



 Roche Group

JP Morgan Healthcare Conference 2026 Company Presentation

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President & CEO

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CHUGAI PHARMACEUTICAL CO., LTD.

Important Reminder

This presentation may include forward-looking statements pertaining to the business and prospects of Chugai Pharmaceutical Co., Ltd. (the “Company”). These statements reflect the Company’s current analysis of existing information and trends. Actual results may differ from expectations based on risks and uncertainties that may affect the Company’s businesses.

Chugai is in a quiet period until January 29, 2026, when 2025 financial results will be announced. Chugai will not comment on undisclosed financial results.

Information regarding pharmaceuticals (including products under development) is included in this presentation, but is not intended as advertising or medical advice.

Chugai Pharmaceutical – Who we are

An R&D-oriented Japanese pharma company

7

globally launched Chugai drugs created since 2002 Roche strategic alliance

9

FDA Breakthrough Therapy Designations

7.5 US\$B

Revenue (2024 core results)

47.5%

Operating Profit to Revenue Ratio
(2024 core results)

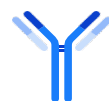
No. 1

market cap in Japanese pharma industry

No. 16

market cap in global pharma industry

Focused on unique science and technologies



Antibodies



Small molecules



Macrocyclic peptides
(Mid-size molecules)

Strong sales performance in Japan



#1

in domestic sales* with strengths in oncology, immunology, ophthalmology, hematology, and neurology

Accelerating partnerships globally

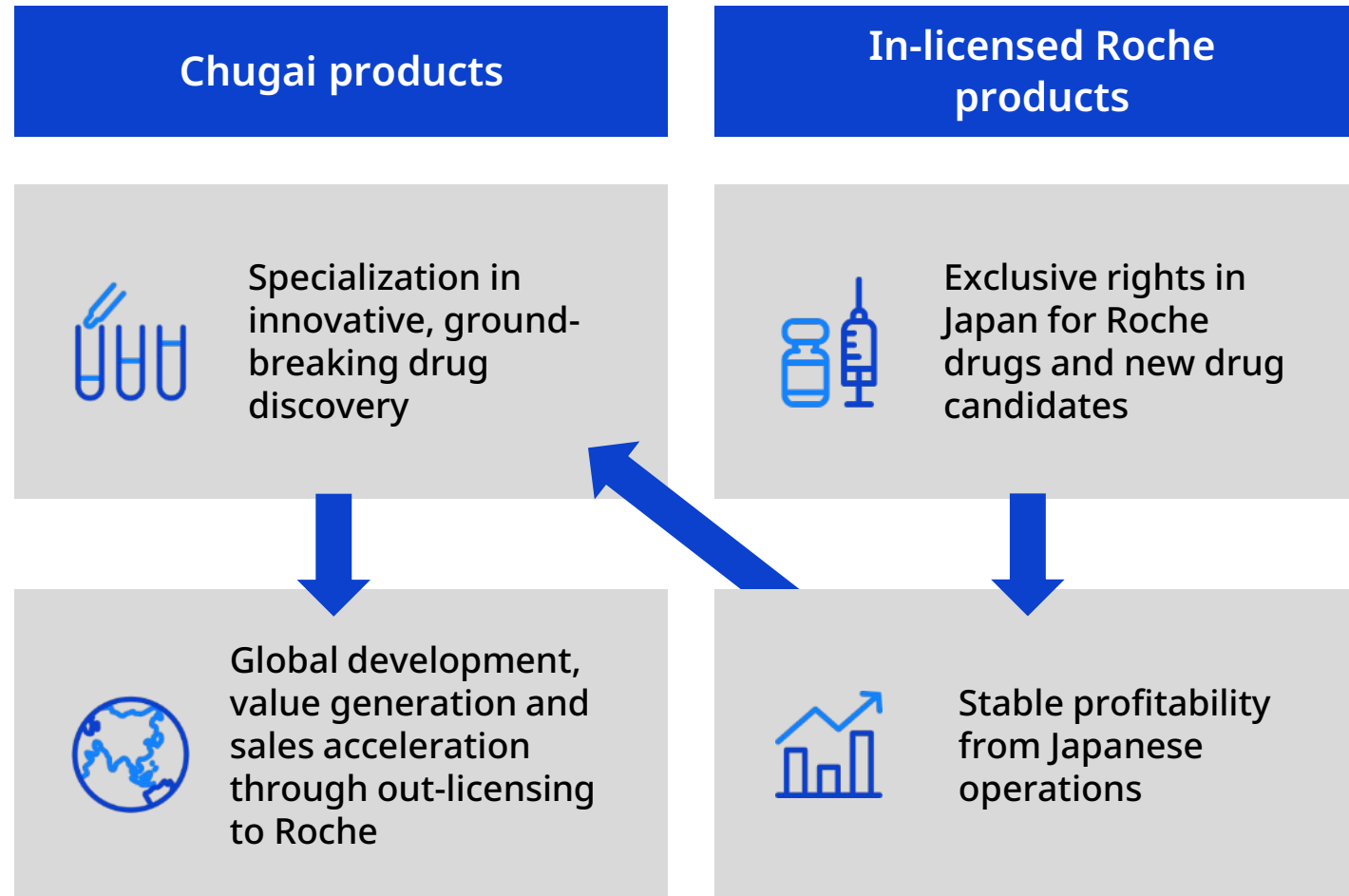


60+

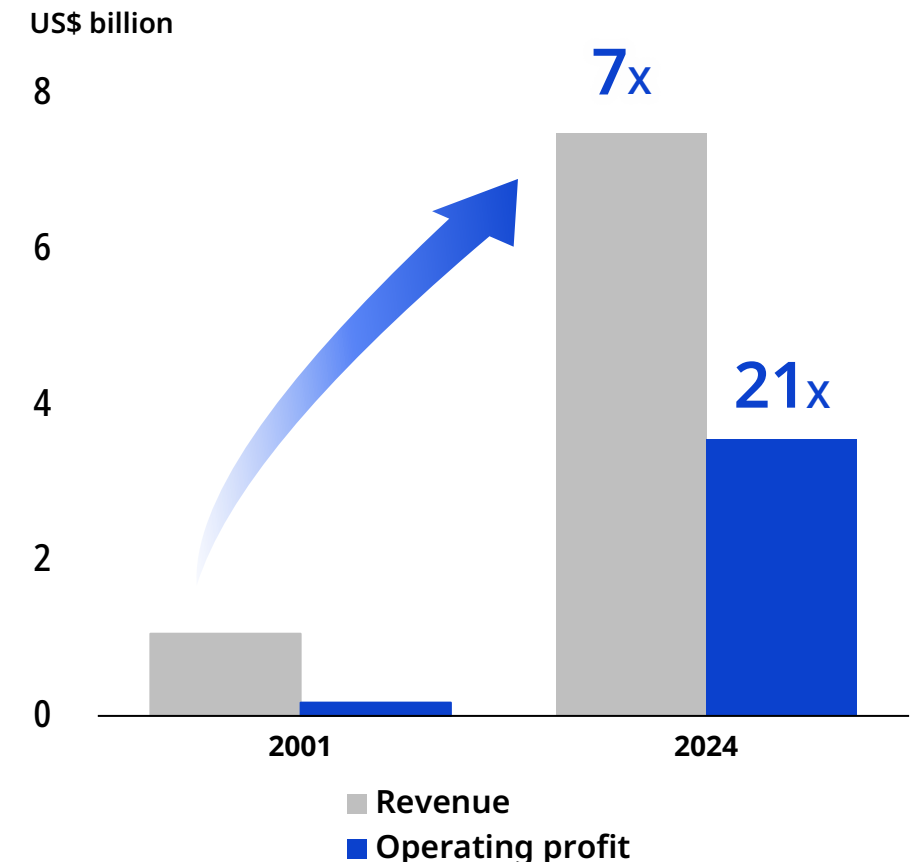
“active” partnership with academia and companies worldwide to drive open innovation and enhance R&D capabilities

Unique and Solid Strategic Alliance with Roche

- Chugai and Roche have first refusal rights for each other's molecules, together delivering innovative medicines around the world



Growth since Strategic Alliance (2002)

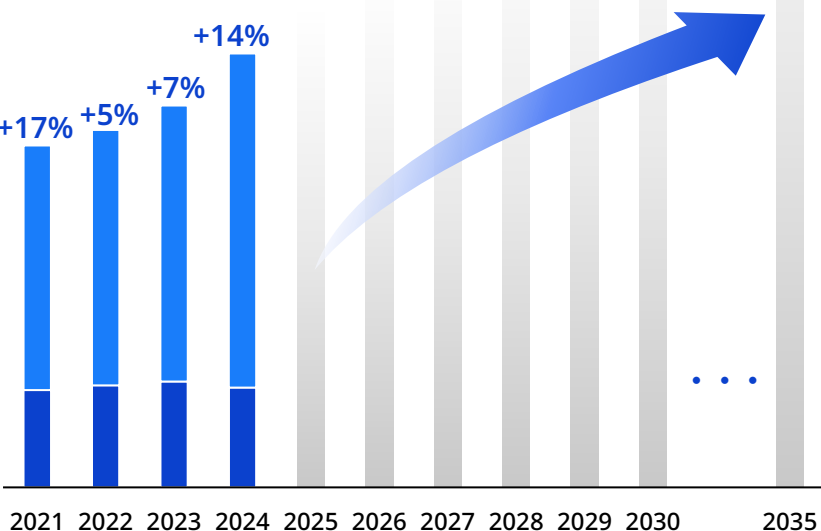


Our Medium- to Long-term Growth Driven by Chugai Discovered Global Products

Revenue Growth

(excl. Ronapreve for COVID-19)

■ Chugai Discovered products
■ Roche products



Key Future Drivers



orforglipron²⁾

New Products



Portfolio Foundations

Global sales for Roche (2024)



4,503mCHF



2,645mCHF



1,548mCHF



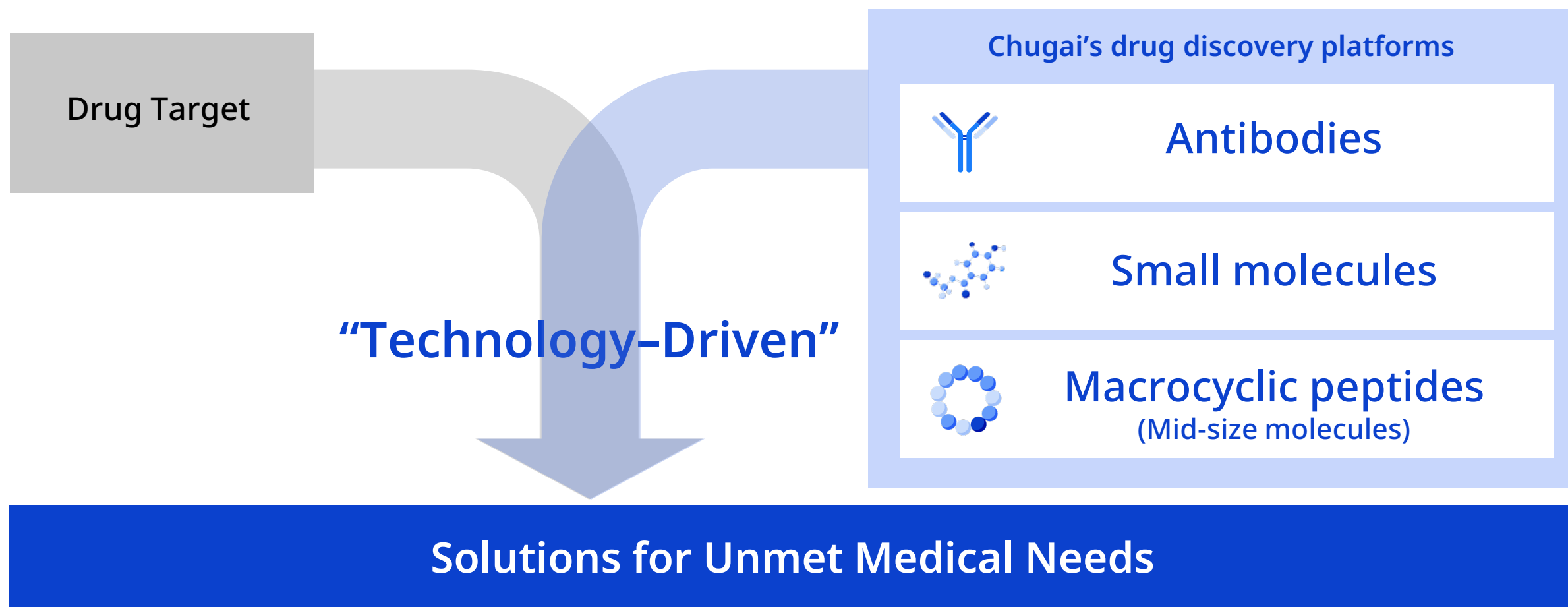
311mCHF

1) nemolizumab licensed globally to Galderma, except Japan to Maruho
2) orforglipron licensed globally to Eli Lilly and Company
3) AVMAPKI (avutometinib) licensed globally to Verastem Oncology

★ : FDA Breakthrough Therapy Designation

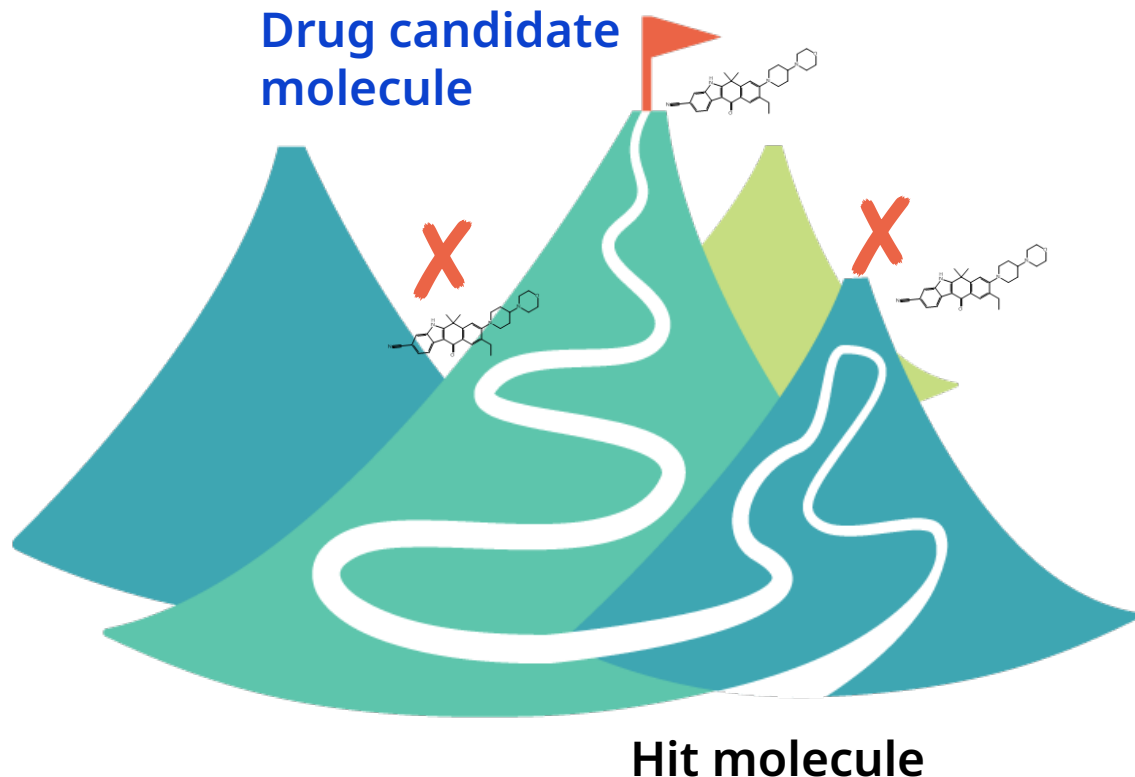
Chugai's Drug Discovery Strategy and Capabilities

- Technology-driven, disease agnostic drug discovery to approach previously undruggable targets
- Robust drug discovery capabilities across diverse modalities, established through long-term in-house efforts to create proprietary technologies from scratch



Quality-Centric Drug Discovery Realizing Chugai's High Clinical Development Success Rate

- Strong “company culture” and “systematic platform” of pursuing and enabling the identification of best drug candidate without compromise



- **Culture** to prioritize the quality of the drug candidate (i.e. activity, selectivity, DMPK, safety, stability etc.) over the timeline of drug discovery
- **In-house systematic platform** with an integrated design – produce – evaluate cycle, enabling quality-centric drug discovery in highly efficient and accelerated manner



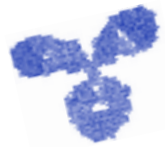
100% success rate in Phase 3 for Chugai-discovered molecules in their first indication

01 | Antibody Technologies Bringing New Value to Patients

- Chugai has established a broad set of innovative, unique antibody engineering technologies

Technologies

Values



Recycling / Sweeping Antibody

Binds to the antigen multiple times



- Small volume dosing and subcutaneous administration
- Reduced dosing frequency
- Enhanced efficacy (Sweeping Antibody)



Switch Antibody

Lesion selective binding



- Minimizing impact on normal tissues, and enhancing efficacy and safety balance
- Unlocking new treatment options for previously intractable cancers

02 | Evolution of Small Molecule R&D Pursuing the Best Molecules

Explore new frontier

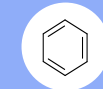
Creating orally available macrocyclic peptides



Chugai-type cyclic peptides

Beyond the "Rule of 5"

Advanced structural optimization to approach targets beyond conventional limits



MW883

orforglipron¹⁾
(Phase 3)



MW752

AP306/EOS789²⁾
(Phase 2)

Precision molecular design

Pursuing high selectivity against targets to achieve optimal therapeutic efficacy and safety



MW483

alectinib
(Launched in 2014)



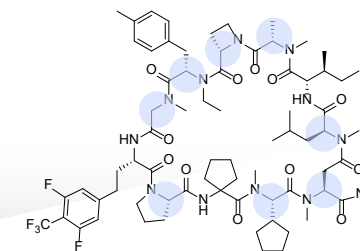
MW471

avutometinib³⁾
(Launched in 2025)

Chugai's drug discovery platforms

03 | Chugai's Macrocyclic Peptide Drug Discovery Platform Technology "SnipeTide™"

Cyclic peptides with 9-11 amino acids,
more than half N-alkylated¹⁾



Structural formula of LUNA18
(● : N-alkylated amino acids)

Features we pursue:

Oral bioavailability

Intracellular targeting

Pico molar binding

Our newly named technology platform "SnipeTide™" embodies two concepts



"Snipe" - Precision targeting from a distance

Oral administration achieving precise intracellular targeting via absorption, systemic circulation, and cellular uptake



"Tide" - Evokes pep"tide" and a new "wave"

Our aspiration to drive a new wave in peptide drug discovery through our unwavering commitment

1) Ohta et al, JACS. 2023;145(44):24035-24051

SnipeTide is a registered trademark of Chugai Pharmaceutical Co., Ltd. in Japan, the United States, Europe, and Singapore.

Accelerating Open Innovation for Drug Discovery Excellence

Our Interest:

Targets and **technologies** that can create “synergy” with Chugai's proprietary modalities and platforms

Maturity of technology



Investments
in emerging technologies

Chugai Venture Fund
(Boston)

Invested in 7 companies up to date



Collaboration
with innovative technology

Chugai Partnering
(Tokyo, South San Francisco, London, Singapore)

Recent partnerships with Rani Therapeutics, Gero, and Araris Biotech etc.

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Please visit the Chugai Partnering Website

<https://www.chugai-pharm.co.jp/english/profile/partnering/>

INNOVATION BEYOND IMAGINATION



CHUGAI PHARMACEUTICAL



A member of the Roche group