OUR VISION

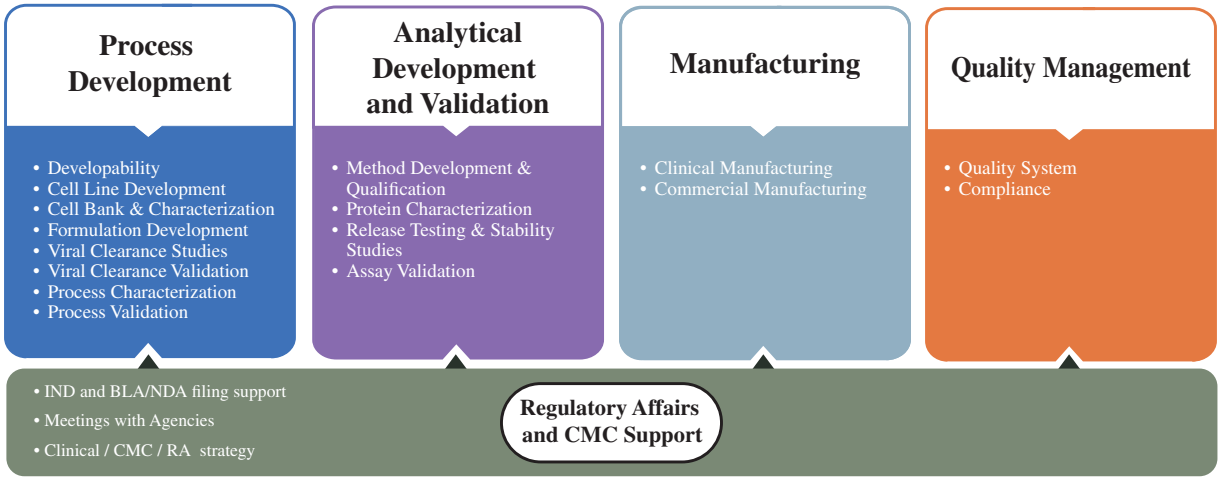
Our vision is to become the most trusted partner of global biopharmaceutical companies.

We pursue this vision by delivering manufacturing-driven, customer-focused and outcome-oriented contract development and manufacturing organization (CDMO) services that support biologics from pipeline to patient.

OVERVIEW

We are a leading manufacturing-driven full-lifecycle CDMO in China dedicated to biologics. We ranked second among biologics CDMO companies in China by the number of commercial products in 2025 and third among biologics CDMOs in the field of therapeutic antibody drugs in China by revenue in 2025, according to Frost & Sullivan. We mainly provide CDMO solutions for biologics development and manufacturing, namely (i) process development, (ii) analytical development and validation, (iii) good manufacturing practice (GMP) manufacturing, (iv) quality management, and (v) regulatory affairs and chemistry, manufacturing and controls (CMC) support.

"One Molecule, One Journey"

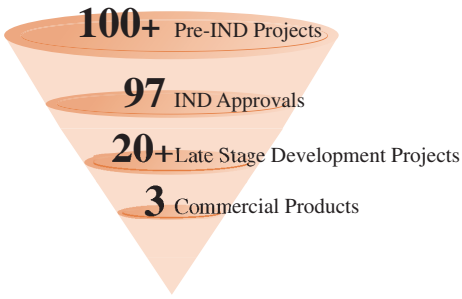


Under our "One Molecule, One Journey" business model, we engage with customers from early-stage development to commercial manufacturing, accompanying molecules from pipeline to patient. Continued involvement across successive development stages allows us to deepen customer relationships and build molecule-specific knowledge, GMP execution experience and quality understanding, which become increasingly embedded in the manufacturing setup supporting regulatory filing, approval and post-launch ramp-up. By converting early technical engagement into late-stage development and commercial manufacturing opportunities, this model strengthens our role in customers' projects and expands the scope of services we provide over the molecule lifecycle. During the Track Record Period, our top 30 customers recorded a 100% repeat order rate.

We believe we are among a distinct group of biologics CDMOs in China that incorporated customers' future commercial-scale production and post-launch ramp-up needs into our capacity planning, facility design and construction, supported by dedicated large-scale investments. Instead of adding capacity incrementally for individual projects, we centered our manufacturing

strategy on our Changshu site, where multiple identical 6,000 L stainless-steel bioreactor lines operate under a unified quality system to support commercial supply and subsequent capacity expansion that meets global requirements. According to Frost & Sullivan, this same-site, same-quality-system configuration provides a meaningful regulatory advantage for post-approval ramp-up, allowing approved products to scale more efficiently and predictably within the existing manufacturing and quality system.

During the Track Record Period, all of our clinical-stage customers that received marketing approval continued to engage us for commercial manufacturing, demonstrating strong customer retention and the conversion potential of our One Molecule, One Journey model. We have earned the trust of a broad and diversified customer base, from emerging biotechs to established industry leaders including Kexing Biopharm, Minghui and Innogen. As of the Latest Practicable Date, we maintained recurring collaborations with leading innovative biotech companies in China, covering 30 publicly listed companies. Our portfolio of projects increased steadily during the Track Record Period, with 122, 163 and 197 projects in 2023, 2024 and 2025, respectively.



Our project portfolio spans from early-stage development to commercialization, with more than 20 Phase III and biologics license application (BLA) projects as of the Latest Practicable Date, reflecting our strength in late-stage development and commercialization. By combining early technical involvement with a commercial manufacturing setup suitable for late-stage validation, regulatory review and subsequent capacity ramp-up, we support customers as their molecules move from development toward approval and commercial supply. As of the Latest Practicable Date, we had supported customers in obtaining three commercial approvals, each relating to a molecule for which we had been involved in its development stage, and the relevant customers had continued to engage us for commercial manufacturing of the approved drugs. In addition, we had supported the submission of three other BLA projects, and the relevant applications were under review by the NMPA as of the Latest Practicable Date. Revenue generated from our late-stage development and commercial projects increased during the Track Record Period and amounted to RMB113.2 million, RMB166.1 million and RMB251.8 million for the years ended December 31, 2023, 2024 and 2025, respectively, accounting for 24.9%, 38.3% and 52.0% of our total revenue, respectively. During the Track Record Period, revenue contribution from late-stage and commercial projects increased alongside a project count CAGR exceeding 26.0%, providing evidence that our project funnel can progressively convert into higher-value late-stage and commercial opportunities.

We have built cross-regional project execution and regulatory support capabilities under international quality standards, supporting customers from early-stage development to late-stage development and commercialization. As of the Latest Practicable Date, we had supported 97 Investigational New Drug (IND) applications for our customers, including 27 U.S. Food and Drug Administration (FDA) IND applications, ranked fourth in China according to Frost &

Sullivan, and had passed 20 on-site inspections by Chinese regulatory authorities and six European Union Qualified Person (EU QP) audits. The projects we support cover commercially significant therapeutic areas, including neurology, metabolic disorders, oncology, hematology, musculoskeletal disorders and infectious diseases. Our technical expertise extends to complex biologics modalities, such as asymmetric bispecific antibodies, dual-payload antibody-drug conjugates and long-acting protein therapeutics. By combining broad early-stage development project access with quality systems tested through regulatory inspections and audits, we are positioned to carry complex biologics into late-stage development and commercial execution.

Our market position is supported by the following competitive strengths, which enable us to serve customers seeking a reliable, cost-effective and technically capable CDMO:

- ***Scalable Manufacturing Capacity.*** We operate 113,400 L of installed capacity in aggregate and, according to Frost & Sullivan, had the largest single-facility biologics CDMO manufacturing capacity in China, with 85,300 L installed at our Changshu site. For biologics CDMOs, capacity creates value not merely through aggregate bioreactor volume, but through the ability to convert capacity into executable GMP batches with consistent quality, predictable scheduling and cost-efficient operations. Our concentrated single-facility footprint, standardized facility layout and cadence-based manufacturing arrangement support reliable commercial supply while improving execution consistency and cost efficiency.

- ***Disciplined Long-Term Infrastructure Investment.*** We believe we are among the few biologics CDMOs in China that incorporated customers' future commercial-scale production and post-launch ramp-up needs into our capacity planning, facility design and construction, supported by dedicated large-scale investments. Instead of adding capacity only after project-specific demand materializes, we chose a more demanding but more scalable path of standardization, quality-system integration and goal-driven capacity planning. While this strategy required significant upfront investment and operational patience during the ramp-up period, it enabled us to build a scalable and repeatable manufacturing system designed for late-stage and commercial biologics, strengthening customer retention, recurring commercial batch opportunities and post-launch expansion capability.

- ***Resilient Supply Chain.*** Since 2019, we have built a localized supply chain to reduce external supply risks and support stable biologics manufacturing. In biologics CDMO projects, changes in critical manufacturing inputs can affect product quality, trigger additional regulatory work and disrupt development or commercial timelines. Through localized sourcing, qualified supplier coverage and in-house development of key materials such as media and resins, we reduce reliance on third-party vendors and retain greater control over related know-how and intellectual property, supporting more stable and cost-visible execution for IND, late-stage and commercial projects.

- ***Proprietary Technology Platform.*** Our in-house developed technology platform connects biologics development, process scale-up and commercial manufacturing, enabling us to build molecule-specific knowledge before approval. By accumulating know-how from early-stage development, we help convert customer projects into late-stage and commercialization projects. We believe manufacturing capacity is the

commercial expression of our platform, while development capability is the core engine that supports customer retention, commercialization readiness and long-term competitiveness.

- ***AI-Driven Project Execution and Operations System.*** We have locally deployed large language models and developed proprietary AI agents customized with our accumulated project experience, experimental data and media development data. Embedded with our process know-how, our agents support both project execution and operational workflows, bringing greater consistency to technical decision-making.

The global biologics CDMO market is poised for continued expansion, estimated to reach US$105.8 billion by 2035 from US$31.8 billion in 2025, driven by the growing pipeline of biologics and increasing outsourcing within biotechnology and pharmaceutical companies, according to Frost & Sullivan. Within this market, the late-stage clinical and commercial manufacturing segment — where we hold a leading position in China — requires integrated process development, quality systems, regulatory readiness and GMP manufacturing. Extending beyond available manufacturing capacity, our value proposition is anchored in development capabilities and technological expertise that support the transition of drug candidates from pipeline to patient.

OUR STRENGTHS

One Molecule, One Journey: Manufacturing-Driven Lifecycle Engagement and Disciplined Long-Term Infrastructure Investment

We are one of the few independent CDMO platforms in China capable of supporting a biologic from cell line construction to commercial fill-finish under a unified quality system, according to Frost & Sullivan. We believe we are among a distinct group of biologics CDMOs in China that truly understand the biologics industry, with the ability to anticipate and cater to development-stage biotech customers' future needs for substantially ramped-up commercial-scale production of approved biologic products. We integrate our understanding and such anticipated needs into our capacity planning, facility design, site construction, quality management, and regulatory compliance. To build optimal infrastructure and achieve economies of scale, we make dedicated large-scale investments with a long-term outlook for our growth that synchronizes with our customers' biologics development and commercialization activities. Built around our "One Molecule, One Journey" engagement model, we seek to be continuously retained for the same molecule from early development through clinical manufacturing, regulatory filing, commercial launch and post-approval supply, with commercial manufacturing as the strategic endpoint of each lifecycle engagement. Our project funnel had grown from 122 projects in 2023 to 197 projects in 2025, of which more than 20 were late-stage development or commercialization projects.

Rather than pursuing the more flexible near-term model of disconnected project execution or incremental capacity additions after demand materializes, we have chosen a more capital-intensive and operationally resource-intensive path, by building our model around early molecule-specific knowledge accumulation, standardized manufacturing execution and disciplined long-term infrastructure investment. Although this path requires greater upfront investment and longer execution cycles, we believe it creates a more defensible platform for capturing recurring commercial manufacturing mandates as biologics progress from clinical development to launch and post-approval supply.

Manufacturing-Driven Lifecycle Engagement that Converts Early Involvement into Commercial Manufacturing Mandates

Our manufacturing-driven model is designed to secure commercial manufacturing mandates before a molecule reaches approval.

- **Early entry into molecule lifecycle.** Supporting customers from early development through IND, BLA/new drug application (NDA) and commercialization enables us to accumulate molecule-specific knowledge. Retaining development history, process decisions and quality records within one integrated CDMO system creates a practical foundation for pipeline-to-patient transition, particularly when commercialization timelines are compressed and process changes may require additional comparability work.

- **Commercial conversion through continuous engagement.** As of the Latest Practicable Date, we had supported customers in obtaining three commercial approvals, all relating to molecules that we had supported since the development stage. During the Track Record Period, all clinical-stage projects receiving marketing approval continued to engage us for commercial manufacturing, demonstrating our ability to convert early involvement into commercial manufacturing mandates. Revenue generated from late-stage development and commercial projects increased from RMB113.2 million in 2023 to RMB251.8 million in 2025, and its contribution to our total revenue increased from 24.9% to 52.0% over the same period, reflecting the commercial progression of our manufacturing-driven model.

- **Compounding experience barrier.** Recent regulatory requirements on entrusted drug manufacturing in China have further increased the importance of commercial manufacturing experience. Under the NMPA's announcement on strengthening supervision over entrusted drug manufacturing, an entrusted manufacturer for sterile biologics is generally expected to have relevant production experience, including three years of commercial manufacturing experience for the entrusted product type. As a result, newly established CDMOs without such experience may face higher practical barriers, creating a compounding advantage over new entrants.

Disciplined Long-Term Infrastructure Investment that Converts Molecule-Specific Know-How into Reliable Commercial Supply

Commercial manufacturing capacity is not defined only by nominal bioreactor volume. Winning commercial projects requires a manufacturing system that can support post-launch ramp-up, preserve product economics under pricing pressure and reduce the regulatory burden of post-approval changes. Our infrastructure was therefore planned as a single-facility, standardized and cycle-matched commercial manufacturing system.

- **Single-facility, standardized and cycle-matched capacity design.** Building on our manufacturing-driven lifecycle model, we planned our commercial manufacturing infrastructure to support the same molecule from clinical manufacturing through commercial launch and post-approval ramp-up. Our single-facility commercial manufacturing infrastructure serves as the physical foundation of our One Molecule, One Journey model, allowing molecule-specific knowledge accumulated during development stage to be carried forward into commercialization of a drug candidate within the same manufacturing system. Rather than representing a simple addition of

bioreactor volume, it was purpose-built as an integrated, cycle-matched system designed to align upstream production output with downstream purification throughput. For details of our systematic design and planning of commercial manufacturing lines, please refer to "Facilities — Our Cycle-Matched Approach to Commercial Manufacturing Line Design" in this section.

- **Post-approval change efficiency.** For approved biologics, adding a new usable manufacturing line after approval may require a major regulatory change process that can take approximately two to three years, while a non-major change may require approximately six to eight months based on our industry experience. A single-facility configuration with standardized and identical manufacturing line design may allow post-approval expansion to be implemented through a less burdensome regulatory pathway than new-site transfers or lines with materially different designs, where supported by comparability data and regulatory assessment.

Advanced Technology Platforms and Deep R&D Expertise Creating Development-to-Manufacturing Advantage

We have built our technology leadership through years of focused investment in people, platforms and processes. Our R&D capabilities rest on four mutually reinforcing elements: a seasoned and stable scientific team, proprietary technology platforms, consistent R&D investment and repeated application of our platforms across a diverse project portfolio. Together, these elements allow us to solve development challenges while preserving manufacturability, which is critical for biologics projects moving toward late-stage development and commercialization. This development-to-manufacturing linkage is a key barrier to entry: while physical capacity can be added over time, molecule-specific process knowledge, proven scale-up pathways, regulatory documentation discipline, and quality-system execution are accumulated through repeated project delivery.

As of December 31, 2025, our R&D and technical team comprised over 260 professionals with expertise across pharmaceutics, analytical chemistry, chemical engineering, and biotechnology, supporting projects from preclinical research through commercial manufacturing. As of the Latest Practicable Date, this team had supported projects across antibodies, bioconjugates, recombinant proteins and other complex biologics modalities. By integrating R&D work with GMP manufacturing, quality and regulatory execution throughout the molecule lifecycle, the team designs and refines processes with manufacturability, scale-up, control strategy and commercial supply readiness as core considerations.

This human capital is leveraged through a suite of proprietary technology platforms that we have developed and continue to enhance. Spanning cell line development, culture media formulation, process scale-up, bioconjugation, complex-antibody purification and high-concentration formulation, these platforms form an integrated technical ecosystem from molecular design through commercial manufacturing. The platforms are applied repeatedly across projects, allowing us to accumulate data, refine process parameters and shorten learning curves for later projects.

- Our proprietary cell line development platform is built on a host cell system to achieve high titers. The platform delivers gene-to-primary cell bank (PCB) timelines as short as three months, with titers exceeding 10 g/L before optimization. It has supported over 300 molecules in cell line development, contributed to more than 50 clinical approvals, and advanced more than 30 projects into clinical stages.

- Our proprietary culture media platform gives us technological advantages over base media, feed media and additive series. Our in-house media have increased protein expression levels by 40% while significantly reducing per-batch media costs. We have successfully validated these formulations through multiple process validation campaigns and implemented them across more than 20 clinical projects, demonstrating strong performance and regulatory acceptance.

- Our proprietary complex-antibody purification platform is purpose-built for bispecifics, fusion proteins and other aggregation-prone modalities. Beyond standard Protein A capture, we deploy a comprehensive toolbox of multimodal, hydrophobic interaction and mixed-mode chromatography to remove hard-to-separate product-related impurities. Anchored by experience from more than 150 projects, the platform operates multiple specialized purification tracks covering a diverse modality spectrum.

- Our internally developed scale-up platform integrates customized bioreactor design, automated parameter testing and model-driven scale-up across reactor types up to 6,000 L. Supported by over 150 projects and 500 scale-up batches, our standardized approach enables us to achieve a technical success rate exceeding 98% across single-use and stainless-steel systems.

- Our integrated bioconjugation platform positions us to capture opportunities in the high-value antibody-drug conjugate (ADC) CDMO market. We have established a GMP-compliant bioconjugation platform covering early-stage R&D to commercialization. The platform supports both random and site-specific conjugation and addresses key ADC challenges. As of December 31, 2025, it covered ten distinct conjugation routes, had been applied in over 30 clinical projects, and our most advanced project had progressed to Phase III.

- Our high-concentration formulation development platform is capable of delivering formulations over 100 mg/mL with acceptable viscosity and stability for subcutaneous delivery. Supporting monoclonal antibodies, bispecifics and fusion proteins, the platform has delivered more than ten high-concentration formulations for clinical and commercial use, enabling faster path-to-clinic by reducing reformulation cycles.

Sustaining technology leadership requires continuous investment, and we remain committed to maintaining R&D intensity that supports process performance, manufacturability and commercial readiness. For the years ended December 31, 2023, 2024 and 2025, our R&D expenses totaled RMB57.9 million, RMB37.1 million and RMB45.9 million, respectively, representing 12.7%, 8.6% and 9.5% of our revenue for the respective years. We believe such investment supports the accumulation of reusable process knowledge across our project portfolio and reinforces the link between development work and manufacturing execution.

Development-to-Commercial Execution with Global Regulatory and Supply Chain Support

For late-stage development and commercialization projects, execution risk often arises when development outcomes cannot be carried forward into GMP manufacturing, regulatory submissions and post-approval supply. We seek to reduce this risk by treating development as the beginning of manufacturing and regulatory execution, rather than a separate technical exercise. Work performed before approval is organized to support GMP production, regulatory review and consistent commercial supply after approval.

- **Development execution supported by global regulatory capabilities.** As of December 31, 2025, our R&D and technical team comprised over 260 professionals with expertise across pharmaceutics, analytical chemistry, chemical engineering and biotechnology, supporting projects from preclinical research through commercial manufacturing. Supported by a quality organization of more than 220 professionals, we maintain quality systems built on GMP, PIC/S and ICH principles and designed to meet global regulatory requirements. As of the Latest Practicable Date, we had completed multiple GMP inspections with a 100% pass rate, supported customer filings across China, the U.S. and other major jurisdictions, helped bring three innovative biologics to commercial approval, supported 97 IND approvals globally, completed nine process validations and had more than 20 late-stage development projects ongoing.

- **Supply chain resilience supporting continuity and cost control.** Since 2019, we have systematically developed a localized supply chain for critical inputs such as culture media, consumables and resins. Where applicable, we retain full ownership of proprietary formulations while partnering with multiple qualified contract manufacturers. This model supports supply stability, cost visibility and continuity of critical-path materials by giving us greater control over key input specifications, supplier qualification and sourcing arrangements. It also helps reduce exposure to single-source dependency, improve cost predictability and support more disciplined cost management as projects move from clinical supply to commercial manufacturing.

Proven Track Record with Sustainable Growth Driven by Commercialization Conversion, Diverse Client Base and Deep Project Portfolio

Our proven late-stage and commercial manufacturing capabilities provide customers with practical execution support. By engaging with customers before approval and continuing to support process validation, GMP manufacturing, quality release, supply planning and regulatory change control after approval, we are able to accumulate product-specific process knowledge and help customers transition from approval to commercial supply more efficiently. This strengthens our value proposition to customers with late-stage development or commercialization biologics projects and reinforces the stickiness of our deep project portfolio.

Selected flagship commercialization-stage projects that exemplify our capabilities include:

- ***Zimberelimab Injection developed by Guangzhou Auspex Bioscience.*** As the approved manufacturing site, we completed full-process technology transfer and comprehensive quality comparability studies, ensuring consistent product quality after the change. The project successfully passed the registration site inspection and GMP compliance inspection, and was approved in May 2024. This project demonstrated our CDMO capabilities in biologics commercialization, regulatory-compliant quality control, cost control, and end-to-end project management.

- ***GLP-1 Fc fusion protein developed by Innogen.*** We provided end-to-end CDMO support spanning clinical development through commercial supply. Following regulatory approval, we carried out process scale-up and localized key materials, leading to a significant reduction in unit manufacturing costs. Dedicated aseptic fill-finish and assembly lines ensured stable manufacturing capacity and reliable

supply. The program integrated CMC planning, technology transfer, process performance qualification (PPQ), and lifecycle management within a single, unified operational framework. This product was approved in January 2025.

- ***Libevitug Injection by Huahui Health.*** We delivered end-to-end CDMO support from technology transfer to commercial readiness, scaling from 3 L to 2,000 L with consistent titer, purity, and critical quality attributes. Cell viability remained high, alongside improved product yield and cost-effectiveness. We established a dual quality management system compliant with NMPA and FDA regulations. Multiple production runs successfully validated process stability. Following the product's conditional approval in January 2026, we have been providing commercial manufacturing services for the client.

Supporting multiple commercialized biologics products has enabled us to convert project-level execution experience into a repeatable CDMO commercialization delivery system that improves commercialization predictability. Continued batch delivery, regulatory interactions and post-approval commercial manufacturing further enrich our data foundation, documentation discipline and lifecycle management capabilities. Beyond commercial-scale manufacturing, our value proposition lies in applying process know-how and manufacturing data to support predictable quality release, process validation and supply continuity throughout the product lifecycle.

Experienced, Globally Oriented and Stable Management Team, Supported by Dedicated Employees

Our founder and Chairman, Mr. Li Zhi, brings over 20 years of biopharmaceutical R&D and management experience, with prior leadership roles in R&D and GMP platform development at Innovent Biologics, Kanghong Pharmaceutical and Recomgen Pharmaceutical. Under his leadership, we have developed into one of China's leading biologics CDMO platforms in under a decade.

With extensive industry experience across the biologics value chain, our senior management team brings backgrounds spanning leading academic institutions and global industry leaders, including Stanford University, West Virginia University, Samsung Biologics, Merck, WuXi Biologics, and Genzyme. The team combines experience in R&D, CMC, quality management, regulatory affairs, business development, and capital markets execution. Together with our talented and dedicated employees, our management team provides the scientific depth, global perspective and disciplined execution required to support our continued growth.

OUR STRATEGIES

Enhance One Molecule, One Journey Capabilities and Expand Capacity in Line with Project Progression

Our proprietary technology platforms, process know-how, scalable manufacturing capacity, flexible facility configuration and intelligent operations systems are critical to our ability to provide efficient, high-performance and cost-effective services to our customers. In light of the continued growth of biologics pipelines and the increasing importance of late-stage and commercial manufacturing, we intend to further strengthen our One Molecule, One Journey model and expand capacity in a disciplined manner. Our strategy is to let development capability pull through manufacturing demand, rather than relying on capacity expansion alone.

Accordingly, we intend to align technology upgrades, capacity planning, quality-system enhancement and customer relationship management with the progression of customer molecules from early development to commercial supply.

Enhancing development and performance excellence. We plan to continue iterating our core technology capabilities based on our six major technology platforms and further strengthen our differentiated strengths across the biologics value chain. We intend to continue upgrading our formulation capabilities, with a focus on high-concentration formulations, complex modalities and manufacturability at commercial scale. We will also continue to enhance cell line development, culture media, purification, bioconjugation and scale-up capabilities so that process design, cost profile, quality attributes and commercial readiness are considered earlier in the development cycle. These initiatives are intended to improve project delivery, strengthen customer retention and support the conversion of projects into late-stage development and commercial opportunities.

Enhancing delivery and operational efficiency. We believe that stronger technical performance, when combined with scalable manufacturing capacity, can drive higher output and better overall operational performance. As we continue to optimize our upstream processes, downstream purification, formulation development and digital project management systems, we expect to improve batch success rates, shorten project cycle times and enhance delivery certainty for customers. We also intend to use accumulated project data to identify recurring process risks earlier and apply standardized solutions across similar molecules or modalities.

We plan to continue upgrading our intelligent operations systems by deploying larger-scale locally hosted large language models (LLM) to enhance complex information processing and technical decision support. In parallel, we intend to expand the application of our customized AI agents, which are trained with our project experience, experimental data and media development data, to a broader range of project execution and operational workflows. By applying our process know-how across more use cases, these agents are expected to make project execution and GMP operations more consistent and reliable, particularly for late-stage and commercial projects.

Strengthening cost control advantages. Scalable capacity and disciplined operational management are fundamental to cost efficiency. As of the Latest Practicable Date, our total installed capacity reached 113,400 L and our total designed capacity was 228,400 L across our three production bases in Suzhou. We intend to improve deployment of installed capacity and prepare additional capacity for future demand in line with customer project progression, particularly as more projects move into late-stage development and commercial manufacturing. We will prioritize capacity deployment for projects where our development work, regulatory preparation and quality-system continuity can support efficient commercial conversion.

At the same time, we plan to continue strengthening our cost control capabilities through deeper supply chain development. We currently focus on approximately 100 core manufacturing materials, and we intend to further diversify our supplier base, strengthen collaboration with supply chain partners and improve supply quality and reliability. We also plan to continue increasing the proportion of critical materials that are internally developed or locally sourced. Going forward, we intend to further expand such proportion while also improving material performance and supply stability. We believe these efforts, together with higher capacity utilization, automation and continued process improvement, will help us reduce supply uncertainty, mitigate external risks and further strengthen our cost competitiveness.

Strengthen Domestic Market Presence by Capturing Molecule Progression in China's Biologics CDMO Industry

China has one of the largest patient populations globally and continues to have significant unmet clinical needs across oncology, autoimmune diseases, rare diseases and other therapeutic areas. Driven by emerging technologies, intensified competition prompting pharmaceutical companies to reduce costs and improve efficiency, and increasing demand for commercial manufacturing readiness, China's biologics industry continues to create opportunities for CDMOs with integrated development and manufacturing capabilities. In this environment, customers increasingly value partners that can help develop manufacturable processes early, preserve quality continuity through clinical development and support rapid transition to commercial supply after approval.

Leveraging our established customer base and proven track record in China, we plan to further strengthen our domestic market presence by advancing our service capabilities in key and fast-growing biologic modalities, particularly ADCs and bispecific antibodies. We intend to continue enhancing our integrated development-to-commercial service offering, expand collaboration with existing customers and capture new projects from emerging biotech and pharmaceutical companies seeking reliable late-stage development and commercial manufacturing partners. For existing customers, we will focus on expanding our market share as their molecules move from early CMC work to clinical supply, process validation and commercial manufacturing. For new customers, we will emphasize our ability to solve development challenges early and provide a credible path to commercial supply.

We also plan to continue acquiring new customers and projects by offering comprehensive and cost-effective CDMO solutions, supported by our performance excellence, scalable capacity and cost control capabilities. In parallel, we intend to improve project management and execution discipline to provide a more consistent customer experience as molecules advance toward later-stage development and commercialization, reinforcing molecule progression as a long-term growth driver. We will also seek to convert successful early-stage engagements into broader, multi-stage collaborations by building customer confidence through reliable execution over time.

Penetrate International Markets by Leveraging Regulatory-Ready Development and Manufacturing Capabilities

To further capture growth opportunities outside China, we plan to continue advancing our international regulatory and compliance capabilities, with a particular focus on the European Medicines Agency (EMA) framework. Based on our current project portfolio, we expect certain projects to be submitted under the EMA framework in 2027 and to enter the EMA review process in early 2028, which will enhance our international regulatory track record and support our efforts to obtain EMA GMP certification. We will also continue to improve our quality management systems, documentation practices and compliance readiness to meet international standards and regulatory expectations, while leveraging the experience of our senior management team in international regulatory compliance, quality systems and global operations.

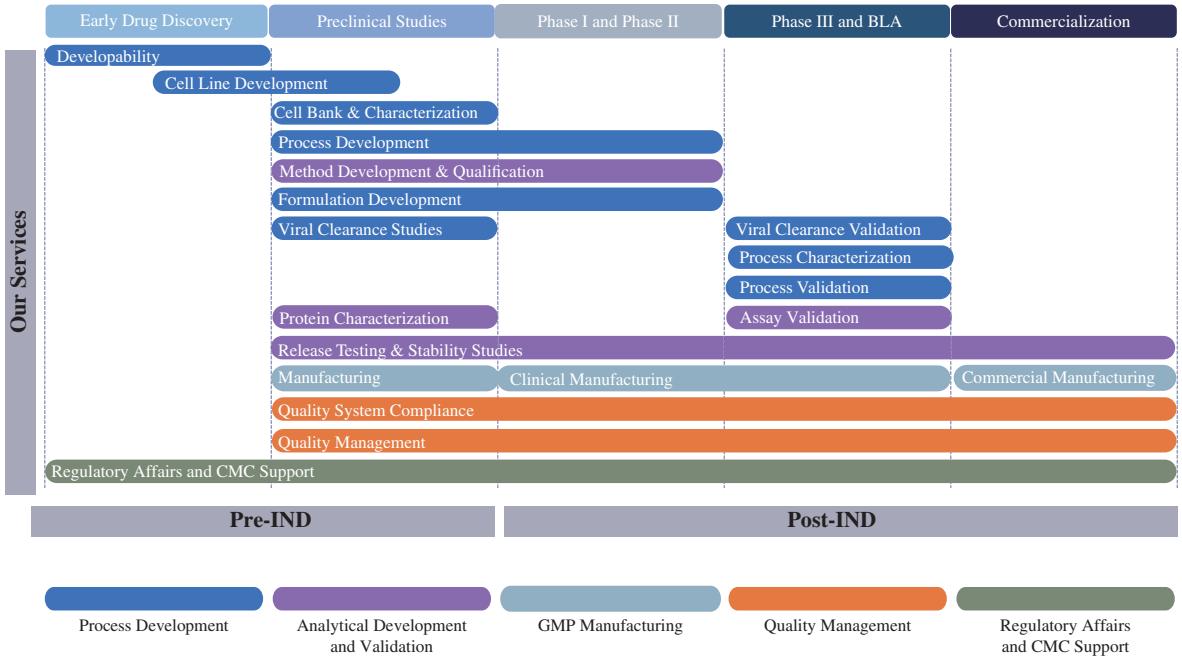
Our expansion plan will initially focus on the EU and other emerging markets, where we see strong demand for quality and cost-effective biologics CDMO services. We intend to expand our international business development and customer relationship management capabilities, improve our ability to support global customers across various development stages, and align capacity planning, quality readiness and service delivery resources with the pace of international customer acquisition and project conversion. Progress under the EMA regulatory framework and potential EMA GMP certification will enhance our credibility with overseas customers and help international business become a meaningful growth driver for our long-term development. We will position ourselves as a China-based CDMO partner that can help customers combine development problem-solving, commercial-scale manufacturing and regulatory-ready execution.

Continue to Attract, Retain and Incentivize Talent to Support Our Fast and Sustained Development

Our dedicated talent base is crucial to our ability to provide consistent high-quality services to customers and to maintain strong execution capabilities across development, manufacturing, quality control and project management. We strive to build a professional, collaborative, stable and high-quality workforce. We intend to continue to attract, retain and incentivize employees to carry out our development strategies and capture the growth opportunities in the global biologics CDMO industry. We plan to continue recruiting experienced professionals across key functions, including technology and process development, quality management, manufacturing operations, regulatory affairs and project management, to support capability upgrades and business expansion. We will also continue to retain talent through teamwork and cross-functional collaboration, hands-on training through diversified project exposure, and a structured growth and talent development system, together with a sound performance incentive and promotion mechanism. By strengthening cross-functional teams that connect development, manufacturing, quality and regulatory work, we aim to preserve the know-how that underpins our One Molecule, One Journey model.

BUSINESS MODEL

We ranked second among biologics CDMO companies in China by the number of commercial products in 2025 and third among biologics CDMOs in the field of therapeutic antibody drugs in China by revenue in 2025, according to Frost & Sullivan. As of the Latest Practicable Date, we had provided CDMO services for over 400 projects, covering over 200 drugs and drug candidates, for over 200 customers, including three approved drugs and more than 20 late-stage development projects. The following diagram depicts our CDMO service offerings. See "Business — Biologics CDMO Services" for further details.



We have built an extensive project portfolio and stable customer relationships with customers from major markets such as China, the United States and Europe. Major projects refer to projects with a contract value of not less than RMB8.0 million. We had 18, 16 and 14 major projects in 2023, 2024 and 2025, respectively. The total revenue contribution of the major projects was RMB354.5 million, RMB335.2 million and RMB352.8 million in 2023, 2024 and 2025, respectively, representing 77.9%, 77.4% and 72.9% of our total revenue for the respective years.

In 2023, 2024 and 2025, we had a total of 122, 163 and 197 projects, respectively. The following table sets forth the number of projects for the years indicated, categorized by stage as pre-Investigational New Drug (Pre-IND) and post-Investigational New Drug (Post-IND).

	Year Ended December 31,		
Stage	**2023**	**2024**	**2025**
Pre-IND	53	74	87
Post-IND			
Early-stage development (Phase I & II)	58	72	84
Late-stage development (Phase III & BLA)	10	16	24
Commercialization	1	1	2
Total	**122**	**163**	**197**

Fee Model

Our service fee arrangement is primarily based on a fee-for-service (FFS) model.

FFS Model

During the Track Record Period, our revenue was generated predominantly under a fee-for-service model. We typically collect payments pursuant to a pre-agreed schedule set out in the relevant contract or work order, which allocates fees to specific discovery, development, or

manufacturing activities within the agreed scope. Pricing is determined with reference to the scope of services, anticipated costs and expenses, and the estimated time required to deliver the work, among other considerations. Our fee-for-service contracts and work orders generally include a detailed timetable that outlines task specifics, expected completion time for each step, and the corresponding payment terms. Revenue is recognized at a point in time when control of the distinct services or products transfers to the customer, namely upon acceptance of the deliverable units by the customers.

During the Track Record Period, under our fee-for-service model, we applied a two-step quotation process. First, we determine the project cost, which primarily comprises three components: service fees reflecting labor hours required for the project, material costs covering both R&D and manufacturing materials, and outsourcing fees for third-party services. Second, we set the quoted price with reference to market dynamics, including competitors' pricing, customer type, project-specific considerations, and our market positioning, while ensuring the price is not below our internal cost. By doing so, we benchmark against our peers and take into account the characteristics of the engagement and our positioning in the market.

During the Track Record Period, the typical duration of our CDMO projects generally varied by project stage and service scope rather than by molecule type. IND-stage projects and orders generally lasted approximately 12 to 18 months, while clinical sample manufacturing projects generally lasted approximately six to 12 months. BLA-stage projects, which primarily involved process development and optimization, process validation, process characterization and regulatory inspection support, generally lasted approximately two to three years. Depending on the nature and specific requirements of a project, the total service fees varied significantly during the Track Record Period.

Payment Term

Under the FFS model, a contract or work order typically comprises a number of tasks, each including several discovery, development and/or manufacturing steps. We bill our customers by task and typically give our customers a credit term of 30 to 90 days. We typically require our customers to make prepayments for the initiation of a task, a portion of the corresponding payment upon the commencement of each task and the remaining payment after we complete such task and meet the requirements of our customers. Each FFS contract or work order generally specifies the scope of services and the related deliverables, which may include a certificate of analysis, technical reports and products. Upon completion of the contracted services, our project manager sends the completed service results and the corresponding deliverables to the customer, typically by email, or requests the customer's acceptance confirmation. The relevant discovery, development or manufacturing step is deemed to be completed upon the customer's acceptance of such services and deliverables, as evidenced by a reply email or other written confirmation, and revenue is recognized at that time.

BIOLOGICS CDMO SERVICES

We provide one-stop CDMO solutions for biologics development and manufacturing, comprising (i) process development, (ii) analytical development and validation, (iii) GMP manufacturing, (iv) quality management and (v) regulatory affairs and CMC support. Leveraging advanced platform technologies, robust CMC capabilities and integrated quality systems, we are able to undertake biologics projects at varying technical and manufacturing stages. Through our coordinated service model, we support the progression of biologics projects from pipeline to patient by enabling controlled, compliant and reliable supply.

Process Development

Process development is a critical step in translating a drug candidate into a commercial product. A robust process supports the manufacturing of high-quality products and the satisfaction of regulatory requirements. We provide integrated process development services covering early developability assessment, cell line development, cell banking, upstream and downstream process development, formulation development, viral clearance studies, process characterization and process validation.

Developability; Cell Line Development; Cell Bank & Characterization

At the early-stage of a biologics project, our developability assessment supports the selection of molecules and process strategies with suitable manufacturability, stability, analytical feasibility and scalability. Once a biologic drug candidate is identified, we conduct cell line development to generate production cell lines with appropriate productivity, product quality attributes and process fit. We also provide GMP cell banking and cell line characterization services, including master cell bank and working cell bank preparation, identity and purity testing, microbial and mycoplasma testing, viral safety assessment and related characterization studies. By integrating developability assessment, cell line development and cell banking activities, we establish a reliable technical foundation for subsequent process development, manufacturing and regulatory filings.

Process Development and Formulation Development

Our process development activities cover upstream cell culture process development and downstream purification process development for biologics drug substance. For upstream processes, we focus on cell culture conditions, media and feed strategies, process optimization, scale-up parameters and process robustness. For downstream processes, we design and optimize purification trains to support product recovery, impurity clearance, viral safety and consistent product quality. Formulation development is conducted in parallel or at the appropriate development stage to identify buffer systems, excipients and dosage conditions that support product stability, manufacturability and intended clinical or commercial use. Our scientists and engineers work closely with customers to design phase-appropriate processes, receive and execute customer technical packages, perform technology transfer, and establish scalable manufacturing processes that can be handed over to GMP manufacturing without disruption.

Viral Clearance Studies and Viral Clearance Validation

Viral safety is an important component of biologics process development and regulatory readiness. We conduct viral clearance studies to evaluate the capability of the manufacturing process to remove or inactivate potential adventitious or endogenous viruses. Our work covers study design, scale-down model establishment, execution of clearance studies, data interpretation and preparation of reports to support regulatory submissions. For late-stage and commercial projects, we also support viral clearance validation activities based on the representative commercial process. By conducting these studies within the broader process development and validation framework, we generate data to support the demonstration that the developed process meets applicable regulatory expectations for viral safety.

Process Characterization and Process Validation

For late-stage projects, we perform process characterization to understand the relationship between process parameters, material attributes and product quality. Our teams apply risk

assessment and quality by design principles to identify critical process parameters, define proven acceptable ranges and establish appropriate control strategies. Process validation confirms that the established process can consistently deliver products meeting predefined quality standards. During validation, we execute the defined process using qualified materials and appropriate equipment, and manufacture consecutive validation batches to support regulatory submissions. We measure and verify key process parameters and monitor critical quality attributes, enabling a lifecycle approach that connects process development, conformance assessment and CPV.

Analytical Development and Validation

Analytical development and validation provide the testing foundation for biologics development and manufacturing. Reliable analytical methods are necessary to measure product quality, monitor process performance, support batch release and generate regulatory data. We provide integrated analytical services covering method development and qualification, protein characterization, assay validation, release testing and stability studies.

Method Development & Qualification

Analytical methods underpin our process development, manufacturing and quality control activities. We provide phase-appropriate analytical development and qualification services to support in-process control, product characterization, release testing and stability studies for biologics drug substance and drug product. Our analytical teams develop and qualify methods for identity, purity, impurity profile, potency, content, safety-related attributes and other product-specific quality attributes.

Protein Characterization

Protein characterization services further support the understanding of molecular structure, physicochemical properties, biological activity and comparability during development, technology transfer and process changes. Close integration between our analytical, process and manufacturing teams allows analytical findings to be incorporated into process optimization and control strategy development in a timely manner.

Assay Validation; Release Testing and Stability Studies

As projects advance toward late-stage development and commercialization, we conduct analytical method validation in accordance with applicable regulatory requirements. Validated or otherwise qualified methods are used to support batch release testing, stability studies and regulatory filings. Our release testing services confirm that drug substance and drug product batches meet approved specifications before use or delivery, while stability studies generate data on product quality over time under appropriate storage and stress conditions. We prepare stability protocols, manage testing at defined time points and summarize results in stability reports to support IND, BLA/NDA or other regulatory submissions, as applicable. Analytical development, assay validation, release testing and stability studies together provide the data package necessary to demonstrate product quality, consistency and lifecycle control.

GMP Manufacturing

Manufacturing is the stage where the developed process is executed under GMP conditions to produce biologics drug substance or drug product for clinical studies and commercial supply. Reliable manufacturing capabilities are essential to ensure batch consistency, supply continuity,

regulatory compliance and timely project delivery. We provide clinical and commercial manufacturing services supported by integrated process, analytical, quality and technical teams.

Clinical Manufacturing

We provide GMP clinical manufacturing services for biologics drug substance and, where applicable, drug product, supporting projects from early clinical development through late-stage clinical supply. Our manufacturing team configures the required upstream and downstream equipment train based on the developed process and executes production under GMP conditions. The integrated handover from process development to manufacturing helps reduce disruption during scale-up and technology transfer. We manufacture clinical batches using phase-appropriate control strategies, qualified raw materials, approved batch records and established analytical methods, supporting customers' clinical studies and regulatory submissions in major jurisdictions.

Commercial Manufacturing

We also provide commercial manufacturing services under GMP conditions for biologics projects that have entered or are preparing for commercial supply. Our commercial manufacturing model emphasizes process consistency, quality control, supply reliability and lifecycle management. Supported by substantial manufacturing capacity, experienced technical teams and established quality systems, we can undertake technology transfer from development or external sites, execute process scale-up and process validation, and support routine commercial production. We prioritize stable raw material supply and maintain risk-mitigation measures for EHS, regulatory compliance and sustainability considerations, enabling reliable delivery of high-quality products. For commercial projects, we also support CPV, ongoing process monitoring, deviation and change control, and other activities required to maintain validated process performance throughout the product lifecycle.

Quality Management

Quality management provides the systematic foundation for GMP-compliant biologics development and manufacturing. A robust quality system ensures that facilities, materials, utilities, processes, testing, documentation and personnel operate under controlled and traceable conditions. We maintain an integrated quality management system to support clinical supply, commercial manufacturing and regulatory inspections.

Quality System Compliance

We operate advanced manufacturing sites under a unified quality management system designed to support GMP-compliant biologics development and manufacturing. Our quality system covers document control, training, supplier qualification, material management, equipment, utility and facility qualification, production oversight, laboratory control, deviation management, CAPA, change control, internal audit, product quality review and inspection readiness. We have implemented quality policies and management procedures aligned with applicable GMP requirements and relevant ICH guidelines, including quality risk management and pharmaceutical quality system principles. A single quality framework across our network allows quality standards, operational improvements and inspection readiness to be shared and implemented consistently. Our quality management and manufacturing systems support clinical supply, commercial manufacturing and regulatory inspections in China, the United States and Europe, and other jurisdictions.

Regulatory Affairs and CMC Support

Regulatory affairs and CMC support connect technical development, manufacturing execution and regulatory submissions. For biologics projects, a coherent CMC package is essential to demonstrate process understanding and control, product quality, manufacturing consistency and facility readiness. We provide regulatory and CMC support throughout the development and registration stages.

Our regulatory and technical teams work with customers to prepare CMC data packages for IND, BLA/NDA and other regulatory submissions, including information relating to cell line development, cell banking, process development, analytical methods, manufacturing, validation, stability and control strategy. We also support regulatory strategy alignment, technical document preparation, responses to regulatory questions and inspection readiness activities. During late-stage and commercialization-related projects, our teams assist customers in preparing for pre-approval inspections and other regulatory interactions by ensuring that filed information is consistent with facility setup, manufacturing practice, analytical methods and quality systems. Strong cross-functional coordination among process, analytical, manufacturing, quality and regulatory teams enables us to support global regulatory filings and product approval processes with a coherent and traceable CMC package.

BUSINESS SUSTAINABILITY AND PATH TO PROFITABILITY

We were loss-making during the Track Record Period. The following table sets forth certain financial data during the years indicated.

	Year Ended December 31,		
	2023	**2024**	**2025**
	(in RMB'000, except for percentages)		
Revenue	454,983	433,304	484,170
Gross loss	(33,828)	(65,270)	(18,682)
Gross loss margin	(7.4)%	(15.1)%	(3.9)%
Loss and total comprehensive expense for the year	(167,812)	(290,879)	(215,458)
Net cash from (used in) operating activities	11,139	(112,003)	74,739

The following table sets forth a breakdown of our operating expenses, both in absolute amounts and as a percentage of total operating expenses for the years indicated.

	Year Ended December 31,					
	2023		**2024**		**2025**	
	RMB'000	*%*	*RMB'000*	*%*	*RMB'000*	*%*
Operating expenses						
Research and development expenses	57,859	44.9	37,102	43.2	45,915	47.4
Administrative expenses	57,439	44.6	36,086	42.0	35,462	36.6
Selling expenses	13,534	10.5	12,689	14.8	15,476	16.0
Total	**128,832**	**100.0**	**85,877**	**100.0**	**96,853**	**100.0**

Reasons for Historical Loss

Our financial results during the Track Record Period primarily reflected a CDMO in its investment, capacity-expansion and portfolio-expansion phase, rather than a mature commercial-stage business. During the Track Record Period, we recorded loss and total comprehensive expense for the year of RMB167.8 million, RMB290.9 million and RMB215.5 million in 2023, 2024 and 2025, respectively. The trajectory of our losses and the subsequent improvement in 2025 were affected by a combination of factors, some of which represent one-time or diminishing headwinds, while others reflect the typical and structural features of biologics CDMO operations.

Our single-facility, standardized and identical production-line design was a deliberate infrastructure choice made with future commercial manufacturing, post-approval ramp-up and regulatory change management in mind. Rather than representing a simple accumulation of nominal bioreactor volume, our infrastructure was planned to serve as the physical foundation of our One Molecule, One Journey model. This allows molecule-specific knowledge accumulated during development to remain within the same manufacturing system as a molecule advances toward commercialization. Such front-loaded investment increased our depreciation, facility operation and maintenance expenses, personnel costs and quality-system costs during the Track Record Period, while the related revenue contribution from commercial manufacturing had not yet fully ramped up.

Set out below are the principal factors contributing to our historical losses:

(i) ***Reserved operational capacity constraints inherent to biologics CDMO operations.*** Regulatory capacity constraints associated with PPQ and BLA-stage biologics manufacturing were a principal structural factor affecting our capacity deployment during the Track Record Period. During the Track Record Period, our project mix was heavily weighted toward late-stage development projects, with 10, 16 and 24 late-stage development projects in 2023, 2024 and 2025, respectively, compared to one, one and two commercialization projects. Projects at the process performance qualification (PPQ) and BLA filing stages are subject to stringent regulatory and quality requirements under GMP frameworks. These requirements are not temporary operating inefficiencies; they represent the necessary compliance architecture of BLA biologics manufacturing. As a result, during periods when a significant portion of our project portfolio is in the PPQ/BLA-stage, a material portion of our physically installed capacity is necessarily reserved for, but not fully deployed by, such projects. This is not because of a lack of demand, but because of the regulatory architecture of late- stage biologics development. This structural feature directly affects our capacity deployment, cost absorption and, consequently, our reported gross margin during such periods. A detailed discussion of the regulatory framework governing late-stage biologics manufacturing, and how it affects our capacity dynamics, is set out in "— Regulatory Framework for Late-Stage Biologics Manufacturing" below in this section.

(ii) ***Limited number of commercialization projects.*** During the Track Record Period, we had one, one and two commercialization projects in 2023, 2024 and 2025, respectively. Commercialization projects generally involve larger order volumes, more recurring production schedules and more favorable gross margins than pre-commercial projects. The limited number of commercialization projects meant that the higher-margin contribution from commercial manufacturing was not yet sufficient to

offset the reserved operational capacity constraints and fixed-cost burden associated with our pre-commercial project mix. In 2025, we had 24 late-stage projects, which represent a portfolio of potential future commercialization opportunities. If and when these projects receive regulatory approval and transition into commercial supply, a greater portion of our revenue would be generated from commercialization projects, which is expected to significantly improve our revenue and gross margin.

(iii) ***Finance costs associated with redemption liabilities.*** Our finance costs were RMB110.6 million, RMB139.1 million and RMB139.7 million in 2023, 2024 and 2025, respectively. These charges are mainly dominated by interest on redemption liabilities, which are non-cash in nature and arise from the accounting treatment of preferred shares with redemption rights. The redemption rights attached to the relevant shares will cease to be effective, and all other preferred rights granted to the relevant investors will automatically terminate upon completion of the **[REDACTED]**. Accordingly, upon **[REDACTED]**, these charges are not expected to have the same impact on our profit or loss.

Our Directors believe our business is sustainable and that we have a credible path to profitability, based on the improvement trajectory from 2024 to 2025, the expected resolution of redemption-related charges upon **[REDACTED]**, the potential commercialization of our BLA project portfolio, and the operating leverage embedded in our single-facility, standardized and cycle-matched commercial manufacturing infrastructure. However, there can be no assurance that our BLA projects will obtain regulatory approval or that, if approved, the relevant customers will continue to engage us for commercial manufacturing. Set out below are the factors supporting this assessment.

Our late-stage development project portfolio is the commercial conversion base of One Molecule, One Journey

During the Track Record Period, our project mix was heavily weighted toward late-stage development but pre-commercial projects, with 10, 16 and 24 late-stage development projects in 2023, 2024 and 2025, respectively, and one, one and two commercialization projects during the same periods. This project mix is a defining feature of our current stage of development: we have successfully accumulated a sizable portfolio of late-stage projects, but the majority have not yet reached the commercial manufacturing stage that generates recurring revenue with higher margin and better leverages our production capacity. The financial impact of this project mix is explained below by reference to the regulatory and operational requirements that govern late-stage biologics manufacturing.

Regulatory framework for late-stage biologics manufacturing

Under applicable GMP requirements, the manufacturing of biologic products at the PPQ and BLA filing stages is subject to heightened regulatory controls. These requirements are mandatory elements of the regulatory compliance architecture. Production segregation requires that different products generally cannot be manufactured in the same production room simultaneously, with heightened cleaning validation, environmental monitoring and line clearance procedures for PPQ and BLA-stage projects. Each PPQ campaign must be executed on a dedicated bioreactor, typically requiring at least three consecutive successful validation batches. Before and during regulatory inspections such as PAI, drug registration on-site inspection or other applicable regulatory inspections, manufacturing lines are reserved and maintained in an inspection-ready state, further restricting deployment. Transitioning between

products on the same line requires extensive cleaning validation, line clearance and is subject to customer audit and approval requirements.

In the United States and the European Union, while the regulatory approach under FDA Guidance: Process Validation: General Principles and Practices and EU Guidelines for Good Manufacturing Practice for Medicinal Products for Human and Veterinary Use, respectively, is generally risk-based except for certain specified product categories, manufacturers are similarly required to maintain appropriate contamination control strategies and validated cleaning procedures and, where relevant risks cannot be adequately mitigated through technical and operational measures, to adopt dedicated facilities or highly segregated arrangements. In China, the GMP framework under Good Manufacturing Practice for Drugs (2010 Revision) (《藥品生產質量管理規範(2010年修訂)》) may also require dedicated facilities, independent air handling systems or special protective measures for certain high-risk products.

These regulatory requirements also explain why commercial-scale CDMO capacity cannot be created only after a customer product has obtained approval. The proposed manufacturing site, manufacturing line, equipment, process controls, quality system and documentation may form part of the regulatory review and inspection basis for late-stage development drug candidates. A CDMO serving customers from PPQ and BLA filing through commercial launch must therefore maintain qualified and inspection-ready infrastructure ahead of approval, even though the related commercial manufacturing revenue may only be realized after successful regulatory approval and launch.

These regulatory requirements mean that during periods when a significant proportion of our project portfolio consists of PPQ/BLA-stage projects, a material portion of our physically installed production capacity is necessarily reserved for such projects but cannot be fully deployed for revenue-generating production at the same rate as commercial manufacturing. This is not a temporary inefficiency; it is an inherent structural feature of late-stage biologics CDMO operations. While PPQ campaigns generate service revenue, each campaign occupies a dedicated bioreactor for at least three consecutive validation batches under heightened production controls, and the throughput and fixed-cost absorption rate during PPQ is substantially lower than that achievable under routine commercial manufacturing. The financial consequence is that fixed manufacturing overheads associated with the reserved but undeployed capacity are charged directly to cost of sales, which suppressed our reported gross margin during such periods.

Our utilization and deployment rates measure two distinct dimensions of capacity deployment

To understand how the regulatory framework affects our capacity deployment and financial performance, we present two complementary metrics: (i) utilization rate and (ii) deployment rate. These two metrics measure fundamentally different dimensions and should be read together, not in isolation.

Utilization rate is measured on the basis of operating days. It is calculated by dividing the actual operating days during which our facilities were used for manufacturing or related activities (including equipment maintenance, facility qualification and other necessary maintenance or compliance-related activities) by the theoretical maximum operating days available during the same period.

Deployment rate is measured on the basis of batches. It is calculated by dividing the number of batches produced during the relevant period by the theoretical maximum number of batches available during the same period.

The gap between utilization rate and deployment rate does not indicate operational inefficiency. Instead, it reflects the structural headroom required for late-stage and commercialization stage biologics manufacturing, where facilities may be occupied for GMP-compliant manufacturing activities while certain installed batch capacity remains unavailable for flexible deployment. This is because PPQ, BLA-stage and commercialization projects may require dedicated, segregated or campaign-based production arrangements under GMP requirements.

The following table sets forth the utilization rates of our major manufacturing lines during the Track Record Period. We define major manufacturing lines as manufacturing lines with relatively large designed capacity and significant contribution to our overall manufacturing capacity. According to the above criteria, our major manufacturing lines during the Track Record Period included DP4, DS7, DS11 and DS12. Among them, DS7, DS11 and DS12 together accounted for 63.5% of our total installed manufacturing capacity, while DP4 represented the only commercial vial filling line at our Changshu site. The utilization rates of DS7 and DP4 in 2023 were 72.1% and 49.3%, respectively; DS7 and DP4 in 2024 were 100.0% and 79.2%, respectively; and DS7, DS11, DS12 and DP4 in 2025 were 94.2%, 75.8%, 76.2% and 91.8%, respectively. These utilization levels indicate that the operationally available production capacity of these lines has been actively utilized within the applicable regulatory constraints.

	Year Ended December 31,		
	2023	2024	2025
Manufacturing Line	Utilization rate		
	(%)		
DS7	72.1	100.0	94.2
DS11	—	—	75.8
DS12	—	—	76.2
DP4	49.3	79.2	91.8

The following table sets forth the deployment rates of our major manufacturing lines during the Track Record Period. The deployment rates are materially lower than the utilization rates. The difference directly reflects the reserved operational capacity headroom, namely capacity that is physically installed but reserved under regulatory and quality requirements associated with PPQ, PAI scheduling, product changeover, customer audits and related compliance arrangements.

	Year Ended December 31,		
	2023	2024	2025
Manufacturing Line	Deployment rate		
	(%)		
DS7	10.3	22.1	14.7
DS11	—	—	0.0
DS12	—	—	0.0
DP4	35.4	60.0	53.8

The reserved operational capacity headroom reflected in our utilization and deployment rates serves a strategic and regulatory purpose within our One Molecule, One Journey model. Biologics manufacturing facilities are not generic production assets that can be freely reallocated across products and stages. Each product and each regulatory stage requires a specific combination of manufacturing line configuration, quality validation status, segregation

arrangements and regulatory documentation. For a CDMO focused on late-stage development projects, installed capacity is not merely a measure of scale, but a prerequisite for serving products as they approach approval and commercial launch. Such projects require capacity headroom for PPQ and BLA-stage activities, dedicated or segregated production arrangements, separate manufacturing lines for different products at different stages, and the transition from pipeline-to-patient. Our installed capacity of 113,400 L and total designed capacity of 228,400 L reflect the scale of infrastructure required to support a diverse biologics pipeline through late-stage development, commercialization and post-approval ramp-up within a single-facility, standardized and unified manufacturing system. As projects successfully transition from PPQ/BLA-stage to commercial supply, a greater proportion of our installed capacity is expected to be productively occupied, improving overall deployment rates and fixed-cost absorption over time. A certain level of capacity headroom will remain an inherent feature of our business model as long as we serve a mix of pre-commercial and commercial projects.

As certain late-stage projects complete PPQ, obtain marketing authorization and transition into commercial manufacturing, the impact of the regulatory and operational constraints described above on our available effective capacity is expected to gradually diminish. In particular, commercial manufacturing typically follows more stable and predictable batch scheduling, which is expected to release the capacity of additional bioreactor tanks and production units previously affected by PPQ or PAI-stage scheduling requirements, enabling higher deployment of installed capacity over time.

Path to Profitability

Our Directors believe that we have a clear path to profitability as our project portfolio continues to expand and mature. Our path to profitability is driven by the conversion of late-stage molecule engagement into recurring commercial batch execution within a single-facility, standardized and cycle-matched manufacturing system. In particular, we expect the conversion of BLA projects into commercialization projects to improve our revenue mix, increase recurring demand, enhance gross margin contribution and enable more efficient deployment of our installed capacity, while our established customer relationships and fixed-cost structure are expected to support stronger customer retention, better cost absorption and improved operating leverage over time.

The increase of commercialization projects is expected to improve our revenue mix and profitability

Commercialization projects generally involve larger order volumes, greater demand visibility, more recurring production schedules and more favorable gross margins than pre-commercial projects. During the Track Record Period, we had one, one and two commercialization projects in 2023, 2024 and 2025, respectively. The limited number of commercialization projects during the earlier years of the Track Record Period meant that the higher-margin contribution from commercial manufacturing had not yet been sufficient to offset the temporary scheduling constraints and fixed-cost burden associated with our late-stage project mix.

The commercialization projects that we undertook during the Track Record Period generally generated more favorable margin profiles than our overall business. We expect that, as more of our late-stage projects obtain regulatory approval and transition into commercial supply, a greater portion of our revenue will be generated from commercialization projects, which is expected to significantly improve our revenue and gross margin.

In addition, once a product enters into commercial supply, manufacturing demand is generally more stable and production planning is typically more predictable, which in turn facilitates improved scheduling efficiency and stronger absorption of our fixed costs. We therefore believe that the continued increase in the number of commercialization projects will be an important driver of our future margin expansion and profitability.

Our late-stage development projects support customer stickiness and future commercialization opportunities

We consider late-stage development project, especially BLA-stage projects to be strategically important because they represent an important source of future commercialization opportunities. As of the Latest Practicable Date, we had supported customers in obtaining three commercial approvals, each relating to a molecule for which we had been involved in its development stage, and the relevant customers had continued to engage us for commercial manufacturing of the approved drugs. In addition, we had supported the submission of three other BLA projects, and the relevant applications were under review by the NMPA as of the Latest Practicable Date.

Transition of late-stage projects into commercial supply and more efficient capacity deployment

For biologic products, the manufacturing site, workshop, manufacturing line, process controls and quality systems form an integral part of a product's regulatory and quality profile. When customers select a manufacturing partner for late clinical, PPQ or BLA filing-stage projects, they typically consider whether such partner can also support future commercial manufacturing from a cost-effectiveness and regulatory-compliance perspective. Globally, once a product has been developed, validated or filed based on a particular manufacturing site and process, any subsequent change of manufacturing site, workshop or manufacturing line may require comparability studies, process and analytical validation, technology transfer, regulatory filing, notification or approval, and potentially additional inspections, depending on the nature and extent of the change and the applicable regulatory requirements, including FDA Guidance: Comparability Protocols for Post-approval Changes, ICH Q5E: Comparability of Biotechnological/Biological Products, and EU Variations Regulation. For a commercialized biologic product in China, changing the manufacturing line or manufacturing site would generally require the customer to complete relevant technology transfer, process validation and comparability work and to obtain renewed NMPA approval or certification, as required by the Drug Administration Law of the PRC (《中華人民共和國藥品管理法》), the Administrative Measures for Post-approval Changes of Drugs (Trial) (《藥品上市後變更管理辦法(試行)》), based on our industry experience, may involve approximately two to three years, subject to the product characteristics, scope of change and regulatory review progress. Further, changing biologics manufacturing suppliers typically involves significant regulatory, technical, validation, transfer, execution, cost and timing considerations and may adversely affect development, filing or commercialization timelines. As a result, once a customer has selected us and progressed a product with us into the late clinical, PPQ, BLA filing or commercial supply stage, such customer will generally have strong incentives to continue to engage us as its manufacturing partner.

Accordingly, while BLA-stage projects may temporarily constrain production scheduling during the relevant validation and filing periods, they also serve to cultivate long-term customer relationships and future commercial opportunities. Our project execution and delivery quality further support customers' willingness to continue working with us and reduce the likelihood of

switching to another CDMO. Once these customers obtain regulatory approval and transition into commercial manufacturing, they are generally expected to become more stable, longer-term customers with recurring demand.

Recent regulatory developments in China have further increased the importance of commercial manufacturing experience for entrusted drug manufacturing. Under the Announcement of the NMPA on Strengthening Supervision and Administration of Contract Manufacturing of Drugs (《國家藥監局關於加強藥品受託生產監督管理工作的公告》), an entrusted manufacturer of sterile biologics is generally expected to have relevant production experience, including commercial manufacturing experience for the same type of product, subject to product-specific regulatory assessment. Such regulatory requirements raise the practical entry barrier for newly established CDMOs without approved-product manufacturing records or commercial manufacturing experience. Innovative biologics companies without in-house commercial manufacturing experience may have fewer qualified CDMO options when selecting an entrusted manufacturer for sterile biologics commercial supply, because a newly built facility without the relevant track record may face practical difficulty in satisfying regulatory expectations for entrusted commercial manufacturing. CDMOs that have accumulated approved-product manufacturing records, GMP inspection experience and recurring commercial batch execution are therefore better positioned to undertake additional commercial manufacturing mandates. As more approved-product manufacturing records and commercial batch execution experience are accumulated, such experience may reinforce future commercial conversion opportunities and create a compounding advantage for experienced CDMOs.

The operating leverage embedded in our single-facility, standardized and cycle-matched commercial manufacturing infrastructure

Our commercial manufacturing infrastructure was designed as a single-facility, cycle-matched system to support recurring commercial batch execution. The core configuration comprises four 6,000 L stainless-steel bioreactors paired with one downstream purification line consisting of two modules, namely primary purification and polishing purification. Each 6,000 L bioreactor produces one batch of drug substance after an approximately 14-day upstream production cycle. The resulting harvest then enters downstream purification, where each purification module is capable of independently processing one batch of drug substance.

The commercial efficiency of this configuration lies in the relationship between the upstream production cycle and the downstream purification cycle. With four 6,000 L bioreactors operating on staggered production schedules, upstream batches can be generated in a recurring sequence. The purification line can process two batches at different purification stages, with one batch undergoing primary purification and another undergoing polishing purification. Such configuration creates a continuous production loop in which upstream output and downstream throughput are aligned, reducing idle time for both the bioreactors and purification modules.

Beyond day-to-day production efficiency, standardized and identical manufacturing line design within the same manufacturing site also helps reduce technical and regulatory uncertainty in future commercial capacity expansion. For approved commercial biologics, adding a new usable manufacturing line may require technical studies, comparability assessment and regulatory review, because the manufacturing site, key equipment and line configuration generally form part of the product registration, process validation and comparability basis. Under China's Administrative Measures for Post-approval Changes to Drugs (Trial) (《藥品上市後變更管理辦法(試行)》), post-approval changes to drugs must not adversely affect their safety,

efficacy or quality controllability, and a change of manufacturing site for biologics that constitutes a major change must be submitted to the Center for Drug Evaluation for approval before implementation. According to Frost & Sullivan, for approved biologics, adding a new usable manufacturing line may involve a regulatory review and approval process of approximately two to three years if treated as a major change, compared with approximately six to eight months if treated as a non-major change. Against this regulatory backdrop, locating additional lines within the same site and adopting identical manufacturing line design, equipment configuration, process control logic and quality system may provide a stronger technical and comparability basis for supporting a less burdensome change pathway, subject to product-specific comparability data and regulatory assessment. For details, please see "Facilities — Our Cycle-Matched Approach to Commercial Manufacturing Line Design" in this section.

We have made substantial upfront investments in such manufacturing facilities, equipment, technical capabilities, quality systems and personnel in order to support our development as a biologics-focused CDMO. As a result, our cost structure includes a significant fixed-cost component, including depreciation, facility operation and maintenance costs, personnel costs and administrative expenses. During the Track Record Period, due to the temporary scheduling constraints associated with late-stage projects and the relatively limited number of commercialization projects, such fixed costs had not yet been fully absorbed.

As our revenue base expands, particularly through increased contribution from commercialization projects, we expect our fixed costs to be spread across a broader revenue base. In particular, higher recurring commercial batch execution within our cycle-matched configuration is expected to allow fixed facility costs, depreciation, quality-system costs and manufacturing personnel costs to be absorbed over a larger number of revenue-generating batches. We therefore expect our gross profit margin and operating leverage to improve over time. In addition, as our commercialization base expands, production planning becomes more predictable and currently constrained tanks and production units are deployed more efficiently, we expect to further improve production efficiency and cost absorption, including through reduced idle time, better synchronization between upstream production and downstream purification, and more efficient scheduling of production campaigns, cleaning validation, line clearance, material planning and quality release activities. And our single-facility, cycle-matched production design may enable us to deploy existing capacity more efficiently, subject to project-specific manufacturing requirements, quality release, changeover, facility maintenance, regulatory filing preparations and inspection-related arrangements. Higher and more stable capacity utilization is expected to support operating leverage by spreading fixed manufacturing costs over a larger production base.

Accordingly, although our undertaking of BLA-stage projects exerted pressure on short-term profitability during the Track Record Period, our Directors believe that such strategy facilitates the cultivation of high-quality customers, supports the expansion of future commercial manufacturing revenue, enhances customer retention and improves our long-term revenue visibility. Combined with high utilization of our available production capacity, more efficient deployment of installed capacity as late-stage projects transition into commercial supply, increasing commercialization contribution, the operating leverage embedded in our single-facility, standardized and cycle-matched infrastructure, the experience-based regulatory barriers that favor CDMOs with established commercial manufacturing records, the expected reduction in the accounting impact associated with redemption liabilities following the

completion of the **[REDACTED]**, our Directors believe that we have a clear and achievable path to profitability.

FACILITIES

Our Current Manufacturing Facilities

Our operations in China are supported by a multi-site manufacturing network across the Suzhou corridor, comprising campuses in Suzhou Industrial Park, Suzhou Changshu, and Suzhou Xiangcheng, with an aggregate GMP facility footprint of approximately 121,265 square meters. Collectively, the network offers a total installed capacity of 113,400 L.

The following table sets forth a summary of certain key information about our manufacturing sites during the Track Record Period.

Site	Site Area and Ownership	Primary Use	Designed Capacity	Utilization Rate[1]	Deployment Rate[2]
	(sq.m.)				
Suzhou Xiangcheng	11,200 (leased)	**Drug Substance/Drug Product** • GMP manufacturing • Process validation • BLA-stage and commercial manufacturing support • Aseptic filling, lyophilization and pre-filled syringe manufacturing	3,200 L	• 60.1% (2023) • 40.4% (2024) • 72.7% (2025)	• 28.7% (2023) • 7.1% (2024) • 28.4% (2025)
Suzhou Industrial Park	22,705 (leased)	**Drug Substance/Drug Product** • GMP manufacturing • Process validation • BLA-stage and commercial manufacturing support • Aseptic filling and lyophilization	26,900 L	• 26.8% (2023) • 13.2% (2024) • 40.3% (2025)	• 8.5% (2023) • 0.0% (2024) • 7.8% (2025)
Suzhou Changshu	87,360 (owned)	**Drug Substance/Drug Product** • GMP manufacturing • Process validation • Aseptic filling, lyophilization and pre-filled syringe manufacturing	198,300 L	• 67.3% (2023) • 73.0% (2024) • 73.1% (2025)	• 13.0% (2023) • 25.3% (2024) • 27.4% (2025)

Notes:

(1) Utilization rate is measured on the basis of operating days. It is calculated by dividing the actual operating days during which our facilities were used for manufacturing or related activities (including equipment maintenance, facility qualification and other necessary maintenance or compliance-related activities) by the theoretical maximum operating days available during the same period.

(2) Deployment rate is measured on the basis of batches. It is calculated by dividing the number of batches produced during the relevant period by the theoretical maximum number of batches available during the same period.

Our Cycle-Matched Approach to Commercial Manufacturing Line Design

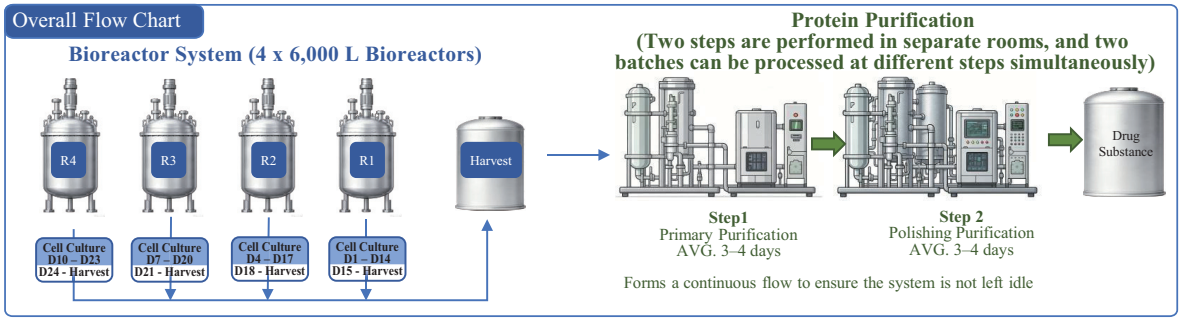
Commercial biologics CDMO capacity is not determined solely by nominal bioreactor volume. For commercialization projects, the value of installed capacity depends more on whether can be organized into a repeatable and sustainable batch execution rhythm. In planning our commercial manufacturing facilities, we therefore focused not on simply expanding nominal bioreactor volume, but on matching upstream output rhythm with downstream processing throughput, with the objective of building a cycle-matched manufacturing system capable of supporting recurring commercial batch execution.

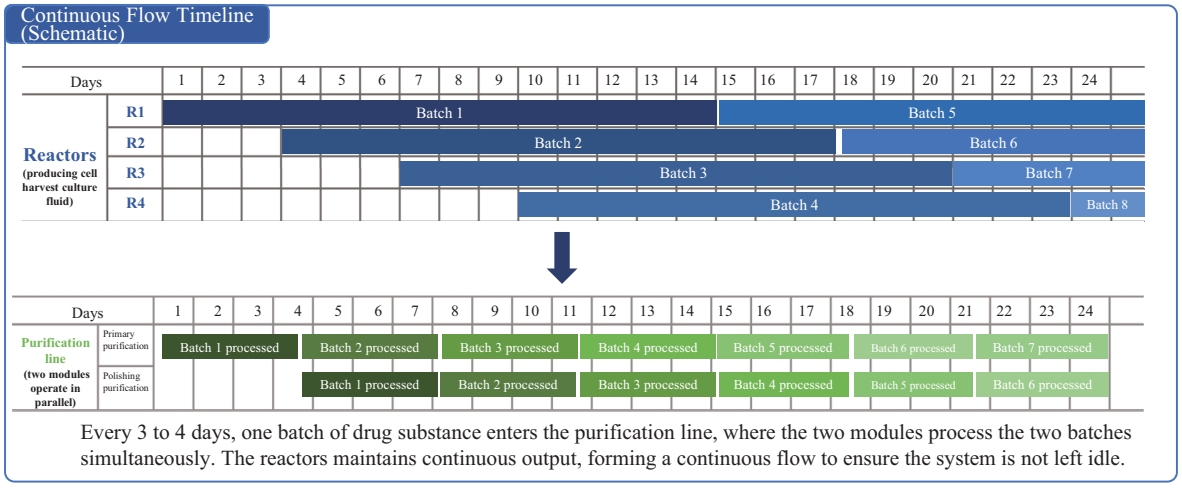
Based on this planning approach, all of our commercial manufacturing lines in Changshu site are designed with four 6,000 L stainless-steel bioreactors and one downstream purification line. Each 6,000 L bioreactor typically requires approximately 14 days to complete one cell culture cycle and generate one batch of cell culture harvest. When the four bioreactors are initiated on a staggered basis, the output rhythm of one batch approximately every 14 days from a single bioreactor can be converted, at the overall upstream system level, into a rolling output rhythm of approximately one batch every three to four days, or one new batch of cell culture harvest entering the downstream purification line approximately every three to four days.

The downstream purification line comprises two core purification modules, namely a primary purification module and a polishing purification module, which can process batches at different purification stages in parallel. For example, while one batch of cell culture harvest enters the primary purification module, another batch of intermediate product that has completed primary purification may enter the polishing purification module. Through this parallel processing arrangement, the downstream purification line can accommodate the upstream output rhythm of approximately one batch every three to four days generated by the staggered operation of the four bioreactors, and allow different batches to move through the two purification stages in a rolling sequence.

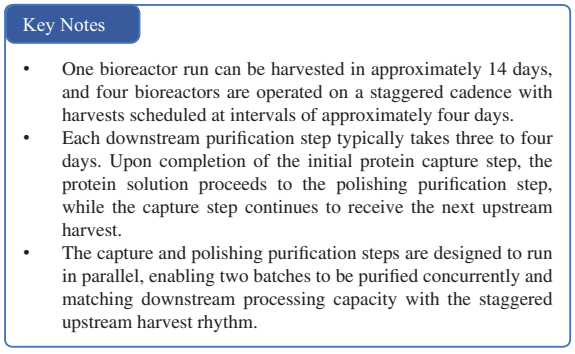
Accordingly, the combination of four 6,000 L bioreactors with one downstream purification line is not a simple grouping of equipment, but an optimized configuration designed to achieve cycle matching between the upstream culture cycle and downstream purification capacity. If the number of bioreactors is insufficient, harvests would not feed into the purification line in a continuous sequence of batches, and the purification line would remain idle while awaiting harvests from the bioreactors, limiting the benefit of parallel processing. Pairing four bioreactors with one purification line aligns the upstream rolling output rhythm of approximately one batch every three to four days with downstream parallel processing capacity, reflecting a focus on overall system efficiency rather than maximization of utilization at any single equipment level.

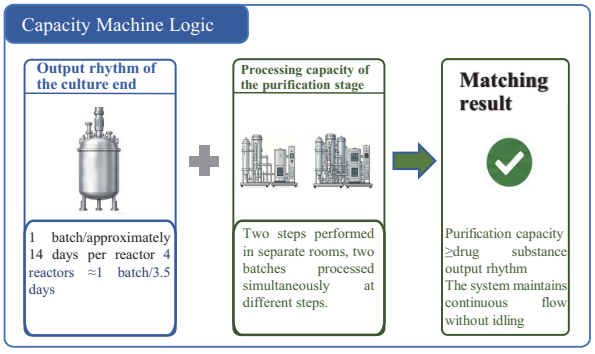
The illustration below shows a representative production rhythm of this cycle-matched commercial manufacturing line.





Every 3 to 4 days, one batch of drug substance enters the purification line, where the two modules process the two batches simultaneously. The reactors maintains continuous output, forming a continuous flow to ensure the system is not left idle.





Note:

For illustrative purposes only. The example shows a single-product commercial manufacturing campaign.

Beyond day-to-day production efficiency, standardized and identical manufacturing line design within the same manufacturing site also helps reduce technical and regulatory uncertainty in future commercial capacity expansion. For approved commercial biologics, the capacity of the originally approved manufacturing line may not be sufficient to meet post-launch market demand during supply ramp-up, and customers typically need to add new approved usable manufacturing lines to expand commercial capacity. For biologics, the manufacturing site, key equipment and line configuration generally form an important part of product registration, process validation and comparability assessment. Any subsequent addition or change involving manufacturing sites, key equipment or line configurations generally requires technical studies, comparability assessment and regulatory review based on its potential impact on product quality, safety and efficacy.

Major regulatory authorities, including those in China, the United States and the European Union, have established change management requirements for manufacturing sites, key equipment and process changes of biologics. Under China's Administrative Measures for Post-approval Changes to Drugs (Trial) (《藥品上市後變更管理辦法(試行)》), post-approval changes to drugs must not adversely affect their safety, efficacy or quality controllability. For changes to a drug manufacturing site, the formulation, manufacturing process and quality standards of the drug should be consistent with those of the original drug, and the marketing authorization holder should ensure the continuous and stable manufacture of products with quality and efficacy consistent with the original drug. For biologics, a change of manufacturing site that constitutes a major change must be submitted to the Center for Drug Evaluation for approval before implementation. In the United States, 21 CFR 601.12 and FDA guidance on changes to an approved application for biological products require applicants to report changes to the product, manufacturing process, quality controls, equipment or facilities, and changes that may have a substantial potential adverse effect on the identity, strength, quality, purity or potency of the product generally require prior approval. In the European Union, Variations Regulation (EC) No 1234/2008 classifies variations to marketing authorizations, and major changes i nvolving manufacturing sites or key manufacturing arrangements generally require prior approval. In addition, ICH Q5E: Comparability of Biotechnological/Biological Products treats manufacturing facilities and equipment that could affect critical process parameters and product quality as part of the manufacturing process, and requires a comprehensive comparability study if a process change is introduced during late-stage development and no additional clinical studies are planned to support marketing authorization.

According to Frost & Sullivan, for approved biologics, adding a new usable manufacturing line may involve a regulatory review and approval process of approximately two to three years if it is treated as a major change, while a non-major change may require approximately six to eight months. Whether a change is treated as major or non-major depends on product-specific characteristics, the nature of the change, the consistency between the additional line and the originally approved line, comparability data, regulatory assessment and applicable regulatory requirements. In this context, where the additional line is located within the same site and adopts an identical manufacturing line design, equipment configuration, process control logic and quality system, such configuration may provide a stronger basis for supporting a less burdensome regulatory change pathway, subject to sufficient product-specific comparability data and regulatory assessment. Compared with capacity expansion involving transfers to different manufacturing sites or materially different line designs, capacity expansion among identical manufacturing lines within the same site is better positioned to preserve molecule-specific process understanding, analytical methods, quality data, batch execution experience and comparability evidence, reduce unnecessary technical variability and duplicative validation work, and support more efficient addition of approved usable lines as customers' commercial supply needs increase.

Future Expansion Plans

We intend to further expand our development and manufacturing capabilities at our Changshu site to support the expected increase in late-stage clinical and commercial biologics projects. Based on our current utilization level and the expected onboarding of PPQ projects, our existing major manufacturing lines are expected to be fully utilized by the fourth quarter of 2028 and would be insufficient to meet the anticipated demand from a growing number of late-stage and commercial projects. Our expansion plans are designed to increase our drug substance manufacturing capacity, establish dedicated ADC drug product and conjugation capacity, and strengthen our process development, analytical development and testing and AI infrastructure. The following table sets forth a summary of certain key information about our future expansion plans:

Planned facility	Planned gross floor area *(sq.m.)*	Primary use	Expected capacity/function	Expected construction period
Additional drug substance module I	3,500	Drug substance manufacturing for late-stage and commercial biologics projects	8 × 6,000 L drug substance module, with expected annual production capacity of 960,000 L	June 2027 to September 2028
Additional drug substance module II	3,700	Drug substance manufacturing for late-stage and commercial biologics projects	8 × 6,000 L drug substance module, with expected annual production capacity of 960,000 L	June 2027 to September 2028
ADC formulation facility	1,800	ADC drug product manufacturing	Expected annual production capacity of approximately 9.6 million vials (2R)	September 2027 to September 2028
ADC conjugation facility	1,400	ADC conjugation	Expected production capacity of 10 kilograms per batch and 1 ton per year	January 2028 to December 2028
Process development laboratory	4,158	Process development	Expected to enhance our process characterization capabilities and alleviate existing laboratory space constraints	June 2027 to June 2028
Analytical development and testing laboratory	3,658	Analytical development and QC testing	Expected to expand our analytical characterization testing and QC testing capacity in response to increased demands	January 2028 to December 2028
AI data center	200	Local computing and data infrastructure	Expected to support AI applications across R&D, manufacturing and operations	June 2027 to June 2028

As of the Latest Practicable Date, we had not commenced the construction of any of the planned facilities. We intend to fund these expansion plans primarily using the net **[REDACTED]** from the **[REDACTED]**, supplemented by our own funds where necessary. See "Future Plans and Use of **[REDACTED]**" for more information.

RESEARCH AND DEVELOPMENT

Research and development is at the heart of our innovation. In 2023, 2024 and 2025, our R&D expenses totaled RMB57.9 million, RMB37.1 million and RMB45.9 million, respectively, representing 12.7%, 8.6% and 9.5% of our revenue for each year respectively. We have built our R&D capabilities through years of focused investment in people, platforms and processes. Our R&D capabilities rest on four mutually reinforcing elements: a seasoned and stable scientific team, proprietary technology platforms, consistent R&D investment, and a disciplined focus on translating innovation into measurable customer value. Together, these create barriers to entry that are difficult for competitors to replicate, enabling us to offer industry-leading biologics CDMO solutions to our customers.

Research and Development Team

We have established an integrated R&D organization covering process development, analytical development and project management, with our R&D resources primarily based in Changshu. Our R&D system supports end-to-end delivery from early-stage development through GMP manufacturing.

As of December 31, 2025, our R&D and technical organization comprised 267 members with deep expertise across pharmaceutics, analytical chemistry, chemical engineering and biotechnology, supporting projects from preclinical research through commercial manufacturing. As of December 31, 2025, process development specialists accounted for around 120 of these professionals, representing more than 50% of the technical team, and our personnel included a significant proportion of advanced degree holders, with approximately 23% holding doctoral or master's degrees, and approximately 54% holding bachelor's degrees.

Our R&D Technology Platforms

We have developed a platform-based technology system that supports process efficiency, scalability, robustness and cost-effectiveness across biologics projects. We have established six proprietary technology platforms spanning cell line development, culture media development, process scale-up, bioconjugation, complex antibody purification and high-concentration formulation development, forming an integrated technical ecosystem from molecular design through commercial manufacturing. This level of technological self-sufficiency differentiates us from competitors and underpins our ability to drive continuous improvement in yield, quality and cost savings for our customers.

Cell Line Development (CLD) Platform

We have established an in-house recombinant protein expression cell line development system that enables us to provide end-to-end services from gene synthesis through commercial manufacturing. Our host cell platform is derived from CHO-K1/GS cells and has undergone multiple additional rounds of adaptations and optimizations with traceable records, and has completed a full suite of safety testing, capable of supporting a broad range of modalities, including monoclonal antibodies, bispecific antibodies, fusion proteins and ADCs, while meeting regulatory requirements of China, the United States and Europe for producing drug substances.

Our screening workflow integrates proprietary expression vectors and selection systems with automated clone screening supported by high-resolution imaging and quantitative analytics, achieving a 95% monoclonality confirmation rate. The platform delivers gene-to-PCB timelines as short as three months, with titers exceeding 10 g/L before optimization. As of the Latest Practicable Date, this platform has supported over 300 molecules in cell line development, contributed to more than 50 clinical approvals, and advanced more than 30 projects into clinical stages.

Proprietary Culture Media Platform

Through continuous R&D and iterative optimization, we have established an in-house developed, chemically defined, serum-free mammalian cell culture media that has been used in a variety of cell types and applications. For antibody production, our platform includes base media, feed media and additive series that are designed to support high expression of recombinant proteins and monoclonal antibodies. For example, our HEK293 media can support over 0.8 g/L in transient expression. In addition, using antibody expression as an example, adoption of our media platform has increased protein expression levels by an average of approximately 40%, while reducing single-batch media costs significantly.

Process Scale-up Platform

Cell culture scale-up remains a key challenge in the biologics industry. Our process scale-up platform focuses on optimization of key parameters, such as kLa, mixing-time conversion tools, as well as hardware improvements including customized spargers and multi-position chemical sensor arrangements. As of the Latest Practicable Date, more than 150 projects and 500 scale-up batches had been successfully conducted on the scale-up platform. This platform also enables us to achieve a scale-up success rate exceeding 98% across single-use and stainless-steel systems.

Bioconjugation Platform

We have built a GMP-compliant bioconjugation platform to support ADC projects. We provide services covering antibody-payload conjugation, analytical and quality control, GMP manufacturing and CMC registration support, in compliance with the requirements of major regulators such as the FDA, EMA and NMPA. The platform supports both random and site-specific conjugation and addresses key ADC challenges, including conjugate uniformity, product stability, free-payload control and scale-up consistency. As of December 31, 2025, we had established conjugation technology platforms covering 10 distinct process routes compatible with different carrier proteins and linker-payload formats, which had been applied in over 30 clinical projects, with the most advanced project having progressed to Phase III clinical trials.

Complex Antibody Purification Platform

Our complex antibody purification platform is designed to address downstream purification challenges for complex molecules — such as aggregation propensity, difficult-to-remove charge variants/impurities and molecules with strong hydrophobicity. This platform deploys hydrophobic interaction chromatography and tangential flow filtration capabilities, together with high-throughput process development and design of experiments (DoE), to accelerate chromatography resin screening and parameter optimization. As of the Latest Practicable Date, more than 150 projects, with nearly 50% involving complex molecules, were supported by this platform to address such challenges.

High-Concentration Formulation Development Platform

We have established a high-concentration formulation development platform that builds upon conventional formulation screening methods and incorporates viscosity-reducing small molecules, amino acids and combinations thereof, with the objective of supporting delivery-friendly, high-concentration presentations. Leveraging this platform, we have developed more than 10 stable high-concentration protein formulations, with the highest protein concentration reaching 180 mg/mL (in general, protein concentration higher than 100 mg/mL is considered difficult to formulate). Our screening workflow generally includes (i) feasibility assessment using precipitation and concentration methods to evaluate solubility and viscosity behavior, (ii) high-throughput pH and buffer screening to assess key indicators (such as solubility and purity), (iii) DoE-based excipient screening to optimize excipient types and ratios (including viscosity-reducing excipients), and (iv) confirmation studies with stability evaluation under multiple storage conditions to verify physicochemical properties and bioactivity and to confirm formulation robustness.

PROJECT MANAGEMENT

We generally assume full project management responsibility for our projects. We have built a comprehensive and efficient project operations and management system, underpinned by a well-established operating framework and full lifecycle service capability. For each project, we tailor our execution approach to the project's specific scope and technical requirements. We select senior technical leads from our core functional departments and form a dedicated, cross-functional project team centered around a project leader, as well as project managers and functional leads. This team assumes end-to-end responsibility for overall execution, internal and external coordination and strict control of key milestones, helping ensure that project objectives are achieved efficiently and to the required quality standards.

From a process-control perspective, we have implemented a lifecycle risk management mechanism. We operate a dynamic Plan-Do-Check-Act (PDCA) cycle throughout project delivery to monitor critical paths and deliverables in real time, identify potential deviations promptly and implement corrective actions in a timely manner. In addition, we leverage digital project management tools to enable visualization and transparency of project schedules, change controls and budgets, which support disciplined execution and effective management of project progress.

In terms of project communication, we have established standardized communication and reporting protocols. From project kick-off to close-out, we provide customers with regular, multi-dimensional progress updates and reports, enabling timely, accurate and consistent information sharing and facilitating efficient decision-making throughout the project lifecycle.

QUALITY MANAGEMENT

We have established a quality management system designed to meet applicable regulatory requirements, including those of the NMPA, FDA, EMA, PIC/S and ICH, and to support multi-jurisdictional registration and ongoing compliance for customer projects. Our quality management system is designed to cover lifecycle activities and to support consistent and compliant delivery across development, manufacturing and lifecycle management. As of the Latest Practicable Date, we sucessfully passed 20 inspections by Chinese regulatory authorities, six EU QP audits and over 200 customer audits.

Our quality management system is intended to provide a systematic framework that spans the full product lifecycle, and supports controlled, compliant and traceable execution of our CDMO services. Our senior management bears ultimate responsibility for the establishment, implementation, oversight and continuous improvement of our quality management system.

Research and Development

We introduce quality by design (QbD) concepts at an early-stage of process development. We define the quality target product profile (QTPP), identify critical quality attributes (CQAs), and apply risk assessment tools to determine critical process parameters (CPPs) and critical material attributes (CMAs), with a view to establishing a scientifically justified design space and control strategy. We have also implemented dedicated R&D quality procedures to ensure that R&D activities are conducted under controlled conditions, including management of laboratory records, analytical development and validation/verification, stability study management and change control during the R&D stage.

Technology Transfer

We have established and implemented a standardized technology transfer process that covers both internal transfers (from our R&D to our manufacturing) and external transfers (from customers to our manufacturing). This process defines, among other things, team responsibilities, knowledge transfer requirements, risk assessment, gap analysis and closure, process validation/verification planning and execution, analytical method transfer and comparability study activities, as applicable. Prior to initiating technology transfer, we conduct systematic risk assessments and gap analyses to identify and control risks relating to processes, equipment, analytical methods and regulatory requirements, and we implement corresponding corrective and preventive measures where needed. Technology transfer is generally concluded upon, among other things, successful completion of PPQ batches, successful analytical method transfer and completion/approval of the relevant documentation, to support stable and consistent manufacturing at commercial scale in accordance with predefined specifications. Upon completion, a comprehensive product comparability study is completed to support regulatory filing and approval.

Commercial Manufacturing

We have established GMP-compliant controls across our commercial manufacturing activities, including supplier evaluation, approval and ongoing management, and we apply lifecycle controls over starting materials, excipients, packaging materials and key consumables, including qualification review, quality agreements, incoming inspection/release, periodic re-evaluation and performance monitoring. We manage manufacturing operations through controlled facilities and equipment, preventive maintenance and calibration programs, and qualification/validation of relevant computerized systems, supported by role-appropriate training and qualification requirements for personnel performing quality-impacting activities.

We operate a comprehensive documentation and validation system, including SOPs, batch records, testing records and validation documentation, to support traceability and data retention and to ensure all relevant operations are within the predefined ranges. We conduct process validation and implement continued process verification (CPV) after commercialization through ongoing monitoring and trending of process and product quality data, and we implement a validated cleaning program to mitigate cross-contamination and mix-up risks. Our quality control (QC) and quality assurance (QA) functions support compliant delivery through testing (including stability programs) and independent quality oversight and release, including batch record review, supplier quality management, change control, deviation management, corrective action and preventive action (CAPA) implementation, annual product review (APR) and internal audits.

Product Lifecycle Support

We have implemented a change control framework intended to assess, classify, approve and manage changes that may impact product quality, safety, efficacy or regulatory status, and to support customer and/or regulatory notifications where required. We require deviations from approved procedures or specifications to be recorded, investigated and subject to root-cause identification in a timely manner, with CAPA developed and implemented to address root causes and prevent recurrence.

Senior management conducts periodic management review of our quality management system based on inputs that may include internal and external audit outcomes, APR results, deviation/CAPA trending, customer feedback and regulatory developments, to assess the suitability, adequacy and effectiveness of the system and to drive continuous improvement.

SALES AND MARKETING

We maintain a sales and marketing organization that supports customer acquisition and account management across our service offering. We have a team of well-trained sales and marketing specialists who are dedicated to understanding the demands of existing and potential customers and work closely with our technical experts and production personnel to introduce our technologies and services, prepare quotations and secure customer orders. As of December 31, 2025, we had 20 dedicated sales and marketing personnel, who help ensure continued success and growth of our business.

Our sales and marketing strategy is anchored in trust-based branding, targeted customer acquisition and disciplined customer relationship management. We have adopted a direct sales model and established a full-service marketing strategy. We source leads primarily through our existing customer base and industry referrals, including introductions from industry stakeholders such as investors and supply chain partners, and we supplement such referrals with proactive outreach, such as participating in industry forums, conferences and exhibitions and identifying potential customers through public and official channels. We have also established an active online presence, providing extensive information about our technology platform, our reliable services and our competitive and technical advantages.

In light of our specialized customer base, customer referrals and word-of-mouth marketing have significantly contributed to new customer acquisition. Since our inception, our senior management has been actively involved in managing our sales and marketing activities and maintaining direct relationships with our key customers. Our sales, R&D, production and quality management departments work closely and cooperate to ensure and maintain our customer satisfaction.

A new customer typically assigns us a small project to test our quality and capabilities. After we successfully complete the assignment, the customer often increases the size and duration of succeeding contracts and engages us for additional types of assignments. In particular, our integrated biologics development and manufacturing capabilities have enabled us to transform customers who initially only seek our development services into customers who utilize the full spectrum of our services to bring their biopharmaceutical concepts and ideas all the way to commercial manufacturing.

Looking ahead, we plan to leverage our established customer base and proven track record in China to deepen our domestic market presence and strengthen our market position in China's biologics CDMO industry. To capture growth opportunities outside China, we will also further expand our presence to key overseas markets, with a view to developing international business into a meaningful growth driver that supports our scalable growth and sustained performance improvement.

OUR CUSTOMERS

We have a diversified customer base, including large biopharmaceutical companies, as well as diverse biotech companies. We are devoted to enhancing the breadth of our services and providing customized services to target customers with differentiated requirements.

Revenue generated from our five largest customers in each year during the Track Record Period amounted to RMB224.4 million, RMB175.4 million and RMB269.9 million in 2023, 2024 and 2025, respectively, representing 49.3%, 40.5% and 55.8% of our total revenue for the respective years. Revenue generated from our largest customer in each year during the Track Record Period amounted to RMB114.9 million, RMB43.0 million and RMB162.4 million in 2023, 2024 and 2025, respectively, representing 25.3%, 9.9% and 33.6% of our total revenue for the respective years. None of our Directors, their respective close associates, or Shareholders who, to the knowledge of our Directors, own 5% or more of our issued share capital had any interest in any of our five largest customers in each year during the Track Record Period.

The following table sets forth details of our five largest customers during the Track Record Period:

Customer	Service purchased	Year(s) of business relationship	Credit term and payment method	Revenue	% of total revenue
				RMB'000	
For the year ended December 31, 2025					
Customer A	CDMO	Since 2020	30 days to 5 months; Bank transfer	162,434	33.6
Customer B	CDMO	Since 2020	30 to 45 days; Bank transfer	33,795	7.0
Customer C	CDMO	Since 2022	5 to 30 days; Bank transfer	28,627	5.9
Customer D	CDMO	Since 2025	45 days; Bank transfer	24,761	5.1
Customer E	CDMO	Since 2024	10 to 30 days; Bank transfer	20,293	4.2
Total				**269,910**	**55.8**

Customer	Service purchased	Year(s) of business relationship	Credit term and payment method	Revenue	% of total revenue
				RMB'000	
For the year ended December 31, 2024					
Customer F	CDMO	Since 2019	10 to 30 days; Bank transfer	43,030	9.9
Customer G	CDMO	Since 2021	10 to 20 days; Bank transfer	35,846	8.3
Customer B	CDMO	Since 2020	30 to 45 days; Bank transfer	33,859	7.8
Customer H	CDMO	Since 2020	5 to 30 days; Bank transfer	32,135	7.4
Customer C	CDMO	Since 2022	5 to 30 days; Bank transfer	30,538	7.1
Total				**175,408**	**40.5**

Customer	Service purchased	Year(s) of business relationship	Credit term and payment method	Revenue	% of total revenue
				RMB'000	
For the year ended December 31, 2023					
Customer F	CDMO	Since 2019	10 to 30 days; Bank transfer	114,939	25.3
Customer A	CDMO	Since 2020	30 days to 5 months; Bank transfer	36,178	8.0
Customer I	CDMO	Since 2022	15 days; Bank transfer	31,860	7.0

Customer	Service purchased	Year(s) of business relationship	Credit term and payment method	Revenue	% of total revenue
				RMB'000	
Customer C	CDMO	Since 2022	5 to 30 days; Bank transfer	25,061	5.5
Customer J	CDMO	Since 2022	10 to 30 days; Bank transfer	16,329	3.6
Total				**224,367**	**49.3**

Notes:

(1) Customer A is a biopharmaceutical company in China focusing on glucagon-like peptide-1 ("**GLP-1**") receptor agonist and metabolic disease innovative drugs with a registered capital of RMB456.82 million.

(2) Customer B is a biopharmaceutical company in China focusing on small-molecule drugs, bispecific/multi-specific antibodies and recombinant protein technology with a registered capital of RMB264.71 million.

(3) Customer C is a biopharmaceutical company in China focusing on ADC, bispecific antibody and innovative oncology & immunology drugs with a registered capital of US$100 million.

(4) Customer D is a biopharmaceutical company in China focusing on probiotic & micro-ecological preparation technology with a registered capital of RMB1.0 million.

(5) Customer E is a biopharmaceutical company in China focusing on biomedical engineering and innovative antibody drug technology with a registered capital of RMB10 million.

(6) Customer F is a biopharmaceutical company in China focusing on viral hepatitis, liver disease and oncology innovative drug R&D with a registered capital of US$58.88 million.

(7) Customer G is a biopharmaceutical company in China focusing on multi-target biologics, GLP-1 related drugs and metabolic & cardiovascular disease therapies with a registered capital of RMB16.16 million.

(8) Customer H is a biopharmaceutical company in China focusing on bispecific antibodies and musculoskeletal disease drug technology with a registered capital of RMB250 million.

(9) Customer I is a biopharmaceutical company in China focusing on micro-ecological preparations and probiotic pharmaceutical technology with a registered capital of RMB40 million.

(10) Customer J is a holding company in Hong Kong, the operating subsidiary of which is a biopharmaceutical company in China focusing on discovering and developing biologics in oncology and immunology with a registered capital of US$50 million.

During the Track Record Period and up to the Latest Practicable Date, we had not encountered any material dispute with our customers or any material breach of our service contracts or agreements. To the best of our knowledge, as of the Latest Practicable Date, we were not aware of any information or arrangement that would lead to termination of contractual relationships between us and any of our five largest customers in each year during the Track Record Period.

Key Contractual Terms with Our Customers

We typically enter into master service agreements with our customers, which set forth the general rights and obligations of the parties.

- ***Service scope.*** We provide R&D, manufacturing and quality control services under individual work orders and are responsible for the authenticity, accuracy and completeness of the relevant records and reports. Deliverables include stage-based documentation or data deliverables and physical deliverables shipped under specified conditions.

- ***Fees and payment.*** We charge and collect fees in accordance with the master service agreement, applicable work order(s) and any supplemental agreement(s), payable to our designated account by agreed bank payment methods.
- ***Project management.*** We commence a project after receipt of the initial payment and the customer's written project initiation notice. For each project, we appoint a project lead and a project manager to coordinate progress and deliveries.
- ***Intellectual property.*** We and the customer each retain ownership of our respective pre-existing intellectual property. Project intellectual property created or developed in connection with the services is generally owned by the customer, while we retain certain independently developed improvements derived from our own pre-existing IP, methods or self-funded service processes, subject to agreed limitations.
- ***Confidentiality.*** Each party shall treat non-public or proprietary information disclosed under the agreement by the other party as confidential and comply with ongoing confidentiality obligations, subject to customary exceptions. Confidentiality obligations survive termination or expiry, and confidential information must be returned upon termination/expiry unless otherwise agreed.
- ***Term and termination.*** We perform services through work orders during the term of the agreement. The customer may terminate the agreement by written notice (generally at least 10 business days in advance), with settlement based on work performed and without prejudice to accrued rights and remedies.

Under these master service agreements, services for individual projects are carried out through separate and distinct work orders. Each work order specifies project specifications, management, schedule, development and/or manufacturing steps, rules governing reporting, service fee and payment instructions.

During the Track Record Period and up to the Latest Practicable Date, there were no material breaches of our service agreements either on our part or on the part of our customers, and there was no termination of any material contract.

OUR SUPPLIERS

During the Track Record Period, our suppliers primarily consisted of providers of raw materials, equipment and engineering services. Purchases from our five largest suppliers in each year during the Track Record Period amounted to RMB286.7 million, RMB439.2 million and RMB162.4 million in 2023, 2024 and 2025, respectively, representing 33.6%, 48.8% and 32.5% of our total purchases for the respective years. Purchases from our largest supplier in each year during the Track Record Period amounted to RMB99.0 million, RMB197.8 million and RMB58.3 million in 2023, 2024 and 2025, respectively, representing 11.6%, 22.0% and 11.7% of our total purchases for the respective years. During the Track Record Period and up to the Latest Practicable Date, we did not encounter any material dispute with our suppliers or any material breach of our supply contracts or agreements. To the best of our knowledge, as of the Latest Practicable Date, we were not aware of any information or arrangement that would lead to termination of our relationships with any of our five largest suppliers in each year during the Track Record Period. None of our Directors, their respective associates, or Shareholders who own 5% or more of our issued share capital had any interest in any of our five largest suppliers in each year during the Track Record Period.

The following table sets forth details of our five largest suppliers during the Track Record Period:

Supplier	Service purchased	Year(s) of business relationship	Credit term and payment method	Purchase amount	% of total purchases
				RMB'000	
For the year ended December 31, 2025					
Supplier A	Equipment and raw materials	Since 2024	30 to 90 days; Bank transfer	58,345	11.7
Supplier B	Engineering	Since 2020	By installment; Bank transfer	40,826	8.2
Supplier C	Equipment and raw materials	Since 2020	30 to 60 days; Bank transfer	22,917	4.6
Supplier D	Equipment	Since 2020	By installment; Bank transfer	21,405	4.3
Supplier E	Engineering	Since 2021	By installment; Bank transfer	18,898	3.8
Total				**162,391**	**32.5**

Supplier	Service purchased	Year(s) of business relationship	Credit term and payment method	Purchase amount	% of total purchases
				RMB'000	
For the year ended December 31, 2024					
Supplier E	Engineering	Since 2021	By installment; Bank transfer	197,818	22.0
Supplier F	Equipment	Since 2021	By installment; Bank transfer	78,680	8.7
Supplier D	Equipment	Since 2020	By installment; Bank transfer	73,563	8.2
Supplier A	Equipment and raw materials	Since 2024	90 days; Bank transfer	56,499	6.3
Supplier G	Equipment	Since 2021	By installment; Bank transfer	32,662	3.6
Total				**439,222**	**48.8**

Supplier	Service purchased	Year(s) of business relationship	Credit term and payment method	Purchase amount	% of total purchases
				RMB'000	
For the year ended December 31, 2023					
Supplier B	Engineering	Since 2020	By installment; Bank transfer	99,024	11.6
Supplier F	Equipment	Since 2021	By installment; Bank transfer	59,134	6.9
Supplier H	Equipment and raw materials	Since 2020	Prepayment; Bank transfer	55,863	6.5
Supplier D	Equipment	Since 2020	By installment; Bank transfer	38,102	4.5
Supplier G	Equipment	Since 2021	By installment; Bank transfer	34,569	4.1
Total				**286,693**	**33.6**

Notes:

(1) Supplier A is a company in China primarily providing bioprocess equipment with a registered capital of RMB50 million.

(2) Supplier B is a company in China primarily providing cleanroom engineering solutions with a registered capital of RMB100 million.

(3) Supplier C is a company in China primarily providing lab & biopharmaceutical equipment with a registered capital of RMB20 million.

(4) Supplier D is a company in China primarily providing pharmaceutical freeze-drying & engineering solutions with a registered capital of RMB765.83 million.

(5) Supplier E is a company in China primarily engaging in general construction contracting with a registered capital of RMB15 billion.

(6) Supplier F is a company in China primarily providing biopharmaceutical purification equipment with a registered capital of RMB25.33 million.

(7) Supplier G is a company in China primarily providing bioreactor & pharmaceutical equipment with a registered capital of RMB52 million.

(8) Supplier H is a company in China primarily offering life science solutions with a registered capital of RMB1.283 billion.

Key Contractual Terms with Our Suppliers

We generally enter into long-term supply agreements with our suppliers, and may further enter into purchase orders under these agreements. We also enter into one-off supply agreements with some suppliers. These supply agreements set forth the quality criteria, delivery schedule and terms of pricing and payment. Our suppliers are also required to comply with the relevant business integrity and anti-bribery undertakings as specified in the agreements. Our suppliers typically charge us upon delivery of the procured supplies based on the delivery schedule and payment terms set forth in the relevant supply agreements. We typically have the right to terminate a supply agreement when our suppliers fail to cure a material breach within a certain period of time.

During the Track Record Period and up to the Latest Practicable Date, we did not have any material disputes with our suppliers or experience any material breach of our supply agreements. To the best of our knowledge, as of the Latest Practicable Date, there was no information or arrangement that would lead to termination of our relationships with any of our major suppliers.

Procurement

We have adopted a comprehensive set of procurement management policies and systems to standardize procurement procedures, safeguard procurement quality and improve efficiency while controlling costs. We have established procedures and segregation of duties across departments for key steps of procurement, including requisition, procurement execution, contract review, payment approval and receipt/acceptance.

Our procurement process generally covers procurement planning and requisition approval, determination of procurement method, contract approval, receipt and inspection/acceptance, and payment management. We select our suppliers based on stringent criteria and applicable laws and regulations to ensure the quality of our supplies. When selecting suppliers, we consider, among other things, their product quality, product offerings, cost-effectiveness, technical suitability, reputation, service quality, delivery schedule and, where applicable, GMP compliance. Our suppliers are required to possess all licenses and permits necessary to conduct their operations.

We maintained a list of qualified suppliers. We conduct an annual supplier review program organized by our procurement department, assessing suppliers across key criteria such as quality, pricing, delivery performance and after-sales service, and documenting the results in a supplier evaluation form. Based on the scoring outcomes, our procurement team updates the qualified supplier list, applies differentiated follow-up actions and removes underperforming suppliers in a timely manner.

We generally return defective or expired products to suppliers in accordance with market practice. During the Track Record Period and up to the Latest Practicable Date, we had not encountered quality problems or received defective products or experienced any product returns that could have a material adverse effect on our business, financial condition or operations.

Raw Materials

During the Track Record Period, our key raw materials and consumables typically include cell culture media and feeds, chromatography resins, filtration membranes, single-use bioprocess components, buffer/process chemicals, and formulation excipients and primary packaging materials, with ADC projects additionally requiring linker/payload and related reagents. These raw materials are generally readily available in the market through multiple suppliers. During the Track Record Period, we did not experience any significant fluctuations in raw material prices or delays that had a material impact on our results of operations or financial position.

OVERLAPPING CUSTOMERS AND SUPPLIERS

Customer A was among our five largest customers for the years ended December 31, 2023 and 2025, respectively, primarily procuring our biologics CDMO services. Revenue generated from Customer A was RMB36.2 million, RMB26.2 million and RMB162.4 million in 2023, 2024 and 2025, respectively, representing 8.0%, 6.0% and 33.6% of our total revenue for the respective years. In 2024, we purchased certain production equipment from Customer A for our ordinary manufacturing line construction needs, which was one-off in nature. Purchases from Customer A were nil, RMB24.4 million and nil in 2023, 2024 and 2025, respectively, representing nil, 2.7% and nil of our total purchases for the respective years.

Our Directors confirmed that all of our sales to and purchases from Customer A were entered into after due consideration taking into account the prevailing purchase and selling prices at the relevant times, conducted in the ordinary course of business under normal commercial terms and on an arm's length basis. Our Directors confirm that, save as disclosed above, none of our major customers was also a supplier, or vice versa, during the Track Record Period.

INTELLECTUAL PROPERTY

Intellectual property rights are critical to our business. We develop and use a number of proprietary technologies, methodologies and know-how in our business operations, and we rely on a combination of patent, trademark, copyright and other intellectual property laws as well as contractual arrangements to protect our intellectual property. As of December 31, 2025, we had 48 issued patents and had filed nine patent applications in China. As of the same date, we had eight registered trademarks in China and six in other jurisdictions. We were also the registered owner of three computer software copyrights and two domain names. See "Statutory and General Information — Further Information about Our Business — Intellectual Property Rights" in Appendix V for further details of our material intellectual property rights.

Our reputation and business success also depend on our ability to protect the intellectual property rights of our customers. Due to the nature of our services, we typically have access to drug formulations, production processes and other intellectual property owned by or licensed to our customers. Protecting our customers' intellectual property has been a strategic priority of our business since our inception. We strategically focus on the role of a partner in developing and manufacturing drugs rather than a drug developer or drug owner, and therefore do not have interests that conflict with those of our customers. We have established an intellectual property protection system to manage document transmission and archiving, preservation of documents related to R&D and manufacturing, supervision and control of laboratory computers and access to documents containing confidential information. We also implement access control measures on a need-to-know basis for project documents and confidential information. We typically enter into confidentiality agreements with our employees and provide training to enhance their awareness of intellectual property protection.

Despite the precautions and measures we have taken to protect our intellectual property and our customers' intellectual property, third parties may obtain and use intellectual property that we or our customers own without our consent. See "Risk Factors — Risks Relating to Our Business and Industry — We may not be successful in protecting our customers' or our own intellectual property" for more information. During the Track Record Period and up to the Latest Practicable Date, we were not subject to any material disputes or pending legal proceedings relating to intellectual property rights with third parties.

COMPETITION

We face competition primarily from other leading biologics CDMO companies in China as well as globally. There are at least 150 biologics CDMO companies worldwide, among which at least 25 are based in China. Among domestic biologics CDMOs primarily focused on antibody drugs, we ranked third in China's biologics CDMO market in terms of revenue in 2025, according to Frost & Sullivan. Biologics CDMO service providers face competition based on several factors, including growth of the overall pharmaceutical market, the market demand, quality and breadth of services, specific scientific and regulatory expertise, advanced technological requirements, high capital expenditure needs, delivery timeliness, manufacturing capabilities and capacity, qualified talent, stable supply chains, and ability to build/establish capable GMP certified facilities.

In terms of barriers to entry, the biologics CDMO market generally requires scalable GMP manufacturing capacity and production flexibility, robust process development, scale-up and technology transfer capabilities, advanced modality manufacturing capabilities, and mature quality systems to meet stringent regulatory requirements. We believe that we can maintain our competitiveness by leveraging our established position in the biologics CDMO market and capitalizing on the opportunities offered by this fast-growing market. Please see the section headed "Industry Overview" for details.

EMPLOYEES

As of December 31, 2025, we had a total of 906 full-time employees, all of whom were based in China. The following table sets forth a breakdown of our employees categorized by function as of December 31, 2025:

Function	Number	Percentage
Manufacturing	260	28.7
Quality control and assurance	225	24.8
R&D and technical	267	29.5
Sales, marketing and business development	20	2.2
General and administrative	134	14.8
Total	**906**	**100.0**

Our success relies on our ability to attract, motivate, train and retain skilled personnel. We believe we offer competitive compensation packages and a collaborative and creative work environment, which has allowed us to attract and retain qualified talent and maintain a stable core management team. We prioritize training to ensure our workforce maintains the requisite knowledge and skill levels. We offer training programs at all levels, tailored to employees' functions, positions and responsibilities, covering both technical and soft skills.

We enter into standard labor contracts with our employees. We also enter into standard confidentiality agreements with each of our employees. In line with PRC laws, we participate in government-mandated employee benefit plans, including social insurance for pensions, medical care, unemployment, work-related injury, maternity, and housing provident funds. We are required by PRC law to contribute to employee benefit plans at specific rates based on employee salaries, bonuses and certain allowances, up to limits set by local regulations. During the Track Record Period, we did not fully make social insurance contributions and housing provident fund contributions for our PRC employees as required under the relevant PRC laws and regulations.

For further details and associated risks, see "Risk Factors — Our failure to fully comply with labor-related laws may expose us to potential penalties."

We strive to create an equitable, inclusive, and diverse workplace while fostering positive working relationships with our employees. We have not established a labor union. All labor disputes are handled in accordance with all applicable laws, rules and regulations. We believe we have a positive working relationship with our employees. During the Track Record Period and up to the Latest Practicable Date, we experienced no strikes, work stoppages, or labor disputes that materially affected our business operations.

DATA PRIVACY AND PROTECTION

We mainly process research, development and manufacturing data during the ordinary course of our business. We have established procedures to protect the confidentiality of data. We implement strict internal policies to govern the collection, handling, storage, retrieval of, and access to client data and pharmaceutical technology and production data, and to protect the security and confidentiality of client data to ensure compliance with all applicable laws and regulations on data protection and privacy. We have also implemented a comprehensive information security management policy to safeguard our data assets and prevent unauthorized access to our network.

All of our data are stored within the PRC. We provide CDMO services to pharmaceutical and biotech companies. As such, we do not, nor do we plan to, perform any clinical trials, or collect any personal information from any clinical trial participants or patients during our ordinary course of business. In addition, we do not, nor do we plan to, engage in the transmission of personal information and important data to overseas parties; nor do we allow or intend to allow foreign individuals or organizations to access personal information stored within the PRC.

During the Track Record Period and up to the Latest Practicable Date, we did not experience any breach of confidential client information or any other client information-related incidents which could cause a material adverse effect on our business, financial condition or results of operations. Our PRC legal advisor is of the view that, during the Track Record Period and up to the Latest Practicable Date, we had not been subject to any material penalty or involved in any accident or fatality in relation to data privacy, and had been in compliance with the relevant PRC laws and regulations in all material respects.

INSURANCE

Our insurance coverage includes all-risks property insurance, machinery breakdown insurance, employers' liability insurance, work safety liability insurance, public liability insurance, product liability insurance and erection all-risks insurance, among others. We also provide social security insurance and housing provident fund contributions for our employees as required by PRC law. While we believe that our insurance coverage is adequate and in line with industry practice in the biologics CDMO sector, it may be insufficient to cover all claims for product liability or damage to our fixed assets at all times. See "Risk Factors — Any claims beyond our insurance coverage may result in us incurring substantial costs and a diversion of resources" for more information.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE MATTERS

ESG Governance Structure

In line with the standards set out in Appendix C2 of the Listing Rules, we have established our *ESG Management System* and established a three-tier governance structure with clearly defined responsibilities. The Board serves as the highest decision-making body for ESG matters. It is responsible for approving our ESG strategy, targets, and for overseeing ESG and climate-related risks. The Environmental Health and Safety (EHS) Department acts as the executive unit for ESG work. Its specific responsibilities include formulating ESG work plans, collecting key performance indicator data, identifying ESG and climate risks and opportunities, and regularly reporting to the Board on the operation of the ESG system and progress against targets. Furthermore, all operational departments are tasked with implementing ESG policies within their respective areas, such as cooperating with EHS audits to ensure the compliant management of wastes, emissions and occupational hazards.

Environmental

Emissions Management

We strictly comply with all relevant national and local environmental laws and regulations in the locations where we operate. The primary environmental impacts from our operations are industrial waste gas, industrial wastewater, and solid waste, which we manage through stringent control measures:

- **Waste Gas Management:** All industrial waste gas generated during operations is captured through dedicated collection systems and treated to meet emission standards before being discharged.
- **Wastewater Management:** Industrial wastewater undergoes initial treatment at our internal treatment plant, employing a segregated treatment process.
- **Waste Management:** For the disposal of both hazardous waste and non-hazardous waste, the EHS Department engages qualified third parties to dispose of such waste in a compliant manner. Non-hazardous waste is compacted and baled to reduce storage volume, thereby saving spatial resources and reducing disposal costs. Furthermore, we conduct general solid waste authentication on sludge from our wastewater station to reduce hazardous disposal.

		Year Ended December 31,		
Emissions	**Unit**	**2023**	**2024**	**2025**
Hazardous Waste				
Total Hazardous Waste	tonnes	453.40	496.60	499.83
Total Hazardous Waste Intensity	tonnes/million RMB	1.00	1.15	1.03
Non-Hazardous Waste				
Total Non-Hazardous Waste	tonnes	193.80	263.97	108.12
Total Non-Hazardous Waste Intensity	tonnes/million RMB	0.43	0.61	0.22
Packaging Materials				
Total Package Consumption	tonnes	8.85	5.77	5.55
Total Package Consumption Intensity	tonnes/million RMB	0.02	0.01	0.01

Resource Management

We are committed to the efficient use of resources and the continual improvement of our energy performance. Across our facilities, we implement rigorous control measures for key resources such as water, electricity and natural gas. The wastewater treatment plant enables the reuse of freshwater, thereby reducing our overall consumption of fresh water.

		Year Ended December 31,		
Resources	**Unit**	**2023**	**2024**	**2025**
Water Consumption				
Total Water Consumption	m^3	525,834.00	364,683.00	485,388.00
Total Water Consumption Intensity	m^3/million RMB	1,155.72	841.63	1,002.52
Electricity Consumption				
Total Electricity Consumption	MWh	41,536.78	34,159.41	45,430.52
Total Electricity Consumption Intensity	MWh/million RMB	91.29	78.83	93.83

We have established the following environmental targets against our 2023 baseline to drive continuous improvement in our sustainability performance:

- Reduce electricity consumption intensity by 5% by 2030;
- Reduce water consumption intensity by 10% by 2030;

Climate Change

Climate-related issues pose a degree of potential risk to our operations. We actively respond to the national "dual-carbon" goals and adhere to the principles of sustainable development.

Physical Risk

We believe that climate-related issues may bring an increased risk of severe extreme weather events, such as more frequent and intense typhoons, floods, and extreme temperatures. Extreme weather events could potentially disrupt our manufacturing activities, damage our facilities, or impede the transportation of raw materials and finished products. In addition, such disasters could lead to power outages or interruptions in the municipal water supply, upon which our manufacturing processes heavily depend. To mitigate these risks, we have implemented backup measures for critical utilities and maintain emergency response procedures to ensure rapid recovery of operations in the event of a climate-related disruption.

Transition Risk

With the implementation of China's "dual-carbon" strategy, governmental authorities have increasingly focused on controlling energy consumption and reducing carbon emissions. This transition may result in stricter environmental regulations and enhanced emission standards which could increase our operational costs, particularly in relation to energy consumption and waste treatment. In response, we continuously monitor regulatory developments and engage with industry peers to understand emerging best practices.

		Year Ended December 31,		
Greenhouse gas (GHG) Emissions	**Unit**	**2023**	**2024**	**2025**
Scope 1: Direct GHG Emissions	t CO_2e	9,885.21	6,949.52	7,854.16
Scope 2: Indirect GHG Emissions	t CO_2e	23,334.88	19,190.26	25,524.38
Scope 3: Other GHG Emissions	t CO_2e	324.16	232.90	229.34
Total GHG Emissions	t CO_2e	33,544.24	26,372.67	33,607.88
Total GHG Emission Intensity	t CO_2e/million RMB	73.73	60.86	69.41

We have established a climate-related target against our 2023 baseline, to reduce GHG emission intensity by 5% by 2030. The Board, with support from the EHS Department, will review the target from time to time and update it as necessary to align with evolving sustainability developments, regulatory changes and industry standards.

Social Responsibility

Employee Management

We regard our employees as our most valuable asset. We strictly adhere to relevant laws and regulations relating to labor management, and have formulated a series of internal policies, including the *Employee Handbook*, *Recruitment Management Policy*, and *Compensation and Benefits Management Policy*.

We are committed to creating an inclusive workplace. For instance, we have established a nursing room to facilitate the return to work for breastfeeding employees. We uphold the principle of fair employment and prohibit all forms of discrimination based on ethnicity, gender, age, or religion. During recruitment, we take measures such as identity verification to prevent child labor, and any such finding during recruitment would result in immediate disqualification of the relevant candidate.

Occupational Health and Safety

We place high importance on production safety and have established a comprehensive safety and occupational health management system.

- **Safety Measures:** For workplaces with occupational hazard risks, we have installed protective facilities such as isolators, emergency eyewash and shower stations, auxiliary exhaust hoods, and fresh air systems equipped with filters to prevent occupational diseases.
- **Health Surveillance and Training:** We conduct regular monitoring of workplaces with occupational hazards. Employees exposed to such hazards are subject to mandatory pre-employment, periodic, and pre-exit occupational health checks, with individual health records established and maintained.
- **Accident Recording and Handling:** We have established a robust system for recording and handling accidents.

Supply Chain Management

We have formulated a *Supplier Management Policy*. Potential and existing suppliers are evaluated through on-site audits and/or questionnaire surveys, with a focus on their environmental and social performance. We require all suppliers to sign an *Integrity Commitment Letter* to uphold business ethics. Internally, our procurement personnel are bound by the *Code of Conduct for Procurement Personnel*, which explicitly prohibits holding equity in supplier companies or accepting any form of personal benefit, thereby preventing commercial bribery.

LAND AND PROPERTIES

We own and lease certain properties in China primarily to be used for manufacturing bases, R&D and office premises, and warehouses. The Property Valuation Report from AVISTA Valuation Advisory Limited, an independent property valuer, set out in Appendix III of this document, sets out details of our selected property interests as of April 30, 2026. AVISTA Valuation Advisory Limited valued these property interests at an amount of RMB669.7 million as of April 30, 2026. Save as disclosed in this document, as of April 30, 2026, (i) no single property that forms part of property activities has a carrying amount of 1% or more of our total assets; and (ii) no single property interest that forms part of our non-property activities has a carrying amount of 15% or more of our total assets.

As of the Latest Practicable Date, we owned land use rights with respect to one parcel of land in Changshu with land use right certificate, with a total gross land area of approximately 40,059.0 square meters. We also owned one set of buildings in Changshu with building ownership certificate with an aggregate gross floor area of approximately 87,360.5 square meters. These buildings are primarily used for manufacturing, R&D, and operations.

As of the Latest Practicable Date, we leased eight properties in China with a total area of approximately 34,671.17 square meters, used for manufacturing, R&D, office premises and employee dormitory. The relevant lease agreements generally provide a duration of up to eight years. As of the Latest Practicable Date, the lease registration for all of these lease agreements had not been completed. For further details, see "Risk Factors — We are subject to risks associated with our leased properties."

AWARDS AND RECOGNITION

The table below sets forth the major awards and recognition we received as of the Latest Practicable Date:

Year of grant	Award/Recognition	Issuing authority
2025	2025 China Large-molecule CDMO Top 20 Ranking (2025中國大分子CDMO排名TOP20)	The 7th CMC — CHINA China Pharmaceutical Industry Expo (第七屆CMC — CHINA中國製藥工業博覽會)
2024	2024 Jiangsu Unicorn Enterprise (2024年江蘇獨角獸企業)	Jiangsu Provincial Department of Science and Technology (江蘇省科技局)
2024	Jiangsu Provincial Enterprise Technology Center (江蘇省企業技術中心)	Jiangsu Provincial Department of Industry and Information Technology (江蘇省工信局)
2024	High and New Technology Enterprise (高新技術企業)	National Science and Technology Bureau (國家科技局)
2023	Specialized and Innovative "Little Giant" Enterprise (專精特新"小巨人"企業)	Ministry of Industry and Information Technology of the PRC (國家工業和資訊化部)

LICENSES, PERMITS AND APPROVALS

Our PRC Legal Advisor has advised that, during the Track Record Period and up to the Latest Practicable Date, we have obtained all material licenses, permits and approvals from the relevant government authorities that are material for the business operations of our Group. The following table sets out a list of our material licenses, permits and approvals as of the Latest Practicable Date, with the grant/filing dates set forth below being the most recent dates on which the licenses, permits and approvals are renewed or obtained:

Licenses, permits and approvals	Issuing authority	Grant/filing date	Expiration date
Drug Manufacturing License	Jiangsu Provincial Medical Products Administration	February 16, 2026	December 5, 2030
Biosafety Laboratory Filing Certificate	Suzhou Municipal Health Commission	November 5, 2025	November 4, 2027
Biosafety Laboratory Filing Certificate	Suzhou Municipal Health Commission	November 25, 2025	November 24, 2027
Biosafety Laboratory Filing Certificate	Suzhou Municipal Health Commission	May 7, 2025	May 6, 2027
Pollutant Discharge Permit	Suzhou Municipal Ecology and Environment Bureau	September 30, 2025	September 29, 2030
Pollutant Discharge Permit	Suzhou Municipal Ecology and Environment Bureau	September 16, 2025	September 15, 2030
Pollutant Discharge Permit	Suzhou Municipal Ecology and Environment Bureau	December 8, 2023	December 7, 2028

LEGAL PROCEEDINGS AND COMPLIANCE

We may, from time to time, be subject to legal or administrative claims and proceedings arising from the ordinary course of business. During the Track Record Period and up to the Latest Practicable Date, we had not been a party to any actual or threatened legal or administrative proceedings that may have a material adverse effect on our business, financial condition or results of operations, and our Directors have not been involved in any such proceedings.

We are committed to maintaining the highest standards of regulatory compliance in accordance with applicable laws and regulations governing our business operations. During the Track Record Period and up to the Latest Practicable Date, we complied in all material respects with the relevant legal and regulatory requirements applicable to our operations.

RISK MANAGEMENT AND INTERNAL CONTROL

Risk Management

To monitor the ongoing implementation of our risk management policies and corporate governance measures after the proposed **[REDACTED]** and **[REDACTED]**, we have adopted or will continue to adopt, among other things, the following risk management measures: establish an Audit Committee to review and supervise our financial reporting process and internal control system; adopt various policies to ensure compliance with the Listing Rules, including but not limited to aspects related to risk management, connected transactions and information disclosure; provide anti-corruption and anti-bribery compliance training periodically to our senior management and employees to enhance their knowledge and compliance with applicable laws and regulations; and arrange for our Directors, senior management and employees to attend training sessions in respect of the relevant requirements of the Listing Rules and duties of directors of companies listed in Hong Kong.

Internal Control

During the Track Record Period, we regularly reviewed and enhanced our internal control system. We have adopted various measures and procedures regarding each aspect of our business operations, such as manufacturing and R&D activities, related party transactions, risk management, anti-corruption, environmental protection and occupational health and safety.

We have engaged an independent internal control consultant to assess our internal control system in connection with the proposed **[REDACTED]**. The internal control consultant has conducted reviews on our internal control system in certain aspects, including financial reporting and disclosure controls, corporate-level controls, information system control management and other procedures for our operations. We have improved our internal control system by adopting and implementing the corresponding enhanced internal control measures as advised by the internal control consultant following the review. Going forward, we will continue to regularly review and improve these internal control policies, measures and procedures. After considering the remedial actions we have taken, our Directors are of the view that our internal control system is adequate and effective for our current operations. We plan to provide our Directors, senior management and relevant employees with regular training programs and updates on relevant laws and regulations to proactively identify and address potential non-compliance issues.