

To Enable Investments and Innovation for Long-term Growth

Global TOM* – Improve Our Capability to Deliver on Our Mission, Targets and Ambition

While striving to “make people’s lives healthier, safer and more fulfilling,” Olympus has laid out a clear value creation strategy to drive sustainable growth. To better equip the global organization to drive Business and Global Expansion as well as absorb Strategic M&A initiatives, the Chief Strategy Officer decided to launch an effort to review Olympus’ global operating model and will establish a new team to build capabilities that continuously ensure organizational readiness in line with our strategic priorities of our company strategy. Our desire is to create an operating model that – building on our strategic imperatives – ensures transparent and fast decision-making across functions, divisions and regions, but also facilitates efficient resource allocation and ongoing capability development.

The review of our operating model is structured in four themes, each focusing on a distinct set of activities:

Operating Model Design & Governance: We aim to further strengthen and clarify roles and responsibilities, structures and governance in our global matrix. By doing so, we facilitate better collaboration and decision-making along our three axes, divisions, functions and regions.

People & Culture: We identify levers to setup capabilities to strengthen talent, culture and performance mindset to enhance our operating model.

Enterprise Architecture & Systems: We enable our global operations by gradually enhancing, harmonizing and simplifying our tech stack.

Productivity, Efficiency and Processes: Building on our optimized operating model, we aspire to simplify our operations to rigorously execute and unlock capital.

* TOM = target operating model

1 Fine-tune continuously our global operating model to unleash a **high-performing organization**

2 Facilitate **resource allocation and unlock capital** to invest into strategic priorities of our company strategy

COLUMN: Progress in Global Business Services (GBS) initiatives



Yasutoshi Fujiwara
Global Business Services
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We are entering the new phase of expanding the scope of GBS and promoting the optimization of the transferred operations.

In 2018, Olympus launched GBS in Europe ahead of other regions. Since then, we have been rolling out GBS worldwide. Over the past five years, the transfer of Finance, HR, Purchasing, Sales Support, and Supply Chain Management activities have been accomplished and a solid foundation for GBS has been built in Olympus. Now we are entering the new phase of GBS. In partnership with the quality assurance and regulatory affairs (QARA) team, we are focusing on making patient safety the top priority. In 2023, we are moving forward with using the GBS platform for some phases of the QARA complaint handling process to improve the operations and achieve worldwide efficiency and standardization. Going forward, we will continue to strengthen our global collaboration, further expand the scope of GBS, and promote the optimization of the transferred operations, which will lead to the enhancement of corporate value.