

# A world where everyone can communicate



# This is why we exist

At Dynavox Group, we believe that everyone has the right to a voice and to live life to the fullest. However, tens of millions of people around the world today cannot communicate effectively without assistive communication, and only a small proportion currently have access to the help they require.

This critical inequality is why we are relentlessly developing assistive communication solutions to empower people with disabilities to do what they once did, or never thought possible. We call this the Power to be You. By scaling our efforts, we will help those who need assistive communication today and in the future.

Communication is a basic human right. Becoming more independent with the help of assistive communication, and being able to experience life to the fullest, enriches the lives of the people using our solutions and the lives of their families, their care circle, and their communities.

Our vision is a world where everyone can communicate. Read on to see how we contribute.



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The formal Annual Report is found on pages 33-106 and 109-148. The Directors' Report covers pages 35-106, 109-112. The Director's Report includes the Sustainability Report on pages 50-106 and the Corporate Governance Report on pages 39-49.

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## Chapter One

# Introduction

Our mission is to empower people with disabilities to do what they once did, or never thought possible. In 2025, we had our most successful year yet. By scaling our efforts, we will help those who need assistive communication today and in the future.

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#### **Tobii Dynavox – Our world-leading brand**

Dynavox Group drives the growth of the assistive communication market and its commercial entities and subsidiaries, primarily through Tobii Dynavox, our world-leading brand in assistive communication solutions. Our solutions help people with disabilities to communicate and empower them to live their lives to the fullest.



#### **28% more solutions supplied in 2025**

Our purpose is to drive the assistive communication category forward while addressing an underserved market. We educate and train prescribers on our custom designed solutions tailored to their clients' unique challenges and adaptable to their communications journey.



#### **1,063 employees worldwide**

Every day, our team comes to work ready to change the lives of people with communication disabilities. We employ a range of talent spanning speech therapists, hardware engineers, software developers, funding coaches, sales and support specialists, and administrators. We are committed to fostering a workplace where everyone is treated with fairness, respect, and dignity.



#### **More than 65 markets served**

As the world's largest provider of comprehensive communication solutions, we serve more than 65 markets. Approximately 90% of our total revenues come from eleven markets where we have a direct presence.

# Three decades of empowering people with communication disabilities

#### **At Dynavox Group, our vision is a world where everyone can communicate.**

As a socially sustainable company, we contribute to our vision by providing comprehensive communication solutions that empower people with communication disabilities with the Power to be You. Our end-to-end offering helps prescribers evaluate needs, recommend and set up a solution, navigate financial coverage and support their clients on their communications journey. By doing so, we enable users of assistive communication to actively participate in and contribute to society.

Our work at Dynavox Group does not only benefit prescribers and users of assistive communication. We also empower care circles and offer our employees a unique opportunity to work for a truly sustainable company.

#### **Our history**

Our story begins with two industry pioneers in assistive technology for communication: Sweden-based Tobii Technology, who created the first eye tracker in 2001 and discovered eye-gaze control for accessibility in 2003, and US-based DynaVox Systems, who sold the nation's first touch controlled communication aid in 1991 and successfully lobbied for Medicare coverage of communication aids in 2000. In 2021, Tobii Dynavox went public on Nasdaq Stockholm and in 2024, we changed the company's listed entity to Dynavox Group.

Since then, Dynavox Group has relentlessly pursued the development of assistive communi-

cation solutions that give a voice to people with communication disabilities.

Our history also includes countless interactions with the people who prescribe, use and pay for our solutions, as well as their families and the people who support them. We remain committed to evolving our offering and increasing its accessibility to ensure that as many people as possible have a voice.

Tens of millions of people around the world have communication disabilities and could benefit from assistive communication, but only a small percentage of them get the help they need. This underpenetrated market presents a long-term opportunity, and we help realize this potential through organic growth and acquisitions. Since going public in 2021, we have completed five acquisitions to increase our direct presence in key markets.

#### **Looking forward**

As we work to scale our business and empower more people with communication disabilities to do what they once did or never thought possible, we are committed to doing so responsibly, ensuring long-term social, environmental, and economic sustainability. We are committed to addressing global challenges by working collaboratively with others to create meaningful solutions. In line with the UN 2030 Agenda for Sustainable Development, we contribute to building a more equitable and sustainable future. Dynavox Group's products and services directly support the achievement of our primary Sustainable Development Goals (SDGs).

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# “Another year of consistent growth while investing in a scalable organization”

**By continuing to grow and scale our business in 2025, we empowered tens of thousands more people around the world to do what they once did or never thought possible. I am extremely proud of what our team accomplished this year, while simultaneously working to build a more efficient, scalable, and resilient organization that takes us closer to achieving our vision of a world where everyone can communicate.**

Revenue again grew strongly, increasing by 34% year-on-year in local currency, backed by continued strong demand for or touch-controlled aids for younger users with autism and increased orders for eye-gaze controlled solutions. Organic growth accounted for 32% of total sales in local currency.

Our operating margin of 10.3% was impacted by currency headwinds and one-off investment costs while our operating profit grew to SEK 254 million, an increase of 11%. Against this backdrop, the Board is proud to propose the company's first dividend, marking an important milestone on our company's journey.

#### **An underserved market**

Too many people in the world lack the ability to communicate due to being born with a communication disability or acquiring a disability later in life. Globally it is estimated that more than 50 million people require assistive communication, and that only 2% of the more than 2 million people diagnosed each year with a communication disability get access to the support they need to communicate.

#### **Investing in prescriber awareness**

Only a small percentage of the healthcare professionals who work with people with communication disabilities currently prescribe communication aids. There is no short cut to increasing levels of awareness and we continue to invest in growing the number of prescribers with the knowledge, skills, and competencies to prescribe assistive communication solutions and support their clients.

In 2025, we continued to increase the number of solutions consultants that actively engage with prescribers and find new and innovative ways to reach them. This drives growth in the number of prescribers of assistive communication and in the number of prescriptions they write.

#### **Expansion of direct presence**

We know that having a direct market presence drives our growth and scales our business. More than 70% of our revenues for Europe and the rest of the world now come from markets where we have a direct presence. In 2025 we completed the acquisitions of former resellers RehaMedia in Germany and Cenomy in France and, at the end of the year, we announced an agreement to acquire our Italian reseller, SR Labs Healthcare.

Bringing these successful businesses into Dynavox Group strengthens our understanding of each market and supports continued scaling by allowing resources to be allocated to increasing awareness and the number of assistive communication solutions that are prescribed. We can see immediate benefits of a direct presence



Fredrik Ruben, CEO of Dynavox Group.

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## The year in brief



Strengthened financing through a SEK 200 million credit facility extension in March and a SEK 1.2 billion social loan refinancing in September to support continued profitable growth, strategic acquisitions, and long-term social impact.



In April, entered into an agreement to acquire reselling partner Cenomy in France. The acquisition was completed in June, marking the establishment of a direct market presence in France.



In May, a new country study was released in the series of independent health economic studies commissioned by Dynavox Group "Exploring the Benefits of Assistive Communication". The results, focusing on Germany, continue to show meaningful return on investment in high-tech communication aids.



In June, extended the existing supply contract with Tobii AB for an additional five years. Tobii is the sole supplier of eye tracking components used in some of Dynavox Group's market leading communication aids.

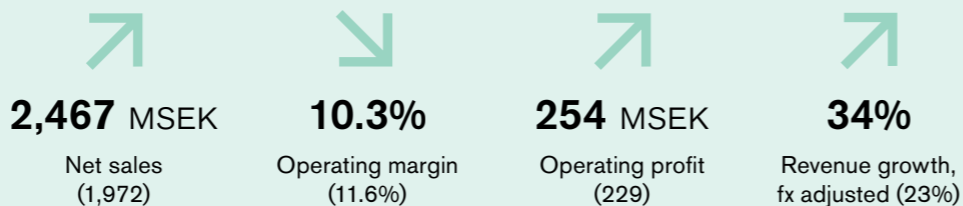


In July, entered into an agreement to acquire reselling partner RehaMedia in Germany. The acquisition was completed in September, marking the establishment of a direct market presence in Germany.



In December, entered into an agreement to acquire Italian reselling partner SR Labs Healthcare, strengthening presence in southern Europe and enhancing the ability to support individuals with communication disabilities in this market.

## Key performance indicators, year over year



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with the business we acquired in Australia and New Zealand in 2024 growing by 117% in 2025. We expect to continue to make direct access acquisitions where there is benefit to Dynavox Group and our growth targets.

### Funding remained stable

An integral part of our comprehensive communication solutions is supporting prescribers, users, and their families to access funding for assistive communication. Our specialist in-house funding teams have the knowledge and expertise to provide assistance to more people to obtain funding.

Approximately 90% of Group revenue comes from public and private payers such as insurance and institutions, making them a key element of our business model and customer landscape. We continue to see incremental improvements in the availability of funding for assistive communication globally creating more opportunities to give people a voice. And despite increased uncertainty around the world, there have been no indications to date that current access to funding for assistive communication is likely to change.

### Strategic investments

In 2025 we made major strategic investments that will strengthen our organization and make our business more scalable and resilient in the future. In July 2025, we launched our new enterprise resource planning system in North America, which accounts for approximately 76% of our business. This system will create a digital backbone for the entire company, allowing us to continue to grow and scale without adding complexity. We expect that the rollout will be completed in 2026.

During 2025, we also finalized the consolidation of our Product & Development organization in Stockholm, Sweden. As a company with a clear focus on innovation, having our Product & Development functions concentrated in one location enables further scalability and resilience. As part of this transition, we bid farewell to a number of colleagues around the world, and I

would like to thank them for their contribution to Dynavox Group and our vision and mission.

### Continued focus on innovation

In 2025, we focused on enhancing the user experience through incremental improvements, with a focus on giving more people access to the language systems that they need to communicate. Read more on page 23.

For us, innovation also means making it easy for both users and partners to integrate new technology with our communication solutions. Increasingly, innovators developing tools for people with communication disabilities are actively seeking collaboration with us, not only to benefit from our expertise and infrastructure, but because together we can reach users who would otherwise be difficult to access. This reflects an important insight, new technology alone cannot meet the complex needs of people with communication disabilities. It has real impact only when combined with Dynavox Group's ecosystem of products, services, and market knowledge. It is this combination that enables us to create new opportunities for our users and continue driving market growth.

### Clear benefits to society

By our very nature we are a sustainable company. The more we grow our business, the more our assistive communication solutions can give people a voice. We are also proud that our operations support the achievement of several UN 2030 Sustainability Goals. Read more about our sustainability work on page 17 and our sustainability statement starting on page 50.

Our work to develop and sell comprehensive assistive communication solutions is an investment that enables people to actively participate in and contribute to society. In 2025, we released the latest country study in "Exploring the Benefits of Assistive Communication," a series of independent health economic studies commissioned by Dynavox Group and first launched in 2024. This year's study, focusing on Germany, showed that investments in assistive communication pay for themselves 1.4 times over and

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double a user's sense of well-being over a five year period. Read more on pages 14–15.

### Investing in our people

As part of our growth trajectory, we passed one thousand colleagues during 2025. It is especially rewarding to see how the nearly three hundred people who joined us this past year have not only strengthened our capabilities but also seamlessly embraced our culture and shared sense of purpose. Their contributions are already creating meaningful value across Dynavox Group.

To support this growth, we have invested in ensuring that everyone who works within the business has a clear understanding of our strategy and the role they personally play in our growth journey and in giving people with communication disabilities the Power to be You. It is a testament to our onboarding processes, led by my colleagues, that we have been able to continue to grow while implementing changes to the organization to make us more scalable and resilient.

### Stability in a dynamic environment

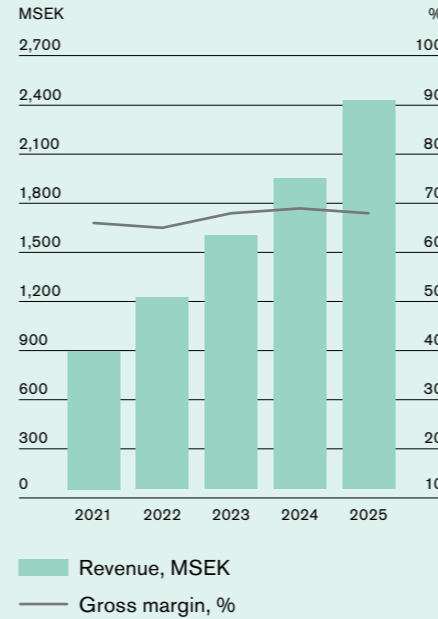
During 2025, the world experienced increased uncertainty and disruptions in the global trading environment. Certain medical technology products, such as communication aids, are exempt from tariffs under the Nairobi Protocol, an international agreement that allows duty free access for products for people with disabilities. This means that tariff increases have not directly impacted our company. We continue to monitor developments closely and are well-positioned to manage this dynamic environment should the situation change.

We ended 2025 as we began it, with consistent growth and clear confidence in the Group's ability to deliver and meet challenges ahead. By scaling and growing, we will continue to empower people with disabilities around the world to do what they once did or never thought possible. I look forward to you being part of this exciting journey.

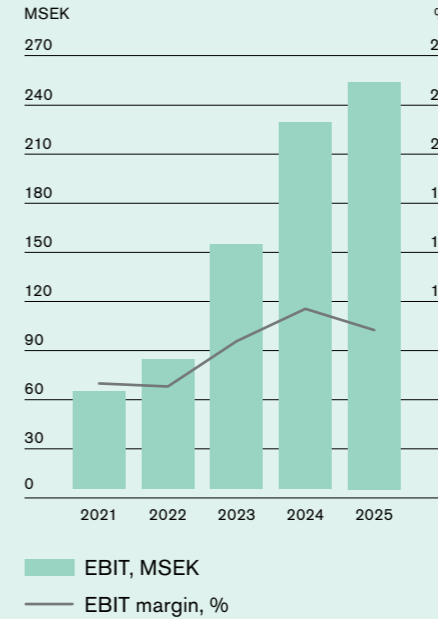
– Fredrik Ruben, CEO

## Long term profitable growth

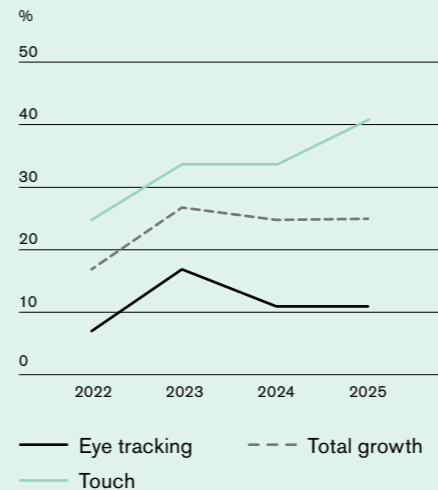
### Revenue and gross margin



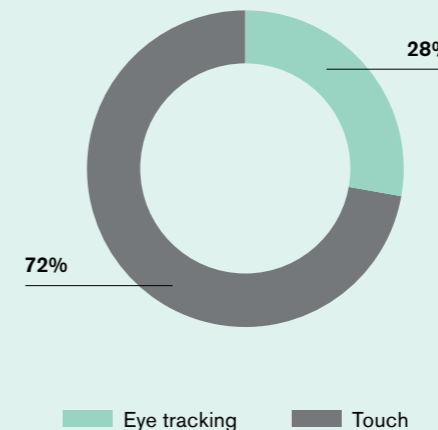
### EBIT and EBIT margin



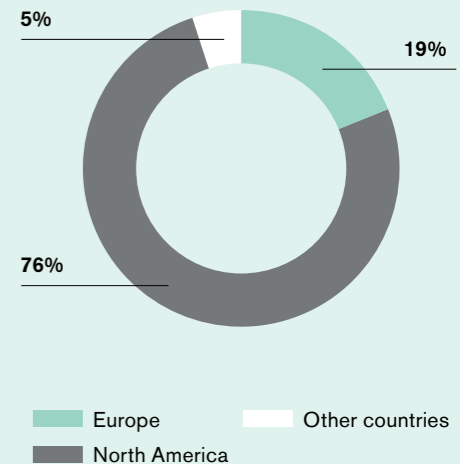
### Growth of new solutions delivered, year over year



### Share of new solutions delivered\*



### 2025 revenue by geographic market



\*Total solutions delivered stands for approximately 80% of Group revenue.

“I am extremely proud of the growth the team accomplished this year, while simultaneously working to build a more efficient, scalable, and resilient organization.”

– Fredrik Ruben, CEO

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# Dynavox Group as an investment

**Dynavox Group is committed to being a socially sustainable business with consistent profitable growth, empowering investors to make a positive impact while achieving financial returns.**

#### **A benefit to people, society and the planet**

Our comprehensive communication solutions give a voice to people with communication disabilities. This empowers and transforms lives, generates societal benefits through cost savings and workforce contributions, and aligns with the UN Sustainable Development Goals for inclusion.

#### **Global leader in a growing market**

The market for assistive communication is diverse and growing, but significantly underpenetrated – illustrating not only a societal need but also a long-term market opportunity. Dynavox Group is the only global provider of assistive communication solutions that also owns all assets including language, software, hardware, funding, and support. Our end-to-end offering and long-term approach enables us to adapt to the evolving needs of this growing market, currently benefiting individuals and their care circles in more than 65 countries.

#### **Consistent profitable growth**

Since going public as Tobii Dynavox in 2021, we have consistently delivered profitable growth while at the same time investing in a foundation to ensure a scalable and sustainable company. We generate strong cash flows, reflecting our operational efficiency and financial health. This robust cash generation supports our growth initiatives and provides a stable financial foundation for future expansion.

Through organic growth and investments in direct presence, we have increased our revenues by an average of 27% per year since 2021, adjusted for currency effects.

#### **Long-term growth strategy**

Dynavox Group leverages the strengths and expertise of our organization to educate prescribers and support the funding process for our end users. We also continue to expand our direct presence through key recruitments and acquisitions to scale and grow our business. As awareness increases, funding structures improve, and access expands across geographies, the addressable market grows.

#### **Stable source of revenue**

Our access to public and private funding ensures long-term stability for our business. We maintain over 675 contracts with private and public payers, with 90% of our revenue coming from these sources. This ensures that our users receive the highest level of financial support as quickly as possible.

#### **Dividend policy**

Our dividend policy is to distribute at least 40% of available net profit to shareholders in the form of dividends, share buybacks, or comparable measures.



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# Dynavox Group's financial targets

Dynavox Group set new financial targets in February 2024 with a time horizon of 3–4 years. We will continue to strive to create value for our shareholders and for society by meeting and achieving our financial targets of growth, profitability, and a dividend policy for our shareholders.

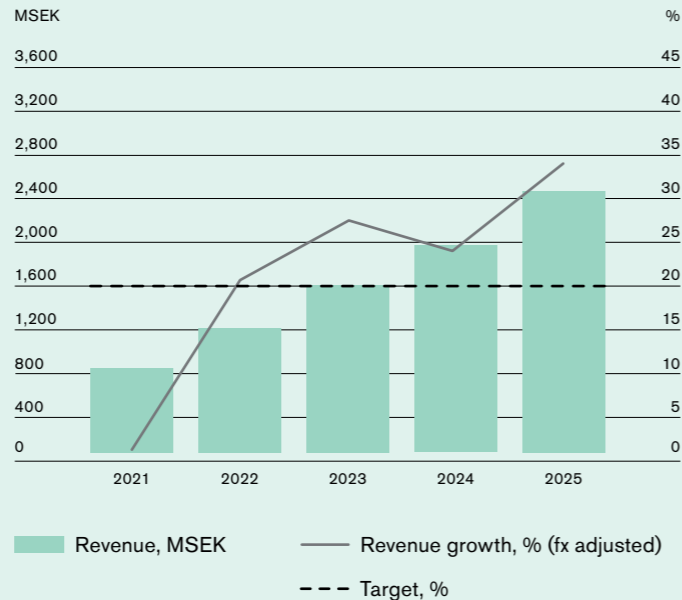
## Growth

**Target:** 20%

On average, grow revenue by 20% per year adjusted for currency effects, including contribution from acquisitions.

**Outcome 2025:** 34%

### Total revenue and revenue growth



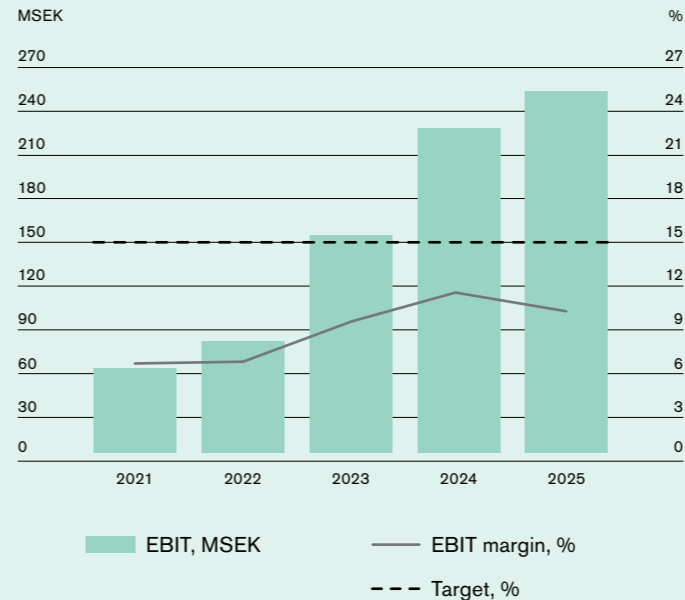
## Profitability

**Target:** >15%

Deliver an EBIT margin that reaches and exceeds 15%.

**Outcome 2025:** 10.3%

### EBIT and EBIT margin



## Dividend policy

**Target:** 40%

Distribute at least 40% of available net profits to shareholders in the form of dividends, share repurchases or comparable measures.

**Proposal to AGM 2026:** The Board of Directors proposes to the Annual General Meeting a dividend of 0.5 SEK per share.

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# Value creation

Tens of millions of people around the world are in need of assistive communication. Only a small proportion currently have access to the help they require. The foundation of our value creation is therefore to empower more people with disabilities to do what they once did or never thought possible.

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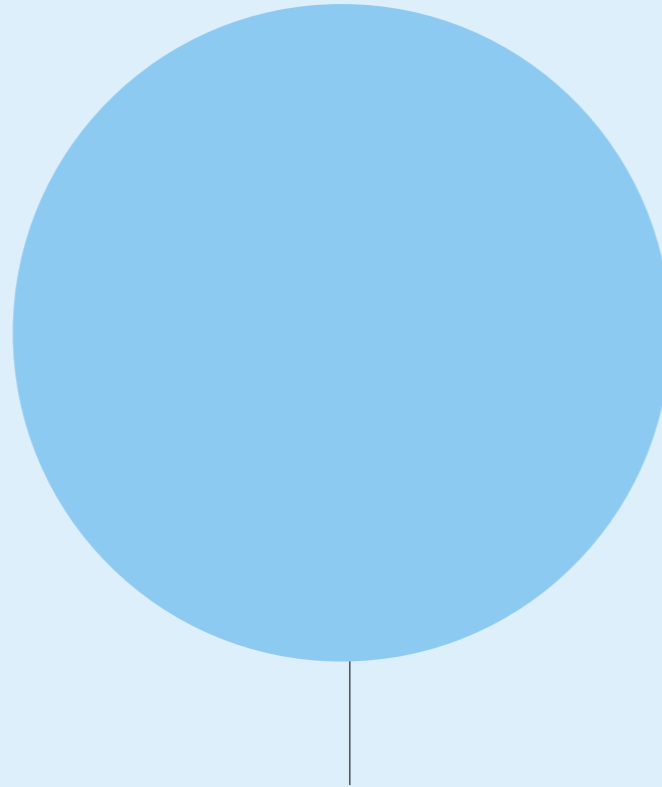
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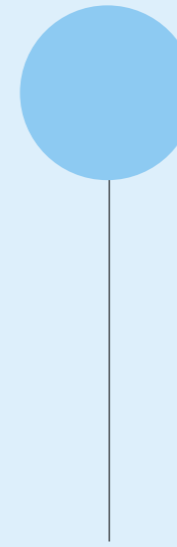
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# An innate need to communicate, waiting to be fulfilled



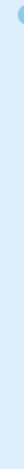
**50 million**

Estimated number of people who cannot communicate effectively without communication aids.



**2 million**

Number of people diagnosed annually with a need for communication aids.



**~2%**

Estimated proportion of those diagnosed annually who are assessed and receive help.

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# Everyone should have the opportunity to communicate

**Tens of millions of people with communication disabilities are unable to fully participate in society, receive an education, work, and live to their full potential. We create value by working to empower more people with disabilities to do what they once did or never thought possible. We call this the Power to be You.**

People who require assistive communication have speech, language, or motor impairments. They can be divided into two major groups: people with congenital disabilities and people with acquired disabilities.

People born with congenital communication disabilities, such as cerebral palsy or autism, generally experience lifelong impairments impacting speech, language and literacy, or motor skills. People with acquired communication disabilities include those diagnosed later in life with ALS, multiple sclerosis, Parkinson's disease, or following a stroke, brain injury, or spinal cord injury.

Each of these groups has their own needs which can change over time. People with congenital disabilities represent the largest group and usually require support from an early age over a long period of time.

### Benefiting an ecosystem

Assistive communication solutions give people with communication disabilities a voice. It can include no technology or low-tech resources, or high-tech speech devices controlled with just a person's fingers, eyes, or other body parts. Dynavox Group's comprehensive communications solutions (see page 20) can incorporate some or all these elements, based on the needs of the individual.

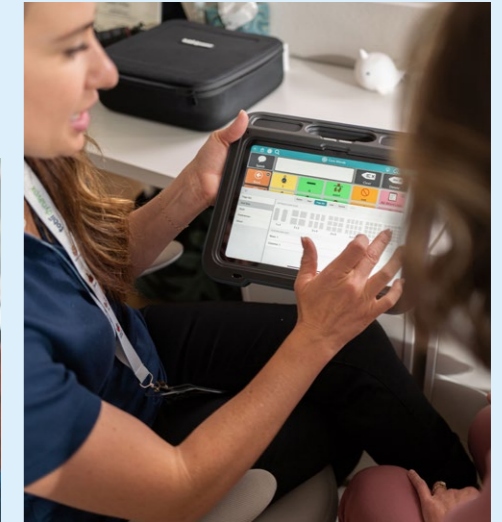
The care circle of family, friends, and caregivers that supports the end user also benefit through increased personal communication and the ability of the user to become more independent. Read more about the societal and economic benefits of assistive communication on pages 14–15. And by educating and training prescribers, we allow them to better serve their clients and patients.

The single greatest barrier for access to assistive communication is knowledge and education. In the US, it is estimated that of the approximately 200,000 prescribers who can recommend or prescribe assistive communication, only 5–10% of them work with assistive communication. Of that group, only 5% make multiple prescriptions per year, illustrating significant long term potential in even our most advanced market. To overcome this, we invest heavily in increasing prescriber knowledge and awareness of assistive communication and our offering.

Most people require some form of financial assistance from public or private payers to access assistive communication, so our offering also encompasses support for families and prescribers throughout the funding process.

Through our comprehensive communications solutions, we create value not only for people with communication disabilities, but also the people who support them and the society around them.

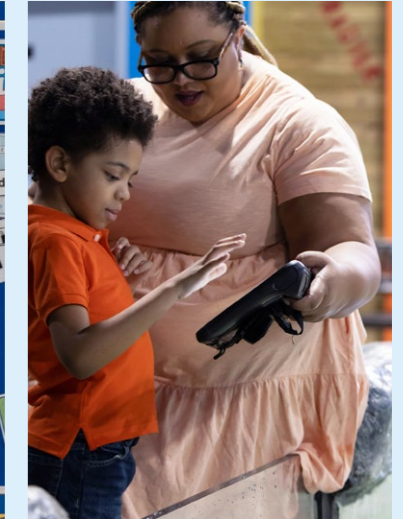
For prescribers



For individuals



For teachers



For care circles

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# The societal and economic benefits of assistive communication

In 2023, Dynavox Group commissioned the research firm Augur to begin conducting a series of independent studies called "Exploring the Benefits of Assistive Communication." These studies detail augmentative and alternative communication's impact in different countries from a health economic perspective. The most recent study, released in May 2025, focused on Germany.

Assistive communication often takes the form of what medical professionals call augmentative and alternative communication (AAC). AAC refers to a tool, strategy, support or any form of communication used in addition to, or in place of, the spoken word. It consists of various methods of communication that can help people who are unable to use verbal speech to communicate. The study explored assistive communication's impact on three groups:

**Users:** How and to what extent assistive communication can improve and elevate the lives of people with a communication disability.

**Network:** How assistive communication affects the lives of people in proximity to those using it, such as family and caregivers.

**Society:** How assistive communication can lead to higher quality of life and increased cost efficiency for society at large.

Like the Swedish study conducted in 2024, the German study showed that high-tech assistive communication is an investment with measurable returns and clear economic benefits to society. Investments in high-tech communication aids for people with disabilities pay for themselves

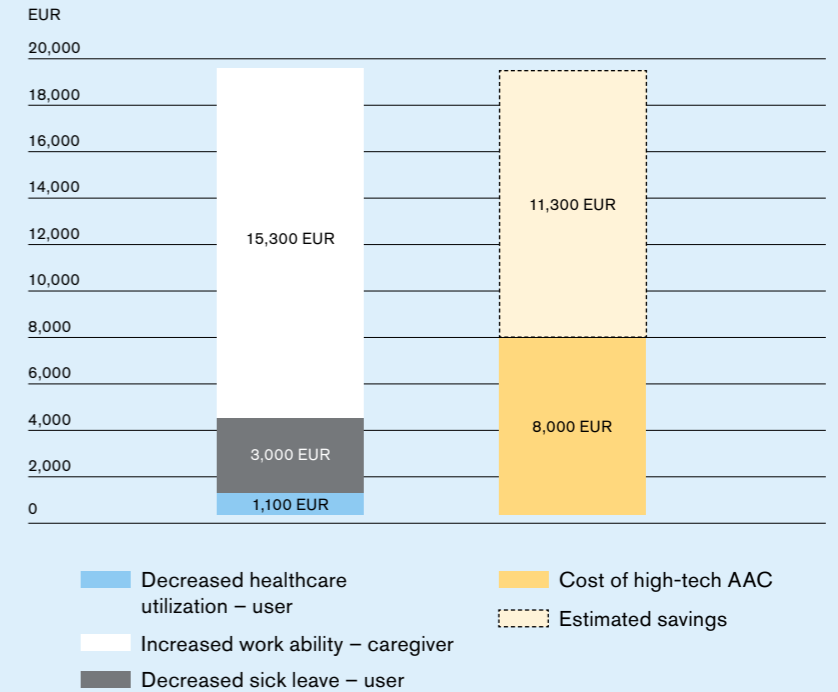
In Germany, investments in high-tech communication aids pay for themselves 1.4 times over and double the user's quality of life within a five-year period.

1.4 times over during a five-year period, due to an increased ability to work and decreased healthcare system utilization. For all users, their well-being almost doubled through access to high-tech communication aids.

In Germany, having access to a high-tech communication aid generates societal savings of 11,300 EUR per user over a five-year period, after the cost of the device has been deducted. The largest savings come from caregivers' increased ability to work, especially among those caring for people with autism (74,500 EUR).

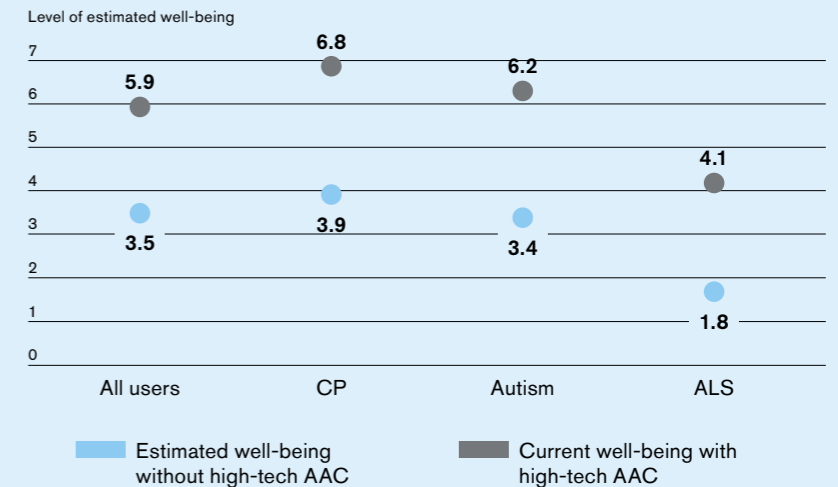
When asked to estimate overall well-being without access to their current high-tech AAC tool, most users estimate that one's well-being would be significantly lower than it is today – from 5.9 on average to 3.4. Users with ALS expect a very low well-being without the tool and estimate that access to the tool more than doubles their well-being.

Investing in high-tech AAC access yields meaningful returns for German society



Estimated well-being almost doubles with high-tech AAC access

Scale 1–10, 10= best possible health, 1= worst possible health, average score



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### The societal and economic benefits of assistive communication

	Return on investment	Increase in caregiver ability to work	Decrease in AAC user sick leave	Decrease in AAC user healthcare utilization
<b>Sweden</b>	3x	+75%	-14%	-11%
<b>Germany</b>	1.4x	+79%	-25%	-6%

### A notable return on investment

The studies in Sweden and Germany are based on the same core survey but the data inputs and the context for the analysis differ by market. Both studies reveal consistent patterns, with respondents highlighting similar benefits and barriers to high-tech AAC use across both countries.

The studies in both Sweden and Germany show that high-tech AAC tools significantly enhance users' quality of life by enabling more effective communication, self-expression, greater independence, improved health outcomes, and stronger personal relationships. These improvements contribute to increased work capacity for both users and caregivers, while also reducing health-care costs. The result is a notable return on investment.

### Challenges remain in both countries

Swedish and German users of assistive communication state that the biggest challenge with high-tech AAC tools is difficulty of use in all environments, specifically outdoors. Users become limited, having to choose between two options: participating in an activity without a means of communication, or not participating at all. Low-tech AAC tools can play a role in this situation, but may limit communication opportunities and require caregiver support.

Another challenge of high-tech AAC usage is maintenance. This makes the user highly dependent on other factors that ensure all parts of their aid are in place for it to work: mounted, charged, updated, and so on. Without support from their care circle, the user cannot use their aid. This is especially relevant from the Swedish prescriber perspective; they cite a motivated network willing to put in the time and effort for the high-tech AAC tool to be effective as a key element of their decision to prescribe.

Read more about the studies at <https://assistivecommunication.com>.



“She can tell me what she wants, so I can take better care of her. She can clarify her wishes, which benefits me too... It's a huge emotional relief that she can communicate effectively.”

– Caregiver to patient with ALS, Germany

“Thanks to the tool, I can help in family life. I plan everything, handle our calendar and communicate with the school.”

– User with ALS, Germany

“If someone can't say 'I have stomach pain,' you lose the chance to catch something like appendicitis early or detect other serious issues.”

– Speech therapist, Germany



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# Our business model

**Our comprehensive assistive communication solutions form the foundation of our business model, driving scalable growth and building a sustainable, profitable business to create a world where everyone can communicate.**

#### Our business concept

Dynavox Group develops and sells prescribed comprehensive communication solutions paid for by public and private payers such as insurance and institutions. Our solutions encompass language systems, software, hardware, assistance in accessing funding, and support services.

To deliver our solutions, we engage directly with a broad group of stakeholders, including the professionals who prescribe and recommend our solutions and the funders of assistive communication. We also engage with users and their families, caregivers, other professionals in healthcare and education, as well as groups who advocate for the interests of people with disabilities.

Dynavox Group employees are driven by a clear purpose: the power to change lives. This sense of purpose also puts sustainability at the heart of our business.

#### Our business model

Dynavox Group drives the growth of the assistive communication market and its commercial entities and subsidiaries.

Our assistive communication solutions are delivered primarily through Tobii Dynavox, our world-leading brand in assistive communication. Tobii Dynavox integrates the products, services, and expertise available across Dynavox Group, including from our commercial subsidiaries Rehadapt and Acapela Group.

We grow our business by focusing on the execution of our strategy (see page 18). This strategy allows our business to scale by increasing the number of professionals who prescribe our solutions and increasing the number of solutions each of them prescribes.

At Dynavox Group we invest heavily in innovation. We develop cutting-edge solutions integrating both our own proprietary technologies and technologies from some of the world's most respected companies. We then combine this with innovation in our operations, funding solutions and direct market presence to ensure we retain our global leadership.

#### An underpenetrated market

We operate in an underpenetrated market where assistive communication is not a one-off product, but part of a journey. We are well positioned to increase the number of people using assistive communication for the first time and meet the changing requirements of people over their lifetime. Growing and penetrating this market requires tailored comprehensive solutions, as new and novel technologies on their own cannot drive market growth or meet the specific needs of each person.

## How we create value

**Our vision:** A world where everyone can communicate

**Our mission:** To empower people with disabilities to do what they once did or never thought possible

#### Our resources:

Our comprehensive communication solutions

Our world-leading brand Tobii Dynavox

Our people

Innovation

+

#### Our strategy:

Education

Funding

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#### We create value for society at large:

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# Our contribution to a sustainable world

**At Dynavox Group, we truly want everyone to be able to communicate, which is why we work to empower hundreds of thousands of people with communication disabilities with the Power to be You. Sustainability is central to everything we do, and a crucial element of our vision and mission.**

With the values we hold, we strive to create a responsible business that contributes to sustainable value creation. Sustainability is therefore a shared responsibility across the entire Dynavox Group, rather than being assigned to a specific team or function. We hold ourselves to high standards of delivering responsibility in our actions and fostering a truly sustainable company.

We are guided by four strategic pillars embedding sustainability considerations into every aspect of our operations – putting us on the path to becoming a truly sustainable company.

**Delivering voices:** We deliver voices to people with communication disabilities. Expanding access to assistive communication helps individuals live independently and reduces societal costs.

**Respect for the planet:** Caring for the environment means caring for people. While our impact is low, we reduce our footprint by optimizing our operations and systems.

**Empowering people:** Our people are the most valuable part of our business, and their well-being, safety, engagement and development are fundamental to our success.

**Acting with integrity:** We uphold integrity and ethical standards, ensuring compliance with the law and our Code of Conduct to foster trust, transparency, and collaboration.

These four strategic pillars, incorporating insights from our double materiality assessment (DMA), gap analysis and baseline studies, is deeply intertwined with our business strategy. Our integrated governance and accountability framework positions Dynavox Group to meet our sustainability goals while ensuring compliance with regulatory requirements and driving progress.

### Reducing environmental impact

Alongside our core social contribution, the environment and climate are important elements in Dynavox Group becoming a sustainable business. We are committed to minimizing our environmental impact by adopting sustainable practices and optimizing resource utilization throughout our value chain and across all our operational processes – from sourcing to end-of-life product handling – to minimize environmental impact.

### People in focus

Not only does Dynavox Group create value for users of assistive communication and their care circles, we also offer our employees the opportunity to make a difference in people's lives and be part of a truly sustainable company. We achieve this by creating a scalable, high-performing team that can grow with our business, promoting a culture of learning, and attracting and growing new talent. We believe that diversity enriches our workplace culture and gives us a strategic advantage. We therefore strive to attract highly skilled people from different backgrounds, experiences, cultures, religions, genders, ages, sexual orientations, and personalities.

### Business with integrity

At Dynavox Group, we also want to be sustainable in the way we do business, so that we can continue to empower people well into the future. Fulfilling our vision and mission requires ethical conduct in everything we do, at every level of the company. We are dedicated to conducting business with integrity, competing fairly, and ensuring that all operations adhere to the highest ethical standards. Our policies support the ethical conduct of our business and through mandatory training, internal assessments, and incident management procedures, we proactively mitigate risks and strengthen our security framework.

Read more about our sustainability efforts in our sustainability statement starting on page 50.

We are committed to addressing global challenges by working collaboratively with others to create meaningful solutions. In line with the UN 2030 Agenda for Sustainable Development, we contribute to building a more equitable and sustainable future. Dynavox Group's products and services directly support the achievement of several Sustainable Development Goals (SDGs).

### Our primary SDG goals are:



**3. Good health and well-being:** Dynavox Group's comprehensive communication solutions improve the well-being of hundreds of thousands of people with communications disabilities, and potentially millions more. Our solutions improve the end users' ability to communicate, increase independence for them and their care circle, and benefit healthcare systems and society as a whole.



**4. Quality education:** Our comprehensive communication solutions enable students with disabilities to engage in mainstream education. Our special education tool, Boardmaker, aids millions of students with learning challenges with the help of more than 85,000 Picture Communication Symbols (PCS) for effective learning.



**9. Industry, innovation and infrastructure:** Technological progress is key to finding lasting solutions to both economic and environmental challenges. At Dynavox Group, innovation takes place in our language systems, hardware and software, in the way we educate and support prescribers, and in the way we operate.



**10. Reduced inequalities:** The 2030 Agenda's principle "Leave No One Behind" guides us. Our solutions give people a voice, creating conditions for inclusion. As an employer, we also strive for equality and diversity within our organization.

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# Our strategy

**The assistive communication market is critically underserved. By leveraging the combined resources of Dynavox Group, we drive the market forward. As a result, we contribute to our vision of a world where everyone can communicate as well as our mission to empower people with disabilities to do what they once did or never thought possible.**

The entities and brands that make up Dynavox Group are used to increase the size of the assistive communication market and to grow the value and market penetration of our world-leading brand Tobii Dynavox. We have identified three strategic growth levers that consistently enable us to serve more people effectively.

### Education

Increasing awareness amongst prescribers is the largest opportunity to grow the number of people who get to use assistive communication. We raise awareness by giving prescribers knowledge, resources, and expertise, allowing them to prescribe more people an assistive communication solution that gives them a voice.

Educating prescribers also allows us to grow our business. We are able to target prescribers in groups and, as they understand the range and depth of assistive communication solutions available to their clients, each prescriber can recommend solutions to more people each year.

### Funding

Most people in need of an assistive communication solution require access to funding. Through our in-house expertise and operational excellence, we support prescribers in obtaining funding for people to access an assistive communication solution, whether from public or private payers. This team works with prescribers and users of assistive communication through every step of the journey from initial consultation,

prescribing of a solution, and completing and submitting the required paperwork to the public or private payer.

This eases the administrative burden and speeds up the process for prescribers of obtaining funding, allowing them to meet and recommend solutions to more clients. It also reduces the stress on the individuals in need of an assistive communication solution and their families. As we continue to grow, we utilize learnings from different markets as to how best to support people in obtaining funding.

### Direct presence

Building a strong direct presence is central to how Dynavox Group can more effectively serve prescribers and their clients. It also drives the growth of the Tobii Dynavox offering and assistive communication market outside of North America.

Through a combination of organic expansion, targeted recruitment, and selective acquisitions, we build local teams with strong local knowledge. This allows us to support long-term market penetration. When relevant, we acquire companies that provide an established local presence or capabilities that complement and enhance our offering. Typically, we target existing resellers in markets where there is already an assistive communication infrastructure and a well-developed funding system.

We also acquire businesses that complement our offering and enhance and expand our comprehensive communication solutions. For example, bringing Rehadapt on board meant providing mounting solutions to users of assistive communication, enabling them to communicate in more places at home and out in the world. Opportunities for complementary acquisitions are not as common as acquisitions of companies that provide a local presence.



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# Offering

We are not here to just sell products. Our comprehensive communication solutions include language, software, hardware, funding, support, and training. By working with prescribers, solutions are tailored to the needs of each individual. We partner with our customers for their entire journey.

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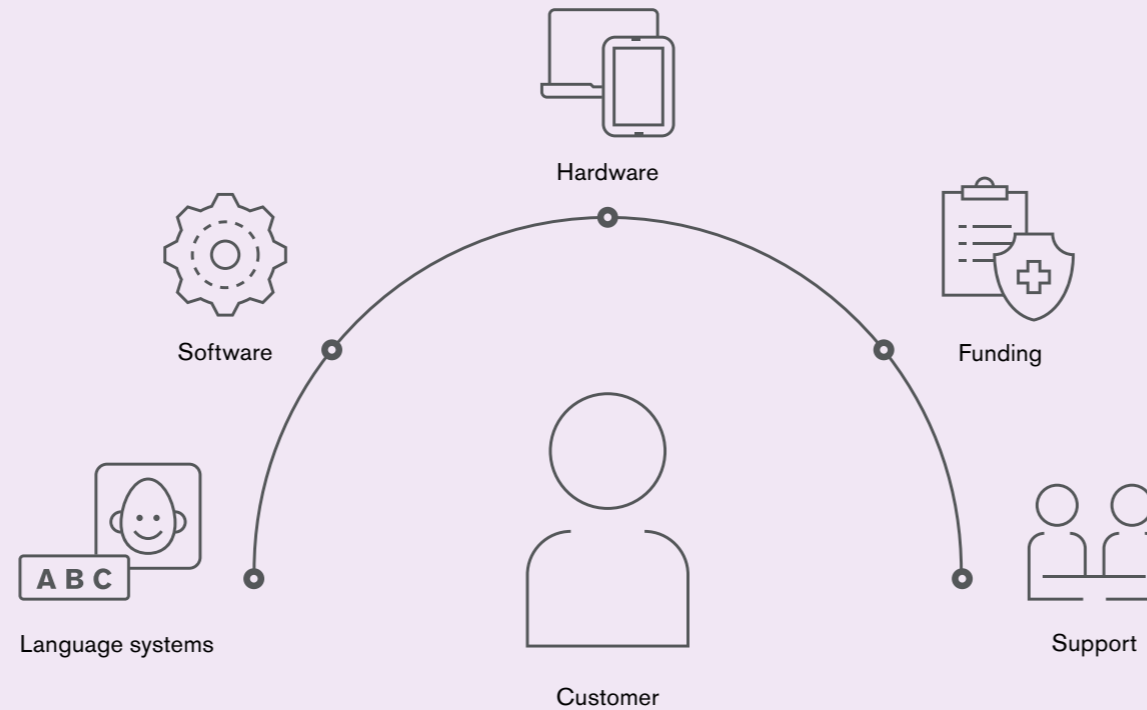
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# Our comprehensive communication solutions

**Our unique comprehensive communication solutions give people with communication disabilities a voice. With our support, prescribers can tailor solutions to the unique needs of their clients. These solutions are available to our customers, defined here as prescribers and users of assistive communication.**

### Language

From our catalogue of synthetic voices to our library of symbols to our text-based systems, we design highly customizable solutions. We utilize synthetic voices, including from our subsidiary Acapela Group.

### Software

Through our software, users of assistive communication can access computers, browse the web, text, and develop literacy skills.

### Hardware

Our hardware includes touch devices and devices operated through eye tracking that support the software and language systems best suited to each end user. We also incorporate mounting solutions from world-leading provider Rehadapt, also a subsidiary of Dynavox Group.

### Funding

Our funding team helps families and professionals navigate the process of securing a communication solution through public or private payers.

### Support

As users of assistive communication explore and evolve with their solution, we provide education, trials, training, and community that help them achieve independence and self-expression.

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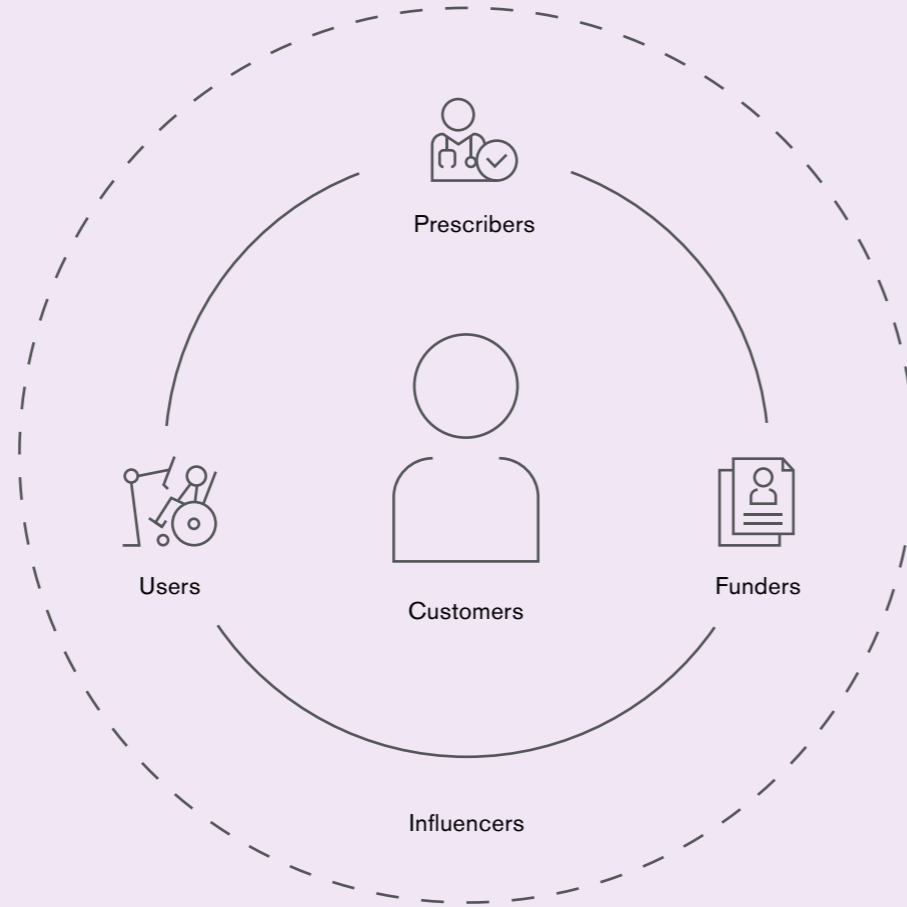
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# Our customer landscape



**Our customer landscape comprises a number of dynamically interacting groups. By understanding and addressing the needs of each group, we can grow our business and the assistive communication market.**

### Prescribers

This group includes the speech therapists, occupational therapists, physiotherapists, and other professionals. They identify the need for assistive communication and prescribe the communication aid that best meets the needs of their client. Prescribers connect us to the individuals who can benefit from our comprehensive communication solutions. By providing prescribers with training, resources, and expertise we help more of their clients access assistive communication. We also support prescribers to prepare the documentation required to obtain funding from private or public payers.

The single greatest barrier for access to assistive communication is knowledge. Greater awareness amongst prescribers is vital to increasing the number of people using our solutions and accelerating market growth. To overcome this, we invest heavily in increasing prescriber knowledge and awareness of assistive communication, as well as the value of our comprehensive communications solutions.

### Users of assistive communication

This group comprises the individuals who need and use our comprehensive communication solutions. By giving them a voice, our solutions empower each person to do what they once did or never thought possible. Alongside the users are their care circle, which includes friends, family, and caregivers, who help users make the most of their communication aid.

### Funders

Almost all users of assistive communication require some form of financial support to access their solution. Funding is generally provided through public sources or private payers, such as insurance companies. The US is a world leader in funding assistive communication. Funding in the US is provided from private insurance companies as well as publicly operated state-based payers or national payers, such as Medicare. There are approximately 1,500 funders in the US market and we work closely with insurance companies to understand the requirements to obtain funding. As a result, we have more than 675 contracts in place to speed up and simplify the process of accessing funding. In other countries with high funding levels such as Sweden, Germany, Norway, and Australia, funding is generally provided by government operated payers at a national or regional level.

### Influencers

There are a wide range of groups and people who influence our customer landscape. Amongst these are groups representing the interests of people with different conditions and disabilities, industry associations, and key opinion leaders. We continually engage and collaborate with these influencers to improve conditions for people with communication disabilities. In the US, we are actively involved in the Assistive Technology Industry Association, a leading voice for the industry and people with communication disabilities. We also work closely with patient groups such as the Team Gleason Foundation which works with people with ALS in the US.

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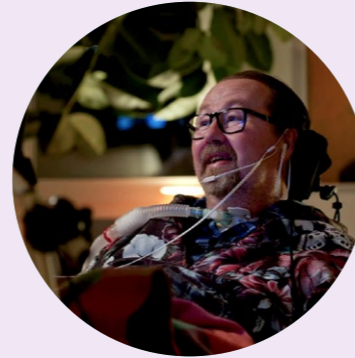
# Our offering at work

**Millions of people worldwide struggle with communication disabilities and require assistive communication to express themselves. That makes the Power to be You unique for every individual.**

Dynavox Group supports prescribers, including speech therapists and other medical professionals, who are interested in assistive communication. We work closely with prescribers in evaluating a client's unique needs and challenges and recommending the assistive communication technology specifically adapted for them.

A successful communications journey is about more than just securing an aid. It is about comprehensive solutions that can be personalized to meet specific communication needs, with the help of our latest technological capabilities. Comprehensive means solutions that include language, hardware, software, funding expertise, and support resources. Personalized means having real choices to match individual wants and needs.

We are proud of our role in helping people discover the Power to be You. Here are three examples of common diagnoses where access to and usage of assistive communication can dramatically improve communication skills and overall quality of life. Since each diagnosis influences communication abilities in highly individual ways, our solutions do not represent a one-time product need but rather a wide range of aids, tools, and trainings to be adapted depending on the end user's individual challenges, development, environment, and support system.



### ALS (Amyotrophic Lateral Sclerosis)

**Type of disability:** An acquired condition, also known as Lou Gehrig's disease in the United States and motor neuron disease in other parts of the world, that affects nerve cells in the brain and the spinal cord.

**The challenge:** Muscle weakness and vocal cord spasm make communication challenging, thereby creating a need for assistive communication technology that could require eye gaze.

**Solutions from Dynavox Group that meet this challenge:** Printable AAC when a device is inconvenient or unavailable, Windows-based TD I-Series speech generating device, TD Pilot speech generating device on iPadOS, TD Talk (a simple text-to-speech app), device mounts, voice customization, voice banking and message banking, and Learning Hub for self-guided device training.

### Autism

**Type of disability:** A congenital condition, often characterized by unique needs in spoken communication and social communication/interactions.

**The challenge:** Many people with an autism diagnosis have limited speech, inconsistent speech, or no speech at all, thereby creating a need for assistive communication technology that involves using a touchscreen, mouse, joystick or switch.

**Solutions from Dynavox Group that meet this challenge:** PCS (Picture Communication Symbols), printable AAC when a device is inconvenient or unavailable, TD I-110 touch screen and Windows-based speech generating device pre-loaded with the TD Snap app, TD Navio touch screen and iOS-based speech generating device pre-loaded with powerful AAC apps, voice customization, and Learning Hub for self-guided device training.

### Cerebral Palsy

**Type of disability:** A congenital condition caused by damage to one or more areas of the brain.

**The challenge:** Symptoms vary from person to person, but communication disabilities often result from related motor challenges, thereby creating a need for assistive communication technology that could require eye gaze.

**Solutions from Dynavox Group that meet this challenge:** PCS (Picture Communication Symbols), printable AAC when a device is inconvenient or unavailable, Windows-based TD I-Series speech generating device, TD Pilot speech generating device on iPadOS, TD Talk (a simple text-to-speech app), TD Snap app (symbol-supported AAC app), voice customization, device mounts, and Learning Hub for self-guided device training.

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# Innovation

**We continually innovate across our offering and organization to empower more people with communication disabilities and to scale our business.**

### Our innovation philosophy

Our innovation takes place in our language systems, hardware and software, in the way we educate and support prescribers, and in the way we operate.

Because people with communication disabilities are reliant on our language systems, software, and hardware to communicate, we listen carefully to their needs and those of their prescribers, families, and caregivers. Users of assistive communication should have the opportunity to benefit from our latest innovations and explore new ways to communicate.

Users of our comprehensive communication solutions also benefit from our partnerships with major global platform providers such as Apple, Microsoft, and Google. As the leading provider of comprehensive solutions in a niche market, we integrate technologies from these partners into our offering. This gives our partners access to a market where new and novel technologies alone cannot meet the needs of assistive communication users or grow the market.

We also constantly innovate in the way we educate and support prescribers. By finding new models to increase awareness of the tangible benefits of assistive communication, we can reach more prescribers. The more prescribers we can reach, the more people can have a voice using assistive communication. We also support prescribers by finding new ways to help them obtain funding.

### Innovation in 2025

**Product enhancement:** Our flagship software, TD Snap, which includes the Core First & Express language systems, were further localized to serve more customers. In addition, we introduced Core First High Contrast in US English, which is designed to support low vision users. These product updates helped give more people access to the language systems that they need to communicate.

**Organizational excellence:** Consolidation of our Product & Development (P&D) organization in Stockholm, Sweden, has allowed us to concentrate in one location capabilities previously dispersed across the US and Europe. Bringing these resources together facilitates more innovation and collaboration among our P&D team, as well as better supporting the scaling of our business.

**Improved scalability and efficiency:** We continued the rollout of our new enterprise resource planning (ERP) system. The new system was officially launched in our largest market, North America, in July 2025. With our new ERP system, we have in place the foundations for improved efficiency and increased scalability.

**Customer experience:** We have continued new trials and loans programs for our assistive communication devices. This allows both users of assistive communication and prescribers to experience our devices firsthand. We have seen how this experience drives increased rates of prescribing our solutions across different markets.

**Funding:** We continued developing the funding coach program in the US. We have increased the number of prescribers participating in the program by more than 200% since 2024. The program focuses mainly on helping speech therapists navigate the funding process.



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**“It gives me a sense of purpose, knowing that I can still contribute my knowledge in a meaningful way.”**

– Monique Green



**Name:** Monique Green

**Nationality:** USA

**Assistive communication solution from Tobii Dynavox:** The I-Series empowers Monique to converse with the people around her and keep contributing to society and the international nursing community.

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# Monique keeps contributing through every stage of ALS

**Monique is a nurse practitioner, a mom, and a lifelong learner. Despite receiving an ALS diagnosis at 32, her comprehensive communication solution empowers her to continue contributing to society.**

### From first symptoms to diagnosis

While Monique was working toward her advanced degree in nursing, she noticed she had difficulty speaking outside in the winter-time. At first, she brushed it off as a heightened sensitivity to cold, but when her symptoms continued into the spring, she sought answers. A second doctor confirmed an ALS diagnosis.

Fortunately, Monique progressed slowly through the stages of ALS, allowing her and her daughter Lola to enjoy car trips and baking sessions for years following her diagnosis. She was also able to finish her degree and continue working. When ALS symptoms significantly impaired her speech and mobility, Monique stopped practicing nursing.

### A more compatible communication aid

As part of her ongoing ALS treatment, Monique's speech therapist introduced her to Tobii Dynavox in 2022. She had previously been using a speech-generating device that didn't quite suit her and found the I-Series more intuitive and compatible with her needs.

Like many families using assistive communication, Monique had to navigate both practical and financial realities, including the cost of equipment. Both public and private payers helped cover the cost of her I-Series and the co-pay on her power wheelchair. This eased the financial burden on her and her primary caregivers, her retired parents on a fixed income.

### Everyday empowerment

For people with communication disabilities like ALS, the right assistive technology is not just helpful, it can be essential to continue doing what they once did or never thought possible.

Monique relies on her I-Series not only to converse with the people around her, but also to contribute to the international nursing community by creating nursing curricula for developing countries. She uses an app to complete her assignments and prepare answers when she participates in panel discussions.

Monique also uses her I-Series for fun: surfing the Internet, virtually meeting with friends, online shopping and texting. When her hands tire from using a joystick to move her wheelchair, she uses an app to control it through eye movement.

### Long-term support

Monique has always felt a strong calling to care for socially marginalized people. Dynavox Group's comprehensive communications solutions and long-term support options enable Monique to continue being an advocate and doing meaningful professional work, while connecting with the people she loves.

Monique draws strength from the people around her: her daughter, her parents, and a wider network of women living with ALS, where she supports others and helps challenge stereotypes about ALS patients. With the right tools and the right support, she is still present – as a mother, an advocate, and a professional.



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# Our market

It is estimated that only 2% of the two million people diagnosed each year with the need for assistive communication get access to communication aids. As the global provider of assistive communication solutions, we have empowered hundreds of thousands of people in 65+ countries.

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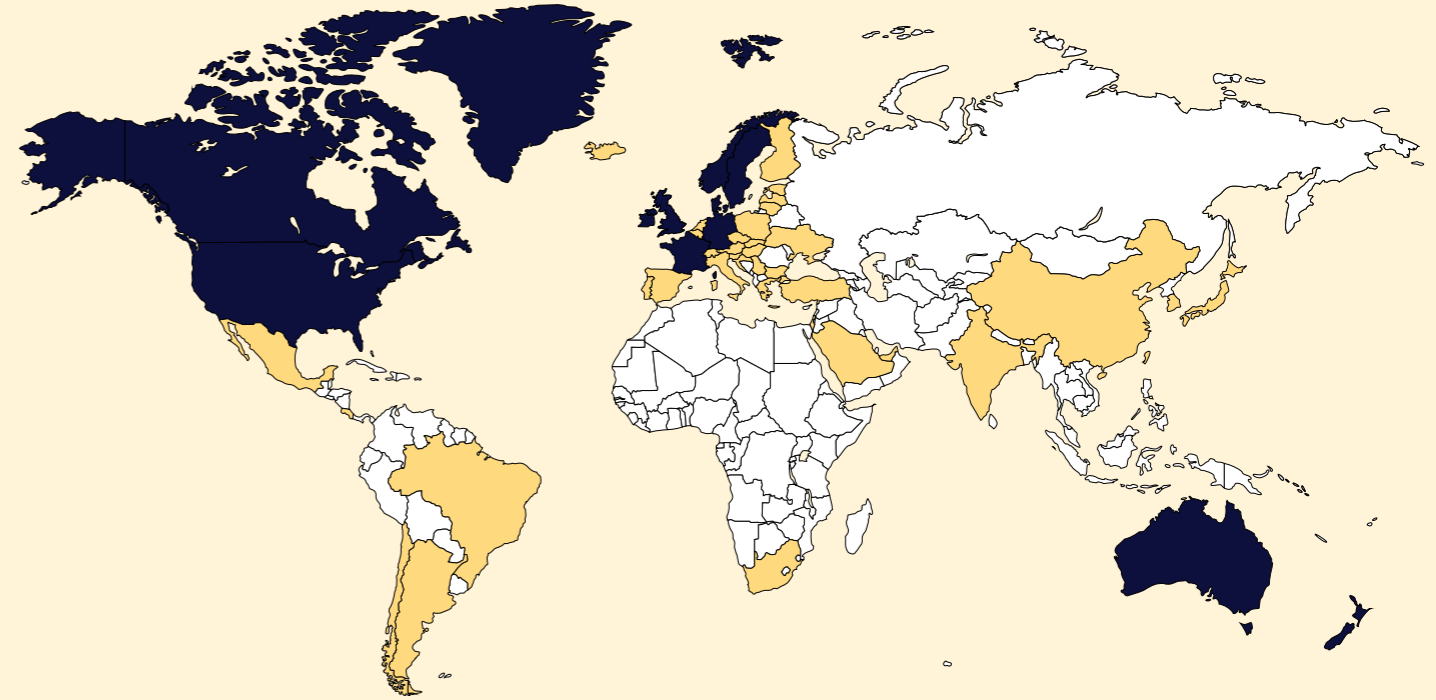
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# Dynavox Group – the global market leader

**Dynavox Group has empowered hundreds of thousands of people in more than 65 countries with the ability to communicate. We are the leading global provider of comprehensive communication solutions for assistive communication, combining deep know-how with a full-scale ecosystem of language systems, software, hardware, funding and support.**

A fundamental aspect of understanding our markets and our ability to serve them is cultivating a local presence in selected regions. Depending on prescriber penetration and funding system in each country, we sell either directly or through reseller partners, or respond to queries and tenders.

We are working directly with our customers in eleven markets. The rest are served by a broad network of local reseller partners with deep local expertise and supported by Dynavox Group's operational excellence and ability to scale. This positions us to deliver comprehensive communications solutions at global scale.



■ Direct presence

■ Partners

**65+**  
markets served  
by Dynavox Group

**11**  
direct markets  
(Australia, Canada, Denmark,  
France, Germany, Ireland,  
New Zealand, Norway, Sweden,  
United Kingdom, United States)

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# Funding is key to market access

**A key driver for market potential and development is access to public or private funding. This is because funding directly impacts the ability to obtain coverage for assistive communication. Improving access to funding not only empowers more people with the Power to be You, but also supports market growth.**

When a market's funding system for assistive communication is well-established, it provides several benefits to our customer landscape and Dynavox Group's business.

**Access:** Dynavox Group's funding experts are committed to helping prescribers navigate their local funding structures and thereby increase the likelihood of reimbursement for their clients. More reimbursement means that more people get a voice, which in turn drives market growth.

**Stability:** We strive to work within each market's unique funding structure to ensure reliable coverage of our comprehensive communication solutions for prescribers and their clients. Our funding expertise within each market lays the groundwork for stable revenues for Dynavox Group.

**Acceptance:** The decision of a funding system to cover assistive communication signals a recognition of how important these solutions are to giving people with communication disabilities a voice. Dynavox Group is committed to spreading knowledge about assistive communication to help increase acceptance and the likelihood of continued funding, to the benefit of both individuals and society at large.

The health economic study "Exploring the Benefits of Assistive Communication" illustrates the positive relationship between a solid funding infrastructure, increased access to high-tech communication aids, and a higher quality of life for the user as well as clear economic benefits to society at large. Read more on pages 14–15.

### Funding levels in different countries

There are substantial differences among countries and their funding systems, which in turn can determine the levels of funding available and how it is provided. The US remains a world leader in funding, with countries such as Germany, Norway, Denmark, the Netherlands, Australia, and Sweden among other well-funded markets. In countries with centralized funding or purchasing systems, such as Norway, it is often easier for users of assistive communication to obtain reimbursement. In countries where funding is more decentralized, the requirements to obtain funding can often vary.

### Funding structure in the US and a selection of countries with high funding levels

Region	Structure	Coverage
USA	- National/regional - Public and private insurance providers/payers	Strong coverage for people with insurance, but complex systems with no national system. Up to 50% co-payment may be required.
Norway	- National - Public insurance providers/payers	Strongest reimbursement system in the world, some users of assistive communication even get multiple devices.
Sweden	- Regional - Public insurance providers/payers	Among the stronger reimbursement systems.
Germany	- National/Regional - Public insurance providers/payers	Strong reimbursement system, but varies between statutory health insurers depending on budget and list of approved devices.

### Funding levels in different countries

Level	Coverage
Well-funded	Australia, Canada, Denmark, Germany, Iceland, Netherlands, New Zealand, Norway, Slovenia, Sweden, United States
Complex funding	Austria, Belgium, France, Ireland, Italy, Japan, Switzerland, United Kingdom
Low-funded	Argentina, Czech Republic, Estonia, Finland, Israel, Poland, Portugal, Spain, South Africa
No funding	Rest of the world

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Tara Rudnicki, President North America.

# North America

**North America is Dynavox Group's most important market, accounting for 76% of Group revenues. In 2025, we continued to grow our operations, resulting in increased revenues, heightened awareness about assistive communication and our solutions, and more support to prescribers and families when obtaining funding.**

### Growing revenue in a scalable organization

Revenues in North America grew by 32% in local currencies in 2025 at the same time as we continued to scale our organization. More than 150 people joined us during the year. Of that group, 35 were solutions consultants who work directly with prescribers to increase awareness and the number of prescriptions.

During the year, we continued to refine our zone model for US funding support. This model allows our funding coaches to focus on specific regional requirements to better support prescribers and users. In 2025, we increased the number of contracts with public and private payers from 600 to more than 675, further simplifying the process of obtaining funding.

An important development in 2025 was the move of our US head quarter and logistics hub in Pittsburgh. This new purpose-built logistics hub has improved accessibility and we are already seeing the benefits of increased efficiencies and collaboration within our team. Responding to new opportunities in the market, in 2025 we also opened an office in Mississauga, Canada. We are now better positioned to support and interact with prescribers across Canada as well as provide technical support and servicing devices when needed.

### Increasing awareness and more targeted solutions

Only about 5–10% of prescribers in the US currently work with assistive communication. While we see incremental increases in awareness each year, this remains our largest challenge and opportunity. In 2025, we saw three important factors that contributed to increased awareness of assistive communication and our solutions.

First, the number of professionals prescribing four or more of our solutions per year grew to approximately 1,200, an increase of more than 40% since 2024. As a result, we have grown average revenue per solutions consultant by more than 10%.

"In 2025, we continued to deliver revenue growth while adding significantly to the capacity and capabilities of our organization."

Second, in 2025 over 12,000 brand new learners from around the globe took advantage of the Learning Hub and live learning opportunities offered to speech therapists, teachers, and care circle members that pave the way for increased awareness, market growth, and customer success. In all, learners in our ecosystem registered for over 90,000 courses in 2025.

Finally, more precise diagnoses at an earlier age or stages of a condition have allowed our solutions to be more targeted and effective. This targeting, combined with our effective trials and loans program, has benefited both children and adults with conditions like autism and ALS.

### Leading the charge

We are proud of our leadership in promoting the benefits of increased access to assistive communication and the needs of people with communication disabilities.

In addition to our work with the Assistive Technology Industry Association, chaired by North America President Tara Rudnicki, and organizations such as the Gleason Foundation, we engage with US regulators to make the process of obtaining an assistive communication device and funding simpler and less bureaucratic.

Looking ahead, focus remains on our growth levers of raising awareness and supporting prescribers and their clients in all stages of their communication journeys. At the same time, we will continue to innovate in our service delivery and find new ways to empower more people with disabilities with the Power to be You.

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# Europe and the rest of the world

**In Europe and the rest of the world (Eurow), we target markets with mature infrastructure and funding to support access to assistive communication solutions. By increasing the number of markets where we have a direct presence, we grow and scale our business to achieve our vision of a world where everyone can communicate.**

### Benefits of direct presence

In 2025, revenues for Eurow grew by 29%. Approximately 70% of Eurow revenues comes from markets where we have a direct presence. Outside of the US, our top eight markets by revenue are those where we have a direct presence. Our 2025 growth shows the benefit of our strategy of targeting markets with a strong assistive communication infrastructure and secure sources of funding.

In 2025, we made two important acquisitions of former resellers. In June, we completed the acquisition of Cenomy in France and in September, RehaMedia in Germany. Both of these markets offer significant opportunities to scale our business with strong networks of professionals who prescribe assistive communication aids and mature funding structures. A direct presence means we are able to gain deeper market insights to drive growth and scalability, and we are able to free up resources on educating, engaging, and increasing awareness of assistive communication solutions among local prescribers, as well as supporting them and their clients to obtain funding for communication aids.

We see how quickly these benefits can be realized. In 2024, we acquired Link Assistive in Australia and New Zealand, which grew strongly in 2025. We have seen the same immediate and continued benefits from previous acquisitions in markets such as the United Kingdom and the Republic of Ireland.

### Growing awareness and access to funding

Raising awareness of the benefits of assistive communication amongst prescribers is our main driver of growth. With too little emphasis placed on access to assistive communication in speech therapist education and training, we work hard to ensure that prescribers gain the critical knowledge and competencies required to work with and prescribe solutions. By focusing on institutions, such as Holy Family Special School in Ireland (see pages 31–32), we are able to effectively reach more prescribers and increase the number of prescriptions they make.

Greater awareness is also important to ensure that regulators increase the level of funding available for assistive communication. Initiatives such as the series of independent health economic studies commissioned by Dynavox Group, the first of which was launched in 2024, are important in increasing understanding of the individual and societal benefits of assistive communication. This year's study highlighting benefits to German individuals and society aligns closely with the Swedish study released in 2024. Read more on pages 14-15.

### Innovating in service delivery

Across our Eurow markets we continue to look for new ways to better serve users of our comprehensive communications solutions, their care circle, and prescribers. To complement our strength in eye-tracking technologies, we are now seeing a return on our investments in expanding access to touch technologies and other solutions for lower-needs individuals, such as those with autism. This increases the options available for more users and the ability of prescribers to meet needs of more clients.

We continue to expand our trials and loans programs which allow people to test the comprehensive communications solutions that work best for their needs. The trials and loans programs also give prescribers important insights into how assistive communication works and can benefit their clients.

2025 was an exciting year for Eurow, with valuable investments in our direct market presence, laying the foundation for a profitable and more scalable future. We are well-positioned to continue our Eurow growth trajectory while learning about maturing markets where we operate through partners and resellers.

“We continued to generate strong organic growth and our top eight markets outside the US measured by revenue are where we have a direct presence.”



Nils Normell, President Europe and the rest of the world.

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**“All of a sudden you  
look back and see  
how far the children  
have come.”**

– Christianne, special needs teacher



For Christianne, a teacher at Holy Family Special School in Ireland, incorporating high-tech communication aids has helped her get to know her students even better.

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Thanks to the efforts of Holy Family Special School principal Rachel, a speech therapist, and Tobii Dynavox's comprehensive communications solutions, more students were empowered in their educational journeys and teachers could engage with them more effectively.

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# A school-wide impact

**High-tech assistive communication solutions have not only empowered students at Holy Family Special School in Ireland but also enhanced the teacher experience.**

Holy Family serves children from ages 4 to 18 with disabilities, helping them achieve as much independence as possible by the time they graduate. Over 100 of their 179 students are on the autism spectrum.

When principal Rachel joined in 2002, she saw that their current communications solutions helped students navigate basic wants, needs and issues, but limited self-expression. Teachers Christianne and Sinead often witnessed their autistic students experience frustration and struggle to self-regulate, creating a stressful environment for both teacher and students. Communication barriers also left students unable to demonstrate their abilities and achieve their highest potential.

### **At their side every step of the way**

Rachel initiated work with a speech therapist who recommended high-tech communication aids as a solution for children on the autism spectrum. The benefits soon became clear: high-tech communication aids integrated into classrooms helped students engage more deeply in academic and life-skills learning, participate in class and share their interests and personalities.

Holy Family's speech therapists then reached out to Tobii Dynavox to learn about a comprehensive solution to help more students at once. Our team members introduced the school to a five-step process designed to help students achieve long-term success. After students were evaluated on communication abilities and needs, they were able to explore different devices and software to determine the best combination for them, using an innovative set up of trial periods

and loans. For teachers, the solution was ideal as they only needed to learn one single interface themselves to support their students' varying communication styles and needs.

Tobii Dynavox also supported speech therapists and families in accessing financial coverage for each student's recommended communication solution. When the devices arrived, our team helped therapists, teachers and parents with setup, customization and training to ensure each student's care circle felt as comfortable as possible with high-tech communication aids. Our team continues to host regular training sessions to answer questions, complete new evaluations and provide setup assistance.

"There is a great piece of mind knowing that [Tobii Dynavox] is here and that if we ever have any problems down the line, we can just go to [them] for help," says Sinead.

### **Scaling success**

Assistive communication has not only empowered dozens of Holy Family Special School's students in their educational journey but also strengthened teachers' ability to support them. In Christianne's case, incorporating high-tech communication aids helps her get to know her students even better. With such a wide variety of words and phrases at their fingertips, they can share their personalities and interests in more detail. Both Sinead and Christianne have seen an increase in self-regulation and a decrease in frustration, helping them teach more effectively.

Through the depth and flexibility of assistive communication, students can share their Power to be You more than ever. "All of a sudden you look back and see how far the children have come," says Christianne.

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## Chapter Five

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In 2025, Dynavox Group continued to strengthen its position through targeted investments in organizational development and direct presence in our core markets. These investments were central to ensuring continued scalability, robust processes, and stable profitability as the business grows. The strong demand for our solutions contributed to a clear increase in revenue. Revenue grew by 25% compared with the previous year, and the operating margin amounted to 10.3%.

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# The share

Dynavox Group's share has been listed on Nasdaq Stockholm (MidCap) since December 2021, where it is traded under the symbol DYVOX.

### Market capitalization

The highest price paid during the year was SEK 130.10 per share. The last price paid on December 31, 2025, was SEK 102.00. The market capitalization at the end of the year was SEK 10,766 million.

### Share capital

As of December 31, 2025, the total number of shares in the company was 106,880,235, of which 1,327,935 were class C shares and 105,552,300 were common shares. The purpose of the class C shares is to facilitate settlement of the company's long-term incentive programs. Class C shares are always included in the balance sheet, and the company may not exercise the voting rights associated with these shares. In practice, this means that only common shares are available for trading and can be used to exercise voting rights. The number of votes in the company as of December 31, 2025, was 105,685,093.50.

### Shareholder structure

As of December 31, 2025, Dynavox Group had 19,800 shareholders. The ten largest shareholders held 38.8% of the shares. The Board of Directors and the Group Management held 4.3% of the shares in the company. Foreign owners held 35.8% of the shares and Swedish ownership was 64.2%.

### Incentive programs

Four different performance-based share plans are currently active: LTI 2022, LTI 2023, LTI 2024, and LTI 2025. The share plans are offered to senior executives and key employees of the company and consist of stock units. Participants in the share plans are offered performance stock units free of charge, which may entitle them to receive shares subject to performance conditions being met. The maximum number of outstanding stock units, 2,485,413,

was set by the Board of Directors in May 2025. The dilutive effect is expected to be a maximum of 1.2%. For more information on the share plans and their terms, see note 7 Employees and remuneration on page 125.

### Dividend policy and distribution

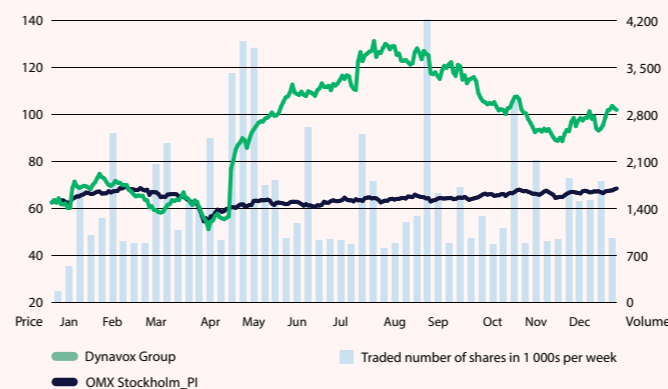
In February 2024, the Board of Directors made a decision to update the long-term dividend policy. The dividend policy states that the company shall distribute at least 40% of its available net profits to shareholders in the form of dividends, share repurchases, or comparable measures. The financial targets and dividend policy shall be reviewed within a 3–4 year period.

The Board of Directors proposes to the Annual General Meeting an ordinary dividend of 0.5 SEK per share for the fiscal year 2025.

### Annual General Meeting

The Annual General Meeting of Dynavox Group AB will be held on May 8, 2026.

### Share price performance January 1, 2025 to December 31, 2025



Owners, December 31, 2025	Number of shares	Holding, %
Swedbank Robur Fonder	10,351,571	9.69%
SEB Funds	4,912,887	4.60%
Handelsbanken Fonder	4,520,732	4.23%
Carnegie Fonder	4,243,649	3.97%
Capital Group	4,225,000	3.95%
Henrik Eskilsson	3,605,952	3.37%
Lannebo Kapitalförvaltning	3,038,623	2.84%
Third Swedish National Pension Fund (AP3)	2,602,744	2.44%
American Century Investment Management	2,185,394	2.04%
Case Kapitalförvaltning	1,807,808	1.69%
<b>Ten largest shareholders</b>	<b>41,494,360</b>	<b>38.82%</b>
Other shareholders	65,385,875	61.18%
<b>Total no. of shares</b>	<b>106,880,235</b>	<b>100%</b>

Holdings, December 31, 2025	Number of owners	Holding, %	Number of shares
1–500	15,524	1.80%	1,921,108
501–1,000	1,893	1.38%	1,476,372
1,001–10,000	2,095	5.49%	5,871,772
10,001–100,000	200	5.56%	5,930,327
100,001–500,000	50	10.87%	11,596,679
500,001–1,000,000	16	10.92%	11,675,662
1,000,001–5,000,000	21	44.56%	47,621,325
5,000,001–	1	9.69%	10,351,571
Anonymous ownership	-	9.73%	10,435,419
<b>Total</b>	<b>19,800</b>	<b>100%</b>	<b>106,880,235</b>

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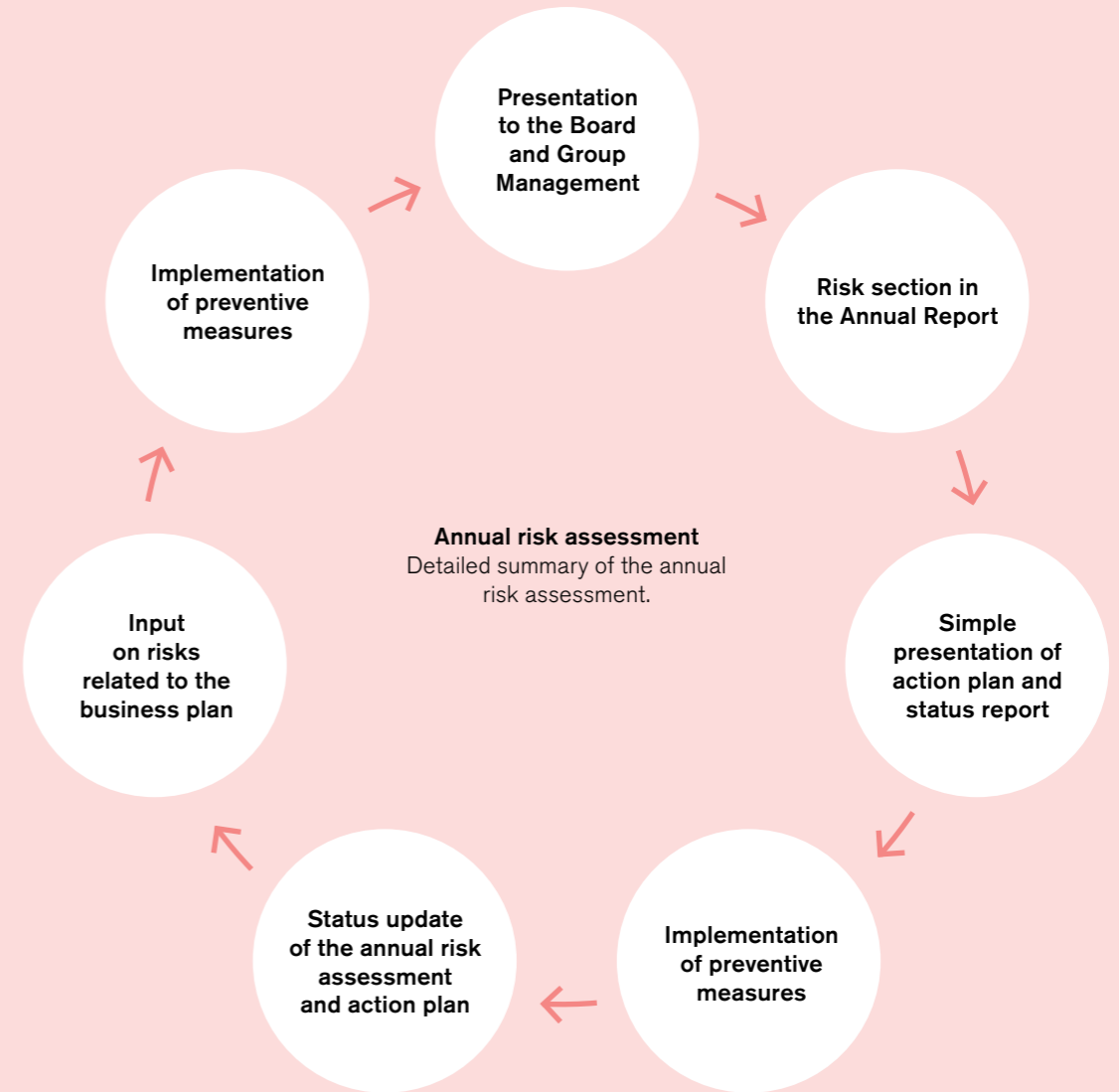
# Risks and risk management

Dynavox Group is exposed to a number of risks as a natural part of conducting business directly in a number of countries and providing products and services in over 65 additional markets through distributors.

This exposure to risk may affect the Group's business, earnings, and financial position. Dynavox Group has therefore developed a global framework to identify, assess, and manage these risks and to raise awareness of potential risks throughout the organization.

The internal risk management process, which is owned and managed by Group Management, includes an annual assessment of material risks, their impact on the business, and decisions on actions to mitigate risks and their potential impact.

Progress reports on the risk process are provided regularly to the Board, which in turn provides feedback on what risk factors are judged to be the most significant. The most material risks that have been identified as part of Dynavox Group's risk management process and the actions taken to manage the risks are presented beginning on page 36.



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<p><b>Changing market conditions and societal disruptions</b></p> <p>Dynavox Group is regularly exposed to both local and global macroeconomic fluctuations, unforeseen events and, situations involving uncertainty (e.g. natural disasters, political unrest and pandemics). If Dynavox Group incurs additional costs and/or reduced revenue due to local fluctuations in supply, demand, or prices, this may adversely affect its operations, profitability, and financial situation.</p>		<p>Dynavox Group operates in more than 65 countries, with varying market maturity and conditions. To mitigate the impact of external disruptions, the company continuously adapts its commercial and operational approach to local market realities. This includes strengthening digital engagement with users and prescribers, increasing resilience in the sales and training organization, and maintaining flexibility in how local teams operate.</p> <p>In response to supply-chain uncertainties and fluctuations in availability of key components, the company has increased inventory levels to secure product supply. Dynavox Group also closely monitors political developments in the U.S. market. Although current changes have not shown any material financial impact, changes in the political leadership in the USA may lead to broad societal effects that could directly or indirectly impact the business, even though such effects are difficult to quantify. Increased tariffs on goods produced in China and imported to the U.S. currently have only marginal indirect effects on Dynavox, as its products are exempt from such duties under the Nairobi Protocol. However, secondary effects, such as higher freight costs, could impact.</p>
<p><b>Competition</b></p> <p>Dynavox Group competes with both industry participants and consumer electronics. Such competition can weaken our market position and lead to reduced revenue.</p>		<p>To compete effectively, Dynavox Group carries out continuous monitoring of potential competitors, the market, and technological developments, such as AI, and the company continues to develop and adapt the products and services it offers. Dynavox Group's strategy is to further strengthen its comprehensive offering, and in combination with the offering assist users with the reimbursement process, training and support. In addition, Dynavox Group is actively expanding its product range and geographic markets. The acquisition strategy is a cornerstone in strengthening its offering and competitive advantage, in addition to important partnerships with, for example, Microsoft, Apple, and Google.</p>
<p><b>Acquisitions and integration</b></p> <p>Dynavox Group's strategy is based in part on acquisitions. The implementation of its acquisition strategy exposes Dynavox Group to several risks. Acquisitions are inherently risky because of the difficulties in evaluating the business being acquired and in realizing synergies during the integration phase.</p>		<p>Acquisition analyses are performed according to a structured and well-defined process supported by thorough integration planning. Dynavox Group builds on insights from each acquisition, continuously improving our methods to reduce risk and secure long-term value creation.</p>
<p><b>Product quality</b></p> <p>Defects in Dynavox Group products may cause the products to malfunction in whole or in part, or fail to meet customer expectations. This could result in costly recall programs and reduce confidence in Dynavox Group and its products.</p>		<p>Dynavox Group establishes quality standards and tests products. The company regularly interacts and cooperates with, as well as performs quality assessments of, suppliers. We also closely cooperate with customers to identify improvements and ensure customer satisfaction.</p>
<p><b>Delivery problems and inadequate inventory management</b></p> <p>Disruptions in production due to component shortages increase the risks in production and may result in higher costs. Problems in the logistics flow could result in increased costs and delays in delivery to end customers.</p>		<p>Dynavox Group closely monitors sales volumes and works closely with its suppliers to streamline production and inventory management, and quickly adapts these to demand. This minimizes the risk of inventory write-downs or having to buy components at higher prices, or incurring express delivery costs or late fees.</p>



Reduced risk



Unchanged risk



Increased risk

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<p><b>Supplier risk</b></p> <p>Dynavox Group is dependent on a small number of external providers for the supply of components and product assembly.</p>		Dynavox Group regularly evaluates and performs risk analyses related to sole-sourced, business-critical components. When alternative suppliers exist, the Group seeks to qualify and secure a second source. In cases where second sourcing is not feasible, risks are mitigated through strengthened supplier relationships, active business-continuity planning, and maintaining appropriate safety stock of key components.
<p><b>Business interruption</b></p> <p>Unforeseen and sudden events, such as fires or outages affecting electricity or the internet may disrupt in-house production or the supply chain. Interruptions in production or logistics may result in delayed delivery or non-delivery to Dynavox Group's customers.</p>		Dynavox Group works continuously on loss prevention measures and strengthening its contingency planning.
<p><b>IT-related risks</b></p> <p>External or internal intrusions into Dynavox Group's data security or the premises in which the company operates may occur. This can relate to, for instance, intellectual property, financial information, business plans, strategies, and the personal data of employees, customers, or end users. Increased digitalization and AI also means greater exposure to potential interruptions and disruptions in IT systems, which could have major consequences. The impact of disruptions in suppliers' systems can also have major ramifications for Dynavox Group.</p>		Dynavox Group works continuously to improve and develop information security management systems. Dynavox Group conducts consistent risk analysis and monitors threat scenarios to prevent intrusions and disruptions to systems. An Information Policy developed by the Information Security Officer describes the responsibilities of employees and a classification model regarding how data should be handled. The company performs ongoing work to improve and develop IT infrastructure and preparedness to minimize the impact of any disruptions. Dynavox Group has also developed a strategy for data protection and security and for continuous monitoring of AI systems to identify and address potential threats, and uses transparent AI models to ensure decision-making is fair and accurate. In addition, Dynavox Group invests in training and development to raise awareness among employees about AI risks.
<p><b>Business ethics</b></p> <p>Compliance with Dynavox Group's business ethics principles, as well as with laws and regulations, is important for the company's continued success. Failure to comply would result in specific business risks and the risk of a negative impact on Dynavox Group's reputation.</p>		Through Dynavox Group's strong corporate culture and its Code of Conduct, which also includes the Supplier Policy, all employees and suppliers sign and agree to comply with the company's ethical principles. Regular training for employees, as well as risk analysis and review of suppliers, is conducted. Implementation of effective quality management and compliance programs take place throughout the product and development process.
<p><b>Regulatory risks</b></p> <p>Irregularities in Dynavox Group's regulatory compliance and procedures could expose the company to considerable financial risks, market risks, or operational risks. Dynavox Group must comply with applicable laws and standards regarding matters such as product safety, the environment, and personnel in the markets in which Dynavox Group operates. The majority of its products are registered as medical devices, which imposes specific demands regarding certification.</p>		Dynavox Group performs continuous reviews of certifications and other laws and regulations in the markets in which the company is operating. When new rules are issued, they must be analyzed and, if necessary, appropriate measures taken to ensure compliance.
<p><b>Personnel and competencies</b></p> <p>Dynavox Group is dependent on a variety of expert competencies and key individuals. In a highly competitive business environment, there is a risk of not being able to attract or retain employees. This creates a risk that could impede the future expansion of Dynavox Group.</p>		Dynavox Group offers a strong corporate culture combined with competitive employment terms and training programs. At the same time, Dynavox Group has a strong mission linked to helping people with disabilities to communicate, developing comprehensive communications solutions to give them a voice. Taken together, this provides a strong foundation as an attractive place to work. Dynavox Group's Code of Conduct provides guidelines for the Group's commitments, making clear the importance of treating all employees fairly and equally.



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<p><b>Financial and tax risks</b></p> <p>Dynavox Group aims to provide a good and stable long-term return. The business conducted by Dynavox Group is exposed to a number of different financial risks, including liquidity, currency, interest rate, tax, and credit risks.</p>	➤	<p>Financial risk management is governed by the financial policy established by the Board of Directors. Group Management and the Finance function carry overall responsibility for identifying, managing, and continuously improving the Group's risk framework. During 2025, particular focus was placed on mitigating currency exposure. Work has intensified to better balance cash inflows and outflows across key currencies, optimize natural hedging opportunities, and strengthen forecasting accuracy. The Finance function also works proactively with internal control, policy compliance, and securing long-term financing, while maintaining transparent communication with capital markets and lenders.</p>
<p><b>Intangible assets</b></p> <p>Lower than planned future cash flows may lead to a risk of impairment of intangible assets relating to product development and trademark licenses.</p>	➤	<p>Regular impairment tests are performed by analyzing future expected earnings relating to the projects and brands that are included in the balance sheet. For further information, see note 2 Significant accounting policies.</p>
<p><b>Reimbursement and insurance schemes</b></p> <p>Most of Dynavox Group's end users depend on reimbursement from public and private payers to buy Dynavox Group's products. Changes in such reimbursement and insurance schemes, for example as a result of changes in applicable legislation, procurement procedures, or political leadership, could change the conditions and limitations for users regarding access to the company's products, which would have a negative impact on Dynavox Group's business and financial position.</p>	↻	<p>Reimbursement structures vary from country to country and Dynavox Group is constantly working to provide a high level of expertise in the reimbursement process. Dynavox Group has approximately 120 employees working on the reimbursement process, along with a large and established network with various payers. In this way, Dynavox Group can not only influence but also receive early indications of upcoming changes, thereby minimizing the risk of users not being able to access the products offered. The company is following developments of the political changes in the largest market, the USA, closely. However, given the size of the U.S. market, changes in the political leadership in the USA may lead to broad societal effects that could directly or indirectly impact the business, even though such effects are difficult to quantify.</p>
<p><b>Disputes and damages</b></p> <p>There is a risk that Dynavox Group will be involved in unforeseen disputes; for example, customers, suppliers or other counterparts may initiate legal proceedings. An unfavorable decision could have a significant impact on the reputation of Dynavox Group, and could result in damages, fines, legal costs, negative publicity, and disruptions to the business continuity.</p>	➤	<p>Dynavox Group enters into written agreements with its customers and partners. The company disseminates knowledge within the organization for timely reporting to in-house counsel for handling of any disputes and disagreements. To manage these risks, Dynavox Group actively works to make improvements relating to quality and regulatory aspects.</p>
<p><b>Insurance risk</b></p> <p>Risk of inadequate insurance coverage for assets and employees.</p> <p>The Group's business is exposed to various risks such as damage and losses. There is a risk that Dynavox Group's insurance coverage may not fully cover liabilities arising from the business in which the company engages. A loss not covered by insurance could have an adverse effect on Dynavox Group's business and financial position.</p>	➤	<p>To minimize insurance risk, Dynavox Group develops its contract management with customers and suppliers and trains staff in contract management.</p> <p>Dynavox Group has insured its operations against loss and/or potential liability for third-party claims relating to property damage, business interruption, workplace injuries, global product liability, and product and software recall programs. Property, liability, travel and transport insurance policies are procured centrally to achieve economies of scale. This is combined/complemented with local insurance coverage to ensure a balanced insurance protection. Management is instructed to carry out an annual insurance coverage review.</p>



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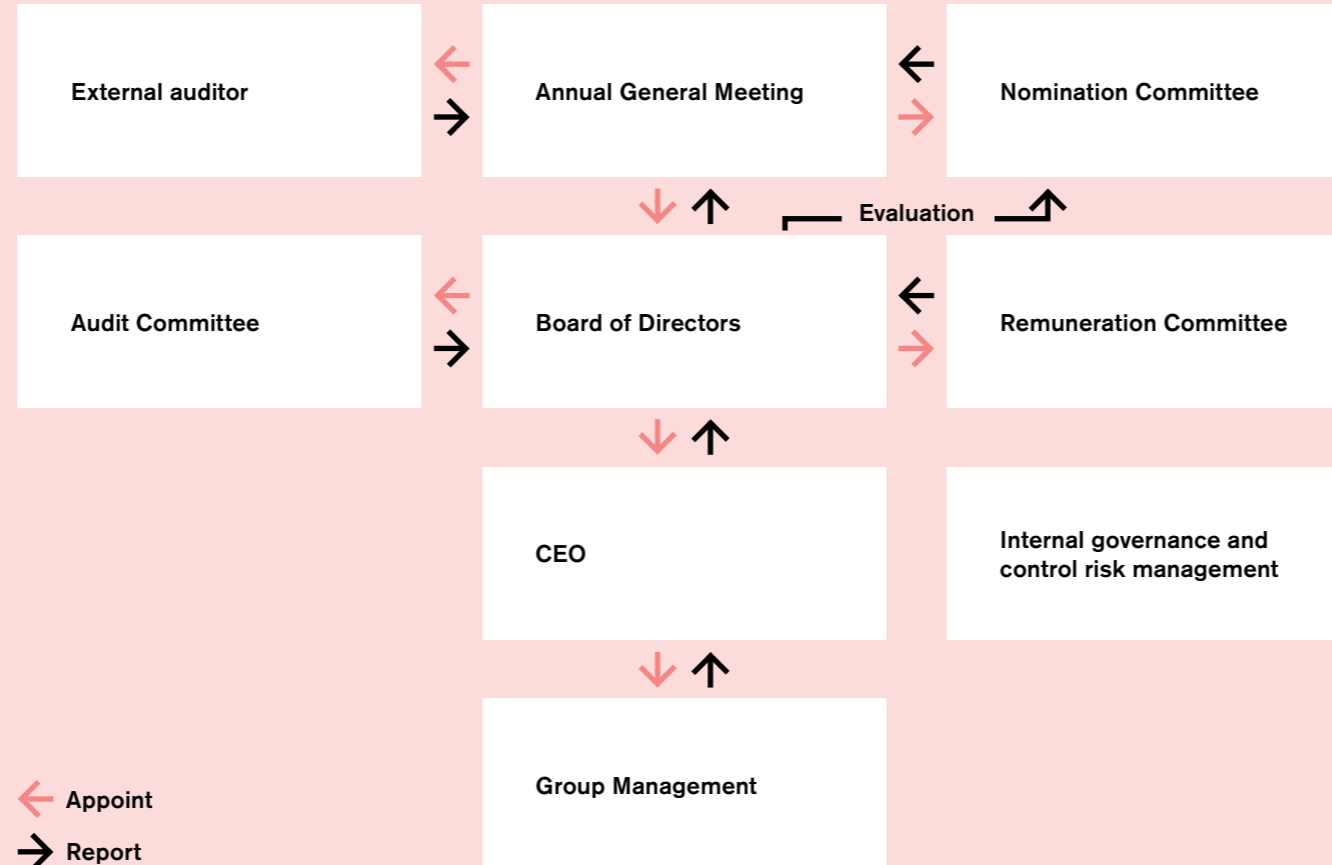
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# Corporate Governance Report



#### Internal control instruments:

Business concept, targets, strategies, corporate governance, the Board's Rules of Procedure, CEO Instructions, policies, Code of Conduct, and core values.

#### External control instruments:

Swedish Companies Act, other relevant acts, Nasdaq Stockholm's Rulebook for Issuers, and the Swedish Corporate Governance Code.

#### Corporate governance

Dynavox Group AB is a public limited company whose shares are listed on Nasdaq Stockholm.

Dynavox Group is governed and controlled by a corporate governance system that includes a number of principles, policies, guidelines, structures, and processes, which are described in this report. Corporate governance is an important component in ensuring that Dynavox Group is managed sustainably and responsibly, in accordance with applicable laws and regulations. Corporate governance and its internal rules provide a framework for value creation and efficient decision-making, with clear roles and responsibilities among the company's shareholders, the Board, the Group's management team, and other employees. It is based on external rules and regulations, such as the Swedish Companies Act, Nasdaq Stockholm's rules for issuers, the Swedish Corporate Governance Code (the "Code"), and other relevant laws, regulations, and rules. The company complies with the Code's rules. This report presents explanations of the material respects in which the company deviated from the Code's rules in 2025. Internal rules and regulations such as the Articles of Association, the Code of Conduct, the Insider Trading and Communications Policies, and the Board of Directors' Rules of Procedure are also used.

Dynavox Group follows the Code's principle of "comply or explain". In the opinion of the Board of Directors, the company complied with the Code in all material respects during 2025, although with one deviation from the Code, as Henrik Eskilsson, who is dependent in relation to the company and company management, was a member of the Remuneration Committee until May 5, 2025. The reason Henrik Eskilsson is a member of the Remuneration Committee is that he has extensive experience in remuneration issues, both in general and in relation to Dynavox Group.

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## The share and shareholders

The company's shares have been available for trading on Nasdaq Stockholm since December 9, 2021, and the shares are included in the Nasdaq Nordic Mid Cap segment. The share is traded under the DYVOX symbol. The share capital on December 31, 2025, amounted to SEK 0.5 million and the total number of shares was 106,880,235. These consisted of 1,327,935 class C shares and 105,552,300 common shares. The purpose of the class C shares is to facilitate settlement of the company's long-term incentive programs. Class C shares are always included in the balance sheet, and the company may not exercise the voting rights associated with these shares. In practice, this means that only common shares are available for trading and can be used to exercise voting rights. The number of votes in the company as of December 31, 2025, was 105,685,093.50. Each common share carries one vote at the company's Annual General Meetings. According to the share register, the company had 19,800 known shareholders on December 31, 2025. Swedbank Robur Fonder was the largest shareholder, with 9.7% of the total shares. SEB Funds was the second largest shareholder, with 4.6% of the shares. At the end of the year, foreign ownership was 35.8%. There is no restriction regarding the number of votes each shareholder may cast at a general meeting. The Board is not aware of any shareholder agreements or other arrangements between shareholders of the company.

## General Meeting

According to the Companies Act (2005:551), the General Meeting is the company's highest decision-making body. At the General Meeting, shareholders exercise their voting rights on key issues, such as adoption of the income statements and balance sheets, appropriation of the company's profits, discharge of the members of the Board of Directors and the Chief Executive Officer ("CEO") from liability, election of the members of the Board of Directors and the auditors and the decision on the remuneration of the Board of Directors and the auditors, as well as other issues pursuant to the Companies Act, the Articles of Association, and the Code. The Annual General Meeting is held within six months of the end of the financial year. In addition to the Annual General Meeting, Extraordinary General Meetings may also be convened. According to the Articles of Association, general meetings of shareholders are to be convened by announcing them in the Swedish National Gazette (*Post- och Inrikes Tidningar*) and by posting the notice on the company's website. At the time of the issuing of the notice convening the meeting, information regarding this shall also be published in the Svenska Dagbladet newspaper.

## Annual General Meeting 2026

### The Annual General Meeting will be held on May 8, 2026.

All shareholders who are registered in the share register maintained by Euroclear Sweden AB ("Euroclear") six business days prior to the Annual General Meeting are entitled to attend the Annual General Meeting. These shareholders must have informed the company of their intention to attend by the date specified in the notice convening the meeting. Shareholders may attend general meetings in person or by proxy and may also be assisted by a maximum of two persons. Typically, a shareholder may register for the General Meeting in several different ways, as indicated in the notice convening the meeting. Shareholders are entitled to vote using all the shares held by the shareholder.

Shareholders who wish to have a matter brought before the General Meeting must submit a written request to the Board of Directors. Such requests normally have to have been received by the Board at least seven weeks before the General Meeting.

## Nomination Committee

Companies complying with the Code must have a Nomination Committee whose task is to propose the Chairperson of the Annual General Meeting, the election of the Chair and other members of the Board, the election of the auditor and the remuneration of the Board and the auditor. The Nomination Committee shall also, if necessary, submit proposals for changes to the Nomination Committee's instructions. According to the Code, the General Meeting must appoint the members of the Nomination Committee or specify how the members are to be appointed. According to the Code, the Nomination Committee shall consist of at least three members, a majority of whom shall be independent of the company and the Group Management. In addition, at least one member of the Nomination Committee shall be independent in relation to the largest shareholder in terms of voting rights or the group of shareholders that cooperates in terms of the company's management.

The Nomination Committee of Dynavox Group AB (publ) shall consist of one member appointed by each of the three largest shareholders in terms of voting rights listed in the share register maintained by Euroclear Sweden as of August 31 each year and other reliable ownership information provided to the company at that time. The Chair of the Board of Directors shall be a co-opted member of the Nomination Committee and shall convene its first meeting.

If any of these shareholders chooses to waive their right to appoint a representative, the right is transferred in turn to the shareholder with the next largest shareholding.

If a member leaves the Nomination Committee before its tasks have been completed, the shareholder that appointed the departing member shall be given the opportunity to appoint a new member of the Nomination Committee. Shareholders that have appointed a member of the Nomination Committee have the right to dismiss the relevant member and appoint a new member of the Nomination Committee. If the shareholder that originally appointed a member is no longer among the three largest shareholders in terms of voting rights, the relevant appointed member shall offer to leave the committee and a new member shall be appointed in accordance with the above-mentioned procedure.

Such changes in the composition of the Nomination Committee do not need to be made if the change in the ownership situation occurs less than three months before the Annual General Meeting.

Unless the Nomination Committee decides otherwise, the member representing the largest shareholder shall be appointed as the Chairperson of the Nomination Committee. The composition of the Nomination Committee shall be announced publicly at least six months before the date of the Annual General Meeting. Changes in the composition of the Nomination Committee shall be announced publicly immediately.

Prior to the Annual General Meeting, the Nomination Committee shall submit proposals for:

- Chairperson of the Annual General Meeting,
- number of members of the Board of Directors,
- members of the Board of Directors,
- Chair of the Board of Directors,
- remuneration of the Chair of the Board of Directors and the members of the Board of Directors, and remuneration of the Chairpersons and members of the Board committees,
- auditor (if necessary) and the auditor's fee, and
- changes to the instructions for the Nomination Committee, if necessary.

The members of the Nomination Committee shall not receive any remuneration for their work, but the company shall be responsible

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for reasonable costs associated with the performance of the Nomination Committee's duties.

Shareholders wishing to submit proposals to the Nomination Committee prior to the Annual General Meeting may do so to the Chairperson of the Nomination Committee, in accordance with the procedure published on the company's website prior to the Annual General Meeting. The proposals will be evaluated by the Nomination Committee in accordance with the Nomination Committee's instructions and the Code. The Nomination Committee's proposals for Board members, remuneration of the Board and election of auditors and other relevant proposals and reasoned opinions will be presented to the Annual General Meeting.

### Nomination Committee for the 2026 Annual General Meeting

The Nomination Committee for the 2026 Annual General Meeting consists of:

- Joachim Spetz: Chairperson of the Nomination Committee and appointed by Swedbank Robur Fonder
- Gustaf Runius, appointed by SEB Funds AB
- Helen Fasth Gillstedt: appointed by Handelsbanken Fonder
- Gitte Pugholm Aabo: Chair of the Board of the company

No remuneration is paid to the members of the Nomination Committee and the members have declared that there are no conflicts of interest affecting their mandate.

The Nomination Committee has held a number of minuted meetings prior to the Annual General Meeting. The Nomination Committee has also met the Board of Directors to receive information on the company's operations, Board work and focus areas.

The Nomination Committee's proposal for the Board of Directors is submitted in its entirety to ensure that the requirements for the Board's skills, diversity, and independence are met. As a diversity policy, the Nomination Committee has applied section 4.1 of the Swedish Code of Corporate Governance when preparing proposals for the Board of Directors. The Nomination Committee has aimed to achieve a balanced gender distribution among the elected members, as well as diversity and breadth in terms of age, experience, and skills. The Board is also to a large extent independent of the company and its management and major shareholders, see the table below.

## The Board of Directors

The Board of Directors is the highest decision-making body of the company after the General Meeting. The Board of Directors, to the extent appointed by the General Meeting, shall consist of not fewer than three and not more than ten members, with no deputies. The duties of the Board of Directors are governed primarily by the Companies Act and the Code. In addition, the work of the Board is governed by Rules of Procedure adopted annually by the Board. The Rules of Procedure of the Board of Directors govern the division of work and responsibilities between the members of the Board, the CEO and the committees. Furthermore, the division of work between the Board and the CEO is governed by the CEO Instructions adopted annually by the Board. The CEO Instructions also contain instructions for financial reporting. According to the Companies Act, the Board of Directors is responsible for the management and organization of the company, which means that the Board is responsible for, among other things, setting targets and strategies, ensuring procedures and systems for evaluating the set targets, continuously evaluating the company's performance and financial position, and evaluating the operational management. The Board is also responsible for ensuring that the annual and interim reports are prepared in a timely manner. In addition, the Board appoints the company's CEO. Finally, the Board also decides on significant investments and changes in the company's organization and operations.

The Chair of the Board is responsible for directing and allocating the work of the Board and for ensuring that this work is carried out in such a way that the Board fulfils its duties. This responsibility includes ensuring that the Board members receive the information needed for the Board to perform its work while maintaining the

required level of quality in accordance with applicable regulations. The Chair is also responsible for ensuring that the Board evaluates its work each year. The Chair of the Board represents the company in relation to its shareholders.

Board members are normally elected by the Annual General Meeting for the period until the end of the next Annual General Meeting. According to the company's Articles of Association, the Board of Directors, as elected by the General Meeting, shall consist of at least three members and at most ten members without deputies.

The Board holds meetings in accordance with a schedule that is defined each year. In addition to these Board meetings, additional Board meetings may be convened to deal with matters that cannot be postponed until the next ordinary meeting of the Board. In addition to the Board meetings, the Chair of the Board and the CEO continuously discuss the management of the company.

## Independence of the Board

According to Rules 4.4 and 4.5 of the Code, the majority of the Board members elected at the Annual General Meeting must be independent of the company and the Group Management. At least two of these members must also be independent of the company's major shareholders. In order to determine the independence of a Board member, an overall assessment of the Board member's relationship with the company must be made in each individual case. The Nomination Committee has assessed that the composition of the Board of Directors of Dynavox Group AB in 2025 meets the independence requirements set out in the Code.

Name	Position	Member of the Board of Dynavox Group since	Attendance at Board meetings	Attendance at Audit Committee meetings	Attendance at Remuneration Committee meetings	Independence in relation to	
						The company and its management	Major shareholders
Gitte Pugholm Aabo	Chair of the Board	2024	17/17	7/7	6/6	Yes	Yes
Carl Bandhold	Board member	2021	16/17	6/7	-	Yes	Yes
Henrik Eskilsson	Board member	2021	16/17	-	2/6 <sup>2</sup>	No	Yes
Charlotta Falvin	Board member	2021	16/17	7/7	6/6	Yes	Yes
Caroline Ingre	Board member	2021	17/17	-	-	Yes	Yes
Maarten Barmentlo	Board member	2023	17/17	-	4/6 <sup>1</sup>	Yes	Yes

<sup>1</sup> Maarten Barmentlo was appointed as a member of the Remuneration Committee from May 5, 2025. <sup>2</sup> Henrik Eskilsson was a member of the Remuneration Committee until May 5, 2025.

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Dynavox Group's Board of Directors consists of six ordinary members, including the Chair of the Board, without deputies, elected for the period until the end of the 2026 Annual General Meeting. The table on page 41 shows the members of the Board, when they were first elected to the Board and whether they are independent of the company and/or its major shareholders. Attendance at Board and committee meetings is also presented in the table.

### Work of the Board during the year

The current Board was appointed at the Annual General Meeting on May 5, 2025, and has held a total of 17 meetings. The CEO attended all the Board meetings, except in cases where a conflict of interest prevented attendance. The participation of each Board member is shown in the table on page 41.

The Board's work is evaluated annually to ensure the quality of its work, as well as to identify any need for additional skills and experience. In 2025, the evaluations, led by the Chair of the Board, were carried out through a survey that was anonymously completed by each Board member. The Chair also held a joint evaluation discussion with all the Board members.

### Board committees

#### Audit Committee

The Audit Committee follows written instructions and must, through its activities, comply with the requirements of the Companies Act and the EU Audit Regulation. The Audit Committee is a preparatory body in the contact between the Board and the auditors and submits regular reports to the Board on its work. Without prejudice to the other responsibilities and duties of the Board of Directors, the Audit Committee shall monitor the company's financial reporting, monitor the effectiveness of the company's internal control and risk management, stay informed of the audit of the annual accounts and consolidated accounts, review and monitor the impartiality and independence of the auditor, paying particular attention to whether the auditor provides the company with services other than audit services, and assist in the preparation of proposals for the election of the auditor by the General Meeting of shareholders. Since the introduction of the Corporate Sustainability Reporting Directive (CSRD), the committee's responsibilities have been expanded to include reviewing the company's sustainability reporting.

According to the applicable Rules of Procedure of the Board, the Audit Committee shall have at least three members. Dynavox Group AB's Audit Committee consists of three members: Carl Bandhold, Charlotta Falvin and Gitte Pugholm Aabo, with Carl Bandhold as Chairperson. All the members of the Audit Committee are independent of the company and its management, as well as of the company's major shareholders. According to the Companies Act, the members of the Audit Committee may not be employed by the company and at least one member must have accounting and auditing skills. The composition of the committee shall be such as to meet the qualification requirements for accounting or auditing expertise.

The Audit Committee held seven meetings in 2025. The participation of each Board member is shown in the table on page 41.

#### Remuneration Committee

The Remuneration Committee shall prepare the Board of Directors' decisions on issues concerning remuneration principles, remuneration and other terms of employment for senior executives, remuneration guidelines as well as the Remuneration Report, monitor and evaluate programs for variable remuneration, both ongoing and such that ended during the year, to the senior executives, and monitor and evaluate the application of the guidelines for remuneration to the senior executives established by the Annual General Meeting, as well as the current remuneration structures and remuneration levels at the company. The Remuneration Committee is also responsible for assisting the Board in its annual review of senior executives, including the CEO, and for evaluating the CEO's succession planning for senior executives. The Remuneration Committee shall report its decisions, proposals, observations, and conclusions, in writing to the Board of Directors on an ongoing basis, and always after it holds meetings.

According to the applicable Rules of Procedure of the Board, the Remuneration Committee shall consist of at least three members. The Dynavox Group Remuneration Committee consists of three members: Charlotta Falvin, Maarten Barmiento, and Gitte Pugholm Aabo, with Gitte Pugholm Aabo as Chairperson.

The Remuneration Committee held six meetings in 2025. The participation of each Board member is shown in the table on page 41. Matters addressed included the evaluation, review and decisions on changes to the remuneration of members of the Group Management, and the follow-up and review of previously

approved long-term incentive programs. The committee was also in contact with current shareholders and proxy advisors during the year to seek their views and feedback on the implementation of our Remuneration Policy and structure for share-based and share-price-related compensation, with a view to ensuring that it is in line with market practices and shareholder expectations.

### Chief Executive Officer and other senior executives

The CEO reports to the Board of Directors and is responsible for the day-to-day management and operations of the company. The division of work between the Board and the CEO is set out in the Rules of Procedure of the Board and the Instructions to the CEO. The CEO is also responsible for preparing reports, compiling management information for Board meetings, and presenting this material to the Board.

According to the Financial Reporting Instructions, the CEO is responsible for the company's financial reporting and shall accordingly ensure that the Board receives sufficient information to enable the Board to evaluate the company's financial position on an ongoing basis.

The CEO shall keep the Board of Directors continuously informed about the development of the company's business, development of revenue, results, and financial position, as well as liquidity and credit position, major business events, and any other event, circumstance, or condition that may be of material importance to the company's shareholders.

The Chief Executive Officer and other senior executives are presented on pages 47-49.

### Remuneration to Board members, Chief Executive Officer and senior executives

#### Remuneration to members of the Board of Directors

Fees and other remuneration to the members of the Board of Directors, including the Chair, are determined by the General Meeting. The General Meeting held on May 5, 2025, passed a resolution as follows: the Chair of the Board of Directors shall be paid an annual fee of SEK 1,000,000, each of the other Board members who is not employed by the company shall be paid SEK 325,000, the Chairperson of the Audit Committee shall be paid SEK 140,000, the other members of the Audit Committee

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shall be paid SEK 65,000, the Chairperson of the Remuneration Committee shall be paid SEK 45,000 and the other members of the Remuneration Committee shall be paid SEK 28,000, with the result that the approved remuneration on an annual basis for the period from May 5, 2025, until the Annual General Meeting in 2026 amounts to a maximum of SEK 2,996,000. Members of the Board of Directors are not entitled to any benefits after their term of office as a member of the Board has ended.

### Guidelines for remuneration to the CEO and senior executives

These guidelines cover the company's Group Management, including the CEO. In the event that a member of the Board performs work for the company other than Board work, consulting fees and other remuneration may be paid for such work. The guidelines apply to remuneration that is agreed, and changes made to already agreed remuneration, after adoption of the guidelines by the 2025 Annual General Meeting. The guidelines do not cover remuneration decided by the General Meeting. The Board of Directors' proposal for guidelines for remuneration to senior executives adopted at the 2025 Annual General Meeting is in all material respects consistent with the guidelines resolved at the 2021 Extraordinary General Meeting.

### Promotion of the company's business strategy, long-term interests, and sustainability

Dynavox Group is a global market leader in the development and sale of assistive communication solutions. Dynavox Group's mission is to empower people with disabilities to do what they once did, or never thought possible. For more information on the company's business strategy, please visit [www.dynavoxgroup.com](http://www.dynavoxgroup.com). The successful implementation of the company's business strategy and the safeguarding of the company's long-term interests, including its sustainability, require the company to be able to recruit and retain qualified employees. In order to do this, the company must be able to offer competitive remuneration. These guidelines make it possible to offer senior executives a competitive total remuneration package. At the Extraordinary General Meeting held on November 5, 2021, the Board of Directors proposed a long-term share-based incentive program for stock units. Since then, the Annual General Meetings from 2022 to 2025 have approved long-term share-based incentive programs for stock units for each respective year. As the incentive programs are decided by the General Meeting, they are not covered by these guidelines.

The programs include the CEO and Group Management of the company. The outcome of the programs is directly linked to the company's financial performance and thus to the company's long-term value creation. – Measurable criteria may include financial targets such as growth, operating profit, and sustainability.

Variable cash compensation covered by these guidelines should be aimed at promoting the company's business strategy and long-term interests, including its sustainability.

The Annual General Meeting held on May 5, 2025, authorized the Board of Directors to decide that the company shall issue new shares or acquire treasury shares related to the incentive programs.

### Forms of remuneration

The remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration. The fixed monthly salary is determined based on the responsibilities of the role, relevant market data, and the individual's experience, ensuring competitiveness in relation to the external market and alignment with performance.

The variable cash compensation, which is linked to both the company's financial performance and the individual's achievements, is designed to reward the attainment of short term objectives that support the company's strategic priorities during the year. All targets are clearly defined, measurable, and communicated prior to each performance period. Additionally, the General Meeting may, irrespective of these guidelines, pass resolutions on, among other things, share-related or share price-related remuneration. Together, these components constitute a balanced and competitive total compensation structure that rewards performance in the short term while also fostering long term commitment and sustainable results.

The satisfaction of criteria for awarding variable cash remuneration shall be measured over a period of one or several years. The variable cash remuneration may not exceed 100% of the total fixed cash salary under the measurement period for such criteria. For the CEO, the variable cash remuneration may not exceed 100% of the total fixed cash remuneration during the measurement period for such criteria. Further variable cash remuneration may be awarded in extraordinary circumstances, provided that such extraordinary arrangements are limited in time and only made on an individual basis, either for the purpose of recruiting or retaining executives,

or as remuneration for extraordinary performance going beyond the individual's ordinary tasks. Such remuneration may not exceed an amount corresponding to 50% of the fixed annual cash salary and may not be paid more than once each year per individual. Any decision regarding such remuneration shall be made by the Board of Directors, based on a proposal from the Remuneration Committee.

Pension benefits, including health insurance, must be defined contribution. Variable remuneration shall not be pensionable. Pension premiums for defined contribution pensions shall not exceed 30% of the fixed annual cash salary.

Other benefits may include life insurance, health insurance, and car benefits. The total amount of such benefits may not exceed 10% of the fixed annual cash salary.

For employment governed by rules other than Swedish rules, pension benefits and other benefits may be duly adjusted for compliance with mandatory rules or established local practices, taking into account, to the extent possible, the overall purpose of these guidelines. For executives stationed in a country other than their home country, additional remuneration and other benefits may be paid to a reasonable extent, taking into account the particular circumstances of such postings, while meeting the overall objectives of these guidelines as far as possible. The total amount of such benefits may not exceed 50% of the fixed annual cash salary.

### Termination of employment

In the case of termination by the company, the notice period may not exceed 12 months. Fixed cash salary during the notice period and severance pay may not together exceed an amount equivalent to the fixed cash salary for 18 months. In the case of termination of employment by the executive, the maximum notice period is 12 months, with no entitlement to severance pay. In addition, remuneration may be paid for any non-competition undertaking. Such remuneration shall compensate for any loss of income and shall be paid only to the extent that the former executive is not entitled to severance pay. Remuneration shall be based on the employee's average monthly remuneration (including both fixed and variable remuneration) during the last 12 months of employment, subject to mandatory collective bargaining provisions, and shall be paid for the duration of the non-compete commitment, which shall be a maximum of 18 months after termination of employment.

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### Criteria for awarding variable cash remuneration etc.

Variable cash remuneration shall be linked to predetermined and measurable criteria, which may be primarily financial targets, such as growth, operating profit or operating cash flow, or non-financial targets. They may also take the form of individualized quantitative or qualitative targets. The criteria should be designed to promote the company's business strategy and long-term interests, including sustainability, for example by having a clear connection to the business strategy or by promoting the long-term development of the executive.

The targets for the CEO are set annually by the Board of Directors' Remuneration Committee, with the intention that they should be consistent with the company's business strategy and performance targets. The targets for other individuals covered by these guidelines are set annually by the CEO, in accordance with these guidelines, and on the basis of more detailed frameworks established by the Board's Remuneration Committee.

At the end of the measurement period regarding determination of compliance with the criteria for payment of variable cash remuneration, the extent of compliance with the criteria shall be calculated. The Remuneration Committee is responsible for assessing the variable cash remuneration payable to the CEO. With regard to variable cash remuneration payable to other executives, the CEO is responsible for the assessment.

### Pay and conditions of employment for employees

In preparing the Board of Directors' proposal for these remuneration guidelines, the salary and employment conditions for the company's employees have been taken into consideration by including information on employees' total remuneration, the components of the remuneration, and the increase and rate of increase of remuneration over time as part of the Remuneration Committee and Board's basis for decision when evaluating the fairness of the guidelines and limitations that follow.

### The decision-making process for setting, reviewing, and implementing the guidelines

The Board of Directors has established a Remuneration Committee. The tasks of this committee include preparing the Board's decisions on proposals for guidelines for the remuneration of senior executives. The Board of Directors will prepare a proposal for new guidelines at least every four years and submit it to the Annual

General Meeting for approval. The guidelines will apply until new guidelines are adopted by the General Meeting. The Remuneration Committee shall also monitor and evaluate variable remuneration programs for the executive management, application of guidelines for remuneration to senior executives, and current remuneration structures and levels in the company. Members of the Remuneration Committee are independent of the company and its management. When the Board of Directors discusses and decides on matters relating to remuneration, the Chief Executive Officer and other members of the company management shall not be present if they are affected by these discussions and decisions.

### Deviation from the guidelines

The Board of Directors may temporarily decide to deviate from the guidelines, in whole or in part, if there are specific reasons for doing so in an individual case, and a deviation is necessary in order to serve the long-term interests of the company, including its sustainability, or to ensure the company's financial viability. As stated above, the Remuneration Committee's tasks include preparing the Board's decisions on remuneration issues, including decisions on deviations from the guidelines.

### Internal control

Based on the systematic approach to managing risk exposure, Dynavox Group's internal control process is designed to monitor compliance with the Group's policies, principles, and instructions, and to assist the business in achieving its financial targets by monitoring risk exposure in a structured manner. Internal controls shall include organizational controls, policies, and procedures, and shall be designed to provide reasonable assurance regarding the reliability of internal and external financial and sustainability reporting, and to ensure that this is prepared in accordance with laws, applicable accounting standards, and other practices and requirements applicable to listed companies.

Risk assessment of strategic, compliance, operational, and financial risks shall be performed annually by the CFO and presented to the Audit Committee and the Board of Directors.

The Board of Directors and the Audit Committee of the Board are responsible for internal control. Within the Group, the CFO is responsible for ensuring a satisfactory environment for internal control.

A self-assessment of the minimum requirements regarding defined controls mitigating identified risks for each business process shall be performed annually and reported to the Audit Committee and the Board of Directors. The CFO is responsible for the self-assessment process, which is facilitated by the smooth functioning of internal controls.

The Audit Committee follows up the financial statements and monitors the status of sustainability work at its meetings, and receives a report from the auditors on their observations.

Dynavox Group does not have an internal audit function. The Board of Directors has decided that the monitoring of internal control carried out by the Board and management is adequate as an audit function in view of the size and activities of the company.

### External auditor

The auditor shall examine the annual accounts and financial statements of the company and the management performed by the Board of Directors and the Chief Executive Officer. After each financial year, the auditor shall submit an Auditor's Report for the Parent Company and a Group Auditor's Report to the Annual General Meeting.

According to the company's Articles of Association, the company shall have not less than one and not more than two auditors and not more than two deputy auditors. An authorized public accountant or registered public accounting firm shall be appointed as auditor and, where applicable, as deputy auditor. At the Annual General Meeting held on May 5, 2025, Öhrlings PricewaterhouseCoopers AB ("PwC") was elected as the company's external auditor up until the 2026 Annual General Meeting. PwC has been the company's appointed audit firm since 2012. PwC has appointed Camilla Samuelsson as auditor in charge.

In addition to regular auditing tasks, PwC has provided the company with advisory services. The auditor receives remuneration for her work in accordance with the resolution of the Annual General Meeting.

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# Board of Directors



#### **Gitte Pugholm Aabo**

CHAIR OF THE BOARD  
Elected 2024. Born 1967.

#### **Current assignments and background:**

Extensive experience from the pharmaceutical industry and in medical technology. Former CEO of the Danish hearing aid company GN Hearing, President and CEO of Danish pharmaceutical company Leo Pharma. Member of the Boards of ALK-ABELLÓ A/S and Rockwool Foundation.

**Education:** MBA from Copenhagen Business School, Denmark.

#### **Shareholding in the company as of February 11, 2026:**

6,079 common shares.



#### **Carl Bandhold**

BOARD MEMBER  
Elected 2021. Born 1974.

#### **Current assignments and background:**

CFO of Nilfisk a/s (publ.), the Danish world leader in professional cleaning equipment. Former deputy CEO and CFO of Profoto AB (publ.), CFO of the assistive technology company Permobil Group, CFO of real estate developer JM AB (publ.) and management consultant at Boston Consulting Group and Accenture.

**Education:** MBA from INSEAD and MSc in Chemical Engineering from Chalmers University of Technology, Sweden.

#### **Shareholding in the company as of February 11, 2026:**

150,000 common shares.



#### **Maarten Barmantlo**

BOARD MEMBER  
Elected 2023. Born 1967.

#### **Current assignments and background:**

Extensive experience from senior leadership positions in consumer-oriented and professional healthcare businesses globally, e.g. President of OTC hearing aid and CMO of WSA Group, CEO and member of the Board of Euro-Diesel S.A. CMO at Sonova. General Manager of Philips MRI Systems at Philips Healthcare, CEO of Connected Care, and CTO of Consumer Healthcare Solutions at Philips Consumer Healthcare.

**Education:** PhD in Physics from the University of Leiden, the Netherlands.

#### **Shareholding in the company as of February 11, 2026:**

30,000 common shares.

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# Board of Directors



#### Henrik Eskilsson

BOARD MEMBER

Elected 2021. Born 1974.

#### Current assignments and background:

Co-founder and CEO of Tobii AB from 2001–2021. CEO of Vaja AB. Member of the Board of Tobii AB.

**Education:** MSc in Industrial Engineering & Management, International Profile, Linköping University, Sweden.

#### Shareholding in the company as of February 11, 2026:

3,605,952 common shares.



#### Charlotta Falvin

BOARD MEMBER

Elected 2021. Born 1966.

#### Current assignments and background:

Extensive experience from leading positions in IT and telecom, e.g., COO of Axis, CEO of Decuma and TAT. Chair of the Boards of Internetstiftelsen and Science Village Scandinavia AB. Member of the Boards of Bure Equity, Nel ASA, and Tobii AB. Former board member of companies such as Axis, Boule Diagnostics, Doro, Invisio, Net Insight, Sinch, and the Malmö-based incubator Minc.

**Education:** MSc in Business Administration, Lund University, Sweden.

#### Shareholding in the company as of February 11, 2026:

10,700 common shares.



#### Professor Caroline Ingre

BOARD MEMBER

Elected 2021. Born 1977.

#### Current assignments and background:

Specialist and senior physician in neurology and neuromuscular diseases. Founder and director of the Karolinska ALS Center. Founder and director of the national ALS registry in Sweden, as well as the Karolinska ALS Treatment Center, which focuses on clinical trials for ALS. Board member of TRICALS and holds several scientific board positions in ALS-related organizations, including pharmaceutical companies.

**Education:** MD Neurology and Ph.D. in neuroscience, Professor at Karolinska Institutet, Sweden.

#### Shareholding in the company as of February 11, 2026:

10,000 common shares.

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# Senior executives



### **Fredrik Ruben**

CHIEF EXECUTIVE OFFICER  
Member of Group Management since 2014.  
Born 1977.

#### **Current assignments and background:**

Fredrik Ruben has been the Chief Executive Officer of Dynavox Group and its previous entities since 2014. He was previously the President & CEO of 3L System Group and Vitec Mäklarsystem.

**Education:** Fredrik has a Master of Science in Industrial Engineering and Management from Linköping University, Sweden and Nanyang Technological University, Singapore.

**Shareholding in the company as of February 11, 2026:**  
404,393 common shares and 178,736 stock units.



### **Linda Tybring**

CHIEF FINANCIAL OFFICER  
Member of Group Management since 2018.  
Born 1976.

#### **Current assignments and background:**

Linda Tybring has worked at Dynavox Group and its previous entities since 2018, leading the Finance, Business Excellence, Legal and IT functions. She was previously the CFO of Hermes Medical Solutions AB, 3L System Group AB, and J Lindeberg AB. She has also been CEO of Vitec Finans & Försäkring AB and Vitec Media AB.

**Education:** Linda is a qualified accounting consultant, Srf Consultants and studied commercial law at Linköping University, Sweden.

**Shareholding in the company as of February 11, 2026:**  
84,895 common shares and 68,526 stock units.



### **Mikael Bäckström**

CHIEF PEOPLE & SUSTAINABILITY OFFICER  
Member of Group Management since 2021.  
Born 1968.

#### **Current assignments and background:**

Mikael Bäckström has worked at Dynavox Group and its previous entities since 2021, leading People & Sustainability. He has held senior HR roles at global companies such as Spotify, Klarna, and 3.

**Education:** Mikael has a Bachelor's in Personnel, Work and Organization from Stockholm University, Sweden.

**Shareholding in the company as of February 11, 2026:**  
42,810 common shares and 46,373 stock units.

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### Markus Cederlund

CHIEF PRODUCT & DEVELOPMENT OFFICER  
Member of Group Management since 2022.  
Born 1976.

#### Current assignments and background:

Markus Cederlund has worked at Dynavox Group and its previous entities since 2022, leading product development. He has held senior roles at St. Jude Medical and at Tobii AB, where he led the development of software for early eye-tracking assistive communications solutions.

**Education:** Markus has a Master of Science in Computer Engineering from the Royal Institute of Technology, Stockholm, Sweden.

**Shareholding in the company as of February 11, 2026:**  
15,284 common shares and 36,356 stock units.



### Kristen Cook

CHIEF MARKETING OFFICER  
Member of Group Management since 2021.  
Born 1979.

#### Current assignments and background:

Kristen Cook has worked at Dynavox Group and its previous entities since 2018, leading global marketing and communications. She previously held a senior marketing role at Brunner.

**Education:** Kristen has a Bachelor of Integrated Marketing and a Master of Corporate Communications from Duquesne University, United States.

**Shareholding in the company as of February 11, 2026:**  
13,412 common shares and 33,488 stock units.



### Caroline Henricson

CHIEF COMMERCIAL OFFICER  
Member of Group Management since 2024.  
Born 1985.

#### Current assignments and background:

Caroline Henricson has worked at Dynavox Group and its previous entities since 2024, overseeing the subsidiaries Acapela Group and Rehadapt and leading overall company strategy and mergers and acquisitions. She has held senior management consulting roles at McKinsey & Company.

**Education:** Caroline has a Master of Science from Stockholm School of Economics, Sweden.

**Shareholding in the company as of February 11, 2026:**  
17,678 common shares and 23,539 stock units.

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#### **Nils Normell**

PRESIDENT EUROW

Member of Group Management since 2018.

Born 1964.

#### **Current assignments and background:**

Nils Normell has worked at Dynavox Group and its previous entities since 2018, leading the sales organization in Europe and the rest of the world outside of North America (Eurow). He has held senior roles at Microsoft, Apple, Nokia, and Electrolux.

**Education:** Nils has a Master of Science in Engineering from the Royal Institute of Technology, Stockholm, and an MBA from the Stockholm School of Economics, Sweden.

#### **Shareholding in the company as of February 11, 2026:**

133,065 common shares and 35,705 stock units.



#### **Tony Pavlik**

CHIEF OPERATING OFFICER

Member of Group Management since 2014.

Born 1960.

#### **Current assignments and background:**

Tony Pavlik has worked at Dynavox Group and its previous entities since 2004, leading global operations, including sourcing, the organization's supply chain management, order fulfillment/logistics, and quality/regulatory assurance.

**Education:** Tony has a Bachelor of Science in Human Resources Management from Geneva College, United States.

#### **Shareholding in the company as of February 11, 2026:**

35,240 common shares and 33,488 stock units.



#### **Tara Rudnicki**

PRESIDENT NORTH AMERICA

Member of Group Management since 2014.

Born 1966.

#### **Current assignments and background:**

Tara Rudnicki has worked at Dynavox Group and its previous entities since 2001, leading the sales organization in North America. She has held various senior management roles at Assistive Technology Inc. for 20+ years. She has served as President of the Assistive Technology Industry Association (ATIA) since 2015 and as a member of its executive committee since 2010.

**Education:** Tara studied criminal justice at Framingham State University and Northeastern University, United States.

#### **Shareholding in the company as of February 11, 2026:**

42,589 common shares and 39,690 stock units.

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# Sustainability statement

## ESRS 2 General Disclosures

General basis for preparation of the sustainability statement | **BP-1** |

### Scope and boundaries

Dynavox Group has prepared its Sustainability Statement in accordance with the European Sustainability Reporting Standards (ESRS), following the transposition of the Corporate Sustainability Reporting Directive (CSRD) into Swedish legislation.

The Sustainability Statement encompasses the Group's full value chain, including sourcing, production, distribution, product utilization, and end-of-life treatment. The information presented in the Sustainability Statement is consolidated on the same basis as the Group's financial statements.

The Sustainability Statement is prepared in accordance with the Swedish Annual Accounts Act, which stipulates compliance with ESRS, the CSRD (2022/2464), and the Taxonomy Regulation (2020/852). As a manufacturer of medical devices, Dynavox Group's sustainability reporting framework is aligned with regulatory requirements under the EU Medical Device Regulation (EU MDR 2017/745), FDA Quality Management System Regulation (21 CFR Part 820), and the ISO 13485:2016 quality management system, which governs how we collect, control, and validate operational and post-market data.

No omissions have been made for confidentiality, innovation, or legal constraints. The report is transparent regarding plans and negotiations. None of our subsidiaries are required to prepare separate sustainability statements under EU rules. The scope and approach are reviewed regularly to ensure continued alignment with evolving ESRS requirements.

Disclosures in relation to specific circumstances | **BP-2** |

### Use of estimates and data reliability

Some sustainability metrics in this report are based on estimates, particularly those relating to average product usage duration (Scope 3, Category 11) and employee commuting modes and frequencies (Scope 3, Category 7). Calculations rely on product specifications and employee surveys, with periodic updates to enhance accuracy. Assumptions, such as those regarding electricity consumption and commuting patterns, are validated with clinical and operational data, and uncertainties are addressed through transparent reporting and stakeholder feedback.

Dynavox Group has integrated its sustainability disclosures into the Board of Directors' Report in accordance with the Swedish Annual Accounts Act. As this is our first-year reporting under ESRS, comparative data is only included where specifically required.

### Use of temporary exemptions

During our Double Materiality Assessment, Dynavox Group identified S1 (Own Workforce) and S2 (Workers in the Value Chain) as material topics in accordance with the ESRS. For these standards, we are utilizing the temporary exemption ("quick fix") for the topical standard as a whole or certain sub-topics. We will temporarily defer full disclosures for the specified areas in line with ESRS guidance. We are committed to full ESRS reporting once the exemption period ends and are actively working to ensure future compliance.

### S1 – Own Workforce

For S1, we are utilizing the temporary exemption for sub-topics S1-12 and S1-13. The materiality of S1, the relevant sub-topics, and their connection to our business model and strategy are detailed in the S1 chapter of this report, which also covers our policies, targets, action plans, and future metrics.

### S2 – Workers in the Value Chain

For S2, we are utilizing the temporary exemption for the topical standard as a whole. Within S2, we have identified "Equal Treatment and Opportunities", "Other Work-Related Rights" and "Working Conditions" as a material sub-topic. Our Supplier Code of Conduct, aligned with ILO Convention 138, covers labor and human rights, including child labor and forced labor, and supports the protection of value chain workers' rights. We monitor critical suppliers through sustainability questionnaires and risk assessments, and conduct audits for high-risk suppliers. Our target is for 100% of direct suppliers to have labor-related policies in place for their employees by 2030. This target is presented for the first time and progress is measured as the percentage of direct suppliers that have formally adopted labor-related policies.

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## The role of the administrative, management and supervisory bodies | GOV-1 |

Board of Directors and Group Management	Number of members	Percentage of women, %	Percentage of men, %	Percentage of women in relation to men, %	Number of executives	Percentage of independent members, %
Board of Directors	6	50%	50%	100%	0	83%
Management	9	44%	56%	80%	9	0%

### Governance structure and responsibilities

The Annual General Meeting (AGM) is the highest administrative body in the company and below the AGM is the board of directors which consists of six members including the chairman of the board. Below the board is the Executive Management Team (EMT) which consists of 9 executive representatives from the company, including the CEO.

There is no formal representation of employees or other workers within the Board of Directors or the Executive Management Team.

### Governance of sustainability initiatives

The Board of Directors is the Group's highest governing body for sustainability matters. Several board members have held senior leadership roles in sectors closely aligned with assistive technology, healthcare, and digital innovation. Their backgrounds include experience in medical technology, consumer electronics, and software development, providing strategic insight into product innovation and user-centered design. In addition, members have served on boards or in executive roles at companies operating in North America and Europe, which are Dynavox Group's primary markets. This regional expertise supports informed decision-making in areas such as market expansion, regulatory compliance, and reimbursement systems.

The board's collective experience also includes governance of publicly-listed companies, financial oversight, and sustainability leadership, aligning with the expectations of a global, purpose-driven organization. Their knowledge of stakeholder engagement, ESG strategy, and inclusive business models contributes directly to the company's long-term value creation and alignment with the UN Sustainable Development Goals.

### Objective setting and oversight

Sustainability is fully integrated into Dynavox Group's strategy, long-term planning, risk management, and annual action plans. The governance structure ensures that sustainability responsibilities are clearly defined and embedded at every level, from the Board of Directors to operational focal points. This structure provides transparency and accountability for the development, implementation, and monitoring of sustainability initiatives.

At the highest level, the Board of Directors holds the ultimate responsibility for sustainability oversight. The Board approves the Group's sustainability strategy and reviews the annual Sustainability Statement to ensure compliance with CSRD and ESRS requirements, as well as addresses material sustainability matters as needed. In addition to its sustainability mandate, the Board also oversees key regulatory areas related to medical device compliance, including product safety, post-market surveillance, clinical evaluation, and adherence to MDR and FDA QMSR requirements. These regulatory responsibilities intersect with sustainability risks such as product safety, accessibility, and supply chain resilience, and are therefore reviewed within strategic and risk discussions. The Audit Committee supports the Board by monitoring ESG-related risks and internal control effectiveness, ensuring that both sustainability and regulatory considerations are integrated into the Group's governance framework. Roles and responsibilities are defined in the Corporate Governance and Internal Control Policy.

The Executive Management Team (EMT) is responsible for translating Board-approved objectives into actionable plans and monitoring their implementation across the organization. While EMT members are not sustainability specialists, they bring extensive experience from the health sector and a deep understanding of

customer needs, which ensures that sustainability initiatives align with the Group's mission to promote inclusion and accessibility which relates to the identified material positive impact of social inclusion under S4.

To strengthen strategic alignment, a Sustainability Steering Committee was established in 2024. This committee consists of the Chief Operating Officer, Chief Financial Officer, and the Chief People and Sustainability Officer. Its primary role is to design and shape the sustainability strategy for approval by the Board and EMT. By positioning sustainability at the core of executive decision-making, the Steering Committee ensures that strategic priorities are embedded in business planning and risk management processes.

Operational execution is driven by the Sustainability Working Group, a cross-functional team led by the Global Head of Quality and Regulatory. The Working Group includes specialists in ESG, finance, People, legal, product development, sourcing, and business excellence. Membership rotates based on material topics to ensure expertise in areas such as data privacy (S4), equal treatment (S1), and emissions in product development (E1, E5). Roles and responsibilities within the group are divided by topical standard and IRO, for example, the Privacy Manager has responsibility over S4 and the IRO relating to sensitive data. The Working Group conducts Double Materiality Assessments, prepares the Sustainability Statement, develops sustainability objectives, and monitors progress against targets. It also maintains a strong link to top management through the participation of the Chief People and Sustainability Officer, who bridges strategic and operational perspectives.

In 2025, Dynavox Group strengthened its sustainability capacity through targeted recruitments. Sustainability specialists were added to the Global Finance Organization to integrate ESG considerations into financial planning and reporting, and to the Global Quality and Regulatory team to enhance compliance and product-related sustainability improvements. People and Legal functions also expanded their focus on social topics, including diversity, equity, and inclusion, and regulatory compliance.

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These developments reflect a shift from a compliance-driven approach to a proactive, integrated sustainability model.

Progress is monitored and reported quarterly through business reviews and annually, at a minimum, to the Board and Audit Committee, covering changes in impacts, risks, opportunities, and policy implementation. While external experts have not yet been engaged, Dynavox remains open to doing so as complexity increases. This governance framework ensures that sustainability is anchored at the highest level while enabling operational agility and expertise at the working level.

### Risk management

We have an established process for managing business risks, with clear routines for decision-making and follow-up through the Audit Committee and the Board of Directors through our Enterprise Risk Management (ERM) framework. The material risks identified during the DMA are integrated and assessed based on the same scoring and time horizons as other business risks. The Chief People and Sustainability Officer is responsible for addressing the sustainability risks during the process of the ERM.

In their oversight role, the Board and EMT also ensure adherence to medical device regulatory requirements, including vigilance reporting, complaint handling, and traceability obligations, all of which form an integral part of the Group's governance and risk framework.

## Disclosures in relation to the administrative, management and supervisory bodies | GOV-2 |

Sustainability is a standing topic at Board meetings twice a year. During these sessions, representatives from the Steering Committee, comprising members of the Executive Management Team, present updates on key sustainability matters to ensure the Board remains informed and engaged.

Sustainability-related risks and opportunities are integrated into our overall risk assessment process. This approach ensures that environmental, social, and governance considerations are systematically evaluated alongside financial objectives in strategic decisions, investment approvals, and risk oversight.

During the reporting period, the Board of Directors and the Executive Management Team focused on material sustainability impacts, risks, and opportunities identified through the Double Materiality Assessment (DMA). These discussions were incorporated into strategic decision-making and formalized through the approval of the DMA results. Social sustainability was a primary focus, reflecting Dynavox Group's core business model and purpose. Leadership emphasized maintaining and strengthening our positive impact on social inclusion through comprehensive communication solutions, while also addressing how we are perceived as employers. Diversity, equity, and inclusion were recognized as critical factors for attracting and retaining talent to support growth and deliver future objectives.

From an environmental perspective, leadership reviewed risks related to supply chain resilience and logistics. Consideration was given to minimizing environmental impact while ensuring business continuity, including strategies for packaging and shipping that balance sustainability and cost efficiency. Discussions also covered contingency planning for geopolitical disruptions or environmental events that could affect suppliers, ensuring alternative sourcing options are in place. Another important topic during the year was data privacy and information security, particularly the protection of sensitive customer data. The need for certifications was evaluated where they provide clear business value and support compliance without creating unnecessary complexity.

## Integration of sustainability-related performance in incentive schemes | GOV-3 |

Dynavox Group continues to monitor developments in sustainability reporting and remuneration practices. Sustainability-related performance metrics are not currently formally embedded in the incentive structure. The company may consider integrating explicit sustainability metrics into future remuneration policies to align incentives more directly with sustainability goals.

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## Statement on due diligence | GOV-4 |

### Due diligence process overview

Our due diligence practices, including governance, stakeholder engagement, impact assessment, mitigation, and monitoring, are summarized in the table below and referenced throughout this report.

Core elements of due diligence	Paragraphs in the sustainability statement
1: Embedding due diligence in governance, strategy and business model	<ul style="list-style-type: none"> <li>ESRS 2 GOV-2 page 52</li> <li>ESRS 2 SBM-3 page 58-61</li> <li>SBM-3 in topical standards on pages 69 (E1), 85-86 (S1), 95-96 (S4)</li> </ul>
2: Engaging with affected stakeholders	<ul style="list-style-type: none"> <li>ESRS 2 SBM-2 page 57</li> <li>ESRS 2 IRO-1, page 62-63</li> <li>IRO-1 in topic standards on pages 68-69 (E1), 76 (E5), 103 (G1)</li> <li>Topical ESRS 88 (S1-2), 97 (S4-2)</li> </ul>
3: Identifying and assessing negative impact	<ul style="list-style-type: none"> <li>ESRS 2 IRO-1, page 62-63</li> <li>IRO-1 in topic standards on pages 97-98 (E1), 105 (E5), 128 (G1)</li> <li>ESRS 2 SBM-3, page 58-61</li> <li>SBM-3 in topic standards on pages 69 (E1), 85-86 (S1), 95-96 (S4)</li> </ul>
4: Taking action to address negative impact	<ul style="list-style-type: none"> <li>MDR-A in topical standards on pages 70 (E1), pages 77-78 (E5), 90 (S1), 99 (S4)</li> </ul>
5: Tracking effectiveness of these efforts and communicating	<ul style="list-style-type: none"> <li>MDR-M in topical standards on pages 71-75 (E1), 78-79 (E5), 91-94 (S1), 100-101 (S4), 106 (G1)</li> <li>MDR-T in topical standards on 71 (E1), 78-79 (E5), 91-94 (S1), 100-101 (S4), 106 (G1)</li> </ul>

## Internal control and risk management processes | GOV-5 |

Sustainability reporting is built on the same principles that guide our financial reporting, risk management, and internal controls. Our internal control framework emphasizes identifying and analyzing risks and prioritizes those considered most significant.

To ensure accuracy and minimize errors in reported or consolidated data, Dynavox Group uses a third-party system for data collection. Inputs from various functions and sites are carefully managed and supervised by the Sustainability Working Group. Our internal control process mirrors the financial system, incorporating preventive measures such as clear instructions, standardized definitions, separation of duties, and robust system design. Detective controls include analytical reviews and verification checks, such as analyzing deviations from previous results. The “four-eyes principle” is applied at multiple stages of data collection and consolidation, ensuring thorough checks at site level and throughout aggregation.

Dynavox Group manages sustainability-related risks through an integrated risk management and internal control framework aligned with ISO 13485:2016 and the regulatory requirements applicable to medical devices, including EU MDR and FDA QMSR. Key risks include climate-related challenges, supply chain vulnerabilities, and social impacts such as discrimination, data privacy, and corruption. These risks are continuously monitored through established procedures and control mechanisms. Climate related risks are addressed through the Supplier Code of Conduct, requiring suppliers to comply with environmental legislation, support emission reduction, minimize waste, and implement resource efficient manufacturing practices. Supply chain risks are managed through supplier qualification and ongoing monitoring, including quality audits, quality agreements, and mandatory adherence to our supplier code of conduct covering labor rights, occupational health and safety, responsible sourcing, and anti-corruption. Risks are prioritized based on potential impact and likelihood, with those posing the greatest risk receiving the most urgent and comprehensive mitigation actions. Sustainability risks are systematically identified, assessed, and integrated into governance processes.

Social and compliance-related risks such as equal treatment, discrimination, harassment, and data privacy are governed through the Group’s Code of Conduct and Data Privacy Policy, ensuring clear behavioral expectations, zero tolerance for misconduct, and robust protection of personal and health related data in line with GDPR and medical device specific confidentiality requirements (e.g., patient data handling, post-market surveillance records).

Dynavox Group maintains Incident and Crisis Management procedures specifically designed for medical device operations, including product safety incidents, field actions, cybersecurity vulnerabilities, data breaches, and ethical violations. The Incident & Crisis Management Policy defines roles, escalation paths, and cross-functional response teams, ensuring rapid, compliant, and coordinated action. These procedures integrate with the organization’s post-market surveillance, vigilance, and recall/field safety corrective action (FSCA) processes required under MDR and FDA regulations. Anti-corruption risks are managed through a dedicated Anti-Corruption Policy, mandatory training, and a whistleblower system enabling employees and external stakeholders to report suspected violations.

All policies and procedures are reviewed annually within the quality management system, with policy owners responsible for updating requirements based on emerging risks, evolving regulatory obligations, or operational changes. Outcomes from sustainability and regulatory risk assessments including supplier risks, environmental considerations, device safety signals, and compliance findings are used to strengthen internal processes and are communicated to relevant departments to support planning, reporting, and decision-making. This ensures that sustainability related risks remain embedded within Dynavox Group’s overall risk management and internal control framework.

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## Strategy, business model and value chain | SBM-1 |

### Business model

Sustainability is at the core of Dynavox Group's business model. Through our products and solutions, we empower individuals with communication disabilities to do what they once did or never thought possible. Our mission directly supports social sustainability and aligns with the UN Sustainable Development Goals (SDGs), particularly those related to good health, quality education, and reduced inequalities.

Dynavox Group provides comprehensive communication solutions for people with communication impairments such as ALS, autism, cerebral palsy, and other conditions. Our comprehensive offering supports prescribers in evaluating, identifying, and securing the right financial support, setting up a solution, and supporting their clients throughout their communication journey. This integrated approach combines language systems, software, hardware, financing, and ongoing support into a seamless experience.

In 2025, Dynavox Group operated globally, serving 65 markets with comprehensive communication solutions. Of the 65 markets served in 2025, 11 were direct markets, while the remaining markets were served through a network of local reseller partners. During the reporting period, Dynavox Group strengthened the direct market presence in Europe through the acquisition of all shares in its reseller partners Cenomy in France and RehaMedia in Germany. No markets were exited during the year.

As of 31 December 2025, Dynavox Group had 1063 employees, primarily located in North America and Sweden, with additional employees in other regions where the Group operates. A detailed breakdown of employees by geographic area is provided in S1-6 on page 91-92. Total revenue for 2025 amounted to 2 467 MSEK.

### Strategy for sustainable value creation

Dynavox Group's overall business strategy is deeply intertwined with sustainability, reflecting our commitment to creating long-term value for society, customers, and stakeholders. Social sustainability is at the core of our business: we believe that everyone should be able to communicate, and our mission is to empower individuals with communication disabilities to live independently and participate fully in society.

Our sustainability strategy is anchored in four core pillars:

#### 1. Delivering voices

We expand access to assistive communication for underserved populations, reducing societal costs and promoting inclusion. This is central to our product development and customer engagement strategy.

#### 2. Empowering people

Our employees are our most valuable assets. We prioritize their well-being, safety, and development, ensuring that our workforce is equipped to drive innovation and deliver on our sustainability commitments.

#### 3. Respect for the planet

We recognize that caring for the environment means caring for people. Our strategy includes reducing our environmental footprint by optimizing operations and systems, and implementing responsible sourcing practices aligned with our Supplier Code of Conduct.

#### 4. Acting with integrity

Integrity and ethical standards guide all aspects of our business. We ensure compliance with laws and regulations and foster trust through transparency and collaboration.

The assistive technology sector encounters significant challenges, including limited awareness among prescribers and caregivers, accessibility gaps in underserved regions, and the ongoing need for sustainable supply chains. To address these issues, we integrate sustainability into product design by prioritizing inclusive and

accessible solutions that can be adapted to a variety of abilities and environments. We proactively engage stakeholders to increase awareness and broaden access to our products. Responsible sourcing is implemented to ensure that suppliers comply with ethical, social, and environmental standards. In addition, Dynavox Group sets measurable targets aimed at reducing environmental impact and enhancing social inclusion, with these efforts supported by continuous monitoring and reporting.

By setting measurable targets, engaging stakeholders, and integrating sustainability into our business strategy, we ensure that our offerings not only align with but actively advance our sustainability goals.

### Value chain overview

Dynavox Group delivers comprehensive communication solutions that empower individuals with communication disabilities. Our value chain spans from responsible sourcing to end-of-life product management.

### Upstream value chain

We source specialized electronic components, batteries and materials through a carefully managed, sustainability-focused supply chain. Suppliers are selected and monitored for quality, compliance, ethical conduct, and environmental responsibility. Regular assessments help us identify risks such as supply disruptions, working conditions, and environmental impacts, supporting continuous improvement and responsible sourcing. Our Supplier Code of Conduct and related processes, such as supplier selection, monitoring, and risk assessments are aligned with our material sustainability topics by addressing responsible sourcing, ethical practices, fair labor conditions, as detailed under sections E1 and E5 and reflected throughout the report.

For our mounting solutions production facility, we primarily source raw materials from trusted suppliers, ensuring compliance with sustainability and quality standards.

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### Own operations

Our internal operations include research and development, assembly, quality assurance, direct sales, marketing, funding, and administration. We operate a component assembly facility in China for part of our devices, maintaining strict quality controls and ongoing efficiency and sustainability improvements. We also operate an aluminum mounts manufacturing facility in Kassel, Germany that produces durable mounts designed to securely support our devices and related equipment. Employee well-being, health and safety, and ethical business practices are central to our operations, fostering innovation, diversity, and compliance. We systematically evaluate our processes to identify and address risks related to environmental, social, and governance performance.

### Downstream value chain

After production, we collaborate with distributors, resellers, and service providers to ensure our products reach end users – including individuals, caregivers, educators, and healthcare professionals - efficiently and reliably. Our speech-generating devices and communication software enhance independence and quality of life, create value for investors, and generate positive social impact. Customer support and service partners provide ongoing assistance, while we work with waste management partners to promote responsible disposal and recycling. Government and public sector clients also play a key role in large-scale implementation of our solutions.

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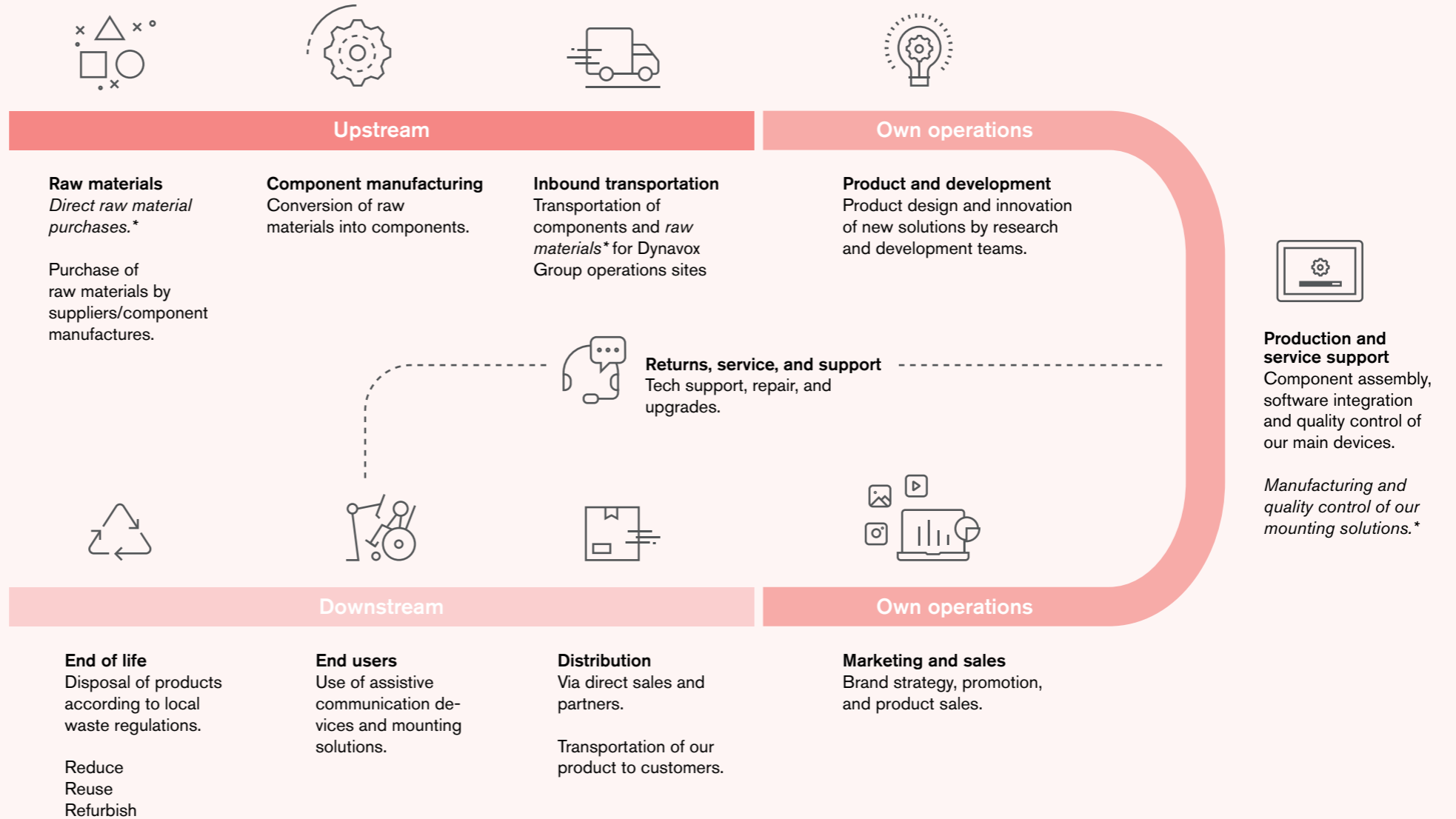
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## Value chain overview



Regulatory and compliance requirements for medical devices covering product safety, quality management, and relevant sustainability and environmental standards are embedded across all stages of the value chain.

\*Components additionally added to our existing value chain through Rehadapt mounting solutions.

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## Interests and views of stakeholders | SBM-2 |

### Engagement and integration of stakeholder views

Stakeholder engagement is ongoing and structured, involving our key stakeholders: employees, investors, regulators, advocacy groups, individuals with communication disabilities, caregivers and family members, healthcare professionals (e.g., speech therapists, occupational therapists), educational institutions, distributors, re-seller partners, service providers, employees, local communities, and suppliers. Leadership receives regular updates and validation sessions, ensuring awareness of stakeholder priorities and concerns.

Feedback from stakeholder engagement is used to identify material sustainability topics, set priorities, and shape our sustainability strategy. For example, input from users and advocacy groups has informed improvements to product accessibility, while employee feedback has resulted in new well-being and inclusion initiatives, such as flexible work arrangements and access to the Calm app. Engagement with suppliers has also guided the development of our Sustainable Supplier Management Program, including strengthened supplier questionnaires and updates to our Supplier Code of Conduct. These examples demonstrate how stakeholder insights support continuous improvements to our processes, even though

no changes were made to our overall strategy during the reporting period specifically to address stakeholder interests and views.

The table below (see tab “ESRS 2 tables”) summarizes our main stakeholder groups, the primary channels of engagement, and the key sustainability topics discussed during 2024.

### Future steps planned

We are planning to further strengthen the integration of stakeholder perspectives into our Double Materiality Assessment process. This will include developing a more structured approach to engaging with affected and potentially affected stakeholders, ensuring their views are more directly reflected in our assessment of impacts, risks, and opportunities.

These planned steps are not expected to significantly alter our strategy, business model, or stakeholder relationships. Rather, they aim to enhance transparency and responsiveness, reinforcing trust and alignment with our mission. Learnings from ongoing engagements, such as employee surveys and operational feedback, will continue to inform process improvements.

### Information about the views and interests of stakeholders

Leadership remains informed about stakeholder views through a structured governance and engagement process. The Double Materiality Assessment (DMA) is conducted and updated annually and includes workshops across departments and validation sessions with the Executive Management Team. These results are further refined through interviews with board members and investors, ensuring that leadership perspectives are shaped by both internal expertise and external stakeholder input.

Sustainability topics are regularly presented to the Audit Committee by the CFO and formally discussed at board meetings twice a year. All decisions and discussions are documented in meeting minutes and followed through internal processes.

Stakeholder groups	Main engagement channels	Key sustainability Topics & Interests	How input is used/ integrated
Employees	Annual employee survey, team meetings, intranet, training, performance reviews	Well-being, diversity & inclusion, professional growth, health & safety	Shapes People policies, Diversity, Equity and Inclusion (DEI) initiatives, and workplace improvements
Prescribers & Healthcare Professionals	Training sessions, educational materials, advisory boards, conferences	Awareness, funding systems, clinical outcomes, education	Informs educational programs and advocacy for improved funding/access
Customers (users, families, prescribers)	Customer support, product feedback, user training, workshops, surveys	Product quality, accessibility, social impact, innovation, user support	Drives product development, service improvements, and accessibility initiatives
Suppliers	Supplier Code of Conduct, ESG assessments, audits, regular meetings	Responsible sourcing, environmental impact, human rights, compliance	Guides procurement strategy and supplier selection, supports risk management
Investors & Analysts	Annual & sustainability reports, investor meetings, Q&A sessions	Long-term sustainable economic value development, strategy, challenges, risk management, climate change, environmental impact, biodiversity, labor practices, health and safety, ethics, Code of Conduct (CoC), sustainable innovations, regulations	Influences reporting transparency and sustainability target setting
Communities /advocacy groups	Partnerships, joint initiatives, events, feedback sessions, industry forums, public consultations	Social inclusion, accessibility, regulatory developments, SDGs	Supports advocacy, public policy, and community engagement strategies

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## Material impacts, risks and opportunities | SBM-3 |

### Identification and management of impacts, risks, and opportunities

Through our Double Materiality Assessment, we have identified actual and potential, positive and negative impacts and risks across product development, sourcing, distribution, and support. Positive impacts include social inclusion and improved quality of life; negative impacts involve emissions and resource use, which are managed through ongoing policies and monitoring. The identified financial risk is related to our supply chain. Impacts and risks from both operations (direct) and business relationships (indirect) are assessed for short, medium, and long-term significance.

The material impacts identified are directly linked to Dynavox Group's business model and strategic priorities. As a provider of comprehensive communication solutions, our core business activities – ranging from product development and sourcing to distribution and customer support – both create and address significant sustainability impacts. For example, our commitment to social inclusion and accessibility shapes our product strategy and drives positive impacts for users and communities, while our sourcing and manufacturing processes present environmental and social risks that we actively manage through responsible procurement and supplier engagement. Our sustainability goals are therefore embedded in our business strategy, guiding decisions on innovation, market expansion, and stakeholder engagement to ensure that we create long-term value for both people and the environment.

### Resilience of the strategy and business model to material IROs

We have assessed the resilience of our strategy and business model to identified material impacts, risks and opportunities using a proportional, qualitative approach with selective quantification where available. The assessment considers the time horizons in line with ESRS 1 and draws on established processes described in this report, including stock-coverage practices, supplier due diligence, privacy and business-conduct controls, and people processes. The analysis indicates that the strategy and business model are resilient in the short to medium term across the identified topics. Long-term resilience is dependent on continued execution of the measures described in this report, including supplier diversification, progress on decarbonization, maintenance of privacy and business-conduct capabilities, and adequate People capacity during organizational growth. Results are monitored through existing indicators (e.g., stock coverage, on-time delivery, supplier assessment outcomes, training completion and incident trends) and escalated through the Group's risk governance.

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Subtopic	Material impact, risk or opportunity	Description	Mitigation/ action	Resilience of strategy and business model	Value chain direction	Time horizon	Potential-/ actual impact	Direct impact (own operations) or indirect impact (direct or indirect business relationships)	Human rights relevance?
<b>E1 Climate change</b>									
Climate Change Adaption	<b>Financial Risk:</b> Operational disruptions due to climate change and severe weather events	Risk of increased transport prices for ships that are forced to take detours to avoid adverse weather conditions or climate-related obstacles. Supply chain disruptions can affect the timely delivery of goods to communities and businesses. Since we provide assistive communication technologies, such delays may directly impact people's ability to communicate, as they may not receive their devices on time.	Preventative actions such as keeping a stock reserve of approximately four months.	The resilience of the strategy and business model is strengthened through proactive stock maintenance, consistent inventory monitoring, and strategic stock management to ensure continuity during supply disruptions. Geographical diversification and regionalization of suppliers, combined with climate-risk integration in procurement processes, reduce dependency on high-risk regions and enhance supply chain robustness against climate-related and logistical risks.	Upstream	Short-term Medium-term	Potential	Indirect	No
Climate Change Mitigation	<b>Negative Impact:</b> Scope 1, 2 and 3 emissions	Emissions from our own operations, such as factories, offices, vehicle fleets, and business travel, as well as from our value chain, contribute to greenhouse gas accumulation, which drives global warming and its associated impacts. Higher emissions drive global warming, which in turn can lead to extreme weather events, adverse health impacts such as heat stress and respiratory issues, loss of biodiversity, ocean acidification, deforestation, and increased strain on natural resources.	Details will be provided in the Emission Reduction Plan; please refer page no. 71	The resilience of the strategy and business model is reinforced through a structured emissions reduction plan built around five key decarbonization levers, as detailed under E1-4, enabling a systematic and long-term reduction of climate-related risks. This includes the gradual transition to electric and hybrid vehicles, increased use of renewable energy across facilities, and improved logistics and business travel planning to lower operational emissions. In addition, sustainable supplier management practices strengthen value-chain resilience by reducing emissions exposure while supporting regulatory compliance, cost efficiency, and long-term operational continuity.	Upstream Downstream Own operations	Short-term Medium-term Long-term	Actual	Direct	No
Energy	<b>Negative Impact:</b> GHG emissions from electricity and fuel use across operations	Impacts from our group energy consumption, including electricity, district heating and cooling in offices and warehouses, and energy used for vehicles contribute to greenhouse gas emissions, driving global warming and leading to extreme weather events, adverse health effects such as heat stress and respiratory issues, loss of biodiversity, and increased pressure on natural resources.	Details will be provided in the Emission Reduction Plan; please refer page no. 71	The resilience of the strategy and business model is supported by a gradual transition of all facilities toward renewable energy, reducing exposure to energy price volatility and climate-related regulatory risks. The Stockholm head office is already operating on 100% renewable energy, demonstrating the viability of this approach and serving as a benchmark for wider implementation.	Own operations	Short-term Medium-term Long-term	Actual	Direct	No

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Subtopic	Material impact, risk or opportunity	Description	Mitigation/ action	Resilience of strategy and business model	Value chain direction	Time horizon	Potential/ actual impact	Direct impact (own operations) or indirect impact (direct or indirect business relationships)	Human rights relevance?
<b>E5 Circular economy</b>									
Resource inflows, including resource use	<b>Negative impact:</b> Resource inflows – sourcing of materials	Raw materials used in our components can impact both people and the environment through resource extraction, processing, and supply-chain practices that affect working conditions, communities, and ecosystems.	Dynavox Group works with "the goal of reducing the environmental impact of products throughout their life cycle, from manufacturing to use and recycling." "Follows the regulations that exist for the manufacture of consumer electronics and uses only materials and components that are approved according to RoHS and REACH" (EU directives that prohibit or restrict the use of certain heavy metals and flame retardants in electrical and electronic products on the market).	The resilience of the strategy and business model is enhanced through compliance with RoHS and REACH requirements, supported by a restricted substances list for component manufacturers to minimize environmental impacts from hazardous materials. Practices such as device reuse, durability standards, and product standardization reduce raw material consumption, extend product lifecycles, and lower waste generation.	Upstream Own operations	Short-term Medium-term Long-term	Actual	Direct	No
Waste	<b>Negative impact:</b> Inefficiencies in handling of waste	Improper handling of waste could lead to environmental impacts such as soil and water contamination, increased landfill use, and contribution to resource depletion. In the case of electronic waste, there is also a risk of releasing hazardous substances if not properly managed.	Through durable product design, repair initiatives, and participation in compliance schemes for WEEE, batteries, and packaging, we actively reduce the volume of waste sent to landfill. Our efforts contribute to circularity by extending product life and supporting recycling and reuse, thereby minimizing environmental impact and aligning with regulatory expectations.	Durable design, repair initiatives and participation in WEEE/battery/packaging schemes support short/medium-term resilience. Long-term resilience depends on scaling take-back/repair capacity and meeting evolving regulatory requirements. Monitoring includes repair/refurb rates and compliance outcomes.	Own operations	Short-term Medium-term Long-term	Actual	Direct	No
<b>S1 Own workforce</b>									
Equal treatment and opportunities for all	<b>Negative impact:</b> Potential impact of discrimination in our own workforce	Potential impact on our employees well-being, job satisfaction and work morale from discrimination through workplace environment and the culture the company promotes.	We have implemented robust policies, conduct regular training sessions on diversity and inclusion, and establish clear reporting mechanisms for any concerns. These measures help us ensure that we maintain a supportive and inclusive environment for all employees, fostering a culture of respect and equality.	Global policies, mandatory DEI training, grievance/whistleblowing and wellbeing supports help maintain short/medium-term resilience during normal operations. Long-term resilience is conditional if rapid expansion outpaces People capacity. Monitoring includes DEI training completion, case trends and regretted turnover.	Own operations	Short-term Medium-term Long-term	Potential	Direct	Yes
<b>S2 Workers in the valuechain</b>									
Equal treatment and opportunities	<b>Negative impact:</b> Potential negative impact due to lack of equal treatment and opportunities across the value-chain.	Part of Dynavox Group's value chain operates in areas with increased risk of discriminatory practices, unequal pay, limited access to advancement opportunities, and exclusion based on gender, ethnicity, or other social factors.	We have planned a robust sustainability-focused supplier chain management process for our identified critical suppliers. While key issues such as working conditions, labor rights, and equal treatment are already addressed in our Supplier Code of Conduct, we are committed to going beyond compliance. These topics are managed in a more advanced and proactive manner through enhanced due diligence, risk-based assessments, and ongoing engagement with suppliers to ensure alignment with our sustainability standards and values.	The Sustainable Supplier Management Program (enhanced questionnaires, Code of Conduct adherence, follow-ups) underpins short/medium-term resilience across priority suppliers. Long-term resilience depends on remediation effectiveness and leverage with high-risk suppliers. Monitoring includes assessment coverage and CAP closure.	Upstream Downstream	Short-term Medium-term Long-term	Potential	Direct business relationships	Yes

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Subtopic	Material impact, risk or opportunity	Description	Mitigation/ action	Resilience of strategy and business model	Value chain direction	Time horizon	Potential-/ actual impact	Direct impact (own operations) or indirect impact (direct or indirect business relationships)	Human rights relevance?
Other work-related rights	<b>Negative impact:</b> Potential impact on personal integrity.	Workers in the value chain can be subject to disrespect of their personal integrity, especially in regions with varying regulatory environments and enforcement capacities.	Same as above	Due diligence on privacy, non-retaliation and grievance access at suppliers supports short/medium-term resilience. Long-term resilience is conditional in higher-risk jurisdictions without additional local oversight and leverage. Monitoring follows assessment outcomes and substantiated grievance trends.	Upstream Downstream	Short-term Medium-term Long-term	Potential	Direct business relationships	Yes
Working conditions	<b>Negative impact:</b> Risk of poor working-conditions in the value chain.	Workers in the value chain can be subject to poor working conditions, especially in regions with varying regulatory environments and enforcement capacities.	Same as above	Prioritization of critical suppliers and escalation to next-level assessments support short/medium-term resilience. Long-term resilience requires ongoing leverage-building and, where needed, alternative sourcing in cases of persistent non-conformance. Monitoring includes recurrence of non-conformances and remediation status.	Upstream Downstream	Medium-term Long-term	Potential	Direct business relationships	Yes
<b>S4 Consumers and end users</b>									
Information related impacts for consumers and/or end users	<b>Negative impact:</b> Potential impact if sensitive data on consumers and end users leak.	Dynavox Group holds health data on their consumers that is considered private.	Dynavox Group has regular trainings regarding data protection for employees, including regulations and checks to ensure all employees do these trainings.	Privacy-by-design controls, role-based access, encryption, incident procedures and mandatory training provide moderate to strong short/medium-term resilience. Long-term resilience depends on vendor-risk management and sustained training/response performance. Monitoring includes training completion and incident metrics.	Downstream	Short-term Medium-term Long-term	Potential	Direct	Yes
Social inclusion of consumers and end users	<b>Positive impact:</b> Reduce discrimination and enable people to make their voices heard	Promoting social inclusion for individuals with communication difficulties.	The products enable users to engage in social interactions, build relationships, and be active members of society. By providing tools for users to express their thoughts and feelings, Dynavox Group helps reduce social isolation and fosters a sense of belonging. This has a positive impact on users' mental health and well-being.	Product roadmap, clinician/caregiver training and market-access processes support short/medium-term resilience of positive outcomes. Long-term resilience depends on funding pathways, product availability and service capacity. Monitoring uses volume and outcome proxies described in S4.	Downstream	Short-term Medium-term Long-term	Actual	Direct	Yes
<b>G1 Governance</b>									
Corruption and bribery	<b>Negative impact:</b> Potential instances of corruption and bribery.	Potential impact that someone in the company were to undertake transactions that violate applicable laws and international standards.	Full details on reporting corruption and bribery, including instructions, use of the WhistleB platform, and internal reporting contacts, are available on our investor website, and new employees receive Code of Conduct training to reinforce good governance and clarify acceptable and unacceptable practices related to bribery and corruption.	Code of Conduct onboarding, anti-corruption training, due diligence for high-risk transactions and Audit Committee oversight support short/medium-term resilience. Long-term resilience is conditional in higher-risk geographies without strengthened third-party screening and local compliance resources. Monitoring includes training completion, policy exceptions and whistleblowing trends.	Upstream Downstream Own operations	Short-term Medium-term Long-term	Potential	Direct	No

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## Description of the process to identify and assess material impacts, risks and opportunities | IRO-1 |

The process of conducting our Double Materiality Assessment (DMA) is described below. By identifying the sustainability topics that are most relevant to our operations, stakeholders, and long-term value creation, the assessment helps ensure that we focus our efforts to where they matter most.

### Process development

This year's process reflects a shift from the previous reporting cycle, as we now have full alignment with the ESRS, including the integration of the double materiality analysis. The methodology was last updated in Q1 2025 and is scheduled for annual review.

The foundation of the assessment lies in a series of workshops led by the Sustainability Working Group. All ESRS topics and sub-topics were thoroughly assessed within the Sustainability Working Group as part of the annual review to ensure continuous alignment with evolving sustainability priorities.

Separate workshops were held for impact and financial materiality, followed by a validation session with the Executive Management Team. Once internally validated, the results were further refined through stakeholder interviews with members of the Board of Directors (including the Chair) and an investor.

While we have not conducted direct consultations with affected stakeholder groups, such as individuals with communication disabilities, we consider their perspectives to be well represented by the internal stakeholders involved in the process. Members of the Executive Management Team and other participants bring deep and long-standing knowledge of user needs, clinical contexts and real-world communication challenges through their daily work, direct contact with customers, and involvement in product development and regulatory processes. The functions participating in the assessment, such as Product, Quality, Regulatory, Clinical teams, Customer Support and Sales, interact continuously with users, caregivers and prescribers across different markets. This enables them to bring informed, experience-based insights into the sustainability assessment, even in the absence of direct consultation with affected end-users during the reporting period.

The governance structure for the process includes a working group led by the Global Head of Quality and Regulatory. This group reports to a steering committee composed of senior management, including the CFO, COO, and CHRO & Sustainability. Once reviewed and approved by the steering committee, the work is escalated to the Audit Committee, which meets quarterly. The CHRO is responsible for presenting sustainability matters at these meetings. Sustainability is also formally included as a topic in board meetings twice a year. In this first year of reporting, Dynavox Group has focused on strengthening and formalizing its internal control procedures. The structured methodology described in this section includes several review steps carried out by different functions to help ensure accuracy and transparency, and this work will continue to be developed further during 2026.

### Methodology

The process was conducted through the following steps:

#### 1. Defining scope

We defined the scope of the analysis to cover our entire value chain, production, distribution, and product use. Suppliers covered are as of now limited to tier 1 suppliers.

#### 2. Stakeholder identification and categorization

We identified stakeholders within the two main stakeholder groups, according to ESRS guidance. Affected stakeholders and users of the sustainability statement. For full information on key stakeholders and stakeholder engagement, see SBM-2 on page 57.

Affected stakeholders: Individuals with communication disabilities, caregivers and family members, healthcare professionals (e.g., speech-language pathologists, occupational therapists), educational institutions, distributors, dealers, service providers, employees, local communities, and suppliers.

Users of financial reports: Investors, regulators and governments, financial institutions, insurance companies, business partners, trade unions and employee representatives, civil society organizations focused on disability rights, accessibility, and sustainability,

NGOs advocating for persons with disabilities and environmental responsibility, government agencies, and analysts and researchers studying the AAC market, disability rights, or ESG performance.

#### 3. Value chain mapping

We mapped all relevant upstream, core, and downstream activities connected to the development, production, delivery, after sales and end-of-life management of our comprehensive communication solutions. For our full value chain see SBM-1 on page 54-56.

To conduct this mapping, we held a series of meetings and workshops across Dynavox Group. During these sessions, we engaged with experienced internal stakeholders from various departments to collaboratively map and validate the key activities, actors, and impacts across our value chain.

#### 4. Impact materiality assessment

Each sustainability topic was assessed based on scope, severity, likelihood, and the potential for remediation. This assessment was supported by both internal experts and external sources. An adjustment of scoring methods was applied if the impact had human rights relevance. An ESG topic is material based on the impact of our activities on the environment and people across the value chain. All impacts are described and scored independently based on the affected stakeholders. The impacts were evaluated and scored based on their severity and likelihood. Severity is based on scale, scope, and irremediable character as defined in ESRS 1. The impacts' severity and likelihood were scored from a low of one to a high of five. The scoring for likelihood ranges from very unlikely to near certain and for actual impacts the score is always 100%. In line with the ESRS, when assessing potential negative human rights impacts, the severity of the impact takes precedence over its probability.

#### 5. Financial materiality assessment

We identified risks and opportunities not only stemming from the impacts mapped in our analysis, but also from Dynavox Group's dependencies on environmental and social themes. The connection between impact and financial materiality was assessed by first

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identifying the sustainability-related impacts and then evaluating whether these impacts were associated with any financial risks or opportunities. This approach ensured that we captured both direct and indirect financial implications. Additionally, risks identified through our Enterprise Risk Management (ERM) process were reviewed in relation to their alignment with sustainability themes and incorporated into the analysis where relevant.

We have an established process for managing business risks, with clear routines for decision-making and follow-up through the Audit Committee and the Board of Directors. There is a unified structure for identifying, assessing, and monitoring all types of risks across the organization. This structure enables the consolidation of key risks – regardless of origin – into a single risk portfolio, ensuring that the Executive Management Team and the Board are informed and that sustainability-related risks are addressed at the highest level. To support this, risk assessments across domains use comparable time horizons and scoring systems. Risks assessed as lower in severity are managed by the respective teams within their operational areas.

To assess the financial materiality of sustainability-related risks and opportunities, we applied a structured methodology aligned with the ESRS framework and grounded in our own risk management practices. The evaluation considered how sustainability topics may influence Dynavox Group's financial position, profitability, cash flows, access to capital, or cost of capital – either directly or indirectly – over the short, medium, or long term.

Each identified risk or opportunity was assessed using two dimensions: Size of financial effect, scored on a five-point scale, reflecting the potential magnitude of impact on EBIT or investment levels. Likelihood, scored on a three-point scale, indicating the probability of the risk or opportunity materializing within the relevant time horizon. The scoring is set based on expert judgment, historical data, and scenario analysis.

## 6. Specific criteria for business conduct

Business conduct matters are complemented by additional criteria specific to ethics, corruption and bribery risks. We used four mandatory criteria: (1) the location of the activity, recognizing that jurisdictions with weaker enforcement environments or stringent public sector rules present elevated corruption and compliance risks; (2) the nature of the activity, including interactions involving sales, procurement, public tenders, funding support processes, and third-party engagements; (3) the sectoral context, which given our role in the medical device and assistive communication sector involves interactions with healthcare professionals, clinicians, public sector purchasers, and other high-integrity environments; and (4) the structure of the transaction, assessing risk factors such as the use of intermediaries, distributors, government contracts, sponsorships, gifts or hospitality, and the degree of discretion or influence embedded in approval flows. These criteria were applied during the annual Double Materiality Assessment. Identified risks were scored for severity and likelihood and escalated to senior management and the Audit Committee as part of the Group's integrated risk-governance cycle.

## 7. Screening of operational facilities

We have conducted a screening of our operational facilities, business activities, and value chain to assess potential impacts related to E2 – Pollution, E3 – Water and Marine Resources, and E4 – Biodiversity and Ecosystems.

Based on the nature of the company's operations, which do not involve direct resource extraction, or water-intensive activities, and given that its facilities are not located in or near sensitive natural or marine ecosystems, no significant direct impacts were identified. Potential indirect impacts within the value chain were assessed as limited and are addressed through the company's Supplier Code of Conduct.

Accordingly, E2, E3, and E4 have been assessed as not material at this time. The company will continue to monitor its operations and value chain and reassess materiality if circumstances change.

## 8. Validation and prioritization

The results were validated through dialogue with key stakeholders and underwent internal review. Thresholds were applied to determine which topics are considered material and should be reported.

## Results

The analysis identified a set of material sustainability topics across environmental, social, and governance dimensions. Key areas include:

- **Social impact:** Access to communication aids, inclusion, equality, user safety, and product responsibility.
- **Environmental impact:** Climate impact from production and distribution, and resource efficiency.
- **Governance:** Business ethics, compliance, and data protection. are issues that could significantly affect our financial outcomes. Scores ranging from 5 to 8 indicate a medium financial impact – noticeable and relevant, though not critically, scores between 1 and 4 suggest a low financial impact, representing minor effects that do not meet the threshold for materiality.

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## Disclosure requirements covered by the sustainability statement | IRO-2 |

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The below table outlines the disclosure requirements presented in the Sustainability Statement, including datapoints derived from relevant EU legislation. These requirements and datapoints have been identified through a structured assessment, conducted in alignment with ESRS 1 section 3.2 on material matters and materiality of information, including Appendix E, and supported by current guidance from EFRAG.

Disclosure requirement and related	Location in Sustainability statement	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS 2 BP-1	50				
ESRS 2 BP-2	50				
ESRS 2 GOV-1	51				
ESRS 2 GOV-1 Board's gender diversity paragraph 21 (d)	51	X		X	
ESRS 2 GOV-1 Percentage of board members who are independent paragraph 21 (e)	51			X	
ESRS 2 GOV-2	52				
ESRS 2 GOV-3	52				
ESRS 2 GOV-4	53				
ESRS 2 GOV-4 Statement on due diligence paragraph 30	53	X			
ESRS 2 GOV-5	53				
ESRS 2 SBM-1	54-56				
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	–	X	X	X	
ESRS 2 SBM-1 Involvement in activities related to chemical production paragraph 40 (d) ii	–	X		X	
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	–	X		X	
ESRS 2 SBM-1 Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	–			X	
ESRS 2 SBM-2, S1 SBM-2, S4 SBM-2	57				
ESRS 2 SBM-3	58-61				
ESRS 2 IRO-1	62-63				
ESRS 2 IRO-2	64-66				
ESRS E1 SBM-3	69				
ESRS E1-1	69				
ESRS E1-1 Transition plan to reach climate neutrality by 2050 paragraph 14	69				X
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks paragraph 16 (g)	–		X	X	
ESRS E1 IRO-1	68-69				
ESRS E1-2	70				

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Disclosure requirement and related	Location in Sustainability statement	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS E1-3	70				
ESRS E1-4	71				
ESRS E1-4 GHG emission reduction targets paragraph 34	71	X	X	X	
ESRS E1-5	72				
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (only high climate impact sectors) paragraph 38	72	X			
ESRS E1-5 Energy consumption and mix paragraph 37	72	X			
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors paragraphs 40 to 43	72	X			
ESRS E1-6	73-75				
ESRS E1-6 Gross Scope 1, 2, 3 and Total GHG emissions paragraph 44	73-74	X	X	X	
ESRS E1-6 Gross GHG emissions intensity paragraphs 53 to 55	74	X	X	X	
ESRS E5 IRO-1	76				
ESRS E5-1	77				
ESRS E5-2	77-78				
ESRS E5-3	78				
ESRS E5-4	79				
ESRS E5-5	79				
ESRS E5-5 Non-recycled waste paragraph 37 (d)	79	X			
ESRS E5-5 Hazardous waste and radioactive waste paragraph 39	79	X			
ESRS S1 SBM-3	85-86				
ESRS 2 - SBM3 - S1 Risk of incidents of forced labour paragraph 14 (f)	85-86	X			
ESRS 2 - SBM3 - S1 Risk of incidents of child labour paragraph 14 (g)	85-86	X			
ESRS S1-1	87				
ESRS S1-1 Human rights policy commitments paragraph 20	87	X			
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	87				X
ESRS S1-1 processes and measures for preventing trafficking in human beings paragraph 22	87	X			
ESRS S1-1 workplace accident prevention policy or management system paragraph 23	87	X			
ESRS S1-2	88				
ESRS S1-3 grievance/complaints handling mechanisms paragraph 32 (c)	89	X			
ESRS S1-4	90				
ESRS S1-5	91				
ESRS S1-6	91-92				
ESRS S1-9	93				
ESRS S1-16	93				
ESRS S1-16 Unadjusted gender pay gap paragraph 97 (a)	93	X			X

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Disclosure requirement and related	Location in Sustainability statement	SFDR reference	Pillar 3 reference	Benchmark Regulation reference	EU Climate Law reference
ESRS S1-16 Excessive CEO pay ratio paragraph 97 (b)	93	X			
ESRS S1-17	94				
ESRS S1-17 Incidents of discrimination paragraph 103 (a)	94	X			
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 (a)	94	X		X	
ESRS S4 SBM-3	95-96				
ESRS S4-1	97				
ESRS S4-1 Policies related to consumers and end-users paragraph 16	97	X			
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	97	X		X	
ESRS S4-2	97				
ESRS S4-3	98				
ESRS S4-4	99				
ESRS S4-4 Human rights issues and incidents paragraph 35	99	X			
ESRS S4-5	100-101				
ESRS G1 IRO-1	103				
ESRS G1-1	104-105				
ESRS G1-1 United Nations Convention against Corruption paragraph 10 (b)	104	X			
ESRS G1-1 Protection of whistle-blowers paragraph 10 (d)"	104	X			
ESRS G1-3	105				
ESRS G1-4	106				
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws paragraph 24 (a)	106	X		X	
ESRS G1-4 Standards of anti-corruption and anti-bribery paragraph 24 (b)	106	X			

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# Environmental information



Alongside our core social contributions, environmental responsibility and climate action are key pillars in Dynavox Group's journey toward sustainability. We are committed to minimizing our environmental impact by adopting sustainable practices, optimizing resource use across all operations, and conducting business with integrity.

This section contains disclosures under the European Sustainability Reporting Standards (ESRS): E1 Climate change and E5 Resource use and circular economy, as well as the EU Taxonomy Regulation.

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## ESRS E1 – Climate change



### Process to identify and assess climate-related impacts, risks and opportunities | E1 IRO-1 |

Dynavox Group applies a structured and continuous process to identify, assess, and manage climate-related impacts, risks, and opportunities across its operations and value chain. Our Double Materiality Assessment is updated annually, reassessing climate-related impacts, risks, and opportunities. In this annual update, we also consider significant business developments that occurred during the period such as acquisitions or changes within our value chain and evaluate their impact to ensure the assessment remains aligned with our evolving operational context and strategic priorities.

The assessment process involves active engagement with the Sustainability Working Group, which brings together diverse internal and external perspectives to review and update material topics. These updates are then continuously validated and approved by the Sustainability Steering Group and the Executive Management Committee, with ultimate oversight from the Board of Directors and support from the Audit Committee for sustainability-related risk and internal control monitoring.

We evaluate the impacts of our business activities on climate change primarily through the assessment of greenhouse gas (GHG) emissions across Scopes 1, 2, and 3. In line with ESRS E1-6, we monitor and report our emissions annually, identifying key emission sources within our operations, supply chain, and product lifecycle. This analysis enables us to prioritize high-impact areas for emission reduction. Based on these insights, we develop targeted reduction

plans, define specific initiatives, and identify the most relevant points within our value chain where actions can deliver the greatest impact.

We evaluate the impacts of climate-related hazards and transition events across our operations and our wider upstream and downstream value chain using two climate scenarios: the IPCC high-emission scenario (RCP8.5), representing a future where emissions continue to rise with limited actions to mitigate climate change and the IPCC low-emission scenario (RCP2.6), representing a 1.5°C aligned future in which rapid and robust global mitigation efforts sharply reduce greenhouse gas emissions. We evaluated the extent of exposure and sensitivity of the company's assets and business activities to the identified transition events, with due consideration of the likelihood, magnitude, and duration of such events. When identifying climate-related risks and opportunities, we screened our value chain activities, considering the geographical distribution of our facilities, the location and importance of key suppliers, and the main logistics routes. This assessment was supported by a cross-functional process, including discussions with experts from operations, supply chain, facility heads, and other relevant teams to identify key areas of concern and potential exposure. In addition, we incorporated relevant industry benchmarks and sectoral reports to validate our internal insights and ensure alignment with industry standards.

IPCC – Intergovernmental Panel on Climate Change, the United Nations body responsible for assessing scientific information related to climate change.

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Under the high emission scenario, supply chain disruption emerged as the only material physical risk to our business. We assessed this risk across defined time horizons. In the short term (0–1 years), impacts may include supply and logistics disruptions from extreme weather such as flooding or port closures in high-risk regions, leading to delivery delays, higher freight costs, and limited availability of critical materials. Over the medium term (1–5 years), more frequent climate-related events may increase operating and transportation costs, heighten supply instability in key regions, and create greater volatility in procurement planning. These disruptions may also drive up raw-material costs, complicate inventory management, and expose procurement and pricing strategies to increased currency and market fluctuations. In the long term (5+ years), sustained climate pressures may prompt structural shifts in logistics routes, regional operating conditions, and supplier locations, potentially necessitating adjustments to sourcing strategies and long-term planning. This analysis strengthens our understanding of how physical climate risks may affect our value chain over time and supports more informed, forward-looking strategic decision-making.

We evaluate climate-related transition risks and opportunities arising from evolving regulations, market expectations, and stakeholder requirements under a 1.5°C aligned low emission scenario. While climate-related transition risks have been identified and their potential impact is assessed as low to moderate, we nonetheless treat this ongoing assessment as an opportunity to proactively adapt our operations and strategy to strengthen business resilience, future-proof our value chain, and align with emerging climate-related standards and market expectations.

## Climate-related risks and business model resilience | E1 SBM-3 |

As part of the 2025 Double Materiality Assessment, Dynavox Group evaluated key climate-related physical and transition risks and opportunities across its full value chain to understand potential risks on operations and strategic direction. Within our assessment, the only climate-related material risk we have identified is potential supply chain disruption, given that most of our component manufacturers are based in the Asian region, including China and Taiwan. To understand the potential impact on our business

model, value chain, and financial position, we performed a climate resilience analysis.

For this assessment, two climate scenarios were applied: a low-emission scenario (IPCC RCP2.6) and a high-emission scenario (IPCC RCP8.5). Through this analysis, we assessed resilience and mitigation measures across short-term (0–1 years), medium-term (1–5 years), and long-term (5+ years) horizons, and identified the adaptive actions needed to support business continuity and strengthen long-term resilience. The resilience analysis was conducted concurrently with the scenario assessment to ensure full alignment. We evaluated our entire value chain, including global locations, critical supplier sites, and key logistics pathways, as part of this resilience assessment. The assessment considered potential cost impacts of climate-related supply chain disruptions, including increased insurance and adaptation costs, higher transportation expenses from rerouting or delays, and longer shipping times affecting inventory levels and operational efficiency.

Under the high-emission scenario (IPCC RCP8.5), supply chain disruption risk has potentially broader macroeconomic implications, including higher costs from component scarcity or logistics disruptions, and revenue impacts from production delays, missed deliveries, or lost sales. As resilience and mitigation methods, in the short term, we focus on maintaining adequate stock of critical materials and monitoring inventory levels to prevent immediate supply disruptions. In the medium term, we are pursuing geographical diversification of suppliers, implementing strategic stock management, and integrating climate-risk assessment into procurement decisions to ensure suppliers are evaluated not only on cost and quality but also on their exposure to and management of climate-related risks. In the long term, we strengthen buffer and contingency planning through robust Business Continuity Plans and evaluate opportunities for regional sourcing or nearshoring to reduce dependence on long-distance logistics and enhance overall supply chain resilience.

Under the low-emission scenario (IPCC RCP2.6), potential supply chain impacts are limited, though some disruption may still occur due to residual climate variability. However, low to medium-level transitional impacts are anticipated, primarily driven by stringent climate policies, regulatory requirements, and market shifts toward low-carbon products and processes. As a short-term mitigation

measure, we will maintain routine stock monitoring and moderate inventory buffers to manage occasional extreme weather or minor supply disruptions, while engaging key suppliers on carbon reporting requirements. In the medium term, we will expand our supplier base to include climate-compliant partners, require emissions reporting, and adjust procurement strategies in response to evolving carbon pricing and regulatory changes. In the long term, we will shift sourcing toward suppliers aligned with net-zero expectations, adopt low-emission transport and sustainable materials, and continuously review climate policies to adjust contracts, supply networks, and mitigation measures as needed. Based on the analysis of each scenario across the short, medium, and long-term horizons, we consider our business model to be resilient. The findings from the scenario-based climate impact assessment have also been incorporated into our Enterprise Risk Register to ensure structured monitoring, ownership, and follow-up across the organization. Our business model provides the flexibility to continuously review and adjust financial, human, and operational resources, ensuring effective management and mitigation of identified risks as their importance and nature evolve.

## Transition plan | E1-1 |

Dynavox Group is fully committed to achieving net-zero emissions by 2050, in alignment with the Paris Agreement. We have developed a comprehensive emissions profile for the year 2024, which will serve as the baseline for our emission reduction plan. Based on this baseline, we have identified key impact areas and established long-term reduction targets along with critical milestones. Using this information, we will prepare and implement our Climate Transition Plan in the year 2026.

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## Policies | E1-2 |

### Environmental Policy

The Environmental Policy applies globally across Dynavox Group's full value chain, covering suppliers, internal operations, and product use. The Chief Operations Officer holds ultimate accountability for Dynavox Group's Environmental Policy, ensuring that environmental responsibility is integrated across the entire value chain.

Dynavox Group's Environmental Policy outlines our commitments to climate change mitigation and adaptation, emphasizing pollution prevention, carbon emission reduction, and continuous improvement of environmental performance across our operations and value chain. It sets clear expectations for reducing greenhouse gas emissions and provides the foundation for translating these commitments into concrete actions and measurable targets.

Our Environmental Policy provides the foundation for our sustainability strategy, setting long-term greenhouse gas reduction targets that guide operational decision-making and prioritization of initiatives. This strategy is translated into concrete actions through operational action plans, which define specific projects, responsibilities, and timelines to reduce emissions and manage material climate-related impacts, risks, and opportunities across our value chain. Oversight is embedded across Dynavox Group's governance structure, with the Board of Directors holding ultimate responsibility, supported by the Audit Committee, Executive Management Team, and Sustainability Steering Committee, which ensure that climate priorities are translated into actionable plans and integrated into decision-making. Continuous monitoring and reporting of key indicators enable data-driven

adjustments to actions, while regular communication and engagement with employees foster a climate-aware culture that embeds environmental considerations into day-to-day decision-making and supports long-term sustainability objectives.

### Supplier Code of Conduct

The Dynavox Group Supplier Code of Conduct establishes the foundation of our responsible supplier management framework, ensuring that all partners operate in alignment with our environmental, social, and governance expectations. The Chief Operations Officer holds ultimate accountability for Dynavox Group's Supply Code of Conduct, ensuring that responsible sourcing and ethical practices are integrated across the entire value chain. The code requires suppliers to operate in a manner that safeguards the environment and minimizes greenhouse gas emissions and energy consumption. Suppliers are expected to demonstrate continuous improvement by reducing resource use, enhancing energy efficiency, and preventing pollution across products, processes, and transportation. In addition, suppliers must establish corporate-wide greenhouse gas reduction targets, track and document their Scope 1 and Scope 2 emissions, publicly report progress, and work actively toward measurable reductions.

Nearly 70% of Dynavox Group's total emissions originate from purchased goods and services under Scope 3 emissions, making supplier performance a central element in achieving the Group's overall emission-reduction objectives. Our Supplier Code of Conduct therefore provides the foundation for effective Scope 3 management and supports our broader supplier sustainability program, which sets clear expectations, monitors supplier progress, and drives emission reductions across the value chain.

Our Supplier Code of Conduct also helps mitigate climate-related physical risks, including the potential for supply chain disruption from extreme weather events, by requiring suppliers to implement robust risk management, emergency preparedness, and environmental responsibility measures. Suppliers are expected to maintain management systems that identify and manage operational risks, including those linked to climate-related events. The Code also mandates the development of emergency plans, regular drills, and contingency measures to maintain operational continuity during severe weather events. In addition, suppliers must have in place practices that secure the supply chain, including adherence to international security frameworks, to help protect against logistical disruptions. Finally, the Code promotes collaboration and open communication with Dynavox Group, ensuring that suppliers can adapt to evolving climate risks and maintain continuity of operations.

## Actions and resources | E1-3 |

The Group's ability to implement the described actions is primarily dependent on the availability and allocation of internal financial and human resources, as well as external factors such as market availability of low-emission technologies, access to renewable electricity solutions, and supplier engagement across the value chain.

We have implemented a Global Car Policy to guide fleet expansion and renewal across all entities. The policy prioritizes electric and hybrid vehicles for new purchases and long-term leases, while acquired fleets are transitioned over time to support a gradual shift toward low-emission operations. Through this initiative, we aim to reduce Scope 1 emissions from our vehicle fleet by 20% by 2030.

As of the reporting year, Dynavox Group's vehicle fleet includes 15 fully electric vehicles and 22 hybrid vehicles. As of 2025, electric and hybrid vehicles together represent approximately 34% of the Group's total company fleet. This fleet composition reflects the initial implementation of the Group's approach to reducing Scope 1 vehicle emissions through the progressive electrification of company cars across its operations.

Dynavox Group's decarbonization strategy prioritizes the use of renewable electricity and energy-efficient buildings across its global operations. During the reporting year, the Group sourced renewable electricity for its own operations. Head office operations in Sweden were supplied with electricity derived from 100% renewable sources under a renewable electricity agreement, corresponding to approximately 51.5 MWh of total electricity consumption. In addition, the Link Assistive office in Adelaide, Australia, operated on electricity fully sourced from renewable sources, representing approximately 22.08 MWh.

In year 2025, no specific CapEx or OpEx budget was allocated to the Global Car Policy or energy efficiency initiatives.

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## Targets related to climate change mitigation and adaptation | E1-4 |

Dynavox Group is committed to reducing greenhouse gas (GHG) emissions in alignment with the Paris Agreement, aiming to limit global warming to 1.5°C. We have set a target to reduce overall emissions by 35% by 2030 compared to our 2024 baseline, focusing on key areas across our operations and value chain. In 2026, we also plan to seek science-based verification of our transition plan and targets through the Science Based Targets initiative (SBTi), ensuring our climate strategy aligns with globally recognized standards.

Based on the 2024 emission profile, Dynavox Group has identified its key climate impact areas and defined a set of priority decarbonization levers to reduce greenhouse gas emissions across its operations and value chain. These actions support the Group's climate change mitigation objectives and are designed to address emissions across Scope 1, Scope 2 and relevant Scope 3 categories.

Our five key decarbonization levers are:

1. Vehicle fleet electrification
2. Renewable electricity for own operations
3. Sustainable business travel
4. Sustainable transport and logistics plan
5. Sustainable supplier management program

### Vehicle fleet electrification

We have established a Global Car Policy that provides clear guidance to all our internal organizations on the procedures and requirements to follow when expanding or renewing our vehicle fleet. The policy mandates that all new vehicle purchases and long-term leases must be electric or hybrid, while existing vehicle fleets obtained through acquisitions are transitioned over time ensuring a gradual transition towards a low-emission fleet across all our operations.

Under this lever, we target a 20% reduction in Scope 1 emissions from our vehicle fleet by 2030.

### Renewable electricity for own operations

Dynavox Group is committed to transitioning to 100% renewable electricity across all global operations, making this a key focus on our carbon reduction plan. We prioritize energy-certified buildings and renewable electricity when establishing or acquiring new facilities, ensuring that our operations run on sustainable energy wherever possible.

Under this lever, we target a 25% reduction in Scope 2 (market-based) emissions from our own operations through renewable energy purchases by 2030.

### Sustainable business travel

Dynavox Group places a strong emphasis on sustainable business travel as a key component of our decarbonization strategy. We are implementing a Green Travel Policy that encourages virtual meetings as the default, with in-person travel requiring additional review to ensure its necessity and relevance. The policy also promotes the use of low-carbon transportation options wherever possible, helping to reduce travel-related emissions across our operations.

Under this lever, we target a 15% reduction in business travel related emissions by 2030.

### Sustainable transport and logistics plan

Dynavox Group aims to develop a sustainable transport and logistics plan to minimize the environmental impact of our transportation and supply chain operations. The planned approach will focus on sustainable transport modes, route optimization, and shipment consolidation to reduce trips and overall emissions, enhancing efficiency while supporting our commitment to lowering our carbon footprint across the value chain.

While certain logistics improvements have been made in collaboration with our transport partners, we intend to design a comprehensive logistics program in the coming years to further enhance operational efficiency and sustainability across all aspects of our supply chain.

Under this lever, we target a 15% reduction in transport-related emissions by 2030.

### Sustainable supplier management program

Dynavox Group has an established supplier management program through which we prioritize critical suppliers, including component manufacturers, packaging suppliers, battery manufacturers, and key raw material providers. These suppliers will be progressively onboarded onto our sustainability platform and will be requested to complete structured, tailored questionnaires designed for each supplier type, covering packaging, components, batteries, and raw materials.

Supplier responses will be reviewed and analyzed to identify high-risk suppliers, who may be subject to next-level assessments and specific sustainability requirements. Dynavox Group intends to encourage high-impact suppliers to implement emission reduction plans and adopt more sustainable alternatives where feasible, supporting efforts to reduce overall emissions and strengthen the sustainability performance of our supply chain over time.

Under this lever, we target a 44% reduction in purchased goods and services related emissions by 2030.

The majority of Dynavox Group's emissions (nearly 95%) are from Scope 3 sources, primarily upstream and downstream value chain activities. Therefore, achieving meaningful reductions in overall emissions by 2030 requires a strong focus on Scope 3.

Our overall emission reduction target of 35% by 2030 is distributed across the three scopes as follows:

- Scope 1: contributes approximately 0.13% to the overall reduction through fleet management.
- Scope 2 (market-based): contributes around 0.75% via renewable energy procurement.
- Scope 3: contributes the remaining 34.12%, reflecting initiatives in purchased goods and services, logistics and business travel.

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## Metrics

### Energy consumption and mix | E1-5 |

<b>Energy consumption and mix</b>	2025
Total energy consumption related to own operations (MWh)	3,341.80
Total energy consumption from fossil sources (MWh)	2,340.46
Share of fossil sources in total energy consumption %	70.04%
Total energy consumption from nuclear sources (MWh)	538.80
Share of consumption from nuclear sources in total energy consumption %	16.12%
Total energy consumption by renewable sources (MWh)	462.53
Fuel consumption for renewable sources (MWh)	0
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	462.53
Consumption of self-generated non – fuel renewable energy	0
Share of renewable sources in total energy consumption %	13.84%

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## GHG Metrics | E1-6 |

### Gross Scopes 1, 2, 3 and Total GHG emissions

	Retrospective			Milestones and target years	
	Base Year and comparative year (2024)	2025	(2025 - 2024) / 2024 (%)	2030	Annual % target/Base year
<b>Scope 1 GHG emissions</b>					
Gross Scope 1 GHG emissions (tCO <sub>2</sub> eq)	110.22	231.92	110.41%	85.02	-4
Percentage of Scope 1 GHG emissions from regulated emission trading schemes (%)	-	-	-	-	-
<b>Scope 2 GHG emissions</b>					
Gross location-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	640.77	637.15	-0.56%	480.58	-5
Gross market-based Scope 2 GHG emissions (tCO <sub>2</sub> eq)	780.30	775.98	-0.55%	585.23	-5
<b>Scope 3</b>					
1 Purchased goods and services	11,167.48	12,925.91	15.75%	6,220.29	-9
2 Capital goods	-	-	-	-	-
3 Fuel and energy-related	172.39	222.27	28.93%	-	-
4 Upstream transportation and distribution	-	-	-	-	-
5 Waste generated in operations	13.58	10.63	-21.72%	-	-
6 Business travelling	1,352.62	1,489.36	10.11%	1,149.72	-3
7 Employee commuting	214.48	275.61	28.50%	-	-
8 Upstream leased assets	-	-	-	-	-
9 Downstream transportation	2,566.46	2,774.32	8.10%	2,181.49	-3
10 Processing of sold products	-	-	-	-	-
11 Use of sold products	1,298.41	1,341.40	3.31%	-	-
12 End-of-life treatment of sold products	10.26	14.06	37.04%	-	-
13 Downstream leased assets	-	-	-	-	-
14 Franchises	-	-	-	-	-
15 Investments	-	-	-	-	-
<b>Total GHG emissions</b>					
Total GHG emissions (location-based) (tCO <sub>2</sub> eq)	17,546.67	19,922.63	13.54%	11,405.34	-7
Total GHG emissions (market-based) (tCO <sub>2</sub> eq)	17,686.20	20,061.46	13.43%	11,496.03	-7

\* Dynavox Group does not participate in, nor is it subject to, any regulated emissions trading schemes. Accordingly, 0% of the Group's greenhouse gas emissions are covered by such schemes.

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GHG intensity per net revenue	Base Year and comparative year (2024)	2025	(2025 - 2024) / 2024 (%)
Total GHG emissions (location-based) per net revenue (tCO <sub>2</sub> eq/SEK million)	8.83	8.08	-8.54%
Total GHG emissions (market-based) per net revenue (tCO <sub>2</sub> eq/SEK million)	8.82	8.13	-7.80%

The net revenue used to calculate GHG intensity reconciles with the Income Statement, line item 'Revenue' (see Note 5 – Revenue Recognition, page 122) in the published financial statements for the reporting period.

Dynavox Group follows the Greenhouse Gas (GHG) standards provided by the GHG Protocol, including the Corporate Accounting and Reporting Standard, the Scope 2 Guidance, and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. We apply operational control as our GHG consolidation approach in accordance with the GHG Protocol, and all subsidiaries are included in the consolidated data, ensuring that the reported emissions reflect the full scope of the Group's operations. For recent acquisitions completed within the year, only emissions data from the respective acquisition dates onward are included in the Group's consolidated reporting. Specifically, Cenomy, France, is included from June 1, 2025, and RehaMedia, Germany, from September 1, 2025.

Dynavox Group conducts an annual GHG boundary survey to define organizational and operational scopes, identify relevant activities, and determine data requirements from legal entities. The head office in Stockholm collects all activity and spend data for emission calculations in two phases each year.

For GHG accounting, Scope 1 and 2 emissions are calculated using an activity-based methodology, while Scope 3 emissions are estimated using a combination of activity-based, spend-based, and supplier-specific data, depending on the category and data availability.

Emission factors are selected in line with global standards, primarily sourced from DEFRA, EPA (Sweden and the US), EcoInvent (v3.8), Exiobase and other recognized Life Cycle Assessment (LCA) databases.

- Spend-based factors are primarily used for purchased goods and services (Scope 3, Category 1).
- Currently, Scope 2 capital goods are included within Scope 3, Category 1 – purchased goods and services calculations, as spend data for these items is not reported separately.
- For transportation and business travel, supplier-specific data is used where available; otherwise, cost-based emission factors are applied.
- Scope 3, Category 3 – Fuel- and energy-related activities (not included in Scope 1 or Scope 2): Emissions are calculated using activity-based data derived from actual energy consumption.
- Scope 3, Category 5 – Waste generated in operations: Emissions are calculated based on actual waste data reported by entities, using activity-based emission factors.
- Emissions from upstream (Category 4) and downstream (Category 9) transportation, which rely on the same logistics data, are consolidated and reported under Scope 3 Category 9.
- Scope 3, Category 12 – End-of-life treatment of sold products: Emissions are estimated using activity-based data, based on product composition, weight, and applicable end-of-life treatment assumptions.
- User-phase emissions (Scope 3, Category 11: Use of Sold Products) are estimated based on product specifications, including battery capacity, charger efficiency, and consumption per charge, alongside assumptions about average daily and weekly electricity usage by end users. These assumptions are regularly updated using product usage data to improve accuracy and alignment with actual user behavior.
- Employee commuting (Scope 3, Category 7) is estimated using a real-time commuting survey conducted every two years. For the current year, emissions are extrapolated from the previous survey, adjusted for the current employee count.
- Inbound transportation data may be incomplete for certain categories, as supplier costs cannot always be separated.

For the 2025 reporting period, we calculated our greenhouse gas emissions using the Position Green sustainability platform, which applies a transparent carbon accounting methodology in line with recognized practices.

Based on the asset boundary screening and current data availability, the following Scope 3 categories are excluded from the inventory:

- **Category 2 – Capital goods:** Emissions are included in **Category 1 – Purchased goods and services**, as capital goods spend is not reported separately.
- **Category 8 – Upstream leased assets:** Not applicable; no upstream leased assets.
- **Category 10 – Processing of sold products:** Not applicable; the Group does not sell intermediate products.
- **Category 13 – Downstream leased assets:** Not applicable; no downstream leased assets.
- **Category 14 – Franchises:** Not applicable; the Group does not operate franchises.
- **Category 15 – Investments:** Not applicable; no relevant investments.

The Group's carbon calculations have not been validated by any external body other than the assurance provider.

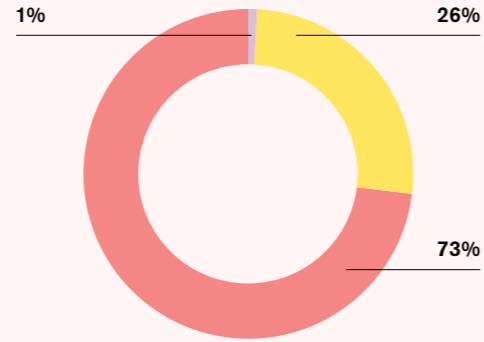
DEFRA – Department for Environment, Food and Rural Affairs, UK government body that provides official greenhouse gas emission conversion factors for emissions reporting.

EPA – Environmental Protection Agency, providing emission factors for air pollutants and greenhouse gases.

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## Scope 1 and 2



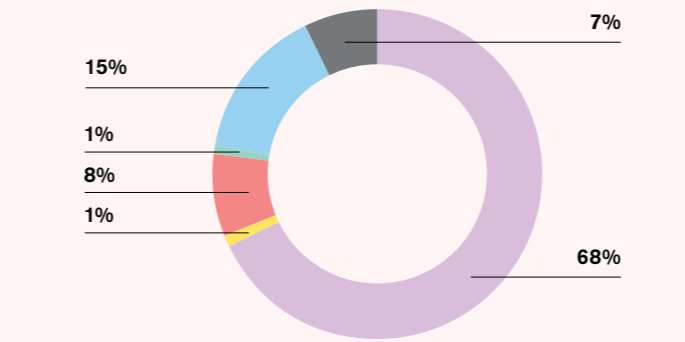
- Scope 1 – Stationary combustion
- Scope 1 – Mobile combustion
- Scope 2 – Purchased energy (location based)

Dynavox Group's Scope 1 and 2 emissions broken down per category, by percentage of total Scope 1 and 2.

### Scope 1 and 2

Within Scope 1 and Scope 2 emissions, the largest share is attributable to Scope 2 purchased energy, followed by Scope 1 mobile emissions. Scope 1 emissions from stationary combustion represent only a minor proportion of total Scope 1 and Scope 2 emissions.

## Scope 3



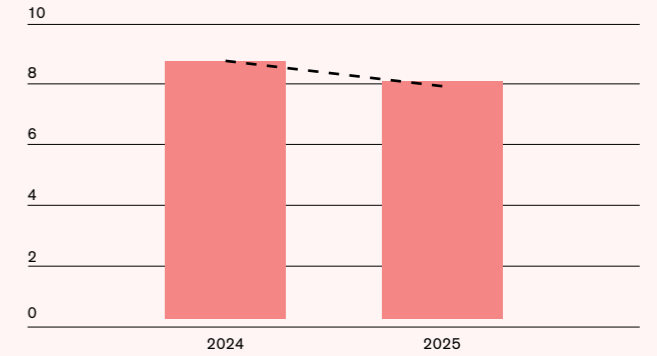
- Purchased goods and services
- Fuel and energy related
- Business traveling
- Waste generated in operations
- Employee commuting
- Transport & distribution
- Use of sold products
- End-of-life treatment of sold products

Dynavox Group's Scope 3 emissions broken down per category, by percentage of total Scope 3.

### Scope 3

Scope 3 emissions are primarily driven by Purchased goods and services, which account for 68% of total Scope 3 emissions. Downstream transportation and distribution contribute 15%, while Business travel accounts for 8%. The remaining categories – Use of sold products, Fuel- and energy-related activities, Employee commuting, Waste generated in operations, and End-of-life treatment of sold products, each represent relatively smaller shares of the overall Scope 3 emissions profile.

## GHG intensity per net revenue (location based) – (tCO<sub>2</sub>e/SEK million)



### Emission intensity

Emission intensity, measured as total greenhouse gas (GHG) emissions per unit of net revenue (tCO<sub>2</sub>e/SEK million), decreased from 8.83 tCO<sub>2</sub>e/SEK million in 2024 to 8.08 tCO<sub>2</sub>e/SEK million in 2025, representing a year-on-year reduction of approximately 8.5%. The decrease reflects improvements in operational efficiency, whereby revenue growth outpaced the increase in total emissions, resulting in a lower emissions intensity relative to economic output.

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## ESRS E5 – Resource use and circular economy



## Identification and assessment of material impacts, risks and opportunities

### | E5 IRO-1 |

Dynavox Group systematically screens its assets and activities across its operations and its upstream and downstream value chain to identify impacts, risks, and opportunities associated with resource efficiency, circularity, and waste reduction. We conduct regular assessments of material inflows, such as raw materials and packaging, to measure efficiency and identify opportunities where resources can be reduced, reused, or substituted with more sustainable alternatives. We also analyze the full lifespan of our products to identify potential impacts, risks, and opportunities at each stage, from material sourcing and manufacturing to distribution, use, and end-of-life. This broad assessment allows us to anticipate where resource efficiency and circular economy principles can be applied, guiding decisions to reduce waste, improve material utilization, and enhance sustainability outcomes throughout the product lifecycle.

During the screening process, stakeholder discussions were held, and material-mapping documents were reviewed to identify the materials used in component manufacturing. The sourcing of raw materials was also assessed to evaluate sustainability, compliance, and potential circular-economy opportunities. For critical materials, we maintain continuous correspondence with key suppliers, including those supplying materials with significant procurement volumes, to ensure transparency and effective oversight. Direct consultation with affected communities is not conducted, as potential impacts occur primarily upstream or downstream in the supply chain rather than within our own operations.

Instead, we assess potential impacts through benchmark studies, academic research, and industry reports.

In response to business, compliance, and stakeholder requirements, Dynavox Group has developed an internal document titled “Standard Policy for Product Circularity.” This document serves as a central reference for the Product Management team, consolidating all requirements related to circular product design, reference standards, and associated time horizons for sustainability integration into product development processes. Its preparation involved consultations with relevant internal stakeholders and consideration of key external stakeholder requirements, including those from customers, tenders, regulators, and investors.

Dynavox Group promotes close collaboration between the Sustainability and Product Management team to ensure that sustainability and circularity principles are effectively embedded into the product development process. Product Management team representation within the Sustainability Working Group ensures that product strategies and design decisions align with our sustainability objectives. In addition, we hold bi-annual Product Circularity & Sustainability Review Meetings with our hardware engineering teams to assess design choices, identify opportunities to enhance circularity, and explore innovative solutions to minimize resource use and waste throughout the product lifecycle.

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## Policies | E5-1 |

### Environmental Policy

The Environmental Policy applies globally across Dynavox Group's full value chain, covering suppliers, internal operations, and product use. The Chief Operations Officer holds ultimate accountability for Dynavox Group's Environmental Policy, ensuring that environmental responsibility is integrated across the entire value chain. Dynavox Group's Environmental Policy outlines key commitments related to resource use and circular economy principles.

The policy requires products to be designed for durability, recyclability, and reuse, with a prioritization of recycled materials and reduced use of hazardous substances, supporting resource inflow and circular-economy considerations. It also encourages the implementation of measures to optimize energy use, improve production efficiency, and minimize waste generation. Supplier requirements ensure responsible sourcing and engagement on resource efficiency and circular practices, covering critical raw-material inflow and virgin-material substitution. Finally, the policy promotes reducing, reusing, and recycling materials across operations and product use, supporting waste reduction, reuse, recovery, and circular-economy objectives.

### Supplier Code of Conduct

The Supplier Code of Conduct applies to all suppliers and sub-suppliers worldwide, ensuring consistent standards across the entire supply chain. The Supplier Code of Conduct also rests with the Chief Operations Officer, overseeing adherence to ethical, legal, and sustainability standards across all suppliers and sub-suppliers. Both the Environmental Policy and the Supplier Code of Conduct are publicly available on Dynavox Group's investor website.

The Supplier Code of Conduct explicitly references the Environmental Policy, making it accessible to all suppliers and requiring them to review and comply with its provisions, thereby ensuring alignment with Dynavox Group's sustainability standards throughout the value chain. As part of the onboarding process, all suppliers are required to formally accept the Supplier Code of Conduct and provide a signed declaration of compliance, confirming that they have read and understood the policy.

The Supplier Code of Conduct mandates that suppliers comply with environmental laws and promote sustainable resource use. Suppliers are expected to conserve natural resources through material substitution, increase the use of recycled or recyclable materials, and implement resource-efficient, low-impact production processes. They should avoid unrecyclable or problematic materials and, where applicable, provide durable, easy-to-disassemble components to support end-of-life recovery and reuse. These requirements help ensure that resource-related impacts, risks, and opportunities are consistently managed across Dynavox Group's upstream value chain.

## Actions and resources | E5-2 |

Our circular economy actions include a wide range of topics from resource efficiency and use of secondary raw materials to value retention maximization and end of life.

The following circular economy-related actions were taken in 2025:

### Extending product lifespan through trial reuse

Dynavox Group operates a continuous, year-round trial program that allows potential customers to experience our devices before making a purchase decision. The program is built on the reuse of existing, previously used devices, which are circulated across North American and selected European markets. When devices return from trials, they undergo a thorough inspection and cleaning to ensure they are in excellent working condition. Any units requiring attention are restored by our Repairs Teams so they can be placed back into circulation. On average, each device is used a minimum of eight times per year for trial purposes. By using trial devices that have already been in service, we extend the useful life of each unit through multiple customer engagements before final disposition. This model avoids the need to allocate new devices for short-term use, thereby reducing resource consumption, minimizing waste, and promoting circular economy principles.

### Continuous design and material improvements for durability and longevity

At Dynavox Group, we recognize the challenging environments our devices face in everyday use. Accordingly, durability is a core design principle, and our product teams continuously implement and refine structural enhancements to improve impact resistance and increase the likelihood of surviving drops and rough handling.

In the development of the TD I-110 speech device, Dynavox Group prioritized long-term usability by incorporating high-strength, lightweight materials to enhance drop protection and overall structural integrity without adding unnecessary bulk. This material choice supports our broader sustainability goals by extending product lifespan, reducing the frequency of replacements, and minimizing waste over time.

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## Component standardization

At Dynavox Group, component standardization is an embedded design practice applied across product development activities to support circular economy principles. By prioritizing standardized components across multiple product generations, the Group streamlines production, optimizes resource use, and reduces material waste while ensuring consistent product quality and durability.

As part of this approach, the speaker system optimized for speech clarity is used across multiple product generations, including all I-110/I-110.2 models. Similarly, within the Navio series, which comprises multiple product variants, most electronic components are standardized across the series. This practice enables component reuse across generations, supports longer product lifecycles, and reduces the need for repeated material development.

## 5-Year Eco-Design and prevention plans

During the 2025 reporting period, Dynavox Group prepared its 5-year Battery Eco-Design and Prevention Plan in collaboration with its battery manufacturers. This plan defines our strategic approach to reducing the use of non-renewable resources, increasing the incorporation of recycled materials, and improving the recyclability of battery products. The initiative is designed to minimize environmental impact, promote circular economy principles, and reduce hazardous waste generation.

In addition, Dynavox Group developed a dedicated 5-year Packaging Eco-Design and Prevention Plan aimed at transitioning all product packaging toward environmentally friendly materials. This plan will be implemented over the coming years and is designed to reduce the environmental impact of packaging by minimizing waste, increasing recyclability, and promoting circular economy practices, all while maintaining product safety and brand integrity.

## Metrics and targets | E5-3 |

To assess our established IROs, Dynavox Group has developed environmental targets that reflect the objectives of our Environmental Policy and Supplier Code of Conduct.

Following discussions with internal stakeholders, product durability has been identified as a key focus area to advance our circular economy objectives. Our devices are subject to rough, day-to-day use, making durability a critical requirement to meet customer expectations. Extending product lifespan allows products to be used for a longer period, reducing material consumption and supporting sustainable resource use.

To operationalize this, we have defined product durability standards for all new product generations and set a target to achieve 100% compliance with these standards. The Product Management team is responsible for regularly reviewing and updating these requirements, ensuring that our targets remain aligned with evolving best practices and sustainability objectives.

These targets were established in 2025, and reporting on progress will commence from the 2026 reporting period.

### Product durability

**Target:** By 2030, 100% of all new products will meet established durability standards through recognized testing protocols and compliance with relevant international benchmarks.

**Metric:** Percentage (%) of new products compliant with internal durability standards and international benchmarks.

This entity specific target aligns with the “Pre-

vent/Reduce” layer of the waste hierarchy, as it focuses on minimizing waste by extending product lifespan. Enhancing durability supports circularity by reducing the frequency of replacements, lowering resource consumption, and promoting long-term use of materials.

Dynavox Group places high emphasis on the sustainability of its packaging materials and has developed a five-year plan to guide improvements in this area. As a first step, we are assessing the current status of all packaging materials, including their recyclability and the proportion of secondary raw materials used. Following this analysis, we will collaborate with the sourcing team to engage relevant suppliers and select those aligned with our sustainability objectives, facilitating a gradual transition toward desired outcomes.

A key assumption in this approach is reliance on supplier certifications to verify secondary raw material content and recyclability of packaging materials. To mitigate risks and ensure reliability, we will prioritize partnerships with reputable, certified suppliers.

### Plastic packaging

**Target:** By 2030, all plastic packaging will be made from recyclable materials.

**Metric:** Percentage (%) of total plastic packaging produced from recyclable materials.

The target relates to the “Recycle” layer of the waste hierarchy, emphasizing the use of materials that can be recovered and reprocessed at the end of their life. Ensuring all plastic packaging is recyclable increases the circular material use rate, allowing packaging materials to be re-

integrated into new products rather than sent to landfill. This target is entity-specific and reflects the organization's approach to plastic packaging and circularity.

### Cardboard packaging

**Target:** By 2030, 80% of cardboard packaging will be made from recycled materials.

**Metric:** Percentage (%) of total cardboard packaging sourced from recycled materials.

The target relates to the “Prevent/Reduce” layer of the waste hierarchy, focusing on minimizing the use of primary raw materials and reducing the need for virgin resource extraction.

All targets established by Dynavox Group under ESRS E5 are voluntary. They are internally defined and not mandated by legislation, reflecting the company's commitment to improving resource efficiency and advancing circular economy practices across our value chain.

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## Resource inflows | E5-4 |

Dynavox Group does not engage in direct component manufacturing or processing of raw materials. Instead, finished or semi-finished components are sourced from upstream suppliers, and final assembly is carried out within the Group's own operations. The main categories of resource inflows are electronic components, batteries, packaging materials, and accessories. Electronic components primarily consist of circuit boards, displays, sensors, and speakers. Batteries used in the products are mainly rechargeable lithium-based batteries, with all production occurring within the upstream supply chain. Packaging materials largely comprise cardboard and plastics used for product protection and distribution, while accessories include items such as cables, chargers, and other peripheral components sourced externally. Property, plant, and equipment used in the Group's operations are limited to assembly tools, testing equipment, IT hardware, and warehouse and office facilities, with no heavy manufacturing assets employed.

	Weight (tons)	Weight of recycled or reused components	% of recycled or reused components
Electronic Components	165.03	-	-
Batteries	17.55	-	-
Packaging – Plastic	0.43	-	-
Packaging – cardboard	27.84	-	-

### Total weight of products and materials inflow

As Dynavox Group devices do not undergo material conversion or manufacturing processes, resource inflow calculations are based on the annual volumes of devices and accessories. Standard weights for components, batteries, and packaging associated with these products are applied to estimate total material inflows, providing a direct measurement of material usage.

A limitation of the current data is that more granular categorization of product components is constrained. At present, product parts are therefore aggregated and reported under broader categories, such as electronic components.

For the current year, we are reporting only product-related material inflows. Material inflows related to IT equipment, machinery, and other capital assets are not reported due to constraints in collecting and processing detailed weight measurement data.

## Waste | E5-5 |

Dynavox Group manages waste in a responsible manner across its operations. As the Group's activities primarily consist of component assembly rather than manufacturing, no significant manufacturing waste is generated. Assembly operations are mainly conducted at the Group's assembly facility in China, where defective electronic components identified during assembly are, returned to the respective component manufacturers, thereby avoiding waste generation within the Group's own operations.

Waste generated within the Dynavox Group mainly arises from repair and service activities conducted at global repair centers. This waste primarily consists of electronic parts, packaging waste, and general operational waste. Waste handling at these locations is managed through contracted waste management partners, who ensure that waste is collected, treated, recycled, or disposed of in accordance with applicable local regulations. All reported waste data is based on direct measurements provided by internal records and waste management partners.

Waste stream	Hazardous waste, tons	Non-hazardous waste, tons	Radioactive waste, tons	Total waste generated, tons
<b>Diverted from disposal</b>	<b>0.95</b>	<b>15.03</b>	<b>0</b>	<b>15.98</b>
Preparation for reuse			0	
Recycling	0.95	12.61	0	13.56
Other recovery		2.42	0	2.42
<b>Directed to disposal</b>	<b>0</b>	<b>19.67</b>	<b>0</b>	<b>19.67</b>
Incineration			0	0
Landfill		19.62	0	19.62
Other disposal operations		0.05	0	0.05
<b>Total waste</b>	<b>0.95</b>	<b>34.69</b>	<b>0</b>	<b>35.64</b>
<b>Percent of non-recycled waste</b>	<b>0.00%</b>	<b>56.69%</b>	<b>0.00%</b>	<b>55.18%</b>

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# Taxonomy

The EU Taxonomy is a framework designed to guide decision-making on sustainable investments and direct funding to areas that are critical for accelerating the transition to a sustainable economy. At Dynavox Group, we share this commitment to shaping a sustainable future by conducting our business in an environmentally responsible manner. Our taxonomy reporting is fully integrated into our broader sustainability and CSRD work. The taxonomy assessment and disclosures are developed in close alignment with our sustainability strategy, risk management, and annual reporting processes. This ensures that taxonomy-related activities are not isolated, but form a natural part of our ongoing efforts to improve transparency, drive progress, and meet both regulatory and stakeholder expectations. Much like the EU Taxonomy, which provides companies, investors, and policymakers with clear definitions to identify and scale up green investments, we aim to promote transparency, prevent “greenwashing,” and ensure that our economic activities align with minimum environmental impact. This framework serves as a valuable guideline for our ongoing efforts in driving sustainability within our operations and investments.

The taxonomy identifies specific economic activities that make a significant contribution to at least one of the EU's climate or environmental objectives, while ensuring they do no significant harm to the other objectives and comply with minimum social requirements (taxonomy-aligned activities).

The analysis of economic activities is done in relation to the European Union's six environment objectives:

1. Climate change mitigation
2. Climate change adaptation
3. Sustainable use and protection of water and marine resources
4. Transition to a circular economy
5. Pollution prevention and control
6. Protection and restoration of biodiversity and ecosystems

Dynavox has elected to apply the Commission Delegated Regulation (EU) 2026/73 of 4 July 2025 for the 2025 taxonomy reporting. This means mainly that the presentation format has changed compared with the previous year. Further on as a result of the application of this Delegated Regulation the report include activities not assessed as they are considered non-material. Non-material economic activities within operating expenditures consists of an activity within sector Manufacturing (CE 1.2) and non-material economic activities within capital expenditures consists of an activity within sector Transport (CCM 6.5).

#### Taxonomy eligibility

We have conducted an updated review of our eligibility with the EU Taxonomy criteria for the financial year 2025, ensuring compliance with the relevant regulations. The process is ongoing throughout the year, including regular reviews of both regulatory changes and internal business developments that may affect taxonomy eligibility.

#### Environmental objective 1, Climate change mitigation (CCM):

Environmental objective 1, Climate change mitigation, of the Taxonomy Regulation currently focuses on activities outside the area of operations of the Dynavox Group. Based on the review, it is estimated that 0% of Dynavox Group's net turnover is subject to reporting according to EU environmental objective 1, Climate change mitigation. However, Dynavox Group has certain capital expenditures from economic activities that are taxonomy- eligible with respect to environmental objective 1, such as:

#### CCM 7.7 Acquisition and ownership of buildings

Dynavox Group has lease agreements to lease buildings.

#### Environmental objective 4, Transition to a circular economy:

Dynavox Group is subject to environmental objective 4, transition to a circular economy, as Dynavox Group manufactures electronic equipment for consumer-related use (economic activity CE1.2 Manufacture of electrical and electronic equipment). Dynavox Group assembles the communication devices that are part of a comprehensive communication solution including software, language systems and symbols. Dynavox Group has product responsibility for the communication device and has made the interpretation that they manufacture these products and therefore fall under the definition in CE1.2. Manufacture of electrical and electronic equipment. Other parts of the Dynavox Group product offering such as software, synthetic voices and mounting solutions for the communication unit do not fall under the definition of CE1.2.

#### Turnover

##### Total Turnover

Total turnover included in the denominator is defined as externally reported turnover and can be found on page 113 of the Consolidated Statement of Comprehensive Income on the net sales line, and in note 5 on page 122.

##### Eligible turnover

Taxonomy-eligible turnover has been allocated to economic activity CE1.2 based on product accounts. The manufacture of electronic equipment (Tobii Dynavox communication devices) comprises a large part of the Group's business that has been deemed taxonomy-eligible.

##### Aligned turnover

To assess our alignment with CE 1.2, we conducted a thorough review of the technical screening criteria for substantial contribution and DNSH (do no significant harm) set out in CE 1.2. Following the review, we have concluded that we do not fulfill all technical screening criteria and that no aligned turnover is reported.

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We are committed to continuously improving our taxonomy reporting processes. Each year, we review our approach and identify opportunities to enhance data quality, strengthen our interpretations, and better align our disclosures with evolving regulatory requirements and best practices. This ongoing development ensures that our reporting remains relevant, reliable, and valuable for both internal and external stakeholders.

We have thoroughly reassessed the technical screening criteria for the alignment with activity CE 1.2 Manufacturing of electrical products, and have developed a long-term plan to integrate these principles into our product development. This approach ensures that our products are designed with sustainability at the forefront, positioning us for future alignment with circular economy technical screening criteria.

### CAPEX

The capital expenditure indicator is calculated by dividing the share of capital expenditure related to activities, CCM7.7 (Acquisition and ownership of buildings) and CE1.2 (Manufacture of electronic equipment) by total capital expenditure for the year.

#### Total CAPEX:

Total capital expenditure includes additions to property, plant and equipment, and intangible assets, as well as right-of-use assets. The denominator shall also cover additions to tangible and intangible assets resulting from business combinations. Capital expenditure does not include goodwill.

The total capital expenditure is shown in note 15 and note 16 on the line for new acquisitions and business combinations, as well as note 17 on the line for additional rights of use assets.

#### Eligible CAPEX:

Capital expenditure for activity CE1.2 has been calculated using allocation keys for the different asset classes. The allocation of capital expenditure relating to property, plant and equipment is based on the proportion of taxonomy-eligible turnover from activity CE1.2. Capital expenditures related to intangible assets consider the proportion of development focusing on electronic hardware, which is a much smaller part than the development allocated to software. Additional rights of use asset have been allocated based on the proportion of space used for storage and production

specifically of electronic hardware. The remaining parts of additional right of use assets are allocated to CCM 7.7

As no turnover regarding activity CE 1.2 is considered aligned no CAPEX can be reported as aligned in regards of this activity.

Dynavox Group has not been able to obtain sufficient information from the lessors to be able to assess whether or not the capital expenditures incurred in 2025 for activity CCM7.7 are taxonomy-aligned. Consequently, Dynavox reports this capital expenditure, which is not taxonomy-aligned.

The change in eligible CAPEX during the year is primarily attributable to a new leasing agreement for the head office entered into during the year. The agreement includes the addition of one floor and an extension of the lease term for the existing floors by two years, resulting in a total lease term of ten years for all floors. These changes have led to an increase in capitalized right-of-use assets.

Dynavox Group has reviewed its lease agreements for premises and obtained information from lessors to assess alignment with the technical screening criteria for substantial contribution, DNSH as well as the lessors' fulfillment of minimum social safeguards. Although our building premises hold sustainability certifications, we have identified that the energy performance certificate class does not meet the required criteria for full compliance.

### OPEX

#### Total OPEX:

Total operating expenditure includes direct non-capitalized costs that relate to research and development, building renovation measures, low value and short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment by the undertaking or third party to whom activities are outsourced that are necessary to ensure the continued and effective functioning of such assets. Dynavox Group's total operating expenses consist of research and development, repairs and maintenance and low value and short-term leases.

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## Overview reported KPI's

Financial year 2025		Breakdown by environmental objectives of Taxonomy aligned activities													
KPI (1)	Total (2)	Proportion of taxonomy eligible activities (3)	Taxonomy aligned activities (4)	Proportion of taxonomy aligned activities (5)	Climate change mitigation (6)	Climate change adaption (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Proportion of enabling activities (12)	Proportion of transitional activities (13)	Not assessed activities considered non-material (14)	Taxonomy aligned activities in previous financial year 2024 (15)	Proportion of taxonomy aligned activities in previous financial year 2024 (16)
Text	MSEK	%	MSEK	%	%	%	%	%	%	%	%	%	%	MSEK	%
Turnover	2,467	77%	0	0%									0%	0	0%
CapEx	364	63%	0	0%									1%	0	0%
Opex	248	0%	0	0%									8%	0	0%

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## Reported KPI Turnover

Financial year 2025					Environmental objective of Taxonomy aligned activities								
Economic activities (1)	Code (2)	Taxonomy eligible KPI (proportion of taxonomy eligible turnover) (3)	Taxonomy aligned KPI (monetary value of turnover) (4)	Taxonomy aligned KPI (proportion of taxonomy aligned turnover) (4)	Climate change mitigation (6)	Climate change adaption (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of taxonomy aligned in taxonomy eligible (14)
Text		%	MSEK	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacture of electrical and electronic equipment	CE 1.2	77%	0	0%									0%
<b>Sum of alignment per objective</b>													
<b>Total KPI (Turnover)</b>		<b>77%</b>	<b>0</b>	<b>0%</b>									<b>0%</b>

## Reported KPI CapEx

Financial year 2025					Environmental objective of Taxonomy aligned activities								
Economic activities (1)	Code (2)	Taxonomy eligible KPI (proportion of taxonomy eligible CapEx) (3)	Taxonomy aligned KPI (monetary value of CapEx) (4)	Taxonomy aligned KPI (proportion of taxonomy aligned CapEx) (4)	Climate change mitigation (6)	Climate change adaption (7)	Water (8)	Circular economy (9)	Pollution (10)	Biodiversity (11)	Enabling activity (12)	Transitional activity (13)	Proportion of taxonomy aligned in taxonomy eligible (14)
Text		%	MSEK	%	%	%	%	%	%	%	(E where applicable)	(T where applicable)	%
Manufacture of electrical and electronic equipment	CE 1.2	38%	0	0%									0%
Acquisition and ownership of buildings	CCM 7.7	25%	0	0%									0%
<b>Sum of alignment per objective</b>													
<b>Total KPI (CapEx)</b>		<b>63%</b>	<b>0</b>	<b>0%</b>									<b>0%</b>

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# Social information



At Dynavox Group, we are committed to building a resilient and high-performing organization that places people at the center of our strategy. Our social responsibility extends beyond our workforce – we strive to create an inclusive environment that supports well-being and empowers individuals. By integrating sustainability into our operations, we aim to safeguard our ability to give people a voice for generations to come.

This section contains disclosures under the European Sustainability Reporting Standards (ESRS): S1 Own workforce and S4 Consumers and end-users.

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## S1 – Own workforce – equal treatment and opportunities for all



dynavox group

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Material impacts, risks and opportunities and their interaction with strategy and business model | **S1 SBM-3** |

At Dynavox Group we believe that fostering an inclusive, high-performing, and values-driven workplace is essential to delivering on our mission and creating lasting value for our users, their families, and society at large.

At the end of 2025, Dynavox Group had 1063 employees with different roles and responsibilities. Our workforce spans operational and professional employees, as well as non-employees who contribute across various functions. All individuals materially impacted by our operations, regardless of employment status, are included in the scope of this disclosure.

Our workforce includes both employees and non-employees. Employees include permanent staff as well as fixed-term employees hired for specific needs such as parental-leave coverage, temporary projects, or internships. Students and trainees are also considered employees. In countries where we do not have a legal entity, individuals may also be employed through an employer-of-record arrangement. In addition to our employees, we also rely on non-employees who support our operations in various ways. This group includes contingent workers such as independent contractors and consultants.

In the United States, employment classifications follow the Fair Labor Standards Act (FLSA) and state laws, distinguishing between exempt (salaried, not eligible for overtime) and non-exempt (hourly, overtime-eligible) employees. Full-time staff (30+ hours/week) receive full benefits, while part-time and temporary staff have access to limited benefits. Unpaid students and interns

may also participate in our programs as part of their academic development.

### Diversity, equity & inclusion (DEI) and anti-discrimination

Discrimination has been identified as the most relevant human rights impact for our organization. We are committed to fostering a workplace where every employee is treated with dignity and respect. Discrimination has a direct negative impact on the well-being of our workforce and is never tolerated.

Discrimination or unequal treatment could have negative effects on the affected person's or people's mental well-being, their physical health and possibility to develop at work. Widespread discrimination and unequal treatment could have an effect on the workforce as a whole, creating barriers, lowering job satisfaction and morale, which affects both the employees and the employer. The negative impacts we have identified are not widespread in nature and not connected to a geographical area but are rather related to potential individual incidents for a small number of employees. The risk for discrimination or unequal treatment can be present irrespective of industry or geographical area.

While we did not record any incidents of discrimination during the reporting period, we recognize that certain groups - such as women and gender minorities LGBTQ+ employees, ethnic and racial minorities, employees with disabilities or neurodivergent staff, and those in specific regions or roles – may face higher risks.

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The groups considered to be at higher risk of discrimination are defined in accordance with established international and national regulations, including the International Labour Organization (ILO) Conventions 100 and 111, the EU Equal Treatment Directives, and applicable national anti-discrimination laws. These frameworks set out protected characteristics such as race, ethnicity, gender, sexual orientation, gender identity, religion, political opinion, national or social origin, disability, and age. By aligning our practices with these standards, we ensure that our risk assessments and DEI initiatives address the needs of employees most likely to experience discrimination.

To mitigate these risks, we provide regular training for all employees and hiring managers on unconscious bias, inclusive hiring, and anti-discrimination, and we systematically review job descriptions and recruitment processes to ensure fair access and equal opportunity. Our commitment extends to targeted initiatives, including leadership development for underrepresented groups, cultural awareness training, and workplace adjustments for accessibility. Guided by international and national standards, we continuously monitor and improve our practices so that every employee, regardless of background or identity, can thrive and contribute to our shared vision and mission.

Dynavox Group has robust processes and policies in place to manage the material impact on our own workforce. Our zero-tolerance policy against discrimination, which is a part of our Code of Conduct, is embedded in our culture and daily practices.

The actual and potential impacts on our workforce are closely connected to Dynavox Group's strategy and business model. As a fast-growing organization with a geographically dispersed workforce, our strategic focus on market expansion, integration of acquired companies and a large proportion of customer-facing roles increases exposure to risks such as unequal access to opportunities and inconsistent application of people processes. These impacts stem from business model characteristics such as high volumes of recruitment, the need for rapid onboarding, and the emotionally demanding nature of supporting individuals with communication disabilities. At the same time, the impacts we identify directly shape how we adapt and refine our strategy. Insights from work-

force engagement influence decisions on leadership capability building, resource allocation, structured onboarding and integration planning, and prioritization of DEI and wellbeing initiatives as enablers of sustainable growth. In this way, workforce-related impacts both arise from and inform the development of our strategy and business model, ensuring that our growth ambitions remain aligned with responsible employment practices and our mission to empower individuals with communication disabilities.

## How our own workforce informs our strategy and business model

Dynavox Group's business model and strategic priorities are directly shaped by systematic input from our own workforce. We capture the workforce's interests and views through multiple channels across the employee lifecycle: bi-annual engagement surveys (with company, department and team analyses), structured "Growth Talks" and mid-year check-ins, monthly all-hands meetings, regional stand-ups, manager 1:1s, and DE&I forums. This ensures that insights on inclusion, development, well-being and ways-of-working flow into executive planning and operational roadmaps. These inputs inform People priorities such as inclusive hiring, leadership programs, ergonomic and accessibility adaptations, and the cadence of learning and compliance training required to sustain a safe, respectful and high-performing culture. Respect for workers' rights - including non-discrimination, freedom from retaliation, and access to effective remedy - is embedded in our Code of Conduct, grievance procedures, and anonymous whistleblowing channel, and the themes arising from cases and survey feedback are reviewed by management and the Board to calibrate policy content, resourcing, and sequencing of initiatives. In practice, this workforce feedback loop influences decisions regarding organizational design, talent investments and capability-building in functions critical to our strategy (e.g., product development, quality and regulatory, funding support for prescribers), thereby aligning our business model with the expectations and rights of the people who deliver it.

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## Policies | S1-1 |

Our policies apply universally across all roles, regions, and employment arrangements, while remaining adaptable to local requirements and individual circumstances. All employees in acquired entities are brought under the umbrella of Dynavox Group's global Code of Conduct, the Employee Handbook, and Whistleblower Policy, providing a clear and consistent ethical framework and safe channels for raising concerns. General sections of our employee handbooks are made available to all, with further adaptations developed as integration progresses, ensuring that both Group standards and local needs are respected. For tracking effectiveness of the policies and actions related to them, read more in S1-4 on page 90.

### Code of conduct and employee handbook

At Dynavox Group, our commitment to equal treatment and non-discrimination is at the core of our culture and policies. We maintain a strict zero-tolerance policy for discrimination, harassment, or unfair treatment, ensuring that every employment decision – from hiring and compensation to advancement and termination – is based solely on objective criteria and merit. These principles are grounded in international standards, including the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and ILO Conventions 100 and 111, and are reflected in our Code of Conduct and Employee Handbook.

We explicitly prohibit any form of discrimination based on race, ethnicity, gender, sexual orientation, gender identity, religion, political opinion, national or social origin, disability, age, or any other protected characteristic. This commitment extends to all employees, agents, business associates, and non-employees materially impacted by our operations. The Code of Conduct also states that hiring, remuneration, benefits, training, advancement, discipline, termination, retirement, or any other employment-related decisions shall be based on relevant and objective criteria only. There are no other specific policy commitments relating to vulnerable groups.

Responsibility for ensuring equal treatment and opportunities in employment is assigned at the senior management level, reinforcing accountability and integration of these principles into strategic decision-making.

Dynavox Group supports employees in balancing work and personal life, offering flexible leave policies and protecting parents from discrimination. We also provide physical accommodations, such as ramps at office entrances, ergonomic workstations, and accessible restrooms, as part of our ongoing commitment to inclusivity, though not yet formalized in a written accessibility policy.

Non-compliance with our Code of Conduct may result in disciplinary action, up to and including termination or legal consequences. We regularly review and strengthen our policies, conduct third-party audits, and foster a culture of openness and accountability to ensure that discrimination is prevented and equal treatment is upheld throughout Dynavox Group.

All employees complete Code of Conduct training during onboarding. We complement this with targeted trainings for managers and employees about unconscious bias. We keep up-to-date records of training enrollments and completions through our People system.

Employees and consultants have access to LinkedIn Learning, live and online leadership programs, and onboarding courses delivered both in-person and on-the-go. Participation in leadership programs is tracked by the number of programs offered, total participants, and coverage among managers. Our Self-Leadership Journey is open to all, while programs like Our Leadership Voice are designed for managers.

Through these comprehensive policies and practices, we strive to create a workplace where every individual is respected, valued, and empowered to succeed, regardless of background or identity.

### Grievance procedures

Dynavox Group has comprehensive grievance procedures that allow employees to raise complaints, appeal decisions, and seek recourse when something goes wrong. These procedures include multiple formal and informal channels, as described under S1-3 on page 89, such as direct dialogue with managers, People Business Partners, the People portal, and the Whistle B platform for confidential or anonymous reporting. While some entities may initially lack formal grievance procedures upon acquisition, we prioritize the rollout of Dynavox Group's grievance policies and support local People teams in adapting and embedding these processes.

We recognize that informal barriers, such as fear of retaliation, lack of trust in the process, or cultural hesitancy, can discourage employees from speaking up. To address these concerns, we have a strict non-retaliation policy, clearly communicated in the Code of Conduct and onboarding training. Anonymous reporting options are available through Whistle B.

### Human rights inclusion in policies

Human rights are embedded in our governance framework. Our Code of Conduct, aligned with the Universal Declaration of Human Rights and ILO core conventions, prohibits child labor, forced or involuntary labor, and human trafficking. We affirm that labor must always be freely given, and employees are free to leave in accordance with established rules. Identifying risks of causing or contributing to violations of human rights are part of our double materiality assessment and our Enterprise Risk Management process (ERM).

All employees complete Code of Conduct training as part of the onboarding process, and any non-compliance may result in corrective or disciplinary action, including legal consequences where applicable.

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## Processes for engaging with own workers and workers' representatives | S1-2 |

Dynavox Group engages with employees and, where required by local regulations, their representatives to ensure open dialogue and compliance with labor standards. Our approach combines formal processes, regular feedback mechanisms, and targeted initiatives to foster inclusion and continuous improvement.

We meet local requirements in every country where we operate. For example, in Sweden, we engage with union representatives during reorganizations, early termination of employment during probation. In the United States, we comply with relevant federal and state regulations, engage with appropriate stakeholders as required, and complete mandated audits. This includes adherence to equal employment opportunity and nondiscrimination regulations. Related compliance audits are conducted by the Office of Federal Contract Compliance Programs (OFCCP), part of the U.S. Department of Labor.

### Employee feedback and engagement surveys

Engagement with employees occurs throughout the employment lifecycle, starting with onboarding surveys and structured check-ins at 2, 4, 8, 12, and 20 weeks to assess expectations and integration. After 90 days, all permanent employees participate in a bi-annual engagement survey designed to capture insights on workplace experience and overall engagement. Results are analyzed at company, department, and team levels, ensuring that feedback leads to concrete actions. Effectiveness is measured through Employee Satisfaction Scores and participation rates to promote inclusivity. The Head of People Operations and Partnerships oversees the survey process, supported by People Business Partners, ensuring accountability and follow-up actions.

Performance and development conversations are another cornerstone of engagement. Each year begins with a Growth Talk in Q1, where employees and managers align on company direction, expectations, and personal development goals. A formal mid-year check-in to review progress and adjust plans, with all discussions documented. Outside these checkpoints, leaders are expected to connect with team members bi-weekly to discuss work progress, challenges, and well-being. Employees are encouraged to actively

seek and provide feedback as part of our shared commitment to growth and continuous improvement.

Regular forums and meetings further reinforce this feedback culture. A virtual all-hands meeting is held monthly for the entire workforce, with invitations sent via Microsoft Teams. Regional stand-ups for North America and Europe & Asia Pacific take place bi-weekly and serve as informal gatherings that employees can join either in person or remotely. Managers are encouraged to hold bi-weekly team meetings and individual check-ins with each team member, creating multiple touchpoints for dialogue and feedback.

### Targeted initiatives for inclusion and vulnerable groups

To better understand and support colleagues who may be more vulnerable or marginalized, we organize structured DEI initiatives that create space for dialogue and learning. Our DEI Committee leads activities such as lunch & learns on inclusive practices and fireside chats. These events, held in offices and accessible remotely via Teams, provide a platform for employees to share experiences and discuss topics such as gender equality, inclusive cultures, and the impact of remote work on flexibility and fairness.

For example, a recent fireside chat in Pittsburgh, moderated by the DEI Committee, featured employees sharing their career journeys and perspectives on gender equality and workplace inclusion. Similarly, during International Women's Day, around 50 colleagues gathered in our Stockholm office for a discussion with senior leaders, highlighting career progression, leadership experiences, and actions to accelerate gender equality.

For colleagues on international assignments, we provide dedicated support through local relocation partners and a global policy outlining benefits such as pre-assignment trips, immigration assistance, integration support, and repatriation.

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## Processes to remediate negative impacts and channels to raise concerns | S1-3 |

Dynavox Group is committed to fostering a culture of trust, transparency, and accountability by providing clear, accessible channels for employees to raise concerns and report misconduct. These mechanisms are designed to address issues such as discrimination, harassment, unethical behavior, or other workplace matters promptly and fairly.

Formal grievance processes are in place globally, with additional country-specific procedures where required. For example, in the UK, employees have the right to appeal decisions and be accompanied by a trade union representative or colleague during formal meetings. These steps are outlined in the Employee Handbook and supported by People guidance.

### Accessible reporting channels

Employees are encouraged to speak directly with their manager, reach out to their People Business Partner, or submit concerns through the global People portal, Halo. The People mailbox, available on the People & Sustainability intranet page, also serves as a direct line to the People team. Requests submitted through the mailbox are logged in Halo, where employees can track the status of their case, communicate with the responsible team, and receive automated updates upon resolution. This structured ticketing system ensures transparency, timely follow-up, and continuous improvement through feedback collection.

For confidential or anonymous reporting, Dynavox Group offers Whistle B, a secure third-party whistleblowing platform available to employees and external parties. In countries where legally required, employees may also report directly to governmental authorities.

### Awareness and accessibility

To ensure employees know how to use these channels, information is integrated into onboarding and reinforced through mandatory Code of Conduct training. The intranet hosts governance documents, including the Whistleblowing Policy and Code of Conduct, along with direct links to Whistle B. Regular reminders are communicated via email and employee surveys, which also serve as feedback tools to assess trust in the system.

### Anti-retaliation and confidentiality

We have a strict non-retaliation policy, prohibiting any adverse action against individuals who report concerns or participate in investigations in good faith. Confidentiality is guaranteed throughout the process, and anonymous reporting is always available through Whistle B. These protections are communicated during onboarding and apply to all reporting channels.

### Monitoring and continuous improvement

The effectiveness of these processes is monitored through participation rates in engagement surveys and feedback mechanisms. Insights are reviewed at company, department, and team levels to ensure accountability and improvement.

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## Actions | S1-4 |

Actions connected to preventing and mitigating our identified material impact is described below. The actions described in this section are ongoing with no defined period or end date, if not specified in the text. They cover our whole group but are limited to our own workforce and do not cover the rest of our value chain.

### Anti-discrimination policy and trainings

All new employees in the group participate in a standardized onboarding program, which includes comprehensive compliance training aligned with our anti-discrimination standards. New managers receive Manager 101 training focused on inclusive leadership and the Code of Conduct, while top management in acquired entities join the Leadership Voice program to embed an inclusive culture. Each training has a set timeframe for completion after hiring. The expected outcome of these actions is to create knowledge about the behavior we promote and the behavior that is not accepted in our company.

### Inclusive hiring

Our recruitment and promotion processes are designed to eliminate bias through structured interviews, clear job requirements, and regular reviews that promote fairness. Job descriptions are developed in collaboration with People Business Partners and reviewed by the Talent Acquisition team to ensure inclusive, gender-neutral language and to avoid unnecessary degree requirements that could disadvantage certain groups. All postings on the Dynavox Group career site undergo this review process to maintain accessibility and equity.

### Inclusive work environment

We adapt working conditions to meet the needs of all employees by providing appropriate ergonomic equipment, workplace adjustments, and other support when required. All our facilities are fully accessible for wheelchairs. These measures form part of our systematic work environment management across both operational and office-based roles, ensuring that all colleagues have a safe and decent work environment. This work is carried out consistently across all entities within the group.

### Employee engagement survey

We conduct a bi-annual employee engagement survey that includes questions related to inclusion, equal opportunities, and experiences of harassment or discrimination. The survey assesses whether employees feel included, have equal access to opportunities, and whether they have been subjected to victimization, bullying, harassment, or other forms of discrimination at work. The survey is fully anonymous and cannot be used to initiate individual investigations, but it enables us to monitor trends, identify risk areas, and determine where preventative actions may be required. All permanent employees receive the survey, and the insights form an important input into our continuous improvement efforts and our understanding of how we perform as an employer across key topics.

### Monitoring and evaluation

We continuously monitor the effectiveness of our actions through annual employee engagement surveys, regular feedback mechanisms, and KPIs related to diversity and inclusion. The number and outcome of discrimination and harassment cases are tracked, and we conduct external audits of compensation and benefits to ensure fairness, see S1-17 on page 94 for information about cases reported during 2025. These monitoring activities enable us to assess the impact of our actions and identify areas for further improvement.

### Resources and support

Our People team, including People Specialists, People Business Partners, and organizational development staff, is responsible for overseeing inclusion, wellbeing, and compliance processes. We invest annually in training and development, including mandatory compliance trainings and leadership programs. To support reporting and case management, we utilize digital tools including the global People portal (Halo) and the Whistle B platform for confidential or anonymous reporting. Based on ongoing monitoring, employee feedback, and external assurance, we consider our current resources sufficient, and we regularly review and adjust them to ensure they continue to meet evolving needs and regulatory requirements.

### Decision-making and continuous improvement

When a risk or harm is identified, our decision-making process involves structured risk assessments, People reviews, and collaboration with local leaders and the People & Sustainability team. Actions are prioritized based on severity, legal requirements, and employee feedback to ensure remedies are timely and effective. We also regularly review and update our policies, training content, and reporting mechanisms to reflect evolving best practices and regulatory requirements.

### Positive initiatives and employee empowerment

We offer flexible work arrangements, career development opportunities, and targeted wellbeing programs that go beyond legal requirements. For example, we invest in upskilling and internal mobility to create positive outcomes for employees and the organization. Recent initiatives include a shadowing program in North America, enabling employees to explore other departments and roles, build new relationships, and enhance their skills. These programs foster a considerate, inclusive, and supportive workplace, and help ensure that all employees have equal access to career development opportunities

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## Metrics and targets | S1-5 |

Dynavox Group has not established timebound, measurable outcome-oriented targets related to equal treatment and discrimination. We do not consider fixed short-term targets to be the most effective mechanism for managing this material impact. Our approach is grounded in continuous improvement, prevention, and maintaining a strong organizational culture of inclusion. During the reporting period, we recorded no incidents of serious harm related to discrimination or harassment, and our workforce remains diverse across multiple dimensions. As a result, we do not face immediate issues that would require timebound corrective targets. Instead, our focus is on ensuring stable, long-term progress and strengthening the systems that safeguard equal treatment across all regions.

Although we have not set timebound targets, we systematically track the effectiveness of our policies and actions. This is done through processes such as our bi-annual employee engagement survey, which includes questions on inclusion and experiences of discrimination; monitoring of reports through the People portal and the Whistle B platform; review of training participation and completion rates; and evaluation of People processes, case outcomes, and employee feedback. These indicators allow us to identify trends, risk areas, and improvement needs over time.

Our ambition is to maintain a workplace where all employees feel respected, safe, and included, and where incidents of discrimination are rare, promptly addressed, and continually prevented. Progress is assessed using both qualitative and quantitative indicators, helping us strengthen our practices in a sustainable direction without relying on short-term outcome targets.

There is no formal process for co-creation of actions or joint reviews, together with the workforce, but through our informal forums we provide meaningful opportunities for employees to influence improvements and help ensure that our workforce-related actions are relevant and impactful. Read more about these forums and our general process for engagement with the workforce under S1-2 on page 88.

### Metrics

All metrics below are reported by head count per the 31 December 2025. None of the below metrics are validated by external bodies other than the assurance provider. Metrics include Dynavox Group's employees and employees in consolidated companies.

## Characteristics of the undertaking's employees | S1-6 |

The metrics presented in this chapter reflect the total number of employees, reported as headcount and end-of-period figures. Data is broken down by gender, country, and employment type (full-time and part-time). Part-time employees are defined as all employees that correspond to less than one full-time equivalent.

Dynavox Group's largest operations are in the United States, where 51% of our employees are based. Sweden, our headquarters, accounts for 22% of the workforce. Beyond these core locations, our employees are spread across multiple countries, including Ireland, Germany, Denmark, Norway, Australia, New Zealand, the UK, and others worldwide.

Approximately 20% of our employees work in the field, primarily educating prescribers on our comprehensive communication solutions. Another 15% serve as Funding Experts and Funding Coaches, guiding prescribers and users through the often complex process of securing funding from public and private payers.

In 2025, Dynavox Group grew its workforce by 22% and continued the restructuring of the Product & Development team, which was initiated in November 2024, to establish a central development hub in Stockholm, Sweden.

Acquisitions remain a key pillar of our growth strategy. In 2023, we acquired Rehadapt, the world's leading provider of mounting solutions for assistive communication devices. In 2024, we completed the acquisition of Link Assistive, a leading provider of assistive communication solutions and services in Australia and New Zealand. During 2025, we continued this strat-

egy by acquiring Cenomy, our trusted reseller in France, and RehaMedia, our long-time partner in Germany.

The most representative numbers in the financial statements are presented under note 7 Employees and employee benefits expense. The metrics include no significant assumptions or limitations.

Table A

Gender	Number of employees (headcount)
Male	386
Female	631
Choose not to disclose	17
Not reported	29
<b>Total employees</b>	<b>1,063</b>

Table B

Country	Number of employees (headcount)
Sweden	238
US	539
Germany	120
Other	166
<b>Total employees</b>	<b>1,063</b>

The average number of employees in countries with over 10% of the total workforce is 299.

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### Table C

	Female	Male	Choose not to disclose	Not reported	Total
Number of employees	631	386	17	29	1,063
Permanent employees	622	382	16	29	1,049
Temporary employees	9	4	1	0	14
Full time employees	589	370	17	19	995
Board of directors	3	3	0	0	6
Part-time employees	42	16	0	10	68

	Eurow	North America	Total
Number of employees	519	544	1,063
Permanent employees	508	541	1,049
Temporary employees	11	3	14
Full time employees	466	529	995
Board of directors	6	0	6
Part-time employees	53	15	68

### Table D

#### Turnover

Total number of permanent employees who left the undertaking during 2025	146
Turnover rate 2025	15.28%

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## Diversity metrics | S1-9 |

The diversity metrics in this section help us monitor progress toward our gender balance objectives and provide insight into gender and age distribution across key decision-making levels within Dynavox Group. These metrics are an important part of our commitment to transparency and inclusion.

The Annual General Meeting (AGM) is the highest administrative body in the company. Below the AGM is the Board of Directors, which consists of six members, including the Chair of the Board. None of the board members are employed by Dynavox Group.

Below the Board is the Executive Management Team (EMT), which includes nine senior executives and the CEO.

**Table E**

Governing bodies	Women	Men	Choose not to disclose	Not reported	Under 20 years	21–30	31–40	41–50	51–60	61–64	>65	Not reported
Executive Management Team	4 (44%)	5 (56%)	0 (0%)	0 (0%)	0	0	1	4	2	1	1	0
Employees	627 (60%)	381 (36%)	17 (2%)	29 (3%)	4	155	390	277	135	20	21	52

For the purpose of diversity reporting, managers are defined as all employees with direct people leadership responsibilities, while employees include all staff regardless of contract type or employment arrangement. Metrics for the Board, EMT, managers, and employees are based on data from our employment system and include gender and age distribution. All figures are calculated using headcount and end-of-period numbers. There are no significant assumptions or limitations applied, and none of the metrics are externally validated beyond the assurance process for this report.

## Average salaries | S1-16 |

The remuneration metrics reported are currently based on fixed base salary only. As a result, certain components of total remuneration as defined by ESRS have been excluded from the calculations, including bonuses, wellness contributions, company car benefits and long-term incentive (LTI) programmes. Consequently, the reported figures do not fully reflect total remuneration.

The exclusion of these remuneration components is not assessed to have a material impact on the reported gender pay gap, as these forms of remuneration are applied in a comparable manner for women and men across the organisation. However, the current approach results in an understatement of the ratio between the highest-paid individual and the median remuneration, as variable and long-term incentive components are more prevalent at senior management levels.

The company acknowledges this limitation and is actively working on developing an improved methodology to include all relevant remuneration components in future reporting periods, in line with ESRS requirements. Further information on remuneration structures and principles is also provided in the financial statement note on remuneration.

The ratio between the highest paid individual and the median employee is 5.80 to 1.

**Table H**

	Result
Average yearly salary – female (SEK)	609,981
Average yearly salary – male (SEK)	710,233
Gender pay gap (%)	14.1%

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## Incidents, complaints and severe human rights impacts | S1-17 |

Dynavox Group strives to maintain a transparent business climate and high ethical standards. We value the safety and respect of everyone affected by our business. During the reporting period, incidents of discrimination and harassment were monitored through multiple reporting channels, including our confidential Whistle B platform and internal People procedures. People procedures include cases reported directly to People or to a manager who escalated the matter to People for investigation.

In 2025, no case was reported through Whistle B that were deemed to be a whistleblower case, and no corrective action was required. No cases of harassment or discrimination were identified during the reporting period through any channel. Corrective measures and preventive actions are described under S1-4 Actions on page 90.

There is an inherent risk that not all incidents are captured in these metrics, as cases that are not reported through Whistle B, People, or a responsible manager will not be reflected in the data. To mitigate this, Dynavox Group reinforces awareness of reporting channels through onboarding, Code of Conduct training, and regular communication.

The total amount of fines, penalties, or compensation related to discrimination or human rights violations during the reporting period was zero, and therefore not reflected in the financial statements.

Severe human rights incidents are monitored through internal compliance processes, including quarterly litigation reviews and annual compliance surveys for senior management. No severe human rights incidents were reported during the period.

Metrics include all consolidated companies within Dynavox Group. There were no significant assumptions or limitations applied, and none of the metrics are externally validated beyond the assurance process for this report.

### Table I

#### Incidents, complaints and severe human rights impacts

Total number of incidents of discrimination, including harassment	0
Of which, complaints reported through Whistle B	0
Of which, complaints reported through human resources procedures	0
Number of complaints related to own workforce reported through Whistle B, excluding harassment cases presented above	13
Number of complaints filed to National Contact Points for OECD Multinational Enterprises.	0
Total amount of fines, penalties and compensation for damages as result of the incidents and complaints disclosed above	0
Total number of severe human rights incidents connected to the company's workforce	0
Total amount of fines, penalties and compensation for damages for human rights incidents disclosed above	0

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## ESRS S4: Consumers and End-Users



At Dynavox Group, our commitment to social sustainability extends beyond our workforce to the individuals, families, and communities who rely on our comprehensive communication solutions. We believe that empowering people with communication disabilities is not only our mission but also our responsibility to ensure that every user, caregiver, and stakeholder is included, protected, and able to thrive. Our approach to consumers and end-users is grounded in respect of human rights, data privacy, and continuous engagement, in line with the European Sustainability Reporting Standards.

### Material impacts, risks, and opportunities | S4 SBM-3 |

#### Identifying who is affected

The Double Materiality Assessment has highlighted the importance for us to keep driving social inclusion through our products and services to empower individuals with communication disabilities to participate more fully in society, education, and daily life. At the same time, we recognize the potential for negative impacts regarding the privacy and security of sensitive personal data processed through our comprehensive communication solutions. If any of the sensitive personal data we hold about our end-users would leak, this can seriously impact their integrity. The negative impacts we have identified are not widespread in nature and not connected to a geographical area but are rather related to potential individual incidents for a small number of users.

The Privacy Manager, supported by a dedicated Privacy Specialist and Data Protection Officer (DPO), oversees the implementation and continuous improvement of privacy safeguards.

Our products and services are designed for individuals with communication disabilities, such as cerebral palsy, autism, ALS, stroke, or acquired brain injuries. We also engage with families, care circle, prescribers, educators, and payers, who form an essential part of the broader customer landscape. Our disclosures cover all categories of consumers and end-users who could be significantly affected by our activities, both directly and indirectly across the value chain.

There have been no actual material negative impacts during the year relating to data privacy breaches. We maintain a proactive approach to ongoing monitoring for data privacy breaches, including annual policy reviews, internal audits, regular privacy risk assessments, mandatory privacy trainings and use of Data Protection Impact Assessments for new features and services.

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Continuous innovation has improved accessibility, user experience, clinical safety, and well-being for a wide range of users. New device features and software updates have enhanced communication for individuals with complex needs. Customer support and training programs, aligned with MDR and FDA requirements, strengthen safe and effective product use for caregivers, clinicians, and educators. Independent health economic studies in Sweden and Germany show that access to high-tech communication aids leads to measurable improvements in quality of life and significant social and economic benefits. By investing in research, post-market clinical evidence, and partnerships with healthcare and advocacy organizations, Dynavox Group not only improves the lives of individual users but also advances global understanding and accessibility within the assistive technology and medical device sectors.

In addition to communication devices and software, we provide high-quality mounting solutions that securely position the devices for optimal accessibility. Our mounting solutions play a vital role in breaking down barriers and fostering inclusion, independence, and quality of life for individuals with communication disabilities. Within the field of assistive communication, we are committed to developing solutions that simplify life for all stakeholders. By continuously enhancing and expanding our modular system of mounting components, we deliver innovative and adaptable solutions designed to meet user needs throughout the day.

### Risks and vulnerable groups

As a medical device manufacturer under MDR, Dynavox Group considers all consumers and end-users to be at high risk of harm due to their unique characteristics, contexts, and the essential nature of our products for daily communication. Our users are children, elderly individuals, and persons with complex disabilities that depend on communication aids to participate in everyday life. Their reliance on these solutions, combined with the sensitive personal data processed through our devices, means that every user is regarded as vulnerable to both safety and data privacy risks.

We maintain a systematic understanding of user risk profiles throughout the product life cycle, supported by regulatory processes such as clinical evaluation, risk management (ISO 14971), usability engineering (IEC 62366), and post-market surveillance.

### How consumers' and end-users' interests, views, and rights inform our strategy and business model

As a provider of medical devices used by individuals with communication disabilities, the needs and rights of our end-users fundamentally shape how we design, deliver, and continuously improve our products and services.

We gather consumer and end-user perspectives through a structured and ongoing engagement model, including daily interactions with users, care circles, and prescribers, formal complaints, and product-safety reports managed through our Quality system, Net Promoter Score surveys, post-market surveillance activities, usability studies, and feature requests submitted through support channels. These insights provide a continuous evidence base for understanding user expectations, functional needs, accessibility barriers, and emerging risks. They are regularly reviewed by product management, quality, and regulatory teams, and incorporated into product roadmaps, clinical-safety processes, and updates to software, mounting solutions, and communication tools.

Respect for the human rights of our consumers and end-users – such as the right to privacy, safety, accessibility, and freedom of expression – is embedded in our strategic and operational model. Data privacy concerns raised through customer interactions or formal channels inform the development of privacy-by-design features, consent management processes, and security enhancements. User safety and accessibility issues detected through customer feedback or clinical evaluations guide decisions on product improvements, testing protocols, documentation updates, and risk controls in line with EU MDR, FDA QMS requirements, and ISO 14971 risk-management processes.

User insights also influence the broader business model, including decisions on market expansion, support structures, training for clinicians and caregivers, and investments in digital tools that strengthen user independence and communication outcomes. By translating consumer and end-user perspectives into product design priorities, service quality enhancements and regulatory-compliant safeguards, Dynavox Group ensures that its long-term strategy remains aligned with the needs and rights of those most affected by our solutions. This integration ensures that our

mission of empowering individuals with communication disabilities is embedded at every stage of strategic planning and operational decision-making.

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## Policies and governance | S4-1 |

Our approach to respecting and upholding our end-users' data privacy is governed by our Data Privacy Policy and Data Privacy Notice, which set out clear requirements for lawful, fair, and transparent processing of personal data, are applied company-wide, and reviewed annually. These are grounded in compliance with GDPR, HIPAA, and other applicable laws, and are informed by regular risk assessments and stakeholder input. . The policies are available for all employees on our intranet. There are no publicly available policies for consumers and end-users.

We follow the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and relevant regulatory frameworks. Our Code of Conduct and Data Privacy Policy prohibit discrimination, ensure freedom of expression, and protect the rights of all consumers and end-users. For our medical devices and digital health solutions, we also align with applicable regulatory and data protection frameworks, such as the EU Medical Device Regulation (MDR 2017/745), the U.S. Food and Drug Administration (FDA) Quality System Regulation, and the Health Insurance Portability and Accountability Act (HIPAA) for protection of personal health information

For privacy and security, we follow our Data Privacy Policy and the public Privacy Notice and apply CIS Controls. We conduct risk-based supplier due diligence, provide targeted staff training, and operate a whistleblower channel to ensure concerns are raised and addressed.

We maintain formal and accessible grievance mechanisms for consumers and end-users to raise concerns, complaints, or reports of potential harm related to our products, services, or business practices. Managed collaboratively by the Quality, Regulatory, Clinical, Customer Support, and Data Protection teams, these mechanisms ensure impartial investigation, thorough documentation, and prompt resolution. Confirmed cases are addressed through corrective or compensatory actions aligned with international human rights standards, including the UN Guiding Principles on Business and Human Rights. The effectiveness of remedies is monitored through follow-up, preventive actions, and integration into our risk and quality management systems. During the reporting period, no material human-rights impacts requiring systemic remediation were identified, and all grievances were resolved in accordance with established procedures and timelines.

## Engagement with consumers and end-users | S4-2 |

### Engagement processes

We systematically integrate the perspectives of consumers and end-users into decision-making. Engagement occurs directly with end-users and their representatives such as speech therapists, therapists, and institutions through Net Promoter Score (NPS) surveys sent after each customer case, a formal complaints tracking process managed by our Quality team, and ongoing daily interactions via phone, email, and face-to-face meetings with users, care circles, and prescribers. Feature requests and suggestions are collected and fed into product development, ensuring that the user needs to inform both immediate fixes and long-term innovation.

All feedback related to data privacy comes through these mentioned channels, and insights are escalated to our Quality and Compliance teams and incorporated into product design and service protocols to mitigate risks. For example, user input has informed improvements in consent management processes, clearer privacy notices, and enhanced security features in our software.

The Customer Service and Support Manager oversees daily interactions and ensures feedback is collected and addressed, while the Quality team manages the complaints process and the Marketing team administers NPS surveys. A Customer Journey Lead ensures that insights from all engagement channels, including those related to privacy, are integrated into strategic decision-making. Effectiveness is evaluated using both quantitative and qualitative indicators, such as NPS survey response rates and complaints tracking, with special attention to privacy-related feedback and outcomes.

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## Processes to remediate negative impacts and channels to raise concerns | S4-3 |

Dynavox Group maintains a structured, transparent, and policy-driven approach for remediating potential and actual negative impacts on consumers and end-users, including incidents involving personal data, product safety, accessibility, or system misuse. These processes are described in the Incident & Crisis Management Policy and Instruction and apply across the entire Dynavox Group. They are designed to ensure that remediation is fair, timely, and effective, and that individuals can raise concerns safely through multiple channels.

### General approach to remedy

We differentiate between incidents (localized, manageable events, such as accidental data disclosures) and crises (events with significant business, safety, or reputational impact, including major privacy breaches or cyberattacks). Once an issue is reported, the Incident Response Team (IRT) initiates an immediate investigation to identify the nature, origin, and extent of the impact. The team works to contain the issue, restore data integrity or system functionality, and implement corrective measures. In more serious situations, the Crisis Management Team (CMT) escalates the response and engages senior management and, where required, the Board of Directors.

Regulatory requirements, such as those under General Data Protection Regulation (GDPR), Health Insurance Portability and Accountability Act (HIPAA) and Personal Information Protection Law (PIPL), are assessed and strictly observed. Affected consumers or end-users are informed promptly and transparently about what occurred, what actions are being taken, and what remedies are available. Remedies may include technical fixes, additional safeguards, support or compensation, data recovery assistance, or other measures needed to reduce ongoing harm. Each case concludes with a root-cause analysis and a post-incident evaluation to ensure that the remedy provided has been effective and that systemic improvements are identified.

### Specific channels for raising concerns

Consumers and end-users can raise concerns or seek assistance through multiple channels. These include customer service hotlines, online contact forms, dedicated email addresses, and in-person support available through local offices and partner representatives. Contact details for CMT members are maintained and regularly updated to support rapid escalation.

All concerns received are documented, assessed, and assigned to the appropriate team. Communication with the individual who raised the concern continues throughout the remediation process so that they are kept informed of progress and outcomes.

### Support for channels in business relationships

Dynavox Group supports the availability of concern-raising mechanisms across our distribution and partner networks. Local offices and representatives are trained to recognize and escalate issues appropriately, and they follow the same overarching Incident & Crisis Management Policy to ensure consistency in how concerns are handled globally. When external partners are the first point of contact for end-users, they are required to escalate incidents immediately to internal teams at Dynavox Group for assessment and resolution.

### Monitoring, tracking, and effectiveness evaluation

The effectiveness of our concern-raising channels is monitored through structured evaluations that review the number and nature of issues raised, the timeliness of responses, and the satisfaction of individuals who used the channels. All concerns are logged in accordance with internal procedures, and progress is tracked throughout investigation and remediation. These insights are used in post-incident and post-crisis debriefings, where learnings inform updates to procedures, training, and communication practices.

Oversight is provided by the Corporate Communications Director, supported by HR, the Privacy team, and the Quality and Regulatory functions. Where needed, external experts such as cybersecurity specialists or legal advisors assist in remediation and evaluation.

These monitoring processes ensure that channels remain accessible, responsive, and effective, and that they continue to meet the needs of consumers and end-users.

### Awareness and availability of channels

Information about channels is communicated through our digital platforms, support materials, customer service interactions, and through local representatives.

Although our current policies do not include an explicit anti-retaliation clause for consumers and end-users, our established practice is to treat all feedback confidentially, respectfully, and professionally. Individuals are assured that raising a concern will not result in denial of service, harassment, or diminished support. All issues are assessed objectively by the responsible teams, and complainants are kept informed throughout the process.

Dynavox Group maintains multiple functioning concern-raising mechanisms for consumers and end-users across all key markets. These mechanisms are supported by documented procedures, clear contact routes, and dedicated personnel responsible for follow-up and remediation.

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## Actions | S4-4 |

Actions connected to preventing and mitigating our identified material impact are described below. The actions described in this section are ongoing with no defined period or end date, if not specified in the text. These actions apply across the entire Dynavox Group and to all products used by consumers and end-users.

During the period, there have not been any incidents relating to data privacy or human rights issues, so the actions and remedies described below are stated as examples or processes we have in our policies.

### Conducting Data Protection Impact Assessments (DPIAs)

Data Protection Impact Assessments were performed for new products, features, and services as part of our privacy-by-design approach. Oversight is maintained by the Privacy Manager, the Privacy Specialist, the Quality and Regulatory teams, and the external Data Protection Officer. The expected outcome of the DPIAs is to identify and reduce privacy risks at an early stage, ensuring that new solutions meet both regulatory requirements and our internal standards for user safety and trust.

### Mandatory privacy training and annual policy review

Privacy training continued to be mandatory for all employees, supporting our target of a 95 % completion rate for data privacy related trainings. Alongside this, our privacy and security policies underwent annual review and updates to reflect regulatory developments and emerging risks. The expected outcome of this is to reinforce our internal capabilities and helps ensure that personal data is handled responsibly throughout the organization.

### Quality, safety, and accessibility management under EU MDR and ISO 13485

Our quality, safety, and accessibility work continued to be guided by the EU MDR and ISO 13485 frameworks. Dedicated Quality and Regulatory professionals, supported by allocated budgets and digital systems, oversee activities such as risk management, product lifecycle processes, post-market surveillance, and corrective and

preventive actions. Through this action, the expected outcome is enhanced product safety, consistent regulatory compliance, and continuous improvements in the accessibility and reliability of our solutions throughout their lifecycle.

### Actions to support positive consumer outcomes

Beyond direct risk-mitigation measures, Dynavox Group undertakes ongoing initiatives aimed at improving consumer well-being and overall user experience. These include efforts to enhance accessibility features, improve clarity of user documentation, support safe digital engagement, and strengthen product usability. These initiatives contribute to positive outcomes by improving the safety, autonomy, and inclusivity of the solutions provided to consumers and end-users.

### Processes for determining what action is needed and remedies

We identify necessary preventive and mitigating actions through several processes, including risk assessments, DPIAs, post-market surveillance, internal audits, and reviews of regulatory developments. These processes determine which risks or emerging issues require action and establish whether adjustments to product design, data-processing practices, or internal controls are necessary.

Our DPIA processes, policy framework, and ongoing training ensure that, should a material incident occur, the organization has the systems, competencies, and structures in place to provide or enable remedy in an effective and timely manner. For further description of remedies for actual incidents see S4-3 on page 98.

### Monitoring the effectiveness of actions

The effectiveness of our actions is assessed through a combination of qualitative and quantitative indicators. Examples include training completion rates, user engagement levels, and feedback from stakeholders. Dedicated personnel, budgets, and systems support quality, safety, and accessibility, ensuring that consumer well-being remains integral to our operations.

Dedicated personnel include a Privacy Manager, Privacy Specialist, external Data Protection Officer (DPO), and Quality and Regulatory professionals responsible for ensuring compliance with the EU MDR, ISO 13485, and applicable data protection laws. Allocated budgets support training, audits, product development, and technology platforms that strengthen quality, safety, and accessibility.

### Future planned actions

We are currently working to strengthen our data privacy-related processes. This forward-focused work includes formalizing vendor risk assessments to ensure that third-party partners meet our privacy and security standards and integrating privacy safeguards into business continuity and disaster recovery planning so that sensitive user data remains protected even in exceptional circumstances. We are expanding the use of Data Protection Impact Assessments and Transfer Impact Assessments for new products, services, and intra-group agreements, while also unifying our consent management platform to give users greater control over their personal data. In parallel, we are automating retention policies and audit logging to improve compliance and traceability.

Looking ahead, we will introduce quarterly privacy performance indicators starting in 2026, supported by executive management engagement and centralized governance for subsidiaries. Our roadmap also addresses evolving regulatory requirements, including preparation for new breach reporting laws in China and alignment of regional plans for the EU, UK, Canada, and Australia. These initiatives demonstrate our proactive approach to safeguarding data and ensuring that privacy remains integral to our mission of delivering safe, reliable, and empowering communication solutions for all users.

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## Metrics and targets | S4-5 |

### Involving consumers and end-users in goal setting

Consumer and end-user perspectives are integrated into goal setting and development processes, especially in areas related to product safety, accessibility, privacy, and user experience. Feedback is systematically gathered through surveys and daily interactions. We also have options for direct communication such as the dedicated privacy manager email address. Our customer service, support, and success teams collect feedback continuously through daily interactions with users, care circles, and pre-scribers to ensure both structured and organic feedback collection.

Our sales and product teams play a central role in collecting requirements and feedback, for example if customers request enhanced security like multifactor authentication or single sign-on (SSO). These insights are evaluated jointly by product development, IT, and data protection teams and directly inform the setting of new targets and priorities

In 2025, we further strengthened this approach by implementing a structured process where cross-functional teams review consumer feedback biweekly and align actionable insights with design, service, and accessibility goals. This ensures that the voice of the customer is consistently reflected in our innovation strategy and operational objectives. Additionally, NPS results and complaint-tracking analyses are reviewed weekly and shared across leadership and development teams to identify trends, address issues, and drive continuous improvement.

To track progress toward our privacy goals we use internal monitoring systems, including key metrics such as privacy training completion rates. While these are primarily reviewed internally, results are shared through formal management reviews and relevant communication channels. No other stakeholders have been included in the tracking process.

Feedback from complaints, post-market surveillance, and customer satisfaction surveys is systematically reviewed by Quality, Regulatory, and Customer Support functions to identify root causes and define corrective and preventive actions. We also analyze feedback from product enhancements, usability studies, and support interactions to understand what worked well and what requires improvement. Learnings are communicated across teams, ensuring transparency and consistency in updates to our devices, services, and user support. Dynavox Group remains committed to closing the feedback loop by sharing improvements with users in a timely and transparent manner.

### Targets

We have established clear and ambitious targets to drive ongoing improvement in both data privacy and social impact. In the area of data privacy, we have set a goal to achieve a 95% participation rate in mandatory Data Privacy training among all relevant staff by the end of Q2 2026. This target reflects our commitment to building a strong culture of privacy awareness and ensuring that employees are equipped with up-to-date knowledge of data protection requirements. The follow up is done yearly. We do not use baseline

year or value but closely follow our current position against our goal.

In terms of societal impact, Dynavox Group is committed to expanding the reach and positive outcomes of our solutions. By 2030, our objective is to have contributed to improving the lives of at least 400,000 individuals through the ongoing evolution of our business, continuous enhancement of our products, and expansion into new markets. Progress toward this target is measured by the number of comprehensive communications solutions sold, which serves as an indicator of both market reach and the number of individuals empowered to communicate more effectively.

The follow up is done yearly. We do not use baseline year or value but closely follow our year over year percentual increase. Our yearly goal is an increase of 25% compared to the prior year.

### Methodology

The targets have been developed through an internal, cross-functional process to ensure that they are both strategically grounded and operationally feasible. For the data privacy objective, discussions were held with Legal, Information Security, Learning & Development, and Business Excellence to validate feasibility, training roll-out capacity, and alignment with ongoing compliance requirements. The proposal was then incorporated into the Finance Operational Key Results for 2026 and subsequently reviewed and approved by the Executive Management Team (EMT). The target is based on the organization's current training participation levels and the assumption that access, global applicability and internal support structures are sufficient to reach a 95% completion rate by the end of Q2 2026.

The target to improve the lives of 400,000 individuals by 2030 was developed by a working group consisting of members from the Executive Management Team. Together, the group defined what constitutes a comprehensive communication solution, reviewed the 2024 performance base and assessed expected growth in line with

**Table A**

	Outcome 2025	Target 2026
Participation rate for data privacy related trainings	85%	95%

**Table B**

	Outcome 2025			Target 2025			Target 2030
	Percent	Value isolated	Value acumulated	Percent	Value isolated	Value acumulated	Value
Number of lives improved	28%	27,518	145,689	25%	26,996	145,137	400,000

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Dynavox Group's long-term strategy. The methodology relies on the assumption that continued product development, enhanced service offerings, and market expansion will support sustained yearly growth. In this process, the working group concluded that the number of comprehensive communication solutions sold provides the most consistent proxy for estimating the number of individuals whose communication abilities have been improved. The follow-up is conducted annually, and the target assumes an average growth rate of 25% year over year, based on order data collected monthly. The calculation focuses on the cumulative number of solutions delivered across defined product categories, including comprehensive touch solutions and comprehensive eye-tracking solutions.

Both targets have been formally approved by the Executive Management Team and are reviewed as part of the Group's broader strategic cycle to ensure alignment with our mission of empowering individuals through high-quality, safe and accessible communication solutions. No direct involvement of consumers or end-users has taken place in the target-setting process; however, internal expertise and strategic considerations guide the approach to ensure that the targets remain relevant and credible.

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# Governance information



At Dynavox Group, we are dedicated to conducting business with integrity, competing fairly, and ensuring that all operations adhere to ethical standards.

This section contains disclosures under the European Sustainability Reporting Standards (ESRS): G1 Business conduct.

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## ESRS G1 – Business Conduct



### Governance structure and business conduct | G1 IRO-1 | Leadership and oversight of ethical conduct

The Board of Directors sets out Dynavox Group's ethical expectations and governance standards by approving the Code of Conduct and Corporate Governance Framework, integrating integrity considerations into strategy, risk oversight, and decision-making.

Our Corporate Governance & Internal Control Policy defines a Group Policy Framework with clearly assigned roles and responsibilities, subject to annual review and centrally stored to ensure alignment with evolving impacts, risks, and opportunities.

The Board of Directors and the Audit Committee monitor the effectiveness of financial reporting and internal controls. The CEO and Executive Management Team (EMT) are responsible for policy implementation, risk strategy, and bi-annual enterprise risk reviews. The CFO owns the Corporate Governance & Internal Control Policy, ensuring a satisfactory control environment. The Chief People & Sustainability Officer is responsible for the Code of Conduct, which applies to all employees and consultants.

#### Expertise and continuous development

The leadership operates within a governance framework anchored in listed company requirements, including the Nasdaq Stockholm Rulebook and the Swedish Code of Corporate Governance. The EMT brings expertise in financial stewardship, risk and internal control, people and sustainability, operations, regulatory affairs, product development, and market communications. Publicly-disclosed management biographies demonstrate prior senior roles in global technology and healthcare, advanced engineering, operations, and market leadership. Formal qualifications further reinforce governance literacy and internal control execution across the leadership team.

Dynavox Group identifies key compliance requirements, communicates them across the organization, and maintains ongoing discussions to assess training needs, address gaps, and implement plans to ensure that administrative and management bodies have and continuously develop expertise and knowledge on business conduct matters. This includes, for example, compliance obligations linked to our status as a listed company, such as adherence to the Insider Policy and the associated mandatory training on handling insider information.

These qualifications and governance structures support the organization's ability to ensure ethical business conduct, compliance with applicable laws and standards, and effective prevention of misconduct, including corruption and bribery.

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## Policies and culture | G1-1 |

### Key policies guiding ethical behavior

The company maintains a structured governance framework to promote ethical business conduct and ensure compliance across all operations. Our approach to business integrity is guided by a set of key policies that define expected behaviors, prevent misconduct, and support a transparent corporate culture.

#### Employee Code of Conduct

The Dynavox Group Employee Code of Conduct sets clear expectations for ethical behavior and responsible decision-making across all operations. It establishes a strict zero-tolerance stance toward corruption, bribery, extortion, and money laundering, and requires employees to act with integrity in every business interaction. No employee may offer, give, request, or accept any benefit or item of value that could influence or appear to influence professional judgment. The Code also emphasizes the importance of understanding and complying with applicable laws, including heightened responsibilities when working with government customers. All employees are responsible for recognizing potential red flags and reporting concerns promptly, helping to maintain a transparent and accountable business culture.

#### Anti-Corruption Policy

Our Anti-Corruption Policy reinforces the company's commitment to conducting business with integrity and in full compliance with applicable laws. The policy applies to all employees, including short-term consultants. It sets clear expectations that no individual may offer, provide, solicit, or accept anything of value that could improperly influence a business decision or secure an undue advantage. This includes financial and non-financial benefits such as gifts, hospitality, travel, or charitable contributions.

#### Whistleblower Policy

Dynavox Group's Whistleblower Policy provides a structured and confidential channel for reporting suspected misconduct, ensuring that concerns relating to legal, ethical, or regulatory breaches are addressed appropriately. The policy outlines clear procedures for submitting reports openly, confidentially, or anonymously through

an independent third-party system, enabling employees and external stakeholders to raise concerns without fear of retaliation.

At Dynavox Group we build, support, and assess our company culture through clear values and practical practices, reinforced by mandatory training on ethics, compliance, and anti-corruption, as well as communication on our Code of Conduct and Whistleblower Policy. Adherence is monitored through training completion of metrics, ensuring employees understand and follow standards that uphold integrity and responsible business practices.

#### Reporting mechanisms

Dynavox Group provides a secure and confidential platform for reporting concerns through the third-party service WhistleB, allowing employees and external parties to raise issues anonymously or openly. Reports are reviewed by designated Whistleblower Investigators, who determine whether an investigation is warranted and who should conduct it.

#### Protection for whistleblowers

We are committed to protecting individuals who report concerns in good faith. The policy explicitly states that no employee, manager, officer, contractor, or agent may discharge, demote, suspend, threaten, harass, or otherwise retaliate against anyone who submits a report in good faith, even if the allegations are not substantiated.

To ensure this protection in practice, all whistleblowing reports are handled exclusively within the external WhistleB platform, where access is strictly limited to appointed Whistleblower Investigators. Their actions within the system are automatically logged, creating an auditable record that prevents interference, misuse, or retaliatory behavior. Reports can be submitted confidentially or anonymously, and the policy explicitly prohibits any attempt to identify an anonymous whistleblower unless legally required to conduct the investigation. Cases received outside the platform are immediately transferred into WhistleB to ensure consistent handling, restricted access, and uniform confidentiality safeguards. Investigations may

only be conducted by individuals not involved in the allegation, and cases concerning senior staff are escalated to the Board of Directors for independent oversight.

Effectiveness is monitored through structured follow-up and formal oversight mechanisms. The Whistleblower Investigators maintain detailed records of all reports, actions taken, investigations, and outcomes, enabling early detection of any signs of retaliation. Aggregated statistics are reported annually to the Board of Directors, providing an independent review of system usage, outcomes, and any indications of misconduct or improper treatment of whistleblowers. This combination of technical controls, independent oversight, and ongoing monitoring ensures that individuals who report concerns in good faith are protected and that the whistleblowing framework functions as intended.

All information regarding whistleblowing, including step-by-step instructions for submitting complaints, details on how reports are handled, specified response timelines, and record-keeping procedures is publicly available on our investor website. This ensures that employees and stakeholders can easily access clear guidance on reporting wrongdoing. Looking ahead, we are planning to introduce dedicated training sessions on whistleblowing and reporting to further strengthen awareness, understanding, and effective use of the whistleblowing framework across the organization.<sup>5</sup>

#### Fair and impartial investigations

We confirm that all concerns regarding business conduct are investigated promptly, fairly, and without bias. Oversight is embedded in our governance framework, with clear processes for impartial handling of investigations through the third-party platform, Whistle B. In addition to this, the EMT and managers are obligated to undergo specific training about bias.

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## Trainings

Mandatory training on business ethics and the Employee Code of Conduct is provided to all employees and consultants as part of onboarding and via bi-annual e-learning refresher, with all certification and attestation steps completed and recorded in the system, including conflicts of interest and fair competition, and anti-corruption standards. The anti-corruption and anti-bribery training courses are not standalone but part of a broader Code of Conduct curriculum for which employees and consultants are required to certify compliance. We do not have any special training for EMT or Board of Directors as of now; they undergo the same onboarding Code of Conduct training as all employees. Effectiveness is monitored through tracking of completion rates, and non-compliance may result in disciplinary action.

## High-risk areas for corruption or bribery

We have not yet identified high-risk areas for bribery and corruption, and our current training is not targeted to specific categories. At this stage, we are providing awareness training to all employees in areas such as bribery, gifts exchange, conflicts of interest and reporting corruption. Next year, we plan to identify high-risk categories and provide targeted training specifically for those groups.

All new employees are required to complete the mandatory Code of Conduct training, including modules on anti-bribery and corruption.

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## Anti-corruption and anti-bribery | G1-3 | Prevention, detection, and response

Multiple reporting channels are available, including an anonymous external whistleblowing service and direct access to the CFO and Chairman of the Audit Committee. To prevent wrongdoing and ensure early reporting, all employees receive mandatory training on ethical conduct and the Code of Conduct, which clearly prohibits retaliation or interference with investigations. All suppliers must also sign and comply with the Supplier Code of Conduct, extending these expectations across our value chain.

To detect concerns effectively, all reports are logged into the secure third-party system, ensuring consistent registration, confidentiality, and restricted access. The Whistleblower Investigators review each case promptly using standardized assessment criteria.

To address concerns, investigations are assigned only to individuals who are independent of the matter, and serious or sensitive cases are escalated to the Audit Committee for oversight. Investigation steps follow documented procedures, and corrective actions are implemented where required. Confidentiality is maintained throughout the process, and individuals reporting in good faith are protected from retaliation.

## Investigations

Whistleblower investigations are governed by our Board-approved whistleblower policy. Investigations into corruption or bribery are conducted independently by designated Whistleblower Investigators who are not involved in the areas being investigated. These investigators are external People partners or generalists with the authority to manage whistleblowing cases and are granted access to the secure WhistleB platform, where all reports are handled confidentially.

Investigators maintain a case log and report aggregated statistics annually to the board. Significant allegations are escalated to the Board, and the Audit Committee monitors the control environment and reports to the Board on a continuous basis.

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## Legal convictions and fines | G1-4 | Convictions and fines

During the year Dynavox Group has not been convicted for breaking anti-corruption and bribery laws and no amount of fines for such cases has been paid during the year.

We follow up legal convictions and fines annually, no baseline year or value is used in this follow-up. There have been no significant assumptions included in the metrics presented above, and no external body has been part of the validation process.

### Metrics and targets

We have set a target of achieving a 95% participation rate in anti-corruption and bribery training by 2030. The target applies to all employees and consultants across the Group. It is expressed as an absolute percentage of individuals who complete the relevant training within the reporting year. This target supports the objectives of our Code of Conduct and Anti-Corruption Policy by ensuring that all employees and consultants understand their responsibilities and can identify and prevent misconduct.

Participation rates are calculated as the share of employees and consultants who complete the anti-corruption and bribery component of the Code of Conduct training during the year. No significant assumptions influence the metric, and no external validation has been used.

### Table A

	Outcome 2025	Target 2030
Participation rate for anti-corruption and bribery trainings	83%	95%

### Methodology

The target was developed by a working group consisting of members from the Executive Management Team. The process involved consultations with relevant internal stakeholders to validate feasibility, technical readiness and alignment with Dynavox Group's governance and compliance ambitions. The resulting proposal was presented to and approved by the Executive Management Team, who holds overall responsibility for ensuring that the Group maintains robust preventive measures against corruption risks.

The methodology is based on the organization's existing participation rates and reflects the assumption that access to the training platform, internal support structures and managerial follow-up are sufficient to reach a 95% completion rate by the end of Q2 2026. The target does not rely on a historical baseline year; instead, Dynavox Group evaluates progress annually compared to the stated ambition, consistent with our broader approach to training-related sustainability goals. This approach ensures flexibility while maintaining a clear trajectory of continuous improvement in the organization's anti-corruption preparedness.

The EMT reviews the target as part of the Group's wider governance cycle, ensuring that expectations remain achievable and aligned with our commitment to maintaining high standards of integrity and ethical business conduct across all markets in which we operate.

No changes to the target or methodology occurred during the reporting period. As our compliance program matures, future refinements, such as differentiated training for identified high-risk categories, may be incorporated and will be disclosed accordingly.

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# Auditor's limited assurance report of Dynavox Group AB (publ)'s statutory sustainability statement

This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.

To the general meeting of the shareholders of Dynavox Group AB (publ), corporate identity number 556914-7563

## Conclusion

We have conducted a limited assurance engagement of the sustainability statement for Dynavox Group AB (publ) for the financial year 2025. The sustainability report is included on pages 50-106 in this document.

Based on our limited assurance engagement, as described in the section Auditor's Responsibility, nothing has come to our attention that causes us to believe that the sustainability report does not, in all material respects, meet the requirements of the Swedish Annual Accounts Act, which includes:

- whether the sustainability report meets the requirements of ESRS,
- whether the process the company has carried out to identify reported sustainability information has been conducted as described in the sustainability statement, and
- compliance with the reporting requirements of the EU Taxonomy Regulation, Article 8.

## Basis for conclusion

We have conducted the limited assurance engagement in accordance with FAR's recommendation RevR 19 Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten. Our responsibilities according to this recommendation are further described in the Auditor's Responsibility section.

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

## Other Information

The sustainability statement for the previous financial year has not been subject to a limited assurance engagement, and no review of comparative figures in the sustainability statement for the year 2025 has therefore been performed.

## Other Information than the Sustainability Report

This document also contains other information than the sustainability statement and is found on pages 1-49, 109-148 and 153-156. The Board of Directors and the Managing Director are responsible for this other information.

Our conclusion on the sustainability statement does not cover this other information, and we do not express any form of assurance conclusion regarding this other information.

In connection with our limited assurance engagement on the sustainability statement, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the sustainability statement.

In this procedure we also take into account our knowledge otherwise obtained in the limited assurance engagement 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 sustainability statement in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act, and for such internal control as the Board of Directors and the

Managing Director determines necessary to enable the preparation of the sustainability statement that is free from material misstatements, whether due to fraud or error.

## Auditor's Responsibility

Our responsibility is to express a conclusion on whether the sustainability report has been prepared in accordance with Chapter 6, Sections 12–12f of the Swedish Annual Accounts Act based on our review. The limited assurance engagement has been conducted in accordance with FAR's recommendation RevR 19 Revisorns översiktliga granskning av den lagstadgade hållbarhetsrapporten. This recommendation requires that we plan and perform our procedures to obtain limited assurance that the sustainability statement is prepared in accordance with these requirements.

The procedures in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. This means that it is not possible for us to obtain such assurance that we become aware of all significant matters that could have been identified if a reasonable assurance engagement had been performed.

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

We are independent of Dynavox Group AB (publ), in accordance with professional ethics for accountants in Sweden and have otherwise fulfilled our ethical responsibilities in accordance with these requirements.

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A limited assurance engagement involves performing procedures to obtain evidence about the sustainability statement. The auditor selects the procedures to be performed, including assessing the risks of material misstatements in the sustainability statement, whether due to fraud or error. In this risk assessment, the auditor considers the parts of the internal control that are relevant to how the Board of Directors and the Managing Director prepare the sustainability statement, in order to design procedures that are appropriate under the circumstances, but not for the purpose of providing a conclusion on the effectiveness of the company's internal control. The review consists of making inquiries, primarily of persons responsible for the preparation of the sustainability statement, performing analytical review, and conducting other limited review procedures.

### The review procedures primarily include:

Our procedures regarding the process that the company has implemented to identify sustainability information to be reported included, but were not limited to, the following:

- Obtaining an understanding of the process by:
  - Making inquiries to understand the sources of information used by management (e.g., stakeholder dialogues, business plans, and strategy documents); and
  - Reviewing the company's internal documentation of its process; and
- Evaluating whether the information obtained from our actions regarding the process implemented by the company is consistent with the description of the process in the sustainability statement.

Our procedures regarding the sustainability report included, but were not limited to, the following:

- Through inquiries, obtain a general understanding of the internal control environment, reporting processes, and information systems relevant to the preparation of the information in the sustainability statement.
- Evaluate whether the information identified by the Process is included in the sustainability statement.
- Evaluate whether the structure and the presentation of the sustainability statement is in accordance with the ESRS.
- Perform inquiries of relevant personnel and analytical procedures on selected information in the sustainability statement.
- Perform substantive assurance procedures on selected information in the sustainability statement.
- Through inquiries and analytical procedures, evaluate supporting evidence to the methods, assumptions and data for developing significant estimates and forward-looking information.
- Obtain an understanding of the process to identify taxonomy-eligible and taxonomy-aligned economic activities and the corresponding disclosures in the sustainability statement.
- The review of taxonomy disclosures included but was not limited to:
  - Analytical procedures and inquiries of relevant personnel.
  - Perform assurance procedures on selected information in the sustainability statement regarding EU Green Taxonomy.

### Limitations

In reporting forward-looking information in accordance with ESRS, the Board of Directors and the Managing Director of Dynavox Group AB (publ) are required to prepare the forward-looking information on the basis of disclosed assumptions about events that may occur in the future and possible future actions by Dynavox Group AB (publ). Actual outcomes are likely to be different since anticipated events frequently do not occur as expected.

Stockholm, 31 March 2026

**Öhrlings PricewaterhouseCoopers AB**

**Öhrlings PricewaterhouseCoopers AB**

**Camilla Samuelsson**

Authorised Public Accountant

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# Annual review

The Board of Directors and the Chief Executive Officer (CEO) of Dynavox Group AB (publ), with corporate ID number 556914-7563 and registered office in Stockholm, Sweden, hereby present the annual accounts and consolidated accounts for the financial year January 1 to December 31, 2025.

### Information about the business

Dynavox Group AB is the Parent Company of Tobii Dynavox, the world leader in assistive communication solutions. Tobii Dynavox's specially developed solutions enable people with disabilities such as cerebral palsy, ALS, autism, and spinal cord injury to have a voice, learn to read, and live more independent lives. Hundreds of thousands of people worldwide have benefited from the integrated solutions of hardware, software, clinically developed language systems, assembly solutions, training, and dedicated support. Because voice and mobility impairments are common among users, the solutions can be used through alternative methods of access, such as eye tracking or touchscreen.

Most of the solutions are medically classified and are often funded through public or private reimbursement systems. Dynavox Group offers extensive expertise in financing to help as many people as possible.

Dynavox Group has a local presence in over 65 countries through direct sales and reseller partners. The company's main markets can currently be found in about ten countries in which varying levels of reimbursement and prescribing systems are in place.

Dynavox Group is exposed to a number of risks as a natural part of conducting business directly in a number of countries and providing products and services in over 65 additional markets through distributors. The risks that Dynavox Group has identified include the risk of changing market conditions, societal disruptions and competition. The varying degree of maturity among the geographical markets in which Dynavox Group operates favorably diversifies the company's underlying risks. The company has also increased its inventory levels to minimize the risk of any uncertainty related to the availability of products/components due to circumstances such as political unrest or problems at the purchasing stage.

Dynavox Group engages in continuous monitoring of potential competitors, market dynamics, and technological advancements in order to compete effectively. Dynavox Group's strategy is to be an end-to-end provider, encompassing support for users and prescribers throughout the reimbursement process, along with providing training and support. In addition, Dynavox Group is actively expanding its product range and geographic markets. The acquisition strategy is also a cornerstone in strengthening its offering and competitive advantages. See pages 35–38 for more information about the risks that Dynavox Group manages.

### Financial targets

Dynavox Group's financial targets, as communicated in February 2024, are to grow revenues by an average of 20% per year, adjusted for currency effects, including contributions from acquisitions, and to deliver an operating margin that reaches and exceeds 15%. The targets have a time horizon of 3–4 years. In 2025, revenue increased by 34% in currency-adjusted terms compared with the previous year. The operating margin was 10.3%.

### Significant events during the year

#### Funding

In 2025, Dynavox Group signed a new refinancing agreement with Swedbank totaling SEK 1.2 billion, which is classified as a social loan under the LMA's Social Loan Principles (SLP). The agreement reflects Dynavox Group's continued commitment to promoting sustainable social initiatives that have a positive impact on society.

The credit facility consists of a SEK 900 million loan and a SEK 300 million revolving credit facility, which can be used for working capital and strategic acquisitions. The facility has a duration of three years with the possibility of two one-year extensions. The classification as a social loan confirms that Dynavox Group meets the SLP criteria for companies that contribute meaningfully to the development of society. The terms are broadly in line with the previous financing agreement with Swedbank. The financial covenant is tested quarterly and means that the ratio of net debt to EBITDA is not allowed to exceed 3.50:1.00.

### Acquisitions

Dynavox Group AB acquired all the shares in Cenomy, the company's resale partner in France, on June 2, 2025. The initial purchase consideration of EUR 5.3 million has been paid in cash and Cenomy has been part of the Dynavox Group since June. Additional payment may be due after one or two years.

On September 1, 2025, it was announced that Dynavox Group AB had acquired 100% of the shares in RehaMedia GmbH & Co. KG, its retail partner in Germany. In connection with this, the limited partnership was dissolved, and its assets and liabilities were transferred to Tobii Dynavox GmbH, a wholly owned subsidiary of Dynavox Group AB. The initial purchase consideration amounts to EUR 5.7 million, of which EUR 5.4 million was paid in cash. The remaining EUR 0.3 million will be paid in the first quarter of 2026. RehaMedia has been part of Dynavox Group since September 1. A contingent consideration may become payable after one year.

On December 23, 2025, Dynavox Group entered into an agreement to acquire all the shares in its Italian reseller partner SR Labs Healthcare. The transaction is expected to be completed in the first half of 2026.

As a result of these acquisitions, Dynavox Group is expected to come closer to users in the countries where the acquired companies are active, with the hope of giving more people a voice. More detailed information on the acquisitions is provided in Note 14.

### Product development

In 2025, Tobii Dynavox's flagship software, TD Snap, which includes the Core First & Express language systems, underwent further localization so that it can be used by even more customers. In addition, Core First High Contrast was launched in US English, and this is designed to support users with poor vision. These product updates helped more people access the language systems they need to communicate.

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## Development of the Group's business, earnings and position

### Revenue

Group revenue increased by 25% compared to the same period of 2024, to SEK 2,467 million (1,972). Currency-adjusted growth was 34%, while organic growth was 32%, acquisitions contributed 2% and currency fluctuations had a negative impact on revenue of 9%. As in previous periods, growth was strong in all markets, as well as in all product and user groups.

### Performance

Consolidated gross profit amounted to SEK 1,688 million (1,356), corresponding to a gross margin of 68% (69). The gross margin was negatively affected by exchange rate changes of SEK 31 million. This was a consequence of inventories being purchased in USD at a higher exchange rate, leading to a loss upon sale when the SEK strengthened. At the same time, the margin was strengthened by the addition of new direct markets, which added an extra layer of gross margin.

Operating profit was SEK 254 million (229), and the operating margin was 10.3% (11.6).

Operating costs grew organically by 27%. The increase was affected by continuing investments in staff increases, in particular in the sales and marketing organization, as well as by new agreements for salaries and benefits that entered into force on April 1, 2025. During the period, the company continued to invest in systems and tools (ERP) to build scalability. These non-recurring costs contributed to the cost increase of approximately SEK 28 million, resulting in a total cost during the period of approximately SEK 46 million. Operating costs were affected by non-recurring costs of approximately SEK 41 million relating to the restructuring of the product and development organization. The cost of the long-term incentive programs increased by SEK 18 million due to the development of the share price during the year, with SEK 5 million relating to non-recurring costs for historical long-term incentive costs. In total, non-recurring costs amounted to SEK 106 million. Acquisition-related costs were in line with the previous year. Other operating income was positively impacted by SEK 6 million due to adjustments relating to contingent considerations.

Research and development costs after capitalization and depreciation increased by SEK 61 million compared to the same period

in the previous year. This includes SEK 29 million in non-recurring costs related to the restructuring of the research and development organization.

Financial items amounted to SEK -47 million (-51) and mainly consisted of interest on external loans. Profit before tax was SEK 207 million (177).

Tax for the period was SEK -42 million (-31), of which SEK 6 (14) million relates to deferred tax.

Profit for the period was SEK 166 million (146). Basic earnings per share were SEK 1.57 (1.39) and diluted earnings per share were SEK 1.56 (1.37).

### Cash flow, liquidity and financial position

Cash flow from operating activities before changes in working capital amounted to SEK 416 million (353). The change in working capital amounted to SEK -219 million (-71), mainly as a result of the volume agreement with Tobii AB for eye-tracking components in the second quarter of 2025.

Cash flow from investing activities amounted to SEK -316 million (-281), of which SEK -103 million related to the acquisition of Cenomy and RehaMedia and SEK -108 million (-115) was the capitalization of R&D costs. During the period, a contingent consideration related to the acquisition of Link Assistive in Australia of SEK -8 million was also paid.

Cash flow for the period was SEK 78 million (-35).

At the end of the period, the Group had SEK 195 million (133) in cash and cash equivalents.

Consolidated net debt amounted to SEK 909 million (657), including SEK 207 million (99) in IFRS 16 finance leases. The total utilized portion of the credit facility was SEK 300 million at the end of the period.

### Research & development

Dynavox Group invests heavily in research and development of both its core technology and its products to increase growth and meet customer requirements, as well as to maintain and strengthen its position. In addition, Dynavox Group invests in the development

of technology and products to reduce production costs. Research and development is therefore crucial to increasing sales and gross margins, but also involves significant investment and costs for the Group. The Group's research and development expenditure amounted to SEK 232 million (181) in 2025. Of this amount, SEK 108 million (115) was capitalized as intangible assets.

In line with the strategic direction communicated in 2024, Dynavox Group completed the reorganization of its product development operations in 2025. As of November 2025, the Group's product development in the US has been discontinued and all hardware and software development functions have now been successfully moved to the head office in Stockholm, Sweden.

This centralization strengthens the Group's innovative capacity and improves its ability to develop integrated products and services that support the entire customer journey. The company incurred reconstruction and restructuring costs of approximately SEK 41 million in 2025 linked to the move.

### The share

As of December 31, 2025, the total number of shares in the company was 106,880,235, of which 1,327,935 were class C shares and 105,552,300 were common shares. The purpose of the class C shares is to facilitate settlement of the company's long-term incentive programs. Class C shares are always included in the balance sheet, and the company may not exercise the voting rights associated with these shares. In practice, this means that only common shares are available for trading and can be used to exercise voting rights. The number of votes in the company as of December 31, 2025, was 105,685,093.50.

### Employees

The number of employees converted to full-time equivalents (FTEs) at year-end was 1,010 (855). Acquired companies contributed with an increase of 58 FTEs.

### The Board's proposal for guidelines for remuneration to senior executives

These guidelines cover the company's Group Management, including the CEO. In the event that a Board member performs work for the company other than Board work, consulting fees and other remuneration may be paid for such work. The guidelines apply to

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remuneration that is agreed, and changes made to remuneration already agreed, after the guidelines are adopted by the 2026 Annual General Meeting. The guidelines do not cover remuneration decided by the General Meeting. The Board of Directors' proposal for guidelines for remuneration to senior executives for the 2026 Annual General Meeting is in all material respects consistent with the guidelines resolved at the 2025 Annual General Meeting. No shareholder has provided any comments on the guidelines. For more information regarding these guidelines, see page 42–44.

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

Dynavox Group is a global market leader in development and sale of assistive communication solutions. Dynavox Group's mission is to empower people with disabilities to do what they once did, or never thought possible. For more information on the company's business strategy, please visit [www.dynavoxgroup.com](http://www.dynavoxgroup.com).

The successful implementation of the company's business strategy and the safeguarding of the company's long-term interests, including its sustainability, require the company to be able to recruit and retain qualified employees. In order to do this, the company must be able to offer competitive remuneration. These guidelines make it possible to offer senior executives a competitive total remuneration package.

The Board of Directors has proposed that the 2026 Annual General Meeting resolve to establish a long-term share-based incentive program for stock units. As the incentive programs are decided by the General Meeting, they are not covered by these guidelines. The programs include, among others, the CEO and Group Management of the company. The outcome of the programs is directly linked to the company's share price performance or earnings trend and thus to the company's long-term value creation. For more information about these programs, see [www.dynavoxgroup.com](http://www.dynavoxgroup.com).

Variable cash compensation covered by these guidelines should be aimed at promoting the company's business strategy and long-term interests, including sustainability.

### Forms of remuneration, etc.

The remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash remuneration,

pension benefits, and other benefits. Additionally, the General Meeting may, irrespective of these guidelines, pass resolutions on, among other things, share-related or share price-related remuneration.

The satisfaction of criteria for awarding variable cash remuneration shall be measured over a period of one or several years. The variable cash remuneration may not exceed 100% of the total fixed cash salary during the measurement period for such criteria. For the CEO, the variable cash remuneration may not exceed 100% of the total fixed cash remuneration during the measurement period for such criteria. Further variable cash remuneration may be awarded in extraordinary circumstances, provided that such extraordinary arrangements are limited in time and only made on an individual basis, either for the purpose of recruiting or retaining executives, or as remuneration for extraordinary performance beyond the individual's ordinary tasks. Such remuneration may not exceed an amount corresponding to 50% of the fixed annual cash salary and may not be paid more than once each year per individual. Any resolution on such remuneration shall be made by the Board of Directors based on a proposal from the Remuneration Committee.

Pension benefits, including health insurance, must be defined contribution. Variable cash remuneration shall not be pensionable. Pension premiums for defined contribution pensions shall not exceed 30% of the fixed annual cash salary.

Other benefits may include life insurance, health insurance, and car benefits. The total amount of such benefits shall not exceed 10% of the fixed annual cash salary.

For employment governed by rules other than those in Sweden, the pension benefits and other benefits may be duly adjusted for compliance with mandatory rules or established local practice, taking into account, to the extent possible, the overall purpose of these guidelines. For staff members who are stationed in a country other than their home country, additional remuneration and other benefits may be paid to a reasonable extent, taking into account the particular circumstances of the posting, while meeting the overall objectives of these guidelines as far as possible. The total amount of such benefits may not exceed 50% of the fixed annual cash salary.

### Termination of employment

In case of termination by the company, the notice period may

not exceed 12 months. Fixed cash salary during the notice period and severance pay may not together exceed an amount equivalent to the fixed cash salary for 18 months. In case of termination of employment by the executive, the maximum notice period is 12 months, with no entitlement to severance pay.

In addition, remuneration may be paid for any non-competition undertaking. Such remuneration shall compensate for any loss of income and shall be paid only to the extent that the former executive is not entitled to severance pay. Remuneration shall be based on the employee's average monthly remuneration (including both fixed and variable remuneration) during the last 12 months of employment, subject to mandatory collective bargaining provisions, and shall be paid for the duration of the non-compete commitment, which shall be a maximum of 18 months after termination of employment.

### Criteria for awarding variable cash remuneration etc.

Variable cash remuneration shall be linked to predetermined and measurable criteria, which may be financial or non-financial. They may also take the form of individualized quantitative or qualitative targets. The criteria should be designed to promote the company's business strategy and long-term interests, including sustainability, for example by having a clear connection to the business strategy or by promoting the long-term development of the executive.

The targets for the Chief Executive Officer are set annually by the Board of Directors' Remuneration Committee, with the intention that they should be consistent with the company's business strategy and performance targets. The targets for other individuals covered by these guidelines are set annually by the Chief Executive Officer, in accordance with these guidelines, and on the basis of more detailed frameworks established by the Board's Remuneration Committee.

At the end of the measurement period for compliance with the criteria for payment of variable cash remuneration, the extent of compliance with the criteria shall be determined. The Remuneration Committee is responsible for assessment of the variable cash remuneration of the CEO. As far as the variable cash remuneration of other executives is concerned, the CEO is responsible for the assessment.

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## Pay and conditions of employment for employees

In preparing the Board of Directors' proposal for these remuneration guidelines, salary and employment conditions for the company's employees have been taken into consideration by including information on employees' total remuneration, the components of the remuneration, and the increase and rate of increase of remuneration over time, as part of the Remuneration Committee's and Board's basis for decision when evaluating the fairness of the guidelines and limitations that follow.

## The decision-making process for setting, reviewing, and implementing the guidelines

The Board of Directors has established a Remuneration Committee. The tasks of the Committee include preparing the Board's decisions on proposals for guidelines for remuneration of senior executives. The Board of Directors will prepare a proposal for new guidelines at least every four years and submit it to the Annual General Meeting for approval. The guidelines will apply until new guidelines are adopted by the Annual General Meeting. The Remuneration Committee shall also monitor and evaluate variable remuneration programs for the company management, application of guidelines for remuneration to senior executives, and current remuneration structures and levels in the company. Remuneration Committee members are independent of the company and its management. When the Board of Directors discusses and decides on matters related to remuneration, the CEO, and other members of the company management are not present, insofar as they are affected by the issues.

## Deviation from the guidelines

The Board of Directors may temporarily decide to deviate from the guidelines, in whole or in part, if there are specific reasons for doing so in an individual case, and a deviation is necessary in order to serve the long-term interests of the company, including its sustainability, or to ensure the company's financial viability. As stated above, the Remuneration Committee's tasks consist of preparing the Board's decisions on remuneration issues, including decisions on deviations from the guidelines.

## Description of significant changes to the guidelines and how shareholders' views have been taken into account

The Board of Directors' proposal for guidelines for remuneration to senior executives for the 2026 Annual General Meeting is in all material respects consistent with the guidelines resolved at the

2025 Annual General Meeting, except for the following proposed additions: The Board recommends that each member of the Group Management (who does not yet hold such shares), including the CEO, acquires shares in Dynavox Group or similar instruments equivalent to at least one year's basic salary after tax and excluding other remuneration, for a period of five years from the date of taking up their duties. No shareholder has made any specific comments regarding the guidelines adopted at the 2025 Annual General Meeting.

## Sustainability Report

In accordance with the Swedish Annual Accounts Act (ÅRL) and the EU's Sustainability Reporting Directive (CSRD), Dynavox Group has prepared a Sustainability Report based on the European Sustainability Reporting Standards (ESRS). The Sustainability Report is an integral part of this Annual Report and covers the Group's material sustainability impacts, risks, opportunities, and governance. The Sustainability Report is on pages 50–106.

## Parent Company

The Parent Company, Dynavox Group AB (publ), has approximately 242 employees and focuses on research, development, sales, and administration. The Parent Company's revenue during the full year totaled SEK 985 million (806) and the operating profit was SEK 38 million (48). At the end of the year, the Parent Company had SEK 27 million (23) in cash and cash equivalents.

## Events after the end of the reporting period

On February 26, 2026, Dynavox Group announced the appointment of two new members to its executive management team. Marie-Josée Leblond is joining in a newly created role as Chief Digitalization and Information Officer, and Luis Mustafa will succeed Tony Pavlik as Chief Operating Officer as he prepares for his upcoming retirement. Both will be joining March 1, 2026.

On March 20, 2026, Dynavox Group announced that Chief Financial Officer Linda Tybring has decided to leave her position. Linda will remain in her role until 31 January 2027 to ensure a smooth transition and to support the recruitment and onboarding of her successor. The search process begins immediately.

## Outlook

Dynavox Group believes there is good long-term market potential given that today's market is underpenetrated. Currently, only 2%

of the individuals whose disabilities are so severe that they need assistive communications solutions are reached.

## Proposal for the appropriation of the Company's profit or loss

The Board of Directors proposes to the Annual General Meeting that a dividend of SEK 0.5 per share be paid for the 2025 financial year.

The following unrestricted equity in the Parent Company is at the disposal of the Annual General Meeting (SEK).

SEK

Retained earnings	67,308,898
Profit for the year	54,060,730
Proposed dividend	-52,776,150

The Board of Directors proposes that unrestricted equity be appropriated as follows:

To be carried forward	68,593,478
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## The Board's Reasoned Statement pursuant to Chapter 18, Section 4 of the Swedish Companies Act

The Board of Directors of Dynavox Group has conducted an overall assessment of the proposed dividend ahead of the Annual General Meeting to be held on 8 May 2026. The Board proposes that an ordinary dividend of SEK 0.5 per share be distributed for the financial year 2025. In its assessment, the Board has considered the nature, scope, and risks associated with the Company's and the Group's operations, as well as the need to maintain a strong financial position. The Board has also taken into account the Company's liquidity, capital structure, and future investment needs. The Board assesses that the financial position of the Company and the Group, even after the proposed dividend, remains sufficiently robust to meet both current and future obligations. The proposed dividend is therefore deemed justifiable in light of the requirements imposed by the nature, scope, and risks of the operations on the size of the Company's and the Group's equity, as well as their respective needs for consolidation, liquidity, and overall financial position.

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# Consolidated statement of comprehensive income

SEK m	Note	2025	2024
Net sales	5	2,467.0	1,972.1
Cost of goods and services sold		-778.8	-615.9
<b>Gross profit</b>		<b>1,688.2</b>	<b>1,356.2</b>
Selling expenses		-876.8	-709.8
Research and development expenses		-245.0	-183.9
Administrative expenses	6	-303.7	-241.9
Other operating income and expenses	10	-8.6	7.9
<b>Operating profit (EBIT)</b>	<b>5, 6, 7, 8, 9</b>	<b>254.1</b>	<b>228.5</b>
<b>Profit/loss from financial items</b>			
Financial income	11	2.8	6.8
Financial expenses	11	-49.6	-58.4
<b>Total financial income and expenses</b>		<b>-46.8</b>	<b>-51.6</b>
<b>Earnings before tax (EBT)</b>		<b>207.3</b>	<b>176.9</b>
Taxes	12	-41.6	-31.1
<b>Profit for the year</b>		<b>165.7</b>	<b>145.8</b>
Attributable to owners of the Parent Company	13	165.7	145.8

SEK m	Note	2025	2024
<b>Other comprehensive income</b>			
<b>Items that may be reclassified to net profit for the year</b>			
Translation differences		-61.4	25.6
Other comprehensive income for the period, net after tax		-61.4	25.6
<b>Total comprehensive income</b>		<b>104.3</b>	<b>171.4</b>
Attributable to owners of the Parent Company		104.3	171.4
Earnings per share, SEK	13	1.57	1.39
Earnings per share, diluted, SEK	13	1.56	1.37

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# Consolidated statement of financial position

SEK m	Note	Dec. 31, 2025	Dec. 31, 2024
<b>Assets</b>			
<b>Non-current assets</b>			
Intangible fixed assets	15	1,040.1	937.8
Property, plant, and equipment	16	106.1	74.2
Right-of-use assets	17	178.7	91.6
Deferred tax asset	12	58.8	67.6
Financial and other non-current assets		13.7	13.3
<b>Total non-current assets</b>		<b>1,397.4</b>	<b>1,184.5</b>
<b>Current assets</b>			
Accounts receivable	18	414.3	387.9
Inventories	19	343.7	203.8
Other current receivables		64.4	39.2
Prepaid expenses and accrued income	20	60.0	48.9
Cash and cash equivalents	21	194.7	133.5
<b>Total current assets</b>		<b>1,077.1</b>	<b>813.3</b>
<b>Total assets</b>		<b>2,474.5</b>	<b>1,997.8</b>

SEK m	Note	Dec. 31, 2025	Dec. 31, 2024
<b>Equity</b>			
Share capital	22	0.5	0.5
Reserves		-38.2	23.1
Profit brought forward		640.1	430.1
<b>Total equity</b>		<b>602.3</b>	<b>453.7</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Borrowings, non-current	24	828.8	647.5
Lease liabilities	17, 24	171.7	68.4
Deferred tax liabilities	12	13.5	17.3
Other non-current liabilities		171.6	181.2
<b>Total non-current liabilities</b>		<b>1,185.6</b>	<b>914.4</b>
<b>Current liabilities</b>			
Borrowings, current	24	67.5	44.0
Lease liabilities	17, 24	35.7	30.9
Accounts payable		110.8	139.2
Tax liabilities		19.1	14.6
Other current liabilities		139.1	70.4
Accrued expenses and deferred income	25	314.3	330.6
<b>Total current liabilities</b>		<b>686.5</b>	<b>629.7</b>
<b>Total liabilities</b>		<b>1,872.1</b>	<b>1,544.1</b>
<b>Total equity and liabilities</b>		<b>2,474.5</b>	<b>1,997.8</b>

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# Consolidated statement of cash flows

SEK m	Note	2025	2024
<b>Operating activities</b>			
Earnings before tax (EBT) <sup>1)</sup>		207.3	176.9
Adjustments for items not included in cash flow	27	259.5	209.2
Taxes paid		-51.2	-32.7
<b>Cash flow from operating activities before changes in working capital</b>		<b>415.5</b>	<b>353.4</b>
<b>Change in working capital</b>			
Change in inventories		-154.4	-61.3
Change in operating receivables		-111.2	-104.7
Change in operating liabilities		46.7	95.1
<b>Cash flow from changes in working capital</b>		<b>-219.0</b>	<b>-70.9</b>
<b>Cash flow from operating activities</b>		<b>196.6</b>	<b>282.5</b>
<b>Investing activities</b>			
Investments in intangible fixed assets	15	-111.6	-121.5
Investments in property, plant, and equipment	16	-93.3	-61.6
Other		-0.3	-0.7
<b>Current investments</b>		<b>-205.1</b>	<b>-183.8</b>
<b>Cash flow after current investments</b>		<b>-8.5</b>	<b>98.7</b>
Business combinations	14	-111.3	-96.9
<b>Cash flow from investing activities</b>		<b>-316.4</b>	<b>-280.7</b>

<sup>1)</sup> For information on interest received and interest paid, see Note 27

SEK m	Note	2025	2024
<b>Financing activities</b>			
Proceeds from borrowing/amortization		202.4	17.6
Amortization of lease liability	17	-33.1	-24.3
Rental incentives received		13.8	-
Sale of own shares		17.5	-
Other financing activities		-2.5	-30.5
<b>Cash flow from financing activities</b>	27	<b>198.2</b>	<b>-37.2</b>
<b>Cash flow for the year</b>			
<b>Cash and cash equivalents at beginning of year</b>		<b>133.5</b>	<b>161.1</b>
<b>Cash flow for the year</b>		<b>78.4</b>	<b>-35.4</b>
Currency translation, impact on cash and cash equivalents		-17.2	7.8
<b>Cash and cash equivalents at year-end</b>		<b>194.7</b>	<b>133.5</b>

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# Consolidated statement of changes in equity

SEK m	Note	Attributable to shareholders of the Parent Company			
		Share capital	Reserves	Retained earnings	Total equity
<b>Opening balance, January 1, 2024</b>		<b>0.5</b>	<b>-2.5</b>	<b>299.8</b>	<b>297.8</b>
Comprehensive income for the period		-	25.6	145.8	171.4
Share-based remuneration		-	-	12.9	12.9
Acquisition of treasury shares		-	-	-28.3	-28.3
<b>Closing balance, December 31, 2024</b>		<b>0.5</b>	<b>23.1</b>	<b>430.1</b>	<b>453.7</b>
<b>Opening balance, January 1, 2025</b>		<b>0.5</b>	<b>23.1</b>	<b>430.1</b>	<b>453.7</b>
Issue of shares		0.0	-	-	0.0
Comprehensive income for the period		-	-61.4	165.7	104.3
Share-based remuneration		-	-	26.8	26.8
Sale of own shares		-	-	17.5	17.5
<b>Closing balance, December 31, 2025</b>		<b>0.5</b>	<b>-38.2</b>	<b>640.1</b>	<b>602.3</b>

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# Notes – Group

Amounts are in SEK million unless otherwise stated.

## Note 1. General information

Dynavox Group AB (publ) (the Parent Company), corporate identity number 556914-7563, with its registered office in Stockholm, Sweden, is a Swedish registered limited liability company. The address of its headquarters is Löjtnantsgatan 25, Stockholm. The company's share has been listed on Nasdaq Stockholm since December 9, 2021. Dynavox Group AB (publ) and its subsidiaries (together the Group) are the global market leader in assistive communication for people with communication disabilities. To meet the varying needs and circumstances of users, eye-controlled communication solutions with built-in eye-tracking sensors, as well as touchscreen-controlled solutions and software, are offered in an advanced ecosystem of resources and support. The ability to communicate and live more independently has a dramatic impact on the quality of life of users and their families.

Dynavox Group operates globally from its offices in Sweden, Norway, Denmark, Belgium, US, Germany, France, China, UK, Ireland, Australia, and New Zealand.

## Note 2. Significant accounting policies

### General information

The terms "Dynavox Group", "the Group" or "the company" are, depending on the context, references to Dynavox Group AB with corporate identity number 556914-7563, or to the group of companies comprising Dynavox Group and its subsidiaries.

Summed figures presented in tables and body text do not always match the calculated sum of the separate sub-components due to rounding effects. The aim is for each sub-component to be consistent with its original source and therefore rounding differences may affect

the total when all sub-components are added together. The preparation of financial statements in accordance with IFRS Accounting Standards requires the use of a number of significant estimates for accounting purposes. Furthermore, management is required to make certain judgements when applying the Group's accounting policies. The areas involving a high degree of judgment, complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 4.

### Basis for preparation of the accounts

The consolidated financial statements have been prepared in accordance with IFRS issued by the International Accounting Standards Board (IASB) and interpretations issued by the International Financial Reporting Interpretations Committee (IFRIC) that have been endorsed by the European Commission for application in the EU. Furthermore, the Swedish Corporate Reporting Board's recommendation RFR 1 – Supplementary Accounting Rules for Groups has been applied.

### Consolidation principles and business combinations

#### Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when it is exposed to or has rights to variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are included in the consolidated financial statements from the date on which control is transferred to the Group. They are excluded from the consolidated accounts from the date on which control ceases.

Subsidiaries are accounted for using the acquisition method. The cost of an acquisition is the fair value of the assets and liabilities transferred and the shares issued by the Group. The purchase consideration also includes the fair value of any assets or liabilities resulting from a contingent consideration agreement. Acquisition-related costs are expensed as incurred. Identifiable assets acquired and liabilities assumed in a business combination are initially measured at fair value at the acquisition date.

In business combinations where the cost of acquisition exceeds the fair value of the assets acquired and liabilities and contingent liabilities assumed, which are accounted for separately, the difference is recognized as goodwill. When the difference is negative, it is recognized directly in the statement of comprehensive income.

Contingent consideration is recognized at fair value at the acquisition date and revalued at each reporting date thereafter. The change is recognized in the profit and loss account.

The accounting policies of subsidiaries have been adjusted where necessary to conform to the Group's accounting policies.

### Transactions to be eliminated on consolidation

Intra-group receivables and liabilities, income or expenses, and unrealized gains or losses arising from intra-group transactions between Group companies are eliminated in full when preparing the consolidated financial statements.

### New standards and interpretations not yet applied by the Group

New or amended IFRS standards and interpretations, such as the amendment to "Classification of liabilities and disclosure of loans with covenants" (IAS 1) that entered into force on January 1, 2025, have not materially affected the Group.

New and amended IFRS's that go into effect for the first time in the next financial year or later have not been early-adopted in the preparation of these financial statements. IFRS 18 is not effective until January 1, 2027, and Dynavox Group will publish its first annual financial statements under IFRS 18 for the period ending December 31, 2027. The cash flow statement will be affected, as it will be based on operating profit, and interest income and interest expenses will be presented in investing activities and financing activities respectively when IFRS 18 is applied.

With regard to the subtotal for the operating profit in the income statement, Dynavox Group already reports a subtotal for this. The Group has performed a detailed analysis to determine the correct classification of items so that this subtotal meets the requirements of IFRS 18. Furthermore, net financial items as currently presented will disappear, and a new subtotal will be presented showing profit before financing and income tax. In addition, the new aggregation and disaggregation requirements may lead to changes so that the accounts and notes provide a useful and structured summary. The Group is also analyzing which measures are currently reported outside the financial statements to determine whether they meet the definition of management-defined performance measures.

### Segment reporting

The assessment of which operating segments exist in the Group shall be based on the internal reporting provided to the chief operating decision maker. The chief operating decision maker is the function responsible for allocating resources and analyzing the segment's profit or loss. In Dynavox Group, this function has been identified as

Group Management. The financial information provided to Group Management within Dynavox Group, as a basis for decisions on the allocation of resources, applies to the business as a whole without any subdivision into underlying segments. Given this situation, the management of Dynavox Group has determined that the business as a whole should be considered a segment.

Revenue by geographic market is broken down into the following markets: North America, Europe, and other countries.

### Functional currency

The Parent Company's functional currency is the Swedish krona (SEK), which is also the reporting currency of the Parent Company and the Group. Accordingly, the financial statements are presented in SEK. All amounts, unless otherwise stated, are rounded to the nearest SEK million (SEK m).

### Foreign currency

#### Foreign currency transactions

Transactions in foreign currency are translated into the functional currency at the exchange rate prevailing at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated to the functional currency at the exchange rate prevailing at the balance sheet date. Non-monetary assets and liabilities recognized at historical cost are translated at the exchange rate prevailing at the transaction date. Non-monetary assets and liabilities recognized at fair value are translated to the functional currency at the exchange rate prevailing at the time of fair value measurement. Exchange rate differences arising from the translations are recognized in the income statement both in operating profit and partly in net financial items depending on the nature of the underlying transactions.

SEK m	Closing price		Average price	
	Dec. 31, 2025	Dec. 31, 2024	Dec. 31, 2025	Dec. 31, 2024
EUR	10.818	11.487	11.068	11.432
GBP	12.417	13.848	12.922	13.505
NOK	0.915	0.970	0.944	0.983
USD	9.201	10.998	9.819	10.561

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## Financial statements of foreign operations

Functional currency is the currency of the primary economic environment in which the companies operate. Assets and liabilities of foreign operations, including goodwill and other consolidated surpluses and deficits, are translated from the foreign operation's functional currency into the Group's presentation currency, Swedish krona, at the exchange rate prevailing on the balance sheet date. Revenues and expenses in a foreign operation are translated to SEK at an average rate that approximates the exchange rates prevailing at the date of each transaction. Translation differences arising from the translation of foreign operations are recognized in other comprehensive income as a translation reserve. When a foreign entity is divested, the accumulated translation differences attributable to the entity are recognized in the consolidated statement of comprehensive income.

## Revenue recognition

### General

The Group applies IFRS 15 "Revenue from Contracts with Customers" where the core principle is that an entity recognizes revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Revenue is recognized when the customer obtains control over the goods or services. Revenue is recognized based on the contract with the customer and is recognized at the transaction price of the consideration to which Dynavox Group expects to be entitled in exchange for the goods or services, net of sales tax, estimated customer returns, discounts, and similar deductions. The Group derives the majority of its revenue from products provided in bundles of hardware, software, and services.

### Sale of goods

The Group's revenue from goods consists primarily of sales of self-manufactured products at fixed prices. The Group sells both hardware and software. Revenue from the sale of goods is recognized when control over the products is transferred, which occurs when the products are delivered to the buyer and there are no unfulfilled obligations that could affect the buyer's acceptance of the products. If there is significant uncertainty regarding payment, associated costs, or risk of returns, revenue is not recognized. Software is sold either for a one-off fee, where the customer receives the right to use the software in the format in which it is delivered in perpetuity, or as a subscription that includes updates, support and service. When software is sold for a one-off fee, the

revenue is recognized on delivery. When the software is instead sold as a subscription, revenue is allocated over the period of the subscription.

### Service assignments

Revenue from services consists primarily of support, service contracts, consultancy and training. These services are provided on a time and materials basis and revenue is recognized in the period in which the service is rendered, or as a fixed price agreement during a defined period and revenue is recognized in the period in which the service is rendered, allocated on a straight-line basis over the term of the agreement.

### Sale of bundles that include both goods and services

The majority of products sold within the Group are sold as packages consisting of both goods such as hardware and software and service commitments in the form of extended warranty and customer support delivered in future periods after the date of sale. Dynavox Group products are closely integrated with and defined by standardized customer contracts. When contracts include both goods and services, the transaction price is allocated to the separate performance obligations and revenue is recognized when each separate performance obligation is satisfied. Revenue for goods and service commitments is recognized according to the above models for each sale.

Typically, analysis based on principles is applied to different types of packages including service or support:

- 1) Hardware not including future service obligations
- 2) Hardware including future service obligations
- 3) Perpetual software with limited support and limited updates
- 4) Perpetual software including support and upgrades
- 5) Subscriptions, rentals and other services

For such sales, revenue is allocated between goods and services. The revenue for goods and service commitments is then recognized according to the respective sales models above.

### Rental income

A minor part of the Group's revenue comes from product rentals. Products are rented out for a short period of time, so the customer can try out the product before making a purchase. Revenue and corresponding expenses relating to product rentals are recognized in the period in which the rental occurs.

## Royalty revenue

The company's royalty revenue mainly relates to income from use of the company's proprietary illustrated communication symbols and voices. The company's customers receive the right to use the symbols and voices in exchange for royalties. Royalty revenue is recognized according to actual usage.

## Transaction price

A transaction price is assigned to each performance obligation promised in a customer contract. The price of a performance obligation is determined either by (1) a fixed price that is set when the obligation is sold separately, (2) an estimate of the cost of providing the obligation plus a margin ("cost-plus"), or (3) in the latter case, by the residual method. The company sometimes sells products at a discount; revenue for such sales is recognized based on the quoted price of the product less the estimated discounts. Discounts are calculated and recognized based on experience using estimates of the most likely amount. Revenue is recognized only to the extent that it is highly probable that a significant reversal will not occur. The estimated discount is revised at each reporting date.

## Government grants

Government grants are recognized in the balance sheet as deferred income when there is reasonable assurance that a grant will be received and that the Group will fulfill the terms associated with the grant. Grants are allocated systematically in the income statement in the same manner and over the same periods as the expenses for which the grants are intended to compensate.

Government grants related to assets are recognized in the balance sheet as deferred income and accrued as other operating income over the useful life of the asset.

Grants without a direct link to cost items are recognized as other operating income.

## Contractual assets and liabilities

The timing of revenue recognition, invoicing and payments leads to invoiced accounts receivable, as well as customer advances and payments (contract liabilities) in the consolidated balance sheet. Dynavox Group sometimes receives advances or payments from customers before revenue is recognized, resulting in contract liabilities. These contractual liabilities are recorded in the consolidated balance sheet at the end of each reporting period. Payment terms vary from contract to contract and depend on what has been agreed with the customer. The Group has no contractual assets.

## Leases

The Group is a lessee under all existing leases. Lease arrangements as a lessee mainly concern the rental of office premises and warehouses, vehicles and certain other equipment.

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for compensation. Such an assessment is performed at the inception of a contract. Once a contract is classified as a lease, it can be further categorized as a short-term lease, low-value lease or standard lease. Short-term leases are defined as leases with a duration of 12 months or less.

Lease payments related to short-term and low-value leases are recognized as operating expenses on a straight-line basis over the lease term. The Group applies the definition of 'standard lease' to all leases identified as leases other than short-term and low-value leases. Thus, a standard lease is a lease in which a right-of-use asset and a corresponding lease liability are recognized from the first day of the lease.

Assets and liabilities arising from leases are measured on a present value basis. The lease liability is determined as the present value of all future lease payments at the commencement date using the implicit rate in the contract, if that rate can be determined. If the implicit rate cannot be readily determined, the Group's incremental borrowing rate is used, reflecting the Group's credit rating and with consideration taken to the maturity of the lease, the underlying asset, the funds required and the economic environment.

A right-of-use asset is measured at cost, which comprises the amount of the initial measurement of the lease liability and any lease payments made at or before the commencement date, less any lease incentives received and any initial direct costs. The right-of-use asset is subsequently measured at cost less accumulated depreciation, any impairment losses, and re-measurement of the lease liability. Depreciation is calculated on a straight-line basis over the shorter of the useful life of the asset and the length of the lease. Depreciation starts at the commencement date of the lease.

A lease payment related to a standard lease is accounted for partly as amortization of the lease liability and partly as interest expense in the statement of comprehensive income.

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## Financial income and expenses

Financial income and expenses consist of interest income on funds in banks, receivables and interest expenses on borrowings, exchange rate differences, and unrealized and realized gains on financial investments within the financial activities.

Exchange rate differences attributable to financial receivables and liabilities are recognized in financial items in the income statement. Exchange rate differences attributable to operating items are recorded on the respective line in the income statement and are included in operating profit or loss.

## Taxes

Income tax includes both current and deferred tax. Income taxes are recognized in the income statement except when the underlying transaction is recognized directly in equity or in other comprehensive income, in which case the related tax effect is recognized in equity or other comprehensive income. Current tax is tax that is to be paid or received the current year, with application of the tax rates adopted, or adopted in practice, at the balance sheet date. Current tax also includes adjustments to current tax attributable to previous periods.

Deferred tax is calculated according to the balance sheet method on the basis of temporary differences between carrying amount and taxable values of assets and liabilities. The following temporary differences are not considered: temporary differences arising on initial recognition of goodwill, initial recognition of assets and liabilities that are not business combinations and do not influence either recognized or taxable profit or loss on the date of the transaction.

Furthermore, temporary differences relating to investments in subsidiaries and associates that are not expected to be reversed in the foreseeable future are not taken into account. The measurement of deferred tax is based on how the carrying amounts of assets or liabilities are expected to be realized or settled. Deferred tax is calculated by applying the tax rates and tax rules enacted or substantively enacted at the balance sheet date.

Deferred tax assets on deductible temporary differences and loss carry-forwards are recognized only to the extent it is likely they can be utilized. The value of deferred tax assets is reduced when it is no longer considered probable that they can be utilized.

Any income tax surcharges arising in conjunction with the payment of dividends are recognized at the same time the dividend is recognized as a liability.

## Financial instruments

### Recognition and measurement of financial instruments

A financial asset or financial liability is recognized in the balance sheet when the Group becomes party to the contractual provisions of the instrument. Accounts receivables are recognized in the balance sheet when an invoice is sent. A liability is recognized when the counterparty has performed and there is a contractual obligation to pay, even if the invoice has not yet been received. Accounts payable are recognized when an invoice is received.

On initial recognition, the Group measures a financial asset or financial liability at fair value. In the case of a financial asset or financial liability that is not measured at fair value through profit or loss, transaction costs are included in cost, while transaction costs for financial assets and financial liabilities recognized at fair value through profit or loss are expensed through profit or loss. A financial asset is derecognized when the rights in the contract are realized, expire or the Group loses control over them. A financial liability is derecognized when it is extinguished, i.e. when the contractual obligations are discharged, canceled or expired.

### Financial assets – classification and subsequent measurement

The Group classifies its financial assets in the following measurement categories:

- fair value through profit or loss,
- fair value through other comprehensive income, or
- amortized cost.

### Loans and accounts receivable

Loans and accounts receivable are measured at amortized cost. Amortized cost is determined using the effective interest rate calculated at the time of acquisition. The expected maturity of accounts receivable is short, and accordingly the value is recognized at nominal amount without discounting.

### Impairment and expected loss

Dynavox Group assesses the expected credit losses associated with financial receivables. A provision for estimated losses is recognized at each reporting date. For accounts receivable, a method is applied under which the provision for doubtful accounts receivable corresponds to expected credit losses for the remaining maturity. If a provision is deemed insufficient due to individual assessments, the provision is increased to cover the actual expected losses.

### Cash and bank balances

The Group's cash and cash equivalents consist of cash and bank balances with financial institutions and are reported at nominal amount.

### Financial liabilities – classification and subsequent measurement

#### Interest-bearing liabilities

Borrowings are initially recognized at the fair value of the funds received, net of transaction costs. After the acquisition date, borrowings are measured at amortized cost using the effective interest method.

#### Contingent consideration

Contingent consideration is classified as level 3 in the value hierarchy used in IFRS 9. This means that the contingent consideration is measured at fair value based on available data such as contractual terms and current assessments of the expected fulfillment of conditions.

#### Other financial liabilities

Other financial liabilities are classified and subsequently measured at amortized cost. This category includes accounts payable. The Group's accounts payable have a short expected maturity and are measured at nominal value without discounting.

## Inventories

Inventories are measured at the lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and of achieving a sale. Any impairment of inventories is recognized in Cost of goods sold.

The cost of inventories is calculated by applying the first-in, first-out (FIFO) method and includes expenses incurred in acquiring the inventory assets and transporting them to their current location and condition. For manufactured goods and work in progress, cost includes a reasonable proportion of indirect costs based on normal capacity.

Intra-group profits arising from deliveries between Group companies are eliminated in the consolidated accounts.

## Property, plant, and equipment

Property, plant, and equipment owned by the Group are recognized as assets in the balance sheet if it is probable that future economic benefits will flow to the entity and the cost of the asset can be measured reliably.

Property, plant, and equipment are recognized at cost less accumulated depreciation and any impairment

losses. Cost includes the purchase consideration and expenses directly related to transporting the asset to its location and in a condition so that it can be utilized as intended. Examples of directly related expenses included in cost are delivery and handling, installation, registration of title, and consultant and legal services.

## Depreciation principles

The straight-line basis for depreciation is used for all property, plant, and equipment owned by the Group.

The following depreciation periods are applied:

- Equipment, tools and installations 3–5 years
- Demonstration products 2 years
- Leasehold improvements maximum of 10 years

Computer equipment used within the Group is expensed as incurred. The residual value and useful lives of assets are estimated every year and adjusted as required.

## Intangible assets

### Goodwill

Goodwill represents the difference between the cost of acquisition and the Group's share of the fair value of the identifiable assets, liabilities and contingent liabilities of an acquired subsidiary at the date of acquisition. Goodwill has an indefinite useful life and is not amortized but tested annually for impairment.

## Research & development

Research expenditure is expensed immediately. Development project expenditure (relating to the design and testing of new or improved products) is capitalized in the balance sheet as intangible assets to the extent that this expenditure is expected to generate future economic benefits. Other development costs are expensed as incurred.

Development expenditure previously expensed is not capitalized as an asset in the balance sheet in subsequent periods. Direct costs include personnel costs for development staff and the share of indirect costs.

Borrowing costs attributable to the construction of so-called qualifying assets are capitalized as part of the cost of the asset. A qualifying asset is an asset that necessarily takes a significant amount of time to complete. The Group uses 12 months as the starting point for the assessment of significant time. In the first instance, borrowing costs are capitalized for loans taken out specific to the qualifying asset. In the second, borrowing costs are capitalized on general loans.

Amortization of capitalized development expenditure is calculated on a straight-line basis, commencing when the product is available for use. The useful life is reviewed annually.

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## Trademarks and patents

The Group's acquired trademarks have an indefinite useful life and are not amortized but are tested annually for impairment.

Expenditure on patents is capitalized in the balance sheet and amortized on a straight-line basis over its estimated useful life.

## Other intangible assets

Other intangible assets consist of customer relationships and technology and are recognized at cost less accumulated amortization and impairment.

## Depreciation principles

The straight-line basis for amortization is used for all intangible assets owned by the Group.

The following periods are applied:

- Amortization period of capitalized development expenditure 2–5 years
- Customer relationships 5 years
- Technology 5–10 years
- Patents 5 years

## Impairment

The carrying amounts of the Group's assets are tested at each balance sheet date to determine whether there is any indication of impairment. IAS 36 is applied for impairment testing of assets other than financial assets, inventories and deferred tax assets. The asset's recoverable amount is calculated if there is an indication of impairment loss. Assets exempt according to the above are tested in accordance with the relevant standard.

## Impairment testing for property, plant, and equipment and intangible assets as well as investments in subsidiaries

If there is an indication of impairment, the recoverable amount of the asset is calculated in accordance with IAS 36 (see below). The recoverable amount is calculated annually for intangible assets with indefinite useful lives and intangible assets not yet ready for use.

If it is not possible to determine substantially independent cash flows to an individual asset when testing for impairment, then assets are to be grouped at the lowest level at which substantially independent cash flows can be identified (cash-generating units). An impairment loss is recognized when the carrying amount of an asset or cash-generating unit exceeds its recoverable amount. An impairment loss is charged to the income statement.

## Reversal of impairment

Impairment losses are reversed if there has been a change in the assumptions underlying the calculation of the recoverable amount. An impairment loss is reversed only to the extent that the carrying amount of the asset after reversal does not exceed the carrying amount that the asset would have had if no impairment loss had been recognized, taking into account the depreciation and amortization that would then have been recognized.

## Share capital

### Dividends

Dividends are recognized as a liability after the Annual General Meeting of Shareholders has approved the dividend.

### Earnings per share

The calculation of earnings per share is based on the consolidated profit for the year attributable to shareholders of the Parent Company and on the weighted average number of shares outstanding during the year.

For the purpose of calculating diluted earnings per share, profit or loss and the average number of shares are adjusted for the effects of dilutive potential ordinary shares arising in the reporting periods from the long-term incentive program.

## Employee benefits

### Defined-contribution retirement plans

Obligations for contributions to defined contribution pension plans are recognized as an expense in the income statement as they arise. Defined contribution pension plans are classified as plans where the entity's obligation is limited to the contributions it has undertaken to pay. In such cases, the size of the employee's retirement benefit is dependent on the contributions that the company pays into the plan or insurance company, and the returns on capital that these premiums generate. Consequently, the employee bears the actuarial risk (that the benefits will be lower than expected) and the investment risk (that the invested assets will be insufficient to provide the expected benefits).

### Defined-benefit retirement plans

The Group currently has no defined-benefit plans.

## Severance pay

A provision is recognized in conjunction with termination of employees only if the company is formally obliged to prematurely terminate employment or when remuneration is offered as an incentive to initiate voluntary redundancy.

## Share-based payment to employees

The Group applies IFRS 2 for share-based remuneration programs. The cost of employee stock options and warrants is measured at fair value at the end of each reporting period and is allocated over the duration of the program and recognized in equity. The Group recognizes a provision for accrued social security costs for the program based on the estimated benefit value for the participants. The long-term incentive programs consist of stock units.

## Provisions

A provision differs from other liabilities in that there is uncertainty about the timing or amount of the payment to settle the provision. A provision is recognized in the balance sheet when the Group has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic resources will be required to settle the obligation and a reliable estimate of the amount can be made.

Where the effect of the timing of payments is material, provisions are calculated by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks associated with the liability.

## Warranties

A provision for warranties is recognized when the underlying products or services are sold. The most common extended warranty action within Dynavox Group is to repair or replace defective goods. The provision is based on historical data on warranties and a weighing of possible outcomes in relation to the probabilities associated with the outcomes. The warranty commitment is recognized as a provision during the guarantee period. Dynavox Group products normally have warranty periods of 1–2 years for which warranty provisions are made. In addition, Dynavox Group offers an extended warranty and phone support for up to five years on several of its products. For this extended warranty, no warranty provisions are made as it is a service commitment that affects the timing of revenue recognition.

## Note 3. Financial risks and risk management

Through its international operations, the Group is exposed to financial risks which are managed in accordance with the policies established by the Board of Directors. The exposure consists mainly of currency risk, interest rate risk, credit risk, financing and liquidity risk.

## Currency risk

Currency risk is the risk that fluctuating exchange rates will have an adverse effect on the Group's results and financial position. Currency exposure arises when products and services are bought or sold in currencies other than the local currencies used by the respective subsidiaries (transaction exposure), and when balance sheets and income statements of non-Swedish subsidiaries are translated into SEK (translation exposure). Dynavox Group conducts regular impact assessments relating to developments affecting the main currencies. Currently, the Group does not use any currency hedges.

## Transaction exposure

Dynavox Group's global operations give rise to significant cash flows in currencies other than SEK. The Group's subsidiaries operate mainly in their local markets with revenues and expenses in local currency, which reduces transaction exposure. The Group is mainly exposed to changes in EUR and USD in relation to SEK.

## Net exposure by currency in the consolidated balance sheet

SEK m	2025	2024
USD	200	106
EUR	23	0
NOK	-4	-1
AUD	17	7
Other	-4	-9
<b>Total</b>	<b>234</b>	<b>103</b>

Based on the net flows in 2025, the Group's profit after tax would be affected by +/- SEK 2.2 million (5.6) if the Swedish krona were to change by 10% against all currencies, all other variables being constant.

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## Translation exposure

When translating the earnings of foreign Group companies into Swedish kronor, a currency exposure arises that affects the Group's profit or loss in the event of exchange rate fluctuations. When translating the net assets of foreign Group companies into Swedish kronor, a currency exposure arises that affects the Group's other comprehensive income.

The Group's equity would be affected by +/- SEK 93.9 million (47.0) if the Swedish krona were to change by 10% against all currencies.

## Interest rate risk

Interest rate risk arises when changes in market interest rates affect interest income from the Group's interest-bearing assets and interest expense on the Group's interest-bearing liabilities, which affects the Group's net interest and cash flow.

Based on the interest-bearing assets and liabilities at the end of December 2025, an increase in interest rates by one percentage point (100 basis points) is estimated to have affected profit by SEK -6.1 million (-5.2).

## Credit risk

Credit risk is the risk that a customer or other party to a transaction involving a financial instrument will not be able to meet its obligations. Credit risk also arises from the investment of cash and cash equivalents, other balances with banks and financial institutions and credit exposure through accounts receivable. The maximum exposure to credit risk for financial assets corresponds to the carrying amount of each category as described in Note 23.

## Financial credit risk

The Group's cash and bank balances amounted to SEK 194.7 million (133.5) on December 31, 2025. Cash and cash equivalents are invested in bank accounts according to the Group's investment policy, which requires, for example, that a maximum amount be invested with a single financial institution and only with highly reputable financial institutions with high credit ratings.

## Credit risk in accounts receivable

In those markets where the Group has its own sales companies, the company is responsible for marketing and sales to customers. In other markets, Dynavox Group cooperates with a network of dealers and distributors whose ability to bear customer losses may affect the Group. The amount of the credit risk is assessed individually for each customer and outstanding accounts receivable are monitored on an ongoing basis. Total accounts

receivable as of December 31, 2025, amounted to SEK 414.3 million (387.9). No single customer accounts for 10% or more of the Group's total accounts receivable. The maturity profile of outstanding accounts receivable is presented in Note 18.

## Financing and liquidity risk

The Group's objective is to have an optimal capital structure that ensures its ability to continue as a going concern and keeps the cost of capital low. In 2025, Dynavox Group signed a new refinancing agreement with Swedbank totaling SEK 1.2 billion, which is classified as a social loan under the LMA's Social Loan Principles (SLP). The agreement reflects Dynavox Group's continued commitment to promoting sustainable social initiatives that have a positive impact on society. The credit facility consists of a SEK 900 million loan and a SEK 300 million revolving credit facility, which can be used for working capital and strategic acquisitions. The facility has a duration of three years with the possibility of two one-year extensions. The classification as a social loan confirms that Dynavox Group meets the SLP criteria for companies that contribute meaningfully to the development of society. The terms are broadly in line with the previous financing agreement with Swedbank. The financial covenant is tested quarterly and means that the ratio of net debt to EBITDA is not allowed to exceed 3.50:1.00. In the event that Dynavox Group requires access to external financing, the Group will depend on factors such as market conditions, general credit availability and Dynavox Group's creditworthiness. While there is a risk that Dynavox Group may not be able to secure such financing on favorable terms, Dynavox Group believes that it is fully funded to execute its current business plan and achieve its financial targets. Dynavox Group's financial targets are to grow revenues by an average of 20% per year, adjusted for currency effects, including contributions from acquisitions, and to deliver an operating margin that reaches and exceeds 15%.

The Group works to reduce its capital risk by:

- Establishing sufficient credit facilities in good time for foreseeable needs.
- Monitoring maturities of total debt with the aim of matching repayments with expected cash flow.
- Meeting key performance measures according to loan agreements. Key performance measures in the credit facility with Swedbank are reported to the lender on a quarterly basis. The relevant key performance measure in this agreement is net debt

(interest-bearing liabilities minus cash and cash equivalents) in relation to EBITDA.

- Optimizing working capital in the Group.
- Monitoring the net debt/equity ratio.

Liquidity risk refers to the risk of not being able to meet payment obligations as a result of insufficient cash and cash equivalents or difficulties in obtaining external financing. To manage these uncertainties and risks, the Group's operating companies prepare cash flow projections that are aggregated to consolidated Group values by the finance department. The forecasts are monitored on an ongoing basis to ensure that the Group has sufficient cash and cash equivalents to cover the estimated needs of its operations. The Group also has the option to modify to some extent the pace of investment to try to align the annual capital requirements with the Group's actual financial resources.

## Note 4. Important estimates and assessments

The preparation of the consolidated financial statements in accordance with IFRS requires management to make judgements that affect the application of accounting policies. Management also makes estimates and assumptions about the future that are based on historical experience and a number of other factors that are believed to be reasonable under the circumstances. The results of these estimates and assumptions are then used to determine the carrying amounts of assets and liabilities that are not otherwise readily apparent from other sources. Actual outcomes may differ from these estimates and assumptions.

The estimates and assumptions are regularly reassessed. Changes in estimates are recognized in the period in which the change is made if the change affects only that period, or in the period in which the change is made and future periods if the change affects both the current and future periods. The areas where estimates and assumptions could have a significant risk of causing adjustments to the carrying amounts of assets and liabilities in future financial years are mainly the following:

### Capitalized expenditure on product development

Expenditure on development projects is capitalized to the extent that it is expected to generate economic benefits. Capitalization commences when management judges

that the product will be technically or economically viable. Capitalization ceases and amortization of capitalized development expenditure begins when the product is ready for sale. Capitalized development expenditure is subject to annual impairment testing whereby an assessment is made on the technical and economic value of the product.

### Assessment of useful life of property, plant and equipment and intangible assets

Group management determines the estimated useful life and related depreciation for the Group's property, plant and equipment and intangible assets. Estimates of the useful life of intangible assets are based on expectations of how long the asset is expected to generate economic benefit. The useful lives of property, plant and equipment are based on the historical useful lives of the corresponding assets. Useful lives and estimated residual values are reviewed at the end of each financial year and the estimated useful lives may change, and, as a result, the profit or loss for the period and the financial position may be affected.

### Impairment testing for goodwill, capitalized expenses for product development, and trademarks

The Group tests annually for impairment of capitalized costs for goodwill, product development, and trademarks in accordance with its accounting policies. The test requires an estimate of parameters affecting future cash flows and the determination of a discount rate. Forecasts for future cash flows are based on the best possible estimation of future income and operating expenses. For more information regarding intangible assets and a description of impairment testing and assumptions, see Note 15.

### Business combinations

The valuation of identifiable assets and liabilities in connection with the acquisition of subsidiaries or businesses involves measuring at fair value both items in the acquired company's balance sheet and items that have not been recognized in the acquired company's balance sheet, such as customer relationships and proprietary software. Normally, there are no quoted prices for the assets and liabilities to be valued and different valuation techniques have to be applied. These valuation techniques are based on a number of different assumptions. Accounts receivable is another example of a significant balance sheet item where it can be difficult to value the

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amount of bad debt and thus to what extent it will be collected. Other items that can be difficult to identify as well as to value are contingent liabilities that could have arisen in the acquired company in connection with, for example, disputes. Adjustments may need to be made to the balance sheets of the acquired companies depending on the accounting standard under which financial reporting was previously carried out. These are adjustments to the Group's accounting policies, the frequency with which financial statements are prepared, and the availability of various types of data that may be needed to value identifiable assets and liabilities. All balance sheet items are therefore subject to estimates and judgements. This also means that a preliminary valuation may need to be carried out and subsequently adjusted. All acquisition estimates are subject to final adjustment no later than one year after the acquisition date. The Group's accounting policies for acquisitions are described above in Note 2 and further information on the effects of business combinations can be found in Note 14.

## Leases

In determining the right-of-use asset and lease liability for current contracts, the most significant judgements relate to whether a contract is, or contains, a lease, the determination of the lease terms, and the discount rate. For lease accounting under IFRS 16, the lease term is determined based on the information available in the lease and other relevant circumstances as determined by management. Periods covered by an option to extend the lease are included in the lease term if the Group is reasonably certain in exercising that option. Periods covered by a termination option are included in the lease term if the Group is unlikely to exercise the option. For contracts without specific renewal or termination clauses, assessments are made on the basis of the information contained in the contract together with management's assessment of the relevant circumstances.

When discounting leasing liabilities, the implicit rate in the contract is used, if that rate can be determined. If it cannot be readily determined, the Group's incremental borrowing rate is used, reflecting Dynavox Group's credit rating and with consideration taken to the maturity of the lease, the underlying asset, and the economic environment.

## Accounts receivable

The Group estimates the risk of non-payment of receivables and makes provisions for bad debts based on both individual assessments, historical loss levels and forecasts of future developments.

## Revenue recognition

A condition of revenue recognition is that revenue from sales should reflect the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. Assessing when risk and control is transferred requires an examination of each type of contract and the circumstances in which each type of transaction is carried out. Dynavox Group products are closely integrated with and defined by standardized customer contracts. New product offerings are analyzed in terms of performance obligations and transaction price. An assessment of how much constitutes a good or service is determined based on the product offering.

For a large proportion of sales to insurance companies in the US, final discounts are not determined until final payment. These discounts correspond to 3–4% of the Group's US companies' accounts receivable, so a provision is made on a monthly basis, reducing revenues and accounts receivable by a corresponding amount. Furthermore, some retailers, mainly in Europe, have discount agreements that entitle them to additional discounts based on sales above a certain amount. These discounts amount to approximately SEK 6 million each year and revenue and accounts receivable are therefore reduced on an ongoing basis during the year by approximately SEK 0.5 million each month.

## Note 5. Revenue

Dynavox Group's operations are managed as a segment, as it reflects the Group's operations, its financial monitoring, and management structure. Dynavox Group Management, as the chief operating decision maker, monitors and analyzes the performance and financial position of the Group as a whole.

Group Management does not monitor performance at a disaggregated level lower than consolidation. Therefore, Group Management also determines the allocation of resources and makes strategic decisions based on the consolidation as a whole. Based on the above analysis under IFRS 8, Dynavox Group is found to consist of only one reporting segment. Sales of goods account for the vast majority of the Group's income. The table below shows the breakdown of revenue by product type, as well as the timing of revenue recognition. Revenue recognized over time relates mainly to revenue from services and support.

### Revenue by product type

	2025	2024
Goods	2,349.9	1,844.6
Services	111.0	119.9
Royalty	6.2	7.6
<b>Total</b>	<b>2,467.0</b>	<b>1,972.1</b>

### Revenue by date of revenue recognition

	2025	2024
Point in time	2,241.2	1,685.6
Over time	225.8	286.5
<b>Total</b>	<b>2,467.0</b>	<b>1,972.1</b>

### Revenue by geographic market

	2025	2024
Europe	460.5	348.5
North America	1,878.7	1,539.1
Other	127.8	84.4
<b>Total</b>	<b>2,467.0</b>	<b>1,972.1</b>

The United States accounted for 75% (76) of Group revenue.

### Non-current assets by geographic market

	2025	2024
Europe	1,094.1	895.8
North America	220.6	195.0
Other	82.7	93.6
<b>Total</b>	<b>1,397.4</b>	<b>1,184.5</b>

Sweden and the United States account for 45% (49) and 16% (16) respectively of the Group's total non-current assets.

### Contractual liabilities

	2025	2024
<b>Opening balance</b>	<b>341.0</b>	<b>295.6</b>
Gross increase during the year	205.8	270.8
Revenue recognized during the year	-225.8	-235.8
Exchange rate differences	-4.1	10.4
<b>Closing balance</b>	<b>316.9</b>	<b>341.0</b>

Of the total contract liability of SEK 316.9 million as of December 31, 2025, SEK 159.5 million will be recognized as revenue over the next 12 months. The remaining contract liability, SEK 157.3 million, will be recognized as revenue within 13–60 months.

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## Note 6. Remuneration of auditors

	2025	2024
<b>Öhrlings PricewaterhouseCoopers</b>		
Audit engagement	3.2	2.8
Audit activities not included in audit engagement	1.2	0.1
Tax consultant	0.0	0.1
Other services	0.1	0.8
<b>Total</b>	<b>4.5</b>	<b>3.8</b>
<b>Other auditors</b>		
Audit engagement	0.7	0.6
Tax consultant	2.9	2.9
Other services	0.0	0.0
<b>Total</b>	<b>3.6</b>	<b>3.6</b>
<b>Total</b>	<b>8.1</b>	<b>7.3</b>

An audit engagement refers to fees for the statutory audit, i.e., the work necessary to produce the Auditor's Report, as well as audit advice provided in connection with the audit engagement.

Audit activities other than the audit engagement refer to fees for opinions and other assignments that are legally required to be performed by the external auditor or that are substantially related to the audit and are normally performed by the external auditor, including consultations related to advisory and reporting requirements. Other services refer to costs that are not classified as audit assignments or audit activities beyond the original audit engagement, such as review of interim reports.

## Note 7. Employees and remuneration

### Average number of employees by country

	2025	Of whom women, %	2024	Of whom women, %
Sweden	237	51	169	50
Norway	7	29	8	38
Denmark	3	67	4	75
Belgium	30	26	31	25
Germany	105	10	64	17
Ireland	9	56	7	43
UK	14	71	12	67
France	32	51	11	61
China	29	77	26	81
USA	519	74	504	69
Canada	4	50	3	67
Australia	19	68	17	74
New Zealand	2	42	1	0
<b>Total</b>	<b>1,010</b>	<b>61</b>	<b>855</b>	<b>59</b>

### Proportion of women in the Group's Board of Directors and management

	2025	2024
	Of whom women, %	Of whom women, %
Board of Directors	50	50
Other senior executives	44	44

### Salaries, other remuneration and social security contributions

	2025	2024
Board of Directors and CEO	13.2	11.6
Other employees	935.1	762.6
<b>Total wages and salaries</b>	<b>948.3</b>	<b>774.2</b>
Pension costs <sup>1)</sup>	37.5	27.4
Other social security contributions	127.8	99.6
<b>Total pension and social security contributions</b>	<b>165.3</b>	<b>127.0</b>
<b>Total</b>	<b>1,113.6</b>	<b>901.2</b>

<sup>1)</sup> Of the Group's pension costs, SEK 0.9 million (0.8) relates to the CEO.

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## Salaries and other remuneration to the Board and senior executives

2025	Board fees/ Basic salary	Variable remuneration	Share-related remuneration (according to IFRS 2)	Pension cost	Total
Gitte Pugholm Aabo	1.1	-	-	-	1.1
Henrik Eskilsson	0.3	-	-	-	0.3
Caroline Ingre	0.3	-	-	-	0.3
Charlotta Falvin	0.4	-	-	-	0.4
Carl Bandhold	0.5	-	-	-	0.5
Maarten Barmentlo	0.3	-	-	-	0.3
<b>Total, Board of Directors</b>	<b>2.9</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.9</b>
Fredrik Ruben (CEO)	3.6	1.8	4.9	0.9	11.1
Other senior executives (8 people) <sup>1)</sup>	18.7	2.1	9.2	2.7	38.1
<b>Total, Board of Directors, CEO, and other senior executives</b>	<b>25.2</b>	<b>3.9</b>	<b>14.1</b>	<b>3.6</b>	<b>46.9</b>

<sup>1)</sup> At the end of 2025, the Group Management consisted of the CEO, CFO, CMO, Chief People & Sustainability Officer, President Market Unit Eurow COO, Chief Product Officer, Chief Commercial Officer, and President Market Unit North America.

2024	Board fees/ Basic salary	Variable remuneration	Tobii Incentive Program <sup>2)</sup>	Share-related remuneration (according to IFRS 2)	Pension cost	Total
Gitte Pugholm Aabo	0.7	-	-	-	-	0.7
Åsa Hedin	0.3	-	-	-	-	0.3
Henrik Eskilsson	0.3	-	-	-	-	0.3
Caroline Ingre	0.3	-	-	-	-	0.3
Charlotta Falvin	0.4	-	-	-	-	0.4
Carl Bandhold	0.4	-	-	-	-	0.4
Maarten Barmentlo	0.3	-	-	-	-	0.3
<b>Total, Board of Directors</b>	<b>2.7</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2.7</b>
Fredrik Ruben (CEO)	3.3	0.9	2.5	2.2	0.8	9.7
Other senior executives (8 people) <sup>1)</sup>	17.1	2.5	0.3	2.9	2.4	25.2
<b>Total, Board of Directors, CEO, and other senior executives</b>	<b>23.1</b>	<b>3.4</b>	<b>2.8</b>	<b>5.1</b>	<b>3.2</b>	<b>37.6</b>

<sup>1)</sup> At the end of 2024, the Group Management consisted of the CEO, CFO, CMO, Chief People & Sustainability Officer, President Market Unit Eurow, COO, Chief Product Officer, Chief Commercial Officer, and President Market Unit North America.

<sup>2)</sup> Tobii Incentive Program refers to a cash payment as compensation for the participant in the incentive program purchasing warrants during 2019. Costs for Tobii AB's incentive program and share-based remuneration are taken in Tobii AB and have been re-invoiced to Dynavox Group in previous years and do not affect Dynavox Group's earnings in 2024.

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## Incentive programs

Dynavox Group has incentive programs for senior executives and other selected key employees in the Group. One stock unit in the program entitles the participant to receive one performance share free of charge, provided that certain conditions, such as share performance and continued employment, are met.

Series LTI 2021 ended during the year and gave the 39 program participants the right to convert stock units into performance shares free of charge, provided that the average share price during the three months preceding each vesting date exceeded SEK 26.70 and that the participants were still employed by Dynavox Group at these dates.

Series LTI 2022 entitles the 50 program participants to convert stock units into performance shares free of charge on the dates May 31, 2024, May 31, 2025, and May 31, 2026, provided that they are still employed within Dynavox Group on these dates, and that certain growth criteria are met. For the CEO and management team, the annual total shareholder return on the Dynavox Group share must be at least 105% of the share price at the time of grant at the relevant vesting date. For other Swedish participants, the annual total return on the Dynavox Group share must be positive during the applicable vesting period for vesting to occur.

In total, 132,519 stock units were granted as of December 31, 2025. Of these stock units, the CEO is entitled to 32,363 stock units, the management team 26,003 stock units, and other participants 74,153 stock units.

Series LTI 2023 entitles the 69 program participants to convert stock units into performance shares free of charge on the dates May 31, 2024, May 31, 2025, May 31, 2026, and May 31, 2027, provided that they are still employed within Dynavox Group on these dates, and that the annual growth in operating profit (EBIT) amounts to at least 10% per year, calculated with financial year 2022 as the base year up to and including 2026.

In total, 326,000 stock units were granted as of December 31, 2025. Of these stock units, the CEO is entitled to 54,500 stock units, the management team 105,000 stock units, and other participants 166,500 units.

Series LTI 2024 entitles the 79 program participants to convert stock units into performance shares free of charge on the dates April 30, 2025, April 30, 2026, April 30, 2027, and April 30, 2028, provided that they are still employed within Dynavox Group on these dates, and that the annual growth in currency-adjusted operating profit (EBIT) amounts to at least 10% per year, calculated with financial year 2023 as the base year. In total, 245,493 stock units were granted as of December 31, 2025. Of these stock units, the CEO is entitled to 42,261 stock units, the management team 80,736 stock units, and other participants 122,496 stock units.

Series LTI 2025 entitles the 97 program participants to convert stock units into performance shares free of charge on the dates April 30, 2026, April 30, 2027, April 30, 2028, and April 30, 2029, provided that they are still employed within Dynavox Group on these dates, and that the annual growth in currency-adjusted operating profit (EBIT) amounts to at least 10% per year, calculated with financial year 2024 as the base year. For the CEO and other members of Group Management, it further applies that share rights may only be granted provided that the established financial performance condition is met. The performance condition is based on the Company's EBIT CAGR over the relevant vesting period, with linear vesting between 10% and 40%

EBIT CAGR (calculation basis: 2024). In total, 329,457 stock units were granted as of December 31, 2025. Of these stock units, the CEO is entitled to 49,612 stock units, the management team 105,426 stock units and other participants 174,419 stock units. The total cost in 2025 of the outstanding LTI programs was SEK 27 million.

## Dilution

During the year, the average number of outstanding potential shares was 1,240,163. When calculating the average number of outstanding potential shares, only the average number of potential shares with a lower total return requirement than the average current price during the year is included. The average share price in 2025 was SEK 94.1. The average number of shares outstanding during the year was 105,256,494 and the average number of diluted shares outstanding during the year was 106,496,657. If all outstanding incentive programs in the company are included in the calculation, the corresponding maximum dilution amounts to approximately 1.2%.

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## Note 8. Depreciation/amortization

	2025	2024
Intangible assets (Note 15)	138.0	132.3
Property, plant, and equipment (Notes 16, 17)	89.8	67.6
<b>Total</b>	<b>227.8</b>	<b>199.9</b>
	<b>2025</b>	<b>2024</b>
<b>Intangible</b>		
Capitalized development costs	116.2	113.7
Acquired intangible assets	19.9	17.0
Other intangible assets	1.9	1.6
Total amortization, intangible assets	<b>138.0</b>	<b>132.3</b>
<b>Property, plant, and equipment</b>		
Owned	52.3	42.3
Right of use	37.5	25.3
<b>Total depreciation, property, plant, and equipment</b>	<b>89.8</b>	<b>67.6</b>
<b>Total</b>	<b>227.8</b>	<b>199.9</b>

## Note 9. Expenses by nature

	2025	2024
Cost of materials and changes in stocks	563.8	435.6
Personnel costs	1,113.6	901.2
Other external costs	299.1	214.8
Depreciation, amortization, and impairment	227.8	199.9
<b>Total</b>	<b>2,204.3</b>	<b>1,751.5</b>

## Note 10. Other operating income and expenses

	2025	2024
<b>Other operating income</b>		
Exchange gains	0.0	3.1
Public grants received	3.8	0.0
Other gains	6.6	8.2
<b>Total</b>	<b>10.5</b>	<b>11.3</b>
<b>Other operating expenses</b>		
Exchange losses	-19.0	-3.2
Equipment	0.0	-0.1
Other losses	-0.1	-0.1
<b>Total</b>	<b>-19.1</b>	<b>-3.4</b>
<b>Total</b>	<b>-8.6</b>	<b>7.9</b>

## Note 11. Financial income and expenses

	2025	2024
<b>Financial income</b>		
Interest income and similar items	1.2	1.8
Exchange gains	0.7	3.4
Borrowing cost interest capitalization	0.9	1.6
Other financial income	0.1	-
<b>Total</b>	<b>2.8</b>	<b>6.8</b>
<b>Financial expenses</b>		
Interest expense and similar items	-33.4	-43.9
Interest expense, leases	-9.0	-5.9
Exchange losses	-1.4	-7.9
Impairment of holdings in associated companies	-	-0.6
Other financial expenses	-5.8	-0.1
<b>Total</b>	<b>-49.6</b>	<b>-58.4</b>
<b>Total</b>	<b>-46.8</b>	<b>-51.6</b>

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## Note 12. Taxes

	2025	2024
Current tax	-47.7	-45.5
Current tax relating to previous years	0.4	0.6
<b>Total current tax</b>	<b>-47.3</b>	<b>-45.0</b>
<b>Deferred tax</b>	<b>5.7</b>	<b>13.9</b>
<b>Total tax</b>	<b>-41.6</b>	<b>-31.1</b>
<b>Deferred tax assets</b>		
Inventories	4.7	7.6
Non-current assets	3.5	4.2
Prepaid income	29.9	32.7
Accrued expenses	9.9	10.6
Amortization of goodwill	3.3	5.1
Loss carry-forwards	25.0	29.1
Other deferred tax assets	15.3	13.1
Unused loss carry-forwards for which no deferred tax asset has been recognized	-21.5	-26.4
Amount offset against deferred tax liabilities under the offsetting rules	-11.3	-8.4
<b>Total</b>	<b>58.8</b>	<b>67.6</b>
<b>Deferred tax liabilities</b>		
Property, plant, and equipment	-11.3	-8.6
Acquired intangible fixed assets	-13.5	-17.1
Amounts offset against deferred tax assets under the offsetting rules	11.3	8.4
<b>Total</b>	<b>-13.5</b>	<b>-17.3</b>
<b>Total</b>	<b>45.3</b>	<b>50.3</b>

A deferred tax asset on loss carry-forwards is recognized to the extent that it is likely that the tax loss carry-forwards will be available against which future taxable profit can be offset. A reassessment of the amount meeting this criterion is carried out at least once a year. Current tax liabilities are offset against current tax assets and deferred tax assets are offset against deferred tax liabilities when the entity has a legally enforceable right to offset these items and intends to do so.

### Reconciliation of effective tax

	2025	2024
Profit before tax	207.3	176.9
Tax at the applicable rate	-42.7	-36.4
Difference in tax rate in foreign operations	-8.0	-6.3
Tax effect of non-deductible expenses	-4.8	-6.2
Tax effect of non-taxable income	15.1	18.5
Deficit without corresponding tax asset	-2.1	-2.0
Use of prior year's loss carry-forward for which no tax asset has been recognized	0.1	0.9
Adjustment of tax related to previous years	0.4	0.6
Other	0.4	-0.2
<b>Total recognized tax expense (-)/tax revenue (+)</b>	<b>-41.6</b>	<b>-31.1</b>
<b>Effective tax rate, %</b>	<b>20.1</b>	<b>18.0</b>

## Note 13. Earnings per share

The calculation of earnings per share for each period presented is based on the Group's net income attributable to the Parent Company's shareholders, divided by the average number of outstanding shares during the year.

When calculating diluted earnings per share, the average number of shares is adjusted to take into account the effects of dilutive potential common shares attributable to the LTI programs issued to employees.

The Group's LTI programs are performance-based and considered potentially dilutive.

	2025	2024
<b>Earnings per share, basic</b>		
Profit for the period attributable to the Parent Company's common shares	165.7	145.8
Weighted average number of common shares outstanding, basic	105,256,494	104,851,201
<b>Earnings per share, basic</b>	<b>1.57</b>	<b>1.39</b>
<b>Earnings per share, diluted</b>		
Profit for the period attributable to the Parent Company's common shares	165.7	145.8
Weighted average number of common shares outstanding, diluted	106,496,657	106,196,863
<b>Earnings per share, diluted</b>	<b>1.56</b>	<b>1.37</b>

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## Note 14. Acquisitions<sup>1)</sup>

SEK m	Cenomy	RehaMedia
<b>Breakdown of purchase consideration</b>		
Cash consideration	57.5	59.8
Contingent consideration	24.7	35.2
Consideration short-term liability	-	3.3
<b>Total consideration</b>	<b>82.2</b>	<b>98.4</b>
<b>Change in acquired assets and liabilities</b>		
Customer relations/customer contracts	7.8	16.6
Other non-current assets	1.7	0.8
Net other assets and liabilities	-0.1	0.4
Cash and cash equivalents	5.7	8.4
<b>Net identifiable assets and liabilities</b>	<b>15.0</b>	<b>26.2</b>
<b>Goodwill</b>		
<b>Goodwill</b>	<b>67.2</b>	<b>72.1</b>
<b>Impact on cash and cash equivalents</b>		
Cash consideration (included in cash flow in investing activities)	-57.5	-59.8
Cash and cash equivalents in acquired companies (included in cash flow from investing activities)	5.7	8.4
Acquisition costs (included in cash flows from operating activities)	-1.8	-1.8
<b>Total impact on cash and cash equivalents</b>	<b>-53.6</b>	<b>-53.2</b>

<sup>1)</sup> The acquisition analysis is preliminary.

SEK m	Cenomy	RehaMedia
<b>Impact on revenue and operating profit during the holding period</b>		
Revenue	30.7	29.6
Operating profit	1.3	6.1
<b>Impact on revenue and operating profit/loss as if the acquisitions had taken place on January 1, 2024</b>		
Revenue	57.3	91.6
Operating profit	5.2	18.7

Dynavox Group AB completed the acquisition of all the shares in Cenomy, its retail partner in France, on June 2, 2025. The initial purchase consideration of EUR 5.3 million has been paid in cash and Cenomy has been part of Dynavox Group since June. In addition, a contingent consideration in the range of EUR 0 to 3.7 million may become payable after one and two years, respectively, if defined financial targets are achieved. At the time of acquisition, the contingent consideration was estimated to be approximately EUR 2.5 million, with planned payments in the third quarters of 2026 and 2027. This estimate will be continuously evaluated and adjusted over time, see Note 23 Financial instruments.

On September 1, 2025, it was announced that Dynavox Group AB had acquired 100% of the shares in RehaMedia GmbH & Co. KG, its retail partner in Germany. In connection with this, the limited partnership was dissolved, and its assets and liabilities were transferred to Tobii Dynavox GmbH, a wholly owned subsidiary of Dynavox Group AB. The initial purchase consideration amounts to EUR 5.7 million, of which EUR 5.4 million was paid in cash. The remaining EUR 0.3 million will be paid in the first quarter of 2026. RehaMedia has been part of Dynavox Group since September. A contingent consideration in the range of EUR 0 to 3.2 million may become payable after one year, if defined financial targets are achieved. At the time of acquisition, the contingent consideration was estimated to be approximately EUR 3.2 million, with payment scheduled for the fourth quarter of 2026. This estimate will be continuously evaluated and adjusted over time, see Note 23 Financial instruments.

These acquisitions are part of Dynavox Group's long-term strategy and will bring Tobii Dynavox closer to its customers in France and Germany and help people with disabilities communicate more effectively. The acquisitions are expected to generate synergies such as increased revenues.

The table on the left summarizes the purchase consideration and preliminary fair value of assets acquired and liabilities assumed for the acquisition of Cenomy and RehaMedia in 2025.

The acquired companies have previously been distributors for the Parent Company, which means that the impact on the Group's external revenue will be less than specified in the table above.

The goodwill from the acquisition of RehaMedia is tax-deductible under local German tax regulations.

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## Note 15. Intangible fixed assets

2025	Develop- ment costs	Patents	Trade- marks	Customer relations	Tech- nology	Good- will	Other intangible assets	Total
<b>Accumulated cost</b>								
Opening balance, January 1	824.4	3.6	395.0	66.1	35.6	284.7	4.4	1,613.8
Acquisitions for the year <sup>1</sup>	109.0	0.9	0.6	-	-	-	1.0	111.5
Business combinations	-	0.0	-	24.5	-	140.7	0.2	165.4
Disposals and retirements	-	-	-	-	-	-	-	-
Translation differences	-1.5	-	-9.6	-4.7	-2.1	-23.3	0.0	-41.1
<b>Closing balance, December 31</b>	<b>931.9</b>	<b>4.5</b>	<b>386.0</b>	<b>85.9</b>	<b>33.6</b>	<b>402.1</b>	<b>5.6</b>	<b>1,849.6</b>
<b>Accumulated amortization</b>								
Opening balance, January 1	-640.7	-0.9	0.0	-21.6	-9.5	-0.8	-2.5	-676.1
Disposals and retirements	-	-	-	-	-	-	-	-
Amortization for the year (Note 8) <sup>1</sup>	-116.2	-0.8	-	-14.7	-5.2	-	-1.1	-138.0
Translation differences	0.8	-	-	1.6	0.7	1.4	-	4.5
<b>Closing balance, December 31</b>	<b>-756.1</b>	<b>-1.7</b>	<b>0.0</b>	<b>-34.7</b>	<b>-14.1</b>	<b>0.6</b>	<b>-3.6</b>	<b>-809.6</b>
<b>Carrying amount at year-end</b>	<b>175.8</b>	<b>2.8</b>	<b>386.0</b>	<b>51.2</b>	<b>19.5</b>	<b>402.7</b>	<b>2.0</b>	<b>1,040.1</b>

<sup>1)</sup> The development costs for 2025 includes interest amounting to SEK 0.9 million. Amortization for the year regarding interest for development costs totals SEK 0.5 million. The average interest rate for 2025 was 4.00%.

The trademarks are well-known and established, and enjoy indefinite trademark protection in the majority of the markets in which the company operates. The Group tests annually, or when there is an indication that a trademark or goodwill may be impaired.

### Impairment testing of trademarks and goodwill

Trademarks and goodwill with indefinite useful lives are tested for impairment annually or when there are indications of impairment. The recoverable amount of a cash-generating unit is determined based on value-in-use calculations. The calculations derive from estimated future cash flows based on financial projections approved by management covering a five-year period.

The assessment of future cash flows makes assumptions primarily about revenue growth, operating margin and discount rate (WACC). The estimated growth rate and the projected operating margin are based on the company's budget and forecasts for each unit. The growth rate after the forecast period is estimated at 2.0%, which coincides with the Group's long-term inflation assumption. The company believes that the cash-generating unit consists of established product categories with strong and stable cash flows based on existing business relationships.

2024	Develop- ment costs	Patents	Trade- marks	Customer relations	Tech- nology	Good- will	Other intangible assets	Total
<b>Accumulated cost</b>								
Opening balance, January 1	738.4	1.6	387.9	53.8	34.4	202.5	1.8	1,420.5
Acquisitions for the year <sup>1</sup>	116.4	2.0	2.0	-	-	-	2.6	123.0
Business combinations	-	-	-	10.6	-	75.8	-	86.4
Disposals and retirements	-30.8	-	-	-	-	-	-	-30.8
Translation differences	0.3	-	5.1	1.7	1.2	6.3	-	14.7
<b>Closing balance, December 31</b>	<b>824.4</b>	<b>3.6</b>	<b>395.0</b>	<b>66.1</b>	<b>35.6</b>	<b>284.7</b>	<b>4.4</b>	<b>1,613.8</b>
<b>Accumulated amortization</b>								
Opening balance, January 1	-557.8	-0.3	0.0	-9.6	-4.0	-0.3	-1.5	-573.5
Disposals and retirements	30.8	-	-	-	-	-	-	30.8
Amortization for the year (Note 8) <sup>1</sup>	-113.7	-0.6	-	-11.6	-5.4	-	-1.0	-132.3
Translation differences	-	-	-	-0.4	-0.2	-0.4	-	-1.0
<b>Closing balance, December 31</b>	<b>-640.7</b>	<b>-0.9</b>	<b>0.0</b>	<b>-21.6</b>	<b>-9.5</b>	<b>-0.8</b>	<b>-2.5</b>	<b>-676.1</b>
<b>Carrying amount at year-end</b>	<b>183.7</b>	<b>2.7</b>	<b>395.0</b>	<b>44.5</b>	<b>26.1</b>	<b>283.9</b>	<b>1.9</b>	<b>937.8</b>

<sup>1)</sup> The development costs for the year includes interest amounting to SEK 1.5 million. Amortization for the year regarding interest for development costs totals SEK 0.8 million. The average interest rate for 2024 was 5.88%.

The discount rate of 13.69% before tax reflects the specific risks associated with the cash-generating unit.

Based on the assumptions presented above, the value in use exceeds the carrying amount of trademarks and goodwill by a good margin for the cash-generating unit, and the conclusion is that there is no impairment of trademarks or goodwill.

### Impairment testing of other intangible assets

The carrying amount of the Group's other intangible assets is tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. At each reporting date, an assessment is made to determine whether any such indications exist. The carrying amount of intangible assets that are not yet ready for use is tested for impairment at each reporting date.

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## Note 16. Property, plant, and equipment

2025	Machinery and other technical installations	Equipment, tools, and installations	Leasehold improvements	Own products for demo, rental, and lending	Total
<b>Accumulated cost</b>					
Opening balance, January 1	50.8	25.0	19.2	159.3	254.3
Acquisitions for the year	45.6	2.7	7.4	37.6	93.3
Business combinations	1.5	0.4	-	0.4	2.3
Disposals and retirements	-	-	-	-6.7	-6.7
Reclassification	-29.4	5.3	30.7	0.1	6.7
Translation differences	-1.2	-3.7	-4.5	-26.6	-36.0
<b>Closing balance, December 31</b>	<b>67.3</b>	<b>29.6</b>	<b>52.8</b>	<b>164.1</b>	<b>313.8</b>
<b>Accumulated depreciation</b>					
Opening balance, January 1	-34.0	-20.6	-12.4	-113.1	-180.1
Disposals and retirements	-	-	-	6.6	6.6
Depreciation for the year (Note 8)	-7.2	-3.0	-2.6	-39.4	-52.3
Reclassification	-3.0	3.0	-6.7	-	-6.7
Translation differences	0.6	2.7	2.1	19.3	24.7
<b>Closing balance, December 31</b>	<b>-43.7</b>	<b>-17.8</b>	<b>-19.7</b>	<b>-126.6</b>	<b>-207.7</b>
<b>Carrying amount at year-end</b>	<b>23.6</b>	<b>11.8</b>	<b>33.1</b>	<b>37.5</b>	<b>106.1</b>

2024	Machinery and other technical installations	Equipment, tools, and installations	Leasehold improvements	Own products for demo, rental, and lending	Total
<b>Accumulated cost</b>					
Opening balance, January 1	45.6	24.7	15.9	119.3	205.4
Acquisitions for the year	12.5	1.8	1.9	45.4	61.7
Business combinations	-	-	0.1	-	0.1
Disposals and retirements	-7.0	-4.1	-0.2	-17.1	-28.4
Reclassification	-1.0	0.7	0.3	-	0.0
Translation differences	0.7	1.9	1.2	11.6	15.4
<b>Closing balance, December 31</b>	<b>50.8</b>	<b>25.0</b>	<b>19.2</b>	<b>159.3</b>	<b>254.3</b>
<b>Accumulated depreciation</b>					
Opening balance, January 1	-34.1	-19.4	-9.2	-91.9	-154.5
Disposals and retirements	7.0	4.1	0.2	16.4	27.7
Depreciation for the year (Note 8)	-6.4	-3.7	-2.7	-29.5	-42.3
Reclassification	-	-	-	-	-
Translation differences	-0.5	-1.6	-0.9	-8.1	-11.0
<b>Closing balance, December 31</b>	<b>-34.0</b>	<b>-20.6</b>	<b>-12.4</b>	<b>-113.1</b>	<b>-180.1</b>
<b>Carrying amount at year-end</b>	<b>16.8</b>	<b>4.4</b>	<b>6.7</b>	<b>46.2</b>	<b>74.2</b>

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## Note 17. Right-of-use assets and lease liabilities

2025	Premises	Vehicles	Other machinery and equipment	Total
<b>Accumulated cost</b>				
Opening balance, January 1	155.9	12.4	3.3	171.6
Additional right-of-use	111.8	6.2	3.6	121.7
Business combinations	8.5	2.3	-	10.8
Disposals and retirements	-2.1	-4.7	-	-6.8
Reclassifications	0.9	-	-	0.9
Translation differences	-18.2	-0.7	-0.4	-19.3
<b>Closing balance, December 31</b>	<b>256.9</b>	<b>15.5</b>	<b>6.6</b>	<b>278.9</b>
<b>Accumulated depreciation</b>				
Opening balance, January 1	-72.1	-6.1	-1.8	-80.1
Disposals and retirements	1.6	4.5	-	6.2
Depreciation for the year (Note 8)	-31.4	-4.7	-1.4	-37.5
Reclassifications	-	-	-	-
Translation differences	10.8	0.3	0.2	11.3
<b>Closing balance, December 31</b>	<b>-91.1</b>	<b>-5.9</b>	<b>-3.1</b>	<b>-100.2</b>
<b>Carrying amount at year-end</b>	<b>165.8</b>	<b>9.5</b>	<b>3.4</b>	<b>178.7</b>
<b>Lease liabilities 2025</b>				
Non-current lease liabilities	165.3	5.1	1.3	171.7
Current lease liabilities	29.1	4.6	2.0	35.7
<b>Total carrying amount, lease liabilities</b>	<b>194.4</b>	<b>9.7</b>	<b>3.3</b>	<b>207.5</b>
Maturity analysis of undiscounted contractual lease payments				
1–12 months	25.6	5.0	2.1	33.6
13–36 months	56.5	5.7	1.4	63.6
37–60 months	48.4	0.2	-	48.6
> 60 months	109.0	-	-	109.0
<b>Total</b>	<b>240.4</b>	<b>10.9</b>	<b>3.5</b>	<b>254.8</b>

2024	Premises	Vehicles	Other machinery and equipment	Total
<b>Accumulated cost</b>				
Opening balance, January 1	134.4	7.2	2.1	143.7
Additional right-of-use	9.2	5.6	1.2	15.9
Business combinations	4.8	-	-	4.8
Disposals and retirements	-2.1	-0.5	-	-2.7
Reclassifications	2.1	-	-	2.1
Translation differences	7.6	0.2	0.1	7.8
<b>Closing balance, December 31</b>	<b>155.9</b>	<b>12.4</b>	<b>3.3</b>	<b>171.6</b>
<b>Accumulated depreciation</b>				
Opening balance, January 1	-48.6	-3.4	-0.7	-52.7
Disposals and retirements	2.1	0.5	-	2.7
Depreciation for the year (Note 8)	-21.1	-3.2	-1.1	-25.3
Reclassifications	-	-	-	-
Translation differences	-4.6	-	-	-4.7
<b>Closing balance, December 31</b>	<b>-72.1</b>	<b>-6.1</b>	<b>-1.8</b>	<b>-80.1</b>
<b>Carrying amount at year-end</b>	<b>83.8</b>	<b>6.3</b>	<b>1.5</b>	<b>91.6</b>
<b>Lease liabilities 2024</b>				
Non-current lease liabilities	64.6	3.1	0.6	68.4
Current lease liabilities	26.6	3.5	0.9	30.9
<b>Total carrying amount, lease liabilities</b>	<b>91.2</b>	<b>6.6</b>	<b>1.4</b>	<b>99.3</b>
Maturity analysis of undiscounted contractual lease payments				
1–12 months	27.9	3.3	0.9	32.1
13–36 months	42.9	2.9	0.9	46.7
37–60 months	14.0	0.4	0.0	14.4
> 60 months	23.5	0.0	0.0	23.5
<b>Total</b>	<b>108.3</b>	<b>6.6</b>	<b>1.8</b>	<b>116.6</b>

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## Note 17. Right-of-use assets and lease liabilities (continued)

### Effect on consolidated statement of comprehensive income

	2025	2024
Depreciation of right-of-use assets	-37.5	-25.3
Lease of low-value assets	-0.3	-
Lease of short-term leases	-0.6	-
<b>Total</b>	<b>-38.4</b>	<b>-25.3</b>
Included in interest expenses	-9.0	-5.9

No material variable lease payments that are not included in the lease liability have been identified.

### Effect on consolidated statement of cash flows

	2025	2024
Included in cash flow from financing activities		
Repayment of lease liabilities	-33.1	-24.3

The deferred tax asset attributable to the lease liability totals SEK 40.2 million. The deferred tax liability attributable to the right-of-use asset is SEK 39.6 million.

The total cashflow for leases amounted to SEK -42.9 (-30.2) million.

Contracts not yet commenced amounted to SEK 76 million.

## Note 18. Accounts receivable

	Dec. 31, 2025	Dec. 31, 2024
Accounts receivable	420.5	394.3
Provision for doubtful receivables	-6.2	-6.4
<b>Total</b>	<b>414.3</b>	<b>387.9</b>

### Aging analysis for accounts receivable not considered doubtful

Not yet due	315.0	274.0
1–30 days past due	23.3	32.6
31–60 days past due	14.4	17.8
61–90 days past due	10.2	9.8
Over 90 days past due	57.5	60.2
<b>Closing balance</b>	<b>420.5</b>	<b>394.3</b>

### Changes in provision for doubtful receivables:

	Dec. 31, 2025	Dec. 31, 2024
As of January 1	-6.4	-7.0
Provision for doubtful receivables	-0.1	0.3
Receivables written off during the year as uncollectable	0.1	0.4
Reversal of unused amount	0.0	0.1
Exchange rate effect	0.2	-0.2
<b>Closing balance, December 31</b>	<b>-6.2</b>	<b>-6.4</b>

The provision for expected credit losses is based on individual assessments, historical credit events, and forecasts of future developments. No provision has been made for accounts receivable with a maturity of less than 90 days.

## Note 19. Inventories

	Dec. 31, 2025	Dec. 31, 2024
Raw materials and supplies	14.7	40.3
Finished goods	293.3	162.6
Work in progress	35.0	0.2
Advances from suppliers	0.6	0.7
<b>Total</b>	<b>343.7</b>	<b>203.8</b>

## Note 20. Prepaid expenses and accrued income

	Dec. 31, 2025	Dec. 31, 2024
Prepaid lease	3.9	1.4
Prepaid insurance	10.1	15.9
Prepaid license fees	0.4	0.1
Prepaid marketing	2.2	2.8
Prepaid IT expenses	21.5	13.1
Prepaid personnel costs	3.2	5.8
Accrued income	1.2	1.3
Other items	17.5	8.5
<b>Total</b>	<b>60.0</b>	<b>48.9</b>

## Note 21. Cash and bank balances

	Dec. 31, 2025	Dec. 31, 2024
Short-term investments	-	0.5
Cash and bank balances	194.7	132.9
<b>Total</b>	<b>194.7</b>	<b>133.5</b>

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## Note 22. Share capital and number of shares

Decision date	Event	Change in number of shares	Change in share capital (SEK)	Total no. of shares	Total share capital (SEK)	Quotient value
Jan. 1, 2018	–	–	–	50,000	50,000	1.0
Nov. 5, 2021	Rights issue	450,000	450,000	500,000	500,000	1.0
Nov. 5, 2021	Reverse split of shares	-499,999	–	1	500,000	–
Nov. 5, 2021	Share split	104,851,201	–	104,851,201	500,000	0.005
May 9, 2025	New issue of C shares	2,029,034	9,676	106,880,235	509,676	0.005

## Note 23. Financial instruments by category

The table below shows the carrying amount and fair value of the Group's financial assets and liabilities by category.

	Note	Dec. 31, 2025		Dec. 31, 2024	
		Carrying amount	Fair value	Carrying amount	Fair value
<b>Financial assets</b>					
<b>At amortized cost:</b>					
Other financial assets		13.7	13.7	13.3	13.3
Accounts receivable	18	414.3	414.3	387.9	387.9
Other receivables		64.4	64.4	39.2	39.2
Cash and cash equivalents	21	194.7	194.7	133.5	133.5
<b>Total</b>		<b>687.1</b>	<b>687.1</b>	<b>573.8</b>	<b>573.8</b>
<b>Financial liabilities</b>					
<b>At amortized cost:</b>					
Accounts payable		110.8	110.8	139.2	139.2
Interest-bearing loans	24	896.2	896.2	691.5	691.5
Lease liabilities	17, 24	207.5	207.5	99.3	99.3
Other financial liabilities, non-interest bearing	24	33.6	33.6	59.6	59.6
<b>At fair value through profit or loss:</b>					
Contingent consideration (level 3)	24	76.2	76.2	31.6	31.6
<b>Total</b>		<b>1,324.3</b>	<b>1,324.3</b>	<b>1,021.2</b>	<b>1,021.2</b>

### Change in contingent consideration

	2025	2024
Opening balance	31.6	39.0
Discounting effect recognized in the income statement	1.8	0.1
Added contingent considerations	59.9	32.5
Reversal of unsettled contingent considerations	-5.8	-
Exchange rate differences	-3.5	-
Contingent considerations paid	-7.6	-40.0
<b>Closing value</b>	<b>76.2</b>	<b>31.6</b>

The Group categorizes financial assets and financial liabilities measured at fair value in a fair value hierarchy based on the information used to measure each asset or liability.

Contingent consideration is classified as level 3, which means that information that is significant to the fair value of the asset or liability is not observable, so the Group's own estimates are used. More detailed information on the contingent considerations is provided in Note 14.

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## Note 24. Maturity profile of financial liabilities – undiscounted payments

	< 1 year	> 1 year < 5 years	> 5 years	Total
<b>Dec. 31, 2025</b>				
Interest-bearing loans	67.5	828.8	-	896.2
Lease liabilities	33.6	112.2	109.0	254.8
Accounts payable – trade	110.8	-	-	110.8
Contingent considerations	64.6	11.6	-	76.2
Other	33.6	-	-	33.6
<b>Total</b>	<b>310.1</b>	<b>952.6</b>	<b>109.0</b>	<b>1,371.6</b>

	< 1 year	> 1 year < 5 years	> 5 years	Total
<b>Dec. 31, 2024</b>				
Interest-bearing loans	44.0	647.5	-	691.5
Lease liabilities	32.1	61.1	23.5	116.6
Accounts payable – trade	139.2	-	-	139.2
Contingent considerations	17.1	14.4	-	31.6
Other	59.6	-	-	59.6
<b>Total</b>	<b>292.0</b>	<b>723.0</b>	<b>23.5</b>	<b>1,038.5</b>

During 2025, Dynavox Group AB signed a new refinancing agreement with Swedbank totaling SEK 1.2 billion. The credit facility consists of a SEK 900 million loan and a SEK 300 million revolving credit facility, which can be used for working capital and strategic acquisitions. The facility has a duration of three years with the possibility of two one-year extensions.

The loan carries an interest rate base of Stibor plus an interest rate premium. The facility is subject to an interest rate covenant that is tested quarterly and requires that the ratio of net debt (interest-bearing liabilities less cash and cash equivalents) to the last 12 months' EBITDA must not exceed 3.5:1.00. The loan agreement contains a clause stating that repayments do not have to be made if the covenant complies the set conditions. Dynavox Group AB will invoke this clause for Q1 2026 and not make any repayments on the loan.

## Note 25. Accrued expenses and deferred income

	Dec. 31, 2025	Dec. 31, 2024
Accrued income, current portion	159.5	184.0
Accrued personnel costs	108.7	94.7
Accrued interest	0.5	1.3
Other accrued expenses	45.5	50.7
<b>Total</b>	<b>314.3</b>	<b>330.6</b>

## Note 26. Pledged assets and contingent liabilities

Pledged assets	Dec. 31, 2025	Dec. 31, 2024
Commercial mortgage	50	50
<b>Total</b>	<b>50</b>	<b>50</b>

The Group has no contingent liabilities.

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## Note 27. Supplementary disclosures to the statement of cash flows

	2025	2024		2025	2024
<b>Interest paid and received</b>			<b>Non-cash items</b>		
Interest received	1.2	1.8	Amortization and impairment of intangible assets	137.8	132.2
Interest paid	-33.4	-43.9	Depreciation, amortization, and impairment of property, plant and equipment, and right-of-use assets	89.9	67.8
<b>Total</b>	<b>-32.2</b>	<b>-42.1</b>	Unrealized exchange rate differences	0.7	4.5
			Provision for share-based compensation	26.8	12.9
			Other non-cash items	4.2	-8.2
			<b>Total</b>	<b>259.5</b>	<b>209.2</b>

Liabilities related to financing activities 2025	Opening balance, January 1	Cash flows	Non-cash items					Closing balance, December 31
			New leases	Changes in exchange rates	Interest costs	Terminated leases	Other	
Lease liability	99.3	-33.1	141.4	-7.1	9.0	-	-2.1	207.5
Interest-bearing borrowings	691.5	202.4						893.8
<b>Total</b>	<b>790.8</b>	<b>169.3</b>	<b>141.4</b>	<b>-7.1</b>	<b>9.0</b>	<b>-</b>	<b>-2.1</b>	<b>1,101.3</b>

Liabilities related to financing activities 2024	Opening balance, January 1	Cash flows	Non-cash items					Closing balance, December 31
			New leases	Changes in exchange rates	Interest costs	Terminated leases	Other	
Lease liability	98.2	-24.3	13.9	5.6	5.9	-	-	99.3
Interest-bearing borrowings	672.3	17.6	-	-	-	-	1.6	691.5
<b>Total</b>	<b>770.4</b>	<b>-6.7</b>	<b>13.9</b>	<b>5.6</b>	<b>5.9</b>	<b>0.0</b>	<b>1.6</b>	<b>790.8</b>

## Note 28. Significant events after the balance sheet date

On February 26, 2026, Dynavox Group announced the appointment of two new members to its executive management team. Marie-Josée Leblond is joining in a newly created role as Chief Digitalization and Information Officer, and Luis Mustafa will succeed Tony Pavlik as Chief Operating Officer as he prepares for his upcoming retirement. Both will be joining March 1, 2026.

On March 20, 2026, Dynavox Group announced that Chief Financial Officer Linda Tybring has decided to leave her position. Linda will remain in her role until 31 January 2027 to ensure a smooth transition and to support the recruitment and onboarding of her successor. The search process begins immediately.

## Note 29. Transactions with related parties

Dynavox Group has neither pledged assets nor contingent liabilities related to senior executives or the Board of Directors. For information on the remuneration of senior executives and members of the Board of Directors, see Note 7. No transactions with related parties took place in either 2025 or 2024.

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# Parent Company income statement

SEK m	Note	2025	2024
Net sales	A2	985.0	806.2
Cost of goods and services sold		-446.0	-384.3
<b>Gross profit</b>		<b>539.0</b>	<b>421.9</b>
Selling expenses		-157.6	-119.7
Research and development expenses		-210.4	-155.1
Administrative expenses	A3	-256.2	-204.4
Other operating income and expenses	A7	123.2	105.3
<b>Operating profit (EBIT)</b>	A4, A5, A6	<b>38.0</b>	<b>48.0</b>
Financial income	A8	60.1	71.9
Financial expenses	A8	-41.7	-55.6
<b>Profit/loss after financial items</b>		<b>56.4</b>	<b>64.3</b>
<b>Appropriations</b>			
Group contributions		-	-
<b>Earnings before tax (EBT)</b>		<b>56.4</b>	<b>64.3</b>
Taxes	A9	-2.4	-2.1
<b>Profit for the year</b>		<b>54.1</b>	<b>62.2</b>
Other comprehensive income		-	-
<b>Comprehensive income for the year</b>		<b>54.1</b>	<b>62.2</b>

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# Parent Company balance sheet

SEK m	Note	Dec. 31, 2025	Dec. 31, 2024
<b>Assets</b>			
<b>Non-current assets</b>			
Intangible fixed assets	A10	213.3	278.0
Property, plant and equipment	A11	15.4	16.6
Investments in subsidiaries	A12	684.0	541.7
Non-current receivable, Group companies		28.5	9.2
Other financial receivables		14.1	13.7
<b>Total non-current assets</b>		<b>955.2</b>	<b>859.2</b>
<b>Current assets</b>			
Inventories	A14	159.7	42.5
Accounts receivable	A13	21.1	24.0
Receivables from Group companies		228.9	140.2
Other current receivables		15.8	8.6
Prepaid expenses and accrued income	A15	23.9	15.4
Cash and bank balances	A16	27.2	23.1
<b>Total current assets</b>		<b>476.6</b>	<b>253.8</b>
<b>Total assets</b>		<b>1,431.8</b>	<b>1,113.0</b>

SEK m	Note	Dec. 31, 2025	Dec. 31, 2024
<b>Equity</b>			
<b>Restricted equity</b>			
Share capital		0.5	0.5
Development expenditure fund		161.2	164.0
<b>Unrestricted equity</b>			
Retained earnings		67.3	-42.0
Profit for the year		54.1	62.2
<b>Total equity</b>		<b>283.0</b>	<b>184.7</b>
<b>Provisions</b>			
		<b>0.0</b>	<b>0.0</b>
<b>Non-current liabilities</b>			
Borrowings, non-current	A17	828.8	647.5
Liabilities to Group companies	A21	54.9	56.3
Other non-current liabilities	A17	34.1	22.1
<b>Total non-current liabilities</b>		<b>917.8</b>	<b>725.9</b>
<b>Current liabilities</b>			
Borrowings, current	A17	67.5	44.0
Accounts payable	A17	38.2	67.3
Liabilities to Group companies		14.4	6.8
Other current liabilities		22.3	8.5
Accrued expenses and deferred income	A19	88.6	75.8
<b>Total current liabilities</b>		<b>230.9</b>	<b>202.4</b>
<b>Total liabilities</b>		<b>1,148.7</b>	<b>928.3</b>
<b>Total equity and liabilities</b>		<b>1,431.8</b>	<b>1,113.0</b>

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# Parent Company statement of cash flows

SEK m	Note	2025	2024
<b>Cash flow from operating activities</b>			
Earnings before tax (EBT) <sup>1)</sup>		56.4	64.2
Adjustment for items not included in cash flow	A21	216.6	189.1
Taxes paid		-	-
<b>Cash flow before changes in working capital</b>		<b>273.0</b>	<b>253.3</b>
<b>Change in working capital</b>			
Inventories		-117.2	-4.7
Operating receivables		-85.3	-38.4
Operating liabilities		-33.8	39.6
<b>Cash flow from changes in working capital</b>		<b>-236.3</b>	<b>-3.5</b>
<b>Cash flow from operating activities</b>		<b>36.8</b>	<b>249.8</b>
<b>Investing activities</b>			
Investments in intangible assets	A10	-103.8	-116.5
Investments in property, plant and equipment	A11	-8.1	-15.0
Other		-2.0	0.0
Business combinations		-121.2	-100.3
<b>Cash flow from investing activities</b>		<b>-235.2</b>	<b>-231.8</b>
<b>Financing activities</b>			
Proceeds from borrowing		202.4	17.6
Proceeds from borrowing, Group companies		-20.7	-8.9
Other financing activities		20.9	-35.8
<b>Cash flow from financing activities</b>	A21	<b>202.6</b>	<b>-27.1</b>
<b>Cash flow for the period</b>		<b>4.2</b>	<b>-9.1</b>
<b>Cash and cash equivalents at beginning of period</b>		<b>23.1</b>	<b>32.2</b>
<b>Cash and cash equivalents at end of period</b>		<b>27.2</b>	<b>23.1</b>

<sup>1)</sup> For information on interest received and interest paid, see Note A21

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# Change in equity of the Parent Company

SEK m	Note	Restricted equity		Unrestricted equity	
		Share capital	Development expenditure fund	Retained earnings	Total equity
<b>Opening balance, January 1, 2024</b>		<b>0.5</b>	<b>159.0</b>	<b>-21.6</b>	<b>137.9</b>
Comprehensive income for the period		-	-	62.2	62.2
Development expenditure fund		-	5.0	-5.0	-
Share-based remuneration		-	-	12.9	12.9
Acquisition of treasury shares		-	-	-28.3	-28.3
<b>Closing balance, December 31, 2024</b>		<b>0.5</b>	<b>164.0</b>	<b>20.2</b>	<b>184.7</b>
<b>Opening balance, January 1, 2025</b>		<b>0.5</b>	<b>164.0</b>	<b>20.2</b>	<b>184.7</b>
Issue of shares		0.0	-	-	0.0
Comprehensive income for the period		-	-	54.1	54.1
Development expenditure fund		-	-2.8	2.8	-
Share-based remuneration		-	-	26.8	26.8
Sale of own shares		-	-	17.5	17.5
<b>Closing balance, December 31, 2025</b>		<b>0.5</b>	<b>161.2</b>	<b>121.4</b>	<b>283.0</b>

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# Notes – Parent Company

Amounts are in SEK million unless otherwise stated.

## Note A1. Accounting policies

The Parent Company has prepared its annual accounts in accordance with the Swedish Annual Accounts Act (ÅRL) and recommendation RFR 2 Accounting for Legal Entities from the The Swedish Corporate Reporting Board. RFR 2 means that the Parent Company in the Annual Report for the legal entity shall apply all IFRS and statements adopted by the EU as far as possible within the framework of the Annual Accounts Act, the Pension Obligations Vesting Act, and with regard to the relationship between accounting and taxation. The Recommendation sets out the exemptions from and additions to IFRS.

The Parent Company income statement and balance sheet are presented as required by the Swedish Annual Accounts Act. The difference from IAS 1 Presentation of Financial Statements, which is applied in the preparation of the consolidated financial statements, is mainly the recognition of financial income and expenses, non-current assets, equity, and the existence of provisions as a separate heading in the balance sheet.

Trademarks with indefinite useful lives, which are recognized in the Parent Company, are amortized on a straight-line basis over five years. All leases where the Parent Company is the lessee are recognized as operating leases, regardless of whether the leases are finance or operating leases. The lease payment is recognized as an expense on a straight-line basis over the lease term.

### Shares in subsidiaries

Shares in subsidiaries are accounted for using the cost method, which means that in the balance sheet the holdings are recognized at cost less any impairment.

### Group contributions and shareholder contributions

Group contributions received and paid are recognized as appropriations according to the alternative rule in RFR 2.

Shareholder's contributions are recognized directly in the equity of the recipient and are capitalized in shares and participations of the donor, provided that there is no need for impairment.

## Note A2. Revenue

### Revenue by product type

	2025	2024
Goods	956.0	779.0
Services	29.0	27.2
<b>Total</b>	<b>985.0</b>	<b>806.2</b>

### Revenue by date of revenue recognition

SEK m	2025	2024
Point in time	971.4	766.9
Over time	13.6	39.3
<b>Total</b>	<b>985.0</b>	<b>806.2</b>

### Revenue by geographic market

	2025	2024
Europe	303.2	220.7
North America	607.1	528.0
Other	74.7	57.4
<b>Total</b>	<b>985.0</b>	<b>806.2</b>

### Intra-Group sales and purchases

Of net sales, 77% (74) relate to other Group companies. Of operating expenses, 24% (31) relate to purchases from other Group companies.

### Contractual liabilities

	2025	2024
<b>Opening balance</b>	<b>44.3</b>	<b>39.9</b>
Gross increase during the year	14.2	43.6
Revenue recognized during the year	-13.6	-39.3
Exchange rate differences	-3.4	-
<b>Closing balance</b>	<b>41.5</b>	<b>44.3</b>

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## Note A3. Remuneration of auditors

	2025	2024
<b>Öhrlings Pricewaterhouse-Coopers, Sweden</b>		
Audit engagement	3.1	2.7
Audit activities not included in audit engagement	1.2	0.1
Tax consultant	0.0	0.1
Other services	0.2	0.8
<b>Total</b>	<b>4.3</b>	<b>3.6</b>
<b>Other auditors</b>		
Tax consultant	0.1	0.1
<b>Total</b>	<b>0.1</b>	<b>0.1</b>

## Note A4. Employees and remuneration

### Average number of employees

	2025		2024	
	Number	Of whom women (%)	Number	Of whom women (%)
Sweden	235	50	170	48
France	4	43	3	-
<b>Total</b>	<b>239</b>	<b>61</b>	<b>173</b>	<b>48</b>

### Gender distribution within the Board of Directors and management

	2025 Proportion of women, %	2024 Proportion of women, %
Board of Directors	50	50
CEO	0	0
Other senior executives	33	33

### Salaries, other remuneration, and social security contributions

	2025	2024
Board of Directors	2.9	2.7
CEO	10.2	8.9
Other senior executives	17.2	12.5
Other employees	159.5	102.7
<b>Total wages and salaries</b>	<b>189.9</b>	<b>126.8</b>
Pension costs <sup>1)</sup>	19.9	13.9
Social security contributions	67.5	45.8
<b>Total pension and social security contributions</b>	<b>87.5</b>	<b>59.7</b>
<b>Total</b>	<b>277.3</b>	<b>186.5</b>

<sup>1)</sup> Of the Parent Company's pension costs, SEK 0.9 million (0.8) relates to the CEO.

## Note A5. Depreciation/amortization

	2025	2024
Intangible assets (Note A10)	168.5	165.4
Property, plant, and equipment (Note A11)	9.2	7.7
<b>Total</b>	<b>177.7</b>	<b>173.2</b>
<b>Total depreciation/amortization and impairment</b>	<b>177.7</b>	<b>173.2</b>
	<b>2025</b>	<b>2024</b>
<b>Intangible:</b>		
Development costs	109.3	106.8
Trademark	57.4	57.2
Other intangible assets	1.8	1.4
<b>Total</b>	<b>168.5</b>	<b>165.4</b>
<b>Property, plant, and equipment:</b>		
Owned	9.2	7.7
<b>Total</b>	<b>9.2</b>	<b>7.7</b>
<b>Total</b>	<b>177.7</b>	<b>173.2</b>

## Note A6. Expenses by nature

	2025	2024
Cost of materials and changes in stocks	352.6	326.5
Personnel costs	277.3	186.5
Other external costs	262.5	177.5
Depreciation, amortization and impairment	177.7	173.2
<b>Total</b>	<b>1,070.2</b>	<b>863.6</b>

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## Note A7. Other operating income and expenses

	2025	2024
<b>Operating gains</b>		
Exchange gains	-	3.2
Other income	138.2	103.4
<b>Total</b>	<b>138.2</b>	<b>106.6</b>
<b>Operating losses</b>		
Exchange losses	-15.0	-1.3
<b>Total</b>	<b>-15.0</b>	<b>-1.3</b>
<b>Total</b>	<b>123.2</b>	<b>105.3</b>

## Note A8. Financial income and expenses

	2025	2024
<b>Financial income</b>		
Interest income, external	0.6	1.3
Interest income from Group companies	1.4	0.9
Dividend from Group companies	55.7	65.1
Exchange gains	2.4	4.5
<b>Total</b>	<b>60.1</b>	<b>71.9</b>
<b>Financial expenses</b>		
Interest expenses from Group companies	-2.8	-4.6
Interest expenses, other external borrowings	-37.5	-43.0
Exchange losses	-1.4	-7.9
<b>Total</b>	<b>-41.7</b>	<b>-55.6</b>
<b>Total</b>	<b>18.4</b>	<b>16.3</b>

## Note A9. Taxes

	2025	2024
Current tax	-0.7	-
Deferred tax	-1.7	-2.1
<b>Total</b>	<b>-2.4</b>	<b>-2.1</b>
<b>Reconciliation of effective tax</b>		
Profit/loss before tax	56.4	64.3
Tax at current rate, 20.6% (20.6)	-11.6	-13.2
Tax effect, non-deductible expenses	-2.2	-3.1
Tax effect, non-taxable income	11.5	13.6
Use of prior year's loss carry-forward for which no tax asset has been recognized	-	0.7
<b>Total</b>	<b>-2.4</b>	<b>-2.1</b>

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## Note A10. Intangible fixed assets

2025	Development costs	Patents	Trade-marks	Other intangible assets	Total
<b>Accumulated cost</b>					
Opening balance, January 1	799.3	3.6	336.4	4.0	1,143.3
Acquisitions for the year	101.2	0.9	0.6	1.0	103.8
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>900.5</b>	<b>4.5</b>	<b>337.0</b>	<b>5.1</b>	<b>1,247.1</b>
<b>Accumulated amortization</b>					
Opening balance, January 1	-628.7	-0.9	-233.4	-2.3	-865.3
Amortization for the year (Note A5)	-109.3	-0.8	-57.4	-1.0	-168.5
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>-738.0</b>	<b>-1.7</b>	<b>-290.8</b>	<b>-3.3</b>	<b>-1,033.8</b>
<b>Carrying amount at year-end</b>	<b>162.6</b>	<b>2.8</b>	<b>46.1</b>	<b>1.8</b>	<b>213.3</b>

### Impairment testing of intangible assets

The carrying amount of the Parent Company's intangible assets is tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. At each reporting date, an assessment is made to determine whether any such indications exist. The carrying amount of intangible assets that are not yet ready for use is tested for impairment at each reporting date.

2024	Development costs	Patents	Trade-marks	Other intangible assets	Total
<b>Accumulated cost</b>					
Opening balance, January 1	689.4	1.6	334.4	1.5	1,026.8
Acquisitions for the year	109.9	2.0	2.0	2.6	116.5
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>799.3</b>	<b>3.6</b>	<b>336.4</b>	<b>4.0</b>	<b>1,143.3</b>
<b>Accumulated amortization</b>					
Opening balance, January 1	-521.8	-0.3	-176.2	-1.5	-699.9
Amortization for the year (Note A5)	-106.8	-0.6	-57.2	-0.9	-165.4
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>-628.7</b>	<b>-0.9</b>	<b>-233.4</b>	<b>-2.3</b>	<b>-865.3</b>
<b>Carrying amount at year-end</b>	<b>170.6</b>	<b>2.7</b>	<b>103.0</b>	<b>1.7</b>	<b>278.0</b>

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## Note A11. Property, plant, and equipment

2025	Machinery and other technical installations	Equipment, tools, and installations	Leasehold improvements	Own products for demo, rental, and lending	Total
<b>Accumulated cost</b>					
Opening balance, January 1	41.3	0.2	3.9	18.5	63.9
Acquisitions for the year	4.6	0.0	0.2	3.3	8.1
Disposals and retirements	-	-	-	-5.2	-5.2
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>45.9</b>	<b>0.2</b>	<b>4.1</b>	<b>16.6</b>	<b>66.8</b>
<b>Accumulated depreciation</b>					
Opening balance, January 1	-30.8	-0.2	-1.0	-15.4	-47.3
Disposals and retirements	-	-	-	5.1	5.1
Depreciation for the year (Note A5)	-5.8	0.0	-0.4	-3.0	-9.2
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>-36.5</b>	<b>-0.2</b>	<b>-1.5</b>	<b>-13.3</b>	<b>-51.4</b>
<b>Carrying amount at year-end</b>	<b>9.5</b>	<b>0.0</b>	<b>2.6</b>	<b>3.3</b>	<b>15.4</b>

2024	Machinery and other technical installations	Equipment, tools, and installations	Leasehold improvements	Own products for demo, rental, and lending	Total
<b>Accumulated cost</b>					
Opening balance, January 1	31.9	0.2	2.7	15.0	49.8
Acquisitions for the year	9.5	0.0	1.4	4.14	15.0
Disposals and retirements	-	-	-0.2	-0.6	-0.9
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>41.3</b>	<b>0.2</b>	<b>3.9</b>	<b>18.5</b>	<b>63.9</b>
<b>Accumulated depreciation</b>					
Opening balance, January 1	-25.6	-0.1	-0.8	-13.5	-40.0
Disposals and retirements	0.0	-	0.2	0.2	0.4
Depreciation for the year (Note A5)	-5.2	0.0	-0.4	-2.0	-7.7
Reclassification	-	-	-	-	-
<b>Closing balance, December 31</b>	<b>-30.8</b>	<b>-0.2</b>	<b>-1.0</b>	<b>-15.4</b>	<b>-47.3</b>
<b>Carrying amount at year-end</b>	<b>10.5</b>	<b>0.0</b>	<b>2.8</b>	<b>3.2</b>	<b>16.6</b>

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## Note A12. Investments in subsidiaries

	Dec. 31, 2025	Dec. 31, 2024
<b>Accumulated cost</b>		
Opening balance, January 1	541.7	478.3
Acquisition of subsidiaries	142.4	63.4
Shareholder contributions	-	-
<b>Closing balance, December 31</b>	<b>684.0</b>	<b>541.7</b>

Subsidiary/corp. reg. no./registered office	Number of shares	Holding, %	Dec. 31, 2025	Dec. 31, 2024
			Carrying amount	Carrying amount
Tobii Dynavox AS, 834962322, NO	51	100.0	8.5	8.5
Tobii Assistive Technology Inc, 04-3284593, MA, USA, US	1	100.0	130.7	130.7
Tobii Dynavox LLC, 52-2280045, US		100.0		
DynaVox International Holdings Inc., 90-0168162, US		100.0		
Eye Response Technologies, Inc., 54-1681867, US		100.0		
Tobii Dynavox, Canada Inc., 622680-9, CA		100.0		
Tobii Dynavox Ltd., 05091720, UK		100.0		
TD Acapela Group Germany GmbH, HRB 122247, DE	25,000	100.0	0.3	0.3
Tobii Dynavox (Suzhou) Co., Ltd, MA26WMC07, CN	150	100.0	2.0	2.0
Tobii Dynavox Trading (Suzhou) Co., Ltd, MA272PGLX, CN	150	100.0	0.7	0.7
Acapela Group Babel Technologies SA, 0460. 125.240, BE	7,237,092	100.0	101.0	101.0
Acapela Group Sweden AB, 556599-4745, SE		100.0		
Acapela Group France, 442842977, FR		100.0		
Obear Technologies Ltd 512871, IR	1,000,000	100.0	8.3	8.3
Tobii Dynavox Aps. 43357360, DK	40	100.0	4.4	4.4
Rehadapt GmbH HRB14828	25,000	100.0	222.5	222.5
REHA LLC, 7292146, US		100.0		
Tobii Dynavox Pty Ltd 675905469, AU	100	100.0	63.3	63.3
Link Assistive New Zealand Ltd, 9429051285326, NZ	120	100.0	0.1	0.1
Cenomy, 839143757000020, FR	1,500	100.0	84.0	
Tobii Dynavox GmbH, HRB 302871, DE	25,000	100.0	58.4	
<b>Carrying amount at year-end</b>			<b>684.0</b>	<b>541.7</b>

## Note A13. Accounts receivable

	Dec. 31, 2025	Dec. 31, 2024
Accounts receivable	21.1	24.0
Receivables, related parties	157.6	115.1
Provision for doubtful receivables	-	0.0
<b>Total</b>	<b>178.7</b>	<b>139.1</b>

### Aging analysis for accounts receivable not considered doubtful

	Dec. 31, 2025	Dec. 31, 2024
Not yet due	177.1	136.8
1–30 days past due	1.5	2.2
31–60 days past due	0.1	0.1
61–90 days past due	-	0.0
Over 90 days past due	-	0.0
<b>Closing balance</b>	<b>178.7</b>	<b>139.1</b>

### Changes in provision for credit losses

	Dec. 31, 2025	Dec. 31, 2024
<b>At the beginning of the year</b>	<b>0.0</b>	<b>-0.1</b>
Provision for the year	-	-
Provisions reversed in the year	-	0.1
<b>At year-end</b>	<b>0.0</b>	<b>0.0</b>

## Note A14. Inventories

	Dec. 31, 2025	Dec. 31, 2024
Finished goods	159.1	41.7
Work in progress	-	-
Advance payments to suppliers	0.5	0.8
<b>Total</b>	<b>159.7</b>	<b>42.5</b>

## Note A15. Prepaid expenses and accrued income

	Dec. 31, 2025	Dec. 31, 2024
Prepaid rent	3.7	1.2
Prepaid insurance	2.6	2.4
Prepaid marketing expenses	0.5	0.4
Prepaid IT expenses	9.0	3.4
Prepaid personnel expenses	3.0	5.5
Other items	5.1	2.4
<b>Total</b>	<b>23.9</b>	<b>15.4</b>

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## Note A16. Cash and bank balances

	Dec. 31, 2025	Dec. 31, 2024
Current investments	-	-
Cash and bank balances	27.2	23.1
<b>Total</b>	<b>27.2</b>	<b>23.1</b>

## Note A17. Maturity profile of financial liabilities – undiscounted payments

Dec. 31, 2025	< 1 year	> 1 year < 5 years	> 5 years	Total
Interest-bearing loans	67.5	828.8	-	896.2
Accounts payable	38.2	-	-	38.2
Other	29.9	11.0	-	40.9
<b>Total</b>	<b>135.5</b>	<b>839.8</b>	<b>-</b>	<b>975.3</b>

Dec. 31, 2024	< 1 year	> 1 year < 5 years	> 5 years	Total
Interest-bearing loans	44.0	647.5	-	691.5
Accounts payable	67.3	-	-	67.3
Other	32.7	-	-	32.7
<b>Total</b>	<b>144.0</b>	<b>647.5</b>	<b>-</b>	<b>791.5</b>

During 2025, Dynavox Group AB signed a new refinancing agreement with Swedbank totaling SEK 1.2 billion. The credit facility consists of a SEK 900 million loan and a SEK 300 million revolving credit facility, which can be used for working capital and strategic acquisitions. The facility has a duration of three years with the possibility of two one-year extensions.

The loan carries an interest rate base of Stibor plus an interest rate premium. The facility is subject to an interest rate covenant that is tested quarterly and requires that the ratio of net debt (interest-bearing liabilities less cash and cash equivalents) to the last 12 months' EBITDA must not exceed 3.5:1.00. The loan agreement contains a clause stating that repayments do not have to be made if the covenant complies the set conditions. Dynavox Group AB will invoke this clause for Q1 2026 and not make any repayments on the loan.

## Note A18. Operating leases

All leases are accounted for as operating leases, which means that the lease payments are allocated on a straight-line basis over the period. The Parent Company's expensed lease payments for the year were SEK 14.1 million (6.6). The most relevant lease commitment for the Parent Company in 2025 is office rent for the headquarters in Stockholm.

Maturity analysis of undiscounted contractual lease payments	Dec. 31, 2025	Dec. 31, 2024
1–12 months	15.0	6.5
13–36 months	29.3	12.7
37–60 months	29.0	12.4
> 60 months	60.6	21.6
<b>Total</b>	<b>134.0</b>	<b>53.1</b>

## Note A19. Accrued expenses and deferred income

	Dec. 31, 2025	Dec. 31, 2024
Accrued income, current portion	20.4	22.2
Accrued personnel costs	41.6	28.8
Accrued interest	0.5	1.3
Other accrued expenses	26.1	23.5
<b>Total</b>	<b>88.6</b>	<b>75.8</b>

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## Note A20. Pledged assets and contingent liabilities

	Dec. 31, 2025	Dec. 31, 2024
Commercial mortgage	50	50
<b>Total</b>	<b>50</b>	<b>50</b>

The Company has no contingent liabilities.

## Note A21. Supplementary disclosures to the statement of cash flows

### Non-cash items

	2025	2024
Amortization and impairment of intangible assets	168.5	165.4
Depreciation, amortization, and impairment of property, plant, and equipment	9.2	7.7
Unrealized exchange rate differences	-1.1	3.3
Provision for share-based compensation	26.8	12.9
Other non-cash items	13.1	-0.2
<b>Total</b>	<b>216.6</b>	<b>189.1</b>

### Interest paid and received

	2025	2024
Interest received	0.6	1.3
Interest paid	-33.0	-43.3
<b>Total</b>	<b>-32.5</b>	<b>-42.1</b>

### Reconciliation of liabilities and receivables related to financing activities

	Opening balance Jan. 1, 2025	Cash flows	Other non-cash items	Closing balance Dec. 31, 2025
Liabilities to Group companies	56.3	-1.4	-	54.9
Receivables from Group companies	-9.2	-19.3	-	-28.5
Interest-bearing borrowings	691.5	202.4	-	893.8
<b>Total</b>	<b>738.6</b>	<b>181.7</b>	<b>-</b>	<b>920.2</b>

### Reconciliation of liabilities related to financing activities

	Opening balance Jan. 1, 2024	Cash flows	Other non-cash items	Closing balance Dec. 31, 2024
Liabilities to Group companies	62.5	-6.2	-	56.3
Receivables from Group companies	-6.5	-2.7	-	-9.2
Interest-bearing borrowings	675.2	16.3	-	691.5
<b>Total</b>	<b>731.3</b>	<b>7.4</b>	<b>-</b>	<b>738.6</b>

## Note A22. Appropriation of profits

### Proposal for the appropriation of the company's profit or loss

The Board of Directors proposes to the Annual General Meeting that a dividend of SEK 0.5 per share is paid for the 2025 financial year.

The following unrestricted equity in the Parent Company is at the disposal of the Annual General Meeting (SEK).

SEK

Retained earnings	67,308,898
Profit for the year	54,060,730
Proposed dividend	52,776,150

The Board of Directors proposes that unrestricted equity be appropriated as follows

To be carried forward	68,593,478
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## Note A23. Related-party transactions

Dynavox Group AB has neither pledged assets nor contingent liabilities related to senior executives or the Board of Directors. For information on the remuneration of senior executives and members of the Board of Directors, see Note A4. No transactions with related parties took place in either 2025 or 2024.

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The undersigned declare that the consolidated accounts and annual accounts have been prepared in accordance with IFRS Accounting Standards (IFRS) as adopted by the EU, and generally accepted accounting principles, and give a true and fair view of the financial position and earnings of the Group and the Parent Company, and that the Directors' Report gives a fair overview of the development of the operations, financial position, and financial results of the Group and the company, and describes substantial risks and uncertainties that the Group companies face.

The Sustainability Statement has been prepared in accordance with the European Sustainability Reporting Standards (ESRS) as required by the Swedish Annual Accounts Act and Article 8 of the EU Taxonomy Regulation. The content of the Annual Report was approved by the Board on March 31, 2026.

The Annual Report was signed by all Board members on March 31, 2026, in Stockholm

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**Gitte Pugholm Aabo**  
Chair of the Board

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**Carl Bandhold**  
Member of the Board

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**Maarten Barmentlo**  
Member of the Board

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**Henrik Eskilsson**  
Member of the Board

---

**Charlotta Falvin**  
Member of the Board

---

**Caroline Ingre**  
Member of the Board

---

**Fredrik Ruben**  
Chief Executive Officer

Our Auditor's Report and our assurance report on the statutory sustainability report was submitted on March 31, 2026

**Öhrlings PricewaterhouseCoopers AB**

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**Camilla Samuelsson**  
Authorized Public Accountant

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# Auditor's Report

To the general meeting of the shareholders of Dynavox Group AB (publ), corporate identity number 556914-7563

## Report on the annual accounts and consolidated accounts

### Opinions

We have audited the annual accounts and consolidated accounts of Dynavox Group AB (publ) for the year 2025 except for the corporate governance statement and sustainability report on pages 39-49 and 50-106, respectively. The annual accounts and consolidated accounts of the company are included on pages 33-106 and 109-148 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 as of 31 December 2025 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 2025 and their financial performance and cash flow for the year then ended in accordance with IFRS Accounting Standards as adopted by the EU, and the Annual Accounts Act. Our opinions do not cover the corporate governance statement and the statutory sustainability report on pages 39-49 and 50-106, respectively. 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 consolidated statement of comprehensive income and consolidated statement of financial position for the group.

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

### Basis for Opinions

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

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

### Our audit approach

#### 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 the Board of Directors and the Managing Director made subjective judgements; for example, in respect of significant accounting estimates that involved making assumptions and considering future events that are inherently uncertain. As in all of our audits, we also addressed the risk of 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 judgement, we determined certain quantitative thresholds for materiality, including the overall group materiality for the consolidated financial statements as a whole. These, together with qualitative considerations, helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

### Key audit matters

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

#### Key Audit Matter

##### *Valuation of capitalized expenses, trademarks and goodwill*

Capitalised expenses of 175,8 MSEK, trademarks of 386 MSEK and goodwill of 402,7 MSEK comprise a significant portion of the group's balance sheet per as of December 31, 2025.

According to the group's routine, the carrying value of capitalized expenses for product development, trademarks and goodwill is tested annually for impairment. The test is based on the recoverable amount, which corresponds to the value of the discounted cash flows for the identified assets.

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The calculated recoverable amount is based on the board-approved budget of 2026 and forecasts for the next four years. The cash flows beyond the first five years are extrapolated based on the estimated long-term growth rate. The cashflows are based on assumptions of a major significance for the assessment of need for impairment, including assumptions of sales growth, margin development and discount rate.

The valuation of capitalized expenses, trademark and goodwill is considered a key audit matter in our audit as there is a risk that the future estimated cash flows do not correspond to the carrying amount of the assets and thereby that an impairment need exists.

We refer to Notes 2 Important accounting principles, 4 Important estimates and assessments, and 15 Intangible assets.

### *How our audit addressed the Key Audit Matter*

To consider the valuation of capitalized expenses, trademark and goodwill we have performed, among other things, the following other procedures:

- Assessment of impairment test methodology
- We have tested and evaluated management's assumptions regarding the discount rate, growth and margins. We test the assumptions based on what is included in the budgets and business plans, the results of the units and our knowledge of the group's development. In terms of discount rate, this is based on our review of the company's calculation of the discount rate and the assessment of the inherent risk of operating in current markets.
- In connection with the impairment testing, we have also assessed the sensitivity of the valuation through sensitivity analyses to evaluate whether negative changes in key assumptions, either individually or collectively, could indicate the need for impairment.
- We have assessed if the accounting principles and disclosures in the annual report are accurately represented.

### Revenue recognition

The Group's revenue amounts to 2 467 MSEK in 2025. The majority of the group's revenue is sales of products as a package of goods and services, where the transaction price is allocated to each performance obligation in accordance with IFRS15 and is recognized when each performance obligation has been satisfied. The sale of goods is recognized when control has been transferred

to the purchaser according to the contractual terms and revenue from services is recognized in the period in which the service is rendered.

This is considered a key audit matter in our audit due to the risk of a potential discrepancy between the timing of when Dynavox Group delivers goods or services and when control is transferred to the customer, or that the allocation to performance obligations may not be accurately represented.

We refer to the Notes 2 Important accounting principles, 4 Important estimates and assessments, 5 Revenue, 18 Accounts receivable and 25 Accrued expenses and deferred income.

### *How our audit addressed the Key Audit Matter*

Our audit procedures include, amongst other things, the following:

- Evaluation of processes and relevant controls of recognition, deferral and allocation of the revenue.
- Analytical review of revenues.
- We have through samples tested the reported revenue against agreement, invoice, delivery order and payment to determine if these items have been reported with the correct amount in the correct period.
- We have through samples audited the allocation of performance obligations
- We have through samples tested that deferred revenue is recognized with the correct amount.
- We have assessed if the accounting principles and disclosures in the annual report are accurately represented.

### 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 1-32, 153-156 and the sustainability report on pages 50-106. The other information also consists of Dynavox Group's remuneration report which we have had access to before the date of our opinion. The Board of Directors and the Managing Director are responsible for this other information.

Our opinion on the annual accounts and consolidated accounts does not cover this other information and we do not express any form of assurance conclusion regarding this other information.

In connection with our audit of the annual accounts and consolidated accounts, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated accounts. In this procedure we also take into account our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated.

If we, based on the work performed concerning this information, conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### Responsibilities of the Board of Directors and the Managing Director

The Board of Directors and the Managing Director are responsible for the preparation of the annual accounts and consolidated accounts and that they give a fair presentation in accordance with the Annual Accounts Act and, concerning the consolidated accounts, in accordance with IFRS Accounting Standards as adopted by the EU. 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

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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 Swedish Inspectorate of Auditors' 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 Dynavox Group AB (publ) for the year 2025 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 Swedish Inspectorate of Auditors' 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 ABC AB (publ) for the financial year 2025.

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 Dynavox Group 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.

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## Responsibilities of the Board of Directors and the Managing Director

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

## Auditor's responsibility

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

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

Reasonable assurance is a high level of assurance, but it is not a guarantee that an engagement carried out according to RevR 18 and generally accepted auditing standards in Sweden will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Esef report.

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

The examination involves obtaining evidence, through various procedures, that the Esef report has been prepared in a format that enables uniform electronic reporting of the annual accounts 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

The Board of Directors is responsible for that the corporate governance statement on pages 39-49 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.

Öhrlings PricewaterhouseCoopers AB, was appointed auditor of Dynavox Group AB (publ) by the general meeting of the shareholders on the 5 May 2025 and has been the company's auditor since Dynavox Group AB (publ) was listed on the Nasdaq Stockholm stock exchange 9 December 2021.

Stockholm, 31 March 2026

**Öhrlings PricewaterhouseCoopers AB**

**Camilla Samuelsson**

Authorized Public Accountant

*This is a translation of the Swedish language original. In the event of any differences between this translation and the Swedish language original, the latter shall prevail.*

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# Key performance measures

	2022	2023	2024	2025
Revenue, SEK m	1,216.4	1,613.3	1,972.1	2,467.0
Increase in currency-adjusted revenue %	22.0	27.1	22.6	34.4
Earnings per share, SEK	0.46	0.99	1.39	1.57
Earnings per share, diluted, SEK	0.46	0.98	1.37	1.56
Equity per share, SEK	2.0	2.8	4.3	5.7
EBITDA, SEK m	206.3	316.9	428.5	481.9
Operating profit (EBIT), SEK m	82.3	154.8	228.5	254.1
Cash flow from operating activities, SEK m	96.2	277.4	282.5	196.6
Cash flow after current investments, SEK m	-25.8	144.9	98.6	-8.5
Working capital, SEK m	-85.0	-108.5	-26.0	146.3
Total assets, SEK m	1,322.5	1,689.7	1,997.8	2,474.5
Net debt, SEK m	521.6	612.3	657.3	909.0
Net debt/EBITDA LTM	2.5	1.9	1.5	1.9
Equity, SEK m	210.6	297.9	453.7	602.3

	2022	2023	2024	2025
Equity/assets ratio, %	15.9	17.6	22.7	24.3
Net debt/equity, factor	3.0	2.6	1.7	1.8
Gross margin, %	64.8	67.8	68.8	68.4
EBITDA margin, %	17.0	19.6	21.7	19.5
Operating margin, %	6.8	9.6	11.6	10.3
Average number of shares outstanding, million	104.9	104.9	104.9	105.3
Average number of shares outstanding, diluted, million	105.3	106.3	106.1	106.5
Number of shares outstanding at the end of the period, million	104.9	104.9	104.9	105.6
Number of shares outstanding at the end of the period, diluted, million	105.4	106.6	106.2	106.8
Average number of employees	525	629	770	932

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# Definitions of key performance measures

### Average number of employees

Average number of full-time employees during the period, including part-time employees converted to full-time equivalents.

### Gross margin, %

Gross profit relative to the operations' net sales.

### EBITDA

Operating profit or loss before depreciation, amortization and impairment.

### EBITDA margin, %

Operating profit or loss before depreciation and amortization in relation to net sales.

### Equity per share

Equity at the end of the period divided by average number of shares outstanding.

### Cash flow after current investments

Cash flow from operating and investing activities.

### Net debt

Interest-bearing liabilities less cash and cash equivalents.

### Net debt/EBITDA

Net debt at the end of the period in relation to rolling 12-month EBITDA.

### Organic growth, %

Change in total revenue for the period adjusted for acquisitions, disposals and currency, compared with total revenue for the comparative period.

### Working capital

Inventories, accounts receivable and other current receivables less accounts payable and other liabilities.

### Operating margin (EBIT margin), %

Operating profit or loss in relation to net sales.

### Net debt/equity, factor

Interest-bearing liabilities divided by shareholders' equity.

### Equity/assets ratio, %

Shareholders' equity as a percentage of total assets.

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## Annual General Meeting May 8, 2026

The Annual General Meeting will be held on May 8, 2026 at 9:30 am at Advokatfirman Vinge's premises at Smålandsgatan 20 in Stockholm. Registration begins at 9:00 am.

Dynavox Group welcomes all shareholders to exercise their voting rights at this Annual General Meeting, either by attending the meeting in person, by proxy, or by voting in advance. Information on the resolutions passed at the AGM will be published on May 8, 2026, as soon as possible after the end of the AGM. Notice of the Annual General Meeting has been published in a press release and on the company's website. Notice was also published in the Official Swedish Gazette (Post- and Inrikes Tidningar), and at the time of the notice convening the meeting, information regarding the notice was also published in Svenska Dagbladet.

## Participation at the venue

Shareholders wishing to participate in the Annual General Meeting must

- (i) be recorded as a shareholder in the share register maintained by Euroclear Sweden AB as of April 29, 2026; and
- (ii) by no later than May 4, 2026, give notice of attendance by mail to Dynavox Group AB, c/o Euroclear Sweden AB, Box 191, 101 23 Stockholm, by email to [GeneralMeetingService@euroclear.com](mailto:GeneralMeetingService@euroclear.com) or by telephone +46 (0)8 402 91 33.

## Participation by voting in advance

Shareholders who wish to participate in the Annual General Meeting by voting in advance must

- (i) be recorded as a shareholder in the share register maintained by Euroclear Sweden AB as of April 29, 2026; and
- (ii) by no later than May 4, 2026, cast the advance vote so that it is received by Euroclear Sweden no later than that day.

Additional instructions and conditions can be found in the invitation and the advance voting form.

## Nominee-registered shares

Shareholders who have had their shares registered in the name of a bank or other nominee must, in order to be entitled to participate in the meeting and exercise their voting rights, register their shares in their own name through their nominee, so that the shareholder is entered in the share register as of Wednesday, April 29, 2026. Voting rights registrations made no later than the second banking day after Wednesday, April 29, 2026, are taken into account in the preparation of the share register.

## Calendar

Interim Report Q1 2026	April 24, 2026
Annual General Meeting 2026	May 8, 2026
Interim Report Q2 2026	July 22, 2026
Interim Report Q3 2026	October 21, 2026
Year-End Report Q4 2026	February 4, 2027

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