Overview of the Global Virus Network (GVN)
EXECUTIVE SUMMARY

LANDSCAPE

Of all the challenges that threaten the world’s population, viruses pose the greatest risk. In recent years we have seen such deadly viruses as Ebola, SARS, Zika, MERS, and H7N9 emerge on the global stage resulting in widespread panic, suffering, disability, and a countless death toll. In addition to their impact on human lives, these emerging viruses, as well as the threat of unidentified future viruses, have the potential to create an overwhelming healthcare crisis that will have an extremely serious impact on global economies, commerce and trade, travel and tourism, workforce productivity and, most especially, on biosecurity.

The answer involves the collaboration of experts throughout the world in every type of existing, emerging and unidentified future viruses. No one scientist and no one country can keep abreast of all of the viral threats. The key to protection lies in a highly coordinated, and collaborative global response that is able to identify solutions to emerging threats in real time and, like the viruses themselves, allows communication to flow rapidly around the world, regardless of country boundaries or geopolitical barriers.

This is the Global Virus Network.

ABOUT THE GVN

The GVN fills a critical gap in the current global response to viral threats. While there are certainly a myriad of organizations who address pandemic viral threats, no other entity exists quite like the GVN. While there are organizations who focus on monitoring and surveillance of outbreaks, and there are certainly governmental institutions who focus on implementation and distribution of vaccines, it is shockingly true that there is no coordinated body of scientists who are tasked with developing a response. GVN’s sole focus is on bridging that gap between virus surveillance and public health implementation, ensuring that public health officials get the information they need when they need it. In addition, the lack of connection in developing countries between their in-country experience and knowledge, and the expertise embedded in the international scientific community has been highly detrimental to solving some of the world’s most challenging global health public strategies. The GVN is there to facilitate, foster, and deepen these vital connections.

The GVN fills a critical gap in other ways too. Working alone, many researchers are limited by their lack of experience and expertise, facilities and resources, as well as by bureaucracy, and political constraints. And many organizations and governmental entities are limited by their lack of access to leading scientists. Working in collaboration through the GVN, experts from around the globe can act quickly and effectively to save the world from a viral pandemic. A coordinated, global response is the world’s best defense to contagions that know no boundaries or borders and that threaten our economic security, our biosecurity, and of course our very lives.
Today, the GVN is a unique, independent, global organization making its breadth, depth and scope of expertise in human virology available to the international community by uniting the world’s foremost institutions dealing with examining viral threats to human health. This formidable global network has the capacity to address current viral challenges and prepare the world for existing and potential pandemics.

**GVN UNIQUE CONTRIBUTIONS**

*Beyond borders and beyond a single virus*—No single institution in the world has expertise in all aspects and types of viruses. The GVN brings the best medical virologists together to leverage individual strengths and to focus global teams of scientists on key scientific problems. The power of GVN lies in its global reach, the depth of its science, and its commitment to dealing with viruses that pose a clear and present danger to public health and the human population.

*Response in Real Time*—While there are certainly institutions around the world that bring excellence and great expertise to the study of viruses, there are virtually none who bring a rapid coordinated and collaborative first research response capability. Because the network is so broad and the expertise so vast, GVN has the ability to provide a fast, educated response to any new outbreak and has the capacity to quickly and efficiently initiate research throughout the world that will prevent the occurrence of future tragedies.

*Support on the Ground*—The depth of knowledge encompassed by the GVN’s global network of scientists gives it the unique and unequaled capacity to assist local authorities to identify new outbreaks and determine the most effective coordinated course of action based on current information and future research needs. The GVN leverages its Centers of Excellence, including in developing countries, to provide best-in-class support that is globally developed, independently scientifically supported, and locally delivered.

**BEYOND VIRAL THREATS**

GVN’s work goes beyond its role as a global authority and resource for the identification, investigation, control and eradication of viral diseases. Through research, training, education, collaboration and advocacy, the GVN is dedicated to:

- Bringing together the world’s premier virologists for information exchange and collaboration
- Working in partnership as a voice on issues of global public policy
- Providing young scientists with the opportunity to study virology at the world’s top centers of excellence which are members of GVN
- Identifying new areas of research that must occur in order to control viral outbreaks
- Advocating for new funding for research in human virology

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[www.gvn.org](http://www.gvn.org)
By The Numbers

Centers of Excellence
Setting New Standards for Global Collaboration

45

Affiliates
Building Critical Networks, Conducting Research, Establishing Clinics

7

Countries
Engaged in Rapid Response Solutions to Viral Outbreaks

29

Continents
Of Researchers Actively Collaborating

6

Viruses Under Study
The Only Organization to Study All Classes of Viruses

51

Fields of Study
From Arbovirology to Vaccinology

26

Global Network

1
GVN CENTERS OF EXCELLENCE

GVN’s more than 45 Centers of Excellence encompass an unprecedented and unequaled global expertise and resource in every type of existing, emerging, and unidentified future viruses. The Network is spread across more than 29 countries and 6 continents. We carefully screen and vet each request to join our network to ensure that our virologists are at the finest in their areas of expertise. Within these Centers the world’s top virologists research the viruses that pose the greatest threat to public health and to humankind. It is this unique level of collaboration that gives the GVN the ability to work on all classes of viruses—making this network the only one in the world to encompass such a vast range of viral threats. A number of these viruses are known throughout the world—Chikungunya, HIV, hepatitis, Ebola, Zika, dengue, influenza, HTLV-1, etc.

The strength of our Centers lies in the power of our network. Our Centers are not isolated laboratories but coordinated and collaborative hubs of information. The Centers allow us to leverage the data, scientific expertise, and laboratory capacity over an unprecedented range of viruses at an unparalleled rate of speed. This is the kind of networking capability, with a commitment to solutions based on science and not politics that is the hallmark of the GVN. We cannot underscore the life-saving importance of the ability to share knowledge, expertise and resources. This is the kind of networking capability that gives GVN scientists the ability to respond in the midst of an outbreak in 2 days rather than 2 months; and that is the kind of first research response that can make the difference between a small contained outbreak and a pandemic viral disaster of global proportions.

To give you an example of how the GVN leverages the world’s best viral scientists, following here an overview of our Ireland-Japan-Zambia connection and how we use the capacity in each center to compliment, enhance, and coordinate with the other: we have recently created an affiliated GVN center within the University of Zambia (UNZA). This affiliate, the African Center for Excellence for Infectious Diseases of Humans and Animals at UNZA, has infrastructure and capacity for the diagnosis of Ebola virus disease, Marburg virus disease, Yellow fever, Rift Valley fever, Congo Crimean Hemorrhagic Fever, Dengue, West Nile, Chikungunya, Zika, and many arenavirus infections. To ensure the best access for this Center to the progress of science, medicine and public health, and also to emphasize the most effective education programs and exchange of scientists, we have connected this Center in Zambia to two GVN Centers, in Ireland and Japan.

Our Center in Ireland is based within the Centre for Research in Infectious Diseases (CRID) at University College Dublin (UCD) and is also associated with the National Virus Reference Laboratory. Research activities are focused on pathogenesis of HTLV-1 infections and molecular epidemiological studies on blood borne viruses including HBV, HCV and HDV. The Centre has a long standing and strong research collaboration with National Institute of Hygiene and Epidemiology (NIHE) through
the Ireland Blood Borne Virus Initiative (IVVI). In addition, the Centre is a partner in the Global Institution for Collaborative Research and Education (GI-CoRE) based in Hokkaido University Japan which is also a GVN Center of Excellence.

We are extremely excited about this cross-collaboration and sharing of resources. All GVN Centers of Excellence are now connected to this new, substantive partnership and resource. We believe that teams of scientists, working together around the world on a daily basis, is the key to a successful scientific rapid response to viral threats when they emerge.
BIOGRAPHY

Professor Christian Bréchot, MD, PhD
President, Global Virus Network (GVN)

Prof. Christian Bréchot holds MD and PhD degrees. Beginning in 1981 he studied molecular biology, virology, and cellular biology at the laboratory of Pierre Tiollais at the Pasteur Institute, and at the Necker school of medicine (Paris Descartes University); he obtained his PhD in biochemistry from the University of Paris VII in 1985.

In 1989, he became full professor of Cell Biology and Hepatology, at Paris Descartes University and in 1997 he was appointed head of the clinical department of liver diseases at the Necker-Enfants Malades Hospital. He was head of a research unit at the Necker Faculty of Medicine, jointly supported by Inserm, Paris Descartes University, and the Pasteur Institute; he was also head of the National Reference Centre on viral hepatitis from 1998 to 2001.

From 2001 to 2007, Christian Bréchot was General Director of Inserm, the French National Agency for biomedical research. In 2008, he was appointed as Vice-President of Medical and Scientific Affairs of the Institut Merieux company, where he merged the efforts of four sectors including in vitro diagnostics, preventive vaccines, therapeutic vaccines, as well as food safety (Biomérieux, Transgene, Merieux Nutrisciences, Advanced Bioscience Laboratory). From October 2013-September 2017, Dr. Bréchot served as President of the Institut Pasteur developing programs to recruit eminent scientists, implementing an international multidisciplinary education and teaching program, fostering collaborative research and training strategies with major universities and research organizations, coalescing the international network of 33 Pasteur Institutes to encompass a global scientific vision and coordinated training activities, and positioning an ambitious and internationally oriented strategy for technology transfer and fundraising.

He is currently a full Professor with tenure at the University of South Florida in Tampa and Executive Director of the Romark LLC Institute for Medical Research, also based in Tampa. Since October 2017, he has served as President of the Global Virus Network.

Dr. Bréchot’s research activities have been focussed on viral hepatitis: hepatitis B (HBV) and C (HCV), particularly with regard to their role in liver cancer (Hepatocellular carcinoma: HCC) and to the molecular mechanisms that drive liver regeneration and cancer (in particular, cell cycle deregulation and the impact of oxidative stress). He has been the member of numerous scientific committees and societies and has received prestigious awards. Dr. Bréchot is the author of over 350 articles published in medical and scientific journals. In addition, his research activities have led him to obtain 13 patents and to contribute to the creation of three biotech companies: Rarecells, ALFACT Innovation and The Healthy Aging Company.

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Robert C. Gallo, MD
Director and The Homer & Martha Gudelsky Distinguished Professor in Medicine, Institute of Human Virology at the University of Maryland School of Medicine, Co-founder and Scientific Director, Global Virus Network

The Institute of Human Virology (IHV) was co-founded and is directed by Robert C. Gallo, MD, the eminent scientist who became world famous in 1984 when he co-discovered HIV as the cause of AIDS. Little was known then of the mysterious disease that was fast becoming the deadliest in medical history. Since, Dr. Gallo has spent much of his career trying to put an end to this raging epidemic and other viral, chronic illnesses.

Though best known for his co-discovery of HIV, Gallo and his team pioneered the development of the HIV blood test, which enabled health care workers for the first time to screen for the AIDS virus—leading to a more rapid diagnosis while simultaneously protecting patients receiving blood transfusions. His research also helped physicians develop HIV therapies to prolong the lives of those infected with the virus. In 1996, his discovery that a natural compound known as chemokines can block HIV and halt the progression of AIDS was hailed by Science magazine as one of that year’s most important scientific breakthroughs. This also helped others identify CCR5 as the HIV co-receptor since these chemokines were known to bind to CCR5.

Prior to the AIDS epidemic, Gallo was the first to identify a human retrovirus and the only known human leukemia virus—HTLV—one of few known viruses shown to cause a human cancer. In 1976, he and his colleagues discovered Interleukin-2, a growth regulating substance now used as therapy in some cancers and sometimes AIDS. And in 1986, he and his group discovered the first new human herpes virus in more than 25 years (HHV-6), which was later shown to cause an infantile disease known as Roseola and currently is hypothesized as a strong suspect in the origin of multiple sclerosis.

Today, Dr. Gallo’s work continues at the IHV, a first-of-its-kind virology center that combines the disciplines of research, patient care and prevention programs in a concerted effort to speed the pace of medical breakthroughs. IHV was co-founded in 1996 by Dr. Gallo who in addition to his position as director of the IHV is co-director of IHV’s Division of Basic Science and Vaccine Development, William Blattner, MD, associate director of the IHV and director of IHV’s Division of
Epidemiology and Prevention and Robert Redfield, MD, associate director of the IHV and director of IHV’s Division of Clinical Care and Research. The Institute is a part of the University of Maryland School of Medicine and affiliated with the University of Maryland Medical Center. IHV has cared for and treated more than 1 million HIV positive individuals in 7 African and 2 Caribbean nations in addition to more than 6,000 HIV positive Baltimoreans. In particular, IHV is internationally renowned for its basic science research, which includes the tentative launch of clinical trials in 2015 on a promising preventive HIV vaccine candidate funded largely by the Bill & Melinda Gates Foundation.

Additionally, in 2011 Dr. Gallo co-founded the Global Virus Network (GVN) to position the world to rapidly respond to new or re-emerging viruses that threaten mankind, to bring together and achieve collaboration amongst the world’s leading virologists, and to support training of the next generation of medical virologists.

Prior to becoming director of the Institute in 1996, Dr. Gallo spent 30 years at the National Institutes of Health’s National Cancer Institute, where he was head of its Laboratory of Tumor Cell Biology. A Connecticut native, his interest in science and medicine was first stirred by the loss of his 6-year-old sister to leukemia when he was just 12 years old. The physicians who cared for her made a lasting impression and Gallo would later make scientific research—and the opportunity to help put an end to deadly diseases—his life’s work.

Lifetime achievements in Dr. Gallo’s legendary career include discoveries that have led to both diagnostic and therapeutic advances in cancer, AIDS and other viral disorders while his vision remains unprecedented in the field of virology.

Dr. Gallo’s research has brought him international recognition as well as election into the National Academy of Sciences and the Institute of Medicine. He has been awarded honors for his contribution to science from countries around the world and holds 35 honorary doctorates. Dr. Gallo was the most referenced scientist in the world in the 1980s and 1990s, during which he had the unique distinction of twice winning America’s most prestigious scientific award—the Albert Lasker Award in Medicine—in 1982 and again in 1986. Dr. Gallo is the author of more than 1,200 scientific publications and the book “Virus Hunting—AIDS, Cancer & the Human Retrovirus: A Story of Scientific Discovery.”
Timothy C. Moynahan is the CEO and owner of Moynahan Partners. He founded the Moynahan Law Firm, Waterbury, Connecticut, and is a sought after and successful trial lawyer, earning the Super Lawyer of New England and Connecticut awards from 2009 to 2012 and Best Criminal Defense Attorney accolade in 2013. Mr. Moynahan seeks to improve his community through social, health, and education works. He founded and chairs the Global Virus Network (GVN). He is also a member of the Advisory Board and Executive Committee of the Institute of Human Virology, Vice President/Partner of Paula Moynahan M.D. Skin Care, member of the Post University MBA Advisory Council, and Attorney Emeritus for the Let’s Think Kids Foundation. He was a member of the Dean’s Council, School of Law, Quinnipiac University, and was a discussant on global business practice in Cyprus for the Southern Connecticut State University. Prior to this, Mr. Moynahan founded and chaired The Palace Theatre to preserve the cultural icon. Mr. Moynahan is President of the Ireland Chamber of Commerce in Connecticut. He has served as an advisor for the NBA Retired Players Association as Board member for the Leukemia Lymphoma Society, and chaired events for the Ataxia Telangiectasia Foundation, and the Order of the Sons of Italy. Post University inducted Mr. Moynahan into its Hall of Fame, named The Timothy C. Moynahan Law Library in his honor and awarded him a Doctor of Letters degree.

Lawrence Blatt, Ph.D. is CEO of Aligos Therapeutics. Previously, he was responsible for co-leading the Infectious Diseases & Vaccines (IDV) Therapeutic Area at Janssen Research & Development. Prior to joining the Johnson & Johnson Family of Companies, Lawrence founded and was President and Chief Executive Officer of Alios BioPharma, Inc., the clinical stage biopharmaceutical company focused on developing therapies for viral diseases that was acquired by Johnson & Johnson in 2014. He was named as key inventor on several Alios patents and won the 2012 Ernst & Young Entrepreneur of the Year Award for Life Sciences. Lawrence spent 30 years in pharmaceutical R&D with a specific focus on the biology of the immune system, antiviral therapies and relevant therapeutic interventions. Before forming Alios, he was Chief Scientific
Officer of InterMune, Inc. where he led the discovery and development of an HCV protease inhibitor partnered with Roche. From 1998 to 2002, Lawrence was Vice President of Research at SIRNA. From 1996 to 1998, he served as Vice President, Product Development at National Genetics Institute where he pioneered the use of molecular diagnostics to drive therapeutic treatment decisions for viral infections. He began his career at Amgen where he was ultimately Head of Interferon Research and also Development Team Leader for a consensus interferon product leading to approval by the United States Food and Drug Administration (FDA). Lawrence earned his B.S. in Microbiology from Indiana University, a Master’s in Business Administration at the California State University, Northridge, and a Doctorate in Public Health Administration at the University of La Verne, California.

Matthew L. Evins, Chairman of Evins Communications, Ltd

Mr. Evins is Chairman and CEO of Evins Communications, Ltd., a leading branding, marketing, communications and public relations firm, which he founded in 1987. Mr. Evins previously served as CEO of Pain Therapeutics Corporation, which was engaged in developing innovative methods for the diagnosis, treatment, and abatement of chronic pain, and copublished “The Talisman Report,” the world’s leading investment advisory newsletter for the three years of its publication. For more than ten years, Mr. Evins served on the staff of Cornell Medical Center, initially as a Surgical Research Associate in the Cardiovascular Research Laboratory and, subsequently, as Associate Director of The Rogosin Organ Retrieval & Preservation Laboratory.

Mr. Evins serves as Secretary and Treasurer of the Global Virus Network, is a founding member of the organization’s Board of Directors and sits on the Board’s Executive Committee. Mr. Evins also serves on the boards of the International Luxury Hotel Association and of Hommage Inc.

Robert C. Gallo, MD

Director and The Homer & Martha Gudelsky Distinguished Professor in Medicine, Institute of Human Virology at the University of Maryland School of Medicine, Co-founder and Scientific Director, Global Virus Network

Note: see full biography on previous pages.
William Hall MD, PhD, Director of the Centre for Research in Infectious Diseases (CRID) and Professor in the School of Medicine and Medical Science at University College Dublin

William “Billy” Hall, GVN-Co-Founder, is the Director of the Centre for Research in Infectious Diseases (CRID) and Professor in the School of Medicine and Medical Science at University College Dublin. Professor Hall’s research interests are primarily on blood-borne viruses which include the human retroviruses, the human T lymphotrop viruses (HTLVs) and human immunodeficiency viruses (HIVs). Professor Hall has also recently established high profile collaboration with the National Institute of Hygiene and Epidemiology (NIHE) in Hanoi, Vietnam to carry out epidemiological studies on HIV and Hepatitis Band C virus infections in that country. Professor Hall is presently Chairman of the Technical Advisory Group of Irish Government Department of Foreign Affairs official aid program, Irish Aid. This group advises Irish Aid on the use of resources to combat HIV/AIDS and other communicable diseases. He has been a Director of the Atlantic Philanthropies since 2008.

Peter Palese, PhD, Horace W. Goldsmith Professor and Chair Department of Microbiology, Professor, Department of Medicine Icahn School of Medicine at Mount Sinai

Peter Palese is Professor of Microbiology and Chair of the Department of Microbiology at the Icahn School of Medicine at Mount Sinai, New York. His research is in the area of RNA-containing viruses with a special emphasis on influenza viruses. Specifically, he established the first genetic maps for influenza A, B, and C viruses, identified the function of several viral genes, and defined the mechanism of neuraminidase inhibitors (which are now FDA-approved antivirals). He developed the field of reverse genetics for negative strand RNA viruses, which allows the introduction of site-specific mutations into the genomes of these viruses. An improvement of the technique has been effectively used by him and his colleagues to reconstruct and study the pathogenicity of the highly virulent, but extinct, 1918 pandemic influenza virus. His recent work in collaboration with García-Sastre has revealed that most negative strand RNA viruses possess proteins with interferon antagonist activity, enabling them to counteract the antiviral response of the infected host. At present, Palese’s group works with Adolfo García-Sastre and Florian Krammer on the development of a universal influenza virus vaccine. He was a recipient of the Robert Koch Prize in 2006, a recipient of the European Virology Award (EVA) in 2010, a recipient of the 2012 Sanofi-Institut Pasteur Award, and the awardee of the 2015 Beijerink Virology Prize of the Royal Netherlands Academy of Arts and Sciences. He is a Member of the National Academy of Sciences (2000), a Member of the National Academy of Medicine (2012) and a Fellow of the American Academy of Arts and Sciences (2014).
Pierluigi Petrone, CEO of Petrone Group

Mr. Petrone is the export manager, shareholder and CEO of Petrone Group with head office in Naples, Italy. A holding company of approximately 30 firms, operating in the pharmaceutical, parapharmaceutical and health sectors. Petrone Group activities goes from pharmaceuticals distribution and warehousing, pharmaceuticals trading, training course to healthy sectors, real estate management, health consultancy and rehabilitation. Since 2007, Mr. Petrone is the Chairman of STM Group Logistica Integrata, Italian company among the top 5 active in the supply chain of drugs in particular but also of any other kind of goods. Since 2008, Mr. Petrone is a Business Relation Officer of Pierrel S.p.A., listed on the Italian Stock Exchange since May 2006, is today a full service global provider for life science, biopharma and pharmaceutical industries.

Raymond F. Schinazi PhD, Hon DSc, Frances Winship Walters Professor of Pediatrics and Director, Laboratory of Biochemical Pharmacology, Emory University School of Medicine

Dr. Raymond F. Schinazi is the Frances Winship Walters Professor of Pediatrics and Director of the Laboratory of Biochemical Pharmacology at Emory University. He serves as Senior Research Career Scientist at the Atlanta Department of Veterans Affairs and Director of the Scientific Working Group on Viral Eradication for the NIH-sponsored Emory University Center for AIDS Research (CFAR). Dr. has authored over 500 peer-reviewed papers and 7 books and holds 92 issued U.S. patents and over 120 non-U.S. national stage patents and patent applications, which have resulted in 15 New Drug Applications (NDA). A world leader in nucleoside chemistry, Dr. Schinazi is best known for his pioneering work on HIV and HCV drugs d4T (stavudine), 3TC (lamivudine), FTC (emtricitabine/Emtriva), LdT (telbivudine), and most recently sofosbuvir (Sovaldi), which are now approved by the FDA. He is also the founder of five biotechnology companies including Pharmasset, Inc. More than 94% of HIV-infected individuals in the US on combination therapy take at least one of the drugs he invented, and it is estimated that his work has saved more than 4 million lives worldwide. His contributions related to HCV are expected to have a profound positive impact on the approximately 170 million people worldwide suffering from chronic infection.

Guangqi Tian, President and Founder of Sino Invest Limited

Mr. Guangqi Tian is the President and Founder of Sino Invest Limited. He founded multiple companies in Harbin, Tianjin, and Beijing since 2005 and is owner or partial owner of businesses in Beijing, Tianjing, Hong Kong, US, Panama, and Dubai. He is engaged in international trade, investment and other businesses and has advised several Chinese state-owned companies on projects and ventures overseas and played instrumental roles in helping them win more than ten construction and investment contracts in Africa, Latin America, and Asia. Mr. Tian has invested in and managed commercial real estate projects in Tianjing. He has established and maintained good
working relationships with different social entities in China, including, but not limited to, central and local governments and various business communities.

**Guy Vernet, PhD**, Senior Staff Scientist, Advanced Bioscience Laboratories Inc. (ABL), Fondation Merieux USA

He is a doctor in biochemistry from Claude Bernard University in Lyon, Guy Vernet occupied during 18 years (1990–2007) several positions within the R&D Department of bioMérieux, Dr. Vernet was Fondation Mérieux’s Scientific Director. He has led many research projects with the goal to improve the diagnosis of major human pathologies, in particular HIV infection, hepatitises and tuberculosis. Previously, he occupied during 3 years (1986–1989) a position of Assistant Professor at Biozentrum, University of Basel (Switzerland), in the team of Professor Edward Kellenberger, one of the pioneers of Molecular Biology. In 1985, he led a research project in immunology in the Research Centre on Animal Trypanosomiases of Bobo-Dioulasso in Burkina Faso, as part of the French co-operation. In the scope of his doctorate work, undertaken within INSERM from 1981 to 1984, he carried out research on the role of genes of some retroviruses in the process of canceration.

**Danny Wong**, Founder/Chairman of Medisun

Mr. Wong is a graduate of China Central University of Finance, and he has over 20 years of experience in investment. He has successfully helped to launch dozens of high-tech companies in HK. In 1999 he founded the first venture capital company in China. Mr. Wong currently serves as Chairman of Beijing Financial Group Limited which covers a full financial industry chain, including brokerage, asset management and wealth management companies established in Hong Kong. In the past two decades he has made substantial investments in the healthcare industry.