



DUOPHARMA

CCM DUOPHARMA
BIOTECH BERHAD
(524271-W)

FORGING AHEAD FOR A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2017





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ENVISIONING A SUSTAINABLE FUTURE

Our foundational stability and strength provide us with the resilience to be successful and competitive whilst staying focused on evolution and innovation that addresses growing and sustainable market needs.

OUR APPROACH TO REPORTING

This is a standalone Sustainability Report produced by CCM Duopharma Biotech Berhad (“CCM Duopharma”) which covers our responsibilities to our stakeholders and the contributions we have made to sustainable development.

In this report, we continue to accord stakeholders detailed disclosure by providing tracked data and statistics of Company performance that clearly demonstrate trends on the Economic, Environmental and Social or EES fronts.

This Sustainability Report is consistent with CCM Duopharma’s Annual Report and other publications including the corporate website and previous Sustainability Report. Other material issues such as detailed corporate governance as well as data on internal operations and business activities are reported elsewhere in other mediums, such as the Annual Report, and are not repeated here.



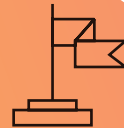
ABOUT US

CCM Duopharma Biotech Berhad (“CCM Duopharma”) is an independent public listed company and is now a subsidiary company of the Permodalan Nasional Berhad (“PNB”) Group.

Subsidiary companies under CCM Duopharma Biotech Berhad include Duopharma (M) Sdn Bhd, CCM Pharmaceuticals Sdn Bhd, Innovax Sdn Bhd, Upha Pharmaceutical Manufacturing (M) Sdn Bhd, CCM Pharmaceuticals (S) Pte Ltd, and CCM International (Philippines) Inc.

CCM Duopharma is engaged in the development, manufacturing and marketing of generic drugs and branded pharmaceutical products. It is a leading pharmaceutical manufacturer in Malaysia that offers a wide range of products in the form of tablets, capsules, syrups, oral antibiotics, creams, haemodialysis solutions, sterile irrigation solutions, sterile powder injectables, small volume injectable, dental cartridges and eye drop preparations.

Its manufacturing facilities are located in the state of Selangor Darul Ehsan in Bangi, Klang and Glenmarie. It also operates a hi-tech research and development (“R&D”) centre to facilitate the manufacturing of new and innovative pharmaceutical products.



OUR VISION

Enhancing Quality of Life



OUR MISSION

To be a leading Pharmaceutical company in ASEAN by providing quality, innovative and affordable healthcare products.

OUR CORE VALUES



Passion

We inspire and energise everyone to be the best



Excellence

We consistently deliver outstanding performance through innovative solutions



Respect

We value differences and sincere intentions as the basis for achieving shared aspirations



Teamwork

We succeed together because we work as one



Responsible

We honour the trust given to us by being accountable for our actions



Integrity

We conduct ourselves with pride in being honest and ethical

Our Financial and Sustainability Indicators

CONSOLIDATED BALANCE SHEET

(RM'000)	2017	2016	2015
Non-current assets	348,621	295,281	279,100
Current assets	356,619	366,182	354,346
Total assets	705,240	661,463	633,446
Current liabilities	121,659	103,156	74,712
Financed by:			
Share capital	333,684	139,478	139,478
Non-distributable reserves	585	193,772	193,483
Retained profits	145,596	121,266	116,757
Shareholders' funds	479,865	454,516	449,718
Deferred tax liabilities	12,568	11,993	5,207
Loan and borrowing	91,148	91,798	103,809

CONSOLIDATED INCOME STATEMENT

(RM'000)	2017	2016	2015
Turnover	467,987	312,940	269,794
Profit before taxation	51,772	31,479	47,829
Taxation	(9,309)	(4,653)	(11,438)
Profit after taxation	42,463	26,826	36,391
Profit attributable to shareholders	42,463	26,826	36,391
Dividends	(18,132)	(22,317)	(31,383)
Transfer to retained profits	24,331	4,509	5,008

CARBON DIOXIDE EMISSIONS (CO₂e)

CO ₂ e (Metric Tonnes)	2017	2016	2015
CCM Duopharma	21,874	17,290	19,032

TOTAL RECORDABLE CASE FREQUENCY ("TRCF")

KEY AREAS	2017	2016	2015
No. of Fatality Cases	0	0	0
No. of Fines or Penalty	1	2	0
No. of Lost Time Injury ("LTI") cases	6	0	2
No. of Recordable Cases	7	1	3
Lost Time Injury Frequency ("LTIF")	1.7	0	0.72
Total Recordable Case Frequency ("TRCF")	1.98	0.30	1.08
All Incidents	46	30	24
No. of Near Miss Cases	6	5	5

MESSAGE FROM OUR CHAIRMAN



**TAN SRI DATIN PADUKA SITI SA'DIAH
BINTI SH. BAKIR**
Chairman

Dear Shareholders,

I am pleased to present our standalone Sustainability Report that underscores the sustainability progress of CCM Duopharma on the Economic, Environmental and Social (“EES”) fronts.

Following our de-merger from the Chemical Company of Malaysia Berhad (“CCM”) in late 2017, our recent reorganisation (the consolidation of some activities and the creation of new departments) has primed us for the new challenges and vast opportunities. Today, CCM Duopharma remains a bold, global pharmaceutical company focusing on sustainable solutions based on innovative sciences. This focus is being driven by our deep engagement with healthcare providers and customers to fully understand the innovation they need for their patients. In operating our businesses, we are guided by our Vision of “Enhancing Quality of Life” and our Mission to “be a leading pharmaceutical company in ASEAN by providing quality, innovative and affordable healthcare products”.

As we venture forth, we are mindful of our impact on the world around us and remain deeply committed to the health, safety and well-being of the people who put their trust in our products and the

global communities in which we operate. We also continue to work to ensure that our scientific contributions reflect our commitment to safe and healthy workplaces, strong communities as well as responsible and ethical business practices – all the way from our research and development efforts to our manufacturing and distribution activities.

The team at CCM Duopharma remains focused on sustainable business practices including offering needed products that have environmental, health and safety design considerations. With our offering of almost 300 generic drugs that follow good manufacturing practices, we remain the largest pharmaceutical manufacturer in Malaysia. Our range of products include award-winning medications such as *Omesec* and *Vascor* whilst our Over-The-Counter (“OTC”) brands such as *CHAMPS*, *Flavettes*, *Proviton*, and *Uphamol* continue to be well-recognised and accepted by consumers in Malaysia and overseas in more than 20 markets.

CCM Duopharma is committed to providing Halal certified products in both the OTC and prescription medicines ranges to a discerning consumer base. We were the first pharmaceutical company to receive the Halal Pharmaceuticals Certification based on the world's first Halal Pharmaceuticals Standard: MS2424:2012, Halal Pharmaceuticals – General Guidelines and were also listed in the Malaysia Book of Records in 2013. We were further certified by Jabatan Kemajuan Islam Malaysia ("JAKIM"), the first Halal certifying body to certify controlled/prescriptive medicines for our ethical products. We are also pleased to have received the "Halal Pharmaceutical Company of The Year – Prescription Pharmaceuticals" award from Frost & Sullivan in 2017.

In 2017, we continue to manage our environmental impact by improving energy and water efficiency while reducing waste by 45.60 tonnes. Our sustainability commitment also covers our responsibility to the most important assets of our company, namely each and every individual employee. Indeed, a new Collective Agreement was successfully negotiated and signed recently on 14 December 2017. Following an increase in safety incidents this year, new measures and programmes will be introduced in 2018 to reduce Safety, Health and Environment ("SHE") related incidents. We are committed to providing a safe and healthy work environment for all employees. A new Sports Club with an array of exciting sport and fitness activities is under development. We promise more than a job – we offer a promising career to each and every employee so that they can achieve their full potential.

Our commitment to sustainable progress is also evident in the new buildings that are being planned and machinery

being procured. Sustainability elements have already been embedded within their blueprints and designs even before they are built and commissioned. This year, we secured savings amounting to RM8.4 million from our Lean Six Sigma ("LSS") programme, thus exceeding our target of RM6 million. In 2017, another five CCM Duopharma employees gained certification as Lean Six Sigma Green Belts and they will help further drive our LLS activities to improve quality and systematically remove waste. For 2018, we are implementing LSS projects on efficiency that will also address the increase in consumption of utilities seen in 2017 which was caused by an increase in volume.

We continue to work closely with our supply chains to improve integrated sustainability processes, plus we are maintaining an emphasis on executing our social responsibility principles within the industry. As we reinforce our engagement with a host of industry players such as business partners, hospitals, patients, doctors, medical experts and healthcare providers, we are strengthening ties and advancing our industry.

At CCM Duopharma, we live and breathe our sustainable business values. These values are kept in mind when performing all aspects of our business to ensure we maintain the excellent reputation that we have built thus far. In collaboration with our stakeholders and with the support of our associates, I am confident that we can bolster our sustainability efforts moving forward. These efforts in turn will create shared value for our Company and society, and positively affect the quality of life of the people we touch.

I would like to express my heartfelt gratitude to all our employees across CCM Duopharma for their steadfast

efforts to reinforce CCM Duopharma's position as a sustainability leader in this industry and for embedding our sustainability priorities across all aspects of our business. I am confident that this passion for excellence will continue to resonate as we prepare for a new phase in our sustainability journey.

Moving forward, CCM Duopharma will set its sights on strengthening its commitment to operational excellence, responsible corporate practices and an improved quality of life. We ask all our stakeholders to lend us their firm support as we continue on our journey to fulfill our EES ambitions.

Thank you.




Tan Sri Datin Paduka Siti Sa'diah binti Sh Bakir
Chairman

OUR COMMITMENT TO SUSTAINABILITY

Sustainability Policy

In furtherance of our vision of enhancing quality of life, CCM Duopharma is committed towards achieving sustainability that will benefit our stakeholders, the environment, our people and the communities in the territories in which we operate.

In achieving this, we shall:

- 1  Ensure that our activities, products and services are, so far as is practicable, safe to the environment and the health of the people;
- 2  Be committed towards the prevention of injury, ill health and pollution as well as towards environmental conservation;
- 3  Comply with all applicable statutory, regulatory and business requirements in the territories that we operate;
- 4  Optimise the use of natural resources to reduce our carbon footprint and as far as practicable, practice energy efficiency throughout all our plants and facilities;
- 5  Be committed towards full conformance to applicable quality, safety, health and environmental international standards;
- 6  Operate in an open, transparent and accountable manner;
- 7  Cultivate a diverse, inclusive and respectful workplace;
- 8  Work closely with our stakeholders and local communities to further improve their quality of life;
- 9  Define our sustainability goals, objectives and targets and measure our sustainability performance against agreed targets;
- 10  Provide, as far as practicable, the appropriate resources in order to achieve our sustainability goals, objectives and targets;
- 11  Continually review and improve our sustainability performance by encouraging innovative thinking and monitoring global economic, social and environmental trends, best practices, challenges and opportunities; and
- 12  Communicate this Policy to all relevant parties including our stakeholders, customers, employees and the local communities in which we operate.

Everyone in CCM Duopharma is accountable and responsible for the successful application of and compliance with the Policy.

Corporate Responsibility Policy

CCM Duopharma remains committed to being a responsible corporate organisation. We recognise the importance of integrating our business values with our operations to meet the expectations of our shareholders.

- We are committed to managing our business with the highest standards of integrity and corporate governance practices and to demonstrating these responsibilities through our actions and within our corporate policies.
- We are committed to protecting the health and safety of all individuals affected by our activities including our employees, contractors and the public by providing a safe and healthy working environment.
- We are committed to providing equal opportunity in all aspects of employment and ensure that employees are treated fairly and given the opportunity to grow with CCM Duopharma.
- We will strive to provide our customers with products and services that are hallmarked by integrity, quality and care.
- We will actively assess and manage the environmental impact of all of our operations.
- We will continue to develop and participate in community programmes which enhance the quality of life especially those areas related to healthcare, education, sports and the environment.

WHERE WE ARE IN OUR SUSTAINABILITY JOURNEY

CCM Duopharma's Three-year Sustainability Roadmap (2015 to 2017)

YEAR 1 (2015)

- Obtain commitment from leadership and management
- Realign internal structure
- Perform gap analysis
- Build capacity by raising awareness as well as conducting training and projects
- Develop framework for sustainable use of human capital
- Reporting

YEAR 2 (2016)

- Continue awareness campaigns to develop sustainability culture
- Intensify capacity building through training and projects
- Implement framework for sustainable use of human capital
- Monitor and communicate results and advantages
- Reporting

YEAR 3 (2017)

- Maintain capacity built via an agreed framework
- Monitor, sustain and communicate
- Continuously improve work culture
- Adopt a healthy and safe work culture
- Adopt Halal values/Integrity in our work culture

In this Report, we highlight the progress we have made towards achieving these goals. Our achievements in 2017 are summarised in the table below:

 Commitment in 2017	 Achievements
Continue the awareness campaign to develop a sustainability culture	2 Sustainability Awareness 101 sessions which included briefings on Halal matters were conducted in 2017, reaching out to an additional 29 employees. The total number of employees briefed stands at 668
Intensify capacity building through training and project implementation	<ul style="list-style-type: none"> - SHE Week - Conducted 2 Lean Six Sigma Green Belt classes - Conducted 3 OE-QC Tools training classes - Undertook Scheduled Waste Management training - Emergency Response Training conducted by the Fire Department
Implement a framework for sustainable use of human capital	Projects on human resource optimisation were conducted
Monitor and communicate results and advantages gained	Same as per the "Reporting" section below
Reporting	<ul style="list-style-type: none"> - Monthly reporting at internal Group Management Committee meetings - Monthly communication via internal Sustainability News - Real-time up-to-date news through Berita Farma Facebook page - Ongoing updates via CCM Duopharma Intranet - Quarterly Townhalls - External reporting via the Sustainability Report

AWARDS AND ACCOLADES



Awarded by
Frost & Sullivan
On 13 Apr 2017



Awarded by
Watsons' Health & Beauty Award 2016
On 3 Jun 2017



Awarded by
Watsons' Health & Beauty Award 2016
On 3 Jun 2017



Awarded by
HR Asia
On 19 Oct 2017



Awarded by
Minority Shareholder Watchdog Group ("MSWG")
On 6 Dec 2017

CCM DUOPHARMA NAMED AS HALAL PHARMACEUTICAL COMPANY OF THE YEAR - PRESCRIPTION PHARMACEUTICALS

CCM Duopharma was awarded the Frost & Sullivan Malaysia Excellence Award in the 'Halal Pharmaceutical Company of the Year - Prescription Pharmaceuticals' category.

This achievement acknowledges the hard work put in by our team as we work towards becoming the leading Halal pharmaceutical company in Malaysia and ASEAN. It also demonstrates our unwavering commitment towards delivering quality and innovative healthcare products.

The award by Frost & Sullivan is one of 38 prestigious titles that celebrate best-in-class companies who have demonstrated excellence in the automation and electronics; automotive; chemicals; energy; environment and building; healthcare; information and communication technologies; and logistics industries.



VALUING OUR STAKEHOLDERS

Being Malaysia's largest generic pharmaceutical manufacturer and a listed entity on the Main Market of Bursa Malaysia, we play an important role in advancing the nation's pharmaceuticals industry. We make this happen through delivering on our commitment to enhancing the quality of life for all Malaysians. As CCM Duopharma forges ahead, we will continue to strive for innovation and this is only possible when we understand our stakeholders' needs. To this end, we continue to implement a host of stakeholder engagement activities and address salient issues for each stakeholder group.

Our ongoing stakeholder engagement activities are spelt out below:

Stakeholder Group	Areas of Interest	Addressing Their Interests
Shareholders and investors	CCM Duopharma's business direction and key corporate developments	<ul style="list-style-type: none"> • Announcements on Bursa Malaysia and our corporate website • Investor roadshows, updates and briefings for fund managers • Annual general meeting • Annual report
Communities and public	<ul style="list-style-type: none"> • Transparent and quality products and services • Community development and enrichment • Reaching out to the community 	<ul style="list-style-type: none"> • Reaching out through engagement sessions such as roadshows, seminars, exhibitions and get-together events • Halal Workshop and Symposium • Continuous Medical Education ("CME") sessions for medical fraternity • Community programmes • Philanthropy and donations
Customers and consumers including patients, nurses, doctors and medical practitioners	<ul style="list-style-type: none"> • Safe products and services • Quality management • Compliance status 	<ul style="list-style-type: none"> • Up-to-date safety and quality certifications • Zero cases of product safety non-compliance • Accurate description of our products • Continuous Medical Education ("CME") sessions for medical fraternity • In house Pharmacovigilance unit
Industry peers	<ul style="list-style-type: none"> • Industry developments • Relevant laws and regulations 	<ul style="list-style-type: none"> • Participation in industry forums, conferences, dialogue, exhibitions and both local and international networking events • Membership in Malaysian Organisation of Pharmaceutical Industries ("MOPI")
Government and regulatory authorities	<ul style="list-style-type: none"> • Compliance • Nation building • Helping the government achieve its goals 	<ul style="list-style-type: none"> • Supporting the National Agendas, namely the Halal Agenda initiatives and the Bumiputera Agenda • Meetings, dialogues and updates • Good representation in trade councils and associations
Employees	<ul style="list-style-type: none"> • Career development • Competitive remuneration • Work-life balance 	<ul style="list-style-type: none"> • Regular communication through email, townhalls, company intranet, up-to-date Berita Kimia Facebook and in person • Structured and customised training programme that meet individuals' needs • Regular benefit benchmarking exercise performed by Group Human Resources • Various engagement activities such as family days, festive celebrations, sports and charities
Suppliers	<ul style="list-style-type: none"> • Fair procurement • Transparency • Suppliers' development 	<ul style="list-style-type: none"> • Bumiputera Vendor Development Programme • Group procurement policy and procurement system • Implementation of e-bidding system

GOOD CORPORATE GOVERNANCE

Ethics and Business Integrity

Conducting business with integrity is fundamental to a successful mission while strong corporate values are essential to providing employees with a better quality of life. Unwavering ethical and legal standards empower employees to conduct business the right way — with clients, customers and everyone with whom we do business in the communities we serve. CCM Duopharma's ethical principles are based on trust, respect, honesty and integrity.

CCM Duopharma's Code of Conduct is the reference document that guides action and inspires choices. Applying to every employee throughout CCM Duopharma's nationwide operations, it sets out the rules of conduct that are expected of our employees by bringing CCM Duopharma's ethical principles into the daily professional lives of all employees. This code applies to all officers and directors and each recruit is briefed when joining CCM Duopharma.

Risk Management

CCM Duopharma faces a broad spectrum of risks as well as opportunities in its businesses and operations. We have established an effective risk management programme and control systems to assess and mitigate these risks and help CCM Duopharma meet its business objectives.

We have developed and continue to maintain a risk management culture through leadership, education, communication and consultation. This risk-based approach is effectively embedded in our business processes and operations.





EXTENDING MARKET LEADERSHIP

Our Halal Pharmaceuticals initiatives made us the first pharmaceutical company to be certified by JAKIM for Halal prescriptive drugs in our pursuit for a bigger market leadership that is closely aligned with our long-term strategies.



ECONOMIC

CCM Duopharma is presently the largest manufacturer of generic pharmaceuticals in Malaysia. Operating in this growing sector helps to boost the Malaysian economy. It is also a highly transformative industry in terms of income generation, job creation and export earnings. While creating jobs, our operations also contribute to the overall well-being of communities, individual self-esteem and quality of life to achieve inclusive and sustainable development. We acknowledge that the total marketplace ecosystem is important to the success of our business and continue to engage in activities that are helping us to establish and nurture lasting bonds with our industry peers, suppliers, customers and other stakeholders in the marketplace.

Our Role in Advancing the Pharmaceuticals Industry and the Nation's Economy



Our Track Record

- 1st Small Volume Injectable ("SVI") plant
- 1st Dental Cartridge facility
- 1st Halal Softgel for pharmaceutical products
- 1st state-of-the-art IBC Pharma System
- 1st local pharmaceutical company to set up a Pharmacovigilance system
- World's 1st Halal pharmaceuticals certification based on MS 2424:2012 Halal Pharmaceuticals Standard – OTC in 2013 and Prescriptive Medicine in 2016
- Malaysian Ministry of Health, World Health Organisation and European PIC/S-compliant
- Kingdom of Saudi Arabia Food and Drug Authority ("KSA FDA") registration
- Australian Therapeutic Goods Administration ("TGA") registration
- 2013 and 2016 Frost & Sullivan Malaysia Pharmaceutical Company of the Year (Generic Drugs Category)
- 2017 Frost & Sullivan Malaysia Halal Pharmaceutical Company of the Year (Prescription Pharmaceuticals)
- 1st local pharmaceutical company to jointly develop biosimilars
- 1st local pharmaceutical company to launch a biosimilar Insulin
- Good Distribution Practice for Medical Device ("GDPMD")
- ISO 13485 on Medical Device

Our Contribution to the Halal Sector

In 2017, CCM Duopharma became the first pharmaceutical company to receive the new certification scheme for controlled or prescriptive medicines or ethical products, launched by the Department of Islamic Development Malaysia or JAKIM. The new scheme was launched on 2 February 2017 and demonstrated that the Government's support indirectly boosts CCM Duopharma's prospects in the controlled or prescriptive medicines segment.

CCM Duopharma also continued to show support to the national Halal agenda by being actively involved in the development of the Halal Malaysian Standards on pharmaceutical and medical devices. The initiative which is governed under the MS development structure managed by the Department of Standards Malaysia, is an underlying enabler of a robust Halal eco-system. Duopharma is also a Participating Member ("P-Member") of the Working Groups ("WG") assigned for the development of the following standards:

Revision of MS 2424:2012, Halal Pharmaceuticals – General Guidelines, under the purview of the WG on Revision of MS 2424; and

New Halal standard on medical devices, under the purview of the WG on Halal medical devices.

As a P-Member of the various WGs, CCM Duopharma is able to contribute and drive the development of the standards based on industry best practices. We are also ensuring a more pragmatic approach towards preserving the integrity of Halal pharmaceutical products which will ultimately give us a competitive advantage.

For the year in review, CCM Duopharma actively organised internal awareness and knowledge sharing workshops to sustain understanding of CCM Duopharma's Halal initiatives and aspirations. We conducted Celik Halal Train-the-Trainer ("TTT") sessions in order to reach out to the staff so as to increase their knowledge and understanding of CCM Duopharma's Halal initiatives and its journey and achievements thus far. The Celik Halal Train-the-Trainer sessions were held in the months of January, March and July.

There was also a session titled "Malaysia Global Leadership: Halal Pharmaceuticals and Informed Choice" designed for CCM Duopharma's Directors and Senior Management. The highlight of the year was the CCM Halal Week 2017 held from 13 March to 16 March 2017. This involved a series of intellectual discourses on Halal pharmaceuticals with pharmaceutical companies and suppliers.

As the prime mover for Halal pharmaceuticals, CCM Duopharma also participated in the following domestic and international outreaches and promotional platforms:

- The Penang International Halal Expo & Conference (PIHEC), organised by the Penang International Halal Hub (PIHH) held on 25 February 2017 in Penang;
- The 14th Malaysia International Halal Showcase (MIHAS), hosted by the Ministry of International Trade and Industry (MITI) and organised by the Malaysia External Trade Development Corporation (MATRADE) held from 5-8 April 2017 in Kuala Lumpur;
- The 8th Halal Certification Bodies Convention, organised by JAKIM from 3-4 April 2017 in Sepang, Selangor; and
- The 77th FIP World Congress of Pharmacy and Pharmaceutical Sciences, held from 11-14 September 2017, in Seoul, the Republic of Korea.

Another key initiative undertaken was the CCM Duopharma Halal Pharmapreneurs Programme, which was first introduced to community pharmacies and co-op pharmacies in 2017 to address challenges faced by retail and community pharmacies. Nine outlets were selected to participate in the first batch of the Halal Pharmapreneur's Programme. The first workshop was held from 26-27 April 2017 and this was followed by a one-day 'Alignment Session' conducted by the Centre for Development and Research ("CEDAR"), SME Bank, on 11 and 13 July 2017 while coaching sessions commenced on 19 July 2017.

The key elements of the CCM Duopharma Halal Pharmapreneurs initiative included:

1. Awareness training on Basic Halal Pharmaceuticals and Basic Maqasid Shariah;
2. Development of collateral and promotional materials;
3. The myH4P.com & FAQs platform; and
4. Game-changer facilitation for Bumiputera-owned pharmacies which addressed key challenges and new business models to create a more viable and well-managed community pharmacy businesses.

We will continue to raise awareness of Halal pharmaceuticals to ensure Muslims have the option of choosing Halal medicines, vitamins and health supplements and are able to meet their Islamic obligations.

We also encourage employees to stay abreast of Halal developments by attending talks by industry experts at the World Halal Conference. Topics included Halal vaccinations and the impact of ASEAN harmonisation on improving the Halal status of the pharmaceutical industry.

Malaysian Organisation of Pharmaceutical Industries

CCM Duopharma serves as an Executive Council member of the Malaysian Organisation of Pharmaceutical Industries (“MOPI”). We share our expertise and knowhow with the MOPI who are tasked with overseeing the regulations and development of the pharmaceutical industry to ensure all Malaysians have access to affordable quality medicines.

Participation in the Minggu Saham Amanah Malaysia (“MSAM”)

MSAM is PNB’s effort to educate the public on investment and encourage them to actively participate in the country’s unit trust industry. To date, this annual nationwide event has seen the participation of more than 3.3 million visitors from all walks of life. In 2017, MSAM was expanded to the state of Pahang, specifically the Temerloh area, to reach out to its total population of some 165,000 people. Upholding the theme “Pelaburan 360 PNB”, MSAM 2017 was held at Dataran Temerloh from 20-25 April 2017.

In conjunction with the event, CCM Duopharma via its brand, *Flavettes* sponsored the CCM Inter-school Showdown All Star programme for the sixth consecutive year. The programme sees participants coming from all over Malaysia to take part in the event that exposes them to the ‘trading race’, a game that simulates trading on Bursa Malaysia. For 2017, the competition featured the Top 3 schools which had won previous Inter School Showdown competitions.

Engagement with Our Supply Chain Partners

With our businesses in more than 25 countries around the world, we engage a broad base of global suppliers. We believe our values should be adopted by all business partners throughout the entire supply chain. Suppliers are expected to operate in a responsible and ethical manner while minimising their environmental impact and maximising their societal benefit.

Suppliers are expected to understand and commit to the principles outlined in our Supplier Code of Conduct. We have adopted a zero-tolerance policy against forced labour, child labour and any forms of discrimination. We will not knowingly do business with companies that benefit in any way from exploiting their workers.

We are committed to operating a collaborative, sustainable supply chain where our partners support us in the delivery of efficient, innovative and sustainable products to our customers. We scrutinise all aspects when procuring products and materials to ensure they are sourced or manufactured responsibly and sustainably using accountable suppliers.

Innovation & Quality Convention

CCM Duopharma’s 22nd CCM Innovation & Quality Convention was held on 7 September 2017 as a platform for employees to share their experiences and successes in Operational Excellence (“OE”) projects implementation. CCM Duopharma sent their teams to join other teams across the CCM Duopharma to present their OE projects in a friendly competition for the best OE improvement teams. Our employees demonstrated their knowledge and skills by applying OE tools such as the Lean Six Sigma and Plan-Do-Check-Act methodologies on how to improve efficiency and effectiveness in their work.

The projects were evaluated by a panel of judges based on the following criteria:

- | | |
|---|--|
| 1 
Project selection and definition | 2 
Root Cause/Improvement Opportunity Analysis |
| 3 
Creative and Innovative Solutions and Implementation | 4 
Results and Impact of the Project |
| 5 
Monitoring and Sustainability | 6 
Stakeholder Engagement |
| 7 
Best Teamwork | 8 
Presentation |

The year saw Team CCM Commandos from CCM Pharmaceuticals winning third place for their cold chain distribution cost saving project. Team Pioneer (a joint venture team between CCM Berhad and CCM Duopharma) was awarded best teamwork award for their project titled “CCM & Halal – a Maiden Voyage”. Team 30-25-30 from CCM Duopharma won the best customer-focused award for their project “Reducing warehouse operational cost”.

Bumiputera Vendor Development Programme (“BVDP”)

In support of the Government’s efforts to create a “Bumiputera Commercial and Industrial Community” (Masyarakat Perniagaan dan Perindustrian Bumiputera) under the “Majlis Ekonomi Bumiputera” (“MEB”) initiative, CCM Duopharma jointly established the Bumiputera Vendor Development Programme (“BVDP”) with the CCM Group. The BVDP will enable CCM Duopharma to develop its own pool of capable Bumiputera vendors to tap into the game-changing opportunities available to this group in the Halal pharmaceuticals industry.

The CCM BVDP is aligned with our vision of “Enhancing Quality of Life”. It aims to support local businesses and expand our own business which ultimately contributes to the economic growth of the communities in which we operate. The programme is for a period of three years, subject to the speed of each vendor’s development. Vendors are provided guidance in developing and supplying products and services to CCM Duopharma’s exact specifications. Their business competency programme performance is also evaluated.

Through Halal Pharmaceuticals, CCM Duopharma hopes to spur the Bumiputera Agenda by providing opportunities and strengthening the competitiveness of

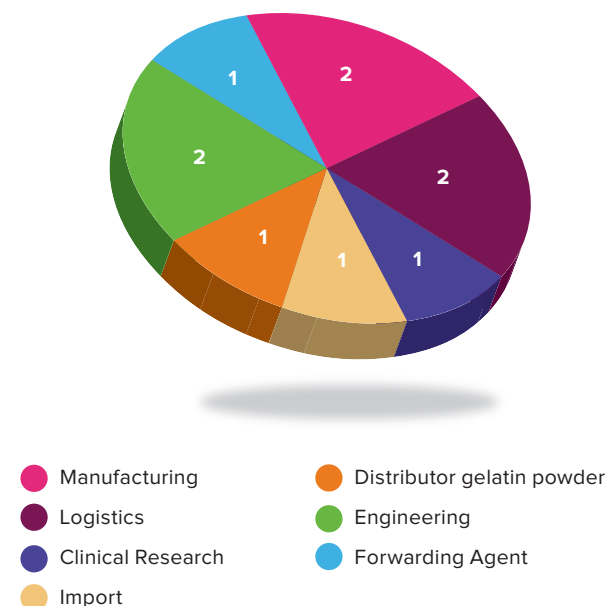
Bumiputera entrepreneurs in the industry. We believe that Bumiputera entrepreneurs have sound knowledge and a wealth of experience in Halal matters and that they can be the key driving force behind the Halal Pharmaceuticals ecosystem. This will make Malaysia the global thought leader for this industry through the convergence of minds – Shariah and Science – and will open up opportunities for R&D in terms of products, services and the development of key reference documents.

In 2017, CCM Duopharma participated in the GLC ExplorAce event which offered exhibitors promotional booths. We invited three of our vendors under the BVDP, namely Nashmir Capsule Sdn Bhd, Utama Multimodal Logistics Sdn Bhd and Fairview Industries Sdn Bhd, to showcase their products alongside us.

Back in 2015, CCM Group signed an MoU with SME Bank, to market its existing or customised financing scheme to Small and Medium Enterprises within our business ecosystem. This agreement allows our vendors to subscribe to the financial assistance available under this scheme. SME Bank provides preferential terms to our contractors, vendors and suppliers when considering their financing applications. CCM Duopharma also works with CEDAR, a subsidiary of SME Bank to assist our Bumiputera vendors in entrepreneur development through entrepreneurship training, conferences and seminars. CEDAR also allows our vendors to access its training infrastructure, knowledge and skills that will help in their development.

To date, 10 vendors have been appointed by CCM Duopharma as follows:

**CCM Duopharma’s BVDP Vendors
Appointed by Anchor Company**





REDUCING ENVIRONMENTAL IMPACT

We are committed to operate efficiently and responsibly to achieve higher productivity and better quality products whilst conserving resources to reduce our environmental footprints and improve our sustainability performance.



ENVIRONMENTAL

CCM Duopharma's commitment to preserving the environment that we operate in is evident in the array of effective operational practices that we have implemented to reduce our environmental footprint. To date, we have established a Safety, Health and Environment ("SHE") committee in our operations to ensure that we operate in a safe and sustainable manner while complying with our internal and external regulations. Our Environmental Performance Monitoring Committees ("EPMC") convene regularly to review the environmental performance of each aspect such as effluents, emissions and scheduled waste of their respective operations. The composition of these committees and their activities adhere to the Malaysian Government's regulations and guidelines.

Energy

We understand that energy efficiency benefits business operations, the country and the world. There are numerous advantages to minimising our energy usage such as:

1



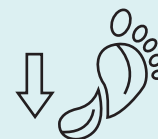
Lowering our operating costs

2



Reducing fossil fuels usage

3



Reducing our carbon footprint

4



Enhancing quality of life of all our stakeholders

CCM Duopharma aims to minimise its energy usage throughout all its operations. Energy-saving lightbulbs are used whenever possible and our Procurement Department considers energy efficiency procedures when procuring new equipment.

CCM Duopharma uses large amounts of energy in its manufacturing processes with the majority of this taking the form of purchased electricity. A summary of our energy usage by fuel type is presented below:

Breakdown of Energy Usage from 2015 to 2017

Indicator	Unit	2015	2016	2017
Electricity	MWh	31,193.51	28,292.72	34,678.43
Fuel Oil	Litres	–	–	–
Diesel Oil	Litres	327.600	311.200	327.600
Natural Gas	Sm ³	–	–	–

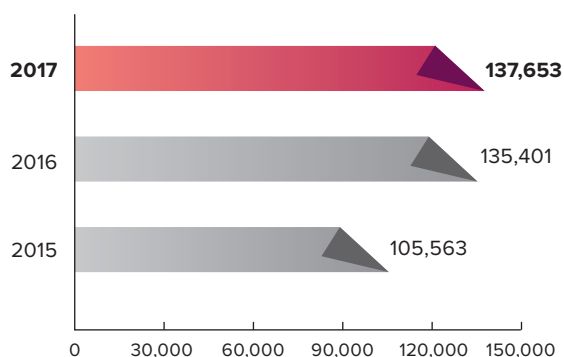
Water and Wastewater Management

Managing water efficiently at our operations involves:



Wastewater from our plants is managed and treated to meet regulatory standards and minimise its environmental impact. We meet all the requirements of the Department of Environment (“DOE”) guide on safe water discharge based on criteria established in accordance with stringent regulatory review processes. This approach ensures our discharge do not adversely affect human health or the environment.

Total Water Consumption by Year (m³)



Waste Management

The proper management of materials and waste at our plants is important to our local communities and is the focus of our environmental permits and other regulatory requirements. We avoid using hazardous materials. We re-use or recycle non-hazardous materials and prevent waste from being generated in the first place. When prevention, reuse and recycling are impractical, we apply controls and treatment technologies to minimise the impact on human health and the environment.

Solid Waste

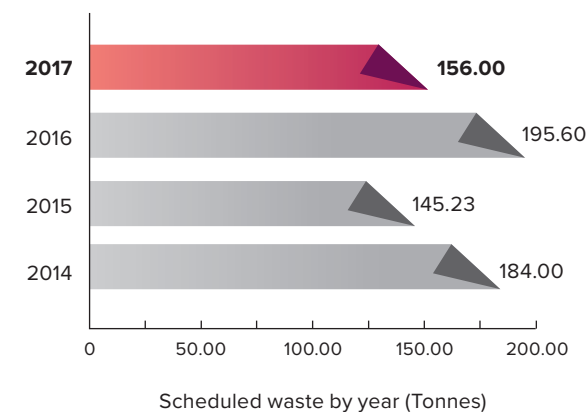
We manage our solid waste responsibly and perform 3R (“Reuse, Reduce and Recycle”) initiatives throughout CCM Duopharma. Recyclable materials are segregated and sent to a recycler or returned to the suppliers. Only unusable waste is destined for approved sanitary landfill.

Scheduled Waste

All scheduled waste is sent for treatment by a waste contractor that has been approved by the Department of Environment.

The list of scheduled waste with their codes is presented below:

SW Code	Description
SW 109	Waste containing mercury or its compound
SW 204	Sludges containing one or several metals including chromium, copper, nickel, zinc, lead, cadmium, aluminium, tin, vanadium and beryllium
SW 206	Spent inorganic acids
SW 306	Spent hydraulic oil
SW 322	Waste of non-halogenated organic solvents
SW 323	Waste of halogenated organic solvents
SW 401	Spent alkalis containing heavy metals
SW 405	Waste arising from the preparation and production of pharmaceutical product
SW 410	Rags, plastics, papers or filters contaminated with scheduled wastes
SW 429	Chemicals that are discarded or off-specification
SW 430	Obsolete laboratory chemicals



Effluents & Emissions Performance

Parameter	Unit	2015	2016	2017
Aquatic Effluents Discharge	m ³	11,196	9,381	16,392
Average COD level	(mg/lit) ppm	280	212	343
Atmospheric Emissions CO ₂ eq	tonnes	19,032	17,291	21,874





ENRICHING LIVES & COMMUNITIES

Our commitment towards innovative, responsible and sustainable business builds a healthy, thriving society as we strive to foster economic, environmental and social well-being through our operations and in our work with others.

SOCIAL: SOCIETY

As part of our efforts to uphold responsible social practices, CCM Duopharma is committed to carrying out effective practices and programmes that seek to add value and elevate the wellbeing of the communities we operate in, strengthen our workforce and workplace, as well as keep our stakeholders and businesses safe.

How We Add Value to Society

What makes CCM Duopharma's community programmes unique is the value we add to society. The mechanisms for adding these values to society are presented in the illustration below.

Through our
Products

Through
Learning
Avenues

Through Our
Engagement

Healthcare

Many champions among us often go unnoticed because their gifts and talents come in different forms that we fail to recognise. Children with autism are unsung heroes who are more often misunderstood than celebrated. While dealing with normal day-to-day activities seems to be an uphill task for these young ones, when showered with love and support they can emerge as champions who help us look at life with a renewed sense of awe.

In 2017, CCM Duopharma was honoured to team up with the National Autism Society of Malaysia ("NASOM"), for the second year, to shine a light on this disorder. In line with Autism Awareness Month, celebrated globally every April, *CHAMPS* launched the "Every Child is a Champion" campaign in collaboration with NASOM. The campaign also tied in with NASOM's 30th anniversary since its establishment in 1987. Held from April to June 2017, the campaign sought to end misconceptions and raise awareness of this little understood neurological disorder. With the right support and care, we believe that children with autism can achieve their dreams too. In 2014, statistics revealed that some 47,000 Malaysians were autistic and this figure is expected to rise by 3% each year.

In conjunction with the campaign, CCM Duopharma organised a donation drive to subsidise NASOM's future activities and help the association expand its early intervention programme. The month of April was designated as Autism Month and the colour blue was designated as the colour for autism awareness. The public was able to support the initiative by purchasing *CHAMPS* health supplements or by simply uploading a photo on Instagram of their family donning blue outfits, symbolising autism awareness. Throughout the campaign period, *CHAMPS* donated 50 sen for every bottle purchased or each photo posted on Instagram, with the hashtag #mychampionsnasom. All in all, CCM Duopharma raised RM50,000 through the campaign.

The year also saw the *CHAMPS* team organising a special radio interview with *Sinar FM* to offer advice to caregivers on bringing up and realising their autistic child's full potential. We commend NASOM's initiatives in providing the perfect platform to support caregivers in raising their autistic child. We hope the campaign will expand knowledge on this disorder among the general public and draw others to come forward to help this worthy cause.

On 11 July 2017, CCM Duopharma jointly launched the *CHAMPS* myChampion mobile app at the MBO Cinema Hall located in Starling Mall, Damansara Utama together with Watsons, the "No. 1 Health and Beauty Store in Malaysia". The myChampion mobile app was developed by *CHAMPS* to help children explore and understand their ambitions, test their knowledge and make learning fun. Present at the event were members from the media, bloggers and school children from SK Kampung Jawa, Klang, our adopted school under the CCM PINTAR programme.

CHAMPS continues to be a well-loved brand in Malaysia, supporting the nutritional well-being of children. *CHAMPS* is also the first Halal-certified children's vitamins and has been trusted by mothers in Malaysia for over 34 years as the "Mothers' Choice for Champions". As reported by Nielsen Retail Audit, *CHAMPS* retains its position as the brand leader in volume and value for children's Vitamin C.





Improving Diabetes Treatment

Diabetes causes a person's blood sugar level to become too high. Worryingly, 3.5 million or 17.5% of Malaysian citizens aged 18 years and above have this disease. The numbers are growing exponentially and are forecasted to exceed 4.5 million by 2020, with those aged between 17 and 35 increasing by 300% over the last 15 years.

Diabetes is a lifelong and costly burden which is growing by pandemic proportions and which could put a strain on the nation's healthcare expenditure. To improve diabetes management and provide affordable insulin therapy, we ventured into a collaboration with Biocon Ltd., a leading biopharmaceutical manufacturer, as its marketing partner with exclusive distribution rights to market, sell and distribute their range of biosimilar insulin products in Malaysia, Singapore and Brunei.

In 2016, CCM Duopharma launched *Basalog*® with the introduction of the first insulin glargine biosimilar in Malaysia. *Basalog*® is approved by the National Pharmaceutical Regulatory Agency ("NPRA") and has passed strenuous international tests and approvals in highly-regulated markets such as Japan. Treatment with

Basalog® is more competitively priced and can ensure blood sugar levels remain constant for up to 24 hours for both Type 1 and Type 2 diabetes. A Malaysian study of 116 subjects who had either type I or type II diabetes demonstrated that *Basalog*® was well tolerated when used in diabetes mellitus subjects in Malaysia as per prescribing information. No major safety concerns or new safety signals were identified.

Self-Help Medical Assistance for Pilgrims

The Haj is a life-defining journey that every Muslim looks forward to. During this ultimate rite of passage, millions of pilgrims from across the globe gather in a limited space to carry out their religious duty under extremely hot and crowded conditions.

Health plays a major role in fulfilling the physically and mentally demanding requirements of the Haj. With approximately 3.7 million attending this mass gathering, the risk of contracting an infectious disease is high. As the pioneer in the production of Halal certified pharmaceuticals, CCM Duopharma is well positioned to aid the wellness of pilgrims with its wide range of quality products.



In 2017, CCM Duopharma contributed 28,000 sets of personal health kits worth RM821,000 to Malaysian pilgrims preparing for the Haj through the *Sahabat Korporat Tabung Haji* programme this year. This year's contribution marks the 14th year of CCM Duopharma's involvement in the programme. To date, 482,000 health kits containing Halal-certified products worth more than RM10 million have been donated to pilgrims.

Each health kit contained *Uphamol* 650 for safe and effective relief from headaches, pain or fever; *Flavettes* Vitamin C Effervescent to strengthen body's resistance by boosting the immune system; *Alucid* tablets to treat heartburn, acid indigestion, stomach upset, overdose, toxicity, sour stomach and other digestive conditions; and *Eye Glo* to relieve eye irritations caused by dry conditions.

Aligned with our vision of "Enhancing Quality of Life", we are honoured to support the pilgrims in their Haj and hope these health kits can reduce infections and manage their simple ailments so that they can enjoy a stress-free spiritual journey.



CCM Jalinan Antara Universiti dan Industri (“JATI”)

CCM JATI is a collaboration between the CCM Group (of which CCM Duopharma was a part of until recently) and public universities. Introduced in 2011, the programme trains and grooms pharmacy undergraduates on entrepreneurship in community retail pharmacies. To date, we have been working with five local universities, namely Universiti Sains Malaysia (“USM”), Universiti Teknologi Mara (“UiTM”), Universiti Malaysia Sabah (“UMS”), International Islamic University Malaysia (“IIUM”) and Universiti Kebangsaan Malaysia (“UKM”).

This three-year capacity building programme provides pharmacy undergraduates with a holistic industry overview, developing entrepreneurial capabilities as they venture into working life. These undergraduates are exposed to marketing, business management and hands-on retailing through interaction with CCM Duopharma professionals and training sessions. The programme addresses rising unemployment levels in pharmacy graduates. More than 1,000 graduates are expected to enter the sector each year, adding to more than 12,000 pharmacists already in Malaysia.

This industry-university collaboration also promotes community pharmacies in rural locations. The programme also nurtures Bumiputera entrepreneurs in line with Government initiatives to address the uneven distribution of Bumiputera pharmacists and increase their participation in the sector.



Each year, 50 pharmacy undergraduates are selected to enrol under this programme. Since its inception, more than 200 students have successfully undergone the programme. We hope to develop 500 successful and competitive entrepreneurs in community pharmaceutical retail by 2020.

In 2017, JATI students participated at MSAM Temerloh and numerous other events close to their location. From 10-12 November 2017, a CCM JATI Day Out programme was held at Hotel Impian, Morib, Selangor Darul Ehsan. Participating undergraduates from UiTM, UKM, USM, IIUM and UMS attended the three-day symposium and deliberated on the mechanism of the project, shared knowledge on Halal, underwent entrepreneurship training and participated in teambuilding activities conducted by CEDAR.



Extending Our Sphere of Influence

In collaboration with the Malaysian Medical Association and the Malaysian Pharmaceutical Society, the year in review saw us organising numerous sales and promotional activities including continuing medical education or CME roadshows across the country on a variety of topics. These activities, which covered Respiratory and Infectious Diseases, Diabetes Mellitus, Cardiovascular and Gastrointestinal Disease, among other things, all received overwhelming participation from healthcare professionals. Exciting exhibition booth activities such as a lucky draw, Halal pitch and product detailing on featured brands attracted many visitors and enquires.

To further extend our sphere of influence and create awareness about the CCM Duopharma brand, we also sponsored or participated in numerous scientific conferences and seminars attended by specialists, general practitioners, pharmacists and nurses as well as set up educational booths.

CEO @Faculty Programme

The CEO @Faculty Programme (“CFP”) is an initiative implemented by the Ministry of Higher Education in line with the Malaysia Education Blueprint 2015-2025 (Higher Education). The main objective of this programme is to intensify industrial sector participation in the system of higher education by sharing the experiences and expertise of industry leaders.

The CFP initiative encourages exceptional and notable CEOs from the industry to share their experiences and knowledge in steering an organisation to success. The CFP provides students with an opportunity to obtain first-hand knowledge from renowned public sector leaders as well as icons of MNCs and GLCs.



Profile of Dr See Hong Heng

Dr See Hong Heng is a Senior Lecturer and the Head of the Research Division at the Centre for Sustainable Nanomaterials at Universiti Teknologi Malaysia (UTM) in Skudai, Johor. Having completed his PhD in Chemistry from UTM, Malaysia in 2010, he began his stint as a Research Fellow at the University of Basel, Switzerland (2010-2013) followed by a lectureship at the University of Tasmania, Australia (2014-2015) before he returned to Malaysia in early 2016. Dr See believes

“success in business requires training, discipline, collaboration and hard work and that it is never too late to try new things.”

CCM Duopharma’s Group Managing Director, Encik Leonard Ariff Abdul Shatar had the privilege of joining the CFP initiative at Universiti Kebangsaan Malaysia in December 2016 where he delivered his first knowledge sharing session to more than 200 undergraduates. The session was positively reviewed by all undergraduates who described him as an inspiring and motivating leader.

The second phase of the CFP involves a select number of CEOs taking up the mantle of coach and mentor to young university lecturers who have the potential to become future leaders. They will be placed at the CEOs’ offices with a dedicated assignment for six months in order to learn the Company’s corporate culture and understand how to manage a high-profile company.

Following the launch of CFP 2.0 in 2017, Dr See Hong Heng of Universiti Teknologi Malaysia (UTM), was placed under the mentorship of Encik Leonard Ariff Abdul Shatar and Dr Leong Chuei Wuei from September 2017 to February 2018. Here he was able to extract the maximum benefit of the CFP programme through personal coaching as well as through learning about negotiation, networking and leadership skills.



UTM is constantly seeking potential collaboration to explore business opportunities in terms of contract research, one area of which is in the analytical method of development for generic drugs. This idea was brought to life when Dr See was given the opportunity to be involved in several generic and OTC product development projects. UTM is today playing a role in assisting CCM Duopharma subsidiary, Innovax Sdn Bhd, to facilitate its generic drug and OTC product development process. This will support CCM Duopharma’s ambition of becoming a leading and highly sustainable generic pharmaceutical company in the region by offering more innovative and value-added “differentiated” products.

Young CEO Development Programme

CCM Duopharma took on the role of an industry partner in Axiata Berhad's Young CEO Development Programme held from 5-7 December 2017 at Nilai Springs Resort. A wonderful example of collaboration between GLCs who are champions in their respective industries, the programme run by Axiata involved 75 handpicked young talents below the age of 25 across different sectors being exposed to CCM Duopharma and the pharmaceuticals industry during the three-day workshop. With a focus on topics such as Corporate Re-branding as well as Digital Marketing & E-Commerce, the workshop culminated in participants making group presentations to the Management Committee of CCM Duopharma.

Majlis Berbuka Puasa with the Less Fortunate

The year in review saw us organising a series of Majlis Berbuka Puasa at our sites in Klang and Bangi during the fasting month. Less fortunate children from Rumah Amal Kasih Al-Kausar and Rumah Pengasih Warga Prihatin joined the events as part of our community engagement initiatives.



Upholding Integrity

Integrity is one of CCM Duopharma's Core Values and we take pride in conducting business honestly and ethically. We are committed to creating a safe, secure and ethical work environment. To strengthen the Group's corporate governance practices and ethical standards, the Board established a Group Internal Audit & Integrity Department to manage integrity, ethics and governance issues within our organisation. Set up in December 2017, the department comes under the purview of the Audit and Integrity Committee.

We also introduced a Whistleblowing Policy as part of our efforts to embed best practices in corporate governance throughout CCM Duopharma. This policy provides an avenue for employees and stakeholders to report any major concerns over any wrongdoing such as unlawful conduct, financial malpractice, unethical acts or danger to the public or environment. The reports made to the whistleblowing channel (*Speak-Up-Integrity*) and associated investigatory records will remain confidential. Whistle-blowers are able to email their concerns via seehearspeakup@gmail.com or use the secured website form that is accessible via our corporate website.



CCM Duopharma also complies with the anti-corruption laws of all countries in which it operates. CCM Duopharma is also guided by its own Code of Conduct which contains a comprehensive policy on corruption and gifts.

On 30 November 2017, CCM Duopharma joined the CCM Group's fifth Integrity Day that further demonstrates our commitment to upholding high standards of integrity, governance and transparency in our business operations. Employees were given an opportunity to participate in an interactive forum session on the newly introduced ISO 37001 Anti-Bribery Management System. At the event, PNB Chairman, Tan Sri Abdul Wahid Omar, was invited to deliver the keynote address where he shared his aspirations and expectations on ethics and integrity for the strategic companies under PNB's umbrella.

SOCIAL: LABOUR PRACTICES

Responsibility drives our business strategy and we believe in setting a good example when it comes to employee relations. We ensure we uphold equal and fair employment practices as well as encourage our employees to adopt healthy habits and improve their wellbeing. We invest in their professional advancement and prioritise their safety and welfare.

Our multi-generational workforce finds common ground via the CCM Duopharma Group's Core Values, PETIRR: Passion, Excellence, Teamwork, Integrity, Responsible and Respect. We create an environment where all employees are treated with respect and dignity regardless of wherever we operate.

Employee Engagement

Keeping our employees engaged with the company and encouraging them to stay connected with their colleagues and communities are essential components of CCM Duopharma's people strategy. We know there is a strong business benefit when employees are engaged in their work and encouraged to be creative and innovative. A more engaged workforce helps us to attract and retain the talent we need to be an industry leader.

Timely and transparent communication with our workforce is important and we do so through a variety of interactive forums, from our company intranet to executive chats and departmental meetings. In recent years, our social media applications such as the Berita Kimia page on Facebook have been the most effective way of reaching out to employees. We are diversifying the methods we use to reach employees, recognising that we must utilise different platforms to connect with our geographically scattered employees.

Our annual employee engagement survey is a key element in gauging how employees feel connected and motivated. It is also a method to ensure we deliver our promises so that all employees can perform to the best of their abilities. The survey encompasses a wide range of topics. The participation rate for our latest survey was 99%, which demonstrates our employees' willingness to share their opinions with us. Our performance compares favourably against the high-performance norm.

Type of Engagement Activities in 2017

Type of Engagement	Activities in 2017
Festive Celebrations	CCM Duopharma celebrated major festivals including Hari Raya, Chinese New Year and Deepavali. The respective sites held their activities with potluck session and "open houses".
CCM Duopharma Makan Kecil	CCM Duopharma held its <i>Makan Kecil</i> , or mini dinners, for employees at the respective sites. <i>Makan Kecil</i> sessions help motivate employees and show appreciation for their contribution and unfailing support for the CCM Duopharma.
HR Knowledge Sharing	Periodical HR knowledge-sharing sessions are held to brief employees on CCM Duopharma's HR policies and practices. The sessions are conducted in a casual setting with the aim to create awareness and continuously improve HR practices in order to ensure CCM Duopharma remains as an Employer of Choice.
Annual Dinner	CCM Duopharma's employees participated in annual dinner organised by Kelab Sukan CCM to encourage interaction and engagement among fellow colleagues. The 2017 event was held across the CCM Group on 2 December with the theme "Prince and Princess Night" at the Putrajaya Marriott Hotel.
Quarterly Townhalls	CCM Duopharma conducted quarterly Townhall sessions at all its sites. The sessions, which act as communication platforms between the management and employees, saw good attendance. Employees were given the opportunity to pose any questions related to CCM Duopharma or their work, generally.

SOCIAL: LABOUR PRACTICES

Kelab Sukan CCM

The CCM Group's Kelab Sukan CCM ("KSCCM") acts as an informal platform for employees to come together and interact on matters outside of normal business. The leadership of KSCCM consists of a President, a Deputy President, a Secretary, an Assistant Secretary, a Treasurer and 24 employees from various businesses as its Committee Members. The new office bearers were elected in April 2017 and will serve for a year until they relinquish their positions at the next election.

Activities	Date
CNY Celebration	25-26 Jan
Annual General Meeting	28 Apr
Fishing Competition	20 May
Indoor Games Competition	5 Aug
Archery Competition	5 Aug
Kayak	12 Aug
High-tea and Education Excellence Awards	26 Aug
Water Polo	9 Sep
Bowling	23 Sep
Volleyball	30 Sep
Badminton and Sepak Takraw	7 Oct
Table Tennis	7 Oct
Football	14 Oct
CCM Got Talent	28 Oct
Sports Carnival and Family Day	18 Nov
Annual Dinner	2 Dec



Local Hiring

Our presence benefits the communities we operate in in many ways and we consider the development of locals as instrumental to us becoming a sustainable and competitive company. We ensure our operations provide local people with clear benefits, particularly for the long-term, wherever they are based. CCM Duopharma continues to hire local employees for job openings whenever possible and currently 95% of our workforce is Malaysian. Our Human Resources Department implements local hiring strategies that helps strengthen our community relations efforts.



SOCIAL: LABOUR PRACTICES

Rewarding Our Employees

Recognising that hard work and innovation keeps us ahead of the competition, we reward our employees for their contributions to CCM Duopharma's success. We implemented the minimum wage prior to it becoming mandatory on 1 January 2016. All of our employees receive fair compensation, benefits and saving plans tailored to the local marketplace as part of our attractive compensation package.

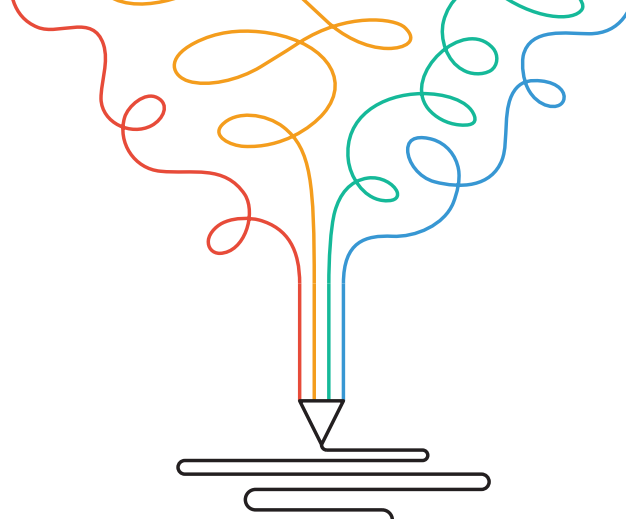
Examples of Benefits Offered to Employees



Long Service Awards

The annual Long Service Awards provide us with an opportunity to recognise individuals with many dedicated years of service. The awards recognise and acknowledge employees who have worked for 10, 15, 20, 25, 30, 35 and 40 years.

CCM Duopharma is proud of its highly competent and satisfied workforce, which is affirmed by recipients receiving the Long Service Awards each year. In 2017, a total of 121 CCM Duopharma employees received Long Service Awards at an event held on 17 November 2017 at Le Meridian Putrajaya. One employee at CCM Duopharma received the 40 Years of Service award in recognition of her dedication and loyalty to the company.



Skim Latihan 1Malaysia Programme

CCM Duopharma is committed to play its role in national human capital development through collaboration with its parent company, PNB under the Skim Latihan 1Malaysia ("SL1M") programme. The SL1M initiative aims to enhance the employability of graduates and provide on-the-job training within the Group. In 2017, CCM Duopharma took in 28 trainees under this scheme with four of them being absorbed into the CCM Duopharma workforce in 2017.

Training and Development

In the current challenging business economy, CCM Duopharma recognises the need to proactively develop its resources and competence base to meet the requirements of a rapidly-changing business environment.

We are acutely aware that people learn in a variety of ways; the development opportunities and methods offered within the company vary, accordingly too. Most learning happens while on the job, especially when performing new challenging tasks. Employees also learn from more experienced colleagues through mentoring or by being coached in realising their own potential. At times, formal training is provided for employees to develop themselves further.

SOCIAL: LABOUR PRACTICES

Operational Excellence

CCM Duopharma has always believed in Total Quality Management via an Operational Excellence culture with Quality People and Quality Processes delivering Quality Products and Quality Services to its customers. CCM Duopharma's Lean Six Sigma programme started in May 2012, expanding further in 2015 to include Quality Control ("QC") and other Operational Excellence ("OE") tools.

In 2017, we continued with our capacity building in this area with training on Lean Six Sigma and QC Tools and the Plan-Do-Check-Act ("PDCA") improvement methodologies. Three OE-QC Tools classes were conducted with an additional 18 of our employees trained. Two Lean Six Sigma Green Belt classes were also conducted and a total of 13 employees were trained and passed the Lean Six Sigma Green Belt examinations. In 2017, five employees were certified as Lean Six Sigma Green Belts Holders.

my Millennial Apprentice Programme

CCM Duopharma's my Millennial Apprentice Programme ("myMAP") which was previously known as the Graduate Trainee Programme ("GTP") was introduced in 2014 to transform the company into a talent-powered organisation that enhances the quality of lives of Malaysians.

This customised talent development programme targets the new generation of graduates in the market. It aims to attract graduates from different disciplines ranging from health and life sciences to engineering. We offer successful candidates an 18-month programme to assess their capabilities and talents before they are offered permanent positions. We attract candidates during our recruitment drive locally and overseas in countries such as the UK and Australia.

Candidates selected for the myMAP receive a blend of classroom training, real-life work assignments and special projects as part of the accelerated career programme. Candidates are required to present their experiences and the projects assigned to them to the senior management who then provide feedback on the candidates' performances. Graduates recruited in the myMAP programme are exposed to different departments on a job rotation basis. Our diverse array of business areas makes the learning process even more effective.

The myMAP nurtures career growth and self-development throughout the programme. CCM Duopharma benefits from new hires who provide fresh business perspectives while retaining its core values. In 2017, there were six myMAP participants at CCM Duopharma. Since 2015, we have absorbed 12 myMAP participants into our workforce.

Collective Bargaining

Company sites are free to establish an employee representation structure or framework with management providing support for employees choosing to establish these structures. We allow employees' views to be heard on issues that are affecting them at workplace. CCM Duopharma fully support employees' rights to bargain collectively and allow them to join a union of their choice.

In line with that, we work closely with the National Union of Petroleum and Chemical Industry Workers Peninsular Malaysia (NUPCIW). Through this union, employees exercise their rights to communicate and be involved in the decision-making process. This approach provides a greater sense of work ownership and encourages transparency in the workplace.

The latest Collective Agreement was signed on 14 December 2017.

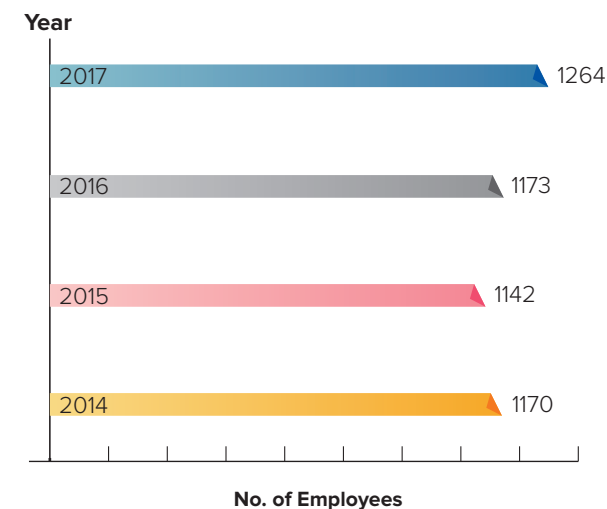
Diversity

CCM Duopharma understands that recruiting from a diverse pool of candidates means a more qualified workforce. Diversity brings together people with various skills, creativity and knowledge for effective productivity. A diverse group has increased adaptability with a variety of viewpoints which enhance innovation. All races and age groups are well represented at CCM Duopharma.

CCM Duopharma's Workforce

Total no. of employees at CCM Duopharma

Year	2014	2015	2016	2017
Total	1170	1142	1173	1264

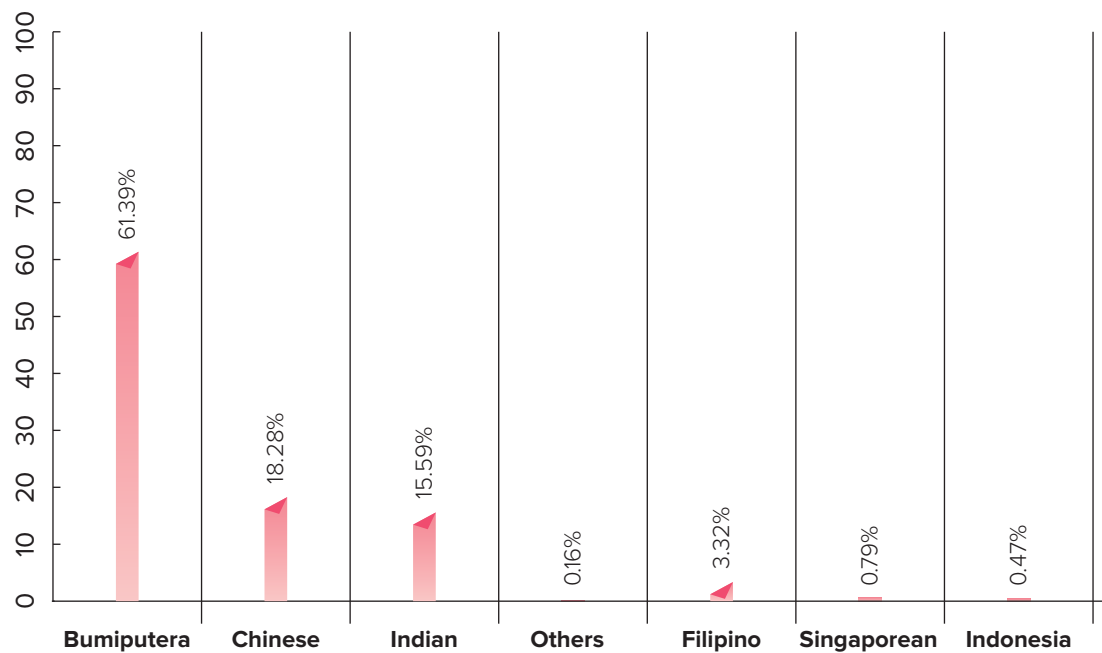


SOCIAL: LABOUR PRACTICES

Ethnicity at CCM Duopharma

Ethnicity	Bumiputera	Chinese	Indian	Others	Filipino	Singaporean	Indonesian	Total
Percentage of Employees	61.39%	18.28%	15.59%	0.16%	3.32%	0.79%	0.47%	100%

Percentage of Employees



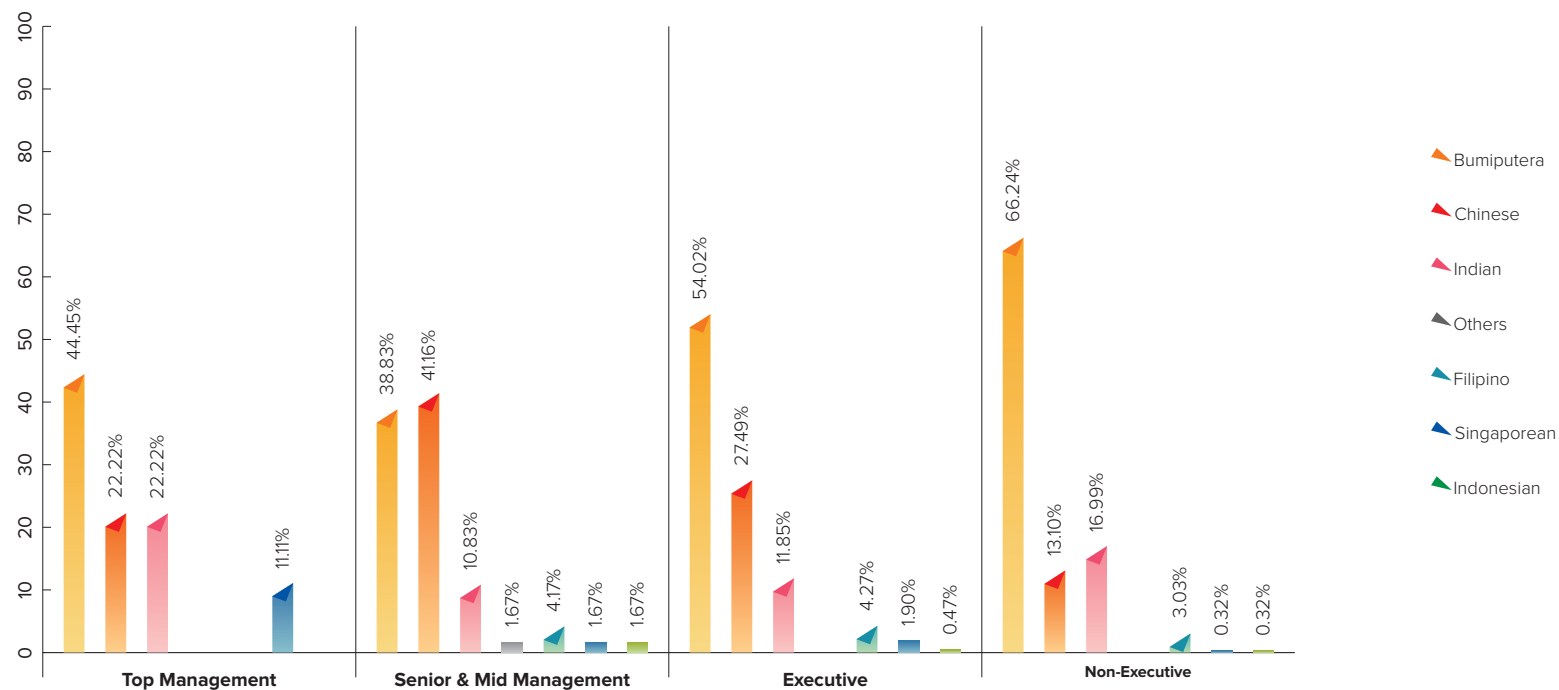
Breakdown of Ethnicity

SOCIAL: LABOUR PRACTICES

Breakdown of Working Levels by Ethnicity

Ethnicity	Top Management	Senior & Middle Management	Executive	Non-Executive
Bumiputera	44.45%	38.83%	54.02%	66.24%
Chinese	22.22%	41.16%	27.49%	13.10%
Indian	22.22%	10.83%	11.85%	16.99%
Others	0.00%	1.67%	0.00%	0.00%
Filipino	11.11%	4.17%	4.27%	3.03%
Singaporean	0.00%	1.67%	1.90%	0.32%
Indonesian	0.00%	1.67%	0.47%	0.32%
Total	100%	100%	100%	100%

Percentage of Employees

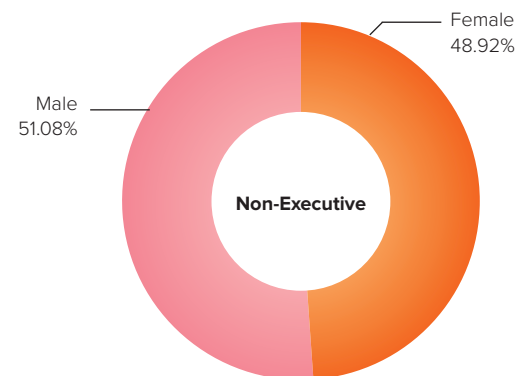
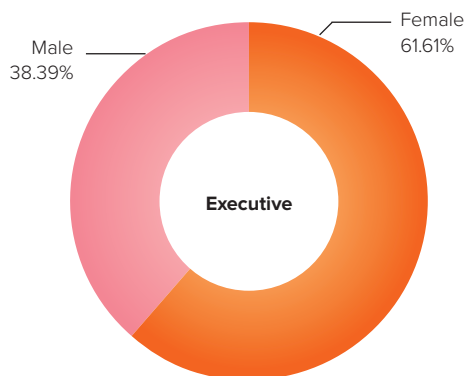
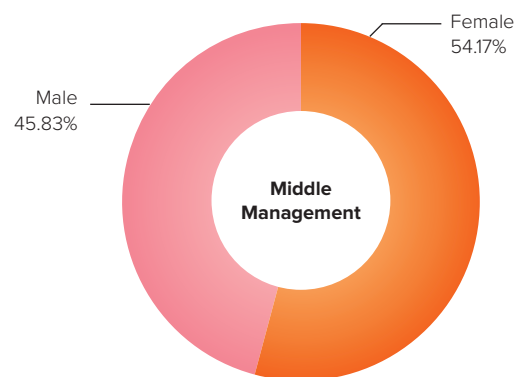
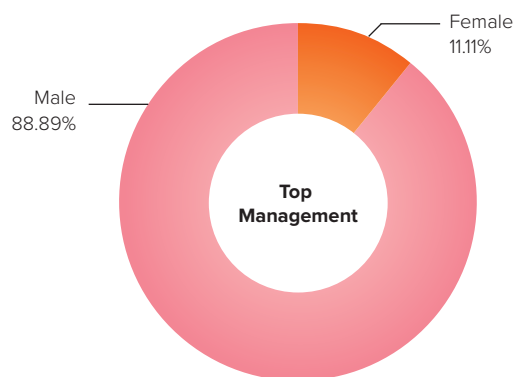


Breakdown by Ethnicity

SOCIAL: LABOUR PRACTICES

Breakdown by Gender

Gender	Top Management	Senior & Middle Management	Executive	Non-Executive
Male	88.89%	45.83%	38.39%	51.08%
Female	11.11%	54.17%	61.61%	48.92%
Total	100%	100%	100%	100%



Male

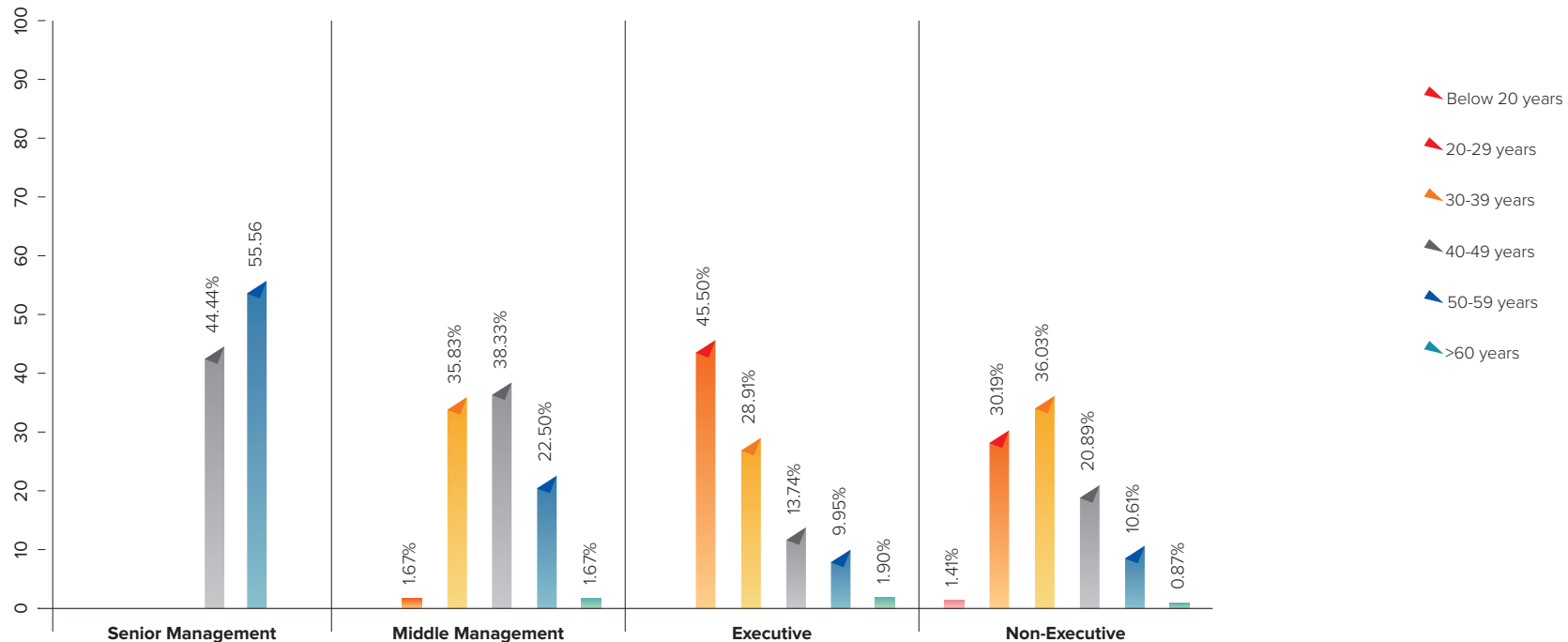
Female

SOCIAL: LABOUR PRACTICES

Breakdown by Age Group

Age Group	Top Management	Senior & Middle Management	Executive	Non-Executive
Below 20 years	0.00%	0.00%	0.00%	1.41%
20-29 years	0.00%	1.67%	45.50%	30.19%
30-39 years	0.00%	35.83%	28.91%	36.03%
40-49 years	44.44%	38.33%	13.74%	20.89%
50-59 years	55.56%	22.50%	9.95%	10.61%
>60 years	0.00%	1.67%	1.90%	0.87%
Total	100.00%	100.00%	100.00%	100.00%

Percentage of Employees



Breakdown by Age

SOCIAL: LABOUR PRACTICES

Occupational Safety and Health

Occupational Health and Safety (“OHS”) is one of our highest priorities and we remain focused on our long-term objective of “zero accidents.” We work continuously to improve occupational safety levels through awareness-raising training events; investments to improve technical safety; and by monitoring strict compliance with our Safety, Health and Environment (“SHE”) Standards. We also improve OHS with our contractors by monitoring their OSH performance with monthly updates.

SHE Committee

We have established safety and health committees in all our sites as required by DOSH regulations. The committee consists of a Chairman, Secretary and both employer and employee representatives.

The committee is responsible for monitoring the company’s safety performance and compliance. It meets quarterly to discuss safety matters and formulate safety initiatives.



Safety and Health Programmes

We are committed to providing all employees and site visitors with a clean, safe and healthy work environment. To achieve this goal, we must recognise a shared responsibility; follow all safety rules and practices; cooperate with government officials who enforce safety legislation; take the necessary steps to protect ourselves and fellow employees; attend required safety training and immediately report all accidents, injuries and unsafe practices or conditions.

In 2017, the following initiatives were undertaken:

- Participated in Prime Minister’s Hibiscus Awards
- ERT Training with Bomba – Andalas and Kuala Kubu Baru
- Scheduled Waste Management Training
- Cross Site SHE inspection
- Workplace Noise Level Monitoring: Initial and Positive
- Installed 9 new Stacks as per DOE requirement
- SHE Week
- Competent Forklift and VNA Driver Training
- DOSH Machinery and Factory Inspection
- Upgrade Fire Protection System at Bangi 2 Plant
- Chemical Health Risk Assessment at Klang Factory
- Stack Monitoring

Healthy Living Programme (“HLP”)

HLP is an in-house programme that conducts various Safety, Health and Environment activities and adopts our Core Values as an engagement initiative. It collaborates with NGOs such as Majlis Kanser Nasional (“MAKNA”) as well as Pertubuhan Keselamatan Sosial (“PERKESO”) and other regulatory agencies. HLP hosts activities that benefit our workforce such as awareness talks, exhibitions, annual health screenings, medical examinations and community activities.

HLP Activities in 2017

Activities	Date
Let’s Sweat – Badminton	Jan 2017
Yakult Health Talk and Plant Visit	Feb 2017
A Day with Nature - Broga Hill	Feb 2017
Festival Celebration - CNY	Mar 2017
Visit to Cancer Research	Mar 2017
A Day with Nature - Tanjung Tuan	Apr 2017
CRM Event Splash & Dash	Apr 2017
Majlis Berbuka Puasa	Jun 2017
Festival Celebration - Hari Raya	July 2017
Innovax Raya Gathering	July 2017
SOCSO Active @ Work Challenge	Aug 2017
Archery Competition	Aug 2017
Let’s Sweat Volleyball & Netball	Sep 2017
Festival Celebration - Deepavali	Oct 2017
Warehouse Sales	Oct 2017
Let’s Sweat Zumba	Nov 2017
Makan Kecil	Dec 2017

SOCIAL: LABOUR PRACTICES

CCM Group SHE Week

CCM Duopharma participated in the CCM Group SHE Week that was held from 17 to 21 July 2017. All CCM employees were encouraged to participate in the activities that aimed to increase their awareness of the importance of a healthy and sustainable working life.

The event was launched on 17 July 2017 at the PNB building level 2. We invited En Husdin bin Che Amat, the Director of the Department of Occupational Safety and Health (“DOSH”) Kuala Lumpur to officiate the event. Information booths were also set up by JKJR, AADK, Ergo Work, National Kidney Foundation Malaysia, Salt & Sugar Health (LCP), MAKNA, Anlene, Tupperware, CCM Products and Tun Hussein Onn National Eye Hospital (“THONEH”) who displayed matters relating to SHE. Among the various activities held were a blood donation drive, bone density checks and blood checks. The entire week was filled with SHE related activities throughout the entire Group with talks, activities, programmes and contests to ensure good participation and engagement from all employees.

Key Activities Held During SHE Week



Prevention and Eradication of Drug, Alcohol and Substance Abuse (“PEDAS”)

We prohibit individuals from abusing illegal drugs, alcohol and substances in the workplace. Appropriate action will be taken against anyone who presents himself at work under the influence of illegal substances or possesses, distributes or sells illegal drugs in the workplace.

Our PEDAS policy offers a helping hand to those who need it while sending a clear message that illegal drug use, alcohol and substance abuse are totally unacceptable.

Supervisors overseeing an employee who has an alcohol, drug or other substance abuse problem are encouraged to:

- Offer personal advice;
- Counsel the employee;
- Encourage him/her to seek professional help; and
- Advise him or her of the available resources for getting help.

The implementation of this policy is a prime consideration in the management of occupational safety and health related activities in the Group.

Safety and Health Performance

	2015	2016	2017
Number of incidents	24	30	46
Number of LTIs (“Lost Time Injury”)	2	0	6
Non Recordable Incidents	21	29	39
Recordable Incidents	3	1	7
TRCF (“Total Recordable Case Frequency”)	1.08	0.3	1.98

SOCIAL: PRODUCT RESPONSIBILITY

Quality and Safety

As a manufacturer of pharmaceutical products, responsibility and caring are integral parts of everything we do. As such, we prioritise quality assurance and product safety in all our activities. Our Quality Policy governs all actions and procedures to guarantee the quality and safety of our products. The policy outlines our commitment to building trust by offering products and services that match customers' expectations and comply with all internal and external safety, regulatory and quality requirements.

The legal and regulatory requirements by healthcare authorities, the primary purpose of which is to ensure patient safety, guide our activities in everything we do. We also adhere to the commonly agreed codes applied by our industry internationally. We have an ethical duty to test our drugs and medicines rigorously before releasing them into the market.

Our responsibility for the safety, quality and uncompromised compliance with requirements extends through all the phases and functions included in research and development, procurement, manufacturing, marketing and communications.

We strive to provide our customers with products and services that are hallmarked by integrity, quality and care. Our operations are certified with ISO standards, which reflect our true commitment to delivering safe products. These quality and safety standards are summarised below:

Company	Certification	Date of Certification/ Recertification	Expiry Date
Innovax Sdn. Bhd.	MS ISO/IEC 17025 General requirements for the competence of testing and calibration laboratories	18 Jan 2010	18 Jan 2019
Duopharma (M) Sdn. Bhd.	ISO 9001 : 2008 Quality Management Systems	15 May 2017	14 Sep 2018
Duopharma (M) Sdn. Bhd.	ISO 13485 : 2003 Quality Management System for Manufacture of Medical Devices	28 Jul 2017	28 Feb 2019
UPHA Pharmaceuticals Manufacturing (M) Sdn. Bhd.	ISO 9001 : 2008 Quality Management Systems	22 Apr 2015	21 Apr 2018
UPHA Pharmaceuticals Manufacturing (M) Sdn. Bhd.	Good Distribution Practice for Medical Device ("GDPMD") 15 04 91615 001	29 Apr 2015	28 Apr 2018

Our Commitment to Continuous Innovation

We work with universities as well as third party research and formulation organisations to develop new generics, improve our portfolio and explore niche therapeutic areas. Our continuous commitment to "Enhancing Quality of Life" has spurred us on to devise a pharmacovigilance system to monitor our products, the first such system by a local pharmaceutical company in Malaysia.

We aim to be a market leader in the biotherapeutic sector. We continue to focus on high-end speciality drugs and biologics, specifically erythropoietin ("EPO") and insulin through strategic partnerships with two pharmaceutical companies: PanGen Biotech Inc of South Korea and Biocon Ltd of India. In early 2017, we conducted a Phase III, multicentre, randomised, double-blind, parallel group, active-controlled clinical study to assess the safety and efficacy of the biosimilar Epoetin alfa (PDA10) with reference to the innovator product, Eprex® in human with anaemia arising from chronic renal failure. A total of 298 patients were enrolled into the study across 5 sites in Korea and 24 sites in Malaysia. The results showed therapeutic equivalence and similar safety profiles between both products.

SOCIAL: PRODUCT RESPONSIBILITY

Pharmacovigilance

Pharmacovigilance or PV is the practice of monitoring the effects of medical drugs so as to identify and evaluate previously unreported adverse reactions. It is the pharmacological science relating to the collection, detection, assessment, monitoring, and prevention of adverse effects with pharmaceutical products. Also known as drug safety, it plays a vitally important role in assessing the risk and benefits of pharmaceutical products to ensure that they are safe for use in patients.

A PV System consists of the following:

Collection and management of data on product safety, including individual adverse drug reaction ("ADR"), which comes to the attention of a company or organisation;

Data evaluation and decision making with regard to safety issues;

Submission of product safety information e.g. ADR reports, Periodic Safety Update Reports ("PSUR")/ Periodic Benefit-Risk Evaluation Reports ("PBRER"), post registration study reports and risk management plans "RMP") to the national drug authority in a timely manner;

Communication with stakeholders and the public.

Action to protect public health (including regulatory action to make changes to the product dossier/ information leaflets/labels); and

We established the PV system in August 2014 under the care of the Regulatory Affairs/Pharmacovigilance Department at our Bangi facility to ensure our products are safe for our stakeholders. The PV portfolio is now being managed by Clinical Affairs/ Pharmacovigilance Department since 2017.

Responsible Marketing and Advertising

CCM Duopharma's marketing code of conduct follows the Malaysian Organisation of Pharmaceutical Industries or MOPI Code of Pharmaceutical Marketing Practices, which was first adopted in 2014.

As a matter of policy, all promotional information must be clear, legible, accurate, balanced, fair and complete. Recipients must be able to read the information and draw their own conclusions about the product. The Code also stipulates a minimum font size for all printed promotional materials so that they can be read easily by people of all ages.

We promote our products to healthcare professionals with substantiated information about the product's usage, safety and effectiveness. Promotional materials encourage the correct use of products and do not exaggerate on their properties. All benefits and risks are disclosed when promoting prescriptive medicines.

Any statements highlighting side effects are based on specific data approved by the National Pharmaceutical Regulatory Agency ("NPRA"). All marketing and promotional materials with the indication of brand name are submitted to the Medicine Advertisements Board ("MAB") for prior approval. Approvals for the distribution of marketing materials will expire after two years and will not be renewed. We only release advertisements featuring products that have been registered with NPRA.

SOCIAL: PRODUCT RESPONSIBILITY

Halal – Integrity and Partnership that You Can Trust

Halal certification underscores our products' high safety, efficacy, quality and hygiene features. Complementing our vision and mission, we aspire to perform the *fardh kifayah* collective obligation by making Halal products available to everyone worldwide.

Halal Policy

As a responsible corporate citizen, CCM Duopharma is committed to contributing to society by providing high quality products whilst creating value for our stakeholders. We recognise that in addition to providing assurance to Muslims, Halal certification also benefits everyone, as these products strictly adhere to stringent Islamic requirements which have high standards of safety, efficacy, quality and hygiene conditions. There are our fundamental commitments in this area:

- We are committed to manufacture, import and distribute consumable products which are in compliance with the requirements of the authorised Islamic certification bodies and other related regulatory bodies;
- We will ensure that the non-consumable products which we manufacture, import and distribute meet the same high standards of safety, efficacy, quality and hygiene conditions;
- We will ensure that our production and supply chain processes adhere to the safety, efficacy, quality and hygiene standards set by authorised Islamic certification bodies and other related regulatory bodies;
- We will actively and continuously assess and manage our operations to be consistently in compliance with the relevant applicable standards as set by authorised Islamic certification bodies and other related regulatory bodies; and
- We will strive to optimise our Halal positioning as an edge in creating value for all our stakeholders.

Being Halal Compliant

Our Halal Policy guides us in our undertakings. Every effort is made to infuse Halal as part of our daily operations at every level of our employees with a strong notion of “*Halal Built-in, Not Tested For*”. Our continuous commitment to the Halal aspect in the industries we operate in and our aim to play an integral part in promoting and creating Halal awareness as part of its *Fardh Kifayah* (collective obligation/duty) for the benefit of the ummah.

The underlying principle of “*Halal Built In, Not Tested For*” in CCM’s business conducts and practices are encompassed in our aspiration to ensure the *Halalan Toyyiban* aspect of our products which are *not only permissible but also Wholesome, Safe for Use, Effective, of High Quality and Hygienic to Enhance the Quality of Life within a Manageable Cost of Living* for everyone. Our Halal certified pharmaceutical products are made available to consumers so as to empower them to make more informed choices on their uses from an Islamic perspective.

We have established a *Halal Assurance Management System* that further affirms CCM Duopharma’s commitment and assurance to ensure that all our products not only benefit Muslims by virtue of their confirmation of permissibility, but also benefit everyone as they are *WHOLESOME, SAFE FOR USE, EFFECTIVE, of HIGH QUALITY and HYGIENIC*.

CCM Duopharma plays an important role in developing Halal standards for several manufactured products. We work closely with the following key Halal industry organisations to ensure that our products meet the *Thoyyiban*, or wholesomely good, aspects of “Safe for Use & Effective, of High Quality & Hygienic”:

- Department of Islamic Development Malaysia or JAKIM
- Halal Industry Development Corporation (“HDC”)

- Department of Standards Malaysia
- SIRIM

These standards help alleviate challenges from the expanding Halal industry and differing regulatory requirements in various countries.

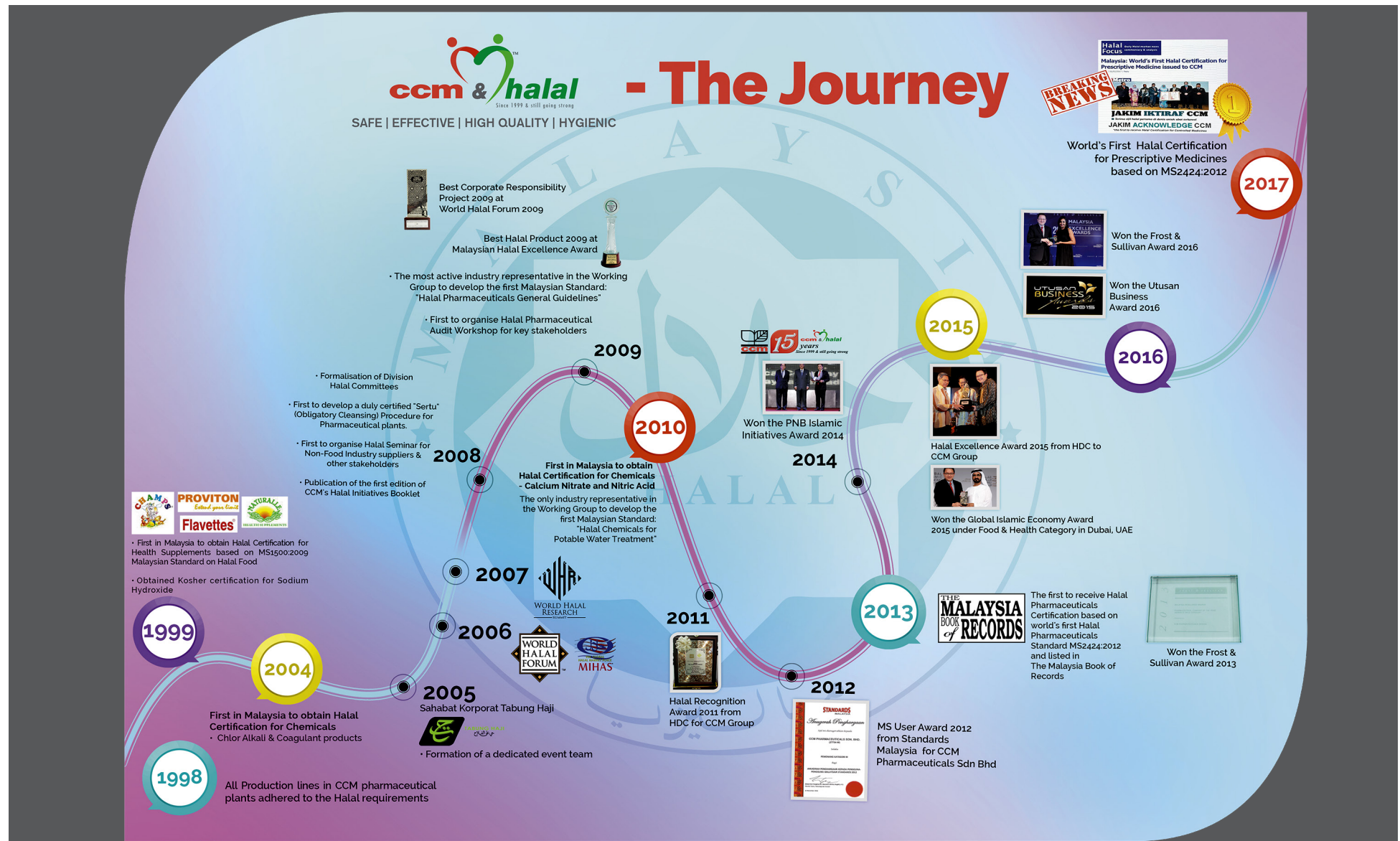
We realise that our role as the lead Halal pharmaceutical product manufacturer does not just end when finished goods leave our plants. As such, we are actively working with various parties to ensure that Halal pharmaceuticals will continue to grow in acceptance and importance to the Malaysian and global community. Moving forward, we will build on the foundation we have pioneered within our Halal initiatives and programmes by playing a lead role in developing a viable and successful Halal pharmaceutical value chain for the country.

Championing Halal in Malaysia

- The largest Halal certified pharmaceutical manufacturer in Malaysia following good manufacturing practices.
- Wide range of almost 300 Halal certified products including over-the-counter and prescriptive medicines.
- 1st pharmaceutical company to obtain the renowned ‘Halal Malaysia’ certification in 1999 for its range of health supplements under the brands *CHAMPS, Flavettes, Proviton* and *Naturalle*.
- World’s 1st Halal Pharmaceuticals Certification based on MS2424: 2012 Halal Pharmaceuticals Standard - OTC in 2013 and Prescriptive Medicine in 2016.

SOCIAL: PRODUCT RESPONSIBILITY

The Halal Journey





DUOPHARMA


**CCM DUOPHARMA
BIOTECH BERHAD
(524271-W)**


WE WELCOME YOUR FEEDBACK

CCM Duopharma's 2017 Sustainability Report is available to all stakeholders in digital format and can be downloaded from our corporate website. We welcome your feedback on this report and our sustainability efforts. Please feel free to contact us at:-

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