



42nd Annual J.P. Morgan Healthcare Conference

A Better Tomorrow Starts with You

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January 9, 2024

**NEVER
STOP**

FUJIFILM
Value from Innovation

Forward-looking statements

Forward-looking statements, such as those relating to earnings forecasts and other projections contained in this material, are management's current assumptions and beliefs based on currently available information. Such forward-looking statements are subject to a number of risks, uncertainties and other factors. Accordingly, actual results may differ materially from those projected due to various factors.



Corporate Slogan

Value from Innovation

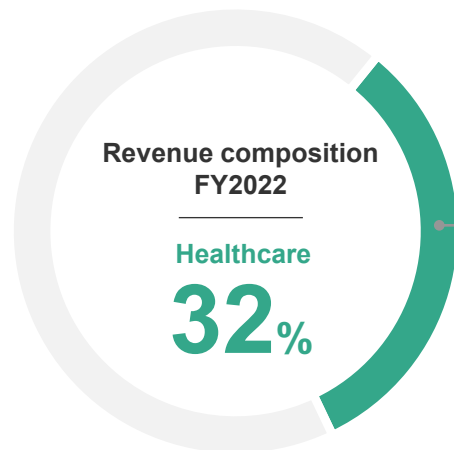
Corporate Philosophy

We will use leading-edge, proprietary technologies to provide top-quality products and services that contribute to the advancement of culture, science, technology and industry, as well as improved health and environmental protection in society.

Our overarching aim is to help enhance the quality of life of people worldwide.

The source of our execution capability is our “burning desire”.
We will continue innovating to improve the quality of healthcare.

Today's Topic



Life Sciences

- Bio CDMO
- LS Solutions

Medical Systems

- IT(PACS etc)
- Equipments



	Employees As of March 31,2023	Revenue FY2022	Operating Income FY2022	OP Margin FY2022	Growth investment (R&D Capex FY2022)
Healthcare	20,373	¥917.9B	¥100.5B	10.9%	¥285.5B
FUJIFILM Total	73,878	<small>Record High</small> ¥2,859.0B	<small>Record High</small> ¥273.1B	9.6%	¥521.5B

Aim to expand our business by providing one-stop value as a company that supports the creation of cutting-edge biopharmaceutical products.



Life Sciences Div

Materials for Drug Discovery (Culture media, Cells, Reagents)

CRO Business
Development Office

Pre-clinical CRO

Drug discovery research,
Pharmacology, Safety test

Bio-CDMO Div.

CDMO

- Antibody drugs
- Cell therapy | Gene therapy

Small / Mid scale

Large scale
20,000L

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Manufacturing Capacity Expansion in Denmark and US

Progressing as planned at both the Denmark site and North Carolina site in the US



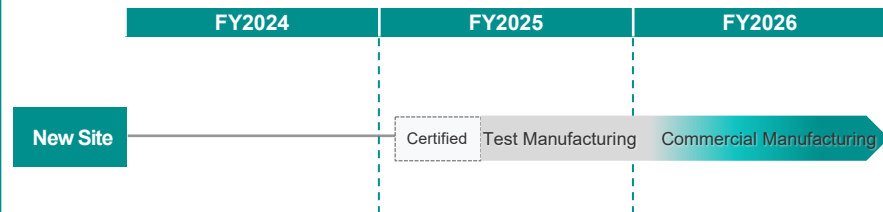
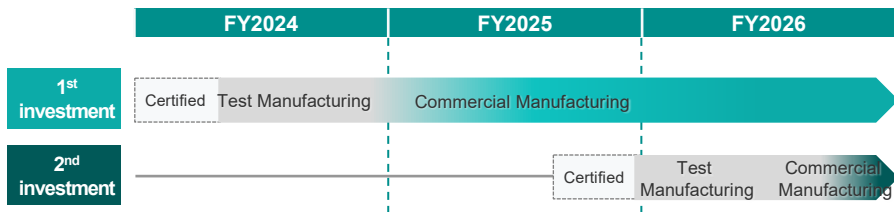
Denmark site

Curt. 20,000ℓ x 6 bioreactors → 20 on-going expansion

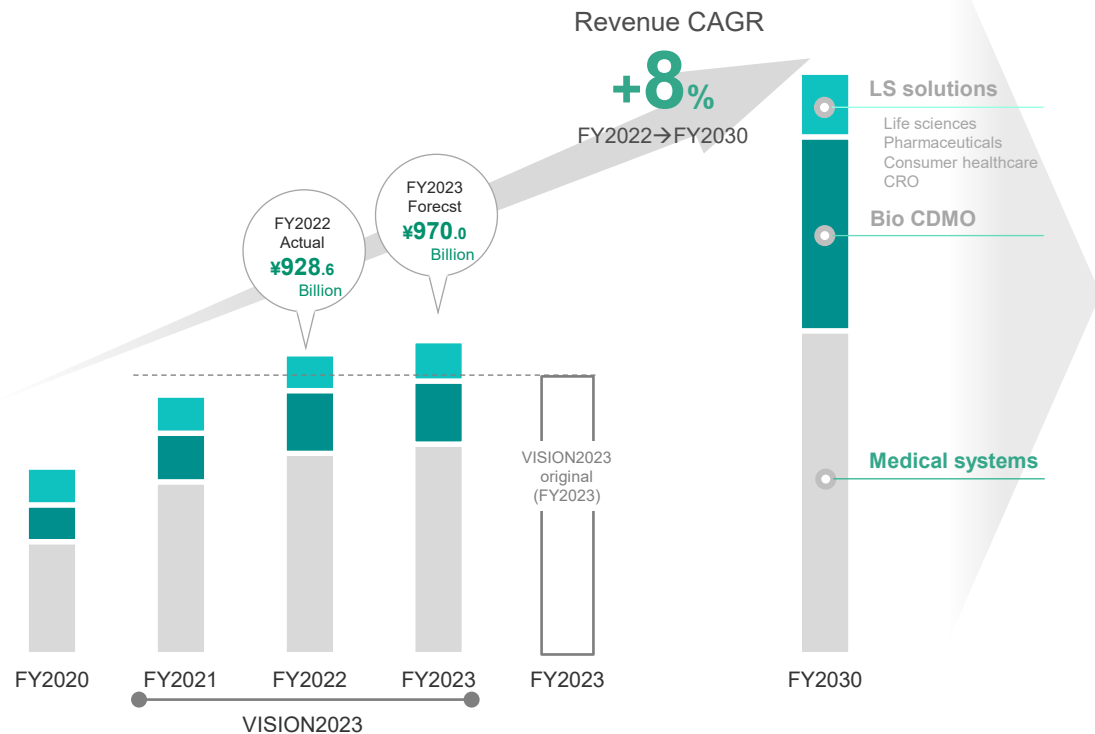


North Carolina site

Curt. 20,000ℓ x 8 bioreactors under construction



Sustainable Growth Toward 2030



Becoming a healthcare company with a wide range of technologies and knowledge that can contribute to people's health

¥1.75 trillion

**Healthcare Revenue
in FY2030**

50% of companywide revenue (¥3.5 trillion)

January 9th, 2024



today

42nd Annual J.P. Morgan Healthcare Conference

January 20th, 2024



90th Anniversary of Fujifilm's Original Founding

Spring, 2024



New Medium-Term Management Plan Starts
FY2024 to FY2026

Plan Direction for Life Sciences

Fundamental Strategy Unchanged

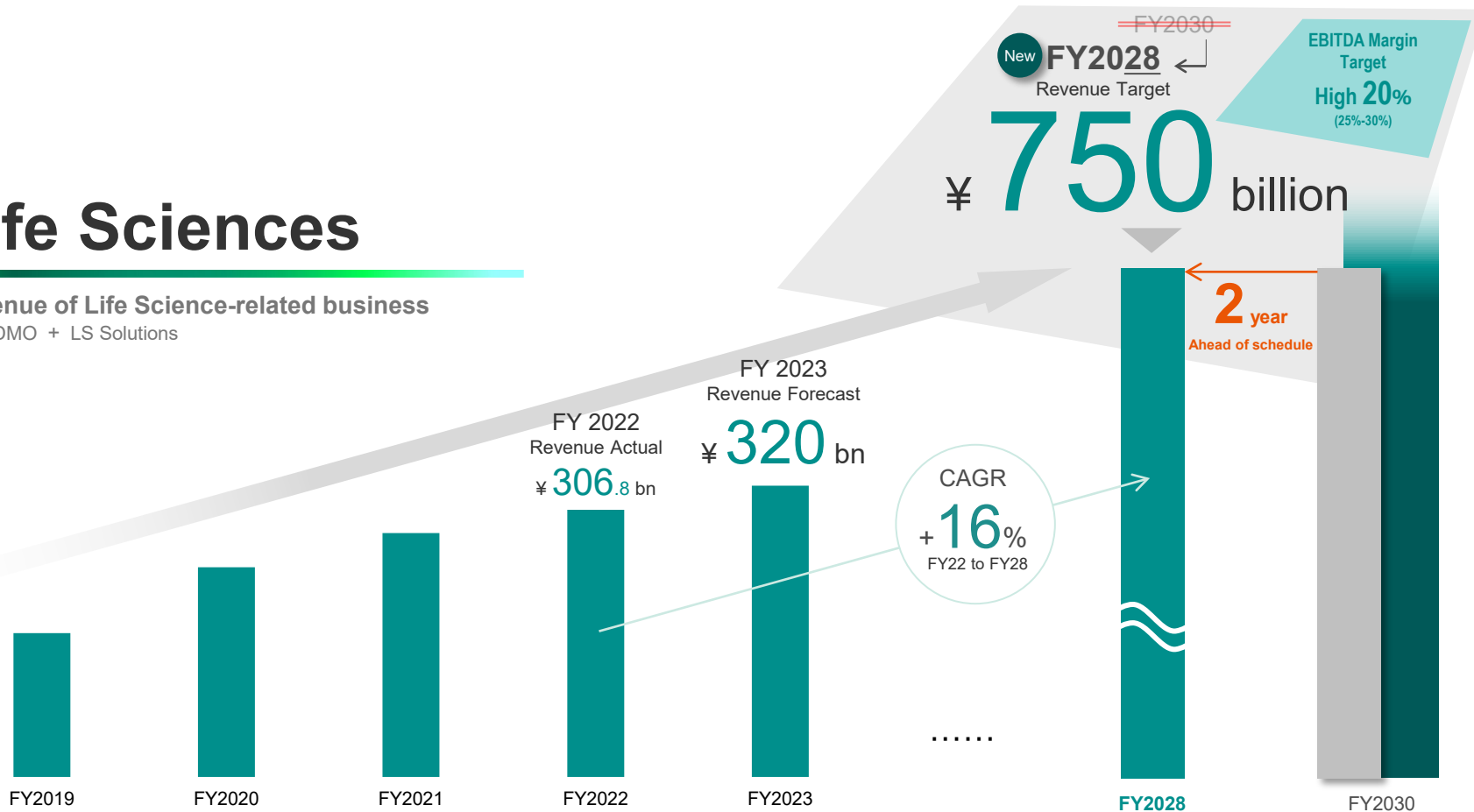
- Position CDMO and Drug discovery support as priority business.
- Complete the on-going capital investment projects on schedule.
- Aggressive capital investments on a timely manner
- Provide One-stop value



Life Sciences

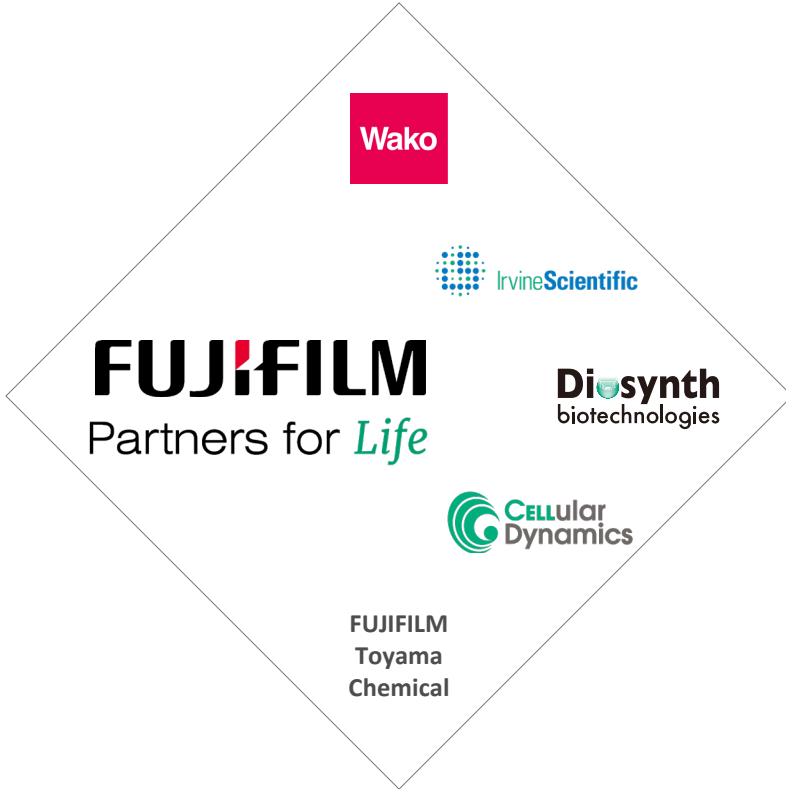
Revenue of Life Science-related business

Bio CDMO + LS Solutions



*Fujifilm's fiscal year begins on April 1 and ends on March 31

Growth Strategy



01 Developing high-capacity production and supply

- Aggressive CapEx for large and small/medium tanks, and fully integrated production from API to formulation/packaging
- Supply of culture medium at global bases

02 Investing in new modalities to treat unmet diseases

- Expansion of production capacity and licensing business on CGT area
- ADC: Providing End-to-End services

03 Leveraging technological capabilities

- Developing "continuous production system" ahead of competitors
- Development and productivity improvement of new modalities

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Wako



FUJIFILM
Partners for *Life*

Disynth
biotechnologies



FUJIFILM
Toyama
Chemical

Overall Strategy for Bio CDMO Business

Pursue to be The Trusted Partner Redefine CDMO by “Partners for Life” & “KojoX™” strategy



Expectations for CDMO

- Ample supply capacity
- Highly efficient and stable production
- Experiences in dealing with various regulations (track record)
- End-to-End service for diverse pipelines
- Rapid technology transfer to deliver new products to market
- Agility and flexibility to clinical development and market trend

FUJIFILM strengths

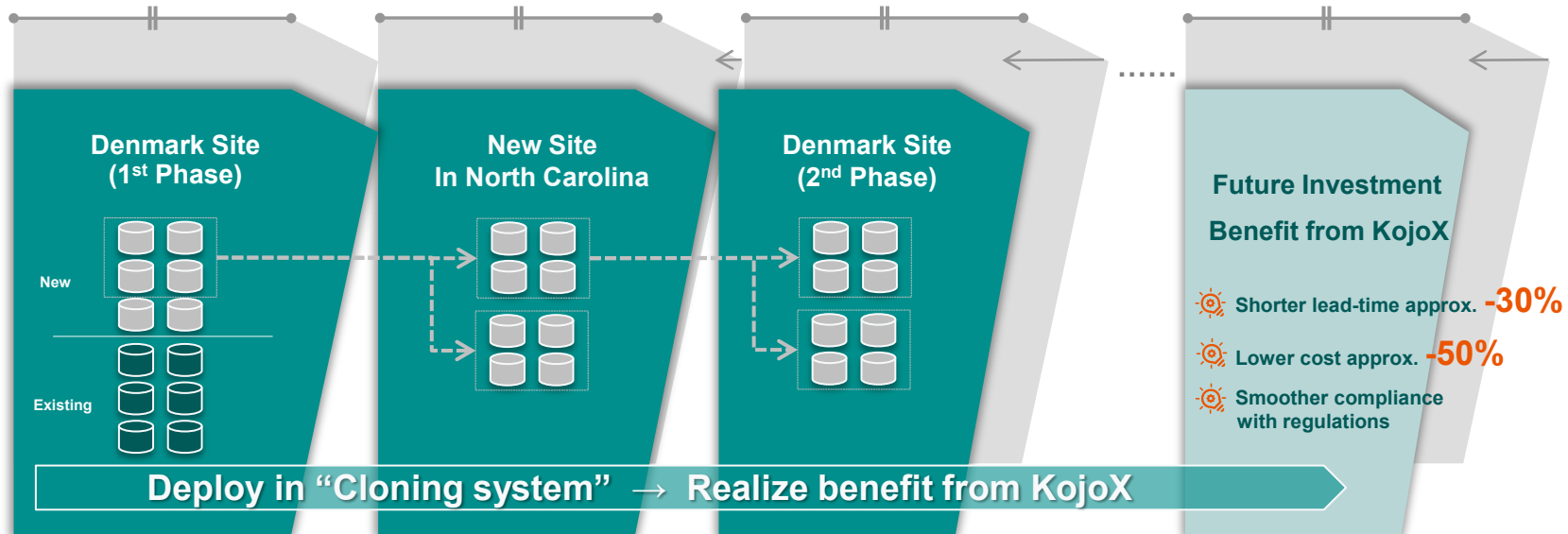
- Active investments to expand capacity
- High batch success rate (over98%) at the large-scale tank
- Extensive experiences and knowledge of regulatory globally
- Manufacturing capability catering to diverse modalities
- KojoX : Scalability and rapid tech transfer
- Mirrored production structure in EU and USA close to customers

KojoX™ : Deploy Common Design and Equipment to New Sites

By leveraging track record of existing sites,
deploying common facility design to new sites in a cloning system.

Contributes to

1 “Speed”, 2 “Cost Efficiency” and 3 “Compliant to Regulatory”

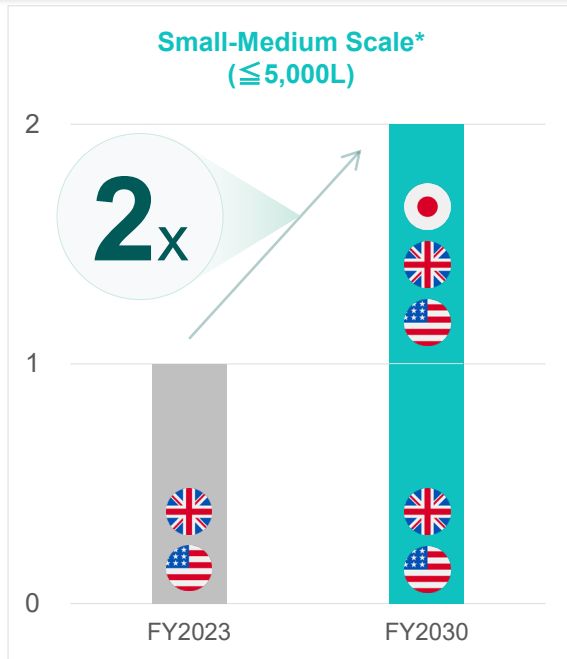
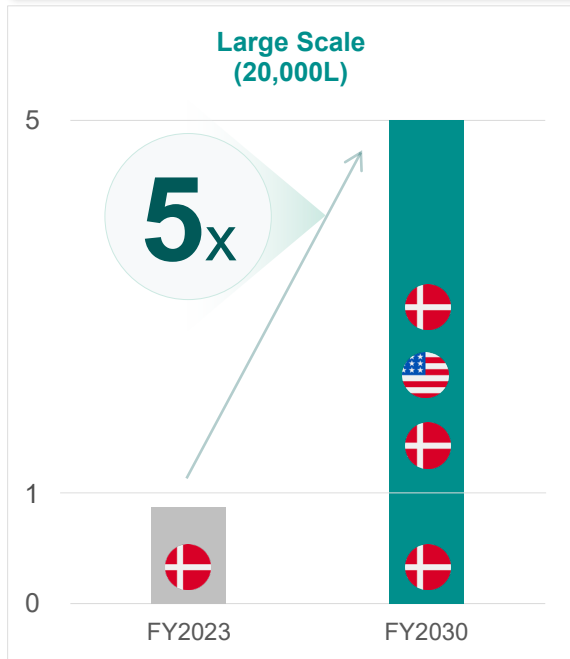


Reinforcing End-to-End Service to Address Customer Needs

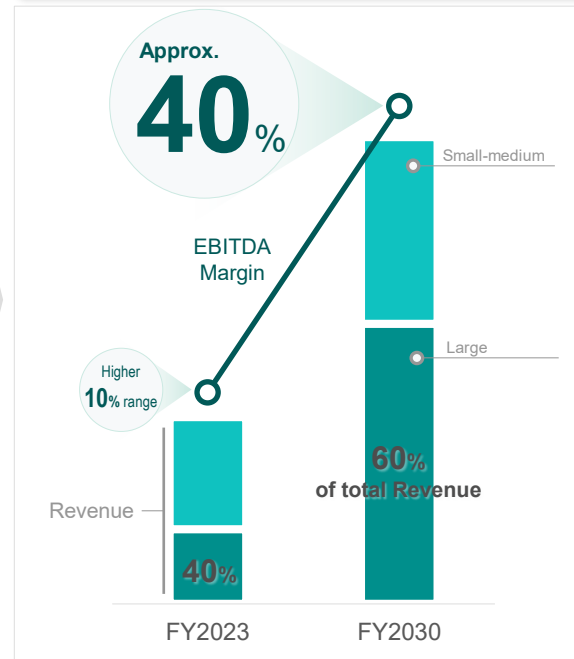
*Based on publicly available information as of December 2023

We are making aggressive capital investments for large and small/medium tanks, and fully integrated production from Drug Substance to Fill-Finishing & Packaging

Tank Capacity



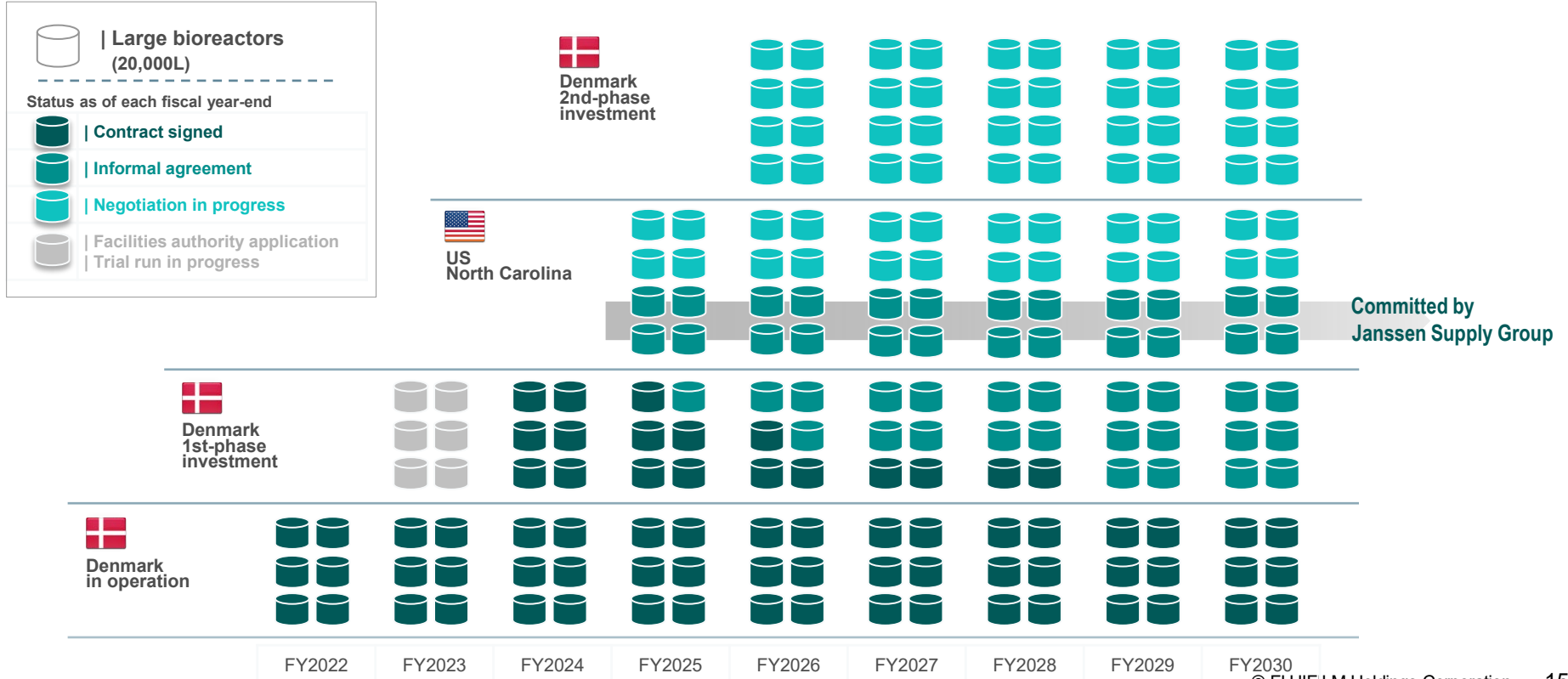
FY2030 Revenue & EBITDA Margin

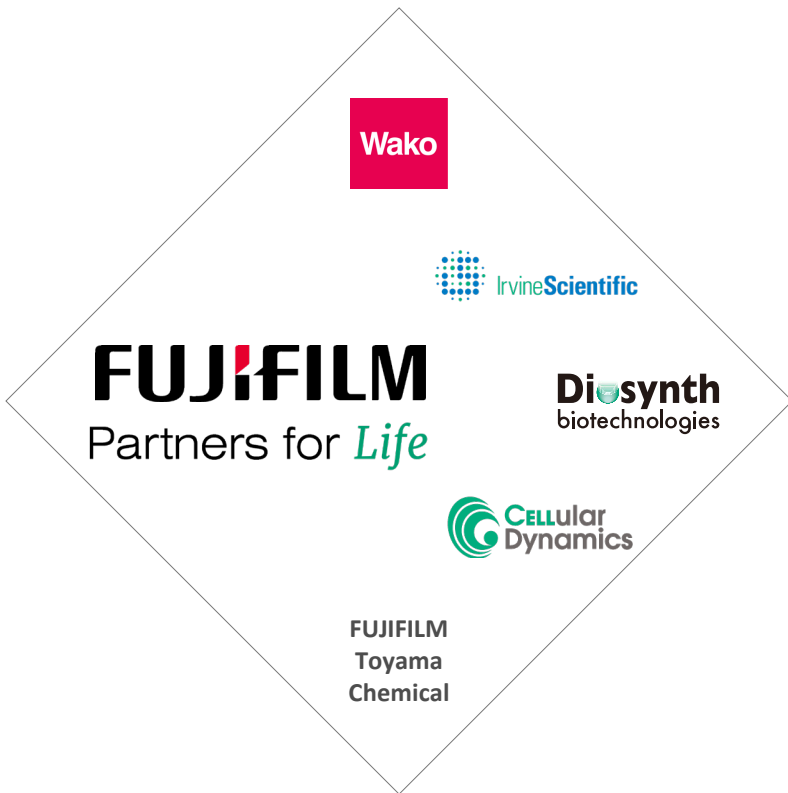


*Small-Medium scale facilities include facilities other than those for antibody drugs (e.g. recombinant protein, gene therapy and vaccine).

New Large-Scale Facilities : Commercial Activity

Almost all capacity for the new facility at Denmark site is filled up to H1 of FY2026.
 Janssen Supply Group, LLC has committed to a large-scale manufacturing suite in new US NC site.





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Investing in New Modality

Doubling the capacity for the future growth of Cell Therapy



Name **FUJIFILM Cellular Dynamics, Inc.**

Location Madison, Wisconsin, US

IPS cells

Capacity expansion for cell therapy to double the current level

Investment Details

- Process development laboratory and cGMP facility (manufacturing clean rooms from 3 to 6)
- Development, production facility and warehouse for drug discovery support

Total Floor Area Approx. 175,000 sq. ft

Start of Construction November 2023

Operation Period 2026

FUJIFILM

Total Investment

\$200 mil.

Name **FUJIFILM Diosynth Biotechnologies California, Inc.**

Location Thousand Oaks, California, US

Allogeneic donor-derived cells

Capacity expansion for cell therapy to double the current level

Investment Details

- Process development laboratory and cGMP facility (manufacturing clean rooms from 3 to 5)
- Remodeling of existing GMP facilities, expansion of warehouses, etc.

Start of Construction 2024

Operation Period 2025



iPS Cell Therapy R&D Support : iPS Cell Lines & Licensing

Aggressive provision of iPS cell lines and IP licensing to support developers.

- Secures milestone and license fees as development progresses
- Leads to future opportunities for CDMO contracts, building a stable business foundation



Main Licensees



Bio-Venture A



Bio-Venture



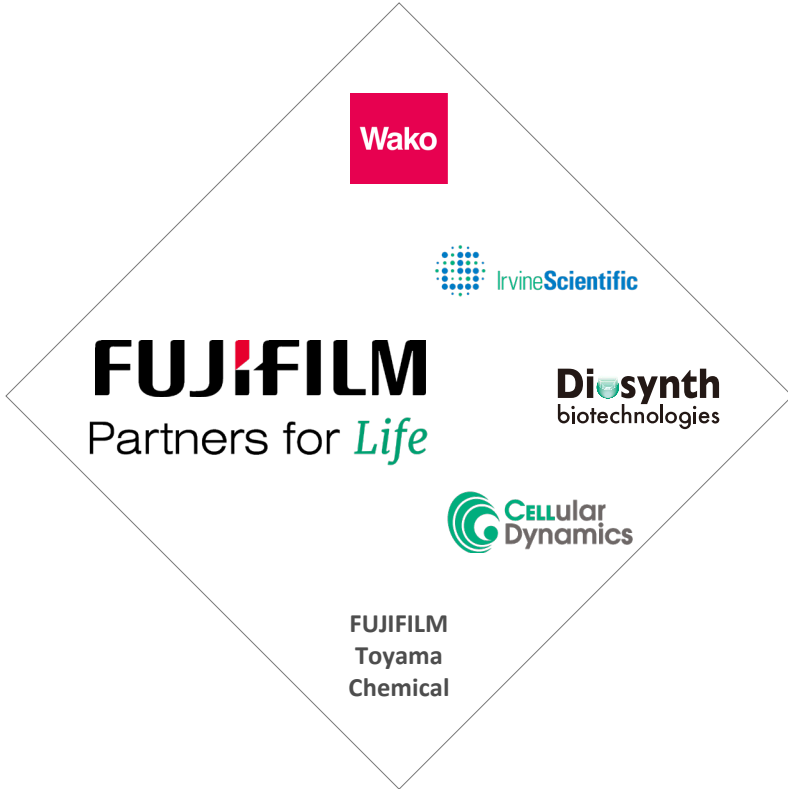
Bio-Venture B



Added to Auto-immune/inflammatory diseases
IND approved (Dec.2023)



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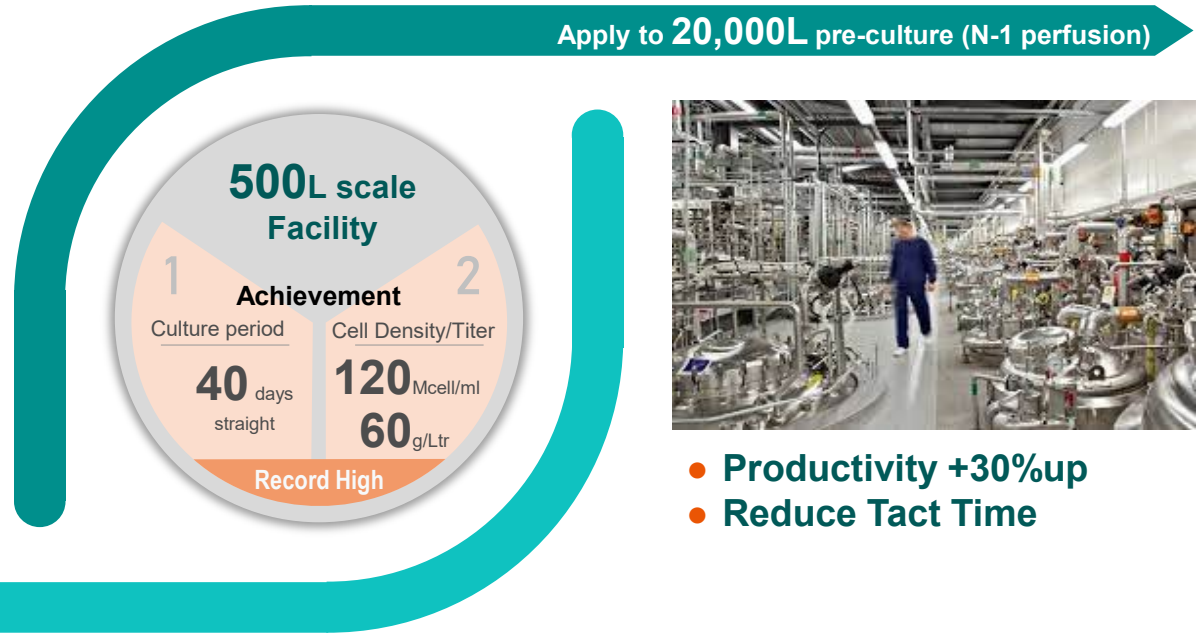
03 Leveraging technological capabilities

- Developing "continuous production system" ahead of competitors
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The Continuous Production System : MCC Anti Body

40 days continuous test run successfully completed.
Technology to apply to Large Scale manufacturing to increase further productivity

- **Scalability**
- **Agility**
- **Cost Reduction** vs Single Use



- **Productivity +30%up**
- **Reduce Tact Time**

The Continuous Production System : Gene Therapy

"Game Change" for AAV^{adeno-associated virus} production

100x more productivity than conventional methods by efficiently introducing genes into high-density cells

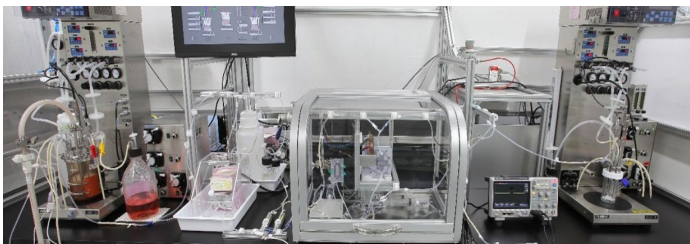
Production flow for AAV



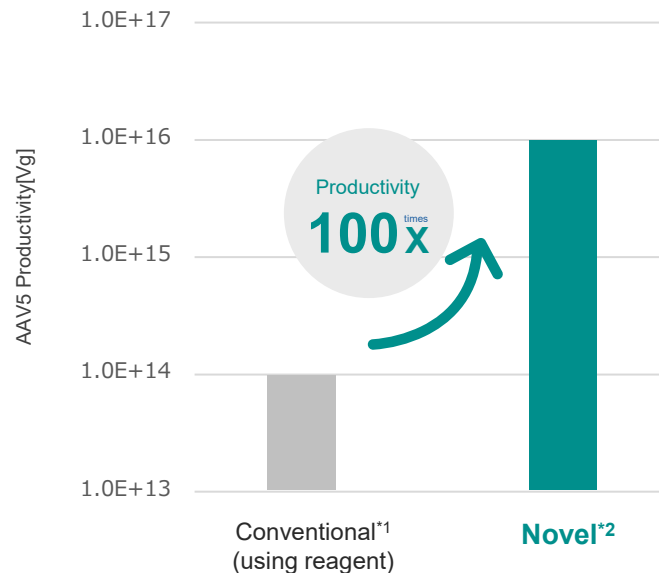
Conventional method | AAV gene is encapsulated in a special reagent. but...
Issue-1 | Low AAV productivity due to inefficient introduction transfection
Issue-2 | Usage of a large amount of AAV gene brings high cost

Our original methods

Inserts AAV genes with high efficiency by applying voltage while pumping cell fluid.
➔ Demonstration to customers will start in 2024



Continuous flow gene transfer device



*1: 1batch

*2: integrated for 30days

FUJIFILM

Partners for *Life*

