# Financial Results for the Fiscal Year Ended March 31, 2023 (FY2022)

May 15, 2023

#### **Naoki Muto**

Chief Accounting and Financial Officer Terumo Corporation



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



### **Highlights**

#### FY22 Revenue

- Highest-ever sales revenue and OP; profit for the period increased
- US drove sales revenue growth; +5% group-wide (excluding FX)
- Profit temporarily down in Q4; shortfall against Feb. guidance

### FY23 guidance

- Continued global growth, +6% sales revenue growth (excluding FX)
- Expand high-margin products for double-digit OP growth



#### P&L

- Revenue: Highest ever. Strong demand continued in C&V field, especially US
- OP: Although highest ever, impact from raw materials price increases and one-time Q4 costs drove profitability down

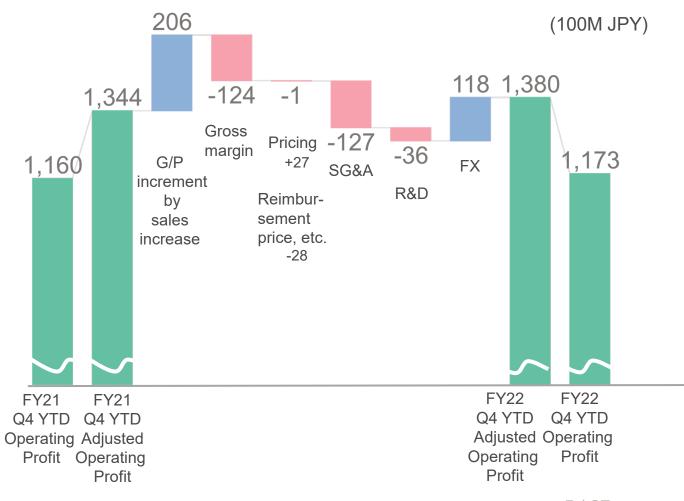
100M JPY	FY 21 Q4 YTD	FY 22 Q4 YTD	Change	Change excluding FX impact	FY21 Q4	FY22 Q4	Change
Revenue	7,033	8,202	17%	5%	1,798	2,022	12%
Gross Profit	3,693	4,174	13%	2%	905	990	9%
(%)	(52.5%)	(50.9%)			(50.3%)	(49.0%)	
SG&A Expenses	1,991	2,383	20%	7%	528	597	13%
(%)	(28.3%)	(29.1%)			(29.4%)	(29.5%)	
R&D Expenses	518	616	19%	7%	144	160	11%
(%)	(7.4%)	(7.5%)			(8.0%)	(7.9%)	
Other Income and Expenses	-25	-2	-	-	-18	5	-
Operating Profit	1,160	1,173	1%	-5%	215	238	11%
(%)	(16.5%)	(14.3%)			(12.0%)	(11.8%)	
Adjusted Operating Profit	1,344	1,380	3%	-6%	273	284	4%
(%)	(19.1%)	(16.8%)			(15.2%)	(14.1%)	
Profit before Tax	1,145	1,161	1%		215	240	12%
(%)	(16.3%)	(14.2%)			(11.9%)	(11.9%)	
Profit for the Year	888	893	1%		171	191	12%
(%)	(12.6%)	(10.9%)			(9.5%)	(9.5%)	

Average exchange rate (USD/EUR) 112JPY/131JPY 135JPY/141JPY

116JPY/130JPY 132JPY/142JPY



### **Operating Profit Variance Analysis (Q4 YTD)**



- GP increment by sales increase:
   Increased demand and new product contribution grew sales
- Gross margin:
   Unprecedented raw materials price increases etc. continued
- Price: Price increases that we continued through the period insufficient to make up for negative impact
- SG&A, R&D: Expense control while continuing investment in growth fields
- FX: Large positive impact due to yen depreciation



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#### Guidance (announced in February) Profit Shortfall Causes

	(100M JPY	<b>'</b> )	Group	C&V	TMCS	TBCT
	Revenue		8,150	4,752	1,933	1,463
Gu	AOP		1,430	1,115	171	151
Guidance		%	17.5%	23.5%	8.8%	10.3%
1Ce	OP		1,220	-	-	_
		%	15.0%	-	-	-
	Revenue		8,202	4,808	1,921	1,476
71	AOP		1,380	1,122	148	112
Result		%	16.8%	23.3%	7.7%	7.6%
≒	OP		1,173	-	-	_
		%	14.3%	-	-	-
	Revenue	)	6	17	-13	3
Gap	AOP		-55	1	-23	-39
(excld.	Ç	%	-	-	-	-
id.	OP		-52	-	-	-
		%	_	_	-	_

One-time	profit	impacts
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#### **TBCT**

- Extension of limited Plasma Innovation (PI)
   launch period
   Higher fix-cost burden due to volume shortfall
- Back-order elimination, production transfer to Costa Rica
   Increased air freight, more complex supply chain
- EtO sterilization lawsuit (US)
  Legal fees (included in FY23 guidance)

#### **TMCS**

- Product shipment carryover to next period CDMO products
- COVID-related inventory adjustment

#### C&V

Production transfer to Costa Rica
 Continued production at original site



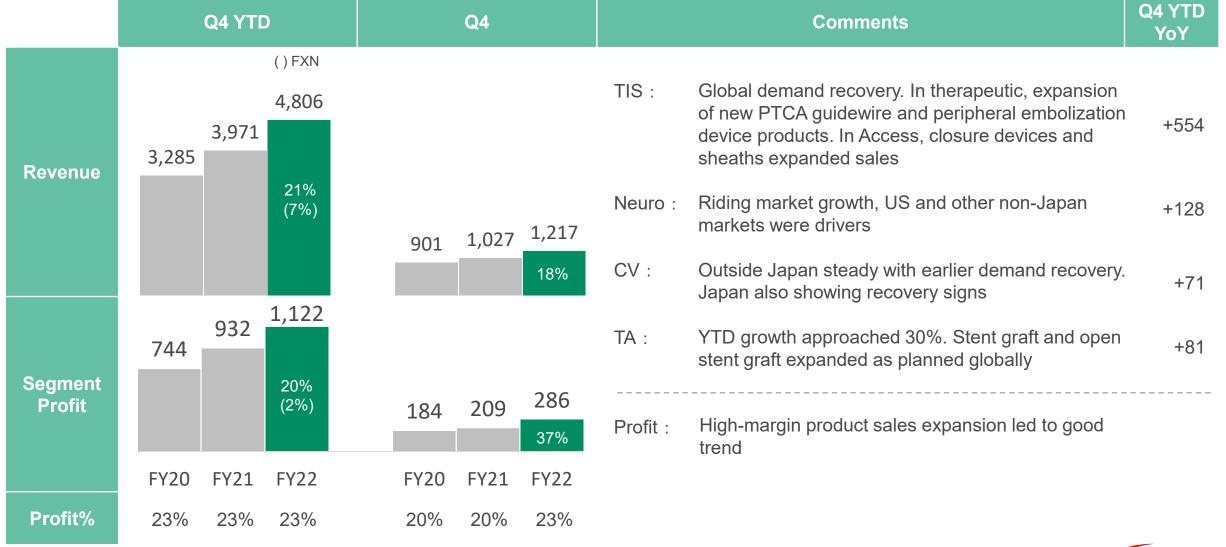
### Revenue by Region

C&V: Cardiac & Vascular, TMCS: Medical Care Solutions, TBCT: Blood and Cell Technologies, TIS: Interventional Systems, CV: Cardiovascular, TA: Terumo Aortic (Vascular Graft), HCS: Hospital Care Soplutions, PS: Pharmaceutical Solutions

FY22 Q4YTD	Reve	nue (100M JPY)	FY22 Q4 YTD YoY change	Comments
Regional	Q4YTD	Q4	() FXN	
breakdown <u>Americas</u>	FY20 1,808 FY21 2,204 FY22 2,866	497 592 <b>742</b>	30% (9%)	All companies continued to grow. TA, Neuro, blood centers all grew in double digits (excluding FX). TIS also strong
35% Japan	2,018 2,061 <b>2,074</b>	534 511 <b>503</b>	1%	Maintained growth. New products contributed, with PS and TA among drivers
25% Europe	1,204 1,404 <b>1,600</b>	328 364 <b>414</b>	14% (5%)	TIS, TA, blood centers, PS grew; all companies saw growth
20% China	455 594 <b>719</b>	121 147 <b>153</b>	21% (7%)	March recovery despite COVID impact. TIS was driver; it accounts for 60% of sales
9% Asia and Others	654 770 <b>943</b>	172 184 <b>209</b>	22% (9%)	TIS, CV, TA, blood centers all grew in double digits (excluding FX)

C&V:

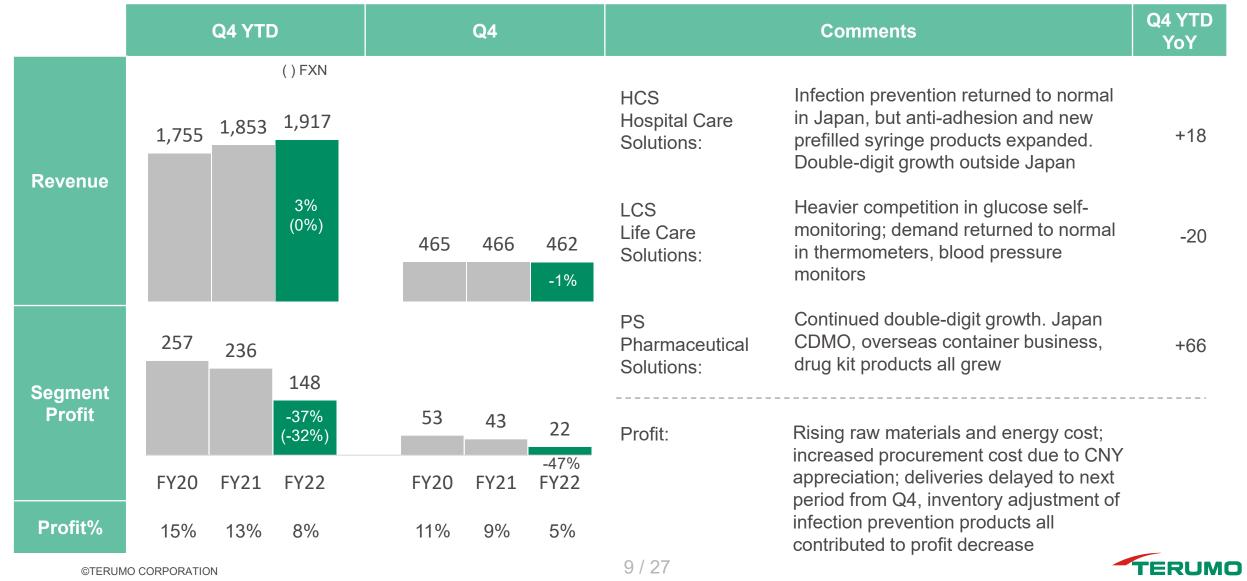
# Continue growth driven by demand increase and new products. Profitability remains good trend



#### TMCS:

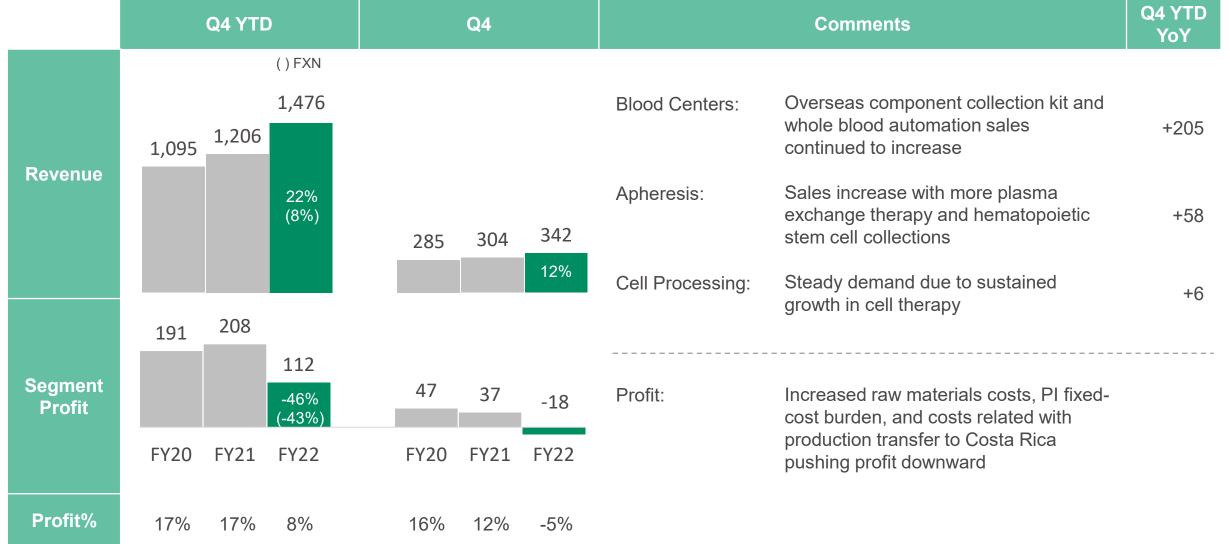
PS continues high growth.

Rising material and energy cost, temporal issues in Q4 led profit to decrease



#### TBCT:

Core business, mainly blood center business continued good trend. Fixed cost for PI increased due to prolonged limited market release



#### **FY23 Guidance**

■ Sales revenue: Cardiac and Vascular leads for +6% growth overall (excluding FX)

OP: High-margin product expansion, profitability improvement for double-digit growth

Amount (100 M JPY)	FY22 Actual	FY23 Guidance	YoY%
Revenue	8,202	8,540	4% (6%)
Operating Profit	1,173	1,325	13% (12%)
(%)	14.3%	15.5%	
Adjusted Operating Profit	1,380	1,510	9% (11%)
(%)	16.8%	17.7%	
Profit for the Year	893	1,010	13%

Exchange Rate (USD/EUR)

135JPY/141JPY

130JPY/145JPY

() FXN

FY23 by Company	Reve	enue	Adjusted Ope	Adjusted Operating Profit				
(100 M JPY)	Amount	YoY%	Amount	YoY%	Operating Profit %			
C&V	5,038	5% (7%)	1,205	7%	24%			
TMCS	2,000	4% (5%)	205	38%	10%			
TBCT	1,500	2% (4%)	125	12%	8%			



### **FY23 Profitability Improvement Policies**

#### 1. Increase high-margin product sales

- Keep high growth in TIS, Neuro, TA for 7% C&V growth
- CDMO as growth driver in TMCS

#### 2. More assertive pricing

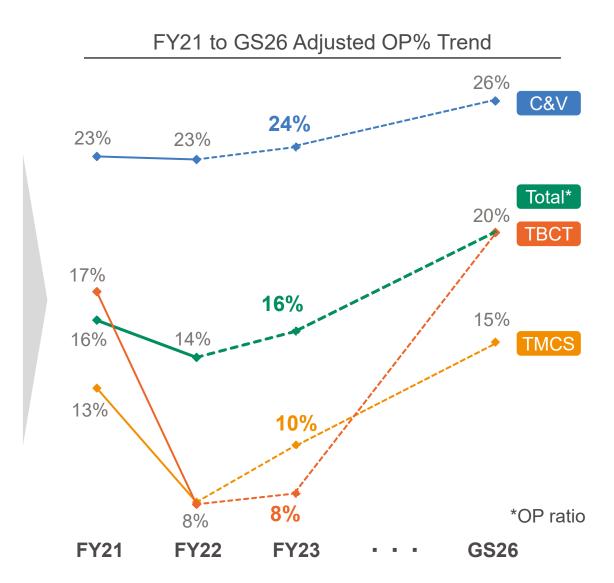
- Expand businesses/regions to pass on costs
- Price revision of low-margin products in Japan

#### 3. Global production optimization, efficiency

- Maximize benefits of Costa Rica transfer
- Automation, labor-saving at Ashitaka Factory

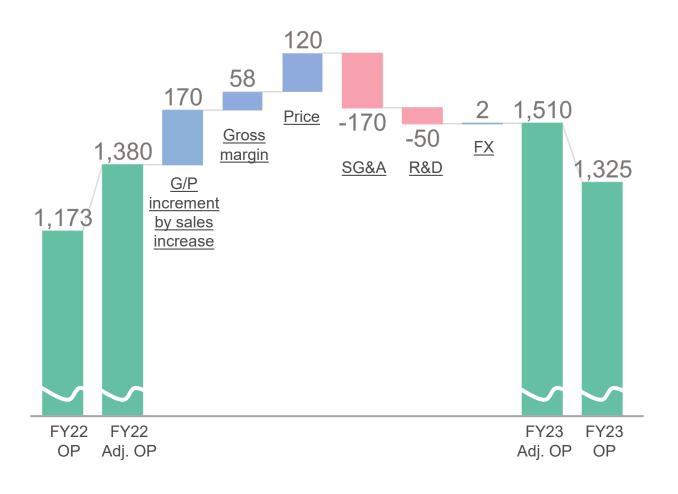
#### Recovery from FY22 one-time costs

- Back-order elimination (reduce air freight frequency)
- PI full launch (reduce fix-cost burden)





### **Profit Variance Analysis (FY23 Guidance)**

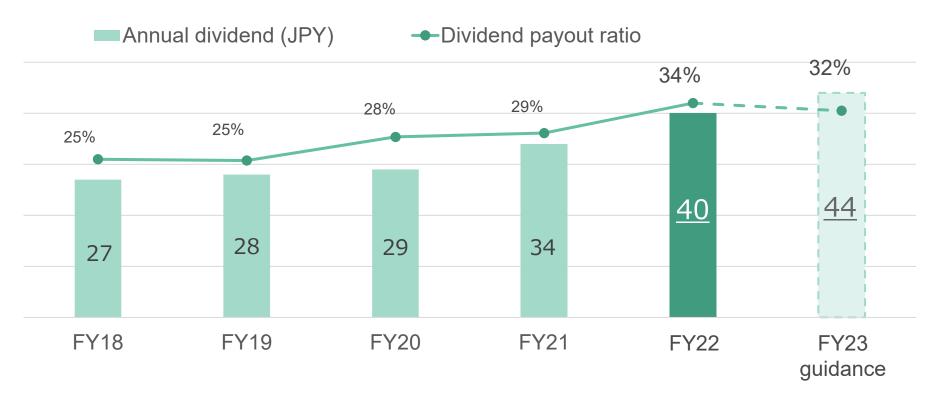


- GP increment by sales increase: Continued growth led by C&V
- Gross margin:
  Increased high-margin product sales, global
  production optimization and efficiency improvement
- Price: More assertive pricing policies; including price revision of low-margin products
- SG&A increase:
  Continued investment in growth areas
- R&D increase:
  Continued investment in future growth
- FX:
  Yen depreciation return to normal anticipated



#### Dividend Proposal: Continuous increase per shareholder return policy

- Shareholder return policy: Continue stable increase in dividend, aiming for 50% total payout ratio within GS26
- Total payout ratio is 90% in FY22 with 50 B JPY of share buyback



FY18 figure accounts for effect of April 2019 stock split (1 share to 2 shares)

### Reference



### Revenue by Segment and Region

#### 2022年度 セグメント別売上収益

Revenue by Segment for FY2022

				FY2021				FY2022																
			日本 JPN	海外 Overseas	欧州 Europe	米州 Americas	中国 China	アジア他 Asia and others	合計 WW	日本 JPN	%ҮоҮ	海外 Overseas	%YoY	欧州 Europe	%YoY	米州 Americas	%YoY	中国 China	%YoY	アジア他 Asia and others	%YoY	合計 WW	%YoY	構成比 % to total
	TIS	TIS	32,110	231,837	63,185	105,515	36,048	27,088	263,947	32,288	0.6%	287,108	23.8%	72,477	14.7%	136,360	29.2%	43,593	20.9%	34,676	28.0%	319,396	21.0%	38.9%
心臟血管	ニューロバスキュラー	Neurovascular	5,446	52,708	16,564	22,441	9,355	4,346	58,155	5,627	3.3%	65,288	23.9%	18,761	13.3%	30,038	33.9%	11,592	23.9%	4,896	12.796	70,915	21.9%	8.6%
カンパニー	カーディオバスキュラー	Cardiovascular	10,806	36,543	6,334	23,114	2,001	5,093	47,350	10,404	-3.7%	44,085	20.6%	6,712	6.0%	28,389	22.8%	2,198	9.8%	6,785	33.296	54,489	15.1%	6.6%
	血管	Vascular Graft	2,780	24,896	13,712	8,498	1,536	1,148	27,677	3,580	28.7%	32,227	29.4%	15,918	16.1%	13,179	55.1%	1,611	4.9%	1,518	32.296	35,807	29.4%	4.496
	Cardiac and Vascular Company		51,144	345,986	99,796	159,570	48,942	37,677	397,130	51,900	1.5%	428,709	23.9%	113,869	14.1%	207,967	30.3%	58,996	20.5%	47,876	27.1%	480,610	21.0%	58.6%
メディカルケア	ホスピタルケアソリューション	Hospital Care Solutions	100,303	27,737	2,758	7,996	1,370	15,611	128,041	98,533	-1.8%	31,261	12.7%	2,671	-3.2%	10,251	28.2%	1,979	44.4%	16,357	4.8%	129,794	1.4%	15.8%
ソリューションズ カンパニー	ライフケアソリューション	Life Care Solutions	22,949	3,740	822	38	1,078	1,801	26,690	21,612	-5.8%	3,113	-16.8%	792	-3.7%	0	-100.096	1,161	7.796	1,159	-35.6%	24,726	-7.4%	3.0%
,,,,,,	ファーマシューティカルソリューション	Pharmaceutical Solutions	19,482	11,121	7,481	2,573	217	849	30,603	23,355	19.9%	13,872	24.7%	8,840	18.2%	2,942	14.4%	386	77.796	1,703	100.6%	37,228	21.6%	4.5%
	Medical Care Solutions Company		142,735	42,599	11,063	10,608	2,666	18,262	185,335	143,502	0.5%	48,247	13.3%	12,304	11.2%	13,194	24.4%	3,527	32.3%	19,220	5.2%	191,749	3.5%	23.4%
血液・細胞	血液センター	Blood Center Solutions	11,407	77,190	22,715	30,316	6,372	17,786	88,597	11,005	-3.5%	98,257	27.3%	25,936	14.2%	40,966	35.1%	7,770	21.9%	23,584	32.6%	109,262	23.3%	13.3%
テクノロジー カンパニー	アフェレシス治療他	Therapeutic Solutions	433	22,958	5,946	12,999	1,062	2,950	23,392	595	37.5%	28,581	24.5%	6,878	15.7%	17,113	31.6%	1,353	27.4%	3,236	9.796	29,177	24.7%	3.6%
20712	細胞処理	Cell Therapy Technologies	171	8,424	896	6,905	306	315	8,596	137	-19.9%	9,027	7.2%	1,028	14.8%	7,338	6.3%	299	-2.5%	361	14.6%	9,165	6.6%	1.1%
	Blood and Cell Technologies Comp	рацу	12,012	108,573	29,558	50,221	7,741	21,052	120,586	11,738	-2.3%	135,866	25.1%	33,843	14.5%	65,418	30.3%	9,422	21.7%	27,182	29.1%	147,605	22.4%	18.0%
その他	Others		251	-	-	-	-	-	251	243	-2.9%	-	-	-	-	-	-	-	-	-	-	243	-2.9%	0.0%
合計	Total		206,143	497,159	140,417	220,400	59,350	76,991	703,303	207,385	0.6%	612,823	23.3%	160,017	14.0%	286,580	30.0%	71,946	21.2%	94,279	22.5%	820,209	16.6%	100.0%
売上比率	% to Total		29.3%	70.7%	20.0%	31.3%	8.4%	10.9%	100.0%	25.3%		74.7%		19.5%		34.9%		8.8%		11.5%		100.0%		

(期中平均為替レート) (Average Exchange Rates) (USD1=¥112.39) (USD1=¥135.50) (EUR1=¥130.55) (EUR1=¥140.99)

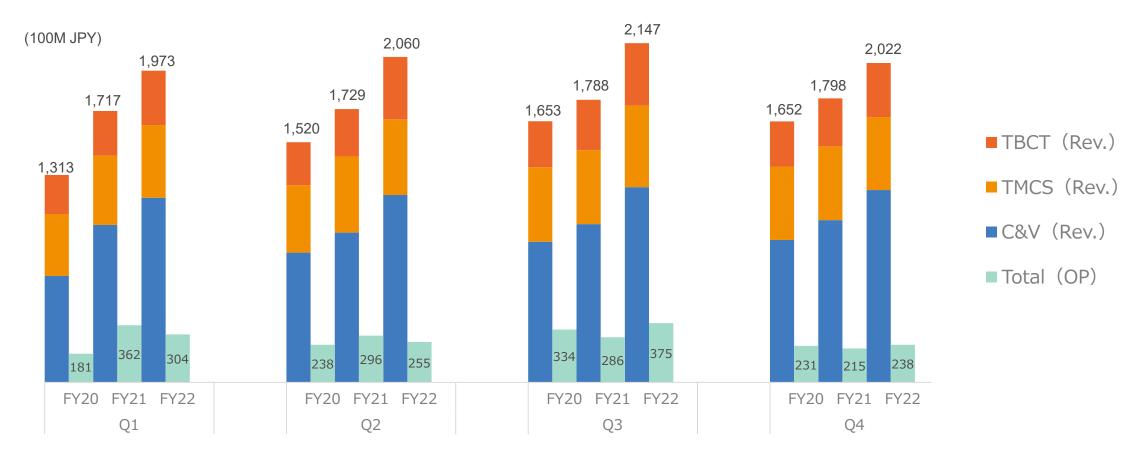


<sup>\* 2022</sup>年度より、従来の「ホスピタルカンパニー」のセグメント名称を「メディカルケアソリューションズカンパニー」に変更しています。なお、サブセ \* Effective fiscal 2022, the segment name of the former "General Hospital Company" has been changed to "Medical Care Solutions Company". As for sub-segments, the former "General Hospital Company" has been changed to "Medical Care Solutions Company". As for sub-segments, the former "General Hospital Company" has been changed to "Medical Care Solutions". "DM and Consumer Healthcare" has been renamed "Life Care Solutions", and the "Alliance" has been renamed "Pharmaceutical Solutions". In accordance with this change, the fiscal 2021 figure is also listed under the new names.

### **Quarterly Trend of Revenue and Operating Profit**

Revenue: Q4 YoY +12%, QoQ -6%

OP : Q4 YoY +11%, QoQ -37%



# P&L (QoQ)

	FY21 Q4 (Jan-Mar)	FY22 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)	
Revenue	1,798	1,973	2,060	2,147	2,022	
Gross Profit	905 (50.3%)	1,016 (51.5%)	1,054 (51.1%)	1,114 (51.9%)	990 (49.0%)	
SG&A Expenses	G&A Expenses 528 (29.4%)		605 (29.4%)	615 (28.6%)	597 (29.5%)	
R&D Expenses	144 (8.0%)	141 (7.1%)	157 (7.6%)	159 (7.4%)	160 (7.9%)	
Other Income and Expenses	-18	-6	-37	35	5	
Operating Profit	215 (12.0%)	304 (15.4%)	255 (12.4%)	375 (17.5%)	238 (11.8%)	
Adjusted Operating Profit	273 (15.2%)	359 (18.2%)	345 (16.8%)	392 (18.2%)	284 (14.1%)	
Quarterly USD	116JPY	130JPY	138JPY	142JPY	132JPY	
Average EUR Rate	130JPY	138JPY	139JPY	144JPY	142JPY	



# SG&A (QoQ)

		FY21 Q4 (Jan-Mar)	FY22 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)	Q4 (Jan-Mar)
Labor		256	298	312	316	307
Promotion		45	46	44	52	45
Logistics		41	44	47	49	44
Depreciation		54	56	59	60	58
Others		132	123	142	138	143
SG&A total		528	566	605	615	597
(%)		(29.4%)	(28.7%)	(29.4%)	(28.6%)	(29.5%)
R&D		144	141	157	159	160
(%)		(8.0%)	(7.1%)	(7.6%)	(7.4%)	(7.9%)
Total		672	706	761	774	757
(%)		(37.3%)	(35.8%)	(37.0%)	(36.0%)	(37.4%)
Quarterly	USD	116JPY	130JPY	138JPY	142JPY	132JPY
Average rate	EUR	130JPY	138JPY	139JPY	144JPY	142JPY

# SG&A (YoY)

	FY21 Q4 YTD	FY22 Q4 YTD	+/-	Change vs. FY21 Q4 YTD	Change excluding FX impact
Salaries & Wages	1,010	1,233	223	22%	7%
Sales Promotion	160	187	27	17%	8%
Logistical Costs	157	184	27	17%	7%
Depreciation and amortization	203	234	31	15%	8%
Others	461	545	84	18%	8%
SG&A Expenses Total	1,991	2,383	392	20%	7%
(%)	(28.3%)	(29.1%)			

FY21 Q4	FY22 Q4	+/-	Change vs. FY21 Q4
256	307	50	20%
45	45	-0	-0%
41	44	3	8%
54	58	4	8%
132	143	11	9%
528	597	69	13%
(29.4%)	(29.5%)		

R&D Expenses	518	616	97	19%	7%
(%)	(7.4%)	(7.5%)			

144	160	16	11%
(8.0%)	(7.9%)		

SG&A Expenses Total	2,509	2,999	490	20%	7%
(%)	(35.7%)	(36.6%)			

672	757	86	13%
(37.3%)	(37.4%)		



### **Adjusted Operating Profit amount**

(100M JPY)

	FY21 Q4 YTD	FY22 Q4YTD
Operating Profit	1,160	1,173
Adjustment 1. Amortization of acquired intangible assets	161	188
Adjustment 2. Non-recurring profit or loss	24	19
Adjusted Operating Profit	1,344	1,380

FY21	FY22
Q4	Q4
215	238
42	44
16	2
273	284

<General examples of adjustment items>

- Acquisition related cost
   Impairment loss
- Nonlife insurance income
   Other one-time profits & losses

- Lawsuit settlement
- Restructuring loss
   Loss on disaster

Adjustment 2. Major one-time profits & losses	FY21 Q4 YTD	FY22 Q4 YTD
Restructuring loss	16	25
Goodwill amortization related to sale of part of cell processing business	-	36
Profit from sale of nutrition business	-	-39
Others	8	-4



#### **CAPEX**, Depreciation and R&D Expenses

	FY19	FY20	FY21	FY22
CAPEX	895	772	692	758
Depreciation	477	484	532	635
Amortization of acquired intangible assets	157	146	161	188
Others	320	338	371	447

(100111011)
FY23
Guidance
800
675
175
500

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

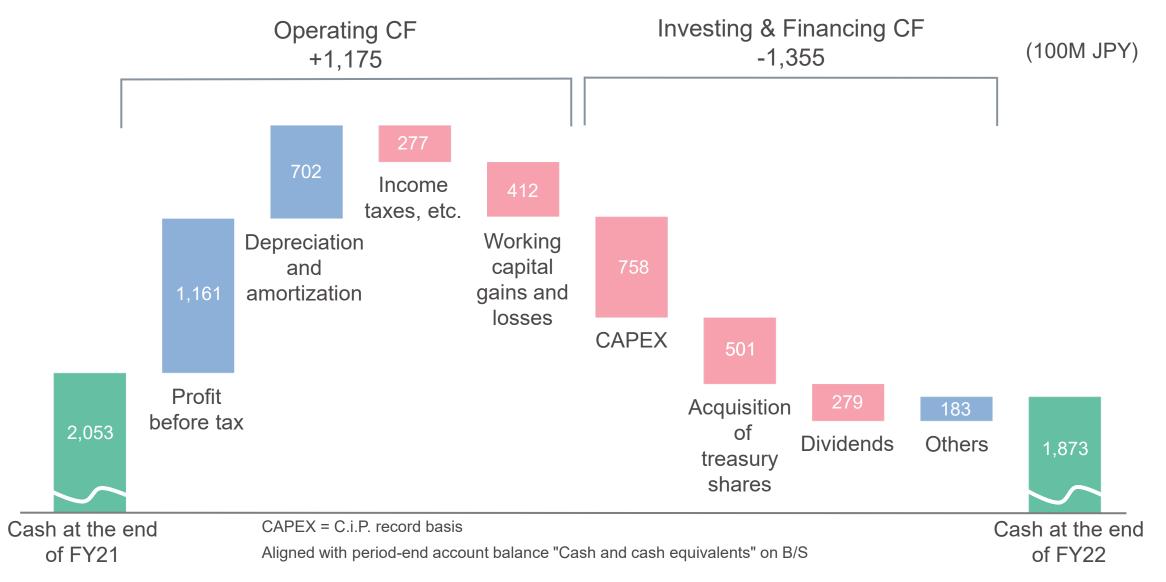
- "CAPEX" FY22: Continued investment mainly for TIS, Neurovascular, PS, Blood & Cell Technologies in production capacity, PI, R&D as well as IT infrastructure (SAP). Started investment on construction of a new plant building in the premises of the Kofu Factory to strengthen production system for CDMO business etc.
- I "CAPEX" FY23 guidance: Continue investment for growth, incorporating "CAPEX" FY22 project results

	FY19	FY20	FY21	FY22
R&D Expenses	506	491	518	616

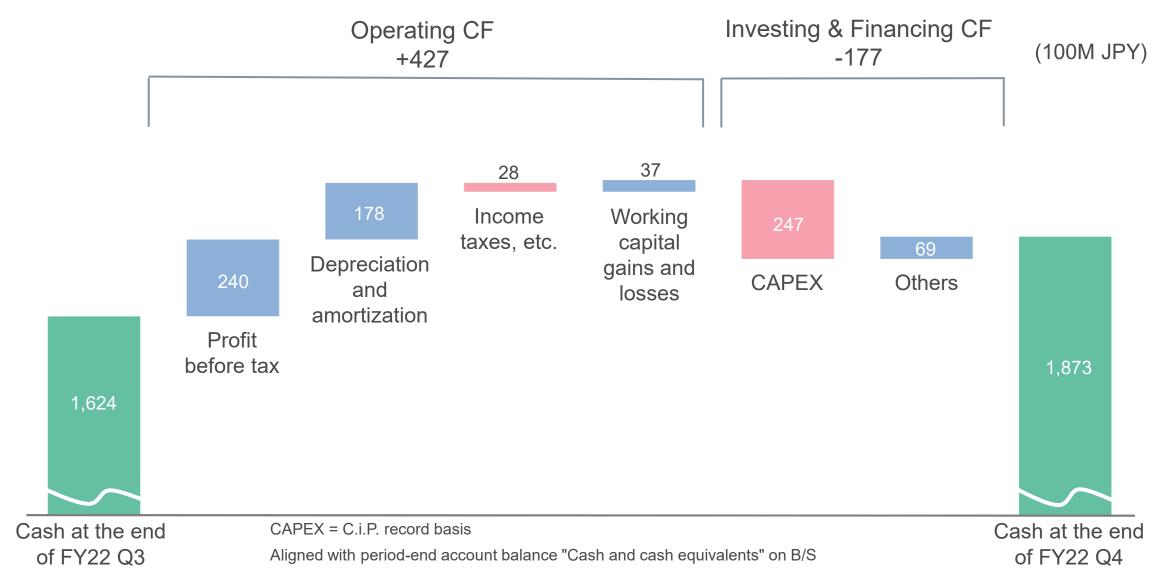




### Cash Flows (Q4 YTD)



### Cash Flows (Q4)





### Foreign Exchange Sensitivity

#### Annual impact of 1 JPY depreciation

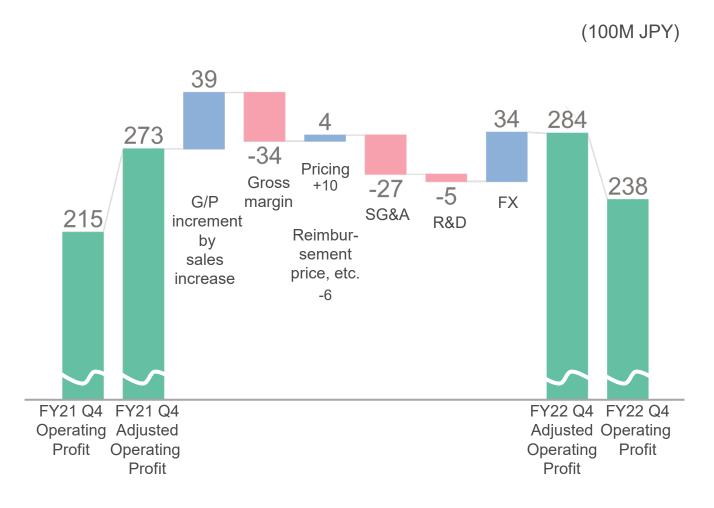
(100M JPY)

	USD	EUR	CNY
Revenue	20	9	38
Adjusted Operating Profit	1	5	16

#### <Reference> Impact when JPY depreciation 10%

	North Latin		Euro	pe	As	ia
	America America	EUR Zone	Others	China	Others	
Adjusted Operating Profit	7	10	74	13	31	36

### **Operating Profit Variance Analysis (Q4)**



- GP increment from sales revenue:
   Increased demand and new product contribution grew sales
- Gross margin: Unprecedented raw materials price increases etc. and one-time negative factors
- Price:
  Pricing efficiency was same size of Q3
- SG&A, R&D increase: Expense control while continuing investment for necessary projects
- FX:
  Positive impact due to yen depreciation



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#### **Major Product Launch, Approval Status**

Field(Segment)	General	Product	Till FY22	FY23 target	
Therapeutic (TIS)	Drug-eluting coronary stent	Ultimaster Nagomi	JP launched	EU launch	
Therapeutic (TIS)	Peripheral coil system	AZUR Family	Hydro Coil, Framing Coil CX, Soft3D(JP) Vascular Plug(US) Launched*	Hydro Coil, CX China launch	
Stent Graft (TA)	Thoracic aorta stent graft	Relay Series	RelayPro US launch JP indication extended	Sales expansion in US by indication extended	
Infusion Access (HCS)	I. V. catheter	Surflo ZERO	JP launched	Sales expansion	
Diabetes (LCS)	Continuous glucose monitor	G6	JP NHI coverage added	Sales expansion	
Cell Processing	Cell expansion system	Quantum Flex	Globally Launched	Sales expansion	



TIS: Terumo Interventional Systems, TA: Terumo Aortic (Vascular Graft), HCS: Hospital Care Solutions, LCS: Life Care Solutions \*Hydro Coil, Framing Coil and CX globally launched excluding China

#### **Major Topics**

- Revise Performance Evaluation System: ESG & CSV as priority themes in GS26 reflects executive officer's compensation
- Drive DE&I: Newly selected four focus areas to promote a culture of diversity, equity, and inclusion (DE&I) as a Group
- R.A.V.I. Registry: The registry confirmed the safety and efficacy of RA at 30 days follow-up in visceral embolization procedures
- Terumo Group's Targets for Greenhouse Gas Reduction Approved by the SBT Initiative as 1.5°C Aligned

