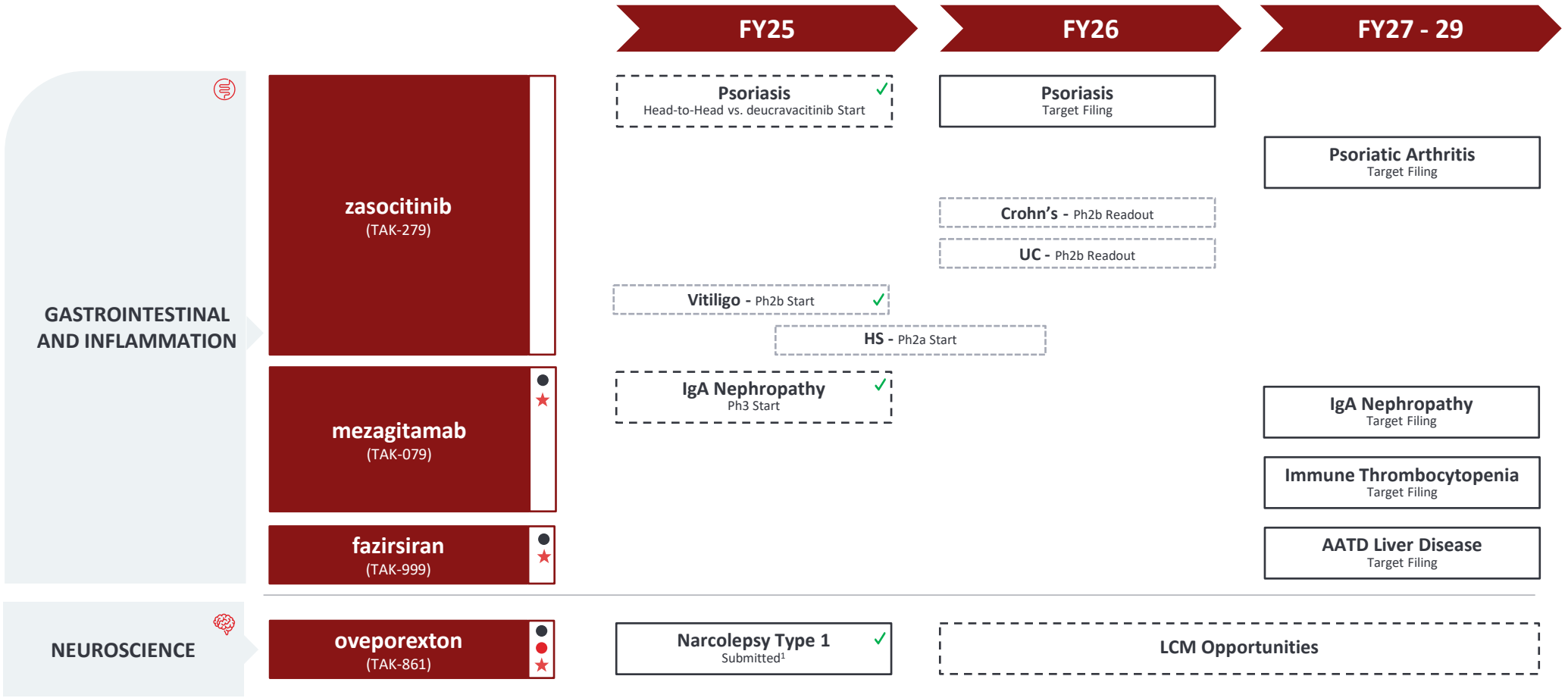
Accelerating Our Late-Stage Programs that have the Potential to Transform Lives and Generate Significant Value



- ● US Breakthrough and/or EU PRIME designations in at least one indication
- ● Japan SAKIGAKE and/or China Breakthrough designations in at least one indication
- ★ Orphan drug designations in at least one indication

Late-stage program: Program in or expected to be in potential pivotal trial or having achieved proof-of-concept.

- Approved
- Target Filing, anticipated year of filing for regulatory approval
- Targeted pivotal study / Phase 3 start
- Proof-of-concept/Dose ranging Phase 2 study
- ✓ Milestone achieved

1. Oveporexton NDA has been submitted to the U.S. FDA pending acceptance and a rolling submission is ongoing in Japan; Oveporexton has been filed in China.

All timelines are approximate estimates as of January 29th 2026, are subject to change and are subject to clinical and regulatory success. Table only shows selected R&D milestones and is not comprehensive. For full glossary of abbreviations please refer to appendix.

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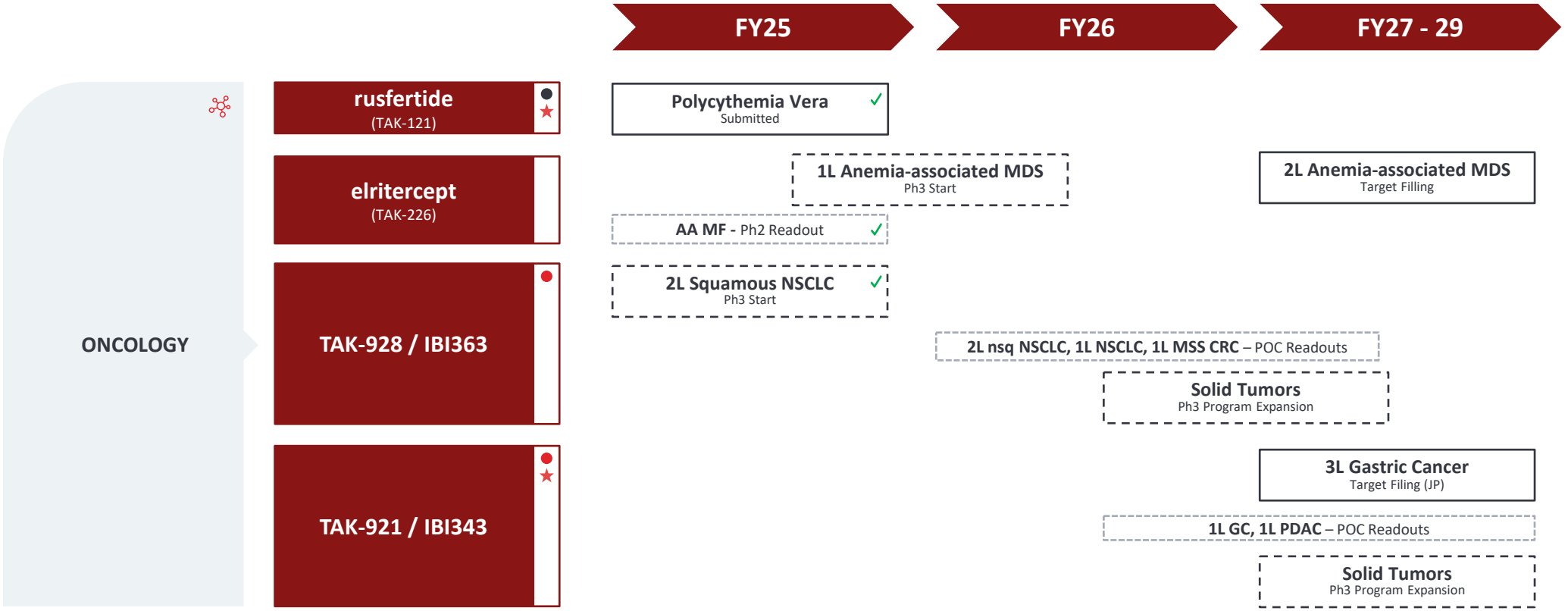

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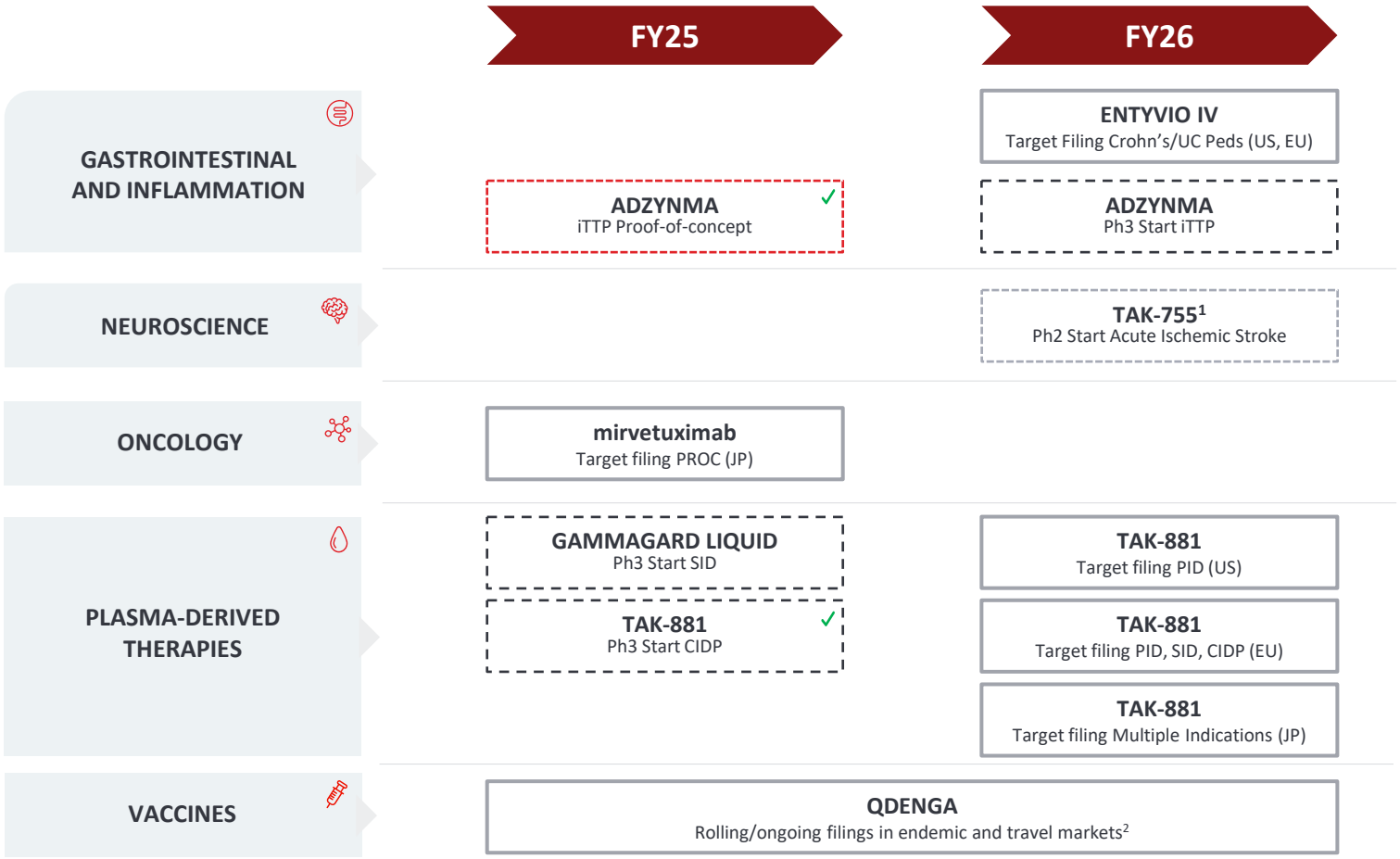
Maximizing Potential of Marketed Portfolio Through LCM Expansions



Approved
Target Filing
Phase 3 study start
Proof-of-concept study readout
Milestone achieved
Ph2 study start

1. TAK-755 is the development code for recombinant ADMTS13
2. QDENGA approved in Mexico (Sept 2025)

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Glossary of Abbreviations

Regional Abbreviations:
CN: China; EU: Europe; JP: Japan; U.S.: United States of America

1L	first line
2L	second line
3L	third line
AA	anemia-associated
AATD	α1-antitrypsin deficiency
ADC	antibody–drug conjugate
AE	adverse event
AI	artifcial intelligence
AML	acute myeloid leukemia
ASN	American Society of Nephrology
AVA	Advanced Vial Access
B7-H3	B7 Homolog 3
BID	bis in die, twice a day
BTD	breakthrough therapy designation
CD	cluster of differentiation
CI	confidence interval
CIDP	chronic inflammatory demyelinating polyradiculoneuropathy
CLDN18.2	claudin 18.2
CML	chronic myeloid leukemia
CMV	Cytomegalovirus
cORR	confirmed objective response rate
CP-CML	chronic-phase chronic myeloid leukemia
CPI	checkpoint inhibitor
CRC	colorectal cancer
cTTP	congenital thrombotic thrombocytopenic purpura
CY	calendar year
DAR4	drug to antibody ratio 4:1
DOAC	direct oral anti-coagulation
EDS	excessive daytime sleepiness
EGFR	epidermal growth factor receptor
eGFR	estimated glomerular filtration rate
EMA	European Medicines Agency
EQ-5D-5L	EuroQol-5 Dimensions 5-levels
ESS	Epworth Sleepiness Scale
FDA	U.S. Food & Drug Administration
FL	front line
FSI	first subject in
FY	fiscal year
GC	gastric cancer
Gd-IgA	galactose-deficient IgA
GZMB	granzyme B
HAE	hereditary angioedema
HCC	hepatocellular carcinoma
HCP	healthcare professional
HemA	hemophilia A
HER2	human epidermal growth factor receptor 2
HL	Hodgkin lymphoma
HS	hidradenitis suppurativa
IBD	inflammatory bowel disease
IFN-α/β/γ	interferon alpha/beta/gamma
IgA	immunoglobulin A
IgAN	immunoglobulin A nephropathy
IgG	immunoglobulin G
IgG1 Fc	crystallizable fragment of IgG
IH	idiopathic hypersomnia
IL-2/12/17/23	interleukin 2/12/17/23
IND	investigational new drug
IO	immuno-oncology
iTTP	immune thrombotic thrombocytopenic purpura
IV	Intravenous
JPY	Japanese Yen
KRAS	Kirsten rat sarcoma viral gene
LCM	lifecycle management
LS	least square
LTE	long-term extension
MCS	mental component summary
MDS	myelodysplastic syndrome
MF	myelofibrosis
MMN	multifocal motor neuropathy
MOA	mechanism of action
mOS	median overall survival
MSS CRC	microsatellite-stable colorectal cancer
MWT	maintenance of wakefulness test
NDA	new drug application
NME	new molecular entity
NMPA	(China's) National Medical Products Administration
NSCLC	non-small cell lung cancer
nsqNSCLC	non-squamous non-small cell lung cancer
NSS-CT	Narcolepsy Severity Scale for Clinical Trials
NT1 or 2	narcolepsy type 1 or 2
PD-1	programmed cell death protein 1
PDAC	pancreatic ductal adenocarcinoma
PGI-C	Patient Clinical Global Impression of Change
Ph1, Ph2, Ph3	phase 1, 2 ,3
PID	primary immunodeficiency
PK	Pharmacokinetics
PMDA	Japan's Pharmaceuticals and Medical Devices Agency
POC	proof of concept
PRIME	Priority medicines scheme by EMA
PROC	platinum-resistant ovarian cancer
PsA	psoriatic arthritis
PSC	primary sclerosing cholangitis
PsO	psoriasis
PSOC	platinum-sensitive ovarian cancer
PVT	Psychomotor Vigilance Task
QOL	quality of life
R&D	Research and Development
SAE	serious adverse event
SC	subcutaneous formulation
SCCHN	squamous cell carcinoma of head and neck
SCLC	small-cell lung cancer
SID	secondary immunodeficiency
SF-36	Short Form-36 Survey
SOC	standard of care
sqNSCLC	squamous non-small cell lung cancer
TEAE	treatment emergent adverse event
TIL	tumor-infiltrating lymphocyte
TNFα	tumor necosis factor alpha
TOPO1	topoisomerase I (one)
TST	tumor-specific T cell
TYK2	tyrosine kinase 2
UC	ulcerative colitis
UPCR	urine protein-creatinine ratio
USD	US dollar
VEGF	vascular endothelial growth factor
vWD	von Willebrand disease
WCR	weekly cataplexy rate
wk(s)	week(s)
WW	worldwide