44th Annual J.P. Morgan Healthcare Conference

Partners for Life

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January 13, 2026

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.

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FUJIFILM Strong & Resilient History

FUJIFILM
Value from Innovation

Fujifilm strong & resilient history forms our solid foundation

History of technology, innovation, zero defect manufacturing, & quality

More than 50,000 patents across the organization to change the world.

Strong data science background and AI

Bringing years of expertise from precision manufacturing and imaging excellence into life science.

FUJIFILM Group's Purpose: Giving our world more smiles

To bring diverse ideas, unique capabilities, and extraordinary people together

Healthcare since 1936

Healthcare is part of our foundation.

- **1934 established** Over 90 years of history
- **72,593** Employees
- **169** Countries served
- **$21.0 Bn** Global Revenue (Avg rate of FY24 basis)
- **270** Companies Worldwide
- **$6.9 Bn** Healthcare Revenue (Avg rate of FY24 basis)

Journey of Life Sciences Business in Fujifilm Group

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

2020s Growth Period
for Creating New Value

2024- Capex

- Expanding large-scale tank facilities for antibody drugs in **Denmark** and **North Carolina**
- Large facilities for cell therapy drugs in **California** and **Wisconsin**
- Establish **Japan**'s first Bio CDMO site

2022 M&A **Mfg site of Atara Biotherapeutics** ► Cell therapy CDMO
M&A **Shenandoah Biotechnology** ► Cytokine

2010s Verification Period
for Growth Areas

2019 M&A **Biogen(Denmark) Manufacturing** ► Antibody CDMO [Large scale tank]

2018 M&A **Irvine Scientific** ► Cell culture media

2017 M&A **Wako Pure Chemical** ► Cell culture media & Reagents

2015 M&A **Cellular Dynamics International** ► iPS Cell

2014 M&A **Kalon Biotherapeutics** ► Vaccine CDMO

2011 M&A **MSD Biologics/Diosynth** ► Antibody/Recombinant Protein CDMO [Small-Medium scale tank]

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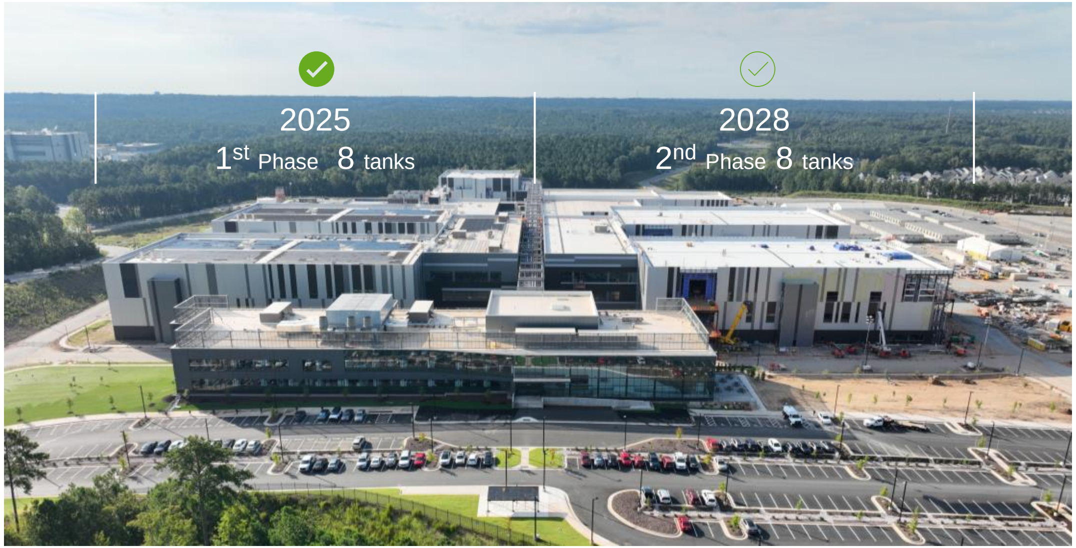
1st Phase

New Large-scale Manufacturing Site in North Carolina Opened



Holly Springs, NC

FUJIFILM

Total capacity

320K L

20K L x 16

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Providing end to end solution as “Partners for Life”

From drug discovery stage by Solutions to scaling-up by CDMO services, we are comprehensive partner from the early stages through to commercial production. As a trusted “Partners for Life”, we contribute to advancing cutting-edge medicines in the world.

Partners for *Life*

- Bio Tech
- Pharmaceutical
- Companies
- Academia

New Drug Discovery → Preclinical Development → Clinical Trials / Scale-up → Authority approval / Launch / Commercial Production → Scale-up / -out by Global Network → Patients

Drug Discovery Solution (Materials)

Cell Culture Medium	Reagent	iPS Cells

CRO
Licensing (LNP)

Drug Discovery Solution
(Service & Licensing)

CDMO Service

Antibody	Recombinant Protein	ADC	mRNA / LNP	Cell / Gene Therapy

Record-breaking Financial Performance in FY2024

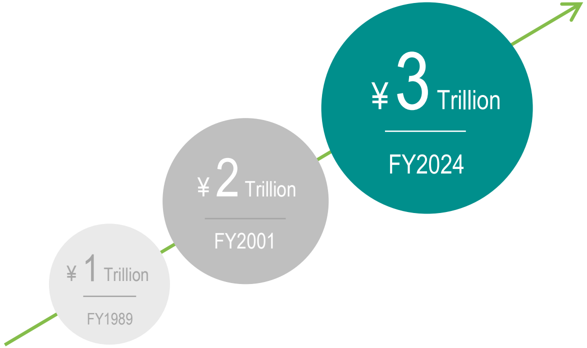
We achieved record-breaking performance in FY2024 driven by our transformative capabilities to create change

Revenue

Record high for 3 consecutive years

3,195.8B

YoY (⬆ +7.9%)

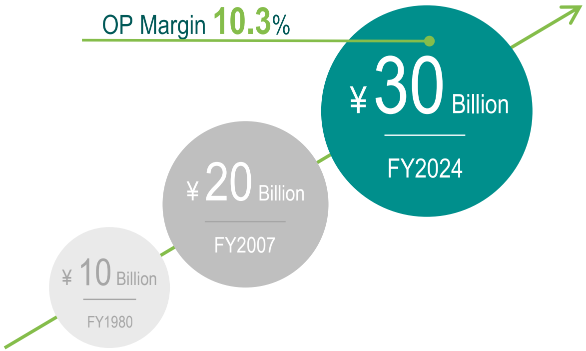


Operating Income

Record high for 4 consecutive years

330.2B

(⬆ +19.3%)



Net income
attributable to FUJIFILM Holdings

Record high for 5 consecutive years

261.0B

(⬆ +7.2%)

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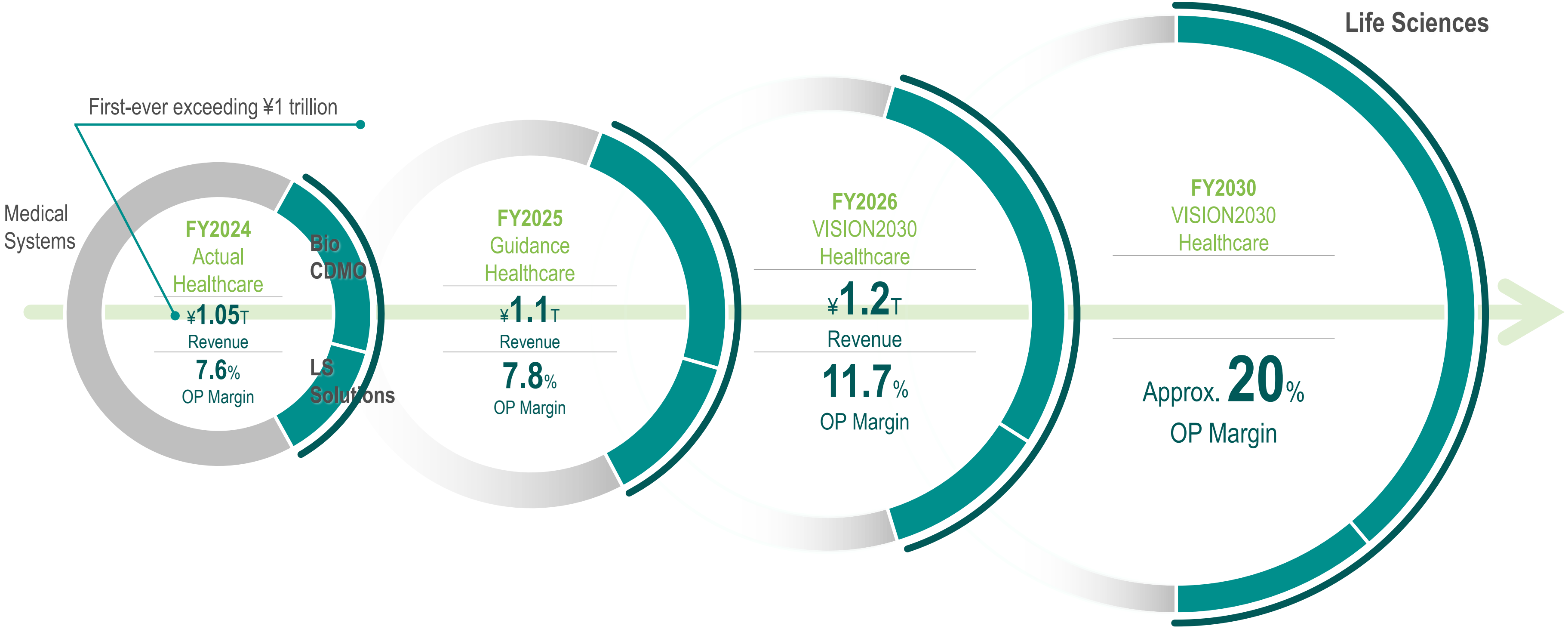
Medium-term Management Plan VISION2030

As a collection of global top-tier businesses, we will change the world step-by-step and generate stakeholder value by strengthening business portfolio management



Achievements in CY2025 and Next Milestones

In the first half of 2025, we achieved a 26% increase in revenue
From 2026 onward, we will continue to expand capacity to meet growing demand

CY2025 | Achievements

Large Scale Facilities

- ✓ 1st Phase expansion (120kL) launching smoothly
  (Success all 8 DS PPQ Campaigns)
- ✓ Grand opening (1st Phase 160kL)
- ✓ New large deals total **over $8 billion**
  (**Johnson&Johnson, Regeneron Pharmaceuticals, argenx**,etc)

Small to Mid- Scale Facilities

- ✓ FDA commercial license approval obtained at Texas site

CY2026 –onwards | Next Milestones

Large Scale Facilities

- ✓ 2nd Phase (160kL)
- ✓ 2nd Phase (160kL)

Total capacity will be **750kL+** by 2028, to be a global top-tier

Small to Mid-Scale Facilities

- ✓ Opening of new facilities
  (5kLx2, 2kLx2 Antibody & End to End ADC)
- ✓ Opening of new facilities
  (5kLx3, 2kLx1 Antibody)

Our “kojoX” enhances scalability, speed and supply chain resilience

Through our own investment, we provide a global manufacturing network with state-of-the-art facilities covering large- to small-scale production and uniform processes

kojoX™
Supply agility through modular approaches

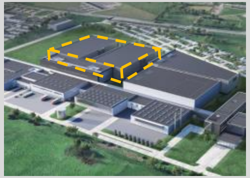
Resilience
- Geographic diversity of supply
- Standardized processes across locations

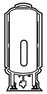
Speed
- Reduced tech-transfer time
- Faster regulatory processes

Scalability
- Rapid facility expansion, modular design
- Efficient scale-up & scale-out

Large Scale (20,000L)

Hillerød, Denmark



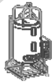


20,000 L

Holly Springs, NC, USA

Mid/Small Scale (-5,000L)

Billingham, UK



5,000 L

2,000 L

Toyama, Japan

Quality Control

IT System

Experienced Human Resource

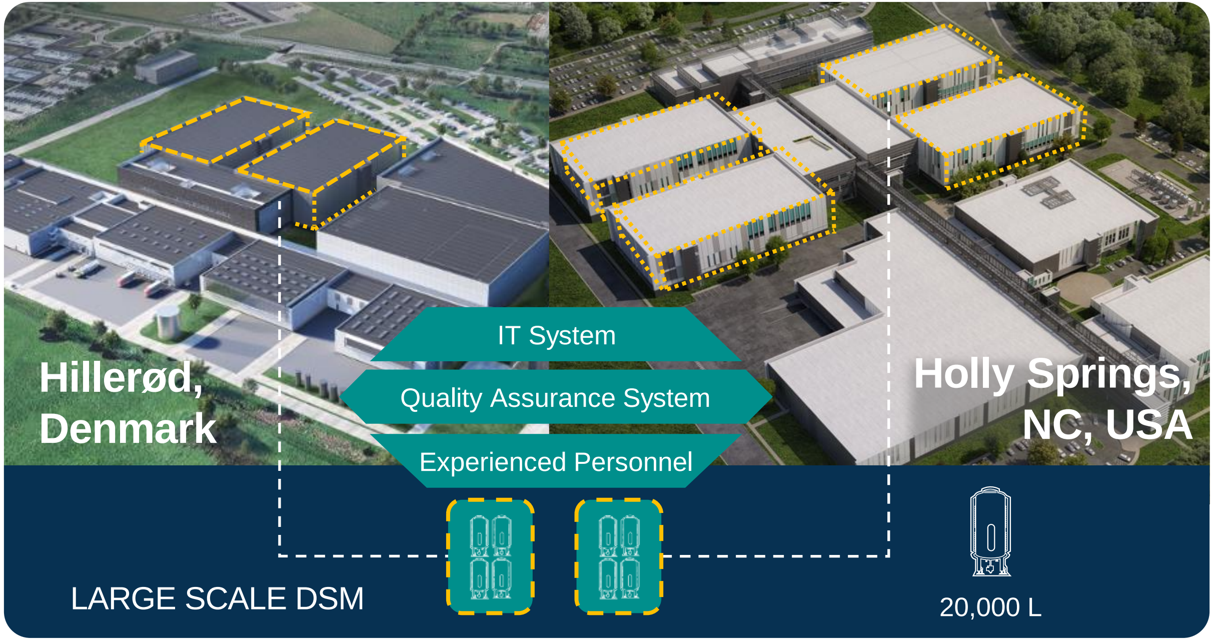
Standardize processes and **Leverage resources** across the sites

“kojoX” in Large-scale facilities

kojoX™
Supply agility through modular approaches

is efficient
facility design
through **modularity**

Network Capacity



Our modularity approach increases exponentially, building capacity at unprecedented speed

Hillerød		Holly Springs		Hillerød		Holly Springs
12 tanks	model 60% →	8 tanks	reuse 90% →	8 tanks	reuse 90% →	8 tanks
240K L		**+160K L**		**+160K L**		**+160K L**

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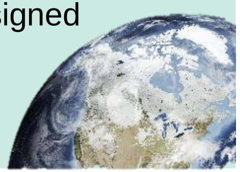
Our Value Offering in new North Carolina facilities

320K L
in DS Capacity
by 2028

~1.6M Sq Ft

One of largest end-to-end cell culture CDMO facility in North America, designed with sustainability at its core



Located in the **5th** largest life science hub in the country

Targeting for **Gold LEED certification** for full campus by end of 2025 – first globally

>700+
Highly skilled workers
With plans to reach 1300 in 2028

Strong Partnerships with local high schools, community colleges and universities
to creating talent pipeline for long term

Secured over the long term through large-scale contracts.

- **Regeneron Pharmaceuticals**
- **Johnson & Johnson**
- **argenx**

and others

An investment of
$3.2bn

100%
Clean Energy Utilization

Capacity already occupied
75%(12 out of 16 tanks)

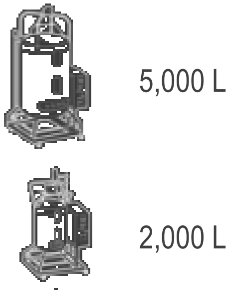
“kojoX” in Small to mid- scale facilities

The new facilities, equipped with 5,000L and 2,000L single-use bioreactors for antibody drug substance production, will be opened in the UK and Japan

UK site

- New facility which have 5,000L and 2,000L single-use bioreactor for antibody drug substance production will start operation in 2026

kojoX



IT System

Quality Assurance System

Experienced personnel

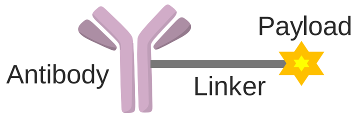
Japan Site (Toyama)

- New facility for antibody drug substances, from API production to formulation and packaging as well as integrated manufacturing of ADCs (API production, conjugation to freeze-dried drug) will start operation in 2027

Deployment of End-to-End ADC Services GMP Ready in 2027

Provide End-to-End services, Antibody & API production, Conjugation Reactions and Formulation
Leveraging FUJIFILM's strength Synthetic Chemistry, Analytical Technologies, and Process Engineering

ADC
(Antibody Drug Conjugate)



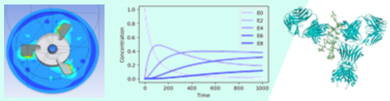
Integrating Fujifilm Group's Unique Technologies

Antibody Production
[Biology/Gene Engineering]

Conjugation Technology
[Synthetic Chemistry & Analysis]

Homogenizing the DAR distribution

Process Development
[AI/DX & Process Engineering]



Optimization of Cell-Culture-Process
Reaction/Flow scale-up Simulation

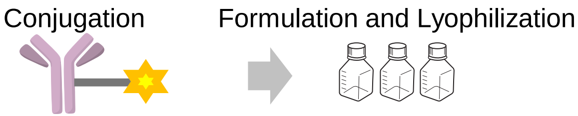
Linker Payload Manufacturing
HPAPI Containment Expertise
Small Molecule Expertise

Formulation and Lyophilization
Formulation Screening expertise
Lyophilized formulation expertise

Provide End-to-End Manufacturing

Manufacturing at
FUJIFILM Toyama Chemical

Manufacturing at
FUJIFILM Wako Pure Chemical



at **FUJIFILM Toyama Chemical**
Highly Pharmacologically Active Substances
(up to Category 6 payloads)

Transformative Innovation and Technology Advancements

In addition to our in-house technologies for the development of 'Cell' 'Process' and 'Culture Media,' DX/AI to transform R&D improving the quality, productivity of next-gen biopharmaceuticals in high speed

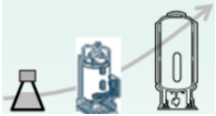
"Process" Technologies for Consistent Quality Manufacturing

Achieving with Scale-up/down and Sensing

[Scale-up/down]
Ensure Quality & Productivity from Lab to manufacturing

+

[Sensing]
Consistent manufacturing by Real-Time Process monitoring



Design "Cell Line" to determine Productivity

Improve cell productivity by genome modification technology

Process

Cell

Cell culture media

DX/AI

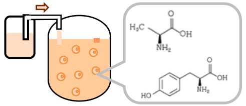
Leveraging AI technology from Other businesses, e.g. imaging and medical

Design "Cell Culture Media" to maximize Cell Function

Optimize nutrient concentration by formulation expertise and precision analysis

Accumulated Know-how of Cell Culture Media

+



Precise Analysis of Bio Processing

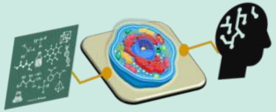
"Acceleration" by DX/AI

Shorten process development leadtime & Early identification of Optimal Conditions

Learning large PD Data → Shorten development lead times

AI replicates cellular behavior → Optimize production condition

Metabolic Data (Wet)



Machine Learning (Dry)

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Giving Our World More Smiles

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