

Progress of 1H FY14 and Mid-term Outlook

Achieve Sustainable and Profitable Growth

Terumo Corporation

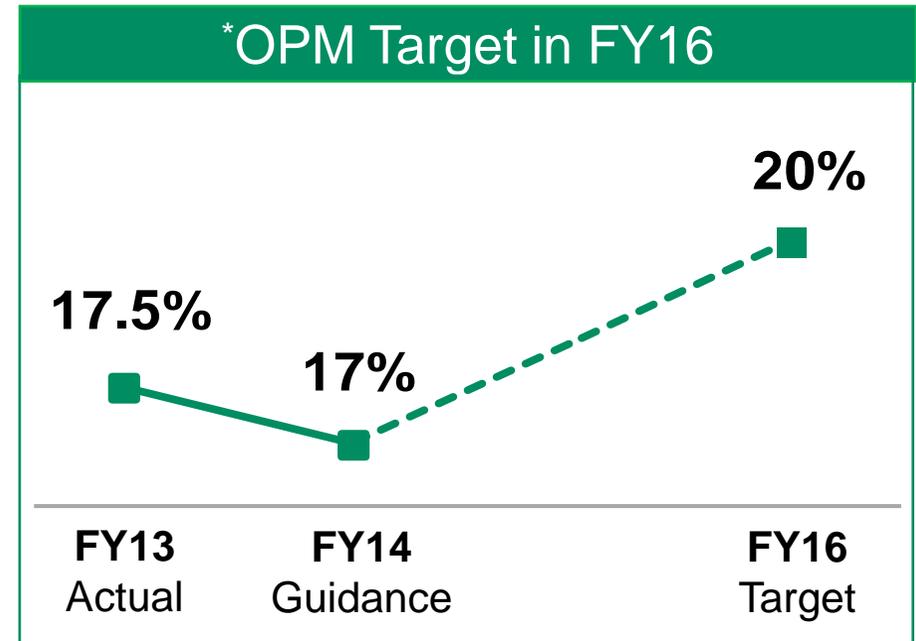
President and Representative Director

Yutaro Shintaku

November 5, 2014

Roadmap to FY16

- Secure a foothold in FY13-14
 - Write off assets of certain businesses
- Achieve FY14 guidance
- Target OPM 20% by FY16



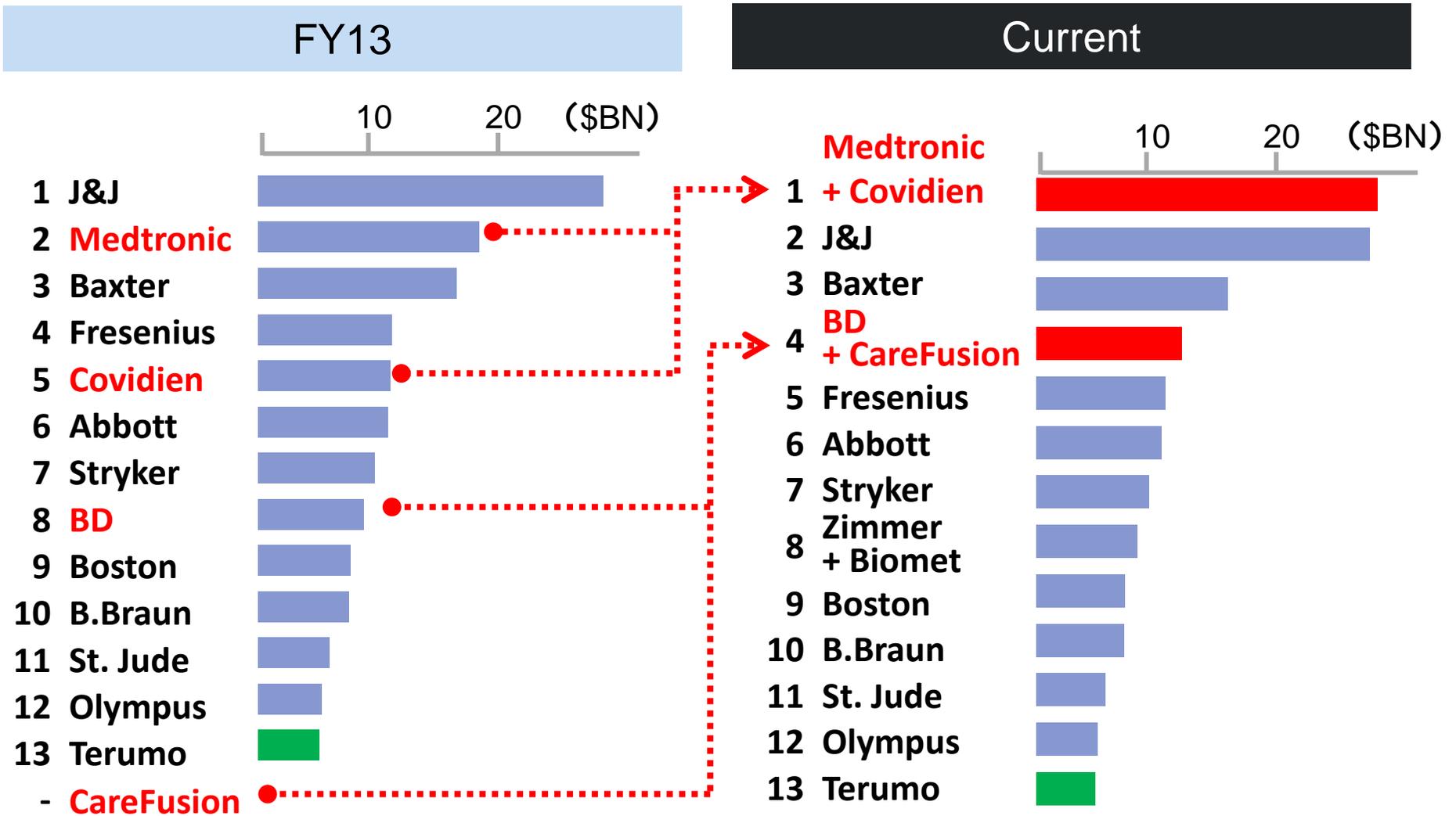
*Excl. amortization of goodwill and intangibles with related to the acquisition of CaridianBCT

Progress in 1H FY14

- Continued to write off assets of certain businesses from FY13
 - Closed the factory for blood bags in Changchun, China (Sep.)
 - Transform product portfolio of Hospital and Laboratory Business in Europe (Oct.)
- Made a strong start to achieve FY14 guidance
- Aim to achieve OPM* 20% by reinforcing profit management under “Business-led Management”

*Excl. amortization of goodwill and intangibles with related to the acquisition of CaridianBCT

Ongoing Global Industry Consolidation



Terumo's Mid-term Outlook

1. Continue to launch excellent usability products
2. Expand presence of overseas IS business
3. Launch “Ultimaster”
4. “Double pipeline” to achieve continuous growth
5. Strengthen IS new products R&D in California, U.S.
6. Enter into regenerative and cell therapy market

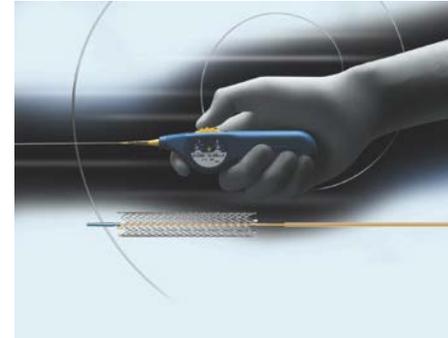
1. Continue to Launch Excellent Usability Products

Received FY2014 Good Design Award

■ Misago

<Evaluation>

- Conformable to vessels flexibly and increased treatment accuracy
- Easy to grip



■ Medisafe Finetouch Dispo

(Lancet for measuring blood glucose)

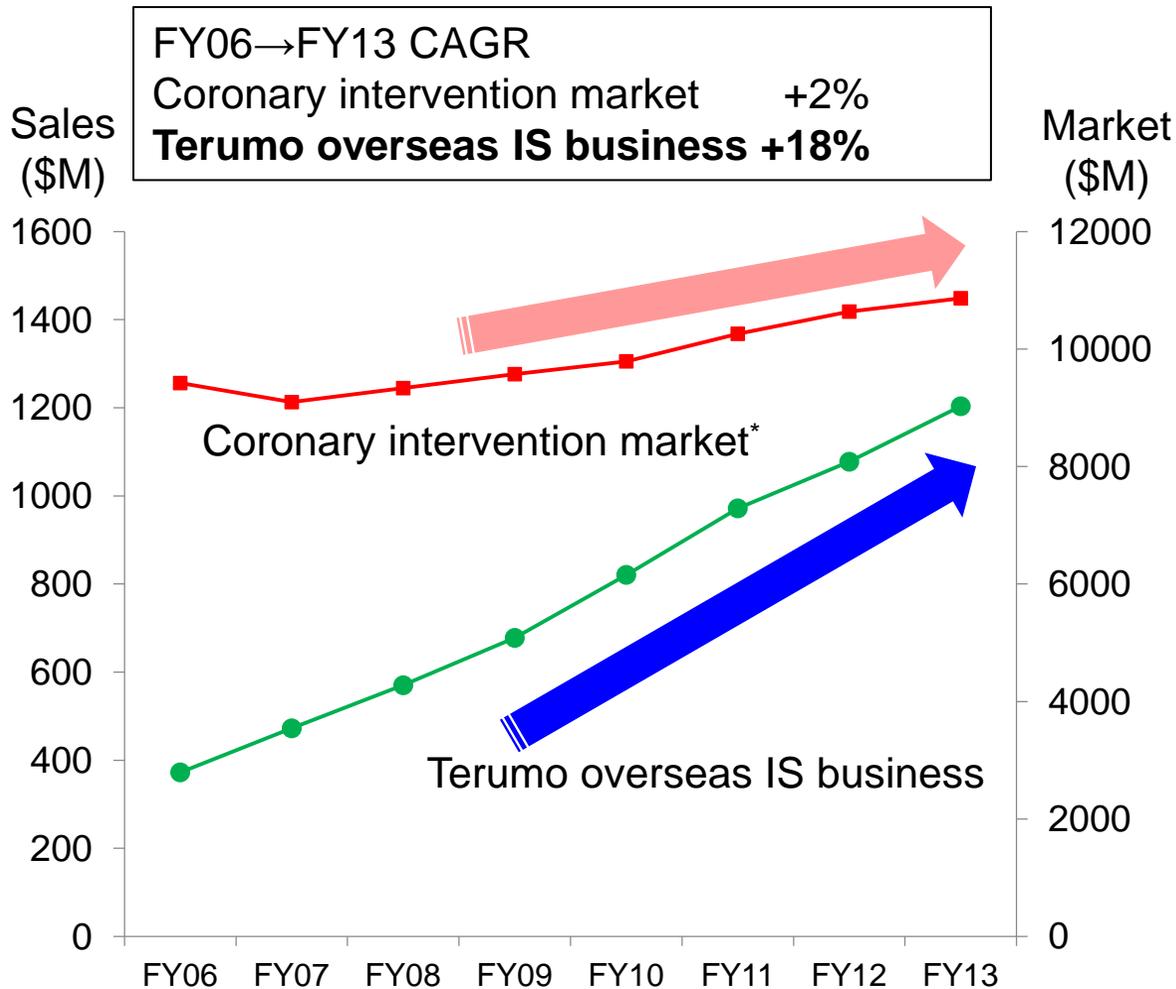
<Evaluation>

- Easy to hold and simple procedure
- Expected to lower risk of pricking fingers and less pain



2. Expand Presence of Overseas IS Business

Exceeding coronary intervention market growth



EuroPCR 2014 main entrance



Terumo's booth

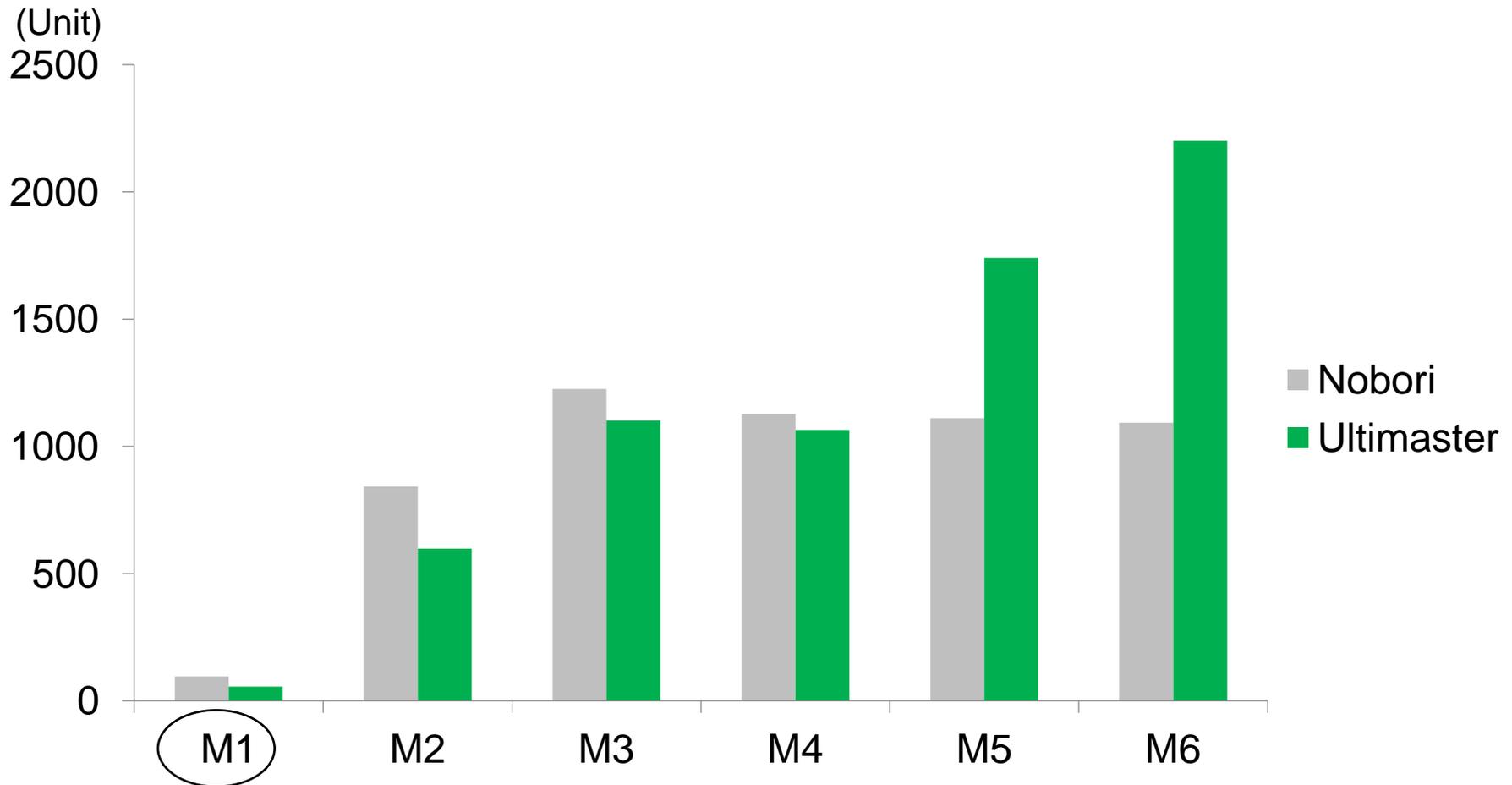


Ultimaster and OFDI live at main arena



3. Launch Ultimaster: Surpass Nobori's Initial Sales Record

Great contribution in sales and profits



Nobori: launched in Apr, 2008
Ultimaster: launched in May, 2014

4. “Double Pipeline” to Achieve Continuous Growth

Bioresorbable scaffold:
Joint development
with ART in France



2008
Nobori



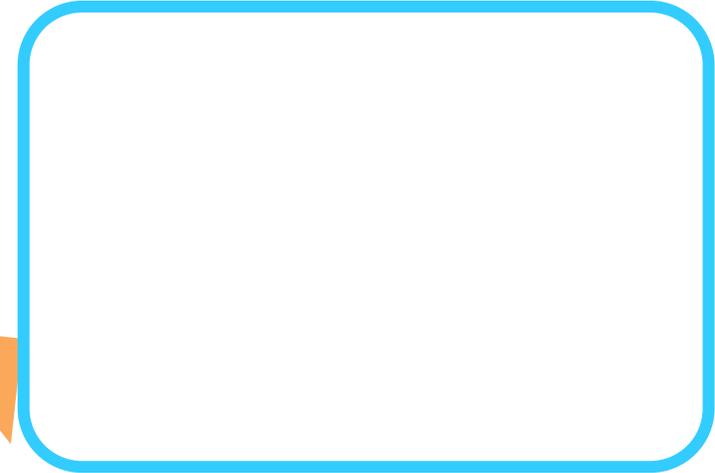
- Abluminal coating
- Bioresorbable polymer

2014
Ultimaster

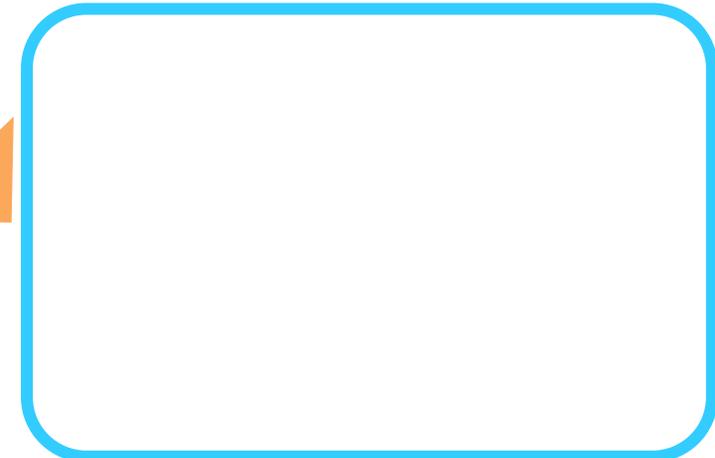


- Thin strut
- High conformability to blood vessel

Bioresorbable scaffold



Hybrid type DES



5. Strengthen IS new products R&D in California, U.S.

Early Stage

Utilize resources of Silicon Valley

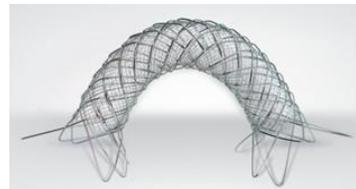
- Participate in incubation activities within Fogarty Institute for Innovation
- Invested in EMP II



Full-scale Development

Leverage R&D infrastructure of MicroVention

- Carotid stent (CASPER)
- Drug coated balloon (DCB)
- Next generation peripheral stent



Carotid stent (CASPER)



Drug coated balloon (DCB)

Clinical Trial

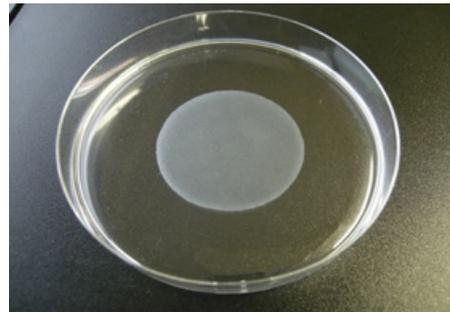
Reinforce organization of clinical affairs in U.S.

- Speedy launch
- Strategic regulatory filing for therapeutic devices

6. Enter into Regenerative and Cell Therapy Market

■ Cardiac regenerative therapy using cell sheets

- Filed an application for the manufacture and sales approval of autologous skeletal myoblast sheets
- The first step towards clinical use of the world's first product to be used as a cardiac regenerative therapy from Japan



October 31, 2014
The Nikkei (1)

■ Terumo BCT: Expand business for cell therapy

- Provide devices for collection, expansion of stem cells

Terumo BCT Initiatives for Infection Disease

■ Convalescent Plasma

(Trima and Mirasol)

- Collect plasma and improve safety of blood transfusion

Component
collection

Pathogen
reduction
technology

■ Study feasibility to use pathogen reduction technology (Mirasol) to inactivate virus for vaccine production

- Ebola virus

■ Prevent expansion of Dengue fever, etc. (Mirasol)

- Prevent expansion of infection from blood transfusion

October 22, 2014
The Nikkei (6)

IR Contact

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