

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

**04 | Terumo Blood and Cell Technologies**

**Antoinette Gawin, President**

## Safe Harbor for Forward-Looking Statements and Use of Document

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

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

Information about products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.

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# Vision for our 5-Year Growth Strategy



## **Our Aspiration**

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Provide compelling and accessible innovations globally that unlock the power of blood and cells to improve patient outcomes and serve unmet medical needs

## **How this will be achieved**

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By inspiring and engaging our associates, we will optimize quality and deliver world-class solutions, earning customer loyalty and setting industry standards

## **GS26 Financial Aspiration**

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Revenue : Near double-digit growth  
Adjusted operating profit % : Beyond 20%

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

Modernized our foundation and returned to growth while investing in our future

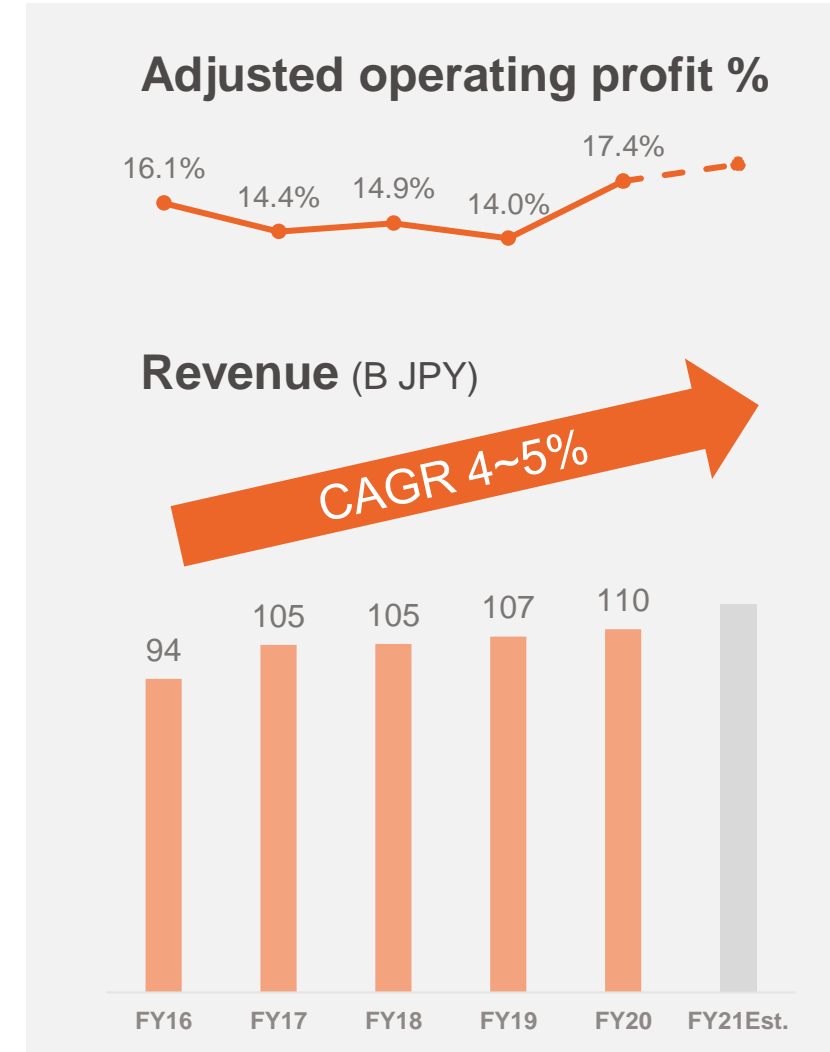
## Achievements

- **SHIFTED INVESTMENT TO GROWTH AREAS**
  - Launching in source plasma market
  - Invested in cell therapy market – **growing double-digit**
- **UPGRADED INFRASTRUCTURE AND DELIVERY SYSTEM**
  - Improved customer satisfaction (on-time delivery) – **Improved to 95%+**
  - Optimized manufacturing footprint – **Improved gross margin by 2% pts**
- **COVID-19 TESTED OUR RESILIENCY**
  - Rapidly flexed production to meet demand shifts while competition struggled
  - Launched first solutions to fight COVID-19
  - Implemented one global quality system and one service platform



## GS26 Direction

- **Blood and Beyond**
- **Equipment and Beyond – to Disease and Ecosystem**
- **Geographic Expansion to Treat Unmet Need**
- **Operational Excellence**



# Key Shifts in Market

## Market Dynamics

### Market

- **Cell therapy commercialization** increasing competition
- **Integrated solutions** for data-driven care; shifting outside of hospitals
- **Inequities** in access to healthcare and **inefficiencies** of blood supply

### Competition

- **Rationalizing portfolios**
- **Shifting resources** to partnerships and acquisitions to create the ecosystem
- SPEED defines choices
- Supply chain disruption – customers expect **flexible delivery system**

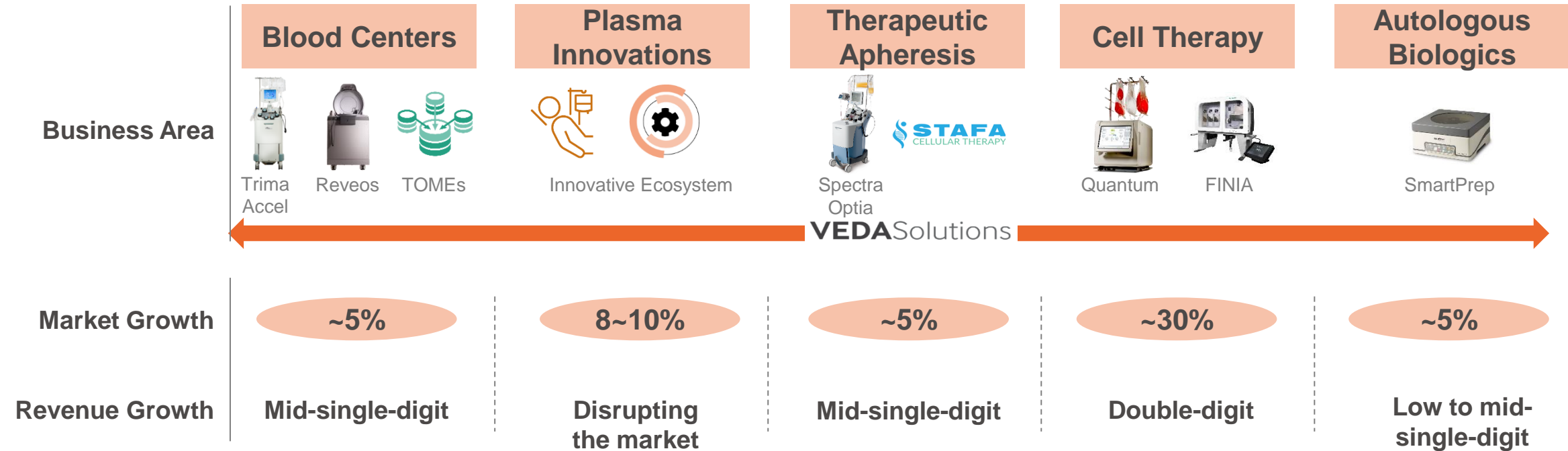
## Strategic Implications

- Establish a significant footprint in cell therapy; improve our **partnership capabilities**
- Leverage **service platform** and digital capabilities to modernize our **customer experience**
- Launch untraditional business models to **improve patient access**, provide safe and adequate blood and cells
- Build **workforce** capabilities to support strategic direction

- **Solutions-selling**: effective positioning of products and services
- Enhance relevance: **value-added services** and **diversify portfolio** to address broader customer needs
- Renewed investment in product life cycle management
- Execute **operations transformation** and reframe value proposition to capture price

# Common Technology Serves Diverse Customers

Services and software coupled with trusted technologies and delivery systems differentiate us



Products and protocol availability vary by country

# 5-Year Growth Strategy: Terumo Blood and Cell Technologies

Strategic investments will reshape our portfolio and differentiate our competitive position

## Blood and Beyond

- Plasma – disrupt market and expand presence beyond US
- Cell Therapy – expand market focus and connect patient and cell journey
- Therapeutics – selective removal technology for specific diseases

## Equipment and Beyond

- Shape future of blood centers through whole blood automation & services
- Improve customer experience: software and service as differentiator
- Deploy digital ecosystem for Plasma market

## Geographic Expansion

- Deploy full portfolio in markets with high unmet need: China, Africa, Russia

## Operational Excellence

- Flexible global delivery system, sustaining a continuous improvement culture
- Elevate commercial excellence and ability to capture value in the market

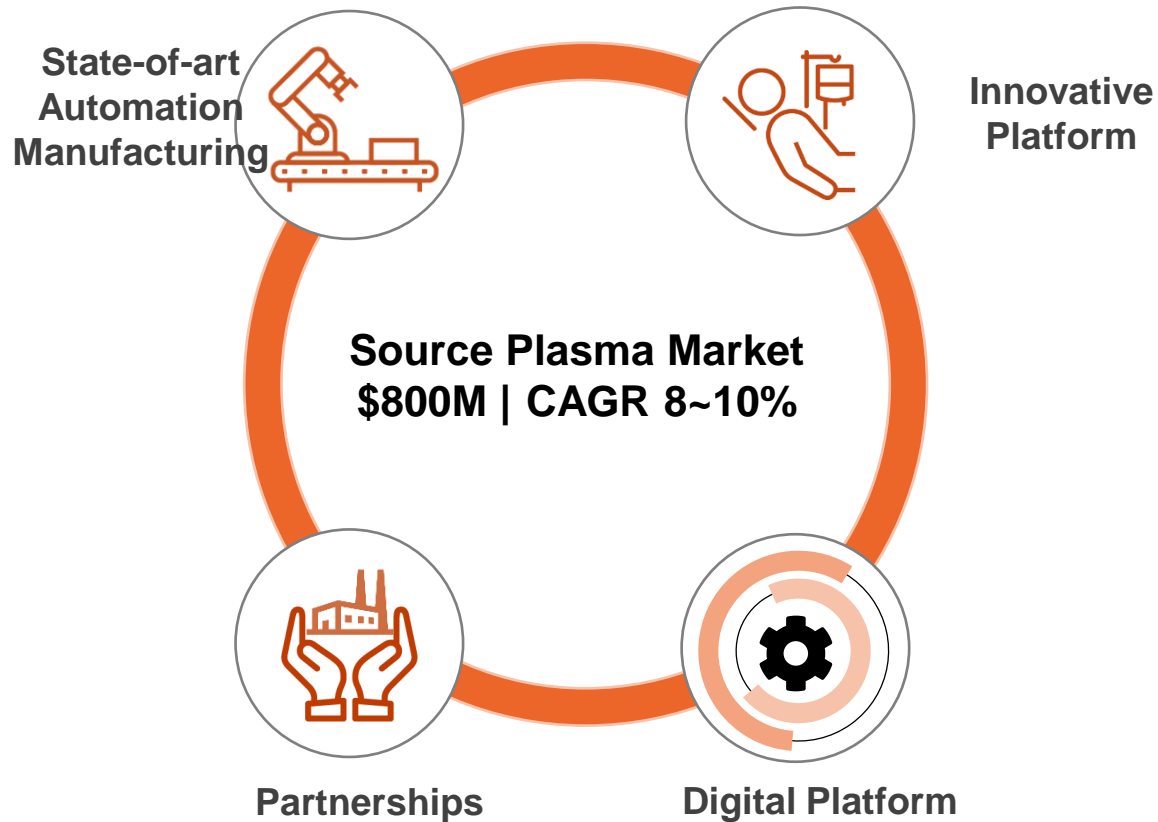
# Innovate Source Plasma Market

Innovation in device and ecosystem supports growing demand for plasma-derived therapies

Built ecosystem to address unmet needs



Transforming business across organization



Gaining significant market traction

Diversify business portfolio

Leverage investment in ecosystem to enhance existing portfolio

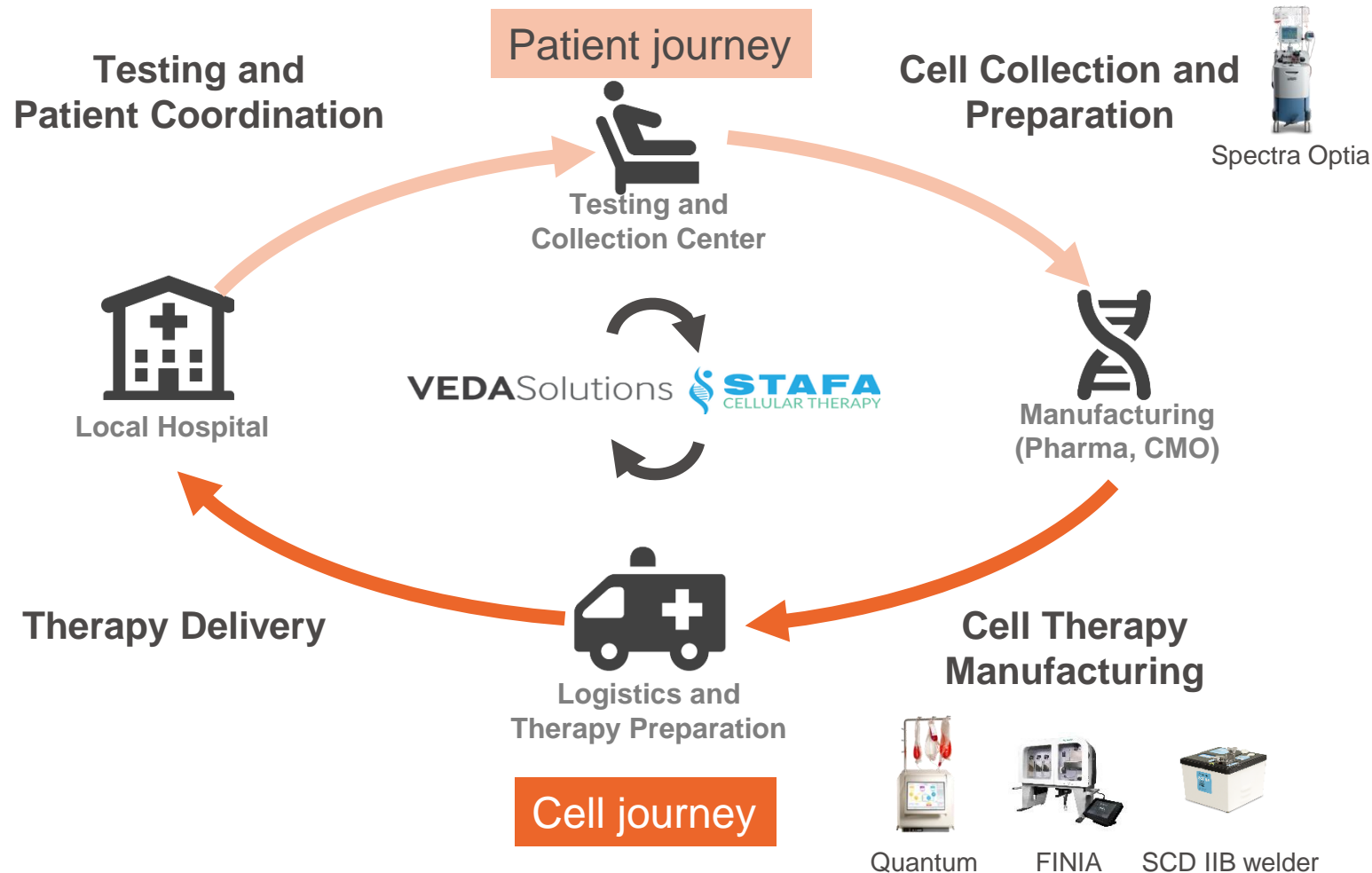
Tech transfer informs the next generation of platforms

Products and protocol availability vary by country



# Cell Therapy and Service Innovation

Facilitate the journey of life-saving cells from patient collection through the ultimate transfusion



**Market:**

- Crowded, undefined market rapidly evolving
- Next frontier of personalized medicine

**Our unique position:**

- Able to influence source material collection on Spectra Optia
- Our data, solutions and expertise sets us apart from the competition
- Close relationships with market leaders position us to set standards of care

Products and protocol availability vary by country

# Enabling Technology Saving Lives through Apheresis

Potential life-saving therapies delivered by the Optia ... The patient care journey informs innovation



Myasthenia gravis

Sickle cell disease

Acute liver failure\*

Triple negative breast cancer

Unlock the therapeutic potential

Innovative technologies combined with apheresis changing the standard of care

Differentiate in the market through customer support and ease of use

Enabling capabilities include:

- Health economics; local medical affairs
- Partnerships (distributions, M&A)
- Local policy ▪ reimbursement influence

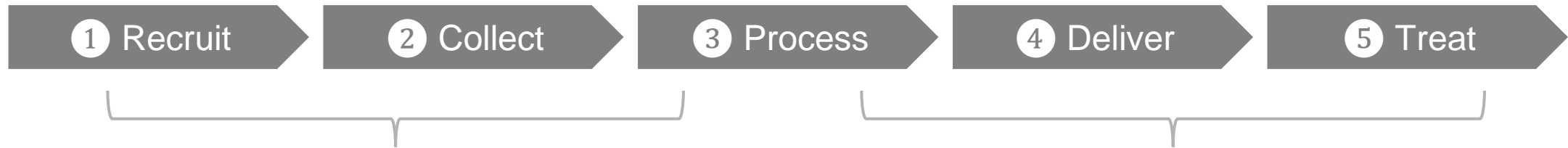


Products, indications and protocol availability vary by country  
\*In development

# Shape Future Across Diverse Care Continuum

Unmet local needs inform unique business models and growth in blood center business

## Continuum of transfusion therapies



### Leapfrog in emerging markets

- Manual
  - Unsafe
  - Supply shortage
- ▶
- Automate process (Reveos)
  - Pathogen reduced
  - “Blood center in a box”
  - Integrated patient care

### Transform advanced blood centers



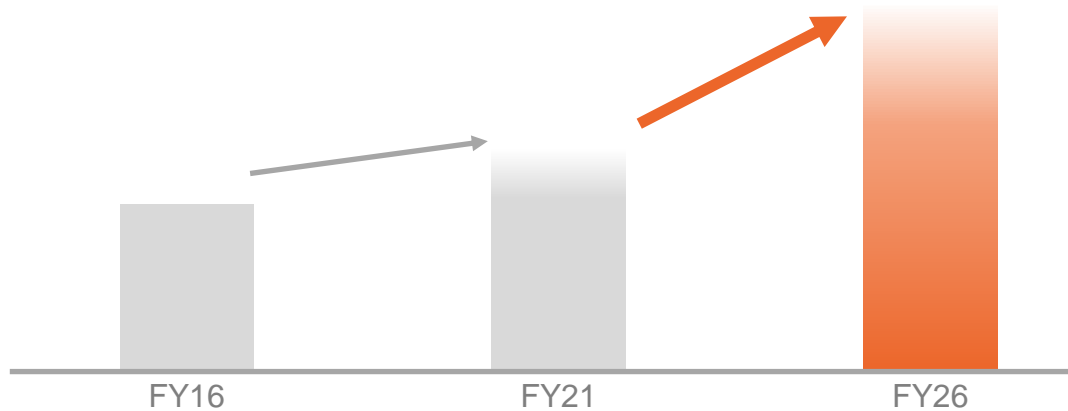
- Undifferentiated blood supplier to hospitals

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- Blood as a therapy
  - Expand to cell collections and apheresis
  - Sickle cell treatment

# Revenue and Profit Overview

## Revenue

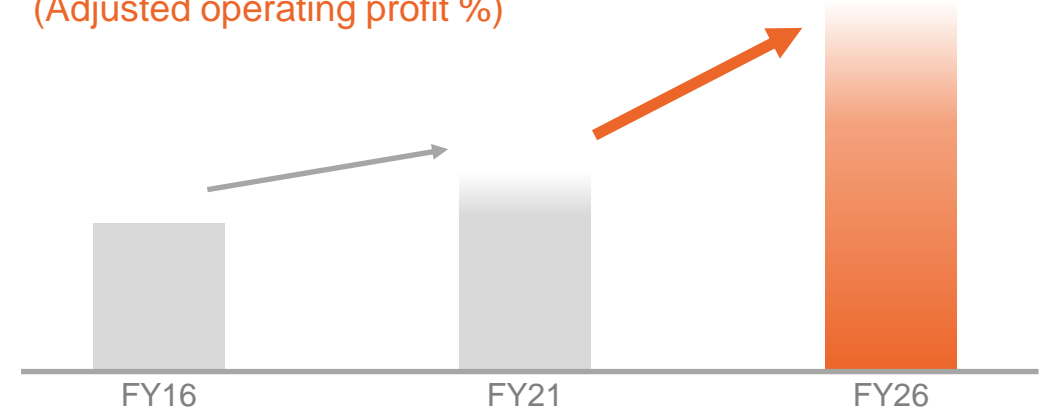
**Near double-digit growth**



## Adjusted Operating Profit

**Beyond 20%**

(Adjusted operating profit %)



### Blood and Beyond

- Plasma Innovations
- Cell therapy
- Therapeutic apheresis

**Disrupt the market**

**Double-digit**

**Mid-single-digit**

### Equipment and Beyond

- Whole blood automation
- Veda Solutions

**Double-digit**

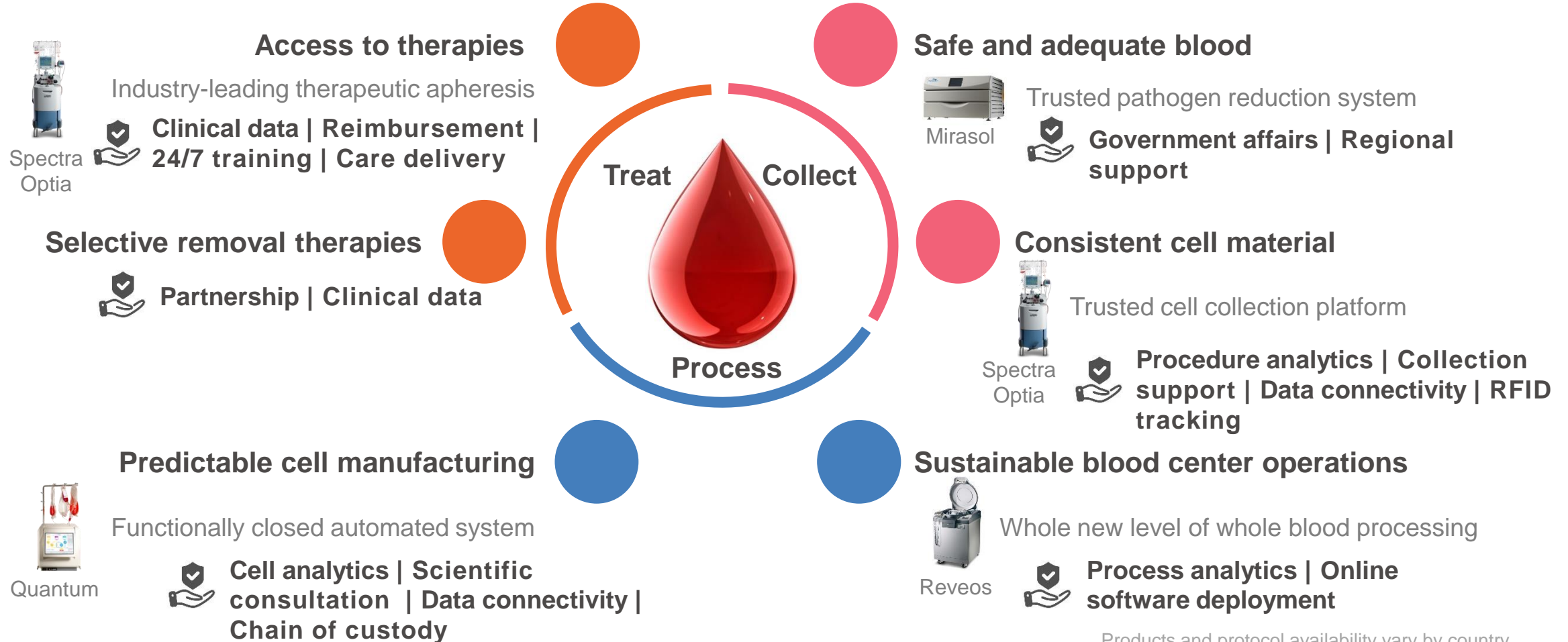
**Double-digit**

### Operational Excellence

- Utilize modernized enterprise platforms
- Capture the value from operational transformation
- Transform investment from Plasma Innovations to full portfolio
- Strengthen lifecycle management

# Everything Begins with a Drop of Blood

## Follow the Collection to Treat the Patient



Products and protocol availability vary by country

