

The New Mid-Term Plan Key Takeaways

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05.09.2013

Prologue to the New Mid-Term Plan

Falling short of the guidance in FY2012

- Unexpected additional investment in the quality system
- Negative impact on the whole business activities
- Highlighting the need for tightened cost management

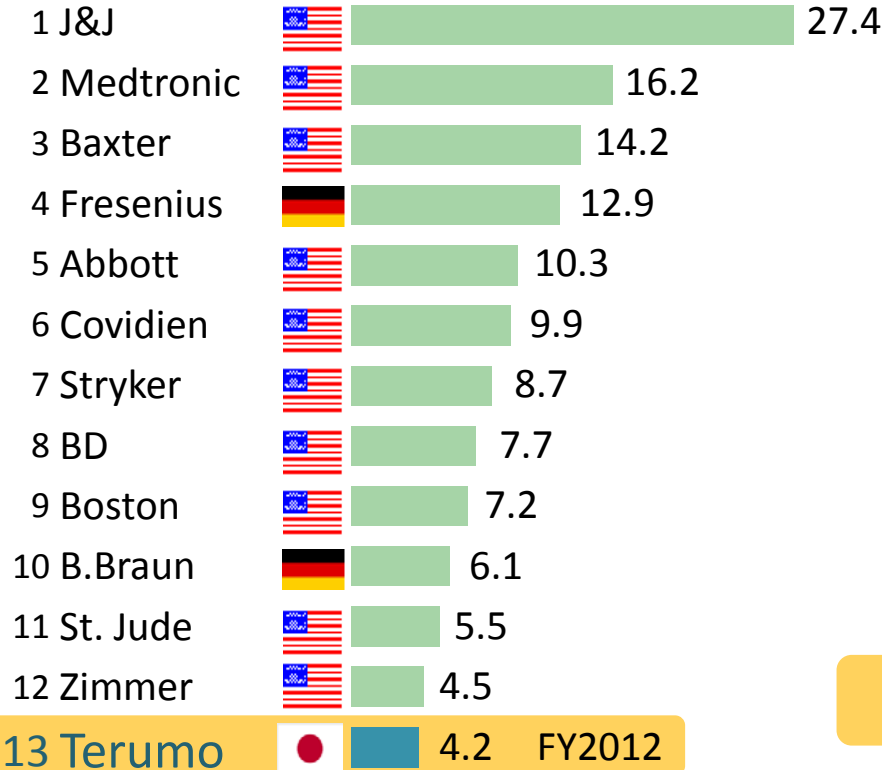
Changes in Market Dynamics

- (-) Slower market growth
- (-) Intensified competition, downward pressures on prices
- (+) Yen depreciation
- (+) Medtech as part of Japanese national growth strategy

Outperform the Market Growth and Strengthen the Global Presence

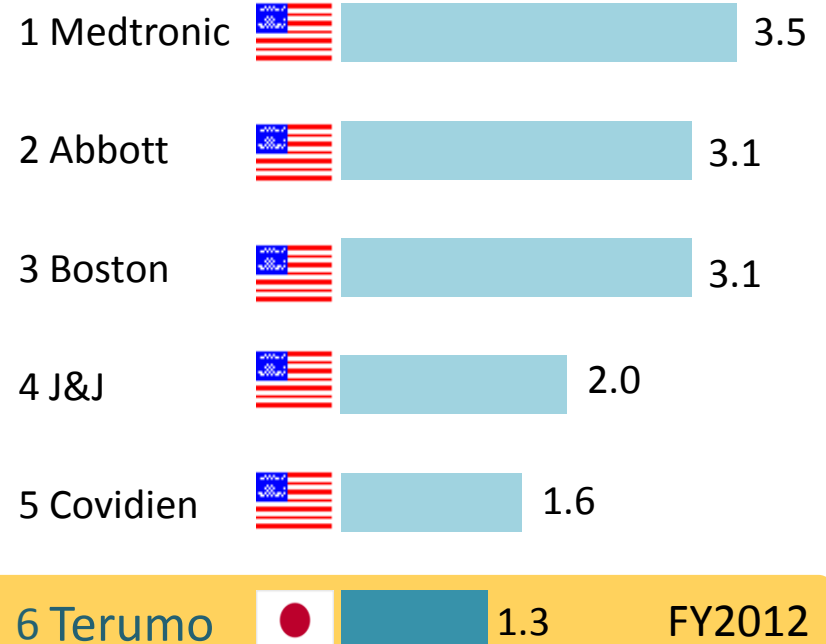
Medtech Industry

Sales in
Billion USD



Intervention Industry

Sales in
Billion USD



FY2012

(Note)

*Diagnostic imaging companies are excluded from MPO Magazine Ranking

* Exchange rate for FYE Mar.2013: USD1=JPY95



Achieve sustainable and profitable growth

- **Continuous enhancement of the business portfolio**
 - Cardiac & Vascular: sustained double-digit growth
 - General Hospital: improved sales growth and profitability
 - Blood Management: opportunities in therapeutic segment
- **Establishing global business headquarters**
 - Blood Management(U.S.), CV(U.S.), Intervention(JPN)...
- **Pipeline development for the Mid-Term and beyond**
- **Strategic alliances to win the global competition**
 - Co-development of balloon catheters with Kaneka
- **Seeking out potential acquisitions**
while reinforcing the financial position

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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.