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News Release

Company: Olympus Corporation

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Notice Regarding Global Personnel Optimization

Olympus Corporation (“Olympus”) hereby announces that at the Board of Directors’ Meeting held today, it resolved to implement a global personnel optimization program as a part of its new corporate strategy ("Corporate Strategy") described below.

1 Background to Implementation

Olympus has announced the Corporate Strategy to realize sustainable growth for the overall Olympus Group on November 7, 2025. To realize our Corporate Strategy ambitions, we must fundamentally evolve the way we operate as an organization. Olympus will move from a region-led model to a simpler, division-led structure built around customer-centricity and clinical needs, and accelerate innovation, strengthen resilience, and optimize efficiency and effectiveness across the organization. This will make the company faster, more decisive, and more consistent across functions and geographies with streamlined governance for better decision-making.

To steadily execute the Corporate Strategy and achieve business goals, Olympus will implement a new operating model. This new operating model strengthens Olympus’s commitment to making people’s lives healthier, safer and more fulfilling.

In the course of the implementation of this new operating model, we have decided to conduct a global personnel optimization program.

2 Overview of Implementation

Olympus will optimize organizational structures and personnel at all levels of the organization. The optimization will include approximately 2,000 positions across the entire company through simplifying its organization, reducing hierarchical layers, and widening spans of control to increase agility and accountability, starting from this fiscal year ending March 2026 with majority of the impact to materialize during the fiscal year ending March 2027. We believe that these structural changes will deliver approximately JPY 24 billion of run-rate savings compared to pre-optimization figures annually. Expected workforce reductions and anticipated savings described herein are contingent upon, and will be executed in accordance with, all applicable local employment laws and regulatory requirements.

(Note) Number of global employees as of September 30, 2025: 29,056

3 Future Outlook

Temporary expenses related to the implementation of this measure will arise from the fiscal year ending March 2026 to the fiscal year ending March 2027 and will be recorded as “Other Expenses.” These expenses have been incorporated in our financial guidance for the fiscal year ending March 2026, announced in August, at JPY 12.0 billion. If any future event which requires disclosure arises, we will announce it promptly.

(For reference) Financial forecast (as of 8th of August 2025) and actual results for FY ended March 31, 2025

(Yen in Millions)

	Revenue	Operating profit	Profit before tax	Profit attributable to owners of parent
Current Forecast (FY ending March 2026)	998,000	136,000	131,000	94,000
Actual Results (FY ended March 2025)	997,332	162,462	159,070	117,855