

Financial Results Briefing for the Fiscal Year Ending March 2025

May 14, 2025

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TSE Prime Market
Securities code: 7600

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1

Results for the Fiscal Year Ended March 31, 2025



Our Product Segments



Hip Joint



Trauma



Knee Joint



Spine



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Consolidated net sales

Sales

Ratio of
change

25,114 M yen

(YoY +8.4%)

【After sales deductions】

Record consolidated net sales of...

25,114M yen

Japan

【After sales deductions】

13,634 M yen
(YoY +4.8%)

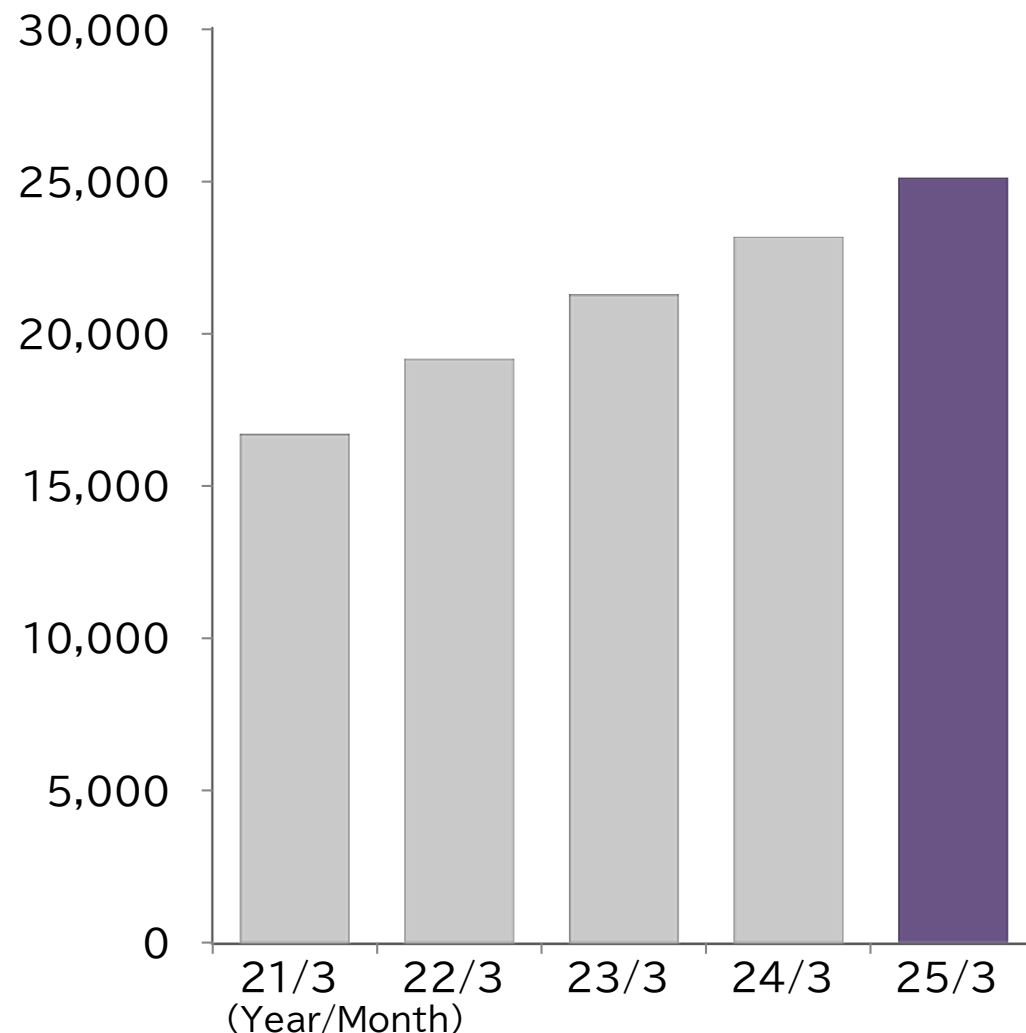
USA

【after conversion to yen】

11,479 M yen
(YoY +12.8%)

(exchange rate impact +600 M yen)

(Unit: million yen)



Consolidated income statement

(Unit : Millions of yen , %)	FYE2025		YoY change		FYE2024	
	Actual	Ratio to sales	Difference in amount	Ratio of change	Actual	Ratio to sales
Net sales	25,114	100.0	+1,936	+8.4	23,177	100.0
Cost of sales	9,467	37.7	+1,051	+12.5	8,415	36.3
SG&A	14,090	56.1	+1,075	+8.3	13,015	56.2
Operating profit	1,555	6.2	▲190	▲10.9	1,746	7.5
Ordinary profit	1,488	5.9	▲354	▲19.2	1,842	8.0
Net profit*	△ 461	-	▲1,733	-	1,271	5.5

* Profit attributable to parent company

Comparison of operating income with the previous year

FYE Mar. 2025 Results

Operating profit
15.5B yen

Although gross profit increased by 10 billion yen due to higher sales, operating income decreased by 1.9B yen due to a deterioration in cost of sales, the impact of the yen's depreciation on ODEV product purchases & SG&A expenses (negative impact of 2.7B yen), and an increase in SG&A expenses (negative impact of 6.5B yen).

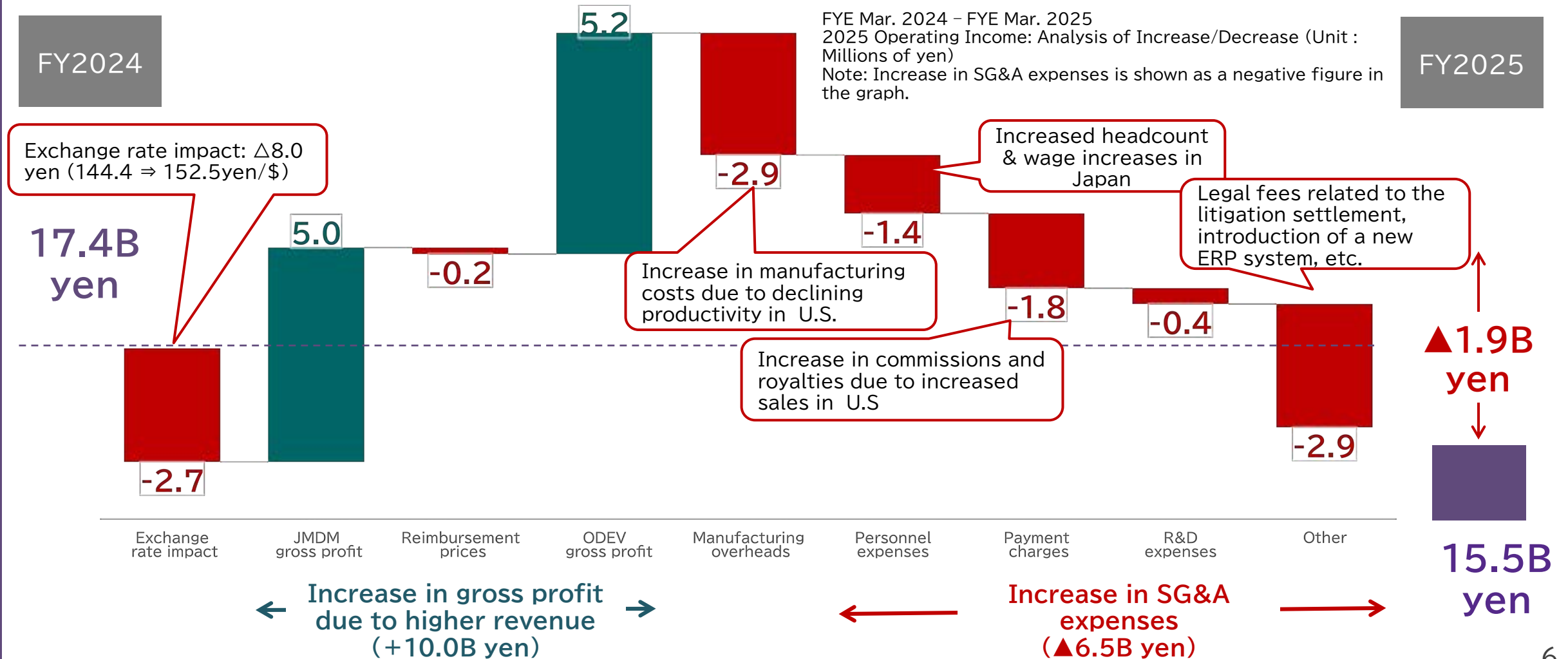
FY2024

FY2025

FYE Mar. 2024 – FYE Mar. 2025

2025 Operating Income: Analysis of Increase/Decrease (Unit : Millions of yen)

Note: Increase in SG&A expenses is shown as a negative figure in the graph.



Comparison of operating income to the initial forecast

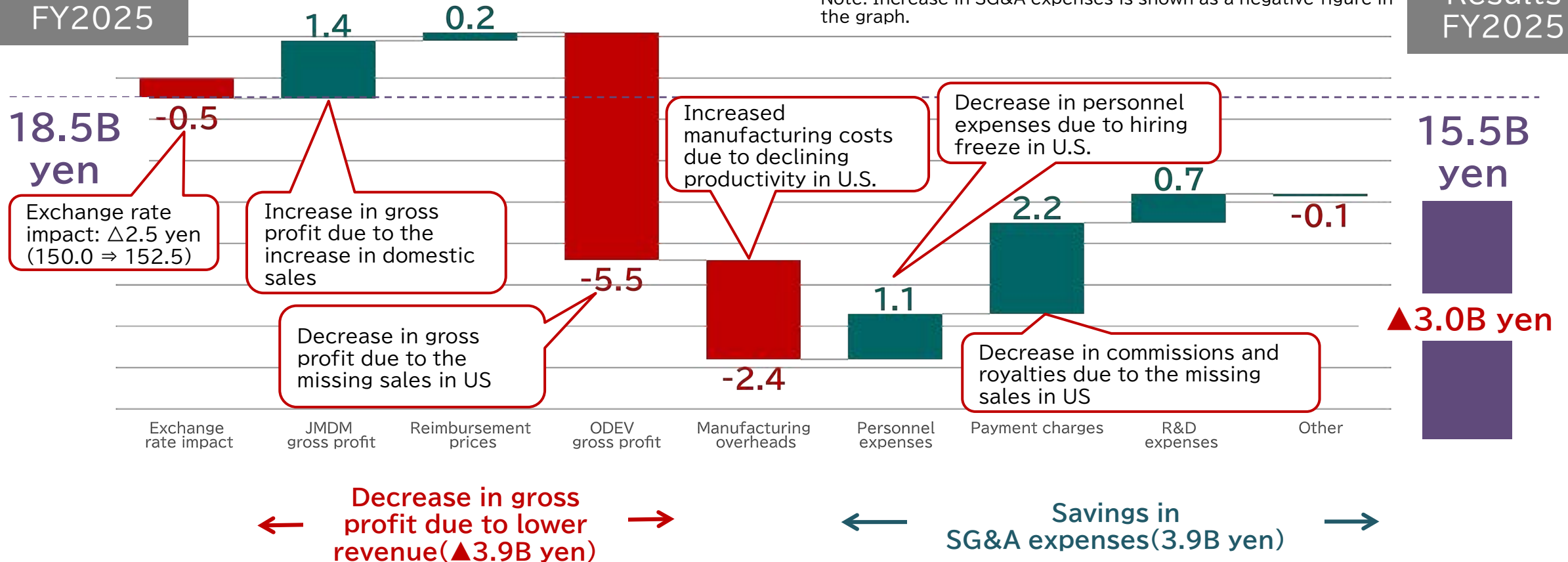
Operating profit
15.5B yen

Despite savings in SG&A expenses (down 3.9B yen), gross profit decreased by 3.9B yen due to lower sales in the United States and an increase in manufacturing overhead expenses at ODEV (2.4B yen), resulting in a 3.0B yen decrease from the initial forecast.

Forecasts
FY2025

FYE Mar. 2024 – FYE Mar. 2025
2025 Operating Income: Analysis of Increase/Decrease (Unit : Millions of yen)
Note: Increase in SG&A expenses is shown as a negative figure in the graph.

Results
FY2025



Consolidated net sales by major product

(Unit : Millions of yen , %)	FYE2025		YoY change		FYE2024	
	Actual	Ratio to sales	Difference in amount	Ratio of change	Actual	Ratio to sales
Japan	13,634	54.3	+629	+4.8	13,004	56.1
Joint	5,237	20.9	+304	+6.2	4,932	21.3
Trauma	4,653	18.5	+90	+2.0	4,563	19.7
Spine	3,543	14.1	+221	+6.7	3,322	14.3
Others	407	1.6	+17	+4.4	390	1.7
Subtotal	13,842	55.1	+633	+4.8	13,208	57.0
Deduction *3	▲208	▲ 0.8	▲ 4	▲ 1.0	▲ 204	▲ 0.9
U.S. *1	11,479	45.7	+1,306	+12.8	10,173	43.9
Joint	11,449	45.6	+1,308	+12.9	10,141	43.8
Spine	30	0.1	+1	▲ 5.0	32	0.1
Total	25,114	100.0	+1,936	+8.4	23,177	100.0
Sales of Own Products	20,443	80.7	+1,693	+9.0	18,749	80.2
US\$ *2	75,279		+4,830	+6.9	70,448	

*1 Conversion rate (yen)

152.50

+8.09

144.41

*2 Thousands of dollars *3 Sales deductions: Deductions associated with the application of revenue recognition standards

Japanese Market





Sales

Ratio of
change

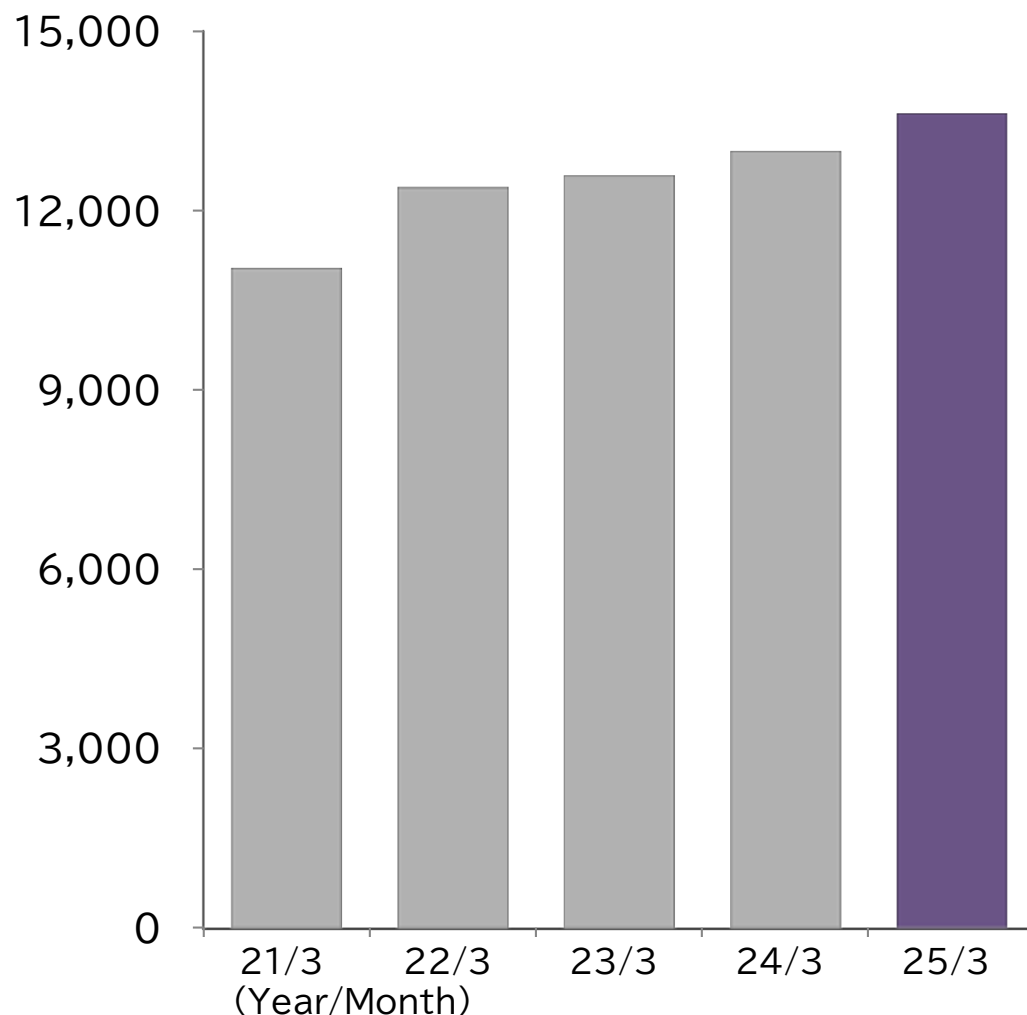
13,634 M yen

(YoY +4.8%)

[After sales deductions]

Review

(Unit: million yen)



■ Full-year record high sales

The number of cases increased in all the product categories, resulting in a year-on-year increase of 629 M yen (+4.8%)

- The impact of the reduction in reimbursement prices implemented in 2024 on net sales was a decrease of 15M yen(0.1%) compared to the same period of the previous year

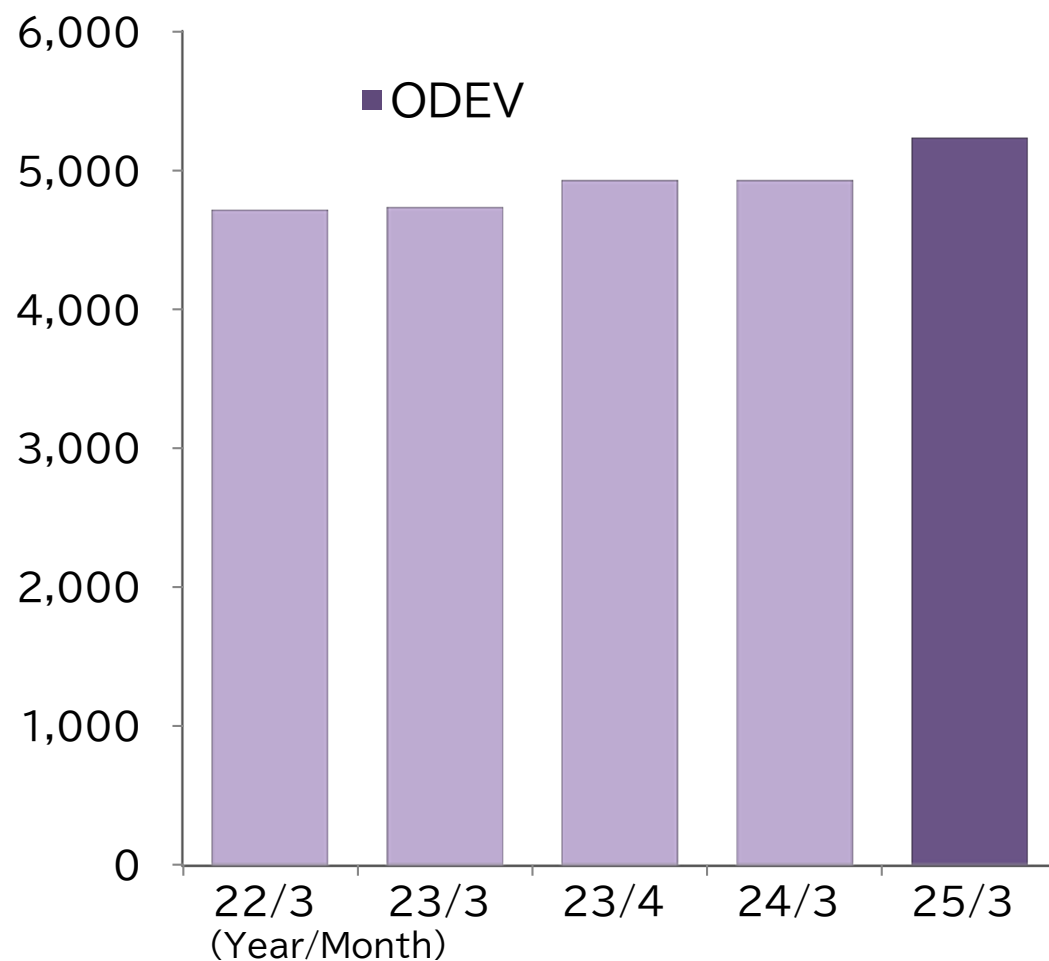


Sales

Ratio of
change

5,237 M yen
(YoY **+6.2%**)

(Unit: million yen)



Review

[Hip Joints] YoY Growth

Increase in the number of cases driven by new customer acquisitions by Promontory Hip Stem, the new product

BHA*1 is growing at double digits

*1 BHA: Bipolar Hip Arthroplasty

Major product

New products

Double
digits
growth

(on sale in March 2025)

Entrada
Hip StemPromontory
Hip StemOvation Tribute
NEO Stem

[Knee Joints] Negative growth compared to the same period last year

Major product

New product

Slightly
decreased

BKS TriMax

Balanced Knee System Uni



Sales

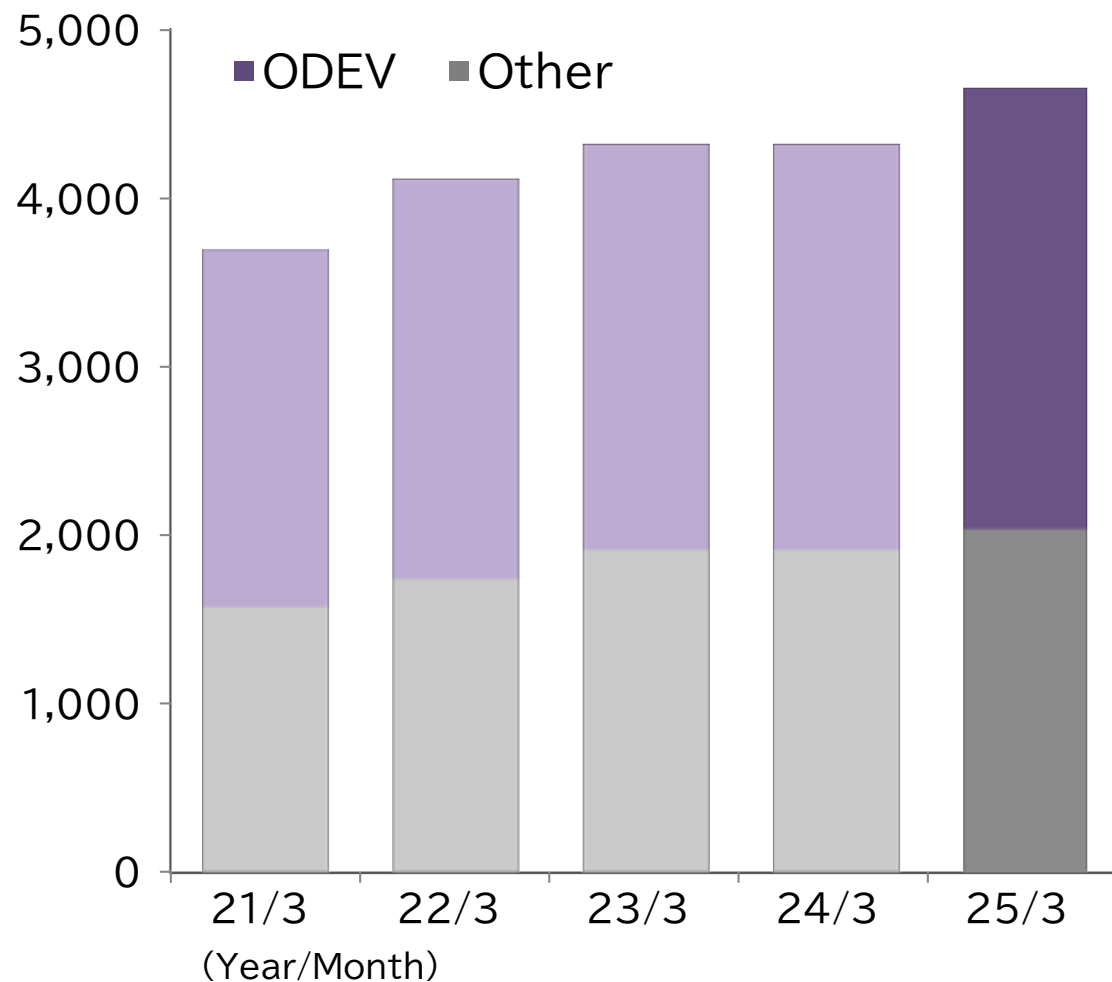
Ratio of
change

4,653 M yen
(YoY +2.0%)

Review

- Products for femoral neck fracture
PHS(own product) : **Continuing a double-digit growth**
- **ASULOCK** (Other companies' product) :
No growth due to intensifying competition
same period of the previous year

(Unit: million yen)



Major products

Double
digits
growth

PHS



PHS Side Plate

In a
same
level

ASULOCK

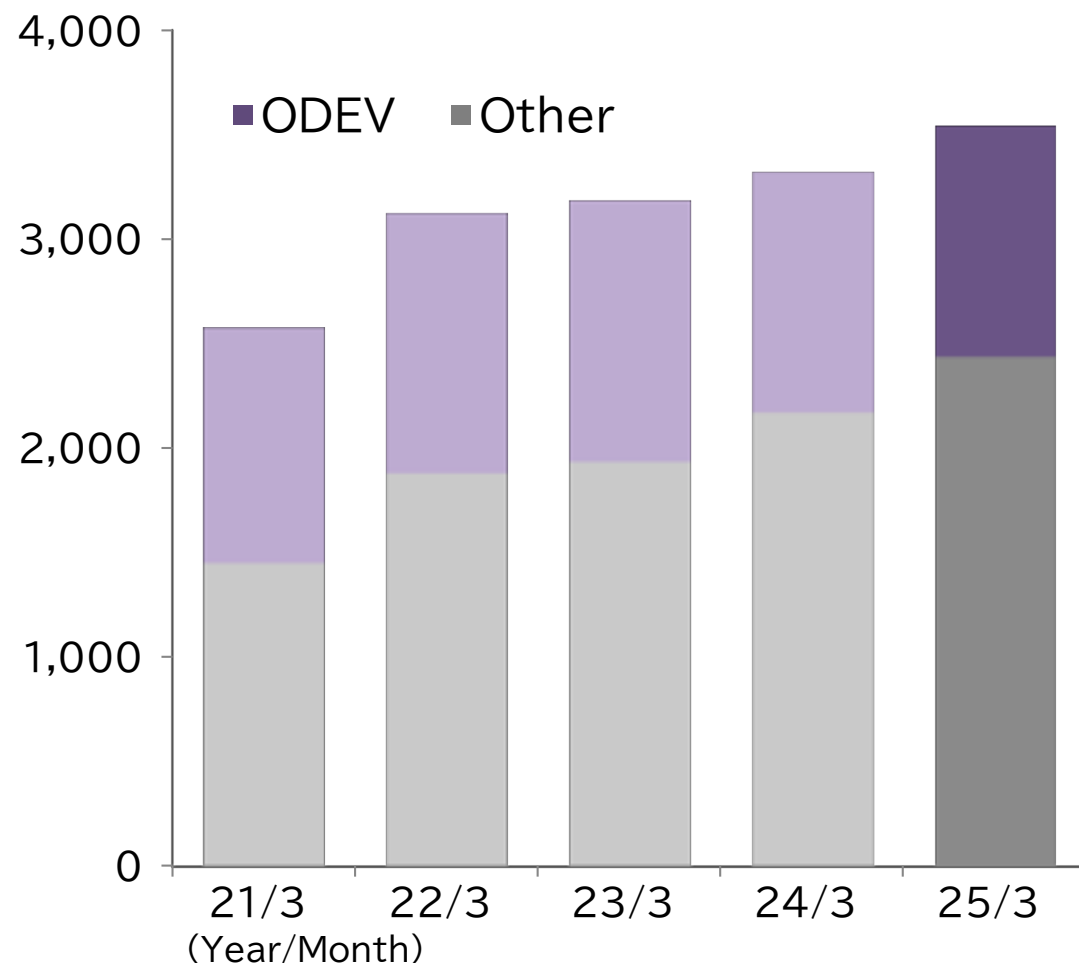


Sales

Ratio of
change

3,543 M yen
(YoY +6.7%)

(Unit: million yen)



Review

- BKP:KMC Balloon Kyphoplasty (Other company's product) : **Double-digit growth accompanied by the market expansion**
- New Lince α , Plate Lince Plate (Other company's product) **Pisces** (Own product) : **Growing well**
- New Vusion ARC cage : **Good performance**

Major products



Lince Plate

Lince α PlateVusion Ti 3D
cageVusion ARC
cageGood
perform
anceDouble
digits
growth

KMC Balloon Kyphoplasty

U.S. Market





Sales

Ratio of
change

\$75.2M
(YoY **+6.9%**)

Review

■ Full-year sales record achieved

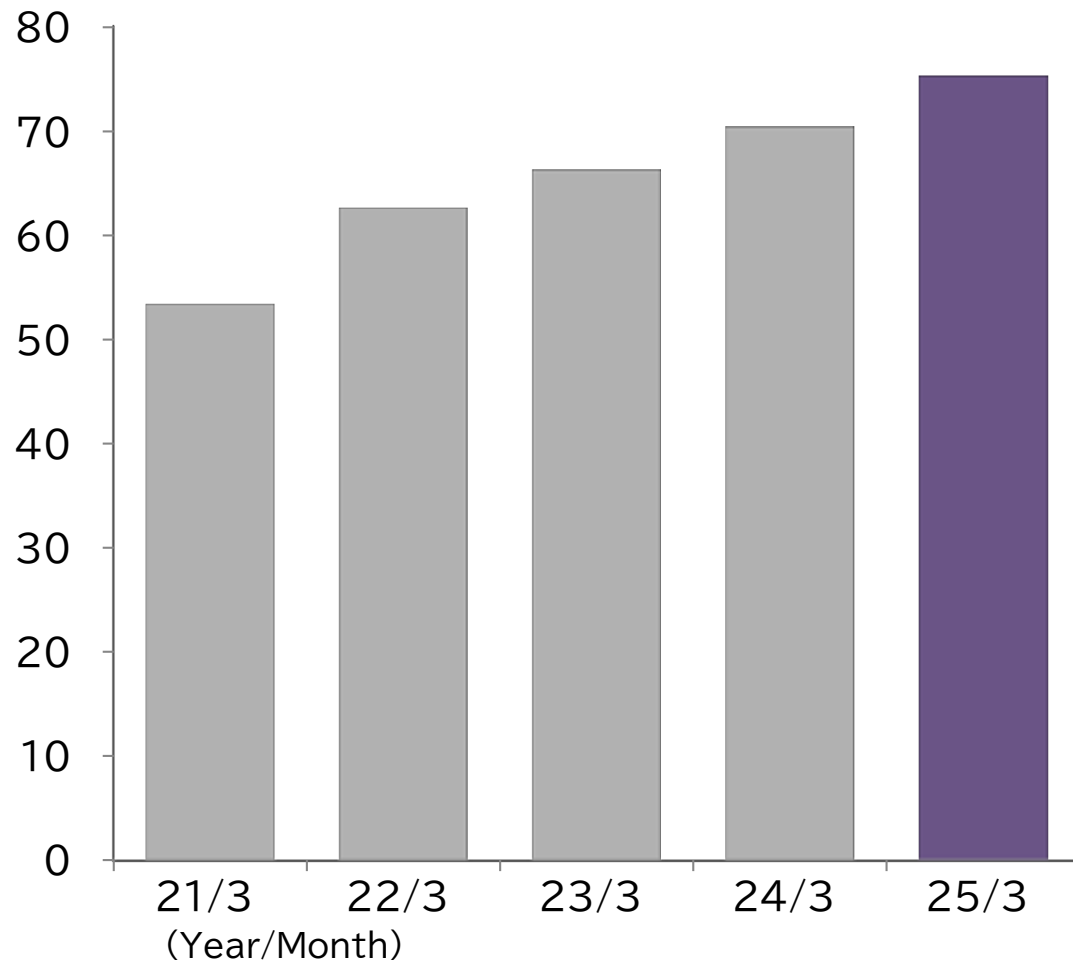
(YoY +4,830K US dollars)

- New customers acquired in the previous and current fiscal years contributed to an increase in the number of cases
- Due to shipping restrictions caused by supply chain issues, the number of cases acquired from existing customers have decreased

【Average exchange rate during the period
: 152.50 yen/US\$】

(Same period last year : 144.41 yen/US\$)

(unit : Million of dollars)



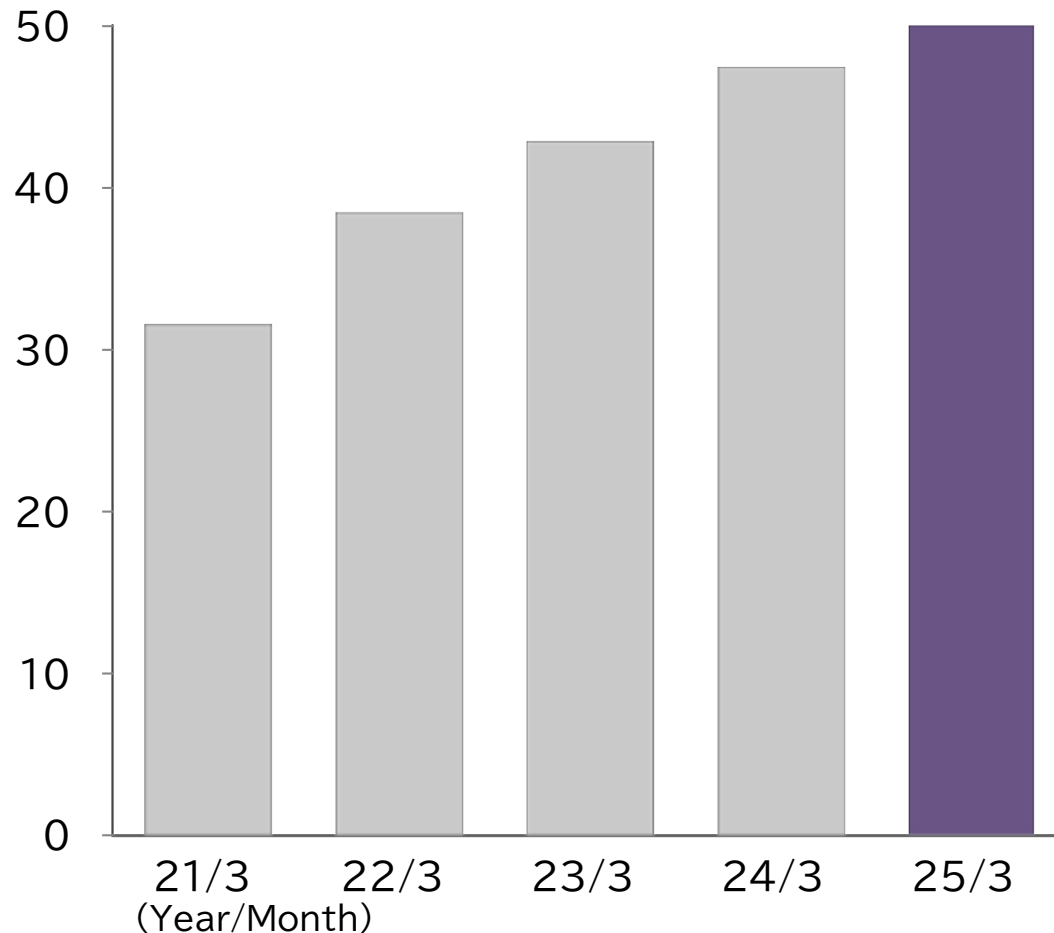


Sales

Ratio of
change

\$51.8M
(YoY **+9.4%**)

(unit : Million of dollars)



* Excluding sales of “KASM” for DePuy Synthes

Review

- **BKS TriMax : Double digit growth**
In addition to new customers, increased cases from existing customers contributed to the growth
- **BKS Uni : In good Performance**
In addition to the customers who started to use BKS Uni in the previous fiscal year, new customers who adopted in the current fiscal year have increased and contributing to the growth

Major products

Double
digits
growth

BKS TriMax

Good
perform
ance

BKS Uni

In a
same
level

BKS Revision Knee

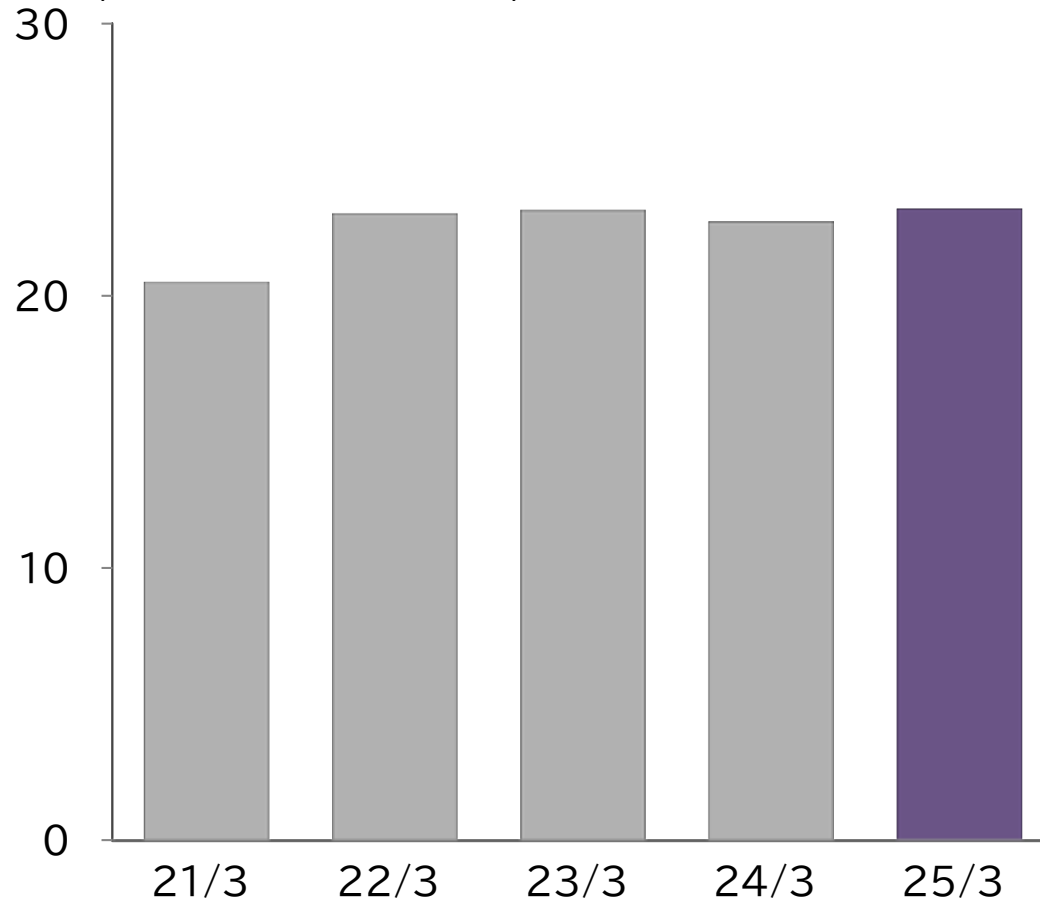


Sales

Ratio of
change

\$23.2M
(YoY **+2.0%**)

(unit : Million of dollars)



* Excluding sales of “KASM” for DePuy Synthes

Review

- Trivicta Hip Stem(a new product) : Rapid growth
- Alpine Hip Stem, Ovation Tribute Stem : Continued to grow
- Entrada Hip Stem : Number of cases decreased obtained decreased

Major products

Double-
digit
decline

Entrada Hip Stem

Double
digits
growth

Alpine Hip Stem

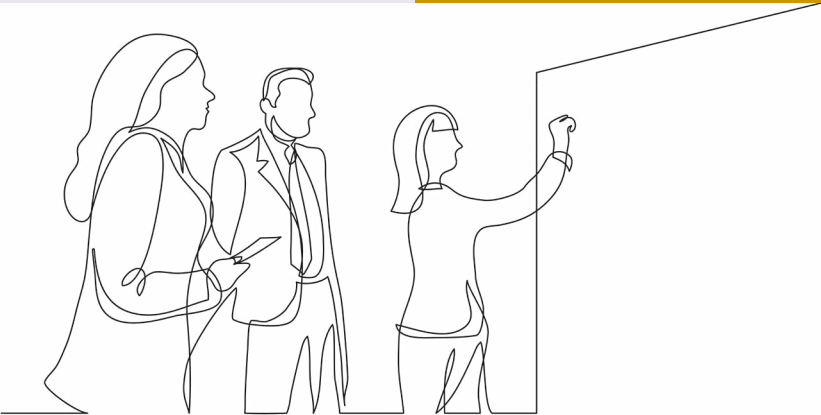
New hip product: Trivicta Hip Stem



- March 2024, regulatory approval from FDA was obtained
- September 2024, Initial case implemented
- Aiming for revenue growth in the next FY through the full launch of Triple Taper type Stems, which is a growing market trend

2

Review of the Fiscal Year Ended March 2025



TSE Prime Market
Securities code: 7600

Results of FYE March 2025 for major initiatives

	Area	Details of Initiatives			
Development		● Product Portfolio Review			
		● Accelerate new product development to expand product lineup			
Production		● Reduction of manufacturing costs by strengthening in-house production capacity		SAICO Project Status P23	
		● Cost reduction and risk mitigation by strengthening procurement capabilities		P24	
		● Started and expanded production of knee joints made in China			
Sales		● Sales expansion by focusing on existing growth products and new products		P20	P21
		● Strengthen sales force (upgrading capability of sales team)			
		● New customer acquisitions leveraged by launch of new products		P22	
	● Strengthening sales network				
	● More collaborations with existing distributors				
		● Expanding sales of knee joints made in China			

New Hip Joint Product 【Promontory Hip Stem】

【Promontory Hip Stem】 Sales started in September 2022



「Promontory Hip Stem」



【Features of this product】

- The cross-sectional shape of the stem is rectangular, and the corners of the cross section bite into the medullary cavity of the femur, enabling secure fixation
- Not affected by the shape and/or bone quality of the femur, making it suitable for a wide range of cases
- We attempt to expand sales growth via expanding penetration of this product in the field of hip replacement surgery caused by fragile bones

New Hip Joint Product 【Ovation Tribute NEO Stem】

New product with a new concept has been added to our line of hip joint products in the Japanese market, and we expect to expand domestic sales driven by this product



「Ovation Tribute NEO Stem」

(Starting sales in Japan from March 2025)



【Features of this product】

- **Developed for curing Japanese patients**

- ➔ Neck shape suitable for Japanese patients and the stem length is shorter than conventional products which enables bone preservation

- **Suitable for patients in shorter height**

- **Saving capital expenditure spending for medical equipment**

- ➔ A same types of medical equipment as OVATION Tribute Hip Stem, the conventional product

New Hip Joint Product 【Trivicta Hip Stem】

With growing demand in the US market, we aim to acquire new customers by introducing this new product with a triple taper shape.



Triple Taper
Stem

「Trivicta Hip Stem」

(Starting Sales in September 2024 at
US market)



【Features of this product】

- **Stem type with three tapered plane shapes**
 - ➔ Compatible with surgical techniques that preserve soft tissue, expected to fit with a variety of patients' spinal canal shapes
- **Sintered bead coating**
 - ➔ Promotes bone growth within the beads and is expected to promote long-term stable fixation.
- **Hydroxyapatite (HA) coating**
 - ➔ HA coating is expected to promote biological fixation

SAICO Project progress report

What is the SAICO Project?

Strategic Actionable Initiatives for Cost Optimization
A project launched by our group with the aim of reducing costs by strengthening our in-house manufacturing capabilities and procurement capabilities

1. Reduction of manufacturing costs by strengthening in-house manufacturing capabilities

Strengthening manufacturing capacity through capital investment (ODEV)



An example of Expanded manufacturing facilities at ODEV (See below)



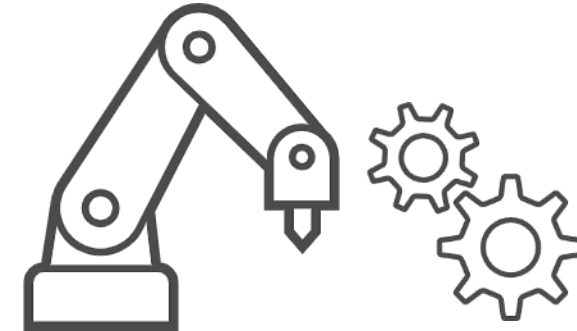
- **ODEV to add manufacturing facilities**
- Enhancement of in-house manufacturing capabilities under progress

2-1. Cost reduction and risk mitigation through enhanced procurement capabilities

Dual sourcing (ODEV)



ODEV has begun outsourcing part of its manufacturing process to multiple suppliers.



- **Achieved diversification of suppliers in the US and promoting stabilization of ODEV's manufacturing and supply capabilities**
- Promoting cost reduction through dual sourcing
- Procured some medical equipment from Malaysia for reducing procurement costs

SAICO Project progress report

2-2. Cost reduction and risk mitigation through enhanced procurement capabilities

Supply of Chinese-made medical instruments to the United States (WOMA)



An example of Medical instruments for knee joint product “BKS TriMax” (see below)



- Starting in February 2024, we will begin supplying BKS TriMax medical instruments to the US market (5 million RMB atualized), achieving a 30% cost reduction compared to manufacturing in the US
- Due to the Trump administration’s tariff measures, imports from China are currently suspended, and US-made medical instruments are being supplied to medical facilities

2-3. Cost reduction and risk mitigation through enhanced procurement capabilities

Reduction in manufacturing costs through procurement from regions less affected by exchange rate fluctuations



Femoral head for artificial hip joints
New product “JMDM BIO CERAM AZUL Ceramic Head” *1
(Sales will begin in Japan in March 2025)



*1 BIO CERAM AZUL is a registered trademark of Kyocera Corporation

- Switched procurement of some of our major products from the US to Japan in order to avoid fluctuation risk in currency exchange rate as well as reducing procurement costs

Addressing issues related to the resolution of lawsuits claiming damages through settlements at our subsidiary

- We take the lawsuit filed by our U.S. subsidiary (the “Lawsuit”) very seriously, and analyzed the root causes of the events leading up to the Lawsuit, and will work diligently to prevent a recurrence at our U.S. subsidiary, Ortho Development Corporation (ODEV), which was a defendant in the Lawsuit. We believe that the major root cause of this matter is the insufficient functioning of the compliance program at ODEV. Therefore, the following measures will be taken to prevent similar incident to take place.

(1) Strengthening the Chief Compliance Officer’s Functions

We will establish an independent and dedicated Chief Compliance Officer to monitor and check the content and status of various procedures such as contract negotiations and various business activities that may involve compliance risks, and promote the strengthening of functions to correct the course of action as necessary.

(2) Review of Compliance Program

We will review the content of ODEV’s compliance program with reference to the latest guidance published by the Department of Justice.

(3) Education and training for employees

We will renew education and training for employees to stress the importance of acting appropriately when in contact with employees of competitors and medical professionals to avoid compliance problems such as unfair competition and violation of employment contractual obligations, in order to prevent recurrence of the incident. We will also continue to verify the effectiveness of the trainings through periodic employee surveys.

Results of sustainability initiatives

- GHG emissions (Scope 1 + 2) 1,555 t, reduced by 414 t (▲21%) compared to the FYE March 2020
- CDP 2024 Ratings: Climate Change “B” and Water Security “B-” awarded

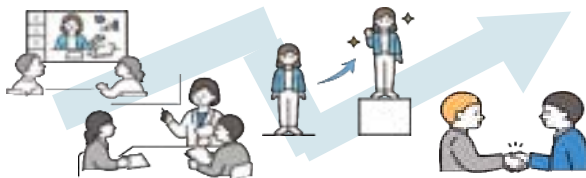
Improving patient QOL



Strengthen product development and procurement capabilities for products and services that contribute to improving patient quality of life, thereby contributing to healthcare

- Number of market launch: 3 items
- Two educational programs for orthopedic surgeons conducted

Promoting Diversification of Human Resources



Strengthening human capital management

- Talent management, global human resource development, and some initiatives to enhance engagement underway

Reducing Environmental Impact



- Reduce GHG emissions (Scope 1 + 2) by 414 t (▲21%) compared to FYE March 2020
- CDP2024 survey on climate change, we received “B” rating, and in the survey on water security, we received “B-” rating.

High Quality Response to Medical Needs



Stable supply of safe and reliable medical equipment

- No issues were identified during the ISO 13485 maintenance audit

Respecting Human Rights



Respect for human rights based on the norms of the United Nations Global Compact (UNGC)

- Japan M.D.M. conducted a human rights due diligence for employees: No serious cases

Promoting Corporate Governance

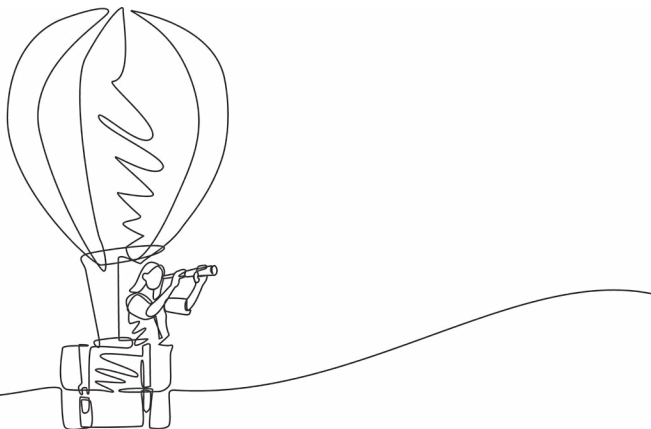


Compliance with the Corporate Governance Code

- Promotion of risk management and compliance management
- Promotion of compliance education, including the subsidiary

3






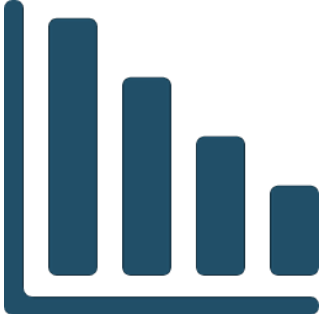

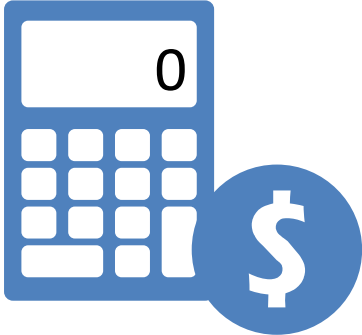
Forecast for the Fiscal Year Ending March 2026



TSE Prime Market
Securities code: 7600

Prerequisites

Assumptions underlying the full-year earnings forecast for the FYE March 2026

Exchange Rate (US \$)	Exchange Rate Fluctuation Impact	Reimbursement Price Reductions	Manufacturing cost
 	 	 	 
Assumed exchange rate 145.0円(Yen/US \$)	Approximately 25 million yen impact per operating profit change of 1 yen	No Impact from the drop in Reimbursement Price	Trump administration's additional tariffs may Bring 1 million US\$ Impact but is not reflected
FYE March 2025 (actual)152.5 yen/US dollar		FYE March 2025 (actual)15 million yen (0.1%)	NA

Forecast for the FYE March 2026 (Interim) Consolidated income statements

(Unit : Millions of yen , %)	FYE2026 interim		YoY change		FYE2025 interim	
	Forecast	Ratio to sales	Difference in amount	Ratio of change	Actual	Ratio to sales
Net sales	12,250	100.0	+432	+3.7	11,817	100.0
Cost of sales	4,550	37.1	+239	+5.5	4,310	36.5
SG&A	7,110	58.0	+262	+3.8	6,837	57.9
Operating profit	600	4.9	△ 69	△ 10.3	669	5.7
Ordinary profit	500	4.1	△ 164	△ 24.8	664	5.6
Net profit *	350	2.9	△ 146	△ 29.5	496	4.2

* Profit attributable to parent company

Forecast for the FYE March 2026 (Full Year) Consolidated income statement

(Unit : Millions of yen , %)	FYE2026 Full Year		YoY change		FYE2025 Full Year	
	Forecast	Ratio to sales	Difference in amount	Ratio of change	Actual	Ratio to sales
Net sales	26,400	100.0	+1,285	+5.1	25,114	100.0
Cost of sales	9,750	36.9	+282	+3.0	9,467	37.7
SG&A	14,800	56.1	+709	+5.0	14,090	56.1
Operating profit	1,850	7.0	+294	+18.9	1,555	6.2
Ordinary profit	1,700	6.4	+211	+14.2	1,488	5.9
Net profit *	1,450	5.5	+1,911	-	△ 461	△ 1.8

* Profit attributable to parent company

Forecast for the FYE March 2026

(Full Year) Consolidated sales by major product categories

(Unit : Millions of yen , %)	FYE2026		YoY change		FYE2024	
	Forecast	Ratio to sales	Difference in amount	Ratio of change	Actual	Ratio to sales
Japan	14,350	54.4	+710	+5.3	13,634	54.3
Joint	5,500	20.8	+262	+5.0	5,237	20.9
Trauma	4,800	18.2	+146	+3.1	4,653	18.5
Spine	3,700	14.0	+156	+4.4	3,543	14.1
Other	550	2.1	+142	+34.9	407	1.6
Subtotal	14,550	55.1	+707	+5.1	13,208	55.1
Sales deduction *3	▲200	▲0.8	+8	+4.0	▲ 208	▲ 0.8
U.S. *1	12,050	45.6	+570	+5.0	11,480	45.7
Joint	12,020	45.5	+566	+4.9	11,449	45.6
Spine	30	0.1	+0	+0.0	30	0.1
Total	26,400	100.0	+1,285	+5.1	25,114	100.0
Sales of Own Products	21,210	79.7	+766	+3.8	20,443	80.7
US\$ *2	83,103		+7,824	+10.4	75,279	








*1 Conversion rate (yen)

145.00

△7.50

152.50

*2 Thousands of dollars *3 Sales deductions: Deductions associated with the application of revenue recognition standards

	Area	Details of Initiatives	
Sales		<ul style="list-style-type: none"> Expansion of sales force through strengthening expertise and new divisional structure based on product categories Grow sales through focus products & new products 	
		<ul style="list-style-type: none"> Expansion of sales through nationwide rollout of new product, Trivicta Hip Stem Customer retention through UHKAS meetings, etc. Sales expansion via strengthening of sales network through deeper collaborations with major distributors & adding new distributors 	
		<ul style="list-style-type: none"> Sales expansion of Chinese-made knee joints 	
Development		<ul style="list-style-type: none"> Alpha launches of joint products 	
Production		<ul style="list-style-type: none"> Accelerating resolution of supply chain issues and revitalization of a stable supply Reduction of manufacturing costs through SAICO Project Cost reduction and risk mitigation through enhanced procurement capabilities 	
		<ul style="list-style-type: none"> Obtained regulatory approval for Chinese-made Hip Joints and initiated manufacturing them Expanding production of knee joint manufacturing 	

FYE March 2026 Outlook for Cost of Sales

Cost ratio for the FYE March 2025

➡Cost of sales increased due to the impact of the yen's depreciation (144.4 yen/\$ in the FYE March 2024 to 152.5 yen/\$ in the FYE March 2025) on procurement costs, a temporary decline in productivity leading to higher in-house manufacturing costs, and product write-offs, among other factors.

As a result, the cost of sales ratio rose to 37.7% (an increase of 1.4% compared to the same period of the previous year).

Cost ratio for the FYE March 2026

➡Cost of sales for the FYE March 2026 will decrease due to the impact of yen appreciation (152.5 yen/\$ in the FYE March 2025 to an assumed exchange rate of 145.0 yen/\$), cost reductions in procurement driven by SAICO Project (expansion of in-house manufacturing, cost reductions through supplier consolidation, etc.), and there is an improvement trend for in-house manufacturing costs which was caused by productivity declines in Q4 of the FYE March 2025.

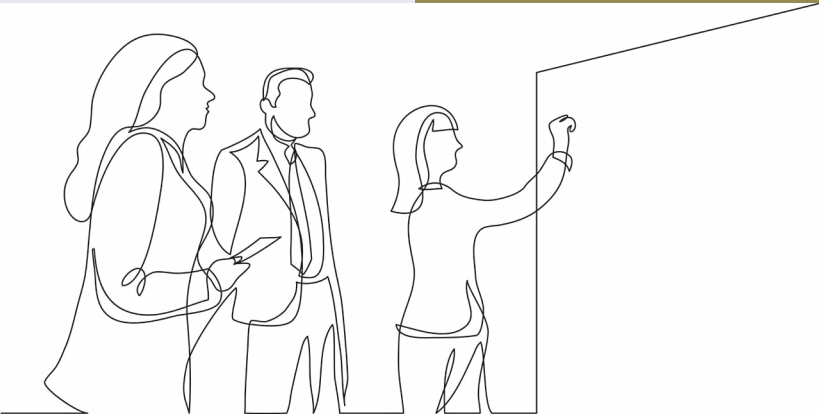
(Unit: Millions of yen)	FYE Mar 2021 Actual	FYE Mar 2022 Actual	FYE Mar 2023 Actual	FYE Mar 2024 Actual	FYE Mar 2025 Actual	FYE Mar 2026 Forecast
Investment in plant and equipment	1,586	1,665	1,317	1,916	1,668	2,530
Depreciation and amortization expense*	1,386	1,420	1,549	1,595	1,671	1,750
R&D expenses	459	485	662	874	959	990

* “Depreciation and amortization” in Income Statement is not equal to “Depreciation and amortization”

Major drivers are invest in new products and medical tools to increase the number of cases. ODEV will invest in manufacturing equipment to increase its in-house manufacturing ratio with the aim of reducing manufacturing costs.

4

Long-term VISION「RT500」 1st Stage Rolling Plan 2028



TSE Prime Market
Securities code:7600

Quantitative Targets

Quantitative targets are expected to be roughly one year behind the previously announced timeline. We are striving to resolve supply chain issues in speed, aiming to restore double-digit growth in U.S. sales primarily through the introduction of new products, thereby expanding consolidated sales. Concurrently, we will improve profitability through measures such as reducing cost of sales and optimizing SG&A expenses. For the final fiscal year, we target an operating profit margin of 10.6%, ROE of 8.4%, ROIC of 7.1%, and a dividend payout ratio of 30% or higher.

(Unit: million yen, %)	1st Stage								2nd Stage	
	FYE2025				FYE2026		FYE2027		FYE2028	
	Forecasts	Ratio to sales	Actual	Ratio to sales	Forecasts	Ratio to sales	Target	Ratio to sales	Target	Ratio to sales
Consolidated net sales	25,200	100.0	25,114	100.0	26,400	100.0	28,700	100.0	31,200	100.0
Operating profit	1,850	6.2	1,555	6.2	1,850	7.0	2,550	8.9	3,300	10.6
Net profit *	1,300	5.2	△461	-	1,450	5.5	1,750	6.1	2,350	7.5
ROE	5.0%	-	△1.8	-	5.8%	-	6.6%	-	8.4%	-
ROIC	4.5%	-	3.8%	-	4.3%	-	5.7%	-	7.1%	-
Dividend payout ratio	30.5%	-	-	-	30.0%	-	30.0%	-	30.0%	-
Average exchange rate during the period(Yen/US\$)	150.0	-	152.5	-	145.0	-	145.0	-	145.0	-

* Net profit attributable to parent company

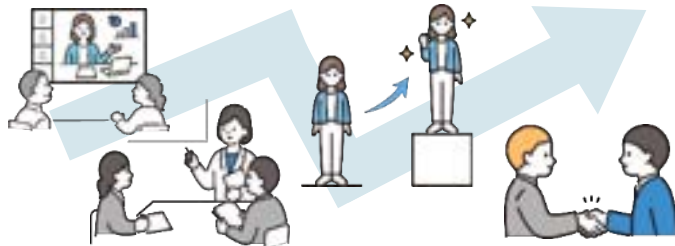
We enhance financial value as well as non-financial value through ESG activities.

Improving patient QOL



Strengthening product development and procurement capabilities for products and services that contribute to improve patient quality of life, thereby contributing to healthcare.

Promoting Diversification of Human Resources



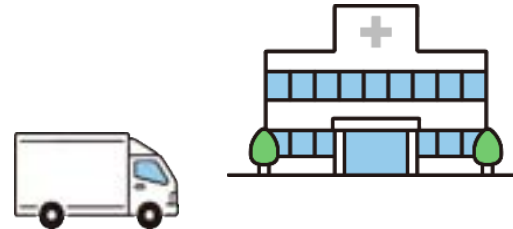
Strengthening human capital management
Introduction of a new HR system

Reducing Environmental Impact



GHG emissions (Scope 1+2)
30% reduction in comparison with FYE March 2020 (target for 2030)

High Quality Response to Medical Needs



Stable supply of safe and reliable medical equipment

Respecting Human Rights



Respecting human rights based on the norms of the United Nations Global Compact (UNGC)

Promoting Corporate Governance



Strengthening compliance management
Be compliant with the Corporate Governance Code
Promotion of risk management and compliance education

Contributing to Medical Care Through the Development and Distribution of Advanced Medical Devices.

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Notes

The forward-looking statements in this document are based on information currently available to us and certain assumptions that we consider reasonable, and are not intended as a promise by us which will be realized. Actual results may differ materially due to various factors.

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