TERUMO ENVIRONMENTAL REPORT 2003

TERUMO CORPORATION
A Message from the President

In fiscal 2000, Terumo issued its first-ever Environmental Report. One of the stated objectives in the report was to reduce the amount of waste going to landfill generated at production plants in Japan to 30% of FY1996 levels by FY2005. Our efforts led to the achievement of this target in fiscal 2001, four years ahead of schedule. So we’ve raised the bar, this time aiming to reduce the volume of waste we generate by concentrating on efficient use of resources, such as raw materials, beginning in FY2002. However, our environmental activities must involve more than simply chasing numerical targets. We are not truly acting to preserve the environment if we do not implement environmental initiatives in all of our regular business activities, including research and development, production and sales. And our efforts must be sustained. By promoting these initiatives as an integral part of our core business, involving all of our major operations, we aim to reduce the amount of waste going to landfill to 20% of FY1996 levels from the current fiscal year onwards. Terumo aspires to streamline its business activities and conserve the environment at the same time.

To promote environmental conservation in the course of our regular business activities requires an accurate assessment of the volume of waste we generate by concentrating on efficient use of resources, such as raw materials, from all of our overseas bases and, beginning with this report, continuing to disclose that information through our Environmental Report.

Our environmental conservation activities are the starting point for our business activities. We resolve to develop and enrich our vision with the help of your honest opinions and suggestions.

Takashi Wachi
President and Chief Executive Officer
Terumo Corporation

A History of Caring for the Environment

Environmental control section established at the Ashitaka Factory.

The method of treating mercury-contaminated wastewater at the Ashitaka Factory changed from precipitation to a chelate adsorption facility.

Wastewater treatment plant installed at the Fujinomiya Factory.

Acid-based surface treatment of needle hubs, base portion of needle, abolished in favor of plasma treatment; which generates no acid waste fluid.

Fujinomiya and Ashitaka Factories signed an anti-pollution agreement with Fujinomiya City.

LPG, which produces lower levels of CO gas, replaced heavy oil as boiler fuel for the Fujinomiya Factory.

Thermoplastic elastomer replaced rubber as the material for syringe gaskets, thereby eliminating SOx emissions at incineration. A wastewater treatment plant was installed at the Ashitaka Factory.

Intravenous solution containers made of non- PVC materials TERUPAK® introduced. Ethylene vinyl acetate EVA, chosen because it produces no noxious gases when incinerated.

Trichloroethylene TCE completely phased out of its designation as a carcinogenic agent.

Gamma irradiation, which produces no gas emissions, introduced as the sterilisation method used at the Kofu Factory.

Non-mercury digital thermometers launched on the market.

Terumo’s 18-year history of mercury thermometer manufacturing ended in favor of eliminating mercury-containing instruments.

Glass vacuum blood tubes replaced by plastic products made of a polyester material that can be safely incinerated.

Non-PVC infusion sets went on the market. Polybutadiene was chosen for the tubing because it emits no noxious gases when incinerated.

Digital blood-pressure monitors for hospital use debuted as part of our drive to eliminate mercury and to protect the environment in clinical settings.

Production of oral balloon catheters made of natural rubber ceased. Balloon catheters made of thermoplastic elastomers, which produce no SOx when incinerated, launched on the market.

Use of controlled ozone-depleting CFCs ceased in manufacturing processes at the Kofu Factory, and subsequently at other factories.

Infusion sets with a new type of plastic spike go into production; use of non-metallic spikes facilitates sorting and incineration of hospital waste.

Terumo’s Environmental Management Department established.

A cogeneration power plant started operation at the Kofu Factory, supplying 100% of the factory’s electricity needs by requirement.

The Fujinomiya and Ashitaka Factories switched from natural gas to LPG for use in incinerators at Kofu and Ashitaka Factories.

Corporate offices began switching to recycled paper for photocopying purposes.

Terumo’s Environmental Policy formulated.

A cogeneration power plant began operation at the Fujinomiya Factory.

Corporate offices began switching to recycled paper for printing of catalogs and design change notifications etc.

Non-PVC materials introduced for manufacturing CAPD bags for home use.

The switch to polypropylene, which emits no noxious gases when incinerated, reduced waste by 40%.

The Terumo Environment Committee established.

A cogeneration power plant started operation at the Fujinomiya Factory.

Packaging recycling began under contract with the Japan Container and Packaging Recycling Association. Labeling to identify packaging materials and equipment components was introduced.

Internal environmental auditing commenced.

Aiming Ever Higher

In fiscal 2000, Terumo issued its first ever Environmental Report. One of the stated objectives in the report was to reduce the amount of waste going to landfill generated at production plants in Japan to 30% of FY1996 levels by FY2005. Our efforts led to the achievement of this target in fiscal 2001, four years ahead of schedule. So we’ve raised the bar, this time aiming to reduce the volume of waste we generate by concentrating on efficient use of resources, such as raw materials, beginning in FY2002. However, our environmental activities must involve more than simply chasing numerical targets. We are not truly acting to preserve the environment if we do not implement environmental initiatives in all of our regular business activities, including research and development, production and sales. And our efforts must be sustained. By promoting these initiatives as an integral part of our core business, involving all of our major operations, we aim to reduce the amount of waste going to landfill to 20% of FY1996 levels from the current fiscal year onwards. Terumo aspires to streamline its business activities and conserve the environment at the same time.

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Takashi Wachi
President and Chief Executive Officer
Terumo Corporation

A Message from the President
Here at Terumo, our goal is a harmonious relationship between medical safety and the environment. In 1999, guided by our corporate philosophy of “contributing to society through healthcare”, we formulated an environmental policy consisting of five tenets. As a leading company in the medical supplies field, we take our global environment conservation initiatives seriously.

**Corporate Philosophy:** (adopted November 1996)

- **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 healthcare providers and the people they serve.

- **Open management**
  - We maintain a fundamental policy of open management, work to secure and return to our benefactors a suitable profit, and strive to develop our business on a global basis as befits a leading company in the industry.

- **Respect for our associates**
  - We emphasize respect for the individual, promote intercultural understanding, and encourage openness in the workplace in accordance with our slogan “Associate Spirit” as we prepare to meet the challenges of the future.

- **Enhanced value**
  - We pride ourselves on our commitment to the development of technologies and quality assurance systems that ensure safe, reliable products.

- **Corporate citizenship**
  - We conduct our business activities in a fair and equitable manner and act responsibly toward the environment as we fulfill our responsibilities as good corporate citizens.

- **Safety and reliability**
  - We pride ourselves on our commitment to the development of technologies and quality assurance systems that ensure safe, reliable products.

**Terumo’s Environmental Policy:** (adopted December 1999)

- **Corporate Philosophy**
  - Guided by our corporate philosophy of “contributing to society through healthcare,” the Terumo group, as a leading supplier of medical equipment, has formulated and implemented wide-ranging environmental protection programs in order to remain a trustworthy, conscientious member of the global community.

- **Operational Philosophy**
  - We contribute to society by providing valued products and services in the healthcare market and by responding to the needs of healthcare providers and the people they serve.

- **Environmental Management System**
  - Terumo’s environmental initiatives are promoted at the site level based on voluntary objectives determined by the Environment Committee. The Plan Do Check Action (PDCA) Cycle is used in reviewing and evaluating performance, and the results are reflected in the next round of management system objectives, ensuring the progressive improvement of our activities.

**Company-wide Organization for Implementing Environmental Programs**

- **Terumo’s Environmental Policy**
  - The chart at right shows our company-wide organization for implementing environmental programs. At the peak, the company vice-president serves as the chairman of the Environment Committee. The Environment Committee is responsible for setting voluntary objectives and measures for environmental conservation activities for the entire company, as well as monitoring their progress. The Environmental Audit Committee conducts environmental audits of each site to ensure that the environmental management system operates effectively, and their responsibility for auditing divisions external to their own group, that fairness and objectivity are maintained. We are working to improve auditing techniques through the use of independent methods, and aim to bring our auditing standards up to match those of the auditing certification bodies. Environmental special groups are charged with proposing and carrying out practical improvements with regard to specific issues, and site-based committees for implementing environmental programs draft action plans for their respective sites based on set policy and promote information sharing.

**Environmental Management System**

- **Terumo’s Environmental Policy**
  - Terumo’s environmental initiatives are implemented at each site and across the entire company based on voluntary objectives determined by the Environment Committee. Performance is reviewed and evaluated by the Environment Committee, and the results are reflected in the next round of voluntary objectives and action plans, using the PDCA Cycle to effect ongoing improvement in environmental conservation activities. A feature of this system is that every employee in every division is involved in planning and implementation, in accordance with the spirit espoused in our corporate philosophy of respecting our associates and aiming to become a trusted corporate citizen. We include activities that lead to improved environmental performance as an integral part of our business activities in order that our environmental activities are not relegated to the realm of mere regulations and words. In this way, we build and operate our own practicable and effective independent environmental management systems compliant with the international environmental standard ISO14001.
The following environmental protection activities were implemented in FY2002 to meet our voluntary objectives set in accordance with our environmental policy. An outline of specific activities and their results will be reflected in next year’s objectives.

**Highlights of Environmental Protection Activities in FY2002**

- **Infusion sets using a substitute DEHP**\(^*1\) plasticizer went on sale. (P13)
- **An observation well was installed at the Kofu Factory to monitor groundwater contamination.** (P15)
- **Incineration at the Ashitaka and Kofu Factories was abolished and the incinerators dismantled.** (P16)
- **Joint communal clean-up of Mt. Fuji with Kofu and Fujinomiya areas; approx. 130 participants.** (P18)
- **Operation of the global community**
- **Provide support for environmental protection activities as a member of the global community**
- **Conduct in-house public relations activities and training seminars to improve employee awareness of environmental protection.**

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<tr>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Environmental impact assessment of our business activities</td>
<td>Complete a quantitative assessment of the environmental impacts of development, production, and sales activities.</td>
<td>Achieved</td>
<td>Continue to assess environmental impact of important environmental implications of factory and research center activities.</td>
<td>P9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Eco-product development</td>
<td>Reduce usage of natural rubber and PVC(^*2) materials that have a heavy environmental impact.</td>
<td>Achieved</td>
<td>Develop new initiatives from FY2003 as we aim for ever higher quality activities, to include the following:</td>
<td>P10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pollution prevention</td>
<td>Reduce dichloromethane emissions by at least 60% from FY1996 levels.</td>
<td>Achieved</td>
<td>1. Examine new objectives in accordance with international global warming prevention policies.</td>
<td>P11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Efficient energy and resource utilization</td>
<td>Reduce CO(_2) emissions per unit bases by 15% from FY1990 levels by FY2010.</td>
<td>Achieved</td>
<td>2. Strengthen promotion of independent environmental protection activities by site-based committees for implementing environmental programs.</td>
<td>P12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Waste reduction</td>
<td>Reduce the amount of waste for final disposal generated at production plants in Japan by 70% in FY2005 relative to FY1996 levels.</td>
<td>Achieved</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Adherence to environmental laws and ordinances</td>
<td>Abide by all laws, ordinances and agreements concerning environmental protection.</td>
<td>Achieved</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establishment of environmental management systems</td>
<td>Ensure that environmental management systems at Terumo factories and research centers in Japan generally concur to international standards (ISO14001).</td>
<td>Achieved</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Encouragement of volunteer-based activities</td>
<td>Encourage volunteer-based activities.</td>
<td>Achieved</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Efforts in environmental communication</td>
<td>Publish FY2002 Environmental Report.</td>
<td>Achieved</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*\(^*1\) DEHP: Di-2-ethylhexyl phthalate
\(^*2\) PVC: Polyvinyl chloride

**A Message from the Chairperson of the Environment Committee**

Again in FY2002 the entire company dedicated great effort to our environmental protection activities, as a result of which we managed to meet our medium-term objectives, including reduction of dichloromethane emissions and waste for final disposal ahead of schedule. Our future environmental protection initiatives will serve not only to fulfill our corporate responsibilities to the community, but will also become an increasingly important management activity from the point of view of a source of information about the company. We will implement new initiatives from FY2003 as we aim for even higher quality activities, to include the following:

1. Examine new objectives in accordance with international global warming prevention policies.
2. Strengthen promotion of independent environmental protection activities by site-based committees for implementing environmental programs.

Akira Takahashi  
Chairperson, Environment Committee  
Vice President and Managing Director

Environment Management

Environmental Management

Environmental Management
Environmental Protection Seminar for Administrative Staff

On December 9, 2002, a group of administrative staff involved with environmental protection visited Ricoh Co. Ltd. to inspect the company’s environmental protection measures, where they observed Ricoh’s leading edge environmental standard inspectors.

Environmental Auditors and ISO14001 external educational facilities to undertake our internal auditors by sending them to only in-house; we also extend the skills of our environmental auditors play a vital role in improving both this system and our environmental performance.

Environmental Auditors and ISO14001 training session on December 9, 2002.

Table: Type of training, content, and number of participants

<table>
<thead>
<tr>
<th>Type of training</th>
<th>Content</th>
<th>No. of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation for new employees</td>
<td>General environment</td>
<td>73</td>
</tr>
<tr>
<td>Training for new/transferred employees</td>
<td>General environment</td>
<td>56</td>
</tr>
<tr>
<td>Environmental Report training</td>
<td>General environment</td>
<td>796</td>
</tr>
<tr>
<td>Environmental protection seminar (visit to Ricoh Co. Ltd.)</td>
<td>General environment</td>
<td>20</td>
</tr>
<tr>
<td>In-house training for internal environmental auditors</td>
<td>Environmental auditing</td>
<td>16</td>
</tr>
<tr>
<td>Course for training internal environmental auditors/external</td>
<td>Environmental auditing</td>
<td>6</td>
</tr>
<tr>
<td>Course for training ISO14001 environmental standard inspectors</td>
<td>Environmental auditing</td>
<td>4</td>
</tr>
</tbody>
</table>

Implementation of Internal Environmental Audits

Implementation of Internal Environmental Audits

Since FY1999, Terumo has been building a company-wide environmental management system to improve the impact we have on the environment. Internal environmental auditors play a vital role in improving both this system and our environmental performance.

In FY2000, Terumo established an Environmental Audit Committee to function independently of the existing framework for promoting improved environmental performance to conduct ongoing internal environmental audits, a move that has served to improve the effectiveness of our environmental protection activities.

Twenty-one internal environmental auditors currently audit divisions external to their own on the themes of compliance with environment-related laws and regulations, environmental management systems and achievement of voluntary objectives.

Environmental Auditors and ISO14001 training session

Environmental Auditors and ISO14001 training session

Environmental Accounting

Environmental investment and related expenses and resultant benefits were assessed with a view to aiding management decision making and raising environmental awareness among employees.

<p>| Scope of assessment: Major operations based in Japan | Applicable period: April 1, 2002 to March 31, 2003 |
| Costs of environmental protection | (Unit: Yen millions) |</p>
<table>
<thead>
<tr>
<th>Category</th>
<th>Principal initiatives</th>
<th>Investment</th>
<th>Expenditure</th>
<th>Return on investment benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 On-site costs</td>
<td>Waste disposal costs</td>
<td>1,463</td>
<td>1,037</td>
<td></td>
</tr>
<tr>
<td>2 Off-site costs</td>
<td>(1) Pollution prevention</td>
<td>Wastewater treatment and solvent recovery plants</td>
<td>397</td>
<td>114</td>
</tr>
<tr>
<td></td>
<td>(2) Protection of the global environment</td>
<td>Energy-saving facilities</td>
<td>473</td>
<td>427</td>
</tr>
<tr>
<td></td>
<td>(3) Resource recycling</td>
<td>Waste treatment and recycling expenses</td>
<td>593</td>
<td>496</td>
</tr>
<tr>
<td>3 Upstream and downstream costs</td>
<td>Eco-product manufacturing facilities</td>
<td>132</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>4 Management program costs</td>
<td>Environmental management-related expenditure</td>
<td>57</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>5 R&amp;D costs</td>
<td>R&amp;D expenditure for reducing environmental impact of Terumo products</td>
<td>5</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>6 Environmental damage costs</td>
<td>Establishing and maintaining green belts</td>
<td>109</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>(Total)</td>
<td></td>
<td>208</td>
<td>1,766</td>
<td>1,037</td>
</tr>
</tbody>
</table>

Investment: Amounts committed to anti-pollution and energy-saving equipment, local greening programs etc. in FY2002.
Expenditure: Depreciation expenses and operation and maintenance expenses related to anti-pollution and energy-saving equipment etc., eco-product development expenses, waste disposal expenses, recycling expenses, green belt maintenance expenses, environmental education expenses, etc. (Costs for environmental protection are differentially taxed including prorated allocations for both investments and expenditures.)

Economic benefits: Reduced costs from lower energy consumption, reduced raw material expenses, profit from sale of recycled marketable goods, etc. (Figures based on estimated contribution to sales; expected benefits are not included.)

Total investment and R&D costs for the applicable period (Unit: Yen millions)

| Total R&D expenditure for the applicable period | 9,899 |
| Total investment for the applicable period | 7,611 |

Economic benefits associated with environmental protection (Unit: Yen millions)

| Sale of PVC, dichloromethane etc... | 12 |

Benefits of environmental protection (FY2002 environmental load)

<table>
<thead>
<tr>
<th>FY2002</th>
<th>Vs. previous year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of waste for final disposal</td>
<td>499t</td>
</tr>
<tr>
<td>Energy consumption; energy conversion</td>
<td>2,419,911kWh</td>
</tr>
<tr>
<td>CO₂ emissions (absolute value)</td>
<td>124,520t-CO₂</td>
</tr>
<tr>
<td>Chemical substances (emissions)</td>
<td></td>
</tr>
<tr>
<td>Dichloromethane</td>
<td>131t</td>
</tr>
<tr>
<td>Toluene</td>
<td>9t</td>
</tr>
<tr>
<td>Tetrahydrofurane</td>
<td>16t</td>
</tr>
<tr>
<td>Water</td>
<td>3,597,000m³</td>
</tr>
</tbody>
</table>

*1 Unit basis = energy consumption divided by product sales
*2 Unit basis = CO₂ emissions divided by product sales
* M = million
Environmental Performance

Business Activities, Flow of Materials

The following flowchart illustrates Terumo’s business activities. We carefully examine how our input, including energy and raw materials, compares to our output, in the form of CO₂, wastewater and waste products, during the manufacturing process, and use these calculations as indicators to aid in our endeavors to reduce environmental impact.

**Input**

- Liquids: 30.6 t
- Solids: 32,030 t
- ElectricitY: 86,092 MWh
- LNG: 21,700,000 m³
- LPG: 13,502 t
- Kerosene: 108 k
- Water: City water: 1,622,000 m³, Groundwater: 1,975,000 m³, Recycled water: 945,000 m³
- Chemical substances: 1,824 t

**Example: Manufacture of blood bag**

- Molding process
- Inspection process

**Output**

- CO₂: 124,520 t-co₂
- NOx: 18 t
- Wastewater: 3,597,000 m³
- BOD: 22 t
- Waste materials: Total volume of waste generated: 15,304 t, Total emissions, including waste: 7,137 t, Recycled: 5,635 t, Waste for final disposal: 499 t
- Chemical substances: 249 t

**Environmental Performance**

- Waste CO₂ and NOx volumes generated in the production process were calculated using the coefficients given in the Ministry for the Environment’s “Environmental activities evaluation program December 2002”.

Preventing Global Warming

Carbon dioxide emissions produced when energy is consumed have a major impact on global warming. At Terumo, we are striving to prevent global warming by curbing CO₂ emissions in line with established carbon dioxide emission targets, and by introducing gas cogeneration systems.

**Global Warming**

- We are continuing our efforts to reduce carbon dioxide emissions and energy consumption, converted to joules relative to product sales on a per unit basis. Replacing LPG with liquefied natural gas (LNG) at the Kofu Factory as set out in our FY2003 plan made our FY2010 target for CO₂ emissions achievable. We currently use 35.0% electricity, 28.0% LPG, 36.9% LNG, and 0.1% kerosene in our production processes.

- The Law Relating to Rationalization of Energy Use (revised February 2003) was used to convert energy to calorific values. The Law Concerning the Promotion of Measures to Prevent Global Warming (updated December 2002) was referred to for conversion coefficients for CO₂ emissions to calculate calorific values and carbon dioxide emissions.

**Gas Cogeneration Systems**

**Background**

A cogeneration system captures the energy of coolants and waste gas generated in the electricity generation process, and simultaneously uses that energy in the form of hot water and steam. The hot water can be used for hot water supply or heating, and the steam can be used for air conditioning or as a source of heat for the factory.

**Benefits**

- Electrical power is generated whenever it is required, so these systems eliminate losses associated with electricity transmission. In addition, the effective recovery and reuse of waste heat generated in traditional methods of electricity generation results in extremely high final energy use efficiency of 70-80%. As well as helping to cut the purchase of electricity at peak rates, these small-scale localized power sources, installed wherever they are required, can also serve as independent power sources in times of emergency. Gas cogeneration also reduces CO₂ emissions and eliminates SOx and other waste.

**Target for reducing CO₂ emissions**

- Reduce CO₂ emissions per unit basis by 15% from FY1990 levels by FY2010.

- Terumo’s energy consumption

**Gas Cogeneration Systems**

- High efficiency gas cogeneration facility
Environmental Performance

Reducing Water Consumption and Waste

Terumo continues to curtail water consumption at our factories and to reduce and recycle waste produced by our business activities. In recent years, as a result of these efforts, we have achieved targets for both water consumption and the volume of waste for final disposal, and our waste recycling rate is also improving.

Reducing Water Consumption

Reducing Water Consumption

Flowmeters have been installed on water supply lines at all Terumo factories in Japan. As part of a detailed survey of production lines in our endeavors to reduce water consumption, facilities for re-using coolant used in high-pressure steam sterilizers have been introduced to effectively reduce water consumption. In keeping with expanded production, water usage had been increasing since FY1997; however, our conservation efforts began to bear fruit with a turnaround in FY2001, when water consumption began to decline. In FY2002 consumption had fallen to around FY1990 levels.

Reduced Water Consumption at the Fujinomiya Factory

A working group comprised of water use specialists from processing, production, and environmental sections was established at the Fujinomiya Factory under the auspices of the site-based committee for implementing environmental programs. The group is working to promote the 4 R's of recycling: reduce, reuse, recover, and recycle.

In FY2002, 1,732,000m³ of water was used in high-pressure steam sterilizers, resulting in a reduction of 70% in FY2005 relative to FY1996 levels. Waste plastic other than PVC generated at Terumo factories in the manufacture of these products. In place of using household goods. PVC is separated and recycled into products such as vinyl hosing.

Reducing Waste for Final Disposal

At Terumo we are endeavoring to reduce and recycle the various types of waste generated during the manufacturing process and in our business activities. Our waste reduction and reuse efforts include a voluntary objective to reduce the amount of waste for final disposal generated at production plants in Japan by 70% in FY2005 relative to FY1996 levels. The volume of waste for final disposal in FY2002 was reduced to 80% of FY1996 levels, achieving targets for the second successive year.

Promoting Recycling

Principal Recycling Activities

Terumo uses plastics in its manufacture of medical devices and pharmaceuticals, but for safety reasons does not recycle waste plastic generated at Terumo factories in the manufacture of these products. In place of using reusing and recycling on-site, we have adopted the following waste reduction initiatives.

Recycling plastic materials

Polyethylene generated at the Kofu Factory is recycled by remolding it into daily use household goods. PVC is separated and recycled into products such as vinyl hosing.

Recycling organic sludge into fertilizer

Organic sludge generated by wastewater disposal facilities at the Kofu, Fujinomiya and Ashitaka Factories is dehydrated and then processed into organic fertilizer by fertilizer manufacturers for agricultural use.

Recycling in the office

We have implemented a variety of office equipment and made it a practice to use double-sided photocopying in our efforts to reduce paper consumption. We also encourage recycling by positioning recycling boxes throughout our offices for the sorting and collection of waste.

Company-wide Breakdown of Waste Treatment and Disposal

In FY2002, a total of 7,137 tons of waste was produced at Terumo sites (head office, factories, and the Research and Development Center). Waste was transported off-site for treatment and disposal, of which 1,002 tons was combusted residue from on-site burning, 5,635 tons was recycled, and 499 tons went to landfill.

Promoting Recycling

The flowchart below is based on the Ministry for the Environment’s Environmental Performance Indicators for Business (FY2002 ed.) Recycled waste belongs to one of three categories: recyclable resources that are reused, recyclable resources that are recycled, and recyclable resources used for heat recovery.

Waste Reduction

A checklist has been devised for on-site inspection of external waste disposal contractors to confirm that contractors collect, transport and dispose of waste according to plan, to ensure that waste is disposed of appropriately and to avert any risk of illegal dumping.

In FY2002, we conducted 49 on-site inspections of external contractors.

Waste Management

The following chart is based on the Ministry for the Environment’s Environmental Performance Indicators for Business (FY2002 ed.) Permits for treatment and disposal were not issued for on-site incineration, waste, or for landfill disposal.

On-site inspection at Shonan intermediate treatment facility
Developing Eco-Products

Safety is the highest priority in the design of Terumo medical products and equipment, but due consideration is also given to reducing environmental impact. At Terumo, we endeavor to develop products that are benevolent to medical staff and patients, as well as the global environment, while simultaneously catering to community needs.

Safety and Eco-Design

Because the medical equipment and supplies that we manufacture directly affect human health, safety and effectiveness have always been paramount in the design of Terumo products. Today, minimizing environmental impact when medical products reach the end of their life cycle and become waste, as well as safety in handling that waste, have also become important concerns. At Terumo, we make every effort to adhere to the following guidelines when developing new products to ensure that the materials we use are safe, and to reduce their impact on the environment. We constantly review these guidelines to ensure that they meet community needs.

Eliminating PVC and Plasticizer Considerations

PVC has numerous excellent characteristics not possessed by other materials. It is highly flexible, has strong adhesive properties, and its flexibility is easily controlled by varying its chemical composition. These features have made PVC extremely important as a material for use in medical supplies for which safety and reliability are imperative. There are many items of medical equipment that cannot be produced without using PVC resin with a plasticizer, and this plasticizer can leach out of PVC products, and has known to leach out, depending on how the products are used.

Characteristics of PVC

PVC is generally formed by mixing PVC resin with a plasticizer, and this plasticizer has known to leach, depending on how the materials we use are used, and to reduce their impact on the environment. We constantly review these guidelines to ensure that they meet community needs.

Plasticizer Substitute TOTM

Terumo has been working on replacing the use of plasticizer DEHP, which can leach out of PVC products, and has adopted TOTM (2-ethylhexyl-trimellitate) which has low propensity to leach, as a substitute. We are expanding our range of products containing PVC made with TOTM, giving priority to those products that tend to leach higher amounts of plasticizer, and products for children.

Jap'an's First PVC-free CAPD* Bag

Peritoneal dialysis machines enable patients to receive dialysis therapy at home. In 1999, Terumo became the first company in Japan to switch from PVC to polypropylene in the manufacture of continuous ambulatory peritoneal dialysis (CAPD) bags. As well as introducing a different material, we made the film thinner and eliminated the outer packaging over the drainage bag, reducing the weight of the discarded product by 40%.

Move to Recycle Rechargeable Batteries

Terumo is promoting the recycling of rechargeable batteries for electronic blood pressure machines, infusion pumps and other devices by designing them for simpler battery exchange. The company has also joined the Battery Recycling Center of Japan (J-BRC) and is working to recycle rechargeable batteries based on the Law for Promotion of Effective Utilization of Resources.

Environmental Hormones Project Leader

Kenji Ishikawa
Environmental Hormones Project Leader, Research Technology Division, Koji Factory

Topbox: Elimination of Plasticizers

“The hospital then heard about Terumo’s IV sets made with a non-leaching plasticizer, and when we discovered that they could be used in the same way as the N sets we had already been using, we decided to adopt the Terumo product. When staff used the new product in the clinical setting and realized that there was no difference from using the traditional sets containing DEHP, they felt confident about using the substitute product.”

Ritsuko Hayashi
Head, Materials Division
Yamagata University Hospital

Topbox: Use of New Materials

“With the project, multiple factories and business divisions look at the commercialization of products in parallel, and clarifying the roles played by each has helped to streamline development. In November 2002, Terumo launched the first non-PVC IV set using plasticizer substitute TOTM, and we are steadily expanding its application.”

Koichi Kato
Environmental Performance Officer, KOFO

Environmental Performance

To overcome this problem, Terumo has designed its blood glucose monitoring device so that the needle is not exposed, either before or after use or when disposed.

Easier Waste Disposal

Blood sugar monitoring devices prick the finger to draw blood, and then a sample is inserted into the device to measure the glucose blood sugar level. Problems can arise with the handling of the needle, known as a lancet needle, due to patient concern about injuring themselves when disposing of the needle, as well as the risk of injury from a sharp, bloodied item when waste is collected.

To reduce environmental load, we have abolished the use of polystyrene foam and metallic clasps used in our boxes, replacing them with recyclable corrugated cardboard.

Oxygen concentrator packaging

New package

Remove of syringe pump rechargeable batteries

Jump to next page...
Environmental Performance

Chemical Substances Management

Each Terumo factory thoroughly assesses and manages emission and transfer volumes of chemical substances, which are controlled, reduced and recycled based on voluntary objectives for reducing chemical substance emissions.

Reduction of PRTR-Designated Substance Emissions

Reclamation of Dichloromethane

In addition to a gas recovery facility that uses deep-freeze compression to recover dichloromethane in gas generated during washing and drying, to further curb dichloromethane emissions at our Ashitaka Factory we also installed a gas recovery facility that uses activated carbon to recover dichloromethane in air emissions from washing and drying equipment, detergent tanks, distillation and dehydation equipment.

Use of Benzene and Chloroform Abolished

Benzene and chloroform have been named as Class I Designated Chemical Substances under the PRTR Law. At the Kofu Factory, we have been using small substances under the PRTR Law* at the Kofu Factory, which are controlled, reduced and recycled based on voluntary objectives for reducing chemical substance emissions. Each Terumo factory thoroughly assesses and manages emission and transfer volumes of chemical substances, which are controlled, reduced and recycled based on voluntary objectives for reducing chemical substance emissions.

Chemical Substances Management/ Environmental Risk Management

Sterilizing Gas Treatment System

Emissions of EOG, used in the sterilization process, are transferred to a waste gas incineration facility (Kofu Factory, Ashitaka Factory), or alternatively to a gas treatment facility that uses a catalytic filter system (Fujinomiya Factory) for deodorization prior to discharge.

Preventing Contamination of Soil, Groundwater

In FY2002, an internal inspection of the Kofu and Ashitaka Factories was held in accordance with Article 2 of the Soil Contamination Control Law governing registered factories where harmful substances are used. The inspection found no contamination at the Ashitaka Factory, and no observation well was installed at the factory as there is no plan to use harmful substances at the factory in future. However, as the use of harmful substances will continue at the Kofu Factory, observation wells were installed in six locations at the factory for monitoring of such substances. We are also instigating measures at the Kofu Factory to keep the use of harmful substances to a minimum.

Emergency Response Measures

Terumo has devised an emergency response system to respond to any environmental impact that may result from an accident. In particular, our factories in Japan are situated in an area covered by strong earthquake disaster countermeasures, and we run training aimed at preventing or mitigating any damage that may arise from the occurrence of an earthquake.

Disaster Drills

<table>
<thead>
<tr>
<th>Type of drill</th>
<th>Details</th>
<th>Participation (cumulative)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>General disaster prevention drill</td>
<td>Evacuation drills</td>
<td>2,867</td>
<td>Head office, all factories, research center</td>
</tr>
<tr>
<td>Fire extinguishing, fire hydrant drill</td>
<td>Training to extinguish fires using fire extinguishers and fire hydrants</td>
<td>1,083</td>
<td>All factories, research center</td>
</tr>
<tr>
<td>Emergency contact drill</td>
<td>Training in use of emergency contact networks</td>
<td>499</td>
<td>All factories</td>
</tr>
<tr>
<td>Emergency training drills</td>
<td>Training in use of emergency contact networks</td>
<td>101</td>
<td>Fujinomiya and Ashitaka Factories</td>
</tr>
<tr>
<td>Air tank, escape chute drills</td>
<td>Training in use of air tanks, escape chutes</td>
<td>71</td>
<td>All factories</td>
</tr>
</tbody>
</table>
Environmental Risk Management/ Green Procurement and Purchasing

Terumo promotes understanding of environmental protection by encouraging employees to gain qualifications, and actively tackles environmental risk management with initiatives such as the removal of on-site incinerators. We are also expanding green procurement based on established guidelines for office supplies and fixtures and fittings for use in the manufacturing and offices.

Legal Environment-Related Qualifications

Terumo encourages employees to acquire environment-related qualifications. As at FY2002, a cumulative total of 501 employees hold such qualifications.

<table>
<thead>
<tr>
<th>Name of qualification</th>
<th>Factory</th>
<th>Research center</th>
<th>Head office</th>
<th>Sales</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boiler technician</td>
<td>50</td>
<td>1</td>
<td>1</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>Electrical licensed</td>
<td>7</td>
<td>1</td>
<td>0</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Energy manager</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td></td>
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<tr>
<td>Environmental certified measurer</td>
<td>2</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Working environment measurer</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Pollution control manager</td>
<td>33</td>
<td>6</td>
<td>1</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>Technical supervisor of waste disposal facility</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>7</td>
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<tr>
<td>Hazardous substances handler</td>
<td>116</td>
<td>22</td>
<td>0</td>
<td>138</td>
<td></td>
</tr>
<tr>
<td>Toxic and reactive substances handling manager</td>
<td>5</td>
<td>4</td>
<td>2</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Organic solvent</td>
<td>167</td>
<td>12</td>
<td>1</td>
<td>180</td>
<td></td>
</tr>
<tr>
<td>Work manager for specified chemical substances etc.</td>
<td>39</td>
<td>7</td>
<td>4</td>
<td>50</td>
<td></td>
</tr>
</tbody>
</table>

Incinerators Abolished

Industrial waste incinerated on-site was reduced to 127 tons in FY2001 after peaking at 1,801 tons in FY1998. In response to community demands for countermeasures to deal with dioxins generated by the incineration process, on-site incineration was abolished in FY2002 and incinerators were fully dismantled and removed. The dismantling and removal operation was conducted with due care to prevent the scattering of dioxins and protect the health of workers.

Management of PCBs

All equipment containing PCBs (polychlorinated biphenyls) held on-site, including transformers and fluorescent lamp ballasts, has been removed in accordance with the Law Concerning Special Measures Against PCBs and the Waste Management and Public Cleansing Law. The waste has been consolidated at two storage locations, the Fujinomiya Factory and the Ashitaka Factory. In addition, The Japan Electrical Manufacturers Association continues to conduct relevant checks of equipment that may be exposed to traces of PCBs during the manufacturing process.

Incinerator being removed, transporting waste gas treatment facility

Number of items in storage containing PCBs

Storage size | Fluorescent lamp ballasts | Condensers | High-voltage reactors |
--- | --- | --- | --- |
Fujinomiya Factory | 459 | 25 | 0 |
Ashitaka Factory | 419 | 17 | 2 |

Green Procurement and Purchasing

Terumo’s green procurement accords with established guidelines for office supplies and other equipment used in manufacturing and administration. In FY2002, we conducted a survey of our clients on their use of harmful chemicals.

Sample questions from client survey about products ordered by Terumo.

- Do they contain 0.1% or more of Specific Class I Designated Chemical Substances under the PRTR Law?
- Do they contain 1.0% or more of Class I Designated Chemical Substances under the PRTR Law?
- What are your views on product packaging type/material/weight?

Green procurement guidelines

Communication

Terumo publishes a range of communication tools, including the Terumo Environmental Report. We also present internal awards for environmental activities, hold clean-ups of site neighborhoods and organize other volunteer activities, as we work to extend our communications over a wide area, both inside and outside the company.

Environmental Awards

Terumo has established an internal award system for environmental measures and activities that achieve outstanding results.

<table>
<thead>
<tr>
<th>Award year</th>
<th>Name of award</th>
<th>Award group and project</th>
<th>Name of award</th>
<th>Award group and project</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY2000</td>
<td>Environmental Award</td>
<td>Terumo’s green procurement</td>
<td>Environmental Award</td>
<td>Terumo’s green procurement</td>
</tr>
<tr>
<td>FY2000</td>
<td>Environmental Award</td>
<td>Terumo’s green procurement</td>
<td>Environmental Award</td>
<td>Terumo’s green procurement</td>
</tr>
<tr>
<td>FY2001</td>
<td>President’s Award</td>
<td>Fujinomiya Factory Production, 2nd Division</td>
<td>Division Manager Award</td>
<td>Fujinomiya Factory Production, 2nd Division</td>
</tr>
<tr>
<td>FY2002</td>
<td>President’s Award</td>
<td>Environmental hormone project</td>
<td>Division Manager Award</td>
<td>Environmental hormone project</td>
</tr>
</tbody>
</table>

External Communication

Local Area Clean-Ups

Regular clean-up activities are hosted in Terumo site neighborhoods.

- Head Office: Tamagawa Clean Strategy (November 10)
- Shonan Center: Ninomiya Coastal Clean-up (November 10)
- Kofu Factory: Joel River Clean-up (May 30)
- Ashitaka/Sunuga Factories: 6 times per year

Mt. Fuji Clean-up Events

Terumo participated in two communal clean-ups at Mt. Fuji during 2002, one on August 10 on the Fuji-Yoshida trail (Yamanashi Prefecture) and the other on August 18 on the Fujinomiya trail (Shizuoka Prefecture) around 130 Terumo employees took part in these events.
Corporate Ethics, Compliance

Based on our corporate philosophy of “contributing to society through healthcare”, Terumo is keenly aware of our responsibility to society to ensure a stable supply of safe and valued products and services to health care institutions around the globe.

The Terumo Code of Conduct

Our corporate philosophy of “contributing to society through healthcare” has been with us ever since our beginnings. In recent years, this philosophy has been encapsulated in an easy-to-understand “Corporate Philosophy Statement”, emphasizing the value we place on ethical conduct as a good corporate citizen. Based on this philosophy, in April 2000 Terumo established its Code of Conduct, stipulating specific guidelines for the behavior of our employees, as well as a more comprehensive response to society’s demands of large corporations.

The Terumo Code of Conduct applies across the entire Terumo group, both in Japan and internationally. In addition to a Japanese language version, an English language version has also been produced. In FY2001 it was elevated from its position as a more comprehensive response to society’s demands of large corporations.

Terumo has appointed the company vice-president as Compliance Officer in charge of the company’s code of conduct within the organization. The Compliance Officer was also made a committee member of the Terumo Corporate Ethics Committee, established in July 2001.

The Terumo Corporate Ethics Committee has conducted various activities concerned with promoting ethics and compliance, and in FY2003 it was elevated from its position as an advisory body for management meetings to an independent body concerned with governance. A number of management level staff were added to the Terumo Corporate Ethics Committee, and a total of 13 committee members are set to embark on a new round of activities.

The concept behind the new Terumo Corporate Ethics Committee is to facilitate the development of ethical mindset on the part of employees (individual level) and the creation of a framework, or climate, for ethics and compliance (organizational level).

Corporate Ethics Hotline

Based on the slogans, “pulling together to make Terumo a better company”, and “working to improve openness in internal communication”, in January 2003 we established a Corporate Ethics Hotline. The hotline is a system whereby employees can query any employee or contract staff behavior that they think runs counter to the spirit of the Terumo Code of Conduct. In addition to five consultants nominated as Ethics Hotline staff members, callers can also directly anonymous casual inquiries to Terumo company lawyers. The first consideration of consultants is the need to safeguard the privacy of callers and refrain from using any information gained through the service to harm any individual’s interests.

Promoting Corporate Ethics

In addition to its ten behavioral guidelines, the Terumo Code of Conduct also clearly states that even if corporate profit is involved, any suspicious behavior running counter to the Code of Conduct shall not be tolerated. This statement brings home to employees the importance of corporate
ethics.

In FY2002 we produced the Terumo Code of Conduct Guidelines, aimed at deepening understanding about the Terumo Code of Conduct, using examples to explain simply the spirit of the code. The Terumo Code of Conduct Guidelines can be accessed on Terumo’s intranet, and employees can refer to it whenever they wish.

Education and Training Programs

Education and training are essential for establishing corporate ethics and compliance as an integral part of the Terumo culture. The structure outlined below is used in the implementation of training in corporate ethics at Terumo.

1. New graduate employees

New graduate employees are given basic training on the company philosophy and the Terumo Code of Conduct as it relates to their new role.

2. Training of newly-appointed “associate leaders”

Corporate ethics training is provided for newly-promoted “associate leaders” (at management level) as part of their training for their new role.

Case studies from the Terumo experience are used in training to foster a sense of ethics. Training for newly-appointed “associate leaders” emphasizes the importance of daily management practices in promoting corporate ethics.

3. Medical Representative (MR) training

Terumo’s corporate ethics is included in the ongoing training for Terumo’s medical representatives, medical information officers. Terumo MRs are provided with the corporate ethics knowledge they need to carry out their promotional activities, with training focusing mainly on the contents of the Terumo Code of Conduct, and laws and rules with which they are required to comply.

4. Corporate ethics training for the whole company.

Corporate ethics training was held for all employees for the first time. Under the company-wide corporate ethics training program, members of the Ethics Working Group selected by the Terumo Corporate Ethics Committee, provided ethics training to the heads of each division, who are given the title of “coach”. These “coaches” then train the members of their own divisions, passing along their own knowledge. Training consists of basic information about corporate ethics conveyed through a general explanation about the topic, using case studies to foster a sense of ethical corporate behavior.

Corporate Ethics Award

In FY2003, Terumo was the recipient of the Corporate Ethics Award, one of Asahi Shimbun Foundation’s 2003 awards for corporate contributions to society. These awards are made to leading companies annually based on a survey of companies’ contributions to society.

The Terumo award was based on an overall evaluation of the series of initiatives we have implemented to promote corporate ethics, consisting of, in addition to the Terumo Code of Conduct adopted as stated in the corporate philosophy, which makes corporate ethics the top priority, the establishment of a Corporate Ethics Committee, corporate ethics training, a corporate ethics hotline, and our external reports on corporate ethics activities.
Initiatives at Overseas Sites

Terumo’s work in environmental protection is not confined to Japan, but is also actively implemented at overseas bases in Europe and North America. Here we introduce a snapshot of these multi-faceted activities, which include reducing consumption of energy and water resources, chemical substances control and promotion of waste recycling.

Environmental Protection Activities in FY2002

Reduced Energy and Water Consumption

During FY2002, to reduce the amount of water we use, we installed automatic faucets and flush valves. We anticipate that these measures will enable us to reduce water consumption by an annual 10%. Beginning in FY2003, we plan to install meters for monitoring electricity consumption and water supplied to cooling towers.

Chemical Substances Measures

Both companies are working to reduce emissions of HCFCs and VOCs*, and a switch on some of Terumo Medical’s production lines to helium has facilitated the complete adoption of the use of HCFC-141b, resulting in a 94% reduction in VOCs. The amount of chemical substance use.*VOC: Volatile organic compound

Reduced Energy and Water Consumption

We monitored our water consumption during FY2002. As an energy saving measure, we introduced a free cooling system and energy-saving motors. We also plan to implement energy monitoring in FY2003 and, keeping the cost aspect in perspective, conduct effective monitoring of electricity and gas consumption by environmentally friendly facilities.

Chemical Substances Measures

By using dichromabenzene substitutes, we have completely abolished the use of HCFC-141b and trichloronitromethane. We are replacing transformers containing PBC’s to transformers without any VOC.

Waste Countermeasures

Waste generated in the manufacturing process was carefully sorted, and recycling promoted. We also sorted office waste, including cans, paper and hazardous items. Batteries from forklifts and AGV, plastic components, corrugated cardboard, paper, computer components and fluorescent lamps are all recycled.

Environmental performance data

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Terumo Corporation</th>
<th>Terumo Cardiovascular Systems Corp.</th>
<th>Terumo Corporation</th>
<th>Vascutek</th>
<th>Terumo Philippines</th>
<th>Terumo Medical Products</th>
<th>Terumo Penpol Ltd.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Maryland, USA</td>
<td>Michigan, USA</td>
<td>California, USA</td>
<td>Belgium</td>
<td>Philippines</td>
<td>Hong Kong, China</td>
<td>India</td>
</tr>
<tr>
<td>Electricity</td>
<td>42,597 MWh</td>
<td>5,209 MWh</td>
<td>37,609 MWh</td>
<td>1,062 MWh</td>
<td>3,628 MWh</td>
<td>10,456 MWh</td>
<td>1,855 MWh</td>
</tr>
<tr>
<td>Gas</td>
<td>776,844 m³</td>
<td>385,404 m³</td>
<td>57,766 m³</td>
<td>71,292 GJ</td>
<td>9,540 GJ</td>
<td>70 t</td>
<td></td>
</tr>
<tr>
<td>Water</td>
<td>50,320 m³</td>
<td>18,600 m³</td>
<td>7,940 m³</td>
<td>14,458 m³</td>
<td>20,907 m³</td>
<td>196,983 m³</td>
<td>32,087 m³</td>
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<tr>
<td>Waste</td>
<td>732 t</td>
<td>131 m³</td>
<td>1,265 m³</td>
<td>1,578 m³</td>
<td>238 t</td>
<td>50 t</td>
<td></td>
</tr>
<tr>
<td>Hazardous</td>
<td>74 t</td>
<td>5 t</td>
<td>178 t</td>
<td>7 t</td>
<td>5 t</td>
<td>9 t</td>
<td></td>
</tr>
<tr>
<td>Recycled oil</td>
<td>207 t</td>
<td>5 t</td>
<td>118</td>
<td>24 t</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Company Profile

Terumo Corporation

Date of Establishment: September 17, 1921

Representative: Takashi Wachi, President & C.E.O.

Head Office: 44-1, 2-chome, Hatagaya, Shibuya-ku, Tokyo 151-0072, Japan

Capital: 38,716 million yen

Sales: 200,825 million yen (154,749 million yen non-consolidated)

No. of Employees: 8,749 (4,126 non-consolidated)

Main Business: Manufacture and sales of medical products and equipment, including pharmaceuticals, nutritional food supplements, blood bags, disposable medical instruments, artificial organs, medical electronics, equipment, and digital thermometers.

Factories/Offices in Japan

Head Office: 44-1, 2-chome, Hatagaya, Shibuya-ku, Tokyo

Terumo Research & Development Center: 1500 Inokuchi Nakai-machi Ashigarakami-gun, Kanagawa Prefecture

Fujinomiya Factory: 818 Misosohata, Fujinomiya City, Shizuoka Prefecture

Ashitaka Factory: 150 Maimakicho, Fujinomiya City, Shizuoka Prefecture

Kofu Factory: 1727-1 Tsukiji Arashicho, Naka-ku, Kofu City, Yamanashi Prefecture

International Offices

Terumo Medical Corporation

( Maryland & New Jersey, U.S.A. )

Terumo Europe NV

( Brabant, Belgium, Mersenise, U.K. )

Terumo Cardiovascular Systems Corporation

( Michigan, California, Maryland, Massachusetts, U.S.A; Tamaulipas, Mexico )

Vascutek Ltd (Glasgow, U.K.)

Terumo Medical Products (Hangzhou) Co., Ltd., ( Hangzhou, China )

Changchun Terumo Medical Products Co. Ltd. ( Changchun, China )

Terumo Philippines Corporation (Laguna, Philippines )

Terumo Penpol Ltd (Kerala, India )

Breakdown of sales

- Medical and surgical equipment 13.1%
- General medical equipment 6.51%
- Medical systems 10.0%
- Blood systems 17.0%
- Catheter and canulae systems 10.3%

Sales: 26,902 million yen

Number of employees

- Non-consolidated 10,006
- Consolidated 3,136

Operating income

- Non-consolidated 434,658 million yen
- Consolidated 4,706 million yen

Sales

- Non-consolidated 2,006,625 million yen
- Consolidated 297,666 million yen

Terumo Penpol Ltd.