

Company: Olympus Corporation  
Yasuo Takeuchi, Director, Representative Executive Officer,  
and President of Olympus Corporation  
(Code: 7733, First Section, Tokyo Stock Exchange)  
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### **Notice on Formulation of Corporate Strategy**

Olympus Corporation (the "Company") hereby announces that the Company has resolved, at the meeting of the Board of Directors held today, to the formulation of our new corporate strategy ("Corporate Strategy") to achieve growth as a global medical technology ("medtech") company, in order to realize sustainable growth for the Olympus Group overall.

#### 1. Background to the Formulation of the Corporate Strategy

As we publicly disclosed on January 11, 2019, as part of the Company's celebration of its 100th anniversary, we have formulated the corporate transformation plan titled Transform Olympus with the aim of achieving a breakthrough to become a truly global medtech company. Under this plan we have worked to build a foundation for the sustainable growth of the Olympus Group as such a truly global medtech company, through (i) forming a global and Group management system, (ii) globally integrating human resources management, (iii) reforming our medical business ("Transform Medical"), (iv) diversifying the Board of Directors, and (v) becoming a company with Nominating committees, etc.

As the first step in accomplishing this breakthrough to become a truly global medtech company, under our Corporate Philosophy of "Making people's lives healthier, safer and more fulfilling," we have now formulated a new Corporate Strategy as outlined below, with the aim of building a corporate culture to be competitive and performance-driven, focusing on creating value to our customers.

#### 2. Overview of the Corporate Strategy

##### (1) Measures to achieve strategic aspirations, business growth, enhanced profitability, and stronger organizational functions

Under this Corporate Strategy, the Company's strategic aspiration is to grow into a globally-leading medtech company contributing to people's lives by delivering innovative solutions that benefit patients, healthcare professionals, payors, and providers. The core components for business growth and enhanced profitability, and the initiatives to heighten our organizational functions, are defined as follows.

[Core components for business growth and enhanced profitability]

##### ① Focus the corporate portfolio

The Company's business portfolio consists of (i) Endoscopic Solutions Division (ESD), (ii) Therapeutic Solutions Division (TSD), (iii) Scientific Solutions, and (iv) Imaging Solutions. The overall medical market to which ESD and TSD belong has high growth rates and operating margins, while the Company's business in this market is maintaining sustainable growth with high profit ratios. Accordingly, we will regularly review our business portfolio, with active investment of management resources in our ESD and TSD medical businesses, where further room for growth is anticipated.

##### ② Strengthening our overwhelming position in ESD

For the ESD, our aim is further cement our strong position in the endoscopy market, by (a) establishing even greater competitive dominance for reusable endoscopes, based on ongoing technological innovation and firm sales capabilities, (b) expand our position in single-use endoscopes,

where the market overall has high potential for growth and is expected to expand to satisfy currently unmet needs, and (c) cope with future shifts in the business models for medical equipment.

By taking the following specific measures, we expect annual average growth of 6% over the next three years in the ESD.

- (i) Maintain leadership in reusable endoscope
  - Raise the quality of endoscopy diagnosis / procedures by introducing new gastrointestinal endoscope systems incorporating AI-based CAD (Computer-aided Diagnosis) and offering new technologies to support practitioners in diverse scenes such as lesion detection, characterization, staging and procedures
  - Establish clinical evidence to show improved quality in diagnostic endoscopy via new functions
  - Continue to support doctor training in emerging markets where there is much potential for growth
- (ii) Complement our portfolio with single use endoscopes
  - Build an overwhelming product portfolio for all endoscopic medical scenes by adding single-use endoscopes to the reusable endoscope as a lineup
- (iii) Strengthen endoscope sales and services models
  - Introduce evidence-based/procedure-based billing models on a trial basis
  - Expand trials for comprehensive maintenance service programs

### ③ Focus and scale the TSD

Growth of the TSD will be gained by expanding products and spreading procedures backed with augmented sales practices, concentrating on the three fields where the Company has competitive strength: gastroenterological devices, urological devices, and respiratory devices.

By taking the following specific measures over the next three years, we expect annual average growth of 8% in the TSD.

- (i) Gastroenterological devices
  - Expand high added value products in the main categories of ERCP, GI stents, hemostatic devices, etc.
- (ii) Urinary organs
  - Provide urology clinics with solutions for benign prostatic hyperplasia procedures
  - Enhance product portfolio in stone management with launch of new fiber laser technology and other endo-urology devices
- (iii) Respiratory devices
  - Growth with endobronchial valve systems
  - Growth in EBUS by developing injection needles

For the TSD, we have moved the global division headquarters from Japan to USA to promote expansion in what is the world's biggest medical equipment market. Our business development functions are being further enhanced to cooperate with outside partners and engage in licensing or M&As so as to expand or complement our product portfolio. Our regulatory affair and clinical affair functions are amplified while we pursue a value proposition-based approach for products and procedures.

### ④ Leading the next-generation minimally invasive surgery market

Minimally invasive surgery (MIS) has substantial potential to improve the quality of life of patients after surgery, but significant hurdles remain to be solved. The Company views MIS as a strategic field for growth in the medium to long term. Through innovations in procedures, enhanced instruments, and development of minimally invasive robotics, we will contribute to the development of MIS, taking

a leading role in pioneering this market. The specific measures to be taken are as follows.

- Establish partnerships with hospitals and academic societies to create technological innovation
- Targeted M&As to build technological dominance
- Reinforcing internal functions to establish a platform for sustainable technology development
- Look into minimally invasive endoluminal manipulator platform

[Approaches to further organizational functions]

- Initiatives to improve and strengthen financial performance

The entire corporation is engaging in hundreds of initiatives in the specified areas over below the next three to four years to achieve large-scale efficiency reforms, improving both our performance and our financial standing.

	Example Initiatives	Impact on profit improvement
Products (Cost of sales/R&D)	<ul style="list-style-type: none"> <li>✓ R&amp;D: Set priorities for all R&amp;D themes with consideration to future ROI, control expenditure appropriately</li> <li>✓ SCM: Adopt monitoring processes to review product portfolios monthly and reconcile supply and demand, to achieve greater efficiency</li> </ul>	Up to 40%
Commercials (Sales and marketing, maintenance services)	<ul style="list-style-type: none"> <li>✓ Global Pricing Governance Council is established to set the optimum sales prices, to acquire sound deals, improve profitability for lease contracts, and realize better ASP to gain higher profits</li> </ul>	Up to 35%
Corporate (Indirect expenses for corporate functions)	<ul style="list-style-type: none"> <li>✓ Implement global integrated facilities management service program</li> <li>✓ Global travel policy to define clear rules</li> </ul>	Up to 25%

## (2) Performance metrics

The Corporate Strategy will implement the measures described in (1) to lift the operating margin to 20% by the term ending March 2023.

[Performance metrics]

	Term ending March 2020	Term ending March 2023
Operating margin*	Approx. 11%	> 20%

[Reference indicators for financial guidance]

	Term ending March 2020	Term ending March 2023
Free cash flow growth*	¥50 billion	> 20% (Annual average growth rate from the term ending March 2020)
ROIC*	Approx. 10%	> 20%
EPS growth*	¥47	> 25% (Annual average growth rate from the

		term ending March 2020)
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\*Adjusted for extraordinary items

**For more details on the Corporate Strategy, please refer to the attached document (presentation material)**

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# Corporate Strategy



# Disclaimer

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- This material contains forward-looking statements that reflect management's current views, plans, and expectations based on information available at the time of preparation. These forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties, future business decisions, and other internal and external factors that may cause the Company's actual results, performance, achievements, or financial position to be materially different from any future results expressed or implied by these forward-looking statements.
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# About Olympus

# Snapshot of Olympus

**634.3**

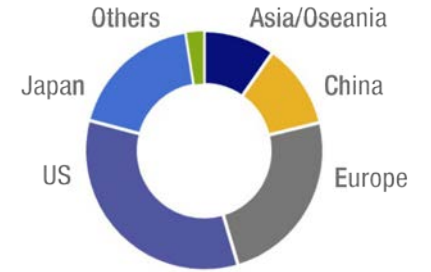
**Billion yen**  
Total Medical  
revenue FY2019

**70%**

**Global market share**  
in gastrointestinal  
endoscopic equipment

**20,000**

**Patents**  
across our  
product portfolio



**Medical revenue**  
by region

**~3%**

**CAGR**  
FY2017-FY2019  
**Growth in**  
**endoscopy**

**~8%**

**CAGR**  
FY2017-FY2019  
**Growth in**  
**therapeutics**



**39**

A global footprint  
with a mix of upstream  
and downstream  
operations across  
**39 countries**



OUR PURPOSE

**Making people's lives healthier,  
safer and more fulfilling**

In line with our Corporate Philosophy, we are evolving our corporate culture to be competitive and **performance-driven** and **focusing on creating value to our customers**



# For a sustainable society and company development

In line with our Corporate Philosophy, Olympus strives to uphold and expand our responsibility to a wide array of stakeholders, enabled by active engagement in ESG issues



**We will actively engage on six ESG areas:**

<b>Corporate governance</b> 	<b>Economic sustainability</b> 	<b>Product sustainability</b> 
<b>Environment</b> 	<b>People</b> 	<b>Society</b> 



**Olympus will focus on improving:**

- Healthcare access and outcomes
- Compliance, product quality and safety
- Responsible procurement
- Employee diversity and inclusion

# Our business throughout the globe

Olympus provides society with innovative products and services in the Medical, Scientific Solutions and Imaging fields to realize our Corporate Philosophy



**Medical**  
Endoscopic Solutions Division (ESD)  
Therapeutic Solutions Division (TSD)



**Scientific Solutions Division**



**Imaging Division**

# Our strategic aspiration and performance metrics



Our aspiration is to **become a globally-leading medtech company** contributing to people's lives by delivering innovative solutions that **benefit patients, healthcare professionals, payors and providers**



Sustain **5-6%** growth annually



Deliver **>20%** consolidated corporate operating margin<sup>1</sup>



Become **leaders** in the therapeutic areas where we compete (GI, urology and respiratory)

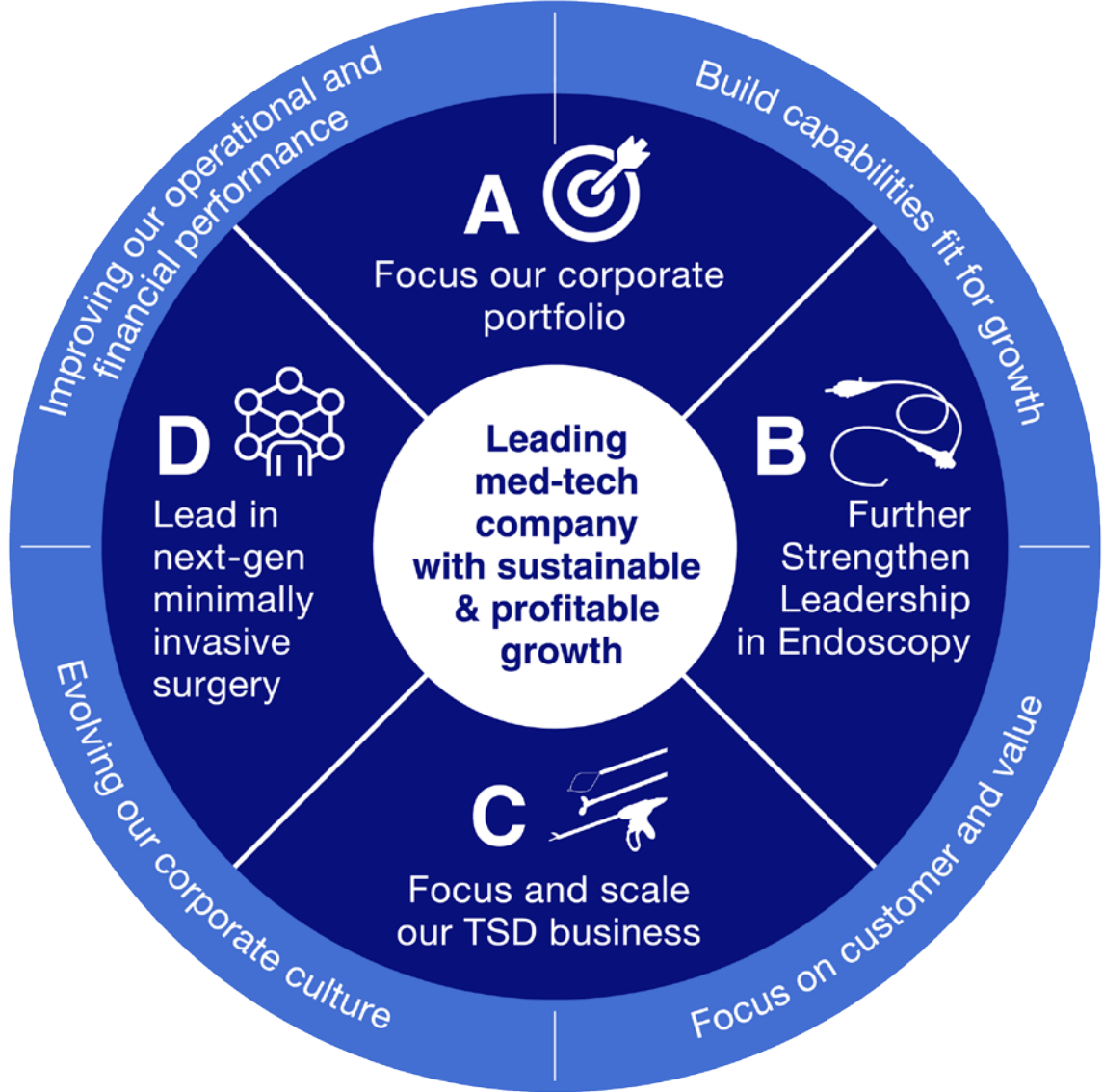
<sup>1</sup> Adjusted for extraordinary items

# 02

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## **Our Corporate Strategy**

# Our corporate strategy



**A**

**Focus the corporate portfolio**, centering on Medical

**B**

**Maintain leadership in reusable endoscopy**

**Complement our portfolio with single-use endoscopes** to accelerate growth and address unmet needs

**Evolve the endoscopy commercial model** – shift towards service-based offerings and procedure-based business models

**C**

**Focus and scale prioritized therapeutic areas** (GI-ET, urology and respiratory)

**D**

Develop a leading position in next-generation minimally invasive surgery by **delivering integrated technologies designed to improve clinical and economic outcomes**

# A Our corporate portfolio



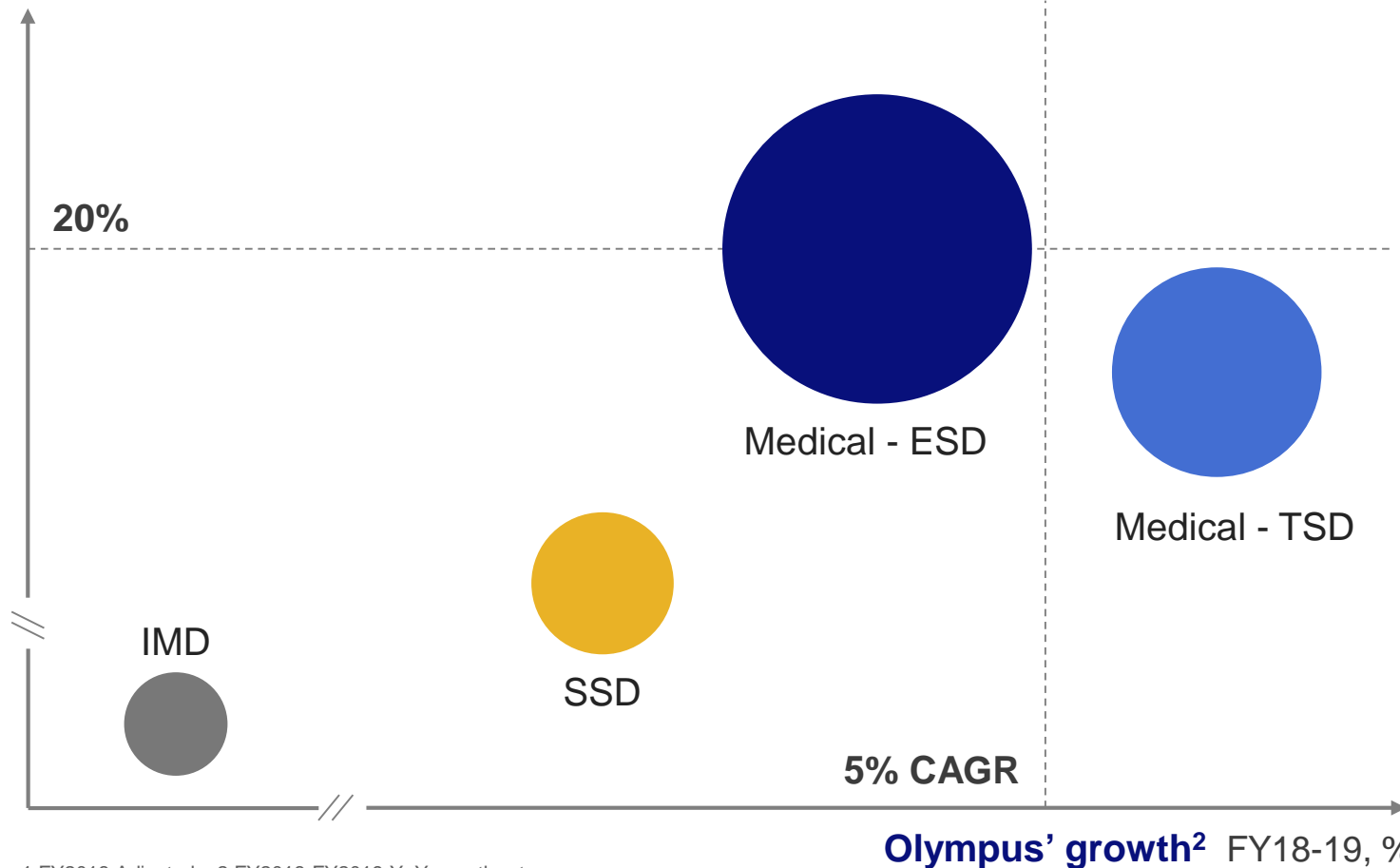
Our corporate portfolio



Increasing our focus

Operating margin<sup>1</sup> %

○ Size of bubble = FY2018 revenue



We will **regularly assess our portfolio** for fit with our corporate aspiration and **focus our growth investments in Medical**

<sup>1</sup> FY2018 Adjusted <sup>2</sup> FY2018-FY2019 YoY growth rate

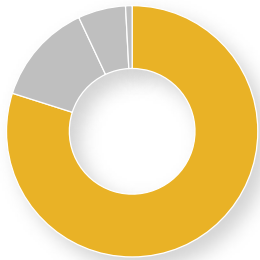
# A Focusing our investment on growth in Medical



## Why Medical?

Medical is our core business

Medical is supported by positive market forces



**~80%**  
of revenue



**~95%**  
of profit



**5-6%**  
p.a. market growth



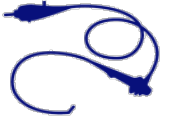
**~20%**  
average operating  
margin<sup>1</sup>

The value of “early diagnosis” and “minimally invasive” therapy that Medical brings will be key to us realizing our Corporate Philosophy

<sup>1</sup> Average operating margin of top-20 medtech companies by revenue,



## B Further strengthen leadership in endoscopy



To enhance the value we bring in early diagnosis, we aim to have the most comprehensive endoscopy portfolio on the market, supported by evolution of the commercial model

**Complement our portfolio with single-use endoscopes** to provide a comprehensive set of product offerings



**Maintain leadership in endoscopy**



**Maintain leadership in reusable endoscopy**

through continued innovation and commercial excellence














**Evolve the commercial model**

towards service-based and procedure-based offerings

# B Further strengthen leadership in endoscopy

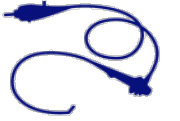


## Our endoscopy strategy

 <b>Maintain leadership in reusable endoscopy</b>	 <b>Complement our portfolio with single-use endoscopes</b>	 <b>Evolve the commercial model</b>
<b>Headroom to grow in reusable endoscope</b>	<b>Significant upside in single-use endoscope</b>	<b>Value is shifting to new commercial models</b>
 <b>High growth in underpenetrated markets</b> China: Number of endoscopic procedures expected to double by 2022 <sup>1</sup> , providing an ongoing source of growth and value India: Only 6 endoscopists per million people compared to 254 in Japan, indicating significant room for market penetration	 <b>Market with significant growth</b> Single-use is expected to grow ~20-40% p.a. over the next 5 years	 <b>Shift towards value-based payment</b> Value-based payments as percentage of healthcare spending in the US has grown from 23% to 34% between 2015 and 2017
 <b>Leverage leadership position</b> We have 70% global market share in gastrointestinal endoscopy, giving us a unique position to shape the market and capture value	 <b>Addressing unmet needs</b> Single-use endoscopes are at times the preferred choice in cases of needs of urgent and convenient preparation, and where high-level infection control is required.	 <b>Cost pressure on providers</b> Continued cost pressure incentivizes providers to avoid exposure to significant capital equipment cost, creating demand for procedure-based commercial models
	 <b>Completing our portfolio</b> Together with our extensive reusable portfolio, we are positioned to be the only company to provide a complete offering for every situation	 <b>Value of service-based business models</b> Other leading medtech companies are rapidly expanding into service-based businesses

1. Compared to 2012 Source : Independent research

## B Further strengthen leadership in endoscopy



### Where single-use endoscopes create differentiated value

#### ✓ Infection control requirements

Single-use endoscopes may eliminate the need for reprocessing and maintenance, which can be beneficial where a higher-level of infection control is required e.g., high risk patients, focusing on / depending on patients' needs

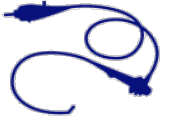
#### ✓ Durability requirements

In cases of repeated procedures that quickly erode the durability of reusables, or in areas where smaller diameter are required, single-use endoscopes may provide our customers with a valuable option, e.g., ureteroscopy, cholangioscopy

#### ✓ Procedure-specific requirements

As reusables are not typically procedure-specific, single-use endoscopes provide a more specialized option that can be tailored to more specific needs/procedures e.g., bronchoscopy in the ER (sterile, ready-to-use and highly mobile)

# B Further Strengthen leadership in endoscopy



## Setting a new standard for endoscopic diagnosis and therapy with our new endoscopy system

New endoscopy system aims to introduce technologies that set a new standard for detection, characterization, staging and treatment



### Detection



#### CADe<sup>1</sup>

- Leverage AI-enabled software to improve lesion detection

### Characterization



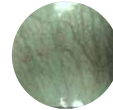
#### Super wide depth of view

- Wider depth of view makes it easier to use the magnification function on the endoscope

#### CADx<sup>2</sup>

- Real-time diagnosis of lesions using AI-enabled software

### Staging



#### Magnification technology

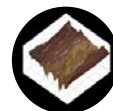
- High definition magnified image allows for more accurate staging

### Treatment



#### Vessel visualizing technology

- Visualization of vessels can improve efficiency and error rate of endoscopic treatment



#### 3D imaging

- 3D imaging improves efficiency and shortens the learning curve of endoscopic treatment

1. CADe – Computer-aided detection 2. CADx – Computer-aided diagnosis

# B China is a key region that will support growth in endoscopy

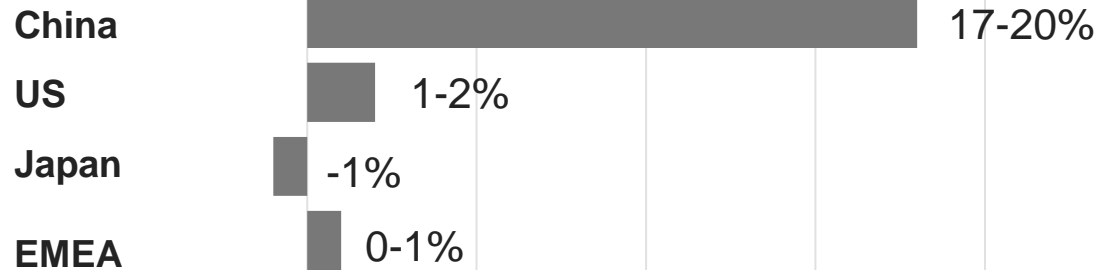


China is our fastest-growing market



We will make investment to capture more value in China

## ESD revenue growth p.a., 2016-18



\*Emerging Market total : 20%

**\$0.6-0.7B**

Endoscopy\*  
market in 2019

**70%**

market share in  
endoscopy\*

**+12% p.a.**

growth in  
healthcare  
spending<sup>1</sup>

**2x** number of

endoscopic\*  
procedures  
2012-2022

**20,000**  
physicians

participated in our training programs in China over the last 5 years



- **Continue to grow the pool of qualified healthcare professionals and conduct technical research to better understand customers' needs** e.g., through physician training programs
- **Promote national policies** to enhance local stakeholder relationships
- **Further strengthen the commercial platform** especially to cover Tier 2 hospitals and below
- **Proactively pursue local innovation activities** to accelerate the introduction of China-specific products e.g., collaborate with local hospitals/academia, acquire start-ups
- **Engage with governing bodies** to jointly shape the local healthcare landscape

SOURCE: Global Data, 1 Historical growth in last 10 years, expected to maintain \*Gastrointestinal area

# B Further strengthen leadership in endoscopy



**We have initiatives in place over the next 3 years to help realize our long-term strategy in endoscopy**

 <p><b>Maintain leadership in reusable endoscopy</b></p>	<p><b>Product innovation</b></p> <ul style="list-style-type: none"> <li>Contribute to improving quality of endoscopic procedure by supporting healthcare professionals (HCPs) in the detection, characterization, staging and treatment of irregular lesions</li> <li>Introduce AI-enabled CAD (computer-aided diagnosis) to new endoscopy system</li> </ul>
	<p><b>Commercial excellence</b></p> <ul style="list-style-type: none"> <li>Build clinical evidence to demonstrate the positive impact of new Olympus product features on the quality of endoscopic diagnosis</li> </ul>
	<p><b>Regional growth</b></p> <ul style="list-style-type: none"> <li>Continue to grow the pool of qualified HCPs in underpenetrated high-growth markets</li> </ul>
 <p><b>Complement portfolio with single-use</b></p>	<p><b>Prioritizing focus areas</b></p> <ul style="list-style-type: none"> <li>Target scopes for duodenum, biliary duct and urinary duct</li> </ul>
	<p><b>Strengthening R&amp;D and manufacturing</b></p> <ul style="list-style-type: none"> <li>Strategic investment in R&amp;D and manufacturing for single-use endoscopes</li> </ul>
<p><b>Evolve the commercial model</b></p>	<ul style="list-style-type: none"> <li>Initiate trials of evidence or procedure-based payment models for targeted products and regions</li> <li>Scale up pilot programs of wrap-around services</li> </ul>



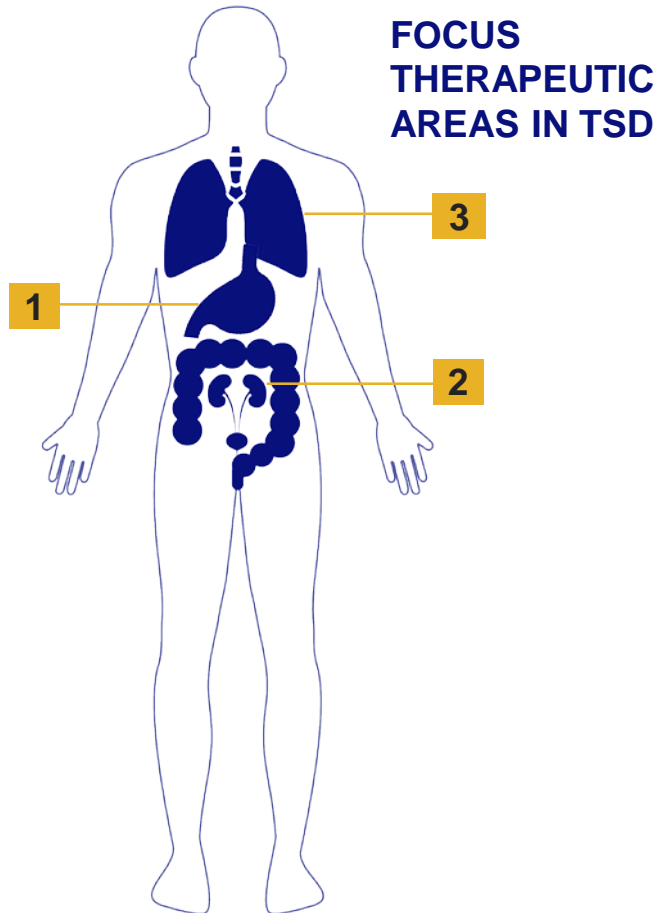
**~6%**

**revenue growth CAGR in ESD**  
In the next 3 years

# C Focus and scale our TSD business



To accelerate growth in TSD and enhance our value in minimally invasive therapy, we will focus on category leadership across three therapeutic areas



1 Bronchoscopic Lung Volume Reduction



**1 GI-ENDOTHERAPY**

**~\$4.4B**

market #3 position

Expand and accelerate portfolio in existing product categories and explore growth opportunities in adjacent areas



**2 UROLOGY**

**~\$1.8B**

market #2 position

Establish leadership in BPH and enhance position in stone management through portfolio expansion



**3 RESPIRATORY-ENDOTHERAPY**

**~\$0.3B**

market #1 position

Strengthen leadership by capturing the BLVR<sup>1</sup> market and expand opportunities in early diagnosis and treatment of lung cancer

## C Focus and scale our TSD business



**Globally managed from the US** to strengthen our ability to compete, grow and lead in our largest market



**Enhance and develop the Business Development function** to complete and grow the product portfolio through external partnerships, licensing and M&A



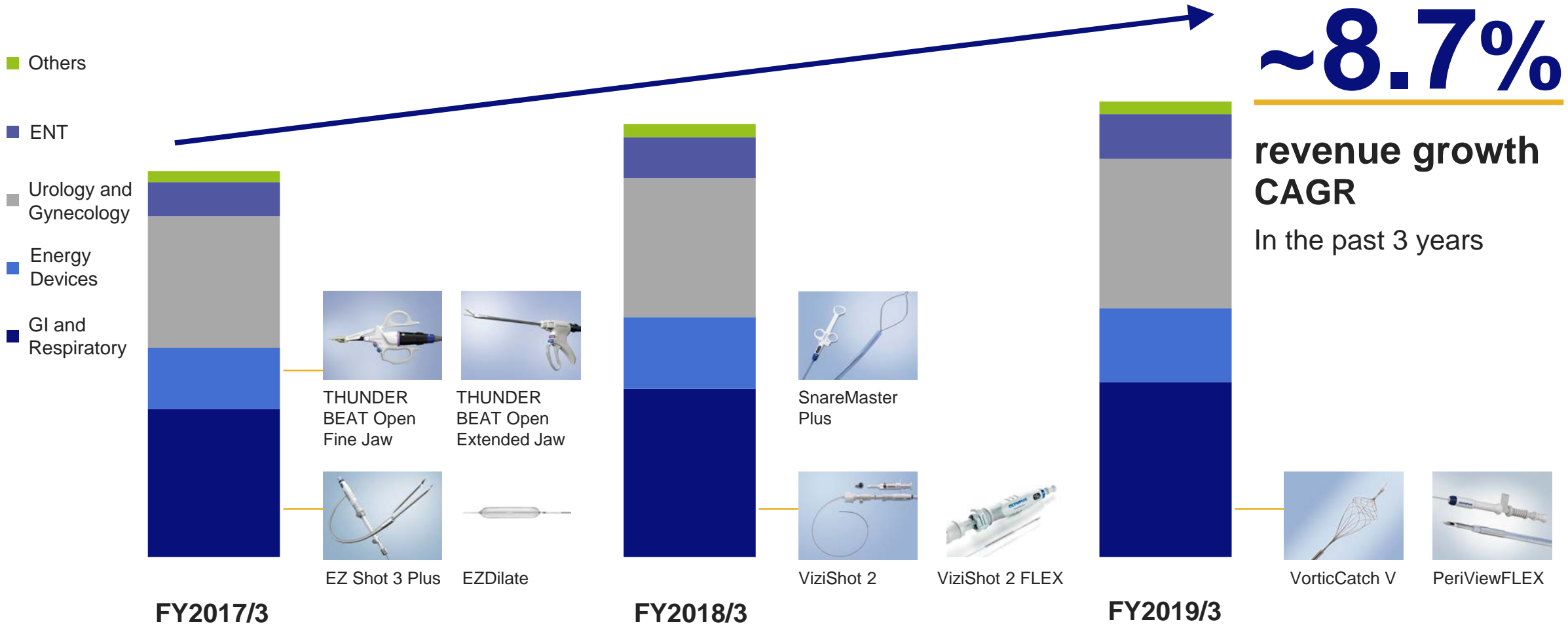
**Establish best in class regulatory affairs, clinical affairs and pursue a real value proposition based approach** for each product and procedure



# C Focus and scale our TSD business



We have realized growth of over 8.0% CAGR in TSD business by introducing new products



# C Focus and scale our TSD business



We have initiatives in place to drive growth in TSD in the next 3 years

## GI-Endotherapy



- Expand clinically differentiated product offerings across all key categories, including ERCP, GI stent and hemostasis devices through both internal initiatives and M&A

## Urology



- Expand presence of our BPH offerings in the urology suite and office
- Enhance product portfolio in stone management with launch of new fiber laser technology and other endo-urology devices

## Respiratory-Endotherapy



- Drive growth through adoption of intrabronchial valve system
- Expand EBUS indications and advance strong pipeline of EBUS needles

## Other therapeutic areas

- Expand energy solutions offering with launch of advanced energy device, introducing next-gen innovation in precision resection and reliable vessel sealing

## Commercial excellence

- Strengthen sales and market development teams across therapeutic areas
- Invest in additional clinical data and reimbursement efforts

**~8%**

**revenue  
growth  
CAGR in TSD**

In the next 3 years

# D Lead in next generation MIS



There are many unmet needs in the Minimally Invasive Surgery (MIS) market today...



... which will drive three key value pools in MIS in the future

**High and growing costs**



- Healthcare costs are increasing at 4% p.a. in the US
- Room for continued shift from open surgery to MIS<sup>1</sup>
- Robotic MIS costs 3-4x more than traditional surgery

**Variable health outcomes**



- Preventable medical errors account for \$1.5bn total costs<sup>2</sup>

**Performance limitations**



- Today's MIS instruments cannot provide the same level of intuitiveness for visualization or control as open surgery
- Need for significant training for specialized and complex procedures



## Procedure innovation

Innovation that reduces procedure complexity or invasiveness

By 2030, ~10% of total surgeries expected to be done endoluminally



## Enhanced instruments

Enhanced visualization and operating instruments that strengthen surgeons' visibility and dexterity, such as Information Assisted Endoscopic Surgery System



## Less invasive endoluminal manipulator

Less invasive endoluminal manipulator systems that allow to use in office-based facilities as well as in ORs

<sup>1</sup> 36% of common GS/urologic procedures are still done openly in the US , <sup>2</sup> From lost income, lost household production, disability, and health care in the US alone

# D Lead in next generation MIS



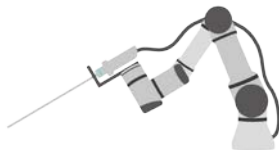
We will pursue initiatives to position ourselves for the future

Olympus is innovating to create solutions across all parts of the MIS workflow along with partners

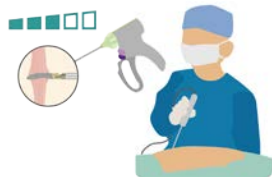
Image Navigation



Autonomous View Control



Active Device Control



**Form partnerships in innovation** with hospitals and academia



**Make targeted acquisitions** to build technology strength

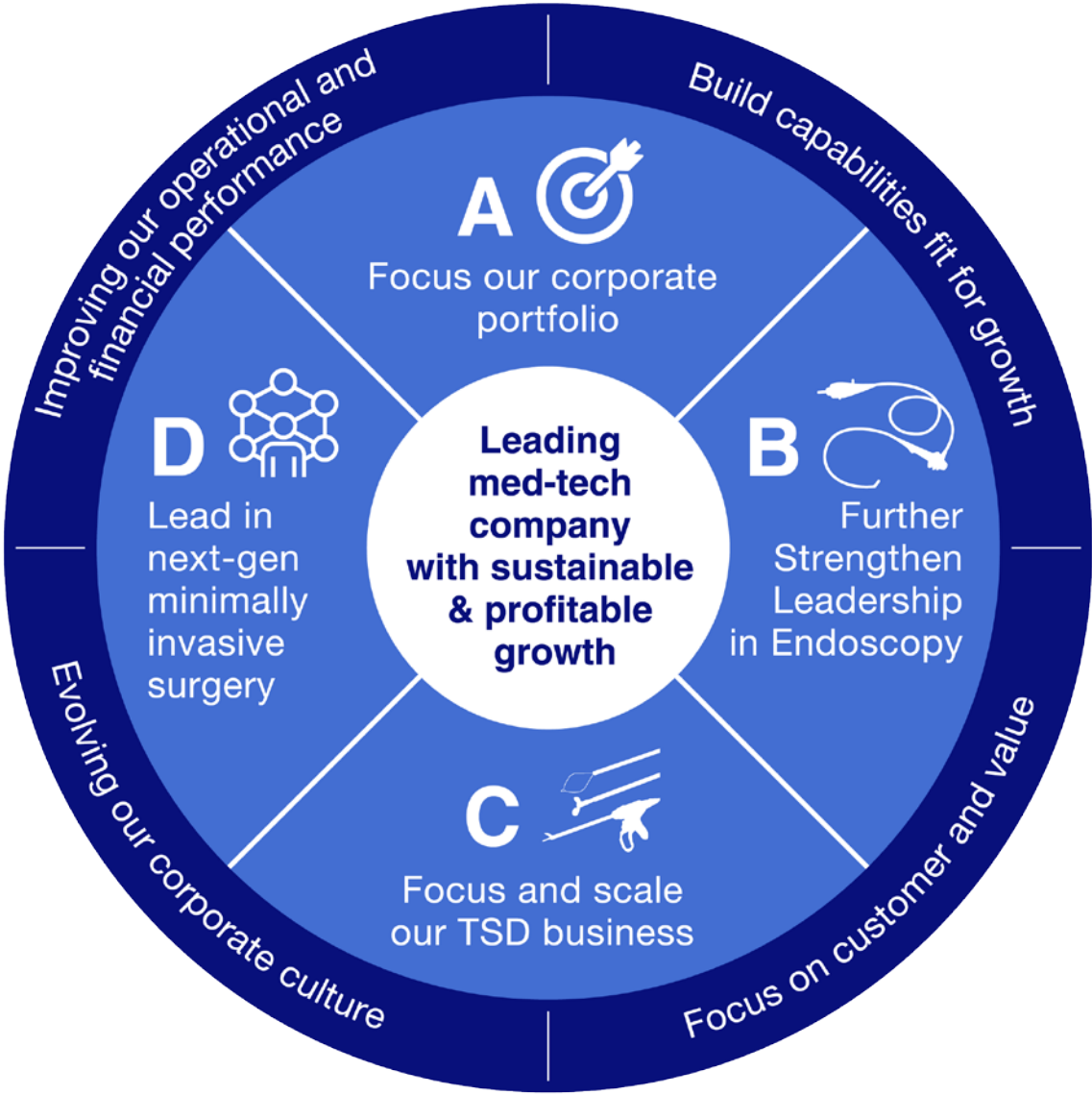


**Ramp up internal capabilities** to build sustainable platforms



**Assess and develop opportunities** in less invasive devices and endoluminal manipulator platform

# Our corporate strategy



**Improving our operating and financial performance** through a major transformational program across the whole business over the next 3 years



**Building capabilities fit for growth** including strengthening our QA/RA function and driving efficiency in our R&D operations



**Evolving our corporate culture** focusing on building a competitive and performance-oriented culture with customer and stakeholder centricity



**A focus on customer and value** will underpin all activities in our business to ensure we address our customers' unmet needs and clearly communicate with them the value of our products

# We will drive efficiency in our operational and financial performance



We have embarked on a major efficiency improvement program, Transform Olympus, across the company

Planning process	Targeted areas	Example initiatives
<ul style="list-style-type: none"><li>▪ Detailed benchmarking vs. global peers</li><li>▪ Advice from outside subject matter experts</li><li>▪ Top down targets set</li><li>▪ Bottom up development of Transform initiatives</li><li>▪ 1,000+ Transform initiatives, each with an “owner” and a timeline for accountability tracking</li><li>▪ Transform initiatives to be included in P&amp;L budgets</li></ul>	<b>Research &amp; Development</b>	<ul style="list-style-type: none"><li>▪ Discontinue projects with low ROI</li><li>▪ Simplify project specifications to focus on core value-add</li></ul>
	<b>SCM &amp; Manufacturing</b>	<ul style="list-style-type: none"><li>▪ Move to monthly review of supply / demand match</li><li>▪ Centralized sourcing initiatives</li></ul>
	<b>Sales</b>	<ul style="list-style-type: none"><li>▪ Establish global pricing governance council to improve ASPs</li><li>▪ Optimize salesforce effectiveness in targeted regions</li></ul>
	<b>Indirect expenses</b>	<ul style="list-style-type: none"><li>▪ Implement global integrated facilities management service program</li><li>▪ Global travel policy to define clear rules</li></ul>
	<b>Human Resources</b>	<ul style="list-style-type: none"><li>▪ Introduce regular performance review system</li><li>▪ Targeted structural reforms to align organization with strategic priorities</li></ul>

# Transform Olympus will position us for long term growth



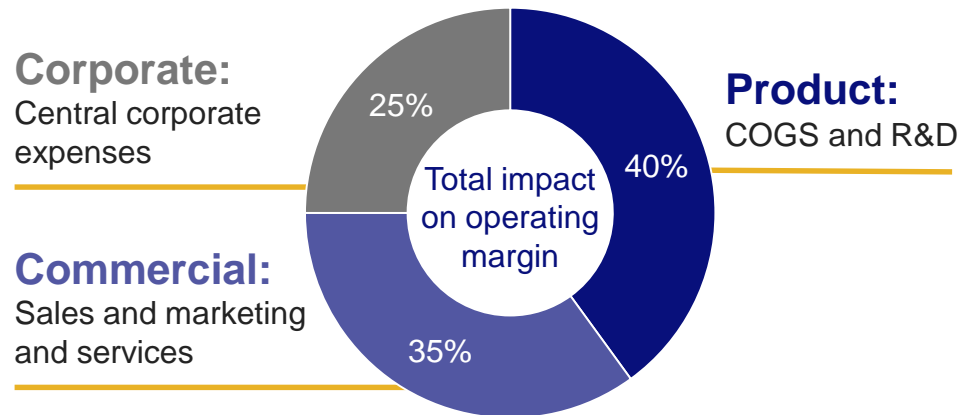
The outcome of Transform Olympus will be seen in three areas within 3-4 years

## Higher Profit

## High Performance Culture

## Higher Long-term Growth Capacity

### Identified Profit Improvement Opportunity:



**>20%**

consolidated corporate operating margin<sup>1</sup>

- Employees trained in continuous improvement and execution
  - Clear definition of roles and accountability
  - Performance management through appraisal and rewards system
  - Cross functional collaborative teams
  - Allocation of talent globally based on skills
  - Agile decision making
- Greater ability to target areas of high unmet clinical / economic need for product development
  - More frequent new product launches with excellent quality / regulatory outcomes
  - Higher long-term organic growth rates
  - Capability to execute and integrate both tuck-in and transformative acquisitions

<sup>1</sup> Adjusted for extraordinary items

# Building strong capabilities will enable us to achieve our targets



## Capabilities related to aspirations of becoming a global medtech

### **Develop medical affairs and QA/RA**

Build effective relationships with HCPs, payors and regulators; develop quality and regulatory assurance (QA/RA), health economics and outcomes research (HEOR) capabilities

### **Customer-centric innovation model**

Establish innovation practices that are driven by customer needs with more adaptive R&D, regulatory and general management practices

### **Data and Analytics (DnA) capabilities**

Leverage data monitoring and analysis to demonstrate positive outcomes, product differentiation and to optimize commercial model



## Foundational capabilities

### **Global HR/Talent capabilities**

Attract and retain talent through active leadership engagement and effective performance evaluation processes

### **Strong IT backbone**

Build a strong foundation of IT support that allow for global access to standardized information

### **Standardized resource allocation and review mechanism**

Establish effective mechanism and processes for making decisions on resource allocation

### **Business development capabilities**

Establish governance and guidelines for deal sourcing and execution while strengthening integration capabilities



# Innovating R&D will be critical to delivering on our ambition



## We are evolving our approach to R&D with 3 key initiatives



### Allocate more resources to strengthen QA/RA

- Transition from a strong focus on engineering to developing an equally strong QA/RA function by reallocation of resources
- Ensure timely delivery of products of the highest quality and safety standards



### Redesign product development governance

- Strengthen R&D portfolio prioritization governance to focus resources on the highest impact projects
- Strengthening oversight to ensure we meet our product development deadlines



### Streamline imaging platform to drive efficiency

- Streamline our imaging platform in endoscopy, improving ease of use for customers and ensuring clinical standardization and freeing up R&D resources for other value-added projects

# We have initiatives in place to strengthen our compliance and regulatory practices



- **Harmonize global complaint handling standard and governance** to ensure global consistency and monitor effectiveness of future complaint management process

- **Upgrade and connect quality IT systems** to enable robust trend and issue monitoring

- **Retrain company** on complaint awareness & reporting, and complaint management process; **enhance training for regulatory affairs** employees

- **Establish new regulatory approval process and remediate recent regulatory issues**

- **Move US regulatory submissions center from Tokyo to US**

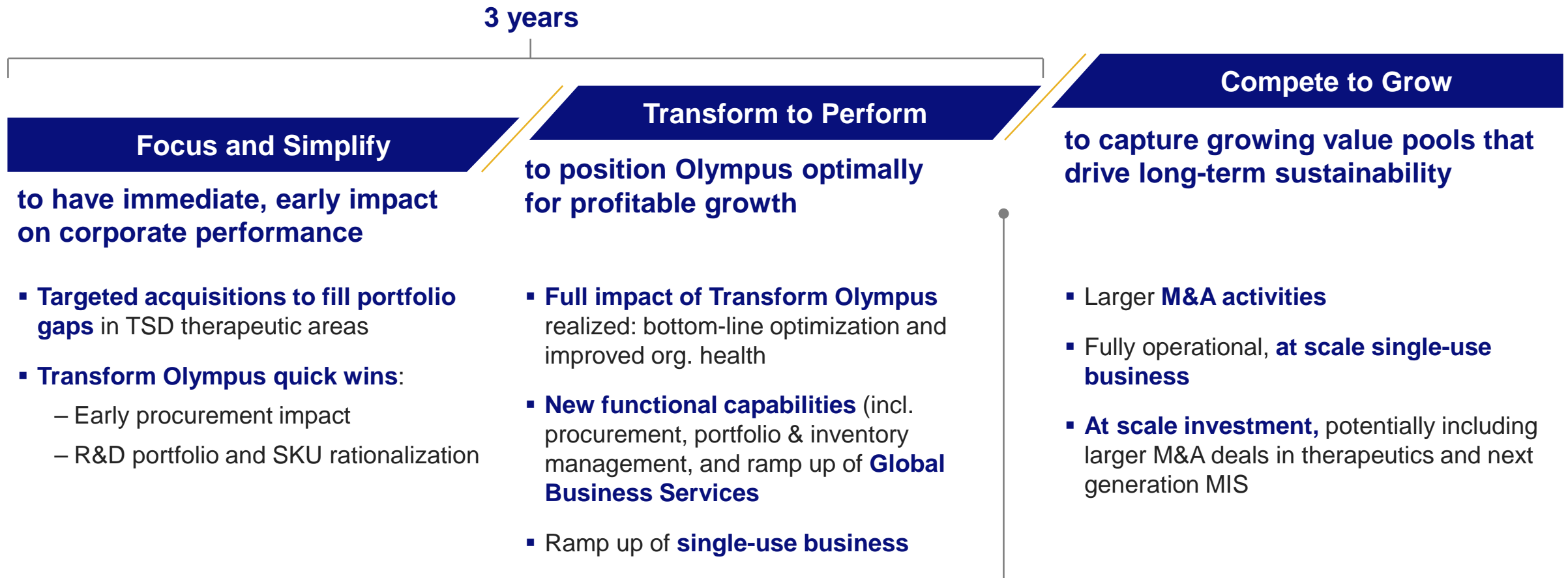
- **Re-organize and prepare to become compliant with new EU-MDR regulations**

# 03

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## **Our Growth and Performance Impact**

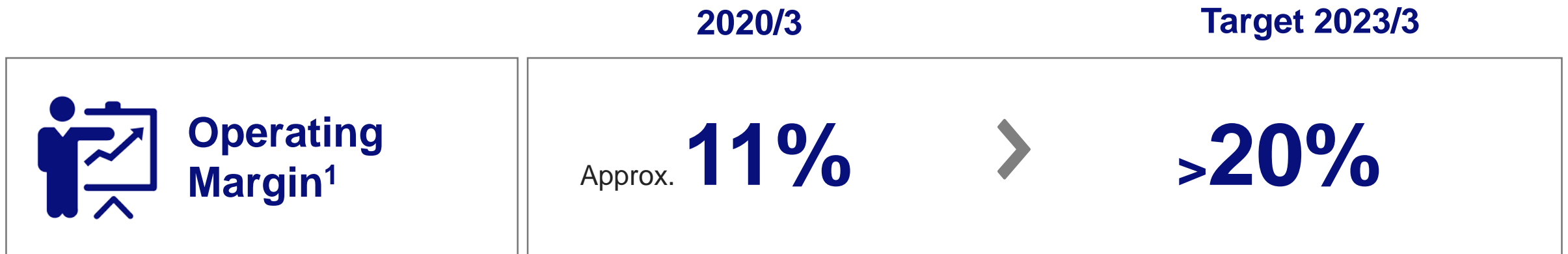
# Sequencing of our growth and transformation initiatives



**Performance impact in 3 years**  
> 20% operating margin<sup>1</sup>


<sup>1</sup> Adjusted for extraordinary items

# 2023/3 Financial guidance



<sup>1</sup> Adjusted for extraordinary items

# 2023/3 Supporting financial indicators

	2020/3	Target 2023/3
 Free cash flow growth <sup>1</sup>	¥50 Billion	>20% CAGR from FY2020/3
 ROIC <sup>1</sup>	Approx. 10%	>20%
 EPS Growth <sup>1</sup>	¥47	>25% CAGR from FY2020/3

<sup>1</sup> Adjusted for extraordinary items

# Cash allocation

## Business investment

- Prioritize allocation of funds toward growth investments as well as quality enhancement
- Strategic consideration of M&A based on business strategy

## Shareholders' return

- Maintain current policy to achieve 30% total shareholders return by FY 2021 as stated in 16CSP  
(Olympus will achieve its 16CSP target of a 30% total return ratio in FY2020/3)
- Maintain the proactive shareholder return policy considering corporate priorities and shareholders' values

**OLYMPUS**

A thick, yellow, brushstroke-style underline that tapers at both ends, positioned directly beneath the word "OLYMPUS".