

Progress on The Mid-term Plan

New Approach for Innovation

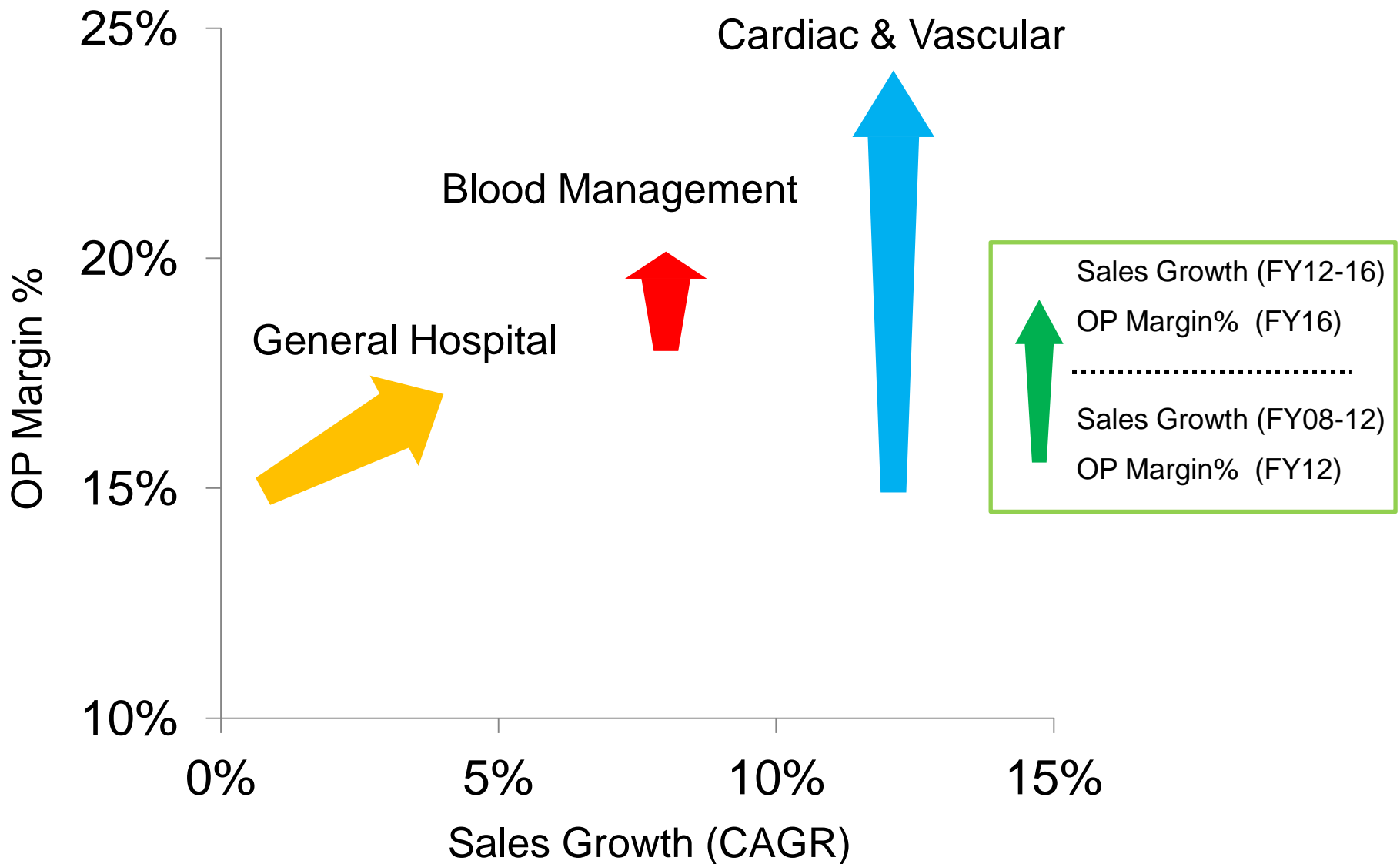
Terumo Corporation

President & Representative Director

Yutaro Shintaku

November 6, 2013

Mid-term Forecast by Segment



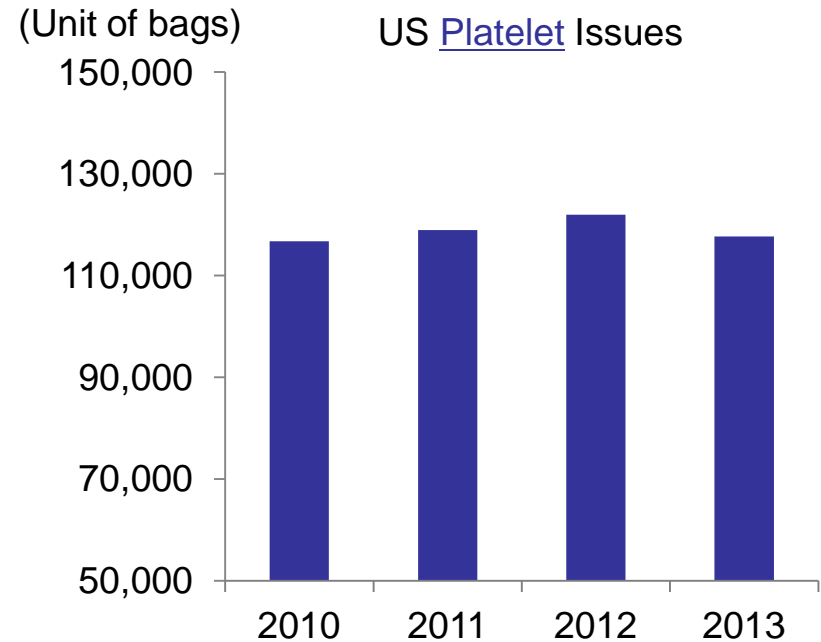
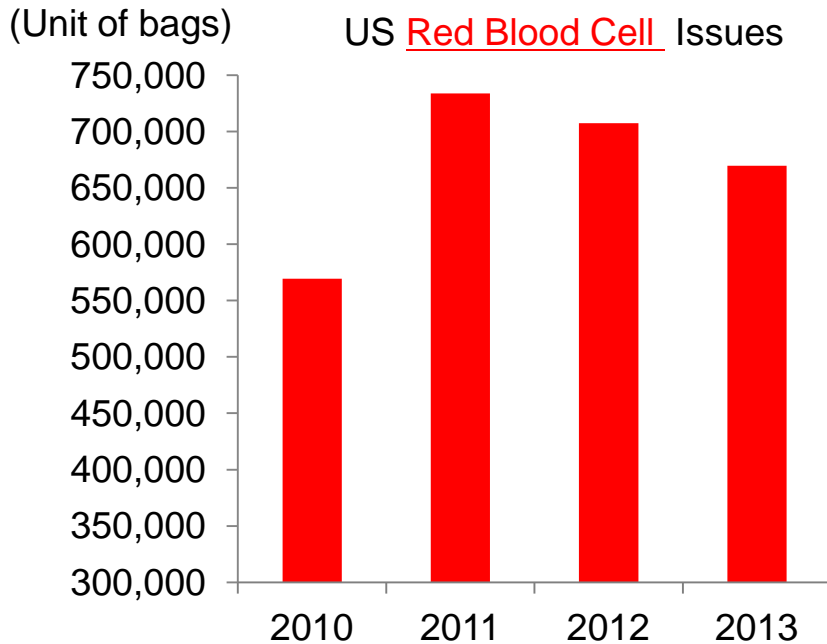
(Note) Without FX impact, OP Margin% before D&A

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



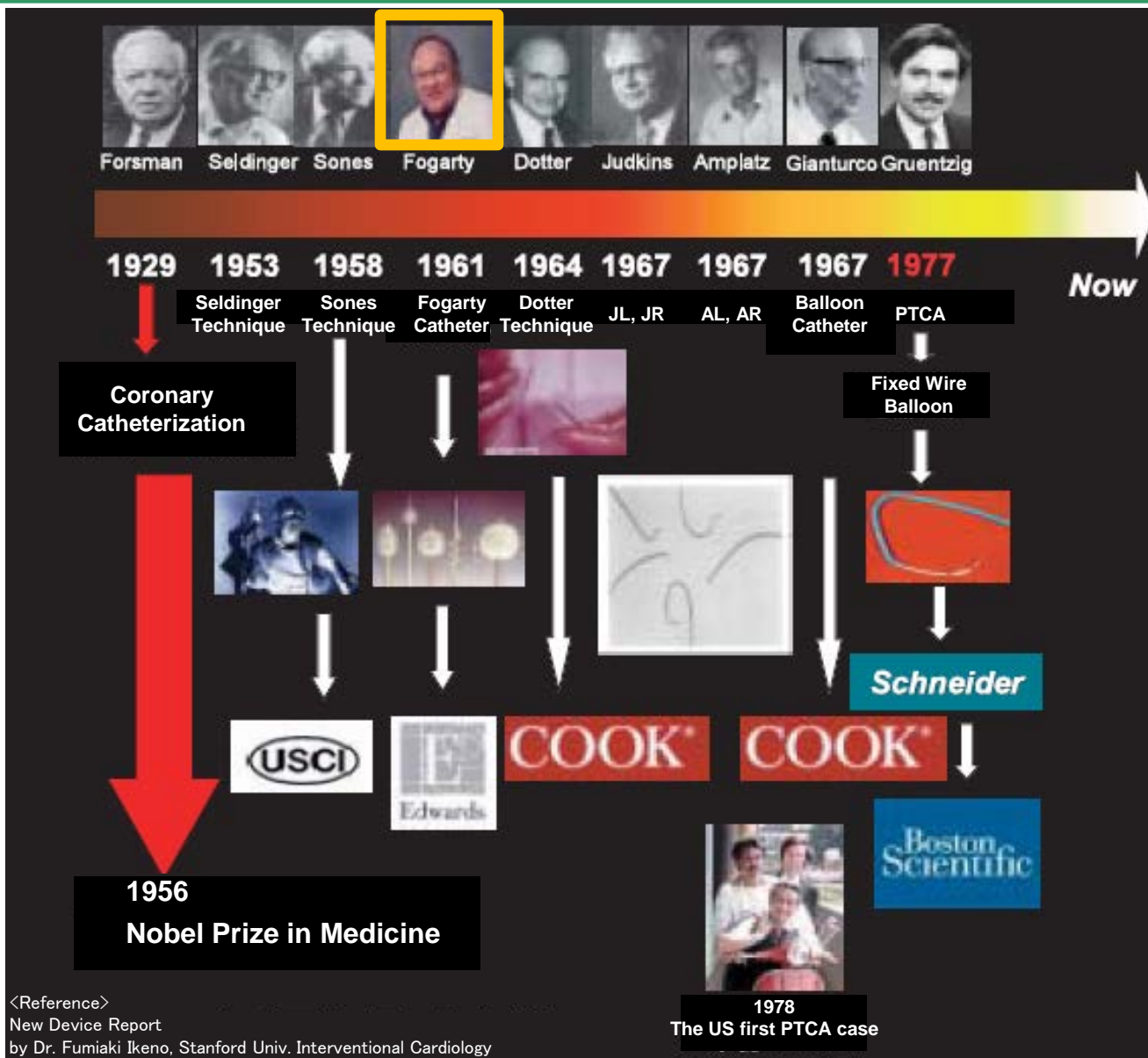
- NPO for incubation, located on the campus of El Camino Hospital
- Develop therapeutic devices for new field, Urology
- Plan to have more than ten engineers reside

■ Invest in venture capital fund

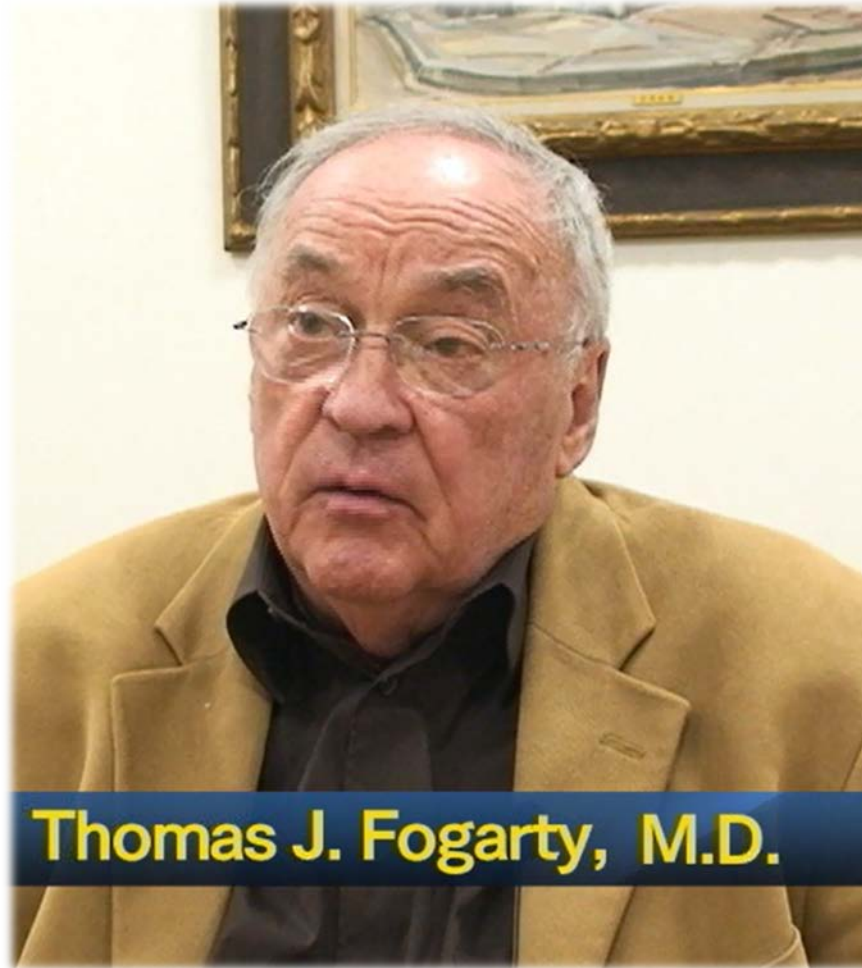


- Invest up to 2.5 BJPY, the largest amount among all investments in Emergent Medical Partners II L.P.
- Have employees intern at EMP-II office

Dr. Fogarty: One of Great Person in PCI History



Message from Dr. Fogarty



Thomas J. Fogarty, M.D.

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