

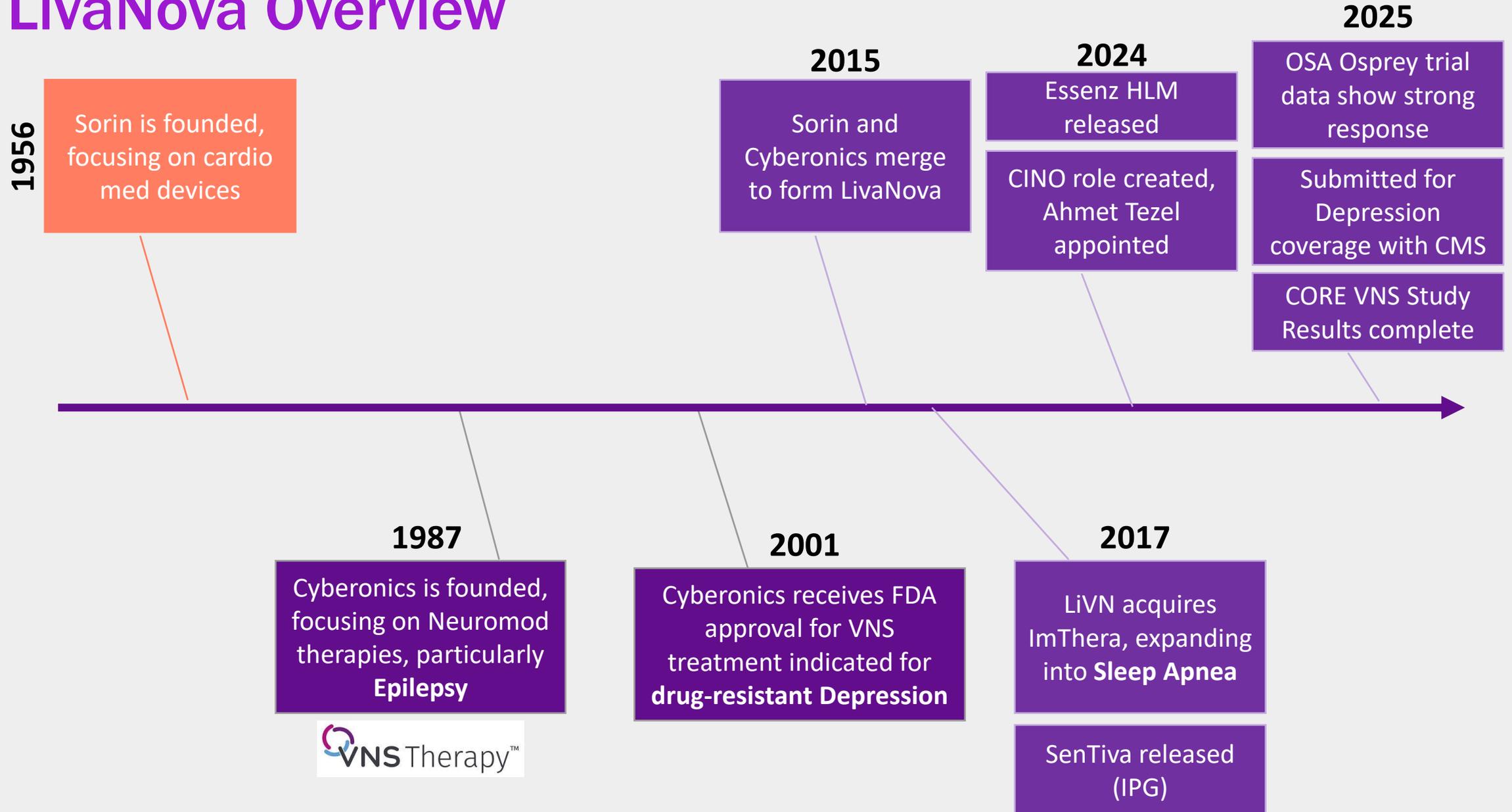
The Evolution of LivaNova's Project Team Operating Model

January 2026

welcome
to your new life

LivaNova

LivaNova Overview





Challenges:

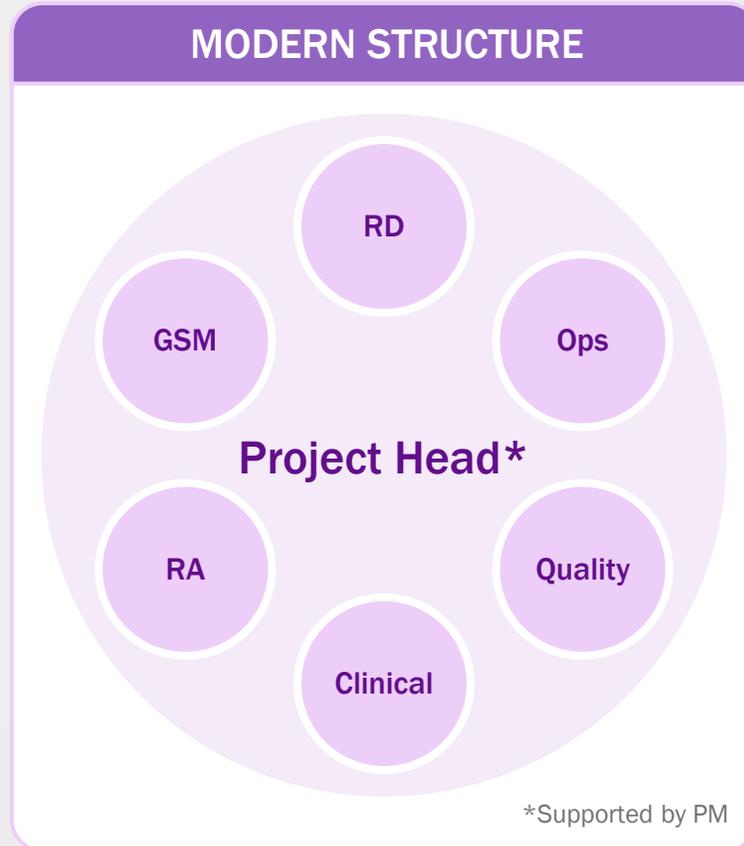
- Project Manager not equipped to succeed due to lack of seniority within the org
- Additional functional points of contact reduced PM visibility as a single point of contact

Inflection Point



- The appointment of a Chief Innovation Officer prompted an examination of how LivaNova delivers new products
- A critical component of the Innovation Transformation Strategy was a revamp of the Operating Model, beginning July 2024

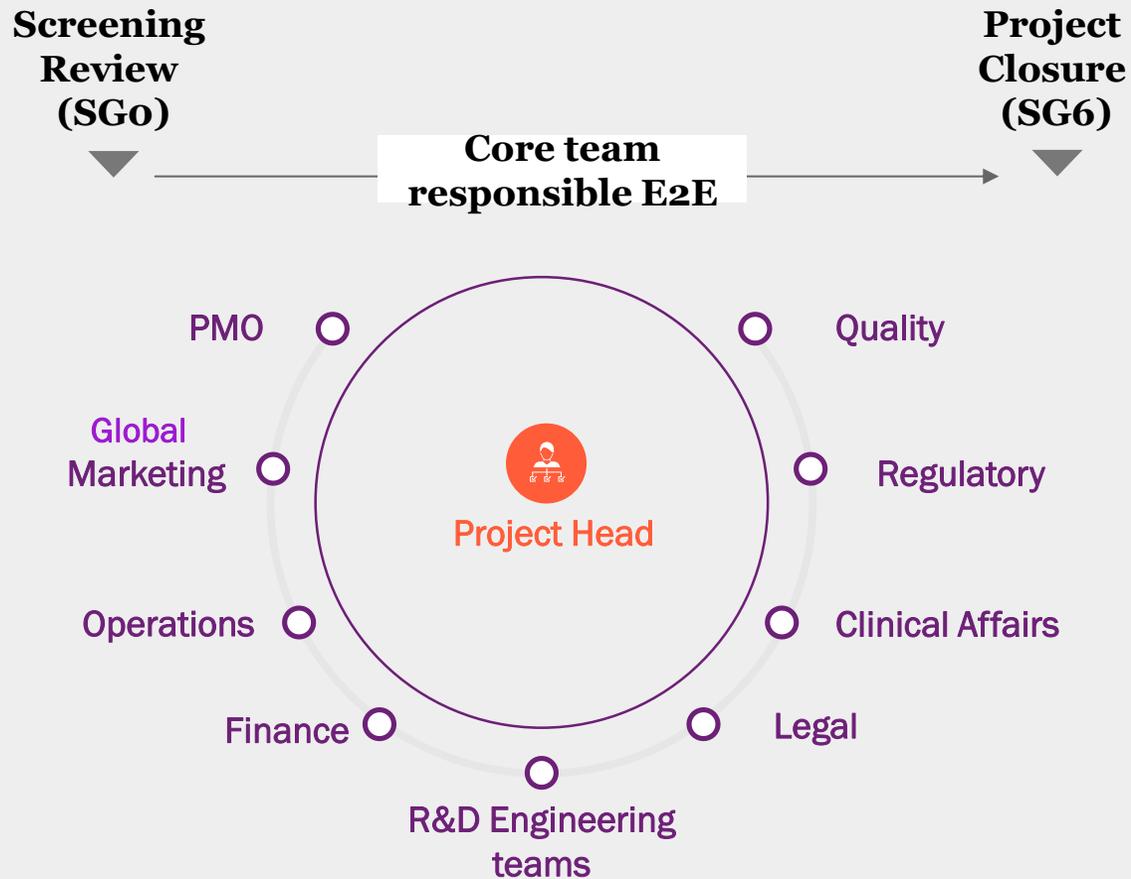
Present Day Operating Model



Benefits:

- Project Head as clear, single point of contact
- Better use of resources and streamlined cross-functional collaboration.
- Creates single points of contact for each function, accountable for their function in the Project.
- Reduces “noise”

Project teams to involve a core set of functional representatives, led by a Project Head for the entire PDP



Project Head will be the single lead

- Core team to be led by a single Project Head (PH) with strong technical and business expertise, responsible for guiding the full core team through the PDP stages
- Project Head to own comprehensive execution and oversight of the PDP for a project, and steer core team
- Project Head to be supported by a Project Manager (PMO), responsible for planning and tracking of projects along the PDP
- Functional core members responsible for co-ordinating within their respective functions to drive their relevant deliverables forward

Extended Core Team (As Needed): IT/Product Security, SCM, Customer Service, Field activities, Medical Affairs, HE Reimbursement and Market Access, ...

The Role of Project Head and Project Manager



Project Head

- Accountable for end-to-end execution and serves as single point of ownership
- Accountable for final execution decisions and driving Core Team decisions (challenging approach)
- Delivers against Target Product Profile (TPP)
- Accountable for overall cost and timelines, including integration points within project and prioritization of activities

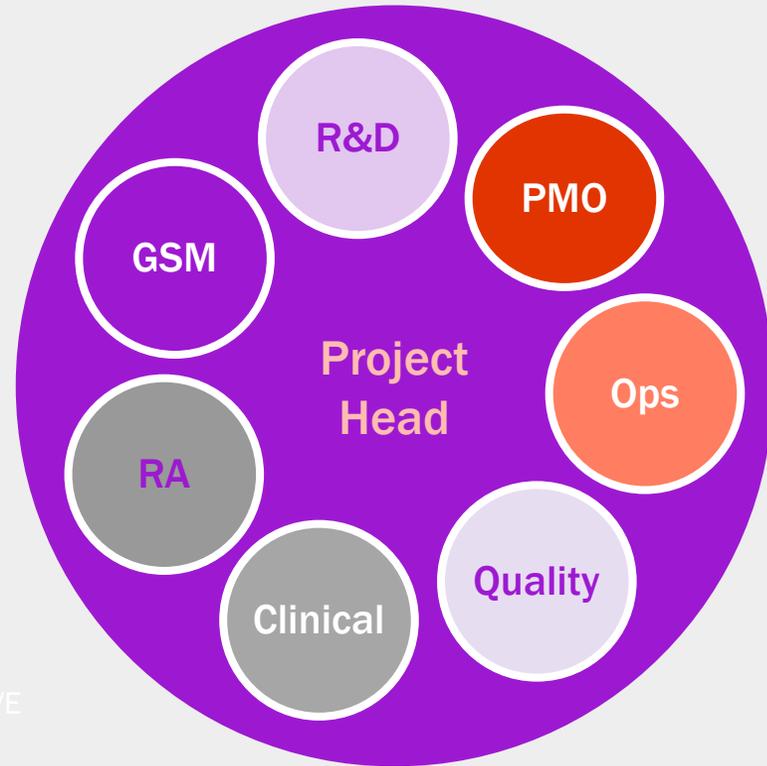
Discussion Question: Based on what we've reviewed so far, who has the ownership of correcting critical team dynamics challenges?



Project Manager

- Responsible for overall timelines and integration points within and across the projects including prioritization and tradeoff assessments
- Identifies program risks and supports mitigation definition and execution
- Ensure execution of technical risks and integration into timeline
- Facilitate and support design reviews/stage gates and driving accountability with functional teams

The Core Team Model: Considerations and Ongoing Challenges



& SVE

- Requires an elevated responsibility on the part of team members
- Requires trust on the part of functional leadership
- All stakeholders remain in the loop if the governance model is followed (STC/PSB/PRC)
- Requires that all members proactively list the project in their performance objectives

What Makes a Successful Core Team?

- 01 Common Purpose**

All team members have the same clear, defined goal and understand how it relates to the business
- 02 Common Approach**

All team members agree and follow the same well-defined, cross-functionally developed project plan
- 03 Complimentary Skills**

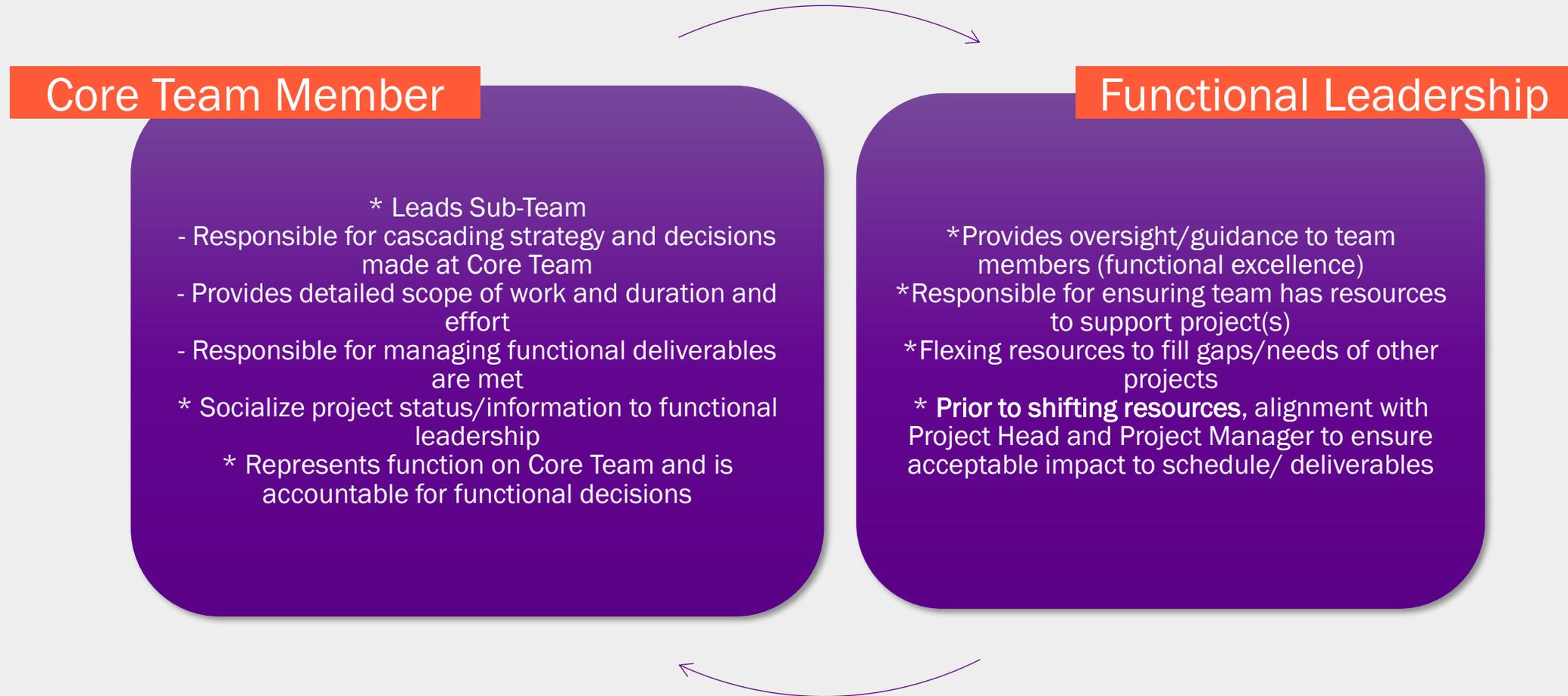
Roles and responsibilities are defined and understood by the team; everyone knows what they are responsible for
- 04 Empowerment**

Team members are empowered to problem solve issues, make decisions, and escalate upwards when required
- 05 Accountability**

Team members hold themselves and their team members accountable for the success of the project
- 06 Support**

Team members have support from their functional managers to enable execution on a day-to-day basis

The Role of Function in Core Team Model



Current Challenges in Implementation



| Challenge | Approach |
|---|---|
| Creating unified structure within subteams (“Technical Leads”, “SME”, etc.) | Recognize there will be variability here, but document roles across teams to look for ways to make slight changes to unify language |
| Keeping Functional leaders informed | Ensure Functional leaders are aware of governance forums that keep them informed |
| Ensuring empowerment/training of Core Team members | Providing training for Core Team members and create a Core Team Playbook |
| Creating opportunities for collaboration among Project Heads and Project Managers | Empower talent within Project Heads to create forums (self-led) |