



Welcome to Investors' Day

June 23, 2022

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Executive Management Committee

We have invested in talent to support our aspirations



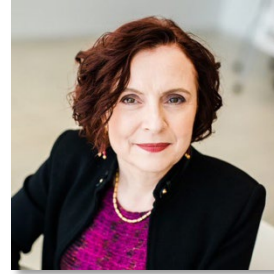
Chetan Makam
Blood Center
Solutions



Veerle d'Haenens
Therapeutic
Systems



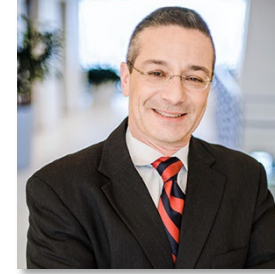
Delara Motlagh
Cell Therapy
Technologies



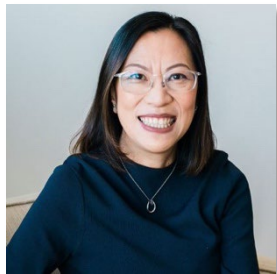
Cynthia Hougum
Plasma Innovations



John Tanner
Strategy,
Market Access &
Innovation



Gene Stellon
Research &
Development



Cindy Ng
Global Sales &
Services



Chris Williams
Global
Manufacturing



Bon Lopez
Human Resources



Rebecca Bortolotti
General Counsel &
Government Affairs



Rusty Spinney
Chief Financial
Officer

- Recruited seasoned leaders to create market-driven innovation and unleash enterprise synergies
- Promoted proven internal talent to build business ecosystems for next stage of growth
- Extended our depth in Government Affairs, Market Access and Regulatory

Strategic Vision

Our Aspiration

- 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

- 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

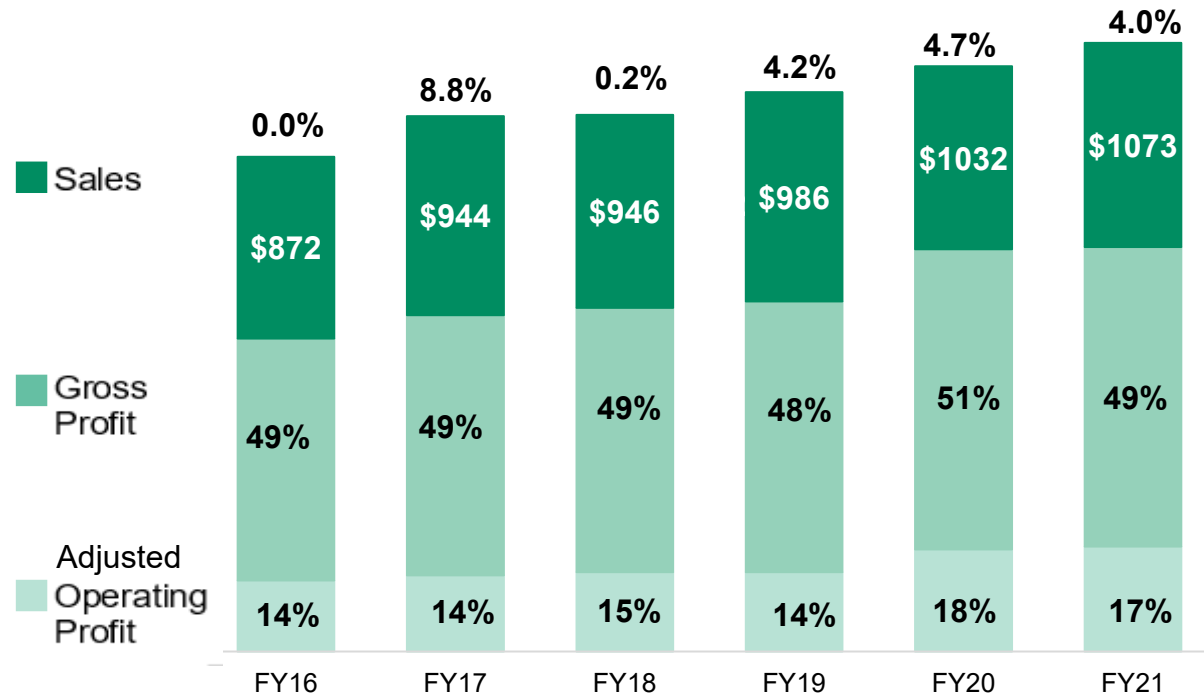
- Sales : Near Double Digit Growth
- Adjusted Operating Profit: Beyond 20%



Returned to Growth – Revenue and Profit

Historical Operating Performance

US\$ in Millions



FY 16-19 at actual FX rates; FY 20-21 at FY 21 Plan FX rates

Transformational Shifts

- **Shifted investment to growth areas**
 - Diversified beyond equipment and blood
 - Built infrastructure in growth geographies
 - Sharpened strategic focus in services

- **Modernize infrastructure**
 - Optimized manufacturing footprint
 - Implemented one global quality system
 - Adopted SFDC and Service Max globally

- **Continue investing ~12% of sales in R&D**

Met Growth Targets and Continued Our Transformation Despite COVID

Our Commitment



- Safety
- Security
- Mental Health



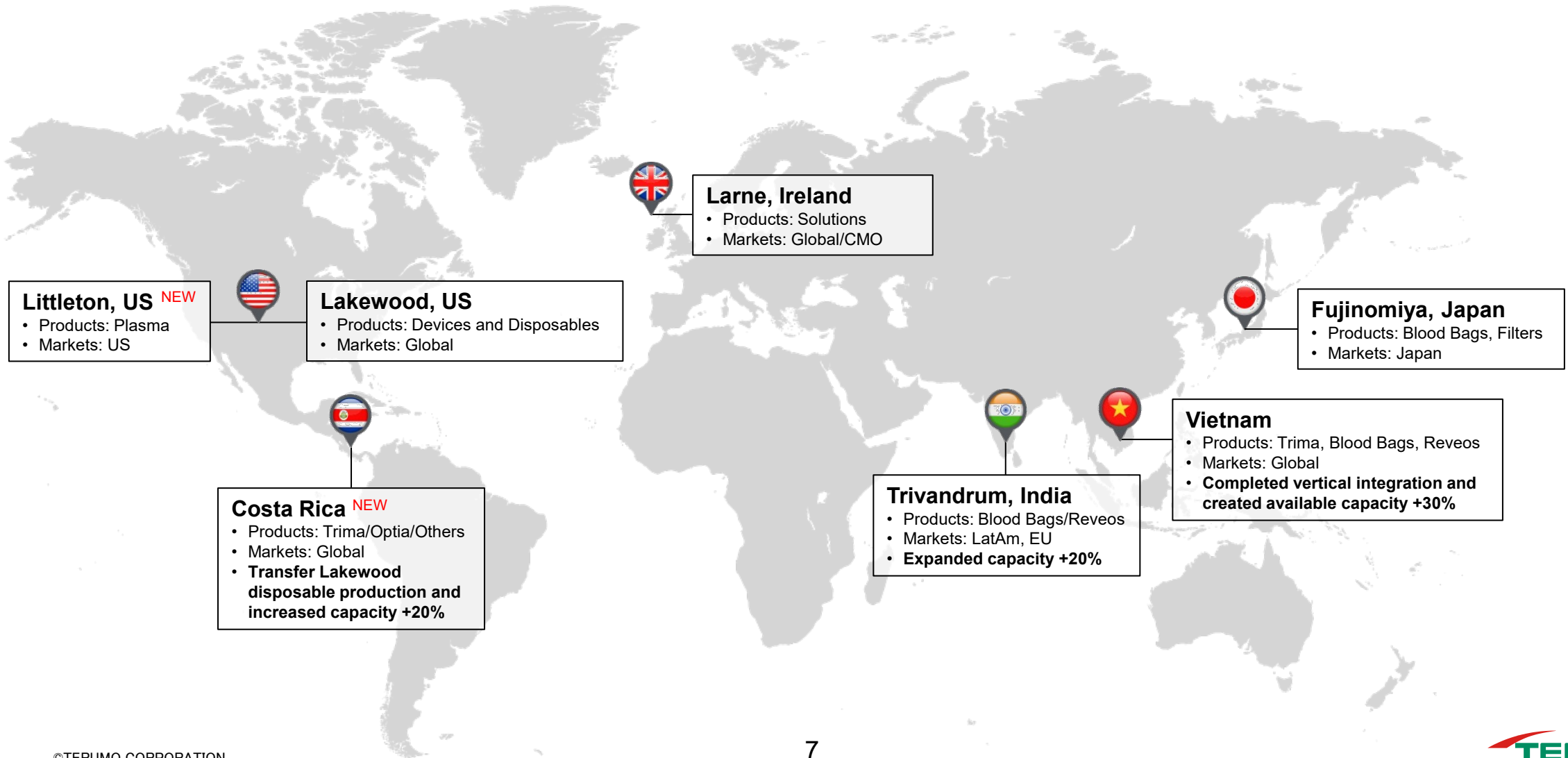
- Flexed production to serve patient hot spots
- Developed COVID solutions
 - First Emergency Use Authorization for Optia/Marker
 - Led industry adoption of convalescent plasma
 - Showed relevance of Mirasol pathogen reduction



- Prioritized programs to build contingency
- Rationalize capital spend
- Modernized infrastructure

Operations Transformation

Shifting production to build customer delivery flexibility while lowering costs



Newly Built Costa Rica Facility

Bringing the best of our global manufacturing design and processes



- Costa Rica is a proven hub for the production of medical devices
- World-class facility - increased capacity to serve global markets
- Excellent talent and supply chain infrastructure, strategically close to customers in the Americas
- Concept to full ramp in record time

Market Dynamics Inform Strategic Choices

Market Dynamics

- Changing demographics
- Disease & patient data enabling personalized medicine
- Growing regulatory cost burden
- Commercialization of cell therapies
- Cost of care plays a greater role in healthcare policy

Strategic Implications

- Donor shortages and shifts
- Increase in chronic disease
- Data integration expected
- Clinical efficacy required
- Rationalize portfolio
- Innovate beyond equipment
- Follow shift in investment: scale, logistics & patient access
- Reimbursement key to change standards & increase access

Aligning Investments with Growth Areas

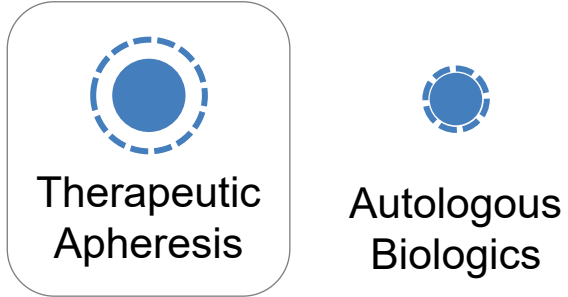
Create | Disrupt



Estimated Growth Rate*

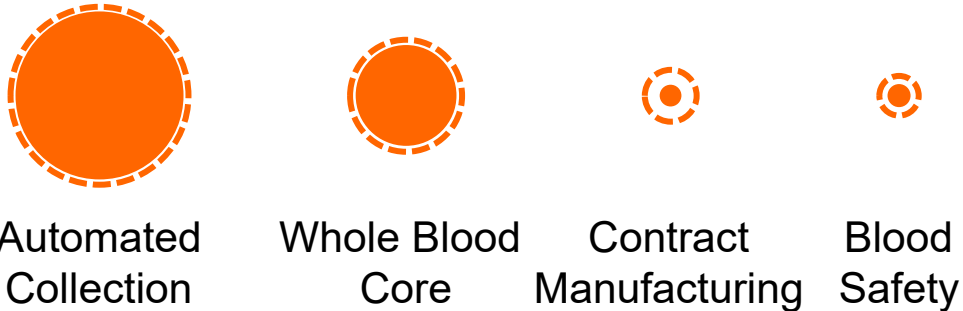
20%

Focus | Reframe



5%

Optimize



5%

Legend: = FY21 Plan; = FY26 sales; size of circles reflects relative sales levels. * Internal estimates for illustrative purposes

Shape the Future Across a Diverse Care Continuum

Unmet local needs inform unique business models and growth in the core blood business

Continuum of Transfusion Therapies

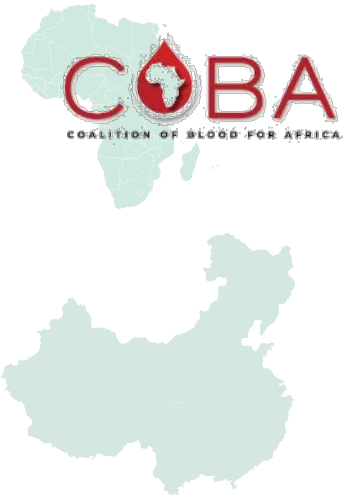


Leapfrog in underserved markets

- Manual
 - Unsafe
 - Supply shortage
- ▶
- Automated process
 - Pathogen reduction
 - “Blood center in a box”
 - Investment in Government Affairs

Transform Advanced Blood Centers

- Undifferentiated blood supplier to hospitals
- ▶
- Blood as a therapy
 - Expanded to cell collections and apheresis
 - Sickle cell disease treatment



Building for the Future

Equipment and beyond: Areas of exploration and investment

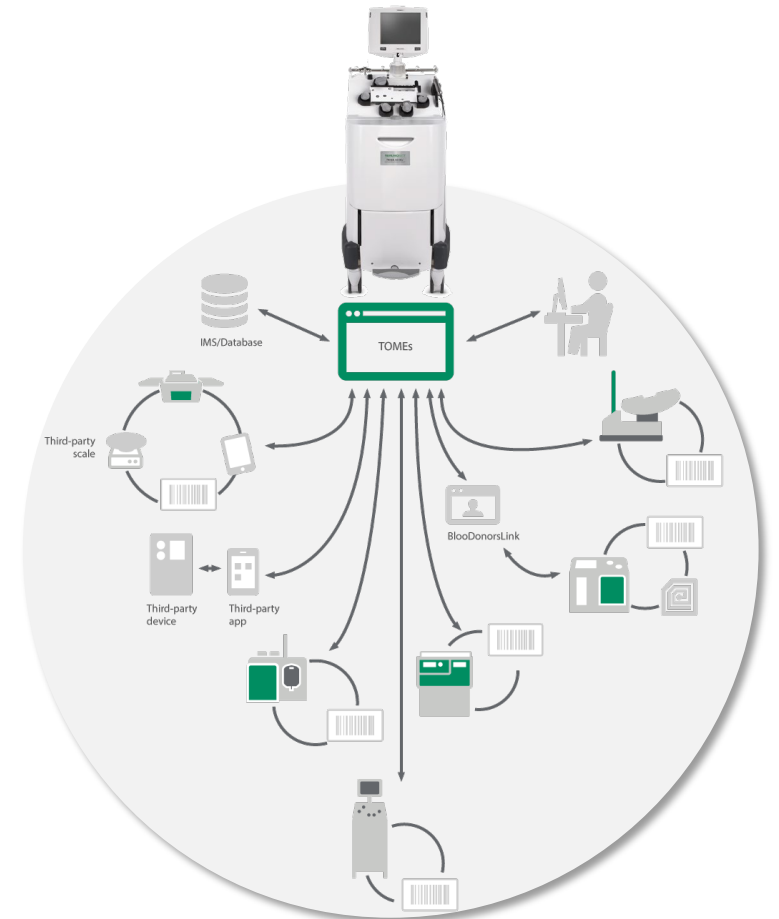


Advancing automation as a global standard



Veda Solutions

Going beyond devices with services and clinical insights



Data enables efficiencies and decision-making

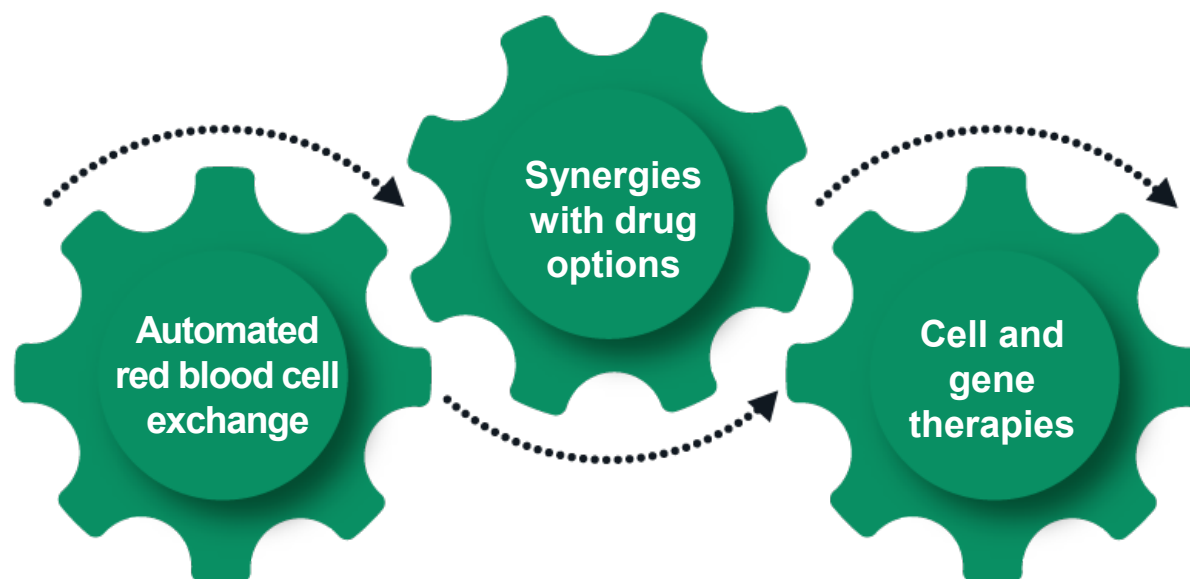
Enhancing Access to Therapies That Serve Unmet Medical Needs

Improving options in the care journey for sickle cell disease



Rona Wiggins, Sickle Cell Disease Patient

Every year, about 300,000 newborns are diagnosed with sickle cell disease

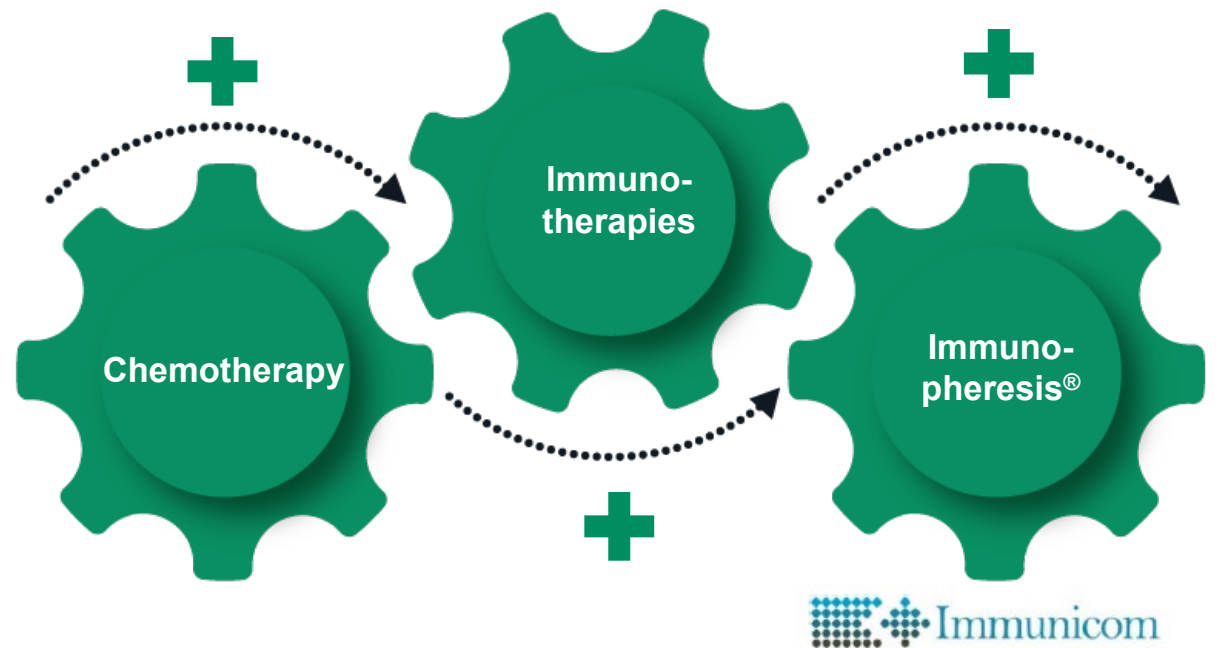


Transforming Therapy Options for Patients with Triple-Negative Breast Cancer

Collaborations reinforce the diversity and power of the Spectra Optia platform



Each year there are over 2 million newly diagnosed breast cancer patients worldwide

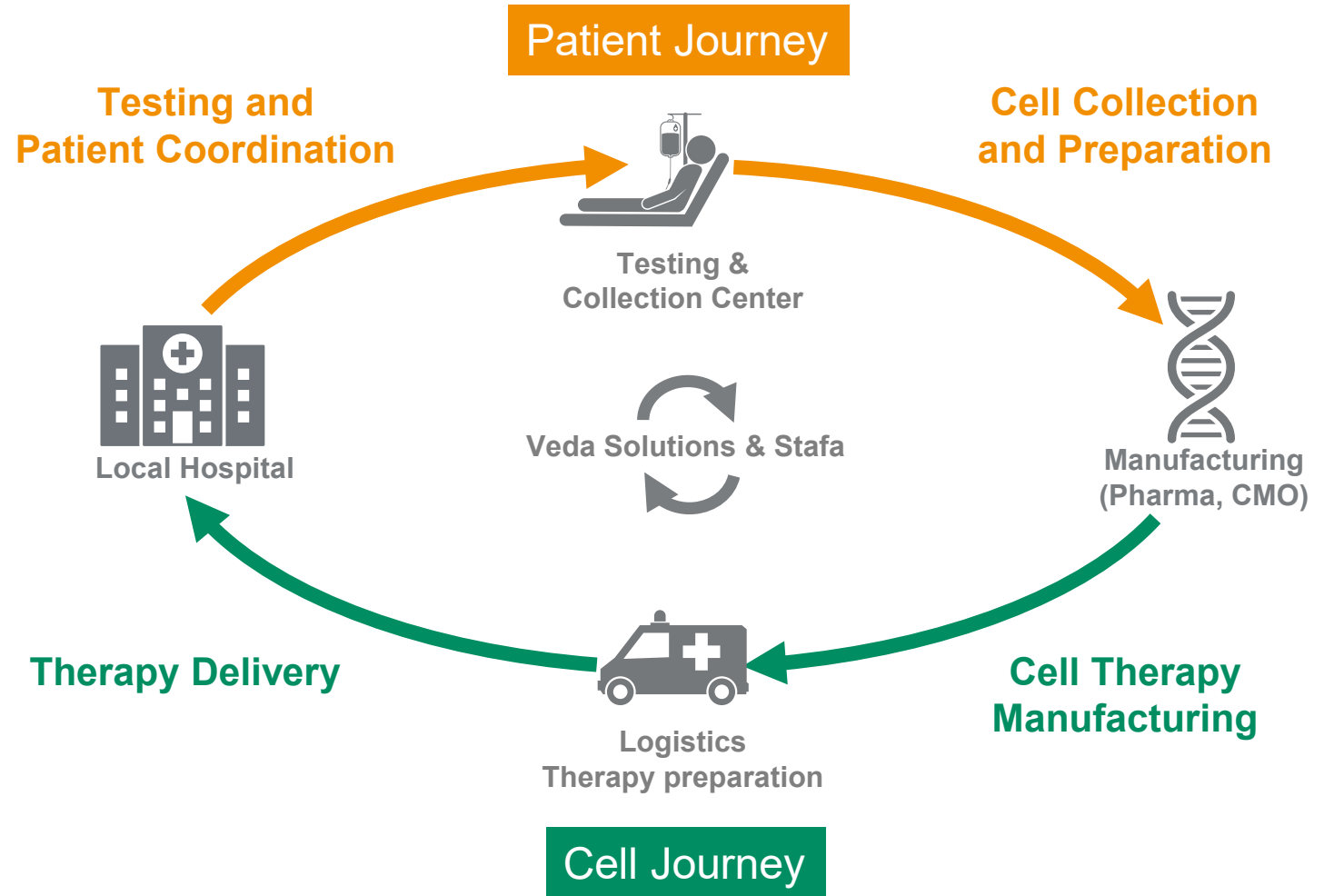


Bridging Clinics and Biotechs to Increase Therapy Access

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



Emily Whitehead, first child in the world to have immune cells activated to fight cancer. Photo by Emily Whitehead Foundation.



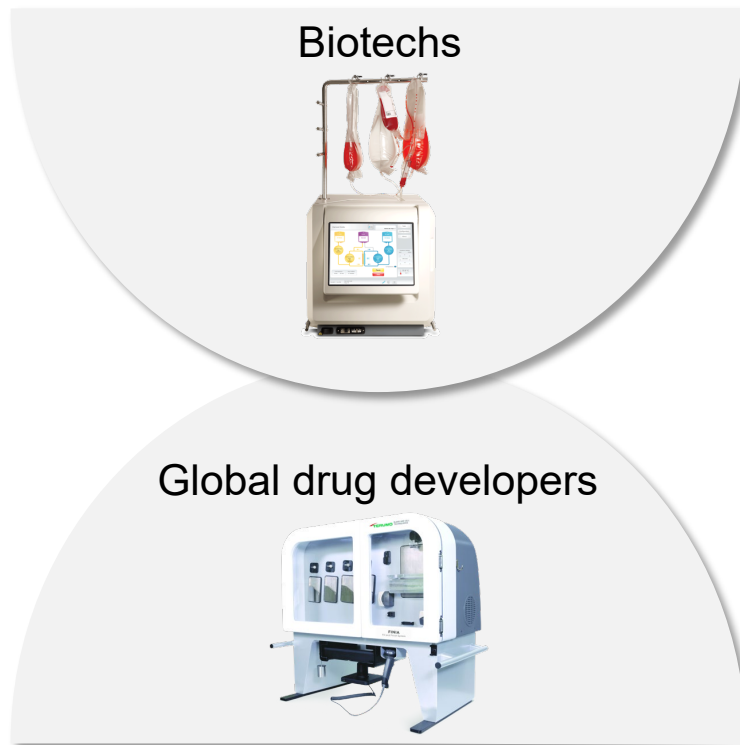
Investing to Shape the Cell Therapy Ecosystem

Support biotechs with holistic solutions to make innovative therapies accessible to more patients



Cell Collection

Standardized cell products and better patient experience



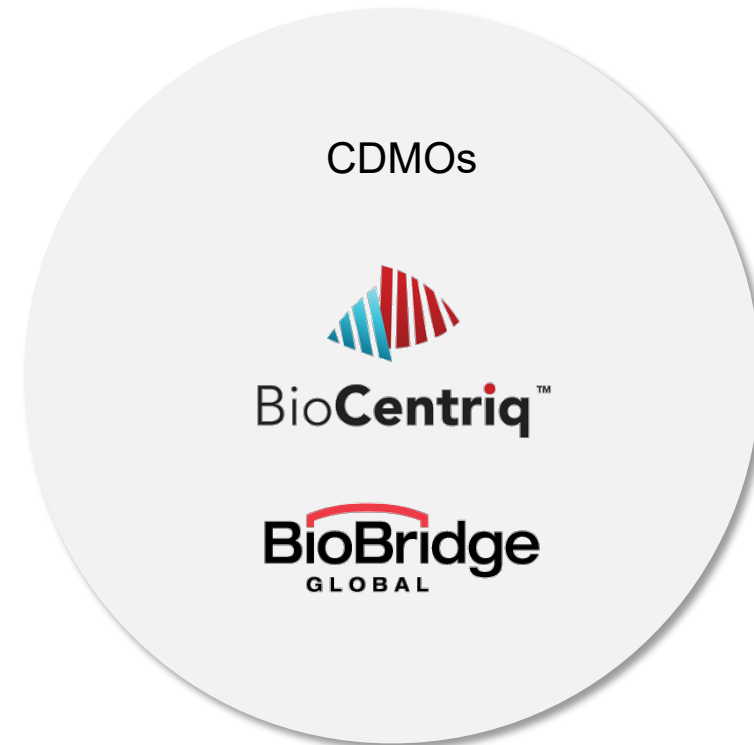
Biotechs

Global drug developers



Cell Manufacturing

Scalable solution for high quality cells and faster cycle time



CDMOs



Service and Data

Customized services for process optimization and data management



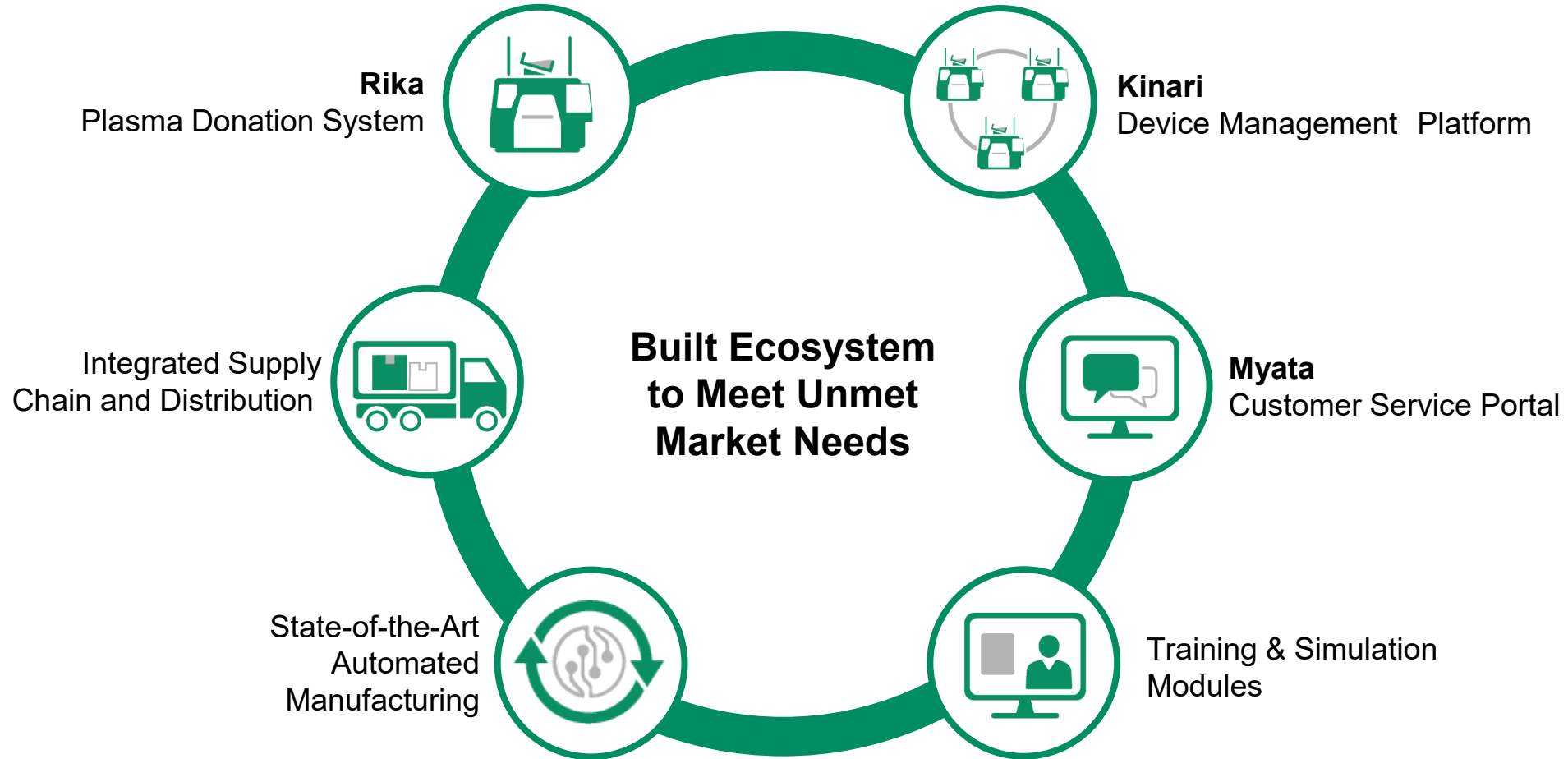
Pete Atherton
Common Variable Immune
Deficiency Patient, USA

Unlocking our potential to provide compelling and accessible innovations to serve unmet medical needs globally

- Long journey to diagnosis and lack of access to medicines
- One patient requires multiple donations per year
- 85% of plasma is procured from the US, Germany and China

Innovating in the Source Plasma Market

Optimizing the donor experience and operational efficiencies



Rika Plasma Donation System

An ecosystem designed to advance the plasma market



- Designed for the “-abilities”
- Focused on usability and donor cycle time
- Integrates plasma collection technology, data solutions, services and program support

Innovation Centered in the Donor Experience

Comfort and safety at the core

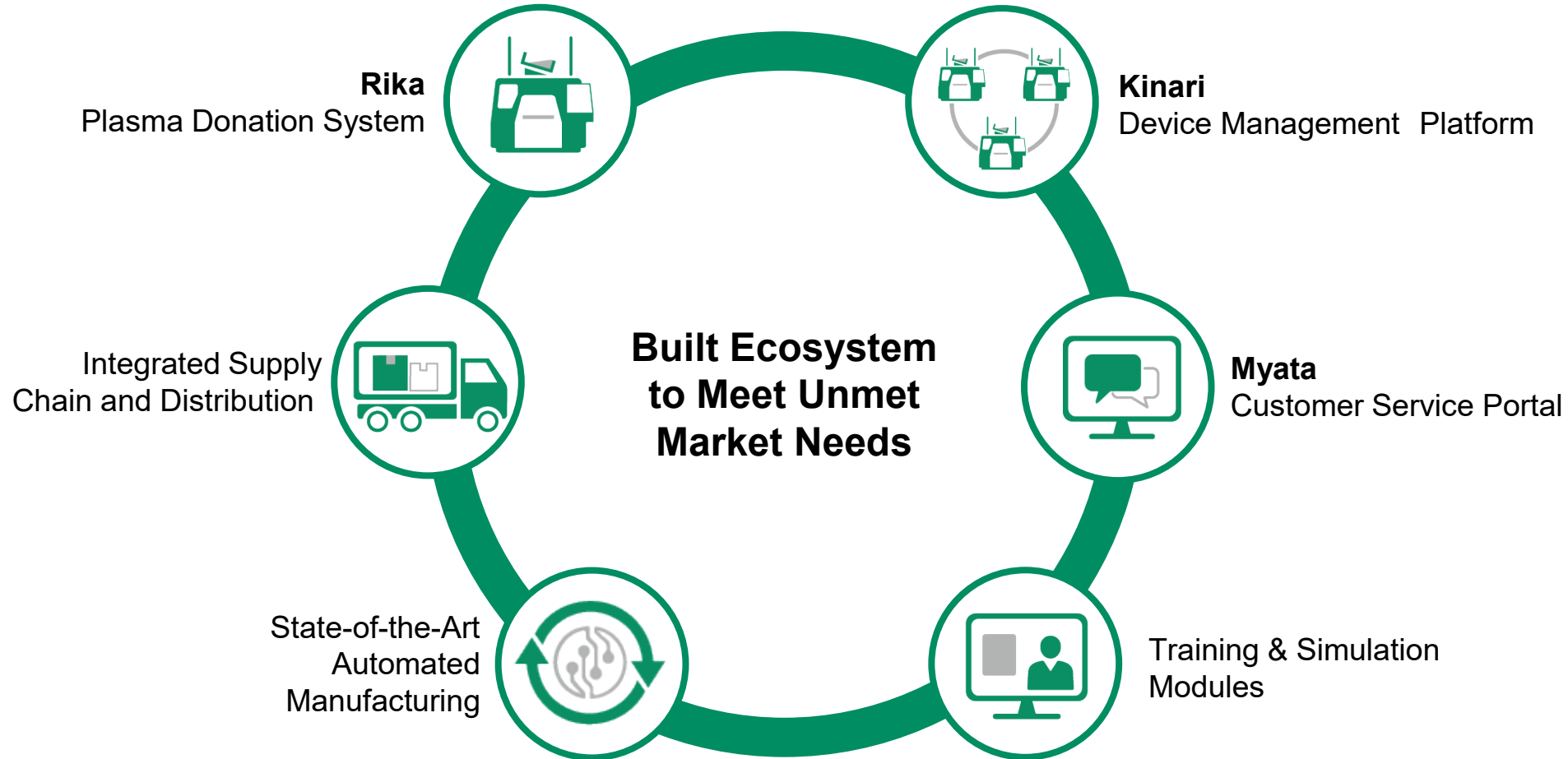


Plasma collection during the Rika clinical trial. Photo provided by CSL Plasma.

- Donation completed in 35 minutes or less
- Intelligent donation – Rika senses the donor
- Real-time status of donation progress
- No more than 200 mL of blood outside the body at any time
- Designed to encourage repeat donations

Positioned to Innovate the Source Plasma Market and Beyond

Investment that will inform the next generation of innovation across the businesses



Infrastructure to support Plasma Innovations Ecosystem

**Built Ecosystem
to Meet Unmet
Market Needs**



State-of-the-Art
Automated
Manufacturing



Integrated Supply
Chain and Distribution

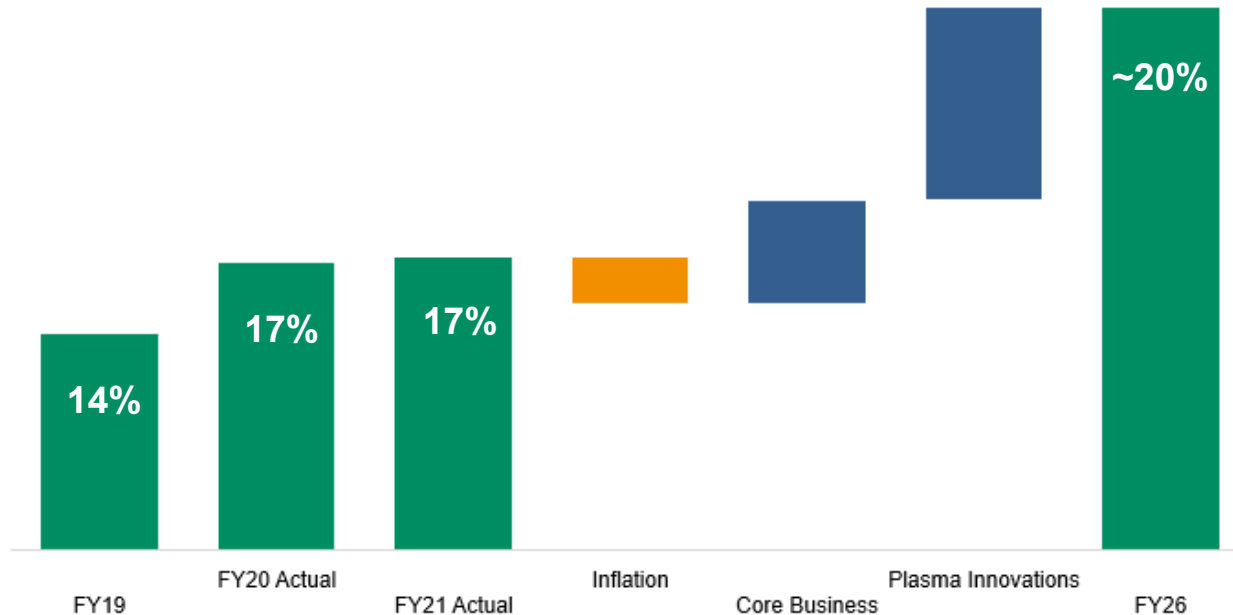
- **New state-of-the-art factory in Littleton, Colorado**
 - Automated assembly, packaging, and quality inspection
- **Support the ramp of new contract manufacturing**
 - Built production departments at two contract manufacturers for devices and bottles
- **Integrated Supply Chain and Distribution**
 - Support more efficient vendor management of disposables inventory

Look Out and Forward to Transform our Profit Profile

Shifting investment to growth programs while improving margins

Adjusted Operating Profit Aspiration

(M USD at FY21 Plan FX Rate FY20-26)



Core Business: MUSD @ FY21 FX rates excluding Plasma and Costa Rica Impacts

High Profit, High Growth Market Entry

- Plasma Innovations

Optimize Profit Contribution from Existing Portfolio

- Capture value from innovation through whole blood automation, cell therapy technology and therapeutic collaborations
- Expand services and software
- Represent full portfolio in emerging markets

Materially Capture Value of Investment

- Transform operations to offset inflation
- Leverage data infrastructure to lean processes
- R&D velocity and impact

5-Year Growth Strategy: Terumo Blood and Cell Technologies

Strategic investments transform our portfolio and profit potential

Blood and Beyond

- Transform the source plasma industry
- New therapies for challenging diseases
- Optimize cell collections and enable cell therapy manufacturing

Equipment and Beyond

- Differentiate with Service offerings
- Following the patient to inform innovation
- Closed loop analytics to improve patient outcomes

Geographic Expansion

- Bring safe blood everywhere – Africa, China
- Expand whole blood automation
- Increase access to therapeutic treatment

Operational Excellence

- Optimized global delivery system
- Localize, standardize
- Capture the commercial value of our innovation

Unlocking our Potential to Serve More Patients



Multiple Myeloma



Sickle Cell Disease



Acute Lymphoblastic Leukemia



Common Variable Immune Deficiency

