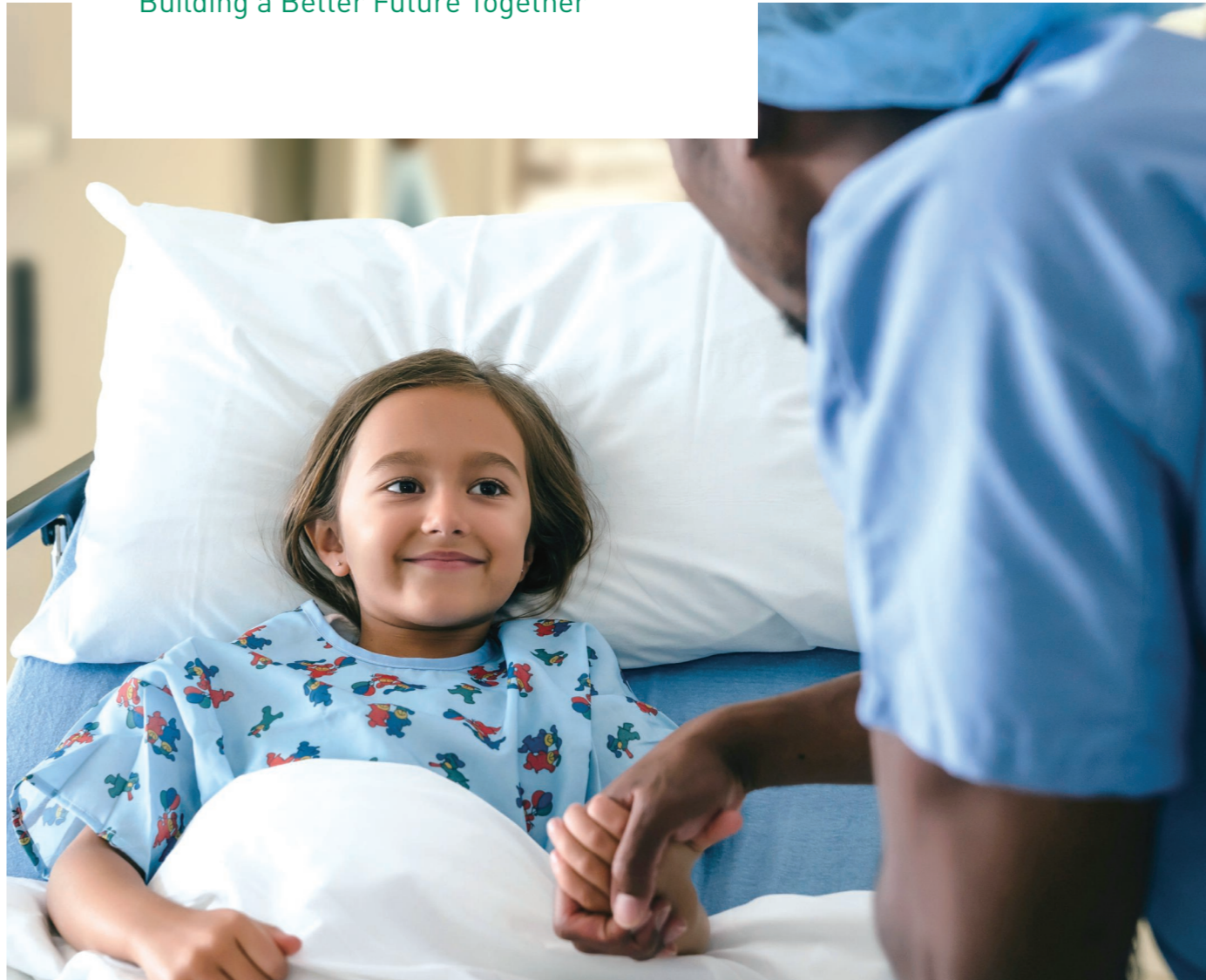


SHARED VALUE BOOK 2020

Building a Better Future Together



TERUMO CORPORATION

Tokyo Office
Tokyo Opera City Tower, 3-20-2 Nishi-Shinjuku,
Shinjuku-ku, Tokyo 163-1450, Japan



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Courtesy of the Kitasato Institute archives

Terumo Corporation was founded in 1921 by several scientists and doctors, including Dr. Shibasaburo Kitasato, to produce clinical thermometers in Japan. These vital medical devices had previously been imported, until they were cut off as a consequence of World War I.

The lifelong spirit of Dr. Kitasato, whose achievements received global recognition, is found in his statement: "Scientists should never feel self-satisfaction doing advanced research; the true objective is for the results to be put to use, thereby contributing to society."

"Contributing to Society through Healthcare" is both Terumo's starting point and unchanging Group mission. Keeping Dr. Kitasato's spirit of innovation and challenge alive, we strive to bring outstanding innovation to medicine and enable the best possible care for patients.

Group Mission

Contributing to Society through Healthcare

We contribute to society by providing valued products and services in the healthcare market and by responding to the needs of patients and healthcare professionals.

Core Values

Respect—Appreciative of others

We show respect and appreciation toward associates, customers, and business partners.

We value individuality and diverse cultures, and listen widely and carefully to different opinions and the voice of society.

Integrity—Guided by our mission

As associates of Terumo Group, responsible for life and health, we always act with sincerity and a sense of mission.

Through our daily efforts, we build trust among all stakeholders.

Care—Empathetic to patients

We are mindful that everything we do ultimately connects us to patients.

We strive to understand health providers deeply and work together with them to give patients a better future.

Quality—Committed to excellence

To ensure safety and reliability in healthcare, we view each issue from a "gemba" perspective in order to find the optimal solution.

As well as product quality, we pursue excellence in all we do, from product supply to customer care.

Creativity—Striving for innovation

We promote a mindset that embraces challenge for the future, and work with curiosity and passion.

We respond to the needs of "gemba" by delivering products and services that create meaningful value in a timely manner.

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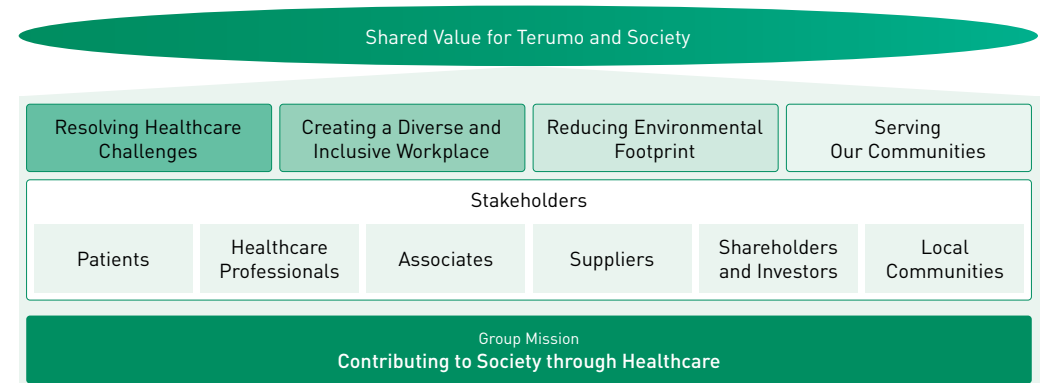
23 Serving Our Communities

Support for Lives and Health in Local Communities

About the Shared Value Book

Guided by its Group mission of "Contributing to Society through Healthcare," the Terumo Group works together with its various stakeholders to contribute to the resolution of a variety of social issues in the medical field and other areas of society in order to help shape a better

future. This shared value book aims to communicate these efforts and the shared value created for Terumo and for society thereby to stakeholders in an easy-to-understand manner.



Major Initiatives

• Resolving Healthcare Challenges

Terumo is adeptly innovating to respond to the needs of the medical field, including those pertaining to preventing infections in medial settings and reducing the burden on patients. Moreover, we seek to ensure that people around the world in need of healthcare have access to the safe and high-quality healthcare services they require.

• Creating a Diverse and Inclusive Workplace

Terumo is committed to ensuring that its diverse associates are empowered and able to fully exercise their skills toward supplying medical settings around the world with high-quality products and services. For this purpose, we practice global human resources development, promote diversity, and encourage associates to maintain their own health.

• Reducing Environmental Footprint

Terumo is dedicated in its efforts to contribute to the global fight against climate change; develop products that emphasize eco-friendliness, safety, and economic benefits; and preserve biodiversity.

• Serving Our Communities

Terumo is contributing to the realization of a sustainable society by helping address various issues in the communities in which it develops its business. Initiatives on this front include blood donations by associates across the globe and support for delivering medical supplies to disaster-stricken regions.

Notes:

1. The positions and titles in this booklet are as of the time of the interview.
2. All brand names are trademarks or registered trademarks of TERUMO CORPORATION and their respective owners.



Creation of new value in tune with the times to continue being a company society deems necessary

Contributions to healthcare under the new normal to continue being a company society deems necessary

Since its foundation in 1921, Terumo has continued to bring new value to medical settings by addressing and resolving the issues faced by the medical settings. Our Group mission of “Contributing to Society through Healthcare” has guided us throughout this process. Dr. Shibasaburo Kitasato, one of the founding members of Terumo, dedicated his life to combating infectious disease and researching bacteriology. His spirit lives on through Terumo’s long history of helping prevent the spread of infections.

In response to the global COVID-19 pandemic, the Terumo Group mustered its collective capabilities to ensure a stable supply of its products while helping prevent the spread of the virus and contribute to its treatment. A wide variety of Terumo products are used in medical settings. These products range from the thermometers employed on a daily basis to the infusion systems utilized for managing the administration of infusions and drug solutions and the Extracorporeal Membrane Oxygenation (ECMO) that are used to treat critically ill patients. In addition, we donate Terumo products to medical institutions and make monetary donations to the COVID-19 Solidarity Response Fund for WHO in order to further contribute to healthcare. Our experience with the pandemic has served to reaffirm and further entrench the purpose of Terumo among all of our associates.

The COVID-19 pandemic is expected to prompt changes to the mindsets and behavior of people, transforming the very essence of society into what is referred to as the “new normal.” In the medical field, these changes are manifesting in forms such as an increased emphasis on economic benefits as well as an accelerated trend toward digitization and remote solutions. These changes come coupled with a renewed recognition of the necessity of safe and reliable medical infrastructure. We thus need to transform ourselves, based on an accurate understanding of these structural changes, in order to provide solutions that offer value for the medical settings. For this reason, we launched a project for supporting infection prevention measures at medical institutions. Capitalizing on the wealth of infection prevention insight and the vast lineup of related products

we have developed thus far, Terumo is helping install hospital infrastructure and train healthcare professionals in order to contribute to the development of safe and reliable medical infrastructure.

Terumo is focused on establishing workplace environments and systems that allow diverse associates to fully exercise their skills while also implementing environmental initiatives. Through such efforts, we aspire to contribute to the resolution of medical issues while living up to the expectations and responding to the desires of the greater society. To this end, Terumo has been transitioning to independent and autonomous work styles that are more suited to the new normal. As part of these efforts, we introduced a flexible working hours system at all domestic offices and eliminated the upper limit on the number of times our work-at-home system can be used in July 2020. We also seek to help address the global issue of climate change risks. A target for reducing greenhouse gas emissions across the Terumo Group has been established for fiscal 2030, and initiatives for accomplishing this goal were launched in fiscal 2020. Moreover, our greenhouse gas emissions reduction target has been approved as science-based by the international initiative Science Based Targets.

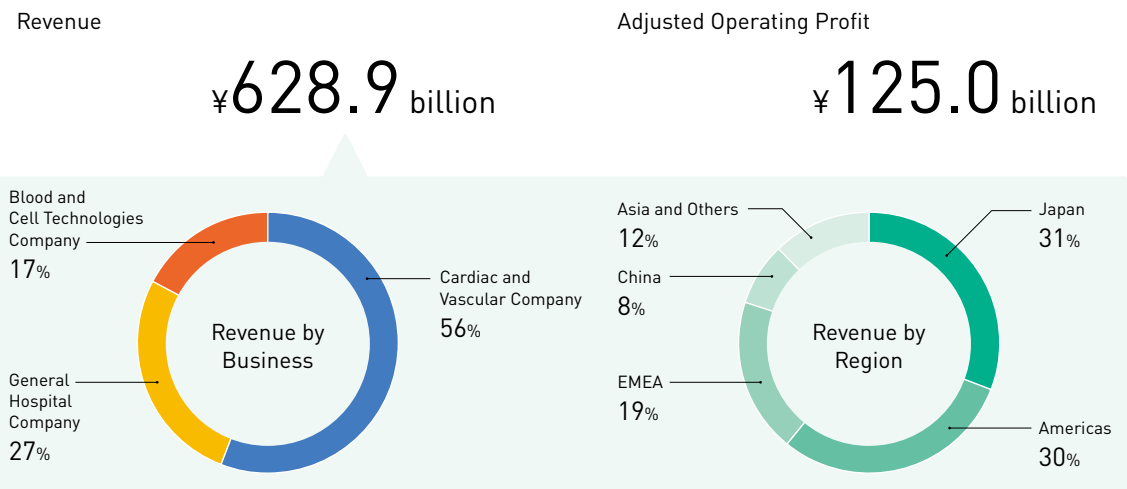
Terumo will celebrate the 100th anniversary of its founding in 2021. As we pass this milestone, Terumo associates will continue to be guided by our Group mission of “Contributing to Society through Healthcare” as we endeavor to bring patients and healthcare professionals the products and services they need and contribute to the resolution of social and environmental issues in areas relevant to Terumo. We thereby strive to always be a company that is trusted and deemed necessary by society. I hope we can look forward to the ongoing support and understanding of our stakeholders as we tackle the challenges to come.

President and CEO

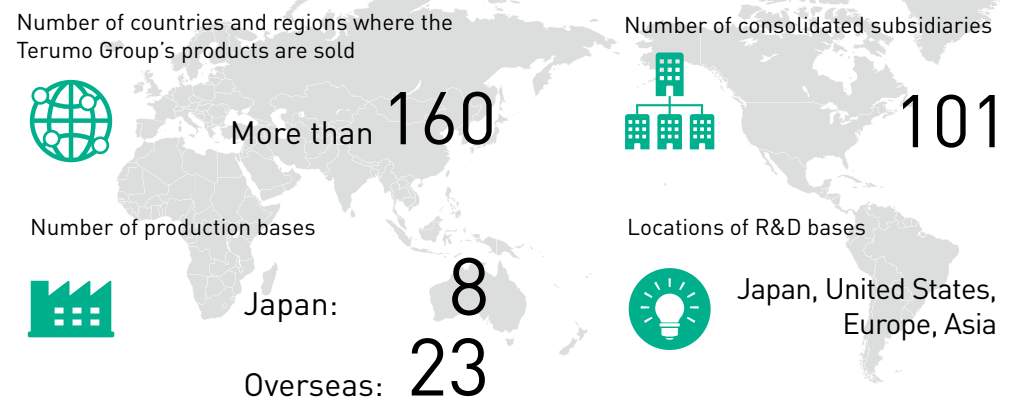
At a Glance

Overview of the Terumo Group in Fiscal 2019 (fiscal year ended March 31, 2020)

Performance (consolidated)



Business / Organization Scale



Participation in External Initiatives

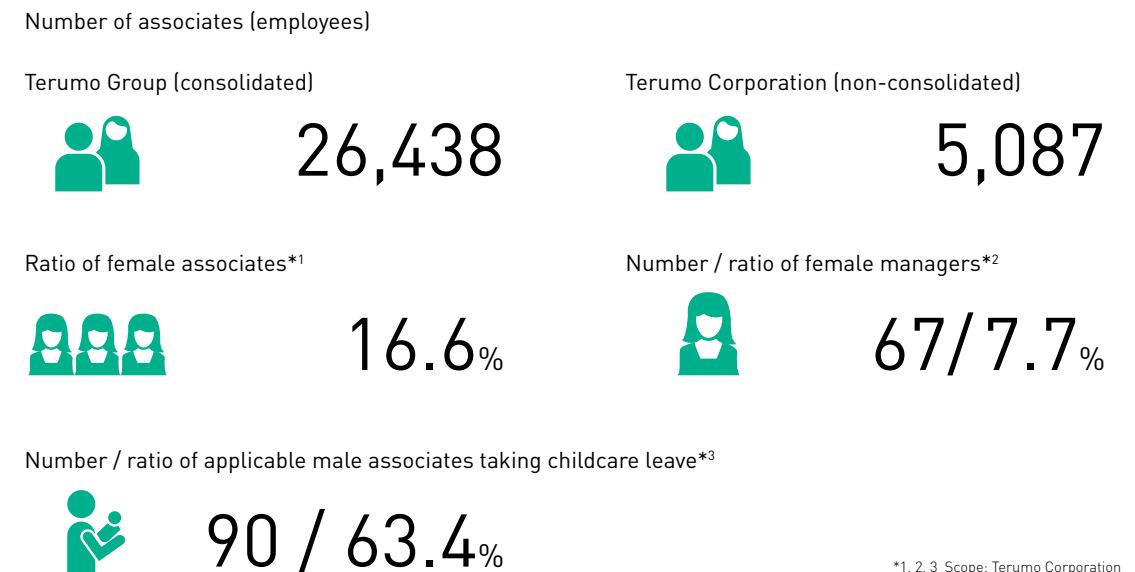
United Nations Global Compact
In 2012, Terumo became a signatory to the United Nations Global Compact. This action reflects Terumo's agreement with the Ten Principles of the compact, which relate to human rights, labor practices, the environment, and anti-corruption measures.



Science Based Targets
The Terumo Group's fiscal 2030 target for reducing greenhouse gas emissions has been approved by Science Based Targets, an international initiative, indicating that this target is science-based.

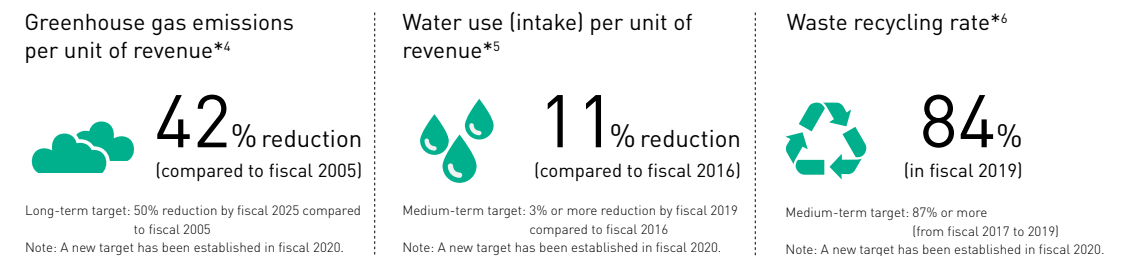


Human Resources



*1, 2, 3 Scope: Terumo Corporation

Environment



*4, 5, 6 Scope: Terumo Group business sites in Japan and manufacturing sites overseas

External Recognition

MSCI Japan Empowering Women Index

2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

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S&P/JPX Carbon Efficient Index



SOMPO Sustainability Index



Health & Productivity Stock Selection
(selected for six consecutive years since fiscal 2014)



Approach to Sustainability

Under the Group mission of “Contributing to Society through Healthcare,” the Terumo Group strives to provide a stable supply of high-quality medical equipment and services to patients and medical settings throughout the world, as well as resolve the various challenges facing healthcare. To realize this Group mission, Terumo has established its Core Values, which are the values that connect all Terumo employees (associates) around the

world. Based on the Core Values, the Terumo Group determines priorities for sustainability that must be put into practice in the course of daily business activities. The Group will strive for balance between the realization of a sustainable society and the achievement of its sustainable growth by promoting these priorities, while communicating with patients, medical professionals, and other stakeholders.

Sustainability Priorities

The Terumo Group is working to resolve social issues, including issues in healthcare, and balance the realization of a sustainable society with the sustainable growth

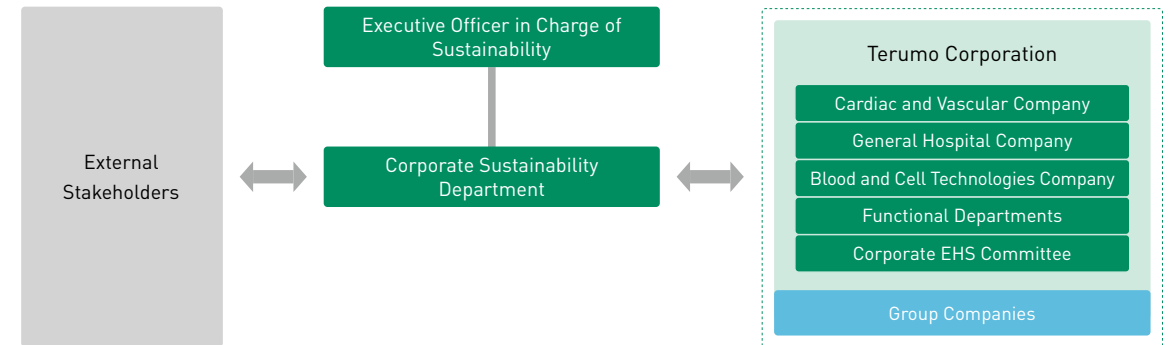
of the Terumo Group, while taking the United Nations Sustainable Development Goals (SDGs) into account.

Core Values	Sustainability Priorities	Related United Nations SDGs
Respect—Appreciative of others	Ensuring occupational safety and promoting health	 
	Creating workplace environments where diverse associates can demonstrate their skills and abilities	 
Integrity—Guided by our mission	Promoting compliance	 
	Reducing the environmental impact of our business operations	  
	Promoting responsible procurement	  
	Building relationships of trust through dialogue with stakeholders	
Care—Empathetic to patients	Improving access to healthcare	 
Quality—Committed to excellence	Ensuring the safety and quality of products and services	 
	Managing supply chains that support stable supply	 
Creativity—Striving for innovation	Resolving healthcare challenges through innovation	  

Sustainability Management

The Corporate Sustainability Department was established to coordinate and promote initiatives related to corporate sustainability throughout the Group. Working together with related departments, committees, and Group companies, the Corporate Sustainability Department sets action policies and priorities related to sustainability, finds ways

to disseminate them throughout the Group, and promotes specific initiatives. It also interacts with internal and external stakeholders, sharing information and engaging in discussions, in order to understand the expectations of society for the Terumo Group and reflect them in its initiatives.



Human Rights Initiatives

On Human Rights Day (December 10) in 2019, Terumo announced its Terumo Group Human Rights Policy.

The Terumo Group Human Rights Policy is aimed at clarifying the Terumo Group’s position on and responsibility toward human rights and expressing the Group’s commitment to living up to the expectations of society with regard to human rights. The policy expresses the Group’s support and respect for the United Nations Guiding Principles on Business and Human Rights. As Terumo is a company that provides products and services relating to the lives and health of people, the policy defines priority themes related to human rights such as creating safe and worker-friendly environments, complying with fair labor practices, and ensuring the quality and safety of products and services. Additionally, suppliers are requested to exercise respect for human rights based on the Terumo Group Procurement Policy and Supplier Guidelines.

To support the Company in implementing human rights due diligence (assessing, preventing, and mitigating the adverse impacts on human rights that business

activities may have in society), a working group was assembled in fiscal 2020 comprising members from the Corporate Sustainability Department, the Human Resources Department, the Legal and Compliance Department, the Procurement Department, and the Environmental Management Department. Going forward, we will advance initiatives focused on our priority themes, and the progress of these initiatives will be disclosed through venues such as Terumo’s corporate website.

* Priority Themes

- Creating safe and worker-friendly environments
- Complying with fair labor practices (compliance with labor laws and regulations, combating of slavery and forced labor, including human trafficking, and child labor)
- Combating discrimination and harassment
- Ensuring the quality and safety of products and services
- Complying with ethical standards in research and development
- Promoting ethical and fair business activities (accurate and informative promotion, combating of bribery and corruption)
- Improving access to healthcare



For more information on Terumo’s sustainability initiatives, please refer to the website below:

<https://www.terumo.com/sustainability/reports/>



Resolving Healthcare Challenges

Contributions to a Brighter Future for Patients and Healthcare Professionals

Special Feature

Terumo's Response to the Global COVID-19 Pandemic

Support to bringing medical care to those in need



Terumo's Infection Prevention Initiatives

Dr. Shibusaburo Kitasato, one of the founding members of Terumo's establishment, dedicated his life to combating infectious disease and researching bacteriology. His spirit has continued to live on throughout Terumo's long history. This spirit can be seen in Terumo's ongoing commitment to the priority theme of fighting infections. Driven by this commitment, we have launched Japan's first disposable syringes and blood bags, developed closed infusion systems, helped infection prevention and control initiatives in operating rooms and hospital rooms, and provided training on infection prevention measures that can be taken within hospitals.

Guided by this spirit, business activities are being advanced in accordance with the following basic policies, which were formulated based on Terumo's Group mission,

Core Values, and business continuity plan policies, to combat the impacts of the global COVID-19 pandemic.

1. To protect the health and safety of all Terumo associates with utmost priority.
2. To maintain a stable supply of products to continuously meet global healthcare needs.
3. To actively engage in and contribute to the prevention and treatment of the disease, by maximizing the Terumo Group's expertise and technologies.

These policies shape the dedicated efforts of associates to supply products and services to the healthcare professionals active on the front lines of medicine as well as the patients requiring treatment.

Support for Treatment of Patients—Increased Production of Extracorporeal Membrane Oxygenation (ECMO)

Some victims of COVID-19 suffer serious cases of pneumonia that may lead to severe respiratory failure and other conditions that can threaten the life of the patient. The first step to combatting these conditions is to manage the patient's breathing via a ventilator. Should this approach prove ineffective or should it be judged that the patient's condition is deteriorating, an ECMO may be used to support lung functioning.

ECMO supports lung functioning by extracting blood from a patient's veins to and reintroducing the blood into

the patient's body after injecting oxygen into and removing carbon dioxide from the blood. The primary goal of these systems is to provide the lungs with a break and to secure the time needed to recover.

Terumo is one of the pioneers in the field of ECMO, having launched a percutaneous cardiopulmonary support system in 1995, and our ECMO are installed in approximately 850 medical institutions in Japan. The spread of COVID-19 has caused a sharp rise in demand for ECMO from medical institutions. As a result, Terumo

was forced to produce a volume of ECMO that would represent annual production volumes under normal conditions within only several months.

The ECMO hardware is comprised of hundreds of components and with complicated structures that make rapidly ramping up production volumes incredibly difficult. Nevertheless, Terumo was quick to begin preparations for increasing production at the ME Center (Suntou, Shizuoka Prefecture), where the ECMO hardware is manufactured, in order to support patients through the swift supply of ECMO, commencing a concerted, organization-wide effort to increase production.

Terumo was fast to prepare for ramping up production after the outbreak in Wuhan, China in January 2020. Our

first step in these efforts was to request that suppliers accelerate production and shorten delivery times to ensure that we could quickly secure a supply of the necessary components. Internal efforts included asking associates who were not engaged in production to telework whenever possible, implementing exhaustive infection prevention measures on the production floor, and adjusting operating times and shifts as we continued to move forward with production activities. Thanks to the efforts of all relevant associates, we were able to begin preparations for increasing production in January 2020 and thereby managed to raise production levels in response to growth in demand in Japan and overseas.

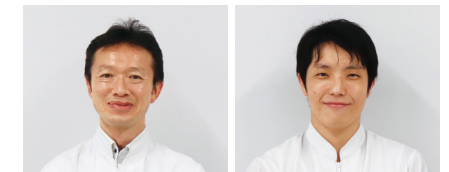
Comment from Associates

ME Center

Ramping up production of ECMO was incredibly difficult due to the sheer volume of components and materials used, many of which were difficult to secure due to the impacts of the COVID-19 pandemic. The purchasing section responded with diligence, contacting each and every supplier starting in January to ask for their assistance with this effort. Fortunately, suppliers were understanding of our situation and did their best to supply us with the components we needed even under the difficult circumstances. We were thus able to set up a schedule for production.

Production of ECMO hardware requires highly technical skills, and the most important processes can only be performed by the few engineers who have the necessary nationally accredited qualifications. Despite these limitations, we were tasked with producing a year's worth of systems in just several months. We had previously been engaged in an ongoing drive to encourage our engineers to obtain nationally accredited qualifications and broaden their skills to facilitate high-variety, low-volume production. The benefits of these efforts proved advantageous in our production efforts, and we managed to achieve a massive increase in production output through a team effort.

Thinking back on this experience, we are amazed at the large number of hurdles we overcame to accomplish our goals, united by our strong desire to supply patients with the items they need and acting while practicing extreme caution to prevent the spread of COVID-19.



Masataka Yamaka
Assistant Manager
Procurement,
ME Center Purchasing

Masahiro Sano
System ME Team Leader
Production Section

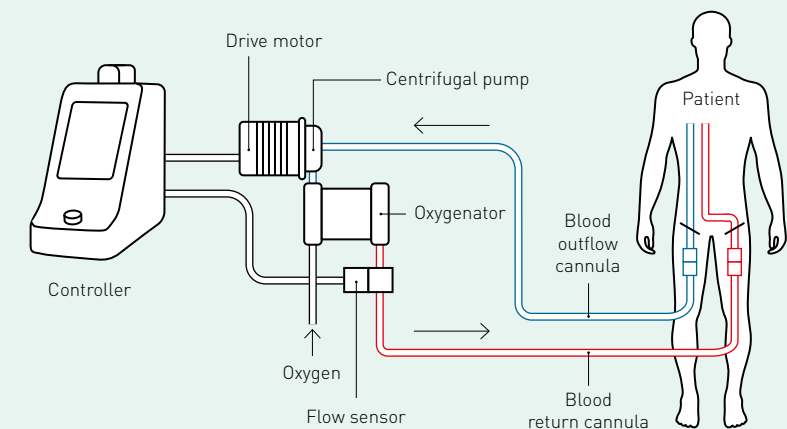


Extracorporeal Membrane Oxygenation (ECMO)



Associates producing ECMO hardware at the ME Center

Support for Lung Functioning by ECMO



Resolving Healthcare Challenges

Contributions to a Brighter Future for Patients and Healthcare Professionals

Ongoing Supply of Necessary Products and Services

In addition to ECMO, Terumo provides a wide range of other items used in medical settings, including the medical devices and pharmaceuticals needed for everyday examinations and treatments. We are currently facing restrictions on the movement of people and commodities. Working within these limitations, factories and supply chain- and service-related divisions are coordinating and collaborating to fulfill their roles in ensuring an ongoing supply of the products and services that the medical field needs, all while taking exhaustive steps to prevent associates from becoming infected by COVID-19.

At the Ashitaka Factory (Fujinomiya City, Shizuoka Prefecture), we manufacture products used in vascular interventional therapy as well as the oxygenators used in cardiovascular surgeries that employ heart-lung machines and in ECMO. Committed to continuing production, this factory was quick to examine and advance preparations for implementing infection prevention measures. Associates at this factory are expected to wear masks when commuting or on factory premises and frequently use hand sanitizer. In addition, associates were divided into groups based on factory floors, shifts, and work units. Interactions between groups were prohibited as part of the factory's exhaustive prevention measures. It was because of such measures that the Ashitaka Factory was able to continue production and prevent interruptions in the steady supply of products.

The Supply Chain Management Department, meanwhile, is responsible for shipments and deliveries of products manufactured at factories in Japan and overseas at the appropriate timing based on the requests of medical institutions. In response to the massive decrease in the volume of air transportation, this department dedicated a great deal of effort to arranging transportation methods as needed to import products from overseas into Japan and to export products, raw materials, and works in progress from Japan to overseas. In addition, finely tuned measures were implemented through coordination with

business divisions and sales branches to ensure that shipments of ordered products were not delayed.

Maintenance, inspections, and repairs of delivered medical devices are crucial tasks for supporting the activities of the medical field. The After-Sales Service Department is responsible for inspections and repairs of ECMO, infusion pumps, and other medical engineering (ME) equipment. When a request for emergency inspections or repairs has been received under the current climate, in which many medical institutions are placing limits on visitations, service engineers have been dispatched to respond to the request while taking the utmost precautions to help prevent the spread of COVID-19. Meanwhile, this department has been continuing operations by staggering the times at which associates come into the office to ensure that the necessary general inspection and repair services can be performed without delay.

The Terumo Call Center in Japan has recently seen a sharp increase in inquiries from general customers with regard to thermometers and other items. We have been providing earnest responses to this rising volume of questions and concerns from customers through coordination between staff both in office and teleworking.

Terumo associates are motivated in their daily work by a sense of commitment to their mission of supporting the medical field through work that is indispensable to patients and healthcare professionals. Going forward, all Terumo associates will remain mindful of the fact that their actions benefit patients as they seek to supply the products and services the medical field needs.

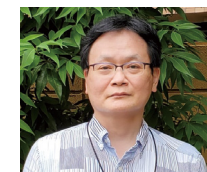


Associate from the After-Sales Service Department visiting a medical institution to inspect medical devices

Comments from Associates

Supply Chain Management Department

The Supply Chain Management Department is charged with a wide variety of tasks. These tasks include processing product orders and shipping in Japan, exporting products and raw materials to overseas bases, receiving products and other articles imported into Japan, making shipment judgments, and managing domestic distribution quality. This department's work is currently performed by a team of around 150 associates, including dispatch associates. The global COVID-19 pandemic has impacted our work in a variety of manners, including increasing product orders, prompting fluctuations in factory production and supply volumes, and greatly reducing the volume of air transportation. Even in the face of these changes, we remain committed to supplying medical institutions and patients with the products they need. Working together with relevant internal divisions as well as subcontracting warehouses and distribution centers, we decentralized workplaces and asked associates to wear masks and use hand sanitizer. In this manner, we made every effort to ensure safety as we continued our operations. The challenges faced by individual associates varied based on whether they were working at an office, warehouse, or distribution center or at home. Nevertheless, we all proceeded to perform our duties as we had thus far, motivated by our dedication to preventing interruptions in distribution.



Tokihiko Ibata

Leader
Customer Service
Distribution Group



Yoshiomi Kimura

Leader
Purchase, Export and
Import Group
Logistics Quality Group

After-Sales Service Department

During the course of day-to-day operations, the After-Sales Service Department has cultivated a workplace culture of thinking about what we can do and how we can help in the event of a major catastrophe. We are currently faced with limitations on visiting medical institutions. To ensure that we can continue to perform inspections and repairs of the products we have supplied under these conditions, we have coordinated with other divisions to secure dedicated workspaces in addition to our normal workplaces to allow associates to perform their work in a decentralized manner. We thereby sought to carry out our duties while taking steps to prevent the spread of COVID-19.

Visiting medical institutions to perform work at their request carries with it the fear of contracting COVID-19 and spreading it to those around us. Putting on the protective gear and goggles supplied by the Company has helped alleviate this fear. It is our commitment to our mission of helping people that drives us to visit medical institutions under these difficult conditions.

At the moment, reducing our risk of introducing COVID-19 into medical institutions is of utmost importance. For this reason, we have been encouraging teleworking associates to think about the contributions they can make when they are once again able to visit medical institutions as we go about our work.



Yuu Ikeda

Assistant Manager



Masayuki Miura

Assistant Manager



Nobuya Kitahara

Assistant Manager

Comment from Healthcare Professional

Dr. Ichiro Takeuchi

Chief Professor, Department of Emergency Medicine, Graduate School of Medicine, Yokohama City University
Director, Advanced Critical Care and Emergency Center, Yokohama City University Medical Center



The global COVID-19 pandemic utterly transformed the world in 2020. Lockdowns disrupted distribution on a global scale and halted economic activities while medical institutions saw a massive influx of patients. Those of us in the medical field are tasked with the important mission of finding a way to fight this never-before-seen virus and protecting those patients that suffer serious conditions.

After the first passengers were transported off the Diamond Princess cruise ship when it was anchored at the Port of Yokohama, there were 170 cases of severe respiratory failure during the first wave of COVID-19 in Japan in which patients were attached to veno-venous ECMO. Patients have since been removed from ECMO support in 121 cases (patients continued to undergo ECMO treatment in 10 cases as for July 7, 2020). This makes for a

70% rate of survival, which is among the highest in the world. This feat is especially impressive when considering Japan's poor outcome of the H1N1 influenza pandemic in 2009. One cannot help but wonder what has changed over the past decade. No doubt, a major factor behind this change has been progress in treatments, team-based medicine approaches, diagnosis technologies, and medical technologies. One party we have to thank for this progress is Terumo, which, as a Japanese medical device manufacturer, has pursued quality improvement through internal efforts, at factories around the world, and based on the experience gained through operations in the global healthcare market.

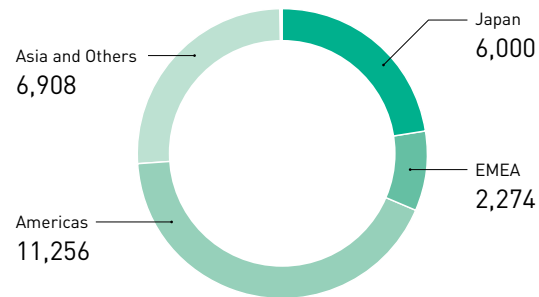
We will have to keep combatting the global COVID-19 pandemic in the future, and there will be more patients in serious conditions needing treatment. Accordingly, a task going forward will be the ongoing cultivation of medical professionals who can use ECMO. We intend to move ahead with the cultivation of support staff while capitalizing on aid from the Ministry of Health, Labour and Welfare and from academic associations. As we face the second and third waves of COVID-19 infections, we will work diligently together with Terumo to increase the numbers of patients suffering from severe respiratory failure who are able to return to normal lives and to make the Japanese healthcare system the safest and most reliable in the world.

Creating a Diverse and Inclusive Workplace

Development of an Organization in which All Associates Can Exercise Their Individuality and Talents

The Terumo Group refers to all of its employees as “associates” to reflect the fact that they are viewed as valued colleagues. We recognize our associates as important assets in order for them and the Terumo Group to grow together and contribute to society through healthcare. Based on this recognition, we cultivate workplaces that are conducive to contributions by diverse individuals and place emphasis on the growth of associates and increasing their value to the Group.

Number of Terumo Group Associates by Region (As of March 31, 2020)



Human Resources Development

The Terumo Group currently has around 26,000 associates, approximately 80% of whom are overseas. In 2018, Terumo appointed a chief human resources officer (CHRO) to oversee human resources strategies on a global basis as future growth prospects were becoming increasingly global. Under the guidance of the CHRO, we are cultivating the human resources who will support Group management and businesses in order to drive the Group’s growth strategies. Specifically, we are implementing human resources initiatives based on three pillars: (1) facilitating contributions from diverse leaders supporting global businesses, (2) enabling associates to exercise their full potential, and (3) promoting effective collaboration beyond the boundaries of specific businesses, functions, and regions. Based on these pillars, we are coordinating human resources measures to share issues between Group companies in Japan and overseas. In addition, we assembled a dedicated human resources team comprised of members from various regions and organizations in April 2020 to advance globally shared human resources measures.



Meeting of global human resources leaders

Diversity and Inclusion

At the Terumo Group, we promote acceptance of diverse associates, of all ethnicities, nationalities, genders, religions, and disabilities, and respect for individuals with the aim of creating working environments that enable associates to grow together with the organization. By accepting a wide range of differing values and promoting mutual recognition of diversity, we aim to be a company where differing ideas and knowledge are fused to create new value. This aspiration is exemplified in the inclusion of “Respect—Appreciative of others” among Terumo’s Core Values.

At the moment, Terumo is focused on systematically cultivating female leaders who can participate in the decision-making process, increasing the number of leaders who can manage diverse work styles, and developing workplace environments and cultures that enable diverse human resources (non-Japanese individuals, people with disabilities, members of the LGBT community, senior citizens, etc.) to exercise their talents.

VOICE Initiatives at Business Site in Japan—Fujinomiya Factory

The Fujinomiya Factory is building workplace environments and cultures that are open and comfortable for all associates. In fiscal 2019, the factory’s two diversity promotion representatives, with aid from the head office’s Diversity Promotion Department, arranged training sessions for fostering understanding regarding members of the LGBT community and people with disabilities. These training sessions used case studies to help participants better understand the feelings of members of the LGBT community and to teach about the struggles faced by people with disabilities. Through this experience, the participants came to realize the importance of using their own imagination to think and act from the perspective of others. Going forward, we will continue to hold such training sessions while refining our workplace environment to create an environment that allows all associates to fully exercise their talents and contribute.



Masanobu Yano
Factory Manager
Fujinomiya Factory

Initiatives at Overseas Business Site—Terumo Australia Pty. Ltd.

We at Terumo Australia (TAUS) are now proud to have been recognized by Diversity Council Australia (DCA) for being an Inclusive Employer 2019-2020. In 2018, TAUS developed a strategy to promote diversity and inclusion. We have made various efforts to ensure that the attitude and behavior of accepting associates with diverse backgrounds take root throughout the company. There are over 20 ethnic backgrounds of associates currently working at TAUS. Our gender balance in manager positions is about 50:50, and 73% of our associates are female. Diversified associates will bring various ideas and knowledge to the organization in the company and contribute to the improvement of our service quality.



Michelle Vrab
HR Manager
Terumo Australia Pty. Ltd.

Creating a Diverse and Inclusive Workplace

Development of an Organization in which All Associates Can Exercise Their Individuality and Talents

Promotion of Active Participation by Female Associates

As one facet of the Company's diversity management efforts, Terumo's senior management has committed itself to promoting active participation by female associates in Japan. We have set the target of having more than 8% of Terumo's managers be women by March 31, 2022. To accomplish this goal, we are developing workplace environments that allow female associates to fully exercise their talents in an effort to promote contributions from female associates that can heighten their own awareness and skills as managers and make decisions based on their diverse perspectives. We are also promoting the contributions of female associates on a Groupwide basis.

The United Nations has declared March 8 to be International Women's Day. The Terumo Group endorses the goals of International Women's Day, and we held internal events on a worldwide basis in recognition of the day in 2020. For example, members of senior management offered messages for associates, and discussion forums were arranged in which female associates talked about the future of Terumo. A sense of solidarity was fostered throughout the Group via original, simultaneous global events.

TOPICS International Women's Day Initiatives

Messages from Senior Management for Associates

Video messages were produced by the Chairman of the Board and the President and CEO of the Company as well as the President of the Blood and Cell Technologies Company offering words of encouragement to empower female associates throughout the Terumo Group.



Takayoshi Mimura
Chairman of the Board

Antoinette Gawin
Executive Officer
President, Blood and
Cell Technologies Company

Message from Shinjiro Sato, President and CEO, Terumo Corporation (excerpt)

Terumo should be a place where female associates can realize their own goals and can work in a way that is in line with their individual aspirations and lifestyles. I hope to keep talking with you and to continue to support you as much as I can.



Shinjiro Sato
President / CEO, Terumo Corp

Internal Event Assembling Female Associates in India

Terumo India Pvt. Ltd. held an internal event to which female associates assembled for a frank discussion of the issues and feelings that arise in daily life and work. The event ended with all associates writing a letter of appreciation to the women who they interact with on a daily basis at work or in life.

Through these initiatives, we aim to foster a workplace environment in which women are empowered to work while being themselves.



Event in India

Health and Productivity Management ("Kenko Keiei")

As a company that contributes to healthcare, Terumo believes it is important to protect the health of its own associates. With its senior management having committed its support to Kenko Keiei (Health and Productivity Management), Terumo is encouraging keen health awareness among all associates. Terumo has defined four priority themes for Kenko Keiei: (1) reduction of ratio of smokers and ratio of associates diagnosed with metabolic syndrome, (2) early diagnosis and treatment of cancer to enable associates to return to the workplace, (3) women's health, and (4) encouragement of self-help. The

cross-organization Terumo "Kenko Keiei" Promotion Team, which is comprised of roughly 60 members from the Human Resources Department, our corporate health staff, and the Terumo Health Insurance Society, plays a central role in sharing activity examples and issues to ensure a uniformly high level of activities. In addition, on-site issues are tracked and analyzed to formulate shared Companywide Kenko Keiei policies and annual plans. The results of these plans are verified quantitatively and qualitatively to facilitate improvements in measures.

Promoting Global Wellness Programs

The Terumo Group aims to empower all associates in their work and have them share the same values through working at the Group. We are advancing global wellness programs with this goal. By learning from initiatives implemented worldwide and making progress together,

we are fostering a sense of solidarity among Group associates. In 2020, we prepared a shared global common tagline and set five common themes (exercise, healthy diet, mental health, prevent & care illness, and family care) which we recognize as important.

Global common tagline

YOUR HEALTH, YOUR HAPPINESS, OUR PRIORITY.

This tagline encapsulates the shared desire of associates and the entire Terumo Group to protect the health of all associates.

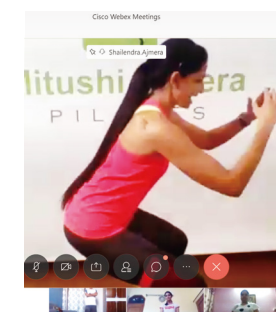
Note: The tagline and logo are only used internally within the Terumo Group.



Initiatives at Overseas Group Companies



Health examination at factory and healthy meal available at cafeteria
(Terumo Vietnam Co., Ltd.)



Online health program
(Terumo India Pvt. Ltd.)



Associates exercising in on-site studio
(Terumo BCT, Inc.)

Creating a Diverse and Inclusive Workplace

Development of an Organization in which All Associates Can Exercise Their Individuality and Talents

Promotion of Work-Style Revolution

Recognizing that the contributions of each and every associate drive the ongoing growth of the Company, Terumo is promoting work-style revolutions to enable all associates to fully exercise their talents. Through these revolutions, we seek to reduce overtime work and

redesign human resources systems while also enabling associates to adopt flexible work styles matched to their work style or accommodate their life events including childbirth, child-rearing, and nursing care in order to realize higher productivity.

Development of Workplaces for Supporting Work Styles under the New Normal

On July 1, 2020, Terumo introduced a flexible working hours system at all offices in Japan. In addition, we eliminated the upper limit on the number of times the work-at-home system can be used each month to develop workplace environments that are comfortable for all associates under the new normal.

Over the years, Terumo has continued to develop Companywide systems to make it easier for all associates to work in a manner that is suited to their individual circumstances. Examples of these systems have included paid half-day leave, hourly paid leave, and an adjusted working hour system. Meanwhile, our flexible working hours system was first introduced at the Shonan Center, which houses R&D functions, in April 2019. Also in April 2019, availability of the work-at-home system was expanded to include all associates, but it was at this time limited to four times a

month, except for in cases in which it was being used for childcare or nursing care purposes. However, this upper limit was abolished as a provisional measure as part of our response to the global COVID-19 pandemic in February 2020. Internal regulations were later revised to clarify that this system can be used without limits.

Our response to the pandemic resulted in numerous associates teleworking over long periods of more than three months. To transform this experience into an asset for the Company, Terumo held an open application campaign soliciting ideas from associates for new work styles for during the pandemic. In this manner, Terumo has been transitioning to independent and autonomous work styles emphasizing results that are more suited to the new normal.

VOICE

Transformation of Mindset to Adopt More Productive Work Style during the COVID-19 Pandemic

In response to the COVID-19 pandemic, people around the world were asked to stay home. As I continued to telework, I endeavored to move away from my normal way of thinking to transform my mindset in order to reframe this occurrence as a positive. One aspect of this undertaking was to change how I used time. As schools were also closed, I was not the only one at home. My children, who were normally active in school sports, were at home too, and we were all suffering from a lack of exercise. We addressed this by using lunchtime, when it is easier to coordinate our schedules, to take a break and go running or practice our footwork. All it took was 30 minutes to quickly change, exercise, and then end with a shower. This new lunchtime tradition served not only to address our lack of exercise; it also gave my brain a break, heightening my concentration and motivation in my work.

Under the new normal, which allows us increased freedom in our workplace and work hours, I think it is more important than ever to consider the productivity of one's work style. Based on this experience, I will continue to refine my own work style while helping the members of my team fully capitalize on their skills.



Naritoshi Yano

Senior Director of Global Marketing
Strategic Management Team
Terumo Interventional Systems
Division Cardiac and Vascular
Company

Reducing Environmental Footprint

Preservation of a Healthy Global Environment for Future Generations

Corporate business activities are supported by the global environment as well as by various resources. Reducing environmental impacts and effectively using resources are an important responsibility as a company that develops its business on the earth. Moreover, these efforts are an indispensable part of the Terumo Group's efforts to achieve sustainable growth by continuing to contribute to society through healthcare. Based on this recognition, we have established the Terumo Group Environment, Health and Safety (EHS) Policy, which guides our efforts to reduce environmental impacts and effectively utilize resources across the entire Group.

Medium-Term Environmental Impact Reduction Targets (Fiscal 2020–2022)

Scope: Terumo Group business sites in Japan and manufacturing sites overseas

Greenhouse Gas (GHG) Emissions

Scope 1 and Scope 2: Reduce absolute Scope 1 and 2 GHG emissions to no more than the fiscal 2018 level by fiscal 2022
Scope 3: Reduce Scope 3 GHG emissions per unit of revenue by 10% from the fiscal 2018 level by fiscal 2022

Scope 1: Direct GHG emissions by the Company (e.g., fuel combustion)

Scope 2: Electricity indirect emissions (e.g., GHG emissions from electric companies)

Scope 3: Other indirect GHG emissions (e.g., production of purchased materials, transportation, and waste disposal)

Water Use (Intake) Volume

Reduce water use (intake) volume per unit of revenue by 10% or more from the fiscal 2018 level by fiscal 2022

Recycling Rate

Raise waste recycling rate to 88% or more by fiscal 2022

TOPICS Receipt of B Rating in Climate Change and Water Security Surveys by CDP

In 2019, Terumo received a B rating in the climate change and water security surveys performed by CDP (formerly Carbon Disclosure Project). CDP is an international NPO that performs surveys on the climate change response and water resource management measures of companies on behalf of institutional investors with total managed assets exceeding US\$96 trillion. The results of these surveys are disclosed publicly.

These surveys are aimed at acknowledging companies that display excellence in their stances toward information disclosure and environmental risk awareness and management capabilities as well as superior initiatives that exhibit leadership in environmental fields, such as setting ambitious and meaningful targets. CDP evaluates companies on an eight-level scale ranging for D-minus to A rank. In 2019, Terumo received a B rank, the third highest rank, in the climate change survey, which was also the case in 2018, and also received a B in the water security survey for the first time.



Reducing Environmental Footprint

Preservation of a Healthy Global Environment for Future Generations

Initiatives to Address Climate Change

Approval of Greenhouse Gas Emissions Reduction Targets by Science Based Targets

In 2020, Terumo set greenhouse gas emissions reduction targets for fiscal 2030 and fiscal 2050 that conform to the levels required by the Paris Agreement. The fiscal 2030 targets have received approval from Science Based Targets, an international initiative, indicating that they are based on scientific evidence. Going forward, the Terumo Group will advance a concerted effort to achieve its targets for reducing greenhouse gas emissions from the

Group (total for Scope 1 and Scope 2) as well as the newly established targets for reducing emissions from other parts of the supply chain (Scope 3). We thereby aim to contribute to the global effort to mitigate climate change risks.



Long-Term Greenhouse Gas (GHG) Emissions Reduction Targets (for Fiscal 2020 Forward)

- Scope 1 and Scope 2:**
- Reduce absolute Scope 1 and 2 GHG emissions 30% by fiscal 2030 from a fiscal 2018 base year
 - Reduce absolute Scope 1 and 2 GHG emissions 80% by fiscal 2050 from a fiscal 2018 base year
- Scope 3:**
- Reduce Scope 3 GHG emissions per unit of revenue 60% by fiscal 2030 from a fiscal 2018 base year

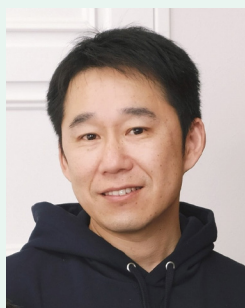
VOICE

New Groupwide Initiatives for Achieving Science Based Targets

Terumo previously set the target of reducing greenhouse gas emissions per revenue to 50% of the fiscal 2005 level by fiscal 2025 to guide efforts to cut greenhouse gas emissions from the Group. In pursuit of this target, we implemented ongoing energy conservation measures; shifted to more eco-friendly forms of energy, such as by replacing heavy oil with city gas and city gas with electricity; and pursued increased efficiency in production activities to lower greenhouse gas emissions.

The Terumo Group received approval from Science Based Targets for its new reduction targets, indicating that they are science based, in 2020. Rather than targeting reductions in greenhouse gas emissions per unit of revenue, as has previously been the case, the approved targets call for reductions to the absolute value of total greenhouse emissions from the Group. These lofty targets are of a level that cannot be reached solely through our prior approach. Accordingly, we are working toward these targets through new Groupwide initiatives including installing solar power generation facilities, introducing renewable energy, and taking other steps to procure cleaner power with lower greenhouse gas emissions. These efforts are being advanced alongside the ongoing energy conservation measures implemented previously.

Indirect greenhouse gas emissions from areas across the supply chain outside of the Group, including production, transportation, and disposal of raw materials and components procured from suppliers (Scope 3), account for around 90% of the Group's total emissions. We are therefore working toward reducing emissions across the supply chain by making products and packaging smaller and lighter and by improving transportation efficiency. Accomplishing our science based targets will be no easy task. Nonetheless, we are committed to raising awareness regarding climate change issues throughout the Group and implementing new initiatives through coordination and collaboration among the relevant divisions.



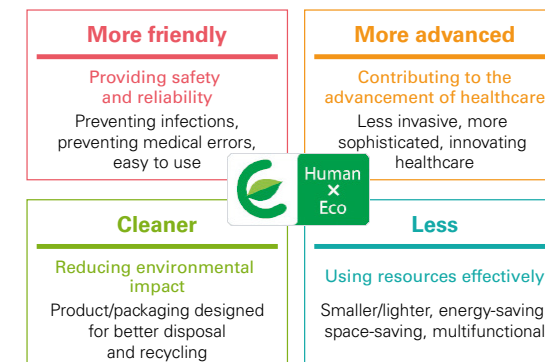
Akinori Hoshitani
Assistant Manager
Environmental Management
Department

Development of Environmentally Friendly and Safe Products

Terumo conducts research and development based on its Human×Eco Development Guidelines, a set of proprietary development standards, with the aim of developing products that are friendly to both people and the environment.

These guidelines consist of four principles—more friendly (providing safety and reliability), more advanced (contributing to the advancement of healthcare), cleaner (reducing environmental impact), and less (using resources effectively)—and 24 directives. Products that fulfill the criteria of these principles and directives and exhibit excellence with this regard display the “Human×Eco” logo, an internal certification mark, to make this excellence readily apparent to customers.

Human×Eco Development Guidelines



Examples of Human×Eco Certified Products

Condensed Liquid Nutrients—Conservation of Resources and Improvement of Quality of Life

Terumo's condensed liquid nutrients enable people who cannot ingest large meals to obtain the calories and nutrition they need at their own pace. In addition, these highly condensed liquid contents are of a smaller volume than other offerings, reducing packaging and the amount of waste produced.



Condensed liquid nutrients

Intravascular Ultrasound Catheter—Shortened Examination Times and Improved Efficiency

Intravascular ultrasound catheters are used when performing intravascular ultrasounds, an examination technique that utilizes ultrasonic waves to observe the inside of blood vessels. By improving the image resolution, image acquisition and processing speeds, and ease of operation of our catheters, we aim to help reduce the amount of time required for preparations, examinations, and image interpretation pertaining to intravascular ultrasounds. We hope that the shorter procedure times will reduce the burden on patients and healthcare professionals and thereby contribute to the realization of safer and more efficient treatments.



Intravascular ultrasound catheter

IV (Intravenous) Solution Bag—Conservation of Resources and Reduction of Waste

This IV solution bag is designed to be environmentally friendly. It is manufactured with less plastic, in a production process that consumes less energy and emits less CO₂ than previous processes. In addition, because the bags weigh 23% less than prior bags, we expect them to generate less waste and reduce the overall impact on the environment.



IV solution bag

Drug Eluting Stents—Minimally Invasive, Medically Cost Efficient, and Resource Conserving

Drug eluting stents are medical devices that are embedded in patients' bodies to treat conditions such as angina pectoris and myocardial infarction resulting from contraction or blockage of the coronary artery of the heart. Terumo has proceeded to refine the delivery systems of its drug eluting stents to improve ease of use and passage in order to facilitate the smooth treatment of even complex lesions. These refinements are expected to reduce the burden placed on healthcare professionals and patients while offering higher economic benefits. In addition, the packaging type used for these drug eluting stents has been changed to realize a 14% reduction in package size. This change is anticipated to provide environmental benefits by helping to conserve resources and space and improving transportation efficiency.



Drug eluting stent

Reducing Environmental Footprint

Preservation of a Healthy Global Environment for Future Generations

Initiatives for Biodiversity Preservation

Terumo understands that our lives, which include health and healthcare, depend on the existence of diverse living organisms and ecosystems. As a company whose business draws benefits from nature, Terumo seeks to

preserve biodiversity and ecosystems through environmental education and reforestation activities and works to support the development of a society in which humans coexist with nature.

Reforestation Activities—Mt. Fuji Reforestation Project

Terumo has two factories in the city of Fujinomiya in Shizuoka, Japan. Both take in groundwater from springs at the foot of Mt. Fuji for use in the production of medical devices, pharmaceuticals, and other products.

Recognizing that the Company benefits from natural resources of Mt. Fuji, we launched the Terumo Mt. Fuji Reforestation Project in fiscal 2003 with the aim of restoring the natural forests in this area. This project involves the reforestation of parts of Mt. Fuji's forests where many trees have been destroyed by typhoons. Repopulating these areas with native tree species will help them become more resistant to future natural disasters and ensure that they can continue to serve as a source of groundwater.

In fiscal 2011, three parties—Shizuoka Prefecture, a local forest owner, and Terumo—entered into an agreement called the Shizuoka Mirai-no-Mori (Future Forest) Supporter Pact. Under this agreement, we plant trees and maintain forested areas to create the Terumo Megumi-no-Mori reserve within the Fumoto district of Fujinomiya. Moreover, we are engaged in year-round reforestation activities based on the concepts of resources, living organisms, interaction, and health through this agreement. In fiscal 2019, an aggregate total of 459 volunteers, including associates, their families, and community members, took part in these activities.



Group photograph



Volunteers creating walking paths using wood chips made from thinning by-products

Tree planting activities

Activities under Shizuoka Mirai-no-Mori Supporter Pact (Fiscal 2011–2019)

- Total number of participants: 2,312
- Activity details:
 - Planting of 2,765 trees (sawtooth oak, konara oak, maple, cherry, etc.)
 - Production of benches and tables using thinning by-products, creation of walking paths, and preparation of logs for use in shiitake mushroom production
 - Forest walking events

Voluntary Efforts by Associates—ECO Challenge

Terumo holds the ECO Challenge program in which volunteer associates in Japan and their families conduct a variety of voluntary environmental preservation activities. Points are calculated based on the activities of participants,

and Terumo translates these points into a monetary value for donations to environmental activity programs arranged by the Organization for Industrial, Spiritual, and Cultural Advancement—International (OISCA).

Environmental Activity Programs Receiving Donations

The Children's Forest Program (The Philippines)

- The Children's Forest Program encourages children to get involved in greening activities to cultivate a love of nature and learn the importance of forests by nurturing seedlings on their school grounds and in their communities.
- Since the launch of this program in 1991, children from approximately 1,120 schools in the Philippines have participated, and have planted around 2.9 million trees to date.*



Children observing nature

* Based on information available on OISCA's website (as of March 31, 2020)

The Coastal Forest Restoration Project in Tohoku Region

- The Coastal Forest Restoration Project aims to restore coastal forests damaged as a result of the Great East Japan Earthquake by planting black pine (*Pinus thunbergii*) trees.
- Coastal forests help safeguard against winds, sandstorms, and high tides, playing an important role in protecting the lifestyles of farmers and other community members as well as the environment in coastal regions.
- Since 2011, a total of ¥780 million has been donated to the project, enabling the project to plant more than 350,000 trees.



Tree planting activities

Aggregate total of donations as of March 31, 2020: Approx. **¥4.8 million**

VOICE

Expansion of Scope of Eco-Minded Ideas and Activities

In recent years, there has been a global rise in the frequency of extreme weather events, including heavy rains, heat waves, and droughts, and of natural disasters stemming from such weather events. The root cause of this phenomenon is thought to be global warming and other climate change factors.

The ECO Challenge program was launched in 2006 with the aim of encouraging associates to take an interest in environmental issues and carry out self-driven actions to combat climate change and otherwise help preserve the natural environment. Under this program, a period of roughly a month each year is designated as a challenge period during which participating associates engage in initiatives that are easy to conduct at home and work, such as turning off unnecessary lights and driving in an eco-friendly manner. When the program was initially launched in 2006, it attracted around 1,600 participants. The program gradually became an increasingly entrenched fixture in our corporate culture over the following years, and it has grown to have approximately 4,000 participants in recent years. Participating associates have expressed how the program made them realize that even small actions can be meaningful if they are conducted by large numbers of people and how the program increased the environmental awareness of them and their families. In this manner, the ECO Challenge program is helping drive a steady improvement in environmental awareness by encouraging associates to be mindful of the environment in their daily lives.

Going forward, I hope to continue the ECO Challenge program to encourage even greater numbers of associates to take part in order to make eco-minded ideas and actions by individuals the norm.



Kaori Nagatomo

Chief
Environmental Management
Department

Serving Our Communities

Support for Lives and Health in Local Communities

Terumo aims to aid patients and healthcare professionals through its business activities while also offering support for the development of healthcare infrastructure and society and for the resolution of local issues in the communities in which it develops its business. Each associate at the Terumo Group acts as a responsible member of their communities by engaging in social contribution activities that are rooted in their communities to contribute to the realization of a sustainable society.

Supporting the Development and Spread of Healthcare

Aid in Response to the Global COVID-19 Pandemic

Terumo has donated a total of US\$2.4 million in support of combating the global COVID-19 pandemic. These donations comprise US\$1.4 million in products, including thermometers and the Extracorporeal Membrane Oxygenation (ECMO) systems for treating COVID-19 patients, and financial support as well as US\$1.0 million donated to the COVID-19 Solidarity Response Fund for WHO, established to support the World Health Organization.

The COVID-19 Solidarity Response Fund for WHO is a fund established by the United Nations Foundation and the Swiss Philanthropy Foundation to support efforts to combat the global COVID-19 pandemic. This fund is supporting research on COVID-19, infection prevention, treatment, and the provision of supplies and information to healthcare professionals active on the front lines of medicine. It is also promoting research on vaccines, testing systems, and treatment methods.

Terumo supplies a wide range of products for healthcare institutions, including ECMO systems, apheresis systems, and other devices for treating viruses as well as medical devices, pharmaceuticals, and nutrients used in daily clinical practices. We have also been coordinating with numerous healthcare professionals and government agencies to furnish flexible responses to the pandemic.



Donation of thermometers, blood pressure monitors, and ECMO to hospital in Wuhan, China

Blood Donation Activities in Countries throughout the World

The Blood and Cell Technologies Company (Terumo BCT) develops and produces blood bags for blood collection and blood collection systems and provides these items to blood centers in countries around the world. Terumo associates around the world also donate blood and promote blood donations to contribute to blood transfusion treatments.

Meanwhile, the global COVID-19 pandemic is placing a strain on global blood reserves. To address this issue, Terumo Group associates around the world have been taking part in blood donation drives. In Japan, we held internal blood donation drives at business sites nationwide over the period from February to April 2020. Approximately 400 associates took part in these drives.

Blood Drives around the World



Japan



United States



China



India



Turkey

TOPICS

Terumo BCT and Marker Therapeutics Received the First Device FDA Emergency Use Authorization (EUA) to Treat Acute Respiratory Failure in COVID-19 Patients

On April 9, 2020, a Terumo centrifugal apheresis system received emergency use authorization from the U.S. Food and Drug Administration to treat COVID-19 patients. This authorization is conditional, requiring the system to be used in conjunction with the D2000 Adsorption Cartridge of Switzerland's Marker Therapeutics AG and only on patients age 18 or above admitted into intensive care units with confirmed or imminent respiratory failure. The devices work together to address cytokine storm syndrome, an excessive immune response caused by cytokine, a protein contained in blood, that can accompany serious respiratory issues. Moreover, the authorization is only applicable during the period deemed to represent a public health emergency in the United States (authorization for this application has not been received in Japan).



Terumo BCT's centrifugal apheresis system combined with Marker Therapeutics AG's D2000 Adsorption Cartridge

Centrifugal apheresis systems are offered by Terumo BCT, Inc., a Terumo subsidiary based in the U.S. state of Colorado, that are used to separate, collect, or remove blood components. These systems are used to perform therapeutic apheresis and other treatments.

Serving Our Communities

Support for Lives and Health in Local Communities

Supporting Early Diagnosis of Children with Congenital Heart Disease in India

Congenital heart disease (CHD) is a neonatal birth defect resulting from the abnormal development of the heart that can affect the interior walls of the heart, the valves inside the heart, or the arteries and veins that carry blood to the heart or the body. It is said that nine out of 1,000 newborns in India have CHD, and it is one of the leading causes of infant mortality in this country. However, roughly 90% of these infants can be treated if their CHD is detected through early examinations.

Terumo Group subsidiary Terumo India Pvt. Ltd. (TIPL), which sells oxygenators and other devices used in cardiac surgeries, partners with Bangalore-based NGO Aishwarya Trust to conduct prescreening camps in order to identify children suffering from CHD and support those diagnosed with the disease in undergoing surgical

correction. In fiscal 2019, TIPL was able to support 48 camps that screened 7,152 underprivileged and high-risk children susceptible to CHD and provided surgical treatment and care to 93 children from these camps diagnosed with CHD.



Prescreening camp

Medical Experience Program for Junior High School Students

Since fiscal 2018, Terumo has been holding the Terumo Junior Medical Challenge, a medical experience program aimed at the children who will shape the future and designed to help deepen their understanding regarding various medical professions to be used in choosing their future career path. The Terumo Junior Medical Challenge takes place at Terumo Medical Pranex, a training facility that recreates hospital and other medical settings. In fiscal 2019, a total of 60 students participated from the applicable junior high schools in the area surrounding the facility in Kanagawa Prefecture. Participants were given the opportunity to experience various aspects of the healthcare field. These experiences included cardiopulmonary resuscitation using automated external defibrillators (AEDs) and chest compression techniques, vascular interventional therapy, and product development (condensed liquid nutrients). After the program, participating junior high school students offered comments with some

stating that the program had increased their desire to work in the medical field and others expressing that, while they had not previously been interested in the medical field, they found the product development experience incredibly engaging and are now considering this as a career option.



Simulated experience of vascular interventional therapy

Support for Disaster-Stricken Areas

Guided by its Group mission of "Contributing to Society through Healthcare," the Terumo Group provides relief to areas impacted by earthquakes, typhoons, and other natural disasters through financial assistance as well as donations of thermometers, blood pressure monitors, and other Terumo products.

In fiscal 2019, we donated a total of ¥12.0 million (including roughly ¥3.5 million collected from associates) to the Japanese Red Cross Society to provide disaster relief support following Typhoon Hagibis, which devastated East Japan in October 2019.

Furthermore, in March 2020 Terumo Asia Holdings Pte. Ltd. (Singapore), Terumo BCT Inc. (Colorado, United States), Terumo BCT Australia Pty. Ltd., and Terumo Australia Pty. Ltd. collectively donated US\$100,000 to Samaritan's Purse Australia Limited, an NPO that provides disaster relief, and BlazeAid Inc., an Australian volunteer support organization, to support recovery efforts for the Australian bushfire disaster. Furthermore,

supportive Australian associates volunteered at a food bank. Terumo also offered support to wildlife organizations through the donation of medical products, such as syringes and the blood bags used for transfusions, to aid the recovery of injured animals.



Associates volunteering at food bank

Support for Local Communities

Efforts in Europe, the Middle East, and Africa

Terumo Europe N.V. has an EMEA-wide corporate citizenship program. Every legal entity across EMEA has a responsible CSR Ambassador that organizes locally

relevant initiatives for the Terumo associates to participate in and to support the local communities surrounding them.

VOICE Strengthening of Ties with the Community

In November 2019, all EMEA CSR Ambassadors gathered at the headquarters of Terumo Europe N.V. in Leuven, Belgium for the very first CSR Ambassador Summit. It was a real pleasure to meet the ambassadors from other countries (10 in total) and share our initiatives with each other. We also participated in a volunteering activity at a nursing home in Leuven where elderly people with dementia live. Getting in contact with them created empathy not only with the patients but also amongst us. As EMEA CSR Ambassadors, we will work on raising awareness with people surrounding us in our local entities, to awake the interest in social activities, to involve relatives, and strengthen the relations between communities and Terumo.



Cristina Casado Alvarez
Terumo Europe Espana S.L.
(The second from the right)

Renata Carraro
Terumo Italia S.r.l.
(The fourth from the right)