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Director, Representative Executive Officer,
President and Chief Executive Officer

Reimagining and Continuing Our Legacy of Innovation and Purpose

As the CEO of Olympus, I am honored to lead with purpose, inspired by our rich history and the vast opportunities ahead. Since developing the world's first practical gastroscope in 1950, Olympus has been a beacon of innovation in early diagnosis and minimally invasive treatments, pushing the boundaries of what's possible in medical technology. Our Purpose—making people's lives healthier, safer and more fulfilling—deeply resonates with me and remains our guiding light as we navigate the increasingly complex healthcare landscape.

Moving forward, we will embrace an outside-in philosophy: listening closely to patients and customers to deliver innovations that are not only technologically advanced but also deeply meaningful. Our solutions must enhance clinical outcomes, improve operational efficiency, and maintain the highest standards of compliance—ensuring lasting value for all we serve.

Celebrating Our Strengths, Addressing Our Challenges

Olympus holds a strong market position, especially as a pioneer in gastrointestinal endoscopy, where we continue to lead. This leadership is built on cutting-edge technologies, comprehensive product ecosystems, and a tradition of craftsmanship rooted in Japanese culture.

Yet, we face challenges we must meet head-on. The pace of innovation in our industry has never been faster. To keep up, we must cultivate a performance-driven culture—one that prizes accountability, agility, and speed of execution. Our robust structure has served us well, but at times it has slowed our ability to respond quickly to market needs. Streamlining decision-making and processes will be essential.

Quality assurance and regulatory affairs (QA&RA) remain our most urgent priority. Through our quality and regulatory transformation project *Elevate*, we are enhancing our QA&RA processes—not just to meet regulatory requirements, but to embed a quality mindset throughout the organization. Since 2023, we have focused on patient safety, improving our Quality Systems, strengthening our capabilities, and fulfilling the U.S. Food and Drug Administration (FDA) commitments. We have now completed approximately 96% of those commitments, and our work will continue with urgency until we are recognized globally as a trusted partner.

Shaping Our Future

We are developing a new corporate strategy to guide Olympus into its next era, with full details to come by the end of 2025.

Key pillars include:

- ▶ **Customer Obsession:** Patient and customer needs will drive our innovations and improvements.
- ▶ **Emerging Technologies:** We will lead in applying artificial intelligence (AI) and robotics to revolutionize healthcare.
- ▶ **Global Growth:** Expanding in emerging markets with increased investment in endoscopist training.
- ▶ **Strategic M&A:** Targeted tuck-in M&A to complement organic growth.
- ▶ **Financial Discipline:** Stronger planning, forecasting, and cost control to deliver on our commitments.
- ▶ **World-Class Teams:** Fostering leaders who are humble, authentic, confident, and passionate about our purpose.

Our Commitment to Strengthening Stakeholder Trust

As we embark on this transformative journey, I want to share a message with each of our key stakeholder groups:

- ▶ **Patients & Customers:** We will address QA&RA issues fully and deliver innovations that enhance patient care—reestablishing Olympus as a brand you can trust.
- ▶ **Business Partners:** We will improve transparency, collaboration, and alignment toward shared goals.
- ▶ **Investors:** We will deliver consistent, reliable results with clear and open communication.
- ▶ **Employees:** We will create an environment where your voice matters, your values are respected, and your work makes a meaningful impact.

Embracing Opportunities for a Stronger Olympus

As we stand at the threshold of a new era for Olympus, I am filled with optimism about our future. While our challenges are real, they are outweighed by the opportunities before us. With a clear vision to be among the world's leading MedTech companies, we are committed to delivering safe, effective solutions that shape the future of healthcare.

The potential of Olympus is limitless. With our heritage of innovation, our talented teams, and renewed focus on execution and accountability, I am confident we will emerge stronger, more agile, and better positioned to lead in a changing world.

Thank you for your support. Together, we will write the next chapter of the Olympus story—defined by groundbreaking innovation, improved patient outcomes, and sustainable growth for all our stakeholders.