

# Beyond GS26: Innovation Strategy

November 7, 2024

**Hikaru Samejima**

Chief Executive Officer

Terumo Corporation



# Forward-Looking Statements and Use of Document

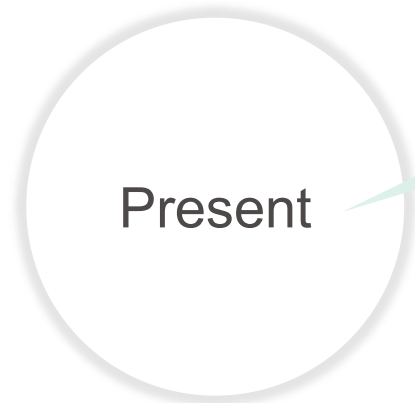
Among the information that Terumo discloses, the forward-looking statements including financial projections are based upon our assumptions using information available to us at the time and are not intended to be guarantees of future events or performance. Accordingly, it should be noted that actual results may differ from those forecasts or projections due to various factors. Factors affecting to actual results include, but are not limited to, changes in economic conditions surrounding Terumo, fluctuations of foreign exchange rates, and state of competition. Information about products (including products currently in development) which is included in this material is not intended to constitute an advertisement or medical advice.

# Commitment to Innovation

Positioning innovation as a **key management strategy**

**Organizational transformation**, and fostering **corporate culture** for innovation

Establishment of **new director** in charge of innovation



**Providing solutions through new ideas**

Our future,  
created  
through innovation

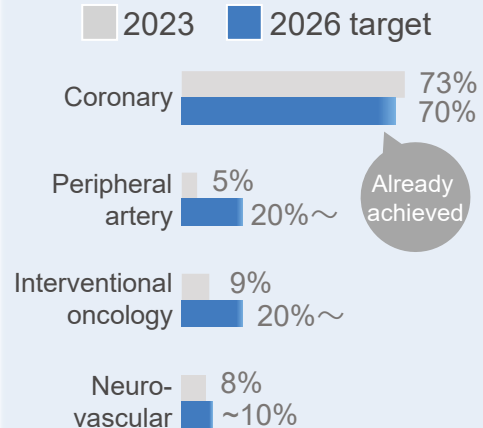
# Progress of GS26 Sales Growth Drivers

## C&V

### Expansion of therapeutic business

- **Neurovascular/aortic**

Expansion of sales through the launch of new stroke and aortic therapeutic device products

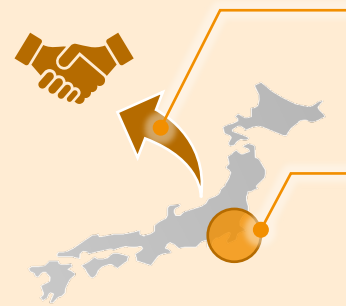


### Radial procedure penetration

- **Steady progress**

Uptake moving at a faster pace than expected, especially in coronary and neurovascular

## TMCS



## CDMO

- **Overseas development**

Signed the first contract with an overseas pharmaceutical manufacturer

- **Expansion of production capacity**

Construction of the new Kofu Plant to be completed in FY25

## TBCT



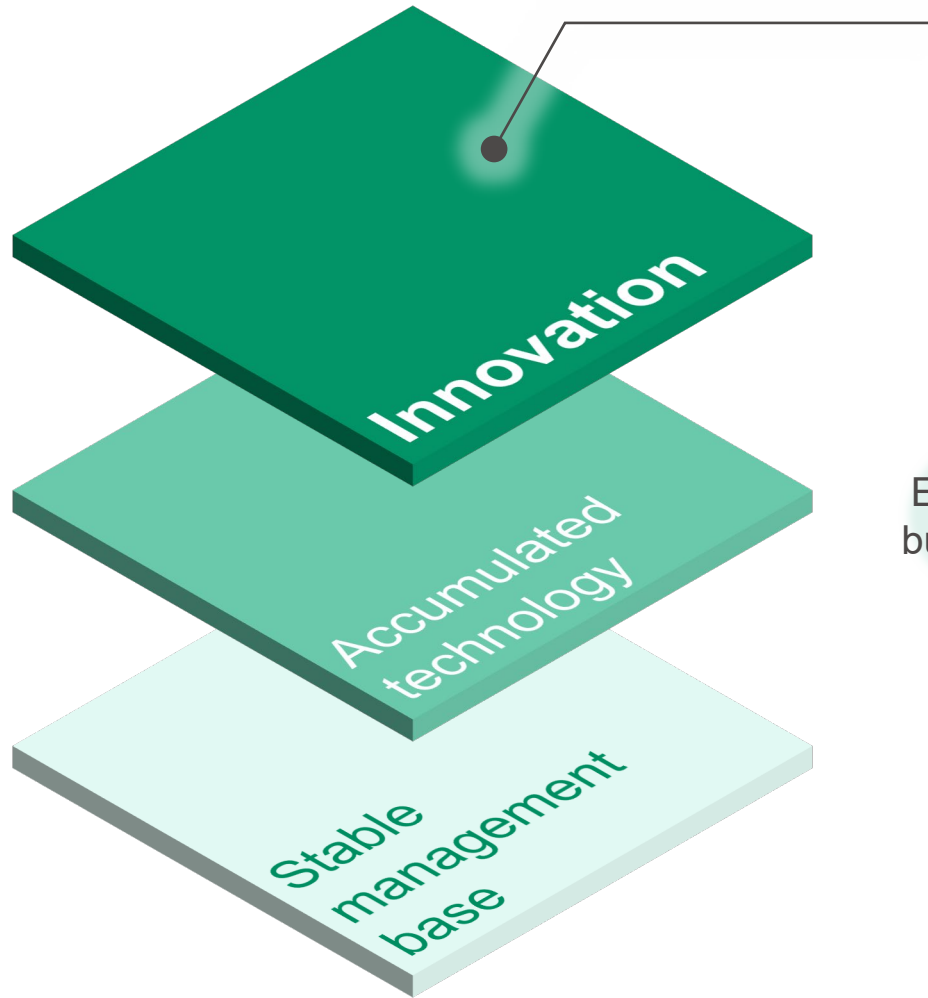
## US Rika

(Source plasma collection system)

- **Development proceeding according to plan**

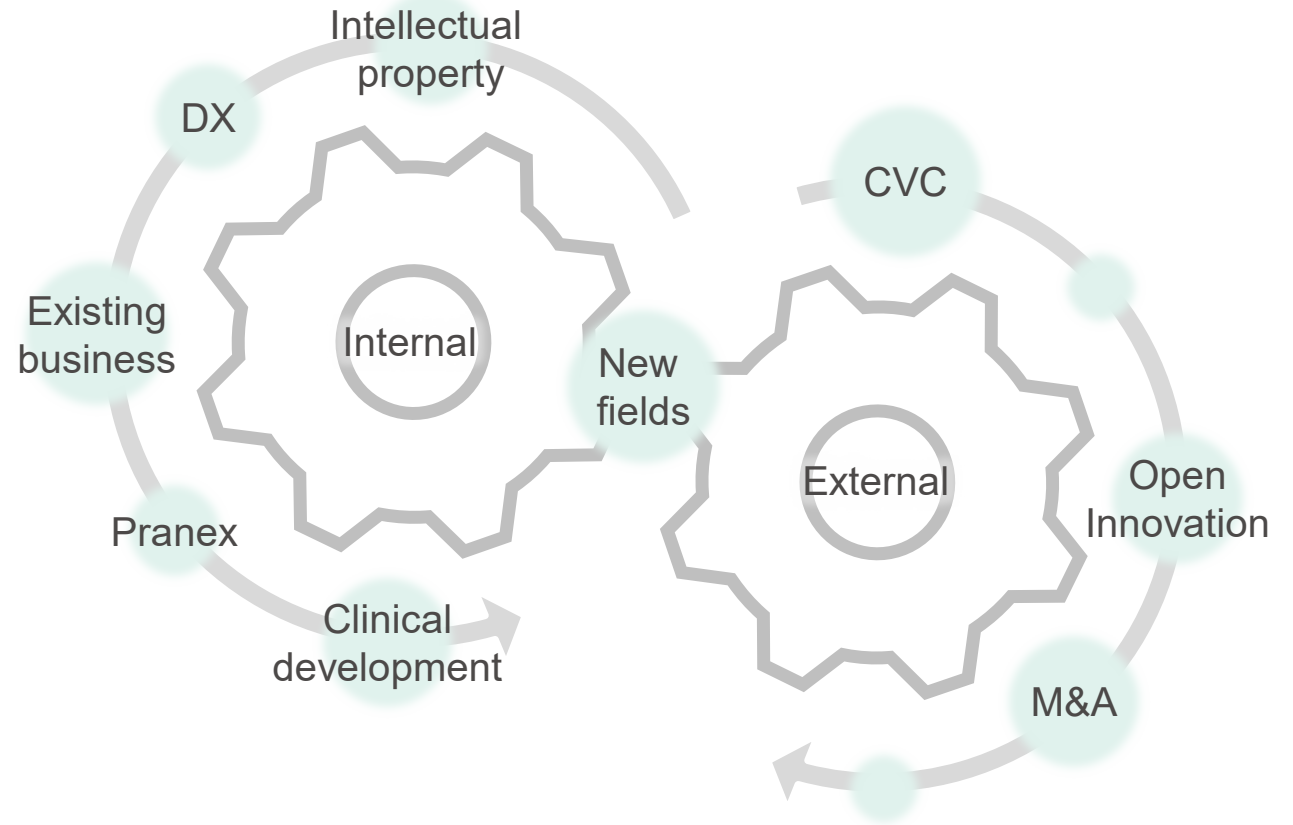
Steady progress toward completion of rollout in FY25

# Innovation at Terumo

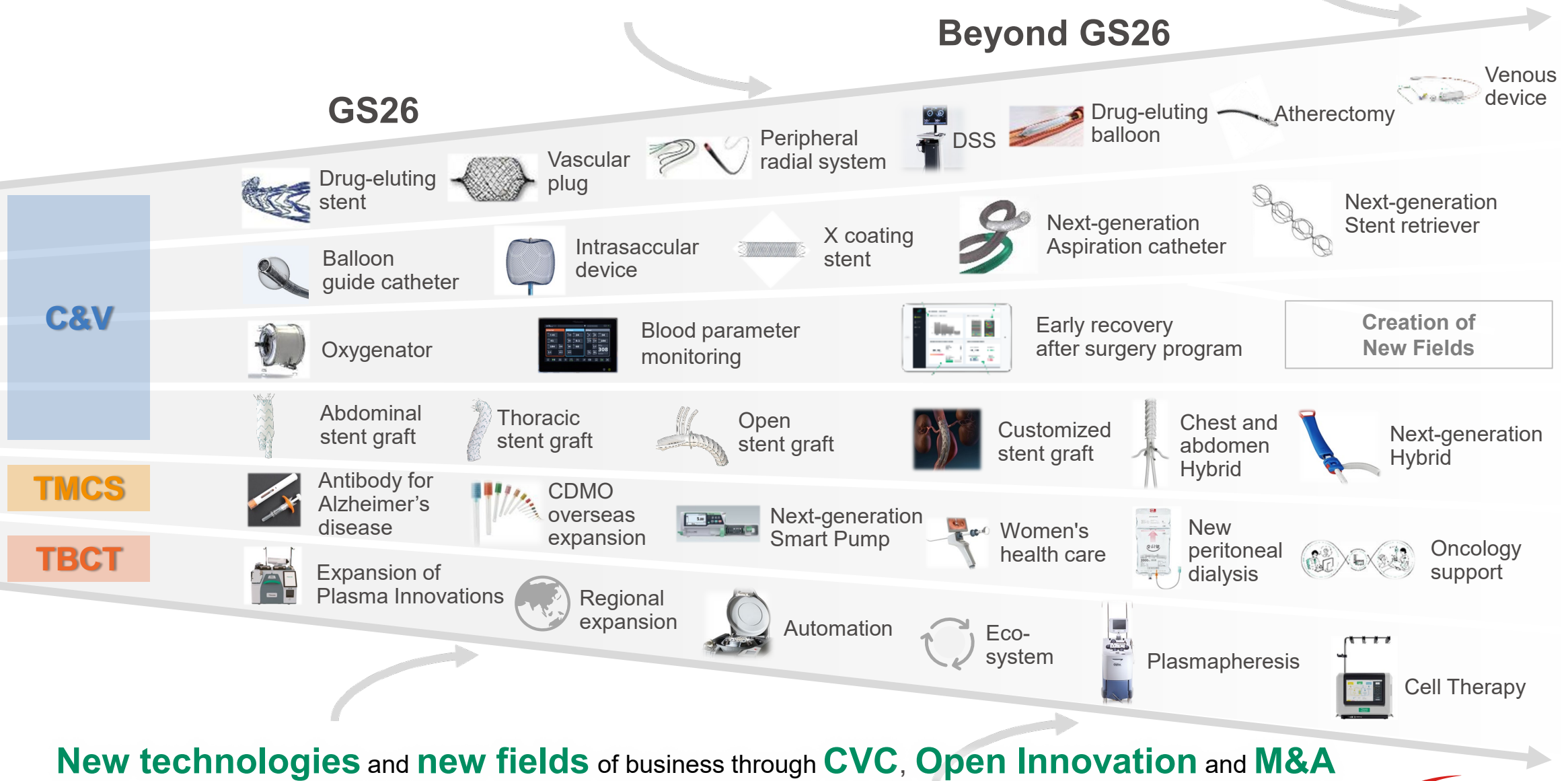


## Linking innovation and management strategy

Accelerate pipeline creation aiming for top-line growth



# Further Pipeline Expansion Through Innovation

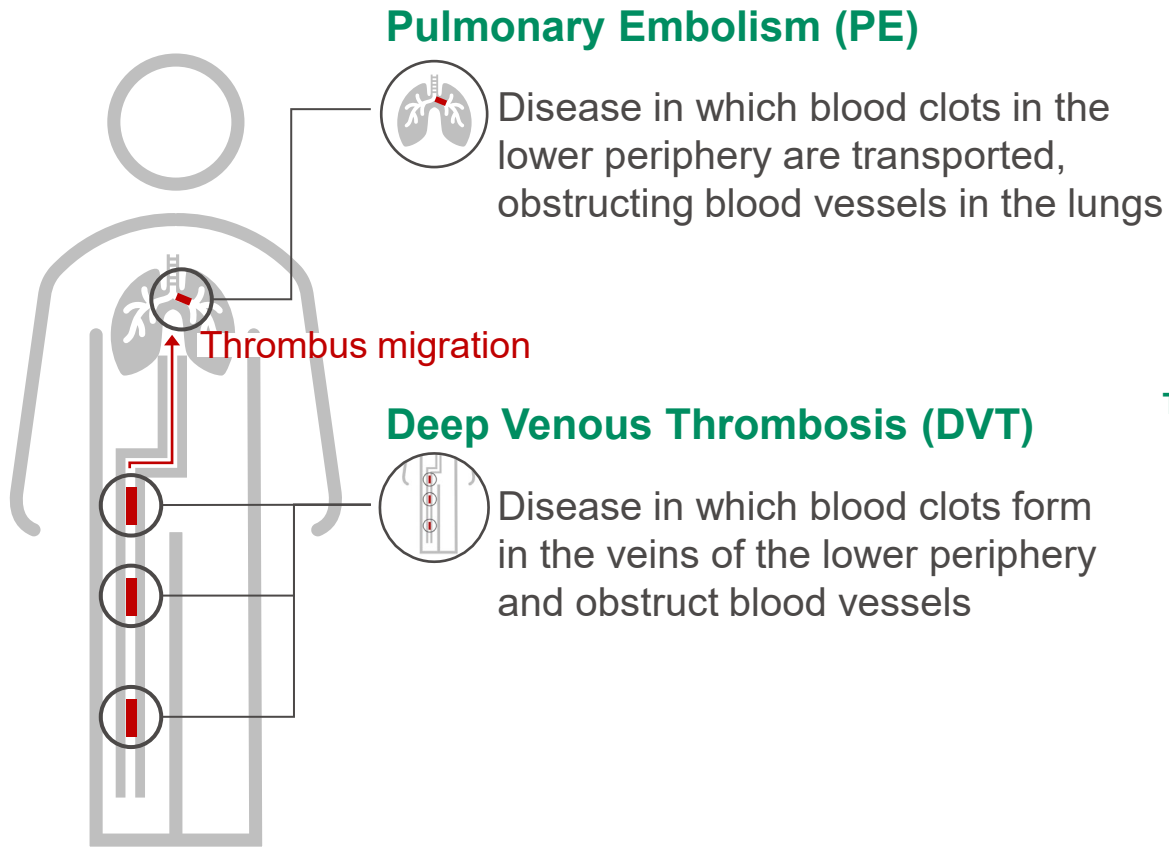


New technologies and new fields of business through CVC, Open Innovation and M&A

# Venous Thromboembolism (VTE) and Market Overview

## Venous Thromboembolism (VTE): PE + DVT

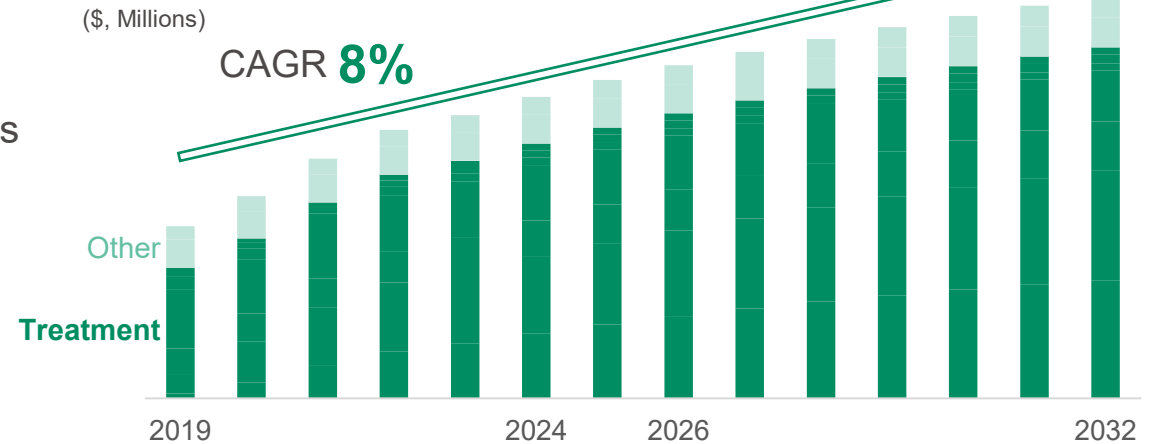
- Venous thromboembolism is a serious, life-threatening disease



## VTE market size and growth potential

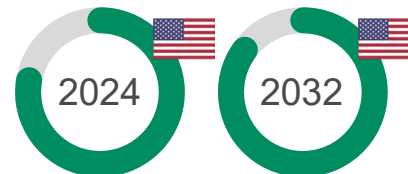
- Patient numbers increasing 10% per year; cardiovascular disease 3rd leading cause of death

### VTE Intervention Market



Source: Clarivate

### VTE Market by Region



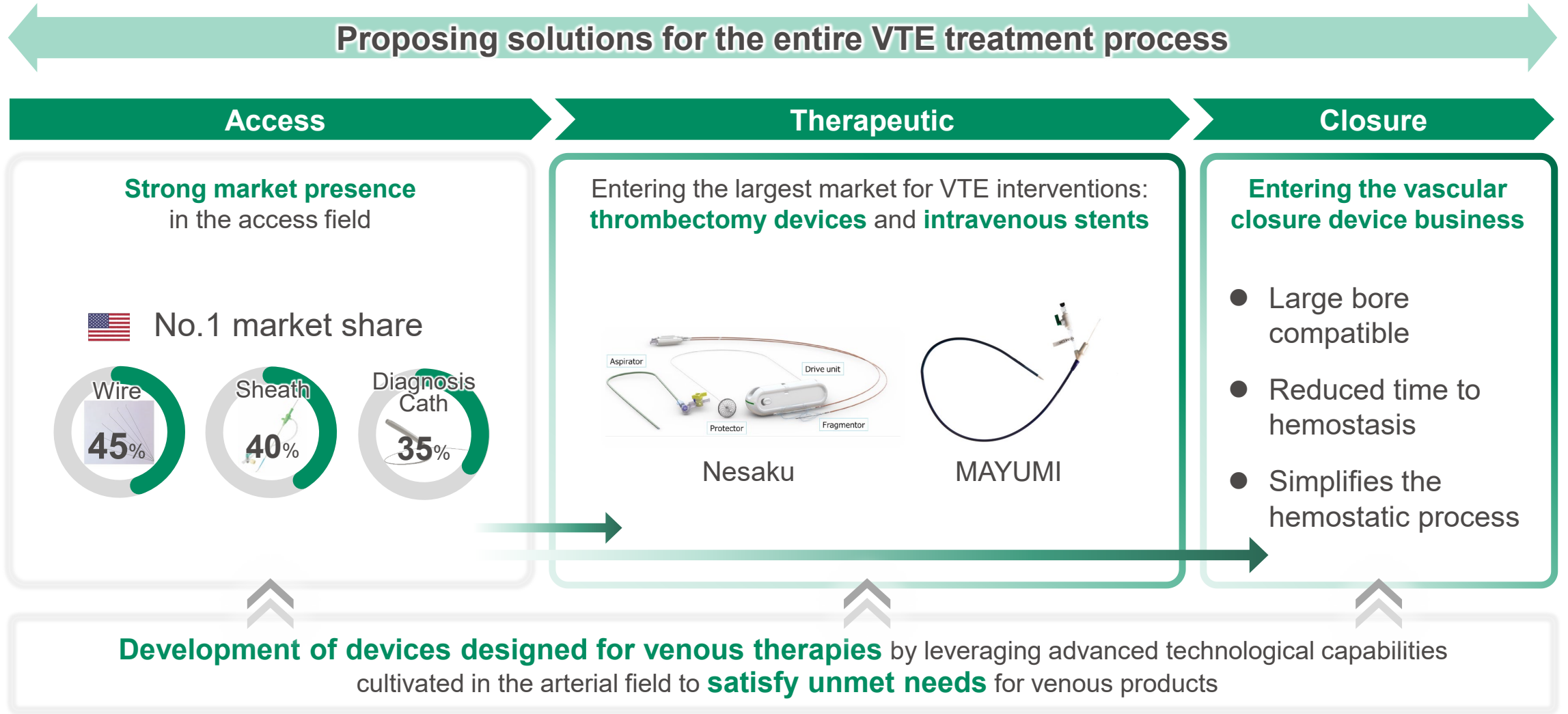
Source: Clarivate

### Cardiovascular disease-related causes of death (US)

- |                  |                                |
|------------------|--------------------------------|
| 1st place        | Myocardial infarction          |
| 2nd place        | Cerebral infarction            |
| <b>3rd place</b> | <b>Pulmonary Embolism (PE)</b> |

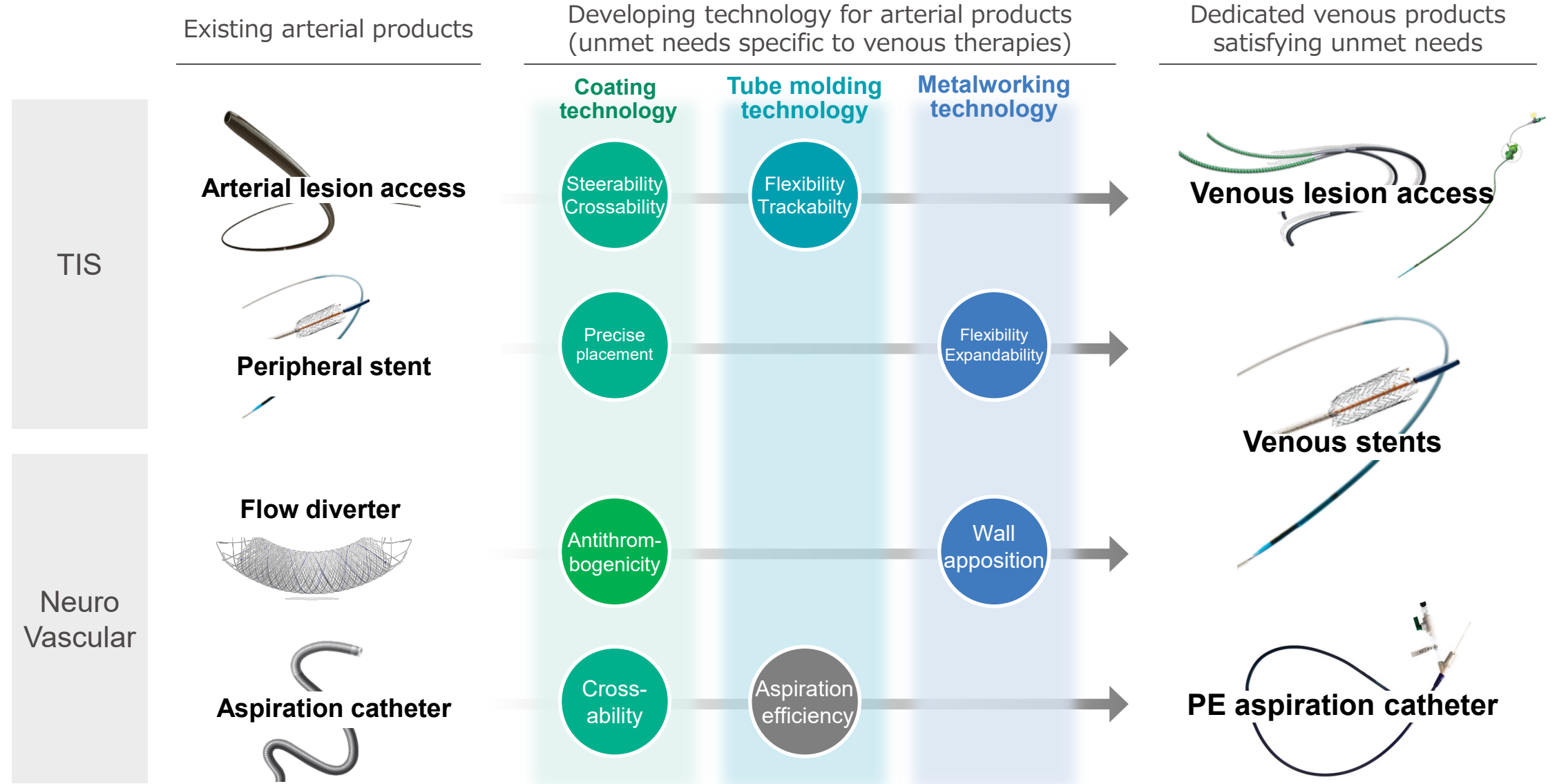
Source: Pulmonary Embolism in 2017

# Venous Business Strategy



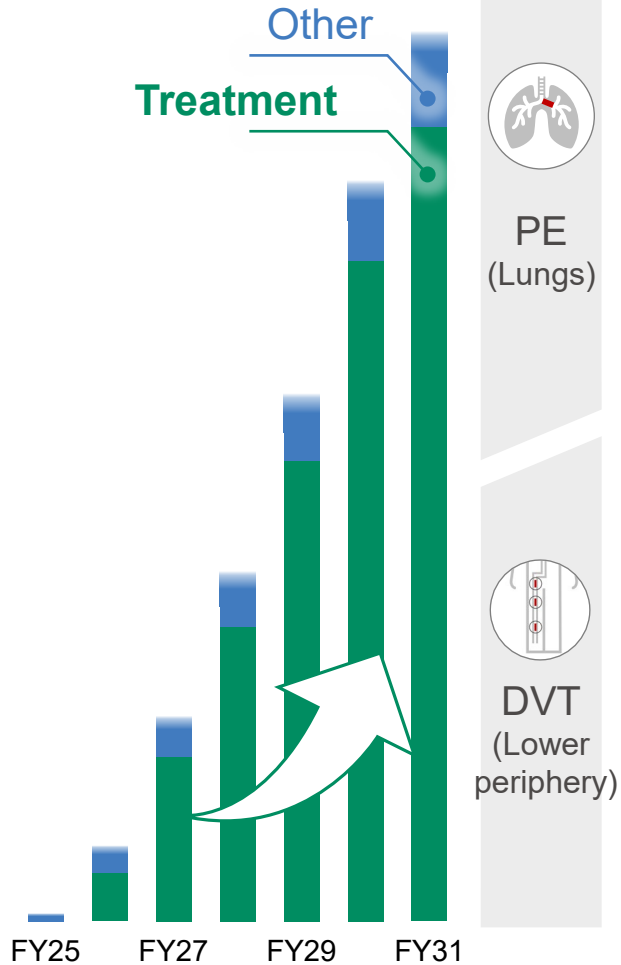


# Venous Product R&D



# Venous Pipeline and Estimated Sales

Estimated sales



**Now on sale**

- Sheath
- Diagnostic Cath
- GW (Glidewire Advantage)

**Short term**

- MAYUMI Thrombectomy System

**Mid-Long term**

- External Technology
- PE GW
- Large Bore Sheath

**Now on sale**

- Support Cath
- Guiding Sheath

**Short term**

- High Penetration GW
- Mother Cath

**Mid-Long term**

- Nesaku Thrombectomy System
- Venous Stent
- Next Gen DVT

Next Gen 2,3  
Closure Device

# Corporate Venture Capital (CVC)

Inaugurated Aug. 2024

## "Terumo Ventures"

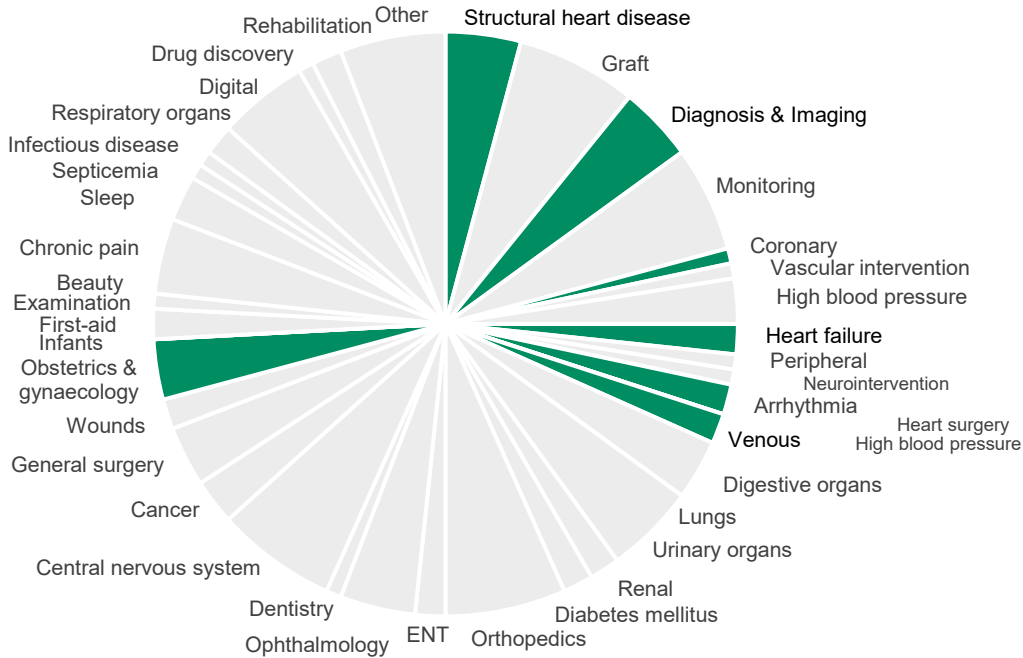


**Stimulating innovation** through **venture investment**

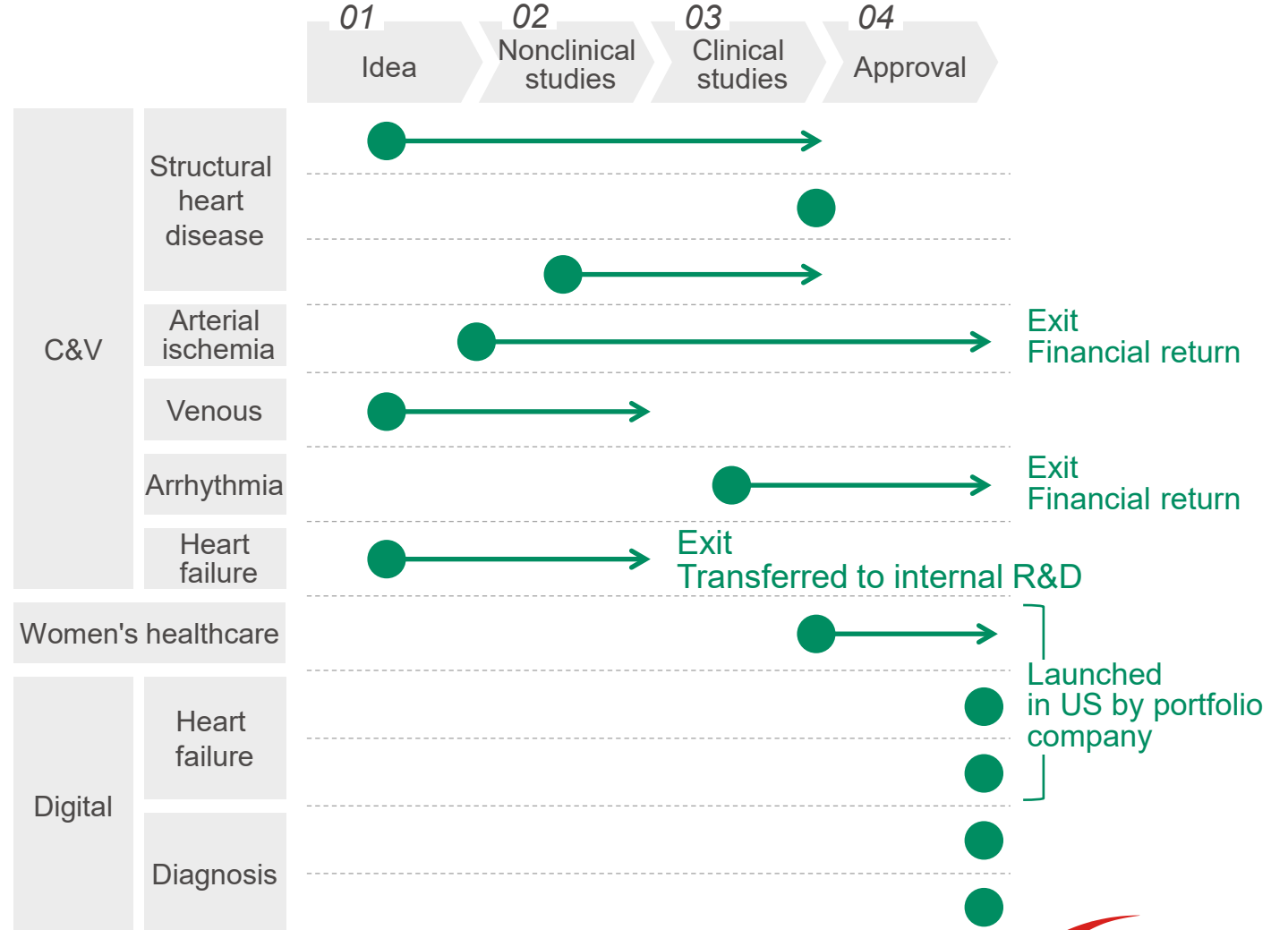
~ Accelerate the speed of new technology acquisition and M&A pipeline creation ~

# Venture Capital Market and Terumo's Portfolio

Venture investment market (deal breakdown)



Venture investment portfolio



# Use of Digital Technology



Looking beyond "minimally invasive vascular treatment"

**Digital/AI  
technology-based  
diagnostics**

From visual interpretation of radiograms  
toward objective quantification of risk



**Minimally invasive  
vascular treatment  
in the acute phase**



# Taking Healthcare to New Heights

