

From Surviving the Crisis to Returning to Growth

Terumo Corporation
President & Representative Director
Yutaro Shintaku

May 11, 2011

Impact of the Earthquake & Surviving the Crisis

- Our associates were safe, and though an earthquake directly hit Shizuoka Prefecture, restoration of factory operations were quicker than expected
- Temporary drop in factory operating ratio occurred due to shortage of raw materials and planned power outages but was lower than anticipated
- Managed to secure petrochemical raw materials, but uncertainty remains about electronic parts and components
- Handling the customers concern on uncertainty in product supply and radioactive contamination

Support Activities for Afflicted Areas

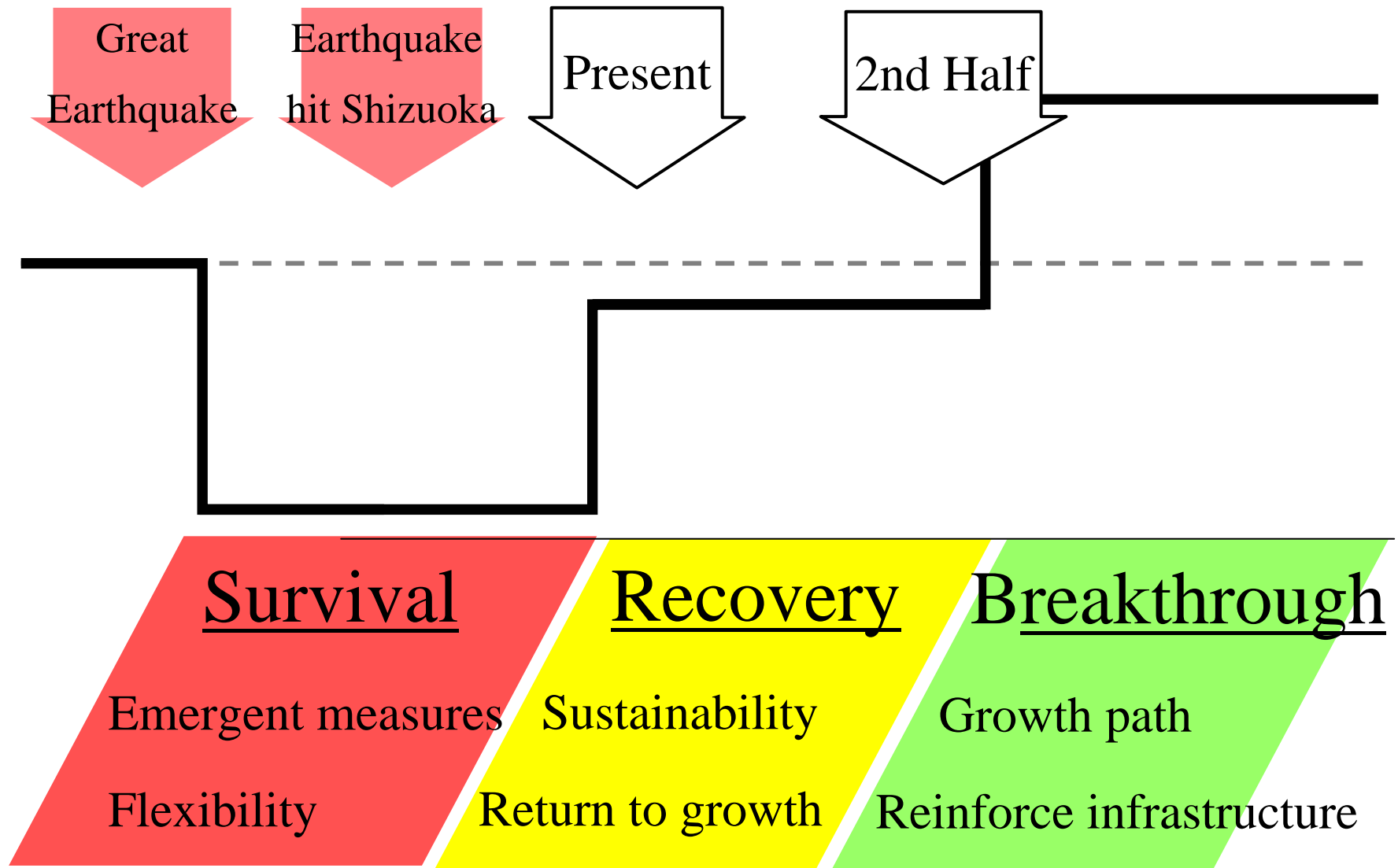
- Never disturb healthcare (by maintaining stable product supply)
- Support by Terumo
 - Delivering what is needed to those in need
 - Utilized the channel of academic society, med-professional association, and medical institutes



Low temperature measuring thermometer
Leg compression stocking etc

- Matched contribution 100% for donation by associates
 - Terumo contributions (donation & med products) : Total 240 million yen

Revitalization : 3-stage Initiative



Key Strategies for Growth Path

- Accelerated globalization of business
 - The importance of CaridianBCT acquisition even greater
- Front-loading of global production
 - Local procurement of raw materials
 - Risk diversification
- Improved capability to handle disasters: in-house power generators, I.T, etc.



To be reflected in the new mid-term business plan

IR Contact

TERUMO Corporation

Corporate Communication (IR) Dept.

E-mail: kouhou_terumo01@terumo.co.jp

Among the information that Terumo discloses, forecasts of financial performance on future projections contain potential risks and uncertainty since these are forecasts on projections made by Terumo based on limited information available at the moment of disclosure. Accordingly, it should be noted that actual results may differ from those forecasts on 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.