



ottobock.

**Sustainability
Highlight Report
2023.**



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Foreword.

Oliver Jakobi, CEO



Foreword

Dear Readers,

The news that Ottobock is in the finals of the German Sustainability Award made us proud. Particularly because we had not actively applied, but were nominated based on the sustainability activities we had communicated. We have firmly anchored sustainability in our corporate strategy and are continuously advancing environmental, social and governance issues. The new European Corporate Sustainability Reporting Directive (CSRD) makes it clear that sustainability is a process. The path leads to more transparency in reporting – to more data and facts. As of today, we do not need to report according to the new reporting standard for financial year 2025 until 2026, but it was important to us to get to grips with the new provisions now. Firstly, to be as prepared as possible and secondly, to consolidate our own strategy or to identify gaps.

Our employees make an important contribution to this. Thanks to their ideas and work, for example, we were able to roll out the implementation of management systems for power, environment and occupational safety at our production sites.

Driving digitalisation forwards is also important for us. It helps us in our sustainability performance. Traditional craftsmanship still requires a great deal of material in patient care that ultimately has to be disposed of. Ottobock has Patient Care facilities around the world and not all countries have recycling processes like we do in Germany. Digital solutions not only enable us to provide quick, tailor-made treatment, but also reduce waste.

The earthquake in Turkey has personally touched me very much this year. More than 50,000 people were killed and 9,000 injured. The hospitals were quickly overloaded. A well-functioning medical technology infrastructure is of crucial importance for treatment. We acted promptly, sending a Repair Service Center and Patient Care container from Duderstadt to Adana. Our goal was to fit as many patients as possible with prostheses and get them moving again as quickly as possible.

We want to improve the lives of our users. This includes ensuring that people with a prosthesis can participate in sports as a matter of course. 2023 was a year of major sporting events. Ottobock has provided technical service at various events including the World Para Athletics Championships and the European Para Championships. These are the moments that move us when athletes experience their personal moments of happiness in competitions or when recreational athletes run at our Running Clinics for the first time with a sports prosthesis.


It is the stories behind the numbers that we want to bring you closer to in this Highlight Report. Read about Ottobock's sustainability activities and what initiatives our employees drove forward in 2023.



Oliver Jakobi



Ottobock – the 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 9,000 employees work for  [Ottobock](#) in almost 60 countries around the world and generate a turnover that exceeded one billion euros in the year under review. Näder Holding GmbH & Co. KG holds 80 per cent of Ottobock SE & Co. KGaA. The holding company is wholly owned by the Näder family, and thus the direct descendants of company founder Otto Bock. The Swedish private equity company EQT has held 20 per cent of Ottobock SE & Co. KGaA since 2017. EQT helps us continue growing in a sustainable and profitable manner. This enables us to further expand our leading position in the digitalisation of professional orthopaedic technology.

Our business units.

Prosthetics.



Prosthetics of the upper and lower limbs and accessories.

NeuroMobility.



Innovative, integrated solutions for limited mobility due to neurological causes.

Ottobock.care.



Treatment, support and services for our users in more than 400 of our own patient care centres around the world.

Exoskeletons.



Exoskeletons powered by the body's own energy for commercial applications.

Digital O&P solutions.



Digital treatment and production processes as well as business solutions.





Sustainability at Ottobock.

Taking global responsibility.

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. However, the prerequisite for this is to anchor sustainability strategically in our company and to integrate it into the management processes. Sustainability has always played an important role at Ottobock.

In our company, responsible governance and economic success have gone hand in hand for more than 100 years. Professor Hans Georg Näder signed the UN Global Compact in 2015. We have been working continuously on our [Sustainability strategy](#) since 2019. The Global Sustainability department has been responsible for all sustainability issues for almost two years now. 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. It is also responsible for reporting, communication, ratings and audits in the non-financial field. 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.

2023

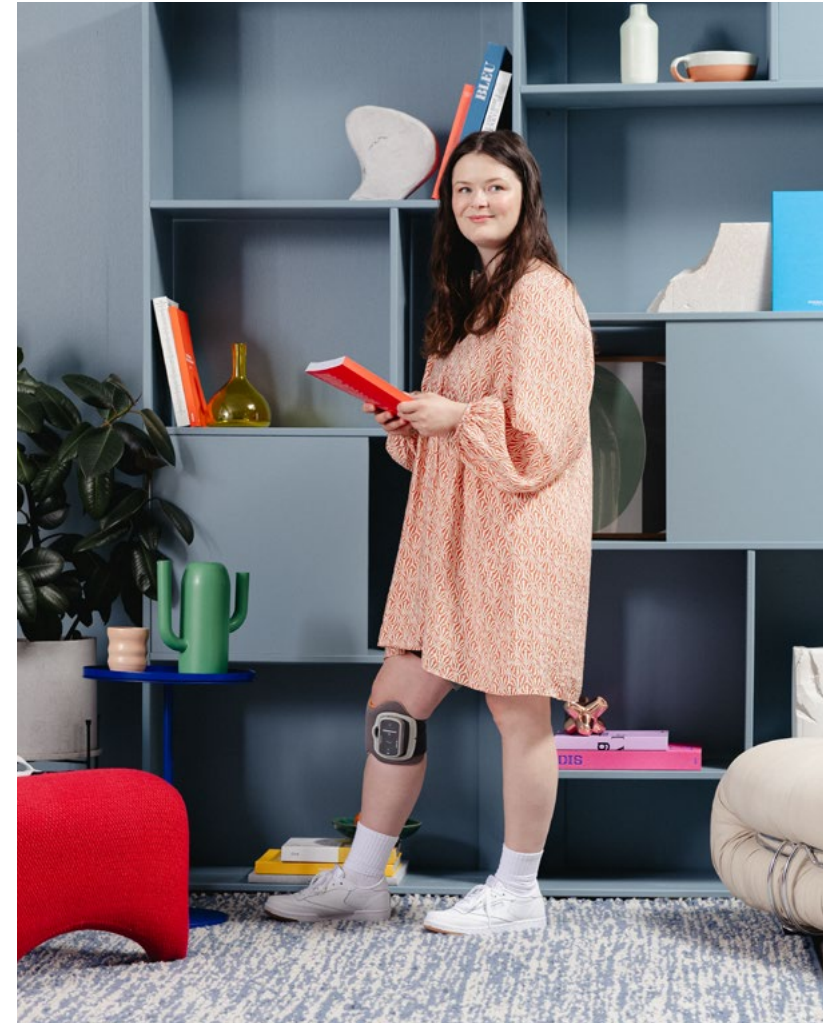
- five round tables took place.
- the Global Sustainability department was represented on the Administrative and Supervisory Board three times.
- we conducted around 12 ESG workshops with specialist departments.

New legal requirement

In the reporting year, we were particularly concerned with the new Corporate Sustainability Reporting Directive (CSRD). In 2022, the European Parliament adopted the CSRD, changing the scope and nature of corporate sustainability reporting. Previously, the Non-Financial Reporting Directive (NFR) applied to certain companies, which was implemented in Germany with the CSR Directive Implementation Act (CSR-RUG), but the CSRD requires more comprehensive disclosure of information. The focus of the NFR was particularly on environmental protection, diversity of board members, social responsibility and dealing with employees as well as anti-corruption. The CSRD demands greater transparency from companies with regard to their sustainability activities in order to identify opportunities and risks, and calls for more accurate and complete environmental, social and corporate governance (ESG) data. Greater quantification of the content of the reports is intended to strengthen the measurability and comparability of the information.

The directive brings with it clearly defined standards: the European Sustainability Reporting Standards (ESRS). As a result, it is no longer possible for companies to decide on the reporting standard themselves.

The aim of the CSRD is for this Directive to contribute to a more sustainable economy and society in Europe. It will make more companies reportable – from around 12,000 to almost 50,000 companies in the EU. It is not only capital market-oriented companies that are required to report. Starting in financial year 2024, the CSRD will be gradually expanded to a limited number of companies. As of financial year 2026, companies meeting two of the following criteria will also be affected: those with more than 250 employees, more than 40 million in net sales and/or a balance sheet total of more than 20 million. For Ottobock, this means reporting according to the CSRD by 2026 at the latest.



Double materiality

The new CSRD Directive introduces the concept of “Double Materiality”. As with financial corporate reporting, sustainability reports should focus on meaningful information that is important for the course of business. The delineation of the topics is referred to as “materiality”. In their reporting, companies therefore limit the many individual aspects of the environment, social affairs and governance (ESG) fields to the issues that matter to them. Companies are obliged to report not only on the effects of their own business operations on people and the environment, but also the effects on the company. Double materiality guides companies to view materiality from two perspectives:

- The inside-out perspective, also known as Impact Materiality, is used to determine which actual and potential positive and negative effects (“impacts”) entrepreneurial action has on various sustainability issues.
- The outside-in perspective, also known as financial materiality, examines which opportunities and risks related to sustainability issues affect a company's financial position and the future viability of its business model.

Even though Ottobock does not need to report on current business activities according to the CSRD until 2026, we have decided to deal with the new requirements early on and conduct a materiality analysis in 2023. In preparation, we have considered which sustainability aspects may be significant for Ottobock. We also used the ESRS standards framework, the Sustainable Development Goals, various sustainability ratings, stakeholder issues and our own focus topics in the last analysis as a basis for compiling the list of potential topics. 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.

Experts from the various specialist departments prioritised and evaluated the individual topics according to a specified matrix. A total of eight workshops were held with representatives from HR, Finance, Legal, Marketing and Operations. A reporting materiality threshold was established prior to the evaluation. All issues above this threshold are highlighted and discussed in detail in the report in accordance with ESRS standards. This includes information on strategy and governance in relation to the issue, information on the measures implemented as well as targets and indicators. With respect to the inside-out and outside-in perspectives, an issue is subject to reporting even if only one of the two perspectives reaches the threshold and is classified as material.

Ottobock conducted a materiality analysis for the first time in 2019. Eight major issues were identified. Two years later, we reworked and refined it. In addition to the environment and corporate governance, the main focus was on social

issues: deeply rooted in our corporate values, people take centre stage in everything we do. We work hard every day to improve the quality of life of our patients and users and to empower them to live independent daily lives. We have translated the results of the materiality analysis into a consistent sustainability strategy. To this end, we have set ourselves targets in each field of action along the three dimensions of environment, social responsibility and corporate governance.

The new materiality analysis of 2023 showed that the core topics remained, but the political and climate-related influences also affect us and are therefore reflected in the results.

The result of the materiality analysis 2023.



On the one hand, we have now become much more focused. Out of the six former focus topics in the area of social affairs, we have reduced the core topics to three: “Good working conditions”, “Diversity” and “Access and quality of treatment”. This helps us to develop clear and transparent measures and targets. “Fair employee management”, “Occupational safety”, “Customer satisfaction”, “Global access to treatment” and “Product quality and safety” are all behind the three focus topics. Secondly, we have identified new topics.

In the environment field, we have sorted the “Ecological footprint” into the new topic “Energy and Climate”. A new addition is the “Circular economy”. It is also very important for us to deal with environmentally-friendly materials, recycling and disposal.

Our company structure is shaped by numerous different stakeholders and economic activity with varying degrees of freedom. Complex requirements and continuously changing legal and normative frameworks demand clear standards and rules for corporate governance and for our collaboration. With increasing digitalization, data protection is more important than ever in the area of corporate governance. In addition to the legal requirements, it is in our interest to protect the data of our employees, patients and customers. For example, we have considered data security as well as compliance under the focus topic of “Value-based corporate management”.

Our task for 2024 is to back up the focus topics with initiatives, measures and goals. We have already begun talking to the departments and will decide the defined initiatives with the Executive Board in the first quarter of 2024.

Our focus topics and their contents.



UN Global Compact and Sustainable Development Goals

As a signatory of the  UN Global Compact, Ottobock is committed to the 17 Sustainable Development Goals of the United Nations  (Sustainable Development Goals, SDGs). 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

We are proud to have been among the finalists for the [German Sustainability Award](#) in 2023. In the nomination round, 100 expert juries selected pioneers of sustainability in the German economy. Ottobock excelled in the medical technology industry along with nine other companies and ultimately made it to the finals next to B. Braun and Siemens Healthcare.

At the beginning of the year WirtschaftsWoche rated Ottobock as sustainable. We ranked 13th out of the top 50 companies. On behalf of WirtschaftsWoche, the Munich Strategy consultancy examined German medium-sized companies with regard to their sustainability performance. In a multi-stage analysis process, specialists analysed the ecology, social affairs and corporate governance (ESG) initiatives of around 4000 medium-sized companies. The commitment in the criteria groups ESG perception, ESG documentation and ESG implementation was assessed with its own sustainability score.





Our sustainability activities.

Environment.

The climate crisis is one of the most urgent challenges of our time. It is the result of the continuing increase in greenhouse gas emissions, which is warming the planet and having a serious impact on the environment. Globally, this crisis is manifested by more extreme weather events, the melting of the polar ice caps, rising sea levels and threats to biodiversity.

The 2015 Paris Agreement marks a significant milestone in the global effort to address climate change. The aim of the agreement is to limit the increase in the global average temperature to well below 2 degrees Celsius above pre-industrial levels and to make efforts to limit global warming to 1.5 degrees Celsius. The Paris Agreement is seen as a historic step towards global cooperation in the fight against climate change. It calls for commitment at the international, national and local level to achieve the goals and secure a sustainable future for the generations to come. However, emissions are higher than ever before and it is questionable whether the 1.5 degree target can be reached. 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 is a manufacturing company with sites around the world. 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.

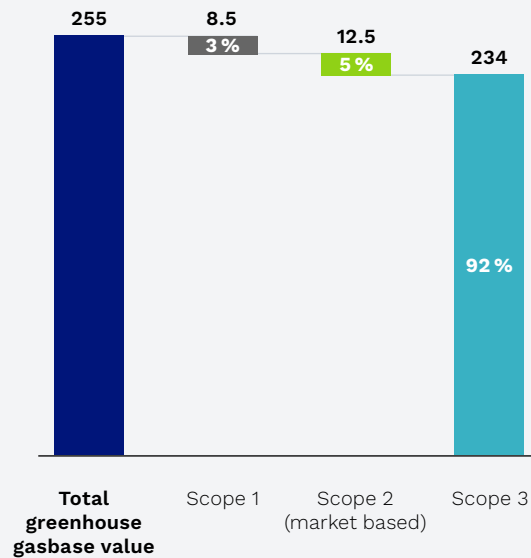
We use the international standard – the Greenhouse Gas Protocol – when drawing up the balance for our emissions. Right from the start, Ottobock decided to make a contribution to limiting global warming in its very first year of drawing up a greenhouse gas balance sheet. It was clear to us that the largest 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. In 2021, we developed initiatives for reducing CO₂ emissions over the long term. These included switching to 100 per cent renewable energies, switching the vehicle fleet to electric cars, switching logistics from air to sea freight and obliging suppliers to meet emission targets. The coronavirus pandemic, inflation, and the energy crisis in recent months and years have forced us to confront new challenges.

Not all targets were to be kept. We have therefore decided to review, refine and develop new initiatives in 2023 and early 2024. Our goal remains clear: to reduce our environmental footprint.

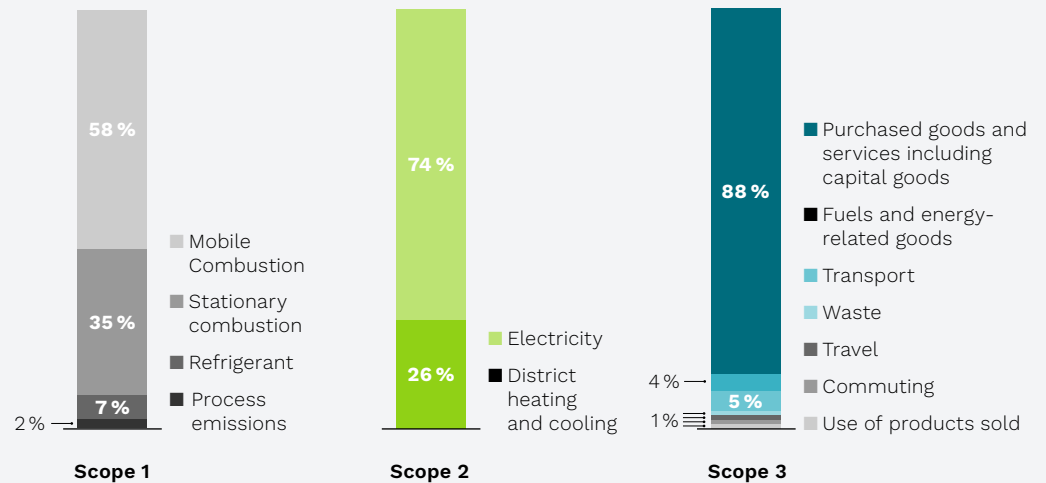
We are therefore continuing to sign the commitment letter for the Science Based Targets Initiative (SBTi). After reviewing our initiatives, we will set targets for Scope 1 and Scope 2 emissions in 2024 that are consistent with the level of decarbonisation. Since our Scope 3 emissions account for more than 40 per cent of the company's overall carbon footprint, we will need to set an ambitious target in this area as well, covering at least two thirds of the Scope 3 emissions.

Greenhouse gas of 255 kt CO₂e, mainly from Scope 3.

Ottobock greenhouse gas emissions (GHG) by Scope 2023 (kt CO₂e)



Breakdown of emissions by activity 2023 (kt CO₂e)



Total emissions in the reporting year amounted to 268,394 tonnes. In Scope 1 and 2, the volume has decreased by around 4,300 tonnes over the past twelve months. Energy savings and the increasing use of CO₂-free and CO₂-reduced electricity are contributing to the gradual reduction of emissions. Scope 3 increased slightly to around 1,500 tonnes of CO₂.

2023 was a high-growth year for Ottobock. In the first half of the year alone, the company recorded sales growth of 17 per cent. Despite several acquisitions of patient care clinics, we recorded virtually no increase in total CO₂ emissions. Nevertheless, our goal is to combine entrepreneurial growth and decarbonization. For this reason, we are working with the specialist departments on solutions to reduce our ecological footprint.



Sustainable logistics

Logistics connects producers, retailers and consumers by transporting, handling and storing goods. As one of the largest global emitters of CO₂ emissions and due to its high dependence on fossil fuels, logistics plays a crucial role in the fight against climate change.

Ottobock operates globally. We receive materials via various transport routes and simultaneously deliver our products to customers. Our logistics centre in Duderstadt alone processes around 24,000 shipments per month. With the assessment of the ecological footprint, Maik Senger, Vice President Global Logistics & Infrastructure, and Christoph Gaertner, Transport Specialist, focused primarily on a more sustainable supply chain. A comprehensive analysis of the entire logistics chain, including all service providers, opens up a wide range of possibilities for the development of sustainable logistics strategies.

In an interview, they tell us about their views on the future of logistics and sustainability solutions at Ottobock:

Sustainability is an important issue across all industries today and will continue to gain relevance in the future. Companies today have to adapt their existing approaches, strategies and measures. How do you assess the current status of logistics – how sustainable is the industry already?

Maik Senger: Basically, a lot has changed in this respect in recent years, and legislation and technological progress have made logistics more sustainable. These include, for example, stricter emission standards for vehicles or transport concepts with more e-mobility.

Sustainability has also become a business model for many logistics service providers. For example, they actively advertise that they only use “green electricity” and that customers have the option to offset the emissions caused by paying more.



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Electromobility will be an important factor in achieving greater sustainability in logistics in the coming years. Ottobock is also prepared for alternative, green mobility concepts such as operating vehicles on hydrogen, and could even provide support as a fuel supplier via our existing biogas plant.

Maik Senger

Christoph Gaertner: On the whole, however, the reality is that logistics-related CO₂ emissions are still increasing in absolute terms as a result of steady global growth. Even in technologically advanced Germany, where total emissions have already fallen by almost 40 % since 1990, the relative share of logistics in total emissions has almost doubled. Logistics is thus becoming sustainable more slowly than other industries.

What are the biggest challenges for logistics in general – also compared to other industries – on the way to more sustainability?

Maik Senger: Essentially, logistics is a very challenging sector in terms of increasing sustainability due to the high requirements placed on it and its structure.

Consumers' expectations have risen sharply – especially in the context of e-commerce – and it's not just Ottobock's customers who want products to be available globally as quickly as possible. Without adaptation of the transport infrastructure, this means, first of all, greater resource consumption. In addition, in logistics, more than in other sectors, we have a linkage of various companies and operating processes, often even across national borders.

Christoph Gaertner: Implementing uniform standards and processes here is difficult. After all, logistics, like many other industries, also relies on high levels of investment: Whether it's real estate, fleet or digital infrastructure – replacing or retrofitting these with more sustainable investments costs time and money, which is not always available for this purpose in the highly competitive logistics field.

We have been measuring our ecological footprint since 2021. Ottobock operates worldwide, so long transport distances are also involved. How important is sustainability in our logistics?

Christoph Gaertner: As a manufacturer of medical devices, logistics is a key element of Ottobock's competitiveness.



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Our logistics initiatives have already allowed us to save 1000 tons of CO₂ since the ecological footprint was determined. Our aim is to make further progress in this area. Sustainability is firmly anchored in our Chief Operations Officer's strategy paper, so we achieve broad support for our ideas and measures.

Christoph Gaertner

The availability of our products must be guaranteed at the best possible cost and with the best quality. Of course, sustainability also plays an important role as an additional factor in this requirements framework. We are working on appropriate solutions and measures in various areas of logistics. In order not to jeopardize availability, more sustainability usually means more costs. Identifying win-win initiatives in which lower emissions do not at the same time lead to a worsening of additional requirements or, at best, even a reduction of costs must be the top priority and has already been implemented in individual initiatives in logistics.

Logistics currently accounts for five per cent of Scope 3. How do we optimize our footprint and where do you see the greatest potential for reducing CO₂ emissions?

Christoph Gaertner: We have a large proportion of air and express freight, which account for a large proportion of our emissions in logistics. In this regard, since the initiative was launched in 2021 we have already successfully identified and exploited potential in cooperation with other departments within Global Logistics by shifting a significant proportion of the air freight to our foreign subsidiaries in Australia and the USA to sea routes. Business cases are currently being set up for other companies.

Maik Senger: We are also optimising the processes at our logistics centre in Duderstadt: the sorting facility that went into operation in 2021, for example, allows us to sort our shipments by destination so

that our transport service providers load the vehicles specifically for a defined distribution centre and in that way they can avoid unnecessary additional journeys. In order to generally keep the volume transported as low as possible, each Ottobock shipment is individually packaged based on the products included. We use more than 30 different sizes of cardboard box for this, so we send as little by air as possible, which also reduces emissions.

How do you make employees, customers and service providers aware of this issue?

Maik Senger: Many colleagues are aware of the relevance of this issue and are motivated to make a contribution – not only to Ottobock's success, but to greater climate protection as well. With service providers in the logistics sector, the issue has become an integral part of negotiations and other discussions.

At present, this is primarily about transparency, i.e. we require our service providers to send us an emission report for the services we have purchased at regular intervals. This enables us to meet our transparency obligations to authorities – e.g. in the context of the CSRD – and also provides us with a database that will enable us to optimise our shipments with regard to emissions.

Thank you for the interesting interview!

Environmentally-friendly processes

We are continuously committed to sustainably optimising our production processes. This includes the responsible use of natural resources and the development of new procedures to reduce the use of materials, especially plastic, wood and paper, in order to minimise the associated waste. In addition to waste reduction measures, we focus on avoiding hazardous substances and increasing the recycling of recyclable materials. The expansion of digitization processes is also an essential component of our sustainability strategy.

The scarcity of important resources, price increases and increasing regulatory requirements in the area of climate protection present Ottobock with new and increasing challenges. We work to identify the negative impacts of our activities at the global, regional and local levels and to prevent or minimise them wherever possible. Our objective is to make a sustainable contribution and to shape our actions in accordance with the principles of environmental protection and resource conservation.

In 2022, we successfully implemented the management systems comprising ISO standards 14001 (environment), 45001 (occupational health and safety) and 50001 (energy) at the Duderstadt site and recertified them in 2023. The Vienna site was audited for the first time in 2023 with regard to the power management system and the Königsee site for management systems for environmental and occupational safety. Additional production sites will be audited in the coming years.



Integrated facility management

Our approach to avoiding environmental impacts is reflected in our daily actions. CO₂ emissions are also generated in facility management. Facility management must therefore be integrated into the climate strategy. Energy management, waste, resource consumption and the selection of environmentally-friendly materials for construction and renovation are levers for greater environmental protection. Mary Bergstrom has been Director of Facility Management Operations since May 2023. She is responsible for facility management and occupational safety in North America. For Mary, sustainability means the ability to meet the current needs of society without compromising the future. At the same time, she strongly believes that the impact on the environment must be minimised by using natural resources and reducing CO₂ emissions and waste.

In an interview, she told us what this means for her day-to-day work at Ottobock.

Sustainable facility management is an issue that is becoming more and more important. What are the general approaches for sustainable behaviour in facility management?

Mary Bergstrom: There are a number of ways in which facility management can achieve sustainable goals. These include more efficient use of power, gas and water, reducing the amount of waste in landfills through recycling and composting, and reducing the use of plastic and paper in offices.

What do these approaches mean to you in your work as head of Facility Management at Ottobock North America?

Mary Bergstrom: We have a lot of work ahead of us! Many municipalities do not yet have the infrastructure to address the issues of recycling, composting,

reducing energy consumption and even charging stations for electric vehicles. This is where we need to start. We need to provide information and develop strategies to get everyone involved when it comes to sustainability.

With its regulations and new directives, the European Union has placed the issue of ESG in companies in the foreground. What are the laws and regulations in the USA?

Mary Bergstrom: Reporting in Europe is more comprehensive: the EU requires companies to report on a wider range of ESG indicators than the US. This includes not only key figures on greenhouse gas emissions and water consumption, but also indicators relating to social and governance issues. →



According to a 2020 Guardian article, the US lags far behind other developed nations in terms of environmental performance. According to a new analysis by Yale and Columbia Universities, we are only 24th in the world. Denmark comes first, followed by Luxembourg and Switzerland. Basically, the EU has a better infrastructure for sustainable action. Given the size of the US and its different states, it is time-consuming and sometimes quite difficult to implement sustainable regulations because each state has different priorities.

Facility managers have the opportunity to exert a targeted influence on the sustainable operation of a building. Where do you see challenges and solutions?

Mary Bergstrom: The biggest challenge is the buildings themselves. Many are outdated. We are also often just tenants and each building has a different infrastructure. We can only start here if we find joint solutions with the landlords

and receive support from the municipal authorities. Involving local staff can also lead to faster solutions.

Keyword “employees” – how do you make employees aware of the issue?

Mary Bergstrom: Conversations. For example, we communicate the results of our sustainable activities. They are more motivated when they learn how much waste we have reduced thanks to their help and see how they are actively contributing to better environmental protection and, at the same time, greater cost savings.

What do you think the future of sustainable facility management looks like?

Mary Bergstrom: The future lies in action! We need to adopt and implement measures. Through the use of sensors, automation and artificial intelligence, facility management can optimize energy consumption, reduce waste, introduce

environmentally-friendly cleaning practices, use sustainable materials, partner with like-minded vendors, and improve overall efficiency.

Thank you for the exciting insight into your work!



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 9,000 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 experienced 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 independence. That is why integration and participation in society and the world of work, equal opportunities and 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 distinct advantage by bringing together people with a variety of individual experiences, beliefs and perspectives.

We experience diversity in our teams as a special advantage and bring together people with different individual experiences, beliefs and perspectives. Our products stand for reducing inequality and creating equal opportunities. That is why we as a company strive to be a role model for diversity, equity and inclusion. Our aim is to treat all people equally, fairly and with respect. We are committed to a healthy working environment where everyone has the opportunity to contribute to the success of the company and develop their full potential. This is how we succeed in attracting and retaining a qualified and diverse workforce.

Kristian Kaić comes from Zagreb. He has difficulty in concentrating and has to repeat the knowledge he has acquired regularly in order to internalise it. As a result, he also depends on the support of his parents, friends and work colleagues in everyday life. He graduated from the Educational Centre in Dubrava as a shoemaker. He then worked for two and a half years in a private orthopaedic clinic in Zagreb. Due to the coronavirus pandemic, his employer was no longer able to pay him. Kristian was familiar with the fabrication of custom orthopaedic shoes, so Ottobock hired him. For this purpose, he travels for one and a half hours by public transport every day. In an interview, he told us what working at Ottobock means to him:

Kristian, what are your tasks at Ottobock?

Kristian Kaić: My main task is to make all the materials and components required for the day-to-day work of the O&P professionals available in the Repair Service Center. In this way, I work closely with my colleagues in the warehouse to ensure that everything runs smoothly. I also support the O&P professionals during the fabrication of definitive sockets, especially in the area of the lower limbs. Essentially, I prepare the models, cast the socket and do the finishing.

What does working at Ottobock mean to you?




Kristian Kaić: I'm extremely grateful to have a secure job at Ottobock and to be able to take care of myself without my parents' financial help. Working with my colleagues is very nice. I get a lot of appreciation for my work and if I have a problem, I can contact them or the Repair Service Center manager at any time.

What do you hope for the future in terms of integrating people with disabilities?

Kristian Kaić: My hope for the future is that people with disabilities will play a greater role in the working world and that companies like Ottobock will give them a chance. I think I can speak on behalf of a lot of people with disabilities when I say that we are very thankful for being able to earn a living for ourselves by working and thus improve our quality of life.

Thank you for your candour!



Ottobock is involved in major campaigns

 The “[Charta der Vielfalt](#)” (Diversity Charter)  [The Valuable 500](#) and  [#WeThe15](#) – we are committed to equal opportunities and diversity in the workplace. Ottobock supports the above-mentioned campaigns, which have the task of bringing together 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. Our aim is to ensure equal opportunities. We do not tolerate any discrimination against employees based on their age, gender, ethnic origin, religion, ideology, sexual identity, disability or social background.



#IAMAMOUNTAIN

Bringing people with disabilities together, boosting their visibility, giving them courage – these are the goals of Ottobock's first global brand campaign.

#IamAMountain was launched in June 2023. The centrepiece is an anthem celebrating life, written by  [Sam Ryder](#). The British singer presented his new song  “[Mountain](#)” for the first time at the final of the Eurovision Song Contest. His performance was the highlight of the show, which is the biggest music competition in the world. For the first time ever, people with disabilities shared the stage with Sam Ryder and Roger Taylor, the drummer of Queen. They got the crowd going as dancers, musicians and performers – all the while visually embodying the subject matter of the song, which is all about overcoming challenging times. The song “Mountain” celebrates perseverance and is intended to give courage. The British singer competed in the Eurovision Song Contest in 2022 and reached second place with “Space Man”, the highest finish for Great Britain in over a quarter of a century. Ottobock is certain that Sam Ryder is the perfect voice

for the campaign. His song and his commitment give courage to overcome life's difficult moments. #IamAMountain is based on user-generated content from 26 Ottobock users. They shared their personal moments on social media – both highs and lows. Alongside Sam Ryder and the Ottobock channels they invited everyone to join in the conversation. “What have you overcome?” they ask their followers, who share their personal experiences under the hashtag #IamAMountain.

With the campaign, we want to place the focus on those people who stand up for awareness and recognition of people with disabilities. At the same time, we aim to improve Ottobock's global brand recognition.

At the heart of the new campaign are – among others – these Ottobock users and their moving stories:

Hari Budha Magar (UK) wrote mountaineering history on 19 May 2023 when he became the first person with both legs amputated above the knee to climb the 8848 metres to the summit of Mount Everest. Born in Nepal, he joined the British Army at the age of 19 and served for almost 15 years before losing both legs in 2010 in a bomb explosion. Hari hopes that his personal story will help to inspire others: “I hope that my achievement of climbing Everest will help change the way people with disabilities are viewed. I want to encourage everyone to ascend the mountain of their choice.”

Dima Aktaa (UK) grew up in Syria and made her way to the UK as a refugee in 2017. Her left leg was injured so badly in a bomb attack that it had to be amputated. When she was 18, she got her first prosthesis and started to learn to walk again. In 2022, Dima was named one of the BBC's 100 most inspiring women in recognition of her social commitment.

Gina Rühl (Germany) calls herself the “one-armed princess”. She lost her left arm in a motorcycle accident in 2019 and has since worn a bionic hand prosthesis. As runner-up in the Miss Germany beauty pageant, model and motivational speaker, she wants to inspire and give courage to other people and to break down conventional beauty standards. Alongside Dima Aktaa, Gina Rühl was also one of the performers on stage with Sam Ryder for his moving performance at the ESC final.

Zainab Al-Eqabi (United Arab Emirates) lost her left leg when she was seven years old due to injuries sustained in a bomb blast. Today, the qualified pharmacist stands up for the rights of people with disabilities – as a TV presenter, influencer (with 1.7 million followers on Instagram) and cover model of Vogue Arabia.

Brandon Todd (USA) is an entrepreneur, athlete, fashionista and motivational speaker from Georgia. He lost his leg in a motorcycle accident in 2017 and has worn a C-Leg prosthesis ever since. He shares his successes and challenges on TikTok and has become a role model for many people who live with physical disabilities.



EmpowHERment

Promoting the equality and equal rights of women is a key component of Ottobock's corporate philosophy. We are firmly convinced that the increased presence of women professionals and women in management positions is a driving force for our company and society. Georgia Näder, Vice President of Futuring Mediterranee & Business Transition and member of the owner family, and Maria Keller, Head of Financial Planning and Analysis, have launched the internal EmpowHERment network to strengthen the role of women within the company. Through regular digital sessions, EmpowHERment offers a space for networking, inspiration and mutual learning among women in the company. In addition to existing internal know-how, the expertise of external specialists is also integrated into the network.

Sharing experiences creates a supportive environment in which women in all positions within the company can grow together.

Twelve virtual meetings were held in German and English in 2023. In addition to valuable coaching tips for daily work, the invited speakers were a highlight. They have an impressive career behind them and in the sessions discussed their challenges, decisions about leadership and professional skills, personal role definition and the importance of continuing education.

Improving global access to devices

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 global treatment network enables us to provide people with devices as quickly as possible, even in emergencies. On 6 February 2023, a severe earthquake shook the Turkish-Syrian border region. More than 50,000 people were killed and 9,000 injured.

Mobile orthopaedic Repair Service Center

Hospitals were faced with numerous amputations requiring treatment. In order to be able to professionally treat patients with prostheses and orthoses, we quickly equipped several containers as a mobile orthopaedic Repair Service Center and shipped them to the Adana crisis region in Turkey. Ottobock has equipped a state-of-the-art workshop container in Nieuwkuijk, the Netherlands. It was delivered from Duderstadt to Adana together with a Patient Care container fitted with modern equipment. Measuring over six metres in length, the Patient Care container offers sufficient space to treat up to two patients at the same time. Equipped with the TF Design software as a digital alternative to the classic plaster cast technique, the MyFit TT scanning and modelling software and two scanners, O&P professionals can record data for a quick initial fitting with just a few clicks.

After using the virtual product configuration in the Patient Care container, iFab Production in Istanbul can use the available data to mill custom foam models, vacuum form sockets and align the prosthesis. The fitting takes place back in the patient container. O&P professionals can make minor corrections or adjustments in the workshop container in the next step. At the same time, they also find the ideal environment for fabricating sockets with the traditional plaster casting technique. The Patient Care container maintains the highest hygiene standards, not least thanks to its water connection and sanitary facilities.

Since May, 168 patients have been fitted. Another 85 are to receive follow-up fittings and 60 patients are waiting for their initial fitting. At the same time, Ottobock conducted free on-site training for O&P professionals. The focus was on digital fitting solutions with the MyFit TT software. The twelve participants learned how to achieve optimal fitting results in a short space of time.

Training qualified specialists is one of our most urgent tasks, along with improving the treatment structure. Our lasting success demands an integrated approach to healthcare.



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Close cooperation with policy makers is essential in emergency situations. This is the only way we can help in a quick and targeted way. In consultation with the Turkish Ministry of Health, we have found the optimal environment for our containers on the site of the training and research hospital in Adana to be able to provide the patients with medical technology after their inpatient treatment.

Dominik Diedrich,
Business Development Manager
Planning, Equipping & Materials

Product highlights

Our products focus on the challenges of various patterns of illness that impair the lives of many people. We develop precise solutions that give our users new freedom and security. At the same time, we are perfecting our technology to further improve the lives of our users. Throughout Ottobock's history, our products have helped many people improve their quality of life. In 1997, Ottobock presented the first microprocessor-controlled *C-Leg* prosthesis. To this day it remains the worldwide technological standard. Based on a self-learning system, our bebionic prosthetic hand revolutionised life after an amputation. And the *Genium X3*-joint makes swimming, cycling and jogging possible. Ottobock owns 1886 patents in 540 patent families for prostheses, exoskeletons, orthoses and wheelchairs – technical innovations that directly benefit people with disabilities.


Ottobock launched a height-adjustable prosthetic foot in 2023. With the *Taleo Adjust*, people with leg prostheses can freely decide which type of shoe they want to wear – whether trainers or pumps. Ottobock worked closely with users to develop this product. Continuous feedback helped us make it significantly more user-friendly. At the click of a button, the prosthetic foot can be smoothly adjusted up to a heel height of 7 cm. Users can adjust the heel height independently without having to visit their medical supply company. And they are no longer restricted in their choice of footwear. The carbon foot is aimed at all active users (mobility grade 2–3), can bear loads of up to 115 kg and is suitable for every gender. Another advantage of the new prosthetic foot is that it is compatible with all Ottobock microprocessor-controlled knees (*C-Leg*, *Genium X3* and *Kenevo*) as well as the new Quick-change adapter for a quick and easy changeover of prosthesis components.



Taleo Adjust prosthetic foot



Commitment to sports.

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 the motto  "Passion for Paralympics", we do everything we can for their mobility. In the coming year, our focus will be on France. In Paris, athletes from over 180 nations will compete in 549 different competitions in 22 sports.

2023 was already a year of many sporting highlights. Highlights included the Invictus Games in Germany, the World Para Athletics Championships in Paris, the European Para Championships in Rotterdam and the Parapan American Games in Chile. At sports events, Ottobock has made sure that para-athletes' participation in the competition is secured, even if something breaks or has to be replaced on their device. After all, not only will the athletes themselves

be performing outstanding physical feats of endurance and skill, but the devices and medical technology they rely on will also be subjected to extreme stresses and strains. This service will be available to participants free of charge. The type and manufacturer the athletes are fitted with does not matter. This lets the participants focus fully on themselves, their competition and therefore their rehabilitation.

2023 Events.





Asia, Europe, South America: Ottobock is engaged in sports around the world.

World Para Athletics Championships

Ottobock supported the athletes at the World Para Athletics Championships with a 20-member team. The international O&P professionals supported the athletes with their technical expertise and know-how right from the start. They made sure that the participants were able to fulfil their full sporting potential. With over 300 repairs in total, they ensured the 1,198 para athletes from 107 countries were able to compete with fully functional sports equipment.



European Para Championships in Rotterdam

The European Para Championships were the first multi-para sports event in Europe. The athletes had the chance to secure their ticket or important qualification points for the 2024 Paralympic Games in Paris. Around 1,500 athletes from 45 European countries competed in ten different sports. Eleven O&P professionals from Ottobock were on hand to take care of repairs to the athletes' devices. In addition to a large Repair Service Center area in the "Rotterdam Ahoy" event hall, there were four smaller outdoor Repair Service Centers in the immediate vicinity of the venues for the sports that were not held in the main hall.



Invictus Games in Düsseldorf

Using the power of sport, the Invictus Games support the recovery and rehabilitation of the participating soldiers. The athletes achieved outstanding physical performances in ten disciplines. The technical medical devices with which many of them competed were also subjected to extreme strains during the sporting contests. Ottobock was on-site at the Invictus Games with an international team of technicians. The Technical Repair Service Centers were located directly in the INVICTUS GAMES PARK and thus in the immediate vicinity of the training and competition venues.



Parapan American Games

The 7th Parapan American Games were held in Santiago de Chile in 2023. This multi-sport event was the setting for outstanding para sports competitions. Ottobock was on site with its technical service to ensure that athletes could take part in the competitions even if they had problems with their devices. 39 technicians from Argentina, Brazil, Colombia, Chile, Mexico, the United States and Germany carried out over 1000 repairs.

At the same time, we also had a marketing tent in the National Stadium. Here, for example, visitors, families and school classes were provided with information on parasports, prostheses and much more.



We spoke to Miguel Espinoza, O&P professional, and Marcelo Cuscuna, Regional President of Latin America, about their impressions of the Parapan American Games.

Marcelo, what significance do the Parapan American Games have for you?

Marcelo Cuscuna: The Parapan American Games really inspire me. We encounter people making their dreams come true. Our technical service brings us very close to people. We hear what moves them. For me, the best thing is when we can help people with our products – whether in sports or in everyday life, as at the Parapan Games. For Ottobock, it means we don't have to invent any claims. We can tell true stories about how our products help people regain their independence and zest for life.



Marcelo Cuscuna

Miguel, you were a technician at the Paralympic Games. What makes the Parapan American Games so unique? What makes them different from other major para sports events around the world?

Miguel Espinoza: We were like a family working together. We know each other quite well here in Latin America. Whether it's a technician from Mexico who's my friend or my colleague from Argentina. We all share the same love and passion. I love the Paralympics. But the Parapan American Games are our home games.

What was the trickiest or most difficult repair?

Miguel Espinoza: In my opinion, all repairs where something needs to be welded or completely replaced. The challenge is also that you have to improvise a lot. We've seen a lot of wheelchairs, but not all of them. Or you can see liner that's broken, but you don't have the exact part. But we need to find a solution for the athletes there and then so they can take part in the Games.



Miguel Espinoza

What contribution can the Parapan American Games make to Chile and South America in general?

Miguel Espinoza: In Latin America, especially, we are dealing with a really difficult market. Not all or only very few people in these countries receive reimbursement for their medical devices. Many patients pay privately or finance them through fundraising. So you really have to fight for every prosthesis and every wheelchair.

Marcelo Cuscuna: The world's focus was on South America and Chile during the Parapan Games. On the one hand, sport and the issue in general received a lot of attention, and on the other hand, we were able to show that we belong there. Doing everything for the success of the Games was personal for us. This is the only way we can send a message to people, politics and the economy.

Thank you for your enthusiasm!

Sport connects

But Ottobock does not 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 will also be on hand to swap and fit the prostheses. A total of eight Running Clinics were held in Europe, Asia and the USA in 2023. 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.





Corporate governance.

Overcoming complex challenges in a continuously changing legal and normative environment requires 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 form important pillars of Ottobock's 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 general 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](#).



About this report.

Since 2016, we have published an annual sustainability report based on the principles of the UN Global Compact. The 2021 and 2022 reports were prepared in accordance with the Core option of the Global Reporting Initiative (GRI) Standards.

This Sustainability Highlight Report is supplemented by the voluntary non-financial report in accordance with the European Standards for Sustainability Reporting (ESRS).

The two consolidated reports relate to Ottobock SE & Co. KGaA's 2023 financial year. The reporting period is 1 January to 31 December 2023, unless otherwise stated. The editorial deadline for the reports was 2 February 2024.

The reports have not been reviewed externally.

All of the above-mentioned reports are available in German and English on our corporate website.

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Ottobock SE & Co. KGaA
Max-Näder-Str. 15 · 37115 Duderstadt, Germany
T + 49 5527 848-0

Contact

Christin Franzel
Head of Global Sustainability / Human Rights Officer

Maren Harloff
Senior Manager Global Sustainability

Sustainability@ottobock.com

#WeEmpowerPeople
www.ottobock.com