Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

<table>
<thead>
<tr>
<th>Basic Approach</th>
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<tbody>
<tr>
<td>The Terumo Group refers to all of its employees as “associates” to reflect the fact that they are viewed as valued colleagues. We recognize our associates as important assets in order for them and the Terumo Group to grow together and contribute to society through healthcare. Based on this recognition, we cultivate workplaces that are conducive to contributions by diverse individuals and place emphasis on the growth of associates and increasing their value to the Group.</td>
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<thead>
<tr>
<th>Human Resources Development</th>
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| The Terumo Group recognizes that the development of human resources is imperative to the implementation of its growth strategies, and it is therefore implementing human resources strategies oriented toward supporting the Group’s management and businesses. These strategies are based on three pillars: (1) facilitating contributions from diverse leaders supporting global businesses, (2) enabling associates to exercise their full potential, and (3) promoting effective collaboration beyond the boundaries of specific businesses, functions, and regions. 

To support the Groupwide implementation of these strategies, a chief human resources officer (CHRO) was appointed in 2018 and the Global Human Resources Department was established in 2020. This officer and organization provide the frameworks for coordinating human resources measures to share issues between Group companies in Japan and overseas. In addition, we have assembled a dedicated human resources team comprised of members from various regions and organizations to advance shared human resources measures. |

<table>
<thead>
<tr>
<th>Global Human Resources Development</th>
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| With operations in more than 160 countries worldwide, the Terumo Group is promoting the development of human resources capable of excelling on the global stage. 

As a major Groupwide initiative, we have been implementing the Global Leadership Development Program for executives, with the goal of fostering next-generation managers on a global scale, since fiscal 2019. In this program, 30 individuals selected from domestic and overseas Group companies are cultivated over the course of a two-year curriculum. In addition, assignments from Japan to overseas Group companies or between overseas group companies across countries and organizations also play an important role in creating opportunities for developing associates.

In Japan, we regularly conduct the Overseas Training for Developing Global Human Resources program, which dispatches young associates who have been with the Company for two to five years to overseas Group companies in order to develop human resources through practical experience. We also provide opportunities for overseas engineers to participate in training programs at production sites in Japan to transfer the skills and experience from veteran associates to newer associates. |

<table>
<thead>
<tr>
<th>Human Resources Development System (Terumo Corporation)</th>
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<tbody>
<tr>
<td>At Terumo, we believe the growth of our business is the sum total of the growth of individual associates, and we manage our human resources policies with the fundamental intent of supporting the ongoing growth of diverse human resources. Human resources development starts with practical skills acquired through on-the-job training (OJT) and a variety of training programs designed to supplement OJT. We believe that the most effective learning comes from individual motivation and feeling of the necessity to learn; associates with this motivation can nominate themselves to participate in various voluntary and selective training programs.</td>
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</table>
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

<table>
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<tr>
<th>Level-Based Training</th>
<th>Self Development</th>
<th>Development of Management Leaders</th>
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</thead>
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<tr>
<td>Officers</td>
<td>Training for newly appointed officers</td>
<td>Training for newly appointed mid-level associates</td>
</tr>
<tr>
<td>General managers</td>
<td>Training for newly appointed general managers</td>
<td>Training for new associates</td>
</tr>
<tr>
<td>Chief managers</td>
<td>Career design training</td>
<td>• Business dojo</td>
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<td>Section managers</td>
<td>Communication training</td>
<td>• Management school support</td>
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<tr>
<td>Assistant managers</td>
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<tr>
<td>Mid-level associates</td>
<td>Training for newly appointed mid-level associates</td>
<td>• Internal English conversation school</td>
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<tr>
<td>Entry-level associates</td>
<td>Second-year training</td>
<td>• Internal recruitment of project members</td>
</tr>
<tr>
<td></td>
<td>Training for new associates</td>
<td>• WAIGAYA TALK</td>
</tr>
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</table>

Level-Based Training

Terumo supports the ongoing growth of its associates through training designed to help them acquire the skills necessary at various levels and in various roles. In fiscal 2018, we implemented a new training program targeting all managers with the aim of enabling them to acquire the contemporary communication skills necessary for effectively responding to the current operating environment, which is characterized by volatility, uncertainty, complexity, and ambiguity, making it difficult to project social conditions. At this time, we also launched a new career design workshop targeting associates turning the age of 50.

Self Development

At Terumo, a diverse range of opportunities are provided for all associates that have a passion for growth, whether they are new to the organization or veterans. The available programs cover a wide range of subjects, including basic business skills and English, to ensure that associates can find a program that suits their needs. The basic requirement for these programs is the desire of associates to participate on their own will.

Development of Management Leaders

Terumo plans and implements selective leader training programs with the aim of cultivating the leaders that will take charge of management in the future. Several programs have been developed to cover a wide range of associates, spanning from new associates to executive officers, to ensure that we can identify future management candidates from among all levels. These programs cover such topics as management perspectives, management capability assessments, management literacy, and liberal arts. The rigorous curricula of these programs are designed to support the growth of associates aspiring to take part in management in the future.

In Japan, Terumo has created a system that aims to develop the global human resources needed to execute its future global strategies. We do this by supporting people with strong desires to develop themselves by choosing to earn an MBA or similar qualification. The system allows associates to take leave for as long as is needed to complete their studies and allows them to take unused paid leave, including leave that had expired prior to the start of the period of leave, for their studies. In addition, the Company may approve interest-free loans for tuition and living expenses, and under certain conditions, contribute toward entrance fees and tuition. Behind this support is an appreciation not only for the knowledge and skills that can be gained but also for the invaluable experience of interacting with people from other countries and facing difficult challenges in a different cultural context.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

Career-Planning Interviews
Terumo holds annual career-planning interviews to encourage associates to think carefully about their careers and discuss their thoughts with their supervisor. These interviews involve the development of career plans and specific performance targets. In addition, data from the interviews is managed and used as the basis for determining assignments and providing other forms of individualized career support.

ACE In-House Job Posting System
In Japan, Terumo operates an in-house job posting system called “ACE.” Set up in 1997, this system enables associates from a range of departments and job types to enhance their careers by taking on new challenges and opportunities. For those with a strong desire to move their career to the next level, the system, which is open to associates regardless of age or gender, presents opportunities to gain experience and develop as business professionals. Over 900 associates have responded to job postings on the ACE system so far, and over 200 of them have moved into new positions as a result. A talent pool of more than 50 candidates for global postings has also been set up and over half of these associates are already on global assignments outside of Japan.

Cultivation of Associates through Research and Development
Terumo conducts research and development on an ongoing basis with the aim of contributing to the advancement of healthcare through innovation created by merging the knowledge and technologies in specialized fields that associates have acquired at educational institutions. Moreover, associates are given access to the Advanced Terumo Medical Academy (ATOM) program after joining the Company so that they can quickly acquire the medical insight required of Terumo engineers. In this program, associates study medical textbooks via e-learning; receive lectures from doctors, nurses, pharmacists, and other medical professionals active in clinical settings; and take part in a training curriculum. In addition, we promote networking among engineers, utilize internal social media services to facilitate in-house development, and perform medical device surveys through means that go beyond the standard connections between business sites. Terumo also actively provides opportunities for associates to learn about new development approaches. For example, we are incorporating training on the Biodesign Program, a medical device development approach originating from the United States, providing education on new development approaches, and conducting observation tours of medical settings.

Terumo is well aware of the importance of flexible thinking, broad insight, and interpersonal networks. For this reason, we actively support those associates seeking to undergo external training through short- or medium-term programs of their own accord. External training provides opportunities to acquire insight and technologies not available within the Company through instruction from external instructors and also helps associates form interpersonal networks. The types of external training available to associates include the Management of Technology program, biomedical engineering curriculum, and other curricula as well as inter-industry personnel exchanges.

Development of Monozukuri Associates
At its production sites, Terumo promotes the transfer of skills, experience, and monozukuri (product creation) spirit from veteran associates to their younger colleagues. To this end, we are developing systematic curricula for various levels as well as training environments and instructors. In addition, Terumo continues to hold its annual Ikuseijuku training to teach new associates assigned to production, engineering, or development positions about the principles of Gemba (field/floor), Genbutsu (actual product), and Genjitsu (reality). In addition, we have a program in place in which Terumo Expert System (TES) associates—veteran associates rehired after mandatory retirement—call upon their years of Gemba experience to act as teachers for supporting the standardization of shared skills for use at factories, the Gemba for monozukuri, and the acquisition of these skills.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

Fostering of Motivating and Challenging Work Environments

At Terumo, we respect the individuality of our associates while working to foster a workplace environment in which each individual can realize his or her maximum potential. We also provide ample opportunities for those with a willingness to grow to widen their fields of activity. Our goal, based on these initiatives, is to enable each associate to contribute their individual strengths to their team, enhancing performance and creating a strong, motivating workplace.

Terumo Patient’s Day

At the root of what motivates our associates is the strong belief that our work is meaningful. This is captured in our Group mission, “Contributing to Society through Healthcare.” Since 2013, we have been conducting an in-house event around the world called “Terumo Patient’s Day” to provide opportunities for associates to reconnect with our mission and consider anew what it means to personally contribute to the advancement of healthcare, and to reflect on the value we provide to society. At Terumo Patient’s Day, associates listen to moving accounts of what patients have experienced in their struggle to overcome illness. This enables associates to directly reflect on the connection between their everyday work and frontline patient healthcare.

Internal Award Programs

Terumo has developed various internal award programs with the aim of heightening the motivation of its associates.

• Terumo Global Awards
  The Terumo Global Awards is an annual award program open to all Terumo Group companies. This program is designed to recognize associates that have made large contributions to either the Group or society through business success or excellence in community outreach.

• “Gemba-no Hokori” Awards
  Terumo recognizes associates that work diligently in lesser acknowledged endeavors through the “Gemba-no Hokori” awards (literally, the “Honor the Front Line” awards), which are presented each year. Various other unique award programs can be found at Terumo Group companies around the world.

Terumo Fellows

Associates named as Terumo Fellows possess superior expertise and practical experience in the fields of technology, research, clinical development, and regulatory affairs and have made conspicuous contributions to medical settings throughout the world. Since establishing the Terumo Fellows system in 2016, we have inducted six associates as Terumo Fellows.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

Management–Worker Dialogue
Terumo recognizes that a healthy management–worker relationship based on trust and mutual understanding is extremely important for it to grow and develop together with its associates. In Japan, all non-managerial associates are members of the workers’ union (Terumo utilizes a union shop system). Input from the workers’ union is treated as valuable feedback, and we resolve issues by taking actions that are acceptable to both management and associates. In Japan, we arrange forums for discussion with senior management as well as regular management–worker conferences, held once a month in principle. By facilitating reciprocal communication through such forums, the relationship between management and the workers’ union has been developed into one in which both sides work as partners to bring about mutual growth and development.

In addition, we hold timely discussions regarding work-style reforms, “Kenko Keiei” (health and productivity management), and other Companywide measures to support the endeavors of associates through a united management–worker effort. Outside of the management–worker dialogue, views are freely exchanged throughout the Company through surveys and feedback via the workers’ union.

Associate Engagement Surveys
Terumo administers associate engagement surveys aimed at developing an objective understanding of the circumstances facing each organization to enable divisions to autonomously pursue improvements based on the characteristics of their business and organization. Associate engagement surveys are administered to associates at all business sites in Japan once a year. These surveys contain questions through which associates rate their levels of anticipation and satisfaction with regard to the Company, workplace, and supervisors. In fiscal 2019, 90% of associates responded to the surveys. The findings of these surveys are relayed to their respective organization to enable these organizations to objectively identify and analyze their strengths and weaknesses to formulate and implement action plans toward improvement. Other initiatives for utilizing survey findings to drive positive change include cross-divisional workshops and communication training sessions.

Diversity and Inclusion
At the Terumo Group, we promote acceptance of diverse associates, of all ethnicities, nationalities, genders, religions, and disabilities, and respect for individuals with the aim of creating working environments that enable associates to grow together with the organization. By accepting a wide range of differing values and promoting mutual recognition of diversity, we aim to be a company where differing ideas and knowledge are fused to create new value. This aspiration is exemplified in the inclusion of “Respect—Appreciative of others” among Terumo’s Core Values.

At Terumo, we established the Diversity Promotion Department in 2013 to promote diversity on a Companywide basis from a variety of perspectives. In one such effort, we created a logo for use in purposes such as internal education activities. Based on the theme of “overlap,” the logo is composed of overlapping upper- and lower-case letters of different colors to express the idea of associates exercising their unique qualities and energetically pursuing productive activities while acknowledging values different from their own.
Diversity Management

Terumo is developing workplace environments that are conducive to contributions by its diverse associates to underscore its ability to create new value. These efforts are driven in part by messages for associates from members of Terumo’s senior management stressing the importance and meaningfulness of diversity management. These messages are uploaded on to the Company intranet to further promote understanding among associates. We also share information on diversity initiatives with business division human resources representatives (primarily those for factories) and arrange regular forums for discussion between these individuals. Furthermore, training programs are implemented with the aim of fostering leaders with the management skills necessary for overseeing organizations with diverse employee bases.

Major initiatives in fiscal 2019 included workshops led by an external lecturer to promote understanding regarding diversity among senior management as well as division and factory supervisors. Terumo also made a declaration to emphasize the importance of all managers promoting diversity in their organizations. This declaration can be viewed on the Company intranet, where it is contributing to further improvements in diversity management awareness.

In addition, we have conducted group diversity management training programs for female leaders and other members of management every year since fiscal 2013. This program was held three times in fiscal 2019, drawing the attendance of approximately 100 associates. In the fiscal 2019 training program, attendees learned about the importance of diversity and were endowed with insight on the management approaches that can effectively draw out the skills of diverse employees, including women and non-Japanese individuals, and how to interact with subordinates from diverse backgrounds.

We also conducted awareness raising activities and training sessions on unconscious bias for all Terumo associates. Unconscious bias is just that, unconscious, which can make it incredibly difficult to identify. Accordingly, these activities provided an invaluable opportunity for associates to recognize their own biases.

Promotion of Active Participation by Female Associates

As one facet of the Company’s diversity management efforts, Terumo’s senior management has committed itself to promoting active participation by female associates in Japan. We have set the target of having more than 8% of Terumo’s managers be women by March 31, 2022. To accomplish this goal, we are developing workplace environments that allow female associates to fully exercise their talents in an effort to promote contributions from female associates that can heighten their own awareness and skills as managers and make decisions based on their diverse perspectives.

In addition, we provide all associates, regardless of gender, with opportunities to think about their values and the careers they would like to build going forward. We also promote the development of a working culture that is conducive to diverse associates acknowledging each other and working in comfort.

As of March 31, 2020, 16.6% of Terumo’s associates and 7.7% of its managers were women.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

● Systematic Cultivation of Female Leaders
Terumo is engaged in initiatives for improving diversity management skills with the aim of fostering managers that will assume responsibility for cultivating female leaders. We also systematically dispatch female associates to take part in programs offered for female leaders by external training institutions in order to develop female leaders and future management candidates. Furthermore, a flexible stance is taken toward determining promotions and assignments to tailor these decisions to the circumstances of individuals and ensure that career development efforts are not impeded by life events such as childcare leave.

● Worldwide Events Held in Conjunction with International Women’s Day
March 8 has been declared as International Women’s Day. The Terumo Group endorses the goals of International Women’s Day, and we held internal events on a worldwide basis in recognition of the day in 2020. For example, members of senior management offered messages for associates and discussion forums were arranged in which female associates talked about the future of Terumo. A sense of solidarity was fostered on this day through original, simultaneous global events.

Promotion of Active Participation by Global Human Resources
The Terumo Group aims to be an organization where diverse human resources can play an active role, regardless of race or nationality. One of the major measures conducted by the Group in this regard is the Global Mobility Program. Through this program, we transfer associates from Japan to overseas Group companies and between overseas Group companies across countries and organizations in order to promote contributions by diverse human resources that extend beyond the boundaries of region and business.

In Japan, we are engaged in recruiting overseas human resources regardless of nationality and promoting the recruitment of global human resources by accepting overseas university students and international students in Japan as interns. We are also working to create an environment where every associate—regardless of nationality or language—can work more comfortably. For example, we have established internal infrastructure such as bilingual internal emails and office bulletin boards to assist English-speaking foreign associates.

Support for Contributions by Senior Associates
In Japan, Terumo introduced TES, or the Terumo Expert System, in fiscal 1998 as a way to rehire retirees with outstanding skills and expertise. Many associates have been brought back through TES and continue to make the most of the expertise they developed over many years. These Terumo Experts work not only in highly specialized areas but also in a wide variety of other areas where they contribute to the Company by drawing on their wealth of experience to provide guidance and advice to younger associates. Furthermore, we have introduced a career advisor system to offer additional support for the contributions of senior associates. Through this system, three advisors with management experience at the Group meet with all rehired associates on an individual basis to quickly identify any issues they might face and offer advice.

Event in India

Promotion of Active Participation by Global Human Resources

Support for Contributions by Senior Associates

Number and Percentage of Associates Rehired under TES (Terumo Corporation)
Employment of Individuals with Disabilities

By providing job opportunities that match the capabilities and aptitudes of various individuals, Terumo promotes the employment of individuals with disabilities to allow them to pursue rewarding lives as independent members of society. In fiscal 2018, we accelerated our efforts to support the development of workplace environments in which associates with disabilities are able to feel more comfortable working and better exercise their talents. Specifically, we introduced a new system in which associates with certifiable disabilities can receive 12 days of special paid leave a year in order to provide them with peace of mind when taking days off for hospital visits, hospitalization, or simply resting when in poor health. As of March 31, 2020, individuals with disabilities made up 2.2% of our workforce in Japan.

In fiscal 2019, diversity training sessions led by people with disabilities were held at our head office while sessions on themes related to people with disabilities were conducted at the Fujinomiya Factory by a sign language interpretation instructor. As part of our efforts in promoting understanding and awareness of diversity and inclusion among all associates, these training sessions provided an opportunity to learn and foster mutual respect.

Inclusion of Sexual and Gender Minorities

In order to create a workplace environment wherein associates with different backgrounds respect each other and can work to the fullest of their ability, Terumo is engaged in various initiatives from the perspective of sexual and gender minorities, such as members of the LGBT community.

Terumo’s work regulations in Japan were revised in January 2017 to explicitly forbid harassment on the basis of sexual orientation or gender identity. In addition, topics pertaining to the prevention of harassment based on sexual orientation and gender identity were incorporated into the harassment training provided to all associates.

In fiscal 2019, external lecturers were invited to hold LGBT sensitivity training sessions at the Kofu Factory and the Fujinomiya Factory. These training sessions provided an opportunity for new discoveries, such as the value of first endeavoring to learn about others and a mutual understanding of accepting diversity.

Work-Life Balance

Work-Style Innovation

Recognizing that the contributions of each and every associate drive the ongoing growth of the Company, Terumo is promoting work-style innovations to enable all associates to fully exercise their talents. Through these work-style innovations, we seek to reduce overtime work and redesign human resources systems while also enabling associates to adopt flexible work styles that match their work or lifestyle in order to realize greater productivity.
Proper Working Hour Management

Terumo promotes work efficiency through strict management of daily working hours and the establishment of "no overtime" days in Japan. As part of our policy of maintaining a workplace environment in which "work time is for work and off-time is for rest," we institute Company holidays and encourage associates to use their paid vacation days.

Childcare and Nursing Care Support Systems

Terumo is fostering a workplace environment that enables associates to realize their maximum potential by supporting flexible work styles that accommodate childbirth, child-rearing, nursing care, and other life events.

<table>
<thead>
<tr>
<th>System</th>
<th>Description</th>
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<tbody>
<tr>
<td>Staggered working hours system</td>
<td>Adjustment of start and end of work day by up to two hours available according to daily work and schedule</td>
</tr>
<tr>
<td>Flexible working hours system</td>
<td>Flexibility for each associate to set their own start and end times and working hours within the total number of hours set for each month</td>
</tr>
<tr>
<td>Work-interval system</td>
<td>System to ensure that a total of at least eight hours transpire between the end of working hours for one day and the beginning of working hours for the next day to prevent overwork</td>
</tr>
<tr>
<td>Work-at-home system</td>
<td>Available to all associates with unlimited number of uses</td>
</tr>
<tr>
<td>Satellite offices</td>
<td>Satellite offices established, mainly in the Tokyo metropolitan area, to support location-free work styles</td>
</tr>
<tr>
<td>Paid half-day leave</td>
<td>Paid leave for taking a half day off in the morning or afternoon available</td>
</tr>
<tr>
<td>Hourly paid leave</td>
<td>Paid leave available in hourly units</td>
</tr>
<tr>
<td>Refreshment leave</td>
<td>Five days of refreshment leave (special paid leave) for associates who have been working for 10 or 20 years or who have retired and transitioned to the Terumo Expert System</td>
</tr>
</tbody>
</table>

Childcare

- **Long-term childcare leave**: Leave available to be taken until the child reaches the age of 14 months (until the child reaches the age of three if there are special circumstances such as being unable to enter a nursery school). Leave available to male associates within eight weeks of spouse giving birth and another time that can be taken until the child reaches the age of 14 months if initial leave is acquired within first eight weeks (up to twice). Up to 30 days of expired paid leave can be used at the beginning of leave.
- **Shortened working hours**: Working hours can be shortened by up to two hours per day until the child finishes elementary school (approximately age 12).
- **Adjusted working hours**: The start and end time of regular working days can be moved forward or backward by up to two hours until the child finishes elementary school (approximately age 12).
- **Work-at-home system**: Available with unlimited number of uses.

Nursing care

- **Long-term nursing care leave**: Leave can be taken up to three times for a cumulative total of up to three years for each family member requiring nursing care. Up to 30 days of expired paid leave can be used at the beginning of leave.
- **Shortened working hours**: Working hours can be shortened by up to two hours per day for a cumulative total of up to three years.
- **Adjusted working hours**: The start and end time of daily working hours can be moved forward or backward by up to two hours for a cumulative total of up to three years.
- **Work-at-home system**: Available with unlimited number of uses.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

Support for Helping Associates Return to Work after Childbirth and Childcare Leave

In fiscal 2013, we began holding career-resumption seminars for female associates currently on childbirth or childcare leave and their supervisors. Over the seven years leading up to fiscal 2019, a total of 86 female associates, together with their supervisors, have participated in these seminars. At the fiscal 2019 seminar, we invited female associates that have experience with adjusting to changes in their balance between work and child-rearing offer their insight regarding this adjustment. These associates also described events that had been held at the Company while the returning associates had been on leave and the preparations and attitude needed for a smooth return to work.

In addition, supervisors were briefed on various systems that help associates balance work and family responsibilities as well as the importance of individual meetings with associates returning from childcare leave. Supervisors were also given guidance on the evaluation scheme and assignment of associates. The aim of this was to provide supervisors with management tools for aiding associates in adopting diverse work styles to fully exercise their skills and thereby support their career development from a long-term perspective.

Encouragement of Male Associates to Take Childcare Leave

At Terumo, we encourage our male associates in Japan to take childcare leave. Reminders of this policy are sent to the supervisors of male associates whose wives have just given birth and to the associates themselves. Interviews with associates using the system are posted on the intranet to promote understanding of the system among other male associates and create an environment where it is easier for men to participate in child-rearing. As a result, Terumo has seen a gradual rise in the number of male associates opting to take childcare leave. In fiscal 2019, 90 male associates, or 63.4%, of all applicable associates took childcare leave. In encouraging male associates to take childcare leave, we recognize that having understanding supervisors and an environment conducive to taking leave as desired are of utmost importance. It is expected that male associates who have taken childcare leave will have developed a strong understanding of the benefits of work-style diversity and will be effective contributors to the creation of a work environment where everyone can fully exercise their skills.

Acquisition of Kurumin Certification under Japan’s Act on Advancement of Measures to Support Raising Next-Generation Children

Terumo has maintained the Kurumin certification* since 2014, signifying it as a company that actively works to support the raising of children.

* Established under the Act on Advancement of Measures to Support Raising Next-Generation Children, this system enables companies that have established a General Employer Action Plan and have met certain standards to apply to the Ministry of Health, Labour and Welfare for certification as a company that supports the raising of children.
Creating Workplace Environments Where Diverse Associates Can Demonstrate Their Skills and Abilities

Participation in "IkuBoss* Alliance"

In June 2018, Terumo joined the “IkuBoss Alliance,” a business network operated by the nonprofit organization Fathering Japan. Through our participation in the IkuBoss Alliance, we aim to increase the number of “IkuBoss” supervisors in the Company who specialize in creating workplace environments that are empowering and comfortable for all and in helping their teams fully exercise their skills.

* One who supports the work-life balance, careers, and lives of their subordinates and staff and seeks to create results for the organization while achieving a good work-life balance themselves.

Support for Balancing Work with Nursing Care

In preparation for the challenges of nursing care, which many associates will eventually face, Terumo has instituted a system to support associates balancing work and nursing care responsibilities. We also provide information and consultation venues to assist associates in achieving such balance and have taken steps to promote their awareness of these support options.

<table>
<thead>
<tr>
<th>Item</th>
<th>Details</th>
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<tbody>
<tr>
<td>Nursing care columns</td>
<td>Introduction and explanation of wide-ranging information in support of nursing care by a specialized lecturer through the intranet</td>
</tr>
<tr>
<td>Nursing care seminars</td>
<td>Nursing care seminars by specialized lecturers held for associates nationwide</td>
</tr>
<tr>
<td>Individual nursing care consultation events</td>
<td>Regular individual consultation events held by a specialized lecturer (family members may attend)</td>
</tr>
<tr>
<td>Nursing care handbooks</td>
<td>Preparation and distribution of handbooks under the guidance of specialized lecturers to encourage associates to discuss nursing care with family members while they are still healthy</td>
</tr>
</tbody>
</table>

Rehiring of Former Associates through the Career-Return System

Terumo has opened a pathway to rehire associates who have left because of marriage, childcare or nursing care responsibilities, or the relocation of their spouse. The Career-Return System expands the range of employment choices for associates who wish to resume their careers at Terumo in Japan. By helping associates resume their careers, we are making it possible for them to put their broad experience and skills to use and contribute to Terumo’s growth.