

# A New Stage in US Market Strategy

Utilize M&A to further build capability and expand presence

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## Safe Harbor for Forward-Looking Statements and Use of Document

Among the information that Terumo discloses, the forward-looking statements including financial projections are based upon our assumptions using information available to us at the time and are not intended to be guarantees of future events or performance. Accordingly, it should be noted that actual results may differ from those forecasts or projections due to various factors. Factors affecting to actual results include, but are not limited to, changes in economic conditions surrounding Terumo, fluctuations of foreign exchange rates, and state of competition.

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

Information about products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.

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# TA\* Achieves Full Lineup of Aortic Products in the US

\*Terumo Aortic

## Bolton Stent Graft

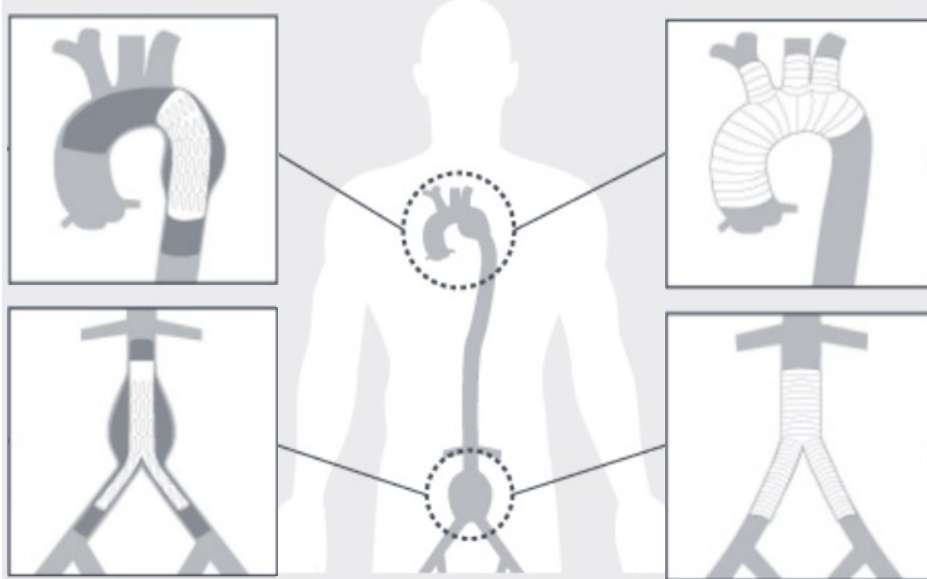
Interventional therapy

Surgery

Hybrid



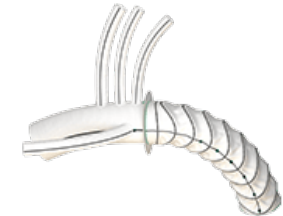
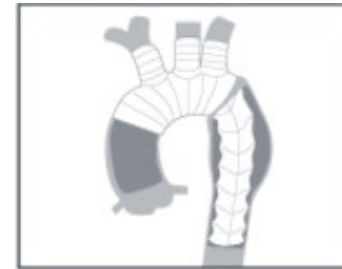
Thoracic Stent Graft  
**RelayPro**



Abdominal Stent Graft  
**TREO**



Thoracic Surgical Graft  
**Gelweave**



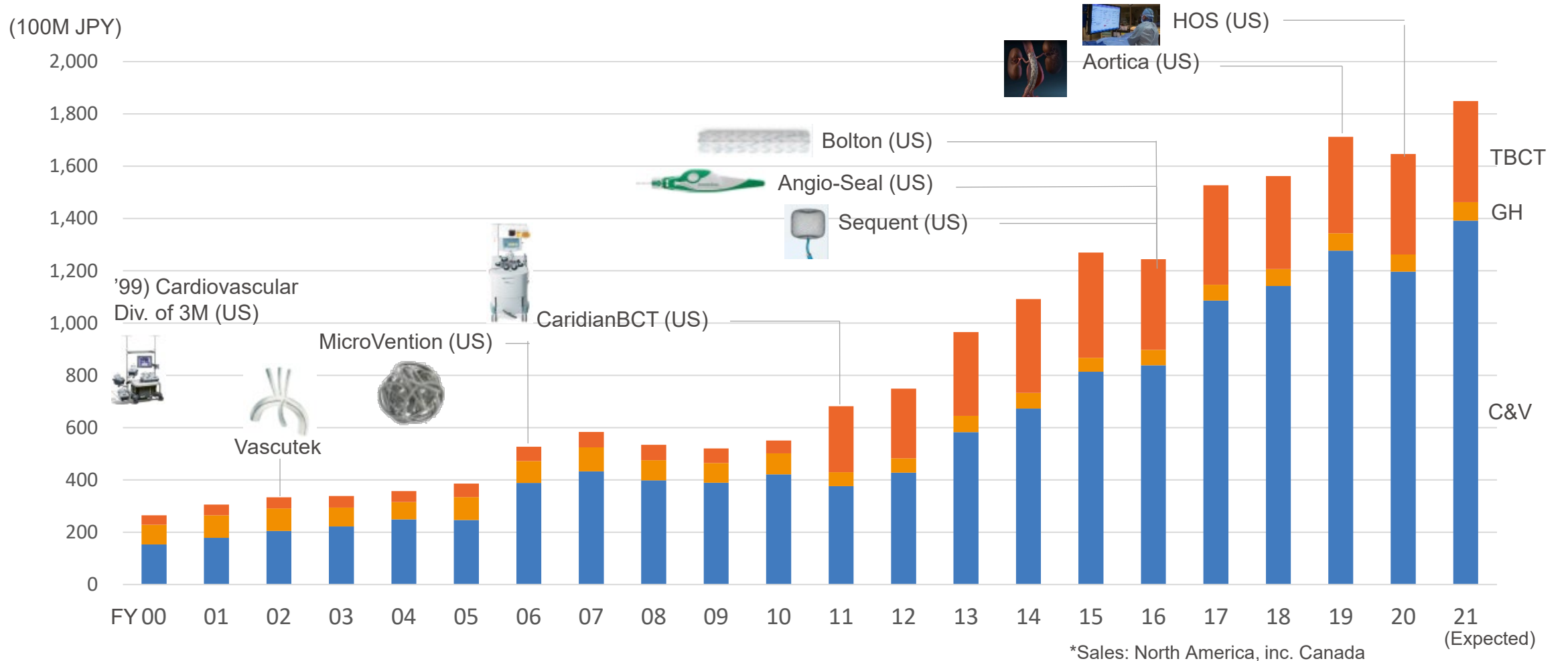
Hybrid stent graft  
**Thoraflex Hybrid\***

\*Launch expected next year

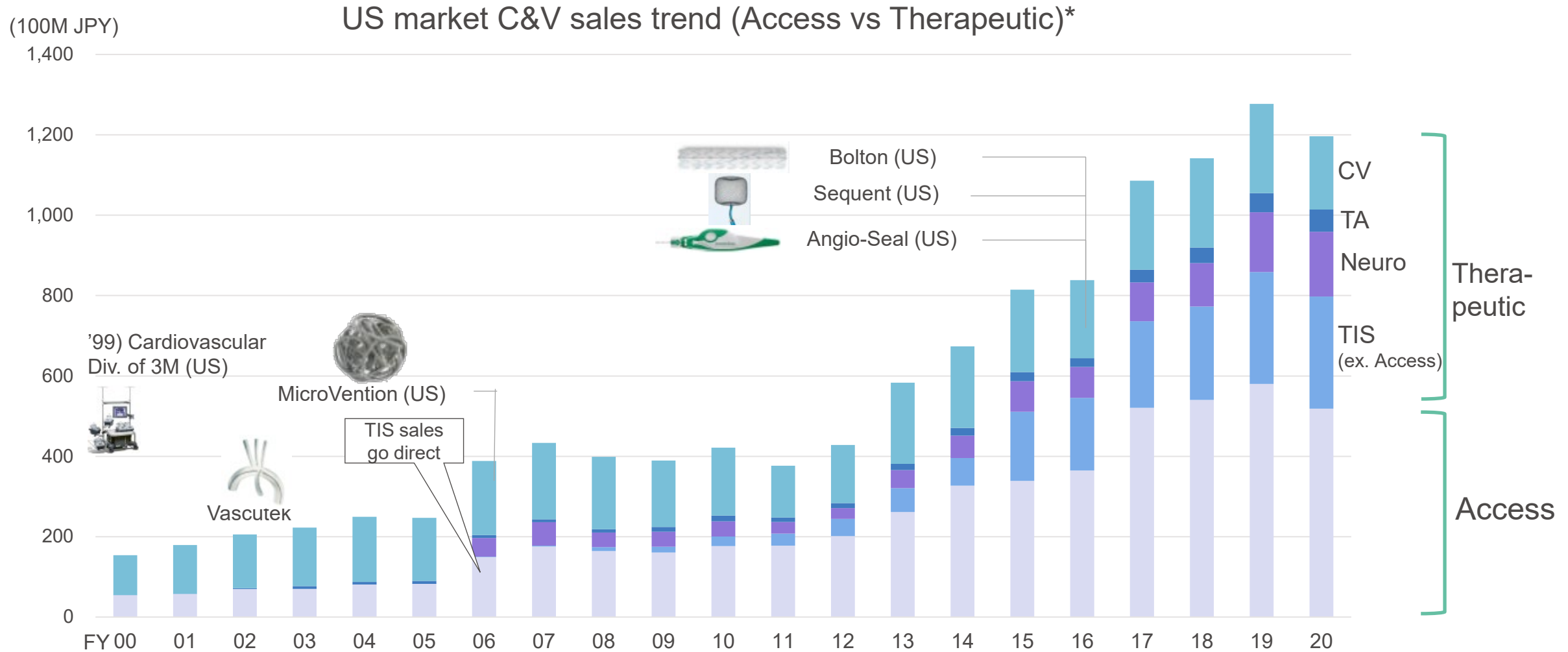


Abdominal Surgical Graft  
**Gelsoft**

# Growth of US Business & Acquisitions (from 2000)

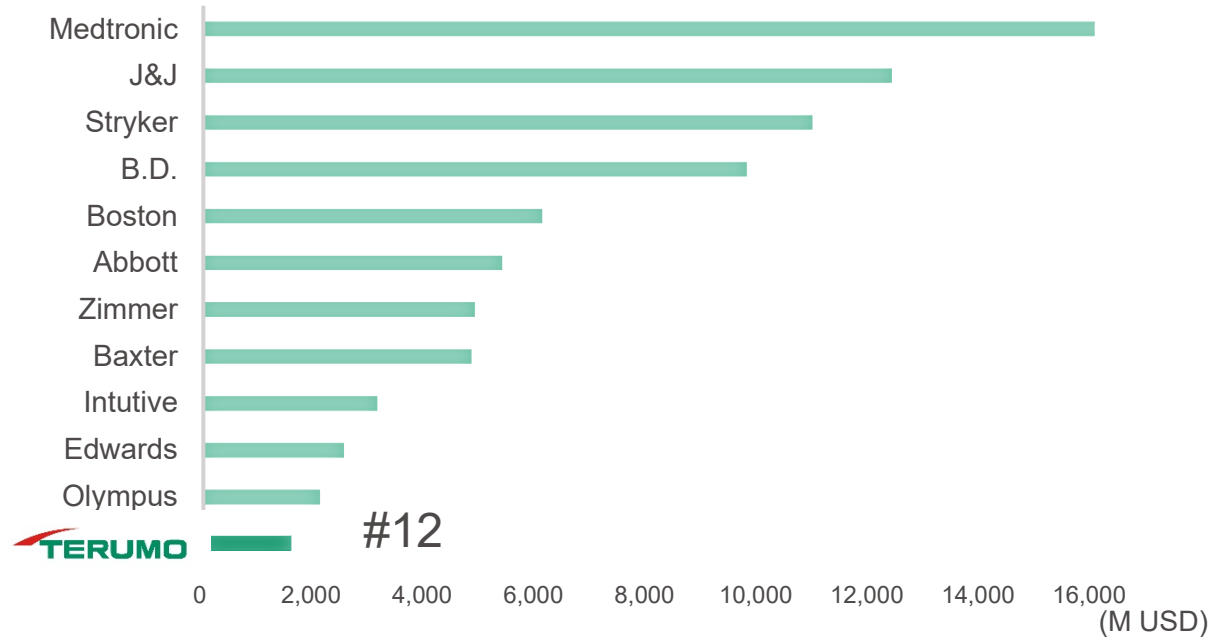


# 20 Years of C&V Business in the US Market

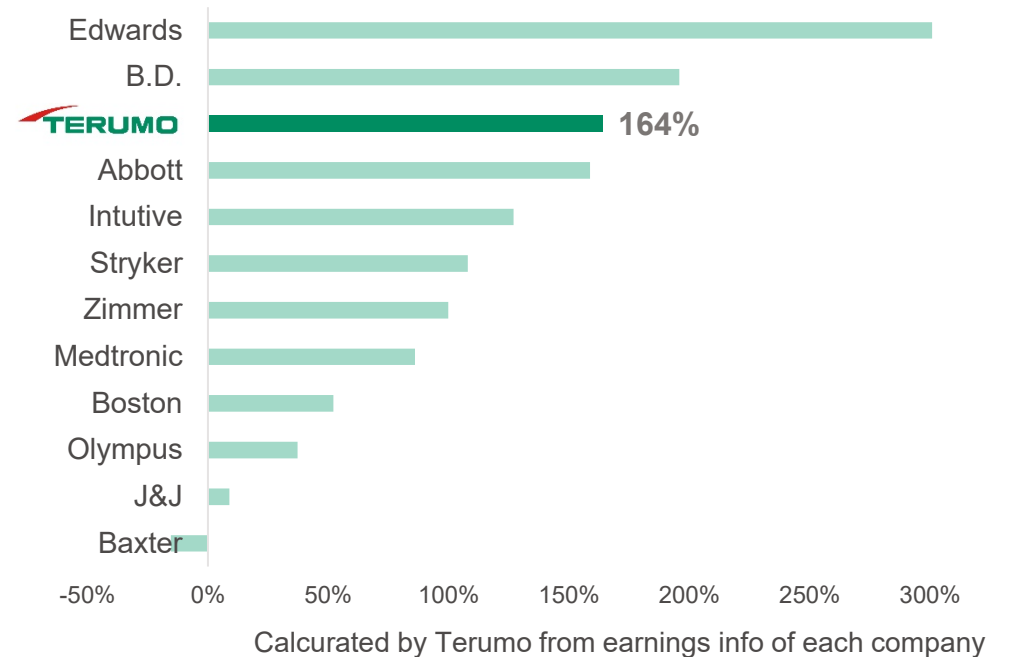


# Improved Status in the US

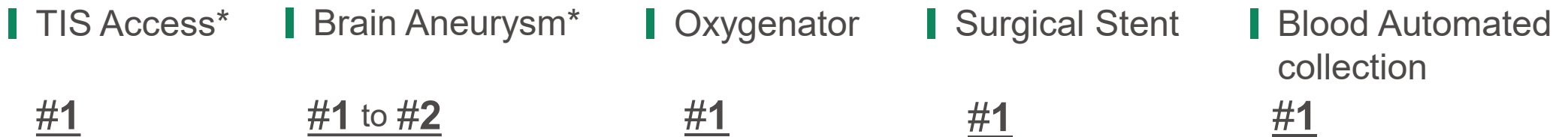
## Competitor Sales (2019)



## Sales Growth (2011-2019)



## Presence with Main Product Line (market share)

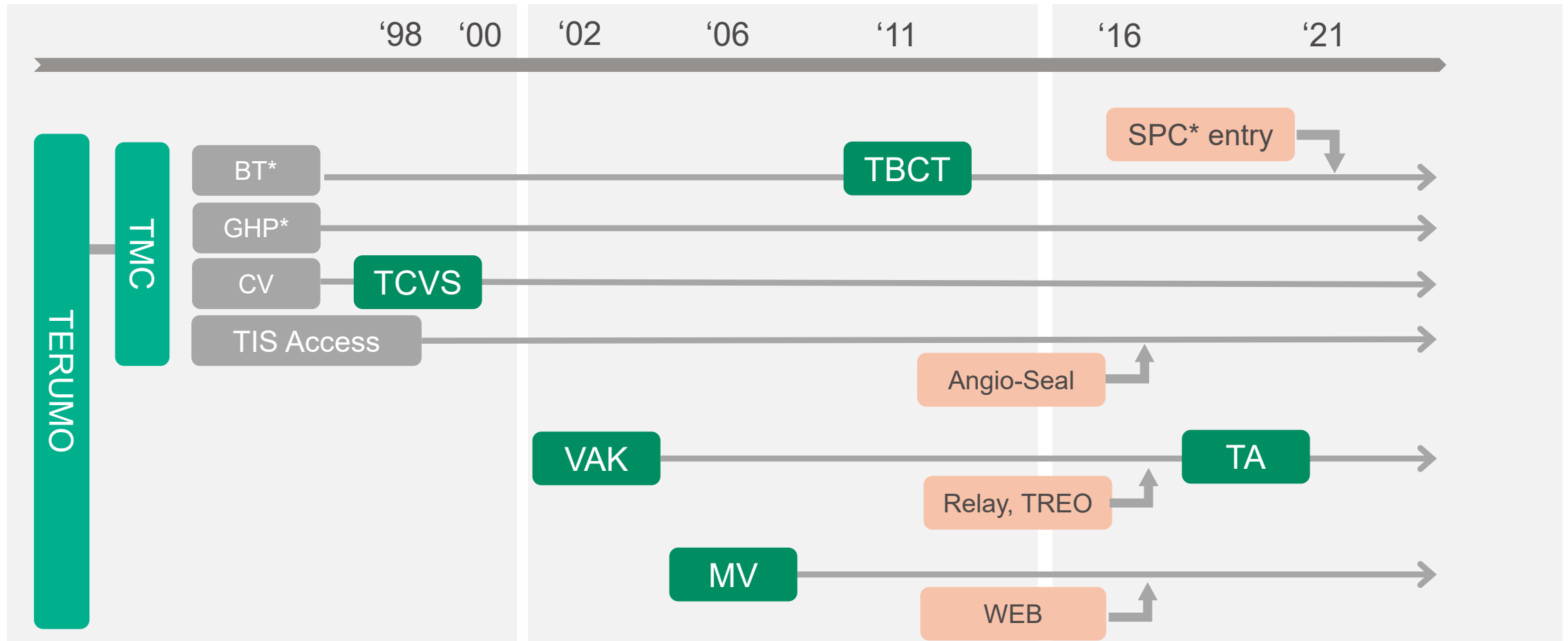


\*1: Angiographic Catheter, Guidewire, Sheath Introducer

\*2: Embolization Coils, WEB, Flow Diverter Stent

MRG2019  
Calculated by Terumo

# Trajectory of Sustainable Growth Centered on Acquisitions outside Japan



※BT: Blood Transfusion  
 ※GHP: General Hospital Products

※SPC: Source Plasma Collection

# Management Capability, Value Chain Evolution

## Until the late 90s

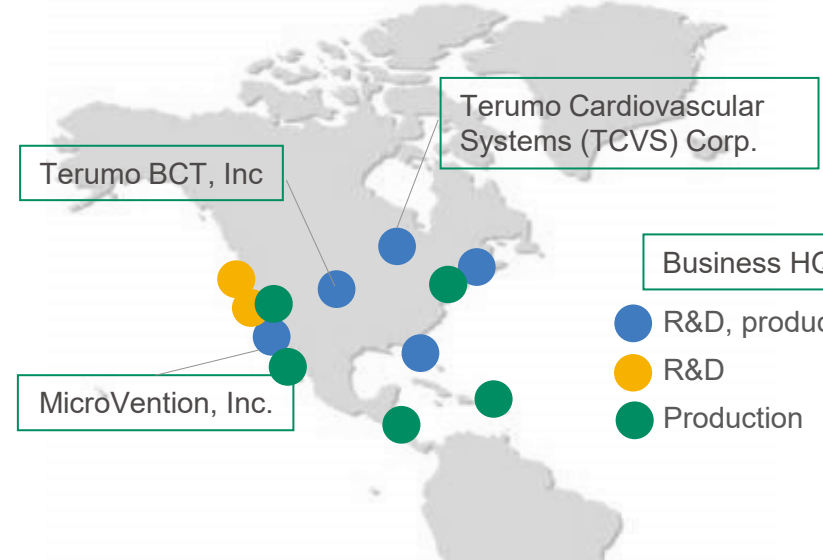
Simply produce and sell items that already sold in Japan



3 barriers to US entry: IP, Regulatory, Sales network

## Now

R&D → mfg/sale → improvement  
Products/services that win in the US



Offer an end-to-end value chain centered in US sites



# US market Growth Potential in GS26\*

\*Growth Strategy 26 (next mid- to long-term strategy)

## Cardiac and Vascular

- Promote radial access to treat entire body (TIS access products for peripheral, oncology, neurovascular)
- Expand TIS products (therapeutic & access) for peripheral, oncology
- Expand therapeutic devices for stroke (ischemic/hemorrhagic)
- TA full deployment in aortic aneurysm treatment market

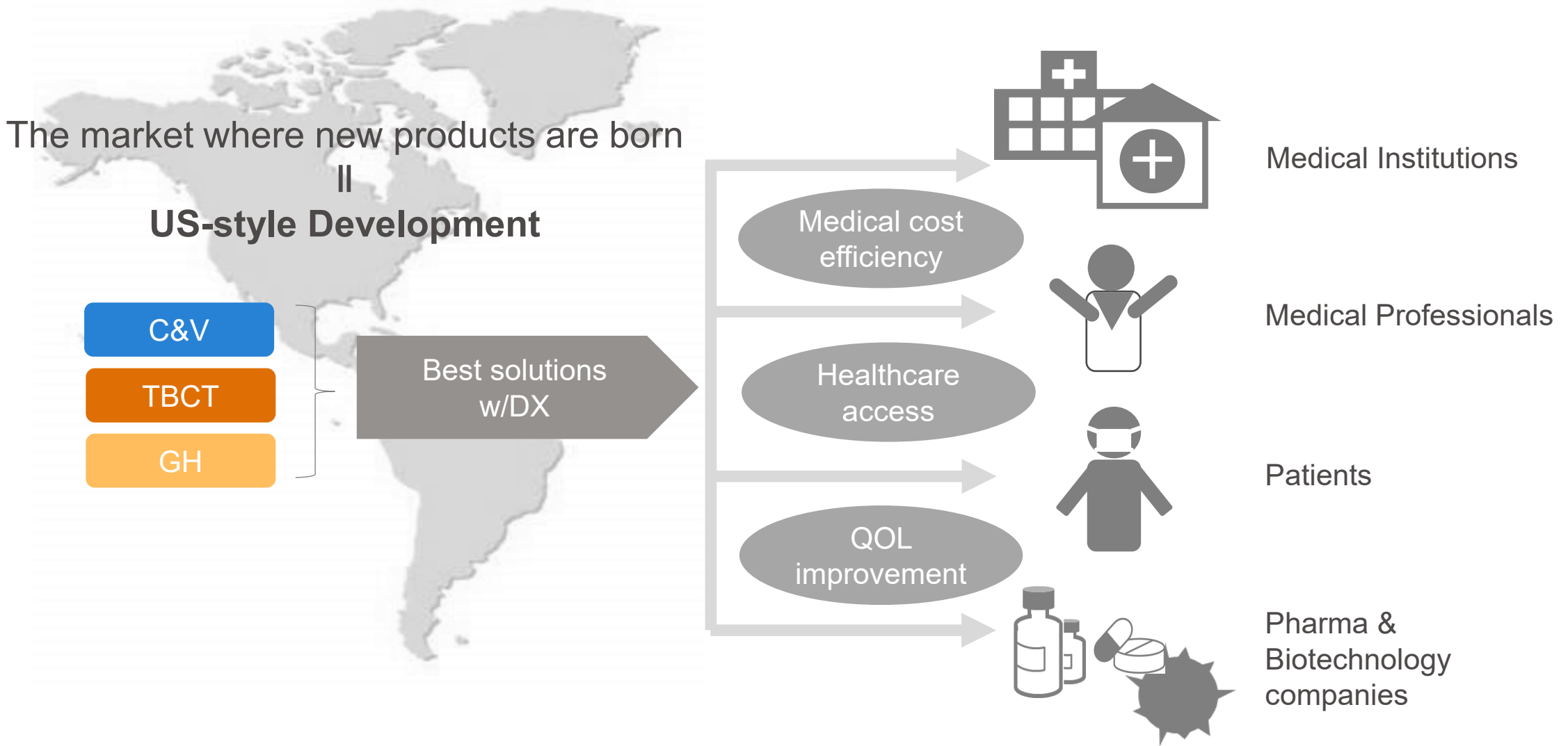
## Blood and Cell Technologies

- Build plasma innovation (source plasma market) business
- Promote whole blood automation system

## General Hospital

- Bring high-added-value products to selected markets including B2B

# Potential in the US to Expand Solution Business



# Era of Fully Leveraging Overall Group Strengths

## Strengthen Mgmt. Platform (Themes)

(1) Account management

(2) DX in business development

(3) Enhance brand

(4) Production & SCM optimization

(5) Procurement optimization

(6) IT infrastructure (DX in operations)

## What (Aims)

- | Adapt to changing purchasing structures (GPO/IDN)
- | Differentiate by individualized medicine using digital technology
- | Strengthen Terumo brand messaging
- | Optimize network across businesses and share best practices
- | Work toward joint regional purchasing, other difficult themes
- | Global work standardization and consolidation



*Stride Ahead*  
*100<sup>th</sup>*