



维亚生物科技控股集团

VIVA BIOTECH HOLDINGS

(於開曼群島註冊成立的獲豁免有限公司)

股票代號:1873

Viva Biotech

2024 Interim Results

30 August 2024

Forward-Looking Statements



Certain information set forth in this presentation contains “forward-looking statements” which are not historical facts, but instead are predictions about future events based on our beliefs as well as assumptions made by and information currently available to our management. Although forward-looking statements contained in this presentation are based upon what management of the Company believes are reasonable assumptions, future events could turn out differently from those anticipated in such statements. There can be no assurance that forward-looking statements will prove to be accurate as such forward-looking statements necessarily involve known and unknown risks and uncertainties, which may cause results and future events in future periods to differ materially from any projections of future performance or result expressed or implied by such forward-looking statements. Accordingly, you are strongly cautioned not to place undue reliance on forward-looking statements. All information provided in this presentation is as of the date of this presentation and are based on assumptions that we believe to be reasonable as of this date the Company undertakes no obligation to update forward-looking statements if circumstances or management’s estimates or opinions should change except as required by applicable securities laws or listing rules.

Non-International Financial Reporting Standards

To supplement the Group’s unaudited consolidated financial statements which are presented in accordance with the International Financial Reporting Standards (“IFRS”), the Company has provided adjusted Non-IFRS net profit, adjusted Non-IFRS net profit margin, and adjusted Non-IFRS earnings per share as additional financial measures, which are not required by, or presented in accordance with, the IFRS. The Company believes that the adjusted Non-IFRS financial measures are useful for understanding and assessing underlying business performance and operating trends, and that the Company’s management and investors may benefit from referring to these adjusted financial measures in assessing the Group’s financial performance by eliminating the impact of certain unusual and non-recurring items that the Group does not consider indicative of the performance of the Group’s business. However, the presentation of these non-IFRS financial measures is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with the IFRS. You should not view the adjusted results on a stand-alone basis or as a substitute for results under the IFRS. The company provided detailed net profit to Non-IFRS net profit reconciliation in the appendix for reference.

A photograph of a laboratory setting, showing various pieces of scientific equipment and a person in a white lab coat working. The image is partially obscured by a large green curved shape on the left and a large white curved shape on the right.

CONTENTS

01 Business Highlights

02 Financial Performance

03 Future Strategies

Q&A Session

A photograph of a laboratory setting, showing a person in a white lab coat and gloves working with equipment. The image is partially obscured by a large, light green, abstract graphic element that resembles a stylized 'V' or a DNA helix. The overall color scheme is green and white.

PART 1: Business Highlights

World Leading One-stop Innovative Original Drug R&D and Production Platform



CRO Business

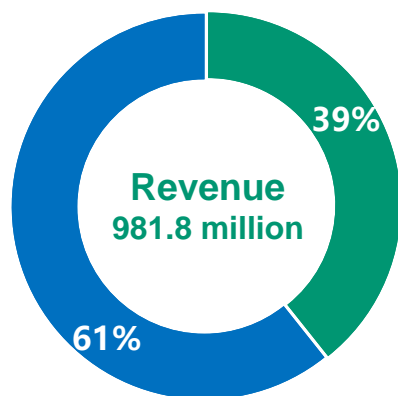
Focus on FIC's Discover business, take SBDD as the core to drive FBDD, drug screening and drug design, and provide all biological and chemical services from Target to PCC

CDMO Research and Production Business

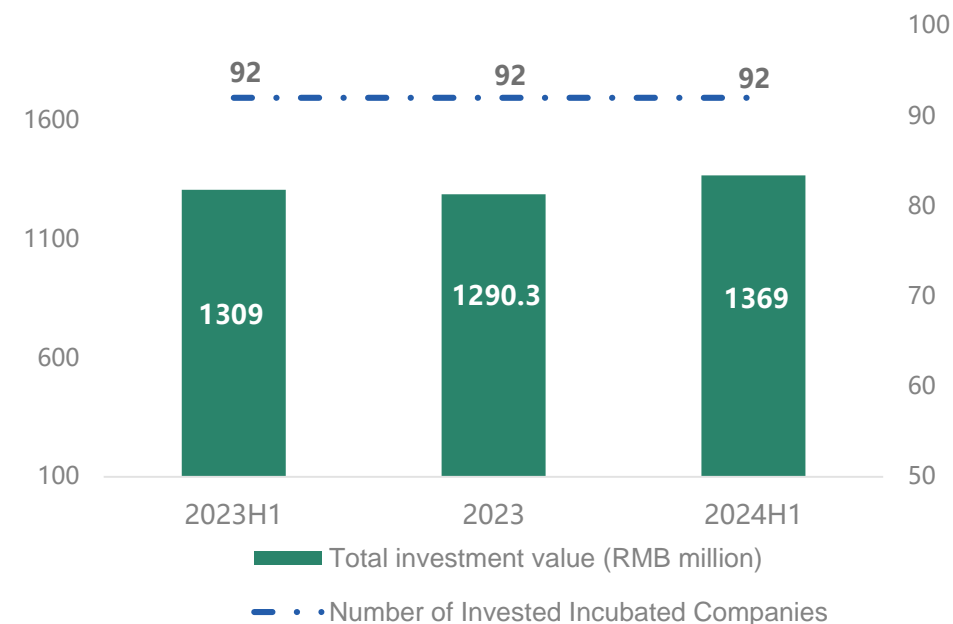
Provide innovative drug partners with small molecule CDMO, API, intermediates and formulation in the whole process of drug R&D and production

EFS Investment and Incubation Business

Focus on discovering and investing in high potential biotech start-ups to address unmet clinical medical needs

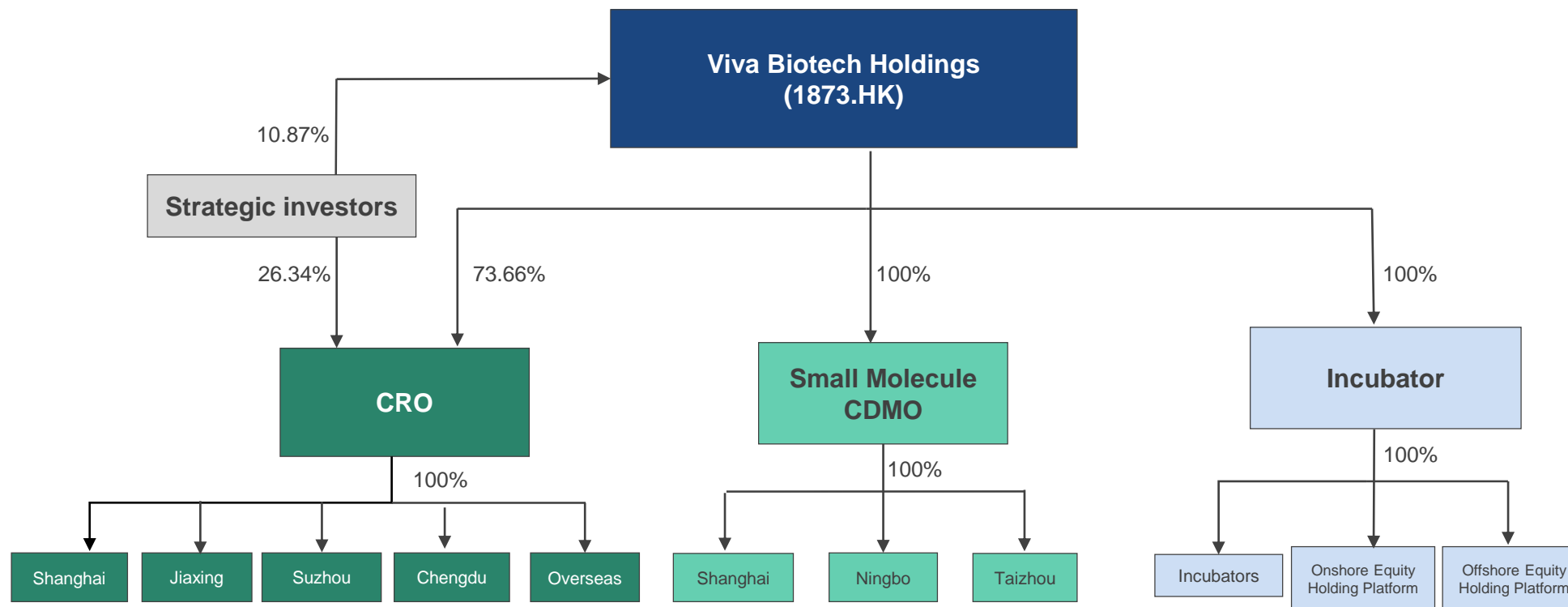


■ CRO ~ 385.9 million
■ CDMO Research and Production Business ~ 595.9 million



Note: Total Investment Value = Fair Value + Cash Returns

Equity Structure of Viva Biotech



- ◆ Since 2023, following the successful completion of the comprehensive introduction of strategic investors including Temasek, Highlight Capital, True Light Capital, and Investment Corporation of Dubai, these investors are currently having a synergistic effect on the corporate governance, business operation, investment and financing planning, and strategic development of Viva Group.

Integrated Platform for Comprehensive Original Drug R&D and Manufacturing Services



Protein Science and Structural Research

Membrane Proteins
X-ray
Cryo-EM
HDX-MS

Affinity-Based Drug Screening

Mass Spectrometry (ASMS, INTACT-MS)
SPR
Crystal Soaking
V-DEL
Compound Library (Covalent Compounds, Fragments, Structural Diversity, Peptides, etc.)

Drug Metabolism

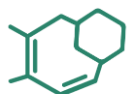
(ADME/DMPK)

Pharmacology Platform

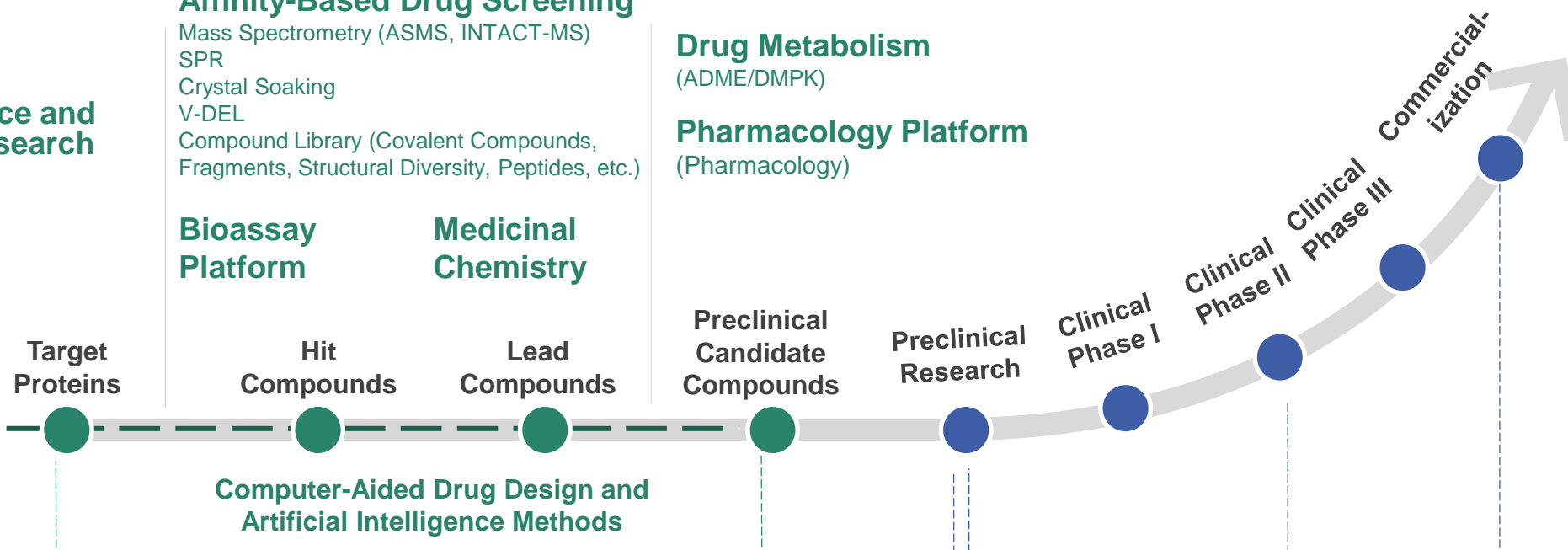
(Pharmacology)

Bioassay Platform

Medicinal Chemistry



Structure-Based Drug Discovery



New Molecular Modalities

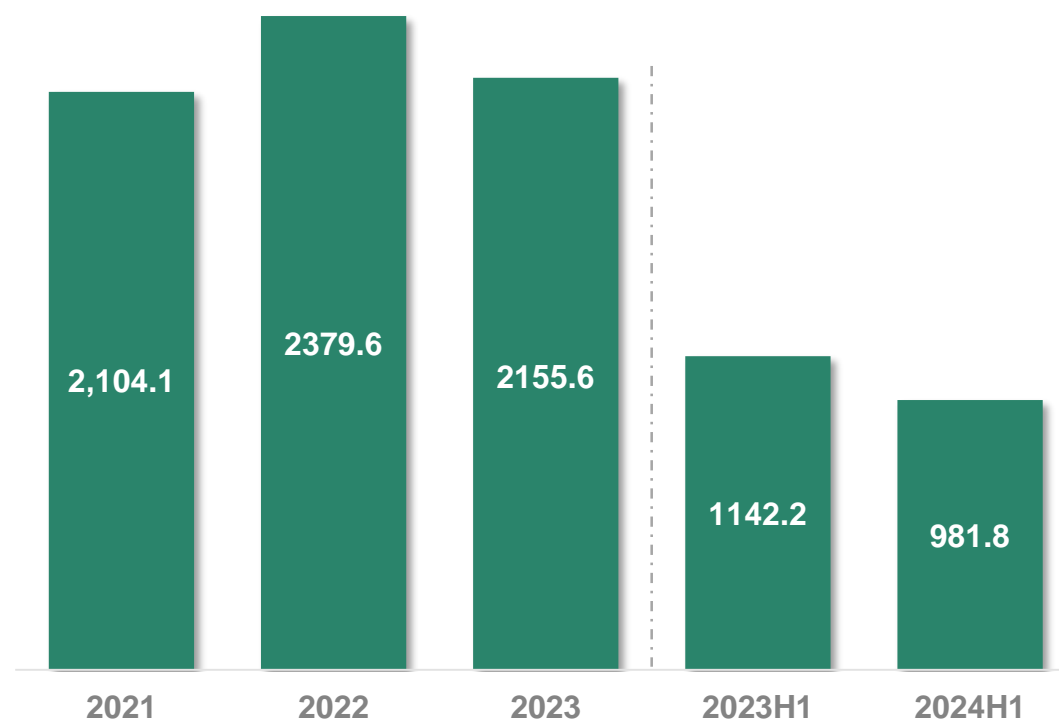
- **PROTAC/Molecular Glue:** The revenue from PROTAC/Molecular Glue account for approximately 10.87% of the total CRO revenue. The Company have conducted research on 50+ E3 ligases and delivered 140 ternary complexes of PROTAC.
- **Peptide Technology Platform:** The peptide platform has been successfully expanded into the peptide-antibody coupling APC field. In the future, it will collaborate with the bacteriophage display platform and V-DEL platform to continue to offer services ranging from hit discovery to the development of candidate compounds in drug research and services in certain production stage.
- **Antibody/Large Molecule R&D Technology Platform:** By integrating CADD/AIDD technologies, several challenging antibody affinity modification projects have been successfully completed. Moreover, through the development of technologies such as single B cell screening and sequencing, mRNA immunization, and gene gun immunization, the antibody development platform has been further enhanced.
- **XDC Technology Platform:** The large molecule drug/antibody platform, peptide platform, and small molecule drug platform have been successfully integrated into the expansive XDC Comprehensive Platform, which covers multiple fields. This platform can accommodate various conjugation technologies such as ADC, RDC, AOC, APC and DAC. Additionally, deep integration has been achieved between XDC technology and CADD/AIDD technologies, as well as DEL technology.

Business Highlights

- Revenue in 2024H1 reached RMB **981.8 million**, **-14.0%** YOY
- Gross profit reached RMB **339.1 million**, **-16.5%** YOY
- Adjusted net profit reached RMB **168.2 million**, **+15.1%** YOY
- Adjusted Earnings per Share (EPS) of **RMB 0.06**
- As of the end of the period, the total number of clients in the Group stands at **2350**, widely distributed across North America, Europe, Asia, and other regions.
- Overseas revenue accounts for **88.5%** of the total.
- The total number of employees in the Group reaches **2043**.

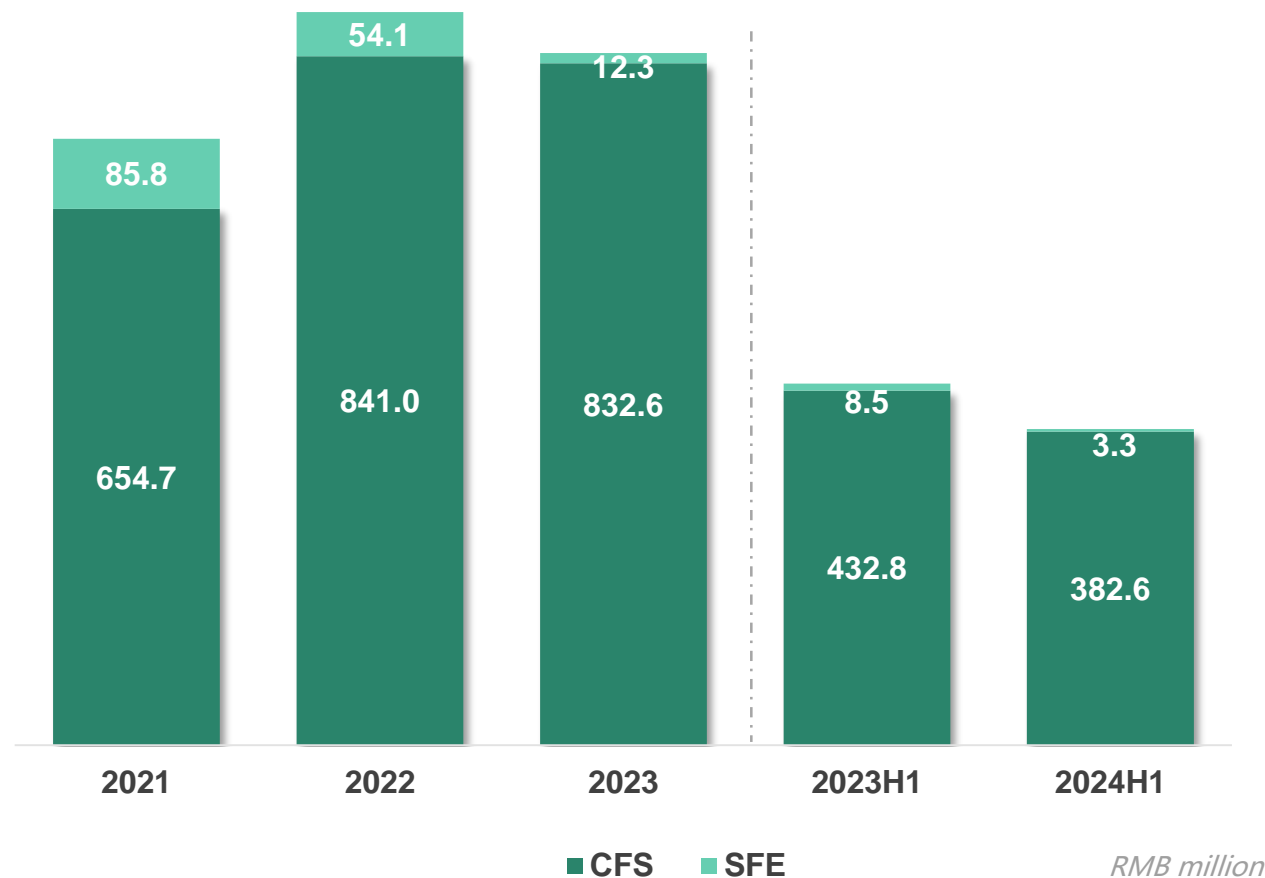
Revenue

RMB million



CRO Business: Expected to Gradually Recover in Future Despite Fluctuations in Short-term Growth

- Revenue: RMB **385.9 million**, **-12.5%** YOY
- Gross Profit: RMB **167.2 million**, **-15.5%** YOY
- Top 10 Customer Revenue Contribution: **25.7%**
- Revenue from Overseas Clients: **88.8%**, decreased by **10.2%** YoY
- Revenue from Chinese Clients: **11.2%**, decreased by **27.6%** YOY
- CFS Revenue: RMB **382.6 million**, decreased by **11.6%** YOY
- SFE Revenue: RMB **3.3 million**, decreased by **61.1%** YOY
- Number of Independent Targets in 2024H1: **+79**
- Number of Protein Structures in 2024H1: **+9074**



CRO Business: Continuous Cost Reduction and Efficiency Improvement, and Steady Growth in Client Numbers



Continued Optimization of CRO R&D Personnel, driving Ongoing Cost Reduction and Efficiency Improvement



Number of CRO Clients: +11.5% YOY



Served Top 50 Global Pharmaceutical Companies



Based on Total Annual Revenue in 20241H

Clients of Viva Biotech are among the 15 most promising biotech companies listed in Fierce Biotech's "Fierce 15" for 2024

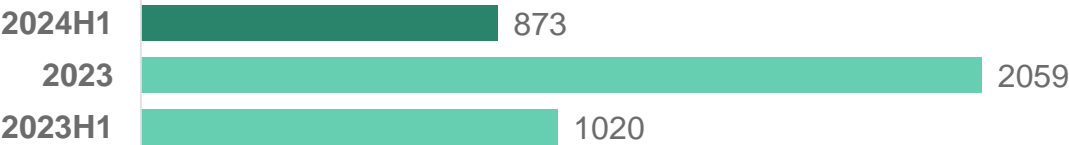


CRO Business: Steady Operations with Continued Increase in Target and Protein Structure Deliveries



Radiation Source Usage

Hours



- Maintaining long-term cooperation with **13** global synchrotron radiation source centers.
- Covering **10** countries and regions including Shanghai(China), the United States, Canada, Japan, Australia, the United Kingdom, France, Germany, Taiwan (China), and Switzerland, ensuring uninterrupted data collection throughout the year.

CRO Laboratories Area

- Shanghai: approx. 35,000 sq.m.
- Chengdu: approx. 10,800 sq.m.
- Jiaxing: approx. 5,335 sq.m.
- Suzhou: approx. 5,305 sq.m.

Shanghai Supercomputing Center

- The Shanghai Supercomputing Center is currently capable of supporting CADD calculations, AIDD computations, as well as computations for crystallography and cryo-electron microscopy groups.

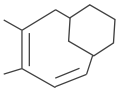
Reserve Area

- Chengdu: There is still approximately **52,000 sq.m.** of property available for laboratory planning in the future.

Number of Target and Protein Structure Deliveries



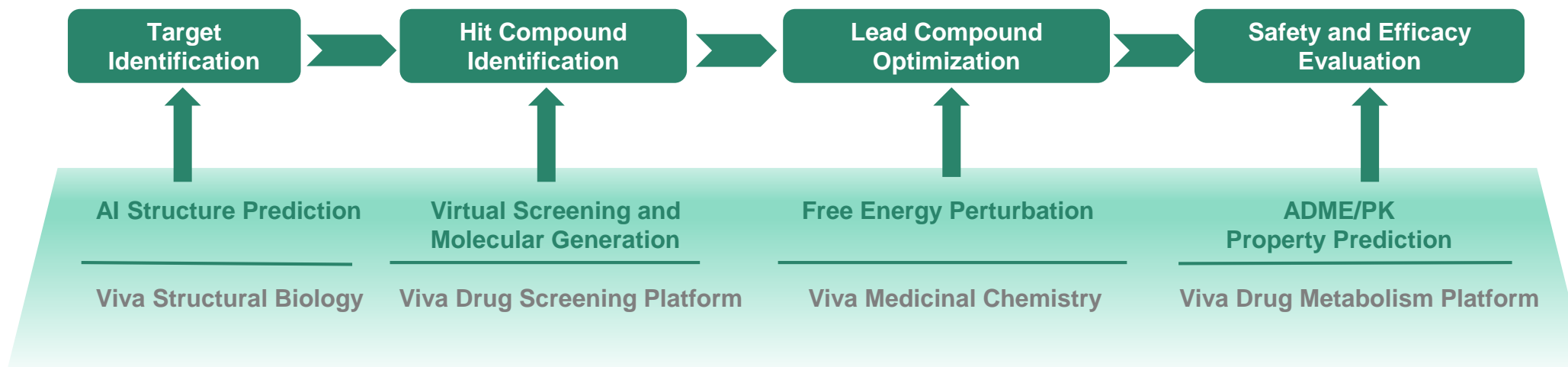
- Independent Target Research: **+79** YoY
- Accumulative Research: **2065**



- Protein Structure Deliveries Increase by **9074** YoY
- Cumulative Deliveries Reach **74109** Cases



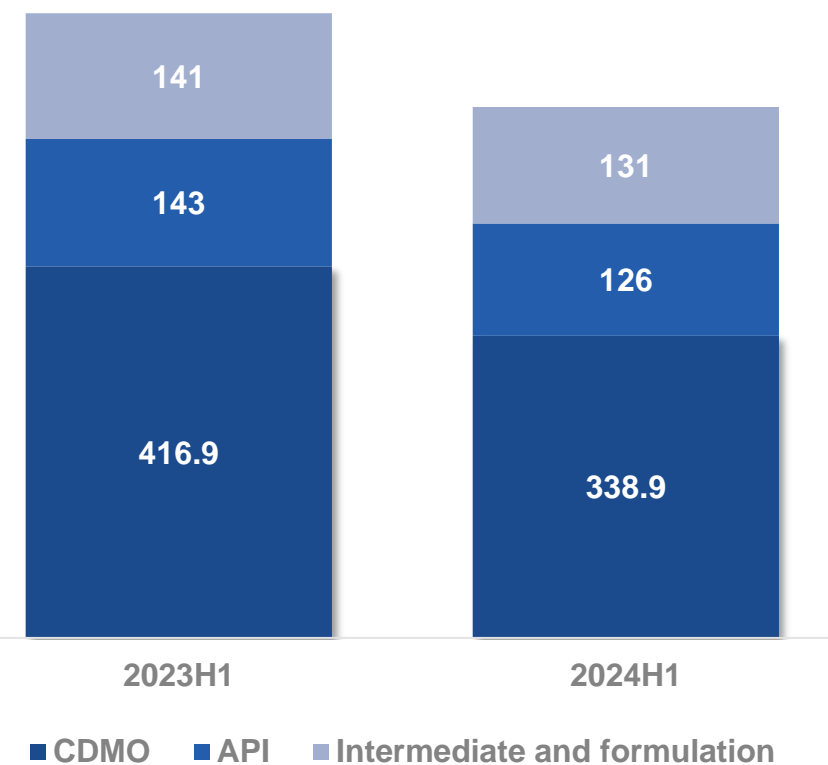
AI Technology Driven Experiments Pave the Way for a New Era in Drug Development



- ◆ Viva has established a versatile talent team, with computational chemistry and AI algorithm scientists having professional backgrounds in physics, chemistry, biology, pharmacy, pharmaceutical engineering, etc. All team members hold master's degrees or above, graduated from key domestic universities under 985 and 211 projects, and include several overseas returned scholars.
- ◆ It possesses the capability to develop proprietary algorithms and methods, also has published peer-reviewed articles in various mainstream journals, tackling practical drug design issues from an application standpoint. It is constructing a vertically integrated platform, utilizing proprietary algorithms to advance projects and gradually opening to external collaborations.
- ◆ The Company has the ability to develop various drug forms and has experience in developing small molecules, RNA-targeted small molecules, peptides, antibodies, and other types of drugs.
- ◆ As of June 30, 2024, the Company has successfully completed nearly 49 CADD/AIDD projects, with long-term projects accounting for 35% of the total. The number of clients procuring CADD/AIDD services has reached nearly 40.

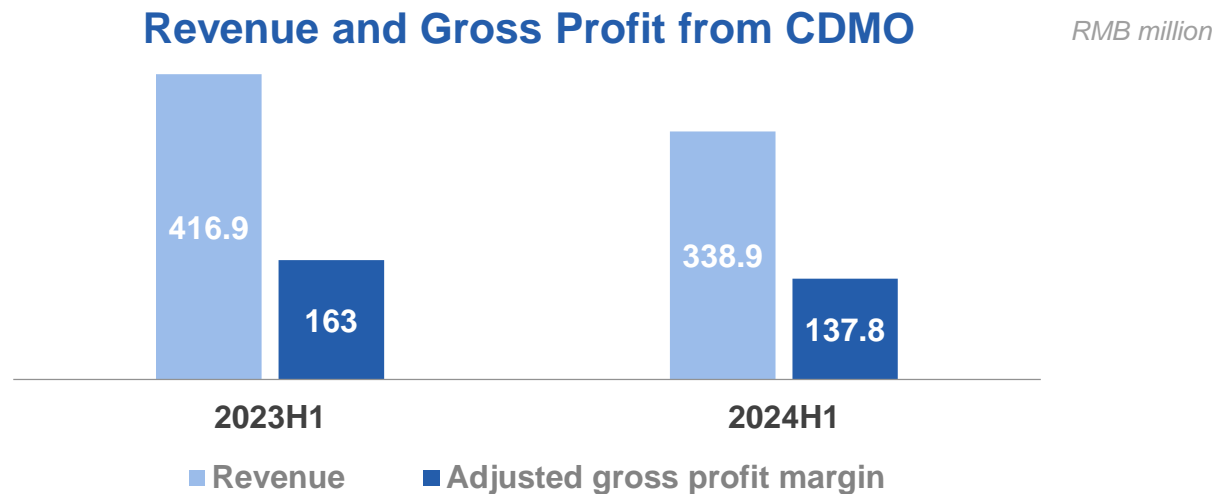
CDMO R&D and Production Services

- Revenue of Langhua: RMB **595.9 million**, **-15.0%** YOY
- Adjusted Gross Profit of Langhua: RMB **179.0 million**, **-16.8%** YOY
- CDMO: Revenue RMB **338.9 million**, **-18.7%** YOY; adjusted gross profit margin 40.7%, **+1.6pp** YOY
- API: Revenue RMB **126.0 million**, **-11.9%** YOY; adjusted gross profit margin 19.0%, **+1.6pp** YOY
- Intermediates and formulation: Revenue RMB **131.0 million**, **-7.1%** YOY; gross profit margin 13.0%, **-6.2pp** YOY
- Number of Clients: **885**
- Top 10 Clients account for **63.2%** of revenue, with **100%** client retention rate for top 10 clients



RMB million

CDMO Business: The Front-end Funnel Effect Continues to Manifest, while Capacity Building Continues to Advance

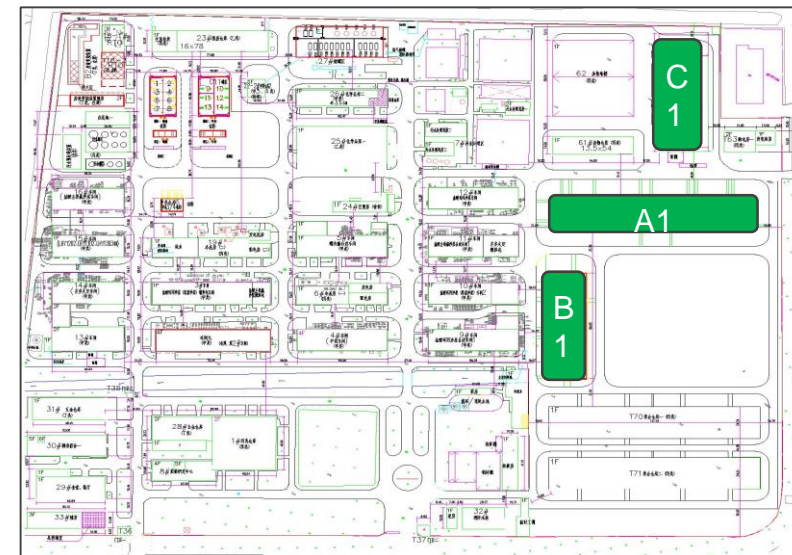
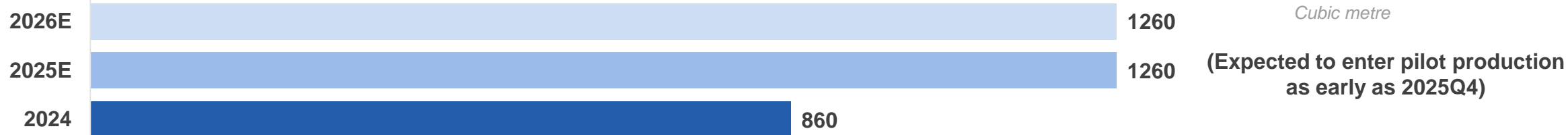


- Revenue from CDMO: RMB **338.9 million**, decreased by 18.7% YOY; the decrease was mainly due to the delivery schedule of certain CDMO orders, which are expected to be delivered in 2024H2;
- CDMO's adjusted gross profit margin: **40.7%**, increased by **1.6pp** YOY, with continuous improvement in product structure;
- **As of the end of this reporting period, Langhua Pharmaceutical has provided CMC and CDMO services to 12 incubated enterprises within the group, as well as redirected companies from CRO. This demonstrates the ongoing manifestation of the integrated funnel effect within the Group.**
- The factory of Langhua Pharmaceutical in Taizhou, Zhejiang has a GFA of approximately 35,168 sq.m., including the Taizhou R&D center with an area of approximately 2,500 sq.m.. The R&D center of Ningbo Nuobai has an area of approximately 1,300 sq.m. and the office building of Ningbo Nuobai has an area of approximately 1,500 sq.m..

Langhua Factory's Capacity Building Status:



Production Capacity Expansion Plan (2024-2026E)



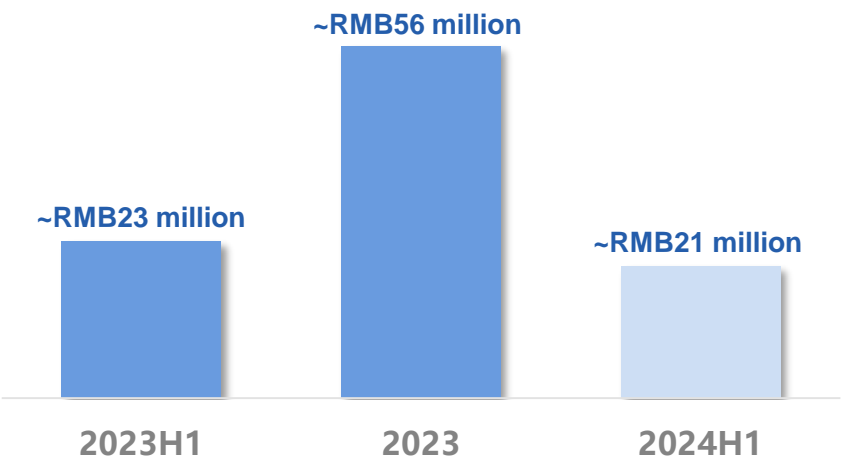
- In addition, Langhua Pharmaceutical plans to establish a new capacity of 400 cubic meters between 2024 and 2025 to serve the commercial production of new molecules. Currently, the civil engineering work is mostly completed, with internal fire protection systems being installed. It is anticipated that the subsequent phase will involve equipment procurement and installation. In the future, with the introduction of new products and the release of reserved capacity, this will provide strong support for revenue growth of the Company.

Constant Increase in the Number of CMC Projects Enhancing Internal Efforts to Channel Resources



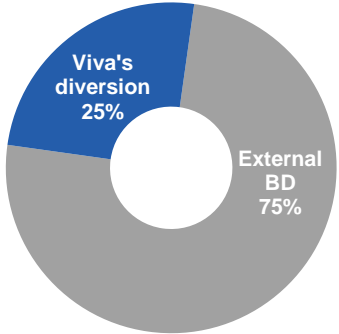
Revenue Scale

RMB

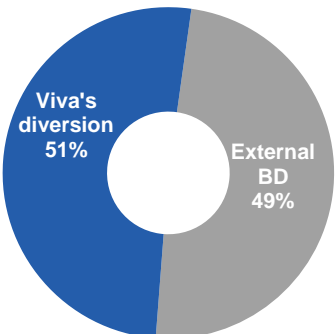


Internal and External Efforts to Channel Resources towards the CMC Business

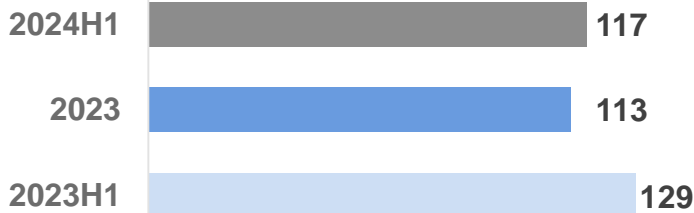
Customer Order Calculation



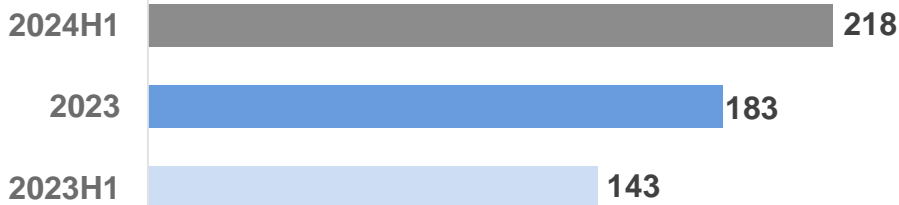
Customer Revenue Calculation



CMC R&D Staff



Historical Trends in the Cumulative Number of CMC Projects



- Revenue of CMC: **approx. RMB 21 million**. It is still in the early climbing stage and has not yet reached the break-even point.
- Nearly **218** CMC new drug projects have been completed or are in progress, since the establishment of CMC business.
- The no. of CMC R&D staff is **117 employees** at the end of the period.
- CMC laboratories covering approx. **5200 sq.m.**

EFS Investment & Incubation Business

- As at June 30, 2024, the Group had invested in a total of **92** portfolio companies.
- During the reporting period, **several** portfolio companies achieved partial exits, which successfully realized the corresponding investment income and received **cash of approx. RMB 144.1 million**.
- The portfolio companies have **222** pipelines, with **185** pipeline projects in preclinical stage and **37** in the clinical stage
- 5** portfolio companies completed new rounds of financing, with a total amount exceeding **US\$117 million**.
- The investment gain due to fair value changes during the reporting period amounted to approx. **RMB 64.4 million**.
- In addition, there are several projects with potential exit possibilities, which are expected to peak in the next three years.**

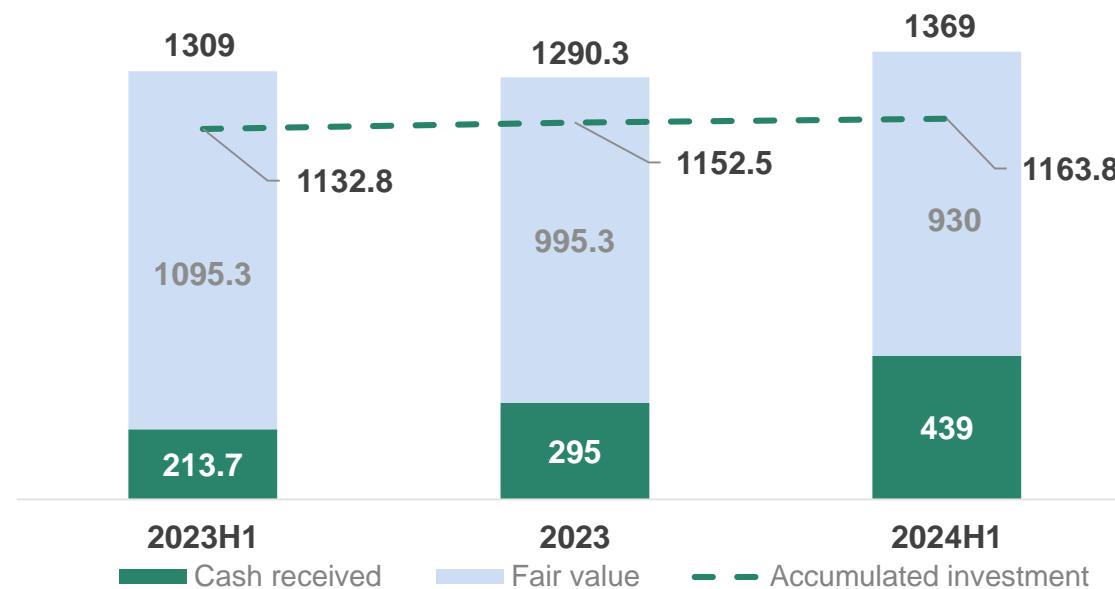
Notes:

1. Total investment value = Fair value + Cash received

2. Total cost = Total cash cost + Total EFS cost

Source: Viva Prospectus, 2023H1-2024H1 financial assets at FVTPL and interests in joint ventures and management's information

RMB million



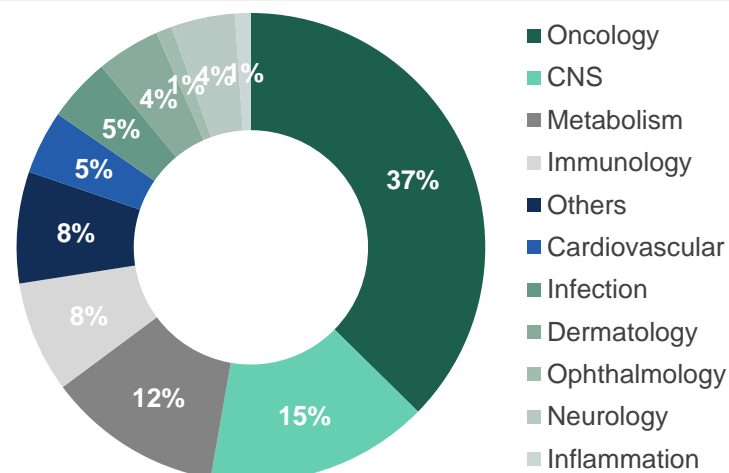
RMB million	2023H1	2023	2024H1
Total investment value	1309.0	1290.3	1369.0
Fair value	1095.3	995.3	930.0
Cash received	213.7	295.0	439.0
Accumulated investment	1132.8	1152.5	1163.8

VBI Investment Exits and Components Overview



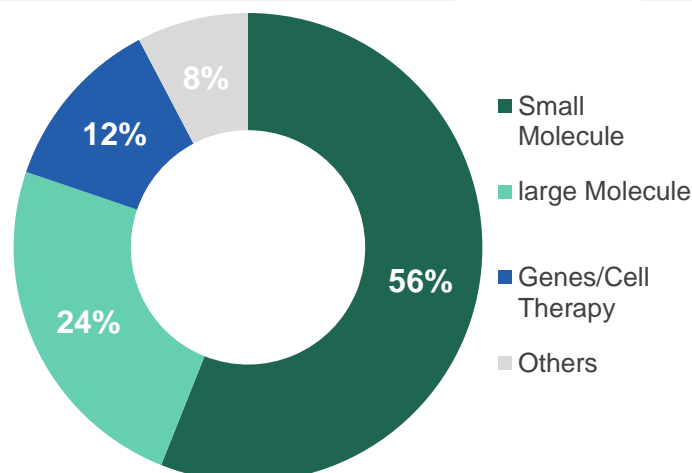
- In 2024H1, VBI has invested in a total of 92 portfolio companies.
- In 2024H1, the Company achieved partial investment exits from several incubation portfolio companies, successfully realized investment income and received cash of approx. RMB 144.1 million.
- In addition, the Company exited Nerio at the end of July 2024 after 2024H1, while the investment income of this project was not recognized in the 2024 interim results.
- In 2024H1, the incubation portfolio companies the Company invested and incubated cover multiple indications, multiple molecular modes and multiple regions worldwide.

Exited Project

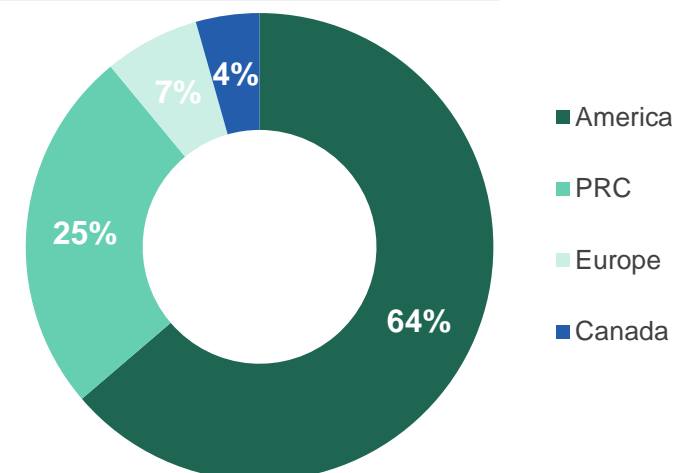


■ Oncology
 ■ CNS
 ■ Metabolism
 ■ Immunology
 ■ Others
 ■ Cardiovascular
 ■ Infection
 ■ Dermatology
 ■ Ophthalmology
 ■ Neurology
 ■ Inflammation

Exited Project after 2024H1



■ Small Molecule
 ■ large Molecule
 ■ Genes/Cell Therapy
 ■ Others



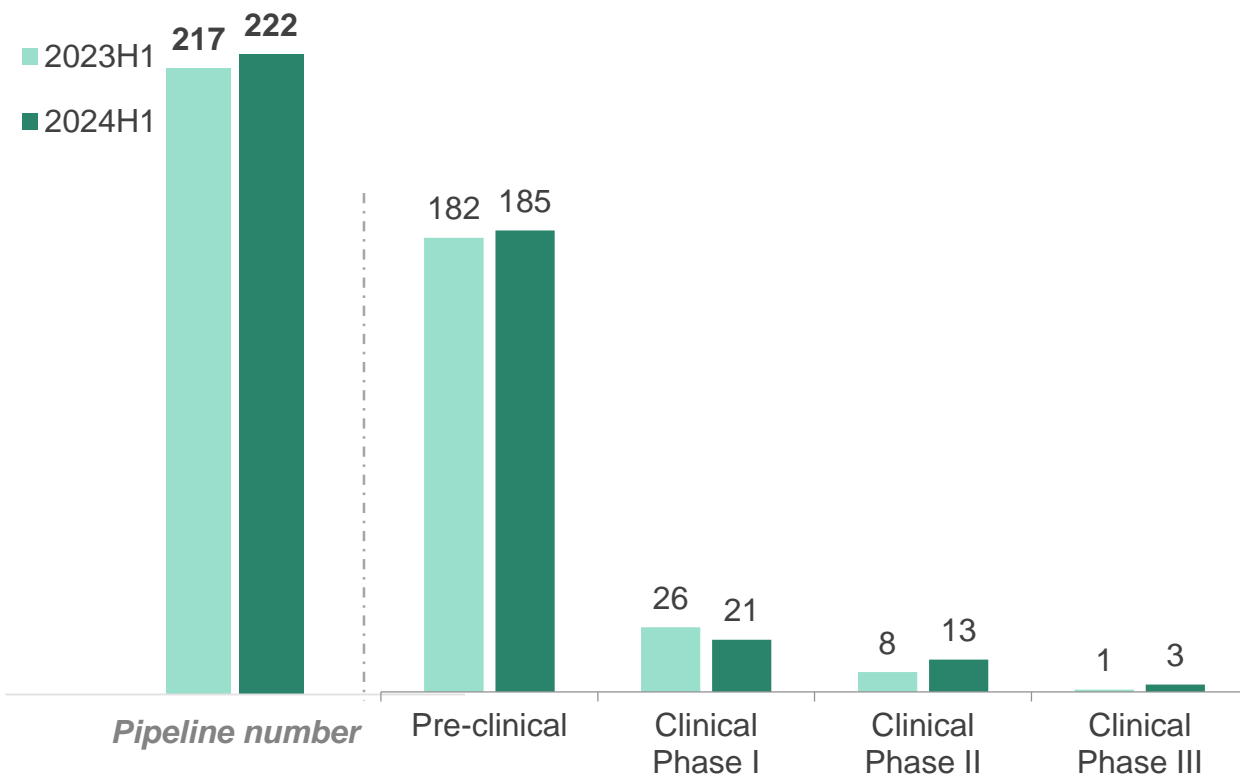
■ America
 ■ PRC
 ■ Europe
 ■ Canada

Continuous Expansion of Drug Pipeline, with Ongoing Financing Progress



222 Pipeline Projects in Portfolio Companies

**Calculated Based on the Cumulative Number of Portfolio Companies*



- In 2024H1, **5** portfolio companies successfully raised new funding rounds, totaling approx. **US\$117 million**.
- **185 pipelines** are in pre-clinical stage, while **37 pipelines** have entered **clinical stage**.

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- Boehringer Ingelheim acquired Nerio Therapeutics in a deal valued up to US\$1.3 billion for new immune checkpoint inhibitors.



- Apeiron Therapeutics and Exscientia plc (NASDAQ: EXAI) entered into an agreement to sell its 50% interest in GTAEXS617 (617), a highly selective oral CDK7 inhibitor, to Exscientia for a transaction consideration of US\$30 million.



- Full-Life Technologies signed a licensing agreement with SK Biopharmaceuticals for innovative therapies targeting various solid tumors, with a total transaction value of US\$571.5 million.



- ArthroSi's URAT1 inhibitor AR882 entered Phase III clinical trial, mainly for the treatment of gout.



- QurAlis announced an exclusive global licensing agreement with Eli Lilly for the ASO therapy QRL-204. QurAlis will receive an upfront payment of US\$45 million and up to an additional US\$577 million in future milestone payments and graded net sales commissions.



- Lucy Therapeutics raised US\$12.5 million in additional funding to advance new treatments for Alzheimer's and Parkinson's. This round was led by existing investors Engine Ventures and Safar Partners, with new participation from Bill Gates Foundation, Parkinson's UK Foundation, and the Michael J. Fox Foundation.



- Basking announced the completion of a US\$55 million funding round led by ARCH to accelerate the clinical development of reversible thrombolytic.

Key Projects in VBI Investment Portfolio



No.	Name	Country	Mechanism	Indication	Pipeline	Company Overview
1	Dogma	USA	Small Molecule	Metabolic Syndrome	Clinical Trial	Dogma has discovered bona fide small molecule inhibitors of PCSK9 function that are orally bioavailable across multiple preclinical species. Guided by dozens of high-resolution x-ray structures of our molecules bound to PCSK9, the team have utilized structure-based design to achieve picomolar affinity. In 2020, the company reached an agreement with AstraZeneca to acquire global rights to its oral PCSK9 program.
2	Arthrosi	USA	Small Molecule	Gout and Tophus	Clinical Trial	Arthrosi Therapeutics is a clinical-stage biotech company focusing on the development of gout and chronic kidney diseases. Its proprietary drug candidate, AR882, demonstrated unprecedented sustained urate lowering in gout patients with the potential of providing other therapeutic benefits in clinical development.
3	Basking	USA	Cell and Gene Therapy	Cardiovascular Disease	Clinical Trial	Basking Biosciences is a clinical-stage company founded to solve the biggest need in ischemic stroke therapy – for a rapid-onset, short-acting thrombolytic drug capable of reopening blocked arteries within a greatly extended therapeutic window than currently approved therapies, and whose activity can be quickly reversed in the event of bleeding. The company is developing BB-031, a first-in-class RNA aptamer targeting von Willebrand Factor (vWF), an important structural component of blood clots and driver of the clotting process.
4	Triumvira	USA	Cell and Gene Therapy	Tumor	Clinical Trial	Triumvira Immunologics, Inc. is an immunotherapy with the vision of developing novel T cell therapies that are safer and more efficacious than current cancer treatments, including chimeric antigen receptor (CAR) and engineered T cell receptor (TCR) therapies. Their proprietary T cell Antigen Coupler (TAC) technology recruits the entire natural T cell receptor and is independent of the major histocompatibility complex (MHC), allowing for the development of better therapies for a broader range of patients with solid or liquid malignancies and also with diseases other than cancer.
5	Deka	USA	Large Molecule	Tumor	Clinical Trial	Deka is focused on the development of novel cytokine therapies to treat cancer and inflammatory diseases such as Crohn's, psoriasis, rheumatoid arthritis and sepsis. Deka has developed the next generation of cytokine therapy - Diakine™. Diakines™ are purposely engineered therapeutic proteins that are designed to deliver clinically validated cytokine combinations to diseased tissue.
6	Mediar	USA	Large Molecule	Autoimmune Disease	Preclinical Trial	Mediar is a preclinical stage biotechnology company developing therapeutics to halt, or even reverse, fibrosis. The platform and pipeline are based on an emerging class of novel targets – fibrotic mediators – that play key roles in modulating myofibroblast biology and the development of fibrosis in chronically damaged organs.
7	Cybrexa	USA	Large Molecule	Tumor	Clinical Trial	Cybrexa is an oncology-focused platform technology company that enables antigen-independent targeting of tumors and metastases with deep tissue penetration for small molecule anti-cancer drugs. They're passionate about bringing new treatment options to help more cancer patients live longer, more fulfilling lives.
8	Viva Vision	CN	Small Molecule	Ophthalmology	Clinical Trial	Viva Vision is a clinical-stage biotechnology company dedicated to innovation in the field of ophthalmic drug development. In addition to its Phase III clinical program for the treatment of moderate to severe dry eye disease (project VVN001), the company is developing VVN461 for the treatment of noninfectious anterior uveitis and postoperative inflammation, as well as VVN539 for the treatment of glaucoma or ocular hypertension.
9	Haya	CH	RNA	Cardiovascular Disease, Metabolic Syndrome	Preclinical Trial	HAYA Therapeutics is a precision therapeutics company that discovers and develops innovative tissue- and cell-selective genomic medicines. Its unique focus is on RNA-directed programmable therapeutics that regulate the genome to address serious health problems including cardiovascular disease and metabolic syndrome.
10	Nerio	USA	Small Molecule	Tumor	Preclinical Trial	Nerio Therapeutics is an innovative biopharmaceutical company focused on the development of allosteric/non-competitive phosphatase inhibitors for several protein tyrosine phosphatases (PTP).

A photograph of a laboratory setting, showing a person in a white lab coat and gloves working with equipment. The image is partially obscured by a large, light green, stylized 'V' graphic that spans the width of the slide.

PART 2: Financial Performance

Financial Performance of the Group



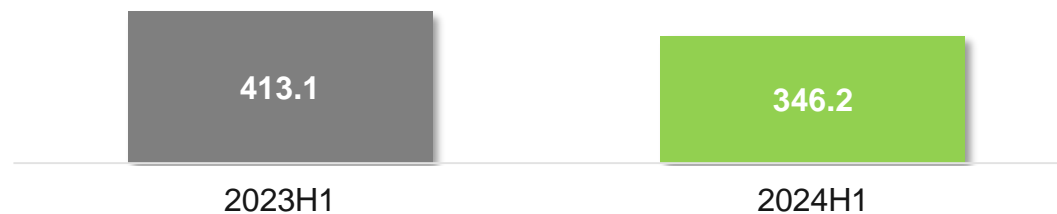
Revenue of the Group

RMB million



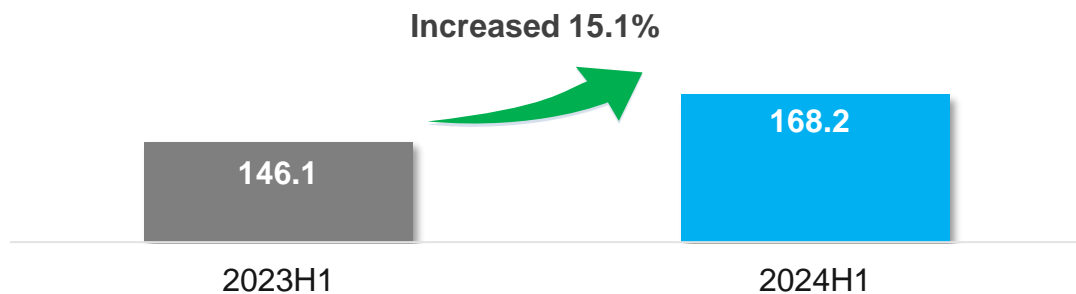
Adjusted Gross Profit

RMB million



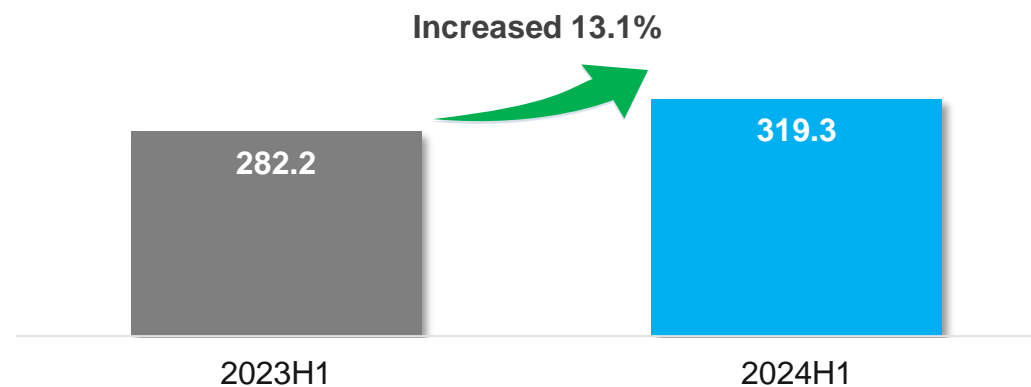
Adjusted Net Profit Experienced a YOY Increase

RMB million



Adjusted EBITDA Experienced a YOY Increase

RMB million



CRO Financial Statistics



CRO Revenue

RMB million

Adjusted Gross Profit

RMB million

441.3

385.9

2023H1

2024H1

198

167

2023H1

2024H1

No. of CRO R&D personnel

Annual revenue per CRO Personnel

RMB'000

1341

1117

2023H1

2024H1

658.2

691

2023H1

2024H1

Increased 5.0%

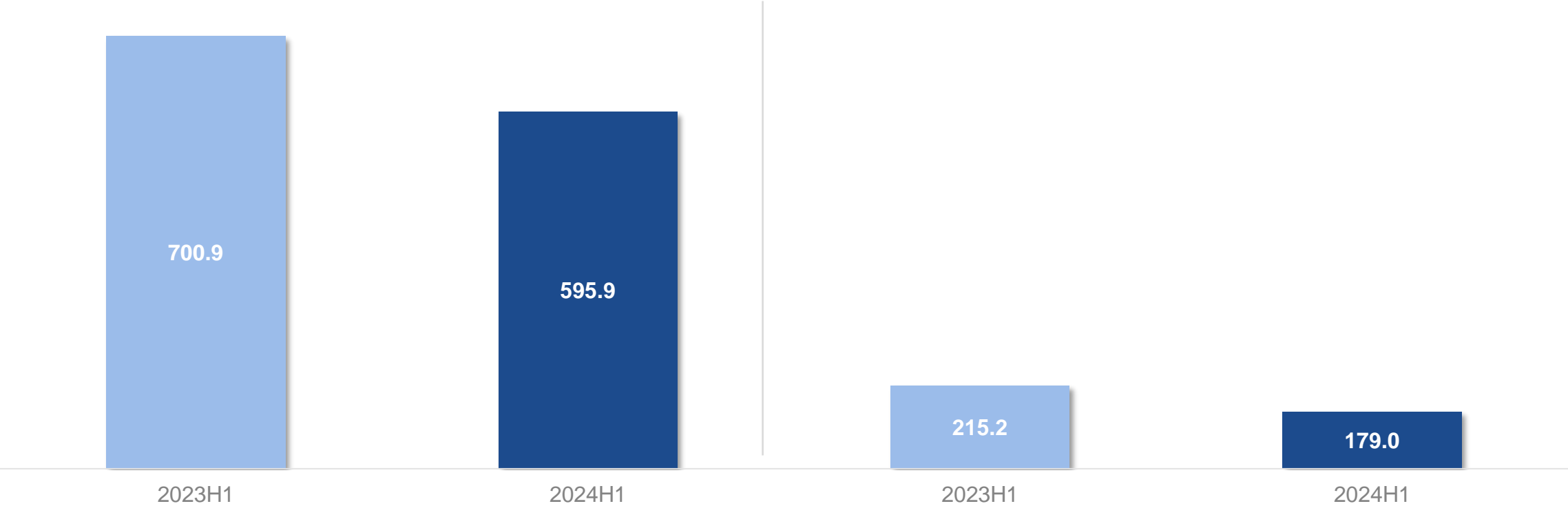


Revenue of Langhua Pharmaceutical

RMB million

Adjusted Gross Profit of Langhua Pharmaceutical

RMB million



Revenue Classifications of Principal Activities

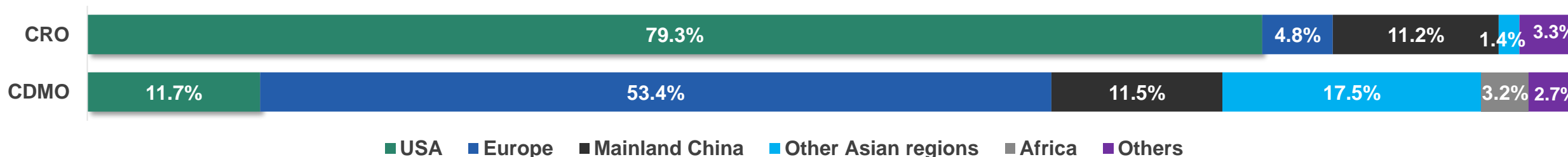


As at June 30, 2024

Types of goods or services	Drug discovery services RMB'000	CDMO and commercialization services RMB'000	VBI RMB'000	Total RMB'000
Revenue from non-investees				
Full-time-equivalent (FTE)	286,886	-	-	286,886
Fee-for-service (FFS)	69,383	7,032	-	76,415
Sale of products	-	577,229	-	577,229
Sub-total	356,269	584,261	-	940,530
Revenue from investees				
Full-time-equivalent (FTE)	15,234	-	6,898	22,132
Fee-for-service (FFS)	4,129	11,628	90	15,847
Service-for-equity service (SFE)	-	-	3,315	3,315
Sub-total	19,363	11,628	10,303	41,294
Revenue from Primary Business	375,632	595,889	10,303	981,824

Note: VBI refers to the CRO-related revenue generated from the service contracts signed between the relevant legal entities remained in the Group after the reorganization and the portfolio companies.

Revenue Structure by Geographic Region of Primary Business



Items Measured at Fair Value with Changes in Fair Value Recognized in Profit or Loss



The movements in the carrying value of unlisted investments at FVTPL for the reporting period are as follows :

	RMB'000
January 1, 2024	995,281
Acquired	8,769
Recognized from SFE revenue	2,533
Gain on fair value change	64,431
Disposal	(144,062)
Exchange adjustment	3,058
As at June 30, 2024	930,010
January 1, 2023	1,046,616
Acquired	21,821
Recognized from SFE revenue	10,339
Gain on fair value change	14,218
Disposal	(19,129)
Exchange adjustment	21,439
As at June 30, 2023	1,095,304

● Accumulated Total Value from EFS Business

RMB million

	2023H1	2023	2024H1
Cash received	213.7	295.0	439.0
Fair value	1095.3	995.3	930.0
Total investment value	1,309.0	1,290.3	1369.0

APPENDIX: Adjusted Non-IFRS Net Profit



	2024H1	2023	2023H1	2022	2022H1
	RMB'000	RMB'000	RMB'000	RMB'000	RMB'000
Net Profit / (Loss)	144,237	-99,790	13,659	-504,220	-85,220
Add: Fair Value Gain on Financial Liabilities at FVTPL		-174,323		-10,050	-10,050
Add: interest expenses of the debt components of the Convertible Bonds		124,386	63,182	140,232	67,818
Add: gain on repurchase of the Convertible Bonds		222,758	5,133	45,421	4,012
Add: transaction costs incurred from restructuring		36,646	-	-	-
Add: non-recurring loss on disposal of fixed assets					
Add: amortization of acquired assets from acquisition	23,990	48,144	24,085	48,367	24,258
Add: foreign exchange loss (gain)		51,014	40,047	146,391	88,133
Adjusted non-IFRS net profit	168,227	208,835	146,106	-133,859	88,951
Adjusted Non-IFRS Net Profit Margin	17.1%	9.7%	12.8%	-5.6%	8.0%

A photograph of a laboratory setting, showing a person in a white lab coat and gloves working with equipment. The image is partially obscured by a large, light green, abstract curved shape that sweeps across the frame from the bottom left towards the center.

PART 3: Future Strategies

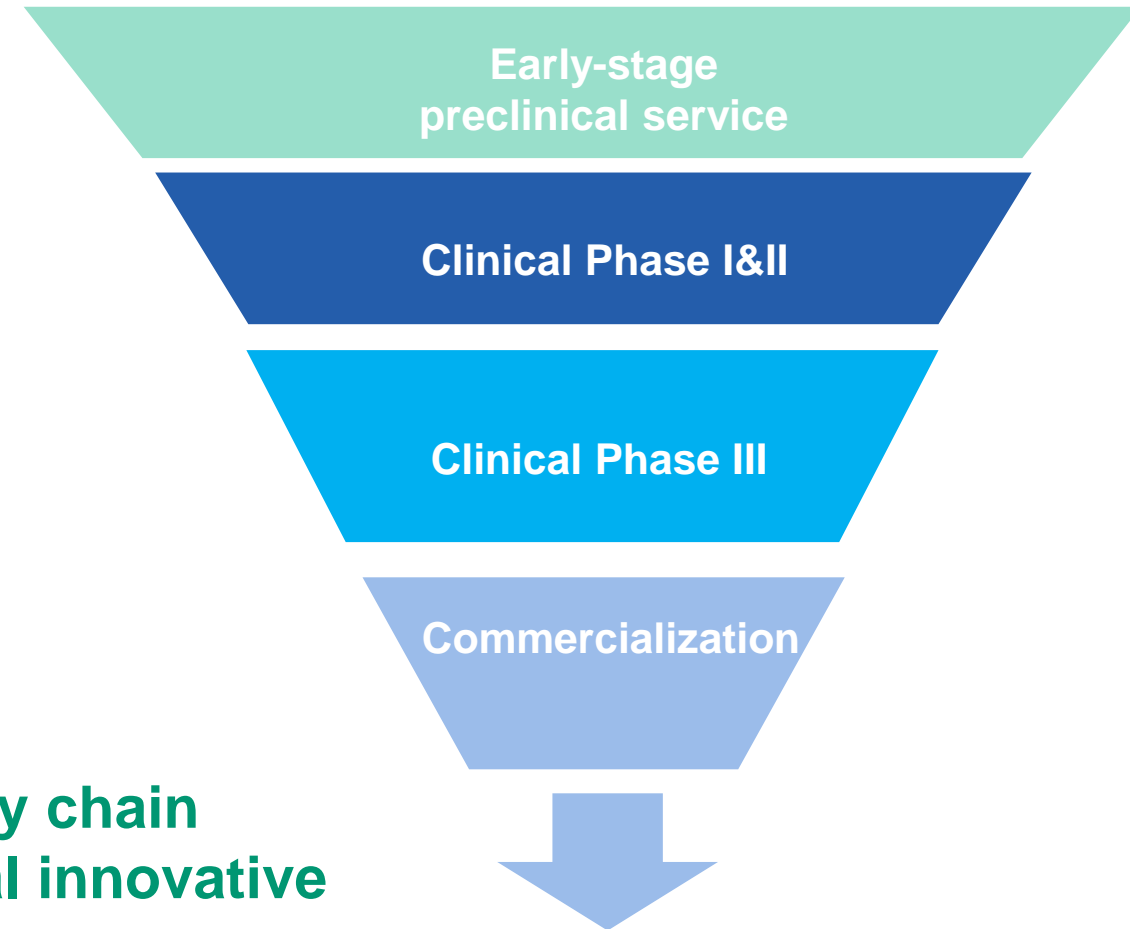
Improve Capacity Building for Front-end Projects, Continue to Expand the Whole Industry Chain Service Downstream



To Establish an Open and Cooperative Platform and a Win-win Ecosystem for Global Biopharmaceutical Innovators

- Raise technology barriers and expand servicing facilities and production capacity
- Strengthen talent acquisition and personnel incentives
- Advance business development worldwide
- Enhance continuity in CRO-CDMO business
- Continuously bolster cross-diversion and synergy between biology & chemistry sectors

**Deepening strategic cooperation in the industry chain
Establish a one-stop service platform for global innovative drug R&D and manufacturing**



The text 'Q&A Session' in a bold, sans-serif font, centered on the page. The background features a large, light gray stylized 'V' and a green-tinted image of a laboratory on the left side.

Q&A Session

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