

## Beyond our New Horizon: Leading as a global MedTech company

Olympus Corporation | President and CEO, Stefan Kaufmann | 12 May 2023



## **Consolidated Financial Results for Fiscal 2023 and Full-Year Forecasts for Fiscal 2024**

Olympus Corporation | Executive Officer and CFO, Chikashi Takeda | May 12, 2023

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## **Consolidated Financial Results for Fiscal** 2023

## Fiscal 2023 (1) Consolidated Financial Results

Full-year (Apr to Mar)

**1** Revenue: 18% consolidated growth. Record high for Medical business in 4Q and 12M. Double-digit growth for both ESD and TSD

2 Operating profit: Achieved adjusted operating margin of 20%, as set forth in 2019 Corporate Strategy. Record highs for both amount and ratio in 12M\*

Full-year (Apr. to Mar.)					4Q (Jan. to Ma			
(Billions of yen)	FY2022	FY2023	YoY	After FX adjustment	FY2022	FY2023	ΥοΥ	After FX adjustment
Revenue	750.1	<b>1</b> 881.9	+18%	+4%	202.9 1	240.4	+18%	+9%
Gross profit (% of revenue)	506.7 (67.6%)	596.8 (67.7%)	+18%	+2%	140.6 (69.3%)	163.1 (67.9%)	+16%	+3%
Selling, general and administrative expenses (% of revenue)	357.5 (47.7%)	420.5 (47.7%)	+18%	+7%	98.4 (48.5%)	114.5 (47.6%)	+16%	+8%
Other income and expenses	-3.0	10.3	-	-	1.7	-4.6	-	-
Operating profit (% of revenue)	146.2 (19.5%)	<b>2</b> 186.6 (21.2%)	+28%	-3%	44.0 (21.7%)	44.0 (18.3%)	0%	-23%
Adjusted operating profit (% of revenue)	150.7 (20.1%)	<b>2</b> 176.8 (20.0%)	+17%	-12%	43.2 (21.3%)	48.7 (20.2%)	+13%	+17%
Profit before tax (% of revenue)	141.7 (18.9%)	182.3 (20.7%)	+29%		44.7 (22.0%)	42.9 (17.9%)	-4%	*From FY2009, when Olympus began disclosing quarterly report. **The figures from "Revenue" to "Profit from continuing operations" represents continuing operations. ***Since all shares of discontinued operation (Evident) were transferred in April 2023, a gain of this share transfer is expected to be recorded in first quarter of FY2024. Dividend payment for FY2023 Year-end dividend of ¥16 per share
Profit from continuing operations (% of revenue)	110.6 (14.8%)	138.0 (15.7%)	+25%		27.7 (13.6%)	32.4 (13.5%)	+17%	
Profit from discontinued operation	5.3	5.6	+¥0.3 billion		0.5	2.9	+523%	
Profit (loss)	116.0	143.6	+24%		28.1	35.2	+25%	
Profit (loss) attributable to owners of parent	115.7	143.4	+24%		28.1	35.2	+25%	
EPS	¥90	¥113	_		-	-		
	(Billions of yen)RevenueGross profit (% of revenue)Selling, general and administrative expenses (% of revenue)Other income and expensesOperating profit (% of revenue)Adjusted operating profit (% of revenue)Profit before tax (% of revenue)Profit from continuing operations (% of revenue)Profit from discontinued operationProfit (loss)Profit (loss) attributable to owners of parent	(Billions of yen)FY2022Revenue750.1Gross profit506.7 (% of revenue)Gross profit506.7 (67.6%)Selling, general and administrative expenses (% of revenue)357.5 (47.7%)Other income and expenses-3.0Operating profit (% of revenue)146.2 (19.5%)Adjusted operating profit (% of revenue)150.7 (20.1%)Profit before tax (% of revenue)141.7 (18.9%)Profit from continuing operations (% of revenue)110.6 (14.8%)Profit from discontinued operation5.3 F.3Profit (loss)116.0Profit (loss) attributable to owners of parent115.7	(Billions of yen)       FY2022         Revenue       750.1       1       881.9         Gross profit       (% of revenue)       506.7       596.8         (% of revenue)       (67.6%)       (67.7%)         Selling, general and administrative expenses       357.5       420.5         (% of revenue)       357.5       420.5         Other income and expenses       -3.0       10.3         Operating profit       146.2       186.6         (% of revenue)       150.7       2       186.6         (21.2%)       176.8       (20.1%)       2       182.3         Profit before tax       (% of revenue)       (18.9%)       (20.7%)         Profit from continuing operations       110.6       138.0       15.7%)         Profit from discontinued operation       5.3       5.6         Profit (loss)       116.0       143.6         Profit (loss) attributable to owners of parent       115.7       143.4	(Billions of yen)FY2022FY2023YoYRevenue750.11881.9+18%Gross profit (% of revenue)506.7 (67.6%)596.8 (67.7%)+18%Selling, general and administrative expenses (% of revenue)357.5 (47.7%)420.5 (47.7%)+18%Other income and expenses-3.010.3-Operating profit (% of revenue)146.2 (21.95%)2186.6 (21.2%)+28%Adjusted operating profit (% of revenue)150.7 (20.1%)2176.8 (20.0%)+17%Profit before tax (% of revenue)141.7 (18.9%)182.3 (20.7%)+29%Profit from continuing operations (% of revenue)110.6 (14.8%)138.0 (15.7%)+25%Profit from discontinued operation (% of revenue)5.35.6 (14.3%)+24%Profit (loss) attributable to owners of parent115.7 (143.4+24%	(Billions of yen)FY2022FY2023YoYAfter FX adjustmentRevenue750.11881.9+18%+4%Gross profit (% of revenue) $506.7$ ( $67.6\%$ ) $596.8$ ( $67.7\%$ )+18%+2%Selling, general and administrative expenses (% of revenue) $357.5$ ( $47.7\%$ ) $420.5$ ( $47.7\%$ )+18%+7%Other income and expenses-3.010.3Operating profit (% of revenue)146.2 ( $19.5\%$ )186.6 ( $21.2\%$ )+28%-3%Adjusted operating profit (% of revenue)150.7 ( $20.1\%$ )2176.8 ( $20.0\%$ )+17%-12%Profit before tax (% of revenue)141.7 ( $18.9\%$ )182.3 ( $20.7\%$ )+29%-3%Profit from continuing operations (% of revenue)110.6 ( $14.8\%$ )138.0 ( $15.7\%$ )+25%Profit (loss)116.0143.6+24%Profit (loss) attributable to owners of prent115.7 ( $143.4$ +24%	(Billions of yen)FY2022FY2023YoYAfter FX adjustmentFY2022Revenue750.11881.9 $+18\%$ $+4\%$ 202.91Gross profit $(\% of revenue)$ $606.7$ $596.8$ $(67.7\%)$ $+18\%$ $+2\%$ $(69.3\%)$ 140.6 $(9.3\%)$ Selling, general and administrative expenses $357.5$ $(\% of revenue)$ $420.5$ $(47.7\%)$ $+18\%$ $+7\%$ $98.4$ $(48.5\%)$ Other income and expenses $-3.0$ $10.3$ $ 1.7$ Operating profit $(\% of revenue)$ $146.2$ $(19.5\%)$ $2$ $186.6$ $(21.2\%)$ $+28\%$ $-3\%$ $44.0$ $(21.7\%)$ Adjusted operating profit $(\% of revenue)$ $145.7$ $(20.1\%)$ $2$ $176.8$ $(20.0\%)$ $+17\%$ $43.2$ $(22.0\%)$ Profit before tax $(\% of revenue)$ $141.7$ $(18.9\%)$ $182.3$ $(20.7\%)$ $+29\%$ $27.7$ $(13.6\%)$ Profit from continuing operations $(\% of revenue)$ $110.6$ $(14.8\%)$ $138.0$ $(15.7\%)$ $+25\%$ $27.7$ $(13.6\%)$ Profit from discontinued operation $(\% of revenue)$ $5.3$ $5.6$ $(15.7\%)$ $+25\%$ $28.1$ Profit (loss) $116.0$ $(14.8\%)$ $143.4$ $(14.3\%)$ $28.1$	(Billions of yen)         FY2022         FY2023         YoY         After FX adjustment           Revenue         750.1         1         881.9         +18%         +4%         202.9         1         240.4           Gross profit         (% of revenue)         506.7         596.8         +18%         +2%         140.6         163.1           Selling, general and administrative expenses         357.5         420.5         +18%         +7%         98.4         114.5           Other income and expenses         -3.0         10.3         -         1.7         -4.6           Operating profit         (% of revenue)         19.5%         2         176.8         +17%         -2%         44.0         44.0           Adjusted operating profit         180.7         2         176.8         +17%         -12%         43.2         (21.3%)         (20.2%)         17.8         44.0         (44.0)         (18.3%)         (21.3%)         (21.7%)         (21.3%)         (21.7%)         (21.3%)         (22.9%)         27.7         (22.0%)         (17.9%)         (22.9%)         (17.9%)         27.7         32.4         (13.6%)         (13.5%)         (13.5%)         27.7         32.4         (13.6%)         (13.5%)         27.7 <td>(Billions of yen)FY2022FY2023YoY adjustmentAfter FX adjustmentFY2022FY2023YoYRevenue750.11881.9<math>+18\%</math><math>+4\%</math>202.91240.4<math>+18\%</math>Gross profit (% of revenue)506.7 (67.6%)596.8 (67.7%)<math>+18\%</math><math>+2\%</math>140.6 (69.3%)163.1 (67.9%)<math>+16\%</math>Selling, general and administrative expenses (% of revenue)357.5 (47.7%)<math>420.5</math> (47.7%)<math>+18\%</math><math>+7\%</math>98.4 (48.5%)<math>114.5</math> (47.6%)<math>+16\%</math>Other income and expenses<math>-3.0</math>10.3<math> 1.7</math><math>-4.6</math><math>-</math>Operating profit (% of revenue)<math>146.2</math> (19.5%)2<math>176.8</math> (20.7%)<math>+12\%</math><math>44.0</math> (21.7%)<math>44.0</math> (21.7%)<math>44.0</math> (21.7%)<math>44.0</math> (20.2%)<math>-3\%</math>Profit before tax (% of revenue)<math>146.8</math> (20.1%)<math>126.3</math> (20.7%)<math>+22\%</math><math>-12\%</math><math>44.7</math> (21.3%)<math>44.0</math> (21.7%)<math>4\%</math>Profit from continuing operations (% of revenue)<math>110.6</math> (14.8%)<math>138.0</math> (15.7%)<math>+22\%</math><math>27.7</math> (13.6%)<math>32.4</math> (13.5%)<math>+17\%</math>Profit from discontinued operation (% of revenue)<math>5.3</math><math>5.6</math> (<math>143.6</math><math>+24\%</math><math>0.5</math> (<math>20.7\%</math><math>29.4</math> (<math>28.1</math><math>35.2</math><math>+25\%</math>Profit (loss)<math>116.0</math><math>143.6</math> (<math>143.6</math><math>+24\%</math><math>28.1</math><math>35.2</math><math>+25\%</math>Profit (loss) attributable to owners of parent<math>115.7</math><math>143.4</math> (<math>24.4</math><math>24.6</math><math>28.1</math><math>35.2</math><!--</td--></br></br></td>	(Billions of yen)FY2022FY2023YoY adjustmentAfter FX adjustmentFY2022FY2023YoYRevenue750.11881.9 $+18\%$ $+4\%$ 202.91240.4 $+18\%$ Gross profit (% of revenue)506.7 (67.6%)596.8 (67.7%) $+18\%$ $+2\%$ 140.6 (69.3%)163.1 

4Q (Jan. to Mar.)

Continuing operations



#### We adopted an ambitious timeline out to 2023

We would unleash our potential by developing the organizational focus, operational structure and employee mindset needed for long-term, sustainable growth.





### We set and made progress against ambitious targets



#### Sustain **5-6%** growth annually



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



Become a **leader** in the therapeutic areas where we compete (GI, Urology and Respiratory)

\*Continuing business base. Adjusted for extraordinary items

\*\*Continuing business base. 3-year CAGR from FY2020 after FX adjustment \*\*\*3-year CAGR from FY2020



Despite macroeconomic issues and Covid lockdowns, grew topline 4.6%\*\* CAGR



Doubled operating profit over 3-year transformation and exceeded consolidated operating margin 20%\*



With significant profitability improvements and ¥80billion share buyback, adjusted EPS growth\*\*\* exceeded 25%.



Maintained investments in R&D at similar levels to MedTech peers to ensure sustainable future growth



Transformed to a pure-play MedTech company





## Beyond our New Horizon: Leading as a global MedTech company

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#### **Executive Officers**





Director, Representative Executive Officer, and Executive Chairman and ESG Officer



#### Stefan Kaufmann

Director, Representative Executive Officer, President and Chief Executive Officer



Frank Drewalowski

Executive Officer and Endoscopic Solutions Division Head



Gabriela Kaynor

Executive Officer and Therapeutic Solutions Division Head



#### Chikashi Takeda

Executive Officer, Chief Financial Officer



Nacho Abia

Executive Officer and Chief Strategy Officer



Tetsuo Kobayashi

Executive Officer, Chief Manufacturing and Supply Officer



André Roggan

Executive Officer, Chief Technology Officer



Shigeto Ohtsuki

Executive Officer and Chief Human Resources Officer



**Pierre Boisier** 

Executive Officer and Chief Quality Officer



### **Guiding Principles**



Resolve pending commitments to the FDA, prove confidence with regulators

Lead in organization health and ESG



Strengthen the Olympus brand, elevate the experience of our customers

Grow our business through purposeful innovation and acquisitions



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

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

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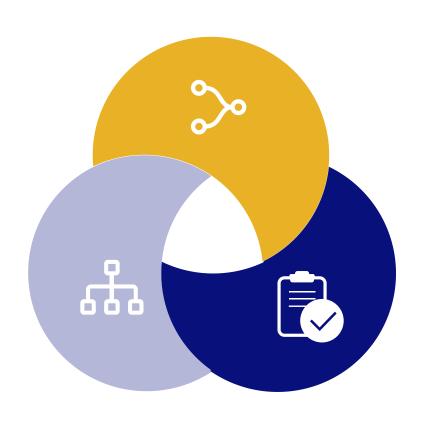
5

6



Nothing is more important than patient safety, so it gets our full focus.

### **QARA** investments for Patient Safety and our future growth



#### Execute Transformation with the Aim of a Single Global Quality System and Fully Harmonized Processes

- Build and implement a Single Global Quality System
- Develop streamlined digitally-enabled processes to support the global execution of the Quality System, including Complaint Management & MDR, Process Validation, Design Controls, Management Review, Internal Audit, Regulatory Commitment Tracking, etc.

## ሐ

## Enhance Global Quality and Compliance Functions to Ensure Consistent Execution

- Develop a robust organization and supporting processes to ensure consistent execution of Quality System requirements, quality improvements, identification and resolution of compliance risks
- Integrate Quality Engineering and Quality Leadership organizations globally across all three regions, manufacturing plants, repair and distribution centers



#### **Resolve Compliance Issues and Complete Remediation**

Ensure all commitments to regulators are implemented on time meeting regulator's expectations



## For a Sustainable Society

### ESG six focus areas and materiality topics with top priorities



Healthcare Access and Outcome

Contribution to health equity and access



Compliance, Product Quality and Safety

Quality and safety in product, service and solution



Responsible Supply Chain

Supply chain risk mitigation and resilience



Healthy Organization

Diversity, equity and inclusion



Carbon Neutral Society and Circular Economy

Circularity through product stewardship, carbon emissions (Scope1, 2and3)



Corporate Governance

Corporate governance and reporting transparency

#### +20%

CRC\* related training in target emerging countries and regions

#### +20%

CRC\* related online / hybrid training provided with HCPs globally

#### Timely ESG disclosures

According to SASB Standards

#### Annual assessment / monitoring

For multi-tier supply chain risks

#### 30%

Management positions held by women by FY28 globally

## 100%

Eligible male employees in Japan<sup>\*\*</sup> take parental leave by FY26

#### Net-zero

Net-zero GHG emissions across scope 1, 2 and 3 by 2040

#### Carbon Neutral

In our site operations across scope 1 and 2 by 2030

#### Enterprise Risk Management

applied consistently across the globe

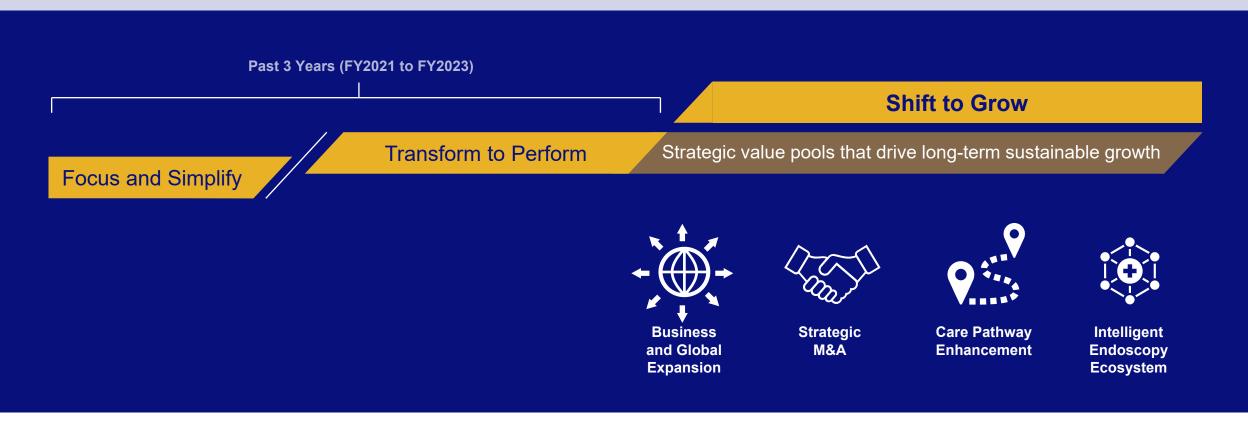
\* CRC: Colorectal cancer \*\* Olympus Corporation



## Strategic Value Pools for Long-term Sustainable Growth

### Four value pools that will drive sustainable growth

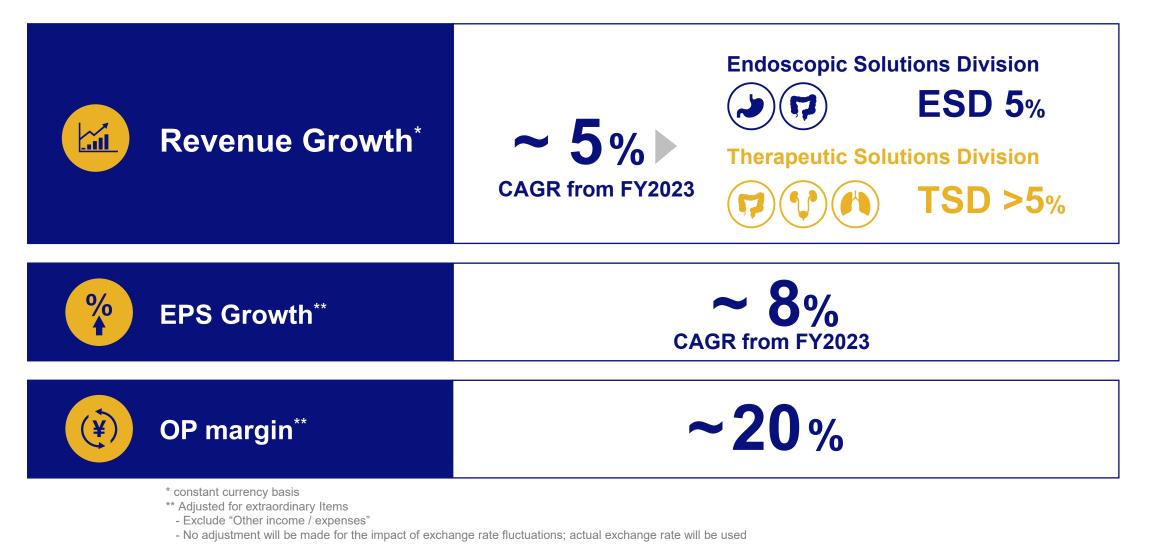
We will continue to Focus on disease states where Olympus can have a market-leading impact and will Shape and Enable future growth by investing in new ways to elevate the standard of care.





#### **FY24-26** Financials

#### Competitive growth along with steady value creation



**OLYMPUS** 





## Rise in cancer and other chronic diseases in our focus areas drives demand for endoscopy-enabled procedures

Lung Cancer Incidence

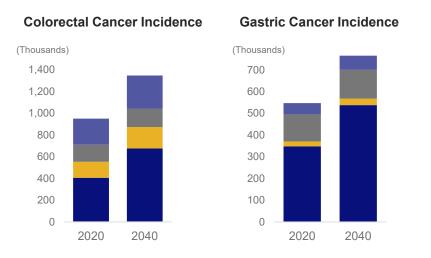
(Thousands)

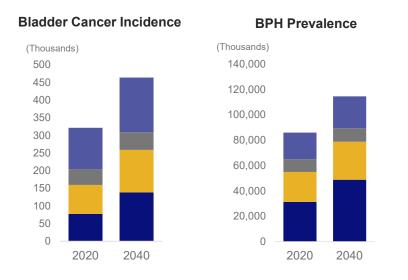
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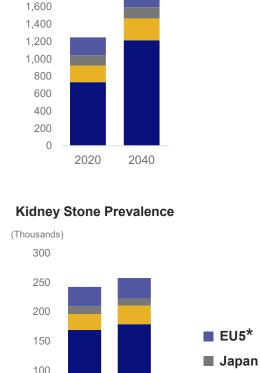
50

2020

2040







US

China

- Olympus is an established innovator in developing solutions to enhance the standard of care in these disease states
- Olympus' expertise in visualization, maneuverability and ergonomics uniquely positions us to expand our leadership
- Olympus is focused on decreasing cancer recurrence through improved detection, staging and therapeutic innovations
- Olympus offers a complete set of complementary solutions and services for infection prevention, repair and service supported by highlyknowledgeable, dedicated sales representatives

\*EU5: UK, France, Italy, Germany, Spain Source: Epidemiology database, Cerner Enviza. Accessed Feb. 2023



### We have a leading impact in large, fast-growing markets



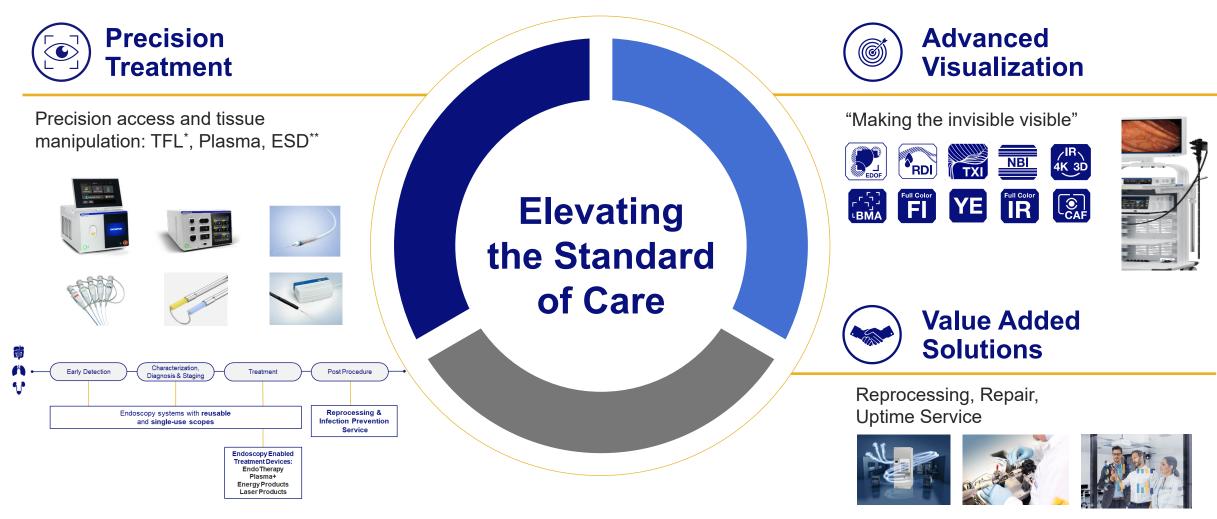
#### Our innovation pipeline will enable sustained market leadership in GI, Urology and Respiratory

Note: Served market scale and growth forecast information for this slide come from the Company's research and pertains to data for the USA, EU5 (Germany, UK, Italy, France, Spain), Japan and China, Market scale is as of March 31, 2023, Respiratory includes the impact of the Veran Medical acquisition. Growth forecasts are projected for fiscal year 2023 to fiscal year 2026. This also applies to market data shown on slides below. Sub-segment sales ratios within ESD/TSD are figures of fiscal year 2023.

\*Approx.



## Our unique capabilities have led to differentiated solutions along the care pathway

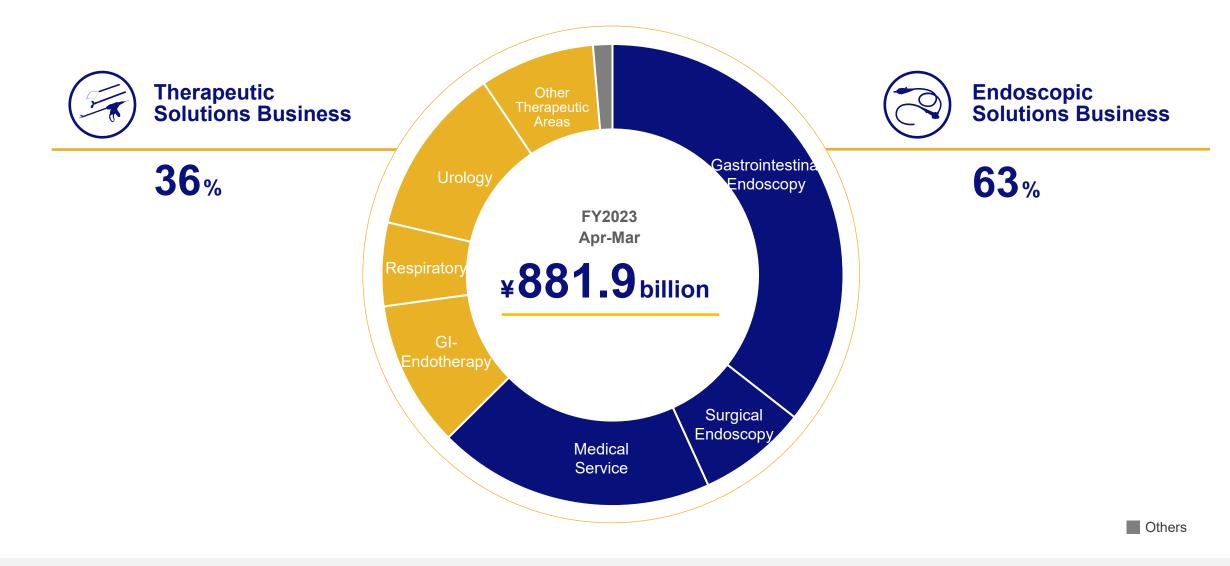


\* TFL = thulium fiber laser

\*\* ESD = endoscopic submucosal dissection

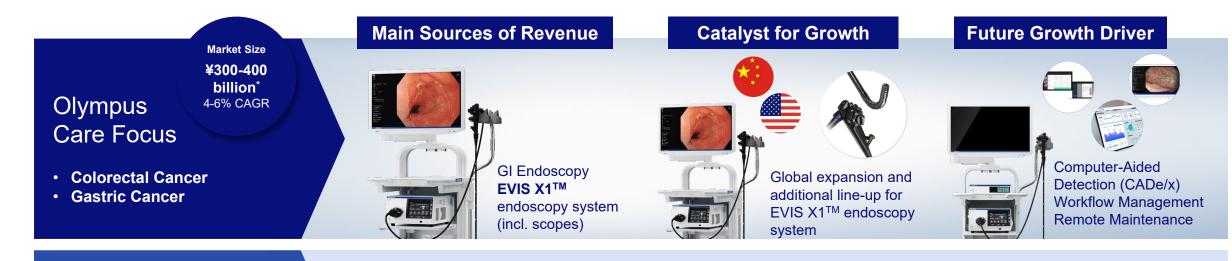
#### OLYMPUS

### At a Glance: Transformed to a pure-play MedTech company





### GI Endoscopy innovations in visualization, detection and endoscopes will continue to position us as a leader in the market



Olympus Right to Win

CAGR FY24-26: Mid single-digit %

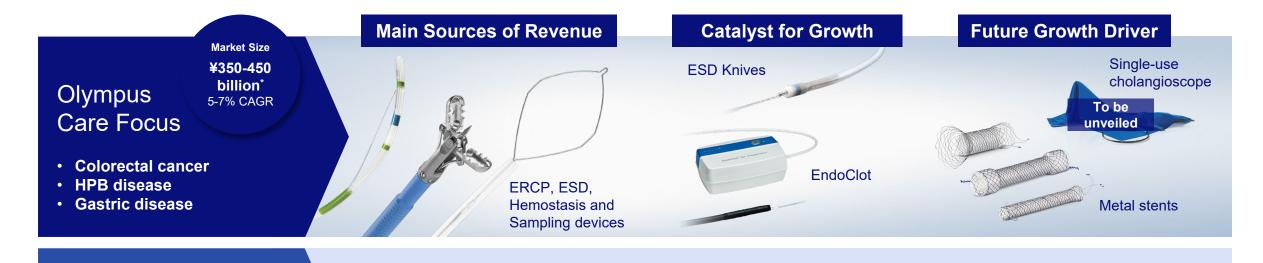
- >70% share\* in colonoscopes, gastroscopes, duodenoscopes, and ultrasound gastrointestinal videoscope.
- ✓ Strong growth for EVIS X1<sup>™</sup> endoscopy system with US (FY2024) and China (FY2025) with ~70,000 legacy units potential for upgrades.
- Differentiated digital solutions and flexible service models will enhance the standard of care and provide future monetization opportunities.



\* Addressable market, growth and Olympus position based upon publicly available data and Olympus research, and pertains to data for the USA, Germany, UK, Italy, France, Spain, Japan and China



### **GI-Endotherapy has built a differentiated portfolio across several disease states**



#### Olympus Right to Win

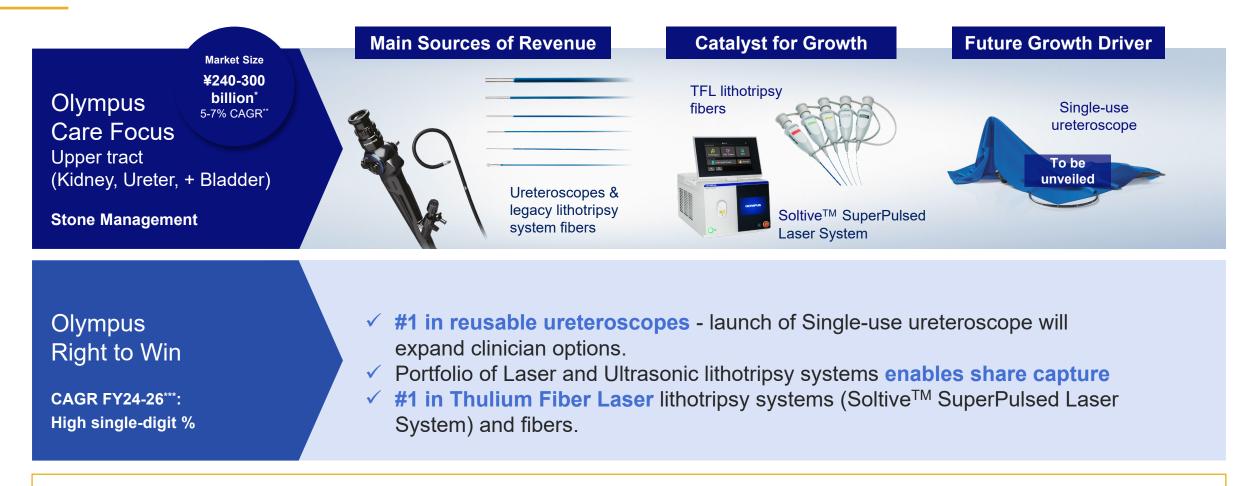
CAGR FY24-26: High single-digit %

- ~20% global share\* with double-digit growth in our ESD/EMR, EndoCuff, EndoClot portfolios.
- Acquisition<sup>\*\*</sup> of broad metal stent portfolio will significantly accelerate our global position and options in biliary tract, esophagus, colon, and duodenum treatments.
- ✓ Single-use cholangioscope will **enhance clinician optionality**.

## Continued market adoption of new product launches plus the recently announced acquisition<sup>2</sup> of metal stent portfolio will drive high-single digit growth

\* Addressable market, growth and Olympus position based upon publicly available data and Olympus research, and pertains to data for the USA, Germany, UK, Italy, France, Spain, Japan and China.\*\* Acquisition of Taewoong medical Co., Ltd,: Closure pending

## Urology delivering strong growth in stone management with innovative solutions that improve clinical outcomes

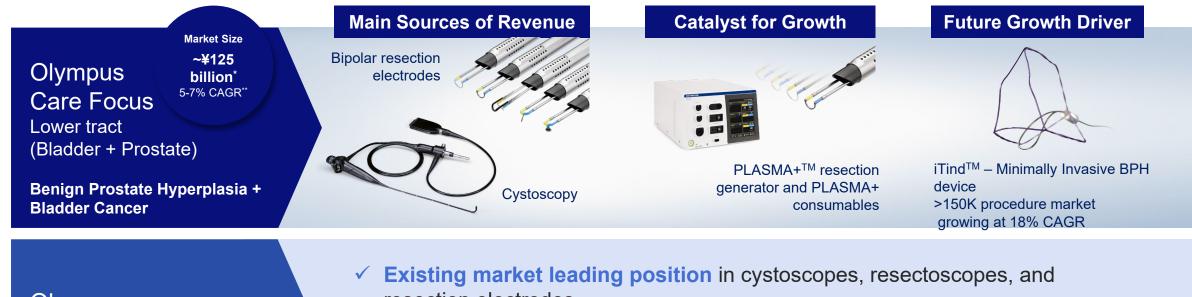


Portfolio expansion in our Soltive platform and the launch of a Single-use ureteroscope will provide sustainable long-term growth

\* Addressable market, growth and Olympus position based upon publicly available data and Olympus research, and pertains to data for the USA, Germany, UK, Italy, France, Spain, Japan and China. / \*\* CAGR for the total market of upper and lower tract categories. / \*\*\* On an Olympus Urology/Gynecology consolidated basis



### Leading position in cystoscopes and resectoscopes fueling growth in lower tract urology



Olympus Right to Win

CAGR FY24-26\*\*\*: High single-digit %

- resection electrodes
- ✓ PLASMA+ system designed to shorter procedure times
- Expanded reimbursement for differentiated MIS BPH device which provides better clinical outcomes and elevates the standard of care<sup>\*\*\*\*</sup>

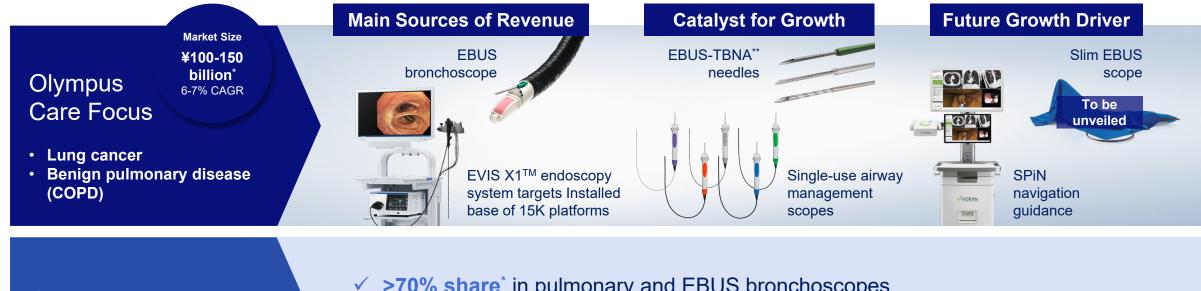
note<sup>1</sup> Refer to the following study on iTind: Chughtai et al., 2020; Amparore et al., 2021; De Nunzio et al., 2021 note<sup>2</sup> Implantation of the iTind device may cause pelvic discomfort, blood in urine, painful or urgent urination. In rare cases, the iTind device may cause urinary tract infection or a sudden difficulty to urinate.

#### Market leading PLASMA+ resection system plus new minimally invasive BPH device will deliver consistent growth

\* Addressable market, growth and Olympus position based upon publicly available data and Olympus research, and pertains to data for the USA, Germany, UK, Italy, France, Spain, Japan and China. / \*\* CAGR for the total market of upper and lower tract categories. / \*\*\* On an Olympus Urology/Gynecology consolidated basis. / \*\*\*\* iTind procedure does not require a permanent implant and preserves sexual function and continence, while reducing the need for a post procedure catheter. Procedure can be done in the MD office setting



### **Respiratory segment will transform with technologies that** enable access to the periphery with real time sampling



Olympus Right to Win

**CAGR FY24-26:** Mid single-digit %

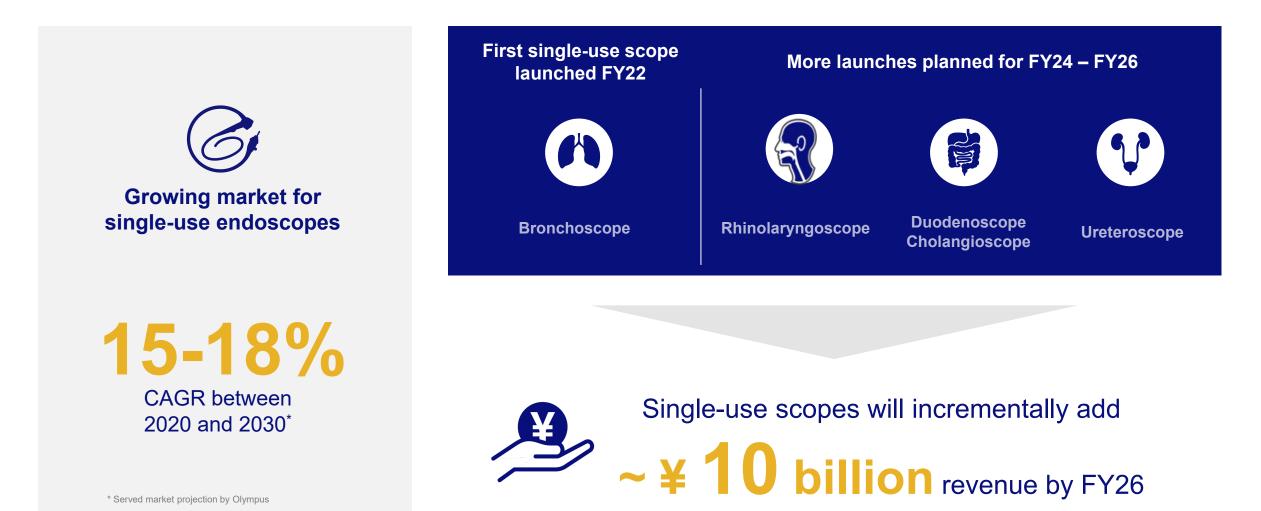
- ✓ >70% share<sup>\*</sup> in pulmonary and EBUS bronchoscopes
- Leading market position for pulmonary endotherapy and EBUS-TBNA needles
- ✓ Slim EBUS will enable access to suspicious lesions beyond the central / middle lung regions

EVIS X1 platform upgrades and extension of EBUS portfolio which will expand clinical applications thereby driving sustainable growth for the next few years

\* Addressable market, growth and Olympus position based upon publicly available data and Olympus research, and pertains to data for the USA, Germany, UK, Italy, France, Spain, Japan and China. / \*\* Endobronchial ultrasound-guided transbronchial fine needle aspiration (EBUS-TBNA).



## Single-use endoscopes complement our portfolio providing the right scope for the right situation at the right time





#### Regional expansion of EVIS X1 as our growth driver: Obtained 510(k) clearance for the U.S. market

EVIS X1<sup>™</sup> endoscopy system launched in EU/AP/JP markets with opportunity to grow globally

Expected growth opportunity for EVIS X1 endoscopy system

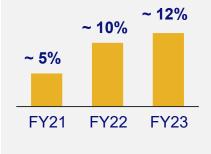
> CAGR in first 5 years after launch

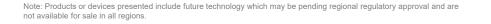
\* Historical performance of previous generation (180/ 260 series to 190/ 290 series)

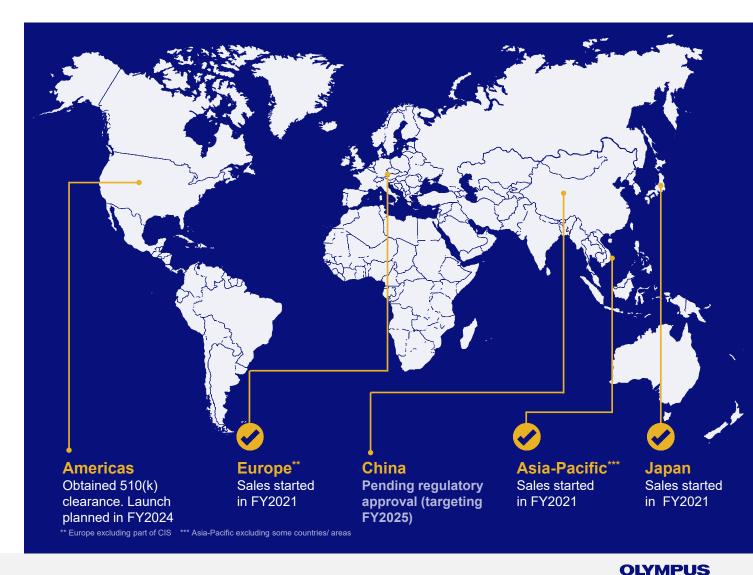
Potential for replacing the previous model 70,000<sub>units</sub>\* <sup>•</sup> Unit sales of previous generation video processor (CV-190 and CV-290)



EVIS X1 endoscopy system share of global GI Endoscopy net sales







## **Growth opportunities in China remain unchanged**

China % of global sales China in FY23 Other regions (¥ Billion) Revenue 140 ■ 1H ■ 2H 120 100 80 60 40 20 EX201A . 1202

Despite short-term fluctuations, we continue to expand our business in China with long-term high single-digit growth aspirations by focusing on the expansion of diagnosis in reducing cancer mortality rates, as an important market.



Invest in clinician education and training

Expand comprehensive training to endoscopists to support procedural quality and efficiency and elevating screening awareness for stomach & colorectal cancer



**Assess unmet needs from Chinese HCPs** 

Capture HCPs inputs and market insight in China for future product developments



#### Local Manufacturing Strategy

Prepare local manufacturing site in Suzhou, China, to offer "Made in China" products for local market.







We will prioritize tuck-in M&A capital deployment to transform clinical and procedural workflows, enhance care, and to expand geographically.



#### ) We will focus on tuck-ins in core or high-growth adjacencies

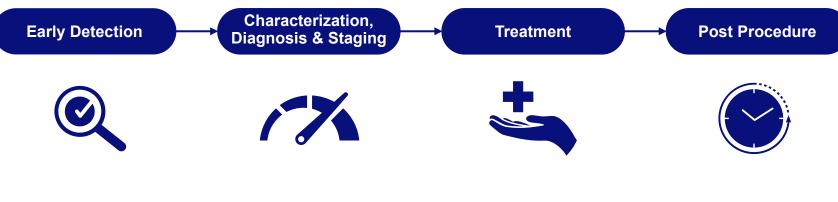






## **Expectations for patient care are shifting**

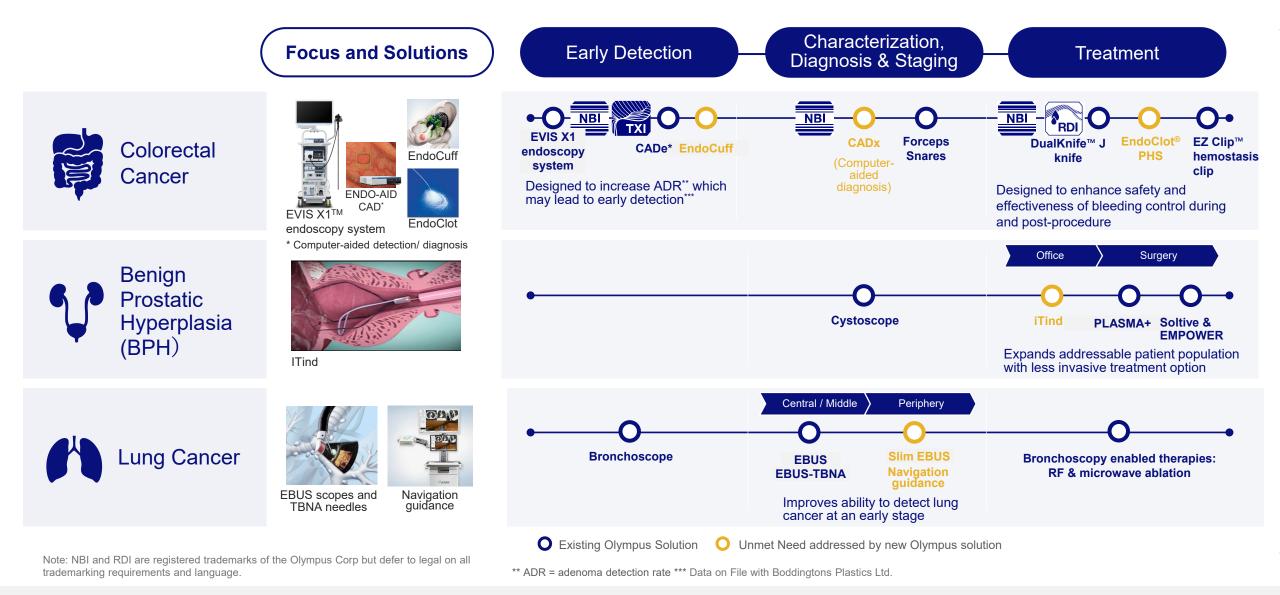
We will focus on enhancing patient care pathways where Olympus can elevate the standard of care.







#### Enhancing the care pathway in key therapeutic areas



#### **OLYMPUS**



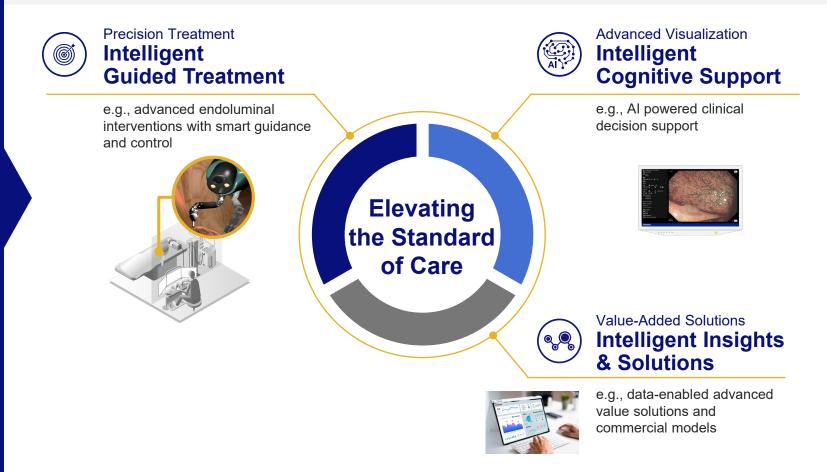
# Intelligent Endoscopy Ecosystem

#### To meet healthcare challenges, elevate our unique capabilities

Chronic disease patients and their care providers expect continued improvements and outcomes at a lower total cost of care

# Quadruple aim of healthcare

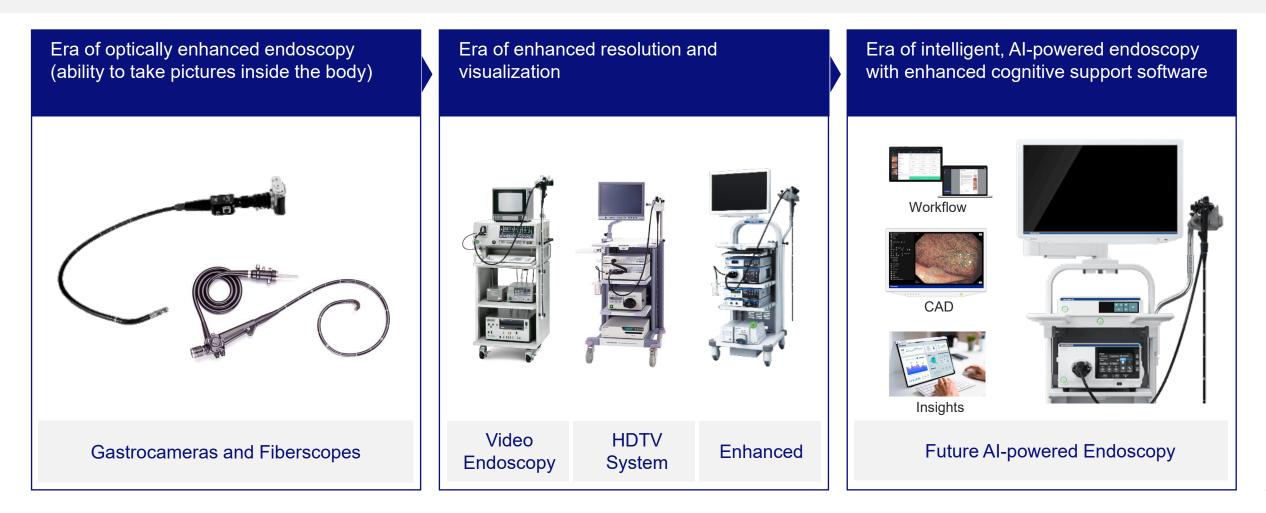
Better Outcomes Better Patient Experience Better Care Team Experience Lower Total Cost of Care To meet these challenges, we will elevate our unique capabilities with new breakthrough innovations





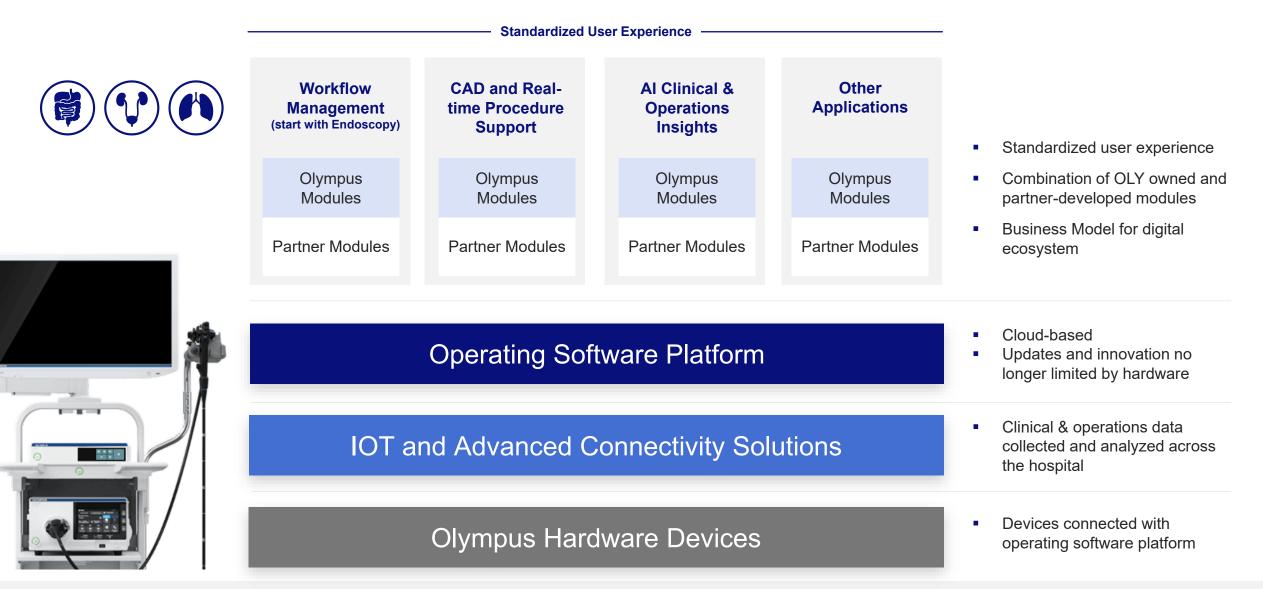
#### We will shape a new era of intelligent, AI-powered endoscopy

With these elevated capabilities and our strong market position, we will shape a new era of GI endoscopy





#### Intelligent ecosystem enabled by new, modern software platform and business model





# Activities to Enable Investments and Innovation

#### Activities to enable investments and innovation



QARA – functional transformation globally

- Execute Quality and Regulatory functional transformation with the aim of one global quality system
- Integrate Global Quality and Compliance Functions to ensure the consistent execution
- Resolve compliance issues and complete remediation



R&D – investments to accelerate innovation

- Apply an unmet need-oriented innovation approach
- Right investments for future to ensure an innovation engine
- Pro-actively seek strategic partnerships
- Accelerate time-to-market



for COGS improvements

- Improve efficiency and cost to apply a fit-for-purpose organization and processes
- Actions include site and resource streamlining, fasttrack efficiencies, procurement and supply chain best-practices, and benefits from digitization



Global TOM – efficiencies by an improved operations

- Further fine-tune our **global governance and operation** to establish a high-performing organization of a global medical company that **unlocks capital to drive innovation**
- Enable cross-functional and effective decision-making, with efficient resource allocation and rigorous execution to fund & deliver key projects

#### Ensure patient safety according to the highest industry standards

TOM = target operating model



#### Funding our journey and invest to create value for all stakeholders

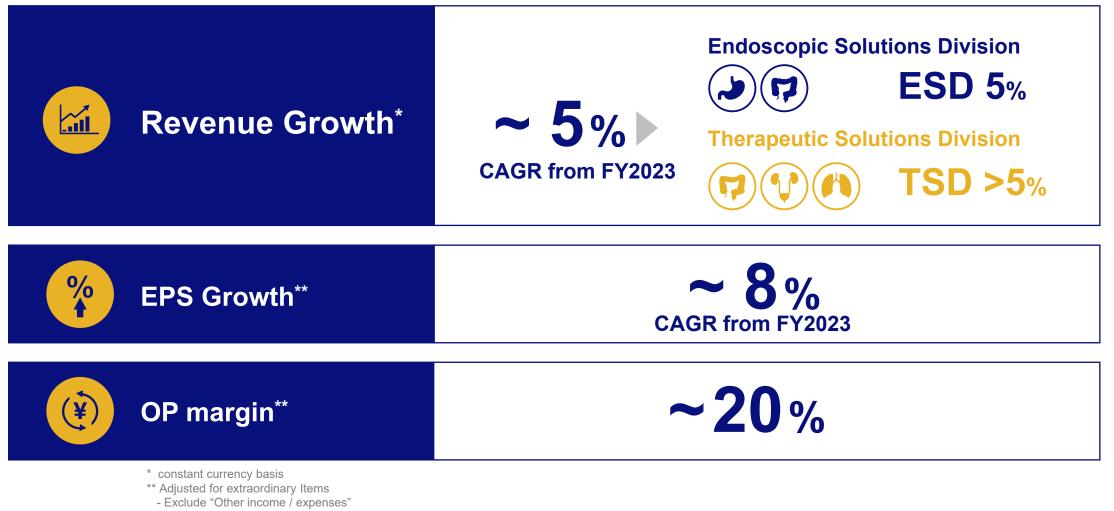




## **Financial Guidance**

#### **FY24-26** Financials

#### Competitive growth along with steady value creation



OLYMPUS

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

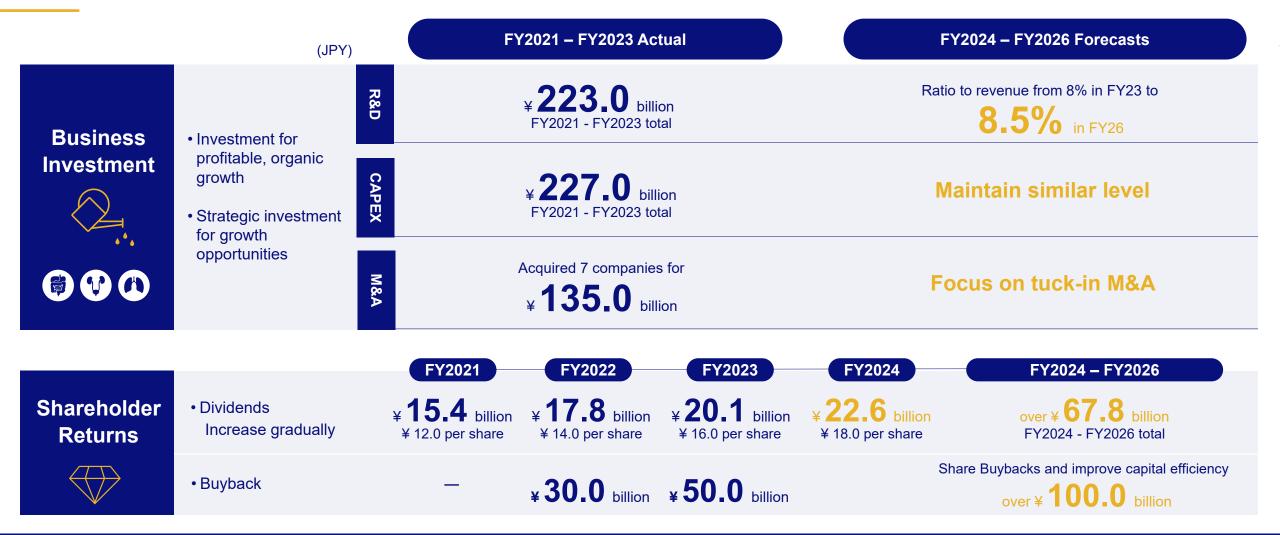
### **Capital Allocation**

Prioritize allocation to business investment

- Stable and gradual dividend increase
- Flexible buyback of company shares



### **Direction of Business Investment and Shareholder Returns**



#### Invest in growth and productivity to improve cash generation and enhance shareholder returns

**OLYMPUS** 

## **Forecasts for Fiscal 2024**

## **Fiscal 2024 Consolidated Forecasts**

- Revenue:
   Adjusted Operating profit:
   Profit\*\*:
- Shareholder returns:

Expected to achieve ¥914 billion, up 4% YoY (up 5% after FX adjustment)

profit: Expected to achieve ¥182 billion, up 3% YoY (up 6% after FX adjustment)

Expected to reach a record high of ¥336 billion due to a gain on transfer of Scientific Solutions Business. EPS: Expected to grow 141% to ¥273 Annual dividend plan to increase by ¥2/share YoY to ¥18/share. Share buyback of approx. ¥100 billion expected

		(Billions of yen)	FY2023	FY2024 Forecasts	Change	vs FY2023	After FX adjustment		
		Revenue	881.9	<b>1</b> 914.0	+32.1	+4%	+5%		
	**	Gross profit (% of revenue)	596.8 (67.7%)	627.0 (68.6%)	+30.2	+5%	+7%		
	Continuing	Selling, general and administrative expenses (% of revenue)	420.5 (47.7%)	446.0 (48.8%)	+25.5	+6%	+7%		
	nuir	Other income and expenses	10.3	-18.0	-	-	-		
	do Di	Operating profit (% of revenue)	186.6 (21.2%)	163.0 (17.8%)	-23.6	-13%	-9%		
	operations	Adjusted operating profit (% of revenue)	176.8 (20.0%)	<b>2</b> 182.0 (19.9%)	+5.2	+3%	+6%		
	SUC	Profit before tax (% of revenue)	182.3 (20.7%)	159.0 (17.4%)		*Profit attributable to owners of parent. Figures through FY2016 are based on Japanese GAAP (JGAAP) and figures from FY2017 onward are based on IFRS. **The figures from "Revenue" to Profit from continuing operations" represents continuing operations.			
		Profit from continuing operations (% of revenue)	138.0 (15.7%)	115.0 (12.6%)	are based on If **The figures fr				
Continuing operations	*Discontinue	Profit from discontinued operation	5.6	221.0	***Since all shares of discontinued operation (Evident) were transferred in April 2023, a gain on this share transfer is expected to be recorded in				
		Profit (loss)	143.6	<b>3</b> 336.0	the first quarter	the first quarter of the fiscal year ending March 31, 2024. Dividend forecast for FY2024			
		Profit (loss) attributable to owners of parent	143.4 (16.3%)	336.0 (36.8%)					
ng	ued	EPS	¥113	¥273	4 Yea	4 Year-end dividend of ¥18 per share			



### **Fiscal 2024 Forecasts by Business Segment**

Medical: Revenue expected to reach a record high. EVIS X1 has already received 510(k) clearance from the U.S. Food and Drug Administration (FDA). Launch in the U.S. is scheduled for the middle of FY2024
 Discontinued Operation: Expected to achieve a significant profit increase due to a gain on transfer

(Billions of yen)		FY2023	FY2024 Forecasts*	Change	vs FY2023	After FX adjustment
ESD	Revenue	551.8	<b>1</b> 572.0	+20.2	+4%	+5%
E9D	Operating profit	152.8	158.0	+5.2	+3%	+6%
TSD	Revenue	318.2	<b>1</b> 329.0	+10.8	+3%	+5%
150	Operating profit	63.7	56.0	-7.7	-12%	-8%
Others	Revenue	11.9	13.0	+1.1	+9%	+8%
	Operating profit(loss)	-0.9	1.0	+1.9	+¥1.9 billion	+¥1.9 billion
Elimination and Corporate	Operating profit(loss)	-28.9	-52.0	-23.1	-¥23.1 billion	-¥23.2 billion
Concellidated Total	Revenue	881.9	914.0	+32.1	+4%	+5%
Consolidated Total	Operating profit	186.6	163.0	-23.6	-13%	-9%
(Reference) Discontinued	Revenue	135.4	0	-135.4	-	-
Operation	Operating profit(loss)	7.0	<b>2</b> 347.0	+340.0	-	-

\*Since all shares of discontinued operation (Evident) were transferred in April 2023, a gain on this share transfer is expected to be recorded in the first quarter of the fiscal year ending March 31, 2024.

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We want to be recognized by healthcare professionals, patients and regulators for the quality, value and innovation of our people and products and are committed to deliver value to all our stakeholders.



