

# Annual Report 2020

---

BOULE DIAGNOSTICS AB (PUBL)

---

# Hematology is in our blood

Boule Diagnostics AB is a global diagnostics company specializing in near-patient, decentralized blood diagnostics. The company is one of the few companies in the global diagnostics market that develops, manufactures and markets instruments and consumables for blood diagnostics under its own direction. Boule mainly targets small to medium-sized hospitals, clinics, Physician Office Laboratories and veterinary clinics, as well as other diagnostic companies.



## Contents

- 4 The year in brief
- 6 A word from the CEO
- 8 Strategy
- 12 Market
- 16 Sales
- 18 Products and services
- 20 Around the globe

### Sustainability Report

- 22 Sustainability Report
- 27 Value creation
- 28 Environment
- 29 Work environment
- 30 Ethics and governance

### Financial overview

- 32 Five year summary
- 34 Boule stock
- 36 Risks and opportunities
- 41 Definitions
- 42 Corporate Governance Report
- 46 Board of Directors
- 47 Management
- 48 Report of the Directors
- 54 Financial statements
- 61 Board of Directors' certification
- 62 Auditor's report

### Other information

- 65 Shareholder information



### Global presence

Boule has a global network of distributors who market and sell Boule's high-quality instruments and consumables to labs in the near-patient market.

### Humans and animals

Boule offers complete solutions for hematology in both the human and veterinary markets.

### Strong brands

Boule offers several brands to better reach different target groups and meet their needs, and to increase penetration in all markets.

**100+**  
countries

**130+**  
tests per year,  
millions

**29,000**  
active instruments



# Strong operating cash flow despite tough market conditions

Net sales, SEK million

**400**

Gross margin

**44%**

Operating profit/loss, MSEK

**-6**

Operating cash flow, MSEK

**75**

## The year in brief

2020 was characterized by the COVID-19 pandemic, and sales were affected by restrictions. Despite the pandemic, we have continued to invest in our strategic forward-looking initiatives.

### Impact of the COVID-19 pandemic

Lockdowns and restrictions around the world led to fewer regular medical visits and fewer blood tests, which reduced Boule's sales of consumables. New sales of instruments were also negatively impacted, as our customers reduced activities to focus on urgent care while, at the same time, access to hospitals and clinics was restricted.

### Ownership in biosurfit discontinued

We took a number of measures during the year to reduce the company's costs and put extra focus on securing liquidity. Among other things, the Board of Directors decided to withdraw the dividend proposal, and the position in the associated company biosurfit was discontinued.

### Jesper Söderqvist appointed President and Group CEO

The Company's CFO Christina Rubenhag was acting CEO until 11 May 2020, when Jesper Söderqvist took on the role of President and Group CEO.

### Quality focus paid off and FDA case closed

In early 2020, Boule received a letter from the U.S. Food and Drug Administration (FDA) that very pleasingly stated that the warning letter issued in 2018 has been closed.

### The OEM business continues to develop positively

Boule extended a long-standing partnership with a leading global diagnostics provider. The parties signed a supply contract with an initial term of 10 years and

potential extension for an additional 10 years. The agreement relates to consumables for use on a new global hematology platform, creating stable revenue with potential growth in the long term.

### Strengthened organization

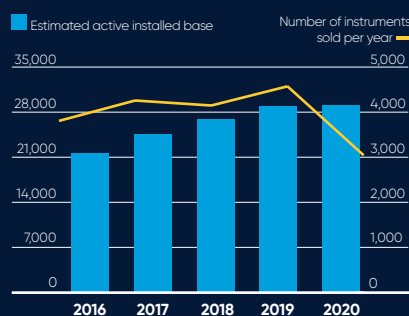
At the beginning of the year, responsibility for production was divided into two parts: production of instruments and production of consumables. New managers were appointed for each area of responsibility. In the fall, the company's focus on innovation was strengthened by the creation of the new role of Chief Technology Officer (CTO) with responsibility for Boule's product development and extensive investment in future product platforms.

### Investing for the future with proprietary technology

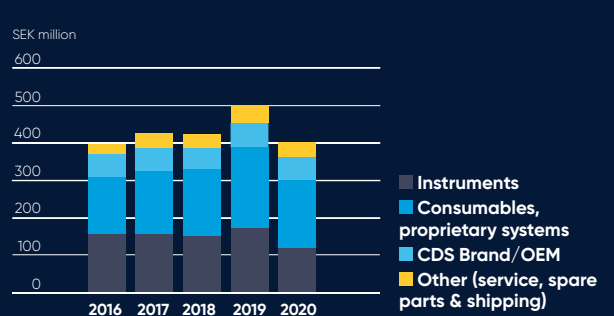
A technology shift is underway in the market, and we are seeing increased demand for instruments with more measurement parameters. Boule is therefore investing in a completely new product platform with the capacity to meet the market's needs. The platform will form the basis for Boule's various instruments that are to be marketed in the future. The first release is scheduled for the end of 2022 and is an advanced 5-part instrument for the human market.

In December, an important milestone was passed when the requirement specifications were established regarding, among other things, design and technology choices, which in turn resulted in previously acquired technology and related investments being written down by SEK 40 million.

### Estimated active installed instrument base



### Sales





# We have laid the foundation for the next generation of hematology instruments

Our focus on continuous improvement, strategic investments and strengthening our organization continued in 2020, while the effects of the COVID-19 pandemic weighed on sales and profitability.

## **Many important advances, but the year was characterized by COVID-19**

When I took over as CEO in May 2020, the pandemic was at its worst in all our main markets, and it has been a very challenging year. Our first priority was to ensure the safety and health of employees and find ways to continue with development, sales and production. We also took early steps to secure our cash flow and financial position.

Overall, we have been successful in the transition, and today much of our work takes place remotely using digital tools. I am proud of how, despite the restrictions resulting from the pandemic, we have managed to implement many improvements and achieve strategically important milestones.

Unfortunately, something we have not been able to exert much influence over is the negative impact of the pandemic on demand for our products. In a normal year, our high-quality, reliable products are used to analyze blood from over 130 million tests. Our blood tests are used for the diagnosis of sick patients and for health examinations. It is in particular preventive healthcare that has suffered when communities have shut down. In addition, it has been difficult to drive sales of instruments, which has had a negative impact on volumes. We expect the challenges to continue in the first half of 2021, with a return to a more normal level of sales and growth in the second half of the year.

## **Investing in the future**

We are seeing increasing demand for instruments with more parameters, and this ongoing technology shift is the reason for our investment in a new product platform.

In 2020, we made great progress in creating the next generation of hematology instruments, which means we have specified all the essential technology choices, where Boule's proprietary laser technology will be the basis for the new platform. We have mapped out a clear development plan for our first release, which will be an advanced 5-part instrument for the human market. Its launch is scheduled for the end of 2022. As a result of the decision to invest in our proprietary laser technology, the technology acquired in 2018 became redundant, and the entire investment was written down by SEK 40 million. We look forward with confidence to the industrialization phase that is now beginning. Over time, many of Boule's products will use technology from the new platform.

In order to ensure the Boule Group's liquidity and continued stable financial position, we decided at mid-year to liquidate

the position in the associated company biosurfit, which was in an early commercialization phase with high investment needs. The liquidation resulted in a write down of SEK 37 million in the second quarter. This was done to secure the long-term financing of our platform project and continued investment in proprietary products.

## **Ongoing establishment in emerging markets**

We have expanded our workforce in Russia and will continue to establish local production of consumables, with a scheduled start towards the end of the first quarter of 2021. The Russian market has been hit hard during the pandemic, and sales decreased sharply compared to the previous year. A former distributor has also engaged in unfair competition, which we have reported to the Russian authorities. We are currently awaiting their response. We still see Russia as an interesting market with great potential for Boule.

Regarding other markets, over the course of the year we entered into agreements with eleven new distributors. Work on establishment in several countries continues, and we hope that we will be able to speed this work up when the pandemic restrictions are lifted.

## **Long-term partnerships**

A small portion, about 10%, of Boule's sales go to other leading companies in the industry, which market and sell Boule's reagents and calibrators under their own brand names. The OEM business confirms Boule's ability to develop and manufacture high-quality products that meet the market's high standards. During the year, we extended a long-standing partnership with a leading global diagnostics provider. The supply contract has an initial term of 10 years, with the possibility of a further 10-year extension. In January 2021, we added a dedicated resource to further push the development of the OEM business.

## **Strategy and development in near-patient diagnostics**

Boule has a strong position in the market for decentralized, near-patient diagnostics. We are known for products that deliver high-quality diagnostics and reliability. We aim to offer the best customer experience on the market and thereby developing our current customer base, which is the foundation for growth and profitability. We all share an ambition to exceed customer expectations.

Our global distributor network, with active support from local Boule offices, is an important factor in ensuring our continued



**Good diagnostics are the key to the right treatment and good health.**

Therefore, it feels important and very good that Boule offers near patient care both affordable and robust instruments that can make a critical difference. High-quality near-patient blood diagnostics are highly relevant today, and I see great development opportunities for Boule.

growth. Our distributors' expertise and networks provide us with deep market insight that increases our ability to develop and deliver solutions that create added value for healthcare providers and patients in over 100 countries.

**Strong position in 3-part hematology and increased focus on innovation**

The decentralized near-patient market that Boule addresses is expected to grow in the long term by 5 percent per year. Most of this market refers to 3-part instruments, where Boule has the best products and a strong market position. In recent years, we have built up our commercial organization and have concrete activities that will help us to grow faster than the market in both the short and long term.

It is also apparent that the demand for more advanced tests and more types will increase. We have a long-term ambition to broaden our range of products to point-of-care segments – where we see a potential for more efficient and complete near-patient diagnostics. To deliver on this ambition, we are increasing our focus on innovation, both internally and through

collaborations with partners, regarding both products and new technologies. In 2020, we strengthened the organization primarily in development, research and production. We also appointed a Chief Technology Officer to more effectively drive innovation work so that we can contribute technology and new products to meet future blood diagnostic needs from doctors, veterinarians and patients alike.

**With 2020 behind us, we are looking forward to a brighter 2021**

I would like to extend a warm thank you to all our distributors and suppliers, and to Boule's staff, for their magnificent efforts in a challenging year. During the year, we laid a solid foundation that will allow us to continue to develop Boule into an even more customer-focused company that creates value for patients, our users in healthcare and thus also our shareholders.

**Jesper Söderqvist**  
CEO, Boule Diagnostics



# Our strategic overview

## Vision

Improving health for everyone, everywhere.

## Mission

We work closely with our customers and partners to provide user friendly, high-quality near-patient diagnostic solutions everywhere in the world.

## Business concept

We efficiently develop, manufacture and provide complete hematology solutions for the human and veterinary markets.



# Attractive business model

## Cornerstones of our business model that make us unique



### Near-patient blood diagnostics

Decentralized near-patient blood diagnostics produces immediate results. The doctor receives direct analysis data that is used to consult the patient directly. The near-patient blood diagnostics makes it easier for both doctors and patients and improves the efficiency of care. Boule is well positioned in this niche through the solutions the company provides globally to both the human and veterinary markets.



### Long-term planning

Long-term profitability and stability are ensured through a large and growing installed base of instruments that continuously generate sales of consumables with good margins. Long-standing supply agreements with OEM customers contribute to a stable base of current revenue.



### High-quality systems

Thanks to robust and reliable technology, as well as good service, all our product brands are known for ease of use, reliability, low maintenance costs and fast analysis results. Our sales of consumables to a number of major OEM customers is proof that our development, products and production are of a high and consistent quality.



### Efficient and flexible

Sales and service take place through a global network of distributors. Boule is represented in more than 100 countries and has over 200 loyal distributors. Thanks to our indirect business model and production in several countries, we can effectively manage fluctuations in demand both in times of both growth and decline. The business model requires limited investments to scale up business volumes. Boule also has an efficient and scalable delivery organization with development and production.

## Factors driving Boule's sales of instruments and reagents



### New products

With new products, our distributors can easily create upsells both with existing customers and within new segments.



### Growth markets

Boule is well positioned in emerging markets where living standards are rising and healthcare is expanding. Boule is expanding to several new countries in Asia, Africa and Latin America.



### Veterinary market

To become an attractive supplier, we have recently broadened the product portfolio with a chemical instrument. We are also expanding cooperation with new veterinary-oriented distributors.

# Strategy

Boule has identified five strategic areas as critical to creating growth and thereby achieving the company's long-term ambitions and financial goals.

Most of the near patient care market utilizes 3-part differential hematology analyzers. It is also within this segment that Boule today has its strongest position with some of the best products of their kind. Continuing to grow and nurture our large installed base of instruments, while investing in the future, opening up new segments and developing new solutions for near-patient blood diagnostics, is of crucial importance to Boule. Boule wants to make a difference.

## Protect and grow Boule's core business

Continuously work to ensure quality and compliance. This means we will invest in the development and launch of attractive products. That we will streamline and improve product capacity and increase sales through improved support to distributors and customers.

### Key progress in 2020

- ▶ Closure of warning letters from the USFDA.
- ▶ Updated our IT infrastructure for improved digitalization and the introduction of new processes and tools.
- ▶ Strengthened our service organization to achieve the goal of responding to all customers within 24 hours.

## Safeguarded our strong position in emerging markets

Evolved our distributor relationships and network and strengthened our local presence

### Key progress in 2020

- ▶ Signed eight new distributor agreements in emerging markets.
- ▶ Increased local presence and invested in the establishment of local production of reagents in Russia. Production is scheduled to start in the first half of 2021.

## Growth in new segments and markets

Expanding in new geographic markets and new customer segments

### Key progress in 2020

- ▶ Opened distribution in three brand new countries.
- ▶ Opened up the use of Boule's blood bank instruments. Awarded a contract in an Indian state and installed 60 instruments. A further 10 instruments have been installed at private Indian blood banks.

## Develop OEM operations

Maintain and develop existing OEM collaborations and increase sales to other companies in the hematology market.

### Key progress in 2020

- ▶ Signed a supply agreement with one of our largest OEM clients with an initial term of 10 years and potential extension for another 10 years. The agreement relates to consumption reagents for a new global hematology platform.

## Broaden the range that we offer customers

Develop new product platforms and broaden the product portfolio through partnerships and acquisitions. Expand the range of service and customer solutions.

### Key progress in 2020

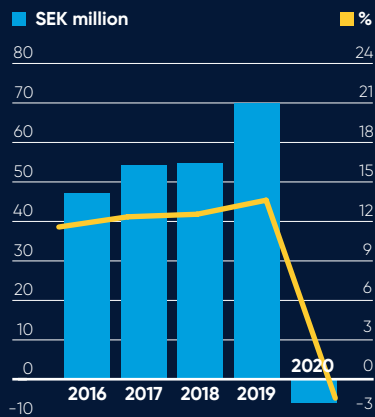
- ▶ Strengthened research and development resources and added a CTO to drive innovation.
- ▶ The development of the next generation platform for analytical instruments reached a defining milestone in December 2020 regarding design, requirement specification and choice of technology.
- ▶ Release of new animal profiles for our chemical analysis instrument for the veterinary market.





## Financial targets and outcomes

### Operating profit/loss



#### Goals

>15%

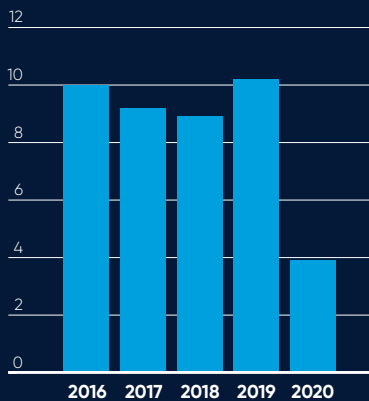
Operating margin

-1.5%

Outcome 2020

The operating margin in 2020 was affected by the ongoing pandemic, which resulted in lower sales and lower gross margin due to low capacity utilization in production. The operating margin was also negatively impacted by the write down of intangible assets. Excluding this one-time item, the operating margin was **8.5 percent**.

### Sales growth, % Average 5 years



#### Goals

>10%

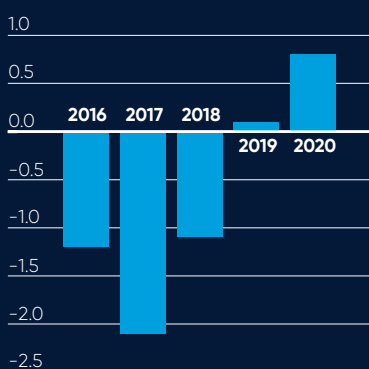
Long-term sales growth

-19.7%

Outcome 2020

During the COVID-19 pandemic, sales have slowed. Restrictions and the closure of many markets have radically reduced regular medical visits, with the result that fewer blood samples have been taken, which has reduced our sales of consumables. New sales of instruments have also been halted at times, given the priorities of healthcare. Average sales growth over the last five years has been 3.9 percent.

### Net debt/EBIT, times



#### Goals

<3 times

Net debt/EBIT

0.8 times

Outcome 2020

Operating profit deteriorated sharply during the year due to the impact of COVID-19 and one-off items. However, Boule's financial position remains stable thanks to positive cash flow that has increased cash and reduced net debt to negative figures.

## Dividends

The dividend in SEK/share is unchanged from the last dividend in 2018, corresponding to 37.3 percent of profit for the year adjusted for impairment items, and within the framework of the dividend policy, which takes into account both the company's future access to cash and cash equivalents as well as the shareholders' dividend yield.

0.55 SEK/share

# Near-patient diagnostics

.....

**Complete Blood Count (CBC) is the most common test for *in vitro* diagnostics. In 2019, the decentralized and patient-related hematology segment had an estimated market value of just over SEK 6 billion, while the corresponding segment for the veterinary market was valued at approximately SEK 2.6 billion.**



## Continued growth in the human market

A complete blood cell count (CBC) or blood status is the most commonly ordered test used for *in vitro* diagnostics (IVD). The IVD market was estimated to have sales of approximately SEK 600 billion in 2019, of which hematology accounted for just over SEK 40 billion. The hematology market can, in turn, be divided into two customer segments: a centralized segment, consisting of larger hospitals with their own central and commercial reference laboratories, and a decentralized segment consisting of smaller hospitals, clinics, laboratories, health centers and doctor's offices. Boule focuses on the decentralized niche, which had sales of just over SEK 6 billion in 2019. Globally, there are over 100,000 small and medium-sized diagnostic laboratories, for which Boule's instruments are an attractive option.

### Market segments

The decentralized hematology market can, in turn, be divided into two product segments: 3-part and 5-part differential. In a 3-part analysis, white blood cells are grouped into three subgroups, while the 5-part analysis groups them into five subgroups. The cost-effective 3-part analysis accounts for approximately 80 percent of the analyses performed and the more advanced 5-part analysis accounts for the rest of the tests. Since both instrument prices and cost per test are significantly higher for 5-part solutions, this segment accounts for about 40 percent of the value on the market. Boule, with its proprietary products, is strongest in the 3-part segment, mainly due to Boule's investment in growth in developing countries. Boule's new product platform means that the company will launch high-quality 5-part instruments by the end of 2022. In the meantime, several 5-part instruments are offered through product collaborations.

### Growth factors

Diagnostics is an important and integral part of healthcare that is used both for medical examinations and for planning and monitoring the treatment of sick patients. The growth of the hematology market is driven by several macro factors, the most important of which are:

- ▶ Population growth
- ▶ Rising standards of living
- ▶ Increasing elderly population

The main growth drivers in the fast-growing markets in, for example, Asia, Africa and the Middle East are improving standards of living and improving healthcare. This trend is especially apparent in rural areas and smaller towns. The market for near-patient diagnostics is still dominated by 3-part instruments, with

annual growth of about 5%. The market for 5-part instruments has higher growth and increases by about 8% per year.

### Impact of the pandemic

In 2020, we saw a sharp decline in both sales of new instruments and the number of tests performed, due to the COVID-19 pandemic. Healthcare has focused its resources on the care of COVID patients, and the number of regular doctor visits has decreased as countries have closed down or imposed restrictions. The development has been particularly evident in the decentralized patient-related segment, where tests are largely carried out in connection with medical examinations and preventive care. In other words, the COVID-19 pandemic has led to a sharp decrease in demand for both instruments and reagents, which has resulted in a significant decrease in the market addressed by Boule in 2020. We expect the number of medical examinations will return to normal as soon as the spread of infection decreases, but there is uncertainty as to how fast this will occur. In the longer term, we see continued stable growth in demand for blood diagnostics in all parts of the world.

### Market and technology trends

The decentralized human market tends to increase demand for instruments that handle more and new parameters, as well as smaller instruments that can be used at the point of care. Near-patient analysis still forms a fairly small part of the market, but it is growing considerably faster than the decentralized hematology market as a whole. As the shortage of trained staff increases globally, so does the demand for simple rapid tests. The benefits of near-patient decentralized testing have also been highlighted in connection with the COVID-19 pandemic. With digitalization and artificial intelligence, there is potential with *in vitro* diagnostics to not only generate test results but also to analyze and interpret data to facilitate clinical decisions.

### Competitive advantages

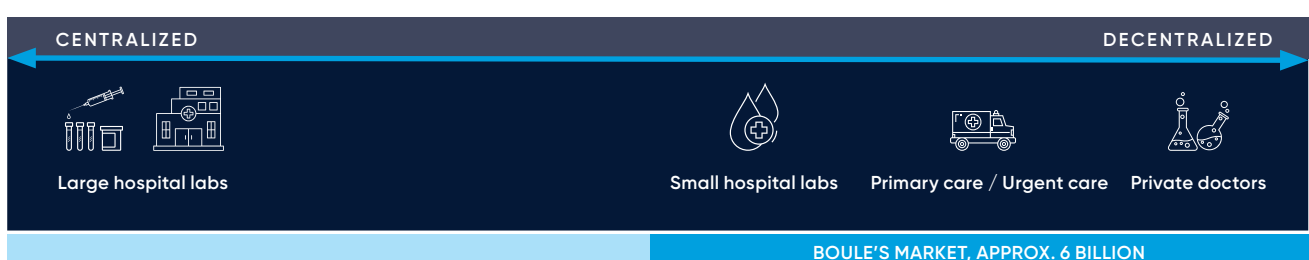
Boule stands out with strong brands and is seen as a premium supplier. Boule's main competitive advantages in emerging markets are the user-friendliness, operational reliability, and low maintenance costs of the products. These attributes are also valued in mature markets, in addition to fast, safe and accurate results, which are of course always highly valued.

The increased requirements with new and more extensive global regulations make it difficult and costly for new entrants in the market, and this also means that smaller participants can be expected to be bought up to create economies of scale.

Source: Kalorama report: "Hematology and Coagulation Markets (Lab-based and Decentralized Markets)" from May 2020.



## Time-efficient near-patient diagnostics improve care efficiency



## Growing veterinary market

The global veterinary market for diagnostics has a market value of approximately SEK 26 billion, of which hematology accounts for approximately 10%, with growth of approximately 8%. The growth is mainly driven by more people acquiring pets. Pets make up about two-thirds of the market, which has a slightly higher growth rate than the veterinary market for livestock.

### Growth factors

During the pandemic in 2020, the decrease in veterinary visits was not as great as the decline in the human market. Instead, interest in getting pets increased in 2020, as people spent more time at home. There is great focus on cost, but as the finances of pet owners improve, the quality requirements for veterinary medicine are increasing. In the US and Europe, insurance cover is increasing, although the largest proportion of payments are still made directly by the pet owners.

### Market and technology trends

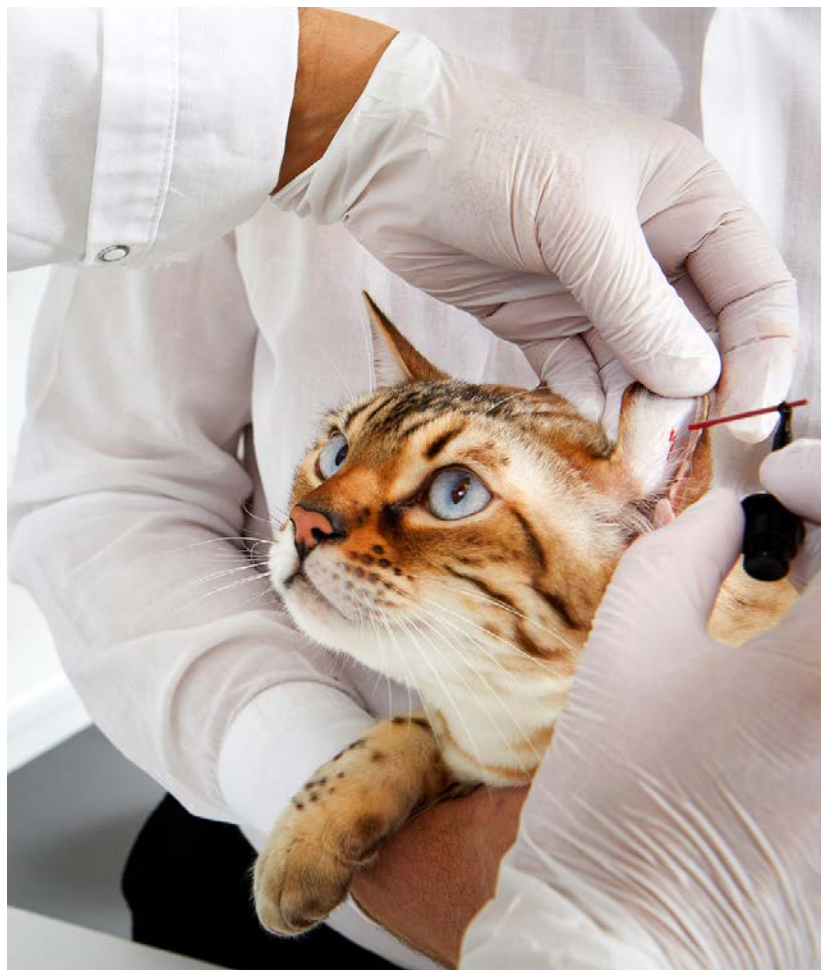
Product and technology trends in the pet market are the same as in the human market, i.e., an increased demand for more parameters, an increased share of rapid tests, an increased interest in near-patient instruments and increased digitalization. However, the regulatory requirements are lower for veterinary products, which means that the time and cost of introducing new products is shorter than for the corresponding products on the human market.

Source: MarketsAndMarkets report "Companion Animal Diagnostics Market" of February 2020.

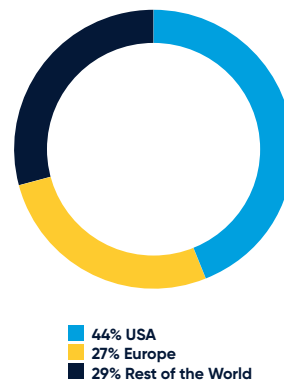
### Great growth potential for Boule

The veterinary market is growing due to a growing number of pets and increased care for these new family members. So far, the market is significantly smaller than the human market, but shows steady growth of about 8% per year. Boule has been working for a couple of years to develop and strengthen its range of products and services for the still relatively immature market for veterinary hematology, and now has a high-quality diagnostic range, covering hematology and clinical chemistry. Boule continues to actively work to develop and strengthen its range of products and services.

Boule's strongest market is currently Western Europe, but Asia and Latin America have also shown a sharp increase in sales. The need for a complete solution for the veterinary lab drives Boule to continuous product and technology development. The continued investment in the veterinary market and the development of new products provide the company with a solid foundation for good growth in veterinary diagnostics, both in existing and new markets.



### Pet market



The hematology market is dominated by some major global players

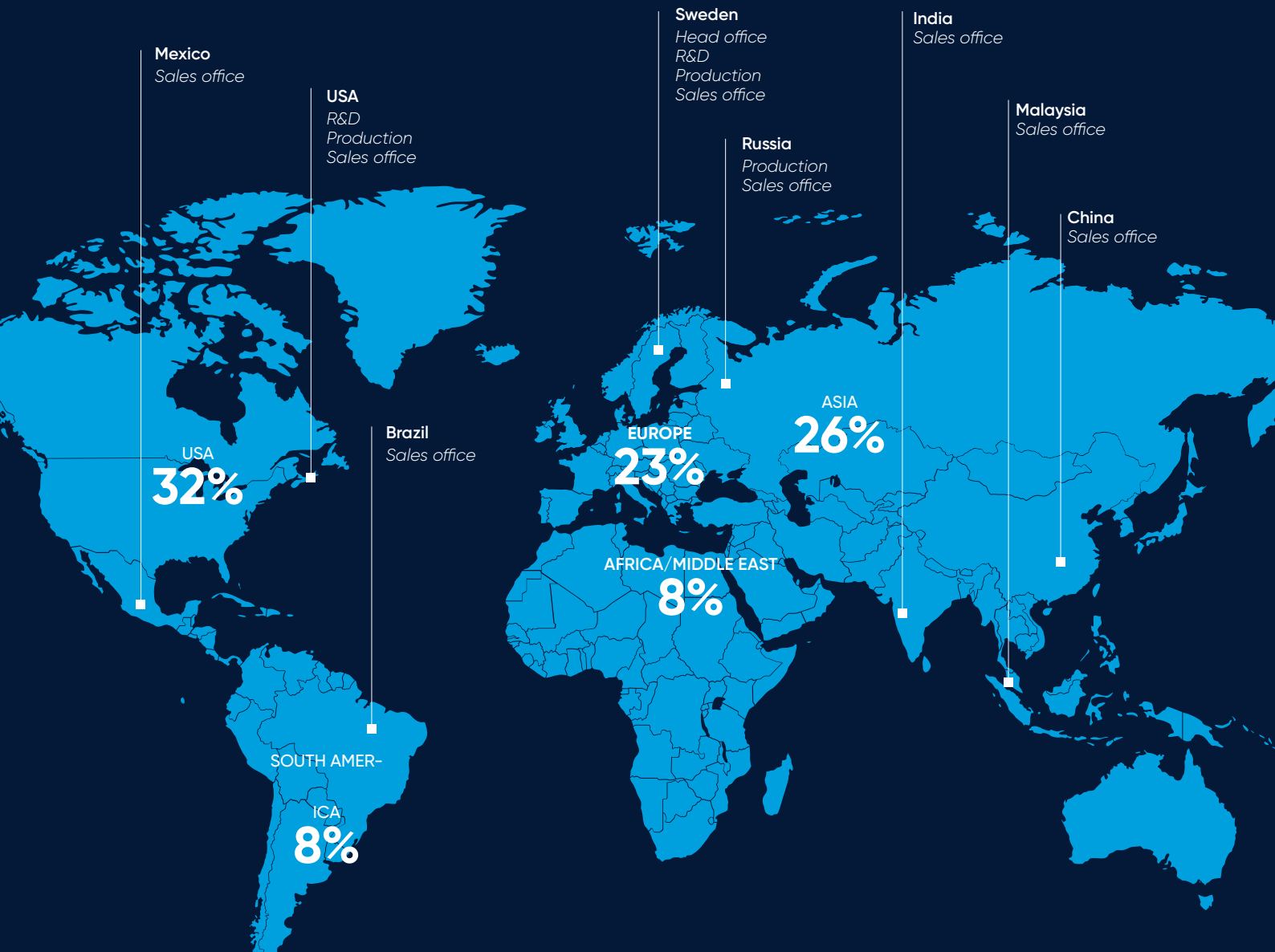


The aftermarket for both human and veterinary diagnostics includes consumables such as reagents and calibrators as well as service, and forms an essential part of the business. Instrument sales vary from quarter to quarter, and large orders involve procurements, while sales of consumables are more stable.



## Strong position in key emerging markets

Boule has a strong position with a global presence and its own staff on all continents.



**100+** countries

**SEK 9 billion**

Human and veterinary market

# 200 distributors in 100 countries

Boule has a global presence through a strong distributor network that markets and sells Boule's quality solutions for decentralized and near-patient diagnostics.

## Global presence through loyal distributors

Boule is present in over 100 countries, with about 200 regional distributors. Boule has its own sales and service offices in Sweden, the U.S., Mexico, Russia, India, China, Brazil and Malaysia to locally support distributors. Boule has delegated the majority of direct responsibility for sales and marketing to distributors in each market. Boule's local staff collaborate with distributors so that their local knowledge of clinical practices, customer preferences, local rules and competitors can be used by Boule to create relevant and competitive solutions. The distributors' established business network and broad complementary product portfolio are also a significant factor for success.

In recent years, Boule has invested in strengthening the commercial organization, consisting of sales, marketing and service, with the aim of helping distributors grow and streamline their commercial activities.

## Strong brands

Boule has several strong brands, such as Medonic and Swelab for the human market and Exigo for the veterinary market. In addition, there is Quintus and a number of instruments that are distributed by Boule. In many countries, Boule uses parallel distributors for Boule's various brands. Parallel distribution channels and several strong product brands help create a diversified presence that allows Boule to win more business.

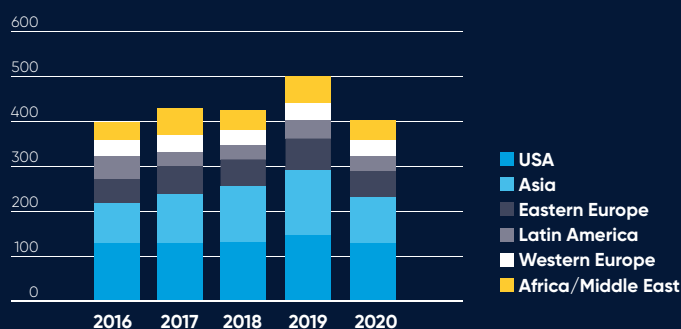
## Marketing

The distributors are responsible for locally adapted marketing communication and service. To ensure that everyone who meets

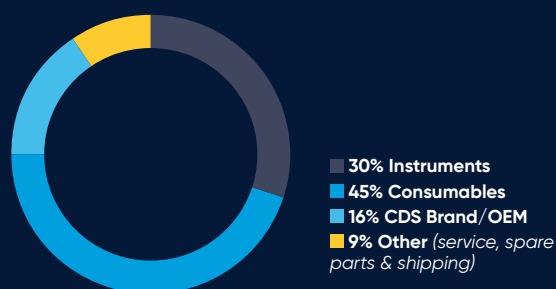
end user customers is up to date with the latest developments and can represent Boule's products in a good way, they are given training and marketing materials. In 2020, work on digital marketing increased and will be intensified in the coming years. Boule Academy, which offers various types of training and webinars on current topics, is undergoing expansion.



Sales by region



Sales by product area







### Total quality concept

Boule's hematology products and services cover the entire value chain. From development and production to installation and use by end customers. By taking responsibility for the entire value chain, Boule controls quality in accordance with the company's high quality requirements.

Internal quality processes secure the entire chain, from contracts with subcontractors, through production, to quality control of the final product. By providing product servicing, as well as relevant training for distributors and end users, stable quality is created over the life of the product.

We call the concept the Total Quality Concept, and the ultimate goal is to offer high-quality instruments and consumables that provide patients with accessible, more efficient and safer care.

## Swelab™

The Swelab system combines hematology analysis and reliability with maximum user-friendliness. Very accurate results are underpinned by built-in quality monitoring and low instrument maintenance.

## Medonic™

Medonic offers several advanced features for conducting complete blood cell counts, including differential counts of white blood cells, with outstanding ease of use, accuracy, and reliability.

## Quintus™

The Quintus 5-part system is a user-friendly solution for automated hematology analysis that delivers accurate and reliable results

## exigo™

The Exigo veterinary system delivers accurate results, reliability, as well as species optimization to meet the specific biological distinctiveness of different animal species.

# In-depth knowledge of blood

Boule's instruments use advanced technology to count and classify different types of blood cells. The analyses are an important tool for doctors in identifying abnormalities and monitoring disease development. They are also an important aid and basis for decision-making when choosing treatment of, e.g., weakened immune systems or bacterial and viral infections.

## Instruments

Boule sells hematology systems with instrument platforms for both the human and veterinary markets. The instruments are based on advanced technology that counts and classifies different types of blood cells to support decisions in several disease scenarios, such as lowered immune systems or bacterial and viral infections. Within the human market, our brands are called Swelab, Medonic and Quintus, and in the veterinary market, our brand is called Exigo.



Locked consumables for  
proprietary instruments



Consumables for OEM customers

## Consumables

Each instrument gives rise to aftermarket business as Boule sells consumables during the life of the instrument in the form of reagents, blood controls and calibrators, as well as reagent rotors for chemical systems. Boule also sells consumables used in other, competing, manufacturers' open hematology systems. Finally, Boule conducts OEM sales of white-label consumables to other large suppliers in the industry, which then sell these to end customers under their own brand.



### Reagents

An automated hematology system includes both the instrument and its dedicated reagents. At Boule, reagents are designed and developed together with the analyzer to provide optimized performance and improved usability for the entire system. Reagent and measurement techniques, including the analysis algorithms, are fine-tuned to jointly provide the most accurate test results.



### Blood controls and calibrators

The controls and calibrators are specifically designed to ensure proper calibration and quality control measures. Like reagents, cell populations in controls and calibrators are matched to system measurement technologies and analysis algorithms.



### Cleaning products

Boule's cleaning product is a unique Triple Action Cleaner designed for use on hematology instruments. The cleaning fluids thoroughly clean and lubricate the instruments in three steps, extending the life of the components and minimizing the risk of bacterial growth and background problems.



# I love creating benefits with new technology



**Helena Börjesson has been CTO at Boule since September 1, 2020.**

Helena has successfully led development units that have delivered high-tech innovation in the form of market-leading products and services in medtech, telecom and other industries for many years.

## INTERVIEW: HELENA BÖRJESSON, CTO

### ***What attracted you about working at Boule?***

Diagnostics is an exciting area, and Boule has a wide reach in the global market. It is both inspiring and very interesting to have the opportunity to bring together Boule's strong brands with new market perspectives and new technologies.

### ***What do you bring with you from your previous medtech career?***

Driving innovation in a complex regulatory environment is challenging. The key to success is cracking the code. My previous experience in medical technological innovation has given me tools and approaches that will facilitate the process going forward at Boule.

### ***What is most exciting aspect of developing blood diagnostic instruments?***

The most exciting aspect is that diagnostics are of such benefit to both patients and society in general. As an engineer, I love making the technology available so that it creates benefits. Blood can provide a lot of information about both our general health and a variety of diseases.

### ***What is the purpose of the platform project and what does it mean for Boule now and in the long term?***

All development is about delivering as much value as possible for every krona that is invested. For our portfolio, we see great benefits in creating a technical platform that can be effectively combined to create product variants for different customer segments, markets and needs.

### ***How will Boule work with product development in the future?***

We base our development on our solid knowledge and experience in blood diagnostics. In order to broaden our horizon and create opportunities for further development, we intend to increase external collaboration with both technical and clinical expertise, as well as through creative collaboration with academia and healthcare and with commercial partners.

### ***How will you ensure that Boule works with innovation and development of the highest quality instruments?***

Our innovation is driven by putting the benefits and value of diagnostics in focus. Our overall aim is to provide modern technological concepts in such a way that users can focus on the results that our solutions deliver.

# Boule around the globe

## Strengthened presence in Russia

ANDREY SHANCHEV, SALES MANAGER BOULE RUSSIA

### ***What are the advantages of having a local presence in Russia?***

Russia is a strategically important market for Boule. With increased local presence, we can offer better service and support to our customers and partners. By establishing activities in Russia, we have a greater opportunity to follow developments and deepen strategically important relationships that help us develop the Russian market in the long term.

### ***What are the advantages of local production of reagents in Russia?***

There is a strong political impetus in favor of local production. Local producers benefit from public procurement, and the state restricts imports of medical products. Locally manufactured reagents increase the ability of distributors to sell our instruments. "Local manufacturer status" is also a very valuable argument in communicating with the authorities.

### ***What trends do you see in the hematology market in Russia?***

There is a clear trend towards 5-part instruments, and the market appreciates our integrated range of instruments, service and consumables. With protected and integrated systems, we can offer a better product while protecting ourselves from unauthorized competition.

### ***How will the market develop over the next five years?***

Local production of reagents will increase, and we are also seeing an increase in potential new customers in self-funded private clinics that have the technical ability to carry out blood cell calculations.

### ***What do you appreciate about being a part of Boule?***

The courage and focus on achieving high goals. I also think that the collaboration works well. There is high energy in the company, resulting in fast and open decision-making processes. Last but not least, Boule has high quality products and a willingness to think in innovative and new ways. It is really inspiring!



**Andrey Shanchev**  
Sales Manager, Boule Russia since  
October 2019

Andrey is a trained physician and has over 15 years of experience in sales, marketing and product management in the pharmaceutical and medtech industry. Andrey has successfully and consistently delivered growth during his career.





**The POCT Group was established in 2008, and has been a strategic partner of Boule in India since 2010.**

It sells package solutions in the decentralized IVD market, and operates 130 laboratories. It has 2,000 employees.

## Boule's high quality strengthens our position in India

SAURABH GARG, CEO POCT, DISTRIBUTOR IN INDIA

### *How do you view Boule's role in India?*

Within the small and medium-sized laboratory segment, it is our mission to solve end-users' problems, and that is exactly what we can do with Boule's range of products and services. Boule's products have helped us build our own brand and strengthen our position in the market.

### *How does the collaboration with Boule work?*

Boule's business process is based on transparency and flexibility, which has laid the foundation for a strong and trusting business relationship. Together, we can really challenge the biggest players. However, the competition is fierce, and distributors have to be persistent to get results. The provision of support by Boule is very useful.

### *What are the benefits of Boule's products and services?*

Boule doesn't just supply the products. The company in particular ensures three important parameters: accuracy, quality and reliable test results. In addition to this is stability, accessibility and user-friendliness, all of which are highly valued by laboratories in Indian primary care. Last but not least, maintenance costs are low.

## Near-patient testing of animals on the rise in England

KATHERINE JAMES, BUSINESS AREA MANAGER  
MILAB, UNITED KINGDOM

### *What does a typical veterinary clinic working with hematology instruments look like?*

Veterinary clinics in England usually have three to four veterinarians, all with different specialties but with the common denominator that most work with both small and large animals. Most clinics are located in cities and treat many different animal species.

### *What market and technology trends do you see emerging over the next five years?*

Most clinics have their own lab testing equipment and, together with tests sent to external labs, this corresponds to about 10% of sales. In recent years, we have seen a trend towards increasing in-house testing, at the expense of tests sent to external labs, which is a trend that we believe will continue. This means the demand for efficient and easy-to-use instruments that can integrate with the clinic's customer system and medical records will increase.

### *How does the collaboration with Boule work?*

MiLab and Boule have a good relationship. It is good to utilize the distributors' feedback when working with future development, as they are Boule's link to the end user.

### *What is the main advantage of Exigo products?*

They are easy to use and they provide accurate data.



**MiLab has been Boule's distributor of veterinary products in the UK and Ireland since 2013.**

It has 15 employees, who provide service to over 530 customers. MiLab is part of the CVS Group, which runs more than 500 of its own veterinary clinics in the UK, Ireland and the Netherlands

*The people on this page are not the ones making statements.*



# Sustainability Report

---

**As a global supplier of instruments, consumables and associated services for high quality and safe blood analysis, Boule works to protect and improve the environment and the health and well-being of employees, customers, patients and the societies in which the company operates.**





## Target

Boule stands for responsible business in all areas in which the company has a significant impact. Sustainability is directly linked to Boule's vision and business operations. With the priorities and goals defined to create value for our customers, we also create value for our employees, owners and society at large. Boule's product solutions and services help our customers contribute to communities becoming more sustainable. Boule's activities directly contribute to objectives three and nine of the UN Framework for the 2030 Agenda.



## Good health and well-being

Boule delivers solutions for blood diagnostics that are used in medical examinations and the diagnosis of diseases.

From a societal perspective, blood cell counting is a very cost-effective analysis and provides timely information about patients' health and diseases for immediate action.

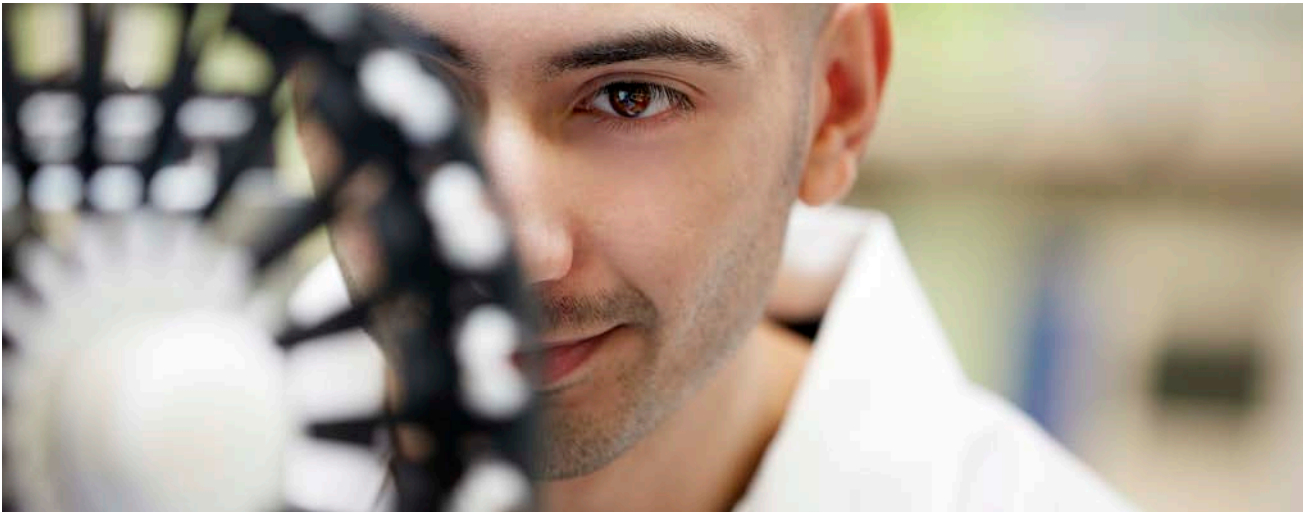


## Sustainable industry, innovation and infrastructure

Boule's instruments and reagents are offered in near-patient diagnostics worldwide. Our robust and high-quality blood analysis instruments help healthcare providers give patients safe and accurate diagnostics, whether they live in cities or rural areas.

Mapping Boule's impact on sustainability

Boule sources products in Europe, Asia, and the USA. We manufacture in three factories in the USA and Sweden, and market instruments and consumables globally via our network of distributors.



Boule's value chain provides us with analysis data for sustainability and risk analysis



We have evaluated Boule's impact on society and the environment by identifying different stakeholder groups and potential sustainability risks in the value chain. In the ongoing

business dialogue with our stakeholders, we discuss and manage business ethics, social and environmental risks and opportunities.

Governance of sustainability work

As a medical products company, Boule is governed to a high degree by laws and regulations concerning standards, safety and product quality. Blood diagnostic equipment is subject to detailed regulations worldwide. Boule's vision, mission, values and code of conduct guide employees in the social and environmental responsibility for which the company strives. We manage Boule with our quality management system, and all manufacturing and selling companies within the Group are certified in accordance with ISO 13485. In addition to the regulations that Boule follows, the company is governed by a number of policies. The most important are:

- ▶ Code of conduct
  - ▶ Environmental policy
  - ▶ Quality policy
  - ▶ Diversity and gender equality policy
- Boule also shares the values set out in the 10 principles of the UN Global Compact Initiative on the protection of human rights, decent working conditions, good environment and sound business ethics. These values have largely governed the content and formulation of Boule's policies. Governance and goal monitoring for sustainability work takes place in the same way as other corporate goals, where the Board is ultimately responsible.



## Stakeholder dialogue

Boule's main stakeholders are patients, users, distributors, employees, suppliers and owners. We continuously have a dialogue with all these parties, which gives us important information that is used in both business, product and sustainability development.

### Patients

There is concern and a risk that poor analytical results may cause significant harm to the patient. With the analysis from one of the 130+ million tests performed based on a Boule instrument, the patient can always feel confident that the clinical outcome is correct.

### Users and doctors

Boule's solutions are important and essential for the diagnosis, planning and monitoring of patients in health centers, laboratories and hospitals. Users place demands in terms of product safety and accurate clinical results.

### Distributors

Boule reaches customers in over 100 countries through a distributor network of 200 locally based distributors that market, sell and service Boule's products. In addition to the product safety requirement, distributors in the supply chain are interested in choice of materials and modes of transport. They also stress the importance of representing a company that has a clear code and that checks compliance with ethical guidelines.



### Employees

Boule should be an attractive employer that allows its staff to grow and attracts new employees. Employees consider the work environment to be a priority area and Boule has an aim of zero work-related accidents and illnesses. All employees should be given fair remuneration and equal opportunities regardless of gender, age, ethnicity, nationality, religion, sexual orientation, disability, experience or family situation. Regular employee surveys ensure that any discrimination is brought to light and addressed.

### Suppliers





Boule's suppliers operate primarily in Europe, Asia and the U.S. and are important partners in providing high-quality solutions. The suppliers require Boule to act with high business ethics, protect human rights and systematically work to minimize environmental risks.

### Owners

The owners expect us to create a long-term stable return. Our financial targets shall ensure that we have satisfied owners. By ensuring that we have satisfied users, distributors and employees, we ensure that we also create shareholder value.

## Four focus areas

Based on expectations and requirements from the company's stakeholders, Boule has established a materiality analysis that has identified opportunities and challenges. Sustainability aspects have been divided into four focus areas that form the basis of our sustainability work: value creation, environment, work environment, and ethics and governance.

 <b>Value creation</b>	 <b>Environment</b>	 <b>Work environment</b>	 <b>Ethics &amp; governance</b>
<p>Boule's ability to produce reliable and high quality instruments for blood diagnostics is of tremendous importance for our customers' operations and of critical importance for patients.</p>	<p>Boule has relatively energy-efficient production, and the greatest environmental impact arises from transports along the value chain, mainly transportation of goods to the company's distributors around the world.</p>	<p>Boule strives to offer a safe and equal workplace for employees with good working conditions. Together, the conditions are created for employees to reach their full potential and contribute to Boule's continued development and growth.</p>	<p>Boule works with a network of suppliers and distributors, which places demands in terms of having well-functioning processes and a clear code of conduct that is heeded. Boule shall conduct an ethically sustainable business and has zero tolerance for bribery, corruption and discrimination</p>
Key areas			
Product safety Social efficiency Secure diagnostic responses Correct analysis responses Availability	Transportation Chemicals Electronic waste Electricity consumption	Value driven culture Employee satisfaction Health and safety Diversity and equal opportunities	Business ethics Corruption and bribery Knowledge distributors Compliance and regulatory requirements
Key indicators			
Number of tests Installed base Number of vendor audits Customer satisfaction distributors	Share of renewable energy Scheduled shipping %	Satisfied employee index Incidents with absence Staff turnover	Signed code of conduct, Distributors Signed code of conduct, Suppliers

## Value creation

Boule's ability to produce reliable and high-quality blood diagnostic instruments is of great importance to customers' operations and crucial to patients, which is why product quality and safety permeate Boule's sustainability work

Incorrect or inadequate diagnoses can cause significant harm to patients, lead to financial losses for the hospital or healthcare provider and, by extension, threaten Boule's business operations. For this very reason, product safety is one of the utmost priorities for Boule. As a serious market player, Boule takes responsibility throughout the entire process to create a sustainable supply chain.

### Product development

It is very important to obtain reliable results and a high level of operating safety, and to maintain high quality in the user chain. Boule's quality concept is based on quality and knowledge permeating the entire value chain, all the way to the end customer. Internal quality assurance processes are designed to assure high quality throughout the usable life of every instrument, from production and installation of the products to servicing and training in their use. The concept is called The Total Quality Concept and the ultimate goal is to offer high-quality instruments and consumables that provide patients with close, accessible, more efficient and safer care.

### Closed systems for safer blood analysis

An important characteristic regarding the quality and safety of Boule products is that consumables are tied to proprietary Boule instruments. Boule's closed systems enable blood analyses to be done more quickly, simply and safely. As the sealed test tubes do not need to be opened by laboratory personnel, the blood is never exposed to external contaminants. This is an important safety aspect for both patients and staff.

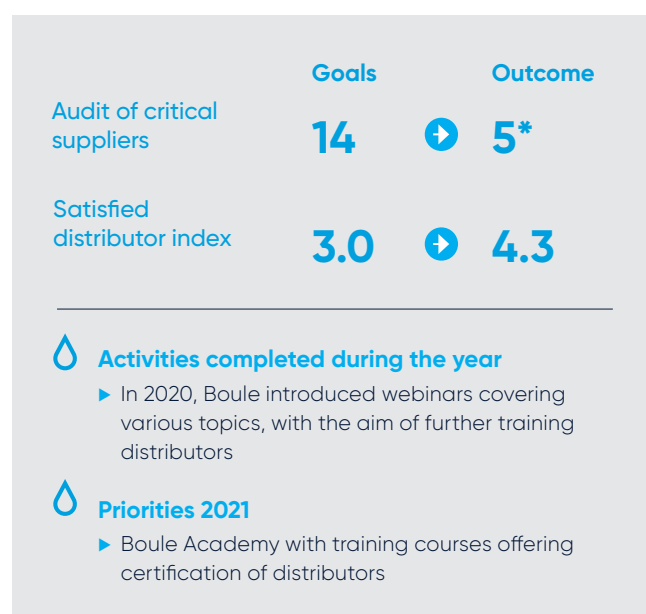
### Suppliers

Sustainability work is ongoing throughout the product supply chain, and Boule's suppliers play a crucial role in providing high-quality systems. The components for Boule's production are manufactured by leading suppliers worldwide, and Boule has a direct impact on the choice of, e.g., materials, raw materials and packaging. Choosing suppliers is therefore done with great care, following a supplier evaluation. Boule only picks those suppliers that offer the best and most cost effective products and that guarantee the highest possible quality. All Boule's suppliers of production materials have quality management systems in place. Suppliers with documented environmental management

systems and environmental targets are prioritized. Approved suppliers are regularly monitored. This is done to ensure that the supplier has lived up to their commitments and can continue to be considered an approved supplier. No supplier contracts have been terminated during the year due to failings in quality management systems.

### Distributors

Boule imposes exacting demands on its distributors when it comes to product knowledge. To ensure a high level of knowledge, Boule organizes regular product training courses for all distributors. This training mixes theory with practice and covers areas such as basic hematology and the technical maintenance and servicing of instruments. In 2020, most of the courses took place via webinars due to COVID-19. Boule commissions an annual survey of distributors, where any shortcomings in hematology systems, support and service are identified and can then be rectified. The results of the 2020 survey showed, among other things, high ratings for quality, reliability and ease of use.



\* Due to restrictions / COVID-19



## Environment

Boule works systematically to prevent, minimize and eliminate environmental risks linked to the transport of products, which is Boule's biggest source of greenhouse gas emissions. Boule also works proactively with other environmental aspects, such as choice of recyclable products in packaging.

### Transportation

An efficient and CO<sub>2</sub>-minimizing goods flow is one of the most important factors in reducing the company's adverse environment impact. Transport to warehouses usually takes place via road and transport out of warehouses takes place via road, sea and air. When procuring transportation services, Boule specifies environmental requirements for the shipping companies that are awarded contracts. In 2020, all transport companies had their own environment policy and/or recognized systems for systematic environment work. Planning and optimization of incoming deliveries (scheduled transports) to increase the filling rate per transport means that CO<sub>2</sub> emissions are reduced and cost savings are achieved. Boule also reduces the number of incoming shipments by using a bag-in-box solution for packaging that is more space efficient compared to hard plastic packaging.

### Chemicals and components

In order to ensure that no Boule product contains harmful, regulated or unnecessary chemicals, Boule complies with the rules and regulations that apply for the manufacture of electronics and the use of chemicals. Only components that are approved within the parameters of the EU regulations on the use of chemicals (REACH) and hazardous substances (RoHS), as well as electronic equipment (WEEE), are used in product development and production.

### Environmental impact of real estate

Offices and instrument production in Sweden are located in buildings with geoenergy installed, replacing district heating and cooling machines. The heaters are powered by eco-labelled electricity that is 100% produced from renewable energy sources with zero CO<sub>2</sub> emissions.

In 2020, approximately

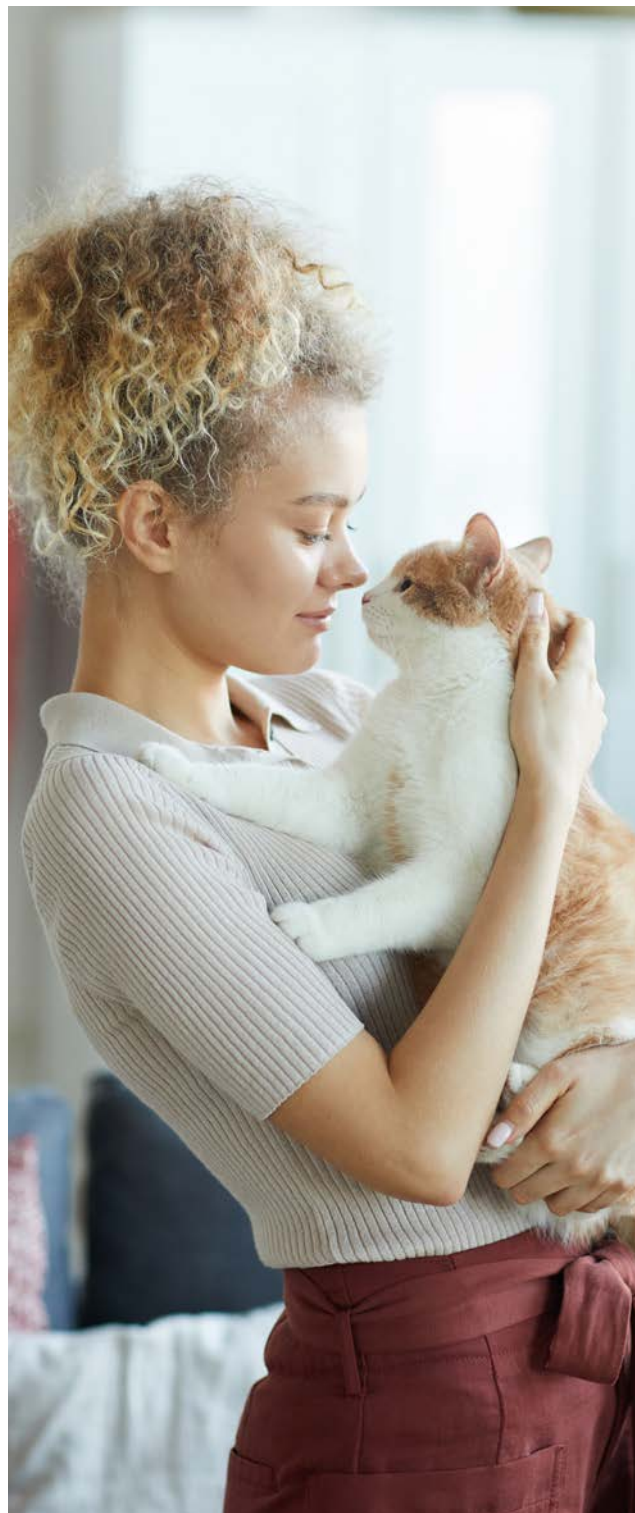
**60%**

(60) of all purchased components had shipments to the factories in Sweden that were scheduled.



#### Priorities 2021

- Reduced transport to Russia with the start of locally produced reagents



## Work environment

Employees are our most important resource, and Boule attaches great importance to safe forms of employment, a good working environment and offering a workplace where employees can develop their potential.

### Value driven culture

Boule's values and corporate culture guide employees in their work, in their interaction with each other and in meetings with customers and other stakeholders. The employees have been highly involved in formulating Boule's values and form the basis for a positive working atmosphere; they are a cornerstone of Boule's goal fulfillment and operations.

### Employee satisfaction

Boule's success is based on our ability to develop and retain existing employees and attract new ones. Important metrics are satisfied employees, as well as staff turnover. At the end of 2020, Boule had a total of 212 (212) employees in Sweden, USA, Mexico and Russia. Staff turnover in 2020 was 19.0 percent (11.0) and was affected by the dismissal of fixed-term employees in production in Sweden as a result of COVID-19. The company's annual employee survey was answered by 73 percent of employees and gave a summarized assessment of Boule as an employer, as well as valuable insight into the work environment and guidance regarding suggested improvements.

### Health and safety

Boule has high ambitions in terms of health and safety. Promoting safety awareness, positive attitudes and continuous improvement requires the commitment and active participation of all employees, management and partners. Boule pursues active health and safety measures to prevent physical injuries at work. Each year, both planned and unannounced health and safety inspections are performed to evaluate the work environment. All incidents are reported to the health and safety committee for consideration and monitoring. The biggest physical health and safety risks at work are in production and warehouses.

### Diversity and equal opportunities

Boule is an international group with employees in many parts of the world. For Boule to be a successful business, the

knowledge, experience and commitment of its employees are vital. Boule therefore strives to be a workplace that makes the best use of employees' skills. Every employee is to be treated with respect and have the same opportunities, irrespective of gender, ethnicity, nationality, religious beliefs, sexual orientation, disability, age, experience or family situation. Boule has employees from no less than about 20 nationalities and different cultures. Boule seeks to have the most equal gender balance possible in different types of positions.

	Goals		Outcome
Satisfied employee index	4.0	➔	3.9

#### Activities completed during the year

- ▶ The introduction program for new employees has been developed
- ▶ 5S introduced in instrument and reagent production in Sweden.
- ▶ Work environment training for all managers.
- ▶ Staff alarms put in place for freight staff to enable safe working when alone

#### Priorities 2021

- ▶ Skills development
- ▶ Develop internal information to simplify global collaboration and work at home
- ▶ Rebuild reagent production Sweden to improve the working environment

#### Average number of women/men

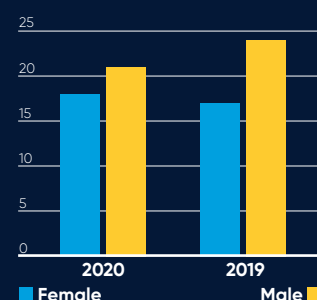
♀ 92 (92)

♂ 120 (120)

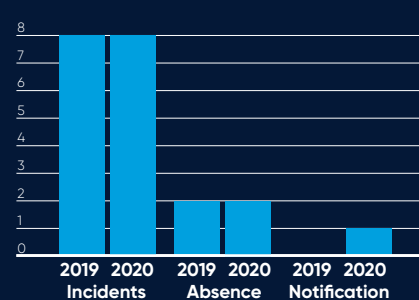
Women in the management group

4 (3)

#### Number of women/men in management



#### Incident/Absence/Notification 2020



## Ethics and governance

Boule has high demands for how we should act to be a good social stakeholder with a high level of business ethics.

### Code of conduct

The Boule code of conduct contains the company's binding guidelines and provides specific directions when new relationships are entered into with employees, suppliers, distributors, customers and other partners. The code of conduct contains the company's requirements and positions on anti-corruption, human rights, labor law and environmental considerations, in accordance with the ten principles of the UN Global Compact. The code of conduct provides support and guidance for employees in their daily work and imposes business ethics demands on suppliers and distributors.

All employees within the group receive training in the code of conduct and are informed of their personal responsibility to act in accordance with it. The manager of each respective function is responsible for ensuring compliance with the code in daily business operations.

Boule has over 100 suppliers, mainly in Europe and Asia. Some of these suppliers are in countries where the risks of breaches of environment standards, good business ethics, human rights and decent working conditions cannot be ignored. Boule expects all suppliers and sub-suppliers to act in an ethically correct way and in accordance with internationally recognized standards for human rights, working conditions, environment and anti-corruption. Companies that accept the code of conduct undertake, within the parameters of their sphere of influence, to approve and adopt fundamental social and environment standards and, in turn, to ensure that their sub-suppliers satisfy the same requirements. Boule's goal is that all suppliers sign the Boule code of conduct for suppliers. To date, all critical sub-suppliers of Boule, which amount to 87%, have signed the code of conduct or submitted their own code of conduct, which has since been approved based on it and other commitments that are equivalent to or exceed Boule's own requirements for suppliers.

With its 200 locally based distributors in 100 countries, Boule is also exposed to serious risks associated with sales where there is a risk of corruption, bribery and fraud. Boule has zero tolerance for all forms of corruption and bribery. All distributors

are therefore required to sign the Boule code of conduct, which clearly states that all forms of corruption are unacceptable.

### Whistleblower function

Employees are encouraged and expected to report violations of Boule's code of conduct through the company's whistleblower function. Reporting is anonymous and is only treated to the degree reasonably required for investigation. Individuals reporting such incidents face no reprisals or other negative consequences. Boule's code of conduct includes directions on how employees should report suspected breaches within the organization. In 2020, Boule dealt with two cases of violations of the code of conduct that were reported through the whistleblower function.



### About the Sustainability Report

The Sustainability Report includes the parent company Boule Diagnostics AB (business registration no. 556535-0252) and all entities included in Boule Diagnostics AB's consolidated financial statements for the same period, as specified in Note 14 of the consolidated financial statements. The Sustainability Report has been produced in accordance with the regulations in the Annual Accounts Act (Chapter 6, Section 10). For a description of sustainability related risks and how these are managed, please see the risk section on pages 36-40 of the Annual Report.





**Courageous**



**Customer oriented**



**Innovative**



**Quality**



**Result oriented**



**Teamwork**

Boule's value keywords are a pillar of the company and help us maintain our strengths and focus. The value keywords were developed together with the staff, by identifying what uniquely characterizes Boule. Through our values, we have created

common rules, which we all follow, understand and can relate to both internally and externally. Our values strengthen our vision and mission statements and help us make the right decisions.

## **Auditor's opinion on the statutory Sustainability Report**

*To the Annual General Meeting of Boule Diagnostics AB, business registration no. 556535-0252*

### **Assignments and division of responsibilities**

The Board of Directors is responsible for the 2020 Sustainability Report and for ensuring it is prepared in accordance with the Annual Accounts Act.

### **The focus and scope of the review**

Our review was conducted in accordance with FAR's recommendation RevR 12 The auditor's opinion on the statutory Sustainability Report. This means that our review of the Sustainability Report has a different focus and a significantly smaller scope compared to the focus and scope of an audit in accordance with International

Standards on Auditing and generally accepted auditing standards in Sweden. We believe that this review provides us with a sufficient basis for our opinion.

### **Opinion**

A Sustainability Report has been prepared.

Stockholm, April 15, 2021

Öhrlings PricewaterhouseCoopers AB

**Leonard Daun**

**Authorized Public Accountant**

# Five-year summary

SEK thousands	2020	2019	2018	2017	2016
<b>INCOME STATEMENT</b>					
Net sales	400,458	498,916	424,400	427,793	396,712
Cost of sales	-223,273	-272,705	-234,682	-225,107	-206,064
<b>Gross profit</b>	<b>177,185</b>	<b>226,211</b>	<b>189,717</b>	<b>202,686</b>	<b>190,647</b>
Other operating income	29,453	11,074	10,511	5,205	6,935
Distribution costs	-82,945	-102,644	-86,186	-88,093	-69,188
Administrative expenses	-27,990	-25,465	-23,451	-27,443	-30,360
Research and development expenses	-83,098	-29,942	-28,816	-31,703	-37,480
Other operating expenses	-18,534	-9,210	-6,941	-6,300	-13,464
<b>Operating profit/loss</b>	<b>-5,928</b>	<b>70,024</b>	<b>54,835</b>	<b>54,352</b>	<b>47,091</b>
Net financial items <sup>1)</sup>	-43,093	-19,450	-101	-1,009	-2
<b>Profit/loss before tax</b>	<b>-49,021</b>	<b>50,573</b>	<b>54,734</b>	<b>53,343</b>	<b>47,088</b>
Tax	1,056	-13,026	-13,703	-16,104	-11,055
<b>Profit/loss for the year</b>	<b>-47,966</b>	<b>37,548</b>	<b>41,031</b>	<b>37,239</b>	<b>36,033</b>
<b>BALANCE SHEET, SEK THOUSANDS</b>					
<b>Non-current assets</b>					
Intangible assets	188,531	199,140	158,858	103,831	103,686
Property, plant and equipment <sup>1)</sup>	54,745	70,352	23,122	16,650	20,481
Financial assets <sup>2)</sup>	39,814	90,573	96,955	31,483	28,137
Deferred tax assets	0	-	-	256	455
<b>Total non-current assets</b>	<b>283,091</b>	<b>360,065</b>	<b>278,935</b>	<b>152,221</b>	<b>152,759</b>
<b>Current assets</b>					
Inventories	54,542	57,591	58,026	50,759	59,186
Current receivables	109,088	147,631	133,631	114,348	107,800
Cash and cash equivalents	32,989	21,580	30,256	99,163	44,588
<b>Total current assets</b>	<b>196,619</b>	<b>226,802</b>	<b>221,913</b>	<b>264,270</b>	<b>211,574</b>
<b>Total assets</b>	<b>479,710</b>	<b>586,867</b>	<b>500,848</b>	<b>416,491</b>	<b>364,333</b>
<b>Equity and liabilities</b>					
<b>Equity</b>	<b>269,305</b>	<b>332,870</b>	<b>300,857</b>	<b>261,766</b>	<b>229,765</b>
Non-current interest-bearing liabilities	1,824	2,374	1,007	751	4,651
Other non-current liabilities <sup>3)</sup>	43,094	61,952	10,747	25,982	22,275
Deferred tax liabilities	12,754	20,363	14,718	9,367	3,458
Current interest-bearing liabilities <sup>2)</sup>	83,856	92,844	62,590	38,678	30,364
Current non-interest-bearing liabilities	68,878	76,464	108,229	79,947	73,820
<b>Total equity and liabilities</b>	<b>479,710</b>	<b>586,867</b>	<b>500,848</b>	<b>416,491</b>	<b>364,333</b>
<b>Cash flow</b>					
Cash flow from operating activities before changes in working capital	38,494	77,867	53,287	62,034	56,034
Changes in working capital	36,745	-23,891	-30,623	-4,318	-36,159
Cash flow from investing activities	-46,006	-74,538	-92,133	-14,076	-5,659
Cash flow from financing activities	-14,881	11,615	-435	12,247	-21,090
<b>Cash flow for the year</b>	<b>14,351</b>	<b>-8,947</b>	<b>-69,904</b>	<b>55,886</b>	<b>-6,874</b>

<sup>1)</sup> Includes leases reported under IFRS 16 with effect from 2019.

<sup>2)</sup> Includes associated company biosurfit with effect from December 2018.

<sup>3)</sup> Includes leases reported under IFRS 16, provisions and factoring with effect from 2019.

Five-year summary	2020	2019	2018	2017	2016
<b>KEY FIGURES</b>					
Net sales growth, %	-20	17.6	-0.8	7.8	19.7
Gross margin, %	44.2	45.3	44.7	47.4	48.1
EBITDA, SEK million	55.7	91.4	63.2	65.2	56.6
EBITDA margin, %	13.9	18.3	14.9	15.3	14.3
EBIT, SEK million	-5.9	70.0	54.8	54.4	47.1
EBIT margin, %	-1.5	14.0	12.9	12.7	11.9
Return on total assets, %	-1.0	13.2	12.3	13.9	13.9
Return on equity, %	-15.9	11.9	14.6	15.2	17.2
Return on capital employed, %	-10.1	13.0	16.1	15.4	16.9
<b>CAPITAL STRUCTURE</b>					
Equity, SEK million	269.3	332.9	300.9	261.8	229.8
Capital employed, SEK million	398	490.0	375.2	327.2	287.1
Working capital, SEK million	156	202.1	205.0	261.5	176.2
Liabilities to credit institutions, SEK million	89.4	105.6	74.3	65.4	57.3
Interest coverage ratio, x	-1.6	11.9	33.2	23.8	67.0
Net debt, SEK million	-4.7	7.3	-59.7	-113.1	-55.9
Net debt/equity ratio, %	-0.02	2.2	-19.8	-43.2	-24.3
Equity/assets ratio, %	56	57	60	63	63
<b>PER-SHARE DATA</b>					
Average number of shares	19,416,552	19,416,552	19,416,552	19,175,511	18,828,552
Number of shares at end of period	19,416,552	19,416,552	19,416,552	19,416,552	18,828,552
Earnings per share, SEK	-2.47	1.93	2.11	1.92	1.91
Equity per share, SEK	13.9	17.1	15.5	13.5	12.2
Cash flow from operating activities per share, SEK	3.82	2.78	1.17	2.97	1.06
Dividend	0.55	0*	0.55	0.50	0.35
<b>EMPLOYEES</b>					
Average number of employees	212	212	191	164	174

\* Dividend not issued in 2019 due to market uncertainty related to the global spread of COVID-19



# The Boule Share

Boule shares have been listed on NASDAQ Stockholm since 2011. Boule had 2,382 shareholders at December 31, 2020.

## Market capitalization and turnover

The closing price on December 31, 2020 was SEK 59.50 (68.20), corresponding to a market capitalization of SEK 1,155.3 (1,324.2) million. The average daily turnover for Boule shares in the 2020 financial year was 20,907 (31,776). The total number of Boule shares traded during 2020 was 5.3 (7.9) million at a value of SEK 320.98 (415.5) million. The share declined by -14.6 percent during the year, while the OMXSPI rose by 12.9 percent.

## 2018 share split

To facilitate trade in the listed Boule shares, the 2018 Annual General Meeting adopted a 4:1 share split with effect from June 4, 2018, thereby increasing the number of shares in the company. All historical share-related performance measures in the annual report are recalculated retrospectively to facilitate comparison between years.

## Share capital and classes of shares

Boule's share capital on December 31, 2020 was SEK 4,854,138, divided into 19,416,552 shares with a par value of SEK 0.25. There was no change to the number of shares and votes in 2020. Boule has only one class of shares and all shares carry equal rights to the company's assets and profits. A trading lot consists of one share.

## Warrants

Boule has three outstanding warrant programs. The 2017 AGM approved the issue of a maximum 122,631 warrants carrying the right to purchase four company shares at SEK 97.50 per share no later than December 30, 2020. 58,631 of these warrants were

allocated and purchased on commercial terms in 2017. Of these, 48,631 were acquired by the CEO at the time and the remaining 10,000 by other senior executives. No further allocation was made. The warrants had not been exercised at the end of the year and therefore expired. The 2019 AGM approved the issue of a maximum 490,500 warrants carrying the right to purchase one share at SEK 67.50 per share no later than December 30, 2022. 463,435 of these warrants were allocated and purchased on commercial terms by employees in 2019. Of these, 280,080 were acquired by senior executives and 183,354 by other employees. The 2020 AGM approved the issue of a maximum 180,000 warrants carrying the right to purchase one share at SEK 86.70 per share no later than December 30, 2023. These warrants were allocated and purchased by employees on commercial terms in 2020. The CEO purchased 130,000 of these and 50,000 were purchased by other senior executives.

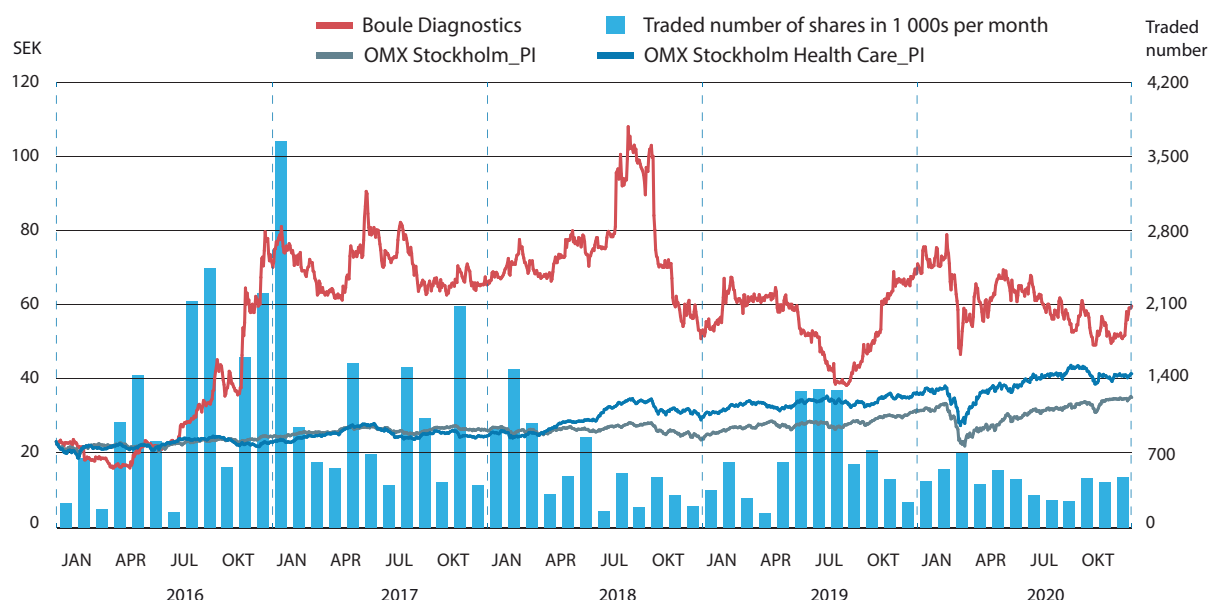
## Dividend

It is the Boule Board's long-term intention to issue dividends to shareholders that reflect an attractive yield with good dividend growth. The adopted dividend policy provides for payment of 25 to 50 percent of annual profit, taking into account the company's liquidity. The Boule Board has recommended that the AGM approve a dividend of SEK 0.55 (0.00) per share, corresponding to 37.3 (0.0) percent of profit for the year, adjusted for impairment items.

## Shareholder agreements

The Board is not aware of any shareholder agreements between company shareholders. Additional information about the Boule share and ownership can be found on page 51.

## SHARE PRICE CHANGES, JAN 1, 2016 TO DEC 31, 2020





# Risks and opportunities

By identifying and managing external risks and challenges, Boule creates new opportunities for continued growth.

## Boule's challenges, risks and uncertainties

Boule sells instruments, consumables and associated services in over 100 countries, which entails risks, uncertainties and challenges that are varied in nature and potential impact. Boule's main challenges are related to the fragmented and competitive market in which the company operates, its commitment to continuously developing and broadening the product portfolio and strict regulatory requirements in the area of advanced medical technology. These challenges vary for each product and region, but Boule needs to meet all market challenges effectively in order to ensure profitability and cash flows. Boule's competitors include both smaller and larger, resource-intensive companies that are able to compete on pricing, regulatory advantages or exclusive agreements to win procurements and market share. Boule's presence in diverse geographic markets also means that the company risks seeing sub-markets closed or becoming unprofitable due to global economic downturns, trade war, pandemics or other global events.

As a global company, Boule has a responsibility to act in a socially, economically and environmentally sustainable way. This responsibility does not extend merely to the Group companies but also applies throughout the supply and distribution chains on which Boule is dependent to conduct its operations. If Boule's risk assessment and risk management were to be unsuccessful, the company would be affected directly through financial losses or indirectly through reputational damage to Boule's brands.

The most significant risks to Boule's target fulfillment and Boule's management of these risks and associated opportunities are summarized in the table on the following pages\*.

## Boule's opportunities

High-quality instrument platforms, well-established distribution channels and strong brands give Boule a stable foundation for future growth. The decentralized global hematology market in which Boule operates shows solid growth and the company has strong positions in several of its markets, including many of the fastest-growing sub-markets. In recent years, the product portfolio has grown through in-house development, partnerships, and investment. The broader product portfolio will enable stronger growth in five-part and veterinary hematology. Boule's stable financial position ensures continuing future growth for the product portfolio through development of next generation hematology systems and through partnerships, investment, and possible acquisitions.

## Boule's quality assurance

Since 2017, Boule has worked systematically to improve competencies and add resources for regulatory compliance and quality assurance. These activities include reinforcing senior management with a new manager with solid FDA experience, adding resources for quality assurance and regulatory compliance, strengthening the process development department in production and the service teams in the US and Sweden, acquiring external consultant support to identify areas for improvement and ensuring quality assurance and regulatory compliance are incorporated into Boule's strategies and values. A major change for the entire industry in coming years involves the European regulatory directive, EU IVD Regulation (EU) 2017/746 (IVDR) that becomes effective May 2022.

In October 2018, Boule received an FDA warning letter containing seven observations following a routine inspection of the company's Swedish instrument production. Although the letter did not entail any restrictions on the production or sale of Boule products, it was immediately given top priority throughout the organization and efforts were focused on measures to address the observations during 2019. In February 2020, Boule received a letter from the FDA with the welcome news that the evaluation of the company's corrective measures had been completed and the warning letter had been closed.

Preparations for implementation of the new EU IVDR regulatory framework (effective in May 2022) will be intensified in 2021. These include updating technical product files and having our quality control system audited by an accredited IVDR certification body.

The company will continue to dedicate necessary internal and external resources to ensure Boule meets all current and future regulations.

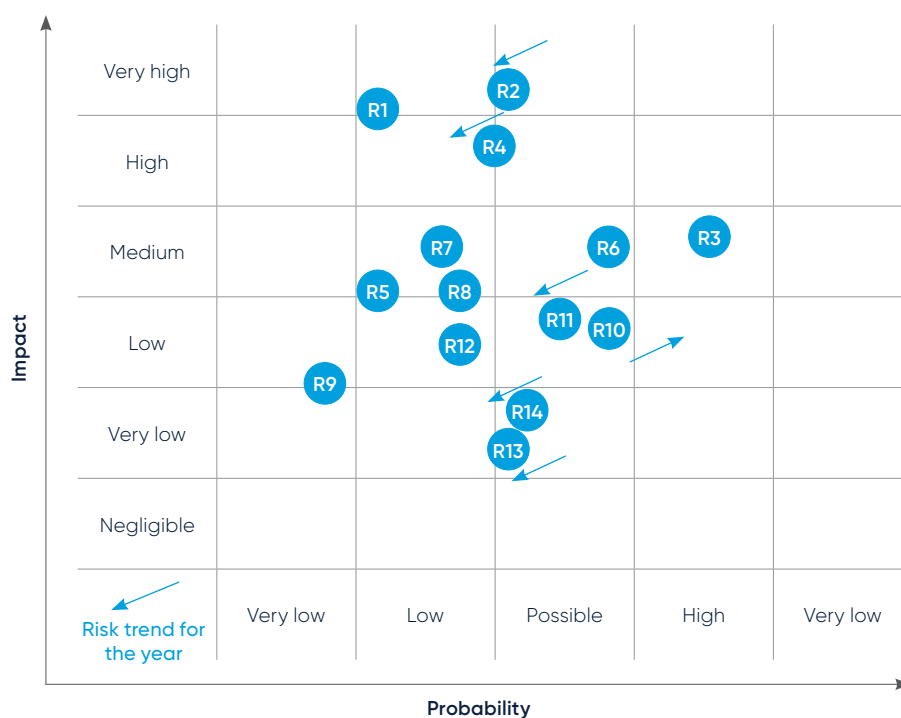
\* Further information about the company's sustainability activities can be found in the sustainability report on pages 22-31. The Board of Directors' internal control report describes the company's internal control and is presented in the Corporate Governance Report on page 42.





## RISK ASSESSMENT 2020

RISKS	Risk number
Regulatory	R1
Product portfolio	R2
Distributor risks	R3
Production and quality risks	R4
Counterfeit reagents	R5
Price pressure	R6
Supplier risks	R7
Market risks and competition	R8
Bribery and corruption	R9
Currency risks	R10
IT security and systems	R11
Financing risks and future cash flows	R12
Health and safety in the workplace	R13
Dependence on key personnel	R14



RISK	Risk description	Risk management	Opportunities
<b>REGULATORY</b>	<p>Boule is subject to strict regulatory requirements in the human market, regardless of sub-market or region. Should Boule fail to acquire approval from governmental agencies for future products, or maintain approvals of current products, the company would be unable to continue selling these products on these markets.</p> <p>Prior to final introduction of the IVDR in May 2022, Boule is dependent on auditing by IVDR accredited certification bodies. The certification body's accreditation and availability of necessary resources for Boule is an external risk.</p>	<p>In recent years, Boule has continuously strengthened its regulatory and quality assurance resources, both internally and using external support. This is an ongoing process to ensure the company is able to launch new products and operate effective sales activities in all markets. With regulatory resources and processes having been strengthened in recent years, the risk of new problems is considered lower.</p> <p>Boule has planned activities for IVDR with the certification body and is now following a joint project plan and schedule.</p>	<p>Strict regulatory requirements are an entrance barrier to Boule's markets. This is a limiting factor for low price competitors and other companies lacking regulatory and quality assurance resources. Maintaining regulatory know-how, understanding of markets and well-functioning processes ensures effective and profitable sales for Boule.</p>
<b>PRODUCT PORTFOLIO</b>	<p>Boule's competitors regularly develop new products that the company must compete with by offering a relevant, comprehensive, and high-quality product portfolio that offers an attractive alternative. Quality assurance and clinical studies can take several years and development projects may be delayed, run over budget, or fail, which would be detrimental to Boule's market positions.</p>	<p>Boule invests in in-house research and development on new and existing products to ensure a relevant portfolio of three-part, five-part and veterinary market products. In parallel with this, the product portfolio is broadened through external partnerships and distribution agreements, and also acquisitions when attractive opportunities arise.</p>	<p>Boule has had a competitive offering for the three-part market for many years and, with new instruments for the fast-growing five-part and veterinary markets, has good opportunities to increase market share. The company is currently developing the next generation hematology platform, while continuing to develop partnerships and distribution agreements that offer good opportunities for future growth.</p>
<b>DISTRIBUTOR RISKS</b>	<p>Group sales are primarily conducted using distributors and are adversely affected if these partnerships do not work, the distributors do not market Boule's products sufficiently well or receivables from distributors are not paid. There is also a risk of harm to Boule's reputation if these distributors engage in unethical conduct.</p>	<p>Boule regularly evaluates its distributor structure to ensure that distributors comply with Boule's ambitions regarding ethical conduct and profitability. Dependence on individual distributors is reduced in most countries with double distributor channels (Medonic &amp; Swelab). Boule also insures a large portion of receivables through the EKN (Swedish National Export Credit Agency) that guarantees 75 to 95 percent of these receivables' total value.</p>	<p>Boule has a global reach for its products via well-functioning distributor partnerships. Their strengths and knowledge of local markets and conditions improve Boule's opportunities for further profitable growth.</p>
<b>PRODUCTION AND QUALITY RISKS</b>	<p>The Group's production operates from three facilities in a chain of processes where any interruptions due to human, technical, or regulatory factors would possibly prevent Boule from meeting its product quality or delivery obligations. Should Boule fail to meet stakeholder expectations regarding quality, safety, use of chemicals and components, or to meet regional and national standards, this would damage confidence in the company and profitability.</p>	<p>Boule meets the requirements imposed by the EU RoHS, REACH and WEEE Directives. Boule's Total Quality Concept ensures product quality throughout the delivery chain. The entire production chain is monitored continuously and Boule has developed stable procedures for detecting defects and ensuring that correct products are produced and delivered in accordance with established processes.</p>	<p>Boule's investments in quality throughout the product life cycle and in regulatory resources, combined with strategic investments in production facilities, strengthen the company's position and minimize the risk of defects. These increase confidence in the company and its products, which improves Boule's opportunities for profitable new agreements.</p>

RISK	Risk description	Risk management	Opportunities
<b>COUNTERFEIT REAGENTS</b>	There is a risk that users of Boule's growing instrument base will buy pirated third-party reagents. This would have negative impact on the company's revenue streams and would also be a potential risk to the user in terms of quality deficiencies.	Boule protects the company and end user against such counterfeit reagents by using barcodes and RFID technology on company reagent deliveries. In most cases, the company's distributors monitor and prevent pirated reagent use. Use of pirated reagents would also invalidate warranties.	Sales of consumables are now the single largest revenue stream for Boule and provided the company continues to protect itself effectively against piracy, growth will continue, with assured quality and precision of diagnostics for users.
<b>PRICE PRESSURE</b>	Boule's future positions would be negatively affected if competitors were able to offer more efficient products and/or lower prices. Competition and pricing vary depending on region and product.	To maintain the high quality of Boule products without increasing cost, the company continues to invest in production process efficiency and improved manufacturing structures. The marketing department has been strengthened to ensure product pricing based on the value generated for customers.	The Boule quality concept and value-creating process span the entire life cycle of products, enabling the company to maintain reasonable and attractive price levels for customers. Our business model ensures the operational reliability of the products while maintaining good long-term relationships and margins.
<b>SUPPLIER RISKS</b>	If subcontractors fail to maintain Boule's quality requirements, lead times will get longer and, in the worst case, defective products could be delivered to end customers. The supply chain also includes environmental risks from CO <sub>2</sub> emissions and ethical risks involving corruption, human rights, work environment and similar.	Boule's thorough quality work includes all subcontractors. Suppliers are regularly audited and informed about company principles and values presented in the Boule Code of Conduct for Suppliers.	Boule is a relatively small company and benefits from subcontractors' production and development expertise. They reduce time-to-market for Boule products, supplementing our product portfolio and thereby further reinforcing our market position and future growth.
<b>MARKET RISKS AND COMPETITION</b>	Boule operates in a fragmented market with diverse competition. It is not inconceivable that well-resourced companies active in other markets could diversify into Boule's main markets or that one of our important markets could be affected by trade restrictions.	Boule continues to expand its distribution network while strengthening and improving support structures for existing distributors with measures such as increasing the presence in local markets through product specialists and service. The company's product portfolio has also been expanded and the internal marketing department has been strengthened.	By focusing on strengthening Boule's position in its main market segments and working closely with well-established local business partners, the company continues to lay the foundation for continuing growth.
<b>BRIBERY AND CORRUPTION</b>	With operating companies in Sweden, the US, Russia and Mexico, and with partnerships and distribution in over 100 countries, Boule is exposed to the risk of corruption in varying forms and to varying degrees. Unethical conduct by Boule would cause legal complications, costs, and above all damage to the company's reputation.	Boule has zero tolerance for bribery and corruption. All employees receive training in the company's code of conduct and are informed of the guidelines on gifts and hospitality and their responsibilities regarding anti-corruption.	Boule has historically enjoyed a good ethical reputation and continues efforts to earn this. This is important for Boule and for the many stakeholders the company has relationships with. Preserving this reputation will facilitate future partnerships and dialogues with all stakeholder groups.



RISK	Risk description	Risk management	Opportunities
<b>CURRENCY RISKS *</b>	Boule is exposed to currency risks, primarily in the form of translation exposure but also, to a lesser extent, transaction exposure.	Boule strives to apply natural currency hedging and does not currently use derivatives, but may consider doing so in the future. When necessary, currency fluctuations are addressed by adjusting end-customer pricing.	Currency risk is natural in a group operating in a global market. Boule currently accepts this risk as a necessary component of revenue generation and growth but it is regularly monitored and assessed.
<b>IT SECURITY AND SYSTEMS</b>	IT processes are developing rapidly and constantly changing. If Boule failed to keep its IT systems and processes updated and in good order, the company would risk having inadequate IT security, decision-making data and reporting.	Boule regularly reviews the need to update systems and processes to ensure a high level of security and reliable decision-making data and reporting. The current focus is on establishing Group-wide systems to improve efficiency.	Various types of IT risk arise naturally in a modern enterprise but, when managed correctly, well-functioning systems and processes offer greater opportunities to do good business, improve efficiency and increase future profitability.
<b>FINANCING RISKS AND FUTURE CASH FLOWS *</b>	These risks involve the ability to discharge the company's obligations and arrange financing at reasonable cost. Boule's revenue, cash flows and margins are also affected by quarterly variations arising from the timing of larger procurement processes.	Boule can currently finance operating activities using internally generated cash flow but continuously monitors cash flows to secure operations through Swedish Export Credit Agency financing and similar. These variations will also decrease as sales from consumables grow.	Boule has maintained a positive net cash balance which has been used for investing in growth. The company also maintains low net debt.
<b>HEALTH AND SAFETY IN THE WORKPLACE AND DEPENDENCE ON KEY PERSONNEL</b>	Boule has a distinct high-tech profile and is therefore dependent on retaining and recruiting skilled, committed staff to achieve its defined goals. If Boule were unable to offer an attractive and safe workplace, this would have a direct and indirect adverse effect on the company's future profitability.	Boule undertakes to adhere to high standards with the aim of being able to offer a fair, respectful, and safe workspace for all employees and at a wider level. Boule's code of conduct, occupational health and safety policy, and supplier code of conduct present the company's positions on these issues.	Historically, employee turnover at Boule has remained low and the company continues to invest in HR issues including training, seminars, and implementation of new values. Key figures for sick leave, employee satisfaction and similar have improved as a result. Maintaining this progress will ensure access to the skilled and committed employees Boule requires for its continuing success.

# Performance measure definitions

The Boule Group's financial statements are prepared in accordance with IFRS, in which only a small number of performance measures are defined. Boule applies the ESMA (European Securities and Markets Authority) guidelines for alternative performance measures. Briefly, alternative performance measures provide a financial measure of historical or future earnings trends, financial position or cash flow not defined or specified in the IFRS. Boule presents certain of these non-IFRS performance measures in order to support company management and other stakeholders when they analyze the Group's performance. Management consider this information is helpful in their analysis of the Group's development. The alternative performance measures supplement the information presented in accordance with IFRS and do not replace IFRS performance measures. These definitions of non-IFRS measures may differ from definitions used by other companies. Calculations for all performance measures may be checked against items in the income statement and balance sheet.

**Return on equity** is profit/loss for the year after tax divided by average equity.

**Return on total assets** is operating profit/loss plus finance income divided by average total assets.

*Performance measures showing the Group's profitability in relation to equity and total assets. These measures are considered important for investors wishing to compare the Group with other investments.*

**Gross profit** is net sales less cost of sales.

**Gross margin** is gross profit divided by net sales.

*Gross profit and gross margin show the basic profitability of Boule's sales of goods and services and are therefore considered important for investors who want to understand the business model's profitability and development over time.*

**EBIT** (Earnings before interest and taxes) is also referred to as operating profit.

**EBIT margin** is EBIT divided by net sales.

*EBIT is considered important to investors as it shows the Group's operating profit before finance costs and taxes.*

**EBITDA** (Earnings before interest, taxes, depreciation and amortization) is profit before net financial items, taxes and depreciation/amortization and impairment of assets.

**EBITDA margin** is EBITDA divided by net sales.

*As stated above, EBITDA is operating profit before depreciation, amortization and impairment. As depreciation, amortization and impairment do not affect cash flow, EBITDA is considered relevant to investors' assessment of the Group's performance for the period.*

**Equity per share** is equity divided by the number of shares at the end of the period.

**Sales growth** is net sales for the period divided by net sales for the comparative period, expressed as a percentage change.

*Net sales is revenue from goods sold and services rendered and its development over time is therefore considered an important measure for investors and other stakeholders.*

**Capital employed** is total assets less deferred tax liabilities and non-interest-bearing liabilities.

**Return on capital employed** is operating profit adjusted for financial items plus finance costs divided by average capital employed.

*Capital employed is the capital that requires a return, as it is externally financed with interest costs or shareholders' equity. Return on capital employed is considered interesting to both investors and other stakeholders.*

**Working capital** consists of inventories, trade receivables (current and non-current) and cash less trade payables.

*Working capital is capital that is used in the ongoing business and shows the Group's capacity to meet short-term obligations.*

**Interest coverage ratio** is operating profit plus finance income divided by finance costs.

*The interest coverage ratio is used to measure the Group's ability to pay interest costs.*

**Net debt** is interest-bearing liabilities less cash and cash equivalents and interest-bearing receivables guaranteed by EKN.

**Net debt/EBIT ratio** is net debt divided by EBIT for the most recent 12-month period.

**Net debt/equity ratio** is net debt divided by equity.

*Net debt clarifies the amount of interest-bearing liabilities less the funds that could be used for repayment. When net debt is divided by EBIT, this shows how many years, based on operating profit for the most recent full-year period, it would take to pay off all outstanding interest-bearing liabilities. The debt/equity ratio is a measure that shows the Group's resilience and interest rate sensitivity.*

**Equity/assets ratio** is equity divided by total assets.

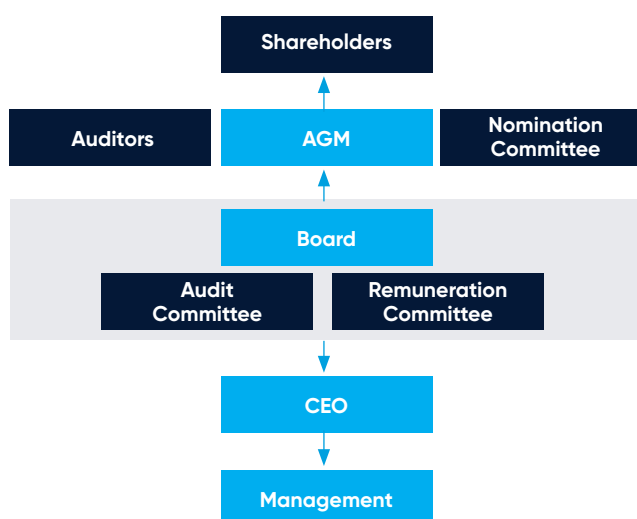
*This measure shows the proportion of the Group's total assets that have been financed by shareholders and is considered important for investors and other stakeholders.*

# Corporate Governance Report

Corporate governance at Boule Diagnostics AB defines decision-making systems, clarifies roles and division of responsibilities between the Board of Directors, management and control bodies and ensures transparency to the Group's stakeholders.

## Corporate Governance

Boule Diagnostics AB ("Boule" or "the company") bases corporate governance on Swedish legislation (primarily the Swedish Companies Act), the company's articles of association, internal rules, regulation and policies and Nasdaq Stockholm's Regulations for Issuers. Boule applies the Swedish Corporate Governance Code (the "Code"), the purpose of which is to ensure companies are managed sustainably, responsibly and as efficiently as possible for their shareholders.



## Annual General Meeting

The Annual General Meeting is the company's highest decision-making body and amendments to the articles of association are adopted by the meeting. Company shares are issued in a single class, with each share carrying entitlement to one vote. The AGM elects the Board of Directors and auditors, and makes decisions in accordance with the Swedish Companies Act and the company's articles of association. The Board presents the annual report and consolidated financial statements to the AGM. The auditors present the auditor's report for the Parent Company and the Group. The notice of the AGM, which is published in a press release and on the company website, includes information on business to be dealt with at the meeting. Decisions made at the meeting are published in a press release and are available on the company website. The 2021 Annual General Meeting will be held on May 6 at 18.00 in the company's premises at Domnarvsgatan 4 in Spånga.

## Nomination Committee

The AGM decides on the Nomination Committee's composition. The 2020 AGM decided that the Nomination Committee would consist of three members representing the three largest shareholders at the end of September. The composition is announced no later than six months before the AGM. Prior to the AGM, Ulf Hedlundh, representing the company's largest shareholder Svolder AB, was appointed Chair of the Nomination Committee. The Nomination Committee prepares decision-support material for the AGM related to the election and remuneration of the meeting Chairman, Board members, Chairman of the Board and auditors. The Nomination Committee reports to the AGM on its work. The Committee does not receive any remuneration for its work. Shareholders can contact the Nomination Committee with proposals and views regarding the Board's composition. Auditors were elected at the 2020 AGM. The Nomination Committee's composition as from October 2020 is shown in the table below:

Name	Representing	Ownership, % 30 September 2020
Ulf Hedlundh (Nomination Committee Chair)	Svolder AB	12.43
Emil Hjalmarsson	AB Grenspecialisten	10.68
Thomas Eklund	Thomas Eklund	10.08

## Owners

Boule's largest shareholders and their shareholdings are presented in the Directors' Report under Share and Ownership Structure on page 51.

## The Board of Directors

The Articles of Association state that the Board shall consist of a minimum of three and a maximum of seven members, with no deputies. Through the Nomination Committee's preparation of proposals for the election of Board members, Boule applies rule 4.1 of the Swedish Corporate Governance Code as a diversity policy. The Board must have an appropriate composition, characterized by diversity and breadth with regard to elected members' skills, experience and background, that takes into account the company's operations, stage of development and other circumstances. There must be an aim to achieve gender balance. Since the AGM on May 7, 2020, the Board has five members: three men and two women. No changes to the Board were made in 2020. Peter Ehrenheim was re-elected Chairman of the Board at the 2020 AGM. Karin Dahllöf, Thomas Eklund, Jon Risfelt and Charlotta Falvin were re-elected to the Board. Board responsibilities are regulated in the Swedish Companies Act and the Board's rules of procedure. The rules of procedure define the division of work between the Board and its



committees, and between the Board and the CEO. According to the rules of procedure, the Board's tasks include approving strategies and budgets, adopting annual reports, other financial reports, important policies, and authorization instructions, appointing the CEO, evaluating the CEO's work, establishing rules for internal control, monitoring internal control, making decisions on major investments and substantial agreements, deciding on the focus of the Board's work, appointing audit and remuneration committees and evaluating its own work. It is also the Board's task to define the necessary guidelines for the company's conduct in society, with the aim of ensuring its long-term value-creation capability. The Board shall monitor compliance with adopted guidelines on remuneration of senior executives and propose remuneration guidelines to the AGM. The Chairman of the Board leads the work of the Board. It is the Chairman's task to monitor the company's development and ensure that the Board receives the information it requires to enable it to conduct its work. The rules of procedure state that the Chairman will represent the company in ownership matters.

## Remuneration of Board members

The 2020 AGM adopted total Board fees of SEK 1,410,000 for the period to the end of the next AGM. The Board fees are distributed as follows: SEK 470,000 to the Chairman and SEK 235,000 to each of the other members.

## Work of the Board

Board meetings are prepared by the Chairman of the Board and the CEO. The Board receives written material prior to each meeting. Business conditions and financial reporting are dealt with at each ordinary Board meeting. Board minutes are kept by the company CFO. In 2020, the Board maintained a strong focus on understanding and monitoring the company's development and financial position during the COVID-19 pandemic and supporting the work of management. The Board regularly evaluated the strategic partnership with biosurfit, which resulted in impairment of the company's holding. The Board further evaluated and monitored the current development project for a new product platform while further reinforcing research and development capacity. The Board also followed changes and developments in instrument production. Time was also devoted to reviewing and verifying the company's strategy and continuing the strategic discussion on the company's future based

on continuous analysis of markets, customers and competition. There was a significant focus on the introduction of the new CEO during spring. The Board also dealt with organizational and leadership development.

## Evaluation of the work of the Board

The Board evaluates its own work, in accordance with the rules of procedure. This is done through discussions within the Board and an annual evaluation by the Nomination Committee. The Nomination Committee reports through its statement to the AGM.

## Summary of Board meetings during the year

The Board held eleven regular Board meetings in 2020, including a strategy day, and six meetings by correspondence. The external auditors participated in three Board meetings during the year. A list of Board members and their attendance at meetings in 2020 is presented in the table at the bottom of the page.

## Audit Committee

The Audit Committee consists of the full Board. The Committee's primary task is to ensure the quality of financial reporting, which includes internal control, reviewing significant reporting and valuation issues and reviewing the company's external reports. The Committee assesses auditing activities and assists the nomination committee by proposing auditors for election and their remuneration. The Audit Committee determines the services additional to auditing that the company may procure from its auditors. Certain meetings between the Audit Committee and the external auditors shall take place without the presence of employees.

## Remuneration Committee

No separate committee has been appointed; instead, the tasks of a remuneration committee are performed as part of the work of the Board. The primary task is to propose salary, other benefits and employment terms for the CEO. The Board prepares proposed guidelines on remuneration and employment terms for other senior executives in Group management and proposals on incentive programs. The Board shall ensure compliance with the adopted guidelines on remuneration of senior executives.

## BOARD MEMBERS AFTER THE 2020 AGM

Name	Period	Function	Attendance <sup>1)</sup>	Independent of management	Independent of owner	Shareholding <sup>2)</sup>	Elected
Peter Ehrenheim	Jan 1 – Dec 31	Chairman	16/16	Yes	Yes	130,230	2015
Karin Dahllöf	Jan 1 – Dec 31	Member	16/16	Yes	Yes	10,650	2015
Thomas Eklund	Jan 1 – Dec 31	Member	16/16	Yes	No	1,956,955	2014
Jon Risfelt	Jan 1 – Dec 31	Member	16/16	Yes	Yes	9,825	2016
Charlotta Falvin	Jan 1 – Dec 31	Member	16/16	Yes	Yes	–	2018

<sup>1)</sup> Attendance is for meetings in 2020.

<sup>2)</sup> Refers to holdings as of March 31, 2021.

## Guidelines on remuneration and other terms of employment for senior executives

The AGM adopts guidelines on remuneration of senior management. Proposals are prepared by the Board in its capacity as remuneration committee. The primary principle is that Boule must offer competitive terms to enable the company to recruit and retain competent employees. More information on the proposed remuneration guidelines can be found in the Directors' report on page 51.

## Authorization for the Board

At the Annual General Meeting on May 7, 2020, the Board was authorized to increase the company's share capital within the framework of the current articles of association by issuing new shares, warrants and/or convertible instruments, with or without derogation from preferential rights for shareholders, on one or more occasions in the period up to the next AGM. Total new shares issued may not exceed ten percent of the shares in the company, based on the total number of votes in the company when the Board first exercises the authorization. The issues shall be conducted at a market-based subscription price, subject to a market-based issue discount where applicable, and payment shall be possible through cash or non-cash payment, by offset, or subject to other conditions.

## Audit

The company's auditors are elected at the AGM for a period of one year. The 2020 AGM reelected Öhrlings PricewaterhouseCoopers as auditor, with authorized public accountant Leonard Daun as chief auditor for the Group. Öhrlings PricewaterhouseCoopers has been the company's auditor with Leonard Daun as chief auditor since the 2014 AGM. The company's auditor conducts a review of at least one interim report per year on behalf of the Board. Other statutory audits of the annual accounts, consolidated financial statements, accounting records and administration of the Board and CEO are conducted in accordance with International Standards on Auditing and generally accepted auditing practices in Sweden. The auditors meet annually with the full Board, with and without senior management present.

## Financial reporting to the Board

The Board determines the reports that must be prepared to enable monitoring of the company's development. The quality of financial reporting to the Board is evaluated by the Audit Committee. External financial information in accordance with the company's information policy, as adopted annually by the Board, financial information is provided in interim reports, a year-end report, an annual report and press releases in connection with significant events that may affect the share price. Information is disclosed in accordance with Nasdaq Stockholm's Regulations for Issuers. The Board considers all external financial reports before publication. The information policy also determines how the communication is implemented and who represents the company. Information distributed through press releases is also available on the company website, where other information that is deemed valuable is also available.

## Internal control report

The Board is responsible for internal control in compliance with the Swedish Companies Act and the Code. The Board's report

refers to internal control related to the Group's financial reporting. The Board's work in the area of internal control is based on the control environment, risk assessment, control activities, information and communication, and monitoring. Internal control is a process influenced by the Board, senior management and other employees, and is designed to provide reasonable assurance that the company's goals are achieved in terms of efficient and effective operations, reliable financial reporting, and compliance with laws and regulations.

## Control environment

The Board has overall responsibility for establishing and maintaining good internal control. A good control environment is built by designing the organization, decision-making paths, authority and responsibility as expressed in policies and guidelines. Common values create consensus and reinforce internal control. Reporting from the different Group entities has been harmonized, performance monitoring has been improved and many improvement processes are in progress. The Board establishes certain policies and instructions, including the authorization instructions. The Board and company management consider it important to have fast and accurate reporting. The finance function ensures that all operations are assessed and streamlined. The evaluation of internal control within the Group follows a plan that is approved annually by the Audit Committee. Department managers are responsible for creating processes to implement appropriate internal control.

## Risk assessment

The company has established a process for risk assessment and risk management to ensure the risks to which the company is exposed are managed within the framework set by the Board. The Audit Committee monitors this process. Business processes are evaluated regarding efficiency and risk. This includes identifying the risk of error in financial reporting. The company's support processes are also assessed. A comprehensive risk assessment is conducted annually. Risks are ranked and linked to processes. Processes assessed as critical include development, manufacturing, sales, quality and support processes such as financial statements and IT. The risk of material errors or misstatement in financial reporting is reported to the Audit Committee.

## Control activities

The risks identified regarding financial reporting shall be managed through control measures. Significant processes are documented and assessed to improve efficiency in the control systems. The control structure includes defined authority, division of work and management's regular reviews of financial information.

## Information and communication

The Board and management have established information and communication channels to ensure completeness and accuracy in financial reporting. Governing documents, such as internal policies, guidelines and instructions, are available in the company's quality system. Members of Group management regularly visit subsidiaries and employees of subsidiaries regularly visit the head office.

## Monitoring

The Board has decided that internal control will be monitored by evaluating critical processes. After risk assessment, the processes to be documented and evaluated during the year are determined. Self-evaluation means that employees in each

operation evaluate the process and address the risks and controls. This approach involves employees and creates an understanding of the importance of internal control. The company's internal self-evaluation activities in 2020 focused on improving and streamlining processes and procedures, strengthening internal control related to financial reporting, and the company's IT security. The aim is to identify the overall control environment and material risks, and to introduce joint rules covering general control issues. The Audit Committee monitors the company's internal control activities through regular feedback and maintains ongoing contact with the external auditors.

### Planned activities 2021

In 2021, business and control processes will be further documented and evaluated to strengthen internal control.

### Internal audit

The Board's assessment is that Boule does not need a formalized internal audit function with the processes and functions for internal governance and control currently implemented. The Board conducts an annual assessment to determine whether an internal audit function is necessary to maintain good control within the company.

Stockholm, April 15, 2021

Peter Ehrenheim  
*Chairman of the Board*

Karin Dahllöf  
*Board member*

Thomas Eklund  
*Board member*

Jon Risfelt  
*Board member*

Charlotta Falvin  
*Board member*

Jesper Söderqvist  
*Chief Executive Officer*

## Auditor's statement on the Corporate Governance Report

To the Annual General Meeting of Boule Diagnostics AB (publ), corporate ID 556535-0252

### Engagement and responsibility

The Board of Directors is responsible for the corporate governance report for 2020 on pages 42-45 and for ensuring it has been prepared in accordance with the Swedish Annual Accounts Act.

### Focus and scope of the examination

Our examination has been conducted in accordance with FAR's auditing standard RevU 16 The Auditor's examination of the corporate governance statement. This means that our examination of the corporate governance report has a different focus and is 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 provides us with sufficient basis for our opinions.

### Opinions

A corporate governance report has been prepared. Disclosures pursuant to Chapter 6, Section 6, second paragraph, items 2-6, of the Annual Accounts Act and Chapter 7, Section 31, second paragraph, of the same Act are consistent with the annual accounts and the consolidated financial statements and are in accordance with the Annual Accounts Act.

Stockholm, April 15, 2021

Öhrlings PricewaterhouseCoopers AB

Leonard Daun  
*Authorized Public Accountant*



## Board of Directors



From the left: Jon Risfelt, Karin Dahllöf, Peter Ehrenheim, Thomas Eklund, Charlotta Falvin.

### Jon Risfelt

Born 1961. Board member since 2016.

**Other assignments:** Chairman of Knowit AB, CAB Group AB and Axentia Group Holding AB. Board member of Bilia AB, Elos Medtech AB and Projektengagemang AB.

**Present occupation:** Independent Board member, advisor and consultant.

**Education:** Master of Science in Chemical Engineering from the Royal Institute of Technology (KTH).

**Shareholding in Boule:** 9,825.

**Independence:** Independent of the company and its management. Independent of major shareholders.

### Karin Dahllöf

Born 1959. Board member since 2015.

**Other assignments:** Board member of Hem-Check AB.

**Present occupation:** CEO of Monivent AB.

**Education:** Biomedical analyst, Vårdhögskolan, Gothenburg University.

**Shareholding in Boule:** 10,650.

**Independence:** Independent of the company and its management. Independent of major shareholders.

### Peter Ehrenheim

Born 1955. Board member since 2015. Chairman of the Board since 2016.

**Other assignments:** Chairman of Medcap AB, Bio-works Technologies AB, Sophion Biosciences A/S, Grönsö Säteri AB and Färjsundet Industri AB. Board member of Biotage AB.

**Present occupation:** Entrepreneur.

**Education:** Master of Science from the Royal Institute of Technology (KTH).

**Shareholding in Boule:** 130,230.

**Independence:** Independent of the company and its management. Independent of major shareholders.

### Thomas Eklund

Born 1967. Board member since 2014.

**Other assignments:** Board Chair for Itrim AB, Sedana Medical AB, Moberg Pharma AB. Board member for Memira AB, Biotage AB, and Rodebjer Form AB.

**Present occupation:** Independent Board member, advisor and consultant.

**Education:** MBA from Stockholm School of Economics.

**Shareholding in Boule:** 1,956,955.

**Independence:** Independent of the company and its management but not independent of major shareholders.

### Charlotta Falvin

Born 1966. Board member since 2018.

**Other assignments:** Chairman of the Board of Skåne Startups. Board member of INVISIO Communications AB, Bure Equity AB, Net Insight AB, Tobii AB, Nel ASA and Minc AB.

**Present occupation:** Independent Board member.

**Education:** MBA, Lund University.

**Shareholding in Boule:** -.

**Independence:** Independent of the company and its management. Independent of major shareholders.

# Group management



## Jesper Söderqvist

Jesper Söderqvist is CEO and started his employment at Boule in May 2020.

**Born:** 1966

**Other assignments:** Board member of Biovica International AB, Dekatria AB and Arcoma AB.

**Education:** Master of Science in engineering, Royal Institute of Technology (KTH), Stockholm and PhD in physics from KTH/CERN.

**Shareholding in Boule:** 15,000 shares.

**Warrants in Boule:** 130,000.



## Christina Rubenhag

Christina Rubenhag is CFO and started her employment at Boule in 2017.

**Education:** Bachelor of Science from the Umeå School of Business and Economics.

**Shareholding in Boule:** 5,300 shares.

**Warrants in Boule:** 77,065.



## Bob Ariano

Bob Ariano is Senior Vice President Commercial Operations for the US and has been employed at the subsidiary CDS since February 2013.

**Education:** Northern Illinois University

**Shareholding in Boule:** 0 shares.

**Warrants in Boule:** 0.



## Helena Börjesson

Helena Börjesson is Chief Technology Officer at Boule and started her employment in March 2020.

**Other assignments:** Board member, unlisted company

**Education:** Master of Science in Engineering Physics

**Shareholding in Boule:** 800 shares.

**Warrants in Boule:** 40,000.



## Mikael Ekholm

Mikael Ekholm is Senior Vice President Instrument Production and started his employment in February 2020.

**Education:** Master of Science in Mechanical Engineering, Royal Institute of Technology (KTH).

**Shareholding in Boule:** 0 shares.

**Warrants in Boule:** 10,000.



## Kiarash Farr

Kiarash Farr is Senior Vice President Commercial Operations at Boule Medical AB and started his employment on March 1, 2018.

**Education:** Master of Science in Engineering Physics from Royal Institute of Technology (KTH) and Master in Management, INSEAD, Fontainebleau, France.

**Shareholding in Boule:** 2,000.

**Warrants in Boule:** 77,065.



## Debbie Herrera

Debbie Herrera is Senior Vice President Quality & Regulatory Assurance and started her employment in 2017.

**Education:** Master of Science in Organization and Management, Capella University, Bachelor of Science in Microbiology, Florida Atlantic University, Bachelor of Science in Chemistry, Florida Atlantic University.

**Shareholding in Boule:** 0 shares.

**Warrants in Boule:** 0.



## Eduardo Pagani

Eduardo Pagani is Senior Vice President Production and started his employment in August 2015.

**Education:** Bachelor in Mechanical Engineering from Maua Institute of Technology in Brazil and Master of Science in Manufacturing Management from Kettering University in the US.

**Shareholding in Boule:** 0 shares.

**Warrants in Boule:** 13,707.

Michael Elliott and Eva Ekerman were members of the management group in 2020.

# Directors' Report

The Board of Directors and the CEO of Boule Diagnostics AB (publ) corporate ID 556535-0252, domiciled in Stockholm, hereby submit the annual report and consolidated financial statements for the fiscal year January 1 to December 31, 2020. The results of operations during the year and the financial position of the Parent Company and Group are presented in this Directors' Report and in the following income statements, balance sheets, cash flow statements and statements of changes in equity.

## Operations

The Group's operations primarily involve blood count analyses, hematology, which is a medical branch concerning the study of blood, blood diseases and various disease conditions that can be diagnosed using blood analysis. When a doctor has a patient with an unclear diagnosis, blood can be analyzed using an automated blood cell counting system. Deviations from normal levels of the three blood cell types present in blood can provide a broad understanding of the patient's health status and indicate various disease conditions. Blood cell counts are currently one of the world's most common forms of diagnostic testing at clinical laboratories and are performed in both human and veterinary diagnostics. Blood counts can be performed in high volumes at centralized laboratories where blood samples are transported, or as near-patient testing at a medical clinic, health center, or small hospital, known as decentralized diagnostics. Decentralized diagnostics reduces or eliminates the need to transport blood samples and provides immediate test results. Boule focuses on decentralized diagnostics. The hematology market value is estimated at just over SEK 40 billion and Boule's market segment (decentralized diagnostics) at just over SEK 6 billion. Global market growth in the decentralized human diagnostics segment is estimated at five percent. Boule's global market share in the decentralized diagnostics segment is approximately eight percent.

Boule's business model is based on selling blood count instruments to the global hematology market and obtaining recurring revenue streams by selling consumables in the form of reagents, controls, calibrators and service/support for the instruments. The instruments are optimized and tied to proprietary reagents, which creates increased quality assurance of analysis results and operational reliability, while generating recurring revenues through the instruments' lifetime. The instruments are sold in several designs to meet various customer needs. These products are primarily sold to the human diagnostics market, but Boule also offers products developed for the veterinary market. The products are currently marketed in over 100 countries using a well-developed distribution network. An important component of the company's business model is the sale of reagents, calibrators and controls to OEM customers who re-brand the products and the sale of consumables for competitors' open instruments. Boule's product portfolio contains several product families/brands: Medonic, Swelab, Exigo, Quintus and CDS.

Key financial ratios	2020	2019	2018	2017	2016
Net sales, SEK million	400.5	498.9	424.4	427.8	396.7
Gross margin, %	44.2	45.3	44.7	47.4	48.6
Operating profit/loss, SEK million	-5.9	70.0	54.8	54.4	47.1
Operating margin, %	-1.5	14.0	12.9	12.7	11.9
Profit/loss after tax, SEK million	-48.0	37.5	41.0	37.2	36.0
Earnings per share (after dilution), SEK	-2.47	1.93	2.11	1.92	1.91

## Group structure

Boule Diagnostics AB, headquartered in Stockholm, Sweden, is the Parent Company of the Boule Group. Boule Diagnostics AB has two operating subsidiaries: Boule Medical AB in Sweden and Clinical Diagnostic Solutions Inc. in the US. Boule Medical AB has a subsidiary in Mexico, BM Mexico S.A. de C.V., and two subsidiaries in Russia, Boule Medical LLC (a sales company) and LLC Boule Production Rus (a manufacturing company).

## Sales and markets

Boule has a well-developed marketing strategy and a fully established global dealer network, focused on the decentralized, near-patient diagnostics segment. Boule has over 200 distributors in more than 100 countries. Sales are primarily conducted through exclusive local distributors who offer end-customers complete systems, including instruments and consumables (reagents, calibrators and controls). Consumables for proprietary instruments have a higher margin compared to instruments, whereby a larger base of installed instruments is expected to provide gradually increasing profitability. Strong sales growth in recent years, apart from 2020 which was affected by COVID-19, is partly due to a focus on emerging markets where Boule now concentrates on countries investing heavily in building and modernizing healthcare systems. The veterinary hematology market also shows high growth and the product portfolio has been improved in recent years to strengthen the company's market positions. Global sales were relatively stable in 2019, with every region generating growth. However, due to the current pandemic, sales declined by 20 percent in 2020. Lockdowns and restrictions around the world have radically reduced regular medical visits, resulting in significantly fewer blood tests, which in turn has re-



duced Boule's sales of consumables. New instrument sales have also been affected, as customers focused on Covid-related care, restricting access to hospitals and clinics.

## Production

Instruments are produced at the company's production unit in Sweden. Reagent production is currently divided between the unit in Sweden and a unit in the US, but will be expanded with a new production unit in Russia in early 2021. Controls and calibrators are manufactured at the US facility. To enable further focus on quality, cost efficiency and increased capacity, a re-organization was implemented in late 2019, with separate production responsibility for instruments and consumables.

## Development

Product development is a central and priority component of Boule's operations. The company's overall product development strategy concentrates on developing new more user-friendly, reliable and high-quality proprietary systems and jointly developing consumables with OEM customers which Boule can then manufacture under contract for these customers. Boule has expertise in developing instruments, reagents, calibrators and controls. In addition to new development, the development department also conducts product care, including streamlining and cost reduction for the production process. To facilitate new product production, the Swedish and US production facilities are located adjacent to Boule's product development units. In 2020, resources and expertise in research and development were significantly reinforced and the new role of Chief Technology Officer (CTO) was established during fall to manage product development and strengthen the company's focus on innovation. The team's primary focus during the year was on developing the next generation hematology platform. In December, the development passed important milestones in design, requirement specification and choice of technology, and previously acquired technology and related investments were consequently written down by SEK 40 million. The first release of the platform is an advanced 5-part instrument for the human diagnostics market planned for launch in late 2022. Over time, Boule will market several instruments based on this platform.

## Significant events during the fiscal year

### Closure of warning letter from the FDA

On February 28, 2020, Boule received a letter from the US Food and Drug Administration (FDA) stating that it had completed an evaluation of the company's corrective measures in response to a warning letter dated October 2, 2018. In the letter, the agency notified the company that the completed evaluation found that Boule had corrected the violations presented in the warning letter. The warning letter was thereby closed.

### New CEO

Jesper Söderqvist took over the role of President and CEO on May 11. CFO and Deputy CEO Christina Rubenhag was Acting President and CEO after Fredrik Dalborg resigned the CEO position on January 19, 2020 until Jesper Söderqvist took office.

### Proposed dividend withdrawn

The Board of Directors of Boule Diagnostics AB decided to withdraw the proposed dividend. This decision was based on the increased uncertainty surrounding market developments resulting from the global spread of COVID-19.

### Impairment of shares in associates

The Boule Board decided earlier in spring to discontinue the position in biosurfit. Discussions were held with other owners of the associated company and new investors to find a new ownership structure. As these discussions failed to reach conclusion and the Boule Board saw a going concern risk for biosurfit, it was decided to recognize an impairment loss on the entire holding, which had a non-cash effect on earnings of SEK 36.6 million.

### Boule strengthens innovation and product development and appoints a CTO

On September 1, 2020, Helena Börjesson assumed the newly created position of Chief Technology Officer (CTO) with responsibility for product development and the extensive investment in future product platforms.

### Boule signs a long-term supply agreement with one of the company's largest OEM customers

Boule has extended a long-standing partnership with a leading global diagnostics company that provides products and services for the hematology market. The parties signed a supplier contract with an initial term of ten years and an option for a further ten-year extension. The contract is for reagent consumables used with a new hematology platform that will be sold globally.

### Boule's proprietary technology at the core of the company's new platform, impairment of acquired laser technology

Development of the next generation diagnostics platform has now reached a defining milestone in terms of design, specification and choice of technology. During the development process, various solutions were evaluated, one of which included the acquisition of laser optics technology. However, due to other considerations and choice of technology, a different development path was seen to yield better results and an impairment loss of SEK 40 million was therefore recognized for the acquired technology and associated investments. The impairment did not affect cash flow but affected earnings in Q4 2020.

## The Group's earnings and financial position

Net sales for the 2020 fiscal year amounted to SEK 400.5 (498.9) million, a decline of 19.7 percent compared with 2019. Adjusted for USD and EUR exchange rate changes, this corresponds to a decline of 18.3 percent. The number of instruments sold was affected by the pandemic and showed a decline of 33.7 percent. Sales of consumables for proprietary instruments fell by 16 percent. Sales of OEM products and consumables for competitors' open instruments declined by 4 percent compared with the previous year.

Gross profit for 2020 was SEK 177.2 (226.2) million, with a gross margin of 44.2 (45.3) percent. The gross margin for the year was adversely affected by low capacity utilization and impairment of components due to phasing out products and changing suppliers.

Operating expenses for 2020 were SEK 194.0 (158.1) million. Operating expenses include the continuing focus on strengthening the development and quality assurance organization, an impairment loss of SEK 40 million on intangible assets and the establishment of local production in Russia. Distribution expenses amounted to SEK 82.9 (102.6) million and include COVID-19-related cost savings.

Costs for research and development excluding impairment of intangible assets had an adverse effect of SEK 43.1 (29.9) million on earnings in 2020. This corresponds to 10.8 (6.0) percent of net sales. Research and development expenses of SEK 37.7 (37.9) million were capitalized in 2020. Total research and development expenses excluding impairment of intangible assets corresponded to 20.2 (13.6) percent of net sales. Capitalization refers to the next generation hematology platform.

The net of other operating income and other operating expenses for 2020 was SEK 10.9 (1.9) million and consisted of exchange rate changes and a US government grant for COVID-19 of SEK 11.3 million received by the Group's US subsidiary.

Operating profit/loss for 2020 was SEK -5.9 (70.0) million, corresponding to an operating margin of -1.5 (14.0) percent. Operating profit/loss excluding impairment of intangible assets was SEK 34.1 million, corresponding to an operating margin of 8.5 percent.

Net financial items excluding profit/loss from associates was SEK -2.8 (-4.3) million. Net financial items including profit/loss from associates amounted to SEK -43.1 (-19.5) million, SEK -36.6 million of which was related to impairment of the Group's holding in biosurfit.

Boule recognized an impairment loss on the entire holding in the associated company in the second quarter. The impairment loss had a non-cash effect on earnings corresponding to biosurfit's carrying amount on June 30, which was SEK 36.6 million. After the impairment, biosurfit has no further effect on the consolidated financial statements.

Profit/loss before tax for 2020 amounted to SEK -49.0 (50.6) million and profit/loss after tax was SEK -48.0 (37.5) million.

Cash flow from operating activities after changes in working capital was SEK 75.2 (54.0) million in 2020, with a reduction in trade receivables having a positive impact. Total investments for 2020 were SEK 46.0 (74.5) million, including SEK 37.7 (37.9) million related to investments in future product platforms and SEK 0.0 (26.5) million relates to the acquisition of the associated company biosurfit. Capital needs for the year were able to be financed with the Group's own cash and cash equivalents. Cash and cash equivalents at the beginning of the period were SEK 21.6 million and SEK 33.0 million at the end of the year. Available cash and cash equivalents, including unutilized credit facilities, were SEK 83.2 (78.6) million on December 31, 2020.

## Risks and uncertainties

Boule's operations are subject to risks and uncertainties that may, to a varying extent, affect the company's ability to achieve defined goals. Boule works continuously to manage existing risks and uncertainties, and conducts risk assessments to detect new risks and uncertainties. This involves systematic and internally coordinated activities which serve to identify risks and

minimize risk exposure and any impact should a risk materialize. Currently, primary risks and uncertainties have been identified in the following areas: regulatory risks, product portfolio risks, distributor risks, production and quality risks, counterfeit reagents, price pressure, supplier risks, market risks and competition, bribery, and corruption, currency risks, IT security and systems, financing risks and future cash flows, health and safety in the workplace and dependence on key personnel. Boule's risks and uncertainties and risk management and opportunities are described on pages 36-40. Further information about sustainability-related risks can be found in the risks section and in Boule's sustainability report on pages 22-31 of this annual report. The Board of Directors' internal control report describes the company's internal control and is presented in the corporate governance report on page 42.

## Future development

Despite strong international competition and price pressure in certain markets, Boule has shown good sales growth, in line with or above market growth (estimated at around five percent), for some years apart from 2020 which was affected by the pandemic. The positive sales trend is the result of high-quality and reliable products, a well-developed marketing strategy, and a well-established global network. Consumables for proprietary instruments have strong growth potential and, with higher margins than instruments, are expected to increasingly contribute to improving the company's profitability. An important component in the company's long-term sales growth involves development of emerging markets. The company focuses on countries with high GDP growth and large investments in building, modernization, and improvement of healthcare systems, and improvement of accessibility for people in smaller towns and rural areas, which are areas well suited for Boule's products. Boule actively evaluates opportunities to broaden the existing product portfolio through product development, partnerships, and acquisitions to enable optimal sales growth. The focus in 2020 was primarily concentrated on in-house development of the next generation platform. Boule will continue to assess potential for further strengthening operations in the diagnostics area in the future. Product development is a central and prioritized component of Boule's operations and is necessary in order for the company to remain highly competitive in the future and maintain a stable base for continuing profitable growth.

COVID-19 affected Boule's operations and conditions during 2020. We anticipate these challenges will remain in the first half of 2021, returning to more normal sales and growth later in the year.

## The Boule share and ownership structure

Total shares outstanding and votes in Boule remained unchanged in 2020 and were 19,416,552 on December 31. Only one class of share is issued with no difference or restriction in law or under the articles of association regarding transferability, voting rights or rights to the company's assets or dividends. Shares have a par value of SEK 0.25.

The company has three outstanding option programs. The 2020 AGM approved the issue of a maximum of 180,000 warrants. Each warrant entitles the holder to purchase one share at the price of SEK 86.70 per share no later than December 30, 2023. The warrants were allotted and purchased by employees at market conditions. Of these, 130,000 were purchased by the

CEO and 50,000 by other senior executives.

The 2019 AGM approved the issue of a maximum of 490,500 warrants. Each warrant entitles the holder to purchase one share at the price of SEK 67.50 per share no later than December 30, 2022. 463,435 of these warrants were allotted and purchased by employees at market conditions. Of these, 280,080 were acquired by senior executives and 183,354 by other employees.

The company had previously decided to issue a maximum of 122,631 warrants in accordance with a resolution by the 2017 AGM. Each warrant entitled the holder to purchase four shares at the price of SEK 97.50 per share (adjusted to the 4:1 share split) no later than December 30, 2020. In 2017, 58,631 of these warrants were allotted and purchased by employees at market conditions. Of these, 48,631 were purchased by former CEO Fredrik Dalborg and the remaining 10,000 were purchased by other senior executives. There was no further allotment of the remaining 64,000 options. The warrants had not been exercised at the end of the year and therefore expired.

Under each the three programs, if the warrant holder's employment ceases, Boule shall have the right of first refusal and may choose to exercise that right. The Board decided not to exercise the right of first refusal regarding former CEO Fredrik Dalborg in the 2017 program. The Board decided to exercise the right of first refusal regarding former employees who purchased warrants in the 2019 program, whereby 95,307 warrants were repurchased. There are no restrictions on transferring the warrants in any of the three programs.

Shareholders on December 31, 2020 (and known changes thereafter)	Total shares	Share of capital/votes
Svolder AB	2,414,194	12.43%
AB Grenspecialisten	2,274,332	11.71%
Thomas Eklund incl. companies	1,956,955	10.08%
Swedbank Robur Fonder AB	1,865,000	9.61%
Tredje AP-fonden	1,625,771	8.37%
Nordea Fonder	1,275,470	6.57%
Länsförsäkringar Fonder	804,477	4.14%
Skandinaviska Enskilda Banken UK	605,979	3.12%
Société Générale	586,271	3.02%
CBNY-Norges Bank	572,170	2.95%
TIN Ny Teknik	554,159	2.85%
Andra AP-Fonden	392,776	2.02%
Sijotusrahasto Aktia Nordic	371,270	1.91%
Other shareholders (2,362)	4,117,728	21.21%
<b>Total number of shares</b>	<b>19,416,552</b>	<b>100.00%</b>
No. of options outstanding ex. hedging	548,128	
<b>Total shares incl. options</b>	<b>19,964,680</b>	

## The Group's environmental work

Boule's environmental policy stipulates the following:

- Delivery of goods and services shall be conducted while maintaining high awareness and care for the environment. This means that Boule as a whole, and everyone within the company, must deliver and perform their tasks while minimizing or improving the direct and indirect impact on human health and the environment compared with the previous status.
- Employees and suppliers are encouraged to raise environmental awareness and to use more environmentally friendly alternatives whenever possible.
- The company has an established focus based on international and national guidelines for environmental activities.

Boule therefore strives to follow the guidelines provided in ISO 14001, an international system similar to ISO 13485 and which applies to the company's type of business. Systematic activities are also implemented to replace materials and components that are hazardous to human health and the environment. The Group currently has three production facilities. The Swedish facilities produce instruments and reagents, and the US facility produces reagents, controls and calibrators. All production facilities have the necessary permits to conduct business. Local production of reagents in Russia is under construction and is expected to be completed during the first half of 2021.

## Sustainability reporting

Boule must comply with the Swedish Annual Accounts Act, which requires sustainability reporting (Chapter 6, Section 10). The Group has chosen to present the sustainability report separately from the Directors' report. Boule bases its sustainability report on the principles of sustainable business in the UN Global Compact. The company's business model can be found on page 24. Policies and information on issues such as the environment, social conditions, employees, respect for human rights and anti-corruption are presented from pages 22 to 31. Risks related to sustainability are presented in the risk section of the annual report on pages 36-40.

## Personnel

The average number of employees in the Group during the period was 212 (212), including 7 (8) employees at the Parent Company. The average number of employees by country was as follows: Sweden 119 (118), the US 85 (87), Mexico 2 (2) and Russia 6 (5). The average number of women in the Group was 92 (92) and the average number of men was 120 (120).

There are collective bargaining agreements for operations in Sweden. Boule is dependent on its ability to attract and retain highly competent and experienced employees. If Boule loses key personnel or has difficulty in attracting employees with vital skills, this may have negative impact on Boule's operations and operating profit and may delay and complicate development work. Boule therefore actively strives to be perceived as an attractive employer with committed employees and an active personnel policy. The company works constantly on skills development, the work environment and equality.

## Quality assurance

All Group production companies are certified under ISO 13485. The company's quality systems are under continuous development to ensure full compliance, both now and in future, with the requirements defined in the EU In Vitro Diagnostic Directive/Regulation (IVDD/IVDR) and US regulations (FDA QSR requirements).

## The Board's proposed guidelines on remuneration of senior executives

The Board recommends that the AGM adopt the following guidelines on remuneration of senior executives, applicable until the 2024 AGM unless circumstances arise that require earlier revision.

The guidelines also apply to remuneration of Board members to the extent that they receive such remuneration in addition to



Board fees for services outside the scope of their Board work and covered by these guidelines. Transfers of securities and the right to acquire securities from the Company in the future are considered to be remuneration. The guidelines apply to remuneration that is agreed and amendments to remuneration agreed after the guidelines have been adopted by the 2021 AGM. These guidelines do not apply to remuneration decided by the AGM. For employment governed by rules other than Swedish legislation, appropriate adjustments may be made in order to comply with such rules or established local practice, taking into account the overall purpose of these guidelines as far as possible.

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

The company strives to broaden the product portfolio to ensure a complete and attractive customer offering to its well-established and global distribution channels, where a growing installed base of instruments generates stable sales of consumables with good margins. Additional information about the company's business strategies is presented on page 8 of this annual report.

The Board's proposed guidelines for remuneration of senior executives are designed to serve the interests of the company and shareholders in the best possible way. Remuneration of senior executives is intended to attract, motivate and retain talented and qualified personnel in key positions in Group management. The right incentive provides better conditions for the company to achieve its business strategy and long-term interests, including growth, profitability and sustainability. The assessment shall be based on position, competency and performance. Outcomes shall be related to individual performance and the company's overall performance and outlook.

### **Types of remuneration**

Boule shall offer market-based terms to enable the company to recruit and retain competent personnel. Remuneration of Group management may include fixed salary, variable remuneration, pension, other customary benefits and the opportunity to participate in long-term incentive programs. Remuneration is based on the individual's commitment and performance in relation to pre-defined targets related to both individual and company performance. Individual performance is evaluated on an ongoing basis.

#### **Fixed salary**

The fixed salary is normally reviewed annually, taking into account the qualitative performance of the individual. The fixed salary for the CEO and other senior executives shall be market-based.

#### **Variable remuneration**

Variable remuneration takes into account the individual's level of responsibility and degree of influence. The amount of variable remuneration shall be based on the achievement of pre-defined targets. The targets shall include performance targets for the company as a whole and operational targets for the individual employee or unit, thereby creating incentives that promote the company's business strategy, long-term interests and sustainability. All targets shall be adapted individually and based by at least 60 percent on the outcome of financial tar-

gets and profit margins in relation to the budget. Fulfillment of criteria for the award of variable remuneration shall be measured over a twelve-month period. The CEO's variable remuneration may amount to a maximum of 50 percent of the fixed annual salary. Variable remuneration for other senior executives may amount to a maximum of 50 percent of the fixed annual salary. Variable remuneration does not count towards annual leave and does not qualify for pension benefits.

The extent to which the criteria for variable remuneration have been met shall be assessed and determined at the end of the measurement period. The Remuneration Committee is responsible for the assessment of the CEO's variable remuneration. The CEO is responsible for the assessment of other senior executives' variable remuneration. Assessment of financial targets shall be based on the most recent information published by the company.

### **Long-term incentive programs**

Incentive programs involving share-based or share price-related remuneration are approved by the AGM and are not included in these guidelines. They are described in order to provide information regarding the company's complete remuneration package. At the beginning of 2021, there are two incentive programs for senior executives and key personnel in the Group. Their purpose is to promote the company's long-term interests by motivating and rewarding employees.

### **Pension**

Senior executives are entitled to a pension. Pension provisions may amount to not more than 28 percent of the fixed salary for the CEO and not more than 31 percent of the fixed salary for other senior executives.

### **Other benefits**

Senior executives may receive other benefits such as health care and health insurance and, where applicable, company car benefits. For the CEO, other benefits may amount to not more than 10 percent of the fixed salary and for other senior executives not more than 15 percent of the fixed salary.

### **Termination of employment**

The CEO shall have a mutual notice period of six months. If employment is terminated by the company, the CEO may be entitled to termination benefits corresponding to a maximum of 12 months' salary. Other senior executives shall have a mutual notice period of not more than six months.

### **Salary and terms of employment for employees**

In the preparation of these remuneration guidelines, salaries and terms of employment for the company's employees have been taken into account by including information about employees' total remuneration, the components of remuneration and the increase and growth rate over time in the Remuneration Committee's and the Board's basis of decision when evaluating whether the guidelines and the limitations set out herein are reasonable. The remuneration report regarding paid and outstanding remuneration covered by the guidelines will show information about the development of senior executives' remuneration in relation to other employees' remuneration.

### **The decision-making process to determine, review and implement guidelines**

No separate committee has been appointed; instead, the tasks of a remuneration committee are performed as part of the work of the Board. The primary tasks are to prepare decisions in matters relating to remuneration principles, remuneration and other terms of employment for senior executives. The tasks of the Remuneration Committee (the Board) also include monitoring and evaluating current programs and those completed during the year for senior executives' variable remuneration. The Committee shall also monitor and evaluate application of the guidelines on remuneration of senior executives, which are legally required to be presented to the AGM for resolution, and current remuneration structures and levels in the company. The Board shall prepare proposals for new guidelines at least every four years and present the proposed guidelines to the AGM for resolution. When the Board considers and decides on remuneration-related matters, the CEO and other senior executives shall not be present when they are directly affected by such matters.

### Derogation from the guidelines

The Board may decide to temporarily derogate from the guidelines, in whole or in part, if there is reason to do so in a specific case and such derogation is necessary to serve the company's long-term interests, including its sustainability, or to ensure the company's financial viability. As stated above, the Remuneration Committee's tasks include preparing the Board's resolutions in remuneration-related matters, including any decisions to derogate from the guidelines.

### Description of significant amendments to the guidelines and how shareholders' views were considered

A review of the guidelines was conducted due to new content requirements in the Swedish Companies Act (2005:551), Chapter 8, Sections 51-53, and Chapter 7, Section 61. The amendments to the Act are intended to ensure shareholders' have the opportunity to influence the framework for remuneration of senior executives to create a sound remuneration culture that promotes the company's long-term interests. The guidelines constitute a framework within which remuneration of senior executives shall be maintained and it is not the intention that the Board's decision-making powers regarding remuneration matters shall be changed from previous guidelines. The guidelines should constitute a framework within which the Board may also act in future. The proposal complies in all material respects with the guidelines adopted at the 2020 AGM.

## Parent Company

The Parent Company, Boule Diagnostics AB, headquartered in Stockholm, is responsible for Group management, monitoring of the Group and provision of support to the operating subsidiaries. The Parent Company's net sales for 2020 amounted to SEK 24.1 (25.8) million, where the entire amount relates to invoicing for Group-wide services provided to the subsidiaries. Operating profit/loss was SEK -33.9 (-2.3) million, of which SEK -54.4 million relates to profit/loss from associates and impairment of shares in associates. The change in the Parent Company's operating profit/loss compared with the year-end report is due to the anticipated dividend of SEK 21 million. The Parent Company's equity on December 31, 2020 was SEK 157.8 (190.9) million. Registered equity on December 31, 2020 was SEK 4,854,138 (4,854,138)

divided into 19,416,552 (19,416,552) shares. The Parent Company's risks and uncertainties are the same as those described for the Group under the heading Risks and uncertainties.

## Corporate Governance

Boule Diagnostics AB applies the Swedish Corporate Governance Code. See the Corporate Governance Report on pages 42-45 for a description of how the Company addresses corporate governance. The Group's systems for internal control and risk management are described in the internal control report in the Corporate Governance Report.

## Proposal for appropriation of the company's profits

The following amounts in SEK are at the disposal of the Annual General Meeting.

Share premium reserve	60,544,650
Retained earnings	-15,626,688
Profit/loss for the year	-33,846,457
<b>Total</b>	<b>11,071,505</b>

The Board and CEO propose that the unappropriated profits be allocated as follows:

SEK 0.55 per share (19,416,552 shares) is issued to shareholders	10,679,104
Shall be carried forward	392,402
<b>Total</b>	<b>11,071,505</b>

## The Board's statement on the proposed dividend

In 2020, there was a strong focus on securing Boule's liquidity and financial position due to the uncertainty that prevailed during the year. Accordingly, as a precaution, the Board withdrew its dividend proposal for the 2019 fiscal year. The company's liquidity was improved by a positive cash flow in 2020 and the Board therefore finds that resources are available for issuing a dividend for the 2020 fiscal year.

The Board's proposed dividend corresponds to 37.3 percent of profit for the year adjusted for impairment items. The company's long-term dividend policy is to distribute 25-50 percent of profit, after due consideration of the company's liquidity.

The Board's view is that the proposed dividend will not prevent the Group and Group entities from discharging their obligations in the short and long term or making necessary investments. The proposed dividend can therefore be justified pursuant to Chapter 17, Section 3, 2-3, of the Swedish Companies Act (2005:551) (the precautionary principle).

# Consolidated statement of comprehensive income

January 1–December 31, SEK thousands	Note	2020	2019
Net sales	2	400,458	498,916
Cost of sales		-223,273	-272,705
<b>Gross profit</b>		<b>177,185</b>	<b>226,211</b>
Other operating income	5	29,453	11,074
Distribution costs		-82,945	-102,644
Administrative expenses		-27,990	-25,465
Research and development expenses		-83,098	-29,942
Other operating expenses	6	-18,534	-9,210
<b>Operating profit/loss</b>		<b>-5,928</b>	<b>70,024</b>
Finance income	9	1,522	1,787
Finance costs	9	-4,338	-6,054
Profit/loss from associates	14	-40,278	-15,184
<b>Net financial items</b>	9	<b>-43,093</b>	<b>-19,450</b>
<b>Profit/loss before tax</b>		<b>-49,021</b>	<b>50,573</b>
Income tax	10	1,056	-13,026
<b>Profit/loss for the year<sup>1)</sup></b>		<b>-47,966</b>	<b>37,548</b>

<sup>1)</sup> Profit in its entirety is attributable to shareholders of the Parent.

## Other comprehensive income

SEK thousands	Note	2020	2019
<b>Items that may be reclassified to profit/loss for the period</b>			
Translation differences for the year, foreign subsidiaries		-16,341	4,574
<b>Other comprehensive income for the year</b>		<b>-16,341</b>	<b>4,574</b>
<b>Comprehensive income for the year</b>		<b>-47,966</b>	<b>42,122</b>
Basic earnings per share, SEK	20	-2.47	1.93
Diluted earnings per share, SEK	20	-2.47	1.93



# Consolidated statement of financial position

December 31, SEK thousands	Note	2020	2019
<b>ASSETS</b>			
<b>Non-current assets</b>			
<b>Intangible assets</b>			
Capitalized development expenses	11	115,625	118,597
Goodwill	11	72,906	80,543
<b>Total intangible assets</b>		<b>188,531</b>	<b>199,140</b>
<b>Property, plant and equipment</b>			
Right-of-use assets	13	34,886	46,511
Plant and machinery	12	4,682	5,082
Equipment, tools, fixtures and fittings	12	10,985	13,064
Leasehold improvements	12	4,192	5,694
<b>Total property, plant and equipment</b>		<b>54,745</b>	<b>70,352</b>
<b>Financial assets</b>			
Shares in associates	14	-	40,044
Other financial assets		2,998	3,246
Non-current trade receivables (guaranteed 75-95 % by EKN)	16, 26	36,816	47,283
<b>Total non-current assets</b>		<b>283,091</b>	<b>360,065</b>
<b>Current assets</b>			
<b>Inventories</b>			
Raw materials and supplies		35,803	39,064
Products in progress		3,932	4,501
Finished goods and merchandise		14,807	14,026
<b>Total inventories</b>	<b>15</b>	<b>54,542</b>	<b>57,591</b>
<b>Current receivables</b>			
Tax assets		3,040	6,984
Trade receivables	16, 26	33,230	50,107
Trade receivables (guaranteed 75-95 % by EKN)	16, 26	60,403	77,256
Other receivables	17	3,517	3,088
Prepaid expenses and accrued income	18	8,897	10,197
<b>Total current receivables</b>		<b>109,088</b>	<b>147,631</b>
Cash and cash equivalents	19	32,989	21,580
<b>Total current assets</b>		<b>196,619</b>	<b>226,802</b>
<b>TOTAL ASSETS</b>		<b>479,710</b>	<b>586,867</b>
<b>EQUITY</b>			
Share capital		4,854	4,854
Other contributed capital		202,403	201,662
Translation reserve		3,133	19,474
Retained earnings, including profit for the period		58,914	106,880
<b>TOTAL EQUITY</b>	<b>20</b>	<b>269,305</b>	<b>332,870</b>
<b>LIABILITIES</b>			
<b>Non-current liabilities</b>			
Non-current interest-bearing liabilities	22	1,824	2,374
Non-current interest-bearing liabilities (for receivables guaranteed by EKN)	22	16,011	23,026
Non-current lease liabilities	13	23,795	35,161
Provisions		3,288	3,765
Deferred tax liabilities	10	12,754	20,363
<b>Total non-current liabilities</b>		<b>57,672</b>	<b>84,689</b>
<b>Current liabilities</b>			
Current interest-bearing liabilities	22	10,308	2,434
Current interest-bearing liabilities (for receivables guaranteed by EKN)		61,239	77,721
Current lease liabilities		12,309	12,689
Liabilities to associates		-	-
Trade payables		29,352	30,130
Tax liabilities		3,304	5,953
Other liabilities	23	6,473	7,357
Accrued expenses and deferred income	24	28,748	32,025
Provisions	21	1,000	1,000
<b>Total current liabilities</b>		<b>152,733</b>	<b>169,308</b>
<b>TOTAL LIABILITIES</b>		<b>210,405</b>	<b>253,997</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>479,710</b>	<b>586,867</b>

# Consolidated statement of changes in equity

SEK thousands	Share capital	Other contributed capital	Translation reserve	Retained earnings, incl. profit for the period	Total equity
<b>Equity, Jan 1, 2019</b>	<b>4,854</b>	<b>201,152</b>	<b>14,859</b>	<b>80,010</b>	<b>300,876</b>
Comprehensive income for the period					
Profit/loss for the period				37,550	37,550
Other comprehensive income for the period			4,614		4,614
<b>Comprehensive income for the period</b>			<b>4,614</b>	<b>37,550</b>	<b>42,164</b>
Transactions with shareholders					
Option programs		510			510
Dividend				-10,679	-10,679
<b>Equity, Dec 31, 2019</b>	<b>4,854</b>	<b>201,662</b>	<b>19,474</b>	<b>106,880</b>	<b>332,870</b>
<b>Equity, Jan 1, 2020</b>	<b>4,854</b>	<b>201,662</b>	<b>19,474</b>	<b>106,880</b>	<b>332,870</b>
Comprehensive income for the period					
Profit/loss for the period				-47,966	-47,966
Other comprehensive income for the period			-16,341		-16,341
<b>Comprehensive income for the period</b>			<b>-16,341</b>	<b>-47,966</b>	<b>-64,306</b>
Transactions with shareholders					
Option programs		741			741
Dividend				0	0
<b>Equity, Dec 31, 2020</b>	<b>4,854</b>	<b>202,403</b>	<b>3,133</b>	<b>58,914</b>	<b>269,305</b>

# Consolidated cash flow statement

January 1–December 31, SEK thousands	Note	2020	2019
<b>Operating activities</b>			
Operating profit/loss		-5,928	70,024
Adjustments for non-cash items	28	52,914	27,769
Interest received	28	436	1,787
Interest paid	28	-4,338	-5,851
Income tax paid		-4,590	-15,863
<b>Cash flow from operating activities before changes in working capital</b>		<b>38,494</b>	<b>77,867</b>
<b>Cash flow from changes in working capital</b>			
Increase(-)/Decrease(+) in inventories		-1,405	1,251
Increase (-)/Decrease (+) in operating receivables		14,529	1,251
Increase (-)/Decrease (+) in operating receivables (guaranteed by EKN)		27,320	-27,159
Increase (+)/Decrease (-) in operating liabilities		-3,698	766
<b>Cash flow from operating activities</b>		<b>75,239</b>	<b>53,976</b>
<b>Investing activities</b>			
Investments in associates		-	-26,510
Acquisition of property, plant and equipment	12	-4,585	-6,104
Investment in capitalized development expenses	11	-41,422	-41,924
<b>Cash flow from investing activities</b>		<b>-46,006</b>	<b>-74,538</b>
<b>Financing activities</b>			
Proceeds from borrowings/Repayment of borrowings		11,024	2,374
Increase (+)/Decrease (-) in financial liabilities (EKN financing)		-23,497	28,342
Increase (+)/Decrease (-) in financial liabilities		8,729	2,075
Lease liability payments	13	-11,138	-10,497
Dividend		-	-10,679
<b>Cash flow from financing activities</b>		<b>-14,881</b>	<b>11,615</b>
<b>Cash flow for the year</b>		<b>14,351</b>	<b>-8,947</b>
Cash and cash equivalents at the beginning of the year		21,580	30,256
Exchange differences		-2,942	271
<b>Cash and cash equivalents at the end of the year</b>	19	<b>32,989</b>	<b>21,580</b>

# Parent Company income statement

January 1–December 31, SEK thousands	Note	2020	2019
Net sales	2	24,127	25,818
Administrative expenses		-23,053	-23,108
Other operating expenses		-1,548	-4,968
<b>Operating profit/loss</b>		<b>-475</b>	<b>-2,315</b>
<b>Profit/loss financial items</b>			
Anticipated dividend from subsidiaries		21,000	
Loss from associates		-54,437	
Interest and similar expenses	10	-	-
<b>Profit/loss after net financial items</b>		<b>-33,912</b>	<b>-2,315</b>
Group contributions		-	1,825
<b>Profit/loss before tax</b>		<b>-33,912</b>	<b>-490</b>
Tax	11	66	-
<b>Profit/loss for the year</b>		<b>-33,846</b>	<b>-490</b>

# Parent Company statement of comprehensive income

SEK thousands	Note	2020	2019
Profit/loss for the year		-33,846	-490
Other comprehensive income for the year		-	-
<b>Comprehensive income for the year</b>		<b>-33,846</b>	<b>-490</b>

# Parent Company **balance sheet**

January 1–December 31, SEK thousands	Note	2020	2019
<b>ASSETS</b>			
<b>Intangible assets</b>			
Capitalized development expenses	11	1,111	749
<b>Total intangible assets</b>			<b>749</b>
<b>Property, plant and equipment</b>			
Equipment	12	173	204
<b>Total property, plant and equipment</b>			<b>204</b>
<b>Financial assets</b>			
Shares in Group companies	14	155,346	153,521
Shares in associates	14	–	54,437
Other financial assets		2,646	3,030
Deferred tax assets	10	66	
<b>Total financial assets</b>		<b>158,057</b>	<b>210,988</b>
<b>Total non-current assets</b>		<b>159,342</b>	<b>211,941</b>
<b>Current assets</b>			
Receivables from Group companies		21,326	4,938
Tax assets		1,065	1,065
Other receivables	17	859	–
Prepaid expenses and accrued income	18	1,500	1,582
<b>Total current receivables</b>		<b>24,750</b>	<b>7,585</b>
Cash and bank balances	19	837	26
<b>Total current assets</b>		<b>25,588</b>	<b>7,611</b>
<b>TOTAL ASSETS</b>		<b>184,929</b>	<b>219,552</b>
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>			
<b>Restricted equity</b>			
Share capital (19,416,552 shares)	20	4,854	4,854
Statutory reserve		141,859	141,859
<b>Unrestricted equity</b>			
Share premium reserve		60,545	59,803
Retained earnings		–15,627	–15,136
Profit/loss for the period		–33,846	–490
<b>Total equity</b>		<b>157,784</b>	<b>190,890</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Other provisions		3,288	3,765
<b>Total current liabilities</b>		<b>3,288</b>	<b>3,765</b>
<b>Current liabilities</b>			
Trade payables		4,302	4,318
Liabilities to Group companies		14,041	14,872
Liabilities to associates	14	–	–
Other liabilities	23	750	866
Accrued expenses and deferred income	24	4,764	4,842
<b>Total current liabilities</b>		<b>23,857</b>	<b>24,898</b>
<b>Total liabilities</b>		<b>27,145</b>	<b>28,663</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>184,929</b>	<b>219,552</b>



# Parent Company **statement of changes in equity**

SEK thousands	Share capital	Statutory reserve	Unrestricted equity			Total equity
			Share premium reserve	Retained earnings	Profit/loss for the year	
<b>Equity, Jan 1, 2019</b>	<b>4,854</b>	<b>141,859</b>	<b>59,294</b>	<b>-1,952</b>	<b>-2,505</b>	<b>201,549</b>
Comprehensive income for the year						
<b>Appropriation of profit</b>				<b>-2,505</b>	<b>2,505</b>	<b>0</b>
Profit/loss for the year					-490	-490
Option programs			510			510
<b>Transactions with shareholders</b>						
New share issue						0
Dividend				-10,679		-10,679
<b>Equity, Dec 31, 2019</b>	<b>4,854</b>	<b>141,859</b>	<b>59,803</b>	<b>-15,137</b>	<b>-490</b>	<b>190,890</b>
<b>Equity, Jan 1, 2020</b>	<b>4,854</b>	<b>141,859</b>	<b>59,803</b>	<b>-15,137</b>	<b>-490</b>	<b>190,890</b>
Comprehensive income for the year						
<b>Appropriation of profit</b>				<b>-490</b>	<b>490</b>	<b>0</b>
Profit/loss for the year					-33,846	-33,846
Option programs			741			741
<b>Transactions with shareholders</b>						
Dividend				0		0
<b>Equity, Dec 31, 2020</b>	<b>4,854</b>	<b>141,859</b>	<b>60,545</b>	<b>-15,627</b>	<b>-33,846</b>	<b>157,784</b>

# Parent Company **cash flow statement**

January 1–December 31, SEK thousands	Note	2020	2019
<b>Operating activities</b>			
Operating profit/loss		-475	-2,315
Adjustments for non-cash items	28	-1,696	2,322
Interest received	28	0	0
Interest paid	28	0	0
Income tax paid		0	-743
<b>Cash flow from operating activities before changes in working capital</b>		<b>-2,171</b>	<b>-736</b>
<b>Cash flow from changes in working capital</b>			
Increase (-)/Decrease (+) in operating receivables		4,219	-12,849
Increase (+)/Decrease (-) in operating liabilities		-1,518	50,559
<b>Cash flow from operating activities</b>		<b>530</b>	<b>36,974</b>
<b>Investing activities</b>			
Investments in associates	14	0	-26,510
Investments in intangible assets		-362	-749
Investments in property, plant and equipment		-98	-180
<b>Cash flow from investing activities</b>		<b>-460</b>	<b>-27,439</b>
<b>Financing activities</b>			
Option programs		741	510
Dividend		0	-10,679
<b>Cash flow from financing activities</b>		<b>741</b>	<b>-10,169</b>
<b>Cash flow for the year</b>		<b>811</b>	<b>-635</b>
Cash and cash equivalents at the beginning of the year		26	662
<b>Cash and cash equivalents at the end of the year</b>	<b>19</b>	<b>837</b>	<b>27</b>

# Board of Directors' certification

The board of directors and chief executive officer declare that this annual report was prepared in accordance with generally accepted accounting principles in Sweden and the consolidated financial statements were prepared in accordance with the international accounting standards referred to in Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on international accounting standards.

The annual report and consolidated financial statements give fair representation of the parent and group position and results.

The Directors' report for the parent and group provides a fair presentation of development in the parent and group operations, position, and performance, and describes the significant risks and uncertainties that the parent and companies in the group currently face.

The Sustainability Report 2020 was approved for publication by the board of directors.

The annual report and consolidated financial statements were approved for publication by the board of directors and CEO on April 15, 2021.

Peter Ehrenheim  
*Chairman of the Board*

Karin Dahllöf  
*Board member*

Thomas Eklund  
*Board member*

Jon Risfelt  
*Board member*

Charlotta Falvin  
*Board member*

Jesper Söderqvist  
*Chief Executive Officer*

## Audit Report

Our audit report was submitted on April 15, 2021

Öhrlings PricewaterhouseCoopers AB

Leonard Daun  
*Authorized Public Accountant*

# Audit Report

To the Annual General Meeting of Boule Diagnostics AB (publ), corporate registration number 556535-0252

## REPORT ON THE ANNUAL ACCOUNTS AND CONSOLIDATED ACCOUNTS

### Opinions

We have audited the annual accounts and consolidated financial statements of Boule Diagnostics AB (publ) for 2020. The annual accounts and consolidated financial statements of the company are presented on pages 48–60 of this document.

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent on 31 December 2020 and its financial performance and cash flows for the year in accordance with the Swedish Annual Accounts Act. The consolidated financial statements were prepared in accordance with the Swedish Annual Accounts Act and present fairly, in all material respects the group's financial position as of 31 December 2020 and of their financial performance and cash flows for the year in accordance with International Financial Reporting Standards (IFRS) as adopted by the EU, and the Swedish Annual Accounts Act. The administration report is consistent with the other portions of the annual accounts and consolidated financial statements.

We therefore recommend that the Annual General Meeting adopt the income statement and balance sheet for the parent and the consolidated statement of comprehensive income and financial position.

Our opinions in this report regarding the annual accounts and consolidated financial statements are consistent with the content of the additional report that was submitted to the parent's audit committee in accordance with the Audit Regulation (537/2014) Article 11.

### Basis for opinions

We conducted our audit in accordance with International Standards on Auditing (ISA) and generally accepted auditing standards in Sweden. Our responsibilities under those standards are further described in the Auditor's Responsibilities section. We are independent of the parent and group in accordance with generally accepted accounting practice in Sweden and have otherwise fulfilled our professional 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 EU Audit Regulation (537/2014) Article 5.1 have been provided to the audited company or, where applicable, its parent or its controlled companies within the EU.

We believe that the audit evidence we have obtained is sufficient and adequate as a basis for our opinions.

### Our audit approach

#### The purposes and scope of the audit

Purpose and scope of the audit Boule Diagnostics AB is a global diagnostics company that manufactures and sells instruments and consumables for blood diagnostics. The business is conducted through subsidiaries in Sweden and the USA. In addition, sales are conducted, preferably through distributors,

in many countries. Significant balance sheet items where there are elements of management assessments when measuring inventories, trade receivables and intangible assets. Of these areas shown below, inventories and accounts receivable are Particularly important. Revenue refers to the sale of goods which involve relatively uncomplicated agreements in terms of revenue recognition and therefore relate to only a few assessment issues. As revenue is such a significant item, these still constitute a focus area in the audit without having the status of key audit matter. Particular focus in the audit was also on the impact of Covid-19 and the reporting of government support related to Covid 19.

We designed our audit by determining the materiality level and assessing the risk of material misstatement in the financial statements. We paid particular attention to the areas where the CEO and the board made subjective judgments, such as critical accounting estimates that are based on assumptions and forecasts of future events, which are inherently uncertain. As with all audits, we also addressed the risk that the Board and CEO might violate internal controls, and considered whether there is evidence of systematic bias that has created a risk of material misstatement due to irregularities.

We tailored our audit to complete a satisfactory audit examination to enable us to express an opinion on the financial statements as a whole, considering the group structure, accounting processes and controls and the industry in which the group operates.

### Materiality

The scope and focus of the audit were affected by our assessment of materiality. An audit is designed to achieve a reasonable assurance as to whether the financial statements contain any material misstatement. Misstatements may arise from fraud or errors. They are considered material if, individually or aggregated, they can reasonably be expected to influence the financial decisions users make on the basis of the financial statements.

Based on our professional judgment, we determined certain quantitative threshold materiality measures, including for the financial statements as a whole. Based on these and qualitative considerations, we determined the focus and scope of the audit and the nature, timing, and scope of our audit procedures, and assessed the effect of individual and aggregate misstatements 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 most significant in our audit of the annual accounts and consolidated financial statements for the current period. These matters were addressed in our audit of, and in forming our opinion on, the annual accounts and consolidated financial statements as a whole, but we do not provide a separate opinion on these matters.



## Key Audit Matters

## How the key audit matter was addressed in our audit.

**Measurement and existence of inventories**

The book value for group inventories totals SEK 54.5 million. Measuring inventories was an important issue in our audit as the assessment of fair value is naturally based in part on assessments made by senior management. The group has inventories in two units. Since inventory is an important item, the existence of this has therefore also been an important issue in our audit.

Our audit activities relating to the existence and measuring of inventories include:

- Sampling and examination of purchasing costs and costings regarding cost of production.
- Examination and assessment of impairment loss, depending on factors such as sluggishness, identified and measured obsolescence reserve, and we have assessed the explanations provided by management.
- We participated in stock taking at each of the warehouses and conducted sampling stock taking to examine the existence of inventories.
- We have reviewed and assessed internal control in the inventory process.

Based on our review of the inventory's existence and value, we have not reported any material observations to the audit committee.

**Valuation and classification of trade receivable**

The book value of group trade receivables is SEK 130.4 million, of which SEK 93.6 million is recognized as current and SEK 36.8 million is long-term. Company accounting policies discuss how trade receivables are reported, classified, and valued. This also describes how portions of these receivables are guaranteed by EKN, the Swedish National Export Credit Agency. Since these receivables represent a material amount, their classification and measurement is a material issue for our audit. Especially in the case of measurement, which is naturally based on assessments made by senior management.

Our audit of trade receivable includes:

- Participated in, gained an understanding of, and assessed the company model for impairment of receivables.
- Participated in, gained an understanding of, and assessed the company's classification of trade receivables.
- The value of trade receivables has also been examined through various forms of detailed testing and through assessment of provisions for credit losses.
- The existence of trade receivables has also been examined through various forms of detailed testing.
- We have challenged the company in assessing the value of their trade receivables.
- We examined how Boule assessed the effects of Covid-19 on credit-worthiness among customers and that they considered this in the provision for doubtful trade receivables.

Our audit has shown that the most material assumptions are within an acceptable range and we have not reported any significant observations to the Audit Committee.

**Other information than in the annual accounts and consolidated financial statements**

This document also contains other information than the annual accounts and consolidated financial statements and is presented on pages 2-40. The information in "Boule Diagnostics AB's remuneration report 2020", which is published on the company's website at the same time as this report, also constitutes other information. The board of directors and CEO are responsible for this other information. Our opinion on the annual accounts and consolidated financial statements does not cover this other information and we do not express any opinion of assurance regarding this other information. In connection with our audit of the annual accounts and consolidated financial statements, our responsibility is to read the information identified above and consider whether the information is materially inconsistent with the annual accounts and consolidated financial statements. In this review we also consider our knowledge otherwise obtained in the audit and assess whether the information otherwise appears to be materially misstated. If, based on the work performed concerning this information, we conclude that there is a material misstatement in this other information, we are required to report this. We have nothing to report in this regard.

**Responsibilities of the Board of Directors and CEO.**

The board of directors and chief executive officer are responsible for the preparation of these annual accounts and consolidated financial statements and that they give a fair presentation in accordance with the Annual Accounts Act and, regarding the consolidated financial statements, in accordance with IFRS as adopted by the EU. The board CEO are also responsible for such internal control as they determine is necessary to enable preparing these annual accounts and consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual accounts and consolidated financial statements, the board of directors and chief executive officer are responsible for assessing the company's ability to continue as a going concern. They disclose, as applicable, matters related to going concern and using the going concern basis of accounting. The going concern basis of accounting is however not applied if the Board of Directors and the Managing Director intends to liquidate the company, to cease operations, or has no realistic alternative but to do so.

## Auditor's responsibility

Our objectives are to obtain reasonable assurance about whether the annual accounts and consolidated accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high degree of assurance, but does not constitute a guarantee that an audit conducted in accordance with ISA 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 financial statements is published at the Swedish Auditing Inspectorate's website: [www.revisorsinspektionen.se/revisornsansvar](http://www.revisorsinspektionen.se/revisornsansvar). This description is part of the auditor's report.

## REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

### Opinions

In addition to our audit of the annual accounts and consolidated financial statements, we have also audited the administration of the board of directors and the CEO of Boule Diagnostics AB (publ) for 2020 and the proposed appropriations of the company's profit or loss.

We recommend that the general meeting of shareholders allocate the profit as proposed in the Directors' report and that the members of the board of directors and CEO be discharged from liability for the fiscal year.

### Basis for opinions

We have conducted the audit in accordance with generally accepted auditing standards in Sweden. Our responsibilities under these standards are further described in the Auditor's Responsibilities section. We are independent of the parent and group in accordance with generally accepted accounting practice in Sweden and have otherwise fulfilled our professional responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and adequate as a basis for our opinions.

### Responsibilities of the Board of Directors and CEO.

The board of directors is responsible for the proposal for appropriations of the company's profit or loss. The preparation of a dividend proposal involves assessing whether the dividend is justifiable considering the requirements which the nature of the company and group operations, size and risks place on the size of the parent's and group's equity, consolidation requirements, liquidity and general position.

The board of directors is responsible for the company's organization and the management of company affairs. This involves continuously assessing the company's and the group's financial situation, and ensuring that the company organization is designed so as to ensure satisfactory control of the company accounting, management of assets, and the financial affairs. The CEO is responsible for day-to-day management in accordance with the board of directors' guidelines and instructions and is required to take actions that are necessary to ensure the company's accounting remains in full compliance of statutory obligations and the satisfactory management of company funds.

### Auditor's responsibility

Our objective with the audit of management, and thus 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 CEO in any material respect:

- Has taken any action or committed any neglect which may give rise to liability to the company.
- Has acted otherwise in contravention of the Swedish Companies Act, Annual Accounts Act or company Articles of Incorporation.

Our objective regarding the audit of the proposed appropriations to the company's profit or loss, and thus our opinion, is to assess with a reasonable degree of assurance whether the proposal is in accordance with the Swedish 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 neglect that may 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 Swedish Companies Act.

A further description of our responsibility for the audit of the management is published at the Swedish Auditing Inspectorate's website: [www.revisorsinspektionen.se/revisornsansvar](http://www.revisorsinspektionen.se/revisornsansvar). This description is part of the auditor's report.

Öhrlings PricewaterhouseCoopers AB, Torsgatan 21, 113 97 Stockholm, was appointed auditor of Boule Diagnostics AB (publ) by the Annual General Meeting on 7 May 2020 and has been the company's auditor with Leonard Daun as principal auditor since 13 May 2014.

Stockholm, April 15, 2021

Öhrlings PricewaterhouseCoopers AB

LEONARD DAUN  
*Authorized Public Accountant*

# Calendar and reporting dates

## Future reporting dates

Interim report for the first quarter 2021	May 6, 2021
Interim report second quarter 2021	July 19, 2021
Interim report third quarter 2021	November 9, 2021
Year-end report	February 2, 2022

## Annual General Meeting

The Annual General Meeting of Boule Diagnostics AB will be held on May 6, 2021. Due to the continued spread of the coronavirus and authorities' regulations / advice on avoiding meetings to reduce the risk of infection, the board has decided that the AGM shall be conducted without the physical presence of shareholders, proxies, or external parties and that voting can only take place advance by shareholders vote. Shareholders will be able to place written questions to the AGM. Information on resolutions adopted by the AGM will be published on Thursday, May 6, 2021, as soon as the final outcome of the voting is compiled.

## Contact persons for investor relations

Christina Rubenhag,  
CFO  
Tel: +46 70 546 72 22  
[christina.rubenhag@boule.com](mailto:christina.rubenhag@boule.com)

## HEAD OFFICE

### Boule Diagnostics AB

CRN 556535-0252

Address:

Domnarvsgatan 4,  
SE-163 53 Spånga, Sweden

Phone: +46 8 744 77 00

Fax: +46 8 744 77 20

## SUBSIDIARY COMPANIES

### Boule Medical AB

Co no 556128-6542

Address:

Domnarvsgatan 4,  
SE-163 53 Spånga, Sweden

Phone: +46 8 744 77 00

Fax: +46 8 744 77 20

### Clinical Diagnostic Solutions Inc.

Co no 20-1792965

Address:

1800 NW 65th Avenue,  
Plantation, Florida 33313, USA

Tel: +1 (954) 791 1773

Fax: +1 (954) 791 7118

### Boule Medical LLC

Co no 1187746528353

Address:

142153, Russia, Moscow region  
Podolsk, Novoselki v.,  
Tekhnopark territory, 13  
Bld.2, office / floor 4 // №1, №2

Tel: +7 495 225 85 20

Fax: +7 495 225 85 20

