InnoCare Pharma Limited
2027 "Quality Improvement, Efficiency Enhancement and High Return" 2.0 Action Plan

InnoCare Pharma Limited (the "Company"), in order to implement the relevant requirements of the State Council's Opinions on Further Improving Quality of Listed Companies, actively responds to the Shanghai Stock Exchange's Proposal on Launching the "Quality Improvement, Efficiency Enhancement and High Return" 2.0 Special Action for SSE-Listed Companies and the accompanying model texts, practices the "investor-oriented" development philosophy, effectively fulfills the primary responsibilities of a listed company, and promotes the Company's high-quality development. On the basis of the original action plan, the Company has formulated the 2027 "Quality Improvement, Efficiency Enhancement and High Return" 2.0 Action Plan, which is hereby reported as follows:

I. Overview of the Company's Operations

The Company is an innovative biopharmaceutical enterprise driven by outstanding in-house R&D capabilities, focusing on areas with significant unmet clinical needs, such as oncology and autoimmune diseases, and developing best-in-class or first-in-class drugs with breakthrough potential. The Company's existing pipeline drugs cover multiple innovative targets and indications with strong market prospects, including small molecules, monoclonal antibodies, bispecific antibodies and ADCs for the treatment of hemato-oncology, various autoimmune diseases and solid tumors.

Led by a management team with extensive experience in R&D, manufacturing and commercialization, the Company has built an integrated biopharmaceutical platform that balances R&D quality and speed, and has established a product pipeline covering multiple highly promising popular targets, committed to developing and providing patients with multiple innovative drugs and therapies.

(I) Analysis of Operating Performance by Segment

1. Hematologic Oncology

Hematologic oncology is the Company's current core growth engine, supported by commercialized products, continuously expanding indications and a differentiated pipeline of next-generation therapies.

Orelabrutinib has demonstrated strong commercial momentum in 2026. The approval and reimbursement coverage of the 1L CLL/SLL indication further expanded patient accessibility and strengthened its market position. In addition, orelabrutinib remains the only BTK inhibitor approved in China for r/r MZL, further reinforcing its differentiated profile. Orelabrutinib has further extended its global registration footprint, with approval granted for the r/r MCL indication in Australia and the r/r MZL indication in Singapore, further validating its differentiated clinical profile and reinforcing its potential as a globally competitive BTK inhibitor.

Tafasitamab was approved by the NMPA in 2025 for adult patients with r/r DLBCL who are not eligible for ASCT. The product further enriched the Company's hematologic oncology portfolio and clarified its clinical positioning through updated recommendations in the Chinese Society of Clinical Oncology (CSCO) Guidelines for the Diagnosis and Treatment of Malignant Lymphoma. Tafasitamab in combination with lenalidomide was upgraded to a Class I recommended regimen for second-line and later treatment of DLBCL, while tafasitamab in combination with rituximab and lenalidomide was newly included as a Class I recommended regimen for relapsed/refractory follicular lymphoma (r/r FL).

Mesutoclax (ICP-248) has continued to advance as a strategic growth pillar of the hematology franchise. Multiple registrational trials are progressing across CLL/SLL, MCL, MZL and AML. Updated clinical data presented at the 2026 ASCO Annual Meeting further supported the potential of mesutoclax (ICP-248) across multiple non-Hodgkin lymphomas and myeloid malignancies. With an expanding commercial foundation and multiple late-stage clinical programs advancing, the Company is positioned to further strengthen its leadership in hematologic oncology.

2. Autoimmune Diseases

In autoimmune diseases, the Company has established a differentiated and increasingly mature portfolio targeting both B-cell and T-cell-mediated pathways, anchored by oral small-molecule innovation.

(1) Orelabrutinib has made rapid clinical progress across multiple autoimmune indications:

① ITP: The New Drug Application (NDA) submission was accepted by the NMPA in May 2026 following the completion of the registrational Phase III study.

② SLE: Positive Phase IIb data presented at EULAR 2026 supported continued Phase III clinical development, and patient enrollment in the Phase III study is currently ongoing.

③ MS: Global Phase III programs in PPMS and na SPMS are ongoing through the collaboration with Zenas BioPharma, Inc., with ongoing patient enrollment.

(2) Soficitinib (ICP-332) has continued to advance as a key T-cell pathway asset:

① The Phase III registrational trial in moderate-to-severe atopic dermatitis completed patient enrollment, achieved its primary endpoint and multiple key secondary endpoints.

② The Phase II portion of the Phase II/III program in non-segmental vitiligo achieved its prespecified primary endpoint, with Phase III study design discussions ongoing with the CDE.

③ Additional indications, including CSU, psoriasis and PN, continued to progress steadily.

(3) Fadeucravacitinib (ICP-488), a selective allosteric TYK2 inhibitor, has further strengthened the Company's autoimmune pipeline:

① The Phase III psoriasis study completed patient enrollment and achieved its primary endpoint.

② The Phase II studies in cutaneous lupus erythematosus (CLE) and Sjögren's

syndrome progressed smoothly, with clinical development advancing comprehensively across multiple autoimmune indications.

Beyond late-stage programs, the Company continued to expand its autoimmune pipeline. ICP-538, a VAV1-targeted compound, entered clinical development with Phase I SAD/MAD cohorts ongoing. ICP-054, an oral IL-17 small molecule, initiated Phase I clinical development, with SAD/MAD escalation underway. ICP-B161 (a TL1A/IL-23p19 bispecific antibody) was approved for clinical trial in October 2026 for the treatment of inflammatory bowel disease (IBD) and other autoimmune diseases.

3. Solid Tumors

In solid tumors, the Company is building a competitive portfolio combining targeted therapies and proprietary ADC technologies.

Zurletrectinib (ICP-723) received NMPA approval for NTRK fusion-positive solid tumors, marking the approval and launch of the Company's first solid tumor therapy; the NDA for the pediatric indication has also been submitted.

Three candidates from the Company's proprietary ADC platform have entered the clinical stage. ICP-B794, a B7-H3-targeted ADC, is demonstrating encouraging early safety and pharmacokinetic signals. ICP-B208, a CDH17-targeted ADC, is in Phase I clinical dose escalation. ICP-B381, a differentiated PSMA/STEAP1 dual-targeting ADC, has completed first-patient enrollment in its Phase I clinical trial for the treatment of prostate cancer and other solid tumors.

(II) Key Financial Indicators for the Past Three Years

Unit: RMB ten thousand Currency: RMB

Operating Indicators	**2023 (Audited)**	**2024 (Audited)**	**2025 (Audited)**	**First Three Quarters of 2026 (Unaudited)**
Operating revenue	73,853.70	100,944.80	237,490.60	209,910.45
Net	-63,126.29	-44,063.30	64,246.73	65,569.83

profit/(loss) attributable to owners of the parent				
Net profit/(loss) attributable to owners of the parent after deducting non-recurring gains and losses	-62,584.46	-44,022.01	55,339.36	58,603.82
Total assets	991,999.59	940,749.37	1,082,360.09	1,147,571.71
Net assets	714,784.87	672,530.14	772,682.32	819,652.05
Gross profit margin (%)	82.61	86.29	91.95	91.19
R&D investment	75,725.31	81,460.94	95,161.83	78,505.28
R&D investment as a percentage of operating revenue (%)	102.53	80.70	40.07	37.40
Year-on-year growth rate of R&D investment (%)	16.73	7.57	16.82	16.12

Trends and Reasons for Changes in Key Indicators:

1. Operating Revenue:

During 2023–2024, the growth in the Company's operating revenue was primarily driven by the core product orelabrutinib. Following the renewal of NRDL and approval of new indications, orelabrutinib achieved continuous hospital penetration and increased prescription volume, representing a steady ramp-up phase in the commercialization of such drug. Since 2025, the inclusion of orelabrutinib for first-line CLL/SLL indication into the NRDL has driven sales volume, while the approval and launch of tafasitamab and zurletrectinib formed a multi-product commercial portfolio. Coupled with the recognition of significant milestone income from global out-licensing, operating revenue for the year increased by 135.3% year-on-year. In the first three quarters of 2026, orelabrutinib, tafasitamab and zurletrectinib continued to contribute pharmaceutical revenue, while subsequent milestones from previous overseas collaborations continued to be realized, resulting in an 88.2% year-on-year increase in operating revenue. Overall, the Company's revenue growth stemmed from the combined effects of clinical translation of in-house innovation pipelines, construction of commercialization systems, and global asset out-licensing, with continuous improvement in operational quality.

2. Net Profit/(Loss) Attributable to Owners of the Parent and After Deducting Non-recurring Gains and Losses

During 2023–2024, the Company was in the phase of commercialization ramp-up for innovative drugs and continuous pipeline investment, with net profit attributable to owners of the parent and after deducting non-recurring gains and losses being negative. However, with the sales volume growth of core products and refined cost control, the loss margin narrowed year by year. In 2025, relying on the sales volume growth of core drugs and the recognition of global out-licensing milestone income, the Company achieved profitability for the first time in both net profit attributable to owners of the parent and after deducting non-

recurring gains and losses. In the first three quarters of 2026, with the further enrichment of the product matrix and continuous realization of income from out-licensing business, profitability continued. The main drivers of the Company's profit changes are the maturing commercialization of innovative drugs, value realization from global business development, and improved quality and efficiency of costs. The profit is mainly from principal businesses, namely pharmaceutical sales revenue and business development income, with the change trend of net profit attributable to owners of the parent after deducting non-recurring gains and losses being generally consistent with that of net profit attributable to owners of the parent.

3. Total Assets and Net Assets

During 2023–2024, the Company was in the pre-profitability stage featuring commercialization ramp-up and continuous pipeline investment. Operating losses led to a decrease in retained earnings, leading to a slight decline in total assets and net assets attributable to owners of the parent in 2024. In 2025, benefiting from the sales volume growth of core drugs and realization of global out-licensing milestone income, the Company achieved annual profitability for the first time, with operating cash flow turning positive. Endogenous profit accumulation drove the increase in net assets, resulting in growth in total assets and net assets. In the first three quarters of 2026, with continuous realization of profits, retained earnings continued to increase, and the asset scale maintained steady growth. The Company's asset structure is mainly composed of cash and cash equivalents, financial assets, and operating receivables, with a relatively low proportion of long-term assets. Endogenous capital accumulation driven by profitability is the core path for the current growth in net assets. The Company adheres to a low-leverage operating strategy, prioritizing the support of business expansion through operating profits and operating cash flow, resulting in a continuously robust financial structure.

4. Gross Profit Margin

During 2023–2024, the sales volume growth of the core product orelabrutinib unlocked production scale effects, lifting the profitability of single drug products. In 2025, the gross profit margin increased significantly, primarily due to the inclusion of high-margin global pipeline out-licensing milestone income into operating revenue. The optimization of revenue structure, coupled with continuous improvement of pharmaceutical production costs, significantly improved earnings quality. In the first three quarters of 2026, with the further expansion of pharmaceutical sales scale and further diversification of revenue structure, the consolidated gross profit margin remained relatively stable, laying a solid earnings foundation.

5. R&D Investment, R&D Investment as a Percentage of Operating Revenue, and Year-on-Year Growth Rate of R&D Investment

From 2023 to the first three quarters of 2026, the Company's total R&D investment continued to increase, with a relatively stable year-on-year growth rate in R&D investment. The coverage of R&D investment by revenue continued to strengthen, with R&D investment as a percentage of operating revenue decreasing from 102.53% in 2023 to 37.40% in the first three quarters of 2026. In terms of quality and efficiency improvement, the Company continuously optimizes the allocation and precision of R&D resources, pushes forward innovation of technology platforms and investments in clinical trials aimed at accelerating transformation. Meanwhile, commercialization and business development businesses have brought rapid revenue growth, with the output efficiency of R&D investment continuously improving, achieving a dynamic balance between innovation investment and operational benefits.

II. Management's Discussion and Analysis on the Company's Current Status of Quality Improvement, Efficiency Enhancement and High Return

(I) Analysis of Operating Indicators

1. Selection of Operating Indicators

Indicators	2025	First Three Quarters of 2026	2027 Target
Growth rate of R&D investment	16.82%	16.12%	⩾10%
Number of new clinical trials initiated (including Phase I–III clinical trials, measured by first patient enrollment)	13	14	≥8

2. Description of Operating Indicators and Improvement Measures

(1) Growth Rate of R&D Investment

The innovative drug industry is characterized by long R&D cycles, high upfront investments, and delayed value realization. The Company is currently in a rapid development phase where R&D pipelines are entering a critical clinical ramp-up. R&D investment is essentially a strategic investment in future products, pipeline assets, and long-term competitiveness. Quality and efficiency improvement does not mean compressing R&D investment; the core is to guide the growth of R&D investment to match the pipeline strategic layout and commercialization conversion rhythm. Under the premise of maintaining continuous R&D growth, the conversion efficiency of every unit of R&D investment will be enhanced, achieving both “investment growth and efficiency improvement”. In summary, the Company will continue to invest in R&D in 2027, with a planned year-on-year growth of no less than 10%.

Improvement Measures for “Investment Growth and Efficiency Improvement” in R&D Expenses:

Normalized pipeline review, focusing on core project investment: Regularly review pipeline projects, prioritizing resource allocation for important projects with high priority; timely adjust early-stage projects with progress below

expectations or weak competitive advantages, concentrating funds on projects with high conversion potential.

Refined project budget control, tracking actual progress: Prepare budgets separately for each project, strengthen process management during actual execution, and use project progress as the basis for subsequent budget adjustments. Simultaneously track the actual situation of R&D investment, timely organize internal reviews and adjustments, and regularly report the effectiveness of R&D investment to management.

Optimize external procurement management related to R&D expenses: Conduct framework price comparisons for common CRO and other outsourced services, striving to save unit service costs under the premise of increasing investment scale.

(2) Number of New Clinical Trials Initiated

The Company is an innovative biopharmaceutical enterprise driven by outstanding in-house R&D capabilities as its core driving force, with a portfolio covering multiple innovative targets and indications with significant market prospects, including small molecule drugs, monoclonal antibodies, bispecific antibodies and ADCs for the treatment of hemato-oncology, various autoimmune diseases and solid tumors. Innovative drug R&D is characterized by long cycles, high capital investment and prominent technical barriers; the scale of R&D investment and the clinical trial layout can objectively reflect the pace of pipeline advancement and are core observational indicators for assessing the Company's long-term growth potential.

In 2027, the Company will continue to advance the R&D and clinical development of various innovative drugs, and plans to initiate no fewer than eight new clinical trials (including Phase I–III clinical trials, measured by first patient enrollment).

(II) Analysis of Return Indicators

1. Selection of Return Indicators

Indicators	Current Status	2027 Target
Investor relations	Currently, the Company has	Continuously optimize

management	established a regular mechanism whereby results briefings are held after the disclosure of each periodic report.	communication channels for small and medium-sized investors and improve the quality of communication, regularly carry out investor engagement activities, and hold no fewer than four results briefings.
ESG management	The Company has disclosed ESG-related reports for seven consecutive years.	Improve the system for collecting, compiling and disclosing ESG data and information, and complete the disclosure of the 2026 ESG Report with high quality; continue to optimize the Company's greenhouse gas accounting system and expand the scope of carbon emission measurement for Scope 3 categories.

2. Description of Return Indicators and Improvement Measures

(1) Investor Relations Management

The Company has established a "three-in-one" communication channel: regular responses via the SSE e-Interaction Platform, dedicated staffing of the investor hotline, and a 24-hour IR email response mechanism. The Company achieved a 100% response rate to investor questions on the SSE e-Interaction Platform, effectively safeguarding the right to know and participate of small and medium-sized investors. The Company proactively contacts investors upon the publication of periodic reports and major announcements. In 2026, the Company held the 2025 Annual Results Briefing, the 2026

First Quarter Results Briefing, the 2026 Interim Results Briefing and the 2026 Third Quarter Results Briefing, with all core management attending and communicating online with small and medium-sized investors, establishing a regular meeting mechanism. In addition, on 14 May 2026, Jisong Cui, Chairperson of the Board and Chief Executive Officer of the Company, participated by video in the "Dialogue with Growth" 2025 Annual and 2026 First Quarter Collective Results Briefing organized by the SSE, engaging in in-depth exchanges with industry leaders on performance delivery, profitability inflection points, pipeline R&D, overseas expansion, AI empowerment and other aspects. The exchanges showcased the critical transition of China's innovative drug industry from R&D investment to value realization, shed light on the logic of industry growth and the global competitive landscape, and delivered authentic and cutting-edge industry insights to investors. In 2027, the Company will continue to optimize communication channels with and quality of communication for small and medium-sized investors, regularly carry out investor engagement activities, and hold no fewer than four results briefings.

(2) ESG Management

The Company has established a top-down ESG management structure with clear responsibilities and authorities, comprising the Board as the leading body, the ESG working group as the core management layer, and the functional departments as the primary implementation units. The Company has published ESG reports in both Chinese and English for seven consecutive years. With outstanding ESG performance, the Company was selected for the first time in S&P Global's 2026 Sustainability Yearbook (China Edition). In 2027, the Company will continue to improve the system for collecting, compiling and disclosing ESG data and information, and complete the disclosure of the 2026 ESG Report with high quality, while further optimizing the Company's greenhouse gas accounting system and expanding the scope of carbon emission measurement for Scope 3 categories.

(III) Analysis of Compliance Indicators

1. Selection of Compliance Indicators

Indicators	Current Status	2027 Target
Corporate governance policy development	In response to new regulatory requirements, the Company revised the Articles of Association and other five internal governance policies and formulated one new internal governance policy.	Continuously track changes in laws, regulations and regulatory rules, and update the systems relating to corporate governance in a timely manner.
Information disclosure	The Company has continued to implement high-standard management of information disclosure, optimize the presentation of announcements, continuously enhance the readability of information disclosure, and improve the effectiveness of delivering value information. The Company has received an "A" rating in the Shanghai Stock Exchange's information disclosure work evaluation for two consecutive years.	Strengthen the quality of information disclosure, tighten the review of announcement preparation, and ensure zero major disclosure errors and zero corrections. Within the compliance framework, optimize the interpretation of operating information, enhance the clarity of indicators and strategic narratives, reduce information asymmetry, and stabilize market expectations.
Performance of duties by the Audit Committee of the Board	Fully perform the review and oversight responsibilities of the Audit Committee of the Board over the Company's financial reports, internal and external audit, internal control	The Audit Committee shall convene no fewer than four meetings throughout the year and perform its review and oversight responsibilities in respect of matters such as

	and other matters.	control work during the annual financial report audit period. The members of the Audit Committee shall receive training at least twice a year.

2. Description of Compliance Indicators and Improvement Measures

(1) Corporate Governance Policy Development

The Company, in strict compliance with the requirements of the Securities Law of the People's Republic of China, the Rules Governing the Listing of Stocks on the STAR Market of the Shanghai Stock Exchange, and the Rules Governing the Listing of Securities on The Stock Exchange of Hong Kong Limited, dynamically tracks policy changes and improves various systems accordingly, thereby ensuring the effectiveness of institutional guidance. In 2026, in light of new regulatory requirements and taking into account its actual circumstances, the Company revised the Articles of Association and other five internal governance policies, namely the "Terms of Reference for the Audit Committee", the "Terms of Reference for the Compensation Committee", the "Terms of Reference for the Nomination Committee", the "Rules of Procedure of the Board of Directors" and the "Rules of Procedure of the General Meeting", and formulated one new internal governance policy, namely the "Remuneration Management System for Directors and Senior Management of InnoCare Pharma Limited". In 2027, the Company will continue to track changes in laws, regulations and regulatory rules, and update the systems relating to corporate governance in a timely manner.

(2) Information Disclosure

In terms of information disclosure, the Company has established standardized systems such as the "Management Policies for Information Disclosure" and the "Working Rules for Domestic Representatives for Information Disclosure", and strictly follows its internal procedures. In 2026, no major errors were identified, and the Company made high-quality information disclosure to investors. At the same time,

based on the characteristics of the biopharmaceutical industry and investor concerns, the Company proactively discloses, on a voluntary basis, the clinical trial progress and key R&D developments of major pipeline products such as orelabrutinib, mesutoclax, fadeucravacitinib (ICP-488) and zurletrectinib (ICP-723), thereby further enhancing R&D transparency and helping investors promptly grasp the development trends and appreciate the long-term value of the Group's innovative pipeline. The Company has received an "A" rating in the Shanghai Stock Exchange's information disclosure work evaluation for two consecutive years. In 2027, the Company will strengthen the quality of information disclosure, tighten the review of announcement preparation, and ensure zero major disclosure errors and zero corrections. The Company will also, within the compliance framework, optimize the interpretation of operating information, enhance the clarity of indicators and strategic narratives, reduce information asymmetry, and stabilize market expectations.

(3) Performance of Duties by the Audit Committee of the Board

The Company currently fully performs the review and oversight responsibilities of the Board's Audit Committee over the Company's financial reports, internal and external audit, internal control and other matters. In 2026, the Company held a total of four meetings of the Board's Audit Committee, at which the Audit Committee provided full guidance and review on matters such as the Company's financial reports, internal and external audit, and internal control. During the audit of the annual financial report, the Audit Committee also conducted full-process guidance, oversight and inspection of the audit of the financial report through pre-audit, mid-audit and post-audit communication meetings, ensuring that the financial report fairly, accurately and completely reflected the Company's actual operating conditions. In 2027, the Company will strive to further improve the corporate governance structure, effectively enhance the Company's governance standards, and establish more effective operational, management and control systems. The Company will hold no fewer than four Audit Committee meetings throughout the year, at which the Audit Committee will perform its review and oversight responsibilities in respect of matters such as control work

during the annual financial report audit period. Audit Committee members shall receive training at least twice a year.

III. Summary of Targets under the "Quality Improvement, Efficiency Enhancement and High Return" Action Plan

The summary of the targets under the Company's 2027 "Quality Improvement, Efficiency Enhancement and High Return" Action Plan is as follows:

1. Operating Indicators and Action Plan

Indicators	Current Status for the First Three Quarters of 2026	2027 Target	Plan	Risk
Growth rate of R&D investment	16.12%	⩾ 10%	Continue to invest in R&D, conduct regular pipeline reviews, and focus on core project investment; refine project budget control and track actual progress; optimize the management of external procurement related to R&D expenses.	Clinical trial enrollment, data, or approvals may not meet expectations, which could cause fluctuations in the growth rate of R&D expenses. There is also a risk of bias in pipeline valuation, resulting in missed R&D opportunities or inefficient

				investment.
Number of new clinical trials initiated (including Phase I–III clinical trials, measured by first patient enrollment)	14	≥8	Continue to advance the R&D and clinical development of various innovative drugs.	The Company's clinical trials are subject to numerous factors, including but not limited to the approvals of competent authorities, the number of clinical trial sites and their internal approvals, patient enrollment, the formulation and execution of clinical trial protocols, cooperation with external third-party institutions, data processing and statistical analysis, and communications with regulatory authorities, which may delay progress

				and, in turn, prevent the Company from obtaining regulatory approval on schedule or commercializing candidate drugs as planned.

2. Return and Compliance Indicators and Action Plans

Indicators	**Current Status**	**2027 Plan**
Investor relations management	Currently, the Company has established a regular mechanism whereby results briefings are held after the disclosure of each periodic report.	Continuously optimize communication channels for small and medium-sized investors and improve the quality of communication, regularly carry out investor engagement activities, and hold no fewer than four results briefings.
ESG management	The Company has disclosed ESG-related reports for seven consecutive years.	Improve the system for collecting, compiling and disclosing ESG data and information, and complete the disclosure of the 2026 ESG Report with high quality;

		continue to optimize the Company's greenhouse gas accounting system and expand the scope of carbon emission measurement for Scope 3 categories.
Corporate governance policy development	In response to new regulatory requirements, the Company revised the Articles of Association and other five internal governance policies and formulated one new internal governance policy.	Continuously track changes in laws, regulations and regulatory rules, and update the systems relating to corporate governance in a timely manner.
Information disclosure	The Company has continued to implement high-standard management of information disclosure, optimize the presentation of announcements, continuously enhance the readability of information disclosure, and improve the effectiveness of delivering value information. The Company has received an "A" rating in the Shanghai Stock Exchange's information disclosure work evaluation for two consecutive years.	Strengthen the quality of information disclosure, tighten the review of announcement preparation, and ensure zero major disclosure errors and zero corrections. Within the compliance framework, optimize the interpretation of operating information, enhance the clarity of indicators and strategic narratives, reduce information asymmetry and stabilize market expectations.

Performance of duties by the Audit Committee of the Board	Fully perform the review and oversight responsibilities of the Audit Committee of the Board over the Company's financial reports, internal and external audit, internal control and other matters.	The Audit Committee shall convene no fewer than four meetings throughout the year and perform its review and oversight responsibilities in respect of matters such as control work during the annual financial report audit period. The members of the Audit Committee shall receive training at least twice a year.

IV. Investor Communication Channels

The Company has established a multi-channel, multi-tiered mechanism for routine investor communication and engagement. Investors may communicate with the Company and provide feedback through the following channels:

Investor Hotline: 010-66609913

Investor Email: IR@innocarepharma.com

Interactive Platform: SSE e-Interaction Platform of the Shanghai Stock Exchange

The Company will, through various means such as routine telephone calls, email communications, responses via SSE e-Interaction, and regular results briefings and collective reception days, extensively solicit investors' opinions and suggestions on the Company's business development and the "Quality Improvement, Efficiency Enhancement and High Return" 2.0 Action Plan, so as to continuously enhance the quality of the listed company and investor satisfaction.

V. Risk Warnings and Other Notes

The above action plan was formulated by the Company based on its current

operations and the external environment. Its subsequent implementation may be affected by changes in domestic and overseas market conditions, industry policies and other factors, and is subject to certain uncertainties. It does not constitute a commitment regarding the Company's future operating results. Investors are advised to exercise rational judgment and pay attention to investment risks.

The Board of Directors of InnoCare Pharma Limited

21 November 2026