

Blood and Cell Technologies Company

Unlocking Potential is our promise to our customers, associates, distributors, affiliate partners, communities, and patients. Every day we are unlocking the potential of blood and cells, technology and data, and our colleagues and customers to improve patient outcomes and serve unmet medical needs.

Antoinette Gawin
 Group Senior Managing Executive Officer
 President, Blood and Cell Technologies Company
 President and CEO, Terumo BCT Holding Corp.



External environment (opportunities and risks)

External environment	
Opportunities	Risks
<ul style="list-style-type: none"> • Heightened importance among pharmaceutical and biotechnology companies to establish stable manufacturing and build capacity to meet the increasing need for commercialized cell and gene therapies • Increased opportunities for the adoption of new therapies in response to unmet medical needs in the therapeutic apheresis market • Growth in source plasma collection • Increasing need for process efficiencies and data connectivity in response to soaring healthcare costs as the population ages • Advancements in precision medicine driving a greater need for patient-specific medical information 	<ul style="list-style-type: none"> • Implementation of more stringent regulations increasing the importance of clinical data and quality assurance • Decreased blood supply due to a decline in donor numbers • Emergence of drugs, alternative treatments, and disruptive therapies, such as cell and gene therapies, with the potential to compete with therapeutic apheresis • Modified customer purchasing patterns to address business continuity concerns, local manufacturing preferences, an uncertain economic environment, and sustainability goals • Increased customer concern about protecting the confidentiality, integrity, and availability of information and assets from cybersecurity threats

Strengths

- Sophisticated automated cellular and blood component manufacturing processes and data integration systems to deliver better treatment outcomes and drive efficiencies
- Innovation utilizing a broad product portfolio and an expansive global sales and support network
- Increased manufacturing flexibility with new facilities in the U.S. and Costa Rica
- Strong customer relationships fostered through services and clinical support
- Expanded health economics and market access capabilities providing more treatment options to patients across the globe
- Strong brand reputation in the blood and blood component market

Strengths of the Blood and Cell Technologies Company

At Terumo Blood and Cell Technologies, we provide compelling and accessible innovations that unlock the power of blood and cells globally.

We shape patient access by influencing reimbursement policies for blood- and cell-derived treatments. This commitment allows us to advance standards of care to improve patient outcomes in regions where we have a strong presence while building a footprint in areas with high unmet medical needs.

We champion and support a safe, equitable, and sustainable blood supply through innovation and automation. We advance cell and gene therapy, from offering cell collection protocols that enable therapy development to supporting the scale-up and scale-out of therapies for clinical trials and market readiness.

We design comprehensive solutions by integrating core technologies with advanced digital systems. Our Plasma Innovations segment is built on a holistic ecosystem that supports the growing demand for plasma-derived therapies. The Kinari Device Management Platform*¹ and Myata Customer Service Portal*² work in concert with our Rika Plasma Donation System to

enhance efficiencies, delivering superior outcomes for customers, donors, and patients.

Our presence in over 150 countries demonstrates our resilience in facing global challenges. We transformed our supply chain and delivery network to manufacture products closer to customers and patients worldwide, delivering whenever and wherever they are needed.

Our strength lies in understanding the healthcare market complexities that affect our customers, delivering solutions that combine technology with customer expertise to help meet their biggest challenges.

As we advance, Terumo Blood and Cell Technologies will continue shaping healthcare's future through innovation, connectivity, and transformative business models. Our commitment to the patients we serve ensures we remain relevant and impactful in the evolving global healthcare landscape.

*1 Device management software that enables overnight center conversion, proactive fleet management, and electronic software distribution.

*2 A customer service portal that streamlines plasma center management.

Progress of GS26

Terumo Blood and Cell Technologies remains poised for growth despite COVID-19 supply chain challenges.

We have returned to growth by modernizing our infrastructure, including internal systems investment, and transforming our delivery network to be closer to the customers and patients we serve. We have launched new products for cell and gene therapies and blood centers and have notably expanded into the source plasma segment. Additionally, we are shaping standards of care by influencing reimbursement policies to extend patient access to blood- and cell-derived treatments.

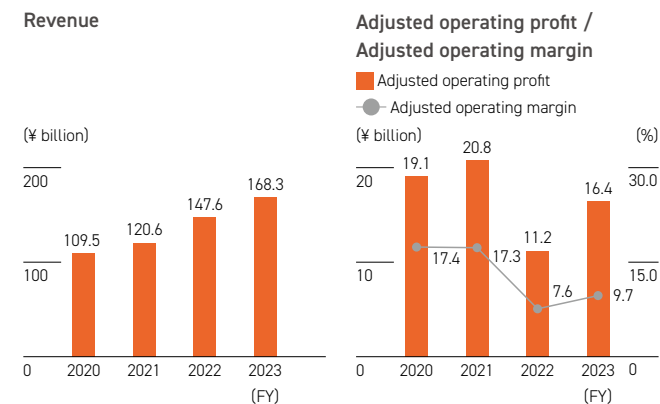
We are on target to achieve the GS26 goals, with consecutive high-single-digit revenue growth. The core business remains robust, and our new Plasma Innovations business is ramping up as planned. While inflation has impacted margins, we have improved profitability through pricing initiatives and transferring disposables production from the U.S. to Costa Rica.

Looking ahead, we will continue the strong rollout of the Rika Plasma Donation System in all CSL Plasma U.S. centers through

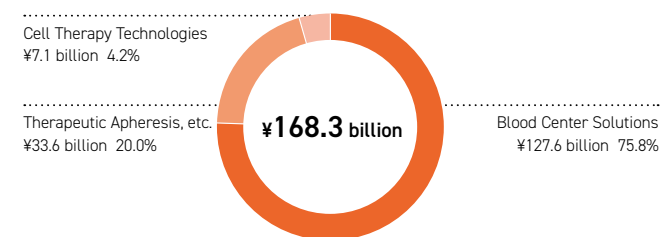
early 2025. Our Global Blood Solutions segment, which primarily offers solutions for blood centers, continues to perform well, growing potential with the Reveos platform, recently FDA-cleared for commercialization in the U.S. and steady expansion elsewhere.

Our Global Therapy Innovations segment includes therapeutic apheresis and cell therapy technologies. We launched both Quantum Flex and Finia for cell and gene therapy, along with an array of services and digital solutions that position us for strong growth in this segment.

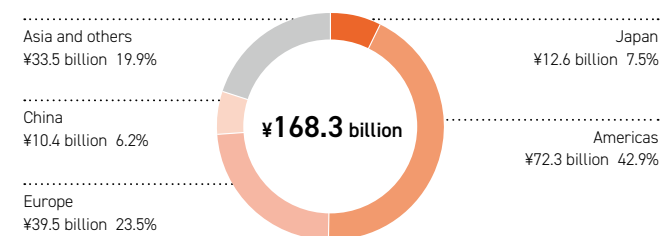
We remain committed to strong performance through technological advancements, customer relationships, and manufacturing flexibility. We aim to achieve GS26 KPIs with near double-digit topline growth and a 20%+ adjusted operating profit margin.



Revenue by business (FY2023)



Revenue by region (FY2023)



Note: Revenue composition ratios by business and region are rounded to the first decimal place, and the total may not equal 100%.

TOPICS

Red blood cell exchange (RBCX) for sickle cell disease (SCD) with Spectra Optia

Sickle cell disease (SCD) is an inherited blood disorder affecting millions worldwide. Its hallmark acute pain crises can lead to hospitalization or worse. Unfortunately, today there are significant disparities in treatment access and patient outcomes.

Terumo Blood and Cell Technologies is addressing these challenges by increasing access to our therapy-enabling technology, partnering with healthcare networks, and advocating for policy changes to meet unmet patient needs.

Our Spectra Optia Apheresis System performs automated red blood cell exchange (RBCX), a treatment protocol that helps manage SCD by removing sickled cells and replacing them with healthy ones. This protocol reduces the risk of complications like stroke, acute chest syndrome, and organ damage.

The UK, with approximately 15,000 SCD patients, is a country where our efforts and technology have made an impact. In partnership with the UK's Health Innovation Network, we have advanced the implementation of Spectra Optia to 22 hospitals across the UK to help meet the needs of this underserved patient population. A £1.5 million investment by the National Health Service (NHS) will create capacity for an additional 10,000 RBCX procedures per year. This collaboration also ensures healthcare providers can effectively utilize this technology, through training, optimized treatment protocols, and routine clinical integration aiming to improve treatment outcomes.

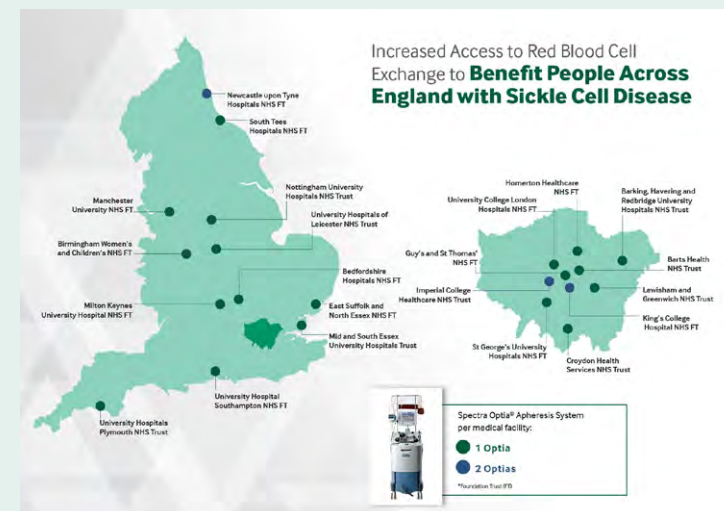
Beyond technology, we undertake actions to raise awareness about the unmet needs of SCD and advocate for needed policy changes to improve patient access and outcomes. Together with organizations like the Sickle Cell Society and the NHS, we support educational programs and research initiatives. Advocacy efforts are aimed at healthcare policy improvements to address improved access to treatment and health inequalities, investments in training and skill development, newborn screening, and encouraging strategic dialogue with relevant stakeholders.

In addition, we work with patient advocates to provide information about available treatment options. This empowers patients and their families to make informed health decisions through collaborative patient-provider relationships, which are crucial for effective disease management.

Terumo Blood and Cell Technologies is working to translate its success in the UK to other regions around the world through similar programs to advance access to timely, effective, and equitable care.



A patient receiving treatment with Spectra Optia



A map demonstrating Spectra Optia being delivered to 22 hospitals across the UK to increase access to care