

Strategic M&A

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Our M&A Strategy

M&A plays a crucial role in our growth strategy. We seek to acquire companies that align with our core businesses of GI, GI EndoTherapy, Urology, and Respiratory. Our focus is on expanding our product portfolio and entering new markets with high growth potential. At the same time, we are committed to enhancing our business development capabilities.

Recognizing the importance of robust M&A execution, we are implementing a comprehensive strategy to strengthen our processes, build internal expertise, and expand our growth opportunities.

A key focus is on building a world-class M&A team and structure. From October 2024, the Business Development function strategically shifted from the Chief Strategy Officer (CSO) organization to the CEO's direct report line. This organizational change will enhance our agility while ensuring that we make Olympus well-prepared for future mergers and

acquisitions, thereby increasing opportunities for sustainable business growth. Furthermore, we have added experienced professionals. We are conducting thorough functional readiness assessments to identify strengths and areas for improvement across the organization. Improvement plans are being developed to ensure more seamless integration of future acquisitions. Additionally, we are systematically analyzing past deals to extract valuable lessons and establish best practices. This knowledge will inform our future M&A strategy and enhance our ability to create sustainable value.

To further accelerate our M&A process development, we have started a cross-functional improvement initiative. By bringing together diverse perspectives, we aim to streamline our deal execution, reduce integration risks, and accelerate time-to-value. These efforts will position us to capitalize on strategic opportunities more effectively.

“Olympus Innovation Ventures” Portfolio

We launched our own corporate venture capital fund, “Olympus Innovation Ventures” (OIV) in 2021. OIV enables us to invest in early-stage companies that align with our growth objectives. By partnering with innovative entrepreneurs, we gain access to cutting-edge technologies, expand our market

reach, and identify potential acquisition targets. Our recent investments in a diverse portfolio of companies, including notable examples such as Neuspera Medical and Neptune Medical as shown below, demonstrate our commitment to this growth strategy.



Urology

Neuspera Medical

Neuspera Medical focuses on developing innovative, implantable solutions for patients suffering from chronic illnesses. Its core technology is a miniaturized neuromodulation* platform that enables smaller, deeper implants, potentially leading to less invasive and more adaptable treatment options. Neuspera Medical is currently concentrating its efforts on developing a system to treat Overactive Bladder, a condition affecting millions worldwide. By targeting specific nerves, it aims to provide relief for patients who have limited treatment options.



GI

Neptune Medical

Neptune Medical is at the forefront of developing innovative solutions to address critical healthcare challenges. It has developed a proprietary technology called “Dynamic Rigidization,” which allows for the instant transformation of flexible tubes into rigid structures. This innovative technology has applications in various medical procedures including GI endoscopy. Its flagship product is the Pathfinder advanced endoscopy device, which has received FDA clearance and is being adopted by hospitals and medical centers across the United States. Neptune Medical is also exploring the potential of its technology in the endoluminal robotics.



* Treatment that stimulates the nervous system and regulates neural activity through electrical or magnetic stimulation or drug administration