Terumo Pharmaceutical Solutions on Integrated CDMO Services

International Pharmaceutical Industry Journal speaks with Michele Guasti, Global Product Manager at Terumo Pharmaceutical Solutions Division. The discussion explores Terumo's approach to integrated CDMO services and the evolving needs of the sterile injectable market.

Can you start by introducing Terumo Pharmaceutical Solutions and the CDMO services the company provides?

Terumo is a global medical technology company that was founded more than 100 years ago in Japan and is now present in more than 160 countries and regions. The company provides a broad portfolio of products and services for healthcare professionals and the pharmaceutical industry.

Within Terumo, the Pharmaceutical Solutions division supports pharmaceutical companies through a business-to-business model. The division combines expertise in CDMO services, primary containment and injection devices for parenteral products. This integrated model brings together polymer pre-filled syringe manufacturing and traditional CDMO services, such as fill-finish, through a single partner. As a result, we can support pharmaceutical companies in the development and manufacture of tailored solutions for sterile injectable products.

How is Terumo positioning its CDMO business within the increasingly competitive sterile injectable market?

The traditional CDMO model is to provide fill-finish services across a broad range of container types and materials. At Terumo, we take a more focused approach by processing our own proprietary primary packaging solutions. This is what we define as integrated CDMO services: the combination of primary packaging manufacturing (polymer PFS), aseptic filling, device assembly, such as autoinjectors, and final packaging within one coordinated offering. This model enables our partners to deliver drug substance to our facility and receive a finished product ready for market.

What are the benefits of combining primary container manufacturing, fill-finish services and device assembly within a single organisation?

The most immediate benefit is the reduction of supply chain complexity. Customers can work with a single point of contact instead of coordinating multiple suppliers, project teams, timelines and meetings. This simplifies project management, improves communication and can help reduce both costs and development timelines. This is particularly important in pharmaceutical development, where each stage is connected and delays in one area can affect the overall path to market. By integrating primary container manufacturing, fill-finish services and device assembly within one organisation, customers can reduce handovers, align technical decisions earlier and avoid unnecessary waiting times between development steps. Shorter and more predictable timelines are especially valuable for products with competitive launch windows, such as biosimilars, and for innovative therapies where patients, healthcare systems and pharmaceutical companies all benefit from faster access to reliable treatment options.

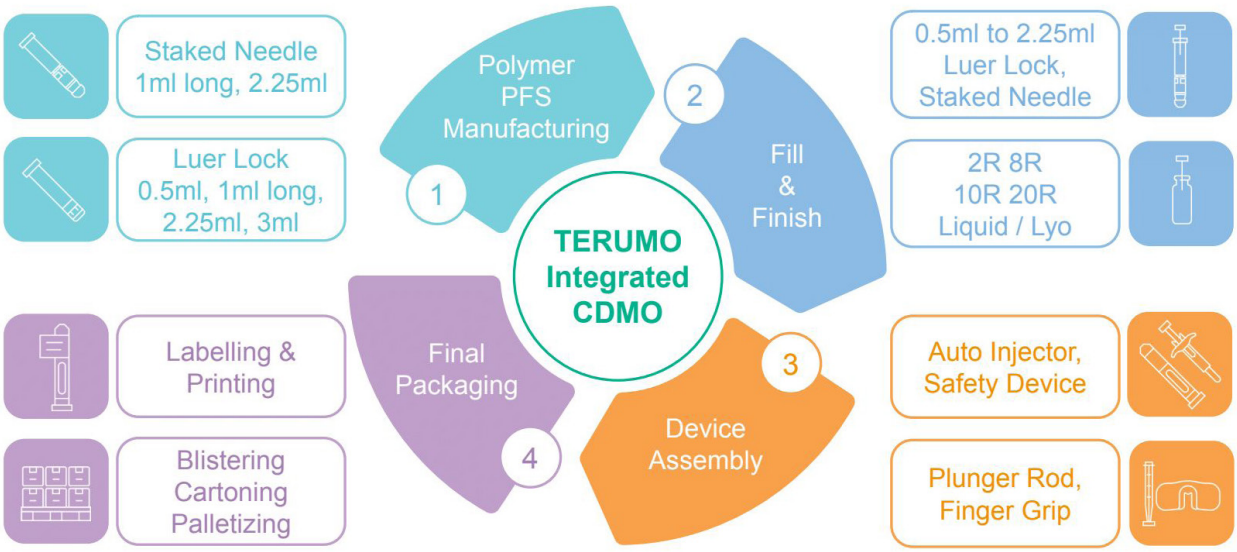
What factors influenced the decision to invest in manufacturing facilities in both Japan and Germany, and what advantages do these locations provide for customers?

Our priority is to support pharmaceutical companies as effectively as possible. Customers increasingly want manufacturing partners located close to their own operations, not only to help reduce shipping costs and carbon footprint, but also to minimise supply chain risk.

Establishing facilities in both Japan and Germany allows us to be closer to key markets and customer locations. This proximity was an important factor in our investment decisions, as it strengthens collaboration, improves responsiveness and supports the development of long-term partnerships.

Who is the ideal customer for you to work with? Is it a particular phase of development, manufacturing or specialism?

Our ideal customers are biopharma and biosimilar companies developing injectable therapies, particularly those progressing through Phase I to Phase III clinical development. We are especially interested in programmes intended for delivery via pre-filled syringes, whether for self-administration using autoinjectors or for use by healthcare professionals with safety devices. Many of these products involve challenges such as silicone sensitivity, high-viscosity formulations or large-volume injections. In these cases, selecting the right primary packaging and delivery system becomes particularly important. Our proprietary container and needle technologies are designed to help address these challenges while supporting both patient comfort and healthcare professional requirements.



What are the most significant changes currently taking place in the sterile injectable market, and how is Terumo responding to them?

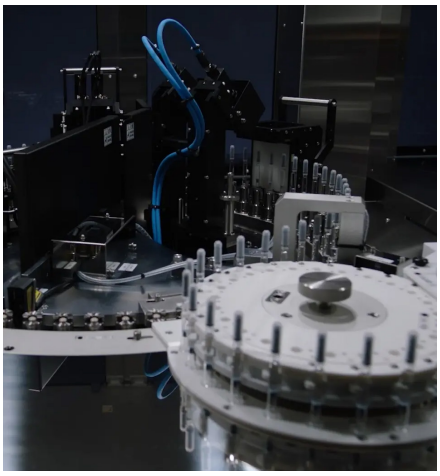
One of the most significant trends in the sterile injectable market is the continued growth of biologics and biosimilars. In the biosimilar segment in particular, speed to market is a critical success factor, especially once originator product patents expire and several competitors target the same launch window. At the same time, quality, regulatory and technical expectations continue to increase, making it essential to accelerate development without compromising standards. This is where an integrated partner such as Terumo can play a meaningful role by helping customers reduce timelines, manage complexity and maintain robust quality performance.

Another important trend is the growing relevance of combination products. Pharmaceutical companies are becoming more cautious when selecting development partners and solutions, particularly where technical risk or uncertainty may affect project timelines. If suitable primary packaging, fill-finish capabilities or device solutions are not readily available, companies may be reluctant to move forward with new programmes. To address this, Terumo is investing proactively in technologies and integrated solutions ahead of customer demand, helping to reduce risk and avoid unnecessary delays.

As the market continues to evolve, what do you believe pharmaceutical and biotechnology companies will be looking for most from their CDMO partners?

While manufacturing capabilities, capacity and flexibility remain important, I believe pharmaceutical companies are increasingly looking for trusted long-term partners rather than transactional suppliers. Many CDMOs focus discussions on facility expansions, production capabilities and technical expertise. These factors are essential, but successful collaborations also depend on clear communication, long-term commitment and mutual trust.

Looking ahead, I believe companies will place greater value on CDMO partners that combine technical excellence with genuine collaboration and long-term strategic support.



Michele Guasti

Michele Guasti is a Global Product Manager at the Pharmaceutical Solutions Division of Terumo Medical Care Solutions. He graduated from the University of Brescia (Italy) and holds a Master's degree in Mechanical Engineering. Mr. Guasti has more than twelve years of experience in the pharmaceutical industry, combining expertise in primary packaging (developed during his time at Stevanato Group), drug delivery devices, and fill-finish processes. Mr. Guasti has extensive experience in building strong partnerships and collaborations between companies and in supporting pharma customers in addressing their daily challenges.