



Consolidated Financial Results for Fiscal 2021 and Full-Year Forecasts for Fiscal 2022

Olympus Corporation | Executive Officer and Chief Financial Officer | Chikashi Takeda | May 7, 2021

(Slide 1)

- Greetings, I am Chikashi Takeda, Chief Financial Officer of Olympus Corporation.
- I would like to thank you all for participating in this financial briefing for fiscal year 2021.
- I would like to give a review of our consolidated financial results for fiscal year 2021, and also talk about our forecasts for fiscal year 2022.

Disclaimer

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Highlights

Consolidated Financial Results (FY2021 Full-year)

- ✓ Revenue: With remarkable recovery in 2H, full-year revenue recovered to a decrease of 3% YoY. Significantly increased in 4Q due to double-digit growth in both ESD and TSD
- ✓ Operating profit: Full-year OPM of 11% exceeded February forecast. Increased in 4Q along with increased revenue, despite upfront investments and measures for future growth
- ✓ Dividend: ¥12/share, an increase of ¥2/share from February forecast of ¥10/share

FY2022 Full-year Performance Forecasts

- ✓ Revenue: Expected to increase 10% on a consolidated basis with growth in all divisions following improved market conditions
- ✓ Operating profit: Expected to achieve ¥126 billion, up 50% YoY, and OPM of approx. 16%, record highs in terms of both amount and ratio
- ✓ Profit*: Expected to achieve a record high of ¥89 billion
- ✓ Dividend: Plan to increase by ¥2/share YoY to ¥14/share

*Profit attributable to owners of parent. Figures through FY2016, based on Japanese GAAP (JGAAP); Figures from FY2017 onward, based on IFRS

(Slide 3)

- Please turn to slide 3.
- This slide highlights our financial results for fiscal year 2021.
- Let me start with revenue. We are seeing a recovery trend from the second half of the fiscal year, particularly in the fourth quarter, when we achieved a significant increase in revenue, led by double-digit growth in both ESD and TSD.
- In response to the remarkable recovery in the second half, we surpassed the full-year forecast announced in February, limiting the revenue decline to 3%.
- Full-year operating margin was 11.2%, exceeding our forecast.
- In the fourth quarter, operating profit increased due mainly to increased revenue, despite upfront investments and measures for future growth and efficiency gains.
- We decided to increase dividend by ¥2/share to ¥12/share from the forecast of ¥10/share.
- Next, our full-year forecasts for fiscal year 2022.
- We expect to see an increase in revenue by 10% led by growth across all divisions following improved market conditions.
- Operating profit is expected to achieve ¥126 billion, up around 50% from the previous year, along with an operating margin of around 16% and ¥89 billion in profit. Please note that each of these figures will represent record highs for Olympus.
- For fiscal year 2022, we plan to increase dividend by ¥2/share over the previous year to ¥14/share.

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Consolidated Financial Results and Business Review for Fiscal 2021 (FY Ending March 31, 2021)

(Slide 4)

- I will now explain the consolidated financial results and provide a business review for fiscal year 2021.

Fiscal 2021 (1) Consolidated Financial Results

- 1 Revenue: Full-year revenue down 3% YoY. Double-digit growth in both ESD and TSD in 4Q due to improved market environment
- 2 OP: Full-year OP exceeded February forecast. Increased due to sales recovery in 4Q, despite expenses related to career support for external opportunity (approx. 12 billion yen)

	Full-year (Apr. - Mar.)			Supplemental Data			4Q (Jan. - Mar.)		
	FY2020	FY2021	YoY	After FX adjustment	After FX and COVID-19 adjustment**	FY2020	FY2021	YoY	After FX adjustment
(Billions of yen)									
Revenue	755.2	730.5	-3%	-2%	-¥32.0 billion	193.9	217.0	+12%	+11%
Gross profit (% of revenue)	482.8 (63.9%)	459.5 (62.9%)	-5%	-3%	-	115.2 (59.4%)	136.0 (62.7%)	+18%	+19%
Selling, general and administrative expenses (% of revenue)	381.2 (50.5%)	357.0 (48.9%)	-6%	-6%	-	103.0 (53.1%)	106.9 (49.3%)	+4%	+3%
Other income and expenses	-9.4	-20.5	-	-	-	-4.7	-11.9	-	-
Operating profit (% of revenue)	92.2 (12.2%)	82.0 (11.2%)	-11%	-4%	-	7.5 (3.9%)	17.3 (8.0%)	+129%	+147%
Profit before tax (% of revenue)	86.6 (11.5%)	76.8 (10.5%)	-	-	-	6.1 (3.1%)	14.9 (6.9%)	-	-
Profit from continuing operation (% of revenue)	60.6 (8.0%)	65.7 (9.0%)	+¥5.1 billion	-	-	-5.0 (-)	11.7 (5.4%)	+¥16.7 billion	-
Profit(loss) from discontinued operation	-8.9	-52.7	-¥43.8 billion	-	-	-2.5	-0.4	+¥2.1 billion	-
Profit	51.7	13.0	-¥38.7 billion	-	-	-7.5	11.3	+¥18.8 billion	-
Profit attributable to owners of parent	51.7	12.9	-¥38.8 billion	-	-	-7.5	11.3	+¥18.8 billion	-
EPS	¥39	¥10	-	-	-	-	-	-	-

The figures from "Revenue" to "Profit" from continuing operation represents continuing operation.

**Our calculations on the impact are based on the assumption that we would have achieved the same level of performance as the previous year if it is not for COVID-19, excluding FX impact, other income and expenses, and one-off items (duodenoscope related expenses, costs associated with voluntary recall and M&A).

Dividend payment for FY2021

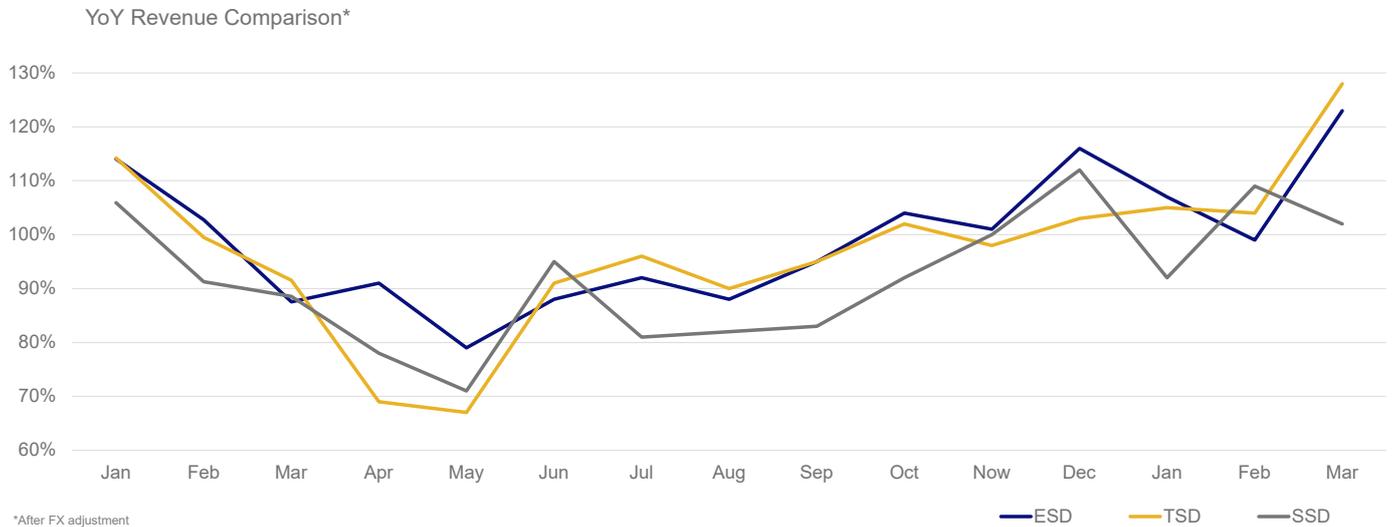
Year-end dividend of ¥12 per share

(Slide 5)

- Please turn to slide 5. This is an overview of the consolidated financial results.
- As we pre-announced in a timely disclosure on April 30, revenue and each profit surpassed the February forecasts due to steady recovery of our business performance. Due in part to a larger-than-expected decrease in corporate tax expenses, profit was significantly higher than the February forecast.
- Consolidated full-year revenue amounted to ¥730.5 billion. Despite being impacted by COVID-19 in the first half, we saw a recovery in the market environment in the second half, particularly in the fourth quarter when we achieved double-digit growth in both ESD and TSD, limiting the full-year revenue decline to 3%.
- Gross profit was ¥459.5 billion. There were several factors that raised the COGS ratio, including a decline in factory operation due to COVID-19 and the costs for the voluntary recalls of endoscopic products and endotherapy devices, but the rate of decline significantly improved toward the end of fiscal year.
- SG&A expenses totaled ¥357.0 billion. Although we implemented necessary investments and measures, strict cost management and efficiency improvement, as well as restrictions on activities, resulted in an SG&A ratio of 48.9%, under the 50% mark.
- Other expenses increased. Although this was included in our full-year forecasts, we recorded around ¥12.0 billion as the expenses associated with the career support for the external opportunity in the fourth quarter. Please note that operating profit rose in the fourth quarter even after posting these expenses.
- Operating profit was ¥82.0 billion, with an operating margin of 11.2%. This is slightly higher than the February forecast.
- Profit from continuing operation was ¥65.7 billion, up 8% YoY. Corporate tax expenses declined significantly in connection with the divestiture of the Imaging Business.
- Profit, including continuing and discontinued operations, was ¥13.0 billion. Despite recording a loss of around ¥50 billion associated with the divestiture of the Imaging Business, profit far surpassed the February forecast.
- Regarding dividend for fiscal year 2021, based on our policy of stable and ongoing dividend increase and in light of our recent strong business performance, we decided to pay dividend of ¥12/share, a ¥2/share increase over the ¥10/share forecast in February.

Updates (Jan. 2020 to Mar. 2021)

Although hit by COVID-19 in Mar. 2020, +23% in ESD and +28% in TSD in Mar. 2021 with market environment recovering



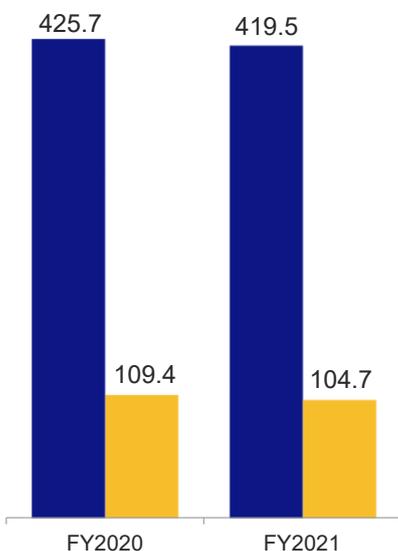
(Slide 6)

- Please turn to slide 6, which describes the status of monthly revenue.
- This graph shows the monthly revenue trend by division with the previous year's as a baseline of 100%.
- At the beginning of the fiscal year, we had to brace for extremely tough year, but revenue improved month by month and we achieved positive growth in the second half, especially in the fourth quarter.
- In March, in particular, ESD and TSD grew 23% and 28% YoY, respectively.

Fiscal 2021 (2) Endoscopic Solutions Division (ESD)



■ Revenue ■ Operating profit
(Billions of yen)



✓ Revenue

- Full-year: Notable strength in Europe (UK and E. Europe) and China. Sales in disposable endcap type duodenoscope and bronchoscope gained momentum
- 4Q: China, North America and Japan grew by double-digit. High demand on EVIS X1, duodenoscope and bronchoscope, driven by market recovery

✓ Operating profit

- Full-year: On par with previous year's level excluding FX impact mainly due to sales recovery, despite recall costs (approx. 6 billion yen) and expenses associated with career support for external opportunity (approx. 4 billion yen)
- 4Q: Significantly increased due to comparison effect (In 4Q FY2020, duodenoscope related expenses(10.4 billion yen) were recorded)

Full-year (Apr. - Mar.)

(Billions of yen)	FY2020	FY2021	YoY	After FX adjustment
Revenue	425.7	419.5	-1%	-1%
Operating profit	109.4	104.7	-4%	0%
Other income / expenses	-1.9	-6.1	-	-
Operating margin	25.7%	25.0%		25.8%

	FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 4Q
YoY revenue comparison	-17%	-8%	+4%	+13%
After FX adjustment	-14%	-7%	+6%	+12%
Operating margin	18.5%	26.7%	30.9%	22.4%
After FX adjustment	19.4%	28.2%	30.9%	23.2%

4Q (Jan. - Mar.)

	FY2020	FY2021	YoY	After FX adjustment
Revenue	110.6	125.0	+13%	+12%
Operating profit	17.8	28.0	+57%	+61%
Other income / expenses	-1.2	-4.8	-	-
Operating margin	16.1%	22.4%		23.2%

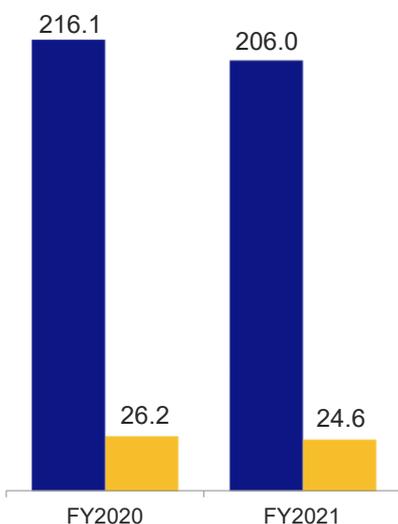
(Slide 7)

- Please turn to slide 7.
- Now we will look at details about each business segment.
- First, the Endoscopic Solutions Division.
- Full-year revenue amounted to ¥419.5 billion. In response to a market recovery in the second half, YoY decline in revenue was held to 1% excluding FX impact.
- In terms of region, revenue rose in Europe, driven by the UK and Eastern Europe, as well as in China. In terms of product, sales of disposable endcap type duodenoscopes and bronchoscopes grew.
- In the fourth quarter, revenue increased considerably in a continuation of the third quarter trend.
- The ongoing recovery in the market environment drove double-digit growth in China, North America and Japan. In China, which was impacted by COVID-19 in the previous year, the rise was particularly large due to comparison effect. In North America, the driver was sales expansion in scopes in response to the market recovery, while in Japan, it was an increase in CAPEX mainly among public and national hospitals receiving the government's supplementary budget. In terms of product, in addition to the EVIS X1 system and scopes, duodenoscopes and bronchoscopes were also contributors.
- Full-year operating profit was ¥104.7 billion, with an operating margin of 25.8% excluding FX impact. It was on par with the previous year's level thanks to sales recovery excluding FX impact, despite the voluntary recall costs for endoscopic products of around ¥6 billion and the expenses for the career support for the external opportunity of around ¥4 billion.
- In the fourth quarter, operating profit increased significantly, up 61% excluding FX impact despite the expenses associated with the career support for the external opportunity, due in part to the absence of ¥10.4 billion in duodenoscope related expenses in the previous year.

Fiscal 2021 (3) Therapeutic Solutions Division (TSD)



■ Revenue ■ Operating profit
(Billions of yen)



Revenue

- Full-year: YoY decline greatly slowed from 2H with the number of procedures recovering
- 4Q: Notable strength in China due to comparison effect. All regions grew, led by respiratory and urology products as market recovered



Operating profit

- Full-year: SG&A expense control offset lower revenue and endotherapy product recall costs (approx. 2 billion yen). OPM improved by 0.5% pt excluding FX impact
- 4Q: Increased due mainly to sales recovery, despite expenses associated with career support for external opportunity (approx. 1.5 billion yen)

Full-year (Apr. - Mar.)

(Billions of yen)	FY2020	FY2021	YoY	After FX adjustment
Revenue	216.1	206.0	-5%	-4%
Operating profit	26.2	24.6	-6%	0%
Other income / expenses	-2.0	-2.8	-	-
Operating margin	12.1%	12.0%		12.6%

4Q (Jan. - Mar.)

	FY2020	FY2021	YoY	After FX adjustment
Revenue	52.5	59.9	+14%	+13%
Operating profit	3.7	4.3	+18%	+26%
Other income / expenses	-0.9	-2.1	-	-
Operating margin	7.0%	7.2%		7.8%

	FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 4Q
YoY revenue comparison	-27%	-6%	-1%	+14%
After FX adjustment	-24%	-6%	+1%	+13%
Operating margin	3.8%	16.6%	18.3%	7.2%
After FX adjustment	4.5%	18.0%	18.4%	7.8%

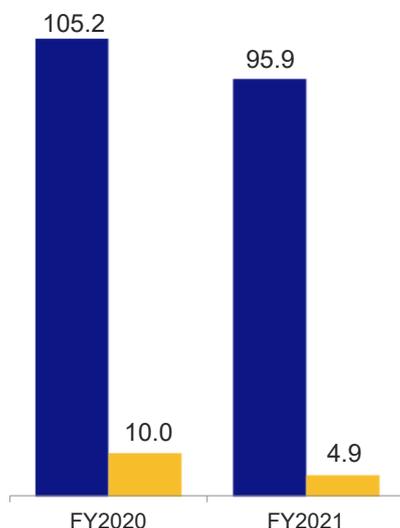
(Slide 8)

- Please turn to slide 8 for the Therapeutic Solutions Division.
- Full-year revenue amounted to ¥206.0 billion. TSD also experienced a recovery from the second half and as a result, YoY decline in revenue narrowed significantly to 4% excluding FX impact.
- In the fourth quarter, revenue went up considerably in response to a market recovery.
- We achieved positive growth in all regions, with performance particularly strong in China, which was impacted by COVID-19 in the previous year. In terms of product, respiratory-endotherapy products and urological products were the drivers.
- Full-year operating profit was ¥24.6 billion, with an operating margin of 12.6% excluding FX impact.
- The operating margin improved 0.5% points excluding FX impact thanks to lower SG&A expenses and the termination of the amortization of intangible assets for Gyrus, despite a decline in gross profit caused by lower revenue and the endotherapy product voluntary recall costs of around ¥2.0 billion.
- In the fourth quarter operating profit increased significantly, up 26% excluding FX impact due mainly to sales recovery, despite the expenses associated with the career support for the external opportunity of around ¥1.5 billion.

Fiscal 2021 (4) Scientific Solutions Division (SSD)



■ Revenue ■ Operating profit
(Billions of yen)



Revenue

- Full-year: Decreased due to weak CAPEX in the aerospace sector and constraints on sales activities, partially offset by China's brisk demand in biological and industrial microscopes
- 4Q: Increased due to robust sales of industrial microscopes and X-ray fluorescence analyzers, reflecting improved budget execution and CAPEX appetite as market conditions recovered



Operating profit

- Full-year: Decreased due to lower revenue and a decline in operating levels at manufacturing bases
- 4Q: Increased significantly excluding FX impact due to sales recovery and improved SG&A efficiency, despite expenses associated with implementation of career support for external opportunity (approx. 1 billion yen)

Full-year (Apr. - Mar.)

(Billions of yen)	FY2020	FY2021	YoY	After FX adjustment
Revenue	105.2	95.9	-9%	-8%
Operating profit	10.0	4.9	-50%	-40%
Other income / expenses	-0.5	-1.2	-	-
Operating margin	9.5%	5.2%		6.2%

4Q (Jan. - Mar.)

	FY2020	FY2021	YoY	After FX adjustment
Revenue	28.6	28.9	+1%	+1%
Operating profit	2.0	2.0	+0%	+17%
Other income / expenses	-0.1	-1.3	-	-
Operating margin	7.0%	6.9%		8.1%

	FY2021 1Q	FY2021 2Q	FY2021 3Q	FY2021 4Q
YoY revenue comparison	-21%	-17%	-1%	+1%
After FX adjustment	-18%	-17%	+1%	+1%
Operating margin	-	8.1%	10.3%	6.9%
After FX adjustment	-	10.0%	10.3%	8.1%

(Slide 9)

- Please turn to slide 9 for the Scientific Solutions Division.
- Full-year revenue amounted to ¥95.9 billion. Performance was on the recovery track within the second half, and YoY decline in revenue narrowed to 8% excluding FX impact.
- Strong demand in biological and industrial microscopes in China partially offset weak CAPEX in the aerospace sector and constraints on sales activities.
- In the fourth quarter, revenue increased due to robust sales of industrial microscopes and X-ray fluorescence analyzers, reflecting improved budget execution and CAPEX appetite as market conditions recovered.
- Industrial microscopes, driven by 5G-related electronic components and semiconductor market, and X-ray fluorescence analyzers sales, boosted by high gold prices and strong recycling market of precious metals, achieved positive growth.
- Full-year operating profit was ¥4.9 billion, with an operating margin of 6.2% excluding FX impact. That is due mainly to lower revenue and gross profit owing to a decline in operating levels at manufacturing bases.
- In the fourth quarter, operating profit increased significantly, up 17% excluding FX impact due to sales recovery and improved SG&A efficiency, despite the expenses associated with the career support for the external opportunity of around ¥1 billion.

Statement of Financial Position

- ☑ Cash and equivalents increased due to financing for COVID-19
- ☑ Goodwill and intangible assets increased due to M&As

(Billions of yen)	End of Mar. 2020	End of Mar. 2021	Change		End of Mar. 2020	End of Mar. 2021	Change
Current assets	506.7	580.2	+73.5	Current liabilities	333.8	328.4	-5.4
Inventories	167.6	159.0	-8.6	Bonds/loans payable	81.0	31.5	-49.5
Assets held for sale	6.3	0.1	-6.2	Liabilities directly associated with assets held for sale	4.2	-	-4.2
Non-current assets	509.0	600.9	+91.9	Non current liabilities	309.9	457.1	+147.2
Property, plant and equipment	202.1	239.0	+36.8	Bonds/loans payable	199.9	323.7	+123.8
Intangible assets and others	208.5	231.1	+22.6	Equity	372.0	395.5	+23.5
Goodwill	98.3	130.8	+32.5	(Equity ratio)	36.5%	33.4%	-3.1pt
Total assets	1,015.7	1,181.0	+165.4	Total liabilities and equity	1,015.7	1,181.0	+165.4

Interest-bearing debt: ¥355.3 billion (up ¥74.3 billion from March 31, 2020)

(Slide 10)

- Please turn to slide 10 for our financial position as of March 31, 2021.
- Cash and equivalents increased due to financing for COVID-19.
- Goodwill and intangible assets also increased due to recent acquisitions including Veran Medical Technologies.
- The equity ratio was 33.4%, down 3.1% points from the end of the previous fiscal year, due to an increase in interest-bearing debt.

Consolidated Cash Flows

- ✓ FCF: Considering expenditures for multiple M&As (approx. ¥45.0 billion) and for divestiture of Imaging Business (approx. ¥28.0 billion) etc., FCF was on a par with previous year's level
- ✓ Financial CF: Plus ¥40.8 billion due to long-term borrowings and issuance of corporate bonds

		Full-year (Apr. - Mar.)			
(Billions of yen)		FY2020	FY2021	Change	
Continuing operation	Revenue	755.2	730.5	-24.7	
	Operating profit	92.2	82.0	-10.2	
		(% of revenue)	12.2%	11.2%	-1.0pt
	Discontinued operation	CF from operating activities	133.5	124.1	-9.4
		CF from investing activities	-62.4	-118.9	-56.5
		Free cash flow	71.1	5.2	-65.9
		CF from financing activities	-19.5	40.8	+60.3
	Cash and cash equivalents at end of period		162.7	217.5	+54.8

(Slide 11)

- Please turn to slide 11 for the status of cash flows.
- Cash flow from operating activities was ¥124.1 billion, with YoY decline narrowed further against a backdrop of improved profit due to business performance recovery.
- Cash flow from investing activities include expenditures for multiple M&As of around ¥45.0 billion and for the divestiture of the Imaging Business of around ¥28.0 billion. If we add back these factors, FCF was on a par with the previous year's level.
- Cash flow from financing activities rose ¥60.3 billion to ¥40.8 billion due to long-term borrowings and the issuance of corporate bonds.
- As a result, cash and equivalents as of March 31, 2021 stood at ¥217.5 billion, an increase of ¥54.8 billion.

02 **Forecasts for Fiscal 2022**

(Slide 12)

- Next, I would like to explain our full-year forecasts for fiscal year 2022.

Fiscal 2022 Consolidated Forecasts

- 1** Revenue: Expected to increase 10% on a consolidated basis with growth in all divisions following improved market conditions
- 2** Operating profit: Expected to achieve ¥126 billion, up 50% YoY, and OPM of approx. 16%, record highs in terms of both amount and ratio
- 3** Profit*: Expected to achieve a record high of ¥89 billion
- 4** Dividend: Plan to Increase by ¥2/share YoY to ¥14/share

(Billions of yen)	FY2021 (Actual)	FY2022 (Forecasts)	Change	YoY	After FX adjustment
Revenue	730.5	1 806.0	+75.5	+10%	+7%
Gross profit (% of revenue)	459.5 (62.9%)	529.0 (65.6%)	+69.5	+15%	+11%
Selling, general and administrative expenses (% of revenue)	357.0 (48.9%)	400.0 (49.6%)	+43.0	+12%	+10%
Other income and expenses	-20.5	-3.0	-	-	-
Operating profit (% of revenue)	82.0 (11.0%)	2 126.0 (15.6%)	+44.0	+54%	+41%
Profit before tax (% of revenue)	76.8 (10.5%)	121.0 (15.0%)			
Profit attributable to owners of parent (% of revenue)	12.9 (1.7%)	3 89.0 (11.0%)			
EPS	¥10	¥69			

Dividend forecast for FY2022

4 Year-end dividend of ¥14 per share

*Profit attributable to owners of parent. Figures through FY2016, based on Japanese GAAP (JGAAP); Figures from FY2017 onward, based on IFRS

(Slide 13)

- Please turn to slide 13 for our full-year forecasts for fiscal year 2022.
- The forecasts are based on assumed FX rates of ¥108 per dollar and ¥130 per euro.
- We expect to see an increase in revenue by 10% led by growth across all divisions due to improved market conditions and the growth of new products.
- SG&A expenses are expected to increase compared to the previous year. In addition to anticipating an increase in expenses for increased activities despite making creative efforts, we also plan to make investments to strengthen our operating infrastructure and improve profitability.
- Operating profit is expected to generate ¥126 billion, up around 50% from the previous year, along with an operating margin of around 16% and ¥89 billion in final profit. Please note that each of these figures will represent record highs for Olympus.
- For fiscal year 2022, we plan to increase dividend by ¥2/share over the previous year to ¥14/share, based on our policy of stable and ongoing dividend increase and in light of these forecasts.

Fiscal 2022 Forecasts by Business Segment

- 1** ESD: Revenue and OP up, led by EVIS X1
- 2** TSD: Revenue and OP significantly up, driven by improved market conditions and sales contribution from companies that we acquired, etc
- 3** SSD: OPM of approx. 10% due to improved market conditions, growth in China and SG&A efficiency
- 4** Elimination and Corporate: Down due to absence of expenses related to IMD divestiture and career support for external opportunity that were posted in FY2021

(Billions of yen)		FY2021 (Actual)	FY2022 (Forecasts)	Change	YoY	After FX adjustment
ESD	Revenue	419.5	1 445.0	+25.5	+6%	+3%
	Operating profit	104.7	121.0	+16.3	+16%	+9%
TSD	Revenue	206.0	2 239.0	+33.0	+16%	+13%
	Operating profit	24.6	39.0	+14.4	+59%	+47%
SSD	Revenue	95.9	3 108.0	+12.1	+13%	+10%
	Operating profit	4.9	11.0	+6.1	+122%	+101%
Others	Revenue	9.2	14.0	+4.8	+52%	+49%
	Operating profit	-0.7	-4.0	-3.3	- ¥3.3 billion	- ¥3.3 billion
Elimination and Corporate	Operating profit	-51.6	4 -41.0	+10.6	+ ¥10.6 billion	+ ¥11.2 billion
Consolidated Total	Revenue	730.5	806.0	+75.5	+10%	+7%
	Operating profit	82.0	126.0	+44.0	+54%	+41%

(Slide 14)

- Please turn to slide 14 for our forecasts by business segment.
- In ESD, we will continue to expand sales with a focus on EVIS X1, and expect to achieve an increase in revenue and operating profit.
- In TSD, we expect to see a significant rise in revenue and operating profit, given higher revenue driven by a recovery in the number of procedures and sales contribution from the companies that we acquired.
- In SSD, we aim to achieve an operating margin of around 10% due to improved market conditions, growth in China and SG&A efficiency.
- Elimination and Corporate is expected to improve significantly due to the expenses related to the IMD divestiture and the career support for the external opportunity that were posted in the previous year.
- Next, our CEO Yasuo Takeuchi will provide a review of fiscal year 2021 and explain our management policy for fiscal year 2022.
- That concludes my presentation. Thank you for your attention.



Management Policy for Fiscal 2022

Olympus Corporation | Director, Representative Executive Officer, President and CEO | Yasuo Takeuchi | May 7, 2021

(Slide 15)

- Hello everyone, I am Yasuo Takeuchi, CEO of Olympus Corporation.
- As Mr. Takeda just mentioned, in fiscal year 2021 we faced unprecedented challenges caused by COVID-19. Despite these, revenue recovered significantly toward the second half of the year, and we were able to achieve the forecasts that we had revised upwardly in February in both revenue and profit.
- Fiscal year 2021 was also a year in which we implemented a range of measures in our quest to become a truly global medtech company.
- Now, I would like to provide a review of fiscal year 2021 and describe our management policy for fiscal year 2022.

01 Transforming into a Truly Global Medtech Company

(Slide 16)

- First, I would like to once again explain the direction Olympus is pursuing to transform into a truly global medtech company.

For a sustainable society and company development

We extracted six important ESG areas and identified materiality which includes newly added environmental perspectives



We will actively engage on six ESG areas:



Our materiality

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

(Slide 17)

- Please turn to slide 17.
- To start, allow me to explain our ESG initiatives.
- Based on our corporate philosophy, Olympus is making every effort to make people's lives healthier, safer and more fulfilling through responsible corporate activities. In the corporate strategy we announced in November 2019, we extracted six important ESG areas and defined four initiatives or materiality items.
- We have now identified five materiality items for Olympus, adding "carbon neutral society and circular economy," an environmental perspective.
- By working on solutions to these social issues through our business activities, we will realize Olympus' sustainable growth and develop a sustainable society.
- In addition, as announced in yesterday's news release, Olympus has expressed its support for the TCFD recommendations and has set the goal of achieving carbon neutral by the year 2030.
- Moving forward, we will continue to concentrate on strengthening efforts to reduce CO₂ emissions and highly transparent information disclosures focused on analyses of the risks and opportunities posed by climate change.
- To achieve the carbon neutral target, we will continue to promote manufacturing improvement activities and energy saving measures, and also accelerate efforts to reduce CO₂ emissions by gradually switching all electricity consumed at our business sites to renewable energy sources by 2030.

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*



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

* Adjusted for extraordinary items

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OLYMPUS

(Slide 18)

- Please turn to slide 18.
- Next, I would like to talk once more about the strategic aspiration and performance metrics shown in our corporate strategy.
- At Olympus, our strategic aspiration is to develop into a globally-leading medtech company that delivers benefits to all stakeholders through innovative value and contributes to the health of people around the world.
- In keeping with this thinking, we have declared that we will achieve sustainable growth, specifically an annual revenue growth rate of 5-6% on par with global medtech, and an operating margin of over 20%.
- We will continue to steadily initiate reforms toward meeting these targets.

02 Business Review for Fiscal 2021

(Slide 19)

- Now, I would like to review fiscal year 2021, which was the first year of our corporate strategy.

Review of environment recognition

FY2021

We recognize that the COVID-19 pandemic will bring significant value shifts. Our Purpose “Making people’s lives healthier, safer and more fulfilling” is the basic idea of all activities and the long-term expansion of medical needs will remain unchanged against the global backdrop of an aging society and the growth of emerging countries.



**Great chance to accelerate transformation
to a truly global medtech company
for sustainable growth**

(Slide 20)

- Please turn to slide 20.
- This slide shows our recognition of the environment, which we presented in June last year, while announcing the postponement of our full-year forecasts due to COVID-19.
- While recognizing that the COVID-19 pandemic would bring significant value shifts, we regarded the long-term expansion of medical needs to be unchanged, and saw fiscal year 2021 as a great chance to accelerate our transformation into a truly global medtech company for sustainable growth.

Committed to corporate reforms

Gaining speed to a truly global medtech company for sustainable growth



Focus the corporate portfolio



Completed the transfer of Imaging Business to Japan Industrial Partners



Structural reform of fixed costs



Implemented the "Career Support for the External Opportunity" in Japan



Successful launch of next-gen GI endoscopy system EVIS X1



Launched next-gen GI endoscopy system, EVIS X1, in Europe, Japan, and some parts of Asia (Also, launched ENDO-AID, an endoscopy CAD platform)



Continued steady investment in product development for future growth



Conducted multiple M&As to drive medical growth (GI: Arc Medical Design, Respiratory: Veran Medical Technologies, Orthopedic: FH ORTHO, Surgical: Quest Photonic Devices B.V.)



Driving efficiency in our R&D operations



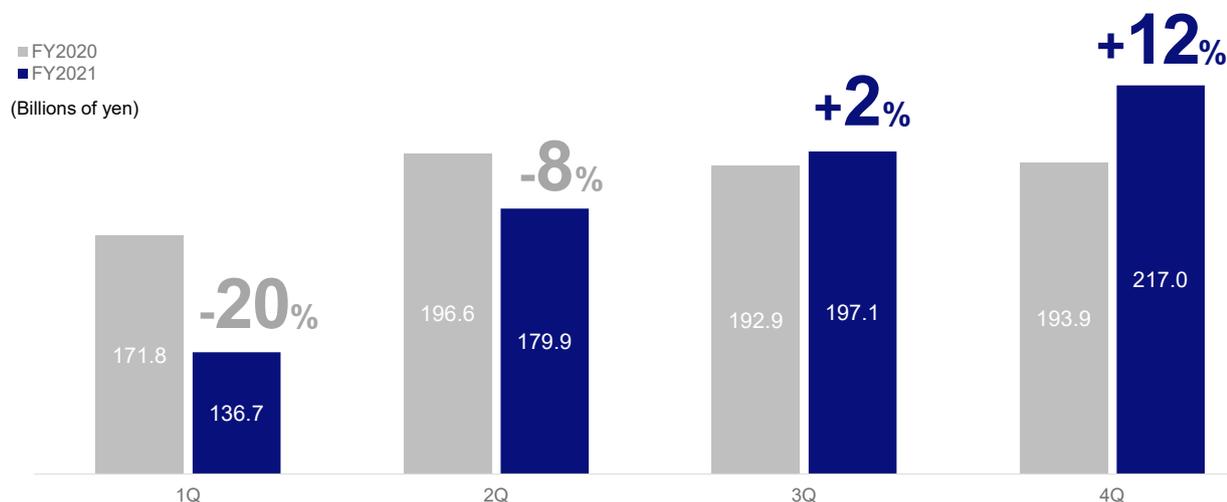
Reorganized R&D team and strengthened concurrent engineering in early phase for more efficient product development

(Slide 21)

- Please turn to slide 21.
- Based on environment recognition I mentioned previously, we announced five measures to be implemented in fiscal year 2021 from a management perspective.
- As shown here, we followed through with all of these measures, making fiscal year 2021 a year in which we accelerated our transformation into a truly global medtech company for sustainable growth.
- Looking back on each of these measures, as part of "focus the corporate portfolio" we transferred the Imaging Business, and under "structural reform of fixed costs" we implemented the "career support for the external opportunity" in Japan.
- Both of these have been long-term management issues and were extremely tough decisions for top management to make, but we undertook them based on the belief that they were unavoidable in order for Olympus to transform into a performance-oriented organization in striving to become a truly global medtech company.
- In the first half of 2020, we also launched the long-awaited EVIS X1 GI endoscopy system in Europe, Japan and some parts of Asia.
- The new system has been evaluated favorably by physicians around the world, and we are confident that it will be a driver of Olympus' business performance moving forward.
- In terms of "continued steady investment in product development for future growth," we conducted multiple M&As aimed at growth in the medical sector. We expect that enhancing synergy with the product portfolios and technologies of the companies we acquired will facilitate sustainable growth.
- Lastly, regarding "driving efficiency in our R&D operations," we pursued initiatives to strengthen concurrent engineering in the early phases. Starting this April, we reorganized our product-based development organization into a technology-based one to achieve efficient and rapid product development.

Revenue* : Recovery based on solid medical demand

Business performance turned to positive growth in Q3 and double-digit growth in Q4, exceeding pre-COVID-19 level



* Revenue of continuing operation

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(Slide 22)

- Please turn to slide 22.
- I would also like to review our business performance for fiscal year 2021.
- At the beginning of the fiscal year, it was difficult to develop forecasts due to the unprecedented global pandemic that was taking shape, and we expected an extremely difficult year, with significant decreases in revenue and profit.
- However, in the third quarter, results turned to positive year-on-year growth and achieved 12% year-on-year growth in the fourth quarter.
- Our performance in the fourth quarter was at a level that exceeded our pre-pandemic fiscal year 2019 results, and we believe this was a result supported by solid demand for early diagnosis and minimally invasive treatments.

03 Management Policy for Fiscal 2022

(Slide 23)

- Next I would like to explain our management policy for fiscal year 2022.



FY2022

**Further strengthen our position
as a global medtech company**

Continue and establish corporate transformation
implemented in FY2021

(Slide 24)

- Please turn to slide 24.
- In terms of management, our theme for fiscal year 2022 is to further strengthen our position as a global medtech company, and will involve continuing with and firmly establishing the corporate transformation we implemented in fiscal year 2021.

FY2022 Key Initiatives

FY2022

Further strengthen our position as a global medtech company



Deepening profitable growth strategy in Medical business



Further improvement of efficiency and effectiveness through Transform Olympus



Continued steady investment in product development for future growth



ESG initiatives that contribute to a sustainable society

(Slide 25)

- Please turn to slide 25.
- These are the four key initiatives we will undertake this fiscal year.
- In fiscal year 2021 we implemented a range of corporate reforms, and this fiscal year we will continue to move forward with those efforts.
- We believe that Olympus has now exited the “transformation” phase and entered the phase of “further strengthening” itself as a global medtech company.
- Since Olympus developed the first practical gastroscope around seven decades ago, it has continued to develop products and techniques in close cooperation with physicians, and has grown thanks to its high market share in GI endoscopes.
- Our greatest strength is providing high added value in the creation of products and solutions underpinned by a strong trust with physicians. To achieve sustained growth together with high profitability while utilizing this strength, I believe we must pursue a more in-depth medical business strategy in line with the approach outlined in our corporate strategy.
- We will steadily pursue the four key initiatives presented here, and report to you on our progress through IR events such as financial results briefings throughout the fiscal year.
- Please note that our profitable growth strategy in medical business is currently being considered internally. Details will be forthcoming at the Investor Day that I will explain on the following slide.

Upcoming Investor Events

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INVESTOR DAY 2021

Date: Second half of 2021

Speakers:

Yasuo Takeuchi, CEO &

Nacho Abia, COO

Q&A: CEO · COO · CTO ·

CFO · CAO



(Slide 26)

- Please turn to slide 26.
- Now, I would like to inform you of an upcoming IR event.
- We will be holding Investor Day 2021 for the first time in three years.
- Details including the time and date and content will be provided once they have been finalized. We look forward to your participation in this event.
- Please allow me to make a few closing remarks.
- To sum up fiscal year 2021, even under the intense circumstances of the unprecedented COVID-19 pandemic, we adopted a strong resolve to ensure that corporate reforms were implemented, and we decided on and executed a number of measures during the year.
- We regard fiscal year 2022 as a very important year for linking the numerous measures undertaken in the previous year to results, and firmly establishing a performance-oriented culture.
- With management taking the lead, we will promote further corporate reform with the entire company working together.
- I would like to ask our valued stakeholders for their continued support.
- That concludes my presentation. Thank you for your attention.

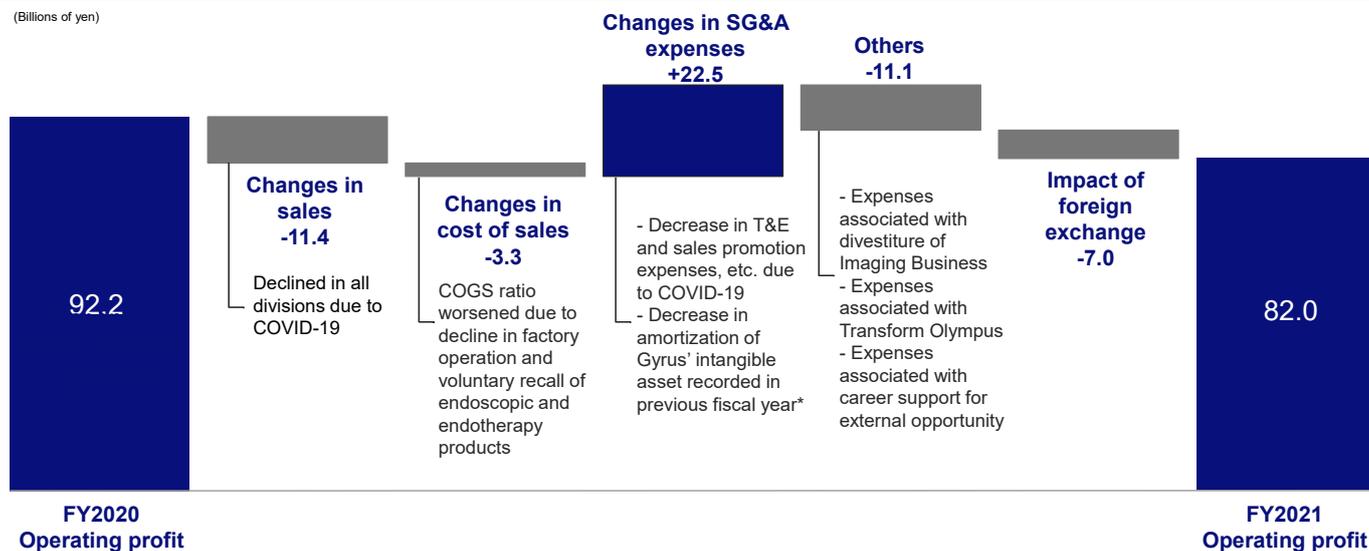
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Appendix

Fiscal 2021 Factors that Affected Consolidated Operating Profit

Full-year (Apr. - Mar.)

(Billions of yen)



*Amortization of Gyrus' intangible asset was finished in FY2020.

Fiscal 2021 Results by Segment

		Full-year (Apr. - Mar.)				4Q (Jan. - Mar.)			
(Billions of yen)		FY2020	FY2021	YoY	After FX adjustment	FY2020	FY2021	YoY	After FX adjustment
ESD	Revenue	425.7	419.5	-1%	-1%	110.6	125.0	+13%	+12%
	Operating profit	109.4	104.7	-4%	0%	17.9	28.0	+57%	+61%
TSD	Revenue	216.1	206.0	-5%	-4%	52.5	59.9	+14%	+13%
	Operating profit	26.2	24.6	-6%	0%	3.7	4.3	+18%	+26%
SSD	Revenue	105.2	95.9	-9%	-8%	28.6	28.9	+1%	+1%
	Operating profit	10.0	4.9	-50%	-40%	2.0	2.0	+0%	+17%
Others	Revenue	8.2	9.2	+12%	+11%	2.2	3.2	+41%	+41%
	Operating profit	-2.9	-0.7	+¥2.2 billion	+¥2.2 billion	-0.9	0.8	+¥1.8 billion	+¥1.8 billion
Elimination and Corporate	Operating profit	-50.5	-51.6	-¥1.1 billion	-¥1.2 billion	-15.0	-17.8	-¥2.8 billion	-¥2.9 billion
Consolidated Total	Revenue	755.2	730.5	-3%	-2%	193.9	217.0	+12%	+11%
	Operating profit	92.2	82.0	-11%	-4%	7.5	17.3	+129%	+147%

Key Product Catalysts: Endoscopic Solutions Division (As of May 7, 2021)



Corporate Strategy of ESD : Further strengthen leadership in endoscopy



Maintain leadership in conventional endoscopy through continued innovation and commercial excellence



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

Growth driver now	Just launched / Coming soon	Beyond
<p>GI endoscopy</p> <ul style="list-style-type: none"> EVIS LUCERA ELITE (Japan, China) EVIS EXERA III (US, EU) <p>Surgical endoscopy</p> <ul style="list-style-type: none"> VISERA ELITE II* (US, EU, Japan) VISERA ELITE (China) VISERA 4K UHD (US, EU, Japan, China) 	<p>GI endoscopy</p> <ul style="list-style-type: none"> EVIS X1 (EU, Japan) TJF-Q190V, duodenoscope (US) ENDO-AID, endoscopy CAD platform for EVIS X1 (EU) <p>Surgical endoscopy</p> <ul style="list-style-type: none"> VISERA ELITE II 3D/IR (US) VISERA ELITE II 3D (China) 	<p>GI endoscopy</p> <ul style="list-style-type: none"> EVIS X1 (US, China) 3D function for EVIS X1 Single-use duodenoscope <p>Surgical endoscopy</p> <ul style="list-style-type: none"> VISERA ELITE II IR (China) New generation surgical endoscopy system (EU, Japan)

~6%
revenue growth CAGR in ESD**

*Europe and Japan: Launched full system including 3D/IR function, US: Launched only 2D functions **CAGR for FY2021 to FY2023, starting from FY2020

Key Product Catalysts: Therapeutic Solutions Division (As of May 7, 2021)



Corporate Strategy of TSD : Focus and scale our TSD business



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



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



Respiratory
Capture synergies between Olympus' and Veran's portfolio; continue to invest and innovate in this space while also expanding the BLVR* market

Growth driver now	Just launched / Coming soon	Beyond
<p>GI endotherapy</p> <ul style="list-style-type: none"> Visiglide series ESD Knife EZ Clip / QuickClip Pro EndoJaw <p>Urology</p> <ul style="list-style-type: none"> Resection electrode <p>Respiratory</p> <ul style="list-style-type: none"> ViziShot series Spiration Valve System 	<p>GI endotherapy</p> <ul style="list-style-type: none"> 5 products (US) 5 products (EU) 10 products (Japan) 5 products (China) <p>Urology</p> <ul style="list-style-type: none"> iTind, non-surgical device for Benign Prostatic Hyperplasia (US, EU) SOLTIVE SuperPulsed Laser System, stone lithotripsy system (US, EU) <p>Respiratory</p> <ul style="list-style-type: none"> Veran Electromagnetic Navigation system (US) Single-use bronchoscope (US) 	<p>GI endotherapy</p> <ul style="list-style-type: none"> Single-use cholangioscope <p>Urology</p> <ul style="list-style-type: none"> Single-use ureteroscope <p>Respiratory</p> <ul style="list-style-type: none"> Veran Electromagnetic Navigation system(EU) Single-use bronchoscope

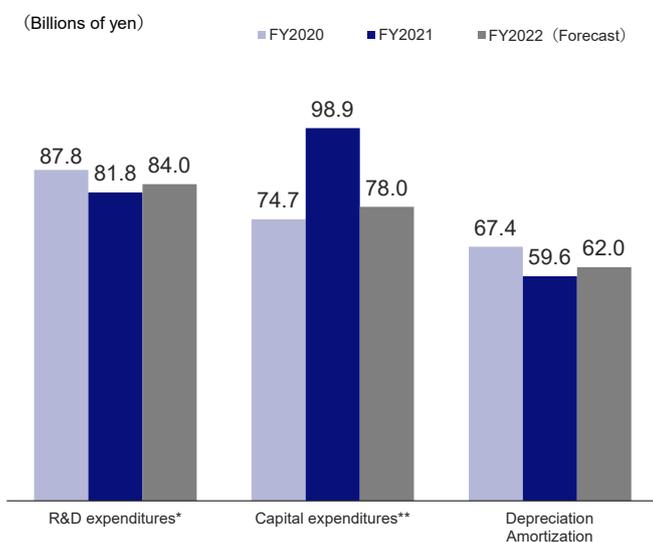
~8%

revenue growth CAGR in TSD**

*Bronchoscopic Lung Volume Reduction
**CAGR for FY2021 to FY2023, starting from FY2020

Expenditures etc.

Full-year Results and Forecasts



(Billions of yen)	FY2020	FY2021
R&D expenditures* (a)	87.8	81.8
Capitalization of R&D expenditures (b)	23.0	16.1
R&D expenses in P/L (a-b)	64.8	65.7

(Billions of yen)	FY2020	FY2021
Amortization	7.2	8.6
	End of Dec. 2020	End of Mar. 2021
R&D assets	53.1	56.2

*Capitalization of R&D expenditures (b) is included in R&D expenditures.

**Capitalization of R&D expenditures (b) is included in capital expenditures.

In addition, the Olympus Group has adopted IFRS 16 "Leases" from FY2020, and right-of-use assets below are included in capital expenditures.

(FY2020: ¥12.9 billion, FY2021: ¥39.4 billion, FY2022 Forecast: ¥10.0 billion)