

LUDWIG INSTITUTE FOR
CANCER RESEARCH LTD

2025 FINANCIAL REPORT

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CONSOLIDATED FINANCIAL STATEMENTS

CONSOLIDATED BALANCE SHEET AS AT DECEMBER 31, 2025

		USD	
	Notes	2025	2024
Assets			
Cash and cash equivalents	2, 3	16,564,768	15,969,502
Financial assets	2, 4, 9	1,698,555,449	1,452,596,766
Trade receivables		94,130	147,492
External funding receivables	2	0	0
Other short-term receivables	5	913,220	568,968
Prepaid expenses and accrued income		623,509	930,401
Total current assets		1,716,751,076	1,470,213,129
Financial assets	2, 6	585,953,192	496,764,346
Investments	2, 7	94,127	116,427
Net deferred tax assets	2, 18	175,575	748,386
Leasehold improvements, equipment and other assets	2, 8	510,904	649,195
Total non-current assets		586,733,798	498,278,354
Total assets		2,303,484,874	1,968,491,483
Liabilities			
Short-term accounts payable	11	4,363,380	9,629,824
Other short-term liabilities	3, 9, 12	521,845	374,299
Accrued short-term expenses		7,893,081	3,808,356
Deferred income	2, 13	0	0
Total short-term liabilities		12,778,306	13,812,479
Other long-term liabilities	14	1,132,840	1,067,666
Long-term provisions	15	4,571,403	5,244,054
Total long-term liabilities		5,704,243	6,311,720
Total liabilities		18,482,549	20,124,199
Shareholders' equity			
Share capital	1	49,618	49,618
Donated capital	1	572,000,000	572,000,000
General legal retained surplus	1	24,809	24,809
Voluntary retained surplus	1	1,712,927,898	1,376,292,857
Total shareholders' equity		2,285,002,325	1,948,367,284
Total liabilities and shareholders' equity		2,303,484,874	1,968,491,483

CONSOLIDATED INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2025

	Notes	USD	
		2025	2024
Operating income			
Contributions and dividends	2	57,182	24,044
External funding	2, 13	58,160	2,072
License fees and royalties		1,681,007	1,957,672
Other operating income	17	103,990	108,253
Total operating income		1,900,339	2,092,041
Operating expenses			
Salaries and social benefits	10, 16	16,430,656	14,115,351
Laboratory supplies		69,085	172,132
Equipment and leasehold improvements	2, 8	1,321,211	309,977
Clinical trial studies		0	1,979
Collaborative research programs		47,339,057	47,062,432
Occupancy		1,174,692	1,367,273
Travel, conferences and seminars		478,309	640,033
Professional fees and services		3,653,918	4,411,455
Patent and inventors' costs		1,167,562	1,310,335
Depreciation	2	154,572	198,136
Other operating expenses	17	1,175,314	1,131,751
Total operating expenses		72,964,376	70,720,854
Other items			
Share of operational loss and capital items in associated entity	7	(29,222)	(78,401)
Gain on foreign exchange		267,977	451,247
Loss on foreign exchange		(1,344,528)	(749,943)
Interest and other financial cost		0	(200)
Interest and other financial income		3,295,362	3,617,657
Gain on financial assets and investments	2, 4, 9	487,193,256	277,588,866
Loss on financial assets and investments	2, 4, 9	(80,877,088)	(79,983,224)
Total other items		408,505,757	200,846,002
Surplus for the year before taxes		337,441,720	132,217,189
Taxes			
Current income tax income / (expense)	2, 18	(78,135)	(132,397)
Deferred income tax income / (expense)	2, 18	(728,544)	(1,361,939)
Total taxes		(806,679)	(1,494,336)
(Deficit) / Surplus for the year after taxes		336,635,041	130,722,853
Retained surplus			
Voluntary retained surplus at the beginning of the year		1,376,292,857	1,245,556,376
Net change in restricted funds	2, 13	0	13,628
Voluntary retained surplus at the end of the year		1,712,927,898	1,376,292,857

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2025

	Notes	USD	
		2025	2024
Operating activities			
(Deficit) / Surplus for the year after taxes		336,635,041	130,722,853
Net change in restricted funds	13	0	13,628
Adjustments for non-cash items			
Share of operational loss capital items in associated entity	7	29,222	78,401
Net loss / (gains) on financial assets		(407,728,423)	(197,811,063)
Deferred tax changes	2, 18	572,811	1,171,364
Forex (gain) / loss on cash and cash equivalents		(76,321)	45,512
Depreciation / Impairment	2	154,572	198,136
Other movements in operating assets and liabilities			
Increase / (Decrease) in provisions		(672,651)	(2,638,968)
(Increase) / Decrease in current and non-current financial assets and investments		1,206,102	130,635
Decrease / (Increase) in receivables		(290,890)	288,269
Decrease in prepayments and accrued income		306,892	331,495
(Decrease) / Increase in current liabilities		(5,118,898)	(872,955)
(Decrease) in accrued liabilities and deferred income		4,084,725	(457,515)
Increase in long-term liabilities and long-term accrued expenses		65,174	(86,036)
Cash flow from operating activities		(70,832,644)	(68,886,244)
Investing activities			
Investment in tangible fixed assets	2	746,374	4,004,287
Investment in financial assets		(431,592,686)	(359,608,786)
Sale of financial assets and repayment of loans		502,197,901	424,771,361
Cash flow from investing activities		71,351,589	69,166,862
Net cash (outflow) / inflow		518,945	280,618
Cash and cash equivalents at January 1		15,969,502	15,734,396
Forex effect on cash and cash equivalents		76,321	(45,512)
Net cash (outflow) / inflow		518,945	280,618
Cash and cash equivalents at December 31		16,564,768	15,969,502

CONSOLIDATED STATEMENT OF CAPITAL CHANGES FOR THE YEAR ENDED DECEMBER 31, 2025

Shareholders' equity

The share capital consists of 50 fully paid shares of nominal value CHF 1,000 each. The shareholders do not have any interest in the assets or income of the Ludwig Institute for Cancer Research Ltd. Their sole power is to exercise their voting rights in accordance with the exclusively charitable and scientific purposes of the Institute.

USD	Share Capital	General legal retained surplus	Donated capital	Voluntary retained surplus	Shareholders' equity
Balance at December 31, 2023	49,618	9,924	572,000,000	1,245,571,261	1,817,630,803
(Deficit) / Surplus for the year	0	14,885	0	130,707,968	130,722,853
Net change in restricted funds	0	0	0	13,628	13,628
Balance at December 31, 2024	49,618	24,809	572,000,000	1,376,292,857	1,948,367,284
(Deficit) / Surplus for the year	0	0	0	336,635,041	336,635,041
Net change in restricted funds	0	0	0	0	0
Balance at December 31, 2025	49,618	24,809	572,000,000	1,712,927,898	2,285,002,325

Donated capital

Universe Tankships, Inc. made the following donations to LICR Fund, Inc.:

	Year	USD Amount
Initial donation	1990	500,000,000
Second donation	1991	24,000,000
Third donation	1992	48,000,000
Total		572,000,000

Voluntary retained surplus

The Statutes of the Ludwig Institute for Cancer Research Ltd stipulate that the surplus for the year is not to be distributed to shareholders and accordingly the available voluntary retained surplus is carried forward.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS AS AT DECEMBER 31, 2025

1. Accounting principles and scope of consolidation

Basis of presentation

The accompanying consolidated financial statements of the Ludwig Institute for Cancer Research Ltd (the Institute) are presented in accordance with generally accepted accounting principles in Switzerland (Financial Reporting Standards - Swiss GAAP FER).

Scope of consolidation

The consolidated financial statements include the financial results of the Institute, a not-for-profit organization incorporated in Zurich, Switzerland, the LICR Fund, Inc. (the Fund), a not-for-profit membership corporation incorporated in Delaware, U.S.A, which was established to receive, hold and invest funds on behalf of the Institute and which is effectively controlled by the Institute, and Universe Tankships, Inc. (UTI), a Marshall Islands corporation, which is a wholly-owned subsidiary of the Institute.

All inter-company transactions and balances have been eliminated. No minority interests exist for either the Fund or UTI.

Ludwig Technologies, Inc., a Delaware, USA corporation wholly owned subsidiary of the Institute, has been accounted for at acquisition cost. Similarly, investments of insignificant value or negative equity, in which the Institute holds at least 20% but not more than 50%, have been accounted for at acquisition cost and, if applicable, adjusted for impairment losses.

Vaccitech Oncology Limited (VOLT), Oxford, UK, is a company founded in 2019 to collaborate with Vaccitech Limited. The Institute's share is 24% of the capital and is accounted for at acquisition cost and, if applicable, adjusted for impairment losses.

Nature of operations

The Institute carries out its scientific and clinical activities at various Branches in conjunction with hospitals in university medical centers. During 2025 the Institute's research Branches were situated in Lausanne, Oxford and Princeton and research laboratories at the De Duve Institute in Brussels, at the Weill Cornell Medical College in New York, at the Johns Hopkins University in Baltimore and at École Polytechnique Fédérale de Lausanne (EPFL) in Lausanne. In addition, administrative offices were maintained in New York and Zurich. The Institute has a broadly based research program that addresses the challenge of cancer using the disciplines of cell biology, genetics, immunology, molecular biology and virology.

2. Accounting policies and valuation standards

Cash and cash equivalents

Cash and cash equivalents include cash on hand and at banks, funds on call and cash deposits.

Current assets - Financial assets

Investments with readily determinable fair values in debt and equity securities are reported at fair value based upon the last quoted market price or published net asset value for certain investment funds with characteristics similar to a mutual fund.

Publicly traded investments are valued at the last reported sales price on the date of valuation, as quoted on major securities exchanges. Securities that are not traded on major securities exchanges are valued based on quotations received from leading vendors. Forward foreign currency contracts are valued based on the average of closing bid and asked quotations from banks and brokers. Pooled investments are funds that are not held at the Fund's custodian bank. These funds are part of multiple investors' commingled funds, which are invested in one or more asset classes by a fund manager. These investments are valued at their closing published net asset value per share on the valuation date, which is their redeemable value.

The Fund invests in limited partnerships formed for the purpose of earning returns from alternative investment strategies. Investments in limited partnerships held by the Fund are reported at net asset value as a practical expedient for fair value, which generally represents the Fund's proportionate share of the net assets of the investee partnerships as reported by them and reviewed by management for reasonableness.

The underlying partnerships in which the Fund invests may hold nonmarketable securities, the fair value of which has been determined by the general partners of the respective partnerships. The Fund's proportionate share of net asset values may differ significantly from the fair values that would have been used had a ready market existed. The Fund's proportionate share of the change in values of the investee partnerships is recorded as a gain or loss on financial assets & investments in the Consolidated Statement of Income and Expenditure.

Investments in mutual funds are valued at their closing published net asset value per share on the valuation date, which is their redeemable value.

Securities transactions are recorded on the trade date. Realized gains and losses on security transactions are calculated on the average cost basis.

The Fund invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and could materially affect the amounts reported in the Balance Sheet.

Non-current assets – Financial assets and investments

Financial assets held by the Fund which are subject to a redemption or lockup period of more than one year are presented as non-current assets.

Financial assets held by other consolidated entities are presented as non-current assets based on the intention to keep them for the longer term.

If fair values are readily determinable, these financial assets are reported at fair value based upon the last quoted market price.

Investments in companies where the holding is greater than 20% of the share capital are valued using the equity method, unless they are of insignificant value or hold negative equity.

Other financial assets and investments are accounted for at acquisition cost and adjusted for impairment losses, if applicable.

External funding, Deferred income and Net change in restricted funds

External funding received from any outside source, whether of a cash or a non-cash nature, is recorded in the books of the Institute upon receipt as Deferred income. External funding received is converted to income when the corresponding expenditure is incurred. Any unspent external funding is deferred to future accounting periods until the corresponding expenditure is incurred or excess funding is returned to the external funding partner once the project has been concluded. External funding pledged but not received in respect of an expenditure that has been incurred is recorded as income and is accounted for on the balance sheet as External funding receivables.

Tangible and intangible assets

The Institute's expenditure on research equipment, leasehold improvements and other assets is expensed in the year it is incurred in accordance with accepted practice for cancer research organizations. The resale value of research equipment is minimal and no significant income is generated therefrom. With respect to UTI as a taxable entity, purchases of equipment and leasehold improvements are capitalized and depreciated.

All operating expenditure, including the cost of patenting and licensing intellectual property, is expensed in the year it is incurred.

Taxes

The Institute and the Fund are tax-exempt organizations and accordingly are not subject to income and capital taxes. UTI is subject to income and capital taxes. Deferred tax assets and liabilities are recognized for future tax consequences attributable to differences between the financial statement carrying amounts of existing assets and liabilities and their respective tax bases and operating loss and tax credit carryforwards. Deferred tax assets and liabilities are measured using enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date.

Withholding taxes on foreign dividends and interest have been provided for in accordance with the applicable countries' tax rates.

3. Pledged assets

The Institute has pledged assets held by a financial institution to that institution totaling to USD 0.1 million in 2025 and USD 0.2 million in 2024. These amounts are included under Cash and cash equivalents and are used as collateral for various letters of credit totaling to a total of USD 0.1 million. The letter of credit has been issued to a lessor of an office premises occupied by the Institute.

The Fund obtained an advised line of credit through its financial institution on April 10, 2019. The total credit available under this agreement was USD 35.0 million as of December 31, 2025 and 2024. There were no amounts outstanding as of December 31, 2025 and 2024. The expiration date is August 24, 2026 and the agreement may be terminated by either party with written notice. The line of credit is collateralized by qualifying assets with a fair value of approximately USD 57.4 million and USD 58.5 million at December 31, 2025 and 2024, respectively.

4. Current assets - Financial assets

Financial assets held as current assets as at December 31, 2025 and 2024 were as follows:

Description	USD	
	2025	2024
Invested cash and cash equivalents		
- US Dollars	18,104,916	17,981,799
- Other currencies	7,521	7,491
Equity investments	44,804,945	45,309,420
Fixed income investments		
- Government	25,625,883	22,481,432
- Corporate	4,396,824	5,164,132
Investments at net asset value	1,587,759,465	1,340,240,754
Due from brokers	18,290,606	22,213,472
Net unrealized gain / (loss) on forward contracts	(434,711)	(801,734)
Total current financial assets	1,698,555,449	1,452,596,766

5. Other short-term receivables

Other short-term receivables of USD 913,220 as at December 31, 2025 and USD 568,968 as at December 31, 2024 contained VAT related receivables, short term deposits, receivables in connection with collaboration partners, short-term portions of housings loans and reimbursements for legal fees in UTI.

6. Non-current assets - Financial assets

Description	USD	
	2025	2024
Arima Genomics		
Net investment	210	210
Share in capital and voting rights	3.34%	3.34%
Epigenome Technologies, Inc.		
Net investment	5	5
Share in capital and voting rights	1.00%	1.00%
Fenx Therapeutics, Inc.		
Net investment	60,000	60,000
Share in capital and voting rights	n/a	n/a
Portage Biotech, Inc.		
Net investment	0	1,278,197
Share in capital and voting rights	0.00%	1.25%
Life Sciences Pharmaceuticals, Inc.		
Net investment	1,457	1,457
Share in capital and voting rights	13.65%	13.65%
Pilatus Biosciences, Inc.		
Net investment	652	652
Share in capital and voting rights	1.86%	1.86%
Other		
Fixed income securities	0	0
Investments at net asset value	584,408,610	493,902,742
Loans to staff	312,000	416,000
Long-term deposits	37,418	37,418
US 457(b) Pension plan (see Note 14)	1,132,840	1,067,665
Total financial assets	585,953,192	496,764,346

The Institute is committed to disseminating its know-how to the global research community. Holdings in start-up organizations shown under Financial assets in the Balance Sheet are the result of licensing arrangements, with start-up organizations or their successors, transferring Institute research knowledge to these companies.

As of December 31, 2024 the shares of Portage Biotech, Inc. were quoted at a stock market value of USD 1,278,196. Meanwhile, Portage Biotech, Inc. has been taken over by Alphaton Capital Corp and the Institute has no interest in retaining these shares and sold them in 2025 to the LICR Fund, Inc. The value of these shares was quoted at a stock market value of USD 7,417 and was included within the line "Investment at net asset value".

Participation in these entities does not form part of the Institute's long-term strategy and the respective Financial assets, if not quoted on a stock exchange, are valued at acquisition cost and if applicable, adjusted for impairment losses.

Fenx Therapeutics, Inc. is a new founded start-up company still in capitalization process. The Institute paid upon a SAFE (Simple Agreement for Future Equity) the amount USD 60,000 to participate in future equity. At the time of publication of the Financial Statements, the share of future equity was still unknown.

The Institute grants housing loans to staff. The outstanding long-term receivables totaled to USD 416,000 as at December 31, 2025 and USD 520,000 as at December 31, 2024. Short-term receivables for these loans are recorded under Other short-term receivables and amounted to USD 104,000 in 2025 and USD 104,000 in 2024.

7. Non-current assets - Investments

Description	USD	
	2025	2024
Investment in Vaccitech Oncology Limited (VOLT)		
Share capital	1,346	1,468
Share premium	7,328,737	6,930,294
Cumulated results	(6,981,356)	(6,157,880)
percentage owned and voting rights	24.00%	24.00%
Net investment at January 1	106,000	185,000
Share of capital and premium change	0	0
Share of net loss	(29,222)	(78,401)
Translation adjustment	6,922	(599)
Net investment at December 31, VOLT	83,700	106,000
Miscellaneous investments	10,427	10,427
Total investments at December 31	94,127	116,427

The Institute entered into an investment agreement with Vaccitech Limited (UK) and Vaccitech Oncology Limited (VOLT) in 2019. The original investment amounted to USD 2,999,641, and impairments were recognized in prior years to reflect the decline in value. Shareholders decided to discontinue activities and wind down the company in 2026.

With respect to miscellaneous investments in which the Institute holds at least 20%, the following information is provided:

- i. The nominal share capital of Recepta Biopharma S.A., Sao Paulo, Brazil, is BRL 1,000. The company conducts medical research and develops, produces and commercializes humanized antibodies for the diagnosis of human cancer. The Institute holds 26.1% of the shares and of the voting rights.
- ii. In order to administer intellectual property assets in areas other than cancer, in 2010 the Institute founded Ludwig Technologies, Inc., Delaware, USA. Ludwig Technologies, Inc. holds 14.05% of the shares and of the voting rights in the company Extended Delivery Pharmaceuticals, LLC, Connecticut, USA. This biotechnology company is developing a long-acting type of insulin.

8. Tangible fixed assets

During the years ended December 31, 2025 and December 31, 2024, the purchase of equipment and other assets and expenditure on leasehold improvements, totaling to USD 1,321,211 and USD 309,977 respectively, was expensed in the year of purchase.

9. Forward currency contracts

The Fund enters into forward foreign currency contracts in order to hedge its exposure to changes in foreign currency exchange rates on its assets and liabilities denominated in foreign currency. In 2025 and 2024, unrealized gains of USD 403,475 and USD 214,030 and unrealized losses of USD 838,186 and USD 1,015,764, respectively, arose from contracts open at year end and are included in gain and loss on financial assets and investments in the Income Statement and in the Current assets - Financial assets in the Balance Sheet. They represent the changes in fair value of the contracts from the time of the Fund's conclusion of the contracts.

The notional values of the forward foreign currency contracts held by the Fund translated at the relevant year-end exchange rates were as follows:

Description	USD	
	2025	2024
Forward currency purchases	51,664,808	31,100,087
Forward currency sales	51,230,096	30,298,354

10. Pension Schemes

Pension schemes have been established at all Institute locations.

The consolidated annual cost of the employer's contributions in 2025 and 2024 for all plans amounted to USD 1,092,677 and USD 869,604 respectively, and is accounted for as salaries and social benefits.

The following table shows all the pension schemes for which information is required under Swiss GAAP FER 16. All amounts are in thousands:

	Surplus / (Deficit)	Share of Commit- ment*	Share of Commit- ment*	Net Change in Commit- ment	Contri- butions	Total Income / (Expense)	Total Income / (Expense)
USD	31.12.2025	31.12.2025	31.12.2024		2025	2025	2024
LGI Qualified plan (USA)	3,235	3,235	1,811	1,424	0	1,424	2,800
LGI Supplemental plan (USA)	(7,806)	(7,806)	(7,055)	(751)	425	(326)	119
AXA Foundation for Occupational Benefits (CH)	N/A	0	0	0	(351)	(351)	(339)

* Economic commitment

In **Switzerland**, the Institute operates a scheme with the AXA Foundation for Occupational Benefits (AXA) for staff employed in Switzerland.

In the **United Kingdom**, the Institute is a registered employer with the Universities Superannuation Scheme Ltd (the USS scheme) which, under the defined benefits section, sets the level of contributions based on the advice of the scheme's actuary. The main employer is Universities UK. In view of the size of the scheme and the Institute's limited participation in the management of the scheme, this scheme is treated as a defined contribution scheme. The last actuarial valuation took

place on March 31, 2023, and this showed, under the Technical Provisions basis as required by the UK Pensions Regulator, a funding level of 74%.

Following legislation introduced in the United Kingdom in September 2005, special provisions apply in the event of either an employer winding up a pension scheme or causing a cessation event to occur as a registered employer of a multi-employer pension scheme. In these cases, the employer is required to make additional funding available to buyout all liabilities with an insurance company (defined as "Section 75 debt") or, for multi-employer schemes with continuing indirect participation, to enter into an approved withdrawal agreement (AWA). Subject to agreement with the trustee of the pension scheme and the pension regulator, under an AWA, a guarantee is to be provided by the employer to the trustee of the pension scheme and the additional funding requirement is deferred until the trustee requires it to be paid or the scheme commences wind-up.

The Institute's Board of Directors has reviewed the position considering the various on-going employment situations in the United Kingdom. As the USS scheme continues to have active members, and it is intended to retain the scheme for active members, the Board has concluded that there is no need to make provision for buyout-debt as at December 2024 and 2023. No new valuation has been received from USS as per issuing this report.

Section 75 debt liability for the Institute for the USS scheme in the United Kingdom based on information provided by the scheme representative using the last valuation as of March 31, 2023 and latest available estimation as of April 24, 2026, is estimated to be GBP 0.2 million (USD 0.3 million) as at December 31, 2025 and GBP 1.8 million (USD 2.3 million) as at December 31, 2024.

In the **United States of America**, the Institute operated The Ludwig Institute for Cancer Research Retirement Savings Plan (the LICRRS Plan). The LICRRS Plan is organized under Section 403(b) of the Internal Revenue Code and is a defined contribution scheme.

The total of short-term liabilities related to pension schemes is set out in Note 11.

In the **United States of America**, The Ludwig Group Inc. (LGI), a wholly owned subsidiary of UTI, maintained both a qualified and a supplemental retirement plan. LGI did not make any contributions to the qualified plan in 2025 or 2024, nor does it expect to make any contributions in 2026. In the supplemental plan, contributions of USD 424,587 were paid in 2025 and USD 280,457 in 2024. Benefits of USD 1,773,558 in 2025 and USD 2,044,114 in 2024 were paid out in respect of both plans. The qualified plan is funded and the supplemental plan is unfunded. The long-term provisions in respect of the two LGI plans are set out in Note 15.

11. Short-term accounts payable

This item mainly includes invoices from cooperation partners relating to their last quarter costs, which we did not settle until the new year.

12. Other short-term liabilities

Description	USD	
	2025	2024
Other short-term liabilities to third parties (see also note 3)	470,585	354,314
Other short-term liabilities to pension funds	51,260	19,985
Other short-term liabilities to governing bodies	0	0
Total other short-term liabilities	521,845	374,299

13. External funding, Deferred income and Net change in restricted funds

Description	USD	
	2025	2024
Deferred income at January 1	0	13,628
Net change in restricted funds	0	(13,628)
Deferred income at December 31	0	0
Usage of deferred income	58,160	15,700
Net change in restricted funds	0	(13,628)
External funding income	58,160	2,072
Additional deferred income	58,160	2,072
Usage of deferred income	(58,160)	(15,700)
Paid back unused amounts	0	0
Net change in restricted funds	0	(13,628)

14. Other long-term liabilities

Description	USD	
	2025	2024
US 457(b) Pension plan	1,132,840	1,067,666
Total other long-term liabilities	1,132,840	1,067,666

The US 457(b) Pension plan, a non-qualified, tax advantaged deferred compensation retirement plan, is available to some Institute employees in the United States. The Institute provides the plan and the employees defer compensation to it on a pre-tax basis. The total liability includes the return on investment credited to the employee accounts and is offset by a respective financial asset (see Note 6 Non-current assets – Financial assets).

15. Long-term provisions

Long-term provisions relate to the two Ludwig Group, Inc. (LGI) pension plans as described in Note 10.

USD	Total	Supplemental plan	Qualified plan
Provisions as at December 31, 2023	7,883,022	6,894,321	988,701
Additions	(594,854)	441,533	(1,036,387)
Utilizations	(2,044,114)	(280,457)	(1,763,657)
Provisions as at December 31, 2024	5,244,054	7,055,397	(1,811,343)
Additions	1,100,907	1,175,110	(74,203)
Utilizations	(1,773,558)	(424,587)	(1,348,971)
Provisions as at December 31, 2025	4,571,403	7,805,920	(3,234,517)

16. Directors' emoluments

Emoluments consist of (i) Directors' fees, (ii) Salaries and social benefits, and (iii) Other remuneration. Directors' fees were paid by the Institute and the Fund; Salaries and social benefits were paid by the Institute and LGI and other remuneration was paid by the Institute.

Description	USD	
	2025	2024
Directors' fees	405,802	360,280
Salaries and social benefits	2,289,340	2,883,378
Total emoluments	2,695,142	3,243,658

As at December 31, 2025 and at December 31, 2024, the Boards of the Institute and the Fund each had ten members plus an emeritus board member.

In 2024, the President of the Institute received salaries and social benefits but did not receive directors' fees until stepping down from this role in June 2024. From July 2024 onwards, the former President assumed the position of Chairperson of the Institute and the Fund and received directors' fees but no longer received salaries nor social benefits.

In 2025 the Chairperson of the Institute and the Fund received directors' fees but did not receive salaries nor social benefits. The Institute's CEO/Scientific Director and the President of the Fund received salaries and social benefits but did not receive directors' fees.

In 2025 and in 2024, the remaining members of the two Boards received directors' fees but did not receive salaries nor social benefits. No members of the Boards of Directors received other remuneration.

The remuneration of the Boards of Directors and the Chairpersons of the Institute and the Fund is subject to review by the Institute's and the Fund's Compensation Committees, respectively.

Compensation is benchmarked against objective, third-party comparable levels of remuneration to ensure fairness and reasonableness. The individual levels of directors' fees have remained unchanged since 1998.

The prior-year disclosure for Directors' emoluments has been restated to reflect the full remuneration of all qualifying individuals.

17. Other operating expenses / Other operating income

Other operating expenses mainly consists of IT- and office costs, Insurance costs and miscellaneous expenses.

18. Taxes

As a foreign entity, UTI is not subject to U.S. income taxes. The income tax provision relates to taxes for LGI, which conducts its operations in the United States. LGI's pre-tax income was USD 265,561 in 2025 and USD 374,978 in 2024.

19. Other related party transactions

The Institute is a party to a Research Collaboration and License Agreement with Vaccitech Oncology Limited. In 2025 and 2024 income from cost recovery and licensing amounted to USD 17,024 and USD 45,511, respectively.

20. Lease, collaborative research and member contracts commitments

All such commitments not recorded in the Balance Sheet, with a notice period of three months or more, are set out by year below:

Description	USD	
	2025	2024
2025	0	47,993,918
2026	49,550,869	37,998,777
2027	46,117,614	14,340,518
2028	33,913,434	13,536,805
2029	29,804,888	11,355,286
2030	22,582,980	10,957,267
2031-2036	561,265	561,265
Commitments not recorded in the Balance Sheet	182,531,050	136,743,836

21. Approval of the consolidated financial statements

The consolidated financial statements of the Ludwig Institute for Cancer Research Ltd as at December 31, 2025, together with the Report of the Auditors, dated May 21, 2026, are hereby submitted to the General Meeting of Shareholders.

22. Subsequent events

There are no subsequent events to report, which might have a material impact on the consolidated financial statements.



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Report of the Statutory Auditor to the General Meeting of Ludwig Institute for Cancer Research Ltd, Zurich

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Ludwig Institute for Cancer Research Ltd and its subsidiaries (the Group) on pages 4-20, which comprise the consolidated balance sheet as at 31 December 2025 and the consolidated statement of income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at 31 December 2025, and its consolidated results of operations and its consolidated cash flows for the year then ended in accordance with Swiss GAAP FER and comply with Swiss law.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated Financial Statements" section of our report. We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of the company and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Board of Directors' Responsibilities for the Consolidated Financial Statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with Swiss GAAP FER and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

KPMG AG

Michael Herzog
Licensed Audit Expert
Auditor in Charge

Fabian Meier
Licensed Audit Expert

Zurich, 21 May 2026

PERFORMANCE REPORT 2025

PURPOSES OF THE ORGANIZATION

The Ludwig Institute for Cancer Research Ltd (the Institute) is an international not-for-profit organization with a 54-year legacy of pioneering discoveries relating to cancer. The Institute provides its scientists around the world with the resources and the flexibility to realize the life-changing potential of their work and advance their discoveries for the benefit of cancer patients. This philosophy, combined with robust translational programs, maximizes the potential of breakthrough discoveries.

The Institute combines basic science with the translation and clinical evaluation of its discoveries to accelerate the development of new cancer diagnostics, therapies and prevention strategies. Since its inception, the Institute has invested USD 2.5 billion of its own resources and USD 0.7 billion from external funding in cancer research. Internal support for its research comes from an investment pool valued at around USD 2.3 billion. This investment portfolio is held and managed by LICR Fund, Inc. (the Fund).

The Institute now has a headcount of 663 (496 full-time equivalent) scientists, clinicians, postdoctoral fellows, students and support staff located in four countries, three Branches and four supported labs who are focused on multiple aspects of cancer research. The Institute is part of the larger Ludwig Cancer Research (Ludwig) community, which also includes the Ludwig Centers at six U.S. institutions, all pursuing research to advance the scientific understanding of cancer and improve its prevention, diagnosis and treatment.

The Institute's research activities are principally organized through Branches. Each Branch occupies a defined space and functions in close association with a local university/Institute and a local hospital. A number of individual investigators and laboratories complement the Institute's Branches through a wide range of collaborative research programs, thereby extending the international reach and research footprint of the Institute.

SEGMENT REPORTING

The total operating expenses of USD 72.0 million in 2025 and USD 71.1 million in 2024 consist of the following segments:

Description	million USD		Variance	% of total 2025
	2025	2024		
Branch and laboratory expenditure				
Lausanne	12.9	14.3	-1.4	18%
Oxford	14.8	14.2	0.5	20%
Princeton	11.4	12.7	-1.2	16%
San Diego (including SMD*)	0.0	1.1	-1.1	0%
De Duve Institute, Brussels	3.4	3.2	0.2	5%
École Polytechnique Fédérale de Lausanne, Lausanne	1.2	1.5	-0.3	2%
Johns Hopkins University	2.3	1.6	0.7	3%
Weill Cornell	1.2	1.2	0.0	2%
Total Branch and laboratory expenditure	47.1	49.7	-2.6	65%
Non-Branch expenditure				
Fund management	8.0	8.0	0.0	11%
Intellectual property	3.1	2.7	0.4	4%
Programs	4.5	1.5	3.0	6%
Administration	10.2	9.1	1.1	14%
Total Non-Branch Expenditure	25.9	21.4	4.5	35%
Total Institute	73.0	71.1	1.9	100%
*Small Molecule Discovery Group				

NOT-FOR-PROFIT REPORTING

The Institute and the Fund prepare, by entity, various statistical and information returns which require analysis of expenditure between i) program service, ii) management and general and iii) grant writing costs.

Using this analysis, on a consolidated basis, for the year 2024 (the latest year for which such data are currently available), total expenditure of USD 72.3 million was split into program service expenditure - USD 53.8 million (74.5%); management and general expenditure - USD 18.5 million (25.5%); and grant writing expenditure – USD 0.0 million (0.0%).

For 2023, total expenditure of USD 79.3 million was split into program service expenditure - USD 58.8 million (74.2%); management and general expenditure - USD 20.2 million (25.4%); and grant writing expenditure – USD 0.3 million (0.4%).

INTERNAL CONTROL SYSTEM AND ANNUAL RISK ASSESSMENT

The Institute's and the Fund's management are responsible for the design, operation and maintenance of internal control systems (ICS). The Institute's and the Fund's Boards of Directors are ultimately responsible for the identification and assessment of risks, definition of the ICS framework and monitoring of management actions to ensure the adequacy and effectiveness of the control environment. The Institute's and the Fund's system of internal control over financial reporting is based on the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and is designed to provide reasonable assurance regarding the preparation and fair presentation of published financial statements in accordance with generally accepted accounting principles in Switzerland / Financial Reporting Standards – Swiss GAAP FER.

The Institute and the Fund have adopted a risk-based approach to internal control and accept that it is not possible to build a control environment that is risk free. Accordingly, the system of internal control in place is designed to manage rather than to eliminate risk. The system of internal control is an on-going process designed to identify the principal financial reporting risks, evaluate the nature and extent of those risks and manage them efficiently.

In 2025 the Institute's and the Fund's managements conducted risk assessments of the key processes already documented in the form of process flowcharts. Risks within those key processes were identified and evaluated as to their likelihood and impact based on predefined scales, incorporating quantitative and qualitative criteria. For each of the identified risks, the risk level was calculated as a multiple of the likelihood and impact. Top risks for each process were identified based on their respective risk level and classified further as financial reporting or operational risks. Key controls were defined and implemented to mitigate those top financial reporting risks. Non-financial reporting risks are considered outside of the ICS and are addressed through other policies and procedures.

The Institute's and Fund's managements assessed the effectiveness of the ICS over financial reporting during the year under review and reported thereon to the Institute's and Fund's Audit Committees.

The respective Audit Committees have the delegated responsibility to oversee the development and operation of the ICS, to receive reports from the Risk and Compliance Officer and External Auditors, to review the internal control system documentation and to agree any actions necessary to implement recommended improvements. The Audit Committees received reports from the Institute's Risk and Compliance Officer regarding the ICS at all their respective meetings over the year.

The Boards of Directors of the Institute and the Fund assessed the effectiveness of the ICS for financial reporting throughout the year and believe that the ICS for financial reporting was properly in effect as of December 31, 2025.

As part of the system of internal control, the internal audit function continued to operate and verify the adequacy and effectiveness of internal controls, carry out work to test the controls and provide reports to the Audit Committee. During 2025, the operations of the Ludwig Scientific Director's

Laboratory at JHU and the Ludwig Laboratories at DDI, Brussels were reviewed by the internal auditor and a report thereof was submitted to the Institute's Audit Committee.

Risk assessments are carried out on an annual basis by the Risk and Compliance Officer reporting to the Audit Committees. They are based on annual self-reassessment of risks and controls by the ICS process owners, information obtained through interviews of the Institute's and the Fund's management and key personnel and further evaluation and testing of controls when carrying out internal audits.

Cyber security risks have been assessed in 2025 and it was noted that cyber criminals continue to refine their techniques to evade security. To mitigate those threats in 2025 the Institute's IT function continued to use the tools available under Microsoft Office 365 subscription. Additionally, in 2025 the end users participated in on-line Cyber Security Awareness Training and were required to pass a test at the end of each training module. Furthermore, phishing emails were sent to all users during the year to test their cyber security risk-awareness.

MANAGING BODIES AND SENIOR STAFF

The Statutes and By-laws of the Institute determine the responsibilities and the authority of the following organs of the company:

- The Board of Directors
- Management (comprising the Executive Officers and Branch Directors)

The Board is elected at the General Meeting of Shareholders, held each year in June, for a one-year term of office. The members of the Institute’s Board of Directors are automatically members of the Board of Directors of the Fund.

As of December 31, 2025, the individuals who served as members of the Board of Directors of both the Institute and the Fund were as follows:

Edward A. McDermott Jr. (Chairperson)
John L. Notter
Xing Chen
Chi Van Dang, MD, PhD
Nancy Ellen Davidson, MD
John D. Gordan III
Alexandra C. Johnson
Judge Barbara S. Jones
Nicolas Killen
Jedd D. Wolchok, MD, PhD
Alexander Borissov was the Secretary to the Board.

The Executive Officers of the Institute constitute its management and consisted of the Chief Executive Officer, the President, the Scientific Director, the Deputy Scientific Director and the Chief Financial Officer.

These posts were held as of December 31, 2025, by the following individuals:

CEO and Scientific Director	Chi Van Dang, MD, PhD
President	Jonathan C.A. Skipper, PhD
Deputy Scientific Director & Communications Director	Pat J. Morin, PhD
Chief Financial Officer	Thomas Bänninger

The Executive Officers were supported by:

Senior Vice-President for Human Resources	Kimberly McKinley-Thomas
Senior Vice-President for Intellectual Property	Pär Olsson, PhD

The Institute has a Scientific Advisory Committee that provides advice to the Scientific Director on scientific matters and reviews the performance and plans of scientific staff. As of December 31, 2025, the Scientific Advisory Committee was composed of:

Philip D. Greenberg, MD
Juanita L. Merchant MD, PhD
Robert Schreiber, PhD
Victor Velculescu, MD, PhD
Karen H. Vousden, PhD

Each Branch of the Institute is managed by a Director who is responsible for its scientific program and administration.

The leadership of the Institute's Branches as of December 31, 2025, was as follows:

Lausanne	George Coukos, MD, PhD
Oxford	Xin Lu, PhD
Princeton	Joshua Rabinowitz, MD, PhD

Some Executive Officers, Branch Directors and other senior staff members hold academic positions within the host institutions with which the Institute is associated.

BRANCHES AND LAB'S CANCER RESEARCH DESCRIPTION

Lausanne Branch

The Lausanne Branch focuses primarily on tumor immunology and immunotherapy. This includes the study of the mechanisms by which tumors evade the immune system and the development of novel immunotherapies, with the aim of improving cancer treatment.

Oxford Branch

The Oxford Branch studies signaling pathways that influence cancer initiation and progression, with a focus on infection, inflammation and cancer epigenetics. The Branch aims to advance cancer prevention, early diagnosis and effective treatment.

Princeton Branch

The Princeton Branch focuses on cancer metabolism—its roles in tumor growth and metastasis, its connections to the microbiome and immune system and its manipulation by diet and therapeutics—all with the aim of improving cancer prevention, diagnosis and treatment.

Chi Van Dang Laboratory, Johns Hopkins University, Baltimore

The laboratory of the Ludwig Institute Scientific Director focuses on the molecular signaling pathways and mechanisms that govern the aberrant metabolism of cancer cells.

Benoît Van den Eynde and Stefan Constantinescu Laboratories, de Duve Institute, Brussels

Ludwig-supported researchers located at the de Duve Institute study tumor immunology, the tumor microenvironment and the aberrant signaling that drives myeloproliferative neoplasms and acute myeloid leukemia.

Douglas Hanahan Laboratory, École Polytechnique Fédérale de Lausanne (EPFL), Lausanne

The Hanahan Laboratory uses genetically engineered mouse models to investigate the hallmarks of cancer, with a particular focus on the mechanism of tumor invasion and metastasis.

Jedd Wolchok Laboratory, Weill Cornell Medicine, New York

The Ludwig Collaborative Laboratory at Weill Cornell Medicine focuses on tumor immunology, with an emphasis on translational research, to identify and develop new immunotherapeutic strategies for melanoma and other types of cancer.

LUDWIG INSTITUTE RESEARCH ACHIEVEMENTS IN 2025

Scientific Publications

Laboratory and clinical research to advance the prevention, early detection, understanding diagnosis and treatment of cancer is conducted at the Institute’s Branches and laboratories, and through collaborations with other institutions, including the six Ludwig Centers located at universities across the United States. In 2025, progress was made in the study of tumor biology, cancer genomics and epigenetics, cancer prevention, the tumor microenvironment, cancer metabolism, and tumor immunology.

The Institute is committed to prompt and active dissemination of its research results. In the year 2025, the publication record by Branch/Laboratory location was as follows:

	Primary Research Articles	Reviews/ Book Chapters/ Commentaries	Total
Lausanne Branch	61	34	95
Oxford Branch / Brussels Laboratory	86	14	100
Princeton Branch	45	12	57
New York, Weill Cornell Laboratory	17	4	21
Scientific Director Laboratory	4	1	5
Total	213	65	278

Ludwig Institute Clinical Research

The Institute's clinical research is implemented through locally sponsored, investigator-initiated clinical trials managed through its Branch, collaborating institutions or through non-profit clinical trial networks.

Ongoing clinical trials based upon Ludwig research during 2025:

Study Title	Principal Investigator	Sponsor/Site	Ludwig Branch
Pilot Study to Assess the Feasibility, Safety and Efficacy of Adoptive Transfer of Autologous Tumor-Infiltrating Lymphocytes Enriched for Tumor Antigen Specificity (NeoTIL) in Advanced Solid Tumors NCT04643574	Blanca Navarro - Rodrigo	Centre Hospitalier Universitaire Vaudois	Lausanne
Phase Ib Study to Test the Feasibility and Safety of a Personalized Vaccine in Combination With Low-dose Cyclophosphamide in Patients With Advanced or Metastatic Non-Small Cell Lung Cancer (NSCLC). NCT05195619	Hasna Bouchaab	Centre Hospitalier Universitaire Vaudois	Lausanne
Phase Ib Study of the Combination of Personalized Autologous Dendritic Cell Vaccine and Standard of Care Adjuvant Chemotherapy Followed by Nivolumab for Resected Pancreatic Adenocarcinoma. NCT04627246	Antonia Digkila	Centre Hospitalier Universitaire Vaudois	Lausanne
Phase I/IIa Trial of ChAdOx1 and MVA Vaccines Against MAGE-A3 and NY-ESO-1 With Standard of Care Treatment. NCT04908111	Fiona Blackhall	Cancer Research UK	Oxford
Pilot Study to Investigate Targetable Metabolic Pathways Sustaining Pancreatic Cancer and Associated Genomic Alterations. NCT05296421	Howard Hochster	Rutgers University	Princeton
Low-Carbohydrate diet and SGLT2-Inhibitor to Achieve Moderate Ketosis in Healthy Volunteers. NCT05662865	Melissa Erickson	Advent Health Orlando	Princeton
Investigating the Metabolic Pathways in Hormone Receptor Positive/HER2 Negative Breast Cancer. NCT05736367	Coral Omene	Rutgers University	Princeton
Tirzepatide for Weight Loss Intervention in Early-Stage Hormone Receptor Positive/HER2 Negative Breast Cancer. NCT06518837	Coral Omene	Rutgers University	Princeton
Phase I Study Evaluating Safety and Feasibility of Redirected Autologous T Cells Expressing a High Affinity TCR Specific for NY-ESO-1 (LauT-1) in Patients With Advanced Melanoma and Sarcoma. NCT06889766	Bernhard Gentner	Centre Hospitalier Universitaire Vaudois	Lausanne

TECHNOLOGY DEVELOPMENT

One of the main objectives of the Institute is to translate its scientific discoveries for public benefit as quickly and effectively as possible. Given that the significant costs involved in drug development are far beyond the resources available to it, the Institute enters into research, development and licensing agreements with commercial drug development organizations that have the financial, management and technological resources necessary to develop Institute discoveries for diagnostic and therapeutic purposes.

To facilitate this work, the Institute has established a comprehensive patent protection and licensing capability. In 2025, nine new U.S. patents, nine new provisional applications, and a further ten new international patent applications were also filed. In addition, the Institute was party to 172 license, sublicense and option agreements with commercial organizations at the start of 2025. During the year, an additional two agreements were implemented, while ten agreements either expired or were terminated. At the end of 2025, the Institute's portfolio comprised a total of 164 agreements. Many license agreements allow companies to commercialize Institute reagents or products derived from such technologies for laboratory research purposes as companion diagnostic candidates or for a company's own in-house commercial research. A portion of these agreements grant rights to commercial companies to use the Institute's research discoveries for the development of therapeutic and diagnostic products. These partnered programs are at various stages of commercial product development, from pre-clinical testing through phase 1, 2 and 3 clinical trials or marketed products such as Sargramostim (or Leukine), the first and only FDA approved recombinant granulocyte macrophage colony-stimulating factor (GM-CSF) used for myeloid reconstitution after bone marrow transplantation or neutropenia induced by chemotherapy and Ojjaara (mometinib), a JAK1/JAK2 inhibitor approved for treatment of myelofibrosis.

Cancer immunotherapy remains a focus of the Institute's translational and clinical research, as reflected in the patents issued and filed by the Institute and its partners. Over the past year, the Institute has filed several new patent applications applicable to the design and development of innovative cellular cancer immunotherapies. In addition, the discovery and patenting of new genomic and epigenetic insights and enabling technologies reflects the Institute's established expertise in the field and an emerging focus in seeking useful applications for its technologies and know-how.

The Institute partnered with cancer start-up Pilatus, which is developing innovative cancer treatments focusing on metabolic checkpoints, specifically CD36 based upon research at the Lausanne Branch. PLT012, a first in class monoclonal antibody that targets CD36 has previously received Orphan Drug Designation from the U.S. Food and Drug Administration (FDA). The FDA have subsequently approved the company's IND application for PLT012, to enter clinical development for the treatment of solid tumors. Pilatus has established a clinical trial collaboration with Roche, providing the company clinical access to anti-PD-L1 therapy atezolizumab (Tecentriq®), to support Pilatus' first-in-human Phase 1 trial which Pilatus plans to initiate in the first half of 2026.

Monoclonal antibodies can be modified and deployed as radiopharmaceuticals to diagnose and treat cancer. The Institute has long had a research interest in the simultaneous therapeutic and diagnostic, or "theranostic", use of the G250 antibody in kidney cancer. G250 targets the protein carbonic anhydrase IX, an antigen highly expressed in renal and other cancers. The radiopharmaceutical company Telix, which is developing TLX250-CDx (89Zr-DFO-girentuximab) as a non-invasive

positron emission tomography (PET) imaging agent to diagnose and monitor the progression of clear cell renal cancer (ccRCC), revealed positive results from its completed pivotal phase 3 ZIRCON trial. Telix's Biological Licensing Application (BLA) for TLX250-CDx use in ccRCC remains pending with the FDA. TLX250-CDx has also been granted Breakthrough designation by the FDA. In addition, Telix has clinical trials evaluating the imaging utility of TLX250-CDx in several other tumor types, such as mesothelioma and cancers of the colon and breast. TLX250 (177Lu-DOTA-girentuximab) is also being evaluated as a therapeutic in renal cancer therapy.

Arima Genomics, Inc., originally founded to commercialize Institute enabling technologies focused on transforming oncology testing through the integration of genome structure information in medical research, diagnosis and therapy applications. Arima has secured Series C venture financing to launch a pipeline of clinical assays using sequencing-based methods for determining 3D genome architecture such as gene fusions and rearrangements for application as cancer diagnostics.

Watchmaker Genomics a provider of precision tools for genomic research and clinical applications, has partnered with Exact Sciences to further develop and commercialize the innovative TAPS (TET-assisted pyridine borane sequencing) technology developed by Institute researchers at the University of Oxford. Watchmaker has completed key development milestones in using TAPS for high-accuracy genomic DNA methylation analysis, and completed the launch of TAPS+, a next-generation technology that unites genetic and epigenetic readouts from the same DNA molecule. By capturing multiple biological dimensions in a single assay, TAPS+ delivers a richer, more comprehensive view of tumor biology, advancing applications in translational oncology, early cancer detection, therapy response monitoring and minimal residual disease assessment.

At the end of 2025, the Institute had holdings in seven start-up biotechnology companies with products at various stages of development and maturity and licenses granted by the Institute:

Extended Delivery Pharmaceuticals, LLC, USA
Life Sciences Pharmaceuticals, Inc., USA
Recepta Biopharma S.A., Brazil
Vaccitech Oncology Limited, United Kingdom
Arima Genomics, Inc., USA
Epigenome Technologies, Inc., USA
Pilatus Biosciences S.A., Switzerland

In 2025 the gross income to the Institute from the commercialization of the Institute's technologies was USD 2.0 million from various therapeutic licenses and from royalty income from the sales of numerous research reagents and kits, for example Melan-A (A103), CDNA Synthesis Technology, Anti-CD25 mabPC61 and 17A2mab anti murine CD3. The net income to the Institute after sharing with co-owners and inventors was USD 1.3 million.

HUMAN RESOURCES

An important aspect of the programs developed by the Institute and its Branches is the training of outstanding young scientists who will in time join a new generation of cancer researchers. On December 31, 2025, the Institute and its Branches were acting as sponsors to 129 postdoctoral fellows and 143 PhD students.

AWARDS AND DISTINCTIONS

The quality of the Institute's investigators continued to be internationally recognized. The following awards and distinctions were received by Branch/Laboratory scientists in 2025:

Lausanne Branch

George Coukos, MD, PhD	ISI highly cited researcher - Clarivate
	Fellow of the Academy for Immuno-Oncology (FAIO)
	Doctor Honoris Causa in Medicine, National and Capodistrian University of Athens (NKUA)
Johanna Joyce, PhD	ISI highly cited researcher - Clarivate
	ScholarGPS - Highly Cited Researcher
Mikaël Pittet, PhD	ISI highly cited researcher - Clarivate
Ping Chih-Ho, PhD	ISI highly cited researcher - Clarivate
Doug Hanahan, PhD	Pezcoller Foundation-AACR International Award for Extraordinary Achievement in Cancer Research

Oxford Branch / Brussels Laboratory

Yang Shi, PhD	Elected Foreign Member of Chinese Academy of Sciences (CAS)
	Léopold Griffuel Prize for Fundamental Research (ARC, France)
Stefan Constantinescu, MD, PhD	Vice-President and Past-President of the Federation of European Academies of Medicine (FEAM)
	Chair of the Board of Science Advice for Policy by European Academies
Xin Lu, PhD	Elected International Member of Chinese Academy of Engineering (CAE)
Beth Psaila, MBBS, PhD	Chair of the National Blood Cancer UK Research Network MPN Subgroup
Richard White, MD, PhD	Academy of Medical Sciences Professorship
	Teaching Excellence Award, Oxford Medical Sciences Division

Helen Byrne, D.Phil	Naylor Prize and Lectureship in Applied Mathematics from the London Mathematical Society
Chunxiao Song, PhD	Finalist for the 2025 UK Blavatnik Awards for Young Scientists
Princeton Branch	
Joshua Rabinowitz, PhD	ISI highly cited researcher – Clarivate
Eileen White, PhD	ISI highly cited researcher – Clarivate
Michael Skinnider, MD, PhD	Packard Fellowship for Science and Engineering Searle Scholar Swiss Institute of Bioinformatics Early Career Award Human Proteome Organization (HUPO) Rising Star Award
David MacMillan, PhD	Ludwig Distinguished Scholar, Princeton Branch Honorary Fellowship, Royal Society of Chemistry ISI highly cited researcher – Clarivate
Weill Cornell Laboratory	
Jedd Wolchok, MD, PhD	ISI highly cited researcher - Clarivate
Taha Merghoub, PhD	ISI highly cited researcher - Clarivate

STATUTORY FINANCIAL STATEMENTS

BALANCE SHEET AS AT DECEMBER 31, 2025

	Notes	USD		CHF	
		2025	2024	2025	2024
Assets					
Cash and cash equivalents	1, 2	3,787,398	2,890,499	3,031,433	2,635,846
Trade receivables		64,834	118,437	51,893	108,003
Intercompany receivables		3,017,304	5,000,340	2,415,050	4,559,810
Other short-term receivables		839,797	461,833	672,174	421,146
Prepaid expenses and accrued income		89,090	373,152	71,308	340,277
Total current assets		7,798,423	8,844,261	6,241,858	8,065,082
Financial assets	1, 3	1,544,582	1,583,440	1,236,283	1,443,939
Investments	1, 4	5,197,312	5,219,612	4,159,929	4,759,764
Total non-current assets		6,741,894	6,803,052	5,396,212	6,203,703
Total assets		14,540,317	15,647,313	11,638,070	14,268,785
Liabilities					
Short-term accounts payable - 3rd party	5	4,363,380	9,629,824	3,492,449	8,781,437
Short-term accounts payable - intercomp.	6	563,236	568,924	450,814	518,802
Other short-term liabilities	7	142,084	79,623	113,724	72,608
Accrued short-term expenses	1	7,267,250	3,223,322	5,865,944	3,108,460
Deferred income	1, 11	0	0	0	0
Total short-term liabilities		12,335,950	13,501,693	9,922,931	12,481,307
Other long-term liabilities	8	1,132,840	1,067,665	906,725	973,604
Total long-term liabilities		1,132,840	1,067,665	906,725	973,604
Total liabilities		13,468,790	14,569,358	10,829,656	13,454,911
Shareholders' equity					
Share capital	1	49,618	49,618	50,000	50,000
General legal retained surplus	1	24,809	24,809	25,000	25,000
Voluntary retained surplus on January 1		1,003,528	2,609,045	738,874	2,163,287
Surplus / (Deficit) for the year		(6,428)	(1,605,517)	(5,460)	(1,424,413)
Total shareholders' equity		1,071,527	1,077,955	808,414	813,874
Total liabilities and shareholders' equity		14,540,317	15,647,313	11,638,070	14,268,785

INCOME STATEMENT FOR THE YEAR ENDED DECEMBER 31, 2025

	Notes	USD		CHF	
		2025	2024	2025	2024
Operating income					
Contributions	10	63,500,000	61,000,000	53,943,250	54,119,200
External funding	1, 11	58,160	15,700	49,407	13,929
License fees and royalties	12	1,681,007	1,957,672	1,428,015	1,736,847
Other operating income	13	21,145	27,173	17,963	24,108
Total operating income		65,260,312	63,000,545	55,438,635	55,894,084
Operating expenses					
Salaries and social benefits		9,803,532	9,935,498	8,328,100	8,814,774
Laboratory supplies		69,085	172,132	58,688	152,716
Equipment and leasehold improvements	1	1,269,420	265,652	1,078,372	235,686
Clinical trial studies		0	1,979	0	1,756
Collaborative research programs	1	47,339,057	47,062,432	40,214,529	41,753,790
Occupancy		616,165	780,838	523,432	692,759
Travel, conferences and seminars		316,645	477,573	268,990	423,703
Professional fees and services		3,244,013	3,736,352	2,755,789	3,314,891
Patent and inventors' costs		1,167,562	1,310,335	991,844	1,162,529
Other operating expenses	13	422,876	528,038	359,233	468,475
Total operating expenses		64,248,355	64,270,829	54,578,977	57,021,079
Surplus / (Deficit) for the year before Other items		1,011,957	(1,270,284)	859,658	(1,126,995)
Other items					
Gain on foreign exchange	1	267,977	451,246	227,646	400,345
Loss on foreign exchange	1	(1,344,529)	(749,943)	(1,142,177)	(665,349)
Interest and other financial income	1	0	42,664	0	37,852
Interest and other financial cost	1	0	(200)	0	(177)
Gain on financial assets and investments	1, 3,4	80,467	0	68,357	0
Loss on financial assets and investments	1, 3,4	(22,300)	(79,000)	(18,944)	(70,089)
Total Other items		(1,018,385)	(335,233)	(865,118)	(297,418)
Surplus / (Deficit) for the year		(6,428)	(1,605,517)	(5,460)	(1,424,413)
Voluntary retained surplus on January 1 after appropriation of available surplus		1,003,528	2,609,045	738,874	2,163,287
Voluntary retained surplus on December 31		997,100	1,003,528	733,414	738,874

NOTES TO THE STATUTORY FINANCIAL STATEMENTS

1. Accounting policies

Basis of preparation

These financial statements have been prepared in accordance with the provisions of the Swiss Code of Obligations.

Cash and cash equivalents

Cash on hand and at banks, funds on call and cash deposits are classified as Cash and cash equivalents.

Operating income

External funding received from any outside source, whether of a cash or a non-cash nature, is recorded in the books of the Ludwig Institute for Cancer Research Ltd (the Institute) upon receipt as Deferred income. External funding received is recorded as income when corresponding expenditure has incurred. Any unspent external funding is deferred to future accounting periods until the corresponding expenditure is incurred or excess funding is returned to the external funding partner once the project has been concluded. External funding pledged but not received where expenditure has been incurred, is recorded as income, and is accounted for as External funding receivables.

Translation of foreign exchange transactions

For preparing the Statutory Financial Statements in Swiss Francs, US Dollar values are converted using the modified closing rate method as follows:

1. Income and expenditure – at the yearly average of the monthly rates as published by the Swiss Federal Tax Administration (USD 1 = CHF 0.8495 for 2025 and USD 1 = CHF 0.8872 for 2024)
2. Assets and Liabilities – at the year-end closing rates as published by the Swiss Federal Tax Administration (USD 1 = CHF 0.8004 for 2025 and USD 1 = CHF 0.9119 for 2024)
3. Equity - at historical rates
4. Translation differences are included either in a) Loss on foreign exchange and therefore as result of the current year also in Voluntary retained surplus in case of a loss; or b) in Accrued short-term expenses in case of a gain

Tangible fixed assets

Acquisition costs for research equipment, costs for leasehold improvements and costs for other assets are fully expensed in the year of acquisition.

Financial assets and investments

Financial assets, which are traded on a stock exchange, are valued, unless described in the respective section differently, at the stock market price prevailing at the end of the year. All other Financial assets and Investments are valued at acquisition cost and, if applicable, adjusted for impairment losses.

Accruals

Accruals are recognized for goods and services rendered in the respective accounting period if no invoices have been received. The same principle applies to amounts due to intellectual property co-owners and inventors.

2. Pledged assets

The Institute has pledged assets held by a financial institution to that financial institution totaling to USD 0.1 million (CHF 0.1 million) in 2025 and USD 0.2 million (CHF 0.2 million) in 2024. These amounts are included under Cash and cash equivalents and are used as collateral for a letter of credit of USD 0.1 million (CHF 0.1 million). The letter of credit has been issued to the lessor of an office premise occupied by the Institute.

3. Financial assets

Description	USD		CHF	
	2025	2024	2025	2024
Arima Genomics				
Net investment	210	210	168	192
Share in capital and voting rights	3.34%	3.34%	3.34%	3.34%
Epigenome Technologies, Inc.				
Net investment	5	5	4	5
Share in capital and voting rights	1.00%	1.00%	1.00%	1.00%
Fenx Therapeutics, Inc.				
Net investment	60,000	60,000	48,024	54,714
Share in capital and voting rights	n/a	n/a	n/a	n/a
AlphaTON Capital Corp (ATON) (formerly Portage Biotech, Inc.)				
Net investment	0	33	0	30
Share in capital and voting rights	0.00%	1.25%	0.00%	1.25%
Life Sciences Pharmaceuticals, Inc.				
Net investment	1,457	1,457	1,166	1,329
Share in capital and voting rights	13.65%	13.65%	13.65%	13.65%
Pilatus Biosciences, Inc.				
Net investment	652	652	522	595
Share in capital and voting rights	1.86%	1.86%	1.86%	1.86%
Loans to staff	312,000	416,000	249,725	379,350
Deposits	37,418	37,418	29,949	34,121
US 457(b) Pension plan	1,132,840	1,067,665	906,725	973,604
Total financial assets	1,544,582	1,583,440	1,236,283	1,443,939

The Institute is committed to disseminating its know-how to the global research community. The holdings in the start-up organizations shown under Financial assets in the Balance Sheet are the result of licensing arrangements, with start-up organizations or their successors transferring Institute research knowledge to these companies. Participation in these entities does not form part of the Institute's long-term strategy and the respective Financial assets, if not quoted on a stock exchange, are valued at acquisition cost and, if applicable, adjusted for impairment losses.

Fenx Therapeutics, Inc. is a new founded start-up company still in capitalization process. The Institute paid upon a SAFE (Simple Agreement for Future Equity) the amount USD 60,000 (valued

CHF 48,024 in 2025, and CHF 54,714 in 2024) to participate in future equity. At the time of publication of the Financial Statements, the share of future equity was still unknown.

As of December 31, 2024 the shares of Portage Biotech, Inc. Was quoted at a stock market value of USD 1,278,196 (CHF 1,165,587) and USD 449,986 (CHF 383,073) respectively. A valuation reserve in the amount of USD 1,278,163 (CHF 1,165,557) in 2024 resulting in no change in the carrying amount compared to the value in the previous years. The shares were sold to the LICR Fund for a price of USD 80,500 (CHF 68,385).

The Institute grants housing loans to staff. The outstanding long-term receivables as of December 31, 2025 totaled to USD 312,000 (CHF 249,725) and as at December 31, 2024 to USD 416,000 (CHF 379,350). Short-term receivables for these loans are recorded under Other short-term receivables and totaled to USD 104,000 (CHF 83,242) in 2025 and USD 104,000 (CHF 94,838) in 2024.

The US 457(b) Pension plan, a non-qualified, tax advantaged deferred compensation retirement plan, is available to various Institute employees in the United States. The Institute provides the plan, and the employees defer compensation to it on a pre-tax basis. The total assets represent the value invested in favor of the employees and is offset by the liability to the employees (see note 8.)

4. Investments

Description	USD		CHF	
	2025	2024	2025	2024
Universe Tankships, Inc.				
Book value	5,103,185	5,103,185	4,084,589	4,653,594
Share in capital and voting rights	100.00%	100.00%	100.00%	100.00%
Vaccitech Oncology Limited				
Book value	83,700	106,000	66,993	96,661
Share in capital and voting rights	24.00%	24.00%	24.00%	24.00%
Recepta Biopharma S.A.				
Book value	327	327	262	298
Share in capital and voting rights	26.21%	26.21%	26.21%	26.21%
Ludwig Technologies, Inc.				
Book value	10,100	10,100	8,084	9,210
Share in capital and voting rights	100.00%	100.00%	100.00%	100.00%
Total investments	5,197,312	5,219,612	4,159,929	4,759,764

The investment in Universe Tankships, Inc., (Marshall Islands), has been accounted for at acquisition cost in USD. Universe Tankships, Inc. holds 100% of capital and voting rights in The Ludwig Group, Inc., Delaware (USA). The Ludwig Group, Inc. provides administrative services to the Institute and other Institute related parties (see Note 6).

With respect to other investments, in which the Institute holds at least 20% of the capital, the following information is provided:

1. The nominal share capital of Recepta Biopharma S.A., Sao Paulo, (Brazil), is BRL 1,000. The company conducts medical research, develops, produces, and commercializes humanized antibodies for the diagnosis of human cancer.
2. To administer intellectual property assets in areas other than cancer, in 2010 the Institute founded Ludwig Technologies, Inc., Delaware, (USA). The nominal share capital is USD 100. Ludwig Technologies, Inc. holds 14.05% of capital and voting rights in the company Extended Delivery Pharmaceuticals, LLC, Connecticut, (USA). This biotechnology company is developing a long-acting form of insulin.
3. The Institute entered into an investment agreement with Vaccitech Limited (UK) and Vaccitech Oncology Limited (VOLT) in 2019. The original investment amounted to USD 2,999,641 (CHF 2,984,717), and impairments were recognized in prior years to reflect the decline in value. Shareholders decided to discontinue activities and wind down the company in 2026.

5. Short-term accounts payable - 3rd party

This item mainly includes invoices from cooperation partners relating to their last quarter costs, which were not settled until the new year.

6. Short-term accounts payable - intercompany

The current administrative service agreement with The Ludwig Group, Inc., a wholly owned subsidiary of Universe Tankships, Inc., (Marshall Islands) has been in place since January 1, 2006 and was renewed the last time as of January 1, 2025.

Payables in favor of The Ludwig Group, Inc. as of December 31, 2025 and December 31, 2024 amounted to USD 563,236 (CHF 450,814) and USD 568,924 (CHF 518,802) respectively.

7. Other short-term liabilities

Description	USD		CHF	
	2025	2024	2025	2024
Other short-term liabilities to third parties	90,824	59,638	72,696	54,384
Other short-term liabilities to pension fund	51,260	19,985	41,029	18,224
Other short-term liabilities to governing body	0	0	0	0
Total other short-term liabilities	142,084	79,623	113,724	72,608

8. Other long-term liabilities

Description	USD		CHF	
	2025	2024	2025	2024
US 457(b) Pension Plan	1,132,840	1,067,665	906,725	973,604
Total other long-term liabilities	1,132,840	1,067,665	906,725	973,604

The US 457(b) Pension plan, a non-qualified, tax advantaged deferred compensation retirement plan, is available to various Institute employees in the United States. The Institute provides the plan, and the employees defer compensation to it on a pre-tax basis. The total liability includes the return on investment credited to the employee accounts and is offset by a respective financial asset (see Note 3).

9. Lease, collaborative research and member contracts commitments

All such commitments not recorded in the balance sheet, with a notice period of three months or more, are set out below:

Description	USD		CHF	
	2025	2024	2025	2024
Lease and administrative commitments	4,809,692	5,724,456	3,849,677	5,220,131
Collaborative research commitments	164,471,032	104,181,815	131,642,614	95,003,397
Ludwig Members long term obligations	13,250,325	26,837,565	10,605,560	24,473,176
Commitments not recorded in the balance sheet	182,531,049	136,743,836	146,097,852	124,696,704

10. Contributions

The LICR Fund, Inc. (the Fund), a non-profit membership corporation incorporated in Delaware, USA, was established to receive, hold, and invest funds on behalf of the Institute. During 2025 and 2024, the Fund was a material source of funding and made contributions to the Institute of USD 63,500,000 (CHF 53,943,250) and USD 61,000,000 (CHF 54,119,200) respectively.

11. External funding

The Institute received external funding from third parties, including government agencies, in return for which the Institute may be obliged to comply with specific conditions.

12. License fees and royalties

License fees and royalties' income is shown in the Income Statement net of co-owners' share of income.

Description	USD		CHF	
	2025	2024	2025	2024
Gross license fees and royalties income	2,073,867	2,410,393	1,761,750	2,138,501
Co-owners' share distributed	392,860	452,721	333,735	401,654
Net license fees and royalties	1,681,007	1,957,672	1,428,015	1,736,847

13. Other operating expenses / Other operating income

Other operating expenses mainly consists of IT- and office costs, Insurance costs and miscellaneous expenses.

14. Full-time equivalents

The average number of full-time equivalent employees was 42 in 2025 and 41 in 2024.

15. Internal control system and annual risk assessment

The Institute's management is responsible for the design, operation and maintenance of the system of internal control (ICS). The Institute's Board of Directors is ultimately responsible for the identification and assessment of risks, definition of the ICS framework and monitoring of management actions to ensure the adequacy and effectiveness of the control environment. The Institute's system of internal control over financial reporting is based on the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The Institute has adopted a risk-based approach to internal control and accepts that it is neither possible nor cost effective to build a control environment that is risk free. Accordingly, the system of internal control in place is designed to manage rather than to eliminate risk. The system of internal control is an on-going process designed to identify the principal financial reporting risks, to evaluate the nature and extent of those risks and to manage them efficiently.

In 2025 the Institute's management conducted risk assessments of the key processes already documented in the form of process flowcharts. Risks within those key processes were identified and evaluated as to their likelihood and impact based on predefined scales, incorporating quantitative and qualitative criteria. For each of the identified risks, the risk level was calculated as a multiple of the likelihood and impact. Top risks for each process were identified based on their respective risk level and classified further as financial reporting or operational risks. Key controls were defined and implemented to mitigate those top financial reporting risks. Non-financial reporting risks are considered outside of the ICS through other LICR policies and procedures.

The Institute's management assessed the effectiveness of the ICS over financial reporting during the year under review and reported thereon to the Institute's Audit Committee.

The Audit Committee has the delegated responsibility to oversee the development and operation of the internal control system, to receive reports from the Risk and Compliance Officer and External Auditors, to review the internal control system documentation and to agree any actions necessary to implement recommended improvements. The Audit Committee received reports from the Institute's Risk and Compliance Officer regarding the ICS at all of its meetings during the year.

The Board of Directors of the Institute assessed the effectiveness of the ICS for financial reporting throughout the year and believes that the ICS for financial reporting was properly in effect as of December 31, 2025.

As part of the system of internal control, the internal audit function continued to operate and verify the adequacy and effectiveness of internal controls, carry out work to test the controls and provide reports to the Audit Committee. During 2025, the operations of the Ludwig Scientific Director's Laboratory at JHU and the Ludwig Laboratories at DDI, Brussels were reviewed by the internal auditor and a report thereof was submitted to the Institute's Audit Committee.

Risk assessments are carried out on an annual basis by the Risk and Compliance Officer reporting to the Audit Committee. They are based on an annual self-reassessment of risks and controls by the ICS process owners, information obtained by interviews of the Institute's management and key personnel and further evaluation and testing of controls when carrying out internal audits.

16. Subsequent events

There are no subsequent events to report, which might have a material impact on the financial statements.

PROPOSED APPROPRIATION OF AVAILABLE SURPLUS

The Statutory Financial Statements of the Ludwig Institute for Cancer Research Ltd as of December 31, 2025, together with the Report of the Statutory Auditors, dated May 21, 2026, are hereby submitted to the General Meeting of Shareholders.

The Balance Sheet of the Statutory Financial Statements shows total assets of USD 14,540,317 (CHF 11,638,070) and the Statement of Income and Expenditure shows a Deficit for the fiscal year of USD 6,428 (CHF 5,460).

Description	USD 2025	CHF 2025
Voluntary retained surplus on January 1	1,003,528	738,874
Surplus for the year	(6,428)	(5,460)
Available Voluntary retained surplus on December 31 for distribution	997,100	733,414
Allocation to General legal retained surplus	0	0
Voluntary retained surplus on December 31	997,100	733,414

In accordance with Article 8 of the Statutes, the Board of Directors proposes that the Shareholders of the Institute authorize the carrying forward of the Voluntary retained surplus at the end of the year 2025 in the amount of USD 997,100 (CHF 733,414). In accordance with Article 672 of the Swiss Code of Obligations, no further allocations are required in the future, as the general statutory surplus has reached 50% of the share capital in both USD and CHF. In this regard, it is noted that according to Article 8 of the Statutes of the Institute, no distribution may be made to the Shareholders.



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Report of the Statutory Auditor to the General Meeting of Ludwig Institute for Cancer Research Ltd, Zurich

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Ludwig Institute for Cancer Research Ltd (the Company) on pages 41-48, which comprise the balance sheet as at 31 December 2025, and the income statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements comply with Swiss law and the Company's articles of incorporation.

Basis for Opinion

We conducted our audit in accordance with Swiss law and Swiss Standards on Auditing (SA-CH). Our responsibilities under those provisions and standards are further described in the "Auditor's Responsibilities for the Audit of the Financial Statements" section of our report. We are independent of the Company in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession. We have also fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Board of Directors' Responsibilities for the Financial Statements

The Board of Directors is responsible for the preparation of the financial statements in accordance with the provisions of Swiss law and the Company's articles of incorporation, and for such internal control as the Board of Directors determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law and SA-CH will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Swiss law and SA-CH, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In accordance with Art. 728a para. 1 item 3 CO and PS-CH 890, we confirm that an internal control system exists, which has been designed for the preparation of financial statements according to the instructions of the Board of Directors.

Based on our audit in accordance with Art. 728a para. 1 item 2 CO, we confirm that the proposal of the Board of Directors complies with Swiss law and the Company's articles of incorporation. We recommend that the financial statements submitted to you be approved.

KPMG AG

Michael Herzog
Licensed Audit Expert
Auditor in Charge

Fabian Meier
Licensed Audit Expert

Zurich, 21 May 2026