

ottobock.



**Sustainability
Highlight Report 2024 and 2025.**



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Foreword.

Oliver Jakobi, CEO



Foreword

Dear Readers,

we are looking back on two exciting years: there were many milestones and highlights in 2024 and 2025.

Creating transparency – that was and is our goal. Last year's IPO changed the legal framework for our sustainability reporting. From our many years of preparations to the first audited sustainability report in 2025 based on the specifications of the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard as part of the annual report. All of our employees from the production sites, sales organisations and patient care facilities contributed to the sustainability indicators. It's a major project of which we can be proud. We can see that some countries already have a high standard of environmental and social criteria. However, many countries have not yet reached this stage. It is important that we start and communicate our sustainability standards. We see a great willingness to tackle these issues and drive them forward.

The Sustainability Highlight Report is primarily dedicated to the stories behind the key figures. It's the activities and initiatives of our employees that bring sustainability to life. My personal highlight in 2024 was the Paralympic Games. The athletes' exceptional sports achievements inspired us, the spectators on site and

millions of people around the world. Our employees carried out over 3.000 repairs in Paris. The gratitude of the athletes motivates us to keep going.

At these events in particular, we often learn that there is insufficient provision of prostheses, orthoses or wheelchairs in many countries. Mobility must not be a luxury; we see it as a fundamental human right. We work towards this every day. A new course began this autumn at our International School of Orthopaedics and Prosthetic Technology (O&P). It is a training and continuing education institution within the Ottobock Global Academy. The primary focus is on training international specialists, as training O&P professionals is not available in many countries. After completing their training, students return to their home country and carry out fittings at our Patient Care facilities. This is the only way we can provide even more people with the best possible devices.

In terms of the environment, our declared goal is to reduce our ecological footprint. This includes numerous measures, such as reducing packaging and waste, changing transport routes and also energy savings through our ISO management systems. The projects aimed at reducing CO₂ emissions span many departments.

I am also particularly proud that we won the German Sustainability Award thanks to the support and initiatives of our employees. A special award that shows that we are on the right track. Active commitment to greater sustainability is an integral part of our corporate strategy.

This report provides you with all of the other highlights in 2024 and 2025. Find out about the environmental, social and governance activities we have driven forward.

I hope you enjoy stimulating reading.



Oliver Jakobi



The Ottobock company.

We have been developing innovative products for more than 100 years. We are a dynamically growing family-owned company that combines a love of progress with values we truly live by. More than 10,000 employees work for Ottobock in almost 60 countries around the world and generate a turnover that exceeded 1.6 billion euros in the year under review. Ottobock, as an SE & Co. KGaA, is a publicly listed partnership limited by shares. The majority of the shares are held by Näder Holding, which is owned by the Näder family.

Our business units.

Prosthetics



Upper and lower limb prosthetic systems, components, and accessories designed to restore natural movement and functionality.

Neuro-Orthotics



Innovative orthotic solutions for neurological mobility impairments, supporting improved gait and posture.

Exoskeletons



Motion-powered exoskeletons (under SUITX brand) that assist individuals performing physically demanding tasks in industrial environments such as logistics, automotive, and aviation.

Digital O&P solutions



Digital tools and platforms enabling efficient treatment planning, design, and production processes for O&P professionals.

Other O&P Products



Related solutions that complement our core portfolio such as wheelchairs, braces, and support systems.

Under the Ottobock.care brand, our Patient Care network delivers personalized treatment and rehabilitation services directly to end-users.





Sustainability at Ottobock.

We are driven by a single-minded desire to improve the quality of life for people with disabilities in harmony with the environment and society. To achieve this, it is essential that sustainability is strategically integrated into our company and firmly embedded into our management processes. Sustainability has always played a key role at Ottobock: Responsible action and economic success have gone hand in hand for more than 100 years. In 2016, we published our first sustainability report based on the ten principles of the UN Global Compact and conducted the first materiality analysis in 2019. We have been continuously developing our sustainability strategy ever since. In recent years in particular, the interest of stakeholders in our business activities and their impact has increased enormously. Employees ask what their employer is doing for the environment and society. Applicants, customers and investors are taking sustainability factors into account in their decisions.

The last two years in particular have challenged us. The Corporate Sustainability Reporting Directive (CSRD) has changed the legal framework for sustainability reporting. It is an EU directive that obliges companies to report comprehensively on their sustainability measures and the impact of their business activities on the environment and society. It was adopted in 2021 and supersedes the previous directive, the Non-Financial Reporting Directive (NFRD). The CSRD aims to promote transparency in the area of sustainability and ensure that companies operate more sustainably. It calls for more accurate and complete environmental, social and corporate governance (ESG) data. To this end, the CSRD introduces a uniform European standard for sustainability reporting developed by the European Financial Reporting Advisory Group (EFRAG). This enables comparability of reports and makes it easier for investors and other stakeholders to evaluate the sustainability performance of different companies.



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Last year we started to prepare for the new EU requirements. Ottobock will have to report according to the CSRD in 2026. We operate globally. For us, this means determining and processing the non-financial indicators from all production sites and Patient Care facilities. This is a major task, but one that also enables us to get everyone involved on the path to greater sustainability.

Dr. Arne Kreitz,
Chief Financial Officer

Our commitment

The willingness to drive sustainability within the company can be seen above all in the commitment of the Executive Board and employees.

The Global Sustainability department has been responsible for all sustainability issues for almost three years. It reports directly to the Chief Financial Officer. The Global Sustainability department specifies the strategy and objectives, including the non-financial indicators. It manages and monitors the implementation of policies and initiatives as well as related training throughout the company. Global Sustainability is also responsible for reporting, communication, ratings and audits in the

non-financial field. Since this year, the team has been joined by additional employees who support the development, refinement and implementation of the sustainability strategy in the supply chain area.

The department reports to the Supervisory Board and Management Board on a regular basis. So-called Initiative Owners are responsible for a specific initiative and its implementation at the global or local level with a focus on meeting KPIs, training and evaluation. A round table serves to exchange information between all Initiative Owners and the Global Sustainability department.

In 2024 and 2025, we

- discussed our sustainability topics with the departments in round tables.
- presented our sustainability strategy to the Supervisory Board and had it approved.
- held workshops with the departments on reducing emissions and calculating the ecological footprint.

Double materiality

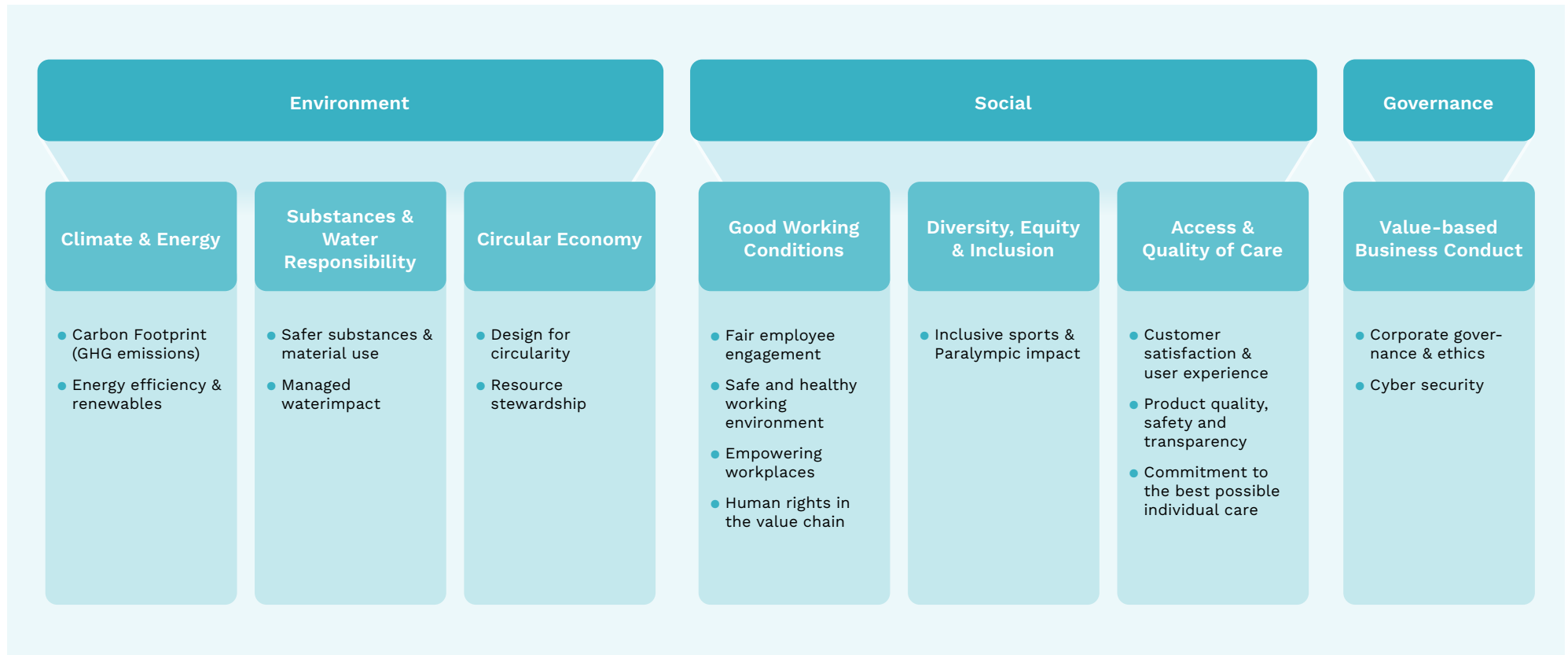
The new CSRD Directive also introduces the concept of “Double Materiality”. Similar to financial reporting, sustainability reports should focus on relevant information that is critical to the course of business. This focus on key issues is referred to as ‘materiality’. When it comes to reporting, companies limit the multitude of individual environmental, social and governance aspects to the issues that matter to them. Companies are obliged to disclose not only the impact of their business activities on people and the environment, but also the impact of external environmental and social factors on the company itself.

In preparation for the CSRD, we conducted a materiality analysis in 2023 and 2025.

The entire value chain was examined for all topics, as negative and positive impacts as well as risks and opportunities may occur not only in our direct business activities, but also in the supply chain or in the use phase of a product.

The key aspect of our six focus topics is the S within the three dimensions of environment, social and governance (ESG). The social aspect is an inherent part of our DNA, so the quality of life of our users is always at the heart of everything we do. On the other hand, we also are a manufacturing company with locations around the world, and we see it as our duty to contribute to climate protection. Drawing up a greenhouse gas balance sheet forms the basis for climate management in the company. This allows us to initiate reduction measures and determine their progress.

Our focus topics and their contents.



Our focus topics in the area of environment.

What we stand for:

- We take responsibility for the environment and work actively to reduce our environmental footprint in line with the SBTi principles.
- We continuously improve the environmental compatibility of our processes and products.

Energy and Climate

We see it as our duty to contribute towards climate protection. This also includes being aware of emissions and reducing them. At the same time, drawing up a greenhouse gas balance sheet forms the basis for climate management in the company. We have been continuously determining our ecological footprint since 2021. This is important in order to measure progress and also in order to identify at an early stage where further measures need to be taken.

Circular economy

As a company that makes products, we bear responsibility for protecting our planet, particularly with respect to our use of natural raw materials and carbon dioxide emissions. We work continuously to make our production processes sustainable. This includes the responsible use of natural resources and the development of new procedures to reduce our consumption of materials – particularly plastic, wood and paper – and the associated waste. Other elements of our activities include avoiding hazardous substances, recycling reusable materials and expanding digitalisation processes.

Substances and Water Responsibility

Ottobock is committed to responsible production and to minimizing environmental impacts resulting from its own operations. To this end, we assess the materials used in our products and review safer alternatives. We also recognize our responsibility with regard to water use within our manufacturing facilities. We strive to reduce consumption and assess potential opportunities for sustainable water management practices.

Our focus topics in the area of social affairs.

What we stand for:

- We believe that quality of life is closely linked to individual freedom and independence. That is why we advocate easier access to care and holistic healthcare as a human right and support the training of professionals around the world.
- We see diversity in our teams as a significant asset and strive to be a role model for diversity, equality and inclusion.
- We promote a healthy lifestyle, support sports for people with disabilities and are proud to support athletes around the world – both on and off the track.

Good working conditions

We need our employees' excellent qualifications and commitment to make our company sustainable, maintaining economic success in the future. Good working conditions are crucial for the wellbeing, satisfaction and motivation of employees.

Diversity, Equity & Inclusion

That's why integration and participation in society and the world of work, equal opportunities and respectful collaboration are key components of our corporate culture. We as a company strive to be a role model for diversity, equity and inclusion. This includes our commitment to Paralympic sports for over 30 years. We are a loyal partner to the athletes and provide them with our services free of charge. At 'Running Clinics' around the world, we also share a passion for sports with amputees ranging from beginners to advanced runners.

Access and quality of treatment

We want to provide our users with more comprehensive advice and support. Currently we offer access to devices in more than 400 Patient Care clinics in over 30 countries around the world. Thanks to our proximity to our users, we receive direct feedback on our products and are able to incorporate the insights into improving our solutions. This close relationship allows us to better understand the needs and wishes of our users.

Our focus topics in the area of corporate governance.

What we stand for:

- We take responsibility for our actions. We take a comprehensive approach to cybersecurity and data protection to ensure the security and protection of sensitive employee, customer and patient data.

Value-driven corporate governance

Protecting the data of our users, customers and employees is a top priority at Ottobock. Our activities include a set of measures and policies aimed at ensuring the confidentiality, integrity and availability of data. Data security is an ongoing process that requires regular reviews, updates and adjustments to respond to new threats and vulnerabilities.

UN Global Compact and Sustainable Development Goals

As a signatory of the UN Global Compact, Ottobock is committed to the 17 Sustainable Development Goals (SDGs) of the United Nations. We want to contribute to the success of the initiative, and have integrated the SDGs into our sustainability strategy and assigned them to the fields of action where we can have the greatest possible impact to achieve the objectives.

SUSTAINABLE DEVELOPMENT GOALS



Pioneer in sustainability.

German Sustainability Award 2025

The German Sustainability Award (DNP) is considered one of the most important awards for sustainable development in Europe and creates public awareness for environmental and climate protection as well as social responsibility in various areas of society. The DNP has been awarded annually since 2008 and is one of the biggest awards of its kind in Europe. 224 jury members from research, associations, consultants and civil society decided on the finalists this year. It is not possible to apply for the prize. This sets the DNP apart from other sustainability awards.

After Ottobock made it to the finals in 2023, the medical technology company was honoured as a winner this year for its sustainability performance. At Ottobock, economic efficiency and sustainability go hand in hand. It's up to each of us to make our contribution for the future.



TV presenter Ralph Caspars and Dr Arne Kreitz (CFO)

About the DNP

The DNP was awarded for the 17th time in 2024 and honours pioneering achievements for sustainable transformation in companies, municipalities, science and sports. The prize is awarded by the German Sustainability Award Foundation, supported by, amongst others, the German government, business and local associations, the German Council for Sustainable Development and civil society organisations. The award is based on the goals of the 2030 Agenda and thus on the key areas of transformation such as climate, biodiversity, resources, the supply chain and society.

With the help of artificial intelligence, around 50 companies in each of the 100 industries were surveyed that disclose their sustainability performance transparently in sustainability reports, rankings or on websites. Sustainability profiles were then created and evaluated. The profiles are based on the criteria of the Corporate Sustainability Reporting Directive (CSRD). In two rounds, the expert juries then selected the finalists and winners from each industry.

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We are very proud to be the winner of the DNP in the field of medical technology. Active commitment to greater sustainability is an integral part of our company strategy. It is important that we rethink processes, invest in the development of resource-efficient technologies and be aware of our responsibility to our employees, suppliers and, above all, future generations.

Christin Franzel,
Vice President Global Sustainability



EcoVadis 2025

We are continuously working to improve our sustainability performance. All reports and policies have been published on the website. This helps us, on the one hand, to be transparent towards our stakeholders and, on the other hand, to meet the requirements of rating agencies. With these improvements, we not only made it back to the finals of the DNP, we also achieved a higher result for the EcoVadis platform this year. EcoVadis provides a comprehensive assessment of companies' sustainability performance based on ESG criteria.

The EcoVadis assessment is based on a structured questionnaire tailored to the industry, size and location of the company. This questionnaire covers four main areas:

- Environment: management of environmental impacts, resource consumption, emissions and waste
- Labour practices and human rights: working conditions, human rights, diversity and inclusion
- Ethics: business ethics, anti-corruption measures, data protection
- Sustainable procurement: responsibility towards suppliers, compliance with environmental and social standards in the supply chain

Companies that undergo the EcoVadis assessment receive a score and a detailed analysis that helps them understand and improve their own sustainability performance. These scores and ratings provide information in business relationships about how well a company is positioned in terms of sustainability and where there may be risks.

In the 2025 reporting year, we achieved a score of 65 out of 100 points, earning the Bronze Medal – an award granted to the top 35 percent of companies assessed by EcoVadis. At the same time, we rank among the top 14 percent in the industry for the manufacture of medical and dental instruments and products. The EcoVadis medals and badges are awarded to companies that have completed the EcoVadis assessment process and have demonstrated a relatively strong management system that takes into account the sustainability criteria in the EcoVadis methodology.



Sustainability Heroes Award 2025

To further encourage active involvement in the economy, the German Society for the Certification of Quality Assurance Systems (DQS) and the German Society for Quality (DGQ) award pioneers in the field of sustainability with a prize. The Sustainability Heroes Award is presented in six categories: Circular Economy, Biodiversity, Social Engagement, Sustainability Innovation, Carbon Footprint and Sustainability Strategy.

We submitted and won our commitment to the Paralympic Games in the ‘Social Engagement’ category. The award for ‘Social Engagement’ recognises projects that promote dialogue between companies and society and use their influence to strengthen civil society.

We have been a committed partner for athletes and the Paralympic Movement for over three decades. Our free repair service helps athletes perform at their best when it counts and inspire others with disabilities. As a company, we strive to be a role model for diversity, equality and inclusion.



Peter Franzel and Andre Müller, Organizing Directors Parasport Events

ESG Transparency Award 2024

With an overall score of 81 per cent, Ottobock is one of the pioneers in the economy who have recognised the importance of transparent sustainability reporting and successfully put it into practice. The medical technology company based in Duderstadt, Germany, received the ESG Transparency Award for this at the European Sustainability Week.

The ESG Transparency Award honours organisations that have successfully implemented pioneering sustainability concepts in their company and have communicated them transparently in a sustainability report. These companies take on an important role model function by showing that economic efficiency and sustainability are not opposites, but together form a forward-looking strategy. The award recognises outstanding transparency in ESG reports as well as the underlying sustainability goals and measures. In 2024, the best companies from more than 15 sectors in Europe were awarded – including corporations, large companies and medium-sized enterprises.

All organisations that offer goods or services in Europe and have already published a sustainability report are eligible to participate.

The jury assessed five clusters: Transparency, Environment, Social Affairs, and Corporate Governance and Compliance. Ottobock achieved more than 70 per cent in all clusters. In the area of social affairs, the figure was over 80 per cent and in the area of compliance even more than 90 percent – a great result for the first voluntary report according to the new European Sustainability Reporting Standard (ESRS).



The Global Sustainability team (from left to right: Jan Godzik, Maren Harloff, Christin Franzel, Maria Rädle) and Leo Ganz, Partner EUPD Group



Our sustainability activities.

Environment.

It is very likely that 2024 will be the first year since recording began when it was on average more than 1.5 degrees warmer than the pre-industrial average. In 2015, the Paris climate agreement was still aimed at limiting global warming to a maximum of 1.5 degrees Celsius. It marked a significant milestone in the global effort to address climate change at the time. The agreement calls for commitment at the international, national and local level to achieve the goals and secure a sustainable future for the generations to come. The global climate is changing. For a long time now, we have been receiving reports of natural disasters such as the heavy rainfall in Spain. The climate crisis is one of the most urgent challenges of our time. It is caused by the steady increase in greenhouse gas emissions, which is heating up the planet and has serious environmental impacts. Globally, this crisis is reflected in increasingly extreme weather events, the melting of the polar ice caps, rising sea levels and a growing threat to biodiversity.

Confronting this crisis requires a rapid and coordinated global response. Reducing greenhouse gas emissions, promoting renewable energy, protecting forests and ecosystems and adapting to changes that are already unavoidable are key measures.

Ecological footprint

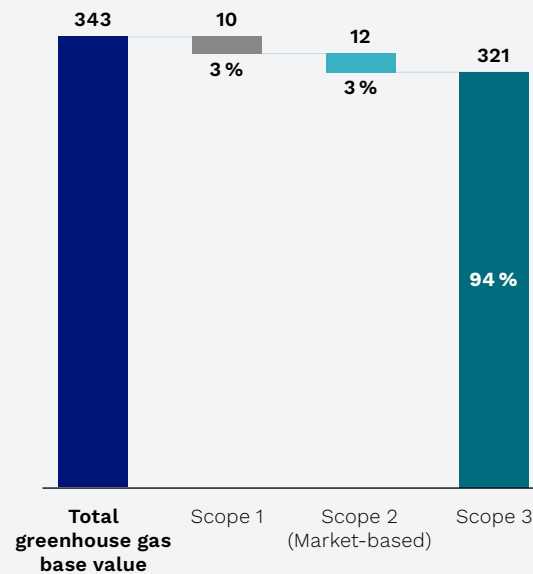
Ottobock operates worldwide. We are aware that the company is causing greenhouse gas emissions. It is vital that we help curb global warming, reduce emissions and focus on sustainable alternatives. In 2021, we prepared our greenhouse gas inventory for the first time. With the annual balance sheet, we can detect progress and identify at an early stage where we need to take further action. At the same time, the greenhouse gas balance sheet forms the basis for climate management in the company.

We use the international standard – the Greenhouse Gas Protocol – when drawing up the balance for our emissions.

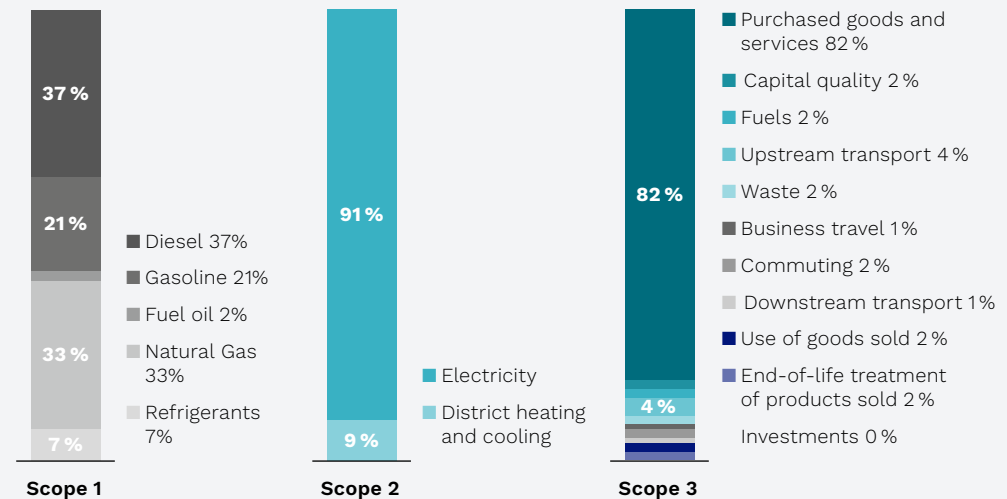
Ottobock decided to make a contribution to limiting global warming in its very first year of drawing up a greenhouse gas balance sheet. It was clear to us that the largest emissions occur in the upstream and downstream stages of the value chain. This is why we have directly captured data in Scope 1, 2 and 3.

Greenhouse gas of 343 kt CO₂e, mainly from Scope 3.

Ottobock greenhouse gas emissions (GHG) by Scope 2025 (kt CO₂e)



Breakdown of emissions by activity 2025 (kt CO₂e)



Climate-friendly from Duderstadt to Paris to the 2024 Paralympic Games

The road to greater entrepreneurial sustainability leads via Paris in 2024: Ottobock used electric semi-trailers to transport workshop equipment and spare parts for this year's Paralympic Games. This is made possible by our partnership with the Göttingen-based company ZUFALL logistics group. Three electric trucks started their trip to Paris from Ottobock's headquarters in Duderstadt. By using electric vehicles, we are pursuing the common goal of making our respective industries more climate-friendly and developing holistic, environmentally friendly solutions.

Ottobock has traditionally provided technical service to all athletes and team members from the participating nations attending the Paralympic Games. In addition to large machines such as milling machines and infrared ovens, Ottobock has shipped over 20,000 spare parts to a total of 17 Paralympic Technical Repair Service Centers in Paris. Already in advance, the organiser announced that the games in Paris were to become the

most sustainable games in history. Ottobock and the ZUFALL logistics group wanted to play their part in this.

In 2023, ZUFALL invested in a total of 14 electric trucks and a corresponding charging infrastructure, which we now use regularly. The Global Logistics business unit, which is the second-strongest force responsible for CO₂ emissions, can thus make a significant contribution to reducing Ottobock's environmental footprint.



Ottobock is present at several locations in Sweden. Marie Sivertsson has been working as a Specialist for Quality, Environment, Health & Safety as well as Regulatory Affairs since September 2024. In an interview, she gave us insights into sustainability activities in Sweden.

A look at Sweden

Sweden is committed to sustainable goals and wants to make an important contribution to the mitigation of climate change. The Scandinavian countries are at the forefront of environmental protection and are strongly committed to promoting sustainable economies and lifestyles. The country has set itself ambitious targets to combat climate change, conserve resources and build a green future.

Sweden is a pioneer in terms of sustainability. You are a leader in the field of green energy. What makes Sweden better than other countries?

Marie Sivertsson: I think Sweden has an advantage in terms of sustainability because we have a culture of trust, innovation and gender equality. This mutual trust allows us to innovate with comparatively little bureaucracy. Since the oil crisis in the 1970s, Sweden has invested heavily in alternative energies. In addition to using natural resources, Sweden also relies on modern technologies. →



You are a QEHS & RA specialist. What is the connection to sustainability here?

Marie Sivertsson: The designation stands for Quality, Environment, Health, Sustainability and Regulatory Affairs – and I am the only full-time employee who is concerned with these issues. We are certified according to ISO 9001 and ISO 14001. I make sure that the certifications are always up to date and that we are continually developing Ottobock's sustainability activities here in Sweden.

How exactly are you currently working on sustainability in Sweden?

Marie Sivertsson: In 2024, we developed and introduced a sustainability policy for Sweden in line with Ottobock's global sustainability strategy. In doing so, we identified a gap between the policy itself and clearly defined, workable sustainability goals. To close

them, we have prepared a three-year sustainability plan for the period 2026 to 2029 based on concrete objectives. These objectives are directly linked to our sustainability policy and aligned with the global sustainability goals on which Ottobock Care Sweden focuses.

To ensure the successful implementation of the plan, we identified two key success factors: First, we developed and implemented sustainability training for all employees to increase awareness, skills and engagement. Second, we integrated the Sustainability Plan, including annual targets, into our overall strategic business planning.

Ottobock is currently preparing for the CSRD. The new requirements are seen as both an opportunity and a challenge. A lot of new data also needs to be collected at Ottobock. What does that mean for your work and for collaboration with your colleagues?

Marie Sivertsson: I am organising the data collection for our location so it can be made available for reporting. We already have a kind of SharePoint solution for data, but not all of the information is presented there yet. I think digitalisation can help us transfer data more specifically and quickly. At the same time, it ensures that we are continuously working on data quality and continue to advance our sustainability goals – for example, in the expansion of 3D printing. Regularly reviewing the data we collect helps us assess whether we are on the right track.

Thank you, Marie.

Environmentally-friendly processes

We continuously work to improve our production processes sustainably by using natural resources responsibly and developing new processes to reduce material consumption – especially plastic, wood and paper – in order to minimise waste. In addition to measures to reduce waste, we focus on avoiding hazardous substances and increasing the recycling of recyclable materials.

Expanding digitalisation processes is also a key component of our sustainability strategy. The increasing scarcity of important resources, rising costs and stricter climate protection regulations present Ottobock with new challenges. We aim to identify and, where possible, prevent or minimise the environmental impacts of our activities at the global, regional and local levels. In this way, we want to make a sustainable contribution and organise our company activities in accordance with the principles of environmental protection and resource conservation.

Use of resource-conserving materials

Traditionally, medical technology devices are made of fossil materials. Meanwhile, more sustainable materials and their development are increasingly becoming the focus of the industry. Sustainable consumption and the use of renewable or non-polluting raw materials are important to more and more customers. Up to now, however, O&P professionals have never had the opportunity to offer their patients such solutions.

With its **GreenLine** product series, Ottobock is now offering alternatives made entirely or partially from renewable raw materials.



Manufacturing prosthetic sockets and orthoses requires numerous materials such as resins, fibres, thermoplastics and adhesives. **GreenLine** combines a variety of materials that are more environmentally friendly and less risky for O&P professionals during processing, such as the **GreenLine** hardening powder. With this new material, Ottobock is also responding to the desire for greater safety in the workplace. As a value-driven company, we take responsibility for the quality and safety of our products. We strive to provide O&P professionals and their patients with solutions that combine the need for more ecological materials with consistent functionality.

Another innovation in the Ottobock product range is the UCAST/WOODCAST orthosis bar system, which is made of flax fibre as a natural alternative to carbon and fibreglass. The UCAST orthotic bar system is used for malpositions of the joints and fractures of the upper limbs. The device consists of just two components:

the sustainable thermoplastic WOODCAST based on aspen wood and polymers, and the self-adhesive support that bonds to the thermoplastics when fitted to the patient. The orthotic system consists of biodegradable material and is free from microplastics. At the same time, the corresponding thermoplastic mixture WOODCAST is easy to shape, even in difficult areas such as the fingers. And it is twice as stable as plaster, similar to glass fibres. As a result, when used for medical devices, the combination represents a functional and ecological alternative to conventional solutions on the market.

Daniel Troch has been with Ottobock since 2019. He initially assumed responsibility for Human Mobility in Königsee as Head of Supply Chain Management. In 2023, he spent six months in the US as an expat before taking over Supply Chain Engineering at Ottobock SE & Co. KGaA at the beginning of this year. Within supply chain engineering, he is responsible for the design and optimisation of the supply chain at Ottobock. The aim is to improve the efficiency, flexibility and sustainability of the entire supply chain in order to deliver products or services to the end customer on time, cost-effectively and in the desired quality. This also includes material efficiency and resource use of packaging. Daniel Troch told us how we promote environmentally friendly packaging solutions at Ottobock.

Packaging solutions at Ottobock

Sustainability in packaging is a key issue in the fight against environmental pollution and waste of resources. Packaging plays an essential role in the global supply chain, but its impact on the environment is significant.

Daniel, could you name a number? How many kilograms of packaging does Ottobock need a year? And what types of packaging material are included in this figure?

Daniel Troch: In 2025, we used around 765 tonnes of paper and 77 tonnes of plastic. When it comes to the figures, it is important that we are talking about product and transport packaging. In addition, around 77 tonnes of wood in pallets for shipping our wheelchairs were used.

What are your projects to reduce these figures?

Daniel Troch: Executive Board members Arne Jörn and Martin Böhm initiated a project aimed at investigating where we could promote sustainability. The challenge here is that we operate in a medical environment. This means that we always have to ensure that we comply with hygiene regulations or regulatory requirements, for example, in all measures.

Our basic aim is to switch to recyclable materials in our packaging solutions and, of course, to avoid plastic.

The circular economy has a positive impact on the environment: recycled materials use only half of the energy and up to a third of the amount of water.

What does that mean in concrete terms?

Daniel Troch: Recycled instead of fresh water, away from elaborate photo printing to simple printed images, single-colour instead of multi-colour and standardisation of packaging – these measures are the focus. We will continue to use generic packaging solutions in the future. →

This means that we use neutral cardboard boxes for almost every product and are no longer bound by certain imprints. This not only saves a lot of work in our logistics, but also minimises the number of packaging types.

Our partners in Scandinavia or the National Health Service (NHS) in Great Britain ask about our packaging concepts when awarding orders. Do you notice a trend that our customers are paying more attention to sustainable packaging?

Daniel Troch: Yes, they really do. The concept of sustainability has replaced luxury packaging concepts. Our new packaging is now much simpler. We have noticed that our customers place a lot of value on sustainable and functional packaging, rather than on a 'wow effect'. And as you said, in the case of orders, we are specifically asked what we do to keep the amount of packaging used as low as possible, and it is also questioned how recyclable it is. In some cases, we need to make declarations of intent to ensure that we are addressing the issue

and state what measures we are taking. This has shown us that a whole new interest in packaging solutions has developed in recent years. On the one hand, we naturally want to improve our environmental footprint from within, and on the other hand, this interest also motivates us to meet the demands of our customers. This brings with it a new dynamic.

Does legislation also play a role here? Are there specifications?

Daniel Troch: At the moment, it's more our own interests and our customers' interests. With the new European packaging regulation, however, we will now face new requirements, which will undoubtedly drive the development of new sustainable packing solutions (PPWR). The aim of the regulation is to minimise the environmental impact of packaging, promote reuse and recycling, minimise the use of hazardous substances and thus ensure the recyclability of packaging. Country-specific, there are only directives, especially with regard to labelling, or cultural claims to pay

attention to the environment. Of course, we also have countries in our environment where recycling is hardly an issue. We hope that our ideas, concepts and guidelines will provide food for thought. More progress can usually be made out of one's own motivation than with pressure from a law.

Negotiations for a global deal on plastics have taken place in South Korea this year. Unfortunately, so far without a successful conclusion. What are we doing about plastic at Ottobock?

Daniel Troch: We are gradually working our way forward. The first steps have been to switch to paper tape in China, for example. Tests are currently under way in Germany to see how we can incorporate paper tape in our international shipments in an environmentally safe and secure manner. →



It is not possible to do without packaging altogether. Our products must reach the customer safely and well protected. Where do you see further opportunities in reducing packaging? What is your goal for Ottobock?

Daniel Troch: Our goal is very clear: to offer the highest possible protection while using minimal and sustainable materials. We already have a wide range of packaging solutions where we successfully use paper and cardboard with a high recycled content. However, when higher requirements are placed on the packaging, solutions with a high proportion of recycled materials sometimes reach their limits. As I mentioned at the beginning, we always have to keep an eye on the full scope of requirements for our packaging in the medical device sector. Nevertheless, we believe that we have a potential of more than 95 per cent when it comes to the use of recycled products, especially in our product and transport packaging. We are in the process of building knowledge, learning about alternative solutions and also conducting tests. We are still at an early stage, but

in 2025 we were already able to record initial successes. For example, we replaced approximately 1.5 metric tons of plastic with alternative film materials and converted around 300,000 packaging units to a more environmentally friendly solution containing over 90 percent recycled material.

How do we perform internationally? How do we get Ottobock's branches involved in this topic?

Daniel Troch: Starting a conversation is the key here. We receive a lot of inspiration from our colleagues around the world. We listen to ideas and see what is possible. Once we have developed a concept, we inform the other locations. The most recent examples are our solutions for liners or Derma Seal. The new packaging concepts were developed in Duderstadt and then handed out to the locations in Bulgaria and the USA. It's like a snowball effect.

Let's be honest, how do you feel about this in your day-to-day life?

Daniel Troch: Of course, the subject doesn't disappear just because I close the laptop. When shopping, I consciously opt for more environmentally friendly packaging and avoid multi-packaged food. In the vegetable section in particular, we have for a very long time been observing the trend of refraining from using extra packaging in the EU.

The best example is the cucumber. I think it's good that plastic packaging is no longer used for many vegetables, or that many packaging is made of recycled material. I also look at how other companies package their products and what we can adapt from them.

Thank you very much, Daniel.

Global energy management

Ottobock's goal is to save energy over the long term as well as to use energy in an environmentally friendly and cost-effective manner at our locations around the world. Implementing a global energy management program helps us here. This enables us to record the energy data of our production sites and treatment facilities on a standardised basis around the world. This forms the basis for determining energy-saving potentials. On the one hand, highly efficient savings measures with a short payback period can be derived from this and longer-term energy efficiency measures can be developed. This includes the goal of reducing CO₂ emissions as part of the Science Based Targets Initiative.

Implementation focuses primarily on the energy-intensive production sites and will be successively expanded to include all Ottobock Care facilities. We started implementation in 2022. The global energy management program was further strengthened through the introduction of an energy management system in accordance with ISO 50001 at the sites in

Duderstadt, Vienna, and Königsee. In 2025, ISO 50001 certification followed for the production sites in Blagoevgrad and Sofia (Bulgaria) as well as Tongzhou and Sofia (China). Implementation at the Salt Lake City site (USA) is planned for 2026. Currently, we are rolling out the global energy management program across the energy-intensive Ottobock Care sites. By implementing energy efficiency measures across locations, we are also exploiting corresponding synergy effects. Global coordination is handled by our Global Energy Management (GEM) department.

The following packages of measures are planned at the individual locations:

- Standardised energy data acquisition, depth of detail depending on situation and meaningfulness
- Optimisation of the controls of existing technical building equipment (e.g. for heating, ventilation, cooling)
- Optimisation of compressed air generation and distribution (e.g. leak detection, compressed air management)
- Avoidance of energy peak loads (peak load management for electricity and gas)
- Testing and concept development for replacing lighting with LEDs
- Testing and concept development for the replacement of conventional motors with high-efficiency motors (e.g. for pumps, fans)

“

Our aim is to shape a future in which energy efficiency is a matter of course for us. We want to produce a significant proportion of the energy that we cannot save by ourselves and meet the remaining demand with renewable energy sources.

Joseph Braun,
Head of Global Energy Management



Implementation of management systems

As internationally recognised standards, ISO management systems help us increase efficiency, ensure quality, comply with environmental standards and meet legal requirements. They cover a wide range of areas and contribute to continuous improvement and risk minimisation. For two years now, our employees have been working on rolling out the management systems at our production sites.

	ISO 14001	ISO 50001
2022	Duderstadt, Germany	Duderstadt, Germany
2023	Königsee, Germany	Vienna, Austria
2024	Vienna, Austria	Berlin, Germany Königsee, Germany Göttingen, Germany Leinefelde, Germany (warehouse))
2025	Successful recertification of all previously certified sites	Blagoevgrad, Bulgaria Sofia, Bulgaria Tongzhou, China
2026	Blagoevgrad, Bulgaria	Salt Lake City, USA
2027	Tongzhou, China	
2028	Salt Lake City, USA	



Social matters.

Enjoying life and being independent day-to-day – many of us take it for granted, and it should be possible for people with limited mobility as well. Our products help people regain their mobility. Finding the appropriate solution for the individual's respective needs is a major, exciting task for our team of over 10,000 employees around the world. And we tackle this task together.

Ottobock is a company that is growing dynamically in the healthtech sector. This particularly affects our role as an employer. It is our responsibility to combine diverse specialist knowledge and age groups in the best possible way. The experience of long-standing employees and the potential of new talents enable an effective transfer of knowledge within our workforce. Demographic developments, however, are making it increasingly difficult to recruit talented people with in-demand qualifications, especially in the area of digital future technologies, and to retain them in the company. We are facing the challenges of changing working environments and must actively address them.

Diversity, equity & inclusion as a foundation

For us, quality of life is closely linked to individual freedom and self-determination. That's why integration and participation in society and the world of work, equal opportunities as well as equality and respectful collaboration are key components of our corporate culture. At Ottobock, diversity is defined along several dimensions, including gender, age, ethnicity, skin colour, religion, ideology, sexual identity, disability and social background. We see diversity in our teams as a great advantage, as people with diverse experiences, perspectives and beliefs come together. Our products are designed to reduce inequalities and promote equal opportunities. That's why we strive to be a role model for diversity, equality and inclusion as a company.

Our goal is to treat all people equally, fairly and respectfully. We are committed to a healthy working environment where everyone can contribute to the success of the company and realise their full potential. This is how we attract and retain a qualified and diverse workforce.

Ottobock is involved in major campaigns

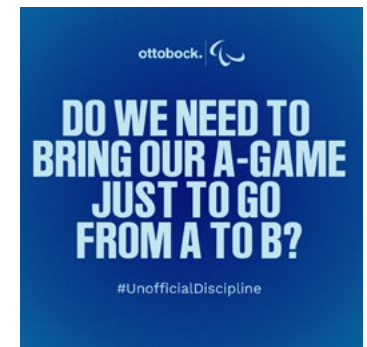
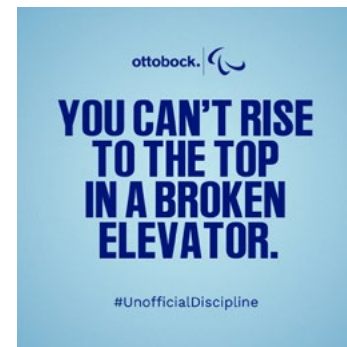
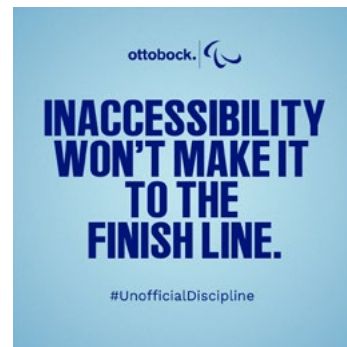
We stand for equal opportunities and diversity in the workplace. That’s why we are passionate about supporting the Diversity Charter, **The Valuable 500** and **#WeThe15**. The task of the campaigns is to bundle initiatives to increase the participation of people with disabilities in the world of work. At the same time, we work together with international institutions from business, politics, culture and sport to combat discrimination.

The ‘Unofficial Discipline’

With our focus on diversity and inclusion, we see every day how many people with disabilities compete against inaccessibility. They fight staircases, broken elevators and prejudices. To raise awareness of these challenges, Ottobock, with the support of the International Paralympic Committee (IPC), has launched a symbolic new discipline – the ‘Unofficial Discipline’ – for the 2024 Paralympic Games in Paris:

The Unofficial Discipline, made of everyday hurdles that individuals with disabilities encounter every day, shining a spotlight on obstacles invisible to able bodied people. Our aim is to start conversations about physical and non-physical barriers, foster understanding and catalyse change in how we perceive and address accessibility. Billboards, posters and video projections in public places in Paris were the topic of conversation during the Paralympic Games. In addition, more than 20 Paralympic top athletes and

50 Ottobock brand ambassadors brought the Unofficial Discipline to life and transferred it into the digital world. Thousands of people from all over the world took part on social media in the initiative, which aims to advance the disability barriers.



“Invisible Class”: Invisible borders for over 1.3 billion travellers

84 per cent of people with limited mobility have already had negative experiences while travelling. The figure is even higher in the USA. In order to highlight these barriers and simultaneously point out possible solutions, Ottobock launched the international campaign “Invisible Class” in September 2025.

The term symbolically stands for a travel class that 1.3 billion people with disabilities book. Their travels are unnecessarily complicated: lost or damaged wheelchairs at airports, inaccessible transport and accommodation – and also the insecurity and ignorance of employees and fellow travellers, who often do not know how to help or respond appropriately.” With Invisible Class, we continue the story of the media-strong Unofficial Discipline: By leveraging our global reach and creating a platform for social dialogue, we encourage a rethink of structural barriers.

Ottobock makes the theme of “travelling with obstacles” visible in Berlin’s cityscape: We use 84 digital advertising spaces at busy railway stations and distribute more than 4.000 posters city-wide. Motifs with slogans such as “From: Wanderlust – To: Wanderlost” or “From: All inclusive – To: You’re excluded” and a QR code invite you to find out more about the Invisible Class. The motifs can also be seen in Göttingen.

The campaign is running online in more than 15 countries on Google, Instagram, Facebook and TikTok. Under #InvisibleClass, 50 Ottobock brand ambassadors and influencers are sharing their personal experiences of challenges, providing travel tips and inviting everyone to join in the conversation on social channels.

With its Invisible Class, Ottobock wants to point out not only grievances, but also how much is already possible today when knowledge is shared, structures questioned and experiences made visible.

Invisible Class deliberately takes a constructive approach. In addition to presenting hurdles, the focus is on solutions and everyday aids, enriched with testimonials, interviews, travel hacks and recommendations for accessible places – from people with disabilities themselves. The community itself plays a crucial role in helping others to plan their trips by sharing known accessible places, attractions and services.

Product highlights

For people with disabilities, devices are often part of their identity. Prostheses, orthoses and wheelchairs make it possible to push personal limits and gain more freedom of movement and quality of life.

Genium X4

Building on the proven Optimized Physiological Gait (OPG) technology and rugged durability of its predecessors, the

Genium X4 sets a new standard in terms of MPK performance. Users enjoy an improved user experience in a wide range of demanding work and everyday situations such as those encountered in busy family routines or during recreational activities.

The **Genium X4** features an array of new, user-empowering updates, including Optimized Slope Ascent, Start-to-Walk, Early Stance Phase Support and Dynamic Backward Movement. They are designed to deliver an exceptionally smooth, near-natural walking experience – whether users are navigating tight spaces or crowds, stepping off an

escalator or out of a lift, stepping back to pull open a heavy door, strolling through waves on the beach or hiking on uneven terrain. This is enhanced by a new intuitive cycling feature: the knee joint automatically recognizes the start and end of pedal movement and dynamically adjusts resistance, without the user having to activate a MyMode preset.

Like its precursors, Genium and **Genium X3, Genium X4** is also fully waterproof and corrosion-resistant. It also boasts a battery life of up to five days, and allows for five MyMode presets that professionals can tailor to the user's preferred activities. Plus, the new **connectgo.pro** app lets O&P professionals make extensive adjustments during the fitting. The knee joint is suitable for users in mobility grades 2 to 4 with a body weight of up to 150 kg. Nearly every component in the latest generation of microprocessor knees can be adapted to users' individual needs, goals and preferences.



speedhand solution

Reliability, comfort, performance – tailored to individual needs: The Ottobock **speedhand** solution offers everything users want from a hand prosthesis. The next generation of the proven prosthetic hand also reaches a new level of personalisation. In combination with the modular wrists, the **myosmart** control, the **myosmart cuff** and the **connectgrip** app, this integrated prosthesis solution offers an unrivalled level of functionality and user friendliness.

The **speedhand** delivers the proven strength, speed and reliability of Ottobock myoelectric hand prostheses. Thanks to the **myosmart** control device, users can individually adapt how their hand moves. Thanks to several electrodes in the prosthetic socket that record minute residual muscle activity via the skin, the **myosmart** control device allows users to open and close their hand purposefully and without great effort. With the **connectgrip** app, it is also possible to adjust fine settings such as reaction speed independently anytime and anywhere – all directly from

an Apple or Android device. The app features a user-friendly interface and enables simple adjustments to be visualised in real time and individual movements to be recorded in order to prevent unwanted behaviours. This gives users greater control, while professionals benefit from optimised adjustment options, improving both functionality and comfort.

The **myosmart cuff** is a useful tool that makes it easier for users to handle their prosthesis. Shortly after an amputation, the cuff supports the optimal adjustment of the prosthesis and lets users experience and learn to control their prosthesis in action even before a custom socket has been fitted. It then serves as a training device for the precise control of the prosthesis, resulting in more control in day-to-day life.



exopulse suits

The **exopulse suit** is the second generation of an innovative medical device that can sustainably improve the everyday lives of people with neurological conditions: It is intended for children and adults with cerebral palsy (CP), multiple sclerosis (MS), stroke patients, as well as people with fibromyalgia. The suit can reduce spasticity and provide effective pain relief with targeted, gentle electrical stimulation via 50 embedded electrodes – quickly, non-invasively and drug-free.

Ottobock has fundamentally revised the design and technology of its neuromodulation suit to make it even more user-friendly and effective. Like its predecessor model, the **Exopulse Mollie Suit**, the new generation consists of a jacket and trousers. The single-layer fabric makes the suit easy to put on and take off, a better fit and comfortable to wear.

A new electrode concept now makes it possible to target more as well as more targeted muscles. A total of 50 electrodes integrated into the fabric

stimulate up to 122 muscles or the 42 most important muscle functions, depending on personal requirements. Nearly full-body stimulation is possible as a result.

The new **exopulse suit** has two rechargeable control units that are easily connected to a jacket and pants via a docking station. Personal stimulation is controlled by a newly developed app. Specially trained employees of medical supply companies start by programming an individual stimulation pattern according to the diagnosis and personal needs. Users can then start this session themselves using their smartphone, at the touch of a button. The recommended period of application is 60 minutes every other day, unless otherwise prescribed. In order to respond even better to their personal daily condition, users can make minor adjustments to the stimulation intensity themselves using the app.

Numerous studies confirm the effectiveness of the **exopulse suit**: The gentle electrical impulses can relax spastic

muscles, (re)activate weak muscle groups and relieve pain. This improves flexibility, balance and mobility – factors that directly affect the well-being and quality of life of people with neurological indications. There are also promising results for fibromyalgia: In a current

study, 78 percent of participants showed significant improvement in their overall clinical impression after just one month of daily use. Symptoms such as chronic pain, fatigue and depressive moods were measurable.



Global access to treatment

An important part of our sustainability strategy is to improve global access to our products. This includes a stronger focus on the treatment structure and the training of skilled workers. Our lasting success demands an integrated approach to healthcare. We have Patient Care clinics in over 30 countries. While this is of course a competitive advantage, global access to devices is also an initiative in our sustainability strategy. Many countries do not provide adequate treatment with prostheses, orthoses or wheelchairs. But mobility must not be a luxury; we see it as a fundamental human right.

The Ottobock Global Academy is a key component of Ottobock. It is a platform for knowledge transfer, training and further education.

The main objective is to support employees and experts in the field of orthopaedic technology, physiotherapy, rehabilitation and other related disciplines with current knowledge and state-of-the-art technology. The International School of Orthopaedics and Prosthetic Technology (O&P) is a training and continuing education institution within the Ottobock Global Academy. The school has been offering practice-oriented and science-based programmes for prospective O&P professionals since 2013. The primary focus is on training specialists from around the world, because many countries lack training for O&P professionals. The training at the Ottobock Campus in Duderstadt lasts a total of eleven months. The degree is recognised by the International Society for Prosthetics and Orthotics (ISPO).

About the O&P school

- The focus is on training O&P professionals from emerging markets and developing countries.
- Since 2016, training not only for internal employees, but also for partners such as the International Red Cross.
- The training lasts 11 months, from September to July and is in English.
- Our students carry out up to 21 treatments in less than ten months.
- Within the training, almost 50 per cent are patient-only days. This intensive engagement with patients and the predominant practical part makes this course unique in the world.
- The course is divided: during the day, the students work on the treatments as realistically as possible, and in the evenings they devote themselves to specialist theory such as anatomy, pathology, biomechanics, materials and workshop science on the **myLearning** platform.

Timing of the study course

<p>In the first month, the focus is on familiarisation with the topic and getting to know each other. The students become familiar with the materials, tools and machines, get to know each other and are trained to work with patients.</p>	<p>The students carry out a total of five transtibial treatments in various treatment techniques / socket design variants – from technically straightforward to complex.</p>	<p>The students carry out five transfemoral treatments using various treatment techniques/ socket design variants – from the technically straightforward to treatment with micro-processor-controlled knee joints.</p>	<p>The next topics are as follows: knee disarticulation, hip disarticulation and partial foot amputations. This is followed by 2 – 3 treatments in each case, in which the students work more and more independently.</p>	<p>Final tests</p>
<p>September</p>	<p>October to December</p>	<p>January to April</p>	<p>May to July</p>	<p>End of July</p>

Markus Goldmann, Chief Trainer of the International O&P School, has been with Ottobock for nearly 40 years. After training as an O&P professional in Duderstadt, he attended the Bundesfachschule für Orthopädie-Technik (Federal College of Orthopaedics Technology) in Dortmund, Germany, to continue his education as a Bachelor Professional. He then moved to international Ottobock locations. He has been head of the International O&P School since 2012.

Markus, you have been a trainer at the Ottobock Global Academy for over 30 years. It's rare nowadays to remain loyal to an employer for so long. What makes your work special?

Markus Goldmann: One of Ottobock's traditional unique selling points is that we manufacture the most advanced products on the one hand, while at the Academy we are able to show our customers how they can achieve the best possible treatment results with them on the other. This is a constant inspiration for me.

The students spend up to a year on another continent – far away from their homes. You spent a long time abroad yourself, like in South America, for example. How does this help you to meet the needs of students during their stay in Germany?

Markus Goldmann: On the one hand, there is the human aspect here: issues such as homesickness, problems in the relationship due to the temporary but long separation, the feeling of being overwhelmed – all of these issues on which students turn to the school team in confidence and I am always on hand with 'fatherly' advice and encouragement. On the other hand, I know the potential environment in which the students will work. →



Over my long career, I think I have somehow managed to produce Ottobock quality in every type of workshop. At school, we are technically 'up to date' – yet part of the training is also showing how to get around when not every device or tool is available.

Why is Ottobock interested in training O&P professionals from emerging and developing countries in Germany?

Markus Goldmann: In many countries, formal training as an O&P professional is not available. As a result, we are particularly hard hit by the shortage of skilled workers when it comes to growth topics in the emerging markets, especially in Patient Care. The school is accessible internationally – the current generation includes students from Brazil, Burkina Faso, Bangladesh, Nigeria, China and Ukraine who, after graduating, will be employed at our respective Ottobock subsidiaries or partner companies.

We have 'Global Access' as a focus topic in our sustainability strategy. From your perspective: Why is it so important that treatment with devices is also firmly anchored in our sustainability strategy?

Markus Goldmann: Our training here in Germany is primarily helping to alleviate our own international shortage of skilled workers. Secondly, our 'graduates' act as multipliers in their countries – knowledge is carried into the markets and multiplied in them, making it sustainable.

Thank you very much, Markus.

According to estimates by the World Health Organization (WHO) and the World Bank, around 85 to 100 million people live with a disability in Latin America. Thomas Pfléghar gave us an insight into healthcare in Brazil and showed us how valuable the work of the Ottobock Academy is. He is the Regional Director of the Academy and Ottobock.care and has been working for Ottobock in Brazil for 31 years.

The health system in Brazil is complex and consists of a mix of public, private and complementary health services. It is one of the largest health systems in the world and is organised by the Sistema Único de Saúde (SUS). While the public health system SUS covers a wide range of services, including treatment, hospitalisation or vaccination and medicines, and also provides free access to health services to all Brazilian citizens and residents, the system also poses major challenges. For example, the SUS is financed by taxpayers' money. This often leads to bottlenecks as resources are limited. This results in long waiting times for treatments and surgeries, underfunding and scarcity of resources in rural areas and congestion in large urban centres.

About a quarter of the population uses private health insurance to get faster and higher quality access to health services. These offer more modern facilities and shorter waiting times, but are costly.

Here, providing people with the best possible medical devices is becoming a challenge. Either the costs are not covered by the SUS or authorities such as the Instituto Nacional do Seguro Social (INSS), which is responsible for managing social security in Brazil, award the contract to the most favourable tender.

In addition, qualified personnel are often lacking. There are no training schemes or schools for O&P professionals in Brazil. The job description of O&P professionals is not established in many countries in

Latin America. Knowledge of treatment with orthopaedic technology is often passed on from generation to generation without formal training.

To address this issue and start training qualified personnel, we have created an important institution: the Ottobock Academy. Several employees from Brazil have already visited Duderstadt and have completed the eleven-month training course. It is often physiotherapists who want to continue their education so they can carry out orthopaedic treatment. But we also have sales employees who build up knowledge through their training so that we can advise our customers in the best possible way. →



In general, we improve the training of O&P professionals and the quality of orthopaedic technology treatment in the region. This benefits workshops, fitting companies and rehabilitation centres, and we create career opportunities and income opportunities for employees in orthopaedic technology.

Fact check:

Since the opening of the Ottobock O&P School, a total of 95 graduates have passed the exams. Today, 75 % of them are still active in their careers and 45 % of them at Ottobock.

- In 2025, 11 participants completed the program, marking its twelfth cohort.
- A total of 19 students came from Brazil and 4 from Mexico; all of them were employees of Ottobock. Four students from Cuba participated as part of a GIZ project.
- Following graduation, 15 graduates from Brazil continue to work for Ottobock in Brazil. Of these, 11 hold leadership positions within Ottobock Patient Care, while 4 work in Sales / Academy.



Mariana Maloste Butezloff spent almost a year at the O&P school in Germany starting in September 2019. Prior to her training course, she worked as a physiotherapist. During her professional activities, she came into contact with orthopaedic treatment. This sparked her interest in applying to the O&P School.

Mariana, it has been five years since you came to Germany. Why did you choose the training at the Ottobock Academy?

Mariana Maloste Butezloff: When I was a physiotherapist, I had contact with patients who had prostheses or orthoses. Seeing how orthoses contribute to recovery made a lasting impression on me. That was the crucial reason I applied for training at the O&P School.

How difficult was it for you to leave your home country for almost a year? How did your stay in Germany affect you?

Mariana Maloste Butezloff: It was quite a challenge. I got married two days before I left. So that we were not so far apart, my husband went to work in Ireland. But with

the coronavirus pandemic, the borders were closed and we were no longer able to visit each other. In addition, I was the only woman in the course out of 11 students. And we all came from different countries and cultures. But over time, we did not only learn together, but also learnt from each other. Imaginary borders disappeared and we became good friends.

After your stay in Germany, you returned to Brazil. What are your tasks today?

Mariana Maloste Butezloff: I initially worked as an O&P professional at Ottobock in São Paulo. Then I worked as a technical manager in Porto Alegre for three years. Today I am a trainer and an upper limb expert at our headquarters in Valinhos. In addition to caring for patients, I offer training within the Global Academy.

What are your next career goals?

Mariana Maloste Butezloff: I want to grow with my tasks. The area of research and development is very exciting. I have already completed my doctorate here and would like to expand my knowledge. My dream would be to be at the Paralympic Games as a technician!

How is the treatment system structured in Brazil, and why is the work of the Global Academy so important?

Mariana Maloste Butezloff: Brazil is a big country. The work of the Global Academy is very important because we can improve the quality of training for technicians and thus also further increase the number of treatments nationwide.



What do you think needs to improve in Brazil in order to be able to fit even more people with devices?

Access to devices must be improved for all people, regardless of their income. State support also needs to be strengthened and improved. Everyone should be able to receive the best possible treatment with all medical devices.

Thank you very much, Mariana.

Worrakamon Warasit is a clinical specialist and certified O&P professional. She lives in Thailand and works for the subsidiary Otto Bock South East Asia, where she provides support in patient care and also provides training for countries in Southeast Asia. In 2022, she completed an eleven-month training course at the O&P School in Germany.

Thailand has about 1.1 million people with limited mobility, but only about 300 O&P professionals in the country. There is only one O&P school, which produces around 20 graduates each year. Was that the reason why you decided to expand your expertise in Germany?

Worrakamon Warasit: Yes. In our healthcare system, O&P professionals are virtually overlooked. There are few vacancies at hospitals and the pay is low. On the other hand, we have a large number of people who need medical devices. I was grateful for the opportunity to be trained at the O&P School in Germany. The expertise would not have been imparted to me in this form here in Thailand.

How did your stay in Germany shape you?

Worrakamon Warasit: Life in Germany was completely different from Thailand in many ways: a different language, different weather, different infrastructure, different culture and also different food. It was the very first time that I left my home country and then for as long as eleven months. Of course I was overwhelmed by the new impressions. I began to see everything from a new perspective. Especially because we were students from different countries. We all had a different cultural background and had to learn to adapt. It was a great time. The face-time calls have helped to combat occasional homesickness.

What has changed for you since you completed your training?

Worrakamon Warasit: When I first heard about the training at the O&P School, I was thrilled. I saw it as a great opportunity to expand my knowledge and technical skills. It was also a great opportunity to learn from the experts at the Global Academy and try out different treatment techniques. Back in Thailand I am now the one who shares their knowledge in training sessions within Southeast Asia. I am very happy about my personal and professional development. →



How do you think the Global Academy can help improve the treatment situation in Thailand?

Worrakamon Warasit: The health system in Thailand is divided into two areas: state-funded and privately-funded. Most of our patients are privately insured. They have high expectations of product quality and our service. Our training enables us to meet these requirements. Further education is important to us so we can provide the best possible treatment for our patients.

And how can politics support?

Worrakamon Warasit: In Thailand, people with disabilities are generally entitled to basic healthcare. This includes treatment in state hospitals, rehabilitation and physiotherapy support. However, specialised services tailored to the specific needs of people with disabilities are often limited. For example, the financing of prostheses is not decided according to

the mobility grades or the specific needs of the user, but rather according to the type of amputation. This means that people with high mobility receive the same financial support as people with low mobility. This is where the government has to start by ensuring that every patient receives the right treatment for them. As I said at the outset, politicians also need to do more to train O&P professionals. We have far too few specialists for the large number of patients. That's why it's so important that there are institutions such as the Global Academy. It starts where politicians are currently not taking action.

Thank you!

A look at Kenya

The health system in Kenya consists of public, private and non-profit services, and each of these sectors has different challenges. Public institutions are cheaper, but suffer from staff shortages, outdated equipment and shortages of medicines. Private providers offer better care, but are often expensive. Non-profit organisations and mission hospitals play an important role in rural areas.

The main problems of the system are financing, insufficient insurance services, a shortage of skilled workers and weak infrastructure. In addition, communicable diseases such as HIV/AIDS and malaria, as well as non-communicable diseases such as cancer and diabetes, are straining the health system.

Miriam Muthoni attended the O&P school from 2023 to 2024. She is an O&P professional who has been working at Ottobock in Kenya for 3 years. She gave us an insight into why starting a training as an O&P professional was so important to her.

“Fitting patients with prostheses and orthoses isn’t a given in Kenya. In most cases, patients have to pay for the treatment privately – with money they don’t have. Moreover, we only have few facilities in Kenya that offer treatment and if they do, they are poorly provided with materials and equipment. I started my training at the O&P School because I want to help the people in my country. The level of education here is very low and outdated. I particularly liked the structured curriculum at the O&P School. Our instructors were very motivated and paid attention to each and every one of us. Theory and practice were perfectly combined. During the day we worked practically, in the evening we learnt all the theoretical content. My training in Germany laid the foundation for my work. I am very grateful for the support and trust. Today I can carry out a wide variety of treatments on my own.

My next goal is to train myself in the area of upper limbs. Politics in my country still has a lot to do. But in this way, I can play a part in improving the mobility and quality of life of people in Kenya.”



Expansion of the patient care network

Ottobock acquired Sahva A/S, a leading care network for orthopaedic technology in Denmark, in mid-2024. With this investment, Ottobock is continuing its growth strategy with the aim of tapping potential in strategic future fields.

Up to now, Ottobock has not been represented in Denmark with its Patient Care clinics. The acquisition strengthens the company's presence in Scandinavia. In Sweden, we treat patients at 20 locations under the name Aktiv Ortopedteknik. In Finland, we operate the Respecta care network with 14 locations. Around 250 employees work at more than 30 locations for Sahva A/S and treat people with reduced mobility.

Sahva A/S and Ottobock will jointly carry on the long-standing mission of helping people live a life in motion.





Commitment to sport.

Ottobock has been committed to Paralympic sports for more than 30 years. We are a loyal partner to the athletes and provide them with our services free of charge. Our passion for the Paralympics is an inherent part of our company's DNA. We are proud to be able to support so many athletes with disabilities. In keeping with our motto "Passion for Paralympics", we do everything we can for their mobility.

The Paralympic Games took place in Paris in 2024. With 3,012 repairs, the team of O&P professionals, wheelchair technicians and other O&P experts was in greater demand at the Paralympic Games than ever before. We provided technical service for the athletes before and during this major sports event. This enabled athletes to take part in the competitions with sound technical equipment and allowed them to focus fully on the important competitions. The Ottobock team was there for the athletes every day from 8 a.m. to 11 p.m. and supported them with advice and assistance.

Wheelchair repairs account for around 55 per cent of the number of repairs, while repairs to prostheses, orthoses and other repairs, such as sunglasses and devices for pulling a case are shared by 45 per cent. The 45 per cent also includes treatment at the polyclinic in the Paralympic Village. A team of physiotherapists and O&P professionals was responsible for fitting the athletes with supports, compression clothing and 3D-printed insoles. The experts not only provided assistance in the large main workshop and polyclinic in the Paralympic Village, but also provided assistance

at 14 small outdoor workshops located directly at the venues.

Creativity and team spirit paid off

At one of these venues, in Clichy-sous-Bois, a great deal of creativity and speed was required in particular: A handbike rider from Germany came to the Technical Repair Service Center team on site because she was worried about the shock absorbers on her handbike. The problem: the shock absorber hung too low and did not comply with the regulations. Without a solution, there was a threat of exclusion from the competition.



Since no suitable spare part was available, two technicians quickly sawed a metal strut out of a barrier fence and used it as an appropriate spare part, securing her participation in the Paralympic Games.

Wheelchair rugby also called for ingenuity: German national player Marco Herbst needed a special socket for his arm with a congenital limb difference (dysmelia) that was covered with a tyre to ensure the best grip on the rough sports wheelchair tyre. Because the piece of tyre on the socket kept coming loose, the technicians got a bicycle tyre from a sports supply shop in Paris and riveted it to the socket without further ado – a significant improvement for the athlete.

The Paralympic Games change perception in a positive way

The Unofficial Discipline attracted a lot of attention and sparked debate during the Games – and the Paralympic Games themselves also have a significant impact on society's perception of people with disabilities. The extraordinary sporting achievements of the athletes inspired local spectators and millions of people around the world. The transformative aspect of the Games was the noticeable change in how people with disabilities are treated. The Games helped to break down fears and misconceptions in society and rethink accessibility – both physically and in people's minds. It is important to us to be close to our users. Ottobock opened a new Patient Care clinic in Paris this autumn.



After the Games is before the Games

Ottobock remains the technical partner for the Paralympic Games until at least 2032. Planning for the 2028 Summer Paralympic Games in Los Angeles have begun, and preparations for the 2026 Winter Games in Milano Cortina are already in full swing at Ottobock.

Sport connects

But Ottobock doesn't just support elite sports events. At "Running Clinics" worldwide, the company encourages amputees to develop a passion for sports – whether they are just starting out in running or are experienced. Participants are offered the opportunity to spend a weekend learning how to use sports prostheses under expert supervision and further developing their sporting abilities. In addition to experienced para-athletes such as Heinrich Popow, Ottobock O&P professionals are also on hand to swap and fit the prostheses.

A total of 15 "Running Clinics" were held in Europe, Asia and the USA in the last two years. For two to three days, the participants completed various exercises that help with handling the sports prosthesis and deepened their running techniques to further improve their movement patterns.

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The Paralympic Games in Paris demonstrated how our commitment to technology not only ensures athletes' participation but also raises awareness of accessibility. It is inspiring to see how much this moves here. It is vital that we maintain this momentum.

Georgia Näder,
Vice President Western Europe



World Para Athletics Championships New Delhi, India

In autumn 2025, the 12th World Para Athletics Championships were held at the Jawaharlal Nehru Stadium, India. Ottobock was on site as the Official Technical Service Partner. Over 1.000 athletes from all over the world competed in 186 medal competitions – making the IndianOil New Delhi 2025 World Para Athletics Championships the biggest para sports event ever held in India.

For para athletes, the proper functioning of their technical devices, such as prostheses, orthoses and wheelchairs, is key to competing in the competition. Ottobock therefore set up a 58-member team on site, including around 20 technicians, to provide the athletes with free support. From loose screws to defective straps to replacing individual components, specialists in wheelchairs, prostheses and orthoses ensure that athletes can rely on their devices at all times.

In addition to providing its technical service, Ottobock also offered a Wheelchair Experience World in New Delhi, where the company invited visitors to immerse themselves in the world of wheelchair sports and try out wheelchair basketball, wheelchair table tennis or a wheelchair course. The aim of Ottobock's initiative was to overcome barriers and show how wheelchairs offer mobility while simultaneously highlighting the importance of accessible infrastructure.



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2025 is a veritable year of para sports in India – with the first Para Athletics Grand Prix, our Running Clinic and now the World Para Athletics Championships. This means that para sports are more in focus here than ever before. Developments in comparison are particularly exciting: While India's successes at the Olympic Games were rather limited, the country increased enormously at the Paralympic Games – from one medal in 2012 to 29 in 2024. These achievements have attracted a lot of attention and turned para-athletes into heroes. This is a very special development for India.

Santosh Rout,
Principal Marketing Manager Prosthetics
at Ottobock India

Invictus Games Vancouver Whistler, Canada

Through our long-standing partnership with the Invictus Games, we actively promote adaptive sports for the wounded, injured and ill – both on active duty and amongst veterans. In doing so, we contribute to recovery, strengthen rehabilitation processes, and express our appreciation for all those who serve their country.

Since the first Invictus Games in London in 2014, Ottobock has been an Official Supporter, providing essential technical services to the participating athletes free of charge. This includes repairing and replacing prostheses, orthoses, wheelchairs and sports equipment – regardless of the brand or manufacturer. In this way, we ensure that all participants can take part in the competition to the fullest possible extent. This commitment underscores our commitment to ensure that accessibility and inclusion go far beyond products and have a lasting impact on the reality of life of people with disabilities.

Ottobock was on site with a dedicated team of 30 employees at the Invictus Games Vancouver Whistler 2025, which included more than 500 athletes from 23 nations in a total of 11 winter and summer sports. This included technicians, project managers and brand ambassadors. Together, we carried out 126 repairs.

We also provided more than 60 wheelchairs for rugby, basketball and curling – which were used by teams from Canada, Colombia, France, Italy, New Zealand, Georgia, Israel, Nigeria, Ukraine and the USA. We also coordinated the transportation of equipment in cooperation with local sports clubs and volunteers. This extensive support enabled athletes from a wide range of nations to compete under fair conditions, strengthening the core mission of the Invictus Games: Empowering people through sport.



Corporate governance.

Overcoming demanding challenges and a continuously changing legal and normative environment require defined standards and clear rules for our corporate governance and collaboration. These guidelines serve as a guide to meeting the diverse needs of our stakeholders and set the limits for our economic activities.

In order to comply with rules, which include applicable laws, directives, standards and agreements, Ottobock has introduced a Compliance Management System (CMS). The Code of Conduct, the internal anti-corruption policy and our compliance culture based on trust are important pillars of the Ottobock Compliance Management System. We are constantly developing the CMS to meet current legal requirements and general societal values. The code of conduct embodies responsible behaviour by company management, establishing overarching and generally applicable principles of conduct. They serve as binding guidelines for all Ottobock employees and associated companies. In this way, we ensure that we treat each other with respect, fairness and trust, while strengthening our foundation for integrity and honesty.

The 11 principles of conduct are aligned with the principles of the United Nations Global Compact and international standards on human rights, labour standards, environmental protection and the fight against corruption.

Ottobock has around 3,600 suppliers around the world. Our aim is to anchor high sustainability standards in our supply chain and to eliminate risks such as human rights violations. The Supplier Code of Ethics also adheres to the principles of the Global Compact and international standards. We ask our suppliers and business partners to report breaches of the provisions of this Supplier Code of Ethics or other legal requirements by Ottobock employees using the company's anonymous whistleblower system.

Cybersecurity

Cybersecurity is more important than ever today as information is increasingly stored and processed in digital systems. Protecting this data is essential, for example in the case of personal data, to preserve privacy and to promote trust in the digital world. The protection and security of data in general and personal data in particular is of great importance to Ottobock. Especially in the healthcare sector, it is important to protect personal and medical information from unauthorised access, loss and misuse. The same naturally applies to our customers and employees as well. As a member of the EU, Germany has legal frameworks such as the Information Security Directive (NIS2) and the Data Protection Act in line with the GDPR. Nevertheless, we consider the security of our data as a global task.

Our activities include a range of measures and policies aimed at ensuring the security of data. Cybersecurity is an ongoing process, which requires regular reviews, updates and adjustments to respond to new threats and vulnerabilities. In doing so, we not only protect our users, customers and employees, but also the company itself. With the business development and the associated acquisitions in recent years, the complexity of the company's application landscape and IT infrastructure has increased significantly. Integrating new systems and endpoints is an ongoing process: IT is highly ramified, so uniform standards can only be introduced gradually.

Henning Christiansen has been Chief Information Security Officer (CISO) at Ottobock for five years and reports to the Chief Information Officer (CIO) within Global IT. In an interview, he told us how Ottobock deals with the topic of cybersecurity.

Henning, your team has six positions. What exactly are your tasks?

Henning Christiansen: We are six colleagues, with one position to be newly filled next January. Essentially, we are taking care of proactively adapting and further expanding protection mechanisms to the current threat situation – in terms of: What technology will help us at Ottobock most effectively to protect us against the constantly changing attacks by cybercriminals? To do this, we have ourselves tested in so-called red teamings in order to identify our own weaknesses. We also investigate any incidents that are reported to us, identify the cause and make sure that it is rectified. These notifications come from a wide variety of sources ranging from our SOC (Security Operations Center), Ottobock employees, the cyber specialists at the State Criminal Police Office, to a

so-called Bug Bounty Hunter from Indonesia, who has also pinpointed many weaknesses to us. We also support projects and try to familiarise our colleagues with the latest tricks of cybercriminals through awareness-raising activities such as phishing simulations. Work in various communities, including outside Ottobock, is also part of this. We also provide support in complying with data protection regulations.

How important is cybersecurity at Ottobock?

Henning Christiansen: Cybersecurity is without exaggeration given top priority at Ottobock. Since we, like most other companies in Germany and around the world, have already been affected by attacks, the threat posed by cybercriminals is perceived as very real in the company. In addition, we would not have been able to get away with the incidents

without the good preparation and team performance. Without exaggeration, I think I can say that we have caught up a great deal in recent years and are now probably better than average. This is a result you can only achieve if the company and its employees are firmly behind it. It is also clear that we must not rest on what has been achieved, because the current threat situation is too critical and too volatile for that.

Ottobock operates globally. New acquisitions are added almost every year. How do you ensure that we protect all data of our users and employees outside of Germany as well? What are the greatest challenges?

Henning Christiansen: In most cases, we are already consulted during the due diligence process and can then at least get to know the takeover candidate on the surface. Nevertheless, the challenges



remain enormous and are still visible in the company in some cases, as the IT of the acquired companies is not yet integrated into the Ottobock IT landscape in all areas. Acquisitions bring their own teams, suppliers and IT systems with which they have worked successfully in the past. Experience has shown that the level of security is not yet where we would like it to be, so we have to work together to ensure that the level meets our requirements in the future. →

This cannot be done overnight, but requires appropriate projects and associated investments.

What role does the human factor play in cybersecurity?

Henning Christiansen: Humans form what is known as the first line of defence; this is sometimes also referred to as the 'human firewall'. Still others use the term of the weakest link in the chain. I don't really like any of that. The best explanation, I think, is Bruce Schneier, an expert in cybersecurity: 'Amateurs hack systems, professionals hack people.' Now, at the latest, it is becoming clear how enormously important our employees, their awareness and their behaviour are for the security of a company. Cybercriminals will continue to try to manipulate us with steadily improved methods in the future. This makes it all the more important that, even in case of doubt, we are given information about suspicious activities and also accidental mistakes, which have almost certainly happened or will happen to all of us.

What is happening at the political level?

Henning Christiansen: The European Union has launched two directives. With the entry into force of NIS2 (Network and Information Security Directive 2) on 6 December 2025 and the Cyber Resilience Act (CRA), the requirements for companies in terms of cybersecurity, risk management, and governance will increase significantly once again – particularly at management level.

Companies such as Ottobock will in future be required to demonstrably implement technical and organizational measures, report security incidents strictly within defined deadlines, and make their supply chains more secure. Non-compliance may result in substantial fines, liability risks for executive management, and significant reputational damage.

In addition, the EU Cyber Resilience Act (CRA) requires that all connected products be demonstrably developed with "security by design and by default"

throughout their entire lifecycle, supported by structured vulnerability and patch management, and equipped with reporting and documentation obligations (including CE conformity). Failure to comply may lead to significant market and liability risks, including fines.

Where are the most risks and what has been your biggest security incident so far?

Henning Christiansen: I experienced my greatest security incident here at Ottobock during a phase in which we adapted and massively expanded our security measures to current requirements. The attacker had gained extensive access rights at the time. During the incident, we were already able to benefit from what we had achieved and drive the attacker off the net. In addition to the technology, the fact that we had previously coordinated with forensic experts who were able to help us directly at the time paid off. In the end, it turned out lightly. The biggest threat comes from highly specialised, highly motivated cybercriminals. The threat has never

diminished in recent years, but is evolving dynamically. The biggest risk lies in user accounts that are protected only with potentially weak, easily guessable passwords and without multi-factor authentication. We still encounter mostly very old applications where you can still log in without a second factor. In addition, there are systems that the manufacturer no longer supports and where security vulnerabilities are not repaired. Another risk to be mentioned would be missing backups. 'Without a backup, no compassion,' one says with little empathy.

When it comes to risk, do you also need to keep a close eye on the development of artificial intelligence?

Henning Christiansen: Absolutely. Following the latest developments involving the model "Mythos" developed by the company Anthropic, nothing less than a paradigm shift can be expected: in the future, cyberattacks will strike at machine speed, while defense processes are still often operating at human speed. →

We will have to adapt quickly to these new dynamics with new concepts in order to prevent successful attacks or at least mitigate their impact.

IT and cybersecurity are integral parts of the sustainability strategy not only at Ottobock, but also at other global companies. Where do you see advantages here?

Henning Christiansen: I think that this development is only logical. If you want to prepare yourself for the future, meet the challenges and develop yourself, you invest in IT and IT cybersecurity. The survival of a company is not guaranteed without functioning, future-proof IT that can reliably protect the data it processes.

Cybersecurity is a process. What aspects do you need to pay most attention to in the further development of your IT security strategy in order to stay up-to-date at all times?

Henning Christiansen: First and foremost, the security strategy must support the business. Security is not an end in itself, but must protect the interests and the continued existence of the company. As the saying goes: 'Culture eats Strategy for Breakfast'. In other words, no matter how sophisticated a strategy may be, it is of no use if it does not go along with the corporate culture. A security strategy must also be flexible and adaptable to the latest threats. Until recently, we could not imagine geopolitical polycrises, deepfakes and AI. A security strategy must take this into account.

What is your tip on how we can all protect ourselves – even in our private sphere – against data misuse?

Henning Christiansen:

- 100 % security is a myth.
- Be sceptical when you share information and consider who you are doing it with. Social media is both a blessing and a curse. The data we feed social media with through usage and interaction is the basis for targeted, highly profitable advertising or other

manipulation. Another saying with truth: 'If the product costs nothing, you are the product.'

- Use your common sense: Offers that seem too good to be true usually aren't – the heirloom from the United States or the Nigerian prince. Also, when pressure is put on me to turn off my common sense, there is usually something wrong. You should always reassure yourself, especially if something seems a bit fishy to you – such as the urgent confidential takeover, for which a lot of money needs to be transferred in advance because otherwise it is at risk.
- Strongly protect your email account, which allows you to reset the passwords of other services (Amazon, Apple, Paypal, etc.). Multi-factor authentication is a must. Sometimes it's not that convenient when your phone is in the other room, but you wish you had it when your password is stolen. Once it's stolen, things go quickly. Minutes matter.
- Passwords must be different, complex, long (preferably 10 characters or more) and managed via a password manager.

Nevertheless, one password is not enough (see above). But – good news: you don't have to change them all the time.

- Update your devices. All of them. Smartphones, laptops, desktops, WLAN routers also for the smart home (thermostats, smart LEDs, etc.) Over and over again – it won't stop.
- Create backups. Regularly, and protect them.

Famous final words:

Henning Christiansen: Security is a team sport and everybody's responsibility: Ownership of data and systems never rests with cybersecurity colleagues, but always where the data is processed and used. In the least number of cases, this is in the IT department, but mostly in the specialist departments, which also need to be aware of the legal requirements for the data.

Thank you, Henning!



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