

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

February 9, 2022

**Naoki Muto**

Chief Accounting and Financial Officer  
Terumo Corporation

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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.

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# Highlights

## ■ FY21 Q3/Q3 YTD results

- Revenue: Highest-ever quarterly and Q3 YTD revenue. Continued recovery of demand in Cardiac & Vascular, steady performance in other companies
- Adjusted Operating Profit: Over 20% profit increase in Q3 YTD, despite the negative effects anticipated at the beginning of the fiscal year, as well as effects of cost inflation and lower production level

## ■ Upward revision of FY21 guidance

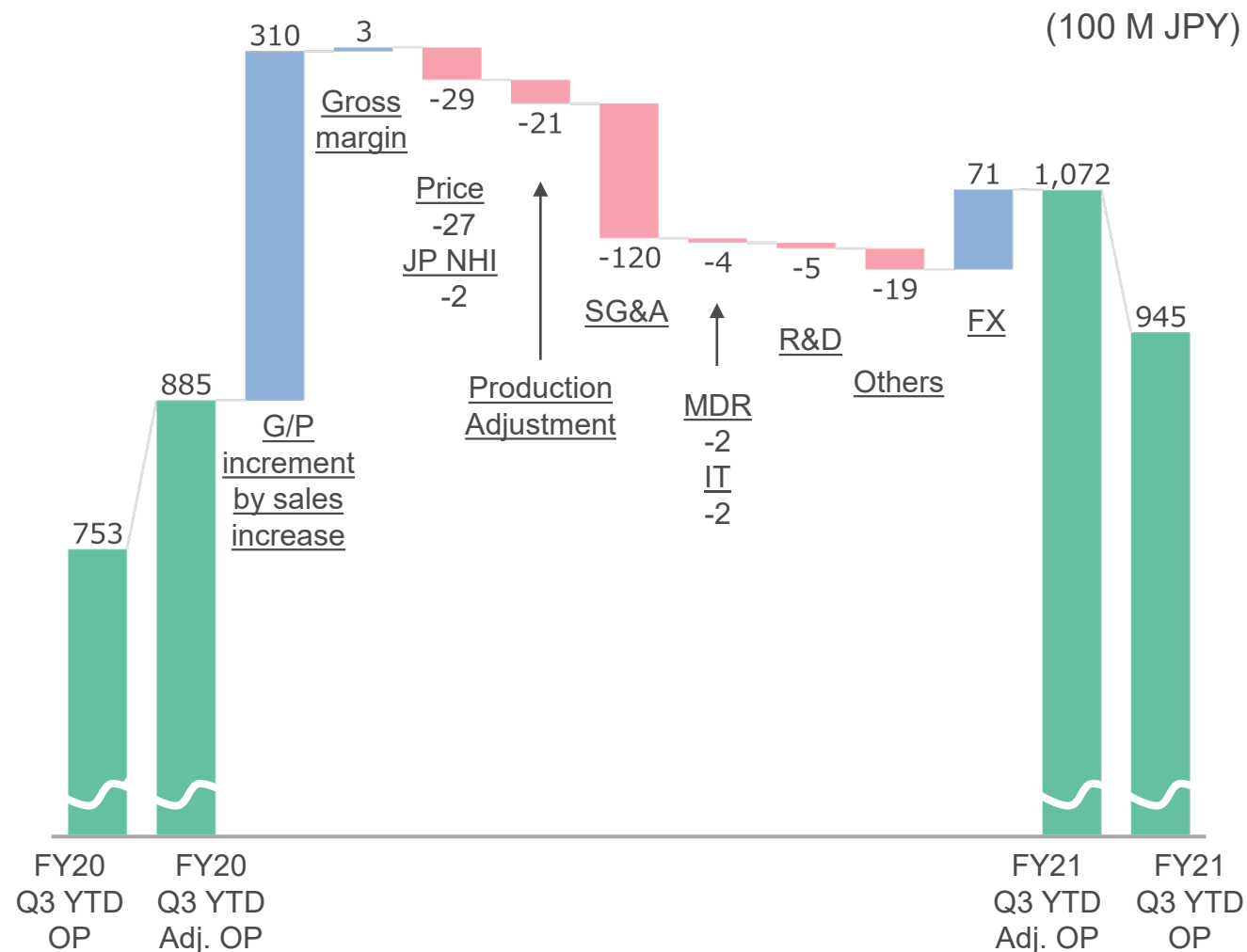
- Added 12.0 B JPY to revenue. No change in profits
- Temporary decline in number of procedures and other healthcare demand is anticipated in Q4 due to COVID-19 resurgence. Also, despite some expected cost increase due to inflation and lower production level, we aim to achieve the guidance by expense control

# P&L Results

- Revenue: Highest-ever quarterly and Q3 YTD revenue. Cardiac & Vascular demand recovery continued, especially in TIS. In Q3, despite normalized demand of thermometers and infection prevention products, disposable products demand further recovered and performance remained steady overall
- Adjusted Operating Profit: Despite the negative impacts of production level adjustment and volume-based procurement (VBP) in China, as well as cost inflation and lower production level, product mix improvement and positive FX impact contributed to 21% YTD growth

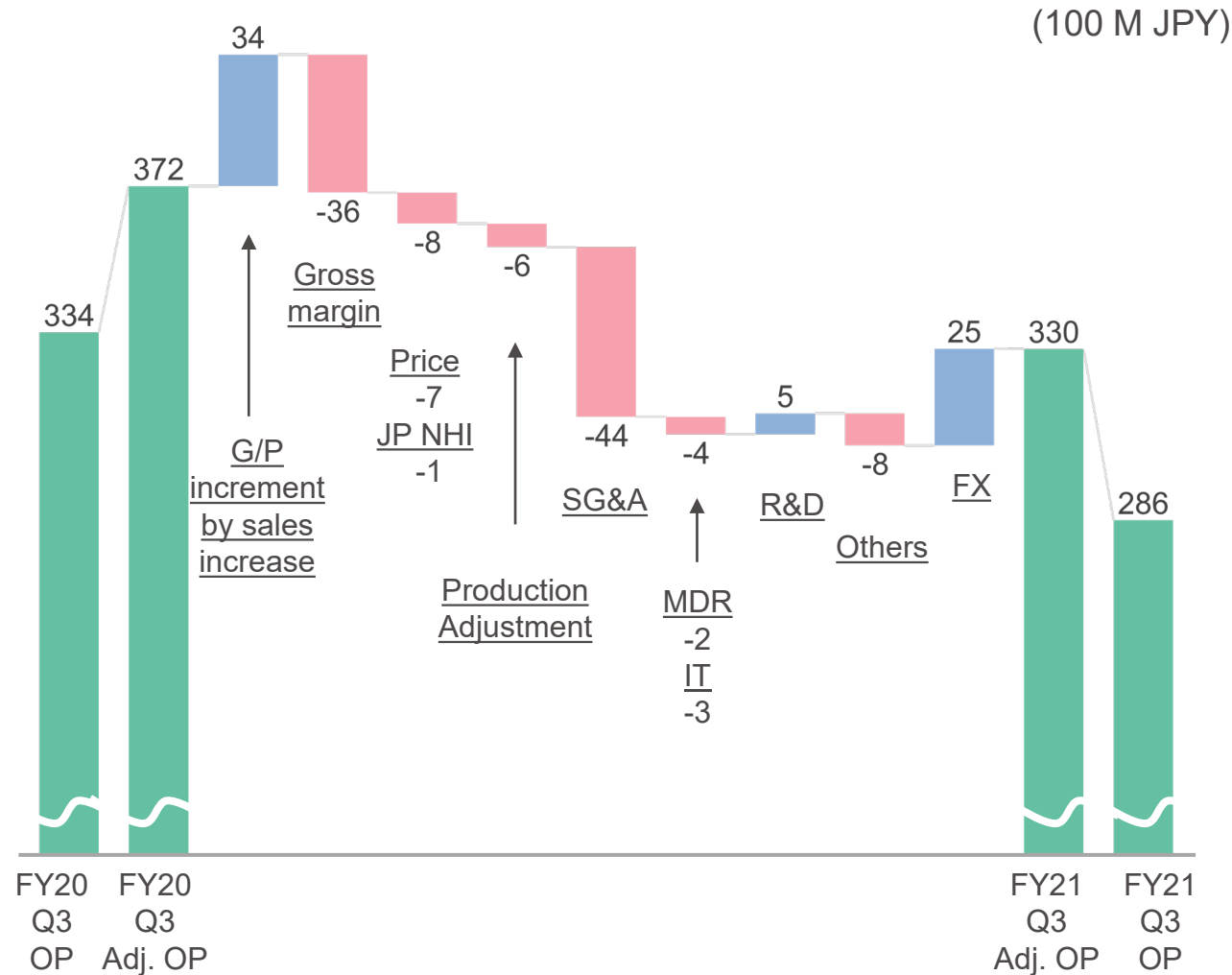
100 M JPY	FY20 Q3 YTD	FY21 Q3 YTD	YoY%	YoY% (FXN)	FY20 Q3	FY21 Q3	YoY%
Revenue	4,486	5,235	17%	12%	1,653	1,788	8%
Gross Profit (%)	2,413 (53.8%)	2,788 (53.3%)	16%	10%	908 (54.9%)	926 (51.8%)	2%
SG&A Expenses (%)	1,307 (29.1%)	1,463 (27.9%)	12%	8%	447 (27.1%)	507 (28.4%)	13%
R&D Expenses (%)	359 (8.0%)	375 (7.2%)	4%	1%	128 (7.7%)	128 (7.2%)	0%
Other Income and Expenses	6	-6	-	-	2	-5	-
Operating Profit (%)	753 (16.8%)	945 (18.0%)	25%	17%	334 (20.2%)	286 (16.0%)	-15%
<b>Adjusted Operating Profit (%)</b>	<b>885 (19.7%)</b>	<b>1,072 (20.5%)</b>	<b>21%</b>	<b>13%</b>	<b>372 (22.5%)</b>	<b>330 (18.5%)</b>	<b>-11%</b>
Profit before Tax (%)	749 (16.7%)	930 (17.8%)	24%		343 (20.7%)	278 (15.5%)	-19%
Profit for the Year (%)	586 (13.1%)	717 (13.7%)	22%		268 (16.2%)	217 (12.1%)	-19%
Average Exchange Rate(USD/EUR)	106JPY/122JPY	111JPY/131JPY			105JPY/125JPY	114JPY/130JPY	

# Adjusted Operating Profit Variance Analysis (Q3 YTD)



- G/P increment by sales increase:**  
 The revenue increased in all companies, particularly Cardiac & Vascular, compared with FY20 Q3 YTD impacted by COVID-19
- Gross margin:**  
 Negative effects of cost inflation (freight, raw material, and labor cost), and lower production level, were exceeded by positive impact of product mix improvement from sales increase in Cardiac & Vascular, especially TIS
- Price:**  
 Decline mainly due to VBP in China for TIS products
- SG&A:**  
 Large increase compared with FY20 Q3 YTD in which expense usage was slow due to COVID-19
- FX:**  
 Positive impact from flow mainly by CNY and EUR. Small impact from stock

# Adjusted Operating Profit Variance Analysis (Q3)



- G/P increment by sales increase: Improved recovery level from COVID-19 and sales increase driven by Cardiac & Vascular
- Gross margin: Decrease due to effects of cost inflation (freight, raw material, and labor cost), and lower production level
- Price: Decline mainly due to VBP in China for TIS products
- SG&A: Large increase compared with FY20 Q3 in which expense usage was slow due to COVID-19
- FX: Positive impact from flow mainly by CNY and EUR. Small impact from stock

# Revenue by Region

FY21 Q3 YTD Regional breakdown	Revenue (100 M JPY)		FY21 Q3 YTD YoY%	Comments (C&V: Cardiac & Vascular, GH: General Hospital, TBCT: Blood & Cell Technologies)	
	Q3 YTD	Q3	() FXN		
Japan	FY19	1,478	519	5%	Continued strength in GH driven by Alliance and General hospital products. Continued growth in C&V driven by recovery of TIS and Neurovascular. Minor decline in TBCT. QoQ (comparison of FY21Q3 to Q2) slowdown in GH as the vaccine syringe and thermometer demand returned to normal, while TBCT was steady and C&V approached double-digit growth
	FY20	1,483	548		
	FY21	1,550	526		
Europe	FY19	887	305	19% (11%)	All companies continued to grow, led by TIS and Vascular graft. QoQ, C&V drove growth, GH was also steady, and TBCT saw a decline due to blood component collection orders concentrating in Q2
	FY20	875	320		
	FY21	1,040	357		
Americas	FY19	1,416	489	23% (17%)	All companies continued to grow, led by TIS and Neurovascular. QoQ, all companies accelerated, with drivers including blood center products, Neurovascular, and Vascular graft
	FY20	1,311	487		
	FY21	1,612	549		
China	FY19	370	126	34% (21%)	All companies continued to grow, led by TIS. Grew 20% in China overall excluding negative impact of Neurovascular distributor order timing in FY20 1H. QoQ growth was steady in the mid-single-digits when excluding the concentration of Neurovascular distributor orders in Q2
	FY20	334	131		
	FY21	446	145		
Asia and Others	FY19	550	189	22% (15%)	All companies exceeded 20% YoY growth in the 3 months of Q3, after previous slow recovery. Double-digit QoQ growth in TBCT and C&V, while GH slowed as the demand returned to normal
	FY20	482	167		
FY21	586	212			

# C&V:

Continued recovery of number of procedures in US and EU, and of sales growth in all businesses. Negative effects on Q3 profit were mitigated by strong sales and positive FX impact

(100 M JPY)

	Q3 YTD			Q3			Comments	Q3 YTD Rev. YoY	
Revenue	() FXN						<p>TIS: Continued recovery outside Japan, centered in US and EU. Clear recovery QoQ (comparison of FY21Q3 to Q2) from decline in number of procedures during Q2 spread of COVID-19 Delta variant. 8% growth QoQ when excluding backorder of an Access device due to materials supply issues</p> <p>Neurovascular: Continued recovery of aneurysm treatment, led by US and EU. Aspiration catheter also maintained high growth. Double-digit QoQ growth when excluding concentration of China distributor orders in Q2</p> <p>Cardiovascular: In addition to clear recovery of number of procedures in US and EU, hardware sales were strong as investment by hospitals resumed. US and EU grew in high-single-digits QoQ</p> <p>Vascular graft: Continued recovery pattern in US and EU. Recovery from COVID-19 resurgence was seen QoQ, accelerating as EU and US grew over 20% QoQ</p>		
	2,635	2,384	2,944	909	890	1,001			+342
	+23% (+17%)			+12%					+111
Adjusted Operating Profit	688	560	723	216	240	215	+51		
	+29% (+20%)			-10%			+55		
							Adj. OP: Positive impacts from strong sales and FX mitigated some of the negative impact of cost inflation and lower production level in addition to VBP of TIS products in China, production level adjustment for inventory level optimization		
Adj. OP%	FY19	FY20	FY21	FY19	FY20	FY21			
	26%	24%	25%	24%	27%	22%			



**GH:**

Pumps and disposables drove General hospital products. Although multiple negative factors impacted profit, secured guidance level margin in YTD

(100 M JPY)

	Q3 YTD			Q3			Comments	Q3 YTD Rev. YoY
Revenue	() FXN						General hospital products: Demand recovery in disposables in Asia and Japan, and COVID-19 pump demand drove double-digit growth. Infection prevention product demand returned to normal. Mid-teens % QoQ (comparison of FY21Q3 to Q2) growth with drivers of pumps and vaccine syringes in Japan, and disposables in Asia	+51
	1,278	1,290	1,387	450	472	468		
Adjusted Operating Profit							Pharmaceutical: Low-single-digit growth with slow demand recovery for IV solutions. Continued strong growth in pain management and adhesion barrier. Steady demand recovery QoQ led to mid-single-digit QoQ growth	+10
	198	205	193	72	88	59		
Adj. OP%							DM & consumer healthcare: Thermometer demand returned to normal, blood pressure monitors remained strong in Asia and Japan. While DM grew steadily in mid-single-digits QoQ, consumer healthcare demand returned to normal	+6
	16%	16%	14%	16%	19%	13%		
	FY19	FY20	FY21	FY19	FY20	FY21	Alliance: CDMO business drove mid-teens % growth	+30
							Adj. OP: Despite negative impact from normalized product mix due to thermometer demand, FX impact on manufacturing cost in China, and cost inflation, secured guidance level margin in YTD	

# TBCT:

Continued demand recovery of whole blood collection. Although negative impacts on profit grew in Q3, profitability improvement continued in YTD

(100 M JPY)

	Q3 YTD			Q3			Comments	Q3 YTD Rev. YoY
Revenue	() FXN						<p>Blood center solutions: Continued recovery of whole blood collection in US and EU. Component collection was strong in Asia and China, absorbed the impact of decreased COVID-19 convalescent plasma demand. Mid-single-digit growth QoQ (comparison of FY21Q3 to Q2) with strong whole blood collection in US and Asia</p> <p>Therapeutic solutions: Double-digit growth in US and EU driven by investment at hospitals to support higher number of procedures. Double-digit QoQ growth as well, driven by US and EU</p> <p>Cell therapy technologies: Following FY20 1H deployment delays due to COVID-19, recovery after 2H in US indicates a return to growth trajectory</p>	
	787	810	902	270	291	319		
			+11% (+6%)			+10%		
Adjusted Operating Profit	104	144	172	37	56	54	<p>Adj. OP: Positive effects from sales growth and FX offset some of the negative impacts from normalized product mix due to whole blood collection demand recovery, preparation expenses for the new business, cost inflation, and lower production level. Continued profitability improvement in YTD</p>	
			+19% (+8%)			-2%		
Adj. OP%	13%	18%	19%	14%	19%	17%		

# Upward Revision of FY21 Guidance

(100 M JPY)

	Original Guidance	Revised Guidance	Change in amount
Revenue	6,850	6,970	+120
Operating Profit (%)	1,200 (17.5%)	1,200 (17.2%)	-
Adjusted Operating Profit (%)	1,370 (20.0%)	1,370 (19.7%)	-
Profit for the Year	920	920	-

Exchange Rate (USD/EUR)

108 JPY/129 JPY

112 JPY/130 JPY

- Factored in the better Q3 YTD performance including favorable FX impact
- Temporary decline in number of procedures and other healthcare demand is anticipated in Q4 due to COVID-19 resurgence. Also, despite some expected cost increase due to cost inflation and lower production level, we aim to achieve the guidance by expense control

# Major Topics

## Corporate

- Announced five-year growth strategy “GS26”
- Established “Terumo Group Sustainability Policy” and revised the Sustainability Priorities



Drug-eluting coronary stent  
“Ultimaster Nagomi”

## Cardiac & Vascular

- Launched drug-eluting coronary stent "Ultimaster Nagomi" in Japan
- Received the “Prime Minister’s Award for Japanese Healthcare Research and Development,” for the research and development, commercialization, and spread of ECMO technology
- Obtained manufacturing and sales approval in Japan for the thoracic stent graft “RelayPro”



Thoracic stent graft  
“RelayPro”

## General Hospital

- Launched the small size syringe pump “TE-362” in Japan
- Launched liquid bandage “Gelclair oral gel” in Japan
- Reached a comprehensive partnership agreement in the diabetes field with Diabeloop SA.



Small size syringe pump  
“TE-362”



Liquid bandage  
“Gelclair oral gel”



Centrifugal apheresis system  
“Spectra Optia”

## Blood & Cell Technologies

- Established agreement with Immunicom, Inc. to launch breakthrough cancer immunotherapy treatment in Europe

# Reference

# FY21 New Product Pipeline

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

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

# Revenue by Segment and Region

2021年度 第3四半期 セグメント別売上収益

Revenue by Segment for the Third Quarter of FY2021

(百万円/ millions of yen)

		Q3 YTD FY2020							Q3 YTD FY2021											構成比 % to total *b			
		日本 JPN	海外 Overseas	欧州 Europe	米州 Americas	中国 China	アジア他 Asia and others *a	合計 WW	日本 JPN	%YoY	海外 Overseas	%YoY	欧州 Europe	%YoY	米州 Americas	%YoY	中国 China	%YoY	アジア他 Asia and others *a		%YoY	合計 WW	%YoY
心臓血管 カンパニー	TIS	23,015	138,760	38,686	61,502	22,055	16,517	161,776	24,055	4.5%	171,970	23.9%	47,159	21.9%	77,369	25.8%	27,047	22.6%	20,394	23.5%	196,025	21.2%	37.4%
	ニューロバスキュラー	3,330	27,766	10,100	12,141	2,612	2,911	31,096	4,084	22.7%	38,143	37.4%	12,362	22.4%	16,266	34.0%	6,397	144.9%	3,117	7.1%	42,228	35.8%	8.1%
	カーディオバスキュラー	8,344	22,243	3,793	13,911	1,146	3,392	30,588	8,249	-1.1%	27,473	23.5%	4,809	26.8%	17,191	23.6%	1,551	35.4%	3,919	15.5%	35,722	16.8%	6.8%
	血管	1,918	13,026	7,301	4,052	960	711	14,944	2,088	8.9%	18,336	40.8%	10,154	39.1%	6,075	49.9%	1,225	27.6%	880	23.8%	20,425	36.7%	3.9%
Cardiac and Vascular Company		36,608	201,796	59,881	91,608	26,773	23,532	238,405	38,478	5.1%	255,924	26.8%	74,487	24.4%	116,903	27.6%	36,221	35.3%	28,312	20.3%	294,403	23.5%	56.2%
ホスピタル カンパニー	医療器	38,741	17,511	1,969	4,840	923	9,777	56,253	40,503	4.5%	20,810	18.8%	2,076	5.4%	6,006	24.1%	1,008	9.2%	11,720	19.9%	61,314	9.0%	11.7%
	医薬品	34,397	-	-	-	-	-	34,397	35,429	3.0%	-	-	-	-	-	-	-	-	-	-	35,429	3.0%	6.8%
	DM・ヘルスケア	17,624	2,126	598	7	701	818	19,751	17,437	-1.1%	2,906	36.7%	619	3.5%	25	246.0%	852	21.6%	1,408	72.0%	20,343	3.0%	3.9%
	ホスピタルシステム小計	90,764	19,637	2,568	4,847	1,625	10,596	110,402	93,370	2.9%	23,717	20.8%	2,695	4.9%	6,031	24.4%	1,861	14.5%	13,128	23.9%	117,087	6.1%	22.4%
	アライアンス	11,830	6,791	4,693	1,561	100	435	18,621	14,294	20.8%	7,352	8.3%	4,987	6.2%	1,511	-3.2%	144	44.2%	708	62.6%	21,646	16.2%	4.1%
General Hospital Company		102,594	26,429	7,262	6,408	1,725	11,032	129,023	107,664	4.9%	31,069	17.6%	7,682	5.8%	7,543	17.7%	2,005	16.2%	13,837	25.4%	138,733	7.5%	26.5%
血液・細胞 テクノロジー カンパニー	血液センター	8,480	51,782	16,012	20,058	4,296	11,415	60,262	8,307	-2.0%	58,075	12.2%	16,829	5.1%	21,982	9.6%	5,244	22.1%	14,018	22.8%	66,382	10.2%	12.7%
	アフエレス治療他	355	14,738	3,793	8,393	507	2,044	15,094	300	-15.6%	17,161	16.4%	4,363	15.0%	9,645	14.9%	904	78.3%	2,248	10.0%	17,462	15.7%	3.3%
	細胞処理	118	5,532	598	4,663	92	178	5,650	92	-21.7%	6,216	12.4%	633	6.0%	5,145	10.3%	229	149.4%	208	16.5%	6,309	11.7%	1.2%
Blood and Cell Technologies Company		8,954	72,053	20,403	33,115	4,896	13,638	81,007	8,700	-2.8%	81,453	13.0%	21,827	7.0%	36,772	11.0%	6,378	30.3%	16,475	20.8%	90,154	11.3%	17.2%
その他	Others	191	-	-	-	-	-	191	190	-0.4%	-	-	-	-	-	-	-	-	-	-	190	-0.4%	0.0%
合計	Total	148,349	300,279	87,547	131,132	33,395	48,203	448,628	155,034	4.5%	368,447	22.7%	103,997	18.8%	161,219	22.9%	44,605	33.6%	58,625	21.6%	523,482	16.7%	100.0%
売上比率	% to Total	33.1%	66.9%	19.5%	29.2%	7.4%	10.7%	100.0%	29.6%		70.4%		19.9%	30.8%		8.5%		11.2%		100.0%			

(期中平均為替レート)

(Average Exchange Rates)

(USD1=¥106.11)  
(EUR1=¥122.44)

(USD1=¥111.14)  
(EUR1=¥130.60)

\*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。

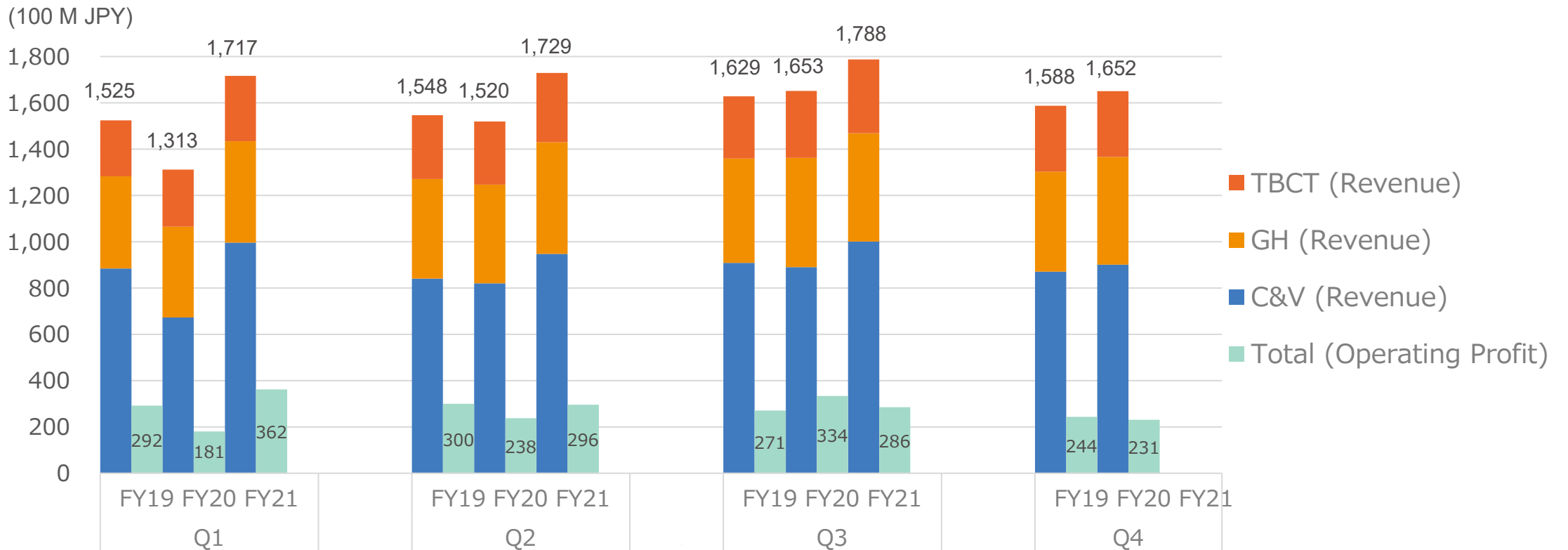
\*a Sales in China is not included in "Asia and others" from this reportable segment.

\*b 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。

\*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: Increase by +8% YoY. Against FY19 Q3, +10% growth overall, driven by C&V increased by +10% with positive impact of FX such as EUR
- Operating Profit: Although the negative GP impact from cost inflation and lower production level in addition to VBP in China and production level adjustment, mitigated those impacts by strong sales and positive FX impact





# P&L (Quarterly Results)

(100 M JPY)

		FY20 Q3 (Oct-Dec)	Q4 (Jan-Mar)	FY21 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)
Revenue		1,653	1,652	1,717	1,729	1,788
Gross Profit		908 (54.9%)	854 (51.7%)	943 (54.9%)	920 (53.2%)	926 (51.8%)
SG&A Expenses		447 (27.1%)	488 (29.5%)	465 (27.1%)	490 (28.4%)	507 (28.4%)
R&D Expenses		128 (7.7%)	132 (8.0%)	117 (6.8%)	130 (7.5%)	128 (7.2%)
Other Income and Expenses		2	-2	1	-3	-5
Operating Profit		334 (20.2%)	231 (14.0%)	362 (21.1%)	296 (17.1%)	286 (16.0%)
Adjusted Operating Profit		372 (22.5%)	274 (16.6%)	402 (23.4%)	339 (19.6%)	330 (18.5%)
Average Rate	USD	105 JPY	106 JPY	110 JPY	110 JPY	114 JPY
	EUR	125 JPY	128 JPY	132 JPY	130 JPY	130 JPY

# Operating Expenses (Quarterly Results)

(100 M JPY)

		FY20 Q3 (Oct-Dec)	Q4 (Jan-Mar)	FY21 Q1 (Apr-Jun)	Q2 (Jul-Sep)	Q3 (Oct-Dec)
Salaries & Wages		231	240	249	249	255
Sales Promotion		35	43	30	40	44
Logistical Costs		38	37	38	39	39
Depreciation & Amortization		47	49	48	50	51
Others		97	119	99	112	118
SG&A Expenses Total		447	488	465	490	507
(%)		(27.1%)	(29.5%)	(27.1%)	(28.4%)	(28.4%)
R&D Expenses		128	132	117	130	128
(%)		(7.7%)	(8.0%)	(6.8%)	(7.5%)	(7.2%)
Operating Expenses Total		575	620	581	621	635
(%)		(34.8%)	(37.5%)	(33.9%)	(35.9%)	(35.5%)
Average Rate	USD	105 JPY	106 JPY	110 JPY	110 JPY	114 JPY
	EUR	125 JPY	128 JPY	132 JPY	130 JPY	130 JPY

# Operating Expenses (YTD and Quarterly Results)

(100 M JPY)

	FY20 Q3 YTD	FY21 Q3 YTD	YoY	YoY%	YoY% (FXN)
Salaries & Wages	687	753	66	10%	5%
Sales Promotion	86	114	29	34%	30%
Logistical Costs	106	117	10	9%	6%
Depreciation & Amortization	142	149	6	5%	2%
Others	285	330	45	16%	12%
<b>SG&amp;A Expenses Total</b>	<b>1,307</b>	<b>1,463</b>	<b>156</b>	<b>12%</b>	<b>8%</b>
(%)	(29.1%)	(27.9%)			

R&D Expenses	359	375	16	4%	1%
(%)	(8.0%)	(7.2%)			

<b>Operating Expenses Total</b>	<b>1,665</b>	<b>1,837</b>	<b>172</b>	<b>10%</b>	<b>6%</b>
(%)	(37.1%)	(35.1%)			

FY20 Q3	FY21 Q3	YoY	YoY%
231	255	24	10%
35	44	10	28%
38	39	2	4%
47	51	4	8%
97	118	21	22%
<b>447</b>	<b>507</b>	<b>60</b>	<b>13%</b>
(27.1%)	(28.4%)		

128	128	0	0%
(7.7%)	(7.2%)		

<b>575</b>	<b>635</b>	<b>60</b>	<b>10%</b>
(34.8%)	(35.5%)		

# Adjusted Operating Profit: Adjustments

(100 M JPY)

	FY20 Q3 YTD	FY21 Q3 YTD	FY20 Q3	FY21 Q3
Operating Profit	753	945	334	286
Adjustment 1. Amortization of acquired intangible assets	108	118	37	39
Adjustment 2. Non-recurring profit or loss	24	9	1	5
Adjusted Operating Profit	885	1,072	372	330

## <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 Q3 YTD	FY21 Q3
Business reorganizing cost	6	3
Others	2	2

# CAPEX, Depreciation and R&D Expenses

(100 M JPY)

	FY18	FY19	FY20	FY21 Q3 YTD	FY21 Guidance
CAPEX	608	895	772	492	770
Depreciation	440	477	484	390	530
Amortization of acquired intangible assets	146	157	150	108	155
Others	294	320	334	282	375

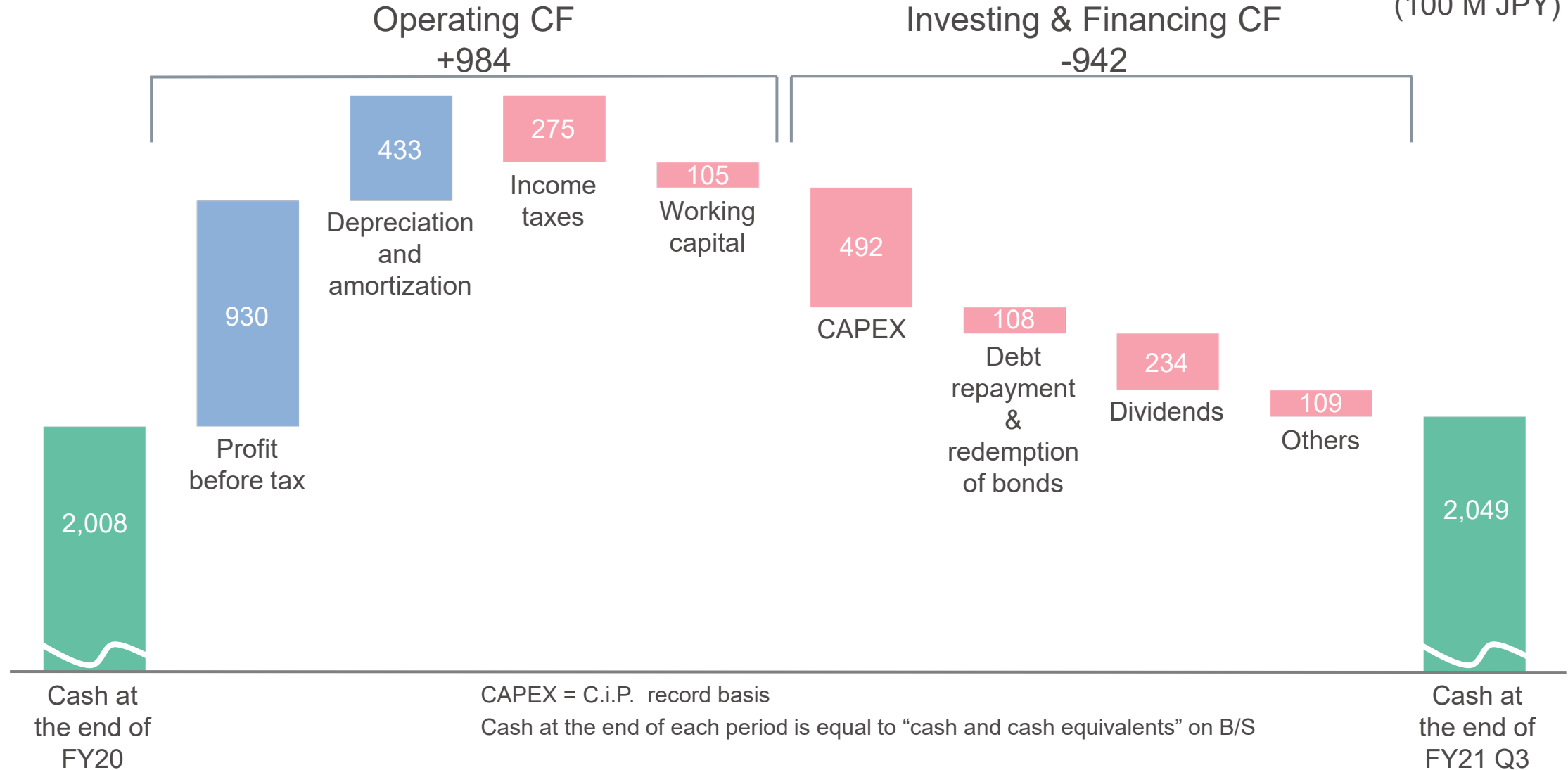
CAPEX = C.i.P. record basis, lease depreciation (IFRS16) is not included in Depreciation

■ FY21 Q3 YTD (49.2 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)

	FY18	FY19	FY20	FY21 Q3 YTD	FY21 Guidance
R&D Expenses	477	506	491	375	515

# Cash Flows (Q3 YTD)

(100 M JPY)

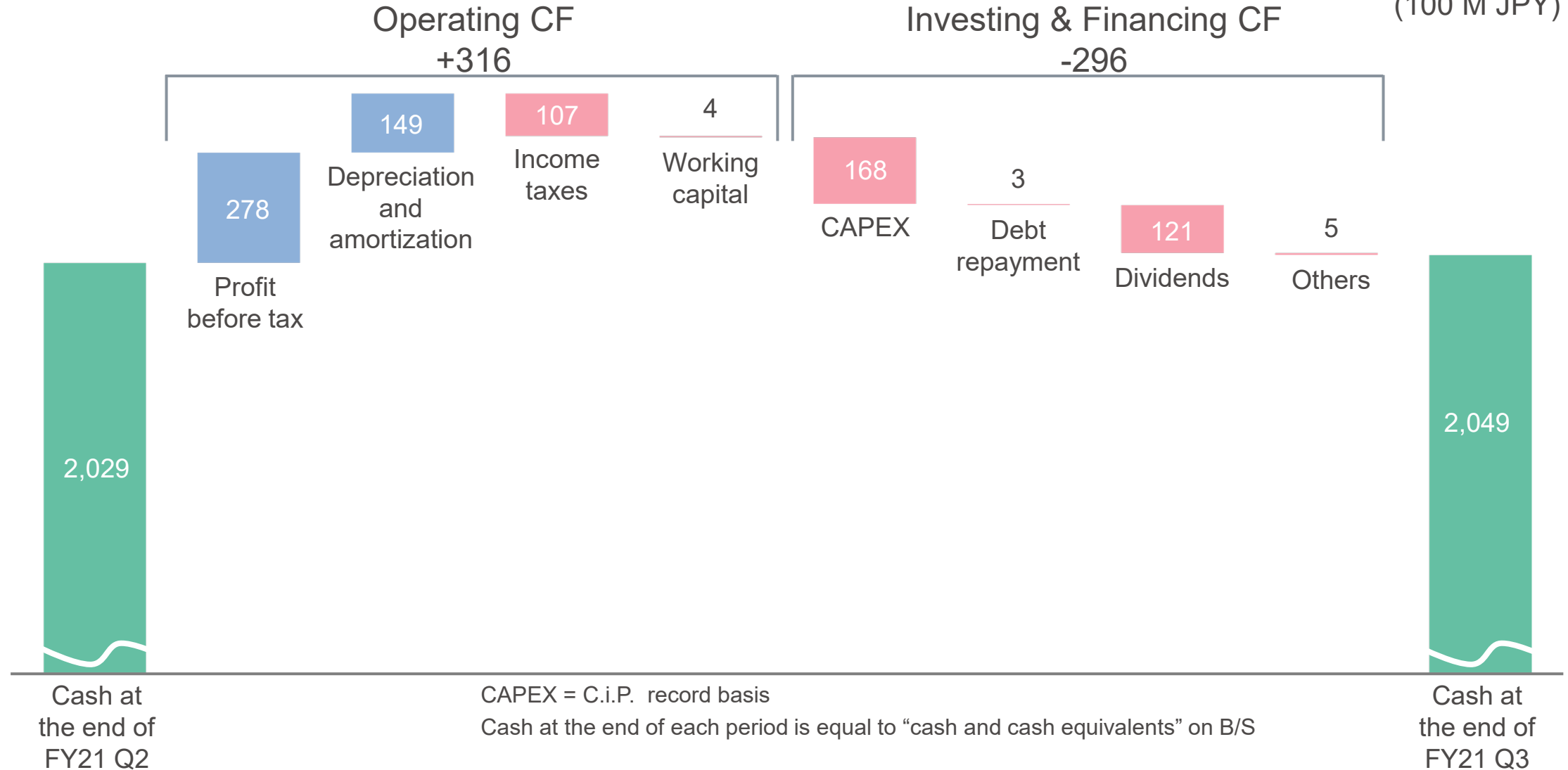


CAPEX = C.i.P. record basis

Cash at the end of each period is equal to "cash and cash equivalents" on B/S

# Cash Flows (Q3)

(100 M JPY)



CAPEX = C.i.P. record basis

Cash at the end of each period is equal to "cash and cash equivalents" on B/S

# 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 America	Latin America	EMEA		Asia	
			EUR	Others	CNY	Others
Adjusted Operating Profit	-1	10	65	13	23	36





*Stride Ahead*  
*100<sup>th</sup>*