

## Overview of Evaluation Results for Effectiveness of Board of Directors

### 1. Method of Evaluation

In cooperation with an external consulting firm, the Company prepared a questionnaire\* on the effectiveness of its board of directors and individual committees (nominating committee, compensation committee), and their relationships with investors and shareholders, etc. This questionnaire was distributed to every director and corporate auditor, and the Company received answers from all of these respondents. With the answers from the directors and corporate auditors as well as the feedback from the external consulting firm, the Company did an analysis and evaluation for effectiveness of board of directors

### 2. Results of Analysis and Evaluation of the Effectiveness of the Board of Directors

As a result, it confirmed that adequate support such as the briefing sessions prior to board meetings and Olympus factory/lab tours, conducted for outside directors and auditors to encourage them to understand the Company, had led to active discussions at meetings of the board involving corporate auditors, where outside directors with a great variety of experience and expertise had been in the majority. It also confirmed that individual committees (nominating committee, compensation committee) had properly fulfilled their required roles. Based on the above-mentioned analysis results and others, the board of directors of the Company evaluated that the effectiveness of the board had been sufficiently established for the purposes of approving important managerial matters and properly supervising business operations.

Meanwhile, the board of directors of the Company acknowledged that their discussions had a relative tendency to focus on time-critical significant issues, such as dealing with risks, improving the corporate governance structure, and responding to compliance issues. It also acknowledged that in its relationships with investors and shareholders, it had made efforts to communicate the Company's long-term competitive advantage and status of improvement in the corporate governance structure, and that there had been a lack of systematic and organized feedback to the board of directors in terms of evaluations of the Company by its investors and shareholders.

\*Main items in the questionnaire for the evaluation of board of directors

1. Composition of the board of directors
2. General Operation of the board of directors
3. Composition and roles of individual committees (Nominating committee, Compensation committee)
4. General Operation of the nominating committee
5. General Operation of the compensation committee
6. Support system for outside directors
7. Roles and expectations of the corporate auditors
8. Relationship with investors and shareholders
9. Governance system, effectiveness of the board of directors in general

### **3. Issues for the Future and How to Address Them Based on Analysis and Evaluation**

Based on the analysis and evaluation stated in former section above, the Company intends to focus on and address the following issues in particular.

I. More complete discussions on medium- and long-term managerial issues at board meetings

We will hold more complete discussions on medium- and long-term managerial issues at board meetings. In particular, this fiscal year is when we will formulate a new medium-term plan and we will hold more complete discussions on significant issues based on the state of medium- and long-term competition in business operations as well as on the market trends in the course of formulating the medium-term plan. In addition, as part of such efforts, in relation to the executive management committee, we will also consider reviewing the agenda of the board of directors.

II. Enhanced feedback to the board on evaluations of Company by the capital market (investors / shareholders)

We will provide the board of directors with systematic and organized feedback on the capital market's (investors' and shareholders') evaluations of the Company, which will include not only evaluations of the Company by individual investors and shareholders and reports on overall IR activities, but also the executor side's analysis and policy on how to respond.