

OTI Cares

2024 - 2025

Impact and Governance Report



A letter from our CEO

At OTI, our vision is to transform health through actionable insights, and power the shift that connects people to healthcare wherever they are. During the past year, we made significant advancements on our strategic transformation, which allow us to continue to execute on that vision.

In last year’s OTI Cares Impact and Governance Report, we shared the results of a materiality assessment to identify and rank the impact and governance-related topics identified as most important to our internal and external stakeholders. I’m delighted to share that the strategic work we have done to strengthen our foundation, elevate our core growth, and accelerate our profitable growth aligns precisely with several topics identified in the governance and impact matrix. We will share those with you in this year’s OTI Cares Impact and Governance Report, with a strong focus on financial performance, strategic partnerships, and innovation.

Many of our decisions during the past two years of our strategic transformation have benefited both our business and the planet, as we have continued to enhance efficiency across our enterprise by consolidating sites, standardizing products, and leveraging automation capabilities.

As a good corporate citizen, OTI believes it is our responsibility to be mindful of our environmental impact and conduct our business with the highest integrity. We strive to consistently deliver value to our customers, invest in our employees, deal fairly and ethically with all stakeholders, and create better outcomes in the communities where we live, work, and offer our products.

Our annual OTI Cares Impact and Governance Report — now in its fourth year of publication — showcases our efforts to execute on these promises.

We hope you enjoy learning about our efforts and our results.

Carrie Eglinton Manner
President and Chief Executive Officer



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OraSure
Technologies, Inc. **OTI**™

DNAgenotek™

Sherlock
BIOSCIENCES

Get to know OTI

Headquartered in Bethlehem, PA, OraSure Technologies, Inc. (“OTI”) is a leader in point-of-need and home diagnostic tests and sample management solutions. Our largest employee base and state-of-the-art manufacturing facility are located here, where we develop and manufacture innovative diagnostic products — including rapid tests for COVID-19, HIV, HCV, syphilis, Ebola — and sample management solutions.

OTI is the parent company of DNA Genotek in Ottawa, Canada, and Sherlock Biosciences, with locations in Newton, MA, and the United Kingdom.

In Ottawa, our team develops world-class molecular sample management solutions, including innovative products that stabilize multiple types of DNA and RNA samples at ambient temperature for years. Our self-collection products for saliva, gut, oral, fecal, vaginal, and skin samples are designed to maximize testing reach and access, enabling breakthroughs in ‘omics research (genomics, proteomics, metabolomics, and others), diagnostics laboratories, the pharmaceutical industry, and in animal and human health, amongst other segments. In Ottawa, we also manufacture a first-void urine collection device for detecting certain urological cancers and sexually transmitted infections, currently available for research use in some global geographies.

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

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

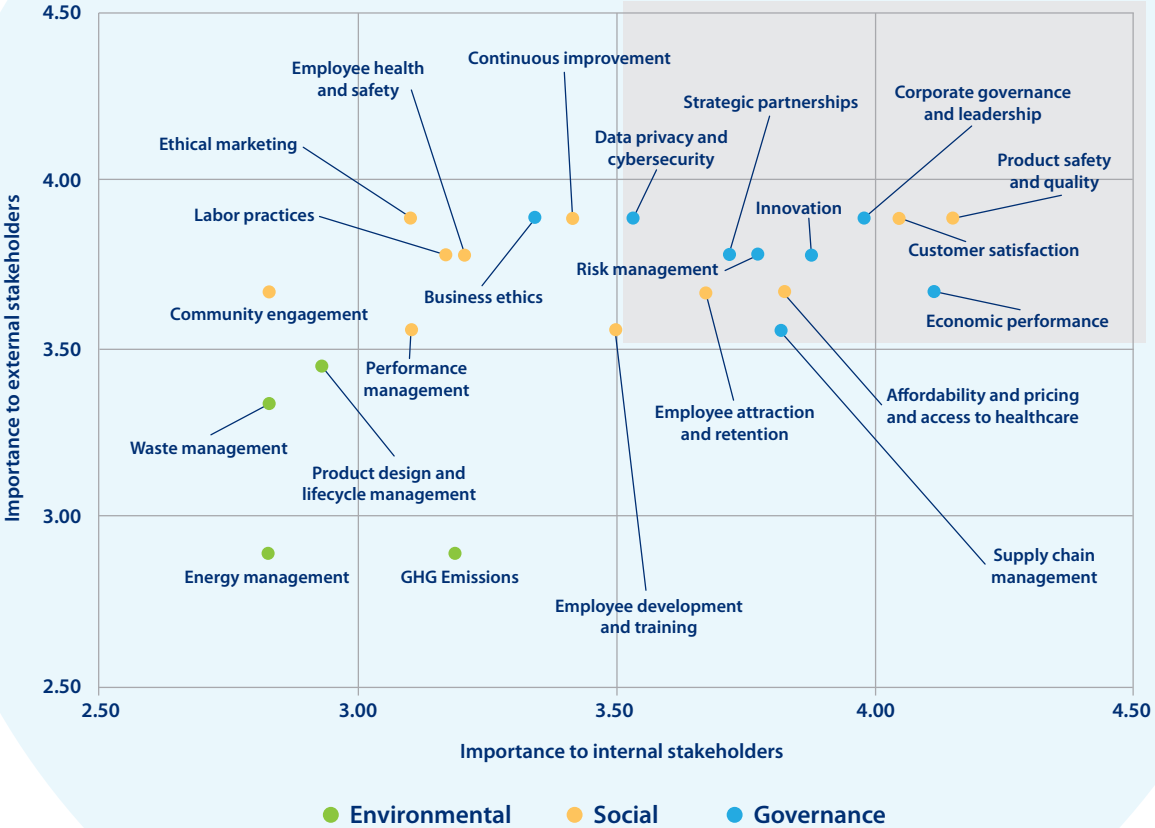
Regardless of where the work gets done, our OTI colleagues are aligned with our strategy to create value for our customers and shareholders.

Our approach to impact and governance

OTI is dedicated to being a socially responsible corporate citizen. This commitment is not only vital to our long-term success but is a fundamental aspect of our identity as a company. Our capacity to drive positive change is fueled by the innovative tools and diagnostics we provide to the market, along with our role as a responsible business, manufacturer, and ethical employer. We uphold our responsibilities to our global and local communities, the environment, our customers, and our employees with the utmost respect and honor.

Last year we shared the results of a formal materiality assessment aligned with the Global Reporting Initiative (GRI). This year we continued to execute against the topics identified, with a priority focus on those ranked as most important:

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



2024 Impact and governance highlights

- We received FDA approval for a new packaging and labeling configuration for our OraQuick® HIV Self-Test, which is expected to reduce plastic usage and increase shipping efficiencies. We also received key regulatory approvals that expand our OraQuick® HIV Self-Test to adolescents (ages 14 to 17).
- We achieved prequalification status from the World Health Organization for our OraQuick® HCV Self-Test, representing the first hepatitis C self-test to earn this designation. We are working with the global health community to bring this test to populations in need, including the 50 million people globally living with HCV and 1 million individuals who acquire HCV each year.
- We made significant progress on our plan to in-source manufacturing efforts in the U.S. by the end of 2025, including those currently produced by contract manufacturers in Canada. This initiative will further consolidate our operational footprint, thereby lowering costs, increasing efficiency, and reducing our carbon footprint.
- We gained even more momentum in our successful continuous improvement program with more than 35 percent of our employees trained in the program.
- We launched a successful manager training program as part of OTI's talent development strategy that contributes to employee engagement and retention efforts.
- We acquired Sherlock Biosciences and announced partnerships with Sapphiros and Diagnostics Direct as part of our strategy to bolster innovation and augment our product pipeline.
- As part of our focus and investment in innovation, we made the decision to exit unprofitable, nonstrategic portions of our business (including microbiome services and risk assessment/substance abuse testing).

STRENGTHEN

OUR FOUNDATION

ELEVATE

OUR CORE GROWTH

ACCELERATE

PROFITABLE GROWTH

2024 Impact and governance focus



Sustainability philosophy and initiative

We believe that conducting our business in a socially, environmentally, and ethically responsible manner, while adhering to all applicable legal requirements, is vital to our long-term success and the well-being of our employees, customers, the communities we serve, and other stakeholders. As a result, impact and governance issues continue to be a focus for our executive team and Board.

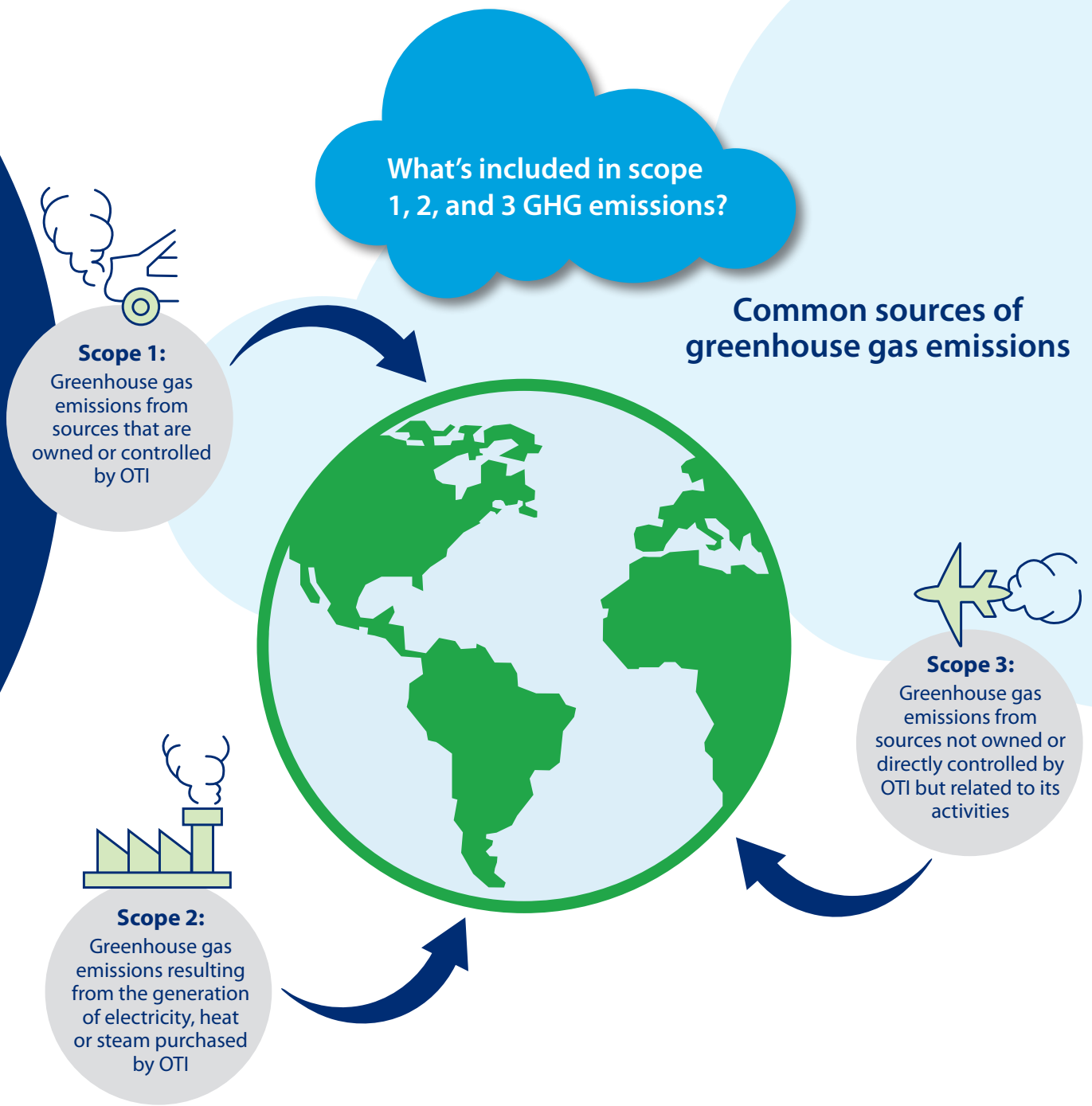
Our employee-led sustainability initiative includes team members from all areas of our organization, with strong support from leadership. This initiative is focused on identifying and evaluating opportunities to enhance sustainability within our company and then putting the most impactful solutions into action. Our operations team works closely with this initiative to deliver positive results.



Our carbon footprint

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

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



Scope 1 and 2 yearly comparison

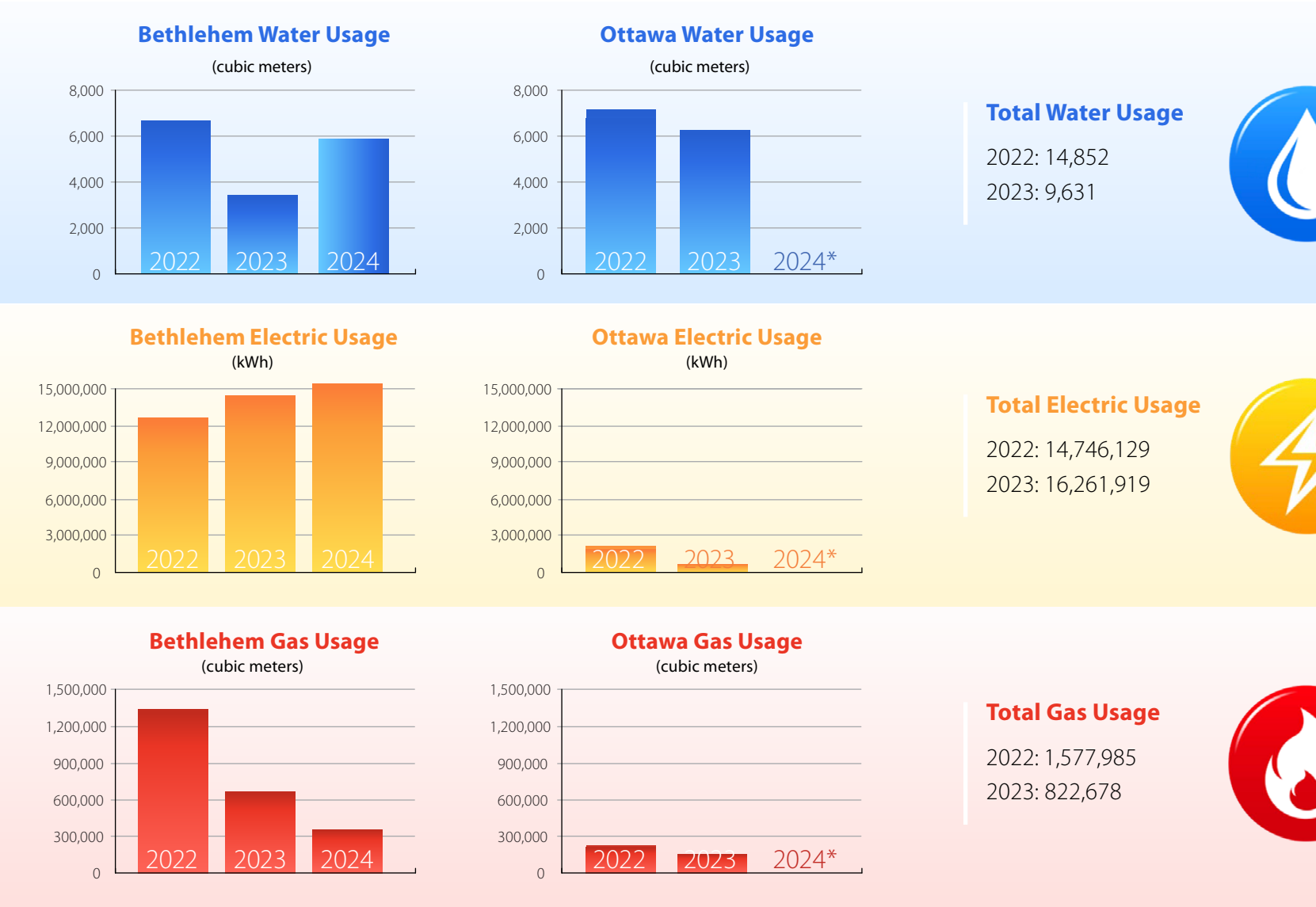
It is not surprising that our scope 1 and 2 emissions increased from 2021 to 2023 given the growth in our business and the increase in manufacturing activities for our IntelliSwab® COVID-19 Rapid Test. Emission increases are largely attributed to the expansion of OTI to occupy two new additional facilities in 2022, which increased emissions across the organization compared with 2021. While we anticipate fluctuations in our 2024 figures (to be available later in 2025) due to decreased production of COVID-19 tests, we are also consolidating production and warehouse operations into fewer buildings and increasingly automating our processes. These operational efficiencies are expected to reduce future emissions.

Emission source	2021	2022	2023
General stationary combustion (natural, gas, diesel)	967 tCO ₂ e	2,136 tCO ₂ e	1,168 tCO ₂ e
Mobile sources (diesel, gasoline)	13 tCO ₂ e	28 tCO ₂ e	31 tCO ₂ e
Fugitives	168 tCO ₂ e	1,324 tCO ₂ e	1,238 tCO ₂ e
Purchased electricity (market)	1,944 tCO ₂ e	3,388 tCO ₂ e	4,032 tCO ₂ e
Total scope 1 and 2 emissions	3,091 tCO ₂ e	6,853 tCO ₂ e	6,469 tCO ₂ e
Total scope 1 and 2 emissions/ total revenue (tCO ₂ e/\$M)	13.2	17.7	16.0



Key sustainability metrics of 2024

Our usage of utilities reflects the manufacturing wind-down of our IntelliSwab® COVID-19 Rapid Test, as well as our footprint consolidation efforts. Note, our facility in Ottawa is leased and data is available retroactively.

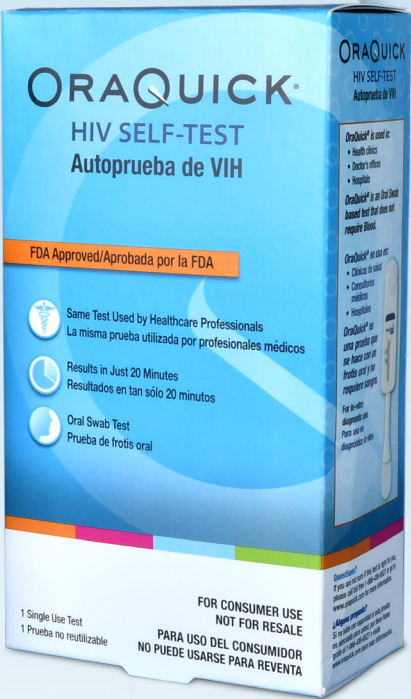


*Data available later in 2025

2024 Progress

Improved packaging, less waste

- We received FDA approval for a new packaging and labeling configuration for our OraQuick® HIV Self-Test. Aside from an updated look, this package delivers meaningful sustainability improvements through reduced packaging, including an expected **1,500 tons less paper** and **450 tons less plastic** usage annually, as well as increased shipping efficiencies and lower transportation-associated emissions.
- We made significant progress on our plan to in-source manufacturing to our Opus Way facility in the United States, shown below, by the end of 2025, including those currently completed by contract manufacturers in Canada. This initiative will further consolidate our operational footprint, lowering costs, increasing efficiency, and reducing our carbon footprint.



Our LIVE IT culture

At OTI, we demonstrate our LIVE IT core values every single day. These values are the cornerstone of our company. New team members are introduced to these values during their onboarding, and we regularly evaluate everyone against these standards in performance reviews and ongoing development. To celebrate our commitment, we present the LIVE IT award to one exceptional colleague each month through a nomination and review process. At the end of each year, we honor colleagues who exemplify all of our LIVE IT core values.



Our recruitment, engagement, and retention efforts

We are committed to finding top talent to join OTI. By building trusted partnerships and making the candidate experience engaging and welcoming, we help our leaders hire people who can bring fresh ideas and elevate our business.

Our candidate experience sets the tone for employee engagement and culture at OTI. We welcome applications from all qualified candidates and aim to represent and serve the communities where we operate. Our talent acquisition process is standardized, ensuring we consistently attract and integrate the best talent.

In 2024, we launched a new Manager Training Program. Intended for current and future leaders, the course covers a wide range of concepts, terms, and tools that are essential to successfully leading people.

Among participants, **100%** strongly recommend the training to their colleagues. This program is part of OTI’s talent management strategy and also contributes to employee engagement and retention efforts. You’ll learn more about these efforts on page 20.



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



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



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



Engage with approachable and accessible leaders

2022-2024 New hire data



	January 1, 2022, to December 31, 2022	January 1, 2023, to December 31, 2023	January 1, 2024, to December 31, 2024
Total hires	308	46	28
Age band	Total hires %	Total hires %	Total hires %
18-24 years	18%	16%	14%
25-34 years	36%	37%	39%
35-44 years	21%	30%	11%
45-54 years	15%	9%	25%
55-64 years	8%	6%	11%
Gender for insurance coverage	Total hires %	Total hires %	Total hires %
Female	56%	44%	33%
Male	44%	56%	67%
Race/Ethnicity	Total hires %	Total hires %	Total hires %
White	50%	48%	48%
Hispanic or Latino	34%	16%	16%
Two or more races	9%	15%	15%
Black or African American	4%	15%	15%
Asian	3%	6%	6%



Our total U.S. rewards package

OTI offers a comprehensive benefits program to meet the needs of our valued employees.

*Putting our **LIVE IT** values to work for you!*



My rewards

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



My learning

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



My health

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



My wellness

- Employee Assistance Program
- Fitness reimbursement
- Wellness incentives



My time

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



My community

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

Increasing retention through engagement

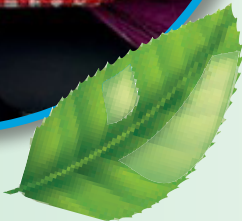
Employee engagement continues to be an area of focus at OTI, and our employee retention rate has improved thanks to sustained efforts by our teams:

- 2024 annual turnover rate: 6%
- 2023 annual turnover rate: 7%
- 2022 annual turnover rate: 13%

Employee engagement efforts in 2024 included:

- manager training programs
 - flexible schedules and work locations
 - quarterly surveys
 - recognition and rewards programs
 - monthly lunch and learn sessions
 - team-building activities
- employee appreciation events
 - mentorship opportunities
 - wellness programs
 - volunteer opportunities
 - enhanced communication channels
 - networking opportunities

Period	Overall retention rate
Q1 2024	92%
Q2 2024	93%
Q3 2024	94%
Q4 2024	94%



Compensation philosophy

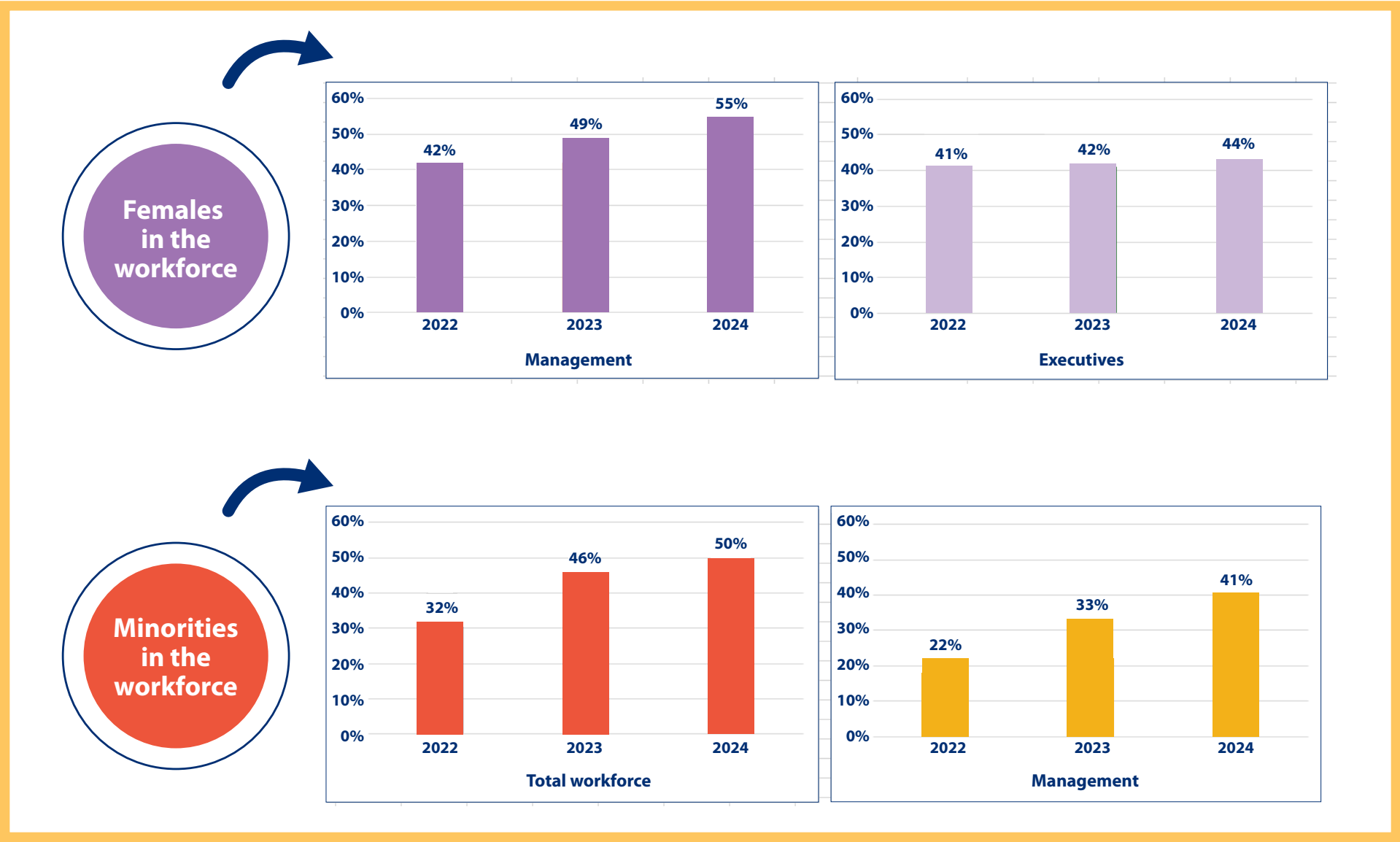
At OTI, we are dedicated to fostering a fair work environment. Our commitment involves eliminating bias and ensuring that everyone receives fair compensation for the work they do. We achieve fair pay through several key initiatives:

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

Through these efforts, we strive to create a workplace where everyone feels valued and fairly compensated for their hard work.



2022-2024 Employee data



All Means U: An employee committee on belonging

At OTI, we strive to foster a culture where everyone feels valued, supported, and inspired to be their authentic selves. The All Means U Committee is dedicated to promoting belonging in the workplace and organizing various activities throughout the year to support this mission.



- In 2024, these activities included:
- hosting company-wide events with a focus on fostering belonging
 - screening and selecting nine books, four documentaries, three videos and two articles for our Conversation Corner book and movie club
 - moderating nine Conversation Corner discussion sessions
 - organizing an educational, multicultural “Taste of Home” potluck across multiple sites

Investing in employee development and training

OTI’s formal Mentorship Program remains popular with our employees. It’s designed to help colleagues grow in their learning and thinking patterns, develop leadership skills, and accelerate their professional development journey. Open to everyone in the organization, the program pairs mentors and mentees and offers training sessions to guide their relationships. In 2024, more than 80 of our employees participated in the Mentorship Program.

In the past year, we were also pleased to launch a new Manager Training Program. Designed to give a strong baseline understanding of expectations for managers at OTI, the training centers on the participants’ development, encouraging thoughtful reflection on their experiences and active participation in the learning process.

In 2024, we invested in an e-learning platform that delivers engaging, interactive modules to targeted teams within OTI. This platform makes training convenient and accessible for our remote and field-based colleagues. There are more than 325 modules available to approximately 275 people across our teams, with a focus on sales training and current product information.

There is also required training for all colleagues on topics such as blood-borne pathogens, personal protective equipment and sexual harassment.



Continuous improvement

This year, we further accelerated OTI’s successful continuous improvement program. We’ve implemented a process improvement mindset including a robust Lean Six Sigma-inspired White Belt certificate program. Through this program, our colleagues gain foundational knowledge to identify challenges, uncover the true root causes of problems, and develop effective solutions. These efforts have significantly enhanced collaboration and enacted positive change.

35% of our employees are White Belt graduates of the program

100% of departments at OTI have team members trained in continuous improvement



Our commitment to employee health and safety

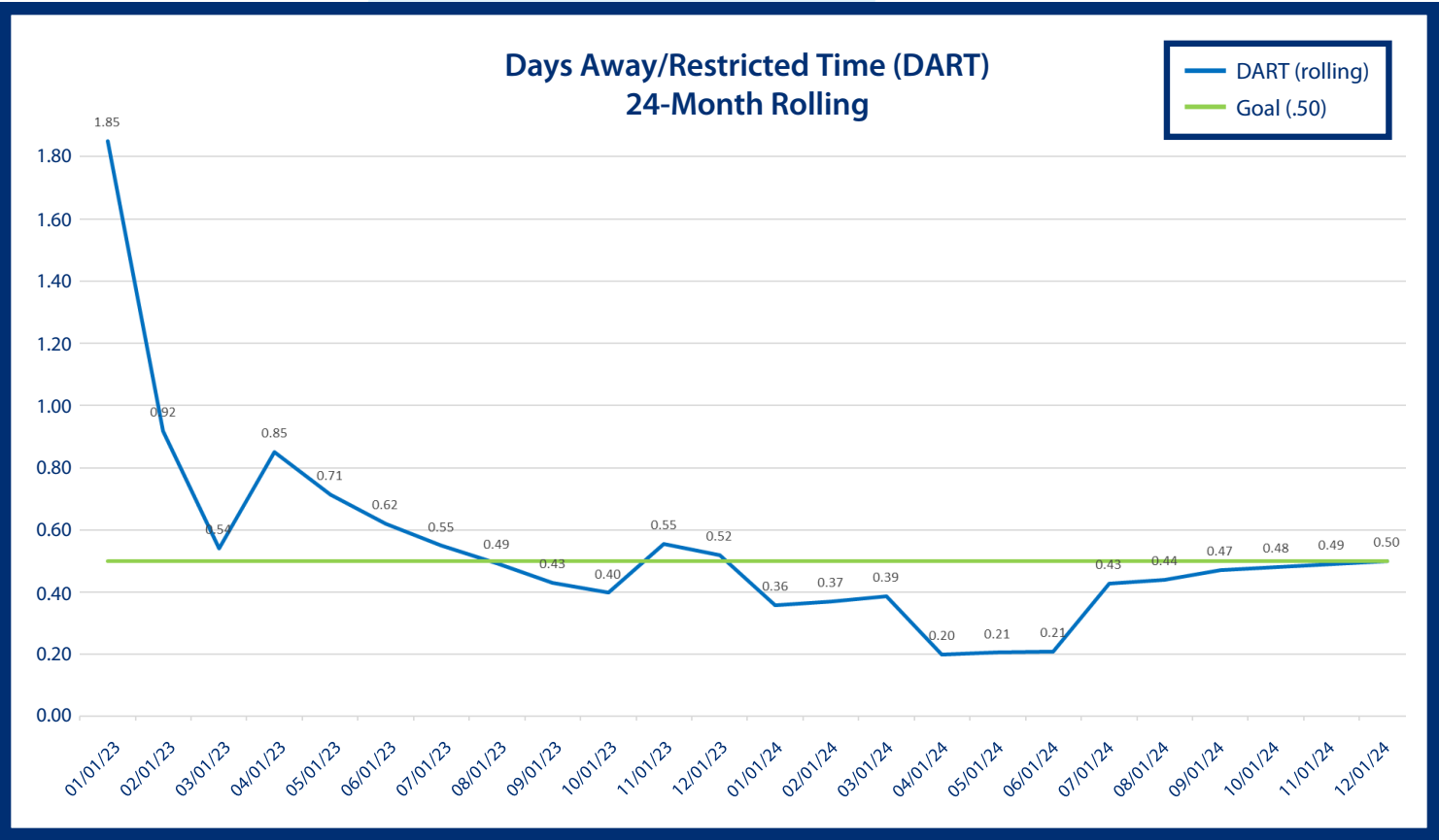


At OTI, we’re dedicated to preventing health and safety incidents in our workplaces. We operate within in the **“See something; Say something”** approach to ensure everyone’s well-being. Our occupational health and safety policies and programs are championed by our executive management team and include:

- **Risk and hazard assessments:** Identifying potential harm in the workplace.
- **Action plans:** Prioritizing and integrating plans with specific targets to address risks.
- **Emergency preparedness:** Developing plans to prepare for and respond to emergencies.
- **Internal inspections:** Regularly inspecting our facilities to ensure safety.
- **Incident investigation procedures:** Investigating work-related injuries, illnesses, diseases, and other incidents.
- **Comprehensive training programs:** Educating employees to raise awareness and reduce health and safety incidents.

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

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



Supporting our communities

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

OTI focuses on the following defined areas:

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

Community partners include:

- Ben Franklin Technology Institute of Northeastern PA
- Lehigh Valley Economic Development Corporation



Volunteerism

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

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

Access to healthcare

At OTI, our mission is to improve the accessibility, quality, and value of healthcare with innovation in effortless tests and sample management solutions.

Our technologies play a crucial role in advancing global health by increasing accessibility and affordability.

Our products are available in over 100 countries, bringing better healthcare to people everywhere.

In 2024, we advanced our syndemic approach to testing and made it easy for people to test for HIV, hepatitis C, and syphilis. Despite advances in medical treatment, people remain reluctant to get tested for these infectious diseases due to fears of a positive test or related stigma. We're proud of our work to break down those barriers.

During the year, we continued our work with the Centers for Disease Control and Prevention's Together Take Me Home HIV self-test program, which helps address testing barriers, including privacy concerns, cost, and lack of access to traditional HIV clinics, by offering HIV self-tests through mail delivery. Our OraQuick® In-Home HIV Test is provided as part of this program to offer HIV testing services across the United States.

We also achieved prequalification status from the World Health Organization for our OraQuick® HCV Self-Test, representing the first hepatitis C self-test to earn this designation. OTI is proud to add this milestone to our legacy of "firsts" in the diagnostic industry, and we are actively working with the global health community to bring this test to populations in need, including the 50 million people globally living with HCV and 1 million individuals who acquire HCV each year.

World AIDS Day 2024

Virtual Summit: Celebrating Progress

December 5, 2024
12:00 p.m.-2:00 p.m. ET

Save my spot!



Free webinar

Rapid testing for syphilis in pregnant people at risk for congenital syphilis.

Speakers:

Dr. Irene Stafford
Associate Program Director —
Maternal-Fetal Medicine Fellowship
McGovern Medical School
University of Texas Health Science Center

Dr. Jeffrey Klausner
Professor of Medicine and Public Health
Keck School of Medicine
University of Southern California



Accessible testing for all

Syphilis, HIV and HCV screening made easy.





Product quality

At OTI, we earn customer loyalty by consistently meeting or exceeding expectations while advancing health and wellness globally. We continuously enhance our quality system to deliver end-to-end solutions, including tools, services, and diagnostics that:

- are safe and effective
- comply with all applicable laws and regulations
- satisfy our customers

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

In 2024:

- We had zero product recalls.
- The health of our quality system was evaluated by a significant number of regulatory agencies and certifying bodies, including FDA, MDSAP and ISO, each with positive results.
- Building on our three-year continuous improvement plan, we have strengthened and globalized our Change Control, Non-Conformance, and Corrective and Preventive Action (CAPA) management systems.



Customer satisfaction

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

- The “voice of the customer” is actively collected at OTI and includes surveys, inquiries, and complaint tracking. This information allows us to fully understand our customers’ expectations and focus on the most impactful improvements.
- Comprehensive data analytics and real-time monitoring and escalation of any trends ensures timely action.
- Frequent summary reports are reviewed regularly by leadership.



Ethical marketing

We have strong processes and policies to oversee and review all marketing materials and product documentation to ensure accuracy and compliance. Our review teams include experts from marketing, regulatory, legal, scientific affairs, and other necessary departments. All materials must meet these criteria:

- All claims are supported by relevant data.
- Content complies with applicable laws and regulations.
- Materials are understandable by the intended audience.
- Materials meet a high standard for quality and clarity.

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

Strategic transformation

During 2024, we made significant progress on the three pillars of our strategic transformation:



STRENGTHEN

OUR FOUNDATION

- Cash rebuild
- Core break-even
- Capability-building



ELEVATE

OUR CORE GROWTH

- Portfolio pipeline expansion
- Customer base diversification
- Product cost reduction



ACCELERATE

PROFITABLE GROWTH

- Innovation investment and strategic partnerships
- Product launch quantity and velocity

Innovation and strategic partnerships

At OTI, we have made meaningful progress in our strategic transformation. We strengthened our foundation by delivering break-even operating cash flow for the core business and reinforcing the health of our balance sheet. It is our stronger foundation that is enabling us to advance our internal innovation roadmap and invest in external innovation, both of which contribute to our strategy to expand our portfolio of diagnostic tests and sample management solutions.

Key Innovations and Partnerships:

- **Acquisition of Sherlock Biosciences:** The acquisition of Sherlock Biosciences has expanded our innovation pipeline with a molecular diagnostics platform that is expected to provide rapid, lab-like results with high sensitivity and specificity in a disposable format suitable for over-the-counter usage. In addition, the acquisition increases access to advanced capabilities, including Ambient Temperature Amplification and CRISPR-based technologies that have the potential to reduce costs and improve performance.
- **Investment and Strategic Partnership with Sapphiros:** Investment provides distribution rights to an exciting new pipeline of innovative products with opportunities for growth.
- **Distribution Partnership with Diagnostics Direct:** Agreement to distribute their Syphilis Health Check test.
- **Sample Management Portfolio Expansion:** In the second half of 2025, we plan to launch a new Research Use Only solution targeting the rapidly growing blood proteomics market.
- **State-of-the-Art Manufacturing Facility:** Continued to shift production volume from foreign manufacturers to our facility in Pennsylvania that utilizes advanced automation technologies and systems.



Sherlock
BIOSCIENCES

SAPPHIROS

diagnostics direct
The New Direction in Diagnostics

Syphilis
Health Check™

Ethics, compliance, and governing policies

We have a Code of Business Conduct and Ethics (“Code of Conduct”) that covers a wide range of business practices and procedures and sets forth basic principles to guide OTI directors, officers, and employees, all of whom must complete annual Code of Conduct training. The purpose of this Code of Conduct is to focus on areas of ethical or legal risk, provide guidance to help recognize and deal with ethical and legal issues, provide mechanisms to report unethical or illegal conduct, and foster a culture of honesty and accountability.

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

Furthermore, our required annual training reiterates that we will not tolerate discrimination, harassment or retaliation based on race, color, age, gender (including gender identity and expression), sexual orientation, religion, marital status, national origin, ancestry, citizenship, physical or mental disability, genetic information, uniformed service, political viewpoint or veteran status.

Financial accountability, transparency, and performance

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

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

Risk management

As part of its oversight of the Company’s operations, the Board and Audit Committee monitor the management of risks by the Company’s executives. The Audit Committee reviews the risks that the Company may face and receives reports from senior management on the nature of these risks and the procedures. Processes are implemented to manage and mitigate such risks. Substantive areas of risk reviewed by the Audit Committee include financial, legal, regulatory, operational, information technology, cybersecurity and employment matters. The Audit Committee provides a report to the Board on the matters covered during each of its meetings, including its risk monitoring activities. In addition, senior management provides periodic reports to the Board on the major risks facing the Company and the processes and procedures in place to manage such risks.



Business continuity and responsible supply chain

We have a robust business continuity plan to ensure our productivity and functionality remain intact during various disruptive scenarios. For example, we use redundant network connectivity for our critical functions and have moved 80% of our essential applications to the cloud to avoid outages due to weather or other disruptions.

Our continuity plan also covers supply chain considerations, including:

- **Resiliency assessments:** We evaluate our suppliers to ensure they have robust plans to identify and mitigate supply chain risks.
- **Regular assessments:** We regularly assess our suppliers based on their potential risk for supply chain disruptions.
- **Backup plans:** We have contingency plans to address potential instability in our supply chain.
- **Legal compliance:** We adhere to the California Transparency in Supply Chains Act and the U.K. Modern Slavery Act.

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

Cybersecurity and data protection

We have implemented an information security management system in accordance with our risk profile and business that is designed to protect OTI, our employees, and our customers and partners from cybersecurity threats. This system, which is informed by the National Institute of Standards and Technology (NIST) Cybersecurity Framework, includes, among other things, written policies, technical controls, and employee training. We have also developed an incident response policy and procedure designed to facilitate the handling of cybersecurity incidents.



Executive compensation

Our executive compensation is market-driven and performance-based, with the total compensation of our executives targeting the 50th percentile of OTI’s peer group. To incentivize growth, performance objectives for annual bonus pool-funding targets are linked to key financial measures and strategic goals. Also, the Board implemented a policy such that positive discretion will not be applied to individual objectives in determining compensation payouts for named executive officers. We do not allow excise tax gross-up in any of our named executive officer employment agreements, nor do we allow single trigger, change-in-control severance in any of our new executive employment agreements. We have a compensation recoupment, or clawback, policy under which we may recover excess compensation paid to an executive if our financial statements are restated.

Board of Directors

Our 7-member board brings a mix of skills, experience, and unique perspectives that enhance the Board’s effectiveness. We have a stated policy that the CEO and the Chair of the Board roles should be separate. The composition of our board is three females and four males, and our average board tenure is 3.5 years.

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

Company stock

We comply with all rules set forth by the Securities and Exchange Commission and Nasdaq, on which our stock is publicly traded. We have strong stock ownership and retention requirements for executives and directors. Hedging or pledging of our common stock is not allowed by executives.

Impact and Governance management

OTI’s Impact and Governance Steering Committee has representation across the organization from different functional areas, including Operations, Legal, Quality, Regulatory, Product Management, Human Resources, and Finance. This group helps to drive the content of our annual OTI Cares Impact and Governance Report and contributes to company-wide decisions related to corporate responsibility.

Forward-looking statement

This document contains certain forward-looking statements, including with respect to products, product development and manufacturing activities, regulatory submissions and authorizations, revenue growth, expected revenue from government orders, cost savings, cash flow, increasing margins, and other matters. Forward-looking statements are not guarantees of future performance or results. Known and unknown factors that could cause actual performance or results to be materially different from those expressed or implied in these statements include but are not limited to: our ability to satisfy customer demand; ability to reduce our spending rate, capitalize on manufacturing efficiencies and drive profitable growth; ability to achieve the anticipated cost savings as a result of our business restructuring; ability to market and sell products, whether through our internal, direct sales force or third parties; ability to reduce scope 1, 2, and 3 greenhouse gas emissions and to reduce natural gas and electricity usage; impact of significant customer concentration in the genomics business; failure of distributors or other customers to meet purchase forecasts, historic purchase levels or minimum purchase requirements for our products; ability to manufacture products in accordance with applicable specifications, performance standards and quality requirements; ability to obtain, and timing and cost of obtaining, necessary regulatory approvals for new products or new indications or applications for existing products; ability to comply with applicable regulatory requirements; ability to effectively resolve warning letters, audit observations and other findings or comments from the FDA or other regulators; the impact of the novel coronavirus ("COVID-19") pandemic on the Company's business, supply chain, labor force, ability to successfully develop new products, validate the expanded use of existing collector products, receive necessary regulatory approvals

and authorizations, and commercialize such products for COVID-19 testing, and demand for our COVID-19 testing products; changes in relationships, including disputes or disagreements, with strategic partners or other parties and reliance on strategic partners for the performance of critical activities under collaborative arrangements; ability to meet increased demand for the Company's products; impact of replacing distributors; inventory levels at distributors and other customers; ability of the Company to achieve its financial and strategic objectives and continue to increase its revenues, including the ability to expand international sales and the ability to continue to reduce costs; impact of competitors, competing products and technology changes; reduction or deferral of public funding available to customers; competition from new or better technology or lower cost products; ability to develop, commercialize, and market new products; market acceptance of oral fluid or urine testing, collection or other products; market acceptance and uptake of microbiome informatics, microbial genetics technology and related analytics services; changes in market acceptance of products based on product performance or other factors, including changes in testing guidelines, algorithms or other recommendations by the Centers for Disease Control and Prevention or other agencies; ability to fund research and development and other products and operations; ability to obtain and maintain new or existing product distribution channels; reliance on sole supply sources for critical products and components; availability of related products produced by third parties or products required for use of our products; impact of contracting with the U.S. government; impact of negative economic conditions; ability to maintain sustained profitability; ability to utilize net operating loss carry forwards or other

deferred tax assets; volatility of the Company's stock price; uncertainty relating to patent protection and potential patent infringement claims; uncertainty and costs of litigation relating to patents and other intellectual property; availability of licenses to patents or other technology; ability to enter into international manufacturing agreements; obstacles to international marketing and manufacturing of products; ability to sell products internationally, including the impact of changes in international funding sources and testing algorithms; adverse movements in foreign currency exchange rates; loss or impairment of sources of capital; ability to attract and retain qualified personnel; exposure to product liability and other types of litigation; changes in international, federal or state laws and regulations; customer consolidations and inventory practices; equipment failures and ability to obtain needed raw materials and components; cybersecurity breaches or other attacks involving our systems or those of our third-party contractors and IT service providers; the impact of terrorist attacks, civil unrest, hostilities and war; and general political, business and economic conditions, including inflationary pressures and banking stability. These and other factors that could affect our results are discussed more fully in our SEC filings, including our registration statements, Annual Report on Form 10-K for the year ended December 31, 2024, Quarterly Reports on Form 10-Q, and other filings with the SEC. Although forward-looking statements help to provide information about future prospects, readers should keep in mind that forward-looking statements may not be reliable. Readers are cautioned not to place undue reliance on forward-looking statements. The forward-looking statements are made as of the date of this document and OTI undertakes no duty to update these statements.