



Terumo Corporation
Corporate Guide

1921, as thermometer imports to Japan stopped due to World War I, Dr. Shibasaburo Kitasato and other physicians founded Terumo to meet the desperate need for production of quality thermometers in Japan.

These words appeared in the founding prospectus:

"As the health of the people of Japan depends on the spread of hygiene awareness, and as the health of the people is the key to national stability, this can be called an industry of national concern."

The founders' mindset lives on in the Terumo Group Mission:
Contributing to Society through Healthcare.

Terumo contributes to the stability and development of society by striving for the health of all people and for the medical settings that support that health. That is our unchanging mission.

Terumo associates* will move forward bringing innovative products and solutions to patients and medical professionals around the world and helping to achieve a better society.

*At Terumo, employees are referred to as "associates" to emphasize the fellowship of working together as a team.



An aerial photograph of a city skyline, likely Tokyo, is visible on the left and right sides of the page. A large green rectangular overlay covers the central portion of the image, containing white text. The text is organized into sections with horizontal lines above and below the section headers.

Group Mission

Contributing to Society through Healthcare

We contribute to society by providing valued products and services in the healthcare market and by responding to the needs of patients and healthcare professionals.

Core Values

Respect — Appreciative of others

We show respect and appreciation toward associates, customers, and business partners. We value individuality and diverse cultures, and listen widely and carefully to different opinions and the voice of society.

Integrity — Guided by our mission

As associates of Terumo Group, responsible for life and health, we always act with sincerity and a sense of mission. Through our daily efforts, we build trust among all stakeholders.

Care — Empathetic to patients

We are mindful that everything we do ultimately connects us to patients. We strive to understand healthcare providers deeply and work together with them to give patients a better future.

Quality — Committed to excellence

To ensure safety and reliability in healthcare, we view each issue from a “gemba” perspective in order to find the optimal solution. As well as product quality, we pursue excellence in all we do, from product supply to customer care.

Creativity — Striving for innovation

We promote a mindset that embraces challenge for the future, and work with curiosity and passion. We respond to the needs of “gemba” by delivering products and services that create meaningful value in a timely manner.

Capturing the paradigm shift in healthcare.

Accelerating our efforts to create solutions for social value.

With the Group Mission of “Contributing to Society through Healthcare,” Terumo delivers high-quality products and solutions to medical settings and patients in over 160 countries and regions.

Healthcare is currently undergoing a global paradigm shift. The progression of aging populations around the world means that people increasingly spend a longer time living with chronic illnesses. Moreover, societies must balance between healthcare advancement and cost efficiency. Meanwhile, the evolution of technologies, including digitalization, biopharmaceuticals, and genomic medicine, is bringing about rapid and enormous changes to the world of healthcare.

To continue our contribution to society through healthcare amid this age of transformation, Terumo needs to capture this wave of change—including digitalization and innovation in medical technologies—and turn it into our competitive advantages, while staying committed to the quality we have established over the years. In this way, Terumo will continue to make progress in the advancement of healthcare and the enhancement of patients’ quality of life.

2023 is the second year of GS26, our five-year growth strategy with a vision towards the next decade and beyond. With our 30,000 associates, Terumo Group will continue to be united towards meeting the challenge of creating solutions for diverse healthcare needs and will further accelerate our efforts to achieve GS26 goals.

We ask for your continued understanding and support in this endeavor.

Toshiaki Takagi

Chairman of the Board

Shinjiro Sato

President and CEO







Standing with Healthcare, Standing by Our Patients

Healthcare needs grow ever more diverse, and in the midst of remarkable technological innovation in new therapeutic areas, the way people approach their health is also undergoing dramatic change.

To provide each patient with optimal healthcare so they can live their best lives; this is the wish of most medical professionals, and it is also our wish.

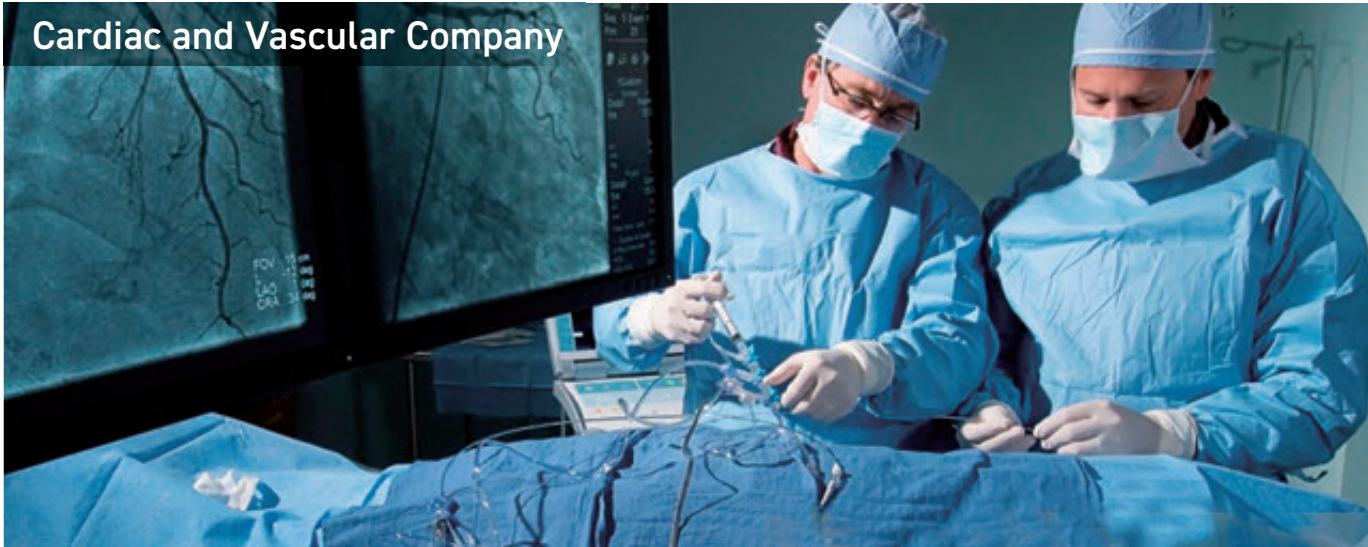
Terumo has three companies encompassing all corners of the globe.

We provide products and solutions that help solve a variety of challenges in medical settings and improve the effectiveness of treatment and quality of life of patients.

We will walk alongside healthcare providers now and into the future toward realizing an ever greater contribution to society.

Terumo brings so medical settings thro

Cardiac and Vascular Company



Medical Care Solutions Company



Blood and Cell Technologies Company



olutions of value to ugh three companies.

Realizing minimally invasive treatments in vascular intervention and cardiac surgery

The businesses of the Cardiac and Vascular Company involve the heart, lungs and brain, which are basic to human life, and treatment of blood vessel diseases throughout the body. The company provides interventional devices, which enable treatment by accessing blood vessels through a catheter to treat regions of the body including the heart and brain; oxygenators and heart-lung machines that sustain life in place of the heart and lungs during cardiac surgery; and surgical grafts and stent grafts that replace blood vessels damaged by disease. Each business of the company strives to bring about better treatment efficacy and reduce the burdens of patients while raising their quality of life.

- **Terumo Interventional Systems (TIS Division)**
- **MicroVention (Neurovascular Division)**
- **Terumo Cardiovascular (Cardiovascular Division) / HeartSheet Division**
- **Terumo Aortic (Vascular Graft Division)**

Contributing to better patient care and transformation toward “yasashii*” medical care for everyone involved

As populations age, more patients require healthcare, and the number of patients with multiple or chronic illnesses is increasing, leading to higher healthcare expenditures. In addition, the global spread of the COVID-19 pandemic raised awareness of the importance of infection control. And as technology progresses, the need increases for individualized medicine tailored to each patient. To meet the diverse and complex needs of medical settings, we leverage our cultivated strengths to provide enhanced solutions that contribute to better patient care and healthcare transformation towards realizing friendly healthcare for everyone involved.

* Terumo calls medical care that brings benefits to patients, healthcare professionals, and all those involved in healthcare “yasashii” medical care, which includes medical safety, operational efficiency, and early discharge from the hospital.

- **Terumo Medical Care Solutions
(Hospital Care Solutions Division / Life Care Solutions Division /
Pharmaceutical Solutions Division)**

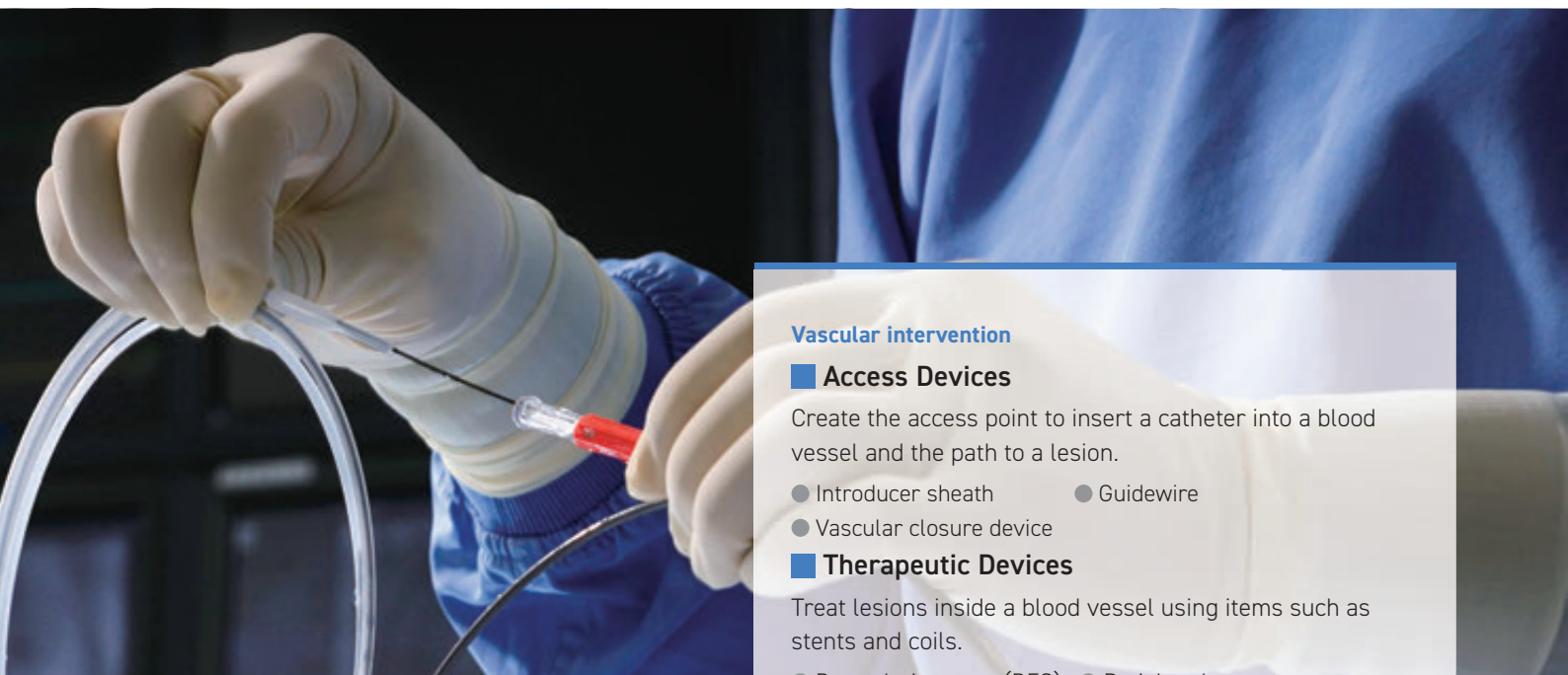
Sustaining blood transfusions worldwide, contributing to the advancement of blood and cell treatments

At blood centers, donated blood is processed into the components of platelets, plasma, and red blood cells. These are supplied to healthcare providers. Terumo collaborates with blood centers globally to provide collection and processing sets and other supplies for efficient blood processing. Additionally, the company provides devices that use centrifugation and separation technology to collect or remove specific blood components, enabling a variety of blood treatment solutions. In recent years, the fields of cell and gene therapy have advanced rapidly, and Terumo provides research institutions and pharmaceutical companies with instruments and services that enable high-quality, large-scale production of cell products to support the creation of new therapies.

- **Terumo Blood and Cell Technologies**

Expanding the potential of vascular treatment to raise patient comfort

Terumo Interventional Systems provides products that are used to treat diseases of the heart or lower limb blood vessels in vascular intervention (blood vessel care using a catheter); imaging used to view the interior of blood vessels; and interventional oncology used to perform chemotherapy to treat liver cancer. While pursuing better treatment efficacy, device usability and quality for interventional physicians, TIS also contributes to minimally invasive care that reduces patients' burdens.



Vascular intervention

Access Devices

Create the access point to insert a catheter into a blood vessel and the path to a lesion.

- Introducer sheath
- Vascular closure device
- Guidewire

Therapeutic Devices

Treat lesions inside a blood vessel using items such as stents and coils.

- Drug-eluting stent (DES)
- Peripheral stent
- Embolization coil system

Intravascular Imaging Systems

Use ultrasound or light to observe the surface or cross-section of blood vessel walls.

- Optical frequency domain imaging (OFDI) system
- Intravascular ultrasound (IVUS) system

Interventional Oncology

IO Devices

Perform chemotherapy via a catheter by accessing cancer cells through the hepatic artery.

- Micro balloon catheter
- Microcatheter
- Holmium microspheres
- Drug-elutable beads



Introducer sheath



Drug-eluting stent (DES)



Intravascular ultrasound (IVUS) system



Microcatheter

TOPICS

Promoting TRI to further enhance patient quality of life and contribute to medical cost efficiency

From early on, Terumo has been working on promoting Transradial Intervention (TRI), in which the catheter is inserted through the wrist. Compared to transfemoral coronary intervention, TRI can reduce bleeding complications and shorten hospital stays, resulting in increased cost-efficiency. Initially, TRI was mostly used to treat the arteries of the heart. Recently, it has expanded to areas including peripheral treatment and chemoembolization to treat liver cancer (interventional oncology).

Terumo is committed to developing devices to support wider procedures of transradial approach. In an effort to further promote these products, Terumo also provides training on their proper use and support for establishing evidence. We will continue enhancing patient quality of life and contributing to medical cost efficiency.

Neurovascular Division

Cardiac and Vascular Company



Revolutionizing neurovascular intervention with unique technologies

MicroVention pioneers the development of catheter-based, minimally invasive, neuroendovascular technologies that provide therapeutic advantages for neurovascular disorders. Terumo collaborates with this U.S.-based subsidiary to provide innovative solutions to treat these diseases that can be devastating for patients, specifically ischemic stroke (a blockage of blood flow within the brain) and brain aneurysms (a weak, bulging area on the wall of an artery). In particular, a wide range of devices, including catheters and guidewires, allow healthcare professionals to gain easier access to treat lesions and improve patients' quality of life.



Aneurysm Therapeutic Devices

A brain aneurysm is a weak, bulging area on the wall of an artery. These devices treat an aneurysm by filling the aneurysm sac or diverting the flow into the aneurysm.

- Hydrogel embolic coil
- Coil-assist stent
- Intrasaccular device
- Flow diverter

Ischemic Stroke and Carotid Artery Devices

Devices designed to treat blood clots within the neurovascular vessels that can remove clots and open a plaque-filled artery.

- Aspiration catheter
- Clot retrieval device
- Carotid stent

Neurovascular Malformation Therapy

An arteriovenous malformation (AVM) or dural arteriovenous fistula (dAVF) is an abnormal connection of blood vessels. These devices assist with treating these conditions or help prevent blood flow into blood vessels.

- Liquid embolic agent
- Occlusion balloon catheter

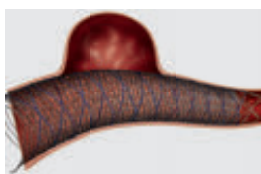
Access Devices

These devices allow physicians to gain neuroendovascular access to the treatment areas in the brain.

- Microcatheter
- Guidewire
- Guiding catheter



Intrasaccular device



Flow diverter



Carotid stent



Aspiration catheter

Images shown above are for illustration purposes only.

TOPICS

Celebrating 25 years of neuroendovascular device manufacturing

MicroVention celebrated its 25-year anniversary, in September 2022. Founded in 1997 by a handful of associates in a small facility in Southern California, MicroVention is now a worldwide community with over 3,000 associates and distributors, operating in over 70 countries with offices across the United States, Europe, Asia, and Costa Rica. Since inception, MicroVention has launched over 30 products and since being acquired by Terumo in 2006, has expanded beyond cerebral aneurysms to include treatment for ischemic stroke, carotid artery disease, and neurovascular malformations. On MicroVention's 25th anniversary, celebrations occurred across the globe that focused on its patients, product innovation, and its associates. We will continue to make further contributions to neuroendovascular treatment.

Providing lifesaving technologies to cardiac surgery teams around the world

Terumo Cardiovascular develops and manufactures medical devices that function outside the body in place of the heart and lungs during cardiac surgery; oxygenators which perform blood oxygen exchange in place of the lungs; ECMO systems that support heart and lung function for patients in emergency care; and devices that help to support surgery without stopping the heart. In collaboration with Terumo's HeartSheet Division, which has produced world-first regenerative medicine products that are expected to provide alternative options for patients with serious heart failure, the division is also contributing to better patient quality of life through innovative technologies for heart disease patients.



Cardiovascular Division (Terumo Cardiovascular)

■ Cardiopulmonary Bypass System

Performs extracorporeal circulation and gas exchange in place of the patient's heart and lungs during cardiac surgery.

- Hollow-fiber oxygenator with integrated arterial filter
- Heart-lung machine
- Continuous in-line blood parameter monitoring system

■ Extracorporeal Life Support System

Supports heart and lung functions in patients receiving emergency care due to acute heart attack or cardiac arrest.

- ECLS (extracorporeal life support system) / ECMO (extracorporeal membrane oxygenation) system

■ Off-Pump Coronary Artery Bypass Surgery Products

Support the cardiac surgeon during surgery performed without stopping the heart.

HeartSheet Division

■ Products for Regenerative Medicine

Muscle tissue is taken from the thigh of a patient with severe heart failure. Skeletal myoblast cells from that tissue are cultured into sheet form and placed on the surface of the patient's heart. This provides a treatment option to patients for whom recovery is not possible through drug or surgical therapies.



Hollow-fiber oxygenator



Extracorporeal membrane oxygenation (ECMO) system



Off-pump coronary artery bypass surgery products



Skeletal myoblast sheet

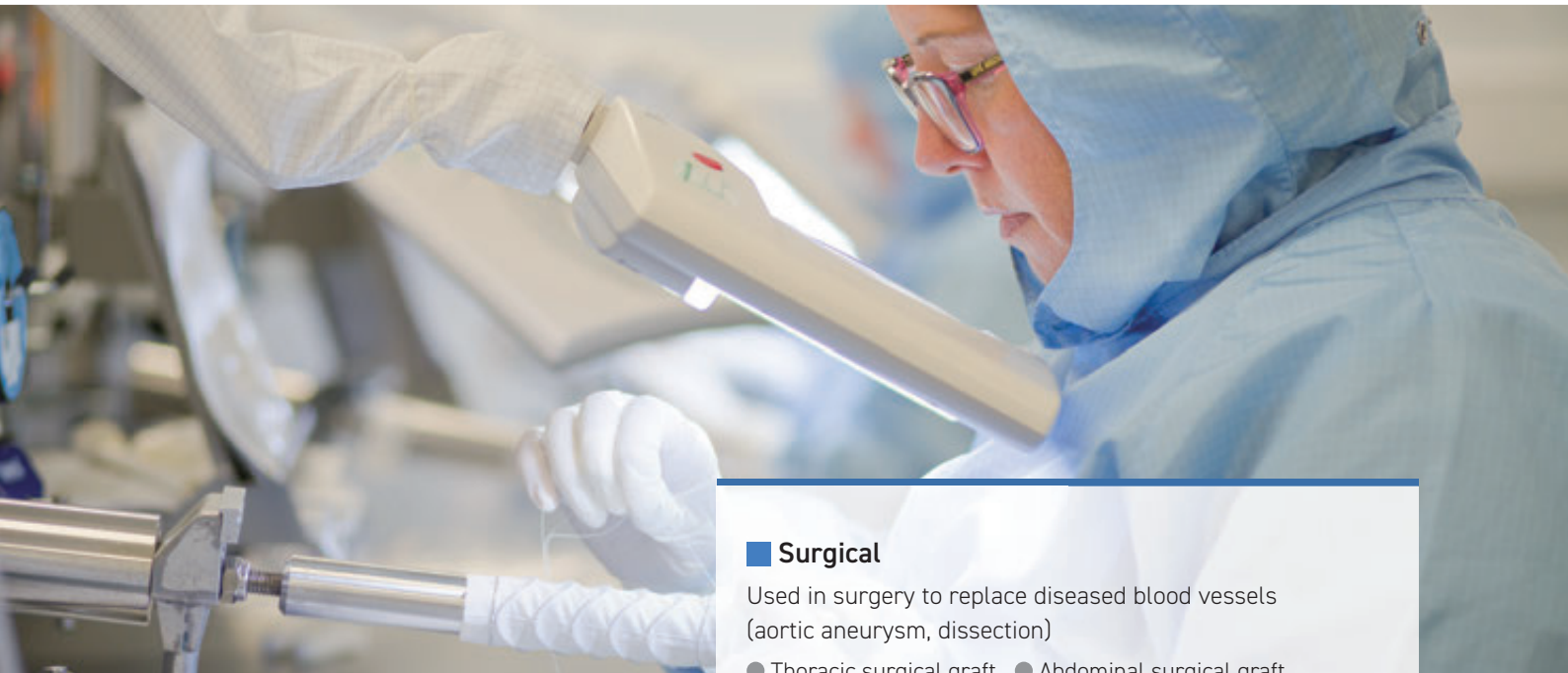
TOPICS

Costa Rica boosts its manufacturing footprint with mission-driven talent

Terumo Cardiovascular opened its Perfusion Circuit Technology and Manufacturing Center in Costa Rica in 2022. Costa Rica's strong commitment to sustainability, economic stability, and pool of educated and skilled talent provide an ideal environment to expand and grow operations. The plant developed a unique training program for new associates focused on building technical knowledge and exciting passion for their life-saving work. The facility produces the Company's complete line of custom perfusion circuits (tubing kits) which are used during cardiovascular surgery. By strengthening its manufacturing footprint in Costa Rica, Terumo Cardiovascular is better positioned to serve global customers and provide effective solutions for patient care – today and well into the future.

Excellent technological synergy to bring patients optimal aortic treatment

Terumo Aortic is the group's vascular business, providing products including surgical grafts and stent grafts that are used by clinicians to treat patients with aortic disease, which includes thoracic and abdominal aneurysms and dissection. The company has a comprehensive product portfolio contributing to help save the lives of many patients in over 100 countries. Future plans include the development of solutions to maximize clinical outcomes and optimize therapy decisions for individual patients by utilizing digital technologies, as Terumo Aortic continues the development of innovative and unique products to treat complex aortic pathologies.



■ Surgical

Used in surgery to replace diseased blood vessels (aortic aneurysm, dissection)

- Thoracic surgical graft
- Abdominal surgical graft

■ Endovascular

Used in endovascular treatment to replace diseased blood vessels (aortic aneurysms, dissection) by implanting prosthetic graft supported by stents in diseased vessels to prevent rupture or further dissection.

- Thoracic stent graft
- Abdominal stent graft

■ Hybrid

Used in surgery to treat thoracic artery diseases. The device is hybrid of surgical graft and stent graft to enable surgeons to treat patients in one procedure instead of conventional two stage procedures.

- Thoracic frozen elephant trunk



Thoracic surgical graft



Thoracic frozen elephant trunk



Thoracic stent graft



Abdominal stent graft

TOPICS

FDA Grants Breakthrough Device Designation to Thoracic Frozen Elephant Trunk

Thoracic frozen elephant trunk is the first of its kind device used in Frozen Elephant Trunk (FET) repair in the United States. It was granted Breakthrough Device Designation by the Food and Drug Administration (FDA) in 2020 followed by FDA approval for commercial sale in the United States 2022. This innovative hybrid device allows patients with suitably limited disease to be treated in a single stage procedure rather than two procedures which has previously been the conventional pathway in the United States for this group of patients.

Hospital Care Solutions Division

Medical Care Solutions Company



Solving issues hospitals face by providing solutions to help improve the quality and safety of healthcare

The Hospital Care Solutions Division offers a variety of expertise to address the needs of medical settings, including medical safety, in-facility infection prevention, and cost control. The division develops products that reduce the burden on patients and medical professionals and offer greater usability, provide operational support for medical equipment, and present training programs for medical professionals. By offering solutions to issues that are tough to solve simply by a single product, we contribute to improved treatment safety, workflow efficiency, and better quality of life for patients.



Advanced Infusion System Products

Combine advanced infusion systems with digital health technologies to improve safety through drug administration efficiency and standardization.

- Infusion and syringe pump with system connectivity / Pump monitoring system
- IV solution bag for safe administration
- Closed system drug transfer device (CSTD)
- Safety IV catheter ● Closed infusion system

Preoperative, Oncological Products

Contribute to issues of preoperative and oncology treatment with pain management solutions and prevention of complications.

- Sprayable adhesion barrier gel ● Analgesic

Infection Prevention and Environmental Control Products

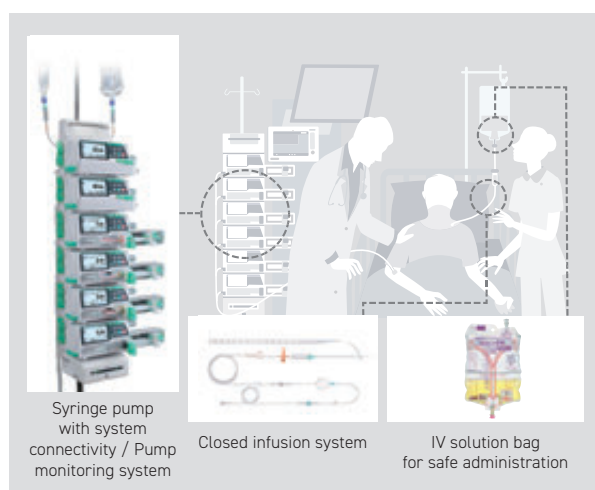
Provide infection control measures to medical professionals, including hand sanitizers and environmental control solutions for hospital rooms.

- Hand sanitizer ● Ultraviolet irradiation robot

Peritoneal Dialysis Products

Support peritoneal dialysis (PD) treatment through products that are easy to use and less burdensome on patients.

- Peritoneal dialysate ● Sterile tubing welder
- Manually connected peritoneal dialysate exchange system
- Automated peritoneal dialysis (APD) system



TOPICS

Contributing to better hospital environments and infection control

The COVID-19 pandemic has brought renewed awareness of infection control in medical settings and also our daily lives. Many medical institutions face a wide range of difficult issues including how to establish their own infection control measures and operate devices appropriately. With the Medical Care Solutions Company at its core, Terumo offers comprehensive expertise for infection control and environmental control in hospitals. We aim to solve challenges in medical settings by proposing operating protocols for ultraviolet irradiation robots and providing training, as well as surface infrared body temperature screening.

Special infection prevention website (information for medical professionals; Japanese only)



Ultraviolet irradiation robot



Hand sanitizer



Infection control mascot

Life Care Solutions Division

Medical Care Solutions Company



Standing together with patients to propose solutions to fit each patient's needs

The Life Care Solutions Division provides healthcare solutions optimized for patients living with diabetes and other chronic diseases. We contribute to improving patients' prognoses, preventing serious disease, and enhancing quality of life by creating new value for all patients.



Diabetes Care Products

Provide high-usability, minimal-pain products to be used for daily glucose management and insulin administration to contribute to better patient quality of life.

- Blood glucose self-monitoring system
- Continuous glucose monitoring system (Exclusive distribution in Japan only)
- Insulin patch pump
- Disposable needle for pen-injector

Vital Sign Management Products

Provide timely management of patient vital signs efficiently and accurately with wireless connection technology.

- Blood glucose monitoring system
- Thermometer
- Blood pressure monitor
- Pulse oximeter



Insulin patch pump



Continuous glucose monitoring system



A series of vital measuring devices with wireless connection technology

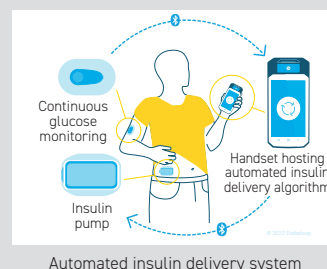


Thermometer / Infrared thermometer

TOPICS

New technology helps people with diabetes smile

Terumo has been providing innovative products in the diabetes field. In 2018, Terumo developed Japan's only patch-type insulin pump, and in 2019, Terumo started selling the U.S. company Dexcom's continuous blood glucose monitor in Japan. In 2020, we signed a co-development agreement with the French company Diabeloop for an automated insulin delivery system (the AID system). We aim to further support people with diabetes through this AID system, which connects to a continuous blood glucose monitor which measures subcutaneous glucose concentration in real time to continuously deliver insulin from an insulin pump in response to the patient's condition.



Note: The regulatory approval status and availability of these products differ by country or region.

Pharmaceutical Solutions Division

Medical Care Solutions Company



Utilizing unique technologies to add value to pharmaceuticals and contribute to better drug delivery

Using its unique prefilled drug product technology, The Pharmaceutical Solutions Division offers solutions to pharmaceutical companies by proposing new drug delivery devices. The division leverages its material technology optimized for the characteristics of each drug and utilizes advanced manufacturing technology to design and produce drug-device combination products. Through alliances with pharmaceutical companies, Terumo provides a total solution from clinical trial drug manufacture to full commercialization, contributing to safer and more certain delivery of drugs.



Drug Development and Manufacture Partnering

Through partnerships with pharmaceutical companies, Terumo supports the entire process from prefilled device design through to commercial manufacturing.

- Prefilled syringe in auto-injector
- Prefilled syringe in safety device

Container Supply

Terumo provides highly usable devices made from materials optimized for use with biopharmaceuticals and vaccines.

- Ready-to-fill syringe
- Intradermal injection device

Drug Kit Administration Devices

Terumo provides administration devices for packaging with pharmaceuticals sold by pharmaceutical companies to contribute to greater efficiency in medical settings.

- Needles for drug kit



Prefilled syringe in auto-injector
Prefilled syringe in safety device



Ready-to-fill syringe



Needles for drug kit



Intradermal injection device

TOPICS

Strengthening production capacity to meet global needs

Terumo's drug-device combination products are manufactured at the Terumo Yamaguchi East Factory, the Fujinomiya Pharmaceutical Factory, and the Kofu Pharmaceutical Factory. With material technology used in prefilled syringes and aseptic filling expertise, the Terumo Yamaguchi East Factory has been approved to produce prefilled syringes by the European EMA, United States FDA, Japan PMDA, and other regulatory bodies. It currently produces a biosimilar product for autoimmune disease that is sold in Europe, as well as other combination products. Capacity expansion is in progress to raise production capacity to 3.5 times the volume it produced in 2016 and is expected to serve as a vital production site to drive business growth on a global scale.

Unlocking the potential of blood and cells for patients and their quality of life

Blood and cells are indispensable in sustaining our lives, and at the same time, they hold the potential to treat cancer and other serious diseases. The Blood and Cell Technologies Company provides solutions to safely and effectively process donated blood into blood products and collect blood components needed for transfusions and cell therapy. These solutions support a wide variety of customers, including blood centers, medical institutions, pharmaceutical companies, and research institutions. The company has recently focused on services and digital solutions to advance its unique technologies to provide patients with new treatment options.



Plasma donation system



Blood component collection system



Automated blood processing system



Blood bag sets
with leukocyte filters



Pathogen reduction system

Plasma Innovations

This technology collects source plasma to produce plasma fractionation products for the treatment of rare diseases. We are committed to innovative enhancements and process improvements to maintain donor safety and a sufficient plasma supply, as well as to improve efficiency and quality in the field of source plasma collection.

- Plasma donation system

Global Blood Solutions

Our automated solutions bring higher quality and efficiency to blood collection and component preparation processes. Automation enables blood center professionals to select the best possible combination of components from each donor, yielding the right products to meet individual patient needs.

- Blood component collection system
- Automated blood processing system
- Blood bag sets with leukocyte filters
- Pathogen reduction system

Note: The regulatory approval status and availability of these products differ by country or region.

Blood and Cell Technologies Company



Centrifugal apheresis system



Utilizing centrifugation technology in treatment of diverse blood-related illnesses



Cell therapy fill and finish system



Cell expansion system

Therapeutic Solutions, Cell Collection

Unwanted components that cause illnesses of the blood and cells can be separated and removed from patients, and components needed for treatment are collected from donors. Utilizing Terumo centrifugation technology, we strive to provide treatment options to patients fighting a variety of illnesses.

- Centrifugal apheresis system

Cell Therapy Technologies

Pharmaceutical and biotech companies depend on donor cells to enable their research and drug manufacturing in the rapidly evolving market of cell and gene therapies. We help transform traditionally small-scale, manual cell development into automated processes that meets the needs of commercial manufacturing to advance therapies to more patients.

- Cell expansion system
- Cell therapy fill and finish system
- Sterile tubing welders

TOPICS

Equipment and Beyond

Blood and cell therapy products are vital medical resources. To enable our customers to deliver these products to patients as rapidly and efficiently as possible, the Blood and Cell Technologies Company has been the first within the Terumo Group to pursue digital transformation, investing proactively in software development and data analysis.

- Plasma Innovation: Our technology supports control of device operation, automated inventory management of disposable sets and devices, user training, and deployment of software updates through a digital ecosystem. We enable plasma centers to streamline their operations for better interaction with donors.
- Global Blood Solutions: By linking with their own systems, we help customers analyze and modify blood component collection processes to enable greater efficiency and product quality.
- Therapeutic Solutions, Cell Collection: Our software allows customers to view data from each procedure, as well as to report on and analyze aggregated data to improve processes.
- Cell Processing: To meet the requirements of cell therapy product research, our software creates precise electronic data records and reports, collects and controls data for protocol management, controls pharmaceutical manufacturing, and supports compliance with Good Manufacturing Practices (GMP) quality management standards.

The scope of the Blood and Cell Technologies Company is vast, extending from research and development to clinical settings. We have differentiated ourselves by going "beyond equipment." We will continue to leverage digital platforms and data to rapidly deliver easy-to-use, optimal solutions to customers, while supporting innovation in next-generation treatments.

TOPICS

A collaboration to treat kidney injury with therapeutic apheresis

In 2022, Terumo Blood and Cell Technologies and Eliaz Therapeutics Inc. announced a collaboration to help combat acute kidney injury (AKI) and sepsis-induced AKI (S-AKI). These conditions are fatal for some patients and cause long-term damage requiring lifelong dialysis in others. Worldwide, over 13 million people are affected, with 2 million lives lost yearly. Therapeutic options are limited.

With Terumo's therapeutic apheresis technology, blood is cycled through a device that isolates the plasma, returning the rest of the blood to the patient. Now, with this collaboration, ETI's novel column device will be used together with Terumo's technology to remove the inflammatory protein that causes AKI and S-AKI from the plasma. The companies' shared goal is to reduce the incidence of chronic kidney disease and mortality, while potentially reducing the need for dialysis and shortening hospital stays. ETI plans to report results from the clinical trial in approximately three years.

At a Glance

Fiscal year ended March 2023

Performance (consolidated)

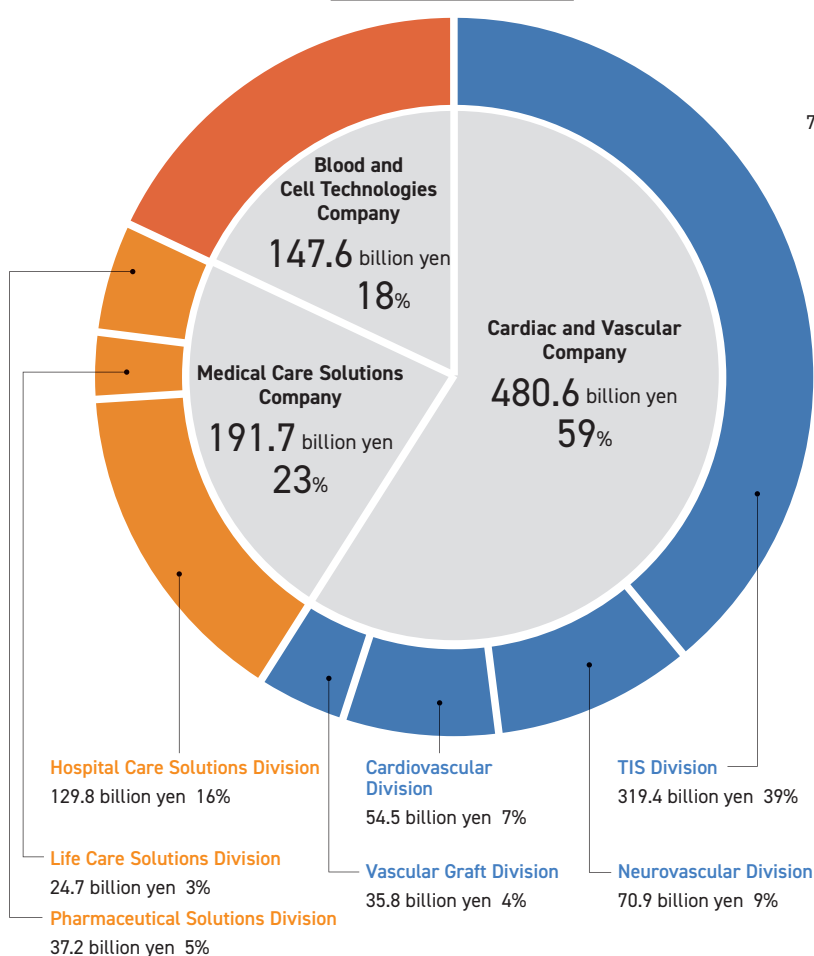
Revenue

820.2 billion yen

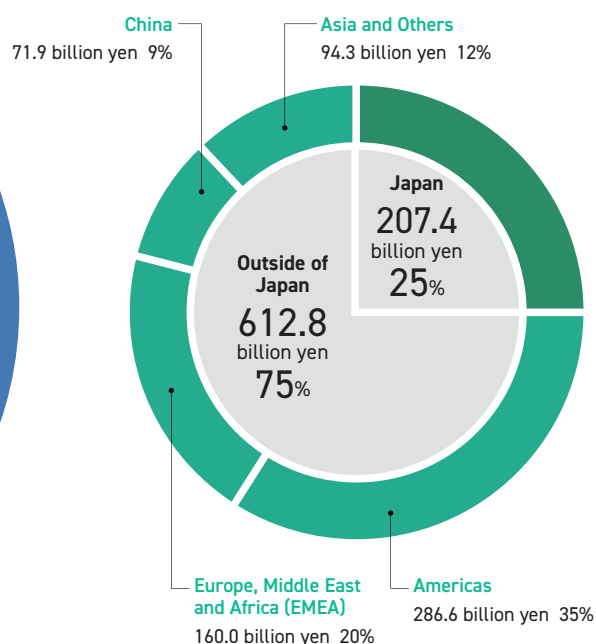
Adjusted Operating Profit

138.0 billion yen

Revenue by Company



Revenue by Geographic Area



The percentage of revenue composition is rounded to the nearest whole number, and the total may not equal 100%.

Business / Organization Scale

Number of Countries and Regions Where the Terumo Group's Products Are Sold



More Than **160**

Number of Consolidated Subsidiaries



99

Number of Products



More Than **50,000**

Number of Production Bases



Total **34**

Japan **8**

Outside of Japan **26**

Number of R&D Bases



Total **23**

Japan **6**

Outside of Japan **17**

Patents Held



Approx. **8,600**

Human Resources

Number of Associates (Employees)

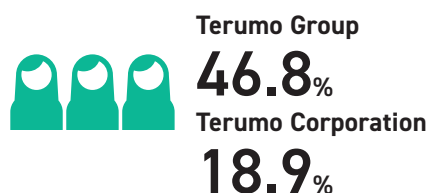
Terumo Group (Consolidated)



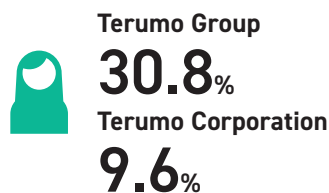
Terumo Corporation (Non-Consolidated)



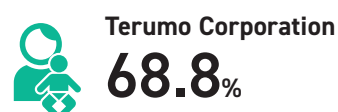
Percentage of Female Associates



Percentage of Female Managers



Percentage of Applicable Male Associates Taking Childcare Leave



Participation in External Initiatives and External Recognition

WE SUPPORT



Since 2012 Terumo has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment, and anti-corruption.



Terumo has been selected for inclusion in the S&P/JPX Carbon Efficient Index (as of March 31, 2023).



Terumo Group's target for reducing greenhouse gas emission in fiscal 2030 was approved to be aligned with the "1.5 degrees pathway" by the Science-Based Targets initiative.



Terumo won the Japanese Minister of Education, Culture, Sports, Science and Technology Prize at the National Commendation for Invention 2023 (sponsored by the Japan Institute of Invention and Innovation), for the patented invention related to drug application technology used in Terumo's drug eluting stent.



Terumo is a constituent of the FTSE4Good Index Series and the FTSE Blossom Japan Index (as of March 31, 2023).

Corporate Profile

Company Name	Terumo Corporation
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
Founded	September 17, 1921
Share Capital	38.7 billion yen
Representative Directors	Toshiaki Takagi, Chairman of the Board Shinjiro Sato, President and CEO
Business	Manufacturing and sale of medical devices and pharmaceuticals
Stock Exchange Listing	Prime Market of Tokyo Stock Exchange (Code: 4543)



www.terumo.com



[/terumo-global/](https://terumo-global/)

Our Associates

The Associates of Terumo Group

**Searching for ideas to improve quality in production sites.
Having hope to save many people.**

Vietnam/ Terumo Vietnam Co., Ltd./ Quality Management of Production Section, Senior Supervisor



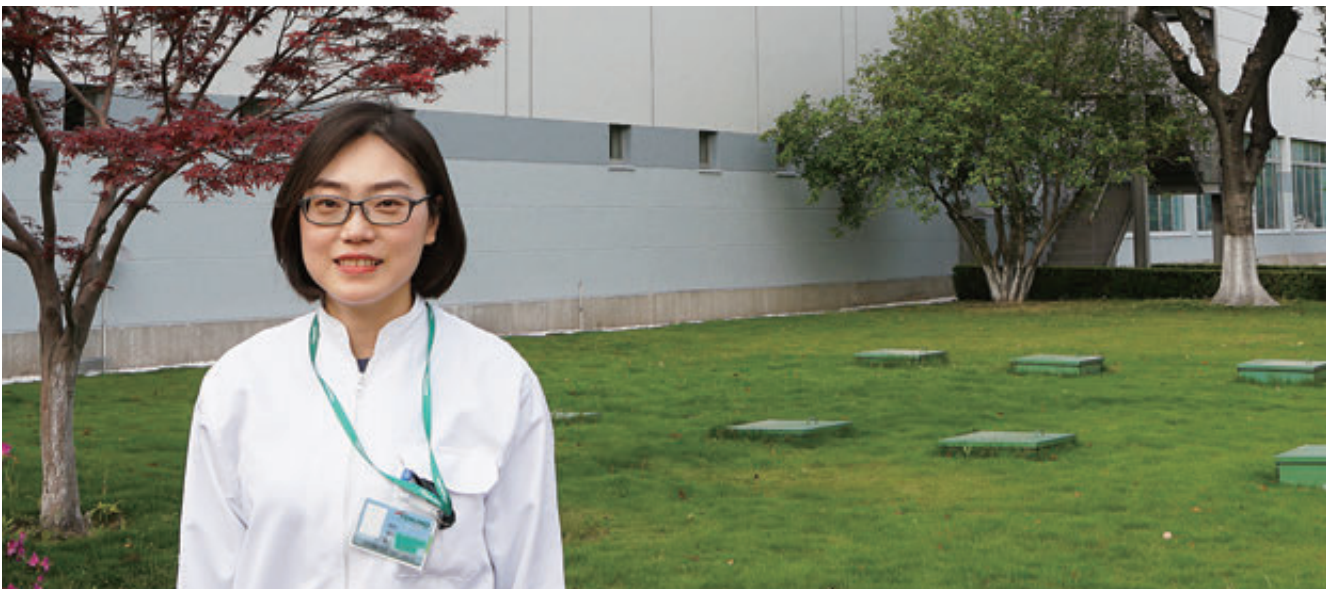
I joined Terumo in 2007, when the factory was established, and engaged in the production transfer of infusion products and other products. In my 16th year with Terumo, as the person in charge of quality management of production sections, I have always tried my best to manage and improve the operation quality assurance process. In addition, in training new joiners in the production process, I also put effort into developing training tools that utilize videos and digital technology. Based on one of our Core Values "Care - Empathetic to patients," pay close attention to the gemba every day and try to suggest ideas for quality improvement. We engage in work with the belief that if we manufacture high-quality products, we can provide hope to many people.

Always working to improve the quality in production sites from the perspective of the gemba as well as putting effort in training young associates

**The root of medical device R&D—
With a heart for the patients in mind committed to developing products across borders**

Japan/ Terumo Corporation/ China R&D in Innovation Center, Associate

I have worked on the development of peripheral catheter products after I joined Terumo. In recent years, I have been dedicated to developing innovative medical devices with the goal of providing solution to address the unmet needs for the Chinese cardiovascular disease market. I find great satisfaction in developing products that capture the clinical needs that vary by region and turn them into commercialized solutions, thus enabling better healthcare services. Unfortunately, many treatment methods still require patients to endure pain and suffering. However, I believe that the fundamental concept behind medical device research and development should be centered around the patient. I hope to continue contributing to the development of products that can eliminate pain of patients beyond borders.



Building stronger bonds between Japan and China for better product development

In pursuit of creativity in DX business efficiency and better patient outcomes

United States/ Terumo Corporation/ DX Promotion Department, Business Platform Senior Manager



Taking on challenges to develop a digital platform that transcends business lines, which is key to growth

One of my main responsibilities at Terumo is pushing forward the development project of a global digital platform for use across all of Terumo Group's business areas, starting off in the U.S. In addition to crossing multiple business areas, my team also puts effort into developing a common digital infrastructure that considers requirements, such as regulations and quality assurance, that must be observed in the medical device industry. Terumo has a long history of developing novel technologies with zero compromise on quality, but creative concepts in DX will be the key to success in the next 100 years. We will make it possible to analyze and predict in ways we have never been able to before by utilizing the vast amount of digital data available to us, while continuing to improve business efficiency and driving better patient outcomes.

Building trust through extensive clinical knowledge and integrity.

Working as a team with customers to contribute to healthcare safety.

United States/ Terumo Cardiovascular Systems Corp.
Principle Clinical Specialist

As a principal clinical specialist, I am part of a unique team responsible for providing perfusion related training and product support to both our internal and external customers. Like many of my colleagues, I have years of experience as a practicing perfusionist prior to joining Terumo. Our depth of knowledge and understanding of the perfusionist environment reinforces customers' trust in our ability to help navigate challenges and deliver impactful solutions. The Terumo Core Value of "Integrity-Guided by our mission" strongly resonates with my daily actions – by serving our mission and working together as a team we can contribute to society through better, safer, and potentially more cost-effective care for patients.



Working as a team with our customers to deliver impactful solutions

Our Activities

Fiscal year ended March 2023

Active Participation of Diverse Talent

Associates and the company, achieving growth together

Terumo places importance on the growth of each one of its associates. To address new healthcare challenges and provide more innovative solutions in the ever-changing world of healthcare, Terumo must have talents that can execute the management strategy to deliver them. That is why we conduct development programs throughout the Terumo Group for the next-generation management team, global business leaders, and emerging talents. Moreover, we foster Growth Mindset, which encourages associates to take on new challenges, to constantly learn and grow, throughout the group so that it becomes a part of Terumo's organizational culture. Cultivating Growth Mindset in the organization brings change to the mind and actions of each associate and brings evolution to the company. Terumo will continue to pursue creating an organization where associates continuously grow together with the company.



Growth Mindset sessions with CEO



Terumo Growth Mindset logo (The logo is internal use only)

Pursuing organization culture where everyone flourishes as their authentic self

As a global company, Terumo has established a Group-wide "DE&I Philosophy and Guiding Principles" to foster an inclusive culture and ingrain it into Terumo's business activities. In March 2023, we selected four key areas of focus to accelerate DE&I and started their activation in various regions in a way that is tailored to each of their unique needs. Specific initiatives include workshops with the leadership team and unique events are held at sites around the world during Terumo DE&I Week. We will realize both the company and associates' sustainable growth through an environment where diverse associates around the world can maximize their potential.



Internal events of Terumo DE&I Week (Vietnam)



ARG* panel sessions across regions and businesses
*ARG Associate Resource Groups

Reducing Environmental Footprint

Reducing environmental impact, aiming for carbon neutrality by 2040

Terumo considers reduction of the greenhouse gas emissions (scope 1+2) produced by its business activities to be an important effort and has set a goal of realizing carbon neutrality by 2040. One part of this effort is the introduction of solar panels at the factory of Terumo Vietnam Co., Ltd. in FY2022. This is expected to cover 14% of the electricity consumption of the entire factory, which will be replaced by renewable energy. This will result in a reduction of CO₂ emissions of approximately 2,700 tons per year. The broad range of other activities includes waste reduction and resource utilization, environmentally friendly product development, and preservation of biodiversity; in these and other ways the entire Terumo Group is working to reduce its environmental impact.



A production factory in Hanoi (Terumo Vietnam Co., Ltd.)



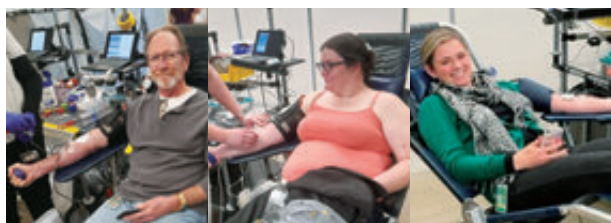
Terumo Mt. Fuji Reforestation Project activities to preserve biodiversity

Serving Our Communities

Blood donation awareness program “From the Heart”

Terumo Blood and Cell Technologies promotes the blood donation awareness program “From the Heart” across the globe. COVID-19 has significantly impacted blood collection, with declines in blood drives and less general donor engagement worldwide.

To be a part of solving this global issue, we educate, empower and inspire associates and communities around the world to donate blood and/or to advocate for blood donations by providing them with tools needed to get involved and to contribute to an accessible, safe and sustainable blood supply. In addition to our associates engaging in our regular blood drives, we are also working towards our goals together with our family and friends. In 2022 alone, over 2,500 associates helped collect nearly 25,000 donations across the world in 327 blood drives.



Associates engaging in blood drive events

Resolving Healthcare Challenges

Continual training for medical professionals around the world

Medical devices are only fully effective when used correctly. However, healthcare training opportunities are scarce in some countries and regions, causing a lack of experienced physicians and technicians. Terumo works to meet this need by building a system for training medical professionals around the world. In 2002, Terumo established Terumo Medical Pranex, which has healthcare environments such as operating and interventional procedure rooms that are just like those in hospitals. Since then, the facility has provided physicians, nurses, and clinical engineers from many countries with training opportunities. Terumo will continue to offer programs that meet healthcare needs globally.



Associates involved in training

100 Years of Terumo's History

Since its establishment, Terumo has continued advancing over the past 100 years, standing alongside patients and those in medical settings as we create new value.

Building the foundation for public health



Dr. Shibasaburo Kitasato and the establishment prospectus of the company that would later become Terumo
Courtesy of the Kitasato Institute archives

Reducing patients' physical strain

1982

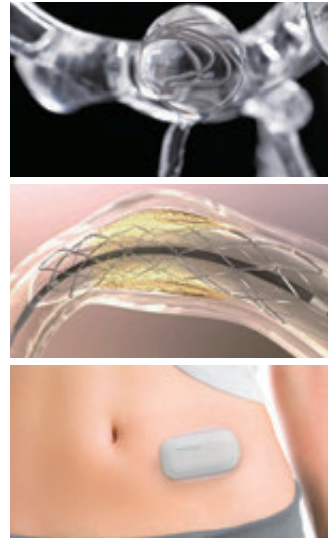
Launch of the world's first microporous hollow-fiber membrane oxygenator

1985

Launch of the angiographic catheter system in Japan and entry to the field of vascular intervention



Pursuing patient-friendly



1921

1960

1970

1980

1990

Controlling infection



1963

Launch of Japan's first disposable syringe

1969

Launch of Japan's first blood bag

1973

Launch of Japan's first intravenous solutions in soft plastic bags, based on the technology accumulated through the development of blood bags



Developing eco-friendly technologies



1983

Japanese launch of digital thermometers for hospitals

1985

Termination of mercury thermometer production and implementation of efforts to spread digital thermometers

Achieving greater and security in me



1999

Launch of prefilled syringes in Japan

History of the Terumo Group

■ **1921**

Foundation of Red Line Thermometer Corporation by a group of medical scientists led by Dr. Shibasaburo Kitasato for the purpose of manufacturing accurate clinical thermometers in Japan

■ **1936**

Change of company name to Jintan Thermometer Corporation

■ **1971**

Establishment of local affiliates in the U.S. and Europe (Belgium)

■ **1974**

Change of company name to Terumo Corporation

■ **1989**

Establishment of Shonan Center R&D facility in Japan

ly healthcare

1988

Launch of the peritoneal dialysis system in Japan

1993

Launch of the blood glucose monitor in Japan

2005

Launch of the world's thinnest injection needle for administering insulin and other medications in Japan

2006

Entry to neurovascular intervention therapy with embolization coils for treating brain aneurysms

2008

Launch of the drug-eluting coronary stent in Europe

2018

Launch of Japan's first insulin patch pump



2012

Launch of the thoracic frozen elephant trunk in Europe

2016

Introduction of the autologous skeletal myoblast sheet, the world's first approved regenerative medicine for cardiac regenerative therapy in Japan



2016

Addition of the world's first intrasaccular device to the aneurysm treatment portfolio



2019

Launch of the cell therapy fill and finish system

2020

Rebrand to "Blood and Cell Technologies Company" to reflect strengthening in the cell therapy field

2020-

Contribute to medical settings on a global scale during COVID-19 pandemic, including ECMO and vaccine syringes.



2000

2010

2021

To the next 100 years

safety dical fields

2000

Introduction of the closed infusion system in Japan

2012

Introduction of the IV solution bag for safe administration in Japan



Supporting the development of medical technologies



Mid-1990s

Support for spreading TRI (transradial intervention: a coronary intervention technique with catheter insertion made from the radial artery in the wrist)

2002

Establishment of Terumo Medical Pranex, a training facility for medical professionals (Japan)

Providing a safe, efficient medical services platform



2012

Introduction of infusion systems that can be connected to hospital IT systems in Japan

2013

Introduction of a series of vital measuring devices with communications functions in Japan



1999

Cardiovascular division of 3M Company becomes part of Terumo, leading to establishment of Terumo Cardiovascular Systems Corp. in the U.S.

2002

Vascutek Ltd., a U.K. manufacturer of vascular grafts, joins Terumo Group

2006

MicroVention Inc., a U.S. neurovascular intervention device company, joins Terumo Group

2011

CaridianBCT Holding Corp. (currently Terumo Blood and Cell Technologies), a global leader in the blood transfusion industry, joins Terumo Group

2017

Bolton Medical, Inc., a U.S. manufacturer of stent grafts for aortic treatment, joins Terumo Group

2019

Rebuilding Terumo Group Identity, newly creating Core Values

2021

Terumo Group's 100th anniversary

2022

Launch of "Terumo Medical Care Solutions" as a new business brand



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