

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.

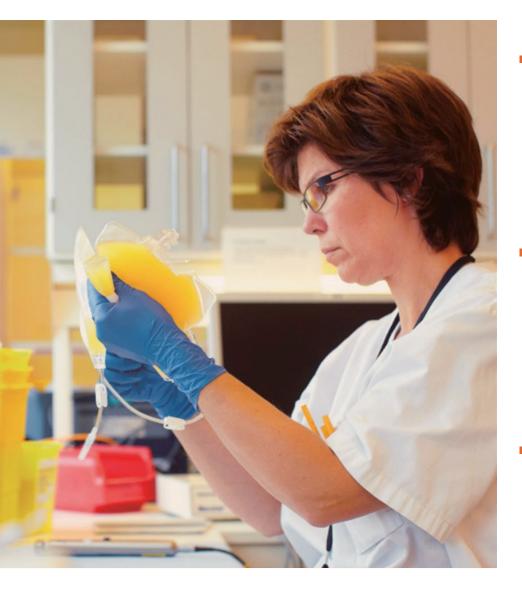
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Vision for our 5-Year Growth Strategy



Our Aspiration

Provide compelling and accessible innovations globally that unlock the power of blood and cells to improve patient outcomes and serve unmet medical needs

How this will be achieved

By inspiring and engaging our associates, we will optimize quality and deliver world-class solutions, earning customer loyalty and setting industry standards

GS26 Financial Aspiration

Revenue: Near double-digit growth

Adjusted operating profit %: Beyond 20%



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

Modernized our foundation and returned to growth while investing in our future

Achievements

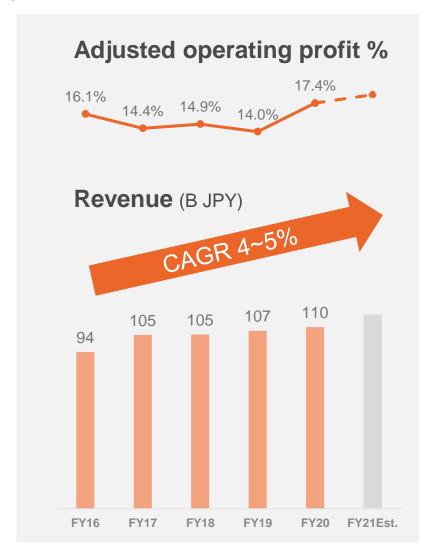
SHIFTED INVESTMENT TO GROWTH AREAS

- Launching in source plasma market
- Invested in cell therapy market growing double-digit
- UPGRADED INFRASTRUCTURE AND DELIVERY SYSTEM
 - Improved customer satisfaction (on-time delivery) Improved to 95%+
 - Optimized manufacturing footprint Improved gross margin by 2% pts
- COVID-19 TESTED OUR RESILIENCY
 - Rapidly flexed production to meet demand shifts while competition struggled
 - Launched first solutions to fight COVID-19
 - Implemented one global quality system and one service platform



GS26 Direction

- Blood and Beyond
- Equipment and Beyond to Disease and Ecosystem
- Geographic Expansion to Treat Unmet Need
- Operational Excellence





Key Shifts in Market

Market Dynamics

Market

- Cell therapy commercialization increasing competition
- Integrated solutions for data-driven care; shifting outside of hospitals
- Inequities in access to healthcare and inefficiencies of blood supply

Competition

- Rationalizing portfolios
- Shifting resources to partnerships and acquisitions to create the ecosystem
- SPEED defines choices
- Supply chain disruption customers expect flexible delivery system

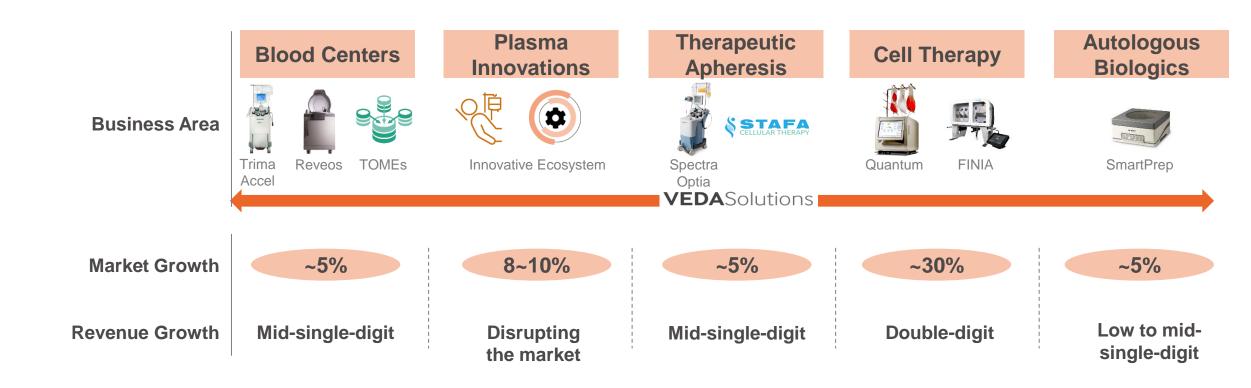
Strategic Implications

- Establish a significant footprint in cell therapy; improve our partnership capabilities
- Leverage service platform and digital capabilities to modernize our customer experience
- Launch untraditional business models to improve patient access, provide safe and adequate blood and cells
- Build workforce capabilities to support strategic direction
- Solutions-selling: effective positioning of products and services
- Enhance relevance: value-added services and diversify portfolio to address broader customer needs
- Renewed investment in product life cycle management
- Execute operations transformation and reframe value proposition to capture price



Common Technology Serves Diverse Customers

Services and software coupled with trusted technologies and delivery systems differentiate us



Products and protocol availability vary by country



5-Year Growth Strategy: Terumo Blood and Cell Technologies

Strategic investments will reshape our portfolio and differentiate our competitive position

Blood and Beyond

- Plasma disrupt market and expand presence beyond US
- Cell Therapy expand market focus and connect patient and cell journey
- Therapeutics selective removal technology for specific diseases

Equipment and Beyond

- Shape future of blood centers through whole blood automation & services
- Improve customer experience: software and service as differentiator
- Deploy digital ecosystem for Plasma market

Geographic Expansion

Deploy full portfolio in markets with high unmet need: China, Africa, Russia

Operational Excellence

- Flexible global delivery system, sustaining a continuous improvement culture
- Elevate commercial excellence and ability to capture value in the market



Plasma Innovations

Innovate Source Plasma Market

Innovation in device and ecosystem supports growing demand for plasma-derived therapies

Built ecosystem to address unmet needs



Transforming business across organization

Gaining significant market traction

Diversify business portfolio

Leverage investment in ecosystem to enhance existing portfolio

Tech transfer informs the next generation of platforms

State-of-art **Innovative** Automation **Platform Manufacturing Source Plasma Market** \$800M | CAGR 8~10% **Partnerships Digital Platform**

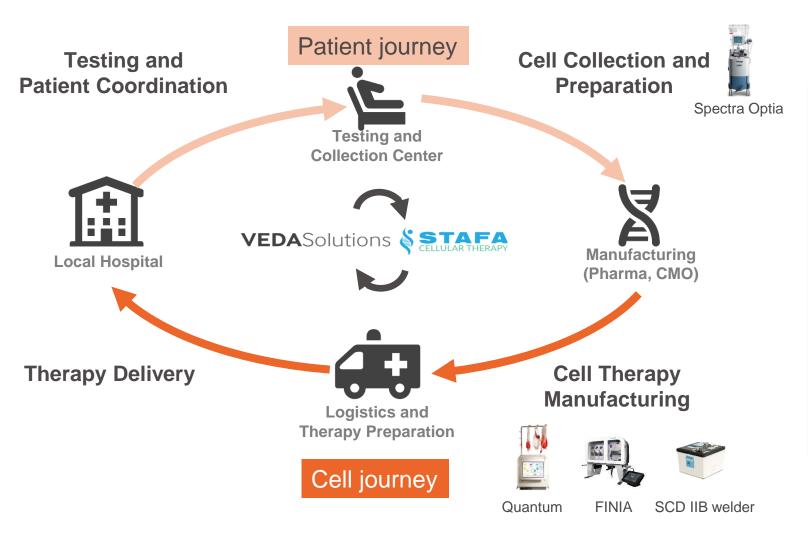
Products and protocol availability vary by country



Cell Therapy

Cell Therapy and Service Innovation

Facilitate the journey of life-saving cells from patient collection through the ultimate transfusion



Market:

- Crowded, undefined market rapidly evolving
- Next frontier of personalized medicine

Our unique position:

- Able to influence source material collection on Spectra Optia
- Our data, solutions and expertise sets us apart from the competition
- Close relationships with market leaders position us to set standards of care

Products and protocol availability vary by country



Therapeutic Apheresis

Enabling Technology Saving Lives through Apheresis

Potential life-saving therapies delivered by the Optia ... The patient care journey informs innovation



Myasthenia gravis

Sickle cell disease

Acute liver failure*

Triple negative breast cancer

Immunicom Inc.

Unlock the therapeutic potential

Innovative technologies combined with apheresis changing the standard of care

Differentiate in the market through customer support and ease of use

Enabling capabilities include:

- Health economics; local medical affairs
- Partnerships (distributions, M&A)
- Local policy reimbursement influence

Products, indications and protocol availability vary by country *In development



Blood Centers

Shape Future Across Diverse Care Continuum

Unmet local needs inform unique business models and growth in blood center business

Continuum of transfusion therapies













Leapfrog in emerging markets

- Manual
- Unsafe
- Supply shortage
- Automate process (Reveos)
- Pathogen reduced
- "Blood center in a box"
- Integrated patient care

Transform advanced blood centers



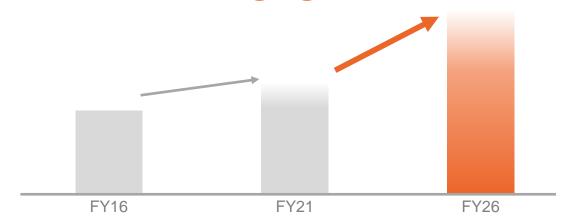
 Undifferentiated blood supplier to hospitals

- Blood as a therapy
- Expand to cell collections and apheresis
- Sickle cell treatment



Revenue and Profit Overview

Revenue Near double-digit growth



Blood and Beyond

- Plasma Innovations
- Cell therapy
- Therapeutic apheresis

Equipment and Beyond

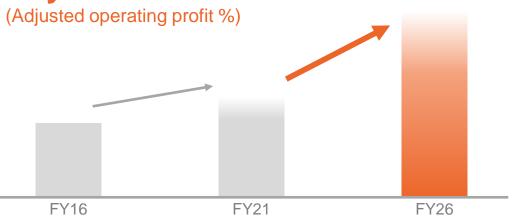
- Whole blood automation
- Veda Solutions

Disrupt the market Double-digit Mid-single-digit

Double-digit Double-digit

Adjusted Operating Profit

Beyond 20%



Operational Excellence

- Utilize modernized enterprise platforms
- Capture the value from operational transformation
- Transform investment from Plasma Innovations to full portfolio
- Strengthen lifecycle management



Everything Begins with a Drop of Blood

Follow the Collection to Treat the Patient



Access to therapies

Industry-leading therapeutic apheresis

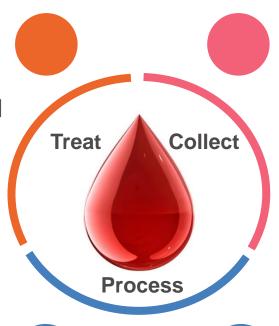
Clinical data | Reimbursement | 24/7 training | Care delivery



Selective removal therapies



Partnership | Clinical data



Safe and adequate blood



Trusted pathogen reduction system



Government affairs | Regional support



Consistent cell material



Trusted cell collection platform





Procedure analytics | Collection support | Data connectivity | RFID tracking

Predictable cell manufacturing



Functionally closed automated system



Cell analytics | Scientific consultation | Data connectivity | Chain of custody

Sustainable blood center operations



Reveos

Whole new level of whole blood processing



Process analytics | Online software deployment

Products and protocol availability vary by country



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