WuXi Biologics
Global Solution Provider

Scaled CRDMO Platform and Three Key Modalities Delivering Sustained High Growth

2025 Annual Results

March 2026

Stock Code: 2269.HK

Forward-Looking Statements

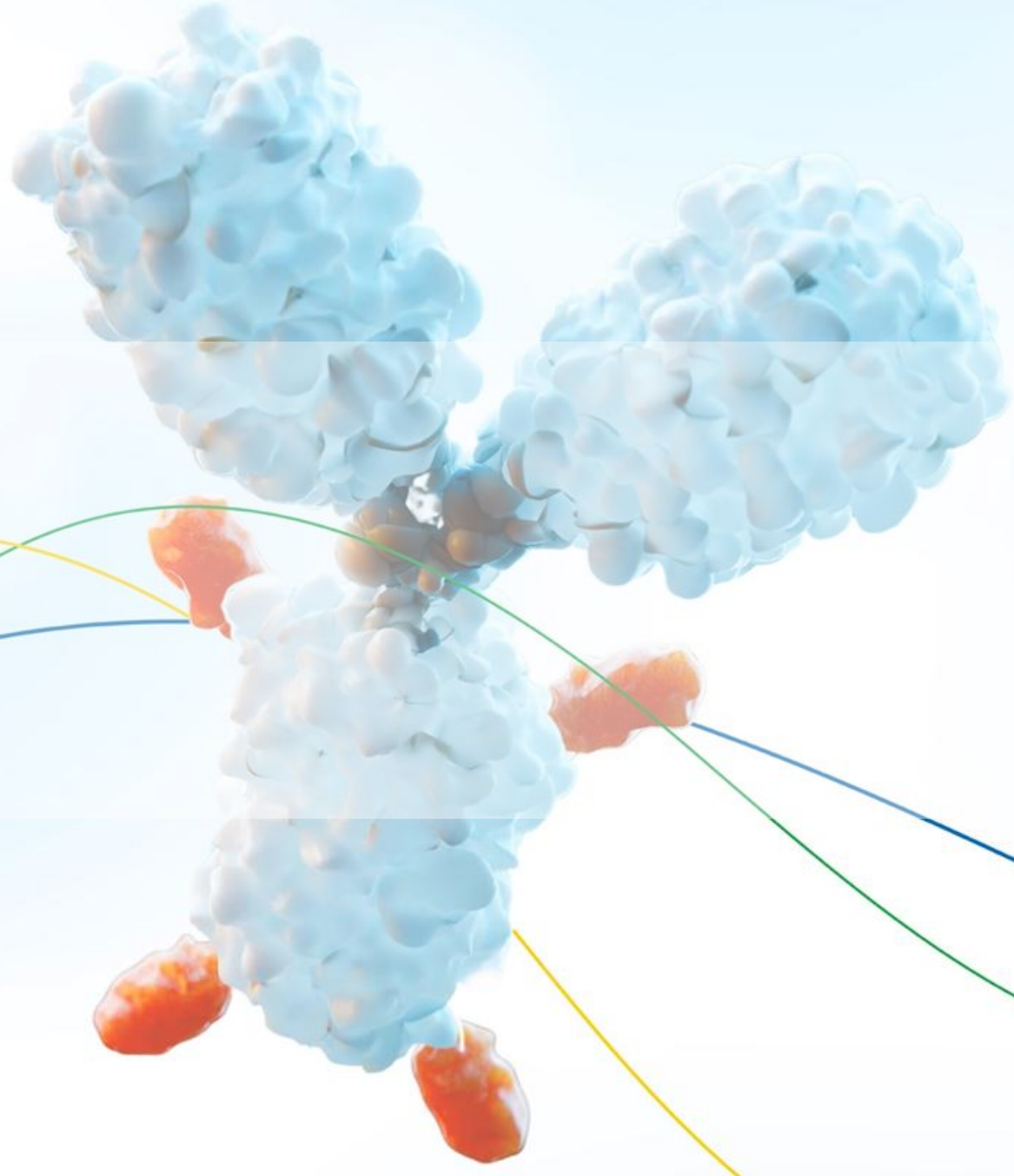
This presentation may contain certain “forward-looking statements” which are not historical facts, but instead are predictions about future events based on our beliefs as well as assumptions made by and information currently available to our management. Although we believe that our predictions are reasonable, 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)

We have provided adjusted net profit, adjusted net profit margin, adjusted gross profit, adjusted gross profit margin, adjusted EBITDA, adjusted EBITDA margin and adjusted basic earnings per share for the corresponding periods, which excludes the share-based compensation expenses, foreign exchange gains or losses, gains or losses from equity investments, asset divestiture and retirement, and related one-time costs, and are not required by, or presented in accordance with, IFRS. 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.

CONTENTS

01 2025 Annual Results



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817 15.7% → **945**
Integrated Projects YoY

209
New Projects Added

21 19.0% → **25**
Commercial Projects YoY

18.5 → 23.7
Total Backlog (US$ Bn) (Dec 24 → Dec 25)

46[1] Regulatory Inspections with 100% Success
Number of Regulatory Inspections

13,252/4,885/ Key Talent Retention Rate 96.4%
Employees / Development Scientists

18.7 16.7% → **21.8**
Revenue (RMB Bn) YoY

8.0 22.8% → **9.8**
Adj EBITDA (RMB Bn) YoY

4.8 17.9% → **5.6**
Adj Net Profit Attributable to Owners of the Company (RMB Bn) YoY

41.0% 500bps → **46.0%**
Gross Profit Margin

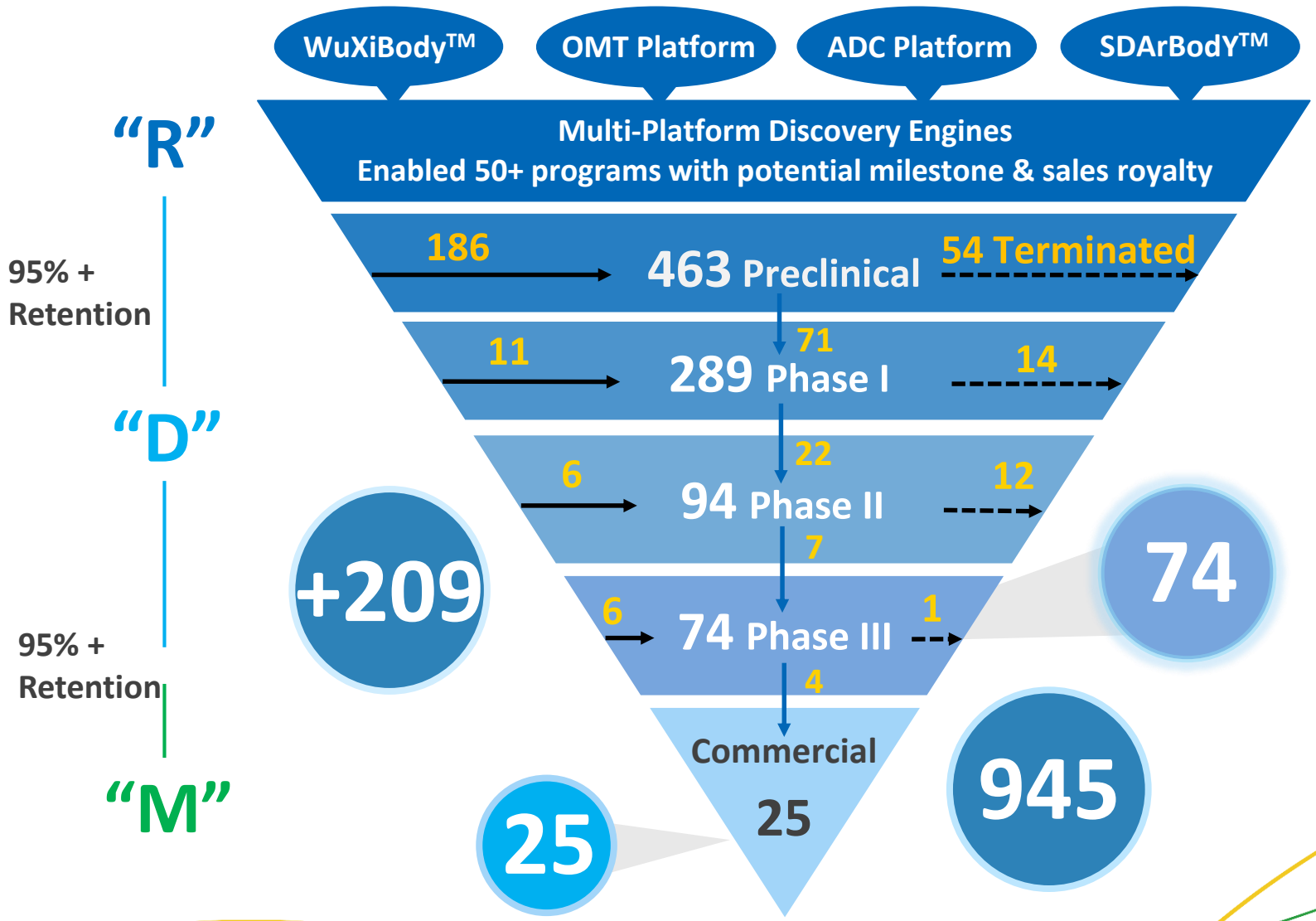
45.1% / 25.9%
Adj EBITDA Margin / Margin of Adj Net Profit Attributable to Owners of the Company

0.82 48.8% → **1.22**
Basic EPS (RMB)

Note:
1. As of Dec 31, 2025

Record Project Additions & Funnel Progression through FY25

- Capitalizing on its leading technology, proven execution, and expanding global reach, the Company added 209 new integrated projects in 2025, reinforcing its role as a partner of choice for biopharma innovators globally
  - 2/3 of the 209 new projects are bispecific antibodies and ADCs
  - ~ Half of the 209 new projects from the U.S.
  - Chinese biopharma also contributed to new project additions, as a more stable funding environment translates into increased customer activities
- Won 23 projects in 2025, including 6 late-stage projects – ~ half are from U.S.-based clients
  - > Half of these projects involve complex modalities, led by bispecific antibodies and ADC
- During 2024 - 2025, 43 WtM projects added vs. 4 projects exited, highlighting strong client stickiness
- 74 late-stage & 25 CMO projects, forming a strong foundation for sustained manufacturing revenue growth



Notes:
1. As of Dec 31, 2025
2. The commercial manufacturing projects refer to the projects approved by regulatory authorities and signed CMO contracts with the Group

Strong Execution Fuels Surge in New Project Additions Since 2020, 2025 a New High

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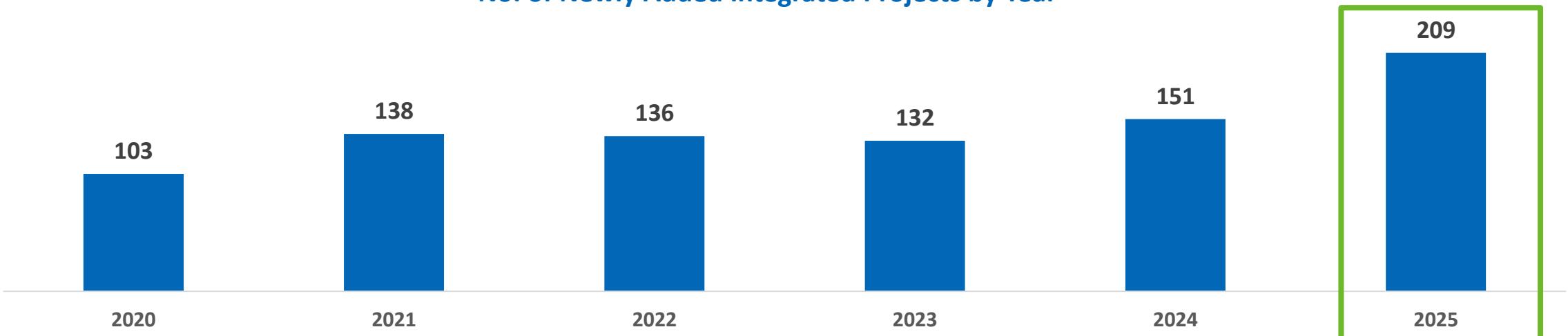
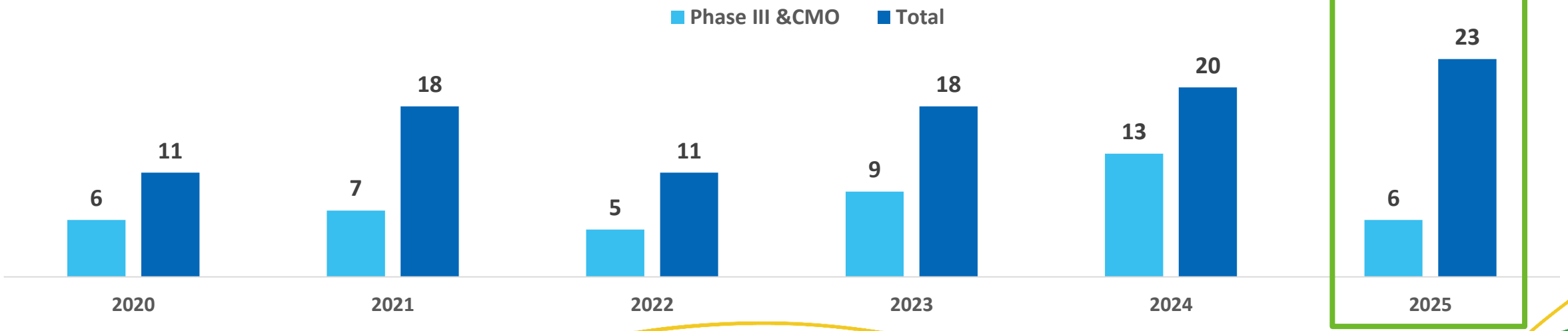
No. of Newly Added Integrated Projects by Year



No. of "Win-the-Molecule" Projects by year



Tech-transfer-in Excellence Drives Win-the-Molecule Growth, a Key Engine of Group Expansion

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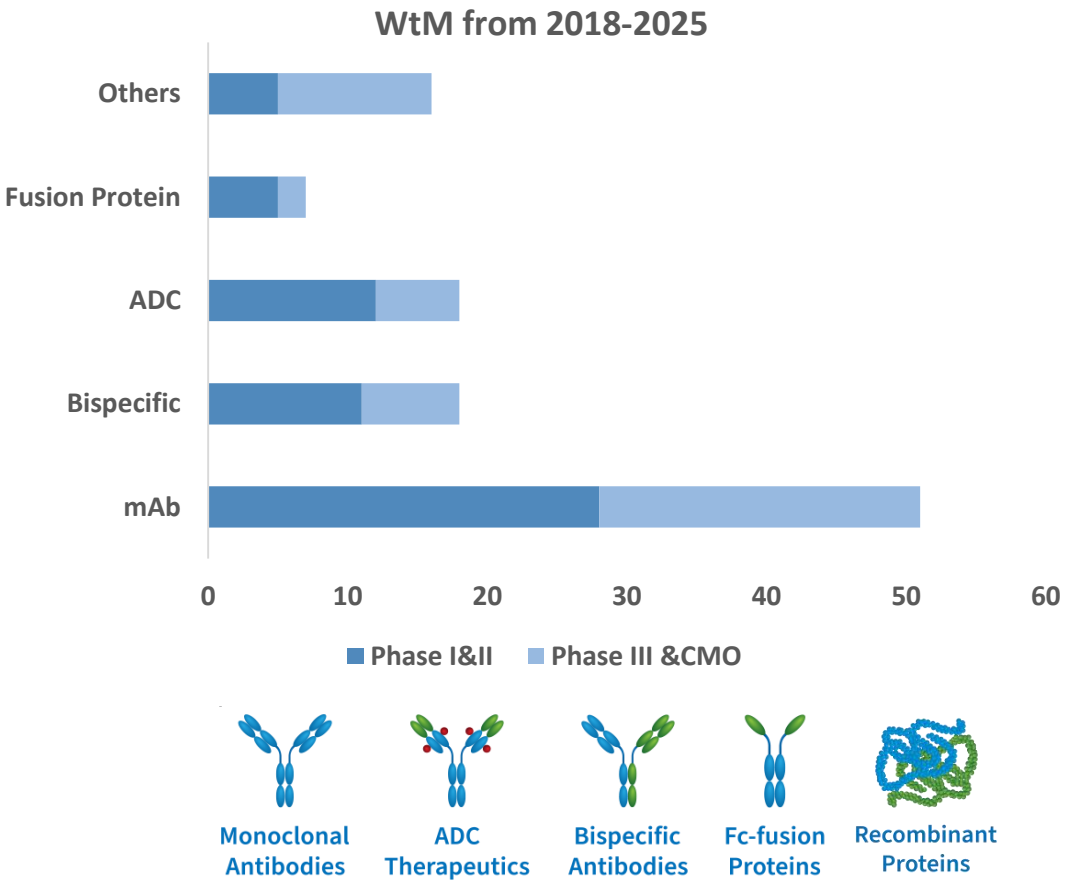
5+ Modalities



Note: As of Dec 2025

Proven Tech-transfer-in Execution

Consistent tech-transfer-in success across diverse biologics modalities reinforces client confidence & partnership continuity

Cell-Line Agnostic Process Expertise

Experience across multiple industrial CHO platforms enables efficient process optimization and robust tech transfer

WtM Drives CMO Expansion

"Win-the-Molecule" has contributed **12 CMO** programs, demonstrating the Group's ability to convert transferred assets into long-term manufacturing partnerships

100% of Clinical-Stage Client Assets Acquired by Large Pharma Remain with WuXi Bio for Commercial Launch, Driving Additional CMC Awards

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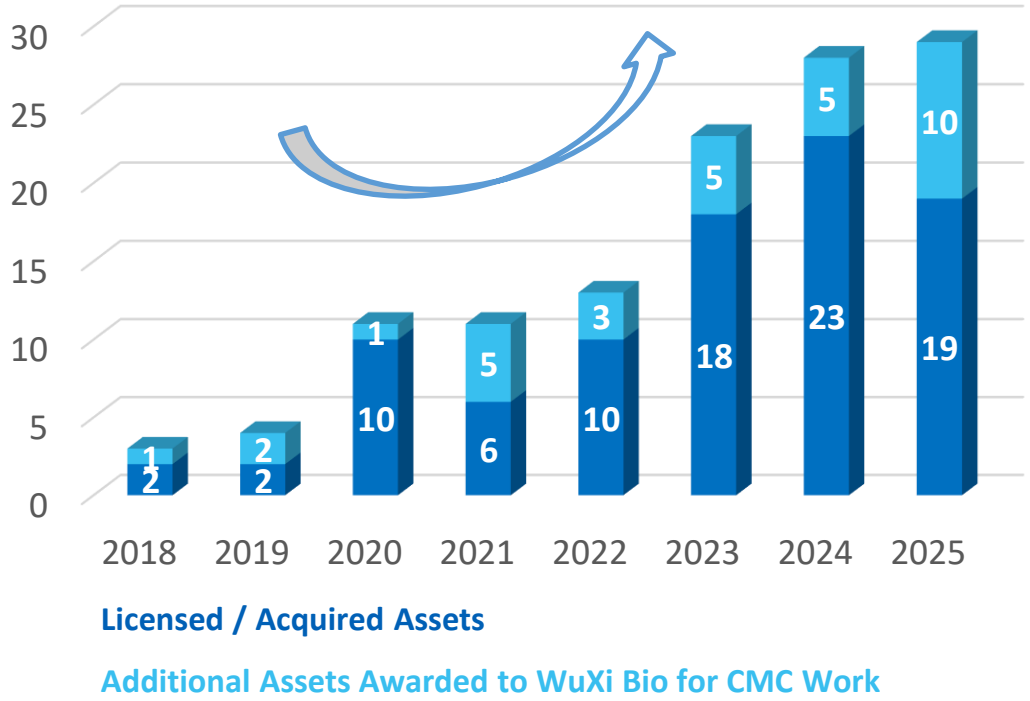
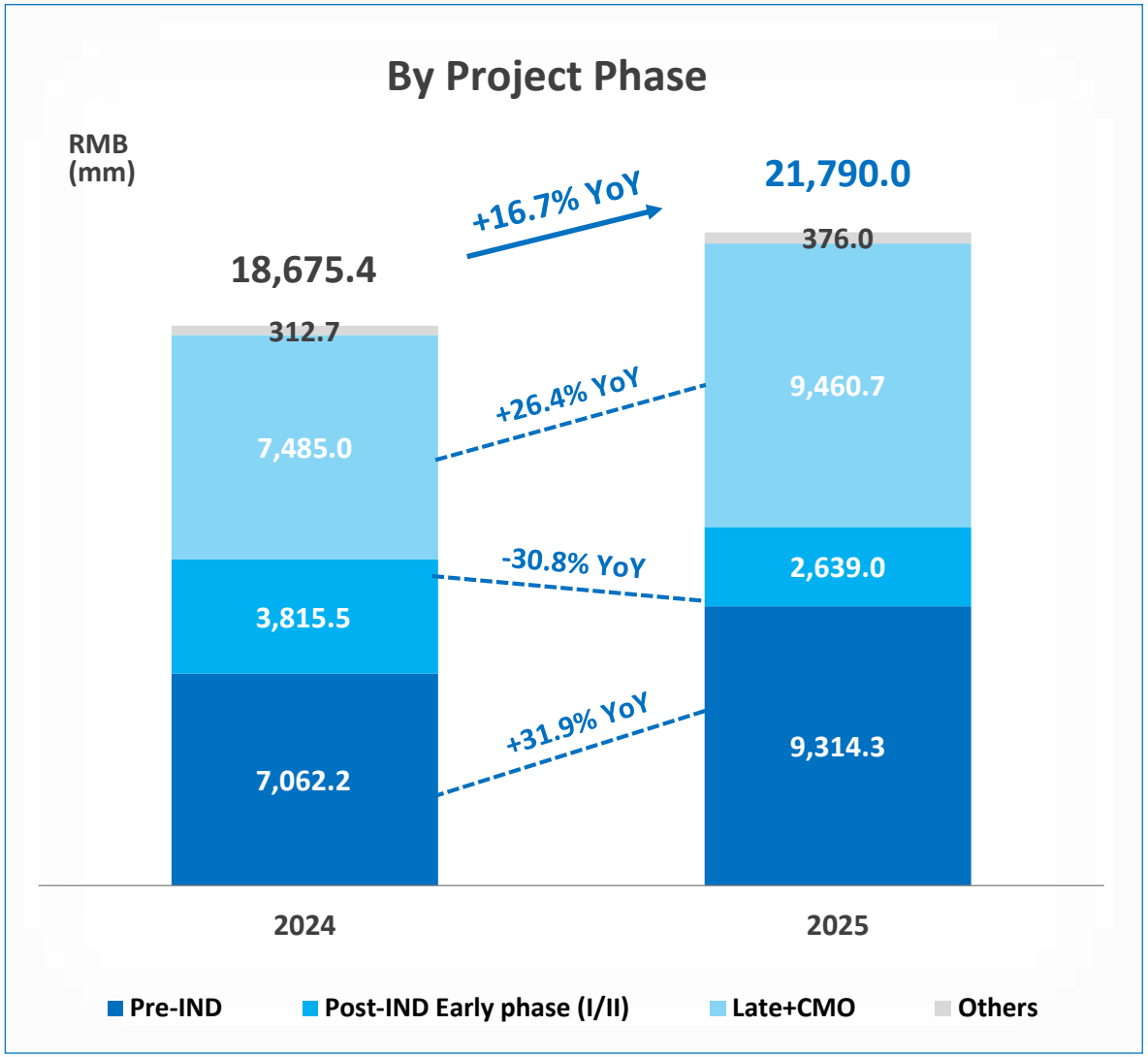
For 2018 – 2025, 90 client assets supported by WuXi Bio were licensed or acquired



An additional 32 assets were subsequently awarded to WuXi Bio for CMC work following licensing transactions

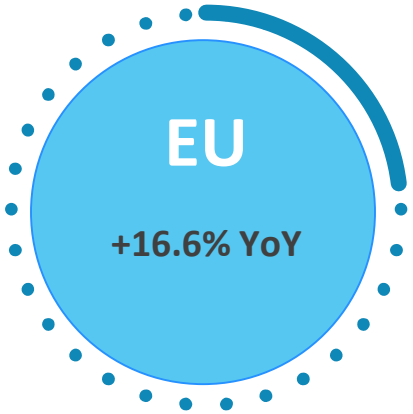
2025 Revenue Growth Driven by Pre-IND & Manufacturing



- Pre-IND revenue rose **31.9%** YoY in 2025, driven by revenue growth in Research and Pre-IND Services.
- Early-phase revenue declined **30.8%** YoY in 2025, primarily reflecting multiple large-scale projects progressing from early-phase to late development or CMO, and the impact of order timing.
- Late-stage + CMO revenue increased by **26.4%** YoY, reflecting both evolution of projects from early-phases and the continued ramp-up of existing CMO programs.

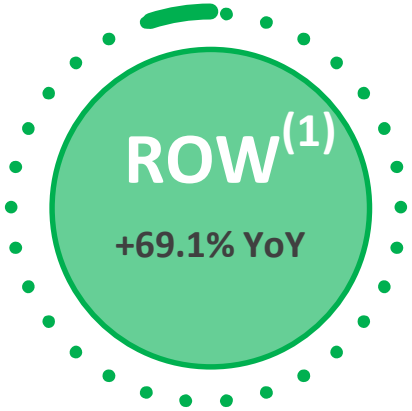
Diversified Geographic Growth in 2025, with China Stabilizing & ROW Accelerating

58.1% of Revenue



23.1% of Revenue

12.3% of Revenue

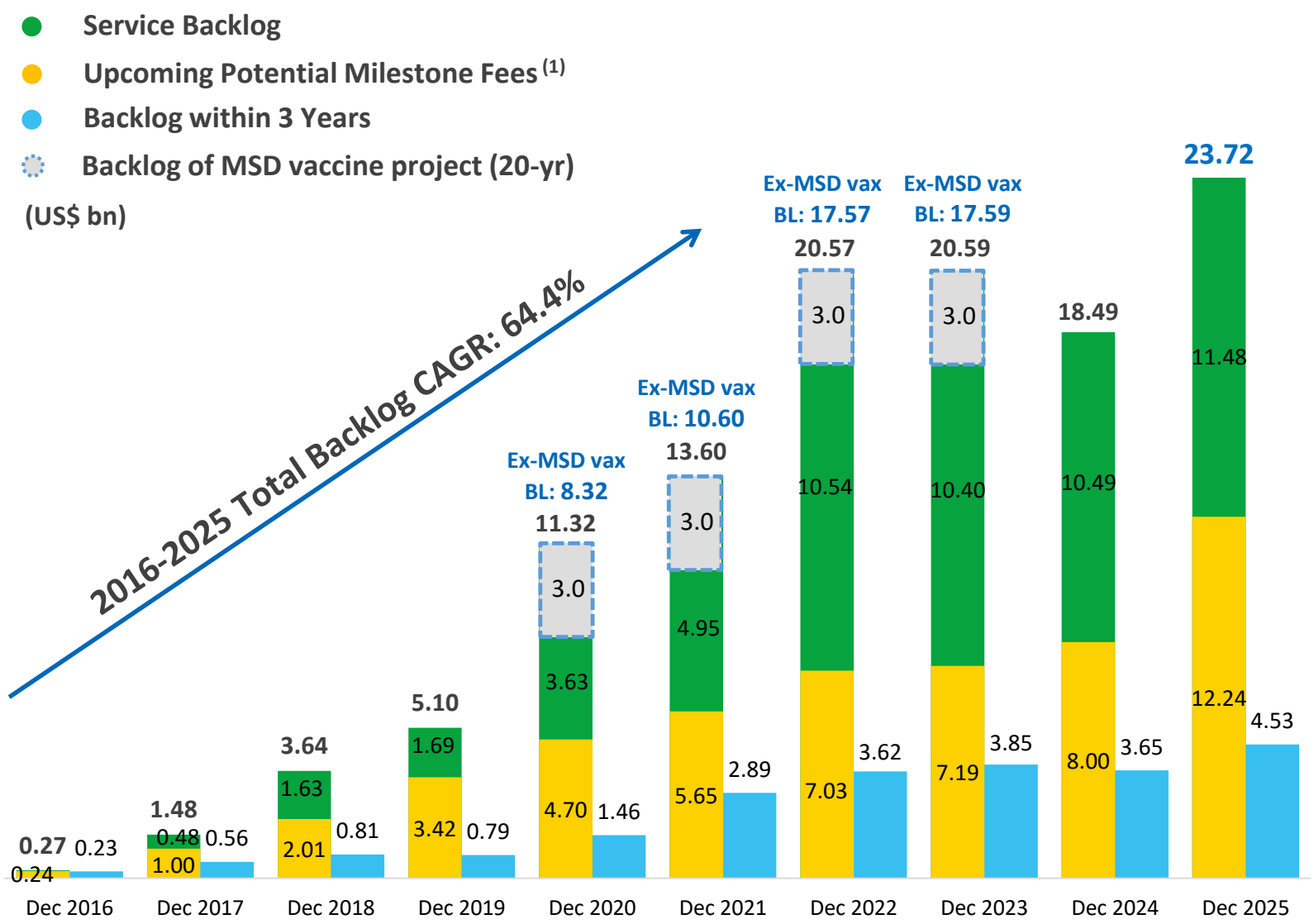


6.5% of Revenue

- **North America**: Revenue grew 18.3% YoY, driven by pre-IND momentum and expanded late-stage & CMO activities.
- **Europe:** Revenue increased 16.6% YoY, driven by commercial ramp, increased clinical trial activities and/or trial progress of certain projects.
- **China:** Revenue declined 5.0% YoY, mainly due to the timing of customer orders and project progress. Excluding the impact from China license-out activities, revenue would have been flat YoY.
- **Rest of the World:** Revenue rose 69.1% YoY, reflecting the impact of strengthened BD efforts, with Japan and South Korea sustaining strong growth momentum.

Note:
1. The ROW market primarily includes Singapore, Japan, South Korea, Australia and Brazil

Solid Backlog Driven by Research Strength & Late-Phase/CMO Momentum

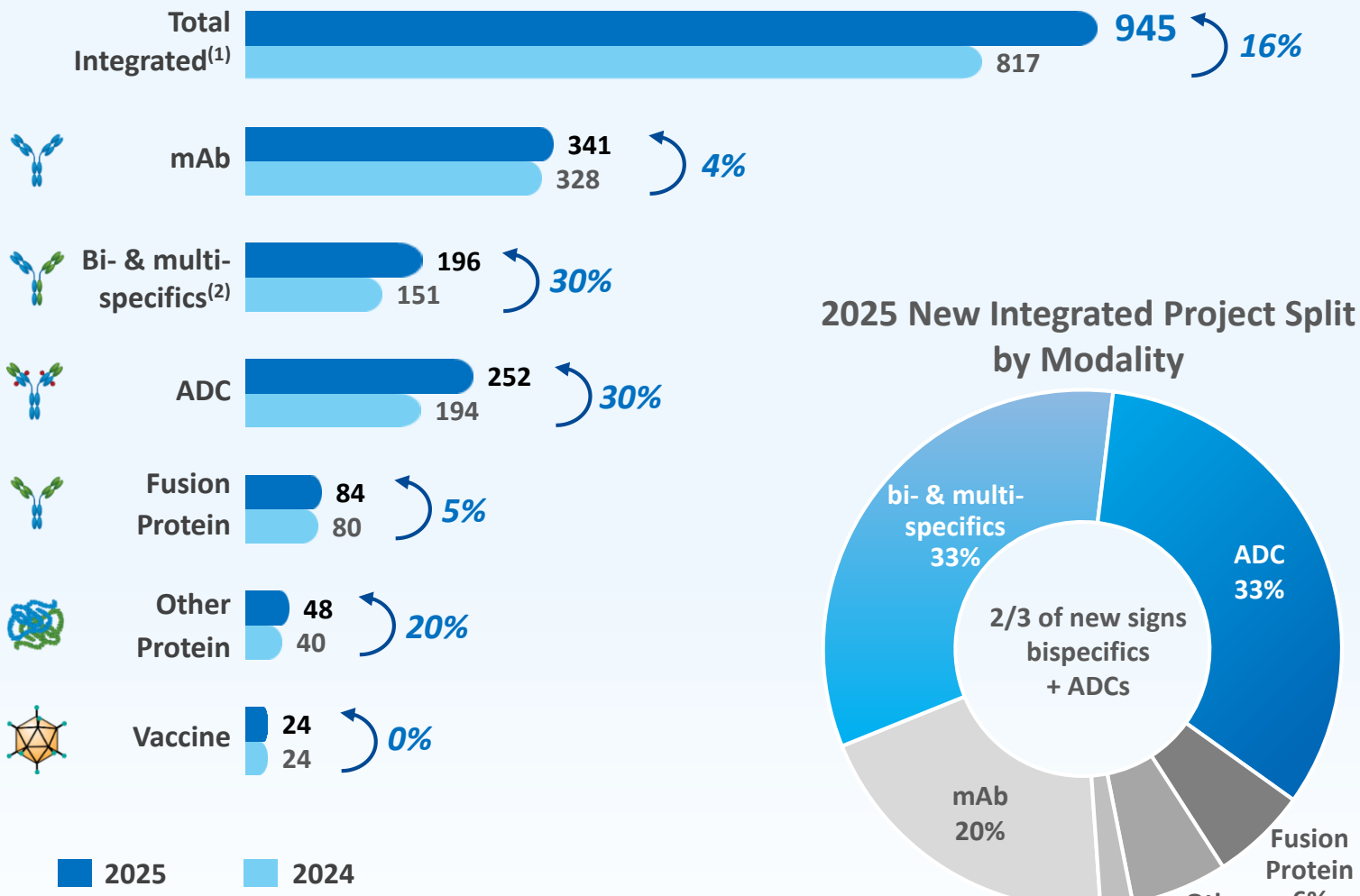


- As of Dec 31, 2025, total backlog reached US$23.7 bn, of which US$11.5 bn was service backlog.
  - ❑ Late-stage project advancement, commercial ramp-up and clinical progress of early-stage programs all contributed to the growth in service backlog.
- Upcoming potential milestone backlog reached US$12.2 bn, up $4.2 bn YoY and $3.2 bn sequentially, reflecting strong R momentum and continued expansion of CD3 TCE partnerships.
- As of Dec 31, 2025, backlog within 3 years was US$4.5 bn, enhancing near-term revenue visibility.
- Given the nature of our business, backlog does not fully reflect the cycle time of our businesses, hence R & D backlog is dwarfed by the long-duration CMO projects. We do not anticipate significant growth in backlog absent multi-year contract signing.

Notes:

1. Upcoming milestone revenue may take longer to receive at the various development stages as it depends on the success rate and progress of the projects
2. Results may not foot due to rounding

50%+ of Current Pipeline in Complex Modalities



One of the largest portfolios of complex biologics

2/3
New signs Bispecifics + ADCs

369
First-in-Class programs

+ **196** bi- & multi-specifics covering different formats. Leveraging deep expertise and end-to-end capabilities, WuXi Bio has captured expanding market opportunities in this fast-growing segment
+ **252** Antibody Drug Conjugates (ADC) projects with 30% YoY growth
+ Recently bi- & multi-specifics, along with ADCs, have emerged as the industry's most promising segments. Our deep technical expertise in these complex modalities underpins our leading market position

Notes:
1. As of Dec 31, 2025, compared with projects number as of Dec 31, 2024
2. Bispecific Antibody (BsAb) included both WuXiBody™ projects and non-WuXiBody™ projects

Bi- & Multi-Specifics Established as a Core Growth Engine at Higher Retention

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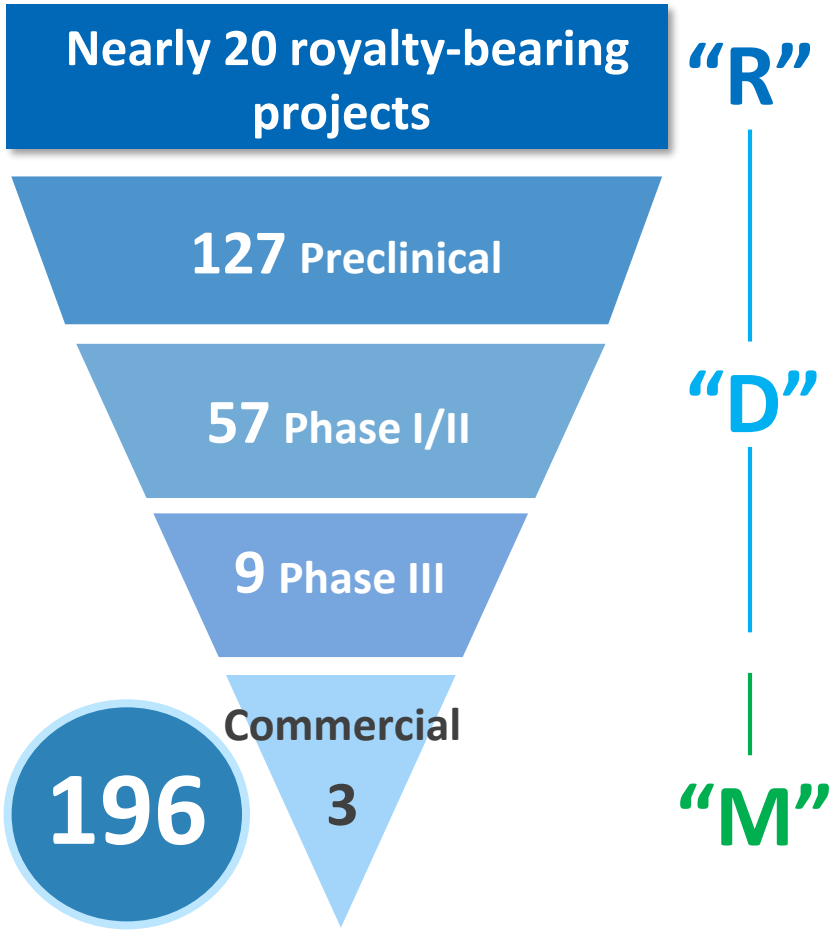
Bi- & Multi-Specifics Pipeline Momentum

- Close to 20 bi- & multi-specifics currently in Research Services partnerships, eligible for potential milestones & royalties.
- Bi- & multi-specifics now match ADCs at the IND-enabling stage, highlighting client enthusiasm & pipeline build.
  - These complex iCMC projects usually priced at 30%+ premium vs traditional mAb
- One of the industry's largest & most advanced bi- & multi-specifics development portfolios, positioning WuXi Bio at the forefront of the fastest-growing biologics modality.
- 3 CMO programs, all high-potential assets.
- Multiple PPQs scheduled in 2026E.

Bi- & Multi-Specifics



Significantly Higher Complexity in Development and Manufacturing Improves Retention

- **Upstream:** Imbalanced expression creates chain-pairing & cell productivity challenges, requiring optimized transfection strategies and cell-culture process development.
- **Downstream:** Mispaired antibody species with similar size/charge make purification & impurity removal more difficult than mAbs.
- **Analytics/QC:** Structural complexity requires more advanced analytical characterization & QC testing.
- **Scalability:** Lower yields & tighter process control make scale-up & tech transfer more demanding.
- **Manufacturing troubleshooting:** More complex and technically demanding.

⇒ Significantly higher technical barriers in development & manufacturing

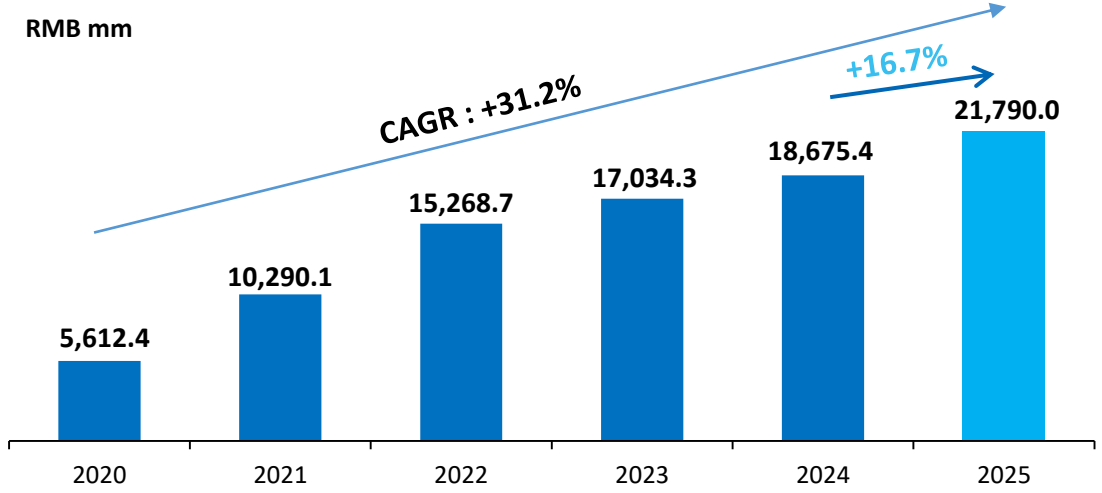
- ⇒ Higher reliance on experienced CRDMO partners
- ⇒ Greater program retention vs. conventional mAbs

Notes:
1. As of Dec 31, 2025
2. The commercial manufacturing projects refer to the projects approved by regulatory authorities and signed CMO contracts with the Group

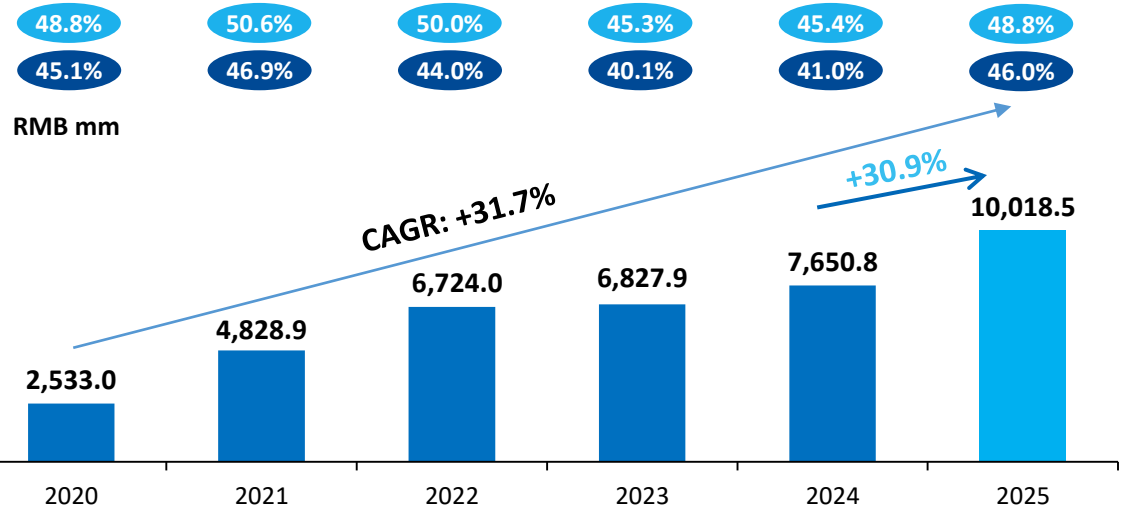
FY2025 Financials Review 02

FY2025 Financial Performance

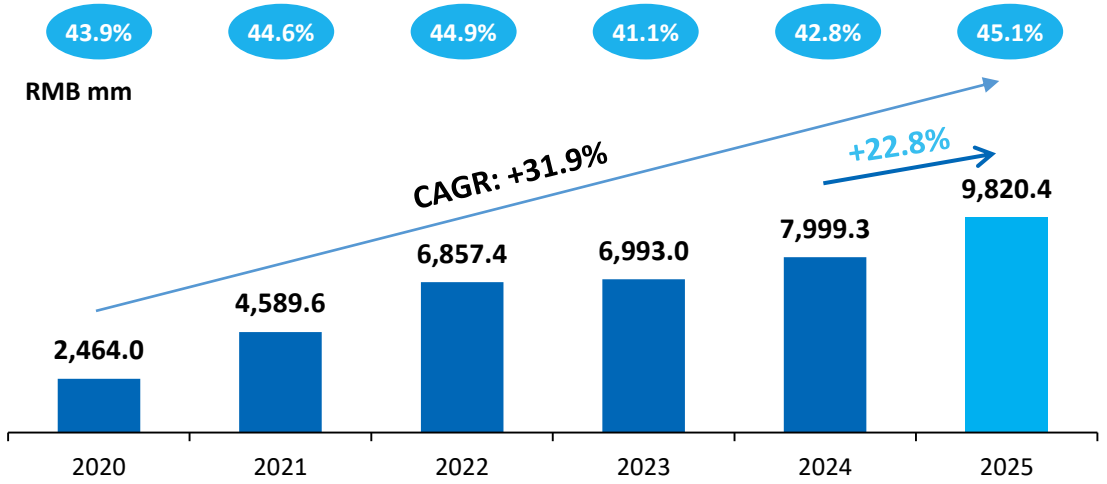
Revenue



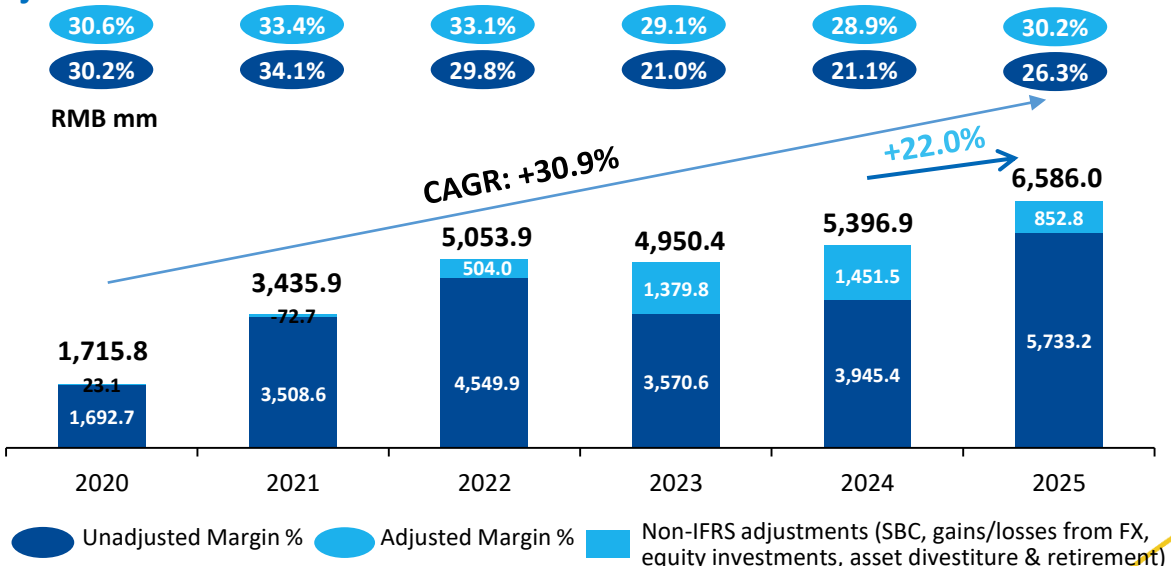
IFRS Gross Profit



Adjusted EBITDA (1)



Adjusted Net Profit (2)

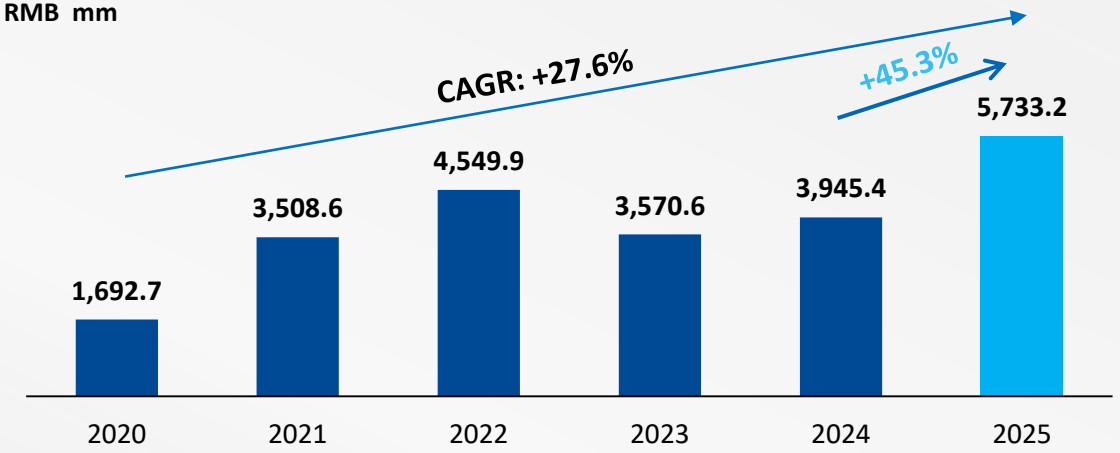


Notes:
1. Adjusted EBITDA represents net profit before (i) interest expenses, income tax expenses, amortization and depreciation, (ii) share-based compensation, (iii) foreign exchange gains/losses and (iv) gains/losses from equity investments, asset divestiture & retirement
2. Adjusted net profit excludes the share-based compensation expenses, foreign exchange gains/losses, and gains/losses from equity investments, asset divestiture & retirement

Key Profit Metrics Reached Record Highs in 2025

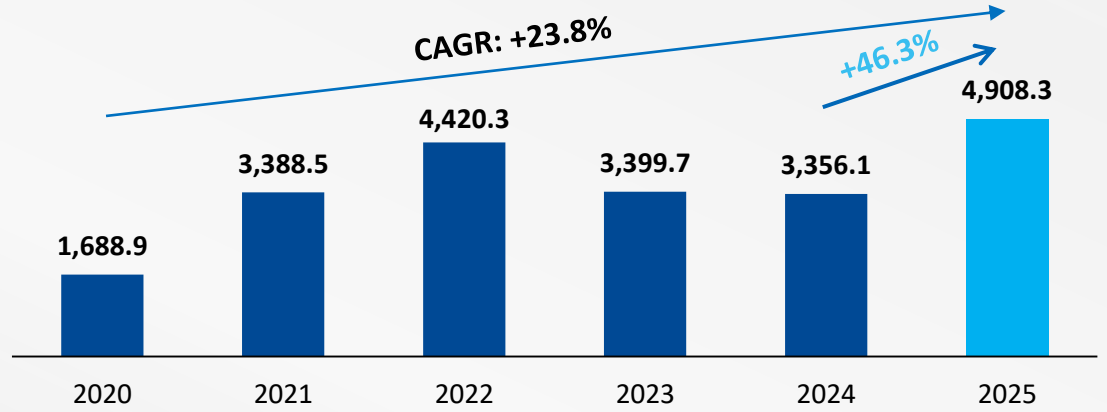
IFRS Net Profit

RMB mm



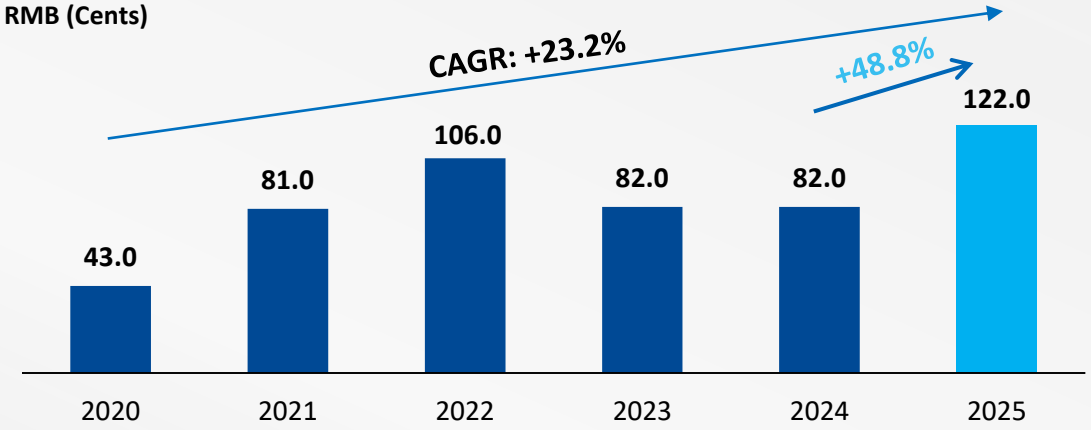
IFRS Net Profit Attributable to Owners of the Company

RMB mm



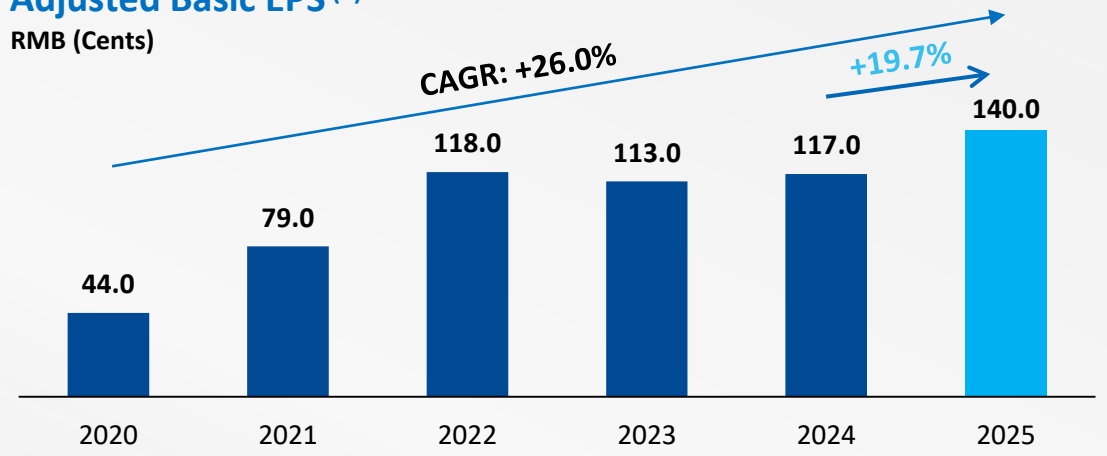
Basic EPS (1)

RMB (Cents)



Adjusted Basic EPS (1)

RMB (Cents)

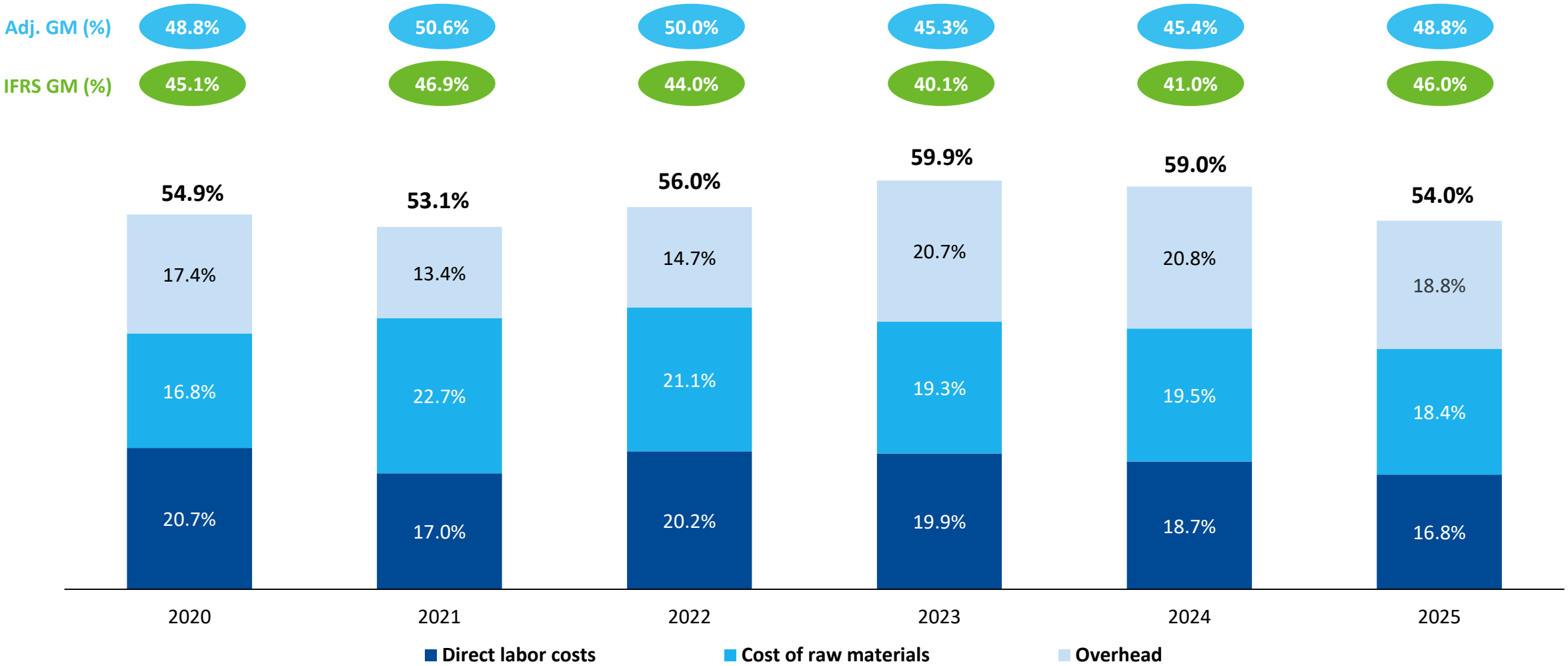


Note:

1. The authorized and issued shares of the Company were subdivided on the basis that every one (1) issued share is subdivided into three (3) subdivided shares (the "Share Subdivision"), which became effective on November 16, 2020. Basic and diluted earnings per share were stated after taking into account the effect of the Share Subdivision. Comparative figures have also been restated on the assumption that the Share Subdivision had been effective in the prior year

Gross Profit Margin Expanded to Multi-Year High in 2025

Cost of Services as % of Revenue



Note:
1. Adjusted gross margin excludes the share-based compensation expenses

Strong Liquidity & Cash Generation Supporting Continued Expansion

AVAILABLE FUNDS	• Available funds approx. **RMB15.7 bn** as of Dec 31, 2025 • Gearing Ratio **2.0%**, adequate cash on hand to sustain our growth globally
CAPEX	• 2025 CAPEX approx. **RMB3.7 bn,** primarily allocated to the expansion of Biologics and XDC facilities in Singapore, Biologics facility in US, as well as XDC's expansion in China • 2026 CAPEX Plan: approx. **RMB7.1 bn** (including RMB1.5bn deferred from 2025)
LOAN	• Approx. **RMB1.0 bn** borrowings as of Dec 31, 2025 • Available bank credit facilities of around **RMB7 bn**
CASH FLOW	• Free cash flow of RMB**2.3** bn in 2025, up 70%+ YoY • Strong positive free cash flow expected in 2026

03 Operation & Business Updates

Proactive Early Investment in CD3 TCE Platform Unlocking Multi-$B Potential

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CD3 TCE Platform:
Early strategic investment during 2016-2019 generated **$205M revenue** to date,
with **multi-billion-dollar future revenue stream**

2018	2019	2022	2024	2025	2025	2025
正大天晴 CHIATAI TIANQING	CURON	gsk	MERCK	CandiD THERAPEUTICS	Biopharma	VERTEX

9 TCEs
CD3 T Cell Engager

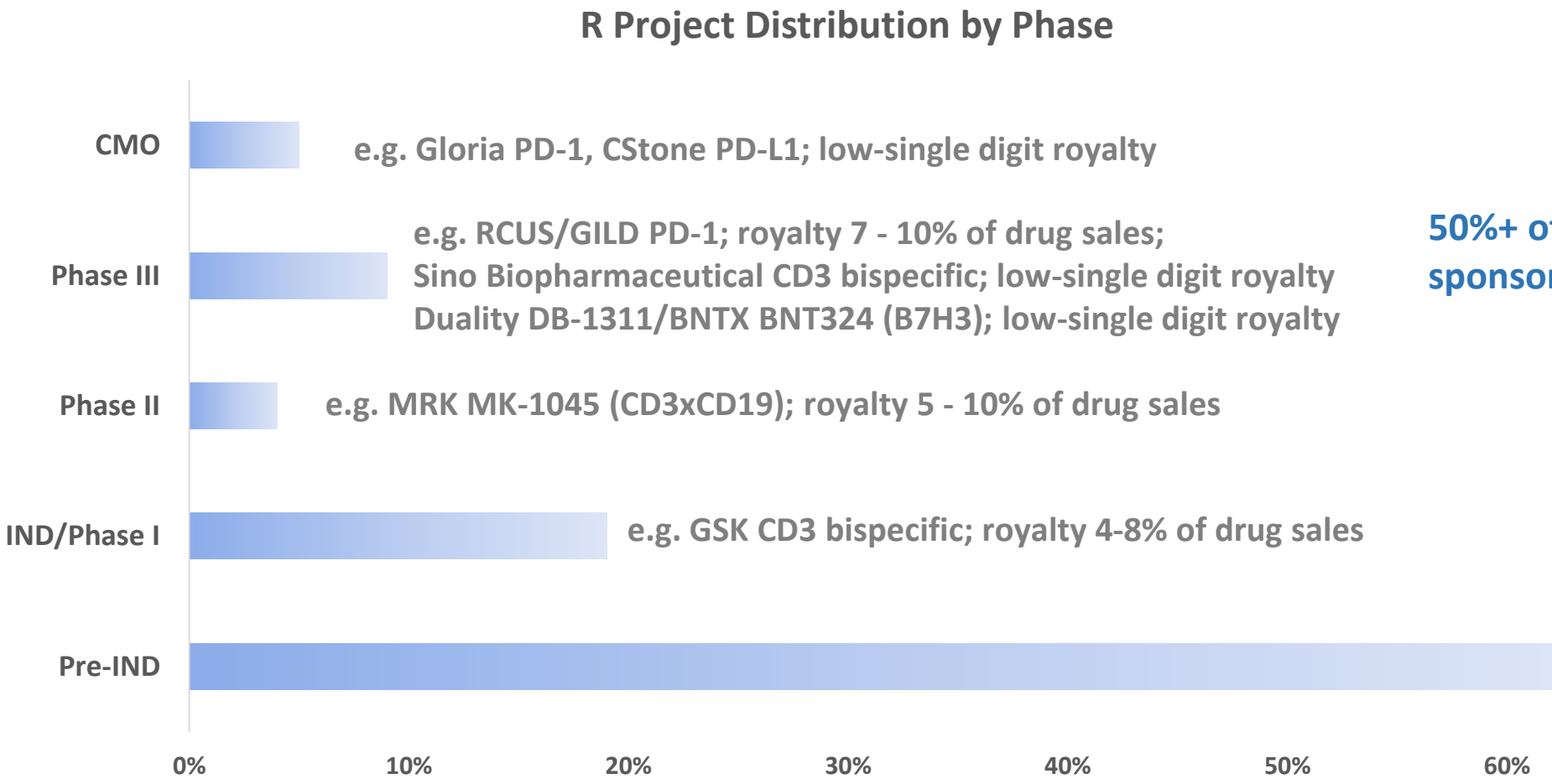
$205M
Upfront & Realized Milestone

$5.2B
Potential Milestone

2-10%
Potential Sales Royalties

$80M
Downstream Contracts

50+ Active Research Services Partnerships with Embedded Royalty Potential from mAb, Multi-specifics to ADC



50%+ of programs are sponsored by ex-China clients

Multi-Layer Royalty Framework Enhancing Value Capture

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Illustrative examples for royalty economics:

(US$ mm)

Drug A, net sales/year	$1,000	Drug A[1] = research services partnership, eligible for sales royalty			
Sales royalty @ 5% of net drug sales	$50				
Cell line royalty @ 0.5% of net drug sales					
	100% volume manufactured at WuXi Bio	70% volume manufactured at WuXi Bio	100% manufactured externally	100% manufactured externally with cell line royalties only	Traditional CMO @ 100% volume
DS[2] mfg rev	$50	$35	$0	$0	$50
Sales royalty	$50	$50	$50	$0	$0
Cell line royalty	$0	$1.5	$5	$5	$0
Net Profit[3, 4]	$53.2	$50.4	$44	$4	$13.2

1- If Drug A uses WuXi Bio's proprietary cell line, commercial volume manufactured outside of WuXi Bio is subject to additional cell line royalty
2- DS assumed at 5% of net drug sales
3- income tax assumed at 20% for both WuXi Bio & traditional CMO
4- DS manufacturing OPM% assumed at 33% & traditional CMO

- **Proprietary cell line platform enables additional royalty participation when commercial volume is manufactured externally**
  - **Creates asset-light, embedded participation in downstream product economics**
- **60%+ of total projects are entitled to receive cell line royalties**

Established Track Record with Expanded IND Filing Capacity

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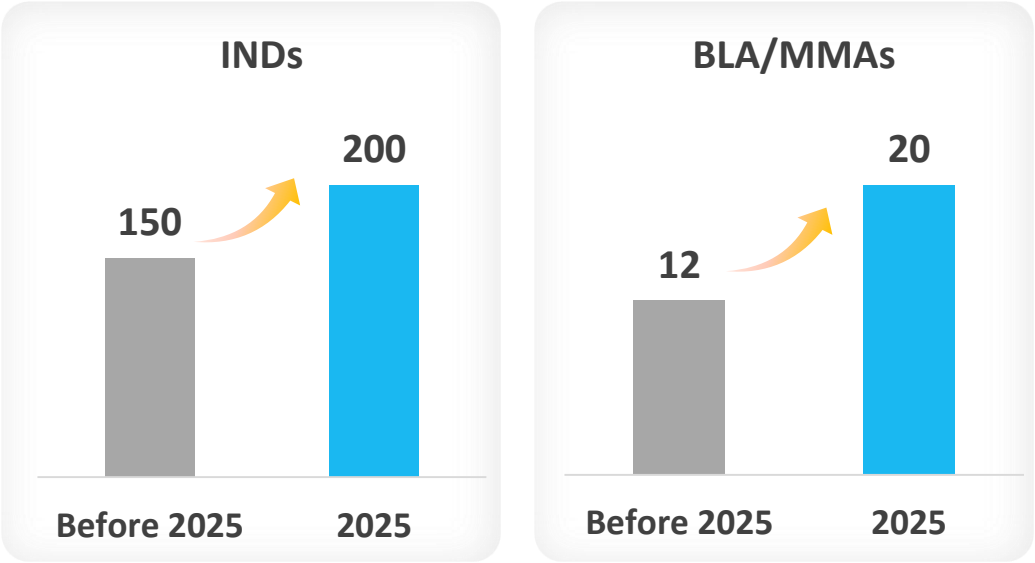
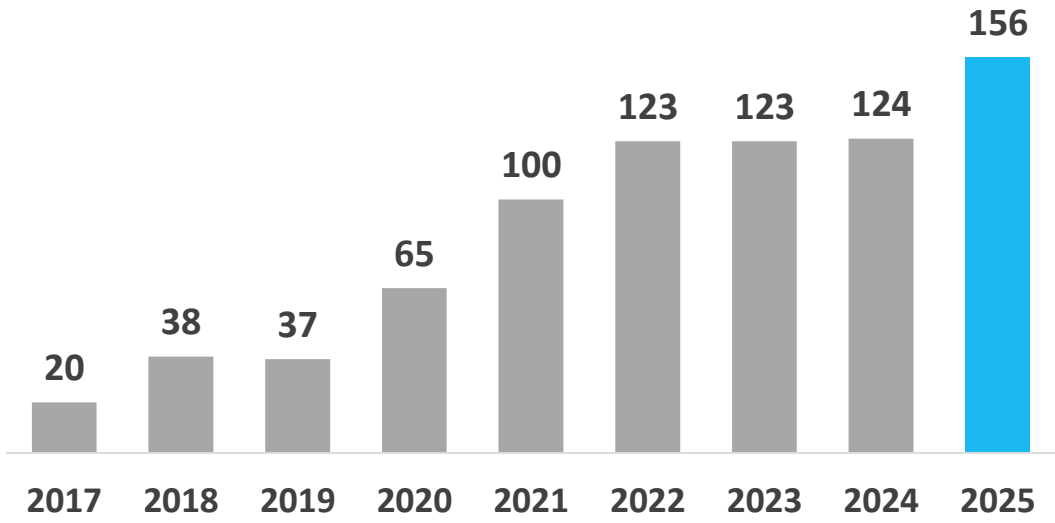
Track Record

- Enabled a total of **786** IND filings by the end of 2025
- In 2025, **156** INDs newly filed, while **125** IND clearance added
  - **38** projects delivered within an industry-leading 6-month timeline
- Capacity for **200** INDs and **20** BLAs/MAAs per year

Project Submission: Capacity Expansion



Numbers of INDs Filed (By Year)



Proven GMP Manufacturing Execution at Scale with High Quality

DS batches delivered since launch
2,350+

DS batch success rate (2022- 2025)
98.7%

DP batches delivered since launch
2,260+

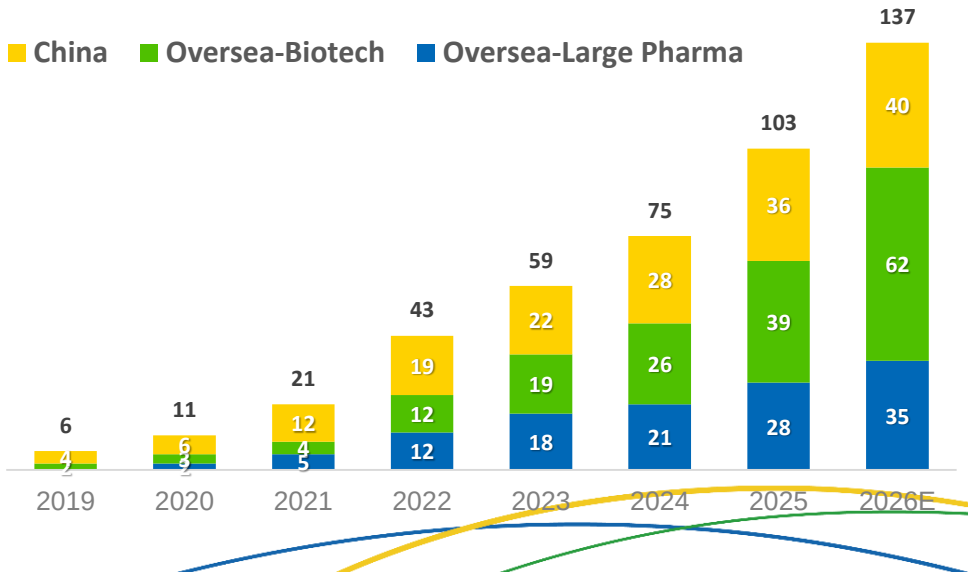
DP batch success rate (2022 - 2025)
99.7%

[1] As of Dec. 31, 2025
[2] Data scope: Global MFG & Global MFG (US&APAC)

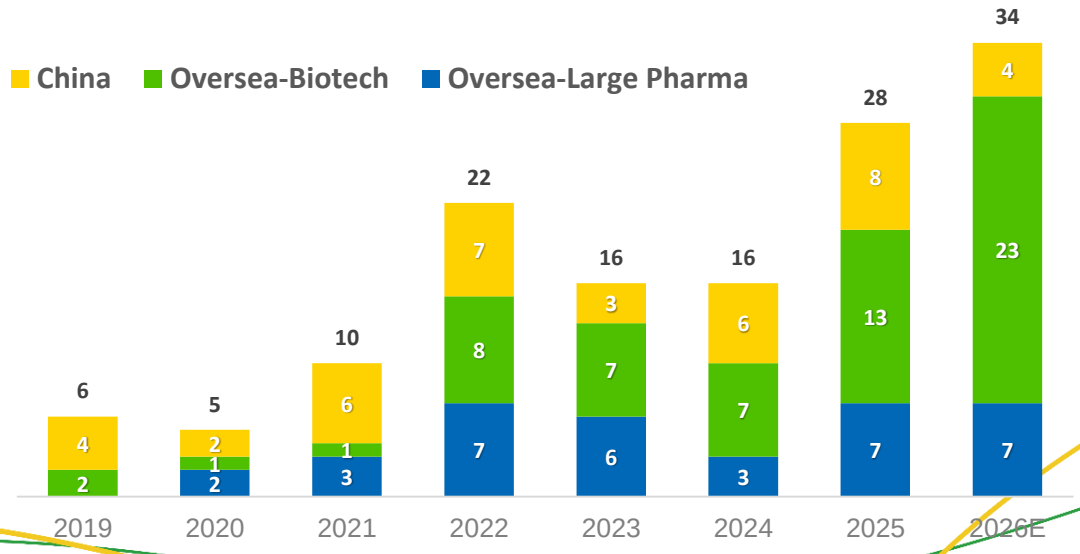
Scheduled PPQs Supporting Future CMO Growth

100% PPQ campaign success rate demonstrating strong execution and consistent quality

Cumulative PPQs[3]



Annual PPQs[3]



[3] Data Scope: WuXi Biologics.

A Proven Global Regulatory & Quality Track Record

Regulatory Inspections and License Approvals

46 global regulatory inspections passed, including 22 EMA & FDA inspections

136 facility license approvals and a **100%** success in GMP inspections

15 facilities[1] certified for GMP manufacturing

1,800+ client quality audits passed, including **230+** qualified person audits

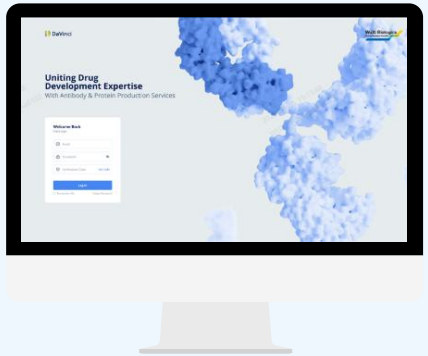
Notes:
1- Certified facilities exclude WuXi Vaccines Ireland site and Germany Leverkusen site.
2- All data as of Dec 31, 2025

Digital Platforms Enhancing Speed, Quality & Operational Efficiency

Win & Serve Our Clients

One-Stop Client Portal

+ Best-in-class digital client experience with industry-leading, secure, cloud-based platform that enables clients to seamlessly generate proposals, access experimental data & reports, obtain cost estimates, and track shipment



Lab Core Operating Systems & Analytics to Accelerate Discovery & Development

Core Lab Management System

+ Digital twin representation of our physical lab processes, connected to lab devices & equipment enabling no-code workflow configuration

400+ Workflows

InSilico

+ In silico modeling & analytics to reduce wet-lab experimentation and improve process development

30+ Applications

Manufacturing & Quality Control

EBR

+ Electronic Batch Record (EBR) rollout to improve quality, productivity, speed & flexibility

~40% Productivity Increase

Advanced Planning

+ Data & advanced analytics enable planning & scheduling to optimize labor, material, & equipment allocation and improve utilization under complex scenarios

~20% Efficiency Improvement

Increasing Investments in the U.S. to Enable Integrated Biologics Services

WuXi Biologics
Global Solution Provider

Seamless transfer of materials, samples, & products across sites

Drug Substance

MFG11: Worcester, MA (2028)
- **Late-stage & commercial** manufacturing
- 6 x 6,000 L (36,000 L) capacity

5-hour drive

Process Development

Cranbury, NJ
(~ 89,000 ft²)

4-minute walk

Drug Substance

MFG18: Cranbury, NJ
(~ 66,000 ft²)
- **Clinical & commercial** (*new*) manufacturing
- 200 –2 x 2,000 L (**5,400 L**) bioreactor capacity

Drug Product

DP12: Robbinsville, NJ
(~ 90,000 ft²)
- Liquid vials
- Prefilled syringes (PFSs)

On-Site Clinical Supply
Fast distribution to clinical testing centers

20-minute drive

Advanced Technology Platforms – Cornerstone of Future Success

04

Differentiated TCE, bi- & multi-specific Ab Platforms Enabling Partner Pipelines

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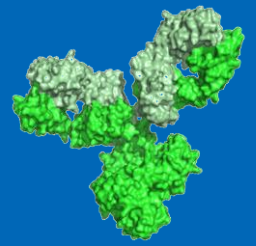
Global Solution Provider

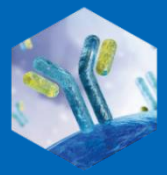
CD3 TCEs



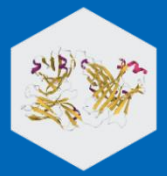
- ✓ *Unique binding epitope*
- ✓ *Cynomolgus monkey cross-reactive*
- ✓ *40nM binding affinity*
- ✓ *Fast-on & fast-off binding kinetics*
- ✓ *Disassociated killing from cytokine release*
- ✓ *4 TCEs in Ph1/Ph3 clinical trials*
- ✓ *Partnered with leading biotech and top MNCs*
- ✓ *VHH and scFv in progress*

Multiple BsAb/MsAb Platforms

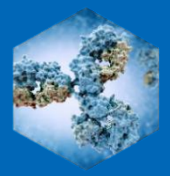
- ✓ *Enable Optimization of Valency, Distance, and geometry for Optimal T Cell activation (IS) and safety*


WuXiBody™

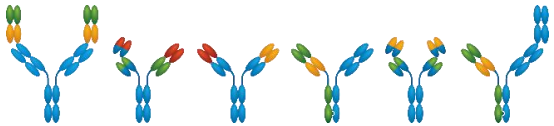

SDArBody™


SkyBody

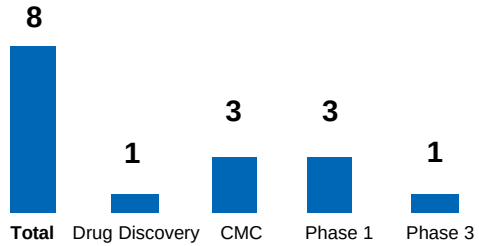
Common LC


Generic BsAb

WuXiBody™ Bispecific Technology Platform

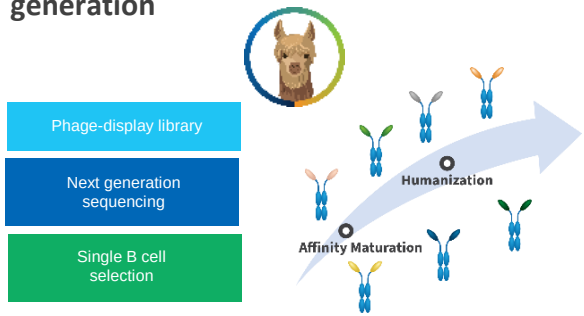


WuXiBody™ Development Progress
(out-licensed, currently in collaboration)

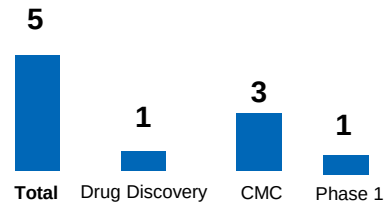


SDArBody™

Multiple approaches for lead generation



SDArBody™ Development Progress
(out-licensed, currently in collaboration)



The Company generates revenue from services, in addition to technology-enabled upfront payments, milestone and royalties

WuXiDARx™ Platform: Simplified Process, Homogeneous Control, Dual-Payload Power, Enabling Milestone & Royalties Monetization

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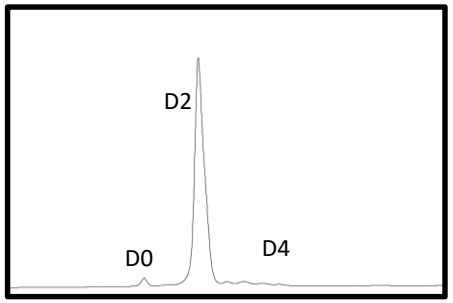
Global Solution Provider

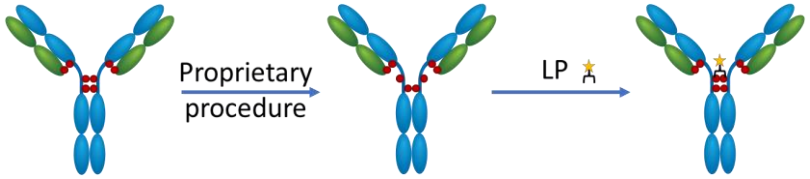
✓ WuXiDAR2™ offers narrow DAR distribution with a simple process, unlocking potential for next-generation APC innovation.



Trastuzumab-MMAE, WuXiDAR2™

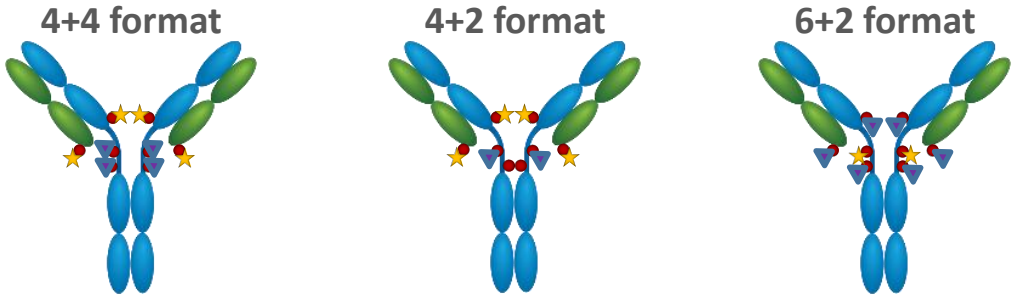
D0 (%)	D2 (%)	D4 (%)	D6 (%)	D8 (%)	DAR
2.0	96.0	2.0	0	0	2.0

✓ WuXiDAR1™ combines the process of WuXiDAR2™ with thiol-rebridging connector to produce homogeneous DAR1 ADC and AOC etc.



- ✓ No protein engineering
- ✓ Adapt to thiol-rebridging connector
- ✓ No column purification

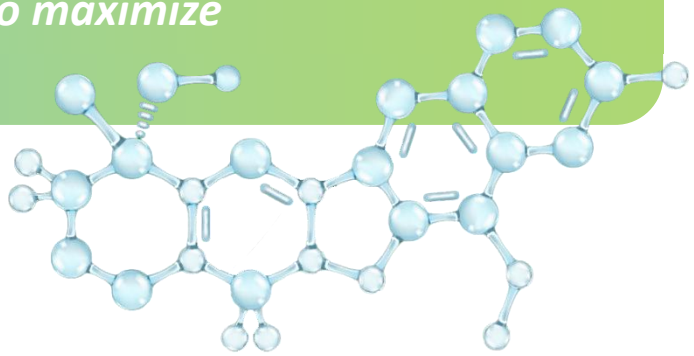
✓ WuXiDARx™ technology can generate dual-payload ADCs using only the interchain cysteine sites.



- ✓ No antibody engineering required
- ✓ No enzymatic conjugation required
- ✓ A single chemistry platform enabling simplified CMC processing
- ✓ High efficiency and cost-effectiveness

Proprietary Payload Linker Technologies Enabling Next-Gen ADCs

Our advanced payload-linker technologies are strategically engineered to maximize therapeutic potential through 3 core innovations:



- Tunable payload potency balancing efficacy and safety
- Novel cleavage mechanisms enabling controlled drug release
- Hydrophilicity-optimized linkers engineered to enhance safety

WuXiTecan-2

Design Strategy	Exatecan with novel Hydrophilic linker
Connector	Mal
Release Mechanism	Peptidase (Lysosomal)
Payload	Exatecan
Stage	Preclinical

Hydrophilicity

- Better hydrophilicity compared to benchmark*

Efficacy

- WuXiTecan-2 ADC showed similar or better efficacy compared to benchmark* in CDX model
- dp-ADC (2MMAE+6 WuXiTecan-2) achieved enhanced anti-tumor efficacy

Safety

- WuXiTecan-2 ADC is well tolerated in acute mice toxicity study compared to benchmark*
- WuXiTecan-2 ADC is well tolerated in cyno pre-tox at 45 mpk Q3W*3

**Benchmark: Exatecan with hydrophilic linkers that showed promising results in clinical trials*

Industry-leading Target Integration Cell Line Platform: 8+g/L Titer with 30 Cells Screened & IND in 6 Months

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Global Solution Provider

WuXia™ Platform Technology Innovation

Random Integration

Semi-Targeted Integration

Targeted Integration

2010 → 2019 → 2025

WuXia™ 2.0

WuXia™ 3.0 WuXia RidGS

WuXia™ TrueSite

Clone Diversity

Clone Stability

Historical

3,000+ cells screened to produce 2g/L (mAb) in ~6 months

Current

< 30 cells screened to achieve 8+g/L (mAb) in ~2.5 months

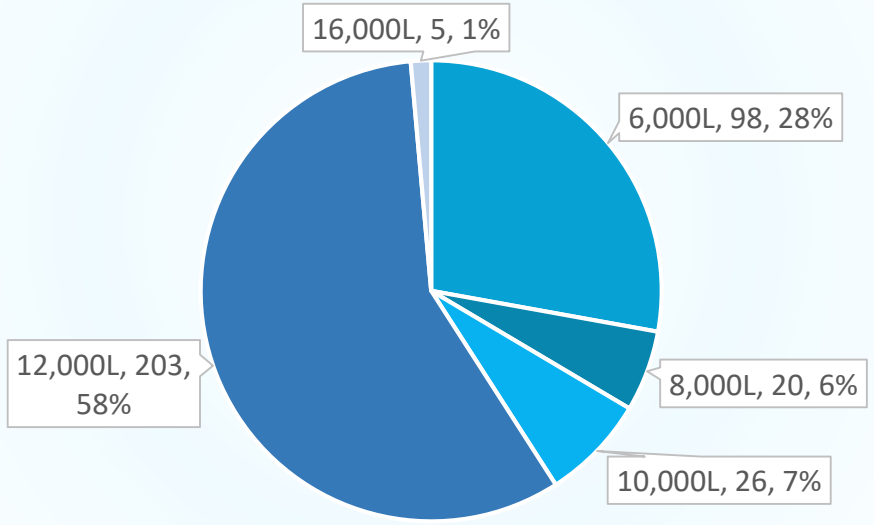
IND Dossier ready in ~6 months

Nearly a Decade of Proven Large-Scale Manufacturing Track Record

WuXi Bio began large-scale manufacturing (≥6k L/batch) in 2017. To date, we have successfully delivered 352 batches of large-scale manufacturing

Large-Scale Manufacturing Tailored Across Multiple Commercial Scales

(total batch count by scale)



Disposable manufacturing proven to be cost-competitive, flexible & agile, effectively accommodating large scale commercial manufacturing

370k L	**Large-scale[1] manufacturing capacity from 2029E**
30 tons	**Annual therapeutic biologics output from 2029E**
46	**Regulatory authority inspections, including 22 FDA & EMA inspections**
5	**Countries with commercial facilities[2], covering major global markets**

1. Refer to DS > 6,000L per batch
2. By 2029E

High Dose Delivery Technologies Expanding Clinical & Commercial Options

WuXi Biologics
Global Solution Provider

High Dose Delivery

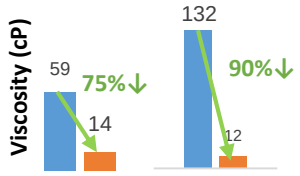
Three Core Technology Solutions

WuXiHigh™

- High Concentration (up to 240 mg/mL)
- Advanced development strategy
- High-throughput screening
- Proprietary approaches to viscosity reduction
- Robust manufacturing processes

UNcle

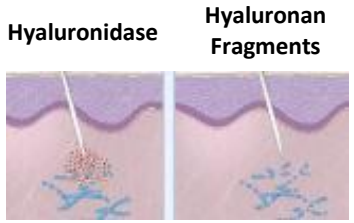
LF-NMR



Hyaluronidase Co-Formulation

- SC Large Volume (2 mL→20 mL or larger)
- Enables high-dose SC and potentially replace IV
- Enhances permeation and absorption of the co-injected molecule
- Transient, locally-active & fully reversible

mAb+
Enzyme



Large Volume Devices

- SC Large Volume & Self-administration
- At home: improve patient compliance
- Alleviates burden on healthcare systems
- Improves dosing accuracy
- Minimizes product waste

Comprehensive DP Development Across Modalities, Formulations & Delivery Formats

WuXi Biologics
Global Solution Provider

- mAbs, bi- & multi-specifics, fusion proteins, ADCs, enzymes, & more
- Vials, pre-filled syringes, and safety devices or autoinjectors
- Liquid, frozen, or lyophilized dosage forms
- High-throughput automation

Liquid Vial
Lyo Vial
2R–50R, including ready-to-use vials

PFS
Pre-filled syringe

Safety PFS
Safety pre-filled syringe

Auto-Injector

500+
Formulations & DP Processes

100+
High Concentration Products

80+
Lyophilized Products

30+
Formulation Robustness

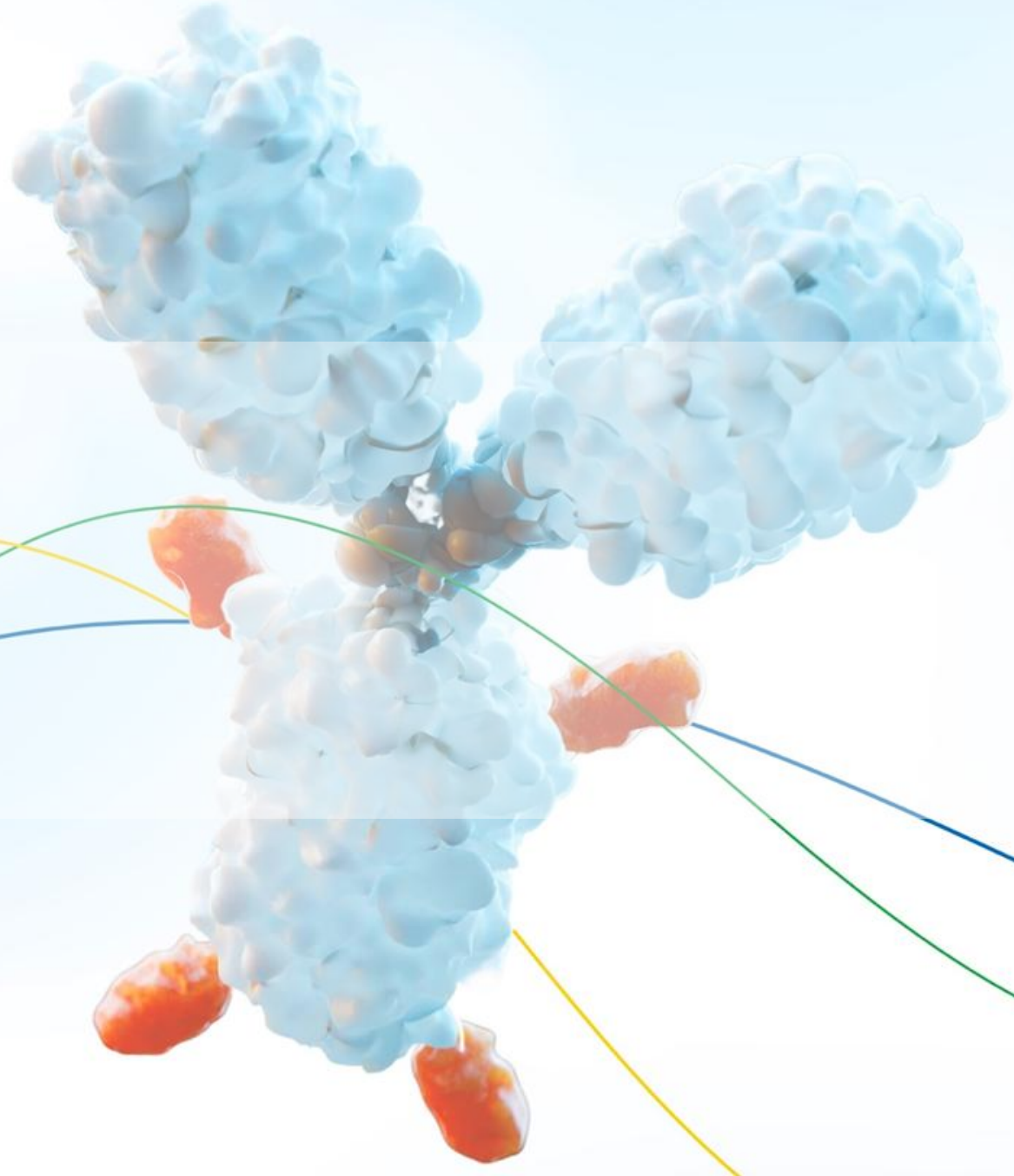
20+
Process Characterization

40+
Extractables & Leachables

30+
Filter Validation

30+
Shipping

05 WBS (WuXi Bio Business System) and ESG as Key Components of Business Strategy



WuXi Bio Business System 2025 Highlights

1.5 point

Improvement in gross margin

430+

Kaizen Projects

Premier Quality

Enhance reporting standards
Mitigate quality risk

Revenue

Enhance customer retention
Expand into new business

Labor Efficiency

Deploy digital initiatives
Implement standard work

Material Cost Saving

Optimize material usage
Improve inventory management

Expense Saving

Enhance facility utilizations, improve maintenance/logistics management

ESG Optimization

Reduce energy, water, waste and CO_2 emissions

Trustworthy Partner with a Strong Sustainability Commitment

WuXi Biologics
Global Solution Provider

Align with United Nations Sustainable Development Goals

SUSTAINABLE DEVELOPMENT GOALS

WE SUPPORT UN GLOBAL COMPACT

ESG+20 引领全球企业变革20年

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Join International Sustainable Development Initiatives

PSCI PHARMACEUTICAL SUPPLY CHAIN INITIATIVE
Building responsible supply chains

UN WOMEN WOMEN'S EMPOWERMENT PRINCIPLES

ISO

Industry Leader with Outstanding ESG Performance

Top 1%
Corporate Sustainability Assessment (CSA) 2025 Score

S&P Dow Jones Best-in-Class Indices
S&P Global ESG Indices
(2023-2025)

MSCI ESG RATINGS AAA
MSCI Selection Indexes Constituents 2025

MSCI ESG Ratings AAA
MSCI Selection Indexes
(2023-2025)

CDP A List 2025 | CDP A List 2025 | CDP 2024

A List – Climate Change
A List – Water Security
A List - Supplier Engagement
(2023-2025)

FTSE4Good

FTSE4Good Emerging Index
Industry Top 4%
(2021-2025)

Trusted Partner to Enable Global Clients

PLATINUM Top 1% ecovadis Sustainability Rating JAN 2026

EcoVadis Platinum Medal
Global 1%
(2023-2026)

SUSTAINALYTICS REGIONAL ESG TOP RATED | SUSTAINALYTICS INDUSTRY ESG TOP RATED

Sustainalytics Negligible-Risk
Industry & Regional Top Rated
(2021-2025)

Corporate ESG Performance Prime
RATED BY ISS ESG

Prime Award
ISS ESG Corporate Rating
(2023-2025)

恒生指數 HANG SENG INDEXES

ESG 50 Index
Hang Seng Corporate
Sustainability Benchmark Index
(2023-2025)

* Data as of December 31, 2025

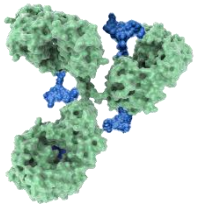
End-to-End Green CRDMO Enabling Global Clients

WuXi Biologics
Global Solution Provider

Green Research

WuXiHybrid™ WuXiBody™

- Developability
- Flexibility
- Accelerate 6-18 months of R & D timeline



- Minimize natural resource and energy consumption
- Significantly reduce environmental impact

Green Development

WuXia™ TrueSite

- Achieve average mAb titer 8+ g/L

WuXiUP™

- 5-20x higher productivity
- Greatly reduce resin usage
- Less demand for building space
- Lower carbon footprint in facilities

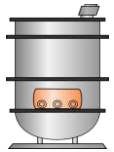
WuXiUI™

- 3-8x higher productivity
- Highest product quality
- Minimize media use and waste
- Up to 60% LCA reduction

Green Manufacturing

Single-Use Technology (SUT)

- High flexibility
- High Efficiency
- Provide competitive cost structure



+ WuXiUI™

- 70% water saving
- 33% resource use reduction
- Up to 80% product carbon footprint reduction combined with WuXiUI™

Green Operations

Benefits Realized*

39,909 Carbon Reduction/tCO2e

53,773 Steam Savings/GJ

36,272 Electricity Savings/MWh

402,806 Water Savings/Tonnes

2,639,398 Natural Gas Savings/Nm3

~ 49 million Cost Savings/RMB

WuXi Biologics: Leading in Green Biologics Solutions for a Healthier Future

Included in UNGC 20 Case Examples of Sustainable Development for 20 Years Collection

United Nations Global Compact

ESG+20 引领全球企业变革20年

* Energy Saving Projects Data from 2022 to 2024

Summary & Outlook 06

Full Lifecycle R-D-M Integration as a Structural Competitive Edge, Driving Project Retention & Growth

WuXi Biologics
Global Solution Provider

R

Proprietary technology platforms generate high-margin milestones & royalties, enhancing Group profitability

- Proprietary CD3 TCE platform with optimized epitope binding and fast-on/fast-off kinetics to enhance tumor killing while reducing cytokine release
    - Clinical validation underway, 1 expected approval as early as 2027
- Proprietary conjugation & payload-linker technology platforms supporting next-gen ADCs

D

Industry-leading development speed, execution and capacity

- **100% success in delivering 6-9-month IND-enabling packages**, providing a competitive speed advantage for clients
- Scaled development engine supporting **200 INDs** and **20 BLAs/MAAs annually**
- **Deep expertise in complex modalities, with ~2/3 new projects involving ADCs & bispecifics**
- Strong development execution enables successful tech-transfers & W-t-M, a key engine of the Group's growth

M

Proven large-scale manufacturing with flexible and cost-competitive global delivery

- Nearly a **decade of large-scale manufacturing experience** with strong regulatory track record
    - **~99% success for GMP manufacturing** and **100% for PPQ campaigns**
- Single-use technology scale-out proven to be **cost-competitive, flexible & agile**, **tailored across multiple commercial scales**, **globalized supply chain**
- **Higher technical barrier** in **complex modalities** => higher reliance on experienced CDMO partners => **lifecycle program retention**

Three High-Growth Modalities Powering WuXi Bio's Accelerated Growth

WuXi Biologics
Global Solution Provider

Bi- & Multi-Specifics

- **196** in pipeline, **fastest growing modality** at WuXi Bio
  - 3 currently in CMO (all high-potential assets)
- Contributing **nearly 20% of group revenue**, **120%+ YoY growth**
- **Proprietary CD3 TCE platform**
  - E.g. CD3xCD19, CD3xCD20, CD3xPSMA, CD3xCD19xCD20
- **bsAbs targeting clinically validated and/or emerging pathways**
  - E.g. PD-(L)1xVEGF, DLL4xVEGF, EGFR×TGF-β, 4-1BBxCLDN18.2

ADCs

- **252 ADCs** in pipeline, **high growth modality** at WuXi Bio
  - **POC-validated MoAs with differentiated molecular structure and/or indication focus** e.g. HER2, TROP2, FRα, Nectin-4
  - **Emerging MoAs** e.g. B7-H3, DLL3, ROR1, CLDN6, CLDN18.2, GPRC5D

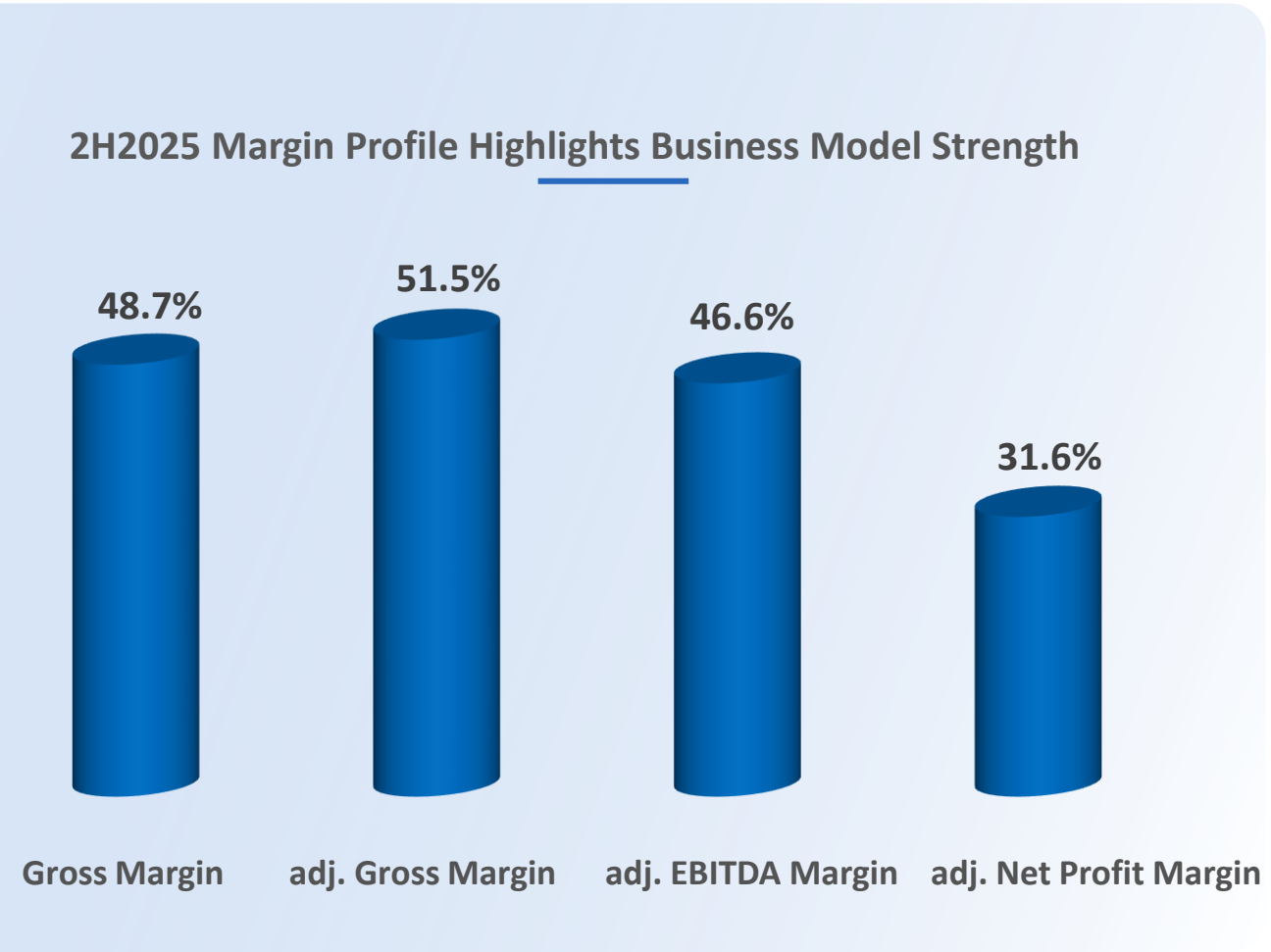
mAbs & Other Proteins

- **473 mAbs and other proteins** in the pipeline, with **multiple $billion-dollar franchises** in late-stage/CMO
  - E.g. FcRn, IGF1R, CD19-mediated B-cell silencer, selective inhibitor of active C1s, mAbs for autoimmune, kidney, and allergic diseases

2H2025 Margin Improvement Highlights Medium-Term Margin Potential

Business Model Strength Demonstrated

- 2H2025 margins highlight the earnings power of the integrated CRDMO model & its structural margin potential
- Research and Development deliver structurally high margins
- Solid 2H2025 Manufacturing margins are expected to expand further over time as commercial programs scale and utilization continues to improve
- Operational excellence through Digital and WBS continues to enhance productivity and support margin expansion



FY26 Continues with Accelerated Growth, Building on a Strong FY25

2025 Summary

- Group revenue +16.7% YoY and GPM +500bps YoY
  - Revenue from Continuous Ops +20% YoY
- Bi- & multi-specifics established as a core growth engine, with strength across R, D, M
  - Nearly 20% of group revenue, 120%+ YoY
- Continue to invest in new technologies for next-generation bio manufacturing (cell line & high concentration formulation)
- R: Broadened CD3 TCE applications marked a platform inflection
  - 2025 partnerships delivered another record year in upfront & total payments, and represent potential milestones of up to $4b+
- D: A record 209 new integrated projects signed;

  156 INDs filed; 38 projects delivered in 6-month timeline
- M: 28 PPQs completed in FY25 (+75% YoY) with 100% success
  - Manufacturing positioned for accelerated growth, driven by the evolution of the project funnel, expanding commercial portfolio, clients' drug sales ramp, as well as our ever-increasing fulfillment capabilities
- Ongoing global footprint expansion & digital transformation

2026 Outlook

- Revenue expected to grow 13 – 17% YoY
  - Continue to see accelerated growth in FY26 supported by
    - ✓ R
      - Advanced technology platforms, continued CD3 TCEs momentum
    - ✓ D
      - Unparalleled development capabilities, record number of new projects signed in 2025
    - ✓ M
      - Differentiated capabilities in technology, quality and flexibility
      - 34 PPQs and multiple blockbusters
      - 10+ programs in current pipeline with US$5+bn drug peak sales potential

WuXi Biologics
Global Solution Provider

WuXi Biologics

Every Biologic Can Be Made

- Premier Quality
- Innovative Technologies
- Perfect Execution
- Fast Speed
- Competitive Cost