

Solution Pipeline for Beyond GS26

November 14, 2023

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

Top-line growth is the cornerstone of growth strategy

GS26 FY22~26

Strengthen existing businesses and firmly invest in the future

FY27~31

Strengthen corporate foundation and generate solid profit from high-growth businesses

FY32~

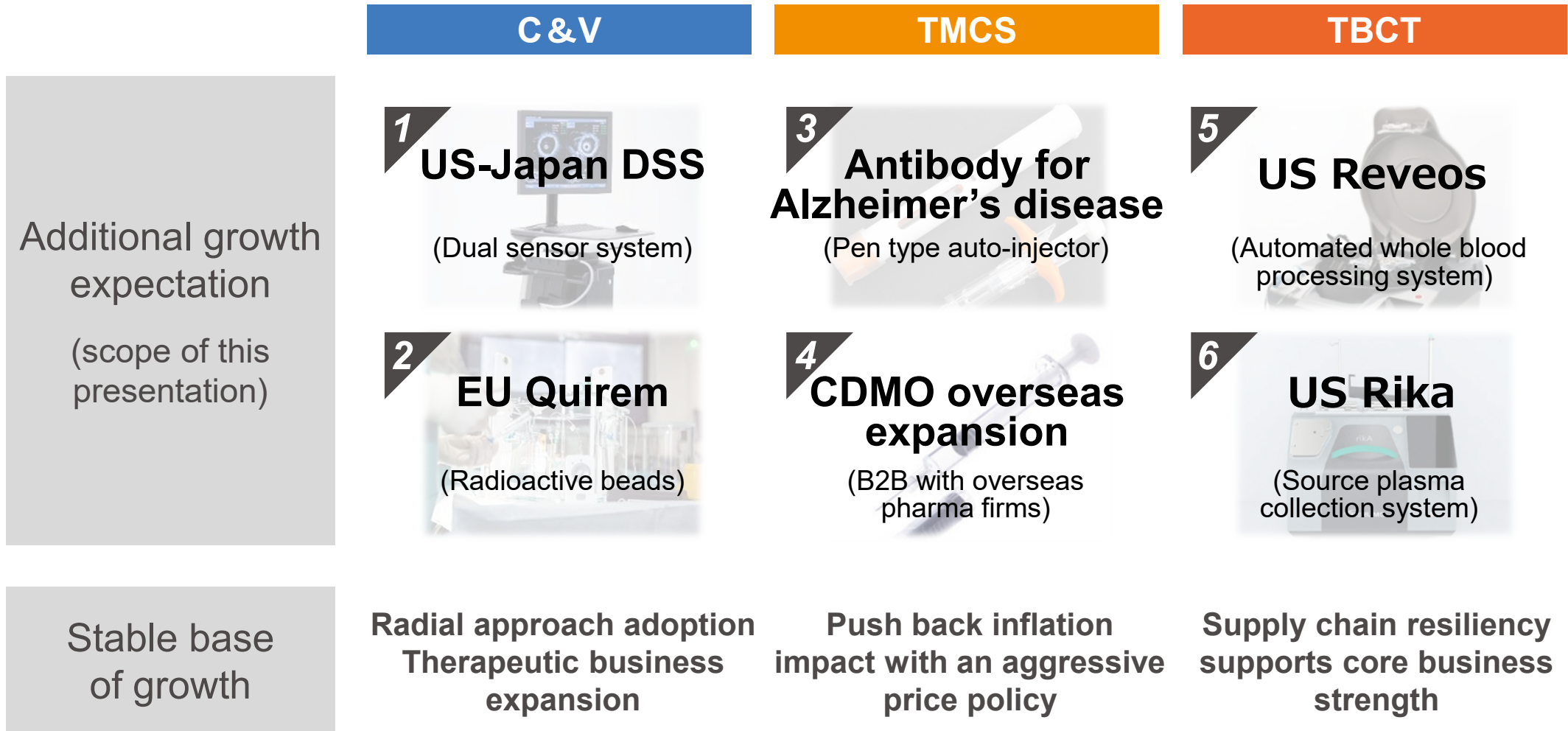
Lead paradigm shift in medical care and make a leap toward a "New Terumo"

Strengthen existing
businesses

Establish and accelerate high-growth businesses

Explore new business opportunities (innovation)

Solution pipeline built on a stable growth platform



1 US-Japan DSS (Dual sensor system)

Ushering in a new era of endovascular imaging

Market needs

Diagnostic intravascular imaging to improve interventional treatment quality

IVUS with ultrasound and OFDI with optical frequency contrasting strengths and weaknesses

US-Japan market size

> **80** B JPY

(FY26, 1\$=150 JPY)

US market CAGR

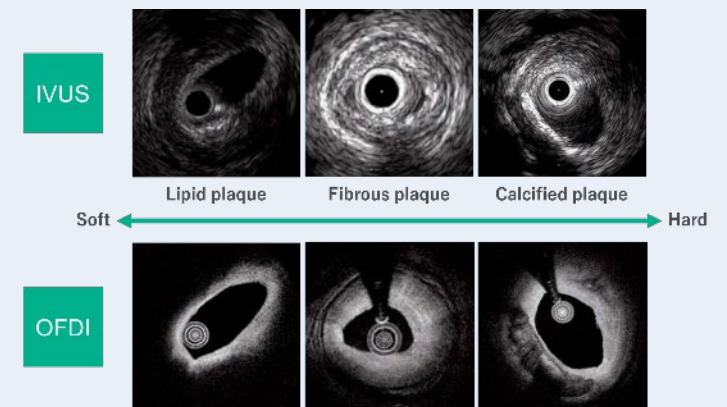
Approx. **10**%

(FY23 - FY26)

Terumo solutions

Both an ultrasound oscillator and optical lens in a single catheter

Either of IVUS and OFDI images depending on case



2 EU Quirem (Radioactive beads)

A new option to localized oncology therapies

Market needs

Treat inoperable mid- to late-stage liver cancer

Visualization of interventional oncology to optimize individual treatment strategies

Global market size

> **80** B JPY

(FY26, 1\$=150 JPY)

Global market CAGR

Approx. **7** %

(FY23 - FY26)

* Selective internal radiation therapy (SIRT) segment in interventional oncology market

Terumo solutions

Interventional procedure to bring beads to hepatic artery and attack cancer cells

Consistent diagnostic imaging and individualization from pre- to post-operative stages



3 Antibody for Alzheimer's disease (Pen type auto-injector)

Expand CDMO pipeline in Japan

Market needs

World's first and only drug that controls Alzheimer's disease progression and delays life function deterioration

Patient can self-inject at home, in addition to IV administration (reduces patient and caregiver burden)



Terumo solutions

AI (auto-injector) enables subcutaneous injection by simply pressing against skin

Administration device co-developed optimally for drug; combination product regulatory application support



4 CDMO Overseas Expansion (B2B with overseas pharma firms)

Expand CDMO pipeline overseas

Market needs

Meet new needs as drugs evolve
(delicate bio drugs, small-volume and viscous)

Diversifying drug delivery
(drug and device matching)

Global market size

> **1.5**_T JPY

(FY26, 1\$=150 JPY)

Global market CAGR

Approx. **8**%

(FY23 - FY26)

Terumo solutions

Total support from prefilled device design
through commercial manufacturing

Production system tailored to drug,
compliant for export to overseas markets



5 US Reveos (Automated whole blood processing system) *Contribute to enhance supply capability of platelet*

Market needs

Platelet product demand increasing
(surgery, chemotherapy)

Diversify platelet collection methods
(whole blood, added to component collection)

Global market size

Approx. **170** B JPY

(FY26, 1\$=150 JPY)

Global market CAGR

Approx. **6**%

(FY23 - FY26)

* Global automated whole blood processing market. (reference)
Not accounting for US market currently in development

Terumo solutions

Full process automation from centrifugation
of whole blood to filling bags

Unique system allows production of
each component from whole blood
with one centrifuge cycle



6 US Rika (Source plasma collection system)

Innovations for plasma collection centers (faster, more, safer)

Market needs

Increasing need for therapies using plasma derived therapy (rare diseases with severe symptoms, etc.)

Improve efficiency and quality of source plasma collection process (reduces both donor and collection center operator burden)

Global market size

> **160** B JPY
(FY26, 1\$=150 JPY)

Global market CAGR

Approx. **9**%
(FY23 - FY26)

Terumo solutions

Faster collection and reduction of extracorporeal circulation, as well as total solution including IT platform and site support

New nomogram development to increase plasma collection volume



Beyond GS26 - R&D focus areas oriented further into the future

Illness

Heart failure

Cancer

Venous disease



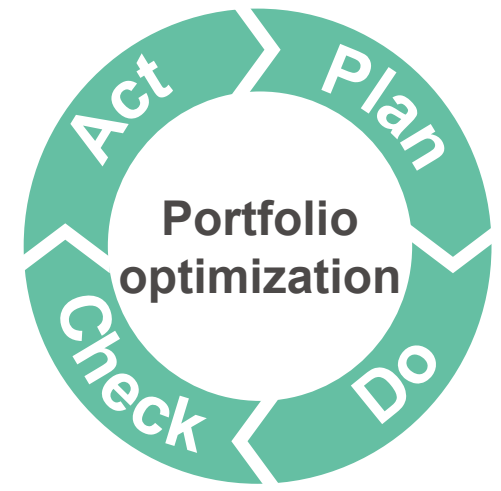
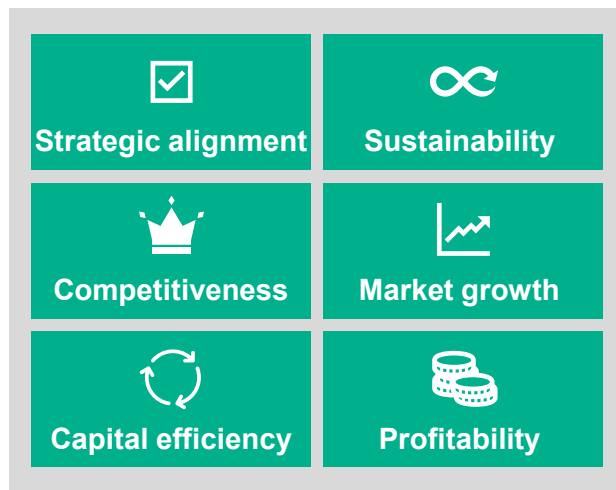
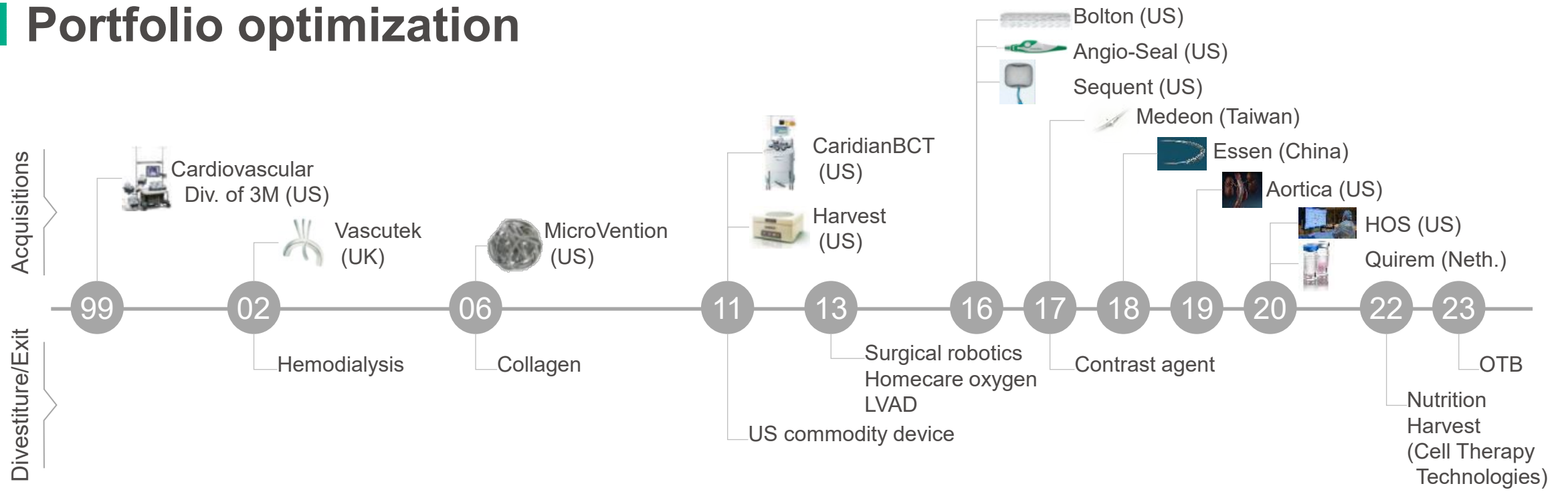
Approach

Less invasive,
improve outcomes

Patient Journey

Delivery/Devi-ceuticals/Digital

Portfolio optimization



Realize sustainable growth by creating value for society



Terumo's Purpose

Advancing Healthcare and Enhancing Patients' Quality of Life

Terumo advances healthcare based on reliable quality and technology developed with deep insight of the medical environment. Through these efforts, we contribute to saving the lives of patients, reducing their difficulties, and helping them lead a better life.

