BioDlinK 東曜

2025 Annual Report

BioDlink International Company Limited

(Incorporated in Hong Kong with limited liability)

Stock Code:1875

CONTENTS

CORPORATE INFORMATION

EXECUTIVE DIRECTORS

Mr. Fu, Shan *(Chairperson of the Board; re-designated from a non-executive Director to an executive Director with effect from 11 October 2025)*
Dr. Liu, Jun *(resigned as an executive Director and Chief Executive Officer with effect from 11 October 2025)*

NON-EXECUTIVE DIRECTORS

Dr. Liu, Weidong
Ms. Yeh-Huang, Chun-Ying
(resigned as a non-executive Director and Vice Chairperson of the Board with effect from 11 October 2025)

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Sun, Hui *(appointed on 12 March 2025)*
Mr. Zhang, Qing *(appointed on 12 March 2025)*
Dr. Gu, Xuelin *(appointed on 12 March 2025)*
Ms. Hu, Lan *(resigned with effect from 12 March 2025)*
Mr. Chang, Hong-Jen
(resigned with effect from 12 March 2025)
Dr. Wang, De Qian
(resigned with effect from 12 March 2025)

AUDIT AND CONNECTED TRANSACTIONS REVIEW COMMITTEE

Ms. Sun, Hui
(appointed as the chairperson on 12 March 2025)
Dr. Liu, Weidong
Mr. Zhang, Qing
(appointed as a member on 12 March 2025)
Ms. Hu, Lan *(resigned as the chairperson and a member with effect from 12 March 2025)*
Mr. Chang, Hong-Jen *(resigned as a member with effect from 12 March 2025)*

REMUNERATION COMMITTEE

Mr. Zhang, Qing *(appointed as a member on 12 March 2025 and the chairperson on 21 March 2025)*
Dr. Liu, Weidong *(ceased to be the chairperson on 21 March 2025)*
Dr. Gu, Xuelin *(appointed as a member on 12 March 2025)*
Mr. Chang, Hong-Jen *(resigned as a member with effect from 12 March 2025)*
Dr. Wang, De Qian *(resigned as a member with effect from 12 March 2025)*

NOMINATION COMMITTEE

Mr. Fu, Shan *(Chairperson)*
Ms. Sun, Hui *(appointed as a member on 12 March 2025)*
Dr. Gu, Xuelin *(appointed as a member on 12 March 2025)*
Ms. Hu, Lan *(resigned as a member with effect from 12 March 2025)*
Dr. Wang, De Qian *(resigned as a member with effect from 12 March 2025)*

STRATEGY AND ESG COMMITTEE

Mr. Fu, Shan *(Chairperson)*
Dr. Liu, Weidong
Dr. Gu, Xuelin *(appointed as a member on 12 March 2025)*
Dr. Liu, Jun *(resigned as a member with effect from 11 October 2025)*
Ms. Yeh-Huang, Chun-Ying *(resigned as a member with effect from 11 October 2025)*
Dr. Wang, De Qian *(resigned as a member with effect from 12 March 2025)*

JOINT COMPANY SECRETARIES

Mr. Chen, Yifan
Mr. Lui, Wing Yat Christopher
(Associate member of the Hong Kong Chartered Governance Institute and the Chartered Governance Institute in the United Kingdom)

AUTHORIZED REPRESENTATIVES

Mr. Fu, Shan
Mr. Lui, Wing Yat Christopher

SHARE REGISTRAR

Tricor Investor Services Limited
17/F, Far East Finance Centre,
16 Harcourt Road,
Hong Kong

REGISTERED OFFICE

Room 1918, 19/F,
Lee Garden One,
33 Hysan Avenue,
Causeway Bay,
Hong Kong

HEADQUARTERS AND PRINCIPAL PLACE OF BUSINESS IN THE PRC

120 Changyang Street,
Suzhou Industrial Park,
Suzhou, PRC

COMPANY WEBSITE

www.biodlink.com

PLACE OF LISTING AND STOCK CODE

The Stock Exchange of Hong Kong Limited
1875

PRINCIPAL BANKS

Shanghai Pudong Development Bank
Bank of China
Agricultural Bank of China
Industrial and Commercial Bank of China
China Merchants Bank
Bank of Jiangsu

AUDITOR

PricewaterhouseCoopers
Certified Public Accountants and Registered Public Interest Entity Auditor

LEGAL ADVISER

Sullivan & Cromwell (Hong Kong) LLP

INVESTORS AND MEDIA RELATIONS CONSULTANT

ZHIXIN INVESTOR RELATIONS CONSULTANT LIMITED

CHAIRPERSON'S STATEMENT

Dear Shareholders,

On behalf of the Board of Directors of BioDlink International Company Limited (hereinafter referred to as "BioDlink" or the "Company"), I am pleased to present an overview of the Company's development for the year 2025.

In 2025, the biopharmaceutical industry underwent profound adjustments amidst challenges and opportunities, with innovation and internationalisation emerging as core drivers. Within this landscape, the CDMO sector, particularly the niche segment focusing on complex molecules such as antibody-drug conjugates (ADCs), has maintained strong growth momentum leveraging its specialised and high-efficiency advantages, becoming an indispensable key link in the global biopharmaceutical innovation ecosystem.

Against this backdrop, BioDlink steadfastly executed its strategy of comprehensive transformation towards a specialised and integrated biological drug CDMO. While revenue from self-developed products witnessed a moderate decline during the year, the core CDMO business achieved solid growth: In 2025, the Company's CDMO business revenue reached RMB235 million, representing a year-on-year increase of 13%, with a Compound Annual Growth Rate ("CAGR") of 34% over the past five years since the transformation in 2021, highlighting its robust growth momentum. As of 31 December 2025, the Company added 60 projects throughout the year, cumulatively reaching a total of 213 projects, of which ADC-related projects accounted for 68%, consolidating the Company's leading position in this field. Furthermore, the contracted order backlog reached RMB308 million, laying a solid foundation for future development.

Looking back at 2025, the Company achieved several milestones:

A historic breakthrough was realised in the core ADC CDMO field. The Company successfully assisted its partner, Lepu Biopharma, in securing the marketing approval from the NMPA of China for its ADC drug "MEIYOUHENG®" on 30 October 2025. This drug is not only the world's first approved EGFR-targeted ADC but also the first ADC in China to be approved for marketing with commercial production completed entirely by a CDMO partner. This dual "first-of-its-kind" achievement fully validates BioDlink's industry-leading commercial manufacturing capabilities for ADC drugs and its excellent quality system, demonstrating the Company's end-to-end service capabilities.

A dual-pronged approach was adopted for the internationalisation of self-developed products and the overseas expansion of CDMO services. The self-developed product, Pusintin® (Bevacizumab injection), achieved a breakthrough in overseas markets this year, obtaining the marketing approval for the first time in five countries: Nigeria, Pakistan, Colombia, Indonesia, and Bolivia. This accelerates coverage of emerging national markets and enhances global drug accessibility through cost-effective therapeutic solutions. Simultaneously, the Company continuously increased resource investment and service expansion for its overseas CDMO business, accelerating the development of overseas clients. To date, it has cumulatively served 20 overseas clients and those from Hong Kong, Macau, and Taiwan, and plans to continuously increase the proportion of overseas projects.

Technology platforms were continuously iterated and upgraded, broadening service boundaries. Building upon our "one-stop, one-site, end-to-end" CDMO service platform centred on ADCs, we further expanded our service capabilities to process development for various molecule types, including complex antibodies, AOCs, RDCs, and DACs. The Company continuously optimised its ADC technology platform, GL-DisacLink®, which gained wide client recognition and was applied in their CMC project development. In January 2026, the first project utilising this platform successfully obtained IND approval. Concurrently, various process platform technologies yielded results and applications, notably with the successive launch of three proprietary platforms: the BDKCell® (CHO-K1) cell line platform empowering the source development of antibody molecules, the BDKMedia™ fully chemically defined media platform optimising cell culture solutions, and the BDKLyo™ digital-intelligent lyophilization process platform achieving a paradigm shift from traditional experience-driven models to science model-driven approaches. The synergistic interaction of these technology platforms drove significant growth in the CDMO business.

Global quality systems and capacity construction have fortified the foundation for development. We have always regarded the construction of a global quality system complying with the highest international standards as a core strategy. The Company underwent a total of 37 GMP inspections/audits with a 100% pass rate, including six inspections by Chinese drug regulatory authorities and four EU QP audits. The production base located in Suzhou has obtained GMP certification from multiple PIC/S and related international standard countries, including China, Brazil, Argentina, Indonesia, Thailand, and Egypt, and holds the Accreditation of Foreign Manufacturers from the Japanese PMDA. Additionally, on 20 January 2026, the Company obtained the ISO 9001:2015 Quality Management System certification, possessing robust global commercial supply capabilities. The Company possesses commercial production facilities covering the entire process from antibody drug substance manufacturing, conjugation, formulation lyophilization, and aseptic filling, capable of providing high-standard, large-scale production and assurance for biological drugs such as monoclonal antibodies, bispecific antibodies, and ADCs/XDCs, from drug substance to drug product. In 2025, all production batches achieved 100% successful delivery, fully verifying the robustness of the quality system and the reliability of production execution capabilities.

Taking this opportunity, I would like to specifically highlight a strategic event of profound significance for the Company's future development. On 12 February 2026, WuXi XDC Cayman Inc. (hereinafter referred to as "WuXi XDC", Stock Code: HK2268), and the Company jointly issued the composite and response document, which WuXi XDC proposes to acquire BioDlink at a price of HKD4.00 per share. The share offer price represents a premium of approximately 99% over the closing price on 22 December 2025. This integration is based on the shared belief of both parties in the immense development potential of the global biopharmaceutical industry, particularly in

the fields of antibody-drug conjugates and bioconjugate drugs, as well as WuXi XDC's full recognition of BioDlink's advantages in scaled production facilities, comprehensive production capabilities, internationally certified quality systems, and long-accumulated technical expertise. We firmly believe that this strategic integration is a paradigm of "strategic alliance", which will significantly enhance the Company's comprehensive service capabilities and global market competitiveness. The transaction is expected to be completed in the first half of 2026. For BioDlink, this marks the beginning of a new chapter in the Company's development, characterised by value realisation and scale expansion.

Looking ahead, BioDlink will always uphold the corporate mission of "safeguarding human health," persist in the relentless pursuit of science, quality, and innovation, and maintain operational compliance with the highest standards. Seizing the opportunity of integrating into the WuXi XDC system, the Company will actively integrate resource advantages and focus on advancing the following strategic layouts:

Leveraging the brand and platform advantages of WuXi XDC, we will accelerate the establishment of an internationalised operation system, further expand domestic and overseas markets, improve capacity utilisation, strengthen supply chain resilience, efficiently empower client project advancement, and achieve both scale and efficiency gains. We will increase R&D investment in our CDMO business, focus on breakthroughs in cutting-edge technologies and key areas, and continuously enhance our core competitiveness. We will build a multi-tiered talent development system to cultivate a specialised, high-quality, and versatile team, systematically optimise management mechanisms and organisational effectiveness, strengthen cost control, and dedicate ourselves to improving the gross profit margin and overall profitability of our CDMO business, thereby achieving sustainable and high-quality growth.

Thank you for your consistent trust and support!

Fu, Shan
Chairperson of the Board and Executive Director

18 March 2026

MANAGEMENT DISCUSSION AND ANALYSIS OF CERTAIN FINANCIAL ITEMS

FINANCIAL SUMMARY

HKFRSs Results

The following table sets forth the net (loss)/profit and total comprehensive (loss)/income for the periods indicated:

	For the year ended 31 December		
Item	**2025 RMB'000**	2024 RMB'000	**Increase/ Decrease**
Revenue	**747,645**	1,098,329	–32%
Cost of revenue	**(358,666)**	(315,897)	14%
Research and development expenses	**(85,675)**	(79,313)	8%
Selling expenses	**(324,091)**	(606,711)	–47%
General and administrative expenses	**(77,492)**	(81,375)	–5%
Net impairment (losses) /gains on financial and contract assets	**(3,626)**	8,005	–145%
Other income – net	**11,212**	18,216	–38%
Operating (loss)/profit	**(90,693)**	41,254	–320%
Finance income	**2,246**	3,383	–34%
Finance costs	**(11,922)**	(9,880)	21%
Finance costs – net	**(9,676)**	(6,497)	49%
(Loss)/Profit before income tax	**(100,369)**	34,757	–389%
Income tax expense	**–**	–	–
(Loss)/Profit for the year	**(100,369)**	34,757	–389%
Other comprehensive (loss)/income for the year	**(1,386)**	2,199	–163%
Total comprehensive (loss)/income for the year	**(101,755)**	36,956	–375%

Non-HKFRSs Measures and Their Adjustments

To supplement the Group's consolidated financial statements which are presented in accordance with the HKFRSs, the Group uses EBITDA, adjusted net loss and adjusted EBITDA for the year and other adjusted figures as additional ways to measure our financial performance. This is not a presentation required by the HKFRSs or in accordance with the HKFRSs. The Group believes that these adjusted measures provide useful information to the shareholders and potential investors in understanding and evaluating the Group's consolidated operating results in the same manner as the Group's management does.

The adjusted net (loss)/profit for the year refers to the net (loss)/profit for the year, excluding the effect of non-cash and one-off items including share-based compensation expenses, one-off asset impairment, one-off reversal of asset impairment and tax filing difference. The adjusted net (loss)/profit for the year is not defined in the HKFRSs. The adjusted EBITDA for the year refers to the EBITDA for the year (which is net (loss)/profit for the year excluding income tax, interest expenses and depreciation and amortization expenses for the year), excluding the effect of one-off asset impairment, one-off reversal of asset impairment and share-based compensation expenses, which is a non-cash and one-off item. The adjusted EBITDA for the year is not defined in the HKFRSs.

The use of these non-HKFRSs measures have limitations as an analytical tool, and should not be considered in isolation from, or as a substitute for analysis of, the Group's operating results or financial condition as reported under the HKFRSs. The adjusted figures presented by the Group may not be comparable to benchmarks of a similar measures presented by other companies. However, the Group believes that these non-HKFRSs measures is able to eliminate the potential impact of items that the management does not consider to be indicative of the Group's operating performance and can reflect the Group's normal operating results, thus facilitating the comparison of operating performance from period to period and from company to company to an appropriate extent.

The following table sets forth the reconciliation from net loss to EBITDA for the periods indicated:

	For the year ended 31 December	
Item	**2025 RMB'000**	2024 RMB'000
Net (loss)/profit	**(100,369)**	34,757
Add:		
Interest expenses	**11,922**	9,880
Depreciation and amortization	**79,197**	65,417
Income tax expense	**–**	–
EBITDA	**(9,250)**	110,054

The following table sets forth the reconciliation between net loss to adjusted net loss and EBITDA to adjusted EBITDA for the periods indicated:

	For the year ended 31 December	
Item	**2025 RMB'000**	2024 RMB'000
Net (loss)/profit	**(100,369)**	34,757
Add:		
Share-based compensation expenses	**(2,085)**	6,013
One-off loss /(reversal) on asset impairment due to strategic adjustments	**39,283**	(9,333)
Income tax expense	**–**	–
Adjusted net (loss)/profit	**(63,171)**	31,437
EBITDA	**(9,250)**	110,054
Add:		
Share-based compensation expenses	**(2,085)**	6,013
One-off loss /(reversal) on asset impairment due to strategic adjustments	**39,283**	(9,333)
Adjusted EBITDA	**27,948**	106,734

The adjusted net loss for 2025 was RMB63,171 thousand, while the adjusted net profit for 2024 was RMB31,437 thousand. The adjusted EBITDA for 2025 was RMB27,948 thousand, while the adjusted EBITDA for 2024 was RMB106,734 thousand. Such changes were primarily attributable to the intensified market competition and the strategic transformation of the Company.

Overview

In 2025, the Group recorded an operating revenue of RMB747,645 thousand, representing a decrease of RMB350,684 thousand, or 32%, from RMB1,098,329 thousand in 2024. In 2025, the Group recorded a net loss of RMB100,369 thousand, as compared to a net profit of RMB34,757 thousand in 2024. In 2025, the Group's research and development expenses were RMB85,675 thousand, as compared to RMB79,313 thousand in 2024. In 2025, the Group's general and administrative expenses were RMB77,492 thousand, as compared to RMB81,375 thousand in 2024. In 2025, the Group's selling expenses were RMB324,091 thousand, as compared to RMB606,711 thousand in 2024.

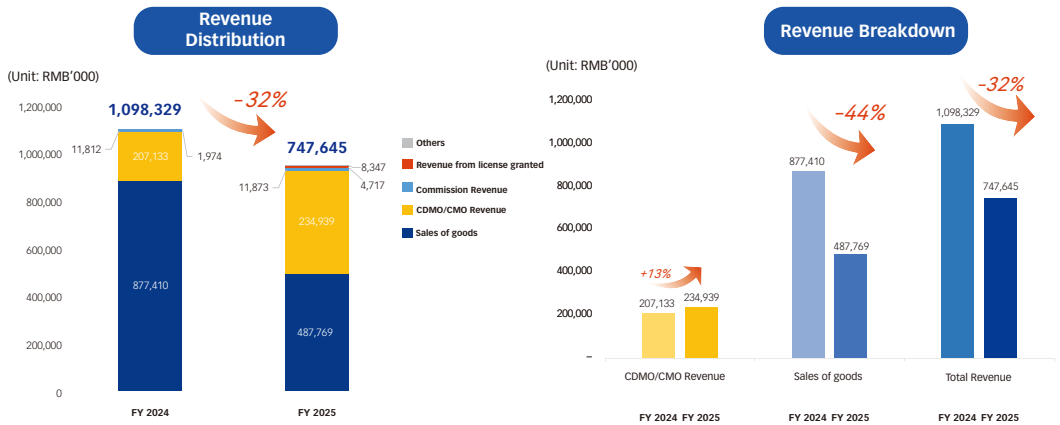
Operating Revenue and Costs

The Group's diversified revenue is mainly derived from sales revenue, revenue for providing CDMO/CMO services, etc.

In 2025, the Group's revenue from product sales amounted to RMB487,769 thousand, representing a decrease of RMB389,641 thousand from RMB877,410 thousand in 2024, which was primarily attributable to the intensified market competition.

In 2025, the Group's revenue from CDMO/CMO business was RMB234,939 thousand, representing an increase of RMB27,806 thousand from RMB207,133 thousand in 2024, which was primarily attributable to the continued business growth.

In 2025, the Group's operating costs were RMB358,666 thousand, representing an increase of RMB42,769 thousand from RMB315,897 thousand in 2024, which was mainly attributable to the increased proportion of revenue from CDMO/CMO and the impairment of inventory resulting from the contraction of the product business due to the strategic transformation.



Research and Development Expenses

The Group's research and development expenses primarily consist of expenses related to the enhancement of the Group's CDMO technology platform and the continuous optimization of products.

In 2025, the Group's research and development expenses were RMB85,675 thousand, representing an increase of RMB6,362 thousand from RMB79,313 thousand in 2024, which was mainly attributable to the increased investment in research and development projects.

The following table sets forth a breakdown of the Group's research and development expenses by nature for the periods indicated:

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Employee benefit expenses	**39,094**	43,971
R&D materials and consumables	**14,301**	11,656
Depreciation and amortization	**11,251**	11,399
Utilities	**1,302**	2,244
Other third-party research contracting costs	**8,229**	4,928
Others	**11,498**	5,115
Total	**85,675**	79,313

Selling Expenses

The Group's selling expenses primarily consist of expenses for marketing and promotion activities, salaries and benefits for business development and marketing staff, conference fees, and travelling expenses, etc.

In 2025, the Group's selling expenses were RMB324,091 thousand, representing a decrease of RMB282,620 thousand from RMB606,711 thousand in 2024, which was mainly attributable to the year-on-year decrease in marketing and promotion expenses corresponding to the decline in sales volume of self-developed products.

General and Administrative Expenses

The Group's general and administrative expenses primarily consist of salaries and benefits for management and administrative staff, legal advisory fees, and expenses for professional services related to audit and tax, etc.

In 2025, the Group's general and administrative expenses were RMB77,492 thousand, representing a decrease of RMB3,883 thousand from RMB81,375 thousand in 2024, which was mainly attributable to the decrease in consulting service fees.

Net Impairment Losses/Gains on Financial and Contract Assets

The Group's net impairment losses/gains on financial and contract assets mainly include provision and reversal for trade and other receivables, contract assets, other current and non-current assets, etc.

In 2025, the Group's net impairment losses on financial and contract assets were RMB3,626 thousand, as compared to net impairment gains on financial and contract assets of RMB8,005 thousand in 2024, which was mainly attributable to the recovery of amounts from previous years in 2024, which led to the reversal of impairment losses provided.

Other Income – Net

The Group's net other income mainly include government grants, net foreign exchange gains and losses, asset impairment, etc.

In 2025, the Group's net other income was RMB11,212 thousand, representing a decrease of RMB7,004 thousand from RMB18,216 thousand in 2024, which was mainly attributable to the impact of fixed asset impairment and fluctuations in foreign currency.

Finance Income

The Group's finance income is primarily interest income on bank deposits.

The finance income in 2025 was RMB2,246 thousand, representing a decrease of RMB1,137 thousand from RMB3,383 thousand in 2024, which was mainly attributable to the decline in market interest rates.

Finance Costs

The Group's finance costs are primarily interest expenses on bank borrowings for satisfying operational needs and capital expenditures for capacity enhancement, etc.

In 2025, the Group's finance costs were RMB11,922 thousand, representing an increase of RMB2,042 thousand from RMB9,880 thousand in 2024, mainly due to the decrease in capitalized interest expenses for long-term loans.

Income Tax Expense

The Group did not incur any income tax expense in 2025 and 2024 as the Group did not generate any taxable income during these two years.

Profit for the Year

As a result of the above as a whole, the Group's net loss for 2025 was RMB100,369 thousand, as compared to a net profit of RMB34,757 thousand in 2024.

Net Assets

The Group's net assets as of 31 December 2025 were RMB625,815 thousand, representing a decrease of RMB103,840 thousand from RMB729,655 thousand as of the end of 2024.

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Total current assets	**560,916**	743,277
Total non-current assets	**698,373**	765,495
Total assets	**1,259,289**	1,508,772
Total current liabilities	**273,515**	415,363
Total non-current liabilities	**359,959**	363,754
Total liabilities	**633,474**	779,117
Net assets	**625,815**	729,655

Cash Movement and Source of Funds

As at 31 December 2025, the Group's cash and cash equivalents were RMB327,555 thousand, representing a decrease of RMB53,701 thousand from RMB381,256 thousand as at the end of 2024. Such change was mainly attributable to the following reasons:

In 2025, the Group's net cash inflows for operating activities were RMB16,142 thousand, representing a decrease of RMB100,261 thousand from RMB116,403 thousand in 2024, which was mainly attributable to the changes in the above-mentioned operating expenses. The Group's net cash outflows for investing activities for the current year were RMB43,070 thousand, representing a decrease of RMB79,435 thousand from RMB122,505 thousand as at the end of 2024, which was mainly attributable to the nearing completion of the construction of the Global Research and Development Service Center. The Group's net cash outflows for financing activities for the current year were RMB25,662 thousand, as compared to net cash inflows for financing activities of RMB34,183 thousand as at the end of 2024, mainly due to the repayment of part of maturing loans.

Indebtedness and Key Liquidity Ratio

As at 31 December 2025, the Group had outstanding bank borrowings that amounted to RMB382,626 thousand (31 December 2024: RMB394,013 thousand) and had unutilised bank facilities of RMB432,533 thousand (31 December 2024: RMB299,050 thousand). For further details, please refer to note 26 to the consolidated financial statements. The following table sets forth the key liquidity ratios for the dates indicated:

	For the year ended 31 December	
	2025	2024
Current ratio[(1)]	**2.1**	1.8
Quick ratio[(2)]	**1.7**	1.5
Debt to asset ratio[(3)]	**0.5**	0.5

Notes:

(1) Current ratio is calculated by dividing current assets by current liabilities as at the same date.

(2) Quick ratio is calculated by dividing current assets less inventories and by current liabilities as at the same date.

(3) Debt to asset ratio is calculated by dividing total liabilities by total assets as at the same date.

The Group's current ratio and quick ratio increased from 2024 to 2025, while the debt to asset ratio remained stable in 2025 compared to 2024.

Material Investment

On 9 November 2021, the Group commenced the construction of its Global Research and Development Service Center. The proposed total investment for the project is approximately RMB180 million. On 31 December 2021, BioDlink Biopharm Co., Ltd. (a wholly-owned subsidiary of the Company) entered into a construction agreement with Shanghai Baoye Group Corp., Ltd. (上海寶冶集團有限公司), under which the total contract sum payable to Shanghai Baoye Group Corp., Ltd. is RMB83,500 thousand. Further details are set out in the announcement of the Company dated 31 December 2021. During the year ended 31 December 2025, the Group incurred expenditure of RMB12,143 thousand in total in connection with the construction of the Global Research and Development Service Center.

In 2021, the Group commenced the project of upgrading its ADC commercial production workshops and the project of renovating and upgrading its pilot production workshops for the purpose of increasing its production capacity as well as enhancing its production efficiency. A total of RMB3,726 thousand was incurred by the Group during the year ended 31 December 2025 in connection with such projects.

Save as disclosed above, the Group did not make any material investment during the year ended 31 December 2025.

Material Acquisitions and Disposals

During the year ended 31 December 2025, the Group did not have any material acquisitions and disposals of subsidiaries, consolidated affiliated entities, associates or joint ventures.

Pledge of Assets

As at 31 December 2025, the Group had no pledge of assets.

Contingent Liabilities

As at 31 December 2025, the Group had no significant contingent liabilities.

Foreign Exchange Risk

Certain bank balances and cash, trade receivables and other receivables, contract assets and other payables are denominated in foreign currencies of respective group entities which are exposed to foreign exchange risk. Foreign exchange risk also arises from future commercial transactions and recognized assets and liabilities denominated in a currency other than the functional currency of the relevant group entity. The Group has entities operating in USD, NTD and RMB, and the Group will constantly review the economic situation and its foreign exchange risk profile, and will consider appropriate hedging measures in the future when necessary.

Employees and Remuneration

As at 31 December 2025, the Group had a total of 613 employees. The following table sets forth the total number of employees by function as of 31 December 2025:

Function	Number of employees	% in total
Research and development	149	24.31%
Sales and marketing	29	4.73%
General and administration	61	9.95%
Manufacturing	374	61.01%
Total	**613**	100.00%

In 2025, the Group incurred employee benefit expenses of RMB221,899 thousand, as compared to RMB205,032 thousand in 2024. The employee benefit expenses of the Group include salaries, wages, bonuses, contributions to employee provident fund and social security funds, payments for other benefits and share-based compensation expenses, etc. In accordance with applicable PRC laws, the Group has made contributions to social security insurance funds, including basic pension insurance, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance, and housing provident funds for its employees. In accordance with applicable Taiwan laws, the Group has made contributions to social security insurance funds.

For the year ended 31 December 2025, the remuneration of the senior management of the Company other than Directors (as named in the section headed "Biographies of directors and senior management" in the Company's 2024 annual report and/or this annual report, to the extent such personnel were under employment with the Group at any time during the year ended 31 December 2025) included salaries, wages, bonuses, and share-based compensation expenses, and fell within the following bands:

Remuneration band	Number of senior management members
RMB0 to RMB500,000	
RMB500,001 to RMB1,000,000	
RMB1,000,001 to RMB1,500,000	
RMB1,500,001 to RMB2,000,000	1
RMB2,000,001 to RMB2,500,000	2
RMB2,500,001 to RMB3,000,000	1
RMB3,000,001 to RMB3,500,000	
RMB3,500,001 to RMB4,000,000	1

MANAGEMENT DISCUSSION AND ANALYSIS OF CERTAIN ASPECTS OF OUR BUSINESS

I. BUSINESS REVIEW

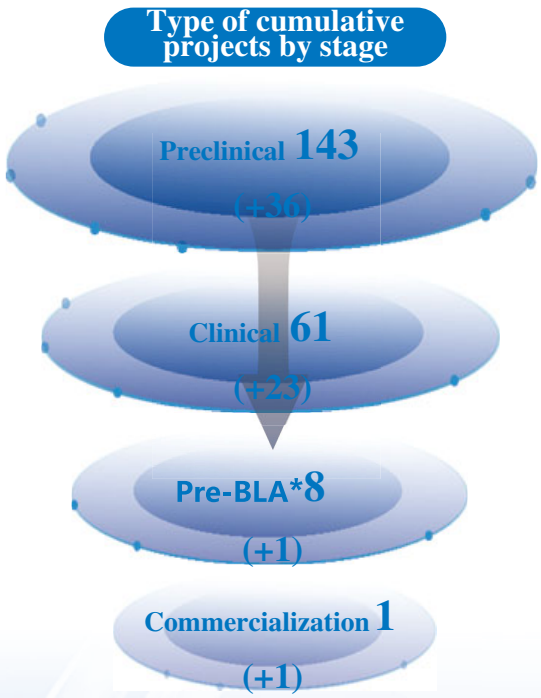
In 2025, the global biopharmaceutical industry exhibited a trend of structural adjustments coexisting with innovation divergence. Bioconjugate sector, including ADC (antibody-drug conjugate), continued to gain momentum, becoming a core driver of industry growth.

Facing the dual challenges of intensified competition in the domestic pharmaceutical industry and the deepening of volume-based procurement policies, BioDlink steadfastly executed its strategy of a comprehensive transformation into a specialized and integrated biopharmaceutical CDMO. While consolidating and strengthening its CDMO business, the Company also promoted the strategic shift of its self-developed product pipeline from a domestic-focused market strategy toward international high-value markets, aiming to achieve a strategic optimisation of its business structure.

During the year, the two core business segments showed divergent developments: the CDMO business leveraged favourable industry conditions and its own platform advantages to achieve a year-on-year increase of 13% in revenue, acting as a stabiliser for the Company's performance; revenue from sales of self-developed products faced adjustment, decreasing by 44% year-on-year. The Company adapted its market strategy accordingly, strategically focusing on the CDMO/CMO business while accelerating its global expansion. During the year, marketing approvals for the self-developed product Pusintin® were successively obtained in 5 countries, with initial success in overseas market expansion.

As of 31 December 2025:

- The Company's annual revenue from operations amounted to RMB747,645 thousand, representing a year-on-year decrease of 32%.
- Revenue from product sales amounted to RMB487,769 thousand, representing a year-on-year decrease of 44%, which was primarily attributable to the intensified market competition.
- Revenue from CDMO business amounted to RMB234,939 thousand, representing a year-on-year increase of 13%, with a CAGR of 34% over the past five years, achieving continuous and steady growth.
- During the reporting period, 60 projects were newly added.
- The total number of projects increased from 153 as at 31 December 2024 to 213 as at 31 December 2025.
- The Company has accumulated a total of 8 Pre-BLA (Pre-Biologics License Application) projects, successfully driving the commercialization of the first ADC project. This demonstrated the Company's capabilities in late-stage CDMO commercialization projects and secured potential future revenue.
- The Group's service backlog amounted to RMB308 million, representing a year-on-year increase of 61%.

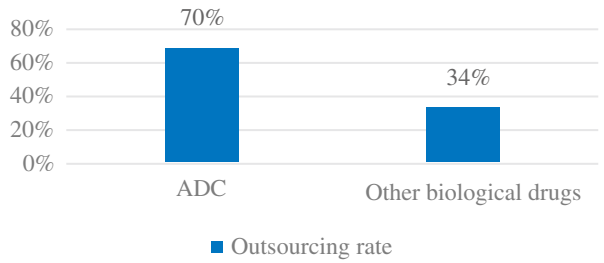


II. DEVELOPMENT AND COMPETITIVE ADVANTAGES OF CDMO BUSINESS IN THE STRATEGIC TRANSFORMATION

1. Development Trends of the CDMO Industry

In recent years, driven by robust end-market demand, a succession of blockbuster drugs have been launched globally, accompanied by increasing corporate investment in innovative drug research and development. In 2022, global pharmaceutical R&D investment reached USD241.5 billion, with an R&D outsourcing rate of 46.5%. According to statistics from Frost & Sullivan, the outsourcing penetration rate for general biologics and small molecule drugs typically ranges from 30% to 40%, whereas the outsourcing penetration rate for the entire ADC drug R&D and manufacturing process exceeds 70%.

Outsourcing Rate for ADCs and Other Biological Drugs R&D and Manufacturing

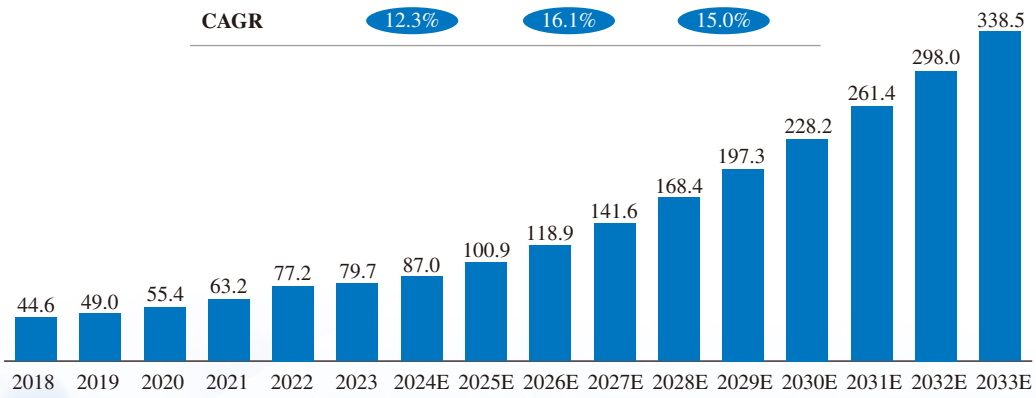


The global pharmaceutical CDMO industry continues to demonstrate strong market momentum. According to an analysis report from Frost & Sullivan, the size of global pharmaceutical CDMO market grew from USD44.6 billion in 2018 to USD79.7 billion in 2023, representing a CAGR of 12.3%. It is expected to reach USD168.4 billion by 2028 and USD338.5 billion by 2033. Notably, the global ADC outsourcing services market size reached USD2.0 billion in 2023 and is expected to reach USD11.0 billion by 2030, representing a 450% increase compared with 2023.

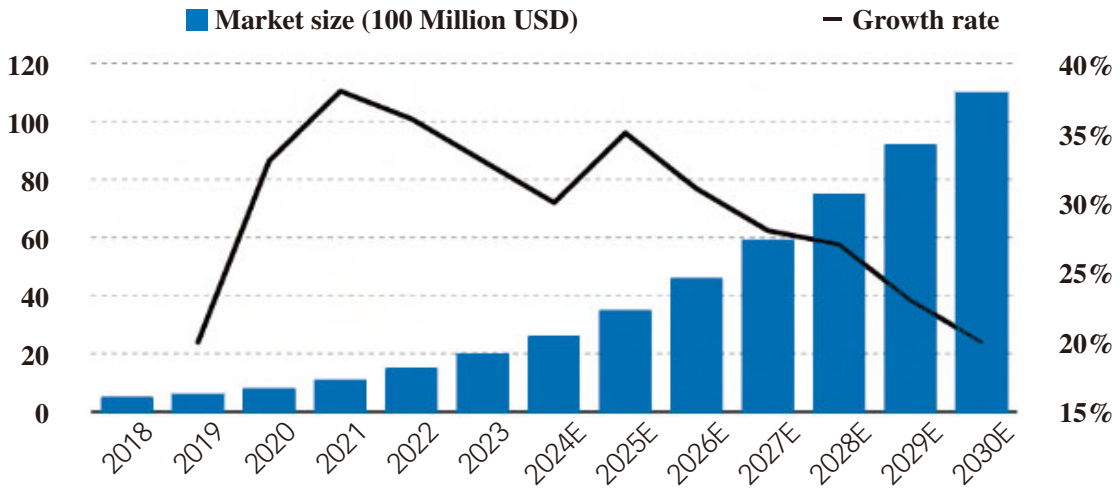
Current Situation and Forecast of the Global CDMO Market Size (2018-2033E)

Unit: USD billion

Period	2018-2023	2023-2028E	2028-2033E
CAGR	12.3%	16.1%	15.0%



Market Size of ADC Outsourcing Services Between 2018 and 2030



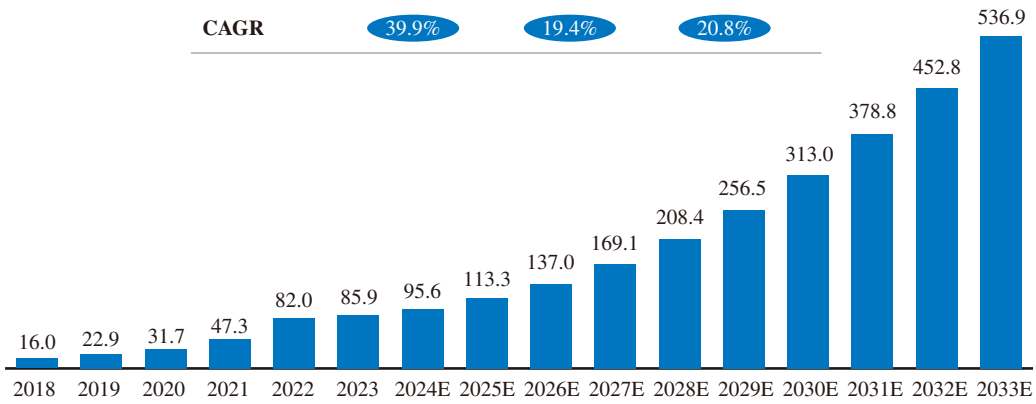
Source: Analysis by Frost & Sullivan, YICAI

The pharmaceutical CDMO industry in China has demonstrated a growth rate surpassing the global average. From 2018 to 2023, the Chinese pharmaceutical CDMO market size expanded from RMB16.0 billion to RMB85.9 billion, at a CAGR of 39.9%. In 2024, the Chinese CDMO industry formally entered a new phase characterised by "deepening technological expertise, expanding globally, and fostering ecosystem integration". The market size is expected to reach RMB208.4 billion by 2028 and RMB536.9 billion by 2033.

Current Situation and Forecast of the Chinese Pharmaceutical CDMO Market Size (2018-2033E)

Unit: RMB billion

Period	2018-2023	2023-2028E	2028-2033E
CAGR	39.9%	19.4%	20.8%

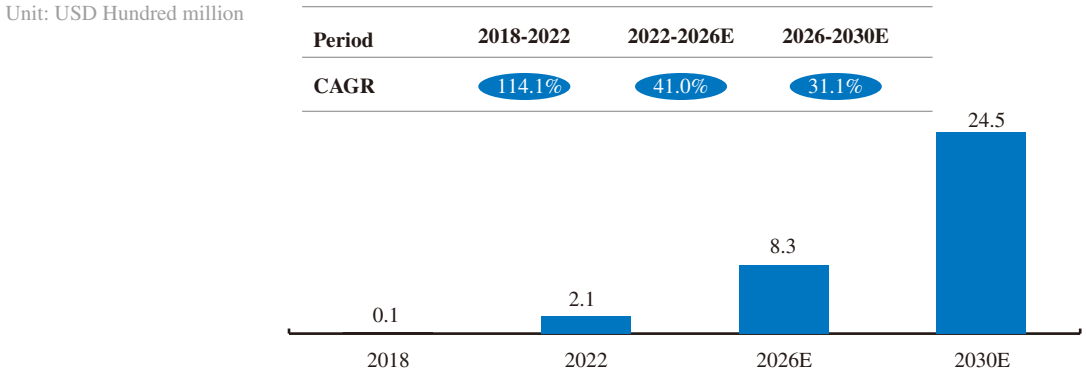


Source: Analysis by Frost & Sullivan

Leveraging their innovativeness and differentiation, emerging areas such as ADCs are driving the CDMO industry to extend services from early-stage R&D to commercial production, offering a series of services covering antibodies, Linker-Payload, conjugation reactions, and formulations. The ADC CDMO market is being strongly driven by three core factors: iterative advancements in products enhance the competitiveness of ADC drugs; manufacturing barriers prompt pharmaceutical companies to rely on professional CDMO services; and robust transaction activity fuels market expansion. ADC drugs continue to lead innovative development in the field of oncology treatment. From 2018 to 2022, the market size of ADC CDMO expanded from USD0.01 billion to USD0.21 billion, representing a CAGR of 114.1%. It is expected to reach USD0.83 billion by 2026 and USD2.45 billion by 2030.

Current Situation and Forecast of the Chinese ADC CDMO Market Size (2018-2030E)

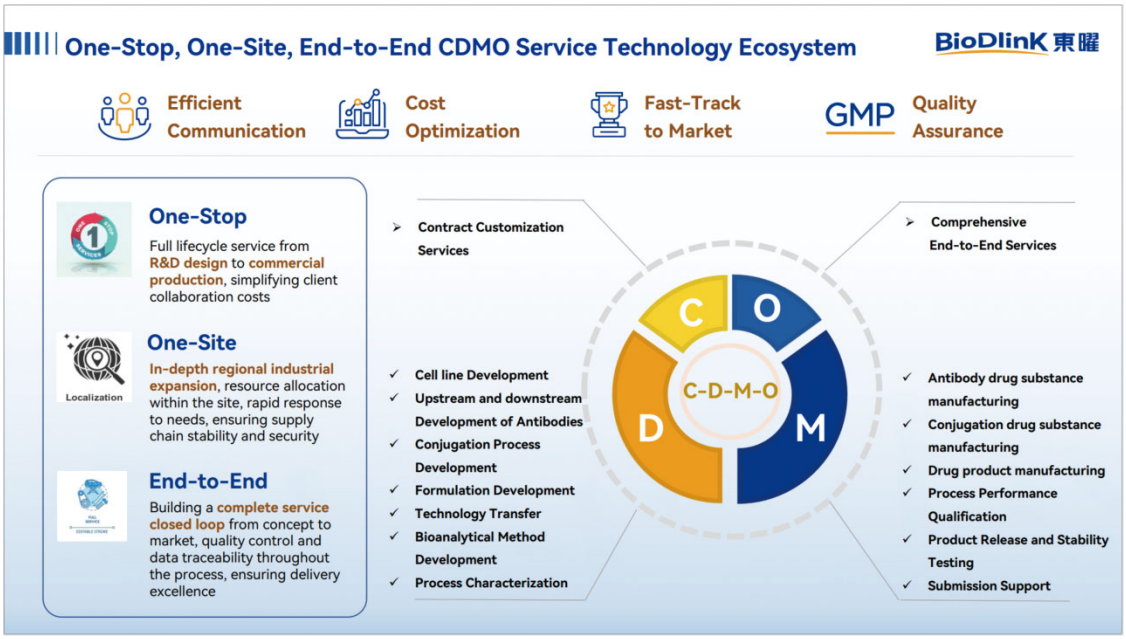
Unit: USD Hundred million



Source: Analysis by Frost & Sullivan

2. Company Service Offerings

BioDlink leverages its industry-leading "one-stop, one-site, end-to-end" industrialization platform to provide CDMO solutions covering the entire spectrum (spanning from early-stage R&D to commercial manufacturing) for antibody drugs, biosimilars, and drug conjugates (represented by ADCs). The Company's service scope encompasses process development for a variety of biologics, including monoclonal antibodies, bispecific antibodies, recombinant proteins, fusion proteins, and ADCs. Supported by a large-scale manufacturing base compliant with international GMP standards and equipped with multiple complete upstream and downstream production lines, we offer clients full-stage manufacturing support from pre-clinical through to commercialization. The Company's integrated ADC technology platform combines antibody development, ADC drug substance, and drug product manufacturing, with critical production steps efficiently completed at a single site. This significantly shortens project timelines, reduces overall costs, and effectively controls supply chain risks. Additionally, based on extensive experience from the successful domestic and international filings and commercialization of its self-developed products, the Company provides professional regulatory strategy and filing support to clients targeting global markets, empowering them to accelerate the international expansion of their products.



3. The Company's CDMO Performance Highlights

- In 2025, the Company's CDMO business continued to benefit from the rapid growth in global demand for bioconjugate drug R&D. Leveraging its superior quality system, reliable production capacity, and expanding client base, the Company optimised its order structure and achieved continuous and steady revenue growth, demonstrating its risk-resistance capability and growth resilience amidst industry fluctuations and reinforcing its role as a stabilizing cornerstone for the Company:

  - Added 60 new projects during the year, bringing the total number of projects to 213, of which ADC-related projects accounted for 68%.

  - Successfully secured 1 Pre-BLA (Pre-Biologics License Application) project during the year, bringing the total number of on hand Pre-BLA projects to 8 and securing potential future revenue.

  - The Group's service backlog amounted to RMB308 million, representing a year-on-year increase of 61%.

  - Supported the successful marketing approval of Lepu Biopharma's "MEIYOUHENG®" (the world's first EGFR ADC drug) in China, marking a significant industry milestone. This project set two key records: it became the world's first approved EGFR-targeting ADC drug, and the first ADC drug in China to be entirely manufactured by a CDMO partner for commercialization and approval. Behind this dual "first-in-class" achievement lies the successful validation of BioDlink's one-stop solution covering the entire chain from "antibody production to ADC conjugation and filling" provided as the core CDMO partner. This case fully demonstrates BioDlink's robust capability and full lifecycle service expertise in translating cutting-edge science into reliable products in high-barrier, complex drug fields such as ADCs. It has established a solid competitive barrier for the Company, significantly enhanced its brand reputation and benchmark status, and secured stable commercial manufacturing orders, further solidifying its growth momentum.

4. The Company's Differentiated Competitiveness in CDMO

– *4.1 Integrated technology platform and manufacturing capabilities*

Leveraging extensive process expertise accumulated through its self-developed products and a comprehensive system validated for commercial manufacturing, BioDlink has established a CDMO service platform covering complex biologics such as antibodies, proteins, and ADCs. As a leading international integrated service provider, the Company continuously upgrades its technology platform and refines processes through practical experience gained from both self-developed projects and diverse CDMO projects. This has fostered deep industry-specific know-how and differentiated efficiency, with the service chain spanning the entire drug development lifecycle.

The Company possesses a modern manufacturing capacity layout that meets internationally leading standards and complies with NMPA, FDA, and EMA GMP requirements. Currently, the total production capacity of antibody bioreactors exceeds 20,000L. The workshop for ADC drug substances is equipped with a number of 20L to 500L coupling reaction kettles, reaching a conjugation scale of 500L per-batch. Additionally, it established an ADC sterile freeze-drying formulation filling line designed for commercial needs, with a per-batch capacity covering 6,000 to 50,000 vials. The workshop features a complete light-shielding design, offering flexible support for diverse drug conjugate projects. This capacity system is not only one of the few commercial production lines in China integrating antibody and ADC drug substance/drug product, but also positions the Company as one of the few CDMO enterprises globally capable of offering full industrial chain services for ADCs. Compared to models involving multi-site collaboration and segmented delivery, BioDlink's "one-site" centralized operation model provides a unique competitive edge, offering clients a service experience characterised by greater responsiveness, consistent quality, and more direct control.

– *4.2 Continuously iterating technology platform*

BioDlink continuously driving innovation and differentiated development in the ADC CDMO technology platform

The Company consistently views the construction and iteration of technology platforms as its core strategy for sustainable development. Driven by a dual engine of self-developed and external collaboration, it has built a one-stop, one-site CDMO technology ecosystem serving multiple molecular types. Centred on its core strengths in antibodies and antibody-drug conjugates (ADCs), this ecosystem integrates five key synergistic platforms: the collaboratively developed GL-

DisacLink® ADC site-specific conjugation technology platform, the OS one-step conjugation, HydroTrio technologies, and the self-developed BDKcell® (CHO-K1) cell line development platform and BDKLyo™ digital-intelligent freeze-drying process calculation platform. This synergy provides comprehensive support for the development and commercialization of various biological drugs, including monoclonal antibodies, bispecific antibodies, and fusion proteins, forming a highly differentiated end-to-end solution for global clients and establishing a solid competitive barrier.

Since the strategic cooperation with GlycanLink in 2023, GL-DisacLink®, a key component in building BioDlink's differentiated advantages in the ADC field, has seen the Company continuously deepen its process optimisation and commercial scale-up. GL-DisacLink® enables site-specific, homogeneous conjugation of ADC drugs through unique glycosylation modification, offering significant advantages including mild reaction conditions, simple procedures, and broad applicability, representing the direction of precision design for next-generation ADCs. This technology has now been fully applied into the Company's CDMO service system, covering front-end XDC sample preparation to late-stage process development and manufacturing. It provides a critical technological option for clients seeking "best-in-class" ADC development, effectively promoting front-end project lead generation and collaborative conversion. By 2025, the commercial value of this platform has been fully validated by the market, with the number of newly signed early-stage R&D molecules based on this technology reaching 268, representing a substantial year-on-year increase of 538% compared to 2024. It has also successfully facilitated 2 collaborative projects entering the IND phase, fully demonstrating the technology platform's full-chain service capability from early R&D to clinical application, market appeal, and commercialization.

In 2025, BioDlink launched its self-developed BDKcell® (CHO-K1) cell line development platform, marking a significant breakthrough in the Company's source innovation and production efficiency for biologics. This self-developed platform, based on an optimised CHO-K1 cell system, possesses significant advantages including a short development timeline, high expression titers, and excellent stability. Compared to traditional platforms, BDKcell® enables rapid screening of high-yield, high-quality, and stable cell lines for monoclonal antibodies, bispecific antibodies, fusion proteins, and the antibody components of ADCs. Its unique metabolic regulation mechanism makes product quality attributes (including glycosylation profiles) more uniform and controllable. The launch of this platform represents a major breakthrough in generating early-stage research molecules from scratch, leading to a significant increase in antibody business. It newly added 7 early-stage research molecules and 11 projects advancing from DNA to IND, greatly enhancing the Company's foundational technical strength in its one-stop CDMO services. It provides a reliable and consistent starting point for downstream process development and scale-up manufacturing, serving as a core technical support for the Company's "one-site" efficient development and production.

In the same year, to enhance the efficiency and quality of developing advanced biologic formulations, the Company also introduced its self-developed BDKLyo™ digital-intelligent freeze-drying process calculation platform. By integrating freeze-drying mechanistic models, big data analytics, and intelligent algorithms, this platform enables a paradigm shift from traditional

experience-driven to science-model-driven. It efficiently and accurately predicts and optimises critical freeze-drying process parameters, significantly shortening development cycles while ensuring product stability and reducing energy consumption. This reflects the Company's strategic layout to "Quality by Design" (QbD) and intelligent manufacturing. The platform was successfully granted a software copyright registration certificate by the National Copyright Administration in October 2025 (Certificate No.: Ruan Zhu Deng Zi No. 16635003), signifying national authoritative recognition of its software algorithms and technological innovation, further strengthening the Company's differentiated competitiveness in the advanced formulation CDMO sector.

Furthermore, the "OS One-Step Conjugation" and HydroTrio technologies introduced by BioDlink in 2024 have reinforced the Company's comprehensive service capabilities from two perspectives: enhancing production process efficiency and optimising molecular druggability.

– *4.3 International standard quality management and compliance system*

BioDlink adheres to the principle of "Quality First, Continuous Improvement" and has established a quality management system based on the entire product lifecycle, in compliance with ICH Q10, cGMP, and six major systems of the FDA. This system fully supports filing and manufacturing requirements in China, the US, and Europe. In 2025, the Company further optimised its documentation framework by upgrading the DMS system and revising the four-tier documentation structure, thereby reinforcing its foundation for international compliance. By rectifying findings from the FDA mock audit, conducting systematic risk assessments on CCS, data integrity, and equipment alarms, and implementing a CAPA tracking mechanism, the Company continues to strengthen its risk control capabilities, dedicated to maintaining a highly efficient quality system that meets NMPA, FDA, and EU GMP standards.

During the year, the Company underwent a total of 37 GMP inspections/audits with a 100% pass rate, including 6 inspections by Chinese drug regulatory authorities and 4 EU QP audits. In June and July 2025, following 10 working days of registration verification and GMP compliance inspection, the world's first EGFR-targeted ADC drug entrusted for production by BioDlink was approved, and the GMP Compliance Inspection Notification for the drug was obtained, marking the official recognition of the quality system for segmented production of the Company's ADC drugs. In the same year, the Company also obtained GMP certificates from countries such as Brazil, Argentina, and Thailand, as well as a registration approval letter from Syria. As at 20 January 2026, the Company formally obtained the ISO 9001:2015 Quality Management System Certification, indicating that the Company's quality management system has reached internationally recognized standards in terms of standardization, systematization, and continuous improvement capabilities, laying a solid systematic foundation for the Company to further improve product quality, enhance customer confidence, and explore broader markets. In addition, the Company has cooperated with clients on multiple occasions to complete inspections by overseas partners, multinational pharmaceutical companies, and institutions, successfully assisting clients in obtaining authorizations and receiving high recognition.

To thoroughly implement drug regulatory requirements and comprehensively strengthen information-based and compliance management throughout the entire drug production process, the

Company has systematically promoted the digital upgrading of its quality management system and initiated the construction of an integrated information platform covering Quality Management System (QMS), Laboratory Execution System (LES), Electronic Batch Records (EBR), material weighing management, equipment digital management, and automated production data collection, aiming to achieve reliable data, traceable processes, and controllable quality throughout the entire process from materials to products. Among these, the Quality Management System (QMS) was officially launched as at 2 February 2026, further optimizing key quality processes such as deviations, changes, laboratory investigations, and corrective and preventive actions, realizing closed-loop processing and real-time tracking of quality incidents, and significantly improving quality management efficiency and system compliance levels.

In addition, the Company has always regarded training as the cornerstone of the quality management system and the core link of personnel capability building, establishing a normalized training mechanism covering all employees, all positions, and the entire life cycle. It not only continuously strengthens training on operating procedures and process flows but also focuses on in-depth cultivation of quality culture, risk awareness, and compliance concepts. In September 2025, BioDlink held a Quality Month activity through the promotion of quality culture and awareness, training on key topics, knowledge competitions, and special inspections, and invited external customers to participate in exchanges to discuss quality management together and build an open dialogue platform. In addition to annual activities, the Company also continuously promotes quality culture in daily work, internalizing concept that "quality stems from design and even more from the practical actions of every employee" and externalizing it in practice, thus providing the most fundamental guarantee for the continuous stability of the Company's product quality and compliant operations.

– *4.4Excellent and Efficient Team and Corporate Culture*

In 2025, BioDlink continued to promote team and cultural development, building a professional team with profound experience and continuous evolution, and consolidating its CDMO differentiated competitive advantages centered on "excellent team" and "customer orientation". The core management team has an average of over 15 years of international senior experience, continuously leading strategic layout and compliant operations.

In terms of personnel structure, as of 31 December 2025, the Company had 613 full-time employees, of whom 538 were in the CDMO team, accounting for 88% of the total number of employees. In the CDMO team, over 76% of the personnel have a bachelor's degree or above, and personnel in key fields such as process development, commercial production, quality, and regulatory affairs are highly stable and professionally mature; personnel with master's or doctoral degrees in cutting-edge technology fields such as ADC accounted for 71%, demonstrating continuously strengthened high-end R&D capabilities.

Through systematic talent development and refinement through major projects, the Company has built a talent growth ecosystem with continuous empowerment. The team always practices the concept of "customer-centric", relying on process innovation and efficient project management to successfully address complex technical challenges and deliver

multiple benchmark projects with high quality, gaining widespread market recognition. The excellent talent team and in-depth service culture together constitute the core cornerstone of BioDlink's sustainable development.

– *4.5 Corporate Reputation*

In 2025, BioDlink gained wide industry recognition in terms of professional capabilities, customer service, and sustainable development, successively winning multiple authoritative industry awards such as "China Pharmaceutical Listed Companies ESG Competitiveness TOP10", "Annual Excellent Biomedical Enterprise", "2025 China Macromolecular CDMO Enterprise TOP20", and "Biologics CDMO of the Year". In addition, the Company received over a dozen letters of commendation from clients during the year, including assisting Kanghong Biotech in achieving a breakthrough progress of completing development to application in 13 months in the world's first dual-toxin ADC project, and efficient cooperation results in CMC development, clinical sample production, registration application, etc. for other clients' key projects. These recognitions fully reflect BioDlink's technical strength, quality management level, and customer service value in the field of biopharmaceutical CDMO, laying a solid reputation foundation for the Company's sustainable development.

III. MARKETED PRODUCTS AND R&D PIPELINE

Deepening Strategic Transformation and Expanding Global Value

In 2025, faced with the initiation of volume-based procurement for biological drugs and intensified homogeneous competition, the Company sharpened its focus on the CDMO/CMO business. While revenue from sales of self-developed products saw a decline, the Company, on the one hand, maintained product profitability, and on the other hand, achieved significant breakthroughs in its international expansion, paving the way for future sustainable development.

Marketed Products:

– *Pusintin® (Bevacizumab injection)*

  – Indications: Metastatic colorectal cancer; advanced, metastatic or recurrent non-small cell lung cancer; recurrent glioblastoma multiforme; epithelial ovarian cancer; fallopian tube cancer or primary peritoneal cancer; cervical cancer

    The Company's marketed core product Pusintin® prudently adjusted its domestic sales strategy during the reporting period, focusing on global expansion. As of 31 December 2025, marketing authorization applications have been initiated in 35 overseas countries, of which applications in 29 countries have been accepted. During the year, approvals have been successfully obtained in 5 countries (including Nigeria, Pakistan, Colombia, Indonesia, and Bolivia), covering key emerging markets such as Southeast Asia, Latin America, and Africa. During the year, the first overseas order shipments to Colombia, Indonesia, and Nigeria were successfully completed, achieving a key leap from "registration approval" to "commercial sales". This validates the Company's comprehensive strength in international registration, cross-border supply chain management, and commercial delivery, and accumulating valuable experience for the overseas expansion of more products in the future.

– *Tazian® (Temozolomide capsule)*
  – Indications: Glioblastoma; and anaplastic astrocytoma

    Tazian® was approved for launch by the NMPA on 31 May 2021. As an important part of the Company's domestic centralized procurement market, it has successfully renewed contracts and maintained stable supply in alliance centralized procurement in multiple provinces and cities such as Jiangsu Province, Hebei Province, Beijing, Guangdong Province, and Jiangxi Province, reflecting the Company's comprehensive operational strength in complex drug product production, cost control, and centralized procurement performance.

R&D Pipeline Cooperation Progress

In terms of the innovative pipeline, BioDlink has achieved decisive results through forward-looking strategic cooperation: partner Zhaoke Ophthalmology (6622.HK) formally submitted a new drug application (NDA) for the Category 3.2 new drug Bevacizumab intravitreal injection solution (TAB014) to the National Medical Products Administration (NMPA) as at 12 June 2025. TAB014 has thus become the first bevacizumab ophthalmic drug product to be filed for market approval in China and also the first bevacizumab-based drug targeting the wAMD indication to enter the production application phase, with important market pioneering significance.

According to the "Commercial Licensing Agreement" signed by the Company in March 2022 with Zhaoke (Guangzhou) Ophthalmology Pharmaceutical Limited (兆科（廣州）眼科藥物有限公司), a wholly-owned subsidiary of Zhaoke Ophthalmology (6622.HK), the parties have established a clear and efficient commercialization path: Zhaoke Guangzhou serves as the marketing authorization holder (MAH) of TAB014 in China (including Hong Kong and Macau regions), while the Company acts as the exclusive commercial manufacturer, fully responsible for the product's process development, quality control and large-scale production. The Company will continue to follow up on the subsequent progress of this product, and fully committed to obtaining marketing approval and supporting commercial production supply.

This cooperation model is a key practice of the Company's strategic transformation, meaning that the Company will authorize potential self-developed products to professional partners to advance to the market through a License-out approach, while the Company will deeply focus on its most competitive segments: "R&D translation and commercial production". This not only accelerates the market launch process of innovative products and secures stable future production order revenue in advance, but also verifies the Company's capability as a reliable CDMO partner for high-tech barrier drugs (especially complex drug products).

IV. FLEXIBLE AND EFFICIENT CAPACITY ALLOCATION

In 2025, the Company continued to strengthen the optimization and upgrading of the integrated capacity system for biopharmaceutical CDMO, further consolidating production scale and flexible capabilities. Currently, the Company possesses multiple commercial production lines from leading international brands, including workshops for antibody drug substances, workshops for antibody drug products, workshops for ADC drug substances, and workshops for ADC drug products certified by NMPA GMP.

- Antibody production workshops: There are 2 independent workshops for GMP drug substances with an annual capacity of 150 batches, equipped with multiple disposable bioreactors ranging from 50L to 2,000L, supporting multi-scale production from pre-clinical to commercial stages. Additionally, a new antibody pilot drug substances workshop (non-GMP) was officially put into use in January 2026, with an annual capacity of 35 batches, further expanding pilot service capabilities. The workshops for antibody drug products are equipped with 2 fully automatic filling lines (including lyophilization and liquid injection), with an annual capacity of over 300 batches, equipped with sterile robotic arms, which can realize automatic refilling, reduce tailing loss, and support rapid specification switching.

- ADC production workshops: There are 3 independent workshops for drug substances with an annual capacity of 240 batches, equipped with OEB-5 isolators and 20L – 500L disposable coupling reactors, capable of meeting the safe production needs of highly active compounds. The workshop for ADC drug products is equipped with 2 drug product production lines with an annual capacity of 150 batches. It supports the production of lyophilized products in specifications from 2R-50R, with a maximum running speed of 200 vials/min. A non-toxicity coupling workshop is also available to support non-toxicity coupling projects and meet the compliance requirements of different projects.

In 2025, the Company further improved scheduling flexibility and workshop utilization through technical transformation of the workshop for antibody drug substances and packaging workshop, enhancing CDMO project undertaking capabilities. Production remained efficient and stable throughout the year, with a 100% success rate for antibody and ADC production batches, and through process optimization, the drug substances production cycle and material consumption were further reduced.

During the year, the Company successfully completed CFDI on-site inspections for two projects, among which the ADC product "MEIYOUHENG®" has been approved for marketing, and another antibody product is in the marketing approval process. In addition, the Company has undertaken multiple projects that will be arranged for PPQ production, continuously supporting customers' projects to steadily advance to the commercialization stage, providing reliable project reserves and capacity support for the continuous growth of the Company's CDMO business.

With the continuous optimization of the capacity system and the improvement of capacity utilization, the Company has successfully completed the production of drug substances and drug products for multiple customers' ADC projects, including several Pre-BLA projects, all of which were delivered on time and received high recognition from customers. The Company has formed scale advantages in the biopharmaceutical CDMO field and continues to maintain its leading position in domestic one-stop ADC CDMO capacity.

V. INDUSTRY EXCHANGE AND BRAND PROMOTION

In 2025, the Company deeply integrated into the global biomedical innovation ecosystem, actively participated in core industry exchange activities, showcased CDMO service capabilities and R&D achievements through international platforms such as the World ADC Conference and AACR Annual Meeting, and established extensive cooperation networks with domestic and foreign pharmaceutical companies and scientific research institutions. With its continuous innovation and steady growth performance in the biopharmaceutical field, the Company won the "Golden Award (金格獎)" for annual excellent biomedical enterprise from Guru Club, marking the market's in-depth recognition of its development path and platform value, and its brand influence continues to improve.

Highlights of marketing and branding activities throughout 2025:

- In February 2025, BioDlink participated in the 15th World ADC London Conference, showcasing its site-specific conjugation technology platform – GL-DisacLink® and engaging in technical exchanges and negotiations at its exhibition booth, which provided a significant opportunity for potential cooperation in the European market.

- In April 2025, BioDlink made its debut at the annual meeting of the AACR (American Association for Cancer Research), highlighting its one-stop CDMO services for monoclonal antibodies, bispecific antibodies, multispecific antibodies, and ADC/XDC, while showcasing its service capabilities and diverse technology platforms to numerous potential partners.

- In May 2025, BioDlink participated in the 21st Annual PEGS Boston 2025 Conference, exhibiting the robust and scalable processes of its site-specific conjugation technology platform. Additionally, the Company demonstrated its ability to deliver ADC early-stage research sample preparation services, with a turnaround time of as fast as one week, helping customers accelerate the timeline from molecular screening to preclinical candidate selection and meeting global demand for ADC early-stage development.

- In June 2025, BioDlink was invited to participate in the 2025 CBA-China Annual Conference, where it set up an exhibition booth and sponsored the ADC Forum. BioDlink highlighted its diversified XDC (antibody-drug conjugates) service capabilities, including end-to-end solutions from drug research and development to production, its site-specific conjugation platform, cell line development platform, integrated antibody/ADC/XDC production platform, and showcased its capacity and strength in the production of antibody/ADC drug substances and drug products.

- In June 2025, BioDlink, together with BioPlus, Cobetter, NanoMicro Technology, and HYQURE Biotech, co-hosted the "Leading Drug Innovation, Going Global Together" private board meeting, in-depth discussing the path of Chinese innovative drugs going global through sessions such as "industry KOL ideological collision, global clinical frontier updates, hundreds of millions of dollars proposition debate, and practical sharing on BD licensing and going global", and exploring global breakthrough strategies and new cooperation waves together.

- In July 2025, BioDlink was invited to attend the BIO TONACEA China New Drug Future Pathway Conference (中國新藥未來之路大會) organised by TONACEA. By setting up an exhibition booth, delivering keynote presentations and participating in panel discussions, the Company shared its practical insights and solutions on cutting-edge topics such as industry breakthroughs in the context of deglobalisation, and quality and technical challenges of import substitution, exploring with the industry the path towards self-reliance and high-quality development of China's biopharmaceutical industry chain.

- In September 2025, BioDlink was invited to participate in the 9th Annual BioPharma CMC summit-Asia organized by Best Media (第九屆百世生物藥CMC技術創新大會). By engaging in panel discussions on frontier topics and delivering themed presentations, the Company fully demonstrated its process expertise and technological insights in ADC manufacturing, explored with the industry ways to overcome industry challenges, and jointly contributed to enhancing the quality, efficiency and innovative development of the biologics CMC ecosystem.

- In October 2025, BioDlink hosted the "Quality Summit Forum (質量高峰論壇)" in Suzhou under the theme "Editing the Quality Gene, Evolving an Excellence-Driven Future (編輯質量基因，進化卓越未來)". The forum brought together over twenty quality experts and leaders from more than ten enterprises, including Lepu Biopharma, PharmaBlock Sciences, MediLink Therapeutics, and Hutchison MediPharma, to engage in deep discussions on frontier topics in biopharmaceutical quality management.

- In November 2025, BioDlink participated in the 16th World ADC San Diego 2025 held in San Diego, USA, where it fully showcased the Company's site-specific glycan conjugation technology platform GL-DisacLink® and self-developed cell line platform BDKcell®. Detailed technical exchanges and business discussions were conducted at the exhibition booth, supporting the expansion into European markets.

- In November 2025, BioDlink made a prominent appearance at Biologics CDMO Europe 2025, a leading industry event for biologics CDMO in Europe. Recognized for its comprehensive capabilities widely acknowledged by the industry, the Company successfully received the annual award of "Biologics CDMO of the Year". During the conference, through keynote presentations, panel discussions, and dialogues, BioDlink comprehensively demonstrated its full-process service capabilities spanning from CMC development to commercial manufacturing for antibodies, ADC/XDC, and other biologics as a strategic partner bridging Asia and Europe. This further strengthened the international brand image of the Company as a "one-stop enabling platform", achieving dual success in global engagement and partnership development.

- In November 2025, BioDlink attended the 17th China Pharmaceutical Entrepreneurs, Scientists & Investors Congress 2025 (2025第十七屆中國醫藥企業家科學家投資家大會) in Beijing, co-hosting the "ADC Technology Innovation Forum (ADC技術創新論壇)" with Healthcare Executive (E藥經理人). The forum featured dialogue on corporate strategic transformation inflection points, jointly exploring the pathway for innovative drugs to evolve from "China New (中國新)" to "Global First (全球創)".

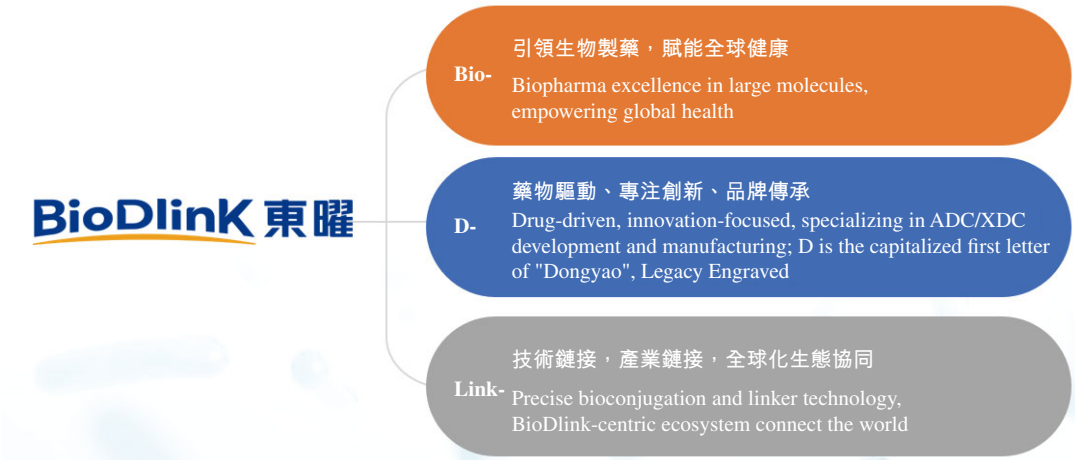
VI. INVESTOR RELATIONS

BioDlink places high importance on transparent and two-way communication with the capital market. In 2025, the effectiveness of the Company's CDMO strategic transformation attracted significant attention from the capital market. Numerous securities analysts accompanied by institutional investors conducted on-site visits, engaging in face-to-face discussions with management on core topics including CDMO business development, strategic planning, and progress across the R&D pipeline. We believe that short-term fluctuations in performance stem from proactive strategic adjustments the Company made in pursuit of long-term growth. The Company remains committed to delivering sustained business growth and sustainable shareholder returns through resolute execution of strategy and focused achievement of key milestones.

The Company will continue to enhance its governance structure and build and maintain a transparent and efficient communication framework via diverse channels, including general meetings, interim and annual reports, announcements, press releases, roadshows and reverse roadshows, securities firm strategy conferences, and investor open days. These efforts ensure timely access to critical corporate information for shareholders and investors, continuously enhancing market understanding and recognition of the Company's strategic transformation. The Company actively listens to market feedback and safeguards the interests of all investors.

VII. CORPORATE VISION, MISSION AND VALUES

In 2025, BioDlink embarked on a new journey with refreshed strategic values, adopting "Connectivity (鏈接)" as its core philosophy. The Company is committed to becoming an industry-leading and most trusted premier partner in biopharmaceuticals, serving as an indispensable hub in the global innovation landscape. Guided by our three core pillars of quality, innovation and shared growth, we will continue to consolidate its differentiated advantages in high-barrier technology areas such as antibodies and ADCs. Through an integrated, end-to-end industrial platform and international footprint, BioDlink deepens global collaborations and accelerates technological innovation, empowering clients with professional capabilities and co-building ecosystems through open collaboration. Together with partners, the Company strives to bring innovative therapies to patients sooner and jointly build a healthier future.



VIII. FUTURE PROSPECTS

2025 marked a pivotal year for BioDlink's further strategic transformation. While undergoing short-term challenges due to deliberate restructuring, the Company, with a focus on CDMO/CMO business, successfully created extensive international opportunities for its self-developed products and further solidified the foundational role of its CDMO business. With a clear vision, steadfast values, differentiated competitive strengths, and an efficiently executing team, BioDlink is steadily navigating through industry cycles toward a new phase of higher-quality development and enhanced global competitiveness.

Building on this foundation, the Company is poised to embark on a strategically significant new chapter: On 12 February 2026, WuXi XDC Cayman Inc. (hereinafter referred to as "WuXi XDC", Stock Code: HK2268), and the Company jointly issued the composite and response document, which WuXi XDC proposes to acquire BioDlink at a price of HKD4.00 per share. The share offer price represents a premium of approximately 99% over the closing price on 22 December 2025. This integration is based on the shared belief of both parties in the immense development potential of the global biopharmaceutical industry, particularly in the fields of antibody-drug conjugates (ADCs) and biologics conjugation, as well as their full recognition of BioDlink's differentiated advantages. This strategic integration is a paradigm of "strategic alliance". Upon completion of the above acquisition, BioDlink will continue to operate as an independent listed company, while achieving deep synergies with WuXi XDC in areas such as R&D technology platforms, global customer networks, supply chain resources, and operational management. Through effective internal resource sharing and optimized allocation, this will not only significantly enhance the Company's comprehensive service capabilities and accelerate the translation of innovative achievements, but also further strengthen its global market competitiveness, creating a strategic synergy "generating returns greater than the sum of their parts (1+1>2)". For BioDlink, this marks the beginning of a new strategic chapter in the Company's development, characterized by greater resource concentration, enhanced synergistic layout, and stronger growth momentum.

Looking ahead, the Company will focus on three core areas to continuously promote high-quality development. First, we will deepen the advantages of our CDMO business. By harnessing WuXi XDC's global industry resources and expansive business network, we will systematically enhance our capabilities across the full industry chain. This includes proactively expanding our client base, increasing the proportion of late-stage and commercial projects, accelerating the deployment of our global production capacity, and ultimately capturing a larger market share. Second, we will strengthen technological innovation and capacity optimization. We will continue to invest in R&D technology platforms, increasing R&D investment specifically for the CDMO business. Through effective resource sharing and streamlined processes, we aim to boost the operational efficiency of our production lines, thereby establishing a more compelling cost advantage and an agile, highly responsive service framework. Third, we will enhance a multi-tiered talent development system. This involves building a specialized, high-caliber, and versatile team while optimizing our global talent allocation to provide a solid foundation for our international expansion and technological innovation. Concurrently, we will continue to strengthen organizational capabilities by refining management mechanisms and enforcing stringent cost and efficiency controls. These efforts are designed to enhance the gross margin of our CDMO business and the Company's overall profitability, ensuring sustainable and high-quality growth.

BioDlink will navigate industry transformations with unwavering strategic resolve, driving technological innovation with a more open collaborative attitude. By continuously empowering the pharmaceutical innovation ecosystem, we strive to generate enduring value for our shareholders and contribute to safeguarding human health.

BIOGRAPHIES OF DIRECTORS AND SENIOR MANAGEMENT

Executive Director	Mr. Fu, Shan *(Chairperson of the Board)*
Non-executive Directors	Dr. Liu, Weidong
Independent Non-executive Directors	Ms. Sun, Hui Mr. Zhang, Qing Dr. Gu, Xuelin
Senior Management	Dr. Zhang, Jian Ms. Yin, Li Ms. Xiao, Ben Dr. Pan, Zhiwei Mr. Chen, Yifan

EXECUTIVE DIRECTOR

Mr. Fu, Shan (付山先生), aged 58, joined the Group on 19 January 2016 as a non-executive Director and was appointed the chairperson of the Board on 28 September 2018. He has been re-designated from a non-executive director to an executive director of the Company with effect from 11 October 2025 (the "**Re-designation**") and is responsible for leading and overseeing the management and development of the Group. He is also the chairperson of the Nomination Committee and the Strategy and ESG Committee. In addition, he holds directorship in subsidiaries of the Company. He has previously used the Chinese name "Fu Shan (傅山)"

Mr. Fu has since October 2013 been a managing partner, a co-CEO and the Greater China CEO of Vivo Capital LLC, which is an investment management firm that primarily invests in the field of biotechnology and healthcare. Between June 2008 and October 2013, Mr. Fu worked as a senior managing director in the Beijing branch of Blackstone (Shanghai) Equity Investment Management Company Limited. He has been a non-executive director of LEPU ScienTech Medical Technology (Shanghai) Co., Ltd. (Hong Kong Stock Exchange: 2291) since June 2021 and a director of Sinovac Biotech Ltd. (NASDAQ: SVA) since July 2018. Mr. Fu was also appointed as a director of VISEN Pharmaceuticals (Hong Kong Stock Exchange: 2561, which became listed on the Main Board of the Hong Kong Stock Exchange in March 2025) in November 2018, and was re-designated as a non-executive director in March 2021. He was also a director of Genetron Holdings Limited (NASDAQ: GTH) from June 2021 to March 2024 and a non-executive director of InnoCare Pharma Limited (Hong Kong Stock Exchange: 9969; Shanghai Stock Exchange STAR Market: 688428) from February 2018 to March 2023.

Mr. Fu obtained a master's degree in history and a bachelor's degree in history, both from Peking University in Beijing, the PRC, in July 1991 and July 1988, respectively.

NON-EXECUTIVE DIRECTOR

Dr. Liu, Weidong (劉衛東博士), aged 57, joined the Group on 12 August 2023 as a non-executive Director of the Company and a Director of BioDlink Biopharm Co., Ltd. (東曜藥業有限公司), a wholly-owned subsidiary of the Company. He is also a member of each of the Audit and Connected Transactions Review Committee, Remuneration Committee and the Strategy and ESG Committee.

Dr. Liu, Weidong possesses extensive experience in pharmaceutical process research and development as well as CMC (chemistry, manufacturing and controls) management. He worked at Array BioPharma Inc. (formerly NASDAQ: ARRY; now part of Pfizer Inc. (New York Stock Exchange: PFE)) from October 2001 to May 2015 with his last position as principal research investigator of process chemistry. He then worked at Avista Pharma Solutions (now part of Cambrex Corporation (formerly New York Stock Exchange: CBM)) from June 2015 to February 2016 as director of process chemistry, and at Changzhou STA Pharmaceutical R&D Co., Ltd. (常州合全新藥研發有限公司) (a subsidiary of WuXi AppTec Co., Ltd. (無錫藥明康德新藥開發股份有限公司) (Hong Kong Stock Exchange: 2359; Shanghai Stock Exchange: 603259)) from March 2016 to April 2017 as executive director of process research and development.

Dr. Liu, Weidong joined Vivo Capital LLC in August 2017 and is currently serving as managing director. He served as a director of Genetron Holdings Limited (NASDAQ: GTH) between November 2019 and June 2021.

Dr. Liu, Weidong obtained a bachelor's degree and a master's degree in chemistry from Peking University (北京大學) in China in 1989 and 1994, respectively, and obtained a Ph.D. in organic chemistry from the University of Pittsburgh in the United States in 2000.

INDEPENDENT NON-EXECUTIVE DIRECTORS

Ms. Sun, Hui (孫暉女士), aged 54, joined the Group on 12 March 2025 as an independent non-executive Director. She is also the chairperson of the Audit and Connected Transactions Review Committee and a member of the Nomination Committee.

Ms. Sun has extensive experience in accounting and financial management. Ms. Sun was appointed as an independent non-executive director of Jiangsu New Vision Automotive Electronics Co., Ltd. (Hong Kong Stock Exchange: 2632, which became listed on the Main Board of the Hong Kong Stock Exchange in March 2026) in April 2025, and she is also the chairperson of the Audit Committee and a member of both the Remuneration Committee and the Nomination Committee. She served as the group chief financial officer of CTH Group and the chief financial officer of Atlas Technology Group LLC from January 2022 to June 2022. She served as a partner in the operating group at SoftBank Investment Advisers (US) Inc. from September 2019 to June 2020. She was a partner in the capital markets accounting advisory services practice at PricewaterhouseCoopers in the United States from June 2017 to December 2018. Prior to that, Ms. Sun spent close to 17 years from November 2000 to June 2017 with EY, firstly in the United States and then subsequently in the PRC, with her last position as an assurance partner, and head and founding partner of EY's financial accounting advisory services practice in the China North region.

Ms. Sun was a member of the board of governors and the finance committee at the International School of Busan in South Korea from December 2021 to March 2024.

Ms. Sun received a Bachelor of Business Administration degree in public accounting from Baruch College of The City University of New York in the United States in September 1997. She is a certified public accountant in the State of New York (active) since January 2002 and in the State of California (inactive) since June 2017.

INDEPENDENT NON-EXECUTIVE DIRECTORS *(cont'd)*

Mr. Zhang, Qing (張勍先生), aged 57, joined the Group on 12 March 2025 as an independent non-executive Director. He is also the chairperson of the Remuneration Committee and a member of the Audit and Connected Transactions Review Committee. In addition, he also serves as a Director of BioDlink Biopharm Co., Ltd. (東曜藥業有限公司), a wholly-owned subsidiary of the Company.

Mr. Zhang has extensive managerial experience in capital markets. Mr. Zhang was appointed as an independent non-executive director and an audit committee member of VISEN Pharmaceuticals (Hong Kong Stock Exchange: 2561, which became listed on the Main Board of the Hong Kong Stock Exchange in March 2025) in August 2025. He is the founder and chairman of Kingwood Consulting (謹悟（海南）信息產業諮詢有限公司) since October 2022. Prior to that and since April 2009, he served multiple positions including the chief executive officer of C-Merchant Capital Co., Ltd (潮商東盟投資基金管理有限公司), director and chief executive officer of Macap Grupo (Macau) Companhia S.A. (澳門金控集團股份有限公司), and managing director and executive vice president in China Investment Corporation (中國投資有限責任公司).

He obtained a bachelor's degree in English from Beihang University in the PRC in July 1991, a master's degree in business administration from Renmin University of China in the PRC in July 2002, and a master's degree in business administration from the State University of New York at Buffalo in the United States in February 2003.

Dr. Gu, Xuelin (谷學林博士), aged 70, joined the Group on 12 March 2025 as an independent non-executive Director. He is also a member of each of the Remuneration Committee, Nomination Committee and the Strategy and ESG Committee.

Dr. Gu has extensive experience in biopharmaceutical industry. Dr. Gu has served as the president of Linbio Consulting LLC since October 2024. He served several senior positions in WuXi Biologics (Cayman) Inc. (無錫藥明生物技術股份有限公司, HKEX: 2269) from August 2014 to September 2024, with his last position as senior advisor. Prior to that, Dr. Gu had successively worked for several biopharmaceutical companies in the United States, including Johnson & Johnson (NYSE: JNJ) and PPD Inc. (which is now part of Thermo Fisher Scientific Inc. (NYSE: TMO)).

Dr. Gu received a bachelor's degree in analytical chemistry from Heilongjiang University in the PRC in July 1982, a master's degree in pharmaceutical chemistry from Norman Bethune University of Medical Sciences in the PRC in November 1989 and earned his Ph.D. in protein chemistry from the University of Nebraska in the United States in May 2001.

SENIOR MANAGEMENT

Dr. Zhang, Jian (張戩博士), aged 49, joined the Group in July 2024 as the Chief Operating Officer, in charge of the Group's whole operational management, among others. Dr. Zhang has nearly 20 years of experience in R&D, quality management and manufacturing management in biopharmaceutical industry.

Prior to joining the Group, Dr. Zhang worked at WuXi Biologics (Cayman) Inc. (Hong Kong Stock Exchange: 2269) from September 2014 to January 2024 with his last positions as the senior vice president and the head of lean management office. Prior to that, Dr. Zhang had successively worked for several biopharmaceutical companies in the United States, including Pharmaceutical Product Development, Inc. (now part of Thermo Fisher Scientific, Inc. (New York Stock Exchange: TMO)) and Bristol Myers Squibb Company (New York Stock Exchange: BMY).

Dr. Zhang received a bachelor's degree in chemistry from Peking University in the PRC and a Ph.D. in analytical chemistry from University of Wisconsin in the United States.

SENIOR MANAGEMENT *(cont'd)*

Ms. Yin, Li (陰麗女士), aged 61, joined the Group in November 2023 as the Chief Technology Officer, in charge of the Group's ADC research centre and overseas business development. Ms. Yin has over 30 years of experience in chemistry and biopharmaceutical industries.

Prior to joining the Group, between September 2014 and October 2023, Ms. Yin served as the head of bio-conjugation development of WuXi Biologics Co., Ltd., a subsidiary of WuXi Biologics (Cayman) Inc. (Hong Kong Stock Exchange: 2269) and the head of new technology development and business support of WuXi XDC Co., Ltd., a subsidiary of WuXi XDC Cayman Inc. (Hong Kong Stock Exchange: 2268). Prior to that, Ms. Yin had successively worked for several biopharmaceutical companies in the United States, including Sigma Aldrich, DuPont-Merck Pharmaceuticals and Amgen.

Ms. Yin received a bachelor's degree in chemistry from Peking University in the PRC and a master's degree in chemistry from Purdue University in the United States.

Ms. Xiao, Ben (肖賁女士), aged 45, joined the Group in January 2022, and was appointed as Vice President of Finance and Investor Relations of the Group in April 2024, in charge of the financial management, investment, financing matters and investor relations of the Group. She was appointed as Vice President of Finance of the Group in October 2025.

Prior to joining the Group, Ms. Xiao served as group chief financial officer of a multinational corporation specializing in the research and development and production of renewable energy solutions between June 2021 and October 2021. Between November 2016 and May 2021, she served as group chief financial officer of Fuba Automotive Electronics GmbH in Germany, and also assumed the position of managing director of its Suzhou subsidiary, the PRC since August 2019. Between November 2005 and September 2016, she successively served as group accounting and finance consultant and group accounting and finance specialist of Wincor Nixdorf International GmbH in Germany, an information technology solutions provider under Wincor Nixdorf AG (formerly Frankfurt Stock Exchange: WIN) which was merged into Diebold Nixdorf, Inc. (New York Stock Exchange: DBD) in 2016.

From 1998 to 2005, Ms. Xiao successively attended Beijing Foreign Studies University in the PRC with a focus on German, and Paderborn University (Universität Paderborn) in Germany with a focus on business, economics, accounting and taxation, and received a degree equivalent to a master's degree in business administration (Diplom-Kauffrau) from Paderborn University in 2005. Ms. Xiao is a Fellow of The Chartered Institute of Management Accountants of the United Kingdom (FCMA), and is also recognized as a Chartered Global Management Accountant (CGMA) and an International Affiliate of the Hong Kong Institute of Certified Public Accountants (HKICPA).

Dr. Pan, Zhiwei (潘志衛博士), aged 52, joined the Group in March 2023 as vice president, in charge of the bioprocess technology development consultant, and operations management of the R&D Center in the Group.

Prior to joining the Group, Dr. Pan served as executive director of Suzhou Junmeng Biopharm Co., Ltd., a subsidiary of Shanghai Junshi Biosciences Co., Ltd. (Hong Kong Stock Exchange: 1877; Shanghai Stock Exchange: 688180), between January 2019 and March 2023. Between 2014 and 2018, Dr. Pan served as senior director of Livzon MABPharm Inc., a subsidiary of Livzon Pharmaceutical Group Inc. (Hong Kong Stock Exchange: 1513; Shenzhen Stock Exchange: 000513). Dr. Pan served as director of Zhejiang Teruisi Pharmaceutical Inc. between 2012 and 2014. Prior to that, Dr. Pan worked at Shire HGT in the United States (now part of Takeda) as senior bioengineer between 2007 and 2012.

Dr. Pan received a bachelor's degree in fermentation engineering from Wuxi University of Light Industry (now known as Jiangnan University) in the PRC in 1995 and a master's degree in biochemical engineering from East China University of Science and Technology in the PRC in 2000. Dr. Pan obtained a Ph.D. in chemical engineering from the University of Pittsburgh in the United States in 2007.

SENIOR MANAGEMENT *(cont'd)*

Mr. Chen, Yifan (陳一帆先生), aged 46, joined the Group in May 2020 and currently is the executive director of the legal and compliance department, in charge of the overall legal, compliance, intellectual property affairs, internal control and internal audit, and investor relations of the Group. He was appointed as a joint company secretary of the Company on 1 February 2022.

Prior to joining the Group, Mr. Chen served as corporate counsel of Flextronics Electronics Technology (Suzhou) Co., Ltd., a subsidiary of Flex Ltd. (NASDAQ: FLEX), between January 2017 and May 2020, during which he was responsible for legal affairs in North Asia. Between July 2012 and December 2016, he served as senior legal manager of MFLEX Suzhou Co., Ltd., a subsidiary of Multi-Fineline Electronix, Inc. (formerly NASDAQ: MFLX), during which he was responsible for legal and compliance affairs in Greater China. Between March 2008 and May 2012, he served as legal manager of CSI Solar Power (China) Inc., a subsidiary of Canadian Solar Inc. (NASDAQ: CSIQ), during which he was responsible for legal affairs in the PRC. Mr. Chen was an attorney-at-law in the Nanjing office and Shanghai office of Tianzhiquan Law Firm in 2002 and 2003, respectively.

Mr. Chen received a bachelor's degree in law from Nanjing University in the PRC in 2002 and a master's degree in professional accounting from the University of Canberra in Australia in 2005. Mr. Chen was admitted as a PRC lawyer. In addition, Mr. Chen was also admitted as a Fellow of the Institute of Public Accountants of Australia (FIPA) and a Fellow of the Institute of Financial Accountants of the United Kingdom (FFA) and is also recognized as an International Affiliate of the Hong Kong Institute of Certified Public Accountants (HKICPA).

CORPORATE GOVERNANCE REPORT

The Board is pleased to present this Corporate Governance Report for the year ended 31 December 2025.

CORPORATE GOVERNANCE CULTURE AND PURPOSE

Corporate governance is the basis of the modern enterprise system, which includes rules, practices and processes by which the Company is directed and controlled. The primary objective of corporate governance is to improve our performance to create long-term shareholder values. To achieve that, the Company is committed to ensuring our activities are conducted in accordance with high ethical standards.

The basic principles of the Company corporate governance are accountability, transparency, fairness, responsibility and risk management. Since corporate governance provides the framework for attaining a company's objectives, it encompasses practically every sphere of management. However, we believe our Board of Directors is the primary force influencing corporate governance. Our Board is committed to maintaining and developing robust corporate governance practices that are intended to ensure:

- Satisfactory and sustainable returns to our investors and shareholders;
- Balancing the interest of our stakeholders, including shareholders, senior management, employees, customers, suppliers, the government, the community and other business partners;
- The overall business risks are identified, understood and managed appropriately;
- The delivery of high-quality products and excellent services to our patients and clients; and
- High standards of ethics are maintained.

CORPORATE GOVERNANCE PRACTICES

The Board is committed to achieving and establishing high standards of corporate governance.

The Board believes that high corporate governance standards are essential in providing a framework for the Company to safeguard the interests of shareholders, enhance corporate value, formulate its business strategies and policies, and enhance its transparency and accountability.

The Company has adopted the principles and code provisions of the CG Code contained in Appendix C1 of the Listing Rules as the basis of the Company's corporate governance practices.

The Company has devised its own Corporate Governance Policy which incorporates the principles and practices as set out in the CG Code.

The Board is of the view that throughout the year ended 31 December 2025, the Company has complied with all the applicable code provisions as set out in the CG Code.

With the commercialization of our drugs, under the supervision of the Board, the Company launched a Compliance Audit ("Audit") to the company's Contract Sales Organizations ("CSO") starting from the year of 2022. The purpose of the Audit is to identify, monitor and safeguard the potential risks from the market promotion of our drugs by the CSO. Since 2022, we have completed the Audits of the CSO for four consecutive years. The Audit of 2025 was conducted by a law firm and consulting firm with rich experiences in compliance, especially in the pharmaceutical industry. After four years of compliance audit work, the Company's CSO compliance management has shown initial results, and the cooperation and compliance management between the Company and CSO in promoting drugs have been continuously improving. In addition, the Audit effectively enhanced awareness of the CSO compliance risk of the Company as a whole and all staff in core positions, prevented and responded to CSO compliance risks, and it is expected to lay the foundation for the Company to control relevant risks for a long term.

MODEL CODE FOR SECURITIES TRANSACTIONS

The Company has adopted the Model Code as set out in Appendix C3 to the Listing Rules.

Specific enquiry has been made of all the Directors and the Directors have confirmed that they have complied with the Model Code for the year ended 31 December 2025.

The Company has also established written guidelines including the Code of Conduct and Ethics and the Insider Dealing Policy (collectively, the "Employees Written Guidelines") no less exacting than the Model Code for securities transactions by employees who are likely to be in possession of unpublished price-sensitive information of the Company. For the purpose of effective execution of the Employees Written Guidelines, the Company also provided internal and external training sessions to senior managers and other employees. No incident of non-compliance of the Employees Written Guidelines by the employees was noted by the Company.

BOARD OF DIRECTORS

The Company is headed by an effective Board which oversees the Group's businesses, strategic decisions and performance and takes decisions objectively in the best interests of the Company.

The Board has a balance of skills, experience and diversity of perspectives appropriate to the requirements of the Company's business and regularly reviews the contribution required from a Director to perform his responsibilities to the Company and whether the Director is spending sufficient time performing them that are commensurate with their role and the Board responsibilities. The Board includes a balanced composition of Executive Directors and Non-executive Directors (including Independent Non-executive Directors) so that there is a strong independent element on the Board, which can effectively exercise independent judgement.

Board Composition

As of 31 December 2025, the Board comprises five Directors, consisting of one Executive Director, one Non-executive Director and three Independent Non-executive Directors as follows:

Executive Director

Mr. Fu, Shan *(Chairperson of the Board) (re-designated from a non-executive director to an executive director with effect from 11 October 2025)*
Dr. Liu, Jun *(Chief Executive Officer) (resigned on 11 October 2025)*

Non-executive Director

Ms. Yeh-Huang, Chun-Ying *(Vice Chairperson of the Board) (resigned on 11 October 2025)*
Dr. Liu, Weidong

Independent Non-executive Directors

Ms. Hu, Lan *(resigned on 12 March 2025)*
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*
Dr. Wang, De Qian *(resigned on 12 March 2025)*
Ms. Sun, Hui *(appointed on 12 March 2025)*
Mr. Zhang, Qing *(appointed on 12 March 2025)*
Dr. Gu, Xuelin *(appointed on 12 March 2025)*

Ms. Sun, Hui, Mr. Zhang, Qing and Dr. Gu, Xuelin who have been appointed as the Independent Non-executive Directors on 12 March 2025, have obtained the legal advice referred to in Rule 3.09D of the Listing Rules on 11 March 2025, and they have confirmed they understood their obligations as a director of a listed issuer.

The biographical information of the above Directors is set out in the section headed "Biographies of Directors and Senior Management" on pages 32 to 36 of this annual report.

Save and except that both Mr. Fu, Shan and Dr. Liu, Weidong represent Vivo Capital LLC on the Board, none of the above members of the Board was related to one another.

BOARD OF DIRECTORS *(cont'd)*

Board Meetings and Directors' Attendance Records

Code provision C.5.1 of the CG Code stipulates that regular Board meetings should be held at least four times a year involving active participation, either in person or through electronic means of communication, of a majority of Directors.

Code provision C.2.7 of the CG Code stipulates that the chairman of the Board should at least annually hold meetings with independent non-executive Directors without the presence of other directors. Apart from regular Board meetings, the Chairman also held one meeting with the independent non-executive directors without the presence of other Directors during the year.

A summary of the attendance records of the Directors at the Board meetings held during the year ended 31 December 2025 is set out below:

Name of Directors	Attendance
Dr. Liu, Jun *(Chief Executive Officer) (resigned on 11 October 2025)*	6/6
Mr. Fu, Shan *(Chairperson of the Board) (re-designated from a non-executive director to an executive director with effect from 11 October 2025)*	9/9
Ms. Yeh-Huang, Chun-Ying *(Vice Chairperson of the Board) (resigned on 11 October 2025)*	6/6
Dr. Liu, Weidong	9/9
Ms. Hu, Lan *(resigned on 12 March 2025)*	1/1
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*	0/1
Dr. Wang, De Qian *(resigned on 12 March 2025)*	1/1
Ms. Sun, Hui *(appointed on 12 March 2025)*	8/8
Mr. Zhang, Qing *(appointed on 12 March 2025)*	8/8
Dr. Gu, Xuelin *(appointed on 12 March 2025)*	8/8

Chairperson and Chief Executive Officer

The roles of the Chairperson and Chief Executive Officer are separate and exercised by different individuals. The Chairperson provides leadership and is responsible for the effective functioning and leadership of the Board. The Chief Executive Officer focuses on the Company's business development and daily management and operations generally.

The positions of Chairperson and Chief Executive Officer were held by Mr. Fu, Shan and Dr. Liu, Jun respectively until 11 October 2025. Following the resignation of Dr. Liu, Jun as an executive Director and Chief Executive Officer on 11 October 2025, the Company has been actively seeking and will continue to seek the appointment of a new Chief Executive Officer. The duties and responsibilities of Chief Executive Officer are currently taken up by Chief Operating Officer until the appointment of a new Chief Executive Officer.

BOARD OF DIRECTORS *(cont'd)*

Independent Non-executive Directors and Board Independence

During the year ended 31 December 2025, the Board at all times met the requirements of the Listing Rules relating to the appointment of at least three independent non-executive directors representing one-third of the Board with one of whom (namely, Ms. Hu, Lan until her resignation as independent non-executive director with effect from 12 March 2025 and Ms. Sun, Hui, after her appointment as independent non-executive director with effect from 12 March 2025) possessing accounting professional qualifications and related financial management expertise.

The Board and the Nomination Committee regularly review, assess and report Board independence in accordance with the Terms of Reference of the Nomination Committee, Director Nomination Policy and Board Diversity Policy. The Nomination Committee reviewed and considered that the following key features or mechanisms under the Board and governance structure remained effective for the year ended 31 December 2025 in ensuring that independent views and input were provided to the Board:

Board and Committees Structure

- The Board comprises a majority of non-executive Director and independent non-executive Directors. The Chairman is the only executive Director on the Board as of the date of this report.

- The Board consists of three independent non-executive Directors (60% of the Board), who are independent of and not related to each other and any members of the senior management.

- The majority of all Board committees (except Strategy and ESG Committee) are independent non-executive Directors.

Appointment of Directors

- In assessing suitability of the candidates, the Nomination Committee will review their character and integrity; qualifications including professional qualifications, skills, knowledge and relevant experience; diversity in all aspects, including but not limited to gender, age, cultural and educational background; requirements of independent non-executive Directors on the Board and independence of the proposed independent non-executive Directors; and commitment in respect of available time and relevant interest to discharge duties as a member of the Board, having regard to the Board's composition, the selection criteria approved by the Board, Terms of Reference of the Nomination Committee and the Board Diversity Policy.

Annual Review of Directors' Commitment

- The Nomination Committee reviews annually each Director's time commitment to the Group's business.

- Directors' attendance records in 2025 are disclosed in this Corporate Governance Report.

Annual Review of Directors' Independence

- Each independent non-executive Director is required to inform the Stock Exchange as soon as practicable if there is any change in his/her personal particulars that may affect his/her independence. No such notification was received during the year ended 31 December 2025.

Professional Advice

- All Directors have full and timely access to all the information of the Company and may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses, for discharging their duties to the Company.

The Company has received written annual confirmation from each of the independent non-executive Directors in respect of his/her independence in accordance with the independence guidelines set out in Rule 3.13 of the Listing Rules. The Company is of the view that all independent non-executive Directors are independent.

BOARD OF DIRECTORS *(cont'd)*

Appointment and Re-election of Directors

Code provision B.2.2 of the CG Code stipulates that every director, including those appointed for a specific term, should be subject to retirement by rotation at least once every three years.

The non-executive Directors including independent non-executive Directors of the Company are appointed for a specific term of three years, subject to renewal after the expiry of the then current term.

Under the Amended and Restated Articles of Association, at each annual general meeting, one-third of the Directors for the time being, or if their number is not three or a multiple of three, then the number nearest to but greater than one-third shall retire from office by rotation provided that every Director shall be subject to retirement by rotation at least once every three years. The Amended and Restated Articles of Association also provides that all Directors appointed to fill a casual vacancy shall be subject to re-election by shareholders at the first general meeting after appointment. The retiring Directors shall be eligible for re-election.

Responsibilities, Accountabilities and Contributions of the Board and Management

The Board should assume responsibility for leadership and control of the Company; and is collectively responsible for directing and supervising the Company's affairs.

The Board directly, and indirectly through its committees, leads and provides direction to management by laying down strategies and overseeing their implementation, monitors the Group's operational and financial performance, and ensures that sound internal control and risk management systems are in place.

All Directors, including non-executive Director and independent non-executive Directors, have brought a wide spectrum of valuable business experience, knowledge and professionalism to the Board for its efficient and effective functioning. The independent non-executive Directors are responsible for ensuring a high standard of regulatory reporting of the Company and providing a balance in the Board for bringing effective independent judgement on corporate actions and operations.

All Directors have full and timely access to all the information of the Company and may, upon request, seek independent professional advice in appropriate circumstances, at the Company's expenses, for discharging their duties to the Company.

The Directors shall disclose to the Company details of other offices held by them (if any).

The Board reserves for its decision at all major matters relating to policy matters, strategies and budgets, internal control and risk management, material transactions (in particular those that may involve conflict of interests), financial information, appointment of directors and other significant operational matters of the Company. Responsibilities relating to implementing decisions of the Board, directing and coordinating the daily operation and management of the Company are delegated to the management.

The Company has arranged appropriate insurance coverage on Directors' and officers' liabilities in respect of any legal actions taken against Directors and senior management arising out of corporate activities. The insurance coverage would be reviewed on an annual basis.

BOARD OF DIRECTORS *(cont'd)*

Continuous Professional Development of Directors

Directors shall keep abreast of regulatory developments and changes in order to effectively perform their responsibilities and to ensure that their contribution to the Board remains informed and relevant.

Every newly appointed Director has received a formal and comprehensive induction on the first occasion of his/her appointment to ensure appropriate understanding of the business and operations of the Company. Also, all Directors have received formal and comprehensive training on Director's responsibilities and obligations under the Listing Rules and relevant statutory requirements.

Directors should participate in appropriate continuous professional development to develop and refresh their knowledge and skills. Internally-facilitated briefings for Directors would be arranged and reading material on relevant topics would be provided to Directors where appropriate. All Directors are encouraged to attend industry seminars and relevant training courses at the Company's expenses.

During the year ended 31 December 2025, the Company continued to provide latest information and learning materials to all Directors and organized training sessions conducted by qualified professionals for all Directors, and the Directors complied with the CG Code. The professional training sessions and learning materials covered a wide range of relevant topics including directors' duties and responsibilities, corporate governance and regulatory updates. In addition, relevant reading materials including compliance manual, legal and regulatory updates and the latest industry and capital market information were provided to the Directors for their reference and studying.

The training records of the Directors for the year ended 31 December 2025 are summarized as follows:

Name of Directors	Type of Training [Note]
Executive Director	
Mr. Fu, Shan *(Chairperson of the Board) (re-designated from a non-executive director to an executive director with effect from 11 October 2025)*	A, B
Dr. Liu, Jun *(Chief Executive Officer) (resigned on 11 October 2025)*	A, B
Non-executive Directors	
Ms. Yeh-Huang, Chun-Ying *(Vice Chairperson of the Board) (resigned on 11 October 2025)*	A, B
Dr. Liu, Weidong	A, B
Independent Non-executive Directors	
Ms. Hu, Lan *(resigned on 12 March 2025)*	A, B
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*	A, B
Dr. Wang, De Qian *(resigned on 12 March 2025)*	A, B
Ms. Sun, Hui *(appointed on 12 March 2025)*	A, B
Mr. Zhang, Qing *(appointed on 12 March 2025)*	A, B
Dr. Gu, Xuelin *(appointed on 12 March 2025)*	A, B

Note:

Types of Training

A: Attending training sessions, including but not limited to briefings, seminars, conferences and workshops.

B: Reading relevant news alerts, newspapers, journals, magazines and relevant publications (including the Stock Exchange's letters to authorized representatives of listed issuers).

BOARD COMMITTEES

The Board has established four committees, namely, the Audit and Connected Transactions Review Committee, Remuneration Committee, Nomination Committee and Strategy and ESG Committee, for overseeing particular aspects of the Company's affairs. All Board committees of the Company are established with specific written terms of reference which deal clearly with their authority and duties. The terms of reference of the Board committees are posted on the Company's website and the Stock Exchange's website and are available to shareholders upon request.

The list of the chairperson and members of each Board committee is set out under "Corporate Information" on page 2 of this annual report.

Audit and Connected Transactions Review Committee

As of 31 December 2025, the Audit and Connected Transactions Review Committee consisted of three members, namely Ms. Sun, Hui (independent non-executive Director), Dr. Liu, Weidong (non-executive Director) and Mr. Zhang, Qing (independent non-executive Director), majority of whom are independent non-executive Directors. Ms. Sun, Hui is the chairperson of the Audit and Connected Transactions Review Committee and she holds the appropriate professional qualifications as required under Rules 3.10(2) and 3.21 of the Listing Rules.

The terms of reference of the Audit and Connected Transactions Review Committee are of no less exacting terms than those set out in the CG Code. The primary functions of the Audit and Connected Transactions Review Committee include:

- making recommendations to the Board on the appointment, reappointment and removal of external auditors, approving the remuneration and terms of engagement of external auditors, and dealing with any issues in relation to resignation or dismissal of external auditors;
- reviewing and monitoring external auditors' independence and objectivity and the effectiveness of the audit process in accordance with applicable standards, discussing with auditors on the nature and scope of the audit work and reporting obligations before the audit commences;
- developing and implementing policies with respect to the non-audit work provided by external auditors;
- examining the completeness of the Group's financial statements and the Group's quarterly, interim and annual reports, and reviewing critical financial reporting judgments contained therein;
- overseeing the Group's financial reporting, risk management and internal control systems;
- managing matters related to connected transactions;
- reviewing and approving the Group's connected transactions and other related matters to the extent authorized by the Board;
- formulating, monitoring and overseeing the anti-corruption and anti-bribery policies and systems of the Group;
- formulating, monitoring and overseeing the whistle-blowing policies and systems of the Group; and
- providing information for the independent non-executive Directors and auditors to perform their annual review of the connected transactions.

During the year ended 31 December 2025, the Audit and Connected Transactions Review Committee held four meetings to, among other things, review, consider and approve the interim and annual financial results and reports and significant issues on the financial reporting, operational and compliance controls, the effectiveness of the risk management and internal control systems and internal audit function, appointment of external auditors and engagement of non-audit services and relevant scope of works, connected transactions, and arrangements for employees to raise concerns about possible improprieties.

During the year ended 31 December 2025, the Audit and Connected Transactions Review Committee also had meetings with the external auditors no less than twice without the presence of the Executive Director.

BOARD COMMITTEES *(cont'd)*

Audit and Connected Transactions Review Committee *(cont'd)*

The attendance records of the members of the Audit and Connected Transactions Review Committee are as follows:

Name of Members of the Audit and Connected Transactions Review Committee	Attendance
Ms. Sun, Hui *(appointed on 12 March 2025)*	3/3
Mr. Zhang, Qing *(appointed on 12 March 2025)*	3/3
Dr. Liu, Weidong	4/4
Ms. Hu, Lan *(resigned on 12 March 2025)*	1/1
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*	1/1

Remuneration Committee

As of 31 December 2025, the Remuneration Committee consisted of three members, namely Mr. Zhang, Qing (independent non-executive Director), Dr. Liu, Weidong (non-executive Director) and Dr. Gu, Xuelin (independent non-executive Director). Mr. Zhang, Qing is the chairperson of the Remuneration Committee.

Pursuant to Rule 3.25 of the Listing Rules, an issuer must establish a remuneration committee chaired by an independent non-executive director. During the period from 12 March 2022 to 11 August 2023, Mr. Qiu, Yu Min, a then non-executive director of the Company, served as the chairperson of the Remuneration Committee. Dr. Liu, Weidong, a non-executive director of the Company, has served as the chairperson of the Remuneration Committee from 12 August 2023 to 21 March 2025. As such, the Company has not been in compliance with Rule 3.25 of the Listing Rules from 12 March 2022 to 21 March 2025.

For re-compliance with Rule 3.25 of the Listing Rules, Mr. Zhang, Qing, an independent non-executive director of the Company, has been appointed as the chairperson of the Remuneration Committee with effect from 21 March 2025. Dr. Liu, Weidong ceased to be the chairperson of the Remuneration Committee but remains as a member of the Remuneration Committee on the even date.

The terms of reference of the Remuneration Committee are of no less exacting terms than those set out in the CG Code.

The primary functions of the Remuneration Committee include:

- making recommendations to the Board on the compensation remuneration packages of individual executive Directors and senior management and on the compensation of non-executive Directors;
- making recommendations to the Board on the management's remuneration proposals;
- ensuring that no Director or any of his/her associates is involved in deciding his/her own remuneration;
- developing policies and structure for remuneration of all Directors, senior management and employees including salaries, incentive schemes and other share schemes, and making recommendations to the Board; and
- reviewing and/or approving matters relating to share schemes under Chapter 17 of the Listing Rules, including any grants of options or awards to directors, senior management, consultants and employees and making disclosure and giving explanation on the appropriateness to such material matters (if any) being approved in the corporate governance report.

BOARD COMMITTEES *(cont'd)*

Remuneration Committee *(cont'd)*

During the year ended 31 December 2025, the Remuneration Committee held two meetings to, among other things, review the performance and compensation remuneration packages of individual executive Directors, make recommendations to the Board on the compensation remuneration packages of individual executive Directors and senior management and on the compensation of non-executive Directors, make recommendations to the Board on the management's remuneration proposals, make recommendations to the Board on the adoption of amendments to Restricted Share Award Scheme and make recommendations to the Board on disclosure with respect to Directors' remuneration included in the annual report.

Details of the remuneration of the senior management by band are set out in the section headed "Management Discussion and Analysis – Financial Summary – Employees and Remuneration" on pages 13 to 14 of this annual report.

The Company's remuneration policy is to ensure that the remuneration offered to employees, including Directors and senior management, is based on skill, knowledge, responsibilities and involvement in the Company's affairs. The remuneration package of the executive Director is also determined with reference to the Company's performance and profitability, the prevailing market conditions and the performance or contribution of the executive Director. The remuneration for the executive Director comprises basic salary, pensions and performance/discretionary bonus. The executive Director shall receive options and awards to be granted under the Company's share option scheme and share award scheme. The remuneration policy for non-executive Directors and independent non-executive Directors is to ensure that non-executive Directors and independent non-executive Directors are adequately compensated for their efforts and time dedicated to the Company's affairs, including their participation in Board committees. The remuneration for the non-executive Directors and independent non-executive Directors mainly comprises Director's fee which is determined with reference to their duties and responsibilities by the Board. Non-executive Directors and independent non-executive Directors shall not receive options and awards to be granted under the Company's share option scheme and share award scheme. Individual Directors and senior management have not been involved in deciding their own remuneration.

The attendance records of the members of the Remuneration Committee are as follows:

Name of Members of the Remuneration Committee	Attendance
Dr. Liu, Weidong	2/2
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*	–
Dr. Wang, De Qian *(resigned on 12 March 2025)*	–
Mr. Zhang, Qing *(appointed on 12 March 2025)*	2/2
Dr. Gu, Xuelin *(appointed on 12 March 2025)*	2/2

BOARD COMMITTEES *(cont'd)*

Nomination Committee

As of 31 December 2025, the Nomination Committee consisted of three members, namely Mr. Fu, Shan (executive Director), Ms. Sun, Hui (independent non-executive Director) and Dr. Gu, Xuelin (independent non-executive Director). Mr. Fu, Shan is the chairperson of the Nomination Committee.

The terms of reference of the Nomination Committee are of no less exacting terms than those set out in the CG Code.

The primary functions of the Nomination Committee include:

- reviewing the structure, size and composition of the Board (including skills, knowledge and experience) and the time commitment required from and contributions of each of the Directors at least once every year, assist the Board in maintaining a board skills matrix, and to make recommendations on any proposed changes to the Board to complement the corporate strategy of the Company;
- identifying individuals suitably qualified to become a director and to select such nominated person(s) as director(s) or to make recommendations to the Board on the selection of nominated person(s) for directorships;
- assessing the independence of independent non-executive Directors;
- making recommendations to the Board on the appointment and succession planning of Directors;
- supporting the Company's regular evaluation of the performance of the Board;
- reviewing the diversification policy and its implementation on an annual basis, developing and reviewing measurable objectives for implementing the diversification policy and monitoring the progress on achieving these objectives;
- formulating and reviewing the policy for the nomination of directors which includes the nomination process and the criteria;
- formulating and reviewing on an annual basis the mechanism to ensure independent views and inputs are available to the Board; and
- reviewing and monitoring the training and continuous professional development of directors, coordinating with the Company for arranging appropriate trainings with appropriate focus on the roles, functions and responsibilities of director.

In assessing the Board composition, the Nomination Committee would take into account various aspects as well as factors concerning Board diversity as set out in the Company's Board Diversity Policy. The Nomination Committee would discuss and agree on measurable objectives for achieving diversity on the Board, where necessary, and recommend them to the Board for adoption.

In identifying and selecting suitable candidates for directorships, the Nomination Committee would consider the candidate's relevant criteria as set out in the Director Nomination Policy that are necessary to complement the corporate strategy and achieve Board diversity, where appropriate, before making recommendation to the Board.

During the year ended 31 December 2025, the Nomination Committee held one meeting to, among other things, review the structure, size and composition of the Board and assess the independence of the independent non-executive Directors.

BOARD COMMITTEES *(cont'd)*

Nomination Committee *(cont'd)*

The attendance records of the members of the Nomination Committee are as follows:

Name of Members of the Nomination Committee	Attendance
Mr. Fu, Shan	1/1
Ms. Hu, Lan *(resigned on 12 March 2025)*	1/1
Dr. Wang, De Qian *(resigned on 12 March 2025)*	1/1
Ms. Sun, Hui *(appointed on 12 March 2025)*	–
Dr. Gu, Xuelin *(appointed on 12 March 2025)*	–

Strategy and ESG Committee

In order to cater for the strategic development need of the Company and strengthen its environmental, social and governance ("ESG") work, so as to further improve the Company's corporate governance structure, determine the Company's development plan, improve the Company's scientific decision-making standard, continuously strengthen the Company's core competitiveness and ensure the Company's sustainable development, the Strategy Committee under the Board had been renamed as the Strategy and ESG Committee on 23 December 2021, with ESG management responsibilities added and the responsibilities of the original Strategy Committee remaining unchanged.

As of 31 December 2025, the Strategy and ESG Committee consisted of three members, namely Mr. Fu, Shan (executive Director), Dr. Liu, Weidong (non-executive Director) and Dr. Gu, Xuelin (independent non-executive Director). Mr. Fu, Shan is the chairperson of the Strategy and ESG Committee.

The primary functions of the Strategy and ESG Committee include:

- reviewing and making recommendations to the Board on the long-term strategic development plans of the Company;
- reviewing and making recommendations to the Board in relation to any significant capital operations (including but not limited to the alternation of the registered issued share capital; issuance of bonds or other securities; the merger, separation, dissolution or transformation of company structure of the Company or any of its wholly owned or holding subsidiaries; the Company's profit distribution plan and plans for loss recovery), asset management projects, the Company's annual financial budget plan, and final accounts;
- reviewing and making recommendations to the Board on any financing investment projects relating to issuance of securities by the Company or any of its wholly owned or holding subsidiaries;
- reviewing the Group's major investment and financing proposals in accordance with the Amended and Restated Articles of Association and overseas investment management measures, and making recommendations to the Board;
- making recommendations to the Board on any major matters that would affect the Company's development;

BOARD COMMITTEES *(cont'd)*

Strategy and ESG Committee *(cont'd)*

- implementing and supervising the above items, reviewing, evaluating and making recommendations on any major changes made to these items, for the Board's approval;

- developing the Company's ESG objectives, strategies and structure, reviewing the progress in achieving the Company's ESG objectives, and making recommendations to the Board on relevant ESG work in line with the Company's strategic development;

- reviewing ESG-related issues that have a significant impact on the Company's operations and/or the interests of other key stakeholders;

- considering the Company's assessment of its environmental and social impact, and reviewing international and China's ESG trends, in order to ensure the effective assessment of potential impact, opportunities and risks to the Company's business;

- monitoring the implementation of the Company's ESG policies and strengthening process control to ensure that the sustainability and effectiveness of the relevant actions in compliance with applicable laws and regulatory requirements;

- referring to key ESG reporting guidance for the relevant industry or sector, and to widely consider suggestions from stakeholders or to seek independent assurance verification by third parties in order to strengthen the scientific management of ESG and the credibility of ESG information disclosure;

- making timely, accurately and complete information disclosure under the requirements of the Listing Rules, the CG Code (set out in Appendix C1 to the Listing Rules) and the Environmental, Social and Governance Reporting Guide (set out in Appendix C2 to the Listing Rules); and

- other matters authorized by the Board.

During the year ended 31 December 2025, the Strategy and ESG Committee did not hold any meetings. The Company's relevant strategy and ESG matters were discussed during the Company's Board meetings.

BOARD COMMITTEES *(cont'd)*

Board Diversity Policy

The Company has adopted a Board Diversity Policy which sets out the approach to achieve diversity of the Board. The Company recognizes and embraces the benefits of having a diverse Board and sees increasing diversity at the Board level as an essential element in maintaining the Company's competitive advantage.

Pursuant to the Board Diversity Policy, the Nomination Committee will review annually the structure, size and composition of the Board and where appropriate, make recommendations on changes to the Board to complement the Company's corporate strategy and to ensure that the Board maintains a balanced diverse profile. In relation to reviewing and assessing the Board composition, the Nomination Committee is committed to diversity at all levels and will consider a number of aspects, including but not limited to gender, age, cultural and educational background, professional qualifications, skills, knowledge and regional and industry experience.

The Company aims to maintain an appropriate balance of diversity perspectives that are relevant to the Company's business growth and is also committed to ensuring that recruitment and selection practices at all levels (from the Board downwards) are appropriately structured so that a diverse range of candidates are considered.

The Board will consider setting measurable objectives to implement the Board Diversity Policy and review such objectives from time to time to ensure their appropriateness and ascertain the progress made towards achieving those objectives.

An analysis of the Board's composition as of the date of this report based on the measurable objectives is set out below:

Gender	
Male:	4 Directors
Female:	1 Director
Age Group	
51-60:	4 Directors
61-70:	1 Director
Nationality	
Chinese:	2 Directors
American:	3 Directors
Business Experience	
Accounting & Finance:	1 Director
Biopharmaceutical:	4 Directors

At present, the Nomination Committee considered that the Board is sufficiently diverse and can provide professional advice to the Company to support its long-term development strategies.

The Nomination Committee will also review the Board Diversity Policy annually, as appropriate, to ensure its effectiveness.

BOARD COMMITTEES *(cont'd)*

Gender Diversity

The Company values gender diversity across all levels of the Group. The following table sets out the gender ratio in the workforce of the Group, including the Board and senior management as at the date of this annual report:

	Female	Male
Board	20%	80%
	(1)	(4)
Senior management	60%	40%
	(3)	(2)
Other employees	50%	50%
	(302)	(306)
Overall workforce	50%	50%
	(306)	(312)

The Board had targeted to achieve and had achieved at least having one female Director, and encouraging female senior management and female employees to join the Group and considers that the above current gender diversity is satisfactory.

Director Nomination Policy

The Board has delegated its responsibilities and authority for selection and appointment of Directors to the Nomination Committee of the Company.

The Company has adopted a Director Nomination Policy which sets out the selection criteria and process and the Board succession planning considerations in relation to nomination and appointment of Directors of the Company and aims to ensure that the Board has a balance of skills, experience and diversity of perspectives appropriate to the Company and the continuity of the Board and appropriate leadership at Board level.

The Director Nomination Policy sets out the factors for assessing the suitability and the potential contribution to the Board of a proposed candidate, including but not limited to the following:

- Character and integrity;
- Qualifications including professional qualifications, skills, knowledge and experience that are relevant to the Company's business and corporate strategy;
- Diversity in all aspects, including but not limited to gender, age (18 years or above), cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service;
- Requirements of independent non-executive directors on the Board and independence of the proposed independent non-executive directors in accordance with the Listing Rules; and
- Commitment in respect of available time and relevant interest to discharge duties as a member of the Board and/or Board committee(s) of the Company.

BOARD COMMITTEES *(cont'd)*

Director Nomination Policy *(cont'd)*

The Director Nomination Policy also sets out the procedures for the selection and appointment of new Directors and re-election of Directors at general meetings. During the year ended 31 December 2025, the number of Board members had been changed from seven Directors to five Directors, resulting in an increased proportion of independent non-executive directors to the Board from 43% to 60%.

The nomination process set out in the Director Nomination Policy is as follows:

Appointment of New Director

(i) The Nomination Committee and/or the Board may select candidates for directorship from various channels, including but not limited to internal promotion, re-designation, referral by other member of the management and external recruitment agents.

(ii) The Nomination Committee and/or the Board should, upon receipt of the proposal on appointment of new Director and the biographical information (or relevant details) of the candidate, evaluate such candidate based on the criteria as set out above to determine whether such candidate is qualified for directorship.

(iii) If the process yields one or more desirable candidates, the Nomination Committee and/or the Board should rank them by order of preference based on the needs of the Company and reference check of each candidate (where applicable).

(iv) The Nomination Committee should then recommend to the Board to appoint the appropriate candidate for directorship, as applicable.

(v) For any person that is nominated by a Shareholder for election as a Director at the general meeting of the Company, the Nomination Committee and/or the Board should evaluate such candidate based on the criteria as set out above to determine whether such candidate is qualified for directorship.

Where appropriate, the Nomination Committee and/or the Board should make recommendation to Shareholders in respect of the proposed election of Director at the general meeting.

Re-election of Director at General Meeting

(i) The Nomination Committee and/or the Board should review the overall contribution and service to the Company of the retiring Director and the level of participation and performance on the Board.

(ii) The Nomination Committee and/or the Board should also review and determine whether the retiring Director continues to meet the criteria as set out above.

(iii) The Nomination Committee and/or the Board should then make recommendation to Shareholders in respect of the proposed re-election of Director at the general meeting.

Where the Board proposes a resolution to elect or re-elect a candidate as Director at the general meeting, the relevant information of the candidate will be disclosed in the circular to shareholders and/or explanatory statement accompanying the notice of the relevant general meeting in accordance with the Listing Rules and/or applicable laws and regulations.

The Nomination Committee will review the Director Nomination Policy, as appropriate, to ensure its effectiveness.

Corporate Governance Functions

The Board is responsible for performing the functions set out in the code provision A.2.1 of the CG Code.

During the year ended 31 December 2025 and up to the date of this report, the Board has reviewed the Company's corporate governance policies and practices, training and continuous professional development of Directors and senior management, the Company's policies and practices on compliance with legal and regulatory requirements, the compliance of the Model Code and the Employees Written Guidelines, and the Company's compliance with the CG Code and disclosure in this report.

BOARD COMMITTEES *(cont'd)*

Attendance Records of Directors

The attendance record of each Director at the Board and Board Committee meetings and the general meetings of the Company held during the year ended 31 December 2025 is set out in the table below:

	Attendance/Number of Meetings					
Name of Directors	**Board**	**Audit and Connected Transactions Review Committee**	**Remuneration Committee**	**Nomination Committee**	**Strategy and ESG Committee**	**General Meeting**
Executive Director						
Dr. Liu, Jun *(resigned on 11 October 2025)*	6/6	–	–	–	–	1/1
Mr. Fu, Shan *(re-designated as an executive director with effect from 11 October 2025)*	9/9	–	–	1/1	–	1/1
Non-executive Directors						
Ms. Yeh-Huang, Chun-Ying *(resigned on 11 October 2025)*	6/6	–	–	–	–	1/1
Dr. Liu, Weidong	9/9	4/4	2/2	–	–	1/1
Independent Non-executive Directors						
Ms. Hu, Lan *(resigned on 12 March 2025)*	1/1	1/1	–	1/1	–	N/A
Mr. Chang, Hong-Jen *(resigned on 12 March 2025)*	0/1	1/1	–	–	–	N/A
Dr. Wang, De Qian *(resigned on 12 March 2025)*	1/1	–	–	1/1	–	N/A
Ms. Sun, Hui *(appointed on 12 March 2025)*	8/8	3/3	–	–	–	1/1
Mr. Zhang, Qing *(appointed on 12 March 2025)*	8/8	3/3	2/2	–	–	1/1
Dr. Gu, Xuelin *(appointed on 12 March 2025)*	8/8	–	2/2	–	–	1/1

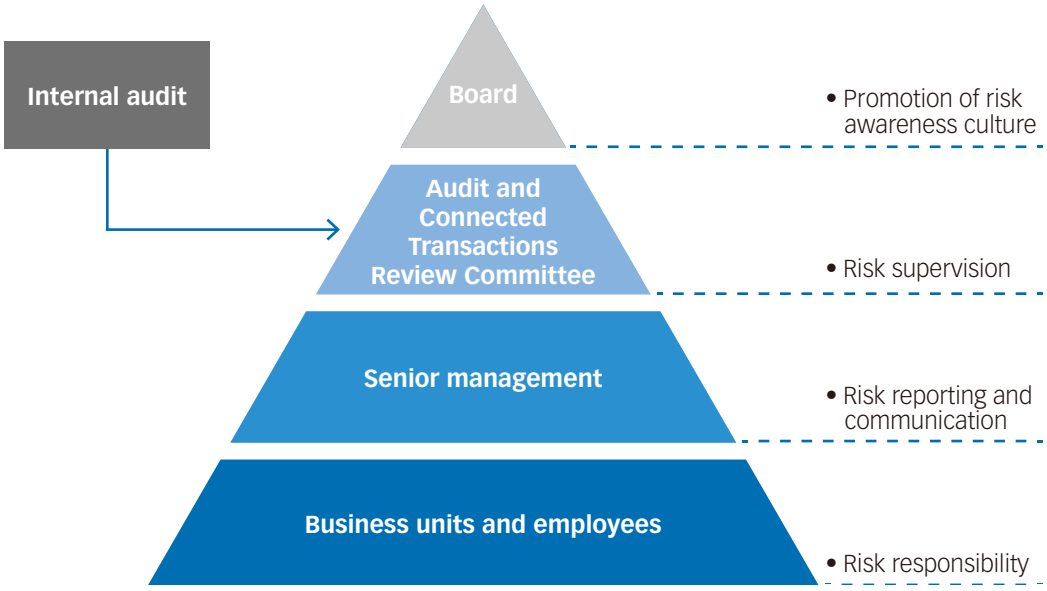
During the year ended 31 December 2025, at least one independent meeting was held between the chairperson and the independent non-executive Directors without the presence of other Directors.

RISK MANAGEMENT AND INTERNAL CONTROLS

The Board acknowledges its responsibility for the risk management and internal control systems and reviewing their effectiveness. Such systems are designed to manage rather than eliminate the risk of failure to achieve business objectives, and can only provide reasonable and not absolute assurance against material misstatement or loss.

The Company has established a risk governance structure to identify, evaluate, resolve, monitor and communicate key risks, such as strategic risk, financial risk, operational risk and compliance risk, so as to ensure the effectiveness of its internal risk control.

Based on such risk governance structure, the Company's risk management and internal control systems as well as the roles and responsibilities of various stakeholders are as follows:



The Board has the overall responsibility for evaluating and determining the nature and extent of the risks it is willing to take in achieving the Company's strategic objectives, and establishing and maintaining appropriate and effective risk management and internal control systems.

The Audit and Connected Transactions Review Committee assists the Board in leading the management and overseeing their design, implementation and monitoring of the risk management and internal control systems.

The Company has published internal audit standard to comply the code of professional ethics and company regulations. The Company has established an internal audit function to examine key issues in relation to the accounting practices and operations management and provided its findings and recommendations for improvement to the Audit and Connected Transactions Review Committee. In addition, the internal audit manager holds regular meetings with the management team of the Company to enhance the management and risk control in operation processes.

The Company has developed and adopted various risk management procedures and guidelines with defined authority for implementation by key business processes and office functions, including project management, sales, intellectual property, production safety, financial reporting, authorization management, information security and information technology.

RISK MANAGEMENT AND INTERNAL CONTROLS *(cont'd)*

The Company conducted internal control assessment regularly to identify risks that potentially impact the business of the Group and various aspects including key operational and financial processes, regulatory compliance, quality control and information security. For a summary of certain principal risks and uncertainties faced by the Group, please see the paragraph headed "Directors' Report – Business Review – Principal Risks and Uncertainties" on pages 57 to 58 of this annual report. Self-evaluation has been conducted annually to confirm that control policies are properly complied with by relevant division/department. The Company is committed to mitigating and assessing its risk management to ensure well risk management and governance.

The management, in coordination with division/department heads, assessed the likelihood of risk occurrence, provide treatment plans, and monitor the risk management progress, and reported to the Audit and Connected Transactions Review Committee and the Board on all findings and the effectiveness of the systems.

The management has confirmed to the Board and the Audit and Connected Transactions Review Committee on the effectiveness of the risk management and internal control systems for the year ended 31 December 2025, and has conducted in-depth communication with the Board and the Audit and Connected Transactions Review Committee on the framework and priorities of the Company's corporate risk management and internal control for 2026.

The Board, as supported by the Audit and Connected Transactions Review Committee as well as the management report and the internal audit findings, reviewed the risk management and internal control systems, including the financial, operational and compliance controls, for the year ended 31 December 2025, and considered that such systems are effective and adequate. The annual review also covered the financial reporting, internal audit function, as well as staff qualifications, experiences and relevant resources. As of the date of this report, there are no material internal control findings.

Whistleblowing procedures are in place to facilitate employees of the Company to raise, in confidence, concerns about possible improprieties in financial reporting, internal control or other matters of the Company.

The Company has developed its disclosure policies, signed confidentiality agreements with employees and established information disclosure approval procedures, which together provide a general guide and management principles to the Company's Directors, senior management and relevant employees in handling confidential information, monitoring information disclosure and responding to enquiries. Control procedures have been implemented to ensure that unauthorized access and use of inside information are strictly prohibited.

DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

The Directors acknowledge their responsibilities for preparing the financial statements of the Company for the year ended 31 December 2025.

The Directors are not aware of any material uncertainties relating to events or conditions that may cast significant doubt upon the Company's ability to continue as a going concern.

The statement of the independent auditor of the Company about their reporting responsibilities on the financial statements is set out in the independent auditor's report on pages 83 to 85 of this annual report.

AUDITORS' REMUNERATION

An analysis of the remuneration paid/payable to PricewaterhouseCoopers, the external auditor of the Company, and other PricewaterhouseCoopers network firms, for the year ended 31 December 2025 is set out below:

Service Category	Fees Paid/Payable (RMB'000)
Audit services	2,642
Non-audit services (including tax and other advisory services)	41
Total	**2,683**

COMPANY SECRETARY

Mr. Chen, Yifan, executive director of the legal and compliance department of the Group, and Mr. Lui, Wing Yat Christopher, senior manager of Tricor Services Limited, an external service provider, have been appointed as the Company's joint company secretaries.

Mr. Chen, Yifan has been designated as the primary contact person at the Company which would work and communicate with Mr. Lui, Wing Yat Christopher on the Company's corporate governance and secretarial and administrative matters.

All Directors have access to the advice and services of the joint company secretaries on corporate governance and board practices and matters.

For the year ended 31 December 2025, Mr. Chen, Yifan and Mr. Lui, Wing Yat Christopher have undertaken not less than 15 hours of relevant professional training respectively in compliance with Rule 3.29 of the Listing Rules.

SHAREHOLDERS' RIGHTS

The Company engages with shareholders through various communication channels, such as general meetings, analyst presentations, disclosure pursuant to the Listing Rules, corporate website and social media platforms.

To safeguard shareholder interests and rights, a separate resolution should be proposed for each substantially separate issue at general meetings, including the election of each individual Director. All resolutions put forward at general meetings will be voted on by poll pursuant to the Listing Rules and poll results will be posted on the websites of the Company and of the Stock Exchange after each general meeting.

Convening an Extraordinary General Meeting

Extraordinary general meetings may be convened by the Board on requisition of shareholder(s) of the Company representing at least 5% of the total voting rights of all the shareholders having a right to vote at general meetings or by such shareholder(s) who made the requisition (as the case may be) pursuant to sections 566 and 568 respectively of the Companies Ordinance and Article 62 of the Amended and Restated Articles of Association.

Shareholders should follow the requirements and procedures as set out in the Companies Ordinance and the Amended and Restated Articles of Association for convening a general meeting.

SHAREHOLDERS' RIGHTS *(cont'd)*

Putting Forward Proposals at General Meetings

Pursuant to section 615 of the Companies Ordinance, shareholders representing at least 2.5% of the total voting rights of all shareholders; or at least 50 shareholders who have a right to vote at the relevant annual general meeting, may request to circulate a resolution to be moved at an annual general meeting.

Shareholders should follow the requirements and procedures as set out in the Companies Ordinance for circulating a resolution for annual general meeting.

Putting Forward Enquiries to the Board

For putting forward any enquiries to the Board, shareholders may send written enquiries to the Company. The Company will not normally deal with verbal or anonymous enquiries.

COMMUNICATION WITH SHAREHOLDERS AND INVESTORS/INVESTOR RELATIONS

The Company considers that effective communication with shareholders is essential for enhancing investor relations and investor understanding of the Group's business performance and strategies. The Company endeavours to maintain an on-going dialogue with shareholders and investors. At present, the communication platforms adopted by the Company to solicit and understand the views of shareholders and investors from time to time include annual general meetings and other general meetings, interim and annual reports, announcements, press releases, roadshows, market strategy meetings, investor and analyst presentations, as well as investor open days held by the Company. At the annual general meeting, Directors (or their delegates as appropriate) are available to meet shareholders and answer their enquiries.

During the year ended 31 December 2025 and up to the date of this report, the Company has held an annual general meeting on 20 June 2025.

The forthcoming annual general meeting will be held in June 2026. The notice of annual general meeting will be sent to shareholders in accordance with the requirements set out in the Listing Rules and the Amended and Restated Articles of Association.

Contact Details

The Company maintains a website (www.biodlink.com) where information of the Group's businesses and projects, key corporate governance policies and announcements, financial reports and other information are available for public access. Shareholders and investors may send their enquiries or requests as mentioned above to the following:

Address:	The Secretariat 120 Changyang Street Suzhou Industrial Park PRC
Email:	ir@biodlink.com
Telephone:	86-512-6296-5286 Ext.6432

For the avoidance of doubt, shareholder(s) must deposit and send the original duly signed written requisition, notice or statement, or enquiry (as the case may be) to the above address and provide their full name, contact details and identification in order to give effect thereto. Shareholders' information may be disclosed as required by law.

Shareholders' Communication Policy

The Company has in place a Shareholders' Communication Policy to ensure that shareholders' views and concerns are appropriately addressed. The policy is regularly reviewed to ensure its effectiveness. The Board reviewed the Group's shareholders and investor engagement and communication activities conducted in 2025 and was satisfied with the implementation and effectiveness of the Shareholders' Communication Policy.

Dividend Policy

With respect to dividend policy, the Group currently intends to retain all available funds and earnings, if any, to fund the development of its business and it does not anticipate paying any cash dividends in the foreseeable future. Any future determination to pay dividends will be made at the discretion of the Directors and may be based on a number of factors, including the Group's future operations and earnings, capital requirements and surplus, general financial condition, contractual restrictions and other factors that the Directors may deem relevant.

Amendments to Constitutional Documents

During the year under review, the Company has amended its Amended and Restated Articles of Association. Details of the amendments were set out in the circular dated 29 May 2025. An up-to-date version of the Company's Amended and Restated Articles of Association is also available on the Company's website and the Stock Exchange's website.

DIRECTORS' REPORT

The Directors are pleased to present this Directors' Report together with the audited consolidated financial statements of the Group for the year ended 31 December 2025.

Unless otherwise stated, all references below to other sections, reports or notes in this annual report form part of this report.

GENERAL INFORMATION

The Company was incorporated in Hong Kong on 4 December 2009 with limited liability. The Company's Shares were listed on the Main Board of the Stock Exchange on 8 November 2019.

PRINCIPAL ACTIVITIES

The Company is a clinical-stage biopharmaceutical company dedicated to developing and commercializing innovative oncology drugs and therapies. With rich practical experience and a mature technology platform and quality system, we provide one-stop CDMO solutions for drug development and production.

The Group has a pipeline of oncology drug candidates, which include monoclonal antibodies (mAbs) and antibody-drug conjugates (ADCs). Since the Company's inception in 2009, it has built and established a fully integrated in-house platform of discovery, process development, quality management, pre-clinical and clinical development, as well as commercial-scale manufacturing facilities and proven sales and marketing capabilities, which provides flexibility and scalability for business of the Group to expand along the innovative drug industry value chain.

RESULTS

The results of the Group for the year ended 31 December 2025 are set out in the consolidated statement of comprehensive loss on page 86 of this annual report.

BUSINESS REVIEW

A fair review of the business of the Group as required by section 388(2) of and Schedule 5 to the Companies Ordinance, including an indication of likely future developments of the Group's business and an analysis of the Group's performance using financial key performance indicators during the year ended 31 December 2025 are provided in the sections headed "Chairperson's statement" on pages 4 to 6 of this annual report and "Management discussion and analysis" on pages 7 to 31 of this annual report.

(a) Principal risks and uncertainties

The following is a summary of certain principal risks and uncertainties faced by the Group, some of which are beyond its control:

- its financial position, in particular its net losses;
- its ability to develop and commercialize its drug candidates, and the commercial sales performance of marketed products;
- material aspects of the research and development and commercialization of its pharmaceutical products being heavily regulated;
- lengthy, time-consuming and inherently unpredictable regulatory approval processes of various regulatory authorities for its drug candidates;

BUSINESS REVIEW *(cont'd)*

(a) Principal risks and uncertainties *(cont'd)*

- competition in the pharmaceutical industry and in the oncology drugs market;
- its ability to obtain and maintain patent protection for its drug candidates; and
- its ability to attract, train, retain and motivate qualified and highly skilled personnel.

However, the above is not an exhaustive list. Investors are advised to make their own judgement or consult their own investment advisers before making any investment in the Shares.

The Company believes that risk management is essential to the Group's effective and efficient operations, reliable financial reporting and compliance with applicable laws and regulations. The Audit and Connected Transactions Review Committee and the Company's general management division assist the Board in monitoring material risk exposure arising internally and externally from the Group's business, including operational risks, financial risks, regulatory risks, etc., and proactively setting up appropriate risk management and internal control mechanisms to rectify any deficiencies. The Group's financial risk management objectives and policies are set out in Note 3 to the consolidated financial statements.

(b) Environmental Policies and Performance

The Group recognizes the importance of proper adoption of environmental policies which is essential to the attainability of corporate growth. The management has formulated comprehensive standards for environment, health and safety for the Group based on applicable laws, regulations and standards. The Company's environmental safety and health division is responsible for monitoring the compliance with these standards and reviewing the effectiveness of these standards. In addition, to strengthen its environmental, social, and governance work, to further improve the Company's corporate governance structure and to ensure the Company's sustainable development, among others, the Company established the Strategy and ESG Committee on 23 December 2021. The Group will continue to improve its fulfilment of social responsibility.

Please refer to the section headed "Environmental, social and governance (ESG) report 2025" prepared in accordance with Appendix C2 to the Listing Rules from pages 162 to 270 of this annual report for detailed discussion on the Company's environmental policies and performance.

(c) Compliance with the Relevant Laws and Regulations

As far as the Board and the management are aware, the Group has complied in all material aspects with the relevant laws and regulations that have a significant impact on the business and operation of the Group. During the year ended 31 December 2025, there was no material breach of, or non-compliance with, applicable laws and regulations by the Group.

BUSINESS REVIEW *(cont'd)*

(d) Employee and Emolument Policies

In compliance with Rule 3.25 of the Listing Rules and the CG Code, the Company has established the Remuneration Committee to formulate remuneration policies. The Remuneration Committee is responsible for developing policies and structure for remuneration of all Directors, senior management and employees including salaries, incentive schemes and other share option schemes, and making recommendation to the Board. The Group believes its success depends upon the provision of consistent, quality and reliable services by its employees and hence its ability to attract, retain and motivate qualified personnel is crucial. To attract high-quality employees, the Group offered competitive compensation packages. The remuneration of the employees of the Group generally includes salaries, bonuses, social security contributions and other welfare payments. In accordance with applicable PRC laws, the Group has made contributions to housing provident funds and contributions to social security insurance funds, including basic pension insurance, medical insurance, work-related injury insurance, unemployment insurance and maternity insurance for its employees. In accordance with applicable Taiwan laws, the Group has made contributions to social security insurance funds. Remuneration of each employee varies by functions and titles and their own academic backgrounds, experience, skills, technical knowledge and performance.

In addition, the Group established the Pre-IPO Share Option Scheme in 2013 and has granted options to Directors, senior management and key employees for the primary purpose of providing incentives and reward to its employees. The Group further adopted the 2020 Restricted Share Award Scheme in 2020 and the 2024 Restricted Share Award Scheme in 2024. Please refer to the paragraphs headed "Pre-IPO Share Option Scheme", "2020 Restricted Share Award Scheme" and "2024 Restricted Share Award Scheme" in this report for further details.

The remuneration of all Directors are determined by the Board having regard to the recommendation of the Remuneration Committee and with reference to the Director's contributions, experience and relevant duties and responsibilities within the Company. None of the Directors waived or agreed to waive any remuneration and there were no emoluments paid by the Group to any of the Directors as an inducement to join, or upon joining the Group. Further particulars regarding Directors' emoluments and the five highest paid individuals as required to be disclosed pursuant to Appendix D2 to the Listing Rules are set out in note 8 to the consolidated financial statements.

(e) Major Customers and Suppliers

Major Customers

During the year ended 31 December 2025, the Group derived its revenue primarily from sales revenue, revenue for providing CDMO/CMO services, etc. Equipped with full industry value chain capabilities, the Group adopts an open platform business model and collaborates with third party business partners at different stages of the industry value chain. The full industry value chain capabilities make the Group's open platform attractive to an industry player whose capability in certain parts of the industry value chain is complementary to the Group's.

For the year ended 31 December 2025, revenue from the five largest customers of the Group accounted for less than 30% of the Group's total revenue.

BUSINESS REVIEW *(cont'd)*

(e) Major Customers and Suppliers *(cont'd)*

Major Suppliers and Service Providers

Suppliers of the Group primarily include suppliers of raw materials, CROs, suppliers of machinery and equipment, suppliers of reference drugs, and construction service providers. The Group procures raw materials based on its estimation of the production needs for its research and development activities and commercial production. The Group obtains raw materials for its manufacturing activities from multiple reputable suppliers who the Group believes have sufficient capacity to meet our demands. The Group selects suppliers of raw materials based on a number of factors, including their product quality, price, delivery time and manners and market reputation, and follow the procedures and standards required by law or industry practice. The Group has also established internal procedure and policies to examine the quality of the products of the suppliers before entering into any contract with them. The Group typically orders raw materials on a purchase order basis and does not enter into long-term dedicated capacity or minimum supply arrangements.

In line with industry practice and to supplement the in-house capabilities of the Group, the Group has also engaged certain CROs to conduct preclinical and clinical research. It selects CROs based on various factors, including their quality, reputation and research experience. The Group generally enters into master contract services agreements with the CROs it engages, which include a statement of work specifying the terms of services provided by the CROs, and pays these CROs fixed project-based fees. Under such agreements, all intellectual property rights arising from the performance of the services, including clinical trial data, will be owned by the Group. The Group also requires the CROs to conduct clinical trials in accordance with international good clinical practice (GCP) standards. Typically, the Group requires the CRO personnel handling our clinical trials to hold GCP certification or have GCP training experience.

For the year ended 31 December 2025, purchase amount from the five largest suppliers of the Group accounted for 66% of its total purchase costs and the largest supplier of the Group accounted for 59% of its total purchase costs. At no time during the year ended 31 December 2025 did the Directors, their respective close associates or any shareholder of the Company (who, to the knowledge of the Directors, owned more than 5% of the issued capital of the Company) have any interest in any of the Group's top five suppliers.

(f) Events after the Reporting Period

On 14 January 2026, WuXi XDC Cayman Inc. (the "Offeror"), the Company and WuXi Biologics (Cayman) Inc. jointly issued an announcement (the "Joint Announcement") which stated that, among others, Citi, on behalf of the Offeror, subject to the satisfaction or waiver (where applicable) of the Conditions, would (i) make the Share Offer; and (ii) in accordance with Rule 13 of the Takeovers Code, make an offer to the Option Holders to cancel all outstanding Share Options. On 12 February 2026, the Offeror and the Company jointly issued the Composite Document. Unless the context requires, capitalised terms used in this paragraph headed "Events after the Reporting Period" shall have the same meanings as those defined in the Joint Announcement and the Composite Document.

For full details of the Offers, please refer to the Joint Announcement and the Composite Document.

Save as disclosed above, no significant events occurred after the end of the reporting period up to the date of this report.

FINANCIAL SUMMARY

A summary of the audited consolidated results and the assets and liabilities of the Group for the last five financial years is set out in the section headed "Five-year financial summary" on page 157 of this annual report. This summary does not form part of the audited consolidated financial statements.

SUBSIDIARIES

Particulars of the Company's subsidiaries are set out in Note 33 to the consolidated financial statements.

The following is the list of directors of the Company's subsidiaries during the year ended 31 December 2025 and up to the date of this report:

Mr. Fu, Shan
Mr. Zhang, Qing
Dr. Liu, Weidong
Dr. Liu, Jun

DIVIDENDS

The Board does not recommend the distribution of a final dividend for the year ended 31 December 2025.

PROPERTY, PLANT AND EQUIPMENT

Details of movements in the property, plant and equipment of the Group during the year ended 31 December 2025 are set out in Note 13 to the consolidated financial statements.

SHARE CAPITAL AND SHARES ISSUED

Details of movements in the share capital of the Company during the year ended 31 December 2025 are set out in Note 22 to the consolidated financial statements.

PURCHASE, SALE OR REDEMPTION OF THE COMPANY'S LISTED SECURITIES

Neither the Company nor any of its subsidiaries purchased, sold or redeemed any listed securities of the Company (including sale of Treasury Shares) during the year ended 31 December 2025. As at 31 December 2025, the Company did not hold any Treasury Shares.

DEBENTURE ISSUED

The Group did not issue any debenture during the year ended 31 December 2025.

RESERVES

Details of movement in the reserves of the Group and the Company during the year ended 31 December 2025 are set out in the consolidated statement of changes in equity on page 89 of this annual report and in Notes 23 and 34(a) to the consolidated financial statements.

The Company did not have distributable reserves as at 31 December 2025 calculated under Part 6 of the Companies Ordinance as it has accumulated losses.

BANK LOANS AND OTHER BORROWINGS

Particulars of bank loans and other borrowings of the Group as at 31 December 2025 are set out in the section headed "Management discussion and analysis" in this annual report and Note 26 to the consolidated financial statements.

DONATIONS

During the year ended 31 December 2025, the Group made donations of approximately RMB25 thousand.

EQUITY-LINKED AGREEMENTS

No equity-linked agreements were entered into by the Company during 2025 or subsisted at the end of 2025 except for the Pre-IPO Share Option Scheme, the 2020 Restricted Share Award Scheme and the 2024 Restricted Share Award Scheme, further details of which are set out in the paragraphs headed "Pre-IPO Share Option Scheme", "2020 Restricted Share Award Scheme" and "2024 Restricted Share Award Scheme" in this report.

PERMITTED INDEMNITY PROVISION

Pursuant to Article 166 of the Company's Amended and Restated Articles of Association, subject to the provisions of the Companies Ordinance, every Director, company secretary or other officer of the Company shall be entitled to be indemnified out of the assets of the Company against all costs, charges, expenses, losses and liabilities which he may sustain or incur in or about the execution of his office or otherwise in relation thereto.

The Company has purchased directors, company secretary and officers' liabilities insurance on behalf of its directors, Mr. Chen, Yifan and Mr. Lui, Wing Yat Christopher (being current joint company secretaries) and its officers.

DIRECTORS

The following is the list of Directors during the year ended 31 December 2025 and up to the date of this report (unless otherwise stated).

Executive Directors

Mr. Fu, Shan *(Chairperson of the Board)*[(1)]
Dr. Liu, Jun [(1)]

Non-executive Directors

Dr. Liu, Weidong
Ms. Yeh-Huang, Chun-Ying[(2)]

Independent Non-executive Directors

Ms. Sun, Hui[(3)]
Mr. Zhang, Qing[(3)]
Dr. Gu, Xuelin[(3)]
Ms. Hu, Lan[(3)]
Mr. Chang, Hong-Jen[(3)]
Dr. Wang, De Qian[(3)]

Notes:

(1) With effect from 11 October 2025, Dr. Liu Jun has resigned as an executive Director and chief executive officer, and Mr. Fu, Shan has been re-designated from a non-executive Director to an executive Director. See the Company's announcement dated 13 October 2025 titled "Change of Directors, Chief Executive Officer, Authorised Representative and Composition of Board Committee" and the relevant supplemental announcement dated 16 October 2025 for details.

(2) With effect from 11 October 2025, Ms. Yeh-Huang, Chun-Ying has resigned as a non-executive Director and vice chairperson of the Board. See the Company's announcement dated 13 October 2025 titled "Change of Directors, Chief Executive Officer, Authorised Representative and Composition of Board Committee" and the relevant supplemental announcement dated 16 October 2025 for details.

(3) With effect from 12 March 2025, each of Ms. Hu, Lan, Mr. Chang, Hong-Jen, and Dr. Wang, De Qian has resigned as an independent non-executive Director, and each of Ms. Sun, Hui, Mr. Zhang, Qing and Dr. Gu, Xuelin has been appointed as an independent non-executive Director. See the Company's announcement dated 12 March 2025 titled "Change of Directors and Change of Composition of Board Committees" for details.

Except as disclosed above, no Director had resigned from the office or refused to stand for re-election to the office during the year ended 31 December 2025 and up to the date of this report.

In accordance with Article 111 of the Amended and Restated Articles of Association, two Directors will retire from office by rotation at the forthcoming AGM.

Details of the Directors who will retire from office by rotation and, being eligible, will offer themselves for re-election at the forthcoming AGM will be set out in the circular to the Shareholders.

(a) Biographies of the Directors and Senior Management

Brief biographies of the Directors are set out in the section headed "Biographies of directors and senior management" on pages 32 to 36 of this annual report.

Except as noted in the biographies, none of the Directors have held any other directorships in any listed public companies in the last three years. Further, except as disclosed in the biographies, none of the Directors is connected with any Director, senior management, substantial shareholder or controlling shareholder of the Company and, except as disclosed in the paragraph headed "Directors' and Chief Executives' Interests and Short Positions in Shares and Underlying Shares and Debentures of the Company or Any of Its Associated Corporations" in this report, none of them has any interests in the shares of the Company within the meaning of Part XV of the SFO.

DIRECTORS *(cont'd)*

(a) Biographies of the Directors and Senior Management *(cont'd)*

Save as disclosed in this annual report, there is no information that needs to be disclosed pursuant to any of the requirements of Rule 13.51(2) of the Listing Rules. Save as disclosed in this annual report, there are no other changes to the Directors' information as required to be disclosed pursuant to Rule 13.51B(1) of the Listing Rules.

(b) Directors' Service Contracts and Letters of Appointment

Each of the executive Director and non-executive Director has entered into a service contract or has signed a letter of appointment with the Company, while each of the independent non-executive Directors has signed a letter of appointment with the Company. The term of service of Mr. Fu, Shan has been renewed for a fixed term of three years commencing from 12 March 2025. Dr. Liu, Weidong has signed a letter of appointment with the Company for a term of three years commencing from 12 August 2023. Each of Ms. Sun, Hui, Mr. Zhang, Qing and Dr. Gu, Xuelin has signed a letter of appointment with the Company for a term of three years commencing on 12 March 2025.

The above appointments are always subject to the provisions of retirement and rotation of directors under the Amended and Restated Articles of Association of the Company. None of the Directors proposed for re-election at the forthcoming AGM has a service contract with members of the Group that is not determinable by the Group within one year without payment of compensation, other than statutory compensation.

(c) Independence of Independent Non-executive Directors

The Company considers that all of the independent non-executive Directors are independent in accordance with the guidelines set out in the Listing Rules.

(d) Directors' Interests in Competing Business

During the year ended 31 December 2025, none of our Directors had any interest in a business, apart from the business of the Group, which competed or was likely to compete, directly or indirectly, with our business, which would require disclosure under Rule 8.10 of the Listing Rules.

(e) Directors' Interests in Transactions, Arrangements and Contracts of Significance

No transaction, arrangement or contract of significance to which the Company or any of its subsidiaries has been a party and in which a Director or an entity connected with a Director is or was materially interested, whether directly or indirectly, subsisted at the end of the year ended 31 December 2025 or at any time during the year.

(f) Directors' Rights to Acquire Shares or Debentures

Save as disclosed in this annual report, at no time during the year ended 31 December 2025 was the Company or any of its subsidiaries a party to any arrangements to enable the Directors to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate; and none of the Directors, or any of their spouse or children under the age of 18, had any right to subscribe for equity or debt securities of the Company, or had exercised any such right.

DIRECTORS' AND CHIEF EXECUTIVES' INTERESTS AND SHORT POSITIONS IN SHARES AND UNDERLYING SHARES AND DEBENTURES OF THE COMPANY OR ANY OF ITS ASSOCIATED CORPORATIONS

As at 31 December 2025, so far as it was known to the Directors or chief executives of the Company, none of the Directors or chief executives of the Company had or was deemed to have any interests or short positions in the Shares, underlying Shares or debentures of the Company or its associated corporations as notified to the Company and the Stock Exchange pursuant to Divisions 7 and 8 of Part XV of the SFO, or as recorded in the register required to be kept by the Company pursuant to section 352 of the SFO, or as otherwise notified to the Company and the Stock Exchange pursuant to the Model Code.

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY

As at 31 December 2025, so far as it was known to the Directors or chief executives of the Company, the following persons (other than the Directors and chief executives of the Company) had interests or short positions in the Shares or underlying Shares of the Company as disclosed to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO, or as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO:

Interests in shares or underlying shares of the Company

Name of Shareholder	Nature of interest	Number of Shares interested[1]	Approximate percentage of interest in the Company[2]
Center Laboratories, Inc.[3]	Beneficial owner	213,311,700 (L)	27.60%
	Interest in controlled corporation	7,646,300 (L)	0.99%
Mr. Pang Kee Chan Hebert[4]	Interest in controlled corporation	49,136,800 (L)	6.36%
Advantech Capital Partners II Limited[4]	Interest in controlled corporation	49,136,800 (L)	6.36%
Advantech Capital II L.P.[4]	Interest in controlled corporation	49,136,800 (L)	6.36%
Advantech Capital II Master Investment Limited[4]	Interest in controlled corporation	49,136,800 (L)	6.36%
Advantech Capital Investment V Limited[4]	Beneficial owner	49,136,800 (L)	6.36%
Chengwei Evergreen Management, LLC[5]	Interest in controlled corporation	54,230,800 (L)	7.02%
Chengwei Evergreen Capital, L.P.[5]	Beneficial owner	54,230,800 (L)	7.02%
Vivo Capital LLC[6]	Interest in controlled corporation	103,245,000 (L)	13.36%
Vivo Capital VIII, LLC[6]	Interest in controlled corporation	103,245,000 (L)	13.36%
Vivo Capital Fund VIII, L.P.[6]	Beneficial owner	90,718,100 (L)	11.74%
Suzhou Vivo Management Consulting Partnership (Limited Partnership)[7]	Interest in controlled corporation	116,250,000 (L)	15.04%
Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership)[7]	Beneficial owner	116,250,000 (L)	15.04%
Trustees[8]	Trustee	47,590,948 (L)	6.16%

SUBSTANTIAL SHAREHOLDERS' INTERESTS AND SHORT POSITIONS IN THE SHARES AND UNDERLYING SHARES OF THE COMPANY *(cont'd)*

Interests in shares or underlying shares of the Company *(cont'd)*

Notes:

(1) The letter "L" denotes the person's long position in the Shares.

(2) The calculation is based on the total number of 772,787,887 Shares in issue as at 31 December 2025 and rounded off to two decimal places.

(3) Center Laboratories, Inc. directly held 213,311,700 Shares, and BioEngine Technology Development Inc. directly held 7,646,300 Shares. BioEngine Technology Development Inc. is a company incorporated in Taiwan with limited liability and is a wholly-owned subsidiary of Center Laboratories, Inc.. For the purpose of the SFO, Center Laboratories, Inc. is deemed to have an interest in the Shares held by BioEngine Technology Development Inc..

(4) Advantech Capital Investment V Limited, an exempted company with limited liability incorporated under the laws of Cayman Islands, directly held 49,136,800 Shares. Advantech Capital Investment V Limited is wholly owned by Advantech Capital II Master Investment Limited, an exempted company with limited liability incorporated under the laws of the Cayman Islands, which is in turn wholly owned by Advantech Capital II L.P., a private equity fund incorporated under the laws of the Cayman Islands. The general partner of Advantech Capital II L.P. is Advantech Capital Partners II Limited, an exempted company with limited liability incorporated under the laws of the Cayman Islands. Advantech Capital Partners II Limited is wholly owned by Mr. Pang Kee Chan Hebert. For the purpose of the SFO, Advantech Capital II Master Investment Limited, Advantech Capital II L.P., Advantech Capital Partners II Limited and Mr. Pang Kee Chan Hebert are deemed to have an interest in the Shares held by Advantech Capital Investment V Limited.

(5) Chengwei Evergreen Capital, L.P. directly held 54,230,800 Shares. Chengwei Evergreen Capital, L.P. is a venture capital fund incorporated under the laws of the Cayman Islands. The general partner of Chengwei Evergreen Capital, L.P. is Chengwei Evergreen Management, LLC, a limited liability company incorporated under the laws of the Cayman Islands. For the purpose of the SFO, Chengwei Evergreen Management, LLC is deemed to have an interest in the Shares held by Chengwei Evergreen Capital, L.P..

(6) Vivo Capital Fund VIII, L.P. directly held 90,718,100 Shares, and Vivo Capital Surplus Fund VIII, L.P. directly held 12,526,900 Shares. Both Vivo Capital Fund VIII, L.P. and Vivo Capital Surplus Fund VIII, L.P. (referred to collectively as "Vivo Capital") are limited partnerships organized under the laws of the State of Delaware of the United States. The general partner of Vivo Capital is Vivo Capital VIII, LLC, which is registered in the State of Delaware of the United States. Vivo Capital LLC, registered in the State of California of the United States, serves as the management company of Vivo Capital and has a form of advisory agreement with Vivo Capital VIII, LLC. For the purpose of the SFO, Vivo Capital VIII, LLC and Vivo Capital LLC are deemed to have an interest in the Shares held by Vivo Capital.

(7) Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership) directly held 116,250,000 Shares. Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership) is a limited partnership organized under the laws of the PRC. The general partner of Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership) is Suzhou Vivo Management Consulting Partnership (Limited Partnership), which is a limited partnership organized under the laws of the PRC. For the purpose of the SFO, Suzhou Vivo Management Consulting Partnership (Limited Partnership) is deemed to have an interest in the Shares held by Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership).

(8) The Trustees directly held 47,590,948 Shares for the benefit of the relevant grantees under the 2020 Restricted Share Award Scheme and/or the 2024 Restricted Share Award Scheme.

Save as disclosed above, as at 31 December 2025, no person, other than the Directors or chief executives of the Company whose interests are set out in the paragraph headed "Directors' and Chief Executives' Interests and Short Positions in Shares and Underlying Shares and Debentures of the Company or Any of its Associated Corporations" in this report, had any interests or short positions in the Shares or underlying Shares as disclosed to the Company pursuant to Divisions 2 and 3 of Part XV of the SFO, or as recorded in the register required to be kept by the Company pursuant to section 336 of the SFO.

PRE-IPO SHARE OPTION SCHEME

On 20 February 2013, the Company adopted the Pre-IPO Share Option Scheme with an aim to attract and retain talent necessary for the Group's development, and to incentivize the Group's employees and enhance their cohesion and productivity, thereby creating value for the Company and its Shareholders. The eligible participants under the Pre-IPO Share Option Scheme include employees and consultants (being former employees) of the Company and its subsidiaries. The Pre-IPO Share Option Scheme was subsequently amended on 11 December 2017, 20 December 2018, 12 March 2019, 16 April 2019 and 22 July 2019. No further Pre-IPO Share Options may be granted on or after the Listing Date. The prescribed period during which share options may be granted under the Pre-IPO Share Option Scheme has expired and no further grants may be made under the scheme as of the date of this report.

The maximum number of Shares which may be issued upon the exercise of all Pre-IPO Share Options granted under the Pre-IPO Share Option Scheme (whether exercised, lapsed or outstanding) as authorized by the Board is 16,969,000 Shares, representing approximately 2.20% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report. Subject to the overall scheme limit, there is no maximum number of Shares that may be granted to a selected participant under the Pre-IPO Share Option Scheme.

Subject to the terms of the Pre-IPO Share Option Scheme, the Pre-IPO Share Options granted and outstanding may be exercised within ten (10) years from the relevant date of grant.

The vesting schedule in respect of the Pre-IPO Share Options typically depends on the seniority of the grantee and/or the timing of the fulfillment of performance targets mainly relating to the research and development progress of certain drug candidates, and may be adjusted on a case-by-case basis with the Board's approval. Upon vesting of the Pre-IPO Share Options, an option holder may exercise the vested options by making an application to the Company in writing in accordance with the scheme rules, and pay the exercise price within a period specified by the Company. The exercise price shall be the highest of the following three values as at the date of the Board's approval of the grant of the respective Pre-IPO Share Options: (i) the net asset value per Share based on the Company's most recent financial statements reviewed by its auditors; (ii) the price per Share in the Company's most recent capital injection; and (iii) US$1.00 per Share (which was the par value of each Share before the Companies Ordinance came into operation on March 3, 2014 and is taken as reference under the Pre-IPO Share Option Scheme), which is subject to adjustment in the event of subdivision, consolidation or reorganization of the Company's share capital. Subject to certain requirements, the exercise price shall be adjusted in accordance with a specified formula in the event of changes to the share capital of the Company. The exercise price shall also be adjusted upon any payment of cash dividends by the Company or any amalgamation of the Company with other companies. Prior to the listing of the Company's Shares on the Main Board of the Stock Exchange, the exercise price of all Pre-IPO Share Options were adjusted to approximately US$0.286 in accordance with the terms of the Pre-IPO Share Option Scheme.

PRE-IPO SHARE OPTION SCHEME *(cont'd)*

The Pre-IPO Share Option Scheme is not subject to the provisions of Chapter 17 of the Listing Rules. For further details of the Pre-IPO Share Option Scheme, please refer to pages V-36 to V-47 of the Prospectus and Note 24 to the consolidated financial statements.

Details of the movements of the Pre-IPO Share Options granted under the Pre-IPO Share Option Scheme during the year ended 31 December 2025 are as follows:

				Number of Shares underlying the Pre-IPO Share Options					
Date of grant	Date of vesting	Exercise period	Exercise price (per Share)[1]	Outstanding as at 31 December 2024	Granted (during the year ended 31 December 2025)	Exercised (during the year ended 31 December 2025)	Cancelled (during the year ended 31 December 2025)	Lapsed (during the year ended 31 December 2025)	Outstanding as at 31 December 2025
1. Dr. Liu, Jun (former Director)									
25 December 2017	Vested in four equal installments on 1 January 2019, 2020, 2021 and 2022	From the date of vesting till 24 December 2027	Approximately US$0.286	1,000,000	–	–	–	–	1,000,000
21 January 2019	To be vested in five equal installments at the fulfillment of certain R&D targets and the second, third, fourth and fifth anniversaries thereof[2]	From the date of vesting till 20 January 2029	Approximately US$0.286	100,000	–	–	–	–	100,000
2. Ms. Yeh-Huang, Chun-Ying (former Director)									
20 February 2013	All vested	Till 19 February 2023	Approximately US$0.286	0	–	–	–	–	0
14 December 2017	Vested in four equal installments at each of the first four anniversaries of the date of grant	From the date of vesting till 13 December 2027	Approximately US$0.286	1,162,500	–	–	–	–	1,162,500

PRE-IPO SHARE OPTION SCHEME *(cont'd)*

				Number of Shares underlying the Pre-IPO Share Options					
Date of grant	Date of vesting	Exercise period	Exercise price (per Share)[1]	Outstanding as at 31 December 2024	Granted	Exercised	Cancelled	Lapsed	Outstanding as at 31 December 2025
					(during the year ended 31 December 2025)				
3. Consultants									
Between 10 February 2018 and 30 January 2019	To be vested from one to six years from the date of grant	Generally, from the date of vesting till the date which is one day preceding the tenth anniversary of the date of grant	Approximately US$0.286	310,000	–	–	–	–	310,000
4. Senior management and other employee grantees									
Between 20 February 2013 and 18 June 2019	Either vested or to be vested from one to six years from the date of grant or to be vested from zero to five years from the fulfillment of certain R&D targets[2]	Generally, from the date of vesting till the date which is one day preceding the tenth anniversary of the date of grant	Approximately US$0.286	5,247,100	–	–	–	187,000	5,060,100
Total				**7,819,600**	**–**	**–**	**–**	**187,000**	**7,632,600[3]**

Notes:

(1) The exercise price shall be the highest of the following three values as at the date of the Board's approval of the grant of the respective Pre-IPO Share Options: (i) the net asset value per Share based on the Company's most recent financial statements reviewed by its auditors; (ii) the price per Share in the Company's most recent capital injection; and (iii) US$1.00 per Share (which was the par value of each Share before the Companies Ordinance came into operation on 3 March 2014 and is taken as reference under the Pre-IPO Share Option Scheme), which is subject to adjustment in the event of subdivision, consolidation or reorganization of the Company's share capital. Subject to certain requirements, the exercise price shall be adjusted in accordance with a specified formula in the event of changes to the share capital of the Company. Prior to the listing of the Company's Shares on the Main Board of the Stock Exchange, the exercise price of all Pre-IPO Share Options were adjusted to approximately US$0.286 in accordance with the terms of the Pre-IPO Share Option Scheme. For details, please see pages V-37 to V-38 of the Prospectus.

(2) The fulfillment of the relevant R&D targets occurred on 1 March 2022.

(3) The number of Shares that may be issued in respect of options granted under the Pre-IPO Share Option Scheme of the Company amounted to 7,632,600 Shares, which represents approximately 0.99% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report.

2020 RESTRICTED SHARE AWARD SCHEME

On 29 May 2020, the Company adopted the 2020 Restricted Share Award Scheme with an aim (i) to attract and retain talent necessary for the Group's development, and to incentivize the Group's employees and enhance their cohesion and productivity, thereby creating value for the Company and its Shareholders; and (ii) to compensate participants of the Pre-IPO Share Option Scheme for the dilutive effect of the capitalization issue in connection with the Global Offering on their Pre-IPO Share Options. On the same day, the Company entered into two trust deeds with the respective trustees to constitute the trusts in connection with the 2020 Restricted Share Award Scheme for the purpose of the grant of Restricted Award Shares to selected participants (who may be employees (including Directors) of or consultants to the Group) from time to time. The 2020 Restricted Share Award Scheme was subsequently amended on 29 July 2020, 23 December 2021 and 1 November 2022. The 2020 Restricted Share Award Scheme shall remain valid and effective for a period of 10 years from the date of adoption, and its remaining life as at the date of this report is approximately 4 years.

The aggregate number of Shares which may be allotted and issued to the trustees under the 2020 Restricted Share Award Scheme may not exceed 57,000,000 Shares, representing approximately 7.38% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report. The maximum number of Shares which may be granted to a selected participant at any time or in aggregate may not exceed 5,700,000 Shares. Pursuant to the terms of the 2020 Restricted Share Award Scheme, the maximum number of Shares which may be allotted and issued to the trustees under the 2020 Restricted Share Award Scheme during each financial year from 2021 onwards is 14,250,000 Shares. On 23 December 2021, the Board resolved to further amend the terms of the 2020 Restricted Share Award Scheme with regards to unvested Shares (i.e. Restricted Award Shares that have failed to vest or have lapsed in respect of a grantee). Please refer to the Company's announcement dated 23 December 2021 titled "(1) Grant of Award Shares under Restricted Share Award Scheme (2) Issue of New Shares under General Mandate (3) Amendment to Scheme Rules" for further details of the amendment.

The administration committee (the "Administration Committee") may determine the date on which a Restricted Award Share is to vest (the "Vesting Date"). Any Restricted Award Shares granted to a selected participant shall vest in such selected participant on the latest of (i) the Vesting Date in respect of such Restricted Award Shares; (ii) the date of the allotment and issue of such Restricted Award Shares by the Company to the relevant trustee; and (iii) the date of the receipt of the full amount of the grant consideration by the Company in respect of such Restricted Award Shares. If an offer by way of takeover, merger, scheme of arrangement, share repurchase or otherwise is made to all the holders of Shares (or all such holders other than the offeror, any person controlled by the offeror and any person acting in association or concert with the offeror) resulting in a change in control (as defined in the Takeovers Code) of the Company, and such offer becomes or is declared unconditional (i.e. all conditions to which such transaction is subject have been satisfied) prior to the vesting of Restricted Award Shares in the selected participant, then such Restricted Award Shares shall immediately so vest.

After the Administration Committee has determined a selected participant and the terms and conditions of a grant, it shall notify the relevant trustee and the selected participant about these terms and conditions in writing. Upon receipt of such notification, the grant shall be deemed to be irrevocably accepted by the selected participant unless the selected participant notifies the Administration Committee in writing within five (5) business days that he/she declines to accept the grant.

2020 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

In determining the grant consideration of a grant under the 2020 Restricted Share Award Scheme, the Administration Committee shall take into consideration any matter it considers relevant. The grant consideration is to be paid by a selected participant to the Company as a condition to the vesting of his/her Restricted Award Shares on or after the relevant vesting date, but not when the Restricted Award Shares are allotted and issued to the relevant trustee. There is no restriction on when a selected participant is required to pay the grant consideration to the Company in order to have his/her Restricted Award Shares vested. The grant consideration (per Share) for each grant was determined primarily with reference to (i) for the grant made on 29 May 2020, the exercise price of the Pre-IPO Share Options; and (ii) for the grants made on 23 December 2021 and 1 November 2022, a balance being struck between the intended effect of the grant in terms of talent retention and incentivization and the expected profit and loss impact of such grant on the Group.

On 29 May 2020, following the adoption of the 2020 Restricted Share Award Scheme, the Board resolved to make a grant of 31,413,796 Restricted Award Shares to 84 grantees (including two Directors) under the 2020 Restricted Share Award Scheme at a grant consideration of US$0.28634 per Restricted Award Shares; subsequently, on 28 December 2020, 30,466,697 Shares were allotted and issued to the trustees. On 23 December 2021, the Board resolved to make a grant to 28 grantees (not including any Director) involving a total of 13,700,000 Restricted Award Shares at a grant consideration of HK$0.6 per Restricted Award Shares; subsequently, on 30 December 2021, 13,700,000 Shares were allotted and issued to the relevant trustee. On 1 November 2022, the Board resolved to make a further grant to 8 grantees (including Dr. Liu, Jun, our executive Director) involving a total of 7,558,390 Restricted Award Shares at a grant consideration of HK$0.6 per Restricted Award Shares; subsequently, on 30 December 2022, 7,558,390 Shares were allotted and issued to the relevant trustees.

As at 31 December 2025, the remaining number of Shares capable of being allotted and issued to the trustees under the 2020 Restricted Share Award Scheme was 5,274,913 Shares, representing approximately 0.68% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report (31 December 2024: 5,274,913 Shares), and the number of unvested Shares held by Tricor Trust (Hong Kong) Limited and capable of being reallocated to other non-connected person grantees under the 2020 Restricted Share Award Scheme was 15,959,334 Shares (31 December 2024: 13,141,591 Shares). Nonetheless, as the transitional arrangements set out in the "Consultation Conclusions on Proposed Amendments to Listing Rules relating to Share Schemes of Listed Issuers and Housekeeping Rule Amendment" published by the Stock Exchange on 29 July 2022, which would allow grants involving new Shares to be made under the 2020 Restricted Share Award Scheme, has already ended, the Company intends to grant Share-based incentives under the newly adopted 2024 Restricted Share Award Scheme (but not the 2020 Restricted Share Award Scheme) going forward. Therefore, the aforesaid remaining number of Shares capable of being allotted and issued to the trustees will not be utilized, while the aforesaid number of unvested Shares capable of being reallocated to other non-connected person grantees may be migrated to the 2024 Restricted Share Award Scheme for satisfying grants thereunder. For details, please also see the section headed "2024 Restricted Share Award Scheme" of this annual report.

For further details of the 2020 Restricted Share Award Scheme, please refer to pages 8 to 21 of the Company's circular dated 3 August 2020, its announcement dated 23 December 2021 titled "(1) Grant of Award Shares under Restricted Share Award Scheme (2) Issue of New Shares under General Mandate (3) Amendment to Scheme Rules", its announcement dated 1 November 2022 titled "(1) Grant of Award Shares under Restricted Share Award Scheme (2) Connected Transaction Involving Issue of New Shares under Specific Mandate to Trustee Holding Shares on Trust for Connected Persons (3) Issue of New Shares under General Mandate to Trustee Holding Shares on Trust for Non-connected Persons (4) Housekeeping Amendments to Scheme Rules", its circular dated 8 December 2022 titled "Grant of Award Shares under Restricted Share Award Scheme Involving Issue of New Shares under Specific Mandate, Connected Transaction Involving Issue of New Shares to Trustee Holding Shares on Trust for Connected Persons, and Notice of Extraordinary General Meeting" and Note 24 to the consolidated financial statements.

2020 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

Details of the movements of the Restricted Award Shares granted under the 2020 Restricted Share Award Scheme during the year ended 31 December 2025 are as follows:

			Number of Restricted Award Shares						
Trustee	Date of grant	Grant consideration (per Share)[1][2]	Outstanding as at 31 December 2024	Granted, and allotted and issued to trustees (during the year ended 31 December 2025)	Vested	Lapsed	Outstanding as at 31 December 2025	Earliest vesting date[1]	Expiry date
1. Dr. Liu, Jun (former Director)									
Teeroy Limited	29 May 2020	US$0.28634	623,093	–	–	–	623,093	1 January 2019	24 December 2027
		US$0.28634	623,093	–	–	–	623,093	1 January 2020	24 December 2027
		US$0.28634	623,093	–	–	–	623,093	1 January 2021	24 December 2027
		US$0.28634	623,093	–	–	–	623,093	1 January 2022	24 December 2027
		US$0.28634	49,848	–	–	–	49,848	The date of the fulfillment of certain R&D targets[3]	20 January 2029
		US$0.28634	49,848	–	–	–	49,848	The second anniversary of the fulfillment of certain R&D targets[3]	20 January 2029
		US$0.28634	49,847	–	–	–	49,847	The third anniversary of the fulfillment of certain R&D targets[3]	20 January 2029
		US$0.28634	49,847	–	–	–	49,847	The fourth anniversary of the fulfillment of certain R&D targets[3]	20 January 2029
		US$0.28634	49,847	–	–	–	49,847	The fifth anniversary of the fulfillment of certain R&D targets[3]	20 January 2029
	1 November 2022	HK$0.6	1,035,436	–	–	–	1,035,436	The later of 31 March 2023 and the date of the fulfillment of certain R&D targets[3]	The date of the termination of the 2020 Restricted Share Award Scheme (currently expected to be 28 May 2030)
		HK$0.6	1,183,356	–	–	–	1,183,356	The later of 31 March 2024 and the date of the fulfillment of certain R&D targets[3]	The date of the termination of the 2020 Restricted Share Award Scheme (currently expected to be 28 May 2030)
		HK$0.6	739,598	–	–	–	739,598	The later of 31 March 2025 and the date of the fulfillment of certain R&D targets[3]	The date of the termination of the 2020 Restricted Share Award Scheme (currently expected to be 28 May 2030)
			5,699,999	–	–	–	5,699,999		

2020 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

Trustee	Date of grant	Grant consideration (per Share)[1][2]	Number of Restricted Award Shares: Outstanding as at 31 December 2024	Granted, and allotted and issued to trustees (during the year ended 31 December 2025)	Vested	Lapsed	Outstanding as at 31 December 2025	Earliest vesting date[1]	Expiry date
2. Ms. Yeh-Huang, Chun-Ying (former Director)									
Teeroy Limited	29 May 2020	US$0.28634	965,795	–	–	–	965,795	14 December 2019	13 December 2027
		US$0.28634	965,794	–	–	–	965,794	14 December 2020	13 December 2027
		US$0.28634	965,794	–	–	–	965,794	14 December 2021	13 December 2027
			2,897,383	–	–	–	2,897,383		
3. Consultants									
Tricor Trust (Hong Kong) Limited	29 May 2020	US$0.28634	772,634	–	–	–	772,634	Various dates, from the date of grant up to 30 January 2025	Various dates
			772,634	–	–	–	772,634		
4. Senior management and other employee grantees									
Tricor Trust (Hong Kong) Limited	29 May 2020	US$0.28634	11,439,341	–	–	1,017,743	10,421,598	Various dates, some of which are linked to the fulfillment of certain R&D targets[3]	Various dates
	23 December 2021	HK$0.6	10,040,000	–	–	1,200,000	8,840,000	Various dates, which are linked to the fulfillment of certain business and R&D targets[4]	28 May 2030
	1 November 2022	HK$0.6	3,600,000	–	–	600,000	3,000,000	Various dates, which are linked to the fulfillment of a performance target relating to the CDMO/CMO business of the Group[5]	The date of the termination of the 2020 Restricted Share Award Scheme (currently expected to be 28 May 2030)
			25,079,341	–	–	2,817,743	22,267,598		
Total			**34,449,357**	**–**	**–**	**2,817,743**	**31,631,614[6]**		

Notes:

(1) Pursuant to the scheme rules, the grant consideration is to be paid by a selected participant to the Company as a condition to the vesting of his/her Restricted Award Shares on or after the relevant vesting date, but not when the Restricted Award Shares are allotted and issued to the relevant trustee. The exact vesting date in respect of a Restricted Award Share is subject to the receipt of the full amount of the grant consideration by the Company in respect of such Restricted Award Share from the relevant selected participant. There is no restriction on when a selected participant is required to pay the grant consideration to the Company in order to have his/her Restricted Award Shares vested.

(2) The grant consideration (per Share) for each grant was determined primarily with reference to (i) for the grant made on 29 May 2020, the exercise price of the Pre-IPO Share Options; and (ii) for the grants made on 23 December 2021 and 1 November 2022, a balance being struck between the intended effect of the grant in terms of talent retention and incentivization and the expected profit and loss impact of such grant on the Group.

(3) The fulfillment of the relevant R&D targets occurred on 1 March 2022.

(4) The fulfillment of the relevant business and R&D targets occurred on 16 March 2024.

(5) The fulfillment of the relevant performance target occurred on 12 March 2025.

(6) The 31,631,614 Restricted Award Shares which were outstanding as at 31 December 2025 have already been allotted and issued to the relevant trustees at various dates shortly after the relevant date of grant. As of 31 December 2025, out of the Restricted Award shares that remain outstanding, 30,023,789 have reached their earliest vesting date and will vest upon the Company's receipt of the full grant considerations for such shares.

2024 RESTRICTED SHARE AWARD SCHEME

On 29 May 2024, the Company announced the proposed adoption of the 2024 Restricted Share Award Scheme with an aim (i) to attract and retain talent necessary for the Group's development, and to incentivize the Group's employees and enhance their cohesion and productivity, thereby creating value for the Company and its Shareholders; and (ii) to provide the Company with the flexibility of granting Share-based incentives with existing Shares in addition to new Shares to be allotted and issued (but not only new Shares to be allotted and issued, as in the case of the 2020 Restricted Share Award Scheme), thereby reducing the dilution to the Company's share capital and enabling Share-based incentives to be granted more efficiently. On 26 June 2024, the 2024 Restricted Share Award Scheme was approved and adopted by ordinary resolutions passed by the Shareholders at the annual general meeting of the Company. The eligible participants under the 2024 Restricted Share Award Scheme include a director or an employee of the Group (including a person who is granted awards as an inducement to enter into an employment contract with any member of the Group) or a service provider (being a consultant) who provide services to the Group on a continuing or recurring basis in the Group's ordinary and usual course of business which are in the interests of the long term growth of the Group. The 2024 Restricted Share Award Scheme shall remain valid and effective for a period of 10 years from the date of adoption, and its remaining life as at the date of this report is approximately 8 years.

The aggregate number of Shares which may be granted under the 2024 Restricted Share Award Scheme may not exceed 77,278,788 Shares, representing approximately 10.00% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report. Pursuant to the terms of the 2024 Restricted Share Award Scheme, (i) the maximum number of Shares which may be issued in respect of all awards to be granted to service provider participants must not in aggregate exceed 3,863,939 Shares (the "Service Provider Sublimit"); and (ii) unless the relevant grant is separately approved by Shareholders in general meeting, (1) no award shall be granted to any selected participant at any one time or in aggregate which would result in the total number of Shares issued and to be issued in respect of all options or awards granted and proposed to be granted to such selected participant in any 12-month period up to and including the date of such grant to exceed 7,727,878 Shares; (2) no award shall be granted to any selected participant who is a Director (other than an independent non-executive Director) or chief executive of the Company or any of their associates which would result in the total number of the Shares issued and to be issued in respect of all awards already granted or to be granted to such selected participant in the 12-month period up to and including the date of such grant in aggregate to exceed 772,787 Shares; and (3) no award shall be granted to any selected participant who is an independent non-executive Director or a substantial shareholder of the Company or any of their respective associates which would result in the total number of the Shares issued and to be issued in respect of all options and awards already granted or to be granted to such selected participant in the 12-month period up to and including the date of such grant in aggregate to exceed 772,787 Shares.

Subject to the rules of the 2024 Restricted Share Award Scheme, any Restricted Award Share granted to a selected participant shall vest in such selected participant on the latest of (i) the Vesting Date in respect of such Award Share; (ii) the date of the allotment and issue of such Restricted Award Share by the Company to the trustee or the date of purchase, migration or re-allocation of such Restricted Award Share, as the case may be; and (iii) the date of the receipt of the full amount of the grant consideration by the Company in respect of such Restricted Award Share. The Administration Committee shall have the absolute discretion in determining whether the vesting conditions of any Selected Participant has been fulfilled. The vesting period for Awards shall not be less than twelve (12) months, save and except that a shorter vesting period may be granted to employee participants as deemed appropriate at the sole discretion of the Administration Committee in any of the circumstances specified in the scheme rules. If an offer by way of takeover, merger, scheme of arrangement, share repurchase or otherwise is made to all the holders of Shares (or all such holders other than the offeror, any person controlled by the offeror and any person acting in association or concert with the offeror) resulting in a change in control (as defined in the Takeovers Code) of the Company, and such offer becomes or is declared unconditional (i.e. all conditions to which such transaction is subject have been satisfied) prior to the vesting of Restricted Award Shares in the selected participant, then such Restricted Award Shares shall immediately so vest. For the avoidance of doubt, the vesting period in respect of awards granted to selected participants who are service provider participants shall not be less than twelve (12) months.

2024 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

After the Administration Committee has determined a selected participant and the terms and conditions of a grant, it shall notify the relevant trustee and the selected participant about these terms and conditions in writing. Upon receipt of such notification, the grant shall be deemed to be irrevocably accepted by the selected participant unless the selected participant notifies the Administration Committee in writing within five (5) business days that he/she declines to accept the grant.

In determining the grant consideration of a grant under the 2024 Restricted Share Award Scheme, the Administration Committee shall take into consideration any matter which it considers relevant, including but not limited to (i) the prevailing market price of the Shares and the valuation of the Company at or around the time of the grant; (ii) the intended effect of the grant in terms of talent incentivization; and (iii) the profit and loss as well as cash flow impacts of the grant. The grant consideration is to be paid by a selected participant to the Company as a condition to the vesting of his/her Restricted Award Shares on or after the relevant vesting date, but not when the Restricted Award Shares are allotted and issued to the relevant trustee. There is no restriction on when a selected participant is required to pay the grant consideration to the Company in order to have his/her Restricted Award Shares vested.

On 19 December 2025, the Administration Committee resolved to make a grant of 13,350,000 Restricted Award Shares to 8 grantees under the 2024 Restricted Share Award Scheme at a grant consideration of HK$0.6 per Restricted Award Shares; subsequently, unvested Shares held by Tricor Trust (Hong Kong) Limited under to the 2020 Restricted Share Award Scheme were migrated to the 2024 Restricted Share Award Scheme for satisfying the such grant. On 6 February 2026, following the resignation of 1 grantee from the Group, 400,000 Restricted Award Shares granted to such grantee lapsed in accordance with the rules of the 2024 Restricted Share Award Scheme.

As at 31 December 2025, the remaining number of Shares available for future grant and capable of being allotted and issued to the trustees under the 2024 Restricted Share Award Scheme was 63,928,788 Shares, representing approximately 8.27% of the number of Shares in issue (excluding Treasury Shares) as at the date of this report (31 December 2024: 77,278,788 Shares), and the Service Provider Sublimit was 3,863,939 Shares (31 December 2024: 3,863,939 Shares). As at 31 December 2025, the number of unvested Shares held by Tricor Trust (Hong Kong) Limited and capable of being reallocated to other non-connected person grantees under the 2024 Restricted Share Award Scheme was nil. (31 December 2024: nil).

2024 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

Details of the movements of the Restricted Award Shares granted under the 2024 Restricted Share Award Scheme during the year ended 31 December 2025 are as follows:

			Number of Restricted Award Shares						
Trustee	Date of grant	Grant consideration (per Share)[1][2]	Outstanding as at 31 December 2024	Granted, allotted and issued to trustees (during the year ended 31 December 2025)	Vested (during the year ended 31 December 2025)	Lapsed (during the year ended 31 December 2025)	Outstanding as at 31 December 2025	Earliest vesting date[1]	Expiry date
Senior management and other employee grantees									
Tricor Trust (Hong Kong) Limited	19 December 2025	HK$0.6	–	13,350,000[3][4]	–	–	13,350,000	Various dates, which are linked to the fulfillment of performance targets relating to the revenue of the Group's CDMO business and the EBITDA of the Group	The date of the termination of the 2024 Restricted Share Award Scheme (currently expected to be 25 June 2034)
Total			–	13,350,000	–	–	13,350,000[5]		

Notes:

(1) Pursuant to the scheme rules, the grant consideration is to be paid by a selected participant to the Company as a condition to the vesting of his/her Restricted Award Shares on or after the relevant vesting date, but not when the Restricted Award Shares are allotted and issued to the relevant trustee. The exact vesting date in respect of a Restricted Award Share is subject to the receipt of the full amount of the grant consideration by the Company in respect of such Restricted Award Share from the relevant selected participant. There is no restriction on when a selected participant is required to pay the grant consideration to the Company in order to have his/her Restricted Award Shares vested.

(2) The grant consideration (per Share) for each grant was determined primarily with reference to (i) the prevailing market price of the Shares and the valuation of the Company at or around the time of the grant; (ii) the intended effect of the grant in terms of talent incentivization; and (iii) the profit and loss as well as cash flow impacts of the grant.

(3) The closing price of the Shares immediately before the date on which the Restricted Award Shares were granted was HK$1.98 per Share.

(4) The fair value of the Restricted Award Shares granted at the date of the grant was HKD2.03. A description of accounting standard and policy adopted for the calculation of the fair value of the Restricted Award Shares is set out in Notes 24 and 35.21 to the consolidated financial statements.

(5) On 6 February 2026, following the resignation of 1 grantee from the Group, 400,000 Restricted Award Shares granted to such grantee lapsed in accordance with the rules of the 2024 Restricted Share Award Scheme. The remaining 12,950,000 Restricted Award Shares granted shall be satisfied by unvested Shares held by the trustee migrated from the 2020 Restricted Share Award Scheme.

2024 RESTRICTED SHARE AWARD SCHEME *(cont'd)*

For further details of the 2024 Restricted Share Award Scheme, please refer to pages 12 to 25 of the Company's circular dated 30 May 2024, its announcement dated 21 December 2025 titled "Grant of Share Awards under 2024 Restricted Share Award Scheme" and Note 24 to the consolidated financial statements.

The number of Shares that may be issued in respect of options and awards granted under all schemes of the Company during the year ended 31 December 2025 divided by the weighted average number of shares of the relevant class in issue (excluding Treasury Shares) for the year ended 31 December 2025 is nil.

CONNECTED TRANSACTION

During the year ended 31 December 2025 and up to the date of this report, the Group had not entered into any connected transaction or continuing connected transaction which has to be disclosed in accordance with Chapter 14A of the Listing Rules.

Related Party Transactions

Details of the related party transactions for the year ended 31 December 2025 are set out in Note 32 to the consolidated financial statements. None of the related party transactions as disclosed in Note 32 to the consolidated financial statements constitute connected transaction or continuing connected transaction of the Group which has to be disclosed in accordance with Chapter 14A of the Listing Rules.

CONTROLLING SHAREHOLDERS' INTERESTS IN CONTRACT OF SIGNIFICANCE

During the year ended 31 December 2025, the Company has no controlling shareholder.

NON-COMPETITION UNDERTAKINGS

As disclosed in the Prospectus, Centerlab executed a deed of non-competition in favour of the Company on 25 October 2019 (the "Deed of Non-Competition"), pursuant to which Centerlab has undertaken to the Group that for the duration of the Non-Compete Period (as defined below), it shall not, and shall use its best endeavors to procure that its respective close associates will not, solely or jointly or in cooperation with other parties, without the prior written consent of the Company: (a) hold and/or be interested in, either directly or indirectly, any shares or securities or interest in any company or other entity whose business primarily involves, directly or indirectly, research and development of innovative antitumor drugs (other than through contracting the Group to develop such drugs in transactions in compliance with the Listing Rules) (the "Restricted Business") in the PRC (the "Restricted Region"); or (b) otherwise engage or be involved in any Restricted Business in the Restricted Region (the "Non-Competition Undertakings").

The undertakings given by Centerlab under the Deed of Non-Competition are effective from the Listing Date and terminate on the earliest of: (i) the date on which Centerlab ceases to be a substantial shareholder of the Company as defined in the Listing Rules; (ii) the date on which the Shares cease to be listed on the Stock Exchange; and (iii) the date on which the Group ceases to engage in the Restricted Businesses (the "Non-Compete Period").

Centerlab has confirmed in writing to the Company of its compliance with the Non-Competition Undertakings for the year ended 31 December 2025.

The independent non-executive Directors have reviewed the implementation of the Non-Competition Undertakings and confirmed that, as far as they can ascertain, the Non-Competition Undertakings were complied with by Centerlab for the year ended 31 December 2025.

MANAGEMENT CONTRACTS

No contract, concerning the management and administration of the whole or any substantial part of the business of the Company, as required to be disclosed under section 543 of the Companies Ordinance, was entered into or existed during the year ended 31 December 2025.

MATERIAL LITIGATION

The Company was not involved in any material litigation or arbitration during the year ended 31 December 2025. The Directors are also not aware of any material litigation or claims that were pending or threatened against the Group during the year ended 31 December 2025.

USE OF NET PROCEEDS FROM THE SUBSCRIPTIONS

On 31 May 2022, the Company entered into subscription agreements with Center Laboratories, Inc. (晟德大藥廠股份有限公司) (4123.TW) ("Centerlab") and Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership) (維梧(蘇州)健康產業投資基金(有限合夥)) ("Vivo Suzhou Fund") respectively, pursuant to which Centerlab and Vivo Suzhou Fund conditionally agreed to subscribe for and the Company conditionally agreed to allot and issue to them a total of 150,000,000 shares (the "Subscription Shares") at the subscription price of HKD3.15 per share (the "Subscriptions").

The subscription agreements and transactions contemplated thereunder were subject to, among other things, the approval by the independent shareholders of the Company at the extraordinary general meeting held on 22 July 2022, and the Listing Committee of the Stock Exchange approving the listing of, and the permission to deal in, the Subscription Shares.

On 29 July 2022, all conditions precedent under each of the subscription agreements were satisfied and completion of the Subscriptions took place in full, pursuant to which (i) Centerlab was allotted and issued 33,750,000 shares; and (ii) Vivo Suzhou Fund was allotted and issued 116,250,000 shares.

The gross proceeds from the Subscriptions were approximately HKD472,500,000 (equivalent to approximately RMB405,788 thousand), and the net proceeds from the Subscriptions after the deduction of the relevant fees and expenses were approximately HKD471,116,000 (equivalent to approximately RMB404,593 thousand) (the "Net Proceeds").

Details of the Subscriptions were set out in the announcements of the Company dated 31 May 2022, 22 June 2022, 30 June 2022 and 29 July 2022 and the circular of the Company dated 5 July 2022 (the "Circular").

On 15 March 2024, the Board resolved to change the proposed applications of a certain portion of the then unused Net Proceeds (the "2024 Re-allocation"). Details of the 2024 Re-allocation were set out in the section headed "Other Information – Use of Net Proceeds from the Subscriptions and Change in Use of Unused Net Proceeds" in the 2023 annual results announcement of the Company dated 15 March 2024.

On 11 March 2025, the Board resolved to change the proposed applications of a certain portion of the then unused Net Proceeds (the "2025 Re-allocation"). Details of the 2025 Re-allocation were set out in the section headed "Other Information – Use of Net Proceeds from the Subscriptions and Change in Use of Unused Net Proceeds" in the 2024 annual results announcement of the Company dated 11 March 2025.

During the year ended 31 December 2025, part of the Net Proceeds were utilized in accordance with the proposed applications as set out in the paragraph headed "Letter from the Board – Connected Transactions Involving the Subscriptions – Use of Proceeds" in the Circular, the section headed "Other Information – Use of Net Proceeds from the Subscriptions and Change in Use of Unused Net Proceeds" in the 2023 annual results announcement and the section headed "Other Information – Use of Net Proceeds from the Subscriptions and Change in Use of Unused Net Proceeds" in the 2024 annual results announcement.

During the year ended 31 December 2025, such Net Proceeds amounting to approximately RMB28,085 thousand were used, and the unused amount of the Net Proceeds was approximately RMB10,139 thousand as at 31 December 2025. The unused Net Proceeds were kept by the Group as deposits with licensed commercial banks. Such unused Net Proceeds are intended to be applied in accordance with the proposed applications as set out in the Circular (as amended by the 2024 Re-allocation and the 2025 Re-allocation).

USE OF NET PROCEEDS FROM THE SUBSCRIPTIONS *(cont'd)*

A breakdown of the use of the Net Proceeds during the year ended 31 December 2025 and an expected timeline as at the date of this report for the use of the unused portion are set forth as follows:

Purpose		Allocated percentage based on the Circular	Net Proceeds allocated based on the Circular *(RMB'000)*	Unused amount as at 31 December 2024 after the 2025 Re-allocation *(RMB'000)*	Used during the year ended 31 December 2025 *(RMB'000)*	Unused amount as at 31 December 2025 after the 2025 Re-allocation *(RMB'000)*	Expected timing for the full utilization of the unused amount (taking into account the 2025 Re-allocation)
(1)	For capital expenditure on the construction of Global Research and Development Service Center and upgrade of production workshops to expand production capacity and to enhance production efficiency.	35%	141,608	–	–	–	–
(2)	For the ongoing development of products, of which:	25%:	101,148	28,224	23,848	4,376	
	(a) For the Phase III clinical trial of TAA013(anti-HER2 ADC, HER2+ advanced breast cancer) and the subsequent matters in connection therewith;	(a) 15.73%	63,643	9,435	5,551	3,884	31 December 2026
	(b) To fund ongoing and planned pre-clinical and clinical trials of TAE020 (new target ADC, acute myeloid leukemia) and TAC020 (new target mAb/recombinant protein, various solid tumors);	(b) 8.02%	32,448	4,894	4,417	477	30 June 2026
	(c) To fund clinical trials, registration and filing for approval, as well as post-registration research and development of other drug candidates in the pipeline; and	(c) 1.25%	5,057	–	–	–	–
	(d) For the continuous optimization of launched products.	–	–	13,895	13,880	15	30 June 2026
(3)	For the ongoing development and support of CDMO and CMO business.	20%	80,919	–	–	–	–
(4)	For commercial production, marketing and sales activities of three products with marketing approvals obtained, namely TAB008, TOZ309 and TOM218.	10%	40,459	–	–	–	–
(5)	For working capital and other general corporate purposes.	10%	40,459	–	–	–	–
(6)	For the continuous development of the Company's antibody and conjugation technology platform.	–	–	10,000	4,237	5,763	30 June 2026
Total[1]		**100%**	**404,593**	**38,224**	**28,085**	**10,139**	

Note:

(1) Amounts and percentage figures included in this table have been subject to rounding. Accordingly, figures shown as totals in this table may not be an arithmetic aggregation of the figures preceding them. Any discrepancies in any table or chart between the total shown and the sum of the amounts listed are due to rounding.

PUBLIC FLOAT

Based on the information that is publicly available to the Company and within the knowledge of the Directors as at the date of this report, the Company has maintained the prescribed percentage of public float under the Listing Rules.

FUTURE PLANS FOR MATERIAL INVESTMENTS AND CAPITAL ASSETS

Save as disclosed in this annual report, the Group does not have other plans for material investments and capital assets.

CORPORATE GOVERNANCE

Particulars of the Company's corporate governance practices are set out in the section headed "Corporate governance report" of this annual report.

ANNUAL GENERAL MEETING AND CLOSURE OF REGISTER OF MEMBERS

The AGM of the Company will be held in June 2026. A notice convening the AGM and setting out the arrangements in relation to the closure of register of members will be published in due course in accordance with the requirements of the Listing Rules.

REVIEW BY AUDIT AND CONNECTED TRANSACTIONS REVIEW COMMITTEE

The Audit and Connected Transactions Review Committee has reviewed the financial reporting processes, risk management and internal control systems of the Group and the consolidated financial statements of the Group for the year ended 31 December 2025, and is of the opinion that these statements have complied with the applicable accounting standards, the Listing Rules and legal requirements, and that adequate disclosure has been made.

AUDITOR

The consolidated financial statements of the Group have been audited by PricewaterhouseCoopers, Certified Public Accountants. The term of office of PricewaterhouseCoopers will expire on the date of the forthcoming AGM.

By the order of the Board
Mr. Fu, Shan
Executive Director and Chairperson of the Board

Hong Kong
18 March 2026

INDEPENDENT AUDITOR'S REPORT

To the Members of BioDlink International Company Limited
(incorporated in Hong Kong with limited liability)

OPINION

What we have audited

The consolidated financial statements of BioDlink International Company Limited (the "Company") and its subsidiaries (the "Group"), which are set out on pages 86 to 156, comprise:

- the consolidated balance sheet as at 31 December 2025;
- the consolidated statement of comprehensive loss for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the consolidated financial statements, comprising material accounting policy information and other explanatory information.

Our opinion

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants ("HKICPA") and have been properly prepared in compliance with the Hong Kong Companies Ordinance.

BASIS FOR OPINION

We conducted our audit in accordance with Hong Kong Standards on Auditing ("HKSAs") as issued by the HKICPA. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the HKICPA's Code of Ethics for Professional Accountants (the "Code"), as applicable to audits of financial statements of public interest entities. We have also fulfilled our other ethical responsibilities in accordance with the Code.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matters identified in our audit is related to revenue recognition:

Key Audit Matter	How our audit addressed the Key Audit Matter
Revenue recognition Refer to note 5 (Segment and revenue information) to the consolidated financial statements. For the year ended 31 December 2025, the Group recognised RMB487,769,000 of revenue from sales of goods. Revenue from sales of goods is recognised at a point in time, and the performance obligations are satisfied when the control of products is transferred to the customers.	Our procedures performed in relation to revenue recognition of sales of goods mainly include the following: • Understood, evaluated and validated management's key controls in respect of the recognition of sales transactions; • Tested the revenue for selected samples by examination of the relevant supporting documents, including sales orders, invoices, goods delivery notes and customer's goods receipt notes to revenue recorded; • Tested sales transactions recorded before and after the balance sheet date, on a sample basis, by tracing to the supporting documents to assess whether revenue was recognised in the correct reporting period; and • Confirmed selected trade receivables balances as at the balance sheet date on a sample basis.

KEY AUDIT MATTERS *(cont'd)*

Key Audit Matter	How our audit addressed the Key Audit Matter
Revenue recognition *(cont'd)* For the year ended 31 December 2025, the Group recognised RMB135,969,000 of revenue from those contract development and manufacturing organization ("CDMO"). Revenue from these CDMO is recognised when performance obligations were satisfied over time by measuring progress towards completion of the performance obligations. The measurement of contract performance involves the use of significant management's judgements and estimates, mainly including estimates of total contract cost. The management of the Group periodically evaluate the estimated remaining costs to complete the contract, according to the scope of deliveries and services required. We focus on the recognition of revenue from sales of goods due to the large volume of sales transactions, and CDMO of which performance obligations were satisfied over time due to significant management's judgements and estimates involved.	Our procedures performed in relation to revenue recognition of those CDMO of which performance obligations were satisfied over time mainly include the following: • Understood, evaluated and validated management's key controls in respect of the recognition of sales transactions; • Inspected new CDMO contracts, on a sample basis, to identify terms and conditions relating to the transfer of control and assess the Group's timing of revenue recognition with reference to the requirements of prevailing accounting standards; • Evaluate the estimated total cost and project progress of CDMO projects on a sample basis, by examining relevant supporting documentation, such as project progress calculation schedules and internal approval record; • Tested the calculation of revenue for selected CDMO projects for the current year based on the relevant contract price, the actual costs and percentage of completion; and • Confirmed selected trade receivables balances as at the balance sheet date on a sample basis. Based on our audit procedures performed, we found the Group's revenue tested was supported by the relevant evidence that we have gathered.

OTHER INFORMATION

The directors of the Company are responsible for the other information. The other information comprises all of the information included in the annual report other than the consolidated financial statements and our auditor's report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

RESPONSIBILITIES OF DIRECTORS AND THE AUDIT COMMITTEE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The directors of the Company are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with HKFRS Accounting Standards as issued by the HKICPA and the Hong Kong Companies Ordinance, and for such internal control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. We report our opinion solely to you, as a body, in accordance with Section 405 of the Hong Kong Companies Ordinance, and for no other purpose. We do not assume responsibility towards or accept liability to any other person for the contents of this report. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with HKSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(cont'd)*

As part of an audit in accordance with HKSAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Audit Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Audit Committee with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS *(cont'd)*

From the matters communicated with the Audit Committee, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is NG, Tsun (practising certificate number: P05525).

PricewaterhouseCoopers
Certified Public Accountants

Hong Kong, 18 March 2026

CONSOLIDATED STATEMENT OF COMPREHENSIVE LOSS

For the year ended 31 December 2025

	Note	Year ended 31 December 2025 RMB'000	2024 RMB'000
Revenue	5	**747,645**	1,098,329
Cost of revenue	6	**(358,666)**	(315,897)
Research and development expenses	6	**(85,675)**	(79,313)
Selling expenses	6	**(324,091)**	(606,711)
General and administrative expenses	6	**(77,492)**	(81,375)
Net impairment (losses)/gains on financial and contract assets	3.1.2	**(3,626)**	8,005
Other income – net	9	**11,212**	18,216
Operating (loss)/profit		**(90,693)**	41,254
Finance income	10	**2,246**	3,383
Finance costs	10	**(11,922)**	(9,880)
Finance costs – net	10	**(9,676)**	(6,497)
(Loss)/profit before income tax		**(100,369)**	34,757
Income tax expense	11	**–**	–
(Loss)/profit for the year		**(100,369)**	34,757
(Loss)/profit is attributable to:			
Equity holders of the Company		**(100,369)**	34,757
Non-controlling interests		**–**	–
		(100,369)	34,757
Other comprehensive (loss)/income:			
Exchange difference on translation	23	**(1,386)**	2,199
Other comprehensive (loss)/income for the year		**(1,386)**	2,199
Total comprehensive (loss)/income for the year		**(101,755)**	36,956
Total comprehensive (loss)/income for the year is attributable to:			
Equity holders of the Company		**(101,755)**	36,956
Non-controlling interests		**–**	–
		(101,755)	36,956
(Loss)/earnings per share for the year and attributable to the equity holders of the Company			
– Basic and diluted (loss)/earnings per share (RMB)	12	**(0.14)**	0.05

The above consolidated statement of comprehensive (loss)/income should be read in conjunction with the accompanying notes.

CONSOLIDATED BALANCE SHEET

As at 31 December 2025

	Note	As at 31 December 2025 RMB'000	2024 RMB'000
ASSETS			
Non-current assets			
Property, plant and equipment	13	**667,527**	722,586
Prepayments for property, plant and equipment	13	**1,012**	1,564
Intangible assets	14	**11,000**	7,042
Investment properties	15	**1,985**	2,385
Right-of-use assets	16	**13,127**	13,968
Other non-current assets	19	**3,722**	17,950
		698,373	765,495
Current assets			
Inventories	17	**105,781**	108,661
Other current assets	19	**16,307**	21,275
Trade and other receivables	18	**74,289**	157,278
Prepayments	19	**10,264**	22,269
Contract assets	5	**25,941**	36,200
Restricted cash	20	**779**	16,338
Cash and cash equivalents	20	**327,555**	381,256
		560,916	743,277
Total assets		**1,259,289**	1,508,772
EQUITY			
Share capital	22	**2,297,499**	2,297,499
Other reserves	23	**77,213**	80,684
Accumulated losses		**(1,748,897)**	(1,648,528)
Total equity		**625,815**	729,655

	Note	As at 31 December 2025 RMB'000	2024 RMB'000
LIABILITIES			
Non-current liabilities			
Borrowings	26	**329,645**	324,425
Lease liabilities	28	**159**	177
Other non-current liabilities	29	**30,155**	39,152
		359,959	363,754
Current liabilities			
Borrowings	26	**52,981**	69,588
Trade and other payables	27	**164,681**	310,370
Contract liabilities	5	**50,364**	29,410
Lease liabilities	28	**772**	1,278
Other current liabilities	29	**4,717**	4,717
		273,515	415,363
Total liabilities		**633,474**	779,117
Total equity and liabilities		**1,259,289**	1,508,772
Net current assets		**287,401**	327,914
Total assets less current liabilities		**985,774**	1,093,409

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

The consolidated financial statements on pages 86 to 156 were approved by the Board of Directors on 18 March 2026 and were signed on its behalf.

Mr. Fu, Shan
Director

Dr. Liu, Weidong
Director

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 31 December 2025

	Note	Attributable to equity holders of the Company				Non-controlling interests RMB'000	Total equity RMB'000
		Share capital RMB'000	Other reserves RMB'000	Accumulated losses RMB'000	Total RMB'000		
Balance at 1 January 2025		**2,297,499**	**80,684**	**(1,648,528)**	**729,655**	**–**	**729,655**
Loss for the year		**–**	**–**	**(100,369)**	**(100,369)**	**–**	**(100,369)**
Other comprehensive loss	23	**–**	**(1,386)**	**–**	**(1,386)**	**–**	**(1,386)**
Total comprehensive loss		**–**	**(1,386)**	**(100,369)**	**(101,755)**	**–**	**(101,755)**
Transactions with owners							
Share-based compensation expense reversal	24	**–**	**(2,085)**	**–**	**(2,085)**	**–**	**(2,085)**
Total transactions with owners		**–**	**(2,085)**	**–**	**(2,085)**	**–**	**(2,085)**
Balance at 31 December 2025		**2,297,499**	**77,213**	**(1,748,897)**	**625,815**	**–**	**625,815**
Balance at 1 January 2024		2,297,499	72,472	(1,683,285)	686,686	–	686,686
Income for the year		–	–	34,757	34,757	–	34,757
Other comprehensive income	23	–	2,199	–	2,199	–	2,199
Total comprehensive income		–	2,199	34,757	36,956	–	36,956
Transactions with owners							
Share-based compensation expense	24	–	6,013	–	6,013	–	6,013
Total transactions with owners		–	6,013	–	6,013	–	6,013
Balance at 31 December 2024		2,297,499	80,684	(1,648,528)	729,655	–	729,655

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 31 December 2025

	Note	Year ended 31 December 2025 RMB'000	2024 RMB'000
Cash flows from operating activities			
Net cash generated from operations	30(a)	**13,896**	113,020
Interest received		**2,246**	3,383
Net cash generated from operating activities		**16,142**	116,403
Cash flows from investing activities			
Purchase of property, plant and equipment		**(35,769)**	(122,795)
Purchase of intangible assets	14	**(7,302)**	(779)
Proceeds from disposal of property, plant and equipment	30(b)	**1**	964
Proceeds from disposal of interests in joint venture		**–**	105
Net cash used in investing activities		**(43,070)**	(122,505)
Cash flows from financing activities			
Proceeds from bank borrowings	30(c)	**90,000**	267,823
Repayment of bank borrowings	30(c)	**(101,387)**	(218,095)
Interest paid		**(12,698)**	(14,212)
Payment of lease liabilities	30(c)	**(1,577)**	(1,333)
Net cash (used in)/generated from financing activities		**(25,662)**	34,183
Net (decrease)/increase in cash and cash equivalents		**(52,590)**	28,081
Cash and cash equivalents at beginning of the year		**381,256**	351,600
Effects of exchange rate changes on cash and cash equivalents		**(1,111)**	1,575
Cash and cash equivalents at end of the year	20	**327,555**	381,256

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

1 GENERAL INFORMATION

BioDlink International Company Limited (formerly known as "TOT BIOPHARM International Company Limited") (the "Company") was incorporated in Hong Kong on 4 December 2009 as a company with limited liability under the Hong Kong Law. The address of its registered office is Room 1918, 19/F, Lee Garden One, 33 Hysan Avenue, Causeway Bay, Hong Kong.

The Company is an investment holding company. The Company and its subsidiaries (together, the "Group") are primarily engaged in research and development ("R&D"), manufacturing, and marketing of anti-tumor drugs, contract development and manufacturing organization ("CDMO"), contract manufacturing organization ("CMO") business and license-out of self-developed biological drugs.

The Company's shares have been listed on the Main Board of The Stock Exchange of Hong Kong Limited (the "Stock Exchange") since 8 November 2019.

These financial statements are presented in thousands of Renminbi ("RMB'000"), unless otherwise stated.

2 BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICY AND DISCLOSURES

2.1 Basis of preparation

2.1.1 Compliance with HKFRS Accounting Standards and HKCO

The consolidated financial statements of the Group have been prepared in accordance with HKFRS Accounting Standards as issued by the Hong Kong Institute of Certified Public Accountants and requirements of the Hong Kong Companies Ordinance Cap. 622.

2.1.2 Historical cost convention

The consolidated financial statements have been prepared on the historical cost basis, as modified by the revaluation of financial assets at fair value through profit or loss, which are carried at fair value.

The preparation of consolidated financial statements in conformity with HKFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

2 BASIS OF PREPARATION AND CHANGES IN ACCOUNTING POLICY AND DISCLOSURES *(cont'd)*

2.1 Basis of preparation *(cont'd)*

2.1.3 New and amended standards adopted by the Group

A number of new or amended standards became applicable for the current reporting period. The Group did not have to change its accounting policies or make retrospective adjustments as a result of adopting these standards.

Standards	Key requirements	Effective for accounting periods beginning on or after
Amendments to HKAS 21	Lack of Exchangeability	1 January 2025

The amendments listed above did not have any material impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

2.1.4 New standards and interpretations not yet adopted

Standards and amendments to standards that have been issued but not yet effective and not been early adopted by the Group during the period are as follows:

Standards	Key requirements	Effective for accounting periods beginning on or after
HKFRS 9 and HKFRS 7 (Amendments)	Classification and Measurement of Financial Instruments	1 January 2026
HKFRS 9 and HKFRS 7 (Amendments)	Contracts Referencing Nature-dependent Electricity	1 January 2026
Annual Improvements	Annual Improvements to HKFRS Accounting Standards – Volume 11	1 January 2026
HKFRS 18	Presentation and Disclosure in Financial Statements	1 January 2027
HK Interpretation 5	Presentation of Financial Statements – Classification by the Borrower of a Term Loan that Contains a Repayment on Demand Clause	1 January 2027
IAS 21 (Amendments)	Translation to a Hyperinflationary Presentation Currency	1 January 2027
HKFRS 19	Subsidiaries without Public Accountability: Disclosures	1 January 2028
Illustrative Examples on IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36 and IAS 37(Amendments)	Disclosures about Uncertainties in the Financial Statements	To be determined

The Group has already commenced an assessment of the related impact of the above standards and amendments to standards which are relevant to the Group's operation.

There are no other standards that are not yet effective and that are expected to have a material impact on the Group's financial performance and position.

3 FINANCIAL RISK MANAGEMENT

3.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk and cash flow and fair value interest rate risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Group's financial position and financial performance.

3.1.1 Market risk

(a) Foreign exchange risk

Foreign exchange risk arises when future commercial transactions or recognized assets and liabilities are denominated in a currency that is not the Group entities' functional currency. The Company's functional currency is USD. The Company's primary subsidiaries were incorporated in the PRC and these subsidiaries considered RMB as their functional currency.

Certain bank balances and cash, trade receivables and other receivables, contract assets and other payables are denominated in foreign currencies of respective Group entities which are exposed to foreign currency risk. Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities denominated in a currency that is not the functional currency of the relevant Group entity. The Group has entities operating in USD, New Taiwan Dollars ("NTD") and RMB, and the Group will constantly review the economic situation and its foreign exchange risk profile, and will consider appropriate hedging measures in the future, as may be necessary.

Most of the Group entities' functional currency is RMB since majority of the revenues of these entities are derived from operations in Mainland China. Foreign exchange risk arises from recognised assets or liabilities, such as trade and other receivables (Note 18), cash and cash equivalents (Note 20) and trade and other payables (Note 27), part of which are denominated in HKD and USD. If the HKD strengthened/weakened by 5% against the RMB with all other variables held constant, net loss for the year ended 31 December 2025 would have been RMB467,000 lower/higher (2024: net gain would have been RMB1,188,000 higher/lower). If the USD strengthened/weakened by 5% against the RMB with all other variables held constant, net loss for the year ended 31 December 2025 would have been RMB1,050,000 lower/higher (2024: net gain would have been RMB325,000 higher/lower).

(b) Price risk

As at 31 December 2025, the Group had no financial assets at fair value through other comprehensive income (2024: Nil).

3 FINANCIAL RISK MANAGEMENT *(cont'd)*

3.1 Financial risk factors *(cont'd)*

3.1.1 Market risk (cont'd)

(c) Cash flow and fair value interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's interest-bearing borrowings. Borrowings obtained at variable rates expose the Group to cash flow interest rate risk. Borrowings issued at fixed rates exposed the Group to fair value interest rate risk.

The Group has not hedged its cash flow or fair value interest rate risk. As at 31 December 2025, the Group's borrowings at floating rate and fixed rate amounted to approximately RMB382,626,000 and nil respectively. (2024: RMB363,013,000 and RMB31,000,000)

The Group currently does not use any interest rate swap contracts or other financial instruments to hedge against its interest rate risk exposure. Management will continue to monitor interest rate risk exposure and will consider hedging significant interest rate risk exposure should the need arise.

As at 31 December 2025, if the interest rates on borrowings at floating rates had been 10% higher/lower with all other variables held constant, the Group's loss/gain before income tax for the year would have been higher/lower by approximately RMB1,177,000 (2024: RMB882,000), mainly as a result of higher/lower interest expenses on borrowings.

3.1.2 Credit risk

Credit risk arises from cash and cash equivalents, financial assets at amortised cost, deposits with banks and financial institutions, as well as credit exposures to wholesale customers and CDMO/CMO customers, including outstanding receivables.

(a) Trade receivables and contract assets

According to the Group's credit policy, each local entity in the Group is responsible for managing and analysing the credit risk for each of their new clients before standard payment and delivery terms and conditions are offered. Internal risk control assesses the credit quality of the customers, taking into account their financial position, past experience and other factors. The utilization of credit limits is regularly monitored. Credit risk mainly arises from credit exposure from sales of goods and CDMO/CMO services, and credit terms mainly less than one year. Management makes periodic assessments as well as individual assessment on the recoverability based on historical settlements records and experience and adjusts for forward-looking information.

The Group applies the simplified approach to provide for expected credit losses prescribed by HKFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables and contract assets. The expected loss rates are based on the historical payment profiles, historical credit loss rates by individual and data published by external credit rating institution, adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

On that basis, the loss allowance for trade receivables (including long-term trade receivables) as at 31 December 2025 was RMB3,443,000 (2024: RMB1,451,000), and the loss allowance provision for contract assets as at 31 December 2025 was RMB1,792,000 (2024: RMB158,000).

3 FINANCIAL RISK MANAGEMENT *(cont'd)*

3.1 Financial risk factors *(cont'd)*

3.1.2 Credit risk (cont'd)

(b) Cash and cash equivalents, other receivables and other non-current assets

To manage this risk, cash and cash equivalents is mainly placed or invested with state-owned or reputable financial institutions in the PRC and reputable international financial institutions outside of the PRC. There has been no history of default in the recent years in relation to these financial institutions and accordingly no loss allowance provision was recognized. Management makes periodic assessments as well as individual assessment on the recoverability based on historical settlements records and past experience and adjusts for forward-looking information. Long-term receivables in other non-current assets are long-term deposits paid to supplier. Management has assessed that during the year, other receivables and long-term receivables in other non-current assets have not had a significant increase in credit risk. Thus, a 12-month expected credit loss approach that results from possible default event within 12 months of each reporting date is adopted by management.

During the year, the following (losses)/gains were recognised in profit or loss in relation to impaired financial assets:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Impairment (losses)/gains		
Impairment losses on trade receivables and contract assets	**(3,908)**	(1,048)
Reversal of impairment losses on other receivables (Note 18)	**–**	2,150
Reversal of impairment losses on long-term trade receivables and deposits (Note 19)	**282**	6,903
	(3,626)	8,005

3 FINANCIAL RISK MANAGEMENT *(cont'd)*

3.1 Financial risk factors *(cont'd)*

3.1.3 Liquidity risk

The Group aims to maintain sufficient cash and cash equivalents. Due to the dynamic nature of the underlying businesses, the policy of the Group is to regularly monitor the Group's liquidity risk and to maintain adequate cash and cash equivalents to meet the Group's liquidity requirements.

The table below analyses the Group's non-derivative financial liabilities that will be settled into relevant maturity grouping based on the remaining period at each balance sheet date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

As at 31 December 2025

	Less than 1 year RMB'000	Between 1 and 2 years RMB'000	Between 2 and 5 years RMB'000	Over 5 years RMB'000
Trade and other payables (i) (Note 27)	**113,851**	**–**	**–**	**–**
Other non-current liabilities (i) (Note 29)	**–**	**–**	**–**	**31**
Borrowings (including interest payables) (Note 26)	**63,802**	**67,193**	**186,037**	**103,084**
Lease liabilities (including interest payables) (Note 28)	**790**	**170**	**–**	**–**
	178,443	**67,363**	**186,037**	**103,115**

As at 31 December 2024

	Less than 1 year RMB'000	Between 1 and 2 years RMB'000	Between 2 and 5 years RMB'000	Over 5 years RMB'000
Trade and other payables (i) (Note 27)	274,337	–	–	–
Other non-current liabilities (i) (Note 29)	–	4,000	–	31
Borrowings (including interest payables) (Note 26)	81,521	85,746	102,104	183,570
Lease liabilities (including interest payables) (Note 28)	1,303	191	–	–
	357,161	89,937	102,104	183,601

(i) The amounts disclosed for the trade and other payables, other non-current liabilities exclude staff salaries and welfare payables, refund liabilities, tax payables, interests payables, deferred upfront payments and government grant.

3 FINANCIAL RISK MANAGEMENT *(cont'd)*

3.2 Fair value estimation

The carrying amounts of the Group's financial instruments not measured at fair value (including cash and cash equivalents, trade and other receivables (excluding prepayments), contract assets, borrowings and trade and other payables) approximate their fair values.

The Group applies HKFRS 13 for financial instruments that are measured in the consolidated balance sheet at fair value, which requires disclosure of fair value measurements by levels of the following fair value measurement hierarchy:

Level 1: The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and trading and available-for-sale securities) is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the Group is the current bid price.

Level 2: The fair value of financial instruments that are not traded in an active market (For example, over-the-counter derivatives) is determined using valuation techniques which maximize the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

Level 3: If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

Specific valuation techniques used to value financial instruments include:

- Quoted market prices or dealer quotes for similar instruments; and
- Other techniques, such as discounted cash flow analysis, are used to determine fair value for the remaining financial instruments.

There were no changes in valuation techniques during the year ended 31 December 2025 (2024: same).

There were no transfers between levels 1, 2 and 3 for recurring fair value measurements during the year ended 31 December 2025 (2024: same).

Fair value of the Group's investment properties has been disclosed in Note 15. The fair value is within level 3 of the fair value hierarchy.

3 FINANCIAL RISK MANAGEMENT *(cont'd)*

3.3 Capital management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to maintain an optimal capital structure to reduce the cost of capital and provide returns for shareholders if the operation turns to profit. In order to maintain or adjust the capital structure, the Group may issue shares, obtain borrowings from bank and dispose assets in order to repay or refill operation capital, adjust the amount of dividends and return capital to shareholders, to maintain or adjust the capital structure, but not limited to the above.

The Group monitors capital on the basis of the net debt to equity ratio. This ratio is calculated as "net debt" divided by "total equity". Net debt is calculated as total borrowings and lease liabilities less cash and cash equivalents and restricted cash. The net debt equity ratios as of 31 December 2025 and 2024 were as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Borrowings	**382,626**	394,013
Lease liabilities	**931**	1,455
Less: Cash and cash equivalents	**(327,555)**	(381,256)
Restricted cash	**(779)**	(16,338)
Net debt/(cash)	**55,223**	(2,126)
Total equity	**625,815**	729,655
Net debt to equity ratio	**9%**	N/A

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS *(cont'd)*

(a) Revenue from contracts with customers

The Group applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers:

(i) Determining the timing of satisfaction of performance obligations

The Group has different contractual arrangements with different customers. In determining the timing of satisfaction of performance obligations, management reviews the contract terms of each individual contract. For service revenue under CDMO contracts, the management of the Company have determined that performance obligations are satisfied over time. Significant judgement is required in determining whether the terms of the Group's contracts with customers in relation to certain types of service revenue under CDMO contracts create an enforceable right to payment for the Group.

(ii) Determining the method for measuring progress towards complete satisfaction of performance obligations

Depending on which better depicts the transfer of value to the customer, the management of the Company make judgement to measure the progress of the projects using the input method. Input method recognises revenue based on an entity's efforts or inputs towards satisfying a performance obligation relative to the total expected efforts or inputs to satisfy the performance obligation. If an entity does not have a reasonable basis to measure its progress, the Group recognises revenue up to the amount of the costs incurred, until progress can be reasonably measured.

(b) Research and development expenses

Development costs incurred on the Group's drug product pipelines are capitalized only when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, the Group's intention to complete and the Group's ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the pipeline and the ability to measure reliably the expenditure during the development. Development costs which do not meet these criteria are expensed when incurred. Determining the amounts to be capitalized requires management to make assumptions regarding the expected future cash generation of the assets, discount rates to be applied and the expected period of benefits. During the year, all expenses incurred for research and development activities were regarded as research expenses and therefore were expensed when incurred.

(c) Current tax and deferred income tax

The Group is subject to income taxes in numerous jurisdictions. Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made.

Deferred income tax assets relating to certain temporary differences and tax losses are recognised as management considers it is probable that future taxable profit will be available against which the temporary differences or tax losses can be utilised. Where the expectation is different from the original estimate, such differences will impact the recognition of deferred tax assets and taxation in the periods in which such estimate is changed.

4 CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS *(cont'd)*

(d) Provision for impairment of trade receivables and contract assets and other receivables

The Group's management determines the provision for impairment of receivables, contract assets and other receivables based on the expected credit losses which uses the lifetime expected loss provision for all trade receivables and contract assets. The expected loss rates are based on the historical payment profiles, historical credit loss rates by individual and data published by external credit rating institution, adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

(e) Provision for onerous contracts

The Group's management makes reasonable estimates of the expected total contract revenue and total contract costs to assess performance progress and identify any onerous contracts. When it is probable that total contract costs will exceed total contract revenue, the Group recognizes the expected loss as an expense. Throughout the contract period, the Group continuously reviews and revises the budget for each CDMO project. Any such revisions may affect revenue, profit, and other items in the period in which they occur.

5 SEGMENT AND REVENUE INFORMATION

(a) Description of segments and principal activities

The Group is mainly engaged in the research and development, manufacturing, selling of anti-tumor drugs, CDMO/CMO business and license-out of self-developed biological drugs. The outcome of the Group's research and development activities will be given preference to be used by the Group for its own commercialization. There is one team managing and operating all revenue streams. Accordingly, management considers there is only one segment and hence no segment information is presented.

(b) The amount of each category of revenue is as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Timing of revenue recognition		
At a point in time:		
– Sales of goods	**487,769**	877,410
– CDMO/CMO	**98,970**	112,102
– Commission revenue	**11,873**	11,812
– Revenue from license granted	**4,717**	–
– Others	**8,347**	1,769
Over time:		
– CDMO	**135,969**	95,031
– Others	**–**	205
	747,645	1,098,329

5 SEGMENT AND REVENUE INFORMATION *(cont'd)*

(c) The following table presents the analysis of contract assets and contract liabilities related to the above-mentioned arrangements.

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Contract assets:		
– CDMO	**26,797**	35,364
– Sales commission	**936**	994
Loss allowance	**(1,792)**	(158)
	25,941	36,200
Contract liabilities		
– CDMO/CMO (i)	**(49,997)**	(27,564)
– Sales of goods	**(367)**	(1,846)
	(50,364)	(29,410)

(i) Contract liabilities arise from CDMO/CMO which are recognized when the payments are received before the services are rendered to customers.

(d) Revenue recognized in relation to contract liabilities

The following table shows how much of the revenue recognized in the current reporting period relates to carried-forward contract liabilities.

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Revenue recognized that was included in the balance of contract liabilities at the beginning of the year		
– CDMO/CMO	**21,888**	4,915
– Sales of goods	**1,846**	899
	23,734	5,814

Contract durations of CDMO/CMO services are mainly less than one year. As permitted under HKFRS 15, the transaction price allocated to these unsatisfied contracts is not disclosed.

5 SEGMENT AND REVENUE INFORMATION *(cont'd)*

(e) Unfulfilled long-term contracts

In January 2017, the Group entered into an agreement with a pharmaceutical company for licensing one of its bio-pharmaceutical know-how to the licensee for development and commercialization for a period of 10 years.

The license contract includes an upfront fee, certain development-milestone payments and commercial-milestone payments of RMB84,500,000 (including tax) in aggregate. The contract also includes sales-based royalties. The Group has received the upfront payment and development milestone payments of RMB55,500,000 (including tax) in total as at 31 December 2025 (For the year ended 31 December 2024: same). For the year ended 31 December 2025, there was no development milestone and commercial milestone achieved by the Group (For the year ended 31 December 2024: same). The Group is entitled to receive up to an aggregate of RMB29,000,000 (including tax) upon the achievement of additional development and commercial milestones.

In January 2022, the Group entered into an agreement with a pharmaceutical company for licensing one of its biological antibody drugs to the licensee for development and commercialization in certain overseas regions (the "Cooperation Area") for 10 years after the date of obtaining the marketing authorization by the first regulatory authority in the Cooperation Area.

The license contract includes an upfront fee and certain development milestone payments of RMB30,000,000 (including tax) in aggregate. The contract also includes sales-based royalties. The Group has received the upfront payment and development milestone payments of RMB30,000,000 (including tax) in total as at 31 December 2025 (For the year ended 31 December 2024: RMB25,000,000). For the year ended 31 December 2025, certain development milestone of RMB5,000,000 (including tax) was achieved by the Group (For the year ended 31 December 2024: no development milestone and commercial milestone was achieved). The Group has achieved all specified milestones related to the development and regulatory approval of the biological antibody drugs.

(f) Geographical information

Geographical information of revenue and non-current assets other than financial assets for the years ended 31 December 2025 and 2024 is as follows:

	Year ended 31 December			
	2025		2024	
	Revenue RMB'000	**Non-current assets RMB'000**	Revenue RMB'000	Non-current assets RMB'000
Mainland China	**711,845**	**698,373**	1,084,416	765,495
Others	**35,800**	**–**	13,913	–
	747,645	**698,373**	1,098,329	765,495

5 SEGMENT AND REVENUE INFORMATION *(cont'd)*

(g) Accounting policies of revenue recognition

Revenue is recognized to depict the provision of promised services and transfer of goods to customers in an amount that reflects the consideration to which the Group expects to be entitled in exchange for those services or goods.

Revenue is recognized when, or as, obligations under the terms of a contract are satisfied, which occurs when control of the promised products or services is transferred to customers. Revenue is measured as the amount of consideration the Group expects to receive in exchange for transferring products or services to a customer ("transaction price").

A performance obligation represents a good and service (or a bundle of goods or services) that is distinct or a series of distinct goods or services that are substantially the same.

Depending on the terms of the contract and the laws applicable, control of the goods and services may be transferred over time or at a point in time.

A contract asset represents the Group's right to consideration in exchange for goods or services that the Group has transferred to a customer that is not yet unconditional. In contrast, a receivable represents the Group's unconditional right to consideration, i.e. only the passage of time is required before payment of that consideration is due. There is normally no significant cost to obtain contract.

A contract liability represents the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer.

The following is a description of the accounting policy for the principal revenue streams of the Group.

(a) Revenue from sales of goods

The Group sells certain pharmaceutical products to the customers. Sales are recognized when control of the products has transferred, being when the products are delivered to the customer, the customer has full discretion over the channel and price to sell the products, and there is no unfulfilled obligation that could affect the customer's acceptance of the products. Delivery occurs when the products have been shipped to the specific location where the risks of obsolescence and loss have been transferred to the client, and either the client has accepted the products in accordance with the sales contract, or the Group has objective evidence that all criteria for acceptance have been satisfied. The price is normally fixed and with no sales discount or volume rebate. A refund liability (included in trade and other payables) and a right to the returned goods (included in other current assets) are recognised for the products expected to be returned. Accumulated experience is used to estimate such returns at the time of sale at a portfolio level (expected value method). The validity of this assumption and the estimated amount of returns are reassessed at each reporting date. Costs related to sales of goods are included in "cost of revenue".

5 SEGMENT AND REVENUE INFORMATION *(cont'd)*

(g) Accounting policies of revenue recognition *(cont'd)*

(b) Revenue from CDMO services

CDMO services provide integrated services including drug manufacturing, development, optimization and trial production etc. These services allow companies to outsource development and manufacturing work and move quickly from product concept into clinical studies.

The Group earns revenue from providing CDMO services to other pharmaceutical companies, the contract duration of which is generally less than one year. Majority of contracts contain certain performance obligations as delivery of services and drug products.

The contracts are normally at fixed price and paid according to milestones specified in the contract. Upfront payments received by the Group are initially recognized as a contract liability. Services revenue is recognized as the performance obligation satisfied over time based on the stage of completion of the contract. The Group uses input method to measure progress towards complete satisfaction of the performance obligation under HKFRS 15. Costs including raw materials, labour, depreciation and other production costs attributable to CDMO services are included in "cost of revenue". The performance obligation for manufacturing products is satisfied at a point in time and the revenue of which is recognised at a point in time.

(c) Revenue from CMO services

CMO services provide samples and/or products for commercial manufacturing to its customers that have already developed and validated pharmaceutical manufacturing processes.

The Group earns revenue from providing CMO services to other pharmaceutical companies, the contract duration of which is generally less than one year. If the contract is early terminated, the Company is only entitled to the compensation for the cost of any in-progress or undelivered products. Therefore, the contract is accounted for at point in time upon transfer of the control of the products to the customers which is generally when the customers accept the products. Contract price is generally fixed and paid according to payment schedule as agreed in the contract. Upfront payments received by the Group are initially recognized as a contract liability. Costs including raw materials, labour, depreciation and other production costs attributable to CMO services are included in "cost of revenue".

(d) Revenue from commission

The Group earns commission from providing promotion services to its customers, which are pharmaceutical companies, helping them to sell their products in the market. The Group is not the principal for selling those products, as it does not have control over the products to be sold, act as the primary obligor for selling the product neither, bear any inventory risk nor have any price discretion. The commission is based on pre-determined percentage of the actual monthly sales, and settled with the customers periodically, subject to annual price adjustment based on actual volume. The Group includes the price adjustment in the transaction price such that it is highly probable that there will not be significant reversal of revenue in future when the uncertainty is resolved. The right to consideration relating to price adjustment is recorded as contract assets and it will be transferred to receivables when the right is unconditional except for passage of time. The Group is not the principal in selling the products. Accordingly, the Group recognizes commission revenue at the net amount to which it expects to be entitled in exchange for its service.

5 SEGMENT AND REVENUE INFORMATION *(cont'd)*

(g) Accounting policies of revenue recognition *(cont'd)*

(e) Revenue from license granted

The Group provides license of its intellectual properties ("IP") to customers as well as providing certain R&D service. The license of IP and the R&D service are distinct performance obligations. The consideration comprises a fixed element (the upfront payment) and two variable elements (development milestone payment and royalties based on future sales). Initially only fixed consideration is included in the transaction price. The amount of the variable consideration for milestone payments included in the transaction price is determined to be zero at inception, based on the most likely amount and the application of the variable consideration constraint, i.e. such variable consideration is only included in the transaction price when it is highly probable that no significant reversal of revenue when the uncertainty is resolved. The non-refundable upfront payment only relates to the license and R&D service. The upfront payment is allocated between the two performance obligations based on the stand-alone selling price. The sales-based royalty will only be included in the transaction price when actual sales are made.

The control of the license transfers at point in time, when the customer obtains the right to use the underlying IP of the license. The sales-based royalties are recognized as revenue when the subsequent sales are made.

(f) Revenue from clinical research and other contract research organisation ("CRO") services

Clinical research services mainly include clinical development services, which include project planning, clinical operation and monitoring and managements of clinical trials, outcomes research and embedded outsourcing.

The Group earns revenues from providing CRO services to other pharmaceutical companies. Contracts mainly include a single performance obligation as delivery of integrated services over a period of time. The contracts are normally at fixed price and paid according to milestones specified in the contracts. Upfront payments received by the Group are initially recognized as a contract liability. Services revenue is recognized as the performance obligation satisfied over time based on the stage of completion of the contracts. The Group uses input method to measure progress towards complete satisfaction of the performance obligation under HKFRS 15. Costs including labour, outsourcing CRO services and other costs attributable to CRO services are included in "cost of revenue".

6 EXPENSES BY NATURE

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Changes in inventories of finished goods and work in progress	**5,034**	13,473
Promotion and advertisement expenses	**308,259**	587,122
Employee benefit expenses (Note 7)	**221,899**	205,032
Raw materials and consumables used	**79,813**	106,286
Amortization and depreciation (Notes 13, 14, 15 and 16)	**79,197**	65,417
Provision for/(reversal of) inventory write-downs	**31,596**	(1,152)
Utilities	**29,506**	28,638
Repairs and maintenance expense	**15,559**	15,557
R&D materials and consumables	**14,301**	11,656
Third-party research contracting costs	**11,363**	6,225
Professional services	**8,581**	12,181
Other taxes	**6,667**	7,292
Travelling expenses	**3,753**	3,090
Pre-clinical trials	**2,923**	1,796
Auditor's remuneration		
– audit service	**2,642**	2,728
– non-audit service	**41**	36
Transportation expenses	**2,323**	4,152
Other expenses	**22,467**	13,767
Total cost of revenue, research and development expenses, selling expenses and general and administrative expenses	**845,924**	1,083,296

7 EMPLOYEE BENEFIT EXPENSES (INCLUDING DIRECTORS' AND SENIOR MANAGEMENT'S EMOLUMENTS)

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Salaries, wages and bonuses	**176,515**	159,962
Contributions to pension plans (Note)	**18,798**	16,593
Housing fund, medical insurance and other social insurance	**18,655**	15,361
Termination benefits	**2,192**	–
Share-based compensation (reversal)/expense (Note 24)	**(2,085)**	6,013
Other welfare for employees	**7,824**	7,103
	221,899	205,032

Note: The employees of the Group in the PRC are members of a state-managed pension scheme operated by the PRC Government. The Group is required to contribute a specified percentage of payroll costs as determined by local government authority to the pension obligations to fund the benefits. The only obligation of the Group with respect to the retirement benefits scheme is to make the specified contribution under the scheme.

TOT BIOPHARM Company Limited ("TOT Taipei") has established a defined contribution pension plan under the Labour Pension Act, covering all regular Taiwan employees. Under the plan, the Group contributes monthly an amount based on 6% of the employees' monthly salaries and wages to the employees' individual pension accounts at the Bureau of Labour Insurance. The only obligation of the Group with respect to the defined contribution pension plan is to make the specified contribution under the plan.

8 DIRECTORS' AND OTHER SENIOR MANAGEMENT'S EMOLUMENTS

(a) Directors' and chief executive's emoluments

Directors and chief executives' emoluments for the years ended 31 December 2025 and 2024 are set out as follows:

	Fees RMB'000	Salary RMB'000	Discretionary bonuses RMB'000	Termination benefits RMB'000	Employer's social security costs RMB'000	Share-based compensation expenses RMB'000	Total RMB'000
Year ended 31 December 2025							
Chairman of the Board & Executive directors							
Mr. Fu, Shan (Note 1)	–	–	–	–	–	–	–
Non-executive directors							
Dr. Liu, Wei Dong	–	–	–	–	–	–	–
Ms. Yeh-Huang, Chun-Ying (Note 5)	–	444	–	–	27	–	471
Independent non-executive directors							
Ms. Sun, Hui (Note 2)	214	–	–	–	–	–	214
Mr. Zhang, Qing (Note 3)	214	–	–	–	–	–	214
Dr. Gu, Xuelin (Note 4)	214	–	–	–	–	–	214
Mr. Chang, Hong-Jen (Note 6)	71	–	–	–	–	–	71
Ms. Hu, Lan (Note 7)	71	–	–	–	–	–	71
Dr. Wang, De Qian (Note 8)	71	–	–	–	–	–	71
Executive directors							
Dr. Liu, Jun (Note 9)	–	2,784	900	2,192	85	151	6,112
	855	3,228	900	2,192	112	151	7,438

8 DIRECTORS' AND OTHER SENIOR MANAGEMENT'S EMOLUMENTS *(cont'd)*

(a) Directors' and chief executive's emoluments *(cont'd)*

	Fees RMB'000	Salary RMB'000	Discretionary bonuses RMB'000	Employer's social security costs RMB'000	Share-based compensation expenses RMB'000	Total RMB'000
Year ended 31 December 2024						
Chairman of the Board						
Mr. Fu, Shan (Note 1)	–	–	–	–	–	–
Non-executive directors						
Dr. Liu, Wei Dong	–	–	–	–	–	–
Ms. Yeh-Huang, Chun-Ying (Note 5)	–	569	–	46	–	615
Independent non-executive directors						
Mr. Chang, Hong-Jen (Note 6)	285	–	–	–	–	285
Ms. Hu, Lan (Note 7)	285	–	–	–	–	285
Dr. Wang, De Qian (Note 8)	285	–	–	–	–	285
Executive directors						
Dr. Liu, Jun (Note 9)	–	2,942	1,540	97	1,084	5,663
	855	3,511	1,540	143	1,084	7,133

Note 1: Mr. Fu, Shan has been re-designated from a non-executive director to an executive director of the Company with effect from 11 October 2025 (the "Re-designation") and is responsible for leading and overseeing the management and development of the Group. Following the Re-designation, Mr. Fu remains as chairperson of the Board, chairperson of the Nomination Committee and chairperson of the Strategy and ESG Committee of the Company.

Note 2: Ms. Sun, Hui has been appointed as a non-executive director, chairman of the Audit and Connected Transactions Review Committee, and member of the Nomination Committee of the Company, all effective from 12 March 2025.

Note 3: Mr. Zhang, Qing has been appointed as a non-executive director, member of the Remuneration Committee and the Audit and Connected Transactions Review Committee of the Company, all effective from 12 March 2025. And Mr. Zhang has been appointed as chairman of the Remuneration Committee, effective from 21 March 2025.

Note 4: Mr. Gu, Xuelin has been appointed as a non-executive director, member of the Remuneration Committee, the Nomination Committee and the Strategy and ESG Committee of the Company, all effective from 12 March 2025.

Note 5: Ms. Yeh-Huang, Chun-Ying resigned on 11 October 2025.

Note 6: Mr. Chang, Hong-Jen resigned on 12 March 2025.

Note 7: Ms. Hu, Lan resigned on 12 March 2025.

Note 8: Dr. Wang, De Qian resigned on 12 March 2025.

Note 9: Dr. Liu, Jun resigned on 11 October 2025.

8 DIRECTORS' AND OTHER SENIOR MANAGEMENT'S EMOLUMENTS *(cont'd)*

(b) Directors' termination benefits

On 11 October 2025, Dr. Liu, Jun resigned, and the amount of compensation paid and to be paid by the Group was RMB2,192,000 (2024: Nil).

(c) Consideration provided to third parties for making available directors' services

During the year, the Company did not pay consideration to any third parties for making available directors' services (2024: Nil).

(d) Information about loans, quasi-loans and other dealings in favour of directors, bodies corporate controlled by or entities connected with directors

There were no loans, quasi-loans and other dealings in favour of directors, controlled bodies corporate by and connected entities with such directors during the year (2024: Nil).

(e) Inducement or waiver of emoluments

During the year, no directors or five highest paid individuals received emoluments from the Group as inducement to join or upon joining the Group, and no directors waived or had agreed to waive any emoluments (2024: Nil).

(f) Directors' material interests in transactions, arrangements or contracts

No significant transactions, arrangements and contracts in relation to the Group's business to which the Company was a party and in which a director of the Company had a material interest, whether directly or indirectly, subsisted at the end of the year (2024: Nil).

(g) Five highest paid individuals

The five individuals whose emoluments were the highest in the Group include one director (2024: one director) for the year ended 31 December 2025. Their emoluments are reflected in the analysis presented above. The emoluments payable to the remaining four individuals (2024: four individuals) during the year are as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Basic salaries, housing allowances, share options, other allowances and benefits in kind	**7,915**	7,134
Contribution to pension scheme	**165**	163
Discretionary bonuses	**2,474**	2,059
	10,554	9,356

8 DIRECTORS' AND OTHER SENIOR MANAGEMENT'S EMOLUMENTS *(cont'd)*

(g) Five highest paid individuals *(cont'd)*

The emoluments of the top five highest paid individuals fell within the following bands:

	Year ended 31 December	
	2025	2024
Emoluments bands		
HKD2,000,001 to HKD2,500,000	**2**	2
HKD2,500,001 to HKD3,000,000	**1**	2
HKD4,000,001 to HKD4,500,000	**1**	–
	4	4

9 OTHER INCOME – NET

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Other income:		
– Government grants (Note)	**21,466**	22,568
– Rental income of investment properties (Note 15)	**340**	333
– Others	**9**	–
	21,815	22,901
Other losses – net:		
– Impairment losses on property,plant and equipment	**(8,753)**	–
– Net foreign exchange losses – net	**(1,599)**	(3,973)
– Losses on disposals of property,plant and equipment	**(137)**	(934)
– Others	**(114)**	222
	(10,603)	(4,685)
Total other income – net	**11,212**	18,216

Note: There are no unfulfilled conditions or other contingencies attaching to these grants.

10 FINANCE COSTS – NET

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Finance income		
– Interest income on bank deposits	**2,246**	3,383
Finance costs		
– Interest expenses on bank borrowings	**(11,863)**	(9,825)
– Interest expenses on lease liabilities	**(59)**	(55)
	(11,922)	(9,880)
	(9,676)	(6,497)

11 INCOME TAX EXPENSE

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Current income tax expenses		
– Tax filing difference for prior Year	**–**	–
Deferred income tax expense	**–**	–
	–	–

The Group's principal applicable taxes and tax rates are as follows:

(a) Hong Kong

No provision for Hong Kong profits tax has been provided for at the rate of 16.5% (2024: 16.5%) as the Company has no estimated assessable tax profit for the year ended 31 December 2025 (2024: Nil).

(b) Mainland China

No provision for mainland China income tax has been provided for at the rate of 25% or 15% (2024: 25% or 15%) pursuant to the Corporate Income Tax Law of the PRC and the respective regulations (the "CIT Law"), as the Group's PRC entities have no estimated assessable tax profit for the year ended 31 December 2025.

BioDlink Biopharm Co., Ltd. ("BioDlink Suzhou") (formerly known as "TOT BIOPHARM Co., Ltd.") was qualified as a "High and New Technology Enterprise" under the relevant PRC laws and regulations from 2023 to 2025. BioDlink Suzhou was entitled to enjoy a beneficial income tax rate of 15% for the year ended 31 December 2025 (2024: 15%).

11 INCOME TAX EXPENSE *(cont'd)*

(c) Taiwan corporate income tax

No provision for Taiwan corporate income tax has been provided for at the rate of 20% (2024: 20%) as the Group's Taiwan subsidiary has no estimated assessable tax profit for the year ended 31 December 2025.

(d) The tax on the Group's (loss)/profit before income tax differs from the theoretical amount that would arise using the statutory tax rate applicable to profit of the consolidated entities as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
(Loss)/profit before income tax	**(100,369)**	34,757
Tax calculated at statutory tax rates applicable to each Group entity	**(23,922)**	9,519
Tax effect of:		
Preferential tax rates of certain subsidiary	**8,560**	(4,587)
Expenses not deductible for tax purposes	**8,633**	2,375
Additional deduction of research and development	**(4,555)**	(6,014)
Tax loss not recognized as deferred tax assets	**11,286**	505
Utilisation of tax losses for which no deferred income tax asset was recognised	**(2)**	(1,798)
Income tax expense	**–**	–

The Group has operation mainly in Mainland China and Hong Kong. It is within the scope of the OECD Pillar Two model rules. As of the reporting date, there is no public announcement in Mainland China. Hong Kong has announced the implementation regarding Pillar Two model rules which have not come into effect. Since the Pillar Two legislation was not effective at the reporting date, the group has no related current tax exposure. The group applies the exception to recognising and disclosing information about deferred tax assets and liabilities related to Pillar Two income taxes, as provided in the amendments to HKAS 12 issued in July 2023.

In addition, since the Pillar Two legislation in the jurisdictions that the Group operates in was not enacted or substantively enacted as at the reporting date, and due to the uncertainty of the announcement of the legislation and the complexities in applying the legislation and calculating GloBE income, the Group is in the process of assessing its exposure to the Pillar Two legislation for when it comes into effect.

11 INCOME TAX EXPENSE *(cont'd)*

(e) Deferred tax assets not recognized:

The Group has not recognized any deferred tax assets in respect of the following items:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Deductible losses	**1,697,974**	1,684,171
Deductible temporary differences	**157,587**	100,092
	1,855,561	1,784,263

(f) Deductible losses that are not recognized as deferred tax assets will be expired as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
2025	**–**	60,608
2026	**85,748**	85,748
2027	**130,419**	130,419
2028	**289,956**	290,006
2029	**297,972**	297,972
2030	**384,217**	384,046
2031	**294,395**	294,395
2032	**110,958**	110,958
2033	**27,621**	27,621
2034	**2,372**	2,372
2035	**74,290**	–
Indefinite	**26**	26
	1,697,974	1,684,171

The tax losses of the Company's PRC subsidiaries will expire within five years, except for BioDlink Suzhou of which the tax losses will expire within ten years as BioDlink Suzhou is qualified as High and New Technology Enterprise.

12 (LOSS)/EARNINGS PER SHARE

(a) Basic (loss)/earnings per share

Basic (loss)/earnings per share is calculated by dividing the (loss)/profit of the Group attributable to owners of the Company by weighted average number of ordinary shares issued during the year excluding treasury shares.

	Year ended 31 December	
	2025	2024
(Loss)/profit attributable to equity holders of the Company (RMB'000)	**(100,369)**	34,757
Weighted average number of ordinary shares in issue (thousand)	**725,197**	725,197
Basic (loss)/earnings per share (RMB)	**(0.14)**	0.05

(b) Diluted (loss)/earnings per share

Diluted (loss)/earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares. For the year ended 31 December 2025, the Company had two categories of potential ordinary shares: the stock options granted to employees and restricted share award scheme (Note 24) (2024: same). As the Group incurred losses for the year ended 31 December 2025, the potential ordinary shares have not been included in the calculation of diluted loss per share as their inclusion would be anti-dilutive. Accordingly, diluted loss per share for the year ended 31 December 2025 is the same as basic loss per share (2024: the diluted earnings per share and the basic earnings per share are RMB0.05).

13 PROPERTY, PLANT AND EQUIPMENT

	Buildings RMB'000	Utilities equipment RMB'000	Machinery RMB'000	Testing equipment RMB'000	Others RMB'000	Construction in progress RMB'000	Total RMB'000
At 1 January 2025							
Cost	346,339	75,233	278,034	150,213	71,066	33,003	953,888
Accumulated depreciation and impairment	(52,170)	(31,636)	(51,255)	(63,578)	(32,663)	–	(231,302)
Net book amount	294,169	43,597	226,779	86,635	38,403	33,003	722,586
Year ended 31 December 2025							
Opening net book amount	294,169	43,597	226,779	86,635	38,403	33,003	722,586
Additions	–	–	46	2,629	3,117	28,991	34,783
Disposals	–	–	(99)	(34)	(5)	–	(138)
Transfers	5,439	494	9,623	11,312	1,502	(28,370)	–
Transfer to intangible assets (Note 14)	–	–	–	–	–	(7,302)	(7,302)
Depreciation charge (Note 6)	(16,656)	(6,528)	(26,178)	(13,564)	(10,723)	–	(73,649)
Impairment	–	–	(6,752)	(2,001)	–	–	(8,753)
Closing net book amount	282,952	37,563	203,419	84,977	32,294	26,322	667,527
At 31 December 2025							
Cost	351,778	75,727	287,565	164,055	75,642	26,322	981,089
Accumulated depreciation and impairment	(68,826)	(38,164)	(84,146)	(79,078)	(43,348)	–	(313,562)
Net book amount	282,952	37,563	203,419	84,977	32,294	26,322	667,527
At 1 January 2024							
Cost	197,700	57,130	206,157	129,620	51,860	220,237	862,704
Accumulated depreciation and impairment	(40,647)	(25,880)	(23,520)	(54,137)	(22,716)	–	(166,900)
Net book amount	157,053	31,250	182,637	75,483	29,144	220,237	695,804
Year ended 31 December 2024							
Opening net book amount	157,053	31,250	182,637	75,483	29,144	220,237	695,804
Additions	2,232	–	2,847	14,852	8,546	61,758	90,235
Disposals	(228)	(606)	(549)	(402)	(113)	–	(1,898)
Transfers	140,974	18,980	68,739	8,777	10,743	(248,213)	–
Transfer to intangible assets (Note 14)	–	–	–	–	–	(779)	(779)
Depreciation charge (Note 6)	(5,862)	(6,027)	(26,895)	(12,075)	(9,917)	–	(60,776)
Closing net book amount	294,169	43,597	226,779	86,635	38,403	33,003	722,586
At 31 December 2024							
Cost	346,339	75,233	278,034	150,213	71,066	33,003	953,888
Accumulated depreciation and impairment	(52,170)	(31,636)	(51,255)	(63,578)	(32,663)	–	(231,302)
Net book amount	294,169	43,597	226,779	86,635	38,403	33,003	722,586

13 PROPERTY, PLANT AND EQUIPMENT *(cont'd)*

(a) Depreciation charges have been charged to the consolidated statement of comprehensive (loss)/income as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Cost of sales	**59,976**	47,169
Research and development expenses	**10,911**	10,830
General and administrative expenses	**2,686**	2,705
Selling expenses	**76**	72
	73,649	60,776

Depreciation of property, plant and equipment is calculated using the straight-line method to allocate their costs, net of their residual values, over their estimated useful lives, as follows:

Buildings	10-20 years
Utilities equipment	10 years
Machinery	5-10 years
Testing equipment	5-10 years
Others	5-10 years

See Note 35.5 for the other accounting policies relevant to Property, plant and equipment.

(b) Prepayments for property, plant and equipment amounted to RMB1,012,000 (2024: RMB1,564,000) as at 31 December 2025. During the year, RMB1,564,000 (2024: RMB1,803,000) was transferred from prepayments for property, plant and equipment to testing equipment, machinery and construction in progress.

(c) No borrowing cost has been capitalized in the year ended 31 December 2025 (2024: RMB4,690,000).

14 INTANGIBLE ASSETS

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Software		
Cost	**23,727**	16,425
Accumulated amortization	**(12,727)**	(9,383)
Net book amount	**11,000**	7,042
Opening net book amount	**7,042**	8,839
Transfer from construction in progress (Note 13)	**7,302**	779
Amortization charge (Note 6)	**(3,344)**	(2,576)
Closing net book amount	**11,000**	7,042

Amortization charge has been charged to the consolidated statement of comprehensive (loss)/income as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
General and administrative expenses	**3,344**	2,576

15 INVESTMENT PROPERTIES

Investment properties are all located in the PRC with estimated useful lives within 50 years.

The movement of investment properties is analysed as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Cost	**8,409**	8,409
Accumulated depreciation	**(6,424)**	(6,024)
Net book amount	**1,985**	2,385
Opening net book amount	**2,385**	2,785
Depreciation (Note 6)	**(400)**	(400)
Closing net book amount	**1,985**	2,385

15 INVESTMENT PROPERTIES *(cont'd)*

Investment properties, principally comprising buildings, are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the Group. Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful lives.

As at 31 December 2025, the fair values of the investment properties were approximately RMB6,433,000 (2024: RMB7,800,000). These estimates are made by the directors with reference to market transacted prices for similar properties in the vicinity of the relevant properties.

(a) Amounts recognised in profit or loss for investment properties

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Rental income (Note 9)	**340**	333
Direct operating expenses from investment properties that generated rental income	**(400)**	(400)

(b) Leasing arrangements

The investment properties are leased to tenants under operating leases with rentals payable monthly. Lease payments for some contracts include CPI increases, but there are no other variable lease payments that depend on an index or rate. Where considered necessary to reduce credit risk, the Group may obtain bank guarantees for the term of the lease.

16 RIGHT-OF-USE ASSETS

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Land use rights	**11,944**	12,290
Others	**1,183**	1,678
	13,127	13,968

16 RIGHT-OF-USE ASSETS *(cont'd)*

(a) Land use rights

The Group's interests in land use rights represent prepaid operating lease payments for land located in the PRC and the lease term is 50 years. The net book amount of which is analysed as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Cost	**17,273**	17,273
Accumulated amortization	**(5,329)**	(4,983)
Net book amount	**11,944**	12,290
Opening net book amount	**12,290**	12,636
Amortization charge (Note 6)	**(346)**	(346)
Closing net book amount	**11,944**	12,290

Amortization charge has been charged to the consolidated statement of comprehensive (loss)/income as follows:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Cost of revenue	**299**	299
General and administrative expenses	**43**	43
Selling expenses	**4**	4
	346	346

16 RIGHT-OF-USE ASSETS *(cont'd)*

(b) Others

The Group leases properties for own use. Information about leases for which the Group is a lessee is presented below:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Cost	**2,181**	2,935
Accumulated depreciation	**(998)**	(1,257)
Net book amount	**1,183**	1,678
Opening net book amount	**1,678**	1,622
Additions	**1,353**	1,811
Termination	**(390)**	(436)
Depreciation charge (Note 6)	**(1,458)**	(1,319)
Closing net book amount	**1,183**	1,678

The consolidated statement of comprehensive (loss)/income and the consolidated statement of cash flows contain the following amounts relating to leases:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Depreciation and amortization charge of right-of-use assets	**1,804**	1,665
Interest expenses (Note 10)	**59**	55
Expenses relating to short-term leases	**344**	767

The total cash outflow for leases in 2025 was RMB1,921,000 (2024: RMB2,100,000).

17 INVENTORIES

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Raw materials	**36,720**	36,425
Work in progress	**35,152**	24,835
Finished goods	**27,434**	42,785
Consumables	**6,475**	4,616
	105,781	108,661

(a) Amounts recognised in profit or loss

Write-downs of inventories to net realizable value amounted to RMB31,596,000 (2024: reversal of inventory write-downs to net realisable value amounted to RMB1,152,000). These were recognised as an expense during the year ended 31 December 2025 and included in 'cost of revenue' in the consolidated statement of profit or loss.

18 TRADE AND OTHER RECEIVABLES

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Trade receivables	**75,906**	157,728
Other receivables	**4,290**	3,183
Less: provision for impairment of trade receivables	**(3,443)**	(1,169)
Less: provision for impairment of other receivables	**(2,464)**	(2,464)
Trade and other receivables	**74,289**	157,278

18 TRADE AND OTHER RECEIVABLES *(cont'd)*

(a) Trade receivables

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Trade receivables	**75,906**	157,728

Customers are generally granted with credit terms ranging from 15 to 90 days.

As of 31 December 2025 and 2024, the ageing analysis of the trade receivables based on invoice date is as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Within 30 days	**8,482**	62,877
31 days to 90 days	**28,045**	41,975
91 days to 180 days	**10,156**	15,740
181 days to 270 days	**7,419**	11,943
271 days to 360 days	**2,947**	22,743
1 year to 2 years	**16,407**	2,450
2 year to 3 years	**2,450**	–
	75,906	157,728

As at 31 December 2025, the carrying amounts of the Group's trade receivables are denominated in RMB and USD and approximate to their fair values (2024: RMB).

Among the trade receivables aged over 1 year as at 31 December 2025, RMB16,307,000 had been collected by 28 February 2026.

18 TRADE AND OTHER RECEIVABLES *(cont'd)*

(b) Other receivables

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Deposits	**2,464**	2,464
Others	**1,826**	719
Other receivables	**4,290**	3,183

The carrying amounts of the Group's trade and other receivables are denominated in the following currencies:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
RMB	**78,442**	160,911
USD	**1,754**	–
	80,196	160,911

The maximum exposure to credit risk at the reporting date is the carrying value of each class of receivables mentioned above.

The carrying amounts of the Group's other receivables approximate to their fair values.

19 PREPAYMENTS AND OTHER CURRENT AND NON-CURRENT ASSETS

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Prepayments – current		
Prepayments for consumables	**5,069**	13,609
Prepaid research expenses	**200**	5,140
Others	**4,995**	3,520
	10,264	22,269
Other current assets		
Value – added tax to be refunded	**15,909**	21,262
Others	**398**	13
	16,307	21,275
Other non-current assets		
Deposits (Note 18)	**1,046**	492
Long-term trade receivables	**–**	14,219
Others	**2,676**	3,521
Less: provision for impairment of long-term trade receivables	**–**	(282)
	3,722	17,950
	30,293	61,494

20 CASH AND CASH EQUIVALENTS

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Cash at bank and on hand	**328,334**	397,594
Less: Restricted cash (Note)	**(779)**	(16,338)
	327,555	381,256

Note: As at 31 December 2025, restricted cash was bank deposits pledged as security for equipment, utility, etc. (2024: restricted cash included bank deposits pledged as security for the procurement transaction).

The carrying amounts of the Group's cash at bank and on hand are denominated in the following currencies:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Cash on hand		
– USD	**4**	4
Cash at bank		
– RMB	**282,772**	347,195
– USD	**25,389**	15,348
– HKD	**19,732**	34,528
– EUR	**253**	233
– NTD	**184**	286
	328,334	397,594

21 FINANCIAL INSTRUMENTS BY CATEGORY

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Assets		
Financial assets at amortized costs:		
– Long term receivables (Note 19)	**–**	13,937
– Deposits – non-current (Note 19)	**1,046**	492
– Trade receivables and other receivables (Note 18)	**74,289**	157,278
– Cash and cash equivalents and restricted cash (Note 20)	**328,334**	397,594
	403,669	569,301
Liabilities		
Financial liabilities at amortized cost		
– Trade and other payables (Note 27)	**114,199**	274,879
– Borrowings – current (Note 26)	**52,981**	69,588
– Borrowings – non-current (Note 26)	**329,645**	324,425
– Other non-current liabilities (Note 29)	**31**	4,031
Lease liabilities at amortized cost – current (Note 28)	**772**	1,278
Lease liabilities at amortized cost – non-current (Note 28)	**159**	177
	497,787	674,378

22 SHARE CAPITAL

	Number of ordinary shares issued	**Share capital RMB'000**
As at 1 January 2024 and 31 December 2024	772,787,887	2,297,499
As at 1 January 2025 and 31 December 2025	**772,787,887**	**2,297,499**

(i) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of equity instruments are shown in equity as a deduction, net of tax, from the proceeds.

22 SHARE CAPITAL *(cont'd)*

(ii) Shares held for employee share scheme

As at 31 December 2025, 47,590,948 ordinary shares included in all ordinary shares issued are within the Company's control until the shares are vested to the participants and hence are considered as treasury shares in substance (2024: same).

	2025 Shares	2024 Shares	2025 RMB'000	2024 RMB'000
Shares held for employee share scheme	**47,590,948**	47,590,948	**–**	–

23 OTHER RESERVES

	Share-based compensation reserve (i) RMB'000	Foreign currency translation reserve (ii) RMB'000	Transactions with non-controlling interests RMB'000	Total RMB'000
At 1 January 2025	**90,629**	**(9,815)**	**(130)**	**80,684**
Share-based compensation expense (Note 24)	**(2,085)**	**–**	**–**	**(2,085)**
Currency translation differences	**–**	**(1,386)**	**–**	**(1,386)**
At 31 December 2025	**88,544**	**(11,201)**	**(130)**	**77,213**
At 1 January 2024	84,616	(12,014)	(130)	72,472
Share-based compensation expense (Note 24)	6,013	–	–	6,013
Currency translation differences	–	2,199	–	2,199
At 31 December 2024	90,629	(9,815)	(130)	80,684

(i) Share-based compensation reserve arises from share-based payments granted to employees of the Group.

(ii) Foreign currency translation reserve represents the difference arising from the translation of financial statements of companies within the Group that have a functional currency different from the presentation currency of RMB for the financial statements of the Group.

24 SHARE-BASED PAYMENTS

(a) Stock options and restricted shares granted

On 20 December 2018, the board of directors passed a resolution to grant 2,300,000 stock options (the "2018 Plan") to certain directors and senior management of the Group, as rewards for their services to certain of the Group's subsidiaries. The exercise price of the options is USD1.00 per ordinary share. All options shall expire in ten years from the respective grant dates. The details of the vesting conditions are set out in note (b) below.

On 8 November 2019, pursuant to the resolution passed by the shareholders on 30 September 2019, 342,557,624 shares were allotted and issued without payment and as fully paid shares to existing shareholders ("Capitalization Issue"). Since restricted shares issued and allotted in May 2020 were to compensate participants of the employee stock options arrangement for the dilutive effect of the Capitalization Issue, the vesting conditions of employee restricted share award scheme were same with the employee stock options arrangements set out in note (b) below.

In December 2020, a total of 30,466,697 restricted shares were issued and allotted to stock option holders whose outstanding stock options had been diluted as a result of the said capitalization issue ("2020 RSA").

On 23 December 2021 and 1 November 2022, the Board of Directors passed resolutions to grant 13,700,000 and 7,558,390 restricted shares, respectively, under the 2020 RSA, as rewards for their services to certain of the Group's subsidiaries. The exercise price of the restricted shares is HKD0.6. All restricted shares shall expire in ten years from the respective grant dates. The details of the vesting conditions are set out in note (c) below.

In May 2024, the board of directors proposed to adopt the 2024 Restricted Share Award Scheme, to be valid for a period of ten years from the adoption date ("2024 RSA").

On 19 December 2025, the Board of Directors passed a resolution to grant 13,350,000 shares under the 2024 RSA to certain employees of the Group, as rewards for their services to certain of the Group's subsidiaries. The exercise price of the restricted shares is HKD0.6. All restricted shares shall expire in ten years from the respective grant dates. The details of the vesting conditions are set out in note (c) below.

24 SHARE-BASED PAYMENTS *(cont'd)*

(b) Employee stock options

(i) The Group's employee stock options arrangements are as follows:

Type of arrangement	Grant date	Contract period	Vesting conditions
2018 Plan	From January 2019 to February 2019	10 years	(Note i)
2018 Plan	January 2019	10 years	(Note ii)

Note i: Options are vested at different rates according to years worked as of 31 December 2018.

The rates are shown as follows:

Years worked as of 31 December 2018	Vesting rates					
	1st year	2nd year	3rd year	4th year	5th year	6th year
Within 3 years	5%	10%	15%	20%	25%	25%
Between 3 and 4 years	10%	15%	20%	25%	30%	–
Between 4 and 5 years	15%	20%	20%	20%	25%	–
Over 5 years	25%	25%	25%	25%	–	–

Note ii: The options are vested at different rates conditional on achievement of certain performance conditions.

(ii) Set out below are summaries of options granted:

	Year ended 31 December			
	2025		2024	
	Average exercise price per stock option (in USD)	Number of share options (thousand shares)	Average exercise price per stock option (in USD)	Number of share Options (thousand shares)
As at beginning of the year	**USD0.29**	**7,819**	USD0.29	7,819
Exercise of share options	**USD0.29**	**–**	USD0.29	–
Forfeited during the year	**USD0.29**	**(187)**	USD0.29	–
As at year end	**USD0.29**	**7,632**	USD0.29	7,819
Vested and exercisable at end of year	**USD0.29**	**7,348**	USD0.29	7,636

There were no options expired during the current year (2024: same).

24 SHARE-BASED PAYMENTS *(cont'd)*

(c) Restricted share award scheme

(i) The Group's employee restricted share award scheme is as follows:

Type of arrangement	Grant date	Contract period	Vesting conditions
2020 RSA — 2020 Grant	May 2020	10 years	note (a)
2020 RSA — 2021 Grant	December 2021	10 years	(Note i)
2020 RSA — 2022 Grant	November 2022	10 years	(Note i)
2024 RSA — 2025 Grant	December 2025	10 years	(Note i)

Note i: The restricted shares are vested in tranches conditional on achievement of certain performance conditions.

(ii) Set out below are summaries of restricted shares granted:

	Year ended 31 December			
	2025		2024	
	Average exercise price per restricted shares (in USD)	Number of restricted shares (thousand shares)	Average exercise price per restricted shares (in USD)	Number of restricted shares (thousand shares)
As at beginning of the year	**USD0.19**	**33,649**	USD0.19	34,209
Granted during the year	**USD0.08**	**13,350**	–	–
Exercise of restricted shares	**–**	**–**	–	–
Forfeited during the year	**USD0.19**	**(2,017)**	USD0.08	(560)
As at year end	**USD0.16**	**44,982**	USD0.19	33,649
Vested and exercisable at end of year	**USD0.19**	**30,024**	USD0.22	27,063

There were no restricted shares expired during the current year (2024: Nil).

24 SHARE-BASED PAYMENTS *(cont'd)*

(d) The fair value of the stock options granted have been valued by an independent qualified valuer using binomial option-pricing model for 2018 Plan as at the grant date. Key assumptions are set as below:

	2018 Plan
Risk-free interest rate	3.2260%-3.2634%
Expected term-year	7.27-7.36
Expected volatility	40.39%
Grant date option fair value per share	USD1.028-USD1.237
Exercise price	USD1.00

(e) The fair value of the restricted shares award scheme were equal to the market price of the Shares on the grant date.

	2020 RSA — 2021 Grant	2020 RSA — 2022 Grant	2024 RSA — 2025 Grant
Grant date market price per share	HKD3.95	HKD2.59	HKD2.03
Exercise price	HKD0.6	HKD0.6	HKD0.6

(f) Expenses arising from share-based payment transactions

Total expenses reversed from share-based payment transactions recognized during the year ended 31 December 2025 as part of employee benefit expenses are RMB2,085,000 (2024: Expenses charge RMB6,013,000).

25 DIVIDEND

No dividend has been paid or declared by the Company during the year (2024: Nil).

26 BORROWINGS

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Current		
– Unsecured and unguaranteed bank borrowings (Note (a))	**52,981**	69,588
Non-current		
– Unsecured and unguaranteed bank borrowings (Note (b))	**329,645**	324,425
	382,626	394,013

Note (a): As at 31 December 2025, bank loans will be repayable within one year and bear annual interest rate ranging from 2.40% to 3.25% (2024: from 2.64% to 2.85%).

Note (b): As at 31 December 2025, bank loans will be repayable over one year and bear annual interest rate ranging from 2.40% to 3.95% (2024: from 2.90% to 4.05%). And it is mainly used on construction of plant, production line and equipment and etc.

As at 31 December 2025 and 31 December 2024, the Group has the following undrawn bank facilities:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Bank facilities	**432,533**	299,050

As at 31 December 2025 and 31 December 2024, the Group's bank borrowings were repayable as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Within 1 year	**52,980**	69,588
Between 1 and 2 years	**57,988**	75,790
Between 2 and 5 years	**171,671**	80,488
Over 5 years	**99,987**	168,147
	382,626	394,013

26 BORROWINGS *(cont'd)*

As at 31 December 2025 and 31 December 2024, the weighted average effective interest rates per annum were as follows:

	31 December 2025	31 December 2024
Bank borrowings	**3.00%**	3.68%

The carrying amounts of the Group's borrowings are denominated in RMB.

The fair values of borrowings equal to their carrying amounts as the discounting impact is not significant.

The Group was not subject to any financial covenants under its bank loan agreements for the year ended 31 December 2025 (2024: same).

27 TRADE AND OTHER PAYABLES

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Trade payables	**46,507**	43,307
Staff salaries and welfare payables	**35,101**	33,572
Accrued promotion expenses	**16,709**	179,223
Payables for purchase of property, plant and equipment	**10,957**	16,222
Deposits payables	**9,320**	3,110
Provisions for onerous contracts	**8,567**	–
Tax payable	**3,680**	1,800
Refund liabilities	**3,134**	119
Others	**30,706**	33,017
	164,681	310,370

27 TRADE AND OTHER PAYABLES *(cont'd)*

As at 31 December 2025 and 31 December 2024, the ageing analysis of trade payables based on invoice date are as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Within 3 months	**40,111**	33,836
3 months to 6 months	**5,409**	4,371
6 months to 12 months	**581**	4,776
1 year to 2 years	**192**	255
2 years to 3 years	**145**	69
Over 3 years	**69**	–
	46,507	43,307

The Group's trade and other payables are denominated in the following currencies:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
– RMB	**163,048**	307,505
– USD	**1,023**	2,339
– HKD	**418**	103
– NTD	**192**	423
	164,681	310,370

28 LEASE LIABILITIES

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Minimum lease payments due		
– Within 1 year	**790**	1,303
– Between 1 and 2 years	**170**	191
	960	1,494
Less: future finance charges	**(29)**	(39)
Present value of lease liabilities	**931**	1,455

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Within 1 year	**772**	1,278
Between 1 and 2 years	**159**	177
Present value of lease liabilities	**931**	1,455

The Group leases various properties and equipment and these lease liabilities were measured at net present value of the lease payments to be paid during the lease terms.

Extension options, at the Group's discretion, are included in a number of property leases across the Group.

Lease liabilities were discounted at incremental borrowing rates of 4.9% (2024: 4.9%).

For the total cash outflows for leases including payments of lease liabilities and payments of interest expenses on leases are disclosed in Note 16.

29 OTHER CURRENT AND NON-CURRENT LIABILITIES

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Current		
Deferred upfront payments (a)	**4,717**	4,717
Non-current		
Deferred upfront payments (a)	**23,586**	28,302
Government grant (b)	**6,538**	6,819
Deposits	**31**	4,031
	30,155	39,152

(a) Other current and non-current liabilities mainly contain non-refundable upfront fee relating to promotion service arrangement, which will be amortized during the service period.

(b) As at 31 December 2025, the government grants with total amount of RMB5,038,000 (As at 31 December 2024: RMB5,712,000) was related to the assets and recorded as deferred government grant. The grants are recognized in profit or loss on a straight-line basis over the expected useful lives of the related assets.

30 CASH USED IN OPERATIONS

(a) Reconciliation of (loss)/profit before income tax to net cash generated from operations

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
(Loss)/profit before income tax	**(100,369)**	34,757
Adjustments for:		
– Depreciation and amortization (Notes 13, 14, 15 and 16)	**79,197**	65,417
– Losses on disposals of property, plant and equipment (Note 9)	**137**	934
– Share-based compensation expenses (Note 24)	**(2,085)**	6,013
– Interest on bank borrowings (Note 10)	**11,863**	9,825
– Interest income (Note 10)	**(2,246)**	(3,383)
– Interest on lease liabilities (Note 10)	**59**	55
– Losses on disposals of right of use assets	**13**	60
– Reversal of impairment losses on other receivables	**–**	(2,150)
– Reversal of impairment losses on long-term receivables of other non-current assets	**(282)**	(6,903)
– Provision for impairment of trade receivables and contract assets	**3,908**	1,048
– Provision for impairment of property, plant and equipment (Note 9)	**8,753**	–
– Provision for onerous contracts	**8,567**	–
	7,515	105,673
Changes in working capital:		
– Inventories (Note 17)	**2,880**	17,348
– Trade receivables and other receivables (Note 18)	**80,715**	(68,075)
– Prepayments and other current and non-current assets	**35,054**	34,601
– Contract assets (Note 5)	**8,625**	18,662
– Restricted cash (Note 20)	**15,559**	(11,966)
– Trade and other payables and other current and non-current liabilities (Note 27 and 29)	**(157,406)**	(570)
– Contract liabilities (Note 5)	**20,954**	17,347
	6,381	7,347
Net cash generated from operations	**13,896**	113,020

30 CASH USED IN OPERATIONS *(cont'd)*

(b) In the consolidated statement of cash flows, proceeds from disposal of property, plant and equipment comprise:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Net book amount (Note 13)	**138**	1,898
Losses on disposal of property, plant and equipment (Note 9)	**(137)**	(934)
Proceeds from the disposal	**1**	964

(c) Changes in liabilities from financing activities:

	Short-term liabilities		**Long-term liabilities**	
	Lease Liabilities RMB'000	**Borrowings RMB'000**	**Lease Liabilities RMB'000**	**Borrowings RMB'000**
At 1 January 2025	**1,278**	**69,588**	**177**	**324,425**
Cash flows	**(1,577)**	**(30,999)**	**–**	**19,612**
Interest expense	**59**	**–**	**–**	**–**
Disposal of right-of-use assets	**(343)**	**–**	**(16)**	**–**
Increase of right-of-use assets	**1,194**	**–**	**159**	**–**
Reclassification	**161**	**14,392**	**(161)**	**(14,392)**
At 31 December 2025	**772**	**52,981**	**159**	**329,645**
At 1 January 2024	1,172	41,600	194	302,685
Cash flows	(1,333)	(10,600)	–	60,328
Interest expense	55	–	–	–
Disposal of right-of-use assets	(444)	–	–	–
Increase of right-of-use assets	1,634	–	177	–
Reclassification	194	38,588	(194)	(38,588)
At 31 December 2024	1,278	69,588	177	324,425

31 COMMITMENTS

(a) Capital commitments

Capital expenditures contracted for at each balance sheet date, but not yet incurred are as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
Property, plant and equipment	**31,576**	47,944

(b) Operating lease commitments

At the balance sheet date, lease commitments of the Group for short-term leases and leases of low-value assets not yet commenced are as follows:

	As at 31 December	
	2025 RMB'000	2024 RMB'000
No later than 1 year	**339**	263
Later than 1 year and no later than 2 years	**30**	263
Later than 2 years and no later than 5 years	**–**	30
	369	556

32 RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability, directly or indirectly, to control the other party or exercise significant influence over the other party in making financial and operation decisions. Parties are also considered to be related if they are subject to common control.

The following is a summary of the significant transactions carried out between the Group and its related parties in the ordinary course of business during the years ended 31 December 2025 and 2024, and balances arising from related party transactions as at 31 December 2025 and 2024.

(a) Name and relationship with related parties

Name of related party	Nature of relationship
Vivo HK Limited	Company controlled by a significant shareholder

32 RELATED PARTY TRANSACTIONS *(cont'd)*

(b) Transactions with related parties

(i) Service expenses charged by related parties:

	For the year ended 31 December	
	2025 RMB'000	2024 RMB'000
Vivo HK Limited	**–**	1,915

The related party transactions above were carried out on terms mutually agreed between the parties. In the opinion of the management of the Company, these transactions are in the ordinary courses of business of the Group and in accordance with the terms of underlying agreements.

(c) Key management compensation

Key management includes directors and senior management of the Company. The compensation paid or payable to key management for their services is shown below:

	Year ended 31 December	
	2025 RMB'000	2024 RMB'000
Salaries, wages and bonuses	**16,055**	19,635
Housing funds, medical insurance and other social insurance	**549**	849
Termination benefits (Note 8)	**2,192**	–
Share-based compensation expenses	**733**	3,046
	19,529	23,530

Except for the directors mentioned in Note 8(a), the Company's other key senior management's remuneration includes salaries, wages, bonuses, housing funds, medical insurance and other social insurance and share-based compensation expenses. For the year ended 31 December 2025, the Company's other key senior management's remuneration was within the range from RMB1,500,000 to RMB4,000,000 (2024: RMB1,000,000 to RMB3,000,000).

33 SUBSIDIARIES

Particulars of the subsidiaries of the Group as at year ended 31 December 2025 and 2024 are set out below:

Company name	Place of registration/ incorporation and place of operations and date of incorporation	Principle activities	Effective interests held by the Group		Direct or Indirect	Registered capital		Issued and paid up capital	
			2025	2024		2025	2024	2025	2024
BioDlink Biopharm Co., Ltd.* (東曜藥業有限公司)	Suzhou, PRC 5 July 2010	Research and development, Manufacturing and sales of new drugs	**100%**	100%	Direct	**USD 277,600,000**	USD 277,600,000	**USD 277,600,000**	USD 277,600,000
TOT BIOPHARM Company Limited (東源國際醫藥股份有限公司)	Taipei, Taiwan 14 March 2016	Business development	**100%**	100%	Direct	**NTD 400,000,000**	NTD 400,000,000	**NTD 230,000,000**	NTD 230,000,000
BioDlink Hong Kong Company Limited (昇洋醫藥國際有限公司)	Hong Kong 24 June 2008	Investing company	**100%**	100%	Direct	**USD 5,906,415**	USD 5,906,415	**USD 5,906,415**	USD 5,906,415
Dongyuan Biotech (Shanghai) Co., Ltd.* (東源生物醫藥科技(上海)有限公司)	Shanghai, PRC 14 April 2010	Research and development New drugs	**100%**	100%	Indirect	**USD 3,730,000**	USD 3,730,000	**USD 3,730,000**	USD 3,730,000
Jiang Su Tung Yang Biopharm Tech Co., Ltd.* (江蘇東揚醫藥科技有限公司)	Taizhou, PRC 11 February 2009	Research and development And sales of new drugs	**100%**	100%	Indirect	**USD 2,000,000**	USD 2,000,000	**USD 2,000,000**	USD 2,000,000
Yaozhan Pharmaceutical Jiangsu Co., Ltd.* (曜展醫藥江蘇有限公司)	Suzhou, PRC 13 May 2021	Marketing promotion	**100%**	100%	Direct	**USD 2,850,000**	USD 2,850,000	**USD 2,400,000**	USD 2,400,000

* Registered as wholly foreign owned enterprises under PRC law.

The nature of all the legal entities established in the mainland of China is limited liability company.

The English names of Taiwan and PRC companies referred to above in this note represent management's best efforts in translating the Chinese names of those companies, as no English names have been registered.

34 BALANCE SHEET OF THE COMPANY

	Note	As at 31 December 2025 RMB'000	2024 RMB'000
ASSETS			
Non-current assets			
Investments in subsidiaries		**2,019,960**	2,072,085
Current assets			
Other receivables		**58**	58
Amounts due from subsidiaries		**14,323**	56,328
Prepayments		**7**	–
Cash and cash equivalents		**17,002**	20,857
		31,390	77,243
Total assets		**2,051,350**	2,149,328
EQUITY			
Share capital	22	**2,297,499**	2,297,499
Other reserves		**75,811**	79,313
Accumulated losses		**(327,501)**	(232,259)
Total equity		**2,045,809**	2,144,553
LIABILITIES			
Current liabilities			
Trade and other payables		**5,541**	4,775
Total liabilities		**5,541**	4,775
Total equity and liabilities		**2,051,350**	2,149,328
Net current assets		**25,849**	72,468
Total assets less current liabilities		**2,045,809**	2,144,553

The balance sheet of the Company was approved by the Board of Directors on 18 March 2026 and was signed on its behalf.

Mr. Fu, Shan
Director

Dr. Liu, Weidong
Director

34 BALANCE SHEET OF THE COMPANY *(cont'd)*

(a) Reserve movement of the Company

		Attributable to equity holders of the Company			
		Share capital RMB'000	Other reserves RMB'000	Accumulated losses RMB'000	Total equity RMB'000
Balance at 1 January 2025		**2,297,499**	**79,313**	**(232,259)**	**2,144,553**
Loss for the year		**–**	**–**	**(95,242)**	**(95,242)**
Other comprehensive loss		**–**	**(1,417)**	**–**	**(1,417)**
Total comprehensive loss		**–**	**(1,417)**	**(95,242)**	**(96,659)**
Transactions with owners					
Share-based compensation expense	24	**–**	**(2,085)**	**–**	**(2,085)**
Total transactions with owners		**–**	**(2,085)**	**–**	**(2,085)**
Balance at 31 December 2025		**2,297,499**	**75,811**	**(327,501)**	**2,045,809**
Balance at 1 January 2024		2,297,499	72,155	(215,640)	2,154,014
Loss for the year		–	–	(16,619)	(16,619)
Other comprehensive loss		–	1,145	–	1,145
Total comprehensive loss		–	1,145	(16,619)	(15,474)
Transactions with owners					
Share-based compensation expense	24	–	6,013	–	6,013
Total transactions with owners		–	6,013	–	6,013
Balance at 31 December 2024		2,297,499	79,313	(232,259)	2,144,553

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES

35.1 Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

35.2 Separate financial statements

Investments in subsidiaries are accounted for at cost less impairment. Cost includes direct attributable costs of investment. The results of subsidiaries are accounted for by the Company on the basis of dividend received and receivable.

Impairment testing of the investments in subsidiaries is required upon receiving a dividend from these investments if the dividend exceeds the total comprehensive income of the subsidiary in the period the dividend is declared or if the carrying amount of the investment in the separate financial statements exceeds the carrying amount in the consolidated financial statements of the investee's net assets including goodwill.

35.3 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker. The chief operating decision-maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive directors that makes strategic decisions.

35.4 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements of each of the Group entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency"). The Company's functional currency is United States Dollars ("USD"). However, the consolidated financial statements are presented in RMB as the major operations of the Group are within the PRC (unless otherwise stated).

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.4 Foreign currency translation *(cont'd)*

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates are generally recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings are presented in the statement of profit or loss, within finance costs. All other foreign exchange gains and losses are presented in the statement of profit or loss on a net basis within 'other income and losses – net'.

(c) Group companies

The results and financial position of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

(i) Assets and liabilities for each balance sheet presented are translated at the closing exchange rate at the date of that balance sheet;

(ii) Income and expenses for each statement of comprehensive loss are translated at average exchange rates of that period; and

(iii) All resulting exchange differences are recognized in other comprehensive income.

On consolidation, exchange differences arising from the translation of any net investment in foreign entities, and of borrowings and other financial instruments designated as hedges of such investments, are recognized in other comprehensive income. When a foreign operation is sold or any borrowings forming part of the net investment are repaid, the associated exchange differences are reclassified to profit or loss, as part of the gain or loss on sale.

35.5 Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Borrowing costs incurred during the construction period are capitalized.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized. All other repairs and maintenance are charged to the consolidated statement of comprehensive loss during the period in which they are incurred.

Construction in progress represents unfinished construction and equipment under construction or pending installation, and is stated at cost less impairment losses. Cost comprises direct costs of construction including borrowing costs attributable to the construction during the period of construction. No provision for depreciation is made on construction in progress until such time as the relevant assets are completed and ready for intended use.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.5 Property, plant and equipment *(cont'd)*

The assets' residual values representing 5% of the original cost, residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount These are included in profit or loss.

35.6 Investment properties

Investment properties, principally comprising buildings, are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the Group. Investment properties are initially recognised at cost and subsequently carried at cost less accumulated depreciation and accumulated impairment losses. Depreciation is calculated using a straight-line method to allocate the depreciable amounts over the estimated useful lives. The residual values and useful lives of investment properties are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are included in the income statement when the changes arise. The gain or loss on disposal of investment property is calculated as the difference between the net disposal proceeds and the carrying amount at the date of disposal.

35.7 Intangible assets

(a) Software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by the Group are recognised as intangible assets where the following criteria are met:

(i) it is technical feasible of completing the intangible assets so that it will be available for use;

(ii) management intends to complete the software and use or sell it;

(iii) the ability to use or sell the intangible assets;

(iv) it can be demonstrated how the software will generate probable future economic benefits;

(v) adequate technical, financial and other resources to complete the development and to use or sell the software are available, and

(vi) the expenditure attributable to the software during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the software include employee costs and an appropriate portion of relevant overheads.

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.7 Intangible assets *(cont'd)*

(b) Research and development expenditures

The Group incurs significant costs and efforts on research and development activities, which include expenditures on biosimilar and oncology drug. Research expenditure and development expenditure that do not meet the criteria in (a) above are recognised as an expense as incurred. Development costs previously recognised as an expense are not recognised as an asset in a subsequent period.

(c) Amortisation methods and periods

The Group amortises intangible assets with a limited useful life using the straight-line method over the following periods:

Software	3-5 years

35.8 Impairment of non-financial assets

Assets that are subject to depreciation or amortization are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

35.9 Investments and other financial assets

35.9.1 Classification

The Group classifies its financial assets in the following measurement categories:

(i) Those to be measured subsequently at fair value (either through other comprehensive income, or through profit or loss), and

(ii) Those to be measured at amortized cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or other comprehensive income. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.9 Investments and other financial assets *(cont'd)*

35.9.2 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

35.9.3 Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at fair value through profit or loss are recorded in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

Amortized cost: Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortized cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in 'other income and losses – net' together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of profit or loss.

Fair value through other comprehensive income ("FVOCI"): Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses which are recognized in profit or loss. When the financial asset is derecognized, the cumulative gain or loss previously recognized in OCI is reclassified from equity to profit or loss and recognized in 'other income and losses – net'. Interest income from these financial assets is included in finance income using the effective interest method. Foreign exchange gains and losses and impairment expenses are presented as separate line item in the statement of profit or loss.

Fair value through profit or loss ("FVPL"): Assets that do not meet the criteria for amortized cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognized in profit or loss and presented net within 'other income and losses – net', in the period in which it arises.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.9 Investments and other financial assets *(cont'd)*

35.9.3 Measurement (cont'd)

Equity instruments

The Group subsequently measures all equity investments at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognized in 'other income and losses – net' when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognized in 'other income and losses – net' in the consolidated statement of comprehensive loss as applicable.

35.10 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount is reported in the consolidated balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis or realize the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the company or the counterparty.

35.11 Impairment of financial assets

The Group has three types of financial assets subject to HKFRS 9's expected credit loss model:

(a) trade receivables (including long-term receivables)

(b) contract assets, and

(c) other receivables

For trade receivables and contract assets, the Group applies the simplified approach to provide for expected credit losses prescribed by HKFRS 9, which permits the use of the lifetime expected loss provision for all trade receivables and contract assets. The expected loss rates are based on the historical payment profiles, historical credit loss rates by individual and data published by external credit rating institution, adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Impairment on other receivables is measured as either 12-month expected credit loss or lifetime expected credit loss, depending on whether there has been a significant increase in credit risk since initial recognition. If a significant increase in credit risk of a receivable has occurred since initial recognition, then impairment is measured as lifetime expected credit loss.

35.12 Inventories

Inventories including raw materials, work in progress, finished goods and consumables are stated at the lower of cost and net realizable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting discounts. Net realizable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.13 Trade and other receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within one year and therefore all classified as current.

Trade receivables are recognized initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognized at fair value. The Group holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

35.14 Prepayments

Prepayments which are generally due for transfer to expense within one year or less and therefore are all classified as current assets.

Prepayments may include upfront cash payments made to contract research organizations ("CROs"), which are organizations that provide support to the pharmaceutical, biotechnology, and medical device industries in the form of research services outsourced on a contract basis. Prepayments to CROs will be subsequently recorded as research and development expenses in accordance with the applicable performance requirements.

35.15 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with banks and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

35.16 Trade and other payables

These amounts represent liabilities for goods and services provided to the Group prior to the end of financial year which are unpaid. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period.

Trade and other payables are recognized initially at their fair value and subsequently measured at amortized cost using the effective interest method.

35.17 Borrowings

Borrowings are initially recognized at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortized cost. Any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the consolidated statement of comprehensive loss over the period of the borrowings using the effective interest method.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.18 Borrowings costs

General and specific borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Qualifying assets are assets that necessarily take a substantial period of time to get ready for their intended use or sale.

Other borrowing costs are expensed in the period in which they are incurred.

Borrowings are classified as current liabilities unless, at the end of the reporting period, the group has a right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the group is required to comply with after the reporting period do not affect the classification at the reporting date.

35.19 Current and deferred income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate for each jurisdiction adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

(a) Current income tax

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the balance sheet date in the countries where the Company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The Group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

(b) Deferred income tax

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognized if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognized only if it is probable that future taxable amounts will be available to utilize those temporary differences and losses.

Deferred tax liabilities and assets are not recognized for temporary differences between the carrying amount and tax bases of investments in foreign operations where the Company is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.19 Current and deferred income tax *(cont'd)*

(b) Deferred income tax (cont'd)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Current and deferred tax is recognized in profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity. In this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

35.20 Employee benefit expenses

(a) Short-term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave that are expected to be settled wholly within 12 months after the end of the period in which the employees render the related service, are recognized in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the balance sheet.

(b) Pension obligations

Full-time employees in the PRC are covered by various government-sponsored defined contribution pension plans under which the employees are entitled to a monthly pension based on certain formulas. The relevant government agencies are responsible for the pension liability to these retired employees. The Group contributes on a monthly basis to these pension plans. Under these plans, the Group has no further payment obligation for post-retirement benefits beyond the contributions made.

TOT Taipei, a subsidiary of the Company, has established a defined contribution pension plan under the Labour Pension Act, covering all regular Taiwan employees. Under the plan, the Group contributes monthly an amount based on 6% of the employees' monthly salaries and wages to the employees' individual pension accounts at the Bureau of Labour Insurance.

Contributions to the plan are expensed as incurred and contributions paid to the defined-contribution pension plans for an employee are not available to reduce the Group's future obligations to such defined-contribution pension plans even if the employee leaves.

(c) Housing funds, medical insurance and other social insurance

Employees in the PRC are entitled to participate in various government-supervised housing funds, medical insurance and other employee social insurance plans. The Group contributes on a monthly basis to these funds based on certain percentages of the salaries of the employees, subject to certain ceiling. The Group's liability in respect of these funds is limited to the contributions payable.

(d) Bonus plan

The expected cost of bonus is recognized as a liability when the Group has a present legal or constructive obligation for payment of bonus as a result of services rendered by employees and a reliable estimate of the obligation can be made. Liabilities for bonus plans are expected to be settled within 12 months and are measured at the amounts expected to be paid when they are settled.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.20 Employee benefit expenses *(cont'd)*

(e) Employee leave entitlement

Employee entitlement to annual leave are recognized when they have accrued to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the end of the reporting period. Employee entitlement to sick leave and maternity leave is not recognized until the time of leave.

35.21 Share-based compensation benefits of the Group

(a) Equity-settled share-based payment transaction

The Group operates stock options and restricted shares granted to employees, under which the entity receives services from employees as consideration for equity instruments of the Group. The fair value of the employee services received in exchange for the grant of equity instruments (options) is recognized as an expense with a corresponding increase in equity. The total amount to be expensed is determined by reference to the fair value of the equity instruments granted:

(i) including any market performance conditions;

(ii) excluding the impact of any service and non-market performance vesting conditions;

(iii) including the impact of any non-vesting conditions (for example, the requirement for employees to serve).

At the end of each reporting period, the Group revises its estimates of the number of options and restricted shares that are expected to vest based on the non-market vesting performance and service conditions. It recognizes the impact of the revision to original estimates, if any, in the consolidated statement of comprehensive loss, with a corresponding adjustment to equity.

In addition, in some circumstances employees may provide services in advance of the grant date and therefore the grant date fair value is estimated for the purposes of recognizing the expense during the period between service commencement date and grant date.

Where there is any modification of terms and conditions which increases the fair value of the equity instruments granted, the Group includes the incremental fair value granted in the measurement of the amount recognized for the services received over the remainder of the vesting period. The incremental fair value is the difference between the fair value of the modified equity instrument and that of the original equity instrument, both estimated as at the date of the modification. An expense based on the incremental fair value is recognized over the period from the modification date to the date when the modified equity instruments vest in addition to any amount in respect of the original instrument, which should continue to be recognized over the remainder of the original vesting period.

(b) Share-based payment transaction among group entities

The grant by the Company of options and restricted shares over its equity instruments to the employees of subsidiaries in the Group is treated as a capital contribution. The fair value of employee services received, measured by reference to the grant date fair value, is recognized over the vesting period as an increase to investment in subsidiaries undertakings, with a corresponding credit to equity in separate financial statements of the Company.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.22 Government grants

Government grants are recognized at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all the attached conditions. Government grants related to costs are recognized in the consolidated statement of comprehensive loss on a systematic basis over the periods in which the Group recognizes expenses for the related costs for which the grants are intended to compensate. Government grants relating to the purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to profit or loss on a straight-line basis over the expected lives of the related assets.

35.23 Provisions

Provisions are recognized when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and the amount can be reliably estimated. Provisions are not recognized for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognized even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognized as interest expense.

35.24 Leases as lessee

The Group leases properties and land use right in the PRC as lessee. Rental contracts of properties are typically made for fixed periods of 2 to 5 years but may have extension options as described below. Land use right is made for fixed periods of 50 years.

Leases are recognized as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the statement of comprehensive loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

The consideration paid to lease the state-owned or collectively-owned land in the PRC are treated as prepayment for land use rights and included in right-of-use assets, which are stated at cost less accumulated amortization and impairment loss, if any. Land use rights are amortized over the lease period using straight-line method.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.24 Leases as lessee *(cont'd)*

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate; and
- payments of penalties for terminating the lease, if the lease term reflects the Group, as a lessee, exercising an option to terminate the lease.

The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined, or the incremental borrowing rate of respective entities. Right-of-use assets are measured at cost comprising the followings:

- the amount of the initial measurement of lease liabilities;
- any lease payments made at or before the commencement date, less any lease incentive received;
- any initial direct costs; and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognized on a straight-line basis as an expense in the consolidated statement of comprehensive loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option. Low-value assets comprise equipment and small items of office furniture.

Extension options are only included in the lease term if the lease is reasonably certain to be extended. The Group determine the lease term as the non-cancellable period of a lease, together with both:

- periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and
- periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option.

35 SUMMARY OF OTHER POTENTIALLY MATERIAL ACCOUNTING POLICIES *(cont'd)*

35.25 Interest income

Interest income from financial assets at FVPL is included in the net fair value gains/(losses) on these assets. Interest income on financial assets at amortised cost and financial assets at FVOCI calculated using the effective interest method is recognised in 'other income and losses – net'.

Interest income is calculated by applying the effective interest rate to the gross carrying amount of a financial asset except for financial assets that subsequently become credit-impaired. For credit impaired financial assets the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

35.26 Dividend distribution

Dividend distribution to the Company's shareholders is recognized as a liability in the Group's and the Company's financial statements in the period in which the dividends are approved by the Company's directors or shareholders, where applicable.

36 SUBSEQUENT EVENTS

On 14 January 2026, WuXi Biologics (Cayman) Inc., WuXi XDC Cayman Inc., and the Company jointly announced that WuXi XDC Cayman Inc. proposes to acquire the Company at a price of HK$4.000 per share. As of the date of this report, the acquisition remains ongoing. On 12 February 2026, the WuXi XDC Cayman Inc. and the Company jointly issued the Composite Document.

FIVE-YEAR FINANCIAL SUMMARY

CONSOLIDATED RESULTS

	For the year ended 31 December				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
Revenue	**747,645**	1,098,329	780,629	442,178	76,325
Operating (loss)/profit	**(90,693)**	41,254	(33,060)	(39,076)	(259,700)
(Loss)/Profit before income tax	**(100,369)**	34,757	(37,756)	(50,046)	(261,216)
(Loss)/Profit for the year and attributable to the equity holders of the Company	**(100,369)**	34,757	(37,757)	(49,916)	(261,216)
Comprehensive (loss)/income for the year and attributable to the equity holders of the Company	**(101,755)**	36,956	(36,020)	(43,602)	(262,172)

CONSOLIDATED ASSETS AND LIABILITIES

	As at 31 December				
	2025 RMB'000	2024 RMB'000	2023 RMB'000	2022 RMB'000	2021 RMB'000
Non-current assets	**698,373**	765,495	732,926	585,234	404,300
Current assets	**560,916**	743,277	693,175	676,797	305,963
Total assets	**1,259,289**	1,508,772	1,426,101	1,262,031	710,263
Non-current liabilities	**359,959**	363,754	356,929	271,245	114,364
Current liabilities	**273,515**	415,363	382,486	275,347	260,808
Total liabilities	**633,474**	779,117	739,415	546,592	375,172
Total equity	**625,815**	729,655	686,686	715,439	335,091

DEFINITIONS

"2020 Restricted Share Award Scheme"	the 2020 restricted share award scheme adopted by the Company on 29 May 2020 and subsequently amended on 29 July 2020, 23 December 2021, 1 November 2022 and 31 December 2022, details of which are disclosed on pages 8 to 21 of the Company's circular dated 3 August 2020, in its announcements dated 23 December 2021 and 1 November 2022 and in the section headed "Directors' Report – 2020 Restricted Share Award Scheme" of this annual report
"2024 Restricted Share Award Scheme"	the 2024 restricted share award scheme adopted by the Company on 26 June 2024, details of which are disclosed on pages 12 to 25 of the Company's circular dated 30 May 2024 and in the section headed "Directors' Report – 2024 Restricted Share Award Scheme" of this annual report
"ADC"	antibody-drug conjugate
"AGM"	the annual general meeting of the Company to be held in June 2026
"Amended and Restated Articles of Association"	the amended and restated articles of association of the Company which were adopted on 20 June 2025 and became effective on 11 July 2025
"BioDlink Suzhou"	BioDlink Biopharm Co., Ltd. (東曜藥業有限公司), a company incorporated in the PRC with limited liability on 5 July 2010, which is a wholly-owned subsidiary of the Company
"Board"	the board of Directors of the Company
"CAGR"	compound annual growth rate
"CDMO"	contract development and manufacturing organization, which is a pharmaceutical company that develops and manufactures drugs for other pharmaceutical companies on a contractual basis
"Centerlab"	Center Laboratories, Inc. (晟德大藥廠股份有限公司), a company incorporated in Taiwan with limited liability on 4 November 1959 whose shares are listed on the Taipei Exchange (stock code: 4123)
"CG Code"	the Corporate Governance Code contained in Appendix C1 to the Listing Rules
"CMO"	contract manufacturing organization, which is a pharmaceutical company that manufactures drugs for other pharmaceutical companies on a contractual basis
"Companies Ordinance"	the Companies Ordinance (Chapter 622 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time

"Company"	BioDlink International Company Limited (東曜藥業股份有限公司) (formerly known as TOT BIOPHARM International Company Limited (東源國際醫藥股份有限公司)), a company incorporated in Hong Kong with limited liability on 4 December 2009 whose Shares are listed on the Stock Exchange (stock code: 1875)
"CRO"	contract research organization, which is a pharmaceutical company that conducts research for other pharmaceutical companies on a contractual basis
"date of this report"	18 March 2026, being the latest practicable date for the purpose of ascertaining certain information contained in this annual report prior to its publication
"Director(s)"	the director(s) of the Company
"EU"	the European Union
"FDA"	the Food and Drug Administration of the United States
"GMP"	good manufacturing practice
"Group", "we", "us" or "BioDlink"	the Company and its subsidiaries
"HK$" or "HKD"	Hong Kong dollar(s), the lawful currency of Hong Kong
"HKAS(s)"	Hong Kong Accounting Standards issued by the Hong Kong Institute of Certified Public Accountants
"HKFRS(s)"	Hong Kong Financial Reporting Standards issued by the Hong Kong Institute of Certified Public Accountants
"Hong Kong"	the Hong Kong Special Administrative Region of the PRC
"Huayao" or "Huayao Suzhou"	Huayao Pharmaceutical (Suzhou) Company Limited (華曜醫藥(蘇州)有限公司), a company incorporated in the PRC with limited liability on 23 November 2021, which was an associate of the Company and a joint venture of the Group before the cancellation of its business registration on 30 December 2023
"IND"	investigational new drug application
"IPO" or "Global Offering"	the initial public offering of the Company which was completed on the Listing Date
"Listing Date"	8 November 2019, the date on which the Shares were listed on the Stock Exchange

"Listing Rules"	the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, as amended, supplemented or otherwise modified from time to time
"mAb"	monoclonal antibody
"Macau"	the Macau Special Administrative Region of the PRC
"Model Code"	the Model Code for Securities Transactions by Directors of Listed Issuers contained in Appendix C3 to the Listing Rules
"NMPA"	the National Medical Products Administration of the PRC
"NTD"	New Taiwan dollar(s), the lawful currency of Taiwan
"PRC" or "China"	the People's Republic of China, excluding, for the purpose of this annual report, Hong Kong, Macau and Taiwan
"Pre-IPO Share Option(s)"	the share option(s) granted under the Pre-IPO Share Option Scheme
"Pre-IPO Share Option Scheme"	the pre-IPO share option scheme adopted by the Company on 20 February 2013 and subsequently amended on 11 December 2017, 20 December 2018, 12 March 2019, 16 April 2019 and 22 July 2019, details of which are disclosed on pages V-36 to V-47 of the Prospectus and in the section headed "Directors' Report – Pre-IPO Share Option Scheme" of this annual report
"Prospectus"	the prospectus dated 29 October 2019 published by the Company
"QP"	Qualified Person
"R&D"	research and development
"Restricted Award Share(s)"	the Share(s) granted under the 2020 Restricted Share Award Scheme or the 2024 Restricted Share Award Scheme (as the case may be) and allotted and issued (or to be allotted and issued) to the trustees thereunder
"RMB"	Renminbi, the lawful currency of the PRC
"SFO"	the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong), as amended, supplemented or otherwise modified from time to time
"Share(s)"	ordinary share(s) of the Company
"Shareholder(s)"	holder(s) of Share(s)
"Stock Exchange" or "Hong Kong Stock Exchange"	The Stock Exchange of Hong Kong Limited

"Subscriptions"	the allotment and issue of Shares by the Company to Centerlab and Vivo Suzhou Fund, which was announced on 31 May 2022 and completed on 29 July 2022
"Taipei Exchange"	Taipei Exchange (證券櫃檯買賣中心) in Taiwan
"Treasury Share(s)"	has the meaning as defined in the Listing Rules
"Trustees"	collectively, (i) Teeroy Limited ("Teeroy") and (ii) Tricor Trust (Hong Kong) Limited ("Tricor"), each being a trustee appointed by the Company to assist in the administration and vesting of the Restricted Award Share(s), and holding such Restricted Award Share(s) on trust for the benefit of the grantees under the 2020 Restricted Share Award Scheme and/or the 2024 Restricted Share Award Scheme.
"United States" or "US"	the United States of America
"US$" or "USD"	United States dollar(s), the lawful currency of the United States
"Vivo Capital Fund VIII, L.P."	Vivo Capital Fund VIII, L.P., a limited partnership organized in the State of Delaware of the United States on 17 December 2014, which is a Shareholder
"Vivo Suzhou Fund"	Vivo (Suzhou) Health Industry Investment Fund (Limited Partnership) (維梧(蘇州)健康產業投資基金(有限合夥)), a limited partnership organized in the PRC on 26 November 2021, which is a Shareholder

In this annual report, the terms "associate(s)", "close associate(s)", "connected person(s)", "connected transaction(s)", "continuing connected transaction(s)", "controlling shareholder(s)", "subsidiary(ies)" and "substantial shareholder(s)" shall have the meanings given to such terms in the Listing Rules, unless the context otherwise requires.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT 2025

CONTENTS

ABOUT THE REPORT

1. Report Description

This report is the seventh Environmental, Social, and Governance (ESG) Report released by BioDlink International Company Limited (hereinafter referred to as "the Report"). The Report is published annually, focusing on disclosing the Company's performance in ESG topics such as responsible governance, product quality, customer service, research and development (R&D) innovation, talent development, production safety, occupational health, environmental protection, supply chain management, and social contributions.

2. Basis of Compilation

The Report is prepared in accordance with the requirements of the *Environmental, Social and Governance Reporting Code* (hereinafter referred to as "*ESG Code*") as set out in Appendix C2 to the Rules Governing the Listing of Securities (hereinafter referred to as "*Listing Rules*") on The Stock Exchange of Hong Kong Limited (hereinafter referred to as "HKEX"). It also makes references to the GRI Sustainability Reporting Standards (*GRI Standards*) issued by the Global Sustainability Standards Board (GSSB) and the United Nations Sustainable Development Goals (SDGs). The Report strictly adheres to the disclosure requirements of the ESG Code regarding "Mandatory Disclosure" and "Comply-or-Explain". The section on climate change is compiled based on the "*Part D: Climate-related Disclosures*" in the HKEX's *ESG Code*.

3. Scope and Boundary of the Report

Unless otherwise specified, the information in the Report covers the period from 1 January 2025 to 31 December 2025 (hereinafter referred to as "the reporting period"), with some content pertaining to periods outside the reporting period. The scope of the Report includes BioDlink International Company Limited and its subsidiaries (hereinafter referred to as "the Group", "BioDlink", "the Company" or "we").

4. Principles of Reporting

The Report follows the reporting principles of the HKEX's *ESG Code*, which include:

Materiality: The Company identifies and evaluates key ESG issues by distributing ESG-related questionnaires to stakeholders, ranks their importance, and addresses stakeholders' concerns in the Report.

Quantitative: The Report discloses key quantitative performance indicators and provides disclosure of the standards, methods, or calculation tools used for the data.

Consistency: The Report maintains consistency in the statistical and disclosure methods of the same indicators across different reporting periods. Any changes in the statistical and disclosure methods should be fully explained in the Report's notes.

5. Sources of Information and Reliability Assurance

Data in the Report comes from the Group's internal materials, survey and interview records, and relevant documents. The monetary amounts involved in the Report are measured in RMB, unless otherwise specified. The Board of Directors ("the Board", and its members are "Directors") undertakes that the Report does not contain any false or misleading information and accepts liability for the truth, accuracy and completeness of the contents of the Report.

6. Review and Approval

The Report was approved by the management and subsequently passed by the Board on 18 March 2026.

7. Report Acquisition

The Report is available in both Traditional Chinese and English. The electronic version of the Report is available on the Company's website (www.biodlink.com) or on the HKEX's website (www.hkexnews.hk). If there are discrepancies between the two versions, the Chinese version shall prevail.

ENTERING BIODLINK

1. Company Overview

BioDlink (Stock Code: 1875. HK), established in 2010 and headquartered in Suzhou Industrial Park, is a biopharmaceutical enterprise that integrates biologic CDMO (Contract Development and Manufacturing Organization) services with the development and commercialization of self-developed products. Guided by a strategy of driving growth through scientific research and capturing markets through quality and service, the Company has established a comprehensive service capability and production system spanning drug R&D, process development, and commercial manufacturing. This enables BioDlink to provide one-stop CDMO solutions to global partners while simultaneously advancing the industrialization and market expansion of our self-developed biological products.

In our CDMO business, BioDlink operates large-scale biopharmaceutical commercial production bases that comply with Good Manufacturing Practice (GMP) standards and an international quality management system aligned with Chinese, US, and EU requirements. The Company offers global biopharmaceutical enterprises end-to-end services, including drug R&D, process development, manufacturing, regulatory filing support, and commercial production. Leveraging advanced technology platforms and professional teams, the Company provides full-process CDMO services for protein drugs represented by antibodies (Abs), biosimilar, and drug conjugates represented by ADC (Antibody-drug Conjugate). Furthermore, the Company continues to expand strategic partnerships with domestic and international pharmaceutical enterprises, empowering global projects across Europe, the Americas, Asia, and various emerging markets.

Regarding self-developed product development and commercialization, the Company steadily advances the industrialization of our core products to build stable sales capabilities and revenue contribution. By harnessing the R&D, production, and quality management expertise accumulated through our CDMO platform, strengthening our self-developed product development and commercialization service capabilities and drawing on our proven track record in domestic and international regulatory filings and commercialization, BioDlink empowers customers to accelerate the internationalization of their products. This approach facilitates the Company's comprehensive transition into a professional, integrated biologic CDMO.

In 2025, the Company embarked on a transformative new chapter under our refreshed international identity – BioDlink. This evolution is more than a name change; it signifies a strategic upgrade and a steadfast commitment to empowering global partners, accelerating the delivery of innovative therapies to patients, and safeguarding human health.

As BioDlink officially sets sail, anchored by the core philosophy of "Link", our new English name underscores the Company's specialized expertise in the R&D and manufacturing of macromolecular biologics, such as ADC/XDC, monoclonal antibodies, and bi-specific antibodies. By focusing on the three pillars of quality, innovation, and mutual growth, BioDlink reinforces our industry advantages and offers a profound interpretation of our corporate mission and industrial identity.

BioDlink 東曜

Bio- 引领生物製藥，賦能全球健康
Biopharma excellence in large molecules, empowering global health

D- 藥物驅動，專注創新，品牌傳承
Drug-driven, innovation-focused, specializing in ADC/XDC development and manufacturing; D is the capitalized first letter of "Dongyao", Legacy Engraved

Link- 技術鏈接，產業鏈接，全球化生態協同
Precise bioconjugation and linker technology, BioDlink-centric ecosystem connect the world

2. Main Business

Pivoting on our two core business segments – "CDMO Services" and "Self-developed Product Development and Commercialization", BioDlink has established an end-to-end business system encompassing biologics R&D, process development, regulatory filing, and commercialization. Leveraging our mature technology platforms, large-scale production capabilities, and a quality management system aligned with international standards, the Company provides integrated CDMO services to global biopharmaceutical enterprises. Simultaneously, the Company continues to advance the industrialization and global market expansion of our self-developed drugs, fostering a "Dual-engine Driven, Synergistic Development" business model.

(1). CDMO Business

a. Integrated CDMO Service Capabilities

BioDlink has established advanced technology platforms covering macromolecular drugs such as monoclonal antibodies, fusion proteins, and ADC/XDC. The Company provides full-process CDMO services for protein drugs, represented by antibodies, and drug conjugates, represented by ADCs, spanning from early-stage R&D to commercial production, thereby accelerating the progress of our customers' projects. Leveraging our sophisticated technology systems, including the BDKcell® cell line and GL-DisacLink® site-specific conjugation technology, BioDlink significantly enhances production efficiency and reduces comprehensive costs. These capabilities empower customer projects across various regions and countries, with a business footprint extending to Europe, the Americas, Asia, and numerous emerging markets. Across several key areas – including the R&D and manufacturing of monoclonal, bi-specific, and multi-specific antibodies, ADC/XDC, and biosimilars, BioDlink's CDMO platform has laid a solid foundation for the successful implementation of both domestic and international projects.

b. Large-scale Production and Commercial Capacity Assurance

Regarding production and capacity assurance, BioDlink possesses large-scale commercial production bases for biologics that comply with Good Manufacturing Practice (GMP) and features end-to-end integrated CDMO manufacturing capabilities. Currently, the Company operates 4 complete commercial production lines (2 for antibodies and 2 for ADCs) equipped with world-class international brands, including 5 Drug Substance workshops and 4 Drug Product workshops. Furthermore, the production system covers key stages of both Drug Substance and Drug Product manufacturing for macromolecular drugs, such as antibodies and ADC/XDC, supported by multiple complete upstream and downstream production lines.

c. Quality System and Global Compliance Capabilities

Regarding the quality system, BioDlink has continuously developed and maintained a quality management system that complies with Chinese, US, EU, and Japanese GMP standards. This system is based on the ICH (International Council for Harmonisation of Technical Requirements for Pharmaceuticals for Human Use) Q10 Pharmaceutical Quality System and the US FDA (Food and Drug Administration) six-system quality framework. The Company strictly adheres to the ALCOA+ principles of data integrity, ensuring that the entire process of production and quality management meets international regulatory requirements.

(2). Self-developed Product Development and Commercialization

a. Product Commercialization Capabilities

Leveraging our advantages in R&D, production, and quality systems, BioDlink continuously advances the industrialization of our biological products, establishing stable manufacturing and commercial supply capabilities. Through our comprehensive production system and quality management mechanisms, the Company ensures consistent product quality and supply reliability, steadily enhancing our market competitiveness and brand influence.

b. Core Product: Pusintin®

Pusintin® (Bevacizumab Injection), a core self-developed drug of BioDlink, has consistently increased our market penetration and brand recognition through stable product quality, mature production processes, and strong market performance. The Company has established a steady commercial sales capacity, providing a continuous contribution to the Company's business revenue.

3. Company Honors

Award/Honor	Awarding Body
Honors from Government and Institutions	
National-level Specialized, Special, and New "Little Giant" Enterprise	Ministry of Industry and Information Technology
Jiangsu Provincial Specialized, Sophisticated SMEs	Industry and Information Technology Department of Jiangsu
Jiangsu Provincial Enterprise Technology Center	Industry and Information Technology Department of Jiangsu
Jiangsu Provincial Two-star Enterprise for Industrial Information Security Protection	Industry and Information Technology Department of Jiangsu
High-Tech Enterprise	Jiangsu Provincial Department of Science and Technology, Department of Finance of Jiangsu Province, Jiangsu Provincial Tax Service, State Taxation Administration
Jiangsu Provincial Key Foreign-funded R&D Center	Department of Commerce of Jiangsu Province
Suzhou 3A-Level Green Factory	Industry and Information Technology Bureau of Suzhou
Jiangsu Private Science and Technology Enterprise	Jiangsu Private Science & Technology Enterprise Association
Suzhou Industrial Park "High-end Development Representative Enterprise"	Suzhou Industrial Park Administration Committee

Award/Honor	Awarding Body
Industry and Market Recognition	
Wind ESG Rating upgraded to AA level	Wind Information
Outstanding Biopharmaceutical Enterprise of the Year	GuruClub
2025 China Pharmaceutical Listed Company ESG Competitiveness TOP10	Healthcare Executive
Top 20 China Macromolecular CDMO Ranking 2025	Global Pharma Navigator; CMC-CHINA
Biologics CDMO of the Year	Biologics CDMO Europe 2025
2025 New Drug and Supply Chain Innovation Case of the Year	VCBeat
Industry Association Memberships	
Jiangsu Province Biotechnology Association	
Shanghai Biopharmaceutical Industry Innovation Alliance	
Suzhou Chamber of International Commerce	
Suzhou Innovative Drug Industry Standardization Alliance	
Suzhou Industrial Park Association of Science and Technology Innovation Enterprises	
Suzhou Industrial Park Service Trade Association	
Suzhou Industrial Park Association of Enterprises with Foreign Investment	
Suzhou Industrial Park Association for the Promotion of Biomedical Industry	
Suzhou Industrial Park Biomedical Industry Alliance	

4. Overview of 2025

Governance

- **99.5%** signing rate of the Integrity Commitment by suppliers
- **0** concluded corruption-related litigation case
- **0** significant act of dishonesty or breach of trust
- Awarded a total of RMB**100,000** under the Suzhou Industrial Park Special Fund for High-Quality Development of the Service Industry, specifically for "Encouraging Information Disclosure" and "Rewarding Enterprises with Outstanding ESG Ratings"

Quality

- Successfully passed GMP system certifications in **9** countries, including China, Egypt, Indonesia, Colombia, Pakistan, Brazil, Argentina, Thailand, and Syria
- Hosted **37** external quality system audits, with a 100% pass rate
- **0** significant customer complaint incident
- **0** incident of customer privacy leakage
- Awarded a special policy incentive for one trademark registration, totaling approximately RMB**5,000**

Environment

- **83%** reduction in Greenhouse Gas (GHG) emissions intensity compared to the baseline year of 2021
- **81%** reduction in energy consumption intensity compared to the baseline year of 2021
- **3,893.5** hours of EHS-related training organized

Employee

- Total headcount of **613** employees
- **0** significant labour dispute incident
- Employee satisfaction score of **9.71** (out of 10)
- **100%** achievement of production safety targets
- **0** occupational disease incident
- **54** suppliers certified to ISO 14001, **119** suppliers certified to ISO 9001, and **44** suppliers certified to ISO 45001
- **17** new suppliers introduced

Philanthropy

- Donated RMB**15,000** to all children with disabilities at the Suzhou Social Welfare Center
- Cumulatively donated over **86,000** vials of drugs to multiple provinces, including Hebei, Hubei, Hunan, and Shaanxi

5. Recognition from Partners

With stable and reliable technical capabilities and efficient, professional project delivery, BioDlink continues to receive high recognition from global partners. Numerous partners have sent letters of appreciation to the Company, fully acknowledging the professional expertise, execution efficiency, and sense of responsibility demonstrated by the team in the face of complex technical challenges. During the reporting period, the Company assisted partners in reaching key milestones across various innovative drug projects, including the successful completion of development, clinical sample manufacturing, method transfer, and regulatory filing for multiple ADC and biologic projects. Some projects successfully secured clinical approvals from the National Medical Products Administration (NMPA) or completed China Investigational New Drug (IND) applications. BioDlink will continue to prioritize client requirements, consolidating and enhancing our comprehensive competitiveness within the CDMO sector, and is committed to becoming a trusted long-term partner for the biopharmaceutical industry.

I. STRATEGIC FORESIGHT AND GOVERNANCE EXCELLENCE

Benchmarking the United Nations Sustainable Development Goals (SDGs)

Important issues

- Compliance
- Risk Management
- Responsible Marketing
- Tax Management
- Anti-corruption
- Anti-monopoly and Fair Competition
- Business Ethics
- ESG Governance

As a responsible pharmaceutical enterprise, BioDlink always regards sound and effective corporate governance as a vital foundation for achieving stable operations and sustainable development. The Company strictly complies with the applicable laws and regulations of our operating locations and the regulatory requirements of the HKEX. The Company continuously refines our corporate governance structure, strengthens compliance management and internal controls, regulates business conduct, and mitigates operational risks. By integrating ESG principles into our governance framework and daily management practices, the Company consistently enhances governance transparency and standardization, effectively safeguarding the legitimate rights and interests of the Company and our stakeholders, and laying a solid foundation for our long-term sustainable development.

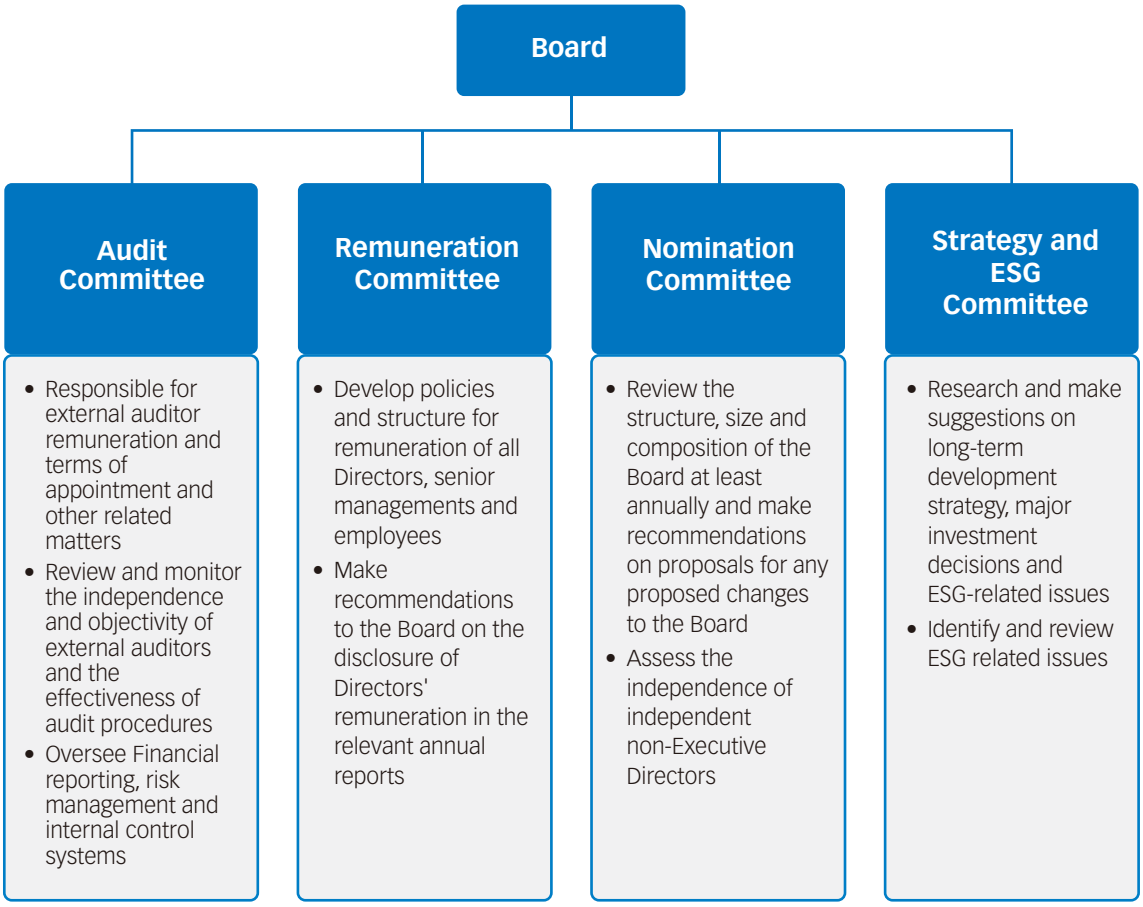
1. Corporate Governance

(1). Corporate Governance Structure

BioDlink strictly complies with the relevant laws, regulations, and regulatory requirements, including the *Companies Ordinance, the Listing Rules of the HKEX*, and the *Corporate Governance Code*, thereby establishing a comprehensive corporate governance structure. The General Meeting serves as the supreme authority of the Company, while the Board is responsible for strategic decision-making and operational oversight, and is accountable for the Company's overall operations. The Board has established four specialized committees, namely the Audit and Connected Transactions Review Committee (Audit Committee), the Remuneration Committee, the Nomination Committee, and the Strategy and ESG Committee. These committees assist the Board in performing management and oversight functions within their respective scopes of duties, thereby enhancing the effectiveness of corporate governance.

To further enhance governance efficiency, the Company has formulated and implemented the *Corporate Governance Policy*, which clearly defines the principles of Board diversity. During the director selection and appointment process, we comprehensively consider factors such as candidates' professional skills, regional and industry experience, background, race, gender, and educational background, striving to achieve a balance between competency structure and the experience mix. As of the end of the reporting period, the Board comprised five members, including one Executive Director, one Non-Executive Director, and three Independent Non-Executive Directors. Female directors accounted for 20% of the Board, and two directors held doctoral degrees. Members of the Board come from diverse professional fields such as bio-pharmaceuticals, pharmaceutical engineering, organic chemistry, analytical chemistry, pharmaceutical R&D, business administration, accounting, and financial management. Their professional expertise and management experience effectively complement one another, helping to improve the overall operational efficiency and decision-making quality of the Board.

The specific responsibilities of each Board committee of BioDlink are as follows:



(2). Compliance Management

Compliance management is a vital cornerstone for BioDlink to fulfil our corporate social responsibilities and achieve sustainable development. Strictly adhering to the laws, regulations, and regulatory requirements applicable in our operating locations, the Company continuously advances systematic and standardized compliance management across key domains, including quality management, manufacturing operations, R&D innovation, financial and tax reporting, business ethics, data security, environmental protection, and employment management. We are dedicated to establishing a comprehensive compliance management system that encompasses the entire business process.

The Company continuously refines our compliance governance mechanisms, embedding compliance requirements into our corporate governance and daily operational management. BioDlink has established functional departments for compliance and internal audit and formulated the Internal Audit Charter, which defines the responsibilities, authorities, and audit procedures for auditors. By standardizing daily audit and supervision work, we ensure the separation of audit and control, further enhancing the effectiveness and independence of our compliance management.

The Company attaches great importance to building the compliance awareness and professional integrity of our directors, senior management, and employees, regarding compliance training as a part of our routine management. Since 2022, BioDlink has invited third-party legal institutions for four consecutive years to provide thematic compliance training on the pharmaceutical industry for our Board members and all staff. These sessions systematically cover the anti-corruption landscape in the sector, "Red Lines" in key risk areas, compliance safeguards, and crisis response strategies, spanning key business functions such as procurement, sales, finance, and tendering, the training strengthens employees' understanding of individual professional risks and corporate compliance obligations, ensuring the effective integration of compliance requirements into our daily operations.

Compliance Training

To continuously evaluate the operational effectiveness of our compliance management system, the Company conducts supervision and assessment of key business stages and high-risk areas through internal audits, compliance checks, and specialized supervision. During the reporting period, the Company carried out internal control audits and special audits covering critical business processes, promptly issued rectification requirements for identified issues, and tracked their implementation. Meanwhile, BioDlink implemented special audits for online business processes, proposing 69 optimization suggestions focused on risk prevention and efficiency improvement. These suggestions spanned multiple functional departments, including finance, human resources, supply chain, information technology, and engineering management, driving the continuous refinement of relevant processes. Regarding the key area of tendering and procurement, we implement full-process supervision to ensure the compliance of processes and the fairness of outcomes. Furthermore, since 2022, BioDlink has completed compliance audits of Contract Sales Organizations for four consecutive years. Through systematic audit supervision and rectification mechanisms, the Company continues to standardize collaborative conduct and mitigate compliance risks. During the reporting period, BioDlink recorded no litigation or concluded cases related to corruption or occupational embezzlement.

(3). Business Ethics

BioDlink recognizes that lawful and compliant operations, along with strict adherence to business ethics, are essential prerequisites for our stable operation and sustainable development, and represent our inherent responsibility toward shareholders, customers, and the public. We adhere to the fundamental principles of openness, transparency, integrity, and probity, continuously refining our business ethics management system. Through institutional constraints and daily management, we regulate the business conduct of both the Company and our partners, prevent risks of improper interest transfer and unfair competition, and foster a fair, orderly, and compliant business environment.

a. Regulatory Standards and Systems

BioDlink strictly complies with relevant applicable laws and regulations of the country, industry, and the location of operation, including but not limited to the *Criminal Law of the People's Republic of China*, the *Anti-Money Laundering Law of the People's Republic of China*, the *Interim Provisions on Prohibiting Commercial Bribery Behaviors*, the *Civil Code of the People's Republic of China*, the *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests*, the *Anti-Monopoly Law of the People's Republic of China*, the *Anti-Unfair Competition Law of the People's Republic of China*, and the *Advertising Law of the People's Republic of China*. We continuously standardize our codes of conduct in operational management, marketing, and commercial cooperation, resolutely preventing and eliminating business ethics violations such as commercial bribery, unfair competition, and false advertising.

At the institutional level, the Company has formulated and implemented the *Compliance Operation Manual*, establishing clear management requirements and operational standards around key areas such as responsible marketing, anti-commercial bribery, and anti-fraud, with a particular focus on high-risk stages within the pharmaceutical industry. In business dealings with public officials, healthcare professionals, medical institutions, and upstream/downstream business partners, the Company defines clear compliance boundaries and interaction principles. By standardizing business contact methods and cooperation processes, we prevent improper interest transfers and potential compliance risks. In marketing and sales activities, we adhere to the principles of lawfulness, compliance, and fair competition, strictly prohibiting any conduct aimed at obtaining improper benefits or unfair competitive advantages. Our internal management requirements ensure that all relevant activities comply with regulatory standards, including anti-monopoly and anti-unfair competition laws.

At the execution level, through the Code of Business Conduct and the *Employee Handbook*, the Company sets forth explicit requirements for employees regarding their conduct in business interactions and daily duties. We integrate business ethics requirements into employee management and daily codes of conduct, continuously reinforcing our staff's awareness of integrity and compliance responsibilities. Simultaneously, we extend business ethics management to the supply chain. We actively encourage suppliers to sign the *Integrity Commitment*, guiding our partners to jointly uphold honest and ethical business standards. During the reporting period, the signing rate of the *Integrity Commitment* among our suppliers reached 99.5%.

During the reporting period, BioDlink's overall operational activities remained compliant and stable. There were no significant acts of dishonesty, nor did we receive any written criticisms, warnings, or penalties issued by regulatory authorities.

b. Whistleblowing Mechanism

BioDlink is committed to establishing a whistleblowing management mechanism that emphasizes integrity, openness, probity, and accountability. Through institutional arrangements, the Company provides accessible and standardized whistleblowing channels for our employees and stakeholders who have business dealings with us, ensuring the timely identification and proper handling of non-compliance, misconduct, or fraudulent acts.

The Company has formulated and continuously refined our *Whistleblowing Policy* and the *Management Measures for reporting and Investigating Violations*, which clarify the scope of acceptance, principles of handling, and investigation procedures. The Board and the Audit Committee oversee the implementation of the whistleblowing mechanism. To further enhance the standardization and operability of whistleblowing management, we updated our Whistleblowing Policy during the reporting period, refining key aspects including reporting channels, acceptance processes, investigation mechanisms, and the division of responsibilities to ensure that reported matters are handled in a lawful, compliant, and orderly manner.

Furthermore, BioDlink attaches great importance to the legitimate rights and interests of whistleblowers, having established strict mechanisms for identity confidentiality and protection. Any report made in good faith based on factual circumstances will not result in unfair dismissal, retaliation, or improper disciplinary action against the whistleblower, even if the report remains unverified. We will deal strictly with any form of retaliation or threat in accordance with our relevant internal systems.

During the reporting period, the Company received 2 reports. Investigations into the relevant personnel have been completed, and disciplinary actions have been taken against them in accordance with the decisions of the Board.

Whistleblowing Channels:

Employees and other stakeholders may submit reports via telephone, email, or post. The specific contact information is as follows:

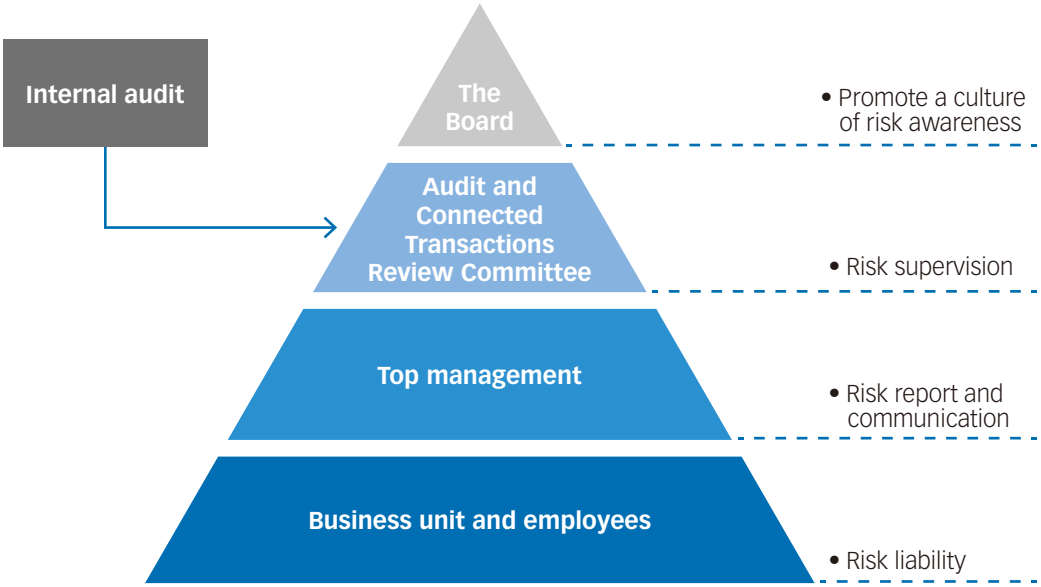
Telephone: +86-512-62965186 ext. 6432

Email: jubao@biodlink.com

Postal Address: Legal and Compliance Department, BioDlink Biopharm Co., Ltd., No. 120, Changyang Street, Suzhou Industrial Park

(4). Risk Management

BioDlink has established a top-down risk governance framework with a clear hierarchy and well-defined responsibilities. Through our Corporate Governance Policy, the Board holds ultimate responsibility for the overall effectiveness of our risk management and internal control systems. Centred on the Board and extending to the Audit Committee, senior management, as well as various business units and employees, we have formed a company-wide risk management responsibility system. The Board is responsible for approving the overall framework, methodology, and objectives of risk management, promoting the integration of risk awareness and risk culture, and regularly reviewing the nature of significant risks and their potential impact on our operations. Under the Board's authorization, the Audit Committee performs risk oversight functions, reviews the design, implementation, and operation of risk management and internal control systems, and makes recommendations to the Board. Senior management coordinates the specific implementation of risk management, aligning various business and functional departments to integrate risk management requirements into daily operations. Each business unit and employee assume corresponding risk management responsibilities within their scope of duties, ensuring that relevant measures are effectively implemented at the operational level.



Risk Governance Framework and Roles

In accordance with our relevant policies, the Company periodically conducts risk identification and assessment to systematically review risks that may affect the Group's business operations, key operating activities, financial procedures, regulatory compliance, quality management, and information security. The Company organizes annual self-assessments for management and department heads. Based on the likelihood of risk occurrence and the degree of potential impact, we formulate corresponding response measures and continuously track risk management progress to drive the implementation of risk mitigation measures. Management regularly reports risk assessment results and the status of internal control operations to the Audit Committee and the Board.

The Board conducts at least one comprehensive review of the Group's risk management and internal control systems annually to evaluate their effectiveness and ensure consistency with our strategy and risk appetite, effectively supporting stable business operations, preventing significant risks, and enhancing our management resilience.

(5). Tax Management

BioDlink always regards lawful tax payment and tax risk prevention and control as the foundation of our corporate governance and sustainable operations. The Company has established a tax management mechanism led by the finance functional department and coordinated by relevant business departments. We have formulated internal policies, including the *Tax Declaration and Settlement Management Procedure, the Management and Preservation of Tax Records, Tax Registration Management Procedure and the Tax Risk Treatment Procedure*. These systems provide standardized management for key stages, including tax declaration, tax payment, archive management, and risk response, and are continuously evaluated and updated in line with changes in tax laws and regulations.

The Company continues to advance the digital application of our tax management. Through the online integration of the Enterprise Resource Planning (ERP) system and the Golden Tax invoice system, we have achieved automated invoice verification, recording, and data flow, reducing manual operational risks while streamlining workflows and improving efficiency.

Regarding the optimization of internal processes and management, we continuously improve operational efficiency through lean methodologies combined with automated tools, with an estimated annual saving of approximately 1,100 working hours. Meanwhile, by promoting paperless offices, we reduce paper consumption by approximately 18,000 sheets per year, effectively lowering resource consumption.

The Company maintains long-term cooperation with external tax professional institutions to conduct communications and consultations regarding updates to tax laws, changes in business models, and cross-regional operations. Through external training and active participation in business seminars and exchange meetings organized by tax authorities, we continuously enhance the tax compliance and risk identification capabilities of our finance personnel.

During the reporting period, BioDlink strictly adhered to relevant tax laws and regulations, fulfilling our tax declaration and payment obligations in accordance with the law, with our tax management operating soundly. The Company encountered no significant tax violations or penalties, and our tax credit rating has consistently remained at Grade A.

2. ESG Governance

(1). Board Statement

a. Management Approach and Strategy

As the highest decision-making body for our ESG governance, the Board of BioDlink consistently implements ESG development philosophies. Combining the Company's development stage and business characteristics, the Board continuously refines our ESG management policies and strategies. In daily ESG governance, we refer to industry practices and relevant disclosure standards to systematically identify and evaluate the ESG risks and opportunities facing the Company, driving the organic integration of ESG management with our business operations.

In 2025, we conducted a systematic review of our ESG management. In line with our business reality, we further strengthened the management and practice of key issues, including product quality and safety, medical accessibility, climate change response, customer service, compliance management, and occupational health and safety. During the reporting period, the Board continued to perform our oversight duties regarding ESG governance, reviewed the status of the Company's ESG ratings in the Board meeting, considering our current development stage and operational scale, provided guidance for subsequent ESG work. This includes a directive to further focus on environment-related issues while strengthening internal communication and information transmission to continuously enhance the relevance and effectiveness of our ESG governance.

b. Review of Environmental Performance Targets

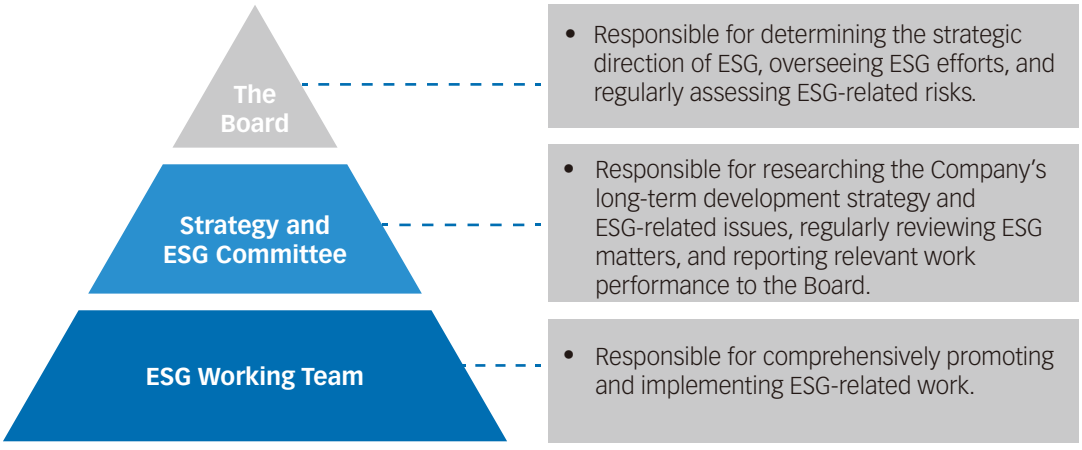
In accordance with the HKEX's *ESG Code*, BioDlink has set key performance targets across various aspects, such as emissions, resource use, and GHG emissions. Our Strategy and ESG Committee is responsible for periodically reviewing the progress towards these targets.

During the reporting period, we reviewed the implementation of our 2025 key environmental performance targets. To continuously monitor the environmental impact of our operations, we have established phased environmental key performance targets for 2030, using 2025 as the baseline year. For details on the progress of our 2025 environmental indicators and the specific content of the 2030 targets, please refer to the section headed "Environmental Stewardship and Sustainable Development" of the report.

(2). ESG Governance Structure

BioDlink deeply integrates the concept of sustainable development into our corporate strategy and management levels, having established a top-down ESG governance structure.

The Company has formulated and implemented the *Organizational Regulations of the Strategy and ESG Committee*, which clarifies the ESG governance structure and responsibilities. The Board is the highest decision-making body for ESG governance and leads the Group's ESG efforts. Under the Board is the Strategy and ESG Committee, comprising three directors. Beneath this committee is the ESG Working Group, composed of the Chief Executive Officer (CEO), Executive Directors, and other senior management. An Executive Director serves as the leader of the ESG Working Group and appoints the Company Secretary to promote and supervise relevant work.



ESG Governance Structure and Responsibilities

(3). Stakeholder Communication

BioDlink fully recognizes the vital role of stakeholders in our sustainable development process. Based on our business characteristics, we have systematically identified our primary stakeholder groups, including shareholders and investors, government and regulatory authorities, employees, communities and non-governmental organizations, media and the public, suppliers, partners, and customers.

We attach great importance to continuous communication with various stakeholders. Adhering to the principles of compliance, equality, timeliness, and integrity, we have established regular, multi-channel communication mechanisms to actively respond to stakeholder concerns and maintain positive interactions. Through our official website and relevant public platforms, we regularly release corporate announcements, financial reports, and other important information to ensure that all stakeholders have timely and equal access to our latest developments.

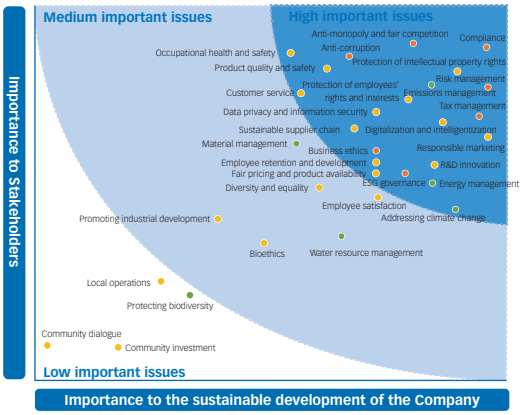
Stakeholders	Key Concerns	Communication Channels
Shareholders and Investors	• Board involvement in ESG management • Abide by business ethics • Operational risk management • Industry trends • Technology and innovation	• Shareholders' meeting • Shareholders' visits • Performance briefing • Roadshows • Investor research activities • Investor email • Investor hotline • Company announcement • WeChat official account
Government and regulators	• Abide by business ethics • Operational risk management • Energy and GHG management • Waste management • Management of the use of water resources	• Press Releases/information announcements • Regular communication • On-site visits
Employees	• Diversity and integration of staff • Employee health and safety • Employee training and development • Employment policy • Employee compensation and benefits	• Suggestion box and trade union channels • Team building activities • Employee satisfaction surveys
Community/non-governmental organization	• Charitable and community contributions • Emissions management • Energy and GHG management	• Carrying out public welfare activities • Regular visits • Undertake activities to reduce emissions

Stakeholders	Key Concerns	Communication Channels
Media and public	• Timely release and transparency of information • Product quality • News coverage	• Timely release of information through the Group's official website and WeChat official account • Pay attention to the needs of doctors and patients
Suppliers	• Abide by business ethics • ESG management of suppliers • Fair and transparent procurement	• On-site assessment • Supplier evaluation • Supplier audit • Improving the management of bidding and procurement
Partners	• Product quality control • Protection of intellectual property rights • R&D innovative	• Technical meetings • Online communication • Industry communication conferences
Customers	• Product quality control • Protection of customer privacy • Marketing and branding	• Customer satisfaction investigation • Handling of customer complaints • Brand promotion • Label management

Regarding investor communication, BioDlink has implemented the *Shareholders Communication Policy*, providing multiple channels such as telephone and email to ensure that enquire, opinions, and reasonable concerns are addressed promptly. In 2025, we continued to strengthen engagement with the capital market, organizing over 60 online and offline investor roadshows with more than 200 participants. Through roadshows and investor open days, we actively managed investor relations. Meanwhile, relying on our robust information disclosure mechanism, we communicated comprehensive information to the market via general meetings, interim and annual reports, announcements, and press releases. During the reporting period, our capital market communication and overall performance received external recognition, including the "2025 China Pharmaceutical Listed Company ESG Competitiveness TOP10" from Healthcare Executive and the "Outstanding Biopharmaceutical Enterprise of the Year" from GuruClub.

(4). Materiality Assessment

Based on our strategy, operational management, and primary business segments, and in accordance with the HKEX's *ESG Code*, BioDlink has prioritized issues across two dimensions: "Importance to Stakeholders" and "Importance to BioDlink's Sustainable Development". We have identified 32 key issues and conducted targeted ESG management to ensure that we meet stakeholder expectations while efficiently advancing our sustainability goals.



High Important Issues:

Compliance
Risk management
Emission management
Protection of employees' rights and interests
Data privacy and information security
Business ethics
Responsible marketing
Energy management
Anti-corruption
Addressing climate change
Digitalization and intelligentization
Protection of intellectual property rights
Product quality and safety
Occupational health and safety
Customer service
Sustainable supplier chain
Employee retention and development
R&D innovation
Fair pricing and product availability
Anti-monopoly and fair competition
Tax management
ESG governance

Medium important issues:

Diversity and equality
Water resource management
Bioethics
Employee satisfaction
Promoting industrial development
Material management

Low important issues:

Local operation
Community dialogue
Protecting biodiversity
Community investment

Note: Issues marked in green, yellow, and orange represent identified material issues in Environmental, Social, and Governance aspects, respectively.

II. QUALITY LEADERSHIP AND ASPIRATIONAL EXCELLENCE

Benchmarking the United Nations Sustainable Development Goals (SDGs)

Important issues

- Product Quality and Safety
- R&D Innovation
- Bioethics
- Protection of Intellectual Property Rights
- Fair Pricing and Product Availability
- Data Privacy and Information Security
- Customer service
- Digitalization and Intelligentization

BioDlink consistently regards product quality and safety as the vital foundation of our operational management. The Company strictly adheres to relevant laws, regulations, and regulatory requirements, including the *Drug Administration Law of the People's Republic of China*, the *Good Manufacturing Practice for Drugs*, the *Administrative Measures for Drug Registration*, and the *Good Pharmacovigilance Practice*. The Company continuously strengthens quality management and process control, ensuring the effective implementation of quality requirements across all business stages through institutional development and cultural guidance, thereby safeguarding product safety and compliant operations.

1. Product Responsibility

(1) Strengthening Quality Management

a. Quality Management System

BioDlink pursues excellence in quality, rigorously safeguarding product quality and safety. The Company operates a Quality Management Center, comprising the Quality Assurance Department, Quality Control Department, and Regulatory Affairs Department, which collectively oversee all quality management activities. The quality management system encompasses the entire lifecycle of pharmaceutical products – from research and development, clinical sample preparation, to commercial production. By implementing systematic quality control measures before, during, and after production, the Company achieves comprehensive management of product quality throughout the entire process.

The Company adheres to the principles of product lifecycle management and quality risk management. Based on the quality management requirements at different stages, the quality management system is divided into the R&D Quality Management System and the GMP Quality Management System. The R&D Quality Management System applies to the product process development and analytical method development phases, covering departments such as process development, analytical method development, and antibody-drug conjugates. The GMP Quality Management System is implemented from the clinical sample development batch onwards, covering production and testing activities and involving core departments including production, quality assurance, and quality control. Concurrently, support departments such as Production Science and Technology, Supply Chain Management, Engineering and Facilities Management, and IT undertake corresponding responsibilities within both the R&D Quality Management System and the GMP Quality Management System.

In terms of system implementation, the Company applies Non-GMP (Non-Good Manufacturing Practice) management requirements during the R&D stage, gradually introduces GMP management during the clinical drug preparation stage, and fully implements a quality management system that meets GMP requirements during the commercial production stage. The establishment and operation of our GMP quality management system comply with the relevant laws, regulations, and guidelines of the NMPA, FDA, and EMA (European Medicines Agency), and follow the ICH Q8 – Q10 principles for pharmaceutical quality system life cycle management. At the same time, our monoclonal antibody production workshop, ADC production workshop, and chemical oral preparation production workshop have successfully passed the national drug registration on-site inspections and GMP compliance inspections. As of the end of 2025, our quality management system had obtained GMP certifications from countries and regions including China, Egypt, Indonesia, Colombia, Brazil, and Argentina.

In terms of the digital construction of our quality management system, the Company has implemented and operates ERP, Document Management System (DMS), Laboratory Information Management System (LIMS), and Quality Management System (QMS). These systems provide electronic and systematic management for materials and product management, quality system documentation and training management, laboratory samples and testing management, and quality event management. We conduct regular data backups to ensure data integrity, authenticity, and traceability. Our quality management system documentation is managed hierarchically according to a unified framework, divided into four levels: the Quality Manual and Site Master File serve as Level 1 documents, providing overall guidance for our quality management and drug production activities; Standard Management Procedures (SMP) for various system domains serve as Level 2 documents, covering R&D quality management and GMP quality management requirements; Standard Operating Procedures serve as Level 3 documents, which are managed independently for the R&D Quality Management System and the GMP Quality Management System; and execution-level documents such as templates, forms, records, protocols, and reports serve as Level 4 documents, implemented respectively within the R&D and GMP quality management systems.

In 2025, the Company revised and optimized a number of internal documents, including the *Standard Management Procedure for Material Systems*, the *Management Strategy for Packaging and labeling Systems*, the *Standard Operating Procedure for Handling Non-conforming Products*, and the *Standard Operating Procedure for Material Supplier Management*. We continuously tracked global regulatory dynamics, conducted gap analyses on laws and regulations related to quality management, and formulated and implemented Corrective Action and Preventive Action (CAPA) plans for identified issues. During the reporting period, the Company hosted 37 external quality system audits, all of which were successfully passed.

b. Quality Risk Management

BioDlink has established a comprehensive system of documentation covering quality risks, quality supervision and management, and quality emergency response, centred on pharmaceutical quality safety and compliance with production requirements. This framework maximizes the reduction of quality risk incidents and their potential negative impacts across multiple dimensions, including source control, enhanced process oversight, and emergency response.

Regarding quality supervision and emergency management, the Company has established systems including the *Standard Operating Procedures for Deviation Management*, the *Standard Operating Procedure of Change Control*, and the *Standard Operating Procedure of Alert and Action Management*. And we continuously evaluate and optimize our *Quality Risk Management system*, implementing procedures covering risk identification, assessment, control, communication, and review. Regarding the organizational implementation of quality risk management, senior management coordinates efforts to drive cross-departmental participation in quality risk management activities, continuously enhancing the robustness and effectiveness of the quality management system.

In the implementation of quality risk management, the Company integrates quality risk management throughout the entire lifecycle of pharmaceutical products, from research and development to commercial production. Prior to production, the Quality Control Department supports pre-production quality audits in accordance with GMP standards, ensuring that raw materials, analytical methods, production environments, and utility systems meet quality management requirements. During production, critical factors such as the production environment, water systems, and process gases are continuously monitored to maintain stable and controlled manufacturing operations. Following production completion, product release testing and stability studies are conducted, with ongoing monitoring of product quality. During the reporting period, the Company experienced no significant product quality complaints.

c. Cultivating Quality Culture

BioDlink adheres to our quality policy of "Quality First, Continuous Improvement, and Providing Customers with High-quality Products and Services". Centred on core quality objectives such as product compliance rates, successful internal and external audit outcomes, and the timely resolution of deviations, changes, and CAPA actions, the Company continually deepens our quality culture development.

The Company has established the *Implementation Rules of BioDlink Quality Award* to encourage employees to proactively identify issues, refine processes, and enhance quality performance through the selection of exemplary cases and the sharing of best practices.

Case Study: "Quality Month" Initiative Deepens Company-Wide Quality Culture Development

BioDlink organized our annual Quality Month activities, focusing on enhancing quality awareness and building compliance capabilities to drive the continuous deepening and effective implementation of quality culture within the Company.

The Company organized a series of quality culture development activities, including quality-themed awareness campaigns, quality knowledge competitions, specialized training on GMP and quality management, and departmental self-assessment and rectification initiatives. These activities covered all departments, including R&D, production, quality, and support functions. Employees were guided to gain a deeper understanding of the quality policy, quality objectives, and their respective quality responsibilities. This strengthened their awareness and execution of quality management requirements, including deviation management, change management, and continuous improvement.

During the reporting period, a total of six quality-related activities were conducted. The quality knowledge competition saw participation from 285 employees, and the GMP self-inspection and rectification activities achieved 100% coverage across all departments.

Quality Forum and GMP Empowerment Training

(2). Product Safety Management

a. Drug Registration Management

BioDlink strictly adheres to the requirements of laws and regulations such as the *Drug Administration Law of the People's Republic of China* and the *Measures for the Administration of Drug Registration*. The Company continuously refines our drug registration management system to ensure compliance and sustainability across all stages of product development, market launch, and post-marketing activities. A dedicated Registration Affairs Department has been established as the professional management unit for drug registration and regulatory affairs. Its responsibilities encompass maintaining the value of marketed products, creating value for self-developed products, providing registration and regulatory consulting support for CDMO-related matters, and developing departmental platforms and team capabilities.

In 2025, the Company continued to optimize our regulatory affairs systems and processes. In response to quality management system requirements and regulatory changes, we updated the *Standard Management Procedures for Annual Report of Drugs* and the *Standard Operating Procedure for Product Manual Labeling* and Instructions – consolidating these into standard operating procedures from their previous status as management documents. Additionally, the Company advanced bilingualization in Chinese and English, providing institutional support for domestic and international registrations and regulatory communications.

Leveraging extensive practical experience in regulatory submissions, BioDlink provides clients with full lifecycle regulatory support spanning product development, marketing authorization applications, and post-authorization management. This encompasses specialized consultancy on regulatory technical requirements, formulation of registration strategies or submission plans, project risk assessment, preparation of pharmaceutical-related submission documents and non-clinical data, alongside domestic and international registration support services, ensuring clients receive comprehensive assistance.

The Company actively participates in communication and discussion activities organized by national and local drug regulatory authorities and industry organizations, including but not limited to serving as a representative enterprise for the segmented production pilot scheme in discussions on revising the pilot guidelines organized by the Center for Drug Evaluation of NMPA (CDE) and supporting ADC research for the Center for Food and Drug Inspection of NMPA (CFDI) and the Sichuan Center. We also assist clients in conducting ongoing exchanges with the CDE on topics such as segmented production, registration inspection sample retention, and post-marketing variations.

Regarding value preservation for marketed products, the Company completed annual report submissions, filings, and supplementary applications for TAB008 (Bevacizumab injection, marketed as Pusintin®) and TOZ309 (Temozolomide capsules, marketed as Tazian®), alongside conducting multiple change assessments and competitive product tracking support. Regarding overseas registrations, as of the end of the reporting period, TAB008 had secured regulatory acceptance in 29 countries, with 9 new additions in 2025: Peru, Guatemala, Argentina, Thailand, Malaysia, Vietnam, Kazakhstan, Sri Lanka, and Myanmar. It has obtained GMP certification or manufacturing site registration in 9 countries, with 4 countries, being Brazil, Argentina, Thailand, and Syria added in 2025. Furthermore, TAB008 received marketing authorization in 5 countries in 2025: Nigeria, Pakistan, Colombia, Indonesia, and Bolivia. For TAB014, a routine Development Safety Update Report (DSUR) has been submitted to the FDA.

Regarding CDMO business support, the Company has assisted clients in preparing and/or reviewing IND and Biologics License Application (BLA) submissions for up to 15 projects. These projects have achieved phased review progress with major regulatory authorities in China and overseas, as detailed in the table below:

Indicator	Project Progress
China CDE IND Approval	8
FDA/EMA IND Approval	5
BLA Approval	1
BLA Submitted	1

b. Pharmacovigilance

BioDlink attaches great importance to medication safety throughout the entire lifecycle of pharmaceutical products. A dedicated pharmacovigilance department has been established to oversee the collection, processing, and analysis of drug safety information, safety signal monitoring, and risk management. This department is staffed with full-time pharmacovigilance personnel commensurate with the Company's product portfolio and production scale. Concurrently, a Drug Safety Committee has been formed to assess and make decisions regarding significant drug safety risks, ensuring that appropriate management and response mechanisms can be promptly activated in the event of major risks.

The Company has established a pharmacovigilance system framework, continuously implementing internal documents including the *Pharmacovigilance Policy*, the *Standard Operating Procedure for Handling Post-Marketing Individual Case Safety Reports*, the *Standard Operating Procedure for Managing Drug Safety Event Reporting Channels*, and the *Standard Operating Procedure for Managing Overseas Drug Safety Events* to cover critical aspects such as post-marketing safety monitoring, risk identification, risk assessment, and risk control. These documents standardize the division of responsibilities, management processes, and implementation requirements for pharmacovigilance activities.

To maintain a high-quality pharmacovigilance system, the Company has established standard operating procedures for pharmacovigilance training. All employees undergo regular pharmacovigilance-related training, with specialized sessions conducted to promote awareness of safety incident reporting requirements. Professional training organized by regulatory bodies, industry associations, and supervisory organizations is continuously provided to personnel involved in pharmacovigilance.

Regarding pharmaceutical safety risk management, the Company maintains an operational emergency response mechanism for drug safety incidents. In accordance with the *Standard Operating Procedure for Handling Drug Safety Emergencies*, it conducts regular risk assessments and management activities to ensure that, in the event of significant drug safety incidents, the Company can implement appropriate risk control measures commensurate with the risk situation. These measures include, but are not limited to, revising product information leaflets, enhancing communication and education for healthcare professionals and patients, suspending production or sales when necessary, and implementing product recalls.

For drug safety information and safety event management, the Company operates a multi-channel information collection mechanism. Through official websites, hotline, email, and other channels, we promptly receive drug safety feedback from patients, consumers, and healthcare professionals. Concurrently, the Company continuously conducts literature monitoring, market information tracking, and media surveillance to analyse and evaluate collected safety information, while routinely monitoring clusters of adverse drug reactions. Building upon existing information technology tools, the Company continually deepens their application in safety incident management and signal monitoring to further refine safety incident handling and documentation processes, thereby enhancing the efficiency and traceability of pharmacovigilance operations. During the reporting period, the Company's pharmacovigilance system operated smoothly, with zero clusters of adverse drug reaction or fatality attributable to product quality defects.

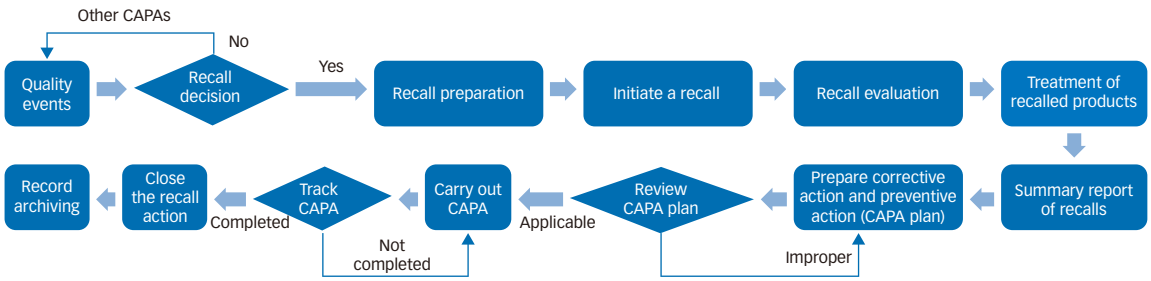
c. *Drug Recall*

BioDlink has established the *Standard Operating Procedure of Product Recalls* to promptly initiate recall procedures for marketed pharmaceutical products presenting safety hazards or quality defects, thereby controlling and mitigating potential risks and impacts on patient health.

Based on the nature of the safety hazard and the severity of potential harm, the Company categorizes drug recalls into the following three levels:

- Tier 1 recall: Use of this medication may cause serious health hazards;
- Tier 2 recall: The use of this medication may result in temporary or reversible health hazards;
- Tier 3 recall: The use of this medication typically does not pose a health hazard, but it is being recalled for reasons unrelated to safety concerns.

To ensure the standardization, timeliness and traceability of pharmaceutical recalls, BioDlink has integrated recall management with quality incident investigations, CAPA management and product disposal mechanisms. A systematic pharmaceutical recall management process has been established, covering risk identification, decision initiation, execution control and summary improvement:



SOP for Drugs Recalling

Furthermore, the Company has established a routine recall drill mechanism to validate the applicability and effectiveness of the recall process. Through annual simulated exercises, the operability of recall decision-making, information communication, product traceability, and disposal procedures is tested, continuously enhancing the emergency response capabilities of relevant personnel. In 2025, no product recall incidents occurred for the Group's marketed products.

d. Product Identification and Traceability

BioDlink has established a comprehensive product identification and traceability management system, implementing standardized management of pharmaceutical labels, package inserts, packaging materials and related information to ensure accurate identification and effective traceability throughout all stages of production, distribution and use.

Regarding product labeling management, the Company has revised the *Standard Operating Procedure of Printed Packaging Materials Management* and the *Standard Operating Procedure for the Management of Printed Packaging Materials in the Drug Product Workshop* in accordance with current regulations and production management requirements to further clarify management requirements for drug labels, instructions, and outer packaging materials to ensure labeling content is accurate, clear, and compliant.

In product traceability management, the Company adheres to the principle of "One Item, One Code, One Code for Traceability" as our management approach, establishing a comprehensive traceability system covering the entire chain from pharmaceutical production and packaging to warehouse dispatch. By implementing internal documents, including the *Standard Operating Procedure of Safe Drug Traceability Platform* and the *Standard Operating Procedure of Drug Traceability Platform Management*, leveraging the "Secure Code" pharmaceutical traceability code network information system, a unified traceability management system is established for marketed pharmaceuticals. Within this system, the following tasks are completed: downloading traceability codes, associating products with traceability codes, uploading warehouse entry and exit information, and maintaining foundational enterprise and product information to ensure all relevant data is authentic, accurate, complete, and traceable.

(3). Access to Drugs

BioDlink upholds our responsibility to patients and society by committing to continuously enhance pharmaceutical accessibility. We strive to ensure more patients in need can promptly access treatment options. Through product registration and market access, facilitating innovative drugs into the market system, and maintaining stable production and supply guarantees, we progressively broaden the scope and tangible outcomes of pharmaceutical accessibility.

To broaden pharmaceutical coverage and enhance accessibility, the Company employs multiple approaches, including advancing product registration, market access, and terminal coverage, to improve patients' convenience in obtaining drug therapies across diverse healthcare settings. Building upon our established presence in primary healthcare institutions and pharmacy outlets, we continuously serve patients' medication needs, delivering therapeutic value across tiered healthcare systems and elevating access to drug treatments.

BioDlink maintains a steadfast focus on pharmaceutical affordability, driving rational pricing through product strategy and policy alignment. The Company's product TAB008 (Bevacizumab Injection, marketed as Pusintin®) has been included in the National Reimbursement Drug List, helping to alleviate patients' medication expenditure burden and improve long-term access to innovative drugs. Furthermore, the Company's product TOZ309 (Temozolomide capsule, marketed as Tazian®) achieved favourable outcomes in the National Centralized Drug Procurement Programme. Through fair and reasonable pricing, we enhance market competitiveness and further improve the economic accessibility of the drug across all tiers of the healthcare system.

Ensuring stable global production and sustained supply of drugs forms the fundamental basis for enhancing drug accessibility. By coordinating proprietary and collaborative manufacturing resources, the Company continuously optimizes our production capacity layout. Leveraging a high-standard quality management system and standardized supply chain management, we guarantee stable production processes alongside reliable and consistent drug supply across different regions. This approach supports the advancement of drug accessibility within global public health systems.

2. Customer Service Management

(1). Customer Service Management System

(1) In-house R&D Division

BioDlink upholds a customer-first philosophy, striving to be the industry-leading and trusted partner of choice for the biopharmaceutical sector. We have established a multi-team collaborative customer service management framework and implemented relevant systems such as the *Standard Operating Procedure for Product Complaint Management* and the *Standard Operating Procedure for Product Return Handling* to ensure efficient execution and quality control throughout the entire customer service process.

Customer Service Management Framework	Team Responsibilities
Commercial Distribution Team	Manages the full lifecycle of commercial channels, leading negotiations, execution, and monitoring of commercial agreements to maintain channel integrity and safeguard company receivables.
Tendering Team	Interprets pharmaceutical industry policies and tender information, provides compliance guidance, and completes data submissions to provincial procurement platforms.
Market Access Team	Coordinates internal and external resources to align customer needs with product supply, enhancing market coverage and customer experience.

To standardize service processes and safeguard compliance quality, the Company has established three core service systems:

Agreement Standardization Management: We execute distribution and quality agreements with commercial entities, clearly defining responsibilities and standards.

Inventory Data Control: We promptly collect and transmit data to optimize supply allocation and payment cycles, meeting terminal supply demands.

Closed-Loop Quality Issue Resolution: We maintain real-time monitoring and rapid response mechanism to ensure that any quality issues are addressed immediately.

We have constructed an end-to-end customer service process covering pre-sales, sales, and after-sales, achieving standardized, refined, and efficient service delivery to comprehensively safeguard customer interests.

Pre-sales stage:
We provide customers with detailed product information materials, and sign and exchange first-sale information, quality assurance agreements, etc.

During the sales process:
We assist clients in planning the quantity and timing of drug procurement reasonably. The products are delivered by a professional logistics company designated by the Company, accompanied by relevant documentation, and we provide a quality assurance mechanism for our clients.

After-sales stage:
If customers encounter issues with the quality of product delivery, we have established corresponding return and complaint mechanisms. We promptly retain relevant complaint evidence materials and provide feedback, responding promptly to customers' return and exchange requests.

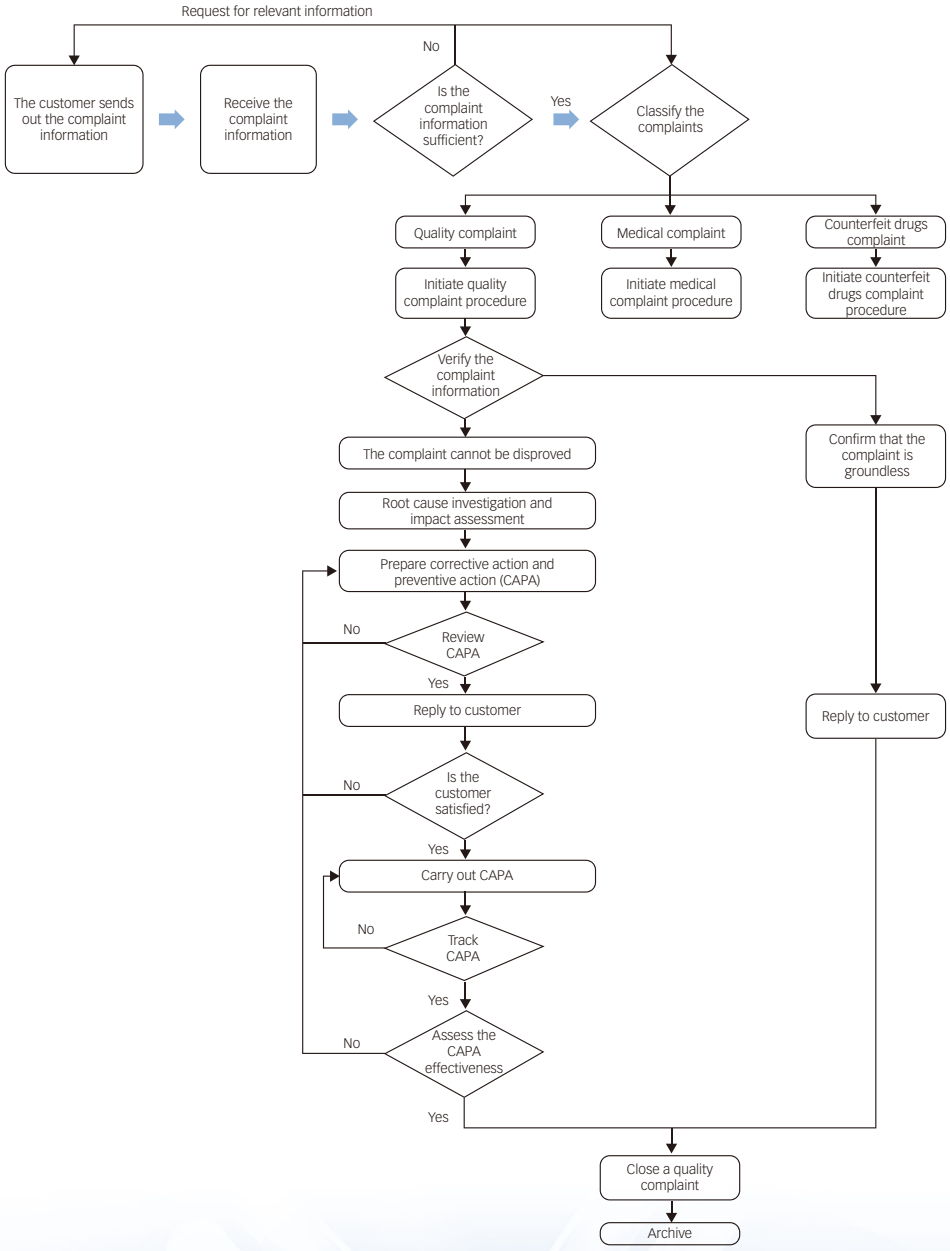
(2) CDMO Business Segment

The Company focuses on clients' core requirements, delivering comprehensive end-to-end professional services with dedicated project managers throughout the entire lifecycle to ensure precise responses to needs, service quality assurance, and efficient progress.

To continuously enhance service quality, BioDlink proactively conducts client satisfaction surveys, soliciting feedback and suggestions from biopharmaceutical and biotechnology companies as well as partners. The questionnaires encompass seven core dimensions: overall service, commercial cooperation and service, project progress control, execution and technical services, quality systems, operations and support, and service awareness. This approach enables a comprehensive and multidimensional assessment of client services, accurately capturing genuine client feedback. During the reporting period, overall client satisfaction stood at 93.4%, maintaining a high level.

(2). Customer Complaint Management

The Company has established the *Standard Operating Procedure for Product Complaint Management*, which clearly defines the entire process for complaint registration, evaluation, investigation, and resolution. Specific countermeasures have been detailed for product defect-related complaints to ensure that quality-related concerns receive timely and compliant closed-loop handling. Complaints are categorized into three main types based on their specific nature: medical, quality, and suspected counterfeit drug complaints. The appropriate handling procedures are initiated according to the nature of the complaint. During the reporting period, we did not encounter any significant customer complaint incidents.



Customer Complaint Handling Process

3. Data Security and Privacy Protection

(1). Information Security Management System

BioDlink strictly adheres to the requirements of the *Cybersecurity Law of the People's Republic of China*, the *Data Security Law of the People's Republic of China*, the *Personal Information Protection Law of the People's Republic of China*, and the ISO/IEC 27001 standard for information security management systems. We have established a dedicated information security project team, clearly defined the responsibilities of each department, and implemented comprehensive safeguards to protect client privacy.

The Company has established a multi-tiered information security management system covering behavioral norms, risk prevention and control, and emergency response procedures, including the *BioDlink Information Security Code of Conduct*, the *Data Leakage Prevention Security Management Procedures*, and the *Standard Operating Procedures for Computerized System Data Backup and Recovery Management*. These documents respectively specify the information security operational requirements for employees and third-party personnel, data classification and anti-leakage responsibilities, and data backup, storage, and recovery processes.

During the reporting period, we reinforced information security safeguards by fortifying both technical and managerial defence:

- ✓ **Monthly security audits:** Conducting comprehensive reviews of data throughout its lifecycle (collection, storage, usage, transmission, destruction) to identify authorization abuse, data leakage risks, and non-compliant operations.
- ✓ **5S inspection system (Sorting, Straightening, Sweeping, Standardizing, Sustaining):** Regular inspections of GMP documentation management, office environment, laptop security, and classified document safeguarding.
- ✓ **Data Classification Management:** Categorizing data into four tiers – Top Secret, Confidential, Internal Use, and Public Information – to implement differentiated protection strategies.
- ✓ **Security Network Integration:** Achieving unified management of security networks through a centralized platform to enhance collaborative efficiency and protective measures.
- ✓ **Mobile Terminal Security:** Employ advanced encryption techniques and access control policies to safeguard data on mobile devices.
- ✓ **Network Data Leakage Prevention System:** Implement real-time monitoring and protection for data in transit, promptly detecting and preventing data breaches.
- ✓ **Security Operations System Deployment:** Enable real-time monitoring and management of corporate information systems to swiftly identify and address security incidents.
- ✓ **System Vulnerability Scanning Service:** We conduct regular vulnerability scans of internal network services and systems to promptly identify and rectify security flaws.
- ✓ **Virtual Cloud Desktop Phase II Development:** Centralize virtual data storage management to substantially enhance data security.
- ✓ **External Audits and Vulnerability Investigations:** Undergo annual supervisory audits by ISO 27001 Information Security Management certification bodies.
- ✓ **Information Security Awareness Campaigns:** Organize company-wide security awareness lectures to disseminate core skills, including phishing detection, password management, mobile device protection, and secure AI tool usage. Routinely distribute security knowledge via Enterprise WeChat, email, and digital signage. Enhance engagement through short videos, live streams, and knowledge quizzes, complemented by a points-based incentive scheme to reinforce learning outcomes.

(2). Customer Privacy Protection

BioDlink safeguards client privacy through multiple dimensions, including systems, technology and management, ensuring the security and compliance of client information throughout its entire lifecycle. During the reporting period, the Company experienced no client complaints or privacy breaches arising from any infringement of client privacy.

Institutional Measures:

- Defining the scope of confidentiality, stipulating that customer's personal information, transaction details, and communication records are all classified as confidential content;
- Establishing confidentiality levels based on the importance and sensitivity of information, with clear protocols for the storage, use, transmission, and destruction of information at different levels;
- Establishing an accountability system to clarify the responsibilities of departments and employees regarding customer privacy protection;
- Entering into confidentiality agreements with our employees and third-party partners.

Technical Measures:

- Implementing encryption during the storage and transmission of customer information to prevent theft or tampering, ensuring data security;
- Utilize technical tools such as the Enterprise WeChat Security Suite and data leakage prevention systems to implement full-process monitoring of customer information flow and block unauthorized transmission channels;
- Implement data masking for highly sensitive customer data to mitigate the risk of data breaches;
- Implement role-based access control, assigning distinct roles and permissions according to employees' positions and operational requirements;
- Regularly back up information and establish robust data recovery mechanisms to ensure swift restoration of customer data in the event of loss or corruption, minimizing impact on customers.

Management Measures:

- Conduct periodic customer privacy risk assessments to identify potential security vulnerabilities and develop countermeasures;
- Promptly detect and address security incidents that may compromise customer privacy, maintaining risks within acceptable limits;
- When collecting customer information, clearly inform customers of the purpose, usage methods, and scope of data collection, obtaining their consent;
- Regularly review and update confidentiality policies and privacy protection measures to ensure compliance with the latest laws, regulations, and business requirements;
- Enhance employee privacy protection training by integrating it into the information security training system, thereby improving overall awareness and practical capabilities.

4. Technical Management and Innovation

(1). Technical Ethics

In the management of animal experimentation, we steadfastly uphold the core principles of reverence for life and respect for science, implementing rigorous ethical and compliance oversight over all research and development activities involving animal studies. During the reporting period, all relevant animal experiments were conducted by qualified third-party research institutions, strictly adhering to regulations including the *Management of Experimental Animals* and the *Ethics Code of Experimental Animal Welfare* to ensure the entire process complies with ethical requirements and animal welfare standards.

Through internal management systems such as the *Research and Development Project Management Regulations*, the Company implements comprehensive compliance management for R&D projects involving animal testing. The 3Rs principles of animal experimentation – Reduction, Replacement, and Refinement – are incorporated into outsourcing management requirements, compelling contracted research institutions to fully consider animal welfare in experimental design and implementation, thereby minimizing animal use and reducing experimental impact. Concurrently, during the selection process for Contract Research Organizations (CROs), AAALAC (Association for Assessment and Accreditation of Laboratory Animal Care International) accreditation, animal experimentation licence, and GLP (Good Laboratory Practice) certification are mandated as prerequisites for engagement. This establishes a robust defence for animal welfare safeguards from the outset of collaborative partnerships.

(2). R&D Innovation

BioDlink steadfastly upholds our vision of "Empowering Pharmaceutical Innovation to Improve the Quality of Life and Safeguard Human Health", actively embodying our core values of "Innovation and Progress". We continuously refine our research and development management system to fortify our core competitiveness within the CDMO sector.

Guided by the *Research and Development Management Procedure*, the Company establishes comprehensive requirements for the entire project lifecycle – from initiation and approval to execution and regulatory submission, covering critical stages such as project research, scientific evaluation, budgetary accounting, intellectual property protection, and confidentiality of R&D data. A dual-evaluation mechanism involving scientific assessment teams and budget evaluation teams ensures project quality through assessments of both technical feasibility and investment returns.

In terms of management structure, the Company operates a Research and Development and Process Development Center directly overseen by the Chief Technology Officer. This center comprises the Antibody Process Development Department, the Conjugate Process Development Department, and the Analytical Science Department. Personnel across all departments possess extensive experience in the process development and manufacturing of antibody drugs and drug conjugates.

The Company continually refines our promotion mechanism for research and development personnel to incentivize sustained innovation among scientific staff. The R&D personnel grading system comprises 12 levels, corresponding to five tiers: Assistant Researcher, Junior Researcher, Senior Researcher, Principal Researcher, and Senior Principal Researcher, providing a clear career progression pathway. The promotion evaluation system comprehensively considers key factors, including performance appraisal, years of service, academic background, and cross-disciplinary capabilities.

By 2025, the Company's total R&D expenditure reached RMB85.68 million. By the end of 2025, the Company employed 125 R&D personnel, accounting for 20% of the total workforce. Concurrently, the Company actively pursued external R&D collaborations, integrating premium industry resources to jointly advance technological progress and high-quality development within the pharmaceutical sector.

Case Study: BDKLyo™ Digital-Intelligent Freeze-Drying Process Calculation Platform Empowers Pharmaceutical Manufacturing with Technological Innovation for Quality Enhancement and Carbon Reduction

To address industry challenges in biopharmaceutical freeze-drying process development – namely prolonged timelines, high costs, and the difficult balance between efficiency and quality – BioDlink independently developed the BDKLyo™ platform. This innovation builds upon the classic Pikal freeze-drying mathematical model and draws from extensive CDMO project experience.

The platform integrates four core modules: mass transfer resistance calculation, freeze-drying process development, scale-up, and design space construction. By precisely simulating parameters such as temperature and pressure, it determines optimal process solutions within just 1-2 rounds of laboratory trials, while innovative customisable freeze-drying scale-up strategies and real-time product temperature monitoring effectively mitigate process transfer risks. In practice, this platform has reduced freeze-drying times from 75 to 66 hours for relevant projects, significantly lowering energy consumption and R&D costs.

BDKLyo™ Digital-Intelligent Freeze-Drying Process Calculation Platform

Freeze-Drying Process Development Phase

- Requires only 1-2 rounds of laboratory-scale freeze-drying process development
- Actual versus fitted values for single-pass drying time differ by less than 10%
- Actual versus fitted values for single-pass drying temperature differ by ±1℃

Freeze-Drying Process Scale-Up Phase

- Conducts laboratory-to-production gap analysis
- Supports diverse freeze-drying process scale-up strategies (e.g. identical single-pass drying temperature, identical sublimation rate, identical product temperature)

Calculation of Heat Transfer Coefficient (Kv) and Mass Transfer Resistance (Rp)

- Wireless temperature probes monitor product temperature (Ellab TrackSense® LyoPro Wireless Data Logger)
- Non-linear fitting is employed for heat transfer coefficient and mass transfer resistance calculations

Design Space Establishment (Process Characterisation Phase)

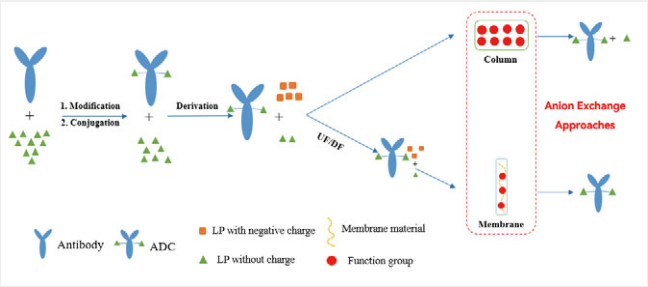
- Optimise parameters such as drying temperature and pressure to minimise freeze-drying duration
- Support freeze-drying risk assessment by formulating PAR and NOR

Case Study: optimizing Cell Line Development Workflows for Enhanced Efficiency and Quality

BioDlink has launched the novel cell line construction technology platform BDKcell®, leveraging the CHO-K1 cell line. Through strategic screening design, codon optimization, vector refinement, and high-throughput screening, this platform achieves a significant leap in efficiency across the entire cell line development workflow. The full process from DNA to PCB can now be completed in just 10-12 weeks. In 2025, this platform continues to empower client projects, with the developed cell lines maintaining high productivity and stable quality throughout the production phase.

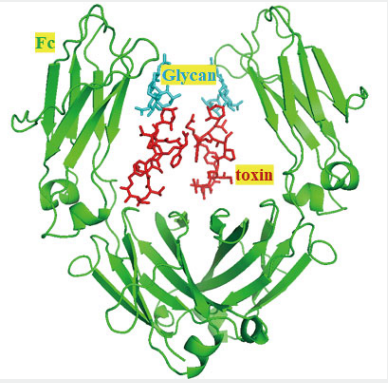
Case Study: Anion Exchange Technology Enables Green and Efficient Purification of ADC Drugs

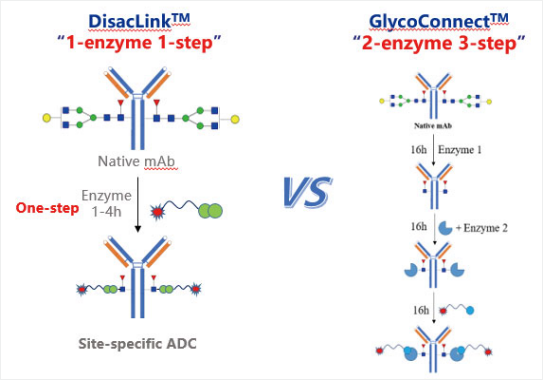
Addressing the industry challenge of removing free small-molecule toxins (LP) from ADC drugs, BioDlink has successfully developed and implemented anion exchange chromatography/membrane chromatography purification technology. This approach avoids the use of organic reagents that degrade ADC products and pollute the environment, reduces purification chromatography system costs, and achieves LP removal efficiency 50 times higher than existing technologies.



Case Study: Bispecific Antibodies and Conjugation Technology – Overcoming Core Technical Barriers

BioDlink has continuously iterated and upgraded its site-specific conjugation technology, collaborating to develop the GL-DisacLink® sugar site-specific conjugation technology to address the pain points of low efficiency and poor product stability in traditional methods. This technology is compatible with diverse linkers and drugs, delivering high product homogeneity, superior hydrophilicity, and stability. Through optimized E. coli expression and genetic engineering, it enables high-yield, low-cost supply of key enzyme materials, accelerating reaction efficiency to completion within 1-4 hours and breaking foreign technological monopolies. In 2025, the Company continues optimizing this technology, exploring the elimination of chromatography steps during the conjugation phase to reduce production costs by over 10%. Concurrently, it will integrate this technology with MTG enzyme technology to develop dual-drug ADCs targeting a DAR greater than 3.6, further expanding the technology's application scenarios.





(3). Intellectual Property Protection

BioDlink strictly adheres to the relevant national laws and regulations, including the *Trademark Law of the People's Republic of China*, the *Copyright Law of the People's Republic of China*, and the *Patent Law of the People's Republic of China*. In 2025, we successfully underwent the transition audit for the revised national standard GB/T29490-2023 *Intellectual Property Management System Certification Standard*, enhancing the system's adaptability and support for industry policies and operational scenarios. We also completed the annual filing update for the National Pilot Platform for Filing and Certification of Patent-Intensive Products within the 2025 cycle. To persistently focus on intellectual property risk management, establishing a comprehensive risk monitoring mechanism across multiple dimensions, including collaboration, R&D, and marketing communications, thereby providing robust institutional safeguards for protecting and efficiently converting innovation outcomes.

The Company has established a full lifecycle management process covering patents, trademarks, and copyrights. Leveraging clear institutional norms and closed-loop control mechanisms, we achieve efficient intellectual property management.

Patent Management

- Formulated the Intellectual Property Incentive Management Procedure, clarifying reward standards and disbursement procedures for each stage of application acceptance and authorization for invention patents, utility model patents, and design patents;
- Incorporated patent proposal contributions into employee promotion criteria and performance appraisal bonus points, fully stimulating innovation enthusiasm and participation across the organization.

Trademark and Copyright Management

- Expanded the trademark portfolio for the English name "BioDlink" and advanced the domestic and international trademark registration of core technology platforms "BDKCELL", "BDKLYO", and the English abbreviation "BDK";
- In 2025, obtained the Computer Software Copyright Registration Certificate for "BDKLyo Digital-Intelligent Freeze-Drying Process Computing Platform V1.0".


中华人民共和国国家版权局
计算机软件著作权登记证书
证书号：
软件名称：BDKLyo数智化冻干工艺计算平台
[简称：XA]
V1.0
著作权人：
权利取得方式：
权利范围：
登记号：2025SR1978805
根据《计算机软件保护条例》和《计算机软件著作权登记办法》的规定，经中国版权保护中心审核，对以上事项予以登记。
2025年10月14日

To enhance employees' skills in acquiring intellectual property rights and their awareness of IP protection, the Company organized the *GB/T29490-2023 Standard Training, updated the content of the BioDlink Intellectual Property Induction Training*, and conducted specialized training on *Identifying and Addressing Intellectual Property Risks in Sino-US CDMO Operations*. This initiative achieved full coverage of core business positions, effectively improving key personnel's capabilities in managing IP risks and their practical operational proficiency.

We have persistently advanced the implementation of the "Golden Idea Scheme", with multiple employee innovation proposals successfully converted into utility model patent applications or granted achievements. These efforts have garnered governmental recognition and support, resulting in a special policy reward of RMB5,000 for one trademark registration.

By the end of the reporting period, our patent/trademark statistics were as follows:

Type	Total number of patent/ trademark applications (2025)	Total number of patents/ trademarks granted (2025)	Total number of patents/ trademarks in force in the Company (As of 2025)
Invention Patents	14	7	45
Utility model patents	9	14	26
Appearance Patents	0	0	0
Trademarks	15	17	319

(4). Digital Development

BioDlink positions digital transformation as the core driver of sustainable operations, establishing a digital ecosystem spanning the entire business chain – from manufacturing and quality control to office management and traceability – to achieve standardized, visualized management throughout all processes.

Digital System Development

- **Manufacturing System Digitalization:** Advancing digital upgrades across production and laboratory operations. Implementing the Laboratory Execution System (LES) for QC laboratories, covering critical scenarios including sample handling, cell bank management, stability studies, inventory control, and report management. Achieving automated and paperless management of test records.

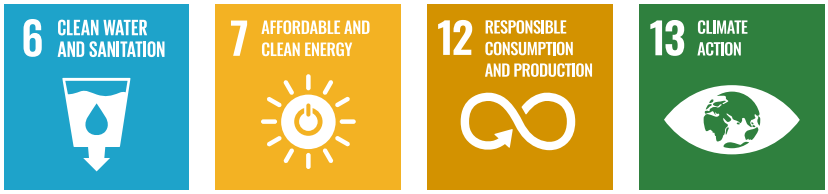
- **Quality System Digitalization:** Upgrading the quality management system to encompass core modules including anomalies, deviations, CAPA, and change management, complemented by electronic signature and audit trail capabilities. Concurrently, optimizing the DMS system to strengthen compliance controls over quality documentation and training processes.

- **Office System Digitalization:** Continuously optimize the ERP and OA systems, complete functional upgrades for tax, barcode, project, and material management, introduce an electronic signature system, and implement electronic processes for personnel contracts and resignation procedures.

- **Traceability System Digitalization:** Enable end-to-end information traceability from material procurement, production processing, inspection and testing to finished product delivery through data integration between LES, QMS and ERP systems.

III. ENVIRONMENTAL STEWARDSHIP AND SUSTAINABLE DEVELOPMENT

Benchmarking the United Nations Sustainable Development Goals (SDGs)



Important issues

- Addressing Climate Change
- Energy Management
- Water Resource Management
- Emission Management
- Protecting Biodiversity
- Material Management

BioDlink strictly adheres to environmental protection laws and regulations, continuously refining our environmental management system. Through lean operational management, the Company reduces pollutant emissions, enhances resource utilization efficiency, and actively addresses climate change. During the reporting period, the Company reviewed the implementation of our 2025 environmental key performance targets. Building upon this foundation and using 2025 as the baseline, BioDlink has established phased environmental key performance targets for 2030, driving sustained green development.

1. Addressing Climate Change

BioDlink actively responds to global climate change challenges and aligns with the *Paris Agreement* by vigorously advancing low-carbon operations and green innovation practices. Through resource conservation and GHG emission reduction, the Company comprehensively enhances the resilience and adaptive capacity of operations and the upstream-downstream value chain in confronting climate change.

The Company undertakes specialized disclosure of climate-related financial information. Relying on four core pillars – governance, strategy, risk management, and metrics and targets – it provides stakeholders with transparent and comprehensive climate governance information.

(1). Governance

BioDlink places high priority on climate change governance, having established a governance framework comprising the Board, the Strategy and ESG Committee, the ESG Working Group, the EHS Department, and all business and functional departments.

Governance Level	Organization/ Department	Primary Responsibilities
Decision-making Level	The Board	• As the supreme decision-making body, oversees the Group's overall operations, strategic direction and business performance; • Addresses major ESG issues, including climate change, ensuring relevant matters are integrated into corporate governance and strategic considerations.
Supervision and Coordination Level	Strategy and ESG Committee	Appointed by the Board, • Responsible for overseeing, reviewing and managing climate change-related matters; • Assesses domestic and international ESG landscapes, including climate change, to effectively identify related opportunities and risks, evaluating their impact on the Company; • Annually reviews environmental, social and governance reports, including the "Addressing Climate Change" section.

Governance Level	Organization/ Department	Primary Responsibilities
Coordination and Implementation Level	ESG Working Group	• Responsible for implementing specific tasks related to climate change and environmental management; • Coordinate cross-departmental efforts to advance GHG emissions management, energy conservation, emissions reduction, and environmental impact mitigation initiatives; • Monitor the execution of relevant key performance indicators and report progress to management.
Core Execution Layer	EHS Department with Business and Functional Departments	Under the coordination of the EHS Department, with collaboration from business and functional departments, • Implement environmental management and climate-related requirements tailored to their specific operational contexts; • Develop and execute targeted environmental protection and emission reduction initiatives; • Support the reduction of carbon emissions and environmental impacts across the entire value chain within daily operations.

To ensure the Board remains informed of the latest developments concerning climate-related risks and opportunities, and to oversee their management, the Company conducts an annual dedicated review of climate change response matters at Board level. In 2025, we engage external specialists to deliver thematic training on climate issues and ESG for Board members, thereby supporting their acquisition of the requisite expertise.

(2). Strategy

BioDlink has conducted climate scenario analysis to evaluate the multidimensional impacts of climate change-related risks and opportunities on the Company's business model and value chain, covering BioDlink International Company Limited and our subsidiaries, during the reporting period. We selected the low-emission scenarios (SSP 1-2.6) and high-emission scenarios (SSP 5-8.5) from the Shared Socioeconomic Pathways (SSP) framework to assess physical risks. Transition risks and climate-related opportunities were assessed using two scenarios: the Net Zero Emissions by 2050 Scenario (NZE) and the Stated Policies Scenario (STEPS).

Climate Scenario	SSP 1-2.6	SSP 5-8.5
Physical Risk Scenario Description	In this scenario, the world gradually progresses toward a more sustainable path. It is dedicated to limiting the global average temperature rise to well below 2°C, in line with the ambitious GHG emission reduction goals outlined in the Paris Agreement, with a projected increase in global temperatures of approximately 1.8°C above pre-industrial levels by 2100.	This represents a scenario where, in the absence of new climate policy interventions, GHG emissions continue to increase in the future, leading to high levels of radiative forcing. By the end of the 21st century, the global average temperature could rise by more than 4°C above pre-industrial revolution levels.
Source of the Scenario	Intergovernmental Panel on Climate Change (IPCC) (Sixth Assessment Report, AR6) of the United Nations	

Climate Scenario	NZE	STEPS
Transition Risk/ Opportunity Scenario Description	The International Energy Agency (IEA) has proposed a Net Zero by 2050 scenario, outlining recommendations on technology and emission reduction strategies, international cooperation, and transformation of the energy sector. This scenario projects that it would limit the global average temperature rise to 1.5°C.	This scenario is an analysis based on currently implemented policies and announced but not yet fully implemented policy proposals. There is a 50% probability that temperatures will rise by 2.4°C in 2100 under this scenario.
Source of the Scenario	The International Energy Agency (IEA)	

Risk Type	Risk Classification	Risk Examples	Potential Financial Impact	Analysis of the Degree of Impact under Different Climate Scenarios					
				SSP 1-2.6			SSP 5-8.5		
				Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
Physical Risk	Acute risk	Climate change can lead to increasingly severe extreme weather events (floods, earthquakes, typhoons, etc.), which may result in infrastructure damage and supply chain disruptions, thereby affecting the normal operations of companies.	Increased operational costs due to infrastructure repairs or replacements; decreased operating revenue due to supply chain disruptions.	Extremely low	Extremely low	Low	Extremely low	Low	Moderate
	Chronic risk	Chronic risks, such as persistent high temperatures and sea-level rise, can lead to decreased production capacity and infrastructure damage. Additionally, sustained high temperatures can increase energy demand to provide production and workplace environments with suitable temperatures.	Decreased operating revenue due to reduced output; increased operating costs due to the need for more energy supply and infrastructure repairs.	Extremely low	Extremely low	Extremely low	Extremely low	Low	Moderate

Risk Type	Risk Classification	Risk Examples	Potential Financial Impact	Analysis of the Degree of Impact under Different Climate Scenarios					
				NZE			STEPS		
				Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
Transition Risk	Policy and Law	Due to the implementation of stricter GHG emission policies and climate information disclosure regulations by governments and regulatory bodies, companies need to invest more resources in energy conservation and emission reduction as well as complying with climate information disclosure requirements.	Increased compliance costs to meet regulatory requirements.	Extremely low	Low	Moderate	Extremely low	Extremely low	Extremely low
	Technology	In the context of supporting low-carbon transition, high-emission economic activities will face pressure, necessitating the development and application of low-carbon production technologies and low-emission equipment. The emergence of low-carbon technologies may result in the write-off and early retirement of existing assets.	Increased research and development expenditures due to the development of new technologies, and increased operating costs due to the adoption and acquisition of new equipment.	Low	Moderate	High	Low	Low	Low

Risk Type	Risk Classification	Risk Examples	Potential Financial Impact	Analysis of the Degree of Impact under Different Climate Scenarios					
				NZE			STEPS		
				Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
	Market	As consumers' awareness of environmental protection continues to increase, the demand for green, low-carbon, and eco-friendly products or services gradually rises. Pharmaceutical companies that can provide low-carbon products or services will become more competitive.	To cater to consumer preferences, the costs of goods and services increase accordingly.	Low	Moderate	High	Low	Low	Low
	Reputation	Stakeholders closely monitor the Company's sustainability performance, and if the Company's sustainability information fails to meet their demands or if its performance is poor, it will damage the Company's reputation.	If the Company's reputation is damaged, market demand may decrease, leading to a decline in the Company's operating revenue and an increase in financing costs.	Extremely low	Extremely low	Extremely low	Extremely low	Extremely low	Extremely low

Opportunity Type	Opportunity Examples	Potential Financial Impact	Analysis of the Degree of Impact under Different Climate Scenarios					
			NZE			STEPS		
			Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
Resource Efficiency	Through technological and process improvements, enhance the efficiency of resource utilization (water, energy, and materials).	By improving resource use efficiency and reducing water, energy, and material consumption, operational costs can be lowered, production capacity can be increased, and revenue can be enhanced.	Moderate	High	Extremely high	Moderate	Moderate	Moderate
Energy Source	Using low-carbon energy sources or participating in carbon trading markets can reduce GHG emissions.	Reducing GHG emissions risks thereby decreases sensitivity to fluctuations in carbon trading prices; more investors prefer enterprises pursuing low-carbon development, which may lead to increased capital.	Moderate	High	Extremely high	Moderate	Moderate	Moderate
Market	Entering new markets and leveraging public sector incentives.	Entering new markets and leveraging public sector incentives.	Moderate	High	Extremely high	Moderate	Moderate	Moderate

Opportunity Type	Opportunity Examples	Potential Financial Impact	Analysis of the Degree of Impact under Different Climate Scenarios					
			NZE			STEPS		
			Short-term	Medium-term	Long-term	Short-term	Medium-term	Long-term
Resilience	Enhancing resilience against climate change through measures such as utilizing renewable energy, strengthening infrastructure development, or optimizing supply chains.	Improving supply chain reliability and operational capacity under various conditions, offering low-carbon products and services, and enhancing the Company's competitiveness.	Moderate	High	Extremely high	Moderate	Moderate	Moderate

Note: Short-term (1-3 years), medium-term (4-9 years), and long-term (10 years and above); financial impact levels are categorized as extremely low, low, moderate, high, and extremely high.

(3). Risk Management

The Company employs qualitative analysis methods to assess the potential impact of identified risks on our financial position, operating performance and core business activities across three time scales – short-term (1-3 years), medium-term (3-5 years) and long-term (over 5 years) – under various climate scenarios (such as frequent extreme weather events, tightening carbon policies and energy transition). This evaluation focuses on four key dimensions: likelihood of occurrence, potential influence, company adaptability and resilience.

The Company has established internal control documents such as the *Response for Climate Change Management Procedure* and the *Environmental Aspect Identification and Assessment Procedure*, clearly defining the scope, frequency, responsible parties, and implementation processes for climate risk identification. Comprehensive environmental factor identification exercises are conducted annually to dynamically update risk inventories, ensuring thorough risk coverage. Concurrently, mitigation strategies and adaptation measures are developed for identified risk factors, enhancing dynamic management capabilities for climate risks and opportunities while continuously strengthening the Company's climate resilience.

Mitigation Measures

- **Energy Structure Optimization:** Strictly implement energy review and performance monitoring procedures to control total fossil fuel consumption; continuously assess the feasibility of introducing renewable energy sources, progressively increasing the proportion of clean energy usage.

- **Production Design and Process Upgrades:** Phase out inefficient, outdated equipment; upgrade high-energy-consumption production stages; optimize manufacturing processes to reduce energy consumption per unit of output.

- **Selection of Environmentally Friendly Materials:** Universal adoption of eco-friendly refrigerants; implementation of the *Environmental Protection Package Management Procedure* during procurement, prioritizing environmentally conscious packaging materials to minimize pollution at source.

- **Project Development:** Integrate energy-saving concepts into the design phase of new projects, adopting resource – and energy-efficient building structures. During construction, select energy-saving and environmentally friendly building materials, strictly enforce the "Three Simultaneous" acceptance requirements for environmental protection, safety, and occupational health, ensuring the project operates in compliance with low-carbon standards.

- **Green Office Practices:** Implement tiered control of lighting switches, standardized air conditioning temperature settings, and printer paper-saving alerts; encourage walking between adjacent floors to reduce lift energy consumption.

- **Low-Carbon Supply Chain:** Priorities local procurement by selecting qualified suppliers within proximity to reduce cross-regional transport carbon emissions.

- **Waste Minimization and Recycling:** Strictly implementing the *Waste Management Procedures*, with non-hazardous waste sorted for recycling into categories such as cardboard, plastic, and metal. Hazardous waste is entrusted to qualified third-party processors to reduce carbon emissions at the source. Promoting production waste minimization measures to lower material wastage.

- **Site Greening and Carbon Sink Enhancement:** Factory designs incorporate adequate green space, increasing GHG absorption through vegetation planting. Existing green infrastructure is maintained to enhance ecological carbon sink capacity.

- **Employee Awareness Campaigns on Climate Change Response:** Through EHS training initiatives, guide staff to identify energy-saving and emission-reduction opportunities in daily operations. This includes promptly detecting and reporting energy wastage, implementing waste sorting, reducing resource consumption, and minimizing waste generation, thereby continuously enhancing employees' awareness of energy conservation and emission reduction.

Adaptation Measures

Institutional and Technical Measures:

- Dynamically identify domestic and international climate-related policies and regulations, incorporating them into the Company's legal monitoring list. Conduct regular compliance assessments to ensure lawful and compliant operations.

- Establish internal climate risk identification, evaluation, and control procedures based on the *Response for Climate Change Management Regulations* and the *Environmental Aspect Identification and Assessment Procedure*. Dynamically monitor climate risks and implement timely countermeasures.

- Revise the *Labor Protection Supplies Management Procedures* and enhance the *Extreme Weather Emergency Plan*. Establish an extreme weather monitoring and early warning mechanism, conduct regular natural disaster emergency drills and training, and strengthen management of climate disaster risks.

- Optimize exhaust gas treatment systems and production wastewater treatment processes to enhance the stability of environmental protection facilities in addressing climate risks.

Engineering Measures:

- Construct climate-resilient infrastructure such as emergency spill containment basins and firefighting facilities;

- Enhance extreme weather resilience in new buildings through seismic, wind, lightning, flood and fire-resistant designs.

- Implement climate adaptation upgrades for critical facilities in production workshops and laboratories, including installing lightning protection systems, optimizing ventilation and cooling systems, and reinforcing protective structures for outdoor equipment to minimize extreme weather impacts on operations.

Economic Measures:

- Purchase extreme weather insurance to mitigate risks of property damage and operational disruption caused by natural disasters;

- Increase procurement and investment in low-carbon technologies, energy-efficient equipment, and environmentally friendly materials.

Environmental Awareness and Incentives:

- Display environmental knowledge on electronic screens in a loop; organize annual specialized training on environmental management and waste management;

- Inducting new employees with environmental awareness and workplace safety training;

- Establishing a reward scheme for reporting safety hazards;

- Incorporating extreme weather emergency drills into annual training programme to enhance staff response capabilities through practical exercises; Displaying occupational hazard notices and safety operating procedures in production and laboratory areas to reinforce risk prevention awareness.

Our Risk Management Process:

(4). Metrics & Targets

To effectively manage GHG emissions and mitigate the impacts of global climate change, we employ GHG emissions intensity (defined as the ratio of total GHG emissions to the Group's annual revenue per RMB10,000) as the core metric for measuring the Group's emissions reduction effectiveness, ensuring data comparability and validity.

During the reporting period, we have completed comprehensive accounting for both Scope I and Scope II GHG emissions.

Category	**Unit**	**2025**	2024	2023
Scope I GHG emissions	tCO_2e	**0**	3,389	4,957
Scope II GHG emissions	tCO_2e	**24,574**	19,093	10,855
Gross GHG emissions (Scope I + Scope II)	tCO_2e	**24,574**	22,482	15,812
Intensity of GHG emissions	tCO_2e/RMB10,000 of revenue	**0.33**	0.20	0.20

By 2025, the Company's GHG emissions intensity stands at 0.33 tCO_2e/RMB10,000 of revenue, representing an 83% reduction from the 2021 baseline year.

Using 2025 as our baseline year, we have established a climate target for the Group to reduce GHG emissions intensity (including Scope I + Scope II emissions) by 20-30% by 2030. To achieve this objective, we will persistently implement climate change mitigation and adaptation measures while advancing energy conservation and emissions reduction initiatives.

Indicator	**Target**
GHG Emissions	Based on 2025, achieve a 20%-30% reduction in Scope I and Scope II GHG emissions intensity (tCO_2e/RMB10,000 of revenue) by 2030.

2. Environmental Management

(1). Environmental Management System

Environmental Health Management Policy:

Safety First, Compliance-Driven Operations
Pollution Prevention, Energy Conservation and Waste Reduction
Healthy Workplaces, Sustainable Development

BioDlink strictly adheres to a series of environmental laws and regulations, including the *Environmental Protection Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, the *Water Law of the People's Republic of China*, the *Law of the People's Republic of China on the Prevention and Control of Environment Pollution by Solid Waste*, the *Regulations on Biosafety Management of Pathogenic Microorganism Laboratories*, the *Emission standard of air pollutants for pharmaceutical industry*, the *Emission limits of water and air pollutants for bio-pharmaceutical Industry*, striving to minimize the generation of pollutants. During the reporting period, the Company did not engage in any conduct in breach of environmental protection laws and regulations, and has no record of environmental administrative penalties.

The Company has obtained ISO 14001 Environmental Management System certification and has established an environmental management system covering all operational sites and key business processes based on this standard. This system implements unified management of environmental matters, including R&D, production, supply chain operations, and waste disposal. By systematically identifying primary environmental factors within production processes, the Company has strengthened control over critical environmental elements such as biopharmaceutical wastewater discharge and hazardous waste disposal, thereby enhancing the precision and effectiveness of our environmental management.


ENVIRONMENTAL MANAGEMENT SYSTEM CERTIFICATE

Certificate No. 00126E300228R101

We hereby certify that

BioDlink Biopharm Co.,Ltd.

Business Registration Number: 91320594578013261

Registered Address:No 120, Chang Ying Street, Suzhou Industrial Park, Suzhou City, Jiangsu Province, P.R.China

by reason of its

Environmental Management System

has been awarded this certificate for compliance with the standard

ISO 14001:2015

The Environmental Management System Applies in the following area:

R&D and Production of Small Volume Injections, Hard Capsules, Therapeutic Biologics and CDMO Products Within The Scope of License Qualification,and Related Management Activities

Operation Address: No 120, Chang Ying Street, Suzhou Industrial Park, Suzhou City, Jiangsu Province, P.R.China

Certified since: January 19, 2020 Issue Date of This Cycle: January 19, 2026 Valid until: January 18, 2029

Standard: ISO 14001:2015 Environmental management systems - Requirements with guidance for use

Statement:

The organization was certified by other CB prior to: November 14, 2025

The certified client shall undergo regular surveillance audits. After passing each surveillance audit, CQC will issue an Approval Notification of Surveillance Audit.

This certificate shall only be valid when used in conjunction with such notification.

This certificate information can be verified on the website of National Certification and Accreditation Administration of the People's Republic of China (www.cnca.gov.cn) or CQC website (www.cqc.com.cn).

Area code: 3200

中国质量认证中心

CHINA QUALITY CERTIFICATION CENTRE

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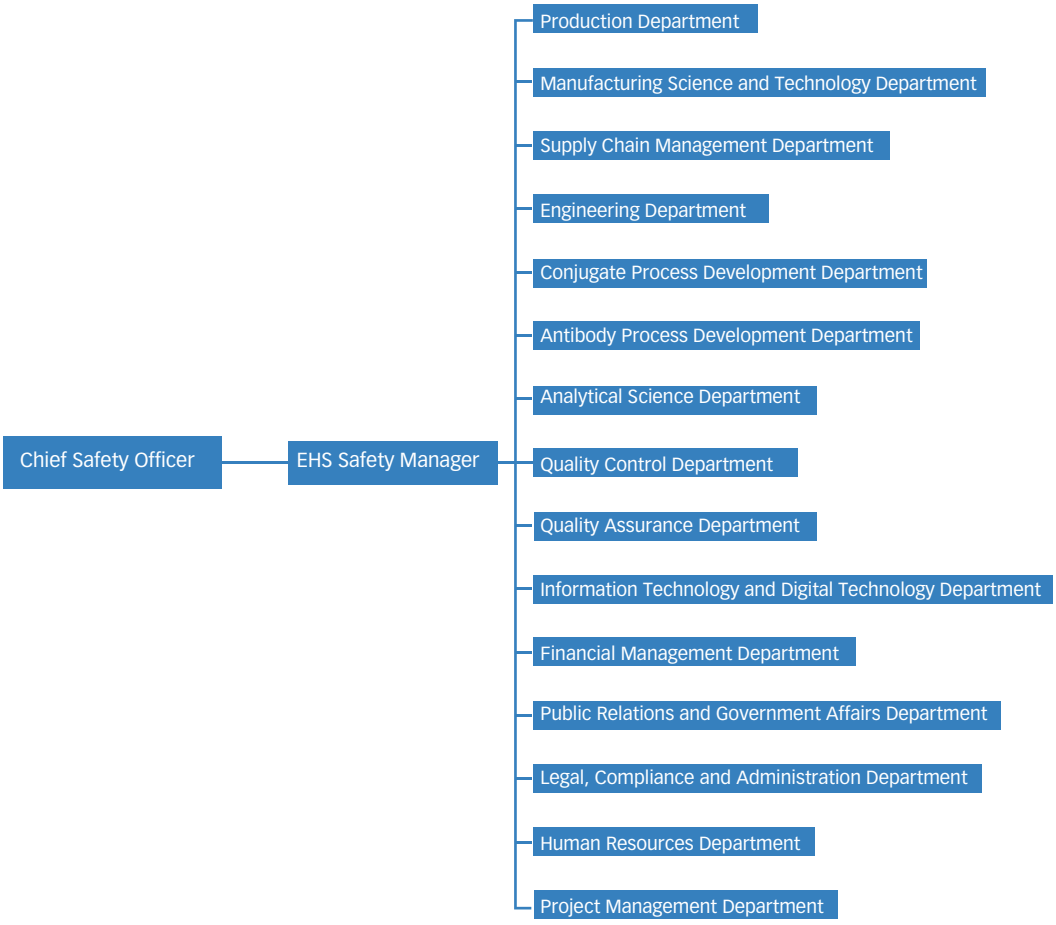
2024年版

ISO 14001 Environmental Management System Certification

To ensure the effective operation of the environmental management system, the Company has defined the responsibilities and management requirements for environmental and occupational health and safety management at all levels and across all departments in accordance with the *Environmental and Occupational Health and Safety Management Manual*. The Chief Safety Officer serves as the primary responsible person for environmental management, overseeing the approval of environmental management policies, objectives, and significant environmental matters. The EHS Safety Manager coordinates the establishment, operation, and continuous improvement of the system, while facilitating the implementation of environmental control measures across all business units to ensure the effective fulfillment of environmental management responsibilities.

Environment/Occupational Health and Safety Management System Organizational Structure Chart



At the operational management level, the Company adheres to the ISO 14001 standard as our core framework, supplemented by specialized documents such as the *EHS Document and Records Management System* and the *Contractor Environment, Health Safety Management Procedure*, which clearly define management responsibilities and operational procedures for environmental elements, including exhaust gases, wastewater, solid waste, and noise. For key environmental indicators, we conduct quarterly and half-yearly third-party compliance testing to ensure emission data consistently meets national and industry standards. Concurrently, the *Environmental Aspect Identification and Assessment Procedure* facilitates annual departmental reviews of environmental factors, while the *Environmental Emergency Response Plan* mandates annual drills. During the reporting period, we conducted exercises covering chemical spill response and fire extinguisher operation across core production and laboratory areas.

The Company persistently advances energy conservation, consumption reduction, pollution mitigation, and carbon reduction initiatives, systematically evaluating the effectiveness of existing environmental targets. Since establishing phased environmental targets in 2021, the Company has maintained stable overall performance across environmental management initiatives through enhanced energy and resource usage management, alongside optimized emission controls in production and operational processes.

To strengthen environmental governance effectiveness, BioDlink formulated medium-to-long-term environmental management objectives during the reporting period, setting 2025 as the base year and aligning these targets with our business scale and operational characteristics:

Category	Target
Energy	By 2030, reduce the Group's comprehensive energy intensity (tCO_2e/RMB10,000 of revenue) by 20%-30% compared to the 2025 baseline year.
Water consumption	By 2030, reduce the Group's water intensity (tCO_2e/RMB10,000 of revenue) by 20%-30% compared to the 2025 baseline year.
Wastewater	Strictly comply with wastewater discharge regulations and standards in operational locations, achieving 100% compliant discharge.
Air Emissions	Fully implement air emissions regulatory requirements in operational locations, ensuring 100% compliance with statutory standards.
Waste Management	Strictly adhere to local laws and regulations governing the classification and management of hazardous and non-hazardous waste, ensuring 100% disposal by compliant third-party contractors.

(2). Pollutant Emission Management

BioDlink is committed to reducing pollutant emissions, encompassing both non-hazardous and hazardous waste, wastewater, and atmospheric emissions. For this purpose, the Company strictly adheres to relevant laws and regulations, including the *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution*, the *Law of the People's Republic of China on the Prevention and Control of Environment Pollution by Solid Waste*, the *Emission Standard of Air Pollutants for Pharmaceutical Industry*, and the *Emission Limits for Water and Air Pollutants in the Biopharmaceutical Industry*, to ensure compliant pollutant discharge at all operational sites.

a. Waste Management

BioDlink strictly adheres to relevant waste management laws and regulations, establishing specialized systems such as the Waste Management Procedures and the Environmental Packaging Management Regulations to ensure compliant disposal of all waste streams while continuously advancing waste generation control.

Tailored to the characteristics of the biopharmaceutical industry, the Company categories waste into four distinct groups and implements differentiated management protocols:

- **Hazardous Waste:** Including experimental waste liquids, discarded reagent bottles, and contaminated waste. Categories shall be precisely determined according to the *National Catalogue of Hazardous Waste*, with uniform hazardous waste identification labels affixed to clarify hazardous characteristics and disposal requirements. Implement closed-loop management throughout the process: "Generation Registration – Sealed Storage – Consignment Transfer – Qualified Disposal". Store in dedicated impermeable, leak-proof zones equipped with drainage channels and collection sumps. Commission specialized institutions holding *Hazardous Waste Management Licence* for non-hazardous treatment.

- **General Industrial Solid Waste:** Covers production packaging materials, discarded spare parts, and outer packaging of laboratory consumables. Further subdivided by recyclability; recoverable components are handed over to qualified suppliers for recycling.

- **Domestic Waste:** Implemented under a four-category management system – recyclables, food waste, hazardous waste, and residual waste – integrated into the municipal waste sorting and disposal network.

- **Laboratory/Medical-related Waste:** Including discarded syringes and infectious waste, managed with dedicated labeling and sealed containers. Stored in segregated zones to prevent cross-contamination risks.

Concurrently, the Company has reduced waste generation at source by optimizing R&D and production processes, promoting reusable packaging, and implementing measures to minimize packaging materials. Additionally, the adoption of the DMS paperless office system has curtailed consumption of physical documents, while standardized management of hazardous waste packaging materials has decreased cardboard usage across multiple dimensions to advance waste reduction objectives.

Furthermore, the Company has continuously conducted specialized training on waste management to enhance environmental awareness among all staff, driving the standardization and regulation of waste management practices to achieve synergistic optimization of environmental benefits and operational efficiency. During the reporting period, the Company did not engage in any environmental violations such as illegal dumping or non-compliant disposal.

Case Study: Specialized Training Programme on Hazardous Waste Management

The Company conducted specialized training on hazardous waste management, covering personnel from waste-generating departments, warehouse management, and contractors. Focusing on the latest standards, including the GB 18597-2023 Pollution Control Standard for Storage of Hazardous Waste and the HJ 1276-2022 *Technical Specification for Setting Hazardous Waste Identification Labels*, the training systematically outlined the classification of 16 categories of hazardous waste, labeling requirements, storage limits, record-keeping procedures, and the full operational process of the national hazardous waste information system. This equipped staff to accurately grasp compliance essentials, ensuring proper completion of hazardous waste labels and full compliance throughout the transfer process.

During the reporting period, the Company achieved a 100% compliance rate for the disposal of all waste categories. By 2025, the emission intensity of hazardous waste is projected to reach 0.78×10^{-3} Tonnes/RMB10,000 of revenue, representing a 69% reduction compared to 2021. The emission intensity of non-hazardous waste is anticipated to be 1.21×10^{-3} Tonnes/RMB10,000 of revenue, marking a 93% decrease from 2021 levels. In the future, we shall continue to strictly adhere to the classification and management requirements for hazardous and non-hazardous waste stipulated by the laws and regulations of our operating locations. Through optimizing R&D and production processes, implementing digital office solutions, and other measures, we will enhance raw material utilization rates, reduce paper consumption, and lower waste generation per unit of output value to achieve the objective of having 100% of waste processed by third parties possessing the requisite compliance credentials.

Category	**Unit**	**2025**	2024	2023
Hazardous Waste Generated	Tonnes	**58.172**	56.177	44.127
Intensity of Hazardous Waste	Tonnes/RMB10,000 of revenue	**0.78×10^{-3}**	0.51×10^{-3}	0.57×10^{-3}
Non-Hazardous Solid Waste Generated	Tonnes	**90.533**	94.204	1,773.919
Intensity of Non-Hazardous Waste	Tonnes/RMB10,000 of revenue	**1.21×10^{-3}**	0.86×10^{-3}	2.272×10^{-2}
Total amount of Non-Hazardous Solid Waste Recovered	Tonnes	**18.418**	13.205	1,676.161

b. Wastewater Management

BioDlink has established the *Waste Water Control Procedure*, which clearly defines wastewater classification and collection, treatment processes, reuse standards, and discharge requirements. This procedure integrates wastewater management into the project's "Three Simultaneous" acceptance process.

The Company's wastewater is primarily categorized into production process effluent and domestic sewage, with differentiated control strategies implemented:

- **Production wastewater management:** Process wastewater is collected by designated zones and conveyed via dedicated pipelines to the central treatment plant, eliminating risks of mixed discharge or direct discharge. For high-concentration effluent generated during production, pre-treatment stages are implemented at workshop level to reduce subsequent processing loads and control pollutant concentrations at source.

- **Domestic Wastewater Management:** Measures to reduce wastewater generation at source include displaying water-saving reminders, regulating the use of air conditioning and water-consuming equipment, promoting employee water conservation, and establishing clear water usage standards for office supplies and vehicle washing. Domestic wastewater undergoes pre-treatment before being discharged into the industrial estate's sewage network, ensuring compliance with network connection requirements.

The wastewater treatment plant established by the Company addresses key pollutants, including COD (Chemical Oxygen Demand), ammonia nitrogen and suspended solids, with a processing capacity of 35 tonnes per day to fully meet existing production and R&D wastewater treatment requirements. By recycling treated effluent for cooling tower operations and subjecting the towers' forced drainage to secondary treatment before returning it to the wastewater treatment plant, a closed-loop system is established, achieving zero discharge of nitrogen-containing and phosphorus-containing wastewater.

Wastewater Treatment Plant

By 2025, wastewater compliance rates reach 100%, with no water pollution-related compliance issues occurring. Wastewater discharge intensity stands at 1.12 Tonnes/RMB10,000 of revenue, representing an 83% reduction from 2021 levels. In the future, we shall continue to strictly adhere to wastewater discharge regulations and standards in our operational regions, achieving the objective of 100% compliant discharge.

Category	Unit	2025	2024	2023
Wastewater emissions	Tonnes	**83,698**	74,293	19,610
Intensity of wastewater	Tonnes/RMB10,000 of revenue	**1.12**	0.68	0.25
COD in wastewater	Tonnes	**2.80**	1.97	1.52
Ammonia nitrogen in wastewater	Tonnes	**0.31**	0.44	0.24

c. *Exhaust Gas Management*

BioDlink has established protocols, including the Waste Gas Disposal System Standard Operating Procedure and the Exhaust Gas Control Management Procedures, and has installed dedicated laboratory exhaust collection units alongside building ventilation systems to achieve unified waste gas management across all operational sites.

The Company's waste gases primarily originate from quality control laboratories, wastewater treatment stations, and production equipment facilities with emissions encompassing volatile organic compounds (VOCs), hydrogen sulphide (H2S), and other pollutants. Addressing the distinct characteristics of each pollution source, we employ containment and isolation techniques alongside process enclosure measures to minimize pollutant vocalization. Centralized exhaust gas collection is achieved through ventilation systems, followed by pre-treatment via high-efficiency air filters and advanced purification using activated carbon adsorption units to ensure emissions comply with regulatory standards, thereby minimizing environmental impact.

We primarily control exhaust emissions through the following management measures:

- Implementing air pollution prevention measures for construction projects;
- Managing centralized exhaust emission outlets;
- Overseeing the operation of exhaust treatment facilities;
- Handling abnormal situations during exhaust emission processes.

To ensure the effectiveness of our control measures, we conduct semi-annual inspections of exhaust emission indicators. During the reporting period, exhaust emissions achieved 100% compliance, with an emission intensity of 550.87 m^3/RMB10,000 of revenue. The Company has implemented structural adjustments to exhaust emission sources by eliminating fixed combustion facilities such as gas boilers, resulting in zero emission of nitrogen oxides, sulphur oxides, and particulate matter during the current fiscal year.

Moving forward, we shall fully implement all operational site exhaust emission regulatory requirements to ensure 100% compliance with statutory standards.

Category	Unit	2025	2024	2023
Exhaust Emission	m^3	**41,185,600**	20,313,583	32,648,000
Intensity of Exhaust Emission	m^3/RMB10,000 of revenue	**550.87**	184.95	418.23
NO_x	Tonnes	**0**	0.093	0.659
SO_x	Tonnes	**0**	0.022	0.085
PM	Tonnes	**0**	0.007	0.030
Volatile Organic Compounds (VOCs)	Tonnes	**0.092**	0.026	0.036

(3). Environmental Education and Training

BioDlink develops targeted training programs aligned with annual environmental management priorities and regulatory updates, covering critical areas such as waste management, exhaust gas and wastewater treatment, environmental risk identification, and emergency response.

During the reporting period, the Company delivered a cumulative total of 3,893.5 hours of EHS-related training, with 4,152 participants receiving an average of 6.4 hours of training per person.

Case Study: Environmental Management Specialized Training

The Company organized specialized environmental management training for environmental specialists across departments, production and R&D personnel, and supply chain managers. The programme focused on waste management protocols, environmental factor identification and assessment, risk-opportunity management, and stakeholder requirements, providing detailed guidance on classification and disposal procedures, identification methodologies, and compliance standards. This initiative equipped all staff with essential environmental management skills, facilitating the standardized implementation of environmental practices across departments.

3. Resource Management

(1). Energy Consumption and Management

BioDlink implements management systems and procedures in accordance with the ISO 50001 Energy Management System, including the *Energy Management System Manual, the Internal and External Factors of Recognition and Related Party Needs Evaluation Control Procedures, the Energy Target Indicators and Management Plan Control Procedure, the Energy Management Risk and Opportunity Identification, Evaluation and Control Procedure and the Energy Training Management Control Procedures* to define requirements across the entire process. These encompass the establishment of energy management objectives, monitoring of energy consumption, implementation of energy-saving measures, and performance evaluation. During the reporting period, the ISO 50001 Energy Management System remained valid.

Our energy policy:

Energy conservation and emission reduction, cost reduction and efficiency improvement, continuous improvement, and green development

The Company has reduced energy consumption through measures including enhancing the energy efficiency of production and environmental protection facilities, promoting energy-saving equipment, implementing refined management controls in office areas, and raising awareness of energy conservation.

Case Study: Driving Operational Energy Conservation and Reduction through Optimized Energy Utilization

To continuously enhance energy efficiency and reduce operational energy consumption, the BioDlink system has implemented energy-saving and consumption-reduction upgrades across multiple areas, including ventilation system optimization, equipment energy efficiency improvements, and refined energy management to minimize operational wastage:

- Upgraded the water production room ventilation system to utilize external cold air for natural cooling during winter, reducing ventilation system operational energy consumption;
- Implemented targeted adjustments to address heat/cold counter flow issues in workshops, minimizing redundant cooling and heating;
- Completed sunshade improvements for spiral staircases, reducing air conditioning energy consumption during peak summer temperatures;
- Optimized space utilization in packaging areas and installed additional on-site control panels to curb energy wastage from unnecessary operations;
- Conducted systematic adjustments to improve the seal integrity of temporary refrigerator doors, reducing cold air leakage and associated energy consumption.

During the reporting period, our primary energy consumption comprised electricity and steam, with an energy intensity of 0.09 Tce/RMB10,000 of revenue, representing an 81% decrease compared to 2021. Using 2025 as the base year, we have established an energy consumption target for 2030: to reduce the Group's comprehensive energy usage intensity (Tonnes/RMB10,000 of revenue) by 20-30%. We shall persistently enhance energy conservation management, continuously improving energy efficiency and reducing energy consumption per unit of output through technological upgrades, equipment modernization, and management-driven savings, thereby achieving our energy objectives.

Category	Unit	2025	2024	2023
Consumption of purchased electricity	kWh	**23,226,792**	22,488,359	18,317,530
Natural Gas	m^3	**0**	1,550,094	2,267,673
Diesel fuel	Liters	**0**	0	0
Steam	Tonnes	**39,382**	20,158	1,314
Direct energy consumption	Tce (ton of standard coal equivalent)	**0**	1,883	2,755
Indirect energy consumption	Tce	**6,654**	4,708	2,378
Total energy consumption	Tce	**6,654**	6,591	5,133
Intensity of energy consumption	Tce/RMB10,000 of revenue	**0.09**	0.06	0.07

Note: The unit for steam consumption has been adjusted to tonnes (t), with historical data converted accordingly. This adjustment constitutes a unit conversion only and does not involve any change to the calculation methodology.

(2). Water Resource Management

All the water drawn by the Company originates from the municipal water supply, primarily used for production processes, research and development experiments, and staff welfare. In our daily operations, we prioritize water resource management, implementing comprehensive water conservation measures, including routine water consumption monitoring and water recycling.

Our water resource management measures:

- Daily monitoring of water consumption to precisely control usage;
- Timely repair of leaks in valves, pipes and other equipment through routine inspections, employee hazard reporting and quarterly pipeline checks, eliminating unnecessary water loss;
- Posting water-saving reminders in water-using areas, standardizing cleaning procedures, and replacing traditional fixtures with high-efficiency water-saving devices to reduce process flushing waste and minimize consumption at source;
- Enhancing water recycling rates through grey water reuse and treated wastewater recovery.

During the reporting period, the Company's water consumption intensity stood at 7.18 tonnes per ten thousand yuan of revenue, representing a 78% reduction compared to 2021. Using 2025 as the baseline, we have set a water usage target for 2030 to reduce the Group's water resource intensity (Tonnes/RMB10,000 of revenue) by 20-30%. We shall persistently strengthen water conservation management. By expanding the scale of reclaimed water utilization and employing water-efficient equipment, we will continuously optimize water resource utilization efficiency and reduce water consumption per unit of output to achieve our water usage targets.

Category	**Unit**	**2025**	2024	2023
Water consumption during production and in the office	Tonnes	**537,007**	414,674	346,079
Consumption of reused reclaimed water	Tonnes	**100,915**	23,904	42,560
Intensity of water consumption during production and in the office	Tonnes/RMB10,000 of revenue	**7.18**	3.78	4.43

(3). Material Management

BioDlink's primary material consumption encompasses packaging materials, including primary packaging in direct contact with products, secondary packaging not in direct contact with products, and tertiary packaging for transportation; hazardous chemicals such as laboratory reagents and flammable/explosive substances; and general chemicals, including production auxiliaries and office consumables.

Guided by the Environmental Protection Package Management Procedure as our core framework, the Company continuously advances eco-friendly packaging initiatives and refines green transformations throughout the product lifecycle to reduce packaging material consumption and enhance recycling rates. Packaging material management spans the entire lifecycle, encompassing design, procurement, and recycling:

Packaging Design:	Packaging Procurement and Communication:	Packaging Recycling:
• Strictly adhere to the principles of "Reduction and Recyclability" by minimizing packaging per unit through measures such as reducing loose packaging, limiting secondary packaging, and selecting lightweight materials. Prioritize recyclable materials, including recyclable cardboard boxes and eco-friendly plastics; • Exercise caution in selecting packaging materials, avoiding toxic or hazardous substances while complying with applicable laws and regulations; • Production department personnel shall sort all packaging types to maximize recycling efficiency.	• Prioritize the environmental attributes of packaging when procuring goods or materials; opt for bulk packaging where feasible; favour eco-friendly packaging materials and minimize plastic usage; • Proactively share significant environmental packaging achievements with external clients; • Communicate product packaging sustainability requirements through channels such as product labeling, advertising, and official websites to foster collaborative environmental awareness across the supply chain.	• Establish a robust packaging sorting and recycling system for the centralized collection of recyclable materials such as cardboard, plastic bottles, and scrap metal, thereby reducing environmental pollution and resource wastage.

In 2025, we conducted a statistical analysis of the usage of vials and paper, as shown below:

Category	Unit	2025	2024	2023
Vial Consumption	Tonnes	**12.539**	21.160	13.900
Intensity of Vial Consumption	Tonnes/RMB10,000 of revenue	**0.17×10^{-3}**	0.19×10^{-3}	0.18×10^{-3}
Paper	Tonnes	**8.191**	9.419	8.901
Intensity of Paper Consumption	Tonnes/RMB10,000 of revenue	**0.11×10^{-3}**	0.09×10^{-3}	0.11×10^{-3}

4. Green Operation

(1). Lean Production

In 2025, BioDlink established a Lean Operations Management System centred on three pillars: "System Development, Lean Practices, and Talent & Culture", achieving the following key outcomes:

- **System Development:** Issued the Improvement Activity Management System and the Golden Idea Management System to establish institutional safeguards for continuous improvement; Launched the "Lean Knowledge Base" integrating tools, case studies, and training resources to facilitate company-wide learning and knowledge sharing; conducted inaugural strategic planning and deployment workshops, establishing an initial linkage mechanism between lean improvement and the Company's long-term sustainable development objectives;

- **Driving Improvement Initiatives:** Completed 18 cross-departmental key improvement projects throughout the year, covering critical areas such as production, supply chain, and engineering. These initiatives enhanced operational efficiency, optimized costs, and systematically mitigated risk points;

- **Talent and Culture:** Established a foundational culture of continuous improvement through company-wide Lean training and the regular operation of the "Golden Ideas" platform. Cultivated internal Lean trainers through dedicated programs, laying a robust talent foundation for sustained enhancement.

In 2025, the Lean improvement initiative delivered significant outcomes, achieving multiple breakthroughs in efficiency gains and resource conservation:

- **Efficiency Enhancement:** The "DS02 Purification Workshop Production Changeover Cycle Reduction" project focused on eliminating waste and non-value-added activities. By optimizing operational workflows, implementing parallel operations, and adopting dynamic scheduling mechanisms, batch changeover times were effectively shortened. The project delivered notable gains in production capacity, reduced working hours, and minimized overtime, further enhancing production line flexibility.

- **Resource Conservation:** The "Standardization of Equipment Cleaning Processes Across Workshops" project optimized cleaning procedures and loading methods. This achieved savings in water, chemicals, and electricity consumption while reducing wastewater discharge. Resource usage was significantly lowered without compromising cleaning standards.

Case Study: Lean Culture Promotion

The Company conducted strategic planning and deployment workshops for middle and senior management, engaging 30 participants to establish initial alignment between lean management and corporate strategy; Offered staff-wide training series including the *Introduction to Lean,* the *Standardized Operations,* and the *Administrative Process Improvement,* systematically disseminating lean principles and waste identification to foster a shared culture of continuous improvement; Provided practical guidance through daily management to enhance team leadership capabilities; Concurrently, cultivated and certified internal lean instructors, establishing a closed-loop system encompassing "Strategic Deployment – Cultural Dissemination – Practical Implementation – Talent Succession".

(2). Green Office

BioDlink consistently upholds a green office philosophy, integrating environmental requirements into daily operational details. The Company comprehensively promotes electronic office practices while simultaneously reinforcing awareness of resource conservation by guiding employees to implement energy-saving measures in daily activities such as water, electricity, and paper usage. Shared workstations are implemented, optimizing office space layout and resource allocation to significantly enhance space utilization and achieve efficient use of office resources.

Energy Conservation Management:

- Implementing comprehensive energy-saving measures across all office areas, with signage on light switches detailing usage protocols for different scenarios;
- Displaying temperature setting guidelines and power-off reminders in air-conditioned zones to encourage appropriate temperature regulation and switching off units when unoccupied;
- Posting recommendations to walk for nearby floors in lifts to reduce operational energy consumption.

Water Conservation Management:

- Water-saving reminders displayed in drinking water stations, restrooms, and other water-use areas;
- Established routine inspection mechanism for water facilities, integrated into company-wide hazard reporting system to promptly detect and repair leaks in pipes, taps, and other equipment, preventing unnecessary water loss.

Office Energy Optimization:

- Implement double-sided printing protocols with unified paper-saving notices on printers, encouraging electronic document sharing;
- Adopt paperless meetings by displaying materials on digital screens.

Standardized Waste Sorting:

- Deploy segregated bins in public areas (offices, corridors) clearly labeling recyclables, hazardous waste, and general refuse with intuitive sorting guides.

Digital Office Transformation:

- Advance digital office systems, processing administrative approvals, document circulation, and report submissions via digital platforms;
- Implement electronic signature functionality for online execution of contracts and agreements.

Green Low-Carbon Commuting:

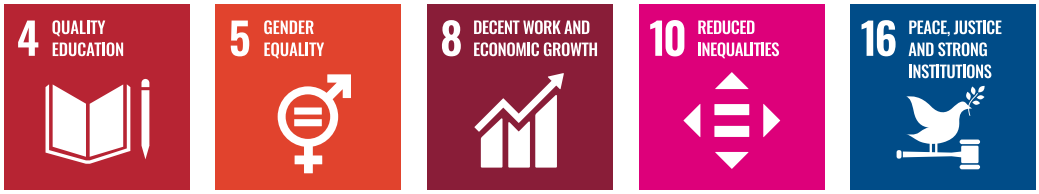
- Fully eliminate employee shuttle fees while providing five shuttle routes covering key commuting zones, encouraging collective transport to reduce carbon emissions;
- Expand non-motorized vehicle parking areas and optimize supporting facilities to provide more convenient commuting conditions for employees who bike to work.

Smart Efficiency Enhancement:

- Introducing smart cleaning robots and dishwashers to replace certain manual cleaning tasks while optimizing cleaning processes. This reduces water consumption and chemical detergent usage, achieving intelligent and efficient cleaning.

IV. TALENT EMPOWERMENT AND A SHARED FUTURE

Benchmarking the United Nations Sustainable Development Goals (SDGs)



Important issues

- Occupational Health and Safety
- Protection of Employees' Rights and Interests
- Employee Retention and Development
- Employee Satisfaction
- Diversity and Equality

Talent constitutes the fundamental driving force behind an enterprise's sustained and robust development. BioDlink has consistently embedded a "people-caring" philosophy within our developmental DNA, rigorously adhering to applicable labour laws and regulations across all global operational jurisdictions. We focus on addressing the needs of employees throughout their entire career lifecycle – from equitable employment practices to fostering diversity and inclusion, and from empowering professional growth to safeguarding wellbeing. We are wholly committed to cultivating a harmonious, equitable and caring workplace environment, driving mutual value creation and long-term shared success as employees and the enterprise grow together.

1. Employee Employment

(1). Compliant Employment

BioDlink strictly adheres to regulations, including the *Labour Law of the People's Republic of China and the Labour Contract Law of the People's Republic of China, to formulate standardized documents such as the BioDlink Employee Handbook and the Recruitment and Appointment Management Procedures*, providing clear guidance for critical processes, including recruitment, hiring, and labour contract management, to ensure all employment operations are conducted in accordance with established rules and procedures. The Company focuses on the practical implementation of these systems, continuously refining our documentation framework and promptly iterating optimizations to address any shortcomings identified during execution to ensure company policies remain aligned with legal requirements. Concurrently, we standardize the entire process of labour contract signing, renewal, and termination, safeguarding the legitimate rights and interests of both the enterprise and our employees on an equal footing.

Regarding process standardization, in 2025, the Company actively innovated recruitment models by introducing a selection mechanism combining group discussions without a leader with AI interviews to enhance the efficiency and quality of grassroots talent recruitment, rendering the recruitment process more scientific and selection outcomes more precise.

Unstructured group interview

BioDlink steadfastly adheres to the fundamental principle of lawful and compliant employment practices, explicitly prohibiting illegal activities such as child labour and forced labour, and has incorporated these requirements into the *BioDlink Employee Handbook and the Recruitment and Appointment Management Procedures* to codify compliance standards in written form. The Company explicitly prohibits any form of discrimination or retaliation against employees who report suspected violations. Where improper or unlawful discriminatory practices are verified, we shall immediately implement targeted remedial measures to effectively safeguard employees' lawful rights and interests.

During the 2025 reporting period, the Company experienced no significant labour disputes nor instances of child labour, forced labour, harassment, or discrimination.

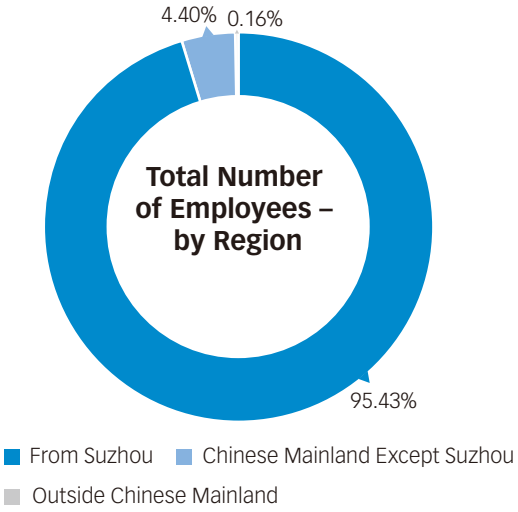
(2). Diversity and Equality

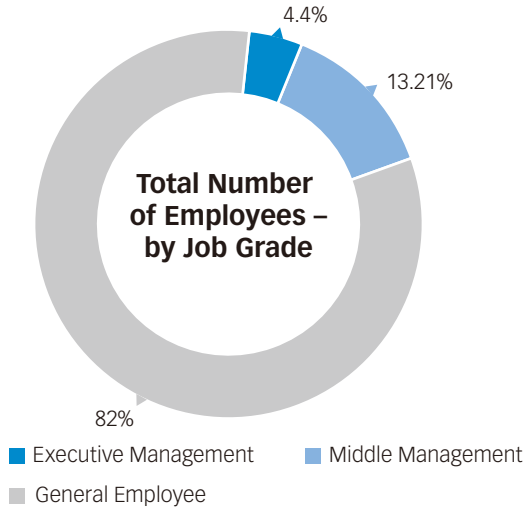
The Company adheres strictly to the *BioDlink Employee Handbook* as our core guideline, complying with local anti-discrimination regulations governing our operations across all employment stages – including recruitment, remuneration, and promotion. No employee shall be treated differently on the basis of race, colour, creed, age, or any other identifying characteristic, ensuring all enjoy equal opportunity and respect. The handbook explicitly encourages reporting of violations, with verified cases prompting immediate remedial action. Retaliation against whistleblowers is strictly prohibited, fortifying the institutional defence for diversity and inclusion.

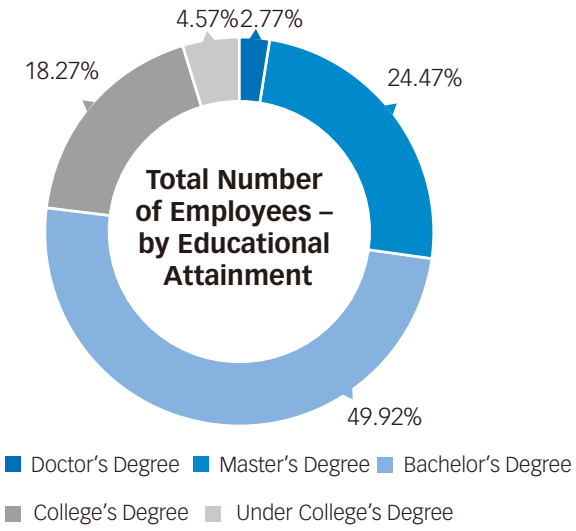
In talent acquisition practices, the Company breaks down geographical and background barriers by utilizing multiple channels, including official recruitment websites, specialized recruitment platforms, employee referrals, offline recruitment fairs, and university-industry collaborations, to extensively attract individuals with diverse educational backgrounds, ages, locations, and international experiences, continuously enriching the diversity of our workforce.

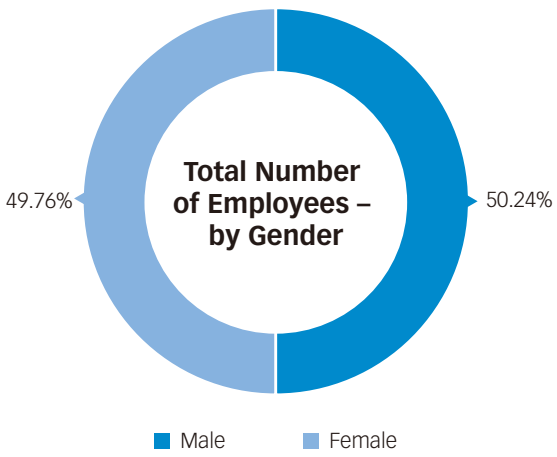
As of the reporting period, the Company employed 613 individuals (including full-time staff, interns, and rehired personnel). Employee numbers were categorized by region, job grade, educational attainment, gender, and age:

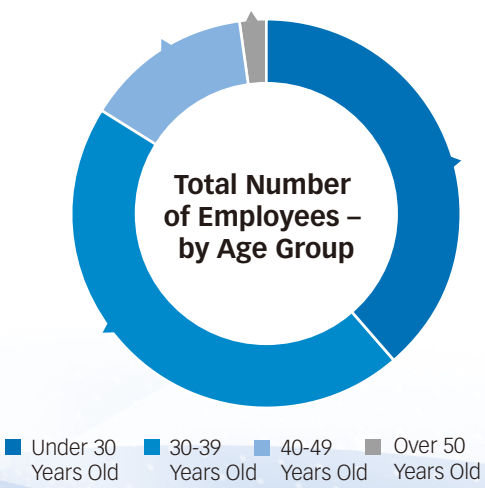
- One serving military personnel;
- For managerial positions at manager level and below, female candidates account for 45% of those progressing to the interview stage.


4.40%
0.16%
Total Number of Employees – by Region
95.43%
From Suzhou
Chinese Mainland Except Suzhou
Outside Chinese Mainland


4.4%
13.21%
Total Number of Employees – by Job Grade
82%
Executive Management
Middle Management
General Employee


4.57%
2.77%
18.27%
24.47%
Total Number of Employees – by Educational Attainment
49.92%
Doctor's Degree
Master's Degree
Bachelor's Degree
College's Degree
Under College's Degree


49.76%
Total Number of Employees – by Gender
50.24%
Male
Female


Total Number of Employees – by Age Group
Under 30 Years Old
30-39 Years Old
40-49 Years Old
Over 50 Years Old

The Company's international talent strategy is progressing steadily, with one expatriate successfully recruited and formally appointed. Two further expatriate employees, hailing from the United States and Europe respectively, have accepted their offers and are currently preparing for their appointments. This development injects fresh dynamism into the implementation of the Company's globalization strategy.

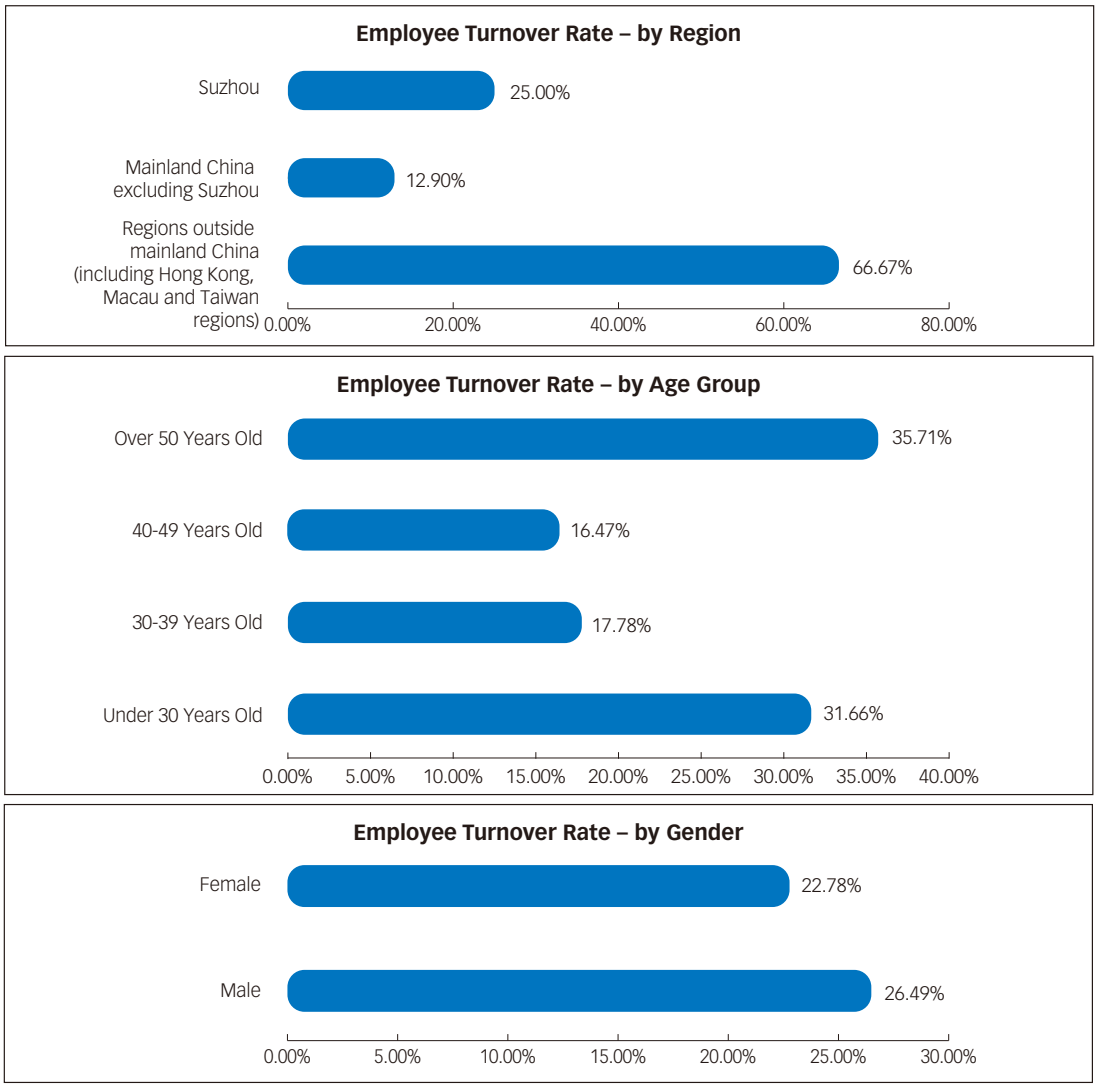
(3). Employee Retention

Retaining talent is the cornerstone of an enterprise's sustained development. BioDlink has established a multi-dimensional, end-to-end employee retention system through comprehensive measures covering growth, security, and experience. This approach continuously enhances staff belonging and satisfaction, effectively reducing turnover rates and solidifying the talent foundation for the Company's ongoing growth.

Regarding talent stability safeguards, the Company has developed six core supporting initiatives:

- **Strengthening Leadership Development:** Providing systematic professional training and practical opportunities to cultivate high-calibre leaders with comprehensive capabilities;
- **Enhancing the Training Framework:** Establishing diverse learning platforms offering rich online and offline resources tailored to employees' career progression needs;
- **Balancing Work and Life:** Implementing flexible scheduling and standardized working hours to boost efficiency, reduce overtime rates, and enhance employee satisfaction;
- **Optimize Remuneration Packages:** Conduct regular market salary surveys to ensure competitive pay within the industry and region;
- **Enhance Working Environments:** Ensure safe and comfortable workplaces while fostering a positive and harmonious corporate culture;
- **Scientific Selection and Development:** Employ diverse recruitment methods, prioritizing alignment with corporate values and culture to improve staff retention.

During the reporting period, the voluntary turnover rate of employees was 24.69%. The data on employee departures divided by geographical area, age, and gender is shown in the following chart:



2. Employee Development

(1). Employee Training

BioDlink has established a systematic, tiered training framework based on role competency models and aligned with business strategy requirements to deliver bespoke learning programs for employees at all levels. Courses comprehensively cover three key categories: general competencies, specialized role skills, and leadership development.

The Company maintains a robust training support mechanism encompassing knowledge transfer, skills development, and cultural integration programs delivered through diverse formats, including online platforms, in-person boot camps/workshops, and consensus-building retreats, to continuously strengthen our internal trainer pool and proprietary course portfolio. By 2025, the Company successfully certified 13 junior corporate trainers, establishing an initial internal trainer pipeline and completing the development and delivery of our first cohort of internally accredited courses.

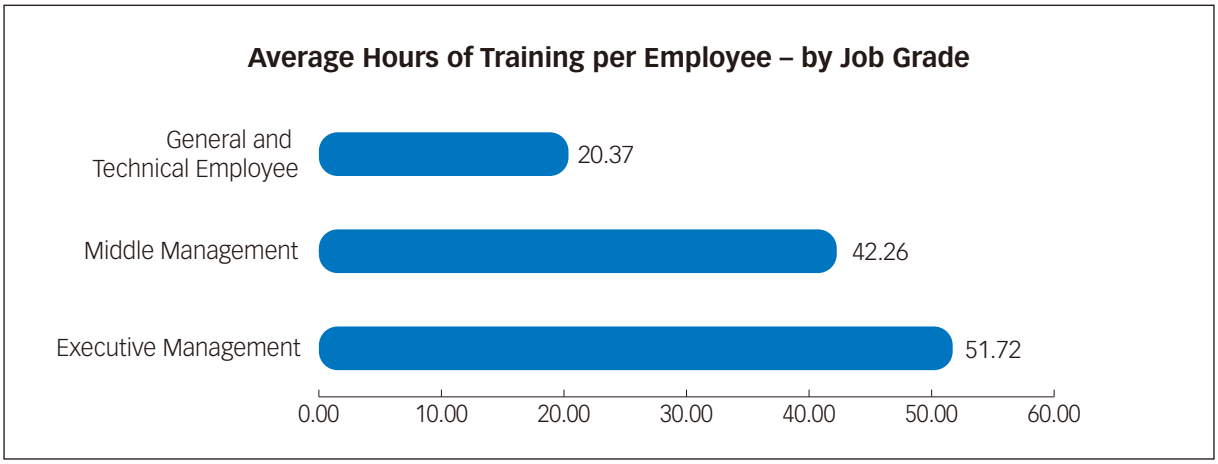
70-20-10 Learning Rule	General Courses		Professional Courses	Leadership Courses		
Junior Staff (1-4)	Sunrise Program (Fresh Graduates): – Role Transition – Communication and Collaboration – Time Management – Emotion Management	New Hire Training: For details, See Breakdown on the Right – 1st Day/Week /Month Training (Online) – New Hire Training (Offline) English Enhancement Program: – AI Conversation (Online) – Online Course Learning (Online) – Business Theme Salon (Online) Company-Wide Training: – Trade Secrets Annual Training – Site Safety Annual Training – Information Security Annual Training	Pre-Job Qualification Training: – EHS Pre-Job Training – Quality Pre-Job Training Company-Wide Training: – Pharmacovigilance Annual Training – Intellectual Property Annual Training – Quality Awareness Annual Training Departmental Professional Training: – Courses Dynamically Introduced based on Actual Needs e.g., How AI Technology Empowers R&D		Cross-Functional Management Training: – Communication, Collaboration and Conflict Management Lean Management Training: – Daily Management (DM) – Total Process Improvement (TPI)	New Hire Training Breakdown: Offline: – Company Development Overview – Corporate Culture and Performance System Introduction – Lean Operations Management Introduction – Pharmacovigilance Course – GMP Basics Course – Reimbursement Process and Guidelines – Administrative Support and Guidelines – Supply Chain Department Overview – Contract Approval Process Overview – Site Safety Course – IT Support and Guidelines Online: – New Employee Onboarding Guide – Pharmacovigilance Onboarding Training – Site Safety Onboarding Training – Anti-Corruption Awareness in Healthcare Course – Information Security Code of Conduct – BioDlink Commercial Insurance Online Claim Guide – Corporate Didi User Guide
Junior Management (5-8)	Internal Trainer Program: – Course Design – Course Development – Presentation Skills			Foundational People Management Training: – Performance Management – Employee Motivation – Recruitment Skills		
Middle/Senior Management (9-13)				Middle/Senior Management Capability Enhancement Training: – Coaching Leadership		

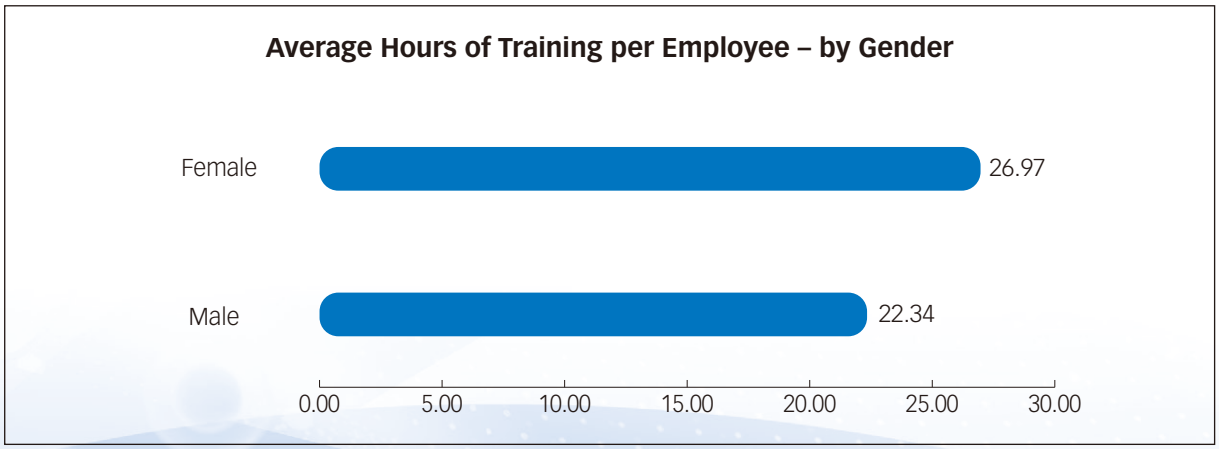
Training System Overview Diagram

To strengthen support for employee development, the Company has implemented a targeted specialized training programme:

- **Graduate "Dawn Initiative" Training Programme:** Deeply integrating corporate culture with development initiatives, this scheme employs practical activities such as commissioning graduates to create cultural promotion videos. This approach aids new recruits in understanding and embracing the corporate ethos while enhancing teamwork and innovation awareness.
- **Interviewer Empowerment Training for Third-Level and Fourth-Level Department Managers:** Focusing on the importance of precise talent identification, this programme employs diverse formats, including case analysis and tool sharing, to enhance managers' interview expertise and talent assessment accuracy.
- **Key Talent Individual Development Plan (IDP) Programme:** Aimed at mastering core recruitment skills and refining talent identification capabilities, this initiative delivers through practical sessions including mock interviews and debriefing.

During the reporting period, BioDlink employees received a total of 15,105 hours of training, equating to an average of 24.64 hours per employee. Our training programme encompasses all staff members. The average hours of training received by employees, broken down by gender and job level, are illustrated in the chart below:





(2). Employee Promotion

We continually refine our promotion policies and systems to ensure all employees are afforded fair, equitable, and transparent career progression pathways. The Company has established a robust promotion mechanism, clearly defining three primary career tracks: managerial, professional, and project-based, thereby providing clear guidance for employees' professional development:

- **optimized Grade System:** Implementing a comprehensive 0-17 grade structure spanning multiple domains, including technology and R&D, clarifying career progression routes;
- **Defined Promotion Criteria:** Combining academic qualifications and work experience, requiring a minimum of 2-3 full performance appraisals with ratings no lower than B to ensure objectivity;
- **Aligning with Performance Appraisals:** Performance appraisal outcomes serve the primary basis for promotions, reinforcing the connection between performance and advancement to motivate employees to excel in their roles;
- **Implementing Promotion Defence:** Introducing a defence mechanism for promotions to Manager level and above, assessing leadership and business acumen to ensure alignment with senior role requirements;
- **Clarifying Role Responsibilities:** Providing detailed role and sequence descriptions for each grade, defining responsibility boundaries to assist employees in understanding their post-promotion positioning;
- **Cultivating Cross-domain Capabilities:** Encouraging employees to develop cross-functional competencies, with a focus on enhancing problem-solving and project management skills for senior grades;
- **Building Management Pipelines:** Requiring senior managers to spearhead talent pipeline development, ensuring organizational stability and sustainable growth;
- **Upholding Fairness and Transparency:** Committing to fair and transparent promotion policies and practices, with regular policy reviews and updates to guarantee their effectiveness and relevance.

3. Employee Communication

The Company remains committed to establishing a diversified communication and democratic participation system, fostering an open and collaborative working environment to ensure the smooth transmission of employee concerns and the effective exercise of democratic rights. Specific mechanisms are as follows:

- **Staff Representative Council:** Serving as the core vehicle for democratic decision-making, staff representatives are democratically elected and cover positions across all levels. They deliberate on major matters such as the formulation of rules and regulations and adjustments to remuneration and benefits. Decisions affecting employees' vital interests must be reviewed and approved by the Staff Representative Council before implementation;
- **Regular Staff Forums:** Chaired by senior management and attended by departmental employee representatives, these forums establish direct communication channels between management and staff, enabling precise responses to employee concerns regarding work experience and management optimization;
- **Multi-dimensional Feedback Mechanism:** Online submissions are facilitated through the HR Service Desk for real-time feedback, while offline employee satisfaction surveys are conducted periodically. Covering core dimensions such as management, remuneration, and working environment, these surveys provide precise data support for formulating corporate improvement measures.

During the reporting period, our annual employee satisfaction survey yielded 269 valid responses with an average score of 9.71 (out of 10), maintaining consistently high satisfaction levels.

4. Employee Care and Wellness

(1). Employee Care

a. Employee Salary and Benefits

BioDlink strictly adheres to the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China*, the *Social Insurance Law of the People's Republic of China*, and other national laws, regulations, and local policy requirements. We have established a series of rules and regulations, including the *Performance Management* and the *Remuneration and Benefits Management*, to ensure the fairness of our compensation levels through dynamic calibration to align with industry development and regional standards.

With the aim of effectively stimulating employees' motivation to fulfil their duties and fostering innovative vitality, we have established a performance appraisal process within our *Performance Management* based on the principles of objectivity and fairness, differentiation, goal orientation, and the PDCA (Plan-Do-Check-Act) cycle. Performance ratings are directly linked to bonus distribution and salary adjustments, ensuring precise alignment between value contribution and remuneration. Concurrently, a robust mechanism for addressing performance appraisal disputes has been implemented:

- **Standardized System Design:** Adhering to principles of objectivity, fairness and differentiation, optimizing target alignment and assessment processes through models such as "Indicator Libraries" and "Invited Evaluations", while refining operational protocols for appeal procedures;
- **Digital Workflow Support:** Establishing a dedicated "Performance Appeal" module within the performance management system to enable online submission of objections and full process traceability, thereby enhancing dispute resolution efficiency;
- **Clear Resolution Procedures:** Employees may escalate appeals through hierarchical channels within stipulated timeframes. The Human Resources Department completes preliminary reviews within five working days, convening adjudication panels where necessary. Final determinations directly influence performance bonus disbursements;
- **Dynamic optimization Mechanism:** Through case reviews of contested decisions and collection of employee feedback, assessment methodologies and resolution processes undergo continuous refinement to ensure scientific rigour and organizational alignment.

In addition to base remuneration, the Company fully implements statutory social insurance contributions (pension insurance, medical insurance, unemployment insurance, work injury insurance, maternity insurance), housing provident fund, and statutory leave entitlements, including annual leave, marriage leave, and maternity leave. Focusing on employees' diverse needs, we have established a multi-dimensional supplementary benefits system:

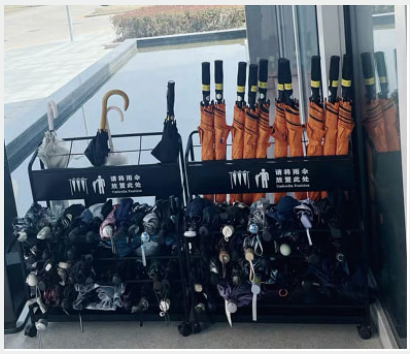
- **Supplementary Commercial Insurance:** Employees receive basic commercial insurance coverage, including accidental injury insurance, upon joining the Company. For employees with children, the Company provides supplementary insurance with partial premium coverage;
- **Health Check Benefits:** New employees receive reimbursement for pre-employment medical examinations; permanent contract staff are entitled to one complimentary annual health check from the second year of employment;
- **Additional Leave:** Three days of paid discretionary annual leave and three days of fully paid sick leave per year, in addition to statutory annual leave;
- **Interest Clubs:** Basketball, football, badminton, yoga, and other clubs available for employee participation, with weekly activities and access to standard fitness equipment;
- **Birthday Recognition:** Employees receive a 300 RMB electronic gift card during their birthday month;
- **Life Event Allowances:** Specialized allowances including wedding, childbirth, and child education gifts, alongside funeral grants and injury/illness condolence payments;
- **Long-Service Honors:** Exclusive incentive schemes for employees reaching 5 and 10 years of service;
- **Commuting Support:** Shuttle buses for Suzhou headquarters staff; corporate DiDi coverage for business travel and extended working hours, with taxi reimbursements for exceptional circumstances;
- **Secure Accommodation:** One year's complimentary dormitory for Suzhou headquarters graduates and non-local new hires;
- **Work Meals:** Complimentary lunches provided on working days for Suzhou headquarters staff.

b. *Enriching Employee Well-being*

Through diverse care initiatives and a rich programme of activities, the Company fosters a warm and comfortable working environment, supporting employees in achieving work-life balance. Beyond standard welfare provisions, the Company has established a multi-dimensional employee care system encompassing physical wellbeing, interest development, and psychological support. Building upon this foundation, numerous distinctive employee activities have been organized.

Case Study: Shared Umbrella Initiative – Convenience that Warms Hearts, Environmental Stewardship through Sharing

To tangibly enhance employee satisfaction and advance green development principles, the Company introduced shared umbrella facilities at office entrances in 2025. This initiative effectively addressed commuting challenges during sudden weather changes, significantly improving workplace convenience and fostering a sense of belonging. Concurrently, it actively promoted resource recycling and bolstered the Company's green cultural ethos.



Case Study: Outstanding Employee Team-Building Event – Fostering Cohesion and Empowerment, Practising Responsibility

To recognize outstanding achievements, foster team cohesion, and fulfill corporate social responsibility, the Company organized an outdoor team-building event for over 50 exemplary employees while simultaneously launching an environmental conservation initiative at the scenic area. This activity not only helped participants alleviate work stress and strengthen bonds amidst nature but also reinforced employees' sense of responsibility and environmental awareness through immersive conservation practices. It successfully integrated team development with public welfare value.

Case Study: Health Empowerment – Prioritizing Employee Wellbeing to Fortify Development Foundations

To strengthen employee health management and safeguard physical and mental wellbeing, the Company hosted a "Health Decoding" medical report interpretation session. The event featured professional medical experts providing one-to-one consultations. Specialists offered precise interpretations of health risks indicated in examination results, delivered expert guidance on common health concerns, and assisted employees in developing personalized health improvement plans to achieve comprehensive health services coverage for all staff, thereby tangibly advancing employee wellbeing.

(2). Employee Health and Safety

a. Production Safety

BioDlink strictly adheres to relevant laws and regulations, including the *Production Safety Law of the People's Republic of China*, the *Regulations on the Safety Management of Hazardous Chemicals* and the *Regulations on the Safety Supervision of Special Equipment*, and has formulated the *Regulations on the Establishment of Safety Management Institutions and the Management of Safety Management Personnel* to implement comprehensive safety responsibilities. This approach clarifies safety duties at all levels and cultivates a top-down safety responsibility culture to thereby solidify the foundation of safety management.

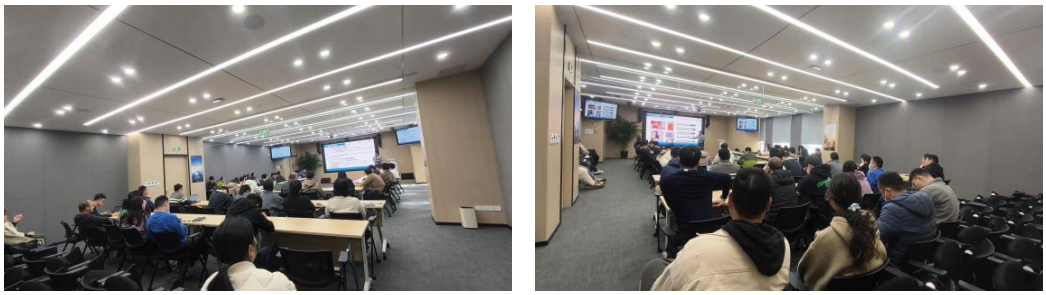
The Company has refined hazard control mechanisms, establishing an online hazard reporting system and a monthly reward scheme which has recognized 48 individuals to date. Concurrently, routine hazard identification and rectification follow-up activities are advanced. To enhance emergency preparedness, the Company organizes drills for chemical spills and full-plant evacuations, alongside regular training at our micro-fire station. The Red Cross is engaged to deliver first-aid training, comprehensively elevating employees' capabilities in emergency response, self-rescue, and mutual aid.

Factory-wide Evacuation Drill

Red Cross First Aid Training

BioDlink continues to advance its safety culture initiatives by organizing the Company's eighth annual Safety Month campaign in 2025. This includes monthly distribution of the EHS newsletter and continuous display of safety alerts on digital screens throughout the premises, reinforcing safety awareness among all personnel.

In 2025, we completed practical verification of workplace safety training for 140 new employees. Monthly safety training sessions were conducted routinely, with specialized training provided for high-risk positions such as mechanical safety and LOTO (Lockout-Tagout). The annual safety training participation rate for all employees reached 100%.



LOTO High-Risk Position Specialised Training

Case Study: Eighth Company-Wide Work Safety Month Campaign

To deepen safety culture development, the Company launched our eighth Work Safety Month campaign. Through diverse formats, including safety knowledge quizzes and VR immersive hazard identification exercises, a series of activities were organized across all areas – offices, production facilities, and laboratories – attracting over 1,500 employee participants.

During the event, commendations were presented to the outstanding safety teams of 2025. This recognition, coupled with positive incentives, reinforced the importance of safety awareness and participation across the entire workforce, underscoring senior management's commitment to this initiative.

Safety Month Presentation

Safety Month Event Venue

Outstanding Team Awards

Summary of Safety Month Activities

b. Occupational Health and Safety

BioDlink strictly adheres to the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases and the Regulations on Occupational Health Management in the Workplace* to formulate and continuously refine core systems such as the *Environmental & Occupational Health and Safety Management Manual*, the *Biosafety Emergency Management Procedures* and the *EHS Document and Archive Management System*. In January 2025, the Company successfully obtained ISO 45001 Occupational Health and Safety Management System certification, establishing a comprehensive, systematic framework for safeguarding employee wellbeing throughout their entire employment lifecycle.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM CERTIFICATE

Certificate No. 00125830221R0M/3200

We hereby certify that

BioDlink Biopharm Co., Ltd.

Registered Address: No.120, Changyang Street, Suzhou Industrial Park, Jiangsu Province, P.R.China
Operation Address: No.120, Changyang Street, Suzhou Industrial Park, Jiangsu Province, P.R.China

by reason of its

Occupational Health and Safety Management System

has been awarded this certificate for compliance with the standard

ISO 45001:2018

The Occupational Health and Safety Management Applies in the following area:

R & D and Production of Small Volume Injections, Hard Capsules, Therapeutic Biologics and CDMO Products Within The Scope of License Qualification, and Related Management Activities

Certified since: January 17, 2025 Valid from: May 28, 2025 Valid until: January 16, 2028

After a surveillance visit, the certificate is valid only when used together with an Assessment Notice of Surveillance Audit issued by CQC. Please access www.cqc.com.cn for checking validity of the certificate.

This certificate and its relevant information can query in the website of Certification and Accreditation Administration of the People's Republic of China (www.cnca.gov.cn).

IAF CNAS IQNET

中国质量认证中心

CHINA QUALITY CERTIFICATION CENTRE

Section B, No.18, Nansihuan Xilu, Beijing 100070 P. R. China http://www.cqccom.cn

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ISO 45001 Occupational Health and Safety Management System Certification

The Company has established a comprehensive occupational health protection system, providing annual medical examinations for all employees. In strict compliance with the requirements of the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases*, specialized occupational health examinations are arranged for employees exposed to occupational disease hazards (including outsourced personnel). A robust occupational health record system has been implemented to safeguard employees' health rights and interests comprehensively.

Occupational Health Records

For personnel working in production and laboratory settings, the Company has implemented the following additional specialized management measures:

1. Enhance on-site basic protective measures	• Develop a differentiated Personal Protective Equipment (PPE) allocation matrix for each role, provide compliant protective gear, and establish a comprehensive management system to oversee standardized usage; • Display occupational hazard information cards in critical areas, clearly outlining core protective measures and emergency protocols; • Commission third-party testing of occupational hazard factors in the workplace, promptly publish results, and safeguard employees' right to information.  **Hazard Information Card**  职业病危害因素 检测评价报告 检测报告编号：JXZP-HZ1500029 单位名称：东曜药业有限公司 检测类型：评价检测（现状） 江苏君信新华安医科技有限公司 二零二五年十月二十日 **Occupational Hazards Risk Assessment Report**

2. Enhance on-site protective capabilities	• Conduct specialized occupational health training for on-site personnel, covering core topics such as standardized management and PPE usage, to enhance risk identification and response capabilities.
3. Implementing on-site precision control	• The Production Department and Quality Control Department completed personnel operational risk assessments for high-potency materials and conducted exposure tests on flexible/rigid isolators used in production, quality control, and R&D. All results met requirements, ensuring safe handling of active pharmaceutical ingredients; • Specialized Standard Operating Procedures (SOPs) were established for isolator operation and production waste management, standardizing control processes.

During the reporting period, BioDlink achieved 100% compliance with all environmental, occupational health and safety targets, as detailed in the table below:

Environmental, Health and Safety Targets	Implementation Status
Fire incident and occupational disease incident: 0	100% target achievement
Slightly injured or more serious incident involving outsourced/ seconded personnel/contractors: 0 Slightly injured incident ≤2; fire incidents: 0	100% target achievement
100% compliance, no administrative penalties	100% target achievement
Rectification rate for general hazards: 95%; rectification rate for major hazards: 100%	100% target achievement
Environmental health and safety training coverage for active employees: 100%	100% target achievement

2025 Environmental, Health and Safety Objectives and Implementation Status

V. SOCIAL RESPONSIBILITY AND COLLABORATIVE PROGRESS

Benchmarking the United Nations Sustainable Development Goals (SDGs)

Important Issues

- Sustainable Supplier Chain
- Promoting Industrial Development
- Community Investment
- Community Dialogue
- Local Operation

Building green and sustainable supply chains has become an inevitable trend for high-quality industrial development, with responsible supply chain management serving as a crucial manifestation of corporate social responsibility. BioDlink actively responds to the national green development strategy, upholding a "Sustainable and Responsible" supply chain philosophy. We continuously optimize our supply chain management system by deepening collaborative communication with suppliers to establish a long-term, stable cooperative ecosystem. Through high-quality supply chain development, we drive industry progress and contribute to sustainable social development.

1. Supply Chain Management

(1). Procurement Management

BioDlink is deeply committed to upholding the principles of sunshine procurement and green procurement. The Company has established internal documents, including the *Sunshine Procurement Integrity Co-construction Advocacy*, the *Bidding Management Procedure*, the Procurement Management System and the Equipment Procurement Management System, to ensure procurement operations are conducted efficiently and in full compliance. The Company requires Procurement Department employees to sign the *Procurement Department Employee Confidentiality and Integrity Commitment*, while all approved suppliers must sign the *Integrity Commitment* to resolutely prevent unfair competition and corrupt practices.

In supply chain risk management, the Company prioritizes supplier security and stability. Internally, we leverage an Internet of Things inventory system alongside contingency plans to ensure real-time monitoring and emergency response for critical material safety stock. Externally, we continuously enhance our multi-source supply system for key materials by introducing secondary suppliers and entering into Multi-Source Agreements (MSA) or annual contracts with core suppliers to deepen collaborative ties, mitigate supply risks, and guarantee stable material provision.

In green procurement and resource efficiency management, the Company systematically advances the procurement process digitization and low-carbon management. By 2025, we fully implement paperless invoicing and ordering, while continuing to adopt electronic signatures and online contracting to drive paperless operations throughout the procurement cycle, significantly enhancing efficiency. Concurrently, we conduct inventory ageing analysis to identify critical control points such as slow-moving and near-expiry materials, providing data-driven support for optimizing procurement planning and reducing resource wastage. Furthermore, we prioritize collaboration with suppliers holding EHS certifications and encourage suppliers to utilise new energy vehicles for transportation, while providing recyclable, environmentally friendly packaging materials during production.

In terms of supply chain operational performance and delivery assurance, by 2025, the Company achieved 100% accuracy in inventory counts for both GMP and Non-GMP (Non-Good Manufacturing Practice) materials, alongside 100% compliance with order delivery timelines. The acceptance rate for incoming GMP materials reached 99.9%, with no production delays attributable to material issues or operational errors.

As of the reporting period's conclusion, the Company maintained a total of 562 qualified suppliers across 264 within Jiangsu Province and 298 from other provinces. Provincial suppliers constituted 47% of the total, whilst out-of-province suppliers accounted for 53%.

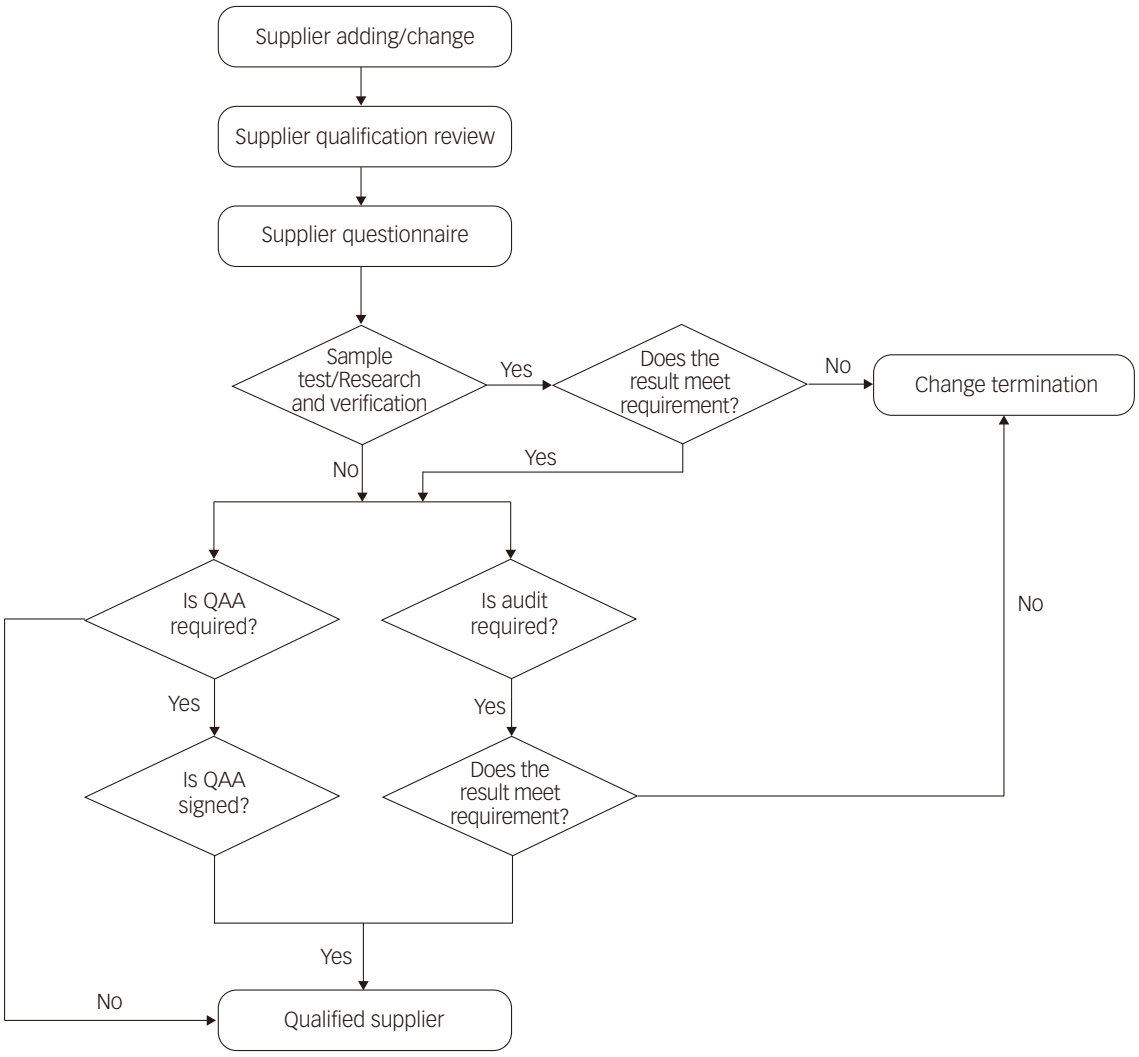
(2). Supplier Access

BioDlink strictly implements the requirements outlined in internal documents such as the *Standard Operating Procedures for Material Supplier Management*, the *Supplier Management Programme of Suppliers Management* and the *Standard Operating Procedures for Equipment Supplier Management* to systematically regulate supplier onboarding procedures. This encompasses standards relating to product quality, qualification compliance, and EHS requirements.

We conduct risk assessments on materials based on their properties and usage stages, categorizing them into five risk levels from A to E. During new supplier development, the requesting department must collaborate with suppliers and the Material Category Management Department to conduct preliminary reviews of prospective suppliers' supply capabilities and creditworthiness. The Quality Assurance Department is responsible for final supplier documentation review and conducts evaluations via questionnaire surveys. Concurrently, the Company determines whether sample testing or research validation is required based on the material's lifecycle stage. Quality agreements are signed with suppliers of Class A, B, C materials and other materials identified as requiring enhanced control through assessment. For suppliers of materials used in self-developed products, the necessity for on-site audits is evaluated. Ultimately, suppliers meeting all criteria are incorporated into the approved supplier list following a comprehensive end-to-end assessment. During the reporting period, 17 new suppliers were added.

Production material supplier qualification requirements:

- Possess quality, safety, environmental protection reviews, and other production, supply business permits or qualifications required by national regulations, relevant departments, corresponding industries, or operation centers;
- Possess a quality assurance system that meets industry requirements;
- Other conditions required by laws and regulations.



Production Material Supplier Admission Process

Non-Production Material Supplier Onboarding Process

- Led by the Procurement Department, with collaborative participation from relevant user departments and the EHS Department, supplier evaluations shall be conducted in accordance with the Company's *Supplier Management System*, adhering to principles of fairness and impartiality;
- The Procurement Department shall determine qualified suppliers for manufacturing, distribution, and services based on the *Supplier Qualification Review Form* and assessment reports;
- Upon completion of documentation, suppliers shall be incorporated into the *Qualified Supplier List* for centralized management.

(3). Supplier Audit

BioDlink has established a rigorous supplier audit mechanism to ensure supply chain stability and reliability, while promoting continuous improvement and optimization among suppliers.

For suppliers of production materials, we have established a comprehensive management system. The Company has developed the *Supplier Audit Standard Operating Procedures*, which serve as the basis for conducting audits. Led by the Quality Department, these audits involve multiple departments and cover key dimensions such as material production processes and quality standards. Additionally, we conduct annual quality reviews with key material suppliers and perform spot checks on selected non-core suppliers. Based on the review scores, we complete an Audit Frequency Adjustment Form.

For non-production material suppliers, the Procurement Department conducts unscheduled performance assessments and evaluations based on actual supply performance and credit history. These assessments cover dimensions such as quality, delivery times, pricing, and service. Scoring strictly adheres to the criteria outlined in the Supplier Assessment Form, with results categorized into four tiers: A, B, C, and D. The Company implements corresponding reward and penalty mechanisms according to these assessment outcomes, with specific standards as follows:

Evaluation Scores	Results Application	Supplier Category
Above 85	May Increase Procurement Quantity	A
70-84	May Maintain Procurement Quantity	B
60-69	May Provide Tutoring and Reduce Procurement Quantity	C
Below 60	Suggest Rectification and Suspend Procurement	D

Supplier Evaluation Criteria and Application

In 2025, the Company formulated and rigorously implemented an annual audit plan for suppliers and purchasers, clearly defining the scope, standards and procedures for audits. Concurrently, it advanced the implementation of annual audit plans for suppliers and service providers, conducting a total of 28 audits throughout the year – comprising 20 supplier audits and 8 service provider audits.

BioDlink actively encouraged suppliers to establish robust environmental and quality management systems, strongly advocating for third-party management system certification. During the reporting period, 54 suppliers obtained ISO 14001 certification, 119 achieved ISO 9001 certification, and 44 secured ISO 45001 certification.

(4). Supplier communication

BioDlink continues to strengthen communication and collaboration with suppliers to ensure efficient supply chain operations and stable partnership relationships. Throughout 2025, the Company conducted in-depth discussions with suppliers at irregular intervals through diverse channels – including online and offline meetings, factory site visits, trade exhibition exchanges, and specialized training – to align with key business initiatives and projected operational requirements. These engagements covered critical areas such as business coordination, future cooperation planning, and EHS training, culminating in a total of 429 organized exchange and training sessions.

Regarding contractor environmental health and safety management, the Company established the *Contractor EHS Management Procedure*, requiring all contractor personnel to complete company-organized EHS-specific training and assessments prior to site entry. Training content covers core elements, including personnel qualification requirements, site security protocols, and emergency response procedures. Concurrently, relevant personnel must sign environmental health and safety commitment and record documents, with the Company conducting unified verification of environmental health and safety agreement signings.

2. Industry Communication and Collaboration

While deepening our core business in pharmaceutical R&D and manufacturing and pursuing high-quality development, BioDlink consistently upholds an open and collaborative approach, actively engaging in diverse industry exchanges and cooperative initiatives. The Company consistently works hand-in-hand with industry partners, proactively integrating resources across the upstream and downstream of the industrial chain to build bridges for exchange and cooperation. By sharing cutting-edge industry information, exploring directions for technological innovation, and advancing the refinement of industrial standards, BioDlink facilitates the overall innovation and upgrading of the sector. This enables the provision of more efficient, professional, and comprehensive R&D and manufacturing services to clients, achieving a win-win development for the enterprise, the industry, and our customers.

To precisely align with industry resources and enhance the effectiveness of exchanges and collaborations, BioDlink has proactively joined multiple industry associations and industrial alliances. By participating in association-organized events such as policy interpretation sessions, technical seminars, and industry summits, the Company stays abreast of industry policy directions, technological trends, and market dynamics, establishing regular communication channels with peer enterprises, regulatory bodies, and relevant institutions.

Leveraging these association platforms, the Company actively engages in public science outreach and industrial research initiatives. This not only enhances corporate social responsibility but also contributes constructively to optimizing the industry's development environment, thereby further solidifying the foundation for collaboration within the sector.

Case Study: Empowering Industry Standardisation Through Practical Action – BioDlink Presents at the CBA-China Annual Conference

On 27-28 June 2025, the "2025 CBA-China Annual Conference" convened at the Suzhou International Expo Centre. BioDlink participated as a dedicated CDMO partner specializing in one-stop, localized, end-to-end services for monoclonal/bi-specific/multi-specific antibodies, fusion proteins, ADCs, and diverse biologic conjugates. Through high-level academic sharing and strategic dialogue, BioDlink actively fulfilled our social responsibility as an industry knowledge hub. The Company showcased our end-to-end CDMO capabilities spanning drug development to commercial production via a 54m² customized exhibition stand. Furthermore, through cutting-edge technical presentations delivered by our executive team, BioDlink advanced technological standardization within the ADC/XDC field and fostered deeper integration between industry, academia, and research.

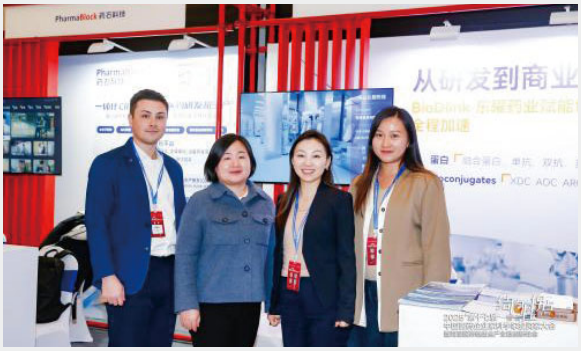
Case Study: Building a Global Ecosystem, Uniting Innovation Forces – BioDlink Hosts Private Directors' Meeting at Global Antibody Plus Frontier Conference

Facing the opportunities and challenges of globalization in the ADC/XDC field, BioDlink actively constructs an open collaboration platform to promote industry knowledge sharing and capacity building. In June 2025, BioDlink participated extensively in the "2025 Global Antibody Plus Frontier Conference" and concurrently co-hosted the "Leading the Wave of Drug Innovation, Going Global Together" private directors' meeting with industry partners including BioPlus and Cobetter. This gathering brought together biotech founders, clinical experts and investment institutions for in-depth discussions on innovative target technologies, clinical translation strategies and global regulatory pathways. Empowering global expansion and advancing the worldwide innovative drug ecosystem.

Case Study: Pioneering the Frontier of ADC Technology, Jointly Launching the Path to Industrial Transformation – BioDlink Co-Hosts Innovation Forum

In November 2025, BioDlink partnered with Healthcare Executive to co-host the "ADC Technology Innovation Forum" during the 17th China Pharmaceutical Entrepreneurs, Scientists and Investors Conference.

At the forum, the Company's technical and management teams shared core insights on competitive strategies in the deep waters of ADC technology and regulatory expertise across the entire lifecycle. The Chief Operating Officer also participated in the main forum's roundtable discussion, exploring the strategic leap for innovative pharmaceutical companies "from China's New to Global Innovation".



Case Study: Deepening Asia-Pacific Synergy to Empower High-Quality Biopharmaceutical Development – BioDlink Presents at BioJapan 2025

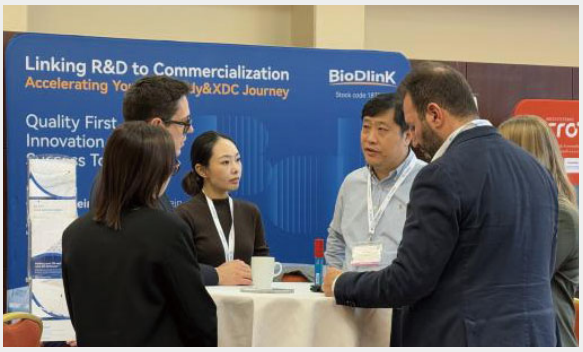
In October 2025, BioDlink showcased at BioJapan 2025 (Yokohama, Japan), furthering our strategic expansion in the Asia-Pacific market through a dedicated exhibition stand and keynote address titled "Shaping the Future of Biologics: from Emerging Trends to Breakthrough Technologies". Leveraging the Japan PMDA certification and a quality management system compliant with international GMP standards, the Company facilitates cross-regional knowledge exchange and industrial collaboration in cutting-edge biotechnology through our end-to-end CDMO capabilities. This empowers regional partners to enhance the efficiency and quality compliance of innovative drug development, contributing professional expertise to accelerate the accessibility and affordability of high-quality biologics across Asia.

Case Study: Taking the Global Stage for ADCs, Showcasing China's Innovative Strength – BioDlink Makes Our Mark at San Diego International Event

In November 2025, BioDlink participated in the "16th World ADC San Diego 2025". Through an international exhibition stand and poster presentations titled "An Efficient Stable Cell Line Development Platform Based on BDKcell™" and "GL-DisacLink – A Promising Technology for Glycosite-Specific Conjugation", the Company showcased our academic platform and innovative solutions. This enabled BioDlink to share cutting-edge scientific advancements with global industry partners and deepen worldwide technological collaboration.

Case Study: Securing International Accolades – Forging a New CDMO Ecosystem Across Eurasia: BioDlink Shines at European Industry Event

In November 2025, BioDlink made our mark at Biologics CDMO Europe 2025, securing the prestigious "Biologics CDMO of the Year" award while engaging deeply in global industry dialogue. The Company's Chief Operating Officer delivered a keynote address, systematically outlining China's value as a hub for biologics innovation. He shared insights into end-to-end CDMO service capabilities and project experience, and contributed cross-regional collaboration perspectives during the technology transfer forum.



3. Enhancing Digital Marketing Effectiveness

The Company continues to deepen our digital marketing strategy, actively collaborating with the renowned industry platform Fierce Pharma through multiple initiatives, including LinkedIn brand promotion, Email Direct Marketing (EDM), and hosting webinars to effectively enhance the brand's influence and visibility within professional circles. Concurrently, through refined management of mainstream platforms including LinkedIn and Google, the Company achieved steady growth in exposure and follower numbers, further expanding our potential customer base and strengthening our communication and dissemination capabilities within the digital sphere.

Regarding in-depth collaborations, the specialised webinars co-hosted this year with authoritative industry bodies garnered excellent feedback. The event attracted 143 global professionals to register, with attendees averaging over 35 minutes of viewing time and supporting materials being proactively downloaded 23 times. This demonstrates that high-value professional content attracts deep engagement and interaction from precisely targeted audiences. The initiative not only directly contributed to accumulating potential customer leads but also further consolidated the Company's thought leadership and digital communication capabilities within our professional domain.

In corporate communications, BioDlink systematically expanded brand influence through strategic content dissemination. Domestically, the Company published 22 Chinese-language press releases, reaching specialist audiences via authoritative industry platforms including Healthcare Executive, PHARMCUBE, VCBeat, and DrugTimes. A dedicated interview by Suzhou TV further bolstered local credibility. Internationally, the Company published 16 articles across global industry platforms, including PR Newswire, Biopharma APAC, BioSpace, and News Medical. These garnered over 3,000 media reprints, significantly elevating the brand's international visibility and influence while establishing a robust reputational foundation for our global expansion.

Case Study: Breaking Through with Digitalization to Forge New Global Pathways – BioDlink's 2025 Digital Marketing Outcomes

In 2025, the Company achieved landmark progress in digital marketing. BioDlink continued to consolidate our domestic digital communication foundations, using the WeChat Official Account as our core platform to systematically advance responsible information disclosure and industry knowledge sharing. Throughout the year, official platforms published 63 professional articles covering corporate strategy updates, corporate culture development, cutting-edge technology analysis, and market activities. These reached a cumulative readership of 36,985 individuals, with an average readership of 587 per article. Through a tiered content architecture, the Company achieved precise information delivery to diverse stakeholders, including investors, partners, industry talent, and the public.

For overseas professional audiences, the Company refined our LinkedIn operations, regularly publishing specialized content on biopharmaceuticals, corporate developments, and business strengths. This successfully increased followers to over 2,000, significantly enhancing the brand's professional image and industry connections. Concurrently, global exposure and traffic on Google search engines grew approximately threefold, substantially boosting international brand recognition and the efficiency of reaching potential business opportunities.

For global clients and prospective customers, the Company implemented compliant Email Direct Marketing. Strictly adhering to *General Data Protection Regulation* (GDPR) requirements, we developed 12 bespoke email editions throughout the year with a core structure of "Company Profile – Capabilities Overview – Partner Case Studies – Award & Accreditation" to precisely target global audiences. This approach yielded an average open rate of 20% and a Click-Through Rate (CTR) of 8%. This initiative successfully conveyed the Company's overall image and business strengths to the global market, effectively accumulating potential collaboration leads.

4. Public Welfare Practice

(1). Social Donation

BioDlink remains steadfast in our commitment to corporate social responsibility, actively fulfilling our philanthropic mission through pragmatic measures that demonstrate accountability. In 2025, the Company raised funds through the "BioDlink Wish-Granting Wonderland" charity sale event, donating the entire sum of RMB15,000 to the Suzhou Social Welfare Center. This tangible support for vulnerable groups conveys warmth and goodwill through charitable action, thereby fulfilling the Company's social responsibilities.


捐赠证书

Certificate Of Donation

本院以"全面服务社会——把孝心奉给老人，把爱心送给儿童，把善心
This Home follows the service tenet of "serving the whole society- filial piety for the elderly, love for
献给残障，把放心留给社会"的服务宗旨，承担着无依无靠、无生活来源的
children, mercy for disabled, and reassurance for the society", and undertakes to adopt the helpless elders,
老人、孤幼和残障的收养任务。
orphaned children and disabled people without a source of livelihood.

承蒙捐赠
Thanks for your donation!

特发此证，以示感谢！
This certificate is hereby granted as an expression of our gratitude!

Certificate of Donation from Suzhou Social Welfare Center

(2). Inclusive Medical Care

Guided by the core principle of "Focusing on Patient Needs and Safeguarding the Future of Health", BioDlink continues to uphold our corporate social responsibility by extending care and support to patients through charitable drug donation initiatives. During the reporting period, the Company's charitable drug distribution reached multiple provinces, including Hebei, Hubei, Hunan, and Shaanxi, with cumulative donations exceeding 86,000 vials of drug products, thereby making a tangible contribution to public health initiatives.

APPENDIX

(1). List of Laws and Regulations

This section sorts and lists out the major laws and regulations that are applicable to the Group in the order of the ESG index in accordance with the requirements as stipulated in "the relevant laws and regulations that have a significant impact on the issuer" within "General Disclosure" of the HKEX guidelines.

ESG Aspect	List of Major Laws and Regulations
A1. Emissions	*Environmental Protection Law of the People's Republic of China* *Environmental Protection Tax Law of the People's Republic of China* *Law of the People's Republic of China on the Prevention and Control of Atmospheric Pollution* *Integrated Emission Standard of Air Pollutants* *Integrated Wastewater Discharge Standard* *Water Law of the People's Republic of China* *Water Pollution Prevention and Control Law of the People's Republic of China* *Law of the People's Republic of China on the Prevention and Control of Environment Pollution by Solid Waste* *Emission Standard of Air Pollutants for Pharmaceutical Industry* *Law of the People's Republic of China on Appraising of Environment Impacts* *Circular Economy Promotion Law of the People's Republic of China*
B1. Employment	*Labor Law of the People's Republic of China* *Labor Contract Law of the People's Republic of China* *Social Insurance Law of the People's Republic of China* *Law of the People's Republic of China on the Protection of Women's Rights and Interests* *Trade Union Law of the People's Republic of China* *Provision on the Prohibition of Using Child Labor*

ESG Aspect	List of Major Laws and Regulations
B2. Health and Safety	*Production Safety Law of the People's Republic of China* *Special Equipment Safety Law of the People's Republic of China* *Labor Contract Law of the People's Republic of China* *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* *Regulation on Emergency Responses to Work Safety Accidents* *Regulation on Work-Related Injury Insurance*
B6. Product Responsibility	*Drug Administration Law of the People's Republic of China* *Regulations for the Implementation of the Law of the People's Republic of China on the Administration of Pharmaceuticals* *Good Manufacturing Practice of Medical Products* *Measures for the Administration of Drug Registration* *Measures for the Administration of Drug Recall* *Good Pharmacovigilance Practice* *Provisions for Drug Insert Sheets and Labels* *Good Clinical Practice of Pharmaceutical Products* *Key Points and Judgment Principles for Drug Registration Verification* *Trademark Law of the People's Republic of China* *Copyright Law of the People's Republic of China* *Patent Law of the People's Republic of China* *Personal Information Protection Law of the People's Republic of China* *Measures for the Supervision and Administration of Pharmaceutical Production* *Law of the People's Republic of China on the Protection of Consumers' Rights and Interests* *Advertising Law of the People's Republic of China*
B7. Anticorruption	*Criminal Law of the People's Republic of China* *Anti-Monopoly Law of the People's Republic of China* *Anti-Unfair Competition Law of the People's Republic of China* *Anti-Money Laundering Law of the People's Republic of China* *Interim Provisions on Prohibiting Commercial Bribery Behaviors* *Company Law of the People's Republic of China* *Basic Norms for Enterprise Internal Controls* *Companies Ordinance (Cap. 622) of the Laws of Hong Kong* *Civil Code of the People's Republic of China*

(2). Glossary

Some of the subject names and policy names used are abbreviated in the Report, as follows:

AAALAC	Association for Assessment and Accreditation of Laboratory Animal Care International
ADC	Antibody-drug Conjugate
AR6	Sixth Assessment Report
BLA	Biologics License Application
CAPA	Corrective Action and Preventive Action
CDE	Center for Drug Evaluation of NMPA
CDMO	Contract Development and Manufacturing Organization
CEO	Chief Executive Officer
CFDI	Center for Food and Drug Inspection of NMPA
COD	Chemical Oxygen Demand
CRO	Contract Research Organization
CTR	Click-Through Rate
DMS	Document Management System
DSUR	Development Safety Update Report
EDM	Email Direct Marketing
EHS	Environment Health Safety
EMA	European Medicines Agency
ERP	Enterprise Resource Planning
FDA	Food and Drug Administration
GDPR	General Data Protection Regulation
GLP	Good Laboratory Practice
GMP	Good Manufacturing Practice
GRI Standards	GRI Sustainability Reporting Standards
GSSB	Global Sustainability Standards Board
IEA	International Energy Agency
ICH	International Conference on Harmonization of Technical Requirements for Registration of Pharmaceuticals for Human Use
ICH-Q8	Drug Development
ICH-Q9	Quality Risk Management
ICH-Q10	Drug Quality System
IND	Investigational New Drug
IPCC	Intergovernmental Panel on Climate Change
LES	Laboratory Execution System
LIMS	Laboratory Information Management System
LOTO	Lockout-Tagout
MSA	Multi-Source Agreement
NMPA	National Medical Products Administration
Non-GMP	Non-Good Manufacturing Practice
NZE	Net Zero Emissions by 2050 Scenario
PDCA	Plan, Do, Check, Act
PPE	Personal Protective Equipment
QMS	Quality Management System
SDGs	Sustainable Development Goals
SMP	Standard Management Procedure
SOP	Standard Operating Procedure
SSP	Shared Socioeconomic Pathways
STEPS	Stated Policies Scenario
VOCs	Volatile Organic Compounds

(3). ESG Key Performance

Category	Unit	2025	2024	2023
Environmental				
Energy Consumption				
Consumption of Purchased Electricity	kWh	**23,226,792**	22,488,359	18,317,530
Natural Gas[1]	m^3	**0**	1,550,094	2,267,673
Diesel Fuel	Liters	**0**	0	0
Steam	Tonnes	**39,382**	20,158	1,314
Direct Energy Consumption	Tce	**0**	1,883	2,755
Indirect Energy Consumption	Tce	**6,654.31**	4,708	2,378
Total Energy Consumption	Tce	**6,654.31**	6,591	5,133
Energy Consumption Intensity	Tce/RMB10,000 of revenue	**0.09**	0.06	0.07
Waste				
Hazardous Waste Generated	Tonnes	**58.172**	56.177	44.127
Intensity of Hazardous Waste	Tonnes/RMB10,000 of revenue	**0.78×10^{-3}**	0.51×10^{-3}	0.57×10^{-3}
Non-Hazardous Solid Waste Generated	Tonnes	**90.533**	94.204	1,773.919
Intensity of Non-Hazardous Waste	Tonnes/RMB10,000 of revenue	**1.21×10^{-3}**	0.86×10^{-3}	2.272×10^{-2}
Total amount of Non-Hazardous Solid Waste Recovered	Tonnes	**18.418**	13.205	1,676.161

[1] Starting from September 2024, we ceased the use of natural gas and increased the utilization of industrial steam as a replacement for natural gas.

Category	Unit	2025	2024	2023
Wastewater				
Wastewater Emissions	Tonnes	**83,698**	74,293	19,610
Intensity of Wastewater	Tonnes/RMB10,000 of revenue	**1.12**	0.68	0.25
COD in Wastewater	Tonnes	**2.80**	1.97	1.52
Ammonia Nitrogen in Wastewater	Tonnes	**0.31**	0.44	0.24
Water Consumption				
Production and Office Water Consumption	Tonnes	**537,007**	414,674	346,079
Reused Water Consumption	Tonnes	**100,915**	23,904	42,560
Intensity of Production and Office Water	Tonnes/RMB10,000 of revenue	**7.18**	3.78	4.43
Packaging Material				
Vial Consumption	Tonnes	**12.539**	21.160	13.900
Intensity of Vial Consumption	Tonnes/RMB10,000 of revenue	**0.17×10^{-3}**	0.19×10^{-3}	0.18×10^{-3}
Paper	Tonnes	**8.191**	9.419	8.901
Intensity of Paper Consumption	Tonnes/RMB10,000 of revenue	**0.11×10^{-3}**	0.9×10^{-4}	0.11×10^{-3}
Plastic	Tonnes/RMB10,000 of revenue	**0.9×10^{-5}**	–	–

Category	Unit	2025	2024	2023
Greenhouse Gas Emission[2]				
Scope I GHG Emissions[3]	tCO_2e	**0**	3,389	4,957
Scope II GHG Emissions[4]	tCO_2e	**24,574**	19,093	10,855
Gross GHG Emissions (Scope I + Scope II)	tCO_2e	**24,574**	22,482	15,812
GHG Intensity	tCO_2e/RMB10,000 of revenue	**0.33**	0.20	0.20
Exhaust				
Exhaust emissions	m^3	**41,185,600**	20,313,583	32,648,000
Intensity of exhaust emission	m^3/RMB10,000 of revenue	**550.87**	184.95	418.23
NO_x[5]	Tonnes	**0**	0.093	0.659
SO_x	Tonnes	**0**	0.022	0.085
PM	Tonnes	**0**	0.007	0.030
Volatile organic compounds (VOCs)	Tonnes	**0.092**	0.026	0.036

2 The calculation of GHG emissions data is based on relevant reporting requirements, including but not limited to the GHG Protocol Corporate Accounting and Reporting Standard (GHG Protocol) published by the World Resources Institute and the World Business Council for Sustainable Development. Given the availability of operational data, the Group adopts the 'operational control' approach to define its organizational boundary for GHG accounting and reporting.

3 Prior to 2025, natural gas constituted the source of Scope I greenhouse gas emissions. Commencing in September 2024, the Group replaced natural gas usage with industrial steam, resulting in zero Scope I emissions and an increase in Scope II emissions.

4 The calculation of Scope II emissions for 2025 is based on the territorial approach, with electricity emission factors selected from the 2023 national average grid emission factors published by the Ministry of Ecology and Environment of the People's of China, and CO2 emission factors for purchased steam selected from the Guidelines for Greenhouse Gas Emission Accounting and Reporting for Enterprises in Other Industrial Sectors.

5 By 2025, BioDlink has discontinued the use of boilermakers in production and operational processes, consequently eliminating emissions of nitrogen oxides, sulphur oxides, and particulate matter.

Category	Unit	2025	2024	2023
Social				
Employment and diversity				
Number of Employees	Total Number	**613**	611	552
Employee by Gender	Female	**305**	305	277
	Male	**308**	306	275
Employee by Age	Under 30 Years Old	**237**	261	264
	30-39 Years Old	**278**	265	217
	40-49 Years Old	**85**	72	61
	Over 50 Years Old	**13**	13	10
Employee by Education Background	Doctor's Degree	**17**	16	11
	Master's Degree	**150**	143	112
	Bachelor's Degree	**306**	312	293
	College's Degree	**112**	117	111
	Under College's Degree	**28**	23	25
Employee by Category	Full-time	**579**	611	552
	Part-time[5]	**34**	0	0
Employee by Class of Position	Executive Management	**27**	28	22
	Middle Management	**81**	80	66
	General and Technical Employee	**505**	503	464
Employee by Geographical Region	From Suzhou	**585**	580	524
	Chinese Mainland Except Suzhou	**27**	28	26
	Outside Chinese Mainland (including Hong Kong, Macau and Taiwan regions)	**1**	3	2
Employee Responsible for Society	Veteran	**1**	1	2

Category	Unit	2025	2024	2023
Employee Turnover Rate[6]				
Employee Turnover Number	Total Number	**201**	152	87
Employee Turnover Rate	Ratio	**24.69%**	19.92%	13.62%
Employee Turnover Rate by Gender	Female	**22.78%**	20.57%	13.17%
	Male	**26.49%**	19.26%	14.06%
Employee Turnover Rate by Age	Under 30 Years Old	**31.66%**	28.22%	14.29%
	30-39 Years Old	**17.78%**	10.04%	12.24%
	40-49 Years Old	**16.47%**	11.27%	13.64%
	Over 50 Years Old	**35.71%**	8.33%	23.08%
Employee Turnover Rate by Geographical Region	From Suzhou	**25.00%**	20.44%	12.35%
	Chinese Mainland Except Suzhou	**12.90%**	9.68%	31.58%
	Outside Chinese Mainland (including Hong Kong, Macau and Taiwan regions)	**66.67%**	0.00%	50.00%
Occupational Health and Safety				
Total Working Hours	Hours	**1,239,820**	1,042,597	997,768
Number of Work-Related Injury[7]	Number of People	**1**	0	0
Number of Fatalities due to Work-Related Reasons	People	**0**	0	0
Number of Lost Days due to Work-Related Injury	Number of Days	**0**	0	0
Number of Occupational Diseases	Number of People	**0**	0	0
Occupational Disease Rate	%	**0**	0	0
Total Hours of EHS Training	Hours	**3,894**	4,370	4,182
Average Hours of EHS Training	Hours	**6.4**	9.03	8.64
Total Number of Employees Trained by EHS	Number of People	**4,152**	4,161	4,462

6 The staff turnover rate calculation formula used is as follow: number of turnover (people) of a specific group in the reporting year / (total number of employees (people) of the Group at the beginning of the reporting period + number of new recruits (people) of the Group throughout the year) *100%.

7 The number of work-related injuries refers to the number of people without any major injury or death.

Category	Unit	2025	2024	2023
Training and development				
Total Input of Training	RMB	**946,293**	662,279	720,427
Total Training Hours	Hours	**15,105.00**	15,106.42	11,003.06
Percentage of Trained Employees	Total	**100%**	100%	100%
	Female	**100%**	100%	100%
	Male	**100%**	100%	100%
	Executive Management	**100%**	100%	100%
	Middle Management	**100%**	100%	100%
	General and Technical Employee	**100%**	100%	100%
Average Training Hours per Capita	Total	**24.64**	24.72	19.93
	Female	**22.34**	24.96	19.55
	Male	**26.97**	24.49	20.32
	Executive Management	**51.72**	29.10	34.67
	Middle Management	**42.26**	50.50	34.54
	General and Technical Employee	**20.37**	20.30	17.16
Supplier Management				
Total Number of Suppliers	Numbers	**562**	565	599
Suppliers by Geographical Region	Jiangsu Province	**264**	266	281
	Except Jiangsu Province	**298**	299	318
Percentage of Suppliers Signing the Integrity Commitment	Ratio	**99.5%**	99.5%	96%
Suppliers Certified by ISO 14001	Numbers	**54**	54	54
Suppliers Certified by ISO 9001	Numbers	**119**	119	119

Category	Unit	2025	2024	2023
Product Responsibility				
Number of Complaints about Products and Services[8]	Numbers	**0**	0	0
Safety and health-related recall	Numbers	**0**	0	0
Anti-corruption				
Number of Cases Involved Corruption	Numbers	**0**	0	0
Intellectual Property Rights				
The Total Number of Valid Patents/Trademarks Obtained by the Company	Invention patents	**45**	38	32
	Utility Model patents	**26**	12	10
	Design Patents	**0**	0	0
	Trademarks	**319**	299	297

[8] The product and service complaints refer to complaints arising from "material defects in products".

(4). Index of HKEX Environmental, Social and Governance Reporting Code Indicators

HKEX ESG Code		Report Sections
Part B: Mandatory Disclosure Requirements		
Governance Structure		ESG Governance
Reporting Principles		Principles of Reporting
Reporting Boundary		Scope and Boundary of the Report
Part C: Clause "Comply or Explain"		
A. Environmental		
Aspect A1: Emissions	**General Disclosure**	Environmental Management System, Pollutant Emission Management
	KPI A1.1	Pollutant Emission Management
	KPI A1.3	Pollutant Emission Management
	KPI A1.4	Pollutant Emission Management
	KPI A1.5	Environmental Management
	KPI A1.6	Pollutant Emission Management
Aspect A2: Use of Resources	**General Disclosure**	Resource Management
	KPI A2.1	Environmental Management System, Energy Consumption and Management
	KPI A2.2	Water Resources Management
	KPI A2.3	Environmental Management System, Energy Consumption and Management
	KPI A2.4	Environmental Management System, Water Resources Management
	KPI A2.5	Material Management
Aspect A3: The Environment and Natural Resources	**General Disclosure**	Environmental Management
	KPI A3.1	Environmental Management

HKEX ESG Code		Report Sections
B. Social		
Aspect B1: Employment	**General Disclosure**	Employee Employment
	KPI B1.1	Diversity and Equality
	KPI B1.2	Employee Retention
Aspect B2: Health and Safety	**General Disclosure**	Employee Health and Safety
	KPI B2.1	Employee Health and Safety
	KPI B2.2	Employee Health and Safety
	KPI B2.3	Employee Health and Safety
Aspect B3: Development and Training	**General Disclosure**	Employee Training, Employee Promotion
	KPI B3.1	Employee Training
	KPI B3.2	Employee Training
Aspect B4: Labour Standards	**General Disclosure**	Compliant Employment
	KPI B4.1	Compliant Employment
	KPI B4.2	Compliant Employment
Aspect B5: Supply Chain Management	**General Disclosure**	Supply Chain Management
	KPI B5.1	Procurement Management
	KPI B5.2	Supplier Admission
	KPI B5.3	Supplier Admission, Supplier Audit, Supplier Communication
	KPI B5.4	Supplier Audit, Supplier Communication

HKEX ESG Code		Report Sections
Aspect B6: Product Responsibility	**General Disclosure**	Enhance Quality Management, Product Safety Management, Business Ethics, Data Security and Privacy Protection
	KPI B6.1	Product Safety Management
	KPI B6.2	Customer Service Management
	KPI B6.3	Intellectual Property Protection
	KPI B6.4	Product Safety Management
	KPI B6.5	Data Security and Privacy Protection
Aspect B7: Anticorruption	**General Disclosure**	Business Ethics, Compliance Management
	KPI B7.1	Compliance Management
	KPI B7.2	Business Ethics
	KPI B7.3	Compliance Management
Aspect B8: Community Investment	**General Disclosure**	Public Welfare practice
	KPI B8.1	Industry Communication and Collaboration, Public Welfare Practice
	KPI B8.2	Public Welfare Practice

HKEX ESG Code		Report Sections
Part D: Climate-Related Disclosures[9]		
(I) Governance	**Addressing Climate Change**	
(II) Strategy	**Climate-related risks and opportunities**	Addressing Climate Change
	Business model and value chain	Addressing Climate Change
	Strategy and decision-making	Addressing Climate Change
	Financial position, financial performance and cash flows	Addressing Climate Change
	Climate resilience	Not disclosed
(III) Risk Management	**Addressing Climate Change**	
(IV) Indicators and Targets	**Greenhouse gas emissions**	Addressing Climate Change
	Climate-related transition risks	Not disclosed
	Climate-related physical risks	Not disclosed
	Climate-related opportunities	Not disclosed
	Capital deployment	Not disclosed
	Internal carbon prices	Not disclosed
	Remuneration	Not disclosed
	Industry-based metrics	Addressing Climate Change
	Climate-related targets	Addressing Climate Change

[9] BioDlink discloses information in accordance with the climate-related disclosure requirements of Part D of the HKEX *ESG Code*. As the Company's climate management system is still under continuous development, certain provisions involve forward-looking assessments and financial quantification, and the relevant data collection and analytical capabilities are still being developed. Accordingly, pursuant to the reasonable information exemption, capability exemption and commercial sensitivity exemption, certain information under paragraphs 22, 25, 26 and 30 to 32 and certain information relating to scope 3 greenhouse gas emissions under paragraphs 28 and 29 have not been disclosed at this stage. With respect to paragraph 34, a negative statement has been made as the Company has not yet established an internal carbon pricing mechanism. Disclosures relating to the management approaches and quantitative information under paragraphs 24, 33, 35, 38 and 40 are currently under planning. Disclosures relating to financial position, financial performance and cash flows are currently limited to qualitative information, and quantitative data have not yet been presented. Relevant quantitative metrics are under development and will be progressively enhanced and disclosed in future reports.

(5). GRI Standard Index of Indicators

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(6). Reader's Feedback

We anticipate your opinions and suggestions to continuously improve our ESG efforts, as well as our competence in ESG management.

We hope you could complete the questions in the feedback form below and sent it back to us via the following contacts.

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Postcode: 215024

Your Information	
Name	
Company Name	
Tel	
Email	
Opinions & Suggestions	

1. What do you think of our ESG Report?
   O Excellent O Good O Average

2. Do you think the Report has presented the significant impact of our ESG issues?
   O Yes O More or less O Don't know

3. How do you rate the clarity, accuracy and completeness of the information, data and indicators disclosed in the Report?
   O Very high O High O Average O Low O Very low

4. Which aspect of the Report are you most satisfied with?

   _____

5. What kind of information do you want to learn more about?

   _____

6. Do you have any suggestions for the ESG Reports to be released in the future?

   _____