

Message from the CAO



We are moving toward a culture in which each and every employee can perform at their best, with an emphasis on outcomes and output.”

Stefan Kaufmann

Director, Executive Officer, Chief Administrative Officer (CAO),
Chief Strategy Officer (CSO) and ESG Officer

Embracing a Global Mindset and Growing through Transform Olympus

Despite the past several years of economic/political uncertainty, fiscal year 2022 was a very special and productive year for Olympus. Over the past three years, more than 1,000 initiatives have been implemented through *Transform Olympus*, facilitating daily improvements in all functions and in all regions. Due to the tremendous effort of our employees, I'm very pleased to say Olympus is more robust not only in terms of revenue and profits, but also more efficient, and an overall healthier organization.

The transformation has been both long and intense, but rewarding. I'm grateful to all employees, for they have shown an inspiring sense of endurance and flexibility. We will continue to train the capabilities and methodologies we have built up through *Transform Olympus* to achieve our ideal corporate culture, and shift to focus more on growth to allow our employees time to incorporate the global mindset into their daily lives.

Primary Goals for FY2023

In fiscal year 2023, we will focus on improving efficiency by standardizing, centralizing, and harmonizing processes within the Company: rolling out Global Business Services (GBS) (details on page 65), building a Healthy Organization (details on page 66), strengthening IT infrastructure and information security, and focusing on more transparent resource allocation for projects related to strategic, transformational, change and IT technology to ensure investments add value to the company.

All initiatives planned for fiscal year 2023 are important, but the one I hold the greatest sense of urgency for is IT infrastructure and information security. Business operations

have been digitizing and will continue to do so at an increasingly rapid pace. I and the IT leadership are aware of this and will continue to ensure that IT services and products will enable employees to increase their productivity and efficiency. The digitization will increase risk and require all of us to be more aware of IT security.

Another topic I would like to highlight is employee engagement. To ensure that high-end services are delivered to our customers, our employees must be engaged in the Company and feel enabled. We have created a holistic action plan to further improve organizational health, and there must be a balance between being a purpose-driven company and people-centric. First and foremost, we want to ensure employees feel empowered and are encouraged to challenge the status quo. As a global company, we also believe that global succession planning is important in order to utilize all potential successors. We will plan to expand the scope of this measure to include positions at all levels of the Company, not only just those at the upper level.

Lastly, I would like to mention the importance of ESG. At the beginning of April 2022, I took over as the ESG Officer. We will continue to integrate ESG philosophy into business strategy and pursue to make Olympus a sustainable business. Our current initiatives, such as further promotion of female employees by allowing for more flexible work hours, including part-time hours for managers, will help ease the burden between duties at home and at work.