

CORPORATE GOVERNANCE

Extract from the Annual Report 2025

GOMSPACE



Corporate Governance report



Introduction

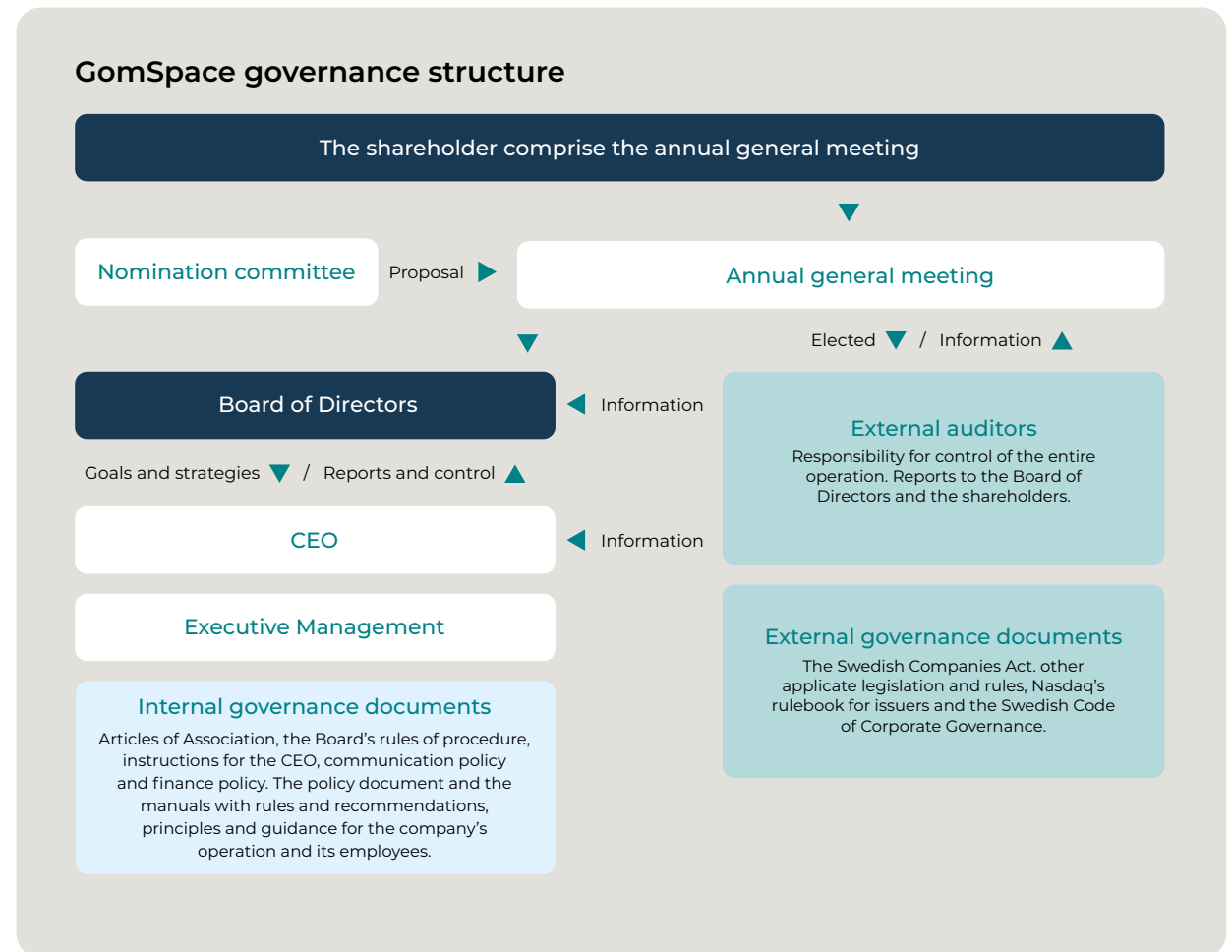
GomSpace Group AB is a Swedish public limited liability company with its registered office in Stockholm, Sweden. Through its subsidiaries, the company develops and manufactures small satellites and components and turnkey solutions for satellites. The company has been listed on Nasdaq First North Premier Growth Market since June 2016.

As a company listed on Nasdaq First North Premier Growth Market, the company must comply with the Swedish Corporate Governance Code (the "Code") and prepare an annual corporate governance report as from the 2019 financial year. The company has not deviated from the Code during 2025, except that the annual general meeting of 2025 was held without the auditor being present (since no external shareholders participated in person).

GomSpace considers good corporate governance essential and an important part of its core business. Consequently, the company complies with the Code in all essential and obligatory aspects when preparing this corporate governance report, except for the deviation described above.

Corporate governance structure

The Swedish Companies Act contains basic rules for the company's organization. It stipulates that there should be three decision-making bodies: the general meeting of shareholders, the Board of Directors, and the Chief Executive Officer (CEO), in a hierarchal relationship with each other. There must also be a monitoring body, the auditor, appointed by the general meeting of shareholders.





Governance, management, and control are distributed between the shareholders, the Board of Directors, the CEO, Executive Management, and company management according to applicable laws, rules and recommendations, GomSpace's articles of association, the Board of Directors' rules of procedure, and other internal instructions.

The current articles of association are kept available on the company's webpage.

The regulatory framework consists of the Swedish Companies Act, the rules applicable to the market where the company's shares are listed for trading (Nasdaq First North Growth Market – Rulebook for Issuers of Shares, incl. the rules applicable for the Premier Segment), and the Code.

Shareholders

The company has one shareholder with a direct or indirect shareholding in the company representing at least one tenth of the voting rights for all shares, The Hargreaves Family No. 14 Settlement with 69,983,353 shares, corresponding to 41.38% of the shares and votes in the company.

General meeting of shareholders

The annual general meeting of shareholders ("AGM") is to be held in Stockholm within six months of the end of the financial year. The AGM adopts the financial statements (annual report) and decides how to allocate the result. Further, the AGM decides on discharge from liability for the Board of Directors and the CEO, elects members of the Board of Directors and auditor(s) and determines their fees. The AGM also decides on other matters the Board of Directors includes in the notice convening the AGM.

Regarding general meetings, the company has not deviated from the Code, except that the annual general

meeting of 2025 was held without the auditor and all board members being present (since no external shareholders participated in person).

The regulatory framework consists of the Swedish Companies Act, the rules that apply to the market where the company's shares are listed for trading, Nasdaq First North Growth Market Rulebook for Issuers of Shares (incl. the rules applicable for the Premier Segment) and the Code.

The AGM held in 2025 took place on 14 May 2025 at 10.00 at Setterwalls Advokatbyrå's office at Sturegatan 10 in Stockholm, Sweden.

At the AGM held on 14 May 2025, it was resolved to authorize the Board of Directors to – during the period until the next annual general meeting (i.e. the annual general meeting to be held in 2026) and at one or more occasions – resolve upon issuance of new shares, warrants and/or convertible debentures with or without deviation from the shareholders' preferential rights. Payment may be made in cash, in kind, through set-off of claims or otherwise be conditional. Through issuances resolved upon with support from the authorization – with deviation from the shareholders' preferential rights – the company's share capital and shares may be increased by an amount and number corresponding to not more than 20 percent of the share capital and number of shares/ votes in the company (i.e. corresponding to a maximum dilutive effect of approximately 16.67 percent) at the first time the authorization is used with deviation from the shareholders' preferential rights.

The AGM to be held in 2026 will take place on 19 May 2026 at 10.00 at Setterwalls Advokatbyrå's office at Sturegatan 10 in Stockholm, Sweden.

Nomination committee

The nomination committee is to present proposals to the AGM regarding the chair of the meeting, the election of

chair and other members of the Board of Directors, auditor(s), and fees and other remuneration payable to each member of the Board of Directors and the auditor(s).

Further, the nomination committee is to present proposals on any changes to the principles for the appointment of and instructions to the nomination committee.

At the AGM held on 14 May 2025, it was resolved not to change the principles for the appointment of and instructions to the nomination committee, which were adopted at the AGM held in 2019. The nomination committee is to be composed of the chair of the Board of Directors and three members appointed by the three largest shareholders by votes at the end of the third quarter each year.

The nomination committee is to appoint a chair among its members. The chair of the Board of Directors may not be appointed as chair of the nomination committee. In respect of the AGM to be held in 2026, the following shareholders have exercised their right to appoint a member to the nomination committee (it being noted that the chair of the board has fulfilled his obligation to contact shareholders entitled to appoint a member in accordance with the adopted principles for the appointment of and instructions to the nomination committee): Peter Hargreaves and H&L Invest ApS. The aforementioned shareholders have appointed the following members:

- Hans Bloch, appointed by Peter Hargreaves
- Dino Dogan, appointed by H&L Invest ApS

The chair of the Board of Directors (Stefan Gardefjord) is considered independent of the company's largest shareholders.

Pursuant to the principles for the appointment of and instructions to the nomination committee, the nomination committee shall be composed and perform



such tasks stated from time to time in the Code. The principles for the appointment of and instructions to the nomination committee are available on the corporate governance section on the company's website, included as an appendix to the AGM's minutes in 2019. A diversity policy is not legally required for the nomination committee in its work nor required by the Code.

Tasks of the Board of Directors

The Board of Directors' rules of procedure includes, amongst other, the following tasks:

- appointing, evaluating and, if necessary, dismissing the CEO and CFO,
- establishing the overall goals and strategy of the company,
- identifying how sustainability issues impact risks to and business opportunities for the company,
- defining appropriate guidelines to govern the company's conduct in society, to ensure its long-term value creation capability,
- ensuring that there is an appropriate system for follow-up and control of the company's operations and the risks to the company that are associated with its operations, ensuring that there is a satisfactory process for monitoring the company's compliance with laws and other regulations relevant to the company's operations, as well as the application of internal guidelines, and
- ensuring that the company's external communications are characterized by openness and is accurate, reliable, and relevant.

In line with rules of procedure, each board member is:

- to form an independent opinion on each matter considered by the board and to request whatever information he or she believes necessary for the board to make well-founded decisions,
- to acquire continuously the knowledge of the company's operations, organization, markets, etc. that is necessary to carry out the assignment, and
- responsible for committing the time required to carry out the board's work in the context of the board member's other assignments and commitments.

If required, work among board members is divided based on competencies. The board is to approve any significant assignments the CEO has outside the company.

Size and composition of the Board of Directors

According to the articles of association, the Board of Directors shall consist of not less than three and not more than seven ordinary members without deputy members. Board members are elected for a period of one year (between annual general meetings).

At the AGM held on 14 May 2025, the following six board members were elected, with the re-election of Kenn Herskind, Nikolaj Wendelboe, Steen Hansen, Henrik Kølle and Stefan Gardefjord, and the new-election of Hasse Resenbro. Stefan Gardefjord was also re-elected as chair of the board.

Effective as of 10 June 2025, Henrik Kølle resigned from the Board of Directors due to other professional commitments.

The requirements to size and composition according to the Code, including but not limited to in respect of independence, are fulfilled. No board member is a member of the Executive Management, and all board members are independent of the company and its

Executive Management. Only one current board member is dependent in relation to the company's major shareholders.

A detailed presentation of the board members, including information about other assignments and holding of GomSpace shares and other financial instruments, is found under the Board of Directors in the Corporate Governance section on the company's website.

Furthermore, information about board meeting attendance during the last financial year is included in ESG reporting. In 2025, the attendance rate was 96%. Henrik Kølle was absent at one out of 10 board meetings, resulting in an attendance rate of 90%. Henrik Kølle exited the Board of Directors in June 2025. Nikolaj Wendelboe was absent at one out of 19 board meetings, resulting in an attendance rate of 95% and Kenn was absent at two out of 19 board meetings, resulting in an attendance rate of 96%. The other board members had an attendance rate of 100%. Since the last AGM, 16 board meetings have taken place.

The CEO and CFO usually attend board meetings, and other persons within the company group can participate in board meetings from time to time (as decided by the Board of Directors).

Chair of the Board of Directors

The chair of the Board of Directors leads the work of the board. The chair has a special responsibility to follow the group's development between board meetings and ensure that the board members are continually provided with the information necessary to perform the work satisfactorily.

Pursuant to the Board of Directors' rules of procedure and in line with the Code, the chair ensures that the board's work is performed efficiently and that the Board of Directors fulfils its obligations.



The general meeting elects the chair of the board. The current chair is not an employee of the company or has duties assigned by the company regarding his chair responsibilities.

The chair maintains regular contact with the CEO and holds meetings with him as required.

Board procedures

The Board of Directors is responsible for ensuring that the group has good internal controls and ensures that the group has formalized routines to ensure that approved principles for financial reporting and internal controls are applied as well as to ensure that the company's financial reports are produced pursuant to legislation, applicable accounting standards and other requirements for listed companies.

The following policies and plans have been implemented and are regularly reviewed and updated:

- Rules of procedure for the Board of Directors
- Rules of procedure for duties incumbent upon an audit committee
- Rules of procedure for duties incumbent upon a remuneration committee
- Instructions for the CEO
- Instructions for financial reporting
- Accounting policy
- Authority rights
- Information policy
- Insider policy
- IT policy and disaster recovery plan
- Business continuity plan
- Code of conduct

A detailed description of the group's internal controls is included in a separate section below, including the board's monitoring measures that the internal controls related to financial reports and reporting to the board function adequately.

A separate internal audit function has not been established. The Board of Directors believes that the limited size of the company's business in a centralized organization does not require a more extensive audit function in an internal audit function. The assessment is updated annually.

The Board of Directors has decided not to establish an audit committee, given that the board finds it more appropriate that the entire board fulfils the duties of the audit committee. At least once a year, the board meets the company's statutory auditor without the CEO or any other Executive Management member being present.

CEO and Executive Management

The CEO is primarily responsible for the continuous management of the company's affairs and daily operations. The division of work between the Board of Directors and the CEO are outlined in the Board of Directors' rules of procedure and the instructions for the CEO.

The CEO is responsible for keeping the Board of Directors informed of the company's operations, results of operation, and financial position. The CEO is also responsible for preparing reports, compiling information ahead of board meetings, and reporting the board meetings' materials.

A detailed presentation of the CEO and the entire Executive Management team, including information about other assignments and holding of GomSpace shares and other financial instruments, is to be found under Executive Management in the Corporate Governance section on the company's website.

Evaluation of the Board of Directors and CEO

The chair is to ensure that the board's work is evaluated annually, and that the nomination committee is informed of the evaluation result.

The annual evaluation of the board work follows an established procedure in line with the corporate governance rules.

The evaluation for 2025 was conducted through a third party by means of a survey which was answered by the board members and CEO, in the aim of gaining an idea about their views on how the board work has been conducted and which measures can be taken to improve the board work as well as which matters the board members deem should be given more attention and in which areas it could possibly be suitable to have additional expertise on the board. The results of this evaluation were reported to and discussed by the board and shared with the CEO and the CFO. The results of the evaluation have further been reported to the nomination committee.

Furthermore, the chair is to ensure that the CEO's work is evaluated annually, and the board continuously evaluates the CEO's work. A formal assessment is carried out at least once a year, and no member of the Executive Management is to be present during this evaluation process. The formal evaluation of the CEO took place in January 2026.

Remuneration of the Board of Directors and Executive Management

The Board of Directors has decided not to establish a remuneration committee, given that the board finds it more appropriate that the entire board fulfils the duties of the remuneration committee. If the board uses the services of an external consultant, the board ensures that there is no conflict of interest regarding other assignments this consultant may have for the company or its Executive Management.



The AGM adopts guidelines for remuneration for Executive Management in line with principles set out in the Swedish Corporate Governance Board's Rules on Remuneration of the Board and Executive Management and on Incentive Programs. The following guidelines are highlighted:

The main principle is that remuneration and other employment conditions for Executive Management members shall be based on market terms and competitive to ensure that the group can attract and retain competent members of the Executive Management at a reasonable cost for the company.

The total remuneration for the Executive Management shall consist of fixed salary, variable remuneration, pension, and other benefits. To avoid the Executive Management being encouraged to take inappropriate risks, there shall be a fundamental balance between fixed and variable remuneration.

Thus, the fixed salary shall be large enough concerning the total remuneration paid to the Executive Management to render it possible to reduce the variable remuneration to zero.

The variable remuneration to a member of the Executive Management whose function or total remuneration level implies that he or she can have a material effect on the company's risk profile may not be greater than the fixed salary.

Each year, the Board of Directors shall consider whether the AGM is to be proposed to adopt a share-based incentive program. Proposed incentive programs shall contribute to long-term value growth. For further details regarding the company's guidelines for remuneration for Executive Management, see appendix 4 to the minutes from the AGM held on 17 May 2024, available on the company's webpage. The guidelines apply until otherwise decided by the general meeting and until the AGM to be held in 2028 at the latest.

At the company's AGM held in 2025, it was resolved that the fees payable to the Board of Directors for the period until the end of the next AGM shall amount to a total of SEK 1,575,000, out of which SEK 450,000 shall be paid to the chair and SEK 225,000 to each of the other board members. Following Henrik Kølle's resignation from the board in June 2025, his fee was reduced proportionally to SEK 100,000, resulting in aggregate board fees for the period of SEK 1,387,500. The company's commitment regarding variable salary to the group's Executive Management for 2025 is SEK 5,665,216.

Information on sustainability and remuneration

The group is not legally required to publish a sustainability report. Still, an ESG reporting based on the Center for ESG Research's Integrated Ratio Guideline has been compiled voluntarily and included in the annual report (page 25) since 2019.

Furthermore, the group is not legally required to publish a remuneration report. Disclosures of management remuneration, including share-price related incentive programs, are included in note 5 of the annual report and are also found on the company's webpage.

Internal controls of financial reporting

Internal controls regarding financial reporting aim to provide reasonable certainty regarding external financial reporting reliability and ensure that the financial reporting has been prepared pursuant to law, applicable reporting standards, and other requirements. The control environment includes how targets are set, how earnings are monitored, and how risks are managed.

Financial reporting's control environment is based on allocating roles and responsibilities within the organization and accounting policies, instructions, and routines.

The authorization instructions in place regulate the decision-making process for important contracts, major

investments, and other significant decisions, thus becoming an important part of the group's control environment.

The Board of Directors is responsible for identifying and addressing material financial risks and the risk of financial reporting errors.

Management reports its assessment of existing risks and any other issues concerning internal control continuously to the board. The board can then call for further measures if considered necessary.

Description of risk management and assessment are included on pages 44-48 of the annual report.

Control activities within GomSpace take place in the entire organization at all levels and include approval of projects and agreements and ongoing monitoring of earnings performance on projects. Financial reporting and statements are analyzed and validated by the group's finance team.

Under the management of the group's CFO, the group's finance department conducts an annual evaluation of the company group's internal control.