

General Hospital Company, Toward Sustainable Growth

Terumo Corporation

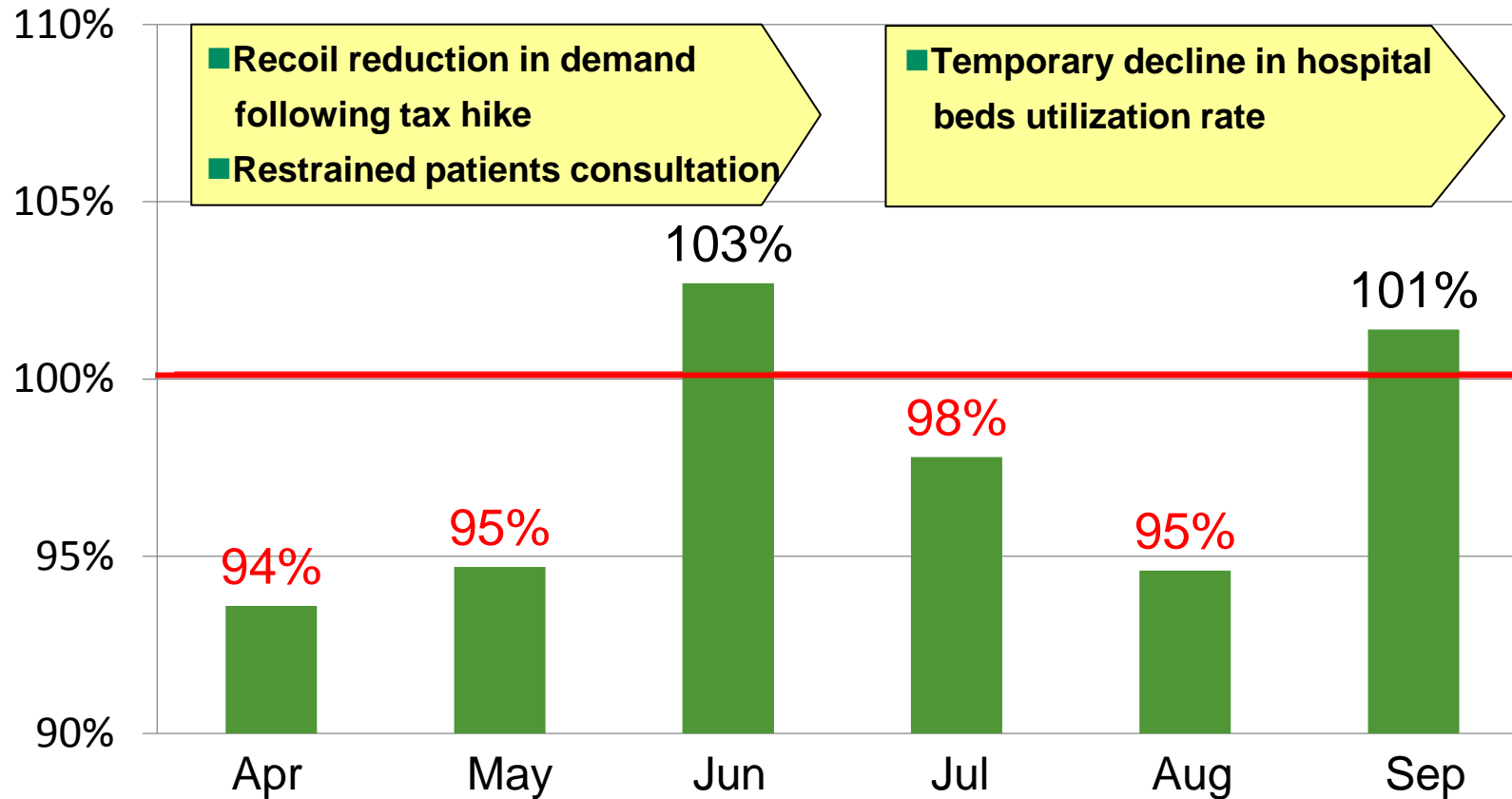
Director and Executive Vice President,
President of General Hospital Company

Hiroshi Matsumura

November 5, 2014

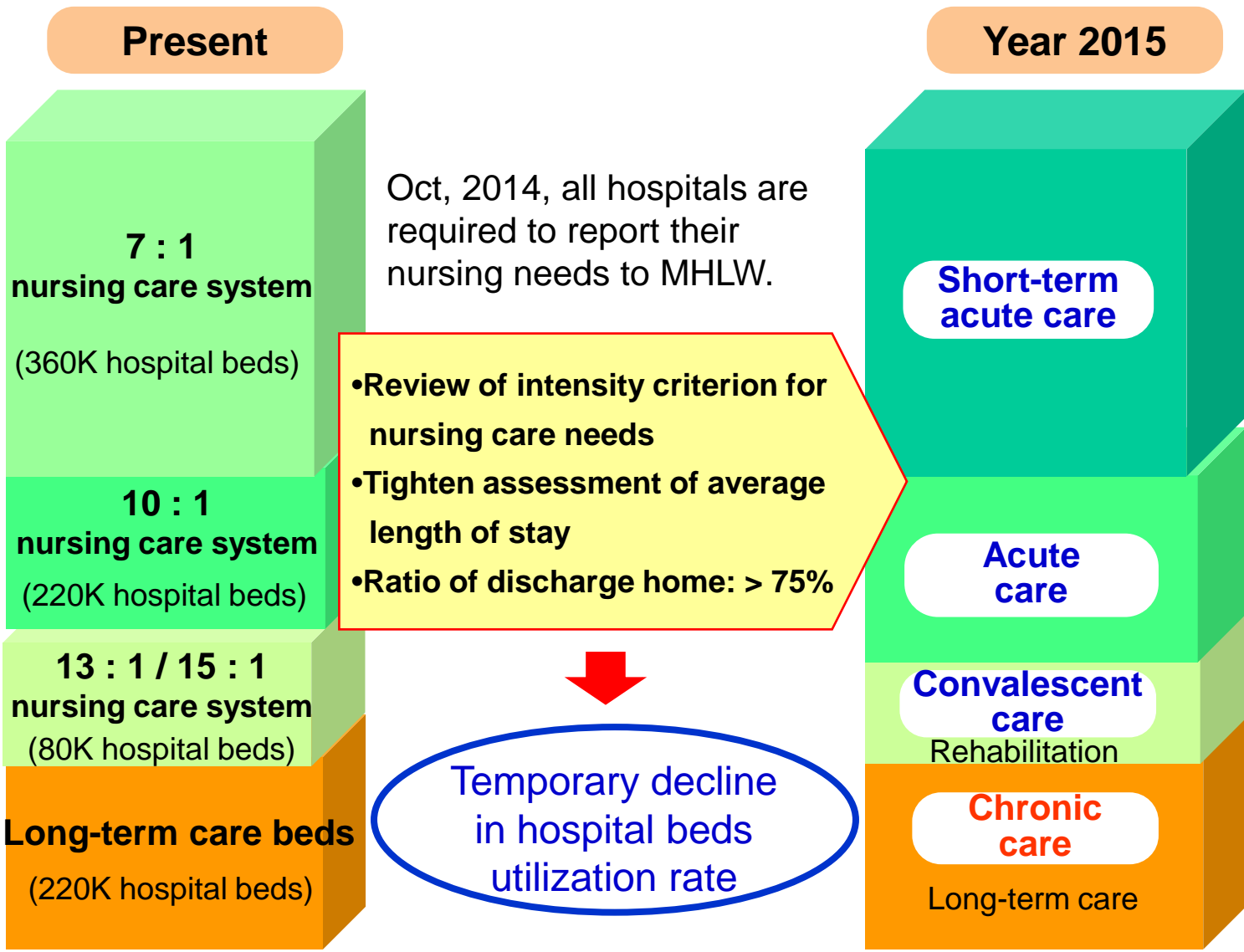
1H Domestic Sales in Negative Growth

General Hospital Company: monthly performance in year-on-year comparison



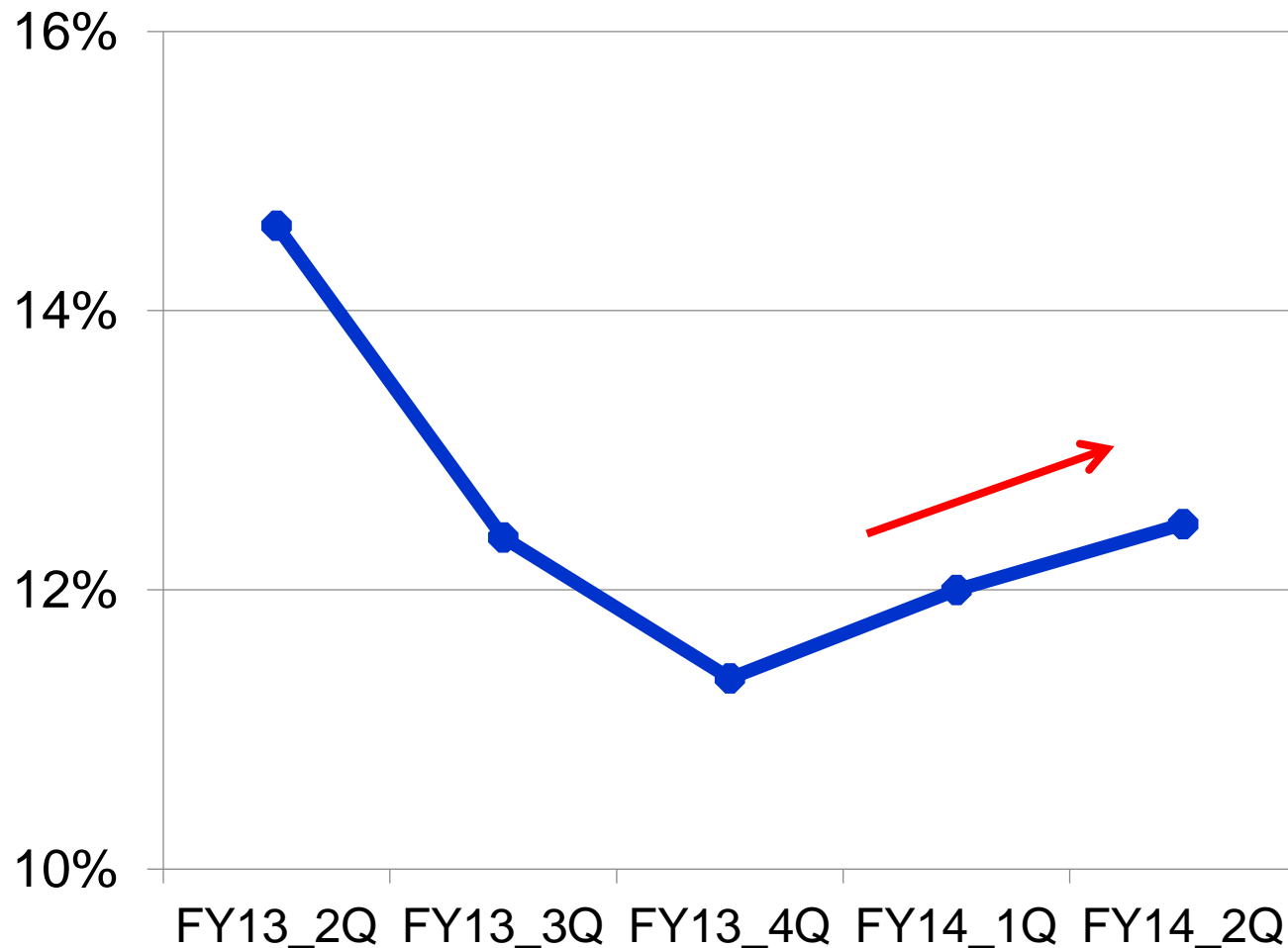
(Excluding infusion and syringe pumps)

Declined Beds Utilization Due to “Revision of Bed Classification”



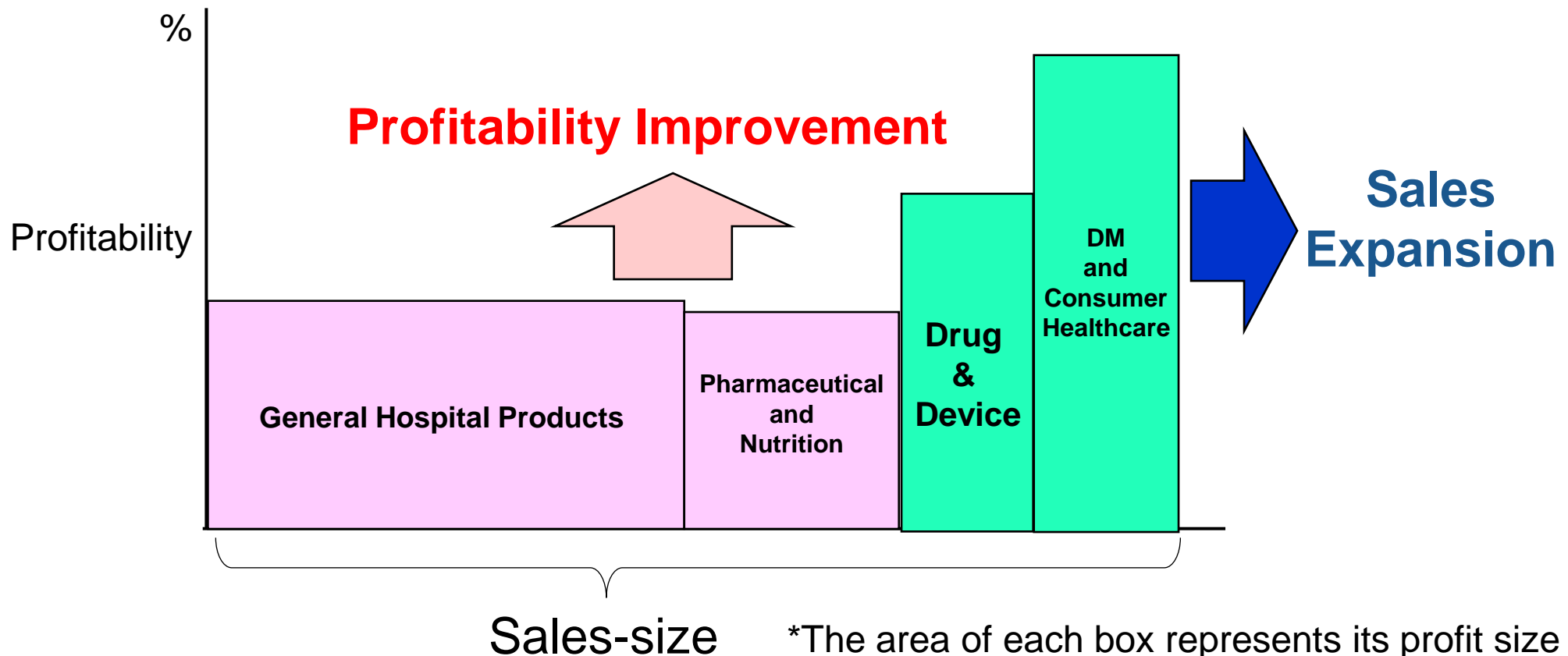
Business Profit on the Road to Improvement

Business Profit Margin of General Hospital Company



For Profitable and Sustainable Growth

- Boost sales growth for “Drug & Device”, and “DM and Consumer Healthcare”
- Accelerate profitability improvement in “General Hospital Products” and “Pharmaceutical and Nutrition”

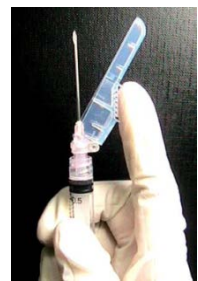


Become a solution provider for Medical Professionals and Patients

Prevent accidental needle-stick and malpractice, Promote safe practice



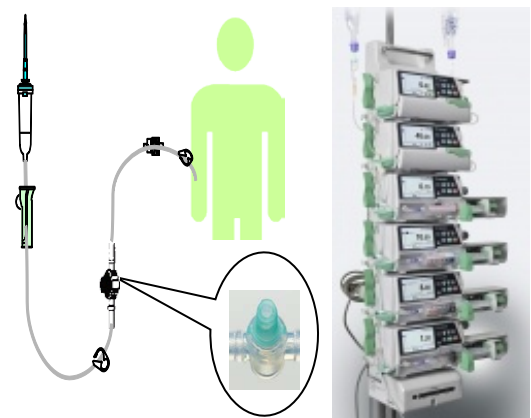
IV catheter, SURFLO V3



Safety syringe



Closed anticancer drug infusion system



Safe Infusion System

Enhance operation efficiency



Realize less pain treatment and early hospital discharge



Nanopass 34G



Pain control

- Benefit from high-growth pharmaceutical market
 - Vaccine, biotechnology-based medicine (antibody, protein)
- Provide pharmaceutical companies with high-value added functions
 - High quality, easy-to-use, and drug Safety
 - Tailor device design to specific drug package



K-pack needle

Safety needle

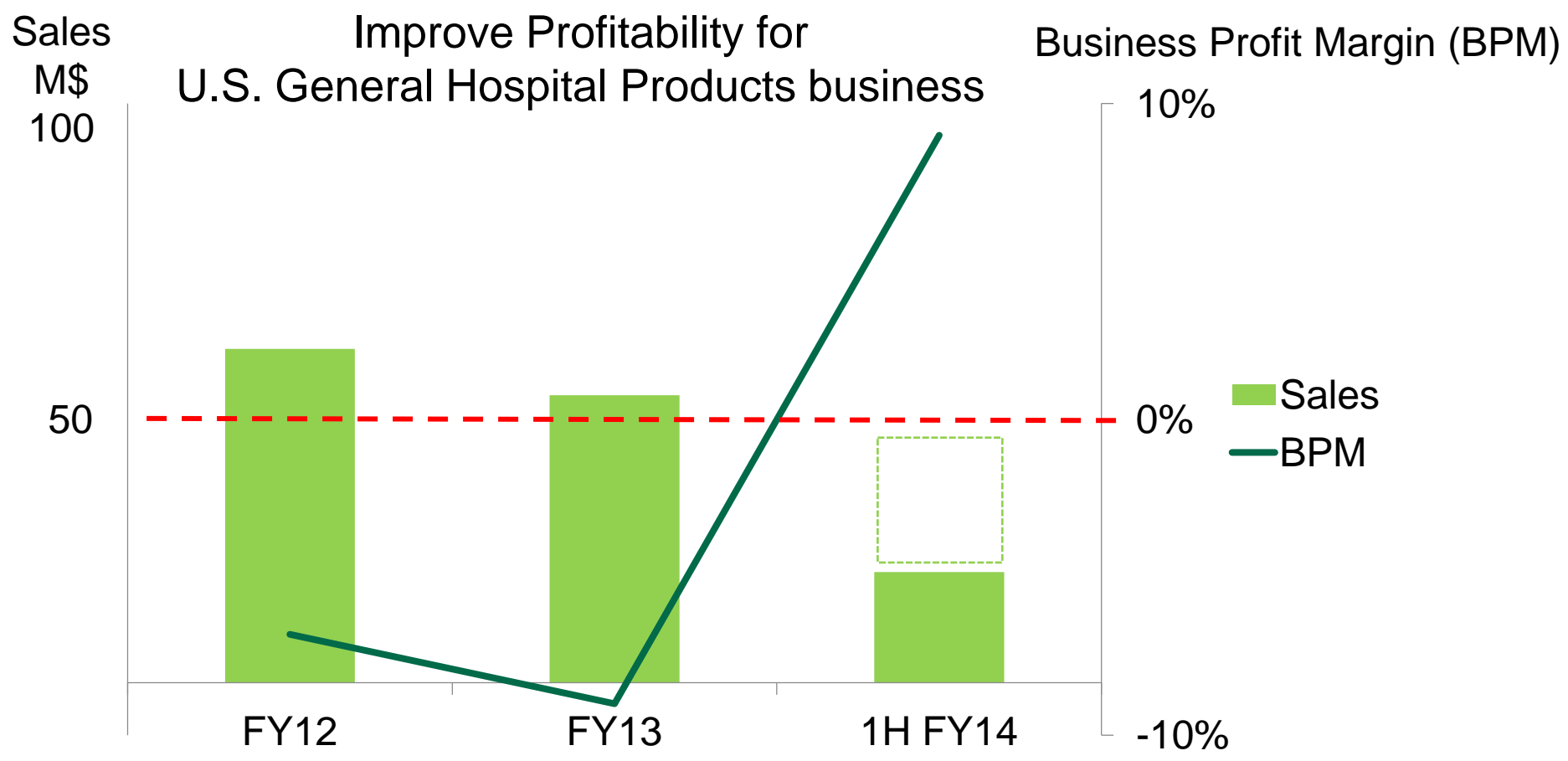


Silicon oil free

PLAJEX / Nanopass

Global Strategy

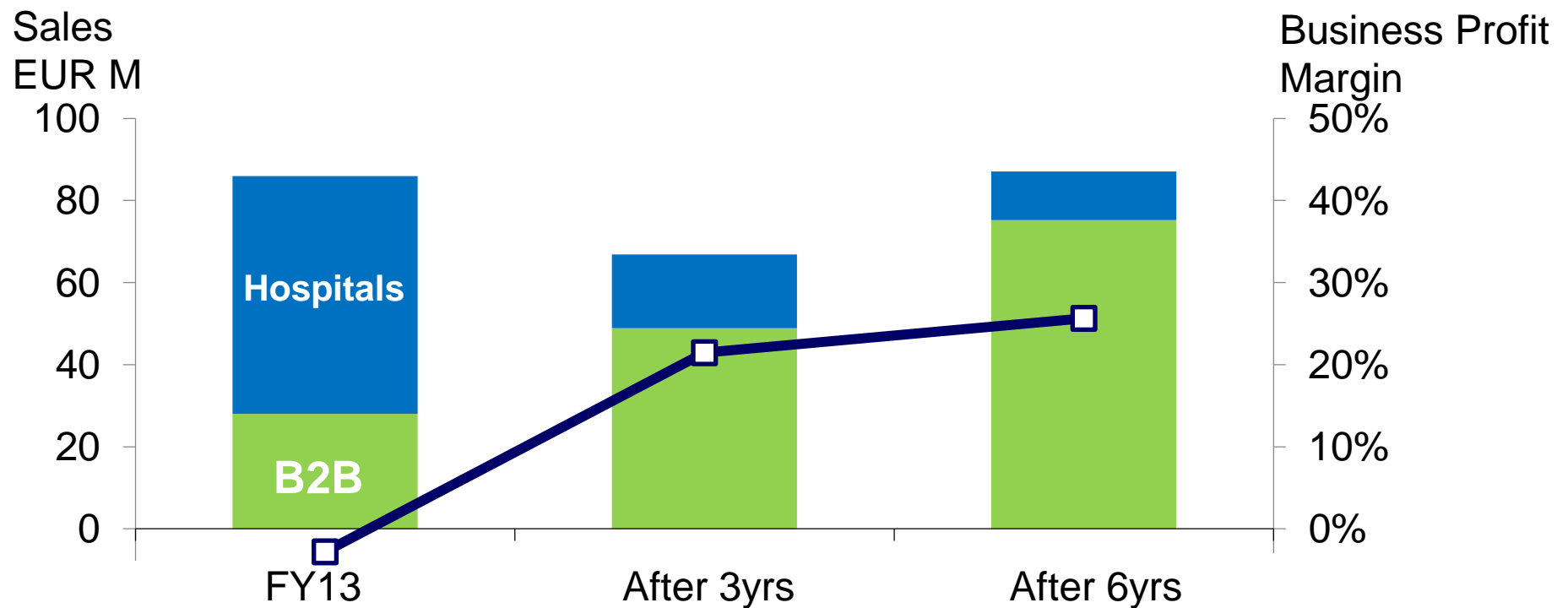
- Expand Sales by direct marketing in JP and Asia
- Expand high-value added products through B2B business in EU and U.S.



Transform Product Portfolio of Overseas Business

【Europe】

- Low profitability business for hospitals: transition its activities of production and sales
- Expand high-value added, high-growth B2B business for pharmaceutical companies



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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 on 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.

The market share information in this presentation is partly derived from our own independent research.