

# From Surviving the Crisis to Returning to Growth

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# Impact of the Earthquake & Surviving the Crisis

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- 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

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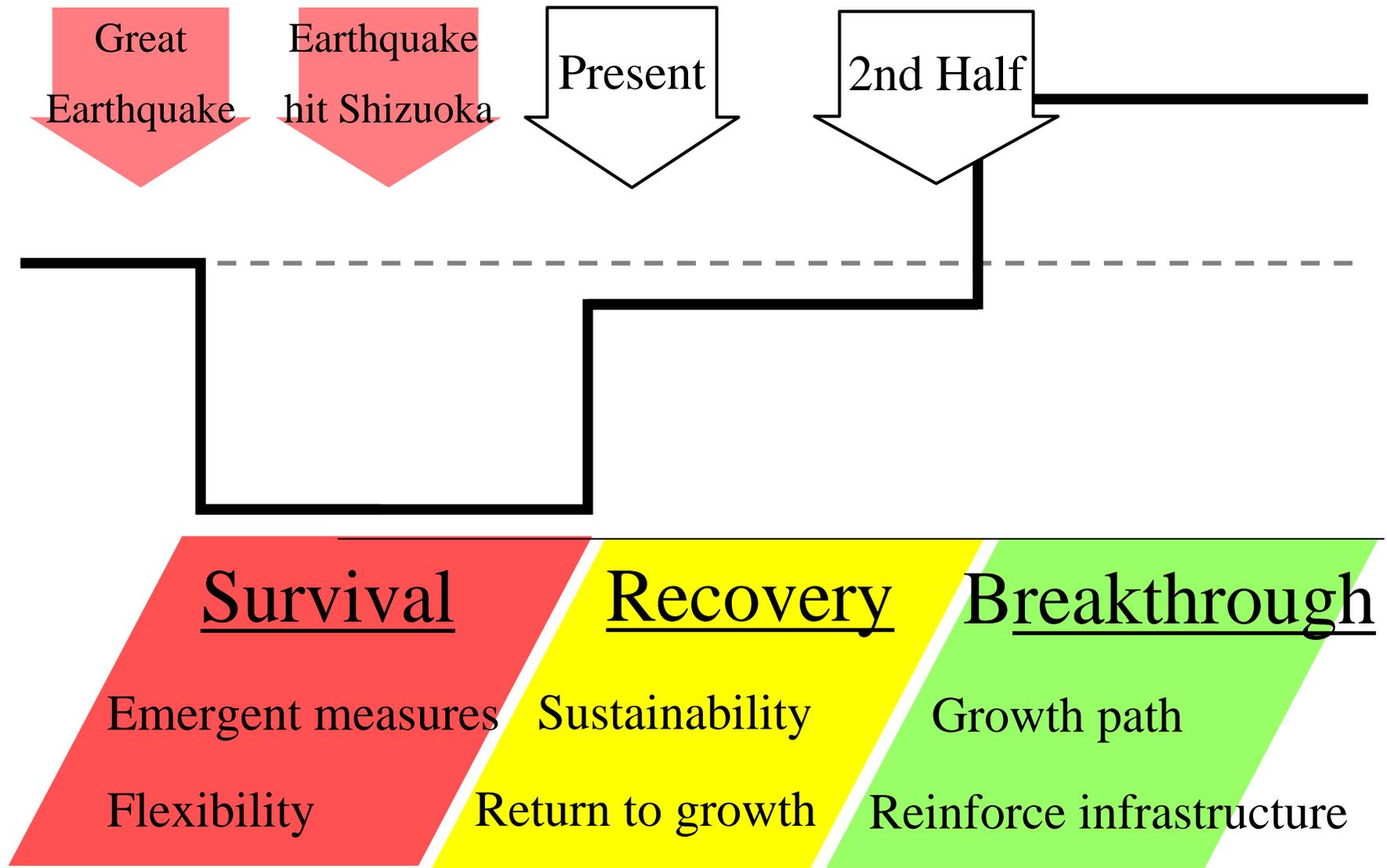
- Never disturb healthcare (by maintaining stable product supply)
- Support by Terumo
  - Delivering what is needed to those in need
    - Utilized the channel of academic society, med-professional association, and medical institutes



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

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- 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*

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