

WuXi XDC: Sustained Leadership Through Capacity Expansion and Accelerated Innovation

44th Annual J.P. Morgan Healthcare Conference

Speaker: Dr. Jimmy Li, CEO

Date: January 2026

Forward-Looking Statements

This presentation may contain certain “forward-looking statements” which are not historical facts, but instead are predictions about future events based on our beliefs as well as assumptions made by and information currently available to our management. Although we believe that our predictions are reasonable, future events are inherently uncertain and our forward-looking statements may turn out to be incorrect. Our forward-looking statements are subject to risks relating to, among other things, the ability of our service offerings to compete effectively, our ability to meet timelines for the expansion of our service offerings, and our ability to protect our clients’ intellectual property. Our forward-looking statements in this presentation speak only as of the date on which they are made, and we assume no obligation to update any forward-looking statements except as required by applicable law or listing rules. Accordingly, you are strongly cautioned that reliance on any forward-looking statements involves known and unknown risks and uncertainties. All forward-looking statements contained herein are qualified by reference to the cautionary statements set forth in this section.

Use of Adjusted Financial Measures (Non-IFRS Measures)

The Group defines “adjusted net profit before interest income and expense attributable owners of the Company” as net profit attributable to owners of the Company after elimination of share-based compensation expense, interest income (including interest income from bank balances, short-term bank deposits and time deposits) and interest expense from borrowings as a non-operating item. Adjusted net profit including interest income and expense attributable to owners of the Company is calculated as net profit attributable to owners of the Company (an IFRS measure) after elimination of share-based compensation expense as a non-cash item. We believe that the adjusted financial measures used in this presentation are useful for understanding and assessing underlying business performance and operating trends, and we believe that management and investors may benefit from referring to these adjusted financial measures in assessing our financial performance by eliminating the impact of certain unusual and non-recurring items that we do not consider indicative of the performance of our business. However, the presentation of these non-IFRS financial measures is not intended to be considered in isolation or as a substitute for the financial information prepared and presented in accordance with IFRS. You should not view adjusted results on a stand-alone basis or as a substitute for results under IFRS, or as being comparable to results reported or forecasted by other companies.

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- Another Journey of Excellence

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3 Global Development Strategy

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Three-Year Consecutive Winner of the
“**Best CDMO**”

At **World ADC Awards** in 2023, 2024, 2025
and

Winner of the
“**Best CRO**”

At **World ADC Awards** in 2025



01

Summary of Year 2025

- Another Journey of Excellence

Year 2025 – Key Achievements and Milestones



Innovation & Execution

- Serving **600+** customers worldwide, with total **252** iCMC projects
- **70** iCMC projects signed, with **22** iCMC projects won and **10** PPQs added in 2025
- **120+** global IND submissions by 2025 cumulatively
- Enhanced **technology toolbox**: WuXi DARx, X-LinC, WuXi Tecan-1&Tecan-2



Recognitions

- **“Best CDMO”** awards for three consecutive years in 2023/2024/2025 World ADC Awards
- **“Best CRO”** award at 2025 World ADC Awards



Global Footprint

- **Global footprint** further expansion: China (Wuxi, Shanghai, Hefei, Jiangyin) and Singapore, more overseas sites in planning
- **Further DP capacity** is currently under design and construction, target to double by 2029
- **Singapore site** completed mechanical construction in June 2025 and is ready for GMP release in 2026
- Over **2,600 talents** by 2025, with 600+ new employees added globally

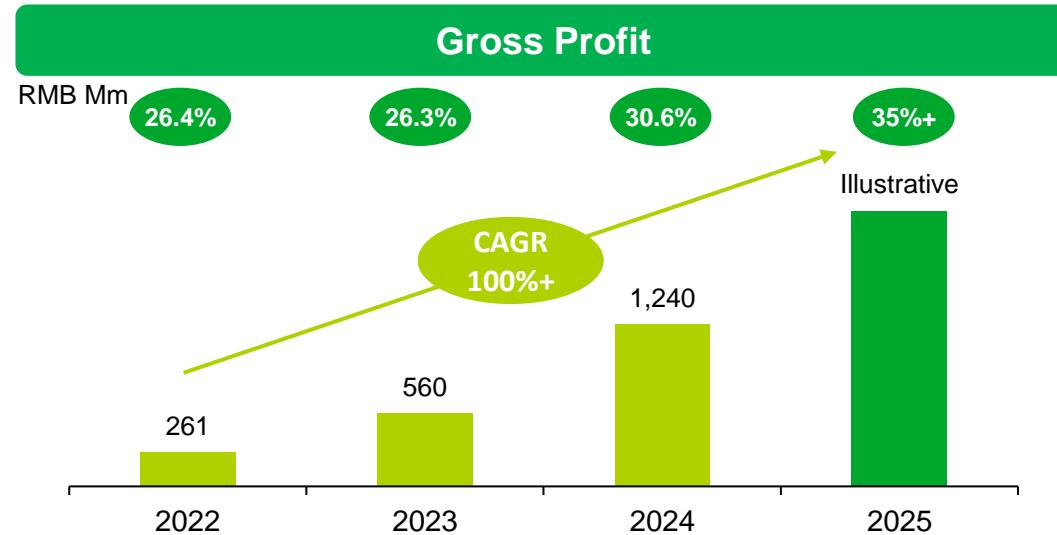
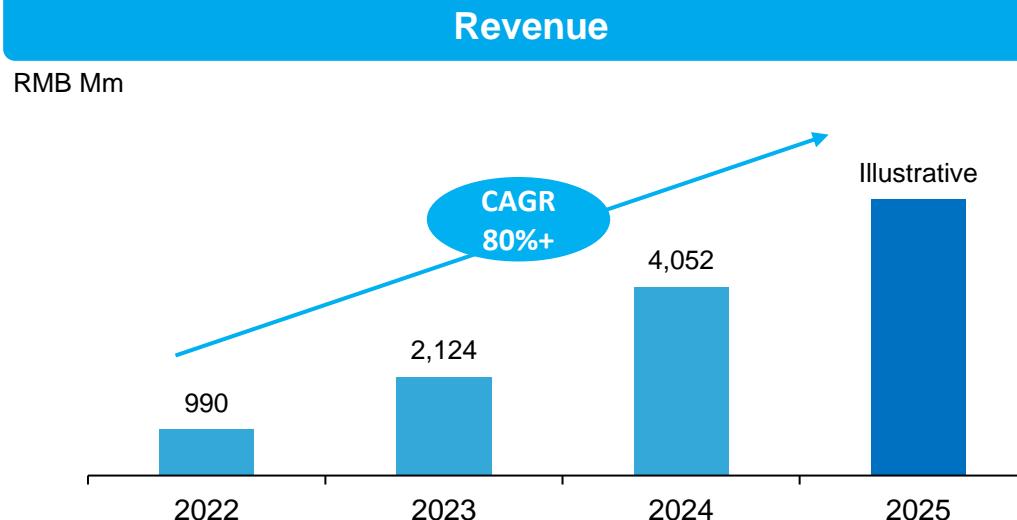
Note:

1. As of 31 December 2025, subject to final audit results

Positive Profit Alert Announced for 2025 Financial Results⁽¹⁾

1. Revenue: an increase of more than **45%** as compared to the year ended December 31, 2024;
2. Gross profit: an increase of more than **70%** as compared to the year ended December 31, 2024. The higher growth rate of gross profit relative to revenue demonstrates the effective optimization of the Group's products/services margins and its cost control capabilities;

...



Note:

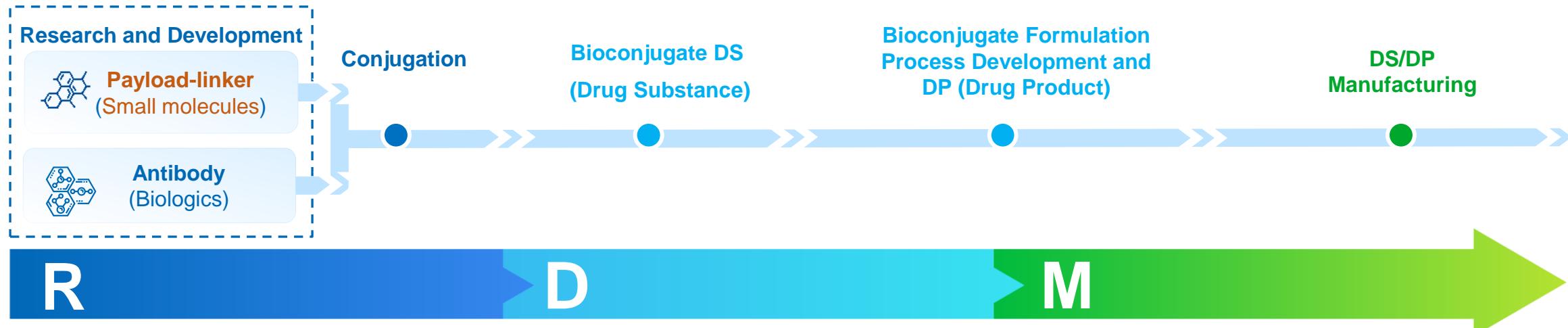
1. As of 31 December 2025, subject to final audit results

02

Our Business Model and Strengths



Single-Source ADC/XDC Manufacturing Capacity and Global Dual-Sourcing Footprint



No.1 Globally
By integrated project number

24+%(1) Market Share Globally
By 2025 revenue⁽²⁾

No.1 in China
By 2025 revenue⁽²⁾

WuXi Biologics
Global Solution Provider

 STP
合全药业

 WuXi
AppTec

mAb, ADC,
Discovery, PD
& MFG

Linker-payload,
Discovery, PD
& MFG

 xDC
The Bioconjugation Leader

2268.HK, Market Cap: USD ~12 bn (* as of Jan 13, 2026)

Source: Frost&Sullivan

Note:

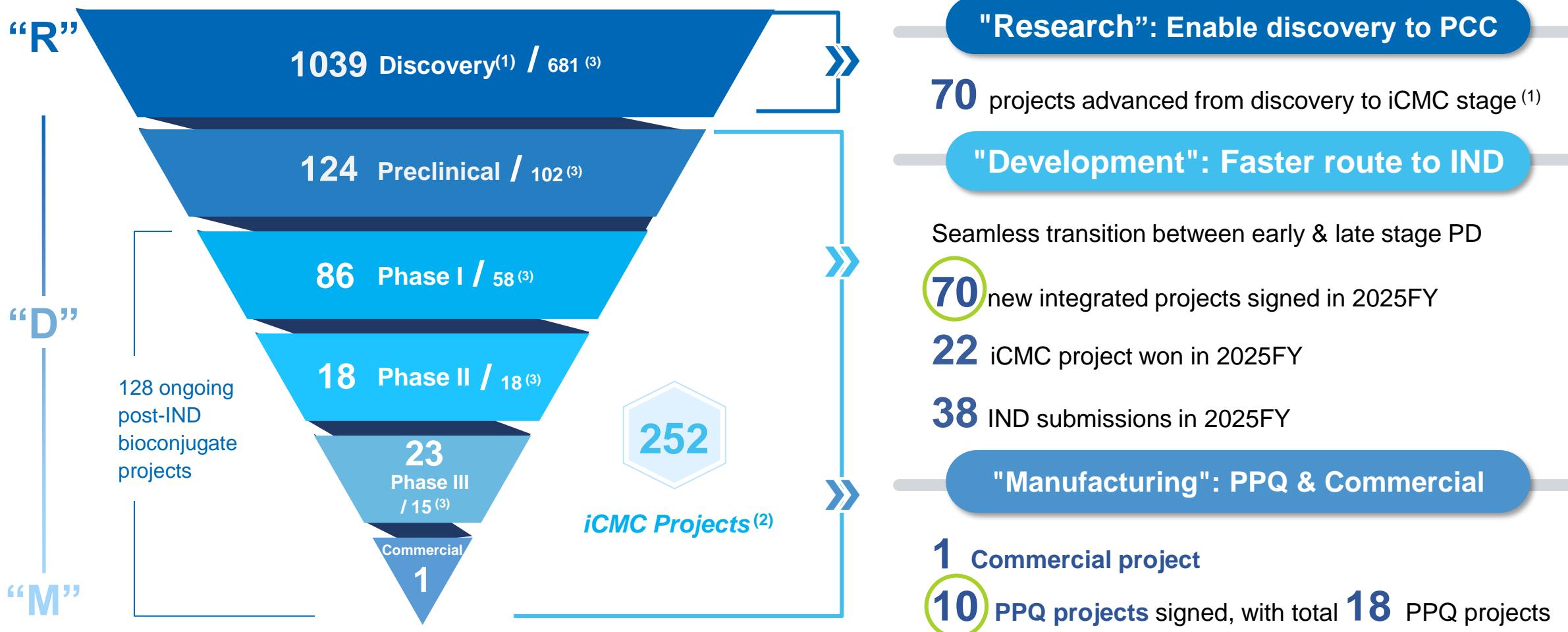
1. WuXi XDC analysis;

2. As of 31 December 2025, subject to final audit results

Our Business Model Continues to Win Customers and Projects Globally



Number of Projects Through “*Enable – Follow – Win*” Strategy



Notes:

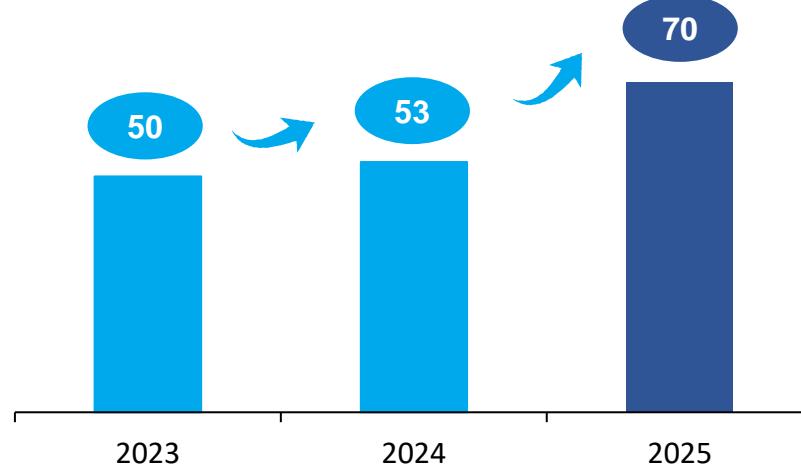
1. Cumulative number since our inception and as of December 31, 2025; 2. As of December 31, 2025, the number of ongoing integrated CMC projects, excluding projects with no revenue contribution in the past 30 months;

3. The small-sized figures account for the number of projects as of December 31, 2024, save for the number of projects at discovery stage, which is cumulative from the Group's inception up until December 31, 2024

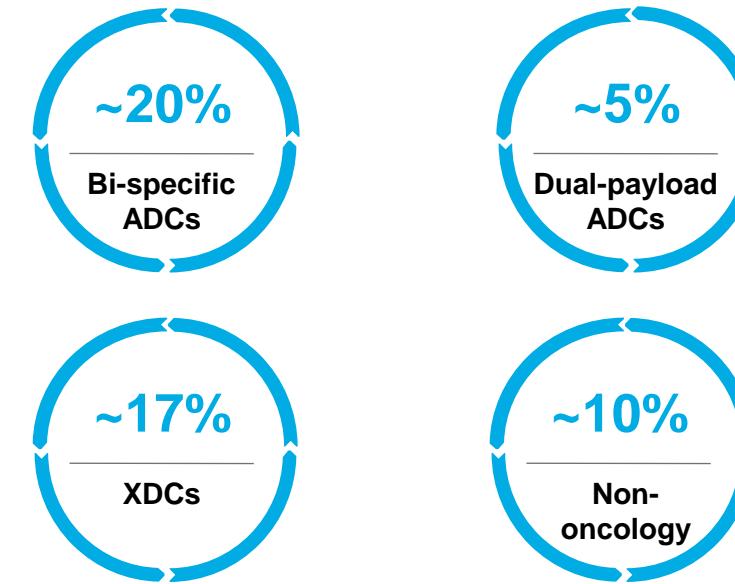
70 Newly Signed Projects: Powering Innovation-Driven Growth in CRDMO



Sustained momentum in iCMC projects signing



70 newly signed: emerging novel modalities & indications



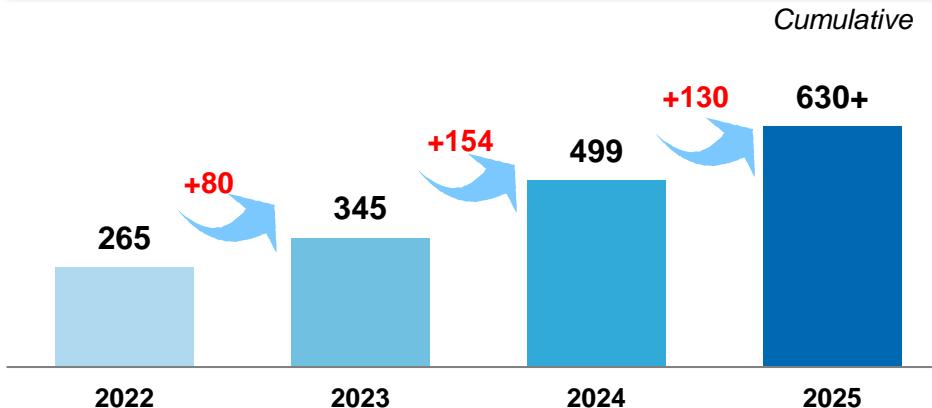
- The 70 newly signed iCMC projects span across all geographies, with the U.S. and China as the primary growth drivers.
- Emerging modalities (i.e: bi-specific ADCs, dual-payload ADCs, AOC, APC, FDC etc.) and indications (i.e metabolic disease, infectious disease and flu vaccine etc.) diversity fuels sustained growth.

Abbreviations: AOC=Antibody Oligonucleotide Conjugate, APC=Antibody Peptide Conjugate, FDC=Fragment-drug Conjugates

Rapidly Growing High Quality Client Base and Market Share



Steadily Increasing Customer Base



Growing Multinational Pharma Presence⁽⁴⁾

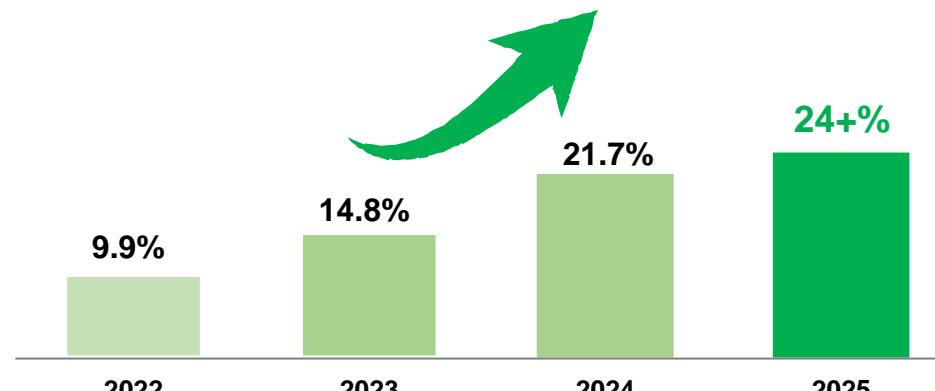


Global pharmaceutical customers from
“Top 20 Pharmaceutical Companies” ^{(1) (2) (3)}



Revenue contributed by
“Top 20 Pharmaceutical Companies” ^{(1) (2) (3)}

Market Share Expansion⁽³⁾



Source: Frost&Sullivan

Notes:

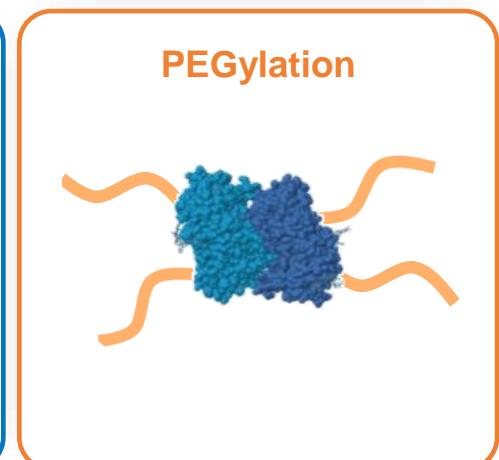
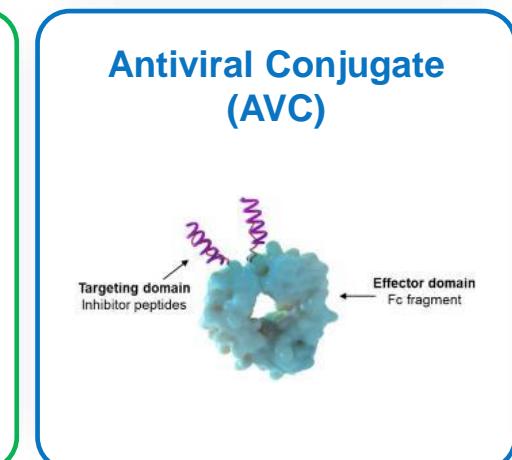
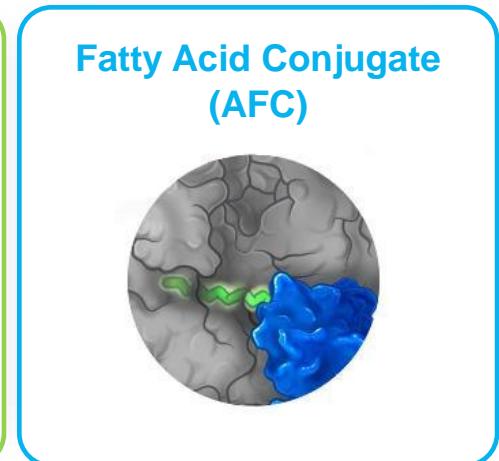
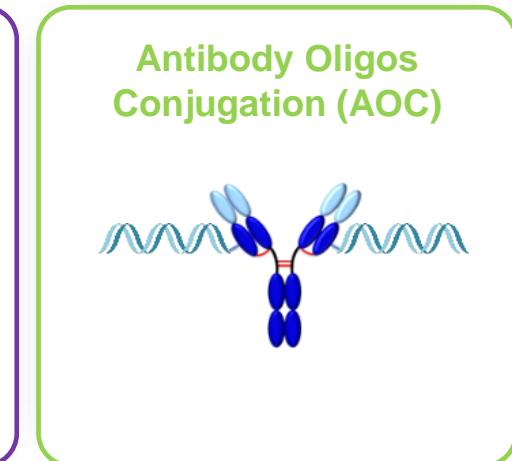
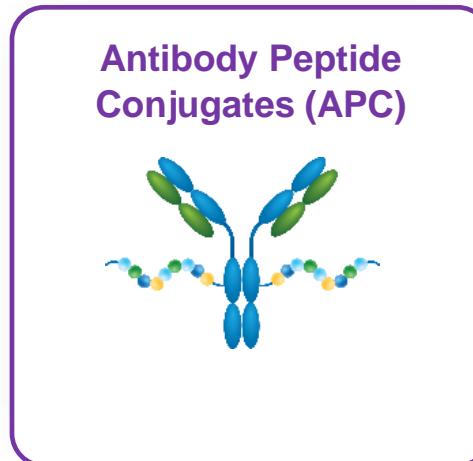
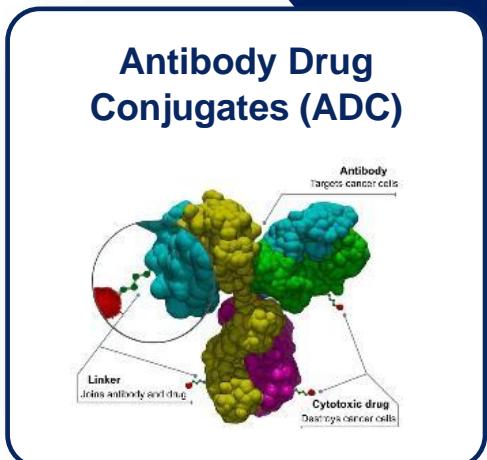
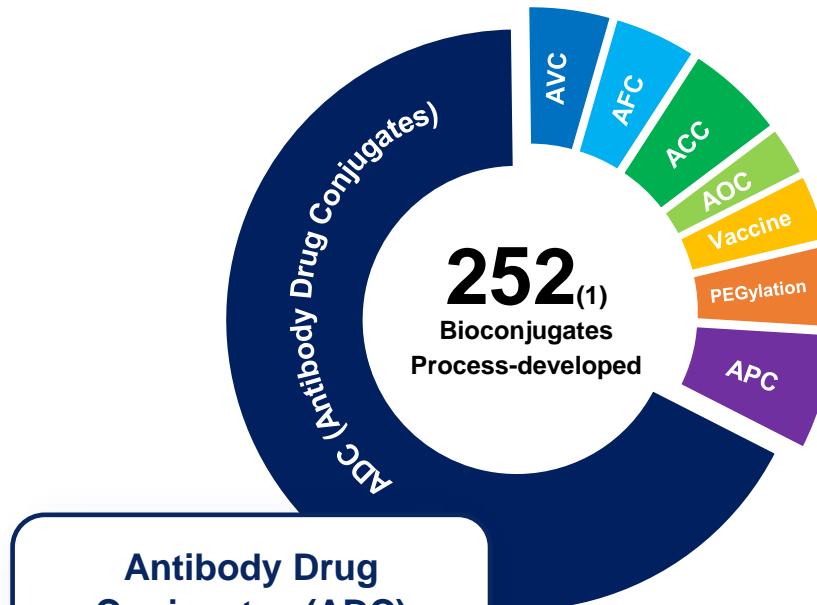
1. Top 20 pharmaceutical companies are ranked by revenue in 2024;

3. WuXi XDC analysis;

2. Partnership with WuXi XDC through itself or its acquired company;

4. As of 31 December 2025, subject to final audit results

Bioconjugation Process Development Track Record Through Diversified Projects



Our commitment: every client's conjugate can be GMP process-developed!

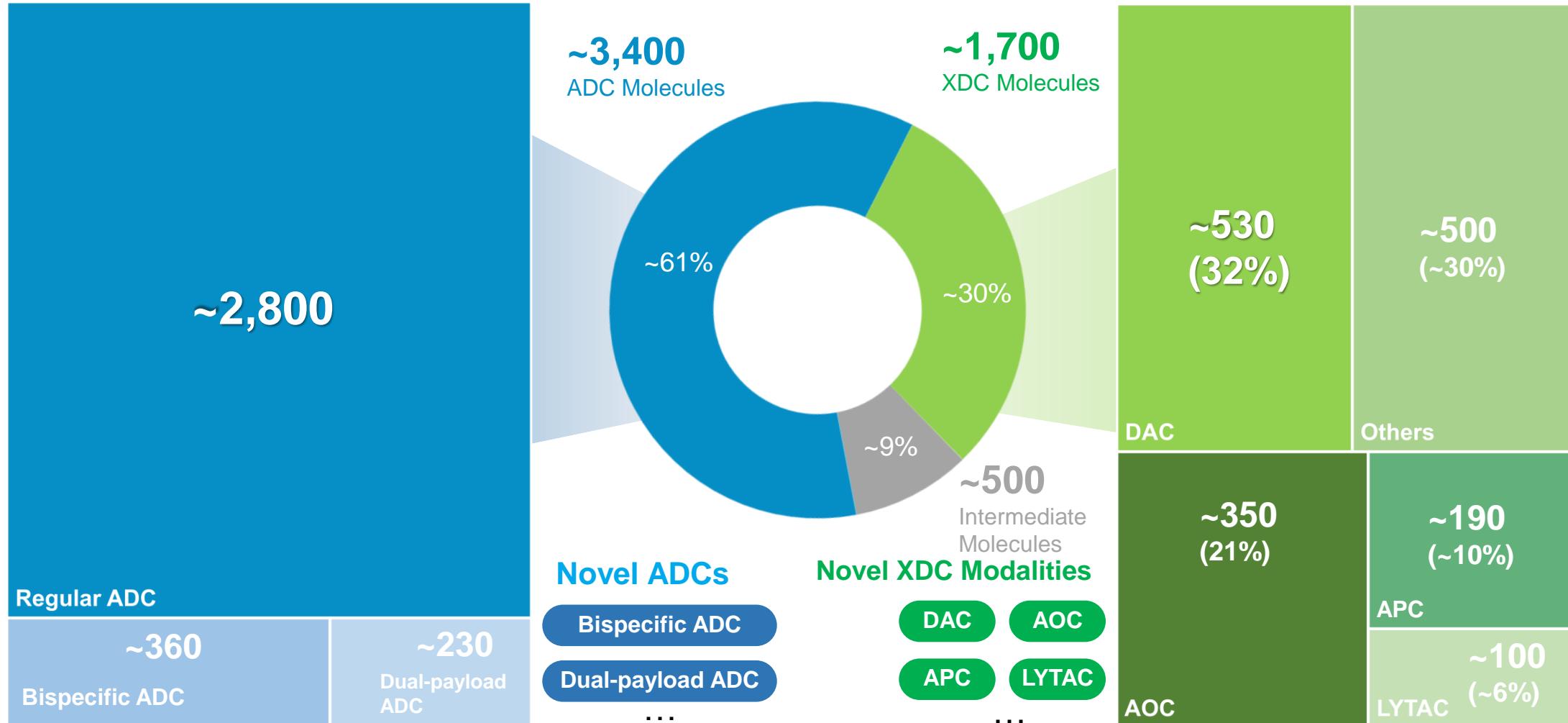
Note:

1. As of 31 December 2025

Research Expertise Powers ADC/XDC Innovation: Differentiated and Abundant R&D Activities in 2025



Research Engine: 5,600+ ADC/XDC Molecules Explored in 2025



Abbreviations: DAC=Degrader-antibody Conjugate, AOC=Antibody Oligonucleotide Conjugate, APC=Antibody Peptide Conjugate, LYTAC = lysosome-targeting chimaeras

Ongoing Commitment to Cutting-Edge Technologies, Unlocking Vast Clinical Validation Opportunities



Evolving WuXi XDC Proprietary Toolbox to Seize Industry Trend

Conjugation Technologies...



- The upgraded version launched in 2024
- Clinical validated conjugation sites with DAR flexibility (1, 2, 4, 6) and great homogeneity
- An increasing number of customers are leveraging the platform to develop innovative modalities (i.e. AOC, APC and dual-payload ADC...)

X-LinC

- Launched in 2024
- Provide superior stability than Maleimide (the most popular connector currently in use) in *in vivo* and *in vitro* studies
- Significant potential for validation and adoption by clients seeking enhanced performance and stability

Novel Payload-Linkers...

WuXiTecan-1 and WuXiTecan-2

- Newly launched in 1H 2025
- Showed great efficacy (CDX) and safety profile in mice and monkeys
- Customers are actively assessing the efficacy of WuXiTecan-1 and WuXiTecan-2, with potential collaboration under discussion

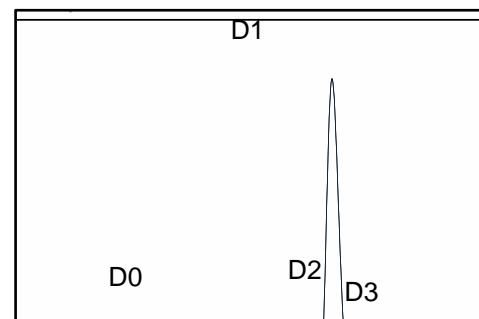
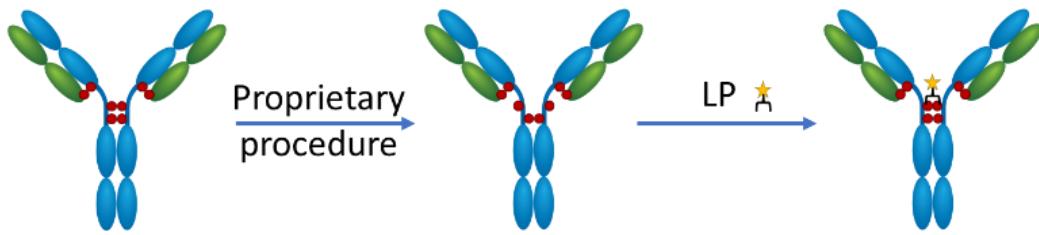
Abbreviations: AOC=Antibody Oligonucleotide Conjugate; APC=Antibody Peptide Conjugate; CDX = Cell line-derived xenograft model

Note:

1.Technology in collaboration with MCLICK-DAR1-A1/MCLICK-DAR2-A1/MCLICK-DAR6-A1 from Bio-reinnovation Tech. Ltd.

WuXiDAR1™ : AOC Development without mAb Engineering

WuXiDAR1™ combines the process of WuXiDAR2™ with thiol-rebridging connector to produce homogeneous DAR1 ADCs or AOCs.



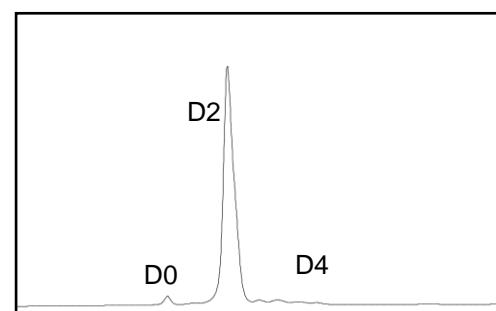
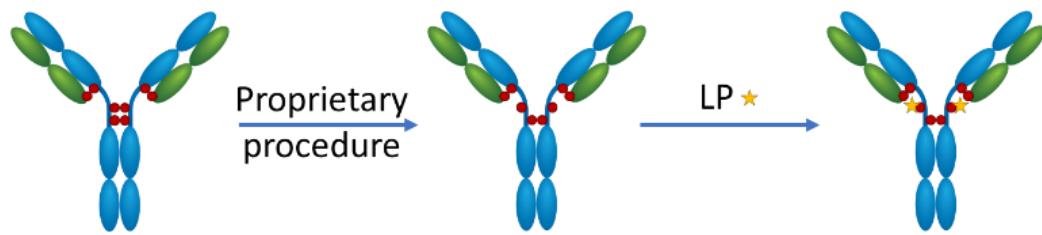
| D0 (%) | D1 (%) | D2 (%) | D3 (%) | D4 (%) | DAR |
|--------|-------------|--------|--------|--------|-----|
| 1.4 | 86.8 | 10.9 | 0.9 | 0 | 1.1 |

Trastuzumab-siRNA, WuXiDAR1™

- No protein engineering, e.g., thiomab
- Adapt to thiol-rebridging connector
- No column purification

WuXiDAR2™: CMC Friendly, Site-specific Conjugation

WuXiDAR2™ offers narrow DAR distribution with a simple process. Compatible with human IgG1 and most thiol-reactive Payload-linkers.



| D0 (%) | D2 (%) | D4 (%) | D6 (%) | D8 (%) | DAR |
|--------|--------|--------|--------|--------|-----|
| 2.0 | 96.0 | 2.0 | 0 | 0 | 2.0 |

Trastuzumab-MMAE, WuXiDAR2™

- No protein engineering
- No LP modification
- No column purification

WuXiDARx Technology Enables Dual-payload ADC Discovery



WuXiDARx™ technology can be used to generate dual-payload ADCs using only the interchain cysteine sites

4+4 format



4+2 format



6+2 format



Examples: Preliminary in-vivo study of dual-payload ADCs in CDX Model

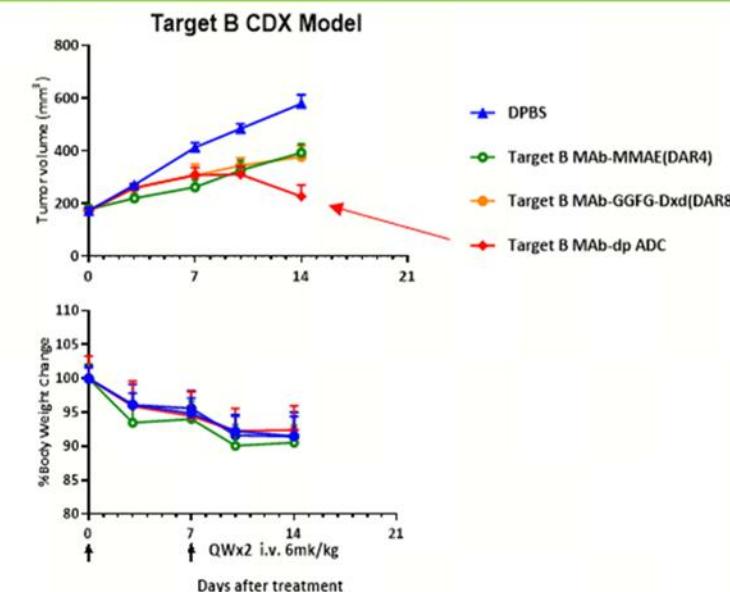
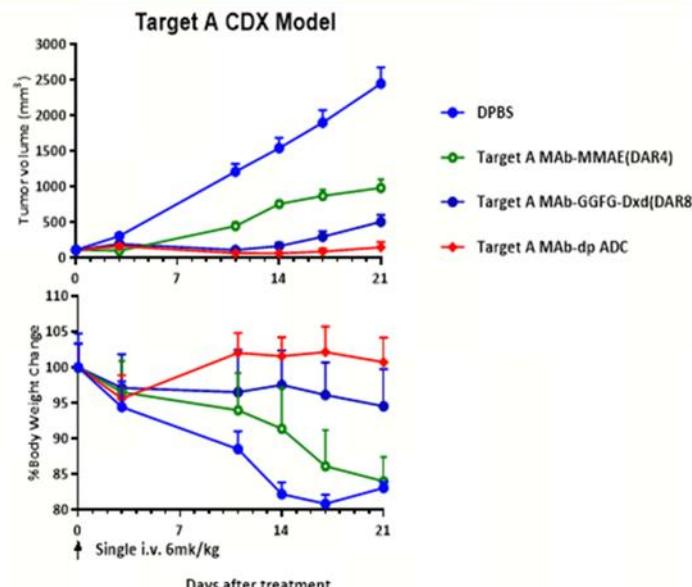
MAb-dp ADC
MMAE/WuXiTecan2 (2/6)



Note: NHSTD @cyno monkey :

- WuxiTecan2 ADC(HER2 targeting, DAR8): 45mg/kg
- Traditional MMAE-ADC(random DAR4): 3-6mg/kg
- dp-ADC(DAR2+6): 6-12mg/kg or higher

WuXiTecan2 Serves as TOPOi Backbone for dual-payloads Pair



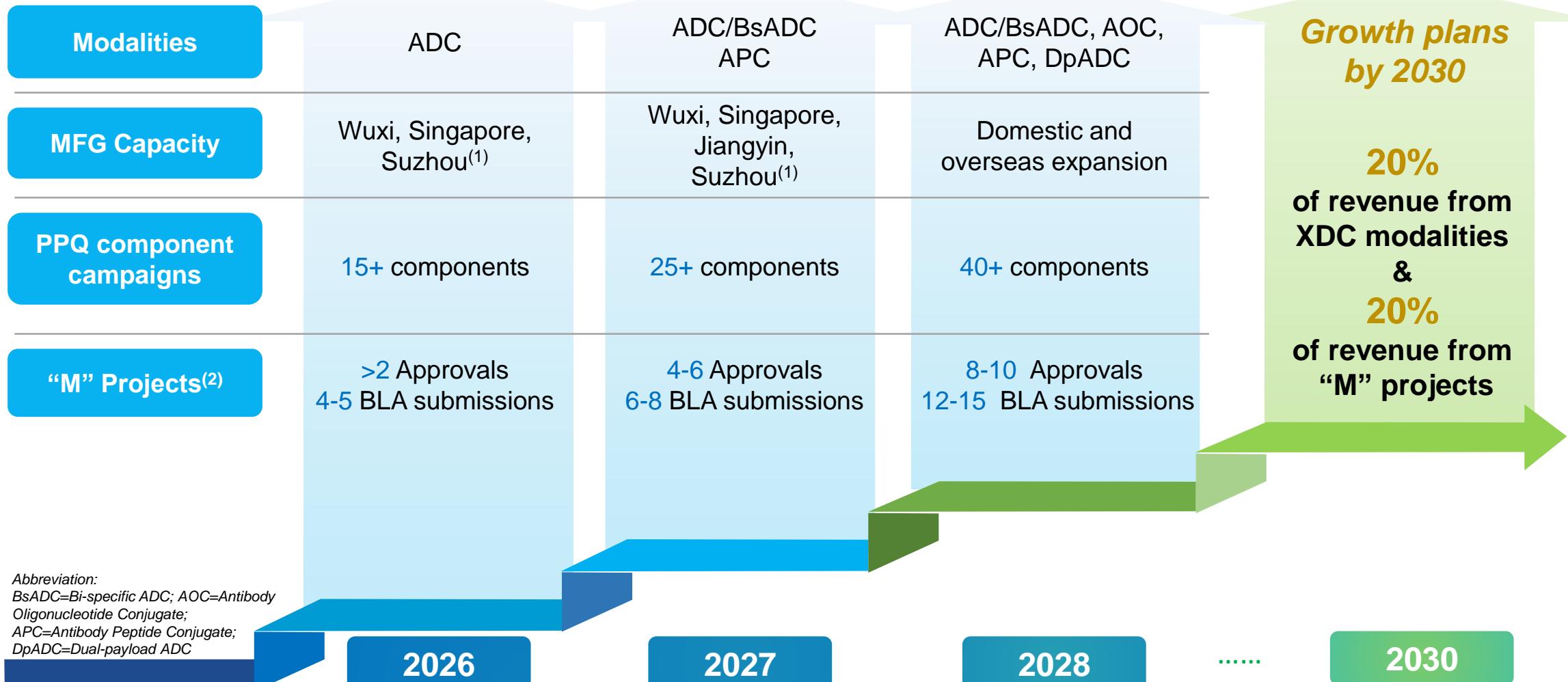
03

Global Development Strategy

A Unified Vision and Strategic Blueprint for Commercial Success



Commercialization Strategy - a systematic growth engine built around diversified MFG capabilities, rich funnel, and globalization



Note:

1. A voluntary general offer to acquire at least 60% shares in target BioDlink has been announced on Jan 14, 2026. BioDlink will remain listed with a public float of at least 25%.

2. Cumulative number

Continuous Strategic Expansion Backed by Strong Balance Sheet and Diversified Financing Channels



1 Syndicated Loan

USD\$200mm
2025 June

2 Equity Placement

USD\$350mm
2025 September

3 Cash and Cash Flow From Operations

>USD\$900mm⁽¹⁾
Estimation for 2025FY



Cash available

>USD\$
1bn⁽²⁾

Organic Growth

1

Wuxi expansion⁽³⁾
2025 planned

DS: 3 facilities, 5L-2,000L/batch
DP: 4 facilities; ~30m vials/y
in total

2

Singapore⁽⁴⁾
2026 1H

DS: 2 facilities, 50L-2,000L/batch
DP: 1 facility, 8m vials/y

Strategic Acquisition

3

Hefei
2025 August

Peptide-based conjugations:
40kg/y in total
*Enriched service offering in
peptide conjugation

4

BioDlink (Suzhou site⁽⁵⁾)
2026 January

*Access to mAb, DS, and DP capacity⁽⁶⁾
DP: 3 facilities; 8+m vials/y in total
*Enrich project portfolio
*Expand customer network

Sustain fast growth with 2025-2030 CAGR 30%-35%⁽⁷⁾; >20% of revenue from “M” projects by 2030

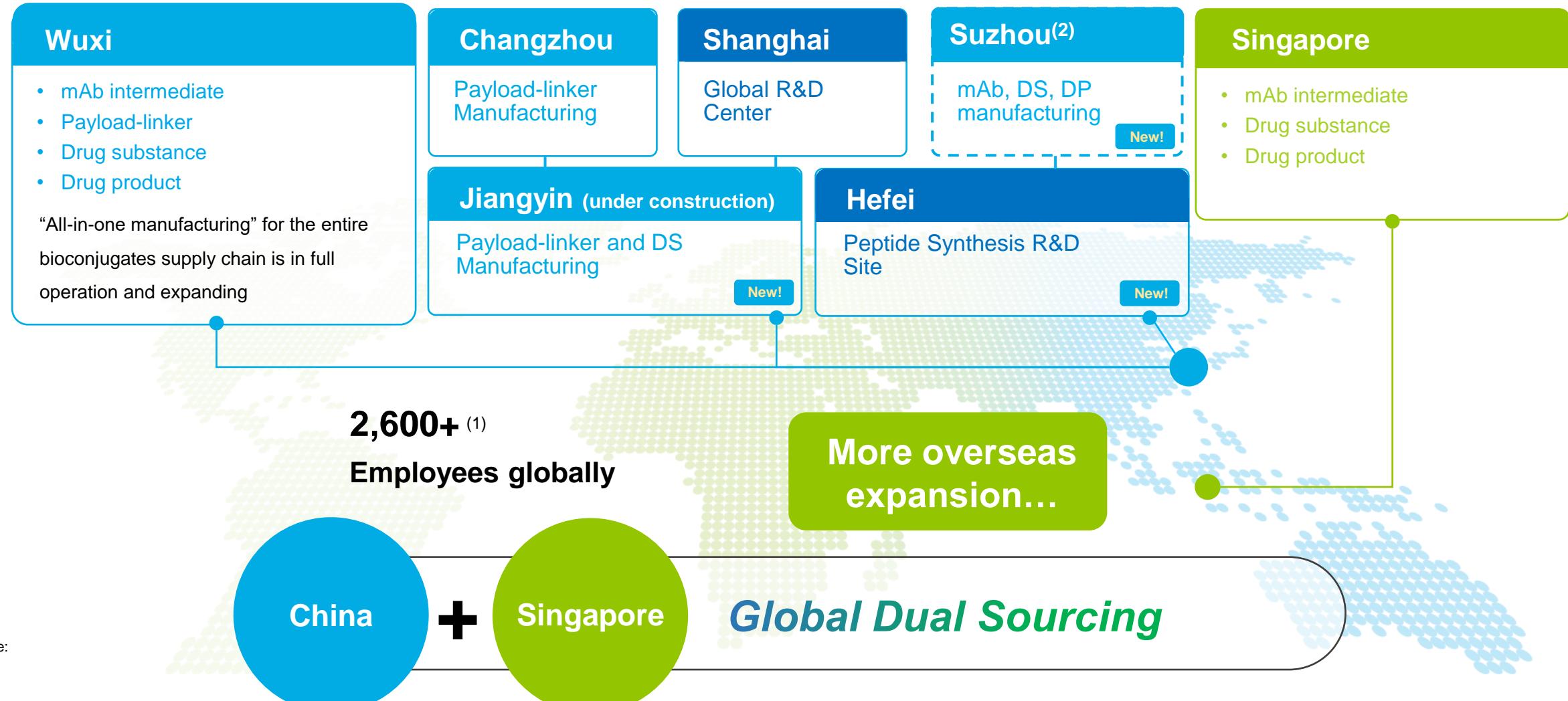
Note:

1. Subject to final audit report; 2. Including syndicated loan; 3. Facilities: Wuxi DS: BCM1, BCM2 L1, BCM2 L2; DP: DP1, DP2, DP3, DP5;

4. Singapore DS: BCM3, BCM4; DP: DP4; 5. A voluntary general offer to acquire at least 60% shares in target BioDlink has been announced on Jan 14, 2026. BioDlink will remain listed with a public float of at least 25%.

6. mAb: two facilities, 500-2000L/batch; ADC DS:3 facilities,>800kg/y, DP: 2 highly potent facilities and 1 non-highly potent facility ; 7. Assume the current exchange rate

Our Global Manufacturing Facilities



Note:

1. As of December 31, 2025; exclude Suzhou site (target company BioDlink by acquisition)

2. A voluntary general offer to acquire at least 60% shares in target BioDlink has been announced on Jan 14, 2026. BioDlink will remain listed with a public float of at least 25%.

Wuxi Site: All-in-One Manufacturing for Clinical and CMO Projects

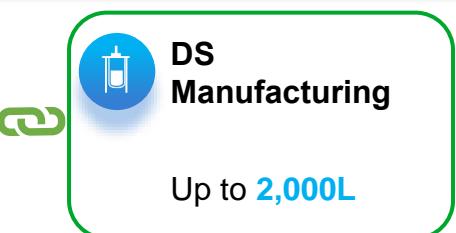


Wuxi Site 2025 Milestones



- DP3 facility achieved GMP release in July 2025, with **full order book**
- **High utilization** on current six production lines (**BCM1, BCM2 L1, BCM2 L2, DP1, DP2** and **DP3**)
- New DP lines **DP5** and **DP6** are planned and target to GMP release by late 2027/early 2028

All-in-one manufacturing for the entire bioconjugates supply chain is in full operation and expanding



Singapore Site: Cornerstone for Commercial Manufacturing



Mechanical Completion June 2025



GMP release by mid 2026 with contracts under active discussions now



Service Scopes



Antibody and Protein
Intermediates

Up to 2,000 L



Drug Substance
Manufacturing

Up to 2,000 L



Drug Product
Manufacturing

8 m vials



More vials



A Modular Fabrication MFG Site



Requested
Proposals

10+ late-stage iCMC proposals



Better Service
through Innovation

- World-class manufacturing capabilities
- Advanced modular technologies
- Integrated mAb intermediate, DS, and DP production



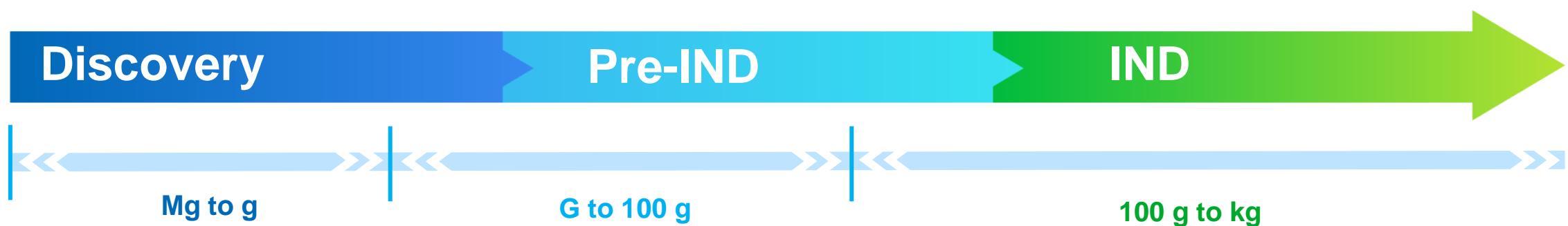
Singapore's Tuas Biomedical Park, Site Area 25,000 m²

Peptide Synthesis R&D Site



Acquisition closed in Aug 2025

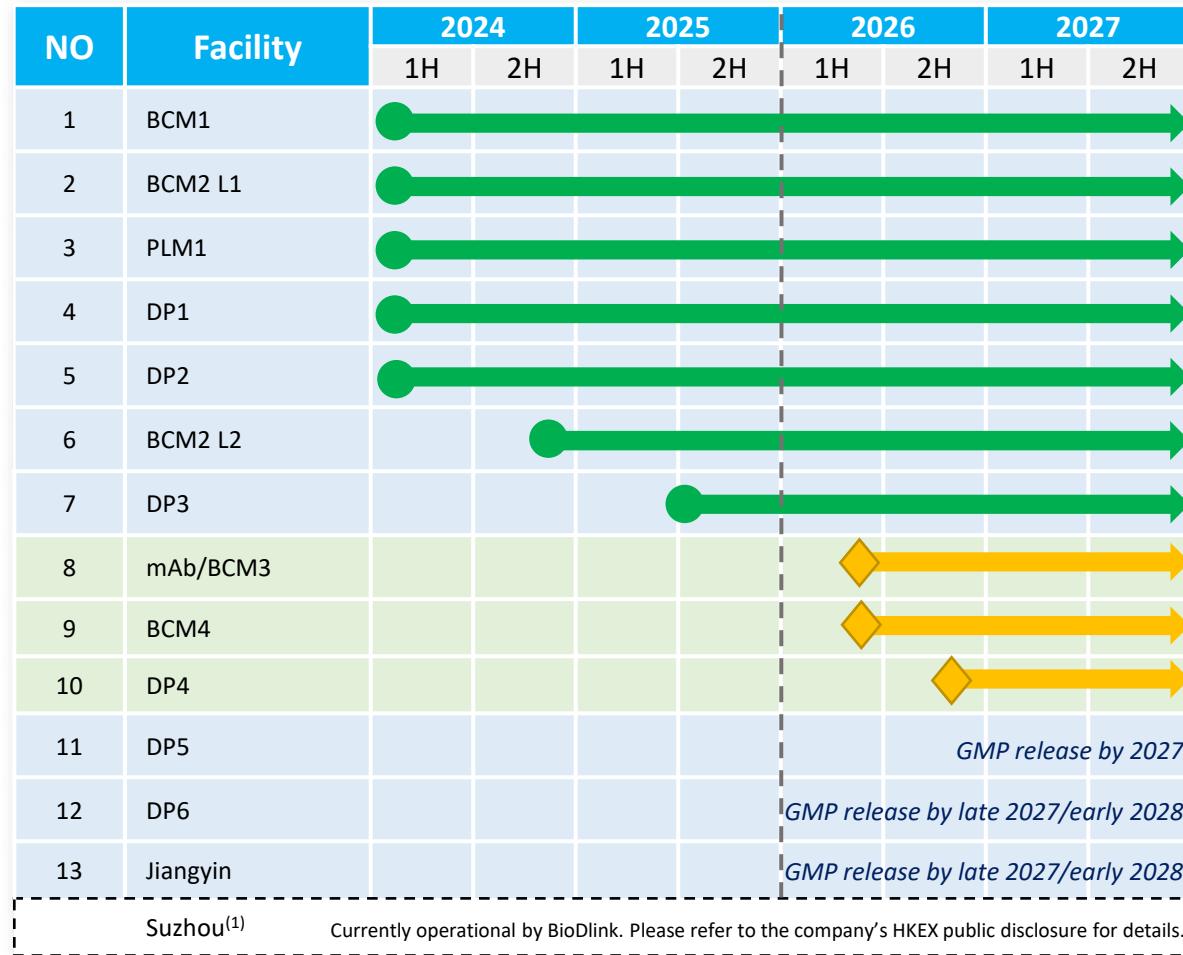
- **Site Location:** Hefei, Anhui, China
- **R&D Facility:** 6000+ m²
- **R&D Team:** 40+ skilled personnel
- **Annual Peptide Output:** 40+ kg



Continuous Capex Investment to Meet Increasing Global Demands



Operational and Committed Facilities



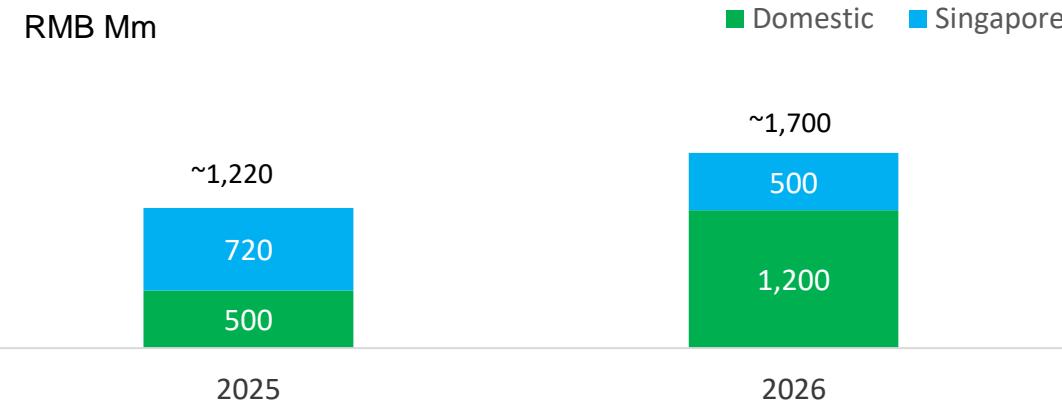
Existing

New

Domestic

Overseas

2025 Actual and 2026 Forecast Capex



2026 - 2029 Capex Expansion Plan

We expect to commit over **RMB 7bn capex investment by 2029**, aiming to expand on conjugation, drug products and linker payload facilities both domestically and overseas. Specifically,

- The construction of Jiangyin site, target to launch by late 2027/early 2028
- Further expansion of Wuxi site
- Opportunities for overseas expansion

Note:

1. A voluntary general offer to acquire at least 60% shares in target BioDlink has been announced on Jan 14, 2026. BioDlink will remain listed with a public float of at least 25%.

Growth Strategy for 2025-2030: R, D, M Firing in All Cylinders



2025
“All-in-One”
Further Enhanced

Co. CAGR 30-35%⁽¹⁾

Industry average ~25.6%⁽²⁾

2030
Elevating Our Vision for
Industry Leadership

R Frontier Molecule

- Sustained commitment to core technologies (conjugation, linker and payload), empowering customers in discovery of XDC modalities
- Non-ADC project pioneer: AOC, APC, AVC, ACC, DAC...
- Dual-payload, BsADCs, Novel payload ADCs



D Acceleration to FIH

- Seamless integration of expertise across XDC components and project progresses
- Evolving & improved integrated technology platforms and single-source solution



M Commercial MFG

- First time right in BLA/PLI & capturing next wave of BLA opportunities
- Capacity expansion: ADC DS, DP, payload-linkers
- Follow the molecule to BLA and beyond
- Overseas expansion



Abbreviations: AOC= Antibody-oligonucleotide conjugates; APC=Antibody peptide conjugates; AVC=Antiviral conjugates; ACC=Antibody chelator conjugates; DAC=Degrader antibody conjugates.

Notes:

1. Assume the current exchange rate

2. ADC and broader bioconjugates CDMO industry CAGR can be referred to Frost&Sullivan report.

04

Appendix

Suzhou Site: Manufacturing for Clinical and CMO Projects



A “one-base, end-to-end” MFG site for antibodies, fusion proteins, ADCs, and various bioconjugates



mAb



DS



DP

Located in Suzhou Industry Park, the facilities span 50,000 m²

- Full function ADC CDMO site⁽¹⁾
- Multiple clinical and commercial facilities
- Commercial ADC approval by NMPA
- Successful inspections by the NMPA and other regulatory agencies



mAb intermediate

2 facilities, 80+ batches /y



Drug Substance Manufacturing

3 facilities, >800 kg /y



Drug Product Manufacturing

250+ batches /y



Note:

1. A voluntary general offer to acquire at least 60% shares in target BioDlink has been announced on Jan 14, 2026. BioDlink will remain listed with a public float of at least 25%.

Strong Momentum of Deal Activities in ADC & XDC in 2025



Summary of Deal Activities in 2025⁽¹⁾



- In 2025, China's out-licensing transactions for innovative drugs experienced explosive growth, with the cumulative transaction amount exceeding 130 billion USD, accounting for half of the global pharmaceutical transaction value.
- Against the backdrop of multinational corporations having already established clear ADC pipeline strategies, domestic ADCs continue to gain momentum in business-development transactions.

| Representative Deals in M&A | Target | Buyer | Deal size | Date |
|-----------------------------|--------------------------|---|-----------|----------|
| | CIDARA THERAPEUTICS | MERCK | *\$9.2 bn | Nov 2025 |
| | AVIDITY BIOSCIENCE | NOVARTIS | \$12.0 bn | Oct 2025 |
| | GlycoMimetics, Inc. | Crescent | \$3.5 bn | Jun 2025 |
| | 礼新医药 LaNova Medicines | 中南仁和药房有限公司 NANZHONG PHARMACY CO., LTD. | *\$1.0 bn | Jul 2025 |
| | BIOTHEUS | BIONTECH | *\$1.0 bn | Feb 2025 |

| Representative Deals in out-license | Licensor | Licensee | Deal size | Date |
|-------------------------------------|--------------------------------|--------------------------|-----------|----------|
| | CBP CONVENT BIOPHARMA | MultiValent Biotherapies | 2.0 bn | Dec 2025 |
| | KELUN-BIOTECH 科伦博泰 | Crescent PHARMA LIMITED | 1.3 bn | Dec 2025 |
| | 翰森制药 HANSOH PHARMA | Roche | 1.5 bn | Oct 2025 |
| | EVOPOINT 信诺维 | astellas | 1.5 bn | May 2025 |
| | GeneQuantum Healthcare 启德医药 | AIMEDBIO | *13 bn | Jan 2025 |

The bioconjugate sector continues to be a high-growth sector, with vibrant deal momentum from 2024 to 2025.

Latest R&D Trends of Bioconjugates: Sustained Growth Through Multidimensional Advances Across the Industry



1

ADC combination remains a R&D focus with potential further breakthrough in 1L treatment

- 1L approved: Nectin 4 ADC + PD-1; HER2 ADC + HER2 mAb
- TROP-2 ADC + PD-1 combo achieves success in pivotal Phase 3 trial for 1L mTNBC; PD-(L)1/VEGF+ ADC (i.e, with B7H3, TF ADC etc)

2

Next wave of ADC start to get approval

- Sac-TMT (TROP2)
- Teliso-V (c-MET)
- Shutailai (HER2)
- Datroway (TROP2)
- Aiweida (HER2)
- Meiyuheng (EGFR)

3

BsADCs and dpADCs gains momentum in 2025

- Novel ADCs began to attract more attention with a CAGR reaching 187.3% (1H 2021 – 1H 2025)
- With that, BsADCs and dp ADCs emerging as the two fastest growing modalities so far (i.e: DLL3/B7-H3; DM1/MMAE...)

4

RDC getting more attractions

- Market size of commercial products continue to grow
- Pluvicto was approved in China for mCRPC, driving the evolution of the therapeutic paradigm and supply chain

5

New targets & novel payloads continue to emerge

Targets

- MUC18
- TA-MUC1
- PD-L1
- CD44v9

Payloads

- DDR1
- CD70
- SEZ6
- 5T4

• Degrader, gene silencing and non-chemo payloads (inhibitors PARP, CDK, NMT, NAMPT etc.)

6

From ADC to more XDC (broader bioconjugates)

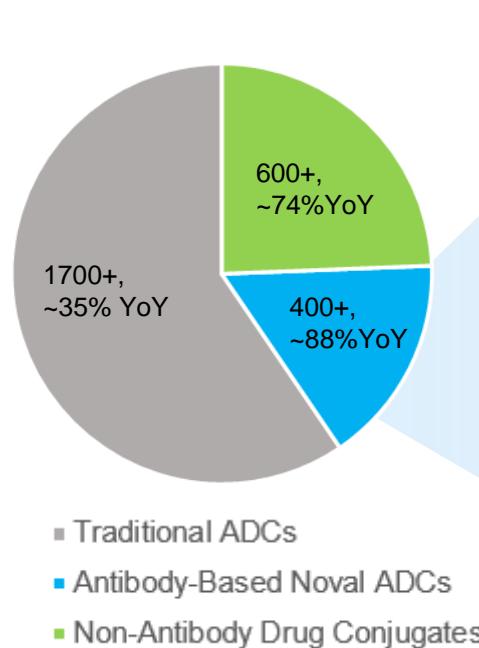
- From ADC to more diversified bioconjugations, i.e AOC, DAC and APC
- Broader bioconjugates with expanded modalities and indications, i.e influenza prevention etc...

Abbreviations: BsADC=Bispecific ADC; dpADC=dual-payload ADC; AOC= Antibody-oligonucleotide conjugates; PDC=Peptide drug conjugates; DAC=Degrader antibody conjugates; APC=Antibody peptide conjugates; NDC=Nanobody-drug conjugates

Novel Drug Conjugates Drive Sustainable Fast Growth

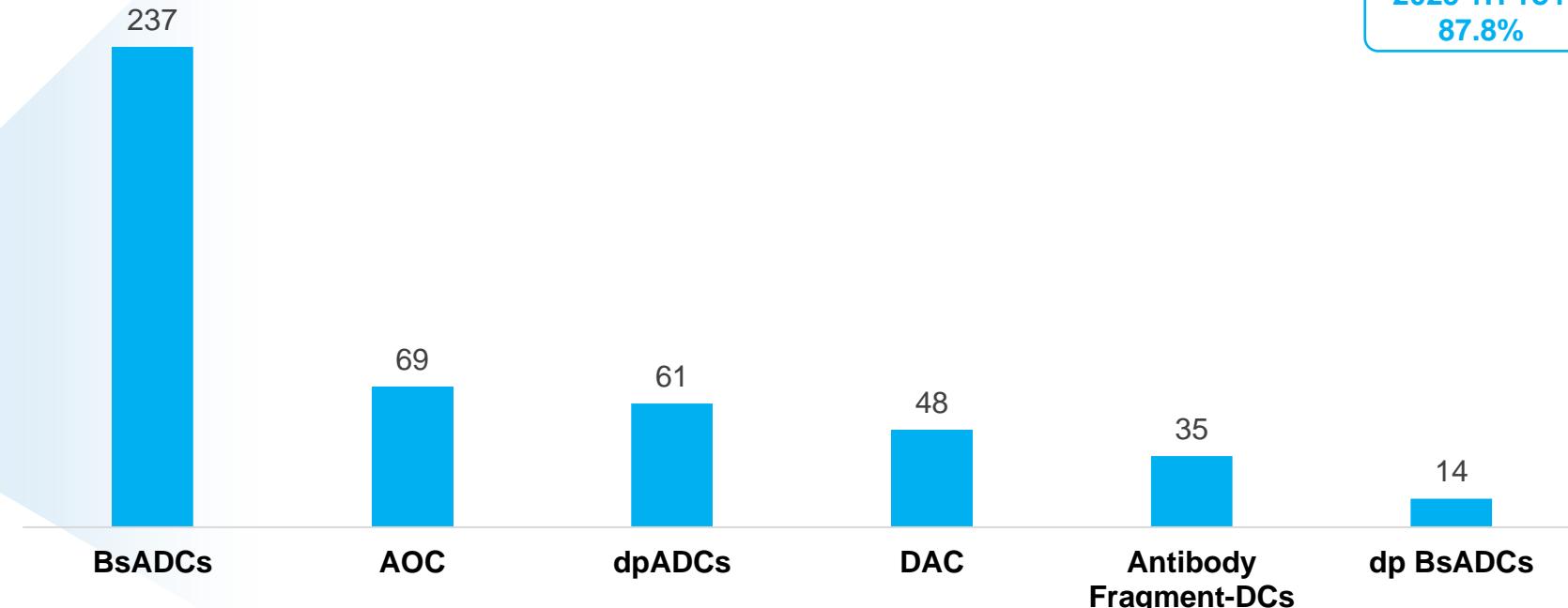


2025 1H # of candidate drugs¹



Antibody- Based Novel ADCs

2025 1H YoY
87.8%



- Novel ADCs YoY growth outpaced traditional ADCs, and antibody-based novel ADCs is the fastest growing category in ADC space.
- BsADCs account for half of novel drug conjugates, while AOC, dp ADC, and DAC also progress significantly in recent years.
- Non-antibody drug conjugates (including PDC etc.) are also experiencing significant growth, at the rate of ~74% YoY.

Source: The figure was adapted from Beacon/Hanson Wade's bispecific ADC report released in October 2025. Data as of September 25, 2025.

Note:

1. Including preclinical and clinical stage drugs globally

Massive Addressable Market Across Various Therapeutic Paradigms

