

World-class company that leads Japan's healthcare industry

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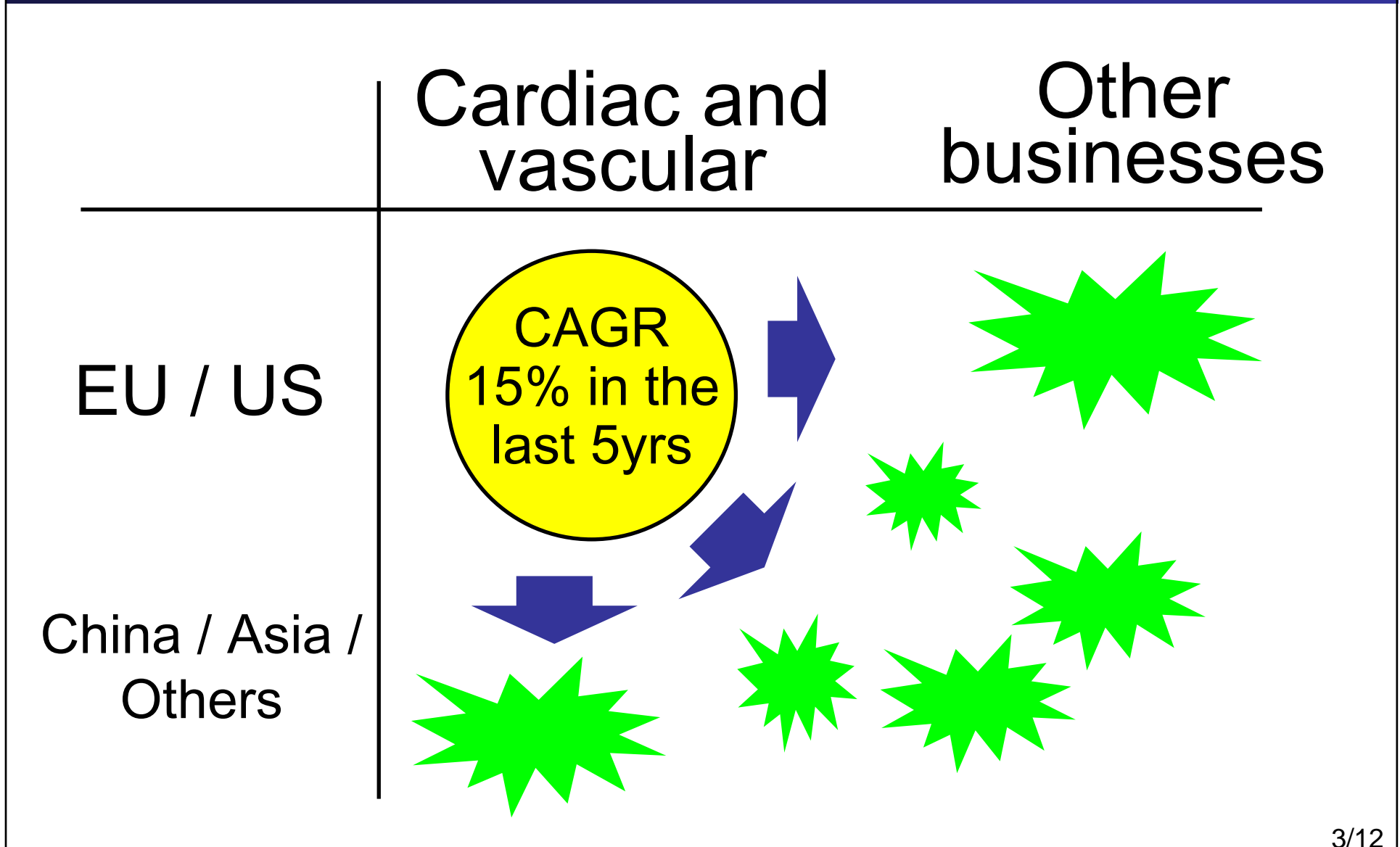
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Significant shift in business environment

- Rising healthcare demands in China, Asia, other emerging economies
 - Rapid development of healthcare infrastructure
- Healthcare reforms in US and EU
 - Increasing focus on healthcare economy
- Growing expectation in Japan as a strategic industry for economic growth
 - Application of advanced technologies for better medical outcome

Terumo's new directions for growth



Enhanced global management

Management led by associates'
individual initiatives



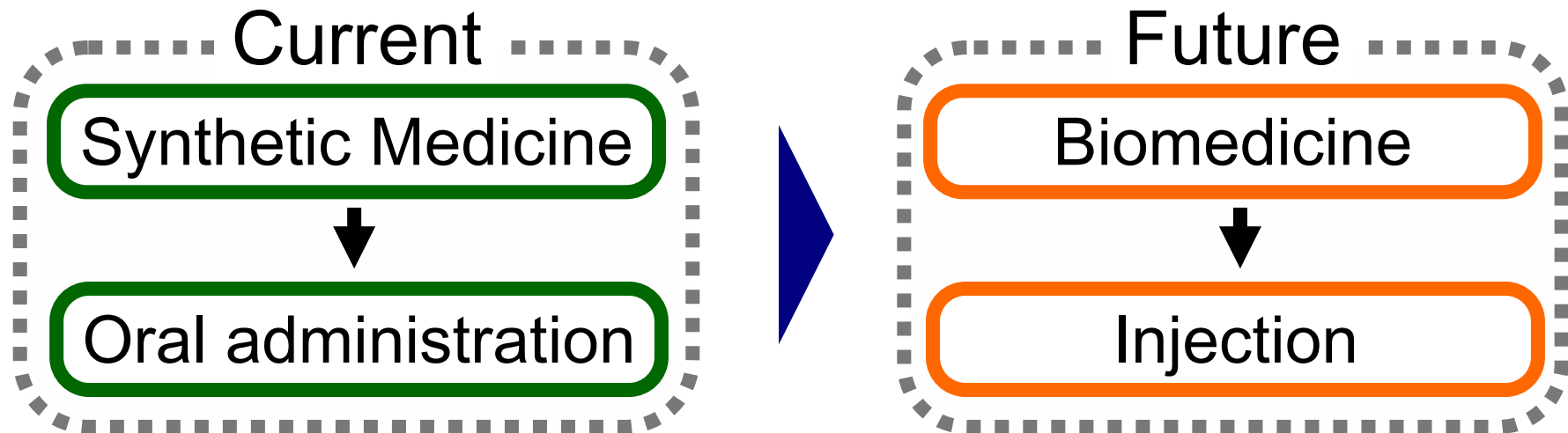
- Development of global leaders
- Infrastructure for better management :
SCM/IT ...

Speed and Global Perspective

Pursuit of new growth opportunities

- ① Value added drug delivery devices catered for biomedicine
- ② Global diabetes management business
- ③ Transfusion as a basic healthcare infrastructure
- ④ Further expansion of the minimally invasive procedures
- ⑤ Growth of Left Ventricular Assist Device driven by destination therapy

① Value added drug delivery devices catered for biomedicine



Biomedicine market

\$120 billion \Rightarrow \$200 billion in ten years

Growing demands of value added drug delivery device catered for biomedicine

② Global diabetes management business

Diabetics undergoing blood glucose control:

- Number is expected to triple or quadruple world-wide
- China, Asia and other emerging markets outgrow developed countries



Diabetes related complications lower quality of life and uplift medical expenditure

Growth opportunities in management of diabetes

③ Transfusion as a basic healthcare infrastructure

- Developed countries:
 - Needs of efficient blood processing
- Emerging countries:
 - Buildup of blood supply system
 - WHO estimate of minimally needed number of donation, 1% of population, will be reached
 - Number of donation from 30 million to 150 million



Transfusion business will enter the new era of growth

④ Further expansion of minimally invasive procedures

■ Application of catheter technologies

- Coronary ⇒ Neuro, peripheral and orthopedic etc.
- Japanese refined manufacturing and high quality

■ Shift towards minimally invasive surgical procedures

- Open surgery ⇒ Robotic surgery
- Shorter recovery period by management of nutrition and pain

⑤ Growth of Left Ventricular Assist Device driven by destination therapy

Reduced size
&
Higher reliability

Bridge to transplant

Market size: \$200 million ~

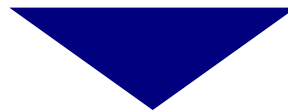
+ Destination therapy

Market size of \$2 billion in 2020

+ Bridge to recovery

Market size of \$5 billion after 2025

**World-class company that leads
Japan's healthcare industry**



**Exceed sales of ¥1 trillion
by 2020**

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