WeRide

NASDAQ: WRD
HKEX: 0800

To Transform Urban Living with Autonomous Driving

Fourth Quarter and Full Year 2025 Financial Results

Disclaimer

During today's event, we will make statements that may constitute "forward-looking" statements pursuant to the "safe harbor" provisions of the U.S. Private Securities Litigation Reform Act of 1995. These forward-looking statements can be identified by terminology such as "will," "expects," "anticipates," "aims," "future," "intends," "plans," "believes," "estimates," "likely to," and similar statements. Statements that are not historical facts, including statements about the Company's beliefs, plans, and expectations, are forward-looking statements. Forward-looking statements involve inherent risks and uncertainties. Further information regarding these and other risks is included in the Company's filings with the United States Securities and Exchange Commission (SEC) and announcements made on the website of the Hong Kong Stock Exchange. Any forward-looking statement made by us in this presentation speaks only as of the date of this presentation and represents our estimates and assumptions only as of the date of this presentation. We do not undertake any obligation to update any forward-looking statement made today, except as required under applicable law. This material also contains estimates and other statistical data made by independent parties and by us relating to market size and growth and other data about our industry. This data involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. In addition, projections, assumptions and estimates of our future performance and the future performance of the markets in which we operate are necessarily subject to a high degree of uncertainty and risk. We will also discuss certain non-IFRS measures today, which are more thoroughly explained and reconciled to the most comparable measures reported in the Company's earnings releases, filings with the SEC and announcements made on the website of the Hong Kong Stock Exchange. Please note that our communications today are for informational purposes only and are not intended to be relied upon as investment advice. The information presented does not constitute a recommendation to buy, sell, or hold any of the Company's securities and does not take into account the investment objectives or financial situation of any particular investor.

Business Updates

WeRide

Record Strong FY2025 Financial and Operational Performance

RMB685 million
90% YoY Increase

Record-high FY2025 total revenue

RMB148 million
210% YoY Increase

Record-high FY2025 robotaxi revenue

1,125 robotaxis[1]
2,113 L4 AVs[1]

One of the largest AV fleets globally

12 Countries
40+ Cities

Trials and commercial operations

Note:
1. As of March 23, 2026. AV stands for autonomous vehicle

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China Operations: Scaling with Efficiency

Cost Efficiency

38%

Total Cost of Ownership (TCO) Decrease

Driven by improved operating efficiency and lower vehicle BOM costs

Remote Assist Ratio

1:10 — 2024

1:40 — Current

Driven by Technological Advancements

Further strengthening unit economics and backed by tech capabilities

Vehicle Platform Cost Cut

15%

Reduction in BOM Cost vs. last gen

Enabled by HPC 3.0 computing platform

Fleet Size

800+

Units of robotaxis in China

Fleet density increased with improving service quality

Growing ODD[1] Coverage

1,000+

Square Kilometers

Across key urban areas in Beijing and Guangzhou, including city cores

Daily Orders per Robotaxi

6-month average 15

Peak 26

Improvements in Utilization

Reflecting stronger demand and improved service performance

Note:
1. Operational design domain

China Operations: Enhanced User Engagement & Experience

900%+

YoY Growth
Registered Users in Q4 2025

Free PU/DO

Unlimited pickup or drop-off point selection within ODD

Broadened Domestic Reach

With major mobility platforms

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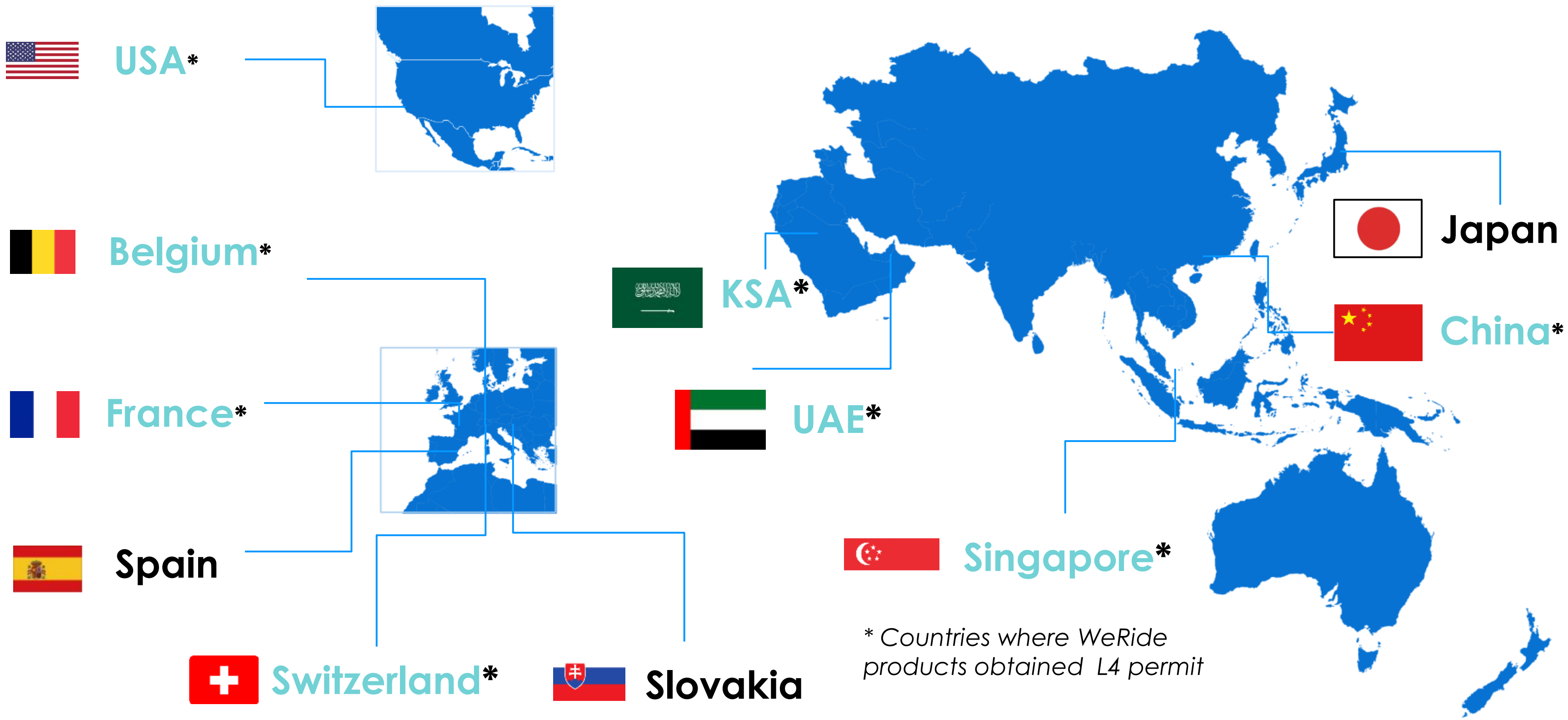
Global Footprint Growth

8 Countries
Permits secured

12 Countries
AVS deployed

250+ vehicles
Ex-China robotaxi fleet



Notes: As of March 23, 2026.

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Middle East

1st

City-level fully driverless robotaxi commercial permit outside the U.S.

200+

Robotaxis in Middle East

Robotaxi Partners

Uber TXAI

تواصل TAWASUL

Abu Dhabi, UAE

- *Breakeven UE with city level driver-out permit*
- *Covering ~70% of city core area*

Dubai, UAE

- *Launched first and only public robotaxi passenger rides*
- *Driverless services soon*

Riyadh, KSA

- *Launched public robotaxi passenger rides*
- *Only public robotaxi service in KSA*

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Europe

1st

Driverless robotaxi permit for passenger service in Europe

Four

Market entries in Europe

Robotaxi Partners

swisstransitlab

SBB CFF FFS

ELEVATE

Switzerland

- **First-mover** advantage in the Europe and the 8th permit globally
- **110-kilometer** operating area
- Fully driverless public passenger service in the first half of 2026

Slovakia

**AI generated graphic*

- Europe's **first large-scale, multi-product AV commercial deployment**
- Public sector, including Ministry of Transport, backed initiative
- Testing to start 1H2026, paving ways for **fully driverless operations**

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Singapore

1st

Robotaxi testing in Singapore

Robotaxi Partners

Grab

- *Commenced robotaxi testing in Singapore*
- *Robotaxi and robobus expected to begin carrying public passengers by April 2026*

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WeRide is Set for Rapid Scaling

2017

Founded

2019

First public operation

2026

2,600 Global robotaxis[1] fleet by year-end

2030

Tens of thousands of robotaxis globally

US$1.5 Trillion

L4 and above global market size in 2030[2]

Notes:
1. Subject to market and regulatory conditions
2. According to China Insights Industry Consultancy Limited (CIC)

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WePilot – Industry-leading One-stage End-to-end L2+ Solution

- Single-stage end-to-end architecture and vision-based perception
- Operating safely and efficiently across diverse driving conditions
- Three consecutive wins in recent national ADAS competitions[(1)]
- Mass human driver data to create dual flywheel effect to enhance L4 solutions

Tier-1 Partner

BOSCH

OEM Partners

CHERY

GAC

Notes:
1. ADAS Competition – Urban NOA Final – Taizhou Stop in Dec 2025, Wenzhou Stop in Jan 2026 and Jinhua stop in March 2026.

WeRide GENESIS – Generative Engineered Neural Environment for Simulated Intelligence in Self-driving

- Generate virtual driving environments in minutes
- Accelerate model iteration and safety validation
- Reduce on-road testing costs
- Applies across L2 to L4 product portfolio

Three-layer Safety Framework

Statistical Safety, Behavioral Safety, Systematic Safety

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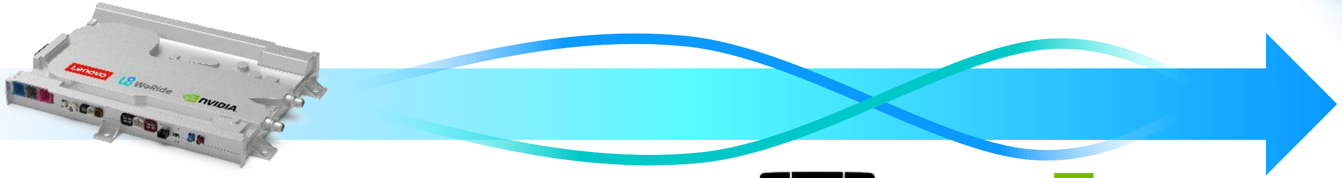
Upgraded Robotaxi GXR Delivers Comprehensive Improvements

- E. 15% BoM cost reduction vs. last gen
- 100% automotive grade HPC 3.0 with 2,000 TOPS, powered by NVIDIA DRIVE AGX Thor
- Thousand-Line LiDAR increases point-cloud resolution by 17 times; extends detection range to 600 meters
- Single vehicle assembly time shortened to under 10 minutes

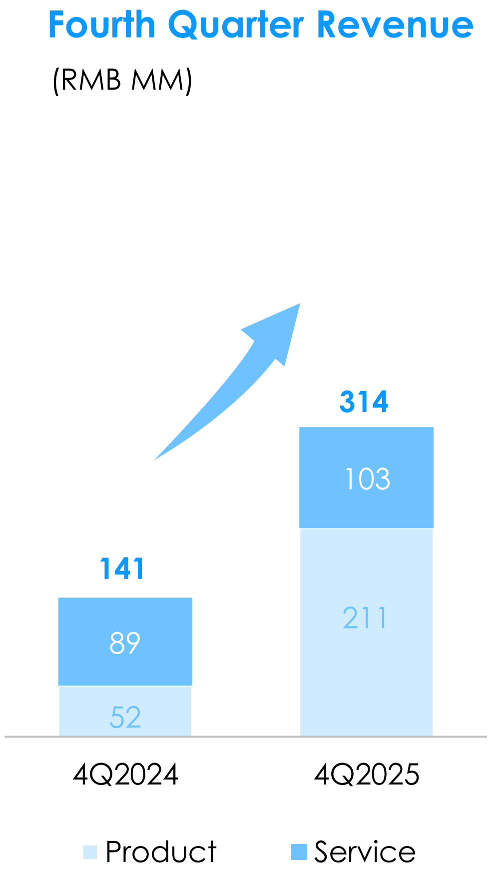


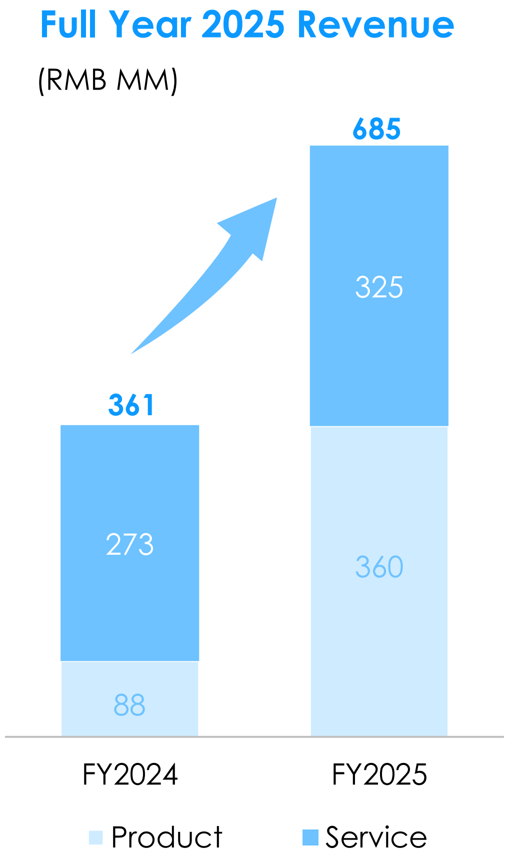
GEELY Lenovo NVIDIA

Financial Updates

WeRide

Fourth Quarter and Full Year 2025 Key Financial Results



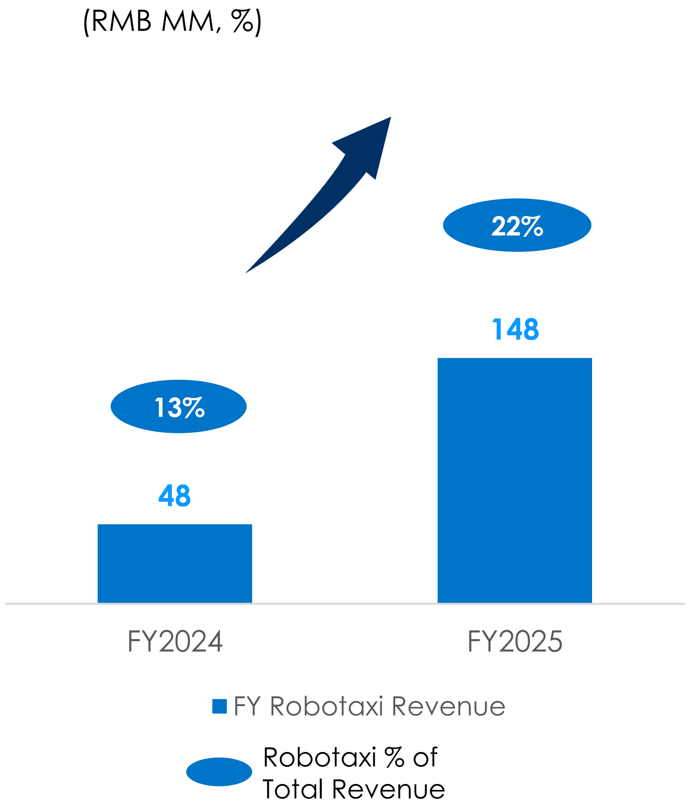


123%
Q4 revenue YoY growth

90%
full year revenue YoY growth

Fourth Quarter and Full Year 2025 Key Financial Results (Cont'd)

Robotaxi Revenue



210%

Robotaxi revenue YoY growth

8 cities[1]

With commercial services or pilots

Notes:
1. Eight cities include Guangzhou, Beijing, Abu Dhabi, Dubai, Riyadh, Ras Al Khaimah, Zurich and Singapore.

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Asset-Light Business Model Enabling Efficient Scaling

~ 10k Units
Robotaxi Newly Sold

✖

~ US$50,000
Vehicle ASP

=

~ US$500MM
Total Vehicle Sales

~ 20k Units
Robotaxi in Existing Operation

✖

~ US$50,000 / Vehicle
Annual Recurring Ride Hailing Service Revenue(2)

=

~ US$1Bn
Annual Recurring Ride Hailing Service Revenue

~ US$1.5Bn
Revenue

✖ ***30%*** *blended margin*

~ US$450MM
Net Profit

One-time Revenue

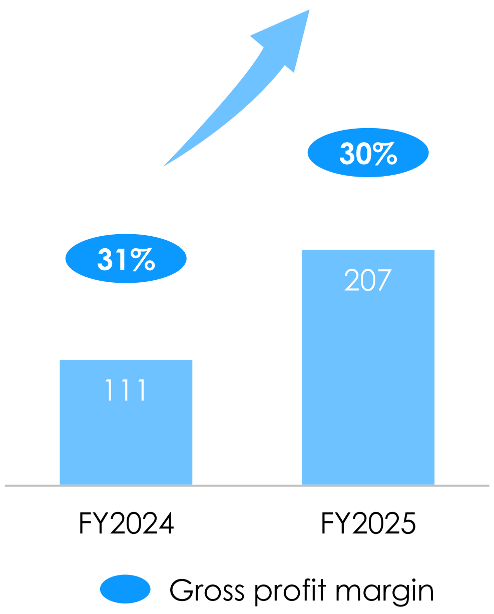
Recurring Revenue

Notes:
1. Indicative average global prices used for illustrative purposes
2. Operational and technical support services + revenue shares

Fourth Quarter and Full Year 2025 Key Financial Results (Cont'd)

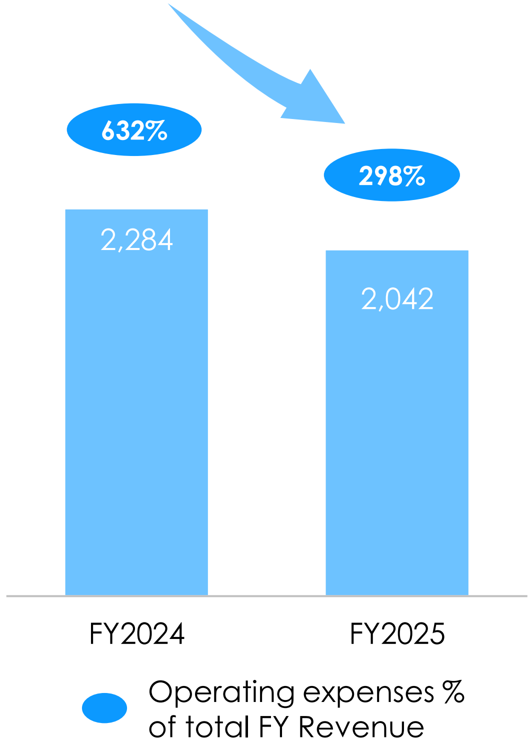
Gross Profit

(RMB MM)



Operating Expenses [1]

(RMB MM)



Industry-leading **30%** Gross Margin

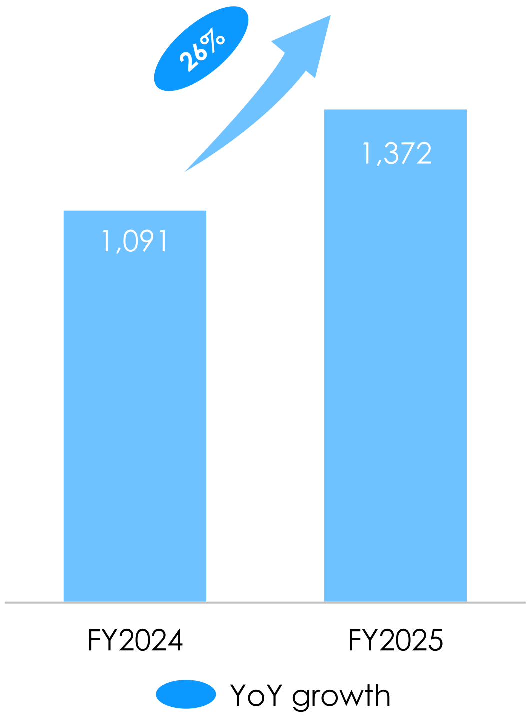
Improved Operating Efficiency

Notes:
1. Operating expenses include R&D expenses, selling expenses, and administrative expenses.

Fourth Quarter and Full Year 2025 Key Financial Results (Cont'd)

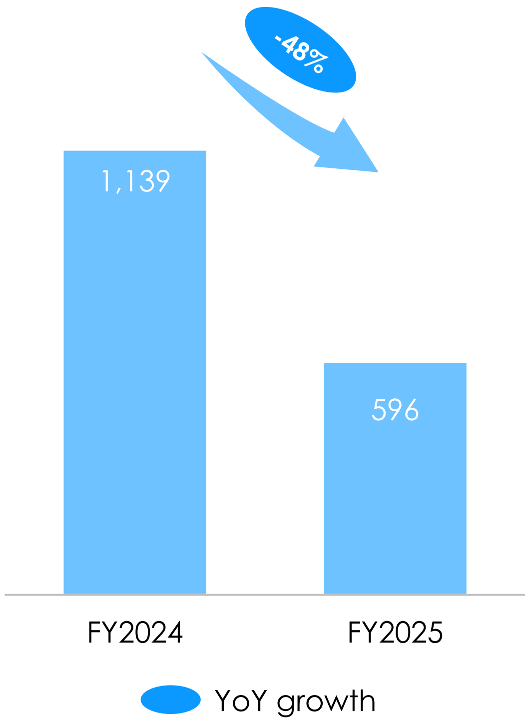
R&D Expenses

(RMB MM)



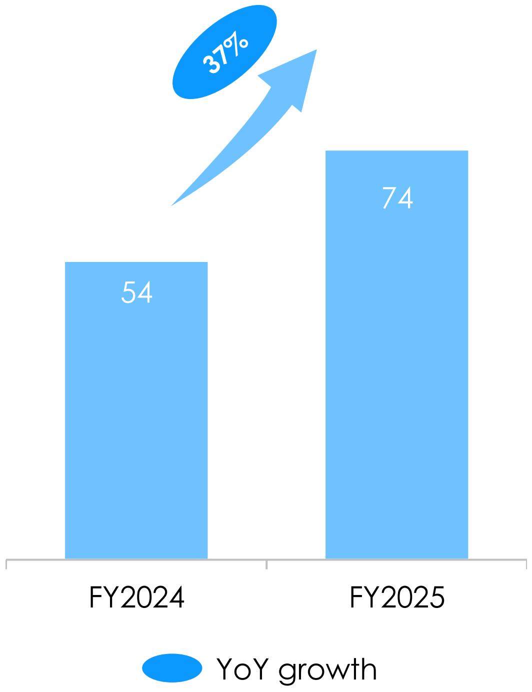
Administrative Expenses

(RMB MM)



Selling Expenses

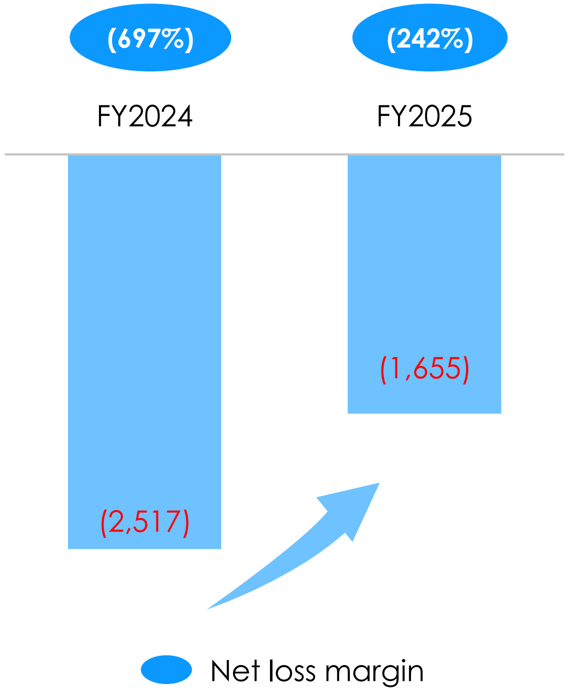
(RMB MM)



Fourth Quarter and Full Year 2025 Key Financial Results (Cont'd)

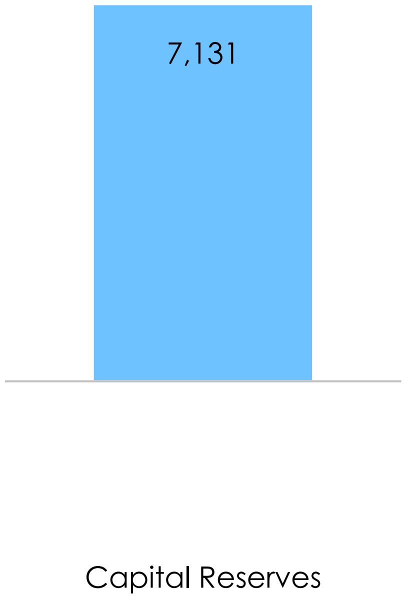
Net Loss

(RMB MM)



Capital Reserves [1]

(RMB MM)



Narrowing Net Loss

Strong Capital Position

Notes:

1. Capital Reserves are calculated by summing cash and cash equivalents, time deposits, and investments in wealth management products as of Dec 31, 2025.

Proposed Share Repurchase Program

- On March 23, 2026, our board of directors authorized a share repurchase program, effective as of March 23, 2026
- We may repurchase up to US$100 million of our Class A ordinary shares (including in the form of American depositary shares) over the next 12 months, subject to the scope and limit of the repurchase mandate granted by shareholders of the Company on March 13, 2026 and the approval of a similar repurchase mandate to be put forward to shareholders at the upcoming 2026 annual general meeting of the Company.
- Our proposed repurchases may be made from time to time on the open market at prevailing market prices, in privately negotiated transactions, in block trades and/or through other legally permissible means, depending on market conditions and in accordance with applicable rules and regulations.

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THANK YOU

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