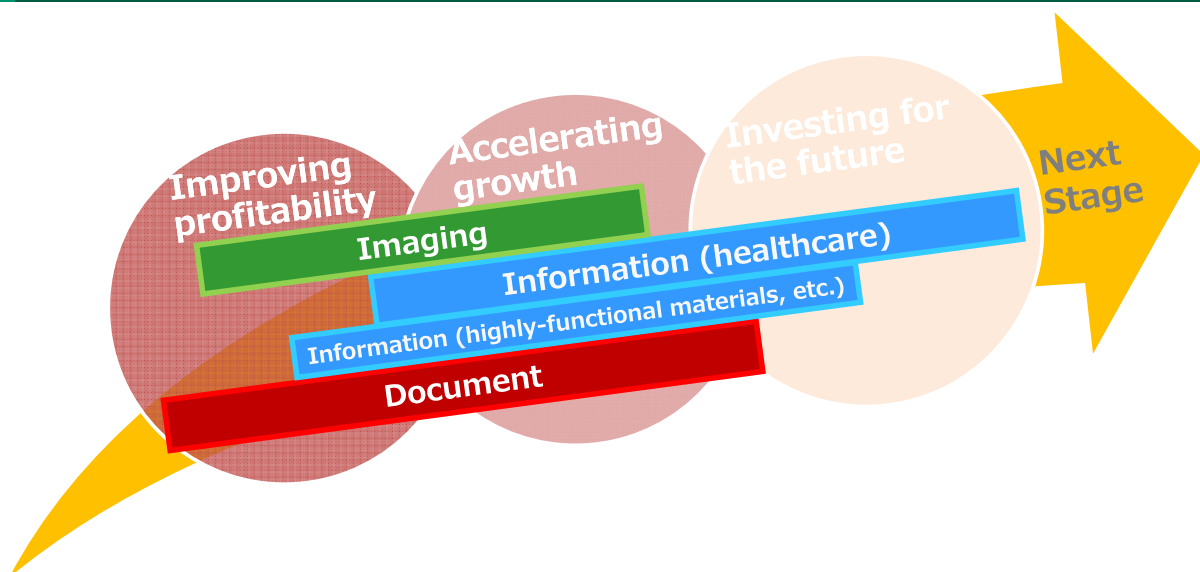


# The Growth Strategy of FUJIFILM Through the Acquisition of Leading Companies in Cell Culture Media

**FUJIFILM Holdings Corporation**  
**Chairman and CEO**  
**Shigetaka Komori**  
March 29, 2018




## Promotion of the Medium-Term Management Plan “VISION2019”



**Accelerate the growth of the healthcare area  
through enhancement of the pharmaceutical /  
regenerative medicine business**

# Healthcare Business Initiatives

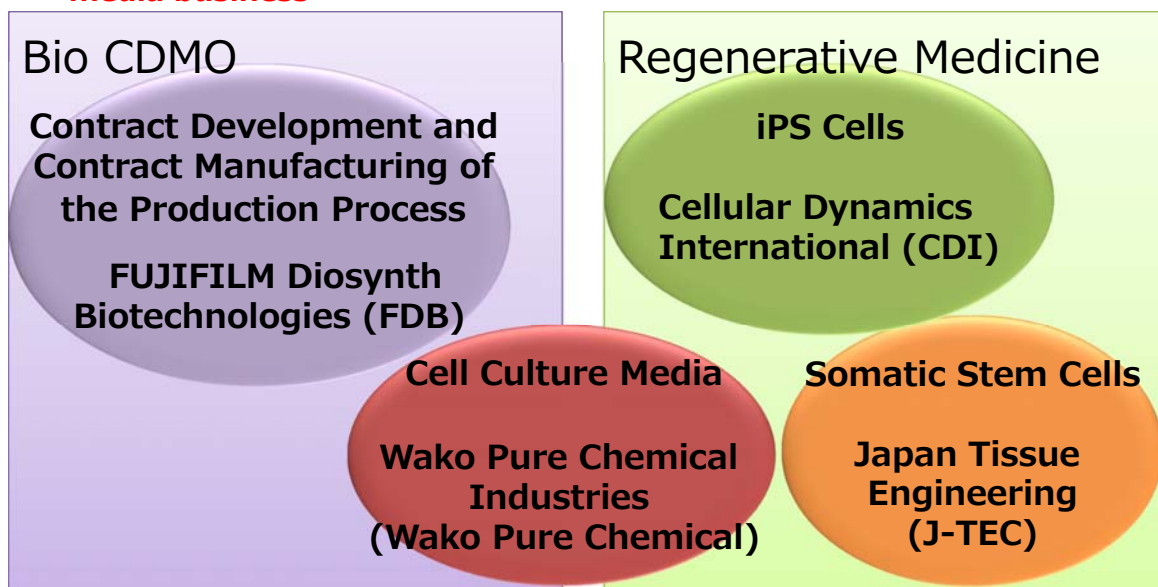
- Expand the businesses in the prevention / diagnosis / treatment areas with the aim to become a comprehensive healthcare company
- Actively invest in the biomedical area such as bio CDMO and regenerative medicine

Prevention	Life Science	Cosmetics, supplements, etc.	
Diagnosis	Medical Systems	Medical devices, medical IT, etc.	
Treatment	Pharmaceuticals	Development / manufacturing / sales of pharmaceutical products	
	Biomedical	<p><b>Bio CDMO*</b></p> <p>Contract development / manufacturing of small-molecule pharmaceuticals</p> <p><b>Regenerative medicine</b></p> <p>Contract development / manufacturing of biopharmaceuticals</p> <p>Autologous cultured epidermis / cartilage, iPS cells for drug discovery, etc.</p>	

\*Contract Development & Manufacturing Organization refers to a company or organization that conducts contract development and contract manufacturing of the production process

# Bio-medical Category Initiatives

- **Enhanced production facilities** for the expansion of bio CDMO production capabilities
- Made a leading company in the development and manufacturing of iPS cells a wholly owned subsidiary
- Acquired Wako Pure Chemical Industries and enter the **cell culture media business**



## Significance of Acquiring leading Companies in Cell Culture Media

Acquire Irvine Scientific Sales Company, Inc. (ISUS) and  
IS JAPAN CO.,LTD. (ISJ),  
leading companies in the culture media market,  
for about US\$800 million

Support the drug  
discovery of new  
biopharmaceuticals

Elevate the regenerative  
medicine business to an  
industrial stage

**Resolution of social issues**  
Such as fulfilling unmet medical needs

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## Regarding the Acquisition of ISUS and ISJ

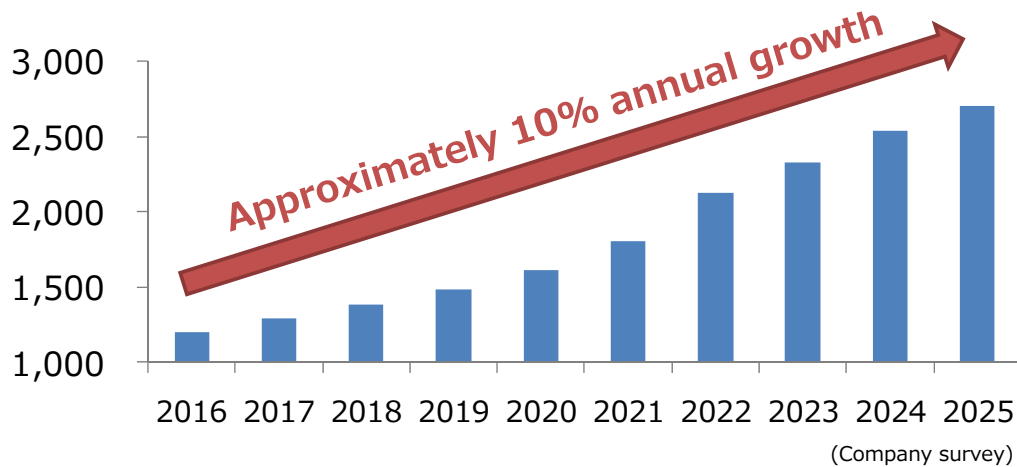
FUJIFILM Holdings Corporation  
President and COO  
Kenji Sukeno  
March 29, 2018

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# Market Trends in Culture Media

Unit:  
100 million yen

## <Total Global Demand for Cell Culture Media>



### Cell Culture Media

Culture media contain the nutrients required for the growth and proliferation of cells. They are in liquid or powder form and indispensable for cell culturing in the research and development and manufacturing of biopharmaceuticals and regenerative medicine products.



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# Overview of ISUS and ISJ

	ISUS	ISJ
<b>Company Name</b>	Irvine Scientific Sales Company, Inc.	IS JAPAN CO., LTD.
<b>Location</b>	Santa Ana, California, U.S.A.	Toda, Saitama, Japan
<b>Incorporation</b>	1970	1987
<b>Functions</b>	R&D, Manufacture Sales, Support (mainly in US and Europe)	Sales, Support (mainly in Asia) Manufacture*

### <Business Activities>

Development, manufacturing, and sale of cell culture media (biopharmaceuticals, in vitro fertilization, and cell therapy)

※ISUS' manufacturing site, operated by ISJ

### <Strengths>

- (1) A broad product portfolio from biopharmaceuticals to in vitro fertilization as well as **for cutting-edge cell therapy**
- (2) Ability to develop the **optimal customized cell culture media** to meet customers' needs by utilizing its extensive capabilities in quality control, R&D, and a proven track record and know-how accumulated over many years
- (3) The cell culture media are manufactured at sites (Japan / U.S.) that are in compliance with cGMP standards to supply **high-quality products** in a timely manner

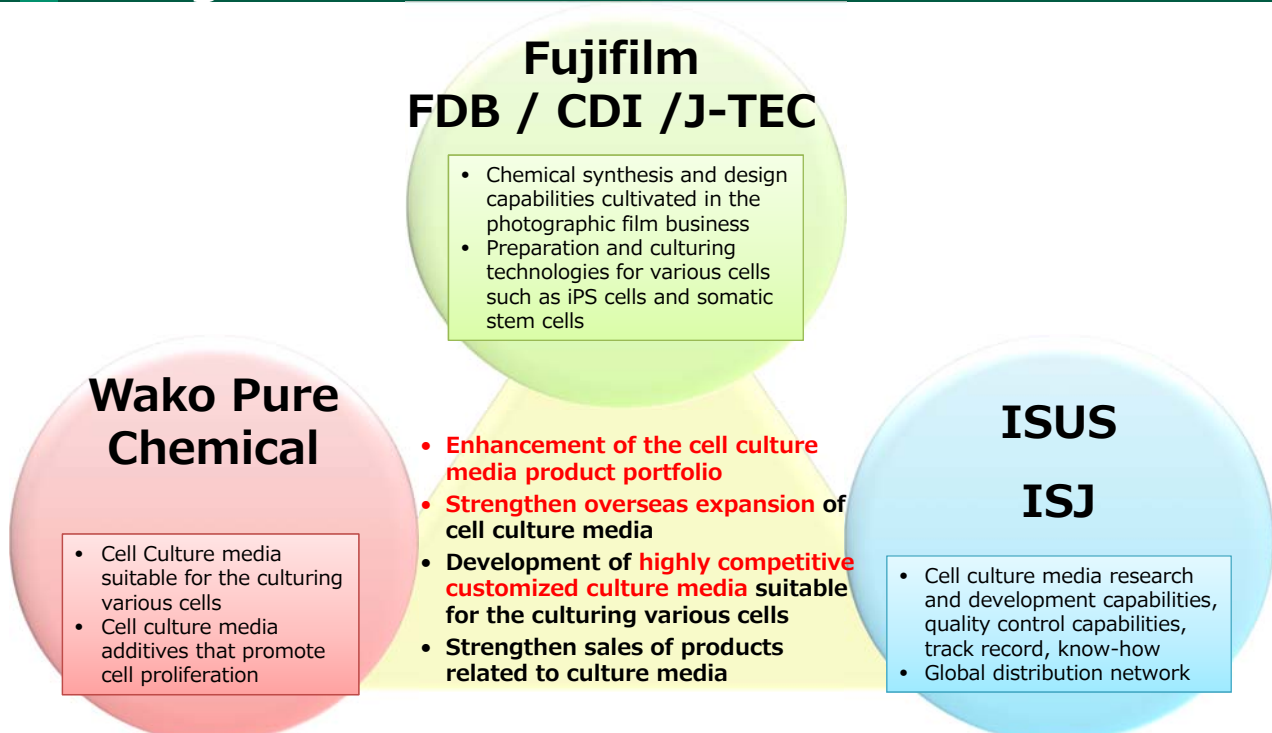
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# Synergies from this Acquisition

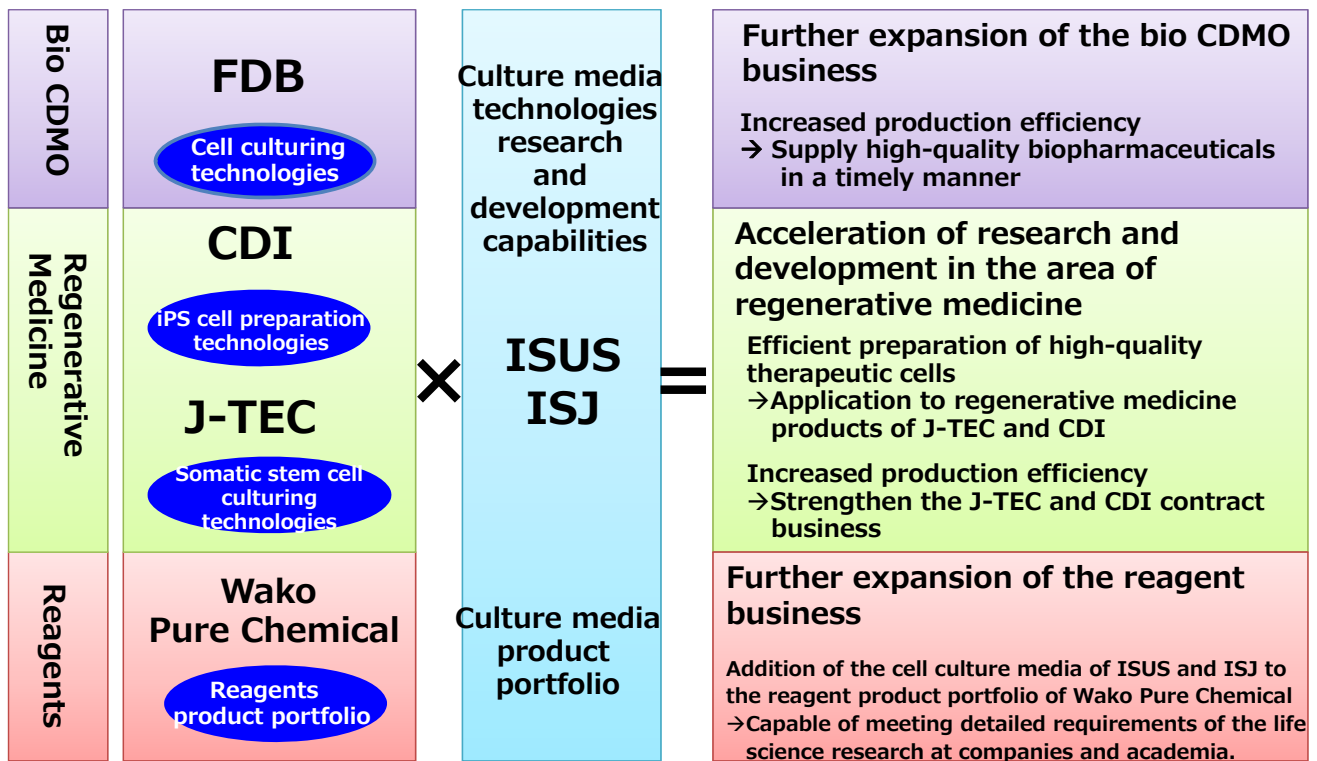
**(1) Acceleration of the growth of the cell culture media business**

**(2) Maximization of synergies in the bio CDMO, regenerative medicine, and reagent businesses**

## Aim of Acquisition (1): Acceleration of the growth of the culture media business



## Aim of Acquisition (2): Maximization of Group Synergies



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## Establishment of a New US Marketing Site

**Establishment of a new marketing site for products and services that support the research and development / manufacturing of new drugs by clients**

- **Location:** Boston, U.S.A
- **Opening:** First half of fiscal year ending March 2019
- **Business activities:** Contract development and contract manufacturing services of biopharmaceutical medicine, marketing of iPS cells for drug discovery, culture media, etc.

**By utilizing this site, the company will use the combined strengths of the FUJIFILM Group to respond to the evolving needs of pharmaceutical manufacturers, bioventures, academia, etc.**

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# Overview of this Acquisition

**1. Acquisition Amount: About US\$800 million**

**2. Schedule:**

**March 29: Sign stock purchase agreement**

**Expected in May-June: Acquire all shares of  
ISUS and ISJ**

\* This will not impact the fiscal year ending March 2018 consolidated performance. With regards to the impact this will have on the fiscal year ending March 2019 (next fiscal year) consolidated performance, the company will give notice as soon as the details have been finalized.

**FUJIFILM**  
Value from Innovation