

40th Annual J.P. Morgan  
Healthcare Conference

# Fujifilm's Healthcare Business Strategy

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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.





# Fujifilm Group 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.**

## Bio CDMO and Consumer Healthcare Businesses

## Medical Systems Business

## Bio CDMO, Life Science and Pharmaceuticals Businesses

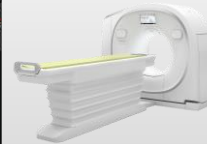
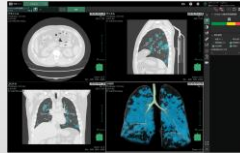
### Prevention

- Bulk Drug Substance for Vaccine
- Functional Cosmetics
- Supplements



### Diagnosis

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

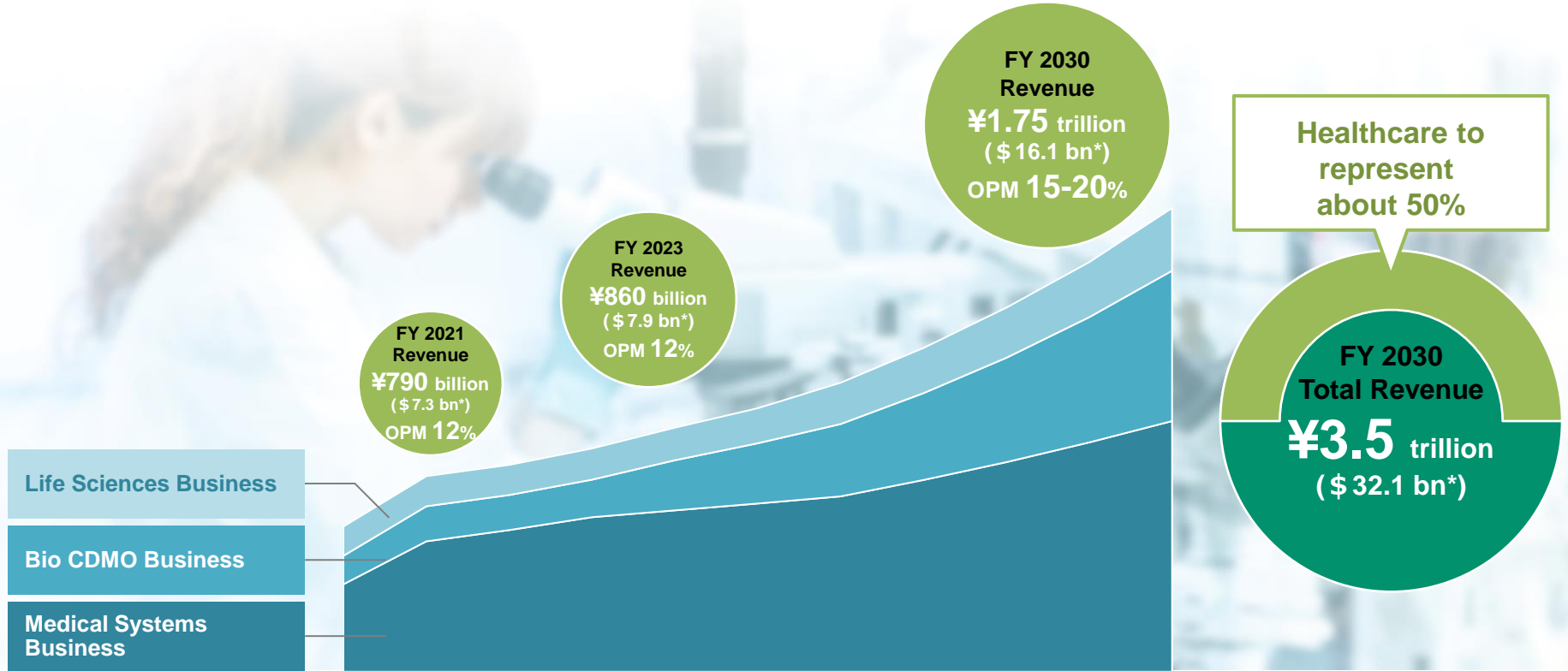


### Treatment

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



# Target Financials for Healthcare Businesses



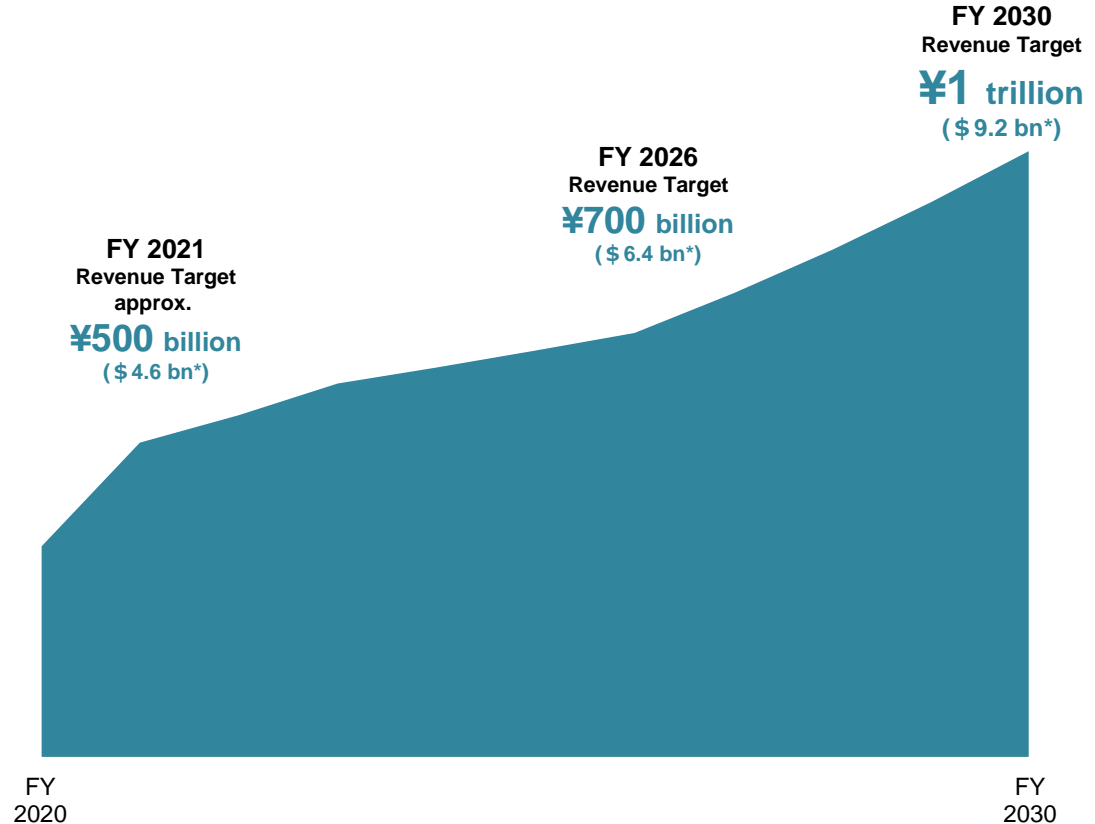
Medium-term Management Plan  
VISION2023

Toward  
Sustainable Growth

\*109 yen / USD



## Medical Systems Business



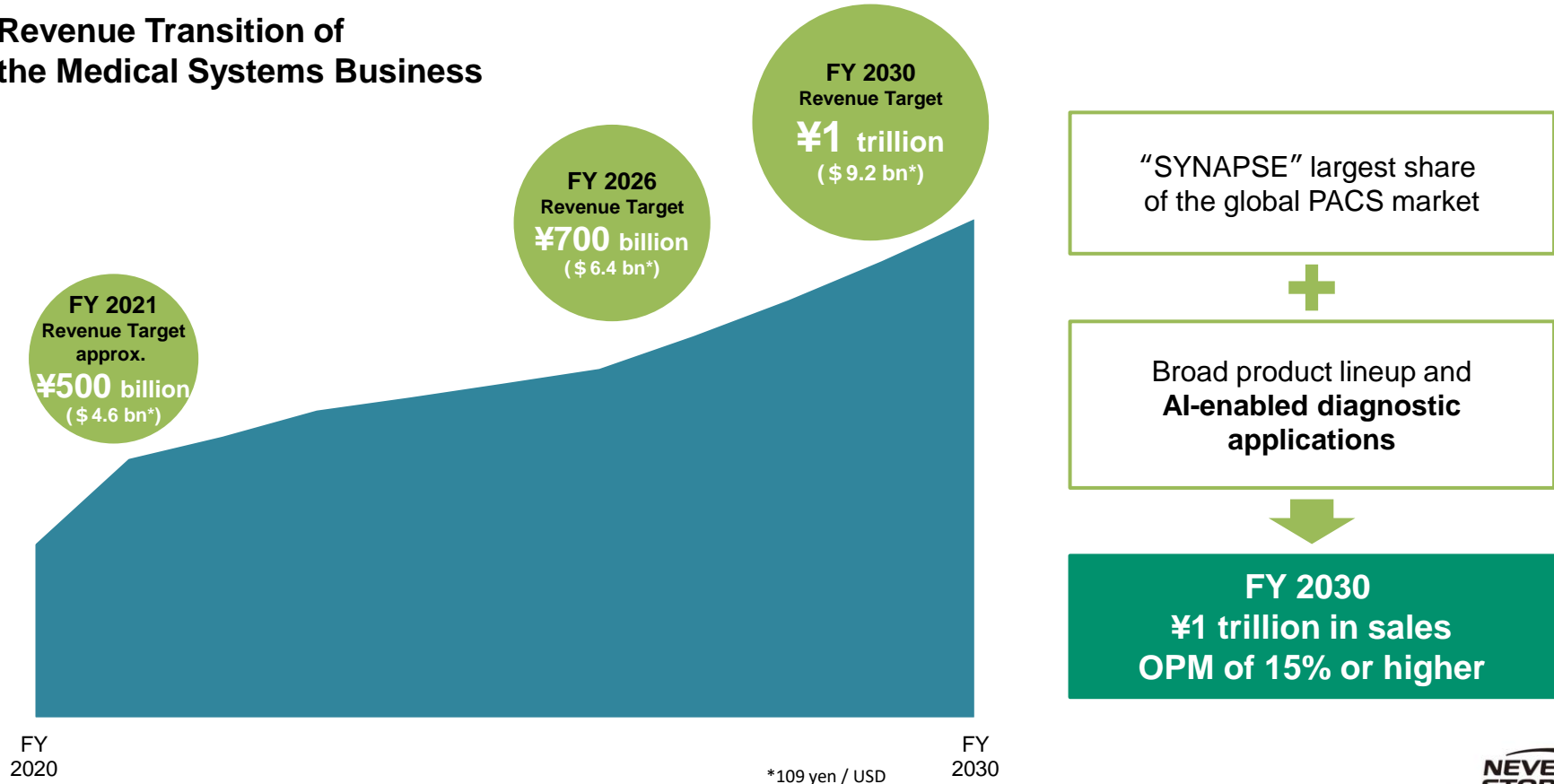
FY 2020

FY 2030

\*109 yen / USD



## Revenue Transition of the Medical Systems Business



## Creating new value by applying AI & IT to all modalities



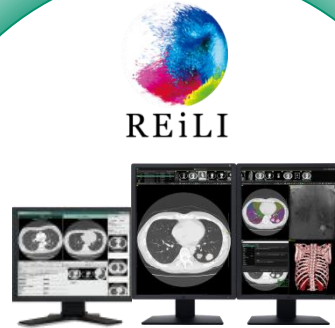
Diagnostic X-ray Imaging



CT & MRI



Ultrasound Systems



Medical IT



Endoscopy



IVD (In-Vitro Diagnostics)



# Japanese-style Medical Exam Services Global Expansion



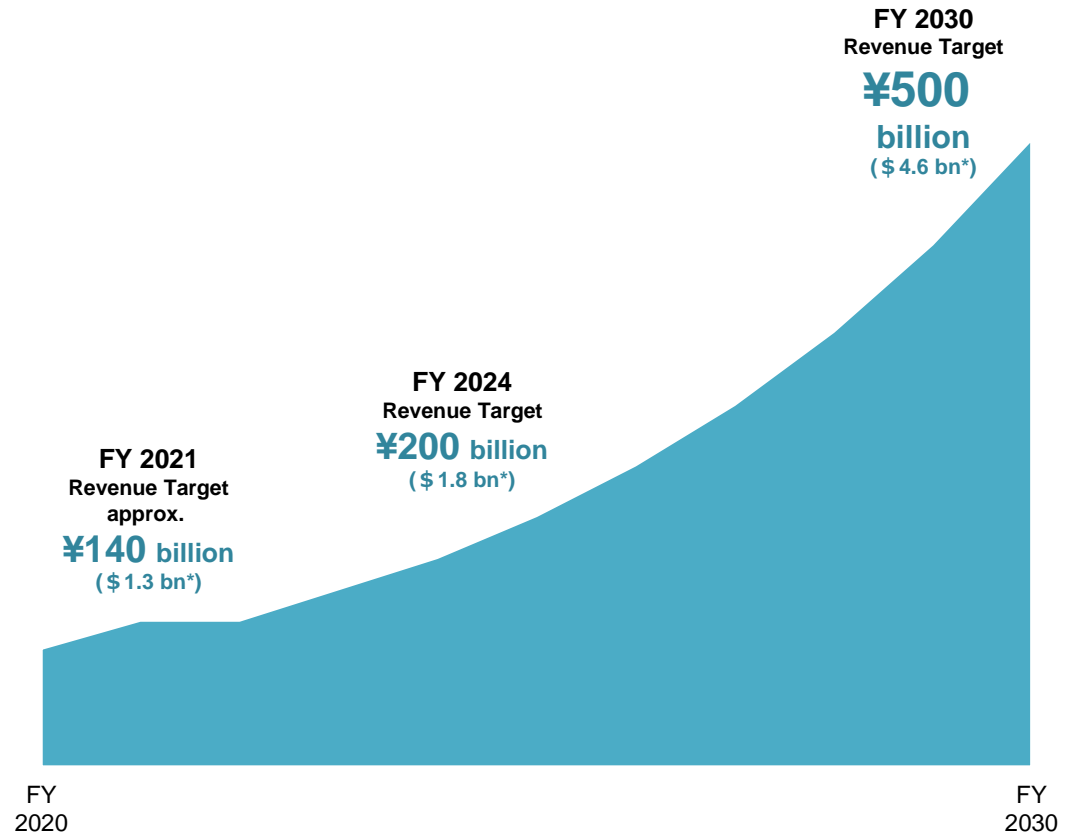


# Japanese-style Medical Exam Services Global Expansion



**Provide high quality health checkup services by expanding NURA in various locations**

## Bio CDMO Business



FY  
2020

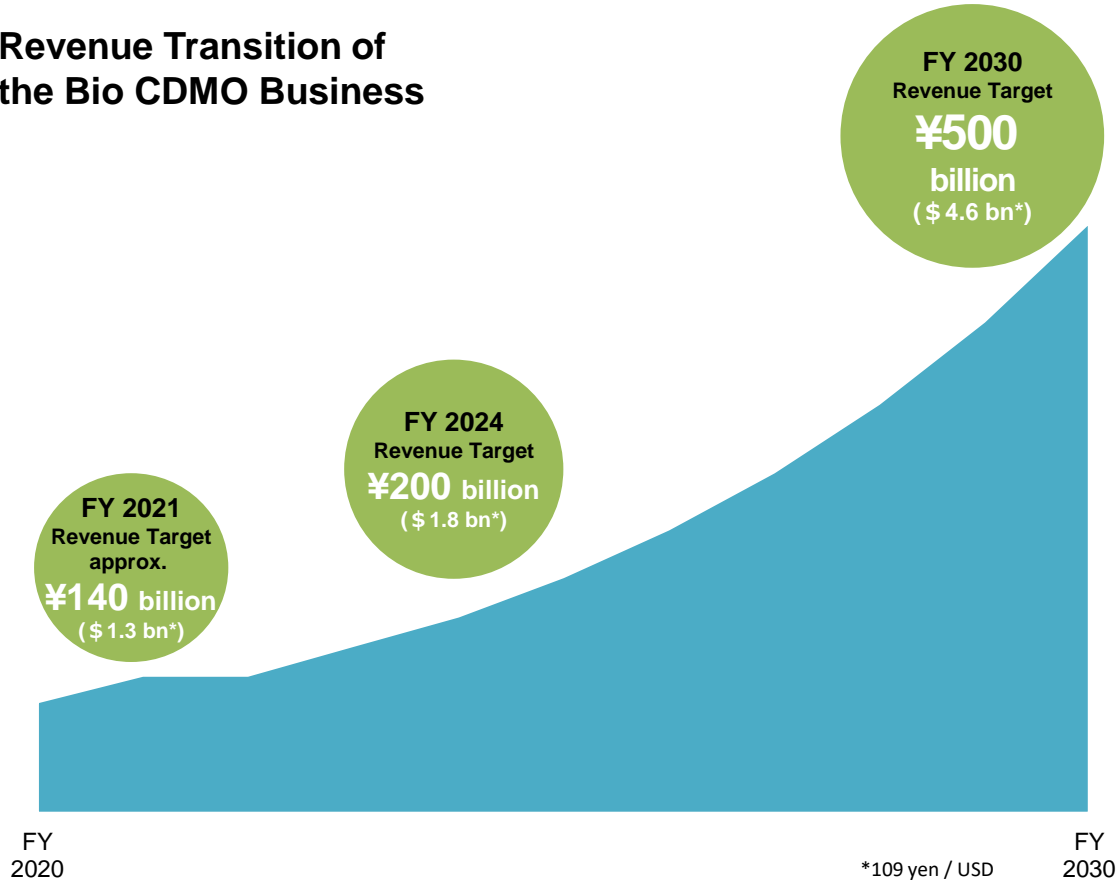
FY  
2030

\*109 yen / USD

**NEVER  
STOP**

# Bio CDMO Business, Our Key Growth Driver

## Revenue Transition of the Bio CDMO Business



Rapid Growth of the Bio-CDMO Market (CAGR 10%+)



- ✓ Aggressive Capital Investment and M&A
- ✓ Industry-leading production efficiency



**FY 2030**  
Sales of ¥500 billion

# Global Footprint of our Bio CDMO Business

\*1 To be operational in Spring 2025

	Billingham U.K.	North Carolina, U.S.A.	Texas U.S.A.	Hillerød, Denmark	Boston, U.S.A.	North Carolina, U.S.A.* <sup>1</sup>
<b>Services</b>						
Antibodies (Mammalian cell culture)	●	●	●	●		●
Recombinant proteins (Microbial fermentation)	●	●				
Gene therapeutics	●		●		●	
Vaccines	●	●	●			
Drug products			●	●		●
Assembly, Labeling & Packaging				●		●

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



# Global Footprint of our Bio CDMO Business

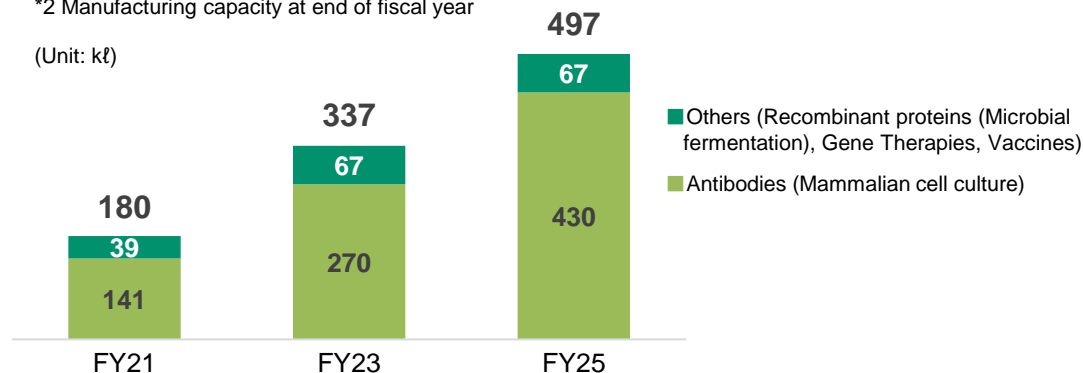
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	Billingham U.K.	North Carolina, U.S.A.	Texas U.S.A.	Hillerød, Denmark	Boston, U.S.A.	North Carolina, U.S.A.*1
<b>Services</b>						
Antibodies (Mammalian cell culture)	●	●	●	●		●
Recombinant proteins (Microbial fermentation)	●	●				
Gene therapeutics	●		●		●	
Vaccines	●	●	●			
Drug products			●	●		●
Assembly, Labeling & Packaging				●		●

## Manufacturing capacity expansion plan\*2

\*2 Manufacturing capacity at end of fiscal year

(Unit: kℓ)



# Fully-integrated Continuous-production System



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 lens flare effect. The overall mood is one of perseverance and achievement.

# NEVER STOP

Achieving Continual Growth

**FUJIFILM**  
Value from Innovation