

The New Mid-Term Plan Key Takeaways

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05.09.2013

Prologue to the New Mid-Term Plan

Falling short of the guidance in FY2012

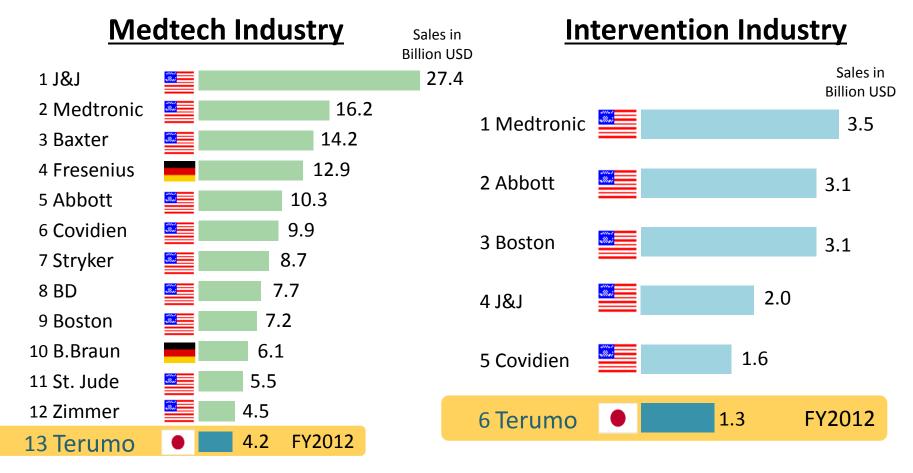
- Unexpected additional investment in the quality system
- Negative impact on the whole business activities
- Highlighting the need for tightened cost management

Changes in Market Dynamics

- (-)Slower market growth
- (-)Intensified competition, downward pressures on prices
- (+)Yen depreciation
- (+)Medtech as part of Japanese national growth strategy



Outperform the Market Growth and Strengthen the Global Presence



(Note)



^{*}Diagnostic imaging companies are excluded from MPO Magazine Ranking

^{*} Exchange rate for FYE Mar. 2013: USD1=JPY95

Achieve sustainable and profitable growth

- Continuous enhancement of the business portfolio
 - Cardiac & Vascular: sustained double-digit growth
 - General Hospital: improved sales growth and profitability
 - Blood Management: opportunities in therapeutic segment
- Establishing global business headquarters
 - Blood Management(U.S.), CV(U.S.), Intervention(JPN)...
- Pipeline development for the Mid-Term and beyond
- Strategic alliances to win the global competition
 - Co-development of balloon catheters with Kaneka
- Seeking out potential acquisitions while reinforcing the financial position



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The market share information in this presentation is partly derived from our own independent research.

