

# Olympus' Value Creation Model

## OUR PURPOSE

Making people's lives healthier, safer and more fulfilling

## Strength

### Dominant position built on basis of relationships of trust with customers

- ▶ Dominating global market share for gastrointestinal endoscopes approximately 70%
- ▶ Training for doctors conducted around the world
- ▶ Entered emerging markets ahead of other companies and built relationships of trust with doctors
  - Have built relationships of trust in Chinese market for about 50 years, since normalization of diplomatic relations between Japan and China in 1972
  - Established representative office in Singapore in 1975

### Global and robust management foundation

- ▶ Approximately 17 training centers with the aim of providing training opportunities for healthcare professionals
- ▶ Build an industry-leading service network among the world's medical device companies
- ▶ Established a global headquarters for the Therapeutic Solutions Division in the U.S.
- ▶ Credit ratings: A (R&I), BBB + (S&P)
- ▶ Approximately 900 dialogues with institutional investors and securities analysts<sup>\*1</sup>

### Technological capabilities that produce high-quality and advanced products

- ▶ Selected as one of the top 100 most innovative companies in the world for ten consecutive years
- ▶ Approximately 17,000 patents<sup>\*2</sup> held to maintain an overwhelming market share and acquire further technology
- ▶ Strong know-how and optical technology built up since the Company's founding
- ▶ Manufacturing techniques that realize high-mix, low-volume production

### Diverse human resources that possess high expertise

- ▶ Aiming to become a global medtech company, hiring highly specialized and talented people for global positions
  - To further grow mainly in the Therapeutic Solutions Division, set up a specialized business development team in the U.S., hired talented people, and carried out four M&As<sup>\*1</sup>
  - Percentage of foreign management roles globally: approximately 37%<sup>\*3</sup>
- ▶ To strengthen implementation skills, approximately 2,600 employees participated in training, and approximately 3,000 people participated in a program to strengthen global communications

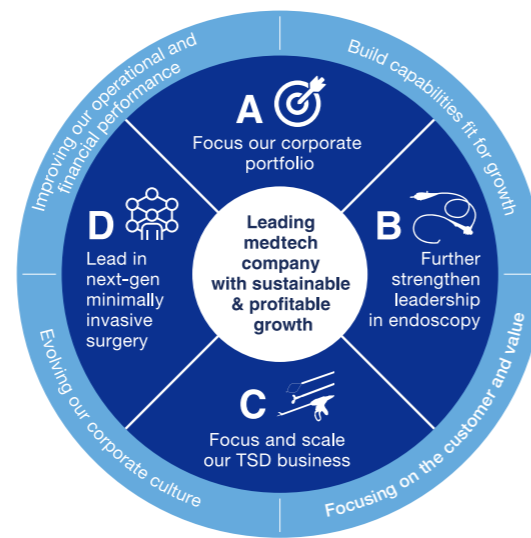


## Strategy

### Corporate Strategy

#### Transforming into a Truly Global Medtech Company

Realization of corporate culture and structure that enables sustainable growth



### Six Important ESG Areas

1. Corporate governance
2. Economic sustainability
3. Product sustainability
4. Environment
5. People
6. Society

### Our Materiality

- Healthcare access and outcomes
- Compliance, product quality and safety
- Responsible supply chain
- Diversity and inclusion
- Carbon neutral society and circular economy

## Social Outcome

Providing value to patients, countries, and society through our customers



### Patients

- Contributing to the health of people around the world
- Improving patients' QOL through early diagnosis and minimally invasive treatments

**50 million**

Colonoscopies performed worldwide<sup>\*4</sup>

**100**

Diseases or conditions treated<sup>\*5</sup>

### Customers

(Medical institutions, research institutions, manufacturing industry, etc.)

- Contributing to improvements in efficiency of medical care and its economic outcomes through early diagnosis and minimally invasive treatments
- Contributing to biological/medical research as well as pathology research
- Contributing to industrial efficiency and improvements in inspection quality

Relationships of trust built by collaborating with customers

- Feedback on product improvements and requests
- Providing products that meet abundant needs
- Support for procedure development

### Countries/Society

- Contributing to limiting medical expenses through early diagnosis and minimally invasive treatments
- Contributing to the future of medicine
- Contributing to safety and security in everyday lives

## Financial KPI



**5-6%**

Annual average revenue growth rate



**> 20%**

Operating margin<sup>\*6</sup>

<sup>\*1</sup> Fiscal year 2021

<sup>\*2</sup> As of March 2021

<sup>\*3</sup> The percentage within global senior management as of July 1, 2021

<sup>\*4</sup> Numbers come from the Company's research. Numbers for the U.S., Canada, Germany, France, Italy, Spain, the UK, Japan, China, South Korea, Australia and India. As of 2018 or 2019 depending on the region

<sup>\*5</sup> Olympus has versatile medical devices with the ability to treat approximately 100 diseases or conditions as of March 2021.

<sup>\*6</sup> Adjusted for extraordinary items