



Terumo Corporation
Corporate Guide

One hundred years ago, 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.

Terumo contributes to the stability and development of society by striving for the health of all people and for the medical settings that support that health. That is our unchanging mission.

Terumo associates* will move forward for the next 100 years as well, bringing innovative products to patients and medical professionals around the world and helping to achieve a better society.

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

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.

A New Stride Toward Our Next 100 Years

**We create solutions of value,
contributing to medical settings
and patient lives**

With the Group Mission of “Contributing to Society through Healthcare,” the Terumo Group delivers high-quality products and solutions to medical settings and patients in over 160 countries and regions. In 2021, we celebrated the 100th anniversary of our founding and made new strides toward our next 100 years.

Healthcare is currently undergoing a global paradigm shift. The progression of aging in populations around the world means that people increasingly spend a longer time living with chronic illnesses and that societies must balance between healthcare advancement and cost efficiency. Meanwhile, the evolution of countless technologies, including digitalization, biopharmaceuticals, and genomic medicine, is bringing about rapid and enormous changes to the world of healthcare.

To continue our contribution to society through healthcare amid these developments, we at Terumo believe that our Purpose is the advancement of healthcare and enhancement of patients' quality of life. We have also formulated “GS26,” our five-year growth strategy, with an eye to our future in 10 years and beyond.

Terumo Group will continue united to leverage the reliable quality and technology that we have cultivated over many years, toward meeting the challenge of creating new solutions for diverse healthcare needs.

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

Toshiaki Takagi
Chairman of the Board

Shinjiro Sato
President and CEO









For medical professionals who sustain life. For all people who desire the joy of life.

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.

Healthcare needs grow ever more diverse, and the way health is sustained is changing greatly.

Terumo has three companies encompassing global businesses that not only work to improve treatment efficacy and help reduce the mental and physical burdens on patients, but also provide products and solutions that help solve a variety of challenges in medical settings. We will walk alongside healthcare providers now and into the future toward realizing 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 the heart and lungs, which are basic to human life, and treatment of blood vessel diseases throughout the body. They provide 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. And as technology progresses, the need increases for individualized medicine tailored to each patient. To meet the diverse and complex needs of medical settings, we leverage our cultivated strengths to provide enhanced solutions that contribute to better patient care and healthcare transformation towards realizing friendly healthcare for everyone involved.

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

- **Terumo Medical Care Solutions
(Hospital Care Solutions Division / Life Care Solutions Division /
Pharmaceutical Solutions Division)**
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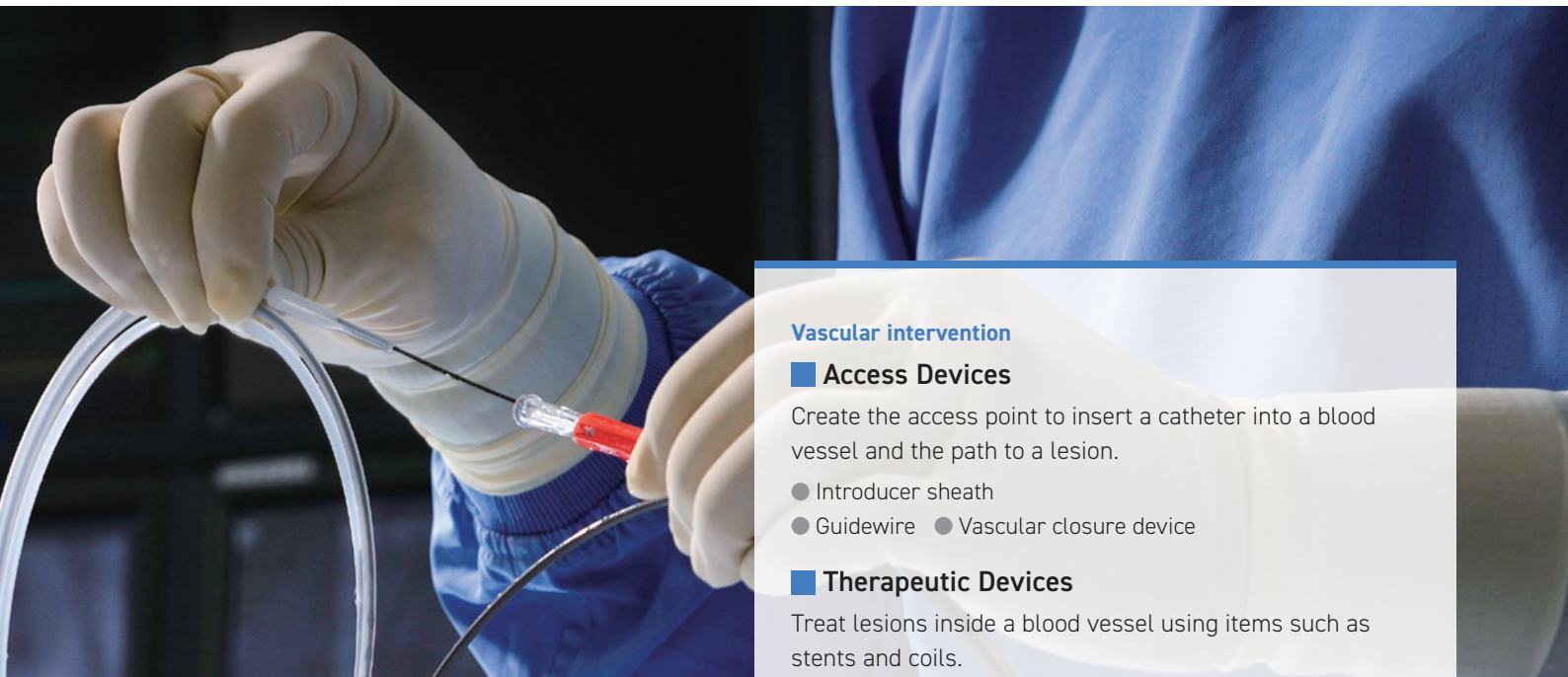
Sustaining blood transfusions worldwide, contributing to the advancement of blood and cell treatments

At blood centers, donated blood is processed into the components of platelets, plasma, and red blood cells. These are supplied to healthcare providers. Terumo collaborates with blood centers globally to provide collection and processing sets and other supplies for efficient blood processing. Additionally, the company provides devices that use centrifugation and separation technology to collect or remove specific blood components, enabling a variety of blood treatment solutions. In recent years, the fields of cell and gene therapy have advanced rapidly, and Terumo provides research institutions and pharmaceutical companies with instruments and services that enable high-quality, large-scale production of cell products to support the creation of new therapies.

- **Terumo Blood and Cell Technologies**

Expanding the potential of vascular treatment to raise patient comfort

Terumo Interventional Systems 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 used to view the interior of blood vessels; and interventional oncology 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

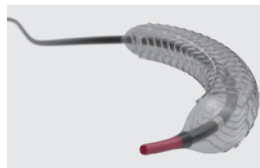
IO Devices

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

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



Introducer sheath



Drug-eluting stent (DES)



Intravascular ultrasound (IVUS) system



Micro catheter

TOPICS

Peripheral intervention and cancer chemotherapy, both through the wrist: The 30-year evolution and future of TRI

This year marks the 30th year of the TRI (transradial intervention) procedure, in which a catheter is inserted through the wrist to perform endovascular treatment. During that time, Terumo has poured efforts into development of devices to support wider adoption of TRI. The procedure, which was initially used mostly to treat the arteries of the heart, has in recent years been expanded to areas including peripheral treatment and chemotherapy to treat liver cancer (interventional oncology). In 2020, Terumo leveraged technology and expertise cultivated over many years to launch a transradial catheter for performing liver cancer chemotherapy. Used currently in the United States and Japan, it is slated to be expanded throughout the world toward further raising patient quality of life and contributing to medical cost efficiency.



Revolutionizing neurovascular intervention with unique technologies

MicroVention pioneers the development of catheter-based, minimally invasive, neuroendovascular technologies that provide therapeutic advantages for neurovascular disorders. Terumo collaborates with this U.S.-based subsidiary to provide innovative solutions to treat these diseases that can be devastating for patients, specifically ischemic stroke (a type of stroke caused by 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
- Intrasaccular device
- Flow diverter

■ Embolization Devices

An arteriovenous malformation (AVM) or dural arteriovenous fistula (AVF) 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

■ Aspiration Devices and Carotid Stent

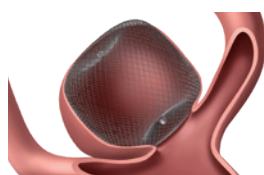
Devices designed to treat blood clots within the neurovascular vessels that can remove plaque and/or clots.

- Aspiration catheter
- Clot retrieval device
- Carotid stent

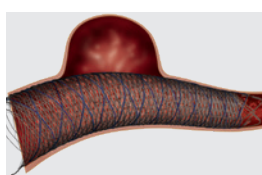
■ Access Devices

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

- Micro catheter
- Guidewire
- Guiding catheter



Intrasaccular device



Flow diverter



Occlusion balloon catheter



Aspiration catheter

TOPICS

Expanding treatment potential, seeking technology that meets physician needs

The degree of difficulty can vary when using X-ray to find and treat a lesion inside the blood vessels of the brain, depending on the position and shape of the lesion. For example, when an aneurysm with a wide opening occurs at the branch of two blood vessels, normal embolization coils might not be able to stop the flow of blood. In recent years, Terumo has developed an array of devices, including finely woven stents that close aneurysm openings, as well as pouch-like embolization devices made of shape-memory alloy, to treat a wide variety of cases. To support neurovascular therapy, Terumo has also sought out the most effective new technology, such as materials and designs tailored for X-ray visibility, so that the physicians performing procedures can get the highest performance.

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. In collaboration with Terumo's HeartSheet Division, which has produced world-first regenerative medicine products that are expected to provide new options for patients with serious heart failure, the division is also contributing to better patient 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 new 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

Building emergency ECMO production to fight COVID-19

ECMO technology can be used to treat patients with the novel coronavirus who suffer severe respiratory failure. To meet the sudden demand for ECMO systems amid the COVID-19 pandemic in Japan, Terumo built an emergency production line in its ME* Center site in Shizuoka Prefecture. An ECMO system comprises many parts and has a complex structure, so increasing its production would normally require a long period of time. However thanks to the cooperation of parts suppliers, Terumo succeeded in producing annual production quantity of ECMO units in only a few months, and is still meeting demand as of July 2022. Terumo will continue to make its best efforts to provide a stable supply of products to patients who need treatment.



Production of ECMO

Excellent technological synergy to bring patients optimal aortic treatment

Terumo Aortic is the group's vascular business, providing products including surgical grafts and stent grafts that are used by surgeons and interventional radiologists to treat patients with aortic disease, which includes thoracic and abdominal aneurysms and aortic conditions such as dissection. The company has a comprehensive product portfolio contributing to help save the lives of many patients in over 90 countries. Future plans include the development of products utilizing digital technology to deliver products optimized for individual patients, as Terumo Aortic continues the development of innovative and unique products to treat complex aortic pathologies.



■ Surgical Grafts

Used in surgery to replace diseased blood vessels or create bypass.

- Thoracic surgical graft
- Abdominal surgical graft

■ Stent Grafts

Used in endovascular treatment of aneurysms by implanting stented artificial blood vessels in affected areas to prevent rupture.

- Thoracic stent graft
- Abdominal stent graft

■ Thoracic Frozen Elephant Trunk

Used as a combination of artificial blood vessel and stent graft to enable surgeons to treat patients in one procedure instead of the previous requirement for two separate procedures.

- Thoracic frozen elephant trunk



Thoracic surgical graft



Thoracic frozen elephant trunk



Thoracic stent graft



Abdominal stent graft

TOPICS

Terumo Aortic's digital transformation strategy to help patients optimize their aortic care

The treatment of complex aortic disease is managed through the development of implantable devices such as surgical grafts and endovascular stent grafts. Terumo Aortic has the most comprehensive product portfolio in the aortic space and is currently developing digital solutions that will revolutionize aortic care for healthcare professionals and their patients. In 2021, the company has launched a digital platform in Europe that delivers healthcare professionals a simple, collaborative process for the management of customized endovascular device requests. These devices are tailored for the patient's specific anatomy and provide a solution when an off-the-shelf product is not suitable. This is part of a wider digital transformation strategy for Terumo Aortic with further solutions due to be launched in the near future.

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 control. The division develops products that reduce the burden on patients and medical professionals and offer greater usability, provide operational support for medical equipment, and present 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.



Advanced Infusion System Products

Combine advanced infusion systems with digital health technologies to improve safety through drug administration efficiency and standardization.

- Infusion and syringe pump with system connectivity / Pump monitoring system
- IV solution bag for safe administration
- Closed system drug transfer device (CSTD)
- Safety IV catheter ● Closed infusion system

Peritoneal Dialysis Products

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

Infection Prevention and Environmental Control Products

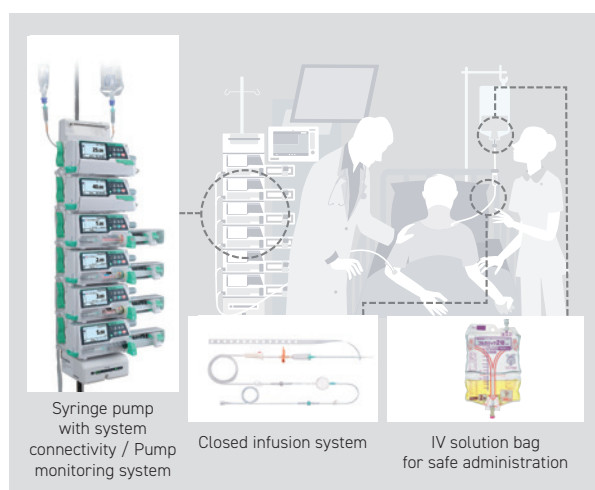
Provide infection control measures to medical professionals, including hand sanitizers and environmental control solutions for hospital rooms.

- Hand sanitizer ● Ultraviolet irradiation robot

Preoperative, Oncological Products

Contribute to issues of preoperative and oncology treatment with pain management solutions and prevention of complications.

- Sprayable adhesion barrier gel ● Analgesic



TOPICS

Contributing to better hospital environments and infection control

The COVID-19 pandemic has resulted in renewed awareness of infection control in medical settings and also our daily lives. Many medical institutions face a wide range of difficult issues including how to establish their own infection control measures and operate devices appropriately. With the Medical Care Solutions Company at its core, Terumo offers comprehensive expertise for infection control and environmental control in hospitals. We aim to solve challenges in medical settings by proposing operating protocols for UV sterilization robots and providing training, as well as surface infrared body temperature screening.

Special infection prevention website (information for medical professionals; Japanese only)



Ultraviolet irradiation robot



Hand sanitizer



Infection control mascot

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 Products

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

- Blood glucose self-monitoring system
- Continuous glucose monitoring system (Exclusive distribution in Japan only)
- Insulin patch pump
- Disposable needle for pen-injector

Vital Sign Management Products

Provide timely management of patient vital signs efficiently and accurately with wireless connection technology.

- Blood glucose monitoring system
- Thermometer
- Blood pressure monitor
- Pulse oximeter



Insulin patch pump



Continuous glucose monitoring system



A series of vital measuring devices with communications functions

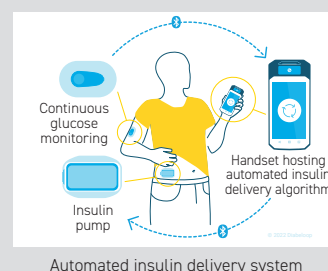


Thermometer / Infrared thermometer

TOPICS

New technology helps diabetes patients smile

Terumo has been providing innovative products in the diabetes field. In 2018, Terumo developed Japan's only patch-type insulin pump, and in 2019, Terumo started selling the U.S. company Dexcom's continuous blood glucose monitor in Japan. In 2020, we signed a co-development agreement with the French company Diabeloop for an automated insulin delivery system (the AID system). We aim to further support diabetic patients through this AID system, which connects to a continuous blood glucose monitor which measures subcutaneous glucose concentration in real time to continuously deliver insulin from an insulin pump in response to the patient's condition.



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, Terumo provides a total solution from clinical trial drug manufacture to full commercialization, contributing to safer and more certain delivery of drugs patients need.



Drug Development and Manufacture Partnering

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

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

Container Supply

Terumo 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

Terumo provides 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

Strengthening production capacity to meet global needs

Terumo's drug-device combination products are produced by the headquarters factory of Terumo Yamaguchi D&D, the Fujinomiya Pharmaceutical Factory, and the Kofu Pharmaceutical Factory. With material technology used in prefilled syringes and aseptic filling expertise, the headquarters factory of Terumo Yamaguchi D&D has been approved to produce prefilled syringes by the European EMA, United States FDA, Japan PMDA, and other regulatory bodies. It currently produces a biosimilar product for autoimmune disease that is sold in Europe, as well as other combination products. Capacity expansion is in progress to raise production capacity to 3.5 times the volume it produced in 2016 and is expected to serve as a vital production site to drive business growth on a global scale.

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

Blood and cells are indispensable in sustaining our lives, and at the same time, they hold the potential to treat cancer and other serious diseases. The Blood and Cell Technologies Company provides solutions to safely and effectively process donated blood into blood products and collect blood components needed for transfusions and cell therapy. These solutions support a wide variety of customers, including blood centers, medical institutions, pharmaceutical companies, and research institutions. The company has recently focused on services and digital solutions to advance its unique technologies to provide patients with new treatment options.



Plasma donation system



Blood component collection system



Automated blood processing system



Blood bag sets with leukocyte filters



Pathogen reduction system

Plasma Innovations

This technology collects source plasma to produce plasma fractionation products for the treatment of rare diseases. We are committed to innovative enhancements and process improvements to maintain donor safety and a sufficient plasma supply, as well as to improve efficiency and quality in the field of source plasma collection.

In March 2022, the U.S. Food and Drug Administration (FDA) cleared the new plasma donation system.

- Plasma donation system

Blood Center 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.

- Blood component 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.



Therapeutic Solutions, Cell Collection

Unwanted components that cause illnesses of the blood and cells can be separated and removed from patients, and components needed for treatment are collected from donors. Utilizing Terumo centrifugation technology, we strive to provide treatment options to patients fighting a variety of illnesses.

- Centrifugal apheresis system

Cell Therapy Technologies

By delivering solutions that automate cell therapy manufacturing, from cell expansion to final formulation, we partner with therapy developers to support the creation and commercialization of cutting-edge treatments.

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

Autologous Biologics Products

Autologous biologics products are created from a patient's own blood, bone marrow, or adipose tissue, then concentrated for use in treating the patient. Using unique centrifugation and cell capture technology, we process the patient's own cells into platelet-rich plasma, concentrated bone marrow, or adipose tissue to effectively formulate a treatment product at the point of care.

- Autologous biologics processing system



Centrifugal apheresis system



Utilizing centrifugation technology in treatment of diverse blood-related illnesses



Cell therapy fill and finish system



Cell expansion system



Autologous biologics processing system



Concentrating a patient's own plasma, bone marrow, or other tissue

TOPICS

Equipment and Beyond

Blood and cell therapy products are vital medical resources. To enable our customers to deliver these products to patients as rapidly and efficiently as possible, the Blood and Cell Technologies Company has been the first within the Terumo Group to pursue digital transformation, investing proactively in software development and data analysis.

- Plasma Innovation: Our technology supports control of device operation, automated inventory management of disposable sets and devices, user training, and deployment of software updates through a digital ecosystem. We enable plasma centers to streamline their operations for better interaction with donors.
- Blood Center Solutions: By linking with their own systems, we help customers analyze and modify blood component collection processes to enable greater efficiency and product quality.
- Therapeutic Solutions, Cell Collection: Our software allows customers to view data from each procedure, as well as to report on and analyze aggregated data to improve processes.
- Cell Processing: To meet the requirements of cell therapy product research, our software creates precise electronic data records and reports, collects and controls data for protocol management, controls pharmaceutical manufacturing, and supports compliance with Good Manufacturing Practices (GMP) quality management standards.

The scope of the Blood and Cell Technologies Company is vast, extending from research and development to clinical settings. We have differentiated ourselves by going "beyond equipment." We will continue to leverage digital platforms and data to rapidly deliver easy-to-use, optimal solutions to customers, while supporting innovation in next-generation treatments.

TOPICS

Delivering new treatment options to breast cancer patients: Collaboration agreement in cancer treatment

In 2021, Terumo Blood and Cell Technologies entered into an agreement with U.S. biotechnology firm Immunicom to collaborate in cancer immunotherapy utilizing our blood component separation technology and Immunicom's targeted subtractive technology. More patients suffer from breast cancer than any other cancer, and among breast cancers, triple-negative breast cancer (TNBC) is particularly difficult to treat. For patients affected by TNBC, the Terumo apheresis system and Immunicom's immuno-oncology column will be combined to remove the proteins produced by cancer cells which protect the tumor. Removal of these proteins revitalizes the immune system's ability to fight the cancer. Launch of this new therapy is currently underway in four target countries: Germany, France, Italy, and Spain. We have an established record of providing our centrifugal technology to be used in combination with columns and filters to target and selectively remove disease mediators. This collaboration will expand the treatment range to solid tumor cancers and provide many patients with new treatment options.

At a Glance

Fiscal year ended March 2022

Performance (consolidated)

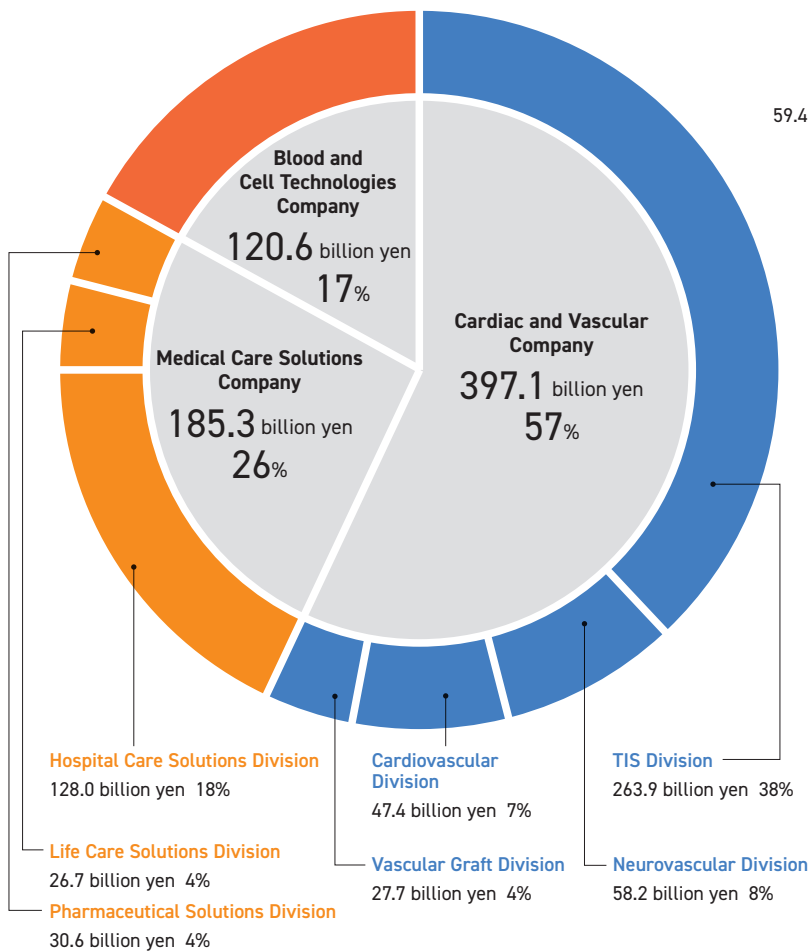
Revenue

703.3 billion yen

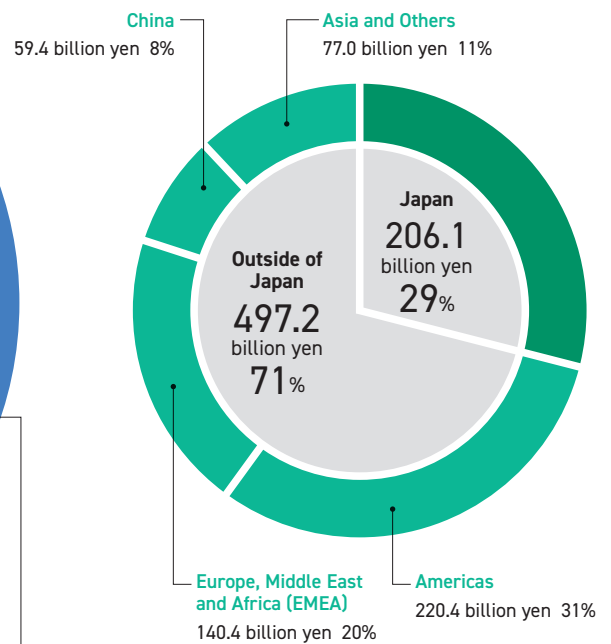
Adjusted Operating Profit

134.4 billion yen

Revenue by Company



Revenue by Geographic Area



*As of April 2022, the General Hospital Company has been renamed the Medical Care Solutions Company, the Hospital Systems business has been renamed Hospital Care and Life Care Solutions, while the Alliance business has been renamed Pharmaceutical Solutions.

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

102

Number of Products

More Than **50,000**

Number of Production Bases



Japan **8**

Outside of Japan **24**

Number of R&D Bases



Japan **6**

Outside of Japan **16**

Human Resources

Number of Associates (Employees)

Terumo Group (Consolidated)



Terumo Corporation (Non-Consolidated)



Percentage of Female Associates*



Number / Percentage of Female Managers*



Number / Percentage of Applicable Male Associates Taking Childcare Leave*



* Scope: Terumo Corporation

Participation in External Initiatives

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.

2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

Terumo has been included as a constituent of the MSCI Japan ESG Select Leaders Index, a major index of Environmental, Social and Governance (ESG) investment. It is the first time the company has been selected for the index.**



Terumo is a constituent of the FTSE4Good Index Series and the FTSE Blossom Japan Index (as of March 31, 2022).



Terumo received the prestigious Prime Minister's Award out of the "5th Japan Medical Research and Development Awards" together with Shinhiro Takeda, Ph.D., President of Japan ECMOnet, a non-profit organization, for the "R&D, practical application and dissemination of ECMO."



Terumo Group's target for reducing greenhouse gas emission in fiscal 2030 was approved to be aligned with the "well-below 2 degrees pathway" by the Science-Based Targets initiative*.

* The target was raised to "1.5 degrees pathway" in November 2021 and has been submitted to the Science-Based Targets initiative for validation of the alignment with "1.5 degrees pathway."

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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 Directors	Toshiaki Takagi, Chairman of the Board Shinjiro Sato, President and CEO
Business	Manufacturing and sale of medical devices and pharmaceuticals
Stock Exchange Listing	Prime Market of Tokyo Stock Exchange (Code: 4543)



www.terumo.com

Our Associates

The Associates of Terumo Group

Mutual respect and trust lead to new value creation and enable delivery of high-quality products

China / Terumo Medical Products (Hangzhou) Co., Ltd. / Oxygenator Production Line Supervisor

By improving line productivity and quality and creating a better work environment for other associates, I help to deliver products that customers trust. Production sites can only succeed when associates work together in cooperation. I believe that the most important thing to achieve that is mutual respect. By listening to each other's voices and respecting one another, we raise our motivation to work and encourage new value creation, which in turn energizes our daily production activities. Ultimately, this is reflected in the quality of the products we deliver to our customers.



Listening to associates' voices and respecting one another creates a strong "gemba."

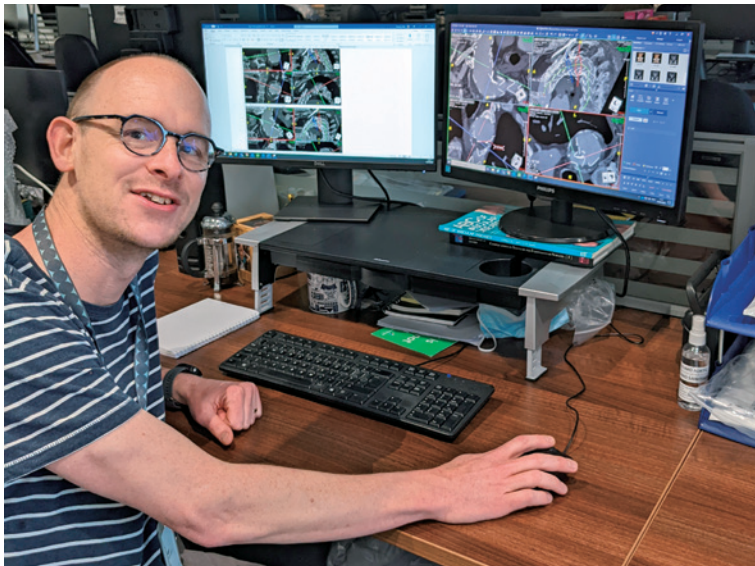
Providing correct product information contributes to healthcare safety

Japan / Terumo Corporation / Pharmaceutical Director, Post-Market Surveillance and Vigilance Dept.

Pharmaceuticals and medical devices are used based on a balance of medical risks and benefits. Medical professionals are tasked with always using products correctly. My job is to constantly gather information on things like pharmaceutical product adverse events or medical device malfunctions in order to ensure product quality, safety, and effectiveness, and to provide medical settings with easily understandable information on the correct use of products. It is a fulfilling job that contributes to healthcare safety, product improvement, and ultimately patient safety and peace of mind.



We handle a large volume of documents. We are currently working as a department to convert instructions for use into electronic format.



We are working to develop products with optimal design and long-term safety for patients.

Developing better products with patients in mind

United Kingdom / Terumo Aortic /
Research & Development Associate

Our team design and execute a variety of product durability tests that are used as evidence in applications for regulatory product approval. In addition, I collaborate with universities to seek out new materials and control of the cellular microenvironment (moderating the behaviour of cells impacted by the implant) which aim to optimise the performance of the device for the patient. In research and development, we have a very natural alignment with the Terumo Core Values of "Creativity—Striving for innovation."

The culture of working for the happiness of others resonated with me: Acting to achieve the best for our customers

Colombia / Terumo Colombia Andina S.A.S. /
TIS Business Marketing Associate

COVID-19 helped Terumo to reconfirm its corporate mission and culture. We had to consider how to serve our customers without meeting in person. We worked across functional lines with associates in Sales, Management, Logistics, IT, and other roles to come up with ideas and implement one after another. Our activities included creating videos to inform patients who could not visit hospitals, holding online events to provide medical professionals with emotional support, and more. In doing all this, I felt firsthand the Terumo culture of respecting others and working to bring happiness to many people. This aligned with my own values. I will continue to work with a focus on this mindset.



Associates provide a demonstration for medical professionals of TRI intervention, in which a catheter is inserted through the wrist.

Our Activities

Fiscal year ended March 2021

Active Participation of Diverse Talent

Associates and the company, achieving growth together

Healthcare around the world is undergoing a transformation. For Terumo to continue meeting the needs of healthcare, we must have talents that can execute the new business strategy. This is one of the reasons why Terumo is focused on supporting the growth of our associates. Terumo Group-wide efforts include a next-generation leadership development program and a program for emerging talents that enables them to create a network across regions or job families, learn, and flourish together. Further, by promoting global efforts toward a Growth Mindset with which all can undertake new challenges and constantly learn, Terumo aims to create an organization where both associates and the company can grow together even in an unpredictable future.



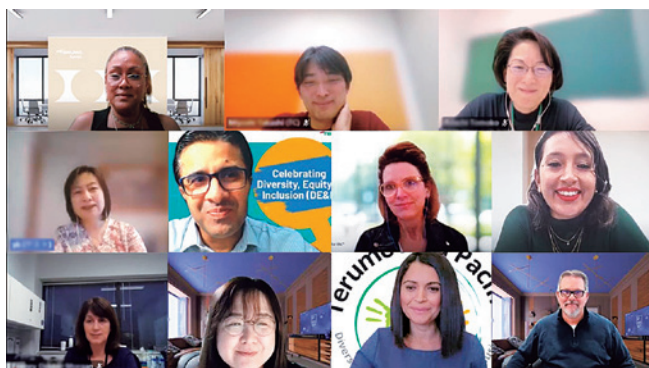
Growth Mindset sessions performed in a hybrid remote and in-person format (Terumo Cardiovascular Systems Corp.)



Global Leadership Development Program participants share future ideas for Terumo

Toward an environment where empowers everyone to bring their authentic self to work

As a global company, Terumo has established a group-wide "DE&I Philosophy and Guiding Principles" to foster an inclusive culture and ingrain it into Terumo business activities. "Terumo DE&I Week" was held in March 2022, with the objectives of increasing mutual respect among associates and creating an environment where each associate is empowered to bring their authentic self to work. Various events and activities such as messages from management, panel discussions were held at sites around the world. We continue to pursue DE&I activities tailored to each region's unique needs. We will realize both company and associates' sustainable growth through an environment where diverse associates around the world can maximize their potentials.



Internal panel discussion during Terumo DE&I Week



The letters of DE&I, which overlap and are in various shades, represent the associates. The logo expresses that by respecting individual differences and providing appropriate resources for each associate's situation, the associates maximize their abilities, support Terumo, and achieve further growth. (The logo is internal use only)

Reducing Environmental Footprint

Reducing environmental impact, aiming for carbon neutrality by 2040

Terumo considers reduction of the greenhouse gas emissions (scope 1+2) 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 to introduce solar panels at the factory of Terumo Vietnam Co., Ltd. during FY2022. This is expected to reduce CO₂ emissions by 2,700 tons per year and cut overall electric consumption by 14%, which will be replaced by renewable energy. 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.



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



Terumo Mt. Fuji Reforestation Project activities to preserve biodiversity

"Carbon neutral" is defined as balance between quantity of greenhouse gas emissions and absorption.

Serving Our Communities

Blood donation awareness program "From the Heart"

Terumo Blood and Cell Technologies promotes the internal blood donation awareness program "From the Heart" across the globe. Due to COVID-19, the world has been facing a significant blood collection decline due to canceled blood drives and less general donor engagement globally. To be a part of solving this worldwide issue, we educate, empower and inspire associates around the world to donate blood and/or to advocate for blood donations by providing them with tools needed to get involved and to contribute to an accessible, safe and sustainable blood supply. In addition to our associates engaging in our regular blood drives, we are also working towards our goals together with our family and friends.



Associates engaging in blood drives at Terumo Europe N.V. and the program logo of "From the Heart"

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 physicians and technicians. 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 and interventional procedure rooms that are just like those in hospitals. Since then, the facility has provided physicians, nurses, and clinical engineers from many countries with training opportunities. Terumo will continue to offer programs that meet healthcare needs globally.



An associate helping to train others

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

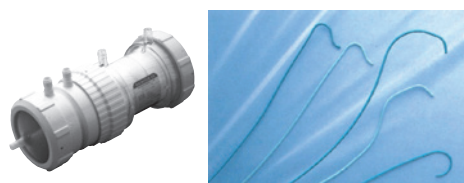


Dr. Shibasaburo Kitasato and the establishment prospectus of the company that would later become Terumo
Courtesy of the Kitasato Institute archives

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



1921

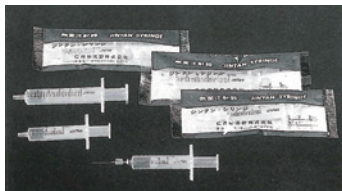
1960

1970

1980

1990

Controlling infection



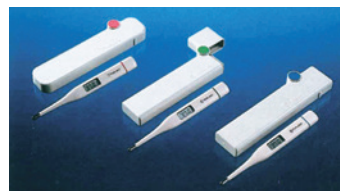
1963
Launch of Japan's first disposable syringe

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 eco-friendly technologies



1983
Japanese launch of digital thermometers for hospitals

1985
Termination of mercury thermometer production and implementation of efforts to spread digital thermometers

Achieving greater and security in me



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 led by 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

ly 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

2008

Launch of the drug-eluting coronary stent in Europe

2018

Launch of Japan's first insulin patch pump

Offering new therapy possibilities



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

Rebrand to "Blood and Cell Technologies Company" to reflect strengthening in the cell therapy field



2000

2010

2021

To the next 100 years

safety medical 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 (Japan)

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

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

2006

MicroVenton 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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