



41st Annual J.P. Morgan Healthcare Conference

## **NEVER STOP** Innovating For a Healthier World

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President & CEO  
FUJIFILM Holdings Corporation  
January 10, 2023

**NEVER  
STOP**

**FUJIFILM**  
Value from Innovation

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## Forward-looking statements

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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 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.

### Corporate Slogan

**Value from Innovation**

Fujifilm has been evolving and transforming for more than 80 years. We will NEVER STOP innovating to improve the quality of healthcare.

## FUJIFILM Holdings Group total



**75,474**

Employees as of March 31, 2022



**169**

Countries served



**¥229.7 billion**

Operating income (FY2021) OPM9.1%



**53,894**

Number of patents owned



**¥ 364.5 billion**

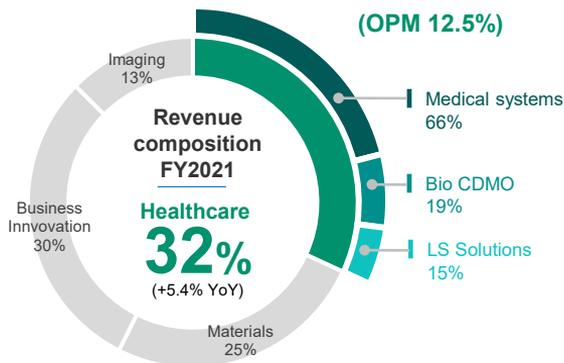
Growth investment (R&D)Capex FY2021)

## Revenue by Segment

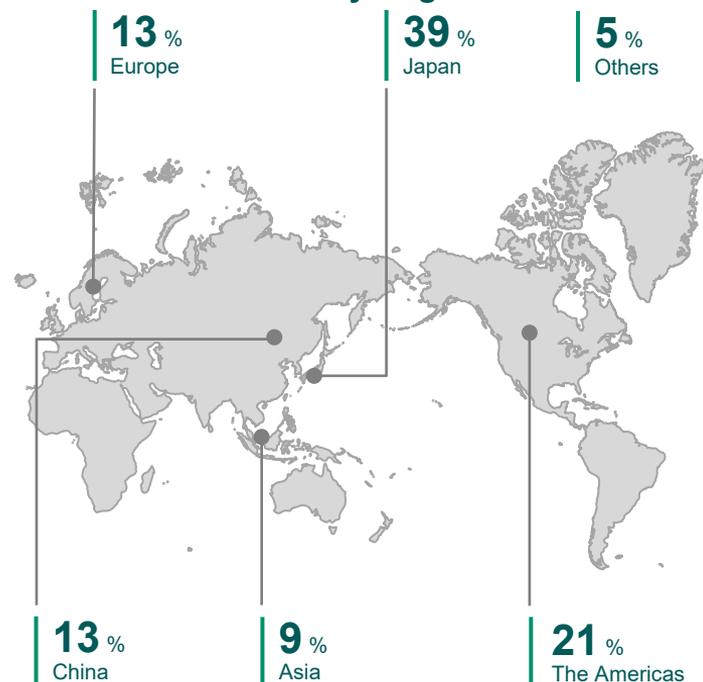
**¥2,525.8 billion**  
(\$ 22.4 billion)

### Healthcare

**¥801.7 billion**  
(\$7.1 billion)  
(OPM 12.5%)



## Revenue by Region



\*FY2021 Foreign Exchange(FX) assumption (Actual): US\$ = JPY 113

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

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.

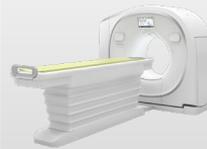
## Prevention

- Bulk Drug Substance for Vaccine
- Functional Cosmetics
- Supplements



## Diagnosis

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



## Treatment

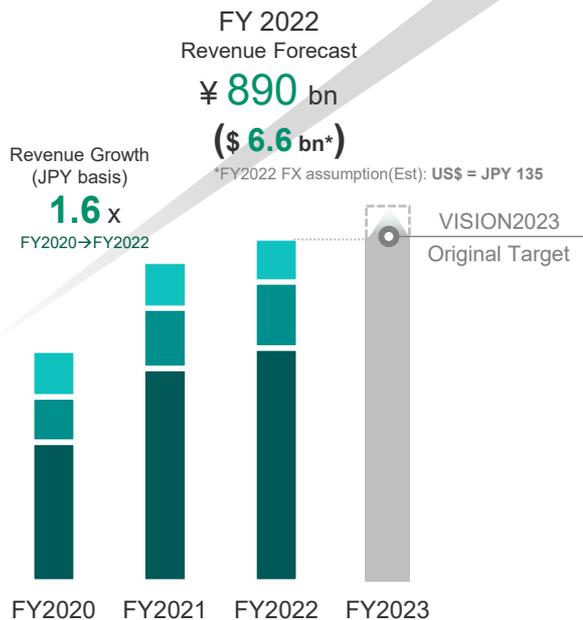
- Bio CDMO
- Cell/Gene Therapy
- Cell Culture Media
- Pharmaceuticals
- Small-molecule CDMO



# Sustainable Growth Toward 2030

Revenue Growth  
(JPY basis)

**2.0 X**  
FY2022→FY2030



VISION2023

LS solutions

Life science  
Pharmaceuticals  
Consumer healthcare

← P16

BioCDMO

← P10

Medical systems ← P7

FY2030

FUJIFILM aims to be the world's leading  
“total healthcare company”

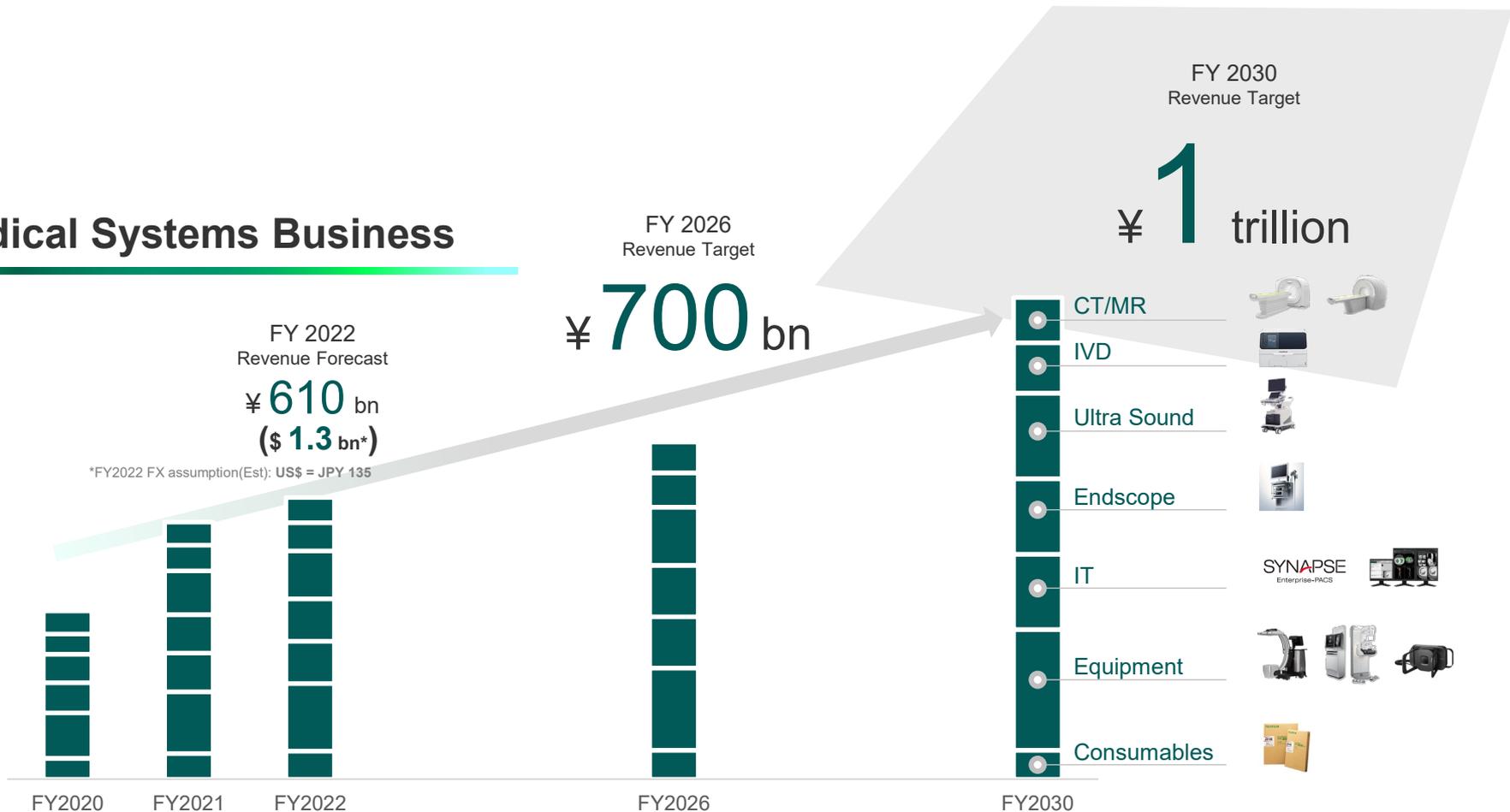
¥ **1.75** trillion

Healthcare Revenue  
in FY2030

50% of Total Revenue(¥3.5T)

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

# Medical Systems Business



FY2020

FY2021

FY2022

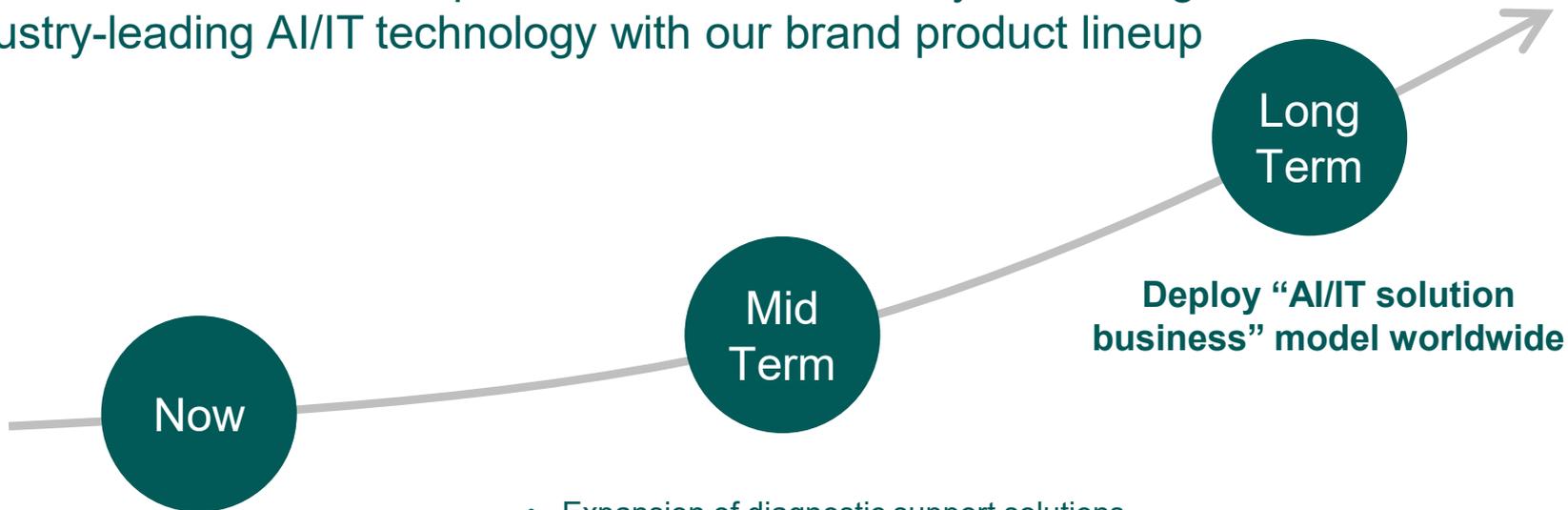
FY2026

FY2030

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

## Strategic Roadmap for Medical Systems Business

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



Now

Mid  
Term

Long  
Term

Deploy "AI/IT solution  
business" model worldwide

- Created synergies with FUJIFILM Healthcare\*<sup>1</sup>
- Deployed AI technology-based products in 83 countries around the world
- Global entry into the digital pathology market

- Expansion of diagnostic support solutions in the endoscopy business
- Oversea expansion in the IVD\*<sup>2</sup> business
- Expand SYNAPSE\*<sup>3</sup> imaging line by integration of pathology images/data with a health institute's electronic record

\*1: The entity taking over diagnostic imaging business of Hitachi, Ltd.

\*2 : IVD: In-vitro Diagnostics

\*3 : Picture Archiving Communication Systems (PACS)

# Business Strategy for Medical Systems

Improve medical accessibility by providing all countries with AI technologies “REiLI”,  
Picture Archiving Communication Systems (PACS) “SYNAPSE”, and a comprehensive product.



**Diagnostic X-ray Imaging**



**Ultrasound Systems**



**SYNAPSE<sup>®</sup> PACS**  
**World's Top Market Share**  
(\*Signify Research report)



**REiLI**  
**AI technology brand**  
**launched in 2018**



**CT & MRI**



**Endoscopy**

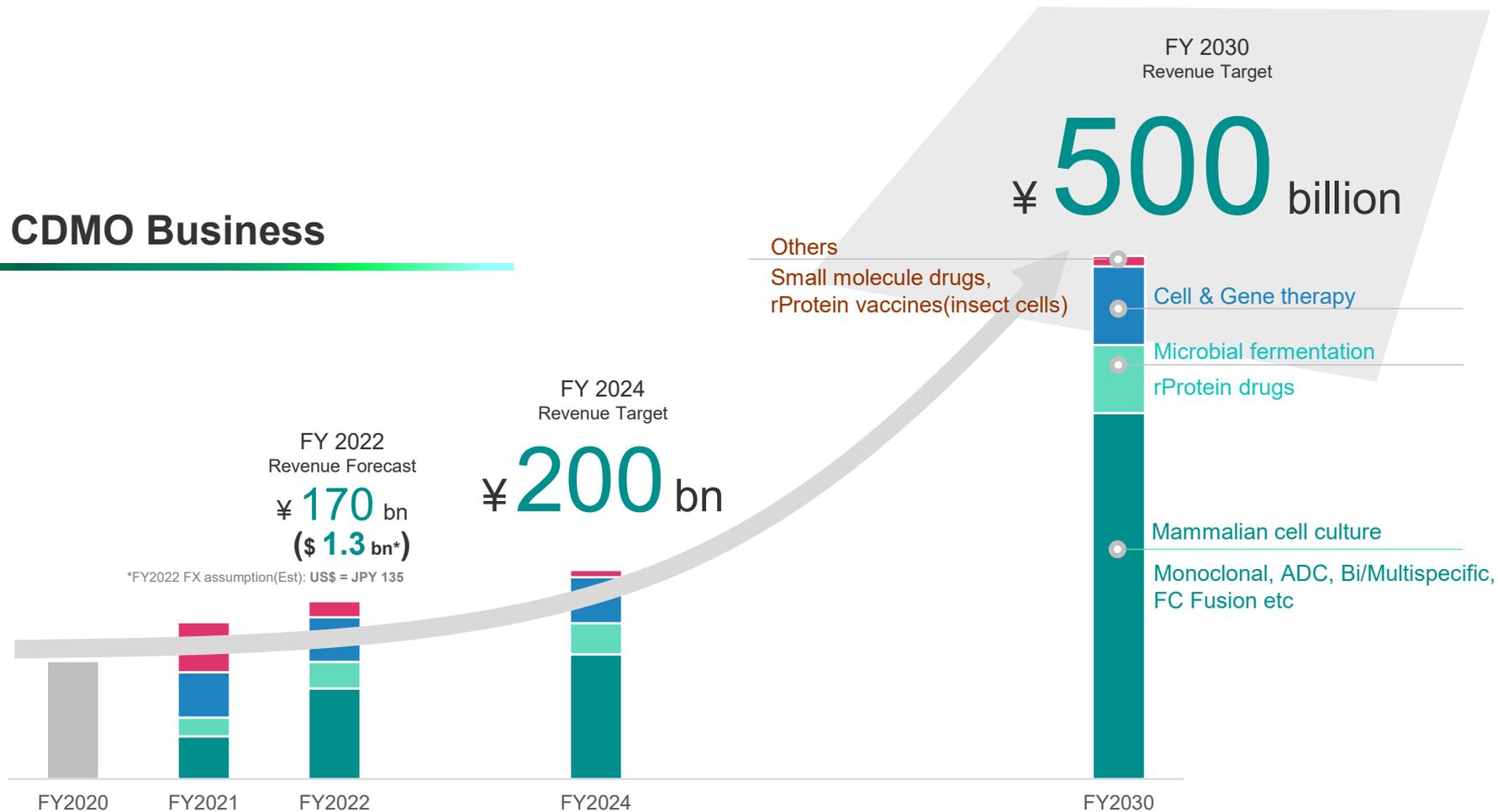


**IVD (In-Vitro Diagnostics)**



The number of countries introducing our AI-driven medical products and services

# Bio CDMO Business



\*FY2022 FX assumption(Est): US\$ = JPY 135

FY2020

FY2021

FY2022

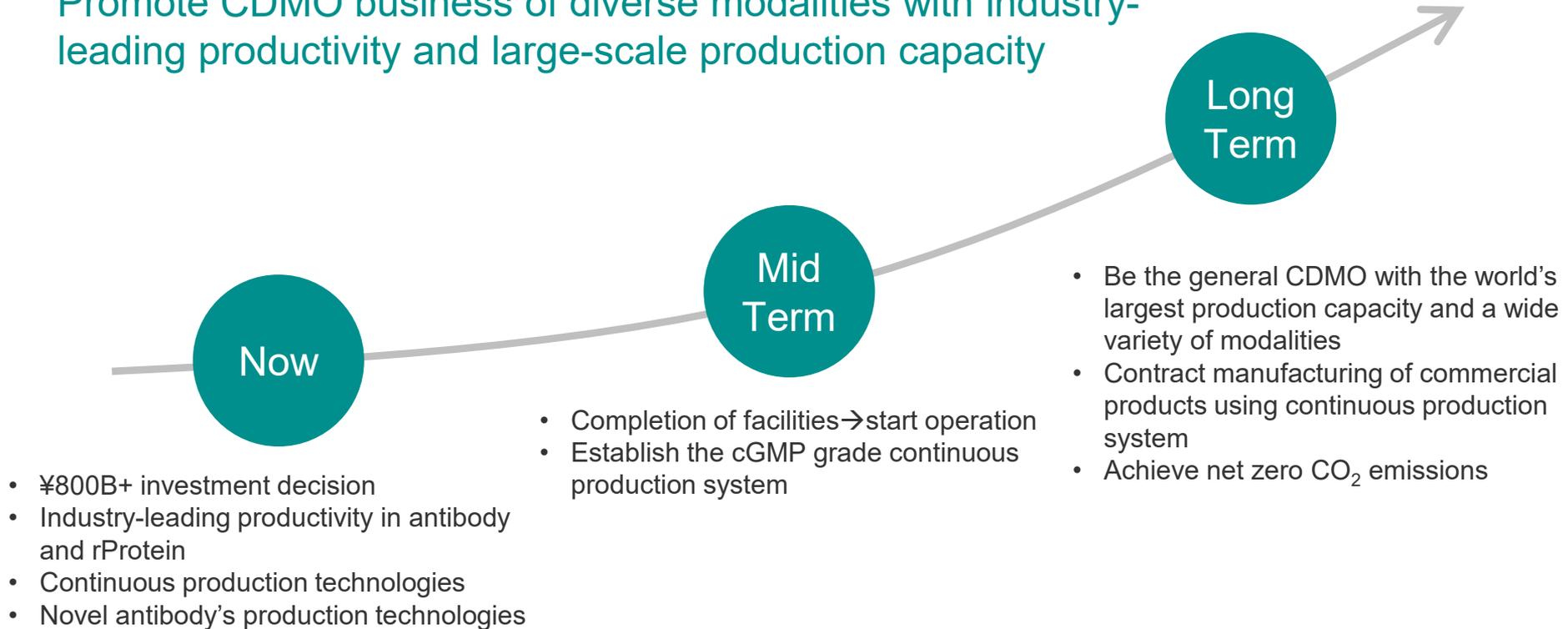
FY2024

FY2030

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

## Strategic Roadmap for Bio CDMO Business

Promote CDMO business of diverse modalities with industry-leading productivity and large-scale production capacity



# Global Footprint of our Bio CDMO Business

Offering end to end services from small-to-large scale bulk drug substance production to fill-finish and final packing.

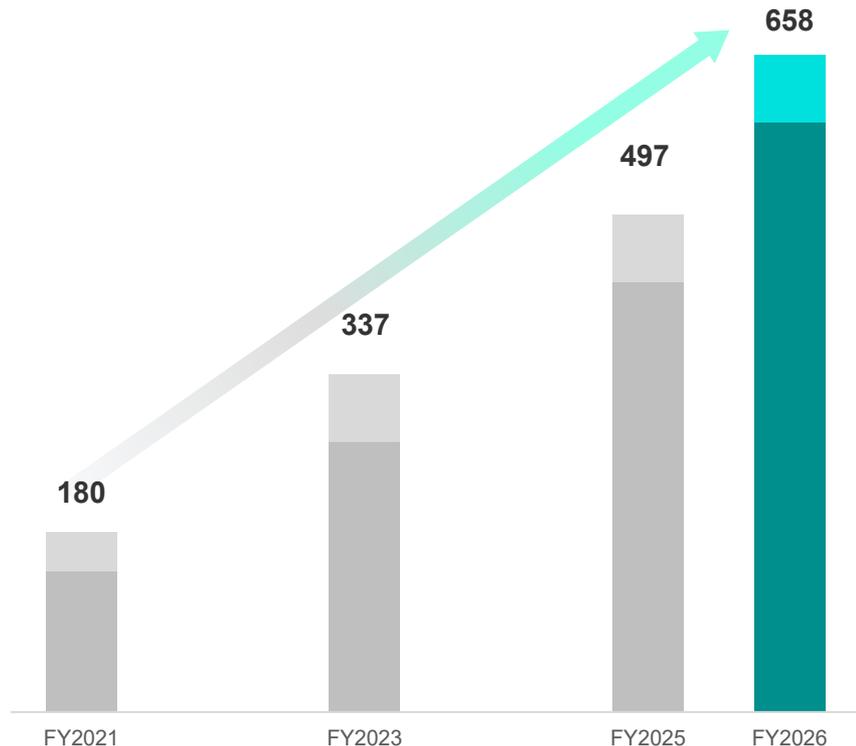
As of Jan,2023 (w/o Small molecule)	EU		U.S.A				Japan	
	Billingham U.K.	Hillerød Denmark	Boston MA	RTP NC	Holly Springs NC	College Station TX	Thousand Oaks CA	
Services					TBO2025			TBO2026
Antibodies	●	●		●	●	●	●	
Recombinant protein	●			●				
Cell/Gene therapies	●		●			●	●	
Vaccines	●			●		●	●	
Formulation		●			●	●	●	
Assembly, Labeling & Packaging		●			●		●	



# Manufacturing Capacity Expansion Plan

Large investments will be made for each modality

Plans are to further accelerate growth to achieve a revenue of ¥500 billion in FY2030

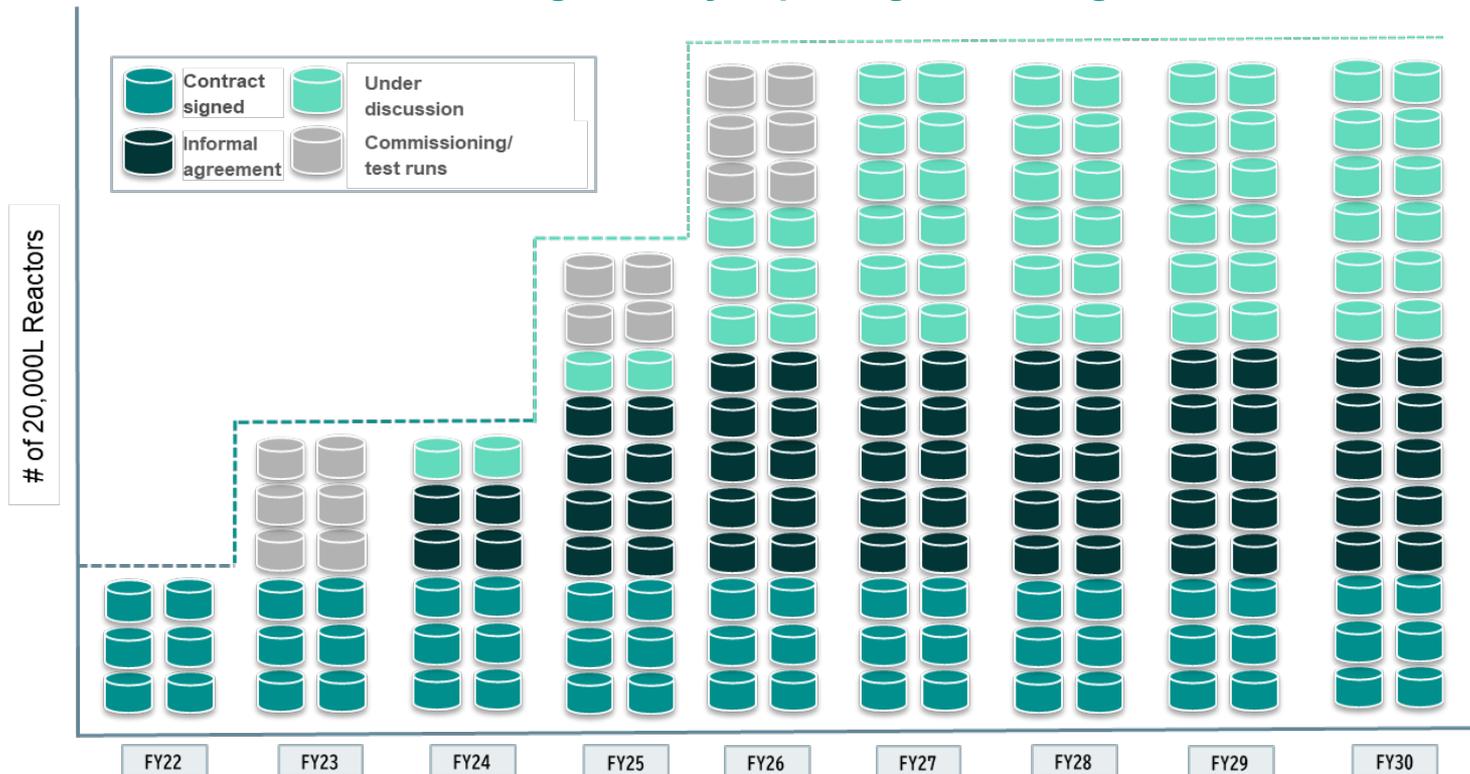


- Microbial fermentation** 1.5x  
 Continue investment in response to market demand
- Gene/Cell Therapy** 4.0x  
**Gene Therapy**  
 Concentrate on resolving market issues:  
 complex, unscalable and costly mfg processes  
**Cell Therapy**  
 Focus on allogenic cell therapy and develop production technologies

- Mammalian cell culture (Antibody)** 4.2x  
  - Investment in Europe, U.S and Japan.
  - “Batch production” and “Continuous production”.

# Capacity Expansion and Commercial Activity

Carrying out commercial negotiations for starting up operations of large-scale facilities.  
Will ensure our business growth by capturing this strong market demand



# Fully-integrated Continuous-production System “MaruX™”

Fujifilm will continue promoting its Bio-CDMO business, utilizing its strength both in the advanced continuous production and the conventional batch production



## FY2019

Developed fundamental technologies for continuous production (done)



## FY2020

Installed a production-scale bioreactor and purification units in UK, to prove if they are ready for future GMP production (done)

Acquisition of PoC data



FY2021



## FY2022

- Start development of 2,000L scale culture
- Already applied for 2,000L scale purification



## FY2023

GMP-grade 500L bioreactor to be ready for operation in UK.



FY2024



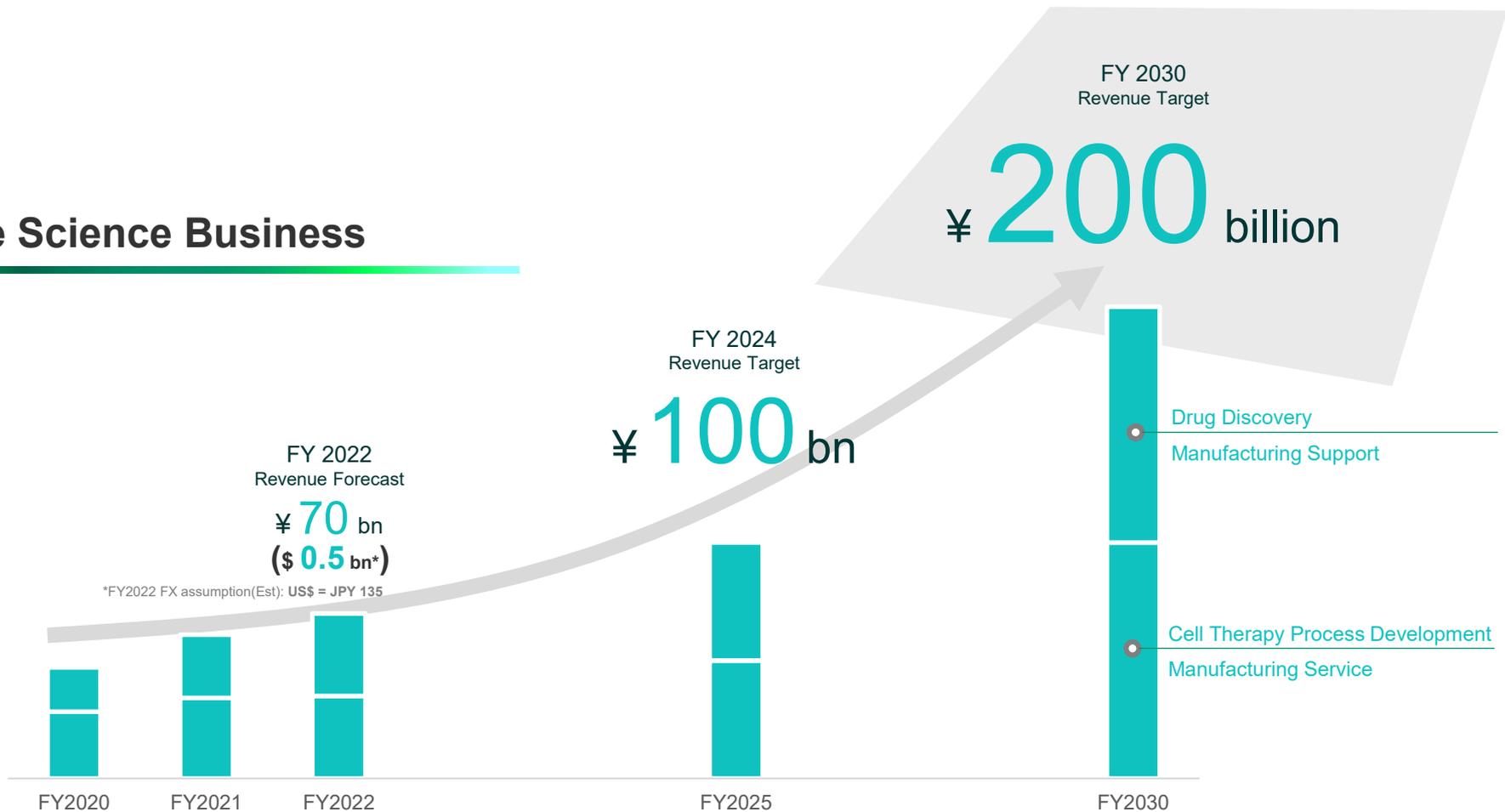
FY2025



## FY2026

GMP-grade 500L bioreactor to be ready for operation in US.

# Life Science Business



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

# Life Sciences Business Snapshot

Drug Discovery & Manufacturing Support

Cell Therapy Process Development & Manufacturing Service

Fujifilm's expertise in the life sciences supports drug development from early phase research through to commercialization



15%

Global Market share for BioProduction culture

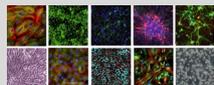


800k items

The number of items of chemical reagents  
No.1 share in Japan



iPSC PLATFORM



Global share in iPSC products

+25%

Revenue CAGR in FY18-FY25



¥60B+

Revenue (FY2021)



Global Network

of sales and support operations across the United States, European Union, and Asia



Strategic alliance

Cell Therapy PD&Mfg Service

\*PD & Mfg: Process development and manufacturing



## Strategic Roadmap for Life Science Business

Accelerate global business expansion with a broad lineup of products and comprehensive proposal capabilities, covering not only culture media but also cells and reagents

Now

- Strategic R&D alliance with partners to accelerate the iPS cell therapy
- Established the global production structure for culture media in Japan, US and Europe

Mid Term

- Line-up expansion of culture media and iPS cells along with Capex to increase capacity
- Expansion of royalties-income –type of business by “Grant of IP license for iPS cells related”

Long Term

- The world's top market share in culture media
- Expansion of Cell therapy PD & Mfg\* Service business utilizing iPS cell technology and know-how

\*PD & Mfg: Process development and manufacturing

# Strategic Investment for Cell Culture Media | iPS Cells

## iPS cells

Madison, WI



Innovation Facility for Advanced Cell Therapy

New

[TBO FY2025]  
**iPS cells**

Madison, WI



## Culture Media

Irvine, California



New

[TBO FY2027]  
**Culture Media**

RTP, NC



Other sites for Culture media



### Manufacturing Capacity Expansion (Global basis)

Culture media  
Dry powder

**1.4x**

vs Curt.  
w/ Europe & Japan site

Culture media  
Liquid

**2.4x**

vs Curt.  
w/ Europe & Japan site

iPS cells  
GMP/Non-GMP

**2.0x**

vs Curt.

A person is running away from the camera on a dirt path that winds through a dry, grassy landscape. In the background, there are mountains under a clear blue sky. The sun is low on the horizon, creating a bright glow and lens flare effects. The overall mood is one of perseverance and achievement.

# NEVER STOP

Achieving Continual Growth