



Corporate Presentation

May 2025

NAYA Therapeutics:

Pioneering the Next Generation of Cancer Immunotherapies

NAYA is building a clinical portfolio of immuno-oncology assets leveraging AI capabilities and two disruptive modalities:
multifunctional antibodies & radioimmunotherapy

- **Multifunctional antibody market** expected to reach \$50B by 2030 (*growing 3x faster than overall biologics market*)
 - NAYA advancing 3 potential best-in-class clinical candidates leveraging proprietary plug & play multifunctional construct
 - NKp46 activation provides key differentiation from T-cell & other NK cell engagers, unlocking immunotherapy efficacy across tumors & targets
- **Radioimmunotherapy market** estimated to top \$16B by 2033₂
 - NAYA pioneering novel targeted radioimmunotherapy for HCC

- Significant M&A/co-development appetite for both multifunctional antibodies & radioimmunotherapy, leading to multi-billion dollar valuations
- Unique opportunity for NAYA to build leadership in HCC with 3 differentiated first/best-in-class candidates in its pipeline

Building a Best-in-Class Cancer Immunotherapy Pipeline

NAYA's Candidates Join Wave of Multifunctional Antibodies & Targeted Alpha Therapies Competing to Displace Blockbuster Immunotherapies

NY-303

**GPC3/NKp46/CD16
Trifunctional Antibody
for 2nd-Line HCC**

Aims to unlock biology of non-responders to PD(L)-1/VEGF Inhibitors (70-85% of HCC patients) with strategic triple-targeting & unique MoA designed to enhance both efficacy and safety

NY-500

**PD-1/VEGF
Bifunctional Antibody
for 1st-Line HCC**

Aims to be first PD-1/VEGF to market in HCC as first-line alternative to Keytruda & Tecentriq-Avastin, leveraging FLEX construct, AI-optimization, and accelerated development strategy

NY-700

**Novel Targeted
Immunotherapy
(TBA)**

Aims to address needs of advanced metastatic, pre-transplant, & post-resection HCC patients

NY-338

**CD38/NKp46/CD16
Trifunctional Antibody
for 2nd-Line Multiple Myeloma**

Aims to address limitations of daratumumab & T-cell engagers with strategic triple-targeting & unique MoA designed to enhance both efficacy and safety

Multifunctional Antibody & Targeted Alpha Therapy Companies

Achieving Significant Market & Partnering Valuations

| | | |
|---|---|---|
|  | PD-1 x VEGF (Oncology) Phase II/III | \$17.3B Market Cap* Data demonstrates superior efficacy to Keytruda®*** |
|  | PD-1 x VEGF (Oncology) Preclinical - IND Q4 '25/Q1 '26 | \$140 Million Series A Financing Led By Orbimed, Avoro, and Samsara*** |
|  | PD-1 x VEGF (Oncology) Preclinical - IND Q4 '25/Q1 '26 | Implied Valuation: \$518M** Reverse Merger with NASDAQ: GLYC, \$200 Million Financing*** |
|  | PD-1 x VEGF (Oncology) Phase I | Global License Acquired by Merck & Co, \$588M Upfront, \$2.7B Milestones*** |
|  | PSMA T-Cell Engager (Oncology) Phase I | \$1.84B Market Cap* Secondary Public Offering (\$400 Million)*** |
|  | Targeted Alpha Therapy (Oncology) Phase II | Acquired by AstraZeneca for \$2B + \$400M in Milesones |
|  | Targeted Alpha Therapy (Oncology) Pre-Clinical | Acquired By Novartis for \$1B upfront + \$750M in milesones, Prior Novartis Acquisitions of Endocyte & AAA |
|  | Targeted Alpha Therapy (Oncology) Phase I | Acquired by BMS for \$4.1B |

*Source: Bloomberg, Market Cap based on 4/28/25 Closing Price

** based on Glycomimetics-Crescent post-money merger ratio of 3.1% / 96.9% & Glycomimetics closing price of \$0.25 from 12/31/24

*** based on company press releases (hyperlinked)



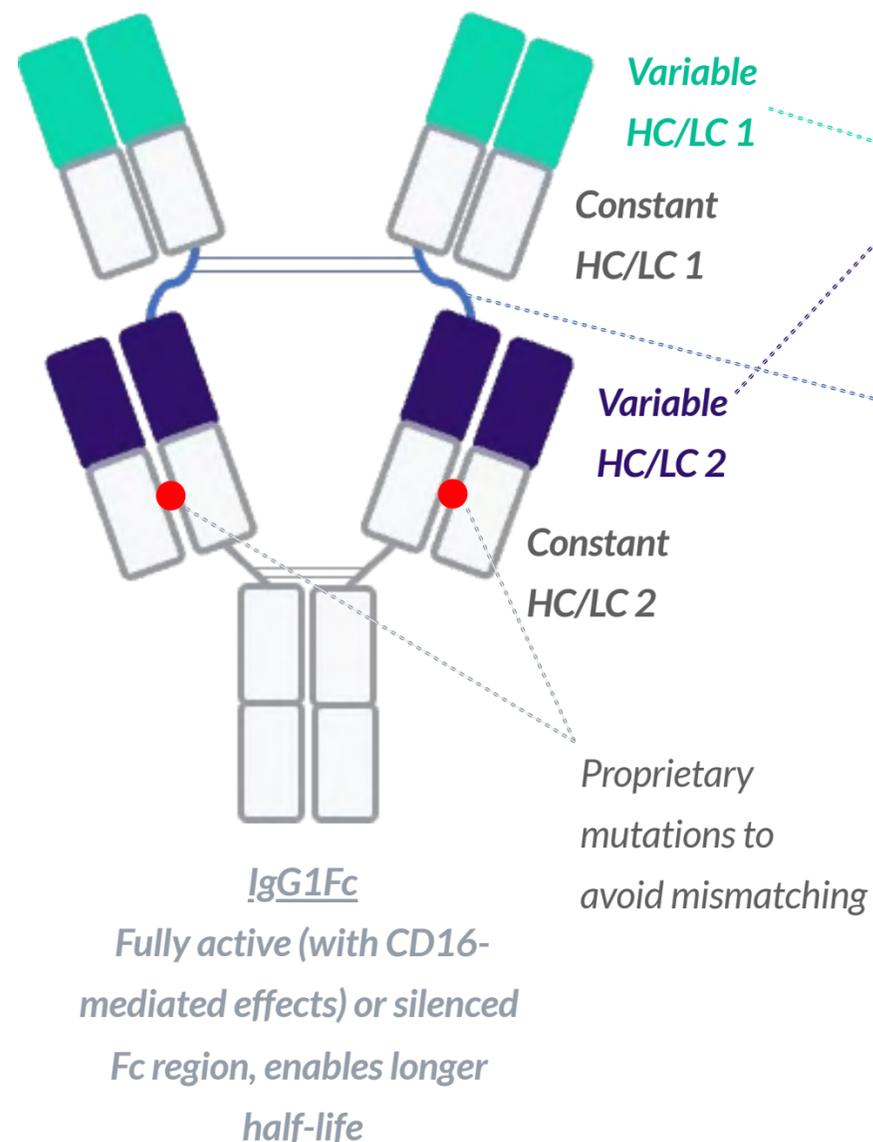
Novel Multifunctional Antibodies

NAYA's Plug & Play Multifunctional Antibody Construct Promotes Avidity & Immunological Synapse Effect, Enhancing Precision Tumor Killing

Natural Bivalent Design
allows for binding affinities at levels comparable to native monoclonal antibodies

Distal FAB 1
Binds to Tumor or Vascular Target:
GPC3, CD38, VEGF

Proximal FAB 2
Binds to Tumor or Immune-effectors:
Nkp46, PD-1

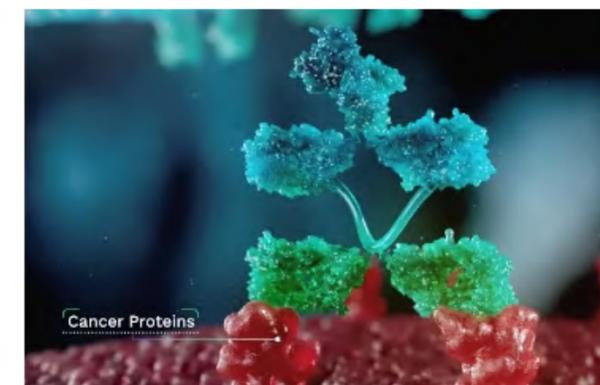


Plug & Play of Variable HC/LC parts enable faster development

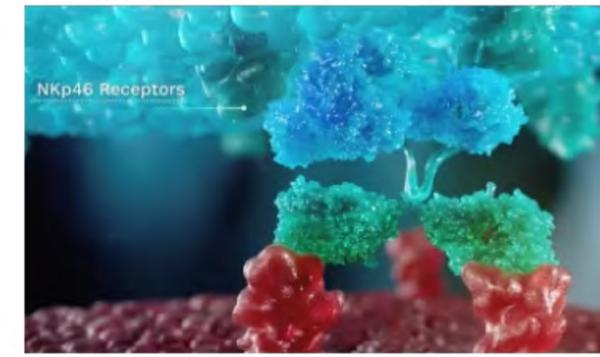
Proprietary FLEX Linkers Enable:

- Simultaneous binding to targets 1 & 2
- Biological synapse in TME
- Higher stability due to connecting disulfide bridges

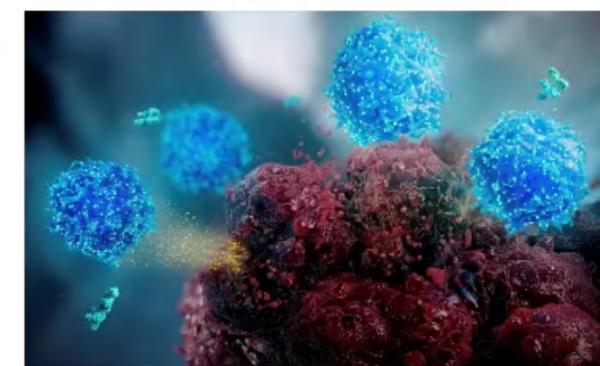
Validated Manufacturability:
STC Biologics (Newton, MA)



(1) Engaging Target 1



(2) Engaging Target 2



(3) Destruction of Tumor

[Watch Full Video](#)

Flex-NK™ Trifunctional Antibodies

Show Significant Advantages Over T-Cell Engagers

NKp46 Activation Unlocks Immunotherapy Efficacy Across Tumors & Targets

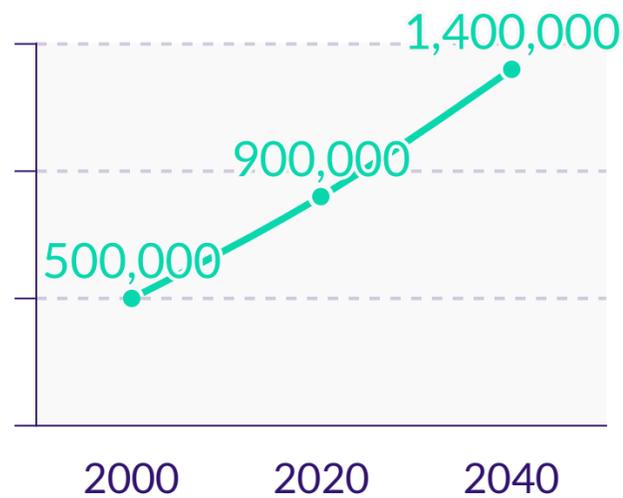
| | T-Cell Engagers (TCEs) | FLEX-NK™ Engagers (FNKEs) |
|------------------------------|---|---|
| Mechanism of Action | T-Cell Redirection via CD3 | NK Cell Redirection via NKp46 & CD16, Tumor Cell Apoptosis & Serial Killing via NKp46 |
| Safety (CRS & Neurotoxicity) | High Risk | Minimal |
| Immune Exhaustion Risk | High T-Cell Exhaustion, Resulting in Limited TCE Activity | Low NK Cell Exhaustion, FNKEs Remain Active even when T-Cells Exhausted |
| Resistance via Antigen Loss | Yes | Limited, Broad NKp46 Activity Across Tumor Types & Targets |
| Activity in Solid Tumor TME | Inconsistent | Promising Based on NKp46 Expression & Activity |
| Stage of Development | Late Clinical Stage & Commercial | Early Clinical Stage |



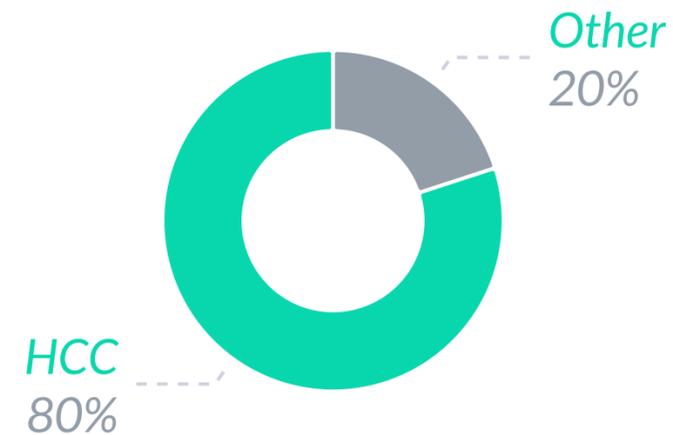
Hepatocellular Carcinoma (HCC) Franchise

HCC: A Globally Highly-Prevalent Cancer with Limited Therapeutic Options & High Unmet Need

Large Addressable Market for Systemic Therapy



Rapid Increase in Global Liver Cancer Incidence*



HCC Makes up 75-85% Liver Cancer Cases*

50-60%

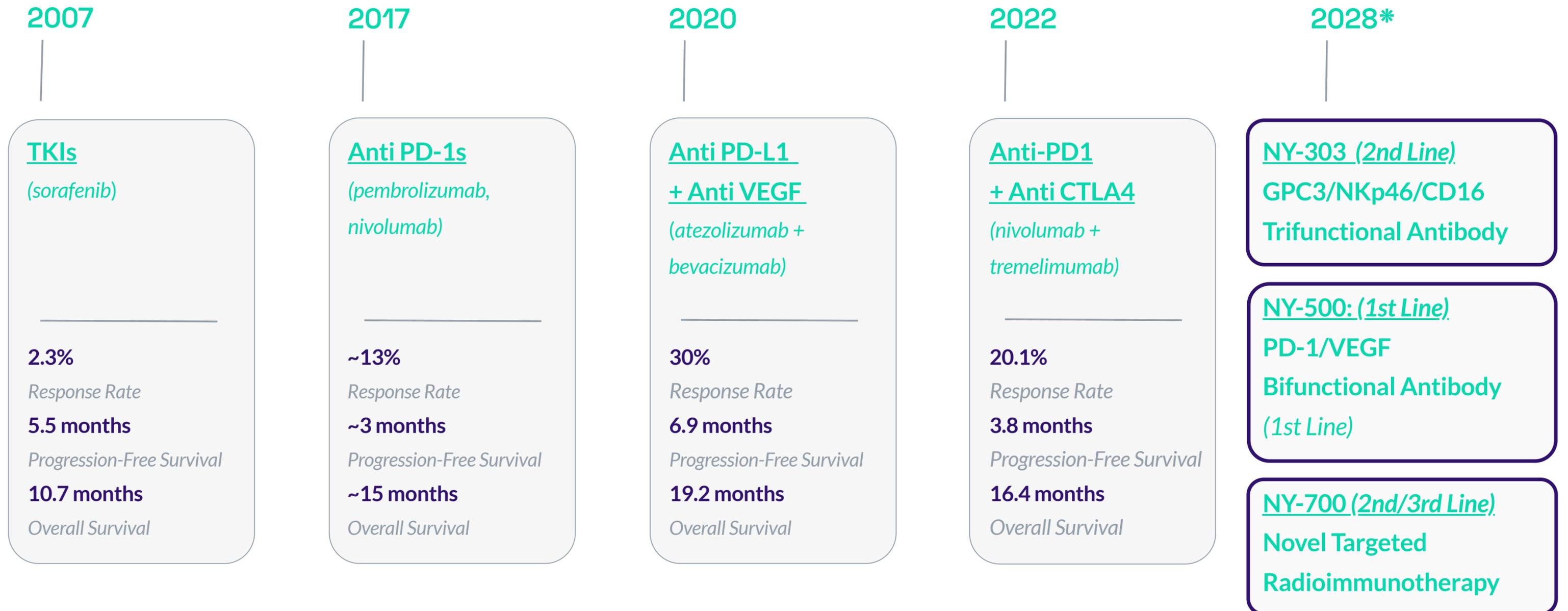
of HCC Patients are Candidates for Systemic Therapy*

70-85%

of Candidates for Systemic Therapy are Non/Partial Responders to 1L Therapy**

NAYA Positioned to be a Leading Player in HCC by 2028 with Best-in-Class Pipeline of Multifunctional Antibodies & Targeted Radioimmunotherapies

Rapidly-Evolving HCC Treatments Favor Multifunctional Antibodies & Radio Immunotherapeutics



*Immune Checkpoint Inhibitors in Hepatocellular Carcinoma: Current Strategies and Biomarkers Predicting Response and/or Resistance (hyperlinked)

* projected

NY-303: Next-Generation Second-Line Monotherapy Aiming to Unlock the Biology of Non-Responders to PD(L)1 Inhibitors (+/- VEGF Inhibitors)

NY-303 Combines Three Validated & Synergistic Targets, Enabling Triple Killing of Cancer Cells



NY-303

GPC3 x NKp46 x CD16

Flex-NK™ Trifunctional Antibody

GPC3: Oncofetal protein expressed on 80% of HCC cells but predominantly absent in normal tissue, enhancing precise targeting

NKp46: Activating receptor with demonstrated ability to promote NK cell migration to TME, reverse NK cell dysfunction, and enhance durable tumor killing activity

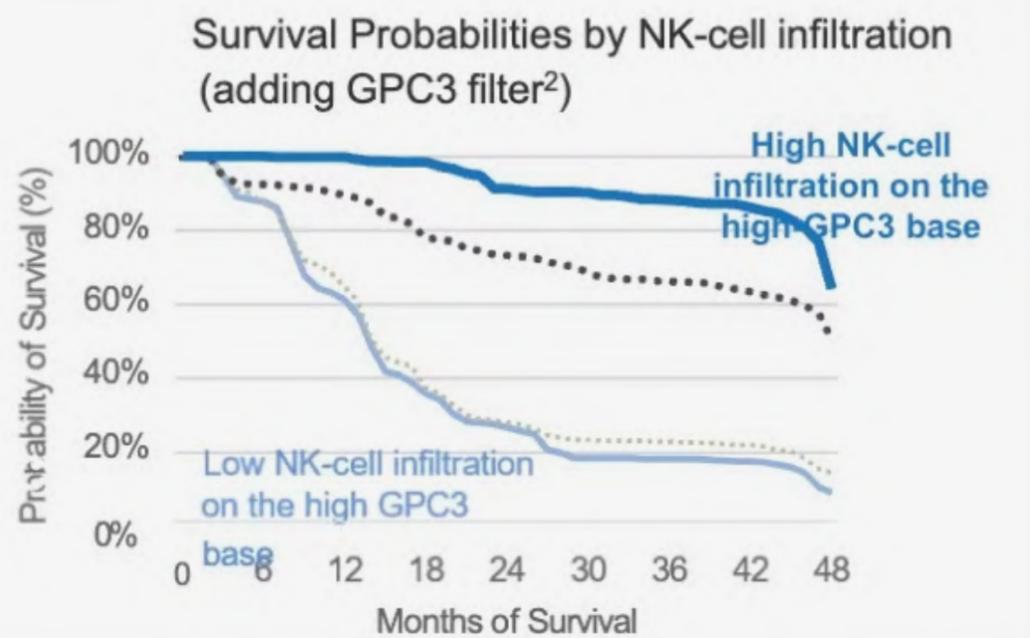
CD16: Low-affinity Fc receptor that plays a critical role in NK cell activation & drives antibody dependent cellular cytotoxicity (ADCC)

Unique MoA Directly Addresses Biology of Non-Responders

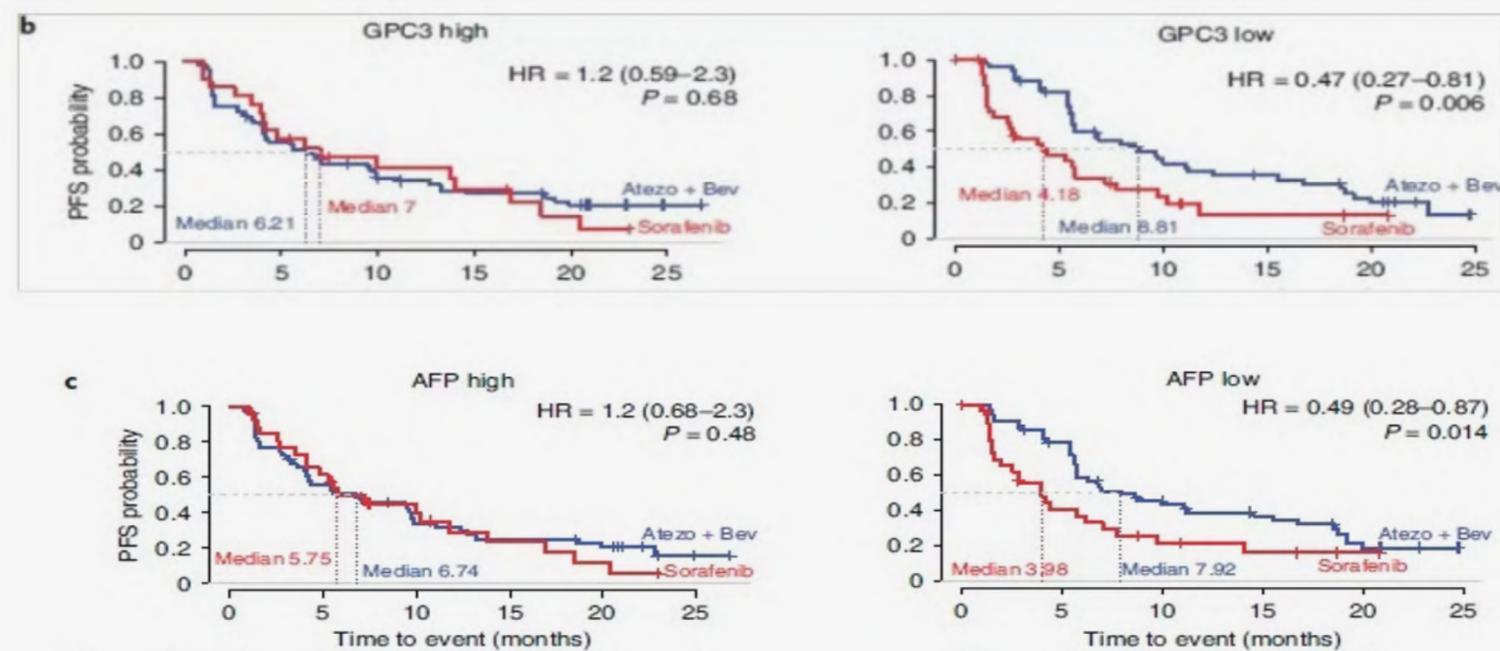
- **Dual activation of GPC3 & NKp46** simultaneously recruits NK cells while dampening Wnt- β -Catenin signaling in TME, driving ability to turn cold tumors hot & overcoming resistance to checkpoint inhibitors
- **Leverages innate immunity** (NK cells) rather than adaptive (T-cells)
- **Synergistic with checkpoint inhibitors**, allowing potential combination in first or second-line
- **Effective in patients with exhausted T-cells**
- **Lower risk of CRS** compared to CD3 T-cell engagers

NY-303 Has Potential to Significantly Increase Survival in Patients Refractory to First-Line Immunotherapy (Tecentriq® + Avastin®) in HCC

Translational Clinical Data Supports NY-303 Monotherapy in Non-Responders to PD(L)1 Inhibitors (+/- VEGF Inhibitors)



Patients with High GPC3 Expression Value & High NK Cell Infiltration Had 4.6x Higher 36-month Survival Probability



Non-Responders to Atezolizumab + Bevacizumab Have High GPC3 & High AFP, Which Can Be Reversed by NY-303



Phase I/IIa to Evaluate NY-303 as HCC Monotherapy, Phase IIa Expansion Planned in the US, EU, and Asia



Hadassah Hospital, Jerusalem



Sheba Medical Center, Tel Aviv



Sourasky Medical Center, Tel Aviv

- **Initiation of phase I/IIa clinical trials cleared** by Israeli ministry of health & internal review boards at leading medical academic centers
- **Lead investigator**: Jonathan Cohen, MD, PhD, Director of Clinical Research at the Sharett Institute of Oncology at Hadassah Hebrew University Medical Center
- **Phase I/IIa monotherapy trial** to enroll HCC patients not responding to first-line immunotherapy standard of care (PD(L)-1 inhibitors +/- anti-angiogenic drugs, such as Tecentriq + Avastin)
- **Phase I/IIa endpoints** to include safety, pharmacokinetics, activity markers, preliminary clinical efficacy (overall response rate) and time-to-progression (progression-free survival)
 - **Phase I Dose escalation** (4 levels) with weekly administration as long as no disease progression is observed (first-patient expected in H2 2025, data in 2026)
 - **Phase IIa** to expand to academic centers in the US, Europe, and Asia starting in H2 2026 and evaluate both monotherapy and combination with checkpoint inhibitors
 - **Opportunity for fast-track designation** based on phase I/IIa overall response rate & progression-free survival

Objective Response Rate in NY-303's Phase I/IIa for HCC: *The Key to Accelerating Regulatory Pathway & Unlocking Valuation*

| ORR | <u>Regulatory Pathway</u> | <u>Valuation Impact + Benchmarks</u> |
|--------|---|--|
| <20% | Full Phase II/III with Progression-Free Survival/Overall Survival (PFS/OS) Required for Approval | Early Efficacy Signal, \$30-70M Upfront, \$400-800M Total (e.g. Gilead-Merus) |
| 20-30% | Promising Efficacy: May be Eligible for Breakthrough Therapy Designation (BTD), Confirmation of PFS in Phase IIb Required to Determine Approval Pathway | <u>Potential Early BD Interest, Especially in Asia</u> \$75-150M Upfront (e.g. Daiichi-Arcus) |
| 30-40% | Eligible for BTD & Accelerated Approval if Duration of Response (DoR)/PFS Compelling (6-9 months) | <u>High Tier-1 Pharma Interest for Co-Dev/Acquisition</u> \$100-300M Upfront; \$1B+ Total (e.g. Sanofi SAR443579 NKCE) |
| >40% | Strong Case for Accelerated Approval if Median DoR \geq 6-9 Months May Support Conditional Approvals in Ex-US Markets | <u>Potential Unicorn Scenario if Combined w/ Safety & Durability</u> Dragonfly-Sanofi NKCE: >\$175M upfront; >\$2B total |

NY-500: AI-Optimized Fast-Follower to Iponescimab in \$100B PD-1/VEGF Market



NY-500: AI-Optimized PD-1/VEGF FLEX Bifunctional Antibody.

- *Next-Generation First-Line Immunotherapy as Alternative to Current Standard of Care (Tecentriq + Avastin™)*
- *Leverages Plug & Play Construct w/ AI-Optimized PD-1 & VEGF Binders Designed in Collaboration with MabSilico*

PD-1/VEGFs Supplanting PD-1 Only Therapies, Poised to Expand the Cancer-Immunotherapy Market

\$100B

Expected PD-1/VEGF Market ¹

\$51B

Value of 2024 PD-(L)1 Market²

\$30B

Keytruda® (pembrolizumab) 2024 sales³

40

FDA-approved indications for Keytruda®⁴

A Single Molecule With Synergistic PD-1 & VEGF Mechanisms

- *Enables cooperative pharmacology*
- *Better tumor microenvironment remodeling with combined checkpoint activation & vascular normalization*
- *Antibody design supports optimal PK & binding balance*
- *Simplified administration: One molecule vs. two antibodies*
- *Potential to improve durability & ORR vs. combination regimen*

¹Cantor Equity Research (March 21st, 2025)

²IQVIA [\[hyperlink\]](#)

³Leading drugs worldwide based on projected 2024 sales [\[hyperlink\]](#)

⁴Cancer Research [\[hyperlink\]](#)

Accelerated Development Strategy Supports NY-500's Aim to Be First PD-1/VEGF to Market in Large, Unsatisfied HCC Indication

2026 Initiation of Clinical Development On Track

- Translational clinical & preclinical HCC data in H2 2025
- Phase I/II in first-line HCC to be initiated in early 2026
- *NAYA to leverage development synergies with NY-303's clinical development in 2L HCC*

De-Risking Accelerates Path to Proof-of-Concept

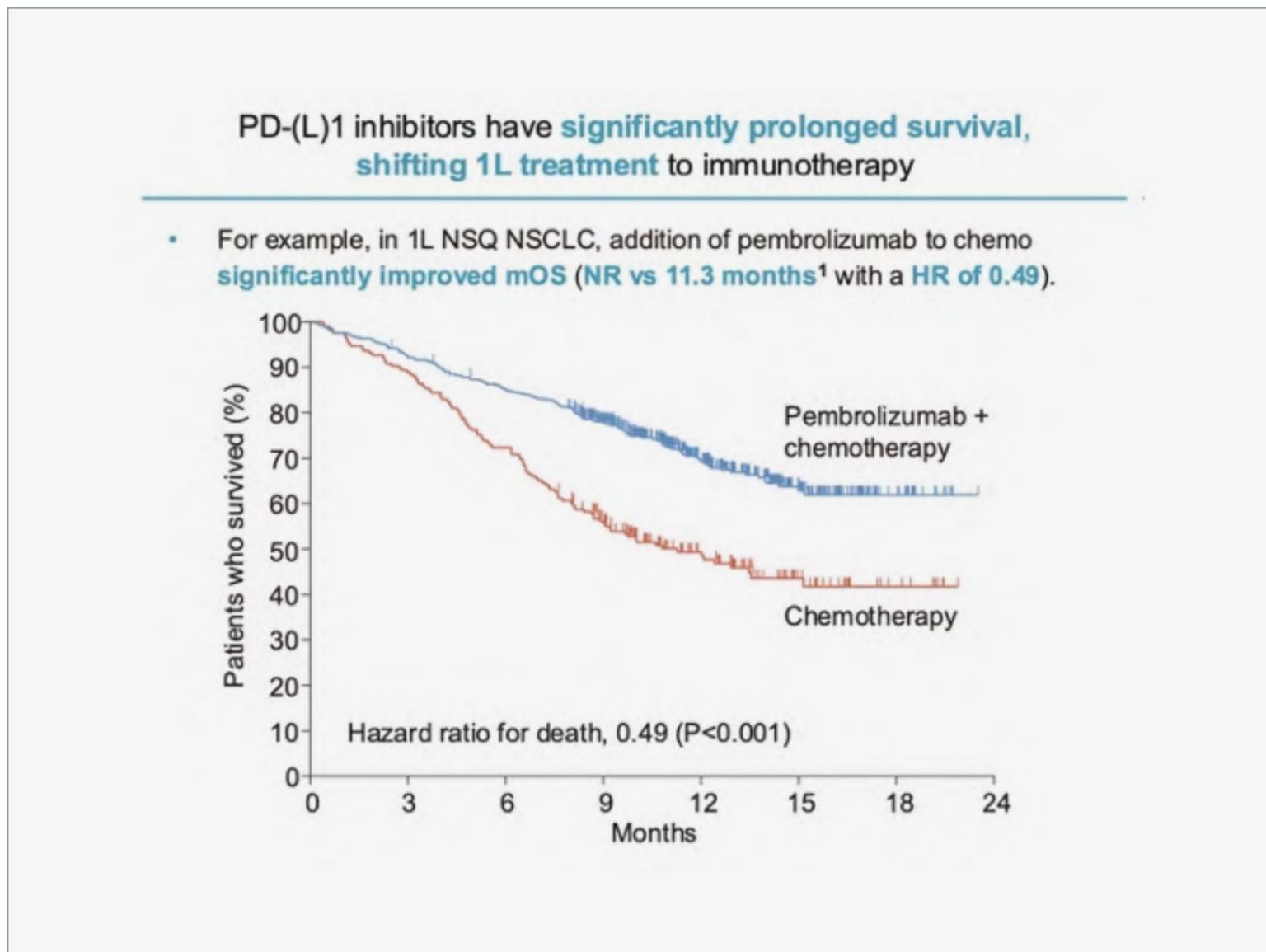
- **Validated Targets:** PD-1 & VEGF both well-understood and highly successful commercially
- **Validated Structure:** Similar design to ivonescimab means functionality can more quickly be de-risked
- **Validated Indication :** Demonstrated Atezolizumab-bevacizumab efficacy in HCC

Opportunity for Leadership in HCC As Other PD1/VEGFs Focus on More Crowded Indications

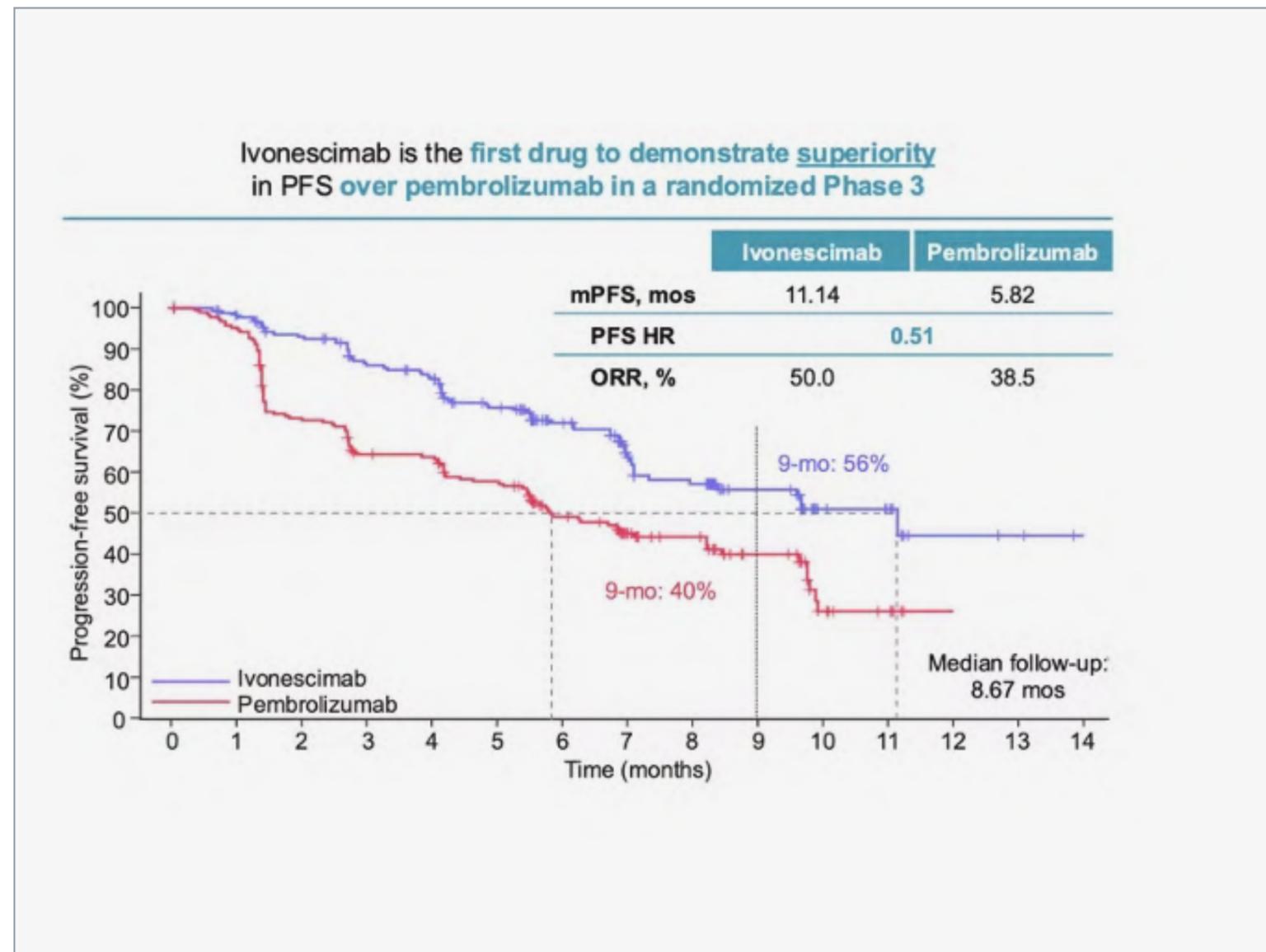
- **Lead PD-1/VEGF antibodies** currently in Phase III (*Summit, BioNTech*)
- **Rapid followers** entering Phase I in 2026 (*Ottimo, Crescent, Merck & Co*)

First PD-1/VEGF Bifunctional Antibody (Ivonescimab) Shows Striking Benefits Over First-Line Keytruda® in Lung Cancer, Cutting Risk of Progression by Half

Immune Checkpoint Breakthrough Data



PD-1/VEGF Breakthrough Data

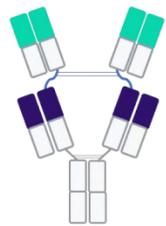
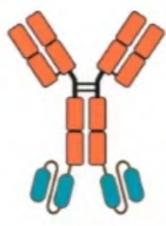
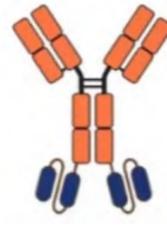
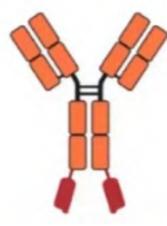
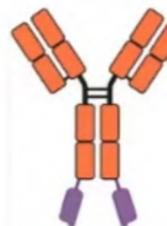


Summit lung cancer drug shows 'striking' benefit over Keytruda: cut the risk of lung cancer progression or death by half compared to Keytruda,

Sources: 2018 Gandhi (NEJM); 2023 Garassino (J Clin Oncol); GlobalData; FactSet; Pembrolizumab FDA Label

Sources: 2024 Zhou (WCLC Presentation on HARMONi-2); Summit Therapeutics; 2018 Paz-Area (NEJM); 2019 Mok (Lancet); 2022 De Castro Jr (J Clin Oncol); Avastin Label

NY-500 Designed to Have Similar Cooperative Pharmacology to Ivonescimab, Differentiated By HCC Clinical Focus & AI-Optimization

| | NY-500 (NAYA) | CR-001 (Crescent) | Ivonescimab (Summit/Akeso Bio) | BNT327/PM8002 (BioNTech/Biotheus) | LM-299 (Merck/LaNova) | Jankistomig (Ottimo) |
|---------------------------------|---|---|---|---|---|---|
| <u>Lead Indication</u> | HCC | NSCLC & Other Solid Tumors | NSCLC | Breast Cancer / PROC, Cervical Cancers | N/A | N/A |
| <u>Development Phase</u> | Preclinical | Preclinical | Phase 3 (Global) | Phase 2 (Global) Phase 3 (China) | Phase 1/2 Initiation (China) | Preclinical |
| <u>Anti VEGF IgG</u> | AI-Optimized VEGF scFvs | Bevacizumab | Bevacizumab | Bevacizumab | Bevacizumab | Anti-VEGF R2 |
| <u>Anti PDL-1</u> | AI-Optimized PD-1 scFvs | Anti PD-1 scFvs | Penpulimab scFvs | Novel anti-PD-L1 VHHs | Novel anti PD-1 VHHs | Anti PD-1 |
| <u>Fc Function</u> | Fc null, to avoid potential AEs | Fc null, to avoid potential AEs | Fc null, to avoid potential AEs | Fc null, to avoid potential AEs | Fc null, to avoid potential AEs | N/A |
| <u>Cooperative Pharmacology</u> | Yes | Yes | Yes | Expected (not disclosed); unclear impact of PD-L1 VHH | Expected (not disclosed); unclear impact of VHH structure | N/A |
| <u>Design</u> |  |  |  |  |  |  |

Redefining Standard of Care With NAYA's Comprehensive HCC Pipeline

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The outcome of the Phase I/II clinical trial for NAYA's GPC3/NKp46 antibody, evaluating patient response and time-to-progression, has the potential to establish a path towards a new standard of care for HCC patients not responding to checkpoint inhibitors. Harnessing the GPC3-Wnt axis is an innovative approach that both recruits NK cells and dampens Wnt signaling with the goal of turning cold tumors hot and overcoming resistance to checkpoint inhibitors. Additionally, we are awaiting further development of NAYA's comprehensive HCC pipeline, including a PD-1/VEGF bifunctional antibody as a potential alternative to atezolizumab-bevacizumab and a novel targeted radioimmunotherapy aiming to address the needs of advanced metastatic, pre-transplant, and post-resection patients, offering new hope towards long-term remission of HCC.



— Yaron Ilan, MD

*Professor of Medicine, Faculty of Medicine, Hebrew University
Chairman, Department of Medicine, Hadassah Medical Center*



Multiple Myeloma Franchise

NY-338: A Breakthrough CD38/NKp46/CD16-Targeting Trifunctional Antibody for Multiple Myeloma

Continued Growth of Multiple Myeloma Market Driven by Darzalex® & Rise of Bispecifics

| | 2024 | 2032 |
|---------------------------|---------------|--------------|
| Multiple Myeloma* | \$28B | \$44B |
| Darzalex®* (Daratumumab) | \$12B | \$14B |
| Bispecifics (TCEs & NKEs) | \$400M | \$11B |

Differentiation Opportunity in Established, Competitive Multiple Myeloma Market

Need for new therapies
as Darzalex® moves to first line

Multifunctional antibodies positioned to address non-responders & eventually challenge Darzalex®
*(3 recent approvals from J&J, Pfizer)***

NY-338 Shows Key Differentiation Compared to Monoclonal & T-Cell Engagers:

- ☑ **Triple-Killing of Myeloma Cells**
through CD38/NKp46/CD16 engagement
- ☑ **Longer Half-Life, Increased Potency**
- ☑ **Improved Safety**
(no CRS / undesirable effects on immune cells)
- ☑ **Low-to-no Fratricide on NK cells**

*<https://www.fiercepharma.com/marketing/analysts-predict-myeloma-market-will-hit-33b-2030-and-tip-1-company-take-lions-share>

***<https://investors.biogen.com/news-releases/news-release-details/biogen-completes-acquisition-human-immunology-biosciences>

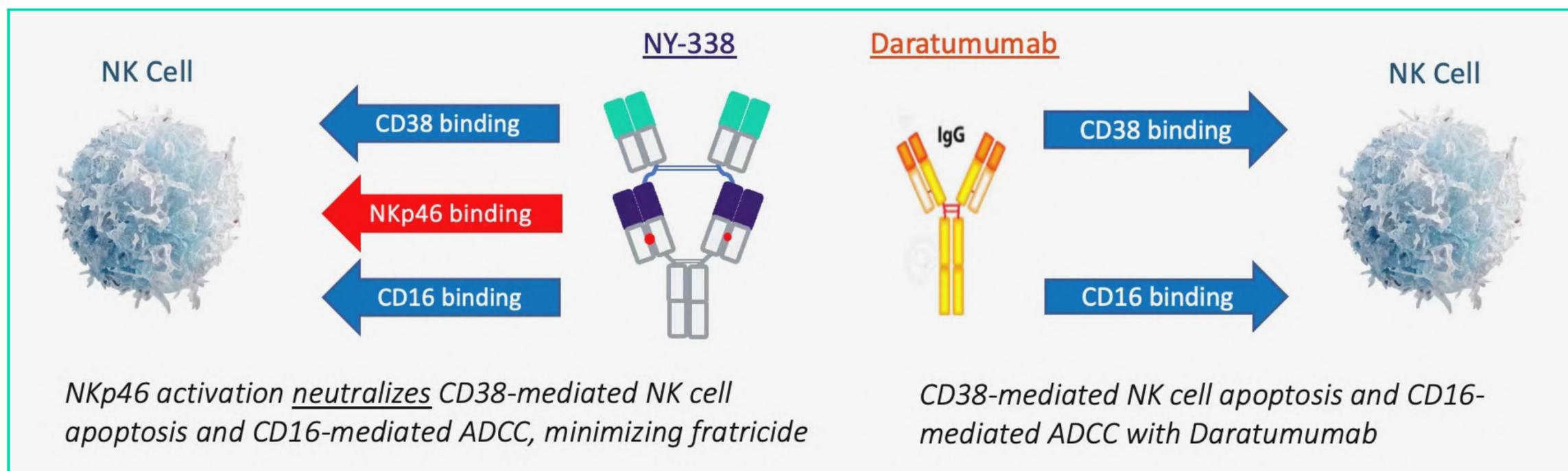
**<https://pubmed.ncbi.nlm.nih.gov/articles/PMC10618718/>

Unique Mechanism of Action for NY-338's Differentiated Profile vs. Daratumumab

NY-338's Unique Mechanism of Action Enables:

- *Activation of NKp46 signaling*
- *Neutralization of CD38-mediated apoptosis & ADCC of NK cells*
- *Minimized fratricide & depletion of CD38+ immune cell subsets compared to daratumumab*
- *Minimized cytokine release compared to T-cell engagers*

NKp46 Activation Reduces NK Cell Fratricide vs. Daratumumab



NY-338 Shows Potential to Address Limitations of Both Daratumumab & BCMA T-Cell Engagers Through Combination and/or Sequential Use

| | <u>NY-338</u> | <u>Daratumumab</u> | <u>BCMA T-Cell Engagers (TCEs)</u> |
|---|--|--|---|
| CD38 Epitope Profile | Binds to 3 Distinct Epitopes, Including 2 Non-Overlapping with Daratumumab | Confirmational on CD38 Extra-Cellular Domain | Non-Relevant |
| Effective in Dara-Resistant and/or CD38 Downregulation | Yes | No | Yes |
| Cytokine Release Syndrome | Minimal | Low | High |
| Fratricide | Minimal | Yes | No |
| Combination and/or Sequential Use | Sequential with Daratumumab, Combination/Sequential w TCEs | Combination/Sequential w TCEs | Combination/Sequential with both NY-338 & Daratumumab |

Data Presented at American Society of Hematology Supports Initiation of Clinical Trials, Establishes NY-338 as Potential Best-in-Class Therapeutic for Myeloma

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"The synergistic engagement of NK cells through NKp46 greatly enhances the immunotherapeutic effects of FLEX-NK™ bispecific antibodies, reducing NK cell fratricide, maintaining NK cell levels, and enhancing potency including reversal of NK cell dysfunction. The data supports initiation of clinical trials to evaluate this promising new therapy and makes it a potential best-in-class anti-CD38 therapeutic for multiple myeloma."



Ola Landgren, MD, PhD

Professor of Medicine, Chief of the Myeloma Division, and Leader of the Experimental Therapeutics Program at the University of Miami's Sylvester Comprehensive Cancer Center

[Full ASH Press Release](#)



Investment Considerations

Multiple Clinical Readouts in 2026-2027

Validated Preclinical Data Presented at Major Oncology Meetings including AACR, ASH, EHA, ESMO, and SITC

| Candidate | Indication | Targets | Product Platform | Pre-Clinical | IND Enabling | Phase I/II |
|-----------|---|-----------------------|------------------------------------|--------------|--------------|------------|
| NY-303 | Hepatocellular Carcinoma (HCC) & Other Solid Tumors | GPC3 NKp46 CD16 | FLEX-NK™ Trifunctional Antibody | | | |
| NY-500 | Hepatocellular Carcinoma (HCC) & Other Solid Tumors | PD-1 VEGF | FLEX Bifunctional Antibody | | | |
| NY-700 | Hepatocellular Carcinoma (HCC) & Other Solid Tumors | TBA | Radioimmuno-therapy | | | |
| NY-338 | Multiple Myeloma, AML, Lymphoma | CD38 NKp46 CD16 | FLEX-NK™ Trifunctional Antibody | | | |

Seasoned Entrepreneurial Leadership Team



Daniel Teper, PharmD, MBA
*Chief Executive Officer
& Chief Financial Officer*



Michael G. King
Executive Vice President



Ravi Kiron, PhD, MBA
Chief Business Officer



Lyn Falconio
Chief Communications Officer



Dan Chiche, MD
Chief Medical Officer



Vidisha Mohad, PhD
Head of Product Development



Board of Directors Combines Executive & Investment Experience in Pharma & Biotech



Laurent Audoly, PhD



Daniel D'Agostino, MBA



Ely Benaim, MD



Melissa Fensterstock, MPhil, MBA Daniel Teper, PharmD, MBA



Alexandra Urman, MPH



Scientific & Strategic Advisors To Accelerate Growth



Michael Caligiuri, MD



Ola Landgren, MD, PhD



Josep Lovett, MD, PhD



Yaron Ilan, MD



Jean Kadouche, PhD



Rahul Singhvi, PhD, MBA



NAYA Therapeutics:

Pioneering the Next Generation of Cancer Immunotherapies

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multifunctional antibodies & radioimmunotherapy

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- **Radioimmunotherapy market** estimated to top \$16B by 2033₂
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