

Olympus' Value Creation Model

OUR PURPOSE Making people's lives healthier, safer and more fulfilling

Strength

Strong position built on basis of relationships of trust with care providers

- ▶ Global market share for gastrointestinal endoscopes approximately 70%
- ▶ Training support 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 Business in the U.S.
- ▶ Credit ratings: A+ (R&I), BBB+ (S&P), Baa2 (Moody's)
- ▶ Approximately 960 dialogues with institutional investors and securities analysts*1

Technological capabilities that produce high-quality and advanced products

- ▶ Selected as one of the top 100 most innovative companies in the world 11 times
- ▶ Olympus Group's approximately 16,000 patents*2 to build a high-quality IP portfolio
- ▶ 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 Business, set up a specialized business development team in the U.S., hired talented people, and carried out M&A
- ▶ To strengthen implementation skills, approximately 6,600 employees participated in training, and approximately 6,700 people participated in the Global Communication Skill Strengthening Program*2

Strategy

Company Strategy

Leading as a global MedTech company

Patient safety and sustainability

- 1 Resolve pending commitments to the FDA, prove confidence with regulators
- 2 Lead in organization health and ESG

Innovation for growth

- 3 Strengthen the Olympus brand, elevate the experience of our customers
- 4 Grow our business through purposeful innovation and acquisitions

Productivity

- 5 Build a high performing organization focused on patient safety and product quality
- 6 Ensure simplicity and operational efficiency

Strategic value pools that drive long-term sustainable growth



Materiality Topics at Olympus

- Healthcare Access and Outcome
- Compliance, Product Quality and Safety
- Responsible Supply Chain
- Healthy Organization
- Carbon Neutral Society and Circular Economy
- Corporate Governance

Details on the materiality topics at Olympus are on page 38

Social Outcome

Providing value to patients, countries, regions, and society through care providers



Patients

- Contributing to people's health around the world by always giving the highest priority to patient safety
- Improving patient outcomes by elevating the standard of care in target diseases based on early diagnosis and minimally invasive treatments

100

Diseases or conditions treated*3

50 million

Colonoscopies performed worldwide*4

Relationships of trust built by collaborating with care providers

- Feedback on product improvements and requests
- Providing products that help improve patient outcomes by meeting abundant needs
- Support for procedure development

Care providers

- Contributing to the enhancement of the customer experience in the care pathway from early detection and diagnosis to staging, treatment, and post procedure
- Contributing to improvements in efficiency of medical care and its economic outcomes through early diagnosis and minimally invasive treatments
- Providing unique solutions to issues in the medical field



Countries/Regions/Society

- Contributing to limiting medical expenses through early diagnosis and minimally invasive treatments
- Contributing to the future of medicine

Financial KPIs

Revenue Growth*5



~5%

CAGR from FY2023

Endoscopic Solutions Division

ESD 5%

Therapeutic Solutions Division

TSD >5%

Operating Margin*6



~20%

EPS Growth*6



~8%

CAGR from FY2023

*1 Fiscal year 2023

*2 As of March 2023. Excluding Scientific Solutions Business

*3 Olympus has versatile medical devices with the ability to treat approximately 100 diseases or conditions as of March 2023.

*4 Numbers come from the Company's research. Numbers for the U.S., Canada, Germany, France, Italy, Spain, the UK, Japan, China, South Korea, Australia, India and Russia. As of 2019

*5 Constant currency basis

*6 Adjusted for extraordinary items

• Exclude "Other income / expenses"

• No adjustment will be made for the impact of exchange rate fluctuations; actual exchange rate will be used