

**OLYMPUS**

Your Vision, Our Future

# OLYMPUS Investor Day 2017

# 16CSP Overview

Hiroyuki Sasa  
President and Representative Director  
Olympus Corporation  
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*16CSP*

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Initiatives Targeting Ongoing Growth

Review of the First Year of 16CSP

Plan for Accomplishing the Targets of 16CSP

Initiatives Targeting Sustainable Growth

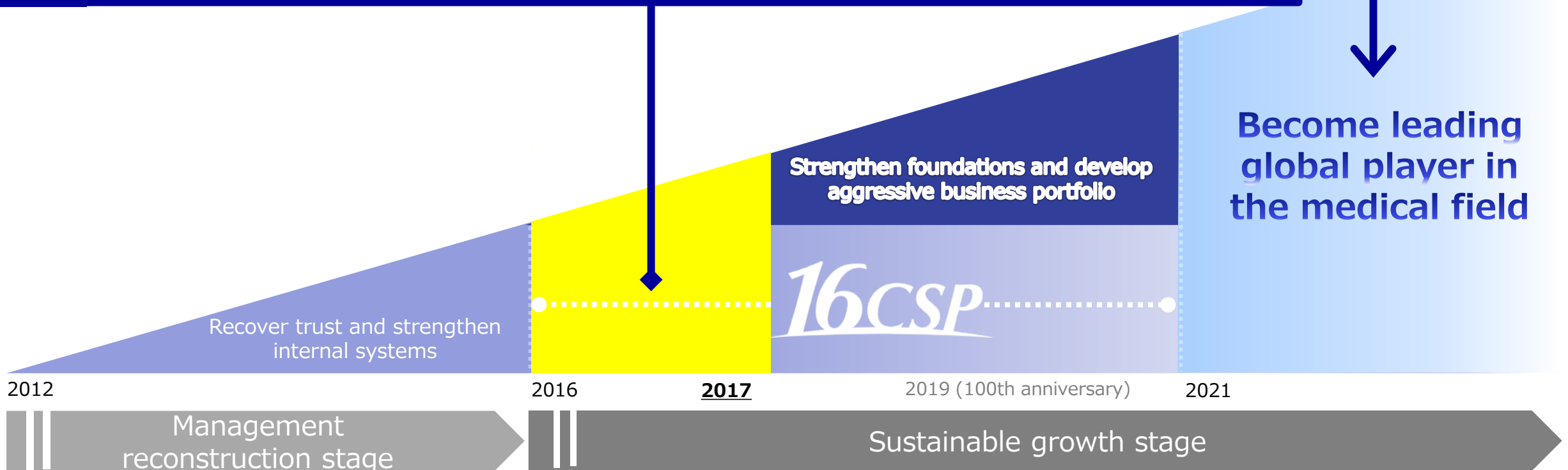
Review of the First Year of 16CSP

Plan for Accomplishing the Targets of 16CSP

# Initiatives Targeting Ongoing Growth

Long-term perspective

- Enhancement of financial position
- Reinforcement of management and business foundations (improvement of operational efficiency and productivity)
- Investment in sustainable growth (R&D expenditures, capital expenditures, etc.)



Initiatives Targeting Sustainable Growth

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# Review of the First Year of 16CSP – Performance Indices (Targets)

- Issues presented in terms of profitability (operating margin) and business growth (EBITDA)

	FY2017 (IFRS / Results)	16CSP Targets
Capital Efficiency ROE	11%	15%
<b>Profitability</b> <b>Operating Margin</b>	<b>10%</b> (Constant Currency Basis 13%)	<b>15%</b>
<b>Business Growth</b> <b>EBITDA*</b>	<b>-16%</b> (Constant Currency Basis +6%)	<b>Double-digit growth</b>
Financial Soundness Equity Ratio	41%	50%

# Review of the First Year of 16CSP – Priority Strategies

1

Take action to grow businesses

2

Acquire necessary management resources in a timely manner and fully leverage these resources

3

Advance forward-looking preparation to realize continued growth

4

Pursue further business efficiency improvements

5

Enhance management on a global and groupwide basis

6

Promote strict compliance, strengthen Quality/Regulatory Assurance and Internal control



# Review of the First Year of 16CSP – Progress of Priority Strategies


1

## Take action to grow businesses


- New mainstay products introduced in Medical Business, Scientific Solutions Business, and Imaging Business to enhance product lineups for future growth (issues present in terms of business growth (revenue growth))

**Medical**


**VISERA ELITE II**



Contained Tissue Extraction System (PK Devices)



EZ Shot 3 Plus



**Scientific Solutions**

FV3000  
(laser scanning confocal microscope)



IPLEX NX  
(industrial videoscope)




VANTA  
(X-ray fluorescence (XRF) analyzer)



**Imaging**

OM-D E-M1 Mark II  
M.ZUIKO DIGITAL ED  
12-100mm F4.0 IS PRO



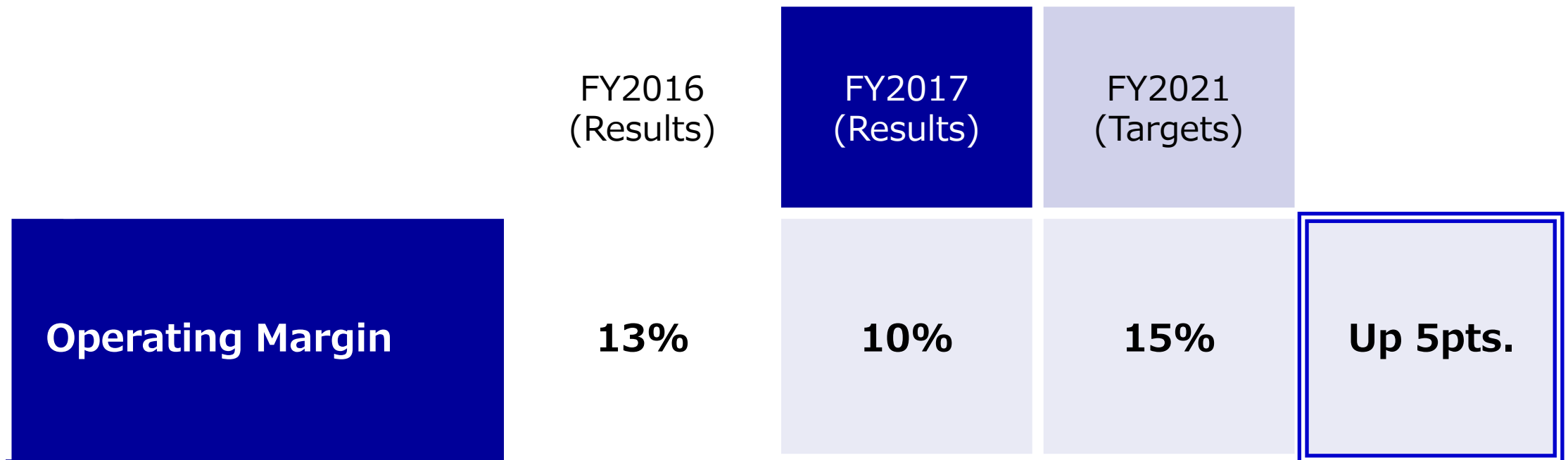
The Camera Grand Prix 2017 Awards "Camera of the Year", "Lens of the Year", "Readers Awards"

# Review of the First Year of 16CSP – Progress of Priority Strategies

4

## Pursue further business efficiency improvements

- Commencement of Business Process Reengineering project
- Pursuit of operating margin of 15% (target) through improvement of efficiency and productivity



## 6

### Promote strict compliance, strengthen Quality/Regulatory Assurance and Internal control

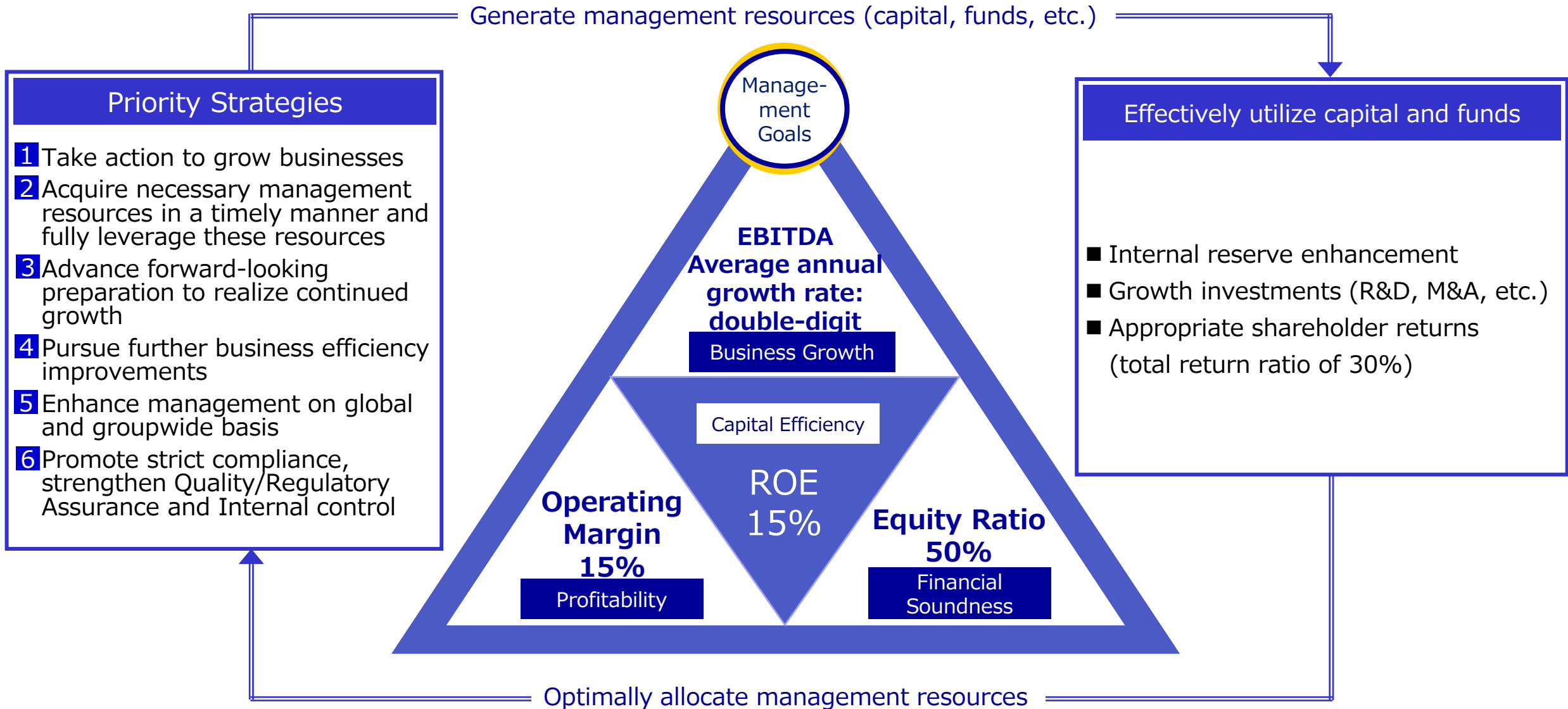
- Establishment of global operation team to entrench compliance awareness on groupwide basis
- Ongoing reinforcement of quality management systems based on Olympus Group Quality Policy
  - ✓ Expansion of QA/RA staff centered on Medical Business
  - ✓ Reinforcement of RA function, product registration function, and post-market safety management
  - ✓ Revision and refinement of rules and procedures for processes spanning from R&D to manufacturing and post-market management

Initiatives Targeting Sustainable Growth

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# Plan for Accomplishing the Targets of 16CSP



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