

Yutaro Shintaku
President and CEO

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CEO Message

Five-year Growth Strategy
with a Ten-year Perspective

Achieved “Profitable and Sustainable Growth” over The Past 10 Yrs

Sales: x2.1

Net income*: x2.1

Dividend per share: x3.3

+8% p.a.

525 B JPY

247 B JPY

FY05

FY15

+8% p.a.

71 B JPY

34 B JPY

FY05

FY15

+13% p.a.

39 Yen

12 Yen

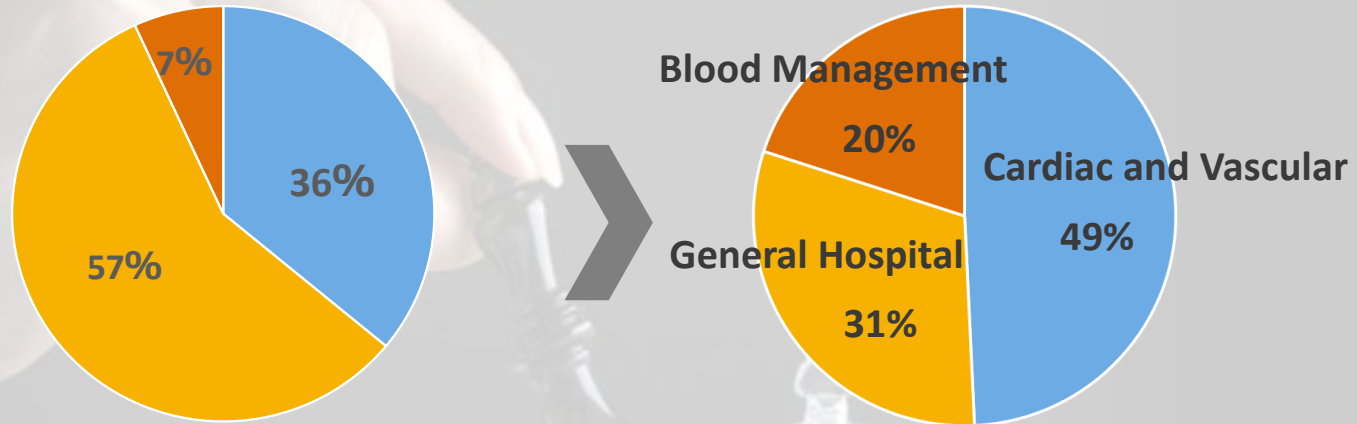
FY05

FY15

*Before goodwill amortization

Growth Drivers: Transform the Portfolio and Globalization

Business Sales Breakdown



Regional Sales Breakdown



FY05

FY15

Develop Infrastructure for Further Growth



Globalized,
business-led
management



Globalized profit
management
system



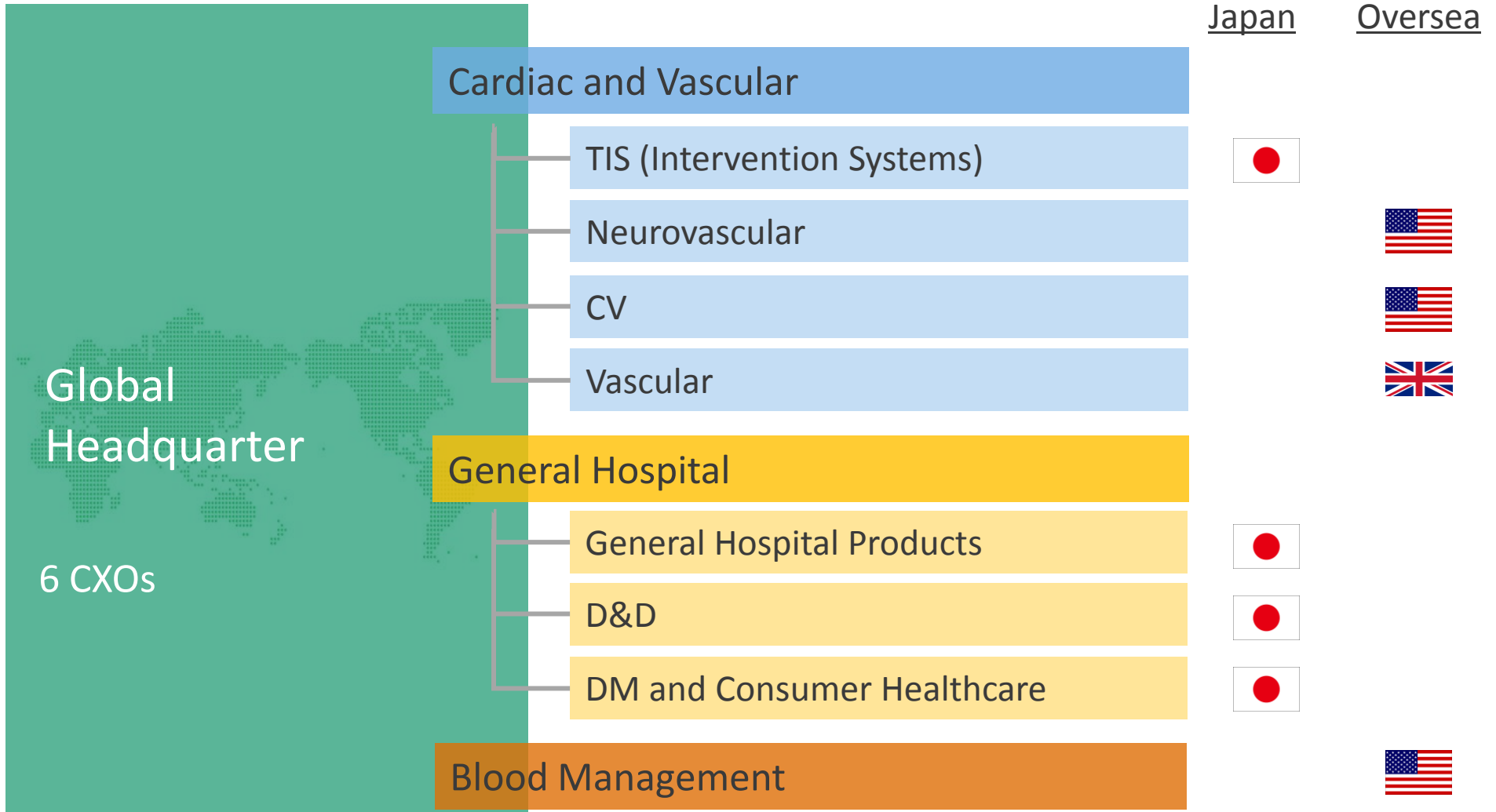
Globalized
innovation
platform



Shift to Globalized Business-led Management

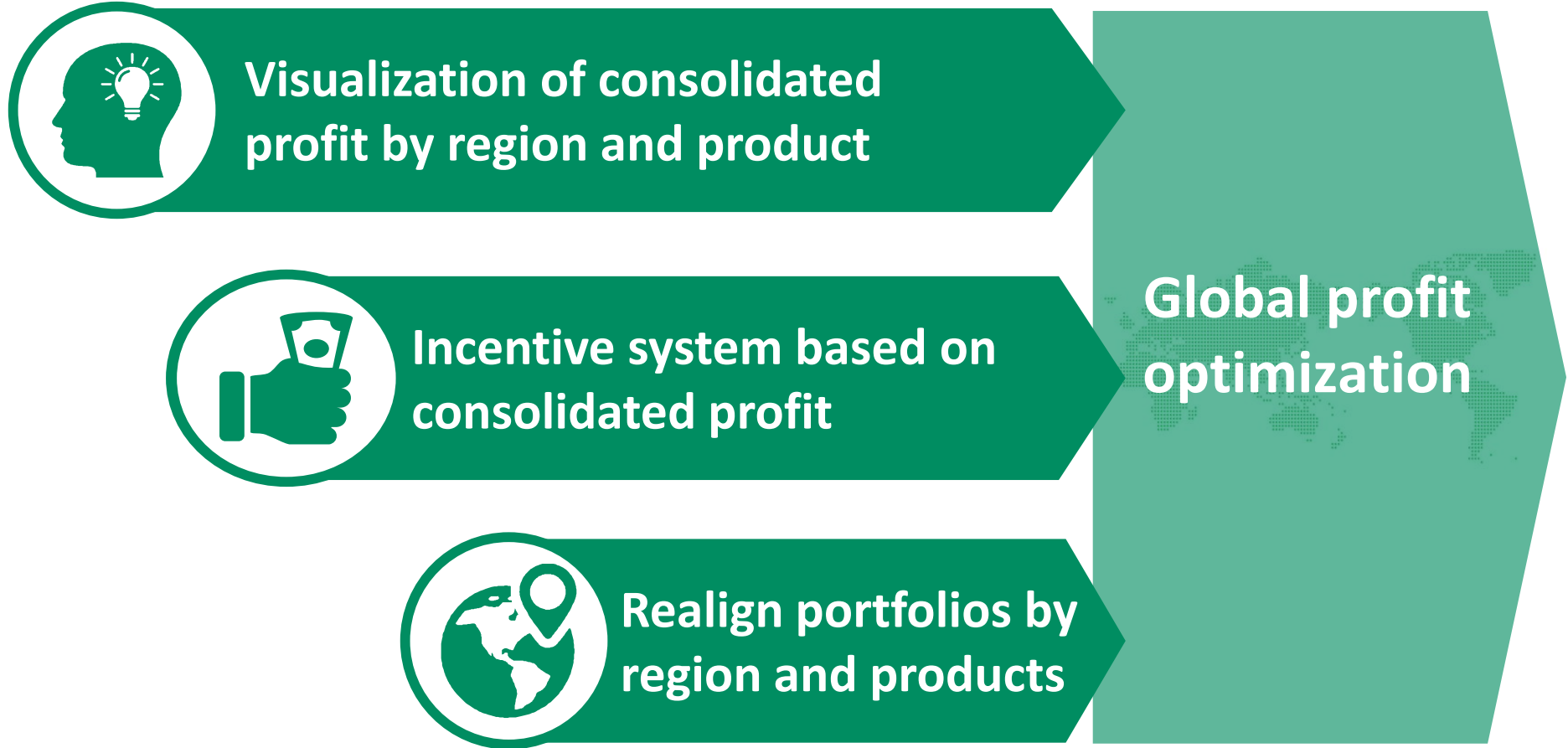
- Four out of eight business HQs located in overseas and led by local manager
- Corporate-wide optimization led by global headquarter and CXOs

HQ location and leaders



Establish a Globalized Profit Management System

Profit management with autonomy for continuous improvement



3 Four Core Initiatives for Accelerating Innovation

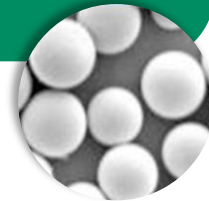
Innovation at the production site



Ashitaka Innovation Center (tentative)
Open in 2017



Strengthen the collaboration between internal and external opportunities



Open Innovation Hub
Open in 2017

Collaborative innovation between Japan and US R&D



New Facility at California (MV)
Open in 2017



Contribute to future of healthcare with significant social impact



R&D Center Medical Pranex

Keynote Messages

- **“Contributing to Society through Healthcare”** is our unchanged mission, even amid drastic changes to our business and regional portfolio
- Distinguish our strategies inside and outside Japan to accelerate growth as a **Global Corporation with Japanese Origins**
- Strengthen organic growth engines and pursue M&As that enable **“Profitable and Sustainable Growth”**



Disclaimer

The information that Terumo discloses and 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 actual results include, but are not limited to, changes in economic conditions surrounding Terumo, fluctuations of foreign exchange rates, and state of the competition.

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