

OTI Cares

2025 - 2026

Impact and Governance Report



A LETTER FROM OUR CEO

In 2025, we celebrated a major milestone ... 25 years as a publicly traded company! Since the beginning, we have been making the world a healthier place. At OTI, our vision is to transform health through actionable insights and to decentralize diagnostics. Over the past year, we continued our strategic transformation journey, strengthening our ability to deliver on this vision through sustained innovation, including exciting new FDA submissions that advance our diagnostic capabilities.

Two years ago, we conducted a comprehensive materiality assessment to identify and prioritize the impact and governance topics most relevant to our internal and external stakeholders. Our strategic transformation aligns with these priorities. The actions we are taking across the organization, both operationally and strategically, reinforce our commitments to strong governance, responsible impact, and long-term value creation.

This year's OTI Cares Impact and Governance Report highlights the progress we are making along this journey. It reflects not only what we have achieved, but also how discipline, transparency, and accountability are embedded into the way we operate and innovate to grow our business.

As a responsible corporate citizen, OTI is committed to conducting business with integrity and with careful consideration of our impact internally and externally. Through site consolidation, product standardization, and increased automation, we have improved efficiency and reduced our footprint. We are focused on delivering consistent value to our customers, investing in and supporting our employees, engaging ethically and fairly with our partners and stakeholders, and contributing positively to the communities in which we live, work, and serve.

Now in its fifth year, the OTI Cares Impact and Governance Report underscores our ongoing commitment to these principles and provides a transparent view of our progress. I invite you to explore this report and learn more about our efforts, our results, and the path forward as we continue to build a more sustainable and resilient future for OTI for the next 25 years and beyond!

Carrie Eglinton Manner
President and Chief Executive Officer



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GET TO KNOW OTI

OraSure Technologies, Inc. (“OTI”) is a leader in point-of-need and home diagnostic tests and sample management solutions. Our largest employee base and state-of-the-art manufacturing facility are located in and around our headquarters in Bethlehem, Pennsylvania, where we develop and manufacture innovative diagnostic rapid tests and sample management solutions for important clinical and research applications. We also manufacture a first-void urine self-collection device for detecting sexually transmitted infections and certain urological cancers, currently available for research use in some global geographies.

OTI is the parent company of DNA Genotek in Ottawa, Canada; Sherlock Biosciences, with locations in Newton, Massachusetts, and the United Kingdom; and BioMedomics in Morrisville, North Carolina.

In Ottawa, our team develops world-class molecular sample management solutions, including innovative products that stabilize multiple analytes, including types of DNA and RNA, from samples for processing and storage. Our self-collection products for saliva, gut, oral, fecal, vaginal, and skin samples are designed to maximize testing reach and access, enabling breakthroughs in ‘omics (genomics, proteomics, metabolomics, and others) research and clinical applications, including in diagnostics laboratories, the pharmaceutical industry, and in animal and human health, amongst other segments.

In Massachusetts and the United Kingdom, our Sherlock team focuses on bringing next-generation diagnostics to consumers and healthcare providers through a molecular diagnostics platform that can provide rapid results with high sensitivity and specificity in a disposable format. This team is also developing a pipeline of molecular diagnostic tests along with several next-generation technology platforms, including ambient temperature amplification and CRISPR-based technologies, which have the potential to further reduce costs and improve performance.

In North Carolina, our team is improving global health with a rapid test for sickle cell disease. This team is dedicated to developing lifesaving solutions in blood disease diagnostics, especially for people in remote and under-resourced regions.

Across our organization, many employees are onsite while others work remotely or in a hybrid arrangement. We believe that “working where it works” is smart business. Providing flexibility where it makes sense for our organization helps us attract and retain top talent.

Regardless of where the work gets done, our OTI colleagues are aligned with our strategy to create value for customers and shareholders.

DNA Genotek
Ottawa, Canada

Sherlock Biosciences
Newton, MA, USA

OraSure Technologies
Bethlehem, PA, USA

BioMedomics
Morrisville, NC, USA

Sherlock Biosciences
Cambridge and Oxford, UK

OraSure Technologies, Inc.

DNAGENOTEK™

Sherlock BIOSCIENCES

BioMedomics
TESTS FOR LIFE

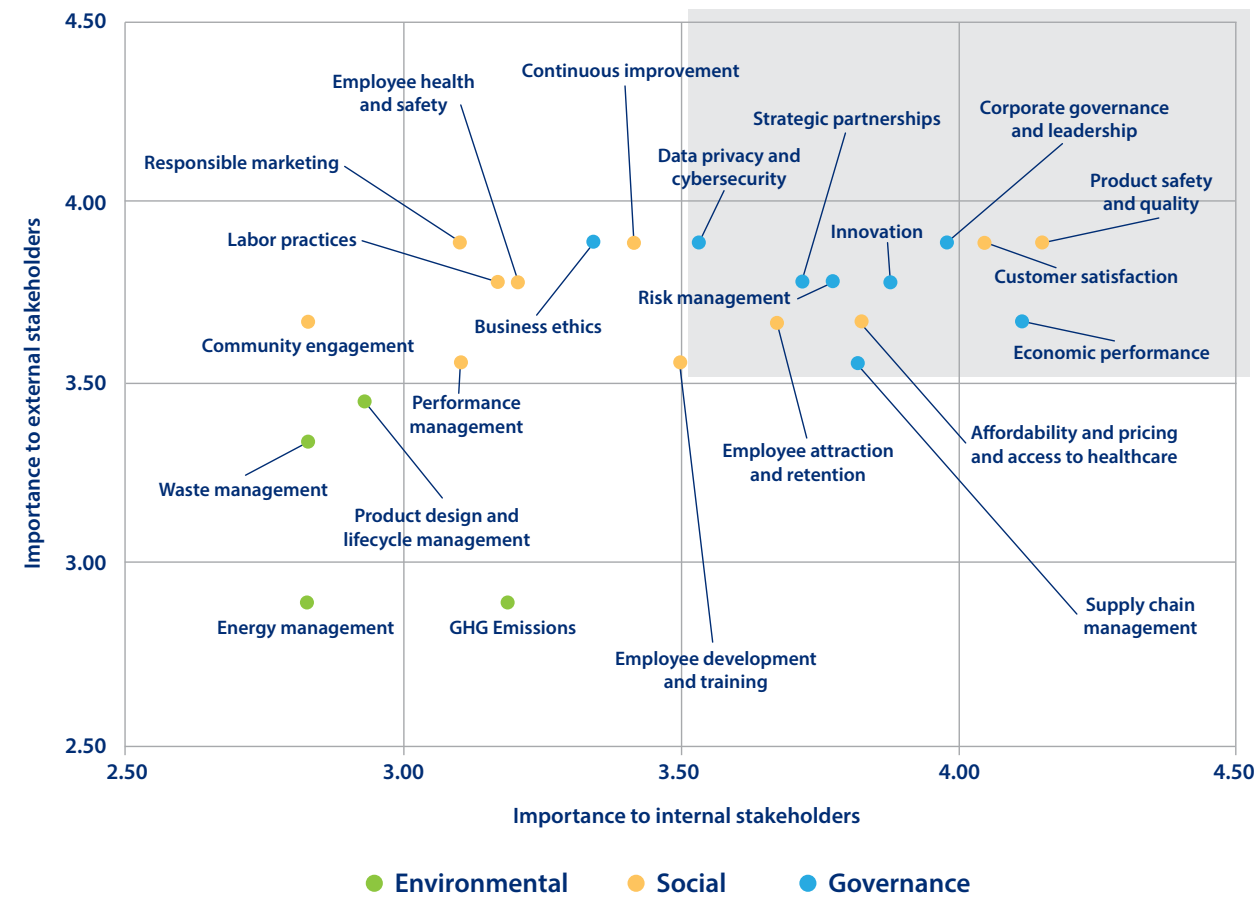
OUR APPROACH TO IMPACT AND GOVERNANCE

OTI is dedicated to being a socially responsible corporate citizen. This commitment is not only vital to our long-term success but is a fundamental aspect of our identity as a company.

Our capacity to drive positive change is fueled by the innovative tools and diagnostics we provide to the market, along with our role as a responsible business, manufacturer, and ethical employer. We uphold our responsibilities to our customers, our employees, our shareholders, the environment, and our global and local communities with the utmost respect and honor.

Two years ago, we shared the results of a formal materiality assessment aligned with the Global Reporting Initiative (GRI), designed to identify the ESG-related topics that are most important to our internal and external stakeholders. This year, we continued to execute against the topics identified, with a priority focus on those ranked as most important:

- **Product quality and safety**
- **Customer satisfaction**
- **Corporate governance and leadership**
- **Economic performance**
- **Innovation**
- **Risk management**
- **Strategic partnerships**
- **Data privacy and security**
- **Affordability, pricing, and access to healthcare**
- **Employee attraction and retention**
- **Supply chain management**



2025 IMPACT AND GOVERNANCE HIGHLIGHTS

- We submitted an application to the U.S. Food and Drug Administration (FDA) for clearance of our rapid molecular self-test for *Chlamydia trachomatis* and *Neisseria gonorrhoeae* (CT/NG) built on the Sherlock platform.
- We also submitted the **Colli-Pee™** device to the FDA for clearance. This device for at-home urine collection is aligned with patient preferences for private and convenient diagnostic testing. The submission covers multiple STI indications and is being pursued in collaboration with a leading diagnostics platform provider.
- We received authorization from Health Canada for our **OraQuick™ HIV Self- Test**. Expanding access to HIV testing options is a critical component in the global effort to end the HIV epidemic.
- We successfully in-sourced contract manufacturing to production in Bethlehem, PA., by the end of 2025, further **consolidating our operational footprint** while lowering costs, increasing efficiency, and reducing our carbon footprint.
- We gained even more momentum in our successful continuous improvement program with almost 55 percent of our employees trained in the program.
- We launched a successful **emerging leaders program** as part of OTI's talent development strategy that contributes to employee engagement and retention efforts. We also continued to hold our bi-annual manager training program, with excellent ongoing feedback from attendees.
- We acquired **BioMedomics, Inc.**, as part of our strategy to bolster innovation and augment our product pipeline.
- In the past three years, we have refreshed our Board with four new independent directors who are part of a fit-for-purpose Board focused on value creation for all stockholders.



2025 IMPACT AND GOVERNANCE FOCUS



SUSTAINABILITY PHILOSOPHY AND INITIATIVE

We’re committed to operating our business in a socially, environmentally, and ethically responsible way, while meeting all applicable laws and regulations. This commitment is essential to our long-term success and to supporting our employees, customers, shareholders, the communities we serve, and all our stakeholders. As such, impact and governance remain key priorities for our leadership team and Board.

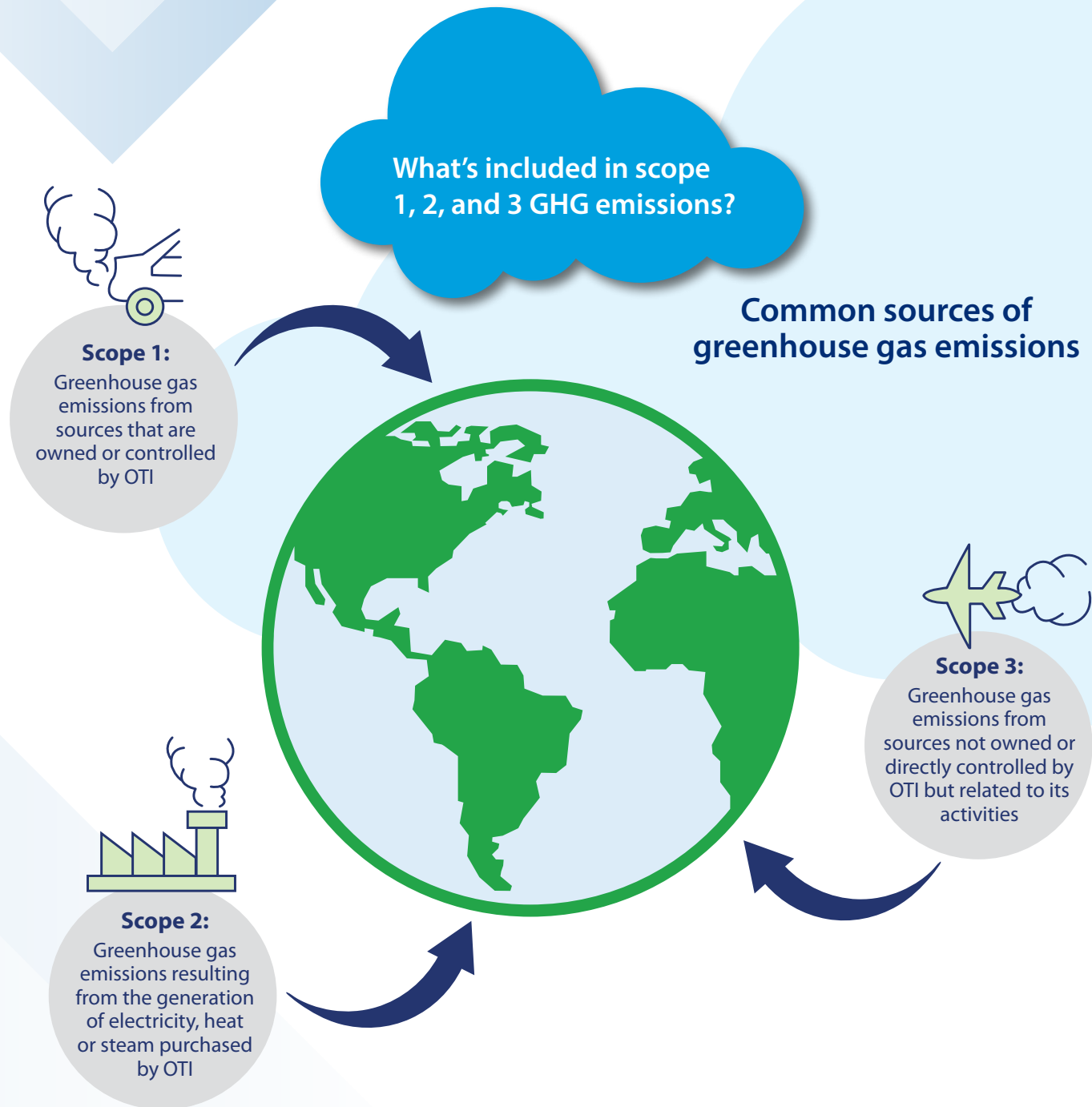
Our employee-led sustainability initiative brings together team members from across the organization with support from our executive team. The group focuses on identifying and assessing opportunities to strengthen our sustainability efforts and implementing the solutions that will make the greatest difference. Our operations team partners closely with this initiative to turn ideas into meaningful results.



OUR CARBON FOOTPRINT

For the past few years, we have been actively measuring our carbon footprint, starting with a baseline study in 2022 that encompassed scope 1, 2, and 3 greenhouse gas (GHG) emissions. Based on the results of that study, we concentrated our efforts on scope 1 and 2 GHG emissions to achieve a more direct and meaningful impact.

Our approach to quantifying GHG emissions follows the principles and guidance of the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (GHG Protocol). Developed by The World Business Council for Sustainable Development and the World Resources Institute (WRI), the GHG Protocol is the most widely used and globally recognized carbon accounting standard. It serves as the foundation for nearly every GHG standard and program worldwide.



SCOPE 1 AND 2 YEARLY COMPARISON

We are utilizing manufacturing capacity that came online in 2022. Since then, we have in sourced and on shored production into our facilities in the United States, which has influenced our emissions profile. This transition has been carefully and strategically managed, and we are focused on driving improvements.

We’re building a smarter, more sustainable foundation for the long term.

Emission source	2022	2023	2024
General stationary combustion (natural gas, diesel)	2,928 tCO ₂ e	4,168 tCO ₂ e	7,350 tCO ₂ e
Mobile sources (diesel, gasoline)	28 tCO ₂ e	31 tCO ₂ e	18 tCO ₂ e
Fugitives	1,324 tCO ₂ e	1,238 tCO ₂ e	1,238 tCO ₂ e
Purchased electricity (market)	3,388 tCO ₂ e	4,032 tCO ₂ e	4,002 tCO ₂ e
Total scope 1 and 2 emissions	7,668 tCO ₂ e	9,469 tCO ₂ e	12,607 tCO ₂ e

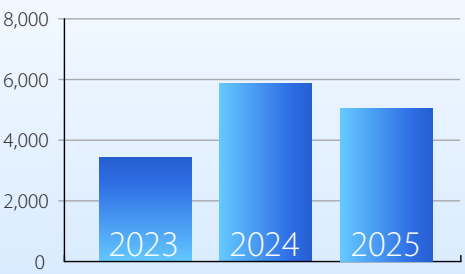


KEY SUSTAINABILITY METRICS OF 2025

Our usage of utilities reflects footprint consolidation and onshoring of manufacturing efforts.

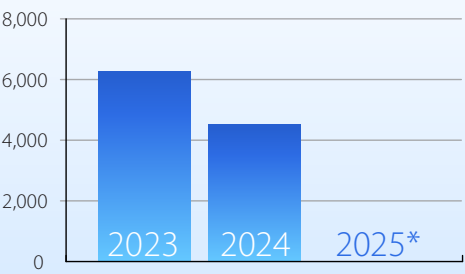
Bethlehem Water Usage

(cubic meters)



Ottawa Water Usage

(cubic meters)



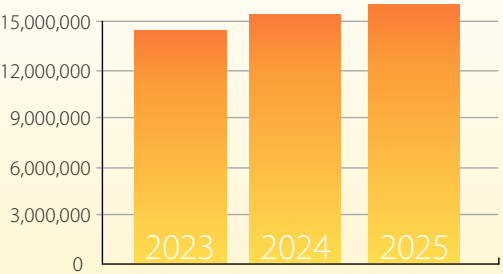
Total Water Usage

2024: 10,408



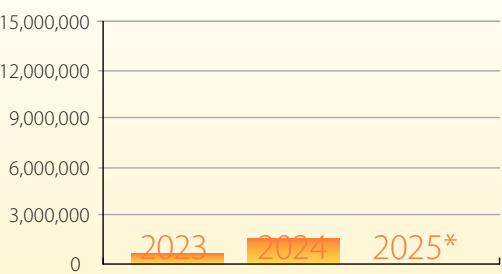
Bethlehem Electric Usage

(kWh)



Ottawa Electric Usage

(kWh)



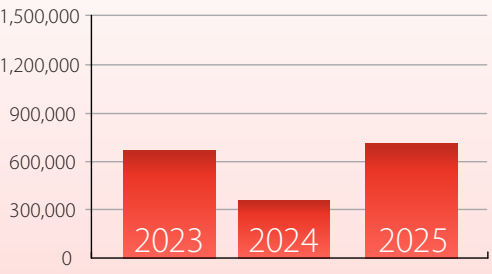
Total Electric Usage

2024: 16,763,892



Bethlehem Gas Usage

(cubic meters)



Ottawa Gas Usage

(cubic meters)



Total Gas Usage

2024: 559,391



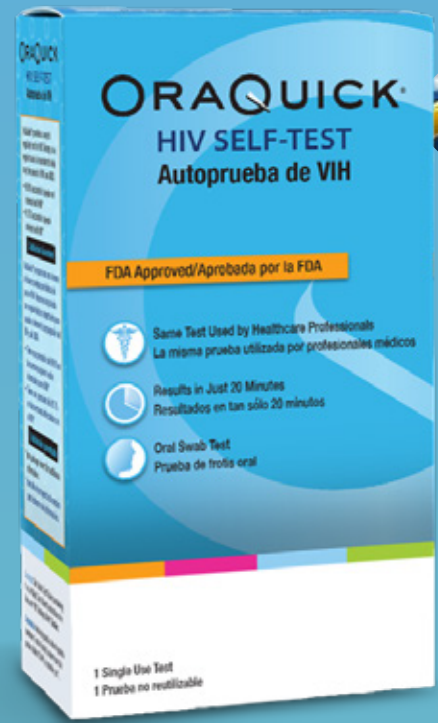
*Note, our facility in Ottawa is leased and data is available retroactively.

2025 PROGRESS

We successfully completed the transition to our new packaging and labeling configuration for the **OraQuick™ HIV Self-Test**. Beyond its updated look, the redesigned package delivers significant sustainability gains, **cutting an estimated 1,500 tons of paper and 450 tons of plastic each year**. It also improves shipping efficiency and reduces transportation-related emissions, creating a smarter, more environmentally friendly footprint across our supply chain.

We also achieved completion of our initiative to in-source contract manufacturing of certain products to production in the United States, consistent with our 2025 target. This move enables us to fully leverage the advanced automation capabilities of our state-of-the-art Opus Way manufacturing facility in Bethlehem.

Together, these efforts streamline our operational footprint by lowering costs, boosting efficiency, and further reducing our carbon impact.



OUR LIVE IT CULTURE

At OTI, we demonstrate our LIVE IT core values every single day.

We articulate, communicate, and reiterate our expectations for how OTI team members work, and we regularly assess and coach everyone against these standards in performance reviews and ongoing development.

To celebrate our commitment, we present the LIVE IT award to one exceptional colleague each month through a nomination and review process. At the end of each year, we honor colleagues who exemplify our LIVE IT core values, as shown in the pictures on this page.



LIVE IT

OUR RECRUITMENT, ENGAGEMENT, AND RETENTION EFFORTS

OTI is committed to attracting exceptional talent that will help positively contribute to our success. By cultivating trusted partnerships and creating an engaging, welcoming candidate experience, we empower our leaders to bring in individuals who provide valuable perspectives and elevate our organization.

Our approach to talent acquisition is designed to reflect the culture we aspire to build. A positive candidate experience not only sets the tone for new employees, it reinforces our dedication to fostering a workplace of belonging. We welcome applicants from all backgrounds and strive to reflect the communities we serve. Our standardized hiring and onboarding practices ensure we consistently identify, attract, assimilate, and retain top talent across the organization.



Work in a trusting, flexible environment alongside talented, collaborative, and engaged teams



Nurture YOUR career, cultivate new skill sets, and have an opportunity to contribute broadly



Participate in the creation of innovative solutions, technology, and tools



Engage with approachable and accessible leaders

2023-2025 NEW HIRE DATA

	January 1, 2023, to December 31, 2023	January 1, 2024, to December 31, 2024	January 1, 2025, to December 31, 2025
Total hires	46	28	30
Gender for insurance coverage	Total hires %	Total hires %	Total hires %
Female	44%	33%	47%
Male	56%	67%	53%
Race/Ethnicity	Total hires %	Total hires %	Total hires %
White	48%	48%	37%
Hispanic or Latino	16%	16%	23%
Two or more races	15%	15%	N/A
Black or African American	15%	15%	3%
Asian	6%	6%	20%
Age band	Total hires %	Total hires %	Total hires %
18-24 years	16%	14%	3%
25-34 years	37%	39%	43%
35-44 years	30%	11%	23%
45-54 years	9%	25%	3%
55+	6%	11%	26%



OUR TOTAL U.S. REWARDS PACKAGE

OTI offers a comprehensive benefits program to meet the needs of our valued employees. Below is a description of the total rewards available to employees in the U.S.



My rewards

- Competitive pay
- Annual bonus eligibility
- 401(k) plan
- Employee recognition and service program
- Employee discounts



My learning

- Professional development support
- On-the-job training
- Certificate program and continuing education support
- Mentorship program



My health

- Medical, dental and vision care coverage
- Prescription drug plan
- Life, disability and AD&D insurance
- Flexible spending accounts
- Health savings accounts



My wellness

- Employee Assistance Program
- Fitness reimbursement
- Wellness incentives



My time

- Paid time off
- Paid pregnancy and parental leave
- Paid military leave
- Paid company holidays



My community

- All Means U: Employee Committee on Belonging
- Sustainability Committee
- LIVE IT Committee

INCREASING RETENTION THROUGH ENGAGEMENT

Employee engagement continues to be an area of focus at OTI, and our employee turnover rate has remained lower than the industry average thanks to sustained efforts by our teams:

- 2025 annual turnover rate: 9%
- 2024 annual turnover rate: 6%
- 2023 annual turnover rate: 7%

Employee engagement efforts in 2025 included:

- 25th anniversary events
- integration efforts for new subsidiaries
- manager training programs
- “work where it works” approach that supports flexible schedules and work locations
- recognition and rewards programs
- monthly lunch and learn sessions
- employee appreciation events
- mentorship opportunities
- wellness programs
- volunteer opportunities
- networking opportunities
- team-building activities
- employee surveys and incorporation of feedback into programs



COMPENSATION PHILOSOPHY

At OTI, we are dedicated to fostering a fair work environment. Our commitment is to ensure that everyone receives fair compensation for the work they do. We achieve fair pay through several key initiatives:

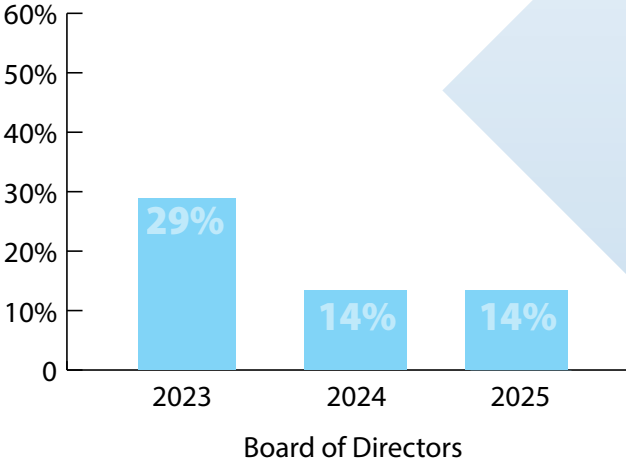
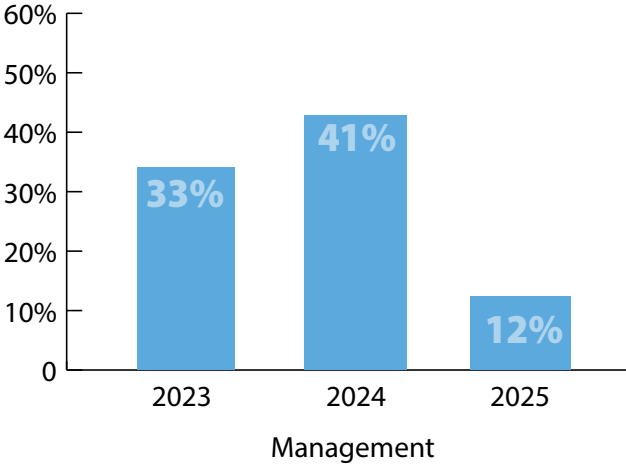
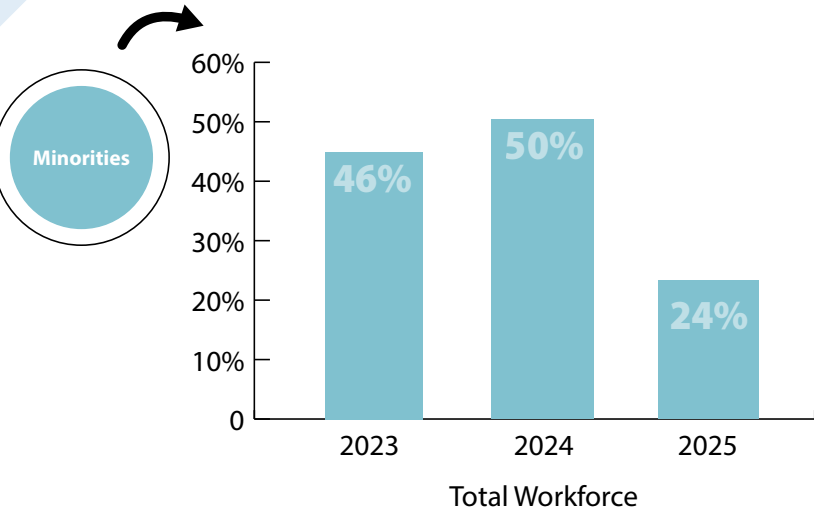
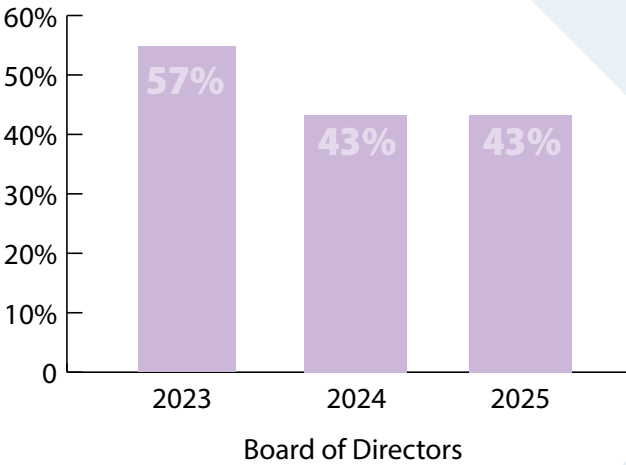
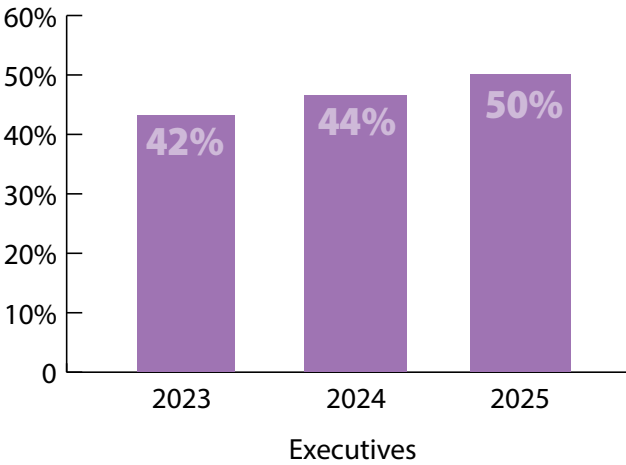
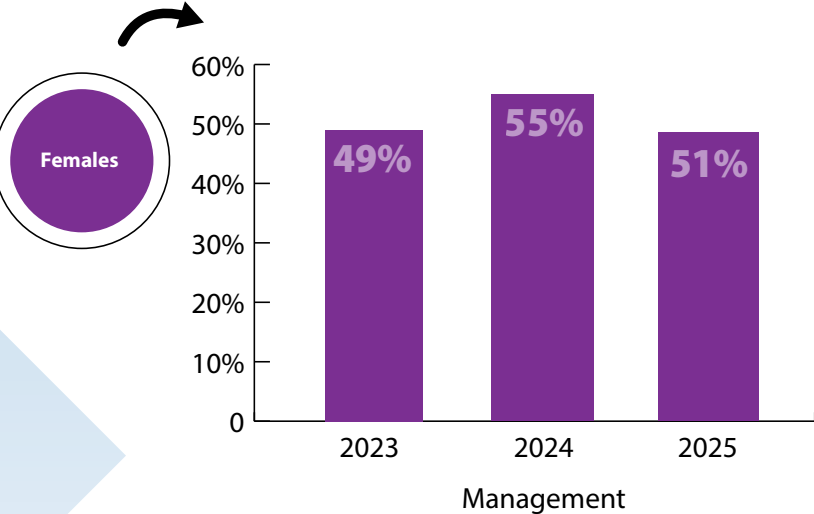
- **Pay Transparency:** We openly share information about our compensation structure, salary ranges, and the criteria used to determine pay.
- **Annual Pay Audits:** We conduct regular pay audits to identify and address any existing pay gaps.
- **Compensation Training:** We provide training to managers to raise awareness about the importance of fair pay and to equip them with the knowledge and skills needed to address pay disparities. We also review this data collectively each year to align across groups.
- **Performance-Based Compensation:** We link compensation directly to individual performance and outcomes, minimizing potential bias and ensuring rewards are based on contributions and achievements.
- **Year-End Performance Management and Merit-Based Pay Increases:** Our year-end performance management and compensation planning process enables us to comprehensively assess employee contributions and reward accomplishments that are consistent with our merit-based principles. We also conduct quarterly touchpoints, mid-year reviews, and 360 reviews as part of our performance management process.

Through these efforts, we strive to create a workplace where everyone feels valued and fairly compensated for the work they do and contributions they make.



2023-2025 DEMOGRAPHICS

Historically, this data was representative of our U.S. sites only. In 2025, we broadened this to include all of our global sites.



INVESTING IN EMPLOYEE DEVELOPMENT AND TRAINING

Over the past year, we expanded our commitment to employee growth by launching the Emerging Leaders Program, building on the success of the Manager Training Program launched in 2024. Designed for high-performing individual contributors who aspire to move into leadership roles, the Emerging Leaders Program delivers the same high-quality content as the Manager Training Program while fostering learning in a peer-based environment.

Together, these programs offer a comprehensive professional development pathway across all levels of leadership. They help OTI clearly define expectations, equip future and current managers for success, and strengthen employee engagement, development, and retention.

OTI's formal Mentorship Program is another highly valued offering across the organization. Open to all employees, the program supports personal and professional growth by fostering growth mindsets, developing leadership capabilities, and accelerating career development. Through thoughtfully matched mentor-mentee partnerships and guided training sessions, the program creates meaningful connections across OTI. In 2025, nearly one-third of our workforce participated in the Mentorship Program, underscoring its ongoing impact and popularity.



Our investment in a comprehensive e-learning platform in 2024 delivered even greater value in 2025. **With more than 500 available learning modules and over 300 active learners**, the platform makes professional development convenient and accessible — particularly for our remote and field-based colleagues — while supporting continuous learning across the organization.

In addition, all colleagues complete required training on essential topics such as regulatory, safety, security, ethics, and standards of conduct, which sets clear expectations and fosters a workplace where each team member can do their best work in contributing to organizational success.



CONTINUOUS IMPROVEMENT

After launching a robust, Lean Six Sigma–inspired White Belt certification program a few years ago, the impact of our continuous improvement approach continues to grow.

The program equips colleagues with essential skills to tackle challenges... to identify opportunities, uncover root causes, and design practical, effective solutions.

As a result, collaboration across teams has strengthened and meaningful, positive change is taking hold across the organization. Building on this momentum, we expanded the program in 2025 to include Green Belt certification, further advancing our commitment to quality, agility, speed and innovation.



53%

of our employees are
White Belt graduates
of the program

100%

of departments at OTI
have team members
trained in continuous
improvement



Launched a
Green Belt
certification
program



OUR COMMITMENT TO EMPLOYEE HEALTH AND SAFETY

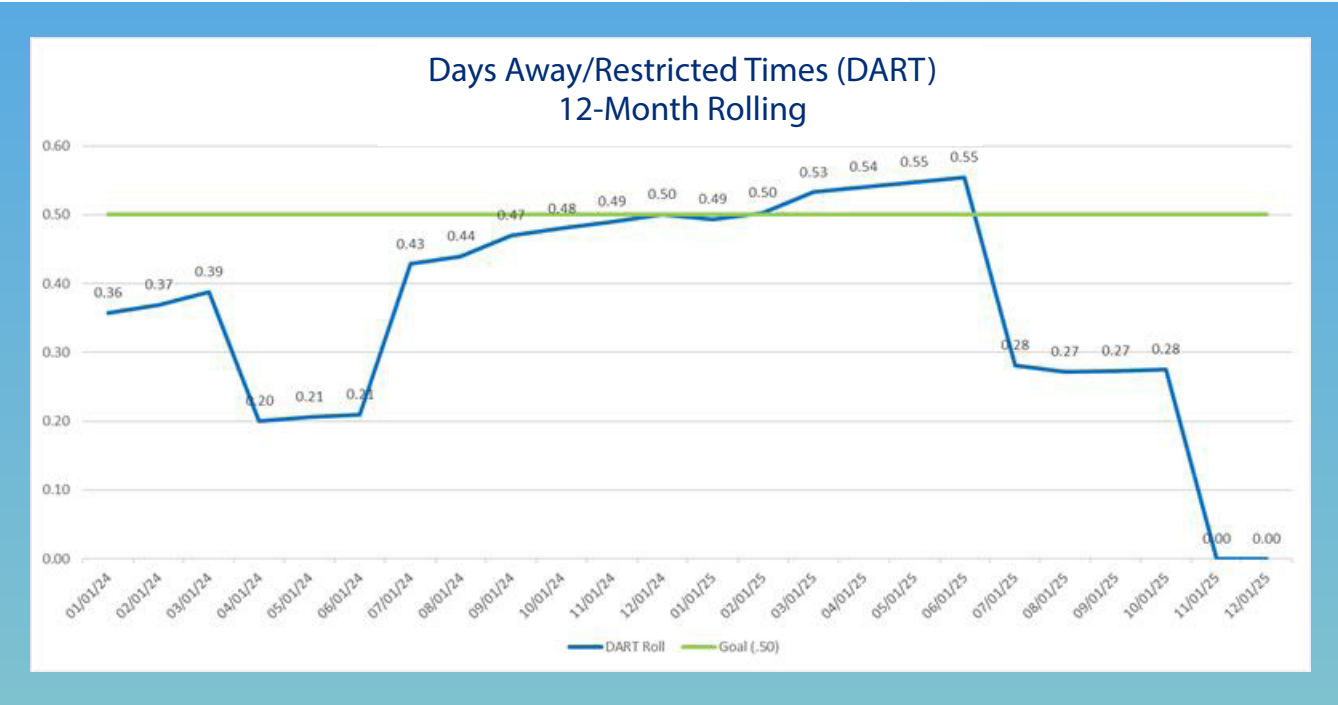
At OTI, we’re dedicated to preventing health and safety incidents in our workplaces

We operate within in the **“See something; Say something”** approach to ensure everyone’s well-being. Our occupational health and safety policies and programs are championed by our executive management team and include:

- **Risk and hazard assessments:** identifying potential harm in the workplace.
- **Action plans:** prioritizing and integrating plans with specific targets to address risks.
- **Emergency preparedness:** developing plans to prepare for and respond to emergencies.
- **Internal inspections:** regularly inspecting our facilities to ensure safety.
- **Incident investigation procedures:** investigating work-related injuries, illnesses, diseases, and other incidents.
- **Comprehensive training programs:** educating employees to raise awareness and prevent or reduce health and safety incidents.

By implementing these measures, we aim to create a safe and secure environment for all our employees.

Over the last two years, we have reduced our rate of safety incidents resulting in employee injuries and achieved our goal of less than 0.5 Days Away/Restricted Time.



SUPPORTING OUR COMMUNITIES

We are powering the shift that connects people to healthcare wherever they are. While our products and services go a long way in fulfilling our vision, we are also committed to making a difference through community engagement and other charitable contributions.

OTI focuses on the following defined areas:

- Overcoming health challenges
- Scientific education and discovery
- Improving the communities in which we live, operate, and serve



VOLUNTEERISM

OTI provides every colleague with 8 hours of paid time off each year to donate their time and talent to various community organizations and programs. Some examples of where employees choose to volunteer include Big Brothers Big Sisters, Ottawa Community Housing, Shepherds of Good Hope Soup Kitchen, Center for Animal Health and Welfare, among many others.

Every year, we also hold various back-to-school and adopt-a-family campaigns across our global locations.



ACCESS TO HEALTHCARE INNOVATION

At OTI, our mission is to improve the accessibility, quality, and affordability of healthcare through innovative, easy-to-use testing and sample management solutions.

Our technologies play a vital role in advancing global health by increasing access to healthcare. We are proud that our products are now available in more than 100 countries, helping bring better solutions to more people around the world.

In 2025, we made meaningful progress across our portfolio. We submitted an application to the U.S. Food and Drug Administration (FDA) for clearance of our rapid molecular self-test for ***Chlamydia trachomatis*** and ***Neisseria gonorrhoeae*** (CT/NG), built on the Sherlock platform.

We also submitted the **Colli-Pee™** at-home urine self-collection device for FDA clearance, covering multiple STI indications in collaboration with a leading diagnostics platform provider.

We also received Health Canada authorization for the **OraQuick™ HIV Self-Test**, expanding access to critical HIV testing options, and secured FDA approval for a labeling change that broadens access to the **OraQuick™ HIV Self-Test** for adolescents ages 14 and older.

Also on the global health front, our acquisition of BioMedcomics expanded OTI's diagnostic portfolio with the rapid, point-of-need **Sickle SCAN™** test for sickle cell disease, positioning us to significantly broaden its global reach through our established international sales channels and strong relationships with national health programs. Specifically, these national programs are running in Africa, where more than 385,000 babies are born each year with sickle cell disease, as well as in Latin America, which has a moderately high incidence of the disease. Each of these regions lack newborn screening programs, so access to a low-cost, rapid diagnostic test has the potential to make a meaningful impact in improving health outcomes for babies and beyond.

In addition, we launched **HEMAcollect™•PROTEIN** blood collection tubes for research use only to support the evolving needs of proteomic researchers by enabling ambient-temperature storage and transport of stabilized plasma proteins.

Together, these milestones underscore OTI's continued momentum and commitment to delivering innovative, patient-centered solutions that expand access to high-quality, affordable healthcare worldwide.



PRODUCT QUALITY

OTI earns customer loyalty by consistently meeting or exceeding expectations while helping advance health and wellness worldwide.

We continuously improve our quality system and provide access to accurate, essential information through high-quality products, services, and solutions that:

- Are safe and effective
- Comply with all applicable laws and regulations
- Satisfy our customers

By maintaining these standards, we ensure that our offerings meet the highest levels of quality and reliability.

In 2025:

- We had zero reportable product recalls.
- The health of our quality system was routinely evaluated by regulatory agencies and certifying bodies, including FDA, MDSAP, and ISO, each with positive results.
- Building on our continuous improvement plan, we have strengthened and globalized our processes governing our Device Master Record, Post-Market Surveillance, Recalls, Return Materials Authorization, Planned Deviations, and Risk Management.
- We integrated the Sherlock Biosciences quality management system into our global procedures.



CUSTOMER SATISFACTION

We are deeply committed to customer satisfaction and hold ourselves to the highest standards of integrity and responsibility.

Our unwavering dedication to doing the right thing, especially when it comes to serving our customers, drives us to continuously improve and meet or exceed expectations. We believe that strong, positive relationships with our customers are paramount, and we strive to deliver exceptional service and solutions tailored to their needs.

- We actively collect the “voice of the customer” including via surveys, complaint tracking, and other inquiries. This information allows us to fully understand our customers’ expectations and focus on the most impactful improvements.
- We utilize comprehensive data analytics, real-time monitoring and escalation of any trends to ensure any necessary action is timely.
- We regularly review customer satisfaction data and analysis to drive continuous improvement.



RESPONSIBLE MARKETING

We maintain a rigorous process to review all marketing materials and product documentation, ensuring they are accurate, compliant, and aligned with our quality standards.

Each piece of content is carefully evaluated to confirm that:

- all claims are supported by relevant data.
- content complies with applicable laws and regulations.
- materials are clear and appropriate for the intended audience.
- information meets a high standard of quality and clarity.

These measures ensure our marketing and product materials remain reliable, effective, and compliant.



STRATEGIC TRANSFORMATION

During 2025, we made significant progress on the three pillars of our strategic transformation:

STRENGTHEN OUR FOUNDATION

- Organizational right-sizing
- Footprint consolidation and in-sourcing
- Product and portfolio standardization

ELEVATE OUR CORE GROWTH

- Customer diversification
- Cost reductions and overall efficiency
- Multi-year innovation product planning

ACCELERATE PROFITABLE GROWTH

- Organic pipeline expansion
- Acquisitions and partnerships to amplify our product innovation
- Product submissions to U.S. Food and Drug Administration (FDA)

ETHICS, COMPLIANCE, AND GOVERNING POLICIES

We have a Code of Business Conduct and Ethics (“Code of Conduct”) that covers a wide range of business practices and procedures and sets forth basic principles to guide OTI directors, officers, and employees, all of whom must complete annual Code of Conduct training. The purpose of this Code of Conduct is to identify areas of ethical or legal risk, provide guidance for recognizing and addressing potential issues, establish mechanisms for reporting misconduct, and promote a culture of transparency and accountability.

In addition to our Code of Business Conduct and Ethics, we have a Corporate Compliance Program that meets HHS-OIG standards, an Anti-Corruption Policy, a policy guiding interactions with healthcare professionals, and other policies requiring honest, ethical, and lawful behavior.

Furthermore, our mandatory annual employee training reinforces that discrimination, harassment or retaliation will not be tolerated on the basis of race, color, age, gender (including gender identity and expression), sexual orientation, religion, marital status, national origin, ancestry, citizenship, physical or mental disability, genetic information, uniformed service, political viewpoint, or veteran status.

FINANCIAL ACCOUNTABILITY, TRANSPARENCY, AND PERFORMANCE

We have a formal policy to address procedures covering complaints involving (1) accounting matters, (2) internal accounting controls, (3) auditing matters, (4) financial reporting, (5) public disclosure obligations, (6) alleged violations of federal securities laws, (7) alleged violations of any provisions of federal law relating to fraud against stockholders, and (8) allegations of discrimination or retaliation for providing information to a federal regulatory or law enforcement agency or to a supervisor concerning conduct which the employee reasonably believes constitutes a violation of securities laws.

Complaints may be made directly to OTI’s General Counsel or on a confidential, anonymous basis. We publicly report on our financial performance through quarterly earnings calls, SEC disclosures as required, and comply with all Sarbanes-Oxley (SOX) guidelines.

RISK MANAGEMENT

As part of its oversight of the Company’s operations, the Board and Audit Committee monitor the management of risks by the Company’s executives.

The Audit Committee reviews the nature of these risks and the procedures and processes in place to manage and mitigate them.

Substantive areas of risk reviewed by the Audit Committee include financial, legal, regulatory, operational, information technology, cybersecurity and employment matters.

While the Audit Committee provides a report to the Board on the matters covered during each of its meetings, senior management also periodically provides updates regarding major risks directly to the entire Board.

BUSINESS CONTINUITY AND SUPPLY CHAIN RESLIENCE

We maintain a robust continuity framework to support operational resilience and ensure the ability to deliver reliable customer service and productivity all of the time. As part of this framework, we utilize redundant network connectivity for critical business functions and have migrated approximately 80% of our essential applications to cloud-based platforms, reducing the risk of service interruptions resulting from severe weather or other potential disruptions.

Our continuity plan also covers supply chain considerations, including:

- **Supplier assessments** - we regularly assess our suppliers for:
 - **Risk:** the potential for supply chain disruptions to their operations that could impact our operations
 - **Mitigation:** to ensure they have robust plans to identify, mitigate, and address supply chain risks, as needed.
- **Internal contingency planning:** we have back-up plans to provide potential alternative solutions in the case of disruption instability in our supply chain.
- **Legal compliance:** we adhere to the California Transparency in Supply Chains Act and the U.K. Modern Slavery Act, pursuant to which we publish a Statement on Slavery and Human Trafficking on an annual basis.

These measures, amongst others, help us maintain stability and reliability in our operations.

CYBERSECURITY AND DATA PROTECTION

We have implemented an information security management system in accordance with our risk profile and business that is designed to protect OTI, our employees, and our customers and partners from cybersecurity threats.

This system, which is informed by the National Institute of Standards and Technology (NIST) Cybersecurity Framework, includes written policies, technical controls, contingency planning, and employee training, among other key elements.

We have also developed an incident response policy and procedure designed to facilitate the handling of cybersecurity incidents.

We did not have any cybersecurity breaches in 2025.



EXECUTIVE COMPENSATION

Our executive compensation is market-driven and performance-based, with the total compensation of our executives targeting the 50th percentile of OTI's peer group.

To incentivize growth, performance objectives for annual bonus pool-funding targets are linked to key financial measures and strategic goals. Also, the Board implemented a policy such that positive discretion will not be applied to individual objectives in determining compensation payouts for named executive officers. We do not allow excise tax gross-up in any of our named executive officer employment agreements, nor do we allow single trigger, change-in-control severance in any of our new executive employment agreements. We have a compensation recoupment, or "clawback", policy under which we may recover excess compensation paid to an executive if our financial statements are restated.

BOARD OF DIRECTORS

Our Board brings a mix of skills, experience, and unique perspectives that are fit-for-purpose supporting the Board's effectiveness. We have a stated policy that the CEO and the Chair of the Board roles should be separate. The composition of our board is two females and five males, and our average board tenure is less than three years.

We have 3 board committees: Audit Committee, Compensation Committee, Nominating and Corporate Governance Committee.

COMPANY STOCK

We comply with all rules set forth by the Securities and Exchange Commission and Nasdaq, on which our stock is publicly traded. We have strong stock ownership and retention requirements for executives and directors — coupled with anti-hedging and anti-pledging provisions.

IMPACT AND GOVERNANCE MANAGEMENT

OTI's Impact and Governance Steering Committee has representation across the organization from different functional areas, including Operations, Legal, Quality, Regulatory, Product Management, Human Resources, and Finance.

This group helps to drive the content of our annual OTI Cares Impact and Governance Report and contributes to company-wide prioritization and other decisions related to corporate responsibility.

FORWARD-LOOKING STATEMENT

This document contains certain forward-looking statements, including with respect to products, product candidate development and manufacturing activities, regulatory submissions and authorizations, revenue growth and guidance, expected revenue from government orders, cost savings, cash flow, increasing margins and other matters. Forward-looking statements are not guarantees of future performance or results. Known and unknown factors that could cause actual performance or results to be materially different from those expressed or implied in these statements include, but are not limited to: our ability to satisfy customer demand; ability to reduce our spending rate, capitalize on manufacturing efficiencies and drive profitable growth; ability to market and sell our products and services, whether through our internal, direct sales force or third parties; ability to reduce scope 1, 2, and 3 greenhouse gas emissions and to reduce natural gas and electricity usage; failure of distributors or other customers to meet purchase forecasts, historic purchase levels or minimum purchase requirements for our products; significant customer concentrations that exist or may develop in the future; ability to manufacture or have manufactured products in accordance with applicable specifications, performance standards and quality requirements; ability to obtain, and timing and cost of obtaining, necessary regulatory approvals for new products or new indications or applications for existing products; ability to comply with applicable regulatory requirements; ability to effectively resolve warning letters, audit observations and other findings or comments from the FDA or other regulators; changes in relationships, including disputes or disagreements, with strategic partners or other parties and reliance on strategic partners for the performance of critical activities under collaborative arrangements; impact of replacing distributors; inventory levels at distributors and other customers; our ability to achieve its financial and strategic objectives and increase

our revenues, including the ability to expand international sales and the ability to continue to reduce costs; impact of competitors, competing products and technology changes; reduction or deferral of public funding available to customers; competition from new or better technology or lower cost products; ability to develop, commercialize and market new products; market acceptance of our products and services; ability to achieve the anticipated benefits from the BioMedomics transaction; changes in market acceptance of products based on product performance or other factors, including changes in testing guidelines, algorithms or other recommendations by the Centers for Disease Control and Prevention or other agencies; ability to fund research and development and other products and operations; ability to obtain and maintain new or existing product distribution channels; reliance on sole supply sources for critical products and components; availability of related products produced by third parties or products required for use of our products; impact of contracting with the U.S. government; impact of negative economic conditions; ability to achieve and maintain sustained profitability; ability to increase our gross margins; ability to utilize net operating loss carry forwards or other deferred tax assets; volatility of our stock price; uncertainty relating to patent protection and potential patent infringement claims; uncertainty and costs of litigation relating to patents, trade secrets and other intellectual property; availability of licenses to patents or other technology; ability to enter into international manufacturing agreements; obstacles to international marketing and manufacturing of products; ability to sell products internationally, including the impact of changes in international funding sources and testing algorithms on international sales; adverse movements in foreign currency exchange rates; loss or impairment of sources of capital;

ability to attract and retain qualified personnel; exposure to product liability and other types of litigation; changes in international, federal or state laws and regulations; customer consolidations and inventory practices; equipment failures and ability to obtain needed raw materials and components; cybersecurity incidents and other disruptions involving our computer systems or those of our third-party IT service providers, suppliers and customers; the impact of terrorist attacks, civil unrest, hostilities and war; and general political, business and economic conditions, including interest rates, inflationary pressures, capital market disruptions, changes in governmental agencies, international tariffs, trade protection measures, economic sanctions and economic slowdowns or recessions. These and other factors that could affect our results are discussed more fully in our SEC filings, including our registration statements, Annual Report on Form 10-K for the year ended December 31, 2025, Quarterly Reports on Form 10-Q, and other filings with the SEC. Although forward-looking statements help to provide information about future prospects, readers should keep in mind that forward-looking statements may not be reliable. Readers are cautioned not to place undue reliance on the forward-looking statements. The forward-looking statements are made as of the date of this document and OTI undertakes no duty to update these statements.