

Terumo Corporation
Corporate Guide

In 1921, as thermometer imports to Japan stopped due to World War I, Dr. Shibasaburo Kitasato and other physicians founded Terumo to meet the desperate need for production of quality thermometers in Japan.

These words appeared in the founding prospectus:

"As the health of the people of Japan depends on the spread of hygiene awareness, and as the health of the people is the key to national stability, this can be called an industry of national concern."

The founders' mindset lives on in the Terumo Group Mission:
Contributing to Society through Healthcare.





Group Mission

Contributing to Society through Healthcare

We contribute to society by providing valued products and services in the healthcare market and by responding to the needs of patients and healthcare professionals.

Core Values

Respect — Appreciative of others

We show respect and appreciation toward associates, customers, and business partners. We value individuality and diverse cultures, and listen widely and carefully to different opinions and the voice of society.

Integrity — Guided by our mission

As associates of Terumo Group, responsible for life and health, we always act with sincerity and a sense of mission. Through our daily efforts, we build trust among all stakeholders.

Care — Empathetic to patients

We are mindful that everything we do ultimately connects us to patients. We strive to understand healthcare providers deeply and work together with them to give patients a better future.

Quality — Committed to excellence

To ensure safety and reliability in healthcare, we view each issue from a “gemba” perspective in order to find the optimal solution. As well as product quality, we pursue excellence in all we do, from product supply to customer care.

Creativity — Striving for innovation

We promote a mindset that embraces challenge for the future, and work with curiosity and passion. We respond to the needs of “gemba” by delivering products and services that create meaningful value in a timely manner.

*At Terumo, employees are referred to as “associates” to emphasize the fellowship of working together as a team.

Going Beyond the Boundaries of a Medical Device Manufacturer to Create Innovative and Comprehensive Solutions for Ever-Changing Healthcare Challenges

Guided by its Group Mission of “Contributing to Society through Healthcare,” Terumo delivers high-quality products and services to patients and medical settings in over 160 countries and regions.

Our goal is to contribute to the advancement of healthcare and the enhancement of patients’ quality of life by addressing various healthcare challenges.

In recent years, rapid changes in the social environment have led to increasingly complex healthcare challenges. These include an increase in chronic diseases due to an aging population, the drive to improve healthcare efficiency through digital technologies, and the need to strike a balance between advancing healthcare, led by the progress of biopharmaceutical and genomic medicine, and pursuing cost effectiveness.

To address these challenges in collaboration with medical settings and bring greater value to society, Terumo is committed to constantly transforming itself and going beyond the boundaries of a medical device manufacturer.

Utilizing unparalleled quality and innovation enabled by our proven technologies, we go beyond simply offering products and services to create innovative and comprehensive solutions that effectively tackle the healthcare challenges of today and tomorrow.

This year marks the midpoint of GS26, our five-year growth strategy. With our 30,000 associates, we continue our relentless pursuit of becoming a company that the world truly needs, focusing on achieving the goals of GS26 and envisioning the future ahead.

We ask for your continued understanding and support in this endeavor.

Toshiaki Takagi

Chairman of the Board

Hikaru Samejima

Chief Executive Officer







Standing with Healthcare, Standing by Our Patients

Healthcare needs grow ever more diverse, and in the midst of remarkable technological innovation in new therapeutic areas, the way people approach their health is also undergoing dramatic change.

To provide each patient with optimal healthcare so they can live their best lives; this is the wish of most medical professionals, and it is also our wish.

With our three companies, Terumo provides products and services that help solve a variety of challenges in medical settings and improve the effectiveness of treatment and quality of life of patients.

We will continue walking alongside healthcare providers to realize an ever greater contribution to society.

Terumo brings so medical settings thro

Cardiac and Vascular Company



Medical Care Solutions Company



Blood and Cell Technologies Company



Solutions of value to through three companies.

Realizing minimally invasive treatments in vascular intervention and cardiac surgery

The businesses of the Cardiac and Vascular Company involve medical devices used to treat the heart, lungs, brain, and blood vessel diseases. The company provides interventional devices, which enable treatment by accessing blood vessels through a catheter to treat regions of the body including the heart and brain; oxygenators and heart-lung machines that sustain life in place of the heart and lungs during cardiac surgery; and surgical grafts and stent grafts that replace blood vessels damaged by disease. Each business of the company strives to bring about better treatment efficacy and reduce the burdens of patients while raising their quality of life.

- **Terumo Interventional Systems (TIS Division)**
 - **MicroVention (Neurovascular Division)**
 - **Terumo Cardiovascular (Cardiovascular Division) / HeartSheet Division**
 - **Terumo Aortic (Vascular Graft Division)**
-

Contributing to better patient care and transformation toward “yasashii*” medical care for everyone involved

As populations age, more patients require healthcare, and the number of patients with multiple or chronic illnesses is increasing, leading to higher healthcare expenditures. In addition, the global spread of the COVID-19 pandemic raised awareness of the importance of infection control. Furthermore, as technology progresses, the need increases for individualized medicine tailored to each patient. To meet the diverse and complex needs of medical settings, the Medical Care Solutions Company leverages our cultivated strengths to provide enhanced solutions that contribute to better patient care and healthcare transformation towards realizing “yasashii” healthcare for everyone involved.

* Terumo calls medical care “yasashii” medical care which includes medical safety, operational efficiency, and early discharge from the hospital for patients, healthcare professionals, and all those involved in healthcare.

- **Terumo Medical Care Solutions
(Hospital Care Solutions Division / Life Care Solutions Division /
Pharmaceutical Solutions Division)**
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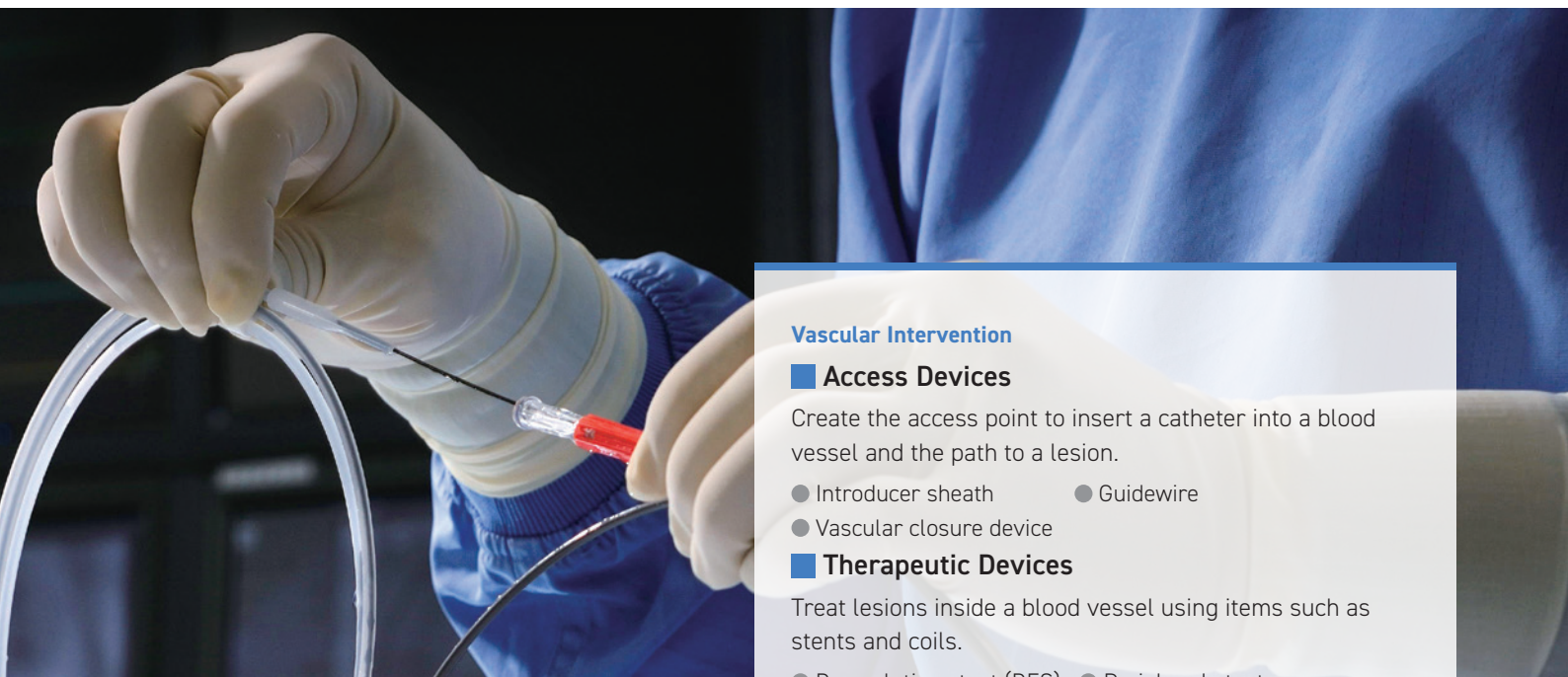
Advancing blood- and cell-based therapies and sustaining blood transfusions worldwide

At blood centers around the world, donated blood is processed into platelets, plasma, and red blood cells to treat patients needing transfusions. The Blood and Cell Technologies Company collaborates with centers to provide devices and supplies for efficient and safe blood collection, processing, filtering, and storage. We also offer centrifugal separation technology that can collect and remove, or collect and exchange, specific components of a patient’s blood. The technology enables therapies that treat certain cancers, blood disorders, and more. In the advancing field of cell and gene therapy, we support the optimized collection of cellular starting material and the transition to automated manufacturing platforms that enable high-quality, large-scale therapy production.

- **Terumo Blood and Cell Technologies**

Expanding the potential of vascular treatment to raise patient comfort

Terumo Interventional Systems (TIS) provides products that are used to treat diseases of the heart or lower limb blood vessels in vascular intervention (blood vessel care using a catheter); imaging systems used to view the interior of blood vessels; and interventional oncology devices used to perform chemotherapy to treat liver cancer. While pursuing better treatment efficacy, device usability and quality for interventional physicians, TIS also contributes to minimally invasive care that reduces patients' burdens.



Vascular Intervention

Access Devices

Create the access point to insert a catheter into a blood vessel and the path to a lesion.

- Introducer sheath
- Guidewire
- Vascular closure device

Therapeutic Devices

Treat lesions inside a blood vessel using items such as stents and coils.

- Drug-eluting stent (DES)
- Peripheral stent
- Embolization coil system

Intravascular Imaging Systems

Use ultrasound or light to observe the surface or cross-section of blood vessel walls.

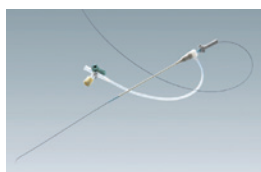
- Optical frequency domain imaging (OFDI) system
- Intravascular ultrasound (IVUS) system

Interventional Oncology

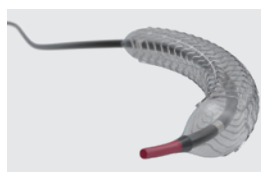
IO Devices

Perform chemotherapy via a catheter by accessing cancer cells through the hepatic artery.

- Micro balloon catheter
- Microcatheter
- Holmium microspheres
- Drug-elutable beads



Introducer sheath



Drug-eluting stent (DES)



Intravascular ultrasound (IVUS) system



Microcatheter

TOPICS

Promoting TRI to further enhance patients' quality of life and contribute to medical cost efficiency

From early on, Terumo has been working on promoting Transradial Intervention (TRI), in which the catheter is inserted through the wrist. Compared to transfemoral coronary intervention, TRI can reduce bleeding complications and shorten hospital stays, resulting in increased cost-efficiency. Initially, TRI was mostly used to treat the arteries of the heart. Recently, it has expanded to areas including peripheral treatment and chemoembolization to treat liver cancer (interventional oncology).

Terumo is committed to developing devices to support wider procedures of transradial approach. In an effort to further promote these products, Terumo also provides training on their proper use and support for establishing evidence. We will continue enhancing patients' quality of life and contributing to medical cost efficiency.

Neurovascular Division

Cardiac and Vascular Company



Revolutionizing neurovascular intervention with unique technologies

MicroVention pioneers the development of catheter-based, minimally invasive, neuroendovascular technologies that provide therapeutic advantages for neurovascular disorders. We provide innovative solutions to treat these diseases that can be devastating for patients, specifically ischemic stroke (a blockage of blood flow within the brain) and brain aneurysms (a weak, bulging area on the wall of an artery). In particular, a wide range of devices, including catheters and guidewires, allow healthcare professionals to gain easier access to treat lesions and improve patients' quality of life.



Aneurysm Therapeutic Devices

A brain aneurysm is a weak, bulging area on the wall of an artery. These devices treat an aneurysm by filling the aneurysm sac or diverting the flow into the aneurysm.

- Hydrogel embolic coil
- Coil-assist stent
- Intrasaccular device
- Flow diverter

Ischemic Stroke and Carotid Artery Devices

Devices designed to treat blood clots within the neurovascular vessels that can remove clots and open a plaque-filled artery.

- Aspiration catheter
- Clot retrieval device
- Carotid stent

Neurovascular Malformation Therapy

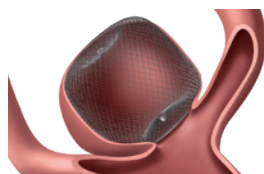
An arteriovenous malformation (AVM) or dural arteriovenous fistula (dAVF) is an abnormal connection of blood vessels. These devices assist with treating these conditions or help prevent blood flow into blood vessels.

- Liquid embolic agent
- Occlusion balloon catheter

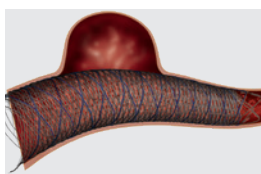
Access Devices

These devices allow physicians to gain neuroendovascular access to the treatment areas in the brain.

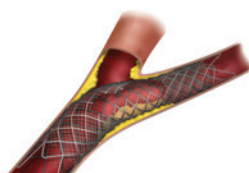
- Microcatheter
- Guidewire
- Guiding catheter



Intrasaccular device



Flow diverter



Carotid stent



Aspiration catheter

Images shown above are for illustration purposes only.

TOPICS

Enhancing patient outcomes through working together with medical settings globally

In 1997 MicroVention was founded in Southern California and then joined Terumo Group in 2006. With global offices now in the United States, Europe, Asia, and Costa Rica, we are a worldwide community of more than 3,500 engineers, chemists, marketers, manufacturers, researchers, and innovators who share the same belief — creating technologies that provide a meaningful improvement in patient's lives.

MicroVention is a leader in medical device innovation, pioneering catheter-based, minimally invasive, neuroendovascular technologies that provide therapeutic advantages for neurovascular disorders including aneurysm therapy, ischemic stroke and carotid artery, neurovascular malformations, and access product solutions. We work side-by-side with leading physicians around the world to identify evolving needs in patient care, then transform those insights into innovative technologies which help to enhance patient outcomes globally.

Cardiovascular Division / HeartSheet Division

Cardiac and Vascular Company



Providing lifesaving technologies to cardiac surgery teams around the world

Terumo Cardiovascular develops and manufactures medical devices that function outside the body in place of the heart and lungs during cardiac surgery; oxygenators which perform blood oxygen exchange in place of the lungs; ECMO systems that support heart and lung function for patients in emergency care; and devices that help to support surgery without stopping the heart. Together with Terumo's HeartSheet Division, which has produced world-first regenerative medicine products that are expected to provide alternative options for patients with serious heart failure, the division is also contributing to better patients' quality of life through innovative technologies for heart disease patients.



Cardiovascular Division (Terumo Cardiovascular)

■ Cardiopulmonary Bypass System

Performs extracorporeal circulation and gas exchange in place of the patient's heart and lungs during cardiac surgery.

- Hollow-fiber oxygenator with integrated arterial filter
- Heart-lung machine
- Continuous in-line blood parameter monitoring system

■ Extracorporeal Life Support System

Supports heart and lung functions in patients receiving emergency care due to acute heart attack or cardiac arrest.

- ECLS (extracorporeal life support system) / ECMO (extracorporeal membrane oxygenation) system

■ Off-Pump Coronary Artery Bypass Surgery Products

Support the cardiac surgeon during surgery performed without stopping the heart.

HeartSheet Division

■ Products for Regenerative Medicine

Muscle tissue is taken from the thigh of a patient with severe heart failure. Skeletal myoblast cells from that tissue are cultured into sheet form and placed on the surface of the patient's heart. This provides a treatment option to patients for whom recovery is not possible through drug or surgical therapies.



Hollow-fiber oxygenator



Extracorporeal membrane oxygenation (ECMO) system



Off-pump coronary artery bypass surgery products



Skeletal myoblast sheet

TOPICS

Learning knows no boundaries

Optimizing patient outcomes hinges on continuous learning. Terumo Cardiovascular's global perfusion and surgical education programs combine the experience of its team of clinical specialists and renowned experts from the field to deliver virtual and hands-on learning experiences around the world. Featuring the latest research and techniques in cardiopulmonary surgery, these engagements have expanded access to critical education and new opportunities for professional networking and knowledge sharing. From webinars and live lectures to immersive small-group clinical experiences, Terumo Cardiovascular is connecting clinicians with a common goal to give patients the best care and outcomes possible.



Terumo Cardiovascular delivers a broad range of education programs

Vascular Graft Division

Cardiac and Vascular Company



Excellent technological synergy to bring patients optimal aortic treatment

Terumo Aortic is the group's vascular graft business, providing products including surgical grafts and stent grafts that are used by clinicians to treat patients with aortic disease, which includes thoracic and abdominal aneurysms and dissection. The company has a comprehensive product portfolio contributing to help save the lives of many patients in over 100 countries. Future plans include the development of solutions to maximize clinical outcomes and optimize therapy decisions for individual patients by utilizing digital technologies, as we continue the development of innovative and unique products to treat complex aortic pathologies.



Surgical

Used in surgery to replace diseased blood vessels (aortic aneurysm, dissection)

- Thoracic surgical graft
- Abdominal surgical graft

Endovascular

Used in endovascular treatment to replace diseased blood vessels (aortic aneurysms, dissection) by implanting prosthetic graft supported by stents in diseased vessels to prevent rupture or further dissection.

- Thoracic stent graft
- Abdominal stent graft

Hybrid

Used in surgery to treat thoracic artery diseases. The device is hybrid of surgical graft and stent graft to enable surgeons to treat patients in one procedure instead of conventional two stage procedures.

- Thoracic frozen elephant trunk



Thoracic surgical graft



Thoracic frozen elephant trunk



Thoracic stent graft



Abdominal stent graft

TOPICS

The prestigious King's Award for Enterprise in the Innovation category for custom-made services for aortic therapy products

Terumo Aortic received The King's Awards for Enterprise in the innovation category, an award given to companies that have achieved outstanding results in the United Kingdom, where Terumo Aortic is headquartered. For complex lesions that are difficult to treat with off-the-shelf products, we offer custom-made products in which the size and shape of the product are adjusted based on patient case information, CT images, and other data under the direction of a medical professional*. We will continue to develop innovative medical devices for the treatment of aortic diseases and provide products suited to each individual patient using digital technology.

*Sales of custom-made products vary depending on the regulations of each country and region.

Note: The regulatory approval status and availability of these products differ by country or region.

Hospital Care Solutions Division

Medical Care Solutions Company



Solving issues hospitals face by providing solutions to help improve the quality and safety of healthcare

The Hospital Care Solutions Division offers a variety of expertise to address the needs of medical settings, including medical safety, in-facility infection prevention, and cost efficiency. The division develops products that reduce the burden on patients and medical professionals and offer greater usability, provides operational support for medical equipment, and presents training programs for medical professionals. By offering solutions to issues that are tough to solve simply by a single product, we contribute to improved treatment safety, workflow efficiency, and better quality of life for patients.



■ Perioperative Solutions

Contribute to hospital management by improving the efficiency and safety of drug administration operations through system linkages, helping to mitigate pain and facilitate earlier nutrient intake post-surgery, and supporting earlier discharge of patients.

- Infusion and syringe pump with system connectivity / Pump monitoring system
- IV solution bag for safe administration
- Analgesic
- Closed infusion system
- Pump for infusion and nutritional uses

■ Outpatient Chemotherapy Solutions

Satisfy healthcare needs by improving operational efficiency and safety in outpatient chemotherapy.

- Closed system drug transfer device (CSTD)
- Outpatient chemotherapy system

■ Infection Prevention Solutions

Provide infection control measures to medical professionals, including hand sanitizers and environmental control solutions for hospital rooms.

- Hand sanitizer
- Ultraviolet irradiation robot

■ Women's Health Solutions

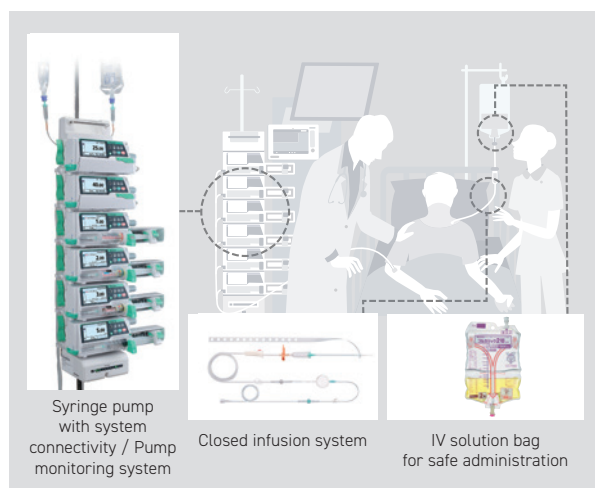
Offer solutions that can expand the options for treatments and make minimally invasive surgeries easier to perform.

- Sprayable adhesion barrier gel
- Fully disposable rigid hysteroscope

■ Renal Care Solutions

Support peritoneal dialysis (PD) treatment through products that are easy to use and less burdensome on patients.

- Peritoneal dialysate
- Sterile tubing welder
- Manually connected peritoneal dialysate exchange system
- Automated peritoneal dialysis (APD) system



TOPICS

Offering digital health solutions that help boost operational efficiency around the globe

In the Asia Pacific region, raising efficiency while providing better treatments to patients and dealing with staffing shortages among healthcare professionals have been issues. Therefore, many hospitals are accelerating various digital transformation efforts such as implementing electronic medical record systems and pump monitoring systems that are useful in improving staff productivity and patient management. Through a solution-based approach, we contribute to even better patient care by understanding the problems that healthcare professionals face and offering products to solve those problems.

Life Care Solutions Division

Medical Care Solutions Company



Standing together with patients to propose solutions to fit each patient's needs

The Life Care Solutions Division provides healthcare solutions optimized for patients living with diabetes and other chronic diseases. We contribute to improving patients' prognoses, preventing serious disease, and enhancing quality of life by creating new value for all patients.



Diabetes Care Solutions

Provide high-usability, minimal-pain products to be used for daily glucose management and insulin administration to contribute to better patients' quality of life.

- Blood glucose self-monitoring system
- Insulin patch pump
- Disposable needle for pen-injector

Bedside Care Solutions

Establish smooth workflows through system linkage for devices and contribute to work style reform among healthcare professionals.

- Blood glucose monitoring system for hospitals
- Thermometer
- Blood pressure monitors for hospitals
- Pulse oximeter

Prevention, Severe Disease Field Solutions

Support people's everyday health management with products, such as measurement devices and management apps for vital signs.

- Thermometers
- Blood pressure monitors for household use
- Pulse oximeter
- Blood glucose self-monitoring system



Insulin patch pump



Blood pressure monitors for hospitals



A series of vital measuring devices with wireless connection technology



Thermometer / Infrared thermometer

TOPICS

"Smartphone type" controllers for insulin pumps with a design that blends more easily into daily life and offers smooth operability

Terumo has continuously offered revolutionary products in the field of diabetes for over four decades since 1982, and in 2018 developed Japan's first-ever insulin patch pump. In response to user comments, we updated our remote control in 2023, turning it into a dedicated smartphone type controller with a design that blends more easily into daily life and offers smooth operability. Some of the device's main unit is comprised of recycled plastics, making it the first Terumo product to use the environmentally-friendly material. Catering to the requests and comments of people with diabetes and users of our products, Terumo will continue offering solutions that allow them to live "for more freedom in everyday life" while undergoing treatment.

Pharmaceutical Solutions Division

Medical Care Solutions Company



Utilizing unique technologies to add value to pharmaceuticals and contribute to better drug delivery

Using its unique prefilled drug product technology, the Pharmaceutical Solutions Division offers solutions to pharmaceutical companies by proposing new drug delivery devices. The division leverages its material technology optimized for the characteristics of each drug and utilizes advanced manufacturing technology to design and produce drug-device combination products. Through alliances with pharmaceutical companies, we provide a total solution from clinical trial drug manufacture to full commercialization, contributing to safer and more certain delivery of drugs.



Drug Development and Manufacture Partnering

Supports the entire process from prefilled device design to commercial manufacturing, through partnerships with pharmaceutical companies.

- Prefilled syringe in auto-injector
- Prefilled syringe in safety device
- On-body injector

Container Supply for Prefilling

Provides highly usable devices made from materials optimized for use with biopharmaceuticals and vaccines.

- Ready-to-fill syringe
- Intradermal injection device

Drug Kit Administration Devices

Provide administration devices for packaging with pharmaceuticals sold by pharmaceutical companies to contribute to greater efficiency in medical settings.

- Needles for drug kit



Prefilled syringe in auto-injector
Prefilled syringe in safety device



Ready-to-fill syringe



Needles for drug kit



Intradermal injection device

TOPICS

Taking on consignment manufacturing of prefilled syringes for pharmaceutical companies

Due to factors such as diversifying ailments for which pharmaceuticals are used and rising demand for new treatments, the market for CDMO (Contract Development and Manufacturing Organization) is steadily growing. As a new initiative, Terumo is working on jointly developing combination products (autoinjector drugs) together with Eisai Co., Ltd. for their drugs to treat Alzheimer's disease. Also, in fiscal 2023 we began promotions to overseas pharmaceutical companies for our CDMO business which had previously been focused on Japanese pharmaceutical companies. The CDMO business model proved to be a success in Japan, and we look forward to expanding it globally. With our sights set on these efforts, we have been expanding the production capacity of the Yamaguchi Factory, while also completing construction of a new building at the Kofu Factory in fiscal 2025.

Unlocking the potential of blood and cells for patients and their quality of life

Blood and cells in the human body are indispensable in sustaining life. They are also used every day as essential medicine, from blood transfusions to therapies that treat cancer and other serious diseases. The Blood and Cell Technologies Company plays a vital role in the collection, processing, development, and delivery of those treatments with solutions that help raise standards for quality and efficiency. The company supports customers such as hospitals, blood and plasma centers, researchers, and cell therapy developers with a strong focus on increasing patient access to high-quality, life-impacting care and new treatment options.



Plasma donation system



Automated blood collection system



Automated blood processing system



Blood bag sets
with leukocyte filters



Pathogen reduction system

Plasma Innovations

Offer a plasma collection ecosystem that combines patented technology with services, program support, and IT solutions. The system helps plasma collection centers optimize productivity, collections, and the donor experience, and meet the needs of patients who rely on plasma-derived therapies to treat serious illnesses.

- Plasma donation system

Global Blood Solutions

Our automated solutions bring higher quality and efficiency to blood collection and component preparation processes. Automation enables blood center professionals to select the best possible combination of components from each donor, yielding the right products to meet individual patient needs.

- Automated blood collection system
- Automated blood processing system
- Blood bag sets with leukocyte filters
- Pathogen reduction system

Note: The regulatory approval status and availability of these products differ by country or region.

Blood and Cell Technologies Company



Global Therapy Innovations

Therapeutic Solutions

Our apheresis system helps patients access advanced treatment options, including those that separate blood into components, remove disease-associated elements, and return the rest to the patient. It can also exchange targeted cells for healthy donor cells. Apheresis-based therapies have applications for various health conditions such as leukemia and sickle cell disease. Our system can also be used for subtractive immunotherapies using secondary, highly selective filtering devices.

- Centrifugal apheresis system

Cell Therapy Technologies

Pharmaceutical and biotech companies depend on donor cells to enable their research and drug manufacturing in the rapidly evolving market of cell and gene therapies. We help transform traditionally small-scale, manual cell development into automated processes that meets the needs of commercial manufacturing to advance therapies to more patients.

- Cell expansion system
- Cell therapy fill and finish system
- Sterile tubing welders



Centrifugal apheresis system



Utilizing centrifugation technology in treatment of diverse blood-related illnesses



Cell therapy fill and finish system



Cell expansion system

TOPICS

Blood and Beyond

With six decades of experience in blood collection and processing, the Blood and Cell Technologies Company continues to broaden its presence — leveraging technology, leadership, partnership, and innovation to proactively address unmet needs and help improve patient outcomes within and beyond the blood center.

- **Meeting rising demand:** Today's increasing demand for plasma-based medicines, often used to treat immune deficiency disorders, means a greater need for donated plasma. To help, we joined with a leading plasma collection company to redefine efficiency and the donor experience. The partnership resulted in the development of a new collection ecosystem that not only may reduce donation time and optimize the amount of plasma collected, but also leverages data to improve productivity. It takes infrastructure design to the next level, with insights that can also be applied to our blood center foundation.
- **Reshaping affordability:** Backed by data, our leaders have worked to increase U.S. reimbursement rates for outpatient apheresis therapy. Higher rates can impact treatment plans, cost, and access. In China, we helped expand availability and lower the cost of plasma exchange for 4 million potential patients. Our device is used for more than 80% of therapeutic apheresis procedures worldwide, so our leadership is critical.
- **Fueling progress:** For commercialized cell and gene therapies to deliver positive outcomes for patients, it is critical to have high-quality cellular starting material, gathered via apheresis cell collection. We use our knowledge to assist developers, hospitals, and labs in optimizing collections and limiting variability. We also launched a collection education program of its kind.
- **Advancing automation:** Ensuring a sustainable blood product supply is a universal concern, and recruiting donors remains a challenge. That is why we are expanding the use of automation in whole blood processing. With automation technology, blood centers can process whole blood into components in one centrifugation cycle — supporting productivity and reducing errors and waste. As automation becomes a global standard, more centers can make the most of every donation.

TOPICS

Addressing health inequalities for patients with sickle cell disease

Sickle cell disease, an inherited condition that can cause severe pain and life-threatening infections, disproportionately affects patients who live in socioeconomically disadvantaged areas. Automated red blood cell exchange — a treatment performed via therapeutic apheresis — can help manage the disease. However, it is often inaccessible to patients.

In the U.K., the situation is changing, thanks to a collaborative effort among Terumo, NHS, the Health Innovation Network, and patients. The effort resulted in a 1.5 million investment from NHS England, dedicated to providing apheresis centers and red blood cell exchange devices (made by Terumo) for hospitals in urban, rural, and coastal areas.

Improving the therapy's availability could enable an additional 10,000 procedures annually. Most importantly, more patients can now access better care closer to home.

At a Glance

Fiscal year ended March 2024

Performance (consolidated)

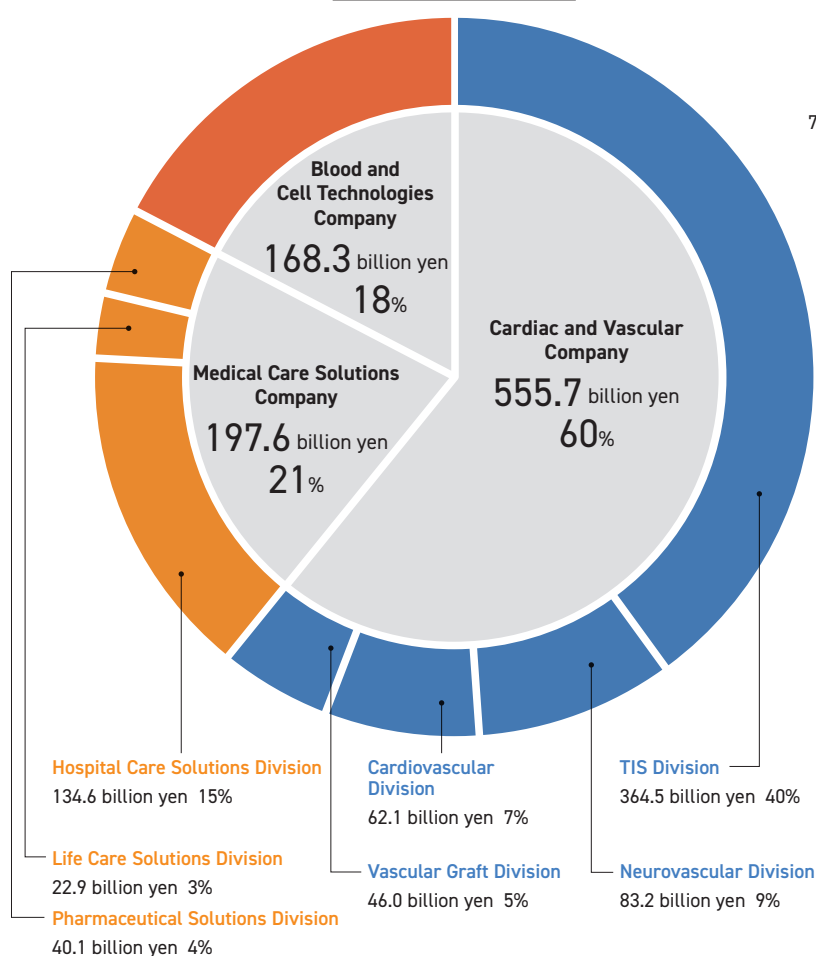
Revenue

921.9 billion yen

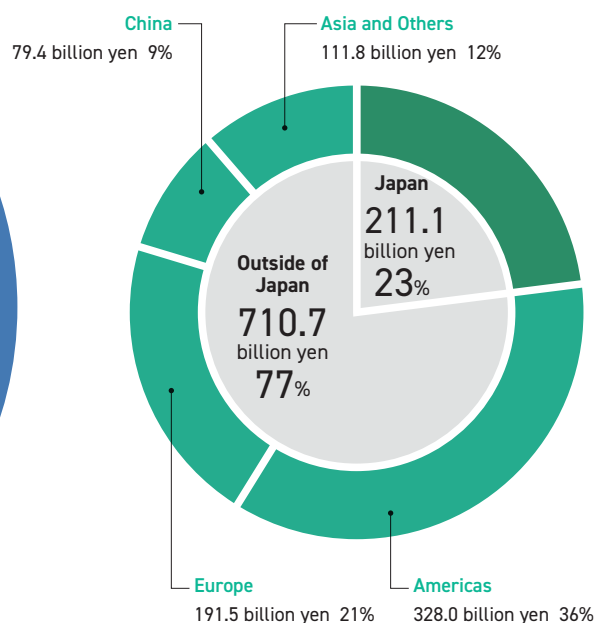
Adjusted Operating Profit

156.8 billion yen

Revenue by Company



Revenue by Geographic Area



The percentage of revenue composition is rounded to the nearest whole number, and the total may not equal 100%.

Business / Organization Scale

Number of Countries and Regions Where the Terumo Group's Products Are Sold



More Than **160**

Number of Consolidated Subsidiaries



98

Number of Products



More Than **50,000**

Number of Production Bases



Total **30**

Japan **8**

Outside of Japan **22**

Number of R&D Bases



Total **22**

Japan **6**

Outside of Japan **16**

Patents Held



Approx. **8,800**

Human Resources

Number of Associates (Employees)

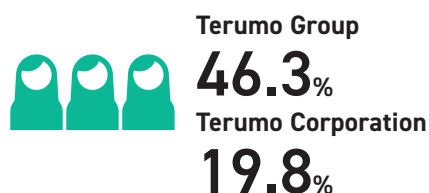
Terumo Group (Consolidated)



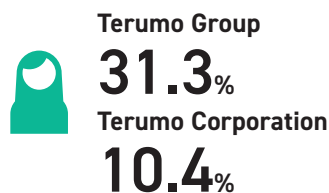
Terumo Corporation (Non-Consolidated)



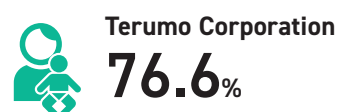
Percentage of Female Associates



Percentage of Female Managers



Percentage of Applicable Male Associates Taking Childcare Leave



Participation in External Initiatives and External Recognition

WE SUPPORT



Since 2012 Terumo has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment, and anti-corruption.



Terumo has been selected as a constituent stock of the FTSE4Good Index Series, the FTSE Blossom Japan Index, and the FTSE Blossom Japan Sector Relative Index created by FTSE Russell (as of March 31, 2024).

2024 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX

Terumo has been selected as a constituent stock of the MSCI Nihonkabu ESG Select Leaders Index, a major index of Environmental, Social, and Governance (ESG) investment (as of March 31, 2024).

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Terumo Group's target for reducing greenhouse gas emission in fiscal 2030 was approved to be aligned with the "1.5 degrees pathway" by the Science-Based Targets initiative.

Corporate Profile

Company Name	Terumo Corporation
Tokyo Office	Tokyo Opera City Tower, 3-20-2 Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-1450 Japan
Head Office	2-44-1 Hatagaya, Shibuya-ku, Tokyo 151-0072 Japan
Founded	September 17, 1921
Share Capital	38.7 billion yen
Representative	Toshiaki Takagi, Chairman of the Board Hikaru Samejima, Chief Executive Officer
Business	Manufacturing and sale of medical devices and pharmaceuticals
Stock Exchange Listing	Prime Market of Tokyo Stock Exchange (Code: 4543)



www.terumo.com



[/terumo-global/](https://www.linkedin.com/company/terumo-global/)

Our Associates

The Associates of Terumo Group

**In pursuit of the best medical care for patients,
building trust with stakeholders and meeting expectations of patients and medical settings**

Japan / Terumo Corporation / MIS/Women's Health Group Leader

I launched a surgical business centered on our in-house developed sprayable adhesion barrier, and since 2022 I have served as the group leader in the department dealing with Minimally Invasive Surgeries and Women's Healthcare. Based on the determination to help improve quality of life for patients who undergo surgical treatments, I consider it important to continuously communicate our desire to seek the best possible healthcare for patients with medical professionals and take action accordingly. Whenever possible, I have been visiting clinical settings to communicate closely with the doctors and nurses who use our products and steadily learn about their needs. I do my job with determination to meet the expectations of patients and medical settings as a partner who shares the same goals, while carefully building trust with stakeholders.



Visiting medical setting as much as possible to find ways to create better products and solutions



Respect for others and pursuit of the possibilities that diversity brings to the team

United States / Blood and Cell Technologies Company / System Engineer, R&D



Respect diversity to maximize team potential and development

I joined Terumo in 2003 and currently work as a system engineer for our automated blood collection system. I find it rewarding to be able to use my knowledge of the products to further improve their functionality and quality. One of our Core Values I am most conscious of and is influential to my making-decision is "Respect — Appreciative of others." I am grateful of the diversity of our team and feel empowered to share my thoughts and opinions. I try to listen to my team and those I support. As the leader of "We Will," an Associate Resource Group (ARG)* that promotes women in the workplace, I see the tremendous value that diversity brings to the overall culture of Terumo Blood and Cell Technologies. I am very proud of it.

* A group in which associates with shared interests and view voluntarily come together across department boundaries and engage in social activities. (e.g., female associates, LGBTQ, etc.)

Enabling process and service excellence globally

Belgium / Terumo Corporation / Senior Vice President, Global Business Services

Since 2022, I have been serving as the head of Global Business Services (GBS), a department established to streamline business processes and improve efficiency and profitability by providing shared services for the Terumo Group globally. Today I am leading a team of more than 100 associates with presence in Europe, North America, Costa Rica, India, and Japan providing services in finance and procurement. To fulfill GBS's commitment of "Global services strength, local business care," I am striving to enable process and service excellence for the benefit of our businesses and customers, while leveraging expertise and innovative ways of working of the truly diversified team.



Collaborating with colleagues around the world to optimize Terumo's business processes

Fostering an organizational culture that focuses on quality with the lives of patients in mind

Costa Rica / MicroVention Costa Rica S.R.L. / Senior Quality Engineer, Quality Assurance

Since I joined Terumo in 2012, my passion for quality has extended beyond my role, as I lead company-wide initiatives for our quality culture enhancement. For example, every November, we celebrate "Quality Week." During the month we perform different activities such as holding an internal competition on quality and visiting doctors to talk about our products, thereby fostering a culture of commitment to quality. I believe that our commitment to quality enables us to deliver safer and more effective products, which ultimately improves the quality of life of our patients.



Work to foster a culture of quality



Our Activities

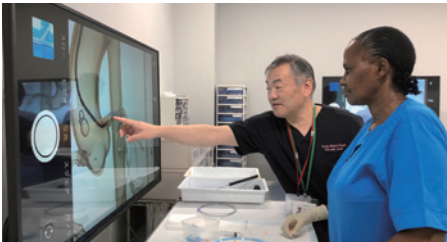
Fiscal year ended March 2024

Serving Our Communities

Bringing safe and reliable Percutaneous Coronary Intervention (PCI) to Kenya

In Kenya, the increasing number of those dying from non-communicable diseases, particularly from cardiovascular disease, has been a major issue in recent years. Terumo compiled a business proposal on the theme of making safe and reliable PCI widely available in Kenya. The proposal was selected as one of the 2023 projects for the Global Growth of Medical Technologies, Systems and Services*. In this project, Terumo, with the cooperation of Japanese physicians, provided PCI training for Kenyan physicians, while also working on establishing mechanisms to localize the training. Terumo will continue contributing to solving medical challenges in the Africa region by expanding the availability of safe and reliable PCI.

* These projects were commissioned by Japan's Ministry of Health, Labour and Welfare, and led by the National Center for Global Health and Medicine (NCGM).



PCI training for Kenyan physicians

Blood donation awareness program "From the Heart"

Blood supply shortages and donor engagement are issues blood centers and hospitals are facing worldwide. Terumo Blood and Cell Technologies promotes the group-wide blood donation awareness program "From the Heart" to help educate, empower, and inspire associates and communities around the world to donate blood and/or to advocate for blood donations. Notably in the U.S., this initiative has extended to other Terumo Group company sites, where we collaborate to share ideas and best practices for donor engagement. In 2023 alone, over 3,200 associates helped collect more than 20,000 donations across the world in 430 blood drives held.



Associates engaging in blood drive events

Resolving Healthcare Challenges

Continual training for medical professionals around the world

Medical devices are only fully effective when used correctly. However, healthcare training opportunities are scarce in some countries and regions, causing a lack of experienced medical professionals. Terumo works to meet this need by building a system for training medical professionals around the world. In 2002, Terumo established Terumo Medical Pranex, which has healthcare environments such as operating rooms and catheterization laboratories that are just like those in hospitals. Since then, the facility has provided physicians, nurses, and clinical engineers from many countries with training opportunities. Currently, Terumo operates 15 training centers outside Japan, delivering appropriate healthcare training catered to the unique medical needs of each region.



Training at Terumo Medical Pranex



Terumo Medical de Mexico Training Center

Active Participation of Diverse Talent

Associates and the company, achieving growth together

Terumo aims to create an environment where associates continuously grow along with the company. The group is working together at instilling "Growth Mindset" as Terumo's organizational culture to tackle new challenges along with constant learning and growth.

In the field of human resources development, we have development programs under way for next-generation executives, global leaders, and emerging generation of associates throughout the Terumo Group. Starting in fiscal 2024, we have launched a pilot program for an online platform that leverages the power of AI to match the skills and experiences of associates with career opportunities and project participation throughout the globe.



Training taking place at the Mirai-e, global leader development program

Creating environments where each individual can succeed their own way

Based on the Terumo Group common DE&I Philosophy, Terumo actively practices DE&I in its business operations throughout the globe. We have selected four focus areas which we are addressing according to the characteristics of each respective region to ingrain an inclusive culture and environment. For instance, to engage in inclusive leadership, we had our entire management team declare the goals of our DE&I initiatives, while also supporting the activities of ARG (Associate Resource Group)*, organizing Terumo DE&I Week, and more. We are making strides toward the continuous growth of both our associates and the company by working to create the environments where our associates worldwide can continue to succeed while harnessing their full potential.

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Messages from business leaders were also streamed on social media (Terumo DE&I Week). Read the 2D barcode on the right to see video messages

Reducing Environmental Footprint

Reducing environmental impact, aiming for carbon neutrality by 2040

Terumo considers reduction of the greenhouse gas emissions produced by its business activities to be an important effort and has set a goal of realizing carbon neutrality* by 2040. One part of this effort is the introduction of solar panels at the factory of Terumo Vietnam Co., Ltd. The renewable energy generated by the solar panels is expected to cover 14% of the electricity consumption of the entire factory. This will result in a reduction of CO₂ emissions of approximately 2,700 tons per year. With regard to Scope 3, we are also making efforts to reduce CO₂ emissions, such as implementing multimodal transport by shifting some of our transport from trucks to ships. The broad range of other activities includes waste reduction and resource utilization, environmentally friendly product development, and preservation of biodiversity; in these and other ways the entire Terumo Group is working to reduce its environmental impact.

*Scope 1+2



A production factory in Hanoi (Terumo Vietnam Co., Ltd.)

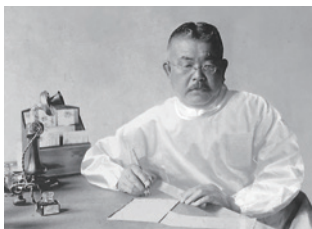


Terumo Mt. Fuji Reforestation Project activities to preserve biodiversity

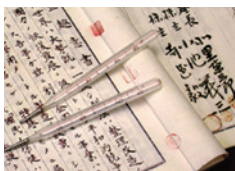
100 Years of Terumo's History

Since its establishment, Terumo has continued advancing over the past 100 years, standing alongside patients and those in medical settings as we create new value.

Building the foundation for public health



*Photograph courtesy of The Kitasato Institute Kitasato Shibasaburo Memorial Museum



Dr. Shibasaburo Kitasato and the establishment prospectus of the company that would later become Terumo

Reducing patients' physical strain

1982

Launch of the world's first microporous hollow-fiber membrane oxygenator



1985

Launch of the angiographic catheter system in Japan and entry to the field of vascular intervention



Pursuing patient-friendly healthcare

1988

Launch of the peritoneal dialysis system in Japan

1993

Launch of the blood glucose monitor in Japan



2005

Launch of the world's thinnest injection needle for administering insulin and other medications in Japan

2006

Entry to neurovascular intervention therapy with embolization coils for treating brain aneurysms



1921

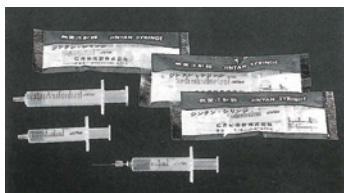
1960

1970

1980

1990

Controlling infection



1963

Launch of Japan's first disposable syringe

1969

Launch of Japan's first blood bag

1973

Launch of Japan's first intravenous solutions in soft plastic bags, based on the technology accumulated through the development of blood bags



Developing environmentally-friendly technologies



1983

Launch of digital thermometers for hospitals in Japan

1985

Termination of mercury thermometer production and implementation of efforts to spread digital thermometers

Achieving greater security in medical



1999

Launch of prefilled syringes in Japan

History of the Terumo Group

■ **1921**

Foundation of Red Line Thermometer Corporation by a group of medical scientists including Dr. Shibasaburo Kitasato for the purpose of manufacturing accurate clinical thermometers in Japan

■ **1936**

Change of company name to Jintan Thermometer Corporation

■ **1971**

Establishment of local affiliates in the U.S. and Europe (Belgium)

■ **1974**

Change of company name to Terumo Corporation

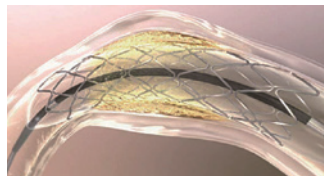
■ **1989**

Establishment of Shonan Center R&D facility in Japan

Addressing changes in medical needs

2008

Launch of the drug-eluting coronary stent in Europe



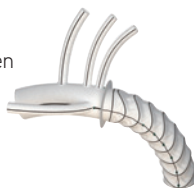
2018

Launch of Japan's first insulin patch pump



2012

Launch of the thoracic frozen elephant trunk in Europe



2016

Introduction of the autologous skeletal myoblast sheet, the world's first approved regenerative medicine for cardiac regenerative therapy in Japan



2016

Addition of the world's first intrasaccular device to the aneurysm treatment portfolio



2019

Launch of the cell therapy fill and finish system

2020

Terumo BCT is rebranded as "Blood and Cell Technologies Company" to reflect strengthening in the cell therapy field

2020-

Contribute to medical settings on a global scale during COVID-19 pandemic, including ECMO and vaccine syringes.

2022

U.S. FDA clears the plasma donation system



2022

Launch of the next-generation cell expansion system



2000

2010

2020

2024

safety and fields

2000

Introduction of the closed infusion system in Japan

2012

Introduction of the IV solution bag for safe administration in Japan



Supporting the development of medical technologies



Mid-1990s

Support for spreading TRI (transradial intervention: a coronary intervention technique with catheter insertion made from the radial artery in the wrist)

2002

Establishment of Terumo Medical Pranex, a training facility for medical professionals

Providing a safe, efficient medical services platform



2012

Introduction of infusion systems that can be connected to hospital IT systems in Japan

2013

Introduction of a series of vital measuring devices with communications functions in Japan



■ **1999**

Cardiovascular division of 3M Company becomes part of Terumo, leading to establishment of Terumo Cardiovascular Systems Corp. in the U.S.

■ **2002**

Vascutek Ltd., a U.K. manufacturer of vascular grafts, joins Terumo Group

■ **2006**

MicroVention Inc., a U.S. neurovascular intervention device company, joins Terumo Group

■ **2011**

CaridianBCT Holding Corp. (currently Terumo Blood and Cell Technologies), a global leader in the blood transfusion industry, joins Terumo Group

■ **2017**

Bolton Medical, Inc., a U.S. manufacturer of stent grafts for aortic treatment, joins Terumo Group

■ **2019**

Rebuilding Terumo Group Identity, newly creating Core Values

■ **2021**

Terumo Group's 100th anniversary

■ **2022**

Launch of "Terumo Medical Care Solutions" as a new business brand



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