Fujifilm’s Healthcare Business Strategy

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Teiichi Goto
President & CEO,
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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.
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.
Fujifilm’s Healthcare

Bio CDMO and Consumer Healthcare Businesses
- Bulk Drug Substance for Vaccine
- Functional Cosmetics
- Supplements

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

Bio CDMO, Life Science and Pharmaceuticals Businesses
- Bio CDMO
- Cell Therapy
- Cell Culture Media
- Pharmaceuticals
- Small-molecule CDMO
Target Financials for Healthcare Businesses

FY 2021
Revenue ¥790 billion ($7.3 bn*)
OPM 12%

Vision 2023
Toward Sustainable Growth

FY 2023
Revenue ¥860 billion ($7.9 bn*)
OPM 12%

FY 2030
Revenue ¥1.75 trillion ($16.1 bn*)
OPM 15-20%

FY 2030
Total Revenue ¥3.5 trillion ($32.1 bn*)

Healthcare to represent about 50%

Life Sciences Business
Bio CDMO Business
Medical Systems Business

Medium-term Management Plan
VISION2023

*109 yen / USD
Medical Systems, Strategic Core Business

Medical Systems Business

FY 2021
Revenue Target
approx.
¥500 billion
($4.6 bn*)

FY 2026
Revenue Target
¥700 billion
($6.4 bn*)

FY 2030
Revenue Target
¥1 trillion
($9.2 bn*)

*109 yen / USD
Revenue Transition of the Medical Systems Business

- **FY 2021 Revenue Target**: ¥700 billion (≈ $6.4 bn*)
- **FY 2026 Revenue Target**: ¥1 trillion (≈ $9.2 bn*)
- **FY 2030 Revenue Target**: ¥1 trillion in sales

**“SYNAPSE” largest share of the global PACS market**

- Broad product lineup and AI-enabled diagnostic applications
- OPM of 15% or higher

*109 yen / USD
Business Strategy for Medical Systems Business

Creating new value by applying AI & IT to all modalities

Diagnostic X-ray Imaging

Ultrasound Systems

CT & MRI

Endoscopy

REiLI

Medical IT

IVD (In-Vitro Diagnostics)
リリースから取りましたが、やや解像度が低いので、オリジナルデータをいただけるとありがたいです。
Provide high quality health checkup services by expanding NURA in various locations
Bio CDMO Business, Our Key Growth Driver

Bio CDMO Business

FY 2020
FY 2021
FY 2022
FY 2023
FY 2024
FY 2025
FY 2026
FY 2027
FY 2028
FY 2029
FY 2030

FY 2020

FY 2021
Revenue Target
approx.
¥140 billion
($1.3 bn*)

FY 2024
Revenue Target
¥200 billion
($1.8 bn*)

FY 2025

FY 2026

FY 2027

FY 2028

FY 2029

FY 2030

Revenue Target
¥500 billion
($4.6 bn*)

*109 yen / USD
## Bio CDMO Business, Our Key Growth Driver

### Revenue Transition of the Bio CDMO Business

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY 2021 Revenue Target</th>
<th>FY 2024 Revenue Target</th>
<th>FY 2030 Revenue Target</th>
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</thead>
<tbody>
<tr>
<td>FY 2020</td>
<td>¥140 billion (≈$1.3 bn*)</td>
<td>¥200 billion (≈$1.8 bn*)</td>
<td>¥500 billion (≈$4.6 bn*)</td>
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</tbody>
</table>

- FY 2024 Revenue Target: ¥200 billion (≈$1.8 bn*)
- FY 2030 Revenue Target: ¥500 billion (≈$4.6 bn*)

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

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

Sales of ¥500 billion

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*109 yen / USD
Global Footprint of our Bio CDMO Business

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<tbody>
<tr>
<td>Antibodies (Mammalian cell culture)</td>
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<td>●</td>
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<tr>
<td>Recombinant proteins</td>
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<tr>
<td>(Microbial fermentation)</td>
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<td>Gene therapeutics</td>
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<tr>
<td>Vaccines</td>
<td>●</td>
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<tr>
<td>Drug products</td>
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<td>●</td>
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<tr>
<td>Assembly, Labeling &amp; Packaging</td>
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*1 To be operational in Spring 2025

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

**Manufacturing capacity expansion plan**

*2 Manufacturing capacity at end of fiscal year

(Unit: kt)

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<th>Year</th>
<th>Manufacturing Capacity (kt)</th>
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<tr>
<td>FY21</td>
<td>180</td>
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<tr>
<td></td>
<td>39</td>
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<td>FY23</td>
<td>337</td>
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<td>270</td>
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<td>FY25</td>
<td>497</td>
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<td>67</td>
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<td>430</td>
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- Others (Recombinant proteins (Microbial fermentation), Gene Therapies, Vaccines)
- Antibodies (Mammalian cell culture)
Fully-integrated Continuous-production System
NEVER STOP

Achieving Continual Growth