

# The Future of Terumo

## "Our vision and the path to it"

May 14, 2024

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Chief Executive Officer

Terumo Corporation

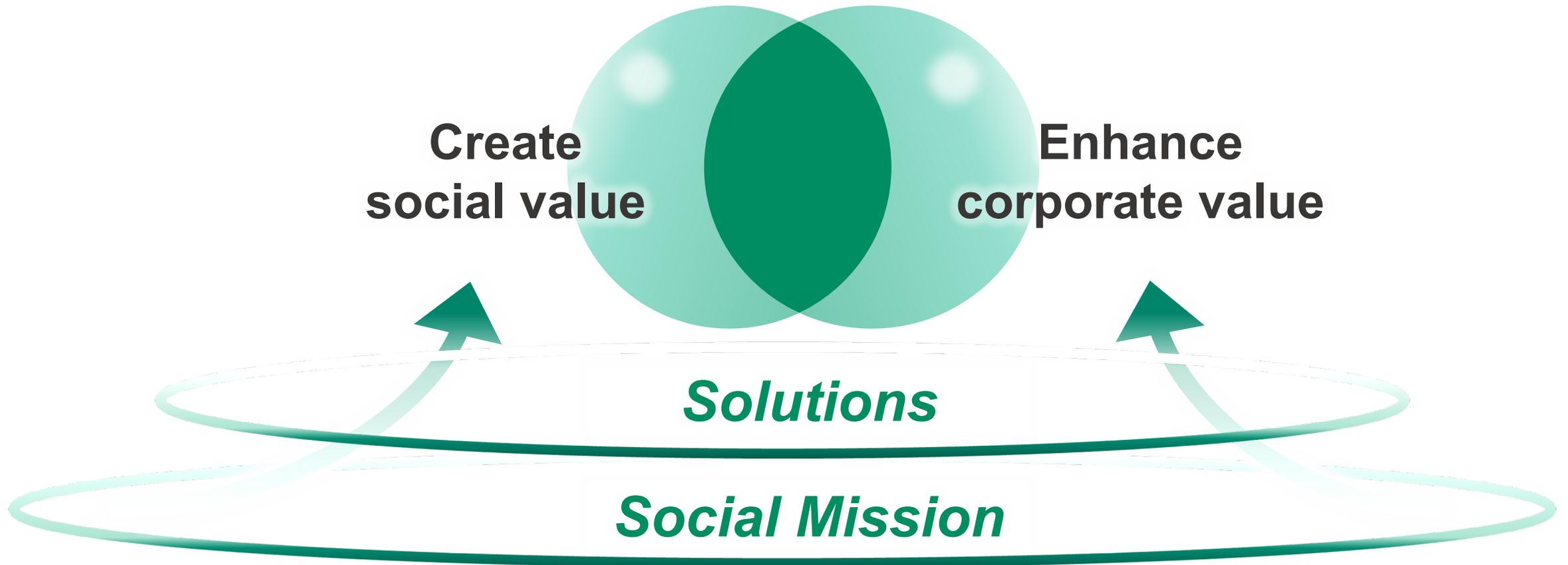


# Forward-Looking Statements and Use of Document

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. Information about products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.

# Terumo's mission and creation of corporate value

## Contributing to Society through Healthcare



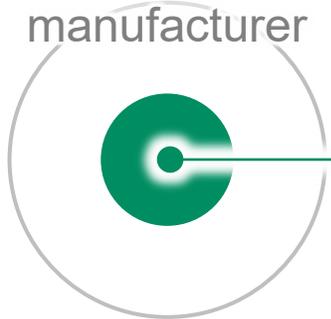
# Changes in healthcare & society, and Terumo's transformation

Thus far



Going forward

Medical device  
manufacturer



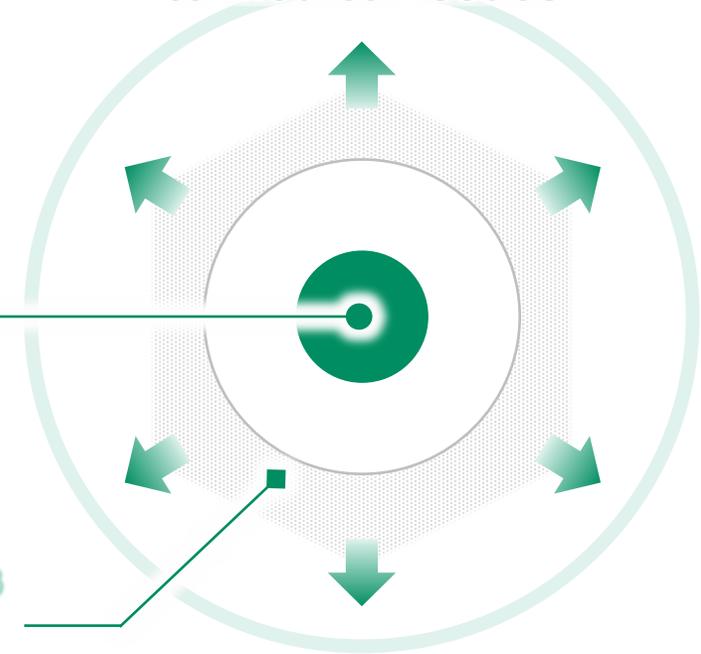
**Unyielding strengths**

Developing and manufacturing  
the highest quality medical devices

Aiming to create new markets, value, and solutions

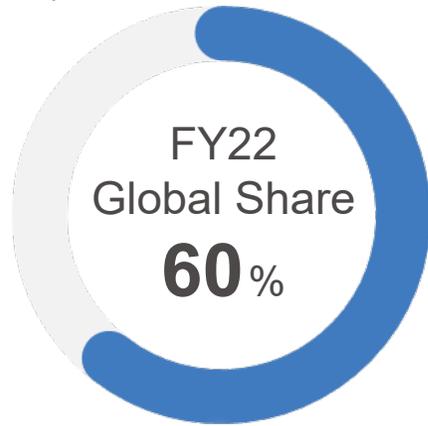
**Innovation**

Innovative and comprehensive solutions  
to medical issues



# Novel growth we have already achieved

## TRI's Representative Products (Introducer Sheath Kit)



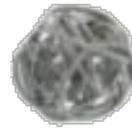
Approach from wrist



Cardiovascular  
Div. of 3M (US)



Vascutek  
(UK)



MicroVention  
(US)



CaridianBCT  
(US)



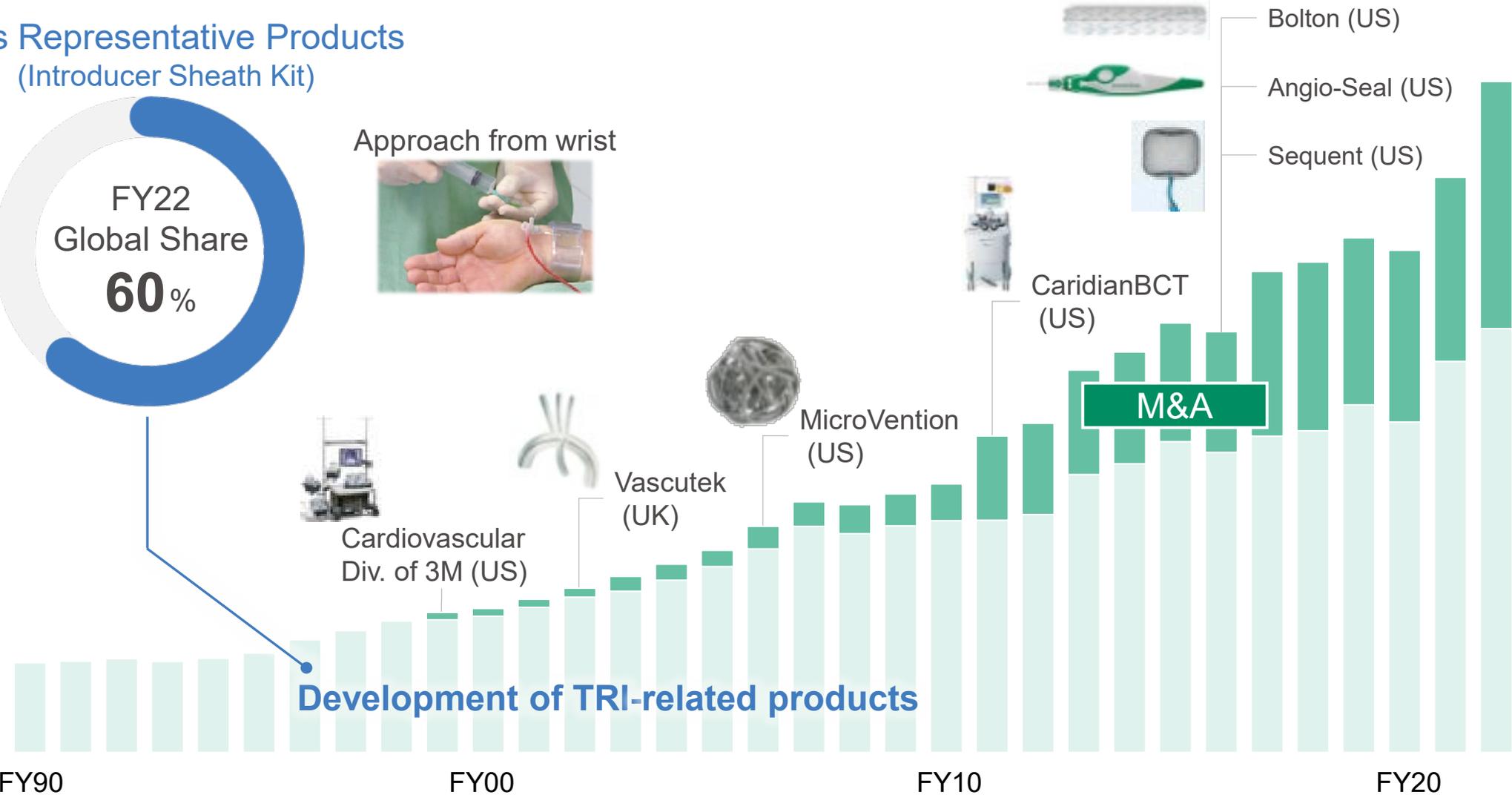
Bolton (US)



Angio-Seal (US)

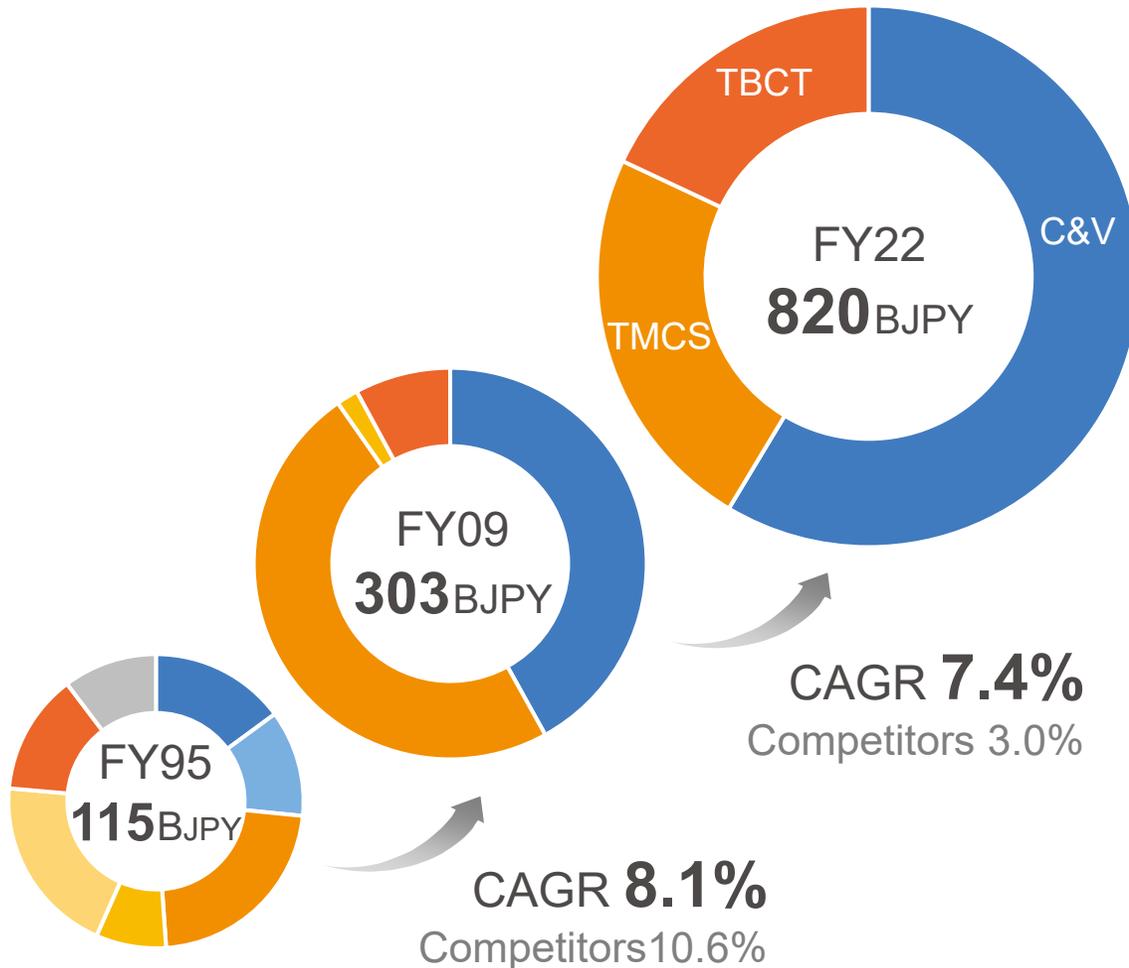


Sequent (US)

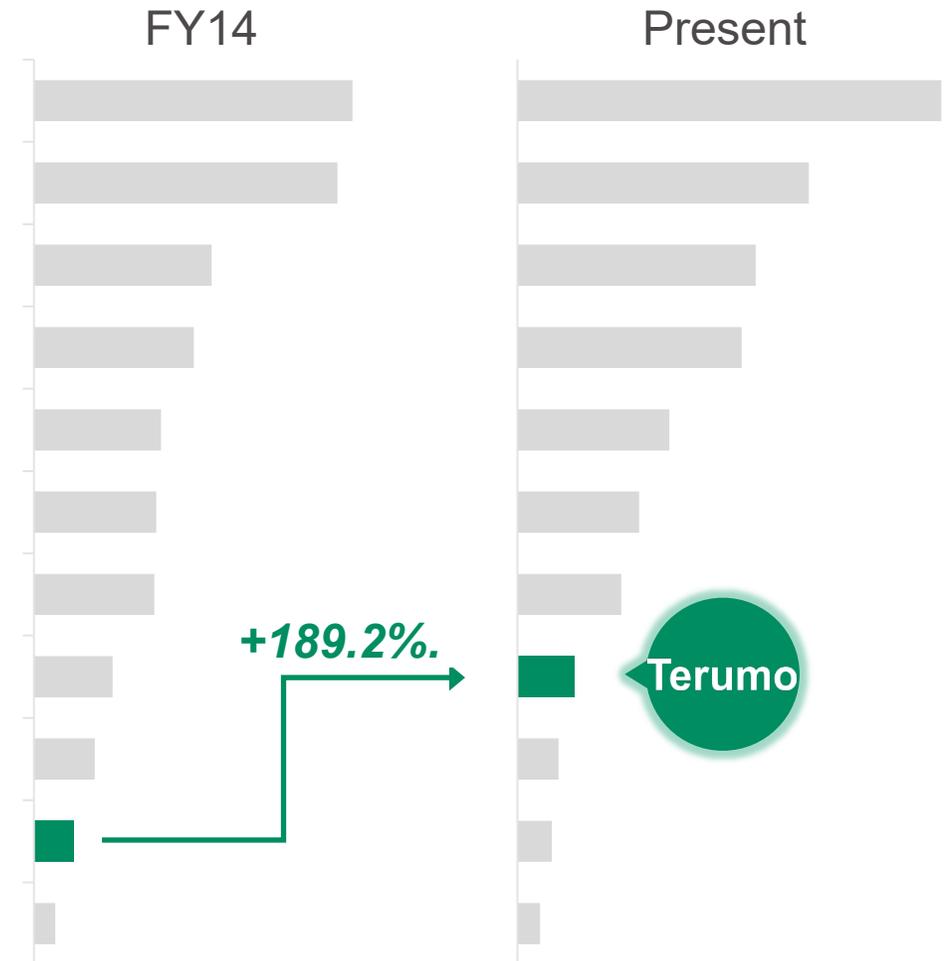


# Revenue and market capitalization

## Revenue growth



## Market capitalization (compared to competitors)



Ref: In-house Research

# Terumo's Approach

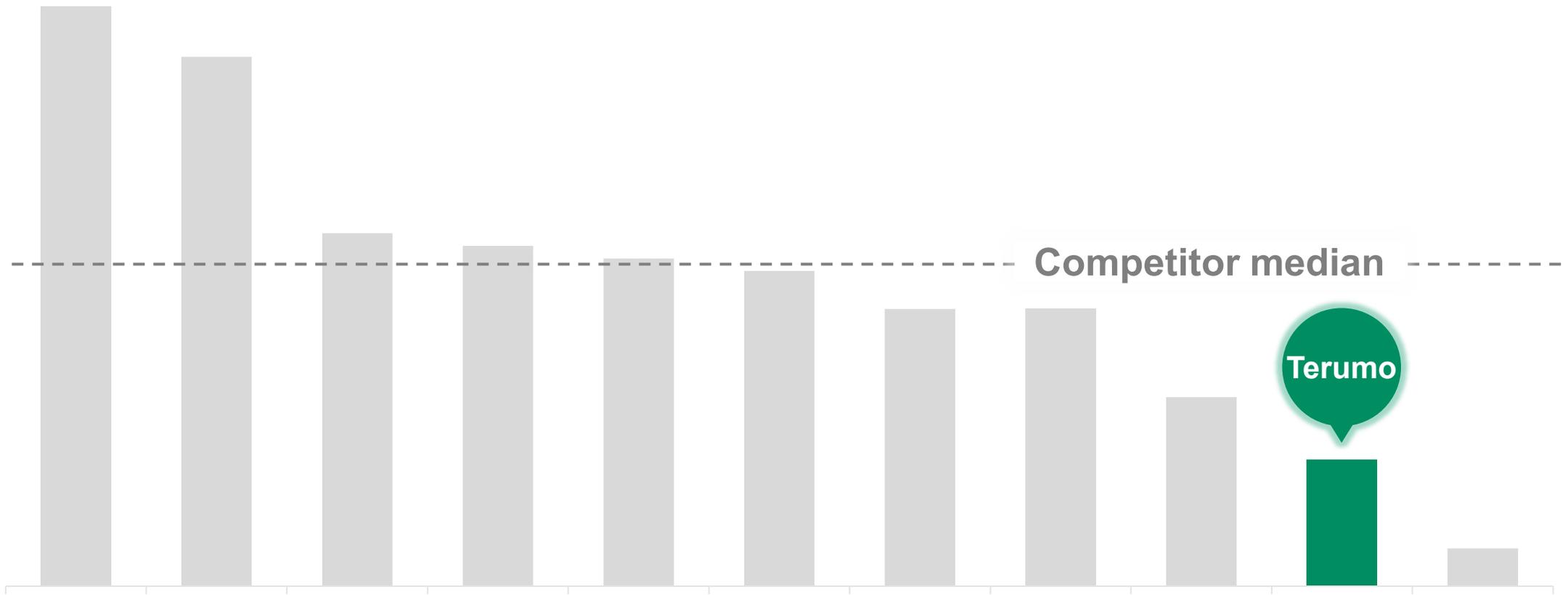


Discontinuous growth

Continuous growth

# Financial soundness in support of M&A

FY22 Gross Leverage (Compared to competitors)



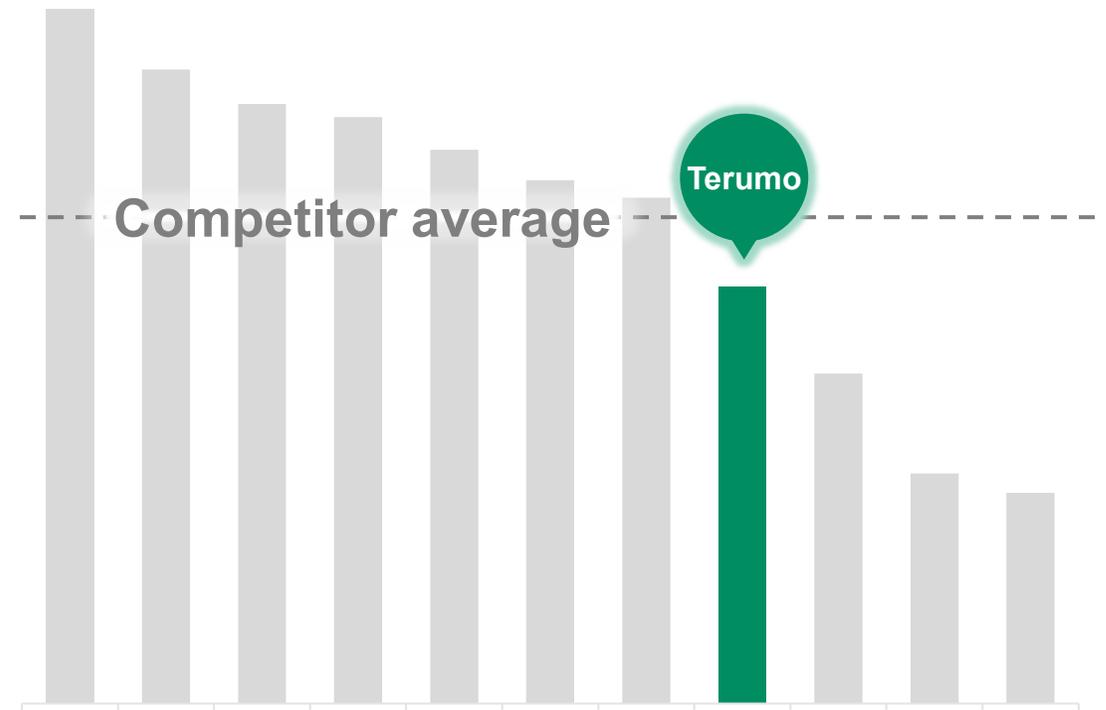
Ref: In-house Research

# Improve earning power; enhance corporate value

Enhance corporate value



FY22 Operating profit ratio (Compared to competitors)



Ref: In-house Research

# Terumo's goals and creation of corporate value

## Contributing to Society through Healthcare

