

TIS Growth Roadmap

Advancing Terumo's Core Business through the Launch of DSS

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Nov. 12, 2025



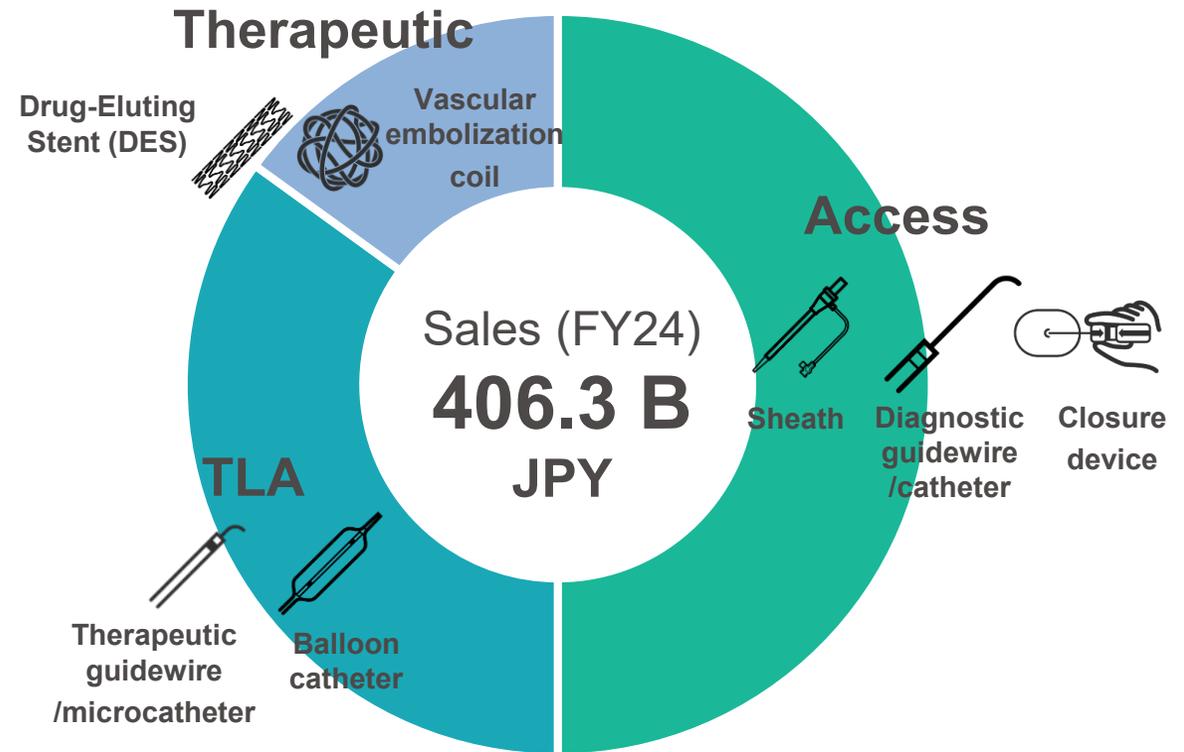
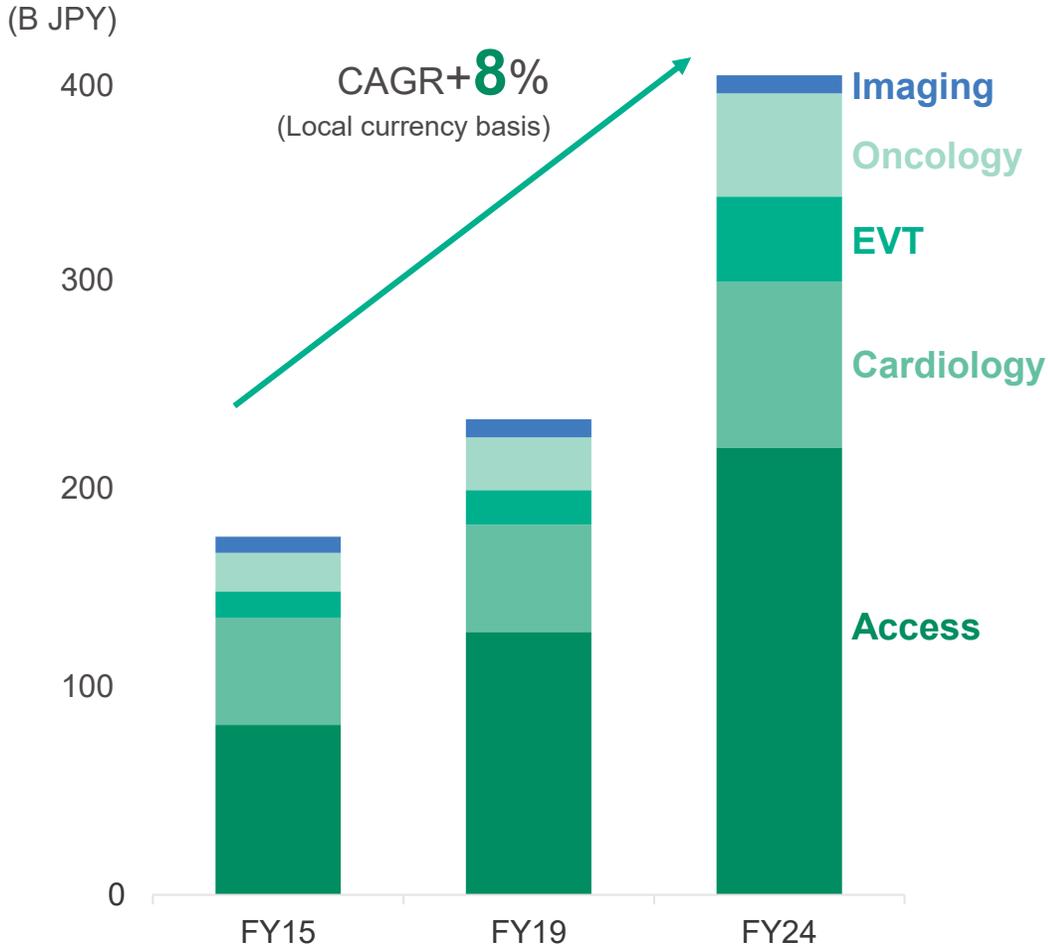
Forward-Looking Statements and Use of Document

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 Interventional Systems (TIS) Sales Trends and Breakdown

Achieving stable growth in Access and high growth in therapeutic areas

Access and Therapeutic Lesion Access (TLA) account for over 80% of the total sales



TIS Growth Roadmap Highlights

■ Sustain high single-digit growth by introducing new growth drivers



Key Strengths of TIS

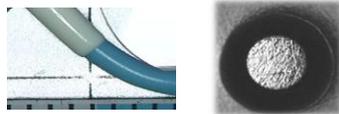
- 1 Access
- 2 TLA
- 3 Imaging

Core technology

Hydrophilic coating



Precision finishing in every detail

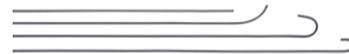


Manufacturing

Price competitiveness through economies of scale



Consistent quality ensures the “trusted familiarity” healthcare professionals rely on



Solution

Radial Approach

R2P™ R2V™ R2N™
Radial to Peripheral — Radial to Visceral — Radial to Neuro

Entry site management from access to closure, enabling Same Day Discharge



Simulation-based training powered by digital



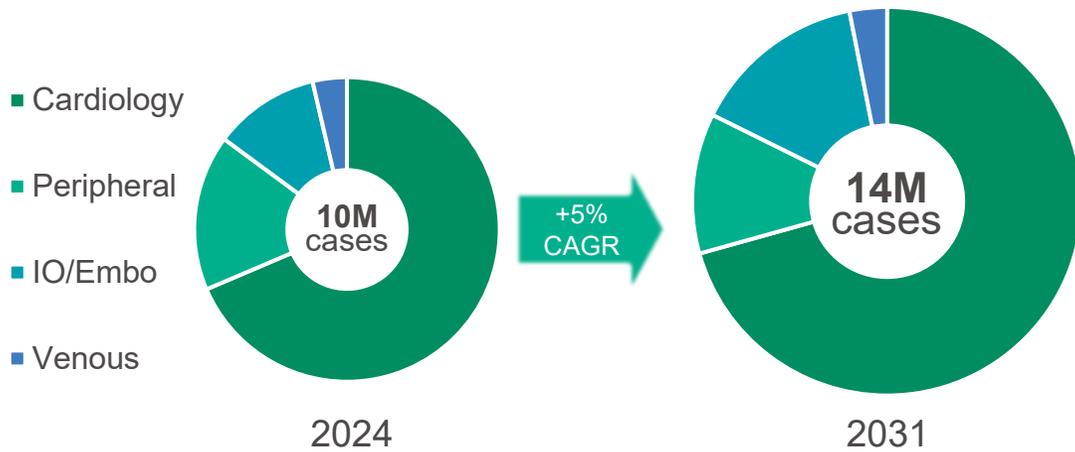
Transforming products considered as “commodity” into “High value-added products”



Access Growth Opportunities will Continue to Expand

Sustained growth of the interventional market

Global intervention case load expected to grow at CAGR +5%

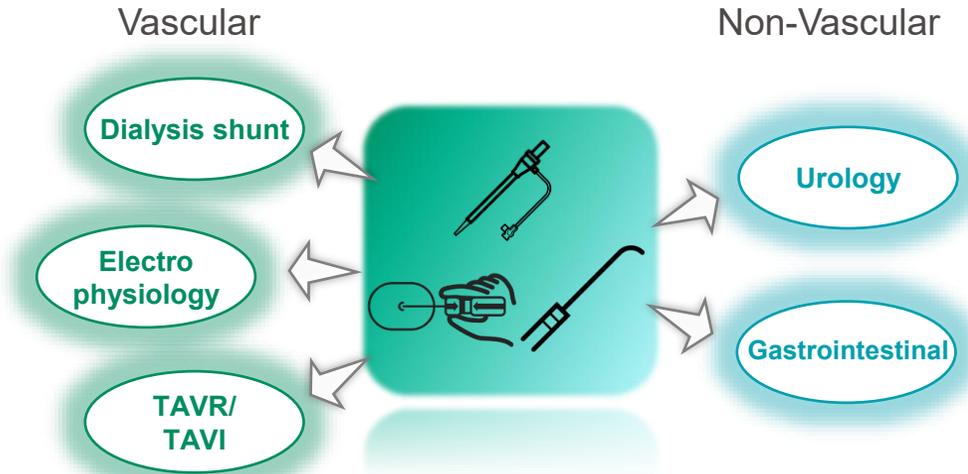


Reference: Clarivate & Terumo

Accelerating growth by maintaining **No. 1 market position** and further promoting **Radial Approach**

Expansion into areas beyond core segments

Strengthening brand leadership in Access area through **trusted device quality**

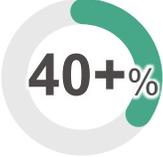


*Transcatheter Aortic Valve Replacement / Transcatheter Aortic Valve Implantation

Growing demand for **intervention therapies** is driving **sustained expansion** in Access device adoption

Established Track Record as a Category Leader in TLA Market

- 1 Access
- 2 TLA
- 3 Imaging

	Cardiology	Oncology	Endovascular
Key products	 Runthrough™ NS series	 Progreat™ series	 Glidewire Advantage™ series
Market share*	 20+%	 40+%	 40+%
Sales growth (CAGR over the past 5 years)	Double-digits 	High single-digit 	Double-digits 

*Reference: Terumo (based on value)

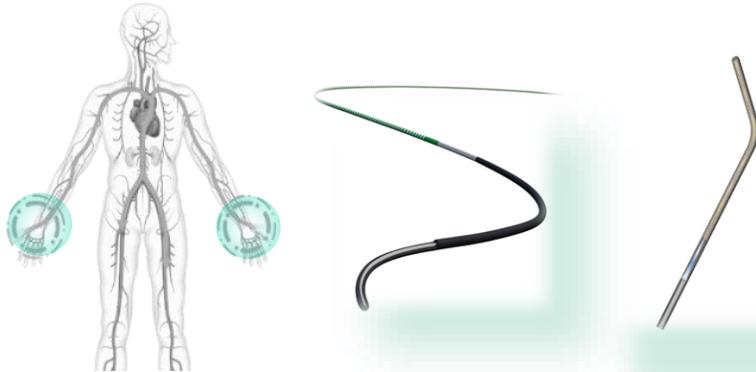
Driving market share and sales growth

by offering **solutions through combining TLA products** and a **product lineup expansion**

Accelerating Growth through Product & Regional Expansion

Product lineup expansion

- Launching new products while improving existing products
 - Promoting radial approach (e.g. R2P wires)
 - Expanding product varieties (e.g. PTCA wires for Chinese market)
 - Upgraded wires for oncology



Business area/Regional expansion

- Rapid expansion of musculoskeletal (MSK) embolization market for chronic pain treatment

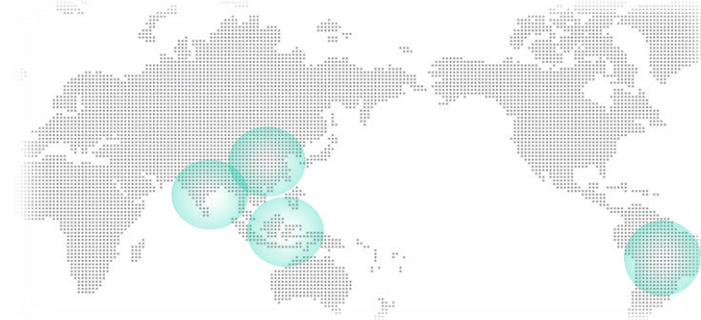
Knee osteoarthritis, etc.



Estimated market size in 2035
Over \$500M

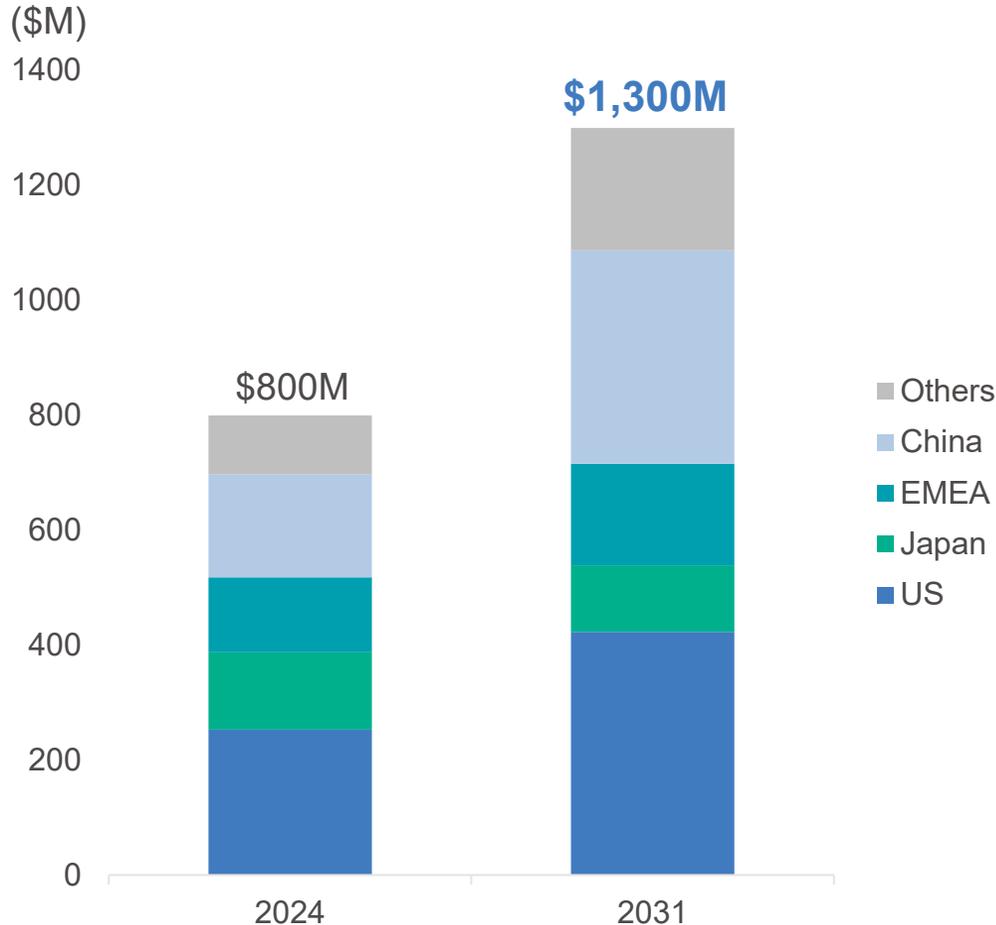
Reference: Terumo

- Regional expansion into Asia and emerging markets



Overview of the Imaging Market

Imaging market expected to grow significantly in US and China



Reference: Clarivate & Terumo

Established evidence: Imaging improves treatment outcomes

- Under the revised 2025 guidelines, Imaging received **the highest recommendation level** at leading academic societies* in US

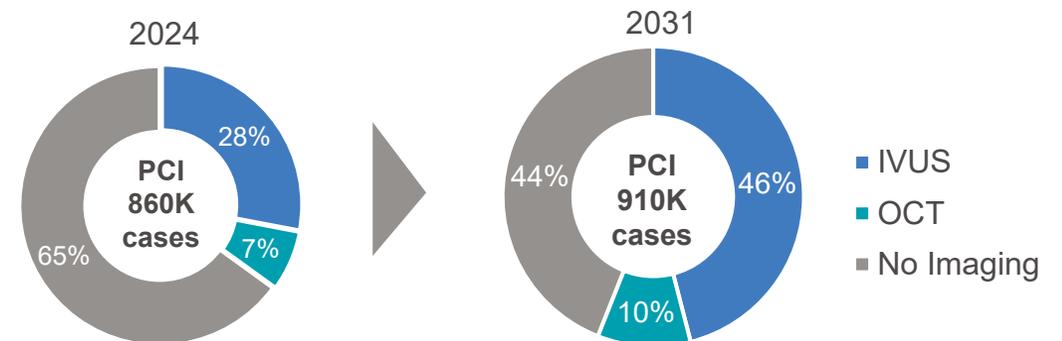
IVUS/OCT-guided PCI for ACS** patients with LMT**/complex lesions recommended as Class I, Level A evidence

*AHA, ACC, SCAI, etc.
**Acute Coronary Syndrome/ Left Main Trunk

- Widespread use of calcified lesion treatment devices

Imaging-based assesment of calcified lesions is essential when using atherectomy and IVL devices

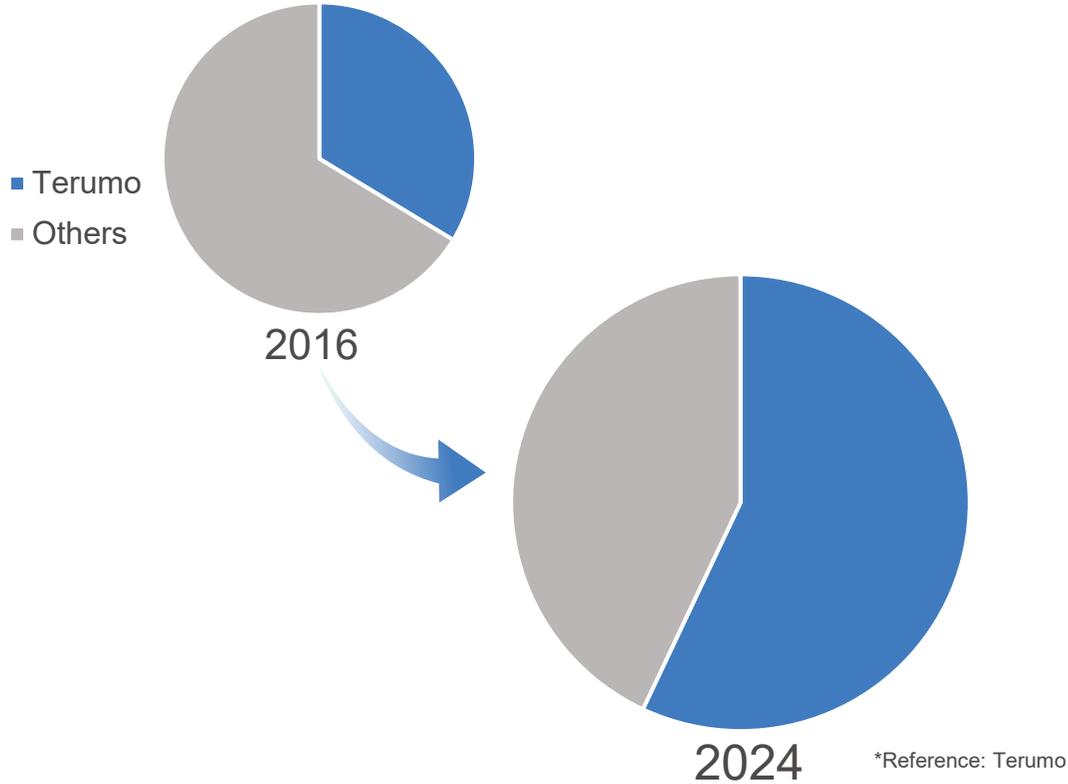
Forecast of Imaging penetration rate in US



Reference: Clarivate & Terumo

Terumo's Imaging Establishes a Powerful Presence in Japan

Imaging market share in PCI in Japan



Imaging is used in almost all PCI cases in Japan
VISICUBE launch in 2016 secured the No.1 share

Terumo Imaging's solutions

- 1 High catheter crossability**
Catheter manufacturing technology cultivated at Ashitaka Factory in Japan
- 2 Clear images**
60MHz high-resolution IVUS
- 3 Easy and fast operation**
Supports treatment efficiency with "QUICK IVUS"

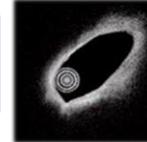
The top choice Imaging solution in Japan, where Imaging is the most established and physician expertise is the highest

Current Practice Requires Choosing Either IVUS or OFDI When Using Imaging Device



IVUS (ultrasound)

OFDI (near-infrared rays)



Strength

Provides a clear view of the entire vessel

Provides a clear view of microstructure and stent condition inside the vessel

Suitable cases

Large -diameter vessel

Low renal function

Calcified lesions

Bifurcation

In-stent restenosis

Usage steps

Grasp vessel diameter (Before stent placement)

Stent placement

Check stent apposition (After stent placement)

Weakness

Low resolution, limited ability to grasp fine structures of the vessel

Low penetration prevents full visualization of the vessel
Requires contrast agent flush

Requires a decision-making process to select appropriate Imaging considering multiple factors

Cost constraints make it difficult to use both options even when preferred

DSS (Dual Sensor System) Solution

- 1 Access
- 2 TLA
- 3 Imaging

DSS

- ▶ Innovative system with both ultrasound sensor and optical lens in one catheter, enabling **simultaneous acquisition of IVUS and OFDI images**
- ▶ IVUS for the entire vessel, OFDI for fine structures, **both complementing each other**



Supporting optimal treatment strategies for all patient backgrounds and lesion characteristics

Achieving

optimal treatment

Providing desired images to select treatment strategies and devices

Improved usability

No need for step to select IVUS or OFDI

Overcoming cost constraints

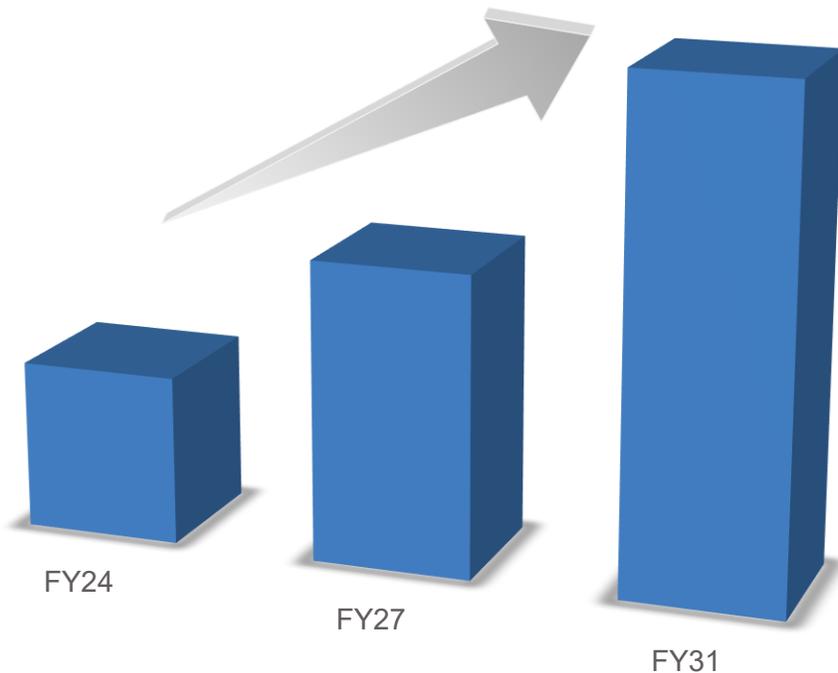
Can acquire two images at once with one catheter

Reduced contrast agent volume

Spot use of OFDI only when needed

Sales Outlook

Imaging sales will **more than triple** with the introduction of DSS in Japan and US



🇯🇵 Maintain and further expand top share

- ▶ Expanding share in **high price range** by supporting treatment strategies with precise diagnosis with DSS
- ▶ Leveraging **education program experience** while aiming to **generate new clinical evidence**

🇺🇸 New entry into Imaging field

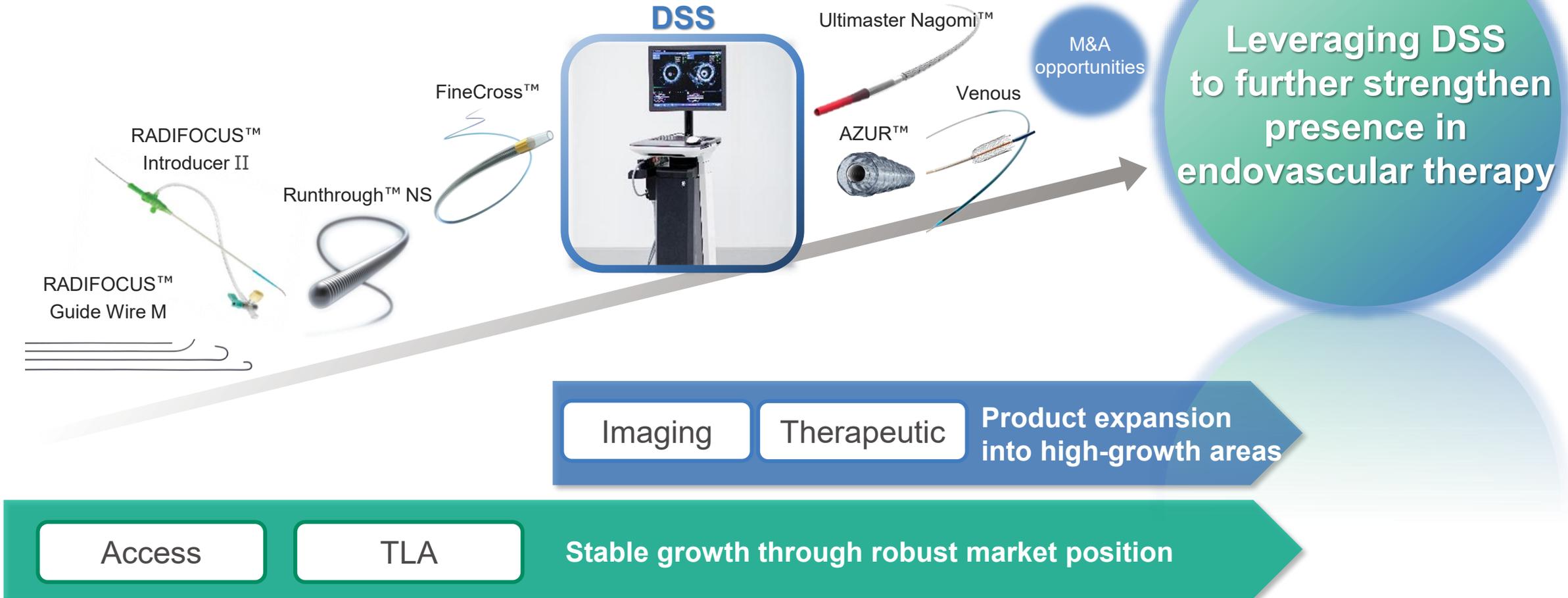
- ▶ Leveraging **Terumo Imaging's strengths** to gain market share through a phased entry strategy and **building support system**
- ▶ Improving usability through **AI-driven software enhancements**

🌍 Further geographical expansion

- ▶ Exploring regional growth opportunities in Asia and emerging markets

Future of TIS

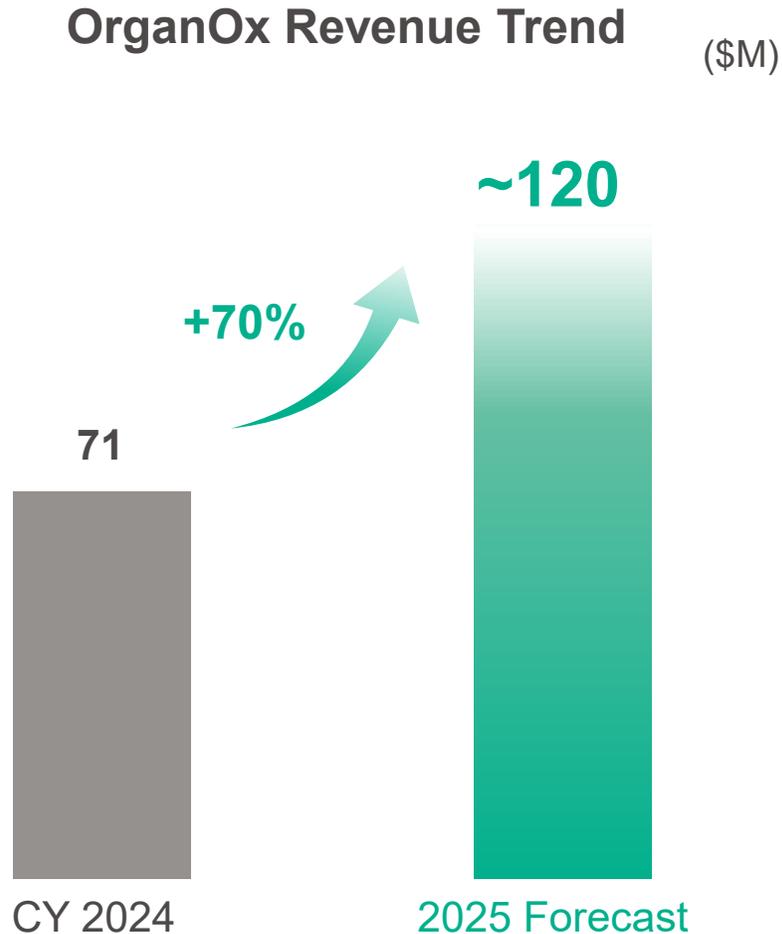
Driving company-wide growth by continuously evolving as Terumo's core business





OrganOx Updates After Closing

Continue Rapid Revenue Growth



Market share is rising
in addition to the **increase in**
liver transplant cases



Expansion of **NMP*** driving growth in liver transplant volumes

*Normothermic Machine Perfusion

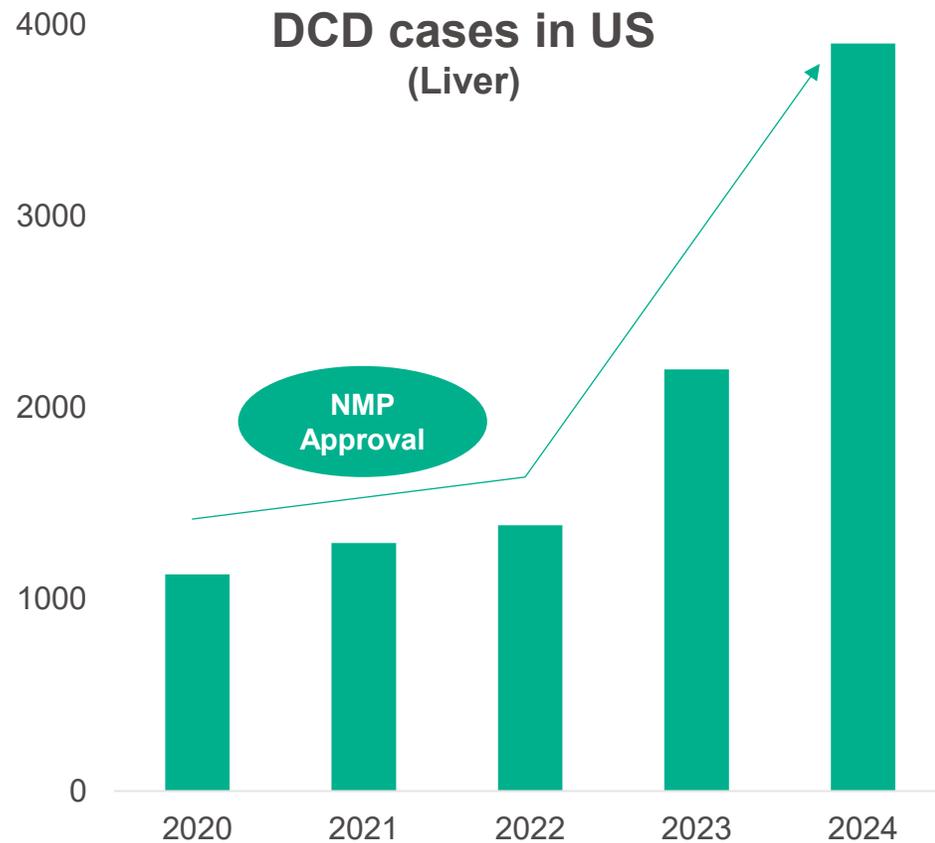


+20% market share achieved
Market share improves quarter after quarter supported by a flexible and unique solutions,

Market Share of Liver Transplants from Deceased Donors in the US (Jul-Sep, 2025)
Reference: Terumo (based on cases)

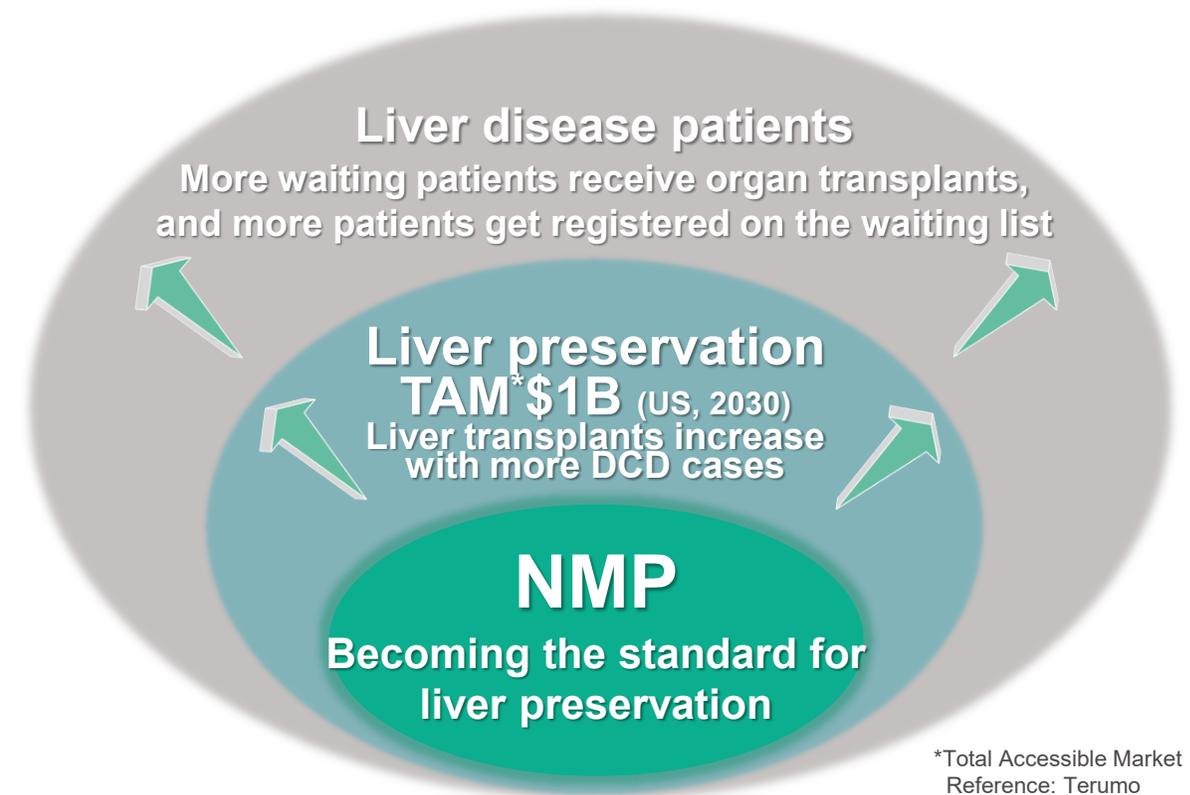
Liver Transplantation is Expanding with the Adoption of Normothermic Machine Perfusion (NMP)

Liver transplantation from Donation after Circulatory Death (DCD) is increasing significantly following NMP approval



Reference: National data - OPTN

NMP adoption drives market opportunities



*Total Accessible Market
Reference: Terumo

Expanding Market Share with Flexible, Unique Solutions



Improved organ utilization

- ▶ Real-time monitoring for stable organ management
- ▶ Quantitative evaluation of organ function to improve utilization rate

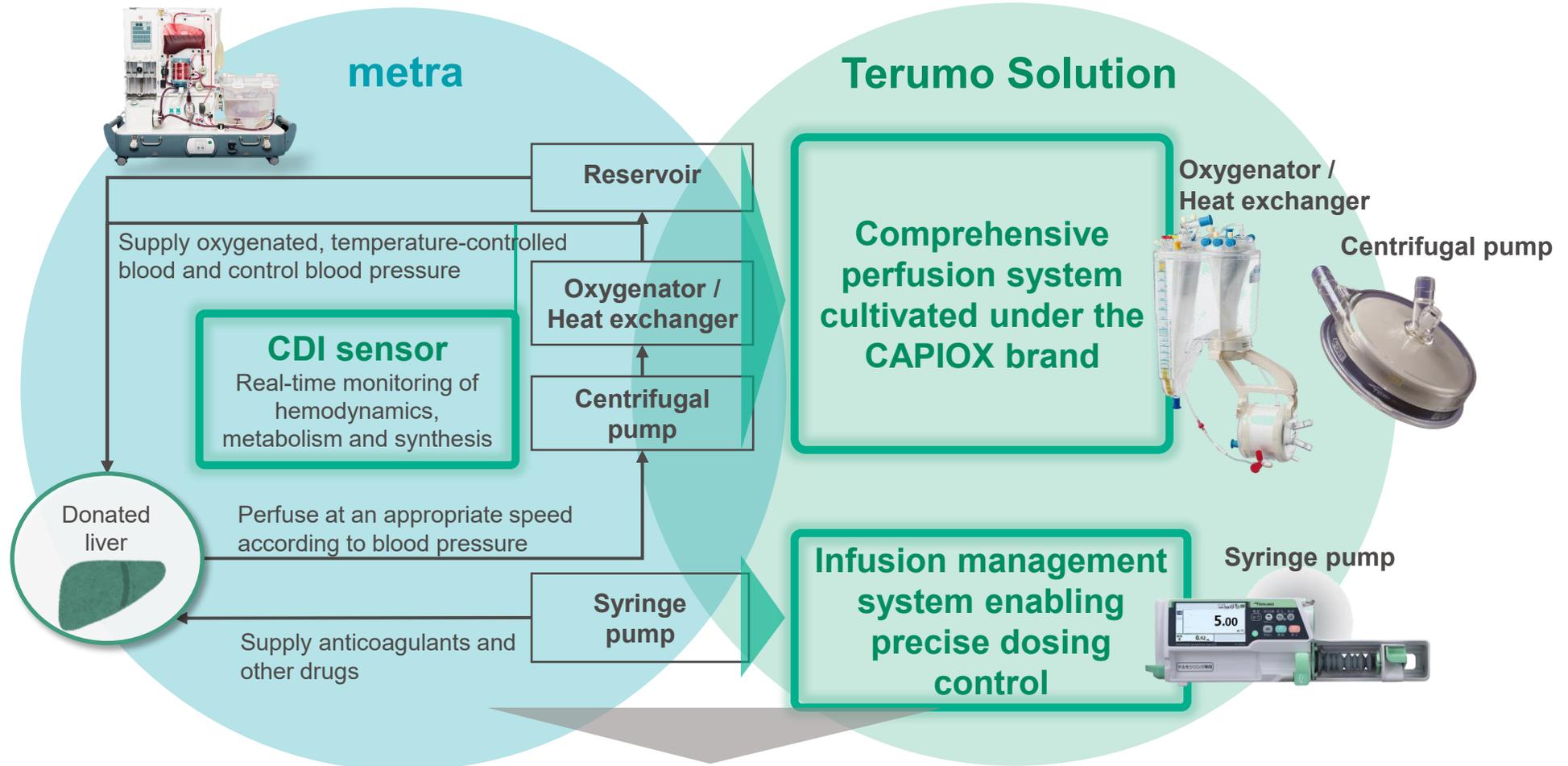
Ease of use

- ▶ Automatic control reduces burden on healthcare professionals
- ▶ Operable with three buttons: "Start", "Stop", "Eject"

Cost effectiveness

- ▶ Customizable transport methods and services to meet customer needs
- ▶ Competitive pricing

Combining Technologies to Accelerate Innovation



Pursuing innovative organ preservation device development and improved profitability through cost synergies

