

Fujifilm Group Overview

July, 2024

FUJIFILM Holdings Corporation



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.

Company profile

Company Name	FUJIFILM Holdings Corporation				
Representative	President and CEO, Representative Director Teiichi Goto				
Date Established	January 20,1934				
Fiscal year-end	March 31				
Capital	¥ 40.4 B	(As of March 31, 2024)			
Consolidated Revenue	¥ 2,960.9 B	(FY2023)			
Net Income Attributable to FUJIFILM Holdings	¥ 219.4 B	(FY2023)			
Number of Group Companies	272	(As of March 31, 2024)			
Consolidated Employees	72,254	(As of March 31, 2024)			

Stock Information

As of June 30, 2024

Stock Code	4901
Stock Exchange Listings	Tokyo
Minimum Trading Units	100
Number of shares issued	1,243,877,184* (Post-split basis(4/1))
Authorized Number of Shares	2,400,000,000* (Post-split basis(4/1))
Ordinary General Meeting of Shareholders	The end of June
End-of-term registration deadline for dividend payment	March 31
Mid-term registration deadline for dividend payment	September 30
Shareholder Registry Administrator	Sumitomo Mitsui Trust Bank, Limited

^{*}The Company conducted a stock split as of April 1, 2024 at a ratio of three shares for one common stock.







Corporate Slogan

Value from Innovation

We approach all our activities with an "open, fair and clear" corporate culture.

Imaging

- Consumer Imaging
- **Professional Imaging**









¥469.7B

¥297.6_B

¥ 172.1_B





15.9%

64%

36%



Healthcare

- Medical Systems
- Bio CDMO
- LS Solutions







 $\pm 203.4 B$ 21%

¥112.1_B 11%

12.0%

56%

22%

22%



¥ 199.7_B

¥ 78.3_B

¥80.4_B

¥ 358.4B

Business Innovation

- **Business Solutions**
- Office Solutions
- **Graphic Communications**

¥ 1,157.7в	39.2% -
¥301.8 _B	26%
¥ 524.3 _B	45%
¥331.6 _B	29%



Semiconductor Materials

Display Materials

Other Electronics (Industrial Products and Fine Chemicals)

* Integrated as "Advanced Functional Materials" in July 2024.

















FY2023

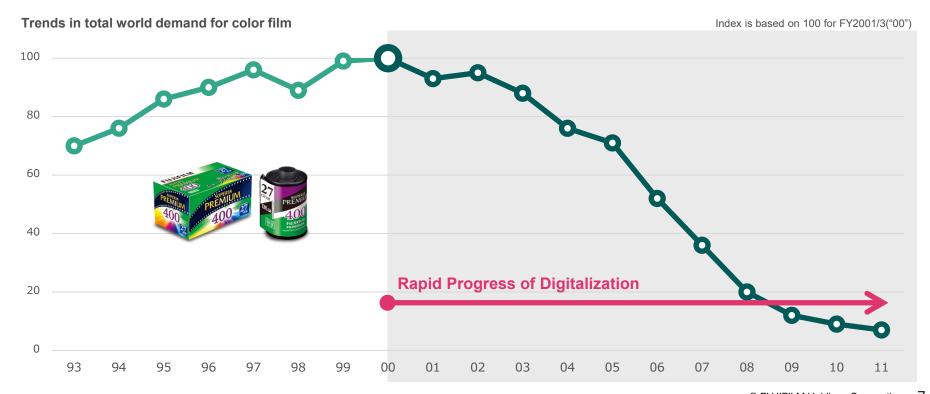
Revenue

¥ 2,960.9B

^{*} The Graphic Communications business has been reorganized from the Electronics (formerly Materials) segment into the Business Innovation segment. The information for FY2023 has been restated in line with the above change in the segmentation.

Core Business Crisis

Digitization led to a rapid decline in the demand for color film, our group's core business.



Defining New Growth Strategies

Invest management resources to growing markets such as Healthcare and Advanced Materials.

3 Keys to Determine Priority Businesses





Do we have the technology to be applied?



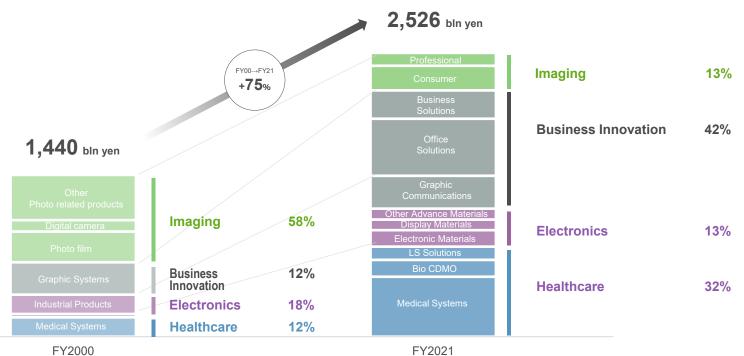
Can we stay competitive?

Fujifilm's Technologies in Four-quadrants (Conducted in 2000's)

	Existing Market	New/Adjacent Market		
New Technologies				
Existing Technologies		-51/1-11974 -52-97-2-61sh		

Change in Business Portfolio

Undertook a large-scale business restructuring from 2000s onward The revenue structure has changed substantially by enhancing the business portfolio and accelerating growth



^{*} The Graphic Communications business has been reorganized from the Electronics (formerly Materials) segment into the Business Innovation segment. The information for FY2023 has been restated in line with the above change in the segmentation.

Fujifilm's Core Technologies

Technologies that form the core for the creation of sustained competitive advantage, built atop fundamental technologies. Technologies that have the potential to form the core of "co-creation" of new value.

Core Technologies

Grain Formation Technology

Technology that forms grains through buildup

High-precision Coating Technology

Technologies to Form Uniform Single/Multi-layer Coatings Over Wide Areas

MEMS Technology

Technology to Design and Manufacture Machine Components Using Unique Piezoelectric Membranes

Functional Molecule Technologies

Technology to manufacture small molecules that allow for free transformation of the molecular structures of organic compounds. making the impossible a possibility

Film Formation Technology

Technologies to Create Single/Multi-layer/3D Structural Film

Functional Polymers

Technology to manufacture polymers that allow for free transformation of the molecular structures of organic compounds, making the impossible a possibility

High-recision Forming Technology

Technology for Exact Transfer of Materials to High-Precision Moulds for Hardening

Redox Control Technology

Technology to control ongoing organic/inorganic compound reactions

Imaging Technology

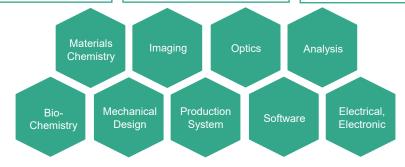
Technology to Convert Imaging Targets to Digital Data for Control

Naono Dispersion Technology

Technologies for stable blends of immiscible substances, allowing them to shine with varied material properties

System Design

Technology to Provide High-Resolution Images Faster and More Reliably



Bioengineering

Technology to Leverage Inherent Biological Abilities for Prevention, Diagnosis, and Treatment

goals set forth in the SVP 2030

Goals in SVP2030

We will contribute to the realization of a sustainable society through realizing goals set forth in "Sustainable Value Plan 2030 (SVP2030) "by promoting priority measures listed in VISION2023, announced in April 2021.



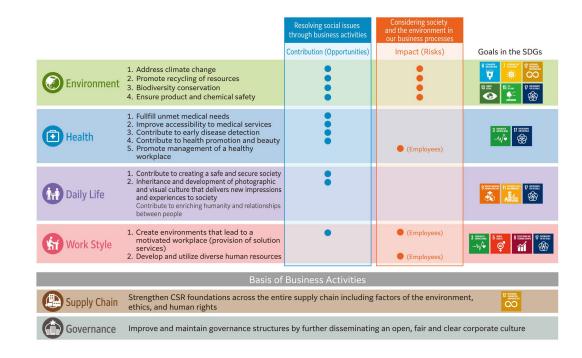
Realize a Sustainable Society Value From Innovation

Next page for SVP2030: Priority Areas/Priority Issues(Materiality)

Goals in SVP2030: Priority Areas and Materiality

SVP2030 specifies materiality from the perspectives of "social and environmental issues that should be resolved" and "the Fujifilm Group's business growth" to be achieved by 2030.

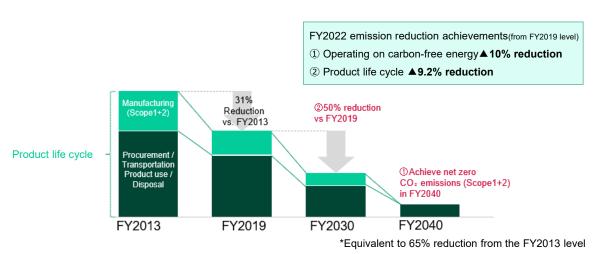




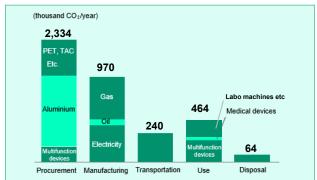
ESG | Initiatives for Environment : Decarbonization Targets and Basic Policy

Fulfilling supply responsibility to meet social needs, achieving low-carbon operation in existing businesses and developing / offering low-carbon solutions to contribute to building a decarbonized society, rather than merely withdrawing from businesses with high carbon emissions

- The Fujifilm Group's decarbonization targets
 - Fully operating on carbon-free energy and achieving net zero CO2 emissions by FY2040
 - Reducing CO2 emissions across the entire product life cycle from the procurement of raw materials to manufacturing, transportation, use and disposal by 50% (from FY2019 level) by FY2030



GHG emissions by product life cycle stage (FY2022)



ESG | Initiatives for Society: Basic Policy of HR Capital

The Fujifilm Group, which has successfully transformed its business structure, is built on the mindset of continuing to take on challenges without fearing changes. This is the source of its strength. Focus on initiating an upward spiral with "individual growth" and "organizational growth," and foster a workforce that can seize a change as a growth opportunity to achieve a high level of employee engagement.

The Fujifilm Group's HR Development Vision

To become a company that creates change

Realization of Value from Innovation Improvement of employee engagement

Organizational

100 people weave the +STORY of their 100 career paths while each and every diverse employee maximizes their individuality and abilities.



Form the foundations of work Capabilities for the setting of an agenda (STPD)/ Expertise/Technical skills Regarding themselves as the main people, thinking about essential issues beyond their own roles, involving those around them and taking action

Fuiifilm Group

Employee Development

Acquiring the foundation for self-growth (+STORY) (1) Capturing maximum opportunities for growth from the changes they

face, taking on challenges and growing autonomously (2) Through dialogue, immediate managers guide subordinates while understanding their values and ideas, thereby fostering a willingness to take on challenges

Business basics (communication skills, logic skills, etc.)/IT literacy skills

Open, fair, clear culture, wide-ranging business fields/technologies

Employee Engagement Survey

- In December 2022, Fujifilm started the "The Fujifilm Group Employee Engagement Survey" for all Group companies to identify the current status and future tasks in relation to corporate philosophy, brand understanding, workplace environment, compliance awareness, health and other aspects of the Fujifilm Group's vision.
- The survey is used to help the Group, each regional HQs, each Group company and each Division identify their respective tasks and promote measures to build a high level of engagement within the organizations. This should lead to a long-term growth of Fujifilm and its employees.

+STORY

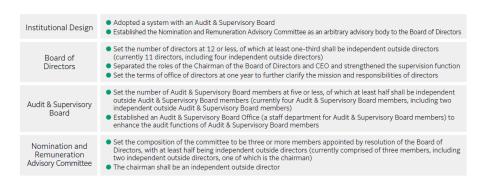


There is emphasis on encouraging each employee to see changes positively as a growth opportunity and take on challenges such changes bring. The "+STORY" self-growth support program facilitates dialogs between workers and their supervisors.

ESG | Initiatives for Governance1/2 : Basic Policy and Structure

Basic Policy for Corporate Governance

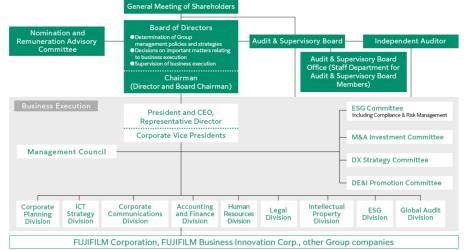
The company aims to achieve sustainable growth and increase the corporate value of the Fujifilm Group while contributing to the sustainable development of society by conducting sincere and fair business activities. The Company has positioned corporate governance as an important management priority to achieve this aim.



Outline of Corporate Governance Structure

The Company has formulated and disclosed a set of corporate governance guidelines that stipulate the basic management policies along with the roles and responsibilities of the Board of Directors. These roles and responsibilities include determining basic Group management policies and strategies and other important matters relating to business execution, as well as supervising the implementation of business affairs.

As of June 30, 2024



ESG | Initiatives for Governance 2/2 : Activities for Strengthening CG

Conducting "Examining the current skills matrix," "increasing female directors," "retiring treasury stock" and "Reviewing the executive compensation system."

	FY2006~	FY2015~	FY2020~
Institutional design	2006 Shift to the holding company system	2018 Establishment of the Nomination and Remuneration Advisory Committee	2021 Separate appointment of CEO and Board Chairperson
Higher ratio of independent outside directors	2006 Appointment of an outside director 2014 Number in		er increased to four
Board diversity assurance		2018 Appointment of a female director	(outside director) 2022 Increase of female directors (internal director) 2020 Release of skills matrix 2023 Reviewing the skills matrix
Enhanced effectiveness of the Board		2015 Introducing corporate governance guideline 2015 Launching evaluation of Board's effectivene 2019 Using external organ effectiveness evalu	izations to carry out 2022 Conducting effectiveness assessment

Director remunerations design

2007 Introducing the stock option system 2009 Abolishing retirement benefits for directors 2021 Introducing a stock-based compensation program involving transfer-restricted shared and shares linked to mid-term performance (abolition of the stock option system) 2022 Adding an ESG indicator (decarbonization) as KPIs for stock-based compensation linked to mid-term performance

2024 Adding an ESG indicator (employee engagement) as KPIs for stock-

(Plan) based compensation linked to mid-term performance Providing stock compensation to outside directors

Medical Systems

Healthcare

Biopharmaceutical CDMO

LS Solutions

- Life Sciences
- Pharmaceuticals
- Consumer Healthcare
- CRO (Business Development Office)

Fujifilm's Healthcare

In the areas of prevention, diagnosis and treatment, we will help create a healthy society by resolving social issues, including by addressing unmet medical needs and improving access to medical services.

Prevention

- Bulk Drug Substance for Vaccine
- Functional Cosmetics
- Supplements





Diagnosis

- Diagnostic Imaging Systems
- Medical IT
- Endoscopes
- In-vitro Diagnosis
- Ultrasound Systems





Treatment

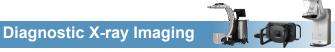
- Bio CDMO
- Cell/Gene Therapy
- Cell Culture Media
- Pharmaceuticals
- Small-molecule CDMO





Business Strategy for Medical Systems

Create new value and help resolve social issues by combining our industry-leading Al/IT technology with our broad product lineup.









World's Top Market Share (*Signify Research report)



Al technology brand launched in 2018



CT & MRI



Endoscopy



IVD (In-Vitro Diagnostics)

* Non-destructive testing equipment and materials(P52) are reclassified to the Medical Systems business of Healthcare from FY2023 onwards

Ultrasound Systems





Medical Systems: Medical IT

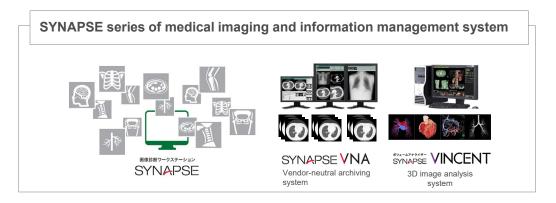
PACS: Medical imaging and information management system

Picture

Archiving

Communication

System



- SYNAPSE is installed about 5,800 sites worldwide. (*1)
- It has gained high praise from major hospitals in various areas and captured the world's top market share. (*2)

(*1) As of March 2021 The number of "Synapse" Series of devices installed) (*2) According to a survey by Signify Research Report

Al utilization

The REiLI concept was announced in April 2018 We provide new value by consecutively launching products that utilize AI technology to Fujifilm's distinctive modality

^{*} A brand name of AI technology that can be used for medical image diagnosis support, workflow support at medical sites, and maintenance services for medical equipment that we are developing.

Medical Systems: Medical IT

Development of products utilizing AI technology

Since launching Synapse SAI Viewer - a platform equipped with applications that can utilize AI technology - in July

2019, we have been deploying solutions by combining each modality and Al technology.



REiLI

Brand launch in

3D image analysis system SYNAPSE VINCENT launched

2018

2015 Integrated medical consultation support platform CITA Clinical Finder launched

Imaging and information management system (PACS) SYNAPSE launched

2019

REILIXIT

SYNAPSE SAI viewer Automatic organ recognition function



REiLI×Ultrasound

iViz air

Automatic bladder urine volume measurement function



REiLI×X-ray

FUJIFILM DR CALNEO AQRO

Al-based surgical gauze recognition function



SYNAPSE SAI viewer Pulmonary nodule detection function



REiLI×Endoscope

CAD FYF

Colon polyp detection / identification function



REILIXIT

SYNAPSE VINCENT "Brain analysis" software



REILIXIT

SYNAPSE SAI viewer Rib fracture detection program



REiLIXUltrasound

iViz air

Blood vessel identification assistance function



REiLIXUltrasound

ARIETTA 850 DeepInsight Al-based noise removal



REILIXCT

VINCENT Core VINCENT image analysis technology

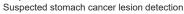


incorporated into CT consoles



REILI×Endoscope

CAD FYF Suspected ESCC detection





ECHELON Synergy Slice line setting support function



REiLI×ITMammography

AMULET SOPHINITY Projection function "Positioning MAP"







Medical Systems: X-ray film and X-ray diagnostic imaging systems

Realized significant X-ray diagnostic imaging system cost reductions of by reviewing its equipment design and parts procurement costs. Improved profitability

X-ray film

- Global demand is gradually declining and Fujifilm is focusing on increasing its market share.
- In emerging countries, demand for film used for output proceeds steadily.

X-ray diagnostic imaging systems

FCR Fuji Computed Radiography

> Fujifilm was the first to develop this medical equipment (launched in 1983) and has a high market share.

DR Digital Radiography

> Launch products with differentiated technology such as image processing technology and special function.

Cassette DR





Mobile X-ray System



CALNEO AQRO CALNEO CROSS

Digital Mammography



AMULET SOPHINITY

Film



Expose an image on X-ray film and develop it in a darkroom

Visually analyze the film image

CR(Computed Radiography)



Store X-ray images on imaging plates (that can be used again, but are consumable) and digitize them. CR developed by Fuiifilm are called FCR

DR(Digital Radiography)

When the sensor detects X-rays, an electrical signal is emitted by a flat panel detector and creates an image. The flat panel detector is built into the device, and no consumables are needed. Analyze using monitor image

Output to film is also available

Medical Systems: CT · MRI

Provide a wide-ranging product lineup of CT / MRI systems with making images high resolution and highly functional

CT: Computed Tomography

We offer CT devices with high clinical value, realizing both low exposure and high-resolution imagery needed for CT devices, in addition to a compact body that can be installed easily.



"SCENARIA View"

MRI: Magnetic Resonance Imaging

We offer a wide lineup of systems, working to improve work flow and make patients more comfortable in addition to making images high resolution and highly functional.



" ECHELON Smart ZeroHelium "



Supria Optica "

" APERTO Lucent Plus

Medical Systems: Endoscopes

Realize sales growth by expanding sales of differentiated products

Endoscopes

Linked Color Imaging

Launch competitive products with high added value that are leveraged by in-house developed AI and image processing technology cultivated through the photographic business and thinning technology, etc.



whiter to accentuate subtle color

differences in membrane

Support and management systems



Endoscopic diagnostic imaging support system

Available by installing a program that includes the diagnostic endoscopy support function "CAD EYE"



Endoscopic information management system

A system that enables connected medicine for the endoscopy department by linking with various in-hospital systems



Cloud service contributing to organized gastroscope screening

Cloud service that provides secure sharing of screening data between gastroscope screening facilities and secondary interpretation institutes

Technology

- · Image processing
- · Machine Learning
- · Natural language processing



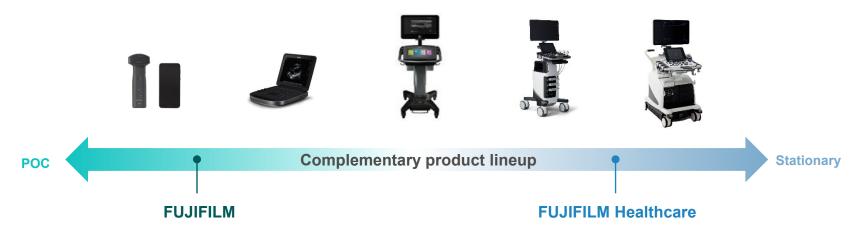
Powered by REILI

Medical Systems: Ultrasound

Aim for further sales growth by promoting the sales expansion in emerging markets etc, utilizing the global sales network of Fujifilm

Ultrasound

- FUJIFILM provides wide-ranging products with high development capabilities in the POC* ultrasound field.
 - * Point-Of-Care(POC). Perform examinations in front of the patient or at home to determine and treat the treatment policy.
- FUJIFILM Healthcare has wide-ranging stationary ultrasound products.
 - * FujiFilm Healthcare was merged with FujiFilm and its domestic affiliates on July 1, 2024.



Medical Systems: IVD(In Vitro Diagnosis)

Realize large sales and OP growths by expanding business area and sales channels

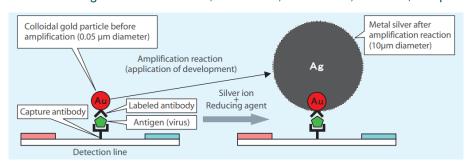
IVD(In Vitro Diagnosis)

- Providing Point of care testing (POCT:Point of Care Testing) type of In Vitro Diagnosis system used in an examining room or at the bedside in a hospital to immunology POCT market and biochemistry POCT market.
- In 2017, Clinical Diagnostics business of Wako Pure Chemical was added. Product lineup expanded and almost all of the domestic hospitals became accessible.
- In animal healthcare business, our business extends in wide-ranging fields from POCT system such as FUJI DRI-CHEM and DRI-CHEM IMMUNO AU10V to contract clinical test for animals.

IMMUNO AG series: Quick determination diagnostic system through highly sensitive immunochromatography

By applying the silver amplification principle of photographic development, the colloidal gold particles that are the targets are amplified up to 100 times or more, leading to the improvement of detection sensitivity.

Dedicated reagent kit for Influenza, COVID-19, adenovirus, RS virus, Streptococcus pyogens, mycoplasma pneumonia is available.





IMMUNO AG2

Medical Systems: Non-destructive testing equipment and materials(NDT)

By operating in the medical system business, we create synergies in the development, manufacturing, and sales of industrial and medical products.

Non-destructive testing equipment and materials(NDT)

- NDT is an inspection technique that allows the internal condition of objects such as machinery parts and structures to be assessed without causing any damage to the object itself.
- X-ray films are not only used in the medical field but also in industrial applications, leveraging the property of X-rays to penetrate through materials.



Aerospace

- **Weld inspection** Easily measure the size of weld defects such as weld cracks. blowholes, and porosity.
- **Casting inspection** Achieve optimal image processing for both thick and thin areas in castings where there are variations in thickness.

Automotive

Inspect automotive components such as engine castings and turbochargers.



Maintenance

 Pipe thinning and corrosion inspection Easily measure the thickness of pipes at any angle, even with protective coatings applied.







Infrastructure

 Concrete structure perforation inspection Detect the location of wires and gas pipes inside concrete structures such as bridges and investigate potential penetration points.

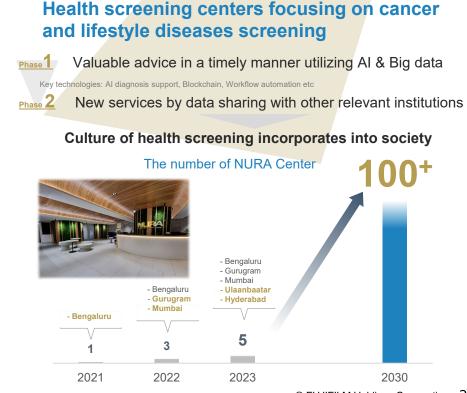
Medical Systems: Expanding Health Screening Service Business in Emerging Countries



Why is the data in India inferior?

Low proliferation of health screening services, imposing practical difficulty in achieving early detection & treatment of cancer*.

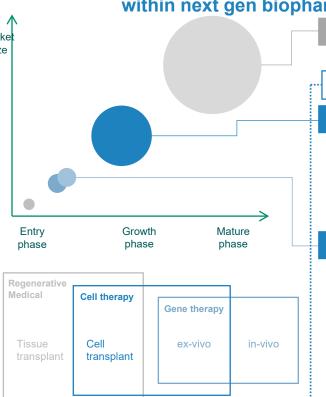
(*Our views based on information obrained)



JIFILM Healthcare Medical Bio CDMO LS Solutions Pharma CH CRO Office Electronics Business Imaging

Biopharmaceutical CDMO: Business Area

In addition to conventional modalities such as antibodies, technological developments within next gen biopharmaceuticals further increase the demand for CDMOs



Small molecule

Chemically synthesized compounds with a low molecular weight.

The Fujifilm Group's Bio CDMO business

Antibody drugs (CDMO market's CAGR(FY18-FY28)+11%)

- Antibodies are proteins made by cells (body's immune system)
- With difficult manufacturing process, fewer side effects, and expected to be high efficacy in the treatment of cancer and rare disease which is difficult to treat for small molecules
- · More expensive in capex and quality control than small molecule

Cell therapy | Gene therapy (CDMO market's CAGR(FY18-FY28)+29%)

- Cell therapy :
 - Transplantation of human cells to replace or repair damaged tissue and/or cells
- ex-vivo Gene therapy:
 The process of removing specific cells from a person, genetically altering them in a laboratory, and then transplanting them back into the person
- in-vivo Gene therapy:
 Direct delivery of genetic material either intravenously or locally to a specific organ through the help of a vector

Biopharmaceutical CDMO: Background of Growth in CDMO Business

CDMO business is growing in the bio-pharmaceutical industry by shifting to horizontal specialization.

CDMO: Contract Development and Manufacturing Organization

CDMO is an organization that serves the pharmaceutical industry and provides clients with comprehensive services from drug development through manufacture. The CDMOs provide integral services incorporating external third-party projects and offering their knowledge and development and manufacturing capabilities.



Bio CDMO Healthcare

Biopharmaceutical CDMO: Fujifilm's Strengths

Supporting clients' manufacturing and process development of pharmaceuticals as the trusted partner pursue to be "Partners for Life"



Biotech Startups

Innovative Drug Development

Manufacturing and Process Development of Pharmaceuticals

Delivery of Therapeutics



Patients



Expectations for CDMO

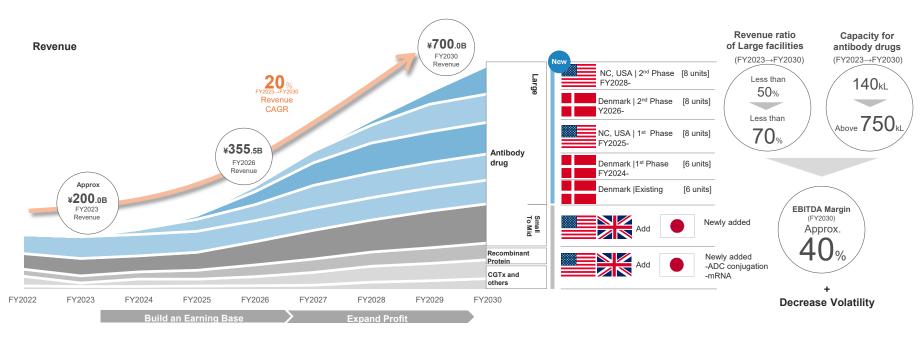
- Ample supply capacity
- Highly efficient and stable production
- Experiences in dealing with various regulations (track record)
- End-to-End service for diverse pipelines
- Rapid technology transfer to deliver new products to market
- Agility in response to clinical development stages and demand fluctuations

Fujifilm's strengths as "The Tursted Partner"

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

Biopharmaceutical CDMO: Manufacturing Capacity Expansion Plan

Accelerate the growth of the Bio CDMO business with major capital investments in each modality and in each region



Biopharmaceutical CDMO: Global Footprint

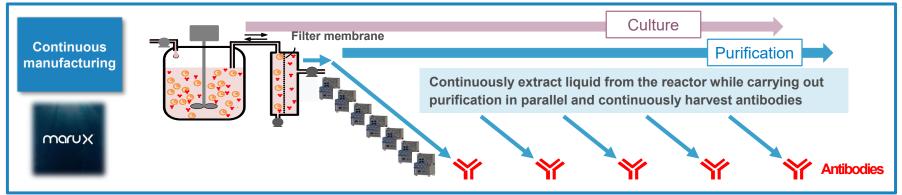
Offering end-to-end solutions from small-to-large scale bulk drug substance production to formulation and packaging

		North America				Europe		Asia		
Investment pro announced as *Without small	of June, 2024	RTP NC, US	Collage Station TX, US	Thousand Oaks CA, US	Boston MA, US	Holly Springs NC, US	Madison Wisconsin, US	Billingham UK	Hillerød Denmark	Toyama Japan
Figures in parenth period of facilities	neses are the operation under expansion.	Topic Control of Contr					HARM FA T			
Antibody Drug	Large-Scale (=20,000L)					• (2025)			(1 st : 2024) (2 nd : 2026)	
, ,	Small-Medium Scale	•	•					• (2026)		• (2027)
Recombinant Pro	otein	•						• (2028)		
Gene Therapy			•		● (2024)			● (2027)		
Cell Therapy				● (2025)			• (2026)			
Vaccine		•	•					•		● (2027)
Formulation			•	•		• (2025)			• (2024)	• (2027)
Assembly, Label	ing & Packaging					• (2025)			• (2024)	• (2027)

Bio CDMO LS Solutions Pharma CH CRO Office Electronics Business Imaging Healthcare

Biopharmaceutical CDMO: What is Continuous Manufacturing System?

World's first "integrated culture to purification 500L scale facility" for continuous manufacturing GMP manufacturing facilities under construction in the UK and US





500L reactor

Automatic continuous purification device: Symphon X



Purification device (7 units connected)

Biopharmaceutical CDMO: Fujifilm's Continuous Manufacturing System

	Features of Fujifilm's Continuous Manufacturing	Batch Production
Quality	 Ability to achieve high purity compared to batch production Enables manufacturing of unstable antibodies that are difficult to produce with batch production. 	Unstable antibodies are hard to manufacture
Production Capacicty	By adjusting the production time small to large scale lots can be made at the same facility	Different facilities needed for different lot sizes
Facility investment · Mfg. cost	 Takes up 25-75% less space compared to batch production Facility investment amount is likewise reduced by 25-75% 25% reduction in manufacturing costs(In-house research) 	Need to invest in bio reactors depending on the amount to be manufactured
Technology	 Systems for automatic titer control and continuous monitoring of culture conditions are necessary (development complete) The automatic continuous manufacturing device also needs an automatic control system (development complete) 	-
Culture media	 Media optimized for continuous manufacturing is necessary and Fujifilm has developed a high-quality media for this purpose. 	-

(*Automatic continuous purification device and monitoring technology can also be used for batch production.)

Bio CDMO

Biopharmaceutical CDMO: Continuous Manufacturing System Roadmap

Constructing GMP production facilities with a capacity of 2,000L in the US and the UK. Also, we aim to further increase productivity by applying the technology to pre-culture (N-1 perfusion) in 20,000L

Developmental Roadmap

Scale

Business

Obtain verification data with two types of mAbs

Healthcare

Demonstrates high productivity, quality, versatility and robustness



FY2023

Introduce cGMP equipment



2,000L production

Apply to

Investment control COGS reduction **Quality improvement***

*Decrease in immature sugar chains

Apply to 20,000L pre-culture (N-1 perfusion)

Shorten production period Increase number of annual batches

Introduce 500L demo plant

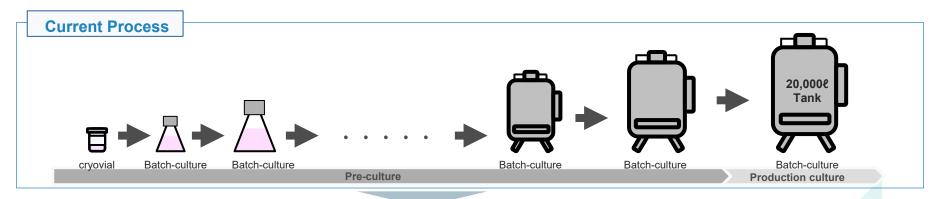
Obtain verification data for integrated continuous production

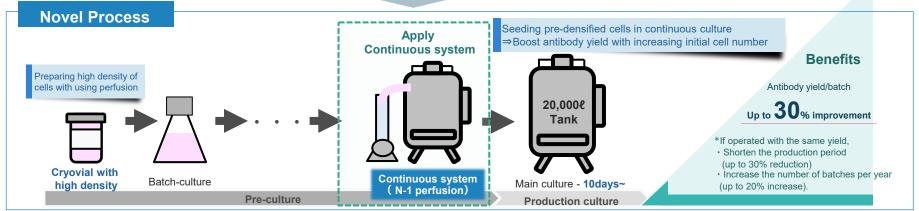




Bio CDMO Healthcare

Biopharmaceutical CDMO: Application of Continuous Technology to Large Scale Manufacturing





LS Solutions (Life Sciences)

Handling R&D and production of innovative drugs and offering solutions in the field of cell therapy to contribute to addressing unmet medical needs

- **Cell Therapy Process Development & Manufacturing Service**
 - We will create synergy, with a focus on FCDI's iPS Cell, that makes use of FUJIFILM group-wide unique engineering technologies, resources, and facilities. *FCDI:FUJIFILM Cellular Dynamics, Inc.
- Utilizing synergy as a platform, we will **promote** in alliance with partners efficient R&D and promote business developing and manufacturing cell therapy products.



GMP facility: i-FACT

(Madison, Wisconsin, US)



Drug Discovery & Manufacturing Support

- Supplying cells (e.g. human iPS Cell for drug discovery), cell culture media, cytokine, reagents and related products to contribute to discovery research and production of new innovative drugs.
- Cell culture media has grown rapidly due to increased demand for use in the manufacturing biopharmaceutical.



iPS Cell



Cell culture media



Reagents



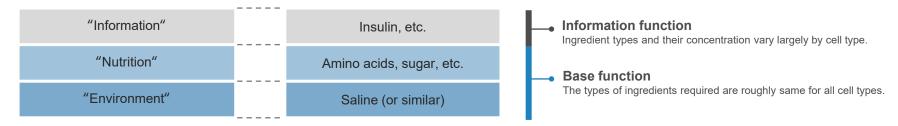
Cytokine

generated and refined

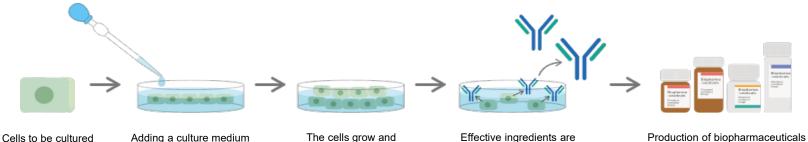
LS Solutions (Life Sciences : Cell Culture Media)

Cell culture media

Cell culture media are important materials, essential for facilitating cell growth and production of end objects generated from cells. It has the function of providing "environment, nutrients and information" to cells. Just as people have personal preferences, cells and cell products have individual preference in optimum composition of culture media.



Cell culture process



propagate

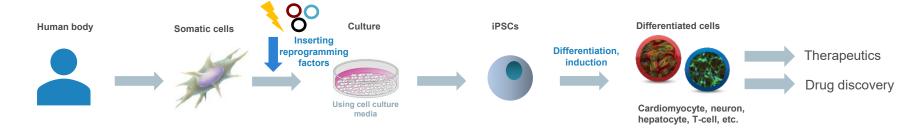
and vaccines

LS Solutions Healthcare

LS Solutions (Life Sciences : Cells)

iPS cell (iPS = induced Pluripotent Stem)

iPS cell is produced by introducing a small number of genes known as reprogramming factors to human skin tissues and blood-derived somatic cells to give the ability to differentiate into various tissues and organ cells and the ability to propagate almost indefinitely.



	Autologous cells	Allogeneic cells (donor's cells)		
		Somatic stem cells	Somatic cells	Pluripotent stem cells
Definition	Patient's cells	Derived cells in the body that are able to differentiate into new cells to repair and regenerate tissue	Derived cells that are terminally differentiated and part of the body's tissue and organs	Cells having self-propagating ability and pluripotency
Example		Stem cells derived from bone marrow, MSC, etc.	T-cells, skin cells, blood cells, etc.	iPSC (made from somatic cells/genes)
Mass production	-	Limited	Limited	Possible (High proliferation ability)
Production cost	high	Middle	Middle	Low cost through mass production

FILM Healthcare Medical Bio CDMO LS Solutions Pharma CH CRO Office Electronics Business Imaging

LS Solutions (Life Sciences : Cells)

- By using our proprietary technology for mass production, iPS cells can be stably supplied at a lower cost.
- iPS cells will be a key material in the next generation of therapeutic modalities and drug discovery support.

Cell Therapy

Challenges

Stable supply and Stable quality

- 1. Shortage of cell donors for rare diseases
- 2. Unstable cell quality due to individual difference

Solutions

Modality using iPS cells

- 1. **Stable supply** of iPS cells because of their self-proliferation ability
- 2. **Stable cell quality** as they are derived from the same cell line

New drug development support

Challenges

Improving efficiency and **Reducing cost** of new drug development

- **1. No new drug evaluation method** due to complicated disease mechanisms.
- 2. In some cases, animal tests are OK, but clinical tests are not because of the **difference between humans** and animals.

Solutions

New drug screening with iPS cells

- Disease analysis with iPS cells derived from patients with intractable diseases.
- 2. Toxicity/drug efficiency/safety tests using iPS cellderived disease model before clinical trial.

LS Solutions (Pharmaceuticals)

- As a core company in the "Treatment" area, FUJIFILM Toyama Chemical Co., Ltd (FFTC)., is engaged in the research, development, production, and sale of prescription pharmaceuticals.
- Leveraging over 40 years of knowledge in the field of anti-infective drugs, the company has recently focused its efforts on the business of contract manufacturing as the only company who can manufacture sterile penicillin antibiotics.

Small molecule drug

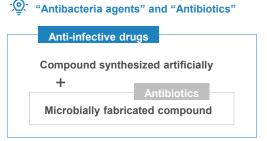
A group of two or more atoms that form the smallest identifiable unit into which a pure substance can be divided and still retain the composition and chemical properties of that substance.

	Small molecule	Biopharmaceutical (Antibody)
Size	Small(<500 daltons)	Large (a few kdaltons∼approx.150 kdaltons)
Structural basis	Stable chemical structure	Nonuniformity due to complex structure
Manufacturing method	Chemical synthesis	Produced by bacteria and microbe
Cost(Manufacturing, R&D)	Low	High
Formulation	A wide variety(tablet form etc)	Mainly injection

Anti-infective drugs

Medicines that work to prevent or treat infections

Category	FUJIFILM's products
Penicillin	Pnetcillin [®]
Cephem	TOMIRON®、LARIXIN®
Quinolone	OZEX®、PASIL®



^{*}FUJIFILM is undertaking CDMO business for anti-infective drugs in addition to above.

Pharma Healthcare

LS Solutions (Pharmaceuticals)

Fujifilm is promoting the development of DDS technologies that deliver the required amount of a drug to the specific area on the necessary schedule.

With the aim of applying the technologies not only to marketed drugs but expanding to next-generation drugs such as nucleic acid drugs and gene therapy drugs, Fujifilm is undertaking the research and development of DDS.

Liposomes | LNP : Lipid Nanoparticle

Capsule-shaped particles of phospholipids, a component of cell membranes. They can encapsulate active ingredients such as drugs and ribonucleic acid(RNA). **DDS** materials

DDS: Drug Delivery System

Technologies that carry drugs into or throughout the body.

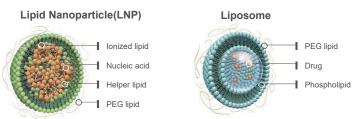
Enhancing the efficacy as well as reducing the side-effect of drugs.

Pipeline regarding Liposomes

As of June, 2024

Code	Program/Indication	Formulation	Region	Stage
FF-10832	Advanced solid cancer drug (Gemcitabine*1 liposome)	Injection	US	PhI
FF-10850	Advanced solid cancer drug (Topotecan*2 liposome)	Injection	US	Phl

- An anti-cancer agent developed by the US company Eli Lilly and Company which is indicated for the treatment of wide range of cancers including pancreatic cancer, lung cancer and ovarian cancer. FUJIFILM has begun implementation of a phase 2a study in the U.S. to evaluate safety, tolerability, and preliminary efficacy of FF-10832 in combination
- an anti-cancer agent developed by GlaxoSmithKline plc. Currently, the drug is being sold by Novartis. It is used as a treatment for ovarian cancer, small-cell lung cancer, cervical cancer, etc.



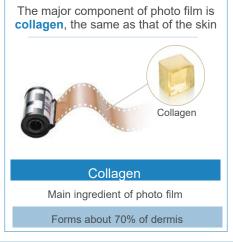


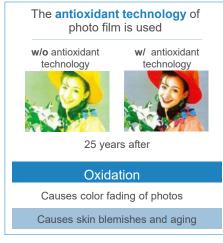
Healthcare

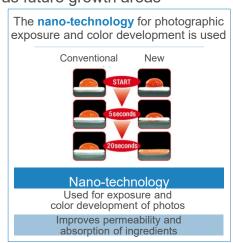
LS Solutions (Consumer Healthcare)

Second foundation and establishment of the cosmetic field in 2000s

Taking stock of the technologies we had cultivated in the development and production of photographic film, we entered the cosmetics and pharmaceuticals markets as future growth areas









2006

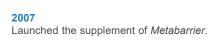
Launched the F Square I series of functional skincare cosmetics Start in mail-order sales



Launched the skincare series of ASTALIFT Start in store sales









Healthcare

LS Solutions (Consumer Healthcare)

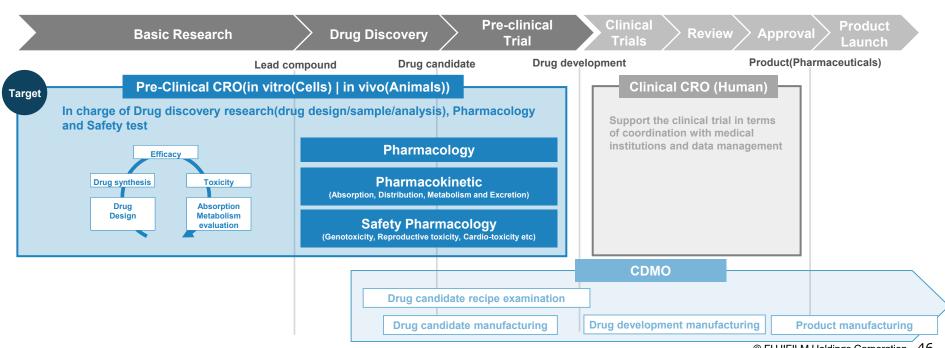


LS Solutions (CRO [Business Development Office])

Established "CRO Business Development Office" on April 1st, 2023 which provides services of seed research and pharmacology & Safety testing.

CRO: Contract Research Organization

Organization or Company which offering research services, such as PK/PD and safety testing, for the pharmaceutical, biothecnology and institutions.



Electronics

Semiconductor Materials

Display Materials

- Other Electronics Materials
 - Industrial Products
 - Fine Chemical
 - Recording Media

Amid the continuing growth of the semiconductor market, the COVID-19 pandemic triggered semiconductor supply shortage. As the result, stable supply chain became the biggest challenges.

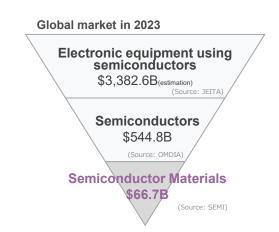
Some countries are attracting semiconductor fabs and developing domestic manufacturers under a government-led industrial policy from the perspective of economic security.

- > Further growth acceleration in the semiconductor market
 - · Post-COVID digital revolution

The semiconductor market is expected to grow further due to additional demand for advanced computing application devices (e.g., autonomous cars). These continuous growth will be spread over the United States, South Korea and Taiwan (approx. ¥100 trillion by 2030).

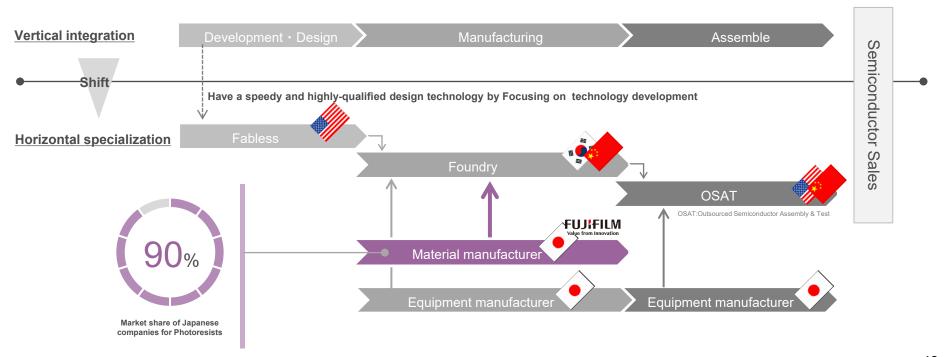
- Increased demand for semiconductor materials
 Similar expansion is expected, with CAGR10.1% for the semiconductor market from 2023 to 2030(OMDIA).
- > Intensifying international industrial policy competition of a new dimension from the perspective of economic security

Background of a technological power conflict between the US and China as well as semiconductor supply shortage, there are moves to domestically produce advanced semiconductors and build a structure for supply stability as a national strategy.



Semiconductor industry spending huge capital investment has been promoting horizontal specialization since 2000s

"Materials" and "Equipment" Japanese companies display their overwhelming strength in the semiconductor industry



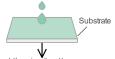
Offer materials used during the process of manufacturing semiconductors

Front-end Process (Positive-types)



Coat a glass photomask substrate with resists for photomask fabrication.

Resists for Photomask Fabrication



Project the circuit pattern onto the substrate with an electron beam.

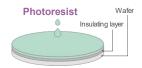


Strip the unneeded portion of the resists.



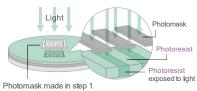
Apply Photoresist to the Wafer

Apply an insulating layer to the wafer, the base of the semiconductor, and then apply photoresist.



Expose the Photomask to Light

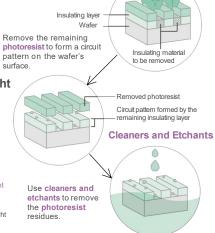
Place the photomask made in step 1 on top of the wafer made in step 2 and expose it to light. Circuit patterns are created on the photoresist.



Conduct Etching

Dissolved photoresist

Dissolve the portion exposed to light in step 3 using a developer, and remove the insulating material Iving underneath.



• Resists for Photomask

Materials for making photomasks, a "die" circuit pattern

2Photoresists

Photosensitive polymer material used in the process of making circuit patterns



4Cleaners and Etchants

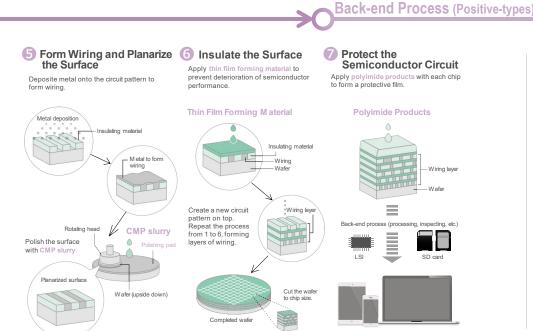
Various cleaners to remove etch residues, etc.





Before (left) and after (right) cleaning

Offer materials used during the process of manufacturing semiconductors



Completion

GCMP Slurries

An abrasive to evenly planarize, on a micron scale, the surface of semiconductors where wires and insulating materials with different stiffness are mixed

6 Thin Film Forming Materials

A low dielectric constant insulation material used to prevent loss of speed in semiconductor performance arising from the narrowing insulation between wires

Polymide Products

A compound with high thermal durability and insulating capacity, used as a protective film in semiconductors. Its use is expanding to rewiring layer materials for IC chips of higher speeds and functionalities.

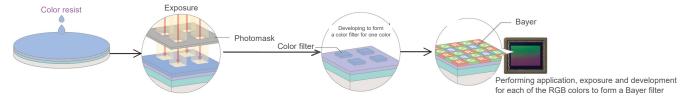
Processing Chemicals

Chemical agents that are critical to the semiconductor manufacturing process, used to remove impurities in cleaning/drying processes and to remove metals and oils in the etching process

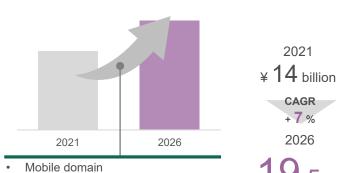
Color filter materials for image sensors (Color resist) WCM_Wave Control Mosaic

A photo-sensitive coloring material for manufacturing micro color filters, used in image sensors.

Applying color resist on the wafer, which forms the base



Market for color filter materials for image sensors



Fujifilm market share and manufacturing site

Fulfill our supply responsibility as the top manufacturer through stable manufacturing/supply of our high-quality materials.



- Factory automation (FA)
- Surveillance (security)

In-vehicle use

IoT

Electronics (Advanced Functional Materials(AF materials))

Establishment of Advanced Functional Materials(AF)

Conducted the integration of three businesses and the consolidation of the respective divisional labs* with the aim of maximizing profits from existing operations and strengthening & accelerating the creation of new material businesses in the electronics area.

Maximizing profits from existing operations

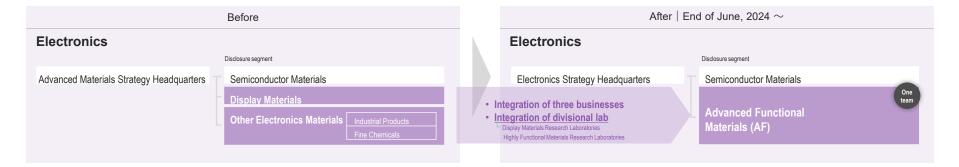


- · Integration of human resources and business assets across each business to create synergistic effects in adjacent areas.
- Strong talent development through proactive personnel rotations.

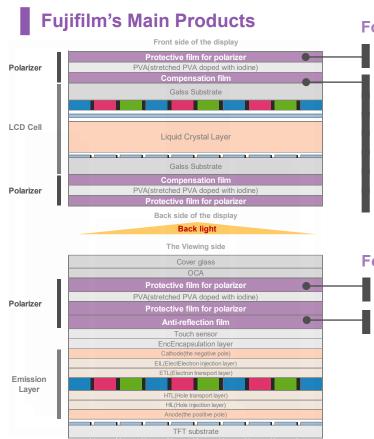
Strengthening and accelerating the creation of new material businesses

· Sharing and leveraging the knowledge and expertise of core technologies and business development capabilities across each business to enhance the overall strength in creating new ventures.

Accelerating growth in the Flectronics field



Electronics (Display Materials)



For Liquid crystal display (LCD)

Protective film for polarizer. Used regardless of any difference in LCD mode.

Compensation Films

WV film

A compensation film that widens the viewing angle in TN mode. Fujifilm has 100% market share.

VA film

A film used for the polarizer in VA mode to control the inflection of light for better viewing angles and contrast.

IPS film(Z-TAC)

A film used for the polarizer in IPS mode to contain tint fluctuations when the screen is viewed diagonally.

For Organic light-emitting diode display (OLED)

FUJITAC

Anti-reflection Films

A film used for preventing external light reflection and reduces contrast degradation in the emission layer of an OLED display.

Advanced Functional Materials

Electronics (Display Materials)

Ensuring stable revenue through products in the existing field (LCD panels), and growing the business through expanding sales of products for growth sectors (OLED panels) and new markets

For existing area

Capture the demand for film for LCD panels with our flagship products Z-TAC, VA film, and PlainTAC

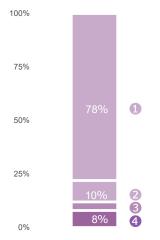
For growing area

Expand the sales of anti-reflection films for smartphones, tablets, laptops, and TVs, where further adoption of OLED is expected.

For new area

Provide multiple new materials to AR/VR manufacturers and mobility manufacturers that contribute to solving their challenges

Volume of end products and main films by application



	FUJITAC	WV (TN ^{*1})	VA (VA ^{*2})	Z-TAC (IPS ^{*3})	Anti-reflection film
1 TVs	•		•	•	•
2 Monitors	•	•	•	•	•
Notebook PCs	•			•	•
4 Small/mid sized Displays (Tablet Smartphones)	•	•		•	•

* 1 Twisted Nematic

*2 Vertical Alignment *3 IPS: In-Plane Switching

(FY2024, In-house research)

Advanced Functional Materials

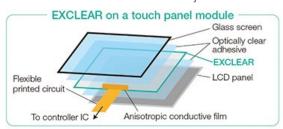
Other Electronics Materials (Industrial Products)

Develop high-value-added products equipped with Fujifilm's advanced technologies and promote commercialization

EXCLEAR

Sensor film for touch panels.

Realize high transparency and flexibility by patterning with silver on a transparent PET base film. Low resistance and can be adjusted to medium-to large-sized touch panels.



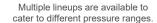


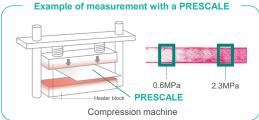
PRESCALE

A film that allows easy visualization of invisible pressure and pressure distribution. It turns red when subjected to pressure

It turns red when subjected to pressure, and the intensity of the color change can be used to measure the strength of the pressure.





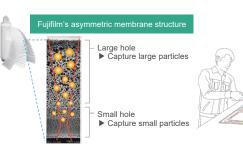


Microfilters

Achieve high flow rate and long lifespan with a precision filtration filter using a unique asymmetric structure polyethersulfone membrane (PSf membrane).

Contribute to improving customers' productivity and product quality in various industries such as beverages, electronic components, and LCD panels.





PRESCALE Mobile

An app that allows anyone to easily quantify and digitize pressure by simply reading a pressure scale on a mobile device.

This serves as a great example of leveraging DX to achieve the inheritance and systematization of personalized artisan skills, and has even won international design awards.

Advanced Functional Materials

Other Electronics Materials (Fine Chemical)

Providing high-quality and high-performance laboratory chemicals, speciality chemicals and diagnostic reagents based on the advanced technology of Wako Pure Chemical Industries to meet customer needs

Life Sciences

Raw materials for pharmaceutical manufacturing

Additives used in the research, development, and production of biopharmaceuticals for purposes such as concentration adjustment (buffers), solubility enhancement, cell dispersion, and stabilization during purification processes.

- Antibody drug raw materials
- Nucleic acid/mRNA drug raw materials
- Solution for bioprocessing

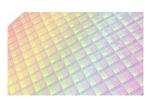


Electronics

The resist materials

It is required for circuit pattern formation include resist polymers and photoacid generators.

- Resist materials Resist polymers, photoacid generators (PAGs)
- Display materials





Environment

Environmental-related materials (analytical reagents)

Driven by increasing concerns about the impacts on the environment and health, there has been a global movement towards reducing the emission of organic pollutants. As a result, there is a growing demand for inspections and analyses.

- Carbon Neutral-related materials
- Organic Fluorine Compounds (PFAS)-related materials

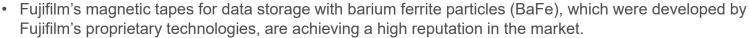


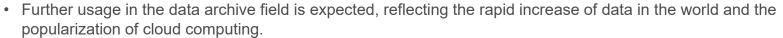


Other Electronics Materials (Recording Media)

Since Fujifilm developed professional-use videotapes in 1959, the Company has offered products with high performance and high reliability to tape drive manufacturers worldwide.

Magnetic tapes for data storage

















100PB ten years of CO2 emissions

Ten year expected total cost

Air gap security

High reliability

Long-time storage











100% Tape vs 100% HDD

LTO Technology vs All Disk



Business Solutions

Business Innovation

Office Solutions

Graphic Communications

Business Innovation

Business Solutions

Solution-oriented document services tailored to various industries and operations, including system integration, cloud services, management of multifunction devices and business process outsourcing, IT outsourcing, contributing to streamlining/reinforcing customers' operations and reforming work styles









Office Solutions

Document-related office solutions provided through the sales and maintenance of multifunction devices, printers and consumables with robust security features











Graphic Communications

We provide a total solution in the printing and communication field by combining digital printing systems, analog printing equipment, and DX support services in the most optimal way for print production and graphic-based communication.

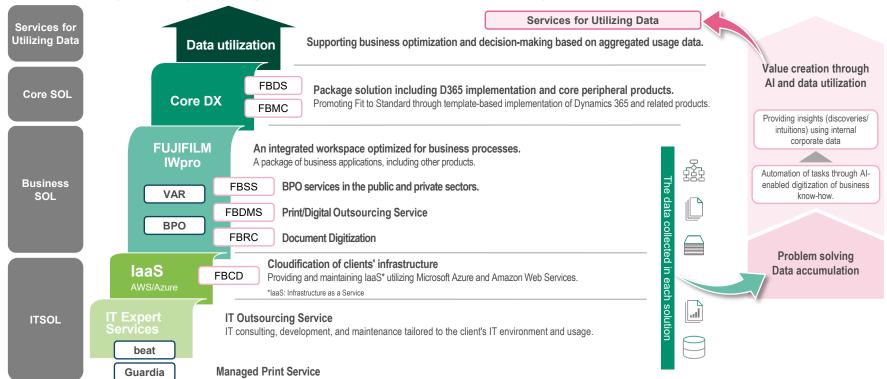
Based on the business development strategy of becoming the only "solution partner" that can cover all areas of printing from office to commercial/industrial printing, we have reorganized the Graphic Communications into the **Business Innovation segment**

Supporting customers' digital shift as the only solution partner that can Graphic Communications market environment and our opportunities cover all areas of printing from office to commercial printing Global consolidation of production lines implemented in anticipation Target 1 Develop devices and DX solutions based on xerography/inkjet of declining overall demand for large-lot analog printing technologies and their synergies to demonstrate our high ability to resolve our customers' problems 2 Advantage of an overwhelming customer base that represents the leading share of the global printing plate market Target 2 Maximize sales synergies through mutual use of the customer bases and channels of Graphic Communications and the former **Business Innovation segment** Growing needs for high-speed digital printing and digital transformation ("DX") in line with an increase in high-mix, small-lot printing and color printing Shift from "Value Restruction" business to "Earnings Base" business Until FY2023 From FY2024 **Healthcare Healthcare Materials Electronics** (Name change) **Graphic Communications** Reorganized **Business Innovation Business Innovation Graphic Communications Imaging Imaging**

Business Innovation (Business Solutions)

(Customer Happy Experience)

Achieving CHX by driving business transformation through end-to-end DX for our customers.



*VAR (Value Added Reseller)

Guardia

Service offerings that combine products from other companies with our own unique value-added features. : A service that provides outsourcing of core business processes for local governments, public institutions, and businesses, : A service that visualizes office output status and proposes optimal output environments.

BPO (Business Process Outsourcing)

: A service that provides network infrastructure.

Business Innovation (Business Solutions)

QERP DX Solutions (Dynamics 365)



Deploying ERP DX solutions built on a group of cloud-based applications including Microsoft Dynamics 365. Acquiring the Australian company Microchannel Services to launch full-scale global expansion of ERP DX business, targeting mid-tier and small to mid-sized enterprises.



FUJ!FILM

FUJIFILM Digital Solutions Co., Ltd.

Japan



MicroChannel Services

Australia · New Zealand Singapore · Thailand

Including Microsoft Dynamics365, SAP, Sage and other globally-deployed ERP system packages

Supporting the sales and introduction of main **ERP systems**

One-stop support from introduction to administration, allowing all users to handle operations digitally

End-to-End service delivery

Award History

100+

Microsoft Solution Partner (previously Microsoft Dynamics 365 Gold Partner) SAP Partner of The Year - ANZ, Excellence Award ANZ - Sage Intacct etc.

Strengths: Proven track records in marketing and supporting the introduction of various ERP systems, well-established customer base and IT human resources with advanced technological expertise

Graphic Communications business

We provide a total solution in the printing and communication field by combining digital printing systems, analog printing equipment, and DX support services in the most optimal way for print production and graphic-based communication.

For Brand owners

DX solution for Brand owners

· Streamlining of billing and payment processes. · Optimization of sales promotion and marketing activities

offering a comprehensive solution in the graphic communication field

For printing industry

Smart printing DX solution

- Analog-digital hybrid printing production workflow
- Digitalization of inter-process operations in printing using robotics

Digital printing solution



Hybrid solution Analog + Digital

· Inkjet Imprinting Bar







Analog printing solution

Printing plates (PS plate, CTP plate)

Graphic arts films

· Flexographic plates

SUPERIA

Analog inks



Graphic Communications (Inkjet)

Inkjet business

- Providing inkjet printheads and inks for industrial-use printers for various purposes such as construction materials and ceramics.
- Striving to focus on integration businesses that incorporate printheads, ink, software such as image processing tailored to customers' needs.

Main three businesses



Printheads



Realizing world-class head performance through the full implementation of Fujifilm's advanced



technologies







High-dimensional pigment dispersion technology that supports stable printing





Customized inkjet systems that combine inks, print heads, software, and other components to meet individual customer needs.



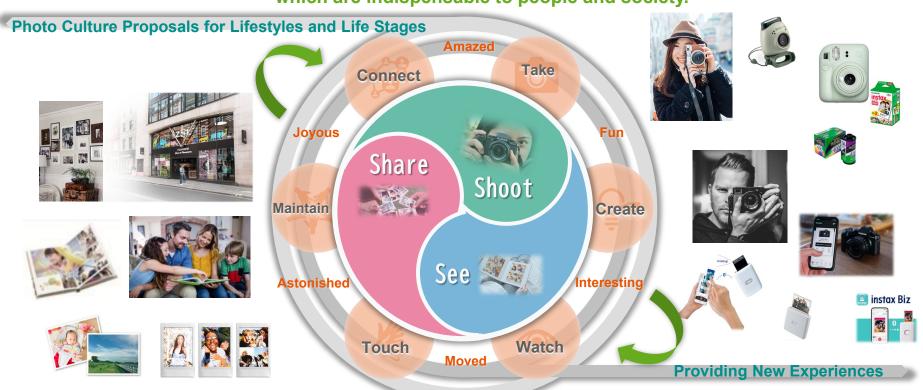


Consumer Imaging

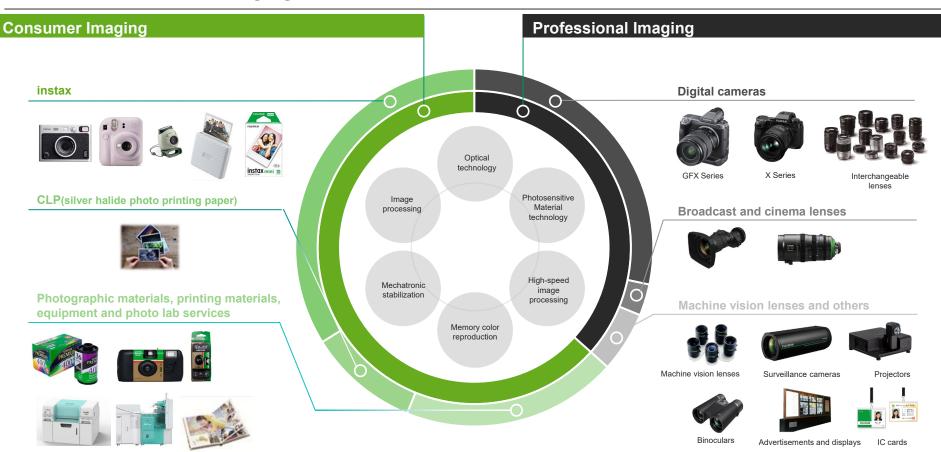
Imaging

Professional Imaging

FUJIFILM's unique ecosystem that delivers new value to the world of photography and imaging, which are indispensable to people and society.



Overview of the Imaging Solutions Business



- Launched in 1998 in Japan and marked its 25th anniversary in November 2023. Marketed in over 100 countries worldwide.
- Incorporating trends and evolving technologies with the times to expand the lineup, including hybrid instant cameras, smartphone printers and digital capture devices



Consumer Imaging: instax

In addition to introducing a variety of new products and apps, we aim to expand our user base by proposing various ways to enjoy through BtoB business and collaborations with different industries.

BtoB business deployment

prints



anvwhere

Offering original-design INSTAX prints to customers to help boost customer engagement



for anyone

Genre	Event description
Shopping mall	Photo session in front of the Christmas tree at Landmark Plaza
Theme park	Photo session offering original frames featuring Sanrio characters at an exclusive fan event
Sponsored event	The beverage manufacturer sponsoring a dance competition offering commemorative photos featuring its logo
Hotel	Offering INSTAX prints in a family-targeted plan showing how guests enjoyed the hotel stay

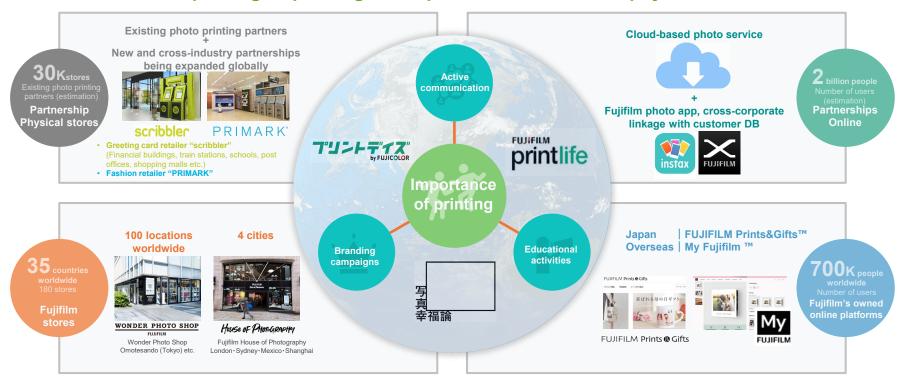
Cross-industry collaboration

aim to expand the utilization of instax across a wide range of fields, transcending genres such as fashion, music, sports, and games.



Consumer Imaging: Printing

Implementing branding campaigns, educational activities and active communication to build empathy with the value of printing, expanding touch-point channels in both physical and online worlds



Professional Imaging: Digital Camera

Establish a lineup of distinctive mirrorless digital cameras with two main pillars: the high-resolution "GFX Series" equipped with a large sensor that is 1.7 times larger than full-frame, and the compact, lightweight, and high-quality "X Series.



Compact, lightweight, superior image quality, premium design

> Using the APS-C sensor for optimum balance of image quality and mobility





Integrated development of cameras and lenses

Using the optical technology of Fujinon, backed by its 80 years of history, to develop lenses integrally with Fujifilm cameras to draw out the performance of image sensors to the maximum extent



Impressive image quality with 100MP

Outstanding image-resolving performance, rich tonality and definitions, made possible with the Large Format sensor

Pursuing cameras that users want to hold on to and use indefinitely

Improvement of presence through establishing a unique position in the market

Professional Imaging: Digital Camera

Fujifilm's Proprietary Color Reproduction FILM SIMULATION modes™

Choosing color tones and gradations like changing film according to the intended shooting style.



1.PROVIA



3.CLASSIC CHROME



5.VELVIA



2.ASTIA



4.Pro Neg. Standard



Leveraging high optical technology, precision processing, and assembly techniques, we expand our business in professional equipment, including 4K/8K broadcasting lenses.

Broadcasting, Cinema lenses





Surveillance, Machine vision lenses





Ultra-telephoto surveillance cameras







Spatial presentation projectors



Standalone Items to Solution Business

Security surveillance solution | Infrastructure inspection solution

Offering "easy shooting → Automatic synthesis / Al analysis → Information + additional value" as a package



Fool-proof operation, latest devices, shooting know-how



Automatic synthesis >> / Al analysis

Latest image processing technology Al analysis / Developed view synthesis



Information delivery ""

Dedicated viewer display Cloud storage / chronological differential analysis information

Spatial presentation solution





Immersive natural space





Experience-type gaming space

presentation

Investor Relations Website

FUJIFILM Holdings - Investor Relations https://ir.fujifilm.com/en/investors.html

Earnings Presentations https://ir.fujifilm.com/en/investors/ir-materials/earnings-presentations.html

- **IR Events Materials** https://ir.fujifilm.com/en/investors/ir-materials.html
- **Integrated Report** https://ir.fujifilm.com/en/investors/ir-materials/integrated-report.html
- **Sustainability Report** https://holdings.fujifilm.com/en/sustainability/report

