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David Perez
President
Blood Management Company

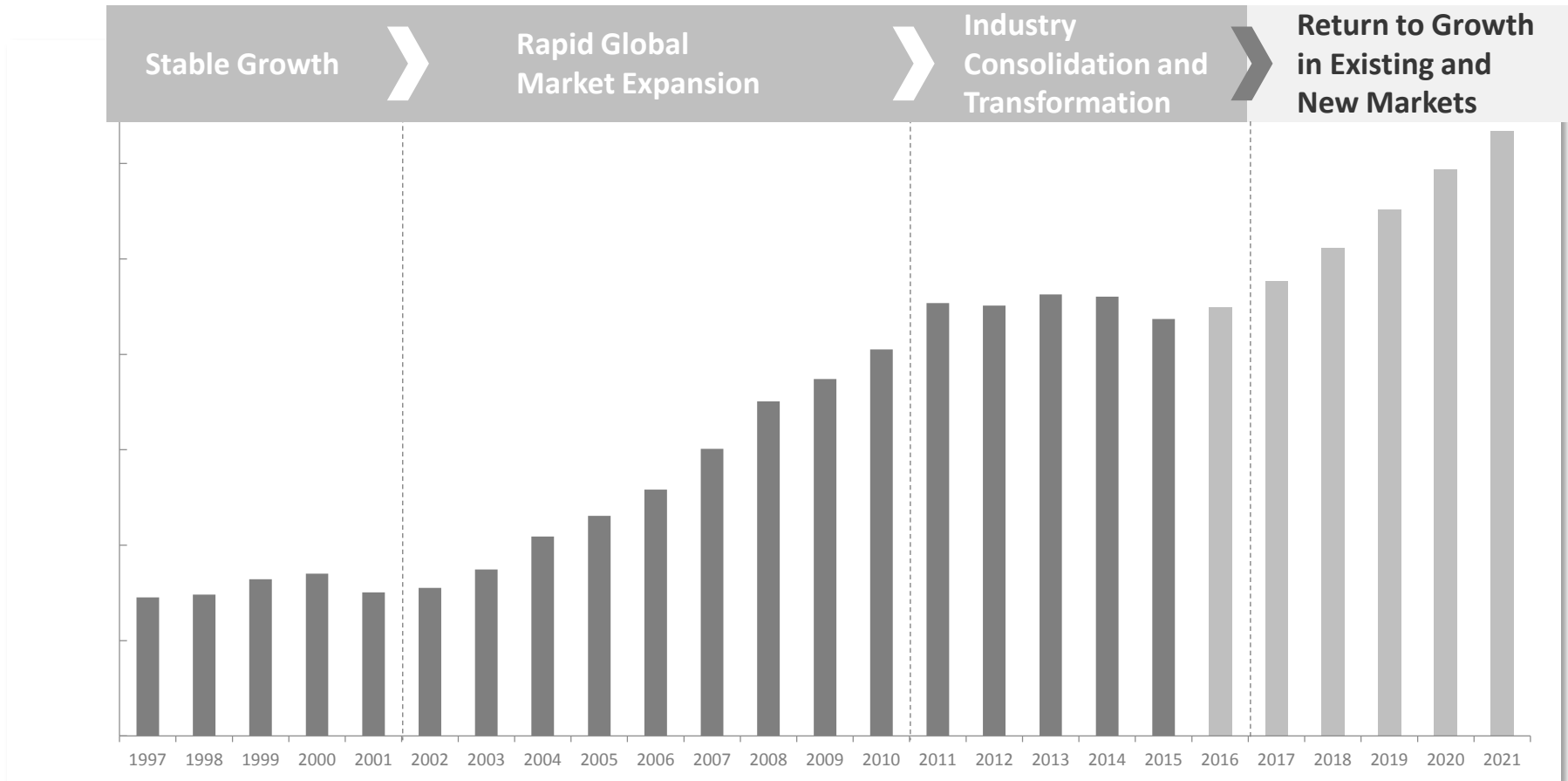
Blood
Management
Company

Business Overview: Blood Management Company

		<u>FY15 Sales</u>	<u>Major Product Categories</u>
Blood Management Company	Blood Centers	77B JPY	<ul style="list-style-type: none">• Automated Collections• Whole Blood Core• Whole Blood Automation• Pathogen Reduction Technologies• Software• Solutions
	Therapeutic Systems	20B JPY	<ul style="list-style-type: none">• Therapeutic Apheresis• Cell Collections• Extracorporeal Photopheresis
	Cell Processing	8B JPY	<ul style="list-style-type: none">• Cell Therapy Technologies• Point-of-Care Cell Therapies (Harvest)
		105B JPY	

History of Long-Term Profitable Growth

Annual Blood Management Company Sales



Sales prior to 2011 represent the pro forma combined pre-acquisition sales of Terumo Transfusion and CaridianBCT. All historical sales are at actual FX rates and forward-looking sales are at 2016 Plan FX rates.

New Clinical Horizons

Shifting our Focus from Products to Disease-States and Medical Specialties



Solutions to Drive Standards of Care

Oncology

Oncology

- Supporting patients through blood cancer therapies and treatments while driving to personalized cures
- Managing anemia, bleeding and other complications from chemotherapy or graft-versus-host disease



- *Spectra Optia System*
- *Quantum System*
- *Elutra System*
- *Extracorporeal Photopheresis*
- *Trima Accel System*
- *Leukoreduction*

Solutions to Drive Standards of Care

Autoimmune Disorders

Autoimmune Disorders

- Providing treatment and therapeutic options for Guillain-Barré syndrome and myasthenia gravis
- Shifting immune system response from attack to heal with therapeutic plasma exchange and stem cell therapies



- *Spectra Optia System*
- *Extracorporeal Photopheresis*
- *Quantum System*
- *Elutra System*

Solutions to Drive Standards of Care

Hematology

Hematology

- Hemostasis management solutions for transfusion medicine and trauma, including pathogen reduction, freeze-dried plasma and cold-stored platelets
- Setting the standard for global blood safety, effective bleeding treatments and bleeding prevention with established and in-development hemostasis solutions



- *Trima Accel System*
- *TACSI, Reveos Systems*
- *Mirasol PRT System*
- *Spectra Optia System*
- *Freeze-Dried Plasma*
- *Cold-Stored Platelets*

Solutions to Drive Standards of Care

Regenerative Medicine

Regenerative Medicine

- Enabling stem cell research and commercialization of breakthrough therapies—mesenchymal stem cells and CAR T-cells
- Personalized, self-healing medicine and pain management; initial focus on orthopedics and sports enables breakthroughs in cardiology, trauma and immune diseases



- *Spectra Optia System*
- *Quantum System*
- *Elutra System*
- *Harvest BMAC System*
- *Harvest Platelet Concentrate System*

Global Market Leader Position

Growth Opportunities for Three Business Segments

Blood Centers



Delivering higher **economic** and **clinical value** with strategic supply chain solutions

Therapeutic Systems



Advancing blood therapies to bring **more treatment options** to patients

Cell Processing



Enabling cellular therapies that may fundamentally **improve outcomes**

Blood Centers

Leverage Our Market Leadership

Delivering higher **economic and clinical value**
with strategic supply chain solutions

Created an \$870M+ apheresis collections market

#1

- Apheresis collections (50%+ share)
- Informatics/software for blood center management
- Whole blood automation (WBA)

#2

- Pathogen reduction technologies
- Whole blood bags

Mid-Single-Digit Growth

TGBM Worldwide Sales
FY16 to FY21



Blood Centers

Protect and Grow

Improve the Whole Blood Automation (WBA) cost structure

Optimize apheresis collections

Drive global blood safety initiatives

Develop clinical solutions for hemostasis management

Therapeutic Systems

Advance Therapeutic Apheresis

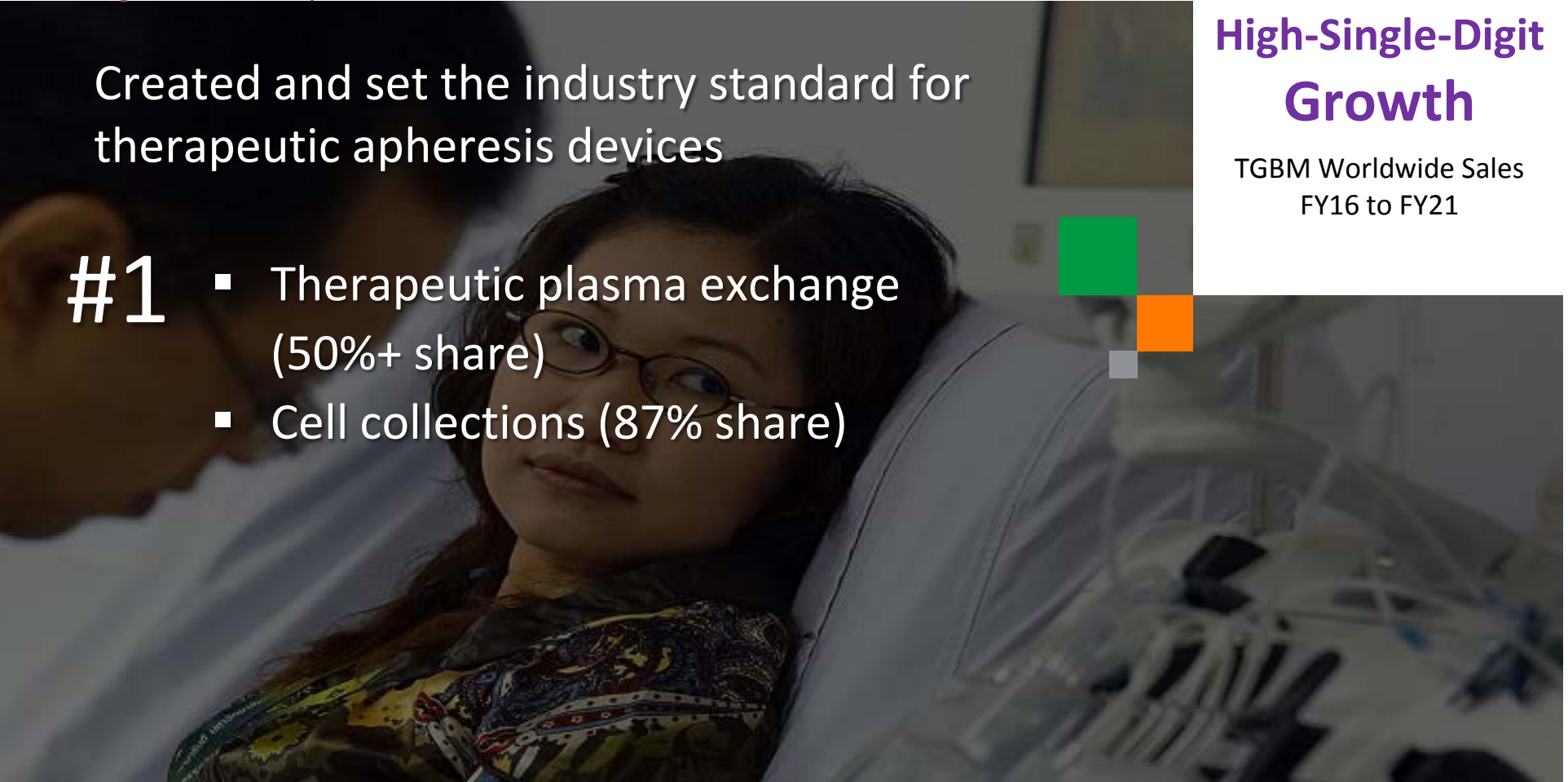
Advancing blood therapies to bring **more treatment options** to patients

Created and set the industry standard for therapeutic apheresis devices

- #1**
 - Therapeutic plasma exchange (50%+ share)
 - Cell collections (87% share)

High-Single-Digit Growth

TGBM Worldwide Sales
FY16 to FY21



Therapeutic Systems

Extend Our Leadership

Drive adoption of therapeutic plasma exchange (TPE) for the treatment of autoimmune diseases

Defend our leadership position in therapeutic apheresis

Cell Processing

Unlocking the Potential of Cells

Enabling cellular therapies that may fundamentally **improve outcomes**

Creating the market for the first automated system designed to grow adherent and suspension cells in a closed environment

- #1**
- Point-of-Care injectable cell therapies
 - Sterile connection devices
 - Driving to be the first to market with end-to-end immunotherapy solutions

**Double Digit
Growth**

TGBM Worldwide Sales
FY16 to FY21

Cell Processing

Extend and Diversify Cell Therapy Technologies

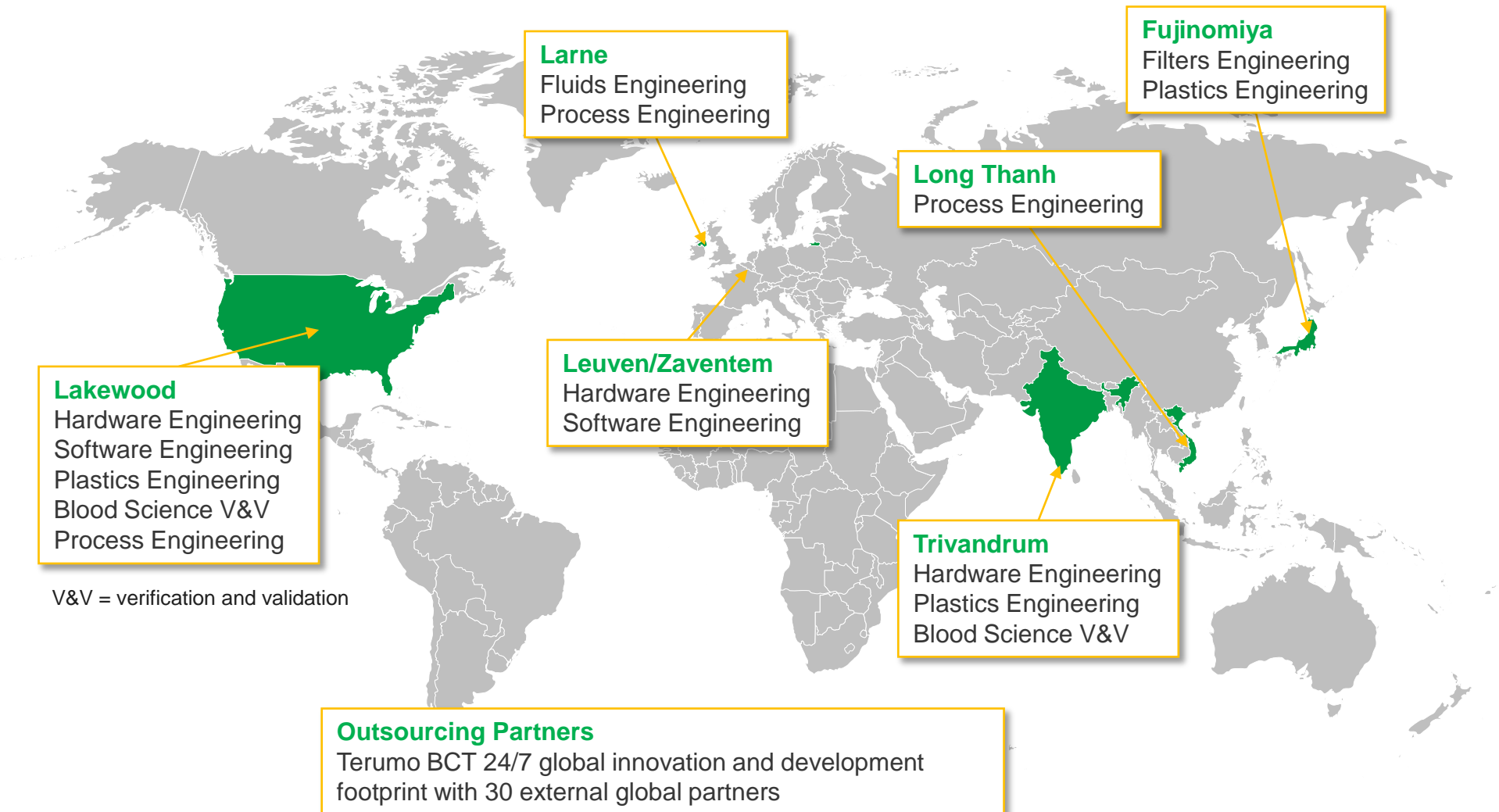
Protect and Grow Point-of-Care Cell Therapies

Create solutions for regenerative medicine

Accelerate growth in Point-of-Care Cell Therapies

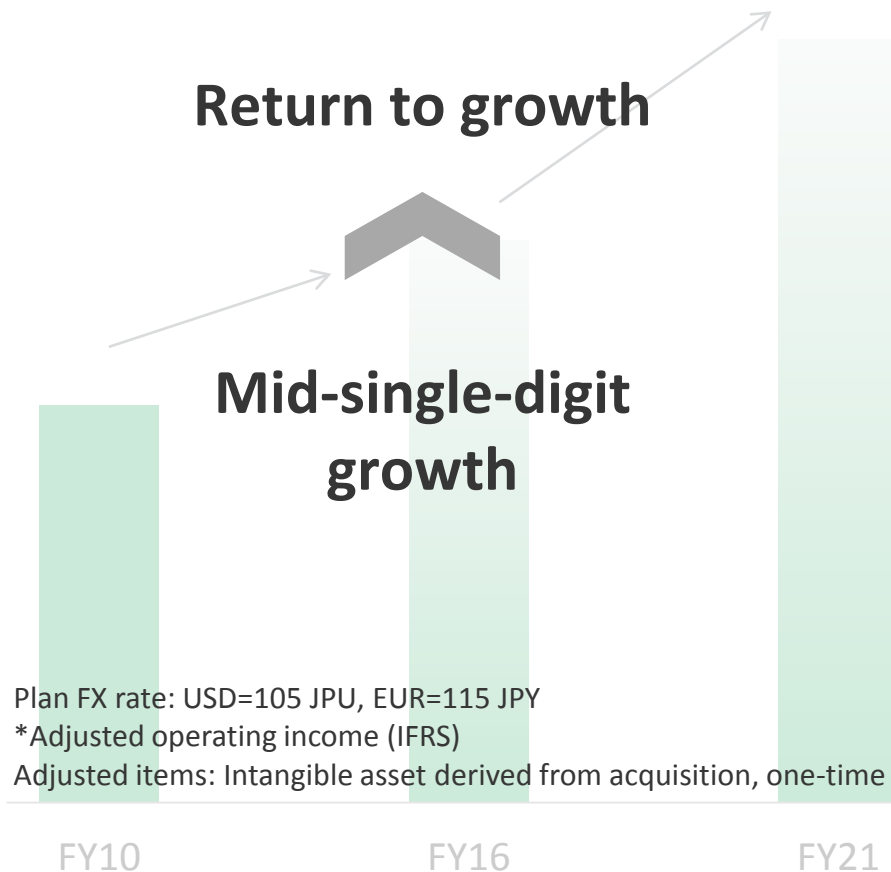
Global Innovation and Development

24/7 for Maximum Internal Efficiency; Combined with 30 Global Partners



Sales and Operating Income Target toward FY21

Sales



Plan FX rate: USD=105 JPY, EUR=115 JPY

*Adjusted operating income (IFRS)

Adjusted items: Intangible asset derived from acquisition, one-time acquisition expense, impairment, gain/loss from sales of stocks and others

Operating Income



Every Second of Every Day

We Are Saving Lives Here



Contributing to Society through Healthcare



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 on 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.