

Protein degraded. Disease targeted. Lives transformed.



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# Forward-looking Statements and Intellectual Property

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## **C4** Therapeutics

# **C4** Therapeutics

## **Our Mission**

To deliver on the promise of targeted protein degradation science to create a new generation of medicines that transform patients' lives. Our portfolio of degrader medicines pursues targets that may benefit from a degrader approach:

## Cemsidomide

targeting IKZF1/3 for multiple myeloma and non-Hodgkin's lymphoma

## CFT1946

targeting BRAF V600 mutant for solid tumors including melanoma & colorectal cancer

## CFT8919

targeting EGFR L858R for non-small cell lung cancer

## **Internal Discovery Pipeline**

targets with unmet need and strong degrader rationale C4T Has Been at the Forefront of TPD Science and Is On the Path to Becoming a Fully Integrated Biotechnology Company

Demonstrating

**Proof of Concept** 

2020 - 2025

## Leading the Way in Designing Orally Bioavailable Degraders

## 2015 – 2020



Built TORPEDO platform to design highly catalytic, orally bioavailable degraders

Established collaborations with leading global pharmaceutical companies, building expertise across a range of diseases and target classes

Assembled strong catalog of intellectual property



Progressed four development candidates into clinical trials, including three trials underway today

Delivered two development candidates to a collaborator for non-oncology targets

Achieved blood-brain barrier penetration in several development candidates

## Delivering on the Promise of Targeted Protein Degradation

## 2025 and beyond



Advancing clinical programs to approval for patients with high unmet needs

Leveraging TORPEDO platform to develop a sustainable pipeline against targets of high unmet need with strong degrader rationale in large commercial markets

Expanding application of targeted protein degradation through high-value collaborations



# C4T Is Advancing a Portfolio of Rationally Designed Degraders Against Targets of High Unmet Need in Oncology

	<b>Cemsidomide</b> Targeting IKZF1/3 Transcription Factor	<b>CFT1946</b> Targeting BRAF V600X Scaffolding Kinase	<b>CFT8919</b> Targeting EGFR L858R Receptor Tyrosine Kinase
Degrader Rationale	Approved IKZF1/3 degraders were not rationally designed and provide less than optimal potency and selectivity	Degradation has the potential to avoid resistance mechanisms and enable a longer duration of response	Degradation facilitates targeting an allosteric L858R- specific binding site distinct from current inhibitors leading to increased selectivity over wild-type, activity against inhibitor resistance mutations & an opportunity for use in conjunction with current SOC
Clinical Progress	<ul> <li>Data to date supports best-in-class profile:</li> <li>Differentiated safety profile</li> <li>Competitive ORR in combination with dex at 75 µg in MM</li> <li>Immune activity demonstrated as monotherapy</li> <li>Encouraging ORR and CMR rate in PTCL</li> </ul>	<ul> <li>Data to date demonstrates:</li> <li>✓ Proof of mechanism established</li> <li>✓ Early signs of anti-tumor activity in Phase 1 dose escalation</li> </ul>	✓ Clinical trial initiated in Greater China <sup>1</sup>
Potential Patient Population	Across U.S., EU4 and UK: • MM: ~65,000 <sup>2</sup> • PTCL: ~16,000 <sup>2</sup>	Across U.S., EU4 and UK: • Melanoma: ~66,000 <sup>3</sup> • Colorectal cancer: ~33,000 <sup>3</sup>	Across U.S., EU4, UK and China: • EGFR L858R Mutated NSCLC: ~219,000 <sup>4</sup>
Commercial Rights			

## TORPEDO platform has produced highly catalytic, brain penetrant, oral degraders across a broad range of target classes

<sup>1</sup>License and collaboration agreement with Betta Pharmaceuticals for development and commercialization in Greater China

<sup>2</sup> NCI SEER, consulting engagements with Health Advances and Clearview.

● <sup>3</sup>2024 Evaluate Ltd. US + Eu4 + UK population



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<sup>4</sup> EvaluatePharma, consulting engagements with Health Advances and Clearview. Complete metabolic response (CMR); dexamethasone (dex); multiple myeloma (MM); Overall response rate (ORR); peripheral T-cell lymphoma (PTCL); Germany, Italy, France, and Spain (EU4); Standard of care (SOC)

## Multiple 2025 Data Based Inflection Points to Unlock Value Across Entire Portfolio

Cemsidomide IKZF1/3	<ul> <li>2025: Enable initiation of the next phase of clinical development for MM and PTCL. These new studies are expected to initiate in early 2026</li> <li>2H 2025: Complete Phase 1 dose escalation trial in MM and NHL and present data</li> <li>2H 2025: Open expansion cohort(s) in PTCL in the ongoing Phase 1/2 trial</li> </ul>			
	<b>1H 2025:</b> Complete monotherapy Phase 1 dose escalation trial in BRAE V600 mutant solid tumors			
<b>CFT1946</b> BRAF V600 Mutant	<ul> <li>2H 2025: Generate data from Phase 1 cohorts evaluating CFT1946 as a monotherapy in melanoma, in combination with trametinib in melanoma, and in combination with cetuximab in CRC to define and enable next phase of development</li> <li>2H 2025: Present Phase 1 data: monotherapy in BRAF V600 mutant solid tumors; monotherapy expansion cohorts in melanoma; combination with cetuximab in colorectal cancer</li> </ul>			
<b>CFT8919</b> EGFR L858R	Year-end 2025: Utilize data from Phase 1 dose escalation trial in Greater China to inform ex-China clinical development			
Discovery	<b>2025:</b> Present and publish preclinical work from internal pipeline and TORPEDO platform <b>2025:</b> Advance internal and collaboration programs to key discovery milestones			

# Cemsidomide IKZF1/3 Degrader

Multiple Myeloma & Non-Hodgkin's Lymphoma





# IKZF1/3 Are Key Promoters of Myeloma and Lymphoma Cell Survival and Will Remain Important Therapeutic Targets for These Indications



#### Key Roles of IKZF1/3:

- Multiple myeloma and lymphoma cells rely on
   **IKZF1/3** and **IRF4** for survival
- Degrading IKZF1/3 leads to down regulation of IRF4, promoting myeloma and lymphoma cell death and on-target neutropenia
- IKFZ1/3 degradation combined with MM immune-based regimens have potential to enhance activity through T-cell activation and cancer cell death by downregulation of IRF4

#### Degrader Advantages of Cemsidomide:

- Cemsidomide is more potent than approved and development stage IKZF1/3 degraders
- Increased selectivity for IKZF1/3 resulting in reduced off-target toxicity



Cemsidomide Phase 1 Dose Escalation Trial in MM and NHL Continues to Progress



#### Monday, Wednesday, Friday dosing (MWF); once daily (QD); relapsed refractory multiple myeloma (R/R MM); relapsed refractory non-Hodgkin's lymphoma (R/R NHL)

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With a Potentially Best-in-Class Profile, Cemsidomide Is Positioned to Be an IKZF1/3 Degrader of Choice Across Various Combinations

## **EVOLVING MULTIPLE MYELOMA TREATMENT LANDSCAPE**



## **CEMSIDOMIDE OPPORTUNITY**

- IKZF1/3 degraders are currently used across lines of therapy, from post-transplant maintenance to 5L+ doublets, and will remain backbone therapies in various combination approaches
- Cemsidomide has the potential to become the IKZF1/3 degrader of choice in numerous regimens across lines of therapy given its potent anti-myeloma activity, differentiated safety profile, and immunomodulatory effects

<sup>1</sup>Approximately 30% of multiple myeloma patients undergo a hematopoietic stem cell transplant and receive post-transplant maintenance therapy.

<sup>2</sup> Other MOAs approved in MM include dexamethasone combos, anti-SLAMF7 mAbs and XPO1 inhibitors. Potential future treatment options include FcRH5 bispecific T-cell engagers, BCL-2 inhibitors, and others. Sources: EvaluatePharma (accessed 1/8/25), NCCN guidelines, consulting engagements with Health Advances and Clearview.

B-cell maturation antigen (BCMA); G protein-coupled receptor, class C, group 5, member D (GPRC5D); monoclonal antibodies (mAbs); mechanism of action (MOA); Germany, Italy, France, and Spain (EU4)



# Clinical Evidence of Immune T-cell Activation With Cemsidomide Monotherapy



- 19 patient samples (PBMCs) analyzed by flow cytometry
- Aggregate data of 25  $\mu g,$  50  $\mu g,$  and 75  $\mu g$

Peripheral blood mononuclear cells (PBMCs); daily dosing (QD); Monday, Wednesday, Friday dosing (MWF); multiple myeloma (MM) Source: C4T data on file as of 11/28/2023 (https://ir.c4therapeutics.com/static-files/ec59b02e-3074-484d-ad88-e81831bf37ed)



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Supports potential of cemsidomide as a maintenance therapy option and in combination with other MM agents to improve efficacy:

- Cemsidomide induces CD8+ Tcell activation by increasing effector memory T-cell subset
- T-cell activation is observed at well-tolerated monotherapy clinical doses
- Clinical data consistent with the preclinical *in vitro* data reported for cemsidomide

## Cemsidomide + Dex Data Demonstrated a Potential Best-in-Class Profile



#### 75 µg Cemsidomide Dose Level Resulted in a 36% ORR and 45% CBR

#### Cemsidomide's Differentiated Safety Profile Is Well Suited for Combination Studies, Potentially Resulting in Fewer Disruptive Adverse Events



# Profile supports cemsidomide's development in combination with dexamethasone in the late-line setting and in combination with other MM agents in earlier lines of the treatment paradigm

Source: ASH 2024; C4T data as of 10/11/2024 (https://ir.c4therapeutics.com/static-files/32ae4fdb-d4d9-4a17-a77d-83289c66e91f): see slide 20 of the ASH presentation for complete footnotes for the left panel; see slide 21 of the ASH presentation for complete footnotes for the right panel

Dexamethasone (Dex); once daily (QD)

Cemsidomide Has the Potential to Become a Treatment Option Across Lines of Therapy and Address a Growing Patient Population

## INITIAL CEMSIDOMIDE DEVELOPMENT PATH IN MM

U.S. + EU4 + UK Addressable Patients (2024) <sup>1</sup>	~65,000	~56,000 ~4	49,000	~42,000	≥23,000	
Treatment Line	1L	<b>2</b> L	3L	<b>4</b> L	5L+	
Studies Currently Being Enabled		Phase 1/2 (Escalation/Expansion) Cemsidomide/Dex + Anti-CD38 and Cemsidomide + BCMA Bispecific			Phase 2 (Single Arm) Cemsidomide + Dex (Post anti-BCMA)	
Studies for Registrational Intent					Potential Accelerated Approval	
		Randomized Phase 3 Cemsidomide + BCMA Bispecific (1-3 prior lines)	Ranc Cemsid (2-4 pri	domized Phase 3 omide/Dex + Anti-CD38 for lines; post anti-BCMA)		
Develop Ration	ment ale	Potentially enhances response durability and treatment duration of BCMA bispecific by preventing T-cell exhaustion	Provides p a potent combo w p	post anti-BCMA patients ially highly efficacious where there are limited proven options	Potential to provide highly refractory patients a treatment option that is tolerable and efficacious where there are limited options	

<sup>1</sup> EvaluatePharma (accessed 1/8/25), consulting engagements with Health Advances and Clearview. EU4 = Germany, Italy, France, and Spain. B-cell maturation antigen (BCMA); dexamethasone (Dex); T-Cell engager (TCE); multiple myeloma (MM)

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Cemsidomide Has the Potential to be Developed Across NHL Subtypes and Lines of Treatment

	B-Cell Lymphomas				T-Cell Lymphomas
	<b>DLBCL</b> Diffuse Large B-Cell Lymphoma	<b>FL</b> Follicular Lymphoma	<b>MZL</b> Marginal Zone Lymphoma	<b>MCL</b> Mantle Cell Lymphoma	<b>PTCL Subtypes</b> Peripheral T-Cell Lymphoma
U.S. + EU4 + UK Annual Incidence (2024) <sup>1</sup>	~54,000	~33,000	~12,000	~8,000	~16,000
Lenalidomide FDA Approved <sup>2</sup>	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	
Lenalidomide in NCCN Guidelines	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$	$\checkmark$

## Cemsidomide Opportunity

- Lenalidomide is approved across NHL subtypes
- Cemsidomide has the potential to be developed as a monotherapy in the R/R setting and in combination with front-line standard of care regimens

<sup>1</sup> EvaluatePharma (accessed 1/8/25), American Cancer Society, Leukemia & Lymphoma Society. EU4 = Germany, Italy, France, and Spain.

<sup>2</sup> FL, MZL, and MCL FDA approved in the Revlimid (lenalidomide) label and DLBCL approved in the Monjuvi (tafasitamab) label.

U.S. Food and Drug Administration (FDA); National Comprehensive Cancer Network (NCCN); non-Hodgkin's lymphoma (NHL); relapsed refractory (R/R)



NHL

# Cemsidomide Data at ASH Demonstrated a Well-tolerated Profile, as Well as Compelling and Deep Responses in PTCL Patients

#### **Compelling & Deep Responses Achieved Across PTCL Subtypes**

PET-CT-based Assessment of PMR or Better by PTCL Subtype<sup>1</sup> (N=16)



#### Well-tolerated With Manageable Incidents of On-target Neutropenia

<ul> <li>2 DLTs occurred at 100 µg QD (Grade 4 thrombocytopenia and Grade 3 febrile neutropenia)</li> </ul>	Common (>20% All Grades) TEAEs and Events of Interest*, n (%)	<b>All Grade</b> (N=23)	<b>Grade 3</b> (N=23)	<b>Grade 4</b> (N=23)
	Infections Upper respiratory tract infection Sepsis Bacteremia Pneumonia	15 (65) 4 (17) 1 (4) 1 (4) 2 (9)	4 (17) 0 0 0 2 (9)	2 (9) 0 1 (4) 1 (4) 0
<ul> <li>TEAEs leading to discontinuation: 9% (2/23)</li> <li>20% (0.02) of</li> </ul>	Neutropenia	11 (48)	4 (17)	7 (30)
	Fatigue	11 (48)	1 (4)	0
	Cough	7 (30)	0	0
patients received G-	Anemia	6 (26)	4 (17)	0
CSF	Peripheral edema	5 (22)	0	0
<ul> <li>s of 9 patients received G-CSF</li> </ul>	Febrile neutropenia*	4 (17)	4 (17)	0
in Cycle 1	Thrombocytopenia*	4 (17)	1 (4)	2 (9)
	Maculopapular rash*	3 (13)	2 (9)	0

One patient experienced a Grade 5 AE (hip fracture resulting in transfer to hospice)

### Profile supports cemsidomide's development as a monotherapy in relapsed refractory settings and potentially as a combination in NHL subtypes across treatment lines

Investigator assessed response; 2 patients were evaluated based on CT scan and were PD but not evaluable based on PET-CT, both patients are included as PMD for PET-CT based assessment; 2 additional subjects that came off study prior to follow up scans were not considered efficacy evaluable. \*Events of Interest

Angioimmunoblastic T-cell lymphoma (AITL); anaplastic large cell lymphoma (ALCL); adult T-cell lymphoma (ATLL); complete metabolic response (CMR); overall response rate (ORR); partial metabolic response (PMR); peripheral Tcell lymphoma (PTCL); peripheral T-cell lymphoma not-otherwise specified (PTCL-NOS); adverse event (AE); dose limiting toxicities (DLTs); granulocyte colony-stimulating factor (G-CSF); once daily (QD); treatment emergent adverse events (TEAEs)

Source: ASH 2024; C4T data as of 10/11/2024 (https://ir.c4therapeutics.com/static-files/32ae4fdb-d4d9-4a17-a77d-83289c66e91f)



NHL

# Cemsidomide NHL Data Supports Further Development in PTCL, Which Provides the Fastest Path to Market

#### INITIAL CEMSIDOMIDE DEVELOPMENT PATH IN PTCL U.S. + EU4 + UK Addressable ~16.000 ≤12,000 Patients (2024 2L+ **Treatment Line** 11 Phase 2 (Single Arm) **Study Currently Cemsidomide Monotherapy Being Enabled** (2L+ R/R PTCL) Potential Accelerated Approval **Randomized Phase 3** Study for Cemsidomide + SOC<sup>2</sup> **Registrational Intent** (treatment naïve) Potentially enhance response Potentially provides R/R patients Development durability and decrease a treatment option that is chemotherapy use, thus providing tolerable and efficacious where Rationale a more tolerable and durable there are limited options option

<sup>1</sup> EvaluatePharma, ACS, consulting engagements with Health Advances and Clearview.

<sup>2</sup> Standard of care (SOC) for 1L patients with CD30+ disease is brentuximab vedotin +/- chemotherapy and for CD30- patients it is the CHOP chemotherapy regimen (cyclophosphamide, doxorubicin, vincristine, prednisone) Germany, Italy, France, and Spain (EU4); peripheral t-cell lymphoma (PTCL); relapsed refractory (R/R); standard of care (SOC)



NHL

Cemsidomide Has a Strategic Path to Become a Potential Backbone Therapy for MM and NHL Across Various Lines of Treatment



Multiple myeloma (MM); non-Hodgkin's lymphoma (NHL); peripheral T-cell lymphoma (PTCL); standard of care (SOC)



# CFT1946 BRAF Mutant V600 Degrader

Colorectal Cancer, Melanoma & Other BRAF Mutant Solid Tumors





## CFT1946 Is an Oral, Potent Degrader of BRAF V600 Mutants With Potential to Improve Outcomes for Patients

#### Degrader Benefit in BRAF V600 Mutant Monomer and Dimer-dependent Diseases



#### **Causes of Dimer-Driven Resistance**

**Melanoma:** Acquired NRAS mutation, BRAF V600 mutant amplification, BRAF V600 mutant splice variant **CRC:** EGFR-mediated pathway reactivation

#### Current Approved BRAF Inhibitors Have Limitations:

- Resistance mechanisms lead to limited duration of response
- Toxicities associated with inhibition of wildtype BRAF limit tolerability

#### Potential Degrader Advantages of CFT1946:

- Enables deep elimination of mutant BRAF signaling to avoid resistance mechanisms and enable a longer duration of response
- Spares wild-type BRAF<sup>1</sup>, likely avoiding AEs associated with inhibition of wild-type BRAF
- Ability to cross the blood-brain barrier and highlight the potential for drug delivery to CNS tumors, with Kp<sub>u,u</sub> values ranging from 0.34 to 0.88

<sup>1</sup>Kreger B et al. Abstract 1658, AACR 2024 Adverse event (AE);); colorectal cancer (CRC); central nervous system (CNS); mitogenactivated protein kinase (MAPK);progression free survival (PFS); BRAF inhibitor (BRAFi).

# CFT1946 Phase 1/2 Trial Continues to Progress Across BRAF V600 Mutant Driven Solid Tumors



<sup>1</sup>Evaluating additional patients for pharmacodynamic assessment via pre- and post-drug exposure biopsies Colorectal cancer (CRC); dose Level (DL); twice daily (BID; pharmacokinetic (PK); pharmacodynamic (PD)



## CFT1946 Monotherapy Phase 1 Data Presented at ESMO Demonstrate Proof of Mechanism and Provide Early Evidence of Proof of Degrader Concept







#### Well-tolerated Monotherapy Safety Profile, Consistent with BRAF V600 Mutant Selectivity Design of CFT1946

- No DLTS
- Majority of TEAEs observed were mild to moderate
- No treatment-related SAEs

#### Early Evidence of Monotherapy Anti-tumor Activity in Patients who Progressed After Treatment with BRAF inhibitors



\*Other tumor types include cholangiocarcinoma, non-small cell lung cancer, pancreatic carcinoma, and small intestine cancer; BRAF V600 mutation is V600E unless otherwise specified; "This patient did not receive prior BRAF inhibitor therapy, all other patients received prior BRAF inhibitor therapy. Dotted lines represent partial response (-30%, blue line) and progressive disease (20%, gray line) per RECIST v1.1.

<sup>1</sup> Patient on 160 mg BID had 56.2% reduction on target lesion, progression on non-target lesion and a new lesion, hence assessed as PD for overall response; <sup>2</sup> Patient on 640 mg BID had PR confirmed after data cut off, and as of ESMO Congress (9/13/2024); <sup>3</sup> Patient on 160 mg BID had PD following first PR (-43.9%), hence assessed as SD for overall response; <sup>4</sup> Patient on 20 mg BID had unconfirmed PR, hence assessed as SD for overall response; <sup>5</sup> Patient on 160 mg BID had -29% reduction on target lesion, hence assessed as SD

## Multiple data readouts expected in 2H 2025 to define and enable next phase of development

Serious adverse events (SAEs); dose limiting toxicities (DLTs); treatment-related adverse events (TRAES); treatment-emergent adverse events (TEAEs) Source: ESMO Congress 2024; C4T data as of 7/19/2024 (<u>https://ir.c4therapeutics.com/static-files/b648e3ae-c2db-4f5e-9d47-324b0c8a2b2b</u>)



Potential for Multiple Paths to a Label for CFT1946 to Address High Unmet Needs in BRAF V600 Mutant Melanoma and CRC



 Large patient population (~66,000 BRAF V600 mutant melanoma patients)<sup>3</sup> mutant CRC patients)<sup>3</sup>
Patients typically treated with chemotherapy

<sup>1</sup> Owsley 2021 Exp Biol Med. <sup>2</sup> Paik 2011 J Clin Oncol. <sup>3</sup>2024 EvaluatePharma (accessed 1/8/25); comprises the U.S. + EU4 + UK population. Germany, Italy, France, and Spain (EU4); Mek inhibitor (MEKi) BRAF inhibitor (BRAFi); colorectal cancer (CRC).



# CFT8919 EGFR L858R Degrader

Non-Small Cell Lung Cancer





CFT8919 Is a Potent, Oral, Allosteric, Mutant-selective Degrader of EGFR L858R With Potential to Improve Outcomes for NSCLC Patients



#### **Current Approved EGFR Inhibitors Have Limitations:**

- Patients become refractory due to secondary mutations
- NSCLC patients with L858R have inferior clinical outcomes
- Toxicities associated with inhibition of wild-type EGFR limit tolerability

#### Potential Degrader Advantages of CFT8919:

- ✓ CFT8919 exploits an allosteric binding site created by the L858R mutation, thereby avoiding resistance mutations to the orthosteric site
- Potent and selective against L858R regardless of secondary mutations with potential for more durable activity in this setting
- Does not hit wild-type, potentially resulting in better tolerability

CFT8919 Binds to Allosteric Site, Avoiding Impact of L858R Non-classical Co-mutations in the Orthosteric Binding Pocket

Patients with L858R Do Less Well on

**Osimertinib Therapy vs Ex19del** 

#### EGFR-L858R Tumors More Frequently Co-express Non-classical EGFR Mutations Before Exposure to EGFR TKI<sup>1</sup>





Overall survival by type of mutation in patients with Stage IV EGFR mutated NSCLC and brain metastasis who received first-line treatment with osimertinib CFT8919 binds to the allosteric site, potentially avoiding the impact of non-classical comutations with L858R, where inhibitors demonstrate lower PFS in this patient population than those with EXON 19 deletion

Sources: 1. From Black Diamond's analyses of 94,939 sequencing reports from treatment naive NSCLC (Guardant Health) presented at AACR 2024 (<u>https://blackdiamondtherapeutics.com/assets/files/AACR 2024\_BDTX-1535\_FINAL\_Presentation\_20240405.pdf</u>) 2. Gitenbeek, et al. 2023 Progression free survival (PFS)



CFT8919 Is Selective for EGFR L858R and Active in a Setting of Osimertinib Resistance in Preclinical Models



Source: C4T data on file; Presented at Keystone Symposium 2021 (https://c4therapeutics.com/wp-content/uploads/Preclinical-Evaluation-of-CFT8919-as-a-Mutant-Selective-Degrader-of-EGFR-with-L858R-Activating-Mutations-for-the-Treatment-of-Non-Small-Cell-Lung-Can.pdf)



# CFT8919 Demonstrates Activity in Brain Metastasis Model



Source: C4T data on file; presented at TPD Summit 2021 (<u>https://c4therapeutics.com/wp-content/uploads/C4\_CFT8919\_TPD\_Summit\_Presentation.pdf</u>) By mouth (PO); twice daily (BID)



CFT8919 Has the Potential to Address Multiple Opportunities with High Unmet Needs

## CFT8919's Fastest Path to Market Is in 2L+ With Potential to Expand Into Front-Line



Dose escalation in Greater China is advancing; C4T to utilize data to inform ex-China clinical development

<sup>1</sup> EvaluatePharma (accessed on 1/10/25), consulting engagements with Health Advances and Clearview. Germany, Italy, France, and Spain (EU4)





# 2024 Annual Incidence of EGFR L858R Mutated NSCLC<sup>1</sup>:

- **U.S.:** ~17,000
- China: ~189,000
- EU4 + UK: ~13,000

# Multiple 2025 Inflection Points to Unlock Value Across Entire Portfolio

