

Olympus Corporate Strategy

Where Purpose Meets Performance

November 7, 2025

OLYMPUS

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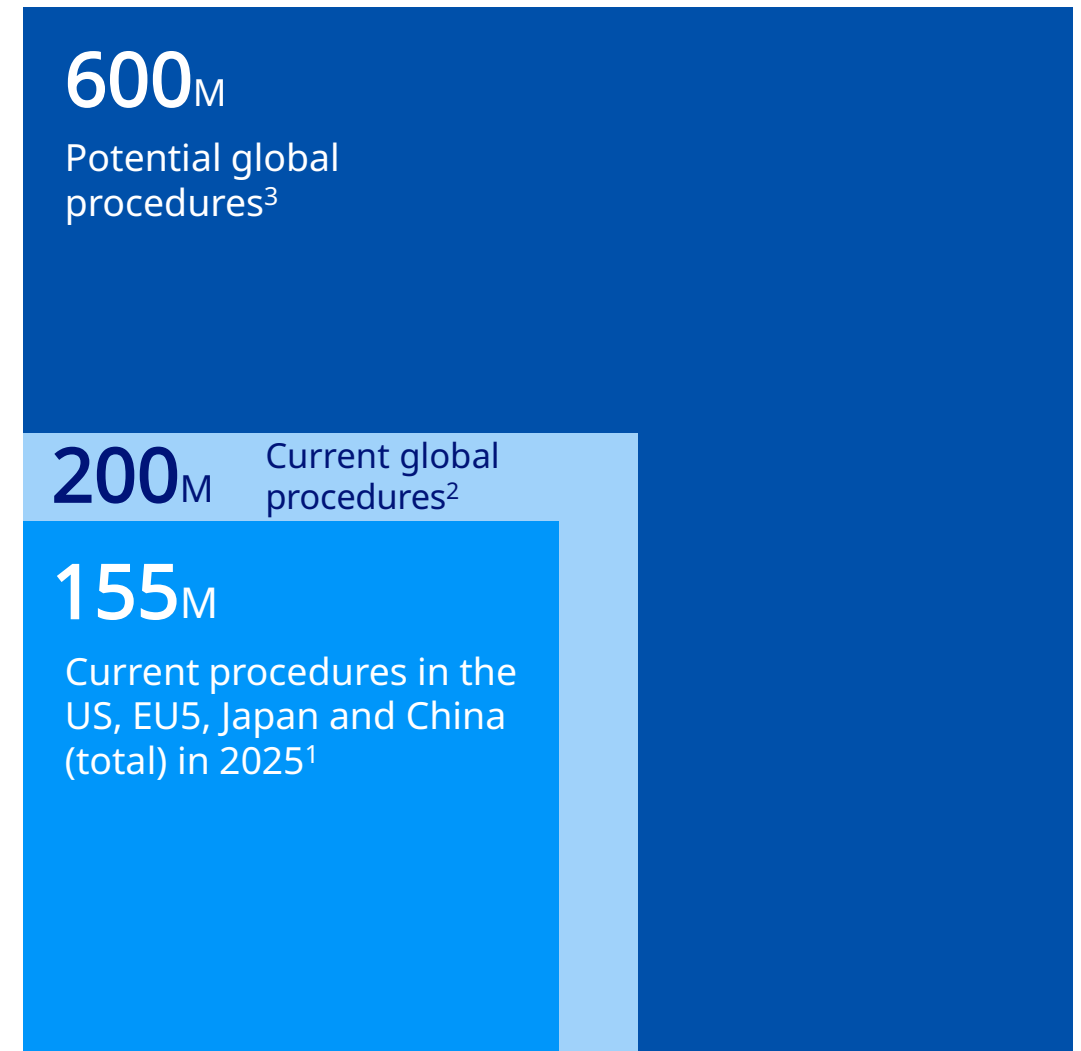
Global trends show increasing demand for endoscopy procedures, underpinned by macroeconomic factors and the need for better care

Global demand drives 5% annual growth of endoscopy-enabled care¹

- 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



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

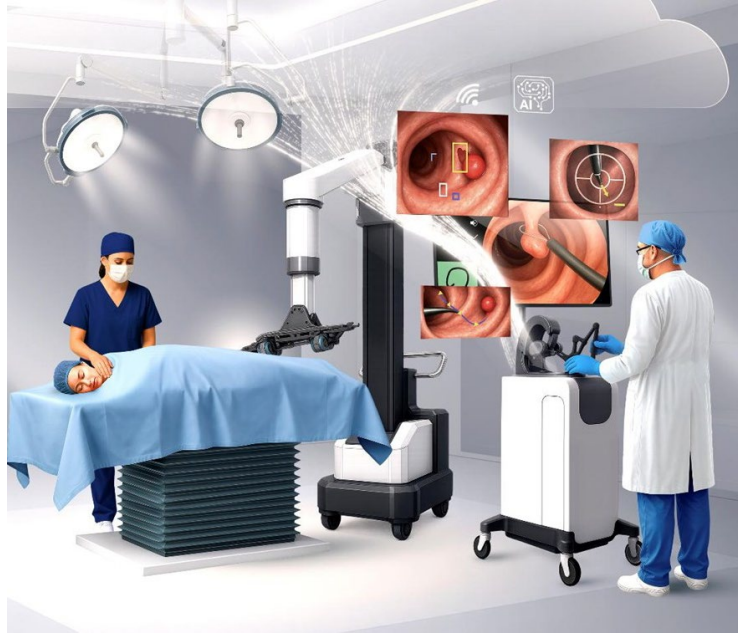
Olympus market position FY26		FY26	FY27	FY28
GI	1st	EVIS X1 Scopes (EZ/EDOF)	US, China	
		EVIS X1 Scopes (Additional line-up)	US, EU, JP	China
		NextGen Monitors	EU, JP, China	US
		EUS System & Scopes	US, China	EU, JP, APAC
		Single-use Duodenoscope	JP, US	EU
GI-ET	2nd	Luminal Patency (Stents)	EU	APAC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

Olympus is accelerating investments in the Endosuite¹ 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.

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

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**

————— FY26-27 —————

Organization Health

~2,000

Net position reductions¹

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

————— FY27+ —————

Accelerate Productivity

~24_B JPY

Run-rate savings target¹

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

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

- > **3-4-5**
Revenue growth plan
~1pp growth YoY
- > **~100 bps**
Margin improvement YoY
- > **Capital allocation, steady improvement of Free Cash Flow**

Drivers

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

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

OUR PURPOSE

Making people's lives healthier, safer and more fulfilling

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

OUR STRATEGIC PILLARS

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

Revenue¹

~5 %

Growing at 5% by FY29

Op Margin²

~100 bps

Year-on-year growth from FY26

EPS CAGR²

>10 %

From FY2026

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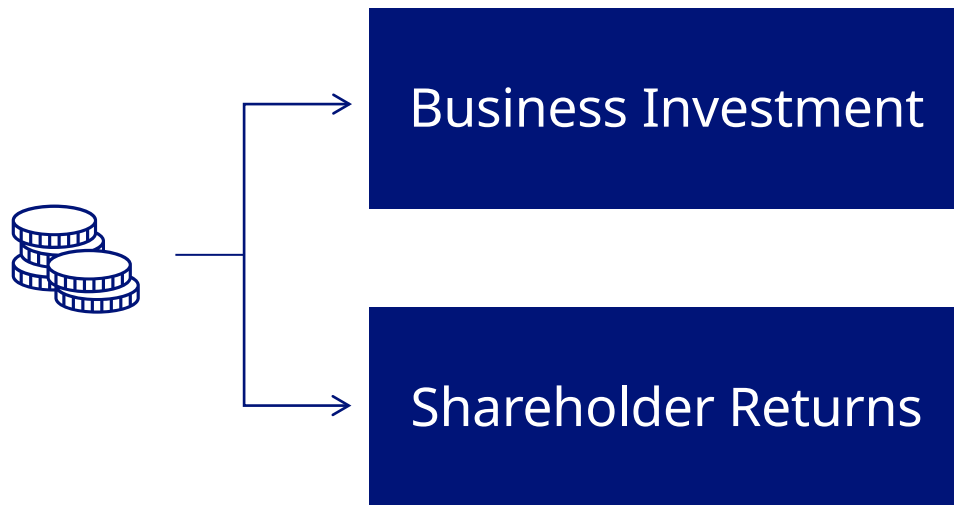
The logo consists of the word "OLYMPUS" in a bold, dark blue, sans-serif font. Directly beneath the text is a horizontal yellow line that is slightly curved, resembling a stylized horizon or a lens flare.



Appendix

Capital allocation policy

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



Prioritize

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

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