

## Message from the Chairperson of the Board



Olympus continues to create value for patients around the world while achieving sustainable growth.

### **Masato Iwasaki**

Outside Director  
(Chairperson of the Board/  
Chairperson of the Nominating Committee)

### **Thoughts on Assuming Position of Chairperson of the Board**

I am proud to have been serving as an Outside Director of Olympus, and am very honored that effective June 2025, I was elected Chairperson of the Board.

The healthcare industry is evolving at an extremely rapid pace. In order for Olympus to prioritize patient safety and become a leading global MedTech company, it is necessary to stay ahead of environmental changes and continuously evolve our governance and management practices. By transitioning to a company with a Nominating Committee, etc., and introducing other advanced corporate governance practices, Olympus is working to enhance its corporate governance and build a highly transparent governance system. Utilizing a skills matrix indicating what skills we believe would make a high performing Board for Olympus, we have composed a Board consisting of individuals with diverse experiences, backgrounds and viewpoints. I believe Olympus is well-positioned to establish best practices in corporate governance among global companies with Japanese roots. This strong governance will help us achieve business success. As Chairperson of the Board, I feel a great sense of responsibility and a sense of humility.

### **Looking Back at Fiscal Year 2025**

In the fiscal year ended March 2025, Olympus faced a variety of challenges, including supply chain disruptions triggered by the Noto Peninsula earthquake, a tough business environment in China, and the unexpected departure of the former CEO. In response to the unexpected departure, the Nominating Committee established an Advisory Search Committee (ASC) to identify the best candidates for the CEO position. As a result, in June 2025, Mr. Bob White, an executive with

extensive experience in the healthcare industry, was appointed CEO and is now leading the Company. This process fostered active and constructive discussions among the Directors, further strengthening the unity of Board members. Meanwhile, the quality and regulatory transformation project *Elevate* is progressing, and a corporate culture that prioritizes patient safety and quality is steadily taking root.

### **Olympus Medium- to Long-term Vision**

I believe that what is most important for Olympus is to create value for patients around the world through innovation and to achieve sustainable growth. I also believe that Olympus has great potential for innovation, but in the rapidly changing healthcare industry, we recognize that patient safety is paramount and strategic M&A is essential in addition to strengthening internal innovation efforts. In light of this, in April 2025, we established a new voluntary committee, the Innovation and Safety (I&S) Committee, which also takes over the role of the past Quality Assurance and Regulatory Affairs (QA&RA) Committee. I believe that it is reasonable and effective to monitor and provide advice on the two inseparable activities of innovation and quality safety.

We continue to further strengthen our monitoring role and provide constructive advice while working closely with the executive team, thereby contributing to Olympus' sustainable growth and the enhancement of its corporate value.