

### The outside directors will guide the rebirth of Olympus and onto a growth path through sound, independent supervision and business execution.

Outside Director  
Takuya Goto

At Kao, we adopted an outside director system early on and have pioneered the establishment of a sound governance system, implementing such measures as the abolition of retirement benefits for corporate officers. In light of that experience, I understand that our role as outside directors is to check from an outside perspective whether accepted practices at Olympus contravene commonly accepted practices in society at large and express different views and opinions. I hope that by fulfilling our respective roles, the outside directors will contribute to the sound growth of Olympus while conferring to find rapid solutions to problems.



Outside Director  
Shiro Hiruta

The new governance configuration is only a means to an end, and the true objective is to lead the management of Olympus in an appropriate, sound direction. Now that outside directors make up a majority of the board, we bear a heavy responsibility to maintain a deep understanding of the Company's operations in order to make clear judgments. For Olympus to accomplish a robust revitalization, I am committed to giving the management team my full support to ensure that the strategy for business execution is appropriate for the operating environment moving forward.



Outside Director  
Sumitaka Fujita

The most important factor in corporate governance is not the specific structure of the governance system, in and of itself, but rather, how effectively the system is implemented. In the case of Olympus, I believe that fully independent outside directors with a diversity of management experience and expertise are essential for corporate supervision and management guidance, including vigilance against insular corporate values and decision-making. In my own role, I pledge to work diligently to help rebuild Olympus and set it on a path of sustainable growth.



Outside Director

Motoyoshi Nishikawa

At this time, Olympus has at last embarked on the difficult voyage through rough seas to restore public trust. In these circumstances, I recognize that the most important role of an independent outside director is to supervise whether business execution is sound, whether the management decision-making process conforms to appropriate procedures, and whether conflicts of interest exist, and to strive to restore trust in Olympus at the earliest date possible through fair information disclosure. I intend to assist in activating frank discussion and restoring a free and open-minded corporate culture.



Outside Director

Hikari Imai

Under the new governance structure, the outside directors have secured a certain amount of authority, which has strengthened transparency and the management oversight function. At the same time, now that the Board of Directors includes several outside directors with entirely separate backgrounds, who bring insight and a sense of balance, the outside directors can also be expected to provide support for vigorous business execution by directors. Since Olympus is a company with market competitiveness, clearly established core values, and high growth potential, I hope to be of assistance in returning it to a proper growth path.



Outside Director

Kiyotaka Fujii

As a leader in the medical industry Olympus is expected to adopt a new governance structure which meets the global best practice. I believe "openness" is the key philosophy here. I would like to contribute to Olympus' further growth by helping to construct and implement such a governance structure and by leveraging my past experience with global, leading companies.

