November 7, 2025

News Release

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# Notice Regarding the Formulation of the Corporate Strategy

Olympus Corporation (“Olympus”) hereby announces that Olympus has formulated a corporate strategy ("Corporate Strategy") starting from the fiscal year ending March 2027. This is an exciting milestone, sharing with you a strategy that builds on our evolution as a pure-play MedTech company, defining our next chapter with clarity and conviction.

In the world, populations are aging and chronic diseases are becoming more common, especially gastrointestinal, urological, and lung cancers. As access to care rises in markets outside developed countries, the total number of endoscopy procedures is rising and could be nearly four times higher. Future expansion of the endoscopy market will stem from better access for underserved geographies, expansion into adjacent disease areas, technologies that enable the conversion from invasive to minimally invasive and the standardization of advanced interventions.

Through the three strategic pillars of our Corporate Strategy, “Innovation-Driven Growth,” “Simplicity,” and “Accountability,” we will develop innovations that will set new standards in endoscopy-enabled care that better serve patients, customers and healthcare systems around the world.

We believe that the combination of our growth and operating model transformation plan ensures we deliver on our promise to patients and healthcare providers, and likewise for our shareholders, with a balanced financial plan for revenue acceleration, efficiency gains, and margin expansion.

The Corporate Strategy will bring us into the next era of Olympus where our “purpose meets performance,” ensuring we can make people’s lives healthier, safer, and more fulfilling, through execution of our plan.

For details on the Corporate Strategy, please refer to the attached material.

# Olympus Corporate Strategy

## Where Purpose Meets Performance

November 7, 2025

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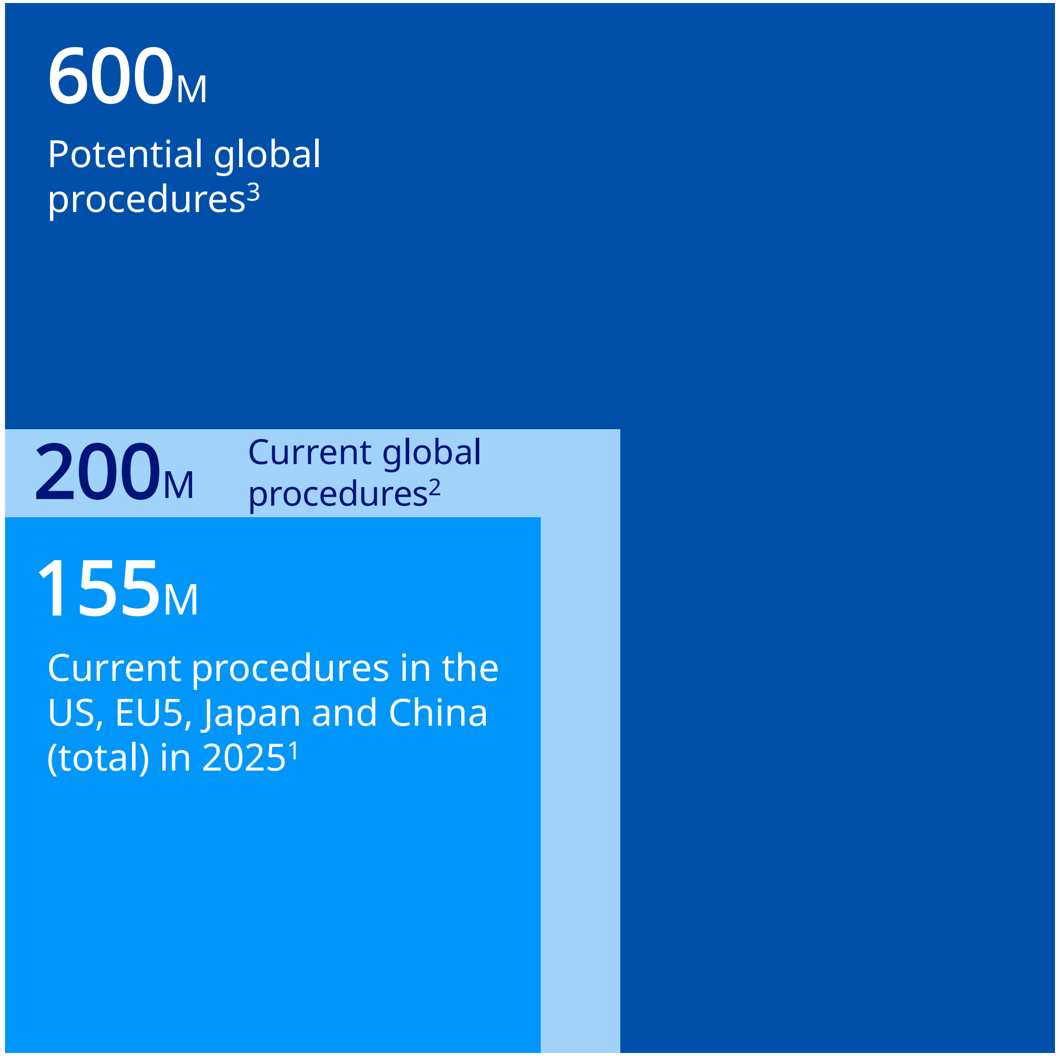
# Global trends show increasing demand for endoscopy procedures, underpinned by macroeconomic factors and the need for better care

## Global demand drives 5% annual growth of endoscopy-enabled care[1]

- Aging populations (>40% of the global population over 60)
- Growing prevalence in GI, urological, and lung cancers
- Broadening access to care

## Opportunity for further growth

- Accelerating access in underserved geographies
- Scaling established procedures like ERCP and ESD
- Expanding into adjacent disease areas and procedures that today rely on more invasive methods






1. Market value growth base on AcuityMD, Ministries of Health, IQVIA FlexView MedTech, Olympus China primary market research 2. Based on Olympus' market insights derived from IQVIA FlexView MedTech 3. Assumes global per capita utilization matches US/EU/Japan/China levels

# A new vision for endoscopy-enabled care is needed to deliver against healthcare needs and opportunities

## Patients

**Endoscopy that's advanced and less invasive brings clarity and comfort.**

- New Tech enhances early detection & accuracy, reducing unnecessary biopsies
- Same-day results ease anxiety
- Less invasive care enables faster recovery

## Clinicians

**Endoscopy made safer, smarter, and more consistent**

- Tech will lighten manual and cognitive load
- Automation frees time for clinical decisions and patient communication
- Complex procedures become consistent and reproducible
- Nurses manage data and ensure continuity of care

## Administrators

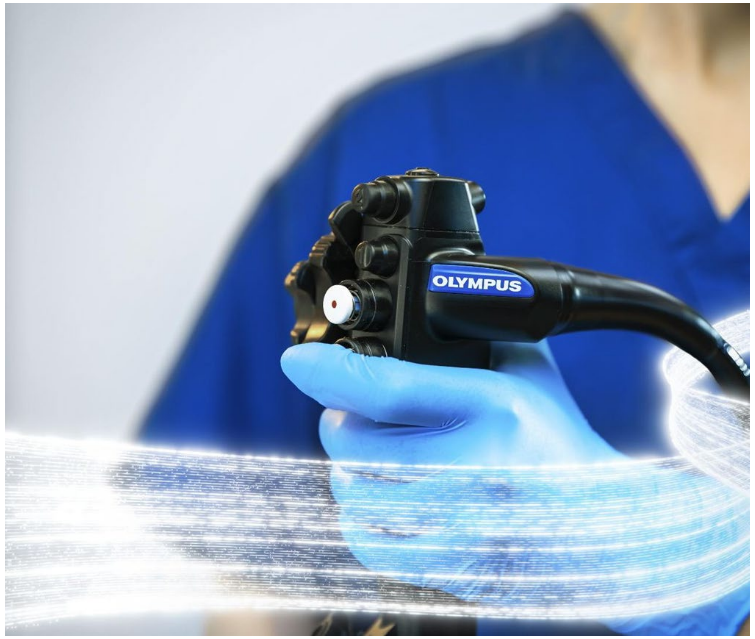
**Advanced technology drives efficiency and lowers costs**

- Predictive maintenance and smart fleet management increase uptime
- Single-use and modular tools simplify logistics
- Streamlined operations cut costs and ensure compliance with standards

# Olympus is best positioned to deliver on that future


## A Backbone of Scalable Endoscopy

Largest installed base of interoperable towers for scalable, integrated workflows, including service/support and training to improve uptime




## Advanced Endoscopes and Therapeutic Devices

Broad portfolio of scopes and therapeutic devices to detect, diagnose, and treat disease across all major specialties and care settings

## Smart Technologies Driving the Future

AI, robotics, and workflow management to optimize procedures and outcomes

# GIS & SIS will fortify portfolios with near term launches that drive the majority of incremental growth

| | Olympus market position FY26 | | FY26 | FY27 | FY28 |
|---|---|---|---|---|---|
|  GI | 1st | EVIS X1 Scopes (EZ/EDOF) | US, China | | |
| | | EVIS X1 Scopes (Additional line-up) | | US, EU, JP | China |
| | | NextGen Monitors | EU, JP, China | US | |
| | | EUS System & Scopes | US, China | EU, JP, APAC | |
| | | Single-use Duodenoscope | | JP, US | EU |
|  GI-ET | 2nd | Luminal Patency (Stents) | EU | APAC | |
| | | Hemostasis Clips | EU, APAC | China | |
|  URO | 2nd | Single-Use Ureteroscope & Cystoscope | US, EU, APAC | | |
| | | Stone Management | US | EU | |
|  RESP | 1st | Peripheral EBUS | EU, JP, APAC | US | China |
| | | Single-use Bronchoscopes | EU | | |
|  Surg | 3-5th | VISERA ELITE III | US, China | | |
| | | THUNDERBEAT II | US, EU, JP | | |

Note: Products shown may not be available in all regions. As with any medical device, careful consideration should be given to all applicable labeling, including potential risks and benefits associated with the product.

# Olympus is accelerating investments in the Endosuite[1] of the future


## Integrate AI into the endoscopy ecosystem

OLYSENSE CAD/AI launched commercially (US and selected EU). By FY28 and 31, aiming to integrate OLYSENSE in 5% and 25% of our global installed base, respectively.


## Build robotic endoluminal solutions

Swan EndoSurgical and other partnerships lay the foundation for establishing new GI care standards, characterized by shorter procedure times and fewer complications, thereby democratizing therapeutic procedures.


## Expand advanced diagnostic and therapeutic portfolio

Develop, partner, and acquire advanced solutions that detect, diagnose, and treat disease, and equip healthcare professionals to fight disease across our clinical and disease focus areas.

[1] A solution that could extend the reach of endotherapies while improving the patient experience, using artificial intelligence (AI) and other digital tools and technologies.
Note: Products shown may not be available in all regions. As with any medical device, careful consideration should be given to all applicable labeling, including potential risks and benefits associated with the product.

# Envisioning the future of endoscopy-enabled care


## Better care

Detect diseases earlier

Same day diagnosis, staging, and treatment

Expanding minimally-invasive therapeutic options, reducing reliance on surgery

Enabling more diseases to be treated endoscopically

Driving efficiencies through smarter workflows

## Powered by an integrated ecosystem

Ecosystem of cloud connected hardware, devices, software and services, paired with cutting edge optics, AI and robotics

Integrated data to generate individualized and predictive insights at the point of care

# A bold vision requires bold steps to create a more effective and efficient organization

FY26-27 | FY27+

## Operating Model

Shifting from a region-led model to a **simpler matrix with division as the leading axis,** delivering an even more seamless customer experience

Continued year-on-year **productivity gains** to improve **cost efficiency and competitiveness**

## Organization Health

**~2,000**

Net position reductions[1]

**Driven by reduced layers and wider spans of control** while enabling essential capability investments

## Accelerate Productivity

**~24**B JPY

Run-rate savings target[1]

**Drive faster productivity gains while sustaining quality and compliance**, improve business processes and apply data and AI to enhance consistency and speed



[1] 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.

# Our vision, pipeline and restructuring form the basis of our multi-year financial plan

**We aim to achieve 3%[1] growth in FY27, 4%[1] in FY28, and 5%[1] in FY29, with ~100 bps of margin expansion in each of these years from FY26 as the base year.**

## 3-Year Financial Plan

Balanced plan for revenue acceleration, efficiency gains and margin expansion

### Drivers

**3-4-5**
Revenue growth plan
~1pp growth YoY

- **Global access for the best-in-class EVIS X1 endoscopy** system/scopes
- **Single-use portfolio expansion,** accessing high-growth markets
- **Therapeutic portfolio** in GI-EndoTherapy stents, Urology next-gen stone management solution and Respiratory lung cancer Peripheral EBUS

**~100 bps**
Margin improvement YoY

- Short & mid-term: **Division-led operating model** drives efficiency
- Longer term: **Improve business processes and build more resilient manufacturing and supply chain,** driving COGS and SG&A towards industry benchmark

**Capital allocation, steady improvement of Free Cash Flow**

- **Prioritize allocations to business investment**
- Gradual dividend increase
- Flexible buyback of company shares balanced with M&A investment opportunities and FCF

[1] Constant Currency basis YoY

# Where purpose meets performance: Shaping the future of endoscopy-enabled care

OUR PURPOSE

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

OUR STRATEGIC PILLARS

### Innovation-Driven Growth

Lead the next wave of innovation & expand to faster-growing segments

- Fortify portfolio through focused investments
- Shape the future of endoscopy through OLYSENSE and robotics
- Enhance performance in China and set direction for emerging markets
- Drive M&A tuck-ins in close adjacencies

### Simplicity

Simplify Olympus to move faster and operate smarter

- Build a lean, division-led operating model and governance at competitive cost base
- Further harmonize end-to-end processes and leverage AI
- Improve innovation model for continuous and accelerated release of new products
- Build resilient, flexible and efficient manufacturing and supply chain

### Accountability

Instill a high-performance culture of ownership and execution

- Embrace a patient-first mindset, embedding quality & safety into every step of work
- Deliver ESG commitments
- Establish a global Olympus management system

OUR FINANCIAL ASPIRATIONS FY27-29

| Revenue[1] | Op Margin[2] | EPS CAGR[2] |
|---|---|---|
| ~5 % | ~100 bps | >10 % |
| Growing at 5% by FY29 | Year-on-year growth from FY26 | From FY2026 |

[1] Constant Currency basis [2] 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



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# Appendix

# Capital allocation policy

- Prioritize allocation to business investment
- Stable and gradual dividend increase
- Flexible buyback of company shares

## Business Investment

Prioritize

- Investment for profitable, organic growth
- Strategic investment for growth opportunities

## Shareholder Returns

**Dividends** — **Stable and gradual dividend increase** in line with medium to long-term business performance

**Buyback** — **Flexible buyback of company shares** based on investment opportunities and cash / financial conditions