



葡萄王生技

Grape King Bio (1707 TT) Investor Presentation

Mar 2020

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“ Investment Highlights



We are industry leader

- ✓ We are a leading health food manufacturer in Greater China, specializing in probiotics, mushroom and other herbal-based supplements.
- ✓ We operate the second largest direct-selling company – Pro-Partner in Taiwan (2016 market share: 9.8%).



Strong R&D capabilities

- ✓ We are one of the few health food companies in Taiwan that possess the capability to produce our own raw materials, manufacture products and distribute through own brands and channels.
- ✓ Our expertise in raw materials allow us to develop health supplements serving different benefits. Therefore, many of our products are TFDA approved for different health benefits.
- ✓ We are also a frequent winner of major international conventions/competitions in respect to new product design/concept.



Solid growth with sustainable payout ratio

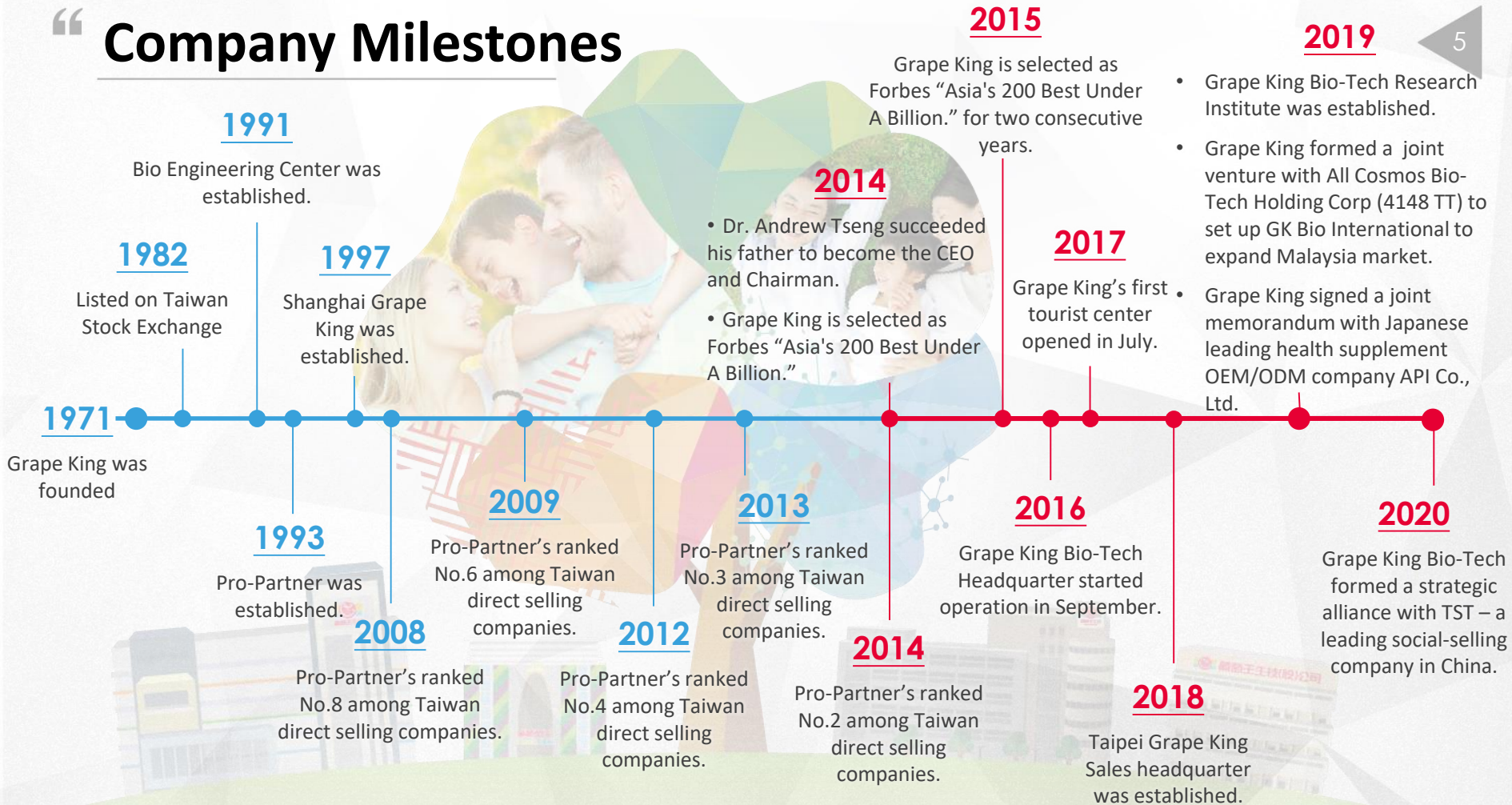
- ✓ We have delivered a solid earnings during 2008-2019 (CAGR of 21%/average ROE 20%).
- ✓ We have maintained more than 60% dividend payout in the past five years.
- ✓ On the back of a growing health and wellness market in Asia, we strive to deliver double digit topline growth through different growth catalysts from our individual business unit.



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Company Background

“ Company Milestones



“ Company Overview : Three core business units

1. Grape King Taiwan (Parent Co) Taiwan own brand & global OEM & ODM

Locus of all key ingredient design, formulation, and production for the whole Group.

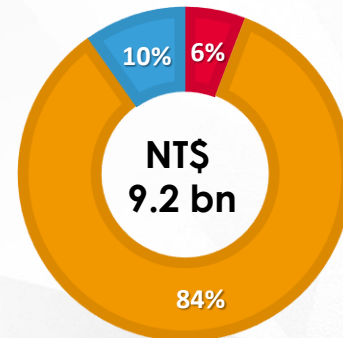
2. Pro-Partner (60%-own) Taiwan direct selling distribution

A differentiated distribution channel with products sold through direct-selling by members under the Pro-Partner brand.

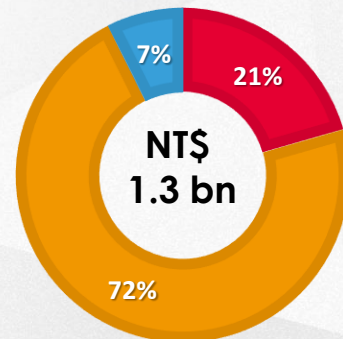
3. Grape King Shanghai (100%-own) China OEM & ODM

Our manufacturing in China that focuses on OEM and ODM for domestic and global health food companies.

2019 Revenue



2019 Net profit

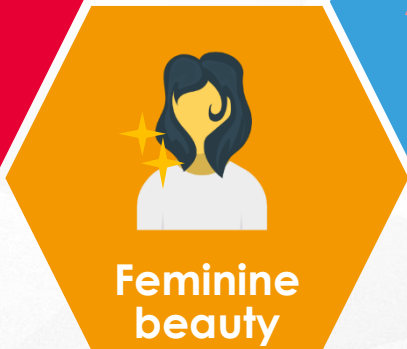


Notes: Net profit breakdown is based on our financial report.

“ Complete Product Range ”



**Energy
drink**



**Feminine
beauty**



**Health
maintenance**



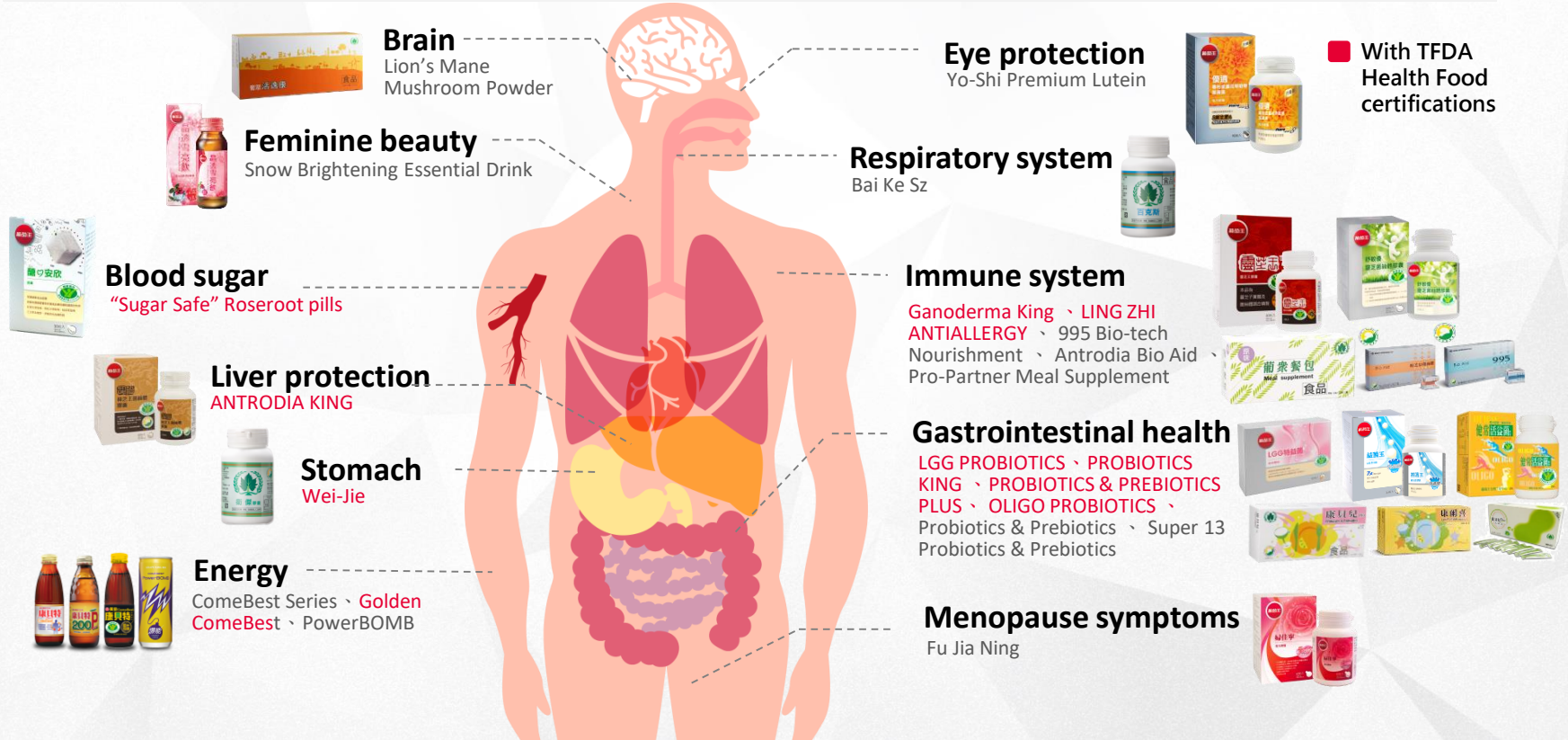
**Chinese
herbal**



**Children
healthcare**

“Competitive Strengths - Strong Products Capabilities

We acquired more than **52 patents** and published over **20 research papers**.
Also, we acquired more than **10 TFDA Health Food certifications** on our products.



2017~2019 : 8 countries, 98 awards

2020/1 - 2020/3 : **3** awards



“ Competitive Strengths - State-of-the-Art Production Facilities



Shaker

150 Liters Freeze-Dryer

50 Tons Fermentor

We have the largest fermentation capacity (386 tons) among all the health food companies in Asia.

Sachet Packaging Line

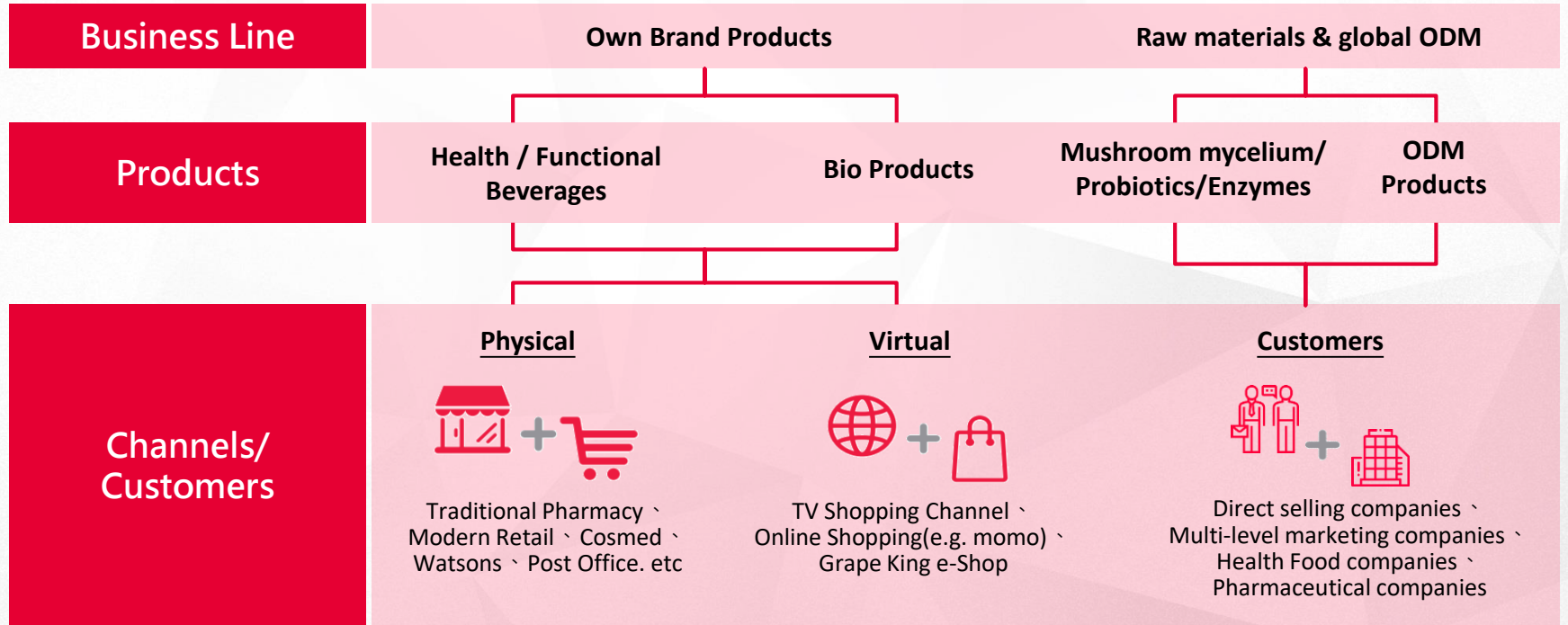
Glass Bottle Packaging Line



1. Grape King Taiwan



Taiwan - Grape King Brand Sales Channels



Our best seller – ComeBest Series

33% of 2019 revenue



Our second best seller – Slim Turmeric Complex

17% of 2019 revenue

挑戰美人力 雙向輔助

*95%高含量薑黃
X
獨家GKC6益生菌

葡萄王生技獨家研發益生菌複方薑黃
成份創新再升級。



Energy drinks that restore energy and provides necessary vitamins

Metabolism promotion and digestion/defecation improvement



**Our third best seller –
Probiotics King**
11% of 2019 revenue

Improves digestion and defecation



**Our fourth best seller –
Antrodia King**
9% of 2019 revenue

Liver protection and hangover prevention and alleviation



2. Pro-Partner



“ Pro-Partner Overview

4 key numbers of Pro-Partner

1

- Largest local direct selling company in Taiwan based on revenue.
- One of the fastest growing direct selling companies in Taiwan (17% sales CAGR from 2008 to 2019)

2

- Second largest overall direct selling company in Taiwan. (2016 market share: 9.8%)

28

- Smallest product range – 28 Health and Beauty products among the top 5

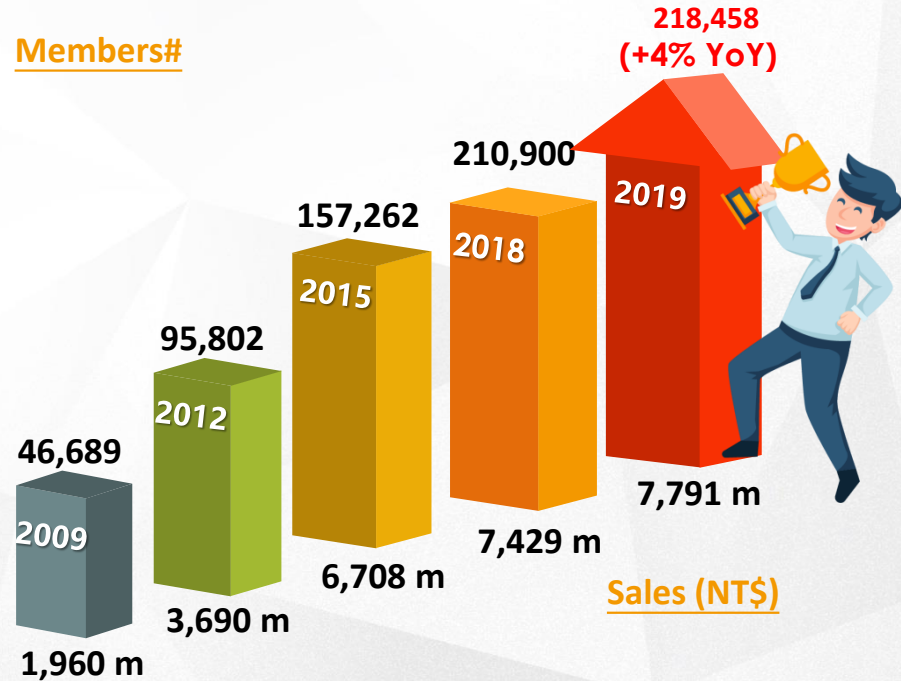
49

- No. 49 in the worldwide direct selling company rankings for 2018

(Source: 2019 DSN Global 100- based on 2018 revenues)

Growing sales and members#

Members#



Our best seller – Probiotics & Prebiotics
22% of 2019 revenue



Promote healthy digestive system and suppress allergy

Our second best seller – Bio Aid 995
16% of 2019 revenue



Post operative convalescence



Daily Light
神纖潘朵拉

Daily Light

神纖潘朵拉

Our future star – Daily Light

Daily Light is our new product launched in 2018 which targets weight management and is popular among our female members.

“ How is Pro-Partner different from other direct selling companies? ”

Products purchase



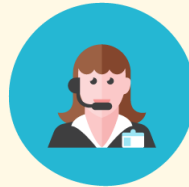
- ✓ No minimum purchase requirement.
- ✓ No inventory pressure. (Members buy products directly from the company)

Products' uniqueness



- ✓ Higher entry barrier for Products (bio-researched and engineered).
- ✓ Symbol of national certifications.
- ✓ Products are mostly manufactured in-house rather than outsourced.

Support



- ✓ Managed by Grape King, a well-respected health food company in Taiwan, so we can offer dedicated customer service and support.

Training



- ✓ All the trainings and venues are held by the company, so we can have consistent training quality.
- ✓ All the trainings are free to members.

Compensation

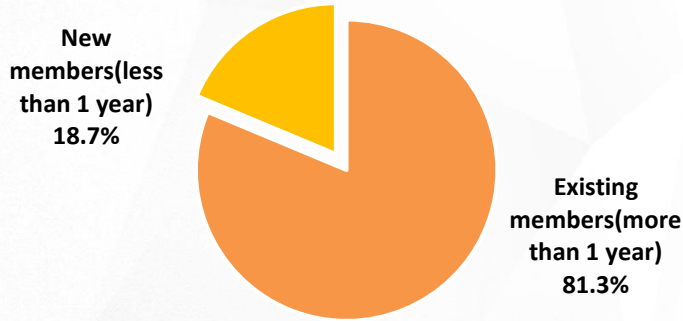


- ✓ Transparent compensation structure.
- ✓ All purchases can be accumulated.
- ✓ All compensation are paid to sales contribution and directly to the members by the company.

“ How is Pro-Partner different from other direct selling companies? ”

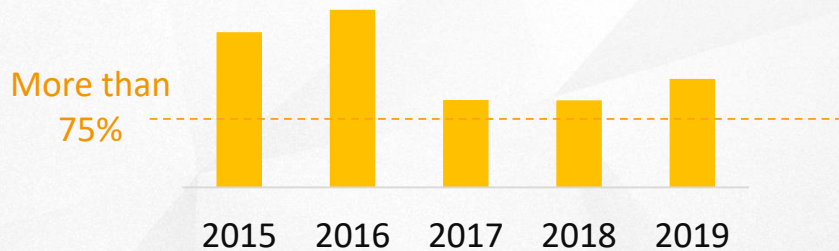
Nearly 80% of Pro-Partner’s sales are contributed by old members

Pro-Partner sales contribution(2019)



Our member retention rate is remarkably high number among peers

Member retention rate



Healthy membership growth

The growth rate of our executive distributors are similar to the growth rate of our members in the past years. This implies that our members are proportionally promoted each year based on their contribution to the group.

Pro-Partner member growth rate



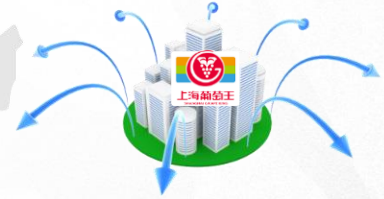


3. Grape King Shanghai

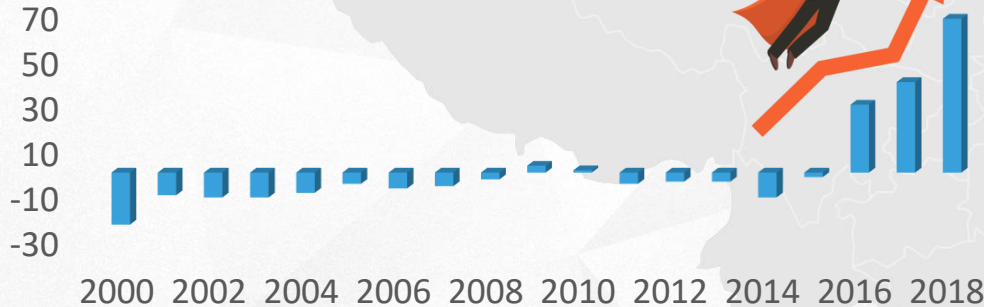


“ Grape King Shanghai Overview

- Established in 1993, Grape King Shanghai was initially targeted as the production base for Grape King's own brand products in China.
- A change in strategy steered by the new management to an OEM/ODM model has reversed several years of losses and turned the operation profitable.
- We see tremendous growth potential for Grape King Shanghai as it continues to acquire more ODM clients locally in China.



Grape King Shanghai operating profit (Rmb m)



Product series





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Our Goals and Strategies



Our Group Goals

Long-term Goals

- Become a global leading herbal-and probiotics-based supplement supplier.
- Transform Grape King into a group enterprise.
- Grape King own brand, Pro-Partner, and Grape King Shanghai each to contribute 1/3 of consolidated revenue.

Med-term Goals

- Become a major herbal- and probiotics-based supplement supplier in Asia.
- Establish retail channels in China.
- China business to continue delivering double-digit growth.

Near-term Goals

- Continue to improve brand equity.
- Continue to invest in food safety measures and protection.
- Smooth ramp-up for our capacity expansion.
- Consolidated revenue to resume to double-digit growth.

“ Our Growth Strategies



01

Grape King Taiwan

- Brand expansion
- Market share gain
- Accelerate overseas ODM & raw materials supply businesses

02

Pro-Partner

- Regain growth momentum
- Accurate time to market & improve demand forecast

03

Grape King Shanghai

- Clients diversification
- Prepping for the probiotics boom

Key Objectives

Levers

- ✓ Brand expansion and new channels penetration (offline & online) under company's 50-Year anniversary marketing campaign.
- ✓ Switch a new distributor to expand channel.
- ✓ Continue to research and develop new products that are suitable for the market.
- ✓ Continue to participate in overseas exhibitions and competition to promote Grape King's raw material and R&D capabilities.
- ✓ Accelerate new product launches from only 1-2 new products to 3-5 products per year.
- ✓ Improve supply chain management to ensure no supply disruption.
- ✓ KPIs implementation for timely product launches and accuracy in demand forecast.
- ✓ Cultivate 10 new customers with the potential of each contributing Rmb 10mn sales per annum
- ✓ Develop non-direct/WeChat customers
- ✓ Develop the categories of traditional supplement
- ✓ Continue to promote Grape King's product expertise in probiotics

“ Growing our online sales channel



Besides our existing physical retail channels, we are increasing our virtual channel penetration.

Our Virtual channel

- ✓ Grape King online store
- ✓ Online B2C stores
- ✓ TV shopping channels
- ✓ Social Media

Creative Brand Building



Grape King Antrodia King (liver protection)

Stress causes high blood pressure but also harms liver

Creative Brand Building

The advertisement features a large central box and a smaller box in the foreground, both for Grape King Probiotics. The boxes are white with blue and yellow accents. The large box has the brand name '葡萄王' (Grape King) in a red circle at the top left, followed by '益菌王' (Beneficial Bacteria King) in large blue characters. Below this, it says '粉末顆粒' (Powder Granules) and '完美比例 7+3' (Perfect Ratio 7+3). A yellow banner at the bottom of the large box reads '十年熱銷品牌' (10-year hot-selling brand) and '調整體質維持消化道機能 促進代謝·改變菌叢生態' (Adjust body constitution, maintain digestive tract function, promote metabolism, change microbial ecology). The text '30包入' (30 packets) is at the bottom right. The smaller box in the foreground has the same design. To the right of the smaller box, a circular inset shows a single white probiotic capsule. The background is a warm orange gradient, and several golden warriors in red capes and helmets, holding swords, are positioned around the boxes, suggesting strength and protection.

葡萄王

益菌王

粉末顆粒

完美比例 7+3

十年熱銷品牌

調整體質維持消化道機能
促進代謝·改變菌叢生態

30包入

葡萄王

益菌王

十年熱銷品牌

調整體質維持消化道機能
促進代謝·改變菌叢生態

30包入

售膠

Grape King Probiotics

Probiotics like a golden warrior who protects your digestion

“ New Products



Weight management



Prostate protection



Liver protection drinks



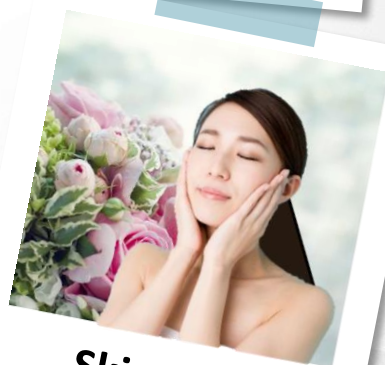
Pet health



Healthy snacks



Oral protection



Skin care and protection



Happiness booster

“ Our Capacity and Expansion Plan

Grape King Specialist Fermentation & Manufacturing Site*



Production Line	Monthly Capacity	
	2019	2020
Capsules	7 M capsules	7 M capsules
Fine Granule	2 M pack	2 M pack
Liquids-Big CC	4.2 M bottles	4.2 M bottles
Liquids-Small CC	1 M bottles	1 M bottles
PKL	1.4 M bottles	1.4 M bottles
PIC/S	0.8 M packs	0.8 M packs

Production Line	Capacity	
	2019	2020
Lactobacilli	25 tons	25 tons
Mushroom	161.5 tons	161.5 tons
PKL Liquids	80 tons	80 tons

Grape King Shanghai Headquarters



Production Line	Monthly Capacity	
	2019	2020
Liquids(Glass)	18 M bottles	18 M bottles
Liquids (Retort Pouch)	3 M packs	3 M packs
Powder	15 M pack	15 M pack
Capsules	7 M capsules	7 M capsules
Troches	63 M capsules	63 M capsules

Grape King Bio-Tech Headquarter



Production Line	Monthly Capacity		Start
	2019	2020	
Capsules	13M capsules	13M capsules	-
Fine Granule	15M pack	15M pack	-
Powder	1.8M packs	1.8M packs	-
Jelly foil	-	7.2M packs**	3Q20

**Monthly capacity =30,000 packs/hr x 12 hrs/day x 20 working days/month

Grape King Bio-Tech Research Institute



Production Line	Capacity	
	2019	2020
Lactobacilli	40 tons	40 tons
Mushroom	60 tons	60 tons



*Our Specialist Fermentation & Manufacturing Site (Zhongli plant) will relocated to Pinzhen Industrial Zone due to city development plan, expansion for PKL and different forms production line. The new plant construction is schedule to begin in the second half of 2020 with production expected to start in 2023. The relocation won't impact our operating and we expect that once the new facility is fully completed and 100% utilized, it is able to contribute additional NT\$10bn in revenue for Grape King.

“ Our Sustainability Initiatives

2018

31



296,450 kg
Total CO2 emissions reduction

100%
Internal product traceability



+52% YoY
Employee training hours

94% → 97%
Training participation rate



+265% YoY
Volunteer service a
(Including paid time off to volunteer)

+33% YoY
Invested in social & community engagement



100%
All employees have free health examinations

0
Major occupational accidents

TWSE corporate governance score (0-100)

2015

62.14

(Rank: 81%~100%)



2018

92.86

(Rank: 6%~20%)

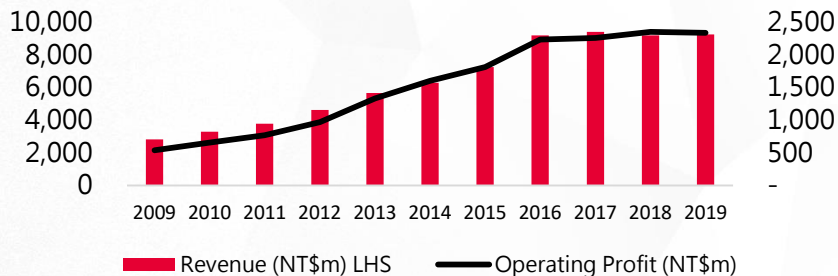


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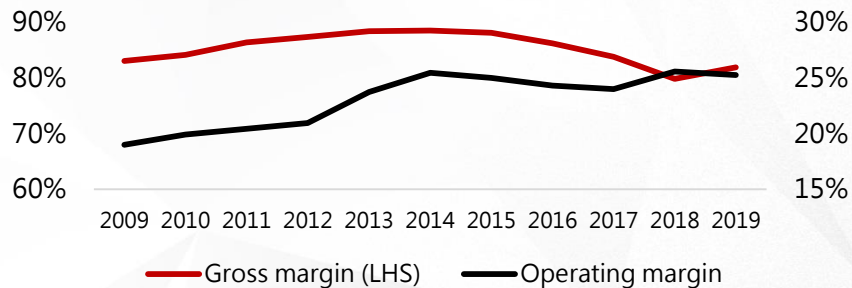
Financial Performance

“ Financial Highlights

Historical revenue vs. operating profit

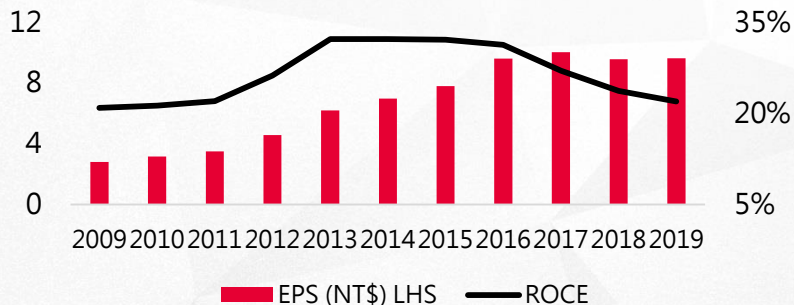


Historical gross margin vs. operating margin

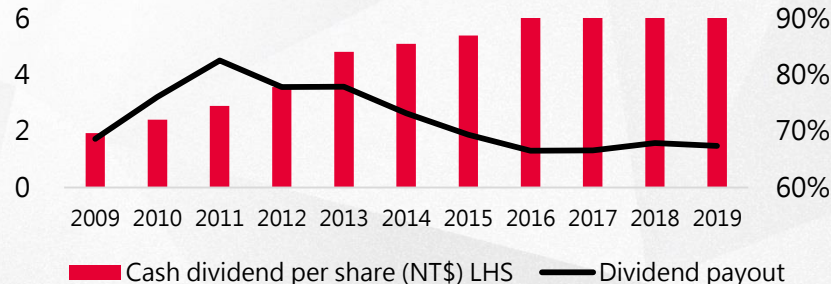


Note: The drop in gross margin is due to higher contribution from Shanghai Grape King with lower gross margin from ODM, but operating margin is around the same.

Historical EPS vs. ROCE



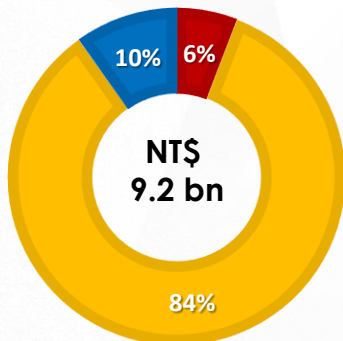
Historical cash dividend payout



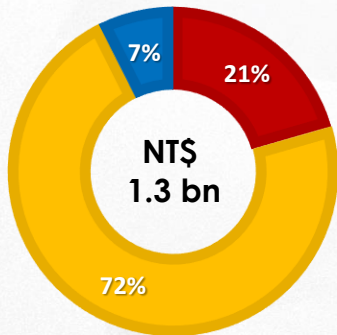
Notes: The payout ratio declined in the past three years due to capacity expansion in Taiwan and Shanghai.

“ Revenue Breakdown (2019 v.s. 2018)

2019 REVENUE



2019 NET PROFIT



■ Grape King Taiwan ■ Pro-Partner ■ Grape King Shanghai

1. Grape King Taiwan

NT\$ 538 m (+33% YoY)

Thanks to successful marketing from our online distribution channels. Also, our overseas ODM shipments increased made contributions.

2. Pro-Partner

NT\$ 7,791 m (+5% YoY)

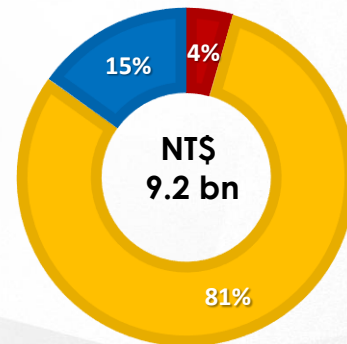
Sales momentum further improved on the back of membership growth and new product launches.

3. Grape King Shanghai

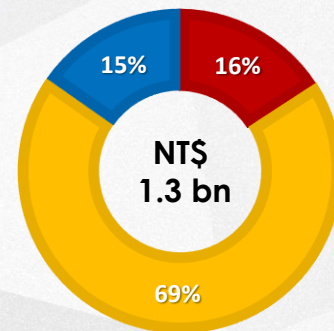
NT\$ 910 m (-34% YoY)

The overall demand was still impacted by government's tightening on direct-selling industry. However, the decline in 4Q19 has significantly narrowed on a QoQ basis.

2018 REVENUE



2018 NET PROFIT



■ Grape King Taiwan ■ Pro-Partner ■ Grape King Shanghai

“ Five-Year Income Statement

(NT\$ m)	2014	2015	2016	2017	2018	2019	YoY (%)					
							2014	2015	2016	2017	2018	2019
Revenue	6,283	7,248	9,185	9,388	9,183	9,239	11.4	15.4	26.7	2.2	(2.2)	0.6
Gross Profit	5,561	6,385	7,919	7,865	7,329	7,566	11.6	14.8	24.0	(0.7)	(6.8)	3.2
Operating Expenses	(3,961)	(4,573)	(5,685)	(5,610)	(4,979)	(5,231)	8.4	15.4	24.3	(1.3)	(11.2)	5.0
Operating Profit	1,600	1,812	2,234	2,254	2,350	2,335	20.3	13.3	23.3	0.9	4.2	(0.6)
Non Operating Income/(Loss)	89	70	78	151	77	105	(8.1)	(21.5)	11.8	92.6	(49.2)	36.8
Pretax Income	1,689	1,883	2,312	2,405	2,427	2,440	18.4	11.4	22.8	4.0	0.9	0.6
Tax Expenses	(303)	(336)	(426)	(471)	(537)	(502)	23.1	10.9	26.8	10.6	14.0	(6.5)
Minority interest	(444)	(495)	(590)	(583)	(595)	(630)	28.4	11.5	19.2	(1.3)	2.1	5.9
Net Income to Parent	942	1,052	1,297	1,352	1,295	1,309	12.8	11.6	23.3	4.3	(4.2)	1.1
Basic EPS (NT\$)	7.24	8.07	9.82	10.03	9.57	9.63	12.8	11.5	21.7	2.1	(4.6)	0.6
Key Financial Ratios (%)												
Gross Margin	88.5	88.1	86.2	83.8	79.8	81.9						
Operating Expense Ratio	63.1	63.1	61.9	59.8	54.2	56.6						
Operating Margin	25.5	25.0	24.3	24.0	25.6	25.3						
Effect Tax Rate	17.9	17.8	18.4	19.6	22.1	20.6						
Net Margin	15.0	14.5	14.1	14.4	14.1	14.2						

“ Five-Year Balance Sheet

(NT\$ m)	2014	2015	2016	2017	2018	2019	YoY (%)					
							2014	2015	2016	2017	2018	2019
Total Assets	5,369	8,612	9,550	9,892	10,648	11,359	16.0	60.4	10.9	3.6	7.6	6.7
Cash	1,374	1,433	1,899	1,920	2,050	2,146	28.6	4.3	32.6	1.1	6.8	4.7
AR & NR	98	97	204	160	171	202	14.0	(1.9)	111.6	(21.5)	6.8	18.0
Inventories	268	359	435	492	563	546	14.1	34.0	21.0	13.1	14.4	(2.9)
Fixed Assets	2,068	5,597	6,084	6,355	5,927	6,454	13.6	170.6	8.7	4.5	(6.7)	8.9
Total Liabilities	1,652	4,393	3,767	3,564	3,715	3,888	17.3	165.9	(14.3)	(5.4)	4.2	4.7
AP & NP	128	153	198	323	262	223	45.9	19.2	29.6	63.2	(18.9)	(15.1)
Total Borrowing	0	2,439	1,206	1,022	1,119	1,177	-	-	(50.6)	(15.2)	9.5	5.2
Total Equity	3,717	4,220	5,783	6,328	6,933	7,471	15.4	13.5	37.1	9.4	9.6	7.8
Key Financial Ratios (%)												
A/R Turnover Days	5.3	4.8	5.9	7.0	6.5	7.3						
Inventory Turnover Days	125.6	131.0	113.0	109.5	102.4	119.3						
A/P Turnover Days	53.9	58.6	49.9	61.6	56.8	52.2						
Cash Conversion Days	77.0	77.2	69.0	54.9	52.1	74.4						
ROE (%)	32.3	32.1	31.3	27.0	23.7	22.0						
ROA (%)	18.9	15.0	14.3	13.9	12.6	11.9						
Net debt (cash)/Equity %	(37.0)	23.9	(12.0)	(14.2)	(13.4)	(13.0)						

“ Dividend Payout and Capex

(NT\$ m)	2014	2015	2016	2017	2018	2019
Net profit	942	1,052	1,297	1,352	1,295	1,309
Cash dividend	690	730	862	903	883	884
DPS (NT\$)	5.3	5.6	6.4	6.7	6.5	6.5
Payout ratio	73.2%	69.4%	65.2%	66.6%	67.9%	67.4%
Cash yield	2.4%	2.6%	3.2%	2.9%	3.0%	2.9%
Capex	187	2,635	736	772	1,116	630

Notes:

1. The big spike in capex in 2015-2017 is largely due to the investment of 1) Pro-Partner's new headquarter building, 2) the new factory and tourist factory in Pingzhen (Grape King Headquarter), 3) the new factory in Longtan (Grape King Bio-Tech Research Institute), and 4) additional production lines for Grape King Shanghai.
2. The capex for 2019 is mainly used for 1) Grape King Bio-Tech Research Institute, and 2) various upgrade and new production lines projects.
3. 2019 cash yield is calculated based on Grape King's 2020/3/11 closing share.



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Appendix: Industry Trends

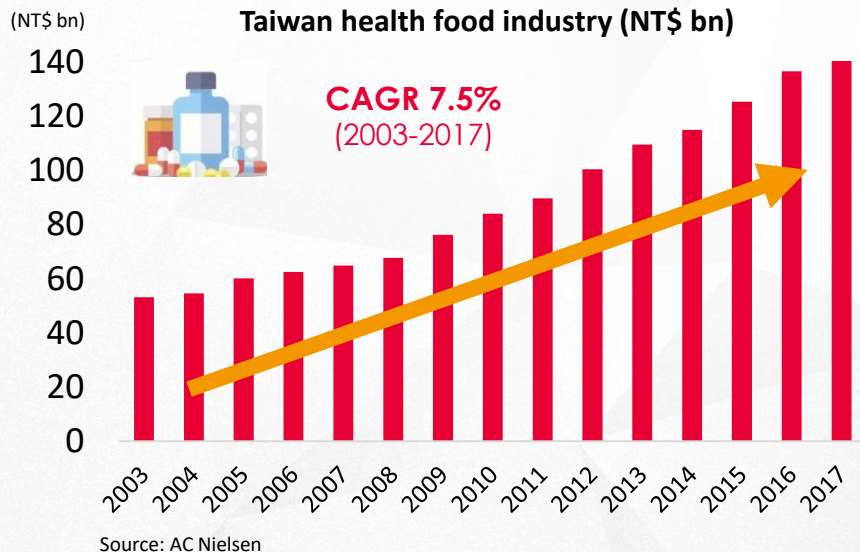
“ Taiwan health food industry

Taiwan's health food industry is growing

Taiwan health food industry continues to be driven by consumers' increasing interest in healthier lifestyles as a cost-effective way to combat ageing and prevent modern illness.

We keep gaining market share in Taiwan

We have been gaining market share in Taiwan's health food industry and we are also the industry leader in both mushroom-based supplements and probiotics.



Grape King's market share in Taiwan health food industry

	<u>2013</u>		<u>2017</u>
Taiwan health food	4.90%	➔	5.78%
Mushroom	32.06%	➔	38.54%
Probiotics	13.89%	➔	39.57%
Energy drink	12.23%	➔	13.71%

Source: AC Nielsen, Company data

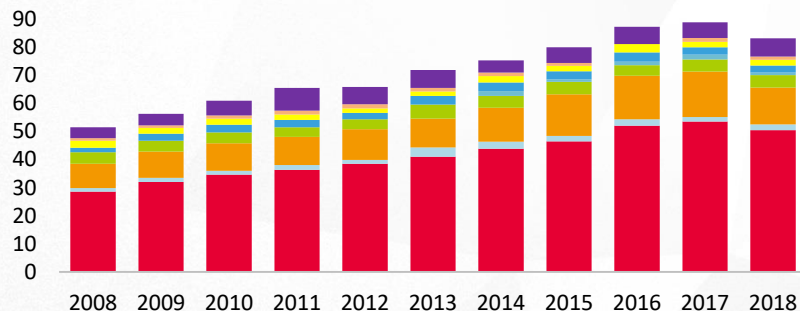
“ Taiwan direct selling industry

Health food takes up ~60% of direct selling industry in Taiwan

According to Taiwan FTC, health food takes up 60% of the direct selling market share, which shows that direct selling is an important channel for health food products.

Taiwan Direct Selling Market Value Breakdown

(NT\$ bn)



Health food
Detergent
Apparel

Diet food
Health apparatus
Funeral contract

Beauty
Water purifier
Others

**2010-2018
CAGR**

Taiwan market
4%

v.s.

Pro-Partner
14%

Taiwan direct selling industry is strictly regulated with entry barrier



Sales incentive system

- 1) Reasonable product price (mark-up on pricing);
- 2) Reasonable compensation structure (distribution of profit)

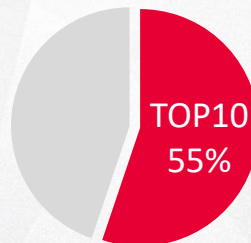


Member's system

According to Taiwan's regulation, it is illegal to produce earnings by simply introducing new participants instead of engaging in promotion & selling goods or services. Companies in violation may be subject to imprisonment and/or fines.

Pro-Partner is the only domestic direct selling company in Top 10

Top 10 players have high market concentration



Pro-Partner has highest sales per product among top 3 players

	Rank & Market shares (%)	Members ('000)	Sales contribution	
			Per member (NT\$)	Per product (NT\$m)
Pro-Partner	2 (9.8%)	200	43,300	288.7
Nu Skin	3 (5.5%)	120	40,000	21.9
Amway	1 (13.4%)	350	33,857	41.0

“ China health food industry

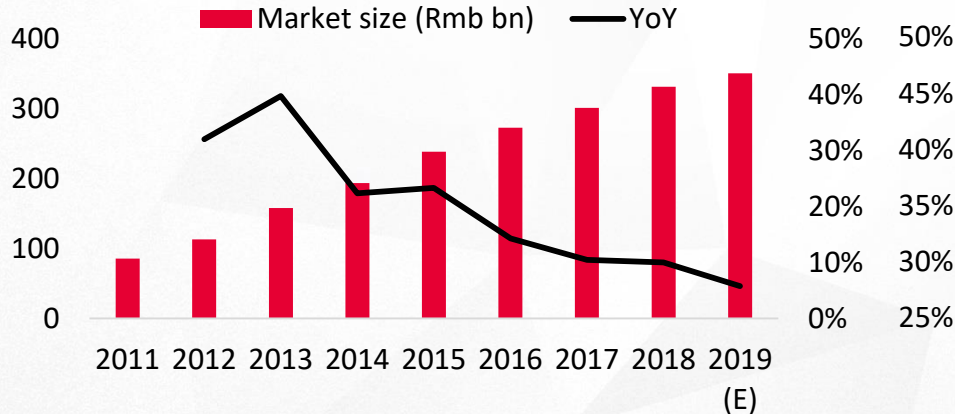
China's health food industry grew 21% CAGR between 2011-2018

China's health food industry mainly driven by economic growth, disposable income, and rising health awareness. The industry has been growing for the past 7 years.

China direct selling has significant growth from 2011-2018

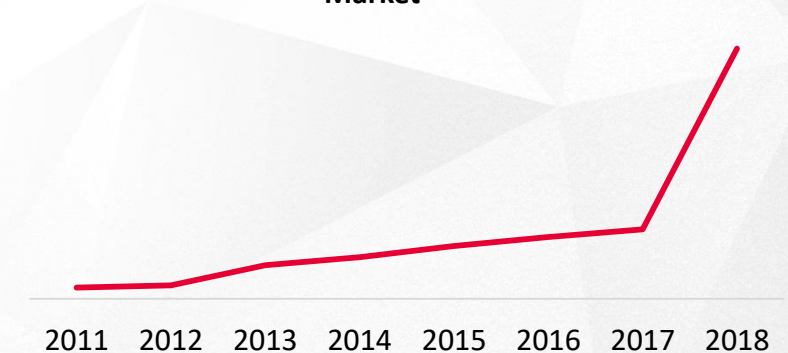
Direct selling has become an important distribution channel as sales from direct selling has grown from 26% in 2011 to 47% in 2018.

Health Food Industry in China



Source: Forward Business and Intelligence

Direct Selling as % of Total China Consumer Health Market



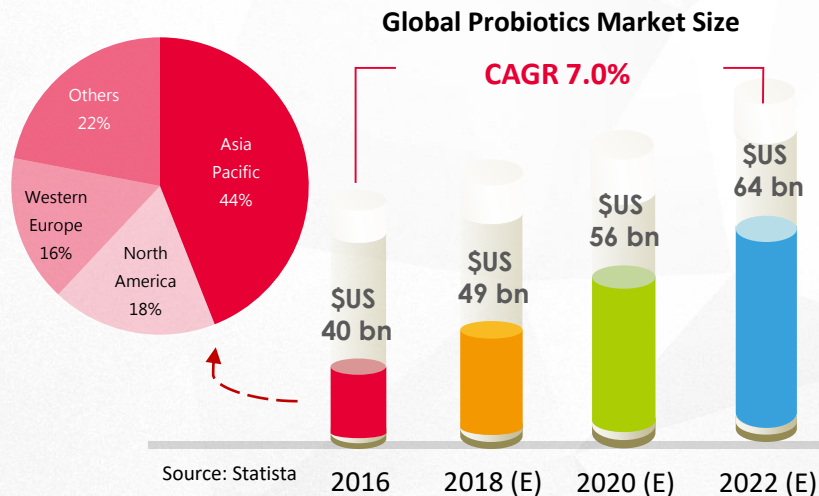
Source: Euromonitor

Despite the latest Administrative Measure of Health Food Registration and Filing having streamlined the certification process for vitamins and minerals, other products still need to go through the “Blue Hat” certification process by the CFDA.

“ China health food industry

Global probiotics market is still growing

According to Statista, global probiotics market has reached US\$40 bn with Asia Pacific region being the largest of all. The market is still increasing and is estimated to grow 7.0% CAGR between 2016-2022.



*Notes: Global probiotics market includes probiotics supplement, probiotic yoghurt, and sour milk products.

Grape King is the 7th largest distributor globally

We are ranked as the 7th largest probiotics supplement company globally, this also makes us the largest player in Greater China. Grape King is known for its capability in developing different strains of probiotics that target different health benefits.

Rank	Company	Brand
1		Align 
2		Enterogermina 
3		Shin Biofermin S 
...		
7		Probiotics & Prebiotics 、 Super 13 Probiotics & Prebiotics  

Source: Euromonitor

“ China probiotics market

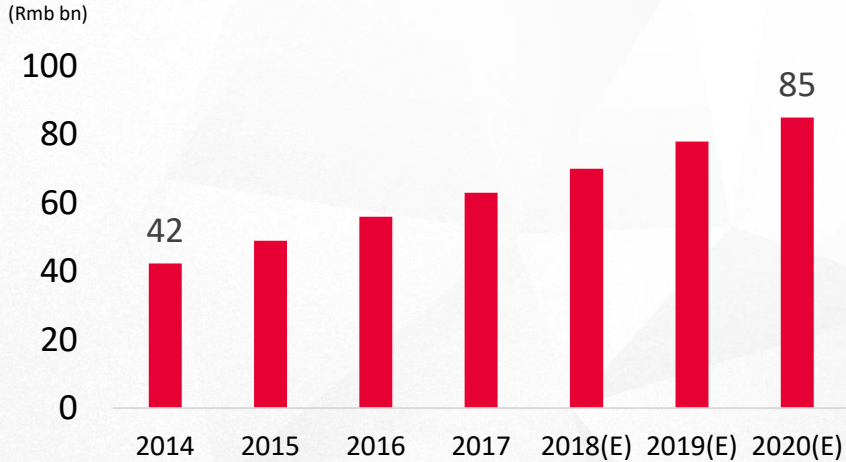
China probiotics market is expected to reach Rmb 85 bn in 2020

China’s probiotic consumption remains at a relatively early stage and the supply is mostly dependent on import. According to ASKCI, China probiotics market is forecasted to reach RMB 85 bn dollars by 2020.

Taiwan and China probiotic supplement market are expected

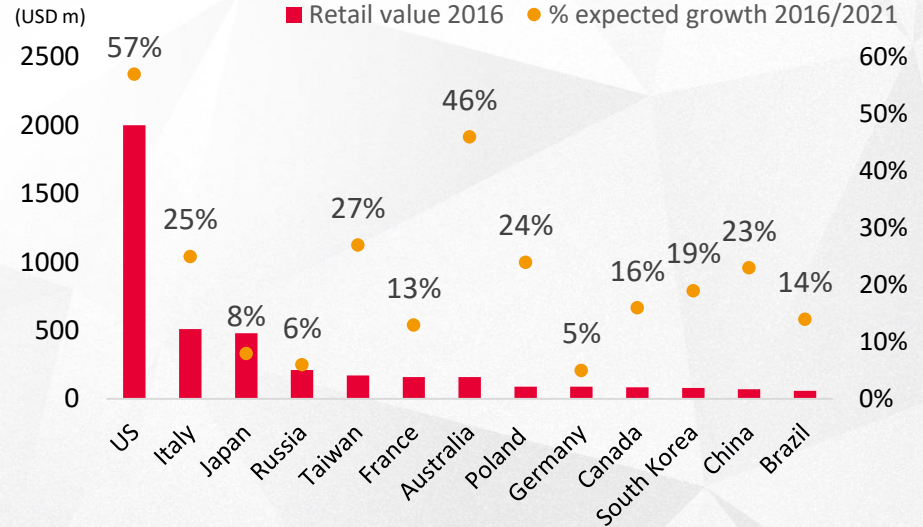
According to Euromonitor, both Taiwan and China’s probiotic supplement market are expected to deliver 27% and 23% of growth in 2016-2021, respectively.

China Probiotics Market (2014-2020)



Source:ASKCI **Notes: China probiotics market includes probiotics supplement, probiotic yoghurt, and sour milk products.*

Probiotics Supplements Retail Value (2016-2021)



Source: Euromonitor



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Thank You

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