

Initiatives for Sustainable Growth

Terumo Corporation

President and Representative Director

Yutaro Shintaku

May. 8, 2015

Update on The “Roadmap to FY16”

■ Secure a foothold in FY13-14

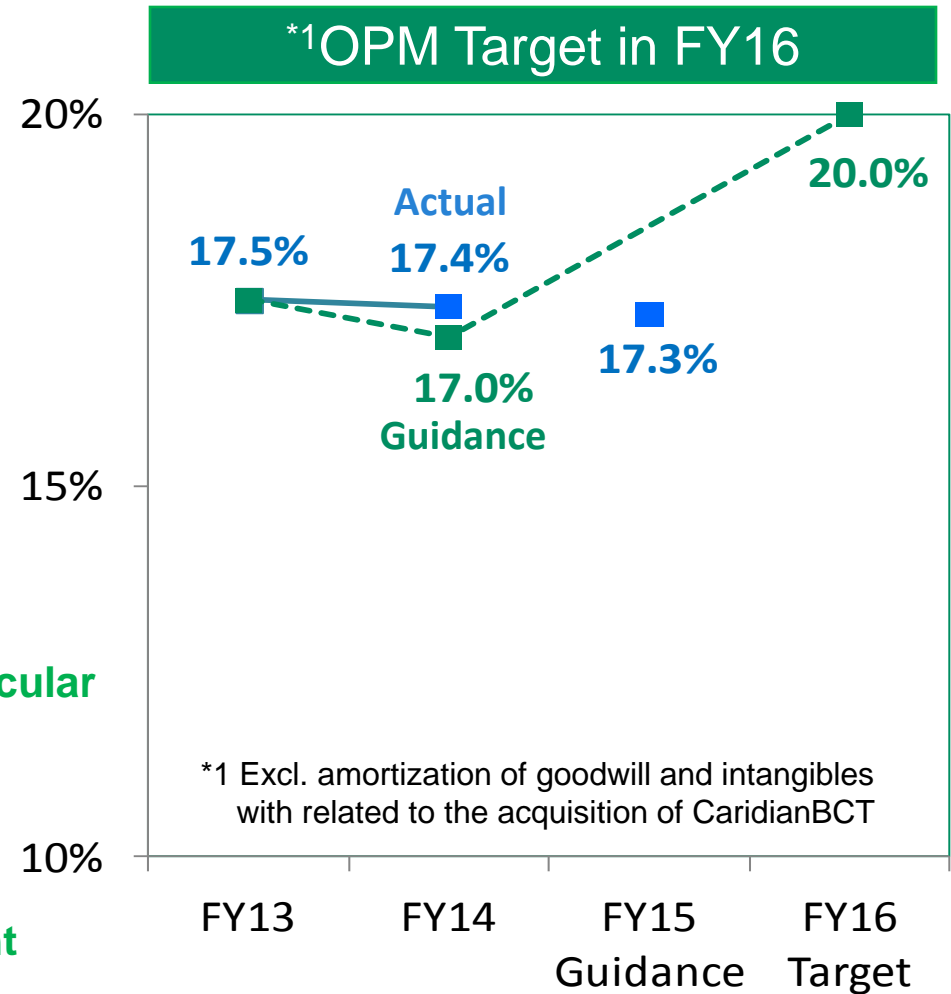
- ⇒ Transformed product portfolio of Hospital and Laboratory Business in Europe
- Closed the factory for blood bags in Changchun, China

■ Achieve FY14 guidance

- ⇒ Achieved record-high operating income thanks to the sales and profit growth in Cardiac & Vascular

■ Target OPM 20% by FY16

- ⇒ Profitability improvement of Blood Management and General Hospital holds a key.



Proactively Addressing Environmental Changes

- Respond to environmental changes in corporate governance
 - Transition to “a Company with an Audit/Supervisory Committee” based on the Act for the Partial Amendment of the Companies Act
 - Comply with the Corporate Governance Code
 - ⇒ Both initiatives aiming for enhancing growth-oriented governance

- Strengthen global management infrastructure
 - Introduce 6 CXO positions. Business-led management and CXO structure are the two wheels of a cart.

- Overcome foreign exchange fluctuations
 - Optimize product portfolio and production footprint

Highlights of Cardiac & Vascular Company

■ Expand business of Interventional Oncology (Cancer treatment)

- Double-digit growth expected
- Terumo's unique competitiveness can be leveraged in this field.

Expand business based on transcatheter arterial chemoembolization with drug-chargeable embolic particles (beads) developed in-house received CE mark approval.

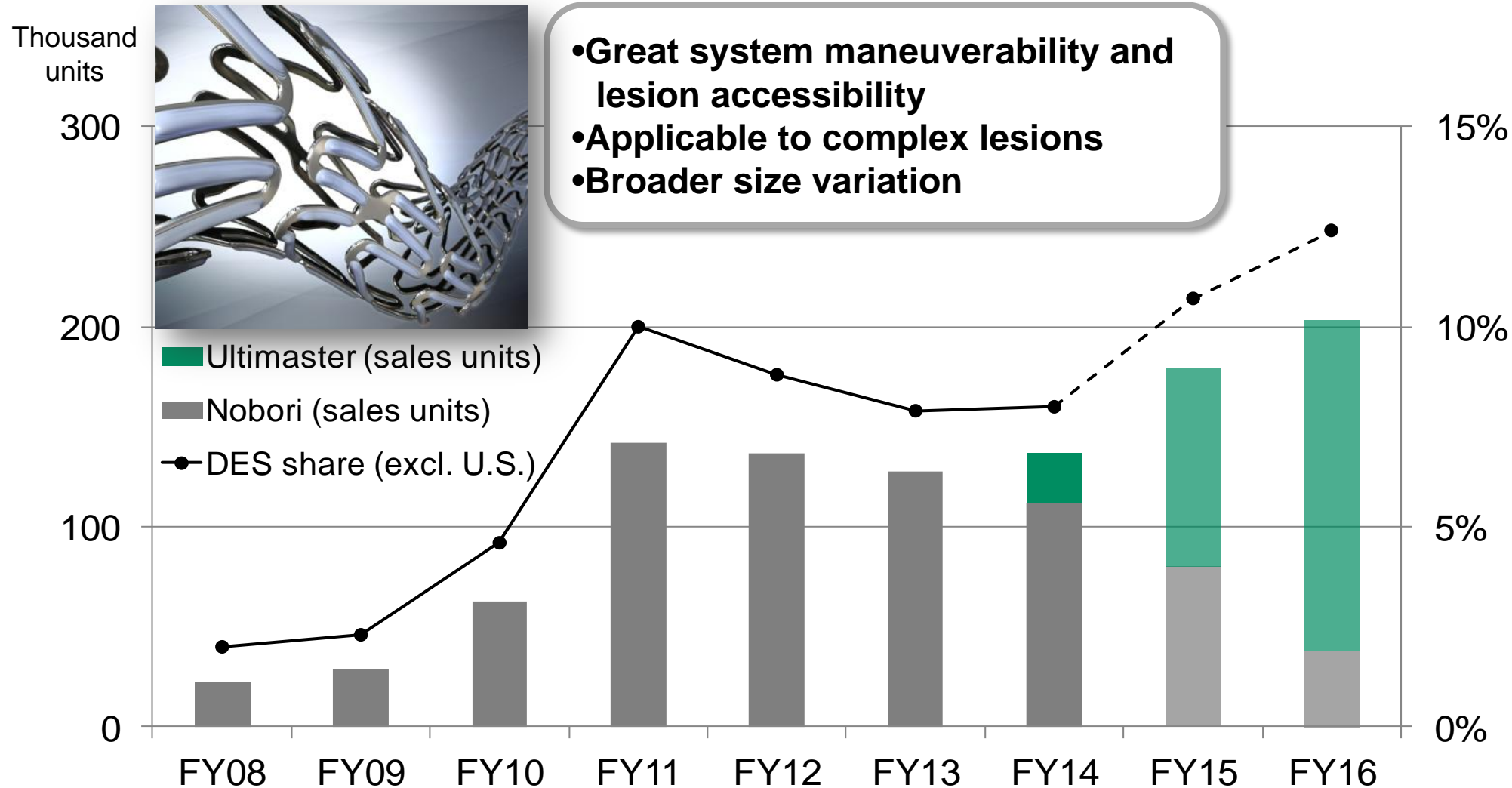
Femoral approach in most cases ⇒ Promote TRI

■ Launch Ultimaster in Japan and further gain market share

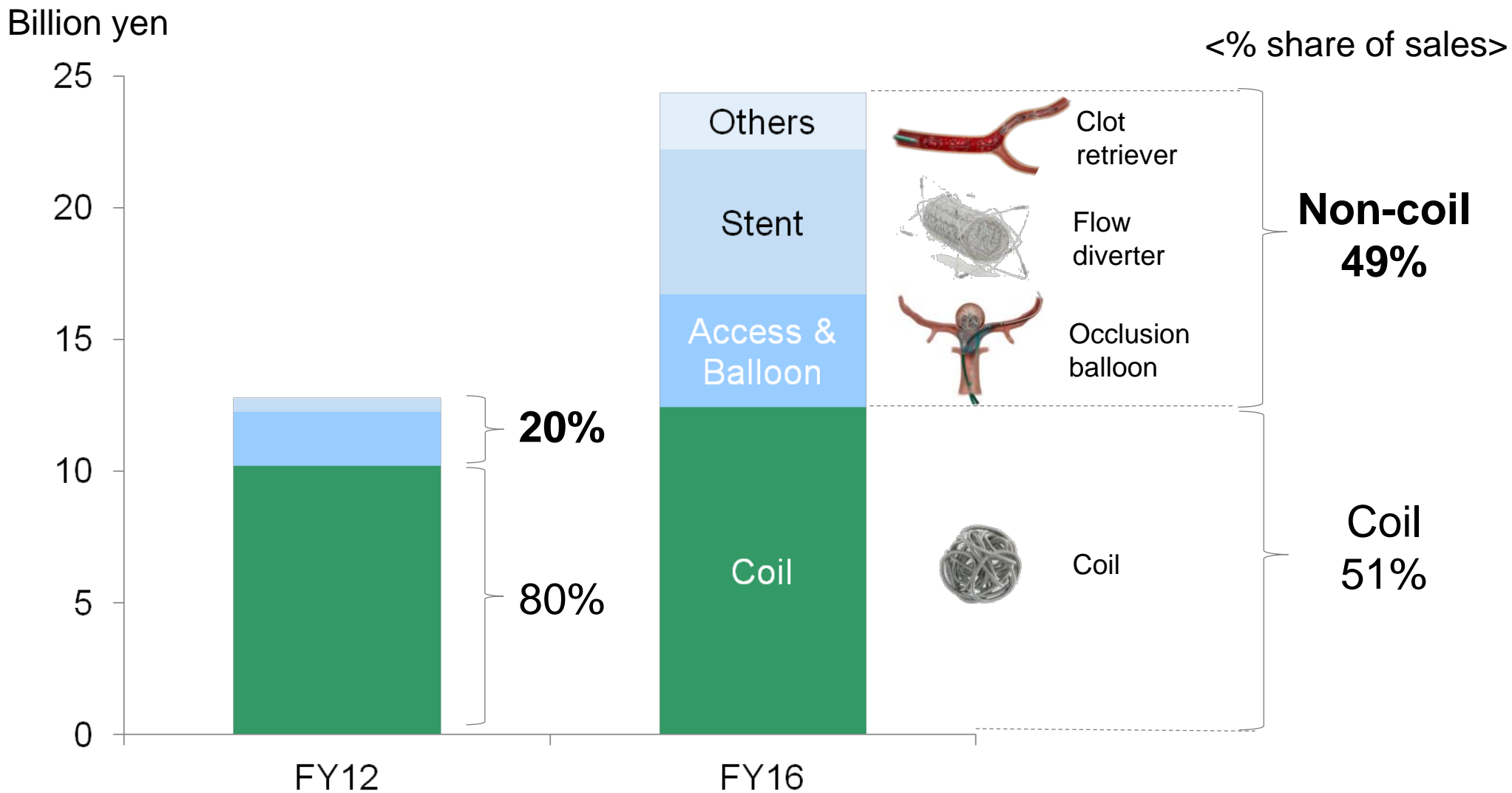
■ Neurovascular: continue to expand sales of non-coil new products

Launch Ultimaster in Japan and Further Gain Market Share

Our DES market share is expected to surpass the record-high 10%.



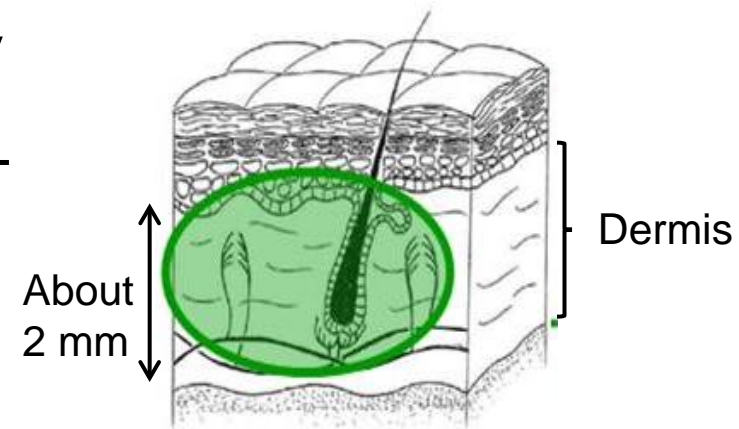
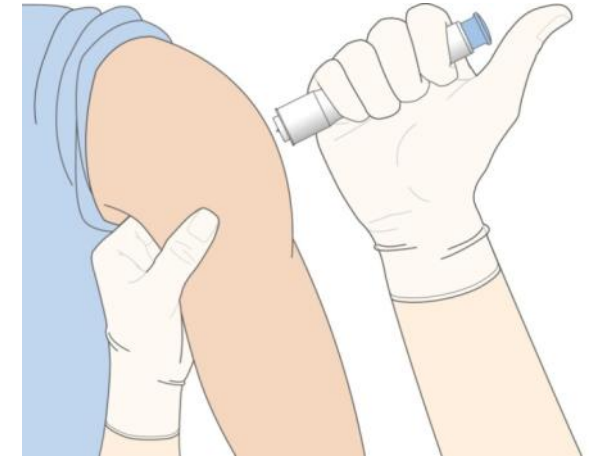
Neurovascular: Continue to Expand Sales of Non-coil New Products



Highlights of General Hospital Company

- Improve profitability of I.V. solutions through production technology innovation
- Self-monitoring blood glucose meter:
Aim for top market share in Japan
- Innovation history of “Needle and Syringe”
 - Prefilled syringes (1999-): Improved safety
 - Nanopass (2005-): Improved patients QOL
 - Intradermal injection device (2015*)
Injection device that does not look like injection device
Accurate injection directly to the dermis where many immune cells exist

*Filed an application for the manufacture and sales approval in Japan



Highlights of Blood Management Company

- Improve operational efficiency and reduce manufacturing costs to deal with price erosion
 - The new factory, Terumo BCT Vietnam, is scheduled to begin its operation in Q3 FY2015
- Accelerate growth of high-margin products (CAGR for last 3 years: 10%)
 - Therapeutic apheresis
 - Expand indications
 - Contribute to cell-based immunotherapy

Cancer immunotherapy



Therapeutic apheresis system



Cell expansion system

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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.

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