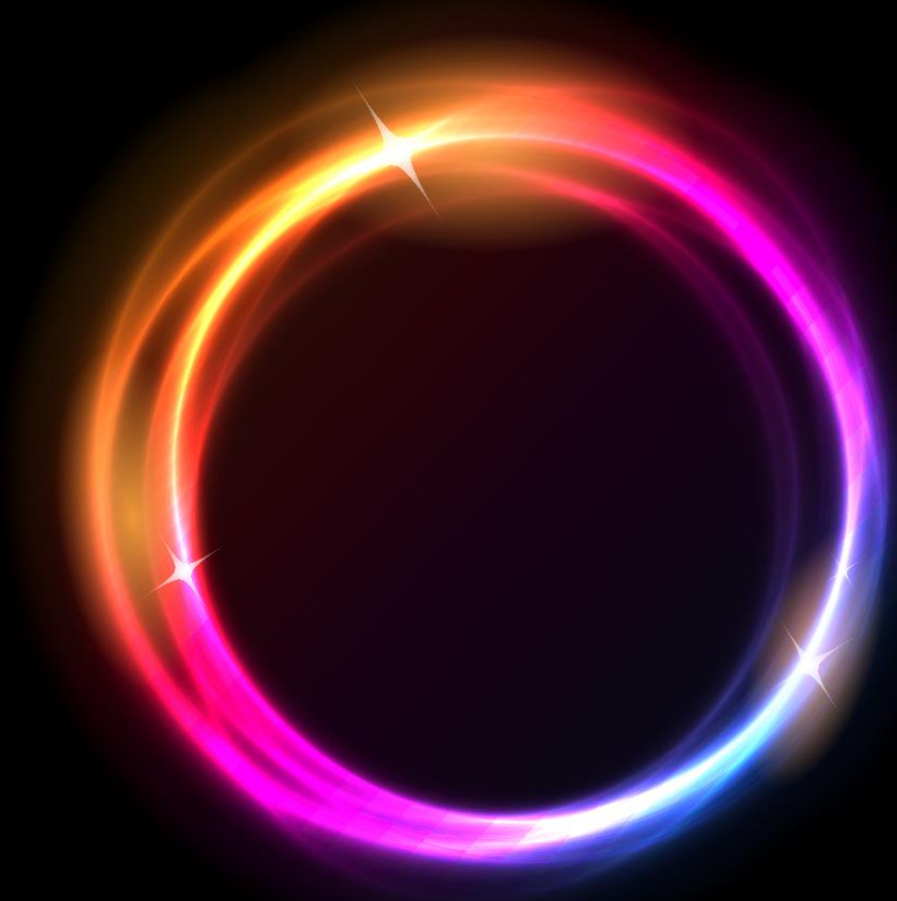


Deloitte.

德勤



China LSHC Industry Survey 2024 State of Industry in China

China Life Sciences & Health Care Team
March 2024

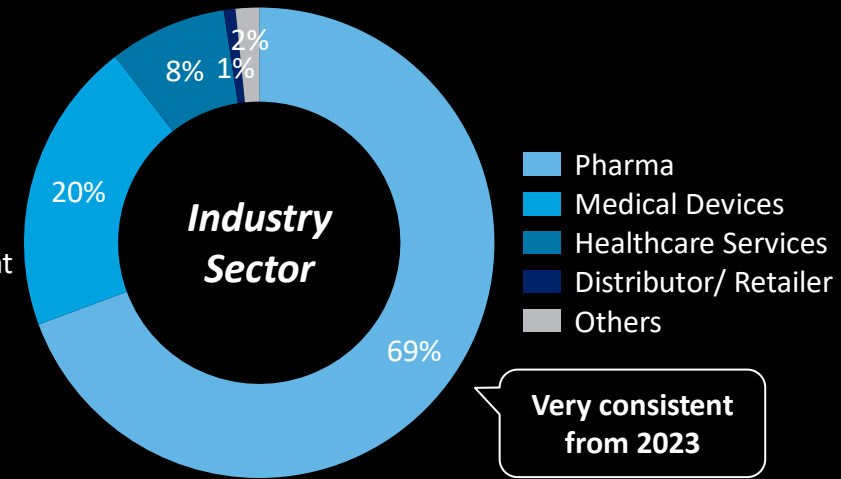
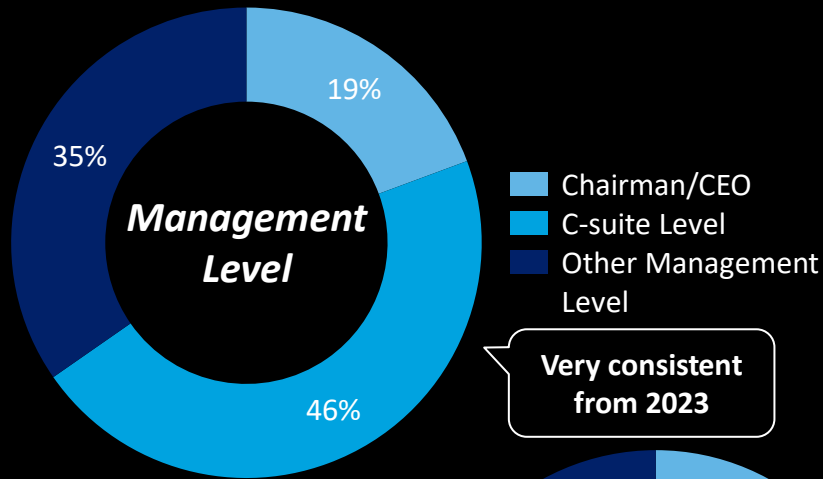
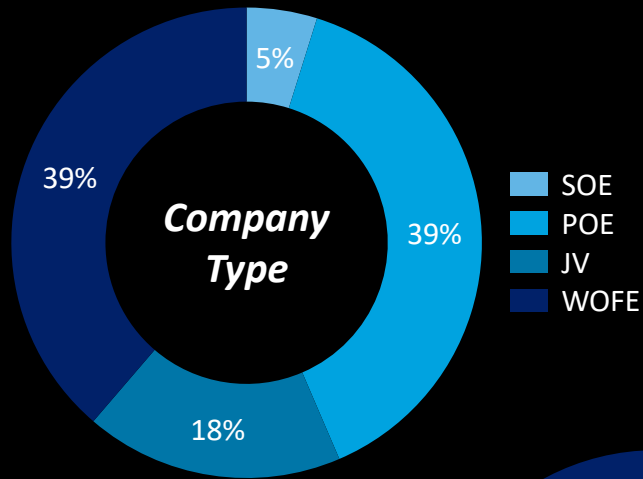


Content

- Framework
- Results – Questions & Deep-dive
 - China LSHC Business Outlook & Considerations
 - Regulatory and Digital Revolution
 - New Business Opportunities & Challenges
- Concluding insights
- Appendix

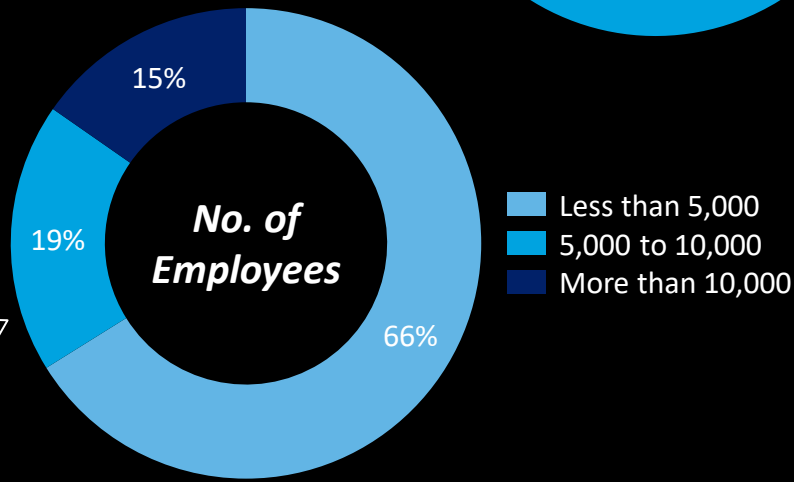
China LSHC Industry 2024 Outlook Survey – Framework

- Survey period: 15 January 2024 to 9 February 2024
- Engaged China-based Life Sciences & Health Care (LSHC) sector operators and investors: 124 respondents



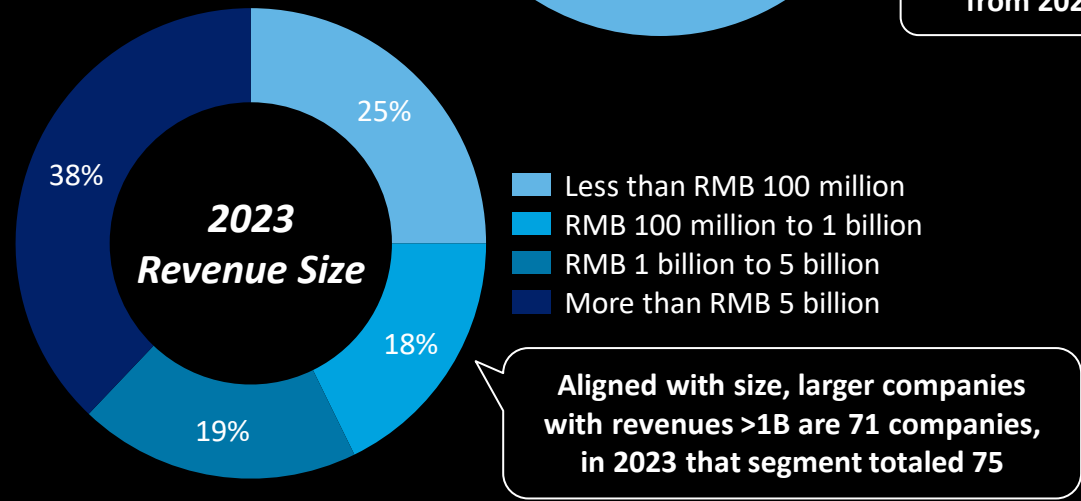
Slightly more domestic companies, as POE & SOE this year are 44%, in 2023 just 35%

Similar size respondents with 42 having >5k employees, in 2023 there were 50 respondents



Very consistent from 2023

Very consistent from 2023

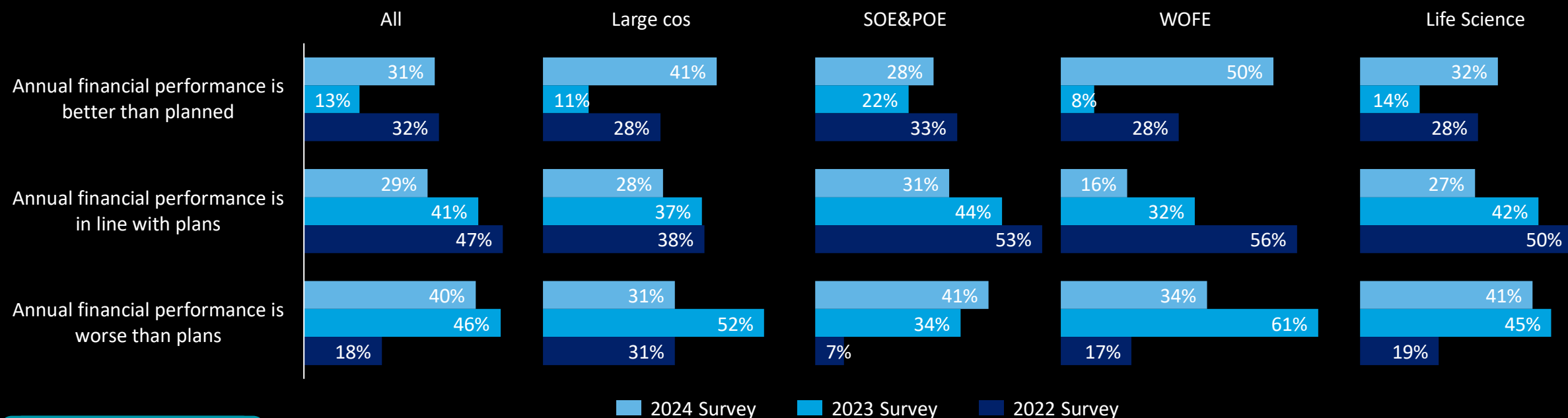


Aligned with size, larger companies with revenues >1B are 71 companies, in 2023 that segment totaled 75

Note: SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

China LSHC Business Outlook & Considerations

#1. How did your company perform (top line) in 2023FY?

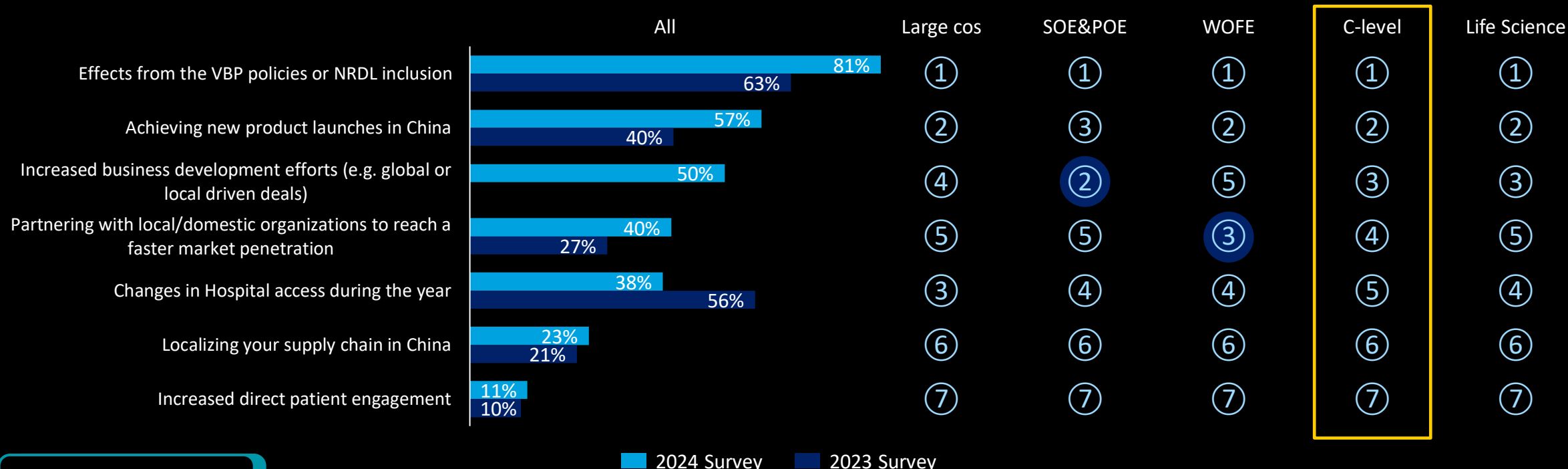


Key Insights

- Overall : while 60% saw 2023 results as planned or better, a significant improvement from previous year (~50%) yet 40% had a worse than planned performance in 2023 – showing that expectations were high but failed to materialize.
- Large and Foreign companies (WOFE) are gaining better business outcome in 2023FY – probably resulting from a more cautious approach to past year. Especially for foreign businesses, as 50% reported a better performance than planned
- Local companies (SOE/POE) seemed to have had higher expectations for 2023 – and which did not materialize.
- Surprisingly, life science companies (86/124) are reporting for 73% either below or above expectations 2023 results – showing that 2023 was full of surprises.

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise; there are a few responses are unknown for the 2022 survey therefore the total sum of 2022 percentage may not be 100%

#2. Your 2023 business performance was mainly impacted by...

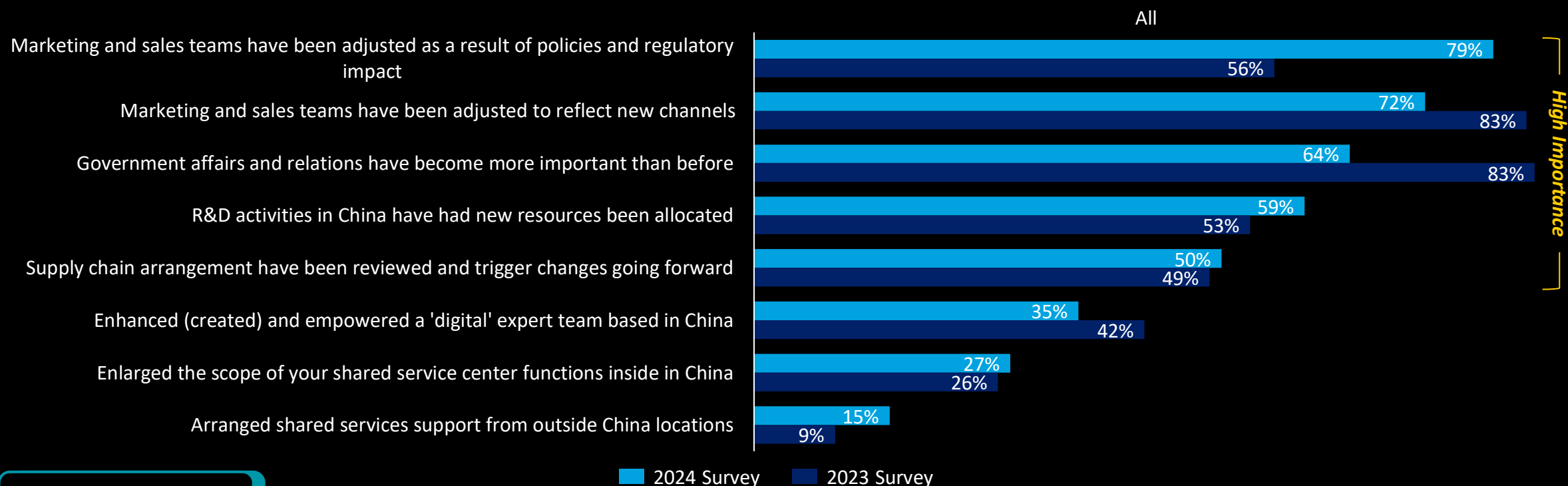


Key Insights

- Pricing and the overall economic value cycle remain the top impact factors for all stakeholders since our last year’s study
- Successful product launch has risen of importance, as this is the new battlefield to stay relevant and also grow topline
- Enhanced localized business development efforts and allocated resources, together with finding a better market access through partnering models are cited by nearly half of the respondents. Especially foreign companies are keen to explore such models.
- Interestingly, the localization programs for existing supply chains remain the same from prior year. Carbon emission as well as global production capacities and local market volumes are yet to eventually generate changes.

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

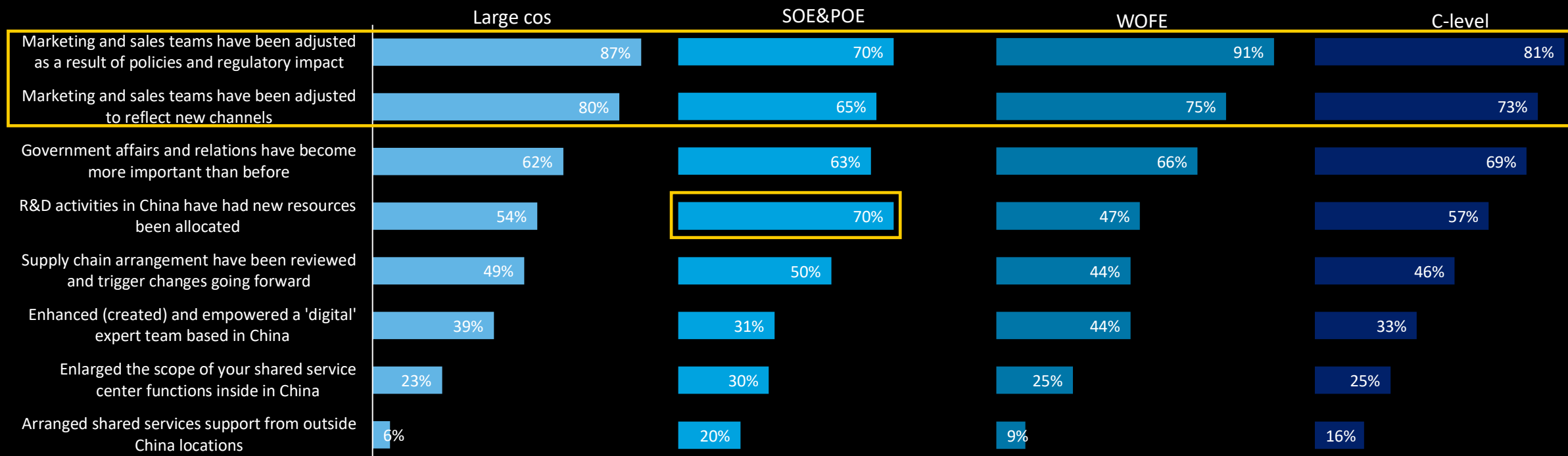
#3. Within your organizational & business model which are the key changes implemented in 2023?



Key Insights

- Aligned with survey results in previous years: commercial team organization and government affairs remain the top three factors to all respondents, but we also note that
 - ✓ New channel team re-setting has now been completed thus decline in priorities, and also government affairs are fully embedded and no longer require 'special' emphasis (more attention)
- R&D related activities and allocated resources are rising in the priority list, while the expert teams (digital) have been covered thus decline in terms of priorities.

#3. Deep-dive by stakeholder types

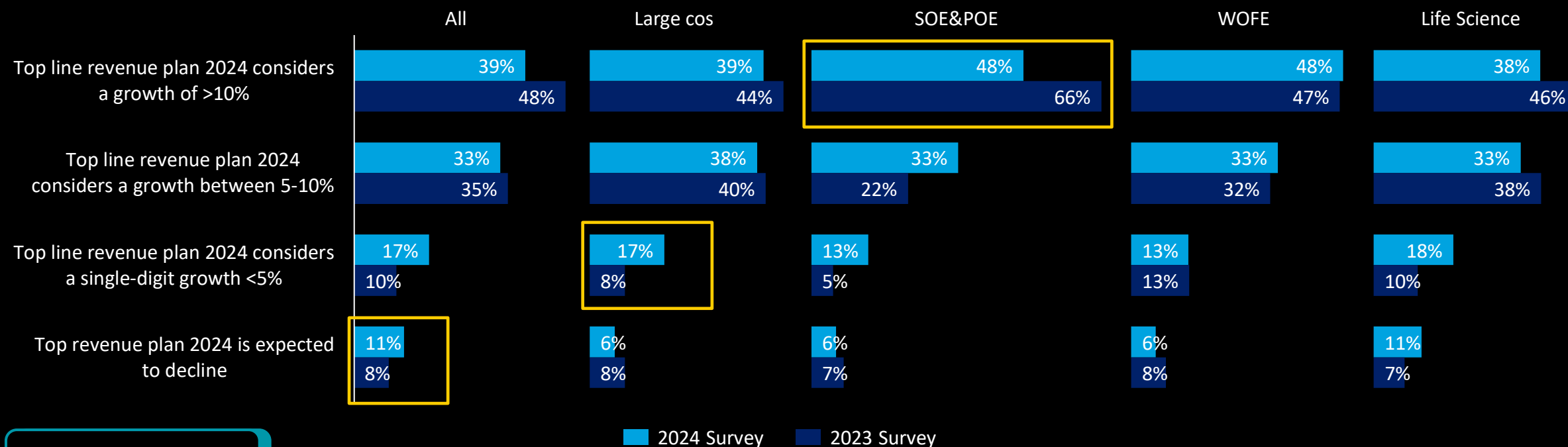


Key Insights

- Policy and regulatory changes continue to impact significantly the commercial team models to all categories of stakeholders in 2023, topic top in mind to all c-level and in particularly within large companies and foreign players. SOE & POE are much less concerned & impacted by either regulatory and policy changes or expanding into new channels (POE = many pre-commercial companies)
- Local players (SOE&POE) are focusing on increasing resources in R&D activities; and also exploring more shared service arrangement to enhance efficiencies and reduce costs.
- C-level respondents, continue to highlight the importance and focus on government affairs and their critical role to success in the local marketplace

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#4. How do you foresee your China business outlook 2024?

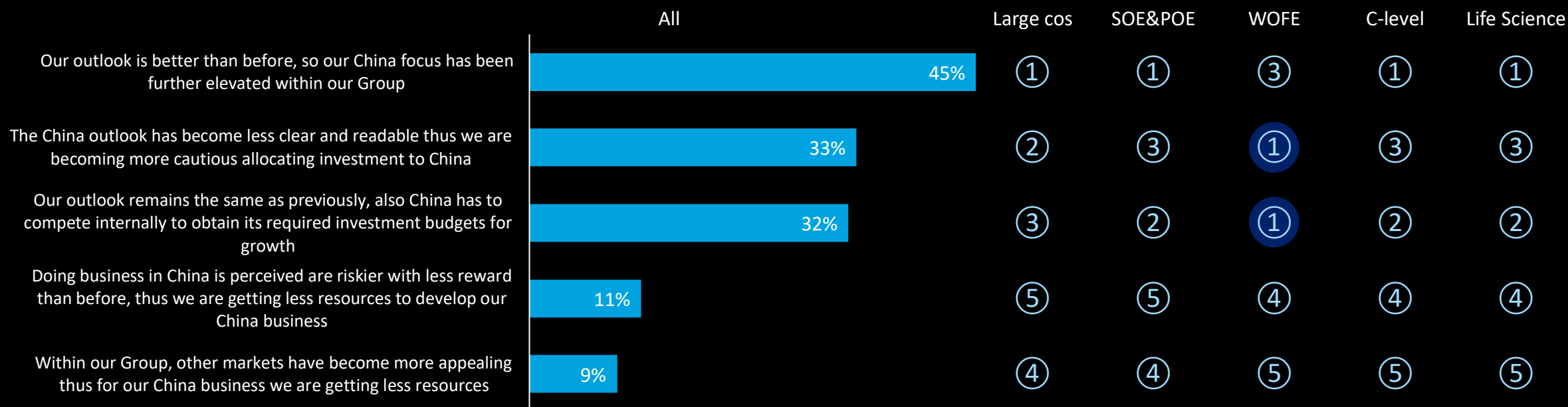


Key Insights

- While ca. 90% of all respondents are expecting a positive growth in 2024, yet this is slightly below last year's optimistic outlook : the uncertainties in the global and China economy environment are the underlying causes
- Notable to see that those expecting a revenue decline in 2024 are up to 11% from 8% - nearly 50% increase
- Large companies overall are taking a much more prudent outlook for 2024 – as 17% a looking for single digit growth below 5%
- Nearly 50% of Foreign players (WOFE) respondents continue to expect a double-digit growth > 10% for 2024 (overall foreign companies respondents are just slightly more ambitious for 2024 – as 81% seen growth higher than 5% (79% in 2023 survey))

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#5. How is your current overall business outlook for China for the next 3-5 years?

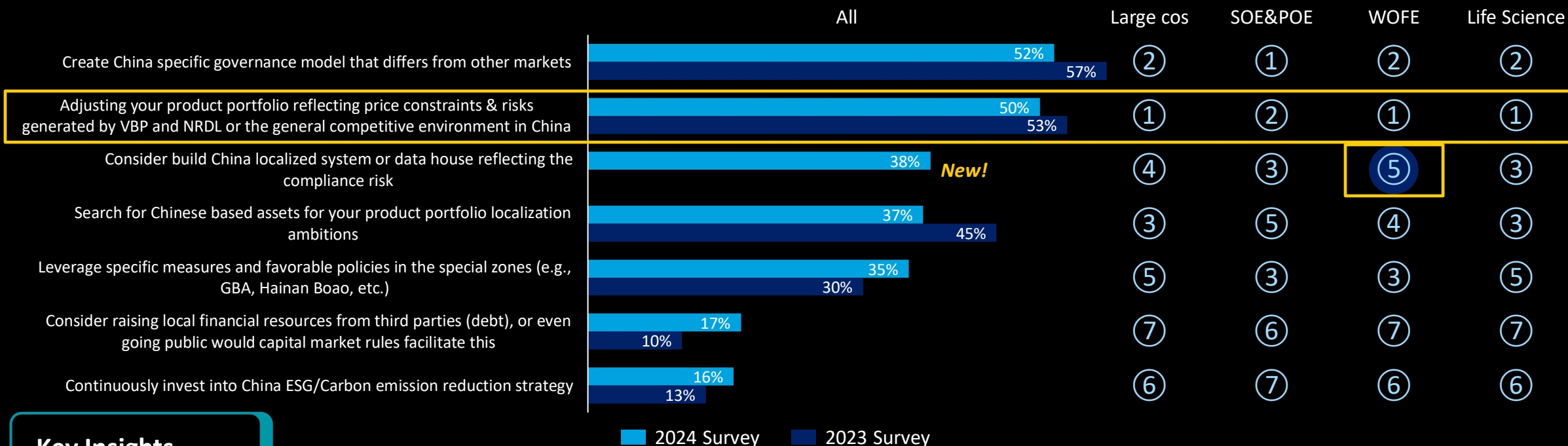


Key Insights

- Comparing to last years survey results : We note an overall stability and consistency in the level of perceptions.
 - ✓ A minor increase on China’s market importance with an increase to 45% in this year (last year 42%)
 - ✓ C-level respondents remain confident in the China market with 42% think China outlook remain bright in 2024
 - ✓ Meanwhile, 20% declare shifting investment (11%) or having less appeal (9%) to other markets slightly increased from 19% in last year.
- Foreign companies are becoming more cautious on the future opportunities in China years by years, with 47% stating that China market has become both ‘less readable’ and ‘less global-priority’ and only 25% consider China outlook is better than before

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#6. In your latest China market strategy, have you or are you considering the following actions?



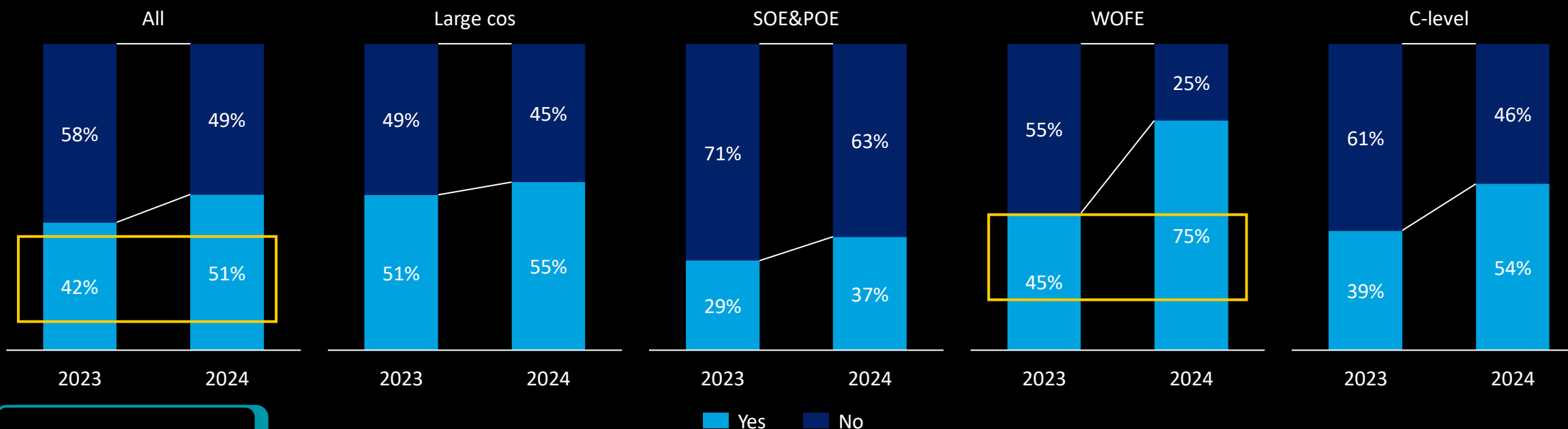
Key Insights

- ‘China-specific solutions’ continued to hold the first place in the China market strategy in this year, resulted from the gradual completion of the forming of ‘China-feature’ health care system
- Foreign and local players value the ‘VBP & NRDL impact’ a lot (1st and 2nd place respectively), the importance level differs a lot from each others (72% vs. 33%) – indicate that the foreign players are suffering much higher pricing pressure than locals for China market access
- While 38% of all respondents believe that it is important to localize systems & data, for foreign players this is only the 5th from 7 priorities
- We note also a substantial increase in the potential to raise locally funds – now top in mind for 17% up from 10% last year
- Finally, investing into ESG/carbon emission solutions remains at the bottom for all respondents

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

Regulatory and Digital Revolution

#7. With the strengthen in the restriction in data privacy and export in China, has your organization been impacted?

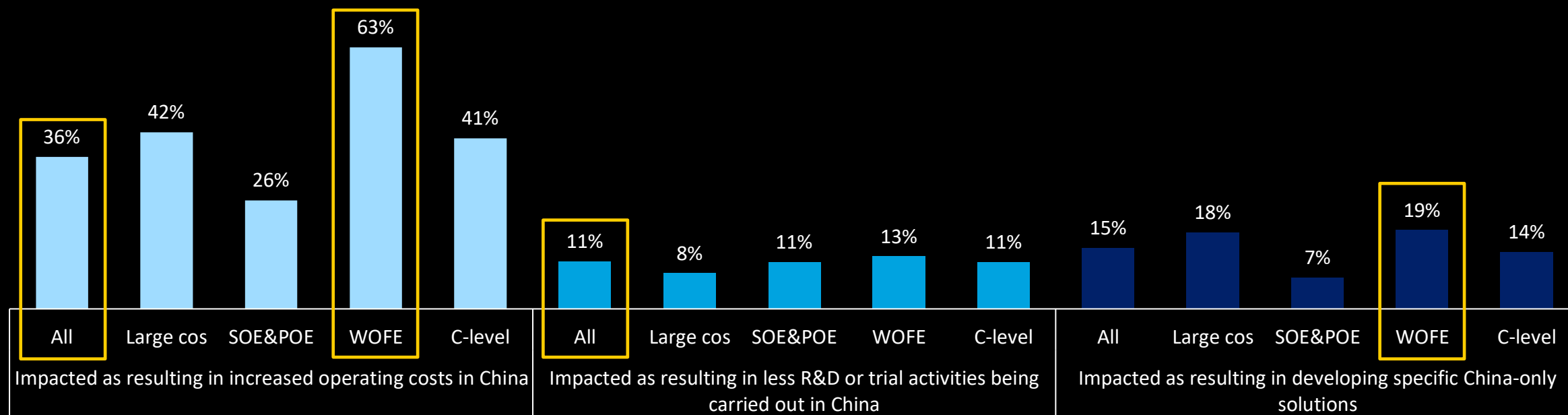


Key Insights

- The data privacy & export restriction impact increased substantially this year, from 42% to 51%, as numerous data transfer related policies and regulations were published and became (technically) effective
- Foreign players see the impact more significantly, as 75% this year, indicate to continue adjusting their China-specific strategy to better fit in the fast-changing regulatory landscape
- For domestic companies showing a higher appetite of 'going-out', the data export restrictions are gradually showing impact as well
- Top management respondents (C-level) have now focused their attention to this topic much more that in past year

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#7. Deep-dive – among those who said ‘Yes’, the impact was found in...

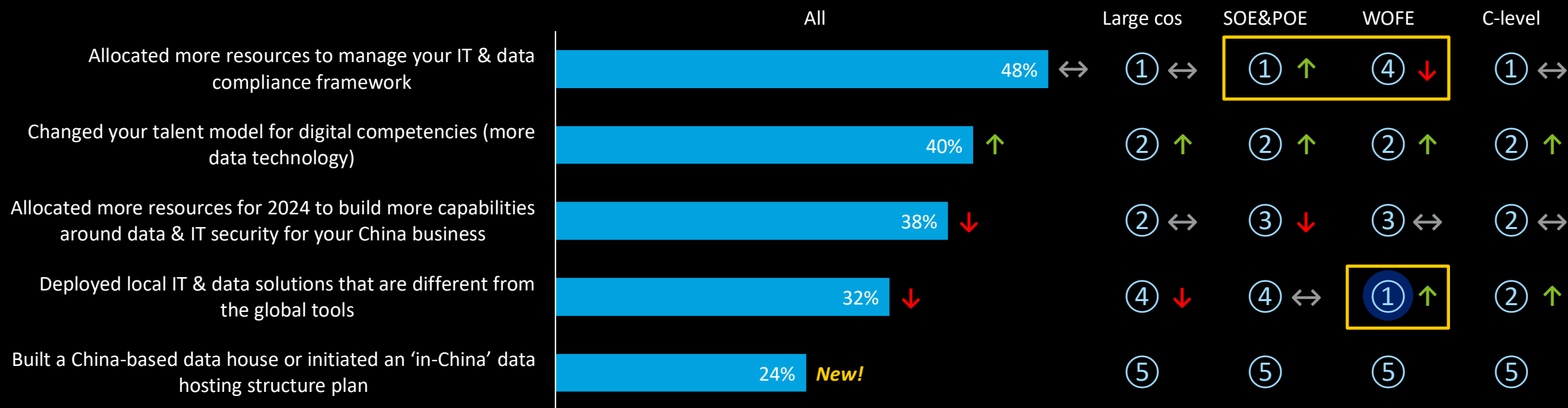


Key Insights

- Overall : The impact on operational costs has declined to 36% respondents (down from >60% last year). Largest change resides with domestic companies (declined a lot) while foreign players’ impact continues to be rather high with two-thirds of all foreign companies
 - ✓ The increased operation cost for WOFE may also due to the higher cost for China-only solutions compared to global solutions
- The R&D and clinical trial activities are less impacted by the nationwide regulatory initiatives – simply due to the initiatives more focus on the post-marketing events and promotions
- Interestingly, the impact on the development of ‘China-only’ solution has been reduced in overall – particularly to local players (from 83% to 7%). This might be due to most LSHC companies have become more well-prepared for the data issue in China in recent years

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#8. Considering China's pace to technology changes and digital patient engagement, has your organization...



Key Insights

Rank status: ↑ Increase ↓ Decrease ↔ No change

- IT & data related investments continue to attract a larger portion of the compliance related investments, with 48% of all respondents – but is reducing for foreign companies (only 4th priority out of 5) indicating that they believe having a robust system & process in place already
- Competition in digital talents has escalated in 2024, elevated by all players to their 2nd highest priority – the talent war is core to in-market competitiveness for all companies
- Foreign players continue to review and opt for local IT & data solutions that eventually are different from global tools
- A China-based data house is cited by only 24% of all respondents, and consistently ranking 5th priority and last

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#9. Under the China nationwide regulatory initiatives, have you and your organization...

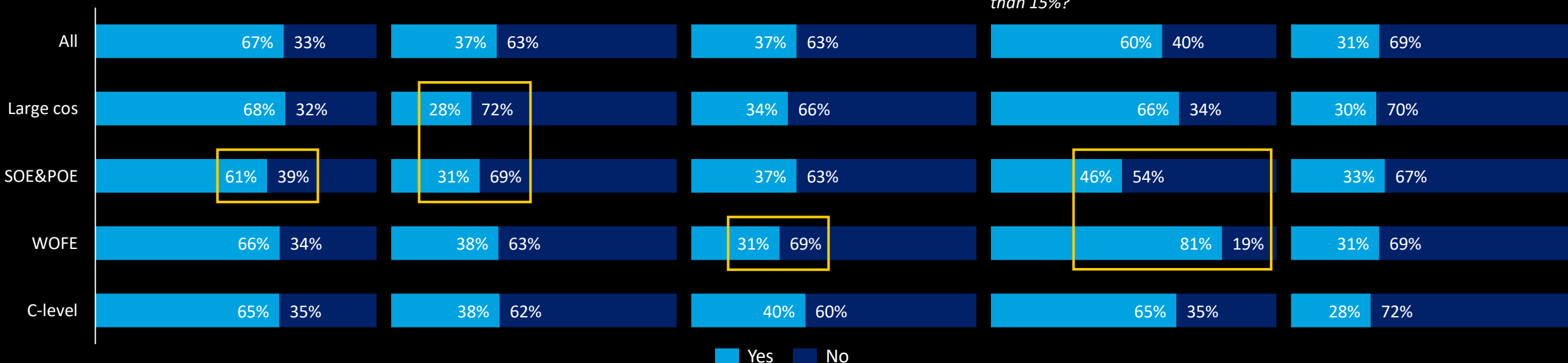
#9.1. Have you observed more difficult patient access from August 2023 and onwards?

#9.2. Has your revenues been impacted in Q3 and Q4 2023 by 10% or more?

#9.3. Has your new patient enrollment programs reduced by more than 10%?

#9.4. Has your market direct engagement (e.g. medical events, conferences, etc.) reduced by more than 15%?

#9.5. Has your OPEX been reduced by 15% or more in 2023?



Key Insights

- Over two-third of respondents felt harder patient access under the nationwide regulatory initiatives
- Interestingly, local player respondents felt slightly less pressures for the difficulty in patient access compared to others

Key Insights

- The revenue impact was less than expected with only 37% felt impacted
- The revenue impact was less in large cos and local players respondents

Key Insights

- The patient enrollment was less impacted as the regulatory initiatives majorly focus on the illegal sales and promotion events
- Foreign players usually has a stricter patient compliance requirement hence felt less impacted

Key Insights

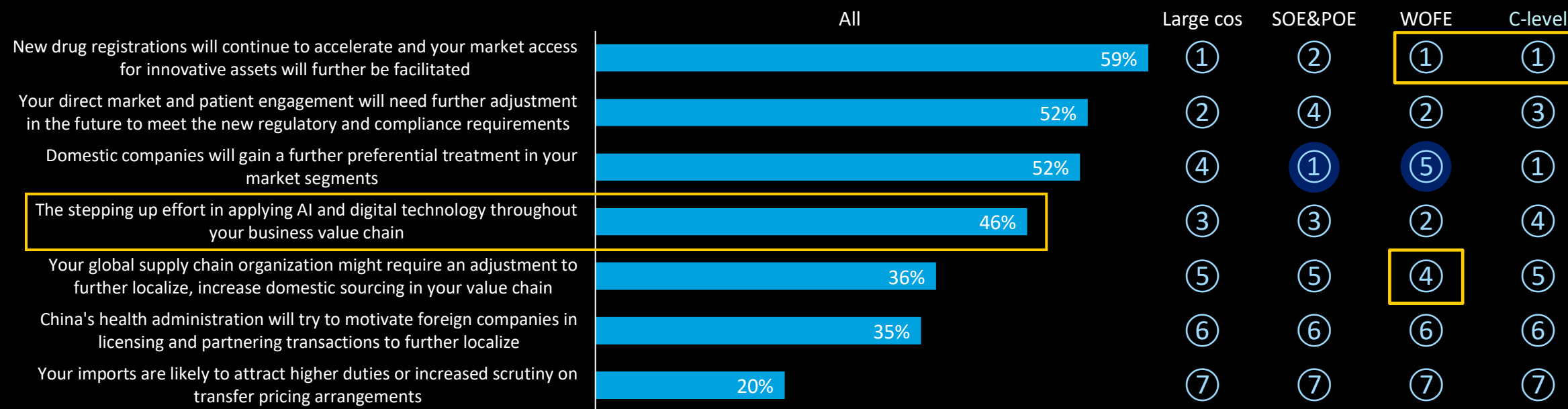
- The market events are impacted the most – many medical events and conferences were on hold or cancelled since mid-2023
- Foreign players sell patent products mostly, which may involve more medical events to exchange medical information compared to the locals.

Key Insights

- There was limited impact on the OPEX – since the major impact is on the external event and access
- Top management team felt the least impact on the OPEX reduce

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#10. With China's regulatory environment keep adjusting, do you think that...



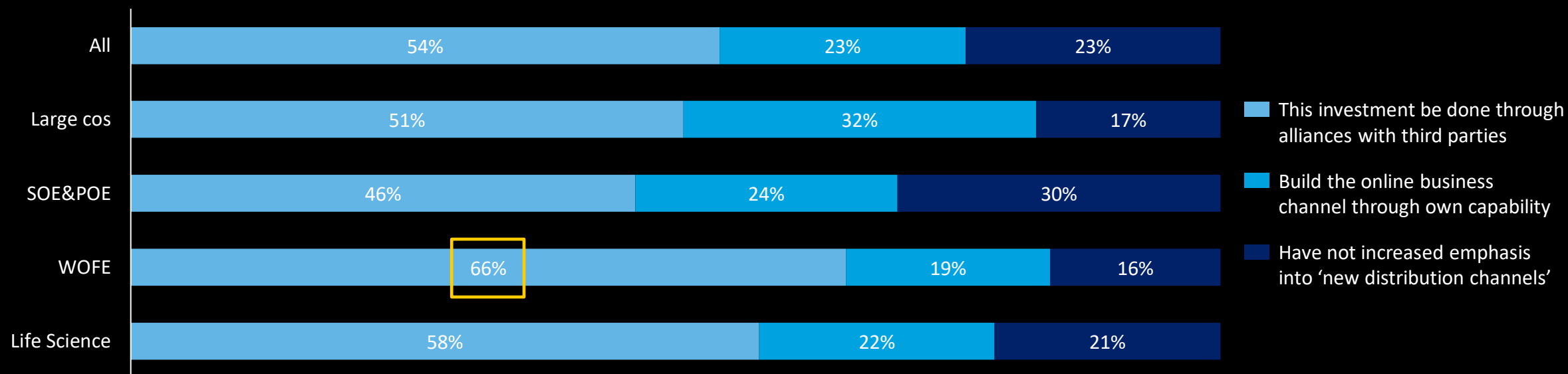
Key Insights

- Innovation and new assets remain the critical focus to all respondents, especially to large cos (70%) and WOFE (66%) yet relatively a less-important focus to local players (52%).
- The localization of supply chain for WOFE has changed a low 4th rank, from top rank in 2023
- To SOE&POE respondents, the local-preferential policies are the most critical factor (59%) yet is ranked as the last-third for WOFE (38%), which indicating a different regulatory landscape forecast among domestic and foreign players.
 - ✓ The application of advanced digital and AI tools are receiving higher attention, especially to foreign players, to fasten and improve the product lifecycle of their innovation assets

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

New Business Opportunities & Challenges

#11. For new market channels beyond the traditional 'in hospital channel', has your company increased investment on these new channels?

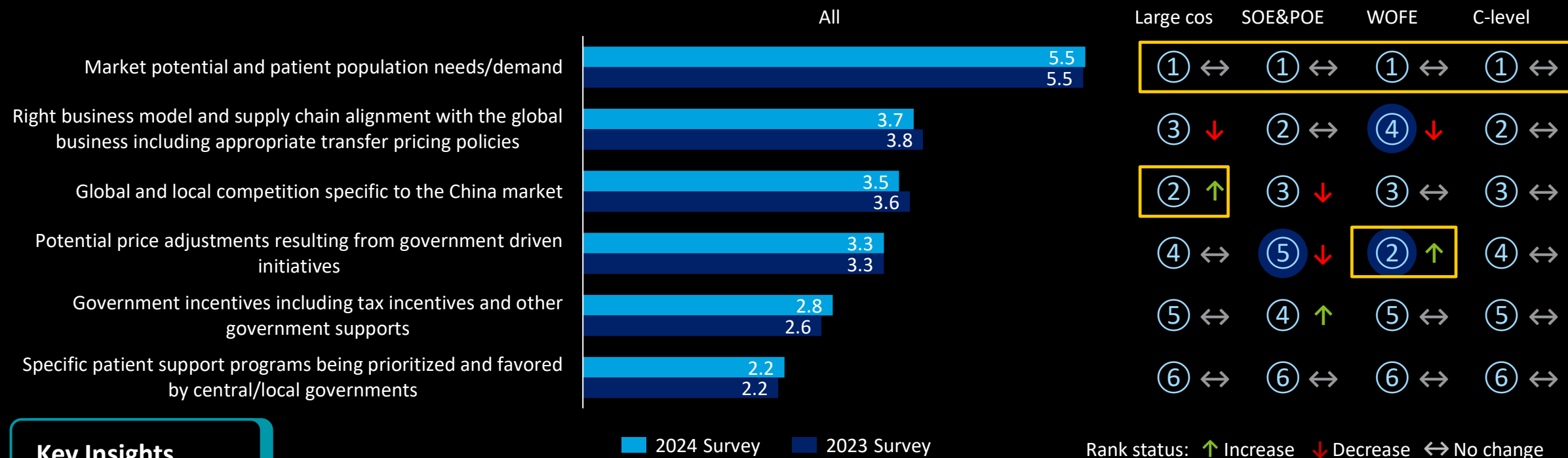


Key Insights

- Unsurprisingly a large majority (77%) of all respondents are deploying investment in the development of 'new channels' as a key for market penetration and growth.
- Very notable difference between domestic and foreign companies, as 66% of foreign review (and use) the deeper penetration using an alliance model & third-party partners, while domestic companies prefer to operate these channels directly.
- Larger companies, having more resources are also using internal resources to expand into the direct to patient or platform online model.
- Domestic companies SOE & POE's seem less engaged in exploring new channels with 30% responding 'no particular emphasis'

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#12. What are the most relevant considerations from your perspectives when introducing new products into China?

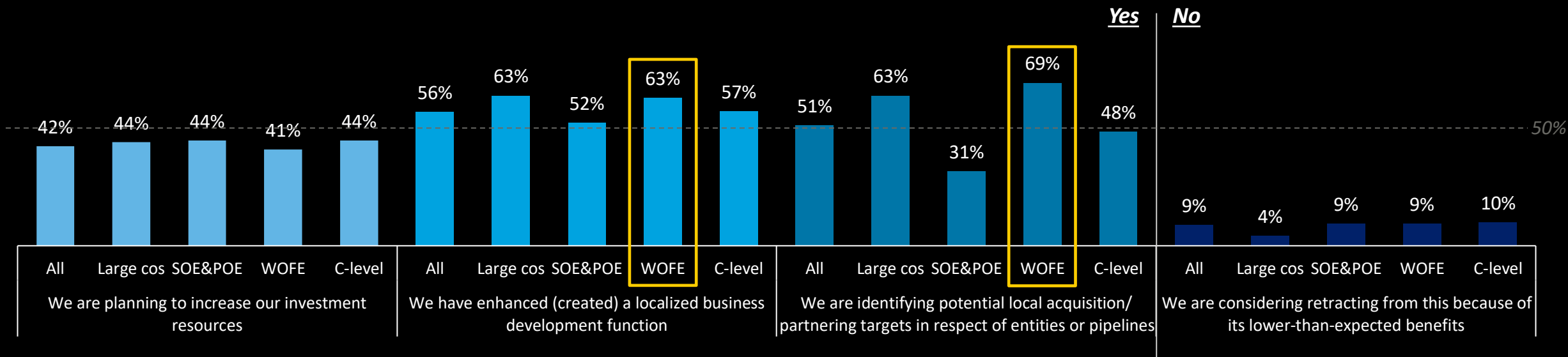


Key Insights

- Overall : Scale matters ! Consistently over prior years, this is cited by all players as the key & core reason of China’s market attractiveness
- Local players focus less on the price changes while foreign players focus more on the pricing strategy and economic returns throughout the product life cycle – resulting from the government driven initiatives (shorter time to NRDL, VBP etc...).
- Larger companies overall, take more seriously the ‘China to Global (C2G)’ as a competitive threat, as local companies innovation results and assets, show every year encouraging results, making them eventually true global players going forward

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#13. Some industrial players have engaged in M&A / License deals to enhance their ‘China for China’ portfolio, while some are using specific investment vehicles to participate into the China's innovation space as investors (direct / indirect). And your organization is...

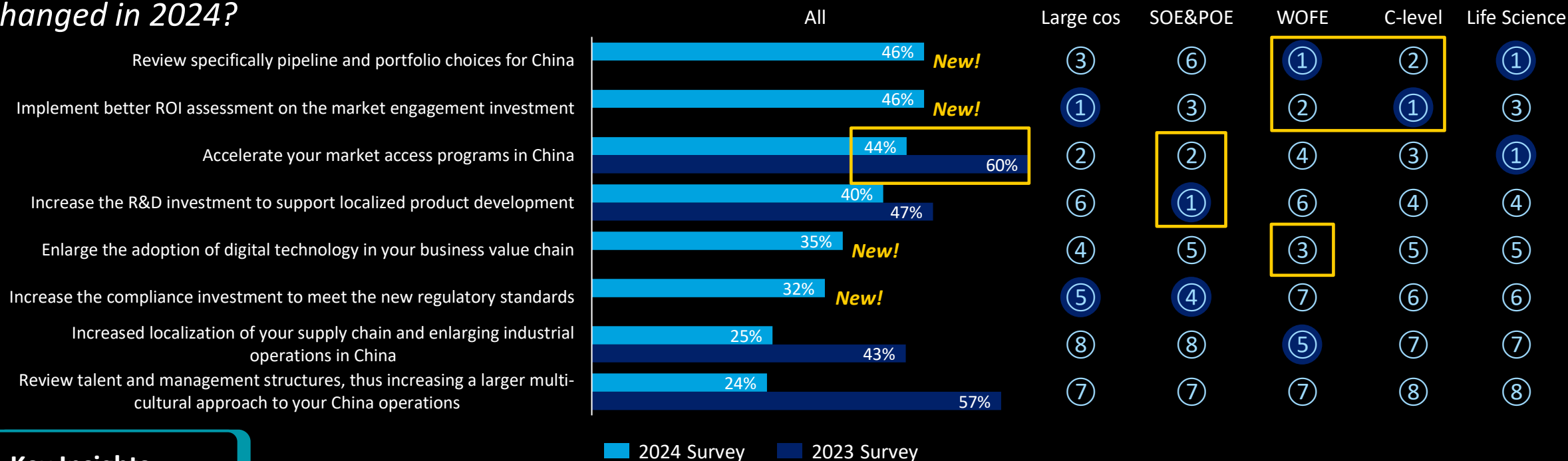


Key Insights

- China holds a must-do investment to most of respondents (91%), however over half of respondents are being cautious and holding a reserved attitude in increasing the investment. The overall investment appetite with 42% indicating an increase remains positive. It is slightly below prior year, down from 53%. This echoes our earlier finding in previous questions for the ‘higher risk’ perceived in the China market.
- Foreign companies have further enhanced their local ‘China for China’ business development functions and teams. Numerous recent transactions have shown that Chinese assets can be of interest either, for global markets but enhance a local market product pipeline in the short term.
- In contrast, local players are less favoring in acquisitions simply due to the higher cashflow pressure in recent years

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

#14. Which area you expect that your business strategy and investment for China market will be adjusted or changed in 2024?



Key Insights

- With the China market becoming more mature – attention crystalizes further on pipeline/portfolio choices and more so the ROI, in particular on the ever-rising market engagement costs. This is particularly true for the foreign companies and all c-suite respondents.
- The importance of accelerating market access has dropped significantly, from 60% in 2023 to 44%, as the market access pathway in China, has now been further standardized, transparent and greatly accelerated.
- For local players, their concerns continue to be in the area of R&D investment, to increase asset quality and afterwards achieve a profitable market reflecting a higher focus on the ‘go-to market’ planning we see.
- Foreign companies indicate that digital technologies remain in the center of their operational model and its enhancement (higher control ?)

Note: Large cos – company with 2023 revenue exceed RMB 1 billion; SOE – State-owned Enterprise; POE – Private-owned Enterprise; JV – Joint Venture; WOFE – Wholly Owned Foreign Enterprise

In conclusion

Step back : Let's review our 2023 predictions

Predictions

China's innovation landscape has many players with unique and niche capabilities. Localization ambitions will allow for some to emerge as core market expansion solutions to foreign players.

The battle for global talent will re-start in 2023 and the speed of innovation in China will rise and accelerate once again. New product launch will become the key growth driver.

Supply chain localization has become more important especially for high volume products and increased domestic competition. With a favorable momentum, now is the time to review all options.

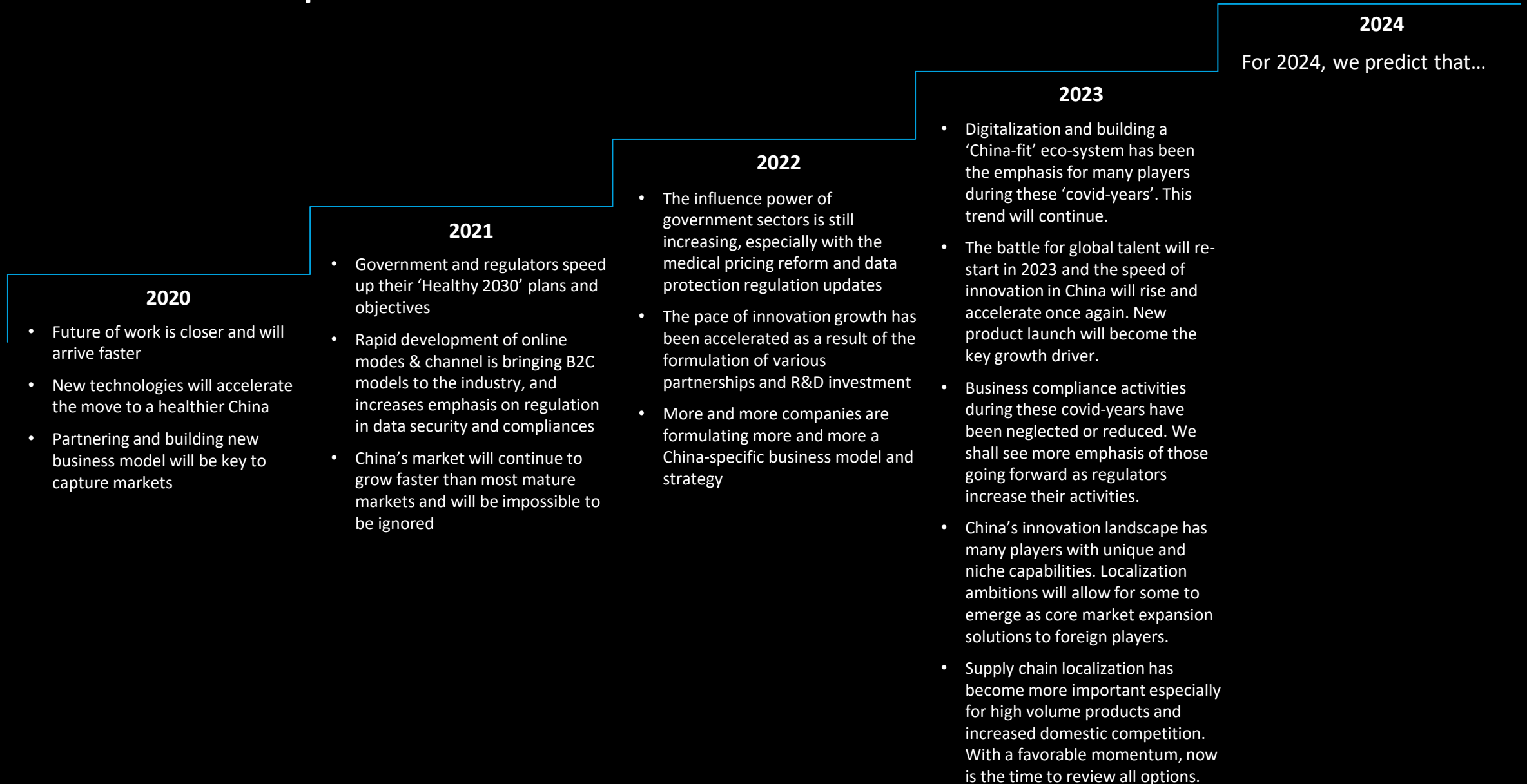
Digitalization and building a 'China-fit' eco-system has been the emphasis for many players during these 'covid-years'. This trend will continue.

Business compliance activities during these covid-years have been neglected or reduced. We shall see more emphasis of those going forward as regulators increase their activities.

What happened

- Out licensing deals hit a five year high in 2023: a total of 61 out licensing deals were inked in 2023, 21 more than in 2022, with many FIC/BIC assets that covering various novel segments such as ADC, CGT, etc.
- In Apr. 2023, the NMPA issued new regulations that further optimized the regulatory approval process and evaluation of novel drugs, to strengthen the concept of 'clinical performance driven' innovation
- In Nov. 2023, the NHTA proposed the "Newly Approved Drug Initial Price Formation Mechanism", aiming to provide reasonable returns for innovative assets in the early stages of commercialization
- The strengthened normalization of VBP and the standardization of NRDL updates have raised the cautious among foreign players and urged the stepping up effort in the supply chain localization
- In 2023, pharma MNC are increasing the investment in Chinese local biotech via M&A deals, even for a premium acquisition, to enhance their 'China-fit' ecosystem establishment
- Starting from mid-2023, health regulators have initiated nationwide anti-corruption moves. The comprehensive corrective action across the entire industry chain from all aspects of the LSHC sector have resulted in many 'black swan' events and the reshaped the regulatory landscape

Review of our 2023 predictions



China LSHC Market Insight and Outlook in 2024

China LSHC Business Outlook & Considerations

- With the emphasis and speed-up in forming a 'China-feature' healthcare system, the importance of developing 'China-specific' solutions has been again raised
- Both foreign and local players are optimizing their pipeline and going lean in order to strive with a slower economic pace
- In addition, market access strategy, for both going-in and going-out, have become a critical considerations to all players to stay competitive in the market



China's innovation landscape has been more standardized and regulated, which will further eliminate players lack of sufficient capability to keep up with China LSHC market growth

Regulatory and Digital Compliance Revolution

- The massive, still on-going, nationwide regulatory initiative is reshaping the compliance matters in China LSHC market
- The strengthened data privacy and export related regulations updates start to showing impact in 2023 and onwards
- The compliance and resilience in managing external marketing activities and digital implications upon the improvement of compliance and data security related system



'Comprehensiveness', 'professionalism', and 'accuracy' are the keys to survive under the new regulatory and compliance landscape in China LSHC market

New Business Opportunities & Challenges

- The economic uncertainties and the accelerated medical reform pace, LSHC players become more cautious in new investments
- Survey result showed that many industrial players are re-assessing the ROI and the pricing strategy for China market
- Therefore, many LSHC companies in China are now reviewing all options and resources to seek for a better 'China-fit' development



The future investment will be slowed in 2024 with a shifting from fast expansion to secure existing resources instead. The potential to commercialize will become more important

China LSHC Market Insight and Outlook in 2024

China LSHC Business Outlook & Considerations



China's innovation landscape has been more standardized and regulated, which will further eliminate players lack of sufficient capability to keep up with China LSHC market growth

Regulatory and Digital Compliance Revolution



'Comprehensiveness', 'professionalism', and 'accuracy' are the keys to survive under the new regulatory and compliance landscape in China LSHC market

New Business Opportunities & Challenges



The future investment will be slowed in 2024 with a shifting from fast expansion to secure existing resources instead. The potential to commercialize will become more important



Impact 1

Market engagement model will require adjustments, impacting resource deployment

Impact 2

Pipeline and product launches will require in-market focused approaches, impacting global collaboration

Impact 3

China regulatory environment will continue to strengthen, requiring compliance programs to be enhanced

Impact 4

Local data technologies accelerated through Gen-AI technologies will shape many new processes going forward

Deloitte China Life Sciences & Health Care Team Contacts

Survey & Authors

Jens Ewert
Industry Leader
China Life Sciences & Health Care
jensewert@deloitte.com.cn

Tony Lin
Deloitte Research Assistant Manager
China Life Sciences & Health Care
tonyclin@deloitte.com.cn

Additional contacts

Carrie Xiao
Life Sciences & Consulting Leader
China Life Sciences & Health Care
carriexiao@deloitte.com.cn

Travis Zhu
Risk Advisory Leader
China Life Sciences & Health Care
trazhu@deloitte.com.cn

David Yu
Assurance & Audit Leader
China Life Sciences & Health Care
davyu@deloitte.com.cn

Linda Pu
Program Manager
China Life Sciences & Health Care
linpu@deloitte.com.cn

Scott Sun
Consulting Deputy Leader
China Life Sciences & Health Care
scottsun@deloitte.com.cn

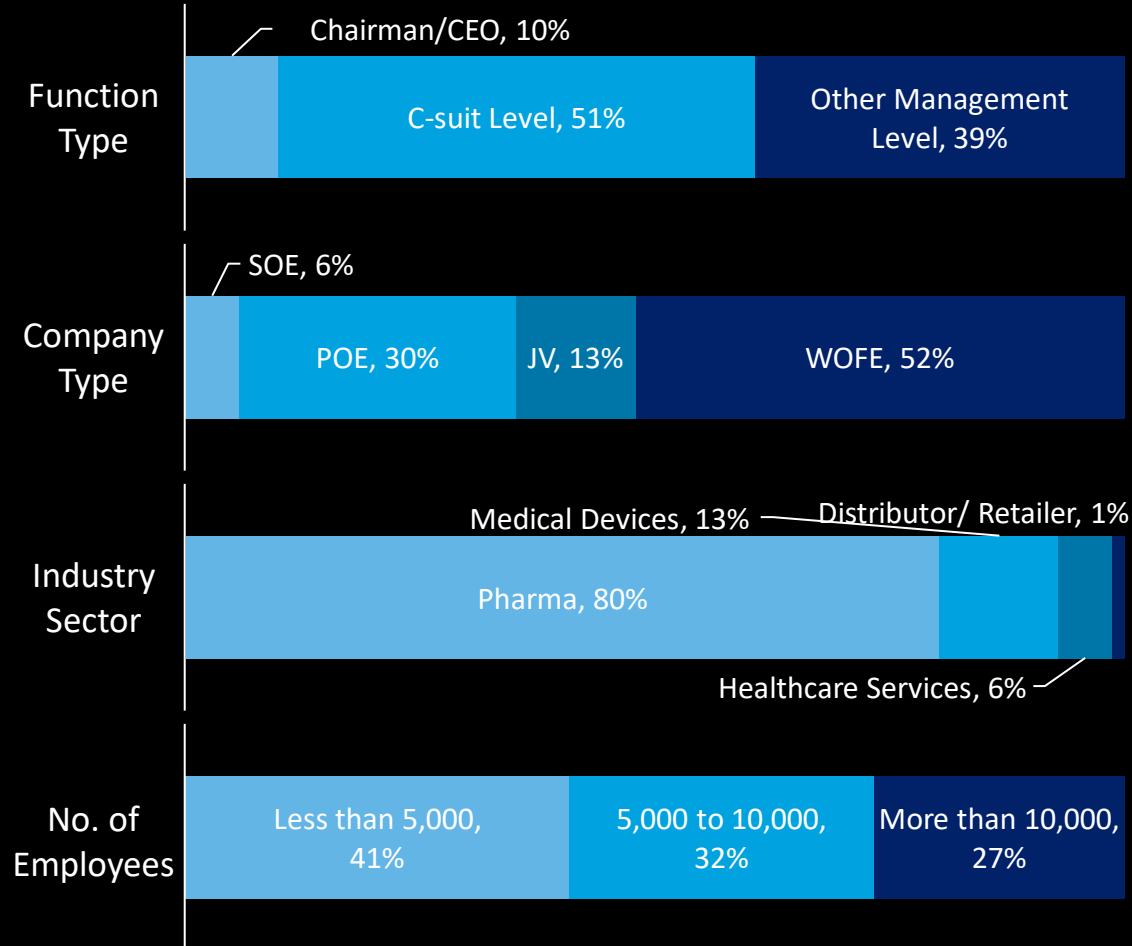
James Zhao
Tax Advisory Leader
China Life Sciences & Health Care
jazhao@deloitte.com.cn

Bill Yang
Financial Advisory Leader
China Life Sciences & Health Care
bilyang@deloitte.com.cn

Appendix

Appendix

Large companies (71/124) composition: companies with revenue above RMB 1 billion in 2023



The average score was calculated based on the weight of its rank in each answer for question #12

- The weight for each rank is different and is descending from rank 1 to rank 6
 - Rank 1 = 6 score; rank 2 = 5 score; rank 3 = 4 score; rank 4 = 3 score; rank 5 = 2 score; rank 6 = 1 score
- The average weight score calculation formula: $[(\text{rank 1 \#}) \times 6 + (\text{rank 2 \#}) \times 5 + (\text{rank 3 \#}) \times 4 + (\text{rank 4 \#}) \times 3 + (\text{rank 5 \#}) \times 2 + (\text{rank 6 \#}) \times 1] / (\text{total respondent \#})$
 - For example, the option A was selected for 13 times: rank 1 for three times; rank 2 for four times; rank 3 for twice; rank 4 for twice; rank 5 for once; rank 6 for once
 - the average weight score of option A will be: $[(3 \times 6) + (4 \times 5) + (2 \times 4) + (2 \times 3) + (1 \times 2) + (1 \times 1)] / 13 = 4.23$
 - The average weight score of option A will be 4.23
- A higher average weight score represent a higher importance degree of the subject to respondents



About Deloitte

Deloitte China provides integrated professional services, with our long-term commitment to be a leading contributor to China's reform, opening-up and economic development. We are a globally connected firm with deep roots locally, owned by our partners in China. With over 20,000 professionals across 31 Chinese cities, we provide our clients with a one-stop shop offering world-leading audit & assurance, consulting, financial advisory, risk advisory, tax and business advisory services.

We serve with integrity, uphold quality and strive to innovate. With our professional excellence, insight across industries, and intelligent technology solutions, we help clients and partners from many sectors seize opportunities, tackle challenges and attain world-class, high-quality development goals.

The Deloitte brand originated in 1845, and its name in Chinese (德勤) denotes integrity, diligence and excellence. Deloitte's global professional network of member firms now spans more than 150 countries and territories. Through our mission to make an impact that matters, we help reinforce public trust in capital markets, enable clients to transform and thrive, empower talents to be future-ready, and lead the way toward a stronger economy, a more equitable society and a sustainable world.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which is a separate and independent legal entity, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Bengaluru, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Mumbai, New Delhi, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

This communication contains general information only, and none of DTTL, its global network of member firms or their related entities is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser.

No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication.

© 2024. For information, contact Deloitte China.