

## Message from the President and CEO



**We will devote ourselves to creating valuable solutions and furthering the advancement of healthcare as we focus on the next 100 years.**

I would like to express my sincere gratitude to all of our stakeholders for their continuous understanding and support of Terumo Group's business activities. I would also like to offer my heartfelt wishes for recovery for those affected by COVID-19 along with my condolences for those who have passed away.

Global healthcare is currently undergoing significant changes. Technological advancements are driving a paradigm shift in healthcare, and the ongoing global COVID-19 pandemic has spurred the adoption of new technologies. Additionally, society as a whole is reaching a crucial turning point. We are entering an age in which centenarians are increasingly common, and there are still numerous medical challenges to address.

On September 17, 2021, Terumo Group marked its 100th anniversary, and began its journey into the next 100 years. On this occasion, we also established the Terumo Group Sustainability Policy. This policy is meant to ensure that Terumo Group continues to provide value to society by addressing healthcare challenges from a long-term perspective, even amidst drastic changes in the environment surrounding healthcare. In line with our Group mission, "Contributing to Society through Healthcare," we will continue to pursue business activities that align with Terumo Group's purpose by working to advance healthcare and improve the quality of life of patients.

Specifically, we set up the following sustainability priorities related to social value creation: "providing healthcare that is closely aligned with the life of each individual," "co-creating a sustainable healthcare system," and "spreading medical technologies and services and improving access to healthcare." In the future, there will be demands to optimize healthcare by incorporating data into goods and services. Terumo plans to provide more effective and more valuable solutions by shifting from product-centered thought to customer-centered thought and by closely following the patient's journey from prevention to treatment to follow-up care. Another accelerating trend in the healthcare sector is the adoption of digital technologies, including IoT, AI, and robotics. Terumo Group recognizes the need to adapt to these changes and is implementing a group-wide digital transformation to ensure continuous growth.

As a leading company in the healthcare industry, we will continue to meet the expectations of a wide range of stakeholders by actively addressing issues that are important to society, including human rights and the global environment. I would like to ask all of our stakeholders for further understanding and support in the future.

President and CEO

For more information about the Terumo Group Sustainability Policy and our sustainability priorities, please refer to the website below.

Terumo Group Sustainability <https://www.terumo.com/sustainability/management/>