

Progress on The Mid-term Plan

New Approach for Innovation

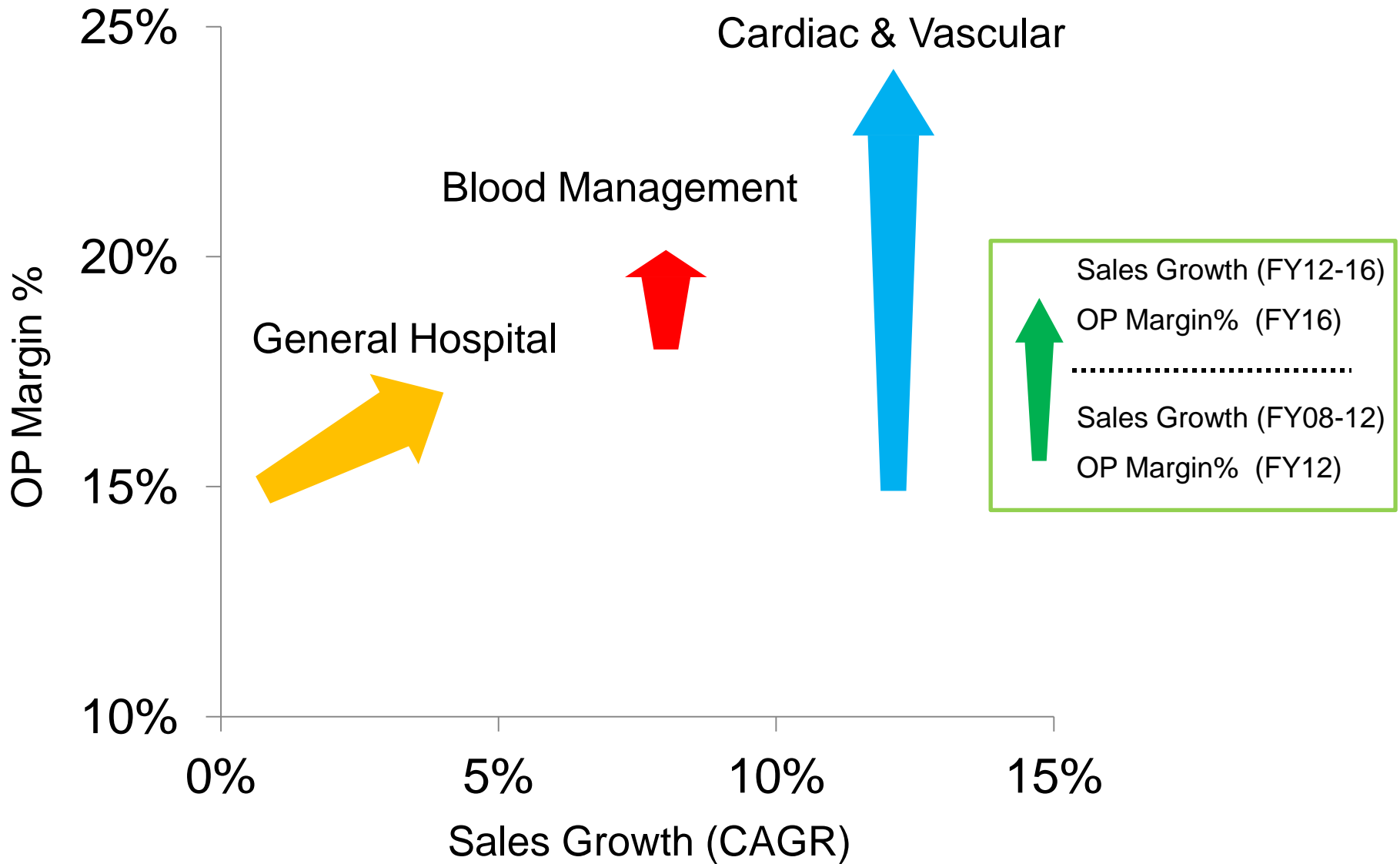
Terumo Corporation

President & Representative Director

Yutaro Shintaku

November 6, 2013

Mid-term Forecast by Segment



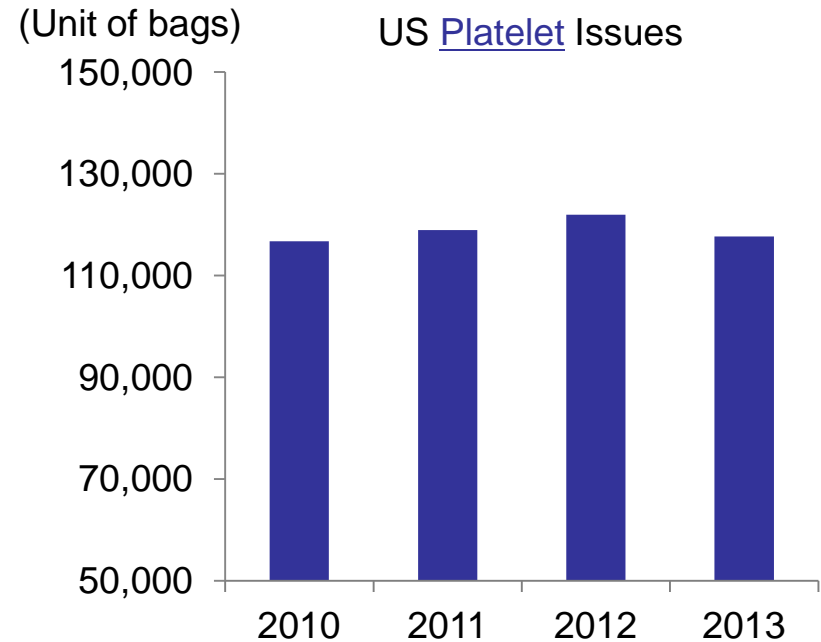
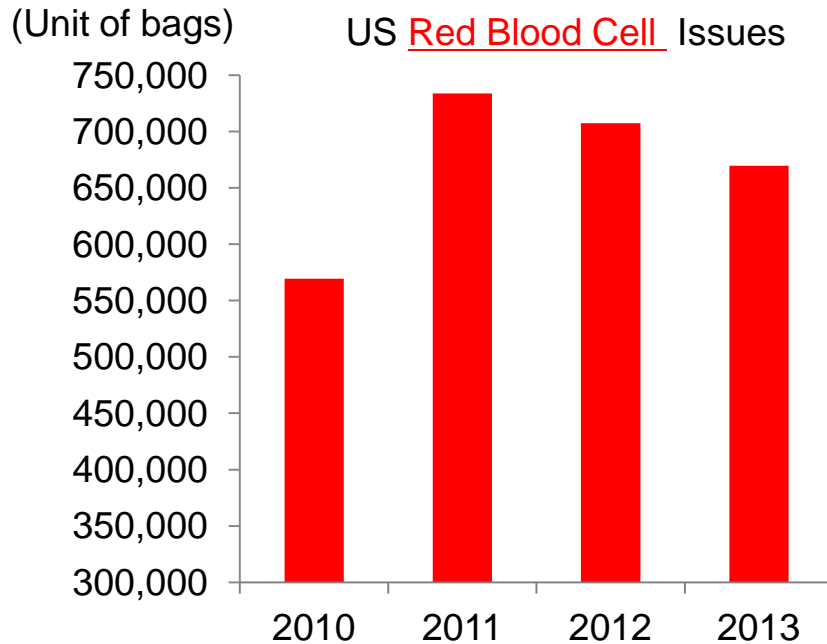
(Note) Without FX impact, OP Margin% before D&A

Highlights of Each Business

- **Cardiac & Vascular: sustained strong performance even under severe business environment**
 - Launched new products pipeline on time
 - Promoted “selection and focus” of R&D project (sold DH-II asset)
 - Achieved steady progress on the improvement of quality management system in TCVS
 - Furthered globalization in production system
(Yamaguchi in Japan, Hanoi in Vietnam)
- **General Hospital: furthered the improvement of plant productivity**
 - Mass-produced new products, drove down cost via production transfer to overseas plants
 - Prepared for the launch of Japan’s first injectable acetaminophen

Blood Management Business

■ Changes in business environment mainly in EU and US



- Red Blood Cells demand decreased due to patient blood management program, while Platelet demand remained the same
- Impacted by constraints on rising healthcare cost and challenging economic environment
- Industry is now consolidated into three major players

*Source: Blood Centers of America Quarterly Demand Figures are quarterly average

Blood Management Business: Steady Growth in 1H

- Developed market: growth driven by high value added products
 - Improve output and efficiency of works at blood centers with automated blood processing system
 - Expand in application of therapeutic apheresis system
- Emerging market: mark double digit growth in Eastern Europe, Asia, and Latin America
- Drive down cost via production increase in India and Vietnam

Step into The Core of Silicon Valley

■ Participate in incubation program



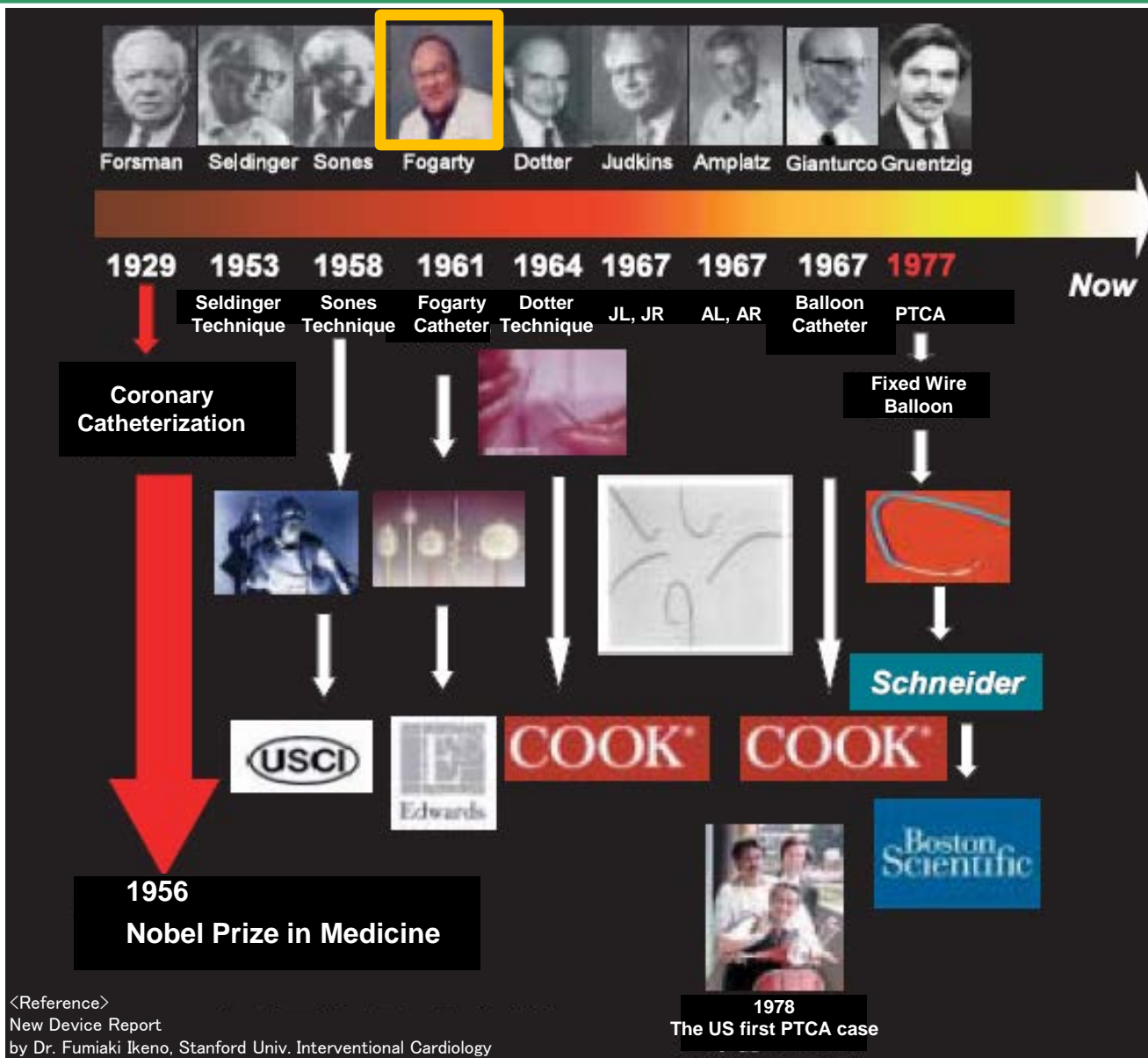
- NPO for incubation, located on the campus of El Camino Hospital
- Develop therapeutic devices for new field, Urology
- **Plan to have more than ten engineers reside**

■ Invest in venture capital fund

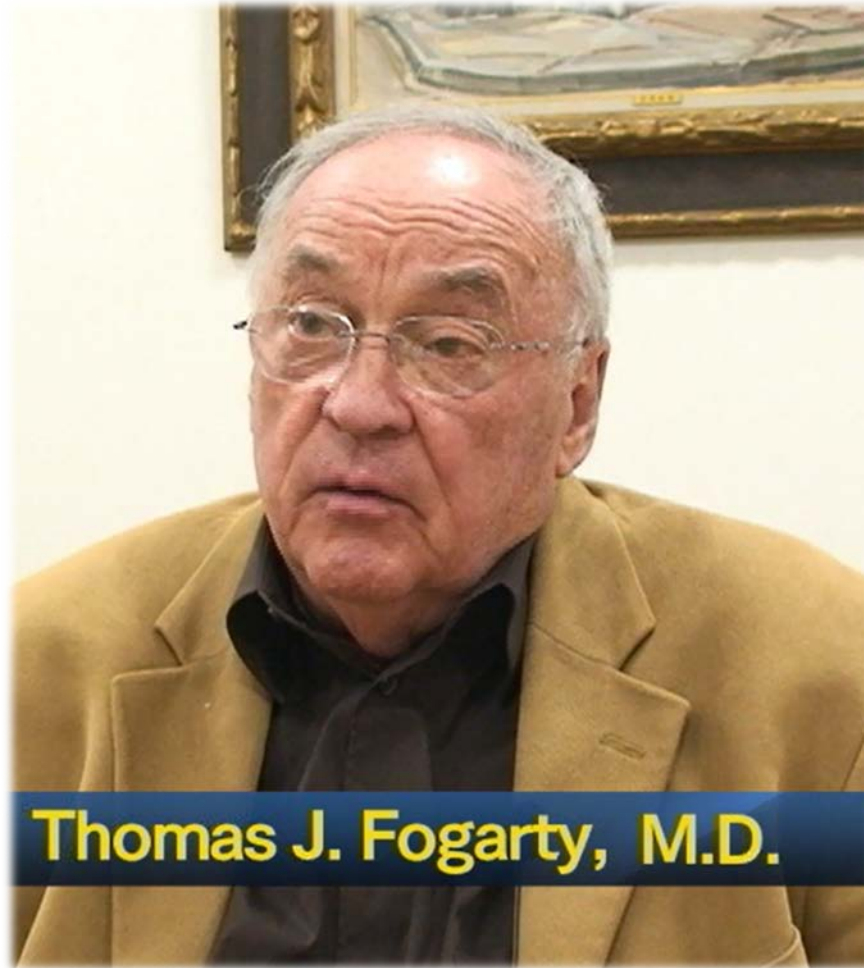


- Invest up to 2.5 BJPY, the largest amount among all investments in Emergent Medical Partners II L.P.
- **Have employees intern at EMP-II office**

Dr. Fogarty: One of Great Person in PCI History



Message from Dr. Fogarty



Thomas J. Fogarty, M.D.

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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 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.