



Review on the 1H Performance, Growth Drivers for the 2H

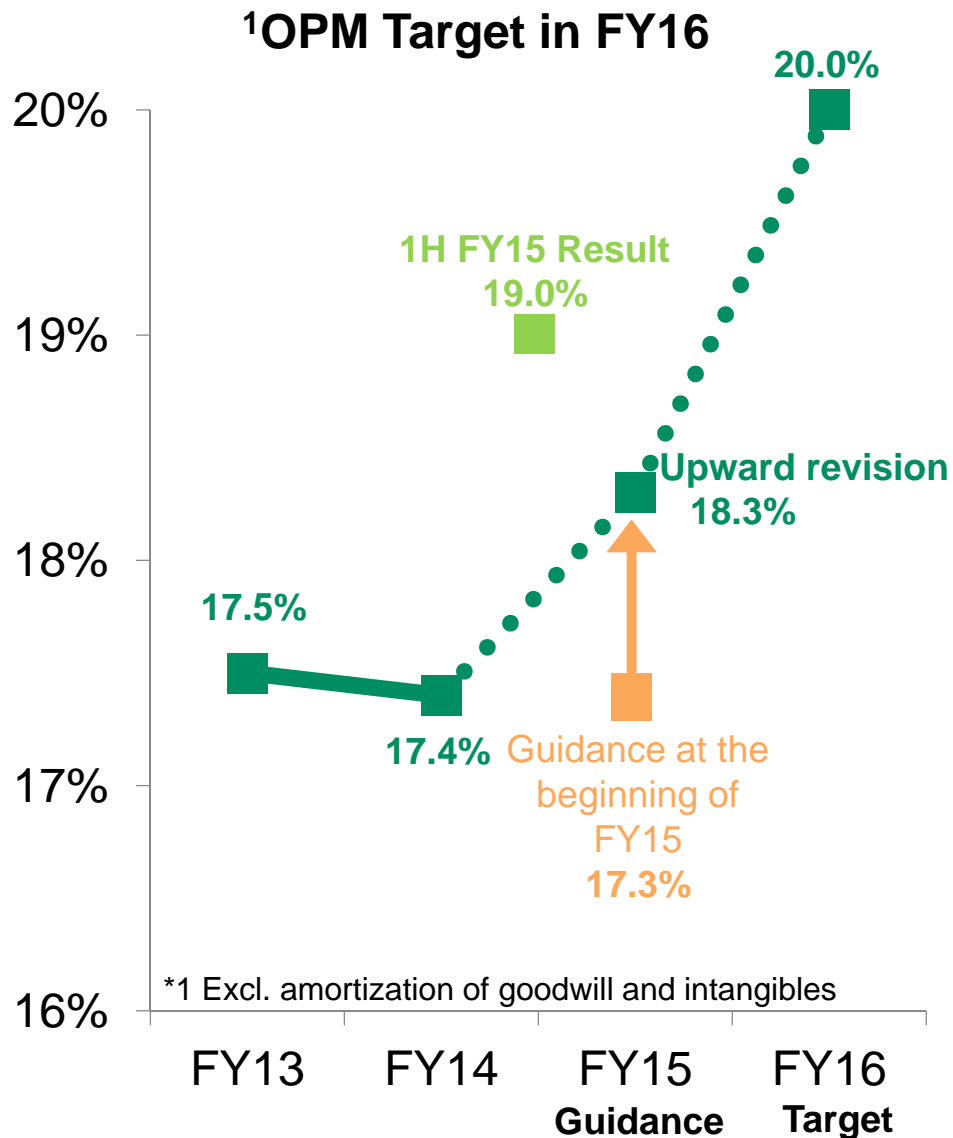
Terumo Corporation

President and Representative Director

Yutaro Shintaku

November 5, 2015

Progress in 1H FY15



Explanation at previous financial announcement

- “We are slightly off the track to the FY16 OPM target of 20%. We are supposed to have 18% or greater in FY15. Through FY15 with various initiatives, we would like to improve it as much as possible.”
- “We can’t tell that we come within the range of OPM target of 20% in FY16. Our first step is to make efforts to outperform FY15 guidance as much as possible”.



Better-than-expected performance, upwardly revised 1H and FY15 guidance

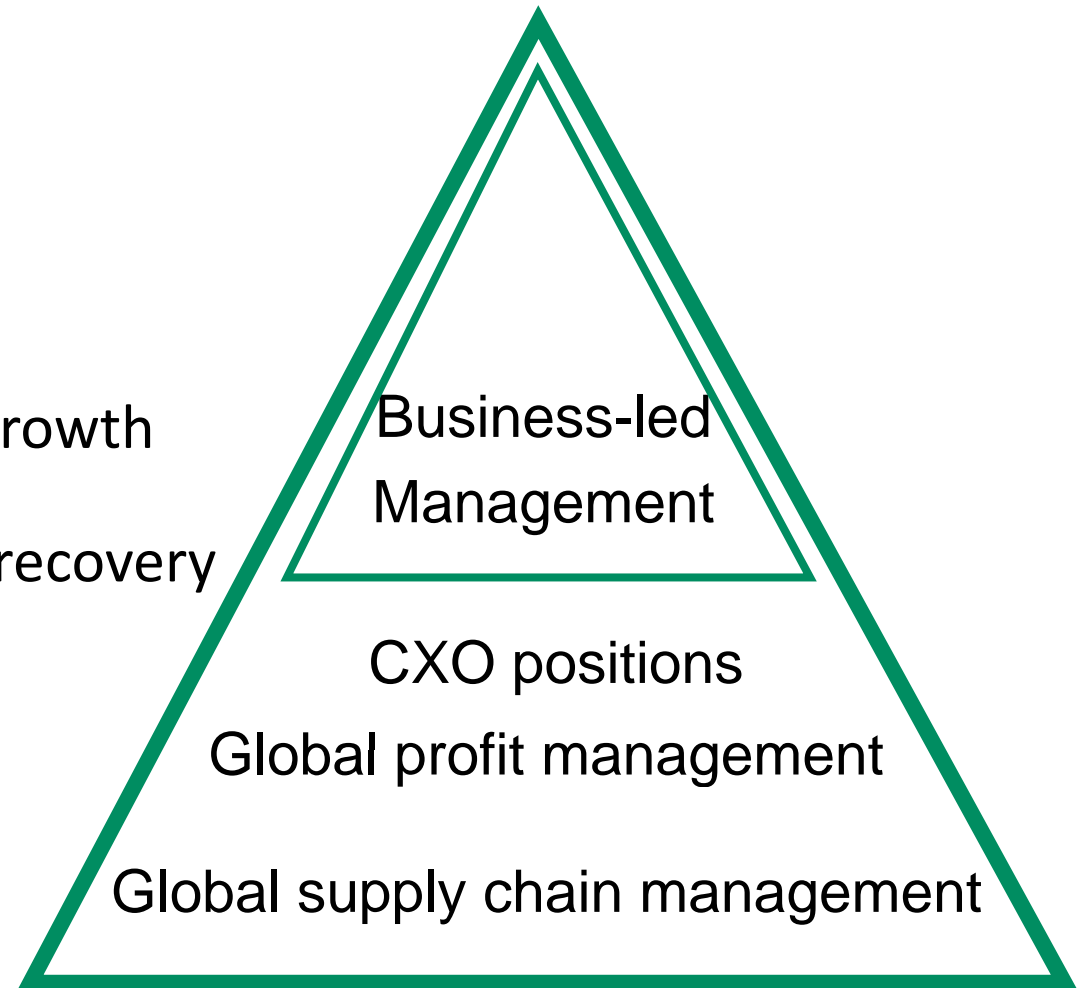
Business-led Management Instills Profit Awareness

■ Strengthened global management infrastructure



■ Instilled profit awareness

- ✓ Cardiac & Vascular: profitable growth
- ✓ General Hospital: stabilization, recovery
- ✓ Blood Management:
delay in price decline,
mitigation of its damage

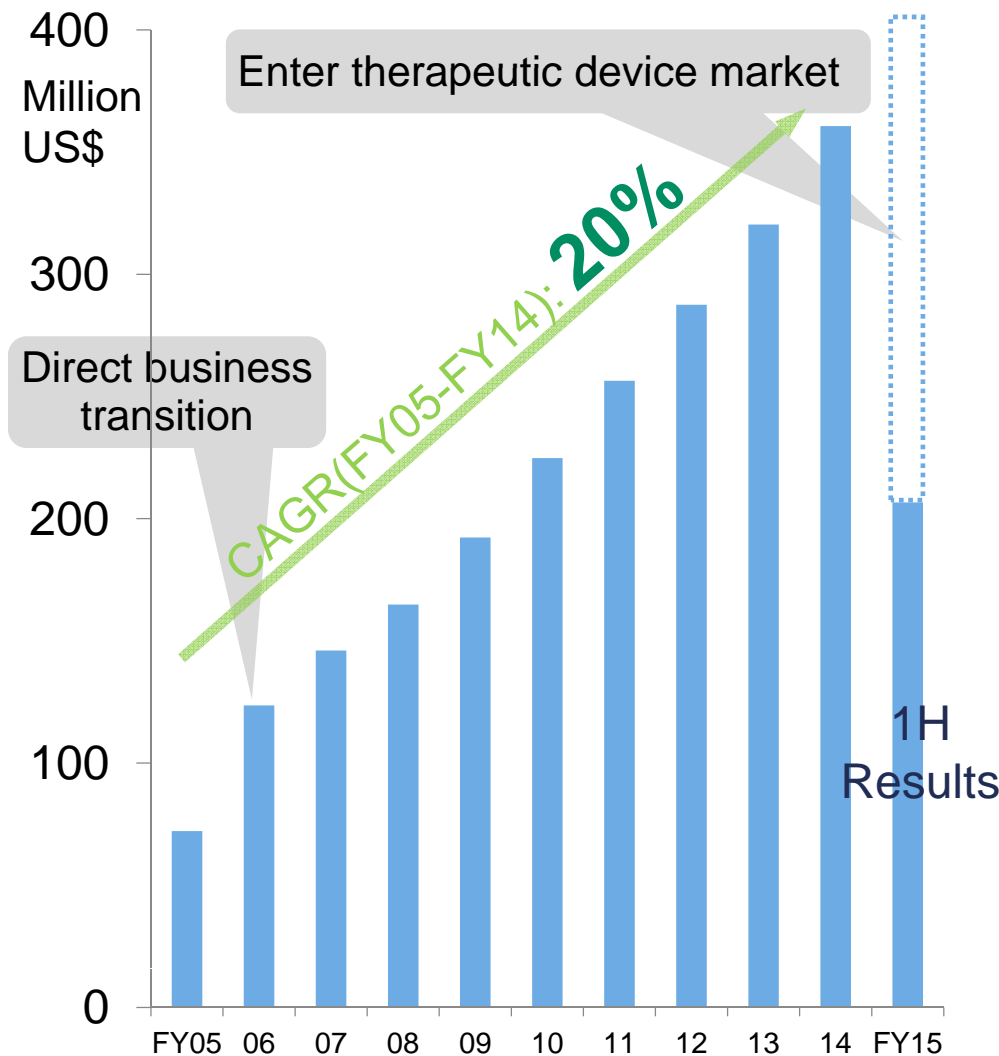


Strategy for 2H and Next Fiscal Year

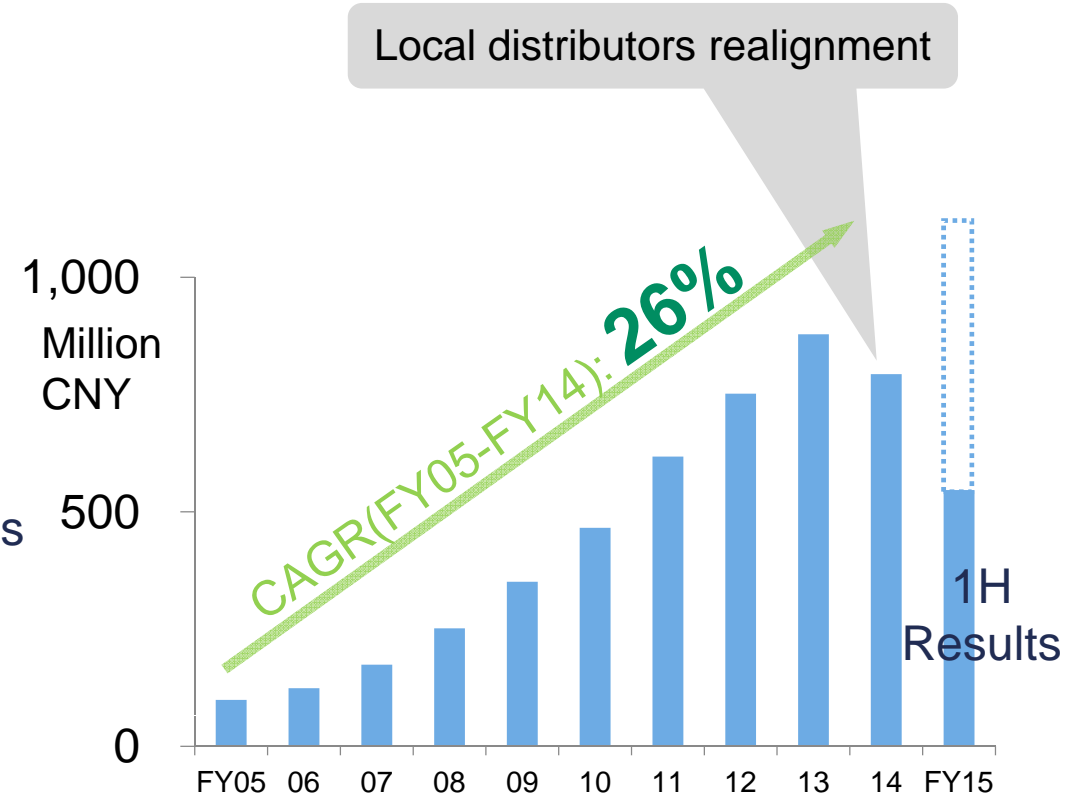
- Continue the group's profit management initiatives with a view to growth acceleration
- Maintain General Hospital and Blood Management stabilized
 - ✓ Have General Hospital stay in recovery momentum
 - ✓ Manage soft landing for Blood Management business
- Cardiac & Vascular as a major growth driver
 - ✓ Maintain strong IS business performance in US and China
 - ✓ Have Ultimaster for Japanese market and other new products contribute to the growth

IS Business in US and China Drives Sustainable Growth

U.S.



China



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