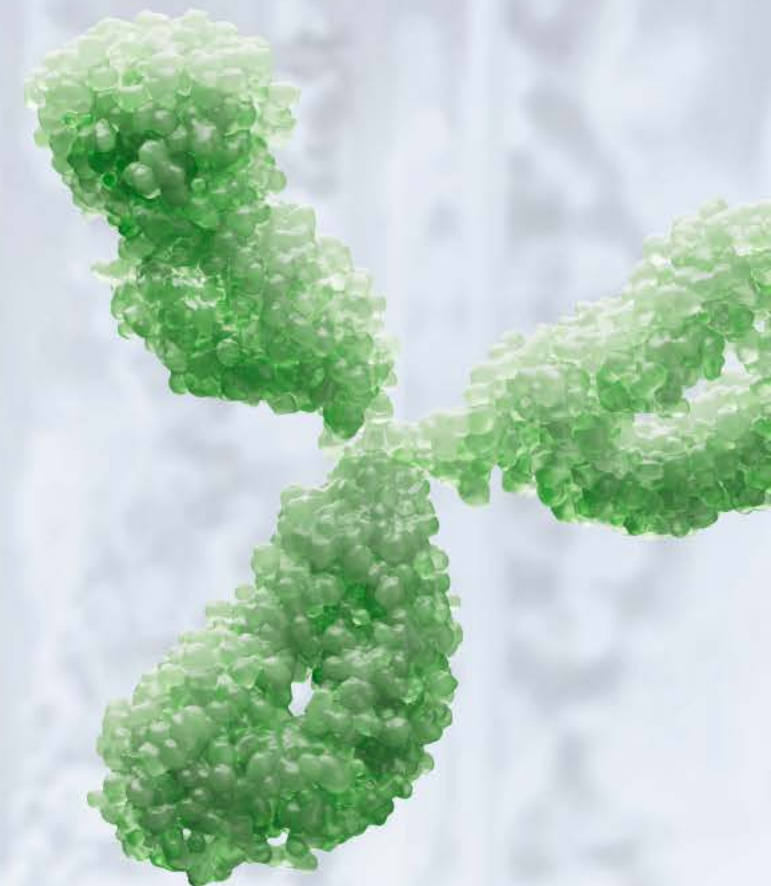


Advanced Therapeutics within Everyone's Reach

Value-Up Program

Corporate Value Enhancement

Mar 2026



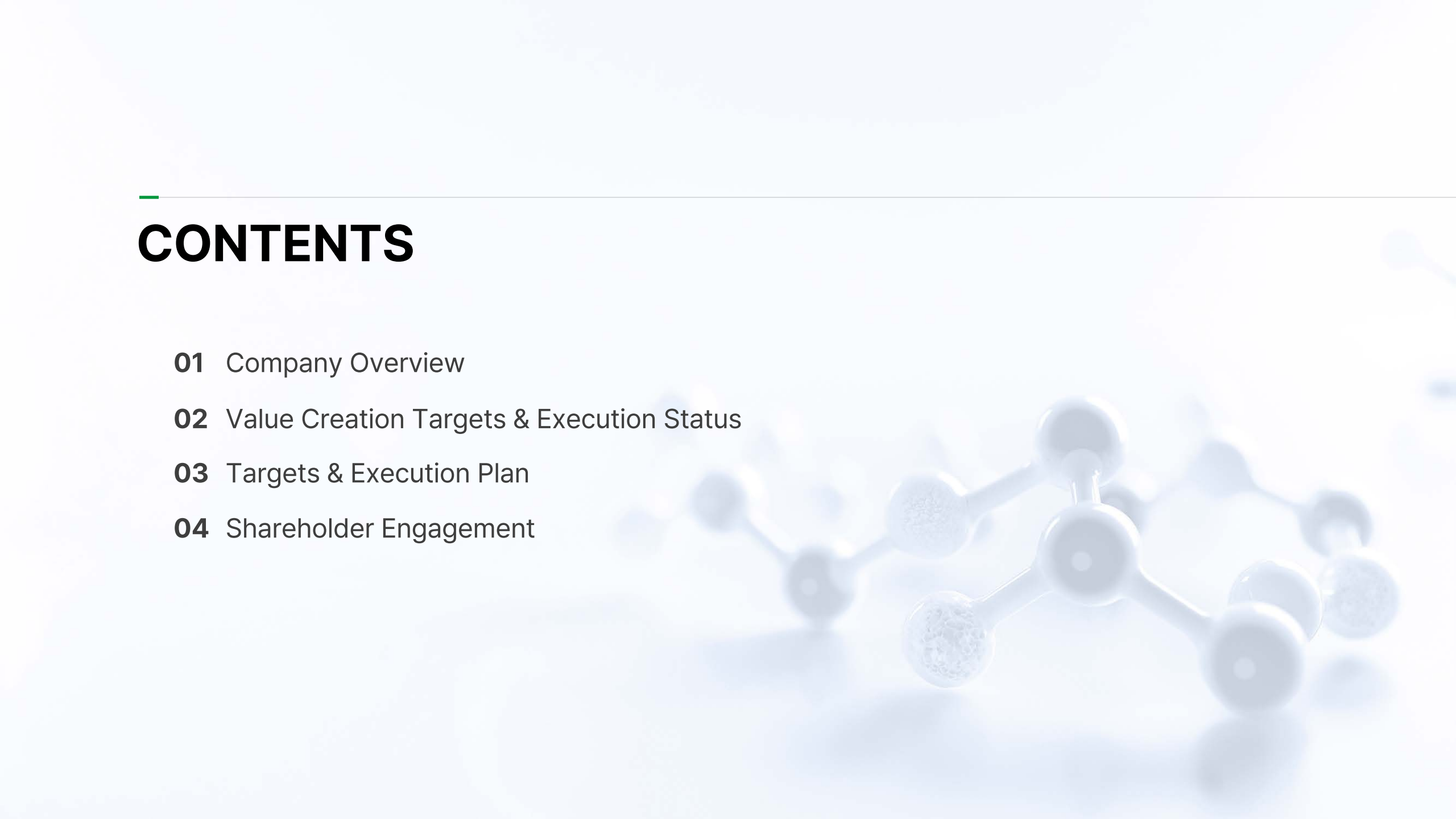


Disclaimer

The financial information presented in this document has been prepared in accordance with Korean International Financial Reporting Standards (K-IFRS) and includes forward-looking statements regarding future financial performance, business plans, and other related matters. These forward-looking statements are subject to uncertainties arising from changes in the business environment and other factors, and actual results may differ materially from those expressed or implied in this document.

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- 01** Company Overview
- 02** Value Creation Targets & Execution Status
- 03** Targets & Execution Plan
- 04** Shareholder Engagement

01

Company Overview

1 General Overview



Turning **Possibilities** into **Reality** Celltrion: South Korea’s leading biopharma, pioneer of the world’s first mAb biosimilar market



Founded in
2002



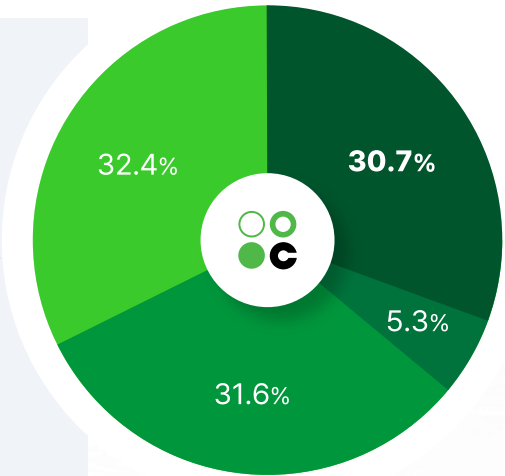
CEO
Jinseok Seo / Woosung Kee



Number of Employees
3,153 as of year-end 2025



Business Segments
Biosimilars / Innovative drugs / CDMO



Shareholder structure (as of year-end 2025)
Shareholders: 504,223

- Majority shareholders: Celltrion Holdings, Celltrion Skincare, Chairman Jungjin Seo, Employee Stock Ownership Association
- Treasury shares
- Institutional investors (domestic & overseas) / other corporate investors
- Retail shareholders

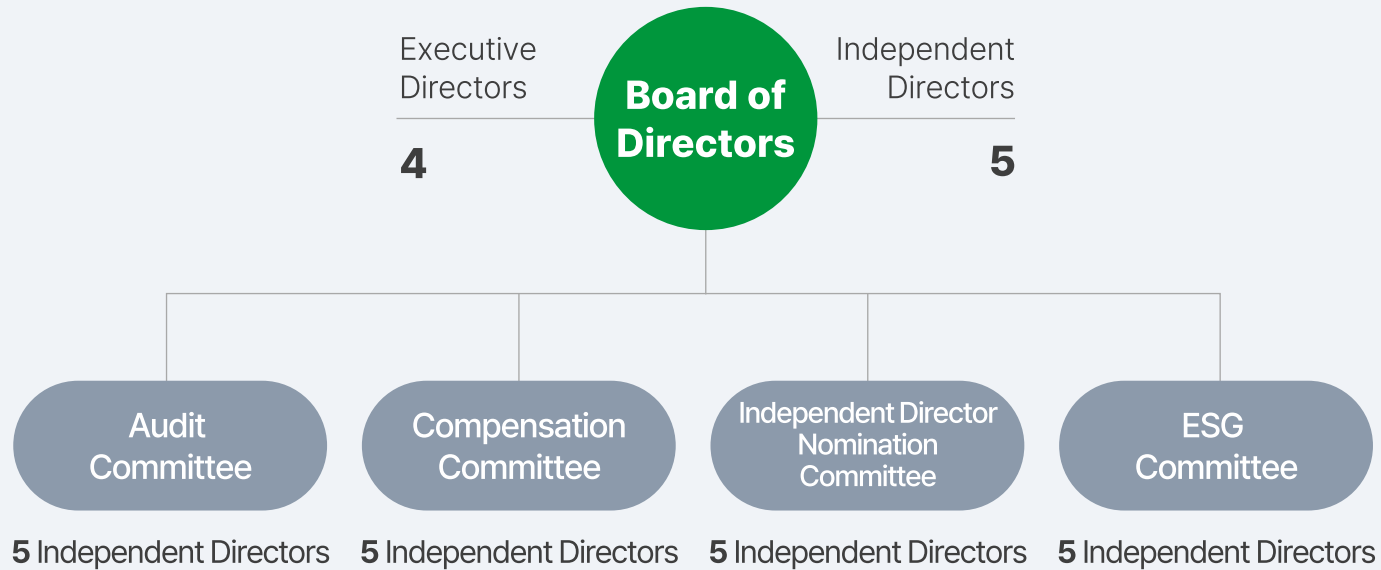
Key Financials (Consolidated)

[Unit: KRW 100 million]

	2023	2024	2025
Total assets	199,568	210,552	223,349
Total liabilities	28,310	34,752	49,824
Total equity	171,258	175,801	173,525
Revenue	21,764	35,573	41,625
Operating profit	6,515	4,920	11,685
Net profit	5,397	4,189	10,315

1 Governance Overview

Board Composition



Independence

All board committees are comprised of **100%** independent directors

Expertise

Independent directors with diverse expertise across management, medicine, finance, law, and accounting

Diversity

Board diversity in gender and areas of expertise (Including **2 female** independent directors)

Governance Assessment

✓ **A rating** in 2025 ESG assessment by KCGS*
*Korea Institute of Corporate Governance and Sustainability

✓ **80% achievement**
of 2025 key corporate governance indicators
- 12 out of 15 key indicators achieved
- Up from 73% in 2024

Governance Advancement

✓ **Lead independent director** framework
- Introduction of an advanced corporate governance framework in line with global standards (March 2026)



02

Value Creation Targets & Execution Status

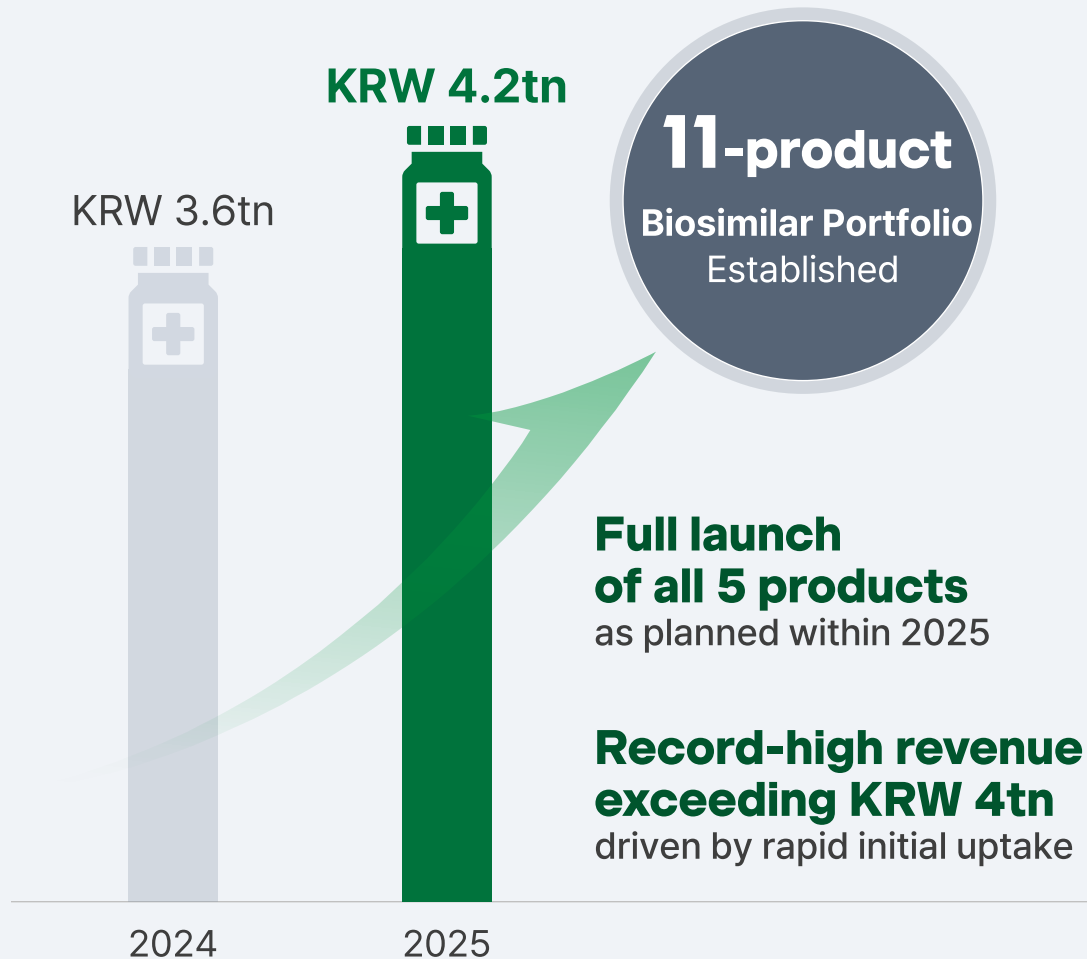
2 2025 Execution Summary

CELLTRION	Revenue Growth	Profitability Improvement	Shareholder Returns
2025 Mid-Term Targets	30%+ CAGR 2025 – 2027	7%+ ROE by 2027	40% Payout Ratio Target 3-Year avg., 2025 – 2027
2025 Execution Status	Achieved record-high revenue & operating profit Expanded operating profit through business expansion & margin improvement '24 Revenue KRW 3.6tn '25 Revenue KRW 4.2tn (+17% YoY) '24 OP¹⁾ KRW 0.5tn '25 OP KRW 1.2tn (+138% YoY)	Achieved record-high operating profit ROE improved by +4%p  '24 ROE 2% '25 ROE 6%	Exceeded total payout ratio target  103% Total Payout Ratio

1) OP: operating profit

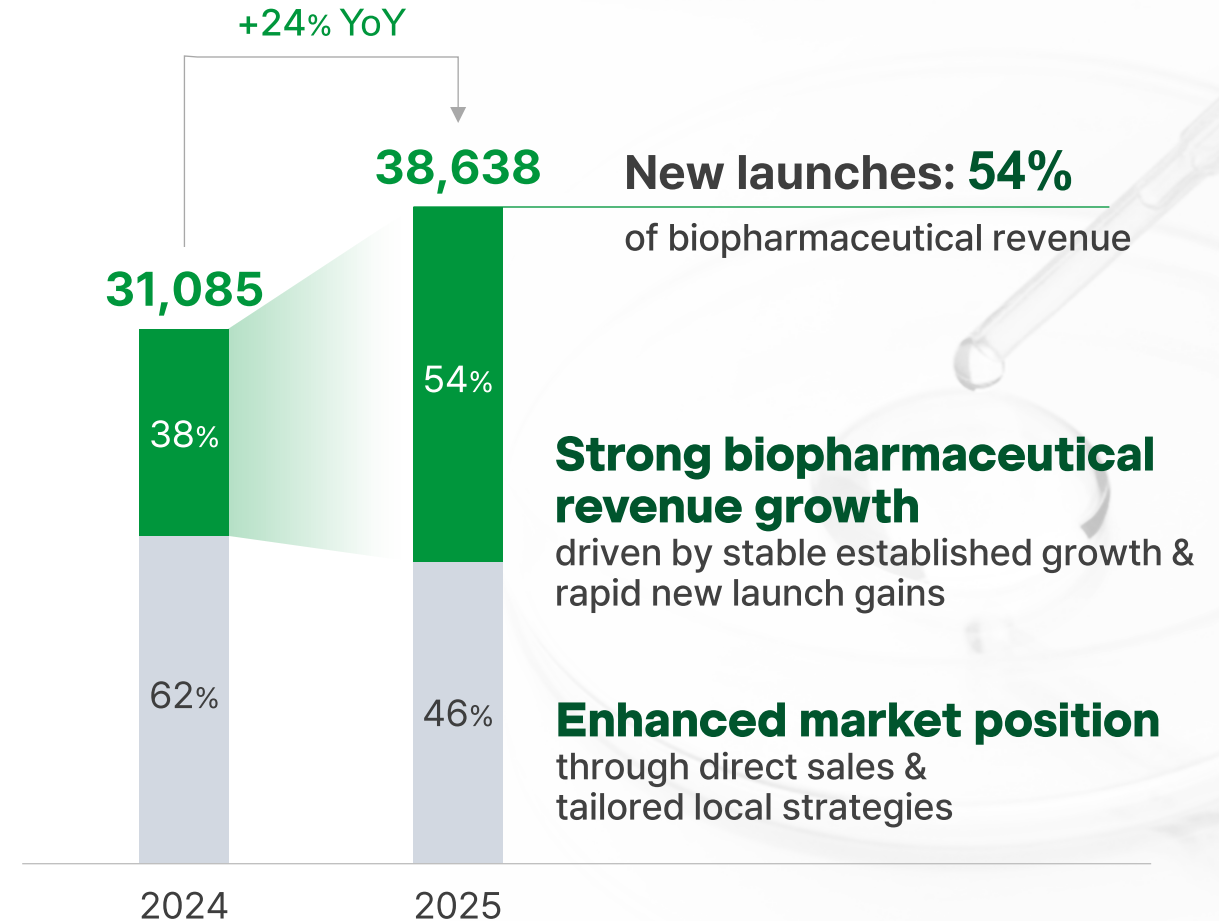
2 2025 Revenue Growth

Total Revenue



Biopharmaceuticals Revenue

[Unit: KRW 100 million]



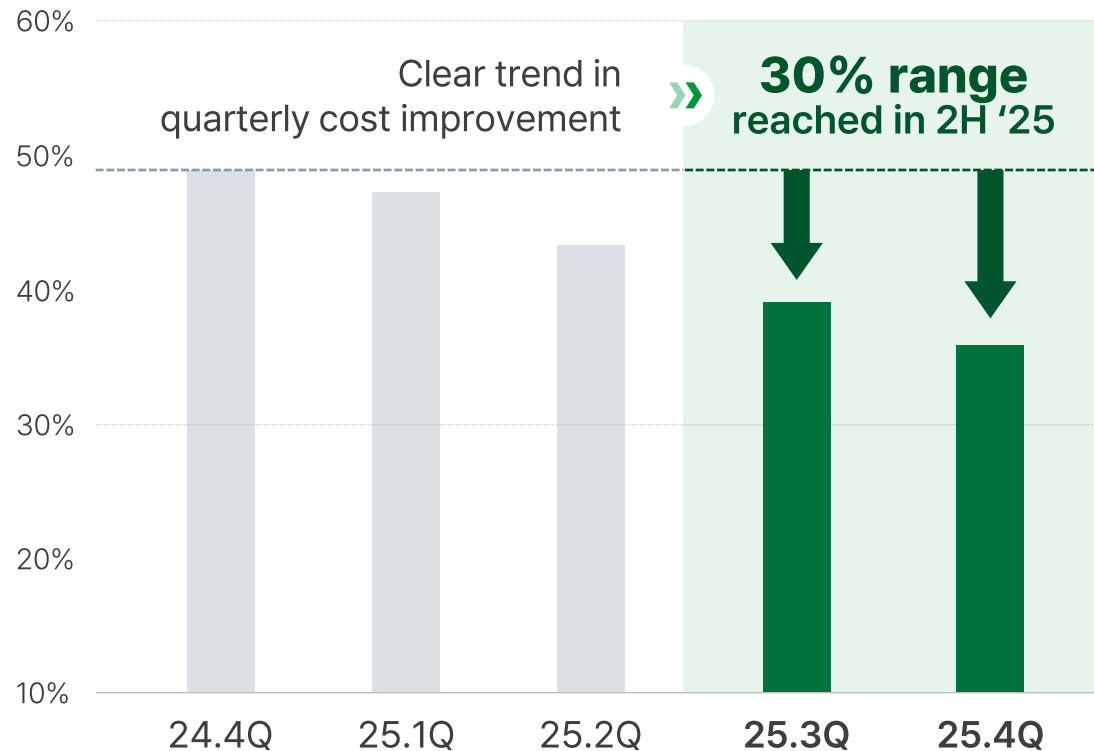
2 2025 Profitability Enhancement

COGS Ratio Improvement

Full normalization
post-merger

High-margin
product mix

Operating leverage
driven by
volume growth



Earnings & Profitability Improvement

Record-high operating profit via COGS improvement & SG&A efficiency
ROE expansion from profitability improvement

Operating Profit

KRW 492_{bn}

KRW 1,169_{bn}

Operating Profit Margin

14%

28%

ROE

2%

6%

2 2025 Shareholder Returns

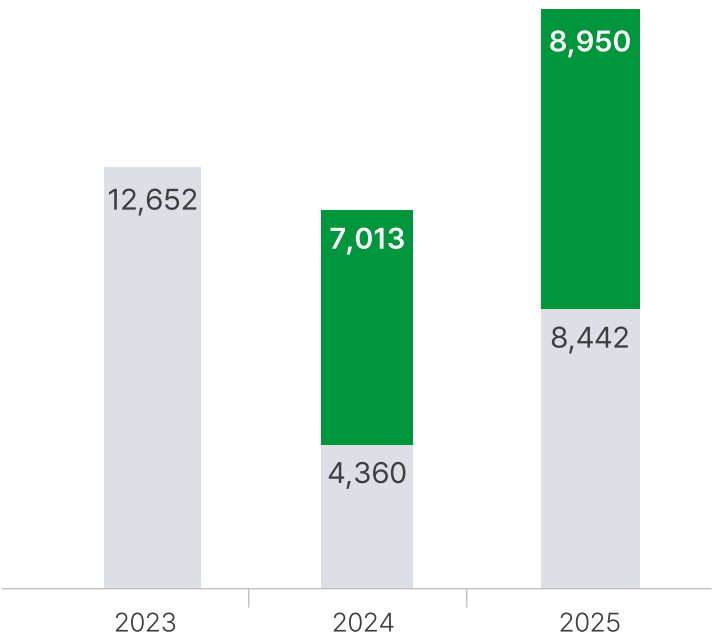
Achieved 103% Total Payout Ratio

*Total payout ratio = (cash dividends + treasury share cancellations) / consolidated net income

[Unit: KRW 100 million]

KRW 844bn Share Buybacks KRW 895bn Share Cancellations

■ Share Buybacks ■ Cancellations
Including consideration for the 2023 acquisition of Celltrion Healthcare

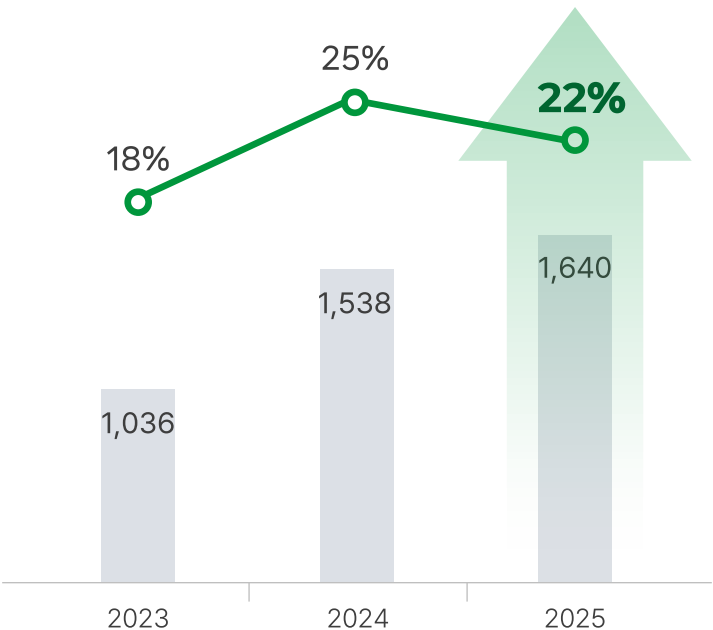


*Share buyback amount based on actual acquisition cost from open-market purchases
*Share cancellation amount based on the closing price on the registration date

[Unit: KRW 100 million]

KRW 164bn Cash Dividends (tax-exempt)

■ Total Cash Dividends ● Payout Ratio (% of EBITDA-CAPEX)

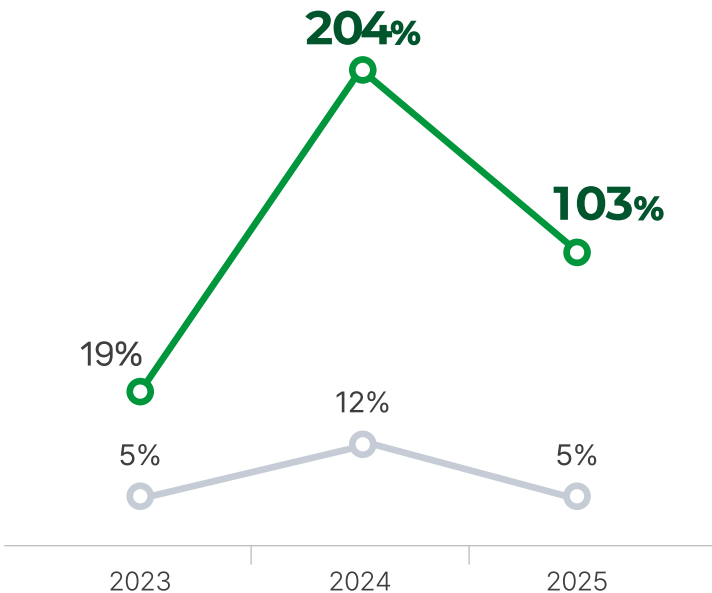


*Including 2025 CAPEX for the U.S. manufacturing facility acquisition

Industry-Leading Shareholder Returns

○ KOSPI Peer Avg. (15) ● Celltrion

Payout Ratio vs. Peers



03

Targets & Execution Plan

3 Mid-to-Long-Term Value Enhancement Plan

CELLTRION	Revenue Growth	Profitability Improvement	Shareholder Returns
Mid-Term Targets	30%+ CAGR 2025 – 2027	7%+ ROE by 2027	40% Payout Ratio Target 3-Year avg., 2025 – 2027
2025 Execution Status	'24 Revenue KRW 3.6tn → '25 Revenue KRW 4.2tn (+17% YoY)	'24 ROE 2% → '25 ROE 6%	103% Total Payout Ratio
Strategic Initiatives	Biosimilar pipeline expansion → Target market expansion CAPEX expansion → CMO business growth R&D expansion → New drug development acceleration	COGS ratio improvement to 30% + SG&A efficiency through top-line growth Expected early achievement of mid-term ROE target	9.11mn treasury shares to be cancelled in 2026 ↓ On track to outperform mid-term shareholder return target + Sustained increase in effective dividends via tax-exempt dividend resources

3 Revenue Growth Strategy

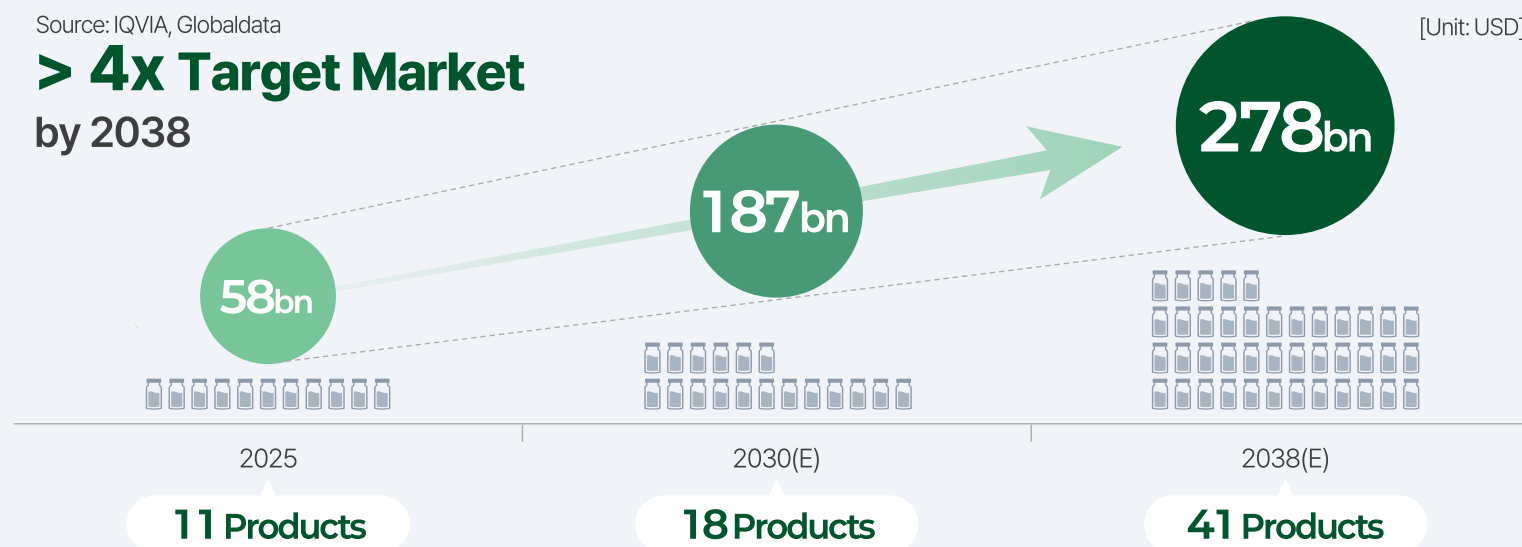
Commercial Biosimilars Expansion

- ✓ Rapid penetration and market share expansion of new launches
- ✓ Full Infliximab portfolio establishment (SC and liquid formulations)
- ✓ Accelerated development via favorable regulatory routes, incl. Phase 3 waiver

Profitability-driven growth
from a high-margin product mix

Source: IQVIA, Globaldata

> 4X Target Market
by 2038



CMO Business Expansion

- ✓ Branchburg facility acquisition from Eli Lilly (Dec 2025)
- ✓ Ongoing phased capacity expansion for in-house & external CMO demand
- ✓ CMO order backlog > KRW 1tn from secured global pharma contracts

Sustained CDMO growth
from quality-driven
contract wins

Additional Value Creation

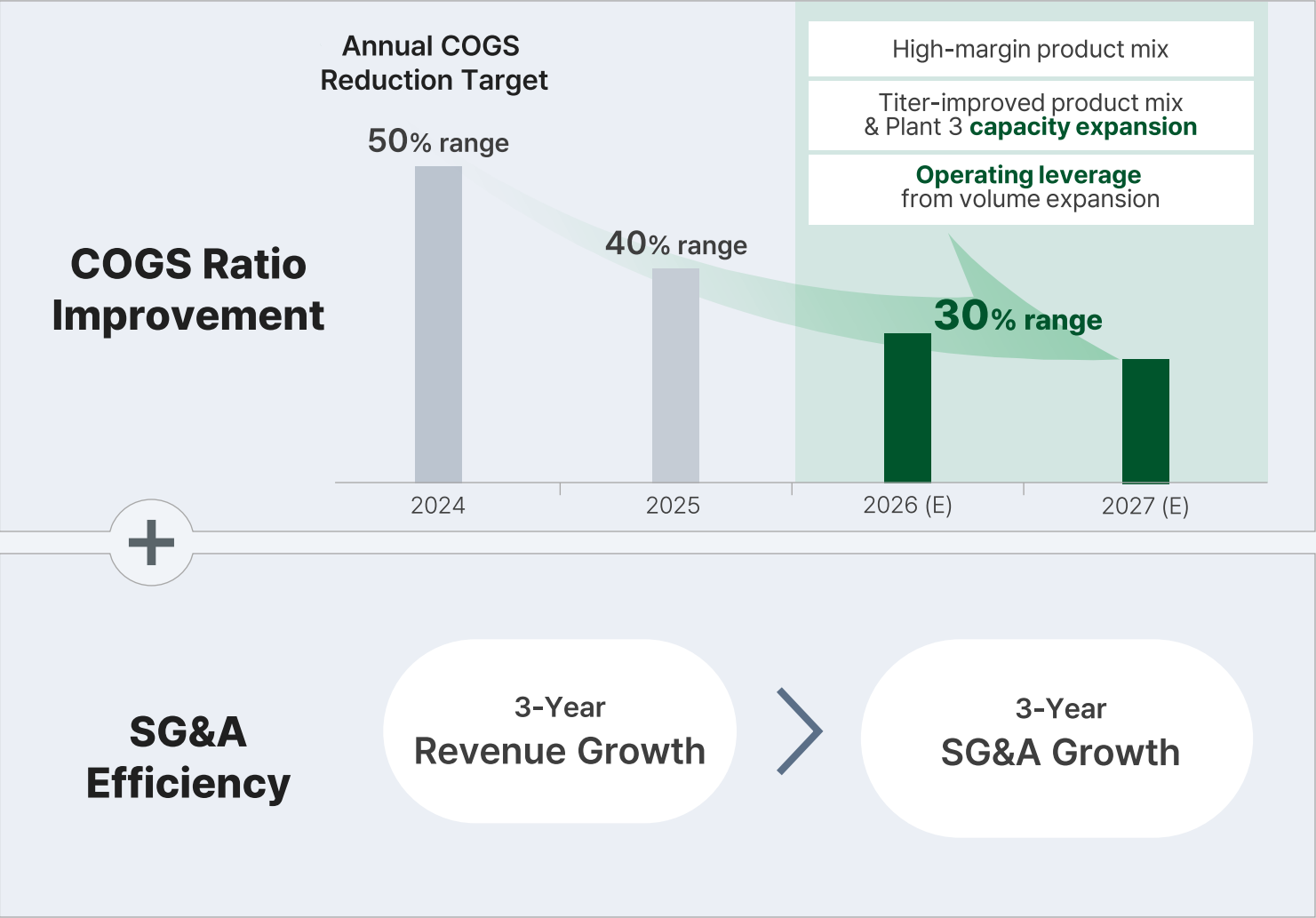
Broadening R&D Scope

10%+ annual R&D investment growth
for long-term value creation

- ✓ Advancement of multiple novel drug pipelines (ADCs and multi-specific antibodies in Phase 1)
- ✓ Development of hyaluronidase-based SC platform
- ✓ Acceleration of drug development via open innovation



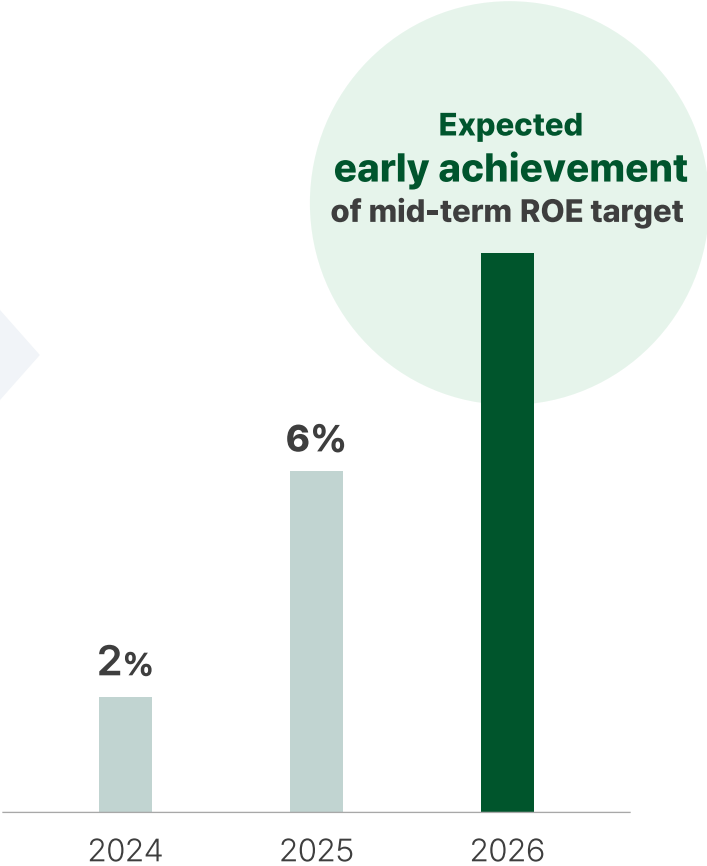
3 Profitability Improvement Plan



ROE of over 7% is targeted by 2027 through profitability improvement

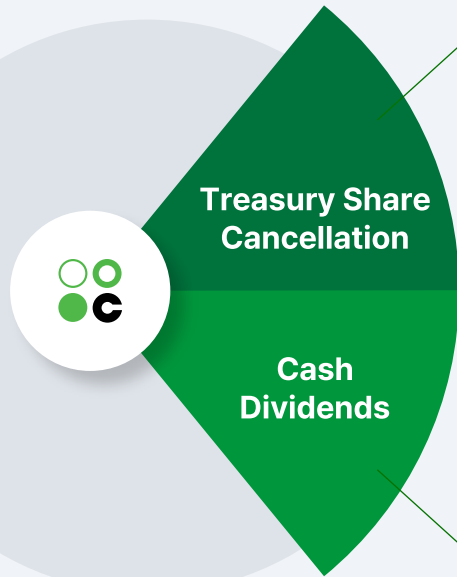
ROE Expansion

Sustained increase in ROE



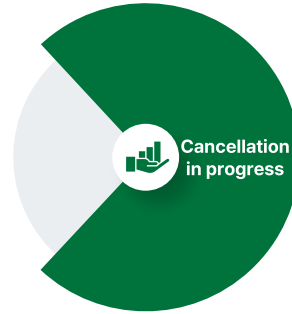
3 Shareholder Returns Plan

Consolidated Net Income



9.11mn treasury shares cancellation to be proposed at AGM in Mar 2026

[Unit: KRW 100 million]



KRW 1.7tn share cancellation underway

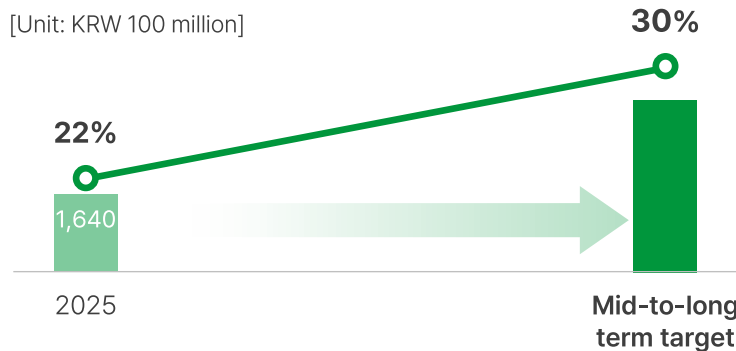
74% of treasury shares being cancelled

4% of total outstanding shares

*Based on current stock price

Gradual dividend increase toward a 30% of EBITDA-CAPEX target

[Unit: KRW 100 million]



Over 3 Years (2025-2027)

Average Total Payout Ratio

Exceeding
40% Target



Additional Shareholder Returns

- ✓ **Opportunistic treasury share repurchases**
 - Based on market conditions & share prices
- ✓ **Tax-exempt dividends**
 - Effective from 2026 cash dividend payments onward
 - Increase in effective dividends through exemption from 15.4% dividend tax
 - KRW 456bn available to support sustained tax-exempt dividends

* Total payout ratio= (cash dividends + treasury share cancellations) / consolidated net income

04

Shareholder Engagement

4 2025 Shareholder Engagement Highlights & 2026 Plan

2025 Engagement Results

✓ Top Leadership & Board Engagement

- Quarterly investor meetings, AGM, shareholder meetings, major global healthcare conferences(JPM, Jefferies)

➔ **Active top management-led engagement**
reducing **information asymmetry**

✓ C-level Executive Participation

- Quarterly earnings briefings and a C-level forum

➔ **Enhanced investor understanding and trust**
via **C-level participation**

✓ Investor Relations

- Local IR activities, domestic institutional investor meetings, overseas NDRs and conferences

➔ **Proactive, targeted investor engagement**



2026 Engagement Plan

✓ Management Engagement

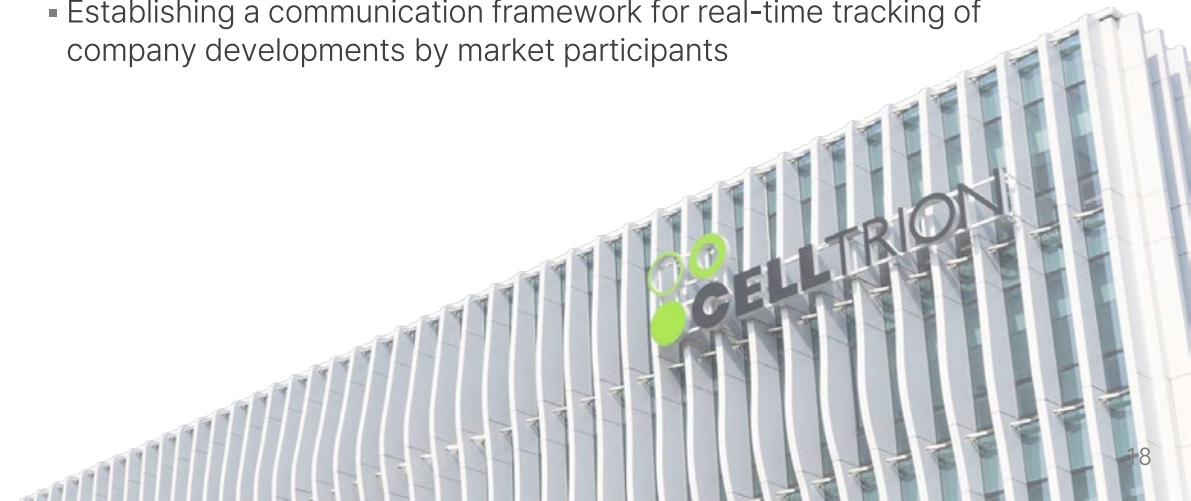
- Expanded CEO/CFO participation in IR events and investor meetings
- Reaffirming management commitment to corporate value enhancement

✓ Investor Feedback Loop

- Regular reporting of key investor feedback (e.g., capital efficiency, governance) to the Board and management, based on investor engagements

✓ Proactive Disclosure & Media Engagement

- Enhancing investor understanding through timely, detailed, transparent disclosure
- Establishing a communication framework for real-time tracking of company developments by market participants



A large, vibrant green DNA double helix structure is positioned on the left side of the image, extending from the top to the bottom. The background is a light blue gradient with faint, out-of-focus images of DNA helices.

Advanced Therapeutics within Everyone's Reach

THANK YOU