

Financial Results for the First Quarter of Fiscal Year Ending March 31, 2022 (FY2021)

August 4, 2021

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Safe Harbor for Forward-Looking Statements and Use of Document

Among the information that Terumo discloses, the forward-looking statements including financial projections are based upon our assumptions using information available to us at the time and are not intended to be guarantees of future events or performance. Accordingly, it should be noted that actual results may differ from those forecasts or projections due to various factors. Factors affecting to actual results include, but are not limited to, changes in economic conditions surrounding Terumo, fluctuations of foreign exchange rates, and state of competition.

The market share information in this presentation is partly derived from our own independent research.

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Highlights

FY21 Q1 results

- Revenue: Highest-ever quarterly revenue. Steady recovery in demand for Cardiac & Vascular. Positive FX impact from both USD and EUR
- Adjusted Operating Profit: Highest-ever quarterly adjusted operating profit. Although there were some negative factors as expected, the revenue recovery in Cardiac & Vascular resulted in improvement of product mix. Moderate expenses usage due to the remaining COVID-19 impact

Upward revision of FY21 guidance

- Added 5.0 B JPY to revenue, and 7.0 B JPY to adjusted operating profit on top of the upper limit of the previous guidance
- Factored in the better Q1 performance than expected. Although negative possibilities still remain such as slowdown in the recovery of healthcare demand and supply risk due to lockdown etc. caused by spread of the new variant, continuous recovery in healthcare demand including the number of procedures is anticipated



P&L Results

- Revenue: Highest-ever quarterly revenue. Steady recovery in demand for Cardiac & Vascular, especially for TIS. Positive FX impact from both USD and EUR
- Adjusted Operating Profit: Highest-ever quarterly adjusted operating profit. The negative impact from volume-based procurement (VBP) in China and lowered production level was as expected. The revenue recovery in Cardiac & Vascular resulted in improvement of product mix. Moderate expenses usage due to the remaining COVID-19 impact

| 100 M JPY | FY20 Q1 | FY21 Q1 | YoY% | YoY% (FXN) |
|----------------------------------|-----------------|-----------------|------|------------|
| Revenue | 1,313 | 1,717 | 31% | 25% |
| Gross Profit | 689 | 943 | 37% | 30% |
| (Gross Profit%) | (52.5%) | (54.9%) | | |
| SG&A Expenses | 401 | 465 | 16% | 12% |
| (SG&A Expenses%) | (30.5%) | (27.1%) | | |
| R&D Expenses | 112 | 117 | 4% | 3% |
| (R&D Expenses%) | (8.5%) | (6.8%) | | |
| Other Income and Expenses | 5 | 1 | - | - |
| Operating Profit | 181 | 362 | 100% | 85% |
| (Operating Profit%) | (13.8%) | (21.1%) | | |
| Adjusted Operating Profit | 217 | 402 | 85% | 73% |
| (Adjusted Operating Profit%) | (16.5%) | (23.4%) | | |
| Profit before Tax | 179 | 360 | 101% | |
| (Profit before Tax%) | (13.6%) | (21.0%) | | |
| Profit for the Year | 140 | 279 | 99% | |
| (Profit for the Year%) | (10.7%) | (16.2%) | | |
| Average Evolunge Deta/LICD/ELID) | 400 IDV/440 IDV | 440 IDV/422 IDV | | |

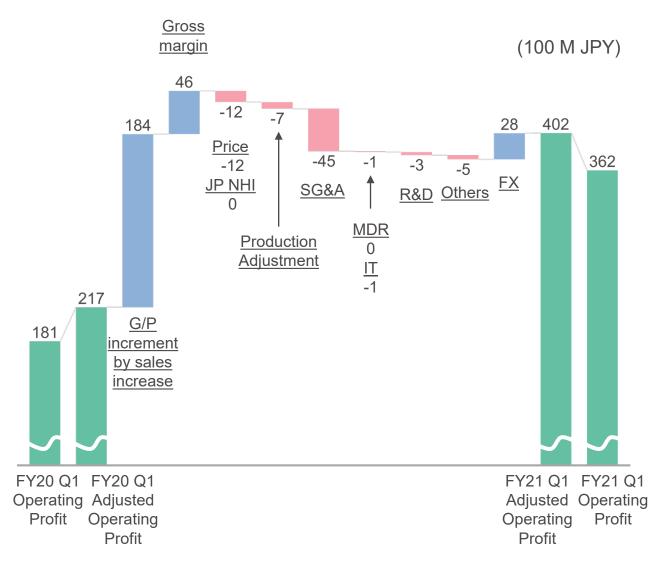
| FY19 Q1 | Change vs. FY19 Q1 |
|-----------------|-----------------------|
| 1,525 | 13% |
| 852 | 11% |
| (55.8%) | |
| 445 | 4% |
| (29.2%) | |
| 118 | -2% |
| (7.8%) | |
| 4 | - |
| 292 | 24% |
| (19.1%) | |
| 339 | 18% |
| (22.3%) | |
| 288 | 25% |
| (18.9%) | |
| 228 | 22% |
| (14.9%) | |
| 110 IDV/122 IDV | |

Average Exchange Rate(USD/EUR) 108JPY/119JPY 110JPY/132JPY

110JPY/123JPY



Adjusted Operating Profit Variance Analysis



- G/P increment by sales increase:

 Positive revenue growth in all companies
 compared with FY20 Q1 impacted by COVID-19
- Gross margin:
 Despite the negative impact of lowered production level as planned for inventory level optimization, larger positive impact of product mix improvement from sales increase of Cardiac & Vascular, especially of TIS
- Price: Decline mainly due to VBP in China for TIS products
- SG&A increase:

 Large increase compared with FY20 Q1 in which expense usage was slow due to COVID-19
- FX:
 Positive impact from flow mainly by EUR and CNY. Small impact from stock



Revenue by Region

| | Rev | renue (100 M JPY) | YoY% | Change vs. FY19 Q1 | Comments on YoY% (C&V: Cardiac & Vascular, GH: General Hospital, TBCT: Blood & Cell Technologies) |
|----------------------------------|--------------------------|--------------------------|---------------|-----------------------|--|
| FY21 Q1 Regional breakdown | FY19 pan FY20 FY21 | 460 443 492 | () FXN 11% | 7% | Japan: Double digit growth in GH with solid sales of Alliance and demand recovery of daily use products in General hospital products as well as Pharmaceutical. Steady recovery of TIS and Neurovascular in C&V. Minor decline in TBCT |
| 29% <u>Eu</u> | <u>rope</u> | 300 255 | 35% (22%) | 15% | Europe: 30%+ growth in C&V with a strong recovery of TIS, Neurovascular, and Vascular graft. With the positive FX impact, high single growth in TBCT despite of decreased convalescent plasma demand, low single digit growth in GH |
| 20% Am | <u>nericas</u> | 345 460 363 544 | 50% (46%) | 18% | Americas: 50%+ growth in C&V with a strong recovery of TIS and Neurovascular. Double digit growth in TBCT despite of decreased convalescent plasma demand. 20%+ growth in GH driven by a recovery in the veterinarian market |
| 32% <u>Ch</u> | <u>iina</u> | 136 102 155 | 52% (38%) | 14% | China: Solid growth in C&V with a strong recovery of TIS. Double digit growth in TBCT with the positive FX impact. Double digit growth in GH with a recovery of General hospital products. Excluding the negative impact in FY20 1H from timing issue for order from distributors in Neurovascular, 30%+ growth in 3 companies total |
| | <u>ia and</u> hers | 169 151 182 | 21% (13%) | 7% | Asia and Others: Slow recovery in all companies, due to lockdown etc. in some countries. Double digit growth in C&V driven by TIS and TBCT with a certain level of recovery. Double digit growth in GH with the positive FX impact |



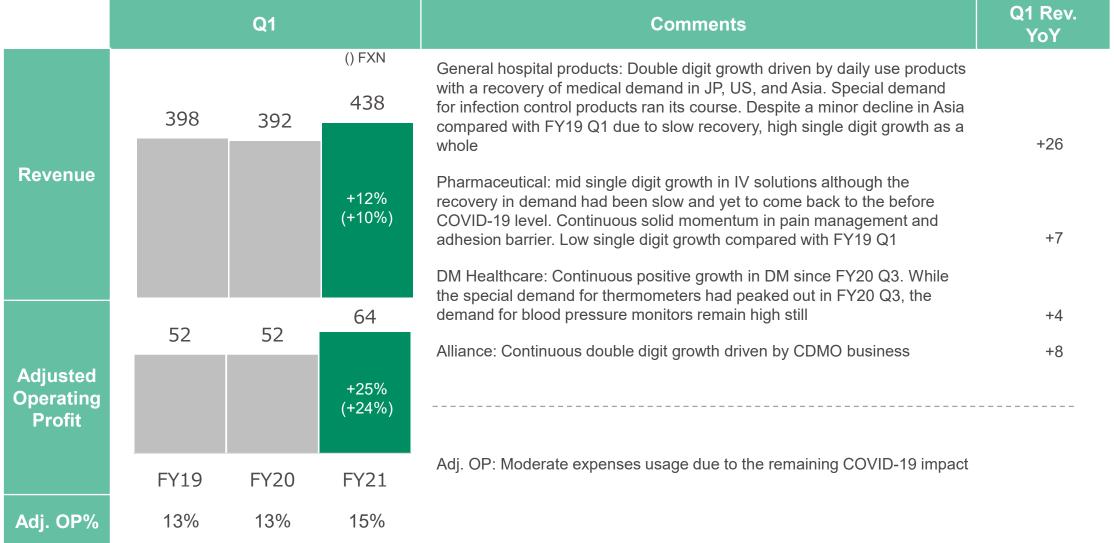
C&V:

Significant revenue increase in all divisions with substantial recovery of procedures especially in US and EU. Double digit growth in both revenue and profit compared with FY19 Q1 (before COVID-19)

| | | | Q1 | | Comments | Q1 Rev. YoY |
|----------------|--------|------|------|------------------|---|----------------|
| | | | | () FXN | | |
| | | 885 | | 996 | TIS: While the COVID-19 impact remained in Japan, Latin America, and Asia, significant recovery in US and EU. Double digit growth compared with FY19 Q1, despite JP NHI price cut and price erosion due to Chinese VBP | |
| | | | 673 | | for PCI products | +204 |
| Rever | nue | | | +48% (+40%) | Neurovascular: Significant recovery in the number of aneurysm treatments in US and EU. 15%+ growth compared with FY19 Q1 driven by new products and the aspiration catheter | +65 |
| | | | | | Cardiovascular: Steady hardware sales generated by reopening of hospital investments in addition to significant recovery of procedures in US. Continuous good momentum in JP driven by hardware such as ECMO. Close to 10% growth compared with FY19 Q1 | +28 |
| | | 245 | | 294 | Vascular graft: Significant recovery of procedures in US and EU. 30% | |
| Adina | 4 a al | 213 | | | growth compared with FY19 Q1 driven by new products | +26 |
| Adjus Opera | iting | | 124 | +137% (+112%) | | |
| Prof | fit | | | (11211) | Adj. OP: Double digit growth compared with FY19 Q1 as the positive impact | |
| | | FY19 | FY20 | FY21 | from product mix improvement surpassed the negative impact from Chinese VBP of TIS products and lowered production level for inventory level optimization. Moderate expenses usage due to the remaining COVID-19 impa | act |
| Adj. O | P% | 28% | 18% | 29% | | |

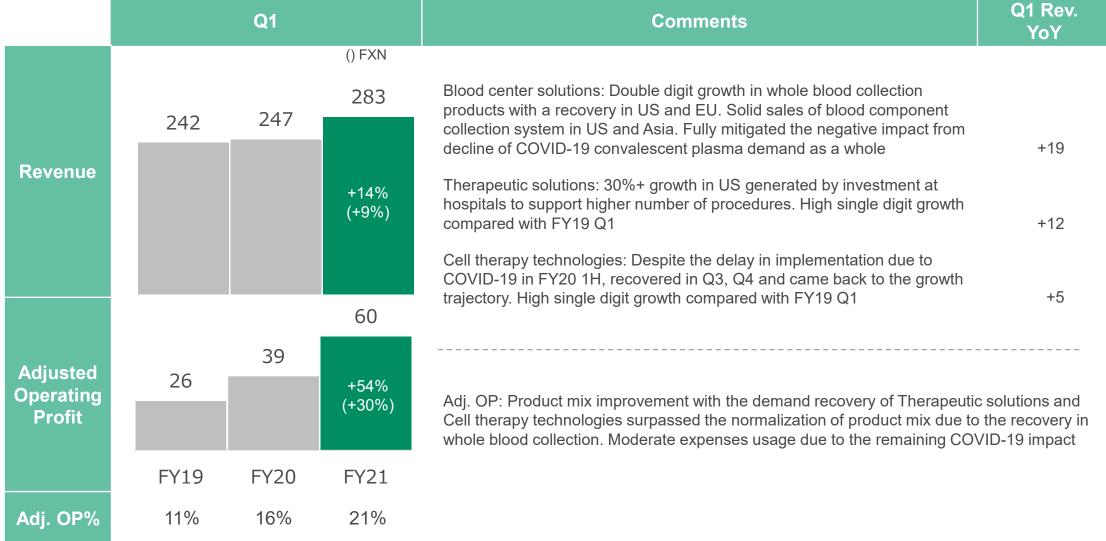


Globally driven by daily use General hospital products. Double digit growth in both revenue and profit compared with FY19 Q1 as well as FY20 Q1



TBCT:

Fully mitigated the declining convalescent plasma's negative impact by solid sales of other products. Continued increase in revenue and profit with product mix improvement and expense control



Major Topics

Corporate

- Selected for the global ESG investment index "FTSE4Good Index Series" and "FTSE Blossom Japan Index"
- Donated Additional 1 M USD to support the COVID-19 solidarity response fund for WHO

Cardiac & Vascular

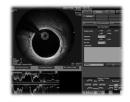
- Received approval of the additional indication to peripheral artery disease for intravascular imaging system "OFDI" as the first in JP market
- Launched peripheral embolization system "AZUR Vascular Plug" in US

General Hospital

- Launched "Flumazenil I.V. infusion" as the first pre-filled type in JP market
- Launched continuous glucose monitoring "Dexcom G6 CGM System" in JP

Blood & Cell Technologies

Joined Cell and Gene Therapy Catapult Process Analytical Technology (PAT)
 Consortium



Diagnosis of artery disease utilizing "OFDI"



Peripheral embolization system "AZUR Vascular Plug"



Continuous glucose monitoring "Dexcom G6 CGM System"



Upward Revision of FY21 Guidance

(100 M JPY)

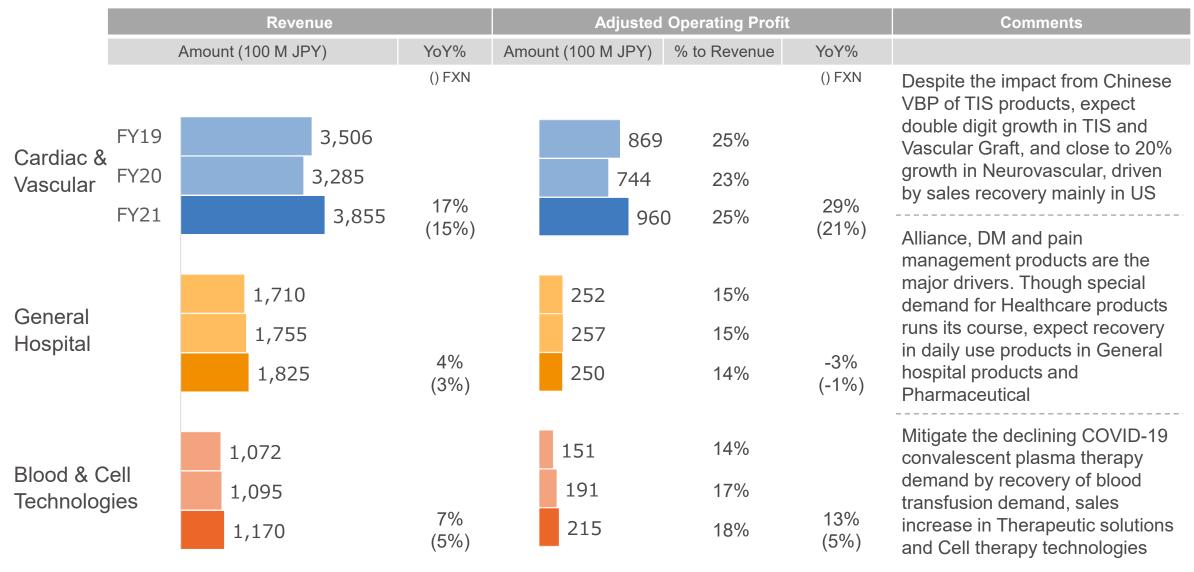
| | Original Guidance | Revised Guidance | Change in amount |
|-------------------------------|-----------------------------|------------------|------------------|
| Revenue | 6,700-6,800 | 6,850 | +50 |
| Operating Profit (%) | 1,070-1,130 (16.0-16.6%) | 1,200 (17.5%) | +70 |
| Adjusted Operating Profit (%) | 1,240-1,300 (18.5-19.1%) | 1,370 (20.0%) | +70 |
| Profit for the Year | 820-865 | 920 | +55 |

Exchange Rate (USD/EUR) 107JPY/128JPY 108JPY/129JPY

I Factored in the better Q1 performance than expected

Although negative possibilities still remain such as slowdown in the recovery of healthcare demand and supply risk due to lockdown etc. caused by spread of the new variant, continuous recovery in healthcare demand including the number of procedures is anticipated

FY21 Guidance by Company





Reference



FY21 New Product Pipeline

| Category | Products | Region | Launch |
|--------------------|---|--------|----------|
| Coronary | Drug-eluting stent | JP | |
| | Biodegradable drug-eluting microsphere | EU | |
| Oncology | Peripheral embolization coil | JP | |
| | Peripheral embolization plug | US | Launched |
| | Flow diverter | EU, US | |
| Neuro- vascular | Balloon guide catheter | EU, US | |
| | Coil assist stent | EU, US | |
| | Stent graft for thoracic aortic aneurysm | US | |
| Vascular graft | Surgical hybrid stent graft | US | |
| | Stent graft for abdominal aortic aneurysm | JP | |

| Category | Products | Region | Launch |
|---------------------------------|--------------------------------------|--------|----------|
| 0 | Infusion pump | JP | |
| General hospital products | Small size syringe pump | JP | |
| products | FN syringe (16mm needle) | JP | Launched |
| | Flumazenil I.V. infusion | JP | Launched |
| Pharma- ceutical | Sterile connecting device | JP | Launched |
| | Gelclair | JP | |
| | Continuous glucose monitoring system | JP | Launched |
| DM and | Insulin patch pump | EU | Launched |
| consumer healthcare | 100th anniversary thermometer | JP | |
| | Non-contact data link thermometer | JP | |
| Blood and cell | Automated blood processing system | Global | |
| technologies | Value-added services | Global | Launched |



14 / 23

Revenue by Segment and Region

2021年度 第1四半期 セグメント別売上収益

Revenue by Segment for the First Quarter of FY2021

Q1 YTD Q1 YTD FY2021 FY2020 アジア他 海外 欧州 米州 日本 海外 中国 構成比 %YoY %YoY %YoY %YoY Asia and %YoY %YoY Asia and JPN Americas China ww JPN **Americas** China ww % to total * Overseas Europe Overseas Europe others % others *a TIS 46,542 7.862 6.908 39.63 10.721 16,467 7.367 5.076 59.069 49.0% 16.166 50.8% 26.176 59.0% 10.040 6.68666,932 心臟血管 ニューロパスキュラー 2,753 940 1,371 12,532 5,518 1.845 13,904 Neurovascular 6.539 2,844 7,445 4.228 100.4% カンパニー カーディオバスキュラー Cardiovascular 2.525 6,62 1.079 4.157 376 1,008 9,147 2.749 9.239 1.456 6.017 44.7% 526 39.9% 1.239 11,989 7.0% Vascular Graft 571 3,609 2.063 1.037 279 228 714 67.0% 3,297 59.8% 1.975 90.4% 401 43.6% 6,742 3.9% Cardiac and Vascular Company 10,911 16,710 8.015 7,262 67,315 12,698 86,869 25,148 39,687 12,814 9,219 56,403 24,415 50.5% 99,568 47.9% 58.0% 62.6% 医療器 General Hospital Products 214 16,196 12,171 6.646 753 2.149 3,390 18,818 10,848 5.347 692 1.346 3,092 24.3% 59.6% 64.0% 16.2% 11.0% 医薬品 Pharmaceutical 10.609 10,609 11.325 11,325 6.6% ホスピタル カンパニー DM・ヘルスケア DM and Consumer Healthcare 5,466 646 192 180 273 6,11. 5.722 829 200 78703.9% 390 ホスピタルシステム小計 Hospital Systems Sub Total 26,925 5,994 885 1,346 394 3,366 32,919 29,219 7,475 954 2,157 581 47.3% 3,781 12.3% 36,695 21.4% アライアンス Alliance 2,368 1.455 758 118 6,264 4,776 2.310 -2.4% 1.464 0.6% 580 -23.4% 20 -42.9% 245 107.5% 7,087 13.1% 3.896 36 General Hospital Company 30,821 8,362 2,341 2,105 430 3,484 39,183 33,996 9,786 2,419 2,738 602 43,783 17.0% 3.3% 30.1% 39.7% 15.6% 11.7% 25.5% 血液センター Blood Center Solutions 1,533 18,662 2,300 18,252 5,337 7,022 1,732 4,161 20,552 2,401 16,261 5,122 6,038 3,566 16.3% 12.9% 16.7% 10.1% 12.0% 血液·細胞 テクノロジー アフェレシス治療他 Therapeutic Solutions 4,437 5,551 709 4.346 1,057 2,472 152 664 77 -15.2% 1,408 33.2% 3,169 28.2% 264 73.5% 5,628 カンパニー 細胞処理 Cell Therapy Technologies 1,633 39 2.080 187 -19.2% 52 -35.3% 2,119 1.590 232 -10.5% 30.9% 41.6% 206.4% 29.8% 1.2% Blood and Cell Technologies Company 2,535 6,412 1,706 4,311 24,733 2,416 25,884 6,933 11,971 2,057 4,923 28,301 8.1% 22.6% 20.6% 16.5% その他 Others 65 64 64 -1.6% -1.6% 0.0% 合計 44,334 86,963 36,288 10.152 15,058 131,298 49,175 122,541 54,397 Total 25,464 34,501 35.5% 15,473 18,169 171,716 30.8% 100.0% 売上比率 % to Total 66.2% 27.6% 7.7% 28.6% 9.0% 100.0% 33.8% 19.4% 11.5% 100.0% 71.4% 20.1% 31.7% 10.6%

(期中平均為替レート)

(Average Exchange Rates)

(USD1=¥107.63) (EUR1=¥118.59) (USD1=¥109.52) (EUR1=¥131.94) (百万円/millions of ven)

^{*}a「中国」の売上を開示したことに伴い、「アジア他」から「中国」の売上を除いています。

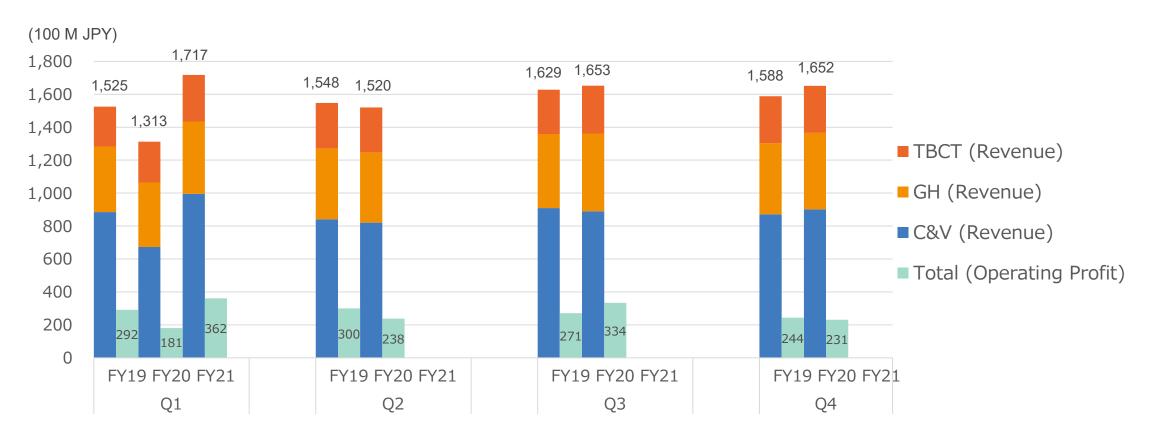
^{*6} 構成比は、小数点第2位を四捨五入して表示しており、合計が100%にならない場合があります。

^{*}a Sales in China is not included in "Asia and others" from this reportable segment.

^{*}b The composition ratio is rounded at the second decimal point, and the total may not be 100%.

Quarterly Trend of Revenue and Operating Profit

- Revenue: Increased by +31% YoY and by +13% against FY19 Q1. Large increase in C&V by +13% with positive impact of FX such as EUR
- Operating Profit: Product mix improved by C&V sales increase. Better than FY20 Q3, highest-ever quarterly operating profit



Quarterly Results

| | | | | | / |
|---------------------------|----------------------|-----------------|-----------------|-----------------|----------------------|
| | FY20 Q1 (Apr-Jun) | Q2 (Jul-Sep) | Q3 (Oct-Dec) | Q4 (Jan-Mar) | FY21 Q1 (Apr-Jun) |
| Revenue | 1,313 | 1,520 | 1,653 | 1,652 | 1,717 |
| Gross Profit | 689 (52.5%) | 816 (53.7%) | 908 (54.9%) | 854 (51.7%) | 943 (54.9%) |
| SG&A Expenses | 401 (30.5%) | 458 (30.2%) | 447 (27.1%) | 488 (29.5%) | 465 (27.1%) |
| R&D Expenses | 112 (8.5%) | 119 (7.8%) | 128 (7.7%) | 132 (8.0%) | 117 (6.8%) |
| Other Income and Expenses | 5 | -1 | 2 | -2 | 1 |
| Operating Profit | 181 (13.8%) | 238 (15.6%) | 334 (20.2%) | 231 (14.0%) | 362 (21.1%) |
| Adjusted Operating Profit | 217 (16.5%) | 296 (19.5%) | 372 (22.5%) | 274 (16.6%) | 402 (23.4%) |
| Average USD | 108 JPY | 106 JPY | 105 JPY | 106 JPY | 110 JPY |
| Rate EUR | 119 JPY | 124 JPY | 125 JPY | 128 JPY | 132 JPY |

Quarterly Results (Operating Expenses)

| | FY20 Q1 (Apr-Jun) | Q2 (Jul-Sep) | Q3 (Oct-Dec) | Q4 (Jan-Mar) | FY21 Q1 (Apr-Jun) |
|-----------------------------|----------------------|-----------------|-----------------|-----------------|----------------------|
| Salaries & Wages | 224 | 232 | 231 | 240 | 249 |
| Sales Promotion | 20 | 31 | 35 | 43 | 30 |
| Logistical Costs | 33 | 36 | 38 | 37 | 38 |
| Depreciation & Amortization | 46 | 49 | 47 | 49 | 48 |
| Others | 78 | 110 | 97 | 119 | 99 |
| SG&A Expenses Total | 401 | 458 | 447 | 488 | 465 |
| (SG&A Expenses%) | (30.5%) | (30.2%) | (27.1%) | (29.5%) | (27.1%) |
| R&D Expenses | 112 | 119 | 128 | 132 | 117 |
| (R&D Expenses%) | (8.5%) | (7.8%) | (7.7%) | (8.0%) | (6.8%) |
| Operating Expenses Total | 513 | 578 | 575 | 620 | 581 |
| (Operating Expenses%) | (39.0%) | (38.0%) | (34.8%) | (37.5%) | (33.9%) |
| Average Rate USD | 108 JPY | 106 JPY | 105 JPY | 106 JPY | 110 JPY |
| EUR | 119 JPY | 124 JPY | 125 JPY | 128 JPY | 132 JPY |



Operating Expenses

| | FY20 Q1 | FY21 Q1 | YoY | YoY% | YoY% (FXN) |
|-----------------------------|---------|---------|-----|------|---------------|
| Salaries & Wages | 224 | 249 | 25 | 11% | 7% |
| Sales Promotion | 20 | 30 | 10 | 49% | 44% |
| Logistical Costs | 33 | 38 | 5 | 16% | 12% |
| Depreciation & Amortization | 46 | 48 | 2 | 4% | -1% |
| Others | 78 | 99 | 22 | 28% | 24% |
| SG&A Expenses Total | 401 | 465 | 64 | 16% | 12% |
| (SG&A Expenses%) | (30.5%) | (27.1%) | | | |

| FY19 Q1 | Change vs. FY19 Q1 |
|---------|-----------------------|
| 219 | 14% |
| 49 | -38% |
| 35 | 11% |
| 45 | 5% |
| 97 | 2% |
| 445 | 4% |
| (29.2%) | |

| R&D Expenses | 112 | 117 | 5 | 4% | 3% |
|-----------------|--------|--------|---|----|----|
| (R&D Expenses%) | (8.5%) | (6.8%) | | | |

| 118 | -2% |
|--------|-----|
| (7.8%) | |

| Operating Expenses Total | 513 | 581 | 69 | 13% | 10% |
|-----------------------------|---------|---------|----|-----|-----|
| (Operating Expenses Total%) | (39.0%) | (33.9%) | | | |

| 564 | 3% |
|---------|----|
| (37.0%) | |



Adjusted Operating Profit: Adjustments

(100 M JPY)

| | FY20 Q1 | FY21 Q1 |
|--|---------|---------|
| Operating Profit | 181 | 362 |
| Adjustment 1. Amortization of acquired intangible assets | 35 | 39 |
| Adjustment 2. Non-recurring profit or loss | 1 | 1 |
| Adjusted Operating Profit | 217 | 402 |

<General examples of adjustment items>

- Acquisition related cost
- Lawsuit settlement
- Impairment loss
- Restructuring loss
- Nonlife insurance income
- Loss on disaster
- Other one-time profits & losses

| Main items in Adjustment 2. Non-recurring profit or loss | FY21 Q1 | |
|--|---------|--|
| Business reorganizing cost | 1 | |



CAPEX, Depreciation and R&D Expenses

(100 M JPY)

| | FY18 | FY19 | FY20 | FY21 Q1 | FY21 Guidance |
|--|------|------|------|---------|------------------|
| CAPEX | 608 | 895 | 772 | 167 | 850 |
| Depreciation | 440 | 477 | 484 | 126 | 530 |
| Amortization of acquired intangible assets | 146 | 157 | 150 | 38 | 155 |
| Others | 294 | 320 | 334 | 88 | 375 |

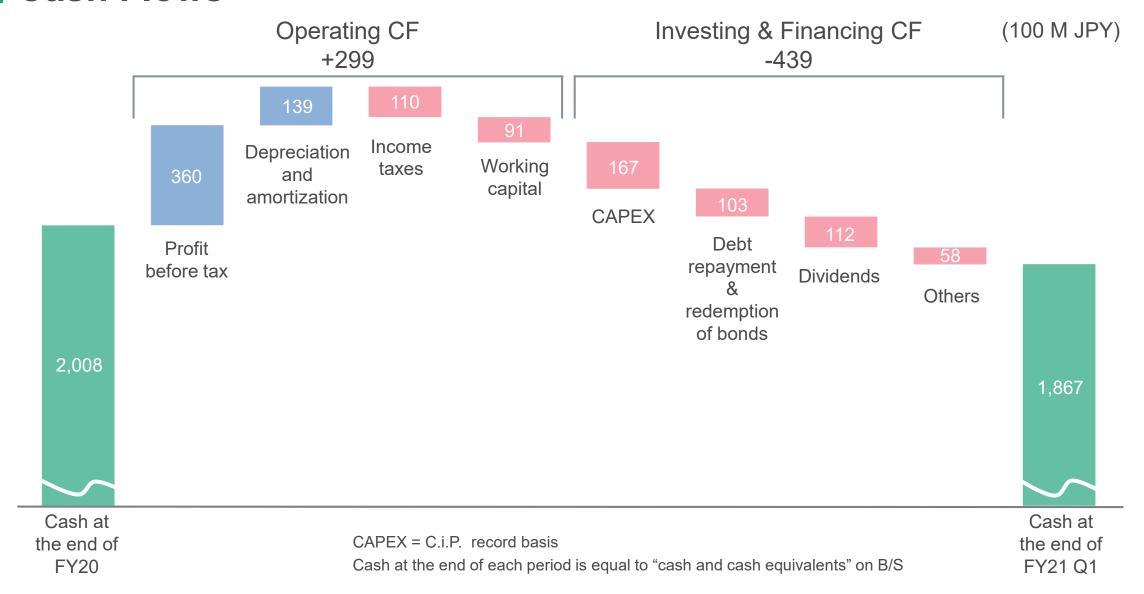
CAPEX = C.i.P. record basis, lease depreciation (IFRS16) is not included in Depreciation

- I FY21 Q1 (16.7 B JPY): Continued investment mainly for TIS, Neurovascular, Alliance, and Blood & Cell Technologies in production capacity and space, R&D as well as IT infrastructure (SAP)
- FY21 guidance (85.0 B JPY): Other than above, investment for plasma collection and production facilities for vaccine syringes, etc. Controlling investment considering FY21 performance

| | FY18 | FY19 | FY20 | FY21 Q1 |
|--------------|------|------|------|---------|
| R&D Expenses | 477 | 506 | 491 | 117 |

FY21 Guidance 529

Cash Flows





Foreign Exchange Sensitivity

Annual impact of 1 JPY depreciation

(100 M JPY)

| | USD | EUR | CNY |
|---------------------------|-----|-----|-----|
| Revenue | 17 | 8 | 35 |
| Adjusted Operating Profit | 0 | 5 | 15 |

<Reference> Impact when JPY is depreciated by 10%

| | North | Latin EMEA | | EA | Asia | |
|---------------------------|---------|------------|-----|--------|------|--------|
| | America | America EU | EUR | Others | CNY | Others |
| Adjusted Operating Profit | -1 | 10 | 65 | 13 | 23 | 36 |





