

Restoring Competitiveness through Innovation Growth

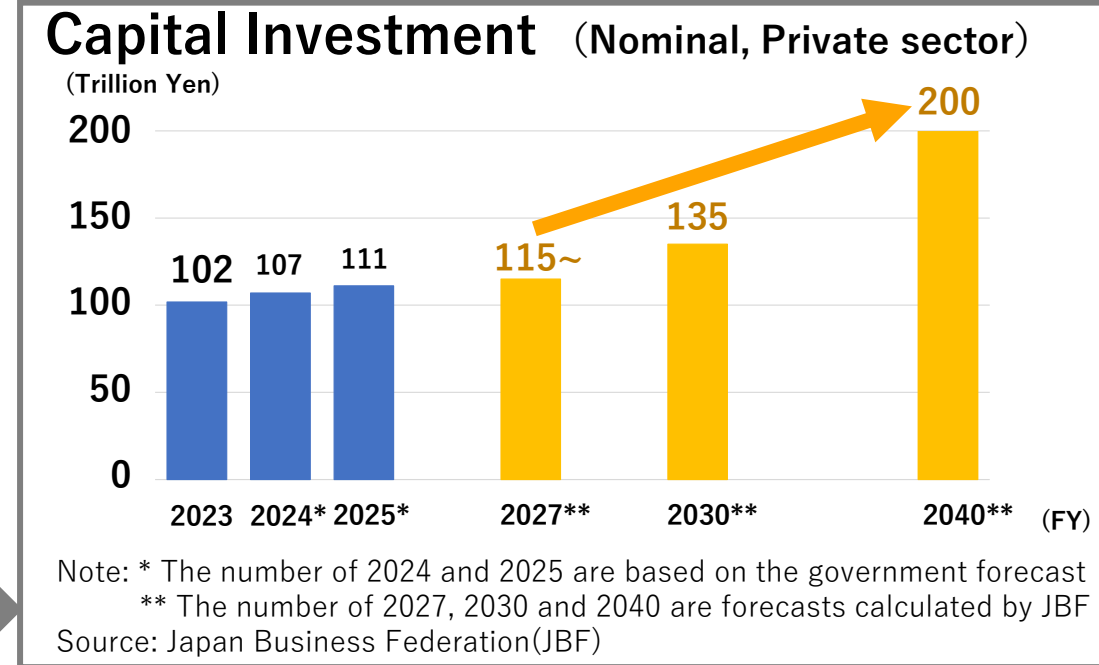
February 12, 2025

**Osamu Nagayama
Honorary Chairman,
Chugai Pharmaceutical Co., Ltd.**

Current Landscape and New Fields for Innovation Growth

1. Landscape for Japan

- Stagnant Economic Growth
 - “Lost 30 years” (1990’s~2020’s)
 - World productivity ranking
Japan declined from 13th(1990) to 32nd (2023)
- Emerging from convalescence
 - Investment gathering pace



2. New fields for innovation growth

- Artificial Intelligence: AI
- Advanced materials
- Robotics
- Semi-conductors
- Biotechnologies
- Space
- Quantum technologies
- Clean energy technologies
- Agricultural Industries

Creation of Innovation Ecosystem

1. Investment in academia / startups / ventures

2. Translation of scientific/technological innovation into commercialization

3. Collaboration between EU and Japan in growth fields

- Collaboration between major enterprises
- Interactions between the two open innovation ecosystems of Europe & Japan