



"Roadmap to FY16" and Beyond

Terumo Corporation

President and CEO

Yutaro Shintaku

May 10, 2016

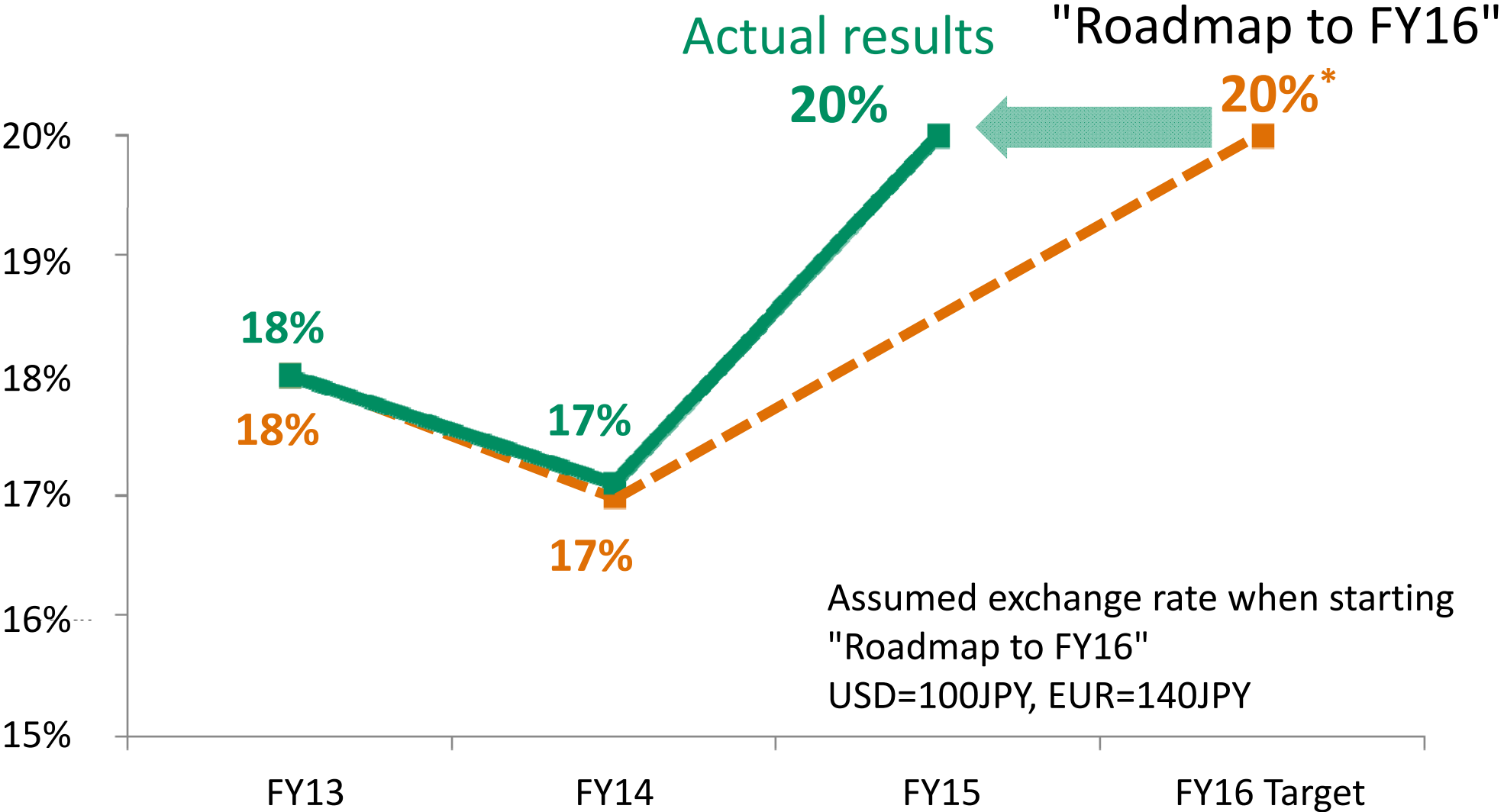
FY15: Achieved Record-high Profits

■ Net Sales	525.0 BJPY
■ Operating Income (Excl. Amortization)	101.9 BJPY
■ Operating Income	81.7 BJPY
■ Ordinary Income	73.1 BJPY
■ Net Income	50.7 BJPY

Marked a
record high
of both sales
and profit

Achieved Target of "Roadmap to FY16" a Year Ahead of Schedule

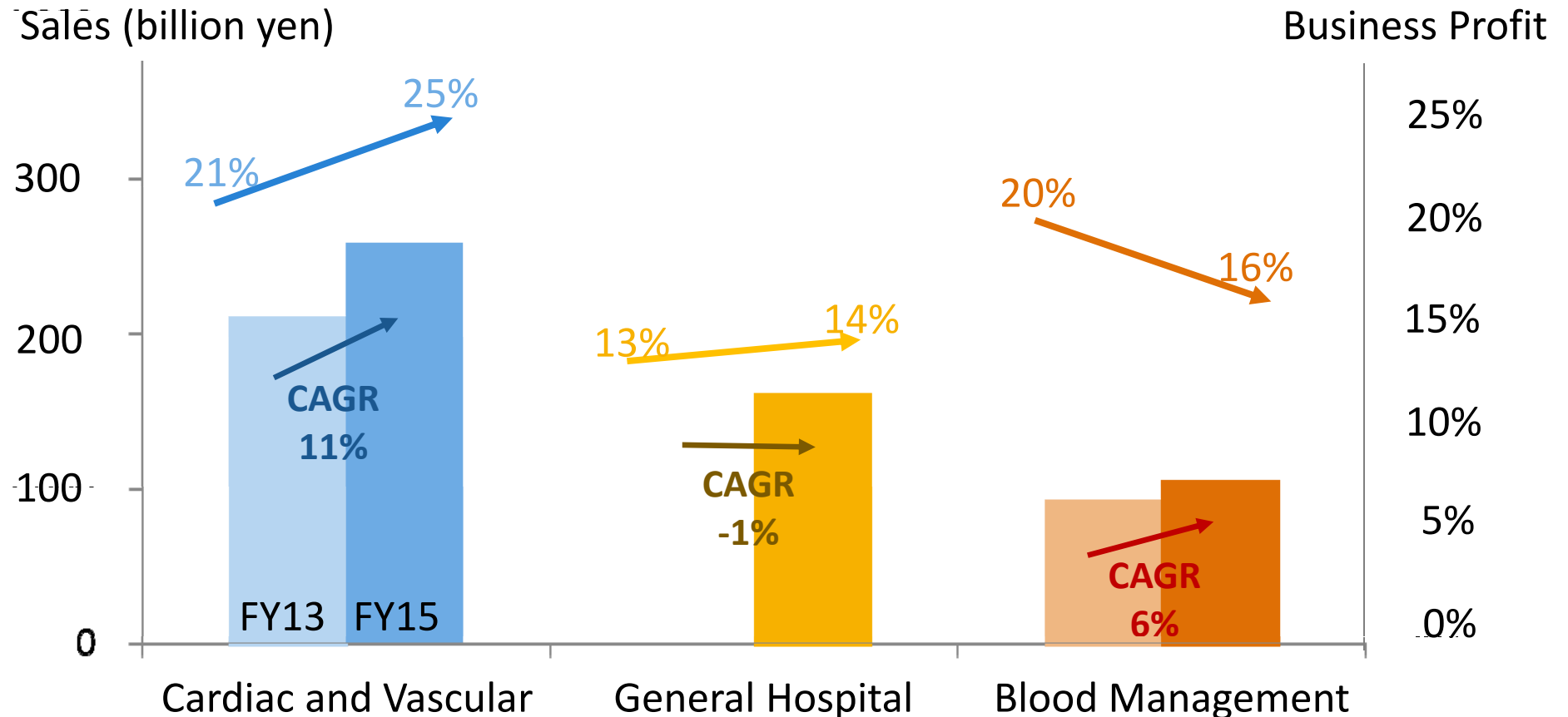
Operating margin excluding amortization



Assumed exchange rate when starting "Roadmap to FY16"
USD=100JPY, EUR=140JPY

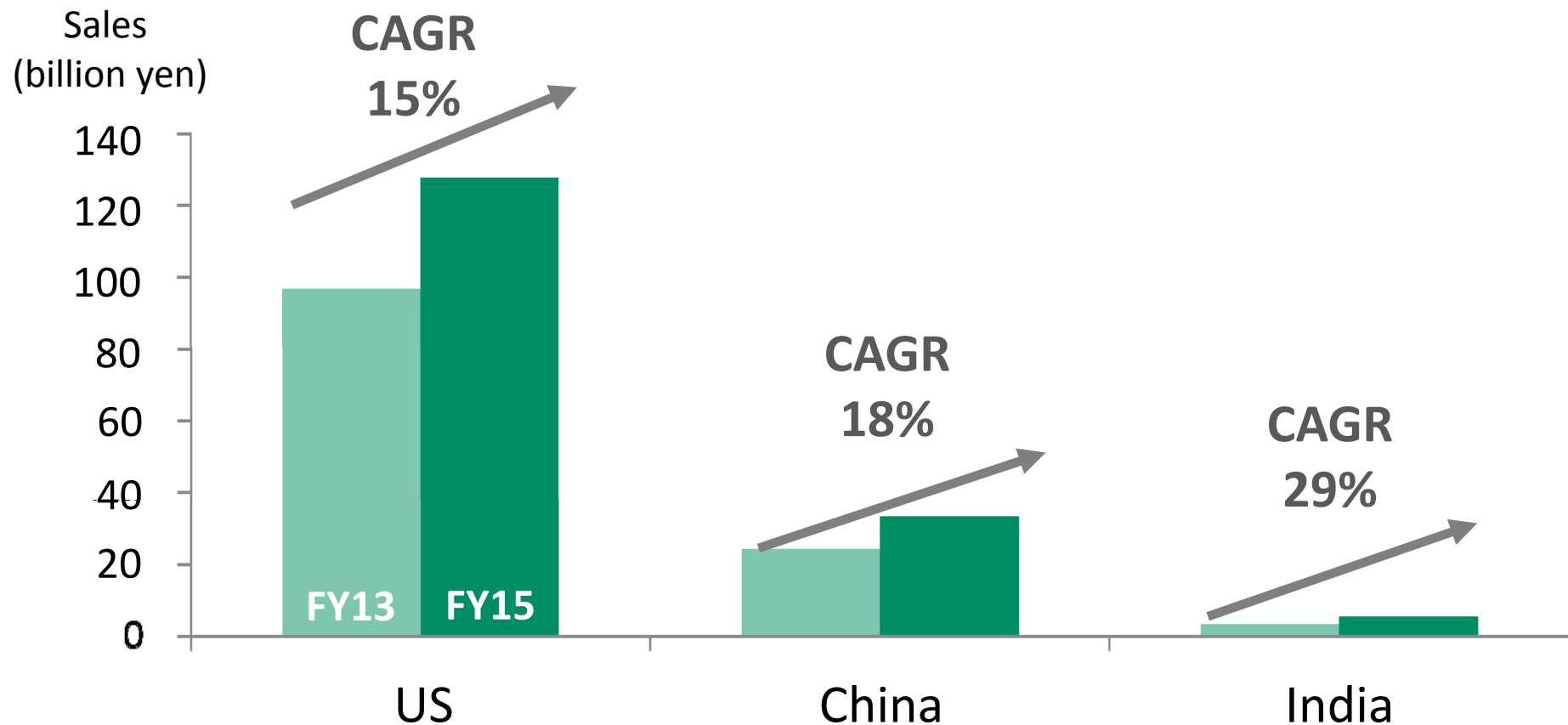
FY13-15: Performance Improvement by Business Segment

- Cardiac and Vascular: Drove the group's growth and increase in profit
- General Hospital: Toward steady recovery through downsizing low profit business
- Blood Management: Minimized the impact of price declines



FY13-15: Continuous Growth in Overseas Business

- Expand business in highly profitable and growing markets: US and China
- Infrastructure development in growing market: India
- Downsizes low profit business in Europe and Latin America: Rises resistance to FX fluctuations



Environmental Changes

Macro-economy

- Prolonged slow growth
- FX fluctuation, financial risk

Healthcare environment

- Expansion in medical beneficiaries, increase in demand due to aging society
- Required higher medical efficiency

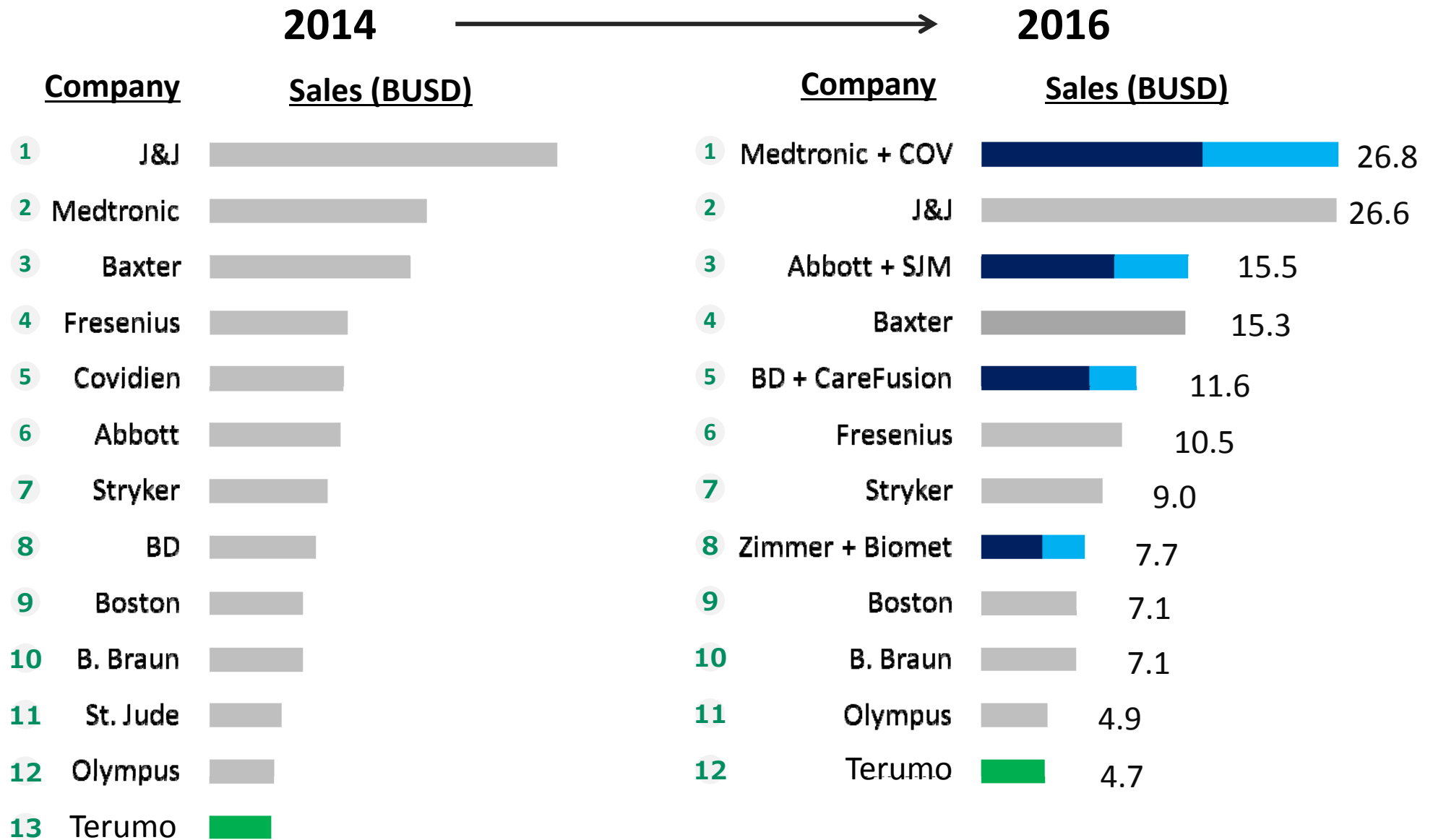
Competitive structure

- Healthcare integration and oligopolization mainly in US
- Needs in support to hospital's bundled purchase offer and cost management
- Consolidation among top-tier companies



New growth strategy is required.

Continuing Large-scaled Consolidation in Med-tech Market



Discussion Points of New Growth Strategy

- "Sustainable and Profitable Growth" is always grass roots.
 - Expands global presence in priority areas
- In Japan, maintain the company's top level position firmly
 - Respond the increase in healthcare demands driven by aging society
 - Translate the group's broad business portfolio into growth opportunities
- R&D, M&A
 - Continuously strengthen internal development capability
 - Focus on acquisition of early stage technologies
 - Continuously explore the opportunities of large-scale acquisition



Plans to announce mid-to-long term growth strategy in Dec.

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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.