

Mid-term Business Plan “IBI 21”

- 2019 Results and 2020 Strategic Policies -

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President and CEO
CHUGAI PHARMACEUTICAL CO., LTD.

January 30/31, 2020



Important Reminder

Forward-Looking Statements

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.

Core Results

Chugai discloses its results on a Core basis from 2013 in conjunction with its transition to IFRS. Core results are the results after adjusting non-recurring items recognized by Chugai to IFRS results, and are consistent with the Core concept disclosed by Roche. Core results are used by Chugai as an internal performance indicator, for explaining the status of recurring profits both internally and externally, and as the basis for payment-by-results, including return to shareholders.

Note: Amounts shown in this report are rounded to the nearest 0.1 billion yen
Variance and % are calculated based on the amounts shown.

New Management (effective end of March, 2020)



New title: Senior Advisor, Honorary Chairman
Mr. Osamu Nagayama

New title: Representative Director, Chairman and CEO
Mr. Tatsuro Kosaka

New title: Representative Director, President and COO
Dr. Osamu Okuda



2019 Results



2019 Financial Performance

- Significant year-on-year increase in income and profit
- Achieved record-high revenues, operating profit and net income for three consecutive years due to strong Hemlibra-related revenues in Japan and overseas, and favorable market penetration of new products such as Tecentriq

billions JPY	2018 Jan -Dec actual	2019 Jan - Dec actual	Growth		2019 Jan - Dec revised forecast	achiev. (%)
Revenues	579.8	686.2	+106.4	+18.4%	680.0	100.9%
Sales	527.8	588.9	+61.1	+11.6%	586.0	100.5%
Domestic	399.9	437.6	37.7	+9.4%	437.0	100.1%
Overseas	127.9	151.3	+23.4	+18.3%	149.0	101.5%
Royalties and other operating income (ROOI)	51.9	97.3	+45.4	+87.5%	94.0	103.5%
Core Operating Profit	130.3	224.9	+94.6	+72.6%	218.0	103.2%
Core EPS (yen)	176.42	305.80	+129.38	+73.3%	302.00	101.3%



Progress of IBI 21

- Main Achievements in 2019 -

New Mid-Term Business Plan: 5 Strategies

Accelerate corporate and social development through
innovation focused on innovative products



Create global growth drivers and maximize value

1 Value Creation

Realize innovative drug discovery
to cure and manage diseases

2 Value Delivery

Deliver patient-centric solutions
to maximize value of growth drivers

3 Promote advances in personalized healthcare

Realize the further advancement of PHC and innovate R&D process
by utilizing digital technology and data

Strengthen HR and infrastructure that support Chugai's business

4 Human capital and structural reform

Develop high-caliber HR talent that supports innovation,
and drastically reform costs, systems and processes

5 Strengthen sustainable platforms

Simultaneously realize company growth and sustainable social development



IBI 21 Main Achievements in 2019 (1)

Strategy 1: Value Creation	<ul style="list-style-type: none"> • Hemlibra: Hemophilia A without inhibitors (Approved in EU) • Rozlytrek: <i>NTRK</i> + solid tumors (Approved), <i>ROS1</i> + NSCLC (Filed) • Nemolizumab: Achieved primary endpoint in domestic P3 for AD, Breakthrough Therapy Designation by US FDA for PN • Telomelysin: Concluded exclusive licensing and capital tie-up agreements • Actemra: Approval of additional indications for CRS and Adult Still's disease • Satralizumab: Filing of NMOSD in Japan, EU and US • NXT007: Next-generation of Hemlibra (P1/2 started) • OWL833 (GLP-1 receptor agonist) : Licensed out to Eli Lilly (P1 started) • Alecensa : Filing of additional indication for ALCL
Strategy 2: Value Delivery	<ul style="list-style-type: none"> • Successful launch of new products: Hemlibra (without inhibitors), Tecentriq (1L NSCLC) • Hemlibra reached Blockbuster status
Strategy 3: Advances in PHC	<ul style="list-style-type: none"> • FoundationOne CDx Cancer Genomic Profile launched • Additional approval as companion diagnostic for Rozlytrek
Strategy 1/2/3	<ul style="list-style-type: none"> • Establishment of Digital & IT Supervisory Division

NSCLC: non-small cell lung cancer, AD: atopic dermatitis, PN: prurigo nodularis, CRS: cytokine release syndrome, NMOSD: neuromyelitis optica spectrum disorder, ALCL: anaplastic large cell lymphoma



IBI 21 Main Achievements in 2019 (2)

Strategy 4: Human capital and structural reform

- Transfer of business: Long-term listed products (Oxarol, Ulcermin)
- Outsourcing: Logistics operations / Packaging operations
- Implementation of early retirement incentive program
- Completion of the design of new personnel system

Strategy 5: Strengthen sustainable platforms

- Enhancement of ESG activities:
 - Held ESG meeting, selected for DJSI APAC Index



The progress in the first year of IBI 21 is on track to meet the target of each project and key issue



Targets and Strategic Policies for 2020

Business Policy for 2020

- Concentrate on the following points to achieve the goals of IBI 21;

Focus

- Maximize value of growth drivers
- Create opportunities for future growth

Reinforce

- Establish a business platform for mid- to long-term sustainable growth



Achievement of IBI 21



- opportunity
- risk

Business Environment Changes and Our Opportunities & Risks

Megatrends

Opportunities / Risks

Priority for 2020

Remarkable advances in life sciences & digital technologies

Advances in cell/gene therapy & nucleic acid drugs, etc.

- Drug discovery in novel target / mode of action and tissue selectivity
- Effects on existing products by new therapeutic modalities

Advances in AI & other digital technologies and penetration in society

- Creation of business model and process leveraged by AI/digital technologies
- Data dominated by digital platformers entering the healthcare industry

Fiscal pressure due to shifting demographics

Changes in Pharmaceutical business

- Progress in value- based pricing system
- Pricing pressure
- Rapid penetration of Biosimilars /Generics

Threats to sustainability of global environment & social systems, etc.

Greater demand/expectation in society for sustainability

- Demand for proactive ESG initiatives
- Supply-chain risk by natural disasters etc.

Maximize value of growth drivers

Create next-generation growth opportunities

Promote digital transformation and PHC

Implement drastic structural reform and Strengthen sustainable platforms



4 Strategic Policies for 2020

1	Maximize value of growth drivers	<ul style="list-style-type: none"> • Hemlibra: Capture further market penetration • Tecentriq: Increase market share by additional indications • Satralizumab: Obtain approval and achieve rapid market penetration
2	Create next-generation growth opportunities	<ul style="list-style-type: none"> • Middle molecule project: Prepare for P1 • Antibody project: Start P1 for Switch antibody • Nemolizumab: Filing of AD in Japan, start Global P3 (PN) • Crovalimab/SKY59: Start Global P3 (PNH)
3	Promote digital transformation and PHC	<ul style="list-style-type: none"> • Filing of FoundationOne Liquid • Promote AI in drug discovery and acquire and train digital human resources • Accelerate collaboration with external partners
4	Implement drastic structural reform and Strengthen sustainable platforms	<ul style="list-style-type: none"> • Implement and manage new HR system • Achieve higher scores in ESG

Nemolizumab is under development by licensees; Atopic dermatitis (AD) by Maruho (Japan) and Prurigo nodularis (PN) by Galderma (overseas), PNH: Paroxysmal nocturnal hemoglobinuria



Outlook of Growth during IBI 21

Growth Factors Driving IBI 21

- Earning structure remains unchanged: Domestic sales as ‘Source of Revenue,’ and overseas expansion of in-house products as ‘Source of Growth’
- Risk factors: Severe domestic environment will be covered by the global expansion of in-house products



- Biosimilars
- Generics
- Government Pressure on Pricing
- Environment change
- New modalities, etc.

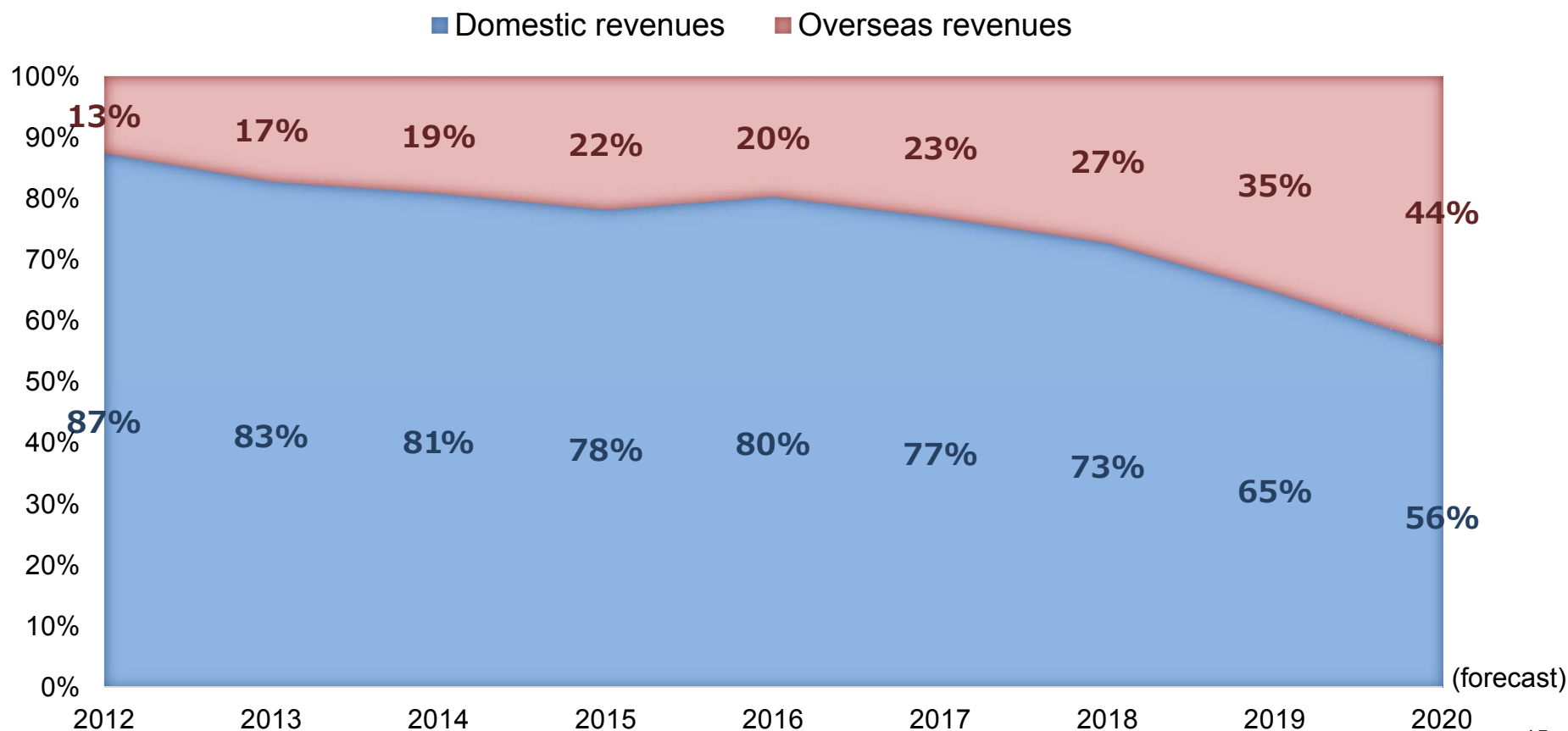


- Continuous creation of innovative global in-house products
- Global sales expansion of in-house products
- Accelerated penetration of new products in Japanese market
- Additional indications of existing products in Japan and overseas
- Enhancement of R&D and Manufacturing facility
- Establishment of platforms to support future growth, etc.



Trends of Revenue Structure in Japan and Overseas

- Overseas revenues are increasing with the global growth of in-house products
- While Actemra enters into the maturity phase, Hemlibra, Alecensa and satralizumab are expected to drive growth in the future





Outlook for 2020

- Despite the growth of new products, domestic sales will decrease due to the impact of drug price revision and launch of generics. In contrast, overseas sales will grow due to increase in Hemlibra export to Roche
- Royalties and other operating income will increase due to Hemlibra related incomes
- Record high revenues and operating profits are expected for this year

billion JPY	2019	2020	Growth	
	Jan - Dec actual	Jan - Dec forecast		
Revenues	686.2	740.0	+53.8	+7.8%
Sales	588.9	580.0	-8.9	-1.5%
Domestic	437.6	411.6	-26.0	-5.9%
Overseas	151.3	168.4	+17.1	+11.3%
Royalties and other operating income (ROOI)	97.3	160.0	+62.7	+64.4%
Core Operating Profit	224.9	275.0	+50.1	+22.3%
Core EPS (yen)	305.80	122.00	–	–
		* 366.00	+60.20	+19.7%

* Amount excludes effect of the stock split. Ordinary share will be split three-for-one, with July 1, 2020 as the effective date.



IBI 21 Quantitative Target (revised)

- Under IBI 21, we will make essential investment for future growth, while maintaining the momentum of growth realized during IBI 18, and realize sustainable profit growth and expansion of corporate value
- Reflecting the 2019 results and expected business expansion over the coming years, we upgraded the target from 'High single digit' to 'Around 30%'

Core EPS CAGR^{*}
(2018-2021)

Around 30%^{}**

* Compound Annual Growth Rate (%)

** 3 years, based on constant exchange rate

※core EPS CAGR is calculated based on the assumption of no stock split scheduled on July 1, 2020

Revision of Dividend Policy

New policy

Aim for a consolidated dividend payout ratio of 50% \Rightarrow 45% on average in comparison with Core EPS to provide stable allocation of profit

Background behind the revision

- Chugai maintains the objective of continuing a stable allocation of profit considering the strategic funding needs and earnings prospects
- It is necessary to secure a financial base solid enough to support flexible and focused strategic investment to take bold challenges for innovation amid the rapid development of life science and digital technologies.
- Considering the investment opportunities in the future and financing plans, Chugai decided to revise its dividend policy to continue providing stable dividend payments

	FY 2018	FY 2019	FY 2020 (forecast)
Core payout ratio 5-year average	48.6%	47.4%	44.7%
Annual dividends	86 JPY	140 JPY	150 JPY



Summary

- **Record-high revenues and operating profit for three consecutive years in 2019**
- **Each strategy under IBI 21 is making progress as planned**
- **Expect increase in revenue and operating profit in 2020, and will initiate key activities and upfront investment for future growth**



- **Great start in the first year towards achieving the goals of the mid-term business plan**
- **To accomplish the goals of IBI 21, 2020 will be a year to focus and reinforce a business platform with a view to sustainable growth over the mid- to long-term**

FY2019 Consolidated Financial Overview

Toshiaki Itagaki
Executive Vice President & CFO
CHUGAI PHARMACEUTICAL CO., LTD.

January 30/31, 2020

Core



Executive Summary

- Record high revenues and operating profit for the third straight year due to significant year-on-year increase in revenues; full year forecasts achieved.
- Year-on-year increases in revenues and operating profit expected to continue in 2020
- Dividends in 2019 are planned to be JPY 140 per share, an increase of JPY 54 from 2018, and dividends in 2020 are forecast to be JPY 150*² per share
- ROIC increased by 31.9% in 2019

(Billions of JPY)	2019				2020		
	Actual	Growth (vs FY 2018)		Achievement (vs Forecast * ¹)	Forecast	Growth (vs FY 2019)	
Revenues	686.2	+106.4	+18.4%	100.9%	740.0	+53.8	+7.8%
Operating profit operating margin	224.9 32.8%	+94.6 +10.3%pts	+72.6%	103.2%	275.0 37.2%	+50.1 +4.4%pts	+22.3%
Net income	167.6	+70.3	+72.3%	Not disclosed	201.0	+33.4	+19.9%
EPS (JPY)	305.80	+129.38	+73.3%	101.3%	122.00 * ² 366.00	- +60.20	- + 19.7%
Dividends per share (JPY)	140	+54	-	-	* ³ 2Q:75, 4Q:25 * ² 150	- +10	- -
Dividend payout ratio	45.8%	-2.9%pts	-	-	41.0%	-4.8%pts	-
ROIC	31.9%	+10.7%pts	-	Not disclosed	Not disclosed		

*¹ Announced on October 24, 2019

*² Amount excludes effect of the stock split. Ordinary share will be split three-for-one, with July 1, 2020 as the effective date.

*³ The annual dividends per share forecast is not stated because the amounts cannot be simply combined due to the implementation of the stock split.

Year on Year (Core)



Financial Overview Jan - Dec

(Billions of JPY)	2018 Jan - Dec	2019 Jan - Dec	Growth	
Revenues	579.8	686.2	+ 106.4	+ 18.4%
Sales	527.8	588.9	+ 61.1	+ 11.6%
Domestic	399.9	437.6	+ 37.7	+ 9.4%
Overseas	127.9	151.3	+ 23.4	+ 18.3%
Royalties and other operating income	51.9	97.3	+ 45.4	+ 87.5%
Royalty and profit-sharing income	24.1	76.5	+ 52.4	+ 217.4%
Other operating income	27.9	20.8	- 7.1	- 25.4%
Cost of sales	-261.9	-265.1	- 3.2	+ 1.2%
(cost to sales ratio)	49.6%	45.0%	-4.6%pts	-
Gross profit	317.9	421.1	+ 103.2	+ 32.5%
Operating expenses	-187.6	-196.2	- 8.6	+ 4.6%
Research and development	-94.2	-102.1	- 7.9	+ 8.4%
Operating profit	130.3	224.9	+ 94.6	+ 72.6%
(operating margin)	22.5%	32.8%	+10.3%pts	-
Financial account balance	-2.9	-2.7	+ 0.2	- 6.9%
Income taxes	-30.2	-54.6	- 24.4	+ 80.8%
Net income	97.3	167.6	+ 70.3	+ 72.3%
EPS (JPY)	176.42	305.80	+129.38	+ 73.3%

Domestic sales

Increase due to sales growth of new products as well as mainstay products

Overseas sales

Increase in export of Alecensa and Actemra to Roche

Royalty and profit-sharing income

Increase in income for Hemlibra

Other operating income

Decrease due to one-time income in the previous year from the transfer of long-term listed products, etc.

Cost of sales

Cost to sales ratio improved due to a change in product mix, etc.

Operating expenses

Mainly increase of research and development expenses

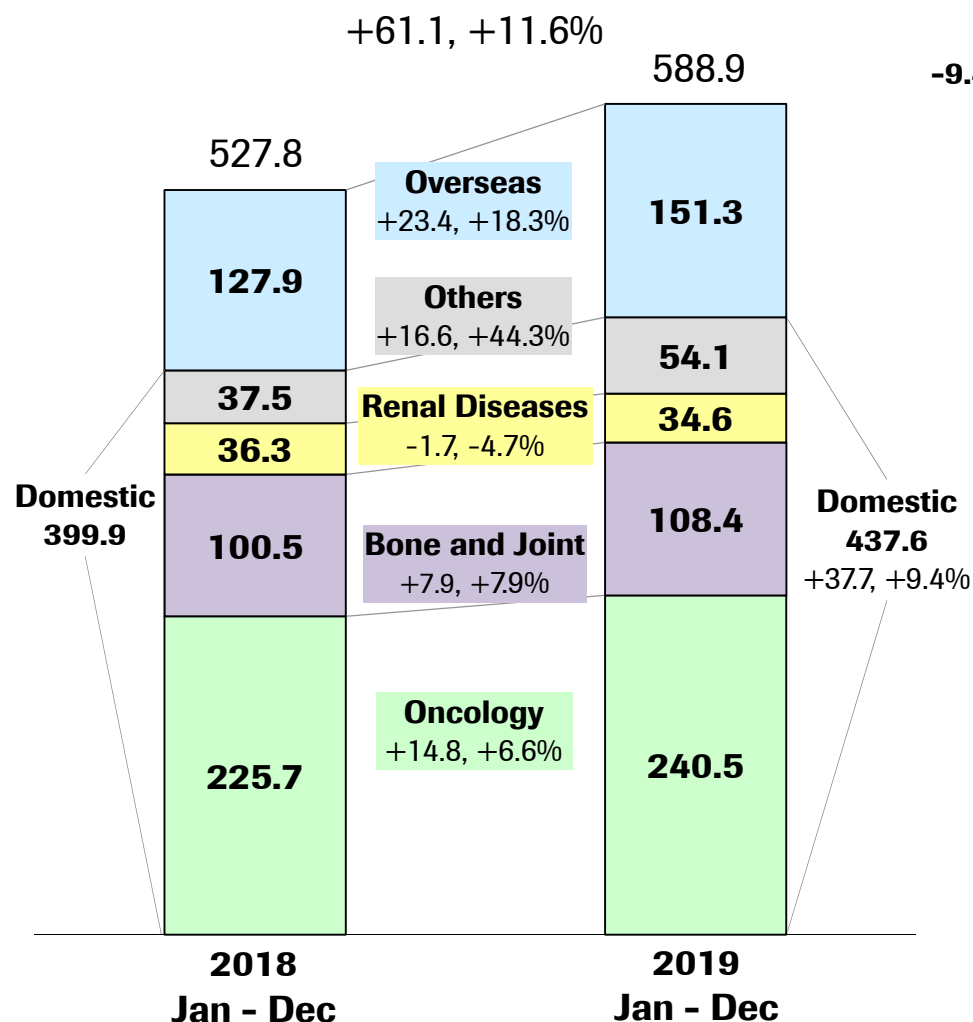
Year on Year (Core)



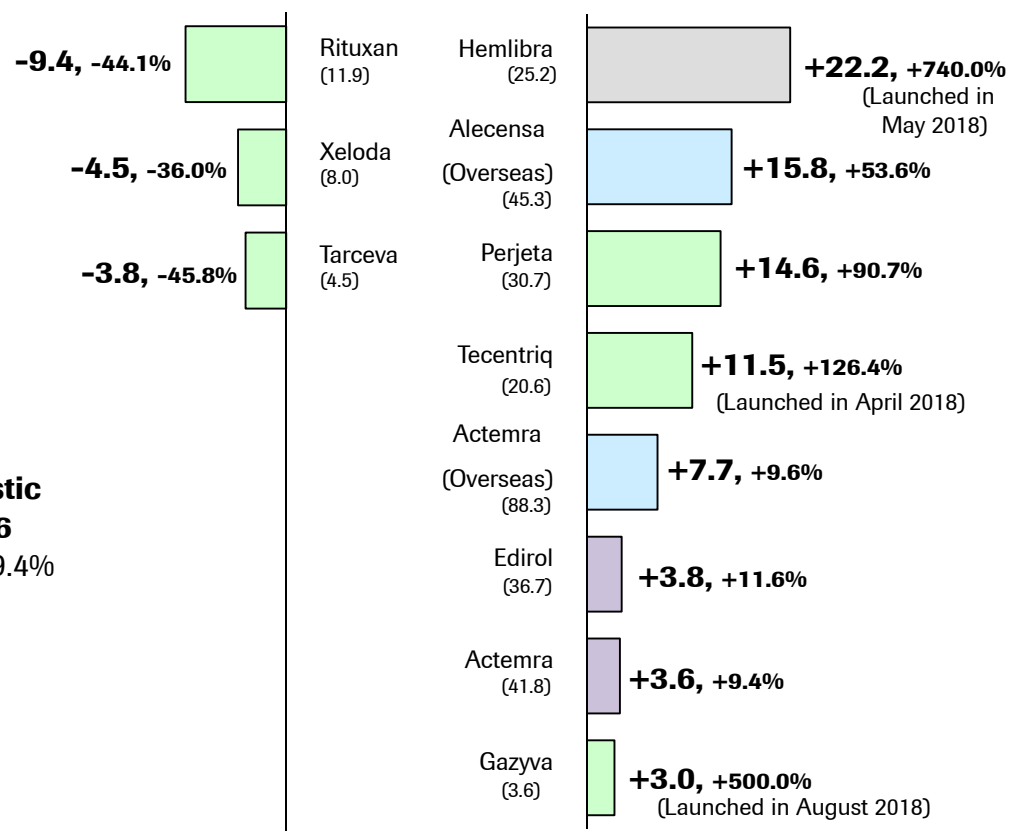
Sales Jan - Dec

Sales by Disease Area,
Year on Year Comparisons

(Billions of JPY)



Sales by Products,
Year on Year Changes



Details of HER2 franchise (66.5) +13.7, +25.9%

Herceptin	(26.7)	-1.4	-5.0%
Perjeta	(30.7)	+14.6	+90.7%
Kadcyla	(9.0)	+0.5	+5.9%

(): Actual sales in FY2019
%: Year-on-year percentage change

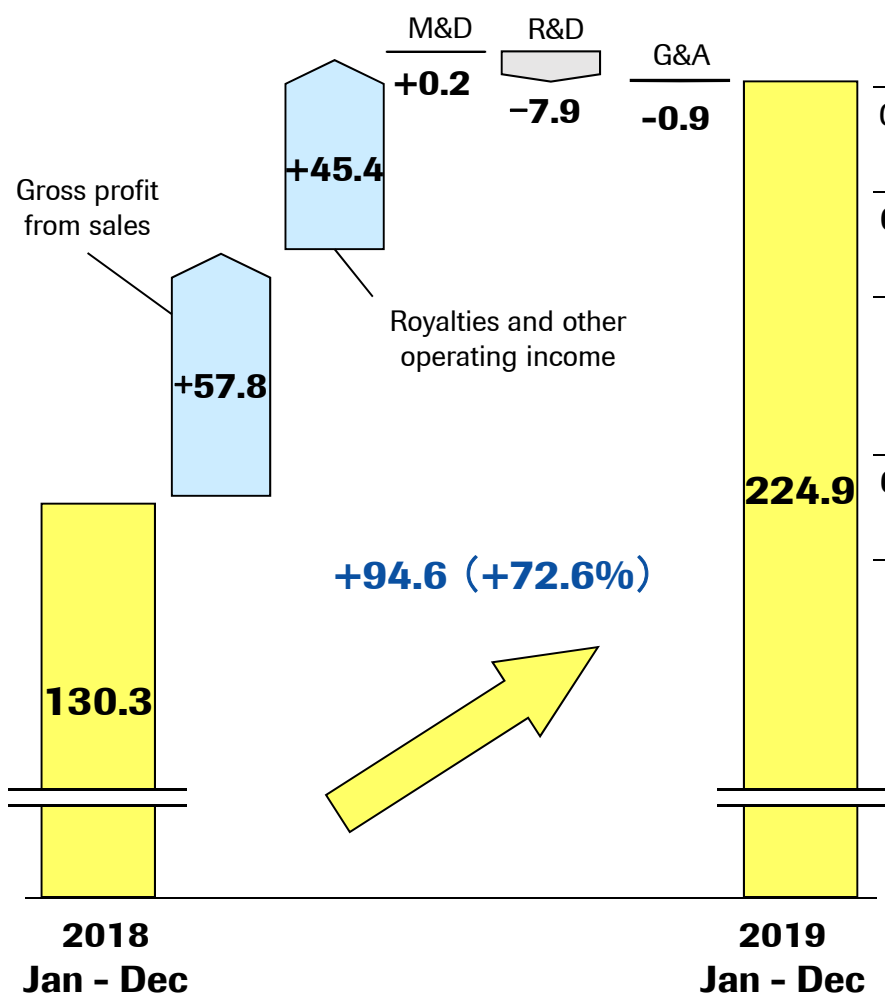
Year on Year (Core)



Roche Roche Group

Operating Profit Jan - Dec

(Billions of JPY)



(Billions of JPY)	2018 Jan - Dec	2019 Jan - Dec	Growth
Revenues	579.8	686.2	+ 106.4
Sales	527.8	588.9	+ 61.1
Royalties and other operating income	51.9	97.3	+ 45.4
Cost of sales	- 261.9	- 265.1	- 3.2
(cost to sales ratio)	49.6%	45.0%	-4.6%pts
Gross profit	317.9	421.1	+ 103.2
of which Sales	266.0	323.8	+ 57.8
Marketing and distribution	- 73.7	- 73.5	+ 0.2
Research and development	- 94.2	- 102.1	- 7.9
General and administration	- 19.7	- 20.6	- 0.9
Operating profit	130.3	224.9	+ 94.6
(operating margin)	22.5%	32.8%	+10.3%pts

Increase in gross profit from sales +57.8

In addition to the increase in sales, cost to sales ratio improved due to a change in product mix, etc. based on sales expansion of in-house products.

Increase in royalties and other operating income +45.4

Increase in income for Hemlibra

Increase in research and development expenses -7.9

Progress of projects, etc.

Year on Year (Core)



Financial Overview Oct - Dec

(Billions of JPY)	2018 Oct - Dec	2019 Oct - Dec	Growth	
Revenues	153.3	177.3	+ 24.0	+ 15.7%
Sales	139.1	148.4	+ 9.3	+ 6.7%
Domestic	109.1	113.1	+ 4.0	+ 3.7%
Overseas	30.0	35.3	+ 5.3	+ 17.7%
Royalties and other operating income	14.2	28.9	+ 14.7	+ 103.5%
Royalty and profit-sharing income	8.3	27.7	+ 19.4	+ 233.7%
Other operating income	5.9	1.1	- 4.8	- 81.4%
Cost of sales	-67.6	-63.8	+ 3.8	- 5.6%
(cost to sales ratio)	48.6%	43.0%	-5.6%pts	-
Gross profit	85.8	113.5	+ 27.7	+ 32.3%
Operating expenses	-58.7	-59.7	- 1.0	+ 1.7%
Research and development	-27.9	-30.0	- 2.1	+ 7.5%
Operating profit	27.1	53.8	+ 26.7	+ 98.5%
(operating margin)	17.7%	30.3%	+12.6%pts	-
Financial account balance	-0.6	-0.4	+ 0.2	- 33.3%
Income taxes	-3.8	-10.3	- 6.5	+ 171.1%
Net income	22.7	43.2	+ 20.5	+ 90.3%
EPS (JPY)	41.28	78.75	+37.47	+ 90.8%

Domestic sales

Increase due to sales growth of new products

Overseas sales

Increase in export of Actemra to Roche

Royalty and profit-sharing income

Increase in income for Hemlibra

Other operating income

Decrease in milestone income

Cost of sales

Cost to sales ratio improved due to a change in product mix, etc.

Operating expenses

Increase of research and development expenses, due to progress of projects, etc.

Year on Year (Core)

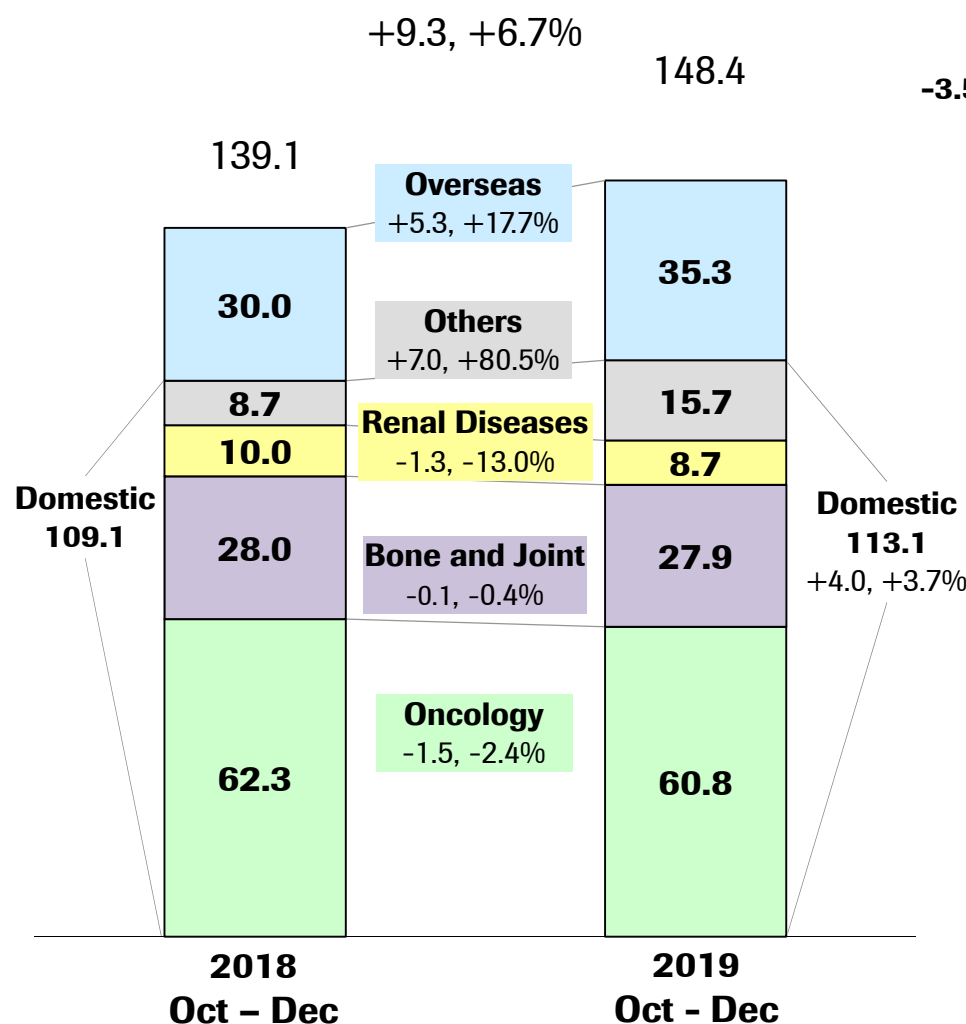


Roche Roche Group

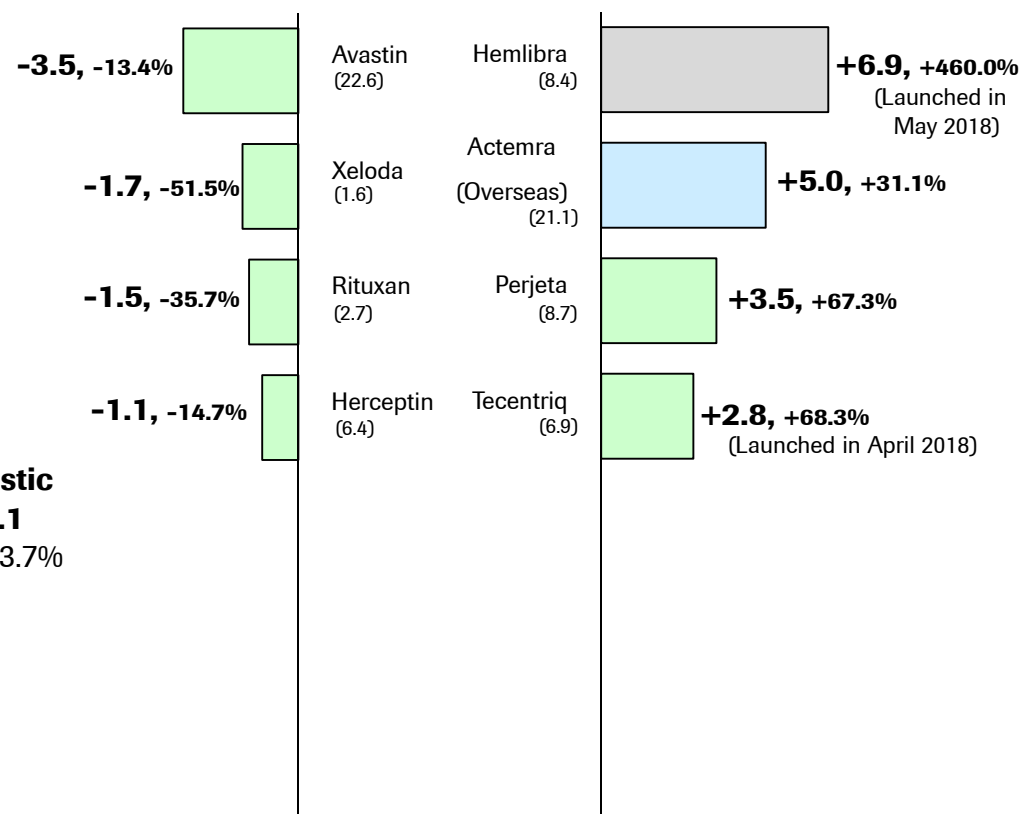
Sales Oct - Dec

Sales by Disease Area,
Year on Year Comparisons

(Billions of JPY)



Sales by Products,
Year on Year Changes



Details of HER2 franchise (17.3) +2.3, +15.3%

Herceptin	(6.4)	-1.1,	-14.7%
Perjeta	(8.7)	+3.5,	+67.3%
Kadcyla	(2.2)	-0.1,	-4.3%

(): Actual sales in FY2019
%: Year-on-year percentage change

vs. Forecast (Core)



Financial Overview Jan - Dec

(Billions of JPY)	2019 Jan - Dec		+/-	Achievement
	Forecast*	Actual		
Revenues	680.0	686.2	+ 6.2	100.9%
Sales	586.0	588.9	+ 2.9	100.5%
Domestic	437.0	437.6	+ 0.6	100.1%
Overseas	149.0	151.3	+ 2.3	101.5%
Royalties and other operating income	94.0	97.3	+ 3.3	103.5%
Royalty and profit-sharing income	74.0	76.5	+ 2.5	103.4%
Other operating income	20.0	20.8	+ 0.8	104.0%
Cost of sales	- 265.0	- 265.1	- 0.1	100.0%
(cost to sales ratio)	45.2%	45.0%	-0.2%pts	-
Gross profit	415.0	421.1	+ 6.1	101.5%
Operating expenses	- 197.0	- 196.2	+ 0.8	99.6%
Research and development	- 102.5	- 102.1	+ 0.4	99.6%
Operating profit	218.0	224.9	+ 6.9	103.2%
(operating margin)	32.1%	32.8%	+0.7%pts	-
EPS (JPY)	302.00	305.80	+ 3.80	101.3%

Overseas sales

Mainly an increase in export of Alecensa to Roche, due to difference in timing of export

Royalty and profit-sharing income

Income for Hemlibra progressed well in view of the forecast

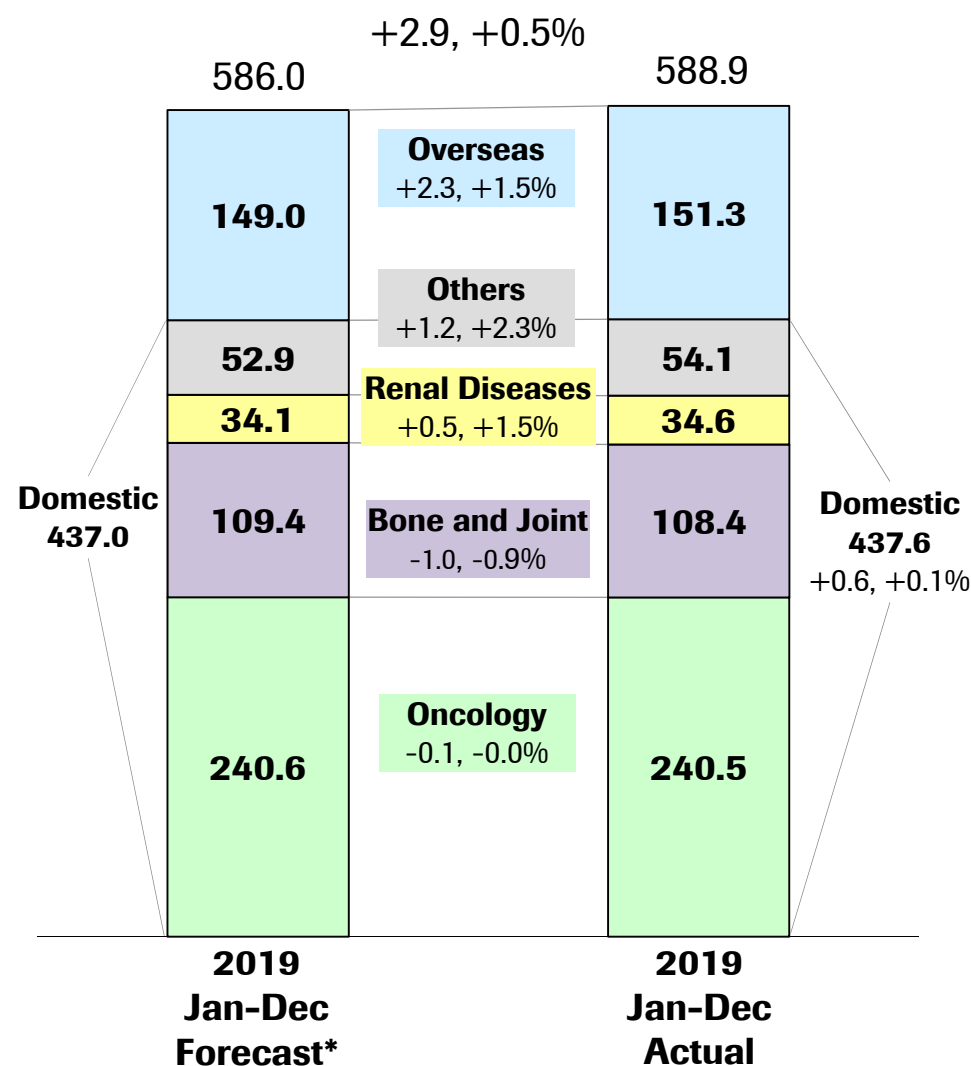
vs. Forecast (Core)



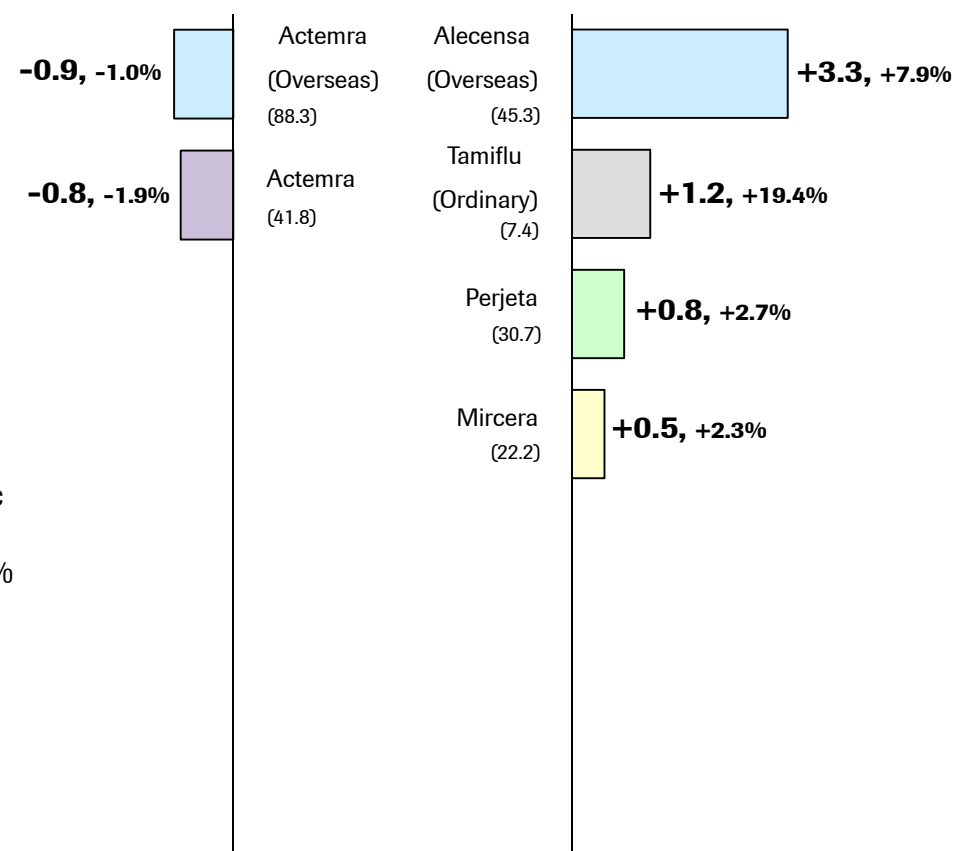
Roche Roche Group

Sales Jan - Dec

Sales by Disease Area,
Actual vs Forecast Comparisons
(Billions of JPY)



Sales by Products,
Actual vs Forecast* Comparisons



Details of HER2 franchise (66.5) +0.3, +0.5%

Herceptin	(26.7)	-0.3	-1.1%
Perjeta	(30.7)	+0.8	+2.7%
Kadcyla	(9.0)	-0.3	-3.2%

(): Actual sales in FY2019

%: Actual vs Forecast percentage change

* Announced on October 24, 2019 28

vs. 2018 Year End

FY2019 Consolidated Financial Overview



Overview of Financial Position

(Billions of JPY)	2018 Dec	2019 Dec	Change
Trade accounts receivable	150.8	139.6	- 11.2
Inventories	159.4	168.1	+ 8.7
Trade accounts payable	-35.9	-47.7	- 11.8
Other net working capital ^{*1}	-39.1	-22.9	+ 16.2
Net working capital	235.1	237.2	+ 2.1
Property, plant and equipment	222.4	255.6	+ 33.2
Right-of-use assets	-	9.7	+ 9.7
Intangible assets	22.7	23.5	+ 0.8
Other long-term assets - net ^{*2}	25.1	21.0	- 4.1
Long-term net operating assets	270.1	309.8	+ 39.7
Net operating assets	505.3	547.0	+ 41.7
Debt	-0.2	-	+ 0.2
Marketable securities	102.5	129.1	+ 26.6
Cash and cash equivalents	146.9	203.9	+ 57.0
Net cash	249.2	333.1	+ 83.9
Other non-operating assets - net^{*3}	2.1	-26.1	- 28.2
Net non-operating assets	251.3	307.0	+ 55.7
Total net assets	756.5	854.0	+ 97.5
Total assets	919.5	1,058.9	+ 139.4
Total liabilities	-163.0	-204.9	- 41.9

*1 Other net working capital: accrued receivable, accrued payable, accrued expenses, etc.

*2 Other long-term assets - net: long term prepaid expenses, long-term provisions, etc.

*3 Other non-operating assets - net: deferred income tax assets, accrued corporate tax, etc.

Increase in net working capital

Increase in other net working capital grew due to increase of accrued receivable of royalties for Hemlibra, etc.

Increase in long-term net operating assets

Increase in property, plant and equipment due mainly to the investment in Chugai Life Science Park Yokohama.

Increase in right-of-use assets by adoption of IFRS16

Decrease in other non-operating assets - net

Increase in accrued corporate tax, and lease liabilities by adoption of IFRS16, etc.

Equity ratio attributable to Chugai shareholders

End of December 2019 80.6%

End of December 2018 82.2%

FX rate to the JPY
(end of period)

	2018 Dec	2019 Dec
1CHF	112.03	112.31
1EUR	126.13	121.93
1USD	110.28	108.88
1SGD	80.70	80.72

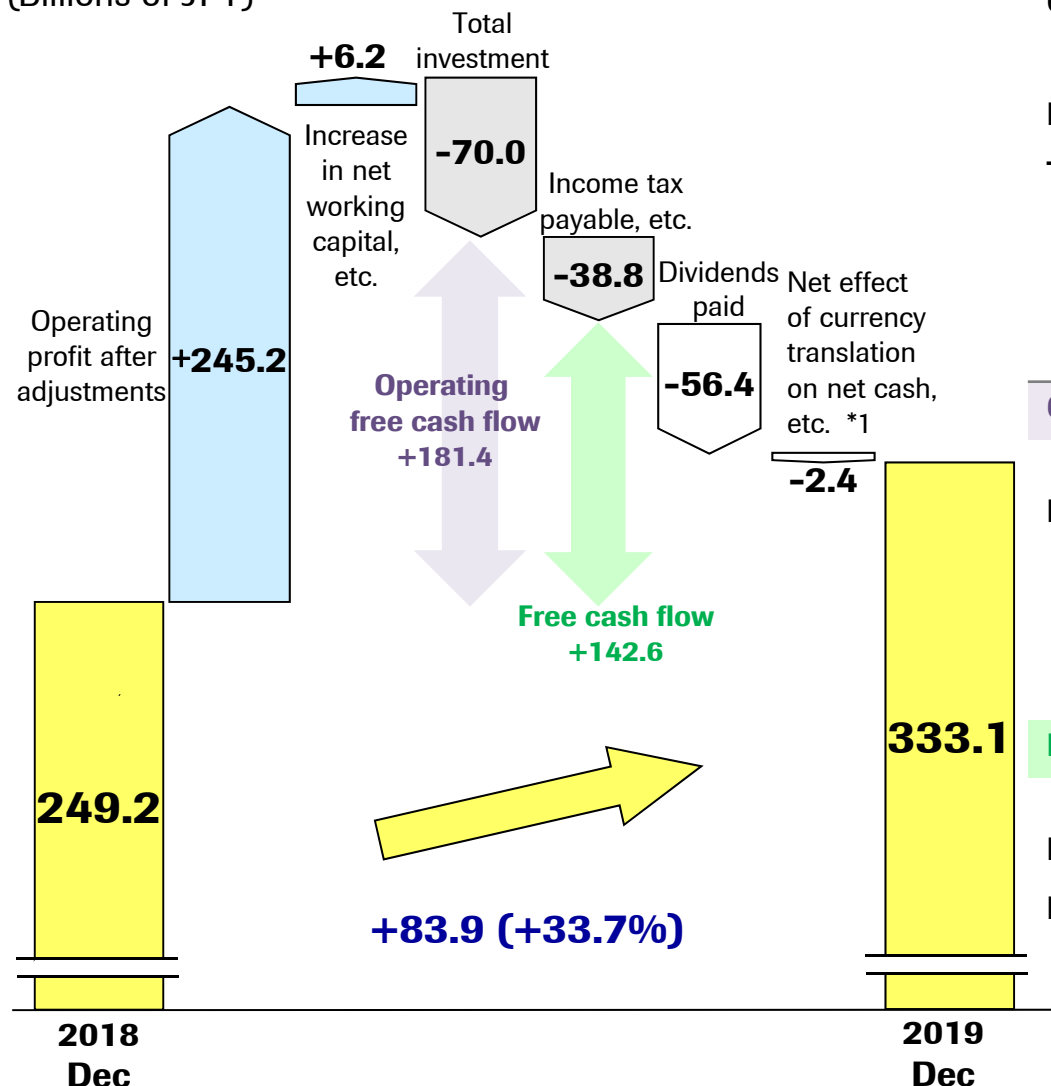
vs. 2018 Year End



Roche Roche Group

Net Cash

(Billions of JPY)



Operating profit after adjustment	+245.2
Operating profit	+210.6
Decrease in net working capital, etc.	+6.2
Total investment	-70.0
Property, plant and equipment	-53.0
Payment for lease liabilities	-8.9
Intangible assets	-8.2
Operating free cash flow	+181.4
Income tax payable, etc.	-38.8
Income tax payable	-34.8
Contribution for defined-benefit pension plan	-11.5
Sales of investment securities	+6.7
Free cash flow	+142.6
Dividends paid	-56.4
Net effect of currency translation on net cash, etc.	-2.4
Purchase of non-controlling interests	-2.3

*1 Net effect of currency transactions on net cash, etc. = Transaction in own equity instruments + Purchase of non-controlling interests + Net effect of currency translation on net cash(*2)

*2 Results from using different types of exchange rates when consolidating overseas subsidiaries in financial statements, i.e. net cash using end of period exchange rate and free cash flows using average exchange rate. (Chugai defines this term based on International Accounting Standard (IAS) 7 and IAS 21)



ROIC

Net operating assets (NOA) increased significantly, especially Long-term net operating assets, due to aggressive capital investment such as Chugai Life Science Park Yokohama. Meanwhile, Core ROIC increased year-on-year due to growth of Core operating profit (after taxes).

(Billions of JPY)		2016 Dec	2017 Dec	2018 Dec	2019 Dec
Core operating profit		80.6	103.2	130.3	224.9
Income taxes		-21.3	-24.5	-30.2	-54.6
Core operating profit (after taxes)	(1)	59.3	78.6	100.1	170.3
Net working capital		258.5	250.7	235.1	237.2
Long-term net operating assets		172.7	189.5	270.1	309.8
Net operating assets	(2)	431.1	440.2	505.3	547.0
Core ROIC	(=(1)/(2)*)	14.6%	18.1%	21.2%	31.9%

*Balance of NOA is the average of opening and ending balances. Opening balance as of FY2019 was adjusted by the adoption of IFRS16 Leases.



Forecast 2020 Jan - Dec

(Billions of JPY)	Actual 2019 Jan - Dec	Forecast 2020 Jan - Dec	Growth	
Revenues	686.2	740.0	+ 53.8	+ 7.8%
Sales	588.9	580.0	- 8.9	- 1.5%
Domestic	437.6	411.6	- 26.0	- 5.9%
Overseas	151.3	168.4	+ 17.1	+ 11.3%
Royalties and other operating income	97.3	160.0	+ 62.7	+ 64.4%
Royalty and profit-sharing income	76.5	141.0	+ 64.5	+ 84.3%
Other operating income	20.8	19.0	- 1.8	- 8.7%
Cost of sales	- 265.1	- 252.0	+ 13.1	- 4.9%
(cost to sales ratio)	45.0%	43.4%	-1.6%pts	-
Gross profit	421.1	488.0	+ 66.9	+ 15.9%
Operating expenses	- 196.2	- 213.0	- 16.8	+ 8.6%
Research and development	- 102.1	- 115.0	- 12.9	+ 12.6%
Operating profit	224.9	275.0	+ 50.1	+ 22.3%
(operating margin)	32.8%	37.2%	+4.4%pts	-
Net income	167.6	201.0	+ 33.4	+ 19.9%
EPS (JPY)	305.80	122.00	-	-
		* ¹ 366.00	+ 60.2	+ 19.7%

Domestic sales

Despite increase due to sales growth of new products, decrease due to impact from NHI drug price revision and launching of generic drugs, etc.

Overseas sales

Increase in export of Hemlibra to Roche

Royalty and profit-sharing income

Increase in income for Hemlibra

Cost of sales

Cost to sales ratio improved due to a change in product mix, etc.

Operating expenses

Mainly increase of research and development expenses

Average exchange rate

	2019 Jan - Dec Actual * ²	2020 Jan - Dec Forecast
1CHF	109.72	110.00
1EUR	122.08	121.00
1USD	109.05	107.00
1SGD	79.94	80.00

*¹ Amount excludes effect of the stock split. Ordinary share will be split three-for-one, with July 1, 2020 as the effective date.

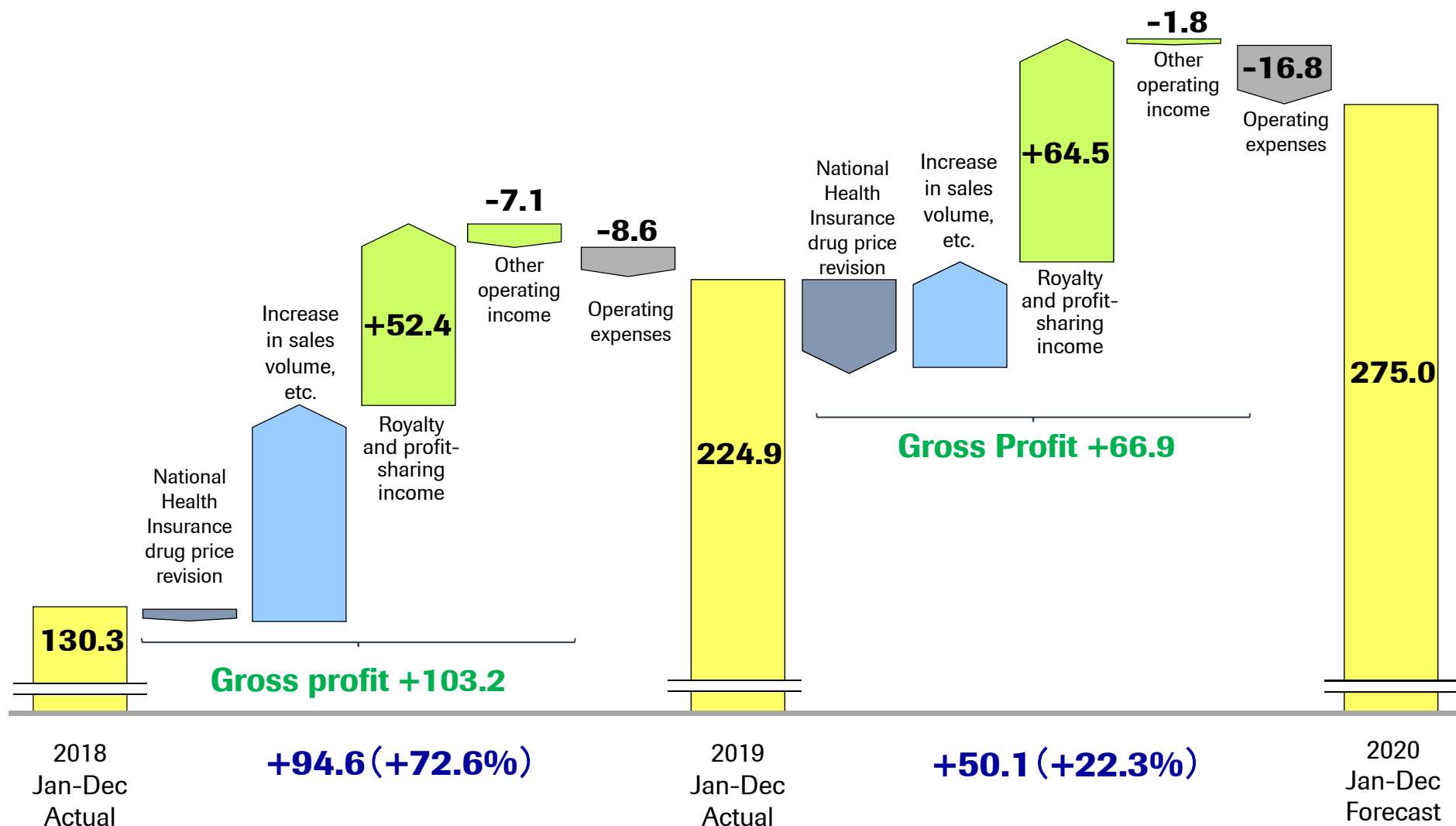
*² Actual: market average exchange rate for the period of Jan - Dec.

2020 Forecast (Core)



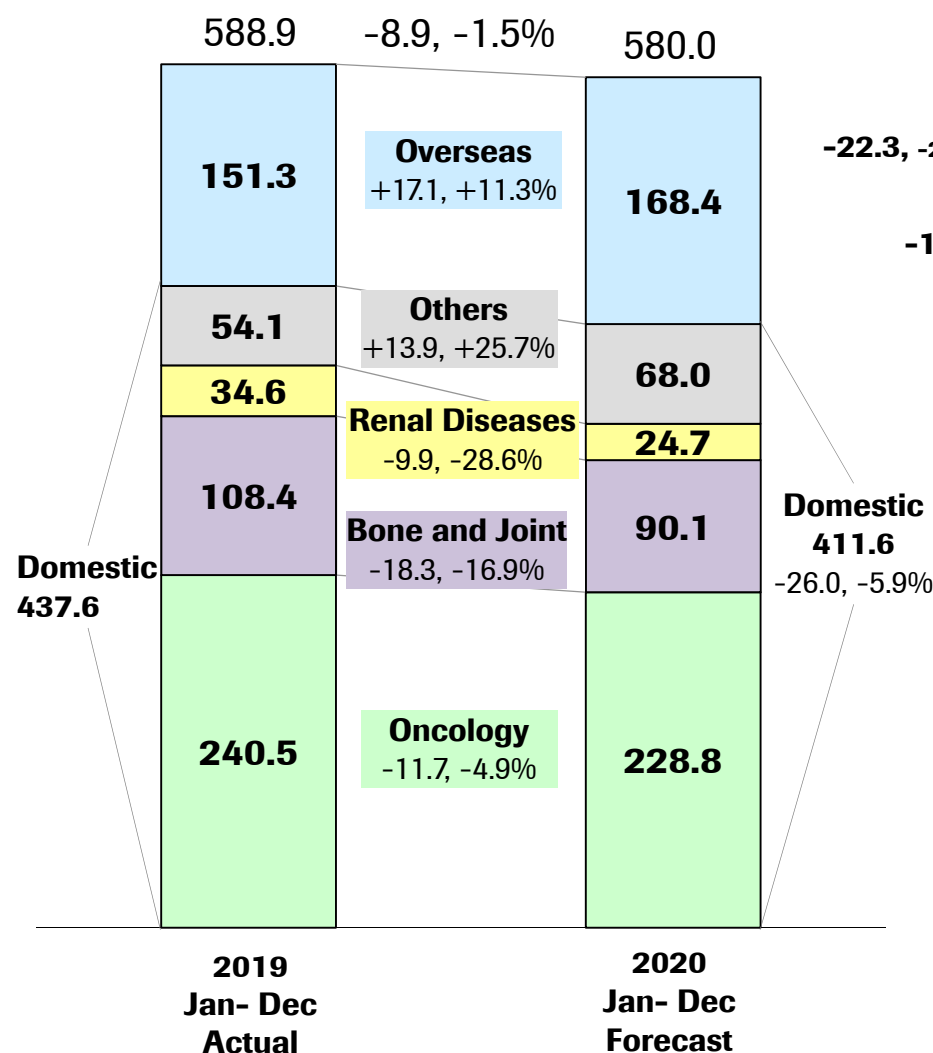
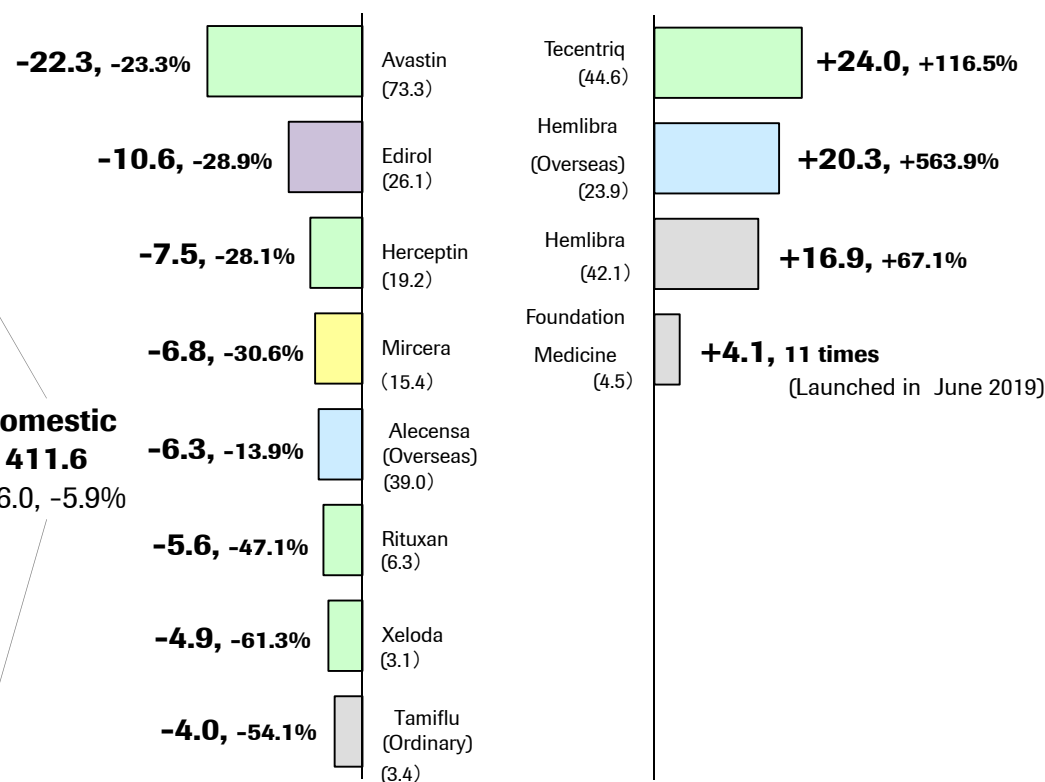
Movement of Operating Profit 2018 - 2020

(Billions of JPY)



Sales Forecast vs. 2019 Actual

(Billions of JPY)

Sales by Disease Area,
Year on Year Comparisons

Sales by Products,
Year on Year Changes


Details of HER2 franchise (59.7) -6.8, -10.2%

Herceptin	(19.2)	-7.5	-28.1%
Perjeta	(28.8)	-1.9	-6.2%
Kadcyla	(11.7)	+2.7	+30.0%

(): FY2020 forecast
%: Year-on-year percentage change

Core

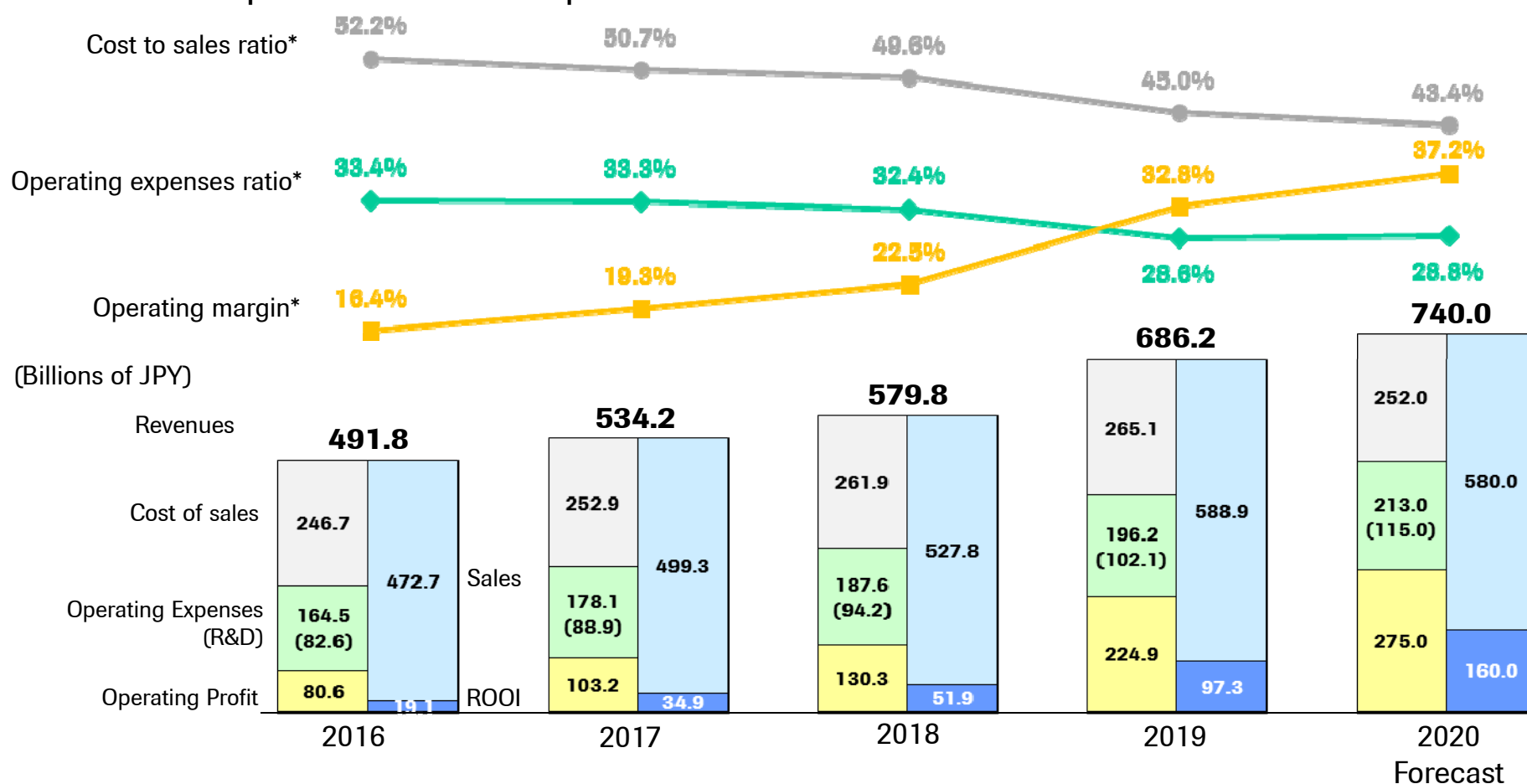


Roche Roche Group

Earnings Structure

Cost to sales ratio and operating expenses ratio are decreasing; in contrast, research and development expenses are rising steadily.

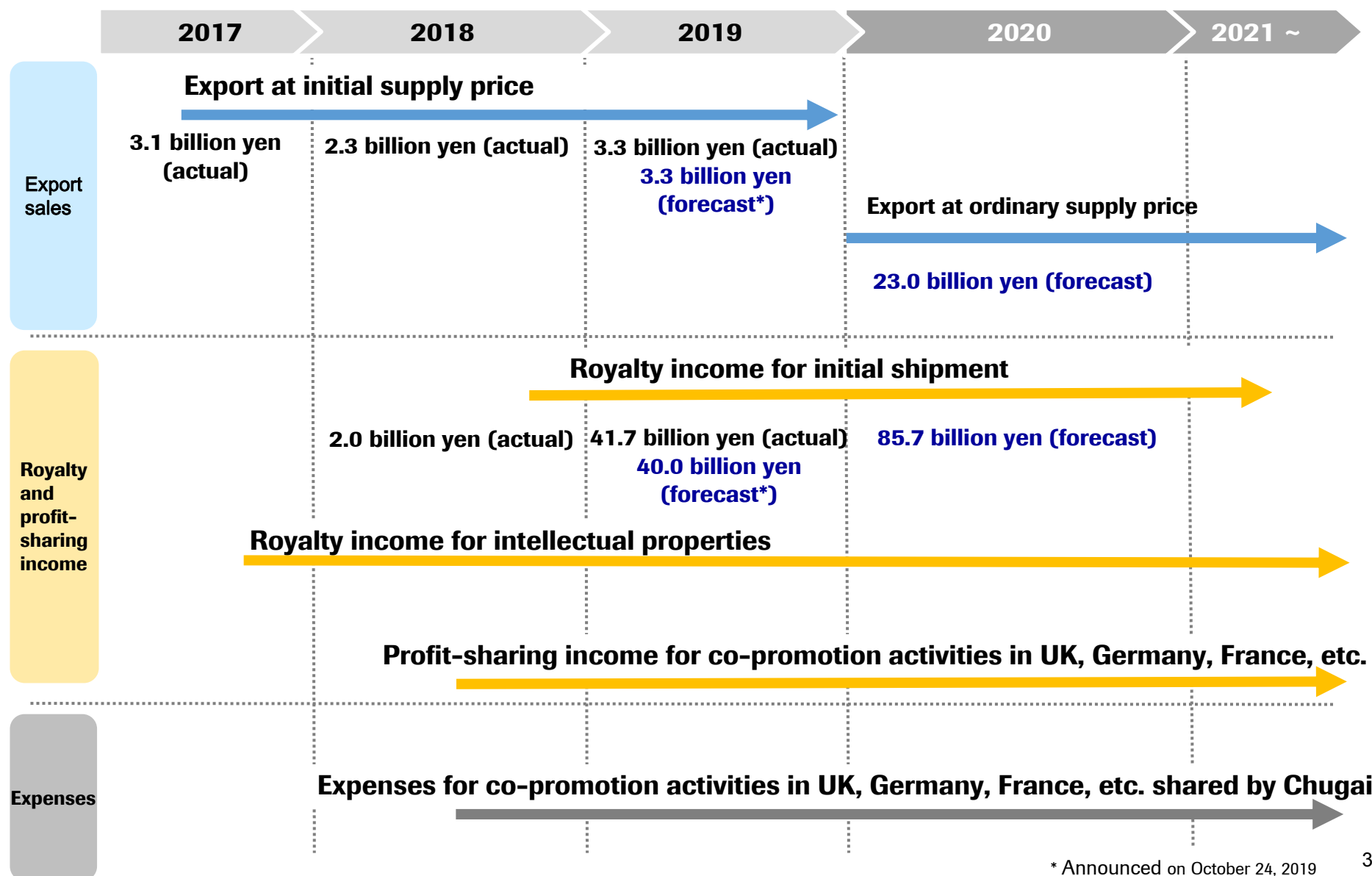
With the increase of ROOI, operating margin exceeded cost ratio in 2019. This trend is expected to be more pronounced in 2020.



* Cost to sales ratio is the ratio of product sales to total sales, and operating expenses ratio and operating profit ratio are the ratio of net sales to total revenues. 35



Outline of Hemlibra Sales to Roche





Current Status / Plan for Major Investments



Research and development

CPR (Singapore): Accelerate creation of clinical candidates utilizing proprietary antibody technologies

2012-21: 476 million SGD (295 million SGD), incl. capital investments of 61 million SGD (63 million SGD)

2022-26: 282 million SGD, incl. capital investments of 21 million SGD

Chugai Life Science Park Yokohama: Building of state-of-the-art R&D site to create innovative new drug candidates

Purchase of business site
2016-18: 43.0 billion JPY

Construction of laboratory
2019-22: 127.3 billion JPY (22.9 billion JPY)

Ukima Research Laboratories: Construction of a new synthetic research building for strengthening the process development function of small- and middle-molecule active pharmaceutical ingredients

2018-20: 4.5 billion JPY (3.1 billion JPY)

Comprehensive collaboration in research activity with **IFReC**

2017-27: 10.0 billion JPY (2.8 billion JPY)

Production

Utsunomiya Plant: Enhancement of high-mix low-volume production capability for pre-filled syringe form products

2013-18: 6.0 billion JPY (6.0 billion JPY)

Ukima Plant: Enhancement of high-mix low-volume production of antibody API for initial commercial products

2015-18: 37.2 billion JPY (37.1 billion JPY)

Fujieda Plant: Construction of a new synthetic manufacturing building to accelerate the development of small- and middle-molecule active pharmaceutical ingredients

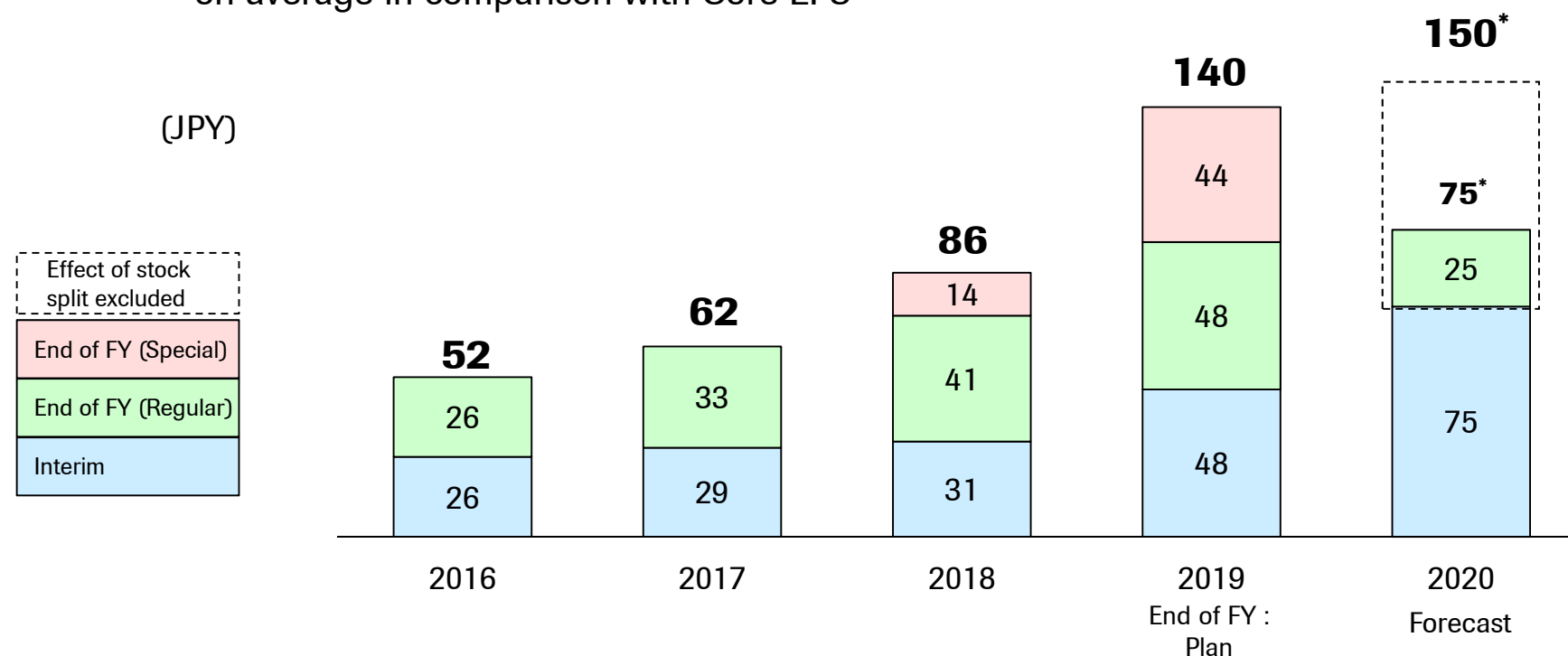
2019-22: 18.2 billion JPY (9.0 billion JPY)

(): Cumulative amount at the end of Dec, 2019

Basic profit distribution principles and dividends for the fiscal year and the following fiscal year

■ Basic profit distribution principles

- ✓ Striving to provide a stable allocation of profit to all shareholders, taking into account the strategic funding needs and earnings prospects
- ✓ Aiming for a consolidated dividend payout ratio of **50%** (**45% from next fiscal year**) on average in comparison with Core EPS



Core payout ratio	5-year average	49.2%	48.4%	48.6%	47.4%	45.0%
	Single FY	50.7%	44.7%	48.7%	45.8%	41.0%

* Amount excludes effect of the stock split. Ordinary share will be split three-for-one, with July 1, 2020 as the effective date.



Stock Split

■ Purpose

Reduce the investment unit price for the Company's stock, increase the liquidity of the stocks, and to further expand the investor base

■ Outline

Will be split
three-for-one

Total number of shares issued	Before stock split	559,685,889
	After stock split	1,679,057,667
Announcement of record date	Monday, June 15, 2020	
Record date	Tuesday, June 30, 2020	
Effective date	Wednesday, July 1, 2020	

■ Core EPS and dividends per share forecast for 2020

(JPY)

	Core EPS	Dividends per share		
		Interim	End of FY	Total
After stock split*	122.00	75	25	-
Effect of stock split excluded	366.00	75	75	150

* Total dividends are not disclosed as simple totals for the Interim dividend (before stock split) and End of FY dividend (after stock split) are not possible.



Appendix



IFRS and Core Results Jan-Dec

(Billion JPY)	IFRS results	Non-core items		Core results
	2019 Jan - Dec	Intangible assets	Others	2019 Jan - Dec
Revenues	686.2			686.2
Sales	588.9			588.9
Royalties and other operating income	97.3			97.3
Cost of sales	-266.1	+1.0		-265.1
Gross profit	420.1	+1.0		421.1
Operating expenses	-209.5	+2.8	+10.5	-196.2
Marketing and distribution	-77.2		+3.7	-73.5
Research and development	-107.9	+2.8	+3.0	-102.1
General and administration	-24.4		+3.8	-20.6
Operating profit	210.6	+3.8	+10.5	224.9
Financing costs	-0.1			-0.1
Other financial income (expense)	0.5			0.5
Other expense	-3.1			-3.1
Profit before taxes	207.9	+3.8	+10.5	222.2
Income taxes	-50.3	-1.1	-3.1	-54.6
Net income	157.6	+2.6	+7.4	167.6
EPS(JPY)	287.43			305.80

(Billions of JPY)

Non-Core items

Intangible assets	
Amortization	+1.2
Impairment	+2.6
Others	
Early retirement incentive program	+5.1
Restructuring expenses	+2.8
Legal income and expenses	+2.6

vs. Forecast (Core)

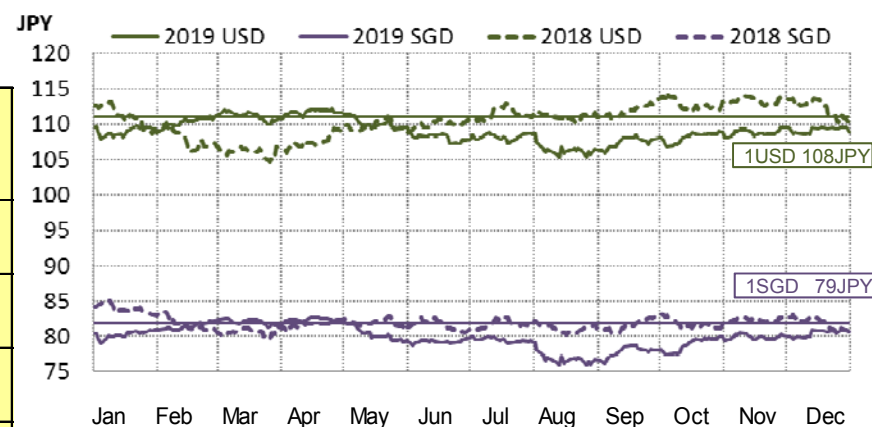
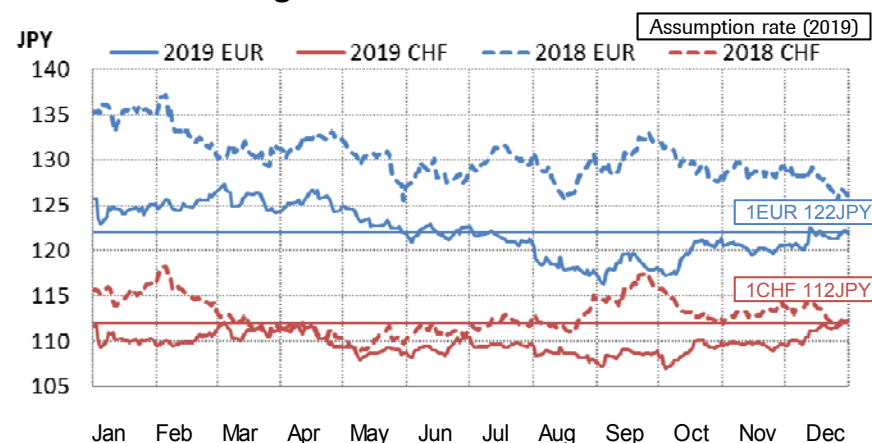


Impact from Foreign Exchange

(Billions of JPY)	FX impact Jan – Dec 2019 (FX impact vs. Assumption* ¹)	
Revenues	+0.3	
	Sales	+0.1
	Royalties and other operating income	+0.2
Cost of sales	Cost of sales	-0.2
Operating expenses	Expenses	-0.2
Operating profit	-0.1	

Actual / Assumption rate* ² (JPY)	2018 Jan - Dec Actual	2019 Jan -Dec Forecast on Oct. 24	2019 Jan - Dec Actual
1CHF	112.92	112.00	109.72
1EUR	130.36	122.00	122.08
1USD	110.45	108.00	109.05
1SGD	81.87	79.00	79.94

Historical exchange rate to the JPY



*¹ Announced on October 24, 2019 *² Actual: market average exchange rate for the period Jan - Dec

Overview of Development Pipeline

Dr. Yasushi Ito
Executive Vice President
Co-Head of Project & Lifecycle Management Unit
CHUGAI PHARMACEUTICAL CO., LTD.

January 30/31, 2020



Projects under Development (1)

As of January 30, 2020

	Phase I	Phase II	Phase III		Filed
Oncology	GC33 / codrituzumab - HCC ERY974 - solid tumors RG7421 / cobimetinib - solid tumors RG7802 / cibisatamab - solid tumors RG7828 / mosunetuzumab - hematologic tumors RG7461 (FAP-IL2v) - solid tumors ★ RG6058 / tiragolumab - solid tumors ★		RG435 / Avastin (Tecentriq combo) - SCLC ★ - RCC - HCC - HCC (adjuvant) ★ RG7440 / ipatasertib - prostate cancer - breast cancer RG7596 / polatuzumab vedotin - DLBCL RG6264 (Herceptin+Perjeta) - breast cancer (Fixed-dose combination, subcutaneous injection)	AF802 (RG7853) / Alecensa - NSCLC (adjuvant) RG7446 / Tecentriq - NSCLC (adjuvant) - NSCLC (neoadjuvant) - urothelial carcinoma - MIUC (adjuvant) - RCC - RCC (adjuvant) - early breast cancer - ovarian cancer - HCC - HCC (adjuvant) ★ - HNC (adjuvant)	RG6268 / Rozlytrek - NSCLC RG3502 / Kadcyla - breast cancer (adjuvant)
Bone & Joint			NRD101 / Suvenyl (China) - knee osteoarthritis/shoulder periarthritis		ED-71 / Ediolol (China) - osteoporosis
Renal	EOS789 - Hyperphosphatemia				

In principle, completion of first dose is regarded as the start of clinical studies in each phase.

HCC: hepatocellular carcinoma

SCLC: small cell lung cancer

RCC: renal cell carcinoma

DLBCL: diffuse large B-cell lymphoma

NSCLC: non-small cell lung cancer

MIUC: muscle invasive urothelial carcinoma

HNC: head and neck carcinoma

Letters in orange: in-house projects

★: Projects with advances in stages since October 24, 2019

Projects under Development (2)

As of January 30, 2020



	Phase I	Phase II	Phase III	Filed
Autoimmune	RG7845 / fenebrutinib - rheumatoid arthritis RG7880 (IL-22 fusion protein) - inflammatory bowel disease			
Neurology	RG7935 / prasinezumab - Parkinson's disease GYM329 (RG6237) - neuromuscular disease RG7906 - psychiatric disorders RG6100 / semorinemab - Alzheimer's disease RG7314 / balovaptan - autism spectrum disorder		RG1450 / gantenerumab - Alzheimer's disease RG6042 (HTT ASO) - Huntington's disease RG7916 / risdiplam - spinal muscular atrophy (PII/III)	SA237 (RG6168) / satralizumab (JP★/US/EU) - NMOSD
Others	PCO371 - hypoparathyroidism AMY109 - endometriosis NXT007 - hemophilia A (PI/II)	SKY59 (RG6107) / crovalimab - PNH (PI/II)	RG7716 / faricimab - DME - nAMD	

In principle, completion of first dose is regarded as the start of clinical studies in each phase.

PNH: paroxysmal nocturnal hemoglobinuria

DME: diabetic macular edema

nAMD: neovascular age-related macular degeneration

HTT ASO: Antisense oligonucleotide targeting *HTT* mRNA

NMOSD: neuromyelitis optica spectrum disorder

Letters in orange: in-house projects

★: Projects with advances in stages since October 24, 2019

Key News Flows in Q4 or later (1)



Launched	Hemlibra	Hemophilia A with inhibitors (Taiwan)	November, 2019
	Tecentriq	Optimal formulation for TNBC (iv 840 mg)	November, 2019
Approved	Hemlibra	Hemophilia A without inhibitors (Taiwan)	October, 2019
	Tecentriq	NSCLC 1 st line (with other antitumor agents)	November, 2019
	F1 CDx	CDx for Rozlytrek (ROS1+ NSCLC)	December, 2019
Filed	satralizumab	NMOSD (JP)	November, 2019
New to Pipeline	Tecentriq + Avastin	Hepatocellular carcinoma (adjuvant)	P3 study
	Tecentriq + Avastin	Small cell lung cancer	P3 study
	tiragolumab	Solid tumors	P1 study
	FAP-IL2v	Solid tumors	P1 study
Removed from Pipeline	CKI27	Verastem Oncology	Out-licensed (January, 2020)
	anti-myostatin adnectin	Duchenne muscular dystrophy	Development discontinued
	nemolizumab	Pruritus in dialysis patients	Temporary suspension of development
Designation	nemolizumab	Pruritus associated with prurigo nodularis	BTD
	polatuzumab vedotin	Diffuse large B-cell lymphoma	ODD

TNBC: triple negative breast cancer
 iv: intravenous infusion
 NSCLC: non-small cell lung cancer
 F1 CDx: FoundationOne CDx Cancer Genomic Profile

CDx: companion diagnostics
 NMOSD: neuromyelitis optica spectrum disorder
 BTD: breakthrough therapy designation
 ODD: orphan drug designation

Letters in orange: in-house projects

Key News Flows in Q4 or later (2)



Roche Group

Late-stage Readouts	risdiplam	Type 2 or 3 spinal muscular atrophy	P2/3 study (SUNFISH)
	risdiplam	Type 1 spinal muscular atrophy	P2/3 study (FIREFISH)
	Tecentriq	Muscle invasive urothelial carcinoma (adjuvant)	P3 study (IMvig010)
Medical Conference	Tecentriq + Avastin	Hepatocellular carcinoma / IMbrave150 study	ESMO ASIA2019
	Perjeta / Herceptin	Fixed-dose combination, sc / FeDeriCa study	SABCS2019
	crovalimab	PNH / P1/P2 COMPOSER study	ASH2019
	Perjeta	HER2+ eBC (adjuvant) / APHINITY study	SABCS2019
Others	satralizumab	NMOSD / SAKuraSky study (Add-on)	Published in NEJM

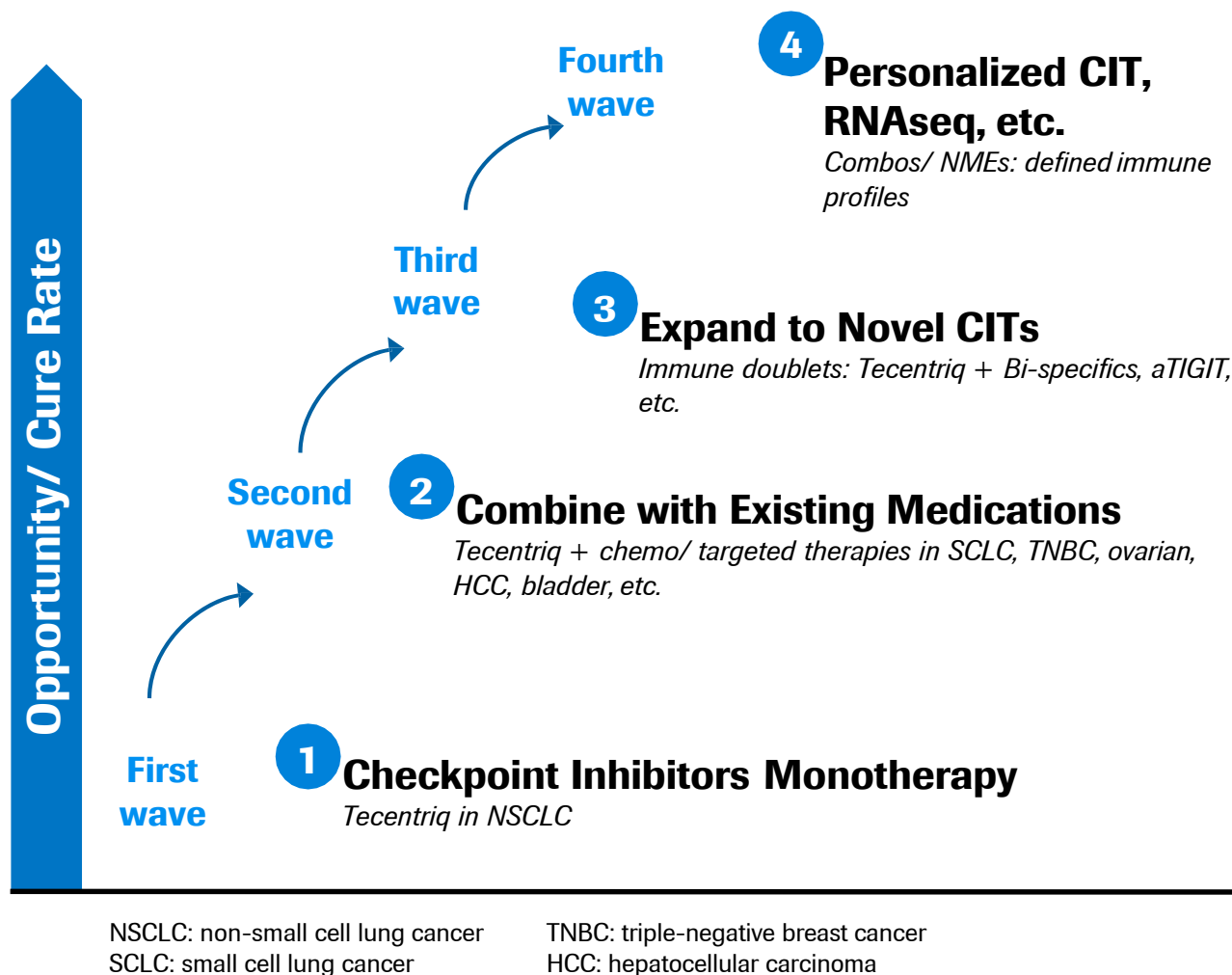
sc: subcutaneous injection
 PNH: paroxysmal nocturnal hemoglobinuria
 eBC: early breast cancer
 NMOSD: neuromyelitis optica spectrum disorder

ESMO: European Society for Medical Oncology
 SABCS: San Antonio Breast Cancer Symposium
 ASH: American Society of Hematology

Letters in orange: in-house projects



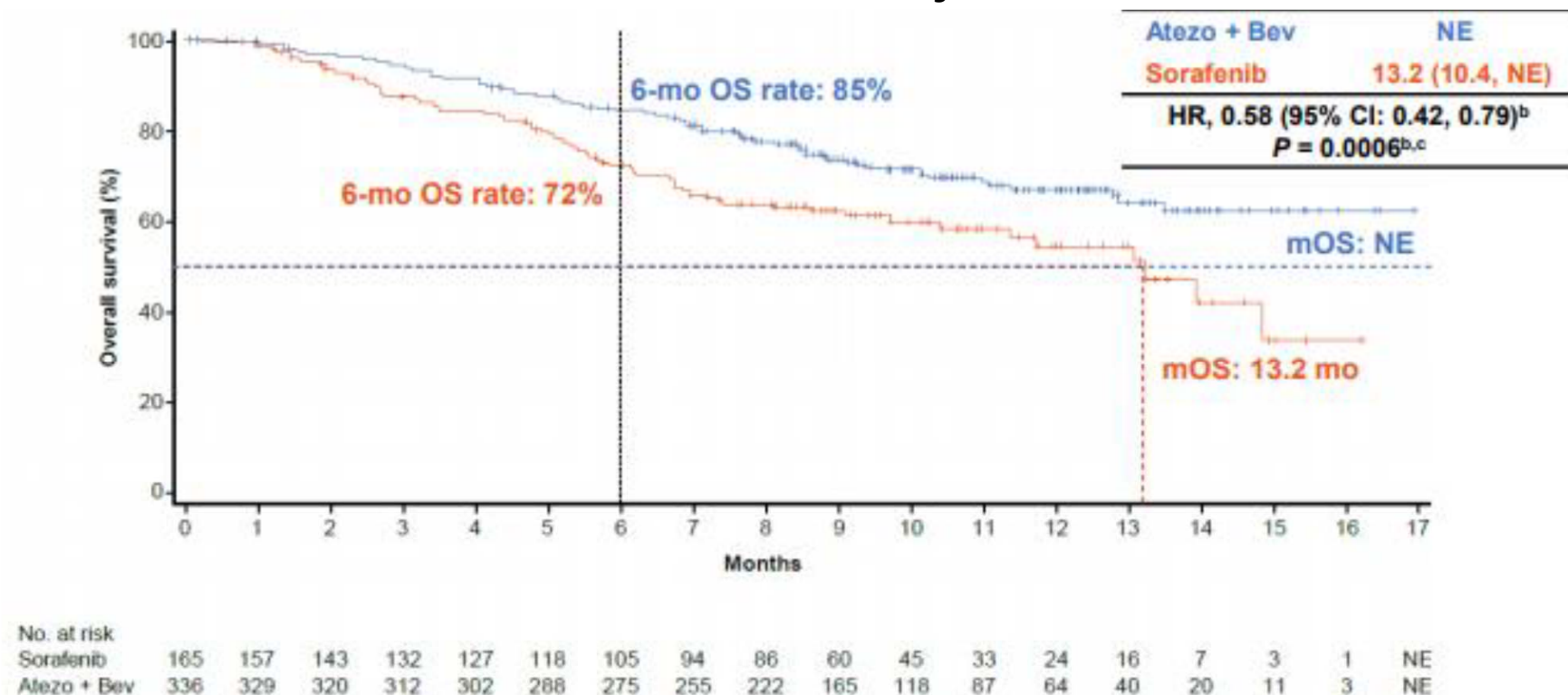
Establishing Tecentriq as Standard of Care in Major Tumor Types





[2nd wave] Tecentriq + Avastin in HCC Medically Meaningful Improvement

IMbrave150 Study



OS: overall survival

Atezo + Bev: Tecentriq + Avastin

NE: not estimable

[3rd wave] RG6058(tiragolumab) Anti-TIGIT human monoclonal antibody

Mode of Action

- TIGIT is an immune checkpoint receptor, expressed on NK cells and T cells
- CD226 expressed on immune cells binds to PVR on tumor cells and activates immune system. However, TIGIT is believed to inactivate immune cells through binding with PVR with high affinity
- Tiragolumab is expected to enhance tumor immune response by blocking the interaction of TIGIT and PVR

Tiragolumab restores and maintains an immune response in a different pathway from Tecentriq, and a combination of both is expected to provide further therapeutic effects.

TIGIT: T-cell immunoreceptor with Ig and ITIM domains
PVR: poliovirus receptor

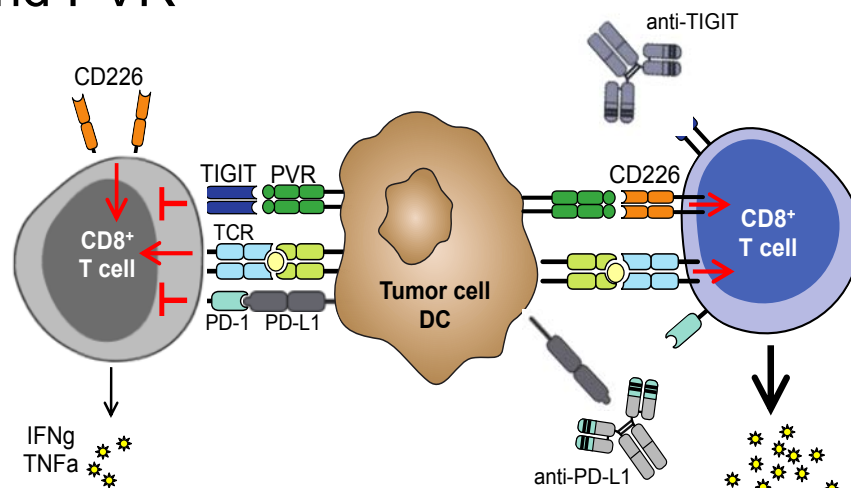
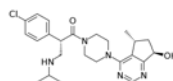


Image courtesy Raymond Meng, Genentech

Breast Cancer Portfolio of Roche Group

Expanding beyond HER2+ Disease

*mAb**Small Molecule**ADC**CPI**Bispecific*

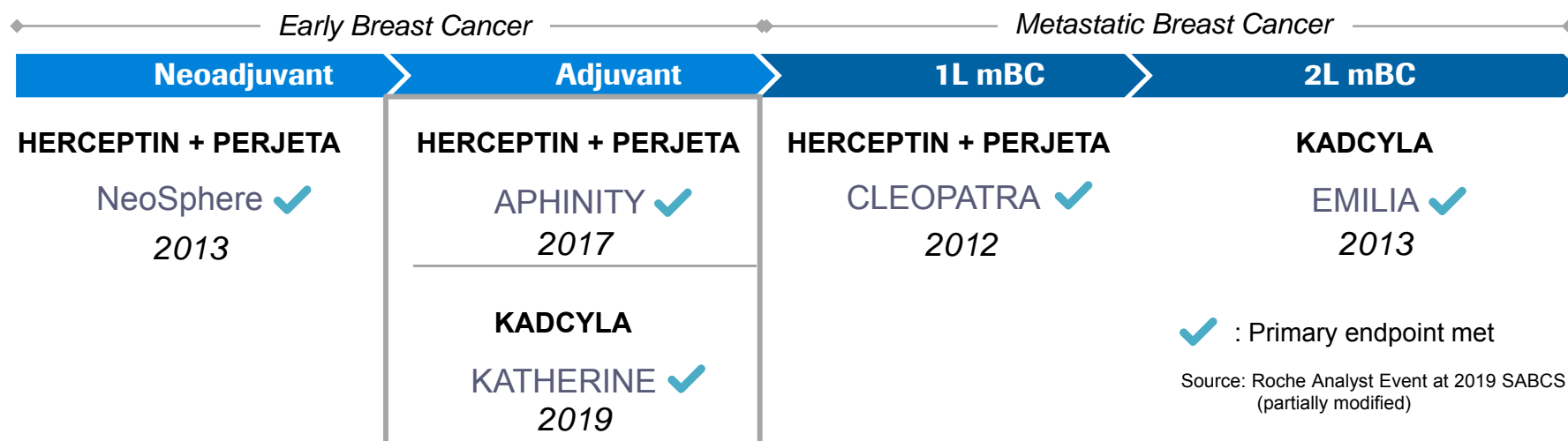
	<i>mAb</i>	<i>Small Molecule</i>	<i>ADC</i>	<i>CPI</i>	<i>Bispecific</i>
HER2+ BC 20%*	HERCEPTIN PERJETA		KADCYLA	TECENTRIQ	RG6194 (HER2 × CD3)
HR+/HER2- BC 65%*		ipatasertib (AKTi) GDC-0077 (PI3Ki) GDC-9545 (SERD)			
TNBC 15%*		ipatasertib (AKTi)		TECENTRIQ	

* Estimated by Roche

mAB: monoclonal antibody, ADC: antibody drug conjugate, CPI: checkpoint inhibitor, TNBC: triple negative breast cancer



Roche has Established the Standard of Care across HER2+ Breast Cancer



APHINITY study (Interim analysis at 6 years) Adjuvant therapy for HER2+ early breast cancer

IDFS Hazard Ratio			6-yr IDFS rate		
Population	Primary analysis	Updated analysis	Perjeta + Herceptin	Herceptin	Absolute benefit
ITT	0.81 (0.66-1.00)	0.76 (0.64-0.91)	90.6%	87.8%	+2.8% points
LN+	0.77 (0.62-0.96)	0.72 (0.59-0.87)	87.9%	83.4%	+4.5% points
LN-	1.13 (0.68-1.86)	1.02 (0.69-1.53)	95.0%	94.9%	+0.1% points
HR+	0.86 (0.66-1.13)	0.73 (0.59-0.92)	91.2%	88.2%	+3.0% points
HR-	0.76 (0.56-1.04)	0.83 (0.63-1.10)	89.5%	87.0%	+2.5% points

- The node + cohort continues to derive clear benefit from the addition of Perjeta
- Treatment benefit of Perjeta is now seen in both HR+ and HR- cohorts

primary analysis (2017): median follow-up 45.4 months, Updated Analysis (2019): median follow-up 74.1 months
IDFS: invasive disease free survival, ITT: intention-to-treat, LN: lymph node, HR: hormone receptor

Source: Piccart M., et al, SABCS 2019 52

TNBC Treatment Landscape

TNBC is not one disease, but a constellation of diseases

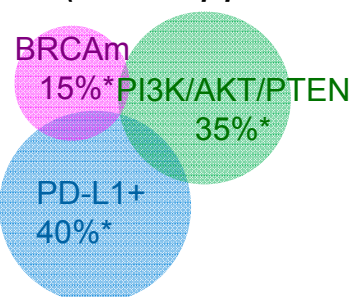
Historical standard of care

1L mBC

Chemotherapy

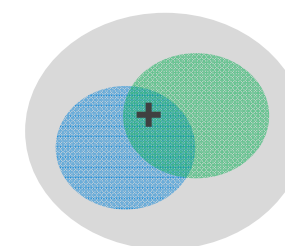
TNBC patients defined by lack of actionable targets

2020 (PHC approach)



Treatment algorithm defined by relevant biomarkers

Future (NME combinations)



All-comers benefit observed with Tecentriq + ipatasertib combination

Tecentriq + chemo	IMpassion130	1L TNBC (PD-L1+) ✓
Tecentriq + chemo	IMpassion131	1L TNBC (PD-L1+)
Tecentriq + chemo	IMpassion132	1L TNBC (PD-L1+)
ipatasertib + chemo	IPATUNITY130	1L TNBC (PI3K/AKT/PTENm)
ipatasertib + Tecentriq + chemo	IPATUNITY170	1L TNBC



: Primary endpoint met

Tecentriq is the first new agent approved in TNBC in ~15 years

TNBC: triple negative breast cancer, mBC: metastatic breast cancer, PHC: personalized healthcare, NME: new molecular entity
PI3K/AKT/PTENm includes any of the three mutations

* Estimated by Roche

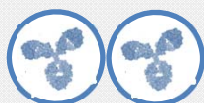
Source: Roche Analyst Event at 2019 SABCS
(partially modified)

Projects Applied Antibody Engineering Technologies



Roche Roche Group

Recycling antibody®
Sweeping antibody®
etc



Satralizumab



Nemolizumab



SKY59 (crovalimab)



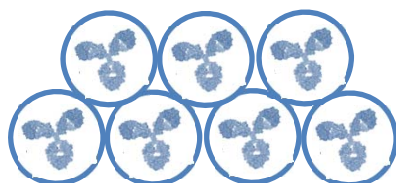
AMY109



GYM329/RG6237

- ☐ SMART-Ig®
- ☐ ACT-Ig®
- ☐ SMART-Fc®
- ☐ TwoB-Ig®
- ☐ pI-Fc™
- ☐ ACT-Fc
- ☐ ΔGK™

Bispecific antibody (1st, 2nd and 3rd generation)



ERY974

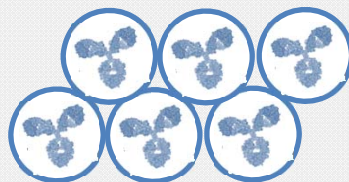


NXT007



- ☐ ART-Ig®
- ☐ FAST-Ig™
- ☐ TRAB®

Switch Antibody™



- ☐ Switch-Ig®

NEW technology etc



etc



- ☐ XXX
- ☐ YYY
- ☐ ZZZ

Discovery

Preclinical

Clinical

Launched

Licensable Antibody Engineering Technologies



SMART-Ig®

Creates the Recycling Antibody®, which is designed to achieve a longer duration of action than conventional antibodies by binding to an antigen multiple times.

SMART-Fc®

Creates the Sweeping Antibody®, which eliminates soluble antigens from plasma.

ACT-Ig®

Reduces clearance from plasma.

ART-Fc®

Expected to enhance the antibody-dependent cellular cytotoxicity (ADCC) activity and/or antibody-dependent cellular phagocytosis (ADCP) activity by improving the binding activity of the antibody to specific type of FcγRs. Potential applications in the oncology field.

ΔGK™

Makes manufacturing process less complex. Removes heavy chain C-terminal amino acids (glycine and lysine). This technology reduces the heterogeneity of IgG antibody and can be widely applicable to IgG antibodies.

ART-Ig®/FAST-Ig™

Enable large-scale production of bispecific IgG antibodies which bind to two different antigens. Eliminates complex downstream process and enables highly efficient manufacturing process.

TRAB®

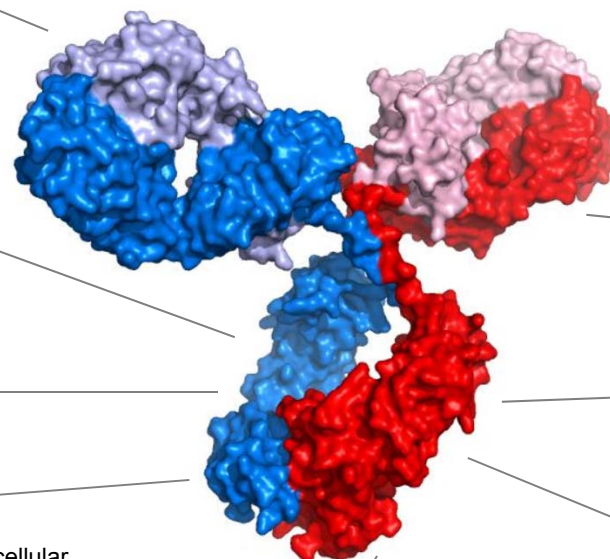
Activates T cells in an antigen-dependent manner to specifically kill cancer cells without non-specific FcγR dependent T cell activation.

TwoB-Ig®

Increases binding selectivity of the Fc region to inhibitory Fcγ receptor IIb. Potential applications in autoimmune diseases and other areas.

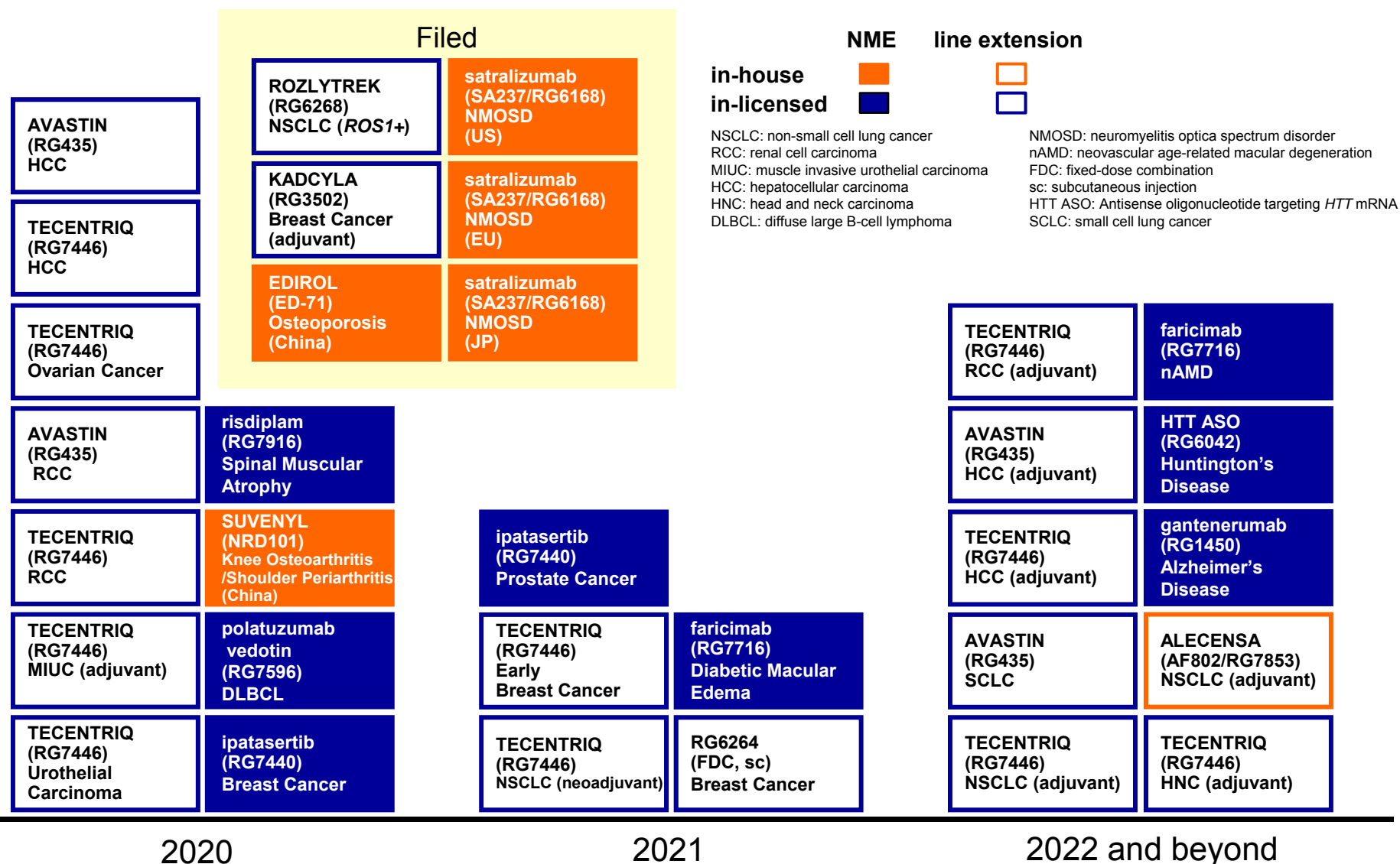
pl-Fc™

Improves agonistic activity or efficiency of soluble antigen elimination from plasma through the facilitation of Fc-FcγR interaction. Enhances the potency when used in combination of SMART-Fc®/TwoB-Ig®



Projected Submissions (Post PoC NMEs and Products)

as of January 30, 2020





Updates on the Development Requests for Unapproved Drugs/Indications

Review Committee of Development Requests for Unapproved Drugs/Indication

- 1st round requests: all approved (ten indications, including additional dosages and administrations of eight products)
- 2nd round requests: all approved (three indications of three products)
- 3rd round requests: requests were made for three indications of three products, including additional dosages and administrations, and two of them were approved

Product	Indication	Current Status
Avastin®	Additional dosage and administration for ovarian cancer	Submitted company opinion and waiting for evaluation by the committee

- 4th round requests: requests were made for **five** indications of **five** products, and one of them was approved

Product	Indication	Current Status
Xeloda®	Neuroendocrine tumor	Submitted company opinion and waiting for evaluation by the committee
Avastin®	Cerebral edema induced by radiation necrosis	Submitted company opinion and waiting for evaluation by the committee
Neutrogin®	Combination treatment with chemotherapy including fludarabine for relapsed/refractory AML	Submitted company opinion and waiting for evaluation by the committee
CellCept®	Inhibition of graft versus host disease (GVHD) in patients received allogeneic hematopoietic stem cell transplantation	Submitted company opinion and waiting for evaluation by the committee

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