

Message from the CSO



Keeping Focus on Our Patients while Advancing Growth and Innovation

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Shift Olympus Focus to Innovation and Patient Centered Growth

Fiscal year 2026 is the third and final year of the quality and regulatory transformation project *Elevate*. From a company perspective, it is exciting that the mentality of prioritizing patient

safety has become part of our culture and our functions. We must prepare the organization for what is to come and focus again on our innovation agenda while doing what Olympus does best—bringing solutions that will enhance patient outcomes.

We are looking ahead to our next corporate strategy with a deliberate eye on the external environment. The MedTech market and our customer needs are dynamically changing as technology continues to advance at a faster pace than ever, and the macro and geopolitical environment continues to push us to evolve our ability to be flexible in both our product development and solution delivery approaches. Over the past few years, we have faced quite a few headwinds within the markets as well as some challenges internally, and because of these, our growth trajectory has not met expectations. As the global leader in endoscopy, we are confident in our ability to return to growing at or above the market and are working to ensure that we are being focused and deliberate in our prioritization in support of this patient-focused growth ambition.

In the past, Olympus had been very focused on a technology roadmap with limited emphasis on the enablers* from an enterprise perspective, and therefore in this next chapter of our corporate strategy, we are looking more broadly at global capabilities, resilience, risk, and business processes, as well as systems and tools that will be needed to support our growth in a sustainable way.

* A factor, such as a technology, policy, or person, that facilitates the achievement of strategic goals or innovation.

Role of CSO in Supporting the Company and its Ambitions

As CSO, I have the responsibility to lead discussions at the Group Executive Committee in the development of our strategic long-term vision. This strategic plan has a multi-step approach. First, the steering of our strategic direction should be guided with the right balance of market insights, competitive landscape, and a strong assessment of Olympus' internal strengths,

opportunities, and risks. This long-term vision must then be supported by the right short- and mid-term prioritized initiatives and associated investments that will help us achieve these aspirations. The second vital step is to help effectively communicate the vision across the enterprise, together with the prioritized enterprise-level key initiatives, and ensure that the right allocation of capital and resources is being effectively cascaded and communicated at all levels of the organization. Finally, the third step is an operational one where initiatives must have action plans, and as a function, the CSO must enable the performance monitoring of the key performance indicators (KPIs) that will help track the execution of these initiatives while ensuring alignment with our overall business goals.

These steps are iterative as we must continuously keep an eye on our external and internal dynamics and ensure that we are focused on the right priorities. We must also refine and adapt our plans as business and customer needs change, but the key is to ensure that all functions and regions are aligned and focused in advancing our efforts collectively and with impact. Given the importance of execution and accountability, this year we have formed a Transformation Office under the CSO to help elevate the level of discipline and consistency with which we run our enterprise-level transformation efforts and consistently apply change management best practices globally.

Future Aspirations and Outlook

Looking toward the future, I am really excited to enter a new chapter of our strategy and contribute to Olympus' growth under the leadership of our new CEO. As we transform our mindset to innovation and focus more on the patients and customers, we continue to progress in our globalization and transformation efforts with agility and simplicity. I look forward to helping lead the Company through its next, transformative stage.