

A strategy focused on sustainable growth

It was an honor to step in as Chairman during a financial year that turned out to be Inwido's strongest to date in terms of both growth and earnings. Having the opportunity, alongside the Board of Directors, management and to sum up the year with an all-time high is very inspiring. Particularly in light of 2021 being fraught with challenges such as Covid-19, price increases and delivery disruptions. Under such circumstances, achieving profit exceeding Inwido's long-term financial targets, is a testament to the Group's quality and strength. Besides looking forward to the continued fine development of the Group as a whole, with its 29 business units in 11 countries, I also anticipate, with particular interest, stimulating progress for the Group's scalable e-commerce business. Advancing e-commerce in windows has become an area in which Inwido excels and it will be exciting to follow those operations as a separate and focused business area.

In a final look back at 2021, it is also satisfying that Inwido is able to propose that the 2022 Annual General Meeting increase the share dividend for the year to SEK 6.15. This signals strong finances, great confidence in the future, and in confidence in the Group's capacity to generate shareholder

value, at the same time as we have major resources for further expansion through acquisitions.

As the new Chairman of the Board, my focus is to now facilitate, with clarity and a sharpened growth strategy, Inwido's journey towards sales of SEK 20 billion by 2030. With the acquisition and growth strategy launched at the end of 2021, we are setting the stage for an exciting journey over the upcoming years.

A clear strategy for increased growth potential

The established strategy sets the course towards an ambitious target for 2030. With extensive experience of growth-oriented operations, I know the value of generating growth while working towards achievable objectives. Launching four growth segments/business areas makes the path ahead clearer and it will be easier to monitor progress transparently. This strategy strengthens internationalization, while at the same time directing considerable focus to how investments in technologies, processes and people can generate increased resources. Growth must, of course, be wisely balanced against defending the margin. Its decentralized operations and governance model remain a success factor for Inwido. Decentralization forms the basis for generating genuine motivation in the operations – no one knows better than the local employees how to address their markets. A recipe for success, for which Inwido is living proof.

Sustainable transactions are the best transactions

From my journey with Beijer Ref, I have witnessed at close quarters the value of taking sustainability work, for people and the environment, seriously. I have also experienced the value this generates for employees and customers, as well as for external stakeholders. Accordingly, it is satisfying to see how well Inwido works with sustainability in all relevant dimensions, from reducing CO₂ emis-

sions to social inclusion and the impact on communities. With all business units being involved in this work and with variable salary components for senior executives being linked to sustainability targets manifests how seriously these issues are addressed. In our industry, we seek to be best in class for a sustainable future and I see no conflict between increased sustainability and better business – on the contrary! Investors in sustainable businesses are tomorrow's winners.

Active corporate governance and an active Board of Directors support the growth journey

As the team leader for Inwido's experienced and expert Board of Directors, my role is to maintain focus on our long-term growth strategy and on following up its implementation. The Board of Directors must, of course, follow developments closely to enable rapid action on opportunities and challenges alongside Group management. In partnership with management, the Board of Directors ensures that the company is managed in a focused, efficient, ethical and sustainable manner, today and in the future.

Personally, I intend to act as a sounding board for the CEO, helping generate value for shareholders while also fostering a positive atmosphere and professional satisfaction in the work of the Board of Directors. Because with focus and commitment, we are all privileged to have a seat on the company's journey towards commercial and sustainable targets for 2030.

In conclusion, I would like to extend my warm thanks to the Board, to management and to the Group's employees for a job very well done in a challenging 2021. Thank you for your crucial contributions.

Malmö, March 2022

Per Bertland

Chairman of the Board

As the new Chairman of the Board, my focus is to now facilitate, with clarity and a sharp strategy, Inwido's growth journey towards sales of SEK 20 billion by 2030.



Corporate Governance Report

Good corporate governance forms the basis for ensuring for shareholders that Inwido is managed as sustainably, responsibly and efficiently as possible. In turn, this improves confidence in the Company in the capital market and among the general public – confidence that is essential if we are to have the liberty to realize our strategies so that we can generate value over the long term.

Operations

Inwido improves people's lives indoors with windows and doors. As Europe's leading window group, Inwido's business concept is to develop and sell the market's best customized window and door solutions through a decentralized structure and with focus on the consumer-driven market, in order to create long-term sustainable growth, organically and through acquisitions. Inwido has been listed on the Nasdaq Stockholm exchange since 2014.

Governance principles

Inwido AB (publ) ("Inwido" or "the Company") is a Swedish public limited company whose shares are listed on the Nasdaq Stockholm exchange. The governance of Inwido is based on the Company's Articles of Association, the Swedish Companies Act, other relevant Swedish and foreign regulations and legislation, and internal guidelines. Inwido's governance is also based on Nasdaq Stockholm's regulations for issuers, as well as the Swedish Corporate Governance Code ("the Code"). Inwido followed the Code in all respects in 2021.

This Corporate Governance Report has been prepared in accordance with the Annual Accounts Act and the Code. Inwido's auditors have reviewed the report and an opinion from the auditors has been included in this. Corporate Governance Reports and other information on corporate governance are available from Inwido's website: www.inwido.com.

Inwido strives to conduct its operations in a sustainable, responsible and efficient manner that generates value for our customers, shareholders, employees,

suppliers, local communities and other stakeholders. Alongside the financial goals, the Company's strategy supports this focus. The Company's strategy, financial goals and sustainability ambitions are described in the 2021 Annual Report.

The highest decision-making body in the company is the General Meeting, which normally convenes once a year in the form of the Annual General Meeting, although, under certain conditions, it may also convene as an Extraordinary General Meeting. Although the company prepares the Annual General Meeting, shareholders can influence and propose items for the Meeting's agenda.

Share capital and shareholders

Inwido's shares have been traded on the Nasdaq Stockholm exchange since September 2014. At the end of 2021, share capital in Inwido amounted to SEK 231,870,112, distributed between 57,967,528 shares of a single class. The shares have a par value of SEK 4 each. Each share entitles the holder to one vote and equal entitlement to participation in the Company's assets and earnings.

Insider trading and registration

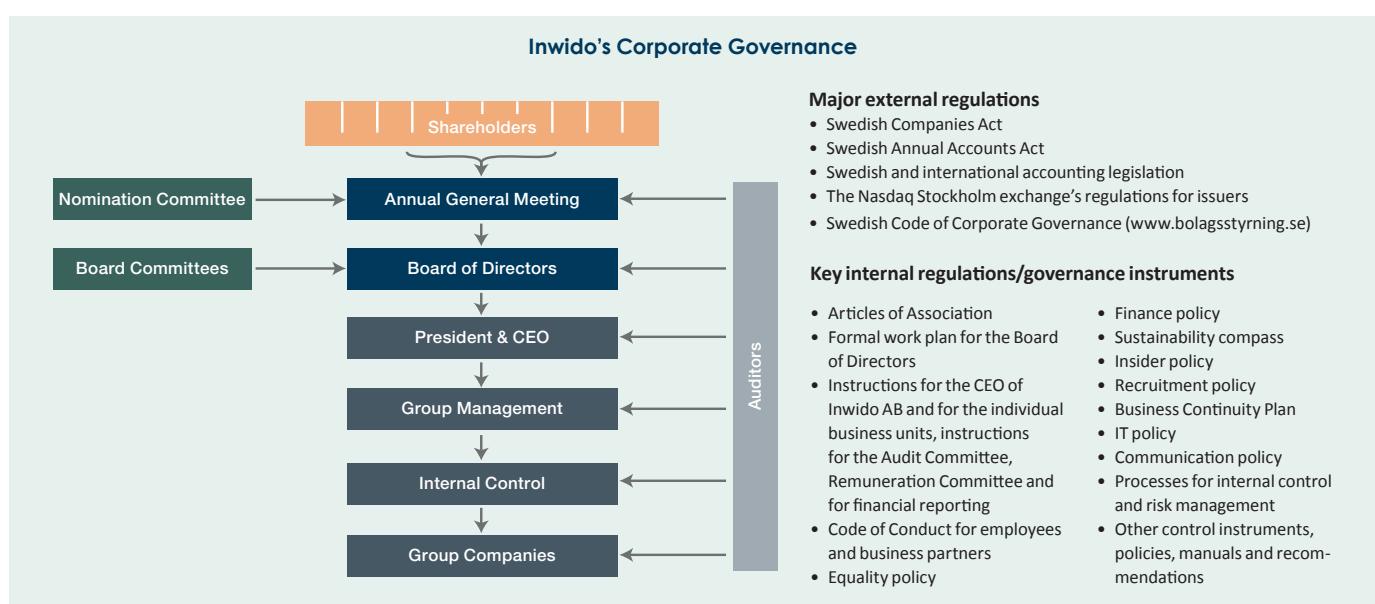
Inwido has ambitious objectives in terms of proper ethical behavior. Inwido's Board of Directors has adopted an insider policy as part of efforts to maintain a high level of ethics and to safeguard that Inwido maintains a good reputation in the eyes of the general public and the capital market. The policy aims to reduce the risk of insider trading and other illegal acts and to create conditions for compliance with applicable rules.

Inwido's corporate governance structure

Shareholders' influence in the Company is exercised at the General Meeting, which is the Company's highest decision-making body. At the General Meeting, each shareholder is entitled to attend, in person or by proxy, and to vote in accordance with his/her shareholding. At the Annual General Meeting, which is the regular General Meeting held annually, the shareholders elect the Board members, the Chairman of the Board and the auditors, and determine their fees. The Annual General Meeting resolves whether to adopt the income statement and balance sheet, to approve the distribution of profits and to discharge the Board members and the President and CEO from liability. The Annual General Meetings also decides on the principles for the Nomination Committee, as well as on principles for remuneration and other terms of employment for the President and CEO and other senior executives. The Annual General Meeting or Extraordinary General Meeting may also resolve to change the Articles of Association, increase or reduce the share capital, etc. Annual General Meetings are convened through a notice published in the Official Swedish Gazette (Post- och Inrikes Tidningar) and on the Company's website. The fact that an Annual General Meeting has been convened will be published in Swedish national daily newspaper Dagens Industri.

On behalf of the shareholders, the Board is tasked with administering the Company's affairs in the interests of the Company and all of its shareholders.

The Chairman of the Board bears the specific responsibility for the work of the Board being well



organized and efficient. The Audit Committee and Remuneration Committee are appointed by the Board of Directors. The company's auditor is appointed by the General Meeting to audit the company's annual report and accounts, as well as the administration of the company by the Board of Directors and the President and CEO. The auditor reports to the shareholders at the Annual General Meeting by means of the audit report. The Board of Directors establishes a formal work plan for the Board and instructions for the President and CEO. The Board appoints the President and CEO, who is to oversee the ongoing management of the Company. In turn, the President and CEO appoints the Group Management team.

Nomination Committee

Each year, a Nomination Committee shall be appointed at the initiative of the Chairman, with the rules governing the composition of the Committee being adopted by the Annual General Meeting. The principle is that the Nomination Committee shall comprise representatives from the Company's largest shareholders and that it should consist of four members. The members of the Nomination Committee shall include one representative apiece for each of the three largest shareholders in terms of voting rights listed in the share register maintained by Euroclear Sweden as per 31 August of the year preceding the year in which the Annual General Meeting is held, plus the Chairman of the Board, who should also convene the Nomination Committee for its first meeting. The member representing the largest shareholder in terms of voting rights shall be appointed chairman of the Nomination Committee.

If, earlier than two months prior to the Annual General Meeting, one or more shareholders having nominated members of the Nomination Committee is no longer one of the three largest shareholders in terms of number of votes, members appointed by these shareholders shall make their seats available and the shareholder or shareholders that are among the three largest shareholders in terms of number of votes shall be entitled to appoint a representative each. In the event that a member steps down from the Nomination Committee before its work has been completed and the Nomination Committee finds it desirable that a replacement be appointed, that replacement shall be appointed by the same shareholder or, if that shareholder is no longer among the largest in terms of number of votes, the replacement should be appointed by the next shareholder in line in terms of size. Changes in the composition of the Nomination Committee are to be announced immediately.

Each year, a survey is conducted among the Board members regarding the work of the Board of Directors, its composition, qualifications, experience and efficacy. The survey forms the basis for the Committee's assessment of whether the Board ought to be strengthened with additional expertise or if there are other reasons to change the composition of the Board. Normally, the Nomination Committee also meets the President and CEO and sometimes individual Board members too. Proposed new Board members are interviewed by the Nominating Committee. In particular, the Nomination Committee shall take into account the requirement of diversity and breadth of the Board and to strive for balance in terms of gender. The Nomination Committee assesses the composition of the Board with respect to its independence, taking into account all proposals

regarding the composition of the Board of Directors submitted to the committee that may have been received from other shareholders. The names of the Nomination Committee representatives and the shareholders they represent are to be announced no later than six months prior to the Annual General Meeting. Based on the ownership structure as of August 31, 2021, the three largest shareholders in Inwido were asked to participate in the nomination process for 2022. Together with the Chairman of the Board, Bo Lundgren, Swedbank Robur Fonder (Chairman of the Nomination Committee) Thomas Wuolikainen, Fourth AP Fund and Charlotta Faxén, Lannebo Fonder were appointed. The Nomination Committee's proposals are to be presented in the notice to attend the Annual General Meeting and on Inwido's website. In connection with this, the Nomination Committee shall provide, on the Company's website, a reasoned opinion on the proposed composition of the Board with regard to the provisions in the Code regarding the composition of the Board of Directors. In particular, the proposal must be justified in view of the requirement that a balance should be sought with regard to gender. The opinion shall also contain a brief account of how the Nomination Committee has conducted its work and of the equal opportunities policy that the Committee has applied in preparing its proposal.

The Nomination Committee shall propose to the Annual General Meeting a chairman of the Meeting, the number of Board members, the Board of Directors, the Chairman of the Board, the auditor, Board remuneration (divided between the Chairman and the other members, as well as remuneration for committee work), auditor's fees and, to the extent considered necessary, amendments to the instructions for the Nomination Committee. The Nomination Committee shall submit its reasoned opinion on its proposals to the Annual General Meeting. Shareholders wishing to submit proposals to the Nomination Committee may send these by e-mail to agm@inwido.com no later than two months prior to the meeting. The Nomination Committee's proposals are published in conjunction with or prior to the notice of the Annual General Meeting. The members receive no remuneration for their work on the Nomination Committee.

Annual General Meeting for the 2020 financial year

To reduce the risk of Covid-19 contagion and supported by temporary legal rules, Inwido's Annual General Meeting of Thursday, May 6, 2021, was held by postal ballot only. At the Annual General Meeting, 55 percent of the total number of shares and votes was represented. The Chairman of the Board, Georg Brunstam, was elected Chairman of the Meeting.

The Annual General Meeting approved the presented income statement and balance sheet, as well as the consolidated statement of comprehensive income and statement of financial position. The Company's retained earnings and profit for the year were carried forward. The Meeting discharged the Board and CEO from responsibility.

In addition, the following principal decisions were made:

- **Election of Board members and auditors** Kerstin Lindell, Henriette Schütze, Christer Wahlquist and Anders Wassberg were re-elected as Board members, and Per Bertland was newly elected. Georg Brunstam had declined re-election. Per Bertland was

elected as the new Chairman of the Board. KPMG was re-elected as auditor, with authorized public accountant Linda Bengtsson as principal auditor.

• Fees

Fees will be paid to the Board in the amount of SEK 300,000 to each Board member not employed by the Company and SEK 700,000 to the Chairman of the Board. It was decided that the special fee of SEK 50,000 for committee work would remain unchanged and be paid to each member of the Audit Committee, SEK 130,000 to the chairman of the Audit Committee and SEK 25,000 to each member and the chairman of the Remuneration Committee.

• Dividend

In accordance with the proposal by the Board of Directors, the Annual General Meeting approved a dividend of SEK 4.50 per share.

• Instructions for the Nomination Committee

In accordance with the Nomination Committee's proposal, the Annual General Meeting adopted revised instructions for the Nomination Committee, applicable until further notice, with revisions mainly serving to clarify the preconditions and process for appointing representatives to the Nomination Committee.

• Approval of Remunerations Report

The Annual General Meeting approved the Remunerations Report proposed by the Board of Directors.

• Amendments to the Articles of Association

In accordance with a proposal from the Board of Directors, the Annual General Meeting resolved to amend the Articles of Association to enable the Board to require collection of powers of attorney and postal voting at future Annual General Meetings and to adapt the Articles of Association to amendments implemented previously.

• Authorization for the Board of Directors to implement new share issues

In accordance with the proposal by the Board of Directors, the Annual General Meeting resolved to authorize the Board, up until the 2022 Annual General Meeting, to decide to issue at most 5,796,752 shares in the Company, corresponding to 10 percent of the Company's share capital. Shares may be issued with or without deviating from the preferential rights of existing shareholders and through cash payment, set-off or payment in kind. The purpose of the authorization is to strengthen the company's opportunities to implement or finance company acquisitions, or, in connection with this, to strengthen the company's capital base.

• Approval of Remunerations Report

The Annual General Meeting resolved in accordance with the proposal from the Board of Directors to establish a long-term incentive program, encompassing the issue and transfer of at most 235,000 warrants to some 40 senior executives and key individuals within the Inwido Group. Transfer is to take place at market value at the time of transfer and allocations will be made according to the principles presented in the Board of Directors' proposal. Each warrant entitles the holder to subscribe for one new share in Inwido at a price corresponding to 125 per-

cent of the volume-weighted average price for the Company's shares on the Nasdaq Stockholm's official price list during the period April 28, 2021–May 6, 2021. It will be possible to subscribe for shares supported by the warrants during the periods August 1, 2024–August 31, 2024, February 15, 2025–March 15, 2025, August 1, 2025–August 31, 2025, February 15, 2026–March 15, 2026 and August 1, 2026–August 31, 2026. If fully exercised, the maximum dilution effect of the program is approximately 0.4 percent of the shares and votes in the Company.

Annual General Meeting for the 2021 financial year

The Annual General Meeting will be held on May 5, 2022 at 3.00 p.m. CET in Malmö, Sweden.

Composition of the Board of Directors

The Board of Directors of Inwido shall consist of three to ten members. The trade unions are entitled to appoint two members with voting rights and two deputies. The President and CEO is not a member of the Board but participates in all Board meetings on a co-opted basis. Other officers in the Group participate in Board meetings to present reports and to act as secretary. The 2021 Annual Report contains more information about the Board members.

Procedures and responsibilities of the Board

In addition to its statutory meeting, the Board of Directors shall hold three to six meetings per financial year. Additional meetings shall be held as necessary. Each year, the Board of Directors establishes written rules of procedure elucidating the responsibilities of the Board of Directors and governing the mutual division of labor between the Board and its committees including the role of the Chairman, the chain of command within the Board, the Board's meeting schedule, the convening of Board meetings, agendas and minutes, as well as the Board's work on accounting and auditing matters and financial reporting. The Board has also adopted a set of instructions for the President and CEO and other special policies. The Board continuously assesses the work of the President and CEO and the Board addresses this issue

specifically once a year without senior management being present.

The responsibility of the Board includes monitoring the work of the President and CEO through the continuous review of operations over the year, safeguarding a structure for the appropriate management of Inwido's interests. The responsibility of the Board also includes determining strategies and objectives, preparing specific policies, making decisions on major acquisitions and divestments of operations, making decisions on other major investments, making decisions on investments and loans in accordance with the financial policy, issuing financial reports, evaluating operational management, as well as planning succession. The Board assures the quality of the financial reports by means of adopted control instruments and instructions to the President and CEO, and through its consideration of reports from the Audit Committee in the form of minutes and observations, as well recommendations and proposals for decisions and measures. The Board also safeguards the quality of the financial reports by addressing the appurtenant materials in detail during Board meetings. As part of its assurance of quality, the Board of Directors also meets the company's auditor once a year without the attendance of the President and CEO or anyone else from senior management.

Role of the Chairman of the Board

The Chairman organizes and manages the work of the Board, ensuring that it is conducted in accordance with the Swedish Companies Act, other legislation and regulations, as well as the Board's internal control instruments. The Chairman monitors operations through ongoing contacts with the President and CEO and is responsible for ensuring that the other members of the Board receive satisfactory information and data on which to make decisions. The Chairman is responsible for ensuring that the Board members continuously update and deepen their knowledge of Inwido and that they receive the training otherwise necessary to be able to conduct their work efficiently. The Chairman of the Board shall ensure that the Board's duties and working methods are assessed annually and discussed with the Board members, and that the Nomination

Committee is informed of the results, with the purpose of developing the Board of Directors. Such an evaluation was carried out in 2021, primarily by means of a detailed questionnaire to the Board. The results of the evaluation were presented to the Nomination Committee, as well as for the Board of Directors in its entirety.

Work of the Board in 2021

Over the year, the Board held a total of 10 meetings. At the scheduled Board meetings, the President and CEO reported on the Group's earnings and financial position, including the outlook for the coming quarters. Beyond approving the annual and interim reports and adopting a business plan and associated financial plan, the following key issues were addressed by the Board of Directors during the year:

- Revision and adoption of the Company's policies
- Acquisitions
- Investments
- Refinancing
- Revised financial targets
- Risk assessment
- Product development
- Organization

Audit Committee

Inwido's Board of Directors includes an Audit Committee. It shall consist of at least three Board members appointed by the Board. The Committee has no decision-making authority and members are appointed annually by the Board of Directors at the statutory Board meeting or when a committee member must be replaced. The Committee members appointed in May 2021 were Per Bertland (chairman), Henriette Schütze and Anders Wassberg. The work of the Audit Committee is regulated by a special set of instructions adopted by the Board as part of its agenda. The Committee's work focuses on the quality and accuracy of the financial accounts and reports, efforts in internal financial control, the Group's adherence to applicable regulations and, where appropriate, transactions between the Group and related parties.

In addition, the audit committee maintains regular contact with the auditor for Inwido AB and the Group in order to engender an ongoing exchange of ideas and information between the Board and the auditor on audit issues. Furthermore, the Committee shall assess the auditor's work and set guidelines for the services, besides auditing, that Inwido may procure from its auditor.

The Audit Committee held four meetings in 2021. The meetings of the audit committee are minuted and reported verbally at Board meetings.

Each month, consolidated accounts are prepared and submitted to the Board and Group Management. External financial information is provided regularly in the form of:

- Year-end and interim reports.
- Annual Report.
- Press releases about important items of news that are believed to affect the assessment of Inwido.
- Presentations for financial analysts, investors and the media on the dates on which of year-end and interim reports are published.
- Meetings with financial analysts and investors.

Remuneration Committee

Inwido's Board of Directors also includes a Remuneration Committee. It shall consist of two Board members appointed by the Board. The Chairman of the Board

The Board and its work in 2021

Name	Independent Elected, year	Board meetings ¹⁾	Audit com- mittee	Remu- neration fees in SEK thousands ³⁾	Board Committee
Chairman of the Board:					
Georg Brunstam	2017	Yes/Yes	3/10	2/4	1/2 735
Per Bertland	2021	Yes/Yes	7/10	2/4	1/2 -
Board members:					
Anders Wassberg	2009	Yes/Yes	10/10	4/4	2/2 350
Christer Wahlquist	2020	Yes/Yes	10/10	-	- 275
Henriette Schütze	2018	Yes/Yes	10/10	4/4	- 325
Kerstin Lindell	2020	Yes/Yes	10/10	-	- 275
Employee representatives:					
Robert Wernersson	2012	-	4/10	-	- -
Tony Johansson	2016	-	9/10	-	- -

1) Refers to independence in relation to the Company, its management and independent in relation to major shareholders in the Company.

2) Including one Board meeting by correspondence.

3) Including committee fees. Board fees relate to the period from the 2020 Annual General Meeting and until the 2021 Annual General Meeting.

may chair the Remuneration Committee. Other members of the Remuneration Committee elected by the General Meeting shall be independent in relation to the company and its senior management. In part, the Remuneration Committee has an advisory role and in part it prepares matters to be addressed and decided on by Inwido's Board of Directors. The Remuneration Committee operates under the rules of procedure adopted by the Board. The principal tasks of the Remuneration Committee are to prepare the Board's decisions regarding remuneration principles, remuneration and other terms of employment for company management, to monitor and assess programs of variable remuneration for company management, and to monitor and assess the application of the guidelines for remuneration to senior executives determined by the Annual General Meeting, applicable remuneration structures and remuneration levels within Inwido.

Each year, at the statutory Board meeting, or when a committee member must be replaced, the Board appoints the committee members. The Committee members appointed in May 2021 were Per Bertland (Chairman) and Anders Wassberg. The Remuneration Committee held two meetings in 2021. The meetings of the Remuneration Committee are minuted and reported verbally at Board meetings.

Group Management

The President and CEO leads operations in accordance with the Companies Act and within the parameters set by the Board. In consultation with the Chairman of the Board, the President and CEO prepares the data and materials the Board requires to make its decisions, presents matters and explains proposed decisions. The President and CEO is also responsible for Inwido's commercial, strategic and financial development, leading and coordinating daily operations in line with the Board's guidelines and decisions. The President and CEO also appoints the members of Group Management in consultation with the Chairman of the Board.

Group Management holds regular meetings led by the President and CEO. Representatives from Group Mana-

gement meet with the management of each company at local management group meetings on a rolling basis.

External auditors

At the 2021 Annual General Meeting, authorized public accountant Linda Bengtsson of the KPMG AB firm of auditors was elected as the Company's auditor for the period extending until the end of the following Annual General Meeting. The auditor maintains regular contact with the Chairman of the Board, the audit committee and Group Management. Inwido's auditor shall review the annual report and accounts, as well as the President and CEO's management work. The auditor works according to an audit plan that takes into account comments submitted by the Board via the audit committee. The auditor reports her findings to the Board. Reporting takes place partly during the audit, and ultimately in connection with the annual report being issued and approved. The auditor also participates in one Board meeting per year, where she outlines the audit process and her observations in an audit report.

Over the year, the auditor has also performed certain consulting assignments outside the scope of the audit – these have mainly involved advice on accounting matters.

The external audit is conducted in accordance with generally accepted accounting principles in Sweden. The auditing of documentation for the annual report for legal units outside Sweden is conducted in accordance with legal requirements and other applicable regulations in the relevant countries, in accordance with generally accepted accounting principles and accompanied by audit reports where so required by local legislation.

Internal audit

Inwido has developed systems for governance and internal control. Among other things, the central accounting unit performs an ongoing internal audit of the Group's companies. The Board of Directors and the Audit Committee follow up Inwido's assessment of internal control, including through contacts with

Inwido's auditors, which perform annual audits of the internal control. Given the above, the Board has elected not to establish a specific internal audit unit.

Internal control of financial reporting

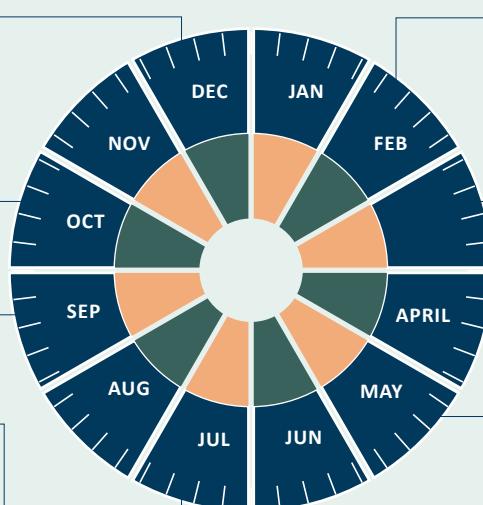
The responsibility of the Board and the President and CEO regarding internal control is regulated by the Swedish Companies Act. The Board's responsibility is also regulated in the Code. In accordance with the Code, the Board shall describe how the internal control of financial reporting is organized, which is carried out through the Corporate Governance Report.

The principal purpose of internal control is to ensure the achievement of the company's targets for appropriate and efficient operations, reliable reporting and adherence to applicable legislation and regulations. Internal control relating to financial reporting serves to provide reasonable security with regard to the reliability of external financial reporting and to ensure that external financial reports are prepared in accordance with legislation and applicable accounting standards. This report on internal control has not been reviewed by the Company's auditors. The starting point for internal control process is the regulatory framework for internal control issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Control environment

The Board bears the overall responsibility for internal control regarding financial reporting. To establish and maintain a functioning control environment, the Board has adopted a set of basic documents that have a bearing on financial reporting, including, in particular, the formal work plan for the Board and instructions for the President and CEO. In addition, the Board has appointed an Audit Committee whose principal task is to ensure that the established principles for financial reporting are complied with and that appropriate relations are maintained with the Company's auditors. The responsibility for maintaining an effective control environment and for ongoing internal control efforts regarding financial reporting

The Board of Directors' work in 2021



December

- Business plan
- Impairment testing
- Assessment of the Board's work

October

- Interim report for January to September

September

- Strategic plan review

July

- Interim report for January to June

February

- Year-end report
- Proposal for profit distribution
- Audit report
- HR and skills update

March

- Annual Report
- Proposals and statements to the Annual General Meeting

April

- Interim report for January to March
- Risk assessment

May

- Inaugural meeting; decisions on company signatories, election of Remuneration Committee and Audit Committee, election of Board representative on the Nomination Committee, decision on time and place for upcoming ordinary Board meetings

is delegated to the President and CEO, who reports regularly to the Board of Directors in accordance with established procedures. In addition, reports are provided by the Company's auditors.

The internal control structure also builds on a management system based on Inwido's organization with clearly defined roles, areas of responsibility and delegated authority. Operational decisions are made at the company level while decisions regarding strategy, overarching financial matters, acquisitions and major investments are made by Inwido's Board and Group Management. Control documents addressing accounting and financial reporting represent crucial components in the control environment with regard to financial reporting. These documents are updated regularly in connection with changes in accounting standards and legislation.

Risk assessment

The Group conducts continuous risk assessment to identify key risks relating to financial reporting. With regard to financial reporting, risk is primarily judged to involve significant errors in the accounts; for example when it comes to the reporting and valuation of assets, liabilities, revenues and expenses or other discrepancies. Fraud and losses through embezzlement represent another risk. Risk management is built into every process. Various methods are used to evaluate and limit risks and to ensure that the risks to which Inwido is exposed are managed in accordance with adopted policies, instructions and established monitoring procedures. These policies, instructions and procedures are intended to reduce

possible risks and promote correct accounting, reporting and disclosure.

Control activities

The risks identified with regard to financial reporting are managed through the company's control activities, such as authorization controls in IT systems and signature authentication. The control structure includes clear organizational roles that enable an efficient division of responsibilities for specific control activities serving to uncover or prevent the risk of errors arising in reports. Local controllers/finance managers participate in the assessment of their own reporting alongside the central controller function. The continuous analysis of financial reporting, like the analysis conducted at Group level, is highly important in ensuring that financial reports are free of material errors. The Group's finance function plays a key role in the internal control process and is responsible for ensuring that financial reports from each unit are submitted correct, complete and on time.

Information and communication

Inwido continually provides the market with information on the Group's development and financial position in relevant channels. Policies, guidelines and internal instructions regarding financial reporting ensure quality in external communication. The employees concerned are given access to and notified of regular updates and messages regarding changes in accounting principles, reporting requirements or other provision of information via the Group-wide intranet.

Follow-up

The President and CEO is responsible for internal control being organized and followed up in accordance with the guidelines adopted by the Board. The CEO is responsible for ensuring that independent and objective reviews are conducted with the aim of systematically assessing and proposing improvements to the Group's processes for governance, internal control and risk management. Financial control is exercised by the Group's finance function. Financial data are reported each month, along with a forecast for the coming month. Inwido's management reviews results on a monthly basis, analyzing deviations from the financial plan and the preceding year. Deviations are investigated and evaluated for possible internal control activities. The monthly accounts are also discussed with the management of each company. The Board receives monthly financial reports and follows up on financial reporting at each of its meetings. The Board and Group Management review financial reporting ahead of the publication of the annual report and interim reports. The closing accounts for the period January–September, as well the year-end accounts are subject to a summary "review" by the Company's auditors. The Company's auditors present their observations to the Board. The auditors' duties also include monitoring internal control within the Group's subsidiaries on an annual basis.

Malmö, 3 April, 2022

The Board of Directors of Inwido AB (publ)

Auditor's report on the Corporate Governance Report

To the Annual General Meeting of Inwido AB (publ), corporate identity number 556633-3828

Assignment and division of responsibilities

It is the Board of Directors that is responsible for the Corporate Governance Report for 2021 on pages 43–47 and for it having been prepared in accordance with the Annual Accounts Act.

Focus and scope of the review

Our examination has been conducted in accordance with FAR's auditing standard RevU 16. The auditor's examination of the Corporate Governance Report. This means that our examination of the Corporate Governance Report 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, 2nd paragraph, items 2–6 of the Annual Accounts Act and Chapter 7, Section 31, 2nd paragraph of the same act are consistent with the annual and consolidated accounts and are in accordance with the Annual Accounts Act.

Malmö, 5 April 2022

KPMG AB

*Linda Bengtsson
Authorized Public Accountant*