



# 2021 Annual Results

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Hangzhou Tigermed Consulting Co., Ltd.

300347.SZ / 3347.HK

**March 2022**

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# Disclaimer

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## **Forward-Looking Statements**

The information communicated herein may contain certain “forward-looking statements”, which are not historical facts but instead include predictions about future events based on our beliefs and information currently made available to us. Although we believe that these predictions are reasonable on the date hereof, future events are inherently uncertain and these forward-looking statements may turn out to be incorrect. Forward-looking statements involve risk and uncertainty by nature because they relate to events and will depend on circumstances that will occur in the future relating to, inter alia, our ability to compete effectively, our ability to develop and market new service offerings, our ability to expand into new markets, the risks associated with listed subsidiaries of the Company, unforeseeable international tensions, regulatory or governmental scrutiny in certain countries, the impact of emergencies and other force majeure events. We undertake no obligations to update forward-looking statements or to adapt them to future events or developments except as required by applicable laws or listing rules. Any investment in any securities issued by the Company or its subsidiaries will also involve certain risks. There may be additional material risks that are currently not considered to be material or of which the Company and its advisors or representatives are unaware. Against the background of these uncertainties, you should not rely on these forward-looking statements.

## **Non-IFRS Measure**

To supplement our financial information which are presented in accordance with IFRS, we use adjusted net profit attributable to owners of the Company as an additional financial measure, which is not required by, or presented in accordance with IFRS. We define adjusted net profit attributable to owners of the Company as profit for the year attributable to owners of the Company before certain expenses and amortization. We define adjusted net profit attributable to owners of the Company as profit attributable to owners of the Company adjusted for (1) share-based compensation expense, (2) net foreign exchange loss/(gain), (3) amortization of intangible assets arising from acquisitions, (4) listing expenses incurred by our Group, and (5) changes in fair value of financial assets at FVTPL. Adjusted net profit attributable to owners of the Company is not an alternative to (i) profit before tax, profit for the year or profit for the year attributable to owners of the Company (as determined in accordance with IFRS) as a measure of our operating performance, (ii) cash flows from operating, investing and financing activities as a measure of our ability to meet our cash needs, or (iii) any other measures of performance or liquidity. We believe that this non-IFRS measure is useful for understanding and assessing underlying business performance and operating trends, and that the owners of the company and we may benefit from referring to this non-IFRS measure in assessing our financial performance by eliminating the impact of certain unusual, non-recurring, non-cash and/or non-operating items that we do not consider indicative of the performance of our business. However, the presentation of this non-IFRS measure is not intended to, and should not, be considered in isolation from or as a substitute for the financial information prepared and presented in accordance with the IFRS. You should not view the non-IFRS measure on a stand-alone basis or as a substitute for results under the IFRS, or as being comparable to results or a similarly titled financial measure reported or forecasted by other companies.



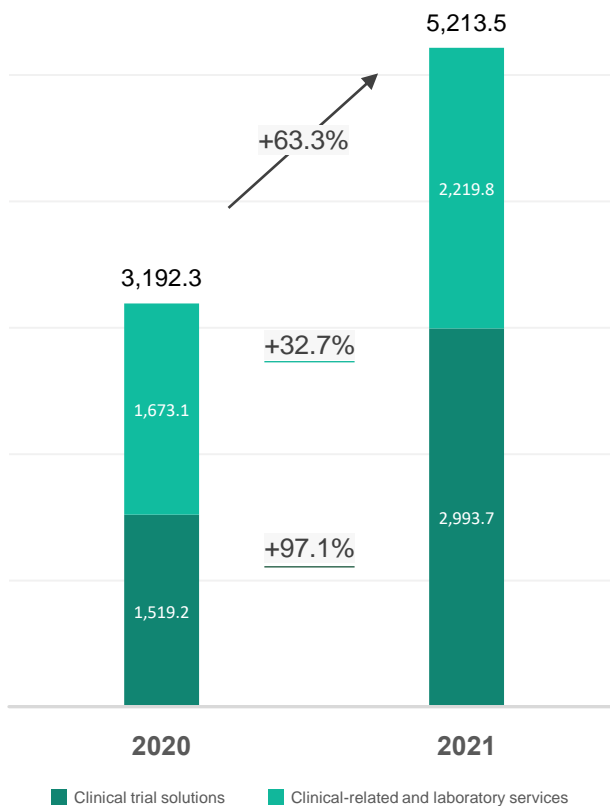
# 01

## Results Overview

# 2021 Key Financials

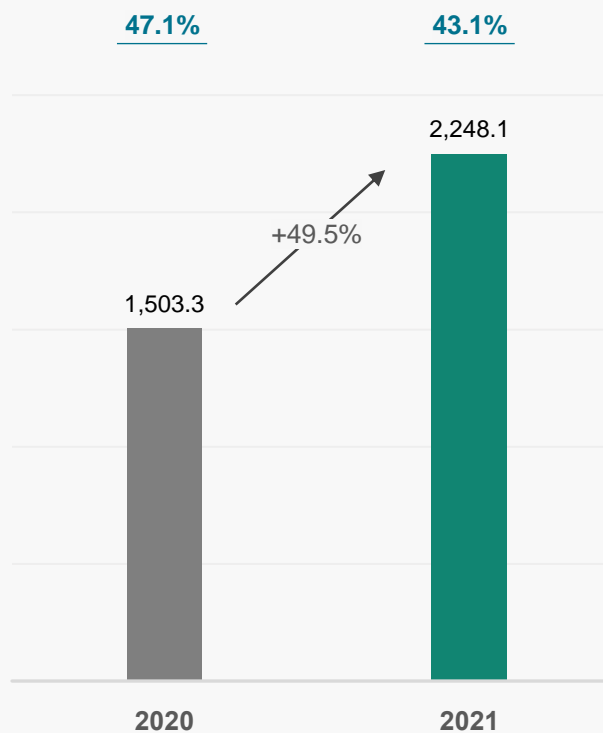
## Revenue

(RMB mm)



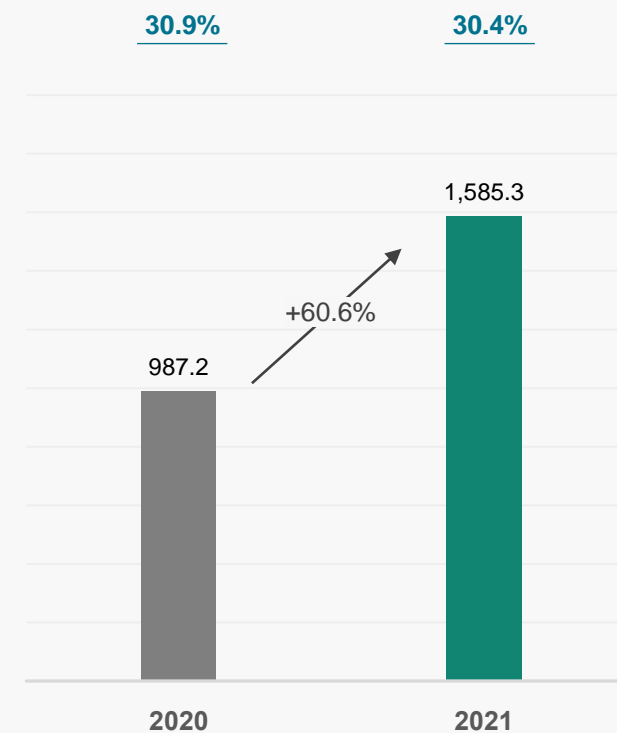
## Gross Profit and Margin

(RMB mm)



## Adjusted Net Profit Attributable to the Owners of the Company and Margin<sup>(1)</sup>

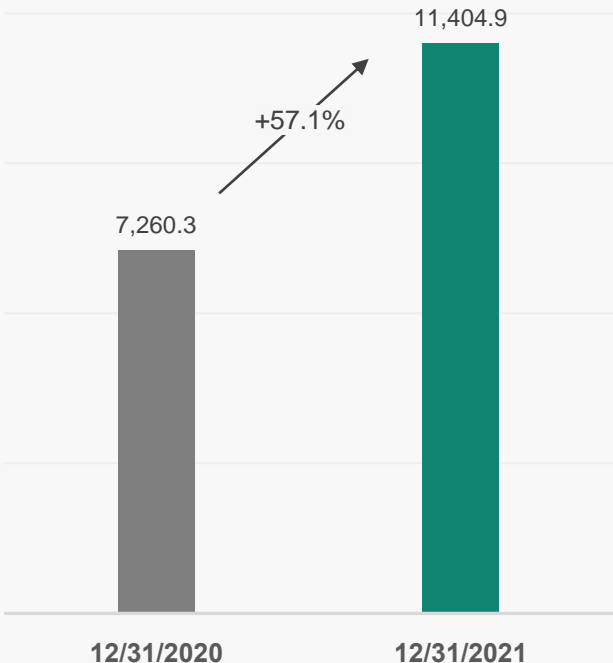
(RMB mm)



# Backlog and New Bookings

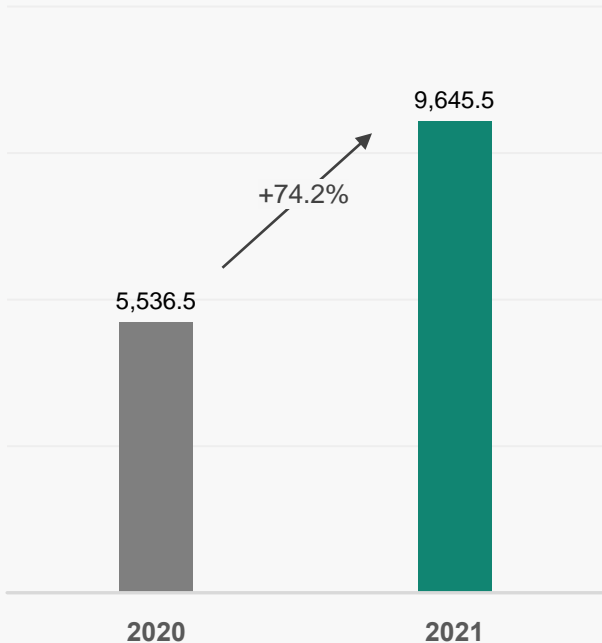
## Backlog as of Year End

(RMB mm)

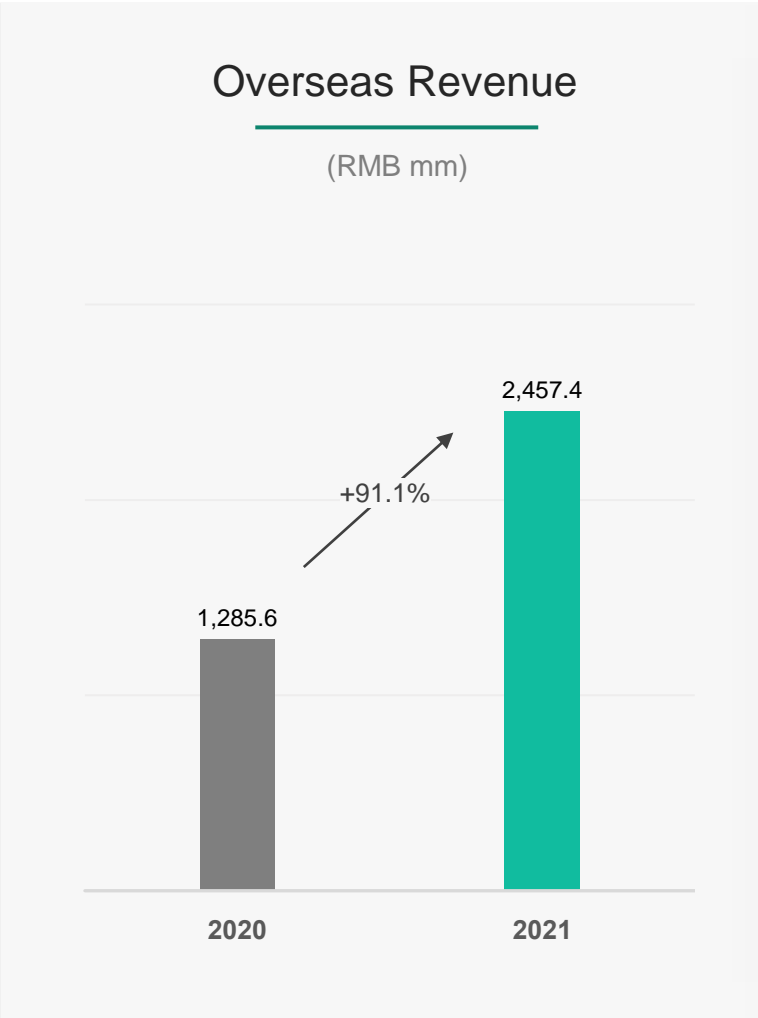
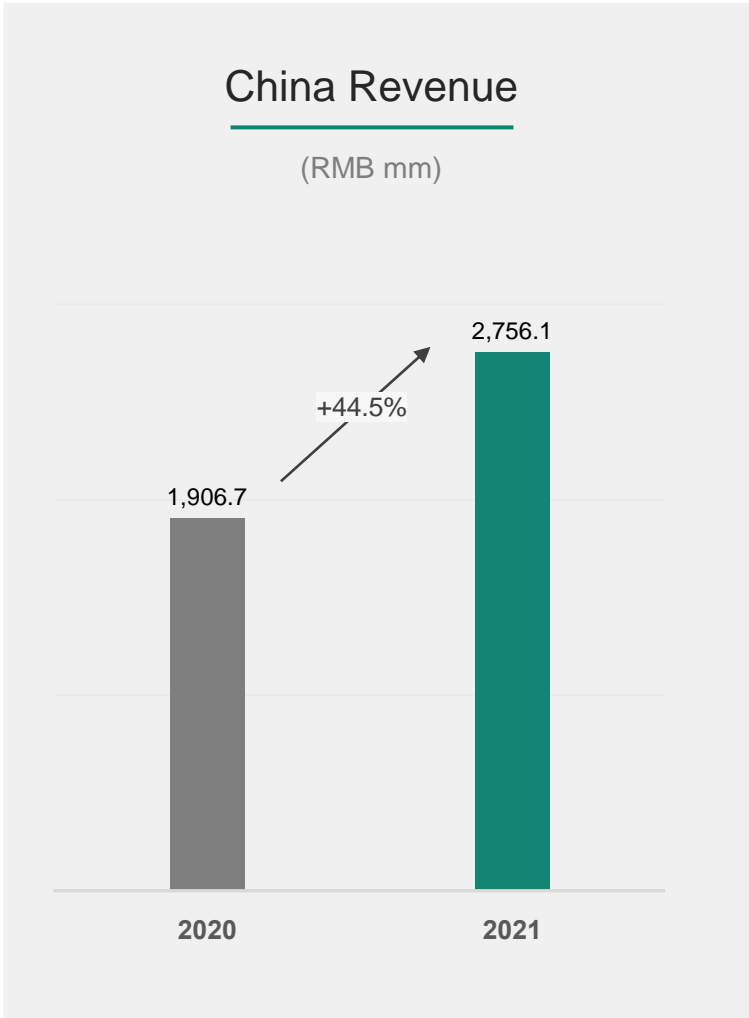


## New Bookings

(RMB mm)



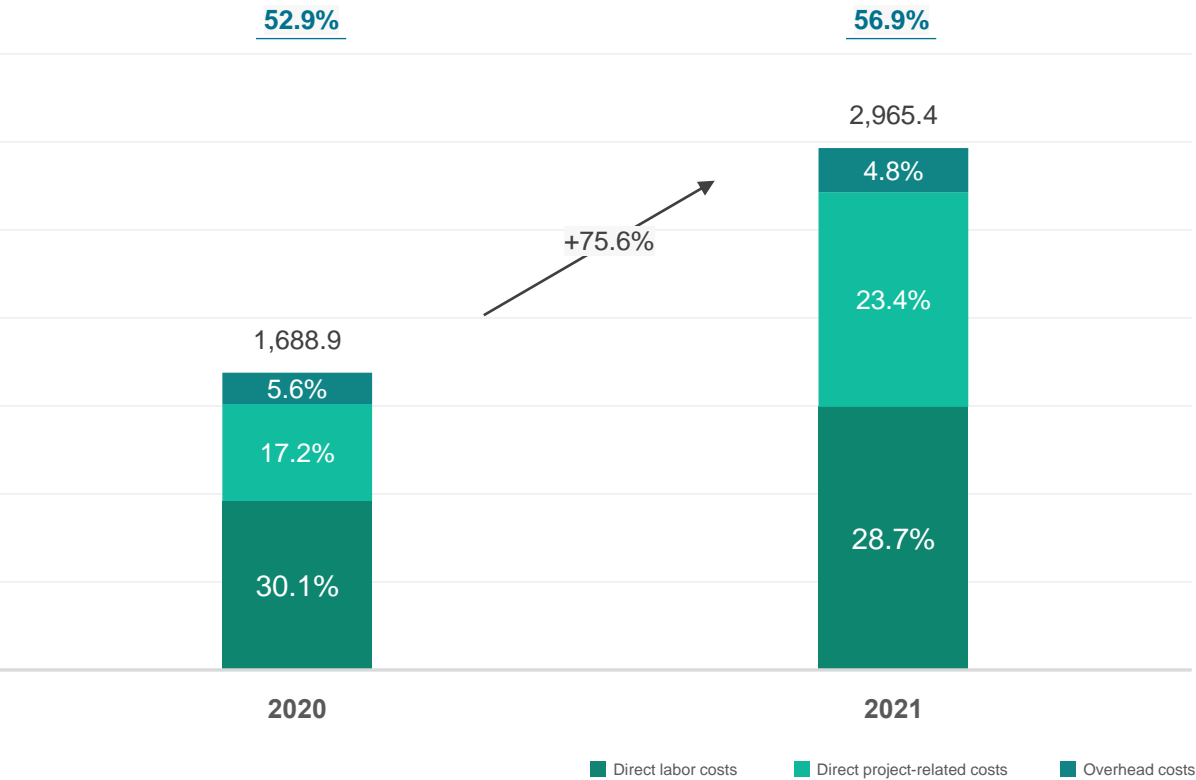
# Revenue Breakdown by China and Overseas Markets



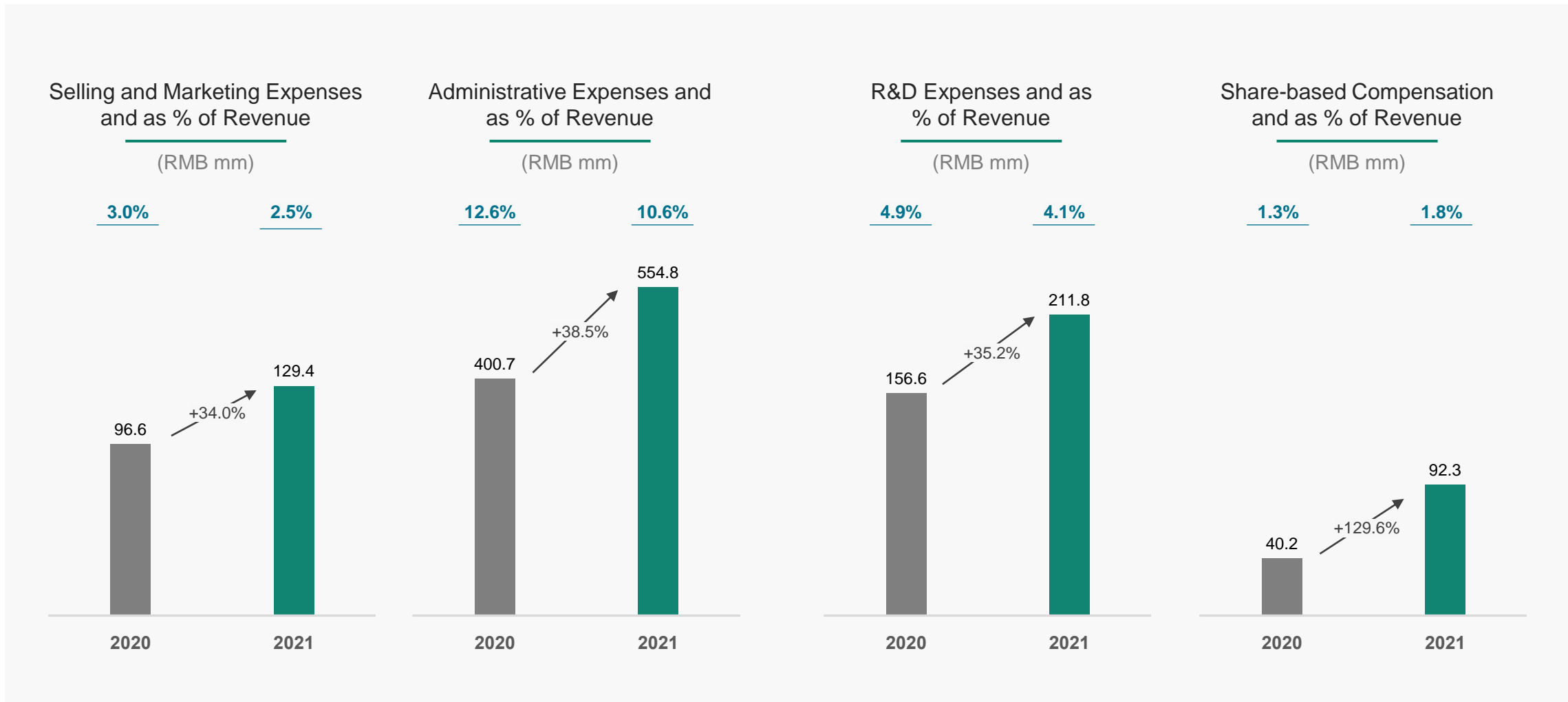
# Cost of Services

Cost of Services Breakdown by Nature and as % of Revenue

(RMB mm)



# Operating Expenses



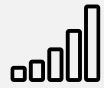




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## **Business Updates**

# 2021 Business Highlights



## Industry Leadership

Provided services to **52.9%** of all Class I innovative drug approvals in China from 2016 to 2021

Accounted for **12.3%** of total HGRAC clinical research projects filing in 2021<sup>(1)</sup>

Over **4,000** RFP participations in 2021<sup>(2)</sup>

**Six** of top **20** customers are top MNC pharma<sup>(3)</sup> and **16** of top 20 customers are public companies in 2021

**8,326** total employees<sup>(4)</sup>



## Ongoing Projects<sup>(4)</sup>

**567** Drug Clinical Trials

**182** Overseas Clinical Trials including **50** MRCTs<sup>(5)</sup>

**1,432** Site Management Projects

**743** DMSA<sup>(6)</sup> Projects

**2,516** Laboratory Services Projects



## Global Reach<sup>(4)</sup>

**1,026** overseas employees

**24** overseas subsidiaries

Presence in **52** countries across **5** continents

**30+** countries covered by CRO partners

Centralized service center in China

Uniformed SOPs and budgeting management globally

(1) Source: Human Genetic Resource Administration of China (HGRAC) website, might not be exhaustive; international collaboration filings including both filings for approvals (审批) and filings for records (备案); included controlled subsidiaries of Tigermed

(2) Request for proposals (RFP) for clinical trial solutions and site management projects and projects from strategic alliance customers

(3) Multi-national pharmaceutical companies with more than US\$20bn sales in 2021

(4) As of December 31, 2021

(5) Multi-regional Clinical Trials

(6) Data Management and Statistical Analysis

# We Add Value throughout the Lifecycle of Clinical Development

## Drug Discovery and Pre-clinical Development



■ Clinical Trial Solutions   ■ Clinical-related and laboratory services



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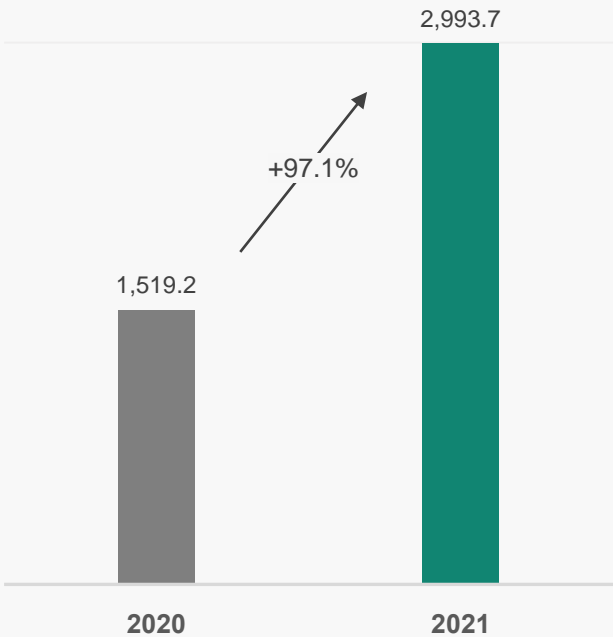
## **Clinical Trial Solutions**

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# Clinical Trial Solutions (“CTS”)

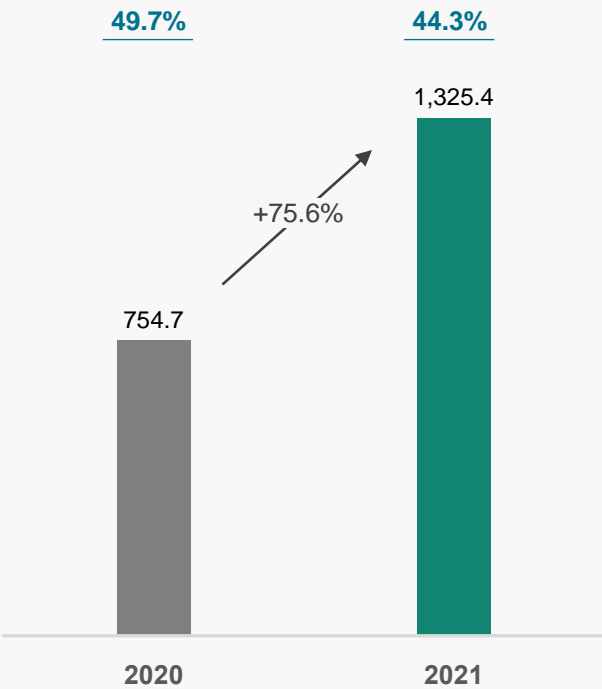
## Segment Revenue

(RMB mm)



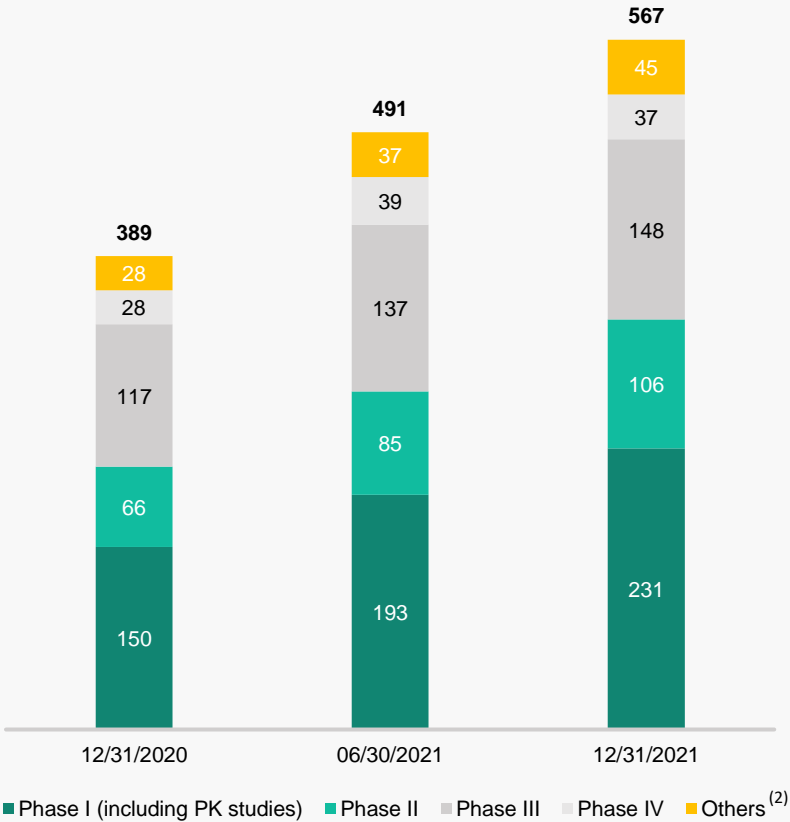
## Segment Gross Profit and Margin

(RMB mm)

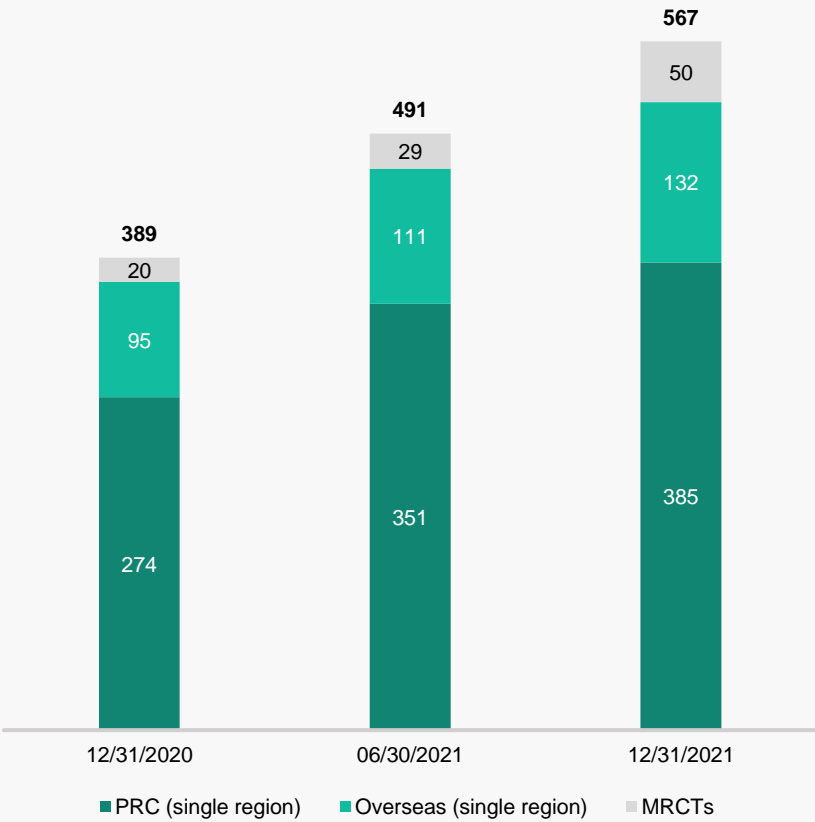


# CTS Key Business Updates

Number of Ongoing Drug Clinical Research Projects by Phase<sup>(1)</sup>



Number of Ongoing Drug Clinical Research Projects by Region<sup>(1)</sup>



# CTS Key Business Updates (Cont'd)

## Medical Device Clinical Research

- Completed **148** medical device projects<sup>(1)</sup> in 2021 and had **341** ongoing projects as of December 31, 2021
- Contributed to successful marketing approvals for **3** innovative medical devices and **2** artificial intelligent medical device software in 2021
- Further expanded presence in emerging areas including digital health devices and medical robots
- Initiated multiple real-world device studies in Hainan Boao Lecheng Pilot Zone of International Medical Tourism (海南博鳌乐城国际医疗旅游先行区)
- Expanded service offerings by launching medical device regulatory consulting services
- Medical device testing lab started to offer biological evaluation services to Class III devices and expanded lab testing capability to cover ophthalmology devices

## Regulatory Affairs

- Regulatory services continued another year of robust growth on the back of strong customer demands
- New IND projects increased by **59%** year-over-year and new US FDA-related IND projects increased by **417%** year-over-year in 2021
- Team size increased from **33** as of December 31, 2020 to **60** as of December 31, 2021 with **1,000+** accumulated project experience and **550+** customers as of December 31, 2021
- Submitted MRCT applications in **22** different countries in 2021

# Our CTS Services are Evolving

## Regulatory Change

Keep abreast of the latest regulatory regime and position for potential future changes – allowing us to adapt to changes quickly and preempt business opportunities

## Technology Innovation

Navigate technology and launch new services in the highly regulated clinical development market – allowing us to ramp-up market share as first mover in emerging areas and improve our service efficiency

## Global Expansion

Sense the needs from our customers and establish a growing global team in both developed markets and key emerging countries – allowing us to provide global solutions and win cross-border business

Increased competitiveness

*Growth Opportunities*

Reinforce leading position  
on core services

Grow revenue and market  
share on emerging services

Go-to partner from China to  
the world and vice versa



# We Operate in an Increasingly Stringent Regulatory Regime

**July 22, 2015**

NMPA mandated self-inspection and audit for all clinical trials

**Heightened requirement on clinical data**

**June 1, 2017**

China officially joined the ICH as a full regulatory member

**Transform to global standard**

**August 14, 2017**

Top prosecutor and judiciary published guideline on criminal charges involving data fraud in drug and medical device registration

**Zero tolerance on data fraud**

**August 26, 2019**

New Drug Administration Law was promulgated by the 13<sup>th</sup> SCNPC

**Overhaul of the overarching law**

**March 30, 2020**

Top market regulatory body updated rules for drug registration

**Enhanced regulatory pathways**

**April 26, 2020**

NMPA and National Health Commission issued updated rules on drug clinical trial quality control

**Further promote clinical trial quality**

**July 1, 2020**

NMPA issued updated requirements on clinical trial data recording and management

**Enhance the fidelity of clinical data**

**December 20, 2021**

NMPA issued formal guideline on inspections for drug registration

**Higher on-site inspection requirements**

# Navigate Technology in the Highly Regulated Market

## Tailinyan 泰临研 as an Example

### Tailinyan is in-house developed all-in-one centralized digital clinical trial platform comprising:

- Clinical Trial Management System (“CTMS”)
- Electronic Data Capture (“EDC”)
- eSource Record (“ESR”)
- Clinical Trial Remote Monitoring (“CTRM”)
- Electronic Trial Master File (“eTMF”)
- Excellence for Clinical Trial Sites (“E-Site”)
- Risk-Based Quality Management (“RBQM”) platform



Tailinyan Portal



Tigermed RBQM system

Launched in 2021, Tailinyan is a result from our in-house expertise, industry collaboration and induction of advanced algorithm and data infrastructure, and significantly improves the efficiency of our CTS services. Tailinyan is also expandable for future applications

## New Service

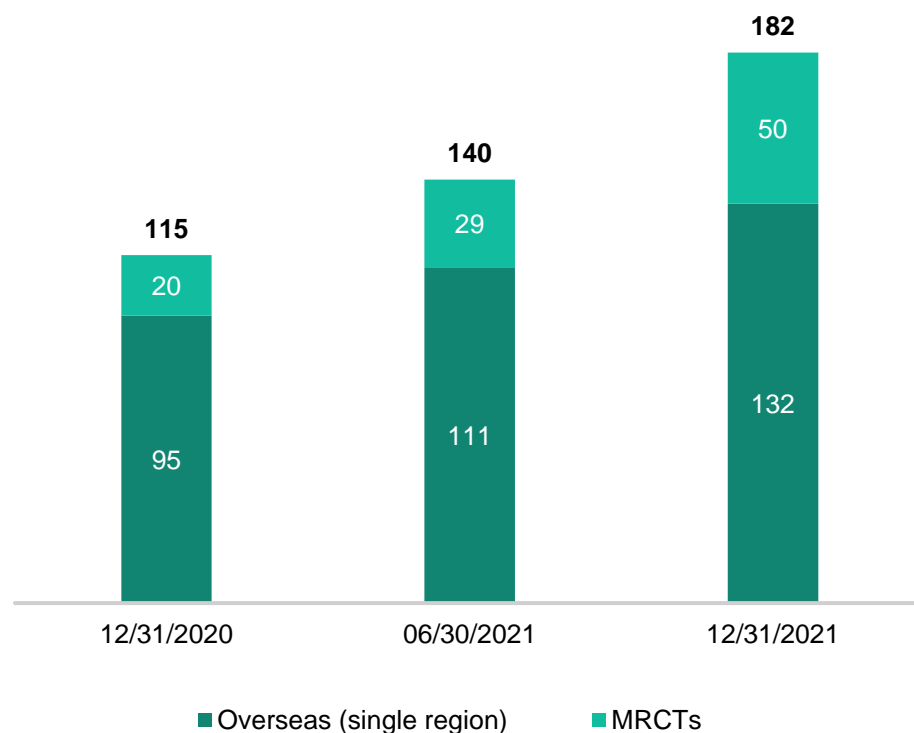
Following NMPA’s guideline in July 2020 on risk based monitoring, we launched our in-house RBQM system in 2021. It allows us to specify key data and process and conduct comprehensive identification and assessment on their risk level before the initiation of a clinical trial, therefore meaningfully improves clinical trial efficiency, improve data quality and better protect the safety of trial subjects

## Industry Recognition

Tigermed’s strategy on clinical trial innovation, including our efforts on Tailinyan, was selected as one of the 50 cases in the *2021 China Digital Economy Industry Best Practices* by APEC China Business Council in December 2021

# Overseas Clinical Operation Business Updates

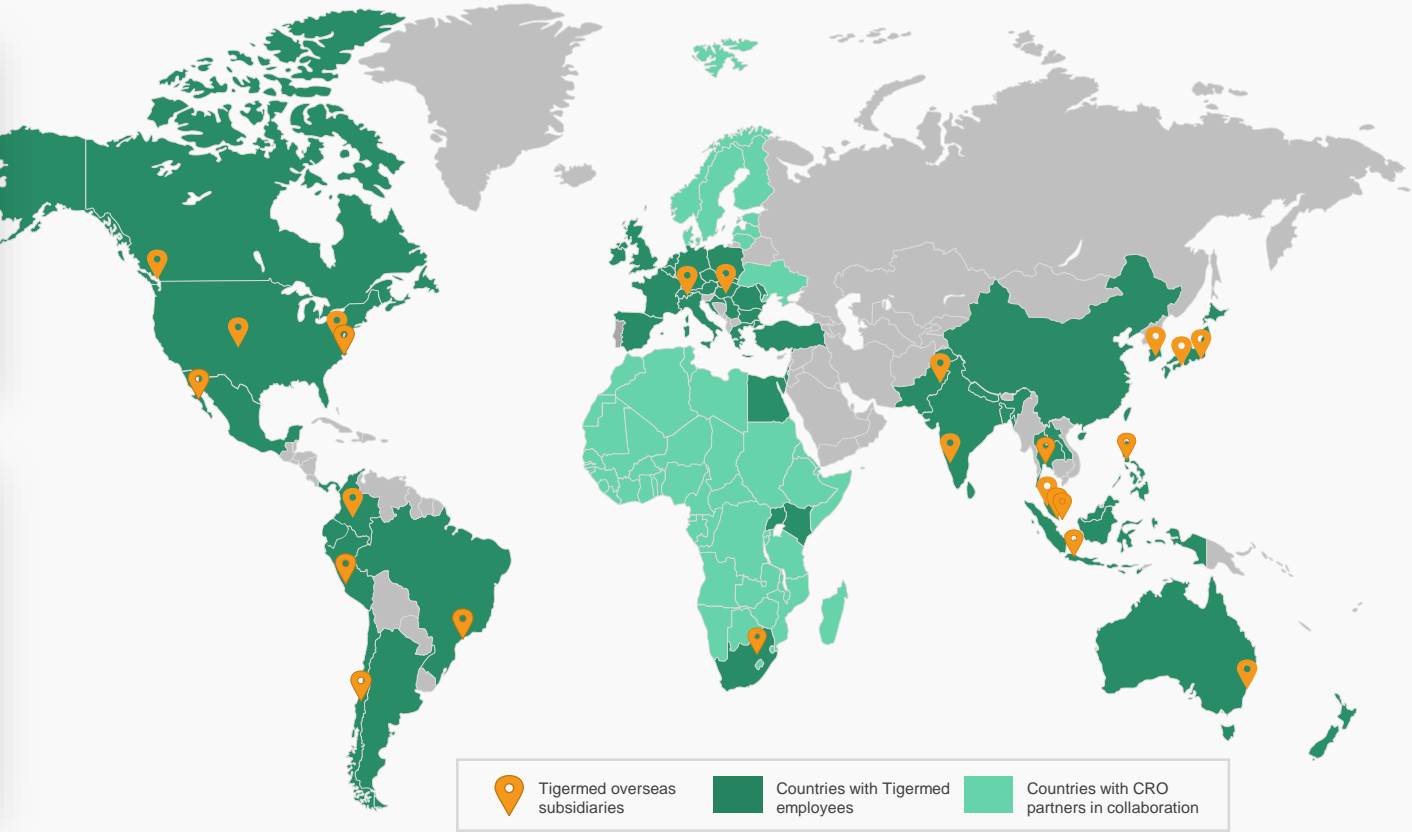
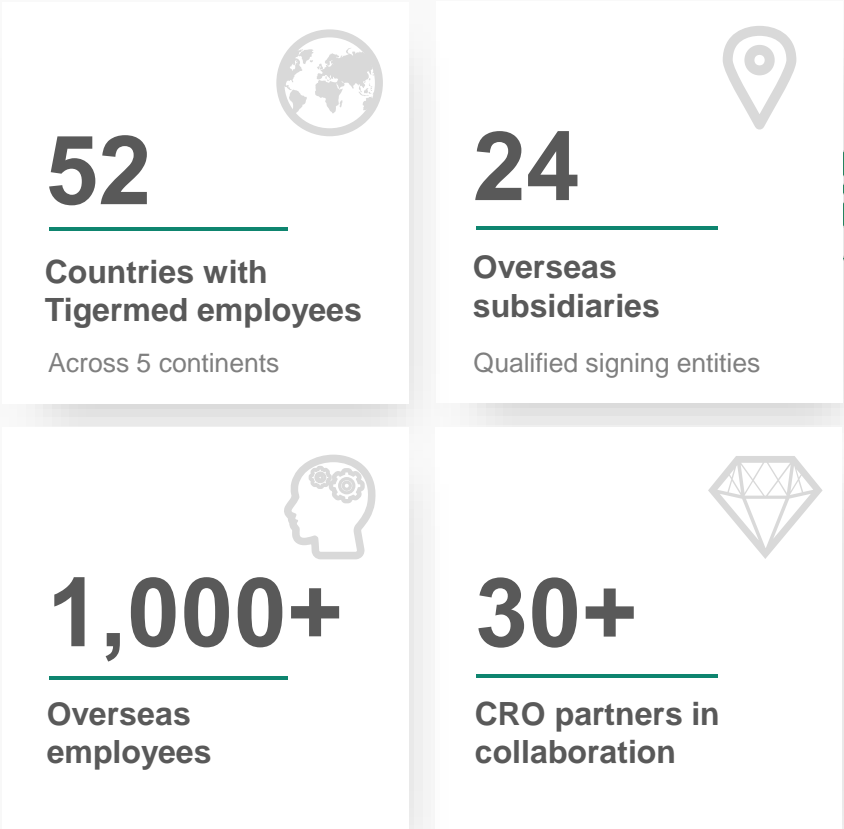
Number of Ongoing Overseas Drug Clinical Research<sup>(1)</sup>



- **132** ongoing single region overseas clinical trials as of 31 December 2021, primarily in South Korea, Australia and the US
- **50** ongoing MRCTs as of 31 December 2021
- Ongoing MRCT projects were being conducted in more than **20** countries across Asia Pacific, North America, Europe, Africa and Latin America with various therapeutical areas including oncology, vaccine, central nervous system, cardiovascular, and rare diseases etc.
- Over **1,000** overseas employees in **52** countries across five continents as of December 31, 2021
- Assembled a centralized service center in China offering peripheral services including medical writing, medical monitoring, registration, data management and statistical analysis, pharmacovigilance, central laboratory and imaging to support our ongoing overseas clinical trials
- Updated and synchronized uniformed SOPs and budgeting management system across all countries and regions in 2021

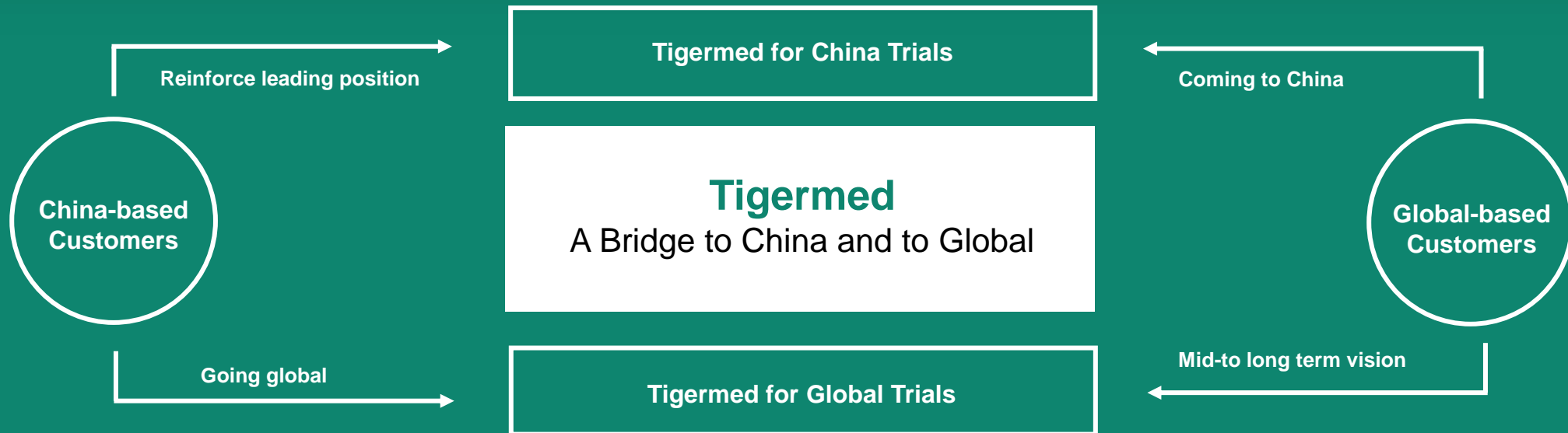
# Overseas Clinical Operation Business Updates (Cont'd)

Tigermid Global Network as of December 31, 2021



# Future CTS Strategies

- Build a higher moat on core CTS services
- Expand into emerging services, and ramp up scale and increase market share
- Fortify the role as a bridge for Chinese customers to tap global clinical trial market and vice versa
- Incubate and improve the clinical R&D ecosystem with sustained R&D needs
- Monitor consolidation opportunities in both domestic and overseas markets



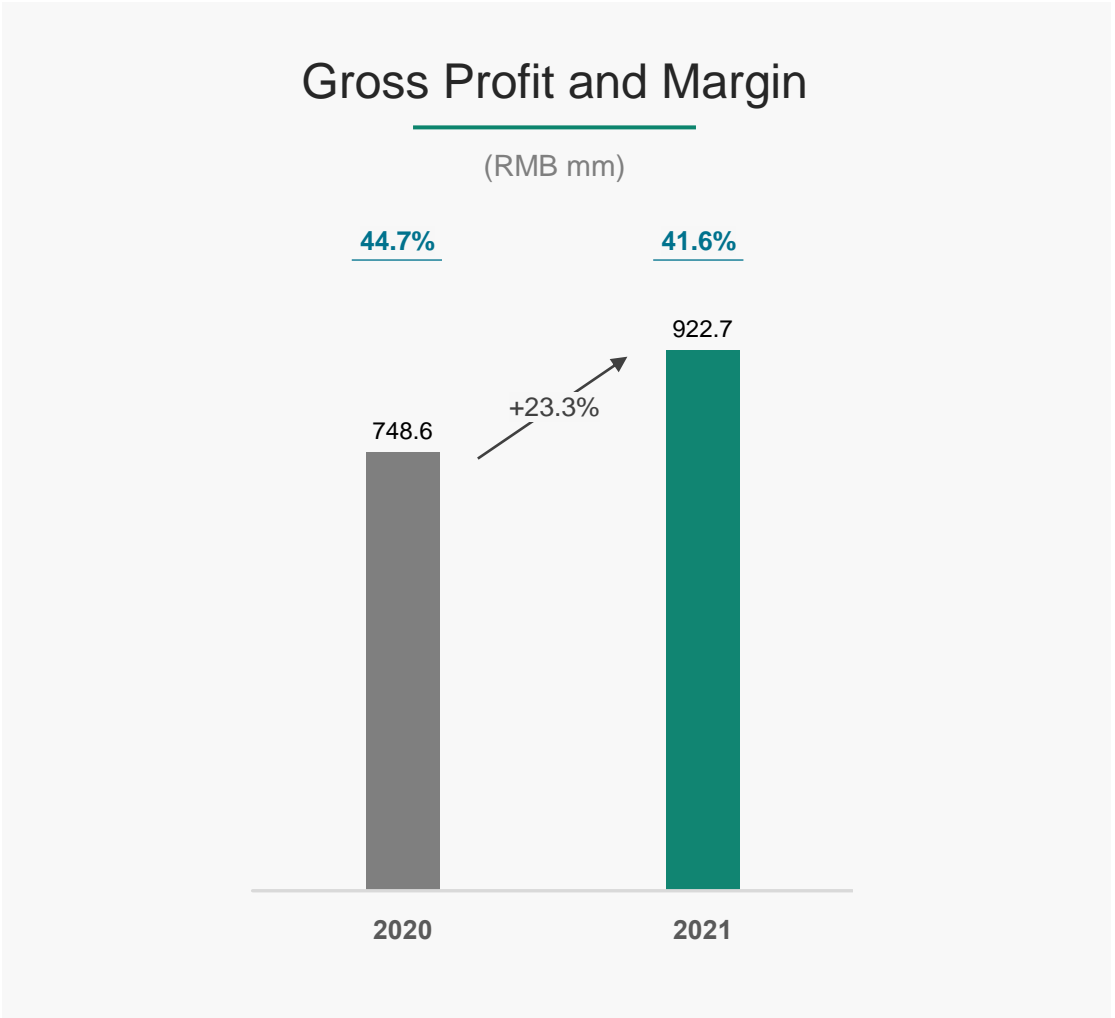
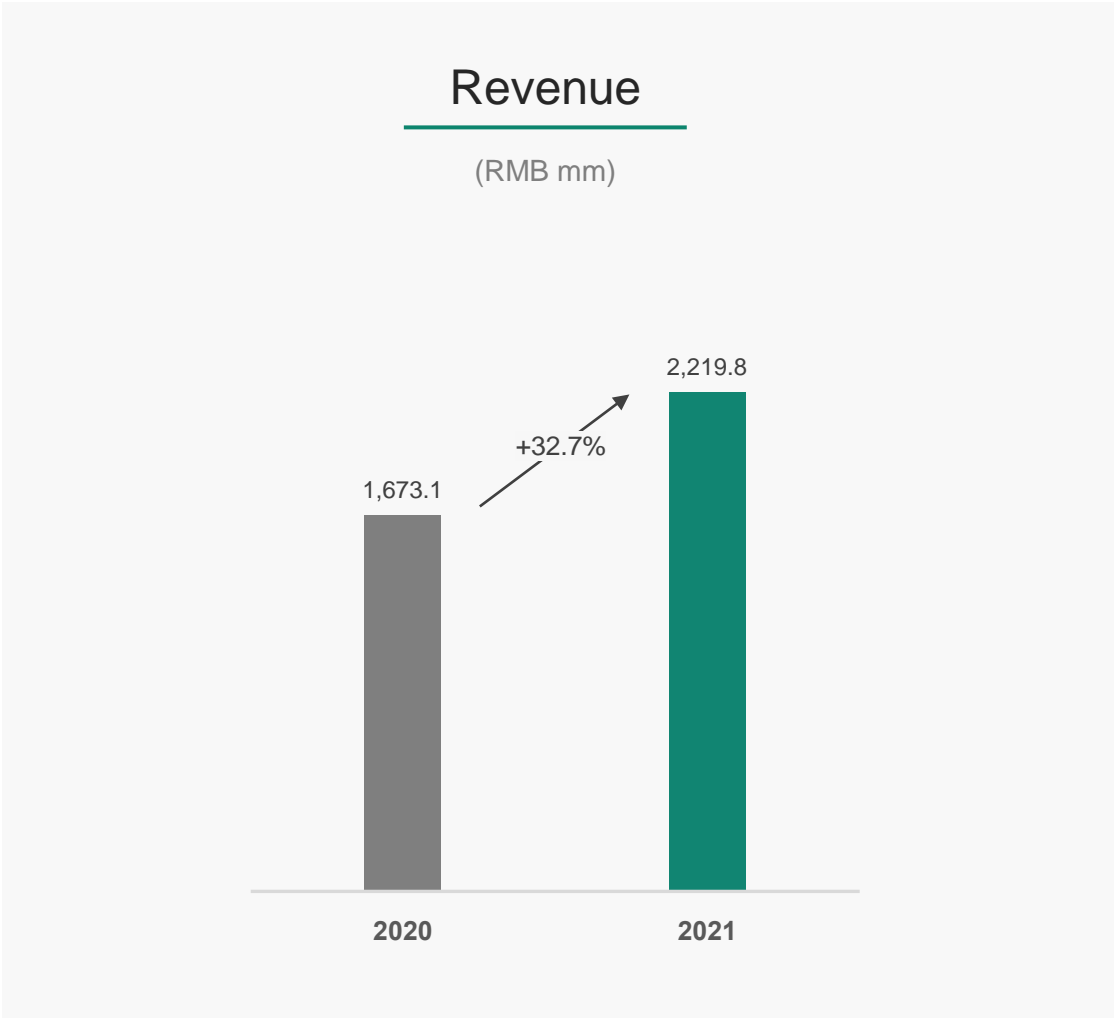


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## Clinical-related and Lab Services

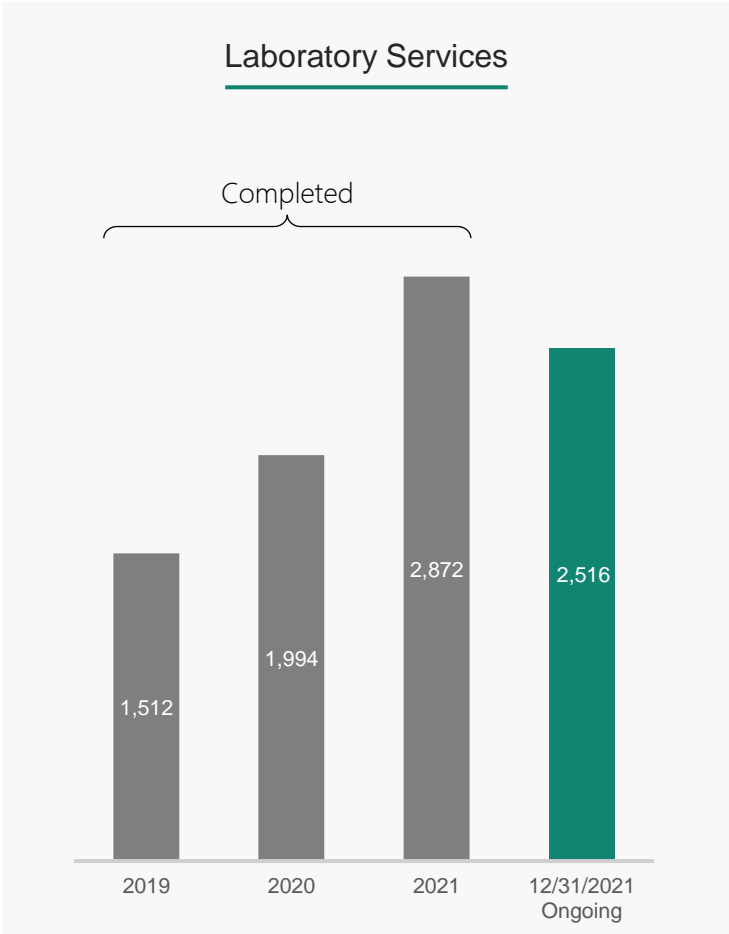
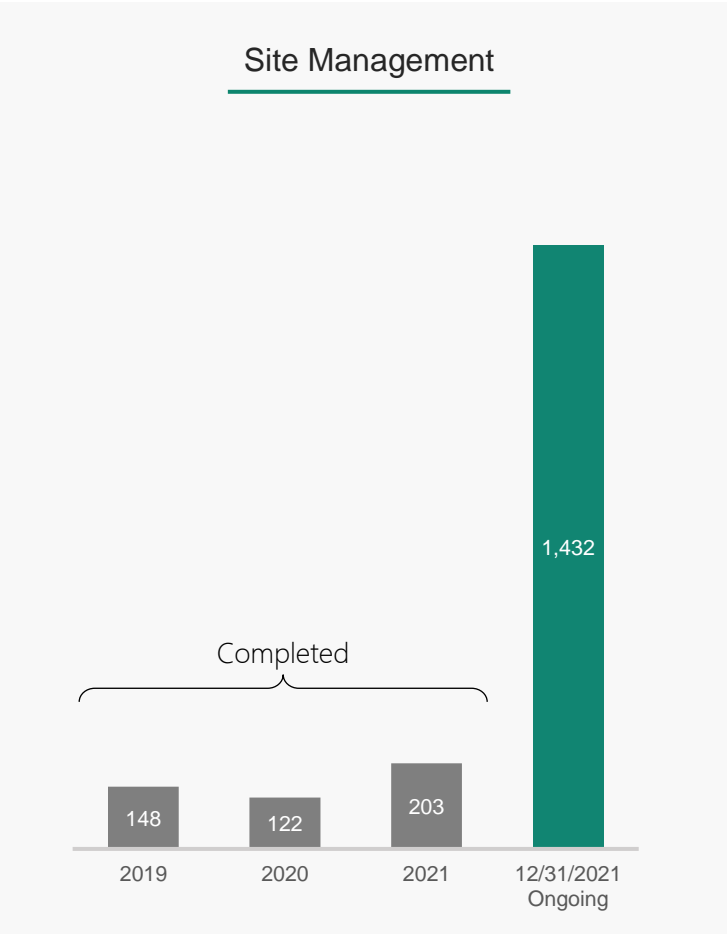
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# Clinical-related and Lab Services (“CRLS”)



# CRLS Key Business Updates

## Project Status for Key CRLS Services





# CRLS Key Business Updates (Cont'd)

## Data Management & Statistical Analysis

- Total number of customers increased to **163** as of December 31, 2021 from **116** as of December 31, 2020 as DMSA team continued to receive orders from existing customers and acquire new customers in both China and overseas markets
  - Competed **157** projects in 2021 and had **743** ongoing projects as of December 31, 2021, of which **485** projects were being conducted by our team based in China and **258** projects by team based overseas
  - Supported the successful approval of a global first-in-class drug by providing full suite of DMSA services in 2021 during the pivotal clinical trial and Integrated Summary of Safety (ISS) and Integrated Summary of Efficacy (ISE) process with seamless collaborations between teams in China and the U.S.
  - Continuing efforts on improving efficiency and level of automation in 2021
  - As of December 31, 2021, DMSA team had more than **800** professionals based in China, South Korea, the United States and India
- 

## Laboratory Services

### Continued expansion of capacity and capability in both North America and China

- Added more than **6,200** sq.m of lab space in Lingang, Shanghai for additional capacity in large molecule bioanalytical, central lab and DMPK services in February 2021
- The construction work for the new **safety and toxicity center** began in Suzhou, China in April 2021 and was substantially completed by the end of 2021
- Frontage US initiated radioactive human absorption, metabolism and excretion (“hAME”) services in April 2021
- The construction and installation work for a **6,600** sq.m new lab space in Pennsylvania was completed and the new lab was officially opened in July 2021
- The construction and installation work for Frontage’s new **central lab** in Shanghai was completed in December 2021
- Acme Biopharma opened its new **1,660** sq.m drug discovery lab with **10** cGMP compliant pharmaceutical chemistry labs in December 2021

### Bolt-on acquisitions to expand service offerings and geographical coverage

- Acquired Ocean Ridge Biosciences based in Florida to expand its capacity and capability of genomics services in April 2021
  - Acquired Quintara Discovery, Inc. based in San Francisco to expand drug discovery business and presence on the west coast of the U.S. in June 2021
  - Acquired **70%** equity interest in Heyan Biotech to bolster presence in target-based in vitro pharmacodynamic screening and early pharmacological pharmacodynamic evaluation services in early drug discovery in September 2021
- 

## Site Management

- Completed **203** projects in 2021 and had **1,432** ongoing site management projects as of December 31, 2021, up from **1,180** as of December 31, 2020
- Collaborating with **1,267** hospitals and clinical trial centers in **147** cities across China with over **2,700** full-time Clinical Research Coordinators (“CRC”) as of December 31, 2021



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## **Emerging Services**

# Overview of Our Select Emerging Services

Clinical Trial Solutions (CTS)		Clinical Related and Laboratory Services(CRLS)	
Clinical trial operation	Medical writing	Data management	Statistical analysis
Regulatory affairs	Functional service provision (FSP)	Site management	Subject recruitment
Training and independent audits	Registration	Laboratory services	
Pharmacovigilance	Real world study	Medical Imaging	E-Site
Early stage development & medical science	Medical Translation		

Emerging Services

# Early Stage Development and Medical Science

## Integrated Early Stage Development Solutions

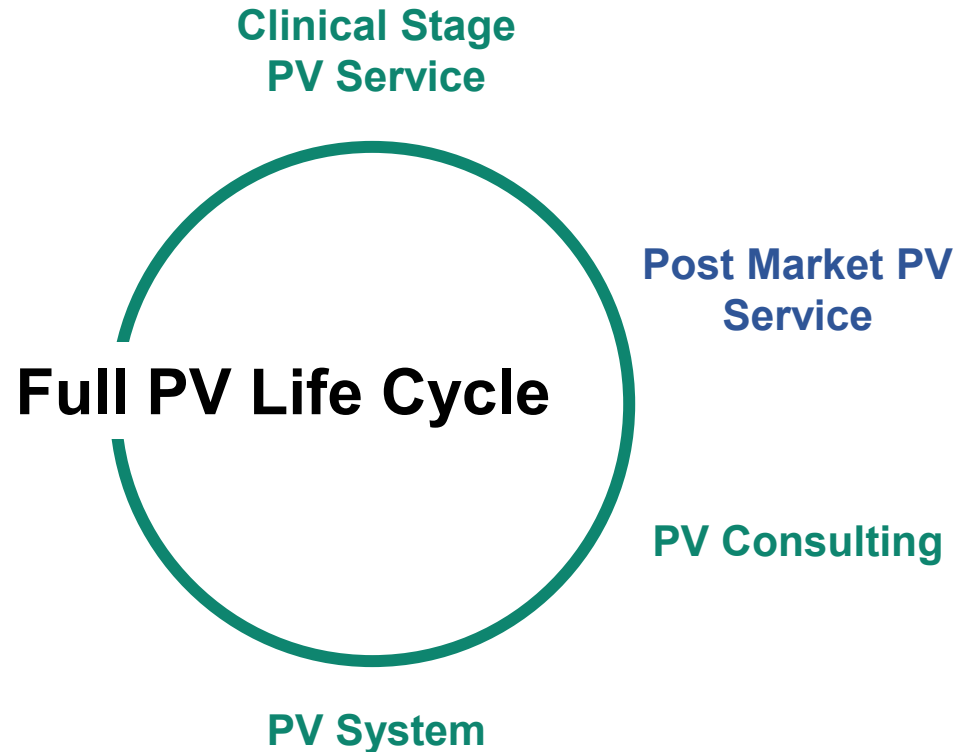
- In 2021, we integrated our early stage clinical operation and Mosim<sup>(1)</sup> units to offer integrated early stage development solutions to our customers. Our services cover the full spectrum of expertise and services needed during early stage clinical trials, from clinical pathway consulting, clinical trial design and optimization to clinical operation and clinical case report preparation
  - We also utilize advanced algorithm and software to perform *in silico* pharmacology simulations for drug candidates, which could allow us to optimize trial design, save costs and expedite the Proof of Concept process
  - As of December 31, 2021, we had **405** ongoing clinical pharmacology projects from **215** customers and **72** quantitative pharmacology projects from **53** customers
- 

## Clinical Strategy Consulting Solutions

**In 2021, we started to offer tailored clinical strategy consulting services to our customers with an aim to maximize therapeutic values throughout the clinical development life cycle:**

- Advise on early stage and pivotal trial plans, indications and possibilities for concomitant trials
- Focus on translations and transitions between different clinical development stages (i.e. from animal to healthy volunteers and from healthy volunteers to patients)
- Cover small molecules, biologics, cell and gene therapies and vaccines

# Pharmacovigilance (“PV”)



- PV system was first outlined in the New Drug Administration Law in 2019
- Tigermed PV team provides full suite of PV services that meet both local and global standards with in-house developed PV insights & improvement system **PHiOS**
- **10,000+** annual case reports during 2020-2021 to ensure the smooth development of post-marketing PV activities
- Size of Tigermed PV team reached **100+** as of December 31, 2021 from 70 as of December 31, 2020
- Added **36** new customers with **177** new PV projects during 2021
- Expanded into PV services for clinical stage and post market vaccine trials in 2021
- Plan to further upgrade signal management platform and strengthen capabilities for medical device and aesthetic product PV services in 2022

# Real World Study (“RWS”)

We offer comprehensive real world services leveraging our deep understanding of the NMPA regulation and guideline, our technology platform, and our clinical operation and site management capability

## Solutions

<b>Retrospective and prospective real-world studies</b> Comprehensive evaluation on drug efficacy, safety, and pharmacoeconomics by analyzing real-world data	<b>Marketing approval based on real world data</b> Currently offered in Boao Lecheng First to market approval, indication and label expansion	<b>Investigator initiated real world studies</b> Real world patient registry studies, cohort studies
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## 2021 Highlights

- 20 ongoing RWS projects as of December 31, 2021 including retrospective and prospective studies, investigator initiated studies, real world study design and regulatory affairs
- Added 13 new customers in 2021, of which 5 in Boao Lecheng Clinical Center

## Boao Lecheng Real World Clinical Center

First Mover in China

<b>August 2019</b> Hainan Boao Lecheng Pilot Zone of International Medical Tourism Established	<b>September 2020</b> Tigermid and Boao Lecheng announced strategic partnership	<b>May 2021</b> Boao Lecheng Real World Clinical Center co-managed by Tigermid opened business	<b>October 2021</b> Boao Lecheng eSource Record (“ESR”) platform launched
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# Medical Translation

- Specialized regulatory translation services provider for healthcare and life sciences industry with experienced medical translation specialists and academic advisors
- Strong demands as more cross-border clinical trials with team members in China, Europe, Americas and Southeast Asia

**835 million+**

Chinese characters translated

**71**

New customers added

**Centralized Platform**

Compliance with global regulatory standards with integrated medical translation platform

**380+**

People in the team<sup>(1)</sup>

**25**

Languages covered in 2021

**eCTD**

One-stop services from early preparation to eCTD<sup>(2)</sup> submission

## Medical Imaging

Pioneer provider of independent medical imaging services in China offering comprehensive imaging services and solutions for drug and medical device clinical trials

### 2021 Highlights

- **45** new imaging projects added in 2021 from 27 customers, representing **50%** YoY growth
- Provided independent imaging services to **5** Class I Innovative Drugs approved in China in 2021
- Provided central imaging service to **150+** clinical trial centers as of December 31, 2021 covering both drugs and medical devices with a wide range of therapeutics areas
- Adopted Image Electronic Evaluation System (IEES) and able to customize service scope and solutions for different clinical trials

# Excellence for Clinical Trial Sites (“E-Site”)

*Launched in 2020, E-Site Program aims to optimize clinical research resources, improve the infrastructure and technical expertise at hospitals and sites, and increase the efficiency of patient recruitment and follow-ups among collaborating hospitals and sites. The Program is also committed to incubating next generation of principal investigators in China*

## E-Site Value Adds

### Incubate Excellence GCP Centers

- Tailored training programs for clinical research team
- Optimize clinical trial management process
- Improve the efficiency of managing clinical trials
- incubating next generation of principal investigators

### Introduce High Quality Projects

- Introduction and referral of high quality projects within E-Site network
- Build capabilities for international collaborations and MRCTs

### Create Sustainable R&D Network

- Improve the infrastructure and technical expertise
- Build digital research capability
- Jointly navigate future developments in clinical trial industry

## 2021 Highlights

157

E-Site Centers  
across China <sup>(1)</sup>

57

Core Centers <sup>(1)</sup>

14

Added 14 new centers  
into E-Site strategic  
collaboration network



E-Site Strategic Collaboration with  
Fudan University Shanghai Cancer  
Center in 2021



E-Site Strategic Collaboration with  
Hunan Oncology Hospital in 2021



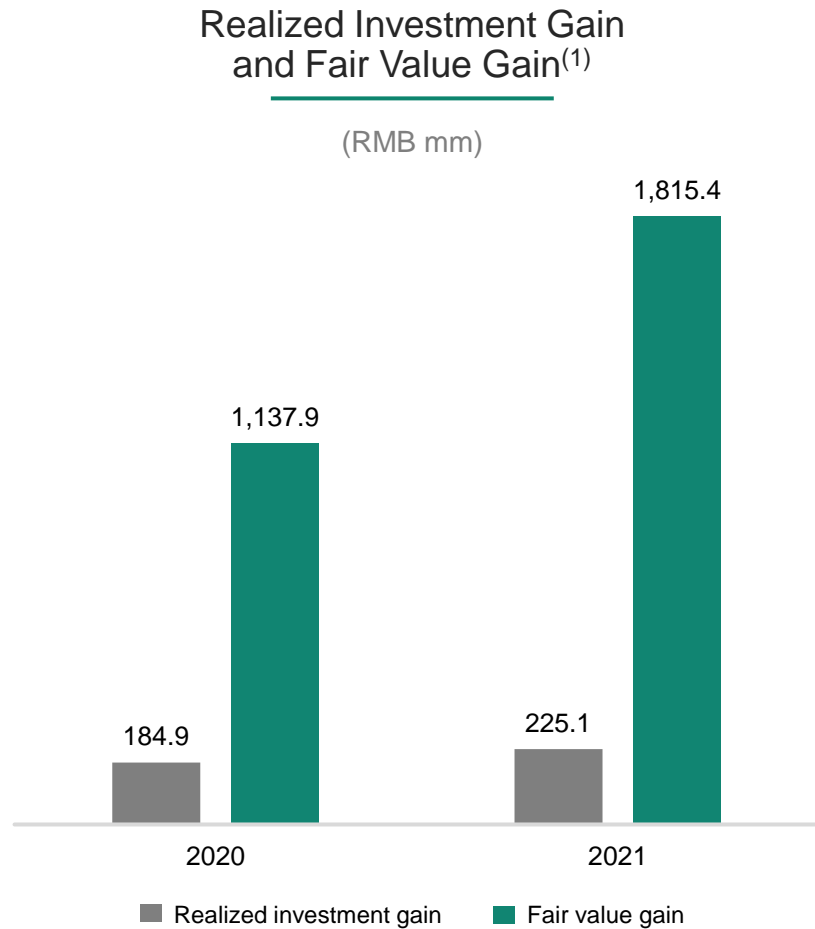


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## Other Updates

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# Updates of Investment Activities

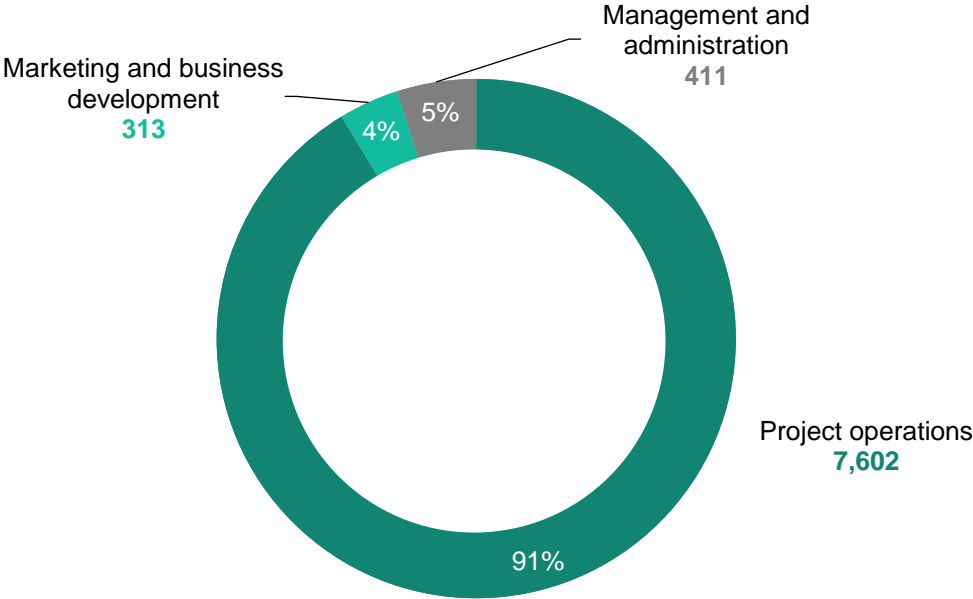


- Portfolio included 123 companies in the healthcare industry and 56 investment funds as of December 31, 2021
- RMB 8,759.9 mm balance as of December 31 2021
- Invested RMB 1,355.1 mm in unlisted equities; and RMB 761.1 mm in investment funds in 2021
- Received RMB 1,147.1 mm cash from investment exits
- In 2021, we realized a gain of RMB 392.6 million from exiting our portfolio companies and funds, as measured by the exit amount against our initial investment cost, up from RMB 226.2 million In 2020

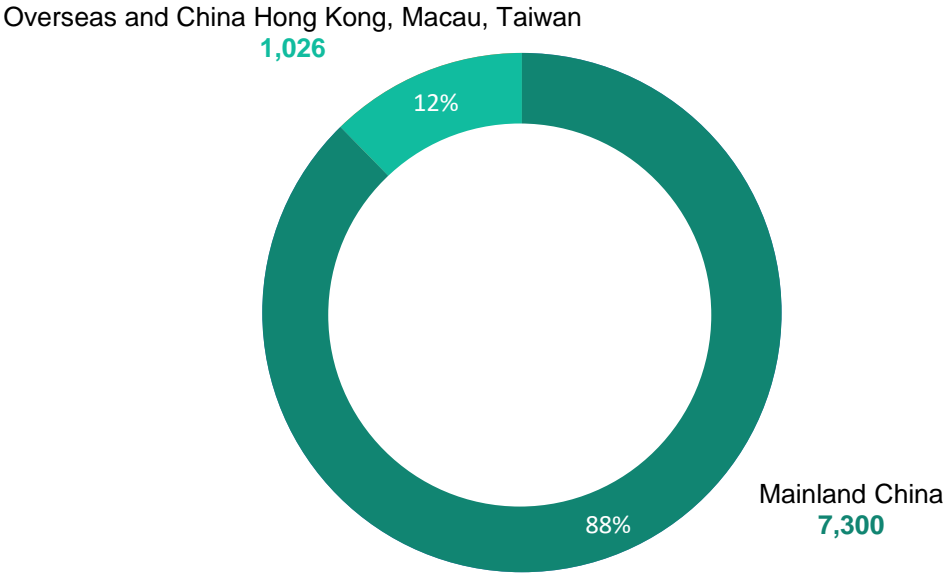
# Employee Base

Total employees increased 15.5% to 8,326 as of December 31, 2021 from 7,208 as of June 30, 2021

Employees Mix by Function<sup>(1)</sup>



Employees Mix by Geography<sup>(1)</sup>



# Commitment to Sustainability

Embedding Sound Sustainability and ESG Practices into Corporate Strategy with Industry Recognition

-  Future 50 2021 by Fortune™
-  Best Social Responsibility Award by Sina™  
China ESG Golden Awards 2021
-  China Rising Star 2021 by LinkedIn™  
Chinese Mainland Talent Awards
-  2021 China Clinical CRO Competitive  
Strategy Leadership Award by Frost &  
Sullivan

**0.23** tons  
CO<sub>2</sub> emission per employee in 2021,  
down 72% YoY

**80%** female employees  
43% board members and 54% senior  
management team are female

**4,000,000**  
More than RMB 4.0 million donation in  
2021 to underprivileges

**Innovation**  
Our clinical trial innovation strategy was  
selected as one of the 50 cases in the 2021  
*China Digital Economy Industry Best  
Practices* by APEC China Business Council

**38,000** families  
Assisted in 2021 under Tigermed sponsored  
*Hepatitis B Zero Maternal Transmission  
Program* in 135 hospitals

**100%** insurance coverage  
For our employees including supplementary  
medical and critical disease insurances

**0** incidents  
Zero work related incidents in 2021

**Community Education**  
Assisted in the first educational booklet for  
clinical trial participants in China, which  
was published in 2021



# 07

## Appendix

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# Consolidated Statement of Profit or Loss

(RMB 000s)	Year ended December 31,	
	2020	2021
<b>Revenue</b>	<b>3,192,279</b>	<b>5,213,538</b>
<b>Cost of services</b>	<b>(1,688,946)</b>	<b>(2,965,420)</b>
<b>Gross profit</b>	<b>1,503,333</b>	<b>2,248,118</b>
Other income	145,063	295,217
Other gains and losses, net	1,273,621	2,077,190
Impairment losses	10,075	(24,426)
Selling and marketing expenses	(96,581)	(129,399)
Listing expenses	(3,567)	-
Administrative expenses	(400,749)	(554,807)
Research and development expenses	(156,648)	(211,829)
Share of losses of associates	(3,508)	14,348
Finance costs	(50,777)	(24,910)
<b>Profit before tax</b>	<b>2,220,262</b>	<b>3,689,502</b>
Income tax expense	(189,707)	(292,864)
<b>Profit for the year</b>	<b>2,030,555</b>	<b>3,396,638</b>
<b>Profit attributable to owners of the Company</b>	<b>1,751,328</b>	<b>2,879,099</b>
Adjusted for:		
Share-based compensation expense	35,718	66,594
Net foreign Exchange loss/(gain)	146,243	11,179
Amortization of intangible assets arising from acquisitions	6,737	13,355
Listing expenses incurred by our Group	4,991	-
Change in fair value of financial assets at FVTPL	(957,828)	(1,384,922)
<b>Adjusted net profit attributable to owners of the Company<sup>(1)</sup></b>	<b>987,189</b>	<b>1,585,305</b>

# Consolidated Statement of Financial Position

(RMB 000s)

	As of December 31, 2020	As of December 31, 2021
<b>NON-CURRENT ASSETS</b>	<b>7,862,049</b>	<b>12,891,285</b>
Property, plant and equipment	400,455	701,857
Intangible assets	124,782	234,090
Goodwill	1,444,519	1,778,948
Right-of-use assets	332,615	473,262
Interests in associates	60,270	738,799
Deferred tax assets	79,507	100,936
Financial assets at fair value through profit or loss ("FVTPL")	5,292,302	8,746,344
Financial assets at fair value through other comprehensive income ("FVTOCI")	15,158	13,531
Restricted bank deposits	1,957	1,913
Other non-current assets	110,484	101,605
<b>CURRENT ASSETS</b>	<b>11,644,010</b>	<b>10,849,888</b>
Inventories	4,721	6,095
Trade, bills and other receivables and prepayments	638,680	952,017
Contract assets	824,714	1,285,475
Structured deposits and derivative financial instruments	26,000	29,180
Note receivables	944	-
Prepaid income tax	27,017	34,678
Restricted bank deposits	52	8,586
Time deposit with original maturity over three months	161,919	155,440
Cash and cash equivalents	9,959,963	8,378,417

# Consolidated Statement of Financial Position (Cont'd)

(RMB 000s)

	As of December 31, 2020	As of December 31, 2021
<b>CURRENT LIABILITIES</b>	<b>1,139,337</b>	<b>2,412,716</b>
Trade and other payables	529,546	879,962
Contract liabilities	484,643	789,509
Borrowings	-	492,320
Income tax payables	72,858	176,410
Lease liabilities	52,290	74,515
<b>NON-CURRENT LIABILITIES</b>	<b>508,245</b>	<b>723,260</b>
Lease liabilities	279,021	406,839
Other long-term liabilities	97,494	114,881
Deferred tax liabilities	131,730	201,540
<b>NET ASSETS</b>	<b>17,858,477</b>	<b>20,605,197</b>
<b>TOTAL EQUITY</b>	<b>17,858,477</b>	<b>20,605,197</b>
Share capital	872,484	872,439
Treasury shares	(157,912)	(579,186)
Reserves	15,439,252	17,892,210
<b>Equity attributable to owners of the Company</b>	<b>16,153,824</b>	<b>18,185,463</b>
Non-controlling interests	1,704,653	2,419,734





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