OVERVIEW

Founded in 2008, we are a next-generation contract research organization (CRO) dedicated to empowering pharmaceutical enterprises and research institutions worldwide through integrated, disease biology–driven research and development (R&D) solutions. Through this business model, we go beyond the traditional role of a CRO as an outside contractor of discrete tasks to act as a strategic R&D partner. We provide a comprehensive suite of nonclinical safety, efficacy and drug metabolism and pharmacokinetics (DMPK) studies, alongside integrated clinical trial services spanning proof-of-concept to pivotal trials, supporting our clients throughout the R&D lifecycle. During the Track Record Period, we generated substantially all of our revenue from providing nonclinical and clinical services, with an insignificant proportion derived from supplying research animals to third parties.

With a strong focus on clinical value, we have developed deep expertise and significant experience in cardiometabolic diseases, central nervous system (CNS) diseases, ophthalmology, autoimmune diseases and oncology. According to Frost & Sullivan, we are the No. 1 CRO in China for nonclinical studies in cardiometabolic diseases in terms of relevant revenue in 2025.

We believe our success is anchored in our unwavering commitment to sustained innovation and technological expertise. We have established one of the most comprehensive portfolios of non-human primate (NHP) disease models in China, according to Frost & Sullivan, supporting key nonclinical studies in a variety of disease areas. Building on our disease model portfolio, we rank as the third-largest CRO in China for efficacy studies by relevant revenue in 2025. Our integrated biomarker and translational medicine platforms provide immunological, cellular and molecular assays, enhanced by mass spectrometry bioanalysis with advanced sensitivity, robustness and throughput. In the meantime, we proactively monitor advances in novel therapeutic modalities across key disease areas to strategically expand our technical capabilities ahead of industry trends. We have accumulated extensive project experience in oligonucleotide therapeutics, monoclonal, bispecific and multispecific antibodies, antibody-drug conjugates (ADCs) and other advanced therapies. We also deploy new alternative methods (NAMs) to improve clinical predictivity for specific efficacy or toxicity endpoints. In addition, we have supported our clients in clinical trials involving a diverse range of advanced therapies, especially in the field of cancer treatment.

Our scientific and technological expertises have positioned us as a trusted partner for global pharmaceutical leaders seeking advanced translational research, and enabled deeper scientific engagement across a broad range of research activities. We have delivered significant R&D outcomes through collaborations with MNC clients as well as academic institutions, resulting in multiple joint publications in respected medical and scientific journals.

Through close collaboration, we have established a loyal, diverse and quality client base, including commercial-stage pharmaceutical companies, early-stage biotechs and renowned research institutions across the world. Since our establishment and up to the Latest Practicable Date, we had provided nonclinical services to more than 750 clients and clinical services to more than 130 clients, and helped our clients secure over 240 approvals from the National Medical Products Administration (NMPA) and over 50 approvals from overseas regulatory agencies. With both the Good Laboratory Practice (GLP) certification and the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC) accreditation, we can support our clients' regulatory submissions across key markets worldwide.

We are guided by a visionary and experienced management team, whose multidisciplinary expertise spans pharmaceutical science, regulatory strategy and operational management. Mr. Zhang Xuefeng, our Chairman and general manager, leads our overall strategy and management. With more than 20 years of industry experience, Mr. Zhang brings extensive expertise in drug R&D as well as business operations. Our management is supported by an efficient operational team with technical and therapeutic expertise, including more than 250 members with master's or doctoral degrees in relevant disciplines.

Guided by our management team, built upon our scientific and technological expertise and integrated service offerings, we have successfully implemented the next-gen CRO business model, which has fueled our robust business performance and profitability. Our gross profit margins in the years ended December 31, 2023, 2024 and 2025 were 46.9%, 30.0% and 34.5% respectively, generally surpassing industry average, according to Frost & Sullivan. The industry average was calculated based on the gross profit margins of a group of leading CROs that adopt a business model similar to ours, provide both nonclinical and clinical services and derive the majority or a significant portion of their revenue from nonclinical services. This demonstrates our resilient profitability and strong adaptability in an ever-evolving industry landscape.

OUR STRENGTHS

Next-generation CRO redefining the industry with integrated, disease biology–driven R&D solutions

As the bedrock of the global pharmaceutical R&D ecosystem, the CRO industry is experiencing a profound transformation. A new generation of CROs is moving beyond the traditional role of an outside contractor of discrete, often non-essential tasks. Instead, they have developed deep expertise in disease biology and advanced scientific capabilities in key therapeutic areas and become strategic R&D partners for their clients. This new mode of partnership drives collaborative value creation over the long term and helps deliver enhanced development outcomes.

As a leading next-gen CRO in China, we provide our clients with integrated, disease biology–driven solutions that cover the full R&D lifecycle, from preclinical proof-of-concept to clinical validation. As China transitions from a follower to a key originator of innovation in the global pharmaceutical industry, we align our strategy to prioritize clinical value and take an active role in supporting the development of innovative therapies, working side by side with our clients to address unmet medical needs.

With a strong focus on clinical value, we have developed deep expertise in cardiometabolic diseases, CNS diseases, ophthalmology, autoimmune diseases and oncology, with comprehensive assessment solutions for such disease areas that position us as a trusted partner for global pharmaceutical leaders seeking advanced translational research. According to Frost & Sullivan, we are the No. 1 CRO in China for nonclinical studies in cardiometabolic diseases in terms of relevant revenue in 2025.

We have constructed one of the most comprehensive portfolios of NHP disease models in China, according to Frost & Sullivan. Building on our disease model portfolio, we rank as the third-largest CRO in China for efficacy studies by relevant revenue in 2025. In addition, we continuously monitor advances in novel therapeutic modalities across key disease areas to proactively build technical capabilities ahead of industry trends. We have achieved significant competitive advantages in oligonucleotide therapeutics (across cardiometabolic, CNS and rare diseases), monoclonal, bispecific and multispecific antibodies (for cardiometabolic diseases

and oncology), ADCs (for both oncology and non-oncology applications) and other advanced therapies (covering ophthalmology, CNS, otology (ear medicine) and related areas). At the same time, we have been deploying NAMs, comprising innovative platforms such as three-dimensional (3D) cell cultures (such as organoids), microphysiological (including organ-on-chip) systems and artificial intelligence (AI) approaches. In a complementary role to traditional animal research models, NAMs have demonstrated significant potential, especially in enhancing clinical predictivity for specific efficacy or toxicity endpoints, ensuring data consistency across batches and increasing assay throughput.

As a dedicated partner, we understand each client's R&D goals and are committed to accelerating nonclinical and clinical validation and facilitating successful market launch for clients. We have established deep collaborations with leading multinational pharmaceutical companies. For example, our proprietary aged cynomolgus monkey heart failure model has provided critical proof-of-concept data for international clients, driving assets efficiently into clinical trials and shortening early-stage development timelines. We will continue to support our clients through our integrated services, facilitating the development of transformative therapies that address medical needs worldwide.

Sustained innovation and technological expertise in advanced therapeutic modalities

We have built a strong track record of sustained scientific innovation, which places us at the forefront of technological progress in the CRO industry. This success is grounded in our unwavering commitment to R&D expertise, which continues to shape our distinctive technical capabilities.

We have constructed one of the most comprehensive portfolios of NHP disease models in China, according to Frost & Sullivan, with more than 30 models that support pharmacology and efficacy studies across cardiometabolic, CNS, ophthalmic and autoimmune disease areas. Our integrated biomarker and translational medicine platforms combine immunological, cellular and molecular assays, enhanced by mass spectrometry bioanalysis with advanced sensitivity, robustness and throughput. We have also developed disease-specific biomarkers. For example, we established biomarker detection method and plasma-cerebrospinal fluid correlation analysis for Alzheimer's disease, facilitating early diagnosis, monitoring of disease progression and prediction of patient response to targeted therapies, thereby achieving more efficient clinical trial execution and personalized medication. Our safety assessment platform features one of the most comprehensive GLP qualifications in the industry, enabling in-depth toxicity studies for high-risk modalities. To advance our capabilities in emerging technologies, we also invested in and collaborated with biotechs to leverage organ-on-chip systems with AI to drive innovation in drug discovery.

During the Track Record Period, we continued to strengthen our scientific capabilities through sustained innovation. Leveraging our advanced multimodal imaging platform, we established a high-precision, non-invasive *in vivo* phenotypic quantification system, which we have applied in nonclinical research on cardiometabolic and CNS diseases. The platform features high-field magnetic resonance imaging (MRI) quantitative analysis, positron emission tomography/computed tomography (PET-CT) and digital subtraction angiography (DSA) systems, enabling translational research with robust, clinically relevant data. These core imaging technologies have markedly improved the accuracy and reliability of nonclinical studies, further strengthening our capabilities in disease modelling, pharmacodynamic (PD) evaluation and translational research. In addition, we have developed more than ten specialized ocular and otic drug delivery techniques, together with comprehensive visual and auditory

function evaluation systems, and integrated toxicological and molecular pathology evaluation methods. These validated technologies have supported numerous nonclinical studies and IND approvals for advanced ophthalmic and otologic therapies.

Building on sustained technological innovation, we have established a strong presence in specialized, clinically impactful disease areas, specifically cardiometabolic diseases, CNS diseases, ophthalmology and oncology, where advanced therapeutic modalities are increasingly transforming R&D strategies. According to Frost & Sullivan, global CRO service expenditure in these areas totaled US$52.6 billion in 2025, representing 47.4% of the entire CRO service market and reflecting strong year-on-year growth. In particular, advanced therapeutic modalities in such disease areas are expected to remain a significant growth driver, as requirements for clinical, regulatory and operational support become more sophisticated and specialized. Collectively, these areas accounted for over 50.0% of our projects as of the Latest Practicable Date.

Focused on these key disease areas, we have gained extensive experience in the development and evaluation of advanced chemical and biological therapeutics. For example, as of the Latest Practicable Date, we had completed more than 300 nonclinical safety assessment projects for chemical drugs, including oligonucleotide therapeutics, and more than 500 for biologics, including antibodies and ADCs. Drawing on our extensive capabilities, we efficiently design, deliver and implement robust protocols tailored to the specific attributes of each advanced therapy. This, in turn, enables accelerated and data-driven decision-making for our clients.

High-quality customer base and extensive domestic and global project experience

Through nearly 20 years of operation, we have established a loyal, diverse and quality client base, which provides a strong foundation for our sustained growth. Since our establishment and up to the Latest Practicable Date, we had provided nonclinical services to more than 750 clients and clinical services to more than 130 clients. Our client base includes top-ranking MNCs and domestic pharmaceutical giants, emerging biotechs and renowned research institutions across the world.

We are dedicated to building long-term, collaborative partnerships with our clients, focusing on sustained engagement and mutual progress. During the Track Record Period, our business relationship with our top five customers (by revenue in each period) averaged over six years. These longstanding collaborations enable us to foster deeper scientific engagement across a broad range of research activities and position us as an active contributor to global drug discovery and development. We have delivered significant R&D achivements through collaborations with MNC clients as well as academic institutions, resulting in multiple joint publications in respected medical and scientific journals, advancing innovative therapies in cardiovascular and metabolic diseases. Moreover, our clients have repeatedly recognized our contributions in their own publications, highlighting the significant impact of our collaboration on advancing their drug candidates to clinical development.

Since our inception and up to the Latest Practicable Date, we had helped our clients secure over 240 approvals from the NMPA and over 50 approvals from overseas regulatory agencies. As of December 31, 2025, we had more than 300 projects ongoing. We are particularly relied upon for our expertise in advanced therapeutic modalities, including oligonucleotides, monoclonal antibodies and ADCs. For example, we provided comprehensive preclinical PD, pharmacokinetics (PK), toxicology and development strategy support for the world's first enzymatically ligated GalNAc-siRNA candidate (with significant clinical potential for a variety of hepatic diseases), expediting its IND acceptance, facilitating

regulatory alignment and advancing sustainable manufacturing solutions for oligonucleotide therapeutics. We have also supported our clients in advancing clinical trials involving a diverse range of advanced therapies. For example, we have managed studies evaluating tumor treating fields (TTFields) technology for patients with advanced solid tumors, aiming to extend survival and deliver significant clinical benefits. Additionally, we have overseen quality of life research for individuals affected by late-stage malignant tumors. Our expertise also includes rare disease drug development trials, facilitating the progress and application of innovative therapeutic solutions.

This track record of project success is supported by our comprehensive quality management system that ensures regulatory compliance. We hold both the GLP certification and AAALAC accreditation, enabling us to support regulatory submissions to key markets worldwide. Notably, according to Frost & Sullivan, our NMPA GLP qualifications for nonclinical safety assessments are among the most comprehensive in CROs in China in terms of the categories of assessments covered. With these credentials and proven expertise, we are well positioned to deliver best-in-class nonclinical services and to advance scientific innovation for our clients in both domestic and global markets.

Robust supply chain and advanced disease model capabilities

We have established a resilient, quality-focused supply chain for research animals, with a particular emphasis on NHPs. Our supply chain is composed of institutions that consistently maintain adherence to global regulatory requirements, including certification under the Convention on International Trade in Endangered Species (CITES, which governs the international movement of protected species) and accreditation by the AAALAC. Our internal teams conduct initial health and appearance assessments, complemented by accredited third-party laboratories that perform genetic and infectious disease screening to ensure full compliance with relevant industry standards on animal quality and GLP standards.

In addition, we maintain our own stocks of research animals to ensure reliable supply with greater cost control. We operate a facility in Kunming with a GFA of over 25,000 sq.m. dedicated to housing and breeding NHPs. To further enhance supply chain security, we have also constructed a new primate breeding facility in Hainan. It has a GFA of over 49,000 sq.m. and held the largest core young stock (aged between four and eight) of NHPs for research in China as of the Latest Practicable Date, according to Frost & Sullivan.

Our colony primarily comprises healthy, reproductively active young-adult NHPs, complemented by individuals across a broad age spectrum. A dedicated technical team, supported by an advanced breeding management system, maintains detailed animal records and enforces stringent environmental control. We conduct genetic testing on our NHP assets and have established a data center to build clear lineage traceability and safeguard the quality of animal studies, thereby ensuring compliance with regulatory requirements. Leveraging these resources, we have constructed a robust portfolio of more than 30 NHP disease models spanning cardiometabolic, CNS, ophthalmic and autoimmune diseases.

Built upon more than a decade of focused R&D, our NHP cardiometabolic disease models form one of the world's most extensive collections, according to Frost & Sullivan. Our models demonstrate robust translational consistency and reliability from nonclinical research to clinical validation. They have generated high-quality data that have been widely accepted by both international and domestic clients, supporting proof-of-concept and efficacy studies for novel therapeutic targets.

In addition, we have developed a series of advanced and industry-leading ophthalmic disease models such as sodium iodate–induced dry age-related macular degeneration (AMD) model in cynomolgus monkeys, which stands out for its high level of maturity and innovation. The model has been recognized for its highly innovative approach, with relevant research results presented at the Annual Meeting of Association for Research in Vision and Ophthalmology (ARVO, a leading global conference for eye and vision research) in 2024.

Visionary and experienced management team with global-native mindset

The R&D of innovative drugs is complex and highly program-specific, shaped by the drug candidate, target patients, clinical sites and geographic scope. As a trusted R&D partner, we help clients manage these variables and navigate regulatory and quality requirements at every stage, drawing on an experienced, multidisciplinary team whose expertise is not easily replicated.

We are guided by a visionary and experienced management team, whose multidisciplinary expertise spans pharmaceutical science, regulatory strategy and operational management. With proven capabilities in drug development and regulatory science, our leadership is adept at identifying and addressing the critical challenges faced by innovative biotech and pharmaceutical companies in bringing new therapies to market. Mr. Zhang Xuefeng, our Chairman and general manager, leads our overall strategy and management. Mr. Zhang holds a doctoral degree in pharmacology and has over 20 years of experience in CRO services and business operations. He is a well-recognized expert in toxicology and pharmacology, with a strong track record of managing pivotal research programs and leading multidisciplinary teams. Mr. Wang Xiangjian, CEO of TriApex Clinical Research, oversees our clinical research and regulatory affairs. He has over 30 years of experience in the pharmaceutical industry. Mr. Yang Lichuan, CEO of our Kunming subsidiary, is an expert in CNS disease with more than 20 years of research experience at prominent universities and a substantial record of published work in leading scientific journals. Ms. Yu Zuoxiang, our vice president, holds a doctoral degree in analytical pharmaceutical chemistry and brings extensive experience in compliance and regulatory affairs in drug R&D and the wider pharmaceutical industry. Mr. Gong Xinjiang, our vice president and chief scientist, is a senior engineer with two decades of pharmaceutical R&D experience spanning nonclinical research, early clinical development and regulatory affairs, bringing deep understanding of the regulatory and industrial landscape for novel therapeutics. Ms. Xia Lin, our deputy general manager and chief medical officer, holds a doctoral degree in internal medicine and brings nearly 20 years of experience across clinical practice and the pharmaceutical industry, with strong expertise in clinical R&D as well as regulatory affairs.

Our management team operates with a global-native mindset, systematically monitoring scientific advances, regulatory developments and market dynamics across major regions. This holistic approach informs our strategic decision-making, ensuring our operational models and service portfolio adhere to international quality benchmarks and respond to diverse client requirements.

Led by our senior management team, we have built a high-performing operational team capable of delivering integrated, high-quality R&D services tailored to client needs. As of December 31, 2025, more than 250 of our employees held master's or doctoral degrees in related areas. Core team members have extensive industry experience, enabling deep proficiency in study design, product development and regulatory support from project initiation through registration. This collective expertise enables us to consistently deliver high-quality services to biotech and pharmaceutical clients worldwide.

OUR STRATEGIES

Continue to build our talent development system and recruit experienced professionals from diverse backgrounds

Talent forms the foundation of our ability to deliver differentiated, high-quality services as a next-gen CRO, and is one of the key drivers of our global strategy. To meet the needs of our expanding global operations, we are committed to recruiting highly qualified professionals in China and globally. We focus on hiring scientific and technical personnel accustomed to an international perspective, especially in immunology, cell biology, toxicology, pathology, pharmacology and veterinary sciences, as well as business development and project management professionals with international experience. Building diverse teams in these key areas strengthens both our capacity for technological innovation and global market reach.

We are dedicated to continuously enhancing our training and career development systems by providing tailored internal technical training, timely updates on industry developments and regulatory changes, and ongoing practical support to ensure our talent stays current with industry progress. We provide high-performing employees with opportunities to participate in major R&D projects, allowing teams to gain valuable experience in key phases of global pharmaceutical R&D. We have also introduced performance-based incentives that closely align individual growth with our Company's long-term objectives. These initiatives, together with competitive compensation and clear career advancement pathways, help us retain core talent, foster engagement, support team stability, and thereby maintain a robust and sustainable talent pipeline.

Enhance technical expertise and innovation to establish sustainable technological advantages as a next-gen CRO

We will establish a Translational Science and Innovation Center to further enhance our technical expertise as a next-gen CRO, reinforcing our leadership in specialized disease areas. To support this center, we will build a dedicated translational biology team tasked with unlocking the full potential of nonclinical data and transforming these findings into robust, actionable insights to guide clinical development. Drawing on integrated PD, PK, toxicokinetic (TK) and toxicological data, our team will conduct in-depth analysis of key biological mechanisms, systematically evaluating the interplay between PD, PK, TK and safety profiles. This comprehensive analysis will provide recommendations for clinical dosing regimens and enable proactive identification of potential adverse events, ultimately supporting more informed and effective clinical research.

For clinical-stage compounds with suboptimal efficacy or emerging safety concerns, our experts will design and execute customized *in vitro* and *in vivo* studies. These include pharmacology and targeted toxicology assessments, such as juvenile animal studies, hepatic and renal impairment evaluations, combination therapy safety assessments and impurity qualification studies. We aim to deliver timely, data-driven solutions tailored to the unique needs of each clinical development program, enabling our clients to effectively overcome complex clinical challenges.

At the same time, we will continue to monitor emerging trends in innovative biotherapeutics, including oligonucleotide therapeutics, ADCs and antibody-based therapies. We will monitor progress in safety and efficacy for these modalities, continuously evolving and expanding our service offerings to meet the dynamic needs of our clients.

Upgrade the NAMs platform and enhance NHP colony quality to increase translational value of nonclinical studies

While animal studies remain essential for their ability to systematically assess complex physiological processes, NAMs can bridge critical gaps in predictivity where animal research models have limitations. We believe these two approaches are highly complementary, and their integration will drive continuous innovation while upholding ethical standards. Together, they can enhance the quality and translational relevance of nonclinical research. The synergistic application of the two approaches enables a more robust response to scientific and regulatory requirements, specifically in the following ways.

- In early-stage drug screening, NAMs can support high-throughput compound selection and preliminary toxicological assessment, greatly improving efficiency and data reliability.

- During confirmatory stages, animal studies provide comprehensive evaluation of systemic toxicity and immune responses, ensuring thorough understanding of complex physiological interactions.

- In development stages, NAMs enable targeted reverse translation based on specific clinical observations, offering insights for mitigating adverse events or identifying novel biomarkers.

Within the NAMs domain, we will continue to expand and refine our NAMs platform by collaborating with leading academic institutions and specialized bioscience research centers to enhance platform robustness, reliability and standardization, aiming to establish advanced technical standards and evaluation frameworks. We also plan to deepen cooperation with drug development sponsors to tailor our models to specific R&D needs, thereby further improving both efficiency and clinical predictivity for pharmaceutical development.

In addition to expanding our NAMs platform, we will further strengthen our advantages in animal models by enhancing the quality of our NHP colonies. We are implementing comprehensive genetic characterization and systematic testing of our NHP populations at our Kunming and Hainan facilities to ensure robust lineage traceability and strict regulatory compliance. Furthermore, we remain committed to advancing industry standards for the genetic screening of self-bred NHPs, supporting greater reliability and reproducibility in translational research.

Strengthen our end-to-end service system with integrated R&D solutions

We are committed to strengthening our end-to-end service system and enhancing our integrated service capabilities. To further enhance our nonclinical capabilities, we are investing in new infrastructure and scaling up existing facilities. Specifically, we will expand our GLP-compliant Nanjing facility and establish a new laboratory facility. The facility has a planned GFA of approximately 23,400 sq.m. and commenced pilot operation in April 2026.

Building on our strong foundation in nonclinical research, we are committed to maximizing the translational value of nonclinical data to generate actionable insights that directly support clinical development decision-making. As many clinical-stage programs encounter ongoing efficacy and safety hurdles, we aim to design and conduct nonclinical investigations to proactively address these challenges and provide a solid scientific rationale

for clinical strategies. Through this translational science approach, we aim to bridge early-stage research and clinical application, strengthening our role as a strategic partner throughout the entire drug development lifecycle.

We will also continue to grow our network of clinical trial centers and hospital partners across China, accelerating the expansion of our clinical services portfolio and deepening strategic collaborations with international CRO partners. Simultaneously, we will pursue opportunities to broaden our integrated service offering, including potentially in the CDMO space when appropriate.

Broaden our global footprint and enhance global service capabilities

International expansion remains a central pillar of our growth strategy. In 2023, we established a wholly owned subsidiary in Philadelphia, United States, to enhance our presence in the U.S. and European CRO service markets. By leveraging global resources and sector expertise, we are expanding our international footprint and strengthening cross-border operational synergies. Our Hong Kong subsidiary plays a critical role in our global expansion strategy, capitalizing on Hong Kong's strategic location, robust international business environment and position as a global financial hub. Through this platform, we will continue to connect with international markets and accelerate our overseas business development.

To further support these expansion efforts and strengthen our global service capabilities, we may also consider pursuing strategic acquisitions of overseas CROs specializing in nonclinical research. Such acquisitions will enable us to broaden our service portfolio, deepen our expertise and better meet the evolving needs of our international clients.

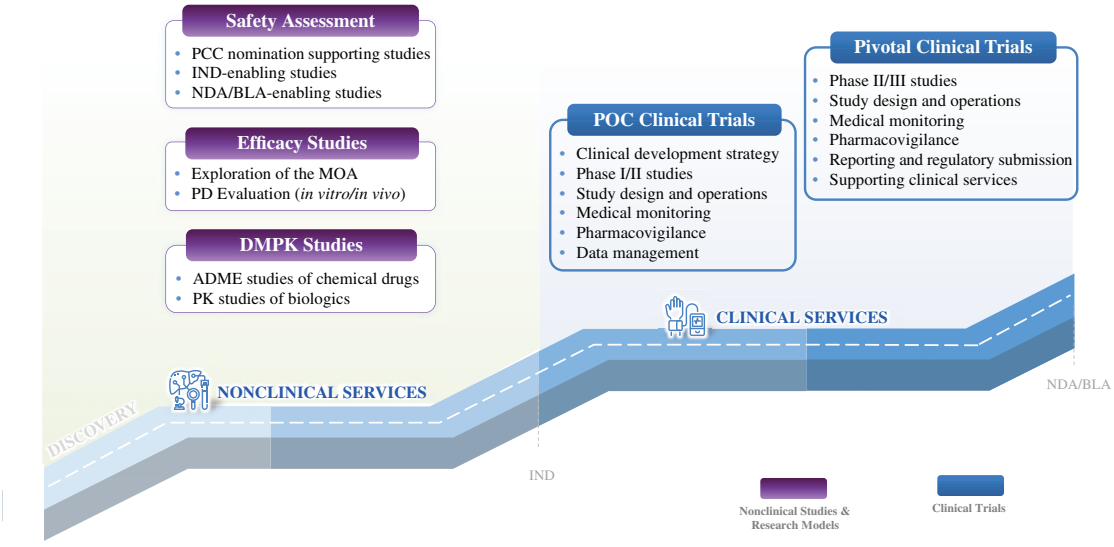
Promote ecosystem development and empower pharmaceutical innovation

As a leading next-gen CRO, we are committed to partnering with core clients and investors to advance the biopharmaceutical ecosystem. Together, we will focus on driving innovation and translational research in cutting-edge life sciences technologies. We will endeavor to identify and nurture emerging innovative pharmaceutical companies with strong technologies and significant market potential. By building efficient connections between innovative enterprises, our core clients and investors, we aim to facilitate effective industry collaboration and promote a healthy, sustainable ecosystem within the life sciences sector.

OUR BUSINESS MODEL

We are a next-gen CRO dedicated to empowering pharmaceutical companies and research institutions worldwide through integrated, disease biology–driven R&D solutions in specialized disease areas. Through this business model, we go beyond the traditional role of a CRO as an outside contractor to act as a strategic R&D partner, delivering integrated services that span the entire drug development process.

The chart below provides an overview of the services we offer in each of our business units.



ADME: absorption, distribution, metabolism and excretion
BLA: biologics license application
IND: investigational new drug
NDA: new drug application
MOA: mechanism of action
PCC: preclinical candidate
PD: pharmacodynamics
PK: pharmacokinetics
POC: proof-of-concept

Our Fee Model

During the Track Record Period, we generated substantially all of our revenue through providing nonclinical and clinical services. We primarily adopt a fee-for-service ("FFS") model. Under this model, we typically enter into a master service agreement with the client and receive payments in accordance with a pre-agreed payment schedule set out in the agreement.

We generally set the fee level for each research project based on a range of factors, including but not limited to the scope of the services required (whether the engagement spans early-stage nonclinical research through to advanced clinical phases), the specific characteristics of the product candidate under study (whether involving advanced therapeutic modalities), estimated costs and expenses, projected timelines, the allocation of specialist expertise and internal resources and the pricing of similar services offered by competitors. Depending on the stage and specific needs of our clients' R&D process, the duration of our services can vary significantly. For example, certain nonclinical projects could be completed within months, while certain clinical projects could expand for several years. We consider the widely differing costs of research models when pricing our services and record such costs associated with the use of these models in the studies as expenses. When determining fee levels, we also factor in relevant contingencies, such as anticipated cost increases and broader macroeconomic conditions where appropriate.

Our service contracts and work orders typically specify a detailed schedule, including the service specifications, the anticipated delivery time and the payment dates. If there are substantial subsequent changes in the scope of the work or the underlying assumptions, we generally renegotiate with our clients and enter into supplemental contracts to reflect such adjustments.

Contracted Future Revenue

Under the FFS model, we receive payments according to a pre-defined payment schedule, which may extend over a significant period. Revenue expected from services not yet rendered under signed contracts is recorded as contracted future revenue, representing future revenue to be realized upon the completion or delivery of these services. See "Financial Information—Critical Accounting Policies and Estimates—Revenue and Other Income." Our contracted future revenue is assessed by reference to signed contracts (where a customer has agreed to pay for certain services at a certain price) and by reference to the percentage of work completed in relation to such contract. Our contracts may be terminated by our clients and in that situation the revenue may not be earned as expected. See "Risk Factors—Risks Relating to our Business and the Industry—Our service contracts may contain provisions that run counter to our interests or expose us to potential liability."

Approaches to estimating contracted future revenue value may vary considerably between industry participants. We advise caution on any reliance of an analysis of contracted future revenue between us and competitors as a reliable like-for-like comparison of value. Our Directors believe that our approach to calculating contracted future revenue is appropriate, meaningful and within the range of methodologies employed in our industry. Our Directors are also of the view that contracted future revenue is calculated in a fair and reasonable manner. Using the method described above of calculating contracted future revenue, as of December 31, 2025, our contracted future revenue was RMB979.6 million.

OUR BUSINESS OFFERINGS

Nonclinical Studies and Research Models

Nonclinical Studies

We support a comprehensive suite of nonclinical studies for drug development, enabling our clients to generate robust nonclinical data packages that facilitate regulatory approval and accelerate product development timelines. Our services primarily include safety assessment, efficacy studies and DMPK studies.

When delivering nonclinical services, we collaborate with our clients to identify their specific R&D objectives and develop tailored study designs. Our services are designed to facilitate the preclinical candidate nomination and smooth advancement to clinical trials. Based on the characteristics and classification of the compound, our technical department implements the research plan in accordance with the applicable regulations and our SOP requirements. Our process encompasses protocol development, study material preparation, execution of *in vivo* studies and *in vitro* assays, data management and comprehensive reporting. Following study completion, we archive original records in line with study type to maintain the completeness and reliability of all test data and support clients with electronic data conversion and submission in various formats, including standard for exchange of nonclinical data (SEND). We conduct all GLP studies under our quality assurance program, which is established in accordance with applicable domestic and international GLP standards.

Leveraging our comprehensive research model portfolio, we are able to conduct nonclinical studies on various types of research models, including both animal and non-animal models. See "—Research Models" below for details. We are also capable of deploying different drug delivery routes that are most suitable for our clients' particular drug candidates, including oral administration, subcutaneous injection, inophtradermal injection, intraperitoneal injection, intramuscular injection, intravenous injection, intra-articular injection, intraventricular injection, topical application to the eyes, ear and skin, and intranasal instillation.

Our nonclinical study capabilities are supported by integrated laboratory services in bioanalysis and multi-platform biomarker analysis. With a portfolio of over 900 validated assays for chemical drugs and over 800 for biologics, we enable precise quantification of drug concentration and metabolites and extensive analysis of novel modalities such as ADCs and oligonucleotides, across a wide array of biological matrices. Our bioanalysis delivers high-quality data enabling safety assessment, efficacy and DMPK studies, supporting drug discovery, screening and regulatory submissions. We conduct bioanalysis through advanced technology platforms, such as immunoassay, quantitative polymerase chain reaction (qPCR) and high-resolution mass spectrometry, achieving sensitive and high-throughput detection of disease-relevant and drug-related signals at genetic, protein, cellular and tissue levels. These capabilities support mechanism exploration, *in vitro* and *in vivo* PD evaluation and translational research across a wide range of therapeutic areas.

During the Track Record Period, we primarily conducted nonclinical studies through our GLP-compliant laboratories in Nanjing. As of December 31, 2025, we had a team of over 600 employees working on nonclinical studies, including drug development professionals with extensive industry experience, distinguished experts from prominent biomedical research organizations and clinicians with a background in clinical trials. Our nonclinical studies team is led by Mr. Yang Lichuan, CEO of our Kunming subsidiary, Dr. Huo Yan, our Test Facility Manager, and Mr. Gong Xinjiang, our chief scientist, with extensive experience in nonclinical and early-phase clinical research. Our nonclinical studies team has accumulated extensive experience and knowledge in both biologics and chemical drug studies. Since our inception and up to the Latest Practicable Date, we had assisted our clients in over 700 drug projects in China and over 160 projects overseas, covering various disease areas, including cardiometabolic diseases, CNS diseases, ophthalmology, autoimmune disease and oncology.

Safety Assessment

Safety assessment serves as the cornerstone of the entire nonclinical development process. During the preclinical candidate (PCC) nomination phase, safety assessment, along with necessary DMPK and efficacy pilot studies, facilitates early identification of adverse effects and lead optimization by generating preliminary toxicological profiles. In the IND-enabling phase, targeted *in vitro* and *in vivo* studies define the compound's toxicity characteristics to support first-in-human trials. Building on this groundwork, NDA-enabling safety assessments deliver comprehensive data on long-term and specific toxicities, ultimately informing the risk-benefit analysis essential for marketing approval.

Our safety assessment services encompass an extensive suite of industry-standard studies, including single- and repeated-dose toxicity tests, genetic toxicity tests, carcinogenicity studies, reproductive toxicity assessments, local toxicity tests, safety pharmacology studies, immunogenicity and immunotoxicity tests and toxicokinetic studies. Our services are designed to systematically characterize the safety profile of drug candidates under GLP-compliant laboratory conditions and generate robust data to provide guidance for clinical trial and clinical dose design.

Furthermore, to address specific research objectives, we develop and validate non-animal models for *in vitro* safety assessment. For example, we use primary peripheral blood mononuclear cells to evaluate the risk of cytokine release by immunomodulatory agents, and use primary hepatocyte cultures to investigate off-target toxicity of oligonucleotide candidates.

During the Track Record Period, we invested in and held equity interests of certain CROs and other entities with complementary business offerings. We refer to these companies in which we have invested as our associates. Certain of our associates offer safety assessment

services for leading medical devices manufacturers, encompassing safety evaluations, as well as design verification and process validation. They assist the clients in designing and executing studies based on attributes of a medical device, with clearly defined safety parameters to evaluate potential risks of illness and injury associated with the use of the device through a variety of research models and advanced analytical methods. Our associates offer extensive experience in device development and testing across diverse product categories, including cardiovascular, neurovascular and peripheral vascular implants and interventional devices; active medical devices and equipment; as well as minimally invasive surgical systems, oral and maxillofacial devices, orthopedic and sports medicine products.

Efficacy Studies

Efficacy studies are essential components of nonclinical drug development. These studies help elucidate how a new compound interacts with biological targets, uncover its underlying mechanisms of action, assess its effects on disease processes and determine whether it shows meaningful therapeutic activity. By using *in vitro* and *in vivo* models, efficacy studies could generate vital data to guide decision-making for further development. Key areas commonly assessed include target engagement, PD response and efficacy in specific disease models.

We have developed a suite of specialized technology platforms to support efficacy studies. Leveraging such platforms, we have established strong expertise in cardiometabolic, CNS, ophthalmic and autoimmune diseases, especially using NHP models. Our capabilities encompass comprehensive disease model development and PD evaluation.

- Cardiometabolic diseases: We have adopted advanced imaging technologies, such as ultrasonography, DSA, MRI and PET-CT, and developed image-based assessment systems with strong clinical application potential. For example, our PET-CT imaging platform employs F^{18}-labelled antibodies as tracers to enable detailed tissue distribution studies in NHPs. Our MRI-PDFF (proton density fat fraction) and MRI-ECV (extracellular volume) fraction platforms could offer non-invasive assessment for fatty liver disease and liver fibrosis. Our team has successfully contributed to the evaluation of several internationally recognized oligonucleotide and antibody drugs for cardiovascular and metabolic indications.

- CNS diseases: We employ specialized drug delivery techniques such as intracerebroventricular and intracerebral administration to develop various CNS animal research models. Our multidisciplinary team, consisting of experts in neurology, neuropharmacology and clinical research, has extensive experience in the assessment of therapeutics for complicated CNS diseases including Parkinson's disease, Alzheimer's disease and spinal cord injury.

- Ophthalmic diseases: We have a comprehensive portfolio of disease models for both dry and wet AMD, featuring widely used models such as the laser photocoagulation-induced choroidal neovascularization (CNV) model and the DL-α-aminoadipic acid (DL-AAA)-induced retinal neovascularization model for wet AMD, as well as the sodium iodate and blue light-induced retinal degeneration model in NHPs and rodents, as well as the N-methyl-N-nitrosourea (MNU)-induced retinal degeneration model in rodents for dry AMD.

Our deep scientific and technological expertise, combined with the comprehensive portfolio of disease models, has established us as a trusted partner for leading pharmaceutical companies and academic institutions. For example, we have generated key efficacy data in NHP models for nonclinical studies of several innovative drug candidates targeting

cardiometabolic diseases. Our contributions have played a pivotal role in advancing these candidates to clinical development and have been recognized by our clients in their publications. See "—Research, Development and Innovation—Our Scholarly Publications" for details.

DMPK Studies

DMPK study is an essential component of drug development. It focuses on understanding how drug candidates are absorbed, distributed, metabolised and excreted (ADME) in the body. By combining *in vivo* PK and *in vitro* ADME studies, our DMPK studies provide mechanistic and comprehensive scientific evidence to support the assessment of a drug candidate's potential for successful translation to clinical development.

In vivo PK studies are conducted in animals to directly reflect the overall kinetic behavior of a drug. Study designs are highly flexible, including single and multiple dosing studies via different administration routes on kinetics, tissue distribution, mass balance and excretion. *In vivo* PK study is widely applicable to small-molecule drugs, including oligonucleotide therapeutics and biological products, such as recombinant proteins and ADCs. Specific studies and protocols can be tailored based on different product attributes, with the goal of obtaining authentic exposure levels and time-course changes in a complete biological system.

In vitro ADME studies are conducted in laboratory environments using biological systems such as liver microsomes, primary hepatocytes or transfected cell lines, these studies provide in-depth mechanistic insights. Core experiments include evaluations of plasma protein binding, metabolic pathways and enzyme identification, assessments of enzyme inhibition/induction potential and transporter interaction studies. These studies are mainly applicable to small molecules, including oligonucleotide drugs and can help identify potential drug-drug interaction (DDI) risks early, while systematically clarifying metabolic clearance mechanisms.

In our integrated service process, DMPK is an integral part of both nonclinical and clinical decision-making. By bridging nonclinical PK/PD and toxicokinetic/toxicological data, our DMPK studies can provide a scientifically robust estimation of the starting dose for first-in-human studies, supporting subject safety during early clinical development. Characterization of key parameters such as half-life and metabolic stability further informs dosing regimen design and facilitates appropriate dose adjustments in clinical trials. Furthermore, identification of potential DDI risks from *in vitro* assessments directly underpins the design of clinical DDI studies and informs combination therapy warnings for product labeling.

Research Models

To support our nonclinical studies, we have established an extensive research model portfolio, encompassing both animal and non-animal research models. Our animal models primarily include NHP models, as well as rodent and rabbit models. Our non-animal models primarily include ophthalmic, cardiovascular and hepatic disease models developed through our organoid platform in Nanjing.

Animal research models remain fundamental to the R&D process, providing essential evidence of safety and efficacy for regulatory submission and in-human trials. Among such models, purpose-developed disease models are particularly valuable for evaluating therapies targeting specific conditions. Alongside animal research models, non-animal research models

such as organoids and other NAMs approaches are increasingly used for nonclinical safety assessment and DMPK studies. Non-animal models offer advantages in human relevance, scalability and accelerating early-stage discovery, particularly for rare or complex diseases.

NHP Models

NHPs serve as essential research models for a wide spectrum of drug R&D projects due to their close parallel with humans across physiological, developmental, behavioral, immunologic and genetic levels. We have established a robust portfolio of more than 30 NHP disease models spanning cardiometabolic, CNS, ophthalmic and autoimmune diseases.

Built upon more than a decade of focused R&D, our NHP cardiometabolic disease models form one of the world's most extensive collections, according to Frost & Sullivan. Our models demonstrate robust translational consistency and reliability from nonclinical research to clinical validation. They have generated high-quality data that have been widely accepted by both international and domestic clients, supporting proof-of-concept and efficacy studies for novel therapeutic targets. In addition, we have developed a series of advanced and industry-leading NHP ophthalmic disease models, such as the sodium iodate–induced dry AMD model in cynomolgus monkeys, which has been recognized for its highly innovative approach, with relevant research results presented at the ARVO in 2024.

As of December 31, 2025, our NHP models had a total fair value of RMB1,347.0 million See "Financial Information—Discussion of Selected Items from the Consolidated Statements of Financial Position—Biological Assets" for details.

During the Track Record Period, we also generated an insignificant proportion of our revenue from sales of high-quality research animals, primarily NHPs, to third parties, including other CROs and research institutions.

Clinical Trial Services

Our clinical trial services encompass a wide range of clinical research-related activities and other supporting clinical services. Mr. Wang Xiangjian, the chief executive officer of TriApex Clinical Research, who has over 30 years of industry experience, leads our clinical trial team. The team had over 180 employees and gained extensive experience by supporting more than 100 clinical trials as of December 31, 2025.

Clinical Research

We provide integrated clinical research services spanning Phase I to Phase III trials, supporting every stage from early proof-of-concept through to large-scale pivotal confirmatory trials. Our expertise covers a wide range of disease areas, including oncology, cardiometabolic diseases, CNS diseases and ophthalmology, with a strong emphasis on the development of innovative therapeutics. To support clinical trials, our dedicated laboratory provides a full suite of bioanalytical and central laboratory services, including drug concentration measurement, biomarker profiling and PK and PD studies.

We provide comprehensive support throughout the entire clinical research process, spanning clinical development strategy planning, study design, trial operations, pharmacovigilance, medical monitoring, data management and reporting and regulatory submission.

- *Clinical development strategy planning*. We leverage deep insights into nonclinical study results, patient populations, competitive dynamics and the regulatory landscape to craft a decisive evidence generation plan. Through this process, we provide an integrated development roadmap that not only defines the clinical pathway but also substantiates the product's unique value proposition. Through proactive risk management and strategic foresight, we mitigate development uncertainties, paving the way for expedited regulatory milestones and successful commercialization.

- *Study design*. From a patient-centric perspective and with a strong focus on clinical needs, we collaborate with clients to develop and refine clinical trial protocols that are scientifically rigorous, operationally feasible and regulatorily aligned. Once protocols are finalized, we provide comprehensive support in drafting essential trial documents, including Case Report Forms (CRFs) and Informed Consent Forms (ICFs). All documents are meticulously prepared to ensure data integrity while safeguarding patient rights and safety.

- *Trial operations*. Before trial initiation, we help our clients select qualified clinical trial sites and principal investigators (and coinvestigators if relevant) to lead their studies and facilitate investigator meetings to provide training on the study protocol and SOPs. Throughout the trial process, we maintain rigorous quality oversight of all on-site activities to ensure compliance with the protocol and regulatory standards. We carry out our trial monitoring work in accordance with the monitoring plan formulated by the sponsor and investigators, and help our client identify, report and rectify any deviations or deficiencies observed.

- *Pharmacovigilance*. We offer pharmacovigilance services to help our clients monitor, detect, assess, understand and prevent adverse effects or any other possible drug-related problems, aiming to reduce a drug's risks to patients. Our pharmacovigilance services mainly include case processing and reporting on severe adverse events and adverse drug reactions, adverse drug reaction screening, safety signal detection, evaluation and risk management, drug safety database, as well as assistance in safety related reports such as periodic safety update reports.

- *Medical monitoring*. We monitor the safety of enrolled subjects and ensure the integrity of data entry and randomization throughout the clinical trial. Our medical monitoring team offers expert guidance on clinical operations in resolving protocol-related questions and safety concerns. They oversee a wide range of safety surveillance and trial management activities, including advising on subject eligibility criteria and responding to site management queries.

- *Data management.* Clinical data management is essential to clinical trials as it gathers, manages and validates clinical data used to assess the safety and efficacy of a drug candidate. We deliver reliable and customized data management services under a stringent quality control system. Our services begin as early as the trial planning stage where we provide assistance on case report form design, clinical database setup and testing, and data management and validation plans. After the trial initiation, we monitor data entry, check data accuracy and provide regular progress reports to clients. After all data are entered into the database, we perform data review, database lock, data validation, extraction and transfer, and provide data management reports to our clients.

- *Reporting and regulatory submission*. Upon trial completion, we lead the compilation of the clinical study report (CSR), delivering a comprehensive and rigorous analysis of safety and efficacy endpoints. Our team ensures that the CSR and all accompanying documents within the regulatory dossier are complete, comply with all applicable requirements and align with authority expectations. We also provide support throughout the market approval application process, transforming successful trial results into regulatory assets.

Supporting Clinical Services

In addition to clinical research services, we also offer a suite of supporting clinical services.

- *Regulatory affairs*. Our regulatory affairs experts provide strategic insights on the evolving regulatory environments and trends in the pharmaceutical industry. We advise our clients on various regulatory affairs, helping them ensure strict compliance with all applicable laws and regulations while accelerating new drug clinical development and market authorization.

- *Independent audits*. We provide independent audit services designed to enhance the quality of clinical operations and ensure compliance with applicable laws and regulations. Our team conducts systematic audits covering clinical trial sites, vendors, data management, statistical analysis and clinical trial documentation. In addition, we support clients in preparing for regulatory inspections through pre-inspection audits and providing quality assurance consulting.

- *Medical writing*. We provide medical writing services to our clients to help them prepare well-structured and clearly presented reports and documentation for professional and academic use, or submission packages. Our medical writing team has extensive experience in drafting a wide range of medical reports and documentation including clinical trial protocols, case report forms, consent forms, drug safety update reports, periodic safety update reports and clinical study reports and abstracts. They also work closely with our medical experts and members of the study team to develop study protocols, clinical and statistical study reports, and integrated submission documents according to regulatory guidelines.

- *Clinical consultancy*. We work with a broad network of clinical experts and provide clinical resources aligned with client project requirements. We help our clients ensure studies are conducted according to operational standards and are feasible in routine clinical settings. For early-phase research of novel therapies, we foster direct communication with clinical specialists to guide clinical strategy and streamline exploratory statistical programming. Rigorous and efficient statistical programming is central for converting high-quality clinical data into definitive analytical outcomes. Our statistical programming team has substantial experience with industry-standard software and international data standards, offering accurate, efficient and flexible programming solutions under established quality control processes.

PROJECT MANAGEMENT

Our project management function is led by Mr. Xinjiang Gong, who has two decades of pharmaceutical R&D experience spanning nonclinical research, early clinical development and regulatory affairs. We apply an integrated project management framework to oversee every

phase of nonclinical and clinical projects, from resource allocation and study initiation through to final completion. This framework ensures efficient execution and consistently high-quality deliverables. Acting as the central coordinator, this framework enables seamless collaboration across our efficacy, PK and toxicology teams and supports continuous progression from nonclinical to clinical development. During clinical trials, our team supervise and manage the overall trial operation, tracking the progress of all work streams in the complex clinical trial process to ensure successful delivery.

We designate a dedicated project manager to oversee each project. Our project managers are trained professionals with deep experience in drug development. They are responsible for end-to-end planning, cross-functional coordination and meticulous progress tracking. Through their hands-on leadership, project managers uphold quality, scientific integrity and regulatory compliance at every stage, monitoring all work streams, proactively managing risks and ensuring issues are promptly escalated, thoroughly investigated and resolved. They also provide strategic input on both scientific and regulatory matters, ensuring data consistency and alignment between nonclinical and clinical components.

This model of project manager–led execution underpins our operational excellence and is fundamental to our differentiated value proposition. Our project managers actively contribute to the scientific and strategic development of advanced therapeutics, supporting program strategy across all development stages. This rigorous and integrated approach allows us to deliver robust, regulatory-ready solutions that address both scientific and commercial objectives.

As we are committed to continuous improvement, we also regularly conduct client satisfaction surveys and track key performance indicators, using these insights to further refine our project management model and service quality and enhance the value we deliver to our clients.

QUALITY CONTROL

Our Quality Assurance System

We believe that an effective quality management system is critical to ensure the quality of our services and maintain our reputation and success. We have established an in-house quality management system. We seek to ensure that our services consistently meet the high industry standards and regulatory requirements that are applicable to us.

We have established an independent and professional quality assurance team, led by Ms. Zuoxiang Yu, who has over 20 years of experience in compliance and regulatory affairs in the pharmaceutical industry. As of December 31, 2025, our quality assurance department consisted of a team of 44 members. Our quality assurance function is responsible for designing, reviewing and updating our SOPs and reviewing and performing comprehensive inspections to ensure that our operations are in strict compliance with our SOPs and GLP regulations. We are in compliance with the relevant GLP regulations. Throughout the years, we have developed over 400 SOPs to ensure the quality and integrity of our studies and business operations. Our quality assurance team also regularly reviews and updates our SOPs to reflect the evolving regulations and standards.

We are committed to meeting and exceeding applicable quality standards and ensuring the utmost integrity of our studies and data results. We provide mandatory GLP training to researchers conducting GLP studies to ensure they are knowledgeable about the applicable requirements and standards. We follow strict process management guidelines to ensure each stage of our research services is well performed in order to provide consistent, high-quality services.

Quality Control of Equipment and Consumables

We purchase equipment and consumables from selected qualified suppliers. See "—Our Suppliers." We conduct inspections and relevant testing of the consumables we purchase to confirm that they are in satisfactory condition before we accept the shipment. We ensure proper maintenance and operation of our high-value equipment through regular maintenance and preventive maintenance by our suppliers or specialized technical support service providers. For consumables, our project management team works with our clients to compile a list of required consumable materials. Our procurement team then selects suppliers from our list of qualified vendors based on the consumable request list. We cross-check the models, specifications, quantities and required delivery times for each item before placing orders. Our warehousing team verify the quality certificates of consumables, such as certificates of analysis (COA), upon arrival of the consumables before releasing the materials to specific projects. The quality assurance process of our procurement is properly and fairly documented as part of our internal records for purposes of customer audits and regulatory inspections. During the Track Record Period and as of the Latest Practicable Date, we had not experienced any material quality issues or defects in relation to our procurements.

Quality Control of Research Animals

Our quality control of research animals encompasses an integrated process from sourcing of research animals to the proper management of the breeding and hosting activities as well as veterinary care. During the Track Record Period, while a large amount of the animals used for our nonclinical research models were sourced from our own animal facilities, we also procured research animals from third-party suppliers. See "—Our Facilities" for details of our animal facilities. We purchase high-quality research animals from selected qualified suppliers that have passed our pre-purchase due diligence. See "—Our Suppliers." We request examination reports on certain pathogens before we purchase research animals to confirm the research animals we plan to purchase do not carry certain diseases. We also conduct a robust set of quarantine and quality assessment of each batch of research animals that we purchase to ensure they meet our quality and safety standards.

We focus on maintaining reliable biosecurity, ensuring research animals are produced and maintained in a clean environment that is free of viruses, bacteria and other agents that could affect research results in these animals. In particular, we breed and host our research animals in controlled environments where we continuously monitor the temperature, humidity and air pressure to ensure their well-being. In addition, our professional staff performs regular tests to check for potential contamination and other adverse developments in research animals to ensure quality. We also feed our research animals in strict accordance with international standards. We require our feed suppliers to provide qualified certificate and testing report for each batch of feed. We also engage third-party professional testing institutions to examine sample animal bedding for microorganisms and chemical contaminants at least once a year. During the Track Record Period and as of the Latest Practicable Date, we had not experienced any material quality issues or defects in relation to our research animals.

Regulatory Inspections and Customer Audits

We have a strong track record of satisfying various regulatory inspections and audits. According to relevant laws and regulations, we are subject to regular on-site inspections carried out by relevant government authorities to ensure compliance. Pursuant to the Administrative Measures for the Certification of Good Laboratory Practices for Nonclinical Laboratory Studies (《藥物非臨床研究質量管理規範認證管理辦法》) and the GCP, the NMPA has the authority to carry out on-site inspections on nonclinical research and clinical trials. See "Regulatory Overview." We have obtained AAALAC accreditations for our animal facilities in Nanjing and Kunming and NMPA GLP certifications for our safety assessment laboratories in Nanjing. Our safety assessment laboratories in Nanjing also passed the unannounced onsite GLP surveillance inspection by the FDA. During the Track Record Period and as of the Latest Practicable Date, none of the NMPA inspections had raised any major inquiries or had identified any issues that had materially and adversely affected our business and operations. We had also addressed all inquiries raised during the regulatory inspections to the satisfactions of the relevant regulatory authorities.

In addition, our clients periodically conduct site inspections and audits to ensure that our services are in compliance with their quality standards. Each major step of our studies is properly and fairly documented as part of our internal records for purposes of customer audits and regulatory inspections. Upon receipt of audit requests from clients, our project teams and quality assurance teams coordinate to prepare for the inspections and audits, respond to questions and comments raised during such inspections and audits and provide written responses and suggestions to clients' audit reports. We have consistently received positive feedback from the audits of our major customers, particularly our MNC clients. During the Track Record Period and as of the Latest Practicable Date, there were no material adverse findings in the inspections and audits conducted by our clients or material complaints received from our clients.

RESEARCH, DEVELOPMENT AND INNOVATION

We are committed to providing innovative services to support our clients' groundbreaking and complex R&D projects in China and around the world. To achieve this goal, we have constantly invested in improving our service capabilities. Such investments have allowed us to remain at the forefront of technological advancement in the CRO industry, develop novel solutions for our clients and maintain our competitive position. We strive to further enhance our technical capability through internal R&D, cooperations with academic institutions and specialized bioscience research centers, collaborations with our client and development and improvement of the technologies acquired by us. Led by our chief scientist Mr. Gong Xinjiang, who has two decades of experience in the field of pharmaceuticals, our innovation projects are carried out directly by the teams that operate our laboratories and platforms.

Innovative Research Support Platforms

To address the complex, diverse and evolving needs of our clients, we have adopted a forward-looking approach dedicated to ongoing innovation and advancement and have established, managed and operated various innovative research support platforms. These platforms provide the infrastructure necessary for our comprehensive service offerings and shape our distinctive technical capabilities.

As of the Latest Practicable Date, we had established four disease-specific research support platforms, namely our CNS disease modeling and pharmacology platform, autoimmune disease platform, ophthalmology platform and otology platform.

- Our CNS disease modeling and pharmacology platform specializes in disease modeling in both small animals, such as rodents, and large animals, primarily NHPs. It enables precise modeling of neurological disorders such as Parkinson's and Alzheimer's disease, integrating advanced techniques including stereotactic injections, behavioral tests, imaging and pathological analysis. It also supports development and validation of spontaneous Alzheimer's disease models in aged NHPs, underpinned by advanced PET-CT imaging and multi-omics biomarker research.

- Our autoimmune disease platform leverages our extensive expertise in NHP-based nonclinical research to establish highly clinically relevant NHP disease models for rheumatoid arthritis, osteoarthritis and inflammatory bowel disease. With our abundant NHP population and rigorous experience in research model construction, this platform provides comprehensive evaluation and robust data support, enabling global pharmaceutical companies to progress from mechanistic studies to preclinical drug validation.

- Our ophthalmology platform offers one of the most extensive collections of ocular disease models in China, according to Frost & Sullivan, featuring *in vivo* and *in vitro* systems for conditions ranging from choroidal neovascularization to glaucoma and diabetic retinopathy.

- Our otology platform leads in auditory disease research, with multiple drug delivery methods, a full suite of pathological techniques, and a robust portfolio of animal research models, continuously expanding to support both efficacy and safety assessment in preclinical development.

Our disease-specific research support platforms are complemented by our distinctive innovative technology platforms, including our NHP imaging technology platform, NHP reproductive and development toxicology platform, NAMs platform and AI pathology platform, to accelerate disease research and nonclinical evaluation for advanced therapeutic products.

- Our NHP imaging technology platform features advanced equipment. Leveraging advanced multimodal medical imaging technologies, we have established a high-precision, non-invasive *in vivo* phenotypic quantitative analysis system that is widely used in nonclinical research for cardiometabolic diseases and CNS diseases. This platform not only enables high-resolution anatomical and functional imaging, but also significantly improve the accuracy and scientific rigor of nonclinical studies and enhancing the ability to predict clinical efficacy of investigational drugs. It also specializes in innovative methods for skeletal muscle volumetry and gastric emptying evaluation, greatly enhancing the ability to characterize disease progression and therapeutic effects in NHP models. This platform plays a critical role in our core competitiveness in disease model establishment, PD assessment and translational medicine research.

- Our NHP reproductive and developmental toxicology platform provides comprehensive assessment capabilities for reproductive and developmental toxicity in NHPs, offering rigorous for clinical safety and reproductive and developmental health evaluation.

- Our NAMs platform utilizes iPSCs to establish microphysiological systems, including organoids of cardiac, retinal, hepatic and other cells, as well as corresponding evaluation methods and systems that can be used to support *in vitro* model construction, drug screening and safety assessment.

- Our AI pathology platform based on whole slide imaging (WSI), leveraging our digital pathology imaging database, enables high-throughput multi-dimensional sample analysis, precise digital annotation and deep mechanistic insights into disease pathology.

Our Scholarly Publications

As a leading next-generation CRO in China, we have published academic papers in various fields across the biopharmaceutical industry. Examples include:

Year	Publication	Journal/Conference	Author entity
2025 .	A review of non-clinical reproductive and developmental toxicity studies of oligonucleotide drugs (寡核苷酸藥物非臨床生殖發育毒性研究綜述)	Zhongnan Yaoxue (中南藥學)	our Company and Nanjing Medical University
2025 .	Enhanced pre- and postnatal developmental toxicity (ePPND) study in non-human primates: Necessity, strategic approaches, and critical considerations	Regulatory Toxicology and Pharmacology	our Company and Nanjing Medical University
2025 .	Development of a Fast and Quantitative Method to Evaluate Oocytes in Experimental Rabbits	Journal of Experimental Pathology	our Company
2024 .	Global Regulatory Considerations and Practices for Tumorigenicity Evaluation of Cell-based Therapy	Regulatory Toxicology and Pharmacology	China Pharmaceutical University and our Company
2024 .	General Considerations and Case Studies of Nonclinical Safety Assessment of Oligonucleotide Therapeutics (寡核苷酸藥物非臨床安全性評價的一般考慮及案例分析)	Chinese Journal of New Drugs (中國新藥雜誌)	our Company and CDE
2024 .	Retrospective Reflections on Nonclinical Safety Assessment of Peptide Drugs for Endocrine Indications (內分泌適應症多肽藥物非臨床安全性評價的回顧性思考)	Chinese Journal of Clinical Pharmacology (中國臨床藥理學雜誌)	CDE and our Company
2024 .	Histopathological Changes Associated with Polyethylene Glycol in Nonclinical Studies of PEGylated Drugs and Evaluation Considerations (聚乙二醇修飾藥物非臨床研究中聚乙二醇相關組織病理學改變及評價關注點)	Chinese Journal of New Drugs (中國新藥雜誌)	CDE and our Company

We have also collaborated with our clients to contribute to research in the pharmaceuticals industry highlighted in the following publications.

Year	Publication	Our contributions	Journal/Conference
2025	The enedioic acid analog 326E alleviates metabolic dysfunction-associated steatohepatitis via dual targeting at ACLY and PPARα	Provision of NHP disease models and key efficacy data of the studied drug candidate	Cell Metabolism
2025	Preclinical evaluation and first-in human phase 1 trial of AZD0186, a novel, oral small molecule glucagon like peptide-1 receptor agonist	Provision of key efficacy data of the studied drug candidate in obese NHP models	The American Society for Pharmacology and Experimental Therapeutics
2025	GDF8 and activin A blockade protects against GLP-1-induced muscle loss while enhancing fat loss in obese male mice and non-human primates	Provision of key efficacy data of the studied drug candidate in obese NHP models	Nature Communications
2025	Juvenile macular degeneration in nonhuman primates generated by germline knockout of ABCA4 gene	Construction of NHP models	Science Bulletin
2025	A novel long-acting relaxin-2 fusion, AZD3427, improves cardiac performance in non-human primates with cardiac dysfunction.	Provision of NHP systolic dysfunctions and metabolic syndrome models	Cardiovascular Research
2024	Discovery of Clinical Candidate AZD5462, a Selective Oral Allosteric RXFP1 Agonist for Treatment of Heart Failure.	Provision of NHP heart failure models	Journal of Medicinal Chemistry
2024	A GIPR antagonist conjugated to GLP-1 analogues promotes weight loss with improved metabolic parameters in preclinical and phase 1 settings.	Provision of obese NHP models	Nature Metabolism
2023	Validation of a Diet-Induced Macaca fascicularis Model of Nonalcoholic Steatohepatitis with Dietary and Pioglitazone Interventions.	Provision of NHP disease models	Diabetes, Obesity and Metabolism

SALES AND MARKETING

We procure new businesses and retain existing clients through the business development efforts of our scientists and marketing and sales team as well as word-of-mouth referrals by clients, which is a testament to our service quality and client satisfaction. Leveraging our strong business development capabilities, we serve clients with cross-border, cross-region service needs and expand our client base in China and overseas. We also leverage our brand reputation, strong scientific expertise, strict compliance and proven track record to retain and attract clients across different development stages. Our comprehensive service offerings and client experience enable us to cross-sell services across scientific functions and development stages. As clients' R&D projects progress, we provide more comprehensive and integrated services tailored to their evolving needs. We value long-term relationships with key clients and seek to deepen and broaden such relationships by identifying potential strategic alliance opportunities.

We have established a marketing and sales team to increase our brand reputation and market our services directly to pharmaceutical and biotechnology companies and coordinate with marketing agents to promote our services in certain overseas regions. As of December 31, 2025, we had 19 sales and marketing employees based in China, North America and Europe. Our marketing and sales team is responsible for our brand promotion, market publicity, organizing various online and offline marketing activities as well as executing and managing our sales targets, converting prospective clients into paying clients and cultivating long-term relationships with our clients. The majority of our marketing and sales team possess solid science backgrounds and able to comprehend the technical demands of existing and potential clients. Our sales and marketing team interacts with potential and existing customers regularly to better understand their scientific needs and development strategies. They then work closely with our technical team and experts to prepare specific service and fee proposals and secure customer orders.

We also actively participate in leading domestic and international academic conferences and industry events, such as the annual meetings organized by Chinese Toxicology Society, The Society of Toxicology in the United States, the American Diabetes Association and Workshops on Recent Issues in Bioanalysis. Through these academic conferences and industry events, we successfully promoted our industry reputation, especially in the highly specialized research fields, and we have also successfully established direct connections with many potential customers.

OUR FACILITIES

Our Existing Facilities

We are headquartered in Nanjing, China and currently operate facilities strategically located in Nanjing, Shanghai, Kunming and Wenchang in China and North Wales, Pennsylvania in the United States. Our major facilities as of the Latest Practicable Date include:

- *Nanjing, Jiangsu*. Our Nanjing facilities, with a total GFA of 20,278m^2, are primarily used for animal hosting facilities and safety assessments and DMPK laboratories. It holds certifications and licenses including AAALC (permitted for AAALAC-compliant animal hosting and use), NMPA GLP (permitted to conduct GLP-compliant safety assessments), Permit for Usage of Experimental Animals (實驗動物使用許可證) (permitted to use guinea pigs, rabbits, NHPs, pigs and dogs in general environment and use mice, rats and gophers in specific pathogen-free environment), Permit for Production of Experimental Animals (實驗動物生產許可證) (permitted to produce dogs and pigs in general environment) and administrative license for the artificial breeding of national key protected wild animals (人工繁育國家重點保護野生動物的行政許可) (permitted to breed NHPs (cynomolgus monkeys)* for conducting enhanced perinatal toxicity studies).

- *Kunming, Yunnan*. Our Kunming facilities, with a total GFA of 25,478m^2, are primarily used for hosting and breeding of NHPs, efficacy study laboratories and ancillary research laboratories. It holds certifications and licenses including AAALAC (permitted for AAALAC-compliant animal hosting and use), Permit for Usage of Experimental Animals (實驗動物使用許可證) (permitted to use NHPs in general environment), Permit for Production of Experimental Animals (實驗動物生

* *The scopes of such licenses were modified in March 2026 to remove rhesus monkeys from the permitted breeding species.*

產許可證) (permitted to produce NHPs (cynomolgus monkeys)* and animal feed), Domestication and Breeding Approval of Wild Animals under Special State Protection (國家重點保護野生動物馴養繁殖許可證) (permitted to breed NHPs (cynomolgus monkeys)* for scientific research and medical use) and Radiation Safety Permit (輻射安全許可證) (permitted to use Class III radiation devices).

- *Wenchang, Hainan*. Our Wenchang facilities, with a total GFA of 45,577m^2, are primarily used for hosting and breeding of NHPs and laboratories. It holds licenses including Permit for Production of Experimental Animals (實驗動物生產許可證) (permitted to produce NHPs (cynomolgus monkeys)), Hainan Terrestrial Wild Animal Domestication and Breeding Permit (海南省陸生野生動物馴養繁殖許可證) (permitted to use NHPs (cynomolgus monkeys) in scientific research) and Animal Epidemic Prevention Certificate (動物防疫條件合格證) (permitted to host and breed NHPs).

- *Shanghai*. Our Shanghai facilities, with a total GFA of 3,397m^2, are primarily used for laboratory services. It holds certifications and licenses including China National Accreditation Service (CNAS) certificate and Shanghai Pathogenic Microorganism Laboratory Record Certificate (上海市病原微生物實驗室備案憑證) (permitted to conduct operations with pathogenic microorganisms).

- *North Wales, Pennsylvania*. Our North Wales facilities, with a total GFA of 446m^2, are primarily used for laboratory services.

We host and breed NHPs through our facilities in Kunming and Hainan. Our Kunming facility has a GFA of over 25,000 sq.m. and features AAALAC-accredited primate housing, advanced research and analytical platforms, and well-equipped laboratories for pathology, clinical testing and biomarker analysis. Our Hainan facility has a GFA of over 49,000 sq.m., hosting the largest core young stock (aged between four and eight) of NHP for research in China as of the Latest Practicable Date.

According to Frost & Sullivan, there is no unified industry practice or common method of measurement for calculating the capacity or utilization rate of facilities for CROs. In light of this, our management has conducted an internal assessment of our operational capacity. As our capacity to deliver nonclinical service is primarily constrained by the number of our research model facilities, and our overall capacity to deliver nonclinical service and clinical service is primarily constrained by the number and capacity of our scientists and technicians, we primarily measure our facilities' capacity by the occupancy rates of our research model facilities and the number of our scientists and technicians working at full capacity, or eight hours per working day. Accordingly, our management has arrived at this assessment by analyzing the staffing levels of our employees working at each of these facilities as well as the research animal hosting and breeding facilities that are seen to be used or occupied at each of these facilities. Based on this assessment, we believe that our facilities are operating close to their maximum capacity in respect of the deployment of staff, research animal hosting and breeding space and available floor space.

* *The scopes of such licenses were modified in March 2026 to remove rhesus monkeys from the permitted breeding species.*

Our Planned Facilities

To further expand our operations, we are establishing a new laboratory facility complex in Nanjing, China. This new facility is primarily designed as a drug safety assessment service platform in accordance with domestic and international GLP and AAALAC standards to facilitate innovative and translational research. It has a planned GFA of approximately 23,400 sq.m., with over 100 research model laboratory rooms. It is designed to host over 1,500 dogs or NHPs, 20,000 mice, 8,000 rats, 200 rabbits and 500 guinea pigs. As of the Latest Practicable Date, such facility was in pilot operation. We plan to commence full operation in the second half of 2026. We plan to fund the equipment and laboratory facilities for such facility with net proceeds from the [**REDACTED**].

INTELLECTUAL PROPERTY

Intellectual property rights are important to our business. We develop and use a number of proprietary systems, technologies, trade secrets, know-how and other intellectual property during the conduct of our business. As of the Latest Practicable Date, we had 90 patents in China, including 7 invention patents, and 41 software copyrights. As of the same date, we were also the registered owner of 30 trademarks and 8 domain names in China.

Due to the nature of our services, we typically have access to a significant amount of intellectual property owned by our clients. In addition, our clients generally retain ownership of all intellectual property associated with their projects, including the intellectual property that they provide to us and the intellectual property arising from the services we provide. We enter into agreements with all of our employees under which they disown all intellectual property they create during their employment and waive any intellectual property rights or claims.

The protection of our intellectual property is essential to our business and has been one of our highest priorities since our inception. Our employees are bound by confidentiality obligations under their employment contracts and are prohibited from disclosing our trade secret or that of our clients. We apply encryption technologies to enhance security, and our working areas can only be accessed by authorized personnel. During the Track Record Period and up to the Latest Practicable Date, we were not subject to, nor were we party to, any intellectual property rights infringement claims or litigations; and we were not aware of any material infringement of our intellectual property rights that had or could have a material adverse effect on our business. We had complied with all applicable intellectual property laws and regulations in all material respects during the Track Record Period and up to the Latest Practicable Date.

OUR CUSTOMERS

We have developed and maintained a diverse and loyal client base and have developed long-term and stable relationships with many of our clients. Most of our clients are pharmaceutical and biotechnology companies, including both Chinese and global pharmaceutical companies and small- to medium-sized biotechnology companies. We provided services to 215, 208 and 208 clients in the years ended December 31, 2023, 2024 and 2025, respectively, among which 205, 181 and 185 were Chinese domestic clients and 10, 27 and 23 were overseas clients, respectively. Our sales to the five largest customers in each year during the Track Record Period were not more than 30% of our total sales for the same years.

During the Track Record Period, we provided services to four of the top ten global biotech companies and seven of the top ten Chinese biotech companies in terms of revenues in 2025, according to Frost & Sullivan. In addition to these leading pharmaceutical companies, we also served an increasing number of small- to medium-sized innovative biotechnology companies. Our comprehensive and integrated service offerings have enabled us to cross-sell effectively, attracting and retaining our existing clients across various scientific functions and development stages, and thereby enhancing client retention and strengthening our long-term relationships with clients. We had an average of over six years business relationship with our five largest customers during the Track Record Period. As we continue to expand our service capabilities and geographic footprint, we have also helped an increasing number of clients with their overseas drug development and/or IND applications and provided nonclinical assessment services.

Key Contractual Terms

We enter into written service agreements with our clients. Our service agreements typically have a term of one to three years and set forth rights and obligations of the parties, the scope of services, with detailed terms and provisions governing the reporting and transfer of relevant data and study results, intellectual property rights, pricing and payment terms. Our clients typically retain ownership of all intellectual property regarding the compounds they provide to us while we retain ownership of the self-owned intellectual property used in the course of providing those services.

We typically bill our clients based on the payment schedule and the nature of the services specified in the relevant service contracts, statement of work and work orders. Typically, the payments schedule consists of three to four installments. Our clients are usually required to pay 20% to 30% of the total service fees upon execution of the service contract. The second installment of 20% of the total service fees is payable prior to treatment administration in the studies. For certain projects, an additional interim installment of 30% of the total service fees is required before the final installment after all treatment administration in the studies are completed. The final installment for the remaining total service fees are required to be paid following our written notice to our clients when the study reports become available. For projects with larger scale and longer duration, we may also include more interim or milestone payments as specified in the relevant service contracts. Under our service agreement, our clients, and in some circumstances we, have the right to terminate a service agreement without cause by giving written notice one week in advance. In such cases, clients shall settle accrued service fees with us upon termination. If a client terminates a service contract unilaterally without prior notice, the client is typically obliged to pay for accrued service fees and an additional 10% of the total service fee as liquidated damages. During the Track Record Period, we did not experience any material breach of the service agreements with our customers.

Customer Support

To facilitate timely communication and efficient project management, we assign a project number and designate a dedicated project manager or study director to oversee the execution of each project after entering into the service agreement with the clients. The project managers are responsible for internal coordination of the different departments involved in each project and serve as the primary point of contact for the clients, handling routine communications, inquiries and feedback. During the Track Record Period, we did not experienced any material client complaints regarding our services or products.

OUR SUPPLIERS

In light of our comprehensive services offerings, we procure a wide variety of supplies such as general laboratory consumables, equipment and research animals, primarily NHPs, beagles, rodents and rabbits. The general laboratory consumables, such as reagents, and equipment are available from various suppliers in quantities adequate to meet our needs. We select our suppliers based on a variety of factors, including their qualification, pricing, lead time, payment terms, guaranteed warranty, reputation, and overall services. We perform thorough due diligence on our suppliers, regularly monitor and review their performance and conduct on-site inspections. Our suppliers are primarily located in China and the United States. We have established stable relationships with many of our key suppliers. During the Track Record Period, we did not encounter any material dispute with our suppliers or any material breach of our purchase agreements, nor did we experience any material shortage, delay or price fluctuation of supplies.

We procured a substantial amount of our NHP population from quality third-party suppliers during the Track Record Period. In the years ended December 31, 2023, 2024 and 2025, we spent RMB217.2 million, RMB471.1 million and RMB446.1 million in purchasing NHP biological assets from quality third-party suppliers, respectively. As our bargaining power arising from our large volume of purchase and our long-term relationships with such suppliers, we had been able to obtain a sufficient supply of NHPs at reasonable prices and had not experienced any major shortages that materially and adversely affected our operations during the Track Record Period. During the Track Record Period, we imported a large amount of NHPs from a supplier in Cambodia. Pursuant to relevant laws and regulations, we are required to obtain approvals from the competent wild animals and plants department of the State Council and import or export permits from the national management authority for import and export of endangered species for the cross-border trade of such NHPs and their products. During the Track Record Period and up to the Latest Practicable Date, we had obtained all required approvals and certificates for all NHP imports pursuant to the relevant laws and regulations.

In the years ended December 31, 2023, 2024 and 2025, purchases from our five largest suppliers accounted for 54.1%, 66.3% and 51.9% of our total purchases, respectively, and purchases from our largest supplier accounted for 35.9%, 55.6% and 46.2% of our total purchases, respectively. The table below sets forth the details of our five largest suppliers in each year during the Track Record Period.

Supplier	% of total purchase	Purchase amount	Products/service purchased	Commencement of relationship	Credit terms
		(Renminbi'000)			
Year ended December 31, 2025					
A[(1)]	46.2	418,525	NHPs	2023	30% upfront payment and 70% within seven working days after acceptance
B[(2)]	2.0	17,690	NHPs	2024	50% upfront payment and 50% within 15 working days after acceptance
C[(3)]	1.5	13,530	human resource service	2022	N/A
D[(4)]	1.3	11,603	NHPs	2021	30% upfront payment and 70% within 20 working days after acceptance

Supplier	% of total purchase	Purchase amount	Products/service purchased	Commencement of relationship	Credit terms
		(Renminbi'000)			
E[5]	0.9	7,735	NHPs	2024	40% upfront payment and 60% within ten working days after acceptance
Total	**51.9**	**469,083**			
Year ended December 31, 2024					
A	55.6	458,925	NHPs	2023	30% upfront payment and 70% within seven working days after acceptance
D	5.0	40,996	NHPs	2021	30% upfront payment and 70% within 20 working days after acceptance
E	2.7	21,921	NHPs	2024	40% upfront payment and 60% within ten working days after acceptance
F[6]	2.0	16,372	laboratory consumables and equipment	2022	50% upfront payment and 50% within 30 days after acceptance
C	1.0	8,249	human resource service	2022	N/A
Total	**66.3**	**546,463**			
Year ended December 31, 2023					
A	35.9	216,000	NHPs	2023	30% upfront payment and 70% within seven working days after acceptance
G[7]	8.4	50,596	construction services	2022	contractual milestones
D	4.8	29,038	NHPs	2021	30% upfront payment and 70% within 20 working days after acceptance
H[8]	2.9	17,690	NHPs	2020	50% upfront payment and 50% within 40 days after delivery
I[9]	2.1	12,360	laboratory consumables and equipment	2014	90 days
Total	**54.1**	**325,684**			

Notes:

(1) Supplier A is a company primarily engaged in agricultural activities in Cambodia.

(2) Supplier B is an animal breeding and domestication company based in Yulin, Guangxi, with a registered capital of RMB0.4 million.

(3) Supplier C is an outsourcing service company based in Suqian, Jiangsu, with a registered capital of RMB10.0 million.

(4) Supplier D is a biotechnology company based in Hechi, Guangxi, with a registered capital of RMB8.0 million.

(5) Supplier E is a biotechnology company based in Nanjing, Guangxi, with a registered capital of RMB0.5 million.

(6) Supplier F is a pharmaceutical and healthcare company based in Guangzhou, Guangdong, with a registered capital of RMB99.7 million.

(7) Supplier G is a construction company based in Kunming, Yunnan, with a registered capital of RMB48.0 million.

(8) Supplier H is a biotechnology company based in Yuxi, Yunnan, with a registered capital of RMB18.0 million.

(9) Supplier I is a biotechnology company based in Shanghai, with a registered capital of RMB86.7 million. Supplier I is listed on the Shenzhen Stock Exchange.

To the best of our knowledge, all of our five largest suppliers during each year of the Track Record Period are Independent Third Parties. As of the Latest Practicable Date, none of our Directors, their close associates or any Shareholders which, to the knowledge of our Directors, owned more than 5% of the issued share capital of our Company as of the Latest Practicable Date, had any interest in any of our five largest suppliers during the Track Record Period.

Key Contractual Terms

We generally enter into long-term written supply agreements with our suppliers, especially for key consumables. These supply agreements set forth the delivery schedule and terms of pricing and payment. Our suppliers typically charge us upon delivery of the procured supplies based on the delivery schedule and payment terms set forth in the relevant supply contracts. Our suppliers typically extend to us credit terms up to 90 days, which are generally in line with industry norm. If products have significant quality issues or delivery is substantially delayed, we may terminate the supplier contract and seek compensation for economic losses.

For procurement of research animals, we entered into written procurement agreements with qualified third-party suppliers to procure research animals used in nonclinical studies, primarily including NHPs and rodents, during the Track Record Period. The procurement agreements typically specify the quantity, price per unit for particular species or strains, age, gender and weight of research animals, as well as other particular requirements such as delivery time and place. We require suppliers to deliver research animals devoid of certain diseases, deformations or pathogens. Under the purchase contracts, we are typically required to make an upfront payment after entering into the agreement and make the remaining payment after completion of quarantine and quality assessment of the batch of research animals within a specific period of time following our receipt of the shipment. The contracts also contain risk and liability allocation provisions that cover various contingencies. We also entered into framework procurement agreements with certain research animal suppliers during the Track Record Period to ensure a stable supply and procurement price range of the relevant research animals. The framework agreements typically specify the particular species, gender and weight of research animals, as well as the procurement amount and price. As a result, by securing supply and committed quantity with predetermined price with our partner suppliers, we were able to conduct forward procurement planning and budgeting, avoid price fluctuations and uncertainty and thereby effectively control our procurement cost.

COMPETITION

The global CRO service market is highly competitive. We compete with both next-gen CROs and traditional CROs, including a substantial number of large and established multinational and Chinese domestic CROs that are able to provide a range of services to meet our clients' demands. These companies include U.S.-based companies with operations in China and China-based integrated full-service CRO companies. We also face competition from in-house departments of biopharmaceutical companies. See "Industry Overview—" and "Risk Factors—The CRO service market is highly competitive, and we may not be successful in competing in this industry."

We believe that we will be able to distinguish ourselves and maintain the competitiveness of our services in the CRO service market primarily through our, among other things, integrated and disease biology–driven R&D solutions, sustained innovation and technological expertise in advanced therapeutic modalities for clinically significant disease areas, loyal and diverse high-quality customer base, extensive domestic and global project experience, robust supply chain and disease model capabilities. See "—Our Strengths."

CERTIFICATES, PERMITS AND LICENSES

Overview

We are required to obtain and renew certain certificates, permits and licenses for providing our services in China. During the Track Record Period and up to the Latest Practicable Date, we had obtained all requisite certificates, permits and licenses that are material to our business and operations, and all of such certificates, permits and licenses are valid and up-to-date to the extent that they are still needed. We are in compliance with the terms of all our certificates, permits and licenses. We had not experienced any material difficulties in renewing such certificates, permits and licenses during the Track Record Period, and we do not expect to face any material difficulties in renewing them upon their expiry, where applicable.

Key Licenses, Permits and Approvals

We are required to obtain, and have obtained, as of the Latest Practicable Date, the following key licenses, permits and approvals.

License/Permit	Holder	Issuing authority	Issue date and expiration date
Permit for Usage of Experimental Animals (實驗動物使用許可證)	our Company	Jiangsu Department of Science & Technology (江蘇省科學技術廳)	January 22, 2025–January 21, 2030; December 14, 2021–December 13, 2026
	Kunming Biomed	Kunming Bureau of Science & Technology (昆明市科學技術局)	July 29, 2022–July 28, 2027
	Kunming Yaling	Kunming Bureau of Science & Technology (昆明市科學技術局)	November 11, 2025–November 10, 2030;

License/Permit	Holder	Issuing authority	Issue date and expiration date
Permit for Production of Experimental Animals (實驗動物生產許可證)	Kunming Yaling	Kunming Bureau of Science & Technology (昆明市科學技術局)	August 11, 2023–August 10, 2028; November 11, 2025–November 10, 2030
	Jiangsu Yadong	Jiangsu Department of Science & Technology (江蘇省科學技術廳)	December 14, 2021–December 13, 2026
	Hainan Yaling	Hainan Department of Science & Technology (海南省科學技術廳)	November 20, 2025–November 19, 2030
Administrative license for the artificial breeding of national key protected wild animals (人工繁育國家重點保護野生動物的行政許可)	our Company	Jiangsu Bureau of Forestry (江蘇省林業局)	February 2, 2024–permanent
Domestication and Breeding Approval of Wild Animals under Special State Protection (國家重點保護野生動物馴養繁殖許可證)	Kunming Yaling	Kunming Bureau of Forestry (昆明市林業局)	September 26, 2023–permanent
Hainan Terrestrial Wild Animal Domestication and Breeding Permit (海南省陸生野生動物馴養繁殖許可證)	Hainan Yaling	Hainan Bureau of Forestry (海南省林業局)	March 23, 2023–permanent
Animal Epidemic Prevention Compliance Certificate (動物防疫條件合格證)	Hainan Yaling	Wenchang Municipal Bureau for Business Environment Development (文昌市營商環境建設局)	June 3, 2024–June 2, 2027
Radiation Safety Permit (輻射安全許可證)	Kunming Biomed	Kunming Bureau of Ecology and Environment (昆明市生態環境局)	November 14, 2022–November 13, 2027

INSURANCE

We maintain insurance policies that are required under PRC laws and regulations as well as based on our assessment of our operational needs and industry practice. In line with industry practice in China, we maintain different types of insurance policies, such as clinical trials liability insurance. Our Directors consider that our existing insurance coverage is generally in line with the industry practice in China.

While we believe that our insurance coverage is adequate and in line with the industry norms, it may, however, be insufficient to cover all claims for product liability, damage to our assets, plant and equipment or employee injuries. See "Risk Factors—We have limited insurance coverage, and any claims beyond our insurance coverage may result in us incurring substantial costs."

EMPLOYEES

As of December 31, 2025, we had a total of 1,240 employees, substantially all of whom were located in the PRC. The following table sets forth the details of our employees by function.

Function	Number of employees	Percentage
Scientists and technicians	968	78.1%
Sales and marketing	19	1.5%
Management and administrative	253	20.4%
Total	**1,240**	**100.0%**

We recruit our employees primarily through recruiting websites, job fairs, campus recruiting, third-party recruiters and internal referral. In compliance with the applicable labor laws, we enter into individual employment contracts with our employees, covering matters such as wages, employee benefits, workplace safety and grounds for termination. Our standard employment contract also contains a confidentiality clause and an assignment clause, under which we own all the rights to all inventions, technologies, know-how and trade secrets derived during the course of our employees' work. We also enter into standard non-compete agreements with all employees.

To maintain a stable workforce and retain key personnel in our Company, we offer our employee competitive remuneration packages. Our employees' remuneration comprises salary and bonus, which are generally based on their qualifications, position and performance. We offer remuneration packages based on individuals' qualifications and experiences and generally match the market rate for salary to stay competitive in the labor market. We also take into consideration the long-term growth and advancement of our employees and offer opportunities for both job promotion and technical development. We conduct new employee training, as well as professional and GLP training programs for all employees in accordance with our internal procedures. We also provide opportunities for external trainings, such as industry forums/summits, special skills training and various job qualification trainings. Additionally, we established an employee incentive scheme to better retain and motivate our employees, with eligible participants comprising core management members and key technical/business personnel of our Group. A small portion of our employees are currently represented by labor unions, and we consider our relations with our employees to be good. During the Track Record Period and up to the Latest Practicable Date, we did not experience any strikes or labor disputes which had a material effect on our business.

PROPERTIES

Owned Properties

As of the Latest Practicable Date, we owned the buildings of our headquarters of 15,737 sq.m. in gross floor area and parcels of land housing our headquarters, with an aggregate gross site area of 4,917 sq.m. in Nanjing. As advised by our PRC Legal Advisers, during the Track Record Period and up to the Latest Practicable Date, we had obtained the real estate title certificate for such land parcels and buildings.

As of the Latest Practicable Date, no single property interest forming part of our Group's property activities had a carrying amount of 1% or more of our total assets and no single property interest forming part of our Group's non-property activities had a carrying amount of 15% or more of our total assets. According to section 6(2) of the Companies (Exemption of

Companies and Prospectuses from Compliance with Provisions) Notice, this document is exempt from the requirements of section 342(1)(b) of the Companies (Winding up and Miscellaneous Provisions) Ordinance to include all interests in land or buildings in a valuation report as described under paragraph 34(2) of the Third Schedule to the Companies (Winding up and Miscellaneous Provisions) Ordinance.

Leased Properties

As of the Latest Practicable Date, we leased 12 properties with an aggregate gross floor area of 332,242 sq.m. in Nanjing, Shanghai, Kunming and Wenchang primarily for laboratories, offices and facilities hosting our research animals. As of the same date, we also leased a property with a gross floor area of 446 sq.m. in Pennsylvania, United States for laboratories.

As of the Latest Practicable Date, the lessors of certain leased premises in Kunming (mainly used as NHP hosting, quarantine facilities, ancillary facilities and employee dormitory) and Nanjing (mainly used as offices and ancillary facilities), with an aggregate gross floor area of 13,316 sq.m., had not provided copies of valid property ownership certificates to us. As advised by our PRC Legal Advisers, if the relevant lessor has no right to lease the leased property, the relevant lease contracts may be null and void or have no effect, and we may be requested to cease our use and move out of such leased property. However, considering that (i) as of the Latest Practicable Date, we had not received any notices requiring us to cease our use or move out of such leased property, (ii) for NHP hosting facilities, we believe we would be able to relocate the hosted NHPs to our Hainan facilities within two months, at an estimated total relocation cost of RMB0.2 million, without material impediment if required by third parties, (iii) for other facilities, there are abundant unoccupied properties available for lease at similar costs and we believe we would be able to relocate our facilities to a different site without material impediment if we are required by third parties, and (iv) in accordance with the relevant provisions of the PRC Civil Code, if we are unable to use or accrue proceeds from the leased property due to any claim by a third person, we may request reduction of rent or refuse to pay rent, our Directors are of the view that such incidents will not have a material adverse impact on our continuous operation, financial condition and results of operations.

As of the Latest Practicable Date, we had not completed lease registrations for eight of our leases, with an aggregate gross floor area of 42,336 sq.m., with the relevant regulatory authorities due to the inaction of the landlords to cooperate with the registration procedure. As advised by our PRC Legal Advisers, the non-registration of lease agreements will not affect the validity of such lease agreements, but the relevant local housing administrative authorities can require us to complete registrations within a specified timeframe and we may be subject to a fine between RMB1,000 and RMB10,000 per lease for any delay in making these registrations, which we do not believe would have a material adverse impact on our operation. However, we will consult with our legal advisers and aim to address the issue appropriately during the lease negotiation process in the future. As of the Latest Practicable Date, we were not subject to any penalties arising from the non-registration of the lease agreements.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

While driving scientific innovation and service excellence, we emphasize ESG principle implementation. We have obtained EcoVadis assessment and certification. Looking ahead, we will continue to enhance our social responsibility performance.

Our ESG Governance Framework

To integrate ESG principles into operations, we have established a governance framework, ensuring regulatory compliance and protecting shareholders' rights. Our Board oversees decision-making and risk management, while the ESG committee, chaired by the chairman of the Board, reviews strategy, sets key performance indicators and oversees their implementation. We regularly conduct materiality assessments, providing a basis for strategic planning and target setting. We will continue to enhance our ESG governance capabilities to support long-term and effective implementation of ESG governance strategies and drive achievement of sustainable development goals.

Environmental Matters

We implement environmental protection concepts and have obtained ISO 14001 system certification. We integrate green development philosophy into our operations through three key aspects: (i) providing environmental protection training to deepen employees' understanding of energy conservation, emission reduction, and waste sorting; (ii) encouraging employees to submit green improvement suggestions and rewarding outstanding environmental innovation behaviors; and (iii) conducting internal publicity and themed activities.

Emissions

We comply with relevant environmental laws and regulations in China and have established procedures for hazardous waste and wastewater management. We manage waste comprehensively, from generation to disposal, entrusting hazardous waste to qualified units for final disposal. We conduct regular inspections to ensure compliance. We monitor wastewater and exhaust gas treatment facilities and implement standardized solid waste management. We control noise emissions by using soundproofing materials and low-noise equipment. We conduct self-monitoring to ensure compliance with emission standards. We have established routine annual environmental self-monitoring of two of our major facilities in Nanjing, ensuring compliance with emission standards for wastewater, exhaust gases and noise.

Resource Consumption

To reduce energy consumption at our facilities, we have purchased high-energy-efficiency laboratory equipment, optimized ventilation systems and strengthened daily maintenance of equipment to improve operational efficiency. Regarding resource consumption management, we have established several measures: (i) installing water-saving devices and exploring technologies for recycling laboratory water; (ii) replacing air-cooled heat pumps with high-efficiency water-cooled chillers to enhance cooling system efficiency; and (iii) introducing low-energy equipment, such as low-nitrogen pure natural gas boilers.

To ensure our energy conservation and emission reduction efforts, we plan to install water meters in additional areas to monitor usage and implement targeted water-saving measures. We plan to set 30% humidity limit for animal rooms during autumn and winter seasons to reduce steam costs.

The following table sets forth our resource consumption during the Track Record Period.

	Year ended December 31,		
	2023	2024	2025
Electricity (MWh)	13,873	13,794	13,580
Water (tons)	128,787	164,595	171,072

Our overall water consumption increased significantly during the Track Record Period, primarily due to business growth and facility expansion. In 2024, the procurement of research animals in Kunming and Hainan increased water demand, while upgrading the sewage treatment plant in Kunming temporarily increased water usage during the renovation works and led to higher ongoing demand to support the enhanced wastewater treatment capacity.

Despite our continued business expansion and the anticipated increase in resource consumption arising from our facility and equipment upgrades, we remain committed to water conservation and efficient use. We target to reduce our per capita water consumption by 2% by 2027 as compared to 2024. To achieve this, we plan to implement the following measures: (i) we plan to replace traditional wet breeding models, which discharge waste by direct flushing, with dry breeding models, reducing water use by improving waste collection and treatment; (ii) we plan to reuse treated wastewater that meets applicable standards for non-production purposes, such as landscaping irrigation and floor cleaning to enhance water recycling; and (iii) we plan to optimize water purification parameters, adjusting concentrate flow to increase water recovery from 65% to 75% or more, and promote the recovery and reuse of concentrated wastewater to further reduce overall consumption.

Carbon Management

We have set greenhouse gas emission reduction targets. By 2027, we aim to reduce each of our total carbon emissions and our per capita carbon emissions by 2% as compared to 2024. To achieve this target, we have formulated a series of measures:

- Improving energy efficiency and increasing the use of renewable energy, including replacing high-power water heaters with more efficient steam heat exchangers, centralizing air-conditioning controls, and encouraging more efficient use of air-conditioning and natural daylight.

- We promote green commuting by encouraging employees to walk or cycle for trips within 2km and use public transportation for trips of up to 5km. Unnecessary business travel are controlled through an online approval process and we monitor weekly fuel consumption and driving data of our office vehicles to optimize driving routes and habits.

- We encourage digitalization and paperless operations and use digital tools such as electronic information management systems to minimize the use of paper materials.

- We encourage the use of video conferences and other methods to reduce resource consumption and carbon emissions caused by business travel.

- We clearly require key suppliers to comply with environmental standards and encourage them to set emission reduction targets.

The following table sets forth our Company's greenhouse gas emissions during the Track Record Period.

	Year ended December 31,		
	2023	2024	2025
Greenhouse gas emissions (tons of CO_2 equivalent)			
Scope 1 (direct emissions)	1,615	2,374	2,258
Scope 2 (indirect emissions)	6,179	5,949	5,393
Scope 3 (indirect emissions)	36	40	68
Greenhouse gas emissions intensity (tons of CO_2 equivalent per million RMB of revenue)			
Scope 1 intensity	2.1	3.3	3.0
Scope 2 intensity	8.1	8.4	7.2
Scope 3 intensity	0.05	0.06	0.09

Animal Management and Protection

We are AAALAC certified and our research animals undergo genetic testing to ensure clear lineage and regulatory compliance. We are advancing industry standards for in-house-bred NHP testing and improving our NAMs platform, including establishment of an organoid culture system and an AI pathology technology platform with a digital pathology imaging database based on WSI. We plan to collaborate with universities and research enterprises to establish advanced technical standards and optimize model systems for new drug evaluation, balancing efficiency with clinical predictive capabilities.

To promote animal welfare, we adhere strictly to the *Guide for the Care and Use of Laboratory Animals* (Eighth Edition) and the national standard *Environmental and Facility Requirements for Laboratory Animals* (GB 14925-2023) and fully implement the "3Rs" principle, a guiding principle for more ethical conduct animal research. We seek to minimize animal use through optimized experimental design and to reduce pain and stress with rigorous breeding management and standardized operating procedures. To enhance compliance management and ethical oversight, we have established an Institutional Animal Care and Use Committee (IAUCU), which supervises animal-related activities and monitor compliance with applicable laws, regulations and ethical guidelines, ensuring humane care and scientific use of animals.

Social Responsibilities

We are committed to creating social value through diversified practices, shaping a corporate image that combines industrial influence and social responsibility.

Employee Caring Initiatives

We have placed protection of employees' rights and benefits in an important position in our company's development and are committed to building a scientific, standardized, fair and impartial employment management system. We have established multi-channel complaint mechanisms for anti-discrimination and equality protection. As of December 31, 2025, 57.0% of our employees were female. We address issues through the Employee Complaint Management Procedure and use employee satisfaction surveys to identify and resolve potential concerns.

Occupational Safety and Health

We ensure that all employees undergo safety training. In compliance with laws and regulations, we have formulated nearly 80 relevant policies to build a systematic management system. We are certified under ISO 45001 Occupational Health and Safety Management System and ISO 14001 Environmental Management System, reinforcing our commitment to employee safety and health. For physical safety, our human resources department and the facilities support and EHS department implement policies monitor risks and conduct accident investigation, hazard identification and risk assessment.

Sustainable Supply Chain

Through a clear institutional framework and dynamic cooperation supervision, we select high-quality partners, standardize behaviors and ensure the integration of environmental protection and social responsibility across all supply chain links. During supplier screening, we adopt rigorous standards and evaluate suppliers on multiple dimensions to ensure sustainability and compliance. The screening process includes: (i) we assess corporate social responsibility risks, request suppliers to complete a sustainable development survey and evaluate their environmental management and social responsibility systems. We conduct on-site audit if necessary; (ii) for suppliers requiring on-site audits, we focus on animal welfare, such as transportation and breeding environments; and (iii) during the supplier screening process, we prioritize suppliers with certifications such as ISO 14001, ISO 45001, ISO 9001, ISO 27001, and AAALAC to ensure sustainability and compliance.

Community and Public Welfare

We fulfill our social responsibilities by carrying out various public welfare activities. In addition, we have established scholarships at the School of Public Health of Nanjing Medical University and the Key Laboratory of Modern Toxicology of the Ministry of Education. As a member of the Industry-Education Cooperation Alliance of Yangzhou University, we deepen university-enterprise cooperation and support talent development. In 2023, 2024 and 2025, our investments in community engagement amounted to RMB0.2 million, RMB0.2 million and RMB0.3 million, respectively. We plan to allocate approximately RMB0.5 million to talent development initiatives in 2026, focusing on school—enterprise cooperation projects and the establishment of the "TriApex Scholarship" for academic and research institutions.

IMPACT OF COVID-19

We did not experience any material disruption of our business operation since the outbreak of the COVID-19. Nevertheless, the COVID-19 pandemic had certain impacts on our operations, including restrictions on our on-site services, disruptions to routine client visits by our business development personnel and temporary delays in the procurement and transportation of our research animals and laboratory consumables. We employed various measures to mitigate any impact of the COVID-19 pandemic, including procurement of safety stock in advance and flexible staffing and scheduling arrangements. Together with our diversified business model and long-term relationships with our clients, these measures enabled us to maintain stable operations. Accordingly, the COVID-19 pandemic did not have any material adverse effect on our operations and financial performance during the Track Record Period.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk management is critical to the success of our business operations. Key operational risks that we face include human resource risk, information technology risk, financial reporting risk and compliance and intellectual property rights risks. See "Risk Factors" for a discussion of various risks and uncertainties that we face. We also face various market risks. In particular, we are exposed to credit, liquidity, interest rate and currency risks that arise in the normal course of our business.

In order to meet these challenges, we have established an audit committee, chaired by Mr. CHAU, Kwok Keung, to oversee and manage the overall risks associated with our business operations from time to time. Our audit committee (i) proposes the appointment or removal of external auditors; (ii) supervises our internal audit system and its implementation; (iii) communicate and coordinate with internal and external audit; (iv) reviews our financial information and its disclosure; and (v) reviews our internal control system.

Financial Reporting Risk Management

We maintain a set of accounting policies in connection with our financial reporting risk management, such as financial management policies, budget management policies, monetary fund management policies, loan and reimbursement policies, financial reporting management policies tax management policies, authorization management policies and investment management policies. We have various procedures and IT systems to implement our accounting policies, and our finance department reviews our management accounts accordingly.

Human Resource Risk Management

We have set a number of standard operation procedures for human resource management in China and overseas, including the training management policies, employee file management policies, salary management policies, employee welfare management policies, employee handbook and human resource management procedure documents. These procedures aim to mitigate our risks in insufficient recruitment, staff attrition, non-compliance with labor regulations, employee information management and others.

Information System Risk Management

We have implemented internal measures and controls to ensure the security of our IT infrastructure, protect our data and prevent leakage or loss. We regularly conduct IT security audits. We endeavor to spot potential information system risks in a timely manner and takes measures to mitigate the risks and improve our information system. We store our data on servers located in Chinese mainland. During the Track Record Period, we transfered limited employees' personal information outside Chinese mainland to facilitate employees' attendance at training sessions or meetings overseas. We engaged in such cross-border data transfer in line with our Employee Privacy Protection Policy and relevant laws and regulations. As advised by our PRC Legal Advisers, in accordance with Provisions on Promoting and Regulating Cross-Border Data Flow (《促進和規範數據跨境流動規定》), we were not required to undergo a security assessment for such cross-border data transfers, enter into standard contracts for the cross-border transfer of personal information or obtain personal information protection certification.

We did not experience any material leakage of personal information or clinical data, were not subject to any claims, and did not receive any material regulatory inquiries, investigations, notices, warnings, penalties, litigations or other legal proceedings related to personal

information protection laws during the Track Record Period and up to the Latest Practicable Date. In addition, during the same period, we were not subject to any material administrative penalties or other sanctions by any competent regulatory authority in relation to cybersecurity or data protection, and there were no material cybersecurity or data protection incidents, infringements upon any third parties, or other legal, administrative or governmental proceedings pending against or relating to our Group. In light of the above, our PRC Legal Advisers are of the view that we were in compliance with applicable laws and regulations relating to data security, privacy and personal information protection in all material aspects as of the Latest Practicable Date.

LEGAL PROCEEDINGS AND COMPLIANCE

We may be involved in legal proceedings in the ordinary course of business from time to time. During the Track Record Period and up to the Latest Practicable Date, we had not been involved in any litigation, arbitration or administrative proceedings which could have a material adverse impact on our business, financial condition or results of operations. As of the Latest Practicable Date, we were not aware of any pending or threatened litigation, arbitration or administrative proceedings against us which may have a material and adverse impact on our business, financial condition or results of operations.

During the Track Record Period and as of the Latest Practicable Date, we had not had any non-compliance incidents which our Directors believe would, individually or in the aggregate, have a material operational or financial impact on our company as a whole.