



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

05 | Corporate

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



Vision for the Next 10 Years

From Devices To Solutions

Focus in solutions: The 3Ds

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

01 Delivery

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

Penetration rate of minimally invasive therapy

60% or less

- The penetration rate of minimally invasive medicine is still low except for a few diseases
- Aspiring for a world with **100%** minimally invasive therapy

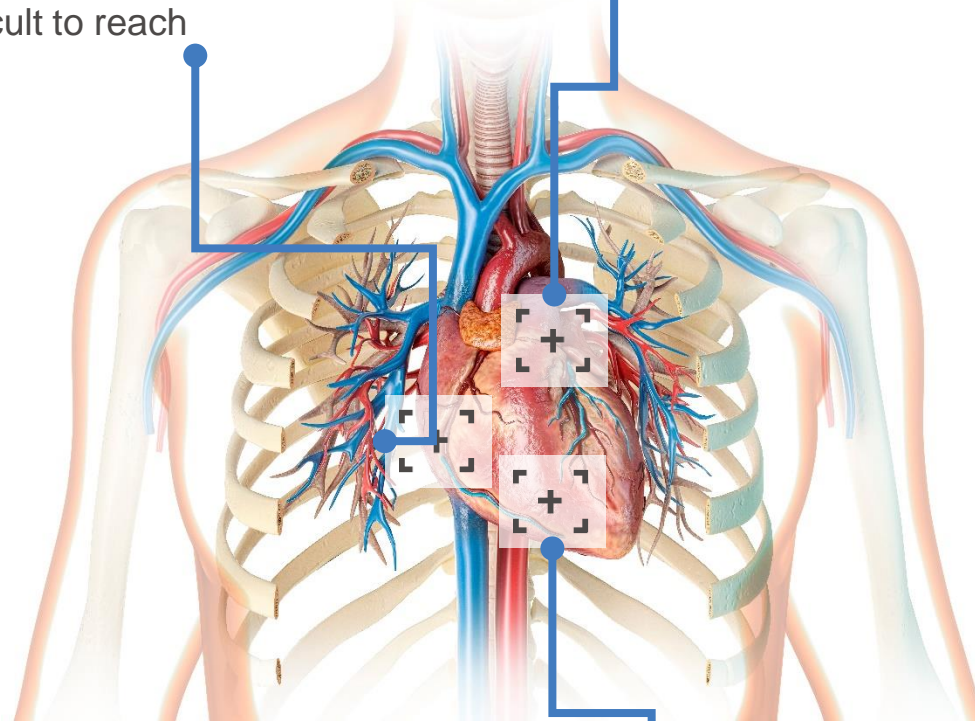
Source: *JAMA Surg.* 2015;150(2):169-172, etc.

Pursue vascular delivery

Deliver treatment to areas and cases that were previously difficult to reach

Pioneer new treatment routes including nonvascular routes

Develop new treatments through completely different routes



Treat with accuracy and precision

Use technology to pinpoint lesions for treatment

02 Digital

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

Adherence of chronic disease treatment

30~60%

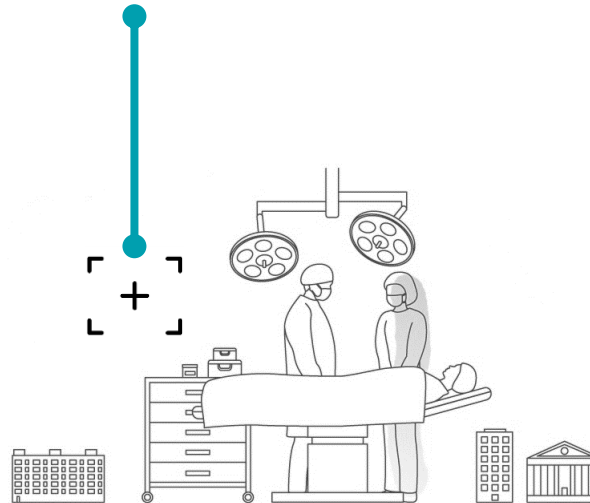
- Treatment adherence rates are low for chronic diseases such as heart failure and diabetes
- Utilizing digital to get closer to **100%** adherence rate

Source: *Patient Prefer Adherence*. 2016; 10: 1299–1307, etc.

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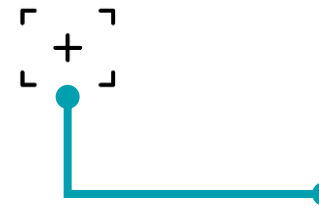
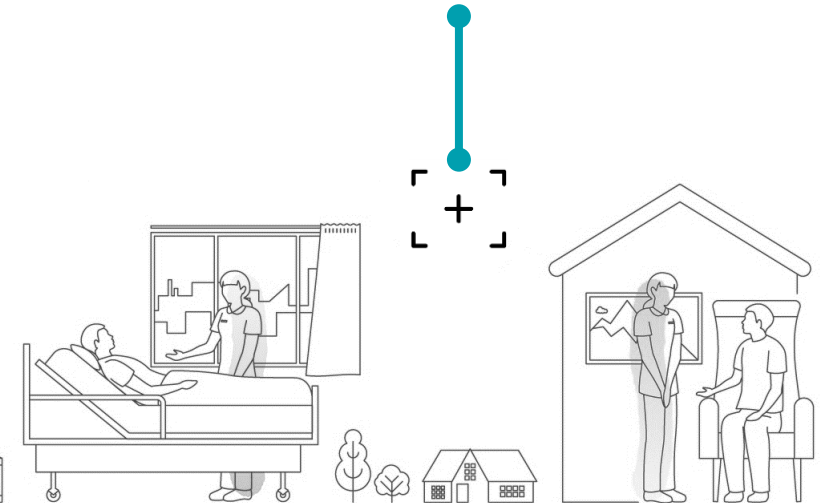
Connect before and after surgery to provide optimal treatment

Connect advanced medical data to recommend treatments that suit the patient's condition



Connect inside and outside the hospital to prevent serious diseases

Connect the acute and chronic phases to detect recurrence and onset of disease and prevent serious illness



Connect the entire hospital to support transformation and streamlining

Optimize hospital operations by connecting data from wards and other areas

03 Devi- ceuticals™

Maximize drug effectiveness through innovative devices

Ratio of combination products
(pharmaceutical + device)

30% or less

- Accelerate the evolution of combination products through innovation in delivery technology and aspire to a ratio of **50%** or more

Source: *Ther Innov Regul Sci*. 2021 Jul;55(4):807-817, etc.

Drug & Device combination for optimal dosing

Manage dosage and timing with data obtained from patients



Achieve efficacy through drug delivery

Eliminate bottlenecks in achieving efficacy of devices and formulations

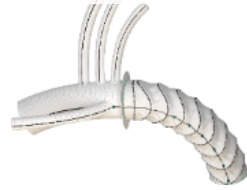
Innovation Will Drive Future Growth

FY22~26 (GS26)

FY27~

01 Delivery

Hybrid stent graft



Intradermal administration device



Venous Solution



Robotic surgical support



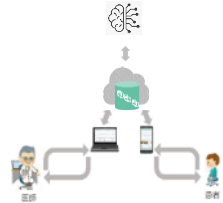
Delivery to epicardium and brain



Strengths of companies

02 Digital

Digital therapy support system



Cell-related data collection and consultation



Clinical Decision-making support device



In-home monitoring & detection



Hospital consultation



03 Devi-ceuticals™

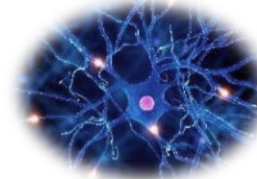
Continuously controlled administration



Ecosystem for source plasma business



Drug Delivery to Difficult-to-Deliver Sites



Optimal Dosing System



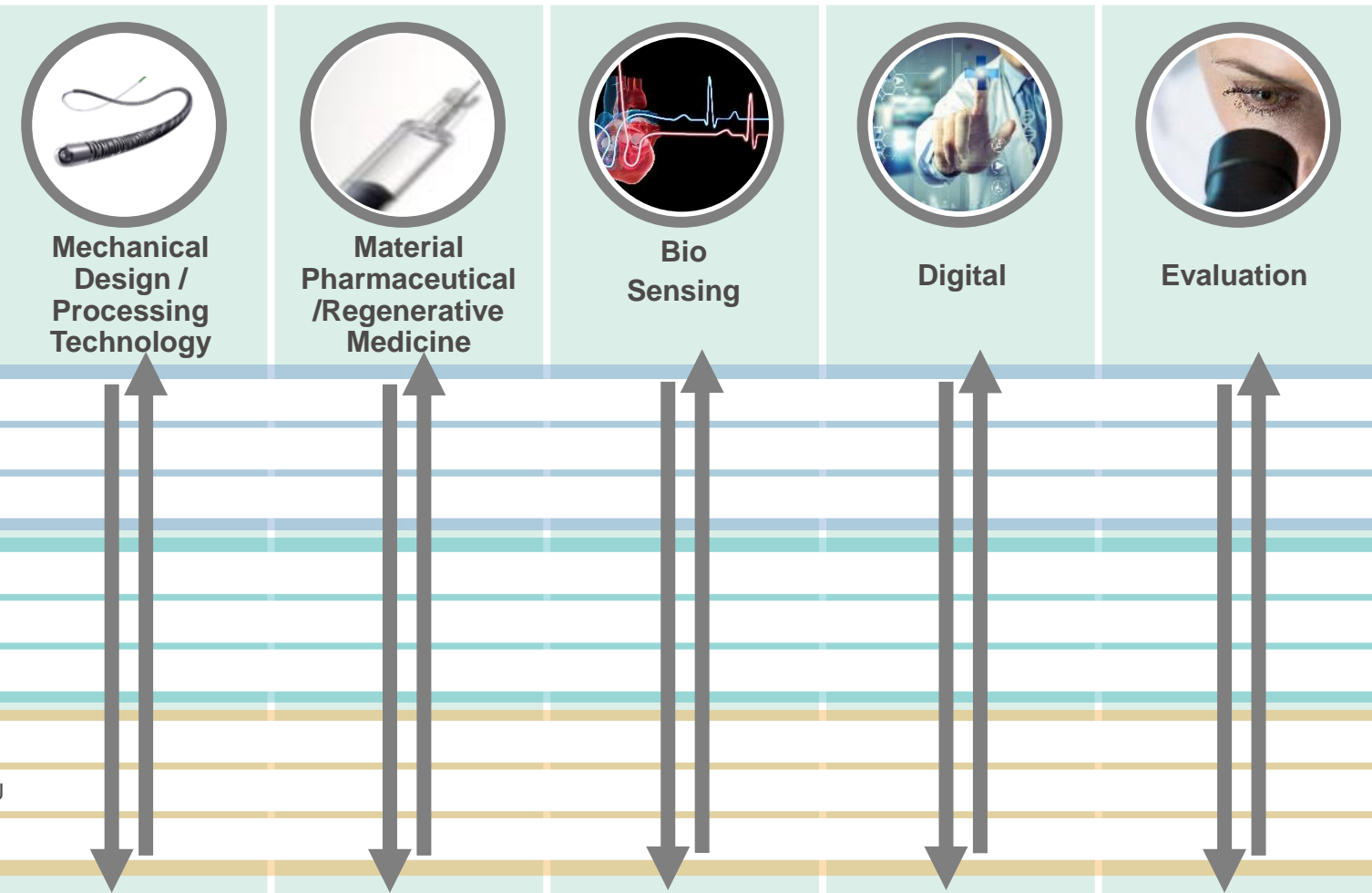
Innovative equipment for high quality manufacturing



Drive Projects through Technology CoE and Differentiation through Technological Capabilities

Technology CoE (Center of Excellence)

Focus Areas of Innovation



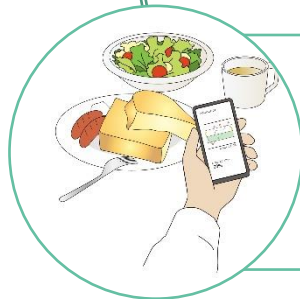
Note: The contents and assignments of projects are only for illustration purposes.

Terumo Aims toward Digital Transformation in Healthcare



Support treatment decision making

Personalize minimally invasive therapies based on patient data



Digitalize disease management

Provide data management, drug delivery systems and digital therapies to the wide range of diseases that Terumo addresses



Solutions to connect care from treatment through prognosis

Cover wide range of patient journey with comprehensive Terumo capabilities, and values including early recovery, remote monitoring, prevention of severity and complications, etc.

Creating New Medical Value by Combining Terumo Strengths with Advanced Technologies

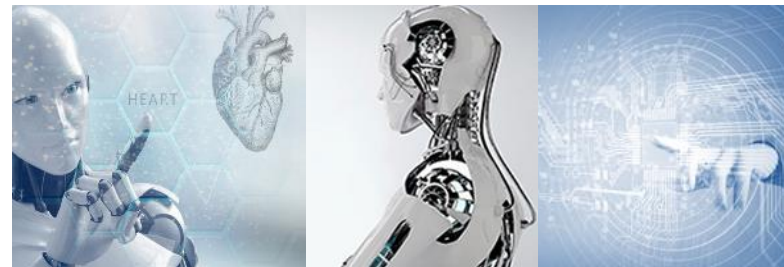


- Broad business domain and customer contact
- Medical device manufacturing technologies and capabilities
- Regulatory compliance and reliability assurance system
- Service capabilities including training
- Precision processing, materials, and sensing technologies



Partners

- AI-based image and predictive analytics
- Remote monitoring with wearable devices
- Robust cloud infrastructure and applications
- Data interoperability between different systems
- Health tech, robotics, mobility, etc.



Maximize the Potential of Human Resources

Achieve Transformation



Acquire new skills of strategic importance

x **2.5**

Acquire digital human resource (5-Year target)



Growth Mindset
(Take on new challenges, grow)

3 initiatives

Measures to take root in the organization

Realize Global Management



Develop global leaders and human resources

x **10**

Human capital pool of global leaders

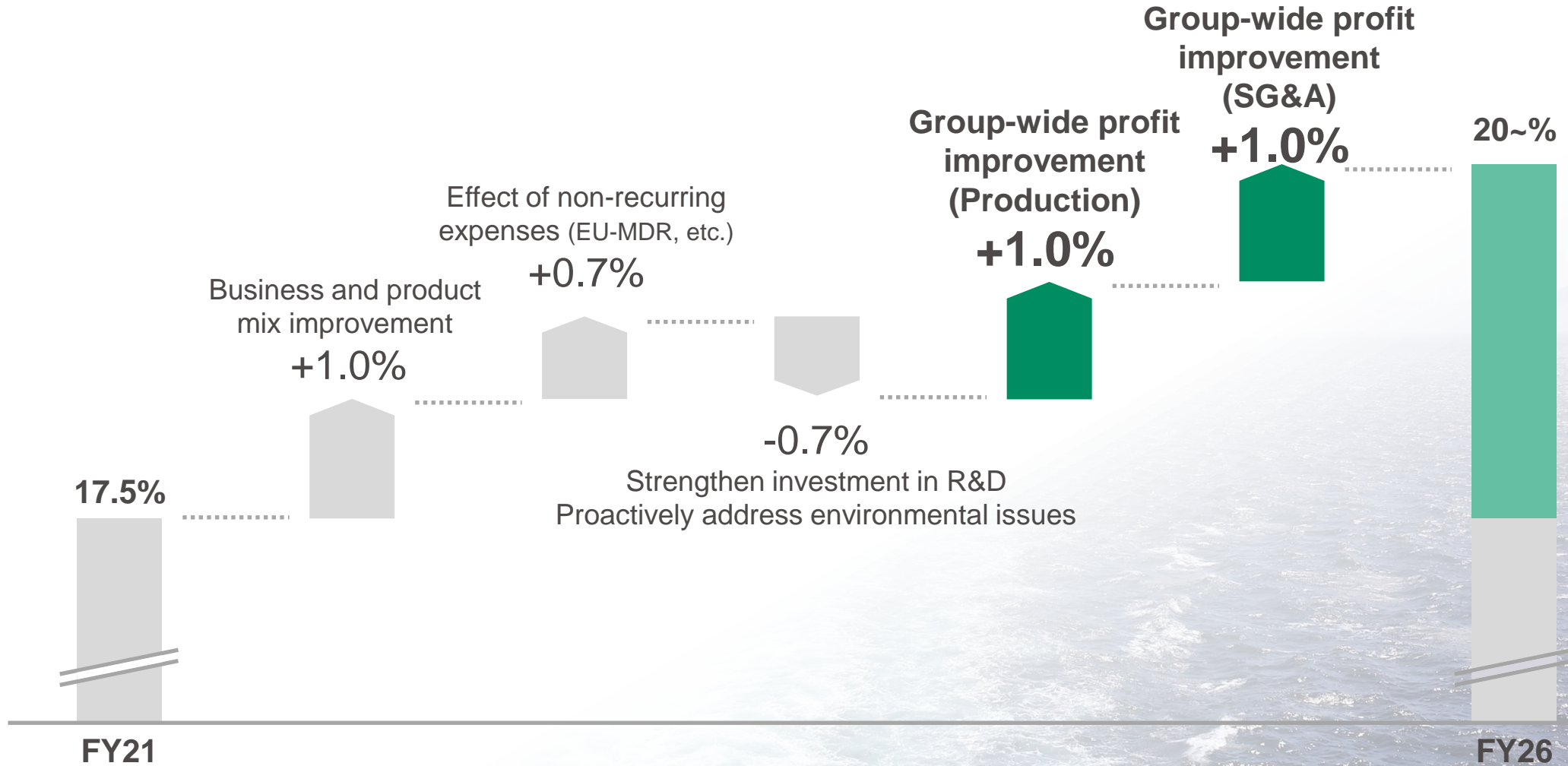


Diversify human resources (DE&I)

3 initiatives

Realize inclusive workplace environment

Achieve 2% pts Profitability Improvement through Group-wide “Value Creation through Collaboration (VC²)” Program



Assumption:

- 1 USD = 107 JPY, 1 EUR = 128 JPY

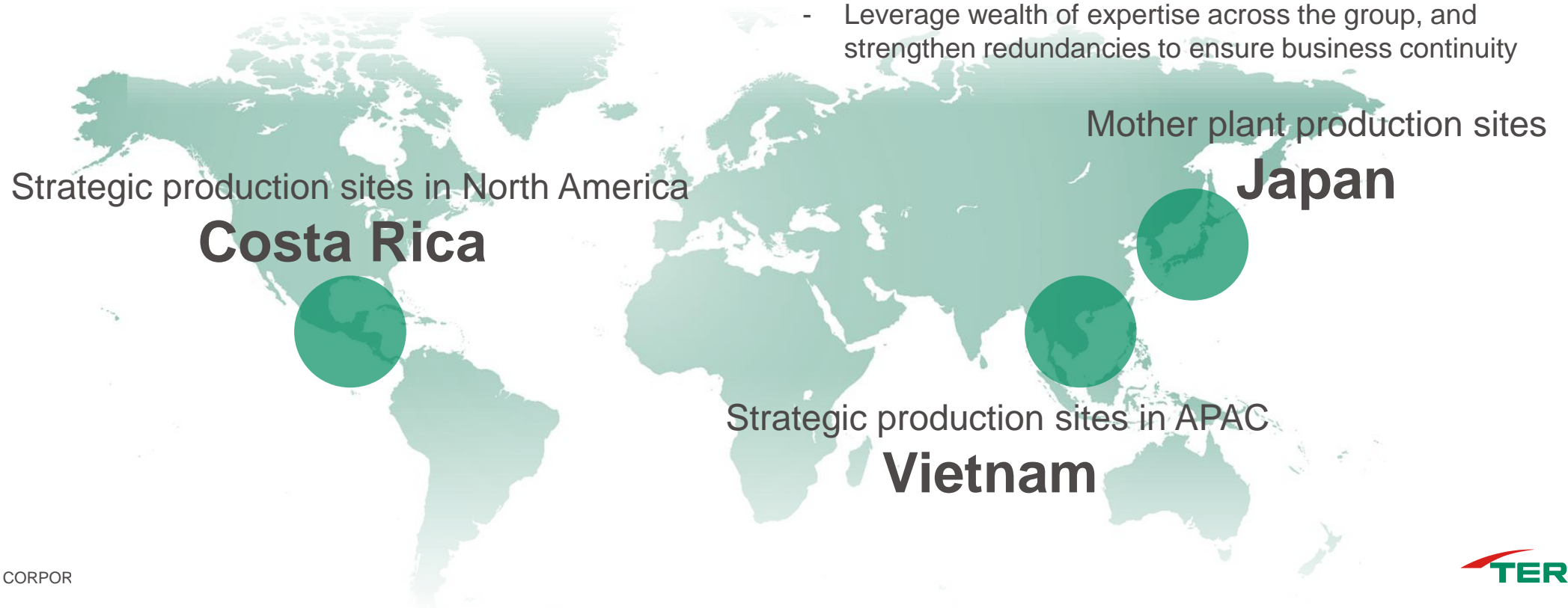
Optimize Global Production

● Strengthen global production network

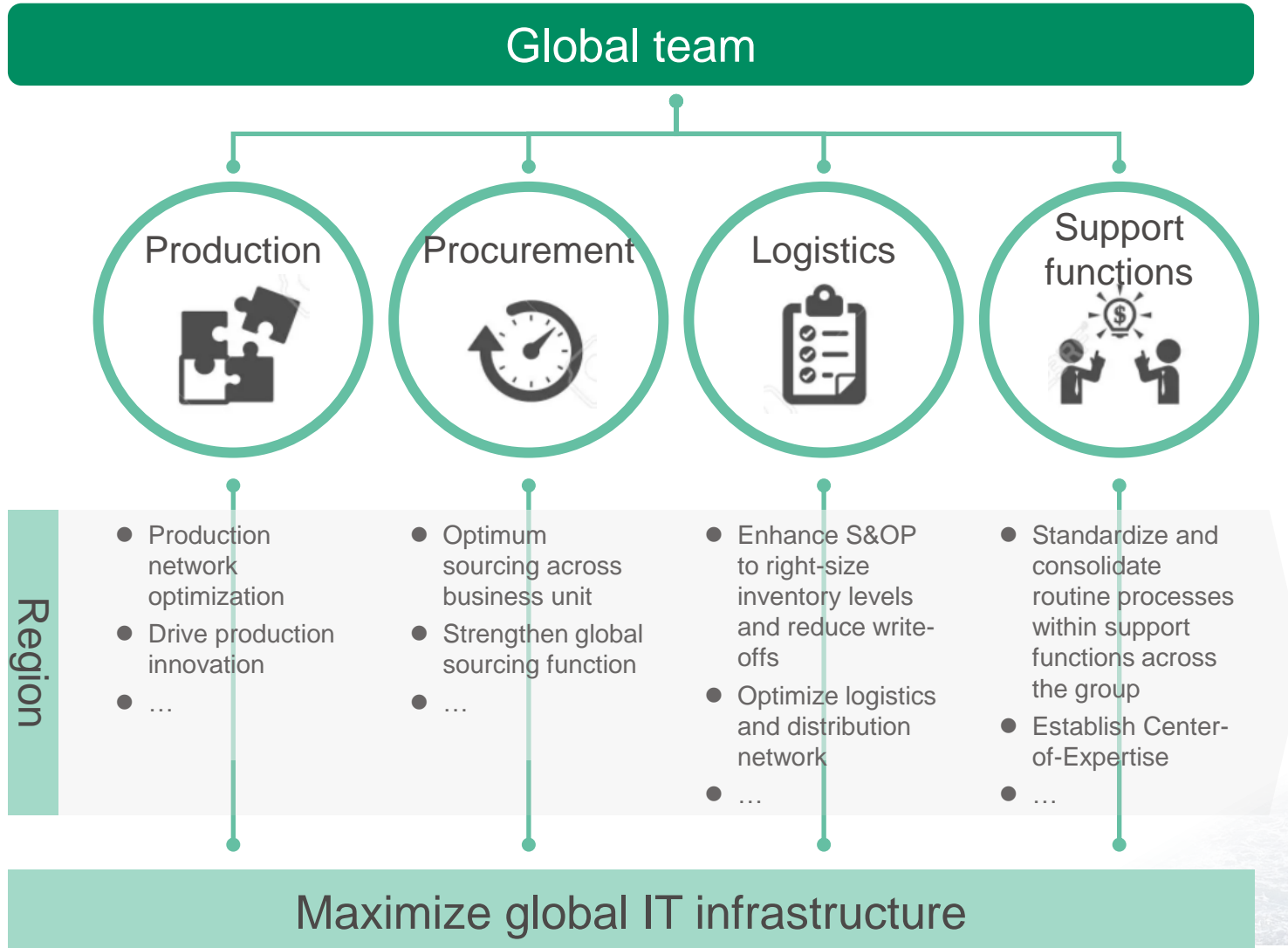
- Strategically leverage low-cost production locations for efficient and stable supply to major markets
- Site selection criteria that includes addressing inflation of transportation costs and reduction of CO₂ emissions

● Promote production innovation

- Drive automation, lean production, and digitalization
- Leverage the core competencies of quality and efficient offshore production methods established in concert by our Japan and APAC factories
- Leverage wealth of expertise across the group, and strengthen redundancies to ensure business continuity



Achieve Group-wide Optimization through 4 Focus Areas



- 2% pts profit improvement
- Group-wide optimization
- Targeting high-impact functions
- Maximize investment in IT infrastructure
- Long-term journey with near-term gains

ESG

Set in accordance with SASB, etc.

CO₂ emissions (vs. FY18, scope 1/2)
FY30

50% reduction

FY40

Carbon neutrality

Critical market shortages

0 cases

Number of critical findings
from the regulatory authorities

0 cases

E ●	Achieving carbon neutrality	
	CO ₂ emissions (compared to FY18)	Reduce 50% FY30 Reduce 100% FY40
	Renewable Energy Use	Usage rate 50% FY30
	Effective use of resources	
	Water consumption (compared to FY18)	Reduction rate 20% FY30
	Recycle rate	90% FY30
S ●	Ensuring the quality, safety and stable supply of products and services	Zero
	Number of critical findings from regulatory authorities	
	Sustainable supply chain management	
	No critical market shortages across the Group	Zero
	Promoting the acquisition of consent on supplier guidelines	Zero*
	Promoting safety measures for the working environment	
	Number of serious work-related accidents	Zero
	Improving the associate experience	
	Investment in education per associate	-
	Cultivating an organization that leverages diverse human resources to create value	
	Ratio of nationalities in executives as well as global key positions	-
	Increase the ratio of female managers	10% FY26
G ●	Effectiveness of the Board of Directors	
	Evaluation of the effectiveness of the Board of Directors	Conducted annually
	Promotion of compliance	
	Number of internal report	-
	Rate of participation in Terumo Code of Conduct training (annually)	100%

* # of supplier dealing without consent on Terumo Supplier Guideline or equivalent policy.

CSV

● Promote medical technologies and services and improve access to healthcare

- Further adoption of the radial procedure

Ratio of Radial procedure (FY26) TRI \geq 70%, R2P \geq 20%, RAVI \geq 20%, Neuro 10%

- Provide solutions to problems in medical settings

Medical safety • streamlining hospital management (number of facilities implemented)

- Bring life-saving technology to previously unreachable patients

Introducing technologies to additional geographies

- Provide new treatment options through innovation

Streamlining hospital management (number of facilities implemented)
Expanding treatment options - insurance coverage to bring innovations to patients (number of additional geographies and treatment options)

● Providing healthcare that is closely aligned with each individual

- Promotion of personalized therapy

Number of stentgraft • radioactive embolization microspheres • HeartSheet • WEB implant cases

- Patient-centered, care continuum focused value proposition

Cancer • Women's Health (number of facilities)

● Co-creating a sustainable healthcare system

- Training

TIS: Number of training

- Using DX to improve and transform the quality of healthcare

Build data-driven solutions (number of projects implemented: projects = number of patients + number of facilities)

- Bringing efficiency to the infrastructure of healthcare delivery

Innovations in blood component processing - automated blood processing system

