Malaysia
RMC	Risk Management Committee
RHI	Recombinant human insulin
S&OP	Sales and Operations Planning
SAP	System Applications and Products
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goal
SHE	Safety, health and environment
SIMS	Strategic Investment for Medicine Security
SME	Small and medium-sized enterprise
SOCSO	Social Security Organisation
SOP	Standard operating procedure
SR	Sustainability Report
SS	Suspended solids
TCFD	Task Force on Climate-related Financial Disclosures
tCO_2e	tonnes of carbon dioxide equivalent
TOR	Terms of Reference
TPM	Total Productive Maintenance
TRCF	Total recordable case frequency
UCUACT	Unsafe Condition, Unsafe Act
UN	United Nations
UNGC	United Nations Global Compact
UNGCMYB	United Nations Global Compact Malaysia & Brunei
UTM	Universiti Teknologi Malaysia
VCN	Vaccines Collaboration Network
VOC	Voice of Customer
VPE	Vendor Performance Evaluation
WAC	Worksite Area Committee
WWTP	Wastewater treatment plant
YoY	Year on year

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