

**Celebrating our 100th founding anniversary:
5-Year Growth Strategy with a 10-Year Vision**

02 | Cardiac and Vascular Company

Toshihiko Osada, President

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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Vision for our 5-Year Growth Strategy



Together with our customers,
we strive to create the next standard of
patient care and drive the evolution of
medicine on the front lines

Looking Back on Current Mid- to Long-term Growth Strategy

Achievements

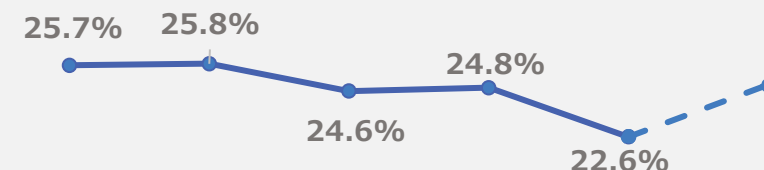
- **Business Portfolio expansion through acquisitions**
 - Cerebral aneurysm: Sequent Medical
 - Aortic aneurysm: Bolton Medical
 - Access: AngioSeal asset
- **Increase in penetration of radial procedures in coronary intervention**
- **Accelerating stable supply to support rapid growth**
 - Recovery from Ashitaka Shipping Delays
 - Cardiovascular fully exits Consent Decree



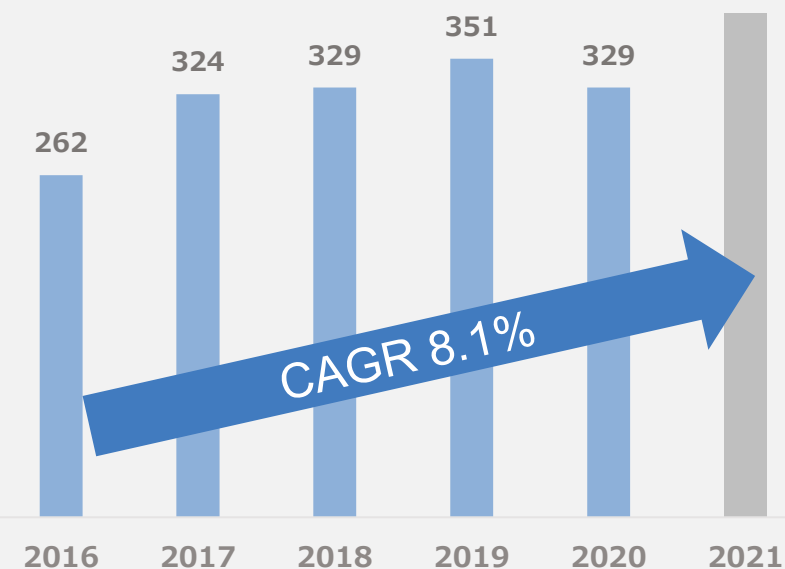
Next step

- **Strengthen operations to improve profitability and supply continuity**
 - TIS: Global optimization of manufacturing sites
 - Cardiovascular, Vascular graft: Manufacturing cost reduction
 - Neurovascular: Expansion of Costa Rica plant
- **Prepare for growth in new businesses and new technologies**

Adjusted Operating Profit %



Revenue (B JPY)



Key Shifts in Market

Market Dynamics

Tailwind for radial procedures amid increased economic pressure on healthcare providers

Large and growing therapeutic device market

Increase in market expectation for digital utilization

Strategic Implications

▶ Contributing to **shorter hospital stay** and **reduced complications**

▶ Expanding **therapeutic product** pipeline

▶ Providing comprehensive care along **patient journey** beyond OR • CathLab

5-Year Growth Strategy: Cardiac and Vascular Company

Therapeutic business

- i Expand therapeutic business with new product launches**
Ischemic stroke, Cerebral aneurysm, aortic aneurysm, interventional oncology, peripheral intervention
Personalized medicine with digital solutions

Access business

- ii Drive radial access adoption across disease areas**
Coronary to neuro, Interventional oncology and Peripheral
Total solution including clinical decision support with big data

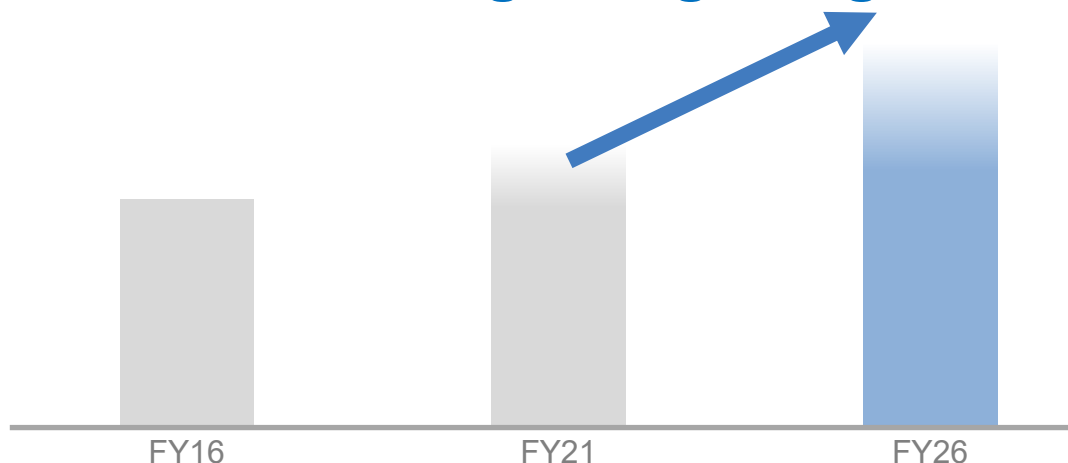
Operations

- iii Evolution of operational capabilities**
Optimize global manufacturing sites to increase production capacity and reduce costs. Enhance efficiency with DX

Revenue and Profit Overview

Revenue

Growth in the high single-digit



i Expand therapeutic business with series of new product launches

- Therapeutic devices for ischemic stroke and Cerebral aneurysm
- Full-scale launch of aortic aneurysm products
- Expansion of peripheral intervention and interventional oncology products

+30 B JPY

+30 B JPY

+20 B JPY

ii Drive radial access adoption across disease areas

- Expansion of access business focused on radial adoption
 - Vascular access
 - Therapeutic lesion access

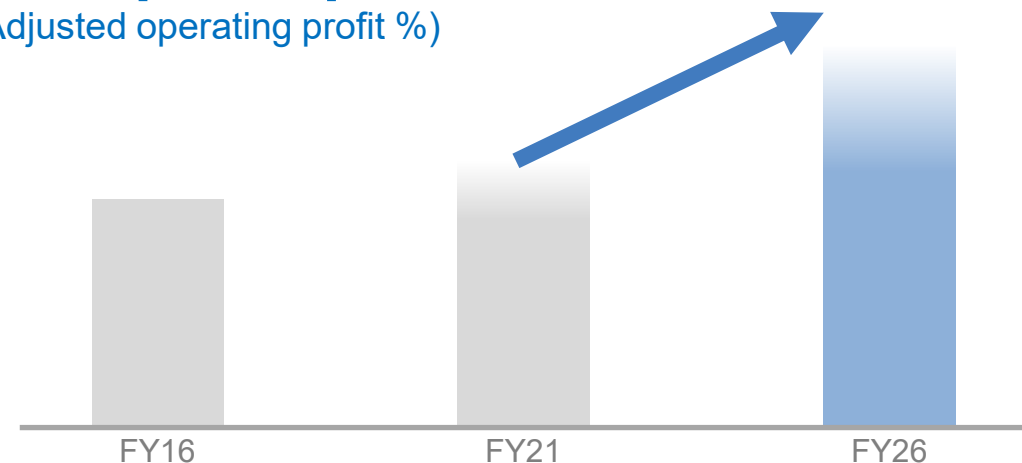
+40 B JPY

+25 B JPY

Adjusted Operating Profit

+ 2% pts improvement

(Adjusted operating profit %)



iii Evolution of operational capabilities

- Vascular graft:
Optimize global manufacturing sites to increase production capacity
- Cardiovascular:
Cost reduction of next-generation products

Adj. operating profit %

Low single-digit to double-digit

Low single-digit to double-digit

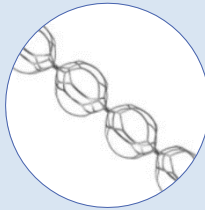
i Expand Therapeutic Business with New Product Launches

Neurovascular

Ischemic stroke



Aspiration catheter



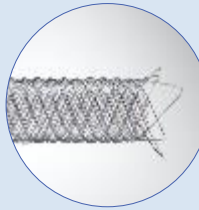
Stent retriever

Market size (2026)
300 B JPY

Brain aneurysm



Intrasaccular device



Flow diverter

Market size (2026)
280 B JPY

Aorta

Aortic aneurysm



Abdominal stent graft



Thoracic stent graft

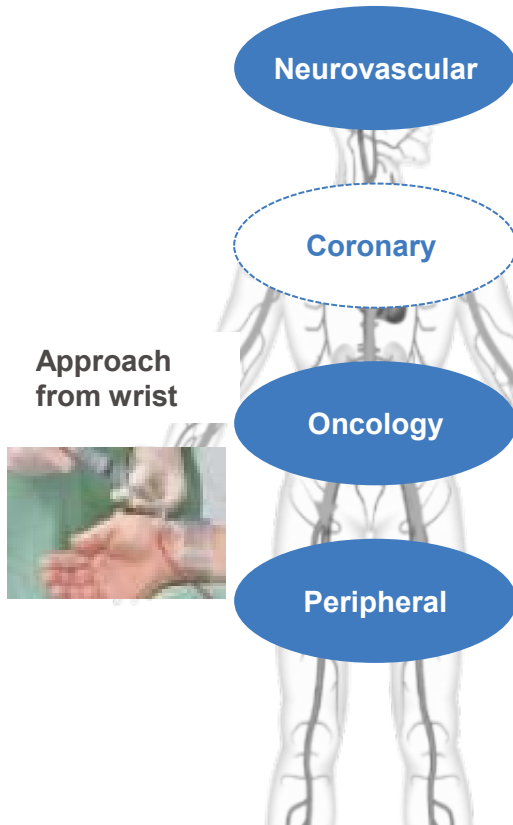
Market size (2026)
400 B JPY

Expansion of product pipeline
Full-scale expansion in major markets
+30 B JPY

Launch full-line portfolio
+30 B JPY

ii Drive Radial Access Adoption Across Disease Areas

Expand radial target areas



Features of radial procedure

- Shorter hemostasis time
- Less complication risks

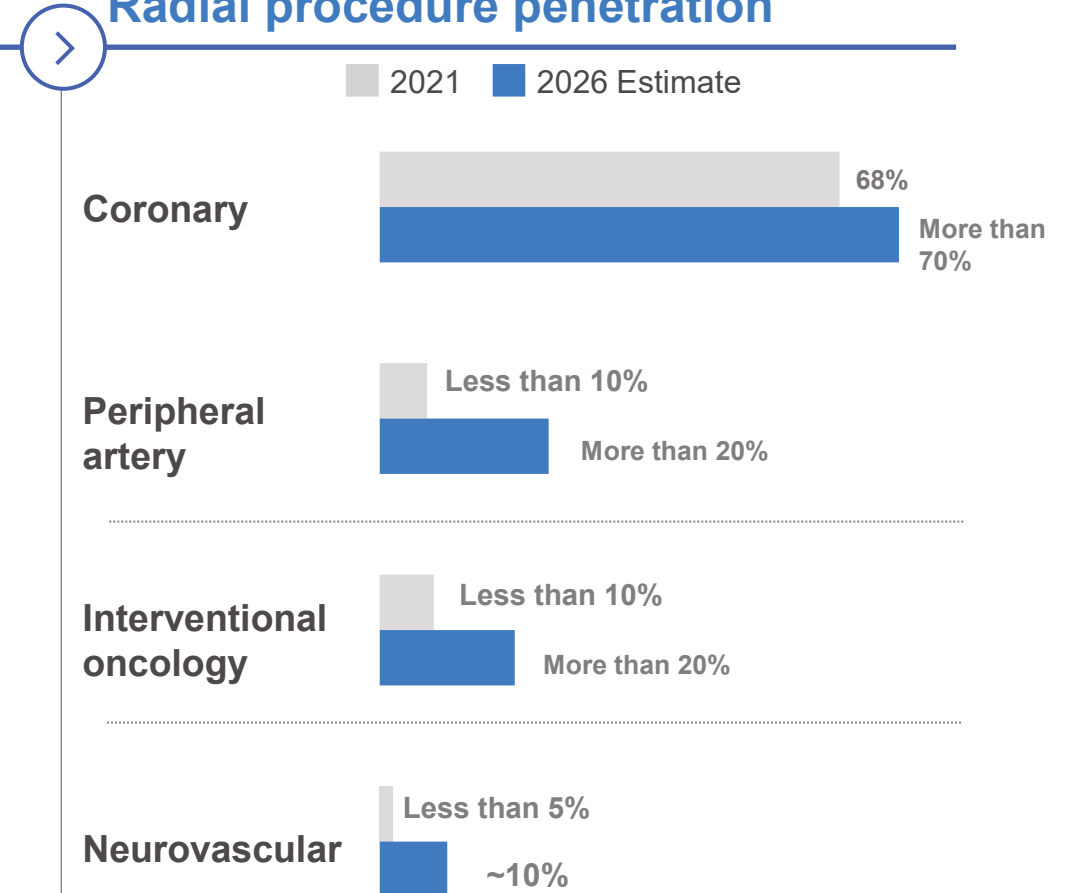
Value provided

- Improvement of medical economics
- Patient QOL

Expanded target sites

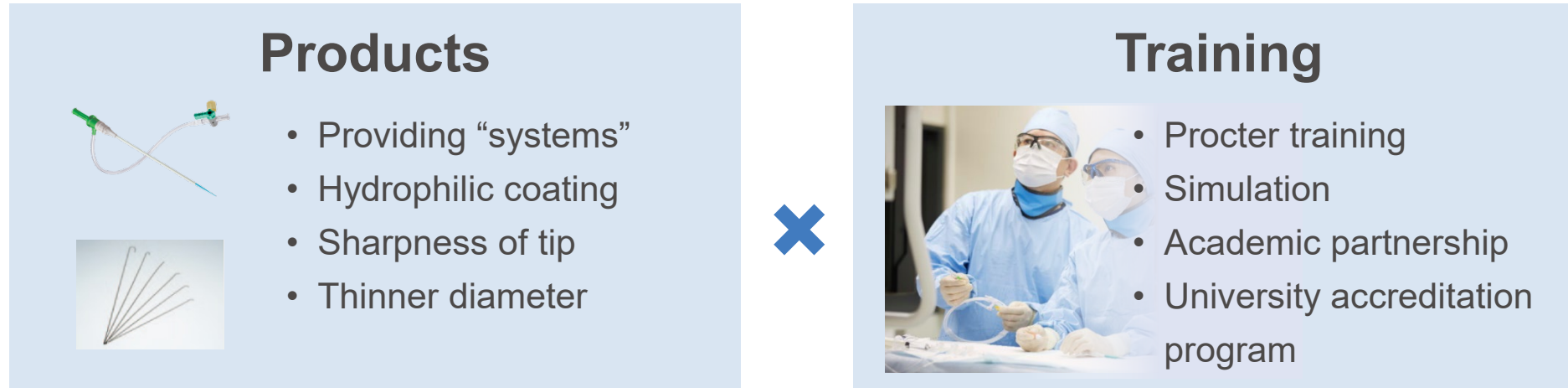
- From coronary to peripheral, interventional oncology, and neurovascular

Radial procedure penetration

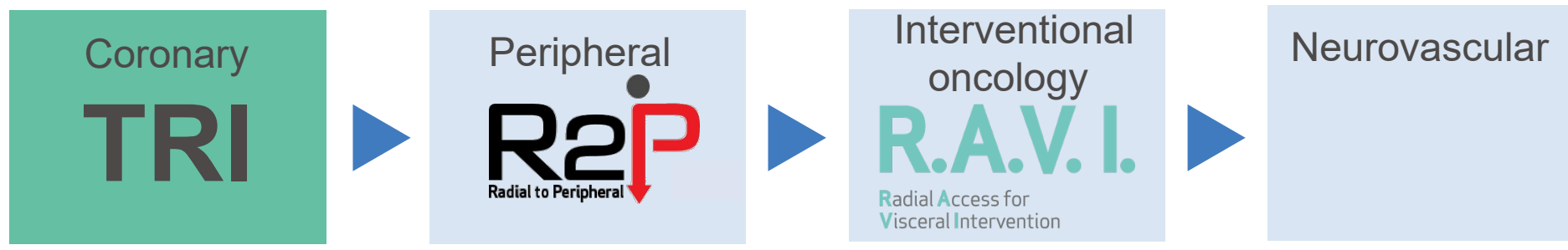


ii Drive Radial Access Adoption Across Disease Areas

Provide solutions



Expand experience of coronary radial approach



Sales growth of access-related products

- Vascular access **+40 B JPY**
- Therapeutic lesion access **+25 B JPY**

iii Evolution of operational capabilities

Optimize global manufacturing sites to **increase production capacity and reduce costs**

Enhance productivity with DX

Ashitaka (Shizuoka)

Transition to “Smart factory” (DX)

- Increase efficiency through DX
- Automate manual processes

Yamaguchi

Semi-mother factory for TIS

- Full-scale launch of new factory building
- Cover end-to-end processes to sterilization

Vietnam

Low cost production

- Full-scale ramp-up of new building
- Site for stent graft process

Puerto Rico

Expand AngioSeal production

- Reinforce infrastructure
- Increase production capacity

Beijing, Hangzhou

Expand production of local TIS products

- Access and cardiology products

Maryland

Local production for the largest market in the US

- Promote automation in broader products (Access, Oxygenator)

California

Start manufacturing of new neurovascular products

- End-to-end operations from new product development through manufacturing

Costa Rica

Expand neurovascular production capacity

- Full-scale production in the new building
- Increase production capacity

Improve profitability of C&V Company

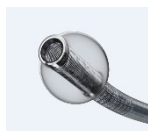
Key Pipelines to Support Growth (Excerpt)

Near- to mid-term

Mid- to long-term

Neuro-vascular

Balloon guide catheter



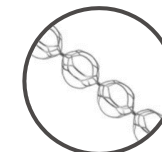
Intrasaccular device



X coating stent



Aspiration catheter



Stent retriever

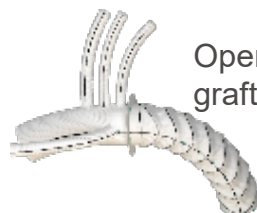
Vascular graft



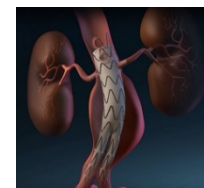
Abdominal stent graft



Thoracic stent graft



Open stent graft



Customized stent grafts

Connected care

TIS

Drug-eluting stent



Vascular plug



Peripheral radial system



Atherectomy



Drug-eluting balloon



Venous device



Cardio-vascular

Artificial lung

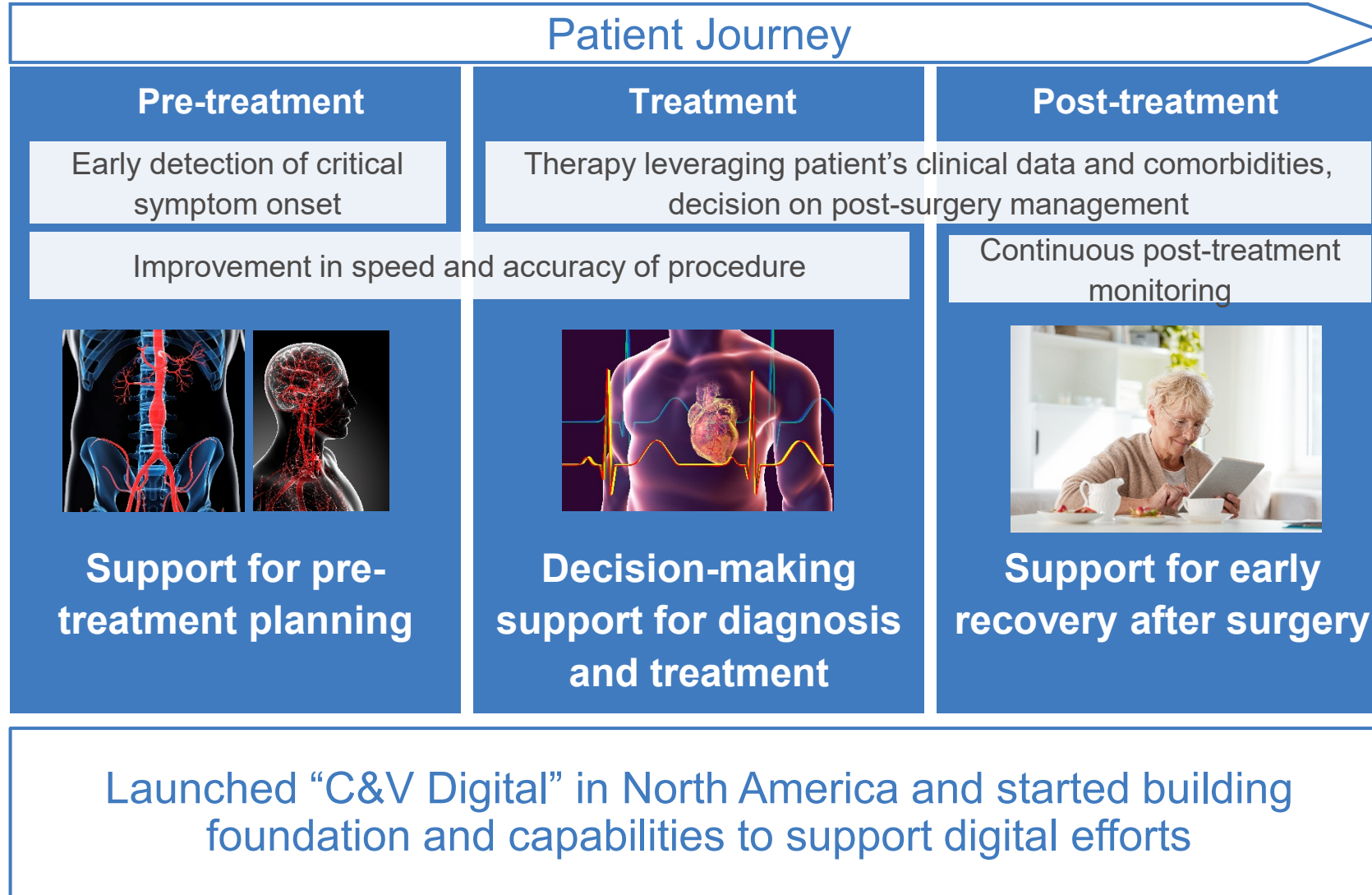


Blood flow monitoring



Early recovery after surgery program

Develop Medical Standard with Digital Technologies



> Next standard of care along the Patient Journey

Toward the next decade

GS26

- **Revenue:** High single-digit topline growth with improved profitability
- **Adjusted Operating Profit:** + 2% pts improvement

Expand therapeutic portfolio

- Ischemic stroke and cerebral hemorrhage treatment devices
- Thoracic and abdominal stent grafts, surgical • stent graft hybrid
- Peripheral artery and cancer treatment

Expansion of radial across in other disease

- Expansion of vascular access and therapeutic lesion access based on radial approach
- From coronary to peripheral artery, interventional oncology, and neurovascular

Operational enhancement

- Optimize global manufacturing sites to increase production capacity and reduce costs
- Enhance productivity with DX and A's smart factory concept

Beyond GS26

Adjacent • new therapeutics portfolio

- e.g., venous diseases
- e.g., cancer therapy other than liver cancer
- e.g., neurovascular area other than stroke

Digital health business along the patient journey

- Monetize digital health business
- Enter robotics-related business

R&D global network enhancement

