



ANNUAL REPORT 2023 WITH SUSTAINABILITY REPORT

# Doro – The Technology Choice for Mature People

Doro makes technological breakthroughs available to seniors – helping them to live better lives.



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The formal annual accounts can be found on pages 32–34, 46–72 and on page 81.

# Europe's leading technology brand for seniors

Founded in 1974 in Sweden, Doro has a strong heritage of Swedish innovation and customer focus as part of our offering. Helping seniors is at the heart of our business. By adapting today's and tomorrow's technology, we ensure that seniors can live active and independent lives. Our customers' trust in the Doro brand is our most important asset. Seniors and their families know that when they buy Doro, they are getting a high-quality product specifically tailored to their needs.

**973.6**

SEK million in turnover in 2023

**>1.7**

million units sold

**4**

strong regions – the Nordics, FraBel, UK and DACH

**>200**

telecom operators, distributors, specialists and resellers in Doro's own network in >20 countries



**THE FUTURE OF SENIOR-FRIENDLY TECHNOLOGY COMES FROM DORO**  
Products and services based on senior-friendly technology are an underdeveloped market with huge potential. Doro leverages its strong brand and broadens its offering beyond telephony to a number of defined segments where seniors' needs for customised technology are greatest. In 2022, we introduced a Smartwatch and a Tablet that have been well received across our markets.

» Read more about the adapted technology of the future on pages 20–21.



**THE EUROPEAN MARKET LEADER IN MOBILE PHONES FOR SENIORS**

Doro's proprietary senior-friendly phones, mobile phones and applications are sold through a network of over 200 telecom operators, distributors, specialists and retailers, mainly in Europe. More than 1.7 million units were sold in 2023.

» Read more about Doro's wide offer on pages 18–19.



**DORO LAUNCHES DORO HEARINGBUDS, CONTINUES ITS DIVERSIFICATION JOURNEY**

In 2023, Doro introduced its sound-enhancing earbuds that not only make phone calls and listening to music and media clearer but also make conversations between people easier by amplifying speech and filtering out unwanted noise.

» Read more about Doro HearingBuds on page 20.

# Good progress despite global challenges

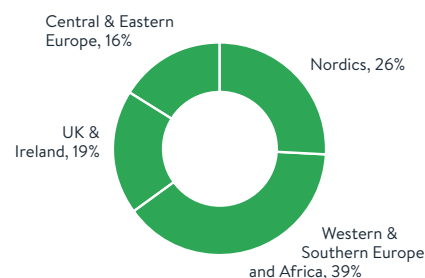
The global challenges such as geopolitical conflicts and an uncertain economic situation affecting Doro's main markets continued in 2023. Despite this, Doro managed to improve its key performance indicators compared to 2022 and increase its market share (GfK 2023) on the majority of its markets. Skillful internal efforts related to deliveries and a successful transition from 2G to 4G during the year are behind this positive development. Doro also continued its introduction of new products in key markets.

Doro's organisation, from supply chain to sales, has adapted to challenging pandemic years and the turbulence of the previous year, characterised by geopolitical conflicts and challenging economic conditions in the main markets.

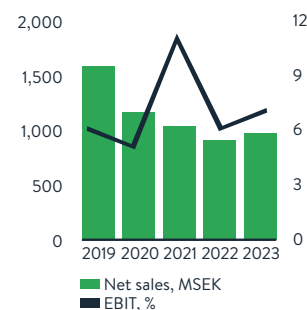
The successful early transition from 2G to 4G technology continued to yield good results throughout the year. A new range of better-positioned 4G products could also be introduced earlier than planned in the autumn, positively impacting sales overall. Profitability improved thanks to factors such as an enhanced product mix, lower shipping costs, and positive currency effects.

Doro continues its product diversification strategy, and in connection with the 2023 IFA fair in Berlin, Doro HearingBuds was launched – a product that can truly make a difference for individuals with mild hearing impairment or those who simply want to listen to music. Since its launch, Doro HearingBuds have received positive media coverage and good feedback from reviewers, customers, and end-users. At the IFA fair, Doro DoorBell was also prelaunched – the first video doorbell entirely tailored to the needs of seniors.

SHARE OF NET SALES BY REGION



NET SALES AND EBIT



ANNUAL COMPARISON KEY FIGURES

	2023	2022
Net sales, SEK million	973.6	909.5
Gross margin %	40.1	34.9
EBITDA, SEK million	120.4	100.4
EBITDA margin, %	12.4	11.0
EBIT	68.7	55.4
EBIT margin, %	7.1	6.1
Equity/assets ratio, %	58.6	52.6
Number of employees	118	110
Free cash flow, SEK million	121.6	35.1

# This year's highlights

## NEW DACH ORGANISATION WILL STRENGTHEN PROFITABILITY AND ADD PRODUCT FOCUS

During the year, Doro took additional steps to streamline its business structure in DACH (Germany, Austria, Switzerland) to continue growing in the German market. The restructuring aims to standardise German operations to align with other regions by using the group's common finance and logistics functions. Our presence in the DACH region and the German market is ensured through the subsidiary Doro Deutschland GmbH, which will have an increased focus on Doro's own products. The logistics operation of the German subsidiary IVS GmbH is intended to be divested. The changes are expected to positively impact profitability upon full implementation.

» Read more about our markets on pages 15–17.

## DORO INTRODUCES INNOVATIVE WAYS TO MEET CUSTOMERS

Direct-to-consumer operations continue to be one of our key strategic priorities. A strengthened e-commerce team is rapidly increasing the use of digital marketing and online sales. In 2023, we delivered the first orders from our relaunched online store in the UK after the disruptions of Brexit and Covid. Tools and resources for our group-wide e-shop have been further strengthened. At the same time, we have invested

heavily in innovative ways to meet customers in-store, recognising that seniors still prefer traditional in-store shopping. Doro dedicated store shelf installations, so called end-cap solutions, have been launched in stores across the Nordics, and similar concepts are planned for other markets. In late 2023, a pop-up store was also tested in one of Scandinavia's largest shopping centers in Malmö, where senior Doro representatives explained the benefits of Doro's various products to potential customers. In addition to brand awareness and exposure, pop-up stores are expected to provide valuable insights into seniors' needs and preferences.

» Read more about our strategies on pages 13–14.

## DORO'S DIVERSIFICATION STRATEGY CONTINUES – DORO HEARINGBUDS AND VIDEO DOORBELL LAUNCHED IN 2023

In early September, we participated in the IFA fair in Berlin, where Doro HearingBuds were launched. The development of Doro HearingBuds has required extensive resources and time from Doro's R&D team to ensure that the new technology meets desired quality standards. Doro HearingBuds can make a real difference for people with mild hearing impairment or those who simply want to listen to music with crystal-clear sound. Since the launch at the IFA fair, Doro HearingBuds have received positive media

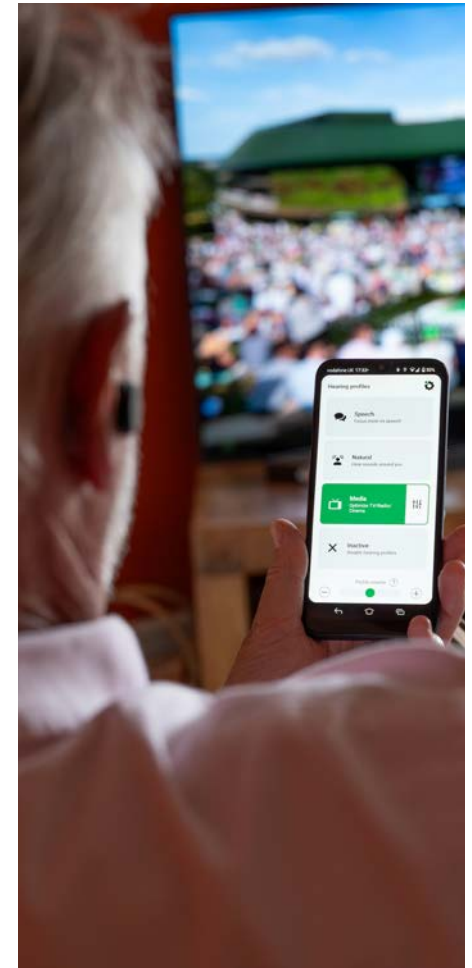
coverage and feedback from reviewers, customers, and end-users. A hearing simulator has also been developed and is available on Doro's website, allowing prospective customers to directly experience the benefits of our Doro HearingBuds. Also at IFA, the upcoming product Doro DoorBell was pre-launched, the first video doorbell specifically tailored to seniors' needs.

» Read more about new smart senior products on pages 20–21.

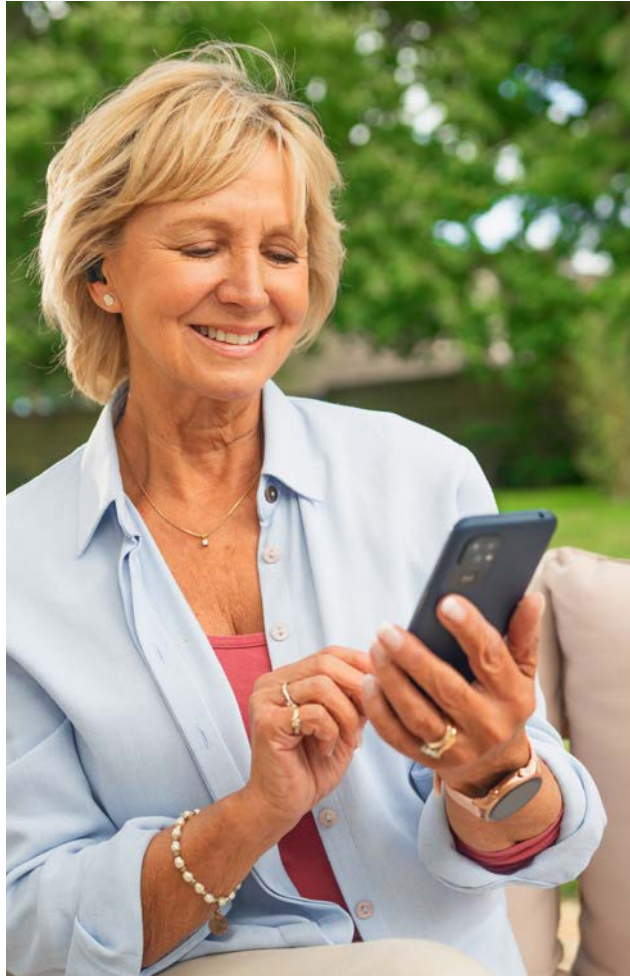
## DORO'S R&D CAPACITY STRENGTHENED DURING THE YEAR

Doro's DNA, advanced knowledge of seniors' needs and challenges to optimally leverage modern technology, is a cornerstone of our strategy going forward. In line with our strategy to broaden the offering while remaining a leader in senior telephony, we are not only investing in new products but have also made several key appointments within development and product management teams throughout the year. During 2023, we have expanded our teams with additional product managers and developers. In addition, the management team was expanded with a Chief Product Officer, CPO to optimize the implementation of our commercial portfolio and marketing strategy.

» Read more about our R&D work on pages 11–12.



# Four reasons for investing in Doro



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

## 1 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 seniors. With our position and strong brand, we will continue to strengthen our phone offerings while expanding our offering into other areas where senior-friendly technology can make a difference.

## 2 OPERATING IN A MARKET WITH ATTRACTIVE AND LONG-TERM GROWTH

By 2030, 23.7 percent of the EU population will be 65+, approximately 107 million seniors (2016: 86 million<sup>1</sup>). Seniors (born 1945–1964) control 70 percent of disposable income<sup>2</sup> but 89 percent of them feel that brands are not interested in seniors<sup>3</sup>. As the strongest senior brand in Europe, Doro can take advantage of these trends.

## 3 LEADING POSITION IN EUROPE, STRONGEST BRAND

With more than 1.4 million phones sold per year, Doro is the market leader in Europe in senior-friendly phones. Surveys in our key markets show that more than 40 million customers recognise the value of our brand. Doro stands for quality and reliability and belongs to the premium segment of the market.

## 4 CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT OF SOCIETY

The core of our business is based on the needs of senior citizens. Reducing the exclusion of older people is an important contribution to the sustainable development of society. In addition, we take our responsibility to reduce our environmental footprint by, for example, extending the lifetime of products and making greener material and logistics choices, as well as ensuring high business ethics.

1 Eurostat, 2016 numbers adjusted of UK numbers due to Brexit.  
2 US news baby boomer report 2015.  
3 Sunlife research 2017.

# The Doro share

## 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 December 29, 2023 the Doro share closed at SEK 21.7, an increase of 46.0 percent compared to last December 2022. Doro's market value at the end of 2023 amounted to SEK 528 million (362). A total of around 4.0 million shares were traded in 2023 (5.6) with an average daily turnover of 15,896 shares (22,014). The Stockholm Stock Exchange's industry index OMX technology, which includes the Doro share, went up by 11.4 percent in 2023. The Stockholm Stock Exchange as a whole went up 16.7 percent.

## SHARE CAPITAL

At the Annual General Meeting in April 2023, it was decided, in accordance with the Board's proposal, to authorise the Board on one or more occasions and before the next Annual General Meeting to decide on a new issue of shares to a number not exceeding 10 percent of the total number of outstanding shares in the

Company. At the same Annual General Meeting, it was resolved, in accordance with the Board's proposal, to authorise the Board to make decisions on the acquisition of own shares to a number that at any given time does not exceed 10 percent of all shares in the Company. The authorisation to carry out a new share issue was not exercised in 2023.

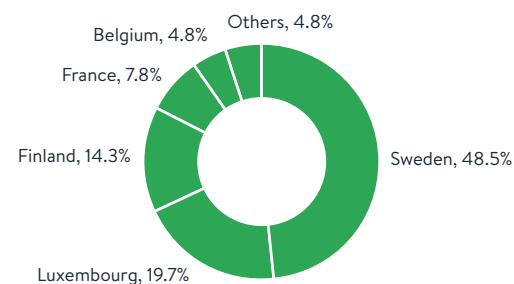
## INVESTOR RELATIONS

The Doro share is regularly monitored by analysts at Redeye, for current analyses see [www.redeye.se/bolag/doro](http://www.redeye.se/bolag/doro). In connection with the Company publishing quarterly reports, the CEO Chairs a webcast presentation of the report. The webcast, which is normally run at 9:00 a.m. on the reporting day, can be accessed via the Company's website <https://doro.com/corporate>. For those who so wish, it is possible to ask the CEO questions in connection with these presentations. 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

Dividends to shareholders shall constitute 33 percent of the net profit (however, taking into account the capital structure and share repurchases). The Board proposes a dividend of SEK 2.00 per share for the 2023 financial year.

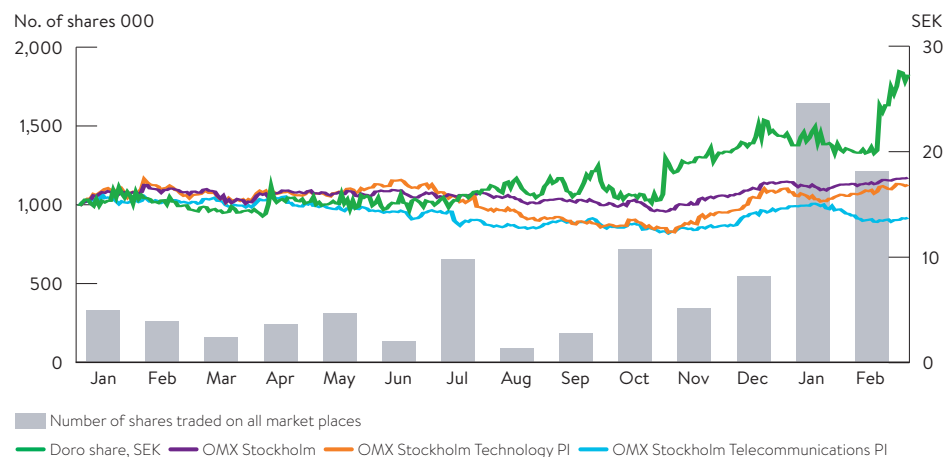
## INVESTORS BY COUNTRY



## SHARE DISTRIBUTION IN SIZE CLASSES

Shareholding	Number of shareholders	% of all owners
1-500	3,694 (4,004)	79.6 (78.8)
501-1,000	455 (520)	9.8 (10.2)
1,001-5,000	364 (410)	7.8 (8.1)
5,001-10,000	64 (70)	1.4 (1.4)
10,001-15,000	17 (16)	0.4 (0.3)
15,000-20,000	3 (6)	0.1 (0.1)
Over 20,001	46 (58)	1.0 (1.1)
<b>Total</b>	<b>4,643 (5,084)</b>	<b>100.0</b>

SHARE PRICE DEVELOPMENT TURNOVER, 2023



LARGEST SHAREHOLDERS

31 December 2023		
Ten largest owners	Number of shares	Share of capital and votes, %
RBCB CLIENT – LUX N-TR 30%-MIG	4,283,950	17.5
NORDEA NORDIC SMALL CAP FUND	2,785,552	11.4
CIDRO FÖRVALTNING AB	2,630,100	10.7
NORDNET PENSIONSFORSKRING AB	1,707,968	7.0
LAZARD FRERES BANQUE, W8IMY	1,697,500	6.9
AVANZA PENSION	1,319,257	5.4
LINDELL, PETER	1,100,000	4.5
KBC BANK NV, W-8IMY	1,045,564	4.3
NORDEA LIVFÖRSÄKRING SVERIGE AB	929,876	3.8
NORDEA BANK ABP	688,236	2.8
<b>Total</b>	<b>18,188,003</b>	<b>74.1</b>
<b>Total number of shares</b>	<b>24,532,500</b>	<b>100.0</b>

SHARE CAPITAL DEVELOPMENT

Year	Transaction	Change in number of shares	Issue price, SEK	Increase in share capital, SEK million	Paid-in amount, SEK million	Total number of shares
2001	Directed new issue	11,764,705	8.50	11.8	100.0	21,467,859
2005	New share issue	7,141	1.00	0.0	0.0	21,475,000
2005	Reverse split, 5:1	-17,180,000	0.00	0.0	0.0	4,295,000
2006	New share issue, 3:1	12,885,000	6.00	64.4	71.2	17,180,000
2006	Offset issue	227,631	7.66	1.1	1.5	17,407,631
2009	Directed new issue	1,700,000	9.50	1.7	16.2	19,107,631
2011	Directed new issue	241,543	25.56	0.2	6.3	19,349,174
2013	Directed new issue	1,457,000	27.89	1.5	40.6	20,806,174
2014	Option programme	398,309	35.30	0.4	14.1	21,204,483
2015	Directed new issue	2,033,772	41.50	2.0	84.4	23,238,255
2017	Option programme	517,000	42.00	0.5	21.7	23,755,255
2018	Directed new issue	449,313	42.60	0.4	19.2	24,204,568
2021	Option programme	327,932	63.8	0.4	20.9	24,532,500

DATA PER SHARE

Transaction	2023	2022	2021	2020	2019	2018
Number of shares at year-end, thousands <sup>1</sup>	24,326	24,326	24,326	23,998	23,766	23,766
Share price at year end, SEK	21.70	14.90	30.90	46.70	50.50	34.15
Highest paid	24.80	31.90	70.00	51.20	52.20	48.55
Lowest paid	13.60	13.00	26.20	25.60	32.20	33.35
Market value at year-end, SEK million	528	362	752	1,121	1,200	812
Quota value, SEK	1.00	1.00	1.00	1.00	1.00	1.00
Profit for the year per share, SEK*	1.33	1.70	3.46	2.06	3.28	3.86
Cash flow per share <sup>2*</sup>	6.10	3.00	1.27	10.16	10.20	9.33
Visible equity, SEK	20.90	19.50	17.38	33.52	32.89	28.77
Dividend, SEK	2.00	0	0	0	0	0
Dividend, share of net profit, %	150	0	0	0	0	0
P/E-figure <sup>3*</sup>	16.3	8.9	8.9	22.7	15.4	8.85
Direct return, % <sup>4*</sup>	9.0	0	0	0	0	0

1 Share excl. treasury shares.  
 2 Cash-flow from operating activities divided by the number of shares before dilution at year-end.  
 3 Share price at year-end divided by profit per share for the year.  
 4 Dividend per share divided by share price at year-end.  
 \*For the remaining activities for 2021.



# Doro emerges resilient and grows despite continued global challenges

Despite several ongoing global geopolitical crises and the continued economic uncertainties in our main markets, 2023 proved to be a year of resilience and growth for Doro. In the face of these external challenges, we made significant advancements in key performance indicators, demonstrating the effectiveness of our strategic initiatives and internal efforts, while staying focused on what we do best: making exceptional products tailored to the needs of our customers.

This was particularly true regarding the continued successful transition from 2G and 3G to our new 4G generation of feature phones. As a result, our efforts led to increased market shares in the feature phone segment across most of our markets compared to the previous year. These achievements highlights our adaptability and ability to capitalise on opportunities amidst challenging conditions.

As a result, our net sales for the year grew by 7 percent, reaching 974 million. This growth, coupled with improved gross

**” During 2023, we continued to expand our market shares in the phones segment and particularly our new feature phone 4G range has been very successful.**

margins on products, reduced inbound freight costs, more favourable currency effects, enhanced license and royalty structures, and rigorous cost control, contributed to another robust financial result. We achieved an EBIT of 68.7 million and an operating margin of 7 percent.

Our growth in both sales and margin is notable, especially considering the investments made during the year, both within product development, and new sales and marketing initiatives. To the latter, I consider our Doro pop-up store and the Doro End-Cap solutions the best examples of our successful innovations also within the customer-facing realm.



\* WHO Estimates. [https://www.who.int/health-topics/hearing-loss#tab=tab\\_2](https://www.who.int/health-topics/hearing-loss#tab=tab_2)

**” As we continue to navigate the dynamic landscape of the mobile business, we remain committed to our core values and to building on this foundation for sustained success. Our dedication to innovation remained steadfast during 2023, especially highlighted by the launch of a new product in the assisted audio and hearing category.**

Likewise, throughout the year our commitment to innovation and customer-centricity continued with the release of a new product within the audio and assisted hearing category. With the launch of the brand-new Doro HearingBuds, we believe that we can address a previously untapped segment where individuals who may not yet require medical hearing aids, or are not comfortable acknowledging that they may have impaired hearing. The Doro HearingBuds are a perfect solution as we offer a discreet alternative enabling people to participate fully in everyday life without the social stigma associated with traditional medical devices.

The Doro HearingBuds represent our latest expansion beyond the realm of our phones. They do not only cater to individuals with mild to moderate hearing impair-

ments by providing audio enhancements, but also deliver an exceptional high-quality audio and music experience.

The release of the Doro HearingBuds further solidifies our reputation as a leader in developing technology tailored to seniors' needs. To our great joy, the Doro HearingBuds have garnered widespread acclaim from media, reviewers, and most importantly, our valued customers.

In summary, 2023 was a year of overcoming challenges, embracing change and achieving significant milestones. Looking ahead, we are committed to continue pioneering senior-centric technology and fostering diversification and innovation. As we navigate the dynamic consumer electronics landscape, we remain committed to our core values and are poised to build upon this foundation for continued

success. The successful introduction of the Doro HearingBuds, the upcoming release of the Doro video Doorbell and the new 4G range showcase our dedication to meeting the evolving needs of our target audience

Lastly, I would like to extend my sincere gratitude to our customers, suppliers, shareholders, and our dedicated employees worldwide for their trust and collaboration in 2023. Thank you for your unwavering support as we continue to deliver high-quality, user-friendly products to seniors worldwide.

Malmö, March 2024

Jörgen Nilsson, CEO Doro AB

# We adapt new technology to the needs of mature individuals – it's in Doro's DNA

The significant increase in digitalisation and technological development has created a knowledge gap between many seniors 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; not everyone is fortunate enough to enjoy their old age in full health. Even normal aging manifests as deteriorating vision, hearing, and dexterity. In addition,

many seniors experience everything from increasing mobility limitations to the need for quick contact with loved ones or caregivers to receive assistance in various situations.

Our development expertise is based on in-depth insights into seniors' communication patterns and specific needs. We regularly conduct comprehensive end-user surveys to increase our understanding of the target group's behavioural patterns. The 2023 survey included more than 1,600 65-year-old users in the UK, France,



## DORO DNA – 100% SENIOR-FOCUSED DESIGN

In our design and development work, we focus on what we do best – our strong Doro DNA. Loud and clear sound. Large and clear display. Ergonomic to hold and handle. Increased security in everyday life. Everything is designed to be simple, allowing seniors to recognise it, yet incorporating modern technology that will function for a long time.

### LOUD AND CLEAR SOUND.

Sound optimised for seniors. Various settings and compatibility with hearing aids. Strong vibrations and optimised ring signals. Speaker function. HD Voice that reduces unwanted background noise during calls.

### LARGE ICONS AND TEXTS.

Quality displays optimised for seniors' vision. Large and clear icons and font size optimisation.

### ERGONOMIC TO HOLD AND HANDLE.

Design that facilitates use for seniors. Protective case in matte, soft material. Large well-separated buttons and high visual contrast. Short-cut buttons. LEDs indicating status when the phone is not in use. Easy navigation with Doro's own patented, intuitive action-based interface – EVA. Easy charging facilitated by a desktop charger.

### INCREASED SECURITY IN EVERYDAY LIFE.

Safety button that can summon assistance from relatives. Long standby and talk time. Some models can also provide positioning. Teamviewer app for loved ones to assist with installations.



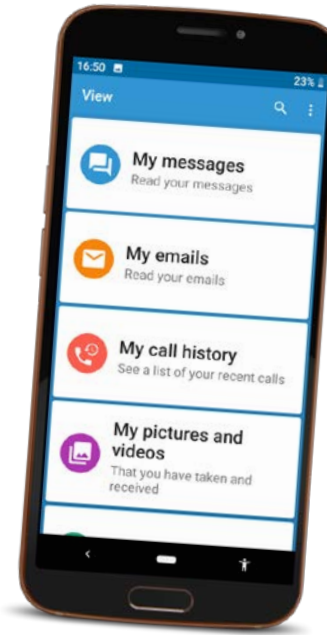


Germany and Sweden. With our own design, testing, and development staff in Sweden, France, the United Kingdom, Germany, Norway, and China, we adapt modern technology to the needs and preferences of seniors. Through clear and deliberate requirements, we ensure that Doro's hardware and interfaces provide an improved user experience. Our product development is quality-certified according to ISO 9001, and we have clear processes for developing products that meet customer requirements.

#### SILVER SURFERS – A GROWING TARGET GROUP

Many of Doro's classic phones are well adapted to the limitations of the seniors. They are simple feature phones with all of Doro's DNA to facilitate communication with loved ones.

At the same time, a significant part of Doro's customers belong to the age group of 50–70. The proportion of seniors with high technological proficiency is increasing. They already use smartphones and computers. They are already a natural part of the digital world.



An increasing number of seniors are defined as silver surfers, a financially strong group with a high interest in technology seeking senior-adapted products with high technological content.

#### EVA – AN INTERFACE FOR ALL MATURE INDIVIDUALS

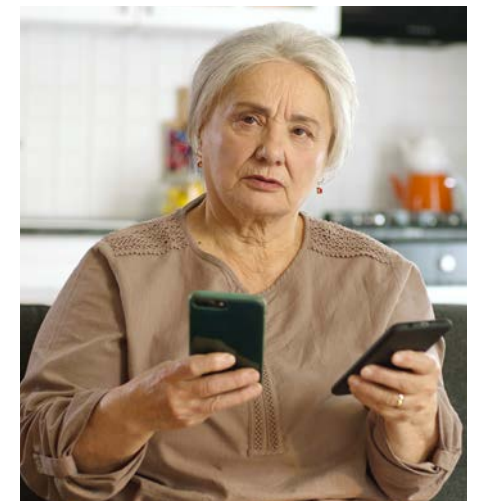
In addition to Doro's DNA, such as clear and loud sound and customised screens, Doro's own patented interface EVA is a crucial argument for many customers. Doro's Android-based smartphones and Doro Tablet offer the same opportunities to download apps and games, use social media, listen to music, take and send photos, handle banking, and surf as other smartphones. At the same time, EVA simplifies usage and helps organise and group functions in a way that better suits the senior user's needs. EVA is a necessary interface for less experienced users but is

equally appreciated by experienced tech users for its way of simplifying and improving the experience without compromising performance and new ways of communicating.

#### A BROADENED RANGE OF SMART TECHNOLOGY – A COMMON PLATFORM

Doro continuously expands its portfolio of senior-adapted products with high technological content. In recent years, Doro Tablet and the activity watch, Doro Smart-Watch, have been introduced, and in 2023, both Doro's unique Doro HearingBuds and the smart video doorbell, Doro DoorBell, were introduced.

Doro's range of smart technology products will have a common platform so that customers recognise the interface and product design throughout the portfolio. This way, users can feel confident in their use, whether it's a smartphone, a doorbell, or future new products.



# Doro – the obvious choice for seniors' needs for simple technology products

Doro is the market leader in the European market for seniors' phones and has 50 years of experience in introducing new technology solutions for seniors. Our strategy to expand our product portfolio to adjacent areas remains in place and we are convinced that we can continue to develop our position of strength and create growth in the future as well.

## OUR BUSINESS IS BASED ON THE NEEDS OF SENIORS

Doro's vision and mission are clear and reflect both our current position of strength within senior telephones and the future position whose strategy we are now implementing.

The aim of Doro's products and services is to develop today's and tomorrow's technology into safe solutions specially adapted for seniors. We always strive to create premium products with 100 percent senior-focused design, which facilitates and includes seniors in society so that they can continue to lead active and fulfilling lives despite the challenges that may arise.

Our overall strategy aims to continue developing our position of strength as a European market leader, but will also create further growth by broadening our offer of technology solutions for seniors. The aim is to become the obvious choice for the customised technology needs of all seniors. At home and when out and about.



### OUR VISION

We will become the leading European technology brand for seniors.

### OUR MISSION

We make technology accessible for seniors – so they can live better lives.

**MARKET LEADER IN EUROPE,  
STRONGEST BRAND FOR SENIORS**

With 1.4 million senior phones sold, Doro is the segment's market leader in Europe. Our position provides a valuable platform to take additional market shares and continue to develop the segment.

Annual surveys also show the value of our brand. More than 40 million users in UK, France, Germany and Sweden know our brand and its values. Customers know that Doro stands for senior products that are easy to use, accessible, affordable and reliable. Our strong brand, the only one in the market that caters exclusively to seniors, is of great benefit to us as we accelerate our capabilities and broaden our offering beyond telephony.

**A CLEAR STRATEGY WITH  
TWO DEFINED ELEMENTS**

In 2022, Doro decided on a new strategy that focuses on strengthening our already leading position in senior phones and easily accessible safety services such as Response by Doro.

At the same time, we have decided to expand our offering of products and technologies that can be made available to seniors in their homes and daily lives. Categories covered in the strategy relate to technology adapted for seniors in home entertainment, smart home solutions, digital health solutions and senior-adapted communication aids.

**AN IMPORTANT CONTRIBUTION  
TO SOCIETY**

Functionality and durability go hand-in-hand and Doro's customers should be able to rely on our products.



Doro's three well-established core values:

**TRUST**  
We build trust by always  
delivering what we promise.

**EASE**  
Simplicity in our own work and in  
what we do to simplify everyday life.

**CARE**  
Care and compassion  
for the needs of others.

Doro's most important contribution to the sustainable development of society is to work to reduce the exclusion of seniors. Our senior-friendly products and services help the elderly to live a more independent, safer and better life.

In addition, we take our responsibility to reduce our environmental footprint by, for example, increasing product lifetime

and making greener material and logistics choices. Our long-established core values Trust – Ease – Care not only permeate our business culture but are guiding principles when we develop products and not least in collaboration with our employees, customers and end-users. Our Code of Ethics is the bridge to translate these principles into behaviour and action.

**THREE STRATEGIC AMBITIONS  
FOR THE COMING YEARS:**

- Growth
- Conservative balance sheet
- Good EBIT margin

# The senior market is large, growing and undeveloped

As we live longer than ever, the number of seniors is increasing. At the same time, seniors of today feel that many brands are not interested in them. As the strongest senior brand in Europe, we intend to take advantage of these trends.

## A LARGE AND GROWING MARKET

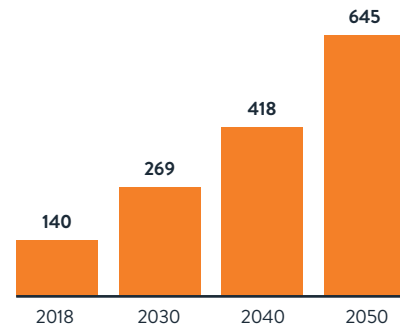
Rising prosperity, medical advances and large cohorts of people in their 40s, 50s and 60s mean a sharp rise in the number of people who are, or in a few years will be, 65+. By 2030, 23.7 percent or 107 million of the EU population will be over 65. This is an increase from 2016 of almost 30 percent<sup>1</sup>.

Seniors are a strong and brand loyal group controlling up to 70 percent of disposable income<sup>2</sup> and their appetite for technology in everyday life is increasing. Studies in the US show that the market share of seniors 50+ today represents about 50 percent of all technology consumption and the value of their consumption is expected to grow from \$140 billion in 2018 to more than \$400 billion by 2040<sup>3</sup>. Europe is likely to experience a similar trend.

At the same time, no more than 5–10 percent of marketing is targeted at seniors<sup>4</sup> and 89 percent of the seniors believe that brands are not interested in them, their circumstances and needs.<sup>5</sup>

Doro is now a well-known senior brand with a platform that can meet the needs of seniors for customised technology. We should take this opportunity.

## SPENDING ON TECHNOLOGY, AGE 50+, US MARKET, BILLION USD<sup>3</sup>



Sources:

- 1 Eurostat.
- 2 US News Baby Boomers Report (born 1945–1964).
- 3 AARP.
- 4 Venture Capital Review.
- 5 ConsumerCast.



” Our Nordic business has performed well in 2023 with increased market shares in all countries. Continued success is also evident in the Baltics, especially concerning feature phones. Key success factors include strong customer relationships, robust development in B2B (hospitals, municipalities, etc.), reliable delivery when the market demands the products (critical in the transition from 2G to 4G), and persistent efforts to continue the expansion with smartphones and new products.

*Johnny Davou, Regional Director Nordic & Baltics*



” As the top-contributing region in terms of revenue for the group, FraBel delivered on its value growth promises in 2023 despite a declining market volume. Similar to our previous success with operators, we executed a comprehensive transformation of the feature phones market, successfully migrating to 4G in the retail sector and securing a very strong market share in this segment. Additionally, we continued our growth in senior smartphones and expanded our presence in the new product categories. An effective marketing plan enabled us to enhance our performance both online and in the field.

*Valérie Olek, Regional Director of FraBel & South Europe*



” Activities for the DACH region in 2023 have largely focused on establishing an organisation similar to those in the other regions, aiming to strengthen our future growth. Alongside efforts to establish a new legal structure based in Germany (Doro Deutschland), much of the work has been centered around creating a competitive product portfolio with a focus on Doro’s own products. The major changes have been implemented, and we now expect to deliver increased profitability and gain market share in selected product segments during 2024.

*Michael Rabenstein, Regional Director DACH*

#### KEY MARKET EVENTS DURING THE YEAR



#### THE ROLL-OUT OF DORO END-CAP SOLUTIONS FOR OUR CUSTOMER STORES

The roll-out of Doro’s end-cap solutions for our customers’ stores began in 2023, covering the Nordics and the DACH regions. These end-cap solutions, also known as Free-Standing Display Units, are specially dedicated and designed store shelf units showcasing Doro’s products. They serve to inform consumers about Doro’s portfolio and positively influence customers’ buying patterns in retail environments. Designed to enhance product visibility and maximize Doro’s brand impact at the point of purchase, these end-cap solutions have already been successfully deployed at selected Elkjöp stores in the Nordics and Media-Markt stores in the DACH region.

#### THE MIGRATION OF THE 2G AND 3G NETWORKS SKY ROCKETED IN 2023

The migration from 2G and 3G networks to 4G technology for feature phones experienced a significant surge in 2023, particularly in three out of our four main markets. While the transition already begun some year ago in the Nordic region, 2023 witnessed a strong uptake of 4G usage in particular Frabel and the UK. As of today, the only region still predominantly on 2G feature phones is DACH but this mainly related to Germany. Anticipating the shift to 4G, Doro had early foresight and strategic planning in place. As a result, 2023 proved to be a highly successful year for migrating 2G and 3G feature phone users to Doro’s 4G feature phones.

#### THE DORO POP-UP STORE

In 2023, Doro launched its first pop-up store in one of Scandinavia’s largest shopping centers in Malmö. The pop-up store showcased Doro’s product range, providing seniors and their relatives with first-hand experiences of seniors’ technology challenges and also served as a hub for assistance, interaction, shopping, and education on Doro’s offerings.

Our primary goal was to connect directly with our senior customers, gain even further insights into their technology challenges and needs, and offer a supportive environment and “safe haven” for inquiries and assistance.

What really made Doro’s pop-up store unique was its staff, entirely comprised of trained seniors supported by Doro personnel, fostering inclusivity and understanding. Overall it was a great experience with good findings and our pop-up store had several thousand customers visiting during the months it was in operation. Doro will now assess the next location for a pop-up store.







” In 2023, Doro in the UK & Ireland achieved two significant successes that strengthen Doro’s future. Firstly, the relaunch of our own direct-to-consumer website with initially 20 products for sale, which has now grown to over 50 devices and accessories, allowing our customers to purchase all our products directly from us. Secondly, the team successfully migrated all our carrier and channel partners from 3G to 4G devices, providing our customers with improved connectivity to friends and family, while also increasing the number of retail outlets where Doro products can be purchased.

*Ben Crompton, Regional Director UK & Ireland*

**MARKET LEADER WITH STRONG COVERAGE IN EUROPE**

In 2023, Doro sold more than 1.4 million senior phones mainly in Europe. In Europe’s largest markets, Doro’s market share of senior mobile phones exceeds 60 percent (62 percent of senior phones in volume and 67 percent of value as per GfK December 2023 and based on Full Year 2023).

Doro’s proprietary senior-friendly phones and mobile phones are sold through a network of over 200 telecom operators, distributors, specialists and retailers in 20 countries.

Doro is organised in five geographies: Nordics (Denmark, Finland, Iceland, Norway and Sweden), FraBel (France, Belgium, Netherlands), UK (including Ireland), DACH (Germany, Austria, Switzerland) and Other markets.

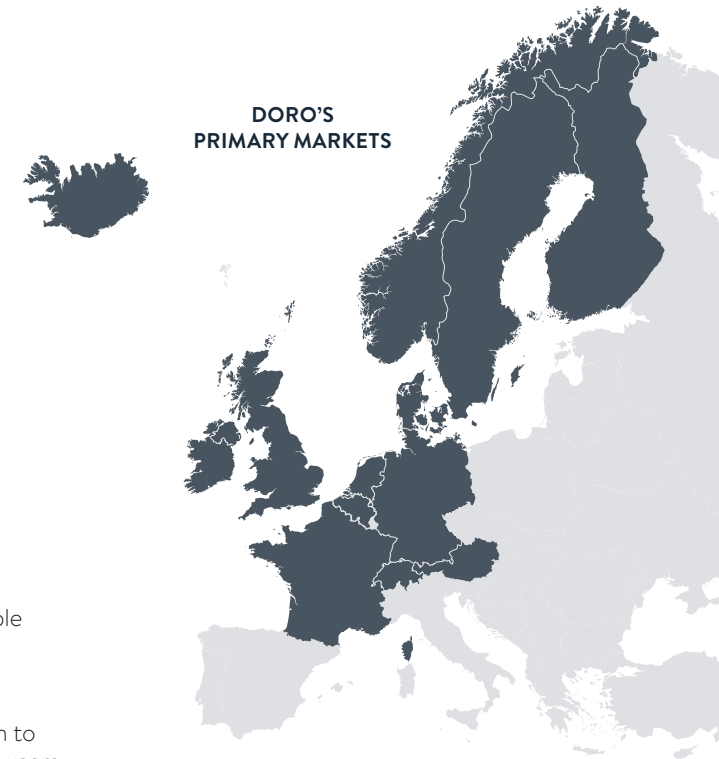
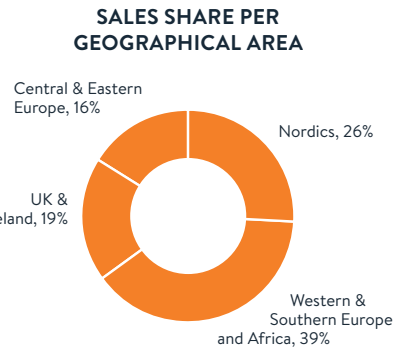
Doro has its strongest position in the Nordic region with a market share of close to 97 percent (number represents the

Swedish market, both units and values, as per GfK December 2023) and is an iconic brand. In FraBel and the UK, Doro has a leading position and is a well-known brand among seniors and their families. DACH is Europe’s largest market, but also the most competitive market with the greatest growth potential for Doro.

**DORO IS THE PREMIUM OPTION**

Doro’s main competitors in Europe are Nokia, Alcatel and Emporia, which also offer feature phones and smart mobile phones for seniors. Doro is also seeing increased competition from traditional mobile phone manufacturers with applications suitable for seniors.

With a long experience in senior-friendly products and a clear focus on quality and functionality, Doro is the obvious premium option. Over time, the strong brand and Doro’s premium products have created excellent competitiveness and allowed Doro



to develop into a financially sustainable company.

**DIRECT TO CONSUMER & ONLINE**

In 2023, Doro embarked on a mission to bring our products closer to our end-users, the seniors, by investing in Direct-to-Consumer (D2C) sales, primarily through online channels. While seniors have historically been less active in online shopping, the landscape shifted significantly during the Covid pandemic, with a notable surge in seniors’ e-commerce activity. Statistics from EuroStat<sup>1</sup> highlight this trend, revealing that the proportion of seniors aged 65–75 engaging in online shopping increased from 51 percent in 2020, to 60 percent in 2023, surpassing the growth rate of any other age group.

Doro’s D2C initiative aims to not only offer seniors and their relatives better-suited products, but also to deepen our understanding of their needs and preferences. By

leveraging data on previous purchases and preferences, we seek to provide tailored products and information to enhance their experience. Doro recognizes the immense potential in the D2C/online sphere, where prioritizing the needs of end-users will drive our strategy forward.

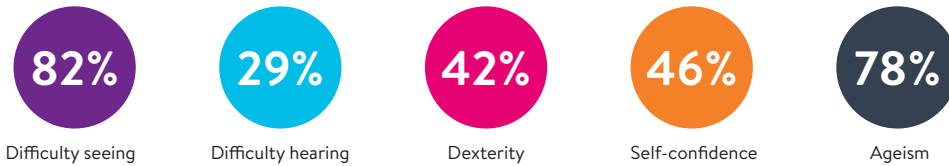
In 2023, Doro’s D2C sales accounted for approximately 8 percent of our total turnover. However, we have ambitious plans to substantially increase our revenue from D2C by 2025. To achieve this goal, we will establish a dedicated D2C team in 2024, bolstered by additional resources specializing in direct-to-consumer and online sales.

<sup>1</sup> [https://ec.europa.eu/eurostat/statistics-explained/index.php?title=E-commerce\\_statistics\\_for\\_individuals](https://ec.europa.eu/eurostat/statistics-explained/index.php?title=E-commerce_statistics_for_individuals)

# Products and services putting the needs of seniors in focus

At Doro, we want everyone, including seniors, to be part of the digital world. Excluding an already significant and rapidly expanding segment of the population would be contrary to our principles. That's why we dedicate ourselves wholeheartedly to designing, developing and producing products and services that facilitate seniors' continued full participation in the digital society.

## GROWING OLD BRINGS NEW CHALLENGES



### LONG EXPERIENCE OF SENIOR TECHNOLOGY

The digitalisation of society is now rapid and communication via mobile phones, the Internet and social media is constantly increasing in importance. This puts many demands on new solutions. Therefore, the need for seniors to be able to take part in digitalisation and to be able to communicate on their own terms is also increasing.

Doro's products and services aim to reduce exclusion and enable seniors to participate in the digital world.

We develop easy-to-use services and

products that make it easier for seniors to keep in touch with family and friends and be part of the community.

We have experienced development teams in Sweden and Asia with extensive experience of collaborating with seniors and technology. We continuously work with seniors when developing our products and also conduct recurring surveys with seniors to identify their needs and preferences.

Thanks to our insights, we can develop and offer a range of products that better meets the needs of seniors and makes everyday life easier and safer.



**CHALLENGES REQUIRE SOLUTIONS**

Doro's senior products are both smart and easy to use, and customers choose whether they want many or few functions.

All products are tailored to the needs and abilities of seniors – they should be easy to pick up, hold and handle. All products are also equipped with large and well-separated buttons, clear sound specifically adapted to seniors' hearing, easy-to-read displays and Doro's Assistance key.

**Doro Feature phones.**

Doro's classic mobile phones are logical and designed to be very easy to use. The functions include sound that is adapted to how seniors' hearing changes over the years. An assistance key (also known as a SOS button) on the back of the phone and clear and easy-to-read menus in several different colours. The mobile phones are easy to hold and use and make it easy to both make and receive calls and messages. All models are also equipped with a camera and some also have apps for, for example, Internet and social media.

**Doro Smartphones.**

Doro's smart mobile phones enable the user to take full advantage of the digital society as a senior. All smartphone products are equipped with the capability of digital bank IDs and payments and are easy to use for surfing the Internet, use social media, listen to music, make video calls and watch films on the phone. It is also easy to adjust the number of functions in the phone and keep in touch with relatives via calls and text messages. Doro's smart mobile phones have a sleek and user-friendly design, and the newer models also have the option for the user to control the phone with their voice via Google Assistant.

**Response by Doro.**

When you choose a Doro mobile, you also get access to valuable features and services at no extra cost. With our free Response by Doro service, friends and relatives can be there to help seniors no matter how far away they are. With the service, seniors can easily call for help in case of an accident with a simple press of the security button on the back of the phone. The senior's loved ones can also quickly help with important settings on the senior's phone, directly from their own Android or iOS-based smartphones.



**SUCCESSFUL TRANSITION FROM 2G TO 4G**

Doro's range of 4G products, launched last year, has proven to be best-sellers, demonstrating good profit margins. At the end of September 2023, we launched, ahead of schedule, our new range of better-positioned 4G products, intended as a direct replacement for our 2G phones, now providing us with a comprehensive 4G portfolio.

The new phones, Doro 1880, Doro 2820, and Doro 2880, are expertly tuned and focus on what is most important for seniors – loud and clear sound, a large and clear display with high contrast, and an ergonomic design to make the phone easier to hold and handle. They are equipped with 4G calling/VoLTE and FOTA meeting the requirements of the mobile operators and thus making the phones future-proof.



# An expanded offer in senior-friendly technology

Seniors' need to use and understand new technology is increasing in line with rapid digitalisation. More users than ever before are embracing the new technology. But despite the increased interest, there are many who hesitate around modern technology or simply opt out because of the complexity. For many years, Doro has successfully used its extensive experience, know-how and expertise to meet seniors' ever-increasing needs for easily accessible technology, and we will continue to meet these.

## A BROADENED OFFERING WITH GREAT POTENTIAL FOR GROWTH

Since the beginning of 2022, Doro has entered a new phase with a strategy that, in addition to focusing on strengthening its leadership position in senior phones, also includes expanding our offering to other adjacent products and technologies that can be made available to seniors in their homes and everyday lives.

Today's seniors are not only an affluent group, they are increasingly embracing technological products to simplify their daily lives. The use of smartphones, tablets,

various wearables such as headphones, smart watches and activity bracelets as well as smart home products has also received a further boost as a result of the Covid pandemic.

But while 53 percent of seniors 70+ in the US own a tablet, half of them say they would like to understand the product better. More than a third say they lack the knowledge and confidence to use the product fully.

Few if any of the popular product groups have technology tailored for seniors. At Doro, we want to change that.

## DORO – A FULL SERVICE COMPANY FOR SENIOR TECHNOLOGY

The long-term ambition is for Doro to be a full-service company for senior technology.

The categories covered in the strategy in the first stage are primarily technology for seniors in the areas of Smart Home and Smart Health.

For the Smart Home area, examples of products that can be adapted for seniors are tablets and smart TVs, but also various types of smart home products such as surveillance sensors and speakers.

Smart health customisable products include communication aids and wearables such as headphones, hearing enhancement and activity bracelets as well as various health monitoring products such as blood pressure monitors and thermometers.

This new range will include proprietary products and services as well as third-party and own-label products. We will also continuously monitor the potential to add products and expertise through acquisitions.

## HEAR LIFE MUCH CLEARER

These advanced sound-enhancing earbuds not only make phone calls and listening to music and other media clearer but also make conversations between people easier by amplifying speech.

- Works with Android, iOS, and Bluetooth devices
- Hearing profiles for speech, environment, and media
- Enhances the sound you want to hear without shutting out the surroundings
- For clearer conversations, music, and phone calls



## THE FIRST VIDEO DOORBELL COMPLETELY TAILORED TO SENIORS' NEEDS

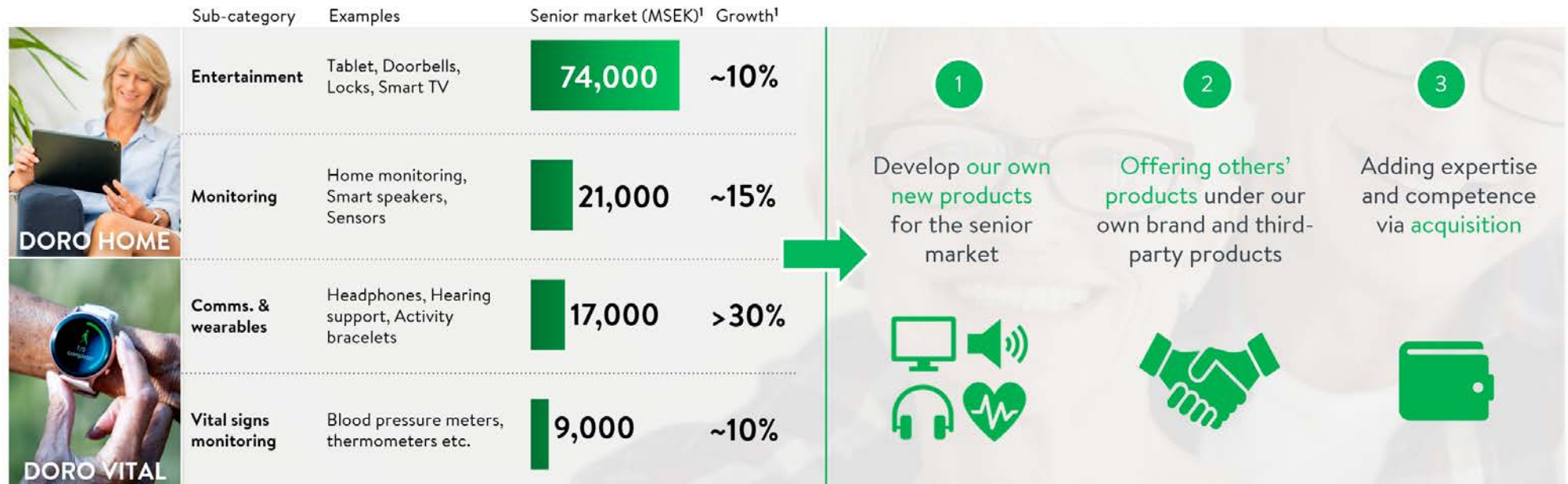
A simple and smart solution that helps keep track of your home, with the support of loved ones when needed.

- Instant video function allowing you to see on your smartphone or tablet who is outside the door
- Safety button enabling relatives to take over the call
- Outstanding sound along with an included ring module with extra loud volume
- Siren function to deter intruders



Seniors have evolving and growing needs for technology...

...we will leverage the Doro brand to serve those needs



1) Total worldwide spend by seniors. Growth rate of the total market i.e., all ages included. Based on internal estimates.



## THE MULTIFUNCTIONAL COMPANION FOR ACTIVITY, CONVENIENCE AND PEACE OF MIND

With the Doro Watch, it is easy to stay active and at the same time feel safer with an elegant smartwatch that provides both motivation and peace of mind during every step of an active life. This smartwatch is specially designed to be easier to read thanks to large icons and text that appear one by one on a large, bright and sharp display. By swiping the display, you can access the functions you want – from checking the time and notifi-

cations to activity tracking and health monitoring. To get even more out of Doro Watch, our health and activity app Doro Companion is available for download on the Appstore and Google Apps. Paired with a Doro smartphone (Android 10.0 and later), you can also use the watch's security button to alert relatives if help is needed. In addition, the Doro Watch has an amazing battery life that lasts an entire week and comes with a table charger that is

easy to connect. It also comes with instructions for quick and easy installation.







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



**OUR SMART DEVICES**  
Doro's easy-to-use smart devices are designed to empower seniors to live an active and independent life, while allowing them to feel safe when it really matters. The devices have intuitive interfaces and unique functions. These include audible and clear audio, large, easy-to-identify icons and adjustable text sizes, security button, and activity tracking.

# Doro contributes to a sustainable and inclusive society

Doro's most important contribution to a sustainable society is to make our elderly feel less excluded. Our senior-friendly products and services help seniors live a more independent, social, safe and better life in motion. We contribute to a sustainable and inclusive society. Every day.

PRODUCT DEVELOPMENT	SUPPLY CHAIN	EMPLOYEES	USERS
<p>Doro products are designed for longevity, repairability and easy recycling!</p> 	<p>In our supply chain we choose sustainable companies!</p>  	<p>At Doro we make sure that the right person gets the job and that everyone has an equal right to development!</p> 	<p>With our products and services, we empower people to take part in digital life, regardless of their previous experience!</p>  

At Doro, the sustainability work is an integral part of our business as the leading technology brand for seniors and is clearly linked to our vision, mission and values: it's part of our DNA.

The Doro mission is to make technological breakthroughs available to seniors to help them live safe, independent and active lives online as well as offline.

The Doro vision is to be Europe's leading technology brand for seniors so they can live better lives, at home and out and about.

The Doro values form the basis of all activities, both internally and externally. Care is reflected in the sustainability work through Doro's stance for inclusion, diversity and a good physical and psychosocial

workplace. Trust and Ease are reflected in the way we do business.

The Board is responsible for the sustainability report.

### A HOLISTIC APPROACH BASED ON THE 2030 AGENDA

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

Doro's sustainability strategy, with a clear emphasis on the social inclusion of seniors, remains firm and is step by step widened. With the launch of the Doro Watch, we want to inspire seniors to an active lifestyle, which can support improved health.

Functionality and sustainability go hand-in-hand and our customers must be able to rely on Doro products. During 2023, a waste reduction plan has been defined with the aim to reduce the use of materials and increase lifetime of the product. The majority of Doro's products are already easy to repair and there are spare parts available for an extended period of time. See page 25.

In the supply chain the target for an increased share of shipping by sea has been exceeded and thus reduced emissions of greenhouse gases third year in a row. Third party CSR audits have been arranged on suppliers of 84 percent of purchased goods. See page 26.

Doro shall be a good place to work, and results of continuous employee satisfaction show good results. The environmental impact of own operations is relatively small and in 2023 a further reduction of greenhouse gas emissions has been achieved. See page 28.

## Doro creates sustainable values. Every day.



The last few years have seen an increase in and demand for sustainability, most of all in the climate area and other environmental issues closely followed by social aspects especially in the supply chain. In addition to increased expectations from customers and users, there are several new and updated EU regulations and directives coming into force in 2024 and 2025. Doro actively works to be well prepared for future demands on products, supply chain and accounting.

The upcoming Corporate Sustainability Reporting Directive and Taxonomy for sustainability will be mandatory for Doro in the fiscal year 2025 and preparations have started.

The stakeholder analysis and materiality analysis have been redone according to the new Doro process aligned with coming

regulations. As a first step, the company's essential upstream and downstream value chain information was collected and analysed by a cross-functional team. Through this analysis a long list of Doro's impacts, risks and opportunities in different parts of the value chain were defined. Based on the value chain analysis, significant stakeholder groups were identified. The long list of Doro's impacts, risks and opportunities was validated by the stakeholders through interviews and surveys.

Subsequently, assessment of impact and financial risks and opportunities has been carried out to define a shorter list of sustainability issues which will be the base for identification of reporting points according to CSRD. The next step in implementation will be to perform a gap analysis and define plans to close all gaps.





## Products and services you can trust



### PRODUCT DEVELOPMENT

**Doro products are designed for longevity, repairability and easy recycling!**

**Goal 12.2**

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

**Goal 12.4**

By 2030, achieve environmentally sound management of chemicals 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 in order 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 PRODUCTS AND PRODUCT DEVELOPMENT

Doro has agreed to the product evaluation EcoRating owned by a consortium of the teleoperators. The evaluation includes a limited LCA which shows that the greatest environmental impact occurs upstream in the supply chain. This means 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 of Doro products but also make it easy to keep them for a long time.

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 in order to meet customer requirements, reduce environmental impact and comply with legislation. New products are tested in lab, 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 then prioritised these possibilities. Some actions have already been completed. For example, update of the communication to users 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 and found that this may have an

impact on the durability of the product and thus only a lower percentage is included in the material mix. Part of the plan is to review the possibility to increase the amount of recycled plastics.

Repairability and design reviews for improved repairability have step by step been improved and we have already seen some results in new products.

In 2023 we started the practical work to extend our Customer Services offering to make spare parts and repair instructions available to end users and independent repairers. This new service is scheduled for release during 2024.

As part of our continuous improvement ambitions mentioned above and an increase in sales via e-commerce channels, we have also initiated activities to enable rework and refurbishment of damaged and returned products during 2023.

## A well-functioning supply chain



### SUPPLY CHAIN

**In our supply chain we choose sustainable companies!**

#### 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 take action according to its own circumstances.

### 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. Improved planning and local customisation of several products enables more efficient transport via shipping from Asia while maintaining the possibility of the high level of customer customisation within Europe. For the third consecutive year, the greenhouse gas emissions caused by upstream transports have been reduced. The reduction in 2022 was close to 500 tonnes, and the reduction in 2023 was close to another 600 tonnes. 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.

### 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 co-operation 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 require-



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

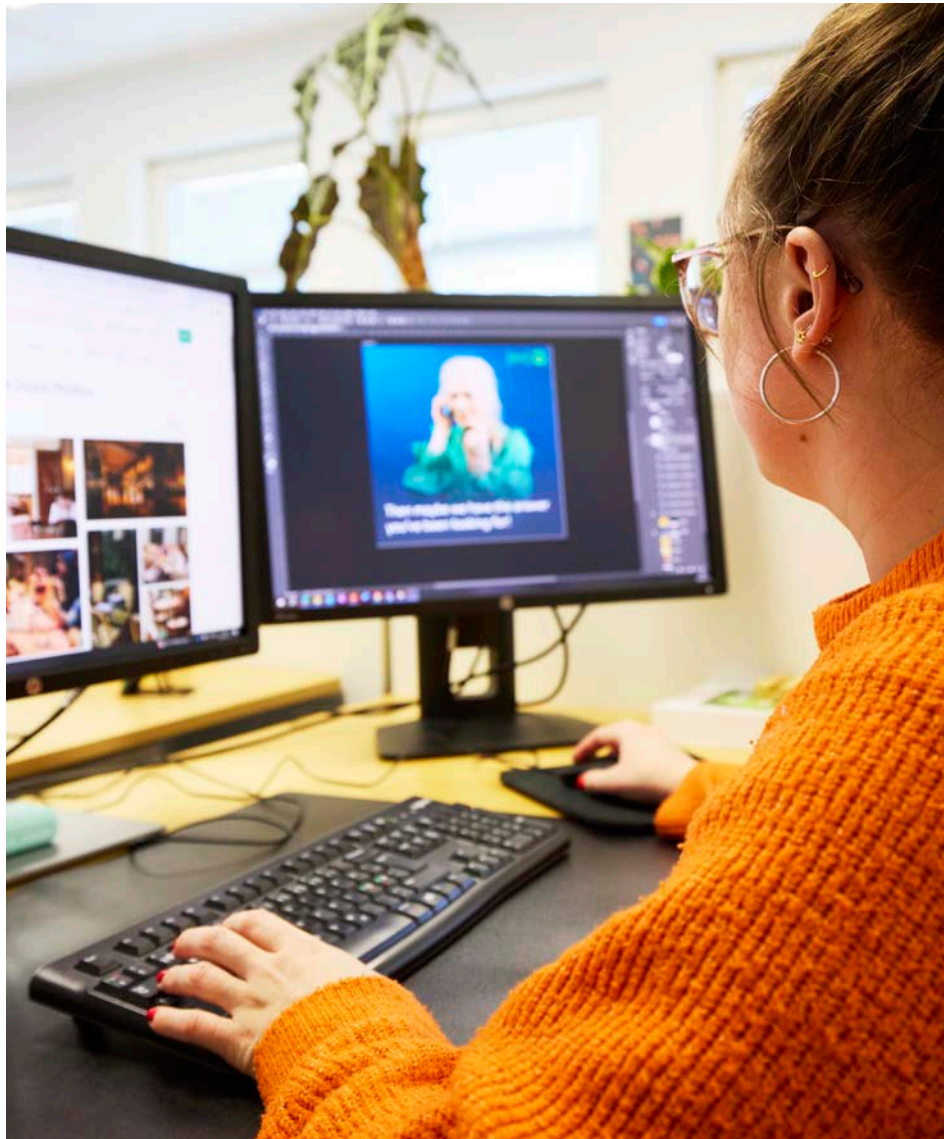
Based on risk assessment of the suppliers, based on operations, geographical location and potential financial impact on the company, Doro focuses on supplier co-operation with the eleven major suppliers, delivering 84 percent of goods purchased by Doro AB in 2023.

- All have ISO 9001 quality certificates.
- Seven have environmental certificates, ISO 14001.
- Five have a working environment certificate, ISO 45001 and two also have SA 8000.

- Two have an information security certificate, ISO 27001.
- All have policies on conflict-free 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. In 2023, close to 900 quality inspections were carried out.

CSR audits by an external partner arranged by Doro have been carried out at nine suppliers. Identified deviations have been rectified or measures have been planned.



**ENVIRONMENTAL IMPACT OF OWN OPERATION**

Doros own operation includes offices and one warehouse operation. All properties are rented. The environmental impact of own operations is thus limited, and Doro has limited possibility to influence the setup up the facilities.

However for 2023 Doro set a target to reduce direct greenhouse gas emissions, scope 1, and indirect greenhouse gas emissions from electricity and heating. This target has been exceeded for both areas.

The direct emission target was exceeded by better fuel economy of company cars and reduction of space in the facility in Germany, leading to less heating needed from the oil and gas heater.

Indirect emissions from electricity and heating were reduced by changing the electricity agreement in Norway and the district heating agreement in Sweden. Further reduction was achieved through reduced use of energy in France, Hong Kong and Germany.

**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 representation are exceeded.

Doro has a business ethics policy which is continuously kept up-to-date. The document is a collection of policies regarding a number of 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. To involve all employees and ensure that they are aware of and understand Doro's business ethics, a mandatory digital course is conducted on a regular basis. The course was held in the second half of 2022 and is planned for the beginning of 2024. No cases of corruption were detected in 2023.

Doro has updated its Whistleblowing 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 whistleblowing reports have been received.

Target Description	Target	Result
Green house gas emissions, Scope 1 and 2, tonnes	Scope 1: 80 Scope 2: 25	Scope 1: 58 Scope 2: 11

## Motivated employees, equal organisation, fair workplace



### EMPLOYEES

**At Doro we make sure that the right person gets the job and that everyone has an equal right to development!**

#### 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.



### KNOWLEDGEABLE AND MOTIVATED STAFF

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. To promote Doro as an employer, the careers page includes information on values, a link to the UN Sustainable Development Goals and references from employees. Doro wants to give new employees a good first impression and an early introduction to the values, which is done through pre- and on-boarding. The strength of the introduction program is confirmed in the employee satisfaction surveys.

In 2022, the tool for employee satisfaction surveys was changed to short probing surveys every two weeks. This enables seeing changes in attitudes more quickly and linking these to events in the company, as well as looking at the longer term situation and use this for strategic planning. eNPS, Employee Net Promoter Score, has increased from 2 in 2022 to 13 in 2023 surpassing the target at 10. The response rate averages 90 percent, which is a similarly high level as last year.

Employees in the entire group agree or strongly agree that Doro is a workplace free of harassment and discrimination and are almost as united in agreement that there is no bullying. Furthermore, the employees confirm that the cooperation

works well, they feel respected and appreciated by their managers. These areas are stronger in Doro than the industry average.

Stress-levels have the lowest average score but are still slightly higher average than the industry average. There is a difference in stress and cause of stress in the different teams. Stress is identified and addressed as a work health and safety risk. Personal development has a lower average score than the industry average. Planning of personal development is part of and addressed through Doro Grow, Doro performance management process.

There is no significant difference in the survey between men and women.

### FOCUS ON DIVERSITY

Doro is an international group with a strong belief in the responsibility of the individual employee. Diversity is a focus area that is monitored annually and reflected in our values. At Doro, we speak more than 20 languages! As mentioned above, all employees have answered agreed or strongly agreed in the employee satisfaction survey that there is no harassment or discrimination in Doro.

Diversity is good in terms of gender, age and background. At year-end 2023, women made up 35 percent of the total workforce and 38 percent of people in management roles are women. The management team include 21 percent women.

### DEVELOPMENT AND HEALTH

Doro's organisation is flat with the aim of creating good conditions for knowledge transfer, high ceilings and creative ideas.

All employees are included in the annual performance management cycle with structured meetings with their immediate supervisor. In 2023 85 percent of the employees have completed the entire performance management cycle. The percentage is affected by employees joining or leaving the company during the year.

Doro 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. Stress and sleep affect each other, for example poor sleep can lead to higher stress sensitivity and stress can lead to poorer sleep which is why, in autumn 2022 all employees had the opportunity to participate in a one-year programme with the aim of improving sleep quality and finding methods for falling asleep and falling asleep again, if you wake up during the night.

## A meaningful everyday life for seniors



USERS

**With our products and services, we empower people to take part in digital life, regardless of their previous experience!**

### 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 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.

At Doro, we make technology accessible to seniors so they can live a better life. Our products and services empower seniors to live active and independent lives and ensure peace of mind when it matters most.

We use smart innovations and technology specifically tailored to the needs of seniors to ensure that everyone – regardless of age – can connect digitally, both at home and on the go. Our technology-led solutions enable seniors to belong, feel safe and be a natural part of society – just like everyone else.

Offering seniors participation and inclusion on their terms is our single biggest contribution to a sustainable society.



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**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 2023 on pages 23–29 and 73–80 and for its preparation in accordance with the Annual Accounts Act.

**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, 2 April 2024  
PricewaterhouseCoopers AB

Vicky Johansson  
Authorised Public Accountant  
Chief Auditor





## THE TABLET THAT'S EASY TO USE AND EASY TO LOVE

Almost everything we love about our smartphones can now be enjoyed on a fun and easy-to-use tablet. Doro has developed the Android-based Doro Tablet, which is tailored to meet the needs of senior citizens. A bright, high-contrast screen makes it a pleasure to look at photos, browse the web, play online games or check social media, even in very bright

light conditions. Four speakers provide better sound when listening to music, streaming movies or having video calls with family and friends. Our intuitive, action-based interface with large icons and text, combined with Doro's built-in guides and Google Assistant, simplifies everything you want to do. The Doro Tablet also comes with the TeamViewer app

pre-installed to enable remote assistance from a trusted contact. Its low weight makes it easy to hold and the accompanying stand is handy for keeping your hands free during video calls and viewing. An easy-to-plug-in keyboard (sold separately) makes the tablet ideal in the home for email, web browsing and other errands.

- Easy to use with intuitive interface and large icons
- Extra bright screen with out-standing viewing angles
- Four speakers for fuller sound

# Directors' Report 2023

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 2023. Comparisons in brackets refer to the previous year.

## INFORMATION

Doro AB ("Doro", the "Company" or the "Group") develops telecom and other technology products and services for seniors to help them lead independent, empowering and fulfilling lives. Doro is the European market leader in mobile phones for seniors and is now diversifying its portfolio to other technology products with the objective of helping to connect generations digitally and close the technology gap for seniors, as well as creating a secure and independent life for seniors in and outside the home.

## THE BUSINESS

Doro is the European market leader in senior phones with more than 1.7 million phones, accessories and other products sold in 2023 in more than 20 countries. Senior-friendly dect phones, mobile phones (features and smart) and now also other connected products are sold through a network of around 200 telecom operators, distributors, specialists and retailers. In addition to these traditional channels, Doro products are sold through various

online channels, including own webshop. In Europe's largest markets (the United Kingdom, France, Germany, and Sweden), the market share of senior mobile phones is close to half. In line with the strategy developed in connection with the carve out of the Care business, Doro is working to maintain its strong position as the European market leader in senior telephony while also expanding its offering to products and technology that can be made available to seniors in their homes and everyday lives.

## THE SHARE

Information on the Doro share can be found on pages 7–8.

## SIGNIFICANT EVENTS DURING THE FINANCIAL YEAR

**Macroeconomic challenges.** The year was characterised for most countries by a continued struggle against inflation. Central banks raised their interest rates repeatedly. Wages increased but not to the same extent, leading to reduced purchasing power for consumers. This was particularly challenging for the telecommunications industry, and by the end of May, the telephone market in Doro's regions was showing a double-digit decrease in value compared to the previous year. The second half of the year started more positively when the Covid-19 pandemic was no longer classified as a global health risk. Inflation stabilised, and central banks began to hint at an end to

interest rate hikes. In Sweden however, inflation remained high due to a weak krona until the last months of the year. In the last quarter, a major conflict broke out in the Middle East. The unrest spread throughout the region and once again impacted global trade as maritime traffic through the Suez Canal and the Red Sea almost came to a halt.

## Doro successfully managed the transition to 4G.

The undoubtedly most significant event for Doro during the year was the transition to 4G technology for feature phones. Some countries, mostly in the Nordic region, began the transition as early as 2022. In other regions, however, it happened more abruptly than expected during 2023. Operators in the UK, and even more so in France, which had not previously talked much about phasing out 2G and 3G networks, suddenly made a complete turnaround in 2023 and tried to convince consumers to switch to 4G while announcing the impending end of the old technology. What could have been a challenge for Doro, with fairly large 2G inventories and a limited supply of 4G at the end of last year, turned out to be a success story. Our technical department managed to develop several new 4G products on time, while our sales team succeeded in selling the last large volumes of 2G. The successful transition was the main explanation for Doro's very good second half of the year,

with increased sales and increased margins compared to last year.

## Doro celebrated a milestone with the launch of Doro HearingBuds.

While maintaining and strengthening its position in senior telephony, Doro continued to expand its product range into non-telephony operations. Following the launch of Doro Smartwatch and Doro Tablet last year, Doro passed another important milestone during 2023 with the launch of Doro HearingBuds, a product that opens up an entirely new market in audiology.

## Doro is well-prepared for new sustainability requirements.

In 2023, mobile phones and tablets were included in the EU's requirements for eco-design and energy labeling, known as the Eco-design Directive. From June 20, 2025, all telephone products will be subject to a number of requirements regarding design for repair, reuse, reliability, and information requirements. Doro's development team began adaptations of its phone portfolio during the year and will be able to meet the new requirements on time. At the same time, work began around the CSRD (Corporate Sustainability Reporting Directive), the EU's directive on corporate sustainability reporting. The directive regulates how companies should report information about sustainability in their annual reports and will become applicable to Doro from





the financial year 2025 onwards. A project team was set up during the year and started working on double materiality analysis and gap analysis. On this basis, Doro will be able to develop its implementation plan next year.

#### NET SALES AND PROFIT

Doro's revenue in 2023 amounted to SEK 973.6 million (909.5), an increase of 7.0 percent compared to 2022. At the beginning of the year, retail trade in Europe showed weak development and household consumption of consumer electronics decreased. Doro showed a marginal increase

in sales. The launch of new smartphones in the FraBel region generated volumes, while landline telephony and non-Doro products (sold in Germany) experienced a decline in turnover. The second half of the year was considerably better. Doro sold large volumes of 4G phones in several regions. The investment in digital sales started to yield results, as did the many sales and marketing activities carried out towards the end of the year. Inbound shipping costs were exceptionally low in 2023, contributing to a good margin. Our fixed costs increased partly due to inflation but mainly due to increased resources in development and

product management, all according to the strategy. EBIT, increased compared to previous year and landed at SEK 68.7 million (55.4), which corresponds to an operating margin of 7.1 percent (6.1).

Net financial result was SEK -11.2 million (SEK-10.9). It includes a SEK 7.7 million devaluation of the hybrid loan that Doro issued to Careium AB in connection with the separate listing in December 2021.

Effective tax rate for the year amounted to 23.2 percent (26.6). The tax for our German subsidiaries was adjusted at the end of the year due to incorrect periodisation for the previous year. The adjustment resulted in a tax loss.

Profit after tax was SEK 32.4 million (40.9) and earnings per share were SEK 1.33 (1.68).

#### CASH FLOW, INVESTMENTS AND FINANCIAL POSITION

Cash flow from current activities amounted to SEK 147.7 million (73.1). The group's net cash flow, which during the year amounted to SEK 39.2 million (-47.3) includes an amortisation of SEK 75 million. The investments are primarily related to product development. No dividend was paid. At year-end, Doro had an interest-bearing liability of SEK 17.4 million (93.6) and cash and cash equivalents of 194.3 (154.4). The equity/assets ratio increased to 58.6 percent (52.6) at the end of the period.

#### THE BOARD

The Board consists of Chair Henri Österlund and ordinary members Victor Saeijs, Juha Mört, Noora Jayasekara and Fredrik

Löthgren (employee representative). CEO Jörgen Nilsson also attends Board meetings. The company's CFO Isabelle Senges has been co-opted to the Board as secretary.

#### 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, the manufacturing partners have significant development costs. 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 2023, the Group's costs for development work amounted to SEK 26.0 million (37.8).

#### INVESTMENTS

Investments are made in design, mould tools, certification processes, control equipment, inventory, leased alarm units, computers and software systems. Investments amounted to SEK 26.1 million (38.0). 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, quarterly 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 responsi-

bilities 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 35–36.

**SUSTAINABILITY**

Doro's Sustainability Report, in accordance with the requirements of the Annual Ac-

counts Act, can be found on pages 23–29 and in the sustainability notes on pages 73–80.

**DIVIDEND**

The Board has decided to propose a dividend of SEK 2.00 per share for the 2023 financial year, representing a total dividend of SEK 48.7 million.

**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 899.6 million (808.0). Profit after financial items amounted to SEK 46.1 million (12.2). Doro AB is responsible for the financing of subsidiary companies. The Parent Company's net debt on 12/31/2023 was SEK -177.4 million (-49.9). Equity amounted to SEK 264.8 million (225.3).

**ANNUAL GENERAL MEETING**

The ordinary Annual General Meeting will be held in Malmö on 26 April 2024.

**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:

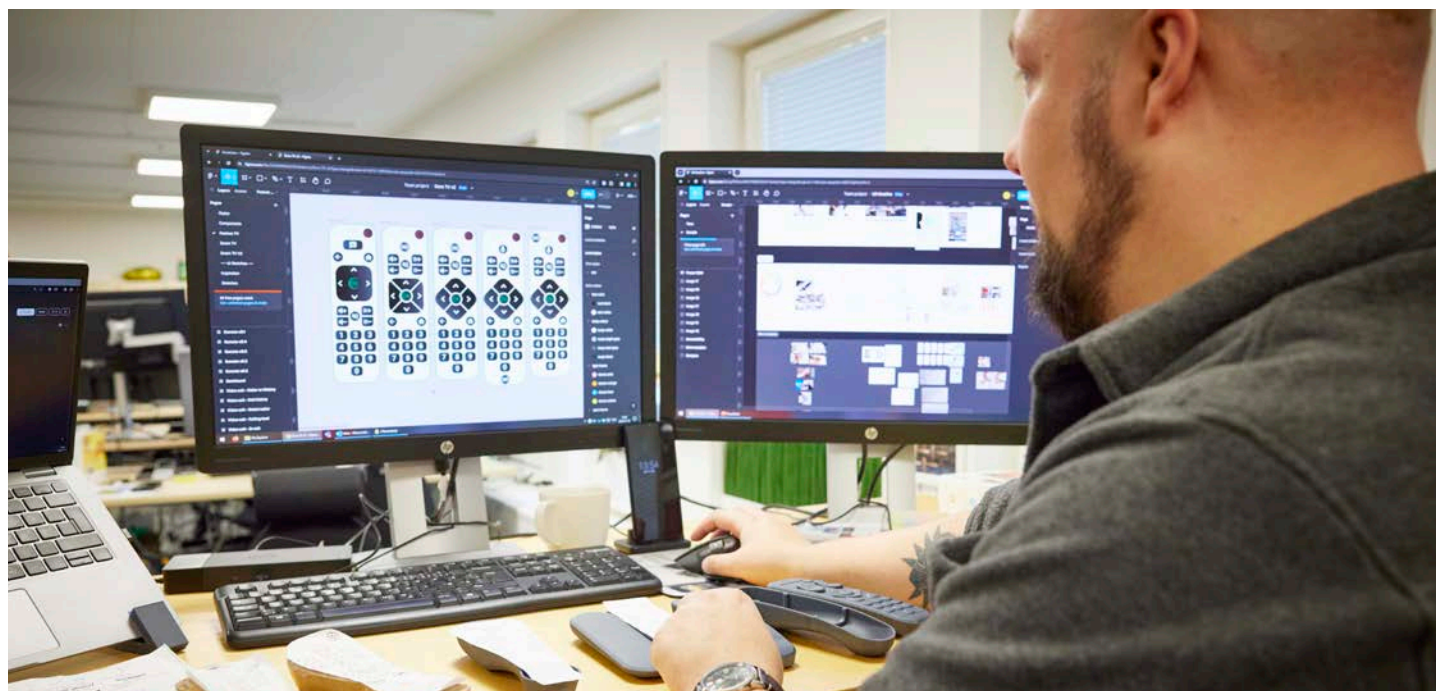
Share premium reserve	221.5
Fair value reserve	-1.1
Profit/loss brought forward	-2.8
Profit/loss for the year	-37.7
<b>Total non-restricted equity</b>	<b>179.9</b>

Profit appropriation as follows:

Amount to be paid to the shareholders SEK 2.00/share	48.7
Amount to be retained by the the Parent Company	131.2
<b>Total non-restricted equity</b>	<b>179.9</b>

**EVENTS AFTER THE END OF THE YEAR**

On 2023/03/13 it was announced that Julian Read was appointed CEO of Doro from 15 June 2024.



# 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 partly through the strategy and objectives process, and partly 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 from 1 to 5 and multiplied to a comparable risk number.

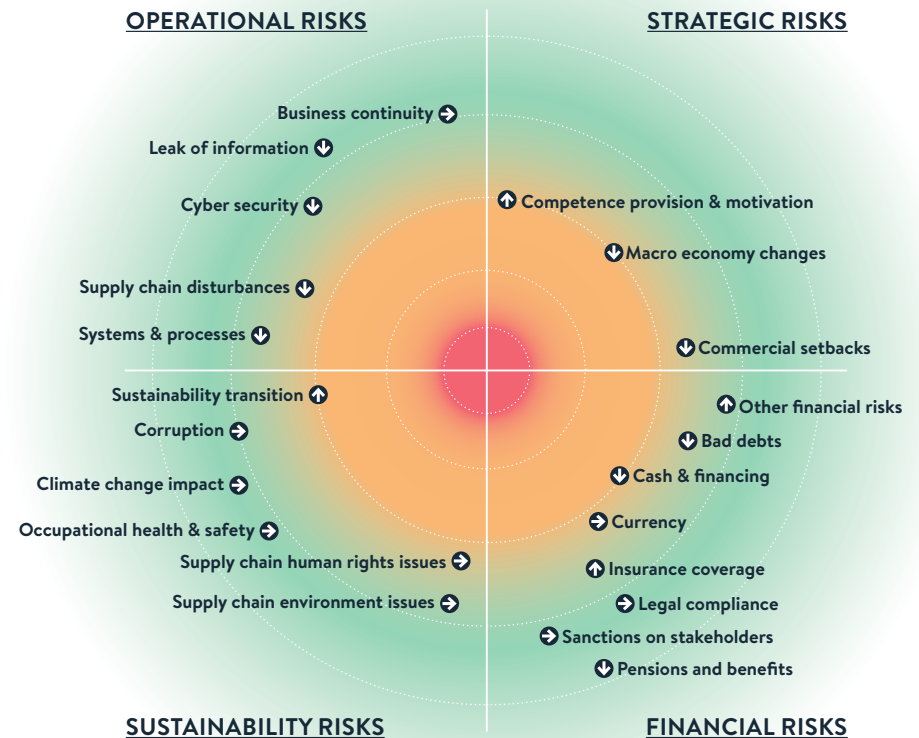
The risks that are assessed to only occur under unlikely circumstances, in a combination of several circumstances or to not occur within five years are given the lowest probability (1). Those that are assessed as likely to occur under any circumstances and within one year are given the highest probability (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.

Measures must be taken to reduce risks with risk number 15 or above. Until these measures are implemented, the circumstances under which they may occur are monitored with utmost vigilance. For risks with a risk number between 8 and 14, or where probability or consequence has been assessed as 5, the responsible manager decides whether the risk can be accepted or whether measures to reduce the risk must be taken. Other risks are considered accepted and require no action.

Risk level in comparison with 2022 (only risk linked to Doro's operations):

⬆️ Down   
 ↔️ Unchanged   
 ⬆️ Down



# Risk management 2023

## STRATEGIC RISKS

Macroeconomic changes are seen as one of the biggest risks, even if they have decreased slightly. The global situation and how it may affect Doro is still uncertain, but measures have been taken to reduce the risk of critical impact. The portfolio has been enlarged, and there are plans for further expansion. Furthermore, communication with users has been strengthened, to reduce the risk of commercial failures.

The shut-down of 2G and 3G is closely followed. The changeover has gone very well which further reduces the risk.

The risks regarding competence and motivation have increased slightly through the expansion of the portfolio, as the changes lead to a need for new competencies and sales channels as well as the risk to overload the organisation. However, we conduct regular reviews of the plans and frequent employee satisfaction surveys. It is challenging to find personnel with the right skills e.g. in software development. Our employee surveys and the applications we receive spontaneously and for open positions show a strong employer brand.

Risks around the acquisition and integration of new companies have been reduced as such activities are not planned in the current strategy.

## OPERATIONAL RISKS

Supply chain disruptions have stabilised to a manageable level following the pandemic and the conflict in Ukraine. The conflict be-

tween Israel and Hamas has had no direct impact on Doro's supply chain. Towards the end of 2023, we have seen increased unrest in the Red Sea, which could lead to longer transport lead times or an increased proportion of air transport, which results in increased freight costs and climate emissions.

Risks connected with cyber security and information leaks have been 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 we do not have access to the offices for a limited time. During 2023, a scenario workshop was carried out for the loss of the business system, and alternative work processes were defined to be able to maintain supplies and deliveries. The Business Continuity Plan is defined and updated regularly.

## FINANCIAL RISKS

Sanctions against stakeholders have been added as a risk during the year, however as a low risk 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 but has increased slightly as we experience increased caution from the insurance companies.

We see 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.

For financial risks in general, see note 21.

## SUSTAINABILITY RISKS

Limitations due to the transition for sustainability include increasing demands and expectations from customers and through legal requirements within the environment in general and climate in particular. New product development and adaptation of processes for repairs and the provision of software updates have begun to meet upcoming requirements through the EU Ecodesign Regulation for smart mobile-phones, mobile phones, cordless phones and tablets. New products that meet the requirements are planned to be launched well before the regulations come into force. In the event of major delays in these activities, there is a risk of a lack of products to meet customers' needs.

In the slightly longer term, we see 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 increase.

Also, for social aspects of sustainability, the legal requirements are increasing. Doro is not yet directly affected, but indirectly via our 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 on the whole not located in places with a predicted high impact of climate change. These risks are yet 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. A digital training course is held annually for all employees. Doro's whistleblower system and policy have been updated in 2023 and are available on Doro's website; no whistleblower arrears have been received in 2023.

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 Nasdaq 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. During 2023, there have been no deviations from Nasdaq Stockholm's regulations, the Code or good practice on the stock market.

## EXTERNAL AND INTERNAL CONTROL INSTRUMENTS

Doro's corporate governance is based on Swedish legislation, mainly the Com-

panies 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 2023, Doro AB had 4,643 shareholders. Of the total number of shares, foreign shareholders accounted for 51.5 percent. On 31 December 2023, the number of shares in Doro AB amounted to 24,532,500 and, on the same date, Doro's market capitalisation amounted to SEK 528 million. Doro's largest shareholder is Accendo capital (RBCB LUX UCITS EX-MIG), which owns 17.5 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. There are no restrictions regarding the shareholders' rights in the articles of association or, as far as the company is aware, in the shareholders' agreement. Fees for the Board of Directors were determined in accordance with the resolution at Doro's Annual General Meeting 2023.

## NOMINATION COMMITTEE

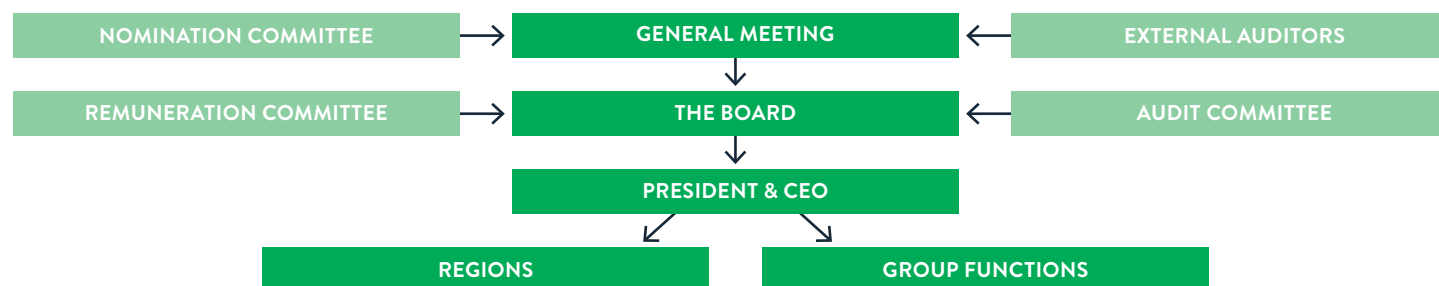
The nomination committee's tasks consist of:

- 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.

For the 2024 Annual General Meeting, the Nomination Committee consists of Chairman Mark Shay (Accendo Capital), Peter Lindell (Cidro förvaltning), Mats Hellström (Nordea Fonder) and Henri Österlund, Chairman of Doro AB, who has been co-opted to the Nomination Committee.

## 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 2023 Annual General Meeting, Doro AB's Board consisted of four members as well as an employee representative. Henri Österlund was elected Chair of the Board. The four members were independent of the Company and its management. The Chair of the Board, Henri Österlund, is linked to the Company's largest shareholder (Accendo Capital). At the Annual General Meeting 2023, the Meeting decided to re-elect all members of the Board, Henri Österlund, Juha Mört, Victor Saeijs and Noora Jayasekara for the period until the end of the next Annual General Meeting. The meeting also decided to re-elect Henri Österlund as Chair of the Board. Doro complies with the 2023 requirements of the Stockholm Stock Exchange and the rules of the Swedish Code of Corporate Governance regarding the independence of Board members. The trade union Akademikerna 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 41.

**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 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 ten times in 2023. CEO Jörgen Nilsson takes part in all meetings of the Board. Doro's CFO Isabelle Senges 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 the business situation and the company's financial performance. Quarterly reports and the annual report are reviewed and approved before publication. Board meetings have been focused on implementation of the strategy agreed upon in 2022. Other issues that have been discussed and dealt with at Board meetings in 2023 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 Henri Österlund 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 2023 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 1,450,000 (SEK 1,403,000), 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-to-day 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

Name	Board meetings	Audit committee	Remuneration committee
<b>Number of meetings 2023</b>	<b>10</b>	<b>4</b>	<b>2</b>
Henri Österlund	10	4	2
Juha Mört	10	2	0
Victor Saeijs	10	0	2
Noora Jayasekara	9	4	0
Fredrik Löthgren	10	0	0

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 risk-taking 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 Henri Österlund as Chair and Noora Jayasekara as ordinary members at the 2023 Annual General Meeting. Previously, the Audit Committee consisted of Henri Österlund, Chair, Juha Mört and Noora Jayasekara, ordinary members. 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 with Henri Österlund as Chair,

and Victor Saeijs as an ordinary member. The Remuneration Committee prepares questions 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 2023 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 1.4 million (2023), SEK 1.7 million (2022) and SEK 4.5 million (2021) for each year.

#### **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 Chair along with six managers. The operational management consists of the executive management plus an additional seven 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 42.

#### **Remuneration to group management**

The annual general meeting on 28 April 2023 decided on guidelines for remuneration to the CEO and other senior executives for the financial year 2023. The total remuneration will be reviewed annually to ensure that it is market-based and competitive. No changes are proposed in the guidelines for 2024. 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, well-defined 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, quantitative, 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 twelve 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.

More information on fixed and variable remuneration is available in the Remuneration report and in Note 5 in the financial report

#### **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 act as sales agents for the parent company, with the exception of Doro Hong Kong Ltd which provides operational services, and IVS GmbH which acts as a distributor. Information on the respective company's development and financial position is monitored monthly by the parent company and reported to the board when necessary.

#### **THE BOARD'S REPORT ON INTERNAL CONTROL FOR THE 2023 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 the daily 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 35–36. The specific financial risks are described in more detail in note 22. Doro continually carries out risk assessments to identify sig-

nificant 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 neces-

sary 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 for ensuring 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 2024  
Board of Directors of Doro AB



# Board of Directors



**HENRI ÖSTERLUND**  
Chair of the Board

**Main occupation:** Founder, Accendo Fund.  
**Education:** Master of Business Administration from Helsinki School of Economics.  
**Elected:** 2015.  
**Born:** 1971.  
**Nationality:** Finnish.  
**Other assignments:** Founder and Partner: Accendo Capital. Board member: Remedy Entertainment Oyj. Chairman: SSH Communications Security.  
**Previous experience:** Board member: Okmetic Oyj, Talentum Oyj, Comptel Oyj, Partner: Conventum Corporate Finance, Triton. Associate: Doughty Hanson.  
**Interests:** Company: No. Owner: Yes.  
**Own and related party shareholdings:** 6,830 shares.



**JUHA MÖRT**  
Board member

**Main occupation:** CEO at Innohome Group Oy.  
**Education:** Civil engineer from Oulu University, Finland.  
**Elected:** 2020.  
**Born:** 1972.  
**Nationality:** Finnish.  
**Other assignments:** CEO at Innohome Group Oy.  
**Previous experience:** Juha has an extensive background in the telecom industry, where he has held senior positions in Filtronic Wireless Infrastructure, Elektrobitt Group, Powerwave Technologies and Prism Microwave.  
**Interests:** Company: No. Owner: No.  
**Own and related party shareholdings:** –



**VICTOR SAEIJS**  
Board member

**Main occupation:** President, LEGO Education.  
**Education:** Master in Business Engineering.  
**Elected:** 2021.  
**Born:** 1965.  
**Nationality:** Dutch.  
**Other assignments:** –  
**Previous experience:** Regional President Western Europe, The LEGO Group; Director Indirect Channels at Amazon Devices Europe; SVP Europe Nokia, VP Eurasia Nokia.  
**Interests:** Company: No. Owner: No.  
**Own and related party shareholdings:** –



**NOORA JAYASEKARA**  
Board member

**Main occupation:** CFO Ovzon AB.  
**Education:** M.Sc. Econ with a major in Business Finance from Södertörn University, Stockholm.  
**Elected:** 2022.  
**Born:** 1978.  
**Nationality:** Finnish.  
**Other assignments:** –  
**Previous experience:** CFO Humana AB, 2018–2020. Previously, manager and consultant in accounting for the consultancy group EY.  
**Interests:** Company: No. Owner: No.  
**Own and related party shareholdings:** 2,000 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:** –

**VICKY JOHANSSON**  
Auditor

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

# Management



**JÖRGEN NILSSON**  
CEO & President

**Education:** Bachelor of Science in Systems Analysis, Lund University.  
**Employed since:** 2015.  
**Born:** 1970.  
**Nationality:** Swedish.  
**Previous experience:** Saudi Telecom, Telenor, Mobinil, Orange, Cap Gemini Ernst & Young.  
**Own and related party shareholdings:** 47,993 shares.



**ISABELLE SENGÈS**  
CFO

**Education:** Master of Science in International Banking and Financial Services, University of Reading.  
**Employed since:** 2012.  
**Born:** 1970.  
**Nationality:** French.  
**Previous experience:** Vestas, Danone.  
**Own and related party shareholdings:** 3,000 shares.



**FREDRIK BENGSSON**  
CTO

**Education:** Industrial Economy & Marketing, Linköping.  
**Employed since:** 1993.  
**Born:** 1971.  
**Nationality:** Swedish.  
**Own and related party shareholdings:** 2,078 shares.



**MACIEJ GUDAN**  
CPO

**Education:** Master of Science in Computer Science, Poznan University of Technology.  
**Employed since:** 2023.  
**Born:** 1983.  
**Nationality:** Polish.  
**Own and related party shareholdings:** –



**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:** 154 shares.



**JENS LETH**  
Operations Director

**Education:** Technician Aircraft Engineer & IFL Business.  
**Employed since:** 2020.  
**Born:** 1971.  
**Nationality:** Swedish.  
**Own and related party shareholdings:** 1,625 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:** 1,463 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:** 20 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.



**VALÉRIE OLEK**  
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:** 1,244 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:** 12,500 shares.



**CALLE KROKSTÅDE**  
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:** 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:** 388 shares.

# Remuneration Report

Below is a report on remuneration to Board members and the CEO (the Report) in accordance with the Swedish Companies Act, Chapter 8, Section 53 a. 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 2023 Annual General Meeting, were applied during 2023. 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 60–61 of the Annual Report. Information about the remuneration committee's work during 2023 can be found in the Corporate Governance Report on page 39 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 page 60 of the Annual Report.

## DEVELOPMENT IN 2023

The CEO summarises the Company's overall results in its report on pages 32–34 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 connection with the special listing of Carieum, Jörgen Nilsson was appointed as the new president and CEO at an extraordinary general meeting in November 2021. No vice president is registered.

At the 2023 annual general meeting, all the Board members Henri Österlund, Juha Mört, Victor Saeijs and Noora Jayasekar were re-elected. The meeting decided to re-elect Henri Österlund as the Chair 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 COMPARATIVE MATERIAL;

### ""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 employees)
- 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

TABLE 1 – TOTAL REMUNERATION TO THE CEO 2023 (SEK THOUSAND)\*

CEO	Fixed remuneration	Variable remuneration	Pension cost	Other benefits	Total remuneration	Share of fixed or variable remuneration**
Jörgen Nilsson	2,153	781	791	95	3,820	64/36

\* The table presents remuneration payable in 2023. 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.

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 financial 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 a 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 (qualitative, quantitative, 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 CEO's decision on remuneration to other 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 discussions 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 individual case there are special reasons for this and a deviation is necessary to satisfy the Company's long-term interests,

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

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023
Remuneration to the CEO	+1,555 (+37%)	-2,294 (-40%)	769 (+22%)	-1,565 (-54%)	+976 (+50%)	2,934 0
Group operating profit	-10,242 (-8%)	-26,440 (-24%)	+33,063 (+39%)	-63,370 (-47%)	+13,289 (+24%)	68,644 0
Average remuneration based on the number of full-time equivalent employees in the parent company*	14.2 (+3%)	-4.0 (-1%)	+58.1 (+14%)	+13.5 (+3%)	+120.7 (23%)	655.6

\* 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	-	-	-	-	-	-

\* No share option program for the present.

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 <https://www.doro.com/sv-se/corporate>. In connection with a consideration at the Annual General Meeting of a previous report on remuneration, no comments have been made that give reason to provide any supplementary information or account of the Board's assessment in the Report.



## Consolidated Income statement

The Group

SEK m	Note	2023	2022
Net sales	2,3	973.6	909.5
Cost of goods and services sold		-583.6	-591.9
<b>Gross profit</b>		<b>390.0</b>	<b>317.6</b>
Selling, distribution and marketing expenses		-188.1	-152.5
Research and development expenses		-78.0	-64.4
Administration expenses		-63.0	-50.9
Other income and expenses	2	7.8	5.6
<b>Operating profit/loss</b>	4, 5, 27	<b>68.7</b>	<b>55.4</b>
<b>Profit/loss from financial items</b>			
Financial income	6	11.9	11.3
Financial expenses	6	-23.0	-22.2
<b>Profit/loss before taxes</b>		<b>57.6</b>	<b>44.5</b>
Income tax expense	16	-25.2	-3.6
<b>PROFIT/LOSS FOR THE YEAR</b>		<b>32.4</b>	<b>40.9</b>
<b>Attributable to:</b>			
<b>Parent company's shareholders</b>		<b>32.4</b>	<b>40.9</b>
<b>Key figures</b>			
Average number of shares, thousands	11	24,326	24,326
Average number of shares after dilution, thousands		24,326	24,326
Earnings per share before dilution, SEK		1.33	1.68
Earnings per share after dilution, SEK		1.33	1.68
Earnings per share before dilution, SEK		1.33	1.68
Earnings per share after dilution, SEK		1.33	1.68

## Statement of comprehensive Income

The Group

SEK m	2023	2022
<b>PROFIT/LOSS FOR THE YEAR</b>	<b>32.4</b>	<b>40.9</b>
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Translation differences	-0.3	13.5
Effects from cash flow hedges	2.3	-2.8
Deferred tax	-0.5	0.5
<b>Other comprehensive income</b>	<b>1.5</b>	<b>11.2</b>
<b>Total result</b>	<b>33.9</b>	<b>52.1</b>
<b>Attributable to:</b>		
<b>Parent company's shareholders</b>	<b>33.9</b>	<b>52.1</b>

# Balance Sheet

The Group

Assets, SEK m	Note	2023	2022	Shareholders' equity and liabilities, SEK m	Note	2023	2022
<b>ASSETS</b>				<b>SHAREHOLDERS' EQUITY</b>			
<b>NON-CURRENT ASSETS</b>				Share capital	11	24.5	24.5
Goodwill	7	231.1	230.9	Other allocated capital		305.5	305.5
Capitalised expenditure for development work	7	37.4	54.6	Reserves		35.2	33.7
Right-to-use assets	4	13.8	15.3	Retained earnings		143.7	111.3
Equipment, tools and rental equipment	8	1.0	2.1	<b>Total shareholders' equity</b>		<b>508.9</b>	<b>475.0</b>
Long-term receivables	4	0.4	0.0				
Other financial non-current assets	28	33.3	38.6	<b>LONG TERM LIABILITIES</b>			
Deferred tax asset	16	13.8	14.2	<b>Interest-bearing liabilities</b>			
		<b>330.8</b>	<b>355.7</b>	Provisions for pension	19	3.2	2.8
				Liabilities to credit institutions	22	0.0	75.0
<b>CURRENT ASSETS</b>				Leasing liabilities	4	7.5	8.5
Inventories	17	176.0	208.4	<b>Total interest-bearing liabilities</b>		<b>10.7</b>	<b>86.3</b>
Prepayments to supplier		5.1	19.3				
Accounts receivable – trade	21	146.7	147.0	<b>Non interest-bearing liabilities</b>			
Other current receivables	10	10.3	14.6	Other provisions	20	43.0	48.1
Prepaid expenses and accrued income	10	5.9	4.4	<b>Total non interest-bearing liabilities</b>		<b>43.0</b>	<b>48.1</b>
Cash and bank balances	21	194.3	154.4				
		<b>538.3</b>	<b>548.1</b>	<b>CURRENT LIABILITIES</b>			
<b>TOTAL ASSETS</b>		<b>869.1</b>	<b>903.8</b>	<b>Interest-bearing liabilities</b>			
				Leasing liabilities	4	6.7	7.3
				<b>Total interest-bearing liabilities</b>		<b>6.7</b>	<b>7.3</b>
				<b>Non interest-bearing liabilities</b>			
				Provisions for guarantees	18	30.6	29.7
				Accounts payable – trade		96.4	86.6
				Other liabilities		18.3	18.1
				Current tax liability		3.9	6.5
				Accrued expenses and prepaid income	12	150.6	146.2
				<b>Total non interest-bearing liabilities</b>		<b>299.8</b>	<b>287.1</b>
				<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>		<b>869.1</b>	<b>903.8</b>

# Changes in shareholders' equity

The Group

	Share capital	Other allocated capital	Reserves <sup>1</sup>	Profit brought forward	Total shareholders' equity
<b>Shareholders' Equity December 31, 2021</b>	<b>24.5</b>	<b>305.5</b>	<b>22.5</b>	<b>70.4</b>	<b>422.9</b>
Profit/loss for the year	0	0	0	40.9	<b>40.9</b>
Other comprehensive income	0	0	11.2	0	<b>11.2</b>
<b>Total result</b>	<b>0</b>	<b>0</b>	<b>11.2</b>	<b>40.9</b>	<b>52.1</b>
<b>Total transactions with shareholders</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Shareholders' Equity December 31, 2022</b>	<b>24.5</b>	<b>305.5</b>	<b>33.7</b>	<b>111.3</b>	<b>475.0</b>
Profit/loss for the year	0	0	0	32.4	<b>32.4</b>
Other comprehensive income	0	0	1.5	0	<b>1.5</b>
<b>Total result</b>	<b>0</b>	<b>0</b>	<b>1.5</b>	<b>32.4</b>	<b>33.9</b>
<b>Total transactions with shareholders</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Shareholders' Equity December 31, 2023</b>	<b>24.5</b>	<b>305.5</b>	<b>35.2</b>	<b>143.7</b>	<b>508.9</b>

## <sup>1</sup> Specification of reserves

	2023	2022
Accumulated translation differences, January 1	36.6	23.1
Translation differences for the year	-0.3	13.5
<b>Accumulated translation differences, December 31</b>	<b>36.3</b>	<b>36.6</b>
Accumulated effects of cash flow hedges, January 1	-2.9	-0.6
Effects of cash flow hedges for the year	2.3	-2.8
Deferred tax in effects of cash flow hedges	-0.5	0.5
<b>Accumulated effects of cash flow hedges, December 31</b>	<b>-1.1</b>	<b>-2.9</b>
<b>Total reserves, December 31</b>	<b>35.2</b>	<b>33.7</b>



# Cash flow statement

The Group

SEK m	Note	2023	2022
<b>CURRENT ACTIVITIES</b>			
Operating profit		68.7	55.4
<b>Adjusted for items not in cash flow</b>			
Change in provisions	18, 19, 20	-3.9	-6.4
Depreciation and write downs	4, 7, 8, 27	51.7	45.0
Unrealised exchange differences in cash flow hedges		-9.8	11.9
<b>Total adjustment for other non-cash items</b>		<b>38.0</b>	<b>50.5</b>
Interest received		4.8	0.5
Interest paid		-3.1	-2.7
Taxes paid	16	-12.9	-25.6
<b>Cash flow from current activities before changes in working capital</b>		<b>95.5</b>	<b>78.1</b>
<b>Change in working capital</b>			
Change in stocks	17	32.8	20.1
Change in receivables		8.7	39.8
Change in non-interest-bearing liabilities		10.7	-64.9
<b>Cash flow from current activities</b>		<b>147.7</b>	<b>73.1</b>

SEK m	Note	2023	2022
<b>INVESTMENT ACTIVITIES</b>			
Acquisition of intangible assets	7	-26.0	-37.5
Acquisition of tangible fixed assets	8	-0.1	-0.5
<b>Cash flow from investment activities</b>		<b>-26.1</b>	<b>-38.0</b>
<b>FINANCING ACTIVITIES</b>			
Amortisation of leasing liabilities		-7.4	-7.4
Amortisation of loans		-75.0	-75.0
<b>Cash flow from financing activities</b>		<b>-82.4</b>	<b>-82.4</b>
<b>Cash flow for the year</b>		<b>39.2</b>	<b>-47.3</b>
Liquid assets at start of year		154.4	179.1
Exchange rate difference in liquid assets		0.7	22.6
<b>Liquid assets at end of year</b>	21	<b>194.3</b>	<b>154.4</b>

## Income Statement

Parent company

SEK m	Note	2023	2022
Net sales	2,3	899.6	808.0
Cost of goods and services sold		-548.3	-543.5
<b>Gross profit</b>		<b>351.3</b>	<b>264.5</b>
Selling, distribution and marketing expenses		-115.9	-82.6
Research and development expenses		-70.4	-58.2
Administration expenses		-129.6	-109.6
Other income and expenses		7.2	5.1
<b>Operating profit/loss</b>	4, 5, 27	<b>42.6</b>	<b>19.2</b>
<b>Profit/loss from financial items</b>			
Financial income	6	30.2	14.8
Financial expenses	6	-26.7	-21.8
<b>Profit/loss after financial items</b>		<b>46.1</b>	<b>12.2</b>
Income tax expense	16	-8.4	-6.6
<b>PROFIT/LOSS FOR THE YEAR</b>		<b>37.7</b>	<b>5.6</b>

## Statement of comprehensive income

Parent company

SEK m	2023	2022
<b>PROFIT/LOSS FOR THE YEAR</b>	<b>37.7</b>	<b>5.6</b>
Other comprehensive income to be reclassified to profit or loss in subsequent periods:		
Effects from cash flow hedges	2.3	-2.8
Deferred tax	-0.5	0.5
<b>Other Comprehensive income</b>	<b>1.8</b>	<b>-2.3</b>
<b>Total result</b>	<b>39.5</b>	<b>3.3</b>

# Balance Sheet

Parent company

Assets, SEK m	Note	2023	2022
<b>FIXED ASSETS</b>			
<b>Intangible assets</b>			
Capitalised expenditure for development work	7	37.4	54.6
<b>Tangible assets</b>			
Equipment, tools and rental equipment	8	0.4	0.9
<b>Financial assets</b>			
Participations in Group companies	9, 23	68.3	68.3
Receivables from Group companies			
Other financial non-current assets	28	33.3	38.0
Deferred tax asset	16	6.2	3.9
<b>Total fixed assets</b>		<b>145.6</b>	<b>165.7</b>
<b>CURRENT ASSETS</b>			
<b>Inventories</b>			
Goods for resale	17	155.3	171.5
Advanced payment to suppliers		4.8	19.3
<b>Current receivables</b>			
Accounts receivable – trade		135.0	115.8
Receivables from Group companies		179.8	217.1
Other current receivables	10	9.0	15.5
Prepaid expenses and accrued income	10	4.5	3.0
Cash and bank balances	21	183.2	142.4
<b>Total current assets</b>		<b>671.6</b>	<b>684.6</b>
<b>TOTAL ASSETS</b>		<b>817.2</b>	<b>850.3</b>

# Balance Sheet

Parent company

Shareholders' equity and liabilities, SEK m	Note	2023	2022
<b>SHAREHOLDERS' EQUITY</b>			
<b>Restricted equity</b>			
Share capital	11	24.5	24.5
Revaluation reserve		0.5	0.5
Other allocated capital		55.5	55.5
Reserve for development expenses		4.4	21.6
<b>Total restricted equity</b>		<b>84.9</b>	<b>102.1</b>
<b>Non-restricted equity</b>			
Share premium reserve		221.5	221.5
Fair value reserve		-1.1	-2.9
Profit/loss brought forward		-78.2	-101.0
Profit/loss for the year		37.7	5.6
<b>Total non-restricted equity</b>		<b>179.9</b>	<b>123.2</b>
<b>Total shareholders' equity</b>		<b>264.8</b>	<b>225.3</b>
<b>PROVISIONS</b>			
Provisions for guarantees	18	28.8	26.0
Other provisions	20	43.0	46.2
<b>Total provisions</b>		<b>71.8</b>	<b>72.2</b>

Shareholders' equity and liabilities, SEK m	Note	2023	2022
<b>LONG-TERM LIABILITIES</b>			
<b>Interest-bearing liabilities</b>			
Liabilities to credit institutes		0.0	75.0
<b>Total interest-bearing liabilities</b>		<b>0.0</b>	<b>75.0</b>
<b>CURRENT LIABILITIES</b>			
<b>Interest-bearing liabilities</b>			
Liabilities to Group companies		5.8	17.5
<b>Total interest-bearing liabilities</b>		<b>5.8</b>	<b>17.5</b>
<b>Non interest-bearing liabilities</b>			
Account payable - trade		90.6	75.7
Liabilities to Group companies		252.2	259.0
Other liabilities		15.1	16.7
Current tax liability		3.4	6.4
Accrued expenses and prepaid income	12	113.5	102.5
<b>Total non interest-bearing liabilities</b>		<b>474.8</b>	<b>460.3</b>
<b>TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES</b>		<b>817.2</b>	<b>850.3</b>

# 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
<b>Shareholders' Equity December 31, 2021</b>	<b>24.5</b>	<b>0.5</b>	<b>55.5</b>	<b>21.8</b>	<b>221.5</b>	<b>-0.6</b>	<b>-101.2</b>	<b>222</b>
Profit for the year	0	0	0	0	0	0	5.6	5.6
Other comprehensive income	0	0	0	0	0	-2.3	0	-2.3
<b>Total result</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-2.3</b>	<b>5.6</b>	<b>3.3</b>
Reversal of development expenditure fund	0	0	0	-0.2	0	0	0.2	0
<b>Total transactions with shareholders</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-0.2</b>	<b>0</b>	<b>0</b>	<b>0.2</b>	<b>0</b>
<b>Shareholders' Equity December 31, 2022</b>	<b>24.5</b>	<b>0.5</b>	<b>55.5</b>	<b>21.6</b>	<b>221.5</b>	<b>-2.9</b>	<b>-95.4</b>	<b>225.3</b>
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
<b>Total result</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1.8</b>	<b>37.7</b>	<b>39.5</b>
Reversal of development expenditure fund	0	0	0	-17.2	0	0	17.2	0
<b>Total transactions with shareholders</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-17.2</b>	<b>0</b>	<b>0</b>	<b>17.2</b>	<b>0</b>
<b>Shareholders' Equity December 31, 2023</b>	<b>24.5</b>	<b>0.5</b>	<b>55.5</b>	<b>4.4</b>	<b>221.5</b>	<b>-1.1</b>	<b>-40.5</b>	<b>264.8</b>

# Cash flow statement

Parent company

SEK m	Note	2023	2022
<b>OPERATING ACTIVITIES</b>			
Operating profit		42.6	19.2
<b>Adjusted for items not in cash flow</b>			
Change in provisions	18, 19, 20	-0.4	-4.4
Depreciation and write downs	7, 8	43.8	37.2
Unrealised exchange differences in cash flow hedges		-9.8	11.9
<b>Total adjustment for non-cash items</b>		<b>33.6</b>	<b>44.7</b>
Received interest		6.3	4.1
Paid interest		-6.8	-2.2
Taxes paid		-14.1	-21.2
<b>Cash flow from current activities before changes in working capital</b>		<b>61.6</b>	<b>44.6</b>
<b>Change in working capital</b>			
Change in stocks	17	16.2	7.3
Change in receivables		37.7	178.4
Change in non-interest-bearing liabilities		9.4	-148.7
<b>Cash flow from operating activities</b>		<b>124.9</b>	<b>81.6</b>

SEK m	Note	2023	2022
<b>INVESTMENT ACTIVITIES</b>			
Acquisition of intangible fixed assets	7	-26.0	-37.5
Acquisition of tangible fixed assets	8	-0.1	-0.4
<b>Cash flow from investment activities</b>		<b>-26.1</b>	<b>-37.9</b>
<b>FINANCING ACTIVITIES</b>			
Dividends from subsidiaries		17.0	9.0
Amortisation of loan		-75.0	-75.0
<b>Cash flow from financing activities</b>		<b>-58.0</b>	<b>-66.0</b>
<b>Cash flow for the year</b>		<b>40.8</b>	<b>-22.3</b>
Liquid assets at start of year		142.4	164.7
<b>Liquid assets at end of year</b>	21	<b>183.2</b>	<b>142.4</b>

# 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 March 28, 2024 and will be presented to the AGM on April 26, 2024 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 we refer to the Director's report on pages 32–34.

### NEW ACCOUNTING POLICIES FOR 2023

The IASB has issued a new standard, IFRS 17 "Insurance Contracts," and some minor amendments to 3 other standards (IAS 1, IAS 8, and IAS 12) which became effective on January 1, 2023. None of these have significantly impacted the financial reports.

### NEW ACCOUNTING POLICIES FOR 2024 AND ONWARDS

For the year 2024, there are three changes in standards to apply, affecting 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).

For 2025 and onwards, there is currently only one change to apply concerning IAS 21 Effects of Changes in Foreign Exchange Rates: lack of exchangeability, which is subject to EU approval for implementation. It is deemed not to have any significant effect on the group's financial reports.

### 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:

Currency	Average rate		Closing day rate	
	2023	2022	2023	2022
EUR	11.45	10.63	11.13	11.15
HKD	1.35	1.29	1.29	1.33
NOK	1.01	1.05	0.99	1.05
GBP	13.17	12.46	12.83	12.58
USD	10.59	10.07	10.08	10.41

### 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 non-operational 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 defined-contribution 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 on 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/amortisation 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 de-recognised 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 non-current 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



## NOTES

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 realisable 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 straight-line basis on the historical cost of the asset category and the estimated useful life:

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

Intangible assets are amortised over their estimated useful life. For capitalised product development, amortisation commences as of market launch of the product in question. Amortisation 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

### Leasing

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 commencement 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-to-use asset in a similar economic environment with similar conditions and securities.

Lease payments are split between amortisation 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 or before the commencement 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.

## NOTES

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 realisable 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 realisable 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 or 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 follow-up. 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	2023	2022
Net sales of products	973.6	909.5
<b>Total</b>	<b>973.6</b>	<b>909.5</b>

Cost of goods and services sold	-583.6	-591.9
<b>Gross profit</b>	<b>390.0</b>	<b>317.6</b>
Other operating expenses, non-allocated	-321.3	-262.2
<b>Operating profit after depreciation and write-downs (EBIT)</b>	<b>68.7</b>	<b>55.4</b>

The Group	2023	2022
Assets	869.1	903.8
<b>Total Assets</b>	<b>869.1</b>	<b>903.8</b>
Liabilities	360.2	428.8
<b>Total Liabilities</b>	<b>360.2</b>	<b>428.8</b>

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	2023	2022
Nordic	250.6	187.1
West and South Europe and Africa	383.8	348.4
Central- and Eastern Europe	152.7	212.5
UK and Ireland	186.5	161.6
Other	0.0	-0.2
<b>Total</b>	<b>973.6</b>	<b>909.5</b>
whereof Sweden	213.4	152.5

Other income and expenses	The Group		Parent Company	
	2023	2022	2023	2022
Government assistance received	0.6	-0.8	0.4	-1
Other income	7.2	6.4	6.8	6.1
Other expenses	0.0	0.0	0.0	0.0
	<b>7.8</b>	<b>5.6</b>	<b>7.2</b>	<b>5.1</b>

## Note 3 Intra Group transactions

Of the Parent Company's invoicing SEK 61.5m (91.5) relates to subsidiaries. Invoicing from subsidiaries to the Parent Company amounted to SEK 79.9m (71.9). Invoicing between subsidiaries amounted to SEK 0.0m (0).

## Note 4 Rental and leasing agreements

### Operational leasing where the Group is lessee 2023

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

Right-to-use assets	Group	
	2023	2022
Premises	12.2	13.1
Equipment	0.1	0.5
Vehicles	1.5	1.7
<b>Total</b>	<b>13.8</b>	<b>15.3</b>

Leasing liabilities	Group	
	2023	2022
Current	6.7	7.3
Long-term	7.5	8.5
<b>Total</b>	<b>14.2</b>	<b>15.8</b>

New Right-to-use assets during 2023 amounted to SEK 1.2m (3.4). Amortisation of lease liabilities amounted to SEK 7.4m (7.4).

## NOTES

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

Depreciation of right-to-use assets	Group	
	2023	2022
Premises	-5.8	-5.8
Equipment	-0.4	-0.4
Vehicles	-1.1	-1.1
<b>Total</b>	<b>-7.3</b>	<b>-7.3</b>
Interest expenses (included in financial expenses)	-0.4	-0.5
Expenses related to leasing with a lease term of less than 12 months, leasing at low value and variable lease payments not included in leasing liability (included in operating expenses)	-1.5	-1.0

Total cash flow related to leasing agreements during 2023 was SEK -9.3m (-8.9).

## Note 5 Employees

Average number of employees	2023		2022	
		Of whom men		Of whom men
Parent Company (Sweden)	57	35	53	30
Norway	3	3	3	3
United Kingdom	8	6	8	6
France	12	5	13	5
Hong Kong	11	8	11	8
Germany	23	17	21	16
<b>Total</b>	<b>114</b>	<b>74</b>	<b>109</b>	<b>68</b>

### Salaries and remuneration

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

	The Group		Parent Company	
	2023	2022	2023	2022
Salaries and other remuneration	90.9	73.7	45.9	31.8
	<b>90.9</b>	<b>73.7</b>	<b>45.9</b>	<b>31.8</b>
Payroll overheads, excluding pension costs	22.3	20.0	14.1	12.6
	<b>22.3</b>	<b>20.0</b>	<b>14.1</b>	<b>12.6</b>
Pension costs	9.1	6.5	6.6	5.8
of which premium-based	8.7	7.4	6.6	5.8
	<b>9.1</b>	<b>6.5</b>	<b>6.6</b>	<b>5.8</b>

Gender of senior managers	2023, total	Women, %	2022, total	Women, %
Board	4	25	4	25
Group Management	6	33	5	60

### Salaries and remuneration including board fee breakdown between board managers, CEO and other employees

	2023		2022	
	Board and CEO	Other employees	Board and CEO	Other employees
Sweden	4.4	43.0	3.4	29.8
Norway	0.0	2.4	0.0	2.3
United Kingdom	0.0	11.0	0.0	8.2
France	0.0	11.6	0.0	9.6
Germany	0.0	10.4	0.0	12.5
Hong Kong	0.0	9.6	0.0	9.3
<b>Total</b>	<b>4.4</b>	<b>88.0</b>	<b>3.4</b>	<b>71.7</b>

### Management remuneration (SEK k)

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

Chairman of the board Henri Österlund received SEK 550.0k. Member of the board Juha Mört received SEK 300.0k, member of the board Viktor Saeijs received SEK 300.0k and member of the board Noora Jayasekara received SEK 300.0k.

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

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

## NOTES

<b>The Board 2022</b>	<b>Fees</b>	<b>Pension</b>	<b>Other remuneration</b>	<b>Total</b>
Chairman of the Board	613	0	0	613
Other Board members	790	0	0	790
<b>Total</b>	<b>1,403</b>	<b>0</b>	<b>0</b>	<b>1,403</b>

Chairman of the board Henri Österlund received SEK 613.3k. 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.

<b>Senior Executives 2022</b>	<b>Salary</b>	<b>Bonus and variable remuneration</b>	<b>Pension</b>	<b>Other benefits</b>	<b>Total</b>
Jörgen Nilsson	1,958	0	606	87	2,651
Other senior executives	4,183	0	1,299	16	5,497
<b>Total</b>	<b>6,140</b>	<b>0</b>	<b>1,905</b>	<b>103</b>	<b>8,148</b>

The above amounts include salaries and remuneration of senior executives. In 2022 the management team consisted of 5 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 2023: 6 (5).

### 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 2.4m (1.9) paid.

### Notice

If notice is served by the company or by the CEO himself, the period of notice is one year. The CEO has the right to salary over 12 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

No options program is running at the moment.

## Note 6 Interest and similar items

	<b>The Group</b>		<b>Parent Company</b>	
<b>Income</b>	<b>2023</b>	<b>2022</b>	<b>2023</b>	<b>2022</b>
Interest income, external	4.8	0.5	4.7	0.5
Interest income, internal	0.0	0.0	1.6	3.6
Exchange rate gain	3.9	7.9	3.9	7.9
Dividend from subsidiaries	0.0	0.0	17.0	0.0
Other	3.2	2.9	3.0	2.8
<b>Total</b>	<b>11.9</b>	<b>11.3</b>	<b>30.2</b>	<b>14.8</b>
<b>Expenses</b>				
Interest expenses, external	-3.1	-2.6	-2.7	-2.2
Interest expenses, internal	0.0	0.0	-4.1	0.0
Exchange rate losses	-12.2	-4.6	-12.2	-4.6
Other	-7.7	-15.0	-7.7	-15.0
<b>Total</b>	<b>-23.0</b>	<b>-22.2</b>	<b>-26.7</b>	<b>-21.8</b>
<b>Financial net</b>	<b>-11.1</b>	<b>-10.9</b>	<b>3.5</b>	<b>-7.0</b>

## Note 7 Intangible fixed assets

The Group/Goodwill	2023	2022
<b>Acquisition value brought forward</b>	<b>230.9</b>	<b>223.0</b>
Exchange rate difference	0.2	7.9
<b>Closing accumulated costs</b>	<b>231.1</b>	<b>230.9</b>
<b>The Group/Customer register and distribution agreements</b>	<b>2023</b>	<b>2022</b>
<b>Acquisition value brought forward</b>	<b>15.9</b>	<b>14.7</b>
Exchange rate difference	0.0	1.3
<b>Closing accumulated acquisition value</b>	<b>15.9</b>	<b>15.9</b>
<b>Amortisations brought forward</b>	<b>-15.9</b>	<b>-14.7</b>
Exchange rate difference	0.0	-1.3
<b>Closing amortisations</b>	<b>-15.9</b>	<b>-15.9</b>
<b>Closing residual value</b>	<b>0.0</b>	<b>0.0</b>
<b>Parent company/Goodwill</b>	<b>2023</b>	<b>2022</b>
<b>Acquisition value brought forward</b>	<b>15.9</b>	<b>15.9</b>
Closing accumulated acquisition value	15.9	15.9
Amortisations brought forward	-15.9	-15.9
<b>Closing amortisations</b>	<b>-15.9</b>	<b>-15.9</b>
<b>Closing residual value</b>	<b>0.0</b>	<b>0.0</b>

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 in years 1 to 4 is 2.0 percent. 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 11.4 percent (12.0) before tax. A change of the discount rate to 13.0 percent (12.3) implies no impairment.

The Group/Brands	2023	2022
<b>Acquisition value brought forward</b>	<b>4.1</b>	<b>3.7</b>
Exchange rate difference	0.0	0.3
<b>Closing accumulated acquisition value</b>	<b>4.1</b>	<b>4.1</b>
<b>Amortisations brought forward</b>	<b>-4.1</b>	<b>-3.7</b>
Exchange rate difference	0.0	-0.3
<b>Closing amortisations</b>	<b>-4.1</b>	<b>-4.1</b>
<b>Closing residual value</b>	<b>0.0</b>	<b>0.0</b>
<b>The Group's capitalised expenditure for development work / IT</b>	<b>2023</b>	<b>2022</b>
<b>Acquisition value brought forward</b>	<b>410.1</b>	<b>375.0</b>
Investments	26.0	37.5
Sales/Disposals	-1.7	-0.6
Write-down during the period	-9.0	-1.8
<b>Closing accumulated acquisition value</b>	<b>425.4</b>	<b>410.1</b>
<b>Depreciation brought forward</b>	<b>-355.5</b>	<b>-320.2</b>
Depreciation	-34.2	-35.3
Sales/Disposals	1.7	0.0
<b>Closing depreciation</b>	<b>-388.0</b>	<b>-355.5</b>
<b>Closing residual value</b>	<b>37.4</b>	<b>54.6</b>
<b>Parent company / Capitalised expenditure for development work / IT</b>	<b>2023</b>	<b>2022</b>
<b>Acquisition value brought forward</b>	<b>410.1</b>	<b>375.0</b>
Investments	26.0	37.5
Sales/Disposals	-1.7	-0.6
Write-down during the period	-9.0	-1.8
<b>Closing accumulated acquisition value</b>	<b>425.4</b>	<b>410.1</b>
<b>Depreciation brought forward</b>	<b>-355.5</b>	<b>-320.2</b>
Depreciation	-34.2	-35.3
Sales/Disposals	1.7	0.0
<b>Closing depreciation</b>	<b>-388.0</b>	<b>-355.5</b>
<b>Closing residual value</b>	<b>37.4</b>	<b>54.6</b>

## Note 8 Tangible fixed assets

Equipment and tools, SEK m	The Group		Parent Company	
	2023	2022	2023	2022
<b>Acquisition value brought forward</b>	<b>19.4</b>	<b>18.7</b>	<b>6.4</b>	<b>6.7</b>
Investments	0.1	0.5	0.1	0.4
Sales/Disposals	-0.6	-0.9	0.0	-0.7
Exchange rate difference	-0.2	1.1	0.0	0.0
<b>Closing acquisition value</b>	<b>18.7</b>	<b>19.4</b>	<b>6.5</b>	<b>6.4</b>
<b>Depreciation according to plan brought forward</b>	<b>-17.3</b>	<b>-16.6</b>	<b>-5.5</b>	<b>-6.1</b>
Depreciation	-1.0	-0.6	-0.6	-0.1
Sales/Disposals	0.4	0.9	0.0	0.7
Exchange rate difference	0.2	-1.0	0.0	0.0
<b>Closing depreciation</b>	<b>-17.7</b>	<b>-17.3</b>	<b>-6.1</b>	<b>-5.5</b>
<b>Closing residual value</b>	<b>1.0</b>	<b>2.1</b>	<b>0.4</b>	<b>0.9</b>

## Note 9 Participation in Group companies

Subsidiary	No. of shares	%	Book value	
			2023	2022
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
<b>Total</b>			<b>68.3</b>	<b>68.3</b>

1. 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

	2023	2022
<b>Opening balance</b>	<b>68.3</b>	<b>68.3</b>
Acquisition	0.0	0.0
Write-down	0.0	0.0
<b>Closing balance</b>	<b>68.3</b>	<b>68.3</b>

Subsidiary – Company reg. no	Registered office
Doro A/S – 934210719	Fredrikstad, Norway
Doro UK Ltd – 1180330	Chalfont St Peter, United Kingdom
Doro SAS – 309 662 195	Versailles, France
Doro Hong Kong Ltd – 08194263-000-12-98-6	Kowloon, Hong Kong
Doro Inc. – 4706937 810 0 090679976	New York, USA
Doro Incentive AB – 556843-4962	Malmö, Sweden
Doro Deutschland GmbH – HRB75859	Köln, Germany
IVS Industrievertretung Schweiger GmbH – HRB2040	Amberg, Germany

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

	The Group		Parent Company	
	2023	2022	2023	2022
<b>Other current receivables</b>				
VAT receivable	1.6	2.9	1.4	2.9
Currency futures	4.0	0.1	4.0	0.1
Other current receivables	4.7	11.6	3.6	12.5
<b>Total</b>	<b>10.3</b>	<b>14.6</b>	<b>9.0</b>	<b>15.5</b>

	The Group		Parent Company	
	2023	2022	2023	2022
<b>Prepaid expenses and accrued income</b>				
Rent	1.1	0.9	0.8	0.8
Insurance premiums	1.7	0.7	1.1	0.3
IT costs	1.4	1.0	1.3	0.8
Licence costs	0.1	0.8	0.0	0.7
Other prepaid expenses	1.6	1.0	1.2	0.4
<b>Total</b>	<b>5.9</b>	<b>4.4</b>	<b>4.4</b>	<b>3.0</b>

## 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 a dividend of SEK 2.00 per share for the 2023 financial year.

### Warrant program

Previous option program was terminated after the third interim report in 2021. No new option program was decided during the 2023 general assembly.

## Note 12 Accrued expenses

	The Group		Parent Company	
	2023	2022	2023	2022
Holiday pay liability	9.9	10.7	6.6	5.7
Payroll overheads	7.2	6.8	3.4	3.0
Other staff liabilities	0.1	0.4	0.0	0.0
Accrued Royalty	38.4	33.0	33.3	22.0
Contract liabilities	37.0	38.7	37.0	38.7
Other accrued expenses	58.0	56.6	33.2	33.1
<b>Total</b>	<b>150.6</b>	<b>146.2</b>	<b>113.5</b>	<b>102.5</b>

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 14 Contingent liabilities

The Group and the Parent company has no contingent liabilities.



## Note 15 Auditors

The 2023 Annual General Meeting elected PricewaterhouseCoopers AB (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 all large entities for the period of one year.

Fees and costs	The Group		Parent Company	
	2023	2022	2023	2022
<b>PwC</b>				
Auditing assignments	1.6	1.7	1.0	1.1
<i>whereof to PricewaterhouseCoopers AB</i>	1.0	1.7	1.0	1.1
Auditing outside the assignment	0.0	0.0	0.0	0.0
<i>whereof to PricewaterhouseCoopers AB</i>	0.0	0.0	0.0	0.0
Tax assignments	0.0	0.0	0.0	0.0
<i>whereof to PricewaterhouseCoopers AB</i>	0.0	0.0	0.0	0.0
Other advisory services by auditors	0.2	0.1	0.2	0.0
<i>whereof to PricewaterhouseCoopers AB</i>	0.2	0.1	0.2	0.0
<b>Other</b>				
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	0.5	0.7	0.0	0.3
<b>Total</b>	<b>2.3</b>	<b>2.5</b>	<b>1.2</b>	<b>1.4</b>

## Note 16 Taxes

Taxes on profit/loss for the year	The Group		Parent Company	
	2023	2022	2023	2022
Current tax	-25	-2.8	-11.1	-5.8
Deferred tax	-0.2	-0.8	2.7	-0.8
<b>Total tax on profit/loss for the year</b>	<b>-25.2</b>	<b>-3.6</b>	<b>-8.4</b>	<b>-6.6</b>

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

Taxes	The Group		Parent Company	
	2023	2022	2023	2022
<b>Total profit/loss before tax</b>	<b>57.6</b>	<b>44.5</b>	<b>46.1</b>	<b>12.2</b>
Tax at current rate 20.6% (20.6%)	11.9	-9.2	-9.5	-2.5
Non-deductible expenses	-2.7	-5.2	-0.4	-4.1
Non-taxable income	0.8	0.9	3.6	0.9
Change in valuation of temporary differences	-0.2	-0.8	0.5	-0.8
Tax cost/revenue concerning previous year	-9.5	12.2	-2.6	-0.1
Adjustment for tax rates in foreign Group company	-1.7	-1.5	0.0	0
<b>Reported tax</b>	<b>-25.2</b>	<b>-3.6</b>	<b>-8.4</b>	<b>-6.6</b>

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:

Deferred tax asset	The Group		Parent Company	
	2023	2022	2023	2022
Unutilised losses carry forward	5.5	5.4	0.0	0.0
Temporary differences, provisions	2.0	2.0	5.9	0.0
Temporary differences, other	6.3	6.8	0.3	3.9
<b>Total reported deferred tax asset</b>	<b>13.8</b>	<b>14.2</b>	<b>6.2</b>	<b>3.9</b>

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.

## NOTES

Losses carry forward fall due as follows:	2023	2022
Without limit	5.5	5.4
<b>Total</b>	<b>5.5</b>	<b>5.4</b>

	The Group	
	2023	2022
<b>Deferred tax leasing</b>		
Assets	13.8	15.3
Liabilities	-14.2	-15.8
<b>Deferred tax</b>		
Tax on assets	-2.7	-3.1
Tax on liabilities	2.8	3.2
<b>Net receivable by year end</b>	<b>0.1</b>	<b>0.1</b>

### Note 17 Goods for resale

The Group	2023	2022
<b>Opening gross stock</b>	<b>242.1</b>	<b>255.6</b>
Change in gross stock	-24.3	-17.6
Exchange rate difference	0.3	4.2
<b>Closing gross stock</b>	<b>218.1</b>	<b>242.1</b>
<b>Opening write-downs of stock</b>	<b>-33.7</b>	<b>-30.6</b>
Change in write-downs of stock	-8.5	-2.5
Exchange rate difference	0.1	-0.6
<b>Closing write-downs of stock*</b>	<b>-42.1</b>	<b>-33.7</b>
<b>Net stock in balance sheet</b>	<b>176.0</b>	<b>208.4</b>

\* Acquisition value for the inventory that write-downs of stock of SEK 42.1m (33.7) relates to is based on inventory book value of SEK 99.8m (108.5)

Parent company	2023	2022
<b>Opening gross stock</b>	<b>192.7</b>	<b>204.3</b>
Change in gross stock	-8.8	-11.6
<b>Closing gross stock</b>	<b>183.9</b>	<b>192.7</b>
<b>Opening write-downs of stock</b>	<b>-21.2</b>	<b>-25.5</b>
Change in write-downs of stock	-7.4	4.3
<b>Closing write-downs of stock*</b>	<b>-28.6</b>	<b>-21.2</b>
<b>Net stock in balance sheet</b>	<b>155.3</b>	<b>171.5</b>

\* Acquisition value for the inventory reserve of SEK 28.6m (21.2) is based on inventory book value of SEK 78.4m (86.9).

### Note 18 Provision for guarantees

	The Group		Parent Company	
	2023	2022	2023	2022
<b>Opening balance</b>	<b>29.7</b>	<b>34.1</b>	<b>26.0</b>	<b>30.3</b>
Amount released	-37.8	-38.6	-35.8	-37.4
New provisions	38.6	34.0	38.6	33.1
Exchange rate difference	0.1	0.2	0.0	0.0
<b>Closing balance</b>	<b>30.6</b>	<b>29.7</b>	<b>28.8</b>	<b>26.0</b>

### Note 19 Pension allocations

The Group	2023	2022
<b>Opening balance</b>	<b>2.8</b>	<b>3.3</b>
Redemption of pension debt	0.0	-0.9
New provisions	0.4	0
Exchange rate difference	0.0	0.4
<b>Closing balance</b>	<b>3.2</b>	<b>2.8</b>

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	
	2023	2022	2023	2022
<b>Opening balance</b>	<b>48.1</b>	<b>48.8</b>	<b>46.2</b>	<b>46.3</b>
Amount released	-5.8	-5.4	-3.9	-3.7
New provisions	0.7	4.5	0.7	3.6
Exchange rate difference	0.0	0.2	0.0	0.0
<b>Closing balance</b>	<b>43.0</b>	<b>48.1</b>	<b>43.0</b>	<b>46.2</b>

	The Group		Parent Company	
	2023	2022	2023	2022
Additional royalty costs	43.0	46.2	43.0	46.2
Other provisions	0	1.9	0.0	0
<b>Closing balance</b>	<b>43.0</b>	<b>48.1</b>	<b>43.0</b>	<b>46.2</b>

### 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 2023 there were no short-term investments carried out.

Accounts receivable amounted to SEK 146.7m (147.0). 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.

Age analysis of accounts receivable	The Group	
	2023	2022
Not yet due	124.9	122.4
Due for payment < 60 days	23.4	23.9
Due for payment > 60 days	4.1	6.7
<b>Total accounts receivable</b>	<b>152.4</b>	<b>153.0</b>
Expected bad debt losses	-5.7	-6.0
<b>Accounts receivable in the financial statements</b>	<b>146.7</b>	<b>147.0</b>

Impaired accounts receivable	The Group	
	2023	2022
<b>Opening balance</b>	<b>-6.0</b>	<b>-11.9</b>
Expected bad debt losses	0.0	-0.9
Confirmed bad debt losses	0.0	0.0
Translation differences	0.0	-0.5
Amount reversed	0.3	7.3
<b>Closing balance</b>	<b>-5.7</b>	<b>-6.0</b>

Accounts receivable – ageing	Not due	Due < 60 days	Due > 60 days	Total
SEK	13.2	8.1	0	21.3
EUR	65.1	9.1	3.6	77.8
GBP	22.2	6.2	0.1	28.5
NOK	5.7	0	0	5.7
USD	18.2	0	0.4	18.6
DKK	0.1	0	0	0.1
Other	0.4	0	0	0.4
<b>Total</b>	<b>124.9</b>	<b>23.4</b>	<b>4.1</b>	<b>152.4</b>

Accounts payable – ageing	Not due	Due < 60 days	Due > 60 days	Total
SEK	61.6	0	0	61.6
EUR	2.5	0	0	2.5
GBP	0.2	0	0	0.2
NOK	0.3	0	0	0.3
USD	31.1	0	0	31.1
DKK	0.3	0	0	0.3
Other	0.4	0	0	0.4
<b>Total</b>	<b>96.4</b>	<b>0</b>	<b>0</b>	<b>96.4</b>

### Other receivables

Other receivables are not yet due.

## NOTES

### LIQUIDITY RISK

At December 31, 2023, the Group had SEK 17.4m (93.6) in interest-bearing financial liabilities, including financial lease agreements, amounting to SEK 14.2m (15.8). Doro has a Revolving Facility Agreement, amounting to SEK 75m. Termination date is November 2024.

At December 31, 2023, Group liquidity amounted to SEK 194.3m (154.4).

The overall objective is to meet the short-term financing need from Group operations, while minimising 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 70 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 2023-12-31	After hedging 2023-12-31	Sensitivity at 5% weaker SEK	Before hedging 2022-12-31	After hedging 2022-12-31	Sensitivity at 5% weaker SEK
NOK	8.7	8.7	0.4	6.6	6.6	0.3
EUR	119.6	42.1	2.1	179.6	40.3	2.0
GBP	42.8	19.1	1.0	42.9	9.6	0.5
USD	-187.2	-84.1	-4.2	-200.1	-4.4	-0.2

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, 2024. The net market value for all outstanding currency futures amounts to SEK -2.0. 0m at December 31, 2023, whereof SEK -2.0. 0m 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 121m (127). The breakdown by currency is shown in the table below.

Value of foreign assets	2023	2022
USD	18	19
NOK	1	4
EUR	55	53
GBP	44	46
HKD	2	5
<b>Total</b>	<b>121</b>	<b>127</b>

### 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 2023 amounts to 5.1 percent. If the interest rate would increase by 1 p.p. Doro's financial net would not be affected because the debt was amortised in December 2023, and the debt on 2023-12-31 is 0 MSEK. A smaller fixed fee is paid for the SEK 75 million credit line.

## NOTES

### Term analysis for derivatives and financial liabilities as per December 31, 2023

Group SEKm	Currency	0-3 months	3 months -1 year	1-3 years	3 years or more	Total contractual cash flows	Carrying amount
Bank loan	SEK	0.1	0.2	0.0	0.0	0.3	0.0
Futures inflow	Mixed	-60.8	-44.4	0.0	0.0	-105.2	4.0
Futures outflow	Mixed	77.2	31.3	0.0	0.0	108.5	-6.0
Leasing liability	Mixed	0.0	6.7	7.5	0.0	14.2	14.2
Accounts payable	Mixed	96.4	0.0	0.0	0.0	96.4	96.4
<b>Total</b>		<b>112.9</b>	<b>-6.2</b>	<b>7.5</b>	<b>0.0</b>	<b>114.2</b>	<b>108.6</b>

### Financial instruments – fair value

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 loan	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
<b>Assets</b>	<b>35.7</b>	<b>1.6</b>	<b>152.0</b>	<b>189.3</b>	<b>189.3</b>

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
<b>Liabilities</b>	<b>3.0</b>	<b>3.0</b>	<b>216.8</b>	<b>222.8</b>	<b>222.8</b>

Group 2022	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	147.0	147.0	147.0
Hybrid loan	38.0	0.0	0.0	38.0	38.0
Other receivable	0.0	0.0	19.7	19.7	19.7
Derivatives (hedge accounting)	0.0	0.1	0.0	0.1	0.1
Derivatives (non-hedge accounting)	0.0	0.0	0.0	0.0	0.0
<b>Assets</b>	<b>38.0</b>	<b>0.1</b>	<b>166.7</b>	<b>204.8</b>	<b>204.8</b>

Derivatives (hedge accounting)	0.0	3.8	0.0	3.8	3.8
Liabilities to credit institutions	0.0	0.0	75.0	75.0	75.0
Accounts payable	0.0	0.0	86.6	86.6	86.6
Derivatives (non-hedge accounting)	10.3	0.0	0.0	10.3	10.3
Other liabilities	0.0	0.0	111.9	111.9	111.9
<b>Liabilities</b>	<b>10.3</b>	<b>3.8</b>	<b>273.5</b>	<b>287.6</b>	<b>287.6</b>

## NOTES

### Financial instruments – 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 loan	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
<b>Assets</b>	<b>35.7</b>	<b>1.6</b>	<b>319.7</b>	<b>357.0</b>	<b>357.6</b>
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
<b>Liabilities</b>	<b>3.0</b>	<b>3.0</b>	<b>454.4</b>	<b>460.4</b>	<b>460.4</b>

Parent company 2022	Fair value through profit and loss	Derivatives included in comprehensive income	Amortised cost	Carrying amount	Fair value
Accounts receivable	0.0	0.0	115.8	115.8	115.8
Receivables from Group companies	0.0	0.0	217.1	217.1	217.1
Hybrid loan	38.0	0.0	0.0	38.0	38.0
Other receivable	0.0	0.0	19.3	19.3	19.3
Derivatives (hedge accounting)	0.0	0.1	0.0	0.1	0.1
Derivatives (non-hedge accounting)	0.0	0.0	0.0	0.0	0.0
<b>Assets</b>	<b>38.0</b>	<b>0.1</b>	<b>352.2</b>	<b>390.3</b>	<b>390.3</b>
Derivatives (hedge accounting)	0.0	3.8	0.0	3.8	3.8
Derivatives (non-hedge accounting)	10.3	0.0	0.0	10.3	10.3
Liabilities to credit institutions	0.0	0.0	75.0	75.0	75.0
Accounts payable	0.0	0.0	75.7	75.7	75.7
Liabilities to Group companies	0.0	0.0	259.0	259.0	259.0
Other liabilities	0.0	0.0	94.3	94.3	94.3
<b>Liabilities</b>	<b>10.3</b>	<b>3.8</b>	<b>504.0</b>	<b>518.1</b>	<b>518.1</b>

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 data 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.

## NOTES

### Note 22 Liabilities to credit institutes

	The Group		Parent Company	
	2023	2022	2023	2022
<b>Long-term</b>				
Bank loans	0.0	75.0	0.0	75.0
Financial leasing liability	7.5	8.5	0.0	0.0
<b>Total</b>	<b>7.5</b>	<b>83.5</b>	<b>0.0</b>	<b>75.0</b>
<b>Short-term</b>				
Financial leasing liability	6.7	7.3	0.0	0.0
<b>Total</b>	<b>6.7</b>	<b>7.3</b>	<b>0.0</b>	<b>0.0</b>
<b>Total liabilities to credit institutes</b>	<b>14.2</b>	<b>90.8</b>	<b>0.0</b>	<b>75.0</b>

The bank loan has an interest rate of 1.25 percent as of 31 December 2023 ("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. As of 31/12/2023, the company has no debt regarding bank loans.

The parent Company's liabilities to credit institutions are in Swedish kronor.

Maturity dates of long-term liabilities	The Group		Parent Company	
	2023	2022	2023	2022
1–2 years	0.0	75.0	0.0	0.0
2–5 years	0.0	0.0	0.0	0.0
More than 2 years	0.0	0.0	0.0	0.0
<b>Total</b>	<b>0.0</b>	<b>75.0</b>	<b>0.0</b>	<b>0.0</b>

### Note 25 Net debt changes

	Other assets	Liabilities related to financing activities				Total
	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	
<b>Net Debt December 31, 2022</b>	<b>-154.4</b>	<b>7.3</b>	<b>8.5</b>	<b>0.0</b>	<b>150.0</b>	<b>11.4</b>
Cash flow	-39.2	-2.9	-4.5	0.0	-75.0	-121.6
Exchange rate differences	-0.7	0.0	0.0	0.0	0.0	-0.7
New Right-to-use assets	0.0	2.3	3.5	0.0	0.0	5.8
<b>Net Debt December 31, 2023</b>	<b>-194.3</b>	<b>6.7</b>	<b>7.5</b>	<b>0.0</b>	<b>0.0</b>	<b>-180.1</b>

### Note 23 Related Party Transactions

No related party transactions during the year, apart from salaries and remunerations in Note 5.

### Note 24 Significant events after year-end

On 2023/03/13 it was announced that Julian Read was appointed CEO of Doro from 15 June 2024.

**Note 26** Operating Expenses per cost type

<b>THE GROUP, SEK m</b>	<b>2023</b>	<b>2022</b>
Merchandise	-583.6	-591.9
Other external costs	-148.8	-118.9
Personnel costs	-128.7	-103.9
Depreciation and impairments of tangible fixed assets	-8.5	-8.0
Depreciation and impairments of intangible assets	-43.2	-37.0
Other operating expenses	0.1	-0.8
<b>Total costs</b>	<b>-912.7</b>	<b>-860.5</b>

<b>PARENT COMPANY, SEK m</b>	<b>2023</b>	<b>2022</b>
Merchandise	-548.3	-543.5
Other external costs	-202.7	-161.8
Personnel costs	-69.4	-51.5
Depreciation and impairments of tangible fixed assets	-0.6	-0.1
Depreciation and impairments of intangible assets	-43.2	-37.0
Other operating expenses	0.0	-1.0
<b>Total costs</b>	<b>-864.2</b>	<b>-794.9</b>

**Note 27** Other financial non-current assets

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 down-writing of SEK 7.7m has been reported in 2023.



# Notes on Sustainability

## Note 1 Double materiality analyses

### VALUE CHAIN IMPACT, RISKS AND OPPORTUNITIES

- Potential or actual negative impact
- Potential or actual positive impact
- Risk
- Opportunity

	Upstream			Own operation			Downstream				
	Sourcing	Production	Inbound transport	Product management and development	Sales and marketing	Customer service	Warehouse	Outbound transport	Distribution	Use	After life
<b>Significant stakeholders</b>	Workers in the value chain			Own employees Potential employees Consultants			Workers in the value chain			Users Relatives	Workers in the value chain
		Suppliers	Forwarders	Landlords			Suppliers	Forwarders	Mobile network operators Distributors		Recyclers
	Local community										
<b>Material topics</b>											
Doro, a fair business		<span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>			<span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>				<span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>		
Geopolitical risks		<span style="color: #ff9800;">●</span>									
Health & safety		<span style="color: #e91e63;">●</span>			<span style="color: #e91e63;">●</span> <span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>				<span style="color: #e91e63;">●</span> <span style="color: #4caf50;">●</span> <span style="color: #ff9800;">●</span> <span style="color: #2196f3;">●</span>		
Diversity & inclusion		<span style="color: #4caf50;">●</span>			<span style="color: #4caf50;">●</span>				<span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>		
Well-being		<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>			<span style="color: #e91e63;">●</span> <span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>				<span style="color: #4caf50;">●</span> <span style="color: #2196f3;">●</span>		
Child labour		<span style="color: #ff9800;">●</span>									
CO <sub>2</sub> emissions		<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>			<span style="color: #e91e63;">●</span>				<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>		
Energy usage		<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>			<span style="color: #e91e63;">●</span>				<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>		
Heating (district heating, own heater)					<span style="color: #e91e63;">●</span>						
Land use – production facilities, mining and other biodiversity impacts		<span style="color: #e91e63;">●</span>									
Eco-design regulation					<span style="color: #2196f3;">●</span> <span style="color: #ff9800;">●</span>						
Circular economy									<span style="color: #4caf50;">●</span> <span style="color: #ff9800;">●</span> <span style="color: #2196f3;">●</span>		
Resource inflow and use		<span style="color: #e91e63;">●</span>							<span style="color: #e91e63;">●</span> <span style="color: #4caf50;">●</span> <span style="color: #ff9800;">●</span>		
Hazardous waste									<span style="color: #e91e63;">●</span>		
Waste		<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>			<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>				<span style="color: #e91e63;">●</span> <span style="color: #ff9800;">●</span>		
Use of consumables at office					<span style="color: #e91e63;">●</span>						

## NOTES ON SUSTAINABILITY

The table is a summary of the initial results of 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 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.

The sustainability work in Doro is an integral part of our business as the leading technology brand for seniors and is clearly linked to our vision, mission and values: it's part of our DNA. Increased inclusion of seniors through the products and services is how Doro creates value for our stakeholders, especially the users in this way Doro can make a difference that would not be possible if the company had been in another business or targeted a different consumer segment.

## Note 2 Environmental Data

### Environmental Governance

Environmental certification according to ISO 14001 exists for our central operations.

### 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. Products are to the extent possible developed to facilitate repair end upgrades but also reuse and recycling.

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

Product quality is assured through internal and external testing, systematic quality controls, follow-up and close cooperation with our selected suppliers.

### Climate footprint

#### GREENHOUSE GASES

Emissions, tonnes CO <sub>2</sub> e (carbon dioxide equivalent)	2023	2022	2021	2020
Direct greenhouse gas emissions, Scope 1	58	85	75	78
Indirect greenhouse gas emissions, Scope 2	11	29	45	45
Indirect greenhouse gas emissions, Scope 3, from inbound transport of goods	1,071 (WTW)	1,717 (WTW) =1,410 (TTW)	1,904 (TTW)	2,840 (TTW)

#### GREENHOUSE GASES, CALCULATION METHODS AND COMMENT

Emissions	How we calculated and what we included
General	All calculations refer to the climate impact of using the fuel. Impacts from the production and distribution of the fuel are not included. Calculations and reporting are based on the GHG protocol, Operational control approach. Emission factors, unless defined differently below, are collected from suppliers or GHG protocol emission factors.
Direct greenhouse gas emissions, Scope 1	Own and leased cars, as well as combustion for heating, constitute Doro's scope 1 emissions. Emissions from the heating of the site in Germany have in 2023 been reduced by approximately 12.5 tonnes thanks to a reduction of space to heat. The driven kilometres in company-leased cars have increased, but at the same time the fuel consumption has been reduced which results in a calculated reduction of close to 14 tonnes of CO <sub>2</sub> e.
Indirect greenhouse gas emissions, Scope 2	Energy consumption for Doro's premises constitutes our Scope 2 emissions. Where Doro does not have its own electricity and heating contracts for offices, the calculation is based on the total figure for the building and what proportion of the building Doro's offices make up. During 2023 one additional office has changed to a Green electricity agreement. In total four offices have green electricity agreements end of the year. Environmental choice has been made for district heating in one office. Both these changes have contributed to the reduction of emissions. Emission factors from suppliers have been used where these are available. Where emissions per kWh are not available from electricity providers or corresponding sources "European Residual mixes 2022" from AIB have been used.
Indirect greenhouse gas emissions, Scope 3, from inbound transport of goods	All freight is transported by external forwarders, and 85% of emissions from transports are calculated by the forwarders. All forwarders report WTW (Well To Wheel). For 15% of the transports we have not received data from the forwarders so these are calculated based on GHG protocol emission factors and emission factors from the same forwarder from 2022. Only transport from Asia to the warehouse is included. Split of emissions per mode of transport in the separate table below. Emissions caused by transport have declined mainly through a higher percentage of the goods are transported via sea freight instead of air. Combined transport modes such as sea and truck or sea and air are increasing to reduce lead time and due to the unrest in the Red Sea.
Other Scope 3 emissions	Scope 3 emissions other than those mentioned above are not reported due to lack of data. Examples include air and rail passenger transport, staff commuting, emissions from the manufacture of products and energy use of products by our customers. Business travel, commuting and impact of own products are estimated to enable evaluation of aspects in the environmental management system.

## NOTES ON SUSTAINABILITY

### Emission figures per mode of transport

SCOPE 3, TRANSPORT OF GOODS	
Mode of transport	Tonne CO <sub>2</sub> e, WTW
Air	882
Sea	110
Truck	79
<b>Total</b>	<b>1,071</b>

WTW=Well to wheel.

### Energy consumption and other environmental metrics

ENERGY CONSUMPTION								
	Group 2023	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2022
Passenger transport, company-owned vehicles (Scope 1), MWh	161	7,03	0	0	68.86	85.01	0	242
Electricity consumption, MWh (total, including electricity for heating)	221	61	12	14	12.8	109.5	12.2	246
District heating, MWh*	114	96	18	0	0	0	0	126
Cooling with district cooling, MWh	3	0	3	0	0	0	0	3
Consumption of steam	0	0	0	0	0	0	0	0
Heating with own combustion, MWh	64.4	0	0	0	0	0	0	120

\* 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.

ENVIRONMENTAL FACTS								
	Group 2023	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2022
Office space, square meters	3,816	963	110	107	274	2,200	162	4,516
Water consumption, cubic meters*	*	599	No information	No information	No information	90	No information	No information
Waste excluding electronics and batteries, kilograms	2,663	180	No information	30	No information	2,453	No information	
Electronics and waste, kilograms	4,187	696	0	16	No information	3,475	15	7,915
Other hazardous waste		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**

Transports, travel and commuting	See calculations and comments regarding the climate footprint above.
Energy consumption	<p>District heating is calculated as a share of the total consumption of the building as there are no separate meters available. In some offices, this applies also to electricity consumption. No energy has been sold.</p> <p>Energy consumption has been reduced in Germany, France and Hong Kong in total by slightly more than 32 MWh.</p>
Water consumption	<p>Water consumption in Sweden is calculated as the share of the total consumption of the building as there are no separate meters available. In offices where information is missing water is included in the rent of the office and is not measured separately.</p> <p>We do not know how much water our suppliers use, nor can we influence this but no process water is required in the final assembly of our products.</p>
Waste	<p>The reported waste above is from Doro sites and does not include production at our suppliers or after-market. No hazardous waste is generated at our sites except electronic waste and batteries which are reported separately. Sites where no waste is reported either have waste handling included in office rent or the amount is not reported by the waste handling suppliers.</p> <p>The amount of electronic waste and batteries has declined in 2023 compared to 2022 and is back on the same level as 2021.</p>

**NOT REPORTED ENVIRONMENTAL FACTS**

Biodiversity	We do not have any own land and our products have no specific influence on flora and fauna.
Usage of chemicals	In our operations chemicals are used for general cleaning, but this is in low quantity and chemicals with low risk of harm. Chemicals are managed within the occupational health and safety management system.
Air quality	<p>Our operations do not result in emissions to air, Production and transport have an impact, which is part of supplier operations where Doro has limited insight and control.</p> <p>Requirement related to emissions into the air is covered in the CSR policy for suppliers.</p>
Noise	Our operations does not cause noise.

### Note 3 Staff data

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. A policy for a hybrid workplace, i.e. mix between office and home office, was drawn up following 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 the second half of 2022 and a new training is planned for the beginning of 2024.

eNPS, (Employee Net Promotor Score) measures the loyalty and engagement of the employees. eNPS has clearly improved from 2022. Further description regarding the workaround employee satisfaction is found on page 28.

STAFF FACTS								
	Group 2023	Sweden	United Kingdom	Norway	France	Germany	Hong Kong	Group 2022
Number of employees, head count, at the end of the year, (full-time + part-time)	118	61	8	3	12	23	11	114
Share of women in total number of employees at the end of the year, %	35	36	25	0	58	30	27	37
Percentage of women in management positions at the end of the year, %	38	38	50	0	50	40	0	46
Percentage of staff who have had an appraisal interview, %	85							75
Part-time work (proportion working part-time), end of year, %	8	2	13	0	8	26	0	6
Staff turnover % permanent employees leaving Doro in 2023	10							10
Average age, employees at the end of the year	47	46	50	49	49	44	47	45
Collective agreement		Yes	No	No	No	No	No	
eNPS (Employee Net Promotor Scope)	13							2

## Note 4 Working environment

Business Ethics Policy includes high-level work environment policies and Doro has furthermore defined more detailed policy descriptions within certain areas as general guidelines as well as a checklist for work environment, travel safety, alcohol and drugs as well as against bullying. Risk assessments are made regularly depending on size and operations. There are also check-lists to facilitate employees to ensure good ergonomics of the workstation in the office, while traveling or at home. Based on these documents each site manager is responsible for steering, risk assessment and follow-up of the work environment, including compliance with legal requirements. At the group level, an annual follow-up of all business locations is carried out to verify that everyone has an active health and safety management system in place and that the relevant requirements are checked. All employees are included in the health and safety work.

In the last three years, no work-related occupational injuries have occurred. During 2023 four non-work-related incidents and accidents occurred in Sweden: One occurrence due to a non-work related medical condition and two employees and one consultant encountered bicycle accidents on the way to or from work. In one case the bicycle accident led to 40 lost work hours. Doro cannot influence the root causes of these incidents and accidents but has in each case made a review to investigate if any advice can be given to the employees to avoid future accidents.

### OCCUPATIONAL HEALTH AND SAFETY FACTS

	Group 2023	Sweden	United Kingdom	Norway	France	Germany	Hong Kong
Health and safety procedures are documented in the local language		Yes	Yes	No	Yes	Yes	No
Safety reviews done		2	0	1	0	1	0
Fire inspection and/or fire drill has been executed		Yes	No	Yes	Yes	Yes	Yes
Number of reported work-related injuries	0	0	0	0	0	0	0
Number of non-work-related injuries and incidents in connection to the workplace	4	4	0	0	0	0	0
Sick leave due to occupational injuries, hours	0	0	0	0	0	0	0
Number of reported cases of discrimination	0	0	0	0	0	0	0
Work environment risk assessment has been updated in 2023		Yes	No	Yes	Yes	Yes	No

## 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 the second half of 2022 and a new training is planned for the beginning of 2024.

CSR audits have been conducted of 10 suppliers through a third party. This corresponds to 84% of purchased goods to Doro AB. Identified non-conformances mainly concerning work health and safety. No non-conformances 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 35–36. 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 2023.

### Whistleblowing

Doro has in 2023 changed the system and process for protecting whistleblowers and their anonymity in a better way. All employees have been informed of this change. 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.

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

## Note 6 Sustainability Objectives

### SUSTAINABILITY OBJECTIVES 2024

Objective	Result	Comment
Greenhouse gas emissions, Scope 1 and 2 (tonnes)	Scope 1: 80 Scope 2: 25	Scope 1: 58 Scope 2: 11 See sustainability note 2 and page 27.
Share of transport by sea, truck and train (%)	65	72 Transport by air was only 13% and sea rate 56%. Transports with a combination of transportation modes were 31%, out of which 52% were combinations of sea-truck or sea-rail.
Employee satisfaction (eNPS)	10	13 Increase from 2 end of 2022.
Work-related occupational accidents	0	0 See sustainability note 4.
Corruption cases	0	0

### SUSTAINABILITY OBJECTIVES 2024

Objective	Result
Greenhouse gas emissions, Scope 1 and 2 (tonnes)	Scope 1: 50 Scope 2: 8
Share of transport by sea, truck and train (%)	Sea: 50%
Employee satisfaction (eNPS)	20
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
<p>A. Board monitoring of climate-related risks and opportunities</p> <p>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 39.</p>	<p>A. Climate-related risks and opportunities the organisation has identified.</p> <p>Risks are presented together with other risks. See pages 35–36. 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.</p>	<p>A. The organisation's processes for identifying climate-related risks.</p> <p>See pages 35–36 Risk management 2023. 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. information from stakeholders, updates from authorities and science, EU Green deal and Fit for 55, scientific reports and scenarios as IPCC.</p>	<p>A. The organisation's indicators for assessing climate-related risks and opportunities.</p> <p>See pages 35–36 Risk management 2023. 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.</p>
<p>B. Management's role in assessing and managing climate-related risks and opportunities.</p> <p>The company's overall risks are assessed by Group Management, following the development of evidence by various groups. Group Management is responsible for prioritising actions and allocating resources to risk management. See further in Corporate governance page 39. The Group Environmental Steering Committee manages risks, targets, etc.</p>	<p>B. Impact of risks and opportunities on the organisation's operations, strategy and financial planning.</p> <p>See pages 35–36. Risk management 2023. 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.</p>	<p>B. The organisation's processes for managing climate-related risks.</p> <p>Risks related to climate change are managed through the Business Continuity plan and close cooperation with suppliers.</p>	<p>B. Emissions of Scope 1, 2 and 3 under the Greenhouse Gas Protocol.</p> <p>Scope 1, 2 and 3 emissions are reported in the Sustainability note Environmental data/Greenhouse gases.</p>
	<p>C. Readiness of the organisation's strategy with respect to different climate-related scenarios.</p> <p>See Risk assessment 2023. No risk assessment based on IPCC climate scenarios has 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.</p>	<p>C. Integration of the above processes into the organisation's overall risk management.</p> <p>All risks are managed in accordance with same principles and criteria, see Risk management 2023.</p>	<p>C. Targets for addressing climate-related risks and opportunities.</p> <p>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 our products through repairability and availability of spare parts</p>



## 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 28 March, 2024

Henri Österlund  
Chair of the Board

Juha Mört  
Board Member

Victor Saeijs  
Board Member

Noora Jayasekara  
Board Member

Fredrik Löthgren  
Employee  
Representative

Jörgen Nilsson  
Managing Director

Our Audit Report was submitted on 2 April, 2024  
PricewaterhouseCoopers AB

Vicky Johansson  
Authorised auditor  
Principle auditor

Fredrik Aprili  
Authorised auditor

# Auditor's report

Unofficial translation

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) for the year 2023 except for the corporate governance statement on pages 37–42. The annual accounts and consolidated accounts of the company are included on pages 32–42, 46–72 and 81 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 parent company and the group as of 31 December 2023 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 2023 and their financial performance and cash flow for the year then ended in accordance with International Financial Reporting Standards (IFRS), as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement on pages 37–42. 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) 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) 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

#### Audit scope

We designed our audit by determining materiality and assessing the risks of material misstatement in the consolidated financial statements. In particular, we considered where management 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 management 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 judgment, 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 addressed the key audit matter
<p><b>Valuation of Goodwill</b></p> <p><b>Reference to Note 1 and Note 7 in the Annual Report</b></p> <p>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.</p> <p>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.</p> <p>It also appears that no need for impairment has been identified based on the assumptions made.</p>	<p>In our audit, we have assessed the calculation model used by the company.</p> <p>We have reconciled and critically examined important assumptions against the Company's budget and strategic plan. 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.</p> <p>We have tested the sensitivity of the most important assumptions to assess the risk that a need for impairment would arise.</p> <p>We have also assessed the accuracy of the information that appears in the Annual Report.</p>

**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 1–29, 43–45, 73–88 and 86–89. 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 as adopted by the EU. 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's and the 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 intend to liquidate the company, to cease operations, or has no realistic alternative but to do so.

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: [www.revisorsinspektionen.se/revisornsansvar](http://www.revisorsinspektionen.se/revisornsansvar). 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 the year 2023 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 Director be discharged from liability for the financial year.

#### Basis for Opinions

We 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's and the group's type of operations, size and risks place on the size of the parent company's and the group' equity, consolidation requirements, liquidity and position in general.

The Board of Directors is responsible for the company's organization and the administration of the company's affairs. This includes among other things continuous assessment of the company's and the 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: [www.revisorsinspektionen.se/revisornsansvar](http://www.revisorsinspektionen.se/revisornsansvar). 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 financial year 2023.

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 Auditors' 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 electron-

ic reporting of the annual accounts and consolidated 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 the corporate governance statement on pages 37–42 and that it 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 auditor of Doro AB (publ) by the general meeting of the shareholders on 28 April 2023 and has been the company's auditor since 27 April 2017.

Malmö on 2 April 2024

PricewaterhouseCoopers AB

Vicky Johansson  
Authorized Public Accountant  
Auditor in charge

Fredrik Aprili  
Authorized Public Accountant

# Five-year summary

SEKm	2023	2022	2021*	2020*	2019*
<b>Income statement</b>					
Income statement	973.6	909.5	1039.6	1165.2	1586.3
Operating profit/loss before depreciation and write-downs, EBITDA	120.4	100.4	184.2	127.0	143.4
Operating profit/loss after depreciation and write-downs, EBIT	68.7	55.4	118.7	57.3	89.5
Net financial items	-11.1	-10.9	-4.3	-15.0	-3.7
Profit/loss before tax	57.6	44.5	114.4	42.3	85.8
<b>Balance sheet</b>					
Fixed assets	330.8	355.7	362.9	431.6	445.5
Current assets	344.0	393.7	448.9	401.6	540.1
Cash and bank balances	194.3	154.4	179.1	138.4	144.6
Shareholders' equity	508.9	475.0	422.9	418.0	398.2
Long-term liabilities	53.7	134.4	213.6	138.7	275.4
Current liabilities	306.5	294.4	354.4	415	456.7
Balance sheet total	869.1	903.8	990.9	971.7	1,130.3
<b>KEY FIGURES (Definitions on page 88)</b>					
<b>Return ratios</b>					
Average return on capital employed, %	17	13.1	13.2	18.5	12.8
Average return on shareholders' equity, %	6.9	9.1	13.5	7.4	11.1
Cash Conversion Rate	215.0	131.9	19.9	349.2	198.9
<b>Margins</b>					
Operating margin, EBITDA, %	12.4	11.0	17.7	10.9	9.0
Operating margin, EBIT, %	7.1	6.1	11.4	4.9	5.6
Net margin, %	5.9	4.9	11.0	3.6	5.4
<b>Capital turnover</b>					
Capital turnover rate (multiple)	1.1	1.0	0.8	1.1	1.2
<b>Financial data</b>					
Equity/assets ratio, %	58.6	52.6	42.7	43.0	35.2
Cash flow from current activities	147.7	73.1	23.6	200.1	178.0
Number of employees**	118	110	116	1081	988
Liquid assets (incl. unused credit)	194.3	154.4	179.1	138.4	144.6
Investments (incl. acquisitions)	26.1	38.0	27.6	25.2	77.9

\* 2019, 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 July 3, 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

Non-IFRS performance measure	Description	Reason for use of the measure
Restructuring costs	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.
Gross Margin %	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.
Sales growth comparable entities %	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/assets ratio	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.
Return on average shareholders' equity	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.
Capital employed	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.

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	2023	2022
<b>Capital employed</b>		
Total assets	869.1	903.8
Non interest-bearing liabilities	342.8	335.2
Cash and bank	194.3	154.4
<b>Reported Capital employed</b>	<b>332.0</b>	<b>414.2</b>
<b>Leverage ratio</b>		
Interest-bearing liabilities	17.4	93.6
Equity	508.9	475.00
<b>Reported leverage ratio</b>	<b>0.03</b>	<b>0.20</b>
<b>Capital turnover rate</b>		
Net sales	973.6	909.5
Average total assets	886.5	947.4
<b>Reported capital turnover ratio</b>	<b>1.1</b>	<b>1.0</b>

# 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 2024**

The Annual General Meeting will be held on April 26, 2024, 10:00 at Elite hotell Savoy Malmö. Norra Vallgatan 62, 211 22 Malmö.

**Doro AB**

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