

# Olympus' Value Creation Model

Our Purpose

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

Our Core Values



PATIENT FOCUS



INTEGRITY



INNOVATION



IMPACT



EMPATHY

## 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

### Global and robust management foundation

- ▶ Approximately 17 training centers with the aim of providing training opportunities for healthcare professionals
- ▶ Building an industry-leading service network among the world's medical device companies
- ▶ Credit ratings: A+ (R&I), BBB+ (S&P), Baa1 (Moody's)
- ▶ Approximately 970 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 15,000 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 leading global MedTech company, hiring highly specialized and implementing global talent management based on the right people in the right positions

## 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

- Business and Global Expansion
- Care Pathway Enhancement
- Strategic M&A
- Intelligent Endoscopy Ecosystem

### 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

Materiality Topics at Olympus (Page 28)

## 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

Diseases or conditions treated\*3  
**100**  
Colonoscopies performed worldwide\*4  
**49 million**

#### Care providers

Relationships of trust built by collaborating with 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\*5

### Revenue Growth\*6

~5%  
CAGR from FY2023

### Operating Margin\*7

~20%  
CAGR from FY2023

### EPS Growth\*7

~8%  
CAGR from FY2023

Feedback on product improvements and requests

Providing products and solutions that help improve patient outcomes by meeting abundant needs  
Support for procedure development

Growth of Medical Business

\*1 Fiscal year 2025

\*2 As of March 2025

\*3 Olympus has versatile medical devices with the ability to treat approximately 100 diseases or conditions as of March 2025.

\*4 Numbers come from the Company's research. Numbers of the U.S., Germany, France, the U.K., Italy, Spain, Japan, Canada, Poland, South Korea, Australia, India, Russia (as of 2022); China (as of 2019 including annual averages from 2019 to 2022 forecasts)

\*5 Financial KPIs announced in May 2023

\*6 Constant currency basis

\*7 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