



# "Roadmap to FY16" and Beyond

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Terumo Corporation

President and CEO

Yutaro Shintaku

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# FY15: Achieved Record-high Profits

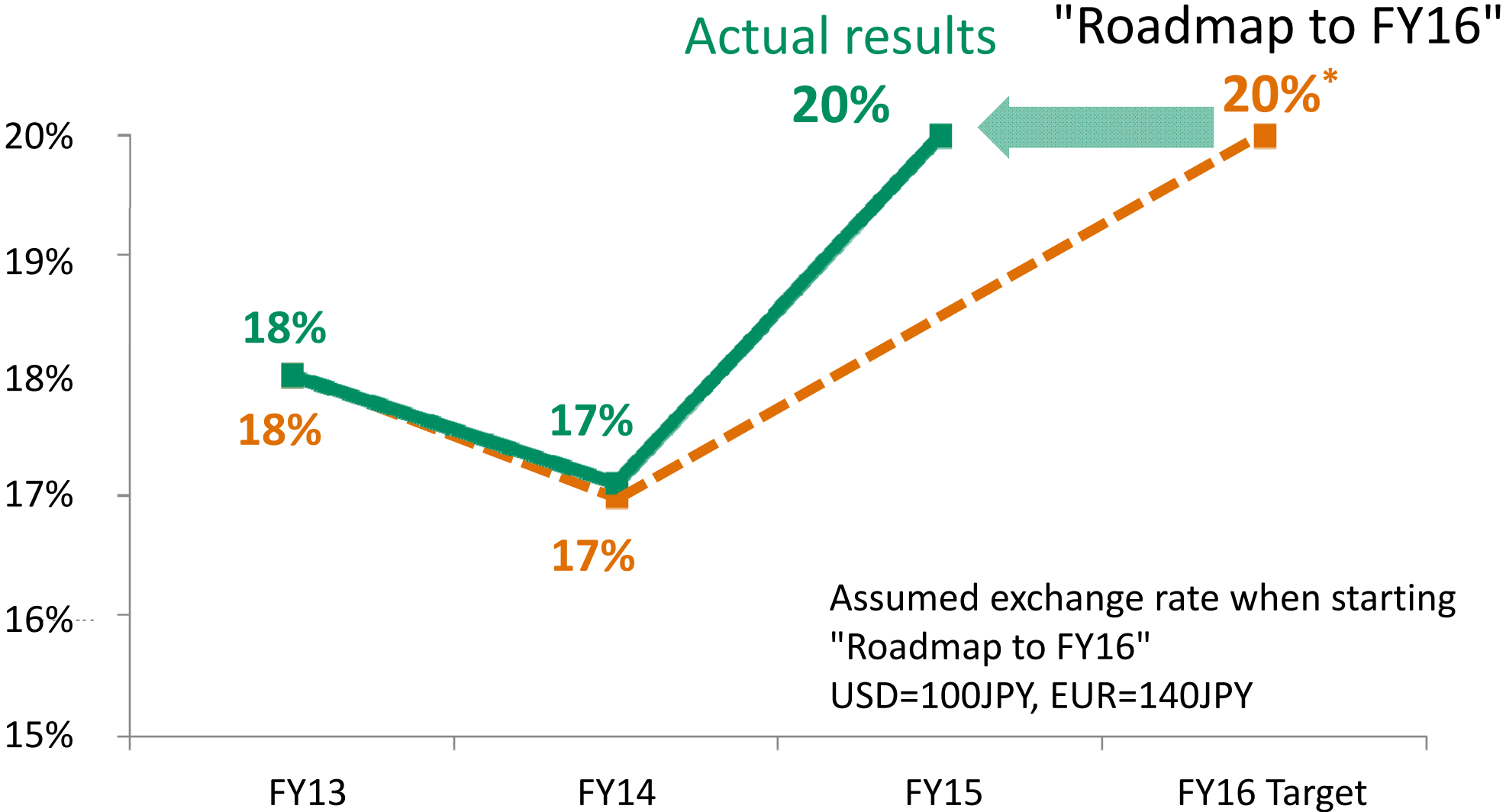
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■ Net Sales	525.0 BJPY
■ Operating Income (Excl. Amortization)	101.9 BJPY
■ Operating Income	81.7 BJPY
■ Ordinary Income	73.1 BJPY
■ Net Income	50.7 BJPY

Marked a  
record high  
of both sales  
and profit

# Achieved Target of "Roadmap to FY16" a Year Ahead of Schedule

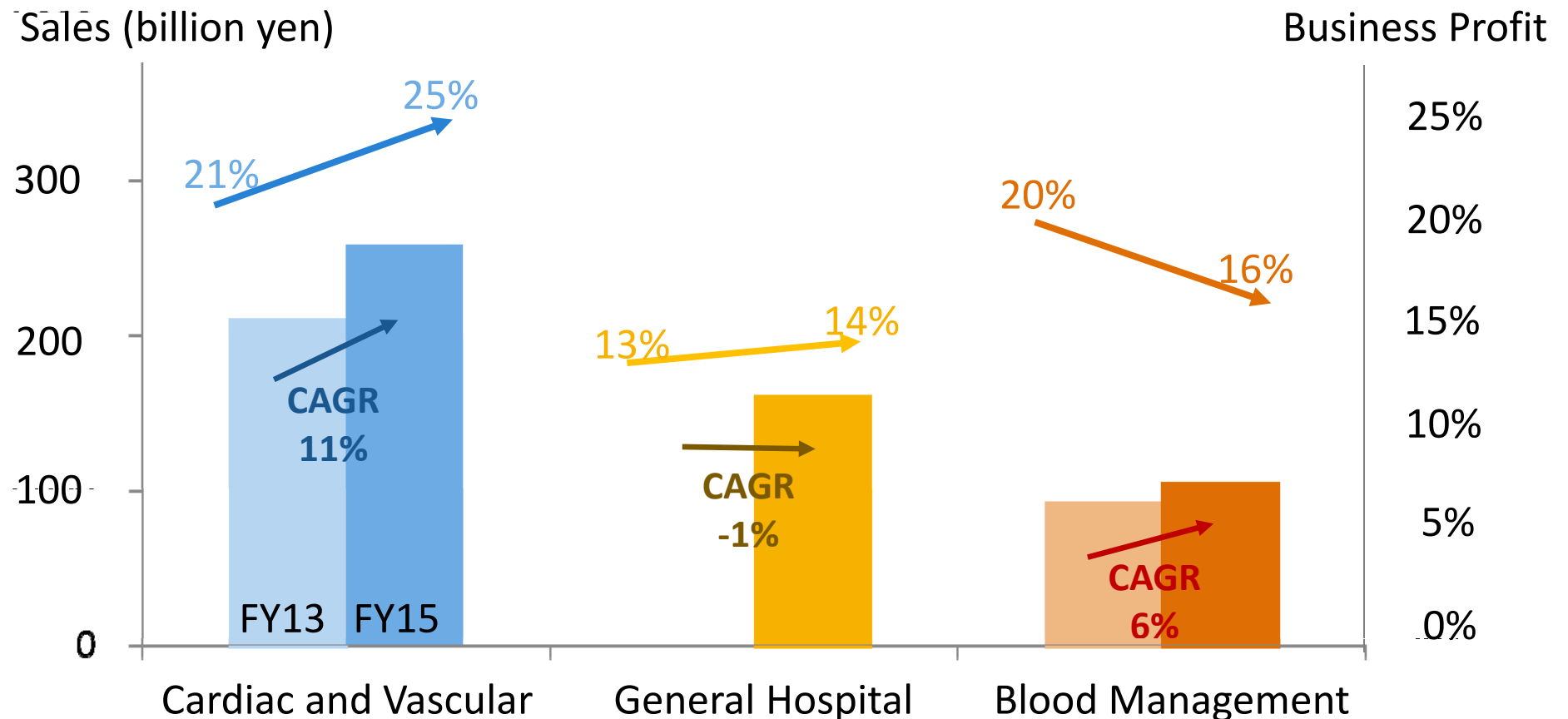
Operating margin excluding amortization



Assumed exchange rate when starting "Roadmap to FY16"  
USD=100JPY, EUR=140JPY

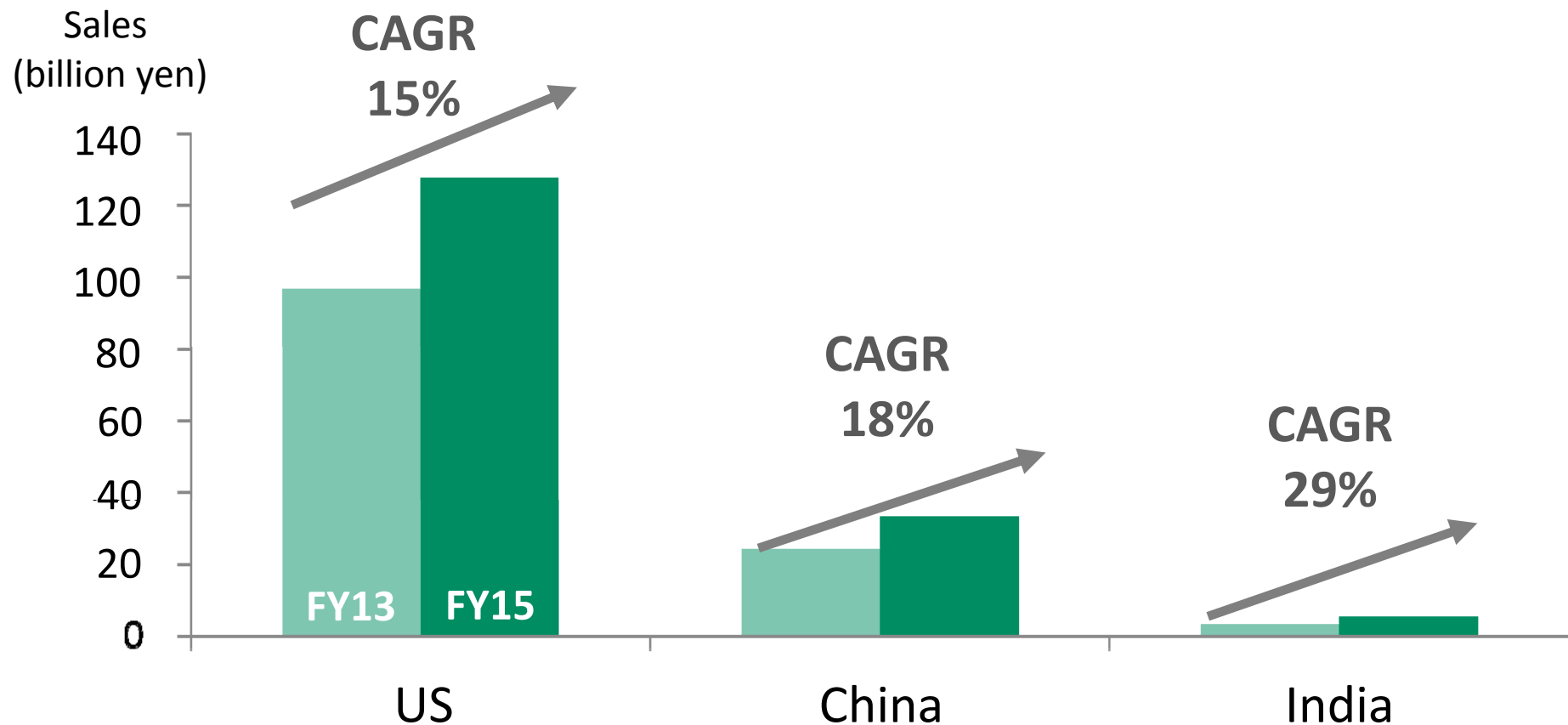
# FY13-15: Performance Improvement by Business Segment

- Cardiac and Vascular: Drove the group's growth and increase in profit
- General Hospital: Toward steady recovery through downsizing low profit business
- Blood Management: Minimized the impact of price declines



# FY13-15: Continuous Growth in Overseas Business

- Expand business in highly profitable and growing markets: US and China
- Infrastructure development in growing market: India
- Downsizes low profit business in Europe and Latin America: Rises resistance to FX fluctuations



# Environmental Changes

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## Macro-economy

- Prolonged slow growth
- FX fluctuation, financial risk

## Healthcare environment

- Expansion in medical beneficiaries, increase in demand due to aging society
- Required higher medical efficiency

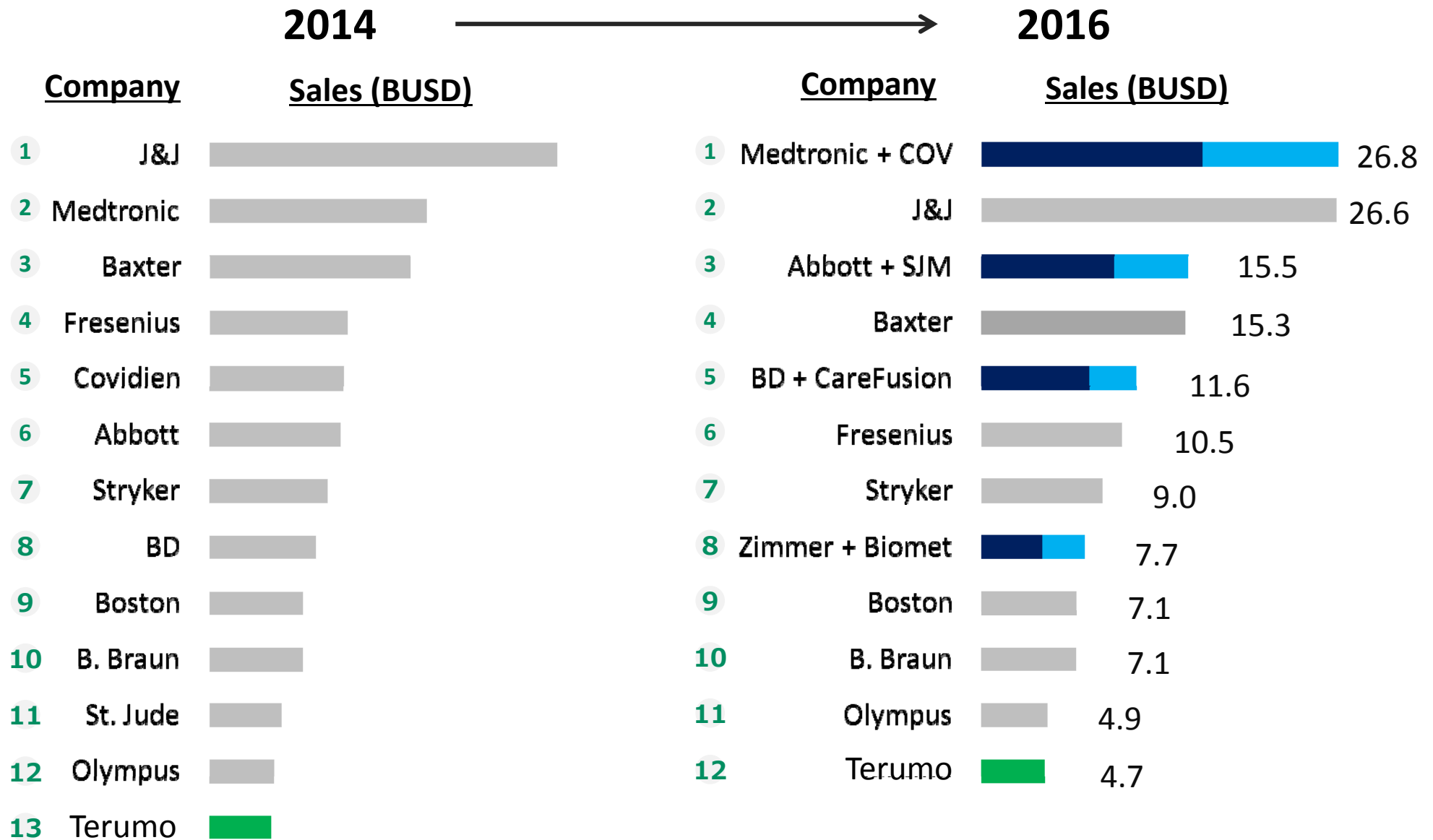
## Competitive structure

- Healthcare integration and oligopolization mainly in US
- Needs in support to hospital's bundled purchase offer and cost management
- Consolidation among top-tier companies



New growth strategy is required.

# Continuing Large-scaled Consolidation in Med-tech Market



# Discussion Points of New Growth Strategy

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- "Sustainable and Profitable Growth" is always grass roots.
  - Expands global presence in priority areas
- In Japan, maintain the company's top level position firmly
  - Respond the increase in healthcare demands driven by aging society
  - Translate the group's broad business portfolio into growth opportunities
- R&D, M&A
  - Continuously strengthen internal development capability
  - Focus on acquisition of early stage technologies
  - Continuously explore the opportunities of large-scale acquisition



Plans to announce mid-to-long term growth strategy in Dec.



# *IR Contact*

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