

Direction toward New Mid-term Plan

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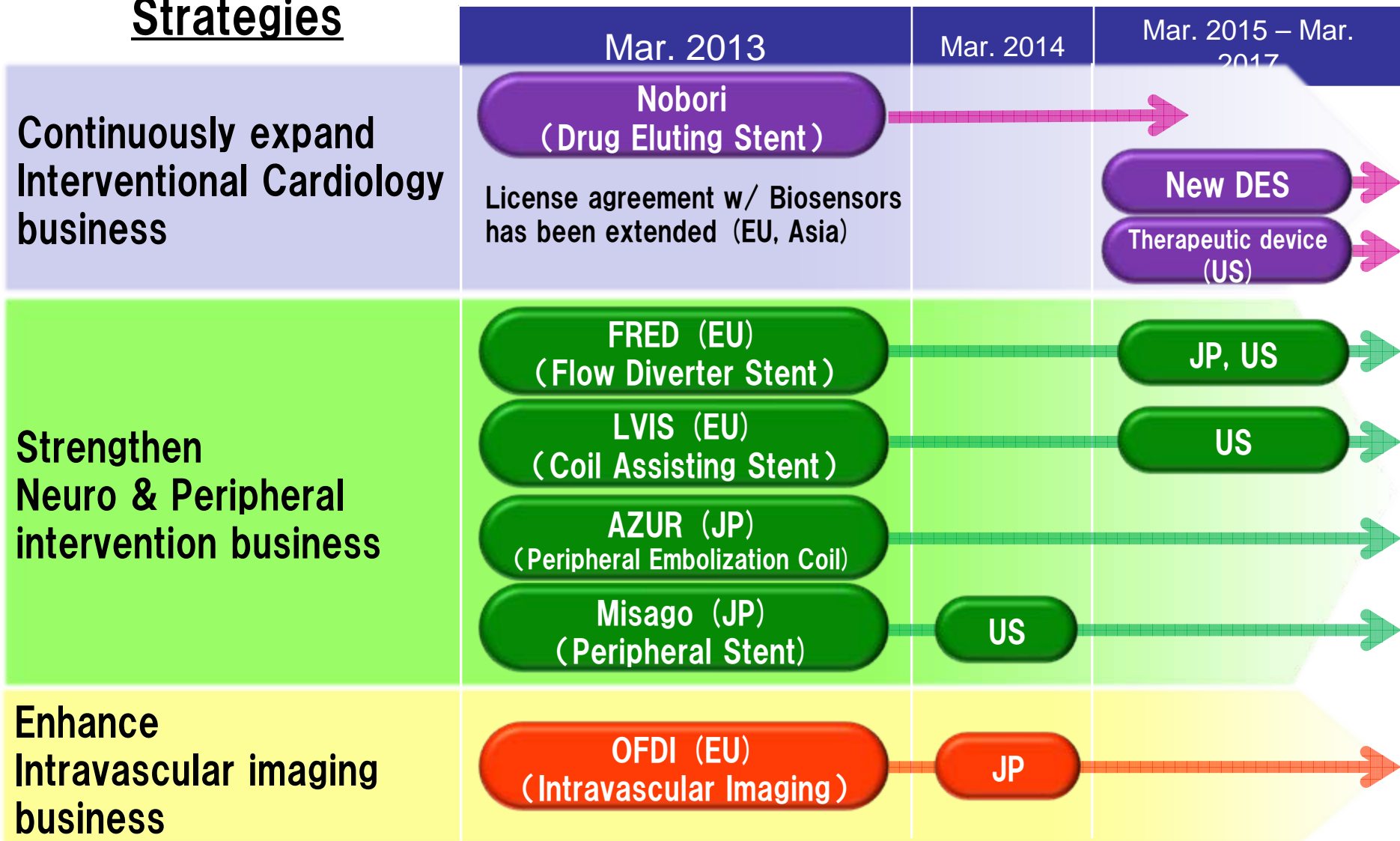
- **Aim to become a company w/ global presence**
 - **Won't adopt a strategy in "long-term goal FIRST"**
 - 1 trillion yen in 10yrs
 - **Profitable & sustainable growth**
- **Key initiatives**
 - **Re-evaluate the business portfolio**
 - **Enrich "minimally invasive" new products pipeline**
 - **Enhance operational efficiency & global headquarter capability**
 - **China, Brazil, & India: Further business localization, Partnership w/ local companies**

Enrich “Minimally Invasive Treatment” Products Pipeline

- So far good progress on launching products
 - Steadily launching growth driver products for current mid-term plan (Nobori, OFDI, Misago)
 - Misago to be launched ahead of plan (JP)
(Original plan: during the fiscal year ending Mar. 2014)
- Promote key strategies in “Minimally invasive treatment” field
 - Continuously expand Interventional Cardiology business
 - Strengthen Neuro & Peripheral intervention business
 - Enhance intravascular imaging business
- In this 2nd Half, launch new products which generates good momentum for the next mid-term plan

Launching New Products in “Minimally Invasive Treatment”

Strategies



Terumo BCT Status

■ Sales integration

- JP: Market share of automated blood collection system is approaching 50%

■ Production Integration and expansion

- Acquired site for new factory near Ho Chi Minh City, Vietnam
- Full-scale project for production integration initiated

■ New products development

- New automated blood component processing systems, TACSI (for concentrated red cells) and Reveos debuted at American Association of Blood Banks conference (AABB)

■ Securing its profitability and FCF higher than planned even under very competitive market environment

Impact of Unrest in China

- Overall, minor impact on 1st Half result.

Full-year forecast expected to be achieved.

- Minor impact on Cardiac & Vascular business foreseen thru full year
- Slight impacts on General Hospital and Blood Management businesses

- Influence on China strategy

- Accelerate to switch from export-driven business to “Local production for local market” business
- Measure against elevated labor cost: capital investment for labor-saving
- Production center for global export to be further shifted to Asia

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