

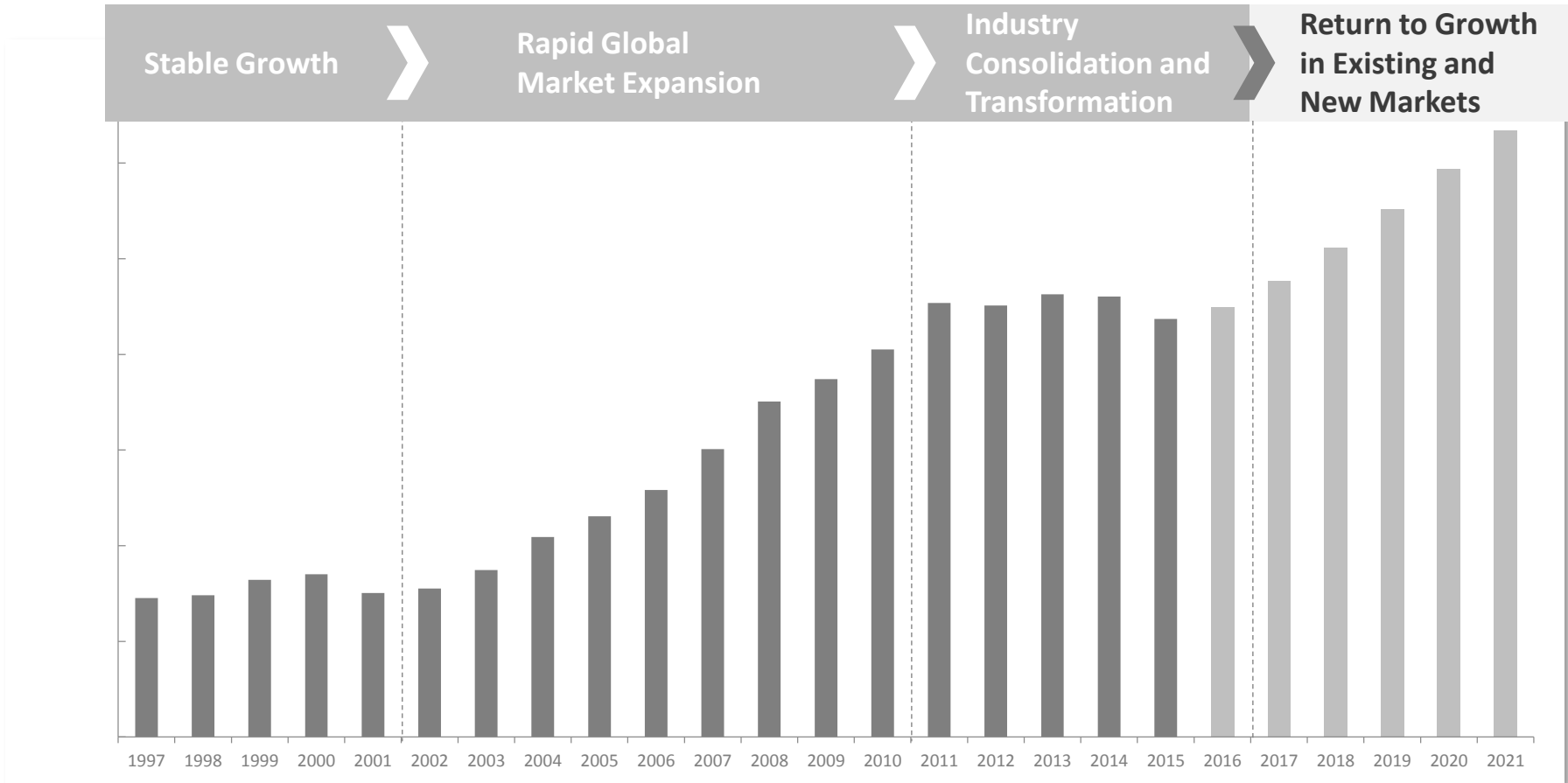
David Perez
President
Blood Management Company

5

Blood
Management
Company

History of Long-Term Profitable Growth

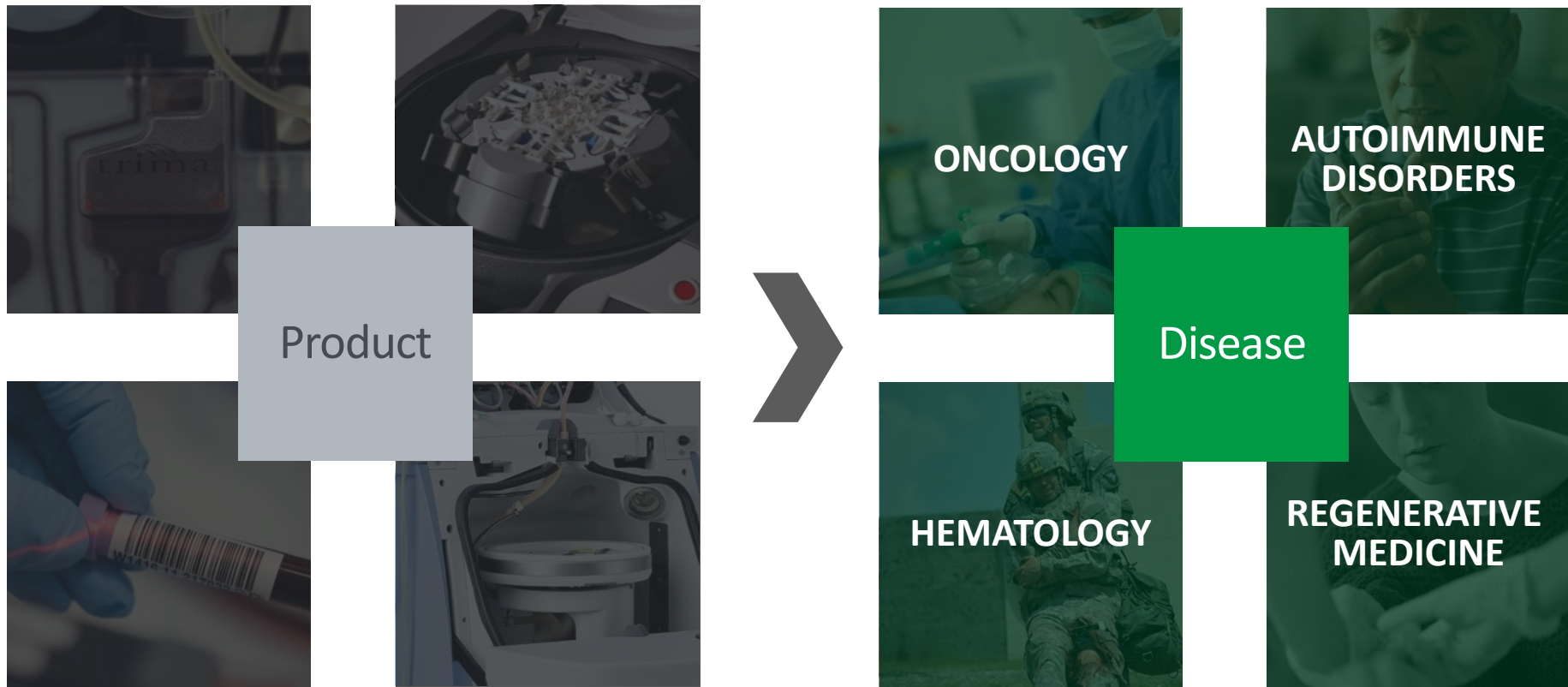
Annual Blood Management Company Sales



Sales prior to 2011 represent the pro forma combined pre-acquisition sales of Terumo Transfusion and CaridianBCT. All historical sales are at actual FX rates and forward-looking sales are at 2016 Plan FX rates.

NEW CLINICAL HORIZONS

Shifting our Focus from Products to Disease-States and Medical Specialties



GLOBAL MARKET LEADER POSITION

Growth Opportunities for Three Business Segments

Blood Centers



Delivering higher **economic** and **clinical value** with strategic supply chain solutions

Therapeutic Systems



Advancing blood therapies to bring **more treatment options** to patients

Cell Processing



Enabling cellular therapies that may fundamentally **improve outcomes**

Blood Centers

Leverage Our Market Leadership

Delivering higher **economic and clinical value** with strategic supply chain solutions

#1

- Apheresis collections
- Informatics/software for blood center management
- Whole blood automation (WBA)

#2

- Pathogen reduction technologies
- Whole blood bags

Mid-Single-Digit Growth

TGBM Worldwide Sales
FY 2016 to FY 2021



Therapeutic Systems

Advance Therapeutic Apheresis

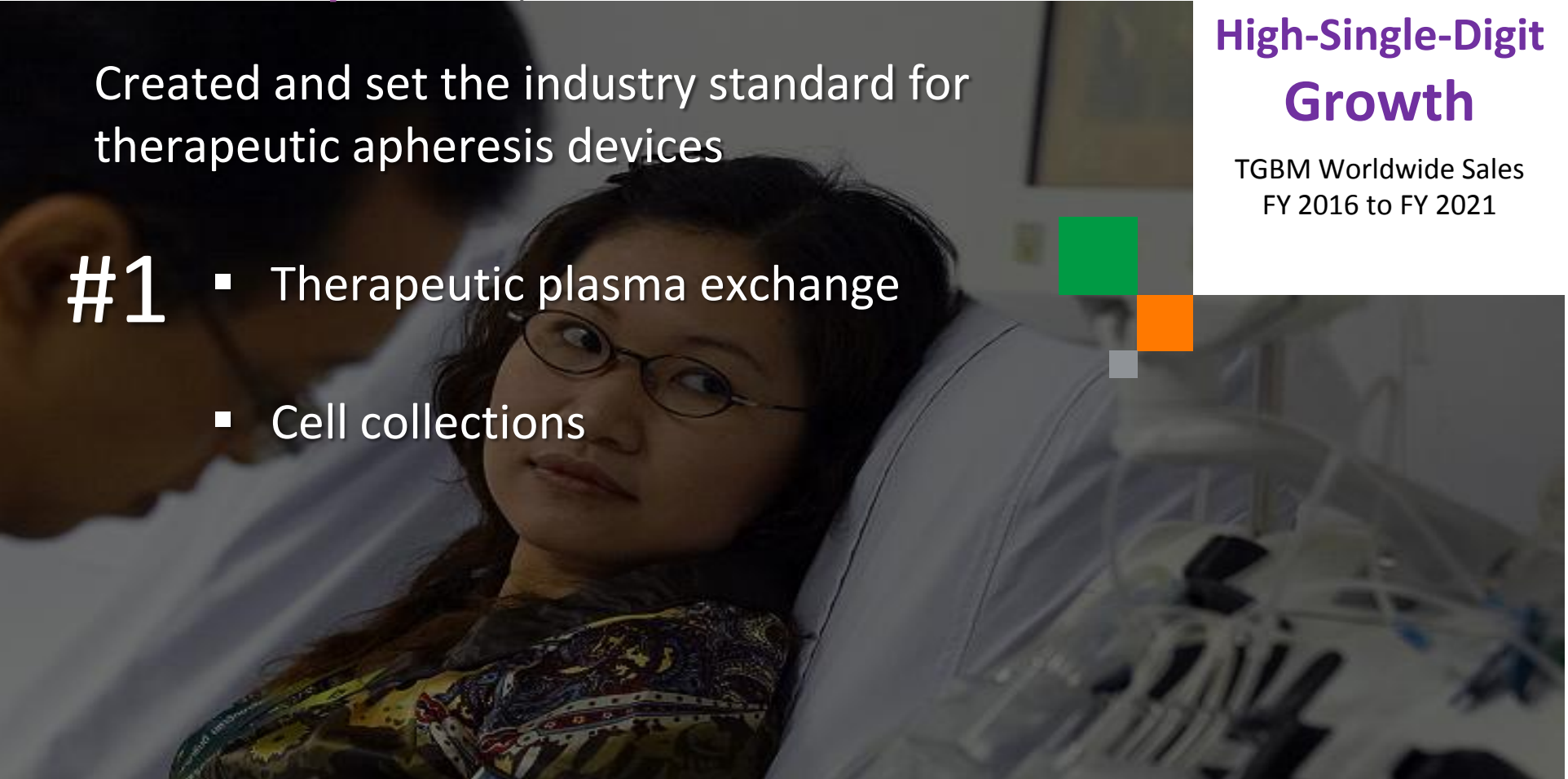
Advancing blood therapies to bring **more treatment options** to patients

Created and set the industry standard for therapeutic apheresis devices

- #1**
- Therapeutic plasma exchange
 - Cell collections

High-Single-Digit Growth

TGBM Worldwide Sales
FY 2016 to FY 2021



Cell Processing

Unlocking the Potential of Cells

Enabling cellular therapies that may fundamentally **improve outcomes**

Creating the market for the first automated system designed to grow adherent and suspension cells in a closed environment

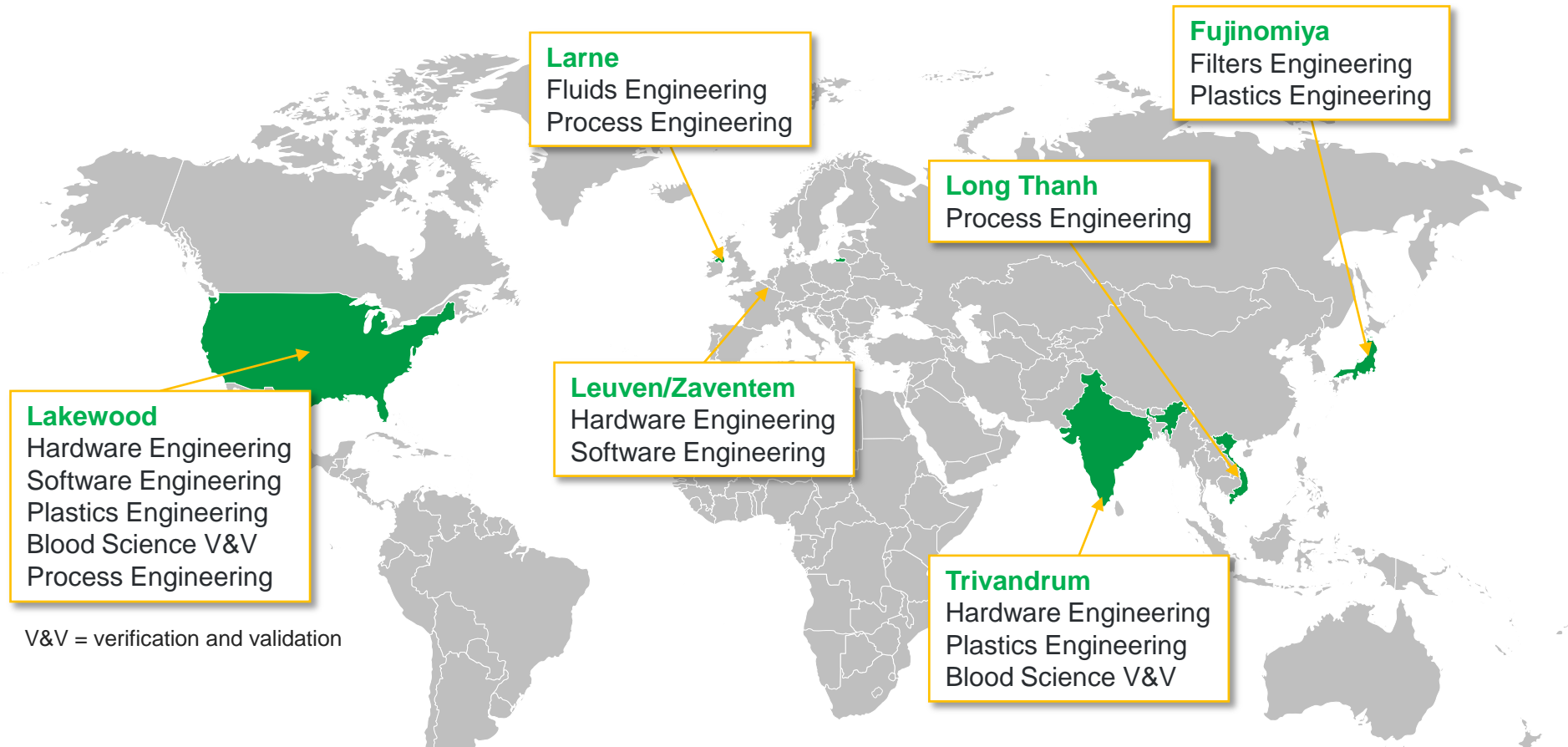
- #1**
- Point-of-Care injectable cell therapies
 - Sterile connection devices
 - Driving to be the first to market with end-to-end immunotherapy solutions

**Double Digit
Growth**

TGBM Worldwide Sales
FY 2016 to FY 2021

Global Innovation and Development

24/7 for Maximum Internal Efficiency; Combined with 30 Global Partners



V&V = verification and validation

Outsourcing Partners
Terumo BCT 24/7 global innovation and development footprint with 30 external global partners

EVERY SECOND OF EVERY DAY

We Are Saving Lives Here



CONTRIBUTING TO SOCIETY THROUGH HEALTHCARE



Disclaimer

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.