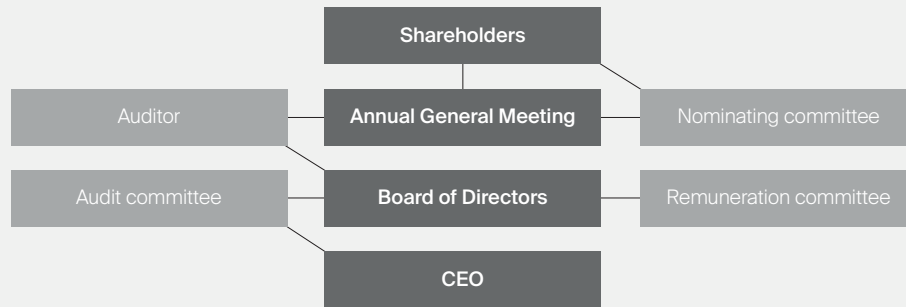


Corporate governance report

I.A.R. Systems Group AB is a Swedish public limited company domiciled in Uppsala, Sweden. In 2024, the Group conducted operations in Sweden, the UK, Germany, France, the USA, Japan, Korea, China, Taiwan and India. IAR's share is quoted on the Mid Cap list of Nasdaq Stockholm.



Corporate governance in the Parent Company and the Group is regulated by such documents as the Articles of Association, the Swedish Companies Act and Nasdaq Stockholm's Rules for Issuers, which for I.A.R. Systems Group include application of the Swedish Code of Corporate Governance ("the Code") since July 1, 2008.

I.A.R. Systems Group's Articles of Association can be found at www.iar.com under the heading "Investors". I.A.R. Systems Group complies with the rules in the Swedish Companies Act regarding the appointment and dismissal of board members and regarding amendments to the Articles of Association. I.A.R. Systems Group has not acted in violation of any of Nasdaq Stockholm's Rules for Issuers or generally accepted practices in the stock market.

Shareholders

I.A.R. Systems Group's shares have been quoted on Nasdaq Stockholm since 1999. The share capital in I.A.R. Systems Group consists of class B and C shares, which carry one vote each. In total, there are 13,968,333 shares, divided between 13,660,291 class B shares and 308,042 class C shares. Class B shares grant equal rights to the company's assets and profits. Class C shares do not grant entitlement to dividends. All class C shares and 694,969 class B shares are held in treasury.

The number of shareholders in I.A.R. Systems Group at December 31, 2024 was 6,371 (6,583). Of these shareholders, 352 (355) held more than 1,000 shares each. Foreign shareholders held approximately 26.4% (24.6) of the share capital and 26.4% (24.6) of

the votes. For additional information about the shareholders and ownership structure, see pages 32–33.

General meeting of shareholders

The general meeting of shareholders is the highest decision-making body through which the shareholders exercise their influence over the company. Shareholders who wish to participate in the general meeting, personally or through a proxy, must be recorded in the share register five weekdays prior to the general meeting and must notify the company in the manner specified in the convening of the meeting.

Notice of a general meeting is given through an announcement in the official gazette Post- och Inrikes Tidningar and on the company's website (www.iar.com). On the date of the notice, an announcement stating that notice has been given is to be published in Svenska Dagbladet.

The Annual General Meeting (AGM) is to be held within six months from the end of the financial year. At the AGM, the shareholders resolve on the election of Board members and, when appropriate, the election of auditors, the principles for appointment of the nominating committee and discharge from liability for the Board of Directors and the CEO for the past year. The AGM also resolves on the adoption of the financial statements, appropriation of profits, fees for the Board of Directors and auditors and principles for remuneration for the CEO and other senior executives.

2024 Annual General Meeting

The AGM re-elected all Board members: Nicolas Hassbjer, Cecilia Wachtmeister, Michael Ingelög, Fred Wikström and Sabina Lindén. The AGM

appointed Nicolas Hassbjer as Board Chairman. All Board members attended and participated in the Annual General Meeting.

It was furthermore decided that Board fees would be paid in an annual amount of SEK 525,000 to the Board Chairman and SEK 210,000 to each of the other Board members who are employed in the company. The AGM resolved to appoint a nominating committee according to the following. The Board Chairman is to convene the company's four largest shareholders in terms of voting power, each of which is then to appoint a member to the nominating committee. In addition, the Chairman of the Board may be appointed to the nominating committee.

The AGM resolved in accordance with the Board's proposal to carry forward the profits from the 2023 financial year.

The Board of Directors was authorized, on one or several occasions during the period until the next AGM, to decide on the issue of new class B shares and/or convertibles entailing the issue of, or conversion to, a maximum total of 1,552,037 class B shares, corresponding to a dilution effect of approximately 10.0% of the share capital and about 10.0% of the number of votes after dilution.

The Board of Directors was also authorized, on one or several occasions during the period until the next AGM, to decide on the repurchase of a maximum number of class B shares whereby the holding of treasury shares at no time exceeds 10% of all registered shares in the company. The shares are to be acquired on Nasdaq Stockholm at a price that is within the registered price interval at any given

Corporate governance report

time. The motive for the authorization is to give the Board greater freedom of action in optimizing the company's capital structure. The Board of Directors was furthermore authorized to decide on the sale of the company's treasury shares in exchange for cash payment, disapplying the shareholder's preemptive rights, or as payment for the acquisition of a company or operation.

Board of Directors

The Board of Directors consists of five members elected by the AGM and no deputies. The members selected by the AGM are appointed to serve for the period until the next AGM in accordance with the Code. There is no rule stipulating the maximum period of time for which a member can serve on the Board. The Board members and their dependency status in relation to the company's shareholders, etc., are shown in the table to the right.

The average age of the Board members is 54 years and two of the five members are women. Four of five members are considered to be independent in relation to the company and its management and all members to be independent in relation to the company's major shareholders. I.A.R. Systems Group meets the requirements in the Code regarding the Board of Directors' independence in relation to the company, its management and the company's major shareholders.

Work and responsibilities of the Board

According to the Swedish Companies Act, the Board is also responsible for ensuring that the Group's organization is suitably structured so that the company's accounting, cash management and other financial circumstances can be controlled satisfactorily.

The work of the Board is regulated by the Swedish Companies Act, the Articles of Association, the Code and the rules of procedure that are adopted yearly by the Board. The rules of procedure describe the division of responsibilities between the Board of Directors, the Board Chairman and the CEO, and also contain provisions to secure the Board's need for continuous information and financial reporting, as well as instructions for the CEO.

Among other things, the rules of procedure state that the Board Chairman and CEO are to work closely to monitor the Group's development and to plan and lead Board meetings. The Chairman is responsible for ensuring that the Board carries out an annual self-assessment of its performance and evaluates its own work routines, and that the Board is continuously provided with the information needed to perform its duties effectively. The Chairman represents the company in matters related to the shareholders. The Board regularly evaluates the CEO's work. The Board is to address the matter at least once per year without the presence of the CEO or management.

The tasks of the Board are to formulate I.A.R. Systems Group's overall goals and strategies, to prepare budgets and business plans, to discuss and approve the annual accounts and interim reports, and to establish key policies and regulatory systems. The Board monitors the Group's financial performance, ensures the quality of the financial reporting and internal control, and regularly follows up and evaluates the business activities based on the Board's established targets and guidelines. The Board also decides on major investments and changes in I.A.R. Systems Group's organization and operations.

Board 2024	Elected	Dependent	Remuneration committee	Audit committee
Nicolas Hassbjer, Chairman	2021	No	Chairman	Chairman
Cecilia Wachtmeister	2021	Yes	Member	Member
Sabina Lindén	2022	No	Member	Member
Michael Ingelög	2019	No	Member	Member
Fred Wikström	2019	No	Member	Member

Remuneration to the CEO, other senior executives and the Board for 2024 is recognized in Note 6 on pages 70–71.

Corporate governance report

Work of the Board in 2024

In 2024, the Board held 11 meetings, of which nine were scheduled and two were extraordinary meetings. Each of the regular meetings followed an approved agenda, and both the proposed agendas and underlying documentation were sent to the Board members prior to each meeting. The CEO and certain other senior executives in the company took part in Board meetings in a reporting capacity and the company's CFO served as secretary of the Board. At the Board meetings, the Board dealt with the fixed items on the agenda for each meeting, such as the business and market situation, financial reporting and monitoring, the company's financial position and investments. The Board members' attendance at meetings is shown in the table below.

Remuneration to the Board

The Chairman and other members of the Board of Directors are paid fees in accordance with the decision of the AGM. No additional remuneration is paid for work on the Board's committees.

Board committees and committee work

In order to address the Board members' independence, two committees have been established: the remuneration committee and the audit committee, whose members are appointed by the Board. I.A.R. Systems Group's remuneration committee and audit committee consist of the entire Board of Directors. See also page 47 for a description of the nominating committee and other Board committees.

Auditors

The independent auditor is appointed by the AGM and its task is to examine the company's financial reporting and the administration of the company by the Board of Directors and the CEO. The auditor was appointed by the 2024 AGM, at which time Deloitte was elected as auditor to serve for the period until the end of the 2025 AGM. Auditor in Charge is Andreas Frountzos (born in 1981). In addition to I.A.R. Systems Group AB, he has audit assignments for companies including Bergman & Beving AB, Maha Energy AB and BAE Systems AB.

On two occasions during the year, the Auditor in Charge met with the Board to present the focus and scope of the audit, report his observations from the review of the interim report at September 30, his evaluation of internal control and the audit of the annual accounts for the 2024 financial year. On one occasion during the year, the Board met with the auditor without the presence of the CEO or other members of the company's management.

Deloitte issues an auditor's report regarding I.A.R. Systems Group AB, I.A.R. Systems AB and the Group. Deloitte also performs non-audit services for the companies in the IAR Group. These have mainly consisted of tax consultations in direct connection with the audit. For this work, Deloitte invoiced a total amount of SEK 0.4m (0.6) in 2024. The auditor is paid fees in accordance with the decision of the AGM. For information about fees to auditors in 2024 and 2023, see Note 5 on page 68.

CEO

The Board appoints the President, who is also the CEO, of I.A.R. Systems Group AB. The CEO is

responsible for day-to-day management of operations in the Parent Company and the Group.

The CEO supervises operations according to the instructions adopted by the Board. He is responsible for ensuring that the Board members are supplied with the necessary information and decision data ahead of Board meetings, presents reports and submits well-founded proposals for decision. The CEO provides the members of the Board monthly with the information needed to monitor the financial position, activities and development of the Parent Company and the Group and keeps the Board Chairman continuously informed about operations.

The CEO takes the necessary measures to ensure that the company's financial accounting and reporting are carried out in compliance with law and that financial management is handled in a satisfactory manner. A more detailed description of the division of responsibilities between the Board and the CEO is provided in written instructions to the CEO, which are updated annually.

Attendance at Board meetings in 2024

	Feb 8	Mar 22	Mar 26	Mar 27	Apr 25	Apr 25 Stat.	Jul 3	Aug 15	Sep 9	Oct 24	Nov 27	Total
Nicolas Hassbjer, Chairman	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Cecilia Wachtmeister (assumed the role of CEO on August 16, 2024)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Michael Ingelög	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Fred Wikström	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11
Sabina Lindén	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	11

Board's financial calendar

Quarter	Month	Activity
Q1	February	Meeting regarding year-end report and the financial results for the full-year
	March	Approval of the annual report
Q2	April	Q1 report meeting. Statutory meeting
Q3	August	Q2 report meeting
Q4	September	Strategy meeting
	October	Q3 report meeting
	December	Meeting regarding business plan and financial plan

Corporate governance report

Remuneration to the CEO and other senior executives

The principles for remuneration to the CEO and other senior executives are prepared by the remuneration committee and presented to the Board, which puts forward proposals for such principles for approval by the AGM. The group Other senior executives refers to Group management. For 2024, the Group applied the principles for remuneration and other terms of employment for senior executives that were approved by the AGM. Remuneration to the CEO and other senior executives consists of fixed salary, variable salary, RSUs in the form of a long-term incentive program, pension, and other customary benefits. Maximum variable remuneration corresponds to 50% of fixed salary. Pension benefits and other benefits are paid as part of the total remuneration package. In the event of dismissal by the company, the CEO is entitled to full salary during a notice period of six months. No termination benefits are paid to the CEO or other members of Group management on termination of employment.

Gender equality and diversity

Differences between people may include gender, ethnic origin, age, disability, religion and sexual orientation, but also experience, qualifications, living circumstances and values. In combination, this creates a dynamic diversity, which contributes new perspectives and ideas.

This collective diversity comprises IAR's expertise, which is a strategic asset in the Group's business and operational development. IAR views gender equality and diversity as both self-evident and a strength, and therefore strives for diversity in its staffing profile and in recruitment.

Our gender equality efforts aim to discourage the selection of individuals as members of different groups based primarily on gender, and to ensure that groups are not made up solely of one gender.

Positions are filled based on the stipulated applicant profile. When applicants have equivalent qualifications, IAR is to ensure that the company's working groups have a good structure and that IAR uses the time and expertise of its employees in a manner that promotes the development of both the business and the individual.

When choosing suitable applicants for vacant positions, the company must also work to achieve the broadest possible mix of ages and ethnic backgrounds.

The objective is to achieve as even a distribution as possible of all duties at the workplace, and for the company to discourage gender marking of various tasks and positions.

Internal control

The Swedish Companies Act and the Swedish Code of Corporate Governance state that the Board of Directors is responsible for ensuring that the company has satisfactory internal control, for staying informed about the company's internal control system and for evaluating and following up on the effectiveness of this system.

Control environment

The basis for internal control in I.A.R. Systems Group is the control environment, which includes the organizational structure, decision-making paths, powers and responsibilities. The control environment is documented and communicated in the form of normative documents such as internal

policies, guidelines and instructions. These include the division of responsibilities between the Board of Directors and the CEO and instructions for signatory powers, accounting and reporting.

Risk assessment

The Board of Directors has ultimate responsibility for the company's risk management. Controlled risk-taking is achieved through a well-defined organization and decision-making procedures that include a high level of risk awareness among the employees and the application of uniform definitions and principles within an established framework. The primary risk areas are linked to financial reporting, operational risks and legal risk.

Control activities over the financial reporting

The Group's business processes include financial controls that regulate approval and reporting of business transactions. The account closing and reporting process contains controls for aspects such as accounting, valuation and disclosure requirements and regarding the application of significant accounting policies and estimates both in the individual subsidiaries and at the Group level. The internal controls are tested from time to time to ensure their effectiveness.

Certain subsidiaries in I.A.R. Systems Group have their own financial directors that take part in planning and evaluation of financial results in their units. Regular analysis of financial reporting in the respective units covers significant items such as assets, liabilities, revenue, expenses and cash flow. For the subsidiaries that do not have their own financial directors, a more in-depth analysis is carried out at the Group level. Together with the analysis

performed at the Group level, this important aspect of internal control contributes to ensuring that the financial reports contain no material misstatements.

The quality of the external financial reports is safeguarded through a number of procedures and routines. All reports and press releases are posted on I.A.R. Systems Group's website in connection with publication.

Given the size of the Group along with the work of the audit committee and the effective control procedures developed and implemented, the Board has found no reason to introduce a special internal audit function.

Remuneration committee

The remuneration and other terms of employment for senior executives are to be designed to secure the company's access to executives with the requisite qualifications, at a cost that is adapted to company's circumstances and so as to ensure that they have the intended effects on the company's operations.

Remuneration committee

Nicolas Hassbjer, *Chairman*
Michael Ingelög, Cecilia Wachtmeister, Sabina Lindén and Fred Wikström.

I.A.R. Systems Group's remuneration committee complies with the provisions in the Code, which state, among other things, that the members of the remuneration committee are to be independent in relation to the company and its management. The remuneration committee consists of the entire Board of Directors. Board members who are also members of management did not participate in the work of the

Corporate governance report

committee. The committee has addressed matters of principle regarding variable salary for senior executives and general matters related to guidelines and policies for senior executives. The committee has also dealt with the salary and other terms of employment for the CEO.

Ahead of the 2025 AGM, the committee has prepared proposed principles for remuneration and other terms of employment for senior executives which the Board will then present for approval by the AGM in accordance with the Swedish Companies Act and the Code. In 2024, the remuneration committee held one formal meeting.

Audit committee

The audit committee comprises all Board members, and monitors and evaluates the external audit process, and is also responsible for supporting the work of the Board in ensuring the quality of the company's financial reporting, maintaining continuous contact with the company's auditor and studying and assessing reports from the independent auditor.

Audit committee

Nicolas Hassbjer, *Chairman*
Michael Ingelög, Cecilia Wachtmeister, Sabina Lindén and Fred Wikström.

The committee is responsible, among other tasks, for assessing the auditors' independent status in relation to the company, including the scope of the auditors' non audit-related services for the company. No separate committee meetings were held in 2024. All issues were handled within in the context of Board meetings.

Nominating committee

The Code states that the nominating committee is a body of the AGM whose only task is to prepare and put forward proposals for resolution by the AGM regarding election and remuneration and, when appropriate, procedural matters for the upcoming nominating committee. Regardless of how they have been appointed, the members of the nominating committee are to serve the interests of all shareholders.

The nominating committee ahead of the 2025 AGM, comprised:

Petter Mattsson Hamilton, Alcur Fonder, *Chairman*; Jonas Eixmann, Andra AP-fonden; Markus Lindqvist, Aktia; and Lovisa Runge, Fjärde AP-fonden.

The AGM on April 25, 2024 resolved to appoint a nominating committee according to the following principles. By September 30, 2024, at the latest, the Board Chairman shall convene the four largest shareholders in the company in terms of voting power, each of which shall then appoint a member to the nominating committee. In addition, the Chairman of the Board may be co-opted to the nominating committee. The composition of the nominating committee is to be made public not later than six months prior to the 2025 AGM. In the event of material changes to the ownership structure, the composition of the nominating committee may be changed in accordance with the above policies.

The nominating committee has interviewed all the Board members and evaluated the Board's performance, qualifications and composition. In its evaluation of the Board, the nominating committee has placed particular emphasis on the requirement for diversity and breadth on the Board and the requirement to strive for an even gender distribution.

Shareholders were welcome to submit proposals and viewpoints to the nominating committee. The nominating committee's proposals have been announced in the notice to attend the AGM, on the company's website and at the 2025 AGM.

The members have not received any fees or remuneration from I.A.R. Systems Group for their work on the nominating committee.

Proposals to be submitted to the 2025 AGM for resolution:

- › Chairman of the AGM
- › The number of Board members and amount of Board fees, divided between the Chairman and other Board members
- › Election of Board members and the Board Chairman
- › Election of auditor and fees to the company's auditor
- › The nominating committee ahead of the 2026 AGM.

The corporate governance report for 2024 has been reviewed by I.A.R. Systems Group's auditors, in accordance with the provisions of the Swedish Annual Accounts Act.

The auditor's examination of the corporate governance statement

To the general meeting of the shareholders of I.A.R. Systems Group AB (publ) corporate identity number 556400-7200

Engagement and responsibility

The Board of Directors is responsible for that the corporate governance statement for the financial year 2024-01-01 – 2024-12-31 on pages 43–47 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination of the corporate governance statement is conducted in accordance with FAR's auditing standards RevR 16 The auditor's examination of the corporate governance statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

A corporate governance statement has been prepared. Disclosures in accordance with chapter 6 section 6 the second paragraph points 2–6 of the Annual Accounts Act and chapter 7 section 31 the second paragraph the same law are consistent with the other parts of the annual accounts and consolidated accounts and are in accordance with the Annual Accounts Act.

Stockholm April 4 2025
Deloitte AB

Signatures on Swedish original
Andreas Frountzos
Authorized Public Accountant

Board of Directors

Board of Directors



Nicolas Hassbjer

Board Chairman

Born in: 1967.

Board member: Since 2021.

Education: Honorary doctorate in information technology.

Employment/other board assignments: Chairman of Yaskawa Robotics Nordic, Sigicom, Ferroamp and Tequity, Deputy Chairman of the Chalmers University of Technology Foundation and Board member of Consafe Logistics and LumenRadio.

Work experience: Founder of HMS Networks (CEO from 1988 to 2009 and Deputy Chairman until 2013), with extensive experience in international sales, IoT and embedded systems.

Shareholding: 354,314 Class B shares (February 28, 2025).

Independent in relation to the company and management.

Independent in relation to the company's major shareholders.



Michael Ingelög

Board member

Born in: 1971.

Board member: Since 2019.

Education: BSc in business administration from Uppsala University.

Employment/other board assignments: CEO and founder of MiMain, Chairman and co-founder of Stabelo, Chairman and co-founder of Optio Investment Partners AB, and Board member of a number of smaller companies.

Work experience: Senior positions in the finance sector, including at Svenska Handelsbanken, UBS, Deutsche Bank and Credit Suisse.

Shareholding: 10,000 Class B shares (February 28, 2025).

Independent in relation to the company and management.

Independent in relation to the company's major shareholders.



Sabina Lindén

Board member

Born in: 1979.

Board member: Since 2022.

Education: Bachelor of Human Resource Management from the University of Gothenburg.

Employment/other board assignments: Group Chief Human Resource Officer at Unident Group, and board assignments in Sigicom AB, Lumen Radio AB, and WOW Foundation. HR Director at HMS Networks AB for more than ten years.

Shareholding: 1,896 Class B shares (February 28, 2025).

Independent in relation to the company and management.

Independent in relation to the company's major shareholders.



Cecilia Wachtmeister

Board member, CEO

Born in: 1966.

Board member: since 2021

Education: MSc in industrial engineering from the Institute of Technology at Linköping University. Ericsson Executive Program at Stanford University.

Employment/other board assignments: CEO of I.A.R. Systems Group AB. Board member of HMS Networks AB and Smart Eye AB.

Work experience: Executive Vice President at KAMBI Plc and several years' experience from various senior positions at Ericsson AB, both in Sweden and abroad.

Shareholding: 11,500 Class B shares and 10,000 RSUs (February 28, 2025).

Independent in relation to the company's major shareholders, but not in relation to the company and management.



Fred Wikström

Board member

Born in: 1970.

Board member: Since 2019.

Education: LL.M. from Stockholm University.

Employment/other board assignments: Own investments and corporate finance and M&A consultant.

Work experience: Over 15 years' experience of starting, developing and operating companies, including as the co-founder of POC.

Shareholding: 35,400 Class B shares (including related parties' holdings) February 28, 2025.

Independent in relation to the company and management.

Independent in relation to the company's major shareholders.

Management

Management*



Cecilia Wachtmeister

Chief Executive Officer (CEO)

Born in: 1966.

Education: MSc in industrial engineering from the Institute of Technology at Linköping University. Ericsson Executive Program at Stanford University.

Employment/other board assignments: CEO of I.A.R. Systems Group AB. Board member of HMS Networks AB and Smart Eye AB.

Work experience: Executive Vice President at KAMBI Plc and several years' experience from various senior positions at Ericsson AB, both in Sweden and abroad.

Shareholding: 11,500 Class B shares and 10,000 RSUs (February 28, 2025).



Anders Holmberg

Chief Technology Officer (CTO)

Born in: 1967.

Education: BSc in mathematics and computer science, Uppsala University.

Work experience: Has worked at I.A.R. Systems since 2000, mainly in advanced solutions for developing embedded systems. Early career in parallel computers and supercomputers. Later a university lecturer, technical consultant, C/C++ developer and development manager.

Shareholding: 10,800 RSUs (February 28, 2025).



Ann Zetterberg

Chief Financial Officer (CFO)

Born in: 1967.

Education: BSc in business administration from Stockholm University.

Work experience: More than 20 years of experience as a CFO, including at Accent Equity Partners and the technology firm Brighter. Board experience primarily in the mining industry, as a Board member of Endomines and Chairman of the Board of Copperstone Resources.

Shareholding: 1,076 Class B shares and 12,300 RSUs (February 28, 2025).



Dannielle Iversen

Chief Commercial Officer (CCO)

Born in: 1986.

Education: BS.b.a. concentrating on business economics and information technology management from California State University.

Work experience: Has worked at IAR since 2008 and held several global roles with responsibility for sales, business operations, sales enablement, customer service and US operations.

Shareholding: 12,300 RSUs (February 28, 2025).



Thomas Andersson

Chief Product Officer (CPO)

Born in: 1976.

Education: MSc in engineering physics from Uppsala University.

Work experience: Has over 20 years of experience from global companies in the telecom, embedded software and defense industry before joining IAR's production management organization. His main focus has been on strategic product management and system development.

Shareholding: No holdings (February 28, 2025).



Emilia Waldenvik

Chief HR Officer (CHRO)

Born in: 1993.

Education: BSc in HR and working life from Uppsala University.

Work experience: Emilia has many years of experience in personnel matters in HR roles from various types of companies.

Shareholding: 7,250 RSUs (February 28, 2025).

*Until December 31, 2024, management consisted of 12 members. From January 1, 2025, management consists of the six members above.