

GS26 Final Year and Beyond & Terumo Neuro Growth Roadmap

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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.

Achieve All GS26 Financial Targets

Revenue Growth

Target: High single-digit

5-Year CAGR

12% (7%)

Operating Profit

Target: 20%+

FY26

20%

ROIC

Target: 10%+

FY26

10%

Revenue CAGR in parentheses is calculated based on the assumed exchange rate at the time of GS26's announcement.

※Excluding new M&A executed in FY25

Key Growth Drivers for FY26

C&V

- Strong fundamentals in the endovascular business
- Pricing measures, primarily in North America



Ultimaster Nagomi™



WEB™

TMCS

- Global CDMO business (including new product launches)
- Continued pricing measures



PLAJEX™



TBCT

- Revenue growth by plasma business
- Continued growth of core business such as Reveos



Rika™



Reveos™

Terumo Organ Technologies

- Expansion of the liver transplant market driven by NMP penetration
- Market share gains



metra™



Terumo Neuro (TN) Growth Roadmap

Executive Summary

■ Business Overview and History

- Offer Hemorrhagic stroke and Ischemic stroke treatment solutions
- Grown to be complete and class leading, since the acquisitions of MicroVention and Sequent Medical

■ Performance Trends

- Consistently delivered double digit revenue growth
- Driven by its leadership centering WEB™ intrasaccular device and SOFIA™ catheters

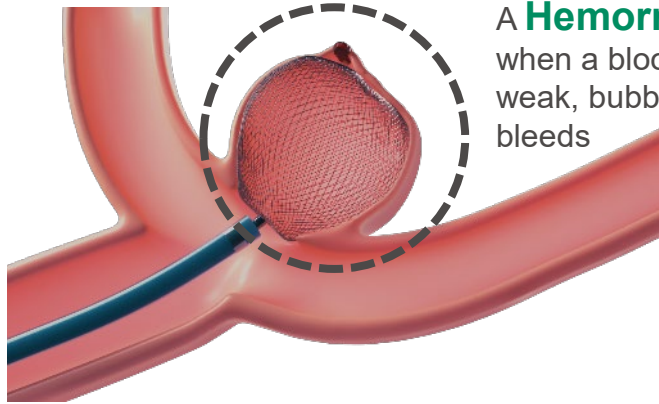
■ Key Strengths

- Integration and iterations on technology, setting new standard of care
- Robust clinical evidence with key products

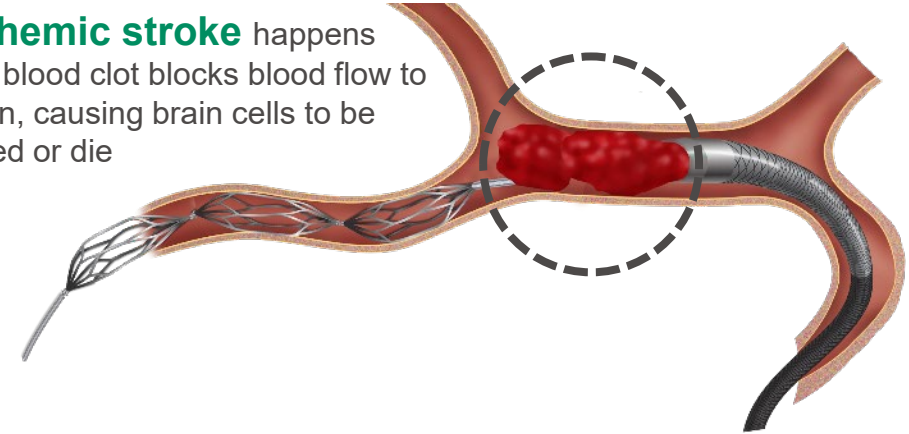
■ Growth Strategy

- Achieve sustained category leadership in core therapies and expand into adjacent markets
- Deliver on the vision to Preserve and Restore Brain Health globally

Overview of Neurovascular Business



A **Hemorrhagic stroke** happens when a blood vessel in the brain forms a weak, bubble-like area that bursts and bleeds



An **Ischemic stroke** happens when a blood clot blocks blood flow to the brain, causing brain cells to be damaged or die

Portfolio

Therapeutics



Intrasaccular Device



Emboloc Coil



Intraluminal Stents



Liquid Embolic



Aspiration Catheter



Carotid Stent System



Stent Retriever

Therapeutic Lesion Access (TLA)



Balloon Catheter



Support Catheter



Microcatheter



Guidewire



Balloon Guide Catheter



Delivery Catheter

Note: Representative portfolio shown, does not include all products

History of Neurovascular Business

The Neurovascular business has grown to be complete and class leading, since the acquisition of **MicroVention** and **Sequent Medical**



CONSISTENT ORGANIC INNOVATION & PORTFOLIO DEVELOPMENT

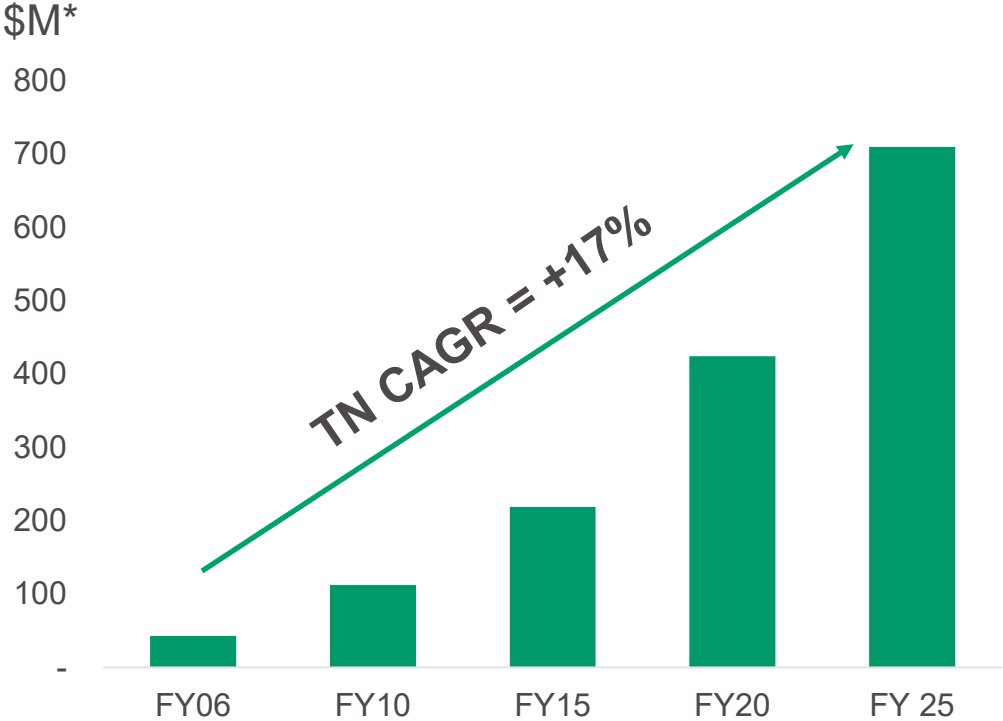
The image displays a wide array of neurovascular products, including:

- HYDROCOIL™ Coils** and **MICROPLEX™ Coils**
- HEADWAY™ 17, 21** Microcatheter, **HEADWAY™ DUO** Microcatheter Iteration, and **HEADWAY™ DUO** Microcatheter Iteration
- TRAXCESS™** Catheterwire, **COSMOS** Coils Iterations, and **HYDROSOFT™** Guide Catheter
- WEB™ EMBOLIZATION SYSTEM** (Intrasaccular Device)
- ASPIRATION CATHETERS** (ASPIRA™)
- VIA™ 17, 21, 33** Microcatheters
- COILS** Iteration, **COIL ASSIST** Stent, **HYPERSOFT™ 3D**, and **LVIS™ & LVIS™ JR**
- SCEPTER™ MINI** Balloon Catheter
- ERIC™** Stent Retriever
- SOPIA™ 88** Distal Access Catheters and **SOPIA™ EX** Distal Access Catheters
- FRED™** Flow Divertor and **FRED™ X** Flow Divertor Iteration
- ISAAC™** Navigation Catheter
- CAROTID SLANT**, **CASPER™ / ROADSAYER™**, and **DELIVERY CATHETER WEDGE™ XL**

Note: Not all products are approved in all geographies and for all indications

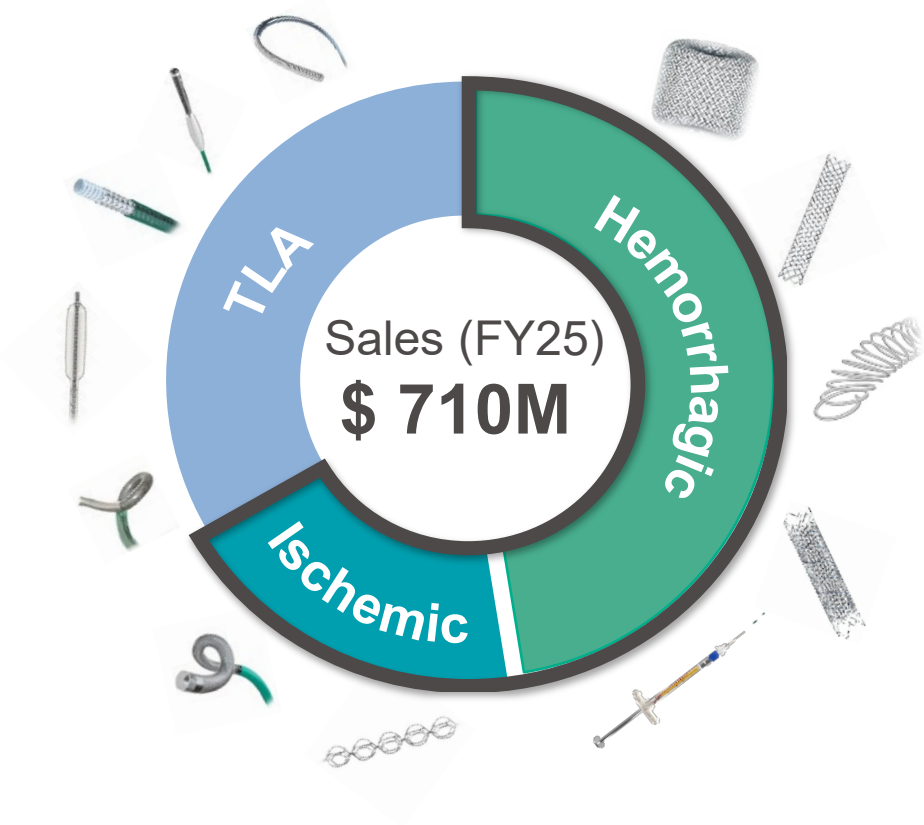
TN Sales Trends and Breakdown

Business Growth
Consistent & Double Digit CAGR



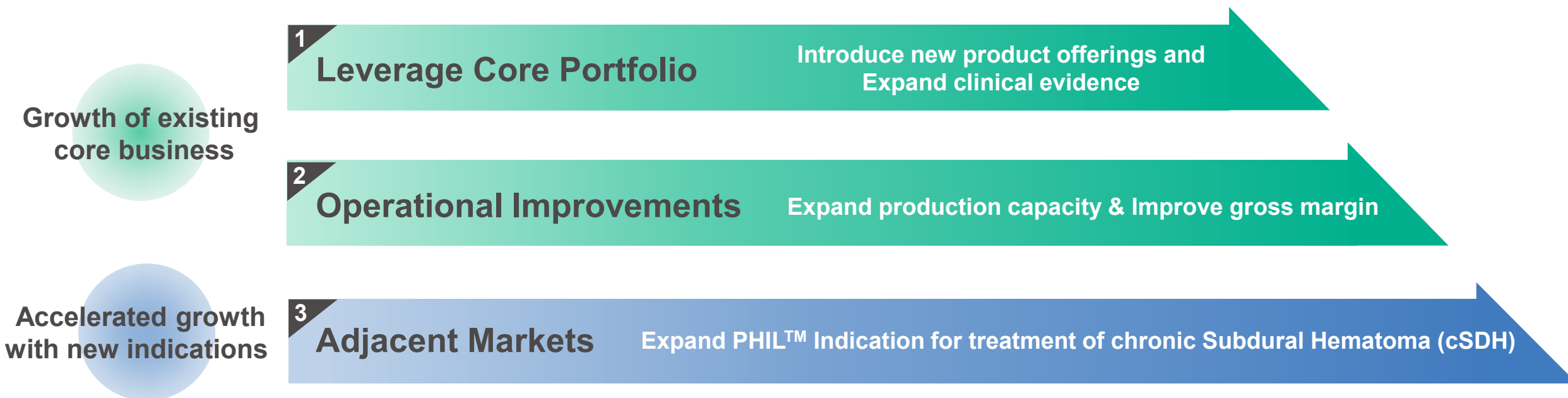
*Based on reported FY FX rate

FY25 Financials
Therapeutics is ~70% of Annual Sales



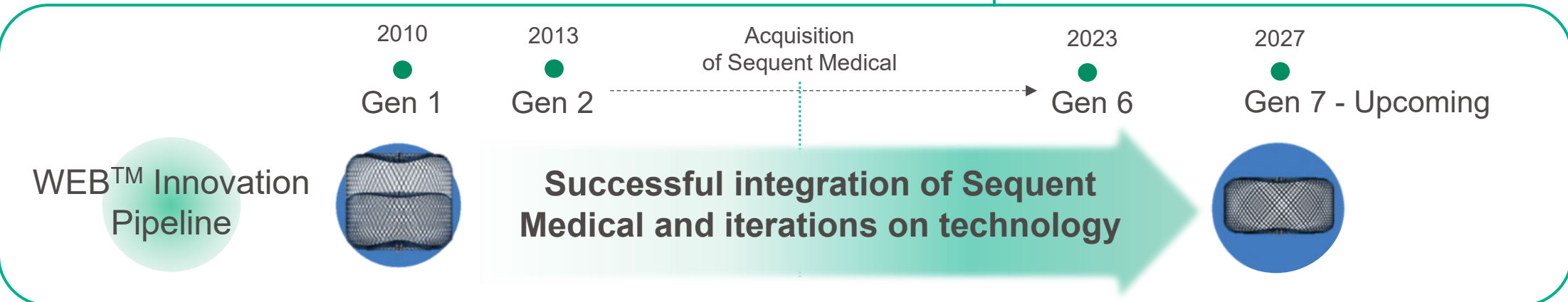
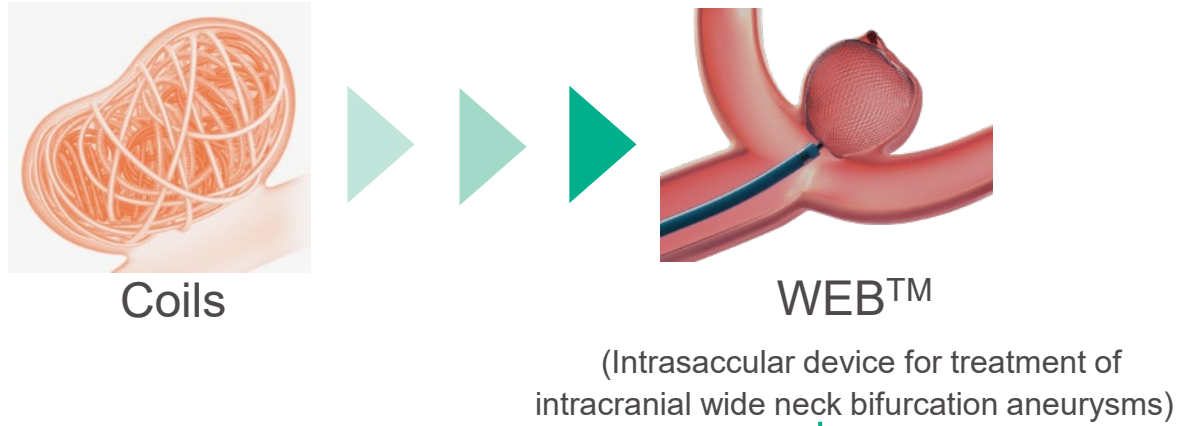
TN Growth Strategy

■ Continue to deliver **above-market growth** through three strategic pillars



Key Strength of TN: Integration and Iterations on Technology

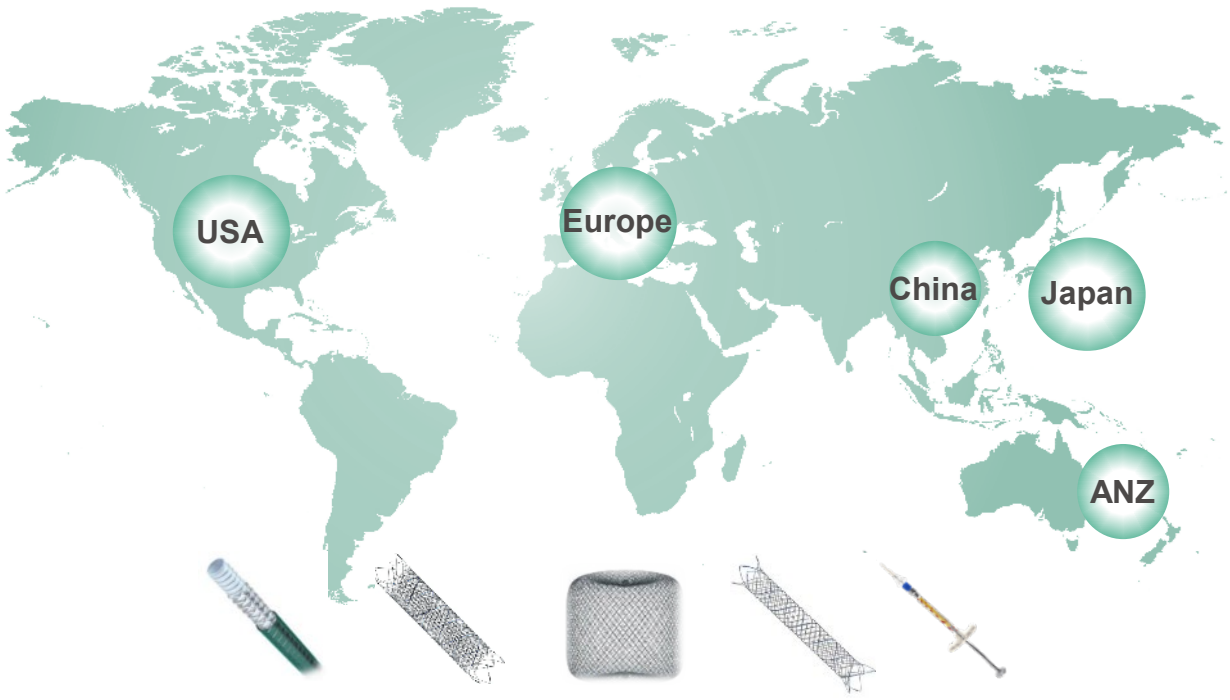
■ Setting **new standard of care** through the integration and iterations on technology, earning strong No.1 in specific areas



Key Strength of TN: Clinical Evidence Generation

TN is at the **forefront of clinical studies** in neurointerventional devices

Over 2,000 patients are currently enrolled in post approval studies globally for key products

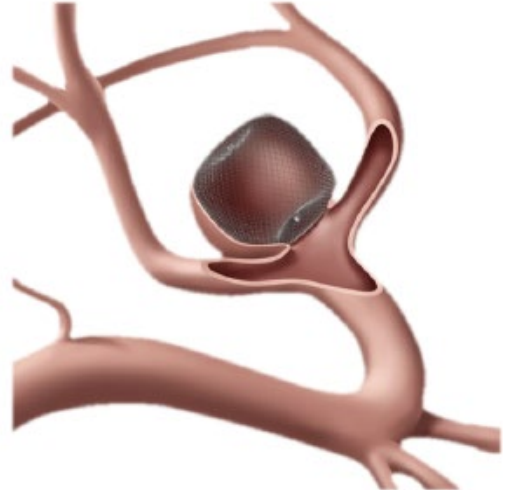


Leading innovation in neuro research

-  **+4,900** Patients
-  **+20** Countries
-  **+25** Studies
-  **+45** Publications
-  **8** Devices

Growth Opportunities in Intracranial (WEB™)

- The intracranial device market is expected to grow at over **10%**
- WEB™ Embolization System is a first-in-class intracranial technology (for intracranial wide neck bifurcation aneurysms) refined over **15 years**



Product & Clinical Indication Expansion

- Delivery system modification
- Indication for intracranial wide neck bifurcation ruptured aneurysms

Regional Expansion

- Commercial expansion in North America and China with new indication

Clinical Evidence

- Build on 15 years of the clinical evidence with real world registries and post approval studies

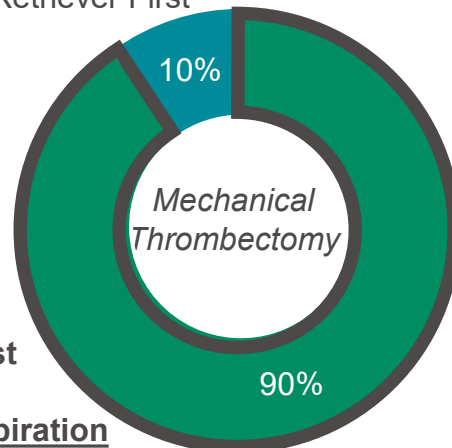
Growth Opportunities in Ischemic (SOFIA™)

- Aspiration Catheters are used in **90%** of all Ischemic Stroke cases, with the latest introduction of SuperBore (large diameter) catheters
- Continue to invest in clinical evidence generation and future SOFIA™ versions

Aspiration Being the Standard Treatment

90% usage rate

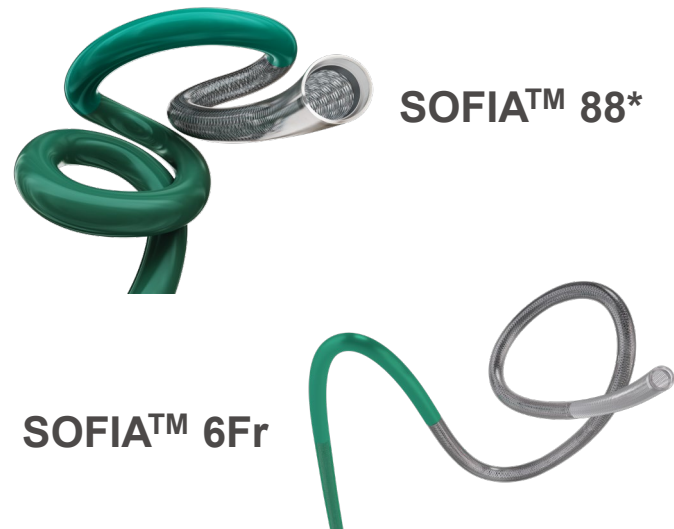
Stent Retriever First



Aspiration First
&
Stent Retriever + Aspiration

TN: Data on File

SOFIA 6Fr – Category Leader SOFIA 88 – Recent Introduction



*Indicated for general intravascular use as a distal access catheter

Clinical Evidence Generation

SOFIA™ Aspiration Catheter:
TRUSTED trackability. PROVEN
performance. 30+ publications
including SOFAST



Original research

SOFIA Aspiration System as first-line Technique (SOFAST): a prospective, multicenter study to assess the efficacy and safety of the 6 French SOFIA Flow Plus aspiration catheter for endovascular stroke thrombectomy

Dheeraj Gandhi,¹ Huanwen Chen,^{1,2} Syed Zaidi,³ Daniel H Sahlein,⁴ Lucian Maidan,⁵ Kenneth Kreitel,⁶ Timothy R Miller,⁷ Scott Rahimi,⁷ Amer Al Shekhlee,⁸ Henry H Woo,⁹ Gabor Toth,¹⁰ Clemens Schirmer,¹¹ Yince Loh,¹² David Fiorella,¹³

Operational Efficiency: Margin & Capacity Improvements

■ Gross margin improvements

- Improvement in COGS (Cost of Goods Sold) while maintaining high quality
- Collaboration with TIS (Terumo Interventional Systems) on key automation steps for scalable manufacturing of catheters
- Implement long-term manufacturing strategy to deliver scalability

■ Capacity improvements

- Increased production of Microcatheters
- Increased production of Intraluminal and Intrasaccular devices

■ Costa Rica advantages

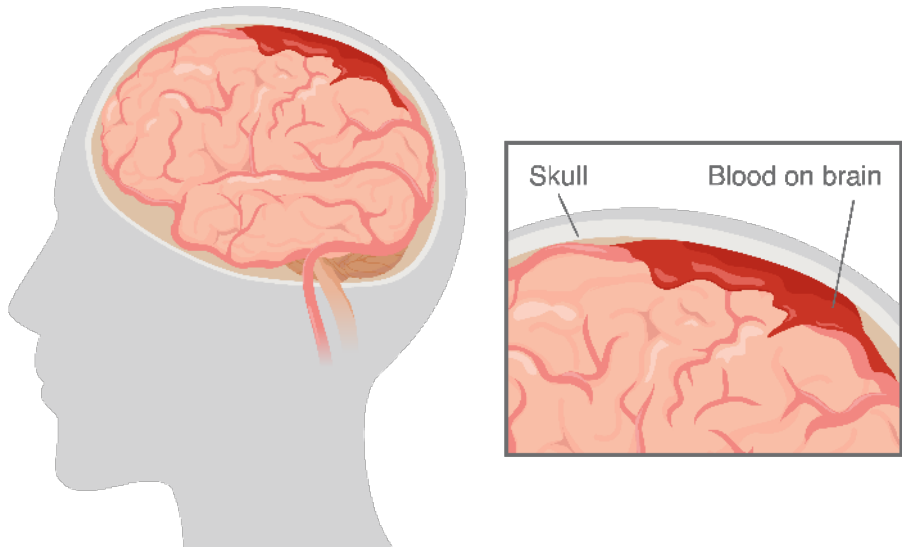
- National strategy (tax benefits, free zone)
- Presence of most US MedTech competition
- Ecosystem of approx. 90 firms including sterilizers
- Excellent talent



Further Growth Opportunities in Adjacent Markets

- Neurovascular market continues to grow at 6% annually with the expanding presence of smaller companies and treatment solutions for new disease areas (e.g., Chronic Subdural Hematoma)
- Develop offerings for those areas with deliberate focus

Chronic Subdural Hematoma



Clinical Indication Expansion



Future of TN

Driving further the Neurovascular business and company-wide growth

Develop class leading and commercially scalable solutions for core therapies

Pipeline of new product offerings (2026-2031)



Intrasaccular
(Product Iteration)



New!
Flow Diverter



New!
Aspiration Catheter



New!
Radial Access

Clinical evidence expansion



Operational Efficiency
Improvement



Preserving and
Restoring
Brain Health



Liquid Embolic
(Indication expansion)

Enter Adjacent Markets



Next Growth Stage

Toward GS31



Continue striving for even higher levels of growth and performance

