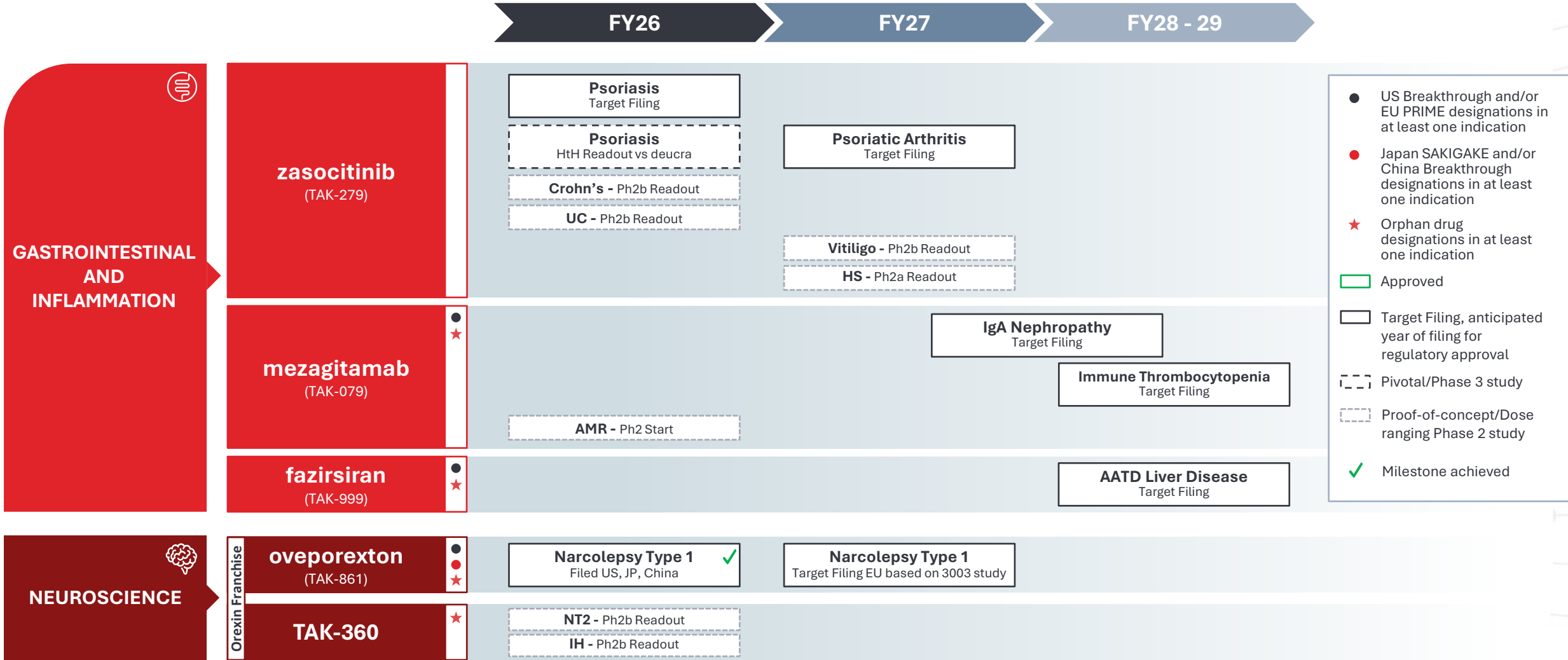


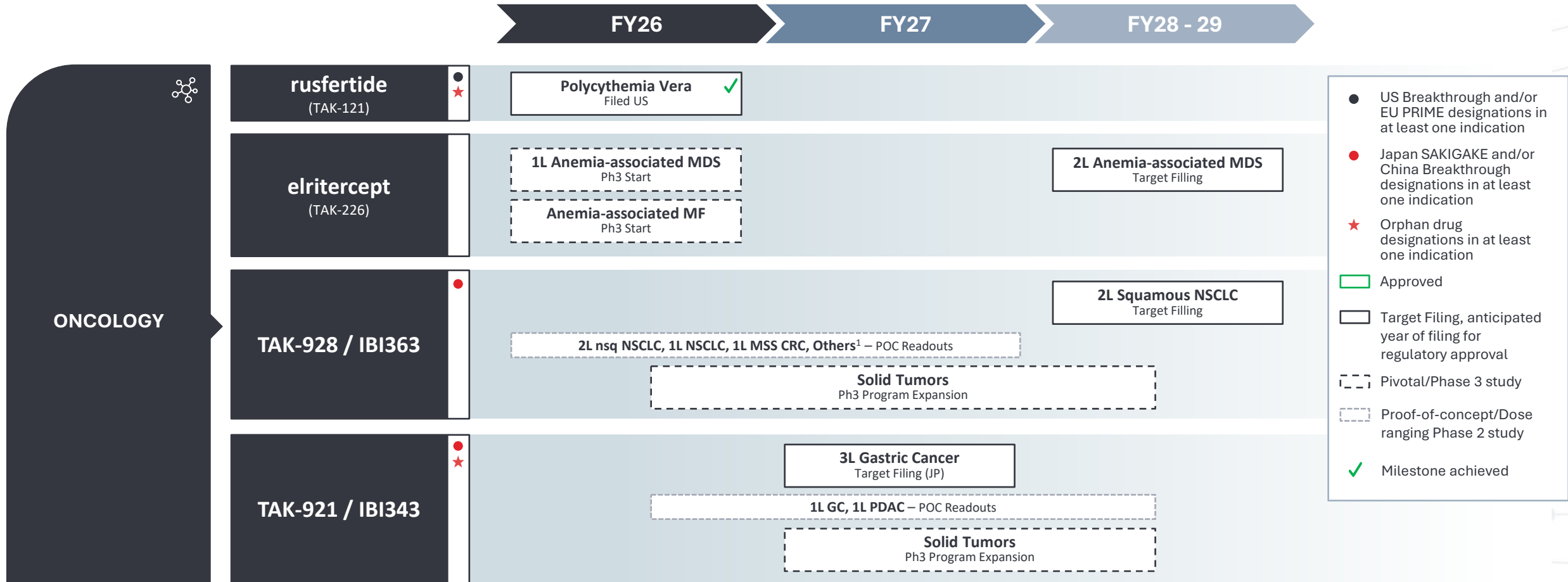
Delivering Our Late-Stage Programs that have the Potential to Transform Lives and Generate Significant Value



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

All timelines are approximate estimates as of May 13th 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. Late-stage program: Program in or expected to be in potential pivotal trial or having achieved proof-of-concept.

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



1. Innovent is running early-stage trials in additional indications.

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For full glossary of abbreviations please refer to appendix. Late-stage program: Program in or expected to be in potential pivotal trial or having achieved proof-of-concept.

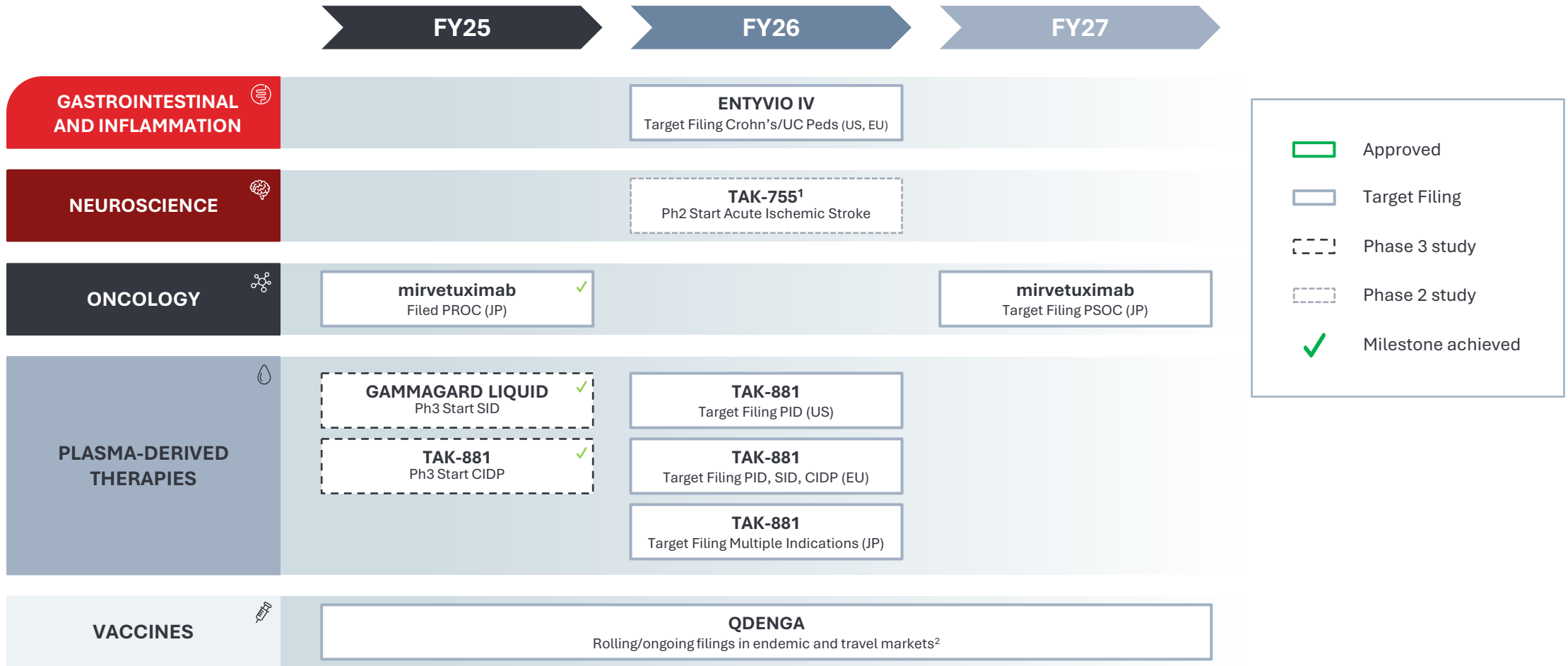
Outlook for Key Assets in FY26 and FY27



| | FY26 | FY27 | FY28 – FY30 |
|--|--|---|--|
| Potential U.S. Regulatory Approvals | <ul style="list-style-type: none"> oveporexton – NT1 rusfertide – PV | <ul style="list-style-type: none"> zasocitinib – PsO TAK-881 (20% fSCIG) – PID | <ul style="list-style-type: none"> • Expecting an average of 2-3 NME and/or important US LCM indication expansion filings per year • 10+ Phase 3 trials running or planned |
| Potential Regulatory Filings | <ul style="list-style-type: none"> zasocitinib – PsO TAK-881 (20% fSCIG) – PID | <ul style="list-style-type: none"> zasocitinib – PsA oveporexton – NT1 (EU) TAK-921 – 3L GC (JP) | |
| | | <ul style="list-style-type: none"> mezagitamab – IgAN | |
| Select POC Readouts | <ul style="list-style-type: none"> zasocitinib – UC zasocitinib – Crohn’s TAK-360 – NT2 TAK-360 – IH TAK-928 – 2L nsq NSCLC, 1L NSCLC, 1L MSS CRC TAK-921 – 1L GC, 1L PDAC | <ul style="list-style-type: none"> zasocitinib – Vitiligo zasocitinib – HS | |

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Maximizing Potential of Marketed Portfolio Through LCM Expansions



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

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 |
| ADAMTS13 | a disintegrin-like and metalloproteinase with a thrombospondin type 1 motifs 13 |
| ADC | antibody–drug conjugate |
| AE | adverse event |
| AI | artificial intelligence |
| AML | acute myeloid leukemia |
| AMR | antibody-mediated rejection |
| ASN | American Society of Nephrology |
| AVA | Advanced Vial Access |
| BID | bis in die, twice a day |
| BSA | body surface area |
| BTD | breakthrough therapy designation |
| CI | confidence interval |
| CIDP | chronic inflammatory demyelinating polyradiculoneuropathy |
| CLDN18.2 | claudin 18.2 |
| CML | chronic myeloid leukemia |
| CRC | colorectal cancer |
| cTTP | congenital thrombotic thrombocytopenic purpura |
| CY | calendar year |
| DLQI | Dermatology Life Quality Index |
| DOAC | direct oral anti-coagulation |
| EMA | European Medicines Agency |
| FDA | U.S. Food & Drug Administration |
| FL | front line |
| fSCIG | facilitated Subcutaneous Immunoglobulin |
| FSI | first subject in |
| FY | fiscal year |

| | |
|----------------------|--|
| GC | gastric cancer |
| HemaA | hemophilia A |
| HL | Hodgkin lymphoma |
| HS | hidradenitis suppurativa |
| HtH | head-to-head |
| IBD | inflammatory bowel disease |
| 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 | indication(s) |
| IND | investigational new drug |
| IO | immuno-oncology |
| iTTP | immune thrombotic thrombocytopenic purpura |
| IV | intravenous |
| JAK | Janus kinase |
| JPY | Japanese Yen |
| LCM | lifecycle management |
| MDS | myelodysplastic syndrome |
| MF | myelofibrosis |
| MMN | multifocal motor neuropathy |
| MSS CRC | microsatellite-stable colorectal cancer |
| NDA | new drug application |
| NME | new molecular entity |
| NMPA | (China's) National Medical Products Administration |
| NRI | nonresponder imputation |
| NSCLC | non-small cell lung cancer |
| nsqNSCLC | non-squamous non-small cell lung cancer |
| NT1 or 2 | narcolepsy type 1 or 2 |

| | |
|----------------------|--|
| OD | on demand |
| OX2R | orexin receptor 2 |
| PASI | Psoriasis Area and Severity Index |
| PD-1 | programmed cell death protein 1 |
| PDAC | pancreatic ductal adenocarcinoma |
| Ph1, Ph2, Ph3 | phase 1, 2 ,3 |
| PID | primary immunodeficiency |
| 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 |
| PV | polycythemia vera |
| R&D | Research and Development |
| SC | subcutaneous formulation |
| SCLC | small-cell lung cancer |
| SID | secondary immunodeficiency |
| siRNA | small interfering RNA |
| SOC | standard of care |
| sPGA | static Physician's Global Assessment |
| sqNSCLC | squamous non-small cell lung cancer |
| TYK2 | tyrosine kinase 2 |
| UC | ulcerative colitis |
| USD | US dollar |
| vWD | von Willebrand disease |
| wk(s) | week(s) |
| WW | worldwide |