



Environmental



Social



Governance



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Letter from the CEO

I am pleased to present Elcam Medical's Environmental, Social, and Governance (ESG) Report for 2025.

At Elcam Medical, sustainability is a way of doing business. It reflects our responsibility to create value for our customers, employees, partners, communities, and the environment in which we operate. For more than 55 years, our mission has been to develop and manufacture safe, innovative medical solutions that improve patient care around the world.

Our success has always been built on our people. Today, our global workforce of 673 employees represents 33 countries and diverse cultures, backgrounds, and perspectives. We believe that this diversity, together with the dedication and expertise of our employees, is one of our greatest strengths and enables us to continue innovating and growing.

The past two years have challenged us in many ways, particularly with the impact of the war on many of our employees in Israel. During this period, we focused on what matters most: supporting our people, maintaining a strong sense of connection and belonging, and ensuring business continuity for our customers around the world. The commitment and resilience demonstrated by our employees reflect the strong culture of care that defines Elcam Medical.

Innovation continues to be at the heart of Elcam Medical. We constantly strive to improve patient safety, enhance healthcare solutions, and develop technologies that create value for patients and healthcare providers. Our reusable auto-injector solutions demonstrate our ability to combine innovation with sustainability by reducing waste while maintaining high standards of safety and usability.

We are also committed to protecting the environment and reducing our operational footprint. Through continuous investments in energy efficiency, renewable energy, recycling, and responsible resource management, we continue to improve the way we operate. In 2025, we achieved a 39% reduction in global water consumption and continued to advance our efforts to improve environmental performance across our facilities.

Our commitment to responsible business extends beyond our own operations. Through our relationships with suppliers, customers, and local communities, we strive to promote ethical practices, strengthen partnerships, and create a positive impact wherever we operate.

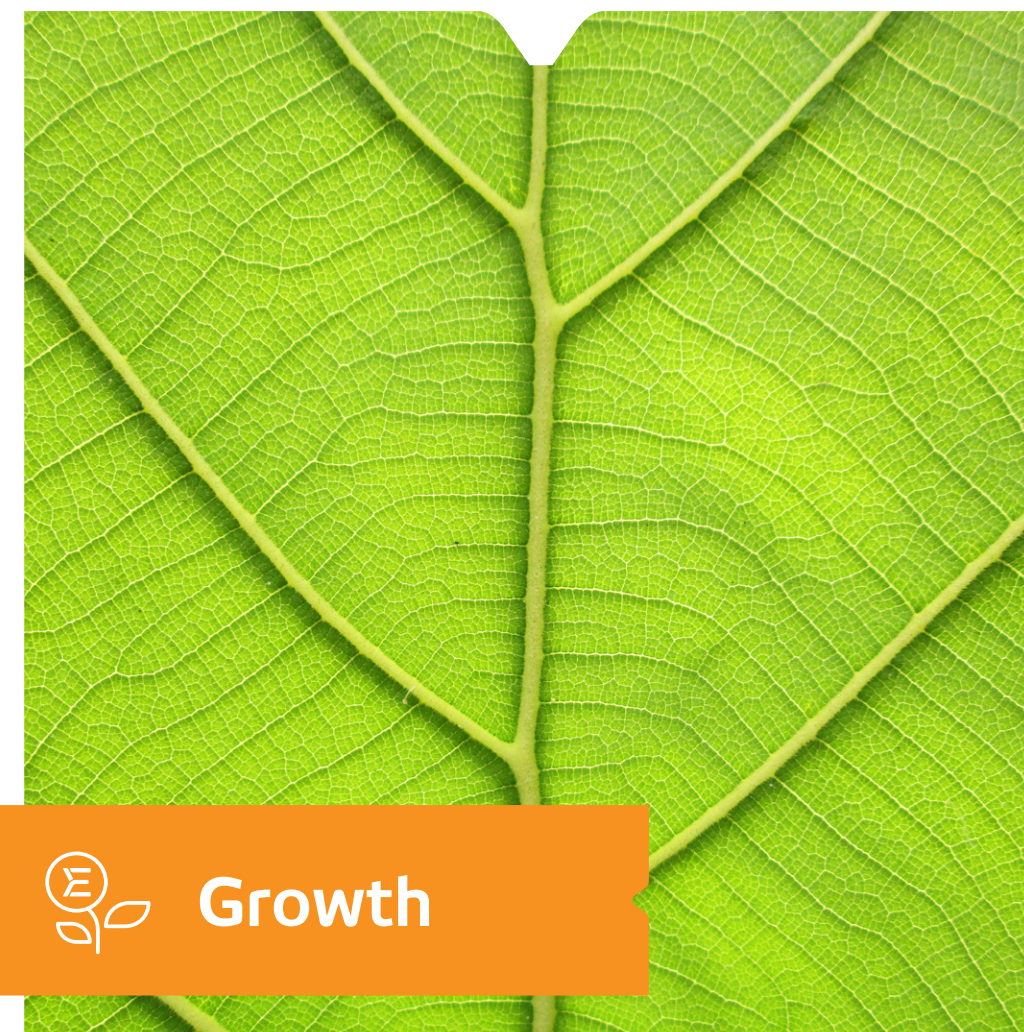
Looking ahead, we will continue to grow as a global medical device company while remaining true to the values that have guided Elcam Medical throughout its history: innovation, quality, responsibility, and care.

I would like to thank our employees, customers, suppliers, partners, and shareholders for their continued trust and support. Together, we will continue creating meaningful value for healthcare and society.



Best Regards

Igal Kohn
CEO Elcam Medical





Introduction





Introduction

About Elcam Medical

We are Elcam Medical, a world-class producer of disposable medical devices and accessories with over 55 years of expertise.

Our mission is to provide the best patient care possible and is deeply rooted in our holistic approach to balance clinical outcomes for patients, caregivers, and customers through our values of social and environmental sustainability.

We develop, manufacture, and sell state-of-the-art innovative medical solutions for everyday and critical care applications, while also providing engineering and regulatory support across the entire product's life cycle.

From design and development, through manufacturing and registration, up to launching and post-marketing, we believe that our responsible actions nurture long-term, stable relationships with our colleagues, customers, partners, and society, sharing knowledge and expertise so that we can grow and prosper together.

Our dedicated team across the globe is comprised of 673 employees, who are integral to supporting the healthcare industry by creating innovative medical devices that facilitate next-generation care for healthcare providers.



Map of operations

Our head office is located at Kibbutz Bar'am, in the Upper Galilee Mountains of Northern Israel. It was here where Elcam Medical was established 55 years ago. Since then, we have expanded our manufacturing across 4 production sites, covering a total of 10,000 m² in Israel (Elcam Israel) and Italy (EMIT).

The Israeli facilities are located in Bar'am and Dalton, and the Italian facilities in Carpi and Mirandola. Beyond Israel and Italy, our global offices for sales and marketing in Shanghai, Tokyo and New Jersey enable us to provide our products to over 800 medical device manufacturers worldwide.

Head Office
• Bar'am, Israel

Manufacturing
• Bar'am, Israel
• Dalton, Israel
• Carpi, Italy
• Mirandola, Italy

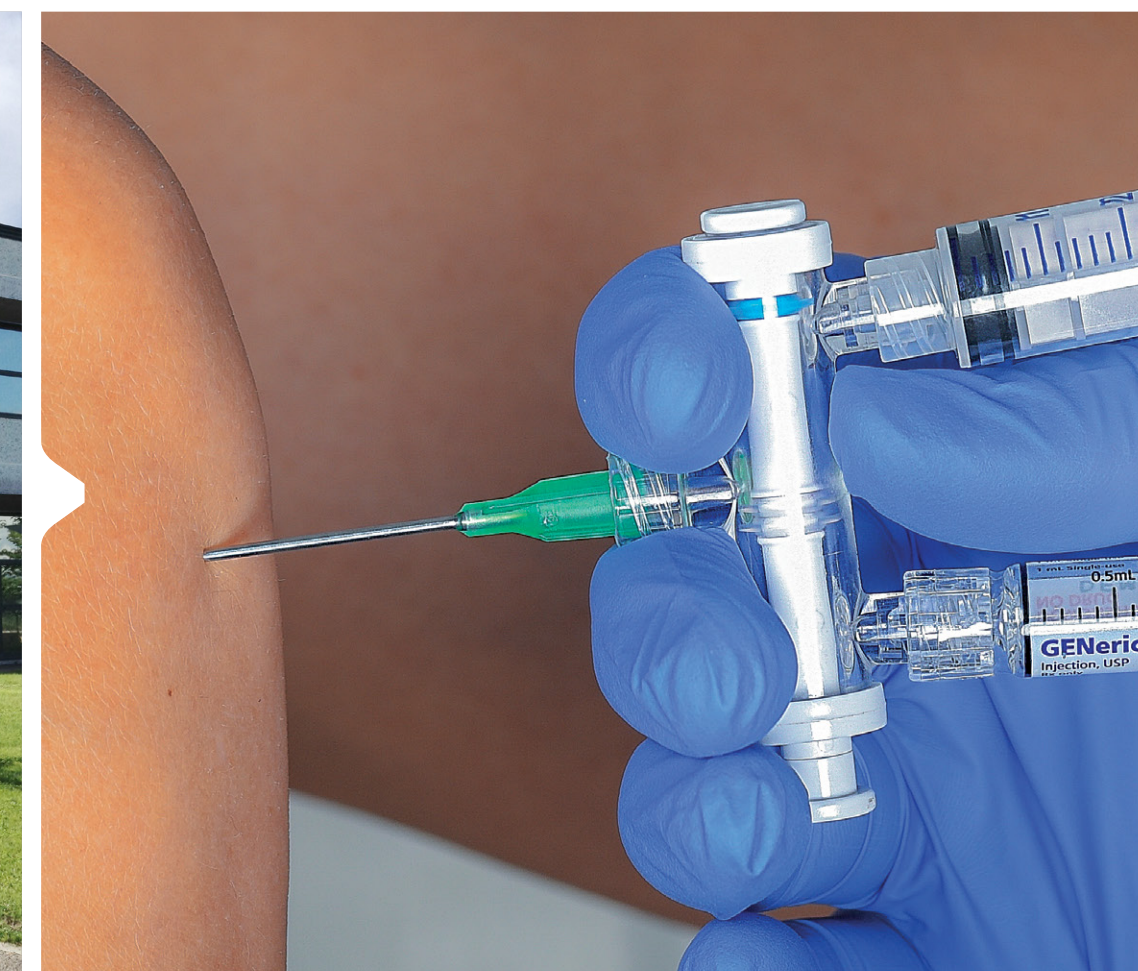
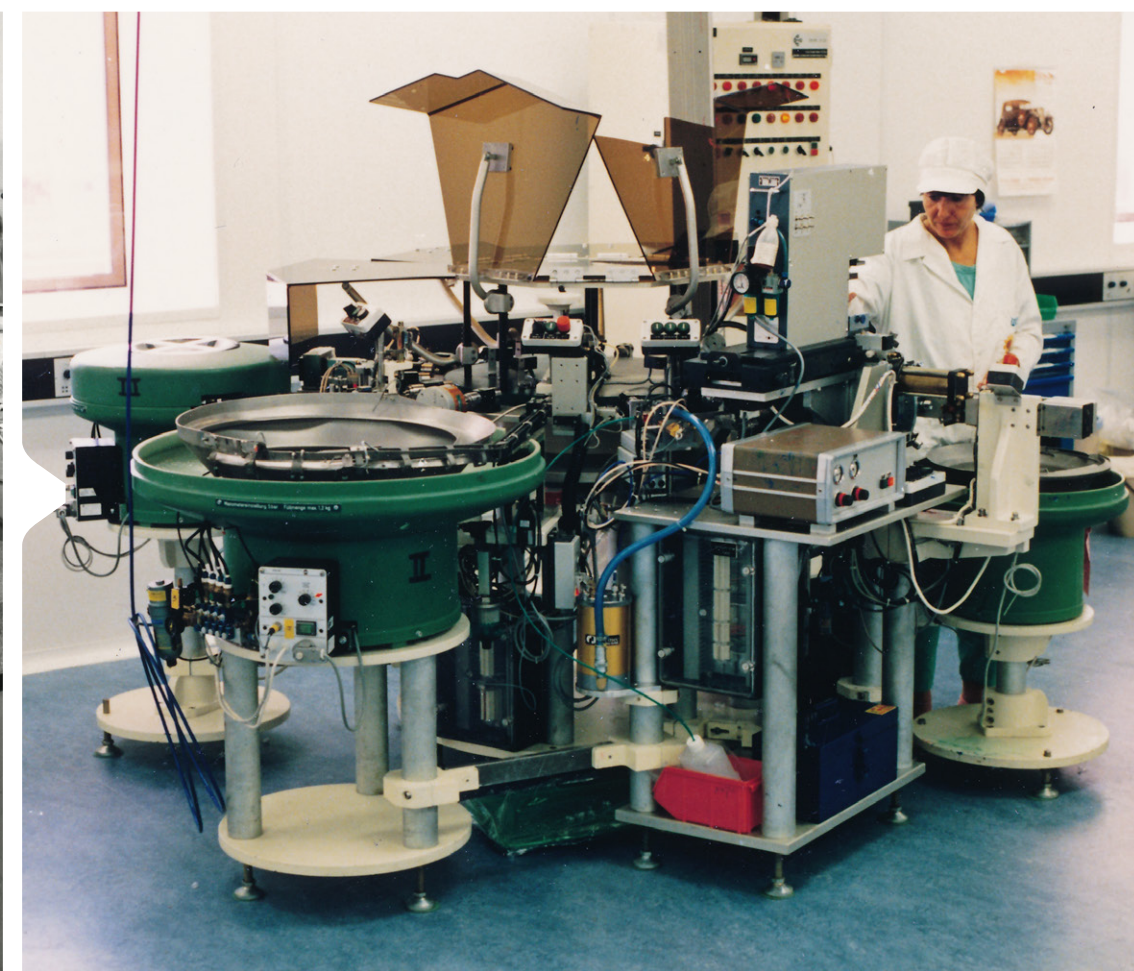
Sales & Marketing
• Hackensack, New Jersey, USA
• Carpi, Italy
• Bar'am, Israel
• Shanghai, China
• Tokyo, Japan





Introduction

Our history



1970 — 1983 — 1990 — 2005 — 2010 — 2015 — 2021 — 2023 — 2025 >

Establishment

First Elcam branded product (stopcock)

Significant penetration of Elcam's stopcocks in US and European markets

World leading supplier of critical care accessories and components (100,000,000 stopcocks = 20% market share)

Expanding portfolio through Lucomed acquisition (now EMIT)

Elcam Drug Delivery Devices (E3D). An independent subsidiary

New state-of-the-art warehouses in Israel and Italy

Launching A-Tap, a new device for orthopedic procedures

Building a new facility in the Dominican Republic

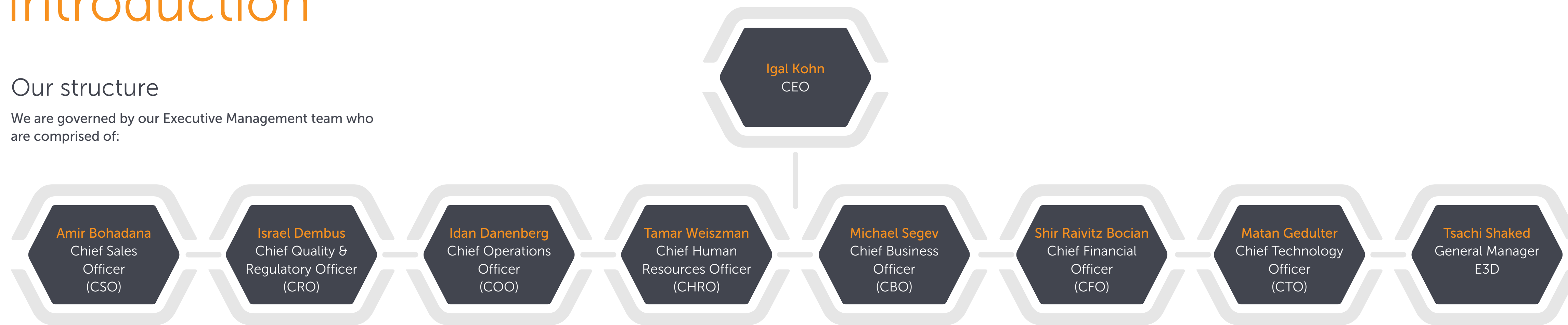




Introduction

Our structure

We are governed by our Executive Management team who are comprised of:





Introduction

Our advantages

Over 55 years of striving for excellence has made us a global leader in medical equipment manufacturing with over 30% of the world stopcock market share, but it is our focus on customer experience that sets us apart. In 2025, Elcam Medical reached 800 customers from all across the globe while receiving excellent satisfaction scores.



+100 Patent applications and patents

Our main products, solutions and achievements

Our achievements

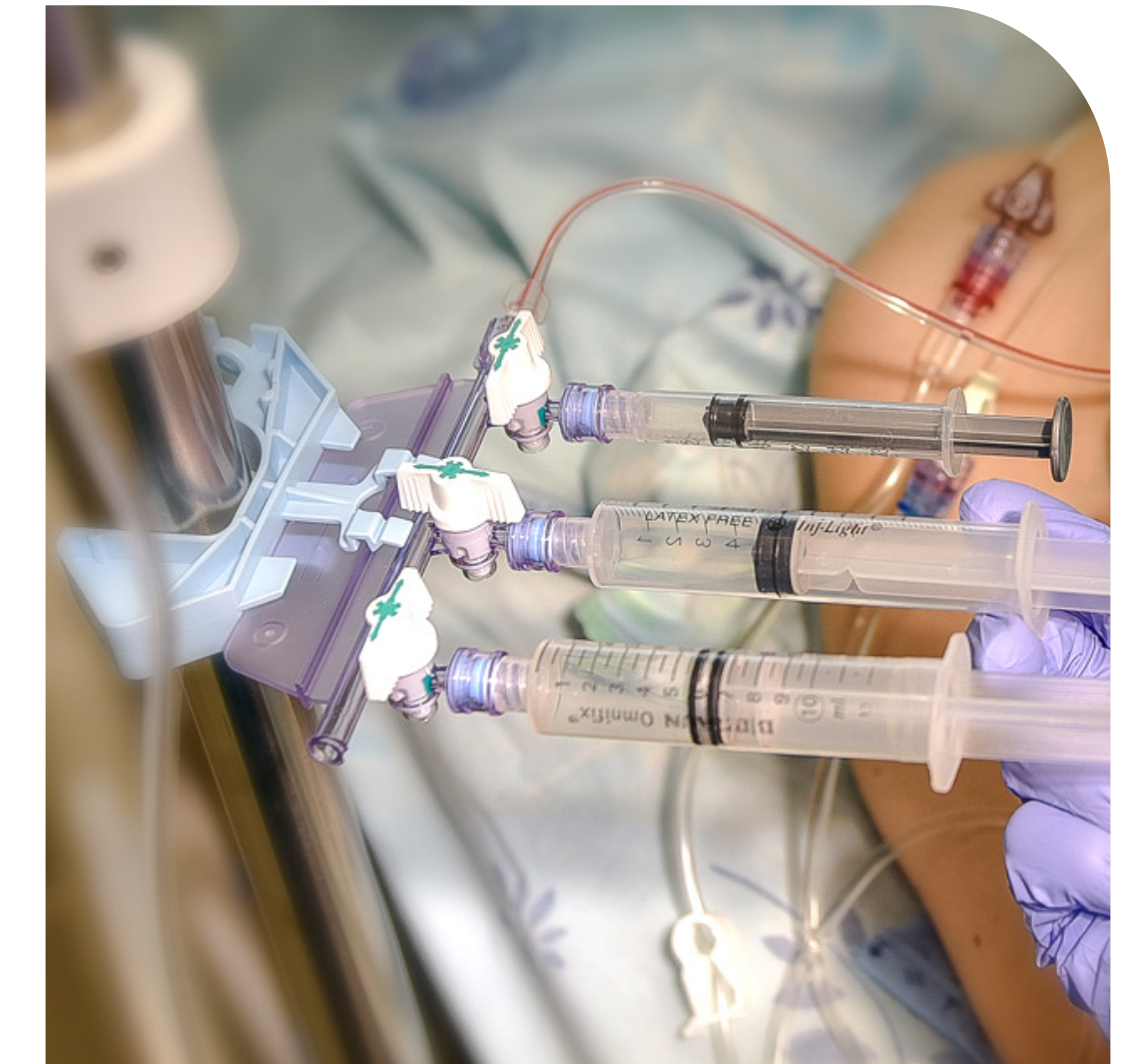
- Over 100 Patent Applications and Patents
- 150 customized products developed in the last 5 years
- 20 new innovative ideas reviewed annually
- 7000 hours invested annually in screening new projects



150 Customized products developed in the last 5 years



20 New innovative ideas reviewed annually



7000 Hours invested annually in screening new projects

At Elcam Medical, our offerings are segmented into three sub-brands: Devices, Stopcocks & Accessories, and our sister company, Drug Delivery Devices (E3D).

For detailed information, please consult our Product chapter: elcam-medical.com





Introduction

Elcam Devices

Elcam Medical's dedication to the OEM sector is highlighted by our innovative approach across three main product lines: Patient Monitoring, Medication Delivery, and Interventional Procedures. Each line offers specialized devices aimed at solving flow control challenges, prioritizing the safety of patients and caregivers.

elcam-medical.com/elcam-devices



Elcam Stopcocks

As the world leader in OEM stopcocks, we are able to offer our consumers the widest range of disposable medical devices for fluid control for all related applications, including our unique Marvelous™ stopcock designed for reducing blood related contaminations. Our stopcocks can be customized to meet our consumers specific needs, and they are delivered with the unique Elcam Medical customer experience.

elcam-medical.com/elcam-stopcocks



Elcam Accessories

Elcam Accessories is the Elcam Brand for sourcing everyday needs of devices for medical fluid control applications, such as IV Therapy and dialysis sets. Elcam Accessories offers the widest range of devices available from only one source, whether it is an injection site, an IV filter or a clamp, at any size and any quantity with Elcam Medical's excellent service and support.

elcam-medical.com/elcam-accessories



E3D, Elcam Drug Delivery Devices

E3D specializes in the innovation and production of auto-injectors and other drug delivery systems for a variety of pharmaceuticals, including conventional drugs, biologics, and biosimilars. Our products are designed for self-administration, facilitating use in both clinical and non-clinical settings. Our range includes disposable and reusable auto-injectors, patch pumps, and advanced on-body delivery systems, as well as smart devices equipped with wireless connectivity. A key aspect of our offering is the customization of these devices to precisely meet our customers' specifications, ensuring optimal drug delivery solutions. For more information, visit our website.

elcam3d.com





Elcam's ESG impact





Elcam's ESG impact

Our ESG approach

At Elcam Medical, we believe that sustainability is no longer a buzz word but a way of living. We are committed to maintaining good corporate citizenship, and believe that through our sustainable conduct we can strengthen relationships with our customers, partners and society, and create added value.

Elcam Medical aims to promote true team spirit and recognize the personal contributions of all our employees with diverse backgrounds and abilities.

Elcam Medical is committed to protecting the environment and conserving resources. One part of this commitment is our increased awareness for recycling and waste reduction at our facilities. Furthermore, we are leading the way in the adoption of innovative technologies that have resulted in significant energy savings of 30% in energy consumption. By incorporating local means of environmentally friendly energy generation, Elcam Medical has been able to reduce its environmental footprint every year since 2017 while continuing to grow.

Since 2022, Elcam Medical has undergone an annual assessment by EcoVadis, evaluating our performance to business ethics, environmental standards, and labor and human rights. We are proud to announce that we received a Silver medal for our sustainability efforts in the 2025 EcoVadis rating. Our score reached the 85th percentile, positioning Elcam Medical within the top 15% of companies in the manufacturing of medical and dental instruments and supplies industry as rated by EcoVadis.



“ At Elcam Medical, care is at the heart of who we are. It means creating a workplace where every person is treated with respect and dignity, regardless of background, religion, gender, or culture. It means supporting our employees, contributing to the communities around us, acting responsibly toward our partners, and protecting the environment for future generations. These values guide the way we operate and the impact we aim to create. ”

Igal Kohn, Elcam Medical's CEO

Stakeholder engagement

At Elcam Medical, we collaborate with a broad range of stakeholders —including Kibbutz Bar'am members, our employees, local councils, communities in the Upper Galilee in Israel, the ITS Foundation in Italy, strategic suppliers and customers— to understand their perspectives and inform how we address our ESG commitments and goals.

Engagement with sector specific stakeholders

Understanding the needs and requirements for safe and effective medical care requires the collective expertise of healthcare professionals, clinicians as well as clinical specialists.

Through our close cooperation with OEM customers, key clinicians and manufactures Elcam Medical explores the medical market on an ongoing basis in order to stay up-to-date and committed to the medical market's evolving needs and trends.

In 2025, we actively participated in 7 exhibitions globally, in USA, Europe, China and Japan, to directly engage with and understand our end users and customers in the medical industry. We play a significant role in several Israeli industry associations and membership groups, including the Kibbutz Industry Union and the Union of Industrialists in the North.



As part of our stakeholder engagement, our CEO actively engages in numerous initiatives designed to build and strengthen relationships with our Board:

- Organizing regular meetings with executives from peer companies to address common industry challenges and opportunities.
- Providing the board with monthly briefings on the company's performance, ensuring transparency and informed governance.
- Holding quarterly sessions with shareholders to discuss progress and gather feedback, reinforcing investor confidence.
- Maintaining direct communication with key customers, suppliers, and industry thought leaders to stay aligned with market needs and trends.



Elcam’s ESG impact

Stakeholders	Communication and engagement strategy
Kibbutz Bar’am Members - Shareholders	• Bi-annual reporting and dialogue with the Kibbutz for decisions;timely info to shareholders; ~25% of Kibbutz members employed at the factory.
Employees	• Info sheets, one-on-one dialogue, cross-functional meetings incl. CEO; regular engagement surveys.
Our local communities	• Local hiring practices and employee involvement; support/assistance partnerships as needs arise.
Strategic Suppliers	• Continuous communication, regular visits; phased implementation of Supplier Code of Conduct.
Customers	• Quarterly newsletter, visits, dedicated customer managers; active website and social media.
Local Councils	• Transparent reporting to uphold regulatory compliance and trust.
The ITS Foundation - New Technologies of Life	• Cornerstone member; free two-year post-diploma courses for biomedical technicians (design, production, QA).

Material reporting topics

At Elcam Medical, we deeply understand the importance of recognizing and responding to our stakeholders' expectations and concerns. Conducting a materiality assessment is fundamental to our approach, enabling us to pinpoint and rank the environmental, social, and governance matters most pertinent to our operations and stakeholders. This process not only underscores our dedication to sustainable development and ethical business practices but also helps align our strategy with global sustainability goals.

We began by examining industry benchmarks and industry specific sustainability standards such as the Sustainability Accounting Standards Board (SASB) medical equipment and supplies standard. Furthermore, we engaged in consultations with our management team, incorporating their insights and expertise into decision-making processes. This approach is instrumental in identifying ESG topics that resonate most with our operational realities and stakeholder expectations.

Based on the findings of our materiality assessment, 11 issues were identified and are presented below:

Environmental

- Responsible waste management
- Managing and reducing our carbon footprint
- Advancing our progress in sustainable product design and packaging

Social

- Diversity and Inclusion
- Employee health and safety
- Employee Rights and Benefits
- Community engagement

Governance

- Supply chain management
- Ethical marketing
- Product safety and quality
- Regulatory compliance
- Innovation and R&D





Elcam's ESG impact

Contributing to the UN Sustainable Development Goals



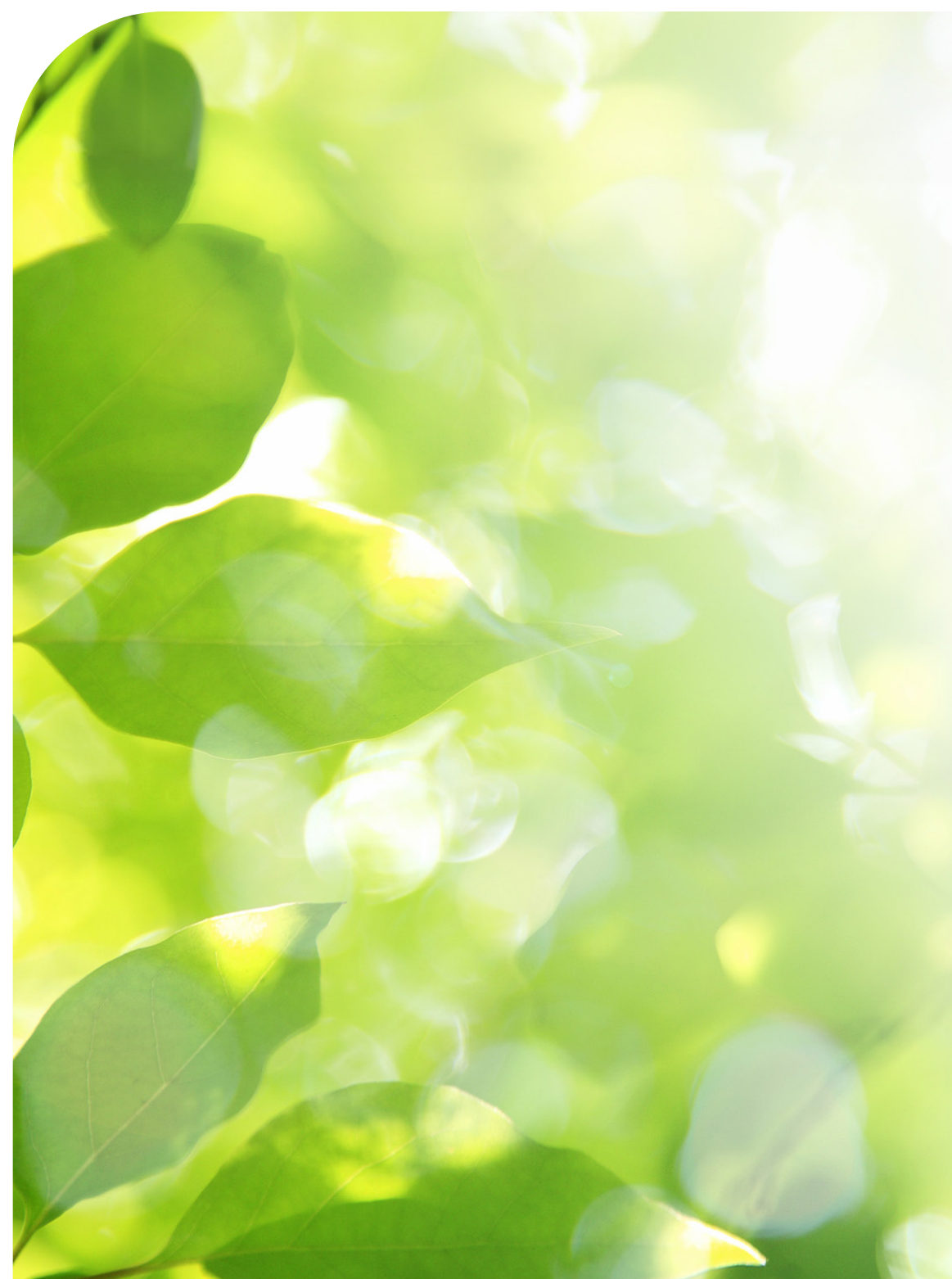
Ensure healthy lives and promote well-being for all at all ages

- Elcam Medical prioritizes high-quality medical products, focusing on patient safety with all our years of experience in the medical device field. Our commitment to zero errors in patient treatment and product safety, along with our MedAccred certification and adherence to international quality standards, directly contributes to improving health outcomes
- Our development of reusable syringes and electronic syringes reduces medical waste and enhances patient safety, aligning with efforts to ensure healthy lives and promote well-being.
- By supporting telemedicine initiatives, we facilitate accessible medical care, especially for those with chronic conditions, contributing to the goal of good health and well-being



Achieve gender equality and empower all women and girls

- Elcam Medical is committed to maintaining gender balance within our Board and broader workforce, with efforts to ensure equitable gender representation and opportunities for women in managerial roles.
- Our practices support gender equality by accommodating the needs of working parents, promoting women's participation in the workforce.



Promoting inclusive, sustainable, and accessible economic growth, complete fair and productive employment for all

- Elcam Medical invests in comprehensive training programs, ensuring employee safety and development. Our commitment to workplace culture, employee development, and competitive remuneration practices fosters a supportive work environment.
- By prioritizing local hiring and engaging local suppliers, we contribute to economic growth and support decent working conditions within our local communities.



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

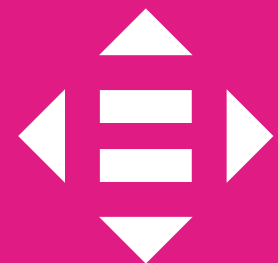
- Our initiatives in digitalization and quality management system enhancements, such as integrating a quality module into our MES, demonstrate a commitment to innovation and efficient resource utilization.
- Our focus on developing new, safer medical devices and embracing digital technologies for production efficiency aligns with goals to build resilient infrastructure and foster innovation.



Elcam's ESG impact

Contributing to the UN Sustainable Development Goals

10 REDUCED INEQUALITIES



Reduce inequality

- Elcam Medical is dedicated to creating a diverse and inclusive workplace, emphasizing the representation of ethnic and religious minorities.
- Our engagement in community support and development initiatives, including volunteering and supporting local economies, demonstrates a commitment to reducing inequalities within and across communities.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Ensure sustainable consumption and production patterns

- Elcam Medical enhances sustainable management through our recycling programs for plastic, carton and electronic waste.
- The majority of our products are packaged in bulk packaging, helping to reduce waste and encourage more sustainable consumption practices.
- Our commitment to reducing our environmental footprint is evident in our digital transformation, reducing our paper and production waste.
- We work closely with our suppliers to encourage their adherence to environmental standards, reinforcing our dedication to responsible consumption and production.

13 CLIMATE ACTION



Climate action

- Over the past decade, we have made significant strides in energy efficiency, transitioning to electric molding machines and adopting modernized air compressors, lighting systems, and magnetic chillers.
- These actions have culminated in a 30% reduction in energy consumption and a 40% decrease in energy usage relative to raw material consumption.
- Such improvements not only reduce greenhouse gas emissions but also demonstrate a commitment to sustainable energy use.





Elcam's ESG impact

Elcam Medical's sustainability in numbers



48%

of our employees
were women
in 2025



33

is the number
of countries
our employees
come from



84%

reduction in lost days
due to workplace
incidents in 2025



39%

reduction in global
water consumption
in 2025





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Our products





Our products

Product summary

At Elcam Medical, we prioritize the development of technologies that cater to the needs of users, with a focus on ensuring maximum safety for patients and caregivers. Throughout the entire development process, we place a high emphasis on quality and safety compliance.

Our latest solutions include a range of features that are designed to minimize bloodstream infections, reduce the likelihood of connectors' cracks and leakages, and protect healthcare workers from exposure to infectious diseases or hazardous drugs.

Our goal is to deliver products that are safe and effective for use in healthcare settings.

Our services form an exceptional customer experience that can lift much of the burden of incorporating a new device into our customer's products.

We continue our support throughout the lifetime of our partnership, whether logistic support or our clinical assistance might be needed.

Elcam Medical's core competencies



Medical fields

- Intensive care
- Anesthesia
- Oncology
- Cardiology
- Radiology
- Drug delivery
- Orthopedics

Technology

- Precision molding
- Automated assembly
- Laser drilling
- Blister packaging
- Tube bonding
- Custom-made set assembly



Product

- Disposable flow control
- Monitoring devices/solutions
- Drug delivery devices
- Safety device/solutions



Our products

Product and patient safety

Our mission is to provide our customers with high quality, safe medical products.

With years of experience in the medical device field, Elcam Medical has developed highly robust processes to ensure product performance that are constantly being improved based on clinical and engineering expertise.

At Elcam Medical, we are committed to delivering the highest quality products and services to our customers. Our top priority is to ensure zero errors in treating patients, which is why we continuously work towards building more robust products and processes.

We take pride in providing our customers with safe and effective products. Our development process undergoes thorough reviews from our internal Project Evaluation Team, two Advisory Boards, and consultations with leading physicians in hospitals in the US, Europe, Japan, and South America through our overseas representatives, as well as in major Israeli hospitals.

Elcam Medical's production adheres to the 21 Code of Federal Regulations part 820 and ISO 13485:2021 standard for the quality of medical devices. Additionally, we assist our customers with their regulatory submissions in their respective territories, including the US, Europe, and Asia. Elcam Medical holds the CE mark that signifies compliance for the European market, and many of our products marketed in the US are 510(k) cleared. Elcam Medical are proud to say 100% of our products are regularly assessed for health and safety improvements.

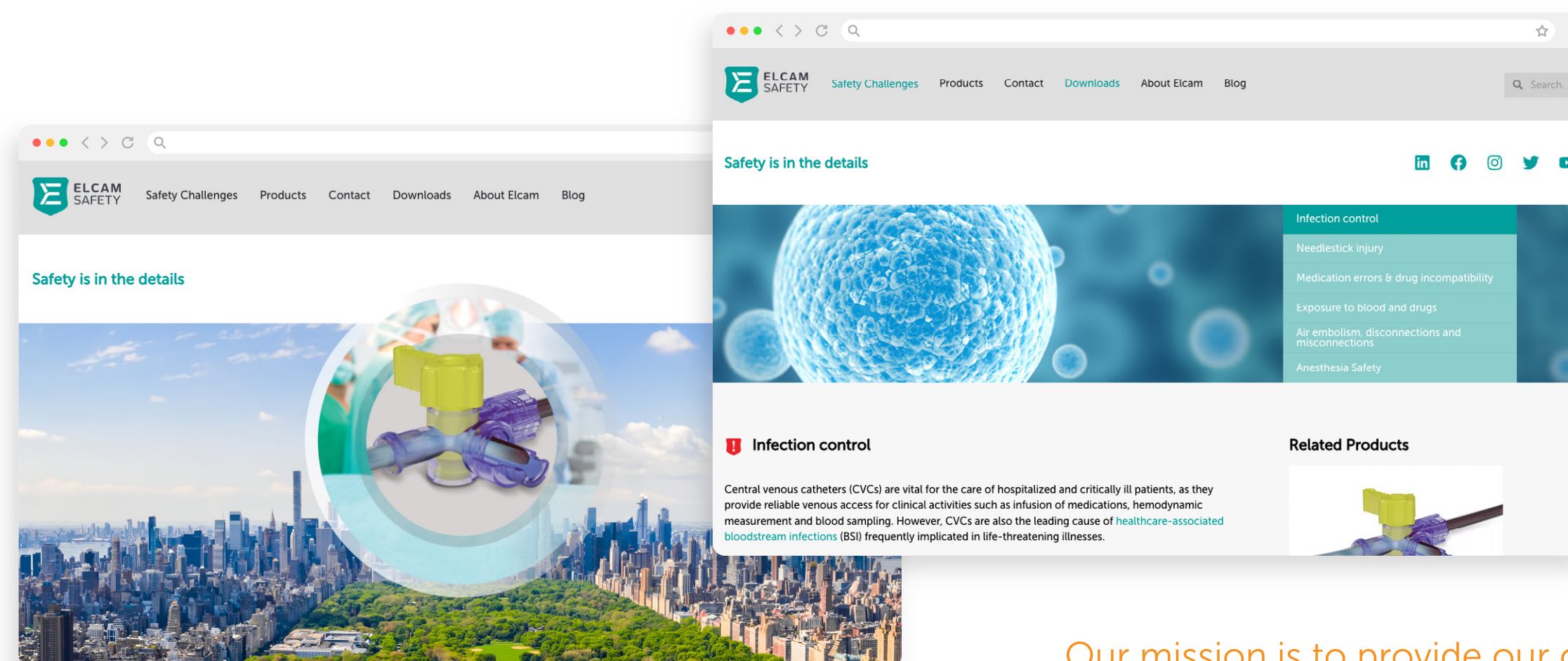
100% of our products are regularly assessed for health and safety improvements

Elcam Medical safety

At Elcam Medical, we have developed an online platform called InfuseSafety.com. Our platform focuses on highlighting patient and caregiver safety within the medical device sector. Infuse Safety serves as an informative hub, allowing us to focus on our safety innovations in fluid management systems used in critical care.

Our target is reducing the risk of infection and treatment error, improving patient comfort and facilitating safer medication administration and blood sampling, along with improved workflow. Our platform contains content like short clips, articles and product tips for our consumers, including on our Marvelous™ stopcock.

infusesafety.com



Biocompatibility

At Elcam Medical, we conduct biocompatibility tests on all our products. This is a crucial step that occurs after our products have undergone all the necessary treatments during the production process.

Our biocompatibility testing aligns with the ISO 10993 series of standards and follows the guidance provided by the FDA, particularly the ISO 10993 on Biological Evaluation of Medical Devices Part 1: Evaluation and Testing.

• Assessment criteria

We perform biocompatibility assessments in cases of new product development or when there are changes to existing products, such as modifications to design, materials, or production processes.

• Risk-based approach

Our approach to biocompatibility assessment is grounded in a risk-based methodology. We thoroughly analyze the product's components and intended use. The primary goal is to ensure the product's safe use for both patients and caregivers, in strict accordance with relevant industry standards.

• Market release

Products are only released to the market once we have established sufficient evidence of their compliance with medical industry requirements. The responsibility for confirming document conformity and regulatory compliance rests with our dedicated regulatory department.

At Elcam Medical, we prioritize the safety and quality of our products, upholding the highest industry standards and ensuring the well-being of both patients and healthcare professionals.

Our mission is to provide our customers with high quality, safe, medical products





Our products

Regulatory compliance and quality assurance

Elcam Medical is committed to a safe, healthy work environment that's in compliance with applicable laws, regulations and industry standards. From the very start of our product development process, we integrate regulatory compliance into our procedures. This includes R&D activities, production, sales, marketing, and Post Market Surveillance.

This enables us to have continuous improvement in product quality, product safety, effectiveness and customer service. Elcam Medical acts to maintain the effectiveness of its quality management system.

Our robust quality assurance and regulatory systems provide confidence in design, manufacturing and distributing approved, reliable devices that comply with the relevant regulatory requirements and the strictest standards of the medical device industry.

Elcam Medical is committed to working according to all applicable laws and regulations, in the territories the products are sold under Elcam Medical's regulatory responsibility, and our quality management system aims to maintain its ISO 13485:2016 - Medical devices - Quality management systems certification and compliance with Code of Federal Regulations 21 820 throughout the products life cycle.

Elcam Medical's responsibility for product oversight pertains to products under Elcam's registrations, covering the entire product lifecycle from early development through post marketing follow-up. This focus aims to ensure ongoing safety and performance enhancement.

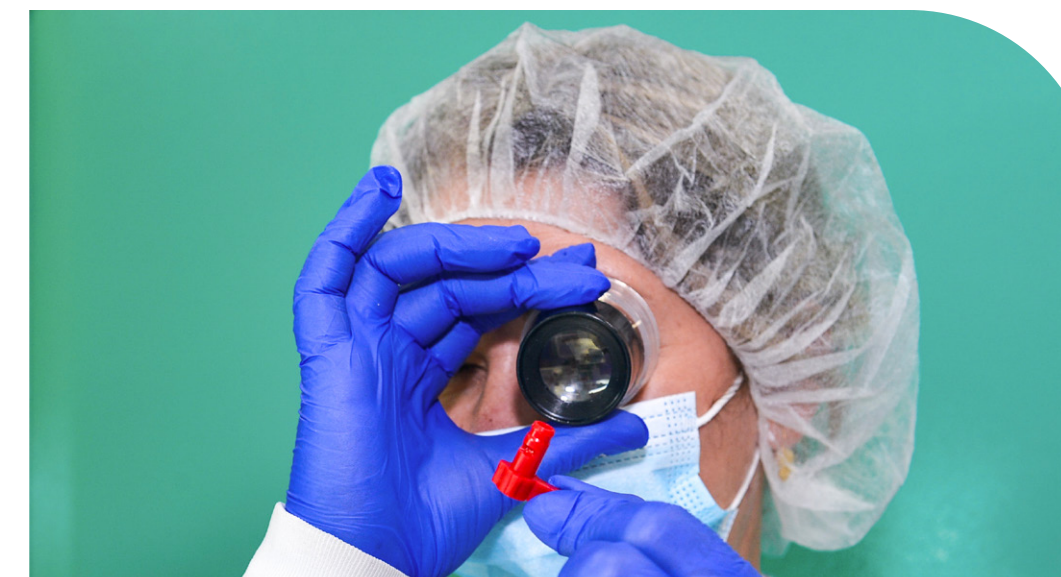
Our compliance

Elcam's QMS is also compliant with the EU MDR 2017/745 regulation for medical devices. Across our product markets we are in full compliance with the following:

- **In Israel**
Compliance with the Ministry of Health's Memorandum by the General Director from January 1995, requiring medical devices and accessories to be registered.
- **In Europe**
Adherence to the EU Medical Device Regulation (MDR 2017/745) for CE marked products.
- **In the USA**
Following the FD&C Act and amendments for medical devices, including specific sections of the 21 Code of Federal Regulations (CFR) 800 to 1299, particularly 11, 803, 806, and notably CFR 21 820 (QMSR)
- **Globally**
Elcam Medical complies with the relevant local laws and regulations in countries where its products are sold, assuming regulatory responsibility by Elcam Medical.

Additionally, we make a concerted effort to ensure our products adhere to environmental regulations wherever feasible. Specifically, products produced by and delivered to EMIT are compliant with the Italian Legislative Decree 116/2020. For the EU market, our product packaging comes with a document detailing the packaging material makeup to aid in their collection, reuse, recovery, and recycling. This initiative is part of our commitment to inform consumers about the disposal and recycling of packaging materials, with clear indications of the packaging types used on our products.

Elcam Medical actively monitors and continuously verifies that its purchased items and components used in the production



processes and in its products are comply with the requirements of RoHS (2011/65/EU), REACH (1907/2006), California Proposition 54 (Safe Drinking Water and Toxic Enforcement Act of 1986) as well as other required regulations/directives related to presence of human/animal substances, latex, PVC, Melamine, Phthalates, TSCA, Bisphenol A, etc.

Elcam Medical, as an OEM company, continuously updates its customers on the compliance of their products with the above requirements.

Our compliance history

It is a result of our thorough procedures and full compliance framework that we have not been involved in any legal proceedings to date. We are audited regularly against EN ISO 13485:2016/A11: 2021 + AC:2018 + A11:2021 / ISO 13485:2016 and against applicable MDR requirements, with no issues of non-compliance identified.

In 2025, our auto-injector operations achieved an important regulatory milestone by obtaining certification under the Medical Device Single Audit Program (MDSAP), effective April 14, 2025 and valid until April 13, 2028. The certification confirms that the relevant Quality Management System meets ISO 13485:2016 requirements, including applicable country-specific regulatory requirements for Canada and Japan, for the development, design, manufacturing and sales of disposable and reusable auto-injectors. This achievement strengthens our regulatory readiness and supports our ability to serve international markets with consistent quality, safety and compliance.

Quality management system

At Elcam Medical, our Quality Management System (QMS) is certified under EN ISO 13485:2016/A11: 2021 + AC:2018 + A11:2021 / ISO 13485:2016 , alongside other regulatory mandates such as 21 CFR Part 820, where relevant. In the United States, our practices are in line with the Quality Management System Regulation. We are proud to announce that our Israeli facilities have been MedAccred certified for plastic injection molding since 2022 and for assembly processes since 2025, supporting our commitment to high standards in manufacturing quality and process control.

Elcam Medical's ISO 13485 certification remains valid and continues to cover two sites, Baram and Dalton. The certification scope covers the development, design, manufacturing and sales of disposable medical devices for fluids administration, withdrawal, transfusion and pressure monitoring, as well as disposable and reusable auto-injectors. During 2024 and 2025, there was no material change to the number of certified sites, while the certification scope was slightly refined with respect to the auto-injector activity.

Risk management

At Elcam Medical, risk management is at the heart of our quality control and focusses on the safety of the patient. Our risk management process is aligned to ISO 14971 standard for medical devices. As such, at each stage of our production process we perform a risk assessment which identifies any risks and how we are mitigating the risks.



13485:2016





Our products

Customer support

Elcam stands strong

Throughout 2024 and 2025, Elcam Medical's resilience systems were significantly tested as the company maintained stable operations and continued to serve approximately 800 customers worldwide amid prolonged security uncertainty. The company's operational resilience measures focused on maintaining continuity of production and supply while preserving product quality, patient safety, regulatory compliance and service reliability. Elcam continued production using protected infrastructure at its manufacturing facilities, in accordance with security guidelines, and used production redundancy to shift orders and production loads between sites when required. To address potential workforce and logistical constraints, the company also adjusted work procedures, working hours and shift structures and implemented employee stabilization measures to support operational continuity.

Elcam further strengthened its ability to maintain customer supply through targeted procurement and logistics measures. The company increased safety stocks of critical raw materials, maintained close coordination with suppliers and continued implementation of its Supplier Code of Conduct. To mitigate disruptions to global trade routes, Elcam identified alternative shipping routes and advanced shipments where necessary, adapting distribution arrangements to changing conditions. At the same time, the company maintained applicable international quality and regulatory requirements, including MedAccred Plastics certification at its BarAm and Dalton sites. Together, these measures enabled Elcam to reduce the impact of disruptions on its global operations and continue providing customers with reliable supply and service.



Customer satisfaction

Elcam Medical builds long-term relationships with its customers and partners through close dialogue, product customization, engineering support and ongoing service. The company works with customers throughout the sales and integration process to ensure that its devices and components are effectively incorporated into customers' final products and sets.

Customer satisfaction is tracked through Elcam's annual Net Promoter Score (NPS) survey, conducted since 2014. A positive NPS score is considered good, while a score of 50 and above is considered excellent. In 2024, Elcam achieved an NPS score of 53, based on 156 customer responses, reflecting an improvement following two challenging years marked by shipping disruptions and challenges during times of regional instability. In 2025, the company recorded an NPS score of 47, based on 113 responses. The decrease was partly attributed to technical issues in survey distribution, as some surveys were blocked by customer firewalls, as well as broader market uncertainty. These technical issues have been addressed ahead of the next survey cycle.

During 2024 and 2025, Elcam continued to strengthen its customer support capabilities, with a focus on responsiveness, transparency and service consistency. As part of its broader digital transformation, the company is preparing to launch ElcamHub, a dedicated customer portal that will provide customers with real-time access to information on products, orders, requests and ongoing interactions with the company.

To support this transition, Elcam standardized customer-facing roles across divisions and global offices and reviewed internal workflows to create a more unified and scalable service model. In response to the challenges of 2024 and 2025, including the situation in Israel, the company also implemented flexible working arrangements and maintained proactive customer communication to support business continuity and customer trust.

Post Market Surveillance (PMS)

The PMS is an ongoing dynamic system that actively collects and monitors the performance, quality and safety of Elcam Medical products. Upon release of our products for use by customers, and throughout the lifecycle of the product, the PMS system is activated for the utilization of available information by gathering and analyzing relevant data and information.

Elcam Medical uses the collected data as part of our:

- Risk management.
- Post-Market Clinical Follow Up (PMCF).
- Design and Development to improve our products
- Customer satisfaction





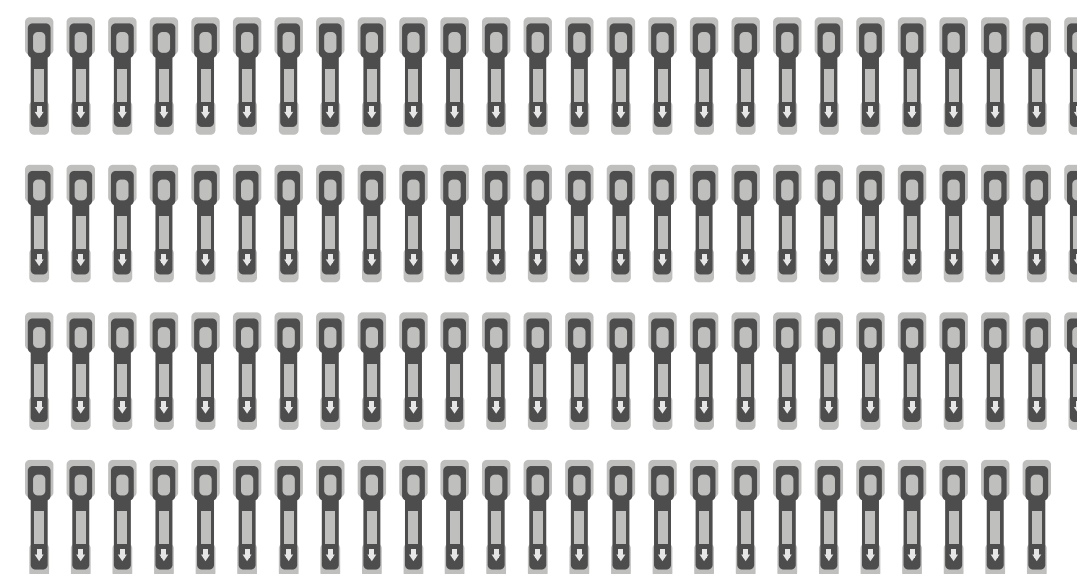
Our products

Innovation and Smart Industry

Sustainability is a crucial aspect in the medical industry and it requires continuous innovation in terms of new products, services and solutions. At Elcam Medical, we believe in utilizing the power of digitization to optimize processes for faster production, waste reduction, fault prevention, and cost savings in terms of management, labor, and resources.

Elcam Medical, through our sister company E3D, is innovating within our traditionally single-use product line to embrace sustainability. Recognizing the environmental impact of single-use medical products, we have introduced two reusable syringe models: the **Flexi-Q MMU Auto Injector**, which retains reusable plastic parts while only a disposable cassette holds a glass syringe, and an **electronic Auto Injector** designed similarly for repeated use with a disposable cassette that holds a glass syringe. These developments align with our strategic plan to explore bioprocessing and reusable diagnostic equipment. Reusable auto-injectors **enhance patient safety, usability, and cost-efficiency** while significantly reducing environmental footprints through **decreased waste, storage, and transportation needs**.

By adopting Elcam's reusable auto-injector for twice-weekly use over a year, consumers can save 103 single-use injectors. This shift not only underscores our commitment to sustainability by significantly reducing medical waste but also translates to substantial financial savings of 80%, exemplifying the economic and environmental benefits of transitioning to reusable medical devices, ensuring suitable medical care for all people.



104
Auto
injectors

Reusable



1
Auto
injectors

104
Cassettes

80%

financial saving with
our reusable syringe





Our products

Safety through innovation

At Elcam Medical, safety through innovation is at the heart of our mission. We are dedicated to enhancing patient care and healthcare provider safety by developing advanced medical devices that integrate cutting-edge technology and sustainable practices. Our innovative solutions, such as the Marvelous™ medical stopcock, the A-Tap™ device for orthopedic procedures, and E3D's electronic auto-injectors, are designed to improve efficiency, reduce risks, and ensure the highest standards of safety in medical treatments. Through continuous innovation, we strive to set new benchmarks in healthcare safety and efficacy, reflecting our commitment to sustainability and excellence in patient care.

Marvelous™ from Elcam is an **advanced medical stopcock designed to enhance safety and efficiency in healthcare settings**. As the first minimal residual volume luer-activated medical stopcock, it offers two key features: self-flushing and a luer-activated valve (LAV) that acts as a bacterial barrier for needle-free injection sites. The LAV reduces the risk of air embolism and contamination by allowing access to the line without opening it. Additionally, the unique fluid flow around the handle creates a "circumferential channel" that flushes the entire internal volume, preventing blood clotting and bacterial colonization. The constant flushing of the side port minimizes dead space and stagnation, further reducing the risk of bacterial colonization and decreasing the risk of medication errors.

A-Tap™ is Elcam's innovative device for orthopedic procedures, **simplifying intra-articular injections by combining aspiration and injection into one device**. This intuitive design improves comfort for both practitioners and patients by streamlining steps and reducing procedure time. A-Tap™ supports best practice recommendations by increasing the efficacy of hyaluronic acid or drug injections and features a closed system design that reduces exposure to air and handling. This product demonstrates Elcam's commitment to advancing patient care and safety, aligning with their broader ESG goals.

Our electronic auto-injectors bring a host of benefits, enhancing both safety and efficacy in medical treatments:

- They ensure the medication is at the correct temperature for optimal efficacy and patient comfort.
- These devices have anti-counterfeiting measures, which help in verifying the authenticity of the drug being administered.
- Electronic auto-injectors prevent the use of expired drugs, safeguarding patient health.
- They are designed to eliminate the possibility of syringe or needle reuse, addressing contamination risks.
- The safety needle feature minimizes the risk of needlestick injuries, protecting healthcare providers and patients alike.

Our electronic auto-injectors allow users to:



See the exact time to take their medication



See how much medication was administered



See when the medication was administered





Our products

Elcam's digital transformation

Our digital transformation journey, spearheaded across the entire organization, focuses on enhancing our efficiency and quality across various facets of our company. Our digital initiatives represent Elcam Medical's commitment to innovation and its pursuit of excellence in the medical device industry, positioning the company to meet the demands of a rapidly evolving technological landscape while ensuring the highest quality standards.

Our digital transformation initiatives are targeting substantial improvements in multiple areas.

Quality Management and Execution System (MES) enhancement

Elcam Medical is in the process of integrating a quality module into our MES to shift from paper-based to digital processes, significantly improving our production security and data analytics. This will enable us to conduct trend analysis, have faster responses to customer feedback, and will improve communication with our other systems for comprehensive quality control in production. In doing so, we are using a dedicated QMS software called Orcanus.

Effective compliance management

Recognizing the regulatory demands for extensive documentation in the medical field, we are planning to utilize AI and digital collaborative tools to expedite document creation, enhance efficiency, and reduce errors.

To improve our quality control and management, we're updating our software systems for electronic records and signatures to meet key regulations like ISO 14971 and FDA 21 CFR Part 11/Annex 11. Currently, only our MES and Orcanus systems fully comply with Part 11. We plan to extend compliance across more software, aiming to enhance standard operating procedures, risk management, and provide tailored electronic signature solutions.

Production efficiency

With 62 molding machines across two sites at Elcam Israel and 54 at EMIT, we are leveraging AI and data analytics to increase operational efficiency and reduce quality issues within our core injection processes.

Supply chain optimization

We are currently undertaking a digital overhaul of our supply chain processes, from order to delivery. Our goal is to ensure a reliable, transparent, and efficient supply chain through requirement analysis, process optimization, and the implementation of suitable digital tools.

Elcam Medical on the cloud

We are transitioning from a local computing system to cloud applications to foster growth and development. Our cloud platform will provide a uniform operating environment, enhance international collaborative processes, and strengthen cybersecurity measures.



Cybersecurity and data privacy

Elcam Medical is committed to rules and regulations concerning **Cybersecurity**. We employ security and privacy measures to protect both our data and the data of our customers. Information and cyber security are closely monitored to maintain confidentiality and privacy of our employees and all of our stakeholders, since business and customer information is critical to our business. Firm procedures and cyber security measures are in place to ensure that all confidential data is handled appropriately in regards to access, use, storage, transmission and disposal.

Elcam Medical recognizes the critical importance of data privacy and has implemented a policy in line with the EU General Data Protection Regulation (GDPR) to ensure high levels of data protection for our customers, employees, vendors, and partners. Our employees are trained annually on security and data privacy to help them identify, protect, and preserve sensitive documentation.

To further prioritize and address data protection and cybersecurity concerns, our CEO chairs the Information Security Forum. The forum's authorized body includes our Information Systems Manager, Chief Financial Officer, Operations Director, and Legal Advisor. Additionally, we have engaged external consultants specializing in law and information security to ensure our strategies are comprehensive and up-to-date. The forum convenes quarterly to review and enhance our security measures.

“ Elcam Medical protects its data assets by using highly advanced security measures, and by performing frequent risk assessments to protect our data's confidentiality, integrity, and availability. ”

Hatib Muhamad, Chief Information Officer





Our environmental impact





Our environmental impact

At Elcam Medical, we see corporate responsibility as a holistic management approach, which considers the entirety of our company's effects on all stakeholders.

Climate change poses profound challenges across all sectors, including the healthcare device industry, by disrupting supply chains, altering disease patterns, and increasing operational costs. For Elcam Medical, these challenges necessitate strategic adaptations to ensure the sustainability and efficiency of our operations. We recognize the profound implications of human activity on the environment and on climate change and the urgent need to responsibly manage our environmental and carbon footprint. We are committed to integrating sustainable practices into every facet of our operations across all of our sites. Through proactive measures to reduce our carbon emissions, optimize resource usage, and minimize waste, we are dedicated to conducting our business in a manner that safeguards our planet for future generations.

Our environmental governance

Elcam Medical's commitment to environmental sustainability is embedded within our governance practices, ensuring a structured approach to energy efficiency. Our strategic plan features ongoing improvements underpinned by a framework of biannual reviews conducted by our most senior management to drive continuous improvement in energy savings.

A significant portion of our revenue is allocated towards energy management initiatives. This approach is instrumental in facilitating strategic investments in high-efficiency equipment and optimizing financial and environmental performance. At Elcam Medical, we prioritize the environmental benefits of the most advanced equipment and technology – even if an investment in energy efficiency technology is more expensive, we are proud to recognize the business case for such investments, and our purchase of highly efficient air treatment equipment for our Israel site led to a short payback period of 13 months and savings of approximately USD 280K per year.

Our adherence to high standards of corporate governance is reflected in our reporting of our energy and environmental performance to our Board of Directors. We conduct a comprehensive annual review of ESG and safety topics to ensure our activities are in strict alignment with established corporate governance protocols and contribute positively to our sustainability objectives.

In recognizing the importance of environmental stewardship, our board and management have taken specific steps to deepen their knowledge and involvement in sustainability matters:

- The Board's ESG oversight is supported by dedicated training and capacity-building on sustainability and environmental management. In recent years, Board members participated in training on the ISO 26000 standard for sustainability, which strengthened their understanding of key social and environmental topics, their interconnections and their relevance to responsible business conduct. This built on earlier training on ISO 14001, which enhanced the Board's familiarity with environmental management systems and supported informed oversight of the company's environmental practices.
- Managers across all functions have been trained on the sustainability implications of their respective roles and activities.

Our environmental policy

At Elcam Medical, we recognize our profound duty towards society and the environment. As a health-focused company, dedicated to pioneering solutions that enhance human health and well-being, we firmly believe that our corporate objectives are intrinsically linked with the health and sustainability of our planet.

Our ongoing efforts are directed towards minimizing our environmental footprint. We harbor a collective commitment to improving global health and well-being, ensuring every team member is aligned with this vision.



Environmental protection

- As a forerunner in the manufacturing domain, our commitment lies in integrating sustainable practices seamlessly into our business strategy.
- We are proactive in identifying and evaluating the environmental repercussions of our actions.
- Our strategic approach encompasses efficient energy utilization, reducing emissions, waste reduction, diligent handling and disposal of hazardous waste through a comprehensive waste management plan, and water conservation efforts.

Sustainable technology and innovative methods

- Our commitment to health is reflected in the solutions we develop.
- Our production process embodies sustainable innovation.
- We focus on minimizing the use of environmentally harmful substances, enhancing resource efficiency, employing eco-friendly technologies, and continuously investing in research and development to stay ahead.
- We invest in innovation while adhering to stringent medical industry standards, ensuring all necessary precautions are taken to maintain safety and compliance.

Environmental compliance

- Elcam Medical rigorously adheres to all local, federal, and international environmental regulations.
- By ensuring compliance with all pertinent environmental standards and laws, we set the benchmark for responsible corporate behavior.



Our environmental impact

Our environmental footprint

Our products

Over 95% of our products are shipped in bulk packaging, significantly reducing the materials typically required for individual product packaging. Although Elcam Medical's products are often lifesaving, they are considered biohazards after use and must be disposed of responsibly. To minimize our products' environmental impact while prioritizing our end users' health, we focus our resource efficiency improvements at our sites and facilities. This strategic approach helps us achieve the highest possible reduction in environmental footprint.



13 years of energy efficiency improvements in Israel

Improving energy efficiency across our operations is a key component of Elcam's environmental strategy. Over the past decade, Elcam has implemented a range of technological upgrades and operational improvements aimed at reducing energy consumption, improving efficiency, and minimizing the environmental impact of our manufacturing activities.

At Elcam Israel, we have made significant progress in improving energy efficiency through the adoption of advanced technologies and operational improvements. Since 2013, we have transitioned to electric molding machines, and all 62 of our molding machines in Israel are now electric, optimizing energy savings and operational efficiency.

We have modernized our air compressors and lighting systems and were the first in the country to adopt magnetic chillers. This adoption has resulted in an impressive 100% improvement in energy efficiency, facilitated by special motor installations.

100% Improvement in energy efficiency

In 2023, we installed a new cooling tower, shifting to water-cooled systems and further utilizing magnetic chillers, which doubled the efficiency of our systems. Although water consumption has increased for treatment purposes, we strategically reuse wastewater for agricultural benefits within the local community, aligning our operations with environmental sustainability.

These combined efforts have led to a 30% reduction in energy consumption overall. Additionally, since 2017, we have managed to reduce energy usage relative to raw material consumption by 40%.

Contributing to a savings of **1.6m kg** of CO₂ emissions

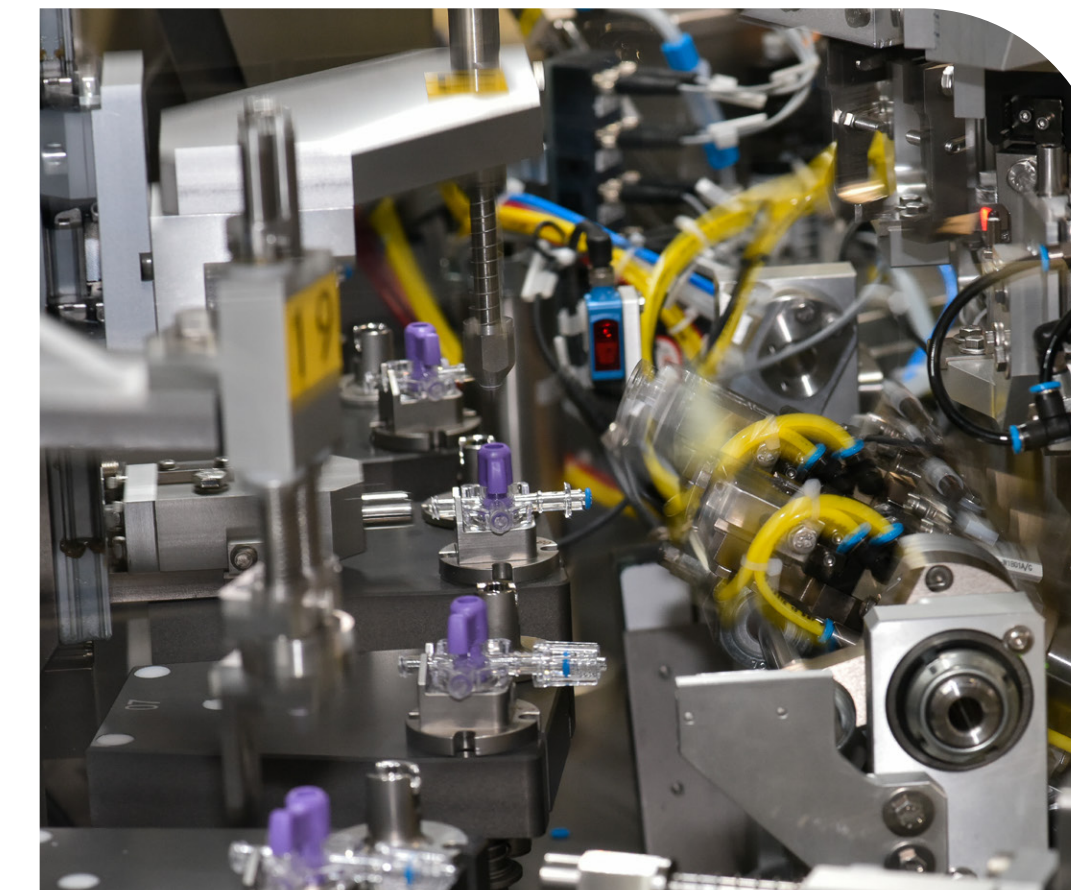
As part of our commitment to renewable energy, Elcam installed photovoltaic solar panels across its facilities in Israel and Italy. These installations enable the self-generation of approximately 1.5 million kWh of electricity annually and have contributed to a reduction of approximately 1.6 million kg of CO₂ emissions since the initiative began.

EMIT

At EMIT in Italy, Elcam has incorporated a combined cooling, heat, and power (CCHP) system, enabling onsite production of electricity, heating, and cooling. The system generates approximately 6.5 million kWh annually for local use and reduces primary energy consumption by approximately 17.5% each year. An energy audit conducted in November 2022 highlighted EMIT's strong environmental performance, identifying energy consumption approximately 64% lower compared with peers. In November 2025, a second energy audit confirmed the company's continued focus on energy efficiency and environmental improvement.

To further strengthen energy management capabilities, EMIT implemented a system that enables monitoring of electricity consumption at the individual production-line level. This allows teams to identify areas with higher energy consumption, optimize processes, and reduce unnecessary energy use.

64% Lower energy consumption in EMIT facilities, compared to our peers



Electricity consumption and renewable energy

To enhance transparency and monitor progress over time, Elcam tracks electricity consumption across its operations in Israel and Italy. In 2025, global electricity consumption amounted to 13.4 million kWh, compared with 12.9 million kWh in 2024 and 14.7 million kWh in 2023. Renewable energy consumption totaled approximately 6.5 million kWh in 2025.

	2024	2025
Electricity consumption, Elcam Israel, kWh	11,350,131	12,461,000
Electricity consumption, Emit Italy, kWh	1,555,083	906,568
Global electricity consumption, kWh	12,905,214	13,367,568
Total renewable energy consumption, kWh	6,718,154	6,507,620





Our environmental impact

Our GHG emissions

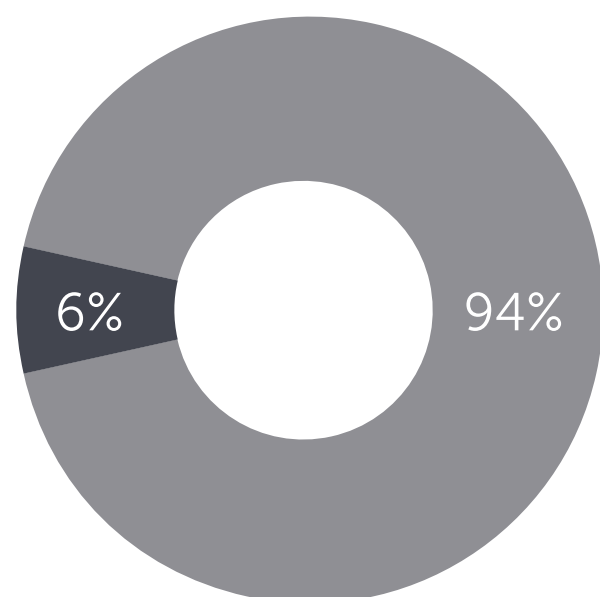
Reducing our GHG footprint is a key component of our sustainability strategy. To achieve this, it's crucial that we understand, measure, and manage our footprint.

Elcam calculates its Scope 1 and Scope 2 GHG emissions in accordance with the GHG Protocol for its operations in Israel and Italy.

In 2025, Elcam's total Scope 1 and Scope 2 emissions amounted to 9,302 tCO₂e, remaining broadly stable compared with 2024 (9,305 tCO₂e). Scope 2 emissions from purchased energy continue to represent the majority of Elcam's emissions profile, accounting for approximately 93% of total Scope 1 and Scope 2 emissions in 2025, while Scope 1 emissions accounted for approximately 7%.

Scope 1+2 global 2024

- Scop 1 (tCO₂e) = 538.96
- Scop 2 (tCO₂e) = 8766.01

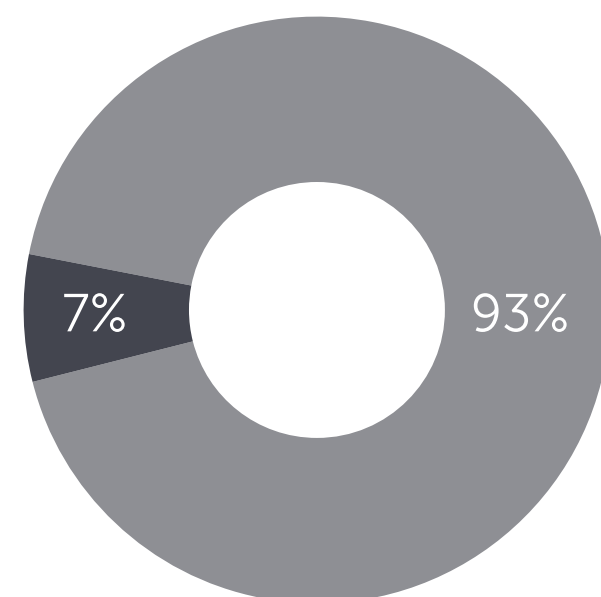


The changes observed in emissions between reporting years reflect, among other factors, updates and refinements in the calculation of GHG emissions data, alongside changes in energy consumption and operational activity. In 2025, Scope 1 emissions increased to 650 tCO₂e compared with 539 tCO₂e in 2024, while Scope 2 emissions decreased slightly to 8,653 tCO₂e compared with 8,766 tCO₂e in 2024.

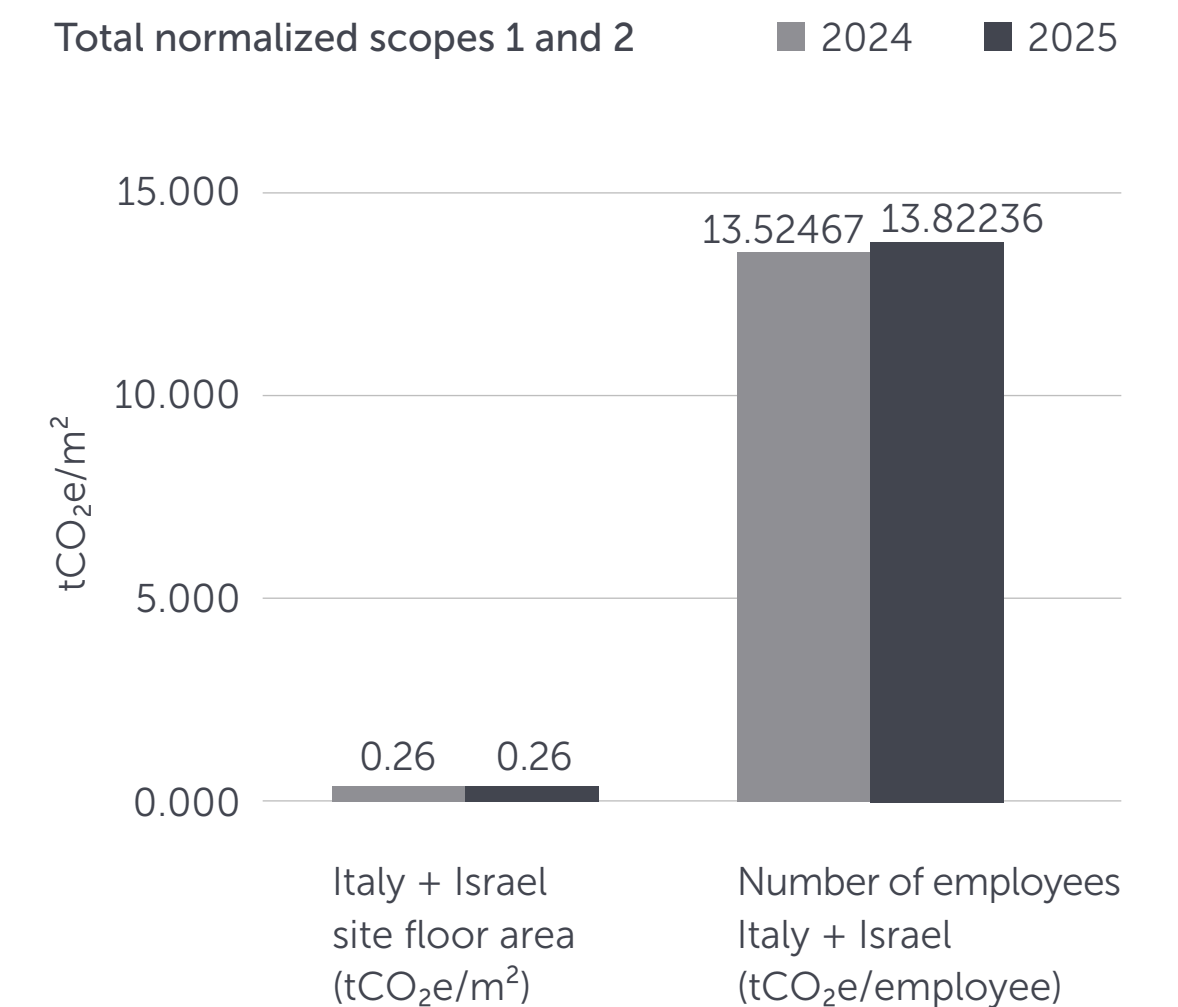
As purchased energy remains Elcam's primary source of emissions, the company continues to focus on opportunities to improve energy efficiency, optimize operational processes, and identify measures to reduce energy-related emissions.

Scope 1+2 global 2025

- Scop 1 (tCO₂e) = 649.72
- Scop 2 (tCO₂e) = 8652.73



When normalized by number of employees, total Scope 1 and Scope 2 emissions amounted to 13.82 tCO₂e per employee in 2025, compared with 13.52 tCO₂e per employee in 2024. Emissions intensity by site area remained stable at approximately 0.26 tCO₂e per square meter.



	Scope 1 (tCO ₂ e)			Scope 2 (tCO ₂ e)			Total 1+2 (tCO ₂ e)		
	Elcam Israel	EMIT	Total Scope 1	Elcam Israel	EMIT	Total Scope 2	Elcam Israel	EMIT	Combined Total
2024	502.05	36.91	538.96	4810.88	3955.13	8766.01	5312.93	3992.04	9304.97
2025	610.86	38.86	649.72	5281.73	3371	8652.73	5892.59	3409.86	9302.45





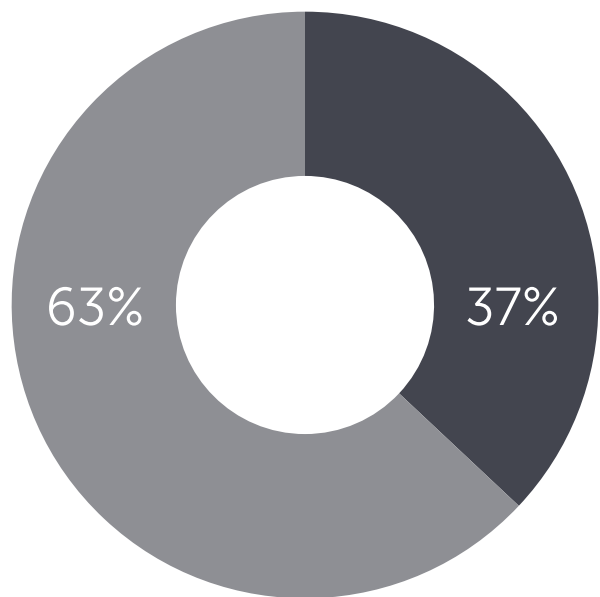
Our environmental impact

Localized distribution

At Elcam Medical, we are committed to reducing emissions through the use of consignment warehouses. By strategically locating these warehouses closer to our customers, we minimize the need to ship products from a central location each time, significantly cutting down on transportation emissions. Additionally, for Elcam Israel, local stockpiling of products ensures a reliable supply in the event of any disruptions. This approach not only enhances our environmental sustainability efforts but also underscores our commitment to efficient and resilient supply chain management, which will be further supported by the opening of our new site.

Waste diverted from landfill in 2024 (kg)

- Waste to disposal = 410,351
- Waste diverted from disposal = 707,381



Waste and water management

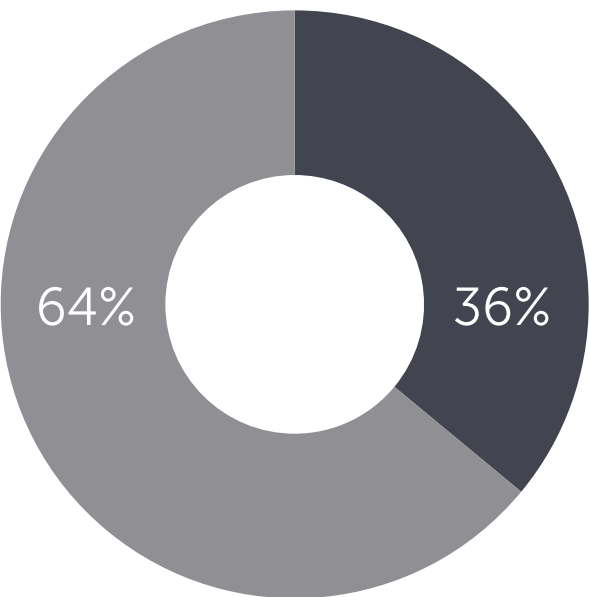
Our waste management

Elcam is committed to reducing waste generation and increasing resource efficiency across its operations. As part of our continuous improvement approach, we have enhanced our waste monitoring processes to improve data accuracy, identify opportunities for waste reduction, and increase recycling and recovery rates.

In recent years, Elcam has expanded the scope of waste measurement across its sites, including improved categorization of waste streams and monitoring of diverted waste. These efforts enable better understanding of waste generation patterns and support informed decision-making to reduce environmental impacts..

Waste diverted from landfill in 2025 (kg)

- Waste to disposal = 373,680
- Waste diverted from disposal = 656,991



	Waste in 2024 (kg)	Waste in 2025 (kg)
Electronic waste	704	3,876
Carton waste	82,240	78,590
Plastic waste	523,106	441,805
Non-recycled waste	400,100	364,950
Hazardous waste	10,462	8,730
Iron waste	2170	3110
Mixed packaging materials	98,950	129,610
Total	1,117,732	1,030,671

In 2025, total waste generated across Elcam's operations amounted to approximately 1,030.7 tons, compared with 1,117.7 tons in 2024. The reduction was mainly driven by decreases in non-recycled waste, cardboard, plastic waste, and hazardous waste streams. At the same time, electronic waste increased, reflecting continued efforts to collect and recycle electronic components that previously may have been discarded.

During 2025, approximately 657 tons of waste were diverted from disposal through recycling and other recovery operations, representing a significant proportion of total waste generated. Waste directed to disposal totaled approximately 374 tons, primarily consisting of non-hazardous waste sent to landfill.

Elcam continues to implement initiatives aimed at improving circularity and reducing waste generation, including:

- Recycling of materials such as plastics, cardboard, paper, and electronic waste.
- Reducing production scrap generated during injection molding processes.
- Encouraging employees to recycle personal household and electronic waste at company facilities.

- Continuing product compliance with EU RoHS 2 requirements, limiting the use of certain hazardous substances in electrical and electronic equipment and reducing potential environmental impacts at end of life.

	Waste diverted from landfill in 2024 (kg)	Waste diverted from landfill in 2025 (kg)
Total waste	1,117,732	1,030,671
Waste recycled	591,090	507,714
% waste diverted	53%	49%

* The above table excludes wood waste due to their negligible quantities





Our environmental impact

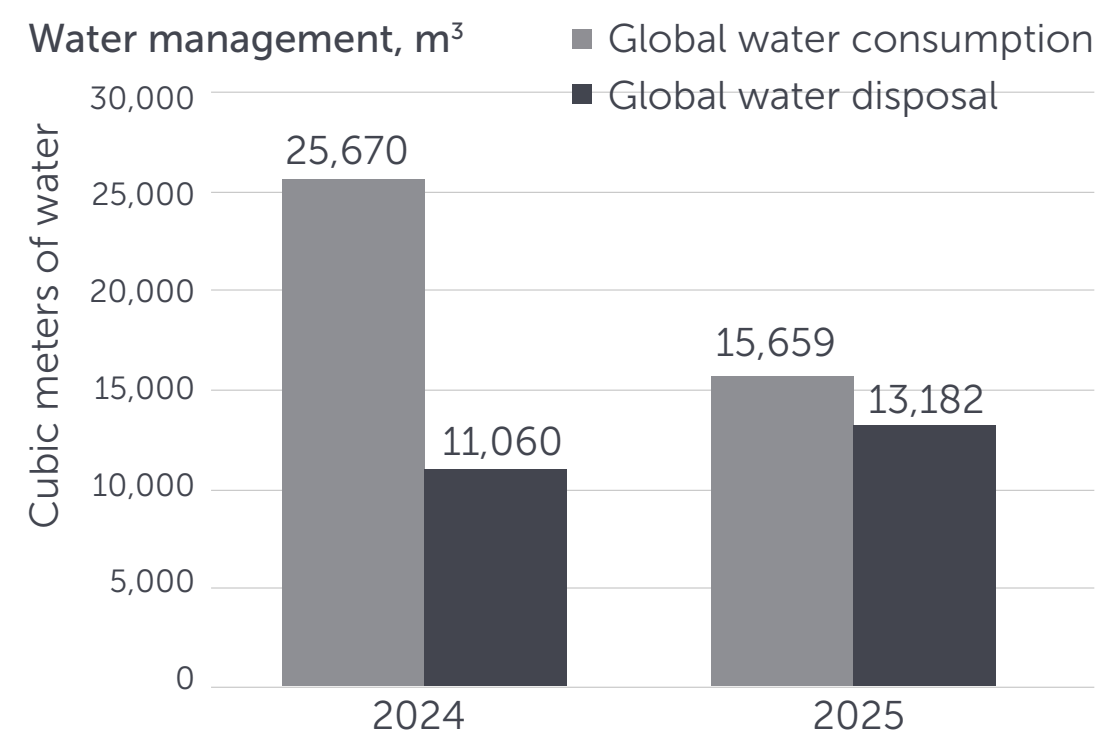
Our water consumption

Water conservation remains an important component of Elcam's environmental management approach. The company continuously evaluates opportunities to improve water efficiency, optimize manufacturing processes, and reduce water consumption.

In 2025, Elcam's global water consumption totaled **15,659m³**, representing a significant decrease compared with **25,670m³ in 2024** and **26,179m³ in 2023**. This reduction reflects Elcam's ongoing efforts to improve operational efficiency and optimize water use across its facilities in Israel and Italy.

Global water disposal totaled **13,182m³ in 2025**, compared with **11,060m³ in 2024** and **12,438m³ in 2023**.

At Elcam Israel, wastewater generated from treatment processes continues to be reused for agricultural purposes, supporting responsible water management practices and reducing the environmental impact associated with water use.



Environmental awareness

Elcam promotes environmental responsibility among employees through awareness initiatives and operational practices that encourage resource conservation.

Our environmental initiatives include::

- **Recycling and reuse**
encouraging recycling of materials such as plastics, cartons, paper, and electronic waste through dedicated collection points.
- **Digital transformation**
continuing the transition toward paperless processes to reduce paper consumption.
- **Waste reduction**
implementing projects to reduce production scrap and improve material efficiency.
- **Employee engagement:**
providing employees with opportunities to recycle personal household and electronic waste at company sites and raising awareness regarding environmental practices.



At EMIT, environmental awareness activities continue to support employee engagement and sustainable behaviors. In 2025, initiatives included the continuation of the "Bike to Work" activity, installation of bicycle shelters at the Carpi plant, and refurbishment of showers to support employees choosing sustainable commuting options.





Our environmental impact

Targets and Performance

As part of our commitment to continuous environmental improvement, Elcam Israel has established long-term targets across key areas, including waste management, cleaning products, energy efficiency, and supplier engagement. Progress against these targets is monitored regularly to evaluate performance and support ongoing improvement.

Recycling and waste management

Target	2025 performance	Status
Achieve 100% recycling of electronic waste, specifically computers and transducers that become waste	100%	Achieved
Achieve an 80% recycling rate for plastics from production that cannot be sold (e.g., bags, separated plastic, mixed plastic), based on depreciation minus the amount sold for recycling	On the way	On the way

Cleaning and detergents

Target	2025 performance	Status
Transition to using concentrated detergents for 80% of cleaning products	80%	Achieved

Energy efficiency

Target	2025 performance	Status
Maintain a CoP (Coefficient of Performance) range of 6.5–10 for the cooling system	8.5	Achieved
Maintain an energy efficiency ratio of 4.80 kWh per kg produced		Achieved

Supplier engagement

Target	2025 performance	Status
Ensure 80% of designated suppliers sign Elcam's supplier code of ethics or provide an equivalent code	69% (100% for AVL suppliers)	Achieved
Ensure 100% compliance in supplier testing for corporate responsibility, based on suppliers identified for testing according to the established procedure	100%	Achieved





Our employees



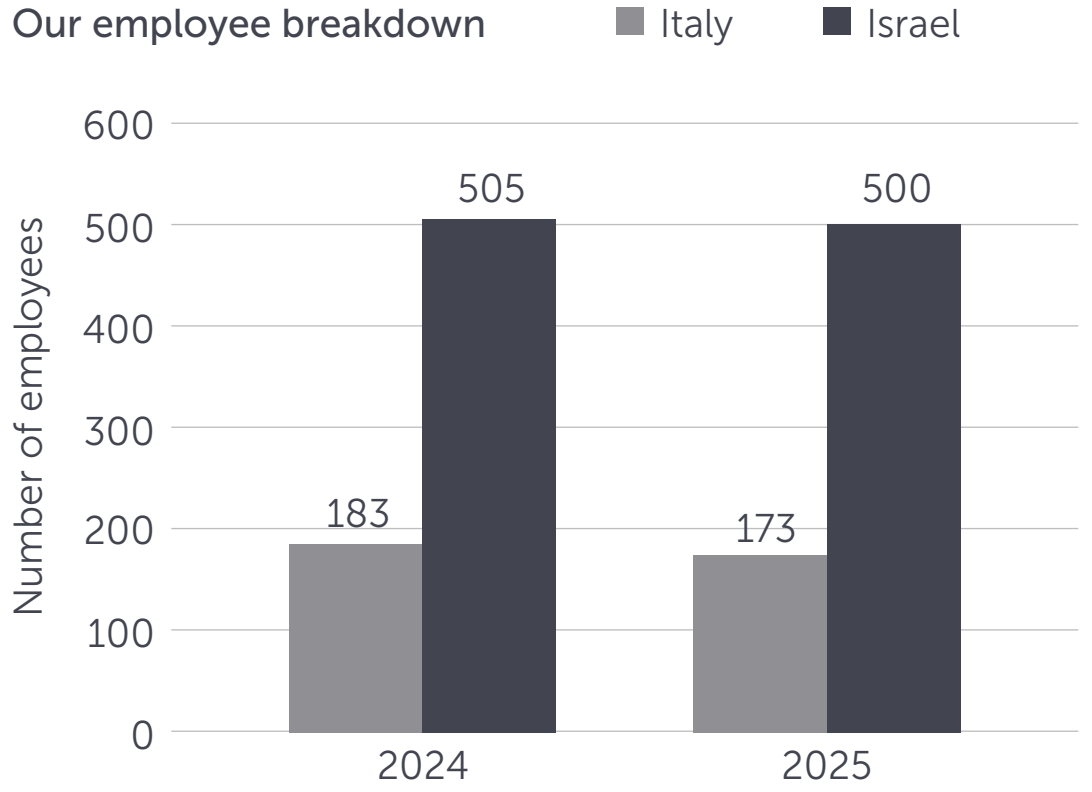


Our employees

At Elcam Medical, we believe that creating a meaningful impact goes beyond our products. We are committed to building vibrant communities, enriching lives, and promoting diversity and inclusion in our workforce.

Our employees

Our company's success and innovation are built on the foundation of our employees. In 2025, Elcam Medical employed 673 employees across its operations in Israel and Italy, who represent the core of our workforce. We believe that investing in our employees, supporting their development, and fostering an inclusive workplace are essential to our continued success.



16.7 average annual training hours for our managers across Elcam Israel and EMIT

94% of Elcam Medical employees received an annual review

14.1 average of training hours per employee per year across Elcam Israel and EMIT

Workplace culture and employee development

Employee development, feedback and engagement

At Elcam Medical, we recognize that investing in our employees' development not only enhances their individual capabilities but also secures our ability to adapt to changing market expectations. Through comprehensive training programs, we aim to equip our workforce with the knowledge and skills required to perform their roles effectively and support the company's continued growth. This commitment ensures we remain ahead of the curve in fulfilling both professional and market demands.

From the very start of the onboarding process, we provide comprehensive training to our new employees, equipping them with a solid understanding of our rigorous quality procedures.

To ensure our employees remain well equipped with the necessary skills, we provide ongoing mandatory training throughout the year, covering subjects like safety, quality assurance, and product knowledge.

Additionally, our management team conducts an annual assessment of their team's training needs through a department-level survey. This enables them to tailor training plans in collaboration with our HR and organizational development manager, focusing on areas such as molding, sketching, design verification and validation (V&V), statistical analysis and more.

During 2024–2025, Elcam continued to invest in employee development while adapting its approach to the needs of its workforce. During the challenging period in which many of Elcam Israel's employees were living and working in a war-affected environment, the company prioritized supporting employees' immediate needs and well-being. As part of this support, Elcam Israel provided resilience-focused programs for managers and employees, including six courses designed to provide practical tools and support during this period.

Training hours continued to be monitored across Elcam Israel and EMIT, reflecting the company's ongoing commitment to employee development and professional growth. In 2025, employees across Elcam Medical received an average of approximately 14.1 training hours per employee.

Average training hours per year	2024	2025
Average training hours per manager per year (Elcam Israel)	9.48	10.2
Average training hours per employee per year (Elcam Israel)	12.47	14.3
Average training hours per manager per year (Emit Italy)	12.78	23.18
Average training hours per employee per year (Emit Italy)	22.73	13.47

Elcam Israel continues to support employees pursuing academic studies by providing tuition funding opportunities for required professions. The program supports employees undertaking Bachelor's or Master's degrees and covers up to 75% of academic fees.





Our employees

Employee feedback and reviews

Employee feedback and performance reviews are an important part of Elcam's approach to supporting development and engagement. At Elcam Israel, annual employee performance reviews are conducted to support discussions on performance, development opportunities, and compensation processes. In 2025, all Elcam Medical managers received an annual performance review, supporting continuous feedback and alignment on individual goals.



Employee satisfaction

Elcam Medical values employee feedback and recognizes the importance of understanding employees' experiences and needs. While employee satisfaction surveys are part of Elcam Israel's approach to gathering employee feedback, the survey was not conducted in 2025 as the company focused its efforts on addressing the immediate needs and well-being of employees during a challenging period. The company plans to resume the employee satisfaction survey process in the near future.

At EMIT, we strongly value social dialogue with our employees, and as such 100% of our employees are covered by collective bargaining agreements.

Health and safety

At our organization, we value the health and safety of our employees above all else. Our products are developed and produced with the expertise of our workforce. We believe that a safe and healthy work environment encourages innovation and helps our team members feel secure while working. To ensure that we maintain a culture of safety, we have implemented a comprehensive Health and Safety management plan, which is monitored, tracked and audited through our EHS Performance System. This system helps us keep a close eye on our incident rate and safety standards and allows us to act if needed.

Protecting our employees

Elcam Medical prioritizes the safety of our employees in our production facilities by supplying the best in class personal protective equipment (PPE), such as safety eyeglasses, noise-cancelling headphones, and reinforced helmets. Each piece of equipment is selected to meet industry safety standards, aiming to allow for maximum protection during operation. Additionally, all employees receive our comprehensive Employee Safety Handbook, which details essential practices for maintaining safety in the workplace alongside being qualified during an annual training.

At all of our sites Elcam Medical is proud to have a joint labor management health and safety committee in operation. Our committee is formed of both representatives from Elcam Medical and employee representatives who have completed a safety course. Beyond this, we provide comprehensive training for our employees on health and safety risks and good working practices including on the use of specific equipment (e.g. forklifts) and emergency management in order to enhance their skills to perform their tasks safely.

Upon joining Elcam Medical, all new employees are required to provide the HR department with copies of their certificates to demonstrate their training records. No employee is allowed to work without the relevant and correct health and safety documentation and training. At least once a year, we conduct hazard inspections and audits to ensure the safety of our equipment. At EMIT, health checks are conducted while inspections of hazardous materials and professional certifications are maintained at all sites.

Additionally, across all sites we provide training for subcontractors working on our premises. Where necessary, we employ the use of translators to ensure our health and Safety procedures are understood by all employees.



As part of our commitment to maintaining a safe workplace, Elcam Medical monitors safety performance indicators across its operations. In 2025, the total number of lost days due to workplace incidents across Elcam Medical's operations was 65 days, representing a decrease compared with 412 lost days in 2024 . The breakdown by site is presented below.

Lost days	2024	2025
Elcam (Israel)	344	61
Emit (Italy)	68	4
Total lost days	412	65





Our employees

Our health and safety systems

We have established a robust Health and Safety system in the Workplace, and our sites in Israel and Italy are certified to ISO 45001. The ISO certification ensures that all safety requirements are consistently met in line with the best industry practices, while we adhere to local regulations and policies.

We periodically review and update our safety systems to ensure they remain relevant to changing circumstances. Moreover, we make it a priority to keep all stakeholders informed about the objectives and activities associated with these systems.

We maintain an open line of communication between the management and our employees, ensuring that all concerns related to risks and safety measures are addressed in a transparent and collaborative manner.

Across all of our Elcam Medical sites, we have specific guidance and procedures in place to account for the following health & safety risks:

- Instructions and an operational process to ensure health and safety risks and hazards are properly controlled in the event of changes to Elcam Medical's facilities or operations.
- Elcam Medical provides detailed guidelines for handling chemicals and hazardous substances, complemented by annual training sessions.
- We implement active preventive measures to reduce stress and noise including by conducting noise risk assessments at our sites.

We have undertaken a comprehensive health and safety risk assessment and mapping of risk factors present within our facility. Based on our findings, we have taken decisive actions to minimize and prevent these risks.

Employee well-being and benefits

Employee well-being during challenges

During the recent events in Israel, Elcam Israel has prioritized the well-being of our team. Despite the circumstances, the majority of our Israel-based employees have remained actively engaged at work. To support them further, we've introduced additional financial incentives and benefits. Our outreach extended to employees within the reserves and their families, ensuring support beyond the workplace, including assistance provided to employees and their families. In 2025, Elcam provided direct support to three employees whose homes were damaged during the war, reflecting the company's continued commitment to supporting employees through periods of personal and national crisis.



Annual celebrations and benefits include:

- Exemplary employee awards
- Special events for religious holidays and International Women's Day
- Annual bonuses for eligible employees
- Company cars for designated roles
- "Children's Day" during summer vacation
- An annual New Year's party at EMIT

Team bonding and events

In 2025, our Israeli employees enjoyed a team day at K'far Giladi resort in the Upper Galile, enhancing team bonding outside of work.

These measures underscore our commitment to creating a supportive and rewarding environment for our valued team members, ensuring that they feel recognized and valued for their contributions.



Community building at Elcam Israel

Our HR department continuously monitors and communicates directly with employees to cater to their unique needs. This effort fosters a sense of unity and maintains harmony within our diverse workforce. It's part of our broader commitment to employee welfare, contributing to a cohesive and supportive environment, even during difficult times.

Employee appreciation and recognition

Our employees' wellbeing is of paramount importance to us. We express our appreciation through competitive salaries that exceed minimum wage standards, holiday gifts, and organizing an annual Sports & Fun Event. Each department has a mandatory retreat day, alongside a collective retreat for all employees. Personal milestones are celebrated with gifts, and departments have budgets for their events.





Our employees

Exceptional working conditions

Elcam Medical is dedicated to offering exceptional working conditions that exceed legal requirements. At EMIT, we take pride in offering our employees an annual leave allowance that exceeds what is legally required. We recognize the value of flexibility in promoting productivity and employee well-being. To accommodate the unique needs and commitments of our team members, we empower them to adjust their working hours by up to one hour per day. This flexibility not only helps our employees maintain a healthy work-life balance but also contributes to a more motivated and engaged workforce.

At Elcam employees benefit from working conditions that support work-life balance and employee well-being, including annual leave allowances that exceed legal requirements and flexible working arrangements that enable employees to adjust their working hours by up to one hour per day.

EMIT continues its sustainability engagement program offering employees a bonus for participating in annual sustainability activities.

Additional employee benefits include::

- Special remuneration for overtime work.
- Paid annual vacation.
- 24 hours of rest within a period of seven consecutive working days.
- Remuneration above the statutory minimum wage.

Open communication

Elcam Medical values open communication and encourages two-way conversations with our employees. We listen carefully to their feedback on working conditions and benefits. Elcam Medical clearly and fairly communicates to our employees on the remuneration process. All of our managers receive an excel document allowing them to understand and benchmark their remuneration and bonus.



Diversity and inclusion

At Elcam Medical, we believe that diversity and inclusion are fundamental to building a respectful, innovative, and successful organization. Our commitment to social responsibility includes creating equal opportunities, promoting an inclusive workplace culture, and ensuring that all employees feel valued, respected, and able to contribute.

Our global workforce represents a wide range of backgrounds, with employees from 33 countries and diverse ethnic, cultural, and religious communities. At Elcam Israel, our employees represent five primary ethnic and religious groups, including Jewish, Muslim, Christian, Druze, and Circassian communities.

We believe that bringing together people with different perspectives, experiences, and backgrounds strengthens collaboration, encourages innovation, and enables us to better understand and engage with our partners, customers, and communities around the world.



Cultural diversity and inclusion

Elcam Israel takes pride in the diversity of its workforce and views it as a key factor contributing to the company's success. The company is committed to fostering a workplace environment based on mutual respect, open communication, and appreciation of different cultures and traditions.



“ Our diversity is one of our strengths. Bringing together people with different backgrounds and perspectives enables us to learn from one another, challenge existing thinking, and create better solutions. We believe that an inclusive workplace allows every employee to bring their unique experience and capabilities to the organization ”

Tamar Weizmann, Chief HR Officer





Our employees

Employees are able to observe their religious holidays, and Elcam recognizes and celebrates cultural events that strengthen connection and understanding among employees. In 2025, Elcam Israel celebrated Eid Al-Adha together with Muslim, Druze, and Circassian colleagues as part of its employee engagement activities. These gatherings provide an opportunity to celebrate cultural diversity, strengthen relationships, and promote mutual respect among employees.

Elcam's management team continues to promote dialogue and awareness among employees, creating opportunities for learning, discussion, and meaningful interaction between employees from different backgrounds. These efforts support a workplace culture based on equality, belonging, and collaboration.

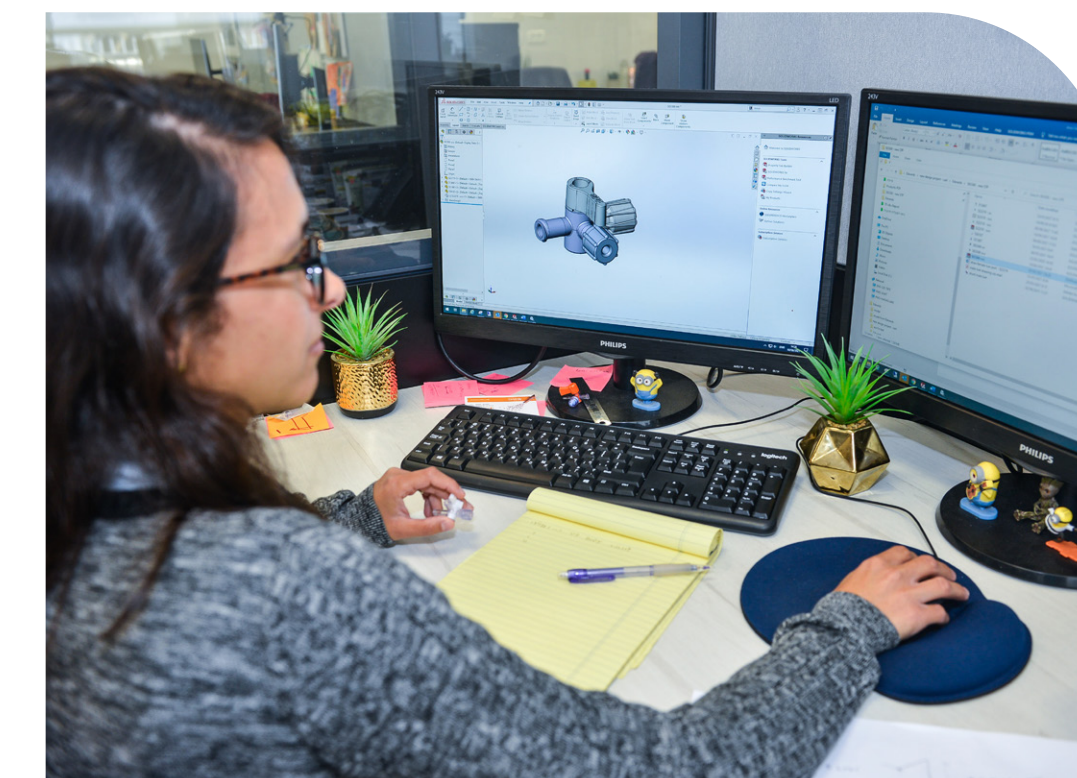


“ At Elcam, we believe that every person has unique value to contribute. Creating a workplace where employees feel respected and included is not only the right thing to do, but also a key driver of our ability to innovate, collaborate, and succeed as a global company ”

Igal Kohn, Elcam Medical CEO



Promoting multiculturalism and diversity remains an important focus for Elcam's HR function. We recognize that diversity is not only a reflection of our workforce but also a strategic advantage that enables us to adapt, innovate, and continue growing in an increasingly interconnected world.



We are proud that at a company level, 48% of our employees are women with 33% of women in managerial roles in 2025.



Gender diversity at Elcam Medical

Elcam Medical is committed to promoting equal opportunities and increasing gender diversity across the organization. Employees are recruited based on their experience, professionalism, and capabilities, regardless of gender, ethnicity, religion, or other personal characteristics.

In 2025, women represented **48% of Elcam Medical's workforce**, compared with 47% in previous years. The company continues to focus on promoting gender diversity across all levels of the organization, including management positions.

As part of our long-term commitment to gender balance, Elcam Medical has set a target of achieving **50% women representation across the workforce by 2030**.





Our employees

Parental leave

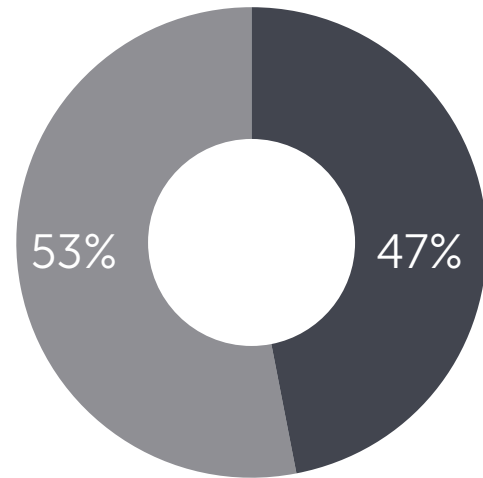
Elcam Medical supports employees in balancing professional and personal responsibilities and provides maternity leave in accordance with local legal requirements.

In 2025, employees who took parental leave continued to return to work across Elcam Medical's operations. At EMIT Italy, 100% of employees who took parental leave returned to work (9 out of 9 employees). At Elcam Israel, the return-to-work rate following maternity leave was 66%.

Return to work rate from maternity leave	2024	2025
Elcam Israel	77%	66%
Emit Italy (number of people returned)	10 out of 10	9 out of 9

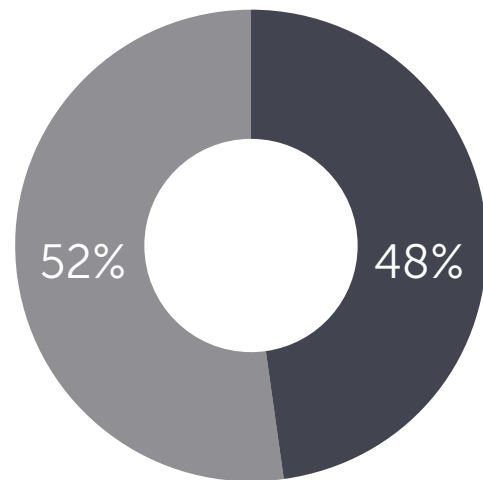
Gender diversity at Elcam Medical 2024

■ Women
■ Men



Gender diversity at Elcam Medical 2025

■ Women
■ Men



Elcam Israel's Key Performance Indicators

As part of our commitment to continuously improving our workplace practices, Elcam Medical has established long-term targets across key areas related to employee well-being, safety, development, diversity, and engagement. Progress against these targets is monitored regularly to evaluate performance and identify opportunities for further improvement.



Safety

Target	2025 performance	Status
Maintain a record of zero workplace accidents to uphold the highest safety standards	20% decrease in minor workplace accidents compared with the previous year	On the way

Training and development

Target	2025 performance	Status
Each employee receives 20 hours of training annually, striving for improvement while acknowledging the national average of 32 hours	14.3 hours per employee	On the way

Contractor employment

Target	2025 performance	Status
Cap contractor employment to no more than 10% of the total workforce, with this policy subject to further review based on operational needs	17%	On the way

Ethics oversight

Target	2025 performance	Status
Address and resolve 100% of cases referred to the Ethics Committee and provide management with comprehensive reports detailing the nature and resolution of ethics issues	No cases were referred to the Ethics Committee during 2025	Achieved

Diversity and inclusion

Target	2025 performance	Status
Set a goal for 20% of organizational managers to come from minority backgrounds to foster a diverse leadership team	17.3%	On the way
Achieve a 50:50 male-to-female ratio across all levels of the organization, including managerial positions	Women: 49% / Men: 51%	On the way

Employee engagement and performance management

Target	2025 performance	Status
Guarantee that 95% of employees receive annual performance reviews to ensure continuous professional development	94%	On the way

Turnover rates

Target	2025 performance	Status
Maintain production worker turnover rate at 15%	24%	On the way
Keep turnover rate for headquarters and engineering staff at 8%	3%	Achieved





Our community engagement





Our community engagement

Elcam Medical is committed to operating in a manner that enhances not only the well-being of our employees but also our communities. Maintaining a high level of social responsibility as a company also means using our resources, including philanthropy and community investment, to address priority social issues in our communities and specially creating perspectives for future generations.

Elcam Medical's commitment to social involvement extends far and wide. We actively engage in various initiatives, from volunteering with local non-profit organizations to providing much-needed donations to institutions in our community.

Volunteering in our surroundings communities has become an annual tradition in both Elcam Israel and EMIT, as we believe in the importance of using our inner strengths to promote social growth around us.

In 2025, Elcam Medical organized a volunteering initiative in Kibbutz Manara, a community in northern Israel that was significantly affected by the war. Over a period of two months, approximately **50 employees participated in five volunteering groups**, helping evacuate, clean, and organize homes and public areas throughout the kibbutz. The activity held particular meaning for Elcam, as one of the company's employees is a resident of Manara.

In parallel, Elcam Medical implemented a resilience program in cooperation with the Kibbutz Industry Association and Zionut 2000. The program was designed to support managers and employees in processing the impact of the war and strengthening their ability to cope with ongoing uncertainty. All Elcam managers participated in two four-hour sessions focused on personal resilience and practical tools for supporting employees. In addition, two dedicated sessions were held for senior management, alongside five employee group sessions with approximately 15 employees in each group.

These activities reflect Elcam Medical's continued commitment

to community involvement, employee care, and resilience-building, particularly in the areas surrounding its Israeli facilities. Looking ahead, the company will continue to promote meaningful volunteering and long-term collaborations with community organizations, with a focus on responding to emerging local needs.



Supporting employee engagement and sustainability initiatives at EMIT

In 2024 and 2025, EMIT continued to strengthen internal initiatives aimed at enhancing employee engagement, professional development, and awareness of sustainability and well-being topics.

In 2025, EMIT organized a Digital Night, an evening led by colleagues from the IT department featuring four workshops focused on AI and digital topics. Participants rotated between workshops and received recognition for the skills acquired.

EMIT also organized a sustainability initiative in cooperation with LILT (the Italian League for the Fight Against Cancer).

The initiative included workshops open to employees focused on health prevention, healthy eating, sports, and physical activity.

In addition, EMIT continued to promote employee engagement through "Bike to Work" days, encouraging employees to commute together by bicycle while strengthening team spirit and supporting environmental awareness.

Furthermore, EMIT joined WeCare, an association of companies from the biomedical district. Through this collaboration, EMIT participates in initiatives promoting health awareness, healthy lifestyles, and sports activities, including group walks and other community activities.

EMIT supports the development of future talent in the biomedical sector through its involvement in the ITS Foundation – New Technologies of Life.

The foundation brings together training centers, schools, universities, and leading sector companies to provide free two-year post-diploma courses designed to develop higher technicians in areas such as design, production, and quality assurance within the biomedical industry.

Through its involvement in the ITS Foundation, EMIT contributes to:

1. Guiding young people toward technical professions.
2. Identifying training needs aligned with regional economic development and industry innovation requirements.
3. Supporting the development of advanced technical education programs.
4. Facilitating the transition of graduates into the workforce.
5. Supporting continuous professional development for educators and trainers.
6. Promoting initiatives aligned with regional priorities for higher technical specialization.
7. Hosting ITS students and providing hands-on experience to support emerging biomedical talent.



Bridging the health divide

Building on its commitment to supporting access to quality healthcare, EMIT continues to contribute to initiatives that promote innovation in patient care and strengthen local health services.

One example is EMIT's support for a telemedicine project initiated by the Local Health Authority, aimed at improving home-based medical care through telemonitoring. EMIT's donation supported the purchase of home care kits, enabling patients, particularly those with chronic conditions, to receive timely and efficient medical support from their homes.

Supporting the local economy

Elcam Medical is committed to supporting the local economies in the communities where it operates through responsible procurement practices and engagement with local suppliers.

The percentage of local suppliers increased across both locations between 2023 and 2025, reflecting Elcam Medical's continued engagement with local businesses.

During the recent challenging period, Elcam Israel demonstrated its support for local communities in northern Israel by sourcing food and gifts for employees from local providers. The company further fostered employee engagement by hosting a competition to create a slogan for company T-shirts representing Elcam's values of connection and unity.

The winning slogan, "**Elcam Medical, where everything connects especially the people**", reflects the collaborative spirit within the company. The company selected a small local business from northern Israel as the supplier of these gifts, further supporting local businesses during a challenging period.

% of local suppliers	2024 - % of suppliers	2025 - % of suppliers
Elcam (Israel)	80%	82%
Emit (Italy)	79%	91%





Our responsible supply chain





Our responsible supply chain

At Elcam Medical, we recognize the vital importance of a responsible supply chain as an integral part of our commitment to ESG excellence. Our dedication to a sustainable supply chain reflects our pledge to uphold the highest ethical standards, environmental stewardship, and social responsibility in every aspect of our operations. By carefully selecting and collaborating with suppliers who share our values, we ensure that our products not only meet the exceptional quality our customers expect but also contribute positively to the global community and environment.

Sustainable procurement

As a proud member of the Israeli forum "IPL", a supply chain forum of medical companies, we have a long-standing commitment to conducting business according to the highest standards of integrity and business ethics. Elcam Medical holds our suppliers to the same high standards, and will only maintain relationships with those suppliers who demonstrate a commitment to compliance with laws and regulations, ethical business practices, human rights/fair labor and employment standards, providing a safe and healthy workplace, and upholding environmental responsibility.

Our Supplier Code of Conduct outlines our expectations and minimum requirements for all direct material and service suppliers.

Between 2022 and 2025, Elcam Medical continued to expand the implementation of its Supplier Code of Conduct across its strategic supplier base. By 2025, 67 strategic suppliers had signed the Code of Conduct on an accumulated basis, including additional supplier groups beyond primary raw material suppliers, such as machinery and equipment suppliers, both locally and internationally.

100% In 2025, 100% of new suppliers signed our ethical code

During 2024 and 2025, Elcam Medical took further steps to embed responsible procurement into its supplier management framework, expanding the use of social criteria as an integral part of supplier onboarding and evaluation processes. At the company level, the average percentage of new suppliers screened using social criteria increased from 17.5% in 2023 to 32% in 2025, reflecting a gradual broadening of supplier ESG due diligence across the company.

This progress demonstrates Elcam Medical's continued commitment to embedding responsible procurement into its core purchasing practices, strengthening supplier accountability and ensuring stronger alignment with the company's Supplier Code of Conduct. In 2025, 100% of new suppliers signed the Supplier Code of Conduct, reinforcing the company's expectation that responsible business conduct is embedded from the beginning of the supplier relationship.

As a medical equipment manufacturer, we adhere to the ISO 13485:2016 standard, which requires detailed traceability of all products. We maintain stringent tracking to the kilogram level for components, demonstrating our unwavering dedication to transparency and quality in our manufacturing process.

In addition to adhering to our Supplier Code of Conduct, our EMIT team implements an annual audit questionnaire for suppliers to reinforce this commitment. In Israel, this is conducted through a one-time questionnaire.

Embracing environmental responsibility

At Elcam Medical, environmental responsibility is a core principle, especially vital in producing top-tier products that deliver significant value to our patients. Our Supplier Code of Conduct mandates that all suppliers strictly adhere to relevant environmental laws and regulations.

The key pillars of this code include:

- Maintaining Ethical Business Practices: Ensuring integrity and transparency in all business dealings.
- Upholding Human Rights alongside Fair Labor and Employment Standards: Guaranteeing that all labor practices are just and equitable.
- Ensuring a Safe and Health-Conscious Workplace: Promoting a work environment that prioritizes the health and safety of all employees.
- Prioritizing Environmental Responsibility: Committing to sustainable environmental practices.

Elcam Medical continued to strengthen the integration of environmental criteria into supplier screening processes. At the company level, approximately 50% of new suppliers were screened using environmental criteria in 2025, compared with approximately 17% in 2023, reflecting a significant expansion of environmental due diligence in supplier onboarding.

50% Of our new suppliers were screened based upon their environmental performance

We actively engage with our suppliers to help establish robust environmental management systems. These systems should monitor Key Performance Indicators and set both immediate and long-term improvement goals. We encourage our suppliers to minimize waste in all its forms, particularly focusing on the conservation of raw materials. Our policy mandates the responsible management and disposal of hazardous materials, chemicals, and waste, ensuring compliance with environmental standards and promoting sustainable practices across our supply chain.

Adhering to regulations

At Elcam Medical, we extend our stringent regulatory requirements to our suppliers and require them to declare the following for raw materials and purchased components including:

- Information on biocompatibility and on material-mediated pyrogenicity
- Information presence / absence of substances that are classified by European Directives as carcinogenic, mutagenic or toxic to reproduction
- Information on presence/ absence of substance known as hazardous material within SVHC (substances of very high concern) as identified in REACH Directive
- Information on presence/ absence of heavy metals: refer particularly to the concentration of Pb (lead), Hg (mercury), Cd (cadmium) and Cr6 + (hexavalent chromium)

Conflict minerals

Elcam Medical is committed to protecting human rights in our operations and supply chain. We are committed to obtaining raw materials like tin, tantalum, tungsten, and gold (known as 3TG) from conflict-free sources, including those from the Democratic Republic of the Congo (DRC) and its surrounding areas.

Our suppliers are also committed to our supplier code of conduct, which requires them to undertake reasonable efforts to perform due diligence on the source and chain of custody of these minerals. They are also required to make their due diligence and findings available to Elcam Medical upon request.





Our governance and ethics





Our governance and ethics

In the dynamic landscape of the medical devices industry, where innovation and progress intertwine with the imperative of ethical responsibility, our commitment to exemplary business practices stands as the cornerstone of our corporate ethos. As we navigate the intricate intersection of technology, healthcare, and human welfare, we recognize the profound impact our decisions and actions have on patients, healthcare providers, and society at large. In this chapter dedicated to business ethics within our ESG report, we unveil our unwavering dedication to upholding the highest standards of integrity, transparency, and ethical conduct across every facet of our operations.

From product development to supply chain management, from regulatory compliance to stakeholder engagement, we embrace the moral imperative to prioritize ethical considerations, ensuring that our innovations serve not only the advancement of healthcare but also the betterment of humanity.

Our board of directors

At Elcam Israel, ESG matters receive strategic guidance and oversight at the highest levels, including our Chief Executive Officer and Board of Directors. In total, we have 11 Board members, all from Israel. Each Board member is appointed for a four-year term, with the possibility of extending their tenure for an additional four years, allowing for a maximum service duration of eight years.

Our Board acts as an intermediary between Kibbutz Bar'am and Elcam Israel, creating a pathway for dialogue and strategy coordination. It is responsible for setting multi-year objectives for Elcam Israel in addition to defining our overarching policies, business management strategies and development directions. Our Board members are further responsible for reviewing and approving compensation policies.

The Chairman is responsible for overseeing the operation of the Board, convening meetings and reporting to the Kibbutz on our performance and key updates, including a consolidated annual report.

In 2024 and 2025, Elcam Israel's board held ten and nine meetings respectively with a board participation rate of 92% and 93%, respectively.

Board committees

Our Board of Directors has a critical responsibility for overseeing ESG matters. They are regularly updated on progress towards our ESG goals. The Board, along with its Financial and Nominating Committee, share the responsibility for overseeing ESG-related matters. The Financial Committee is responsible for approving annual work plans, budgets, investment plans, and financial statements. The Nominating Committee is responsible for defining the CEO's responsibilities, plays a key role in their appointment, and approves the appointment of senior team members and directors of our subsidiaries.

Procedure for electing members to the board of directors

As a Kibbutz-owned company, Elcam Israel's Board composition reflects the company's ownership structure and connection to the Kibbutz community. When filling Board vacancies, preference is given to Kibbutz members who bring a strong connection to the community and its values, supporting alignment between the company's governance and the interests of the Kibbutz.

When suitable candidates are not available from within the Kibbutz community, a search committee is established to identify candidates with the experience, expertise, and perspectives required to support the Board's responsibilities.

The preference for Kibbutz representation does not apply to certain key leadership roles, including the Chairman of the Board and the CEO. The CFO participates in Board meetings as an observer.

To maintain an external perspective in Board discussions, the Board includes three external directors who are not affiliated with Elcam or the Kibbutz.



Our board

Name	Age	Role on board	External directors	Years served	Committees	Gender
Amir Littman*	64	Chairman	No	14	Financial / Nominating	Male
Avner Lushi	59	Board Member	Yes	2	-	Male
Gideon Sturlesi	67	Board Member	Yes	3	Nominating	Male
Edit Goldberg	55	Board Member	Yes	8	-	Female
Yuval Sela	53	Board Member	No	2	-	Male
Guri Barlev	58	Board Member	No	2	-	Male
Yael Adler	70	Board Member	No	4	Nominating	Female
Omri Shoham	67	Board Member	No	2	-	Male
Ruth Ekman	69	Board Member	No	2	-	Female
Igal Kohn*	64	CEO and Board Member	No	17	Financial	Male
Shir Raiviz -Bocian	45	CFO and Observer	No	9	Financial	Female

* Amir and Igal have been on the board for longer than the maximum term of 8 years due to their prior roles at Elcam Medical. Amir served as a board member before becoming Chairman, and Igal was the CFO, contributing to their extended tenure.





Our governance and ethics

Age and gender diversity in the board

Both gender representation and age diversity have become priorities for us, reflecting our deep commitment to ESG principles. We are actively working towards advancements in these areas as part of our ongoing efforts to cultivate a more diverse and inclusive leadership team.

As Board members' terms conclude, our Nominating Committee is dedicated to increasing female representation in managerial roles. This forward-looking strategy aims to gradually enhance gender diversity and inclusivity within the Board's composition. Currently, the Board comprises 7 men and 4 women, and we are committed to improving this balance through deliberate and strategic actions in our recruitment and development practices.

Code of conduct

At Elcam Medical, we provide our employees, managers and board members with training on our corporate policies and procedures to enforce a high standard of ethical behavior. In our Code of Conduct, we present our guiding principles for ethical behavior to which we are committed. Our Code additionally covers the areas of employee rights, environment and corporate responsibility. Our code applies to all employees, managers and board members.

In 2022 and 2023, all of our employees have received training on our Code of Conduct.

Link to our Code of Conduct
elcam-medical.com/quality-sustainability-docs



Business ethics and integrity

At Elcam Medical, we believe in respecting human rights and strive to ensure we treat all our employees and suppliers respectfully, fairly, and in adherence with all labor laws, regulations and ethical standards. Our Labor and Human Rights Policy sets the key legal elements of **Elcam Medical including commitments against:**

- Child labor
- Forced labor
- Discrimination of employees of any kind

It is important for us that our employees have a voice and we respect and cherish the right to freedom of association and collective action following the relevant laws in each country we operate and agreements are established in.

Our Policy is reviewed on an annual basis and is updated as necessary.

Our Ethics Committee is chaired by our Chief Human Resources Officer and the committee is the initial contact for employees' inquiries in cases of ethical violations occurring in the organization. The committee meets twice a year and examines any ethics violations. The committee's role is also to ensure that the local appointees in each region are working to raise our employees' awareness of ethical issues at least once a year at each facility.

Discrimination

Elcam Medical is committed to maintaining a safe, respectful, and inclusive workplace where all employees are treated with dignity and respect. The company maintains procedures for preventing and addressing cases of discrimination, harassment, and inappropriate behavior, in accordance with applicable legal requirements and internal guidelines.

In 2025, no cases of discrimination were reported at Elcam Medical. The company continues to promote awareness among employees and provides training and guidance regarding employees' rights, reporting mechanisms, and the procedures available for raising concerns.

In 2025, all employees underwent comprehensive anti-sexual harassment training. The training included guidance on how to file a complaint and provided employees with the contact details of designated representatives responsible for handling such matters.

Elcam maintains a team of trained harassment prevention supervisors, including four representatives in Israel and two representatives in Italy, who oversee related matters and support the implementation of company procedures. All reported cases are reviewed according to established processes, with appropriate actions taken when required.

Through these practices, Elcam Medical continues to strengthen a workplace culture based on respect, equality, and trust.





Our governance and ethics

Anti-corruption

We uphold the principles of honesty, integrity, and fairness across all levels at Elcam Medical, including employees, managers and suppliers. We entrust our employees with the responsibility to adhere strictly to legal standards, unequivocally prohibiting bribery and corruption. It is with pride that we can state, to the best of our knowledge, Elcam Medical has no incidents of corruption or bribery throughout its history.

Elcam is committed to conducting its business with integrity and promoting ethical and responsible conduct across its operations and business relationships. In 2025, the

Company communicated its anti-corruption policies and procedures to 100% of employees, managers and Board members in Israel, maintaining full coverage of these key governance groups.

Elcam also continued to expand its engagement with suppliers on anti-corruption requirements. In 2025, the policy was communicated to 60 suppliers, compared with 43 suppliers in 2024, 16 in 2023 and 32 in 2022, reflecting a significant increase in the scope of supplier outreach. The policy was also made publicly available to customers through the Company's website.

During the year, targeted anti-corruption training was provided to relevant employees and managers. No confirmed incidents of corruption were recorded in 2025, and no employees were disciplined or dismissed, nor were any business relationships terminated or not renewed, due to corruption-related violations.



Human rights

Elcam Medical is committed to upholding human rights across its operations and promoting awareness of human rights principles among employees, managers, and business partners.

As part of this commitment, Elcam provides training and awareness activities to strengthen employees' understanding of human rights policies and procedures. In June 2025, as part of a management forum, Adv. Keren Maimon conducted a training session for all Elcam managers on the prevention of sexual harassment and workplace abuse and bullying.

The session covered key definitions and principles related to sexual harassment, workplace abuse, and bullying, followed by a Q&A session where managers were able to raise questions and discuss relevant scenarios.

Elcam Medical also integrates human rights considerations into its supply chain practices. In 2025, **100% of significant investment agreements and contracts included human rights clauses or underwent human rights screening.**

Human rights indicators		2024	2025
Total number of hours devoted to training on human rights policies or procedures.	Hours	40	50
Percentage of employees trained in human rights policies or procedures.	%	92	100
Percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening.	%	100	100



Whistleblower and grievance procedures

At Elcam Medical, we have an Ethics Committee, led by the Chief Human Resources Officer, which serves as the primary point of contact for employees to raise inquiries regarding ethical breaches within the organization. The committee's composition includes the Chief Human Resources Officer, the Sexual Harassment Commissioner for our Israel office, the People and Sustainability Manager of EMIT, and a Chief Officer representative. This committee convenes biannually and additionally as required.

Should employees or other stakeholders perceive a need, they are encouraged to seek guidance or report any unethical conduct, illegal activities, or breaches of the code confidently, with assurance against harassment or reprisal. Reports can be made via the designated email (ethics@elcam.co.il), overseen by the Chief Human Resources Officer. Alternatively, written complaints can be submitted anonymously in the complaint boxes positioned near the main cafeterias at each location. Additionally, EMIT uses an anonymous automated system to increase employee confidence in securely voicing concerns. Externally, we have appointed a Customer Complaints Manager to address and resolve any issues raised by our customers. Complementing this, we

have a Corrective and Preventative Action team dedicated to integrating improvements and solutions for ongoing problems or complaints, strengthened by our customer service support to enhance overall customer experience.

We ensure that our communication channels are well-publicized by consistently updating our website, disseminating information through our newsletters, and maintaining direct dialogue with individual customers. This approach keeps our stakeholders informed about how they can reach us for assistance, feedback, or inquiries on a regular basis.





Appendices





About this report

Elcam Medical is pleased to introduce its annual ESG Report. This document details Elcam Medical's sustainability initiatives and activities throughout 2025. Our ESG Report covers our production, marketing and sales sites worldwide with a particular focus on our Israeli facilities located in Bar'am and Dalton, and the Italian facilities in Carpi and Mirandola.

The report adheres to the Global Reporting Initiative (GRI) Universal Standards and the Sustainable Accounting Standards Board (SASB) guidelines.

Moving forward, we commit to regularly updating our ESG report to ensure transparency and provide easily comparable data on our progress. By continuing the reporting process, we aim to foster ongoing dialogue with all our stakeholders and keep them informed of our advancements over time.

The report was prepared with the assistance of Good Vision – a CSR Consulting Firm, part of the Fahn Kanne & Co. Grant Thornton Group.

We wish to thank all the people and entities involved in the collection of data, writing, and production of this report.

If you have any questions or comments about this report, please contact:

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GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report
The organization and its reporting practices	2-1	Organizational details	Disclosed	> About Elcam Medical
	2-2	Entities included in the organization’s sustainability reporting	Disclosed	> About Elcam Medical
	2-3	Reporting period, frequency and contact point	Disclosed	> About this report
	2-4	Restatements of information	Disclosed	> Our GHG emissions
	2-5	External assurance	Not disclosed	-
Activities and workers	2-6	Activities, value chain and other business relationships	Disclosed	> About Elcam Medical
	2-7	Employees	Disclosed	> Our employees
	2-8	Workers who are not employees	Disclosed	> Our employees
Governance	2-9	Governance structure and composition	Disclosed	> Our board of directors
	2-10	Nomination and selection of the highest governance body	Disclosed	> Our board of directors
	2-11	Chair of the highest governance body	Disclosed	> Our board of directors
	2-12	Role of the highest governance body in overseeing the management of impacts	Disclosed	> Our board of directors
	2-13	Delegation of responsibility for managing impacts	Disclosed	> Our board of directors
	2-14	Role of the highest governance body in sustainability reporting	Disclosed	> Our environmental governance



GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report
Governance	2-15	Conflicts of interest	Disclosed	> Our board of directors
	2-16	Communication of critical concerns	Disclosed	> Our board of directors
	2-17	Collective knowledge of the highest governance body	Disclosed	> Our board of directors
	2-18	Evaluation of the performance of the highest governance body	Disclosed	> Our board of directors
	2-19	Remuneration policies	Disclosed	> Employee well-being and benefits
	2-20	Process to determine remuneration	Disclosed	> Employee well-being and benefits
	2-21	Annual total compensation ratio	Not disclosed	Elcam Medical, as a private company, will not be reporting financial metrics as part of the GRI disclosure.
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Disclosed	> Our ESG approach
	2-23	Policy commitments	Disclosed	> Code of conduct
	2-24	Embedding policy commitments	Disclosed	> Code of conduct
	2-25	Processes to remediate negative impacts	Disclosed	> Whistleblower and grievance procedures
	2-26	Mechanisms for seeking advice and raising concerns	Disclosed	> Whistleblower and grievance procedures
	2-27	Compliance with laws and regulations	Disclosed	> Regulatory compliance and quality assurance
	2-28	Membership associations	Disclosed	> Elcam’s ESG impact



GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report
Stakeholder engagement	2-29	Approach to stakeholder engagement	Disclosed	Stakeholder engagement
	2-30	Collective bargaining agreements	Disclosed	Employee satisfaction
Disclosures on material topics	3-1	Explanation of the material topic and its boundary	Disclosed	Material reporting topics
	3-2	List of material topics	Disclosed	Material reporting topics
	3-2	Management of material topics	Disclosed	Material reporting topics
GRI 202: market presence 2016	202-1	Direct economic value generated and distributed	Disclosed	Employee well-being and benefits
	202-2	Proportion of senior management hired from the local community	Not disclosed	
GRI 204: procurement practices 2016	204-1	Proportion of spending on local suppliers	Disclosed	Supporting the local economy
GRI 205: anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Disclosed	Anti-corruption
	205-2	Communication and training about anti-corruption policies and procedures	Disclosed	Anti-corruption
	205-3	Confirmed incidents of corruption and actions taken	Disclosed	Anti-corruption
GRI 206: anti-competitive behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Disclosed	Anti-corruption
GRI 301: materials 2016	301-1	Materials used by weight or volume	Not disclosed	





GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report
GRI 302: energy 2016	302-1	Energy consumption within the organization	Disclosed	 Our environmental footprint
	302-3	Energy intensity	Disclosed	 Our environmental footprint
	302-4	Reduction of energy consumption	Disclosed	 Our environmental footprint
GRI 303: water and effluents 2018	303-1	Interactions with water as a shared resource	Disclosed	 Our water consumption
	303-5	Water consumption	Disclosed	 Our water consumption
GRI 305: emissions 2016	305-1	Direct (scope 1) GHG emissions	Disclosed	 Our GHG emissions
	305-2	Energy indirect (scope 2) GHG emissions	Disclosed	 Our GHG emissions
	305-4	GHG emissions intensity	Disclosed	 Our GHG emissions
	305-5	Reduction of GHG emissions	Disclosed	 Our GHG emissions
GRI 306: waste 2020	306-1	Waste generation and significant waste-related impacts	Disclosed	 Our waste management
	306-2	Management of significant waste-related impacts	Disclosed	 Our waste management
	306-3	Waste generated	Disclosed	 Our waste management
	306-4	Waste diverted from disposal	Disclosed	 Our waste management
	306-5	Waste directed to disposal	Disclosed	 Our waste management



GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report
GRI 307: environmental compliance 2016	307-1	Non-compliance with environmental laws and regulations	Disclosed	> Our environmental governance
GRI 308: supplier env assessment 2016	308-1	New suppliers that were screened using environmental criteria	Disclosed	> Sustainable procurement
GRI 401: employment 2016	401-1	New employee hires and employee turnover	Disclosed	> Our employees
	401-3	Parental leave	Disclosed	> Our employees
GRI 403: occupational health and safety 2018	403-1	Occupational health and safety management system	Disclosed	> Health and safety
	403-2	Hazard identification, risk assessment, and incident investigation	Disclosed	> Health and safety
	403-3	Occupational health services	Disclosed	> Health and safety
	403-5	Worker participation, consultation, and communication on occupational health and safety	Disclosed	> Health and safety
	403-6	Worker training on occupational health and safety	Disclosed	> Health and safety
	403-6	Promotion of worker health	Disclosed	> Health and safety
	403-8	Workers covered by an occupational health and safety management system	Disclosed	> Health and safety
GRI 404: training and education 2016	404-1	Average hours of training per year per employee	Disclosed	> Employee training and development
	404-2	Programs for upgrading employee skills and transition assistance programs	Disclosed	> Employee training and development
	404-3	Percentage of employees receiving regular performance and career development reviews	Disclosed	> Employee training and development





GRI index

GRI standard title	GRI disclosure number	GRI disclosure title	Indicator data collection status	Location in the report	
GRI 405: diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	Disclosed	> Our employees	> Our board of directors
GRI 406: non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	Disclosed	> Discrimination	
GRI 407: freedom of association and collective bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Disclosed	> Employee satisfaction	
GRI 408: child labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	Disclosed	> Business ethics & integrity (no suppliers and operations at risk)	
GRI 409: forced or compulsory labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Disclosed	> Business ethics & integrity (no suppliers and operations at risk)	
GRI 414: supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	Disclosed	> On average, 32% of new suppliers across Elcam Medical were screened using social criteria.	
GRI 416: customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	Disclosed	> Health and safety impacts are assessed for improvement in 100% of significant product and service categories.	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Disclosed	None	
GRI 417: marketing and labeling 2016	417-1	Requirements for product and service information and labeling	Disclosed	> Regulatory compliance and quality assurance	
	417-2	Incidents of non-compliance concerning product and service information and labeling	Disclosed	None	
	417-3	Incidents of non-compliance concerning marketing communications	Disclosed	None	
GRI 418: customer privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Disclosed	> Cybersecurity and data privacy	





“ I would like to express my thanks for the continued support of our partners, employees and customers as we navigate these dynamic times. ”

Igal Kohn, Elcam Medical's CEO



THANK YOU

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