

Life Sciences Business



Tim Lowery
Senior Officer

Our Life Sciences division delivers differentiated value through specialized CDMO, CRO, and BPM capabilities, built on technological excellence and regulatory credibility.

● Mainstay Product Outline



BPM
Bioprocess materials



CRO
Contract development and manufacturing organization business for pharmaceuticals



CDMO
Contract development and manufacturing of biopharmaceuticals

● Strengths and Awareness of the Business Environment

CDMO capabilities

- End-to-end support from process development to commercial manufacturing
- Proven expertise in mammalian and microbial platforms, including cell line development, process design, and GMP production
- Regulatory-approved facilities with a strong track record in global commercial manufacturing
- Deep scientific understanding enables the development of complex biopharmaceuticals with precision and reliability

The content of this page is based on the results of, and information regarding, the full-year performance in 2024, and therefore includes the IVD, IVDm, and BPM businesses during this time. The IVD and IVDm businesses were transferred to Tokuyama Corporation in October 2025. Similarly, JSR entered an agreement to transfer the BPM business to Merck in October 2025.

CRO business capabilities

- Market leader in oncology drug discovery, powered by the world's largest collection of patient-derived xenograft (PDX) models and advanced organoid platforms
- Integration of experimental data into in-silico (computer) models enhances predictive accuracy and accelerates development timelines

BPM business capabilities

- Leveraging JSR's legacy in materials manufacturing and quality assurance, our IVD and BPM businesses deliver high-value solutions tailored to customer needs

Awareness of the business environment

- Rising demand for medical products driven by aging populations worldwide
- Ongoing advances in personalized medicine transforming treatment paradigms
- Accelerated and more efficient drug development enabled by data and technology
- Rapid and continuous technological innovation across modalities and platforms
- Globalized development with localized manufacturing emerging as a key strategy for speed, cost, and regulatory alignment

● Review and Medium- to Long-term Strategy

Against the backdrop of rapid interest rate hikes implemented by the U.S. Federal Reserve during the first half of FY2022, our biopharmaceutical and biotech

customers faced an industry-wide slowdown, which placed constraints on our ability to expand revenue as initially projected. To address this severe business climate, we sought to optimize the organization and focused on enhancing operational efficiency and maintaining the soundness of the financial base.

Within our CDMO business, we encountered operational challenges—most notably, the ramp-up of a new commercial production facility and enhancements to the raw materials management system. Despite these challenges, we implemented systematic initiatives to enhance workflows, reinforce quality control, and advance cross-functional team collaboration to meet the increasingly sophisticated needs of our customers and tightening regulatory requirements. These measures have strengthened our foundation for supporting sustainable business operations.

As part of our public health activities in Japan, MBL, a Group company, reliably distributed COVID-19 Rapid Antigen Test Kits. Meanwhile, we made notable progress in the fields of technology and product development. In the CDMO business, we successfully developed PUREcoli, an innovative technology that enhances the productivity of microbial manufacturing. In the CRO business, in addition to the existing patient-derived xenograft (PDX) library, we augmented our in vitro platforms, including organoid models and the ex vivo patient tissue platform (EVPT). In our BPM business, we provided new solutions to the market, including the launch of Amsphere A+ a high-performance Protein A chromatography resin.

In summary, we reinforced our operational structure, innovated critical technologies, and realized new product launches while overcoming headwinds in the external environment. We feel that these achievements bolstered the competitiveness of our Life Sciences Business and will serve as key drivers of sustainable growth in the next medium-term management plan.