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President and CEO

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## CEO Message

Five-year Growth Strategy  
with a Ten-year Perspective

# Achieved “Profitable and Sustainable Growth” over The Past 10 Yrs

Sales: x2.1

Net income\*: x2.1

Dividend per share: x3.3

+8% p.a.

525 B JPY

247 B JPY

FY05

FY15

+8% p.a.

71 B JPY

34 B JPY

FY05

FY15

+13% p.a.

39 Yen

12 Yen

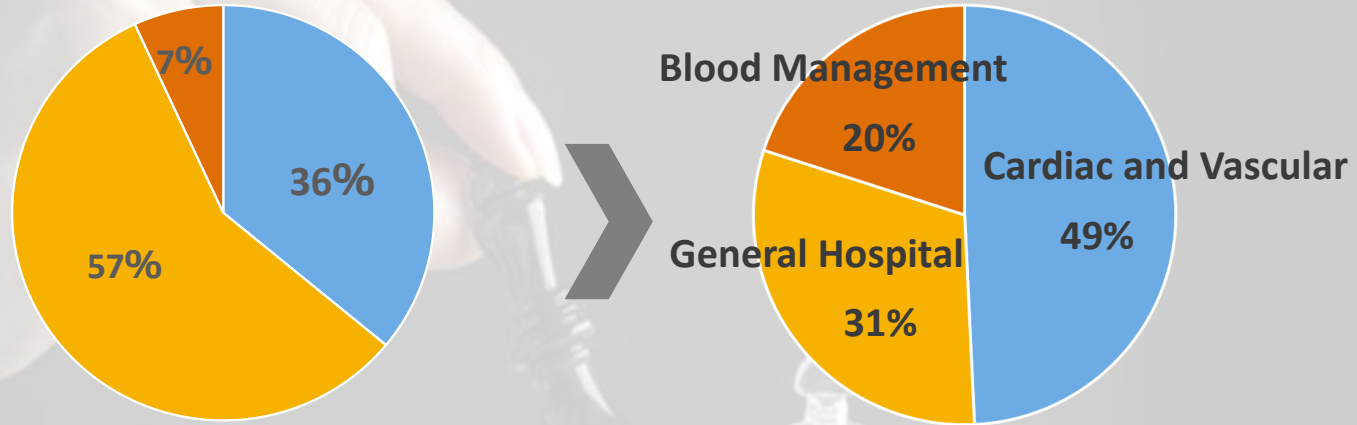
FY05

FY15

\*Before goodwill amortization

# Growth Drivers: Transform the Portfolio and Globalization

## Business Sales Breakdown



## Regional Sales Breakdown



FY05

FY15

# Develop Infrastructure for Further Growth

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Globalized,  
business-led  
management



Globalized profit  
management  
system



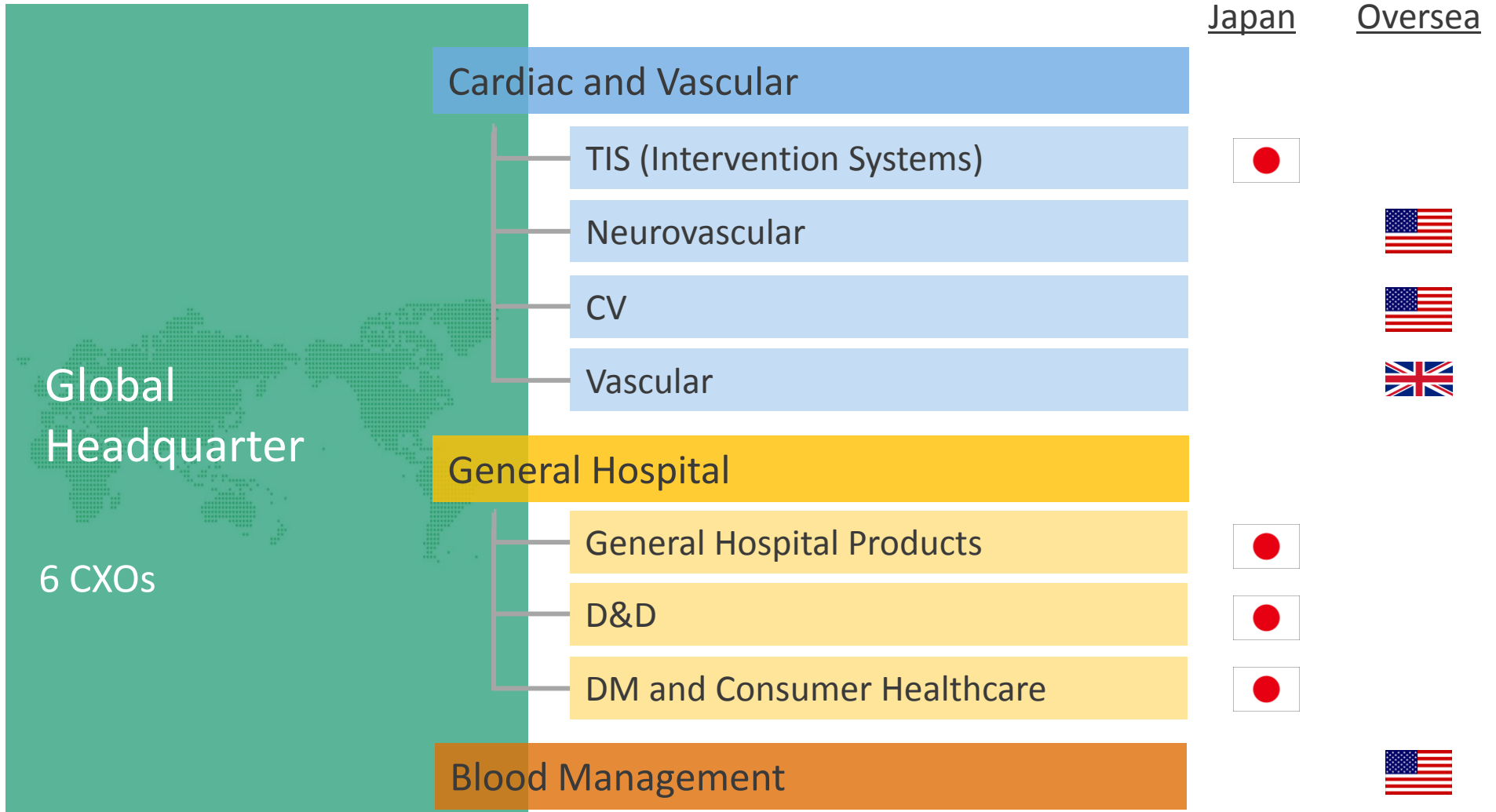
Globalized  
innovation  
platform



# Shift to Globalized Business-led Management

- Four out of eight business HQs located in overseas and led by local manager
- Corporate-wide optimization led by global headquarter and CXOs

## HQ location and leaders





# Establish a Globalized Profit Management System

Profit management with autonomy for continuous improvement



Visualization of consolidated profit by region and product



Incentive system based on consolidated profit



Realign portfolios by region and products

Global profit optimization

# 3 Four Core Initiatives for Accelerating Innovation

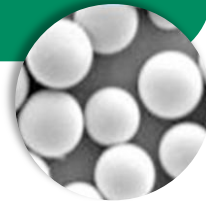
**Innovation at the production site**



**Ashitaka Innovation Center (tentative)**  
Open in 2017



**Strengthen the collaboration between internal and external opportunities**



**Open Innovation Hub**  
Open in 2017

**Collaborative innovation between Japan and US R&D**



**New Facility at California (MV)**  
Open in 2017



**Contribute to future of healthcare with significant social impact**



**R&D Center Medical Pranex**

# Keynote Messages

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- **“Contributing to Society through Healthcare”** is our unchanged mission, even amid drastic changes to our business and regional portfolio
- Distinguish our strategies inside and outside Japan to accelerate growth as a **Global Corporation with Japanese Origins**
- Strengthen organic growth engines and pursue M&As that enable **“Profitable and Sustainable Growth”**





# Disclaimer

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The information that Terumo discloses and 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 actual results include, but are not limited to, changes in economic conditions surrounding Terumo, fluctuations of foreign exchange rates, and state of the competition.

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