

Financial Results for the Fiscal Year Ended March 31, 2025 (FY2024)

May 14, 2025

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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. Information about products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.

Changes in the Segment Names

■ C&V: Change of business name

Name Before Change	New Name
Interventional Systems Division	Terumo Interventional Systems (TIS)
Neurovascular Division	Terumo Neuro (TN)
Vascular Graft Division	Terumo Aortic (TA)

■ TBCT: Revision of the disclosure segments

Segments Before Change	New Segments
Blood Center Solutions	Global Blood Solutions (GBS)
Therapeutic Solutions	Global Therapy Innovations (GTI)
Cell Therapy Technologies	

Highlights

FY24 Results

- | Revenue exceeded 1 trillion yen for the first time, driven by the US, with company-wide growth of 12%
- | Operating profit reached a record high despite a one-time losses of 24.2 billion yen
- | Record-high Profit for the Year and Free Cash Flow

FY25 Guidance

- | Continued global growth, revenue growth +7% (excluding foreign exchange effects)
- | Operating profit growth +32% (excluding foreign exchange effects) due to business expansion and absence of one-time losses

P&L, FCF

- Revenue: Expanding global demand, driven by TIS and Global Blood Solutions
- Operating Profit: Increase due to sales growth and steady progress in pricing and profit improvement measures, despite one-time losses

100M JPY	FY23 Q4 YTD	FY24 Q4 YTD	Change	Change excluding FX impact		FY23 Q4	FY24 Q4	Change
Revenue	9,219	10,362	12%	9%		2,389	2,639	10%
Gross Profit (%)	4,792 (52.0%)	5,607 (54.1%)	17%	12%		1,243 (52.0%)	1,385 (52.5%)	11%
SG&A Expenses (%)	2,759 (29.9%)	3,074 (29.7%)	11%	8%		737 (30.9%)	818 (31.0%)	11%
R&D Expenses (%)	691 (7.5%)	742 (7.2%)	7%	4%		199 (8.3%)	188 (7.1%)	-6%
Other Income and Expenses	59	-214	-	-		39	-138	-
Operating Profit (%)	1,401 (15.2%)	1,577 (15.2%)	13%	3%		346 (14.5%)	242 (9.2%)	-30%
Adjusted Operating Profit (%)	1,568 (17.0%)	2,034 (19.6%)	30%	20%		371 (15.5%)	441 (16.7%)	19%
Profit before Tax (%)	1,408 (15.3%)	1,546 (14.9%)	10%			351 (14.7%)	227 (8.6%)	-35%
Profit for the Year (%)	1,064 (11.5%)	1,170 (11.3%)	10%			265 (11.1%)	179 (6.8%)	-32%
FCF	649	1,283	98%					

Average exchange rate (USD/EUR) 145JPY/157JPY 153JPY/164JPY

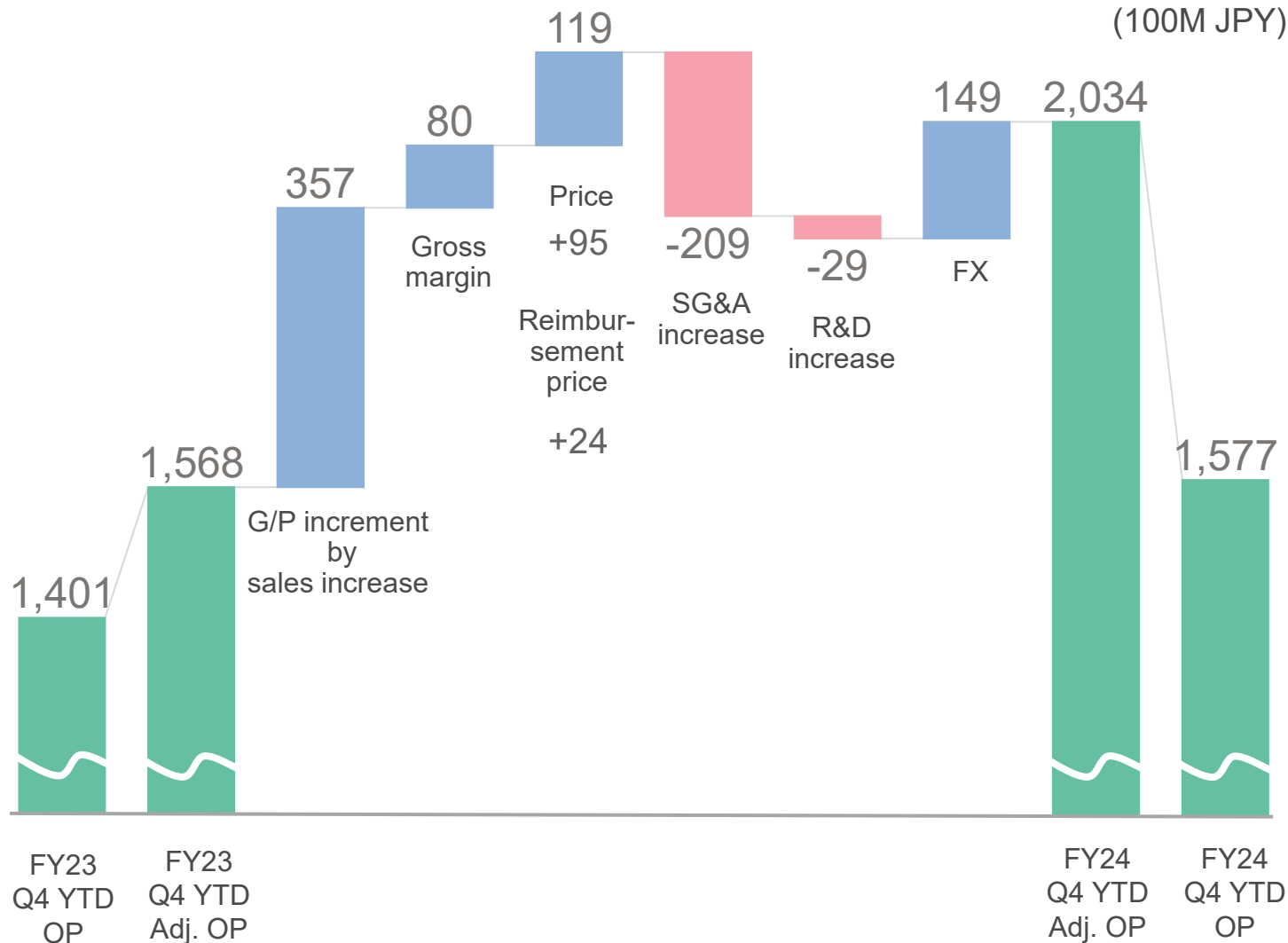
149JPY/161JPY 153JPY/161JPY

OP Variance Analysis (Q4): Higher sales driven by continued demand



- G/P increment by sales increase:
Driven by Global Blood Solutions
- Gross margin:
Losses on write-downs of old products due to shift to new product expansion
- Price:
Negative impact of China VBP offset by global pricing measures; the reimbursement rate revision also made a positive contribution
- SG&A increase:
Increased provision for bonuses due to sales growth, recognition of one-time litigation-related expenses
- FX:
Flow -0.5B JPY、Stock +2.0B JPY

OP Variance Analysis (Q4 YTD): Contribution from pricing measures and strong sales



- G/P increment by sales increase
Driven by Global Blood Solution and C&V, mainly TIS
- Gross margin:
Easing of the impact of inflation and the effect of profit improvement measures, and absence of one-time losses in the last fiscal year
- Price:
Promote pricing measures
- SG&A and R&D increase:
Increased due to business expansion, however ratio to sales improved
- FX:
Flow +9.9B JPY, Stock +5.0B JPY

Breakdown of Adjustments of Adjusted Operating Profit (Q4 YTD)

(100M JPY)		Region/Segment	Comments		
Impairment losses 159	Q4	62	US TIS	Impairment loss on assets related to the discontinuation of a PJ for a development of a large-diameter vascular closure device	Portfolio optimization
	Q4	53	Europe TIS	Impairment loss related to termination of sales of radiation emitting beads	
	Q3	25	Europe TBCT	Impairment loss on manufacturing facilities due to the discontinuation of a new contract manufacturing project with a pharmaceutical company	
	Q4	19	China TIS	Impairment loss related to deterioration in profitability	
Business restructuring 61	Q2	45	Europe TIS	Business restructuring costs associated with optimization of production sites (including impairment loss of 1.5B JPY)	Future investment
	Q3	16	Global TCV	Restructuring costs associated with business reorganization	
Other 23		23			

Without
COF **

With
COF **

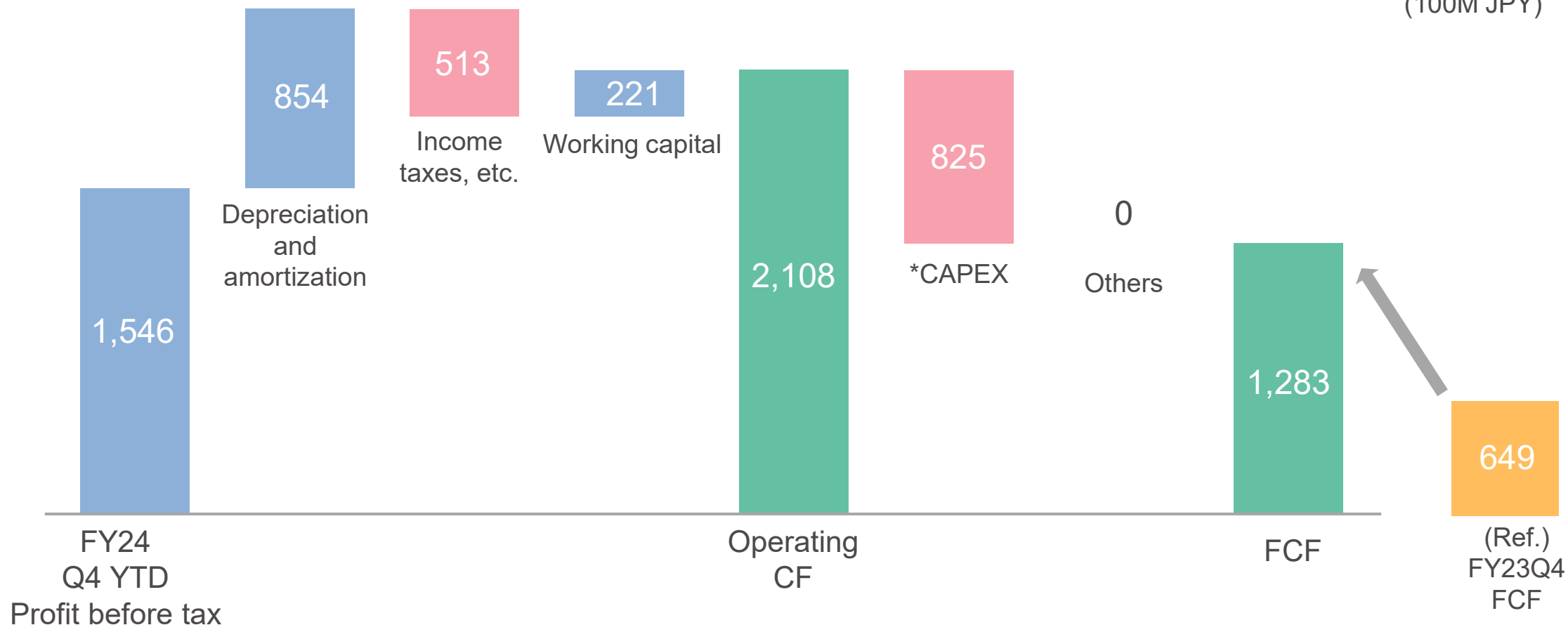
**Total Non-recurring
profit or loss*** **242**

*Excluding the amortization cost of acquired intangible assets from the adjustment items of Operating Profit

**COF : Cash Out Flow

Free Cash Flow : 128.3 B JPY (YoY +63.5 B JPY)

(100M JPY)

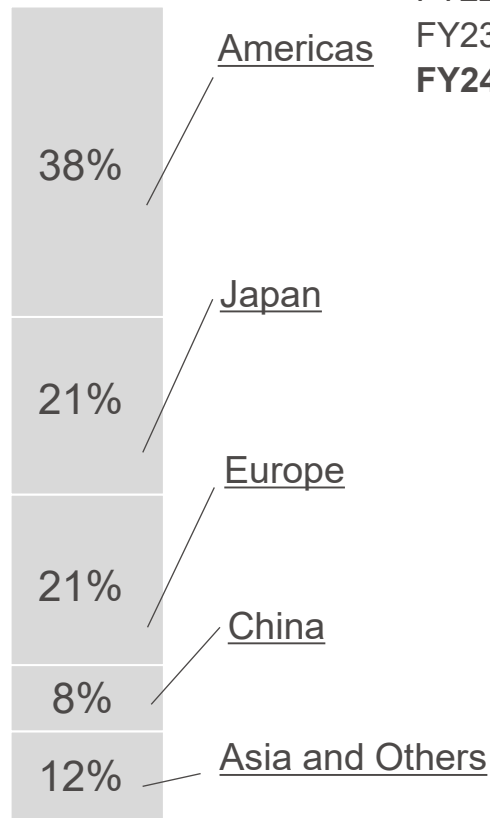


*Construction in progress record basis

Revenue by Region: Steady progress globally, driven by US and Europe

C&V: Cardiac and Vascular, TMCS: Medical Care Solutions, TBCT: Blood and Cell Technologies,
TIS: Interventional Systems, TN: Neuro, TCV: Cardiovascular, TA : Aortic, HCS: Hospital Care Solutions, LCS: Life Care Solutions, PS: Pharmaceutical Solutions

FY24Q4 YTD
Regional
breakdown



		Revenue (100M JPY)	FY24 Q4YTD YoY change	Comments
		Q4YTD	Q4	() FX Neutral
Americas	FY22	2,866	742	
	FY23	3,280	898	21%
	FY24	3,957	1,051	(16%)
Japan		2,074	503	
		2,111	524	
		2,172	523	3%
Europe		1,600	414	
		1,915	525	14%
		2,183	590	(9%)
China		719	153	
		794	194	7%
		850	185	(2%)
Asia and Others		943	209	
		1,118	249	7%
		1,201	290	(4%)

C&V : Significant growth in global sales and profit, driven by US

(C&V: Cardiac and Vascular)

(100M JPY)

	Q4	Q4YTD	Comments (YTD)	Q4YTD YoY
	() FX Neutral			
Revenue	1,217	4,806	TIS : Demand remained strong in Europe and US. Double-digit growth globally, partly due to the resolution of supply issues for some access products	+418
	1,480	5,557	TN : Strong demand continues in all regions, with Europe, US and China driving growth	+140
	1,602	6,244	TCV : Portfolio optimization led to lower sales in some regions, but sales remained well, led by Europe	+52
	8%	12% (8%)	TA : Led by US and Europe. Hybrid products sales expansion continued	+75
Adjusted Operating Profit	286	1,122	Profit : Significant increase due to higher sales, improved product mix, profit improvement measures, and pricing measures	
	319	1,239		
	368	1,547		
	15%	25% (14%)		
Profit %	23%	23%		
	22%	22%		
	23%	25%		

TMCS : Revenues and profits increased due to strong sales including one-time factors and the effects of pricing measures

(TMCS: Medical Care Solutions)

(100M JPY)

	Q4	Q4YTD	Comments(YTD)	Q4YTD YoY
Revenue	() FX Neutral			
	462	1,917	HCS Hospital Care Solutions	+107
	503	1,976	LCS Life Care Solutions	-15
	515	2,112	PS Pharmaceutical Solutions	+45
Adjusted Operating Profit	22	148		
	38	198		
	38	230		
Profit %	5%	8%	Profit	Increased due to the effects of pricing measures and control of SG&A expenses

TBCT: Both sales and profit increased due to accelerated development of the plasma innovation business

(TBCT: Blood and Cell Technologies)

(100M JPY)

	Q4	Q4YTD	Comments (YTD)	Q4YTD YoY
Revenue	() FX Neutral			
	342	1,476	GBS : Sales of whole blood collection systems were strong in Europe and US. Rika (source plasma collection system) is also making good progress	+263
Adjusted Operating Profit	405	1,683	GTI : Strong sales, mainly in Europe and US, due to increased demand for cell collection associated with cell and gene therapies, as well as equipment replacement	+57
	521	2,003		
Profit %	-18	112	Profit : Significant increase in profit due to higher sales in core businesses and improved profitability from increased sales of Rika (source plasma collection system). (The previous year included one-time losses)	
	25	164		
	67	265		
	-5%	8%		
	6%	10%		
	13%	13%		

FY25 Guidance

- Revenue: Continued growth led by Blood & Cell Technologies, +7% growth (excluding exchange rate effects)
- Operating profit : +32% growth (excluding exchange rate effects) due to expanded sales of high-margin products and continuation of profit improvement measures, as well as absence of one-time losses

Amount (100 M JPY)	FY24 Actual	FY25 Guidance	YoY%	FX Neutral YoY%
Revenue	10,362	10,500	1%	7%
Operating Profit (OP %)	1,577 (15.2%)	1,940 (18.5%)	24%	32%
Adjusted Operating Profit (Adj. OP %)	2,034 (19.6%)	2,140 (20.4%)	5%	12%
Profit for the Year	1,170	1,430	22%	
ROIC	7.5%	8.8%		
ROE	8.7%	10.1%		

Exchange Rate (USD/EUR)

153JPY/164JPY

140JPY/160JPY

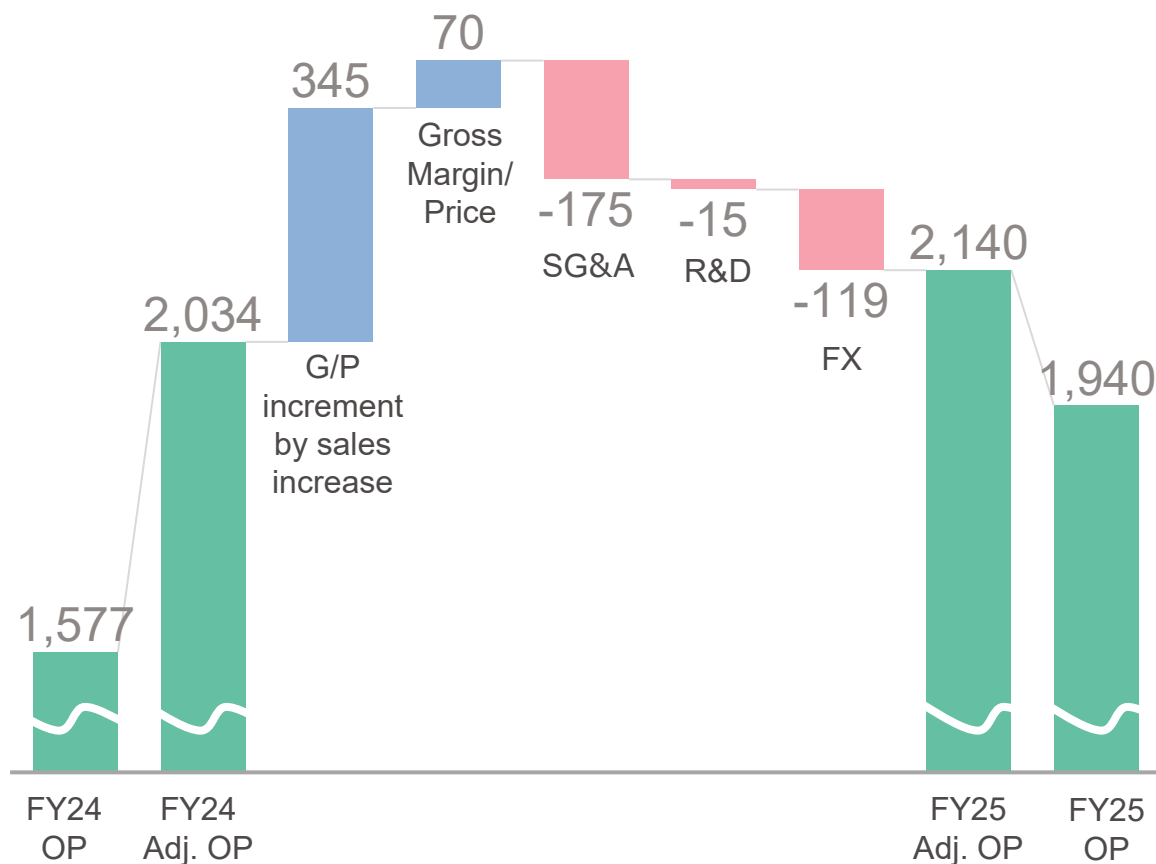
() FX Neutral

FY25 by Company (100 M JPY)	Revenue		Adjusted Operating Profit		Adjusted Operating Profit %
	Amount	YoY%	Amount	YoY%	
C&V	6,180	-1% (6%)	1,570	1% (8%)	25%
TMCS	2,160	2% (4%)	280	22% (20%)	13%
TBCT	2,160	8% (15%)	300	13% (25%)	14%

(C&V: Cardiac and Vascular, TMCS: Medical Care Solutions, TBCT: Blood and Cell Technologies)

Profit Variance Analysis (FY25 Guidance)

(100 M JPY)



■ G/P increment by sales increase:
Continuation of growth mainly in Blood & Cell Technologies

■ Gross margin/ Price :

Gross margin : Continued profit improvement measures were offset by deteriorating inflation effects (significant improvement in the previous year was due to easing inflation and the expiry of one-time losses in the year before last).

Price : Continuation of pricing measures, including the impact of VBP in China

■ SG&A increase:
Increase due to business expansion

Impact of Tariff Policies in US

■ Main regions affected by tariffs

- | US sales: 60% manufactured in Americas (including Costa Rica and Puerto Rico), imports from Japan is the largest outside Americas
- | China sales: less than 5% imported from US

■ Tariff Impact and Assumptions

- | If tariffs are enforced under current conditions*, the impact on FY25 will be 17.0 billion yen (Adjusted Operating Profit basis)
- | Impact on Q1 will be minor due to existing inventory, impact will emerge mainly from Q2 onward
- | Due to the fluid nature of the situation, this has not been factored into the FY25 Guidance

*Imports to US: 10% from April to June, 24% exports from Japan after July,
Exports to China: 10% as of May 14, 145% in 90 days

■ Responses

- | Assume mitigation of impact through price pass-through
- | Policy trends remain unclear, continue to monitor trends and respond swiftly

Product and Regional Development in line with Key Measures

● Key measures

C&V

- Growth in market scale segments
Expansion of therapeutic areas
- Adoption of radial access approaches
across diseases

TMCS

- Expand perioperative solutions
- Overseas expansion in line with
regional needs

TBCT

- Global deployment of automated
whole blood processing system
- Achieve differentiation through
software/services

● Products and Regional Expansion

FY25

FY26~



DSS



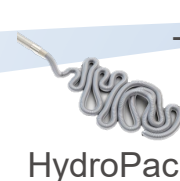
WEB Line
Extension



MAYUMI



HydroPack35



Thoracoflo



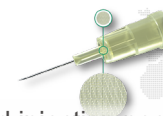
Perioperative Solutions

Pain
manag
ement



Smart
pumps

Europe



Filtered injection needles for
pharmaceutical companies

Regional Development

Asia
Blood glucose
monitors



US



Safety
syringes

Automated Blood Processing System

「Reveos」

- FY24 : US market success
- FY25 : Accelerate global
expansion



Software/Services

TOMEs (Software)

Veda Solutions (Service)

Lumia (Software)

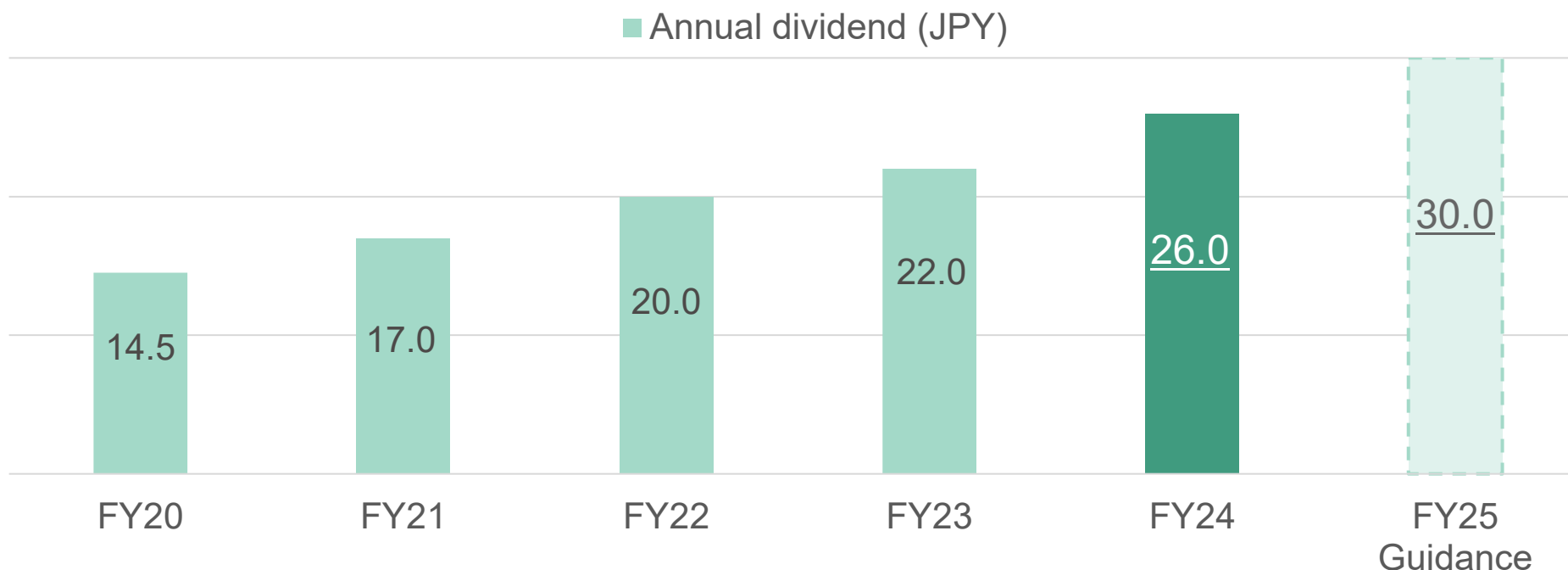
Kinari (Software)

Myata (Service)

Differentiation
Improved customer
experience

Dividend Proposal: Continuous increase per shareholder return policy

- Shareholder return policy: Continue stable increase in dividend, aiming for 50% total payout ratio



FY20-FY23: Dividend amounts per share are adjusted based on the number of shares issued and outstanding as of 1st April 2024

Dividend Payout ratio	28%	29%	34%	31%	33%	31%
Total payout ratio	28%	29%	90%	41%	59%	

Reference

P&L (QoQ)

(100M JPY)

	FY23 Q4 (Jan-Mar)	FY24 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)
Revenue	2,389	2,582	2,505	2,636	2,639
Gross Profit	1,243 (52.0%)	1,376 (53.3%)	1,395 (55.7%)	1,451 (55.1%)	1,385 (52.5%)
SG&A Expenses	737 (30.9%)	748 (29.0%)	732 (29.2%)	777 (29.5%)	818 (31.0%)
R&D Expenses	199 (8.3%)	174 (6.7%)	194 (7.7%)	187 (7.1%)	188 (7.1%)
Other Income and Expenses	39	-8	-38	-30	-138
Operating Profit	346 (14.5%)	446 (17.3%)	431 (17.2%)	458 (17.4%)	242 (9.2%)
Adjusted Operating Profit	371 (15.5%)	511 (19.8%)	529 (21.1%)	553 (21.0%)	441 (16.7%)

Quarterly Average Rate	USD	149JPY	156JPY	149JPY	152JPY	153JPY
	EUR	161JPY	168JPY	164JPY	163JPY	161JPY

SG&A (QoQ)

(100M JPY)

		FY23 Q4 (Jan-Mar)	FY24 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)
Salaries & Wages		373	398	384	406	430
Sales Promotion		54	52	47	54	60
Logistics Costs		51	51	59	56	57
Depreciation and Amortization		66	70	68	70	71
Others		192	178	175	190	200
SG&A Expenses Total (%)		737 (30.9%)	748 (29.0%)	732 (29.2%)	777 (29.5%)	818 (31.0%)
R&D Expenses (%)		199 (8.3%)	174 (6.7%)	194 (7.7%)	187 (7.1%)	188 (7.1%)
Total (%)		937 (39.2%)	922 (35.7%)	926 (37.0%)	963 (36.6%)	1,006 (38.1%)
Quarterly Average Rate	USD	149JPY	156JPY	149JPY	152JPY	153JPY
	EUR	161JPY	168JPY	164JPY	163JPY	161JPY

SG&A (YoY)

(100M JPY)

	FY23 Q4 YTD	FY24 Q4 YTD	YoY	YoY%	YoY% excluding FX impact
Salaries & Wages	1,429	1,618	188	13%	9%
Sales Promotion	201	213	11	6%	2%
Logistics Costs	193	223	30	15%	12%
Depreciation and Amortization	250	279	29	12%	7%
Others	685	742	57	8%	5%
SG&A Expenses Total	2,759	3,074	315	11%	8%
(%)	(29.9%)	(29.7%)			

R&D Expenses	691	742	52	7%	4%
(%)	(7.5%)	(7.2%)			

Total	3,450	3,816	367	11%	7%
(%)	(37.4%)	(36.8%)			

FY23 Q4	FY24 Q4	YoY	YoY%
373	430	57	15%
54	60	5	9%
51	57	6	12%
66	71	5	8%
192	200	7	4%
737	818	80	11%
(30.9%)	(31.0%)		

199	188	-11	-6%
(8.3%)	(7.1%)		

937	1,006	69	7%
(39.2%)	(38.1%)		

Adjusted Operating Profit: Adjustments

(100M JPY)

	FY23 Q4 YTD	FY24 Q4 YTD	FY23 Q4	FY24 Q4
Adjusted Operating Profit	1,568	2,034	371	441
Adjustment 1. Amortization of acquired intangible assets	-200	-215	-54	-54
Adjustment 2. Non-recurring profit or loss	33	-242	29	-146
Operating Profit	1,401	1,577	346	242

<Examples of adjustment items>

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

Adjustment 2. Non-recurring profit or loss	FY23 Q4 YTD	FY24 Q4 YTD
Restructuring loss	-23	-75
Profit on sale of shares of Olympus Terumo Biomaterials	13	-
Litigation-related gain or loss	34	-
Impairment loss	-	-179
Gain on sale of TBCT land	-	14
Others	10	-2

CAPEX, Depreciation and Amortization, R&D Expenses

(100M JPY)

	FY21	FY22	FY23	FY24	FY25 Guidance
CAPEX	692	758	784	825	950
Depreciation and Amortization	532	635	702	781	830
Amortization of acquired intangible assets	161	188	200	210	200
Others	371	447	502	571	630

CAPEX = Construction in progress record basis, lease depreciation is not included in Depreciation

FY24 CAPEX (82.5 B JPY)

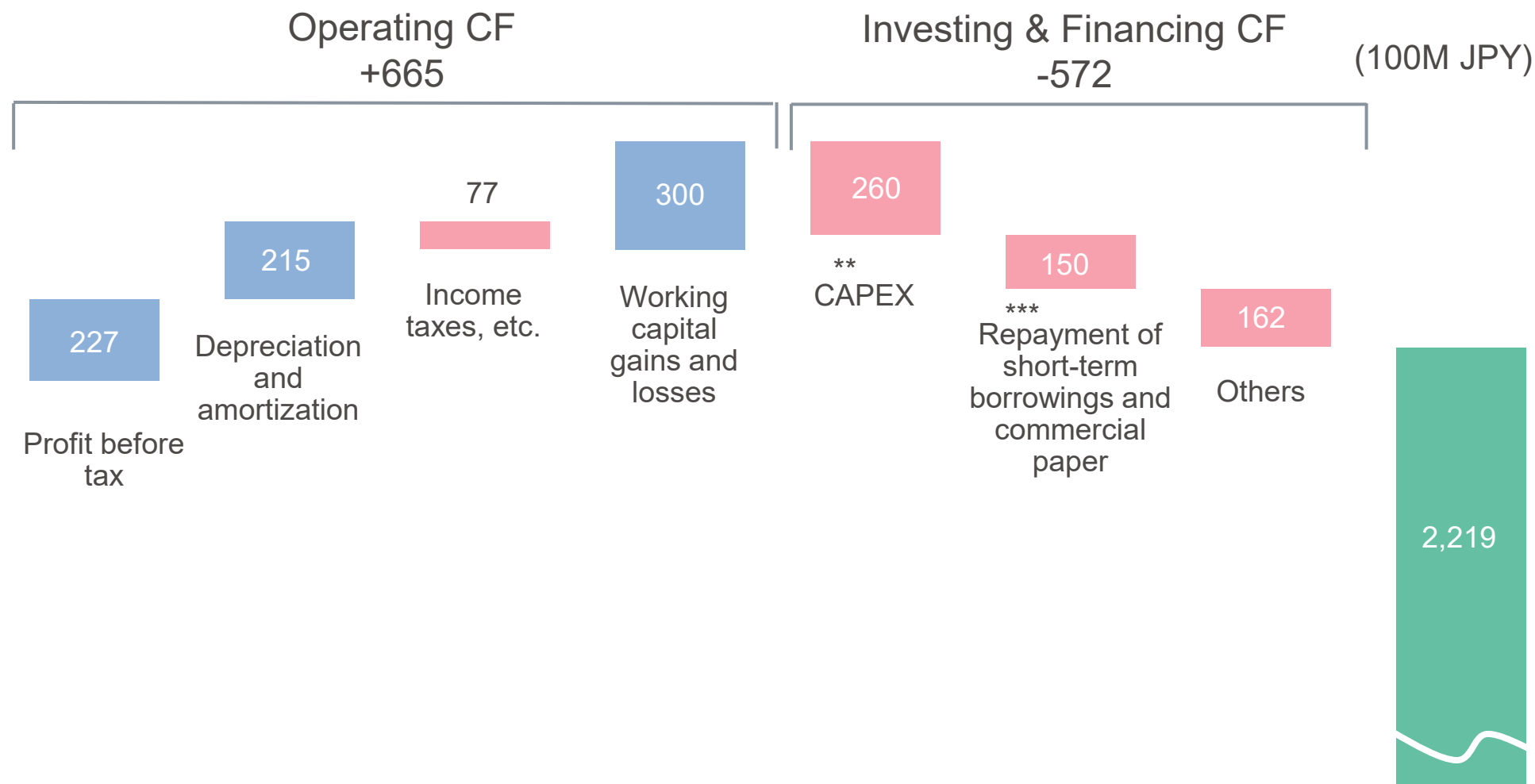
Construction of a new building in the Kofu Plant to strengthen production system for CDMO (contracted development and manufacturing) and others. Other investments include TIS and Blood and Cell Technology production increases, source plasma collection-related, R&D investments, and continued investment in IT, including core systems (SAP)

FY25 CAPEX (95.0 B JPY)

Plan to strengthen production capacity including the projects above, and invest in new growth

	FY21	FY22	FY23	FY24	FY25 Guidance
R&D Expenses	518	616	691	742	715

Cash Flow (Q4)

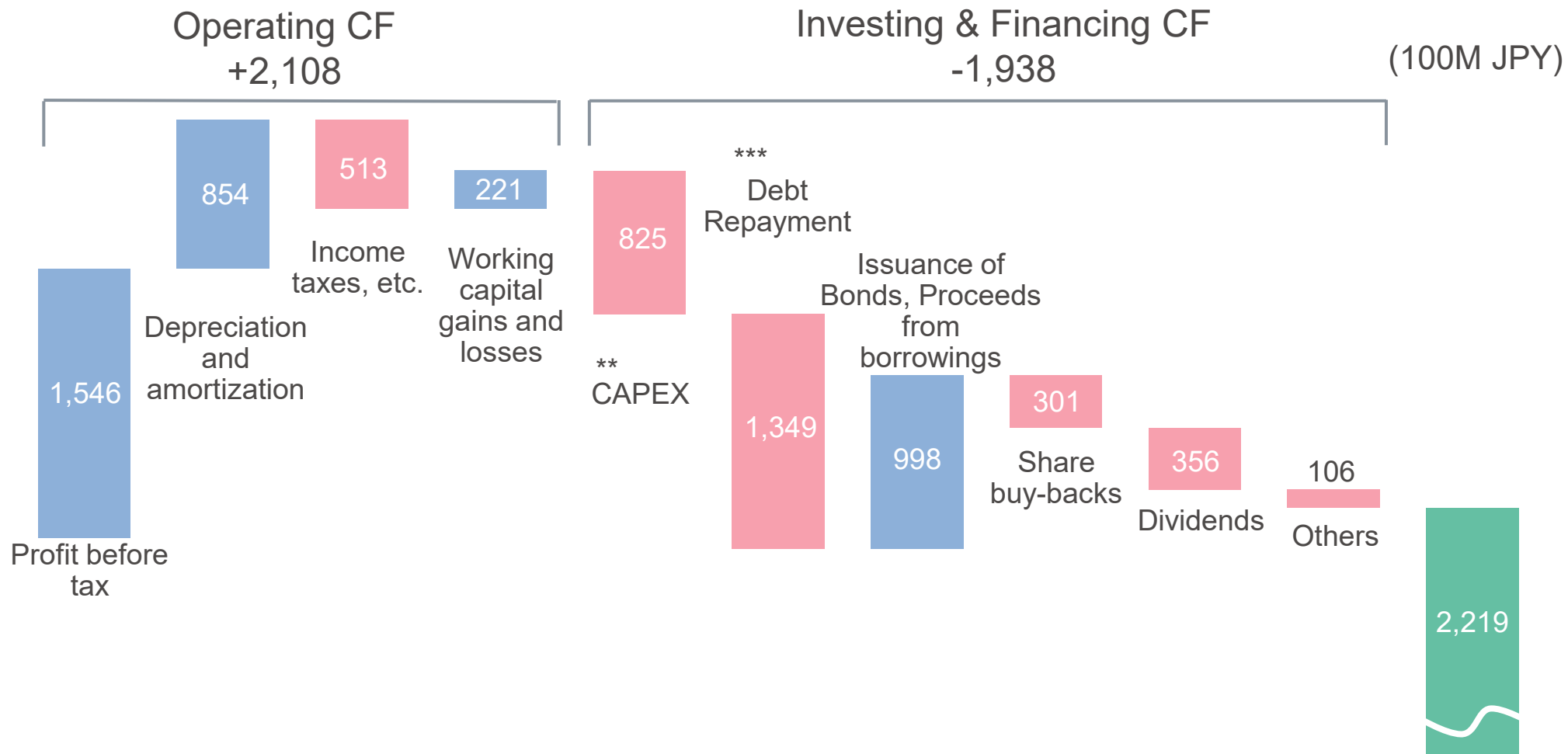


* Cash at the end of FY24 Q3

* Aligned with period-end account balance "Cash and cash equivalents" on B/S
 ** Construction in progress record basis
 *** Net amount

Cash at the end of FY24 Q4

Cash Flow (Q4 YTD)



* Cash at the end of FY23

* Aligned with period-end account balance "Cash and cash equivalents" on B/S

** Construction in progress record basis

*** After taking into account derivative settlements

Cash at the end of FY24

Foreign Exchange Sensitivity

Annual impact of 1 JPY depreciation (Flow)

(100M JPY)

	USD	EUR	CNY
Revenue	25	11	39
Adjusted Operating Profit	1	5	23

Impact of 1 JPY depreciation (Stock)

	USD	EUR	CNY
Adjusted Operating Profit	-2.5	-0.6	-2.0

