



ANNUAL REPORT **2025**





ABOUT OUR REPORT

Clinical Research Malaysia (CRM) is proud to share the 2025 Annual Report, highlighting another year of growth, innovation, and strengthened partnerships in Malaysia's clinical research ecosystem. Guided by Vision 2033, CRM continues to advance high-quality, patient-centric trials while reinforcing Malaysia's position as a globally competitive hub for industry-sponsored research. With a highly skilled healthcare workforce, diverse multi-ethnic population, and world-class infrastructure, our nation offers sponsors and Contract Research Organisations (CROs) a compelling platform for efficient and impactful clinical development.

Through strategic collaborations with industry, regulators, and clinical partners, CRM has expanded research opportunities, accelerated access to life-changing therapies, and fostered innovation across the healthcare ecosystem. By maintaining operational excellence and cost efficiency while offering broad genetic diversity, Malaysia is increasingly recognized as a strategic gateway to Asia for clinical trials.

The year also saw recognition of Malaysia's growing appeal for early-phase studies, as highlighted in the IQVIA white paper "Malaysia: The New Destination for Early Phase Trials". This underscores the nation's potential to attract global clinical research and deliver meaningful impact for patients and sponsors alike.

Anchored in our core pillars of Humanity, Stability, and Sustainability, CRM remains committed to setting new benchmarks in clinical research. Each milestone, collaboration, and breakthrough in 2025 reinforces our mission to advance innovation, strengthen the research workforce, and bring novel therapies closer to patients.



TABLE OF CONTENTS

ABOUT OUR REPORT	1
FOREWORD	3
BOARD OF DIRECTORS	4
ORGANISATION CHART	5
ABOUT CRM	6
CRM'S GUIDING PRINCIPLES	7

HUMANITY

Meeting Unmet Needs and Advancing Healthcare Through Clinical Research	8
Improving Access through Engagements	13
Accelerating Asia in Global Clinical Trials	16
Empowering Patients and Enhancing Public Awareness ..	17
Work-Life Balance and Employee Well-being	19

STABILITY

Consistency in achieving KPIs	21
Clinical Research Sites	22
Site Recruitment Achievement	24
CRM Financial Performance ...	25
Investing in People Development	26
Early Phase Accomplishments and Phase 1 Realisation Project (P1RP) 2.0 Progress	29

SUSTAINABILITY

Global Trusted Research Management Organisation	31
KPI 2023 - 2033	32

FOREWORD

Innovation and impact go hand in hand. At CRM, we are driven not only to advance science but to make a tangible difference in the lives of patients and communities. In 2025, Malaysia's clinical research landscape continued to strengthen, cementing our nation as a trusted destination for high-quality, patient-centric clinical trials in Asia.

This year brought meaningful milestones. Malaysia's readiness for early-phase clinical trials was highlighted in IQVIA's white paper "Malaysia: The New Destination for Early Phase Trials", reinforcing our growing reputation on the global stage. We have continued to conduct First-in-Human (FIH) trials, showcasing our capabilities in pioneering early-phase research. Innovations like the Local Care Model, implemented over the past few years, further demonstrate our commitment to patient-centric trial conduct, ensuring research remains scientifically rigorous and considerate of participants' needs.

Our achievements are defined not just by milestones but by the people behind them. Investigators, study coordinators, and regulators contribute their expertise and dedication to advance medical science. Patients place their trust in every study, offering hope for better healthcare. Meanwhile, our industry partners continue to work alongside us, confident in Malaysia's ability to deliver high quality clinical research.

Guided by our pillars of Humanity, Stability, and Sustainability, CRM remains committed to Vision 2033. Together, we will continue to expand Malaysia's research capabilities, strengthen global partnerships, and ensure every breakthrough translates into meaningful impact. The future of clinical research is being shaped today and it is a future we are proud to create together.

Dr. Akhmal Yusof
Chief Executive Officer,
Clinical Research Malaysia

BOARD OF DIRECTORS

ORGANISATION CHART

YB Datuk Seri Dr. Haji Dzulkefly Ahmad
Minister of Health



YBhg. Datuk Dr. Mahathar Abd Wahab
Director General of Health, Ministry of Health Malaysia



YBhg. Datuk Azah Hanim Ahmad
Deputy Secretary General of Health (Management), Ministry of Health Malaysia



YBhg. Datuk Dr. Nor Fariza Ngah
Deputy Director General of Health (Research & Technical Support), Ministry of Health Malaysia



Retired on 17 March 2026

YBhg. Datuk Dr. Shahnaz Murad
Former Deputy Director General of Health (Research & Technical Support), Ministry of Health Malaysia



Retired on 17 March 2026

YBhg. Prof. Datuk Dr. A. Rahman A. Jamal
Founding Director of UKM Medical Molecular Biology Institute (UMBI), Universiti Kebangsaan Malaysia



Retired on 17 March 2026

Prof. Dr. Abdul Rashid Abdul Rahman
Medical Director and Senior Consultant Physician, An Nur Specialist Hospital

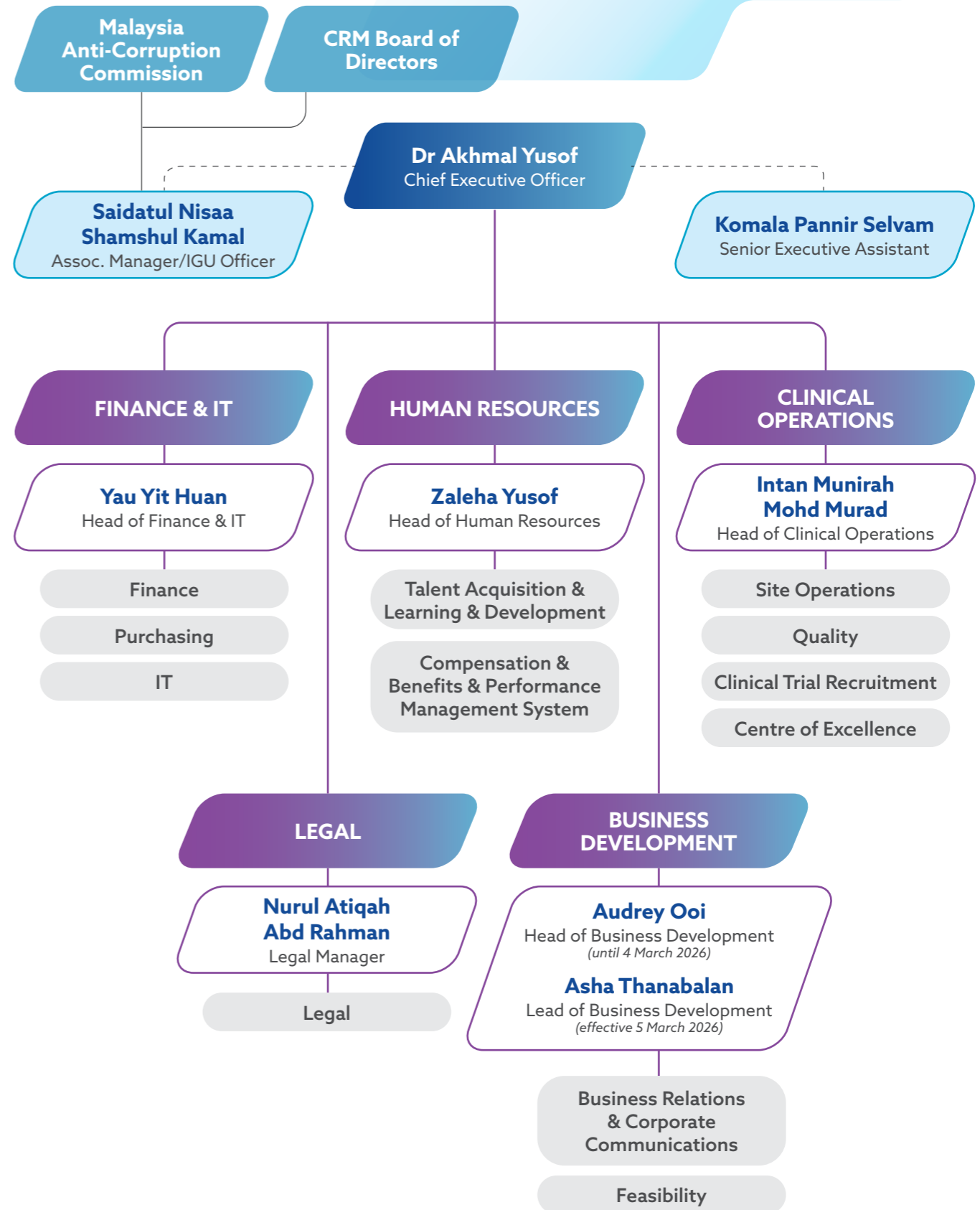


YBhg. Dato' Haji Zein Isma Bin Haji Ismail
Professional Actuary



Retired on 17 March 2026

Mr Ewe Kheng Huat
Former Executive Director of the Pharmaceutical Association of Malaysia (PhAMA)



ABOUT CRM

VISION

To make Malaysia the preferred hub for clinical research in Asia

MISSION

- Global Trusted Research Management Organisation
- Clinical Research Professions Development
- Digitalise Processes

CRM'S GUIDING PRINCIPLES

HUMANITY

Addresses unmet medical needs, access to innovative treatments and transform health outcomes for patients through clinical trials



STABILITY

Excellent & consistent performance to deliver with speed, reliability and quality



SUSTAINABILITY

Create business sustainability through core values, code of conduct & operational excellence



CRM'S CORE SERVICES



Complimentary Feasibility Services



Development & Placement of Study Coordinators



Review of Clinical Trial Agreement (CTAs) & Non-Disclosure Agreements (NDAs)



Clinical Trial Budget Consultation & Management



Clinical Trial Advertisement



Study Material Destruction Services



Archiving of Study Documents

OUR CORE VALUES

Transparency

We practice transparency and openness in all our operations, including financial processes and budget management.

Honesty

We aspire to be honest with one another, our clients and our business partners.

Accountability

We set high performance expectations and hold ourselves responsible for the quality of our work and the results we achieve as individual, as a team and as a company.

Trustworthiness

We adhere to the highest standards of professionalism and integrity and uphold the faith and confidence our clients have placed in us.

HUMANITY

Meeting Unmet Needs and Advancing Healthcare Through Clinical Research

Malaysia’s clinical research landscape continues to grow, with a strong focus on expanding access to innovative diagnostics and treatments while addressing gaps in healthcare delivery. As the burden of communicable and non-communicable diseases evolves, well-conducted clinical research remains essential for advancing medical knowledge and improving patient outcomes. Participation in trials not only provides patients with access to new treatment options but also ensures high-quality care from experienced multidisciplinary teams, delivering benefits beyond standard healthcare pathways.

Strong feasibility planning underpins the success of every clinical trial. Effective feasibility assessments across Ministry of Health facilities, university teaching hospitals, and private healthcare institutions enable sponsors to make informed decisions while demonstrating Malaysia’s readiness, research capability, and commitment to global health advancement. Each successful feasibility assessment strengthens Malaysia’s reputation as a reliable and competitive research destination and supports long-term collaboration with global stakeholders.

Through focused and strategic feasibility planning, CRM continues to strengthen Malaysia’s position as a preferred destination for high-quality clinical research that delivers scientific value and meaningful health impact.

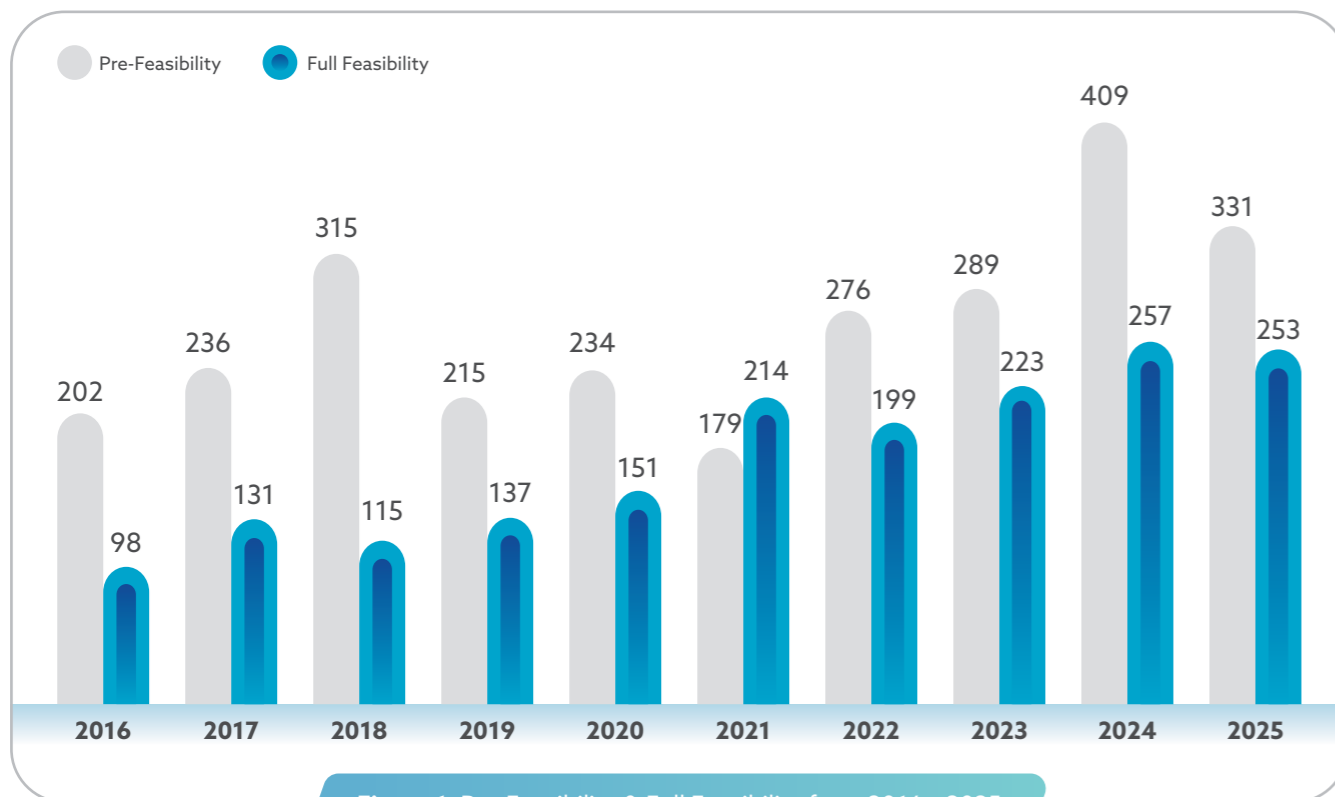


Figure 1: Pre-Feasibility & Full Feasibility from 2016 - 2025



Figure 2: Full Feasibilities Received in 2025 by Therapeutic Area

In 2025, a total of 228 sponsored clinical research studies were approved by Independent Ethics Committees and Institutional Review Boards (IEC/IRBs), reflecting continued strong momentum in Malaysia’s clinical research landscape. While this represents a moderate adjustment from the peak of 276 approvals recorded in 2023, the sustained volume of over 200 approvals annually since 2021 underscores the growing maturity and resilience of the country’s clinical trial ecosystem.

Over the 14-year period from 2012 to 2025, a cumulative total of 2,800 sponsored clinical research studies were approved, demonstrating a clear upward trajectory from 173 approvals in 2012 to consistently higher volumes in recent years. This sustained growth is a testament to the collective efforts of investigators, ethics committees, regulatory bodies, and research management organisations, and affirms Malaysia’s strengthening position as a preferred destination for sponsored clinical research in the region.

In 2025, the Medical Research and Ethics Committee approved 163 sponsored clinical research studies across Ministry of Health facilities, across state hospitals, district hospitals, and clinics nationwide. This brings the cumulative total to 1,725 approvals over 13 years, a remarkable milestone that reflects the public healthcare system's growing role as a cornerstone of Malaysia's clinical research ecosystem.

The sustained growth since 2013 is a powerful testament to Malaysia's unwavering commitment to placing patients at the heart of medical innovation, ensuring that the benefits of cutting-edge research reach communities across the country.

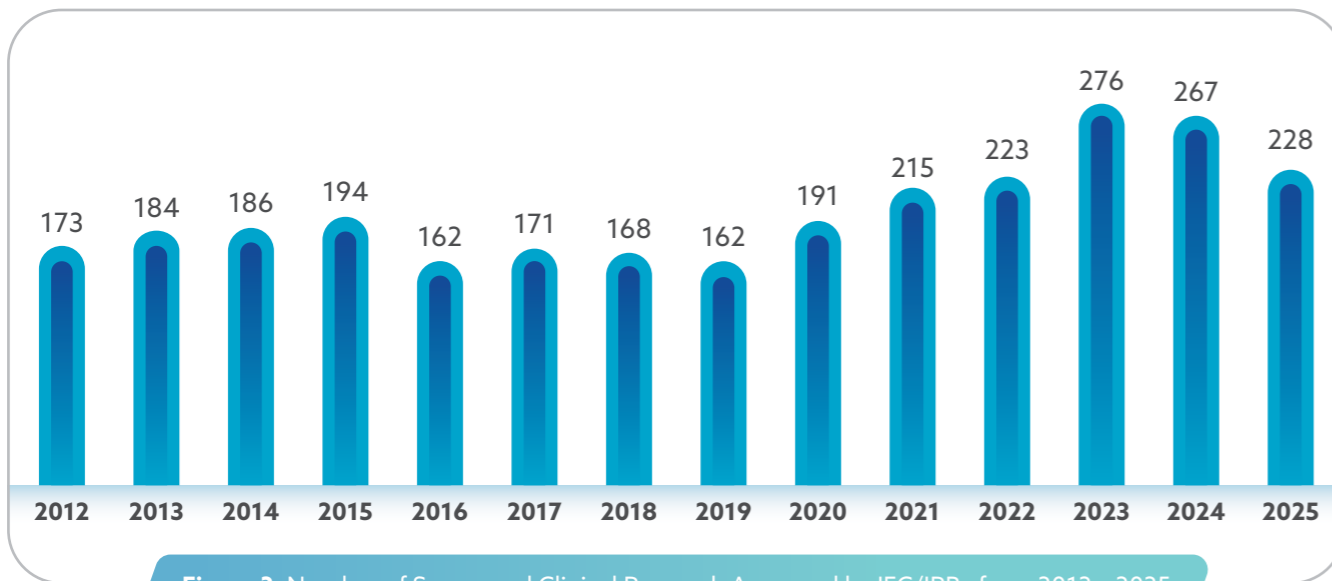


Figure 3: Number of Sponsored Clinical Research Approved by IEC/IRBs from 2012 - 2025



Figure 4: Number of Sponsored Clinical Research Approved by Medical Research & Ethics Committee from 2013 - 2025

Chronic health conditions are increasingly shaping Malaysia's healthcare landscape. With cardiovascular disease, cancer, chronic respiratory disease, and diabetes among the most prevalent, there is a growing need for innovative treatments that improve patient outcomes and quality of life. Clinical research plays a critical role in meeting these needs, ensuring patients across the country can benefit from advancements in care.



Figure 5: Sponsored Research according to Therapeutic Area in Malaysia, 2025

Table 1: Trend of Sponsored Research by Top Therapeutic Area in Malaysia, 2012 - 2025

Therapeutic Area	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Oncology	23	15	18	24	15	18	18	25	32	33	37	49	71	50
Infections & Infectious Diseases	8	12	7	12	10	6	15	11	24	40	36	41	24	13
Cardiology / Vascular Diseases	10	22	20	21	18	28	20	14	13	11	20	22	22	22
Pulmonary / Respiratory Medicine	8	4	4	5	6	5	5	8	3	5	9	14	17	12
Paediatrics / Neonatology	8	9	4	8	6	7	8	13	6	13	12	18	16	16
Dermatology	3	1	0	3	2	4	6	6	6	5	6	11	13	9
Nephrology	2	7	5	5	5	5	5	7	8	9	11	11	12	16
Neurology	8	4	3	5	5	3	3	4	7	3	8	6	11	15
Endocrinology	17	17	10	11	9	4	4	3	13	10	4	11	10	12
Psychiatry / Psychology	13	6	8	2	2	3	2	3	7	7	6	6	7	2
Haemato-Oncology	2	2	2	5	3	1	1	5	1	7	9	9	5	1
Haematology	4	5	10	4	5	4	12	10	10	8	13	8	5	8
Gastroenterology	1	2	6	7	7	14	12	4	3	4	4	4	6	7

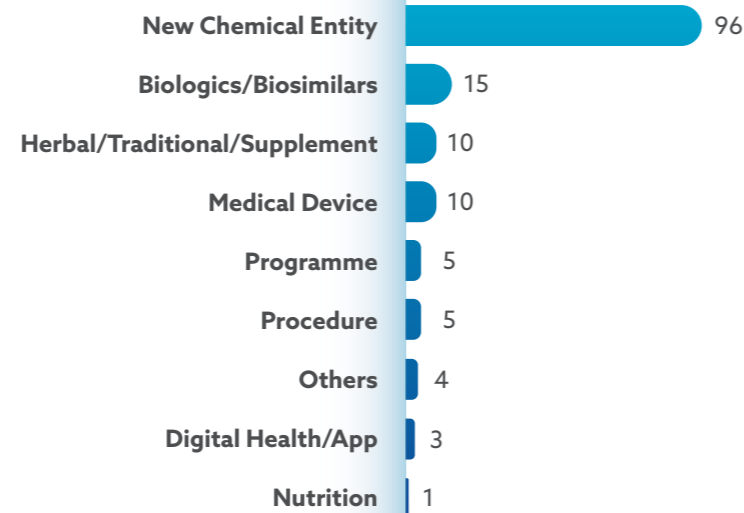
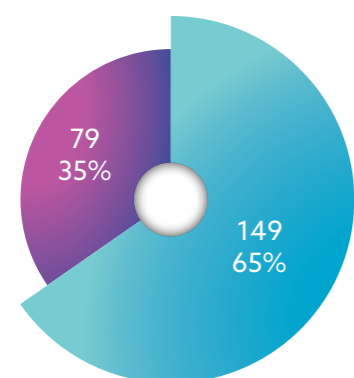


Figure 6: Breakdown of type of sponsored research in 2025 & classification of intervention types

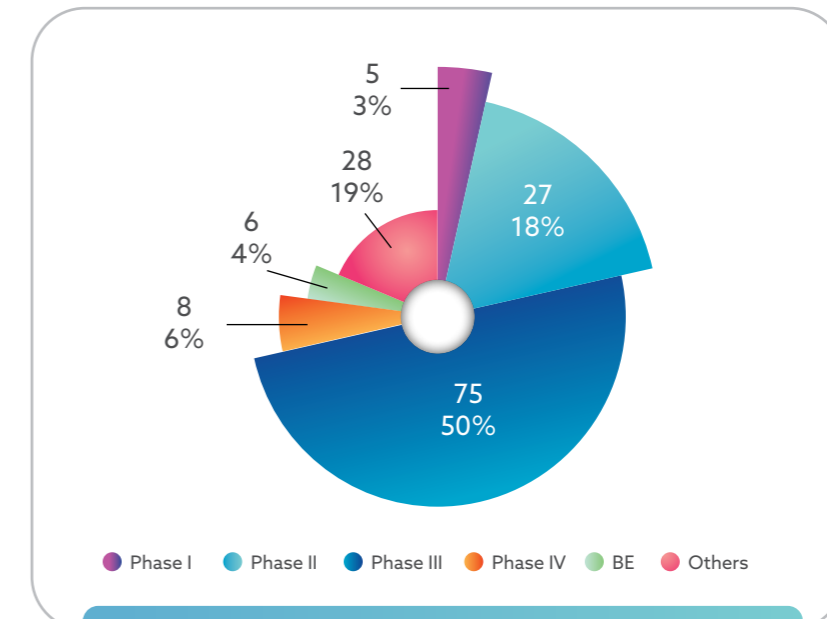


Figure 7: Phase breakdown of interventional studies in 2025

Improving Access through Engagements

Guided by the HUMANITY principle, CRM remains dedicated to advancing research that brings innovative therapies and breakthrough treatments closer to patients in Malaysia. This commitment is strengthened through early engagement with international industry and research collaborators. In 2025, CRM engaged with more than 100 organisations, translating these partnerships into successful feasibility evaluations and new study initiations. Encouragingly, a notable proportion of feasibility assessments conducted between 2023 and 2024 progressed into new studies and clinical trial agreements, achieving conversion rates of 39.0% and 28.4% respectively by end of 2025. These figures reflect CRM's effectiveness in advancing projects from initial assessment to execution, underscoring the organization's role in driving high-quality clinical research.

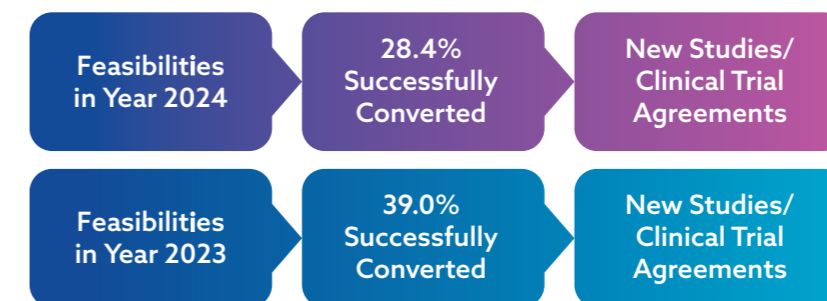


Figure 8: Conversion rate of full-feasibility assessments conducted by CRM between 2023 - 2024

Strong collaboration with sponsors and CROs has enabled the successful launch of many studies, bringing next-generation treatments within reach for patients. By championing innovation and partnership, we continue to expand research possibilities, accelerate therapeutic progress, and deliver meaningful improvements in patient outcomes.

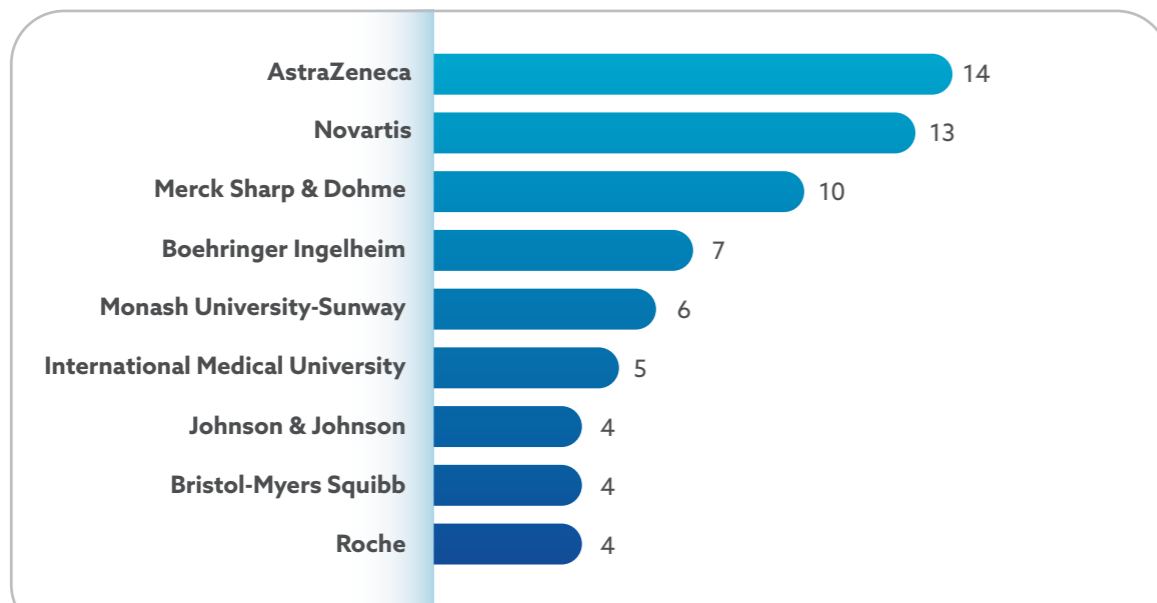


Figure 9: Top Contributors in Number of New Sponsored Research by Sponsors for 2025

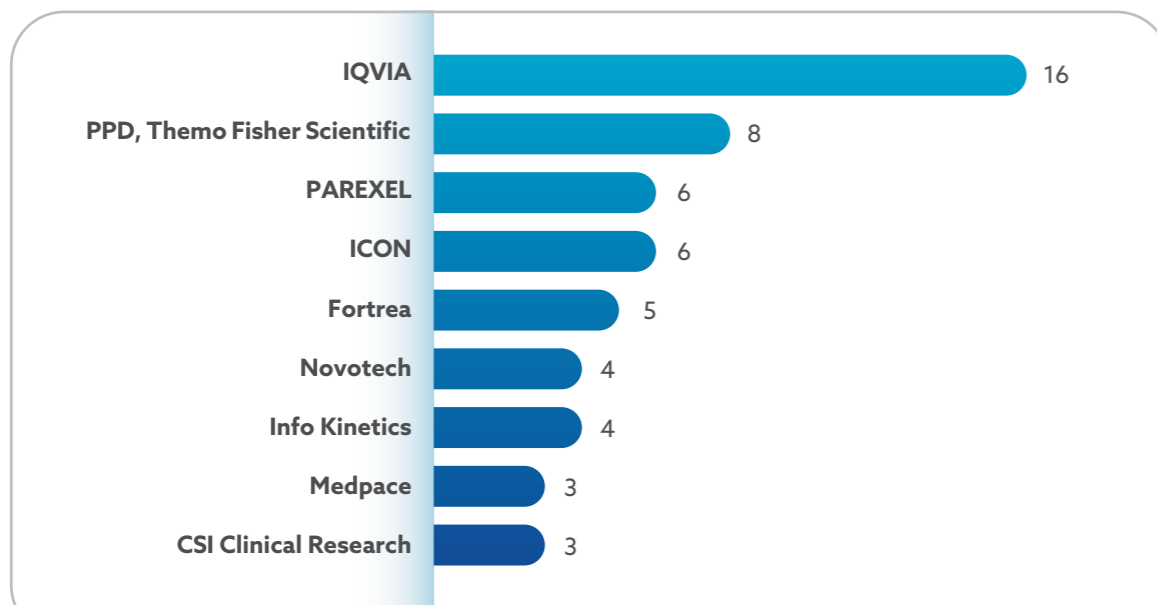


Figure 10: Top Contributors in Number of New Sponsored Research by CROs for 2025

Table 2: New CRM Partnerships in 2025 to Enhance Research Collaborations & Capability Development

CSI Clinical Research	Shionogi
BP Diagnostic Centre	Clinical Service Center
Kyushu University	Global Antibiotic Research & Development Partnership (GARDP)
Gilead Sciences Hong Kong Limited	Woodseer Resources
PPD, ThermoFisher Scientific	NeurAsia
Universiti Malaya & Centre for Affordable Diagnostics and Therapeutics	

Working alongside regulatory, industry, and clinical stakeholders, CRM participated in several major scientific gatherings at both national and international levels. These engagements strengthened global and local connections while elevating Malaysia's profile as a competitive destination for sponsored clinical research, supported by strategic meetings, knowledge exchange, and speaking opportunities. Highlights of these key engagements include:



AACR Annual Meeting in Chicago, United States, 25-30 April 2025



DIA China Annual Meeting in Shanghai, China, 22-25 May 2025



ASEAN Health Cluster 3, Brunei Darussalam, 3-5 June 2025



DIA Singapore Annual Meeting, Singapore, 15-16 July 2025



Harmonization of Clinical Studies Among the Asia-Pacific Region: Including Bridging Studies Forum in Taipei, Taiwan, 28 July 2025



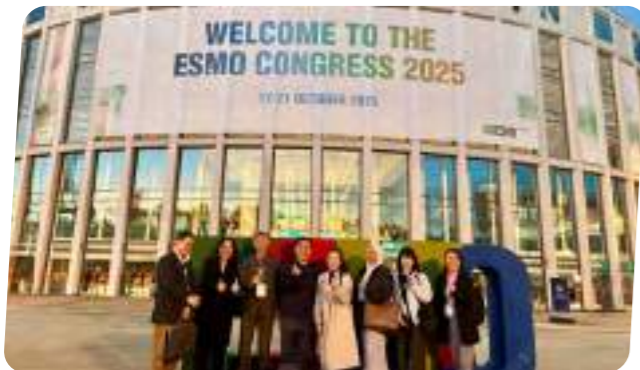
Malaysia Japan Symposium on Pharmaceutical Regulatory System in Kuala Lumpur, Malaysia, 31 July 2025



ATLAS ARISE PMDA International Symposium in Bangkok, Thailand, 3 October 2025



ARISE Annual Meeting at Nagasaki University, Nagasaki, Japan, 16 - 17 October 2025



ESMO Congress in Berlin, Germany, 17 - 21 October 2025



Engagement with Indonesia's Health Minister to Strengthen Region, 14 November 2025

Accelerating Asia in Global Clinical Trials

In 2025, CRM reached new heights in advancing its mission to strengthen Asia's presence in the global clinical research landscape, with Malaysia playing a leading role. This progress was headlined by the successful hosting of CRM Trial Connect 2025. The flagship event was officially launched by YAB Dato' Seri Anwar Ibrahim, together with the Ministry of Health Malaysia, marking a milestone as the organisation's largest gathering to date, with over 1,000 delegates from 190 organisations. During his keynote address, the Prime Minister

underscored the importance of regional collaboration across ASEAN and highlighted the critical role of clinical research in reducing healthcare costs, strengthening innovation, and driving shared prosperity across Asia.

Held alongside the Clinical Trials Day celebration, the conference also featured the presentation of the Sponsored Research Awards and a dedicated patient engagement forum. These sessions recognised and celebrated the commitment and contributions of investigators, clinical trial site teams, sponsors, CROs, and research participants, reflecting Clinical Research Malaysia's continued appreciation for the collective efforts driving clinical research forward.



CRM Trial Connect 2025



Empowering Patients and Enhancing Public Awareness

CRM remains committed to bridging the gap between clinical research and the public through strategic community engagement and a strong digital presence. In 2025, this commitment was exemplified through close collaboration with Patient Advocacy Groups (PAGs), with six major engagements conducted alongside organizations including DEBRA Malaysia, Diabetes Malaysia, Pink Unity, Persatuan SLE Malaysia, Arthritis Foundation Malaysia, and Spinal Muscular Atrophy Malaysia. Notably, CRM participated in Rare Disease Day for the first time, securing a dedicated speaking slot to advocate for clinical trial access. Advocacy efforts also extended to participation in the MRDS Accelerate 2.0 program, the Healthy Volunteer Forum, and the SLE Symposium.



ACCELERATE 2.0 by the Malaysian Rare Disorders Society



Wacana #CSM "Aku Ingin Hidup" by Cancer Survivors Malaysia

To further empower the community, CRM launched the revamped Find a Clinical Trial (FACT) website, featuring dedicated sections for caregivers and healthcare professionals. In 2025, the platform welcomed 202 new registrations, approaching the annual target of 216. Of these, 186 were individuals seeking trials for specific medical conditions, while the remainder registered as healthy volunteers, demonstrating FACT's effectiveness as a vital link between patients and innovative treatments. Complementing these digital tools, the I AM AWARE (IAA) roadshows continued to thrive, with eight events held at public hospitals across Malaysia, attracting over 1,000 visitors and generating more than 100 registrations across various clinical indications.

Find a Clinical Trial (FACT) portal enabling public access to clinical trial listings



Scan the QR Code to access the FACT portal



I AM AWARE Roadshow, Ampang Hospital



I AM AWARE Roadshow, Queen Elizabeth Hospital

127,495,584
Social Media and Website
Impressions in 2025



Clinical Research Malaysia



I AM AWARE Roadshow, Tunku Azizah Hospital



I AM AWARE Roadshow, Sultanah Aminah Hospital

The impact of these initiatives was amplified by CRM's strong digital footprint. In 2025, CRM's website and social media platforms collectively achieved 127,495,584 impressions, surpassing the initial target of 113,000,000. This underscores CRM's success in leveraging modern communication channels to normalize clinical research, educate the public, and drive national interest in medical innovation. By combining high-touch community engagement with high-reach digital strategies, CRM ensures that clinical research awareness is both widespread and deeply meaningful for patients nationwide.

Work-Life Balance and Employee Well-being

Under the pillar of Humanity, CRM remains committed to fostering a healthy work-life balance and strengthening connections among its workforce. In 2025, the Sports & Recreational Club curated a vibrant calendar of activities, including the CRM Gala Dinner, Nature's Escape retreat, and the high-energy Treasure Hunt at Taman Tugu. These initiatives are not merely social events but strategic investments in our people, offering necessary pauses that allow staff to recharge, reconnect, and engage in purposeful activities beyond the demands of clinical operations.

As part of our commitment to social responsibility and environmental stewardship, CRM also adopted 10 trees at Taman Tugu in 2025, reinforcing our dedication to sustainable environmental initiatives. By integrating moments of fun, purposeful engagement, and team connection, CRM supports staff well-being, enhances creativity and resilience, and nurtures a positive corporate culture. This holistic approach ensures that our workforce remains motivated and inspired, ultimately driving the excellence and reliability that defines our organization.

HUMANITY



Nature Escape: Hiking in Gopeng, Perak



Bowling Night at Ampang Superbowl



Indoor Games at SuperPark KL



Treasure Hunt at Taman Tugu

In 2025, seven CRM employees were affected by flood incidents across Bintulu, Miri, Menggatal, Alor Setar, Kuala Terengganu, and Kuantan. Guided by our HUMANITY principle, CRM responded swiftly to ensure that no team member faced these challenges alone. Monetary flood relief assistance amounting to RM8,000 was disbursed directly to affected employees to provide immediate financial support. Beyond financial aid, compassionate leave was granted, and flexible working arrangements were implemented to allow employees time to focus on their families, recovery efforts, and personal well-being.

STABILITY

Consistency in achieving KPIs

Our commitment to STABILITY is demonstrated through consistent achievement of organisational Key Performance Indicators (KPIs) and sustained expansion of sponsored research nationwide. Disciplined execution and strong operational oversight ensure performance targets are met year after year, reinforcing confidence in Malaysia's clinical research ecosystem. In 2025, a total of 228 studies were approved by the Medical Research and Ethics Committee of the Ministry of Health Malaysia and Institutional Review Boards/Independent Ethics Committees, exceeding the projected target for the year.

Beyond expanding research activity, these efforts strengthen national capabilities, create professional opportunities, and support the development of a skilled clinical research workforce. Sustained growth in sponsored clinical research over the past five years, reflected in a positive Compound Annual Growth Rate (CAGR), keeps CRM firmly on track to achieve Vision 2033 and reinforces Malaysia's reputation as a leading hub for clinical trials.

	Cumulative Gross National Income	Skilled Jobs in Clinical Research	Cumulative Sponsored Research (SR)
	5- year CAGR: 25.06%	5- year CAGR: 7.45%	5- year CAGR: 11.97%
2025	RM1.86 billion	3,252	2,800
2024	RM1.505 billion	3,059	2,572
2023	RM1.16+ billion	2,753	2,305
2022	RM1+ billion	2,688	2,029
2021	RM834+ million	2,291	1,806
2020	RM608+ million	2,271	1,591

Figure 11: KPI Scorecard from 2020 - 2025

Clinical Research Sites

Since 2016, Malaysia’s clinical research landscape has expanded steadily, with 322 sites now actively conducting sponsored studies. While MOH trial centres continue to lead, university hospitals and private medical centres have seen significant growth, reflecting a parallel strengthening across all sectors. This expansion is driven by sites’ continuous investment in research capabilities and expertise in global clinical trials. Sponsors are increasingly diversifying site selection to ensure alignment with local standards of care and treatment protocols, while also reaching the right patient populations for each study. Malaysia’s growing network of capable sites reinforces its position as a reliable and attractive destination for high-quality clinical research.



Figure 12: Number of Clinical Research Sites Between 2016 and 2025

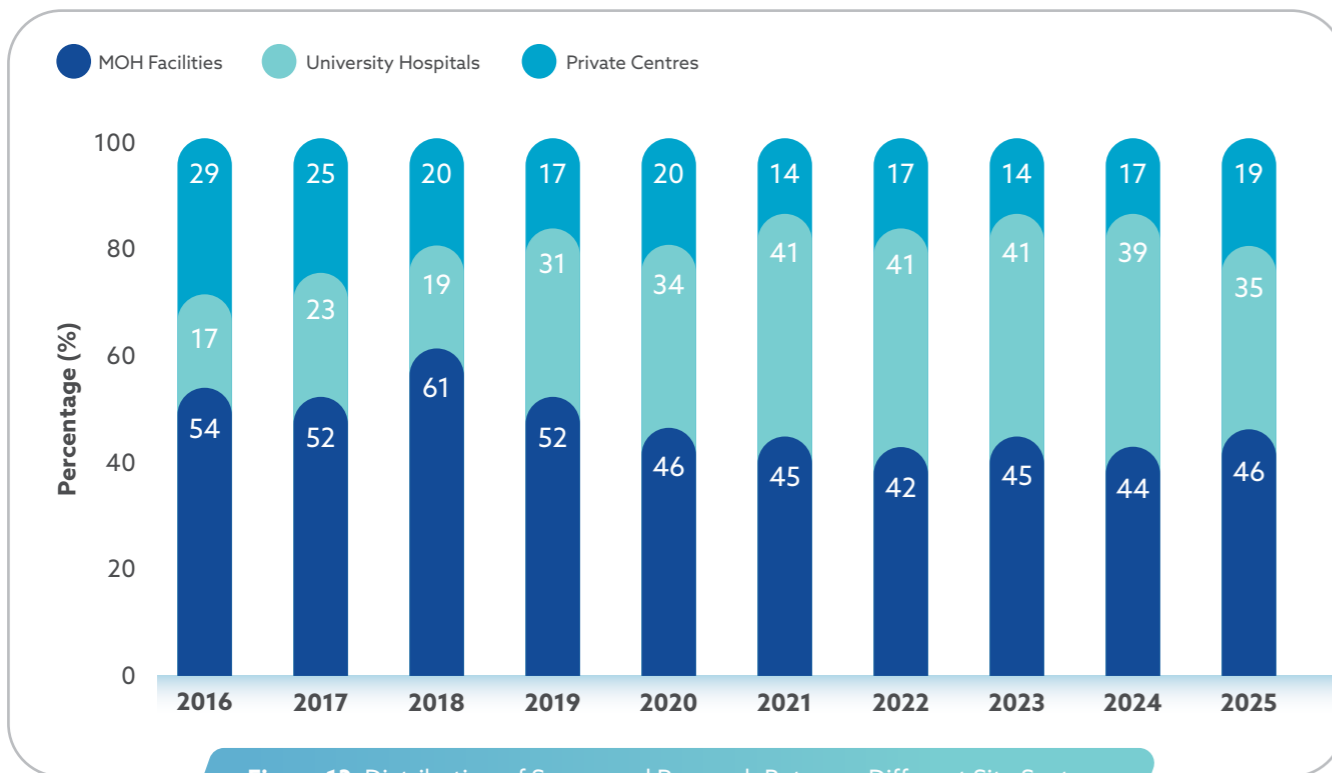


Figure 13: Distribution of Sponsored Research Between Different Site Sectors

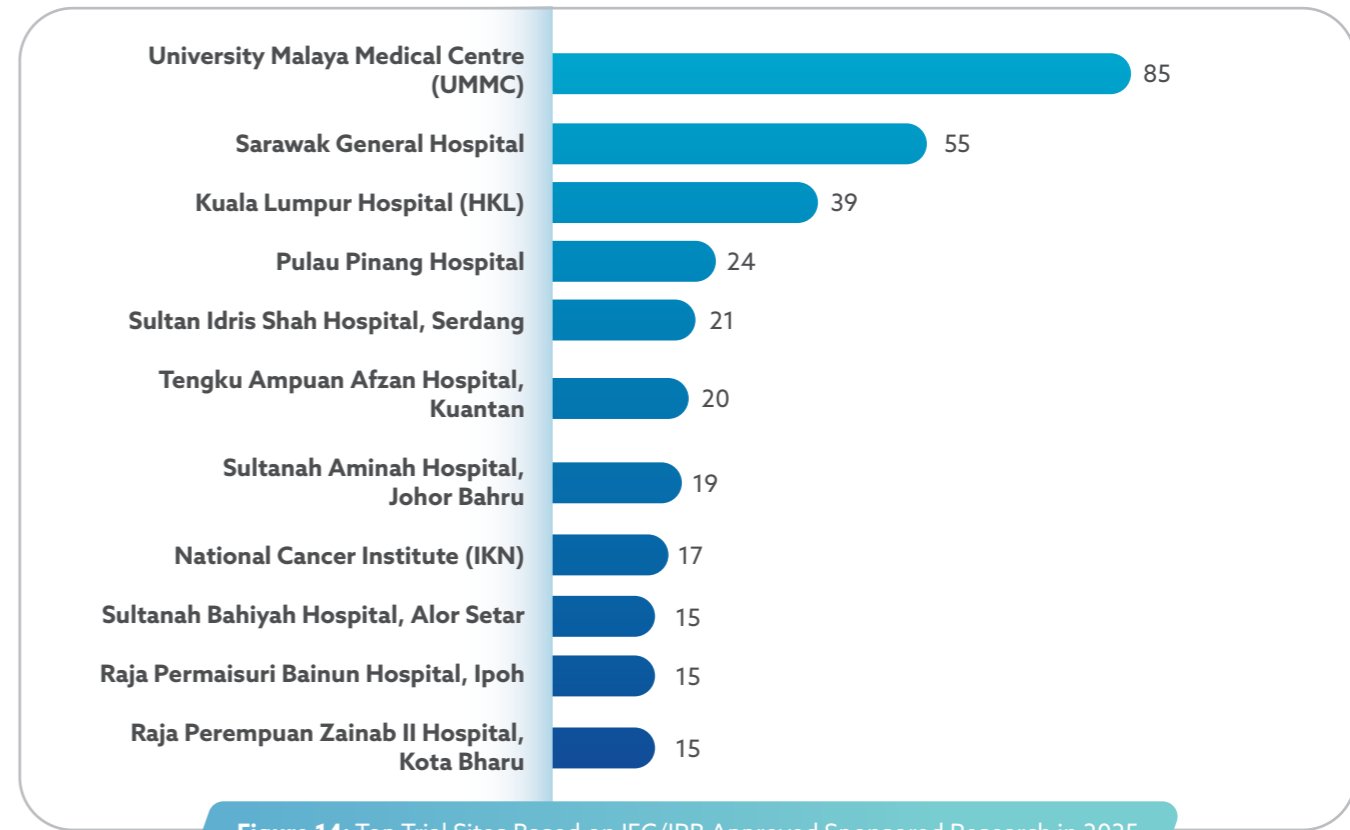


Figure 14: Top Trial Sites Based on IEC/IRB Approved Sponsored Research in 2025

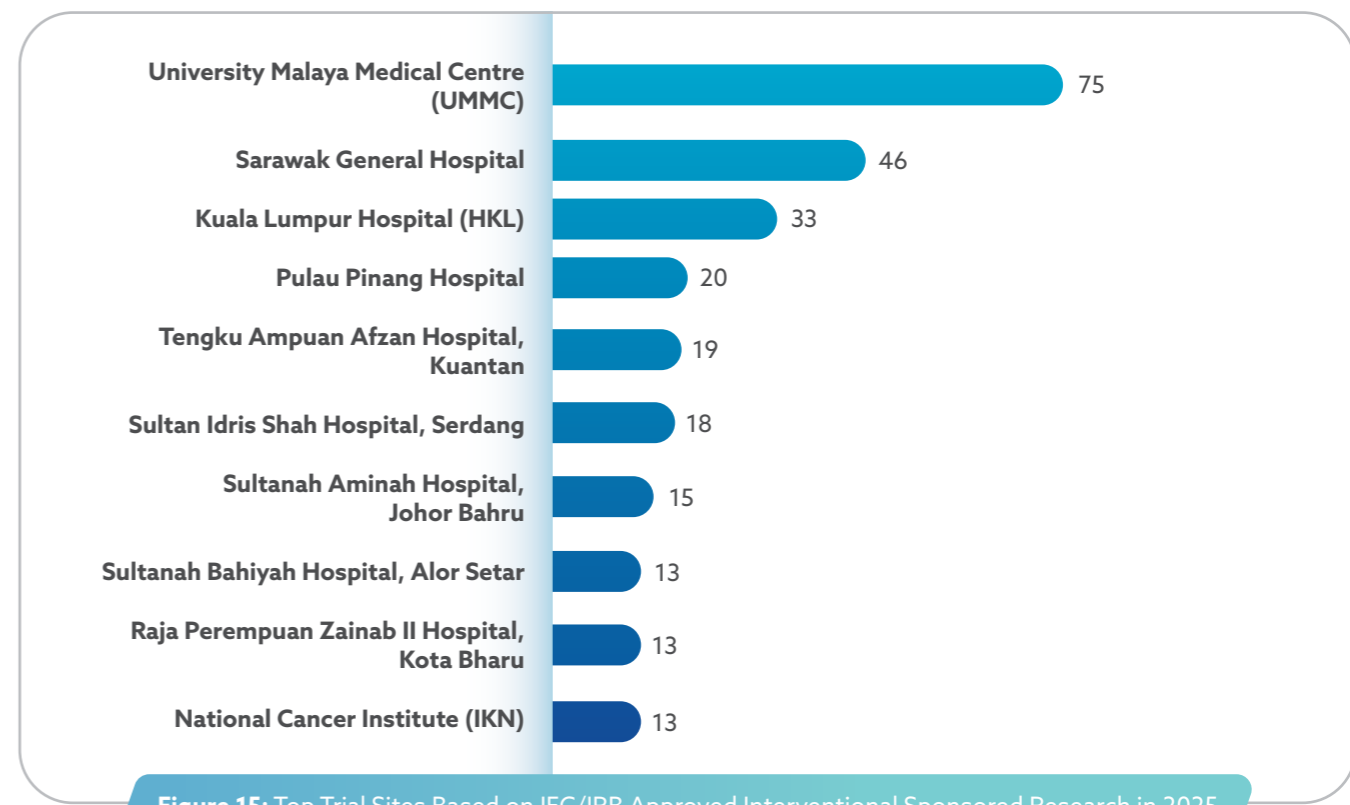


Figure 15: Top Trial Sites Based on IEC/IRB Approved Interventional Sponsored Research in 2025

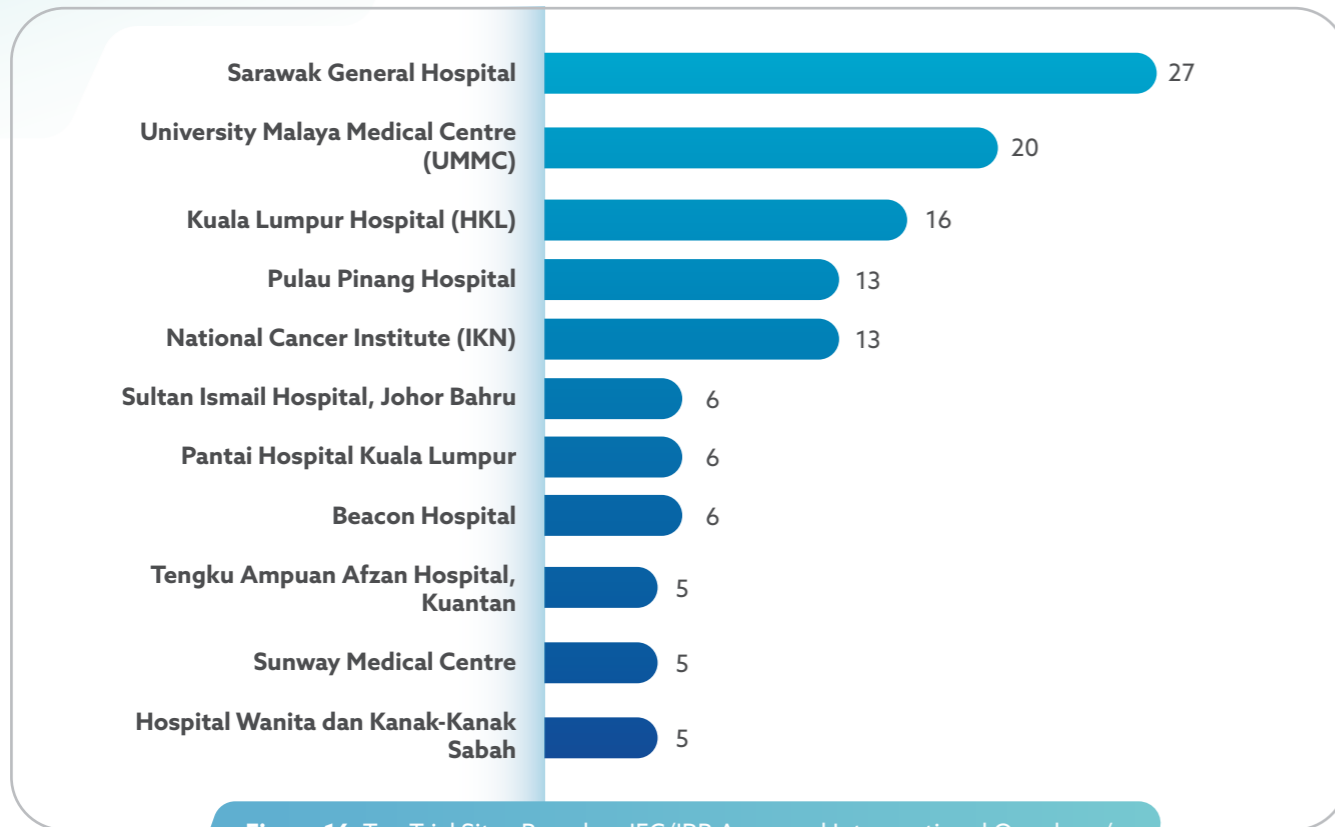


Figure 16: Top Trial Sites Based on IEC/IRB Approved Interventional Oncology/Hemato-oncology Studies in 2025

Site Recruitment Achievement

Malaysia’s clinical research landscape continues to demonstrate exceptional delivery, with several investigators and sites receiving recognition for their recruitment performance in 2025. These accomplishments highlight the speed, quality, and reliability of our research ecosystem, driven by the dedication and expertise of our investigators and study coordinators. A testament to this excellence is the remarkable list of top-tier recruiters for multi-national sponsored trials in 2025 (Figure 17).

CRM closely monitors the recruitment lifecycle, from First Patient-In to final enrolment targets. In 2025, an average recruitment rate of 83% was achieved across 61 studies that concluded their enrolment phase. By consistently meeting and exceeding global milestones, CRM continues to reinforce Malaysia’s reputation as a trusted and premier destination for clinical research, ensuring timely patient access to innovative treatments while upholding the highest standards of research excellence.

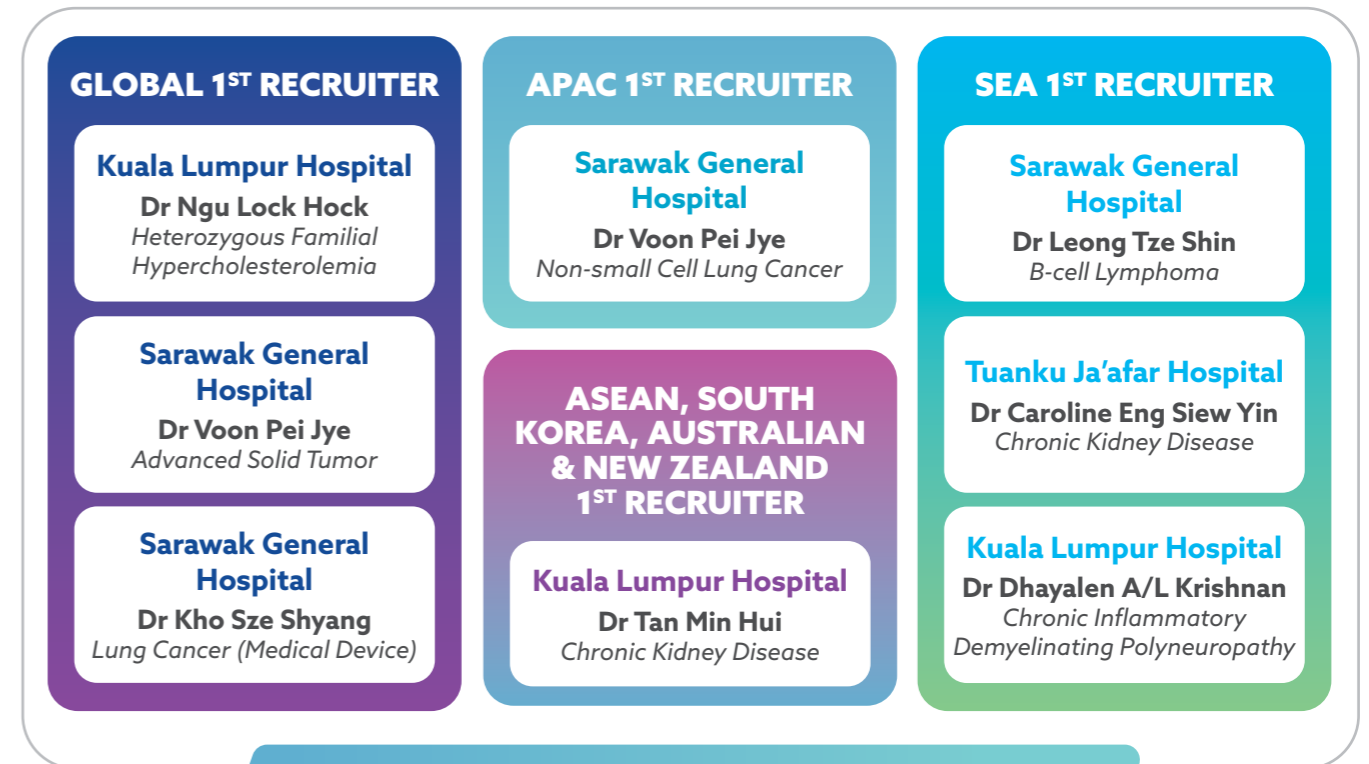


Figure 17: 2025 Site Recruitment Achievements in Global Sponsored Trials

CRM Financial Performance

Since 2019, CRM has operated on a fully self-sustaining basis, with no grants or subsidies received from the Government of Malaysia. To strengthen its financial position, CRM has expanded its service offerings to include study material destruction and clinical trial advertisement, diversifying its revenue base in line with its long-term sustainability objectives.

CRM delivered a solid financial performance for the year, exceeding its income target while maintaining expenditure below budget. Total income recorded at RM36.87 million surpassed the set target of RM33.80 million, reflecting a favourable variance of 9.1%. This was underpinned by sustained growth in CRM’s core activities and continued expansion of its sponsored research portfolio. Total expenditure was well-managed at RM28.18 million, coming in 5.54% below the budgeted amount of RM29.83 million. This reflects CRM’s ongoing commitment to prudent financial governance and operational efficiency. Taken together, the above-target income and below-budget expenditure position CRM on a sound financial footing, reinforcing confidence in the organisation’s ability to deliver on its strategic mandate while remaining fiscally responsible.

Table 3: Clinical Research Malaysia Financial Performance in 2025

KPIs	Target	Actual	Rate Difference (%)
CRM Income	RM33,796,000	RM36,867,452	+9.1%
CRM Expenses	RM29,828,380	RM28,176,364	-5.5%

As a Site Management Organisation overseeing study budgets, CRM has consistently ensured transparent financial processes and reliable audit trails. In 2025, the organisation achieved a record year, issuing 5,933 invoices worth RM118.6 million, the highest annual volume to date. Since 2012, CRM has issued over 30,600 invoices, totaling more than RM643 million, reflecting steady growth and sustained activity in the clinical research sector. These figures highlight CRM's financial stability in supporting high-quality, global clinical trials.

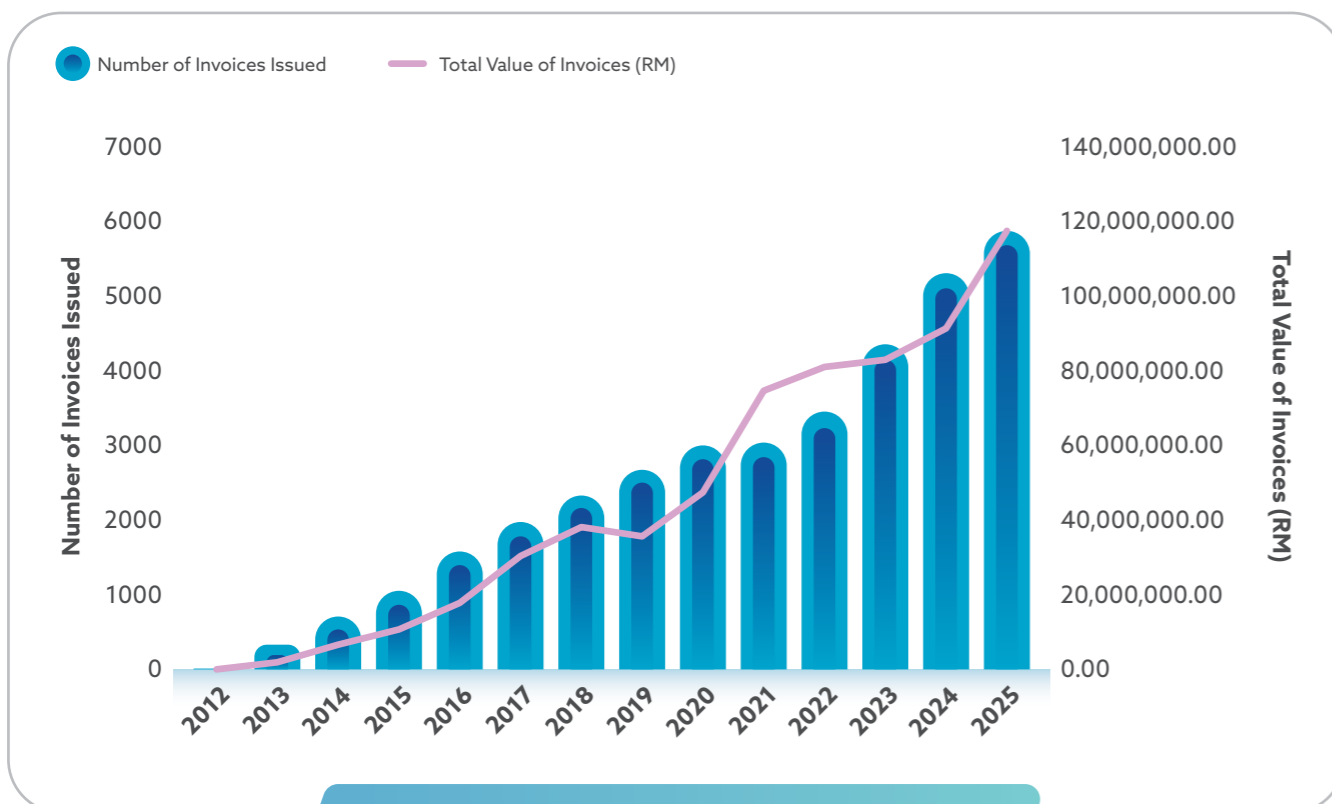


Figure 18: Invoices issued by CRM between 2012 - 2025

Investing in People Development

STABILITY is a cornerstone of CRM's approach to clinical trial management, enabling professionals to deliver studies with speed, quality and reliability. A key pillar of this stability is the organization's ongoing investment in its people. Throughout the year, CRM has strengthened the capabilities of Study Coordinators and investigators through a comprehensive suite of professional development programs, spanning leadership, functional expertise, and role-specific skills. These initiatives reinforce CRM's position as a learning organization, ensuring a highly skilled, world-class workforce capable of executing global trials with precision and sustaining long-term excellence in clinical research.

Table 4: Clinical Research Related Training & Development Programs Organized under CRM's Centre of Excellence in 2025

Training/ Activities Organised by CRM	Frequency in 2025
Study Coordinator Accelerated Program	3
Nurturing New Talents in Sponsored Research	5
Patient Recruitment and Retention Workshop	4
Good Clinical Practice Refresher Workshop	3
Study Coordinator Trainings during CRM Trial Connect	2
Protocol Compliance Workshop	2
NPRA Good Submission Practice Workshop	2
MREC Good Submission Practice Workshop	1
Oncology Workshop	1
P1RP Guideline Workshop	1
SRP-MREC Workshop	1
Trial Site Inspection Readiness Workshop	2
Mini Learning Series (Miles)	6
Therapeutic Area Guru (TA Guru)	5

CRM's commitment to stability is anchored in the continuous expansion of its workforce and the creation of well-defined career development pathways for clinical research professionals. In 2025, the number of CRM Study Coordinators reached 211, up from 130 in 2019, reflecting steady growth over the years. To support this expanding team, CRM has strengthened its leadership structure, now comprising 16 Associate Regional Managers and 5 Clinical Trial Administrators, ensuring operational excellence nationwide. The expansion has also enabled the establishment of CRM site operation office at Pulau Pinang Hospital, further enhancing operational reach and local support. This robust workforce contributes significantly to reinforcing Malaysia's position as a leading destination for sponsored research.

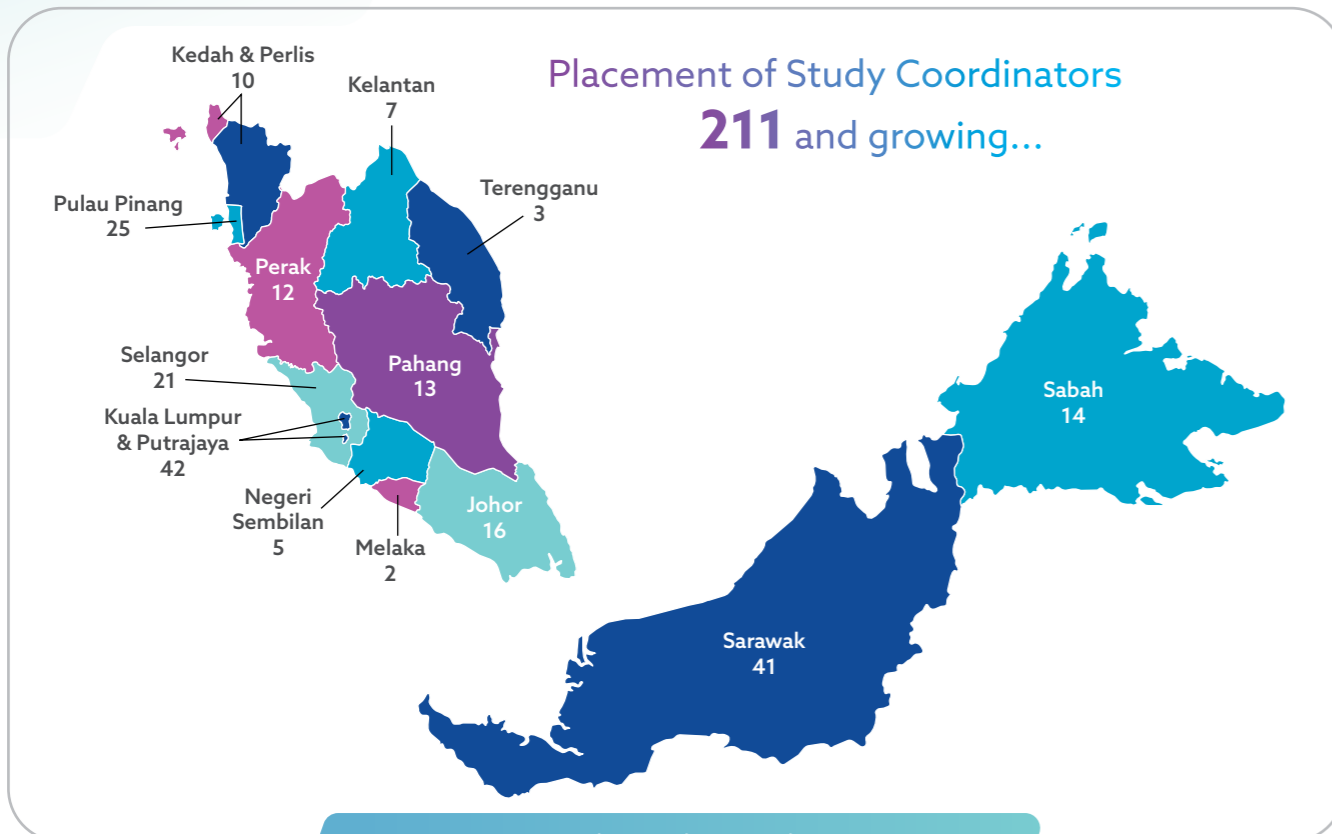


Figure 19: CRM Study Coordinators Placement in 2025

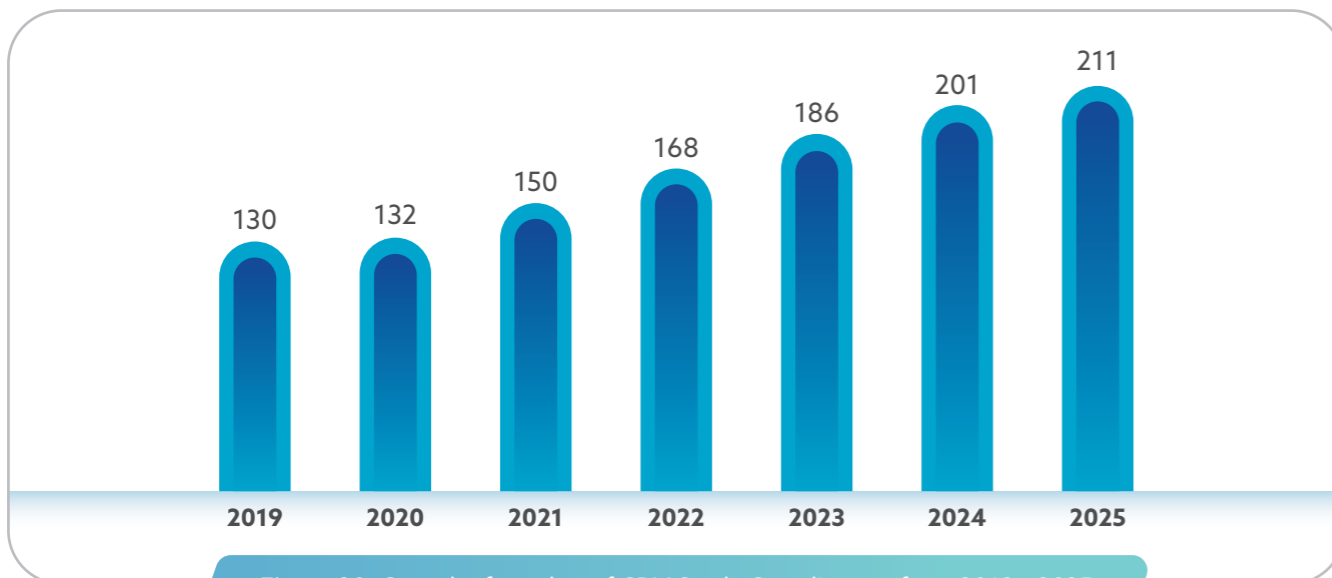


Figure 20: Growth of number of CRM Study Coordinators from 2019 - 2025

Beyond headcount, CRM focuses on long-term sustainability by developing local talent through specialized entry-level programs. In 2025, the Study Coordinator Accelerated Program (SCAP), under CRM Centre of Excellence (COE), continued this mission by welcoming 31 trainees across three batch intakes. The program serves as a proven bridge in the industry, with over a third of participants successfully employed in clinical research during the year. By combining high-level talent development with structured succession planning, CRM ensures a world-class workforce while providing employees with opportunities for both vertical and horizontal career growth.



Graduates of CRM Study Coordinator Accelerated Program in 2025

Early Phase Accomplishments and Phase 1 Realisation Project (P1RP) 2.0 Progress

In 2025, efforts to advance Malaysia's early phase clinical research landscape focused not only on study delivery, but also on strengthening governance, regulatory alignment, and system readiness. During the CRM Trial Connect 2025 Pre-Conference, stakeholders convened to update national Phase 1 clinical trial guidelines in line with evolving international and local standards, informed by Malaysia's growing First-In-Human (FIH) experience since 2020. A joint process alignment session between the Scientific Review Panel (SRP) and Medical Research & Ethics Committee (MREC) was also conducted to harmonise review pathways, improve efficiency, and enhance clarity of roles and timelines. Operational oversight was reinforced through an SRP audit conducted alongside an MREC compliance review at Sarawak General Hospital, assessing site and investigator readiness to sustain high-quality FIH trials.



P1RP Guidelines Meeting at CRM Trial Connect Pre-Conference



Process Alignment through FIH SRP-MREC Meeting during CRM Trial Connect 2025 Pre-Conference

STABILITY

Developing capability in early-phase clinical research remained a priority under P1RP 2.0. A total of 17 Study Coordinators were deployed across leading regional institutions, including The Chinese University of Hong Kong, National University Hospital Singapore, and National Taiwan University Hospital, to gain insights into early-phase trials and deepen their practical skills. These initiatives supported the successful conduct of two First-in-Human studies at Sarawak General Hospital in 2025, reflecting growing national capacity and reinforcing Malaysia's competitiveness as a destination for advanced clinical development. These developments align with observations highlighted in the IQVIA White Paper, which recognises Malaysia as an emerging destination for early-phase clinical trials, supported by strengthening infrastructure, evolving regulatory maturity, and expanding experience in FIH research.



SRP Audit in Parallel with MREC Compliance Review at Sarawak General Hospital



CRM Study Coordinators during their Early Phase observership at National Taiwan University Hospital

SUSTAINABILITY

Global Trusted Research Management Organisation

CRM continues to drive its vision of positioning Malaysia as the Preferred Hub for Clinical Research in Asia by 2033. This vision reflects CRM's commitment to strengthening the national research ecosystem, attracting global stakeholders, and advancing high-quality clinical research across the region.

To achieve this, CRM focuses on building strong partnerships, improving operational efficiency, and maintaining high standards of research governance. The organisation also plays an active role in advancing regional collaboration through initiatives across Association of Southeast Asian Nations (ASEAN), supporting the growth of sponsored clinical studies and regional research development.

Developing a skilled clinical research workforce remains a key priority, alongside continued efforts to strengthen early-phase capabilities. At the same time, CRM is advancing digital transformation by enhancing integrated systems and data-driven processes to improve efficiency and support better decision-making.

Through these strategic efforts, CRM continues to strengthen Malaysia's position as a trusted and competitive destination for global clinical research.

VISION 2033

To be the preferred hub for clinical research in Asia



Figure 21: CRM Vision 2033 & its missions

KPI 2023 - 2033

As part of our long-term strategic roadmap, CRM continues to make meaningful strides toward its 2023 to 2033 Key Performance Indicators. The following reflects our current progress against established targets.

In workforce development, 3,252 out of 4,000 skilled jobs in clinical research have been created, demonstrating strong momentum in building a capable and specialised talent pool. On the research front, 746 new sponsored research projects have been initiated against a target of 3,500, with 542 of these secured through the Ministry of Health, working toward a target of 1,700.

Phase I Research activity currently stands at 15 out of an 80-study target, reflecting early-stage progress in this high-value research segment. Meanwhile, Clinical Research GNI contribution has reached RM839 million, on a path toward the RM2.1 billion goal, a strong indicator of the sector's growing economic impact.

From a financial performance perspective, CRM recorded an income of RM91.9 million against a RM400 million target, with expenditure at RM75.9 million of the RM342 million allocated.

Overall, CRM's KPI trajectory reflects an organisation that is progressing steadily across all pillars, talent, research output, and financial sustainability with clear focus on achieving its decade-long commitments.



Figure 22: CRM's KPI 2023 - 2033

www.clinicalresearch.my



Your Global Solutions in One Nation

D-26-06, Menara Suezcap 1, KL Gateway,
No. 2 Jalan Kerinchi, Gerbang Kerinchi Lestari,
59200 Kuala Lumpur, Malaysia.

T: +603-7931 5566

F: +603-7931 9940

E: contact@clinicalresearch.my



CERTIFIED TO ISO 37001:2016
CERT NO.: ABMS 00218



CERTIFIED TO ISO 9001:2015
CERT NO.: QMS 03360