

# Doro – making smart tech accessible for everyone

ANNUAL AND SUSTAINABILITY REPORT 2024

Doro makes smart technology accessible for eneryone – supporting a better life.

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# About Doro

Founded in 1974 in Sweden, Doro has positioned itself as a European leader in accessible technology for everyone, providing customised solutions that improve the independence, safety and connectivity of people's everyday life.

With 50 years of experience developing customised products and services specifically designed for people with additional needs, Doro knows its customers and how to support a better life. Doro's technology enables people to connect digitally more easily – both at home and on the go.

Having sold around 30 million userfriendly phones through Doro's extensive network of leading mobile operators, retailers and specialists, customers trust the Doro brand and know that when they buy a Doro, they get easy-to-use, accessible and reliable products.

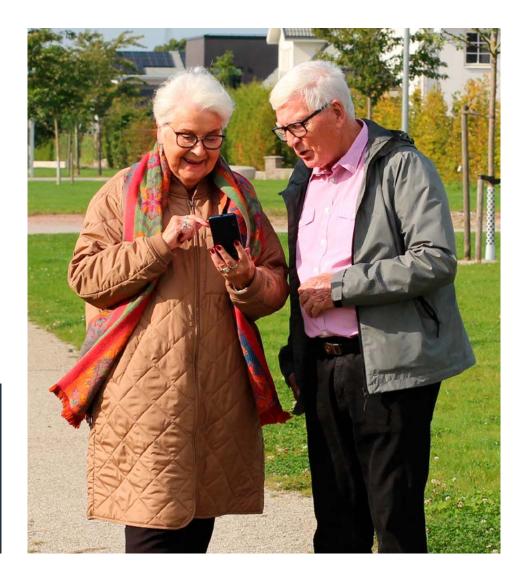
With its headquarters in Malmö, Sweden, Doro is listed on Nasdaq Stockholm. Doro has sales operations in 20 countries. In 2024, Doro had 119 employees and net sales amounting to SEK 882 million (EUR 77 million), making the company one of the market leaders in Europe for accessible technology.

#### VISION

Doro wants to be the leading brand for accessible technology and empower people to have a better life.

#### **MISSION**

Doro makes technology accessible for everyone, every day. By using smart innovations and technology customised to people's needs, Doro enables users to have a better life.



#### **CORE VALUES**

The Doro values form the basis of all activities, both internally and externally.

**Trust** means having confidence in the integrity, abilities and reliability of our colleagues, customers and stake-holders. Trust is built on honesty, transparency and consistency.

When we act with trust, we are open and truthful in our communication, we keep our promises, and we take responsibility for our actions.

We aim to create a workplace culture where trust is the foundation of all our relationships.

**Ease** means creating an effortless and enjoyable experience for our customers, colleagues and suppliers. We want to make it easy to do business with us, and for our colleagues to do their work.

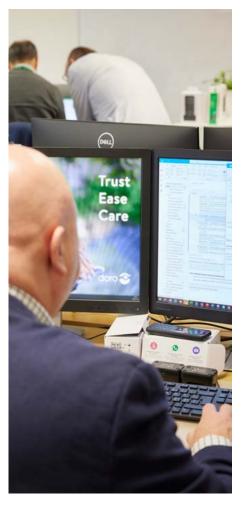
When we act with ease, we strive to simplify processes, eliminate unnecessary steps, and remove barriers to productivity.

We aim to create a workplace culture where ease is the norm.

**Care** means showing concern for the well-being and success of our colleagues, customers and suppliers. We approach everything we do with empathy and respect – whether it's working with seniors or each other. We know what it means to care.

When we act with care, we are attentive to the needs of others, we treat others with kindness and compassion, and we offer help and assistance when needed.

We aim to create a workplace culture where care is the norm.



#### **KEY FIGURES FOR 2024**

#### Net Sales

SEK 882,3 million

In 2024, Doro reported net sales of SEK 882.3 million, a decrease from SEK 973.6 million for the same period in 2023.

#### Gross Profit

## SEK 405,3 million

SEK 405.3 million, an increase from SEK 390.0 million in 2023. The margin in percentage of sales increased by 5.8 percentage points (from 40.1% to 45.9%).

#### **Operating Profit (EBIT)**

SEK 86,6 million

Rörelseresultatet ökade till 86,6 Mkr, från 68,7 Mkr 2023.

#### **Profit After Tax**

SEK 86,1 million

Improved significantly to SEK 86.1 million from SEK 32.4 million in 2023.

# This year's highlights

#### NEW BOARD MEMBERS AND CEO

In March, Doro proposed the election of a new Chairman and two new Board members to the Annual General Meeting on 26 April, in Malmö. The Nomination Committee proposed that Board member Juha Mört be elected as new Chairman of the Board. Sebastian Ehrnrooth and Suzaan Sauerman were elected as new Board members, and the re-election of Board members, and the re-election of Board members Noora Jayasekara and Victor Saeijs was confirmed.

On 15 June 2024, the Board of Directors of Doro AB appointed Julian Read as the new CEO. Julian Read brings to Doro strategic thinking, innovation and an owner's mentality, as well as highly relevant experience in brand-building, sales and marketing of consumer products in B2C and B2B channels.

#### **REVISED STRATEGIC DIRECTION**

Doro's focus, from formation of new board and Julian joined, has been to align a revised strategic direction with the Board, initiating a brand restage project and clarifying the plans for 2025 with special focus on building strong commercial plans.

Doro is excited about the outcome of its strategic review as the company sees immense potential for growth. Doro's role is to enable digital inclusivity for all people through accessible, easy to use technology. Developing products for people with additional needs requires Doro to offer something other than mainstream products. Doro products are easier to use and have unique features that mean they are applicable for anyone. Doro plans therefore to target all people with individual needs going forward.

The brand restage project is moving at high pace. Doro has engaged several strategic partners to support in consumer insight, branding and media strategy. Final delivery of the project is not due until the end of 2025, but it has been decided to take a test and learn approach to be able to fast track this work.

Doro would also like to highlight its Direct-to-Consumer (D2C) business which has been growing steadily. Within own channels, Doro presents the entire range rather than a selection of products that individual operators and retailers choose to list. Doro sees that this approach is appreciated by the customers by the fact that they are selecting Doro's most advanced and premium products. The plan is to invest in building capabilities to strategically grow direct sales and learn more about the customers' needs to serve them even better in the future.



#### IMPLEMENTATION OF CSRD

The social side of sustainability is core to Doro. This is best expressed through the passion for creating products that help users live a better life. It is also reflected in Doro's strong corporate values, and internal policies providing a foundation for a healthy and productive work environment as well as the expectations on supplier conduct.

Transparency is imperative when moving towards sustainability and a common reporting format will support this. In 2024, Doro has made considerable progress in preparing for the Corporate Sustainability Reporting Directive (CSRD). Through the Double Materiality Analysis, DMA, key reporting areas were identified:

climate, resource use and circular economy, the Doro workforce, workers in the supply chain, consumers and end- users, and governance. The company has appointed responsible parties for each area and has started to integrate sustainability strategies into its long-term plans. An inventory of all relevant parts of greenhouse gas emissions has been initiated and is expected to be finalised during early 2025. Although the remaining areas to assess are related to the carbon footprint of the products, it is already evident that product emissions are the largest contributors. Strategies, activity plans, and metrics for all areas are still being defined.



#### NEW CUSTOMISED PRODUCTS

During the year, the company has worked hard to finalise its newest product, the video doorbell. This is a key addition to the Doro range enabling people to see who is at the door via their phone and, uniquely, if they are not comfortable answering then they can pass the call to a relative or trusted friend. Doro launched the product through a few selected retailers and via its D2C business during Q3 as Doro geared up for wider distribution later in the year. The technical teams have been engaged in developing the next generation of feature phones and smartphones. The new models being developed will be another step forward in functionality and design and will be compliant with both the USB-C directive and Eco design requirements. Doro introduced the new Leva feature phone models as the first step in this re-stage of its full mobile phone business. As such marketing assets are already in development to support the launch of the new range of Leva feature phones.



#### **DORO 50-YEAR ANNIVERSARY**

A historic milestone was celebrated at the end of September when Doro's 50-year anniversary gathered everyone in the company. It was an opportunity to reflect on the ups and downs experienced throughout the company's history and to invest time in aligning on the future strategy for growth.







# 2024, a year where Doro set the foundation for new business development

After six months at the helm of Doro, I am pleased to look back on a year marked by stable results and improved operational efficiency. When I assumed the position as CEO in June 2024, I felt I was entering a well-managed and stable company with great opportunities for future growth. After many meetings with customers, investors, partners and colleagues throughout the year, this impression has only been reinforced.

My imperative with Doro is to drive a commercial transformation and a return to sales growth. Although achieving these goals will take time, we have seen promising progress during the year. Despite continued economic uncertainties in our main markets, 2024 was a year of resilience for Doro. Our net sales for the year declined by 9.4 percent, reaching SEK 882.3 million. We continued to strengthen the margins (45.9%) and delivered a strong EBIT (9.8%). Our ability to generate strong and consistent cash flow during tougher times makes us well positioned for future growth. Our investments going forward will be geared towards strengthening our commercial capabilities.

**66** Developing products for people with additional needs requires Doro to go beyond mainstream products. A key feature of our revised strategic direction is to broaden our commercial scope and target all people with the same needs going forward.

We revised our strategic direction during the year, initiating a brand restage project and clarifying the plans for 2025 with special focus on building strong commercial plans. Doro's role is to enable digital inclusivity for everybody through accessible, easy to use technology. Developing products for people with additional needs requires Doro to go beyond mainstream products. Our products are easier to use and have additional, often unique, features that imply that they are appropriate not just for seniors but for all individuals sharing the same needs. A key feature of our revised strategic direction is to broaden



our commercial scope and target all people with the same needs going forward. Our focus during the year has been on enhancing operational efficiency to free up resources for strategic investments that drive long-term growth. While we excel in product development, we have faced challenges with declining sales in certain markets. To address this, we have focused on improving margins, particularly in markets where 2G networks are being phased out. By successfully boosting our margins, we are now in a stronger position to build a robust commercial team. This will allow us to reinvest in customer-focused initiatives and ensure sustained growth.

We successfully finalised and launched our newest product, the video doorbell, which allows users to see who is at their door via their phone and then pass the call to a relative or trusted friend if they choose. Our technical teams have also been dedicated to advancing the next generation of feature phones and smartphones. These new models showcase significant improvements in functionality and design, meeting both USB-C and Eco design requirements. In Q4, we completed plans to introduce these new feature phone models, marking a pivotal first step in revitalising our entire mobile phone business. We are dedicated to positioning ourselves not just as a tech leader but also as a responsible social enterprise, improving lives through digital innovation. To this end, we have made significant strides during the year in terms of alignment with the upcoming Corporate Sustainability Reporting Directive and Taxonomy for sustainability. These directives are scheduled to enter into force for the financial year 2025, but early 2025 the EU commission released the so-called omnibus proposal, which involves both an adjusted implementation date and a higher threshold for reporting obligations. Doro continues to work in line with CSRD while awaiting

further announcements regarding changes. Our focus is not only to meet regulatory requirements but also to enhance our commitment to sustainability.

2024 marked a special occasion as Doro celebrated its 50-year anniversary. It was an opportunity to gather everyone in the company and invest time in setting the stage for our future strategy for growth.

Julian Read,

CEO



## The Doro share

Doro has been listed on Nasdaq Stockholm Small Cap (DORO) since 1993. Over time, Doro have built one of Europe's leading brands for accessible technology. There are several factors that help create value and point the way forward.

#### GREAT POTENTIAL FOR THE FUTURE -DORO IS WELL POSITIONED FOR GROWTH

Doro's business is characterised by a long history of innovation, technology development and a deep understanding of the needs of people with additional needs. With its position and strong brand, Doro will continue to strengthen its phone offerings while expanding its offering into other areas where accessible technology can make a difference.

#### OPERATING IN A MARKET WITH LONG-TERM NEEDS AND GROWTH

Doro has a competitive advantage by analysing consumer behaviour to design user-friendly and accessible solutions. By focusing on intuitive interfaces, the company expands its audience, including those with individual needs such as vision, hearing and motor skills, and enhances user engagement and loyalty. Staying attuned to consumer trends allows the company to innovate proactively, ensuring customer satisfaction and social inclusivity while fostering a sustainable business model.

#### LEADING POSITION IN EUROPE

With more than 1.2 million phones sold per year, Doro is leading the accessible phones market in Europe. Doro is a valued brand among its millions of users worldwide. Doro stands for quality and reliability and is firmly situated in the premium segment of the feature phones market.

## CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT OF SOCIETY

The core of Doro's business is based on the needs of senior citizens. By increasing the inclusion of people with additional needs, Doro makes an important contribution to the sustainable development of society. In addition, Doro reduces its environmental footprint by, for example, extending the lifetime of products and choosing materials and logistics with lower carbon footprints, as well as ensuring high business ethics.

#### PRICE DEVELOPMENT AND MARKET VALUE

The Doro share is listed on Nasdaq Stockholm and is part of the small cap segment for companies with a market value of up to EUR 150 million. On 31 December, 2024, the Doro share closed at SEK 33.9, an increase of 56.2 percent compared to December 2023. The increase in share price was driven, towards the end of the year, by the public offer announced by the company Xplora Technologies AS in late September. Doro's market value at the end of 2024 amounted to SEK 827 million (528). A total of around 18.5 million shares were traded in 2024 (4.0) with an average daily turnover of 73,853 shares (15,896). The Stockholm Stock Exchange's industry index OMX Nordic 40, which includes the Doro share, decreased by 1.6 percent in 2024.

#### INVESTOR RELATIONS

The Doro share is regularly monitored by analysts at Redeye, for current analyses see <u>www.redeye.se/bolag/doro</u>. In addition to the quarterly report presentations, the CEO is also available for meetings and telephone conferences with investors, analysts and owners throughout the year.

#### DIVIDEND

Doro's long-term target is a dividend payout ratio of approximately one-third of net profit (with consideration to capital structure and share buybacks). The Board proposes that no dividend is distributed for the 2024 financial year.

#### **KEY PERFORMANCE INDICATORS**

The global challenges such as geopolitical conflicts and an uncertain economic situation affecting Doro's main markets continued through 2024. Despite this, Doro managed to improve most of its key performance indicators compared to 2023 and increase its market share (GfK 2024) in most of its markets. A strong focus on enhanced operational efficiency is the key driver behind this positive development. Doro also continued to introduce new products in key markets.

#### ANNUAL COMPARISON KEY FIGURES

	2024	2023
Net sales, SEK million	882.3	973.6
Gross margin, %	45.9	40.1
EBITDA, SEK million	121.8	120.4
EBITDA margin, %	13.8	12.4
EBIT, SEK million	86.6	68.7
EBIT margin, %	9.8	7.1
Equity/assets ratio, %	59.4	58.6
Number of employees	119	118
Free cash flow, SEK million	112.3	121.6

# Smart and mobile technology trends

Smart technology trends are focused on increasing the adoption of artificial intelligence (Al), cloud technology, and digital innovations such as IoT, cybersecurity, automation and big data analysis. These technologies, along with virtual and augmented reality (VR/AR) and additive manufacturing, are driving significant change across many sectors.

Emphasis is placed on sustainability and green technology, with Swedish companies leading the way in terms of low carbon solutions. The rise of IoT necessitates the development of infrastructure and data centres, as connected devices proliferate.

In the mobile technology arena, trends include the Internet of Things (IoT) enhancing device interconnectivity, while mobile gaming continues to influence hardware and software development. The advancement of AR/VR technologies is enhancing mobile platforms with new capabilities. The rollout of 5G networks is accelerating, bringing faster connectivity and supporting a greater number of devices.

Mobile payment solutions are becoming more prevalent, shifting away from physical currency and increasing financial transaction convenience. Security remains crucial, with a strong focus on protecting data and user privacy.

The main trends at the global market illustrate the evolving mobile technology landscape and the broader effects on the global market. The trends emphasise the importance of usability and user experience, inclusive design to meet accessibility standards, and strengthened digital infrastructures for widespread connectivity. Moreover, the adoption of digital services in public sectors, interconnectivity through loT networks, and the expansion of secure mobile payment systems highlight the technological advancements supporting smart solutions.

#### MAIN TECHNOLOGY TRENDS AT THE GLOBAL MARKET

#### Internet of things (IoT):

Mobile communication is increasingly utilising sensors, various mobile networks and IoT interconnections, making devices smarter and more interconnected.

#### Mobile gaming:

With the popularity of mobile gaming, gaming on tablets and smartphones has become a significant part of the mobile experience, influencing both hardware and app development.

## Augmented reality (AR) and virtual reality (VR):

Advancements in mobile technologies have enabled increased adoption of AR/VR experiences, 3D modelling, image analysis and facial/pattern recognition on mobile platforms.

#### Digitalisation in communications:

Enhancing mobile and digital communications infrastructure ensures good geographic coverage and capacity to meet the growing demand for mobile and digital technology, especially in rural areas, to bridge the digital divide and prevent digital exclusion.

#### Tech adoptioin in public services:

Roll out digital services to enhance citizen access and invest in digital infrastructures, such as 5G and potentially 7G networks, to maintain competitiveness.

#### 5G networks:

The widespread adoption of 5G technology is accelerating, providing faster connectivity, lower latency and the ability to support more devices, which will impact mobile tech innovations.

#### Mobile payment solutions:

The growth of electronic trading and mobile payment solutions is driving a gradual shift away from physical currency, increasing the convenience of financial transactions on mobile devices.

#### Security:

As mobile technology becomes more prevalent, increased emphasis on data, IT and information security is essential for ensuring the protection of user information and privacy.

## Consumer behavior and user needs

Consumer behaviour is increasingly oriented towards security, community engagement, sustainability and personalised experiences. There is a growing emphasis on usability and user experience, which calls for intuitive interfaces and seamless interactions to cater to diverse user capabilities and preferences.

The push for inclusive design ensures that mobile technology adheres to accessibility standards. Strengthening digital communications infrastructure is crucial to meet the rising demand for mobile technology. Public services are adopting digital solutions to improve citizen access, with investments in advanced infrastructures like 5G and potentially 7G networks. Mobile payments are evolving to be secure and accessible, backed by comprehensive mobile telephony and broadband support. Continuous learning initiatives aim to keep up to date with technological developments, enhancing digital skills.

Mobile app development focuses on user experience, driving constant improvements in functionality. Emphasising interconnectivity through IoT and leveraging technology for public processes like digital verification are crucial in streamlining user experiences and bridging the digital divide, particularly in rural areas and for individuals with disabilities.

**66** Focusing on intuitive interfaces and seamless interactions to accommodate users with varying abilities and preferences.

#### **TRENDS IN USER NEEDS**

#### Inclusive design

Ensuring mobile tech meets the accessibility requirements for people with disabilities, compliant with the Directive (EU) 2019/882 of the European Parliament and of the Council of 17 April 2019 on the accessibility requirements for products and services, which applies to the entire EU from 28 June 2025 and includes e.g. telephones and web shops. This focuses on making content perceivable, operable, understandable and robust.

• Enhanced welfare technology for healthcare and elderly care services,

including digital support for testing, result communication, remote communication and monitoring.

 Accessible digital public services tailored to individuals with disabilities, ensuring equal opportunities in accessing essential communication services.

#### Usability and User Experience

Focusing on intuitive interfaces and seamless interactions to accommodate users with varying abilities and preferences. Continuous efforts towards accessibility, addressing issues related to navigation, especially for users with motor impairments or relying on assistive functionality.

#### **Continuous Learning**

Lifelong learning and educational initiatives to keep up with technology developments and enhance digital skills.

 Mobile App Development: A focus on user experience and usability is crucial in mobile tech development, leading to continuous improvements in mobile app functionality.



## Attitudes towards new technology

During 2024, Doro conducted a market survey about tech in four European markets with around 4,000 respondents aged from 18 to 76+. The overall conclusion shows that Doro has a great business position to meet the needs and demands among users in all markets.

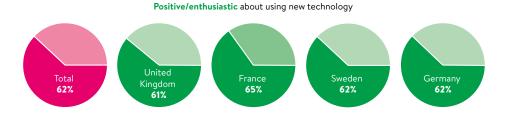
A majority of the respondents (62%) are positive or even enthusiastic about using new technology. There are 25% that are neutral, and 11% are uncomfortable or anxious about it. Men and younger people are in general more positive, while especially elderly are uncomfortable or anxious. Those who are uncomfortable or anxious about using new technology have several reasons, of which the top three reasons are "it changes too quickly to keep up" (40%), "it's too complicated to learn" (39%) and "it's too expensive" (38%).

Those who are positive or enthusiastic about using new technology got to answer what aspects they find most attractive or beneficial. The top three aspects are "it makes life easier or more convenient" (71%), "it helps to stay connected with friends and family" (48%) and "it provides access to a wealth of information" (39%).

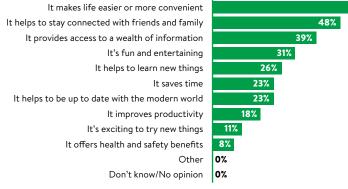


71%

How would you describe your personal approach to using new technology products (such as mobile phones, tablets, ear buds, smart watches etc.) in general?



#### What aspects of new technology do you find most attractive or beneficial?



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# Attitudes towards accessibility

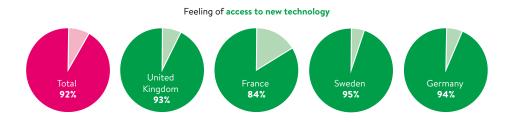
A majority of the respondents (92%) feel that new technology is (very much or to some extent) accessible to them. 6% state that new technology is not at all accessible to them. Especially respondents in France and people with a lower income, answer that it is not at all accessible.

Those who don't feel that new technology is accessible to them mainly give the reason that it is too expensive (83%). Other common reasons are that it is not user friendly (49%) and that it is not made for them (48%).

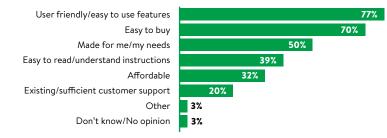
Those who feel that new technology is accessible to them answer that the reasons for this are that it is user friendly (77%), easy to buy (70%) and made for them (50%).



Do you feel that new technology (such as mobile phones, tablets, ear buds, smart watches etc.) in general is accessible to you?



#### What are the main reasons that you feel that new technology is accessible to you?



## New technology and loneliness

Loneliness is a growing societal problem, particularly affecting the elderly. According to a systematic review, loneliness is linked to depressive symptoms among people, with those experiencing involuntary loneliness facing difficulties in mobility outside the home due to illness or limited physical capabilities. Loneliness can lead to increased risks of depression, other mental health issues, and unhealthy behaviours.

Furthermore, Sweden has the largest proportion of single-person households worldwide, possibly exacerbating feelings of loneliness. Research indicates that a significant number of individuals aged 75–84 report not having a close friend, with 25% of men and 18% of women in 2016 feeling lonely.

United

Kingdom

60%

Total

51%

The prolonged COVID-19 pandemic aggravated the issue of loneliness among older adults, when many isolated to avoid infection. Lack of social connections and feelings of loneliness in society are strong risk factors for poor health and premature death.

Efforts to address loneliness include increasing meeting spaces and organising social activities and outreach programmes for the elderly. Both in Sweden and Great Britain there are public initiatives and programmes launched to address this issue and to prevent loneliness in society.

Recognising the importance of addressing loneliness among people, preventive measures focus on alleviating physical symptoms, breaking social isolation, and

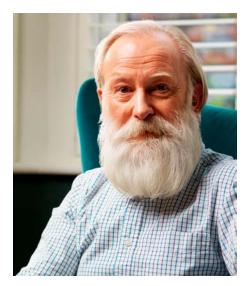
Sweden

48%

providing support for maintaining or increasing physical activity levels.

Doro asked the respondents in the survey how they perceive technology to address and prevent loneliness in society. In total, 51% believe that new technology can help reduce loneliness. There are 16% that disagree. Respondents in the U.K. agree to a higher extent, while respondents in Germany are more likely to disagree.

Those who believe that new technology can help reduce loneliness got to answer which of several technology-based activities they find most effective in reducing loneliness. The top three activities are "video calls with friends/family" (81%), "messaging or chatting online" (77%) and "participating in social media" (56%).

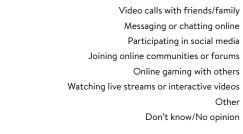


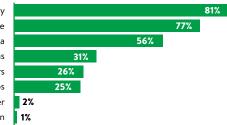
To what extent do you agree with the following statement: New technology (such as mobile phones, tablets, ear buds, smart watches etc.) can help reduce loneliness.

Believe that new technology can reduce loneliness

48%







Germany

49%

# Doro's strong position at a growing market for accessible tech

There is a strong belief in new tech helping people. People are today more or less dependent on high tech products for work and/or to handle daily life, with different needs and interests. Doro will continue to make digital life simple, safe and customised – to be a trustworthy partner both on an individual and societal level. This unique position will strengthen the company moving forward, in not only selling high tech products but helping people and societies in preventing loneliness or technical/digital exclusion in all age groups.

There is a big need connected to Doro's new business strategy: Respondents recognise that Doro products are user friendly, trustworthy and empowering people with additional needs. Doro will build on this recognition in the coming development and communication.

Pricing is a crucial factor to access high tech. Doro will benefit from being an alternative to people in all ages. The availability of new technology is perceived as high, and the biggest reason for those who do not think it is available is that it is too expensive. Since cost is a significant barrier, Doro will continue offering alternatives to mainstream products, ensuring competitive pricing without compromising on desired features.

Emphasise customised features of high tech: Doro has a significant advantage in offering customised products and services, including all people to be connected to family, friends and communities. Doro's products offer ease of use and are specialised in user-friendly technology. In addition, with accessible customer service and support, the users will always have a safe and secure experience, meeting specific customer needs.

Promote technological advancements: Doro will continue its efforts to educate and support all people about the benefits of using new tech and digital services and products, as this aligns with Doro's branding as an up-to-date and reliable partner, especially targeting people more resistant to change.





# Doro's customised tech for better accessibility

Doro adapts new technology to the needs for people to have a better life – it's in Doro's DNA. Increased security in everyday life. Everything is designed to be simple, allowing people to recognise it, yet incorporating modern technology that will function for a long time.

The significant increase in digitalisation and technological development has created a knowledge gap between people with additional needs and the rest of the population. The goal of Doro's products and services is to reduce this technology gap by offering specially adapted, user-friendly and secure solutions.

The conditions vary from individual to individual. Many experience everything from increasing mobility limitations to the need for quick contact with family and friends in various situations. Doro's own design, testing and development staff adapt modern technology to the needs and preferences for all individuals.

#### ATTITUDE AND CONSIDERATION TOWARDS DORO

Those who have heard of Doro in the 2024 brand survey also got to choose statements about Doro that best describe their attitude towards the brand. The top three statements are "user-friendly – products are easy to use and understand" (50%), "empowering for people with additional needs – empowers all people to embrace modern technology and to stay connected" (38%), and "trustworthy – it's a brand I can trust for my technology needs" (25%). Based on what you know about Doro, which of the following statements best describe your attitude towards the brand?



# Products and services putting the needs of accessible tech in focus

Doro wants everyone to be part of the digital world. Excluding an already significant and rapidly expanding segment of the population would be contrary to Doro's principles. That's why the company is wholeheartedly dedicated to designing, developing and producing products and services that facilitate the continued full participation of people in the digital society.

#### FEATURE PHONES

All Doro's phones are designed for people with individual needs in mind and equipped with extra loud and clear sound, large, separated buttons, and high visual contrast, making them easier to use than other phones. Doro's next generation 4G feature phones offer easy-to-use technology with meaningful functionality. The Doro Leva series is made with just the right functionalities – to empower lifelong connections without the distractions or challenges of a smartphone.

All Doro mobile phones feature an assistance button. The button is either round or elongated, blends into the phone's design, and is always easily accessible. The user can press and hold the button (or press it quickly three times) to alert their loved ones when they need help.

#### **EASY-TO-USE SMARTPHONE**

Age should never be a reason not to take advantage of everything a modern smartphone can offer. Doro's sleek smartphones not only provide the user with an Android<sup>®</sup> experience and an elegant design, but also unique features that make the phones easier to use whatever the abilities of the individual. Doro's smartphones include a more intuitive user interface, louder and clearer sound, more readable display, built-in emergency button, and smart safety features for increased security.





## Doro's smart and accessible devices

Doro offers a complete range of easy-to-use smart devices with intuitive interfaces and unique features. These include loud and clear sound, large, easily identifiable icons and adjustable text sizes, an emergency button, and activity tracking.

#### DORO HEMMA DOORBELL FOR EXTRA SECURITY

Doro doorbell is wireless and designed to offer extra loud sound, excellent video and audio clarity, and unique features that enhance security. Naturally, the doorbell fits in any home. Whether inside or outside the residence, the user can see and talk with whoever is outside the door via their smartphone or tablet thanks to the doorbell's live video function.

The wide-angle camera in the doorbell is high-quality for sharp and clear images and has optimised night vision so the image is bright even at night. The included chime module, which is placed inside the residence, offers the option of extra high volume. The doorbell is equipped with several safety features, including a unique help button that can be used to forward the call to a pre-set contact. The contact can then speak directly with the person outside the door.

In case of suspected danger, a highvolume siren can also be activated to deter unwanted visitors. Simple step-by-step instructions help the user to quickly get started and, in most cases, no tools are required to install the doorbell. The Doro doorbell is part of the range of simple and smart home solutions developed to help people to stay connected and receive support from loved ones.







- Live video function that lets the user see on their smartphone or tablet who is outside the door
- Help function that allows a relative to take over the conversation
- Outstanding sound along with the included chime module with extra high volume

## DORO WATCH – THE MULTIFUNCTIONAL COMPANION

Doro Watch is specially designed to be easier to read, all thanks to large icons and text displayed one by one on a large, bright and sharp display. Features include checking time and notifications as well as activity tracking and health monitoring.



#### DORO WATCH

- Easy to use with large icons and simple navigation
- Easy to read thanks to the bright display with high contrast
- Full control for convenience and peace of mind

#### DORO HEARING BUDS – HEAR LIFE MUCH MORE CLEARLY

Doro Hearing buds reduce background noise and provide comfortable sound without distortion. They are easy to connect, set up and charge and are tailored to the user's hearing in the Hearing buds app. The user can select from different hearing profiles for different environments or situations, such as restaurants or watching TV. Both earbuds can be worn in either ear and work with smartphones and tablets of both Android and iOS types as well as with Bluetooth devices.



DORO HEARING BUDS

- Can be used in either ear for clearer conversations, music and phone calls
- Enhances sounds the user wants to hear without shutting out the environment
- Hearing profiles for speech, environments and media – works with Android, iOS and Bluetooth devices

#### EASY-TO-USE DORO TABLET

The Android-based Doro Tablet features a display with high contrast and large icons, four speawkers, table stand, and an easy-to-use interface.

Doro's smart and practical keyboard with touchpad not only makes it easier to type and browse, but it also protects the tablet when not in use.





# Doro's commitment to sustainable development and social inclusion

Doro's most important contribution to a sustainable society is to make people feel and be more included in the digital society – bridging the digital divide. Doro's accessible products and services help people live a more independent, social, safe and better life in motion. Doro contributes to a sustainable and inclusive society. Every day. At Doro, sustainability is an integral part of the business as one of the leading brands for accessible tech for everyone, and it is strongly connected to Doro's vision, mission and core values.



## GLOBAL TARGETS MEAN REAL BUSINESS STRATEGY AND ACHIEVEMENTS

There must be a solid foundation, with control of the sustainability responsibilities that all companies and industries must adhere to regarding work environment, equality, control of suppliers, environmental management and legal issues.

Doro is committed to the UN's 17 Sustainable Development Goals under Agenda 2030. The focus is on the economic, social and environmental issues where Doro's operations directly or indirectly have the greatest impact. Sustainability therefore runs through the entire business, from product development through the supply chain to employees and users of Doro's products.

Sustainability is an integral part of Doro's long-term strategy. Doro's sustainability strategy, with clear emphasis on the social inclusion of people with additional needs, remains firm and is widened step by step. Functionality and sustainability go hand in hand and Doro's customers must be able to rely on its products.

#### NEW ACHIEVEMENTS AND IMPLEMENTA-TION ADAPTED DURING 2024

During 2024, "Leva" was launched, which is Doro's first product that meets the Ecodesign requirements for smartphones, other mobile phones, cordless phones and tablets. These requirements stipulate that users must be able to replace certain parts themselves, and several other parts should be replaceable by any professional repairer without special equipment and that spare parts and software updates must be available for a long time after the product has been discontinued. The Ecodesign requirements have a big impact on the product portfolio since several old products are being phased out.

With the 2024 Leva product, Doro launched an updated packaging concept to reduce size, weight and environmental impact. The new packaging concept was enabled as chargers have been removed from product kits to meet the debundling requirement in the common charger directive. All of Doro's packaging is eco-friendly, having removed all plastics from gift boxes.



Doro has evaluated some products and applications as well as its website regarding the EU Accessibility Directive and are working on closing the gaps. Accessibility is imperative for Doro and something the company has worked on for a long time and continuously does by performing tests with user groups with special gloves and glasses to secure the best accessibility and user-friendly design for Doro's customers. The directive places additional requirements primarily on software and Doro still has gaps to fill in that respect.

During 2024, Doro has continued to prepare for CSRD through the following actions:

• Identified key reporting areas: climate, resource use and circular economy, Doro workforce, workers in the supply chain, consumers and end-users, and governance.

- Appointed responsible parties for each reporting area, and the company has begun integrating sustainability strategies into the company's long-term strategy.
- Completed an inventory of all relevant greenhouse gas emissions (Doro previously disclosed scope 1, 2, and parts of scope 3). Already before the complete inventory, it was clear that the products are the biggest source of emissions, continued reduction of emissions from inbound followed by transports.
- In the process of defining strategies, activity plans and metrics for other areas.
- Planning for reporting to the Board and training of the Board, which was temporarily put on hold due to the Xplora Technologies AS bid.

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### Environment – caring for people and planet



#### Goal 12.2

By 2030, achieve sustainable management and efficient use of natural resources.

#### Goal 12.4

By 2030, achieve environmentally sound management of and all types of wastes throughout their life cycle, in accordance with the agreed international framework, and significantly reduce their release into air, water and soil to minimise their negative impacts on human health and the environment.

#### Goal 12.5

By 2030, significantly reduce the amount of waste through measures to prevent, reduce, reuse and recycle waste.

#### Goal 12.6

Encourage companies, especially large and multinational ones, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.

#### DORO WORKS IN VARIOUS WAYS TO MINIMISE CLIMATE IMPACT:

**Energy consumption** within Doro's office premises is followed up quarterly and Doro strives to reduce the environmental impact through efficient use of the space and the use of fossil-free energy where available. Doro endeavours to keep transportation costs, and the environmental impact from doing this, as low as possible. The car policy has been updated, implying that step by step as company cars are replaced, the environmental impact of the car fleet will be reduced.

#### **Previous Life cycle assessment** (LCA)

shows that production of components and products has the biggest impact in product life, implying that prolonging the product lifetime is the most positive for the environment. Doro therefore always promotes timeless designs with a long lifetime for its products. Consequently, most Doro products have replaceable batteries, which prolongs the product life and simplifies repair and recycling.

**Packaging concept** has been updated to reduce environmental impact of the packaging, as well as in transport by shipping less air in the box. Packaging is made of recycled material to the extent possible and is completely recyclable.

**Repairability** is now considered earlier in the product development process. A good example of this is the new smartphone



range which has an "easy to open" design to improve repairability, whereas the previous smartphone versions were glued and therefore difficult to open for repairs.

## DORO PRODUCTS AND PRODUCT DEVELOPMENT

Doro has agreed to adhere to the product evaluation EcoRating owned by a consortium of the teleoperators. The evaluation includes a limited life cycle which shows that the greatest environmental impact occurs upstream in the supply chain. This means that the most important environmental aspects to consider during product development are input materials and ensuring at an early stage that the product is designed to be used for a long time, i.e. is durable, easily repairable and eventually recyclable. Doro develops phones and products that not only make life easier for the users but also make it easy to keep them for a long time.

Repairability and design reviews for improved repairability have been improved step by step, and Doro has already seen some results in new products. In 2023, the company started the practical work to extend its Customer Services offering to make spare parts and repair instructions available to end users and independent repairers. This new service will be in place at the start of 2025.

Even better than returning and repairing the product is to have the possibility to receive help from a well-trained support



resource. During 2024, the customer satisfaction rating for Doro's online support was 69%. Ultimately this helps users to understand how the products work and prevents them from turning to the store or Doro to report a fault, which results in lower environmental impact.

As part of the continuous improvement ambitions mentioned above and an increase in sales via e-commerce channels, Doro has also initiated activities to enable rework and refurbishment of, for example, products returned in the right-of-withdrawal period or with damaged packaging. In addition to safety and user-friendliness, the availability of energy has become a very important issue, and thus the energy efficiency of products is increasingly important. Doro's product development is quality certified according to ISO 9001 and environmentally certified according to ISO 14001. This means, among other things, that clear processes and structures for the development of products and services are defined and continuously improved to meet customer requirements, reduce environmental impact and comply with legislation. New products are lab tested using equipment simulating, for example, reduced eyesight and dexterity, as well as in user tests by seniors to assure safety and usability.

#### WASTE REDUCTION PLAN

Doro has identified possibilities to reduce waste throughout the value chain and has then prioritised these possibilities. Some actions have already been completed. For example, update of the communication to users on how to care for the product to ensure a long life, as well as the importance of reuse and recycling. Product packaging is continuously adapted. Already in 2020, a project was launched to reduce the environmental impact of mobile phone packaging. Unnecessary plastic in packaging was removed, and boxes and printed materials were changed to FSC-certified material. Some accessories were removed from the kit

Part of the waste reduction plan is again to start a review of the packaging concepts and included accessories. Doro has evaluated the possibility to use post-consumer recycled materials in the products. Doro products will be designed for longevity, repairability and easy recycling.

#### ENVIRONMENTAL IMPACT OF OWN OPERATIONS

Doro's own operations include offices and one warehouse. All properties are leased. The environmental impact of own operations is thus limited, and Doro has limited possibility to influence the setup of the facilities. However, Doro has set a longterm target to reduce direct greenhouse gas emissions in scope 1, and indirect greenhouse gas emissions from electricity and heating. This will be achieved by moving to fossil-free electricity agreement, review possibility to increase the efficiency of the office space and use of energy.

#### MOVE FROM AIR TO SEA SHIPMENTS

Doro has taken several steps to reduce the environmental impact of the transport of products and plans to continue doing so. Improved planning and local customisation of several products enables more efficient transport via shipping from Asia while maintaining the possibility of a high level of customisation within Europe. For the fourth consecutive year, the greenhouse gas emissions caused by upstream transports have been reduced.

Doro is actively working with carriers to find alternative transport routes, such as other ports and combinations of sea and truck transport, to reduce lead times and thus avoid air transport. The emission for inbound transport in 2024 was on the same level as 2023, From 2024, outbound transports are monitored as well, which means all transports are now included in the greenhouse gas emission reporting.

### Social sustainability is where Doro really makes a difference





#### Goal 3.4

By 2030, through prevention and treatment, reduce the number of people who die prematurely from non-communicable diseases by a third and promote mental health and well-being.

#### Goal 5.5

Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.

#### Goal 10.2

By 2030, enable and promote the inclusion of all people, regardless of age, gender, disability, race, ethnicity, origin, religion or economic or other status, in social, economic and political life.

## A MEANINGFUL EVERYDAY LIFE FOR EVERYONE

Doro makes technology accessible to everyone so they can live a better life. Doro's products and services empower everyone to live active and independent lives and ensure peace of mind when it matters most. Doro uses smart innovations and technology specifically tailored to the needs of individuals to ensure that everyone – regardless of individual abilities - can connect digitally, both at home and on the go. Doro's technology-led solutions enable seniors to belong, feel safe and be a natural part of society - just like everyone else. Offering participation and inclusion of people with additional needs is the single biggest contribution to a sustainable society.

Accessible technology is not about replacing human resources with technology and automation. Accessible technology is primarily about including everyone in the digital world, enabling them to have active and independent lives – both at home and when out and about, while also creating safety and peace of mind for seniors and their relatives alike.

#### MOTIVATED EMPLOYEES, EQUAL ORGANISATION AND A FAIR WORKPLACE

Doro makes sure that the right person gets the job and that everyone has an equal right to development. Doro shall be an attractive and stimulating place to work for the diversity of professional groups represented by its employees, including



engineers, developers, economists and marketers.

In 2022, the tool for employee satisfaction surveys was changed to short surveys with standardised questions every two weeks. This enables identifying changes in attitudes more quickly and linking these two events in the company, when looking at the longer-term situation and using this for strategic planning.

The employee satisfaction report from 2024 highlights various aspects

of employee satisfaction and workplace dynamics at Doro. Response rate remains generally high (83%), though slightly lower than in 2023 (90%). There is a notable decline in overall satisfaction from 13 in 2023 to 1 in 2024 in Employee Net Promoter Score (eNPS), and to some extent in commitment and work situation due to stress and workload. The main reason for this development is the uncertainty around the sale process of the IVS in Germany and the external bid from the company Xplora



Technologies AS. Doro's management has given updates and has increased the frequency of all employee meetings and has tried to answer all potential questions that have come up.

Other areas, such as team spirit and meaningfulness, remain consistent with 2023 levels. The workplace is still seen as free from harassment and discrimination.

#### FOCUS ON DIVERSITY

Doro is an international group with a strong belief in the responsibility of the individual employee. Diversity is a focus area and is monitored annually and reflected in the company's values. At Doro, there are more than 20 languages spoken. As mentioned above, the employee survey shows that Doro is free from harassment or discrimination. Diversity is good in terms of gender, age and background. At year-end 2024, women made up 35 percent of the total workforce, and 38 percent of people in management roles are women. The management team includes 43 percent women.

#### DEVELOPMENT AND HEALTH

Doro has a flat organisation with the aim of creating good conditions for knowledge transfer, open discussions and creative ideas. All employees are included in the annual performance management cycle with structured meetings with their immediate supervisor. In 2024, 87 percent of employees completed the entire performance management cycle. This figure is affected by employees joining or leaving the company during the year.

In general, Doro has a low-risk work environment but still works actively to improve the working environment and reduce identified risks related to health, safety and fire. The highest identified work environment risk is stress. In 2024, all employees were invited to a seminar about recognising stress in yourself and your colleagues, tools to reduce stress and where to get help. The seminar was held by occupational health care.

### Governance - standards and policies



#### Goal 8.7

Take immediate and effective measures to eliminate forced labour, modern slavery and human trafficking and ensure that the worst forms of child labour, including the recruitment and use of child soldiers, are prohibited and ended. Eliminate all forms of child labour by 2025.

#### Goal 8.8

Protect workers' rights and promote a safe and secure working environment for all workers, including migrant workers, especially women migrants, and people in precarious employment.

#### Goal 9.4

By 2030, upgrade infrastructure and adapt industry to make them sustainable, with more efficient use of resources and more clean and environmentally friendly technologies and industrial processes. Each country will act according to its own circumstances. Two core policies, Business ethics and CSR policy for suppliers, complement the strong corporate values of trust, ease and care to define Doro's code of conduct. Doro's internal policies provide a foundation for guiding and outlining expectations for employee and supplier conduct.

#### A WELL-FUNCTIONING SUPPLY CHAIN

The "CSR Policy for Doro Suppliers" outlines guidelines and expectations for suppliers with respect to their Corporate Social Responsibility commitments. Overall, the policy aims to ensure that suppliers operate in an ethical, socially responsible and environmentally sustainable manner. The document is organised into several key sections:

General Guidelines emphasises the importance of communication and transparency, including whistleblower procedures and audit access.

Labour Practices focuses on freely chosen employment, prohibition of child labour, fair working hours and wages, non-discrimination, humane treatment, freedom of association and health and safety standards.

**Environmental Standards** covers environmental permits, pollution prevention, resource reduction, hazardous substance management, solid waste, air emissions, water, energy consumption and greenhouse gas emissions, emphasising sustainable design and the use of recycled materials.

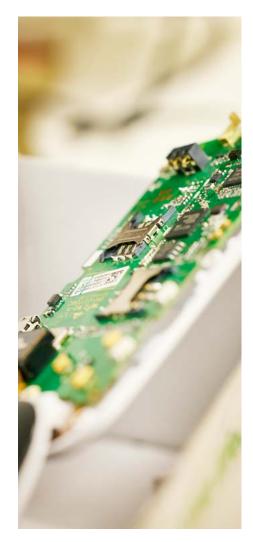
**Ethical Conduct** includes business integrity, the prevention of improper advantage, information disclosure, intellectual property protection, fair competition, identity protection, responsible sourcing of minerals and privacy.

Management Systems details company commitment to CSR, compliance with legal/customer requirements, risk management, continuous improvement, training, communication, employee feedback, audits, corrective actions and data security.

## LONG-TERM COOPERATION WITH SUPPLIERS

Doro builds long-term partnerships with its suppliers. All suppliers must accept Doro's CSR policy for suppliers. The policy is based on Doro's policy for business ethics, the Responsible Business Code of Conduct and the UN Global Compact's ten principles for human rights, labour law, the environment and anti-corruption, as well as international conventions. If a supplier violates the Code or any other requirement, the first step is a formal complaint to the supplier.

Continued cooperation requires the supplier to develop and follow a corrective action plan to ensure the violation is not repeated. Should the supplier still fail to meet the requirements, cooperation can



be suspended. So far, no collaborations have had to be interrupted due to a violation of Doro's CSR policy.

Based on risk assessment of the suppliers, based on operations, geographical location and potential financial impact on the company, Doro focuses on supplier cooperation with the twelve major suppliers responsible for delivering 85 percent of goods purchased by Doro AB in 2024.

- All twelve have ISO 9001 quality certification.
- Eight have environmental certification, ISO 14001.
- Five have working environment certification, ISO 45001, and two also have SA 8000.
- Two have information security certification, ISO 27001.
- All twelve have policies on conflictfree minerals.

The suppliers are regularly audited to ensure compliance, and for all deliveries from the product suppliers, a quality check is performed by one of Doro's quality controllers. Doro used the percentage of audited purchases versus the total purchases of goods (not including purchase of services). With the same definition, it is 85% for 2024 (84% in 2023). In 2024, close to 859 quality inspections were carried out. CSR audits by an external partner arranged by Doro have been carried out on three suppliers in China, as well as at a distribution centre in Europe.

During 2024, a renewed effort was made to collect Conflict Mineral information from all suppliers, this time including cobalt and MICA as well. The suppliers have made good progress in mapping the smelters since 2022, and it is estimated that more than 50% of material is now mapped.

#### ETHICAL BUSINESS CONDUCT

All operations have been assessed for corruption risks according to the UN Global Compact "Guide for Anti-Corruption Risk Assessment". The highest-rated risk is that the company's limits for entertainment expenses are exceeded. Doro has a business ethics policy which is continuously kept up to date. The document is a collection of policies regarding several business ethics subjects. It applies to all employees. The purpose of the policy is to provide clear direction and guidance in the event of ethical dilemmas in working life, as well as making it easier to maintain good contact with stakeholders.

General training has been offered to all employees, with additional anti-corruption and competition law training for those in contact with customers and suppliers. Infor-



mation security training and GDPR training have been provided for all employees. Doro has updated its Whistleblower

system and process to protect the whistleblower and their anonymity even better. The link to the system and description of the policy can be found on the home page. No whistleblower cases and no reports of corruption or insider issues were reported in 2024.

#### AUDITOR'S STATEMENT ON THE STATUTORY SUSTAINABILITY REPORT

For the Annual General Meeting of Doro AB (publ), company no. 556161-9429.

#### Mission and responsibilities

The Board of Directors is responsible for the Sustainability Report for the year 2024 on pages 20–27 and 71–79 and for its preparation in accordance with the Annual Accounts Act its preparation in accordance with the Annual Accounts Act, with the older wording which was in force before 1 July 2024.

#### The direction and scope of the investigation

Our investigation has been performed according to FAR's recommendation RevR 12 Auditor's statement on the statutory sustainability report. This means that our investigation of the sustainability report has a different approach from and a much smaller scope than an audit in accordance with International Standards on Auditing and generally accepted auditing practice in Sweden. We believe that this investigation provides us with a sufficient basis for our statement.

#### Statement

A sustainability report has been prepared.

Malmö, 28 April 2024 PricewaterhouseCoopers AB

Vicky Johansson Authorised Public Accountant Chief Auditor





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# **Directors' Report 2024**

The Board of Directors and the CEO of Doro AB (publ), with postal address: Jörgen Kocksgatan 1B, 211 20 Malmö and corporate identity number 556161–9429 hereby present the annual report for the group and the parent company for the year 2024. Comparisons in brackets refer to the previous year.

#### INFORMATION

Doro AB ("Doro", "the company", or "the group") develops telecommunications products and services for seniors and individuals with special needs, enabling them to lead independent, empowering, and fulfilling lives. Doro's portfolio of products and services helps connect generations digitally and creates a safe and independent living environment for seniors and people with special needs both inside and outside the home.

Doro is the European market leader in senior phones, with over 1.5 million phones, accessories, and other technological products sold in 2024 across more than 20 countries. Doro's self-developed, senior-friendly phones and mobile phones, as well as other connected products, are sold through a network of approximately 200 telecom operators, distributors, specialists, and retailers, and through various online channels. In Europe's largest markets (the United Kingdom, France, Germany, and Sweden), Doro's market share for senior mobile phones accounts for nearly half of the total market.

Doro's strategy focuses on maintaining its strong position as the European market leader in senior telephony while expanding its portfolio to include other products and technologies. The company has also broadened its approach to serve not only seniors but all individuals with special needs, whether related to hearing, vision, cognition, etc., with products designed to facilitate everyday life and reduce digital exclusion.

#### THE SHARE

Information on the Doro share can also be found on page 9.

#### **Ownership structure**

On 26 September, 2024, Xplora Technologies AS announced a recommended public cash Offer to the shareholders of DORO AB.

On 27 September, 2024, Xplora Technologies AS announced having entered into a separate agreement with Kunshan Q Technology International Limited regarding the acquisition of 1,230,000 shares in DORO AB (the agreement with Kunshan was separate from the Offer because Kunshan is domiciled in China and therefore prohibited from participating in the Offer). On 8 November, 2024, it was announced that Xplora reached approximately 90.5 percent acceptances in their public offer to the shareholders of Doro AB but the acceptance period wax extended after ISP initiated a review. The review was concluded on 20 December, 2024, at which point the acceptance period was extended until 13 January, 2025. On 15 January 2025 Xplora announced that the offer remained unconditional despite an acceptance rate of 88.32%.

The 10 largest shareholders registered in their own names as of 31 December, 2024:

#### LARGEST SHAREHOLDERS



	Share of capit	tal
10 largest owners	Number of shares	and votes, %
CIDRO FÖRVALTNING AB	3,108,735	12.7
CBLB/AIF-EXEMPTED	2,950,839	12.0
NORDEA NORDIC SMALL CAP FUND	2,785,552	11.4
LAZARD FRERES BANQUE, W8IMY	1,732,500	7.1
CLEARSTREAM BANKING S.A., W8IMY	1,402,863	5.7
GOLDMAN SACHS BANK EUROPE SE, W8IMY	1,200,000	4.9
LINDELL, PETER	1,100,000	4.5
KBC BANK NV, W-8IMY	790,240	3.2
Avanza Pension	739,901	3.0
NORDEA BANK ABP	599,514	2.4
Total	16,410,144	66.9
Total number of shares	24,532,500	100.0



#### SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR Organisation

In March, it was announced that a new CEO was appointed, with effect mid-June. At the Annual General Meeting on 26 April, two new members were elected to the board, while the current chairman chose not to stand for re-election.

In June, it was announced that an agreement had been made to sell the German subsidiary IVS. However, in September, it was reported that the agreement had been terminated. In the same month, a public takeover bid for Doro was announced, see section on ownership structure.

#### Activities during the year

After a successful shift from 2G to 4G technology last year, this year was marked, within the telecom business, by another significant transformation with regulations around USB-C compliance and eco-design directives. Doro invested major resources during the year to develop the new generation of phones compliant with these regulations. The featurephone serie Leva was launched during the fourth quarter, and the new serie of Smartphones are next in the pipeline. Outside the telephone market, Doro continued to improve the Hearing buds and launched the video doorbell in a limited scope in the UK and Ireland region, as a test for a product outside the core business of Doro

Alongside Doro's traditional customers (operators, distributors etc) the Direct-to-Consumer (D2C) business has been growing steadily during the year. Doro worked towards the plan to invest in building capabilities to aggressively grow direct sales and learn more about consumers' needs to serve them even better in the future.

During the second half of the year, focus was put on aligning a revised strategic direction with the Board and initiating a brand restage project, as well as clarifying the plans for 2025 with special focus on building strong commercial plans. The brand restage project moved at high pace, with several strategic partners to support in consumer insight, branding and media strategy. First marketing assets got ready during the fourth quarter and supported the launch of the new range of Leva feature phones.

#### NET SALES AND PROFIT

Doro's revenue in 2024 amounted to SEK 882.3 million (973.6), a decrease of 9.4 percent compared to 2023. The sales boost Doro experienced last year from the shift to 4G technology did not occur in the same scope this year. The transition to new series of Feature phones, compliant with new regulations, was tougher to realise and resulted in a later launch of the new series, which is the main explanation behing the revenue decrease. Another development which affected negatively the revenue was the decline of landline telephony and non-Doro branded products. Both were an active decision though, the latter as part of the reshaping of the German business into a full Doro market. Positive consequences of these changes were a significant increase in margin resulting from selling more premium products. Inbound shipping costs remained at the same level as previous year, while the costs for royalties decreased in a significant way thanks to the renegociation with a better outcome of some major contracts. Doro's fixed costs were well in control despite increased marketing investment towards the end of the year, which led to an increase of profitability compared to previous year. EBIT landed at SEK 86.6 million (68.7), which corresponds to an operating margin of 9.8 percent (7.3).

Net financial result was SEK 15.7 million (-11.1). It includes a SEK 6,7 million revaluation of the hybrid loan that Doro issued to Careium AB in connection with the special listing in December 2021.

Effective tax rate for the year amounted to 20.8 percent (23.2).

Profit after tax was SEK 86.1 million (32.4) and earnings per share were SEK 3.53 (1.33).

## CASH FLOW, INVESTMENTS AND FINANCIAL POSITION

Cash flow from current activities amounted to SEK 147.4 million (147.7). The group's net cash flow, which during the year amounted to SEK 57.3 million (39.2) includes the payment of dividends for SEK 48.7 million. The investments are primarily related to product development. At year-end, Doro had an interest-bearing liability of SEK 17.0 million (17.4) and cash and cash equivalents of 260.5 (194.3). The equity/assets ratio increased to 59.4 percent (58.6) at the end of the period.

## PRODUCT DEVELOPMENT AND DEVELOPMENT EXPENSES

Doro performs product development and design projects together with various external partners. In addition to the company's own development costs, there are significant development costs at the manufacturing partners. Doro employs design companies from different countries and the costs are either fixed or variable Doro sometimes also buys technology from various external companies. Doro even invests in various mould tools and pattern protection to protect the products' designs. These costs are capitalised until the product is ready for delivery when depreciation begins. For 2024, the Group's costs for development work amounted to SEK 33.9 million (26.0).

#### INVESTMENTS

Investments are made in design, mould tools, certification processes, control equipment, inventory, computers and software systems. Investments amounted to SEK 35.1 million (26.1). See also under Accounting principles.

#### LEGAL PROCESSES

Doro has not, during the year, been involved in any disputes that have affected or will affect the company's position in any significant way.

#### QUALITY

Doro's product development is quality certified according to ISO 9001 and has clear processes and structures for how to develop products that meet customer requirements. Regular, monthly monitoring of supplier quality is carried out using a so-called "Doro score card". The follow-up focuses on suppliers' manufacturing processes and sets escalation points for reported quality deficiencies and response to these. The product quality of individual shipments is checked.

#### REGULATIONS

Doro's procedures and division of responsibilities ensure that the company's products at least comply with applicable legal and regulatory requirements in current markets, technical specifications and environmental requirements.

#### RISKS

Doro is exposed to a variety of risks that the company continuously monitors, analyses and acts upon to mitigate potential risks. The most significant risks are described on pages 33–34.

#### SUSTAINABILITY

Doro's Sustainability Report, in accordance with the requirements of the Annual Accounts Act, can be found on pages 20–27 and in the sustainability notes on pages 71–79.

#### DIVIDEND

The Board has decided not to propose any dividend for 2024.

#### PARENT COMPANY

In addition to group management and financial functions, the parent company Doro AB also has a number of support functions for the rest of the group. Marketing, product development, purchasing and logistics are coordinated by the parent company. The Parent Company's turnover amounted to SEK 838.1 million (899.6). Profit after financial items amounted to SEK 83.8 million (46.1). Doro AB is responsible for the financing of subsidiary companies. The Parent Company had a net cash position per 2024-12-31 of SEK 233.7 million (177.4). Equity amounted to SEK 289.9 million (264.8).

#### ANNUAL GENERAL MEETING

The ordinary Annual General Meeting will be held in Stockholm on 27 May 2025.

#### PROPOSAL FOR THE APPROPRIATION OF THE COMPANY'S PROFIT

The following funds in the parent company are at the disposal of the annual general meeting:

Total non-restricted equity	165.4
Profit/loss for the year	70.8
Profit/loss brought forward	-127.2
Fair value reserve	0.3
Share premium reserve	221.5

The Board of Directors proposes that funds at the disposal of the annual general meeting are carried forward. Amount to be paid to the 0.0 shareholders Amount to be retained by the 165.4 Parent Company Total non-restricted equity 165.4

#### EVENTS AFTER THE END OF THE YEAR

On 15 January, 2025, it was announced that Xplora Technologies AS had reached an 88.32 percent acceptance rate in their public offer to the shareholders of Doro. Xplora announced that the offer remained unconditional, meaning Xplora waived the fulfillment of the 90 percent condition. Xplora announced that they would work to acquire all remaining shares in Doro.

On 5 February, 2025, at the request of Xplora Technologies AS, the Board of Doro decided to convene an Extraordinary General Meeting in order to appoint a new Board. It was resolved to convene an Extraordinary General Meeting (EGM) to be held on 28 February, 2025.

# **Overview of risks**

Doro has a general model for risk management where the risks are identified, evaluated and managed in an annual cycle. New risks due to events inside or outside the company are evaluated as they are identified. The highest ranked risks are reviewed by management annually.

Risks and opportunities are identified through the strategy and objectives process, as well as on an ongoing basis through, for example, market analyses, external monitoring and events that occur. Identification is done within the functions and business processes. All risks are evaluated based on the likelihood that they will occur and the consequences if they do occur. The assessment is made on a scale from1 to 5 and multiplied to a comparable risk number.

The risks that are assessed to only occur under unlikely circumstances, in a combination of several circumstances or will not occur within five years are given the lowest probability (1). Those that are assessed to

be likely to occur under any circumstances and within one year are given the highest probability (5). Although the evaluation is based on the probability that a risk will occur within five years, there is no limit to the assessment of long-term risks.

The scale of consequences ranges from causing a little frustration or limited extra work (1) to threatening the company's existence, risk to human life or permanent and significant negative environmental impact (5). The scale is described in different ways to facilitate the evaluation: Financial, Reputation, Capability, Work Environment, Information Security and Environmental Impact.

> Risk level in comparison with 2023 (only risks associated with Doro):

> > 🔁 Level 🔮 Down

5		
	OPERATIONAL RISKS	STRATEGIC RISKS
	Business continuity 🔿	
	Leak of information 🛇	Competence provision & motivation
	Cyber security 🕑	
		Macro economy changes
	Supply chain disturbances 🔿	
	Systems & processes 🔮	Commercial se
	Sustainability transition 🔮	Other financial
	Climate change impact 🔮	<ul> <li>Bad debts</li> <li>Cash &amp; financing</li> </ul>
	Occupational health & safety 🔿	Currency
3	Supply chain human rights issues 📀	Insurance coverage
):	Supply chain environment issues 🕥	Legal compliance
'n		Sanctions on stakeholders
		Pensions and benefits

SUSTAINABILITY RISKS

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etbacks

al risks

**FINANCIAL RISKS** 

# Risk management 2024

#### STRATEGIC RISKS

Macroeconomic changes are becoming business as usual. The geopolitical situation continued to pose a risk for Doro and all European companies, with increased uncertainty in global trade following the election of the new president in the United States. The global situation and how it may affect Doro is still uncertain, but measures have been taken to reduce the risk of critical impact. Communication with users has been strengthened, to reduce the risk of commercial failures.

The risks regarding competence and motivation have decreased as Doro see higher availability of competence resources.

#### **OPERATIONAL RISKS**

Supply chain disruptions have stabilised to a manageable level following major disruptions due to conflicts in the world.

Risks connected with cyber security and information leaks have been further reduced thanks to structured work with technical measures and increased awareness within the organisation. Risk of attempted attacks remains at the same level.

Operational continuity remains at the same level. All staff can work from another location if Doro does not have access to the offices for a limited time. The Business Continuity Plan is defined and updated regularly.

#### FINANCIAL RISKS

Sanctions against stakeholders remain on same, however low, risk level for Doro. The risk lies, for example, in possible ownership relationships in the value chain.

Risks around insurance coverage are still at a low level.

Doro sees increased legal requirements primarily linked to sustainability, see Sustainability risks below, but the risk regarding compliance with the legal requirements remains at the same level. Financial risks in general, see note 21.

#### SUSTAINABILITY RISKS

Risks related to sustainability transition has decreased as the risks related to implementation of new Eco design requirements for mobile phones, smartphones, cordless phones and tablets in almost complete in the range.

In the slightly longer term, Doro sees risks in the availability of materials and thus increased prices. Doro's products are manufactured in Asia and shipped to markets in Europe, with climate impact both in production and transport. Access to reliable data in combination with the increased requirements is an increasing challenge. With increasing requirements for reporting through the Corporate Sustainability Reporting Directive, CSRD, the risks surrounding the lack of reliable data remains.

For social aspects of sustainability, the legal requirements are increasing as

well. Doro is not yet directly affected, but indirectly via its large customers. The supply chain's risks regarding human rights and the environment are assessed to be at the same level as before. Audits carried out by third parties, reporting of the origin of so-called conflict minerals and other follow-ups are made of relevant suppliers, with a focus on those where the risks are judged to be the greatest.

Risks due to climate change are mainly disruptions in the supply chain. Doro's offices are principally not located in places with a predicted high impact of climate change. These risks are considered relatively low.

Corruption risks are evaluated regularly, based on the Global Compact "Guide for Anti-Corruption Risk Assessment" and Transparency International's figures for risks in different countries. No corruption or whistleblower cases have been received in 2024.

The work environment risks are relatively low thanks to the activities that are carried out, and the continuous improvement work and training to make staff aware of remaining risks.



# Corporate governance

This report describes Doro's corporate governance principles. Doro AB is a Swedish public limited company listed on OMX Nasdag Stockholm (Stockholm Stock Exchange). The company has corporate registration number 556161-9429 and has its registered office and head office in Malmö. This Corporate Governance Report has been prepared by the Board of Directors of Doro AB in accordance with the Swedish Annual Accounts Act and the Swedish Corporate Governance Code (the "Code") and forms part of the Company's formal annual report and is reviewed by the Company's auditors. There has been no deviation to the Code during 2024.

## EXTERNAL AND INTERNAL CONTROL INSTRUMENTS

Doro's corporate governance is based on Swedish legislation, mainly the Companies Act, but also the Stockholm Stock Exchange regulations, the Code and other applicable rules and regulations. In addition to these, the company is governed by its articles of association, internal instructions and policies, as well as recommendations issued by relevant organisations and authorities.

#### SHAREHOLDERS

According to the shareholder register kept by Euroclear Sweden as of 31 December 2024, Doro AB had 5,500 shareholders. Of the total number of shares, foreign shareholders accounted for 57.2 percent. On 31 December 2024, the number of shares in Doro AB amounted to 24,532,500 and, on the same date, Doro's market capitalisation amounted to SEK 826.5 million. Doro's largest shareholder is CIDRO FÖRVALTNING AB, which owns 13.0 percent of the company's shares.

#### GENERAL MEETING

The general meeting is the company's highest decision-making body. At the annual general meeting, Doro AB's Board of Directors and the chair of the Board are elected. The company's auditors are also appointed. The annual general meeting establishes the income statement and balance sheet and the allocation of profit for the year. Other matters follow from the Swedish Companies Act. The annual general meeting shall be held within six months after the end of the financial year. Shareholders who are registered in Euroclear Sweden's shareholder register as of the record date and have registered have the right to participate at the general meeting. Fees for the Board of Directors were determined in accordance with the resolution at Doro's Annual General Meeting 2024.

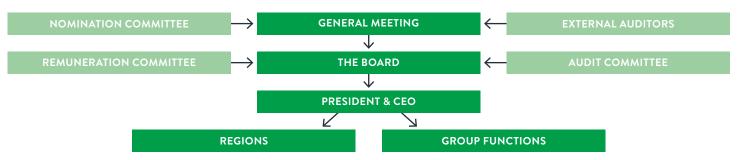
#### NOMINATION COMMITTEE

The nomination committee's tasks consist of:

- Evaluating the composition and work of the Board
- Submitting proposals to the meeting regarding the election of the Board and the chair of the Board
- Submitting proposals, where applicable, for the selection of auditors
- Proposing remuneration for work within the Board and its committees
- Submitting proposals regarding the chair of the meeting.

During the autumn of 2024, a nomination committee was formed with chairman Peter Lindell (Cidro Förvaltning), Mark Shay (Accendo Capital), Mats Hellström (Nordea Funds), and Juha Mört (Chairman of the Board of Doro AB) co-opted to the nomination committee.

In March 2025, the nomination committee was dissolved in light of the fact that Xplora Technologies AS owns approximately 89% of the shares in Doro (following its public takeover offer). Xplora has informed Doro's board of directors that they intend to submit the proposals that are normally the responsibility of the nomination committee ahead of the Annual General Meeting on May 27, 2025.



#### THE BOARD

The Board of Doro has overall responsibility for creating a value-creating and sustainable business for shareholders and other stakeholders with continuity and long-term sustainability. The Board is responsible for the overall strategy of the company, ensures a well-founded decision-making process and has a good perception of how the industry and Doro's world is developing.

#### **Board members**

Up until the 2024 Annual General Meeting, Doro AB's Board consisted of four members as well as an employee representative. The chair of the Board, Henri Österlund, was linked to the Company's largest shareholder. The four members were independent of the Company and its management. At the Annual General Meeting 2024, the Meeting decided to re-elect following members of the Board: Juha Mört, Victor Saeijs and Noora Jayasekara for the period until the end of the next Annual General Meeting. Previous member of the board and Chairman, Henri Österlund, chose not to be availabe for reelection. The Meeting decided to elect two new members,

Suzaan Sauerman and Sebastian Erhnrooth. The meeting also decided to elect Juha Mört as Chair of the Board. Doro complies with the 2024 requirements of the Stockholm Stock Exchange and the rules of the Swedish Code of Corporate Governance regarding the independence of Board members. The local trade union committee decided to re-elect Fredrik Löthgren as employee representative. The composition of the Board and a detailed presentation of each member can be found on page 39.

#### The rules of procedure for the Board

The Board's rules of procedure lay down the working methods of Doro AB's Board of Directors. The Board's rules of procedure are based on the Articles of Association, the Companies Act and the code. The Board has overall responsibility for the Doro group. The Board's responsibilities also include Doro's relations with the shareholders, the public, authorities and other organisations and interest groups. The Board is responsible for executing decisions taken by the annual general meeting and for achieving the business

Name	Board meetings	Audit committee	Remuneration committee
Number of meetings 2024	14	4	2
Henri Österlund	5	2	1
Juha Mört	14	2	1
Victor Saeijs	14	0	2
Noora Jayasekara	12	4	0
Fredrik Löthgren	12	0	0
Suzaan Sauerman	9	0	0
Sebastian Ehrnrooth	8	0	0

objectives specified in the company's articles of association. The Board's authorisation is described in the articles of association and in the Swedish Companies Act.

#### The work of the Board

The Board met fourteen times in 2024. Unless otherwise decided by the board, the CEO takes part in the meetings of the Board. Doro's CFO attends the Board meetings and acts as secretary to the Board.

Other senior executives participate in Board meetings as rapporteurs.

The Board deals with current issues such as market situation, budget, profit and loss for the period and cost-effectiveness. All Board meetings follow a pre-approved agenda. This is sent to each Board member one week before each meeting, along with relevant documentation and a list of open items from the previous meeting. Board meetings normally start with a discussion of the deal and the company's financial performance. Quarterly reports and the annual report are reviewed and approved before publication. Other issues that have been discussed and dealt with at Board meetings in 2024 are risks, policies, sustainability issues, the company's strategy, restructuring and reorganisation, as well as acquisition issues.

The remuneration and Audit Committees' meetings are reported to the Board of Directors and minutes of these meetings are distributed to the Board. The Board also receives regular monthly reports.

#### Evaluation of the work of the Board

Doro's Chair Juha Mört is responsible for ensuring that an evaluation of the work

of the Board, including its committees, is carried out. The evaluation is conducted annually together with an independent party.

#### Remuneration of the Board

Remuneration for Board members, the chair of the Board and for committee work is decided annually by the annual general meeting. A proposal for remuneration is being prepared by the company's Nomination Committee. The 2024 Annual General Meeting determined the fees for the Board as follows: Fees to the Board shall amount to SEK 550.000 to the Chair of the Board and SEK 300,000 each to the other members elected by the Annual General Meeting who are not employees of Doro. In addition, it was decided that compensation for committee work will not be paid. In total, the remuneration for Board and committee work amounted to SEK 1,650 thousand (1,450) thousand, which follows the decision of the Annual General Meeting.

#### Diversity policy on the Board

As a group, the members of Doro's Board shall have a composition that is characterised by the diversity and breadth of competence, experience and background of the members elected by the general meeting, taking into account the company's activities, stages of development and conditions in other respects. An even gender division shall always be sought.

## Distribution of work between the Board and the CEO

The company's Board of Directors appoints its CEO. The distribution of work between

the Board and the CEO is described in the rules of procedure for the Board and in the instructions to the CEO.

These documents establish that the Board of Directors is responsible for the company's governance, supervision of day-today operations, organisation, strategies, internal control and policies. The Board also decides on issues concerning major investments, policy issues regarding governance of subsidiaries, as well as the election of Board members and managing directors of subsidiaries. The Board ensures the quality of financial reporting.

In turn, the CEO is responsible for managing the company in accordance with the Board's guidelines and instructions. In addition, the CEO is responsible for the budget work and the planning of the company's activities in order to achieve specific objectives.

The CEO shall ensure a good control environment and that the group's risktaking always complies with the Board's instructions. Any deviations must be reported to the Board. The Board also receives regular updates from the CEO in the form of monthly reports.

#### THE AUDIT COMMITTEE

The Board has appointed an audit committee consisting of Noora Jayasekara as chair and Juha Mört as ordinary members at the 2024 Annual General Meeting. Previously, the Audit Committee consisted of Henri Österlund, chair, and Noora Jayasekara, ordinary member. The Audit Committee is responsible for the preparation of questions and supporting documentation for the Board, as well as quality-assuring the company's financial reporting. The audit of the quarterly financial statements as of 30 September, the audit of the company's internal control and the audit of the annual financial statements are reported to the Audit Committee. The focus and scope of the audit is presented by the company's auditor. During the year, the Audit Committee held four recorded meetings, which were reported to the Board. The Company's auditor attended all meetings. The Audit Committee fulfils the requirement for independence in the Swedish Corporate Governance Code.

#### THE REMUNERATION COMMITTEE

The Board has appointed a Remuneration Committee comprising Juha Mört as chair, and Victor Saeijs as an ordinary member. Previously, the Audit Committee consisted of Henri Österlund, chair, and Victor Saeijs, ordinary member. The Remuneration Committee prepares guestions and supporting documentation for the Board. The Committee has held two minuted meetings during the year, which have been reported to the Board. The Board decides on remuneration issues and other conditions of employment for group management. The Chair of the Board shall approve the terms and conditions of managers reporting to the Chief Executive. The Board of Directors shall determine the remuneration of the CEO.

#### AUDITOR

The auditors monitor and review the management of the company by its Board of Directors and Chief Executive Officer and the quality of the company's financial reporting. The Annual General Meeting 2024 appointed the auditing firm PricewaterhouseCoopers AB as Doro AB's auditors for a period of one year. In the last three years, fees for audit work within the Doro Group have amounted to SEK 1.9 million (2024), SEK 1.6 million (2023) and SEK 1.7 million (2022).

#### CHAIR AND CEO AND GROUP MANAGEMENT

The management of Doro is organised into two levels: an executive management and an operational management. The executive management consists of Doro's CEO and President along with 6 managers (4 at year end). The operational management consists of the executive management plus an additional 9 managers. The composition of the group management and a closer presentation of the CEO and President as well as each manager can be found on page 40.

#### Remuneration to group management

The annual general meeting on 25 April 2024 decided on guidelines for remuneration to the CEO and other senior executives for the financial year 2024. The total remuneration will be reviewed annually to ensure that it is market-based and competitive. The remuneration to senior executives and employees within Doro Group must reflect the individual's performance, behaviour, and responsibilities, both in the short and the long term. When assessing the performance of the CEO and the group management, in relation to several predetermined, welldefined goals (individual, departmental and team-related), Doro applies a structured process in order to assess performance accurately. In addition to fixed basic salary, members of the management team can also receive variable cash remuneration. which must have a predetermined ceiling and be based on measurable targets (qualitative, guantitative, general, and individual). Terms and conditions for variable salary must be designed in such a way that the Board of Directors has the potential to limit or refuse to pay variable salary if such a measure is deemed reasonable. Such remuneration must not exceed an amount corresponding to 35 percent of the fixed annual salary and must not be paid more than once per year per individual for a member of the group management, apart from the CEO, who may receive up to 55 percent.

Decisions regarding such remuneration must be made by the Board of Directors following a proposal by the Remuneration Committee. In accordance with the employment contracts in force, the CEO and the company have a mutual period of notice of 6 months. During the period of notice, the CEO is entitled to full salary and other employment benefits.

The company's other senior executives have a notice period of six months.

#### **GOVERNANCE OF SUBSIDIARIES**

The eight subsidiaries are governed and supervised by their own Boards in each country, mainly consisting of representatives of Doro AB in Sweden. Either Doro AB's Chair, Group CEO or CFO is the Chair of the Board of each subsidiary. The subsidiaries report to Doro AB's Board of Directors at all meetings. The reports contain information on the performance and financial position of each company.

# THE BOARD'S REPORT ON INTERNAL CONTROL FOR THE 2024 FINANCIAL YEAR

According to the Swedish Code of Corporate Governance, the Board of Directors must ensure that the company has good internal control and continuously keep itself informed about and evaluate how the company's system of internal control is functioning. Furthermore, the Board shall report on how the internal control over financial reporting is organised and, if there is no internal audit function, evaluate the need for such a function and give reasons for its position.

#### CONTROL ENVIRONMENT

In order to create and maintain an effective control environment, the Board has established a number of basic documents relevant to financial reporting, including in particular the Rules of Procedure of the Board and the Instructions to the CEO and the Committees. There is a precise instruction to the CEO that is reviewed annually and approved by the Board. It is primarily the responsibility of the CEO to maintain the control environment directed by the Board in day-to-day work. The CEO regularly reports to the Board according to established procedures. In addition to this, there is reporting from the company's auditors. The internal control structure is also based on a management system based on the company's organisation and way of running the business, with clearly defined roles and responsibilities and delegation of authority. Governing documents, such as policies and guidelines, also play an important role in the control structure.

#### RISK ASSESSMENT

Risk and risk management in Doro's operations are described in more detail in the Risk Management section on pages 33-34. The specific financial risks are described in more detail in note 21. Doro continually carries out risk assessments to identify significant risks. Risk management is embedded in each process and various methods are used to assess and mitigate risks and to ensure that the risks to which Doro is exposed are managed in accordance with established regulations, instructions and monitoring procedures. The purpose of this is to reduce any risks and promote correct accounting, reporting and information disclosure

#### CONTROL ACTIVITIES

Control activities are designed to manage the risks that the Board and the Company's management deem to be material to the business, internal control, and financial reporting. The control structure consists of, among other things, clear roles within the organisation that enable an effective division of responsibility for specific control activities, the purpose of which is timely detection and prevention of the risk of errors in reporting.

Examples of such control activities are a clear decision-making procedure and clear decision-making processes for major decisions, such as acquisitions, other types of major investments, divestments, contracts, and analysis. An important task for Doro's group functions is to implement, develop further and maintain the group's control routines and to perform internal control focused on business-critical issues. Process controllers at different levels are responsible for the performance of the necessary controls on financial reporting. The year-end and reporting processes include controls on valuation, accounting principles and estimates. The continuous analysis carried out on financial reporting, together with the analysis performed at group level, is very important to ensure that financial reporting does not contain any material inaccuracies.

#### INFORMATION AND COMMUNICATION

Doro's Board of Directors receives monthly financial reports on the Group's position and performance. Regular updates and notifications inform the relevant employees about changes in accounting principles, changes in reporting requirements or other information. The organisation has access to policies and guidelines. External information and communication are governed, among other things, by the company's information policy, which describes Doro's general principles for providing information.

#### FOLLOW-UP

Doro's compliance with adopted policies and guidelines is followed up by the Board and executive management. The company's financial situation is discussed at every Board meeting. Before publication of interim reports and the annual report, the Board and management review the financial reporting. Doro's management performs a monthly follow-up of financial results, with analysis of deviations from the budget, forecasts, and the previous year. It is also part of the external auditors' task to review annually the internal control of the Group's subsidiaries. The Board meets with the auditors once a year, partly to go through internal control and partly to give the auditors the task of carrying out special audits aimed at any area. In view of this combined background, the Board of Directors has not considered it necessary to establish a separate internal audit.

Malmö, March 2025 Board of Directors of Doro AB

# **Board of Directors**







Main occupation: CEO at Innohome Group Oy.

**Education:** Civil engineer from Oulu University, Finland.

Elected: 2020. Born: 1972.

Nationality: Finnish.

Other assignments: Chairman of Other assignments: the Board: Teknos Group. Previous experience:

Previous experience: Juha has an extensive background in the telecom industry, where he has held senior positions in Filtronic Wireless Infrastructure, Elektrobit Group, Powerwave Technologies and Prism Microwave.

Interests: Company: No. Owner: No.

Own and related party shareholdings: 20,000 shares.

VICTOR SAEIJS Board member

Main occupation: President, LEGO Education.

Education: Master in Business Engineering. Elected: 2021. Born: 1965.

Nationality: Dutch.

Eurasia Nokia.

Previous experience: Regional President Western Europe, The LEGO Group; Director Indirect Channels at Amazon Devices Europe; SVP Europe Nokia, VP

Interests: Company: No. Owner: No.

Own and related party shareholdings: -

zon Devices ously, manager and consultant in accounting for the consultancy group EY. ny: No. Interests: Company: No

> Owner: No. Own and related party

Own and related party shareholdings: 2,000 shares.

NOORA JAYASEKARA

Education: M.Sc. Econ with a

major in Business Finance from

Södertörn University, Stockholm.

Board member

Main occupation:

CFO Ovzon AB.

Elected: 2022.

Nationality: Finnish.

Other assignments: -

Previous experience: CFO

Humana AB. 2018–2020, Previ-

Born: 1978.



#### SUZAAN SAUERMAN Board member

Primary occupation: Head of Innovation, Three Mobile/ Hutchinson Group/Independent Innovation & Growth Consultant

Education: BA Business Management. Elected: 2024

Born: 1977. Nationality: South African and British

Other assignments: -

Previous assignments: – Own and related party shareholdings: – SEBASTIAN EHRNROOTH Board member

Primary occupation: Independent investor

**Education:** M.Sc, Linköping University, MBA, IMD Lausanne.

Elected: 2024. Born: 1963.

Nationality: Finnish and Swedish

Other assignments: Board member BS Kemi AB, Formica Capital AB, Climeon AB, Beerenberg AS, Flinkenberg Oy. Chairman of the board Topformula AB, KP Komponenter AS.

**Previous assignments:** Board member in numerous companies across the Nordic Region

Own and related party shareholdings: 50,000 shares.



#### FREDRIK LÖTHGREN Employee member

Education: M.Sc Applied Physics and Electrical Engineering from Linköping University.

Member since 2021.

Born: 1973

Trade union: Swedish Association of Graduate Engineers.

Own and related party shareholdings: 2,550 shares.

VICKY JOHANSSON Auditor

PricewaterhouseCoopers AB. Born: 1984. Other assignments: Lifco AB, Arjo, BHG Group, Cloetta.

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# Management



#### JULIAN READ CEO & President\*

Education: Bachelor of Science Honours in Biologics Sciences and Business Studies, Warwick University.

Employed since: 2024. Born: 1972.

Nationality: English & Swedish. Previous experience: Simris Group. Previous experience: Vestas. Dyson, Perrigo, Byredo, Reckitt Benckiser, SSL International, PA Consulting, Unilever, Own and related party shareholdings: -



#### **ISABELLE SENGÈS** CFO\*

Education: Master of Science in International Banking and Financial Services, University of Reading. Employed since: 2012. Born: 1970. Nationality: French.

Danone. Own and related party shareholdings: 7,650 shares.



FREDRIK BENGTSSON CTO\* Education: Industrial Economy

& Marketing, Linköping. Employed since: 1993. Born: 1971. Nationality: Swedish. Own and related party shareholdings: 9,053 shares.



**VIVIAN CHIN** Marketing & Communications Director

Education: Master of European Affairs, Lund University. Employed since: 2024. Born: 1981 Nationality: Swedish & Hong Kong (China). Own and related party

shareholdings: 4,125 shares



THERESE BRAHED HR Director\*

Education: Master of Science in organisational development, Malmö University. Employed since: 2020. Born: 1978

Nationality: Swedish. Own and related party

shareholdings: 7.129 shares.



JENS LETH **Operations Director\*** 

Education: Technician Aircraft Engineer & IFL Business Employed since: 2020. Born: 1971. Nationality: Swedish. Own and related party shareholdings: 8,600 shares.



#### MARTIN TÖRNGREN Procurement Director

Education: Master of Science in Business Administration, Lund University. Employed since: 2000. Born: 1969. Nationality: Swedish. Own and related party shareholdings: 8,187 shares.



PETER SKATTENBORG Pricing Director

Education: Technical school, Electronics, Audio, Video and Telecom.

Employed since: 2009. Born: 1966.

Nationality: Norwegian. Own and related party

shareholdings: 4,145 shares.



PETER MARSDEN Head of Online Sales & eComm

Education: VP and Global Head of Sales Sony Ericsson. Employed since: 2017. Born: 1963. Nationality: British. Own and related party shareholdings: 6,000 shares.



VAI ÉRIF OI FK **Regional Director Frabel &** Southern Europe

Education: ESSCA Business School of Management, Angers France. Employed since: 1998. Born: 1967 Nationality: French. Own and related party shareholdings: 4,135 shares.



JOHNNY DAVOU **Regional Director Nordic** & Baltics

Education: Power Electronics, Lund. Leadership, Sales and Marketing training. Employed since: 1996. Born: 1969 Nationality: Swedish. Own and related party shareholdings: 18.687 shares.



CALLE KROKSTÄDE Regional Director Hong Kong

Education: Master of Business Administration, Executive MBA, Hull University. Employed since: 1995. Born: 1973 Nationality: Swedish. Own and related party shareholdings: 1.088 shares.



MICHAEL RABENSTEIN Regional Director DACH Education: Economics. University Vienna. Employed since: 2019. Born: 1973 Nationality: Austrian. Own and related party shareholdings: 1,388 shares.



**BEN CROMPTON REGIONAL DIRECTOR** UK & IE

Education: Bachelor of Science in business and management studies. University of Bradford Employed since: 2019. Born: 1976 Nationality: English. Own and related party shareholdings: 1,000 shares.

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# **Remuneration Report**

In accordance with the Swedish Companies Act, Chapter 8, Section 53 a below a report on remuneration to Board members and the CEO (the Report). Any remuneration to Board members in addition to Board fees is also covered by this report, if applicable. The report describes how the guidelines for remuneration to senior executives for Doro AB, adopted by the 2024 Annual General Meeting, were applied during 2024. The report also contains information on remuneration to the CEO.

The report has been prepared in accordance with the Swedish Companies Act and the Swedish Corporate Governance Board.

# Rules on remuneration to senior executives and on incentive programmes

Further information on remuneration to senior executives can be found in Note 5 (Employees and personnel costs) on pages 58–59 of the Annual Report. Information about the remuneration committee's work during 2024 can be found in the Corporate Governance Report on pages 35–38 of the Annual Report. Board fees are not covered by this report. Such fees are decided annually by the Annual General Meeting and are reported in Note 5 on pages 58–59 of the Annual Report.

#### DEVELOPMENT IN 2024

The CEO summarises the Company's overall results in the report on pages 7–8 of the Annual Report.

The main purpose of the Report is to give shareholders the opportunity to form an opinion on how the guidelines have been applied with regard to such remuneration as is covered by the guidelines in accordance with the Swedish Companies Act, Chapter 8, Section 51, that is guidelines for salary and other remuneration to Board members, the CEO and the deputy CEO if relevant.

Principles and governance model for remuneration are set out in the Policy, which states that remuneration must be in line with the Company's business strategy, long-term interests and sustainability and that it must ensure that conflicts of interest are avoided.

In March 2024 the board decided to appoint Julian Reas as new president and CEO, in replacement of Jörgen Nilsson. Effective date of the appointment was 15 June. No vice president is registered.

At the 2024 annual general meeting, following Board members were re-elected: Juha Mört, Victor Saeijs and Noora Jayasekara. Two new board members were elected, Suzaan Sauerman and Sebastian Erhnrooth. The meeting decided on the election of Juha Mört as chairman of the Board. Fredrik Löthgren was re-elected as employee representative. EXCERPT FROM THE POLICY IS MARKED WITH "" BELOW AND THEN FOLLOWS A DESCRIPTION IN FIGURES WITH COMPAR-ATIVE MATERIAL (NO NEW GUIDELINES ARE PROPOSED FOR 2025);

#### ""The guidelines' promotion of the Company's business strategy, long-term interests and sustainability

In order for Doro successfully to implement the Company's business strategy described on the website and the safeguarding of the Company's long-term interests, including its sustainability, the Company must be able to recruit and retain and continue to motivate qualified employees. Remuneration to senior executives and employees of Doro Group shall in both the short and long term reflect the individual's performance, behaviour and their responsibilities. When assessing the performance of the CEO and the Group CEO, in relation to a number of predetermined well-defined goals (both individually, departmentally and for a group), Doro applies a structured process to be able to correctly assess performance. This process not only takes into account "what" is delivered but also "how" it is delivered, that is performance in combination with behaviour. Decisions on the payment of compensation shall only be made, based on the guidelines set out in policies and instructions. Discrimination related to factors such as race, gender, age, religious or ethnicity is not permitted under any circumstances.

# Remuneration to senior executives and employees normally consist of:

- Fixed base salary
- Short-term variable remuneration paid in cash (key personnel)
- The opportunity to participate in long term incentive plans (key personnel), and
- Pension and other customary benefits

The fixed base salary shall consist of a fixed annual cash salary that corresponds to a remuneration for the role and position. The size of the remuneration is affected by the complexity of the work, responsibilities, performance, local market conditions and in what way it contributes to achieving the business goals. Because the fixed salary must reflect the performance of the executive, it is individual and differentiated.""

It is noted that the CEO has not received any remuneration from another company within the same group.

Furthermore, it is noted that there was no deviation from the decision-making process prescribed in the guidelines for determining the compensation.

A fixed-term variable remuneration shall be based on the achievement of predetermined set targets and the variable remuneration shall have a predetermined ceiling. The result must be linked to measurable goals (qualitative, quantitative, general and individual). No remuneration can be paid unless there is a clear connection to the goals being achieved. With regard to finan-

#### REMUNERATION REPORT

cial targets, the assessment shall be based on the most recently published financial information by the Company. A short-term programme with variable pay aims to ensure the Company's long-term sustainability and a maximum cost including social security contributions for variable remuneration must not exceed the fixed remuneration to the Company's senior executives.

Conditions for variable salary must be designed so that the Board has the opportunity to limit or omit payment of

#### TABLE 1 - TOTAL REMUNERATION TO THE CEO 2024 (SEK THOUSAND)\*

CEO	Fixed remuneration	Variable remuneration	Pension cost	Other benefits	Total remuneration	Share of fixed or variable remuneration**
Jörgen Nilsson (until 15 June)	1,008	0	320	46	1,374	100/0
Julian Read (staring 15 June)	1,430	319	324	41	2,114	75/15

\* The table presents remuneration payable in 2024. This applies regardless of whether or not payment has been made in the same year. \*\* Pension costs (column 4), which in their entirety refer to basic salary and are premium based, have been fully reported as fixed compensation.

# TABLE 2 – CHANGES IN REMUNERATION AND THE COMPANY'S RESULTS IN THE LAST FIVE REPORTED FINANCIAL YEARS (SEK THOUSAND)\*

	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024
Remuneration to the CEO	-2,294 (-40%)	+769 (+22%)	-1,565 (-54%)	+976 (+50%)	-176 (-6.0%)	2,757
Group operating profit	-26,440 (-24%)	+33,063 (+39%)	-63,370 (-47%)	+13,289 (+24%)	+17,900 (+26%)	86,612
Average remuneration based on the number of full-time equiva- lent employees in the parent company*	-4 (-1%)	+58,1 (+14%)	+13,5 (+3%)	+120,7 (+23%)	+24,6 (+4%)	680.3

\*Excluding members of the group management.

#### TABLE 3 - SHARE OPTION PROGRAMME (CEO)\*

CEO	Programme	Period	Date of allocation	Share options at the beginning of the year	Change during the year	Share options at the end of the year
Jörgen Nilsson	-	-	-	-	-	-
Julian Read	_	-	-	-	-	-

\* CEO could not participate to the 2024 share program due to the public offer on Doro shares.

variable salary if such a measure is deemed reasonable. Such remuneration may not exceed an amount corresponding to 35 percent of the fixed annual salary and may not be paid more than once a year and per individual for a member of Group Management, with the exception that for the CEO, this may amount to 55 percent. Decisions on such remuneration shall be made by the Board on the proposal of the Remuneration Committee.

Additional variable cash compensation may be paid in exceptional circumstances, provided that such extraordinary arrangements are limited in time and are only made at the individual level either for the purpose of recruiting or retaining executives, or as compensation for extraordinary work in addition to the person's ordinary duties.

The Board's view is that the total remuneration to the CEO is in accordance with the Company's guidelines. The remuneration contributes to the Company's longterm results in that it is market-based and that it is based on predetermined set goals. The CEO's remuneration is a consequence of the fact that measurable goals (gualitative, guantitative, general and individual) have been achieved. These goals were set by the Board at the beginning of the year and follow-up and assessment thereof carried out by the Board. During the period, the Company did not recover any variable remuneration. The Company's process with regard to the payment of variable remuneration is such that payment is made only after verification that the relevant goals have been achieved, but provides an opportunity for recovery, if a situation arises that raises the issue

#### EXCERPT FROM THE POLICY "" Preparation and Decision-Making Process

There is a remuneration committee within the Board and the committee's tasks include preparing principles for remuneration to Group Management and for the Board's decision on proposals for guidelines for remuneration to senior executives. New guidelines shall be drawn up at least every four years and submitted for resolution at the Annual General Meeting. The guidelines always apply until new guidelines have been adopted by the Annual General Meeting.

The Remuneration Committee shall also monitor and evaluate programmes for variable remuneration to Group Management, the application of guidelines for remuneration to senior executives and current remuneration structures and remuneration levels in the Company. The CEO's remuneration shall be decided within the framework of approved principles by the Board after preparation and recommendation by the Remuneration Committee. The CFO's decision on remuneration to other senior executives shall be made within the framework of established principles and following reconciliation with the Remuneration Committee The members of the Remuneration Committee are independent in relation to the Company and Group Management. The CEO or other persons in Group Management, insofar as they are affected by the issues, do not attend the processing of and decisions on remuneration-related issues

#### **Deviation from the Guidelines**

The Board may decide to deviate from the guidelines in whole or in part, if in an

#### REMUNERATION REPORT

individual case there are special reasons for this and a deviation is necessary to satisfy the Company's long-term interests, including its sustainability, or to ensure the Company's financial viability. As stated above, it is part of the remuneration committee's tasks to prepare the Board's decisions on remuneration issues, which includes decisions on deviations from the guidelines.""

It follows from the Swedish Companies Act Chapter 8, Section 52, second paragraph 6 that the guidelines for remuneration to senior executives must contain a description of the decision-making process applied to establish, review and implement the guidelines and what measures are taken to avoid or manage conflicts of interest. At the same time, the Board is given an opportunity under certain conditions that in accordance with the Swedish Companies Act Chapter 8, Section 53 if there is support for this in the guidelines, temporarily and in individual cases deviate from these. However, there has been no deviation from the guidelines or from the decision-making process. The auditor's opinion on the Company's compliance with the guidelines is available on the Company's website www.doro.com.



# Consolidated Income statement

The Group

SEK m	Note	2024	2023
Net sales	2,3	882.3	973.6
Cost of goods and services sold		-477.0	-583.6
Gross profit		405.3	390.0
Selling, distribution and marketing expenses		-193.0	-188.1
Research and development expenses		-63.9	-78.0
Administration expenses		-67.2	-63.0
Other income and expenses	2	5.4	7.8
Operating profit/loss	4, 5, 26	86.6	68.7
Profit/loss from financial items			
Financial income	6	20.6	11.9
Financial expenses	6	-4.9	-23.0
Profit/loss before taxes		102.3	57.6
Income tax expense	16	-16.2	-25.2
PROFIT/LOSS FOR THE YEAR		86.1	32.4
Attributable to:			
Parent company's shareholders		86.1	32.4
Key figures			
Average number of shares, thousands	11	24 361	24 326
Average number of shares after dilution, thousands		24 361	24 326
Earnings per share before dilution, SEK		3.53	1.33
Earnings per share after dilution, SEK		3.53	1.33

# Statement of comprehensive Income

The Group

SEK m	2024	2023
PROFIT/LOSS FOR THE YEAR	86.1	32.4
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Translation differences	12.4	-0.3
Effects from cash flow hedges	1.8	2.3
Deferred tax	-0.4	-0.5
Other comprehensive income	13.8	1.5
Total result	99.9	33.9
Attributable to:		
Parent company's shareholders	99.9	33.9

# **Balance Sheet**

The Group

Assets, SEK m	Note	2024	2023
ASSETS			
NON-CURRENT ASSETS			
Goodwill	7	237.0	231.1
Capitalised expenditure for development work	7	44.1	37.4
Right-to-use assets	4	13.3	13.8
Equipment, tools and rental equipment	8	1.6	1.0
Long-term receivables	4	0.6	0.4
Other financial non-current assets	27	43.2	33.3
Deferred tax asset	16	11.5	13.8
		351.3	330.8
CURRENT ASSETS			
Inventories	17	165.6	176.0
Prepayments to supplier		5.0	5.1
Accounts receivable – trade	21	140.0	146.7
Other current receivables	10	18.7	10.3
Prepaid expenses and accrued income	10	5.0	5.9
Cash and bank balances	21	260.5	194.3
		594.8	538.3
TOTAL ASSETS		946.1	869.1

Shareholders' equity and liabilities, SEK m	Note	2024	2023
SHAREHOLDERS' EQUITY			
Share capital	11	24,5	24,5
Other allocated capital		306,6	305,5
Reserves		49,0	35,2
Retained earnings		181,6	143,7
Total shareholders' equity		561,7	508,9
LONG TERM LIABILITIES			
Interest-bearing liabilities			
Provisions for pension	19	3.4	3.2
Liabilities to credit institutions	22	0.0	0.0
Leasing liabilities	4	7.2	7.5
Total interest-bearing liabilities		10.6	10.7
Non interest-bearing liabilities			
Other provisions	20	46.6	43.0
Total non interest-bearing liabilities		46.6	43.0
CURRENT LIABILITIES			
Interest-bearing liabilities			
Leasing liabilities	4	6.4	6.7
Total interest-bearing liabilities		6.4	6.7
Non interest-bearing liabilities			
Provisions for quarantees	18	27.8	30.6
Accounts payable – trade		108.9	96.4
Other liabilities		10.4	18.3
Current tax liability		5.6	3.9
Accrued expenses and prepaid income	12	168.1	150.6
Total non interest-bearing liabilities		320.8	299.8
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		946.1	869.1

# Changes in shareholders' equity The Group

	Share capital	Other allocated capital	Reserves <sup>1</sup>	Profit brought forward	Total share- holders' equity
Shareholders' Equity 31 December, 2022	24.5	305.5	33.7	111.3	475.0
Profit/loss for the year	0	0	0	32.4	32.4
Other comprehensive income	0	0	1.5	0	1.5
Total result	0	0	1.5	32.4	33.9
Total transactions with shareholders	0	0	0	0	0
Shareholders' Equity 31 December, 2023	24.5	305.5	35.2	143.7	508.9
Profit/loss for the year	0	0	0	86.1	86.1
Other comprehensive income	0	0	13.8	0	13.8
Total result	0	0	13.8	86.1	99.9
Dividend	0	0	0	-48.7	-48.7
Stock related compensation	0	0	0.5	0	0.5
Sales of own shares in connection with stock program	0	1.1	0	0	1.1
Total transactions with shareholders	0	1.1	0	-48.7	-47.1
Shareholders' Equity 31 December, 2024	24.5	306.6	49.0	181.1	561.7

<sup>1</sup> Specification of reserves	2024	2023
Accumulated translation differences, 1 January	36.3	36.6
Translation differences for the year	12.4	-0.3
Accumulated translation differences, 31 December	48.7	36.3
Accumulated effects of cash flow hedges, 1 January	-1.1	-2.9
Effects of cash flow hedges for the year	1.8	2.3
Deferred tax in effects of cash flow hedges	-0.4	-0.5
Accumulated effects of cash flow hedges, 31 December	0.3	-1.1
Total reserves, 31 December	49.0	35.2

# Cash flow statement

The Group

SEK m No	ote	2024	2023
CURRENT ACTIVITIES			
Operating profit		86.6	68.7
Adjusted for items not in cash flow			
Change in provisions 18, 19,	20	2.5	-3.9
Depreciation and write downs 4, 7, 8,	26	35.2	51.7
Unrealised exchange differences in cash flow hedges		-3.3	-9.8
Total adjustment for other non-cash items		34.4	38.0
Interest received		6.0	4.8
Interest paid		-0.8	-3.1
Taxes paid	16	-18.8	-12.9
Cash flow from current activities before changes			
in working capital		107.4	95.5
Change in working capital			
Change in stocks	17	11.0	32.8
Change in receivables		9.1	8.7
Change in non-interest-bearing liabilities		19.9	10.7
Cash flow from current activities		147.4	147.7

SEK m	Note	2024	2023
INVESTMENT ACTIVITIES			
Acquisition of intangible assets	7	-33.9	-26.0
Acquisition of tangible fixed assets	8	-1.2	-0.1
Cash flow from investment activities		-35.1	-26.1
FINANCING ACTIVITIES			
Amortization of leasing liabilities		-7.4	-7.4
Amortization of loans		0.0	-75.0
Dividends		-48.7	0.0
Sales/purchases of own shares		1.1	0.0
Cash flow from financing activities		-55.0	-82.4
Cash flow for the year		57.3	39.2
Liquid assets at start of year		194.3	154.4
Exchange rate difference in liquid assets		8.9	0.7
Liquid assets at end of year	21	260.5	194.3

# **Income Statement**

Parent company

SEK m Note	2024	2023
Net sales 2,3	8 838.1	899.6
Cost of goods and services sold	-447.6	-548.3
Gross profit	390.5	351.3
Selling, distribution and marketing expenses	-137.9	-115.9
Research and development expenses	-56.2	-70.4
Administration expenses	-140.8	-129.6
Other income and expenses	4.9	7.2
Operating profit/loss 4, 5, 26	<b>60.5</b>	42.6
Profit/loss from financial items		
Financial income 6	32.5	30.2
Financial expenses 6	-9.2	-26.7
Profit/loss after financial items	83.8	46.1
Income tax expense 16	-13	-8.4
PROFIT/LOSS FOR THE YEAR	70.8	37.7

# Statement of comprehensive income

SEK m	2024	2023
PROFIT/LOSS FOR THE YEAR	70.8	37.7
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Effects from cash flow hedges	1.8	2.3
Deferred tax	-0.4	-0.5
Other Comprehensive income	1.4	1.8
Total result	72.2	39.5

# **Balance Sheet**

Assets, SEK m	Note	2024	2023
FIXED ASSETS			
Intangible assets			
Capitalised expenditure for development work	7	44.1	37.4
Tangible assets			
Equipment, tools and rental equipment	8	0.8	0.4
Financial assets			
Participations in Group companies	9, 23	68.3	68.3
Other financial non-current assets	27	43.2	33.3
Deferred tax asset	16	6.3	6.2
Total fixed assets		162.7	145.6
CURRENT ASSETS			
Inventories			
Goods for resale	17	157.3	155.3
Advanced payment to suppliers		5.0	4.8
Current receivables			
Accounts receivable - trade		125.8	135.0
Receivables from Group companies		185.2	179.8
Other current receivables	10	10.9	9.0
Prepaid expenses and accrued income	10	3.8	4.5
Cash and bank balances	21	233.8	183.2
Total current assets		721.8	671.6
TOTAL ASSETS		884.5	817.2

# **Balance Sheet**

Shareholders' equity and liabilities, SEK m	Note	2024	2023
SHAREHOLDERS' EQUITY			
Restricted equity			
Share capital	11	24.5	24.5
Revaluation reserve		0.4	0.5
Other allocated capital		55.5	55.5
Reserve for development expenses		44.1	4.4
Total restricted equity		124.5	84.9
Non-restricted equity			
Share premium reserve		221.5	221.5
Fair value reserve		0.3	-1.1
Profit/loss brought forward		-127.3	-78.2
Profit/loss for the year		70.8	37.7
Total non-restricted equity		165.3	179.9
Total shareholders' equity		289.9	264.8
PROVISIONS			
Provisions for guarantees	18	26.7	28.8
Other provisions	20	46.6	43.0
Total provisions		73.3	71.8

Shareholders' equity and liabilities, SEK m	Note	2024	2023
CURRENT LIABILITIES			
Interest-bearing liabilities			
Liabilities to Group companies		0.1	5.8
Total interest-bearing liabilities		0.1	5.8
Non interest-bearing liabilities			
Account payable – trade		105.6	90.6
Liabilities to Group companies		253.3	252.2
Other liabilities		8.1	15.1
Current tax liability		6.8	3.4
Accrued expenses and prepaid income	12	147.4	113.5
Total non interest-bearing liabilities		521.2	474.8
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		884.6	817.2

# Changes in shareholders' equity Parent company

SEK m	Share capital	Revaluation reserve	Statutory reserve	Development expenses reserve	Share premium reserve	Fair value reserve	Retained earnings	Total share holders' equity
Shareholders' Equity D 31 ecember, 2022	24.5	0.5	55.5	21.6	221.5	-2.9	-95.4	225.3
Profit for the year	0	0	0	0	0	0	37.7	37.7
Other comprehensive income	0	0	0	0	0	1.8	0	1.8
Total result	0	0	0	0	0	1.8	37.7	39.5
Reversal of development expenditure fund	0	0	0	-17.2	0	0	17.2	0
Total transactions with shareholders	0	0	0	-17.2	0	0	17.2	0
Shareholders' Equity 31 December, 2023	24.5	0.5	55.5	4.4	221.5	-1.1	-40.5	264.8
Profit for the year	0	0	0	0	0	0	70.8	70.8
Other comprehensive income	0	0	0	0	0	1.4	0	1.4
Total result	0	0	0	0	0	1.4	70.8	72.2
Reversal of development expenditure fund	0	0	0	39.7	0	0	-39.7	0
Dividend	0	0	0	0	0	0	-48.7	-48.7
Stock related compensation	0	0	0	0	0	0	0.5	0.5
Sales of own shares in connection with stock program	0	0	0	0	0	0	1.1	1.1
Total transactions with shareholders	0	0	0	39.7	0	0	-86.8	-47.1
Shareholders' Equity 31 December, 2024	24.5	0.5	55.5	44.1	221.5	0.3	-56.6	289.9

# Cash flow statement

SEK m No	e 2024	2023
OPERATING ACTIVITIES		
Operating profit	60.5	42.6
Adjusted for items not in cash flow		
Change in provisions 18, 19, 2	0 1.5	-0.4
Depreciation and write downs 7	8 27.5	43.8
Unrealised exchange differences in cash flow hedges	-3.3	-9.8
Total adjustment for non-cash items	25.7	33.6
Received interest	6.7	6.3
Paid interest	-5.1	-6.8
Taxes paid	-10.2	-14.1
Cash flow from current activities before changes		
in working capital	77.6	61.6
Change in working capital		
Change in stocks	.7 -2.0	16.2
Change in receivables	2.5	37.7
Change in non-interest-bearing liabilities	43.4	9.4
Cash flow from operating activities	121.5	124.9

SEK m	Note	2024	2023
INVESTMENT ACTIVITIES			
Acquisition of intangible fixed assets	7	-34.0	-26.0
Acquisition of tangible fixed assets	8	-0.7	-0.1
Cash flow from investment activities		-34.6	-26.1
FINANCING ACTIVITIES			
Dividends from subsidiaries		11.3	17.0
Dividends paid		-48.7	0.0
Amortization of loan		0.0	-75.0
Sales/purchases of own shares		1.1	0.0
Cash flow from financing activities		-36.3	-58.0
Cash flow for the year	·	50.6	40.8
Liquid assets at start of year		183.2	142.4
Liquid assets at end of year	21	233.8	183.2

# Notes

### **Note 1** Accounting principles

The Annual Accounts and Consolidated Accounts were approved for publication by the Board of Directors and Chief Executive Officer on 24 April, 2025 and will be presented to the AGM on 27 May, 2025 for approval.

The Consolidated Accounts were prepared in accordance with International Financial Reporting Standards (IFRS/IAS) as issued by the International Accounting Standards Board (IASB) as endorsed by the EU.

The Consolidated Accounts were also prepared in accordance with the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's recommendation RFR 1 (Supplementary Accounting Rules for Groups).

The Annual Accounts of the Parent Company were prepared in accordance with the Swedish Annual Accounts Act and applying the Swedish Financial Reporting Board's recommendation RFR 2 (Accounting for Legal Entities). Statements applicable to listed companies issued by the Swedish Financial Reporting Board have also been applied.

# SIGNIFICANT CHANGES IN THE CURRENT REPORTING PERIOD

No significant changes happened during the reporting period.

For a detailed report about the Group's performance and financial position refer to the Director's report on pages 30–32.

#### **NEW ACCOUNTING POLICIES FOR 2024**

Three changes in standards came into force in 2024: IAS 1 Presentation of Financial Statements (classification of liabilities), IFRS 16 Leases (accounting for lease liability in a sale and leaseback transaction) and disclosures regarding supplier finance for the purchasing company (IAS 7 and IFRS 7). None of these have significantly impacted the financial reports.

#### NEW ACCOUNTING POLICIES FOR 2025 AND ONWARDS

For 2025, one amendment becomes effective on 1 January, concerning IAS 21 Effects of Changes in Foreign Exchange Rates: lack of exchangeability. In 2026, some more amendments will become effective, which do not have any impact on the financial reports. In 2027 more significant impact will come from the new standard IFRS 18 The Presentation and Disclosures in Financial Statements, as this standard introduces the concept of a "mangementdefined performance measure".

# Basis for the preparation of the financial statements

Assets, provisions and liabilities are based on historical cost unless otherwise stated below. All amounts, unless otherwise stated, are in millions of Swedish kronor (SEK m).

#### GROUP

### Consolidated Accounts

### PRINCIPLES

The Group includes the Parent Company Doro AB, and the companies in which the Parent Company, directly or indirectly owns shares controlling more than half of the voting rights. This means that Doro AB exerts a controlling influence over Group companies. Acquired companies are included in the Consolidated Accounts from the acquisition date or when control of the company is obtained. Sold companies are included up to and including the date they are sold. The Consolidated Accounts are prepared in accordance with the purchase method, which means that the historical cost of participations in Group companies is divided between identifiable assets and liabilities at their fair value on the acquisition date.

Unutilised loss carry-forwards for tax purposes in the acquired company are converted into deferred tax assets in the Consolidated Accounts if the assessed earnings capacity is such that utilising them is deemed possible. Furthermore, deferred tax is calculated on the difference between the fair values of assets and liabilities and their tax base. In cases where the historical cost of participations in Group companies exceeds the net of acquired assets and liabilities, as above, the difference is recognised as goodwill, which is tested at least once a year for impairment.

For company acquisitions, the purchase price can be earnings dependent. The calculation is then based on future profit and hence the total purchase price. On a quarterly basis, an assessment is made as well as an adjustment of the expected purchase price. Changes in the item in question are recognised in profit or loss.

Intra-Group balances and unrealised internal gains are eliminated in the Consolidated Accounts. When eliminating internal transactions, tax effects are also taken into account on the basis of nominal tax rates in each country.

#### Exchange rates

TRANSLATION OF FOREIGN OPERATIONS All of the assets and liabilities of foreign Group companies are translated at the closing day rate, while all items in the income statements are translated at the average rate for the financial year. The exchange rate differences arising in this context are partly an effect of the differences between the income statements' average rates and closing day rates, and partly of the fact that net assets are translated at a different rate at the end of the year than at the beginning of the year. Translation differences are recognised in the Statement of Comprehensive Income.

#### **EXCHANGE RATES**

The following exchange rates have been used in the translation of foreign operations:

	Average rate		Closing o	lay rate
Currency	2024	2023	2024	2023
EUR	11.42	11.45	11.46	11.13
HKD	1.35	1.35	1.42	1.29
NOK	0.98	1.01	0.97	0.99
GBP	13.49	13.17	13.83	12.83
USD	10.56	10.59	11.03	10.08

#### EFFECTS OF ALTERED EXCHANGE RATES

Receivables and liabilities in foreign currencies are translated at the closing day rates and unrealised exchange gains and losses related to operations are included in operating result. Exchange rate differences related to nonoperational items, such as cash and cash equivalents and bank loans, are recognised in net financial income/expense.

#### Revenue from contracts with customers

Doro's revenue consists primarily of product sales, mainly phones, but also other technical products. Revenue from product sales is recognised when control has transferred to the buyer, which typically occurs upon delivery of the products. Doro has discount agreements with several customers. Agreed-upon discounts reduce the sales revenue in the period the sale is recognised. The Group's obligation to repair or replace defective products in accordance with normal warranty terms is recognised as a provision.

#### Government assistance

Government assistance received is reported as other income.

#### **Employee benefits**

Employees' compensation is reported based on earned and paid wages and earned bonus. Accrued holiday pay and social security contributions are recognised as accrued expenses.

#### Pensions

The predominant share of Doro's obligations towards employees consists of various definedcontribution pension plans.

A defined-contribution pension plan is a pension plan according to which the Group pays fixed fees to a separate legal entity. The Group has no legal or informal obligations to pay further fees if this legal entity lacks sufficient funds to pay all remuneration to employees associated with the employees' service during current or previous periods.

For defined-contribution pension plans, the Group pays fees to publicly or privately managed pension insurance plans on a compulsory, contractual or voluntary basis. The Group has no further payment obligations once these fees have been paid. The fees are recognised as personnel costs when they become due for payment. Prepaid fees are recognised as an asset to the extent that cash repayment or reductions in future payments may accrue to the Group.

In addition, employees at the Group's French subsidiaries have defined-benefit pension plans. A defined-benefit pension plan is one that is not a defined-contribution plan. Characteristic of defined-benefit plans is that they specify an amount for the pension benefit to be received by an employee following retirement. This is normally based one or more factors such as age, period of service and salary.

All obligations for which provisions are made are assessed by an actuary to determine the

amount of the provision. The liability recognised in the Balance Sheet for defined-benefit pension plans is the present value of the defined-benefit obligation at the end of the reporting period.

#### Research and development

Product development is conducted in collaboration with various manufacturing partners and most expenditure is borne by them. Doro works in an environment of rapid technological progress. Product development refers to expenditure for product adaptations, design, model approval, etc.

Expenses relating to the development phase are capitalised as an intangible asset if it is likely, with a high degree of reliability, that they will result in future financial benefits for the Group.

This means that strict criteria must be met before a development project results in intangible assets being capitalised. Such criteria include the option of ending a project, proof that a project is technically feasible and that a market exists, and that there is an intention and opportunity to use or sell the intangible asset. There must also be an opportunity to reliably measure expenses during the development phase.

External partners' moulds for manufacturing products are, however, owned by Doro and expenditure for them is capitalised and depreciated according to plan if the lifespan of the product is expected to exceed one year. Doro has no research expenses.

Property, plant and equipment and

### intangible fixed assets

Property, plant and equipment and intangible fixed assets are recognised at historical cost less accumulated depreciation/amortization according to plan, except goodwill and rented premises, which are not amortised in the Group.

#### **Financial instruments**

#### INVESTMENTS

The Group classifies its investments in debt instruments into three categories, which are amortised cost, fair value through other comprehensive income and fair value through profit and loss. The classification is made according to IFRS 9 standard, based on the business model and contractual cash flow characteristics of debt instruments. Management determines the classification of its investments at the time of the purchase. Investments in debt instruments for which the business model objective is to hold the financial instruments to collect contractual cash flows and those cash flows are solely payments of principal and interest, are classified as amortised cost and presented in current and non-current assets. Purchases and sales of financial instruments are recognised based on trade date accounting, which is the date on which the Group commits to purchasing or selling the financial instrument. Financial instruments are derecognised when the rights to receive or the cash flows from the financial instruments have expired or have been transferred and the Group has substantially transferred all risks, rewards and obligations of the ownership of the financial asset or liability.

#### LOAN RECEIVABLES

Loan receivables are debt instruments with fixed or determinable payments that are not quoted on an active market. They are recorded at fair value.

Loss allowance for expected credit losses is calculated based on the simplified method. According to the simplified method, the calculation is based on the expected losses of the receivables full term. In the calculation the receivables are grouped based on number of days delayed. Interest income on loan receivables is included in financial income and expense. Loan receivables with a maturity less than 12 months are included in current assets under interest-bearing receivables and those with maturities greater than 12 months, in non-current loan receivables.

#### DEBT

Debt is recognised initially at fair value, net of transaction costs incurred. In subsequent

periods, it is stated at amortised cost using the effective interest method; any difference between proceeds, net of transaction costs, and redemption value is recognised in the Consolidated income statement over the period of the borrowings. Interest expenses are accrued for and recorded in the Consolidated income statement for each period. Debt with an original maturity greater than 12 months is classified as non-current debt in the Consolidated statement of financial position, though repayments falling due within 12 months are presented in current liabilities under the current portion of noncurrent debt. Short-term commercial paper, bank and other interest-bearing borrowings for which the original maturity is less than 12 months are presented in current liabilities under interest-bearing liabilities.

#### FAIR VALUE HIERARCHY

The Group uses the following hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

- Level 1: quoted (unadjusted) prices in active markets for identical assets or liabilities.
- Level 2: other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly.
- Level 3: techniques which use inputs which have a significant effect on the recorded fair values that are not based on observable market data.

# Derivative financial instruments and hedge accounting

Financial derivatives are initially recognised in the Consolidated Statement of Financial Position at fair value and subsequently measured at their fair value at each reporting date, though the method of recognising the resulting gains or losses is dependent on the nature of the item being hedged. When derivative contracts are entered into, the Group designates them as either hedges of highly probable forecast transactions or firm commitments (cash flow hedges), hedges of the exposure to changes in the fair value of recognised assets or liabilities (fair value hedges), hedges of net investments in foreign entities or derivative financial instruments not meeting the hedge accounting criteria in accordance with IFRS 9.

At the inception of a hedge, the Group documents the relationship between the hedging instrument and the hedged item, as well as its risk management objective and strategy for undertaking various hedging transactions. This process includes linking all financial instruments designated under hedge accounting to specific assets and liabilities or to specific firm commitments or highly probable forecast transactions in order to verify and document hedge relationship between the hedged item and the hedging instrument as required by IFRS 9. For operational cash flow hedging purposes, foreign currency forwards and options are denominated in the same currency as the highly probable forecast transactions resulting in a hedge designation where critical terms of the hedging instrument and the hedged item will coincide. The Group also documents its qualitative prospective assessment at the hedge inception of whether the derivatives used in a hedge relationship are highly effective in offsetting changes in fair value or cash flows of hedged items. Hedge effectiveness will be assessed in accordance with IFRS 9 requirements.

#### Cash flow hedges

Changes in the fair value of derivatives designated and qualifying as cash flow hedges, and which are effective, are recognised in cash flow hedges reserve within OCI, the movements of which are disclosed in the Consolidated Statement of Comprehensive Income. In case of currency options, the time value of an option is excluded from the hedge designation and only the intrinsic value component of an option is designated as the hedging instrument. The changes in option time value are recognised in cost of hedging reserve within OCI. The cumulative gain or loss of a derivative deferred in equity is transferred to the Consolidated Income Statement and classified as income or expense in the same period in which the hedged item affects the Consolidated Income Statement. Realised results of hedge accounted derivative instruments hedging foreign currency sales transactions or purchases are booked as adjustments to sales or materials and services depending on the nature of the underlying hedged item.

In respect of hedges of exposures to foreign currency risk of future transactions resulting in the recognition of non-financial assets, the gains and losses deferred to cash flow hedges reserve within OCI are transferred from equity to be included in the initial acquisition cost of the non-financial asset at the time of recognition. The deferred amounts are ultimately recognised in the Income Statement through depreciation over the lifetime of the non-financial assets.

When a hedging instrument expires or is sold, terminated or exercised or no longer meets the hedge accounting criteria under IFRS 9, any cumulative gain or loss deferred in equity at that time remains in equity and is accounted for as an adjustment to income or expense when the committed or forecast transaction is ultimately recognised in the Consolidated Income Statement. However, if the underlying forecasted transaction is no longer expected to occur, the cumulative gain or loss reported in equity from the period when the hedge was effective is immediately recognised in the Consolidated Income Statement.

#### Impairment

At least at every year-end at the close of accounts, an assessment is made as to whether there is any indication of impairment of the carrying amounts of the Group's assets. When there is such an indication, the recoverable amount of the asset is measured. The recoverable amount is the greater of an asset's net realizable value and its value in use. When establishing value in use, present value measurement is performed for estimated future payments that the asset is expected to generate during its useful life. In present value measurement, an interest rate before tax is used for the purpose of the measurement that reflects the current market interest rate and the risk attributable to the asset.

If the recoverable amount is less than the carrying amount, the asset is impaired to its recoverable amount.

Reversals of impairment are recognised if there are no grounds for such impairment, except for goodwill. Impairment and reversals of impairment are recognised in profit or loss.

At least once a year, an assessment of forecast future earnings and cash flow trends is made with regard to goodwill, capitalised expenditure for ongoing development projects and leasehold rights on premises. When the carrying amount exceeds the recoverable amount, it is impaired.

#### Depreciation of property, plant and equipment

Depreciation according to plan is on a straightline basis on the historical cost of the asset category and the estimated useful life:

Equipment and tools	2–5 years
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#### Amortization of intangible assets

Intangible assets are amortised over their estimated useful life. For capitalised product development, amortization commences as of market launch of the product in question. Amortization according to plan is on a straight-line basis on the historical cost of the asset category:

Capitalised expenditure for development work	1–3 years
Trademarks and brands	1–5 years
Customer register and distribution agreements	3–7 years

#### Leases

Doro leases offices, premises, office equipment and vehicles. Lease terms are negotiated separately for each lease agreement and contains many conditions. The lease agreements are recognised as right-to-use assets with a corresponding liability, from the point in time the leased assets can be used by the Group. Assets and liabilities derived from lease agreements are recognised at fair value. Leasing liabilities includes the fair value of the following lease payments:

- fixed fees reduced by any benefits related to the signing of the lease agreement, variable fees depending on an index or a price, initially valued on basis of an index or a price at commence date
- amounts expected to be paid by the lessee due to guaranteed residual value
- exercise price for a buy option if the Group is reasonably convinced that the buy option will be used
- penalty fees to be paid at termination of a lease agreement if the lease term reflects that the Group will use the opportunity to terminate the lease agreement.

Lease payments for extension periods that are reasonably certain are also included in the valuation of the liability. Lease payments are measured at the present value using the implicit interest rate of the lease agreement. If this interest rate cannot be easily established, which normally applies for the Group's lease agreements, the lessees' incremental borrowing rate is used. The incremental borrowing rate is the interest rate the lessee would have to pay to lend the funds to buy an asset of similar value as the right-touse asset in a similar economic environment with similar conditions and securities.

Lease payments are split between amortization of leasing liability and interest expense. The interest expense is recognised in the income statement over the lease term applying a fixed interest rate on the leasing liability in each period. The right-to-use assets are valued at acquisition cost which includes the following:

- the original value of the leasing liability
- lease fees paid at of before the commence date, after deduction of any benefits received when signing the lease agreement
- start-up expenses
- cost to restore the asset as prescribed in the lease agreement.

Right-to-use assets are normally depreciated on a straight-line basis over the shorter of the estimated useful life and the lease term. If the Group is reasonably certain that a buy option will be exercised, the assets are depreciated over the underlying asset's estimated use life. Short contracts are agreement with a lease term shorter than 12 months. Contracts of lower value mainly includes IT equipment and office furniture.

#### Inventory

Inventories are measured at the lower of cost (in accordance with the first-in, first-out principle – FIFO) and net realizable value (in accordance with the lowest value principle). Cost is calculated for each delivery.

Technological development is rapid, and prices fall regularly. Impairment of inventory is recognised according to a model whereby older inventory gives greater impairment. Different product groups have varying rates of impairment.

The net sales value is defined as the selling price less selling expenses. Impairment to the net realizable value includes impairment due to technological and commercial obsolescence made in the Group company in question.

#### Provisions

Provisions are defined as liabilities that are uncertain in term of amounts or time of settlement. A provision is recognised when there is an undertaking ensuring from a transpired event, it is probable that an outflow of resources will be required in order to settle the undertaking and that the amount can be reliably estimated. Pensions, guarantee commitments, disputes and additional expenses are recognised as provisions in the Balance Sheet.

#### Warranties and repairs

Provisions are made for estimated repair expenditure and losses of margins regarding goods that may be returned within the warranty period (between one and two years from the sale to the end user).

A statistical program has been developed that captures outcomes regarding the time at which products are sold until they are returned, the proportion that is repaired, scrapped, compensated for through product exchange of crediting as well as cost for checking, repairs (including parts) and transport. In the event of variances (mainly in the share of returned products), warranty provision requirements are changed. The total warranty reserve is classified as current liabilities as majority of guarantees falls within one year.

#### Taxes

All tax expected to be payable on reported profit is recognised in the Income Statement. Such taxes have been computed according to each country's tax regulations and are recognised under the item tax on profit for the year. The Group's total tax in the Income Statement consists of current tax on taxable profits for the period, and deferred tax. Deferred tax mainly consists of changes in deferred tax assets with respect to loss carry-forwards and for tax purposes and other temporary differences. In accordance with the new requirements of IFRS 16 regarding the disclosure of deferred tax on lease assets and liabilities, deferred tax is now reported as both an asset and a liability in Note 16.

The Group uses the balance sheet method for calculating deferred tax assets and liabilities. According to the balance sheet method, computation is based on tax rates on the closing date applied to temporary differences between an asset or liability's value in terms of accounting and taxation, and loss carry-forwards for tax purposes. Deferred tax assets are recognised in the Balance Sheet only to the extent of value that can probably be utilised within the foreseeable future. An individual assessment is performed of the situation for companies in each country.

#### Cash flow statement

Cash flow statements are prepared using the indirect method, which means that profit/loss after financial income/expense is adjusted for transactions that did not entail incoming and outgoing payments during the period, and for income and expenses relating to the cash flow of investment activities.

#### Cash and cash equivalents

Cash and equivalents comprise cash, bank balances and current investments.

#### Segment reporting

Doro reports only one operating segment (see Note 2).

#### Classification

The balance sheet items entitled current assets and current liabilities are expected to be recovered or paid within a twelve-month period. All other balance sheet items are recovered or repaid later.

# Critical accounting matters and uncertainty in estimates

In their preparation of Doro's Consolidated Accounts, the Board of Directors and the CEO, besides estimates made, have made a series of judgments regarding critical accounting matters that can significantly affect the amounts recognised. These relate to the following:

#### GOODWILL MEASUREMENT

When testing carrying amounts of goodwill for impairment, assumptions are made about the future expected profit and cash flow trend for the lowest possible cash-generating unit. This is described in more detail in Note 7.

#### DEFERRED TAX RELATED TO LOSS CARRY-FORWARDS

When measuring deferred tax assets, an assessment of future surpluses for tax purposes of each company is made, and thereby of the ability to utilise the loss carry-forwards. The size of the loss carry-forwards is detailed in Note 16.

#### CREDIT RISKS IN ACCOUNTS RECEIVABLE

Individual assessments are made when evaluating credit risks in accounts receivable. The assessment is based on past payment capacity and other information. Doro has in the past had very low realised bad debt losses but is active in followup. Refer to Note 21 for more information.

#### MEASUREMENT OF INVENTORY

Measurement of inventory is based on an inventory turnover model. In addition, individual assessments are performed based on past sale statistics and sales forecasts compared with product volumes in inventory and in production with suppliers.

#### PARENT COMPANY

# Impairment of participation in Group companies and impairment reversals

Participations in Group companies are measured at historical cost. If the recoverable amount (see section above entitled "impairment") should prove to be lower, there is an impairment. Impairment of the value of participations in subsidiaries is reversed when there are no longer grounds for such impairment.

#### **Financial instruments**

The parent company applies fair value accounting for financial instruments in accordance with Annual Accounts Act Chap 4:14.

#### Leasing

Lease fees are recognised as operating expenses. Information concerning remaining lease fees under lease contracts is disclosed in Note 4.

# **Note 2** Net sales per segment and category and other income and expenses

#### Segment reporting

Doro's operations encompass internally developed senior-adapted phones, mobile phones, other technical products, and senior-adapted applications sold through a network of over 200 telecom operators, distributors, specialists, and retailers, primarily in Europe. The reporting structure is based on the assumption that the Group constitutes a segment and manages its operations based on geographical areas.

The Group	2024	2023
Net sales of products	882.3	973.6
Total	882.3	973.6
Cost of goods and services sold	-477.0	-583.6
Gross profit	405.3	390.0
Other operating expenses, non-allocated	-318.7	-321.3
Operating profit after depreciation and write-downs (EBIT)	86.6	68.7
The Group	2024	2023
Assets	946.1	869.1
Total Assets	946.1	869.1
Liabilities	384.4	360.2
Total Liabilities	384.4	360.2

All material and intangible assets are controlled by the Swedish parent company. The location of customers forms the basis for the division of sales into geographical regions. No single customer accounts for more than 10 percent of net sales.

Net sales per region	2024	2023
Nordic	208.6	250.6
West and South Europe and Africa	352.0	383.8
Central- and Eastern Europe	131.5	152.7
UK and Ireland	190.2	186.5
Total	882.3	973.6
whereof Sweden	176.0	213.4

Т		roup	Parent Company	
Other income and expenses	2024	2023	2024	2023
Government assistance received	0.1	0.6	0.1	0.4
Other income	5.3	7.2	4.8	6.8
Other expenses	0.0	0.0	0.0	0.0
Total	5.4	7.8	4.9	7.2

### **Note 3** Intra Group transactions

Of the Parent Company's invoicing SEK 67.5m ( 61.5) relates to subsidiaries. Invoicing from subsidiaries to the Parent Company amounted to SEK 83.4m ( 79.9). Invoicing between subsidiaries amounted to SEK 0.0m (0).

### **Note 4** Rental and leasing agreements

#### Operational leasing where the Group is lessee 2024

In the balance sheet the following amounts relate to leasing agreements.

	Group		
Right-to-use assets	2024	2023	
Premises	12.1	12.2	
Equipment	0.1	0.1	
Vehicles	1.1	1.5	
Total	13.3	13.8	

	Group		
Leasing liabilities	2024	2023	
Current	6.4	6.7	
Long-term	7.2	7.5	
Total	13.6	14.2	

New Right-to-use assets during 2024 amounted to SEK 6.9m (1.2). Amortisation of lease liabilities amounted to SEK 7.9m (7.4).

In the income statement the following amounts relate to leasing agreements.

	Gro	up
Depreciation of right-to-use assets	2024	2023
Premises	6.3	-5.8
Equipment	0.1	-0.4
Vehicles	1.0	-1.1
Total	-7.4	-7.3
Interest expenses (included in financial expenses) Expenses related to leasing with a lease term of less than 12 months, leasing at low value and variable lease payments not	-0.4	-0.4
included in leasing liability (included in operating expenses.	-0.7	-1.5

Total cash flow related to leasing agreements during 2024 was SEK -8.5m (-9.3).

### Note 5 Employees

		Of whom		Of whom
Average number of employees	2024	men	2023	men
Parent Company (Sweden)	63	39	57	35
Norway	3	3	3	3
United Kingdom	7	5	8	6
France	12	5	12	5
HongKong	11	8	11	8
Germany	21	15	23	17
Total	117	75	114	74

#### Salaries and remuneration

Salaries, remuneration, social charges and pension cost have appeared with the following amounts:

	The Group		Parent C	Company
	2024	2023	2024	2023
Salaries and other remuneration	92.0	90.9	48.9	45.9
	92.0	90.9	48.9	45.9
Payroll overheads, excluding pension costs	26.4	22.3	18.5	14.1
	26.4	22.3	18.5	14.1
Pension costs	10.8	9.1	8.7	6.6
of which premium-based	10.6	8.7	8.7	6.6
	10.8	9.1	8.7	6.6

Gender of senior managers	2024, total	Women, %	2023, total	Women, %
Board	6	33	4	25
Group Management	6	33	6	33

# Salaries and remuneration including board fee breakdown between board managers, CEO and other employees $% \label{eq:central}$

	2024		202	23
	Board and CEO	Other employees	Board and CEO	Other employees
Sweden	5.2	45.4	4.4	43.0
Norway	0.0	2.2	0.0	2.4
United Kingdom	0.0	9.1	0.0	11.0
France	0.0	10.7	0.0	11.6
Germany	0.0	11.1	0.0	10.4
Hong Kong	0.0	10.1	0.0	9.6
Total	5.2	88.6	4.4	88.0

#### Management remuneration (SEK k)

			Other	
The Board 2024	Fees	Pension	remuneration	Total
Chairman of the Board	550	0	0	550
Other Board members	1,100	0	0	1,100
Total	1,650	0	0	1,650

Chairman of the board until 26 April, 2024, Henri Österlund received SEK 183.3k. Chairman of the board starting 26 April, 2024, Juha Mört received SEK 467k as chair and SEK 100k as member, member of the board Viktor Saeijs received SEK 300k, member of the board Noora Jayasekara received SEK 300k, member of the board Sebastian Ehrnrooth received SEK 200k and member of the board Suzaan Sauerman received SEK 200k.

		Bonus and variable			Other		
Senior Executives 2024	Salary	remuneration	Pension	benefits	Total		
Jörgen Nilsson	1,008	0	320	46	1,374		
Julian Read	1,430	319	324	41	2,114		
Other senior executives	5,671	896	2,109	333	9,009		
Total	8,109	1,215	2,753	420	12,497		

The amounts above include salaries and remuneration to senior executives (the executive management). In 2024, the management team consisted of six employees (five at year-end) and one consultant (none at year-end).

			Other	
The Board 2023	Fees	Pension	remuneration	Total
Chairman of the Board	550	0	0	550
Other Board members	900	0	0	900
Total	1,450	0	0	1,450

Chairman of the board Henri Österlund received SEK 550.0k. Member of the board Juha Mört received SEK 296,7k, member of the board Viktor Saeijs received SEK 293,3k and member of the board Noora Jayasekara received SEK 200,0k.

	E	Bonus and variable		Other	
Senior Executives 2023	Salary	remuneration	Pension	benefits	Total
Jörgen Nilsson	2,153	781	791	95	3,820
Other senior executives	5,001	1,068	1,660	16	7,745
Total	7,154	1,849	2,451	111	11,565

The above amounts include salaries and remuneration of senior executives. In 2023 the management team consisted of 6 persons.

#### Principles

Fees are paid to the Chairman and other Board members in accordance with decisions made by the AGM. Payment for work on the boards of subsidiaries is made separately. Remuneration to the CEO and other senior executives comprises a basic salary, variable remuneration, other benefits (primarily a company car) and pension premiums. The balance between basic salary and variable remuneration should be in proportion to the executive's responsibilities and authorities Average number of senior executives in the management team in 2024: 6 (6).

#### Pensions

The retirement age for CEO and other senior executives of the Group is 67 and pensions are usually paid in accordance with the general pension plan plus full remuneration for the entire amount of salaries according to the ITP/ITPK plans. All pension benefits are irrevocable, i.e. not dependent on continued employment. The notice periods are according to the Employment Protection Act (LAS) or a maximum of twelve months. No agreements have been signed concerning pension commitments or the equivalent, more than is mentioned in the periods of notice named above, whether for board members or senior executives. Pension schemes for senior executives are substantially premium-based with premiums of SEK 2.8m (2.4) paid.

#### Notice

If notice is served by the company or by the CEO himself, the period of notice is 6 months. The CEO has the right to salary over 6 months during the period of notice. No severance pay will be paid if notice is given by CEO. Other senior executives have agreement of salary during notice between 3 and 6 months.

#### Nominations and decision-making processes

These procedures are explained in the Directors' Report.

#### Share-related compensation & Options

On 26 April, 2024, the Annual General Meeting decided to adopt a long-term incentive program in the form of a performance share program ("LTIP 2024"). The program is based on Participants investing in the Group by acquiring shares in Doro for allocation to LTIP 2024. For each Investment Share, participants have the opportunity, subject to certain conditions, to receive a maximum of four or five shares (depending on participant category) at the end of the program. The program period goes from March 2024 to March 2027.

### Note 6 Interest and similar items

	The Group		Parent C	Parent Company	
Income	2024	2023	2024	2023	
Interest income, external	6.0	4.8	5.9	4.7	
Interest income, internal	0.0	0.0	0.8	1.6	
Exchange rate gain	4.7	3.9	4.7	3.9	
Dividend from subsidiaries	0.0	0.0	11.3	17.0	
Other	9.9	3.2	9.8	3.0	
Total	20.6	11.9	32.5	30.2	
Expenses					
Interest expenses, external	-0.8	-3.1	-0.4	-2.7	
Interest expenses, internal	0.0	0.0	-4.8	-4.1	
Exchange rate losses	-4.1	-12.2	-4.0	-12.2	
Other	0.0	-7.7	0.0	-7.7	
Total	-4.9	-23.0	-9.2	-26.7	
Financial net	15.7	-11.1	23.3	3.5	

### **Note 7** Intangible fixed assets

The Group/Goodwill	2024	2023
Acquisition value brought forward	231.1	230.9
Exchange rate difference	5.9	0.2
Closing accumulated acquisition value	237.0	231.1
The Group/Customer register and distribution agreements	2024	2023
Acquisition value brought forward	15.9	15.9
Exchange rate difference	0.5	0.0
Closing accumulated acquisition value	16.4	15.9
Amortisations brought forward	-15.9	-15.9
Exchange rate difference	-0.5	0.0
Closing amortisations	-16.4	-15.9
Closing residual value	0.0	0.0
Parent company/Goodwill	2024	2023
Acquisition value brought forward	15.9	15.9
Closing accumulated acquisition value	15.9	15.9
Amortisations brought forward	-15.9	-15.9
Closing amortisations	-15.9	-15.9
Closing residual value	0.0	0.0

The Group assesses the need for goodwill to be written down on an annual basis or when indications of impairment arise. Impairment testing is applied at the lowest level where separable cash flows can be identified.

The recoverable value of the unit has been established based on the current value in use of future cash flows. Future cash flows are estimated on the basis of expected growth rate in accordance with established forecasts for the next five years. These forecasts are based on historical experience, but also takes expected future development into account. Assumptions regarding future growth and profitability are based on external and internal estimates of market growth, past performance and management's assessment of market shares.

The WACC discount factor, has been set using the Capital Asset Pricing Model (CAPM). As part of the WACC the risk-free interest equivalent to the yield on 10-year government-bonds has been applied with the addition of stock market 's risk premium for small companies. The return requirement has been ascertained based on the optimum capital structure as derived from the capital market. Since the recoverable amount exceeds the carrying amount, no need for impairment is deemed to exist.

#### Sensitivity analysis

Growth after year 4: In the impairment test Doro used a sustainable growth rate of 2 percent (2). A change in the growth rate from 2 to 1 percent implies no impairment. Discount rate before tax increases by 1 percentage point: In the impairment test Doro used a WACC discount factor of 13.2 percent (11.4) after tax. A change of 1% of the discount rate implies no impairment.

The Group/Brands	2024	2023
Acquisition value brought forward	4.1	4.1
Exchange rate difference	0.1	0.0
Closing accumulated acquisition value	4.2	4.1
Amortisations brought forward	-4.1	-4.1
Exchange rate difference	-0.1	0.0
Closing amortisations	-4.2	-4.1
Closing residual value	0.0	0.0
The Group's capitalised expenditure for development work/IT	2024	2023
Acquisition value brought forward	425.4	410.1
Investments	33.9	26.0
Divested operations	0.0	0.0
Sales/Disposals	-0.5	-1.7
Write-down during the period	0.0	-9.0
Closing accumulated acquisition value	458.8	425.4
Depreciation brought forward	-388.0	-355.5
Depreciation	-27.2	-34.2
Sales/Disposals	0.5	1.7
Closing depreciation	-414.7	-388.0
Closing residual value	44.1	37.4
Parent company / Capitalised expenditure for development work/IT	2024	2023
Acquisition value brought forward	425.4	410.1
Investments	33.9	26.0
Sales/Disposals	-0.5	-1.7
Write-down during the period	0.0	-9.0
Closing accumulated acquisition value	458.8	425.4
Depreciation brought forward	-388.0	-355.5
Depreciation	-27.2	-34.2
Sales/Disposals	0.5	1.7
Closing depreciation	-414.7	-388.0

44.1

37.4

**Closing residual value** 

	The Gro	oup	Parent Co	mpany
Equipment and tools, SEK m	2024	2023	2024	2023
Acquisition value brought forward	18.7	19.4	6.5	6.4
Investments	1.2	0.1	0.7	0.1
Sales/Disposals	0.0	-0.6	0.0	0.0
Exchange rate difference	0.4	0.2	0.0	0.0
Closing acquisition value	20.3	18.7	7.2	6.5
Depreciation according to plan brought forward	-17.7	-17.3	-6.1	-5.5
Depreciation	-0.6	-1.0	-0.3	-0.6
Sales/Disposals	0.0	0.4	0.0	0.0
Exchange rate difference	-0.4	0.2	0.0	0.0
Closing depreciation	-18.7	-17.7	-6.4	-6.1
Closing residual value	1.6	1.0	0.8	0.4

## **Note 9** Participation in Group companies

		Book value		
Subsidiary	No. of shares	%	2024	2023
Doro AS	200	100	0.6	0.6
Doro UK Ltd	3,013,400	100	4.2	4.2
Doro SAS	66,667	100	11.6	11.6
Doro Hong Kong Ltd	4,500	100	5.1	5.1
Doro Inc	3,000	100	0.0	0.0
Doro Incentive AB	50,000	100	0.1	0.1
Doro Deutschland GmbH	1	100	0.2	0.2
IVS Industrievertretung Schweiger GmbH <sup>1</sup>	9,239	33.33	46.5	46.5
Total			68.3	68.3

<sup>1</sup> IVS industrievertretung Schweiger GmbH is included in the Group to 100 percent. Doro AB owns 33,33 percent and Doro Deutschland GmbH owns 66,67 percent

Subsidiary – Company reg. no	Registered office
Doro A/S - 934210719	Fredrikstad, Norge
Doro UK Ltd – 1180330	Reading, Storbritannien
Doro SAS – 309 662 195	Montigny le Bretonneux, Frankrike
Doro Hong Kong Ltd - 08194263-000-12-98-6	Shatin, Hongkong
Doro Inc. – 4706937 810 0 090679976	New York, USA
Doro Incentive AB – 556843-4962	Malmö, Sverige
Doro Deutschland GmbH – HRB75859	Amberg, Tyskland
IVS Industrievertretung Schweiger GmbH – HRB2040	Amberg, Tyskland

# **Note 10** Other current receivables and Prepaid expenses and accrued income

	The Group		Parent Company	
Other current receivables	2024	2023	2024	2023
VAT receivable	1.9	1.6	1.6	1.4
Currency futures	3.9	4.0	3.9	4.0
Other current receivables	12.9	4.8	5.4	3.6
Total	18.7	10.3	10.9	9.0

	The C	Group	Parent Company	
Prepaid expenses and accrued income	2024	2023	2024	2023
Rent	0.9	1.1	0.9	0.8
Insurance premiums	0.8	1.7	0.5	1.1
IT costs	1.7	1.4	1.6	1.3
Licence costs	0.1	0.1	0.0	0.0
Other prepaid expenses	1.5	1.6	0.8	1.2
Total	5.0	5.9	3.8	4.4

### Note 12 Accrued expenses

	The Group		Parent C	Company
	2024	2023	2024	2023
Holiday pay liability	10.6	9.9	8.2	6.6
Payroll overheads	8.8	7.2	4.6	3.4
Other staff liabilities	0.1	0.1	0.0	0.0
Accrued Royalty	38.2	38.4	37.0	33.3
Contract liabilities	41.3	37.0	41.3	37.0
Other accrued expenses	69.1	58.0	56.3	33.2
Total	168.1	150.6	147.4	113.5

Contract liabilities relate to performance commitments invoiced but not yet delivered to the customer and to provisions for agreed customer bonuses. An agreed customer bonus is a financial compensation paid to the customer in arrears based on the terms agreed in the customer contract (volume targets are the most common).

### Note 13 Pledged assets for liabilities to credit institutions

The Group and the Parent company have pledged collateral for liabilities (in the form of a corporate guarantee) to credit institutions amounting to SEK 170m (170).

## Note 11 Share capital and dividends

	No. of shares	Voting rights	Class
A shares	24,352,500	1 vote per share	Normal

#### Share capital

24,352,500 shares at a quota value of SEK 1.00 per share = SEK 24,352,500.

#### Dividend

The Board of Directors proposes no dividend for the 2024 financial year.

#### Warrant program

No new option program was decided during the 2024 general meeting. A share program was decided, see note 5.

### Note 14 Contingent liabilities

The Group and the Parent company has no contingent liabilities.

### Note 15 Auditors

The 2024 Annual General Meeting elected PricewaterhouseCoopersAB (PwC) to be the auditors of the Parent Company, Doro AB. PwC has appointed Vicky Johansson to be responsible for the assignment. PwC will carry out the audit of parent company Doro AB for the period of one year.

	The Group		Parent Company	
Fees and costs	2024	2023	2024	2023
PwC				
Auditing assignments	2.0	1.6	1.0	1.0
whereof to PricewaterhouseCoopers AB	1.0	1.0	1.0	1.0
Auditing outside the assignment	0.0	0.0	0.0	0.0
whereof to PricewaterhouseCoopers AB	0.0	0.0	0.0	0.0
Tax assignments	0.0	0.0	0.0	0.0
whereof to PricewaterhouseCoopers AB	0.0	0.0	0.0	0.0
Other advisory services by auditors	0.1	0.2	0.1	0.2
whereof to PricewaterhouseCoopers AB	0.1	0.2	0.1	0.2
Other				
Auditing assignments	0.0	0.0	0.0	0.0
Auditing outside the assignment	0.0	0.0	0.0	0.0
Tax assignments	0.0	0.0	0.0	0.0
Other advisory services by auditors	1.1	0.5	0.4	0.0
Total	3.2	2.3	1.5	1.2

### Note 16 Taxes

	The Group		Parent Company	
Taxes on profit/loss for the year	2024	2023	2024	2023
Current tax	-13.9	-25.0	-13.5	-11.1
Deferred tax	-2.3	-0.2	0.5	2.7
Total tax on profit/loss for the year	-16.2	-25.2	-13.0	-8.4

Connection between the tax expense for the year and the reported earnings before tax:

	The Group		Parent Company	
Taxes	2024	2023	2024	2023
Totalt profit/loss before tax	102.3	57.6	83.8	46.1
Tax at current rate 20.6% (20.6% )	-21.1	-11.9	-17.3	-9.5
Non-deductible expenses	1.7	-2.7	-0.2	-0.4
Non-taxable income	1.5	0.8	1.6	3.6
Non-taxable income, dividends	0.0	0.0	2.3	0.0
Utilisation of previously unrecognised tax loss carryforwards	0.9	0.0	0.0	0.0
Change in valuation in losses carryforwards	-0.5	0.0	0.0	0.0
Change in valuation of temporary differences	0.6	-0.2	0.6	0.5
Tax cost/revenue concerning previous year	2.5	-9.5	0.0	-2.6
Adjustment for tax rates in foreign				
Group company	-1.8	-1.7	0.0	0
Reported tax	-16.2	-25.2	-13.0	-8.4

Temporary differences arise in those cases where accounted values of assets or liabilities and their tax value are different. Temporary differences, unutilised losses carry forward and other future tax deductions have led to deferred tax liabilities and tax assets for the following:

	The C	iroup	Parent C	ompany
Deferred tax asset	2024	2023	2024	2023
Unutilised losses carry forward	5.1	5.5	0.0	0.0
Temporary differences, provisions	6.4	2.0	6.4	5.9
Temporary differences, other	0.0	6.3	0.0	0.3
Total reported deferred tax asset	11.5	13.8	6.4	6.2

Deferred tax assets are shown for unutilised losses carried forward and temporary differences in the balance sheet, when they are calculated to be used in the near future. A single calculation is made for each company with respect to past earnings trends, future plans and the option of using losses carried forward. The remaining losses are in the United Kingdom.

Losses carry forward fall due as follows:	2024	2023
Without limit	5.1	5.5
Total	5.1	5.5

	The G	roup	Parent C	Company
Gross changes of deferred taxes	2024	2023	2024	2023
Opening balance	13.8	14.2	6.2	3.9
Tax attributable to the income statement	-2.3	0.1	0.6	2.8
Tax attributable to other comprehensive				
income	-0.4	-0.5	-0.4	-0.5
Exchange rate differences	0.4	0.0	0.0	0.0
Closing balance	11.5	13.8	6.4	6.2

	The Group		
Deferred tax leasing	2024	2023	
Assets	13.3	13.8	
Liabilities	13.7	-14.2	
Deferred tax			
Tax on assets	-2.8	-2.7	
Tax on liabilities	2.9	2.8	
Net receivable by year end	0.1	0.1	

### Note 17 Goods for resale

The Group	2024	2023
Opening gross stock	218.1	242.1
Change in gross stock	-20.6	-24.3
Exchange rate difference	1.0	0.3
Closing gross stock	198.5	218.1
Opening write-downs of stock	-42.1	-33.7
Change in write-downs of stock	9.6	-8.5
Exchange rate difference	-0.4	0.1
Closing write-downs of stock *	-32.9	-42.1
Net stock in balance sheet	165.6	176.0

\* Acquisition value for the inventory that write-downs of stock of SEK 32.9m (42.1) relates to is based on inventory book value of SEK 131.6m (99.8).

Parent company	2024	2023
Opening gross stock	183.9	192.7
Change in gross stock	-1.0	-8.8
Closing gross stock	182.9	183.9
Opening write-downs of stock	-28.6	-21.2
Change in write-downs of stock	3.0	-7.4
Closing write-downs of stock*	-25.6	-28.6
Net stock in balance sheet	157.3	155.3

\* Acquisition value for the inventory reserve of SEK 25.6m (28.6) is based on inventory book value of SEK 121.2m (78.4).

### **Note 18** Provision for guarantees

	The Group		Parent Company	
	2024	2023	2024	2023
Opening balance	30.6	29.7	28.8	26.0
Amount released	-38.0	-37.8	-37.2	-35.8
New provisions	35.2	38.6	35.2	38.6
Exchange rate difference	0.0	0.1	0.0	0.0
Closing balance	27.8	30.6	26.8	28.8

### Note 19 Pension allocations

The Group	2024	2023
Opening balance	3.2	2.8
Redemption of pension debt	0.0	0.0
New provisions	0.2	0.4
Exchange rate difference	0.0	0.0
Closing balance	3.4	3.2

Doro has a limited number of employees at the Group's French subsidiary that have a defined benefit pension plan. Since the recognised liability regarding the plan is an insignificant amount, the assumptions on which the actuarial calculations are based are not presented in the Annual Accounts.

### **Note 20** Other allocations

	The Group		Parent Company	
	2024	2023	2024	2023
Opening balance	43.0	48.1	43.0	46.2
Amount released	0.0	-5.8	0.0	-3.9
New provisions	3.6	0.7	3.6	0.7
Exchange rate difference	0.0	0.0	0.0	0.0
Closing balance	46.6	43.0	46.6	43.0

	The Group		Parent C	Parent Company	
	2024	2023	2024	2023	
Additional royalty costs	46.6	43.0	46.6	43.0	
Other provisions	0	0.0	0.0	0.0	
Closing balance	46.6	43.0	46.6	43.0	

#### Additional royalty costs

Additional royalty costs include costs that are unknown but expected at the time of invoicing. The provision for additional costs is charged against costs for goods sold.

### Note 21 Risk Management and Financial Instruments

#### FINANCIAL RISK MANAGEMENT

The Board of Directors of Doro has adopted a treasury policy that regulates how financial risks are to be identified and managed. Risk Management aims to reduce or eliminate risks. The main objective is to achieve a financial low risk profile.

Doro AB (parent company) has the overall responsibility for the Group's financial risk management including currency risk management, liquidity management and cash management. Centralisation and coordination enable substantial economies of scale with respect to the terms obtained for financial transactions and financing. The risk to which Doro is exposed are described below.

#### **CREDIT AND COUNTERPARTY RISK**

The Group is primarily exposed to credit risk associated with commercial transactions with customers but also in financial transactions. The latter as counterparty risk associated with foreign exchange hedging and issuer risk in potential short-term investments. Credit and counterparty risks are managed centrally by the parent company Doro AB. Financial instruments may only be done with approved banks. Short-term investments may only be done with the counterparty categories government, municipalities and banks. In 2024 there were no short-term investments carried out.

Accounts receivable amounted to SEK 140.0m (146.7). In recent years Doro has experienced low credit losses (less than 0.5 percent of sales) due to the fact that the main customer group is large business with regular trade. The single largest customer accounts for less than 10 percent of Group sales. In most countries Doro operates without credit insurance.

	The Group	
Age analysis of accounts receivable	2024	2023
Not yet due	132.3	124.9
Due for payment < 60 days	9.2	23.4
Due for payment > 60 days	4.4	4.1
Total accounts receivable	145.9	152.4
Expected bad debt losses	-5.9	-5.7
Accounts receivable in the financial statements	140.0	146.7

	The Group		
Impaired accounts receivable		2024	2023
Opening balance		-5.7	-6.0
Expected bad debt losses		0.0	0.0
Confirmed bad debt losses		0.0	0.0
Translation differences		0.0	0.0
Confirmed amounts		-0.2	0.3
Closing balance		-5.9	-5.7

Accounts receivable – ageing	Not due	Due < 60 days	Due > 60 days	Total
SEK	8.8	0.1	0.0	8.9
EUR	76.3	6.9	3.6	86.8
GBP	26.8	0.1	0.4	27.3
NOK	7.8	0.0	0.0	7.8
USD	12.4	2.0	0.4	14.8
DKK	0.1	0.0	0.0	0.1
Other	0.1	0.1	0.0	0.2
Total	132.3	9.2	4.4	145.9

Accounts payable – ageing	Not due	Due < 60 days	Due > 60 days	Total
SEK	16.7	0.8	0.0	17.5
EUR	9.7	0.1	0.0	9.8
GBP	0.9	0.3	0.0	1.2
NOK	0.0	0.1	0.0	0.1
USD	79.4	0.0	0.6	80.0
DKK	0.0	0.0	0.0	0.0
Other	0.3	0.0	0.0	0.3
Total	107.0	1.3	0.6	108.9

#### Other receivables

Other receivables are not yet due.

#### LIQUIDITY RISK

At 31 December, 2024, the Group had SEK 17.1m (17.4) in interest-bearing financial liabilities, including financial lease agreements, amounting to SEK 13.3m (14.2). Doro has a Revolving Facility Agreement, amounting to SEK 0m. Termination date is November 2025.

At 31 December, 2024, Group liquidity amounted to SEK 260.5m (194.3).

The overall objective is to meet the short-term financing need from Group operations, while minimizing surplus liquidity. Doro should have a liquidity reserve at minimum SEK 40m.

#### FOREIGN EXCHANGE RISK

Doro is exposed to foreign exchange risks caused by unfavourable exchange rate fluctuations that may affect sales, earnings and equity. Foreign exchange risk are described below, broken down into transaction exposure and translation exposure.

#### **Transaction exposure**

Transaction exposure arises as Doro has sales and purchases in various currencies. Goods are primarily purchased in USD, while sales are commonly in EUR, GBP, USD and the Nordic currencies. In accordance with the treasury policy, forecasted net flows are hedged on a quarterly basis for periods for which the price list is set at between 50 to 90 percent. The hedge horizon can thus vary between three to six months at each point in time. Foreign exchange management is centralised at the finance department of Doro AB, which buys and sells currencies under the treasury policy. Doro applies hedge accounting in accordance with IFRS. See Note 1 Accounting principles for further information.

# Transaction volumes outstanding exposure and sensitivity analysis (SEK m) (Before and after hedging)

	Before hedging 2024-12-31	After hedging 2024-12-31	Sensitivity at 5% weaker SEK	Before hedging 2023-12-31	After hedging 2023-12-31	Sensitivity at 5% weaker SEK
NOK	10.8	10.8	0.5	8.7	8.7	0.4
EUR	128.9	38.4	1.9	119.6	42.1	2.1
GBP	64.3	25.6	1.3	42.8	19.1	1
USD	-189.1	-93.2	-4.7	-187.2	-84.1	-4.2

The table shows outstanding transaction exposure at year-end for the hedged period. The hedged period as per the end of December refers to flows through the end of May, 2025. The net market value for all outstanding currency futures amounts to SEK 3.1m at 31 December, 2024, whereof SEK 3.1m refers to transaction exposures recognised as hedge.

#### **Translation exposure**

Translation exposure arises when foreign assets and liabilities, as well as the income statements of foreign subsidiaries, are translated into SEK upon consolidation. Doro does not hedge the translation exposure.

At year-end the value of foreign net assets was SEK 141m (121). The breakdown by currency is shown in the table below.

Value of foreign assets	2024	2023
USD	20	18
NOK	1	1
EUR	70	55
GBP	48	44
HKD	3	2
Total	142	121

#### INTEREST RATE RISK

Interest rate risk is the risk that the Group's net interest result declines due to rising market interest levels. Doro's existing debt portfolio is entirely denominated in SEK and with floating interest rate condition. Average rate of interest during 2024 amounts to 0 percent. If the interest rate would increase by 1 p.p. Doro's financial net would not be affected as the debt was amortised in December 2023, and the debt per 2024-12-31 is 0. A smaller fixed fee is paid for the unutilised part of Revolving Facility Agreement.

#### Term analysis for derivatives and financial liabilities as per 31 December, 2024

Group SEKm	Currency	0–3 months	3 months -1 year	1–3 years	3 years or more	Total contractual cash flows	Carrying amount
Bank Ioan	SEK	0.1	0.2	0.0	0.0	0.3	0.0
Futures inflow	Mixed	-84.1	-44.2	0.0	0.0	-128.3	-0.5
Futures outflow	Mixed	61.9	30.0	0.0	0.0	91.9	3.6
Leasing liability	Mixed	0.0	6.4	7.2	0.0	13.6	13.6
Accounts payable	Mixed	108.9	0.0	0.0	0.0	108.9	108.9
Total		86.8	-7.6	7.2	0.0	86.4	125.6

#### Financial instruments – fair value

Group 2024	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	140.0	140.0	140.0
Hybrid Ioan	43.2	0.0	0.0	43.2	43.2
Other receivable	0.0	0.0	6.8	6.8	6.8
Derivatives (hedge accounting)	0.0	1.5	0.0	1.5	1.5
Derivatives (non-hedge accounting)	2.4	0.0	0.0	2.4	2.4
Assets	45.6	1.5	146.8	193.9	193.9
Derivatives (hedge accounting)	0.0	0.1	0.0	0.1	0.1
Liabilities to credit institutions	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.0	0.0	108.9	108.9	108.9
Derivatives (non-hedge accounting)	0.7	0.0	0.0	0.7	0.7
Other liabilities	0.0	0.0	119.4	119.4	119.4
Liabilities	0.7	0.1	228.3	229.1	229.1

Group 2023	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	146.7	146.7	146.7
Hybrid Ioan	33.3	0.0	0.0	33.3	33.3
Other receivable	0.0	0.0	5.3	5.3	5.3
Derivatives (hedge accounting)	0.0	1.6	0.0	1.6	1.6
Derivatives (non-hedge accounting)	2.4	0.0	0.0	2.4	2.4
Assets	35.7	1.6	152.0	189.3	189.3
Derivatives (hedge accounting)	0.0	3.0	0.0	3.0	3.0
Liabilities to credit institutions	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.0	0.0	96.4	96.4	96.4
Derivatives (non-hedge accounting)	3.0	0.0	0.0	3.0	3.0
Other liabilities	0.0	0.0	120.4	120.4	120.4
Liabilities	3.0	3.0	216.8	222.8	222.8

#### Financial instruments – fair value

Parent company 2024	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	125.8	125.8	125.8
Receivables from Group companies	0.0	0.0	185.2	185.2	185.2
Hybrid Ioan	43.2	0.0	0.0	43.2	43.2
Other receivable	0.0	0.0	6.8	6.8	6.8
Derivatives (hedge accounting)	0.0	0.5	0.0	0.5	0.5
Derivatives (non-hedge accounting)	3.4	0.0	0.0	3.4	3.4
Assets	46.6	0.5	317.8	364.9	364.9
Derivatives (hedge accounting)	0.0	0.1	0.0	0.1	0.1
Derivatives (non-hedge accounting)	0.7	0.0	0.0	0.7	0.7
Liabilities to credit institutions	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.0	0.0	105.6	105.6	105.6
Liabilities to Group companies	0.0	0.0	253.4	253.4	253.4
Other liabilities	0.0	0.0	114.7	0.0	0.0
Liabilities	0.7	0.1	437.7	359.8	359.8

The breakdown of fair value determination is performed at the following three levels:

Level 1: According to quoted prices on an active market for the same instrument.

Level 2: Based on directly or indirectly observable market data not included in Level 1.

Level 3: Based on input date not observable on the market.

Derivates at fair value in the table above have been valued according to Level 2. The fair value of forward exchange contracts is determined as the present value of future cash flows based on exchange rate forward rates on the balance sheet date. For other financial instruments, the carrying amount is a reasonable estimate of fair value.

Parent company 2023	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	135.0	135.0	135.0
Receivables from Group companies	0.0	0.0	179.8	179.8	179.8
Hybrid Ioan	33.3	0.0	0.0	33.3	33.3
Other receivable	0.0	0.0	4.9	4.9	4.9
Derivatives (hedge accounting)	0.0	1.6	0.0	1.6	1.6
Derivatives (non-hedge accounting)	2.4	0.0	0.0	2.4	2.4
Assets	35.7	1.6	319.7	357.0	357.0
Derivatives (hedge accounting)	0.0	3.0	0.0	3.0	3.0
Derivatives (non-hedge accounting)	3.0	0.0	0.0	3.0	3.0
Liabilities to credit institutions	0.0	0.0	0.0	0.0	0.0
Accounts payable	0.0	0.0	90.6	90.6	90.6
Liabilities to Group companies	0.0	0.0	252.2	252.2	252.2
Other liabilities	0.0	0.0	111.6	111.6	111.6
Liabilities	3.0	3.0	454.4	460.4	460.4

### Note 22 Liabilities to credit institutes

	The Group		Parent Company		
Long-term	2024	2023	2024	2023	
Bank Ioans	0.0	0.0	0.0	0.0	
Financial leasing liability	7.2	7.5	0.0	0.0	
Total	7.2	7.5	0.0	0.0	
Short-term					
Financial leasing liability	6.4	6.7	0.0	0.0	
Total	6.4	6.7	0.0	0.0	
Total liabilities to credit institutes	13.6	14.2	0.0	0.0	

The bank loan has an interest rate of 1.25 percent as of 31 December 2024 ("margin") + STIBOR ("base rate"). STIBOR is defined as the applicable screen rate as of 11:00 a.m. on the offer date for the SEK offer and for a period equal to the interest period for that loan. In case that rate is less than zero, STIBOR shall be deemed to be zero.

The level of interest on the bank loan is linked to the Company's leverage ratio, with 1.25 percent as the minimum level and 1.55 percent as the maximum level.

The parent Company's liabilities to credit institutions are zero at year end.

### Note 23 Related Party Transactions

No related party transactions have occurred during the year.

### Note 24 Significant events after year-end

On 15 January, 2025, the outcome of the public offer on Doro was published. The bidder, Xplora Technologies AS, announced having reached 88.32 percent acceptance rate. Xplora also announced that the offer remained unconditional, meaning Xplora waived the fulfilment of the 90 percent condition. On 5 February, 2025, and upon request from Xplora, the board of Doro convened an extraordinary general meeting on 28 February, 2025, to appoint a new board.

### Note 25 Net debt changes

	Other assets	Liabilities related to financing activities						
	Cash and bank/ bank overdraft	Financial leases due within 1 year	Financial leases due after 1 year	Liabilities to credit institutions due within 1 year	Liabilities to credit institutions due after 1 year	Total		
Net Debt 31 December, 2023	-194.3	6.7	7.5	0.0	0.0	-180.1		
Cash flow	-57.3	-0.2	-7.2	0.0	0.0	-64.7		
Exchange rate differences	-8.9	0.0	0.0	0.0	0.0	-8.9		
New Right-to-use assets	0.0	0.0	6.9	0.0	0.0	6.9		
Net Debt 31 December, 2024	-260.5	6.5	7.2	0.0	0.0	-246.8		

### Note 26 Operating Expenses per cost type

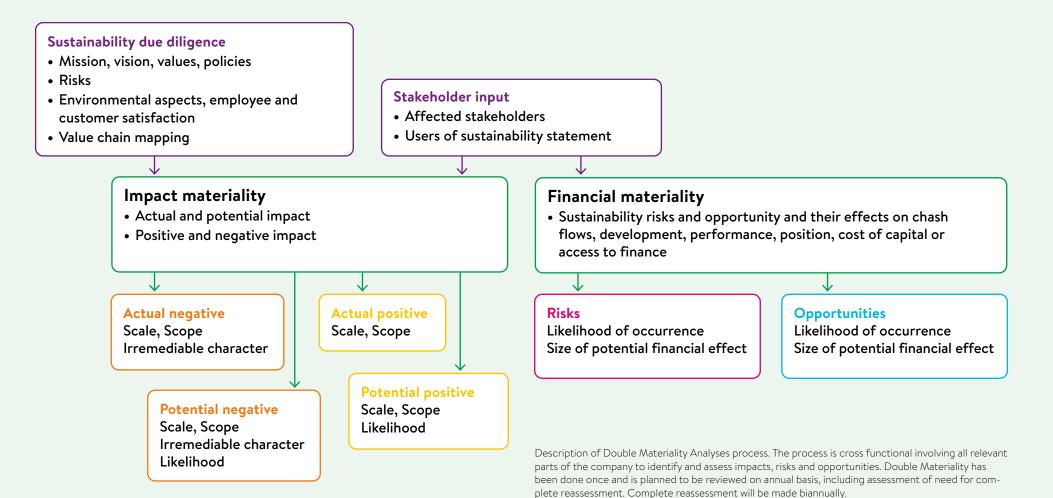
THE GROUP, SEK m	2024	2023
Merchandise	-477.0	-583.6
Other external costs	-152.0	-148.8
Personnel costs	-136.9	-128.7
Depreciation and impairments of tangible fixed assets	-8.0	-8.5
Depreciation and impairments of intangible assets	-27.2	-43.2
Other operating expenses	0.0	0.1
Total costs	-801.1	-912.7
PARENT COMPANY, SEK m	2024	2023
Merchandise	-447.6	-548.3
Other external costs	-226.9	-202.7
	220.7	202
Personnel costs	-80.5	-69.4
Personnel costs Depreciation and impairments of tangible fixed assets		
	-80.5	-69.4
Depreciation and impairments of tangible fixed assets	-80.5 -0.3	-69.4 -0.6

### Note 27 Other financial non-current assets

In November 2021, in connection with the distribution of the shares in Careium, Doro and Careium entered into a loan agreement through which Careium raised a hybrid loan of SEK 50m. The loan has no fixed due date, but Careium have the right to redeem the loan at certain point of times. The loan is classified as a financial instrument and is valued at fair value. A up-writing of SEK 6.7m has been reported in 2024.

# Notes on Sustainability

### **Note 1** Double materiality analyses



#### Upstream Downstream **Own operation** Potential or actual negative impact Potential or actual positive impact Product Inbound Sales and Customer Outbound Risk Production Warehouse Distribution After life Sourcing management and Use marketing transport transport service Opportunity development Own employees Workers in Users Workers in the value chain Workers in the value chain Potential employees the value Relatives Consultants chain Significant Mobile stakeholders network Suppliers Forwarders Landlords Suppliers Forwarders Recyclers operators Distributors Local community Material topics Doro, a fair business Geopolitical risks Health & safety • • • • Diversity & inclusion Well-being . ••• Child labour CO<sub>2</sub> emissions •• • •• •• Energy usage • Heating (district heating, own heater) • Eco-design regulation Circular economy Resource inflow and use Hazardous waste • Waste •• •• ••

The table is a summary of the stakeholder analysis and double materiality analysis. The impact is Doros' impact on sustainability and sustainable development. Risks and opportunities are the potential financial effects on Doro from sustainable development. The summary table does not include scale, nor if the impact is actual or potential, i.e. impacts, risks and opportunities have the same symbol in the table regardless of significance. Conclusion of the Double materiality assessment is that Doro has material aspects in:

- Climate change
- Resource use and circular economy

VALUE CHAIN IMPACT, RISKS AND OPPORTUNITIES

Own workforce

- Workers in the supply chain
- Consumers and end users
- Business conduct

Criteria and thresholds used in the assessment has been the same as evaluation criteria in risk management.

#### Note 2 Environmental data

Doro has environmental certification according to ISO 14001 for the central operations.

During 2024 a complete inventory of greenhouse gas emissions has been initiated and is planned to be completed beginning of 2025. Part of the inventory is collection of information and calculation of carbon footprint of products and this is not yet complete. Thus remaining categories to complete are Purchased goods and services, Capital goods and Use of sold products.

To enable a complete inventory and continued reporting Doro has moved from manual collection to a standardised platform. The platform includes more detailed emission data and emission factors and thus the emissions 2024 is not comparable to previous years.

#### GHG EMISSIONS DISAGGREGATED BY SCOPES 1, 2 AND 3

Category	2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)
Scope 1		· · ·	
Stationary combustion	17.4	16.9	29.6
Company vehicles [excl. electric vehicles]	41.0	41.6	55.5
Fugitive emissions		Not applicable	
Process emissions		Not applicable	
Own produced energy from non-fuel renewables		Not applicable	
Total CO <sub>2</sub> e emissions, Scope 1	58.4	58.5	85.1
Scope 2			
Purchased electricity (Market-based) [Incl. electric vehicles]	18.7	10.0	14.1
Purchased electricity (Location-based) [Incl. electric vehicles]	45.2	Not ava	ilable
Purchased heating (Market-based)	0.06	1.0	14.6
Purchased heating (Location-based)	0.06	1.0	14.6
Purchased cooling (Market-based)		Not applicable	
Purchased cooling (Location-based)		Not applicable	
Purchased steam (Market-based)		Not applicable	
Purchased steam (Location-based)		Not applicable	
Total CO <sub>2</sub> e emissions, Scope 2 [Location-based]	45.25		
Total CO <sub>2</sub> e emissions, Scope 2 [Market-based]	18.74	11.0	28.7

Category		2024 (tCO <sub>2</sub> e)	2023 (tCO <sub>2</sub> e)	2022 (tCO <sub>2</sub> e)
Scope 3				
Category 1:	Purchased goods and services		Not available	
Category 2:	Capital goods		Not available	
Category 3:	Fuel and energy related activities, outside of scope 1 & 2	30.3	Not avai	able
Category 4:	Upstream transportation and distribution	3,334.9	Not avai	lable
	Out of which inbound transports:	1,081.9	1,071.2	1,717.0
Category 5:	Waste generated in operations	6.2	Not avai	lable
Category 6:	Business travel	94.4	Not avai	lable
Category 7:	Employee commuting	84.8	Not avai	lable
Category 8:	Upstream leased assets		Not applicable	
Category 9:	Downstream transportation and distribution		Not applicable	
Category 10:	Processing of sold products		Not applicable	
Category 11:	Use of sold products		Not available	
Category 12:	End-of-life treatment of sold products	4.1	Not avai	lable
Category 13:	Downstream leased assets		Not applicable	
Category 14:	Franchises		Not applicable	
Category 15:	Investments		Not applicable	
Total available Scope 3	and applicable CO <sub>2</sub> e emissions,	3,554.7		

#### **GREENHOUSE GASES, CALCULATION METHODS AND COMMENT**

Emissions	How Doro calculated and what is included
Direct greenhouse gas emissions, Scope 1	Own and leased cars, as well as combustion for heating, constitute Doro's scope 1 emissions.
	Emissions are on similar level as previous year.
Indirect greenhouse gas emissions, Scope 2	Energy consumption for Doro's premises and district heating of Malmö office constitutes Doro's Scope 2 emissions.
	District heating is calculated as a share of the total consumption of the building since separate meters are not available. In some offices, this applies also to electricity consumption. No energy has been sold.
	Three offices have green electricity agreements. Environmental choice has been made for district heating in Malmö.
	Emission factors from electricity providers or landlord have been used where these are available.
	Energy consumption for electricity and heating is slightly down, while emissions is slightly up. This is due move of one office and different avail- able energy mix, and differences in calculation method as well as availability of data.
Indirect greenhouse gas emissions, Scope 3	Calculations for purchased goods and services, Capital goods and Use of sold products will be completed beginning of 2025. Purchased products and services are expected to be the biggest emission contributor for Doro.
	All freight is transported by external forwarders, and emission information from the forwarders has been used whenever available. When not available distance-based method and NTM emission factors has been used. From 2024 all transports are included in the report. To enable comparison with previous years the separate emission for inbound freight is reported separately in the table above. Emissions for inbound transports are slightly up from last year. This is due to different mode of transport and longer transport due to the unrest in Red Sea.
	Emissions for waste in operations is calculated based on weight and generic emission factor per waste handling type. Emissions from waste generated in operation has previously not been calculated.
	Business travel is according to report from travel agent when available. When not available calculated distance based or spend based depending on data availability in each site and mode of transport. Emissions from business travel has previously not been calculated and reported.
	Employee commuting is calculated based on a survey to all employees in November 2024. Emissions from employee commuting has previously not been calculated and reported.
	End of life treatment of sold products is calculated based on weight of sold products and packaging. Emissions from End of life of sold products has

previously not been calculated.

#### Environmental performance of products

Product development is certified according to ISO 9001 and ISO 14001 and has well-defined processes and structures for the development of products and services that are safe, easy to use and meet regulatory and other requirements. Product quality is assured through internal and external testing, systematic quality controls, follow-up and close cooperation with Doro's selected suppliers. Products are to the extent possible developed to facilitate repair end upgrades but also reuse and recycling.

Doro has signed up to product evaluation defined by the Mobile Operators: EcoRating. Through EcoRating a limited LCA is performed.

Carbon footprint and energy consumption during product life is being assessed in cooperation with suppliers and results are expected beginning of 2025. Based on the limited LCA in EcoRating and previously performed LCA of one product it is expected that the product carbon footprint will be multiple times higher than GHG emissions above.

#### NOTES ON SUSTAINABILITY

ENERGY CONSUMPTION								
	Group 2024	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2023
Passenger transport, company-owned vehicles (Scope 1), MWh	166.7	3.8	0	0	65.0	98.0	0	161
Electricity consumption, MWh (total, including electricity for heating)	214.8	60.1	10.3	12.7	14.8	106.7	10.2	221
District heating, MWh*	65.9	65.9	0	0	0	0	0	114
Cooling with district cooling, MWh	0	0	0	0	0	0	0	3
Consumption of steam	0	0	0	0	0	0	0	0
Heating with own combustion, MWh	71.2	0	0	0	0	71.2	0	64.4
Energy intensity per net revenue (MWh/ M SEK)	0.59							0.58

\* District heating is calculated as a share of the total consumption of the house, as separate meters are not available. In some offices this also applies to electricity consumption. No energy has been sold.

#### OTHER ENVIRONMENTAL FACTS

	Group 2024	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2023
Office space, square meters	3,821.5	963	62.5	107	274	2,200	215	3,816
Waste excluding electronics and batteries, kilograms	8,444.0	30	No infor- mation	31	No infor- mation	8,383	No infor- mation	2,663
Electronic waste and batteries, kilograms	1,972.7	188.7	0	0	0	1,665	119	4,187
Other hazardous waste	0	0	0	0	0	0	0	0

\* Water consumption Sweden is calculated as a percentage of the total consumption of the house, as there is no separate meter.

At unaccounted offices, figure is missing because water is included in the rent and not measured separately. Due to the unaccounted offices, the total for the group is not available.

#### ENERGY CONSUMPTION AND ENVIRONMENTAL FACTS - COMMENTS Energy consumption District heating is calculated as a share of the total consumption of the building since separate meters are not available. In some offices, this applies also to electricity consumption. No energy has been sold. Waste The reported waste above is from Doro sites and does not include production at suppliers or aftermarket. No hazardous waste is generated at Doro's sites except electronic waste and batteries which are reported separately. Sites were no waste is reported either have waste handling included in office rent or flat fee from waste handling suppliers and thus the amount is not measured.

#### Note 3 Staff data

EMPLOYEES BY CONTRACT TYPE, BROKEN DOWN BY GENDER, HEADCOUNT								
	Group 2024	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2023
Number of employees	119	65	7	2	12	22	11	118
Number of non-employees in the workforce	20							
Number of employees, Female	42	24	2	0	7	6	3	
Percent of women in total number of employees at the end of the year, %	35	37	29	0	58	27	27	35
Number of employees, Male	77	41	5	2	5	16	8	
Percent of women in management positions at the end of the year, %	38	46	33	0	50	50	0	38
Percent women in top management, %	43							
Percent part-time work (proportion working part-time), end of year, %	8	5	0	0	25	23	0	8
Average age, employees at the end of the year	47	47	49	57	50	45	49	47

STAFF TURNOVER		
Group	2024	2023
Staff turnover % permanent employees leaving Doro	10	10

ENPS (EMPLOYEE NET PROMOTOR SCORE)		
Group	2024	2023
eNPS (Employee Net Promotor Score)	2	13

COLLECTIVE BARGAINING COVERAGE	
Group	2024
Employees covered by collective agreement	65
Number of employees covered by workers representatives in countries where company have at least 50 employees.	37

Annual performance management cycle include 2 meetings between employee and manager. Due to	
change of system the combined percentage of participation is not available for 2024.	

eNPS, (Employee Net Promotor Score) measures the loyalty and engagement of the employees. Further description regarding the employee satisfaction is found on pages 24–25.

. . . . .

PERCENTAGE OF EMPLOYEES THAT PARTICIPATED IN REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS	
Group	2024
Female, %	90
Male, %	84
Total, %	87

#### Note 4 Working environment

Business Ethics Policy is a combined document with the most important, high-level policies in Doro. Doro has defined a more detailed internal policy description covering for example compensation, equality and against discrimination. Policy for a hybrid workplace, i.e. mix between office and home office, was defined after the pandemic. Employment, promotion etc is based on competence and interest which is ensured by involving more persons in for example recruitment process. Communication and training for all employees in Business Ethics Policy are done regularly, the latest during 2024 when 77% has completed the training.

Work environment risk assessment has been made and is reviewed at least annually. Highest identified risk is stress, followed traffic accidents and office fire.

Doro is an office environment which means noise, handling of chemicals and machinery are not work health issues.

In the last three years, no work-related occupational injuries have occurred, however in 2024 three cases of stress related ill health has led to sick leave. The company have set up a seminar by the occupational health care partners for all employees, describing symptoms, tools and available support to manage stress.

#### HEALTH AND SAFETY METRICS – OWN WORKFORCE

Percentage of employees covered by the health and safety management system	100
Number of fatalities as a result of work-related injuries and work-related ill health	0
Number of recordable work-related accidents (excluding fatalities)	0
Rate of recordable work-related accidents	0
Number of reported work-related ill health	3
Number of non-work-related injuries and incidents in connection to the workplace	2
Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health	204

# HEALTH AND SAFETY METRICS - NON-EMPLOYEES IN THE WORKFORCE Percentage of non-employees covered by the health and safety management system Number of fatalities as a result of work-related injuries and work-related ill health, non-employees Number of recordable work-related accidents (excluding fatalities) Rate of recordable work-related accidents Number of reported work-related ill health

Number of non-work-related injuries and incidents in connection to the workplace Number of days lost to work-related injuries and fatalities from work-related accidents, work-related ill health and fatalities from ill health

WORK-LIFE BALANCE METRICS	
Percentage of employees entitles to family related leave	100
Percentage of employees that took family-related leave, Female	21,43
Percentage of employees that took family-related leave, Male	23,68
Percentage of employees that took family-related leave, Total	22,88

#### OTHER OCCUPATIONAL HEALTH INFORMATION

Number of reported cases of discrimination	0
Work environment risk assessment has been updated in 2023	Yes
Safety reviews done	Yes
Fire inspection and/or fire drill has been executed	Yes

100

0

0

0

0

0

0

#### Note 5 Whistleblowing, anti-corruption and human rights

Business Ethics Policy which includes among other topics trustworthy external communication, insider information, anti-corruption, human rights and the importance of diversity as well as policy against discrimination and other forms of separate treatment. Besides the Business Ethics Policy, there are more detailed policy descriptions regarding discrimination, insider information and requirements for all suppliers through the CSR Policy for suppliers. Communication and training for all employees in Business Ethics Policy are done regularly, the latest during 2024 77% has completed the training

CSR audits have been conducted of 3 suppliers through a third party and one by Doro staff. This corresponds to 85% of purchased goods to Doro AB. Identified nonconformances mainly concerning work health and safety. No nonconformances have been identified related to child labour or young workers.

#### Anti-Corruption

All of the operations have been risk assessed according to the UN Global Compact "Guide for Anti-Corruption Risk Assessment". Figures from Transparency International have been used to assess risks in different countries. Risks are identified according to the same process and criteria as described in Risk Management on pages 33–34. The highest-ranked risk is that company representatives in contact with Asian suppliers exceed the limits for representation. There were no cases of corruption detected in 2024.

All employees in commercial positions have been invited to an online training in anti-corruption and competition law. 86% has completed the training.

#### Whistleblowing

All employees have been informed through e-mail and in all employee meetings about the possibility to report through whistleblower system. Link to the whistleblowing system is available on the external website and is described in Business Ethics Policy, internal procedure and CSR Policy for suppliers.

BUSINESS ETHICS AND ANTI CORRUPTION TRAINING					
Group 2024 Group 2023 Group 2022 G					
Business ethics training, %	77	N/A	100	N/A	
Anti-corruption training, %	86	N/A	68	N/A	

WHISTLEBLOWING				
	Group 2024	Group 2023	Group 2022	Group 2021
Number of Whistleblowing reports	0	0	0	0

#### Note 6 Sustainability Objectives

Objective	Objective	Result	Comment
Greenhouse gas emissions, Scope 1 and 2 (tonnes)	Scope 1: 33 Scope 2: 11	Scope 1: 58 Scope 2: 18,74 market based 45,25 location based	Move of one office location where emission free agree- ment is not available. Change of reporting and calculation methods.
Share of transport by sea, truck and train, %	Sea 50	Sea 54	
Employee satisfaction (eNPS)	20	1	Uncertainty following major ongoing changes. Several other employee satisfaction components are on similar level as previous year.
Work-related occu- pational accidents	0	0	
Corruption cases	0	0	

SUSTAINABILITY OBJECTIVES 2025	
Objective	
Share of inbound transport by sea, truck and train, %	60
Employee satisfaction (eNPS)	
Work-related occupational accidents	0
Corruption cases	0

#### Note 7 TCFD (Task Force on Climate Related Financial Disclosures)

TCFD is used by companies better to identify their climate-related financial risks and opportunities.

Governance	Strategy	Risk management	Indicators & targets
A. Board monitoring of climate-related risks and opportunities	A. Climate-related risks and opportunities the organisation has identified.	A. The organisation's processes for identifying climate-related risks.	A. The organisation's indicators for assessing climate-related risks and opportunities.
The Board manages climate risks alongside other risks, at least once a year. Targets and action plans for climate action are agreed with other targets. See further in Corporate governance page 35.	Risks are presented together with other risks. See page 33. The main identified climate-related risks relate to meeting increasing requirements, availability and prices of raw materials, transports and access to trustworthy data in the supply chain.	See page 34 Risk management 2024. Climate risks are identified and evaluated according to the same principles and criteria as other risks. Review is made at least once per year, but occasional risks are added or updated at other times if needed. Identification takes place through environmental monitoring, e.g. informa- tion from stakeholders, updates from authori- ties and science, EU Green deal and Fit for 55, scientific reports and scenarios as IPCC.	See page 34 Risk management 2024. Climate risks are identified and evaluated according to the same principles and criteria as other risks, where both environmental impact and financial risk are included.
B. Management's role in assessing and managing climate-related risks and opportunities.	B. Impact of risks and opportunities on the organisation's operations, strategy and financial planning.	B. The organisation's processes for managing climate-related risks.	B. Emissions of Scope 1, 2 and 3 under the Greenhouse Gas Protocol.
The company's overall risks are assessed by Group Management, following the development of evidence by various groups. Group Manage- ment is responsible for prioritizing actions and allocating resources to risk management. See futher in Corporate governance page 35 The Group Environmental Steering Committee manages risks, targets, etc.	See page 34 Risk management 2024. Changed risk level influence and is managed in the strategic planning. Critical risks are covered by the company business continuity plan which includes climate-related risks, for example the possibility to work in other locations than the office and how to prepare for tropical storms.	Risks related to climate change are managed through the Business Continuity plan and close cooperation with suppliers.	Scope 1, 2 and 3 emissions are reported in the Sustainability note Environmental data/ Green- house gases.
	C. Readiness of the organisation's strategy with respect to different climate-related scenarios.	C. Integration of the above processes into the organisation's overall risk management.	C. Targets for addressing climate-related risks and opportunities.
	See Risk assessment 2024. Risk assessment based on IPCC climate scenarios has not yet been carried out at a detailed level. The main risks are in the supply chain and can be managed in cooperation with current suppliers or by switching suppliers.	All risks are managed in accordance with same principles and criteria, see Risk management 2024.	See Sustainability objectives Objectives to address climate related risks are focused on reduction of climate impact in scope 1,2 and within scope 3 around transports and circular economy, i.e. increased life of the products through repairability and availability of spareparts.

#### SIGNATURES

The undersigned declare that the consolidated and annual accounts have been prepared in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and with generally accepted accounting principles and give a true and fair view of the position and performance of the group and the parent company, and that the management report gives a true and fair view of the development of the group's and the parent company's business, position and performance and of the principal risks and uncertainties that the parent company and its group companies face.

Malmö on 24 April 2025

Svenn Jarle Simonsen Styrelseordförande

Merete Haugli Styrelseledamot Finn Olav R Elde Styrelseledamot

Fredrik Löthgren Arbetstagarledamot Julian Read Verkställande direktör

Our Audit Report was submitted on 28 April, 2025 PricewaterhouseCoopers AB

> Vicky Johansson Authorised auditor Principle auditor

Fredrik Aprili Authorised auditor

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# Auditor's report

To the general meeting of the shareholders of Doro AB (publ), corporate identity number 556161-9429

#### REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS Opinions

We have audited the annual accounts and consolidated accounts of Doro AB (publ) (publ) for the year 2024 except for the corporate governance statement on pages 35–40. The annual accounts and consolidated accounts of the company are included on pages 29–40, 44–70 and 80 in this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2024 and its financial performance and cash flow for the year then ended in accordance with the Annual Accounts Act.

The consolidated accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2024 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 35–40. The statutory administration report is consistent with the other parts of the annual accounts and consolidated accounts. We therefore recommend that the general meeting of shareholders adopts the income statement and balance sheet for the parent company and the group.

Our opinions in this report on the annual accounts and consolidated accounts are consistent with the content of the additional report that has been submitted to the parent company's audit committee in accordance with the Audit Regulation (537/2014/EU) Article 11.

#### Basis for Opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. This includes that, based on the best of our knowledge and belief, no prohibited services referred to in the Audit Regulation (537/2014/EU) Article 5.1 have been provided to the audited company or, where applicable, its parent company or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

#### Our audit approach Focus and scope of the audit

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where the Board of Directors and the Managing Director made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of the Board of Directors and the Managing Director override of internal controls, including among other matters consideration of whether there was evidence of bias that represented a risk of material misstatement due to fraud.

We tailored the scope of our audit in order to perform sufficient work to enable us to provide an opinion on the consolidated financial statements as a whole, taking into account the structure of the group, the accounting processes and controls, and the industry in which the group operates.

#### Materiality

The scope of our audit was influenced by our application of materiality. An audit is

designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the consolidated financial statements.

Based on our professional judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

#### Key audit matters

Key audit matters of the audit are those matters that, in our professional judgment, were of most significance in our audit of the annual accounts and consolidated accounts of the current period. These matters were addressed in the context of our audit of, and in forming our opinion thereon, the annual accounts and consolidated accounts as a whole, but we do not provide a separate opinion on these matters.

#### Key audit matter

#### How our audit considered the key audit matter

#### Valuation of Goodwill

## Reference to Note 1 and Note 7 in the Annual Report.

Goodwill and other intangible assets form a significant part of Doro's balance sheet. The Company annually assesses the value of the assets, which is based on the calculation of discounted future cash flow for the cash-generating units where goodwill and other

intangible assets are reported. The impairment test is based on a high degree of assessments and assumptions about future cash flows. Notes 1 and 7 show how the Company carried out this assessment, as well as an account of important assumptions and sensitivity analyses. The assumptions that have the greatest impact on the test are the assessment of future growth rate and the discount factor. It also appears that no need for impairment has been identified based on the assumptions made.

### In our audit, we have assessed the calculation model used by the company.

We have evaluated the input for the impairment test and compared the input with impairment tests from previous years.

We have analysed the accuracy of previous years' assumptions as well as any adjustments that have been made to assumptions from previous years, as a result of the development of the business and external factors. We have tested the sensitivity of the most important assumptions to assess the risk that a need for impairment would arise.

In addition to the above, we have also sought support in the external bid from Xplora during 2024.

We have also assessed the accuracy of the information that appears in the Annual Report.

# Other Information than the annual accounts and consolidated accounts

This document also contains other information than the annual accounts and consolidated accounts and is found on pages 1-27, 41-43, 71-79 and 85-89. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information. In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude

that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

# Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards, as adopted by the EU, and the Annual Accounts Act. The Board of Directors and the Managing Director are also responsible for such internal control as they determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement whether due to fraud or error.

In preparing the annual accounts and consolidated accounts, the Board of Directors and the Managing Director are responsible for the assessment of the company and group's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, cease operations or has no realistic alternative to doing any of this.

The Audit Committee shall, without prejudice to the Board of Directors' responsibilities and tasks in general,

among other things oversee the company's financial reporting process.

#### Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement. whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual accounts and consolidated accounts

A further description of our responsibility for the audit of the annual accounts and consolidated accounts is available on Revisorsinspektionen's website: <u>www.</u> <u>revisorsinspektionen.se/revisornsansvar</u>. This description is part of the auditor's report.

#### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

#### THE AUDITOR'S EXAMINATION OF THE ADMINISTRATION OF THE COMPANY AND THE PROPOSED APPROPRIATIONS OF THE COMPANY'S PROFIT OR LOSS Opinions

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the administration of the Board of Directors and the Managing Director of Doro AB (publ) for year 2024 and the proposed appropriations of the company's profit or loss.

We recommend to the general meeting of shareholders that the profit be appropriated in accordance with the proposal in the statutory administration report and that the members of the Board of Directors and the Managing Directors be discharged from liability for the financial year.

#### **Basis for Opinions**

We conducted the auWe conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent company and the group in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

# Responsibilities of the Board of Directors and the Managing Director

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss. At the proposal of a dividend, this includes an assessment of whether the dividend is justifiable considering the requirements which the company and group's type of operations, size and risks place on the size of the parent company's equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the management of the company's affairs. This includes among other things continuous assessment of the company and group's financial situation and ensuring that the company's organization is designed so that the accounting, management of assets and the company's financial affairs otherwise are controlled in a reassuring manner. The Managing Director shall manage the ongoing administration according to the Board of Directors' guidelines and instructions and among other matters take measures that are necessary to fulfill the company's accounting in accordance with law and handle the management of assets in a reassuring manner.

#### Auditor's responsibility

Our objective concerning the audit of the administration, and thereby our opinion about discharge from liability, is to obtain audit evidence to assess with a reasonable degree of assurance whether any member of the Board of Directors or the Managing Director in any material respect:

- has undertaken any action or been guilty of any omission which can give rise to liability to the company, or
- in any other way has acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

Our objective concerning the audit of the proposed appropriations of the company's profit or loss, and thereby our opinion about this, is to assess with reasonable degree of assurance whether the proposal is in accordance

with the Companies Act.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with generally accepted auditing standards in Sweden will always detect actions or omissions that can give rise to liability to the company, or that the proposed appropriations of the company's profit or loss are not in accordance with the Companies Act.

A further description of our responsibility for the audit of the administration

is available on Revisorsinspektionen's website: <u>www.revisorsinspektionen.se/</u> <u>revisornsansvar</u>. This description is part of the auditor's report.

#### THE AUDITOR'S EXAMINATION OF THE ESEF REPORT Opinion

In addition to our audit of the annual accounts and consolidated accounts, we have also examined that the Board of Directors and the Managing Director have prepared the annual accounts and consolidated accounts in a format that enables uniform electronic reporting (the Esef report) pursuant to Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528) for Doro AB (publ) for the year 2024.

Our examination and our opinion relate only to the statutory requirements. In our opinion, the Esef report has been prepared in a format that, in all material respects, enables uniform electronic reporting.

#### **Basis for Opinion**

We have performed the examination in accordance with FAR's recommendation RevR 18 Examination of the Esef report. Our responsibility under this recommendation is described in more detail in the Auditor's' responsibility section. We are independent of Doro AB (publ) in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

# Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the Esef report in accordance with the Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), and for such internal control that the Board of Directors and the Managing Director determine is necessary to prepare the Esef report without material misstatements, whether due to fraud or error.

#### Auditor's responsibility

Our responsibility is to obtain reasonable assurance whether the Esef report is in all material respects prepared in a format that meets the requirements of Chapter 16, Section 4(a) of the Swedish Securities Market Act (2007:528), based on the procedures performed.

RevR 18 requires us to plan and execute procedures to achieve reasonable assurance that the Esef report is prepared in a format that meets these requirements.

Reasonable assurance is a high level of assurance, but it is not a guarantee that

an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the report, whether due to fraud or error. In carrying out this risk assessment, and in order to design audit procedures that are appropriate in the circumstances, the auditor considers those elements of internal control that are relevant to the preparation of the Esef report by the Board of Directors and the Managing Director, but not

for the purpose of expressing an opinion on the effectiveness of those internal controls. The examination also includes

an evaluation of the appropriateness and reasonableness of assumptions made by the Board of Directors and the Managing Director.

The procedures mainly include a validation that the Esef report has been prepared in a valid XHTML format and a reconciliation of the Esef report with the audited annual accounts and consolidated accounts.

Furthermore, the procedures also include an assessment of whether the consolidated statement of financial performance, financial position, changes in equity, cash flow and disclosures in the Esef report have been marked with iXBRL in accordance with what follows from the Esef regulation.

#### THE AUDITOR'S EXAMINATION OF THE CORPORATE GOVERNANCE STATEMENT

It is the Board of Directors who is responsible for that the corporate governance statement on pages 35-40 has been prepared in accordance with the Annual Accounts Act.

Our examination of the corporate governance statement is conducted in accordance with FAR's auditing standard RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions. A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2-6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act. PricewaterhouseCoopers AB was appointed as Doro AB (publ)'s auditor by the general meeting of shareholders on 26 April 2024 and has been the company's auditor since 27 April 2017.

#### Malmö on 28 April 2025

PricewaterhouseCoopers AB

Vicky Johansson Authorised Public Accountant Auditor in charge

Fredrik Aprili Authorised Public Accountant

# Five-year summary

SEKm	2024	2023	2022	2021*	2020*
Income statement					
Income statement	882.3	973.6	909.5	1,039.6	1,165.2
Operating profit/loss before depreciation and write-downs, EBITDA	121.8	120.4	100.4	184.2	127.0
Operating profit/loss after depreciation and write-downs, EBIT	86.6	68.7	55.4	118.7	57.3
Net financial items	15.7	-11.1	-10.9	-4.3	-15.0
Profit/loss before tax	102.3	57.6	44.5	114.4	42.3
Balance sheet					
Fixed assets	351.4	330.8	355.7	362.9	431.6
Current assets	334.2	344.0	393.7	448.9	401.6
Cash and bank balances	260.5	194.3	154.4	179.1	138.4
Shareholders' equity	561.7	508.9	475.0	422.9	418.0
Long-term liabilities	57.2	53.7	134.4	213.6	138.7
Current liabilities	327.2	306.5	294.4	354.4	415
Balance sheet total	946.1	869.1	903.8	990.9	971.7
KEY FIGURES (Definitions on page 87)         Return rations					
Average return on capital employed, %	26.4	17.0	13.1	13.2	18.5
Average return on shareholders' equity, %	15.9	6.9	9.1	13.5	7.4
Cash Conversion Rate	170.2	215.0	131.9	19.9	349.2
Margins					
Operating margin, EBITDA, %	13.8	12.4	11.0	17.7	10.9
Operating margin, EBIT, %	9.8	7.1	6.1	11.4	4.9
Net margin, %	11.6	5.9	4.9	11.0	3.6
Capital turnover					
Capital turnover rate (multiple)	1.0	1.1	1.0	0.8	1.1
Financial data					
Equity/assets ratio, %	59.4	58.6	52.6	42.7	43.0
Cash flow from current activities	147.4	147.7	73.1	23.6	200.1
Number of employees**	119	118	110	116	1,081
Liquid assets (incl. unused credit)	260.5	194.3	154.4	179.1	138.4
Investments (incl. acquisitions)	35.0	38.0	38.0	27.6	25.2

\*2020 and 2021 show comparable data for the remaining business.

\*\* Employee numbers for years prior to 2021 refer to the entire Group

# Use of non-international financial reporting standards ("IFRS") measures

Guidelines on Alternative Performance Measures (APMs) for companies with securities listed on a regulated market within the European Union have been issued by ESMA (the European Securities and Markets Authority). These guidelines apply to APMs disclosed when publishing regulated information on or after 3 July, 2016.

Reference is made in the annual report to a number of non-IFRS performance measures that are used to help investors as well as management analyse the company's operations. Described below are the non-IFRS performance measures that are used as a complement to the financial information that is reported in accordance with IFRS.

#### Description of financial performance measures that are not used in IFRS

Description	Reason for use of the measure
Costs for impairment together with personnel costs in connection with restructuring.	This measure shows the specific costs that have arisen in connection with restructuring of a specific operation, which contributes to a better understanding of the underlying cost level in the continuing operations.
Net Sales minus costs of sales of goods and services in percentage of Net Sales.	Gross Margin is an important measure for showing the margin before Personnel expenses and Other external expenses.
Net Sales for the period minus Net Sales for entities acquired during the year minus Net Sales for the corresponding period last year in percentage of Net Sales for the corresponding period last year	Sales growth for comparable entities shows the Group's organic growth excluding acquired businesses.
Equity expressed as a percentage of total assets.	A traditional measure for showing financial risk, expressing the amount of restricted equity that is financed by the owners.
Profit/Loss rolling twelve months after financial items and tax divided by average shareholders' equity.	Shows from a shareholder perspective the return that is generated on the owners' capital that is invested in the company.
Total assets reduced with non- interest bearing debt and cash and bank balances	This measure shows the amount of total capital that is used in the operations and is thus one component for measuring the return from operations.
	Costs for impairment together with personnel costs in connection with restructuring. Net Sales minus costs of sales of goods and services in percentage of Net Sales. Net Sales for the period minus Net Sales for entities acquired during the year minus Net Sales for the corresponding period last year in percentage of Net Sales for the corresponding period last year Equity expressed as a percentage of total assets. Profit/Loss rolling twelve months after financial items and tax divided by average shareholders' equity. Total assets reduced with non- interest bearing debt and cash

Return on average capital employed	Operating profit/loss rolling twelve months, divided by the quarterly average capital employed excluding cash and bank balances.	This is the central ratio for measuring the return on the capital tied up in operations.
Leverage ratio	Interest bearing liabilities divided by Equity.	The measure shows the company's financial risk (interest rate sensitivity).
Dividend yield	Dividend per share divided by the share price at year-end.	Return measure on investment in the company's shares.
P/E ratio	The share price at year-end divided by earnings per share for the year.	Measure on the value of the company's shares.
Capital turnover rate	Net sales divided by the average total assets.	The measure shows how much capital the operation requires.
Cash conversion rate %	Cash flow from operating activities divided by EBIT.	Measures the proportion of profit that are converted to cash flow.

Calculation of financial performance measures that are not defined in IFRS	2024	2023
Capital employed		
Total assets	946.1	869.1
Non interest-bearing liabilities	367.4	342.8
Cash and bank	260.5	194.3
Reported Capital employed	318.2	332.0
Leverage ratio		
Interest-bearing liabilities	17.0	17.4
Equity	561.7	508.9
Reported leverage ratio	0.03	0.03
Capital turnover rate		
Net sales	882.3	973.6
Average total assets	907.6	886.5
Reported capital turnover ratio	1.0	1.1

# Definitions

#### Average number of shares

Number of shares at the end of the month divided by the number of months, excluding shares in own custody.

#### Average number of shares, diluted

Average number of shares adjusted for the dilution effect from warrants is calculated as the difference between the assumed number of shares issued at the redemption price and the assumed number of shares issued at the average share price for the period.

#### **Capital employed**

Total assets less non-interest-bearing liabilities and cash and cash equivalents.

#### Capital turnover rate

Net sales for the year divided by the average balance sheet total.

#### Cash conversion rate

Cash flow from operating activities divided by EBIT.

#### Cash flow

Cash flow from operating activities.

#### Cash flow per share

Cash flow from operating activities divided by the average number of shares.

#### EBIT margin

Operating profit/loss (after depreciation/ amortisation) as a percentage of sales for the year.

#### EBITDA margin

Profit/loss before depreciation/ amortisation as a percentage of sales for the year.

#### Equity per share

Shareholders' equity at the end of the period divided by the number of shares at the end of the period.

#### Equity per share, diluted

Shareholders' equity at the end of the period divided by the number of shares at the end of the period, after dilution.

#### Equity/assets ratio

Shareholders' equity as a percentage of the balance sheet total.

#### Interest coverage ratio

Profit/loss after net financial items plus interest expenses divided by financial expenses.

#### Market capitalisation, SEKm

Share price at the end of the period multiplied by the number of shares at the end of the period.

#### Net debt/equity ratio

Interest-bearing liabilities minus cash position as a percentage of shareholders' equity.

#### Net margin

Profit/loss after financial items as a percentage of sales for the year.

#### Number of shares at end of period

Number of shares at the close of the period.

#### Number of shares at end of period, diluted

The number of shares at the end of the period adjusted for the dilution effect from warrants is calculated as the difference between the assumed number of shares issued at the redemption price and the assumed number of shares issued at the average share price at the end of the period.

#### Reported equity per share

Shareholders' equity divided by the number of shares at year-end.

#### Return on average capital employed

Operating profit/loss divided by the quarterly average capital employed excluding cash and bank balances.

#### Return on average shareholders' equity

Profit/loss after financial items and tax divided by average shareholders' equity.

#### Share price at period end, SEK

Closing price at the end of the period.

#### ANNUAL GENERAL MEETING 2025

The Annual General Meeting will be held on 27 May, 2025, 10:00 at KANTER Advokatbyrå, Engelbrektsgatan 3 in Stockholm.

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