

**Celebrating our 100th founding anniversary:  
5-Year Growth Strategy with a 10-Year Vision**

**01 | Vision for the next 10 years**

**Shinjiro Sato, President and CEO**

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

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# Abbreviations

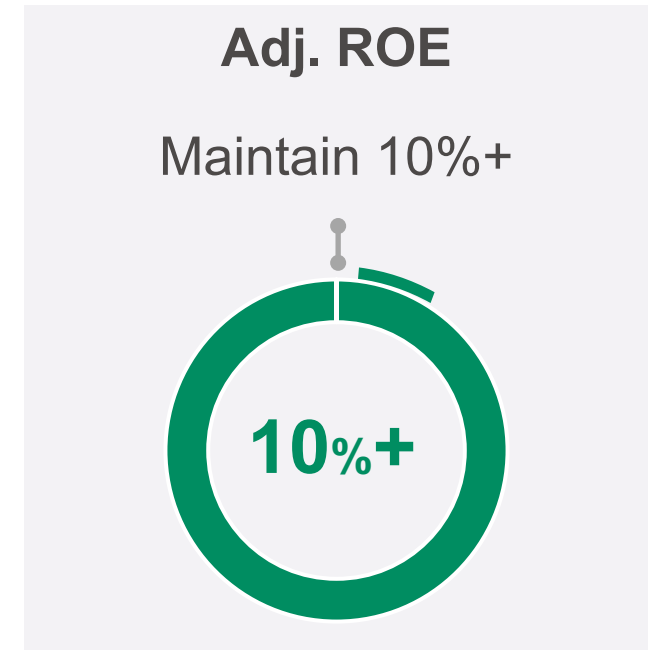
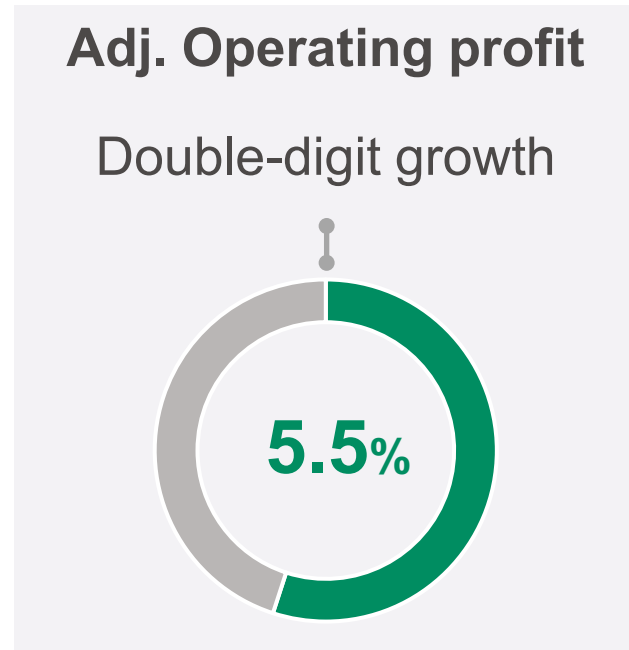
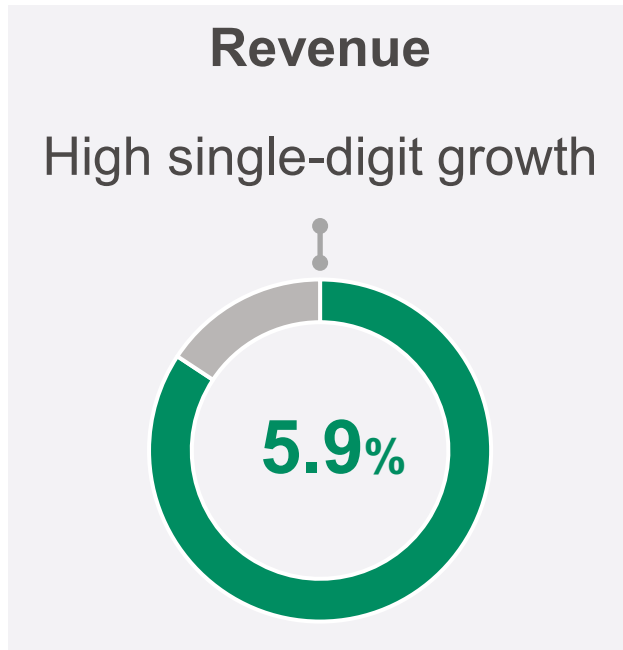
Abb.	English	Meaning in Japanese
AI	Artificial Intelligence	人工知能
AKI	Acute Kidney Injury	急性腎障害
B	Billion	十億
B2B	Business-to-Business	法人向けの製品・サービス販売
BGM	Blood Glucose Monitoring	血糖測定器
C&V	Cardiac and Vascular Company	心臓血管カンパニー
CABG	Coronary Artery Bypass Grafting	冠動脈バイパス術
CAGR	Compound Average Growth Rate	年平均成長率
CDMO	Contract Development Manufacturing Organization	医薬品開発製造受託事業
CGM	Continuous Glucose Monitoring	継続的血糖モニタリング
CMO	Contract Manufacturing Organization	医薬品製造受託事業
CSII	Continuous Subcutaneous Insulin Infusion	持続皮下インスリン投与
CSTD	Closed-System Drug Transfer Device	薬剤取扱時の暴露防止デバイス
CSV	Creating Shared Value	共通価値の創造
CV	Cardiovascular	カーディオバスキュラー事業
D&D	Drug & Device	医薬品と医療機器を組み合わせた製品
DDS	Drug Delivery System	薬物送達システム
DE&I	Diversity, Equity & Inclusion	-
DM	Diabetes Management	糖尿病事業
DTx	Digital Therapeutics	デジタル技術による予防・診断・治療など
DX	Digital Transformation	-
EPS	Earnings Per Share	1株当たりの当期利益
ESG	Environment, Social, Governance	-
EUR	Euro	ユーロ
FY	Fiscal Year	会計年度
GH	General Hospital Company	ホスピタルカンパニー

Abb.	English	Meaning in Japanese
GHP	General Hospital Products	医療器
GP	Gross Profit	粗利益
GS26	Growth Strategy 26	5カ年成長戦略
HC	Consumer Healthcare	ヘルスケア事業
IV	Intravenous Injection	静脈注射
JPY	Japanese Yen	日本円
KPI	Key Performance Indicator	重要業績評価指標
M	Million	百万
ME	Medical Engineering	医用工学機器 (ポンプなど)
OR	Operating Room	手術室
PCI	Percutaneous Coronary Intervention	経皮的冠動脈インターベンション
PD	Peritoneal Dialysis	腹膜透析
PIVC	Peripheral Intravenous Catheter	留置針
PJ	Project	プロジェクト
PLAJEX	Ready-to-Fill Polymer Syringe	薬剤充填用注射器 (プラスチック加工)
QOL	Quality of Life	生活の質
RFID	Radio Frequency Identifier	近距離無線通信を用いた自動認識技術
ROE	Return on Equity	自己資本利益率
ROIC	Return on Invested Capital	投下資本利益率
SASB	Sustainability Accounting Standards Board	サステナビリティ会計基準審議会
SMBG	Self-Measurement of Blood Glucose	自己血糖測定
S&OP	Sales and Operations Planning	-
TBCT	Terumo Blood and Cell Technologies	血液・細胞テクノロジーカンパニー
TIS	Terumo Interventional Systems	テルモインターベンショナルシステムズ
TM	Trademark	-
TMCS	Terumo Medical Care Solutions Company	メディカルケアソリューションズカンパニー
TRI	Trans Radial Intervention	手首の血管からのカテーテル治療
USD	U.S. Dollar	米ドル

# Looking Back on Current Mid- to Long-term Growth Strategy

**Target**  
of current mid- to long-  
term growth strategy

**Result**  
Based on  
FY21 forecast



\*Adjusted EPS result: 137 JPY (Target: 135 ~ 150 JPY)

## Major achievements and challenges

- **Steadily progressed with the preparation of new businesses that will drive future growth**  
M&A of Bolton Medical (C&V), Full-scale launch of CGM in Japan (GH), Invested in solutions for source plasma market (TBCT), etc.
- **Revenue and adjusted operating profit targets were not achieved due to COVID-19**

# Celebrating our 100th founding anniversary: 5-Year Growth Strategy with a 10-Year Vision



# Terumo's Focus: "Paradigm Shifts in Healthcare"



## Disease

### structure changes

- ✓ **Rapid increase in living with chronic diseases**, due to global improvement in average life span and super-aging population in developed countries
- ✓ **Overcoming the deterioration of organs and body functions** that accompanies aging

## Timeline

### changes

- ✓ **Improvement of long-term QOL**
- ✓ **Prevention and prognosis** monitoring
- ✓ **Personalized disease management (Patient Journey)**

## Technology

### changes

- ✓ Increasing adoption of **biopharmaceuticals, regenerative medicine, cell and gene therapies**
- ✓ Wide adoption of **personalized medicine** through evolution of genomic medicine and AI

# From Devices to Solutions

Delivering solutions to 21st-century healthcare challenges

## Solving problems of medical settings

### What we have started to work on

- Optimization of intra-hospital infrastructures
- Building ecosystems for new therapies such as cell and gene therapies
- Evaluation systems that contribute to health economics

## Developing healthcare ecosystem

- Further improvement of less-invasive treatments
- Infection control
- Data utilization for diagnostics and therapy optimization
- Optimal delivery for new drugs

## Improving patient QOL

- Disease management:
  - Endovascular therapy for whole body
  - Diabetes, kidney disease, cancer, etc.
  - Overcoming deterioration of body functions
- Personalized care that accompanies the patient journey

Vision for the Next 10 Years

# From Devices To Solutions

Focus in solutions: The 3Ds

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01

## Delivery

High value-added biological access and delivery for advanced medical care

02

## Digital


Disease-based approach focused on improving long-term patient QOL (Patient Journey)

03

## Deviceuticals™

Maximize drug effectiveness through innovative devices





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**Highlights of  
5-Year Growth Strategy**

# 5-Year Financial Targets

Growth

**Revenue  
Growth**

**High  
single-digit**

(5-Year CAGR)

Aiming for revenue of 1 trillion yen through continued growth

Profitability

**Operating  
Profit %**

**20%+**

(Before adjustment, achieve in 5 years)

Capital efficiency

**ROIC**

**10%+**

(achieve in 5 years)

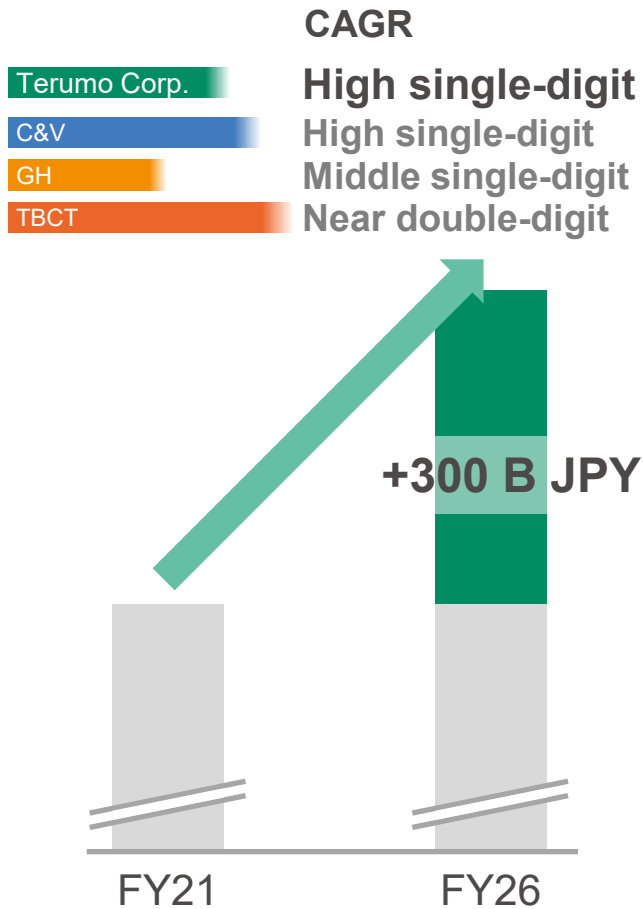
Maintain ROE 10% or more

Assumption:

- Impact of new M&A is not included for operating profit and ROIC
- 1 USD = 107 JPY, 1 EUR = 128 JPY

# Growth Drivers in GS26

## Group-wide revenue

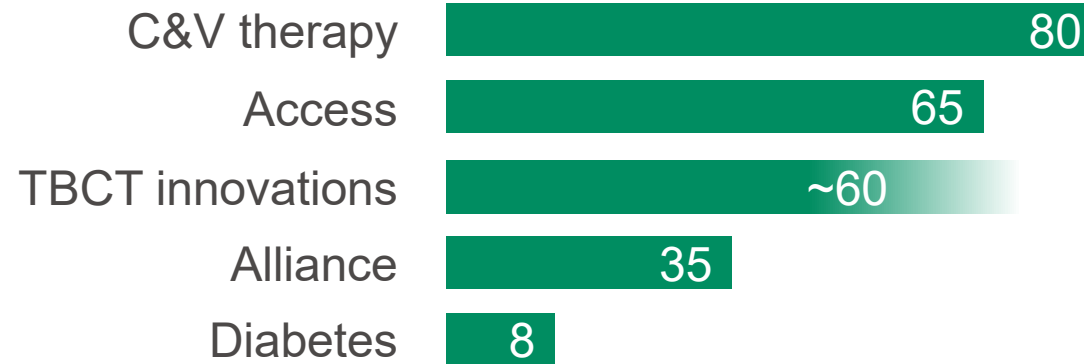


\* 1 USD = 107 JPY, 1 EUR = 128 JPY

## Growth drivers

### Business segment (approx. 80% of growth)

(B JPY)



### Geographic segment (approx. 50% of growth)

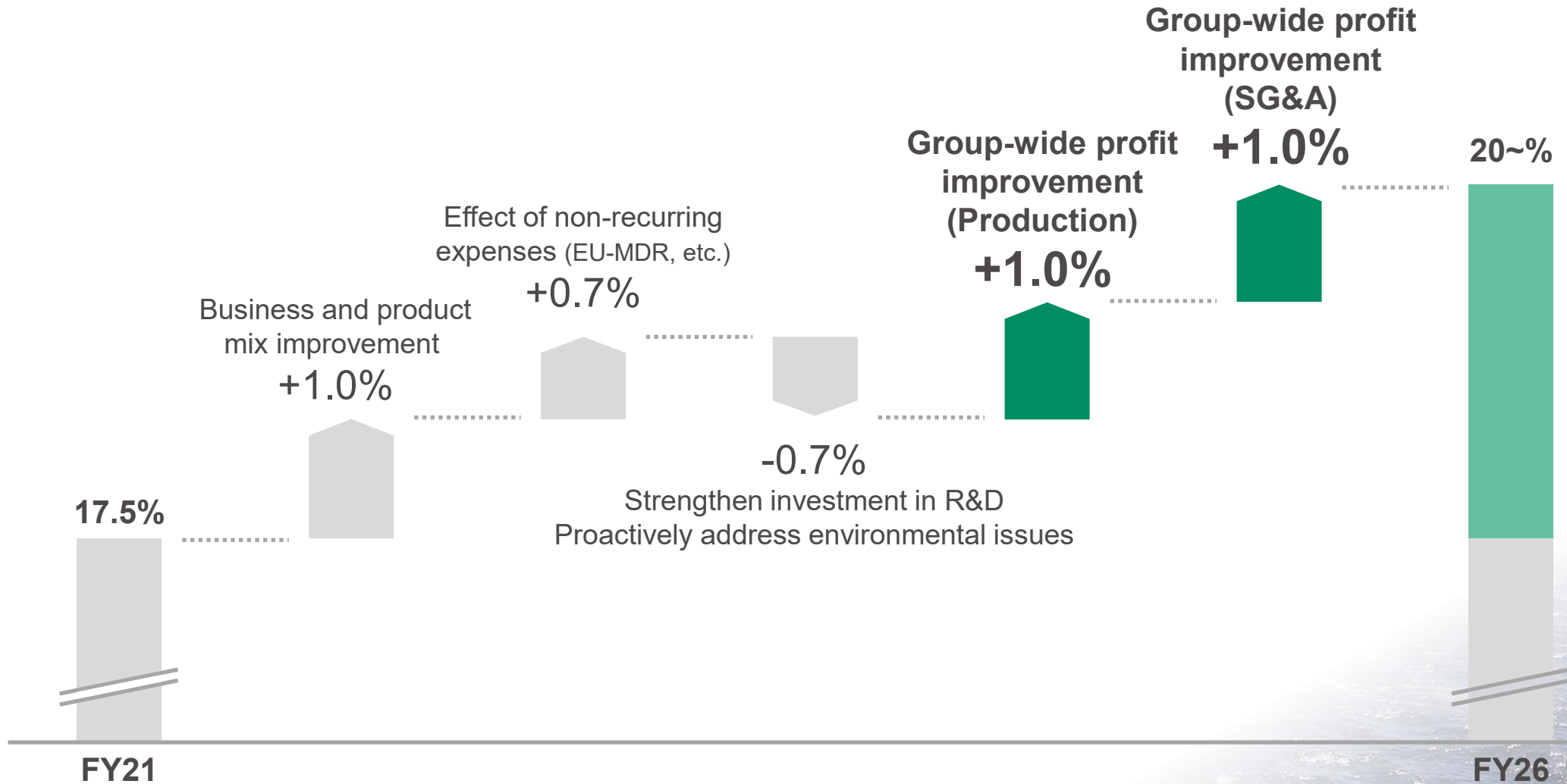


\* Outside Japan revenue ratio: 70% (FY26)

### Client segment



# Strong Push to Raise Group-wide Profitability



\* 1 USD = 107 JPY, 1 EUR = 128 JPY

# Commitment to Sustainability Management

## ESG

Foundation supporting value creation

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Linked to operations:

### Set concrete KPIs

- E** ● Carbon neutrality  
Making effective use of resources
- S** ● Ensuring the quality, safety,  
and stable supply of products and  
services  
Promoting diversity etc.
- G** ● Promoting compliance etc.

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Continuous follow-up from a long-term perspective

Commit by assigning a management member to each KPI. Embed in performance evaluation and reflect in compensation

## CSV

Social value creation

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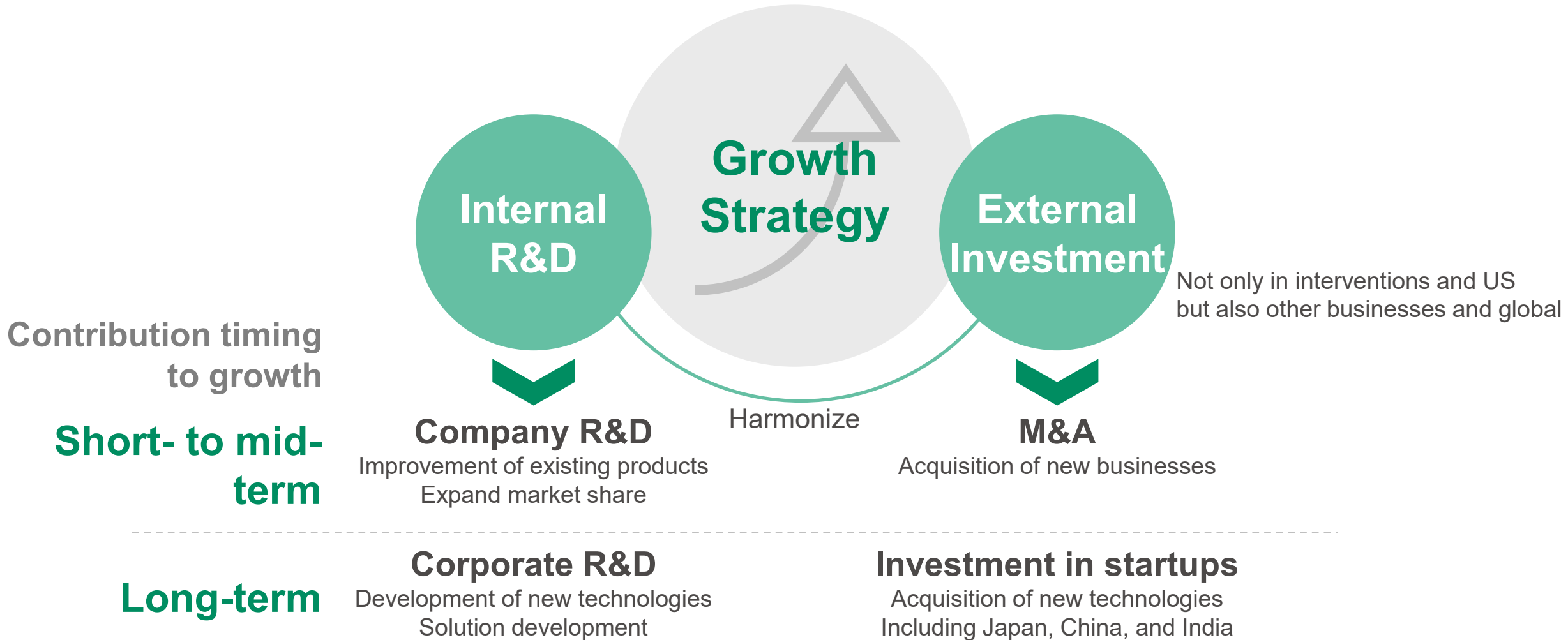
Linked to business growth:

### Set concrete monitoring items

- Increasing adoption of medical technologies and services and improving access to healthcare
- Providing healthcare that is closely aligned with life of individuals
- Co-creating a sustainable healthcare system

# Accelerate Innovation

- Accelerate innovation by strategically and consistently combining short-, mid-, and long-term internal R&D with M&A and startup investments



# Cash Allocation

