

Directors



Toshiaki Takagi
Chairman of the Board

April 1981 Joined Terumo Corporation
April 2004 Factory Manager of Ashitaka Factory
April 2008 Factory Manager of Ashitaka Factory and Suruga Factory
June 2008 Executive Officer
June 2009 General Manager of R&D Headquarters
June 2010 Director and Senior Executive Officer
June 2013 Responsible for Quality Assurance Dept., Post-Market Surveillance and Vigilance Dept., and Environmental Management Dept.
April 2015 Responsible for Terumo Call Center
July 2015 Chief Quality Officer (CQO)
April 2016 Director and Managing Executive Officer
April 2017 Responsible for Production Dept. and Procurement Dept.
April 2018 Director and Senior Managing Executive Officer Responsible for Intellectual Property Dept. and Terumo Medical Pranex
April 2020 Responsible for Regulatory Affairs, Promotional Activities Control Dept., Clinical Development Dept., Supply Chain Management Dept., CIO Office, and IT Planning Dept.
April 2021 Responsible for R&D Promotion Dept.
April 2022 Chairman of the Board (present)



Shinjiro Sato
President and CEO

April 1984 Joined Toa Nenryo Kogyo K.K. (currently ENEOS Corporation)
February 1999 Joined Arthur Andersen Business Consulting (currently PwC Japan Group)
June 2004 Joined Terumo Corporation
June 2010 Executive Officer, General Manager of Strategic Planning Dept.
October 2011 Group President of Cardiac and Vascular Business Group
June 2012 Senior Executive Officer
June 2014 Director and Senior Executive Officer
April 2015 Director and Managing Executive Officer
April 2017 President and CEO (present)



Shoji Hatano
Director and Group Senior Managing Executive Officer
Corporate Affairs Dept., Legal and Compliance Dept.,
Corporate Value Promotion Division,
Japan Sales Division

April 1983 Joined Terumo Corporation
June 2009 Executive Officer, General Manager of Secretarial Office, General Manager of Corporate Communication Dept.
October 2011 General Manager of Strategic Planning Dept.
June 2012 Senior Executive Officer, General Manager of Strategic Planning Dept., responsible for Corporate Communication Dept. and Design Planning Dept.
April 2015 Managing Executive Officer
April 2016 President, General Hospital Company (currently Medical Care Solutions Company)
June 2016 Director and Managing Executive Officer
April 2020 Responsible for Corporate Affairs Dept., Legal and Compliance Department (present), Japanese Sales, Management Dept. (currently, Japan Sales Dept.), Terumo Call Center, Procurement Dept., Corporate Communication Dept., Investor Relations Dept., Strategic Branding Dept., Corporate Sustainability Dept., Design Planning Dept., and Environmental Management Dept.
April 2022 Director and Group Senior Managing Executive Officer, Corporate Value Promotion Division, and Japan Sales Dept. (present)



Kyo Nishikawa
Director and Group Managing Executive Officer
Chief Human Resources Officer (CHRO)
Human Resources Division, IT Planning Dept.
Asia Pacific Region and India, Terumo Medical Pranex

April 1982 Joined The Fuji Bank, Ltd. (currently Mizuho Bank, Ltd.)
April 2002 Human Resource Division, Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.)
April 2008 General Manager, Hong Kong Branch
April 2010 Executive Officer, Mizuho Corporate Bank, Ltd.
June 2010 Executive Officer, Terumo Corporation, General Manager, International Business Division
March 2012 Regional Representative, Eastern Europe, Russia, Middle, East and Africa Managing Director and BOD Chairman, Terumo Europe N.V.
April 2018 Senior Executive Officer, Chief Human Resources Officer (CHRO) (present)
Responsible for Human Resources Dept., and Human Resources Development Dept.
June 2019 Director and Senior Executive Officer
April 2020 India and Asia Pacific Region (present)
Responsible for Global Human Resources Dept., and Diversity Promotion Dept.
April 2021 Director and Managing Executive Officer, IT Planning Dept. (present)
April 2022 Director and Group Managing Executive Officer, Human Resources Division and Terumo Medical Pranex (present)



Kazunori Hirose
Director and Group Managing Executive Officer
Chief Manufacturing Officer (CMO)
Quality, Post-Market Surveillance and Vigilance Division
Regulatory Affairs and Clinical Development Division
Operations Division, Intellectual Property Dept.

April 1986 Joined Terumo Corporation
January 2013 Factory Manager of Kofu Higashi Factory
April 2014 Vice President, Operations Division, General Hospital Products Business, General Hospital Company
April 2016 Executive Officer
April 2017 General Manager of Operations Division, General Hospital Company
April 2018 General Manager of S&OP Promotion Dept., General Hospital Company
January 2019 General Manager of Production Dept.
April 2019 Senior Executive Officer, Chief Manufacturing Officer (CMO) (present), and Responsible for Supply Chain Management Dept.
April 2020 Responsible for Procurement Dept.
April 2022 Group Managing Executive Officer, Quality, Post-Market Surveillance and Vigilance Division, Regulatory Affairs and Clinical Development Division, Operations Division, and Intellectual Property Dept. (present)
June 2022 Director and Group Managing Executive Officer (present)



Yukiko Kuroda
Independent Director
Managing Director and Founder,
People Focus Consulting Co., Ltd.

April 1986 Joined Sony Corporation (currently Sony Group Corporation)
January 1991 President, People Focus Consulting
June 2010 Outside Audit & Supervisory Board Member, Astellas Pharma Inc.
March 2011 Outside Director, CAC Co., Ltd. (currently CAC Holdings Corporation)
April 2012 Founder and Director, People Focus Consulting (present)
June 2013 External Director, Marubeni Corporation
June 2015 Outside Director, Mitsui Chemicals, Inc.
June 2018 Outside Director, Terumo Corporation (present) Outside Director, Seven Bank, Ltd. (present)
June 2022 Outside Director, Obayashi Corporation (present)



Hidenori Nishi
Independent Director

April 1975 Joined Kagome Co., Ltd.
June 2000 Director, Kagome Co., Ltd.
June 2005 Director & Managing Executive Officer, Kagome Co., Ltd.
June 2008 Director & Senior Managing Executive Officer, Kagome Co., Ltd.
April 2009 President & Representative Director, Kagome Co., Ltd.
January 2014 Chairman of the Board of Directors & Representative Director, Kagome Co., Ltd.
June 2014 Outside Director, NAGASE & CO., LTD.
March 2016 Chairman of the Board of Directors, Kagome Co., Ltd.
June 2019 Outside Director, FUJII OIL HOLDINGS INC. (present)
June 2020 Outside Director, Terumo Corporation (present)



Keiya Ozawa, M.D., Ph.D.
Independent Director
Professor Emeritus, Visiting Professor of
Jichi Medical University

March 1977 Graduated from School of Medicine, Faculty of Medicine, The University of Tokyo
March 1985 Studied at the National Institutes of Health (NIH), the United States (Fogarty Fellow: until 1987)
September 1990 Associate Professor, The Institute of Medical Science, The University of Tokyo
November 1994 Professor, Blood Medical Research Division, Jichi Medical University
February 1998 Senior Professor, Division of Hematology, Jichi Medical University
April 1998 Professor, Division of Genetic Therapeutics, Center for Molecular Medicine, Jichi Medical University
December 2012 Chairperson, Hematopoietic Stem Cell Transplantation Committee, Diseases Control Working Group, Ministry of Health, Labour and Welfare (present)
April 2014 Hospital Director, IMSUT Hospital, Director, Center for Gene and Cell Therapy, and Professor, Division of Gene Therapy Development, Advanced Clinical Research Center, The Institute of Medical Science, The University of Tokyo Visiting Professor, Division of Immuno-Gene & Cell Therapy, Jichi Medical University (present)
April 2018 Professor Emeritus and Visiting Professor, Jichi Medical University (present)
Program Supervisor, Japan Agency for Medical Research and Development (present)
June 2018 Program Officer, Japan Agency for Medical Research and Development (present)
October 2018 Senior Advisor, Genetic Therapeutics Center, Jichi Medical University (present)
June 2021 Outside Director, Terumo Corporation (present)

Directors (Audit and Supervisory Committee Members)



Takanori Shibazaki
Director (Audit and Supervisory Committee Member)

April 1986 Joined Terumo Corporation
July 2005 Factory Manager of Terumo Medical Products (Hangzhou) Co., Ltd. 1st Factory
September 2007 Deputy General Manager of Strategic Planning Dept.
October 2008 President and CEO, Terumo Medical Products (Hangzhou) Co., Ltd.
April 2014 Executive Officer
July 2014 General Manager, Supply Chain Management Dept.
April 2016 President and CEO, Terumo (China) Holdings Co., Ltd.
April 2017 Senior Executive Officer, Regional Representative, China
June 2021 Audit and Supervisory Committee Office Director (Audit and Supervisory Committee Member) (present)



Masaichi Nakamura
Independent Director (Audit and Supervisory Committee Member), Certified Public Accountant

October 1983 Joined Tetsuzo Ota & Co.
May 1999 Partner of Showa Ota & Co.
August 2008 Executive Director of Ernst & Young ShinNihon LLC
July 2014 Representative Partner and Vice President of Ernst & Young ShinNihon LLC
September 2016 Representative of Masaichi Nakamura CPA Office (present)
June 2017 External Corporate Auditor, Sumitomo Heavy Industries, Ltd. (present)
Outside Director (Audit and Supervisory Committee Member), SCSK Corporation (present)
June 2019 Outside Director (Audit and Supervisory Committee Member), Terumo Corporation (present)



Soichiro Uno
Independent Director (Audit and Supervisory Committee Member), Lawyer

April 1988 Joined Nagashima & Ohno (currently Nagashima, Ohno & Tsunematsu) admitted to the bar in Japan
November 1993 Passed the bar exam in the State of New York, USA
January 1997 Partner, Nagashima & Ohno (currently Nagashima, Ohno & Tsunematsu) (present)
June 2004 Outside Director (Audit and Supervisory Committee Member), SoftBank Corp. (currently SoftBank Group Corp.) (present)
June 2018 Director (Audit & Supervisory Committee Member), Dream Incubator Inc. (present)
June 2019 Outside Director (Audit and Supervisory Committee Member), Terumo Corporation (present)

Directors, Audit and Supervisory Committee Members, and Executive Officers

The term “Executive Officer” has been replaced with the terms “Group Managing Executive Officer,” “Group Executive Officer” or “Executive Officer.”

Group Managing Executive Officers (GMEO)

Toshiaki Takagi Chairman of the Board	Shinjiro Sato President and CEO	Shoji Hatano Director and Group Senior Managing Executive Officer Corporate Affairs Dept., Legal and Compliance Dept., Corporate Value Promotion Division, and Japan Sales Division
Hikaru Samejima Group Senior Managing Executive Officer Medical Care Solutions Company President	Toshihiko Osada Group Senior Managing Executive Officer President, Cardiac and Vascular Company Division President, Interventional Systems Division, Cardiac and Vascular Company	Kyo Nishikawa Director and Group Managing Executive Officer Chief Human Resources Officer (CHRO) Human Resources Division, IT Planning Dept., Asia Pacific region and India, and Terumo Medical Pranex
Kazunori Hirose Director and Group Managing Executive Officer Chief Manufacturing Officer (CMO) Quality, Post-Market Surveillance and Vigilance Division, the Regulatory Affairs and Clinical Development Division, the Operations Division, and the Intellectual Property Dept.	Fumihisa Hirose Group Managing Executive Officer General Manager, Strategic Planning Dept. Chief Technology Officer (CTO) R&D Division	Antoinette Gawin Group Managing Executive Officer President, Blood and Cell Technologies Company President and CEO, Terumo BCT Holding Corp.

Group Executive Officers (GEO)

James Rushworth Group Executive Officer (GEO) Chief Commercial Officer (CCO), Interventional Systems Division, Cardiac and Vascular Company President and CEO, Terumo Medical Corp.	Robert DeRyke Group Executive Officer (GEO) Division President, Cardiovascular Division, Cardiac and Vascular Company President and CEO, Terumo Cardiovascular Systems Corp.	Carsten Schroeder Group Executive Officer (GEO) Division President, Neurovascular Division, Cardiac and Vascular Company President and CEO, MicroVention, Inc.
Erik Pomp Group Executive Officer (GEO) Division President, Vascular Graft Division, Cardiac and Vascular Company President and CEO, Terumo Aortic	Hiroshi Nagumo Group Executive Officer (GEO) Regional Representative, Americas President and CEO, Terumo Americas Holding, Inc.	Probir Das Group Executive Officer (GEO) Regional Representative, Asia Pacific and India Chairman and Managing Director, Terumo Asia Holdings Pte., Ltd.
Norimasa Kunimoto Group Executive Officer (GEO) Regional Representative, Europe, Middle East and Africa CEO, Terumo Europe N.V.	Masayuki Maruta Group Executive Officer (GEO) Regional Representative, China President and CEO, Terumo (China) Holdings Co., Ltd.	Naoki Muto Group Executive Officer (GEO) Chief Accounting and Financial Officer (CAFO) Executive Officer in charge of the Controller Dept., Treasury Dept., Tax Dept., CAFO Office, and J-SOX Office

Executive Officers

Tsuyoshi Tomita Senior Executive Officer Medical Care Solutions Company President, Hospital Care Solutions Division	Itaru Sakaguchi Senior Executive Officer Chief Operations Officer (COO), Interventional Systems Division, Cardiac and Vascular Company President, Terumo Yamaguchi Corp.	Kazuhisa Senshu, Ph.D. Senior Executive Officer Chief Clinical and Regulatory Affairs Officer (CRAO) General Manager, Clinical Development Dept. Regulatory Affairs
Miho Mizuguchi Executive Officer Chief Legal Officer (CLO) General Manager, Legal and Compliance Dept.	Tomoko Manabe Executive Officer General Manager, Terumo Medical Pranex	Keiji Takeda Executive Officer General Manager, Human Resources Dept. Health Management
Toshio Nakashima Executive Officer Chief Quality Officer (CQO) General Manager, Quality Assurance Dept. Post-Market Surveillance and Vigilance Dept.	Takeshi Kuroo Executive Officer Senior Vice President, Surgical Business, Cardiac and Vascular Company General Manager, HeartSheet Business Dept., Cardiac and Vascular Company	Hiroshi Yagi Executive Officer General Manager, Ashitaka Factory, Interventional Systems Division, Cardiac and Vascular Company
Jin Nishizaki Executive Officer General Manager, Japan Sales Dept. Terumo Call Center	Hitoshi Hasegawa Executive Officer Chief Information Officer (CIO) IT Planning Dept.	Noritsugu Fujita Executive Officer Division President, Pharmaceutical Solutions Division, Medical Care Solutions Company

Dialogue with Shareholders and Investors

Policy for Dialogue with Shareholders and Other Investors


1. Appointment of a member of management or a director to be responsible for supervising overall dialogue with shareholders
By way of a resolution of the Board of Directors, Terumo shall appoint an officer who will be responsible for supervising and facilitating overall dialogue with shareholders in order to maintain the consistency and uniformity of the information disclosed.

2. Measures to ensure positive cooperation between internal departments with the aim of supporting dialogue
Terumo shall strive to develop and enhance its in-house systems for the prompt, accurate, and fair disclosure of information. In particular, the Disclosure Subcommittee, acting under the supervision of the Internal Control Committee, will endeavor to provide consistent and uniform disclosure of any corporate information with a potentially significant impact on management. Such disclosure shall be made in strict compliance with all relevant laws and regulations. The Disclosure Subcommittee shall evaluate and examine matters of disclosure. The Disclosure Subcommittee shall be comprised of the department heads of the Investor Relations Department, the Corporate Communication Department, the Strategic Planning Department, the Secretarial Office, the Internal Control Department, and the Legal and Compliance Department. In addition, regular meetings will be held with business and disclosing divisions to enhance the contents and improve the accuracy of information disclosed.

3. Enhancement of measures to promote opportunities for dialogue aside from individual meetings
To deepen understanding of Terumo, business strategy briefings and plant tours may be organized for institutional investors, and facility tours are organized for shareholders. Terumo will also participate in conferences for institutional investors held in Japan and other parts of the world, as well as briefings for individual investors organized by securities companies, to enhance dialogue. In addition, Terumo will make other materials, including its financial results briefings, available on its website to provide such information in a timely and appropriate manner to as many shareholders and other investors as possible.

4. Measures for appropriate and effective feedback
Evaluations and opinions acquired through meetings with shareholders, other investors, and analysts are compiled periodically and shared with the management team. In addition, the president or officer supervising dialogue with the shareholders shall report to the Board of Directors on their visits to overseas institutional investors to ensure that the management team has the opportunity to gain an understanding of how the Company is evaluated in the capital markets.

5. Measures to control insider information when engaging in dialogue
As a general rule, the president, the officer supervising dialogue, and the department head and staff of the disclosing division will conduct dialogue with investors. In case of a dialogue led by officers other than those listed in the preceding sentence, either the officer supervising dialogue or the department head or staff of the disclosing division will attend such meeting. By having multiple participants engage in the dialogue, the Company will work to prevent unauthorized or inappropriate disclosure of information.
Terumo observes a silent period to prevent the leakage of any material information about the Company’s financial performance and to ensure fairness. In principle, the silent period shall begin four (4) weeks prior to the date of the expected announcement of the Company’s financial performance and conclude on the date when both the final announcement of financial statements of a fiscal year or the quarterly announcements take place. During this period, Terumo refrains from commenting on its financial performance or answering questions in relation to such performance.



The Policy for Dialogue with Shareholders and Other Investors has been formulated as part of Terumo's IR Policy.

For the full text of the IR Policy, please visit:

https://www.terumo.com/investors/management/ir_policy

Initiatives

The activities implemented in fiscal 2021 are outlined below.
Due to the impact of the COVID-19 pandemic, the corporate presentation for shareholders (in Osaka and Nagoya) and the Pranex tour, which are normally held each year, were not held in fiscal 2021.


Target	Activities implemented in fiscal 2021 Items in bold-faced type are activities in which the President or Managing Executive Officers took part
Shareholders	• General Meeting of Shareholders
Securities analysts and/or institutional investors	• Quarterly earnings briefings • Presentation to explain the 5-year Growth Strategy • Medical device seminars • One-to-one interviews (online or face-to-face) • Participation in conferences organized by securities firms • Participation in small-scale meetings organized by securities firms • Online overseas IR activities

Basic Approach

Changes in global circumstances, the globalization of business, and other factors are causing rapid changes in the Terumo Group's business environment. At the same time, risks affecting our business activities are diversifying and growing in complexity. In response to these risks, the Terumo Group is moving forward with the construction of a Groupwide risk management system, an effort that began in fiscal 2015.

The Group has established the Group Risk Management Policy and has been working on appropriate risk management based on identification and analysis of risks for the Group as a whole. Our objective in managing risks is to provide the proper environment for supporting bold yet appropriate risk-taking—for all types of risks—by management and ultimately to win stakeholder trust and enhance our corporate value.

Messages are communicated to all associates from Terumo's President and CEO stressing the importance of risk management as part of corporate activities. These messages are underscored by a target of realizing an organizational culture in which each individual associate is conscious of risk as they perform their job responsibilities.



For more details about our risk management system, business continuity management (BCM) and business continuity planning (BCP), see the Terumo Report 2022 ESG Section.

<https://www.terumo.com/sustainability/reports>

Major Risks and Opportunities

Main Risk Factors	Risks and Opportunities Content	Response
Changes in Government Healthcare Policies	<div>Risks</div> <ul style="list-style-type: none">■ The impact of large-scale amendment in government healthcare policies exceeding expectations <div>Opportunities</div> <ul style="list-style-type: none">■ Shortened development and approval process cycle for innovative medical device development■ Expanded revenue opportunities associated with increased demand for products and services with high medical cost efficiency	<ul style="list-style-type: none">• Constantly analyze the government healthcare policies of the countries in which we operate in order to furnish the necessary responses through coordination between relevant internal divisions and stakeholders
Stable Supply-Related Risks	<div>Risks</div> <ul style="list-style-type: none">■ Impact from overwhelmed sustainable value chains and the non-functional systems to stably supply high-quality products to medical settings due to material procurement, quality controls, compliance, and Environmental, Health and Safety Management System <div>Opportunities</div> <ul style="list-style-type: none">■ A competitive edge maintained through the continuous stable supply of products	<ul style="list-style-type: none">• Enhance quality control, compliance, environmental, and health and safety initiatives through various actions including the development of systems for collaboration with business partners (procurement policy/supplier guidelines)• Development of business continuity plans (BCPs)• Credit management of business partners

Main Risk Factors	Risks and Opportunities Content	Response
Quality-Related Risks	<div>Risks</div> <ul style="list-style-type: none">■ Impact of delayed compliance with more rigorous legal or regulatory standards which could be newly implemented in the countries■ Impacts of lost social trust and business interruptions due to quality-related issues disrupting the supply of products to medical settings <div>Opportunities</div> <ul style="list-style-type: none">■ Ability to sell to an increased number of countries by adapting to legal and regulatory standards■ A competitive edge on the market maintained with high product quality	<ul style="list-style-type: none">• Compliance with legal and regulatory standards and specifications pertaining to pharmaceuticals and medical devices in the countries in which products are manufactured or sold• Reinforce quality governance systems globally and develop and constantly improve quality control systems• Regularly verify through internal audits the compliance status with relevant laws and regulations at each production site within the Group and the status of quality control• Ensure quality, efficacy, and safety of products under rigorous quality and production control provisions
Discovery of New Medical Evidence	<div>Risks</div> <ul style="list-style-type: none">■ Loss of competitiveness in the event a product is found to not demonstrate efficacy during research and development, or new issues or adverse drug reactions are discovered with regard to the treatment previously thought to be effective	<ul style="list-style-type: none">• Analyze new research reports or clinical data after an initiative for product development, business alliances, or acquisitions is started, and decide whether to continue or discontinue the initiative
Market Price Fluctuations	<div>Risks</div> <ul style="list-style-type: none">■ Market price fluctuations pertaining to revised national healthcare systems■ Price fluctuations mainly in overseas markets due to large-scale bidding and other causes <div>Opportunities</div> <ul style="list-style-type: none">■ Development and provision of products with higher added value	<ul style="list-style-type: none">• Continuous cost reduction
Exchange Rate Fluctuations	<div>Risks</div> <ul style="list-style-type: none">■ Impact of exchange rate fluctuations	<ul style="list-style-type: none">• Reduce the impact of exchange rate fluctuations by transferring production to overseas factories• Structural methods such as importing raw materials• Minimize impact through flexible utilization of contracts to hedge against exchange rate volatility for trade receivables
Changes in Accounting Policies and Taxation Systems	<div>Risks</div> <ul style="list-style-type: none">■ Affected operating results and financial position when new accounting standards or taxation systems are implemented or altered■ Impact of additional tax burdens incurred due to difference in interpretation between tax authorities and the Company	<ul style="list-style-type: none">• Consider measures based on the timely information obtained and advice from experts• Increase opportunities to have dialogue with tax authorities
Capital and Business Alliances, Corporate Acquisitions	<div>Risks</div> <ul style="list-style-type: none">■ Impact of the situation where a major strategy for the Company, a capital or business alliance, or a corporate acquisition fails to produce the expected benefits <div>Opportunities</div> <ul style="list-style-type: none">■ Developed base for growth and strengthened business fundamentals by acquiring new management resources via capital and business alliances and corporate acquisitions	<ul style="list-style-type: none">• Analyze and evaluate business potentials, mitigate projected risks, and ensure swift and efficient post-merger integration

Main Risk Factors	Risks and Opportunities Content	Response
Risks Pertaining to Impairment Losses, Valuation Losses, and Business Reorganizations	<div>Risks</div> <div>■ Impairment losses recorded on goodwill and tangible or intangible assets, and accrued losses incurred due to sale or liquidation of businesses in the event that the anticipated growth isn't achieved as a result of the utilization of management resources or being unable to recover assets</div>	<div>• Efficient utilization of management resources in each business and maximize return on investments</div>
Information Security and IT System Management-Related Risks	<div>Risks</div> <div>■ Loss of social trust and business interruptions due to system outages if information is leaked or tampered with through a cyberattack or internal fraud</div>	<div>• Strengthened information security measures and enhanced responsiveness when incidents occur</div> <div>• Establishment of the global information security standards and rules</div> <div>• Continuous training for associates</div>
Legal Proceedings	<div>Risks</div> <div>■ Impact from any major legal action by a third party such as a lawsuit for damages or an injunction against sales</div>	<div>• Research by Legal and Compliance, Intellectual Property, and other managing divisions as well as establishment of an internal control system</div> <div>• Develop a management structure to ensure that the Board of Directors and the Audit and Supervisory Committee review situations as needed</div>
Pandemics, Epidemics, and Large-Scale Natural Disasters	<div>Risks</div> <div>■ Impacts on business activities that are more severe than expected in the event of global pandemics and epidemics, earthquakes, hurricanes, and other natural disasters</div>	<div>• Establish the Group BCM Policy and implement various drills on a regular basis</div>
Risks Related to the Environmental, Health and Safety Management and Compliance	<div>Risks</div> <div>■ Impact of damaged social trust if the Company's measures are not sufficiently functional due to sudden changes in laws of relevant countries, in regard to compliance with laws pertaining to occupational health and safety, anti-corruption, antitrust, and appropriate promotions targeting healthcare professionals as well as measures for addressing climate change and other environmental issues</div>	<div>• Implementation of management systems that conform to international standards</div> <div>• Continuous improvement activities and expansion of systems</div> <div>• Education for associates</div>
Economic and Geopolitical Risks	<div>Risks</div> <div>■ Impact of situations where the disruption to business activities caused by an economic downturn in countries to which the Company supplies products and the resulting fall in demand, or by an unexpected change in the political situation due to terrorism, war, etc., is greater than expected</div>	<div>• Constant monitoring of the political and economic situations of each country</div>

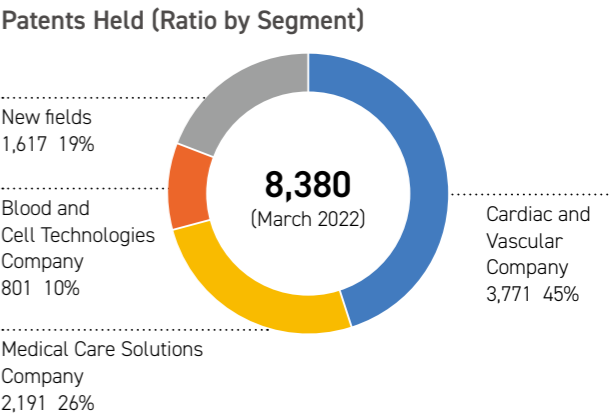
Terumo's Intellectual Property

Basic Stance on Intellectual Property Management

The Terumo Group strives to create intellectual property that will help strengthen its competitiveness. In doing so, we establish a priority for allocating resources, based on R&D and business strategies. Development directions are considered and intellectual property portfolios are built from a strategic perspective. In this perspective, development and intellectual property departments initiate development activities by collaborating in identifying other companies' patents and the characteristics of their products and services. As we expand our business operations globally, we are strengthening cooperation with overseas Group companies to further the effective application of the Group's intellectual property and taking steps to improve our management of intellectual property risk.

Patent Portfolio

As of March 31, 2022, the total number of patents held by the Terumo Group was approximately 8,300. Starting from this fiscal year, we have begun to add in patents held by overseas subsidiaries, so that we are able to disclose a total for the group as a whole. As of March 31, 2022, the total number of patents held by overseas subsidiaries was approximately 1,800.



Terumo Corporation and consolidated subsidiaries
Years ended March 31

(Millions of yen)

	FY2012 (Ended March 2013)	FY2013 (Ended March 2014)	FY2014 (Ended March 2015)	FY2015 (Ended March 2016)	FY2016 (Ended March 2017)	FY2017*2 (Ended March 2018)	FY2018*2 (Ended March 2019)	FY2019 (Ended March 2020)	FY2020 (Ended March 2021)	FY2021 (Ended March 2022)
	JGAAP					IFRS				
Results of Operations and Cash Flow*1										
Net sales/Revenue	402,294	467,359	489,506	525,026	514,164	587,775	599,481	628,897	613,842	703,303
Adjusted operating profit*3	—	—	—	—	—	124,929	122,128	124,998	115,927	134,441
Operating profit	53,216	65,288	67,456	81,703	76,578	108,552	106,637	110,611	98,386	115,960
Income before income taxes/Profit before tax	52,285	52,907	64,046	76,920	74,981	106,630	102,709	106,466	97,060	114,501
Profit attributable to owners of parent/Profit for the year attributable to owners of the parent	47,014	34,096	38,470	50,676	54,225	91,295	79,470	85,211	77,268	88,813
Net cash provided by (used in) operating activities	50,270	96,259	73,110	80,303	80,862	114,562	93,571	117,479	121,485	141,467
Net cash provided by (used in) investing activities	(31,293)	(52,744)	(40,421)	(23,495)	(181,433)	(44,105)	(74,792)	(84,714)	(85,317)	(78,454)
Free cash flow	18,976	43,515	32,689	56,808	(100,571)	70,457	18,778	32,764	36,168	63,013
Net cash provided by (used in) financing activities	(22,340)	(31,785)	44,121	(79,936)	60,937	(4,132)	(67,540)	14,010	(7,436)	(70,879)
Research and development expenses	27,128	30,130	29,360	33,147	33,747	41,342	47,681	50,618	49,096	51,837
Capital expenditure	25,715	39,933	37,342	31,454	39,091	45,685	60,845	89,510	77,208	69,230
Depreciation and amortization*4	32,554	39,881	40,692	44,674	45,400	42,035	44,035	52,358*6	53,932*6	58,882
Per Share Indicators*1										
EPS (Yen)*5	61.90	44.89	50.66	67.57	75.08	129.56	108.70	113.96	102.33	117.45
Dividends per share (Yen)	44.00	58.00	30.50	39.00	42.00	50.00	54.00	28.00	29.00	34.00
BPS (Yen)*5	576.11	653.36	756.87	704.27	694.85	777.94	939.60	1,003.36	1,133.13	1,338.46
Financial Position (at year-end)*1										
Current assets	286,955	310,985	412,458	374,746	349,183	411,042	398,722	460,607	523,966	558,713
Current liabilities	115,844	160,936	129,947	168,835	248,389	179,013	142,912	211,845	211,366	177,721
Total assets	771,032	832,814	992,073	901,685	1,021,405	1,081,045	1,120,790	1,241,355	1,351,192	1,473,693
Net assets/Total equity	437,909	496,245	573,523	511,544	489,554	550,435	698,113	754,883	856,662	1,012,313
Capital stock/Share capital	38,716	38,716	38,716	38,716	38,716	38,716	38,716	38,716	38,716	38,716
Management Indicators*1										
ROE	11.9%	7.3%	7.2%	9.3%	10.8%	17.5%	12.7%	11.7%	9.6%	9.5%
ROA	6.4%	4.3%	4.2%	5.4%	5.6%	8.7%	7.2%	7.2%	6.0%	6.3%
Shareholders' equity ratio/Ratio of equity attributable to owners of the parent to total assets	56.7%	59.6%	57.8%	56.7%	47.9%	50.9%	62.3%	60.8%	63.4%	68.7%
Shares issued and outstanding at year-end (thousands)*5	759,510	759,498	757,658	725,939	703,958	707,388	742,902	752,194	756,013	756,326
Employees at year-end	18,893	19,263	19,934	20,697	22,441	23,319	25,378	26,438	26,482	28,294

*1 Items separated by a " / " refer to items under "JGAAP/IFRS."

*2 A provisional accounting treatment, for the integration of businesses acquired in fiscal 2017 was finalized in fiscal 2018, and is reflected on certain figures for fiscal 2017 under IFRS.

*3 Adjusted operating profit is operating profit excluding amortization of acquired intangible assets and other non-recurring profit or loss. The Terumo Group uses adjusted operating profit as a performance indicator.

*4 Depreciation and amortization under JGAAP up to fiscal 2016 includes amortization of goodwill.

*5 A 2-for-1 stock split was carried out for Terumo common shares, effective April 1, 2014 and April 1, 2019. The figures for EPS, BPS, and shares issued and outstanding at year-end are reflected as if the aforementioned stock split had been carried out at the beginning of fiscal 2011. Shares issued and outstanding at year-end do not include treasury shares.

*6 Figures for fiscal 2019 and 2020 include depreciation amounts associated with the application of IFRS 16 Leases.

Revenue and Profits

In fiscal 2021 (the fiscal year ended March 31, 2022), revenue totaled ¥703.3 billion, an increase of 14.6% versus the previous fiscal year.

With the COVID-19 pandemic continuing to have an impact as it had in the previous year, the Cardiac and Vascular Company, which had previously experienced a fall in revenue, saw a strong recovery in demand, and there was an improvement in sales performance, particularly overseas. Within Japan, demand for syringes and intravenous products picked up and then remained steady.

As regards gross profit, despite increased costs due to rising manufacturing costs and transportation costs, which made themselves felt from the second quarter onwards, thanks to the increase in sales revenue (particularly in the Cardiac and Vascular Company), gross profit increased by 13.1% year-on-year to reach ¥369.3 billion.

Adjusted operating profit increased by 16.0% year-on-year to ¥134.4 billion, as a result of the increase in gross profit, combined with successful efforts to control sales expenses and some general and administrative expenses. Adjusted operating profit factors out amortization expense for intangible assets obtained during acquisitions and one-off income and expenses from operating profit.

As a result, operating profit, profit before tax and profit for the year attributable to the owners of the parent company all increased.

Revenue by Business Segment

Cardiac and Vascular Company

Although the recovery in demand in Japan has been slow, due to repeated waves of infection in the COVID-19 pandemic, there was still an increase in sales revenue, driven by Neurovascular Division products such as carotid artery stents. Overseas, there was strong demand throughout the company's business areas, particularly in Europe and the Americas. The recovery was particularly pronounced in the TIS (catheter) Division and the Neurovascular Division.

Consequently, the Cardiac and Vascular Company's sales revenue grew by 20.9% year on year to ¥397.1 billion.

Medical Care Solutions Company

Starting from the most recent consolidated accounting year, the Hospital Company has been renamed as the Medical Care Solutions Company. In line with the launching of the 5-year Growth Strategy, organizational reform and efforts to disseminate awareness of the new brand have been implemented with the aim of driving sustained growth for the company.

As regards its performance in the most recent consolidated accounting year, besides a recovery in demand for syringes and intravenous products in Japan, which is the main market, there has also been a global increase in demand for infusion pumps and syringe pumps, as well as a global expansion in tie-up business with drug manufacturers belonging to the Pharmaceutical Solutions Division (formerly the Alliance Division).

Consequently, the Medical Care Solutions Company's sales revenue increased by 5.6% year on year to ¥185.3 billion.

Blood and Cell Technologies Company

In Japan, with regard to products for blood centers, there was a slight fall in revenue due to reduced demand for blood bags. Overseas, particularly in Europe and the Americas, there was a recovery in demand for whole blood collection products and automated cellular and blood component manufacturing products, as well as for apheresis treatment. China saw strong revenue growth of nearly 30%, with particularly high growth in demand for blood collection devices for use in blood centers.

As a result, the Blood and Cell Technologies Company posted year on year sales revenue growth of 10.1%, with sales reaching ¥120.6 billion.

Financial Position and Cash Flows

Financial Position

Total assets as of the end of the fiscal year had risen by ¥122.5 billion to ¥1,473.7 billion. This was mainly due to a ¥34.2 billion increase in property, plant and equipment due to investment in production equipment, etc., as well as a ¥43.0 billion increase in goodwill and intangible assets resulting from the weak yen and investment in new IT systems, etc.

Total liabilities came to ¥461.4 billion, representing a decrease of ¥33.2 billion. This was mainly attributable to a ¥34.6 billion fall in bonds and borrowings resulting from the repayment of long-term loans repayable and redemption of corporate bonds.

Total equity was ¥1,012.3 billion, an increase of ¥155.7 billion versus a year earlier. The main reasons for this increase were an ¥88.8 billion rise in profit before tax and an ¥89.6 billion rise in comprehensive income due to the weakening of the yen referred to above, along with a ¥23.4 billion fall in retained earnings due to the payment of dividends.

Cash Flows

Net cash provided by operating activities was ¥141.5 billion. The main factors here were earnings before tax of ¥114.5 billion, depreciation and amortization of ¥58.9 billion, and payment of ¥30.5 billion in corporate income tax.

Net cash used in investing activities was ¥78.5 billion. The main factors here were ¥53.5 billion in expenditure to acquire property, plant and equipment (accompanying investment in production equipment, etc.) and ¥20.6 billion in expenditure to acquire intangible fixed assets (accompanying investment in new IT systems, etc.).

Net cash used in financial activities totaled ¥70.9 billion. The main factors here were ¥30.7 billion in expenditure for repayment of long-term borrowings, ¥10.0 billion in expenditure for redemption of corporate bonds, and payments for dividends amounting to ¥23.5 billion.

As a result of the above, cash and cash equivalents totaled ¥205.3 billion as of March 31, 2022, an increase of ¥4.5 billion compared with March 31, 2021.

Terumo Corporation and consolidated subsidiaries
FY2020 and FY2021

Consolidated Statement of Financial Position

(Millions of yen)

	FY2020 (As of March 31, 2021)	FY2021 (As of March 31, 2022)
Assets		
Current assets		
Cash and cash equivalents	200,770	205,251
Trade and other receivables	128,770	135,998
Other current financial assets	1,116	63
Inventories	175,576	198,536
Current tax assets	510	778
Other current assets	17,222	18,086
Total current assets	523,966	558,713
Non-current assets		
Property, plant and equipment	299,679	333,864
Goodwill and intangible assets	471,834	514,801
Investments accounted for using the equity method	3,644	4,133
Other non-current financial assets	19,449	25,937
Deferred tax assets	23,729	20,198
Other non-current assets	8,887	16,043
Total non-current assets	827,225	914,979
Total Assets	1,351,192	1,473,693

(Millions of yen)

	FY2020 (As of March 31, 2021)	FY2021 (As of March 31, 2022)
Liabilities and Equity		
Liabilities		
Current liabilities		
Trade and other payables	83,528	81,545
Bonds and borrowings	42,072	1,121
Other current financial liabilities	7,784	7,228
Current tax liabilities	14,311	14,104
Provisions	374	499
Other current liabilities	63,295	73,222
Total current liabilities	211,366	177,721
Non-current liabilities		
Bonds and borrowings	218,497	224,875
Other non-current financial liabilities	32,122	30,297
Deferred tax liabilities	15,962	12,746
Defined benefit liabilities	6,639	5,811
Provisions	96	113
Other non-current liabilities	9,845	9,813
Total non-current liabilities	283,163	283,658
Total liabilities	494,530	461,379
Equity		
Share capital	38,716	38,716
Capital surplus	51,829	51,921
Treasury shares	(6,838)	(6,229)
Retained earnings	775,078	846,978
Other components of equity	(2,123)	80,926
Total equity attributable to owners of the parent	856,662	1,012,313
Total Equity	856,662	1,012,313
Total liabilities and equity	1,351,192	1,473,693

Consolidated Statement of Profit or Loss

(Millions of yen)

	FY2020 (For the year ended March 31, 2021)	FY2021 (For the year ended March 31, 2022)
Revenue	613,842	703,303
Cost of sales	287,219	333,962
Gross profit	326,623	369,341
Selling, general and administrative expenses	228,566	250,891
Other income	3,814	2,500
Other expenses	3,485	4,990
Operating profit	98,386	115,960
Finance income	1,727	1,062
Finance costs	2,337	2,961
Share of profit (loss) of investments accounted for using the equity method	(716)	440
Profit before tax	97,060	114,501
Income tax expenses	19,859	25,687
Profit for the year	77,200	88,813
Attributable to:		
Owners of the parent	77,268	88,813
Non-controlling interests	(67)	—
Total profit for the year	77,200	88,813
Earnings per share		
Basic earnings per share (yen)	102.33	117.45
Diluted earnings per share (yen)	102.11	117.38

Consolidated Statement of Comprehensive Income

(Millions of yen)

	FY2020 (For the year ended March 31, 2021)	FY2021 (For the year ended March 31, 2022)
Profit for the year	77,200	88,813
Other comprehensive income		
Items that will not be reclassified to profit or loss		
Changes in financial assets measured at fair value through other comprehensive income	1,448	(29)
Remeasurements of defined benefit plans	11,803	6,699
Total items that will not be reclassified to profit or loss	13,252	6,670
Items that are or may be reclassified subsequently to profit or loss		
Exchange differences on translation of foreign operations	24,390	83,029
Cash flow hedges	667	(458)
Cost of hedging	220	340
Total items that are or may be reclassified subsequently to profit or loss	25,278	82,910
Total other comprehensive income (loss) for the year	38,531	89,581
Total comprehensive income for the year	115,732	178,394
Attributable to:		
Owners of the parent	115,801	178,394
Non-controlling interests	(69)	—
Total comprehensive income for the year	115,732	178,394

Note: The statement items listed above are all after-tax.

Consolidated Statement of Changes in Equity

(Millions of yen)

	Equity attributable to owners of the parent						Non-controlling interests	Total
	Share capital	Capital surplus	Treasury shares	Retained earnings	Other components of equity	Total		
Balance as of April 1, 2020	38,716	51,858	(14,103)	705,765	(27,423)	754,813	69	754,883
Profit for the year	—	—	—	77,268	—	77,268	(67)	77,200
Other comprehensive income	—	—	—	—	38,533	38,533	(1)	38,531
Total comprehensive income	—	—	—	77,268	38,533	115,801	(69)	115,732
Acquisition of treasury shares	—	—	(3)	—	—	(3)	—	(3)
Disposal of treasury shares	—	—	96	(14)	(82)	0	—	0
Dividends	—	—	—	(21,109)	—	(21,109)	—	(21,109)
Transfer from other components of equity to retained earnings	—	—	—	13,197	(13,197)	—	—	—
Share-based payments	—	0	99	102	47	249	—	249
Conversion of convertible bonds	—	(29)	7,072	(132)	—	6,910	—	6,910
Total transactions with owners of the parent	—	(29)	7,265	(7,956)	(13,232)	(13,953)	—	(13,953)
Balance as of March 31, 2021	38,716	51,829	(6,838)	775,078	(2,123)	856,662	—	856,662
Profit for the year	—	—	—	88,813	—	88,813	—	88,813
Other comprehensive income	—	—	—	—	89,581	89,581	—	89,581
Total comprehensive income	—	—	—	88,813	89,581	178,394	—	178,394
Acquisition of treasury shares	—	—	(3)	—	—	(3)	—	(3)
Disposal of treasury shares	—	(10)	49	—	(38)	0	—	0
Dividends	—	—	—	(23,440)	—	(23,440)	—	(23,440)
Transfer from other components of equity to retained earnings	—	—	—	6,527	(6,527)	—	—	—
Share-based payments	—	114	91	—	35	241	—	241
Conversion of convertible bonds	—	(11)	470	—	—	459	—	459
Total transactions with owners of the parent	—	92	608	(16,913)	(6,531)	(22,742)	—	(22,742)
Balance as of March 31, 2022	38,716	51,921	(6,229)	846,978	80,926	1,012,313	—	1,012,313

Consolidated Statement of Cash Flows

(Millions of yen)

	FY2020 (For the year ended March 31, 2021)	FY2021 (For the year ended March 31, 2022)
Cash flows from operating activities		
Profit before tax	97,060	114,501
Depreciation and amortization	53,932	58,882
Share of loss (gain) of investments accounted for using the equity method	716	(440)
Increase (decrease) in assets and liabilities relating to retirement benefits	256	646
Interest and dividend income	(539)	(640)
Interest expenses	2,337	1,833
Foreign exchange loss (gain), net	249	2,187
Loss (gain) on disposal of property, plant and equipment	498	472
(Increase) decrease in trade and other receivables	6,417	(895)
(Increase) decrease in inventories	(21,985)	(8,166)
Increase (decrease) in trade and other payables	(814)	55
Others	6,754	3,799
Sub-total	144,884	172,236
Interest and dividend income received	740	1,033
Interest expenses paid	(1,062)	(1,312)
Income taxes paid	(23,076)	(30,489)
Net cash provided by (used in) operating activities	121,485	141,467
Cash flows from investing activities		
Payments for purchase of time deposits	(149)	(3)
Proceeds from withdrawal of time deposits	305	7
Payments for purchase of property, plant and equipment	(62,318)	(53,515)
Proceeds from sale of property, plant and equipment	16	26
Payments for purchase of intangible assets	(20,806)	(20,590)
Proceeds from sale of intangible assets	212	—
Payments for purchase of investment securities	(2,102)	(1,705)
Proceeds from sale of investment securities	2,900	180
Payments for acquisition of shares of subsidiaries and other businesses	(3,374)	(2,853)
Net cash provided by (used in) investing activities	(85,317)	(78,454)
Cash flows from financing activities		
Repayments of short-term borrowings	(40,000)	—
Proceeds of long-term borrowings	70,000	—
Repayments of long-term borrowings	—	(30,670)
Payments for repayment of bonds	(10,000)	(10,000)
Payments for repayment of lease obligations	(6,277)	(6,750)
Payments for purchase of treasury shares	(3)	(3)
Payments for dividends	(21,155)	(23,455)
Net cash provided by (used in) financing activities	(7,436)	(70,879)
Effect of exchange rate changes on cash and cash equivalents	5,139	12,347
Net increase (decrease) in cash and cash equivalents	33,871	4,481
Cash and cash equivalents at the beginning of the year	166,898	200,770
Cash and cash equivalents at the end of the year	200,770	205,251

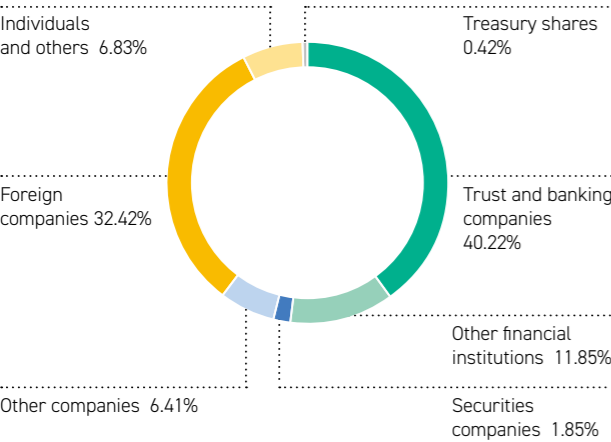
Corporate Information (As of March 31, 2022)

Company Name	Terumo Corporation
Founded	September 17, 1921
Tokyo Office	Tokyo Opera City Tower, 3-20-2 Nishi Shinjuku, Shinjuku-ku, Tokyo 163-1450, Japan
Head Office	2-44-1 Hatagaya, Shibuya-ku, Tokyo 151-0072, Japan
Share capital	¥38.7 billion
Employees	Consolidated: 28,294 Non-Consolidated: 5,377
Fiscal Year	From April 1 to March 31

Stock information (As of March 31, 2022)

Security Code	4543
Stock Exchange Listing	Prime Market of Tokyo Stock Exchange
Number of Shares Authorized	3,038,000,000
Number of Shares Issued	759,521,040
Number of Shareholders	53,755
Trading Unit	100

Composition of Issued Shares by Type of Shareholder



Major Shareholders (Top 10 Shareholders)*1

Shareholders	Number of Shares Held (Thousands)	Percentage of Total Shares Issued (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	169,778	22.45%
Custody Bank of Japan, Ltd. (Trust Account)	71,653	9.47%
The Dai-ichi Life Insurance Company, Limited*2	33,615	4.44%
Meiji Yasuda Life Insurance Company	24,422	3.23%
Mizuho Bank, Ltd.*3	15,736	2.08%
TERUMO LIFE SCIENCE FOUNDATION	14,720	1.95%
STATE STREET BANK AND TRUST COMPANY 505223	12,969	1.71%
STATE STREET BANK AND TRUST COMPANY 505001	11,865	1.57%
Custody Bank of Japan, Ltd. (Securities Investment Trust Account)	11,712	1.55%
STATE STREET BANK WEST CLIENT - TREATY 505234	10,833	1.43%

*1 Terumo owns 3,194,976 treasury shares at the end of March 2022. The percentage is calculated by deducting the treasury stocks.
*2 Shares held by The Dai-ichi Life Insurance Company, Limited include 6,000 thousand shares contributed by that company to a retirement benefit trust.
*3 Shares held by Mizuho Bank, Ltd. include 13,036 thousand shares contributed by that company to a retirement benefit trust.

All brand names are trademarks or registered trademarks of TERUMO CORPORATION and their respective owners.

Terumo's Corporate Website

Terumo's corporate website provides information on the Company and its businesses, the latest financial information, news releases, and other information.



Terumo Corporation
Terumo Global Website
<https://www.terumo.com>



Investor relations website
<https://www.terumo.com/investors>



Sustainability website
<https://www.terumo.com/sustainability>