

Sustainability Impact Report 2026

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2 Editorial Policy

The Sustainability Impact Report 2026 provides stakeholders with an overview of the PeptiDream Group's sustainability initiatives for the fiscal year ended December 31, 2025, focusing on each of the ESG (Environmental, Social, and Governance) themes. ESG data and policies are also introduced on our website.

Sustainability initiatives of PeptiDream can be accessed from the following link:

<https://www.peptidream.com/en/sustainability/effort/>

Scope of Report:

PeptiDream Inc. and PDRadiopharma Inc.

Reporting Period:

Fiscal year ended December 31, 2025. The latest activities and other information are also included to the extent possible, including the fiscal year ending December 31, 2026

Company Information (as of December 31, 2025)

Company Name: PeptiDream Inc.

Establishment: July 2006

Representative Director, President and CEO: Patrick C. Reid

Number of Employees (Consolidated): 751

Address: 3-25-23 Tonomachi, Kawasaki-ku, Kawasaki City,
Kanagawa Prefecture



In 2026, PeptiDream celebrates its 20th anniversary. This important milestone would not have been possible without the support of all our stakeholders, including patients, healthcare professionals, partner companies, shareholders and investors, local communities, and our employees. We would like to express our sincere gratitude to everyone who has contributed to our journey.

Guided by our mission to discover the next generation of transformational medicines that will drastically improve the lives of patients worldwide, we have built an innovative drug discovery platform centered on our proprietary Peptide Discovery Platform System (PDPS®). Over the past two decades, we have continued to grow through expanding partnerships with leading global pharmaceutical companies and advancing our own drug discovery programs. Today, a diverse group of talented employees works together toward a shared goal.

PeptiDream is now entering a new phase of growth. In addition to our partner programs, wholly-owned programs are making steady progress, with many advancing into clinical development. Our long-standing vision of delivering macrocyclic peptide therapeutics to patients is becoming more tangible than ever before. Looking ahead, we will continue to pursue the creation of innovative medicines while fostering a diverse and inclusive workplace, developing our people, and further strengthening our governance. Through these efforts, we strive to enhance both corporate and social value. Together with all our stakeholders, we remain committed to building a better future and sincerely appreciate your continued support.

Patrick C. Reid
Representative Director & CEO



3 Value Creation Story

Corporate Philosophy

Our mission is to discover the next generation of transformational medicines that will drastically improve the lives of patients worldwide. We are committed to leading the research and development of transformational medicines based on PeptiDream's proprietary PDPS® (Peptide Discovery Platform System), and by integrating PDR Pharma's expertise in the field of radiopharmaceuticals. We are committed to contributing to the development of people's health and medical care by delivering value to patients around the world with the innovation we provide.

Mission, Vision, Values

We aim to contribute to the sustainable development of the society by fulfilling our Mission, achieving our Vision and delivering our Values.

**As The Global Leading Peptide
Drug Discovery Company**



Mission

Our mission is to discover the next generation of transformational medicines that will drastically improve the lives of patients worldwide.

Vision

Our vision is to continue to uncover and expand on the power of macrocyclic peptides to unlock novel therapeutic and diagnostic possibilities through strong research and global collaboration.

Value

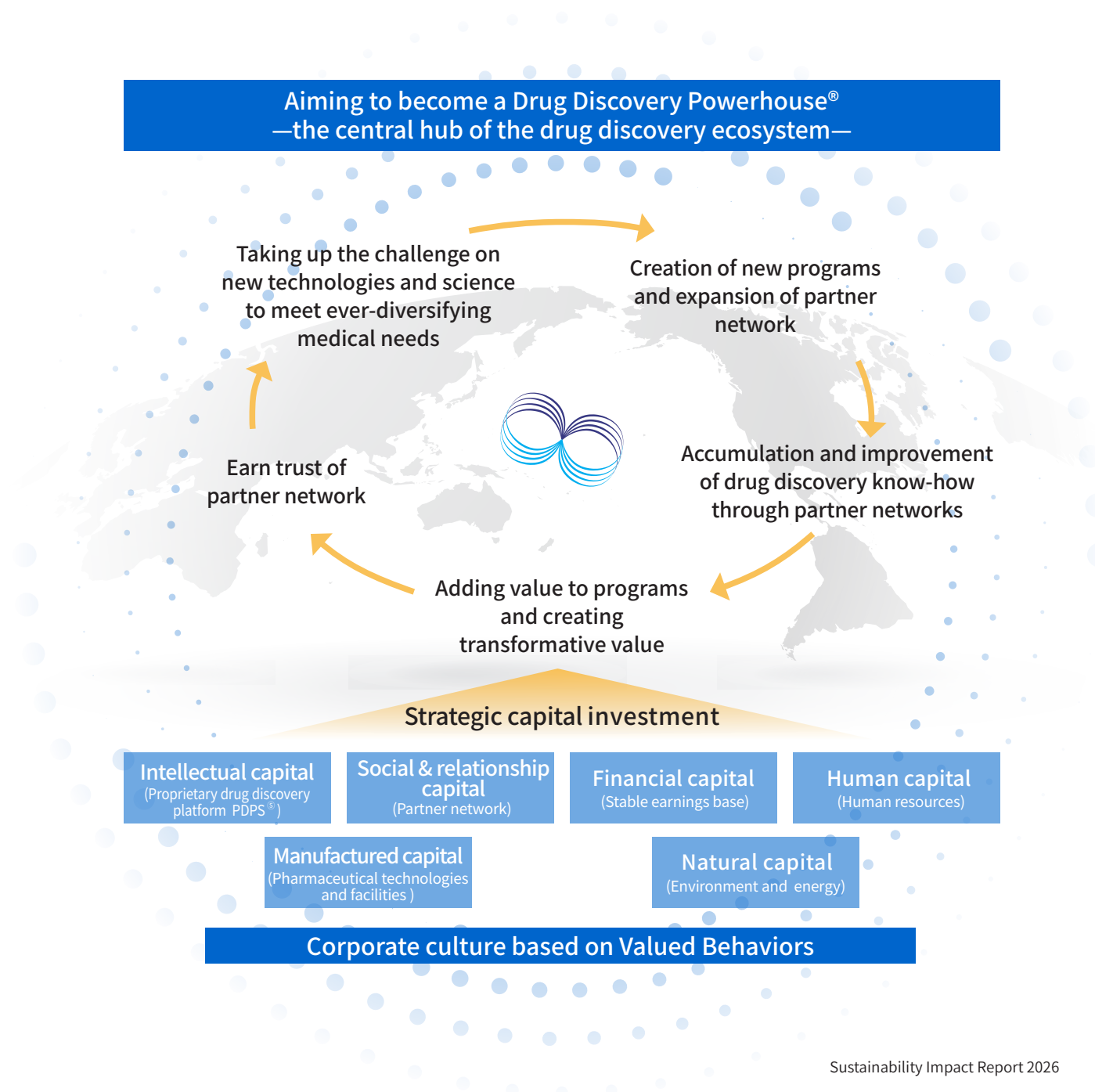
Our culture is anchored in the belief that every employee has the ability to be exceptional. We strive to create an environment where EXPERTISE is rewarded, PASSION is celebrated, and INTEGRITY is ingrained across every level of our organization.

4 Value Creation Story

Value Enhancement Cycle

PeptiDream Group provides economic value and social value through utilizing its intellectual capital, human capital, and social & relationship capital to drive innovation, and by realizing its mission.

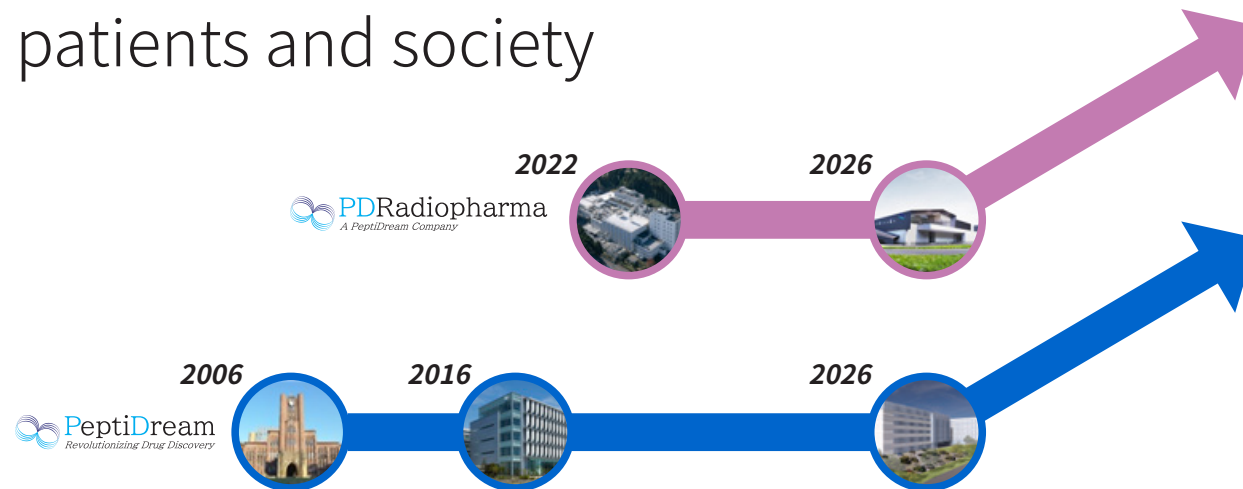
By continuing to circulate this cycle, we will gain the trust and support of patients and other stakeholders and achieve sustainable growth as a Drug Discovery Powerhouse®.



5 Value Creation Story

Value Delivered to Patients

Creating innovative medicines and delivering new value to patients and society



Startup

- Creation of the innovative drug discovery platform (PDPS®)
- Established a strong technological foundation as a university spin-off startup

Global Drug Discovery Company

- Expanded collaborative research partnerships with global pharmaceutical companies
- Full-scale launch of proprietary drug discovery programs

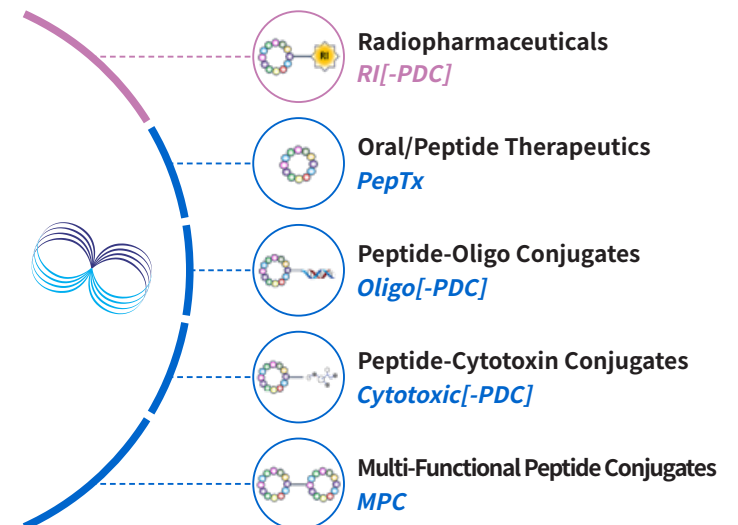
Global Drug Discovery & Development Company

- Advanced collaborative and proprietary programs into clinical development
- Expanding the pipeline across 5 core focus areas

Value Delivered to Patients

- Providing new treatment possibilities for diseases with limited therapeutic options
- Creating innovative healthcare solutions that support patients from diagnosis through therapeutics
- Pursuing new dosage forms and treatment approaches that reduce patient burden and improve convenience
- Expanding access to innovative therapies for patients worldwide through global partnerships

5 Core Focus Areas



6 Approach to Sustainability

Materiality

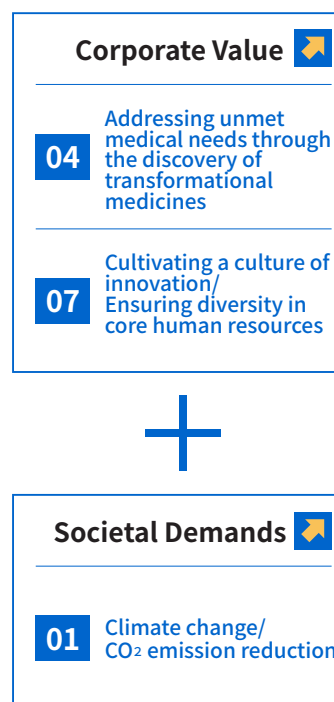
We identified materiality by prioritizing key topics which are important to our Group's stakeholders and business. In light of the evolving business and social environment, members of the Sustainability Governance Committee comprehensively discuss and deliberate sustainability risks & opportunities and review materiality analysis once a year, and the Board of Directors endorses the important matters related to sustainability.

PeptiDream Group 11 Material Issue

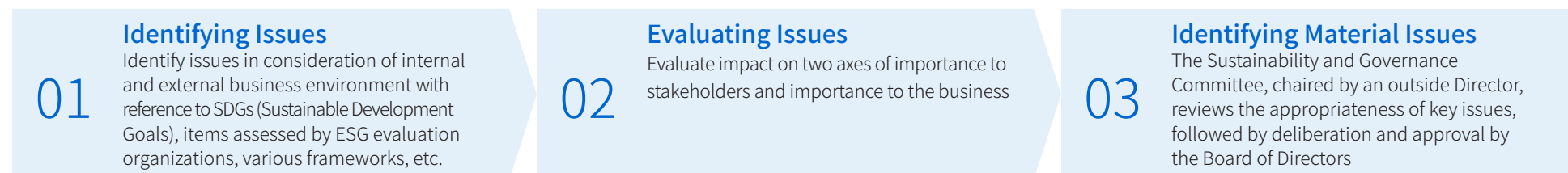
Environment	01	Climate change/CO ₂ emission reduction
	02	Waste reduction
	03	Biodiversity conservation
Social	04	Addressing unmet medical needs through the discovery of transformational medicines
	05	Responsible sourcing/Stable product supply
	06	Community relations
	07	Cultivating a culture of innovation/Ensuring diversity in core human resources*
	08	Respecting human rights/Occupational health and safety
Governance	09	Corporate governance
	10	Stakeholder engagement
	11	Compliance and risk management

* Managers and senior-ranking specialists (excluding Directors)

Key Material Issues



Materiality Identification Process



Key Initiatives at PeptiDream



Governance

- Strengthened corporate governance through the introduction of a new management system
- Continued initiatives to enhance information sharing with outside directors and strengthen the oversight functions of the Board of Directors and the Audit and Supervisory Committee



Social

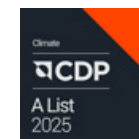
- Conducted compliance training for all employees
- Contributed to the realization of an inclusive society through initiatives supporting PeptiDream-affiliated para-athletes



Environment

- Converted 80% of the Group's electricity consumption to renewable energy
- Established a Group-wide water consumption reduction target for 2030

External Recognition Driven by Our ESG Performance



CDP 2025 Climate "A List"



FTSE JPX Blossom
Japan Index

Selected as a constituent
for 6 consecutive years



FTSE JPX Blossom
Japan Sector
Relative Index

Selected as a constituent
for 5 consecutive years



Recognized for environmental
disclosure and carbon efficiency

2024 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

Recognized for gender diversity

	2022/12	2023/12	2024/12	2025/12	2026 (as of Jul.)
Dow Jones Sustainability Indices (CSA Score)	↑43	↓42	↑47	↓42	—
MSCI (ESG Rating)	→B	↑BB	↓B	↑BBB	↓BB
FTSE Russell (ESG Rating)	→3.6	↑4.1	↓3.9	→3.9	↑4.1
CDP (Climate Change Performance Score)	↑A-	→A-	→A-	↑A	—
Sustainalytics (ESG Risk Score)	↓22.0	↑21.0	↓21.5	↓22.8	↑22.7

Note: FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that PeptiDream has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index, and FTSE Blossom Japan Sector Relative Index. Created by the global index provider FTSE Russell, these indices are designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices, and are used by a wide variety of market participants to create and assess responsible investment funds and other products. THE INCLUSION OF PEPTIDREAM INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF PEPTIDREAM INC. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Social

Social Initiatives

We are committed to meeting the expectations of various stakeholders through interactive dialogue and contributing to societal enrichment, people's lives and the sustainable growth of the Company.

To realize these goals, we strive to secure diverse human resources and promote talent development and workplace environments that support employee growth and enable employees to demonstrate their capabilities as we believe these activities fuel innovation.

We will also contribute to building a sustainable society by monitoring the performance towards protecting human rights and occupational health and safety, and by contributing to local communities.

Indicators and Targets for Human Capital (Core Human Resources*¹)

	FY2025	2030 Targets
Ratio of doctorate (Ph.D.) holders	42.4%	Maintain 50% or more
Ratio of foreign employees or employees with overseas work experience* ²	34.8%	Maintain 30% or more
Ratio of employees in 20s/30s	18.2%	At least 30%
Female manager ratio	16.7%	At least 30%

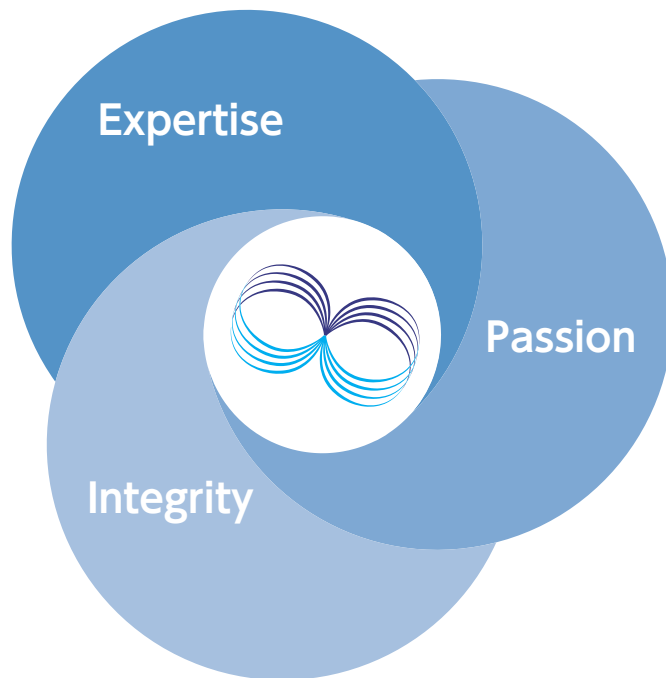
*1 Managers and senior-ranking specialists (excludes officers)

*2 Employees with overseas research or work experience (excludes periods of less than six months and periods as a student studying abroad)

Creating Value by Developing HR Talent and Organizations

PeptiDream aims to realize a people-oriented organization in which values and action guidelines take root in its corporate culture. We strive to achieve this by embedding our Valued Behaviors based on the three values of “Expertise, Passion and Integrity” among all executives and employees. Researchers with a high level of “Expertise” in their respective fields have “Passion” for the creation of next generation medicines, and innovation is created when they draw out each other’s expertise both inside and outside the company, both domestically and internationally. As a prerequisite for creating a place for such collaboration, “Sincerity” is an important foundation to respect each other’s expertise and work, and to take ownership of the issues we face.

Valued Behaviors



Expertise

- ① Be humble, open-minded, and driven by facts
- ② Think logically, value ideas, and speak up
- ③ Keep learning, keep growing

Passion

- ④ Never forget the goal of our work is for patients
- ⑤ Persevere in the face of challenges
- ⑥ Be bold, be creative, and don't fear failure

Integrity

- ⑦ Act with good intentions, and see the good intentions in others
- ⑧ Take ownership of any issues
- ⑨ Learn from your mistakes
- ⑩ Respect each other

Three Human Resource Strategies

In order to enhance corporate value, PeptiDream is promoting three human resource strategies: “Acquiring and Improving Expertise,” “Fostering Innovation through Diversity of Human Resources,” and “Sustainable Work Styles” based on the Valued Behaviors.



Respecting Human Rights

As a global company, we believe that respect for human rights is important for the society and corporate sustainability, and that it is a responsibility that companies must fulfill. To this end, we have established a “Policy on the Respect for Human Rights” and will promote business activities that respect the human rights of all stakeholders.

Policy on the Respect for Human Rights

Basic Policy

PeptiDream promotes business activities in respect to the human rights of all stakeholders, including all board members, employees, business partners, the entire supply chain, and local communities, at all facilities. This policy on respecting human rights is based on the International Bill of Human Rights, and the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights in Labor, and the Guiding Principles on Business and Human Rights, and other international norms. We specifically adhere to the following,

- PeptiDream hires and assigns people based on their capabilities and responsibilities regardless of their gender, sexual orientation and gender identity (SOGI), nationality, race, age, disabilities, religion or anything else.
- PeptiDream is against all forms of forced and compulsory labour. PeptiDream protects the welfare of children and does not accept the employment of children excluded if legally permitted.
- PeptiDream regards “freedom of association” and “right to collective bargaining” as human rights that should be respected as a company, and respect these rights of employees in accordance with the provisions of the law.

Occupational Health and Safety Initiatives

We are committed to providing a safe, secure, and healthy work environment for all employees.

Key Initiatives

● Establishing and facilitating the Health and Safety Committee

PeptiDream’s Health and Safety Committee consists of 12 members and an occupational health practitioner. The committee meets monthly to ensure the health and safety of the workplace environment and to take measures to prevent accidents at work.

● Biosafety management

In accordance with the provisions of the Cartagena Law and the Kawasaki City Guidelines for the Proper Use of Biotechnology, a committee and a supervisor is appointed to ensure biosafety and provide safety education for employees.

● Disaster preparedness and implementing disaster drills

An emergency power generator is installed on the rooftop of PeptiDream’s headquarters in preparation of floods or tsunamis. We have set aside evacuation space within the company for those who may be stranded in the event of a disaster and have stockpiled three days’ worth of food and water in preparation. In addition, we implement regular disaster drills under the supervision of firefighters.

● Employee health management

We are working with occupational health practitioners and health insurance associations to maintain and proactively promote the good health of our employees, which we believe will serve as a source of sustainable growth and increased corporate value of PeptiDream in the future. In addition, we conduct stress checks for all employees with the aim to improve their well-being, as this potentially leads to the prevention of mental health problems and the improvement of a comfortable working environment.

Responsible Sourcing

We will work with our suppliers to promote sustainable procurement by conducting activities based on our Supplier Code of Conduct. We will continue to identify risks across our supply chain and take appropriate actions by conducting supplier evaluations to PeptiDream Group suppliers on a regular basis. In addition, we strive to identify potential risks in the supply chain for new suppliers by ensuring that our suppliers meet sustainability standards (environmental compliance, labor, human rights, risk management) via a survey and to agree to our Supplier Code of Conduct before conducting business with them.

Overview of Survey (FY2025)

Scope: Major raw material suppliers accounting for more than 80% of PeptiDream transaction value

Questionnaire: CSR Procurement Self-Assessment Questionnaire (developed by Global Compact Network Japan (GCNJ) in consideration of consistency with the 10 principles of the UN Global Compact and other international guidelines such as ISO 26000 and GRI)

Response rate: 100%

Key Findings

Based on the survey results for the fiscal year ended December 2025, no significant risks were identified. For the suppliers who responded, we intend to provide feedback such as company-wide average values to support their continued efforts. Moving forward, we will continue conducting surveys annually, and if any significant risks are identified, we will support improvements to address the issues.

Survey Items

CSR-related Corporate Governance	Establishment of a CSR promotion system/Establishment of internal controls/Establishment of a BCP system/Establishment of a whistle-blower system/Dispatch of CSR-related information inside and outside the company
Human Rights	Basic approach toward human rights/Respect for human rights and prohibition of discrimination/Avoidance of complicity in (or contribution to) human rights abuses/Respect and consideration for the life and culture of the local community and indigenous people
Labor	Basic approach toward labor practices/Prohibition of discrimination in the workplace/Provision of equal opportunities to employees regarding human resources development and career advancement, etc./Prohibition of inhumane treatment/Payment of fair wages/Prohibition of forced labor/Fair application of working hours, time off, and paid time off, etc./Prohibition of child labor/Respect for the religious traditions and customs of the country of operation/Recognition of and respect for freedom of association and the right to collective bargaining/Proper management of employee safety and health
Environment	Basic approach to environmental initiatives / Management of chemical substances specified by laws and regulations in manufacturing processes, products, and services / Management and reduction of wastewater, sludge, and air emissions / Sustainable and efficient use of resources (energy, water, raw materials, etc.) / Reduction of GHG emissions / Identification, management, and reduction of waste, and responsible disposal or recycling / Biodiversity initiatives
Fair Business Practices	Basic approach toward fair business practices/Establishment of appropriate relationships with local governments and public officials in and outside countries where business activities are conducted/Prevention of the giving and receiving of improper advantages with customers trade partners, etc., in sales and purchasing activities, etc./Prevention of competition law violations in sales activities, etc./Rejection of relationships with antisocial forces/organizations/Prevention of unauthorized use of a third party's intellectual property and of illegal reproduction of copyrighted works/Services for responding to complaints from outside the company and for consultations/Prohibition of insider trading/Prohibition of acts with conflicting interests
Quality and Safety	Basic approach toward product and service quality and safety/Ensuring product and service quality and safety/Appropriate response to product and service accidents and the circulation of defective goods
Information Security	Basic attitude toward information security/Defense against attacks on computer networks/Protection of personal information and privacy/Prevention of misuse of confidential information
Supply Chain	Basic attitude toward the supply chain/Use of raw materials not involved in conflict or crime (initiatives against conflict minerals)
Coexistence with Local Communities	Initiatives to reduce damage to the health, safety, and sanitation of local communities and residents/Initiatives with contribute to the local community and residents and collaborate towards sustainable development

Average Score Rate



Promoting Diversity & Inclusion and Improving Workplace Environment

We provide opportunities for all employees to play active roles and strive to create a workplace in which employees can build their career and work styles in accordance with their life events.

- **Implementation of employee and organizational engagement surveys**

At PeptiDream, we conduct an employee engagement survey four times a year for all employees, using Wevox, an engagement survey tool provided by Atriae, Inc. In the 2025 survey (response rate: 91.5%), the average scores were as follows: Overall Engagement: 69.5, Empathy with Mission and Vision: 73.5, Sense of Purpose: 70.8, and Satisfaction with Work Environment: 68.5. Based on the results of these surveys, we visualize the engagement status of employees and the organization, and utilize it as a tool to promote communication among management, managers, and team members.

- **Personnel evaluation system**

At PeptiDream, goals are set at the beginning of each fiscal period, and regular one-on-one meetings are held during and at the end of the period to review progress and provide support to team members. Evaluations are conducted from multiple perspectives based on 'Valued Behaviors'—a set of 10 behavioral guidelines—with the aim of aligning the company and each employee in the same direction to foster both organizational and individual growth. Additionally, we have established a multi-faceted evaluation system that includes Upward Feedback, where team members evaluate their supervisors, and 360° Feedback from colleagues other than supervisors. This system is designed to enhance management capabilities and create opportunities for better team operations.

- **Implementing flextime working system/ Operating a short-time permanent employee system/ Operating childcare support and special allowance system/ Encouraging employees raising children to take childcare leave**

We provide a workplace in which employees can build one's work styles in accordance with their life events. We have also received the "Kurumin" certification in recognition of our support for employees balancing work and childcare.

- **Promotion of employees according to their role and performance regardless of their age or experience**

→ Two new graduates have been promoted to "core human resources" within 5 years of joining the company (as of the end of December 2025)

- **Providing staff training programs**

We conduct various types of employee development programs. To date, we have conducted both internal and external training sessions for managers, including "Management Training" and "One-on-One Training," aimed at helping them acquire leadership skills such as coaching and management skills to support team members' growth and performance improvement. We also provided themed training tailored to needs of each target employees such as the "Skill Development Training". Additionally, we held an annual internal research presentation where researchers from all departments participated. As a R&D driven innovative company, we believe that these efforts to continuously enhance the capabilities of each and every employee will greatly contribute to the enhancement of our business and corporate value. We also conduct compliance training for all officers and employees to enhance compliance awareness.

- **Engagement at town hall meetings**

At PeptiDream, we regularly hold company-wide meetings for all employees with the aim of promoting understanding of the corporate philosophy, increasing awareness of interdepartmental operations, sharing ESG activities, providing presentation training, strengthening communication, and facilitating dialogue with senior management.

- **Support for para-athletes**

Three wheelchair rugby players (Koichi Tanabe, Masayuki Haga, and Tamami Tsukimura) and one wheelchair softball player (Ryuji Osada), who are affiliated to PeptiDream Group, participated in para-athlete competitions held in Japan and overseas. Through activities such as parasports experience sessions and seminars held at elementary schools, we contribute to the realization of a diverse society that respects each individual's uniqueness and shares a variety of values.



Para-athletes affiliated to PeptiDream

Social Contribution Initiatives

As a corporate citizen, we value our involvement with local communities and are actively engaged in social contribution activities. We will contribute to the realization of a sustainable society by continuing activities that meet the challenges faced by the society and communities.

- **Improving access to healthcare**

PeptiDream is engaged in the discovery and development for the treatment of tuberculosis. Tuberculosis is one of the world's three major infectious diseases and is the world's top cause of death from a single infectious agent (2023). We have been awarded two grants from the Gates Foundation, and promising hit candidate series for tuberculosis have been identified and lead optimization is currently underway. More than 95% of deaths from tuberculosis occur in lower middle-income countries (LMIC). Under the terms of the grant, any Gates Foundation-funded products will be made available by PeptiDream at an affordable price in LMICs.

- **PeptiDream-affiliated para-athlete served as guest speaker**

Haga Masayuki, a wheelchair rugby player affiliated with PeptiDream, delivered a commemorative lecture at the 77th Designated City School Health Conference held in Kawasaki City. Under the theme "Exploring My Potential," he shared his personal experiences and athletic journey, highlighting the importance of embracing challenges and taking the first step forward while believing in one's potential, even in the face of adversity. Fellow para-athletes Koichi Tanabe and Tamami Tsukimura also participated in hands-on activities and engaged with attendees, helping to promote the appeal of para sports.

- **Community cleanup activities**

Every year, PeptiDream employees work with local businesses to clean up the area around the KING SKYFRONT, the international strategic location where the company's headquarters is located. PDRadiopharma employees also regularly clean up the area around the facility as part of its "Zero Waste" campaign.



Para-athletes giving a presentation

Transparency Guidelines

PDRadiopharma has established the following guidelines in accordance with the Japan Pharmaceutical Manufacturers Association's (JPMA) "Transparency Guidelines for Relationships between Corporate Activities and Medical Institutions" and "Transparency Guidelines for Relationships between Corporate Activities and Patient Groups."

- **Guidelines for transparency in relationships with medical institutions**

PDRadiopharma declares its commitment to transparency in its relationships with medical institutions and other healthcare organizations. All corporate activities are conducted in accordance with the JPMA Code of Practice, JPMA Charter of Corporate Behavior, JPMA Compliance Program Guidelines, and other relevant standards, including the PeptiDream Charter of Corporate Behavior. Recognizing the importance of ensuring transparency in these relationships, PDRadiopharma discloses relevant information to promote a broader understanding of its contributions to the advancement of life sciences, including medicine and pharmaceutical sciences, and to demonstrate that its corporate activities are conducted with a high standard of ethics.

- **Guidelines for transparency in relationships with patient organizations**

PDRadiopharma declares its commitment to transparency in its relationships with patient organizations. All corporate activities are conducted in accordance with the JPMA Code of Practice, JPMA Charter of Corporate Behavior, JPMA Compliance Program Guidelines, JPMA Guiding Principles for Collaboration with Patient Organizations, and other relevant standards, including the PeptiDream Group Charter of Corporate Behavior. Recognizing the importance of transparency in these relationships, PDRadiopharma discloses relevant information to foster broader understanding that its corporate activities contribute to the development of patient organizations while respecting their independence and ensuring high ethical standards and mutual understanding.

➔ For more information on PDRadiopharma's initiatives to ensure transparency, please visit: <https://www.pdradiopharma.com/en/sustainability/transparency/>

Governance

Corporate Governance Initiatives

We believe that in order to achieve sustainable growth, it is essential to conduct fair and transparent management, continuously increase corporate value, fulfill our corporate social responsibilities, and earn the trust of all of our stakeholders. We will strive to ensure thorough compliance, as well as to continuously improve and strengthen our organizational structure and measures to improve transparency and soundness and realize efficient management through proactive and prompt information disclosure.

Governance Highlights

Strengthening corporate governance through the introduction of a new management system

Remedial Measures Based on the Findings of the Special Investigation Committee

As reported in the Sustainability Impact Report 2025, a former Director, Executive Vice President and COO (hereinafter, “Mr. A”) was found to have removed research reagents from the Company without authorization, or was highly likely to have done so, during the period from March 2017 to January 2025. Following the conclusion of the Special Investigation Committee’s investigation in August 2025, PeptiDream disclosed its analysis of the root causes and corresponding preventive measures in October 2025.

Cause Analysis

While the direct cause of the incident was the circumvention of internal controls and misconduct by Mr. A, the Company identified the following factors that contributed to its inability to detect and correct the inappropriate activities in a timely manner:

- ❶ Lack of transparency in reagent procurement and management processes
- ❷ Inadequate risk management awareness and detection controls within the Research Administration Group
- ❸ Inadequate mutual oversight through the internal reporting system

Recurrence Prevention Measures

Area	Measures Implemented
Full integration of an end-to-end reagent management IT system	Introduced a new IT system and digitized related procedures
Organizational changes to the research administration group	Appointed an experienced external leader to head the Research Administration Group
Strengthening detection controls through regular monitoring	Implemented periodic monitoring procedures
Enhancing compliance awareness among all officers and employees	Conducted compliance training for all officers and employees
Promoting awareness of the internal reporting “whistleblower” system and strengthening mutual oversight	Reinforced awareness of the whistleblowing system and revised reporting procedures
Strengthening deterrence against potential misconduct through facility enhancements	Installed additional surveillance cameras
Strengthening the supervisory and verification functions of the Board of Directors and various committees	Established the Executive Leadership Team (ELT)

To further strengthen governance and build a more transparent management structure, PeptiDream established the ELT in February 2026, consisting of executive officers and leaders of major corporate functions. Key operational decision-making responsibilities have been consolidated within the ELT, while authority is being delegated from Directors to functional leaders. In addition, the Company is increasing the proportion of independent Outside Directors and Audit and Supervisory Committee members serving on the Nomination and Compensation Committee to further enhance the independence and objectivity of nomination governance.

Overview of the Incident

In April 2025, PeptiDream became aware of the possibility that Mr. A had engaged in inappropriate ordering and removal of certain research reagents. In May 2025, the Company established a Special Investigation Committee that included external experts.

The investigation found that:

- Up to 752 reagent items (equivalent to approximately ¥54.3 million) delivered to the Company between March 2017 and January 2025 were ordered under the direction of Mr. A, who was responsible for reagent procurement and management, and were removed from the Company without authorization by Mr. A himself, or were highly likely to have been so removed.
- It was also discovered that Mr. A had entered into service agreements with certain business partners of the Company and had received monetary compensation in return.

Although the financial impact on the Company’s financial statements was confirmed to be immaterial, PeptiDream takes this matter very seriously. Accordingly, a dedicated task force was established to analyze the causes of the incident and develop measures to prevent recurrence.

Evaluation of the Effectiveness of the Board of Directors Meetings

PeptiDream evaluates the effectiveness of its Board of Directors meetings every year in order to improve the functions of the Board of Directors. The evaluation was carried out by directly responding to a survey conducted by a third party. In 2025, the highlights of the evaluation results are as follows:

Evaluation of the Effectiveness of the Board

Highly Rated* Items

- Diversity of the Board of Directors
- Balance between Internal and Outside Directors
- Timing of materials distribution and effectiveness of Board administration

Poorly Rated* Items

- Delegation of authority
- Discussions regarding management strategy and business plans
- Involvement in CEO succession planning

The Company's understanding based on the results of the questionnaire is that evaluations were largely positive, and the effectiveness of the Board of Directors is sufficiently ensured.

* Comparison with the average of all companies that had their effectiveness of the Board meeting assessed by an external organization

Items for Which Improvement Has Been Observed/Future Measures

Items for which improvement has been observed from 2024

While no significant increase in overall scores was observed, directors noted improvements in communication and information sharing between Internal and Outside Directors, as well as positive progress in discussions leading to the establishment of the Executive Leadership Team (ELT).

Future measures

The Company will continue delegating operational responsibilities while further strengthening the Board's strategic and supervisory functions and enhancing its internal control framework.

18 Governance

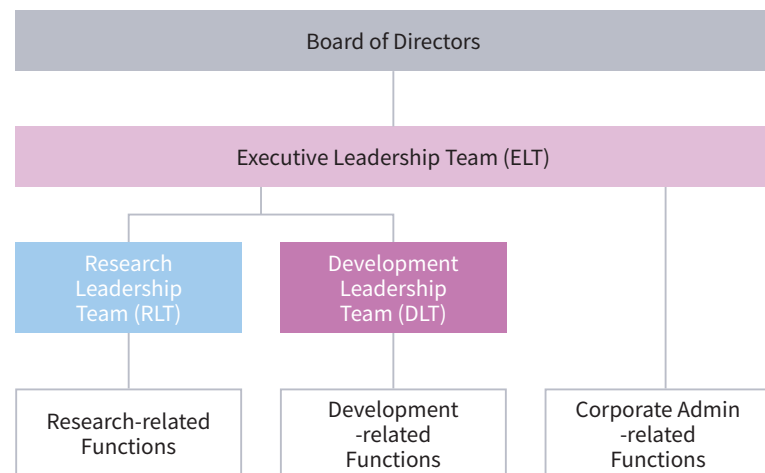
Corporate Governance Structure

New Organizational Structure

As PeptiDream continues to evolve from a drug discovery company into a global drug discovery and development company, PeptiDream has introduced a new management and organizational structure designed to support greater scale, speed, and business impact. At the core of this transformation is the establishment of the Executive Leadership Team (ELT). In addition, the Company has formed the Research Leadership Team (RLT), responsible for research activities, and the Development Leadership Team (DLT), responsible for development activities, with clearly defined roles and responsibilities. These leadership structures strengthen collaboration across research, development, and corporate functions while ensuring alignment between strategic priorities and day-to-day execution.

Designed to support business expansion, greater transparency, and sound corporate governance

(Current organizational structure)



Leadership structure effective July 2026

EVP: Executive Vice President
VP: Vice President



Patrick C. Reid

Representative Director & CEO



Masato Murakami

Board Director, EVP
(Radiopharma Business & Development)



Christian Cunningham

EVP (Research)



Catherine Ohura

EVP (Operations)



Jun Kono

EVP (Strategy)



Kodo Shikata

EVP (People & Culture)



Yen Ting Chen

VP (Business Development & Alliance Management)



Naoki Kawamura

VP (Radiopharma Business)



Taiki Kou

VP (Strategy & Operations)



Kengo Miyagawa

VP (Finance)



Chieko Inoue

VP (Legal & Intellectual Property)



Yuko Okimoto

VP (Corporate Communications)

Objectives of the Organizational Changes

1

Evolution of the Management Structure

- Promote professional management
- Clarify responsibilities and decision-making authority across functions

2

Expansion of Leadership Resources

- Gradually expand the Executive Leadership Team under the direction of the Board of Directors
- Strengthen expertise in research, development, business operations, and corporate management
- Develop the next generation of leaders

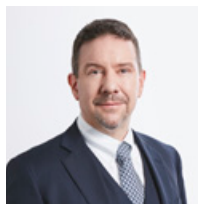
3

Strengthening Governance

- Improve the speed and transparency of decision-making processes

19 Governance

Directors/Outside Directors (as of Aug 1st, 2026)



Patrick C. Reid, Ph.D.
Representative Director & CEO

Date of birth January 14, 1975

Term 17 years

Number of shares of the Company held (Of which, number of those to be delivered by the share benefit trust)
4,231,346 (74,846)

Profile

Co-founder of PeptiDream. After serving as Project Associate Professor at the Research Center for Advanced Science and Technology, University of Tokyo, and as Visiting Associate Professor at the Center for Collaborative Research, University of Tokyo, he rejoined the Research Center for Advanced Science and Technology as Project Associate Professor before joining the Company. He was appointed Director of the Company in August 2008. Subsequently, he held key leadership roles including Director and General Manager of the Scientific Department (May 2012), Senior Vice President and General Manager of the Scientific Department (September 2012), and Senior Vice President, Head of Research & Development (July 2014). In September 2017, he became Representative Director and President, and in January 2022, he assumed his current role as Representative Director, President & Chief Executive Officer. He has also served as a Director of Peptistar Inc. since April 2025 (to present). He holds a Ph.D. in Biochemistry from Dartmouth Medical School.

Reason Appointed to the Board of Directors

Dr. Patrick C. Reid joined the Company shortly after its foundation and has been leading research and development operations. He is assuming the responsibility of management as a Director of the Company and has deep insight and ability. In light of this, the Company believes that Dr. Reid is capable of successfully fulfilling his duties as Director, with respect to the decision-making process of the Board of Directors.

Board Meeting attendance (2025) : 100% (21/21)



Kiichiro Kamiya
Independent Outside Director (Full-Time Auditing Committee Member)

Date of birth July 16, 1955

Term 1 year

Number of shares held
523

Profile

Joined PeptiDream in Mar 2025, after working at Hoechst Japan Ltd., Director and President of JSR Life Sciences Corporation, Director of MEDICAL & BIOLOGICAL LABORATORIES CO., LTD., Senior Officer and Deputy General Manager of Life Sciences Division of JSR Corporation, Representative Director and CEO of Fastide, Inc. (to present). Currently Independent Outside Director (Auditing Committee Member) at PeptiDream.

Reason Appointed to the Board of Directors

Mr. Kamiya was appointed as an Outside Director for his experience and perspective to provide appropriate opinions, from a viewpoint of ensuring legality and appropriateness of the decision-making process of the Company's business execution. He is deemed to have no conflict of interest with our General Shareholders and is qualified as an independent Director.

Board Meeting attendance (2025) : 100% (17/17)

Auditing Committee Meeting attendance (2025) : 100% (15/15)



Yukinori Hanafusa
Independent Outside Director (Auditing Committee Member)

Date of birth May 10, 1975

Term 8 years

Number of shares held
7,377

Profile

Joined PeptiDream in Sep 2017, after working at Aoyama Audit Corporation, Accounting Works Co., Ltd. as Founding Representative Director, Outside Director of ARCLAND SERVICE HOLDINGS CO., LTD, Outside Director (Auditing Committee Member) of GIFT INC. (to present), Outside Director (Auditing Committee Member) of AIZAWA SECURITIES GROUP CO., LTD. (to present). Currently Independent Outside Director (Auditing Committee Member) at PeptiDream.

Reason Appointed to the Board of Directors

Mr. Hanafusa was appointed as an Outside Director because, as a certified public accountant, he has been providing appropriate opinions, from a viewpoint of ensuring legality and appropriateness of the decision-making process of the Company's business execution, as well as monitoring and supervising of the management by utilizing his experience and perspective and is expected to continue performing this role. He is deemed to have no conflict of interest with our General Shareholders and is qualified as an independent Director.

Board Meeting attendance (2025) : 100% (21/21)

Auditing Committee Meeting attendance (2025) : 100% (18/18)



Masato Murakami

Director, EVP (Radiopharma Business & Development)
President and Representative Director of PDRadiopharma

Date of birth March 26, 1974

Term 0 years (newly appointed)

Number of shares of the Company held (Of which, number of those to be delivered by the share benefit trust)
500 (—)

Profile

After serving as a Fellow and Assistant Professor in the Division of Genetics, The Institute of Medical Science, The University of Tokyo; Research Fellow at IFOM, The FIRC Institute of Molecular Oncology Foundation; Group Leader of Molecular Oncology Pathology, at the Novartis Institutes for Biomedical Research, Novartis Pharma AG; and Vice President of Biomarker Promotion Department and Global Precision Medicine Department, R&D Division of Daiichi Sankyo Company, Limited., he joined PeptiDream in January 2022 as Chief Medical Officer. He was appointed President and Representative Director of PDRadiopharma Inc. in July 2024 (to present), Director of PeptiAID Inc. in December 2024, President and Representative Director PeptiAID Inc. in March 2025 (to present), and Director and Executive Vice President (Radiopharmaceuticals Business & Development) of PeptiDream Inc. in March 2026 (to present).

Reason Appointed to the Board of Directors

Dr. Masato Murakami has been leading new medicine development as the Company's CMO, and, as President and Representative Director of PDRadiopharma Inc., the Company's subsidiary, has been leading its business operations. In light of this, the Company believes that Dr. Murakami is capable of successfully fulfilling his duties as Director by utilizing his experience and insight, with respect to the decision-making process of the Board of Directors.



Junko Utsunomiya
Independent Outside Director (Auditing Committee Member)

Date of birth June 21, 1971

Term 5 years

Number of shares held
5,799

Profile

After beginning her legal career at Nagashima Ohno & Tsunematsu, she co-founded Utsunomiya Shimizu & Haruki Management Legal Office, where she continues to serve as a founding partner. She currently holds several outside directorships, including: Outside Director (Auditing Committee Member) of RAKSUL INC. (to present); Outside Director of Heiwa Real Estate Co., Ltd. (to present); Outside Director (Auditing Committee Member) of ZOZO, Inc. (to present); Outside Director (Auditing Committee Member) of PeptiDream (to present).

Reason Appointed to the Board of Directors

Ms. Utsunomiya has extensive experience and broad perspective as an attorney and is well versed in corporate legal affairs. Therefore, the Company believes that Ms. Utsunomiya is capable of utilizing this to provide appropriate opinions, from a viewpoint of ensuring legality and appropriateness of the decision-making process of the Company's business execution. Therefore, the Company believes that Ms. Utsunomiya is capable of successfully fulfilling her duties as outside Director. She is deemed to have no conflict of interest with our General Shareholders and is qualified as an independent officer.

Board Meeting attendance (2025) : 100% (21/21)

Auditing Committee Meeting attendance (2025) : 100% (18/18)



Junko Nishiyama
Independent Outside Director (Auditing Committee Member)

Date of birth January 10, 1957

Term 1 year

Number of shares held
0

Profile

Joined PeptiDream in Mar 2025, after working at Lion Corporation as Full-Time Corporate Auditor, Outside Director (Member of the Audit Committee) of EBARA Corporation, Outside Audit & Supervisory Board Member of TODA Corporation (to present). Currently Independent Outside Director (Auditing Committee Member) at PeptiDream.

Reason Appointed to the Board of Directors

Ms. Nishiyama was appointed as an Outside Director for her experiences and capability to provide appropriate opinions, from a viewpoint of ensuring legality and appropriateness of the decision-making process of the Company's business execution. She is deemed to have no conflict of interest with our General Shareholders and is qualified as an independent Director.

Board Meeting attendance (2025) : 100% (17/17)

Auditing Committee Meeting attendance (2025) : 100% (15/15)

Skills Matrix

Directors Expertise and Experience

PeptiDream appoints personnel with diverse expertise and experience as Director candidates in order to make appropriate management decisions while responding to various external and internal conditions. The expertise and experience we consider important at present are Corporate Management, Global Business, Technology and R&D, Finance and Accounting, Human Resources, Labor, and Human Resource Development, Legal & Risk Management, Sustainability.

■ Expertise and Experience (Skills Matrix) Possessed by Directors

	Composition of the Committees Members				Growth drivers (offensive)			Strengthen business foundation (defensive)			Sustainability
	Audit and Supervisory Committee	Nomination and Remuneration Committee	Sustainability and Governance Committee	Compliance Risk Management Committee	Corporate Management	Global Business	Technology & R&D	Finance & Accounting	HR Management & Development	Legal & Risk Management	
Patrick C. Reid Male Representative Director & CEO		●	●		◎	◎	◎		○	○	
Masato Murakami Male Director, Director, EVP (Radiopharma Business & Development)				●	○	◎	◎	○		○	
Kiichiro Kamiya Independent Outside Male Outside Director (Audit and Supervisory Committee Member)	●	●		●	◎	◎	○		○		
Yukinori Hanafusa Independent Outside Male Outside Director (Audit and Supervisory Committee Member)	●	●	●		○			◎	○		○
Junko Utsunomiya Independent Outside Female Outside Director (Audit and Supervisory Committee Member)	●	●		●	○				○	◎	○
Junko Nishiyama Independent Outside Female Outside Director (Audit and Supervisory Committee Member)	●	●	●		○		○			○	◎

(Notes)

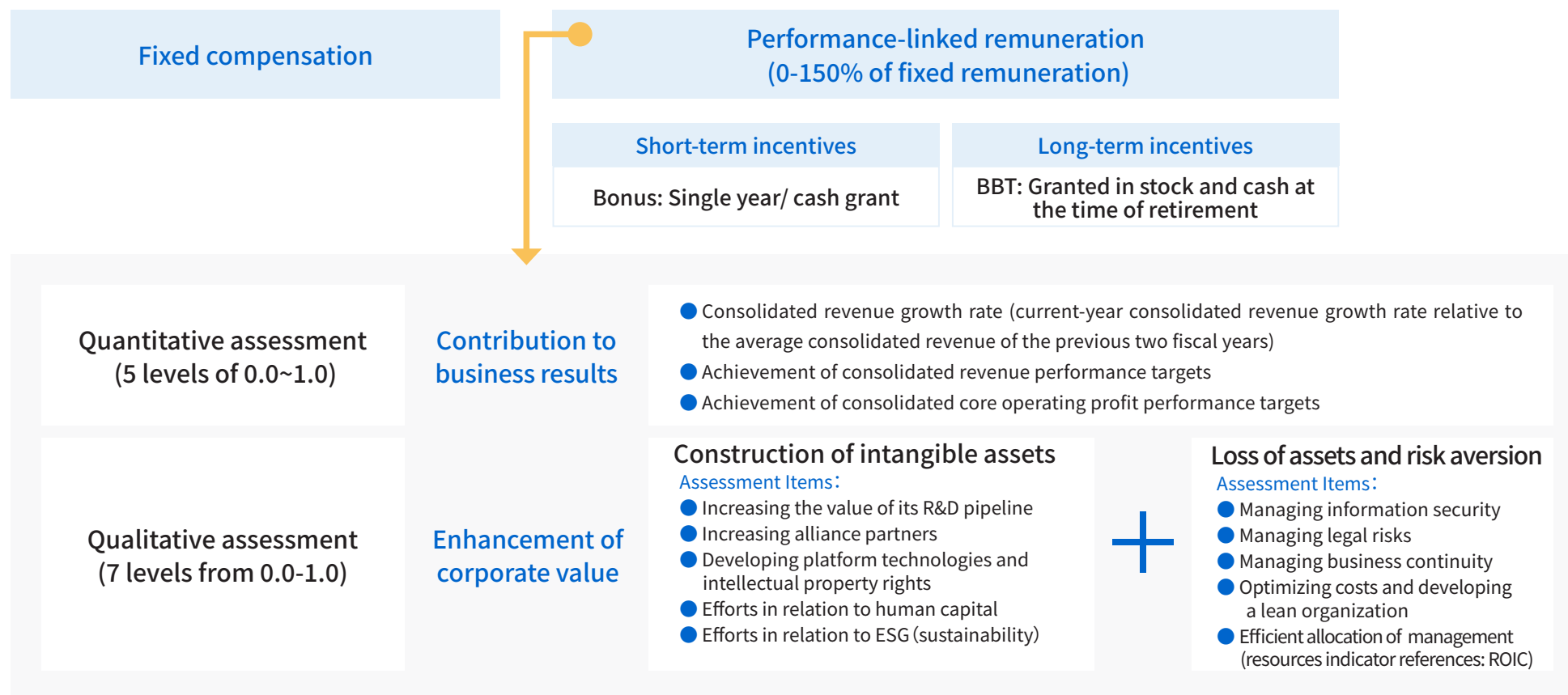
- The matrix above indicates up to five main skills of the executive directors, and up to four main skills of the outside directors. It does not represent all the skills possessed by each director.
- “◎” in the table above refers to the skill with particularly high expertise and deep experience, and “○” refers to the skill with adequate knowledge and experience. “Independent” means the independent director registered with the securities exchange.

21 Governance

Directors' Remuneration

PeptiDream's policy is to determine the remuneration of Directors as a level appropriate for a global company, by enabling PeptiDream to attract and motivate talented personnel towards the achievement of short-term performance targets and medium-term targets. Directors' remuneration including CEO compensation is a combination of fixed remuneration and performance-linked remuneration. Performance-based compensation is determined at a range of 0% to 150% of fixed compensation, with the percentage of the performance-based portion of total compensation being in the range of 0% to 60%. Remuneration for Directors serving on the Audit and Supervisory Committee is limited to fixed remuneration, rather than adopting a performance-linked remuneration system. The total remuneration of the two Directors is 265,362 thousand yen and the total remuneration of the four members of the Audit and Supervisory Committee is 27,933 thousand yen for the fiscal year ended December 31, 2025.

→ For more information, please refer to the Corporate Governance Report https://www.peptidream.com/en/docs/CGreport_202604_en.pdf



22 Governance

Dialogue with Stakeholders

We define patients and healthcare professionals, employees, shareholders and investors, business partners, research institutions, government agencies, NGOs/NPOs, and local communities as key stakeholders. One of our key initiatives is the timely and fair disclosure of information, aimed at fostering trust with shareholders and investors while contributing to the enhancement of corporate value. In 2025, we held a total of 417 IR meetings and facilitated active dialogue sessions with domestic and overseas investors. In addition, we held a briefing focusing on R&D in December. We also proactively conducted face-to-face briefings with overseas institutional investors.

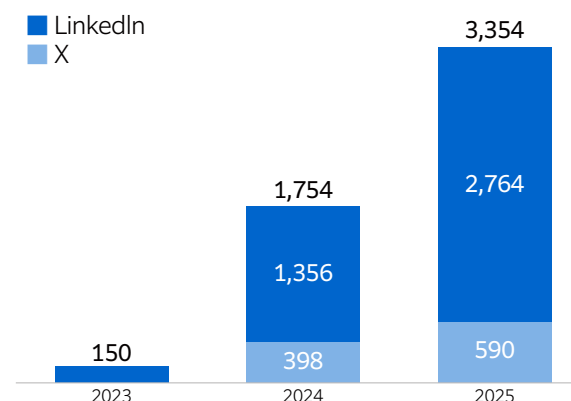


Briefing for individual investors

We have also strengthened our communications through our official X account and LinkedIn. By leveraging social media, we will continue to share information with a wide range of stakeholders.

Growth in Social Media Followers

Number of PeptiDream's SNS Followers



Strategic Stockholdings

We currently hold the stock of three non-listed companies, PeptiStar, LinqMed, and Alivexis, other than our affiliates, for purposes other than pure investment. These are operating companies that are strategic alliances with the aim of enhancing our corporate value over the medium-to-long term by maintaining and strengthening relationships.

Internal Control and Risk Management

Internal Control Initiatives

We have established a Basic Policy on the Development of Internal Control Systems, as resolved by the Board of Directors, and are committed to building a robust framework to ensure the appropriateness of our operations. An internal auditor is appointed to conduct audits across all business operations, including internal controls and legal compliance, based on a predefined audit plan. The results of these audits are reported directly to the President & CEO. Additionally, any significant issues or concerns identified during internal audits are reported directly to the Audit and Supervisory Committee.

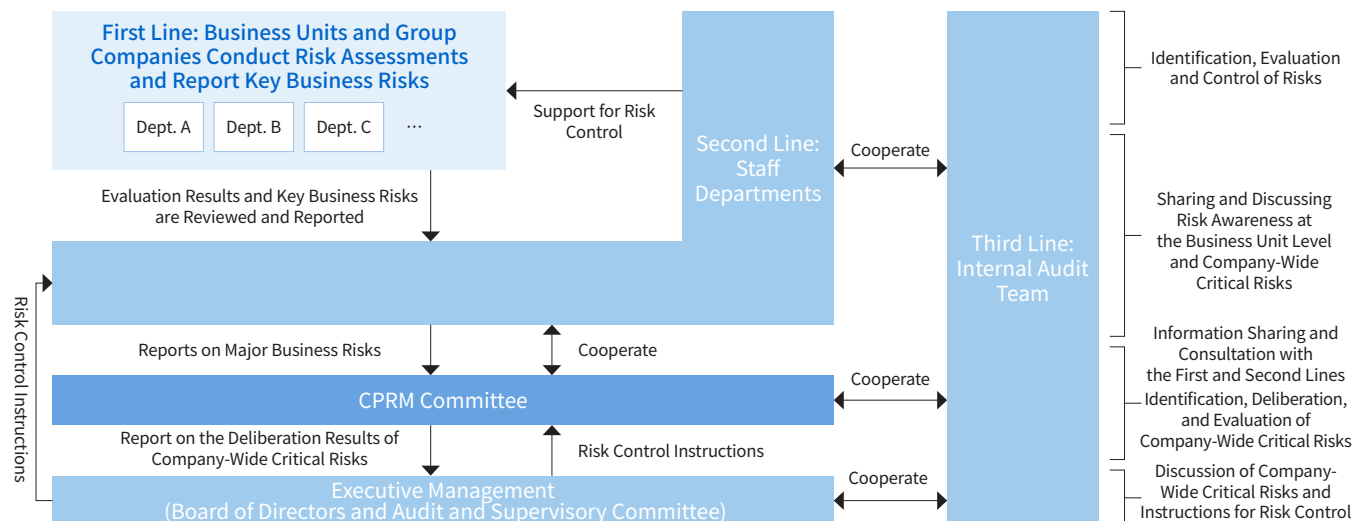
We also conduct audits related to the development and operation of internal controls over financial reporting, aiming to strengthen our internal control functions. Through regular exchanges of opinions with Audit and Supervisory Committee members and accounting auditors, we promote collaboration under a three-tier audit structure, ensuring audits are conducted efficiently and effectively.

Basic Approach to Risk Management

We have established a risk management system based on the “Three Lines Model”:

- First Line: Each department identifies, evaluates, and controls risks associated with daily business activities.
- Second Line: Staffs with specialized knowledge—such as Legal & Compliance, Intellectual Property, Finance & Accounting, Human Resources, and Information Systems—collaborate to monitor and support risk control.
- Third Line: Internal audits are conducted with the involvement of independent outside Directors and external experts to verify the effectiveness of monitoring and support provided by the first and second lines.

Internal Structure and Relationships in Risk Management and Internal Control



Glossary

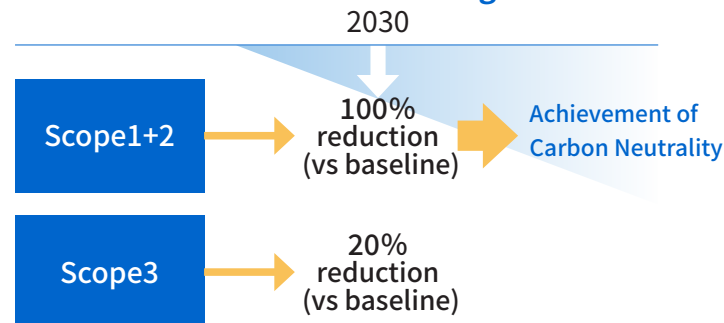
First Line	Refers to departments involved in R&D and affiliates. These units identify, evaluate, and control potential risks related to their own operations.
Second Line	Comprises of staff departments with expertise in areas such as Legal & Compliance, Intellectual Property, Finance & Accounting, Human Resources, and Information Systems. They support monitoring and control of risks based on evaluations conducted by the first line.
Third Line	Internal audit personnel regularly conduct audits to verify the effectiveness of risk evaluations and monitoring/support by the first and second lines. Audit results are reported to the Board of Directors, the Audit and Supervisory Committee, and the Compliance and Risk Management Committee.
Compliance and Risk Management (CPRM) Committee	The CPRM Committee is responsible for building, managing, and maintaining the compliance and risk management system. It identifies, evaluates, and formulates preventive measures for potential risks within the company and reports its findings to the Board of Directors.

Environment

Environmental Initiatives

We recognize the importance of preserving and sustaining the global environment, and we are committed to promoting environmentally conscious business activities aimed at achieving carbon neutrality (net-zero CO₂ emissions). Environmental performance data such as CO₂ emissions, water usage, and waste are disclosed annually and monitored through a verification process conducted by an external independent organization. Furthermore, in accordance with the framework of the Task Force on Climate-related Financial Disclosures (TCFD), we assess the impact of climate-related risks and opportunities on our business and disclose relevant information to a wide range of stakeholders, including investors.

PeptiDream Group Carbon Emission Reduction Target



25 Environment

Climate Change Initiatives and CO₂ Emissions Reduction

In FY2025, the percentage of renewable energy used across PeptiDream Group reached 80%, resulting in a 20% year-over-year reduction in the Group's total greenhouse gas (GHG) emissions. In particular, Scope 2 emissions were reduced by approximately 70% compared with the previous fiscal year. We also undertook initiatives to reduce emissions from Scope 3 Category 4 (Transportation and Distribution) through optimizing logistics operations and improving delivery efficiency.

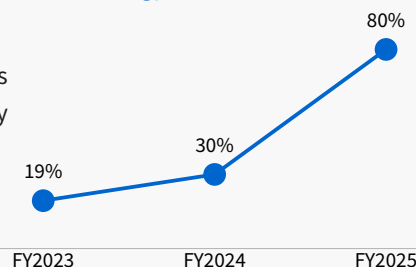
→ Information disclosed in line with the TCFD recommendations is available below.
<https://www.peptidream.com/en/sustainability/effort/environment/>

→ Environmental performance data is available below.
<https://www.peptidream.com/en/sustainability/data/>

Key FY2025 Initiatives

- Reduced Scope 1, 2, and 3 emissions by 23% year over year
- Promoted reductions in logistics-related emissions
- Continued expanding the use of renewable energy

PeptiDream and PDRadiopharma Renewable Energy Utilization Rate



Energy Conservation

The Group promotes energy conservation through measures such as upgrading to high-efficiency equipment, optimizing air conditioning operations, introducing LED lighting, and adopting energy-efficient devices. In addition, we seek to balance business growth with environmental impact reduction through the use of renewable energy-derived electricity.

In FY2025, PDRadiopharma's Chiba Plant expanded its use of renewable energy through the installation of a solar power generation system. By utilizing previously unused on-site space and commencing on-site power generation, the plant further advanced its efforts to reduce CO₂ emissions while enhancing energy efficiency and optimizing energy costs.

Key FY2025 Initiatives

- Installation of a solar power generation system
- Continued implementation of energy-saving campaigns
- Reduced energy consumption through improved efficiency of air conditioning operations



Solar Power Generation System at PDRadiopharma's Chiba Plant

Water Conservation

In FY2025, PeptiDream's headquarters and research laboratories optimized air conditioning operating conditions to reduce water consumption. In addition, the Group established a new medium-term target to reduce total water withdrawals at its major sites by an average of 1% per year through 2030, using 2023 as the baseline year. Through regular monitoring of progress, we are committed to the efficient use of water resources and continuous improvement.

Key FY2025 Initiatives

- Established water consumption reduction targets
- Reduced water withdrawals through improved efficiency of air conditioning operations

26 Environment

Reducing Waste

At PeptiDream's headquarters and research laboratories, we promote recycling and waste reduction for both laboratory and business waste. To ensure proper waste segregation, we provide clear instructions and user-friendly labeling, helping employees consistently separate waste appropriately.

Laboratory and business waste are handled by qualified external contractors and processed in accordance with applicable laws and regulations. Industrial waste manifests are properly reviewed and managed. We also promote appropriate management of reagents and consumables and work closely with waste management companies to support resource circulation.

Radioactive waste generated through PDRadiopharma's manufacturing processes is managed separately from ordinary waste and transferred to specialized service providers in compliance with applicable regulations.

Key FY2025 Initiatives

- Strengthened waste segregation practices
- Reinforced proper management of hazardous waste

Biodiversity Conservation

The Group recognizes the potential impact of its business activities on ecosystems and is committed to reducing environmental impacts and conserving natural capital. At our research facilities and business sites, we promote efficient resource use and waste reduction to minimize environmental burdens.

Experiments involving pathogenic microorganisms, pathogens, or research materials that may contain such agents, as well as genetic recombination experiments, are conducted in accordance with applicable laws and regulations, including Japan's Cartagena Act and relevant governmental guidelines.

We have established internal rules governing the handling, storage, and environmental risk prevention of pathogenic microorganisms and genetically modified organisms. Under the oversight of executive management, the Biosafety Committee reviews experimental plans and provides safety education to employees engaged in related activities, helping prevent laboratory incidents before they occur.

→ Our Biodiversity and No Deforestation Policy is available here. https://www.peptidream.com/en/docs/E_Biodiversity_and_No_Deforestations_Policy.pdf

Key FY2025 Initiatives

- Promoted activities to reduce environmental impacts
- Advanced sustainable procurement initiatives

Environmental Stewardship of Chemicals and Pharmaceuticals

The Group complies with environmental laws and industry guidelines, including the Water Pollution Control Act and the Sewerage Act, and conducts appropriate management of chemical substances and radioactive materials in its pharmaceutical research, development, and manufacturing activities. At PeptiDream's headquarters and research laboratories, organic solvents and heavy metals are properly managed, and wastewater is regularly monitored to confirm that pollutant concentrations remain below regulatory standards.

At PDRadiopharma's Chiba Plant, wastewater generated during radiopharmaceutical manufacturing is treated only after confirming that radioactive substances are not present at significant levels. Following treatment, wastewater is continuously monitored for total organic carbon (TOC) and pH, subjected to biological monitoring in observation ponds, and then discharged into nearby rivers. Radioactivity measurements are also conducted as a final verification prior to discharge. Radioactive wastewater generated during production processes is strictly managed according to radioactivity concentration levels and treated in compliance with applicable laws and regulations. At the Kawasaki Laboratory and Ibaraki Laboratory, wastewater is discharged only after confirming that radioactive material concentrations meet all regulatory requirements.

Through ongoing employee education and training, we continue to strengthen environmental and safety awareness while working to reduce environmental impacts throughout the lifecycle of pharmaceuticals and radiopharmaceuticals.

Key FY2025 Initiatives

- Appropriate storage and management of chemical and radioactive materials
- Compliance-based management of radioactive waste
- Strengthened chemical substance management systems
- Continued safety education and training programs