CORPORATE GOVERNANCE REPORT

Corporate Governance in Com Hem is based on the Swedish Companies Act, the Swedish Annual Accounts Act, the Nasdaq Stockholm’s Rule Book for Issuers and the Swedish Corporate Governance Code (the Code), see www.corporategovernanceboard.se/.

During 2017, Com Hem deviated from the Code rule stipulating that the company is to announce the names of the members of the nomination committee no later than six months before the Annual General Meeting. This deviation from the Code is explained in more detail in the section Nomination Committee. As in previous years Com Hem has been compliant with the Nasdaq Stockholm’s Rule Book for Issuers and the generally accepted principles in the Securities Market.

Com Hem’s corporate governance ensures that the company is managed sustainably, responsibly and as effectively as possible on behalf of its shareholders. Governance shall support the company’s long-term strategy, while helping to maintain trust in Com Hem among all stakeholders: shareholders, customers, suppliers, capital markets, society and employees. Good corporate governance is not only about internal frameworks and efficient processes, a strong ethical approach is also required throughout the entire organisation.

Shareholders and general meeting
Com Hem Holding AB is a Swedish public limited liability company, with shares traded on Nasdaq Stockholm. At year-end, the number of shareholders in Com Hem was 2,698. The largest single shareholder was Kinnevik Sweden Holding AB, with a total stake of 19.0 per cent and the corresponding voting rights (excluding treasury shares). Foreign ownership was approximately 77 percent (excluding treasury shares). For more information about the ownership structure, share capital and the share see www.comhemgroup.se and page 7 as well as under the title events after the reporting date on page 75.

Nomination Committee
In accordance with the Nomination Committee’s proposal, the Annual General Meeting (AGM) 2017 resolved that the Nomination Committee shall, until the general meeting resolves otherwise, comprise of representatives of the three largest identified shareholders on 30 September, according to the register of shareholders maintained by Euroclear Sweden AB, plus the Chairman of the Board. Should one or more shareholders not wish to appoint a representative to the Nomination Committee, the next-largest shareholder shall be contacted. The Chairman shall convene the first meeting of the Nomination Committee. If the shareholder next in line refrains from appointing a representative of the Nomination Committee, the Chairman of the Board will only need to contact the eight largest shareholders in order to obtain a Nomination Committee composed of at least four members (including the Chairman of the Board). If a Nomination Committee composed of four members (including the Chairman) is not obtained after having contacted the eight largest shareholders, the Chairman shall continue to contact the shareholders that are next in line until a Nomination Committee composed of three members (including the Chairman) has been obtained. The Chairman of the Nomination Committee shall, if the members of the committee unanimously do not agree otherwise, be the member that represents the shareholder controlling the largest number of votes. The Nomination Committee’s instructions include procedures for changing the composition of the Nomination Committee as required should a member leave the Committee before its work is completed, or to reflect changes in the ownership structure.

Since the date for the Annual General Meeting has been brought forward compared to 2016 and since the Nomination Committee according to its instructions shall be appointed on September 30, it was not possible to announce the names of the members of the Nomination Committee six months before the Annual General Meeting in accordance with the Code rule 2.5, i.e. September 21, 2017 at the latest.

The members of Com Hem’s Nomination Committee
ahead of the 2018 AGM were, according to the Nomination Committee instructions, announced on the Company’s webpage on October 11, 2017. These are:

- Cristina Stenbeck, Chairman of the Nomination Committee, appointed by Kinnevik Sweden Holding AB
- Henry Guest, appointed by Adelphi Capital LLP
- Paolo Mortarotti, appointed by Tower House Partners LLP (which was announced November 16, 2017)
- Andrew Barron, Chairman of the Board of Com Hem Holding AB

Information about how shareholders can submit proposals to the Nomination Committee has been published on www.comhemgroup.com, where the Nomination Committee’s motivated opinion regarding its proposal to the AGM and a brief presentation of its work will also be published well in advance of the AGM on March 21, 2018.

When proposing the members of the Board the Nomination Committee has applied the Company’s diversity policy which consists of rule 4.1 in the Code. Further information may be found in the Nomination Committee’s motivated opinion regarding the proposal for the Board which was given in connection with the AGM on March 23, 2017.

Board of Directors

According to the Articles of Association, the Board of Com Hem shall consist of a minimum of three and a maximum of ten members elected by the general meeting with no deputies. In addition, the Board comprises two employee representatives with two deputies.

At the AGM 2017 Andrew Barron, Monica Caneman, Eva Lindqvist, Anders Nilsson (Com Hem’s CEO), Joachim Ogland and Nikos Stathopoulos were re-elected as members of the Board. Andrew Barron was re-elected Chairman of the Board.

At the Extra General Meeting on June 13, 2017 it was resolved that the Board should consist of five directors and no deputy directors. Thomas Ekman was elected as new member of the Board and Joachim Ogland and Nikos Stathopoulos resigned from the Board. During 2017 the appointed employee representatives were Marianne Bolin and Tomas Kadura and their deputies Åsa Borgman and Fredrika Jonson. In November 2017 Fredrika Jonson was replaced by Signe Olofsson.

Information about the year of birth of the Board members, their educational background and professional experience, significant assignments outside the company, their holdings of shares and other financial instruments in the company and those of closely associated persons, as well as the year they were elected to the Board is presented on page 21.

Independence of the Board

In 2017, the Board of Com Hem complied with the Code’s provision that the majority of members shall be independent in relation to the company and Executive Management, and that at least two of them also shall be independent in relation to the company’s major shareholders (i.e. those with a holding exceeding 10%). Details of the Board members’ independence are presented in the table below.

Board of Directors and Committees

<table>
<thead>
<tr>
<th>Board of Directors</th>
<th>Elected</th>
<th>Dependent a)</th>
<th>Audit Committee</th>
<th>Remuneration Committee</th>
<th>Board meetings</th>
<th>Audit Committee</th>
<th>Remuneration Committee</th>
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<tbody>
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<td>Andrew Barron</td>
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<td>Monica Caneman</td>
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<td>Chairman</td>
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<tr>
<td>Thomas Ekman</td>
<td>2017</td>
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<td>x</td>
<td>x</td>
<td>6/17</td>
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<td>Eva Lindqvist</td>
<td>2014</td>
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<td>Chairman</td>
<td>15/17</td>
<td>5/6</td>
<td>3/3</td>
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<tr>
<td>Anders Nilsson, CEO c)</td>
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<td>Joachim Ogland</td>
<td>2011</td>
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<td>x</td>
<td>7/17</td>
<td>3/6</td>
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<td>Nikos Stathopoulos d)</td>
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<td>Marianne Bolin (E) e)</td>
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<td>Tomas Kadura (E)</td>
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<td>Åsa Borgman (E)</td>
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<td>Fredrika Jonson (E) f)</td>
<td>2016</td>
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<td>Signe Olofsson (E) g)</td>
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= Dependent in relation to the company and Executive Management
= Dependent in relation to the company’s then major shareholder, NorCell S.à.r.l., until its divestment on May 4, 2017.

1) According to the definition in the Swedish Corporate Governance Code.
2) The company's CEO owns 203,469 shares in the company, which is a shareholding of 0.1% and not classified as significant. The CEO has no co-ownership in companies that have significant business relationships with companies within the Group.
3) (E)=Employee representative.
4) Fredrika Jonson left her assignment July 13, 2017 and was replaced by Signe Olofsson November 2, 2017.
5) Joachim Ogland and Nikos Stathopoulos resigned from the Board and Thomas Ekman was elected new Board member in connection with the EGM on June 13, 2017.
6) Member of the Remuneration Committee since June 15, 2017.
7) Member of the Audit Committee since June 15, 2017 and the Remuneration Committee since November 27, 2017.
The work of the Board
During the year, the Board of Directors held 17 Board meetings, excluding statutory meetings and meetings by correspondence. Prior to each ordinary Board meeting, Board members receive a written agenda, based on the Board’s established rules of procedure, and a complete set of documents for information and decision-making. Recurring items include the company’s financial results and position, the market situation, investments and adoption of the financial statements. Reports from the Audit and Remuneration Committees, as well as reports on internal control and financing activities are also regularly addressed. The CEO presents matters for discussion at the meetings, and the company’s CFO and other members of management also participate and present specific matters. The Group General Counsel is the Board’s secretary. The attendance of Board members at Board and committee meetings is presented in the table on previous page.

Important issues addressed during the year include strategic issues, the SDU expansion programme, the integration of Boxer TV-Access AB, the 2018 budget process, forms for the distribution of capital to shareholders, refinancing activities, organisational issues and the planned merger with Tele2.

Evaluation of the Board and the CEO
The performance of the Board and the CEO is evaluated annually using a systematic and structured process. The aim with the evaluation is to obtain a sound basis for the Board’s own development in terms of working methods and efficiency, and to present the results of the evaluation to the Nomination Committee as a basis for the nomination process. The Chairman of the Board is responsible for the evaluation, and for presenting the results to the Nomination Committee. In 2017, the evaluation, as in previous years, was based on a questionnaire, interviews and discussions with the Board members.

Audit Committee
The Audit Committee consisted of Monica Caneman (Chairman), Eva Lindqvist and Joachim Ogland until June 13, 2017. At the Extra Annual General Meeting June 13, 2017, Thomas Ekman was elected new member of the Committee and replaced Joachim Ogland who resigned. During the year, the Committee held six meetings that were recorded and attached to the material for the Board. As part of its assignment to monitor financial reporting and the effectiveness of internal control, the Committee has dealt with a number of issues such as relevant accounting issues, new regulations, approval of financial statements, financing, risk management, the scope and focus of the external audit and the internal audit reviews, as well as observations made in connection with the auditors’ review and approval of other non-audit services. Observations made during internal reviews of the company’s processes and valuation issues have also been addressed as well as the implementation of the general data protection regulation (GDPR). During the year externally procured internal control reviews have been performed and policies have been updated. The attendance of Board members at Audit Committee meetings is presented in the table on previous page.

Remuneration Committee
Until June 13, 2017, the Remuneration Committee consisted of Nikos Stathopoulos (Chairman), Eva Lindqvist and Joachim Ogland. Thereafter, the Remuneration Committee consisted of Eva Lindqvist (Chairman) and Andrew Barron. Thomas Ekman became a member of the Remuneration Committee November 27, 2017. Three meetings were held during the year and the work focused primarily on remuneration and other terms of employment for Executive Management. The attendance of Board members at Remuneration Committee meetings is presented in the table on previous page.

External auditors
At the 2017 AGM, KPMG AB was re-elected as auditing firm until the 2018 AGM with the authorised auditor Tomas Gerhardsson as auditor in charge. In 2017, the auditors participated in all meetings of the Audit Committee. At these meetings, the auditors presented the focus and scope of the planned audit, and delivered written audit and review reports. The Board also held one meeting with the company’s auditor at the beginning of 2018, without the attendance of the CEO or any other member of management.

The auditors reviewed Com Hem’s interim report for the second quarter and audited the annual financial statements. KPMG AB was also consulted in matters related to new and amended IFRS, as well as non-audit services related to taxes and other services such as the sustainability report.

CEO
Anders Nilsson has been the CEO of Com Hem since 2014. Information about the CEO’s year of birth, educational background and professional experience, significant assignments outside the company, holdings of shares and other financial instruments in the company and those of closely associated persons, is presented on page 22.

In consultation with the Chairman of the Board, the CEO prepares the information and documentation required as a basis for the work of the Board and in order to enable Board members to make well-informed decisions. The CEO is supported by the Management team.

The Board evaluates the performance of the CEO on a regular basis. The Board also held one meeting to evaluate the CEO’s performance, without the attendance of the CEO or any other member of management.
REMUNERATION TO EXECUTIVE MANAGEMENT AND THE BOARD

Guidelines for remuneration to Executive Management

The 2017 AGM resolved to adopt guidelines for remuneration to Executive Management in Com Hem based on fixed salary, variable remuneration, other benefits and pension. The guidelines for 2017 and levels of remuneration paid during the year are presented in Note 7, while the Board’s proposal to the 2018 AGM regarding guidelines for remuneration to Executive Management are presented below.

At the 2017 AGM a long-term share savings incentive programme (LTIP), similar with the program adopted by the 2016 AGM, was adopted based on the Total Shareholder Return of the Com Hem share, and cash flow over a three-year period. The programme requires a personal investment in Com Hem shares by all participants at the beginning of the programme. Further details about outstanding long term incentive programmes may be found in Note 7.

Remuneration to the Board

The 2017 AGM resolved that the annual fees to be paid to the AGM-elected Board members shall amount to a total of SEK 3,769,000 (inclusive of Committee work), to be allocated as follows; SEK 1,814,000 to the Chairman of the Board and SEK 360,000 to each of the four Board members who are not employed by the company. As remuneration for Committee work, the Chairman of the Audit Committee is to receive SEK 130,000, the two other members of the Audit Committee each SEK 80,000 each, the Chairman of the Remuneration Committee SEK 105,000 and the two other members of the Remuneration Committee SEK 60,000 each. From the Extra General Meeting June 13, 2017, the number of Board members (exclusive of the Chairman and members who are employed by the company) have amounted to three. At this Extra General Meeting, the meeting also resolved that the remuneration between the resigned Board members Joachim Ogland and Nikos Statthopolous and the new appointed Board member Thomas Ekman shall be allocated pro rata in relation to the time they have served as Board members. Refer also to Note 7.

Proposed guidelines for remuneration to Executive Management to be approved at 2018 AGM

The Board of Directors of Com Hem Holding AB (publ) proposes that the 2018 Annual General Meeting resolves to adopt the following guidelines for remuneration to Executive Management in Com Hem:

The total amount of remuneration for a person with an Executive Management position in Com Hem shall correspond to market practice and shall be competitive in order to attract, motivate and retain key employees. The aim is to create incentives for Executive Management to execute strategic plans and deliver excellent operating results and to align such persons’ interests with the interests of the shareholders.

Remuneration of the CEO and other Executive Management shall consist of a fixed salary, short-term incentives (STI) with variable remuneration paid annually in cash which are linked to achievement of financial targets for Com Hem and/or individual performance targets, and long-term incentives (LTIP) that are share based or share linked, in addition to pension and other customary benefits.

- The fixed salary shall be based on the Executive’s respective competence and area of responsibility. The fixed salary shall form the basis for any STI. The fixed salary is to be reviewed annually.
- STIs shall be based on performance in relation to established targets. The targets shall be individual, measurable and linked to Com Hem’s financial performance and/or to specific performances (individual targets). The CEO has an annual STI target of 75 percent of the fixed salary. Provided significant out-performance of the financial targets set in the budget, and/or of individual targets, and after approval by the board of directors, the STI for the CEO can amount to a maximum of 169 percent of the fixed salary. The other Executive Management have an annual STI target of up to 50 percent of the fixed salary. Provided that the financial targets and/or the individual targets are significantly out-performed, the other Executive Management’s STI may amount to a maximum of 113 percent of the fixed salary.
- The vesting period for LTIPs shall be at least three years. LTIPs shall always be based on share or share linked instruments. LTIPs shall ensure a long-term commitment to the development of Com Hem. Any share based LTIP will be subject to shareholder approval before being launched.
- Other benefits may include a company car, health insurance and other customary benefits. Other benefits shall not constitute a significant part of the total remuneration.
- Executive Management shall be offered individual pension plans amounting to a maximum of 30 percent of the fixed salary or in accordance with ITP (collective agreed pension plans). Subject to approval by the board of directors, Executive Management residing abroad may be offered pension plans paid in cash corresponding to the premium that would otherwise be payable to insurance companies.
- In the event of termination of employment initiated by the company, the notice period for the CEO and other Executive Management shall be maximum 12 months.

These guidelines for remuneration shall no longer apply if the ongoing merger between the company and Tele2 AB (publ), whereby the company will be absorbed by Tele2 AB (publ), is implemented. If there are particular grounds for it in a specific case, the Board of Directors may deviate from the guidelines.

Deviation from the guidelines for remuneration to senior executives resolved at the AGM 2017

In connection with entering into the merger plan relating to the planned statutory merger between Tel2 and Com Hem on January 9, 2018, the Board resolved to deviate from the guidelines for remuneration to senior executives resolved at the annual general meeting 23 March 2017 by introducing a Retention plan for certain key Com Hem employees during the merger and integration process. The Retention plan has a maximum of 17 participants, excluding the Group CEO and corresponds to 12–24 months’ base salary per participant. Payment under the plan will be made in two tranches, (i) at completion of the merger, and (ii) one year after the completion of the merger. The Group CEO is entitled to a Retention Incentive equaling 18 months’ base salary payable upon completion of the merger.
BOARD OF DIRECTORS

Andrew Barron (1)
Chairman of the Board since 2014, Board member since 2013.
Bachelor’s Degree, MBA
Born: 1965
Other assignments: Board member of Ocelot Partners Limited and of Arris International Plc.
Previous positions: COO of Virgin Media and MTG, CEO of Chellomedia, Executive Vice President of Walt Disney Europe and management consultant at McKinsey & Co.
Shareholding1): 197,314
Warrants: 1,005,717

Eva Lindqvist (3)
Board member since 2014.
M.Sc Engineering Physics, MBA
Born: 1958
Other assignments: Member of the Board of ASSA ABLOY AB (publ), SWECO AB (publ), Almaka Group AB (publ), Mr Green & Co AB, Kähr Holding AB (publ), Caverion Oy, Bodycote plc, Keller Group plc. Elected member of the Royal Swedish Academy of Engineering Sciences.
Previous positions: Senior Vice President of TeliaSonera’s mobile operations, CEO of TeliaSonera International Carrier and senior positions at Ericsson.
Shareholding1): 203,469
Warrants: 1,500

Anders Nilsson (4)
Board member since 2014.
Law studies
Born: 1967
Other assignments: None
Previous positions: Executive Vice President of Commerce and Services at Millicom, 20 years within the MTG Group, in such positions as Executive Vice President of Central European Broadcasting, COO of MTG and CEO of MTG Sweden.
Shareholding1): 203,469
Warrants: 740,960

Thomas Ekman (5)
Board member since 2017.
M.Sc Business and Economics
Born: 1969
Other assignments: CEO of Dustin Group AB (publ).
Previous positions: CEO of Cabonline Group AB, CEO of Tele2 Sweden AB and Executive Vice President for Tele2 AB, Prior thereta Commercial Director at Tele2 Sverige AB and Sales Director at Viasat Broadcasting. Has held several management positions within Modern Times Group MTG AB. Previously served as Board member of Metro.
Shareholding1): 1,500
Warrants: –

Employee representatives

Marianne Bohlin (6)
Ordinary employee representative since 2013.
Born: 1958
Shareholding1): 200

Åsa Borgman (7)
Deputy employee representative since 2014.
Born: 1970
Shareholding1): –

Tomas Kadura (8)
Born: 1963
Shareholding1): 484

Signe Olofsson (9)
Deputy employee representative since 2017.
Born: 1987
Shareholding1): –

1) Own holdings of shares and financial instruments, and those of closely associated persons, at December 31, 2017.
EXECUTIVE MANAGEMENT

Anders Nilsson (1)
CEO of Com Hem since 2014.
Law studies
Born: 1967
Other assignments: None
Previous positions: Executive Vice President of Commerce and Services at Millicom, 20 years within the MTG Group, in such positions as Executive Vice President of Central European Broadcasting, COO of MTG and CEO of MTG Sweden.
Number of shares:\(^1\): 203,469
Warrants: 740,960

Elisabeth Hellberg (2)
Director of Human Resources since 2014
International Business Administration
Born: 1957
Other assignments: None
Previous positions: Senior Vice President Human Resources at Swedish Match and Head of HR & Recruitment at Modern Times Group MTG.
Number of shares:\(^1\): 3,575
Warrants: –

Mikael Larsson (3)
CFO since 2015
Graduate in Business Administration, Uppsala University
Born: 1968
Other assignments: Chairman of the Board of Hittapunkt.se
Previous positions: CFO of Investment AB Kinnevik 2001-2015, Group Controller at Thomas Cook Northern Europe and audit and transaction advisory services at Arthur Andersen.
Number of shares:\(^1\): 50,000
Warrants: –

James Lowther (4)
Director of Business to Consumer AB since 2015
Graduate in Economics, University of Kent
Born: 1982
Other assignments: None
Previous positions: Head of Strategy and Head of TV Commercial at Virgin Media.
Number of shares:\(^1\): 2,333
Warrants: –

Jonas Lönnquist (5)
CEO of Boxer TV-Access AB since 2014
Master’s Degree in Economics, Stockholm School of Economics
Born: 1973
Other assignments: None
Previous positions: Deputy CEO and Country Manager Sweden for C More Entertainment AB. Various positions within MTG/Viasat AB including head of distribution, sales and customer services.
Number of shares:\(^1\): 2,481
Warrants: –

Petra von Rohr (6)
Director of Corporate Communications since 2015
Master’s Degree in Economics, Stockholm School of Economics
Born: 1972
Other assignments: None
Previous positions: Partner at Kreab, CEO of Remium, Head of Swedish operations for Burson-Marsteller and equity analyst at Cazenove & Co.
Number of shares:\(^1\): 6,533
Warrants: –

\(^1\) Own holdings of shares and financial instruments, and those of closely associated persons, at December 31, 2017.
INTERNAL CONTROL OVER FINANCIAL REPORTING

Control environment
The Group’s internal control structure is based on a clear division of responsibilities between the Board of Directors and the CEO, and the bodies established by the Board, such as the Audit Committee. The Board’s rules of procedure, which includes instructions for the CEO and instructions for financial reporting, are updated and adopted annually by the Board, and specify the documents and the financial information to be presented to the Board and the committees for each ordinary meeting. The CEO is responsible for ensuring that the Board receives the reports that are required for the Board to assess the financial position of the company and the Group. This information includes a presentation and analyses of earnings growth, cash flow and financial position, as well as the budget and forecasts, and ongoing monitoring against these. Reports on the outcome of completed internal controls are submitted regularly to the Board, and the Board remains informed about measures related to internal control by, for example, meetings with the company’s auditors. The Audit Committee is tasked with monitoring and assuring the quality of the company’s financial reporting. The work focuses on assessing the effectiveness of the company’s internal control and evaluating estimates and carrying amounts that may affect the quality of reporting. The Audit Committee remains informed about the reviews of interim reports, annual accounts and consolidated financial statements through the regular attendance of the company’s auditors at Audit Committee meetings. The Group’s CFO and Group Accounting Manager attend Audit Committee meetings, and Audit Committee members also maintain regular contact with these executives. Other managers or employees may also attend the meetings from time to time depending on the agenda for the meeting.

The control environment provides the basis for internal control and consists of the values and ethics that are communicated and incorporated by the Board, CEO and management, including a number of company-wide instructions, policies and guidelines. The company’s code of conduct outlines the overall values, which represent a long-term commitment linked to the company’s mission and strategies which guide the employees in their daily activities.

All employees that participate in the work of financial reporting are responsible for the accuracy, completeness and quality of the information. Other examples of company-wide instructions and policies are the Board’s rules of procedure, the anti-corruption policy, whistleblower policy, guidelines for gifts, entertainment and hospitality, financial policy, authorisation policy, investment policy and the financial manual. These instructions and policies are updated regularly and communicated to relevant employees.

Risk assessment
The risk assessment of financial reporting aims to identify and evaluate material risks affecting internal control over financial reporting. To minimise these risks, a governance framework has been established for financial reporting and forecasting processes as well as detailed schedules for monthly closing of the books. The company’s Board and management continually assess reporting from a risk perspective. In addition to assessing risks in financial reporting, the Board and management work to continually identify and manage material risks affecting the Group’s operations from an operational and financial perspective. The most significant risks are described in the ‘Risks and risk management’ section and in Note 25.

Control activities and monitoring
Control activities are designed to detect and prevent errors in financial reporting. These activities limit the risks identified and ensure accurate and reliable financial reporting. These include the monitoring of budget deviations, earnings trends and key ratios, account reconciliation, checklists, reviews of IT system logs and transactions in business systems, approval of business transactions and clear procedures for important decisions such as investments and the entering into agreements.
Information and communication

One important component of internal control is the disclosure of information at all levels of the Group, and with relevant external stakeholders. Pertinent policies, guidelines and principles for accounting are available to all relevant employees, to ensure complete, accurate and timely financial reporting. Information about, and changes to accounting policies and reporting and information disclosure requirements are regularly communicated to the relevant employees. To ensure that the external information disclosure is accurate, complete and meets the requirements imposed on listed companies, the company has a communication policy outlining how, by whom and the manner in which external information is to be communicated. All communication should comply with the EU Market Abuse Regulation and the Security Markets Act and Nasdaq Stockholm’s Rule Book for Issuers and be communicated in a fair, open and transparent manner.

Evaluation of need for special audit function

The Board has decided not to establish a special audit function in the form of an internal audit within the Group. The company’s CFO and the Group accounting function are jointly responsible for monitoring and evaluating the effectiveness of the company’s risk management and internal control system, and performing internal audits either in-house or by engaging external expertise. The Finance Department continuously monitors compliance with the company’s governance model, reporting principles and policies. The Finance Department also conducts regular analyses of the Group’s financial reporting and financial results in order to assure quality and to identify areas for improvement and development. The effectiveness of internal controls performed by the Finance Department, Executive Management and the business managers is deemed sufficient in light of the existing Group structure and the fact that the Group only operates in Sweden, and that the Finance Department is centered at the head office in Stockholm.