



Delivering Innovative Resilience

**Corporate Governance
Report 2024**

Cyber Security 1 AB

www.cyber1.com

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1. OVERVIEW OF CYBER1'S CORPORATE GOVERNANCE IN 2024

1.1. Introduction

Cyber Security 1 AB (556135-4811) ("CYBER1") is a Swedish public limited liability company listed in Stockholm (NASDAQ First North market). It is a holding company that directly or indirectly owns the operating subsidiaries constituting the CYBER1 Group ("CYBER1 Group"). Mangold Fondkommission AB was the Nasdaq First North certified advisor to CYBER1 in 2024.

The CYBER1 Group finds corporate governance a stabilizing force facilitating the commercial objectives to bloom. Sound corporate governance enhances transparency creating trust and reliability, which are core values of CYBER1. We further believe that solid corporate governance unites all stakeholders providing synergies to achieve and exceed the set goals. Because of this, we are committed to continuously developing and improving internal processes.

This Corporate Governance & Compliance Report ("the Report") covers 1 January 2024 - 31 December 2024. This Report complies with the Annual Accounts Act (1995:1554), Swedish Corporate Governance Code and other applicable regulations. It provides overall transparency in the CYBER1 Group's corporate governance and compliance, including the company's management. The Report has been reviewed by and includes a statement from CYBER1's auditors.

1.2. Summary of 2024: the Corporate Governance perspective

The Board of Directors continued their corporate governance and internal control projects, the subcommittees are fully formed and having been in effect since the beginning of 2024. With the establishment of Internal Audit several key audits having been completed in the areas of risk and governance oversight.. CYBER1's largest subsidiary (CYBER1 Solutions SA) has once again achieved its B-BBEE (Broad-Based Black Economic Empowerment) Level 1 status for a second year in a row. Reaffirming its commitment to drive diversity, equity and economic empowerment within its local South African entities. The work of the Audit & Governance Subcommittee and the Internal Audit will be the primary focus of the Corporate Governance Report.

2024/2025 Main Calendar Events

2024-1-29	Appointment of Acting Chief Financial Officer
2024-2-23	Publication of the Q4 report 2023
2024-6-14	Annual General Meeting
2024-8-09	Publication of the H1 Interim Report
2024-11-27	CYBER1 subsidiary in South Africa achieves B-BBEE Level 1 award

1.3. Regulatory Grounds

CYBER1's regulatory environment consists of external and internal norms. Consequently, CYBER1 complies with multiple external and internal regulations, including the applicable rules on corporate governance.

External Rules

Examples of the key external regulations include Swedish law, applicable EU law, NASDAQ Rules, including the Nasdaq Stockholm's Rule Book for Issuers, the Swedish Corporate Governance Code, The Swedish Financial Supervisory Authority's supplementary regulations, Swedish Financial Reporting Board's guidelines and suggestions, Swedish Corporate Governance Board's guidelines and suggestions.

Internal Rules

CYBER1 has adopted and continuously developed its internal rules to ensure sound compliance with the external regulations and promote commercial capabilities. The internal regulations include, among other things, Articles of Association and CYBER1's internal Policies and Guidelines. As an example of external regulation turning into an internal rule ensuring compliance, CYBER1 Board created and adopted Board Workflow -rules to set the frame for the Board working process to comply with one of the corporate governance requirements specified in the Swedish Companies Act. The internal rules contain the instructions regarding the division of work between the Board and the CEO. Rules further describe the reporting lines and obligations and have established instructions for the financial reporting. The Board reviews the Board Workflow rules when it deems necessary but not less frequently than annually.

1.4. Compliance with the Swedish Corporate Governance Code

CYBER1 complies with the Swedish Corporate Governance Code, which has the comply or explain -approach to the rules. The table below elaborates on how CYBER1 applies the rules and where the application differentiates from the Code requiring explanation.

Rule	Comply	If non-compliance, reason, and explanation of the adopted solutions
1 The shareholders' meeting	CYBER1 Complies with exception listed on the right-side column.	Exception regarding the Nomination Committee (Rule 1.3). For more, see below (Rule 2)
2 The nomination committee	Noncompliance as the Nomination Committee was not appointed in 2024 by the General Meeting.	CYBER1 did not have a Nomination Committee in 2024. CYBER1 adopted a solution in accordance with the good market practice, where the largest shareholder acts as the nominator. For more, see section 2.4.
3 The tasks of the board of directors	CYBER1 Complies .	
4 The size and composition of the board	CYBER1 Complies .	
5 The tasks of directors	CYBER1 Complies .	
6 The chair of the board	CYBER1 Complies .	
7 Board procedures	CYBER1 Complies .	
8 Board Subcommittees	CYBER1 Complies .	

9 Evaluation of the board of directors and the chief executive officer	CYBER1 Complies.	
10 Remuneration of the board and executive management1	CYBER1 Complies.	
11 Information on corporate governance and sustainability	CYBER1 Complies.	

In accordance with the Code (Rule 10.2, subsection 8), CYBER1 hereby notifies that it does not have any infringement of the stock exchange rules applicable to the company or any breach of good practice on the securities market reported by the relevant exchange's disciplinary committee or the Swedish Securities Council during the most recent financial year.

1.5.Principles, Mission & Core Values

In addition to the **principles** provided by the law and regulations, CYBER1 follows the principles set out in this Report in accordance with the core values of the company. CYBER1's **Mission Statement** is to Deliver Innovative Resilience. Its overall **Vision** is to create the world's most resilient cyber security environments for our customers.

The **Core Values** of CYBER1 constitute the foundation of its culture, guiding all interaction, decisions, and work in and around CYBER1. CYBER1's Core Values utilize the acronym of R.E.P.E.A.T (Resilience, Ethical, Passionate, Excellence, Accountable, Trust).

CYBER1 CORE VALUES



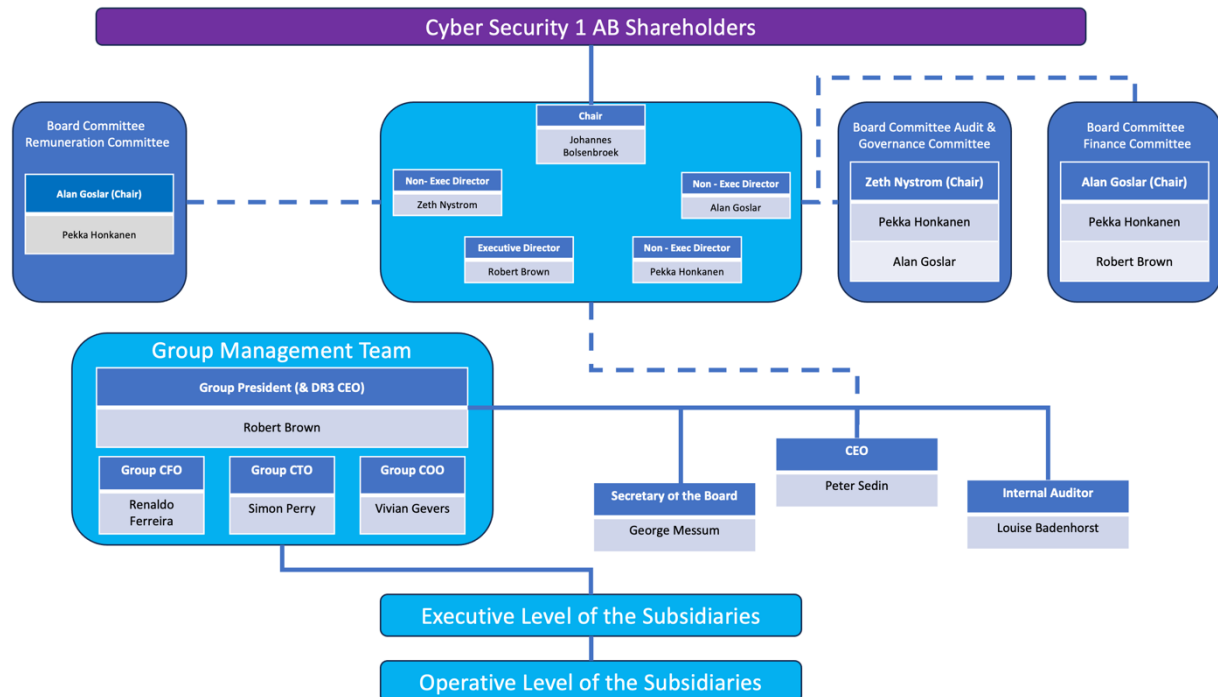
1.6. Corporate Governance Model

Shareholders may exercise their rights at the **General Meetings** of CYBER1, the parent company of the CYBER1 Group, pursuant to applicable laws and the Articles of Association of the company. The General Meeting appoints the **Board of Directors**. The Board, in turn, appoints the **CEO** and the **Group Management Team ("GMT")**, including the **Group President**, who acts as the Chairman for the GMT. The Board and the GMT are two separate organs. Group Management Team and the CEO form the Executive Management of the Group.

The Board is responsible for the overall strategic decisions of the company upon the propositions of the Group Management Team, **Board committees**, or other respective organs. The CYBER1's GMT is responsible for preparing the Group Strategy, daily operative management, and all other applicable ongoing operative items. The Group President leads the management of the commercial operations of the Group. The CEO manages the daily management of the Cyber Security 1 AB in accordance with the guidelines provided by the Board.

To facilitate this, CYBER1 Group has in place adequate working procedures both at the level of the Board of Directors and within the management as described in this Report.

Operative Governance Structure Chart as of December 31st 2024



1.7. Group Legal Structure

In addition to the Parent Company, Cyber Security 1 AB, the Group consists of directly or indirectly and wholly or partly owned subsidiaries. The South African BBB-EE (Broad-Based Black Economic Empowerment) impacts the legal structure and governance of the South African operations. The above structure includes the of the Finance Committee, alongside the Remuneration Committee and the Audit Committee into the Audit & Governance Committee. These Subcommittees have been implemented to provide focused Board support on key areas for the Executive team.

B-BBEE in South Africa

To streamline the processes while also promoting and facilitating sustainability in the form of the B-BBEE compliance in South Africa, subsidiaries of CYBER1 have organized the legal structure through the Dynamic Recovery3 Holdings Company. This further enables to contribute to the B-BBEE, allowing CYBER1 to participate in public tenders expanding the range of potential business. In 2024, CYBER1 Solutions South Africa announced it was successfully able to re-secure its BBB-EE (Broad-Based Black Economic Empowerment) Level 1 status.

B-BBEE is a vital framework in South Africa, designed to address historical inequalities and promote economic transformation. The rating system ranges from Level 8 (the lowest) to Level 1 (the highest), with Level 1 indicating the highest commitment to empowerment and diversity. This achievement demonstrates CYBER1 and its subsidiaries dedication to advancing the economic empowerment of previously disadvantaged groups and fostering inclusivity. B-BBEE Level 1 status is measured under the amended Code of Good Practice and consists of five elements:

ownership, management control, skills development, enterprise and supplier development and socio-economic development.

Key Positives and Impact of B-BBEE Level 1 Certification for CYBER1 Solutions SA:

- **Enhanced Market Access:** B-BBEE Level 1 certification significantly improves CYBER1 Solutions SA's market access in South Africa. Many government and private sector organisations give preference to suppliers with high B-BBEE ratings, creating new opportunities for business growth and partnerships.
- **Strengthened Reputation:** Achieving Level 1 certification reinforces CYBER1 Solutions SA's reputation as a socially responsible and inclusive organization. European investors and clients, who may be unfamiliar with B-BBEE, will recognise the commitment to transformation and fairness.
- **Improved Competitive Advantage:** CYBER1 Solutions SA gains a distinct competitive advantage in a market where B-BBEE compliance is increasingly important. This certification will set the company apart from competitors, attracting new customers and investors.
- **Broadened Supplier Network:** As a Level 1 B-BBEE certified company, CYBER1 Solutions SA will have access to a wider network of empowered suppliers, reducing costs and enhancing supply chain efficiency.
- **Social Responsibility:** The achievement of B-BBEE Level 1 demonstrates CYBER1 Solutions SA's commitment to corporate social responsibility, making a positive impact on South African society and aligning with global sustainability goals.

Moving forward, regular audits are required for the B-BBEE Level 1, which are completed by external parties to assess best practises.

The directly and wholly owned subsidiaries:



Name of the Company	DYNAMIC RECOVERY3 HOLDINGS	TRINEXIA DMCC	CYBER ONE SOLUTIONS	CYBER1 SOLUTIONS	CREDENCE SECURITY SOUTH AFRICA (INTACT SOFTWARE DISTRIBUTION)	C1 SOLUTIONS LIMITED
Domicile	South Africa	UAE, Dubai	UAE (DMCC)	Kenya	South Africa	UK
Company Registration Number	M1999023928	JLT-68399	DMCC-075632	NO.C 81571	K2011103356	6821858

The indirectly or partly owned subsidiaries:

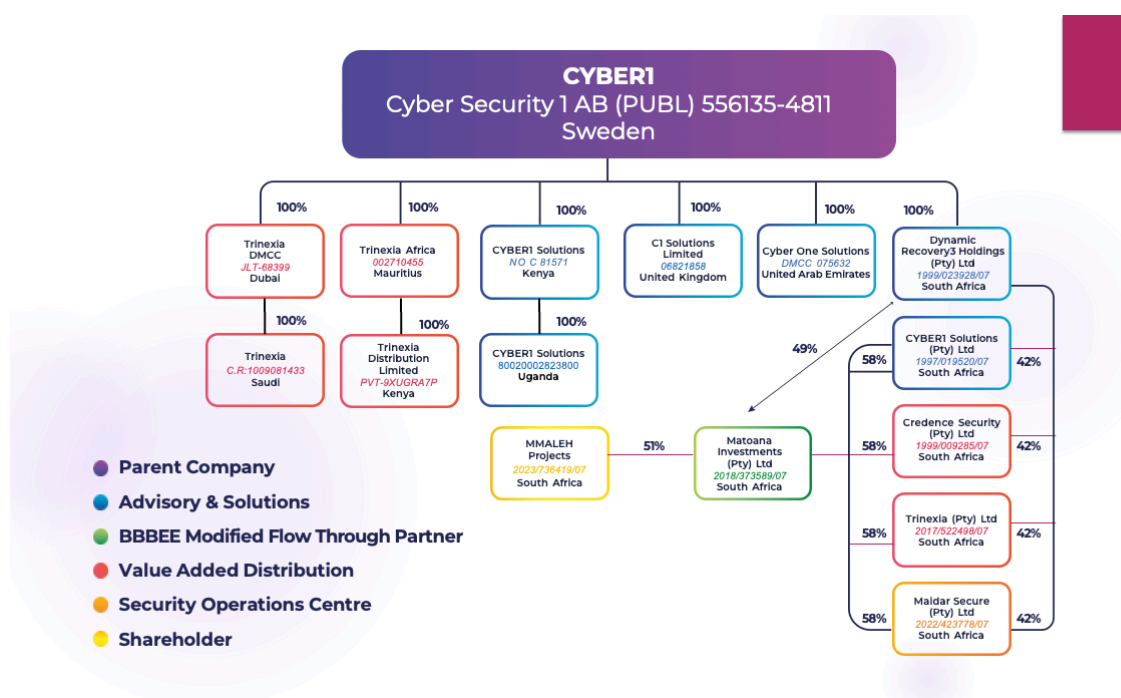


Name of the Company	CREDENCE SECURITY	Matoana Investment (Pty) Ltd	CYBER1 Solutions (Pty) Ltd	Trinexia SOUTH AFRICA	Trinexia Africa Distribution	Maidar Secure (Pty) Ltd
Domicile	South Africa	South Africa	South Africa	South Africa	Mauritius	South Africa
Company Registration Number	M1999009285	2018/373589/09	M1997019520	K2017522498	C158696	2022/423778/07
CYBER1's ownership %	100% Through Dynamic Recovery3 Holdings.	49% Through Dynamic Recovery3 Holdings.	42% Through Dynamic Recovery3 Holdings. 58% Through Matoana Investment.	100% in 2022 (from September).	100% in 2022 (from September).	100% Through Dynamic Recovery3 Holdings.



Name of the Company	CYBER1 Solutions	TRINEXIA	TRINEXIA DISTRIBUTION LIMITED
Domicile	Uganda	Saudi Arabia	Kenya
Company Registration Number	80020002823800	C.R:1009081433	PVT-9XUGRA7P
CYBER1's ownership %	100% Through C1 Solutions Kenya	100% Through Trinexia DMCC	100% Through Trinexia Africa

Legal Structure Chart



2. THE GENERAL MEETING, SHARES, AND SHAREHOLDERS

2.1. General Meeting

The General Shareholders' meetings are, in accordance with the Swedish Companies Act, the highest decision-making body of the Company. At the general meetings, the shareholders exercise their voting rights on key issues, including, inter alia, decisions regarding the adoption of income statements and balance sheets, allocation of the Company's results, discharge from liability for the board of directors and the CEO, election of directors of the board and auditor and remuneration to the board of directors and auditor. In addition to the annual general meeting ("AGM"), extraordinary general shareholders' meetings ("EGM") may be convened.

CYBER1 delivers the **Notice of a General Meeting** by an announcement in the Swedish Official Gazette and Dagens Industri. Notice of an Annual General Meeting and Extraordinary General Meeting where an amendment to the Articles of Association is to be dealt with, is issued not earlier than six and no later than four weeks before the meeting. Notice of an Extraordinary General Meetings is issued no earlier than six and no later than two weeks before the meeting.

Under Swedish law, the **Annual General Meeting is held** within six months of the end of the financial year. The registered office in the Articles of Association is in the municipality of Stockholm, Sweden. Consequently, pursuant to the Swedish Companies Act, the CYBER1 **Annual Meeting location** is normally in Stockholm, Sweden, but where extraordinary circumstances so require, the general meeting may be held at another location.

In 2024, the General Meeting was held through postal voting on the 16th of May, without physical attendance of shareholders, representatives, and third-party parties. Shareholders were able to exercise their voting rights either by post before the meeting or in person.

The decisions of the AGM 2024 included, among others:

- No dividends shall be paid.
- Board of Directors fees:
 - o SEK 400,000 for each Ordinary board member.
 - o SEK 500,000 for the chairman of the board.
- The auditor shall be paid in accordance with current approved accounts.
- Re- election of board members Alan Goslar, Johannes Bolsenbroek, Pekka Honkanen and Zeth Nyström and Robert Brown.
- RSM Stockholm AB was re-elected as auditor, Malin Lanneborn continuing to be the principal auditor.

Following the Code, the company chair, each member of the Board (in any case not less than as many members of the Board as are required for a quorum), the CEO, and the company's auditors are to be present at General Meeting. Given the international ownership of CYBER1, following the Code, the minutes of the meeting are translated into English. CYBER1 further follows a practice where a shareholder, or a proxy representative of a shareholder, who is neither a member of the Board nor an employee of the company verifies and signs the minutes of the shareholders' meeting. Relevant documents are available with the Company and on the Company's webpage, www.cyber1.com, not less than three weeks before the general meeting.

Upon request by any shareholder and where the Board believes that such may take place without significant harm to the Company, the Board shall provide information at the general meeting in respect of any circumstances which may affect the assessment of a matter on the agenda or of the financial situation of the Company. A request for such information shall be made in writing by e-mail to the CEO of Cyber: peter.sedin@cyber1.com.

CYBER1's Annual General Meeting 2025 will be held on the **26th of June 2025**. For further information, please see CYBER1's website, www.cyber1.com.

2.2. Shares

CYBER1 has issued one class of shares, series A. At the General Meeting, one share gives one vote. As of the 31st of December 2024, there are in total 1,136,345,531 shares in the Company, representing 1,136,345,531 votes. The Cyber Security 1 AB share register is managed by Euroclear (Sweden AB). All shares carry equal rights in the assets and earnings of the company.

There are no limitations on how many votes each shareholder can cast at a general meeting (besides the given limitation arising from the number of the owned shares). There are no known agreements between shareholders that could result restrictions on the transfer of shares. No uncommon restrictions on the transfer of shares on the basis of a provision of the law or the instruments of incorporation exist.

2.3.Shareholders

According to the share register, on December 31, 2024, CYBER1 had 1,489 shareholders. On that date, the largest shareholders of the company were:

Name of the Shareholder	Number of Shares	% Of the Ownership in 31.12.2024
SAXO BANK A/S CLIENT ASSETS	279 261 723	25.72%
ABN AMRO SWEDEN CLIENT NON-TREATY	210 255 502	19.36%
MORGAN STANLEY & CO INTL PLC, W8IMY	110 847 724	10.21%
UBS SWITZERLAND AG, W8IMY UBS	85 841 128	7.9
FRANK ROMEIJN PENSIOEN B.V	60 000 000	5.53%
ROBERT BROWN	36 304 832	3.34%
MICHAEL BROWN	13 961 825	1.29%
SIX SIS AG, W8IMY	11 301 712	1.04%
Other Shareholders	328 571 085	27%
Total	1,136,345,531	100%

2.4.Nomination Committee

In 2024, no nomination committee was appointed. Consequently, CYBER1 adopted the good market practice where the largest shareholder makes the propositions. Pursuant to the Code, the tasks of the nomination committee include propositions on:

- 1)** Candidates for the post of the chair and other members of the board.
- 2)** Fees and other remuneration to each member of the board.
- 3)** The statutory external auditor for election.
- 4)** Auditor remuneration.

In the General Meeting 2024, the largest shareholder, Marlo Finance BV, proposed that:

- 1)** For the period until the next annual general meeting has been held, the re-election of board members Alan Goslar, Johannes Bolsenbroek, Pekka Honkanen and Zeth Nyström and Robert Brown.
- 2)** Fees to the board of directors shall be SEK 400,000 each and SEK 500,000 to the chairman of the board.
- 3)** RSM Stockholm AB is re-elected as auditor, who has informed that if the general meeting resolves in accordance with the proposal, Malin Lanneborn will be appointed to continue to be the principal auditor.
- 4)** The auditor shall be paid in accordance with current approved accounts.

The propositions by Marlo Finance BV were based on building continuity with two existing board members, whilst enhancing competence within the Nordic region around corporate governance practices and longer-term strategic initiatives. Marlo Finance BV was presented with the work

experience and credentials of the board members proposed prior to their nomination to the Board. The new members had previously collaborated.

3. BOARD OF DIRECTORS

3.1. Role of the Board, Chair, and Directors

The Board is responsible for CYBER1's organization and the strategic plan. Board appoints, evaluates, and, if necessary, dismisses the chief executive officer. The Board oversees the management of the company's operations conducted by the Group Management Team. The Board is responsible for accepting the Group's long-term development and strategy upon the proposition of the Group Management Team. The Board also oversees and evaluates the Group's operations and takes responsibility for the other duties outlined in the Swedish Companies Act and other applicable regulations, including defining the appropriate guidelines and policies to ensure long-term value creation, risk control protocols, legal compliance, and sound external communication. Robert Brown serves in the Board of Directors as an executive member and in the GMT as a Group President, fulfilling the Code's requirement that no more than one elected member of the board may be a member of the executive management of the company or a subsidiary.

The chair has a particular responsibility to ensure that the work of the board is well organised and conducted efficiently. The chair also oversees the implementation of the decisions.

Pursuant to the Code, **Directors** devote the necessary time and care and ensure they have the competence required, to effectively safeguard and promote the interests of CYBER1 and its shareholders. The Board divides tasks and particular areas of focus for each member, for example, throughout the committees. Furthermore, directors in their roles oversee that CYBER1 pursues its goals in accordance with the Group Strategy and, while striving towards success, pay attention broadly to the operative environment. This means considerations relating, for example, to sustainability, equality, and compliance. Each director acts independently and with integrity in the interests of CYBER1 and all its stakeholders.

3.2. Size and Composition of the Board

The board has a size and composition enabling it to manage CYBER1's affairs efficiently and with integrity.

According to the Articles of Association, the Board of Directors shall consist of not less than three and not more than nine members, with a maximum number of six deputies. Pursuant to the AGM Decision, aligning with the Articles of Association, CYBER1 has five members of the Board and no deputy members.

					
	Johan Bolsenbroek <i>Chairman of the Board</i>	Robert Brown <i>Executive member, Group President, Member of Finance Committee</i>	Alan Goslar <i>Member of the Remuneration committee (Chair), the Audit & Governance committee and the Finance Committee (Chair)</i>	Pekka Honkanen <i>Member of the Audit & Governance committee and the Finance Committee</i>	Zeth Nyström <i>Member of the Audit & Governance committee (Chair)</i>
Born	1966	1970	1947	1951	1946
Role in the Board	<i>Non independent in relation to larger shareholders and in relation to the Company.</i>	Independent in relation to larger shareholders and in relation to the Company.	Independent of the Company and Group Management	Independent of the Company and Group Management	Independent of the Company and Group Management.
Education	MBA in International Business from the University of Georgia – Terry College of Business and a BBA in International business from Nyenrode Business Universiteit	Michaelhouse, St Albans College, King Edwards School, South Africa	University of the Witwatersrand	M.Sc in computer science and economy from Turku University	Bachelor's degree in economics from Gothenburg University
Member of the Board since	Chairman of the Board since 2020.	Ordinary Board member since 2021.	Ordinary Board member since 2020	Ordinary Board member since 2020	Ordinary Board member since 2020
Other positions and board memberships	Co-owner and CFO of Triangle Studios B.V. CEO of ScreenCheck International Group	Director Trinexia Africa, Trinexia South Africa, Cyber 1 Solutions PTY, Matoana (PTY), X2A Group holdings (PTY), Bizeff, EDS (PTY), Awake Investments, Two Rob's Investments (PTY), Lot 51 (PTY), Moa Tai (PTY), Seaview Properties (PTY), Bizeff (PTY), Pindaprox (PTY).	Dial Advisory Limited, Owner of Payment Advisory Management Services	Senior Advisor of Enfuce Financial Services, Owner, Chairman of PHOY Solutions Ltd and Takana Group Oy	Chairman of Trosa Fibernät AB, the Trosa municipality broadband provider. Member of the City Council of Trosa, Lay Judge for Svea Hovrätt.
Principal working experience	Managing Partner at BdR Executive Partners B.V.	CEO of Dynamic Recovery Holdings, CEO of Cyber Security 1 AB	CEO Transactworld Ltd, Chairman of supervisory Board of Payon AG	Board Member of Paytrail Oy and Poplatek Oy (both now Part of the Nets Group). Chairman of Silverskin Information Security Ltd. Senior roles within Visa International and OP Financial Group.	C.E.O, C.O.O and C.M.O of Speedy Tomato AB (Now Telia Communications), Tess Brazil (now Telia), Europolitan AB (now Telenor) and Hi3G AB (now 3/Three telecommunications)
Holdings in CYBER1 (Euroclear, December 31, 2024)	6 500 000 shares	36 304 832 shares	2 400 000 shares	1 159 966 shares	600 000 shares

3.1. Board's Composition and Attendance at meetings

Meetings between January 1 and December 31, 2024. In 2024, the Board held 24 meetings in total.

Name	Role or Position	Number of Board meetings Participated
Johan Bolsenbroek	Chairman of the Board	24
Robert Brown	Executive Director Group President	24
Alan Goslar	Member of the Remuneration and Audit Committees	24
Pekka Honkanen	Member of the Remuneration Committee	24
Zeth Nyström	Member of the Audit Committee	24
<i>Invitations to the Board meetings</i>		
Peter Sedin	Chief Executive Officer	22
Vivian Gevers	Chief Operating Officer	1
Renaldo Ferreria	Chief Financial Officer	2
Simon Perry	Chief Technology Officer	1
Ethel Nyembe	Executive Director (Africa)	1
Louise Badenhorst	Internal Auditor	3
George Messum	Board Secretary	24
Total meetings		24

Secretary of the Board



George Messum
Secretary of the Board,
Director

The Board appointed Operations & Strategy Director, **George Messum**, to act as the Secretary of the Board from 2021 to present.

The Secretary of the Board supports the Board by assisting before, during, and after the Board meetings and other Board-related matters and projects.

Born	1991
Education	MSc Software & Systems Security, University of Oxford. BA International Relations, Loughborough University
In the Position since	Secretary of the Board since 2021
Other positions and board memberships	n/a
Principal working experience	Citigroup, Trust Payments
Holdings in CYBER1 (December 31, 2024)	12,500 shares

3.1. Board work & Fees

Board work

In 2024, a total of twenty four (24) Board meetings were held. The board acts according to the Board Workflow constituting Rules of Procedure with a recurring structure with predetermined main points. The agenda, including informational material and decision-making documentation prior to Board meetings, were customarily sent in the Board Pack well in advance before each meeting.

CYBER1 continuously assesses the risks relating to conflicts of interest in its work. Following the applicable laws, directors are disqualified from participating in any decision regarding agreements between themselves and CYBER1. The same applies to agreements between CYBER1 and any third party or legal entity in which the Board member has an interest that may be contrary to the interests of CYBER1.

In line with the Code, a majority of the Board members elected by the AGM are independent in relation to CYBER1 and Group management. Also, at least two of the Board members, who are independent in relation to CYBER1 and Group management, are independent in relation to the company's major shareholders. The composition of CYBER1's Board of Directors fulfils the independence requirements of the Code.

Board Fees

Remuneration to Board members was proposed by the largest shareholder, Marlo Finance BV, for resolution by the AGM. The Board fees are SEK 400,000 for each Ordinary board member and SEK 500,000 for the chairman of the board.

3.2. Board Committees

According to the Board Workflow and in line with the Swedish Corporate Governance Code, the Board delegates responsibilities within the Board. Board delegates some of the tasks to the Board Committees. Consequently, the Board Committees prepare reports and recommendations as well as provide follow-up reports on decisions and actions taken by the Board.

The Committees were re-appointed in 2023 and carried out their respective responsibilities as outlined by the Board the previous year. CYBER1 has three Board Committees: the Remuneration Committee (Alan Goslar and Pekka Honkanen), the Audit & Governance Committee (Zeth Nyström, Alan Goslar, and Pekka Honkanen), and the Finance Committee (Alan Goslar, Pekka Honkanen, and Robert Brown). Committee appointments are confirmed at the first Board meeting following the Annual General Meeting (AGM).

3.2.1. Remuneration Committee

The Remuneration Committee consists of **Alan Goslar, Pekka Honkanen**. The committee held meetings in 2024. The main tasks of the Remuneration Committee consist of reviewing and preparing, for resolution by the Board, proposals on salary and other remuneration, including retirement compensation, for the Group Management Team and CEO. The Committee also reviews and prepares resolutions to be made by the Board, proposals to the AGM on Guidelines for remuneration and remuneration adjustments to the Group Management and Executive Team. Remuneration Committee does this by analyzing trends impacting on remuneration, other legislative changes, disclosure rules and the general global executive remuneration environment.

3.2.2. Audit & Governance Committee

The Audit Committee consist of **Zeth Nyström** (Chair), **Alan Goslar** and **Pekka Honkanen**. The Committee held meetings during 2024. The Audit & Governance Committee is appointed by the Board of Directors and is a body within the Board. The purpose of the Committee is to comply with the statutory obligations set to the audit committee and, by complying, to improve internal controls of the company as well as oversee the work completed by the Internal Auditor.

3.2.3. Finance Committee

The Finance Committee consists of **Alan Goslar** (Chair), **Robert Brown** and **Pekka Honkanen**. The Committee held meetings during 2024. The purpose of the Committee is to manage relationships with the major shareholders and other key stakeholders in relation to the financing of the company as well as setting the standards and requirements for financial reporting.

3.3. Self-Evaluation of the Board

The performance and assessment of the Board build upon the Board Workflow, constituting the inflow of data regarding the participation of the board member and the content of the participation. With the Board Workflow, different objectives and areas of focus are distributed among the Board. The outcomes are measurable and traceable, forming the grounds for assessment of the members of the Board. This aims to improve Board's working methods and efficiency. The outcome of the evaluation was communicated to the largest shareholder acting on behalf of the nomination committee.

4. EXECUTIVE MANAGEMENT

Executive management of CYBER1 consists of CEO and Group Management Team. The operative management and executive decisions take place in the Group Management Team which is led by the Group President as illustrated in the operative chart above [see page 6].

4.1.CEO



Peter Sedin
CEO

Born	1968
Education	Global Executive MBA, Stockholm School of Economics, MSc Mechanical Engineering, Linköping University
In the Position since	Chief Executive Officer since 2021
Other positions and board memberships	CEO & Founder, Asight AB
Principal working experience	Board member, Scandinavian School of Brussels, Vice President at Volvo Construction
Holdings in CYBER1 (Euroclear, December 30, 2021)	0 shares

As of the 1st of June 2021, The Board appointed **Peter Sedin** as Chief Executive Officer (CEO) of CYBER1.

The CEO coordinates and manages the regulatory and compliance environment of CYBER1 in accordance with the applicable regulations and, consequently, directions given by the Board.

Similarly to the board members, the CEO's performance and assessment build upon the CEO's defined role and responsibilities as well as different objectives and areas of focus. The outcomes are measurable and traceable, forming the grounds for the Board to assess the CEO's performance.

4.2.Group Management Team

Group Management Team is the operative organ in the Group managing the day-to-day business. The Board of Directors appoints the Group Management Team and the Group President to manage the Group as the Chairman of the Team. In his role, the Group President reports to the Board of Directors, and his primary duty is the day-to-day management of the Group's operations. The Group President acts as the Chairman of the Group Management Team and, in that role, leads the work of the Group Management Team. In 2023, Group Management Team consisted of four members. The President, the Chief Operations Officer (COO), the Chief Financial Officer (CFO), and the Chief Technical Officer (CTO). The role and responsibilities of the Group President have been described below.

4.2.1.Group President & Executive Director

The Group President, **Robert Brown**, is responsible for formulating reports and the documentation of the decision-making in accordance with the applicable rules. The President takes necessary actions to ensure that the company's accounting complies with the applicable laws and to ensure that the company's funds are managed in a satisfactory manner. It is, therefore, the President's responsibility to ensure that the company has efficient internal controls and procedures for ensuring that the established principles for financial reporting and internal control are applied. Group President participates in the Board meetings as an ordinary board member.

4.2.2.COO

COO, **Vivian Gevers**, is responsible for designing, defining, and implementing strategies and policies, As supervising the Group HR function, as well as overseeing the day-to-day administrative and operational functions of the business. She also manages the group risk function with the collective Executive Team. COO promotes CYBER1 culture, values, and mission. The COO reports directly to the Group President.

4.2.3.CFO





CFO, **Renaldo Ferreira**, is responsible for group finance, including tracking cash flow and financial planning as well as analyzing the company's financial strengths and weaknesses and proposing corrective actions. The CFO reports directly to the Group President.

4.2.4.CTO

CTO, **Simon Perry**, is responsible for research and development, project management, product and service quality and business development from the scientific and technological perspectives. As a group CTO, his duty is to enable CYBER1 to reach its financial and marketing goals using an innovative tech approach. CTO reports directly to the Group President.

4.3.Composition of the Group Management Team

As of 31 December 2024, the Group Management Team consisted of four members, all contracted by one of the Group companies and appointed to the GMT position by the CYBER1 Board of Directors. Members of the GMT serve on an ongoing basis. For the Financial Year 2024, the Board appointed the following members to the GMT:

	 Robert Brown Group President	 Vivian Gevers COO	 Renaldo Ferreira Acting CFO	 Simon Perry CTO
Born	1970	1982	1988	1982
Education	KES, South Africa	BCom in Management, University of South Africa	BCom in Financial Management Sciences at the University of Pretoria, Postgraduate Diploma in Accounting Sciences from the University of South Africa, SAICA Accredited.	Northcliff High
Member of the Exec since	Group President since 2021	Chief Operating Officer since 2019	Chief Financial Officer since 2024	Chief Technical Officer since 2021
Other positions and board memberships	Director, CSSA & CSAD	N.A.	N.A	Chief Technical Officer, Cyber Security South Africa
Principal working experience	CEO of Dynamic Recovery Holdings, CEO of Cyber Security 1 AB	Managing Director, Credence Security Dubai	Lead Financial Manager at C1 Solutions, Financial Manager at Federal Airlines, Assistant Auditor at Logista CA(SA)	Sales Engineer, McAfee
Holdings in CYBER1 (Euroclear, December 30, 2021)	36,304,832 shares	360,000 shares	0 shares	19,750 shares

4.1. Operations Director

In addition to the CEO and Group Management Team, CYBER1's executive management includes the Operations Director, **George Messum**, to assist in running the management of the Group. Mr. Messum was appointed as Operations Director since 2022 and primarily supports the Executive team on strategy creation and subsequent implementation of Board and Executive initiatives. The Operations Director works externally with the company's Certified Advisor on matters related to compliance with Nasdaq First North Growth Market. In 2021, the board appointed Mr. George Messum to act as Board Secretary in addition to his duties as Operations Director.

5. AUDITORS

5.1. External Auditor

CYBER1's auditors are elected by the Annual General Meeting. **RSM Stockholm AB** was re-elected as an auditor in the Annual General Meeting 2024. **Malin Lanneborn** was appointed to continue to be the principal auditor. In accordance with the Decision of the AGM, the auditor shall be paid in accordance with current approved accounts.

5.2. Internal Auditor

The Group Management Committee and Board of Directors continuously monitor the company's internal control in conjunction with external and internal financial reporting. Regarding the financial reporting, the Audit Committee monitors the efficiency of the internal controls and risk management. In 2023 the Board decided to begin the process of creating an Internal Audit function. The Internal Audit function conducted its first full twelve months of operation during 2024. The role of Internal Audit is to provide an assurance that the organisation's risk management, governance, internal control processes are operating effectively and the company assets are managed in accordance with the shareholder expectations. designed to provide. For more on Audit Committee, please see above [page 14].

5.3. Internal Audit Update 2024

Internal Audit is an independent and objective function that evaluates, recommends, and monitors improvement to the effectiveness of CYBER1 AB's risk management, internal controls, and governance process throughout the Group. This also applies to compliance with CYBER1AB governance documents, including the Code and Conduct.

The function is directly subordinate to the Board of Directors and Audit Committee. It performs its work risk-based and in accordance with an established internal audit plan.

Audit charter and the internal audit plan are drafted by the Audit committee and decided on by the Board of Directors. The Head of Internal Audit reports administratively to the President and informs the management teams of the business units and other units about audit activities that have been performed. The Head of Internal Audit also submits a report to the Audit Committee at each regular Committee meeting.

2024 Assessment Period

Several audits were conducted during 2024, covering a range of critical areas. These included reviews related to employee processes, assessments of the current business model and organisational structure, and targeted audits of key operations in Africa. In addition, the internal audit function provided support to the business in various operational areas, with a particular focus on streamlining processes; an ongoing priority for driving efficiency and improving overall performance.

6. REMUNERATION

CYBER1 has implemented formal processes for deciding on the remuneration of members of the board and the executive management. The main responsibility for this is on the Remuneration Committee (see section “remuneration committee”, page 14) and as described on the largest shareholder taking actions in the absence of the Nomination Committee.

CYBER1 follows the grandfather principle where remuneration is not decided by the direct supervisor but the supervisor of the supervisor. In cooperation with the corporate governance team, the Group HR collaborate to ensure that the remuneration and other terms of employment of members of the Board and the executive management are designed to ensure that the company has access to the competence required at a cost appropriate to the company. Furthermore, the adoption of internal procedures, including software solutions, enables to follow that the taken measurements have the intended effects on the company's operations.

7. RISK MANAGEMENT

In 2024, CYBER1 continues to monitor and manage a number of key corporate risks that reflect the broader challenges of operating in a dynamic global environment. These include financial and operational risks such as margin pressures, revenue dependencies, currency exposure, and the structure of capital holdings. The company recognises the potential impact of these risks on its long-term sustainability and remains committed to identifying areas of vulnerability and strengthening its overall resilience.

To support this, CYBER1 is implementing a range of strategic initiatives aimed at enhancing financial flexibility, improving operational efficiency, and reinforcing investor confidence. This includes ongoing work to diversify income streams, develop long-term service offerings, and ensure robust governance practices. The company's proactive approach to risk management underscores its commitment to responsible business conduct and long-term value creation.

8. INTERNAL CONTROL

Pursuant to the Companies Act and the Swedish Corporate Governance Code, the CYBER1 Board holds overall responsibility for ensuring that the company maintains effective internal controls. The Board is also required to remain informed on the adequacy and performance of these controls.

In 2021, CYBER1 recognised the need to strengthen internal governance by reviewing key components of its control environment, including organisational structure, roles and responsibilities, reporting lines, delegated authority, and external reporting requirements. As a result, several actions were undertaken to clarify and enhance the internal control framework, moving from a flexible, organic model towards a more structured and formalised approach.

A broader review of the company's operational structure was also completed as part of the 2022/2023 initiatives, aimed at increasing efficiency and closing any governance or procedural gaps. As part of this initiative, CYBER1 introduced a Group Corporate Governance Calendar and a streamlined Board Calendar to guide key governance activities throughout the year. A new Year-End Process was also launched to support accurate and timely financial and operational reporting across the Group.

The CFO of CYBER1 is responsible for ensuring the reliability of the financial reports. The accuracy and reliability are ensured by focusing on the accuracy of data entry, cross-referencing and working together with internal and external experts who review the reliability of the reports. The control mechanisms for financial information include internal cross-checking and reviews conducted by internal and external advisors and experts. The financial reporting is structured according to the applicable laws and regulations. For more on financial risk management, see the Annual Report 2024.




The Finance Subcommittee has continued to play a key role in reviewing financial reporting and ensuring the Board receives timely and relevant updates. These measures reflect CYBER1's commitment to continuous improvement in corporate governance and internal control.

Towards the end of 2022, the Board initiated the process of establishing an internal audit function, with oversight provided by the Audit & Governance Committee. The internal audit function is intended to provide independent and objective assurance on the effectiveness of risk management, internal controls, and governance processes across the Group. Its primary goals include evaluating the adequacy and efficiency of operational procedures, supporting the integrity of financial and operational reporting, and promoting continuous improvement through risk-based assessments and recommendations. By enhancing transparency and accountability, the internal audit function will support the Board in fulfilling its oversight responsibilities and strengthening CYBER1's overall control environment.

9. HUMAN RESOURCES

The COO led the CYBER1 Groups Human Resources ("HR") functions in 2024. COO delegated the daily management to the respective human resources personnel within the subsidiaries. CFO reports to the Board on HR matters. The Human Resource function is led by the COO, aligning with the business head units and local HR representatives.

The average number of personnel and gender distribution

	 Average number	 Woman	 Men
CYBER1	1	0	1
CYBER1 Group	192	88	113
CYBER1 Directors	5	0	5
CYBER1 Senior Executives	5	2	3

10. RESEARCH & DEVELOPMENT

CYBER1 conducts research and development into identifying the latest security trends and challenges clients face. The company utilizes its expertise in cyber security to ascertain the best security products and services to be utilized via our key partnerships. Our research projects, in collaboration with our customers and other partners, are a vital part of product development when we prepare for meeting future demands. The company employees possess industry-leading accreditations, which enables thorough decision-making rationale on the types of cybersecurity services that are utilized. This process of analyzing new technological solutions, combined with a review of existing partnerships, ensures that CYBER1's efforts in its research and development positively correlate to its performance with its clients.

11. ENVIRONMENT, CLIMATE & SUSTAINABILITY

CYBER1 conducts environment, climate, and sustainability analysis as part of the risk assessment. CYBER1 contributes to the environmental work within its business operations and sphere of influence. With the contribution, CYBER1 aims to contribute to the environmental work to promote a sustainable society, producing constant advancement, preventing pollution, and accomplishing sustainable profitability and a positive brand.

CYBER1 follows and expects everyone it partners with to follow, at a minimum level, the national laws, and regulations of the country in which the party operates, including norms relating to the environment, climate, and sustainability. In its internal work, CYBER1 prioritizes the health, safety and wellbeing of employees, consultants, and business partners. We aim to achieve zero work-related accidents and illnesses.

CYBER1 Board oversees the assessment of the environment and climate-related risks and opportunities. As part of the risk assessment conducted by the COO, the management assesses and reports on the issue to the Board. Consequently, the Board can react similarly to any other risks or opportunities and, by doing this, also manage climate-related risks and opportunities.

Global sustainability topics touch us in our business activities. With business operations worldwide, including countries classified as high-risk countries from an environmental, human rights or corruption perspective, CYBER1 works to ensure that we pursue our business with a focus on our core values promoting sustainability. As a framework, CYBER1 uses the 17 Sustainable Development Goals (SDGs) by the United Nations and specifically the BBEE framework in South Africa.

In 2024 CYBER1 increasingly focuses on the environment, climate, and sustainability to promote its corporate social responsibility while supporting its global business activities. This includes, among others, reviewing the long-term Corporate Social Responsibility plan. With this, CYBER1 aims to promote good working conditions, a sustainable environment, good ethics, and uphold human rights.

12. CORPORATE GOVERNANCE PROCESS

12.1. Reporting

CYBER1 informs shareholders annually regarding corporate governance functions in the company and how the company applies the Swedish Corporate Governance Code. Communication regarding corporate governance matters happens primarily with the Corporate Governance Report. CYBER1 communicates financial information by publishing quarterly and annual reports and other required financial disclosures. CYBER1 publishes reports on the website: www.cyber1.com.

13.AUDITOR'S REPORT ON THE GOVERNANCE REPORT



REVISORS YTTRANDE OM BOLAGSSTYRNINGSRAPPORTEN

Till bolagsstämman i Cyber Security 1 AB, org.nr 556135-4811

Uppdrag och ansvarsfördelning

Det är styrelsen som har ansvaret för bolagsstyrningsrapporten för år 2024 och för att den är upprättad i enlighet med årsredovisningslagen.

Granskningens inriktning och omfattning

Vår granskning har skett enligt FARs rekommendation RevR 16 *Revisorns granskning av bolagsstyrningsrapporten*. Detta innebär att vår granskning av bolagsstyrningsrapporten har en annan inriktning och en väsentligt mindre omfattning jämfört med den inriktning och omfattning som en revision enligt International Standards on Auditing och god revisionssed i Sverige har. Vi anser att denna granskning ger oss tillräcklig grund för våra uttalanden.

Uttalande

En bolagsstyrningsrapport har upprättats. Upplysningar i enlighet med 6 kap. 6 § andra stycket punkterna 2–6 årsredovisningslagen samt 7 kap. 31 § andra stycket samma lag är förenliga med årsredovisningen och koncernredovisningen samt är i överensstämmelse med årsredovisningslagen.

Stockholm den dag som framgår av vår elektroniska signatur

RSM Stockholm AB

Malin Lanneborn
Auktoriserad revisor

