I. Introduction

This Corporate Governance Statement has been prepared in accordance with the Governance Code for Listed Finnish Companies 2020 ("Governance Code") and chapter 7, section 7 of Finnish Securities Market Act (746/2012). This Statement has been issued separately from the Board’s operating and financial review.


II. Governance

Qt Group Plc’s (hereinafter referred to as the “company”) corporate governance system is based on the Companies Act, the Securities Markets Act, general corporate governance recommendations, and the company’s Articles of Association and in-company rules and regulations on corporate governance.

The company’s corporate governance principles are integrity, accountability, fairness and transparency. This means, among other things, that:

- The company complies with the applicable laws, rules and regulations.
- The company organizes, plans and manages its operations, and does business abiding by the applicable professional requirements approved by Board members, who demonstrate due care and responsibility in performing their duties.
- The company demonstrates special prudence with respect to the management of its capital and assets.
- The company’s policy is to keep all market participants actively, openly and equitably informed of its business operations.
- The company’s management, administration and personnel are subject to the appropriate internal and external audits and supervision.
SHAREHOLDERS’ MEETING
The company’s highest decision-making body is the Shareholders’ Meeting at which shareholders exercise their voting rights regarding company matters. Each company share entitles the holder to one vote at the Shareholders’ Meeting.

The AGM will be held annually within three (3) months of the end of the financial year. An Extraordinary General Meeting will be held if the Board of Directors deems it necessary or if requested in writing by a company auditor or shareholders holding a minimum of 10 per cent (1/10) of the company’s shares, for the purpose of discussing a specific issue.

The Finnish Limited Liability Companies Act and the company’s Articles of Association define the responsibilities and duties of the Shareholders’ Meeting. Extraordinary General Meetings decide on the matters for which they have been specifically convened.

Board of Directors
Operations and duties
Elected by the Shareholders’ Meeting, the Board of Directors is in charge of company administration and the appropriate organization of company operations. Under the Articles of Association, the Board of Directors consists of four (4) to eight (8) members. The Compensation and Nomination Committee prepares a proposal for the Shareholders’ Meeting regarding the composition of the new Board of Directors to be appointed.

The majority of Board members must be independent of the company and a minimum of two (2) of those members must also be independent of the company’s major shareholders. The President and CEO or other company employees under the President and CEO’s direction may not be elected members of the Board.

The term of all Board members expires at the end of the Annual General Meeting following their election. A Board member can be re-elected without limitations on the number of successive terms. The Board of Directors elects its Chairman and Vice Chairman from amongst its members.

The Board of Directors has determined the principles regarding the diversity of the Board of Directors. Accordingly, the requirements of company size, market position and business industry should be duly reflected when composing the Board of Directors. When composing the Board of Directors, the objective is that the Board of Directors will always include necessary expertise especially in the following key areas:
- the company’s field of business,
- management of a similar-sized company,
- the specific nature of a publicly listed company,
- accounting,
- risk management, and
- Board activity.

The aim for the composition the Board of Directors is to have both genders represented. The defined diversity principles were well fulfilled in the company’s Board of Directors during financial year 2021.

The Board has prepared and approved a written agenda for its work. In addition to Board duties prescribed by the Companies Act and other rules and regulations, the Board of Directors is responsible for issues on its agenda, observing the following guidelines:
- good board practices require that the Board of Directors, instead of needlessly interfering in the details involved in day-to-day operations, concentrate on elaborating the company’s short- and long-term strategies.
- the Board’s general duty is to steer the company’s business with a view to maximizing shareholder value in the long term, while taking account of expectations set by various stakeholder groups; and
- Board members are required to perform on the basis of sufficient, relevant and updated information, in order to serve the company’s interests.

In addition, the Board’s agenda:
- defines the Board’s annual action plan and provides a preliminary meeting schedule and framework agenda for each meeting;
- provides guidelines for the Board’s annual self-assessment;
- provides guidelines for distributing notices of meetings and advance information to the Board and procedures for keeping and adopting minutes;
- defines job descriptions for the Chairman, members and secretary of the Board of Directors (the secretary is the Company’s General Counsel or, if absent, the CEO); and
- defines the framework within which the Board may set up special committees or working groups.

The Board evaluates its activities and working methods annually, employing an external consultant for this evaluation, if necessary.
Board of Directors

**ROBERT INGMAN**
b. 1961  
M.Sc. (Eng.), M.Sc. (Econ.)  
Chairman of the Board of Directors of Qt Group Plc since 2016.  
Member of the Compensation and Nomination Committee.  
Full-time Chairman of the Board of Ingman Group Oy Ab.  
His previous posts include Managing Director at Arla Ingman Oy Ab (2007–2011) and Ingman Foods Oy Ab (1997–2006).  
Chairman of the Board of Etteplan Oyj, Digia Plc and Halti Ltd.  
Member of the Board of Evi Pankko Plc.  
Independent of the Company.

**LEENA SAARINEN**
b. 1960  
M.Sc. (Food technology)  
Member of the Board of Directors of Qt Group Plc since 2016.  
Chairman of the Compensation and Nomination Committee.  
Currently works as a board professional, holding Board chairman or Board member roles in various companies, including Palmia Ltd, Handelsbanken Finland and Etteplan Oyj.  
Her previous posts include Managing Director at Suomen Lahikauppa Ltd (2007–2010), President and CEO at Alta Corporation (2005–2007) and various positions at Unilever (1990–2006). Member of the Directors’ Institute of Finland.  
Independent of the Company and major shareholders.

**TOMMI UHARI**
b. 1971  
M.Sc. (Eng.)  
Vice Chairman of the Board of Directors of Qt Group Plc since 2016.  
Chairman of the Audit Committee and member of the Compensation and Nomination Committee.  
Currently serves as Founding Partner of Karma Ventures with a background in deep-tech businesses and entrepreneurship.  
Formerly the co-founder and CEO of a roaming startup, and he has also led the wireless and software platforms organizations (1993–2006).  
Tommi started his career at Nokia and eventually led the wireless and software platforms organizations (1993–2006).  
Independent of the company and major shareholders.

**JAAKKO KOPPINEN**
b. 1969  
M.Sc. (Eng.)  
Member of the Board of Directors of Qt Group Plc since 2018.  
Member of the Audit Committee.  
Currently Vice President, EMEA and member of the Executive Team at Normet Oy. Strategic advisor in several companies.  
Has served as Global Division President and member of the Board at Sandvik Mining and Construction Oy (2017–2020).  
He has also previously served as Managing Director of Orica Finland Oy (2016–2017), and as General Manager of Wihuri Oy Witraktor (2012–2015).  
He also has held several senior management roles at Konecranes Plc (2008–2012) and at Sandvik Group (1995–2008).  
Independent of the Company and major shareholders.

**MIKKO MARSIO**
b. 1971  
M.Sc. (Eng.)  
Member of the Board of Directors of Qt Group Plc since 2018.  
Member of the Audit Committee.  
Currently leading Business Development at Esystems Oy.  
Independent of the Company and major shareholders.
Composition of Board of Directors

THE BOARD OF DIRECTORS OF QT GROUP PLC 2021

<table>
<thead>
<tr>
<th>Name</th>
<th>EDUCATION</th>
<th>YEAR OF BIRTH</th>
<th>MAIN ACTIVITY</th>
<th>OWNERSHIP* shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Ingman</td>
<td>M.Sc. (Eng.), M.Sc. (Econ.)</td>
<td>1961</td>
<td>Chairman of the Board of Directors at Ingman Group Oy Ab</td>
<td>5,395,000</td>
</tr>
<tr>
<td>Jaakko Koppinen</td>
<td>M.Sc. (Eng.)</td>
<td>1969</td>
<td>Director, Normet Oy</td>
<td>0</td>
</tr>
<tr>
<td>Mikko Marsio</td>
<td>M.Sc. (Eng.)</td>
<td>1971</td>
<td>Director, Esystems Oy</td>
<td>800</td>
</tr>
<tr>
<td>Leena Saarinen</td>
<td>M.Sc. (Food Technology)</td>
<td>1960</td>
<td>Board professional</td>
<td>2,844</td>
</tr>
<tr>
<td>Tommi Uhari</td>
<td>M.Sc. (Eng.)</td>
<td>1971</td>
<td>Partner at venture capital fund Karma Ventures</td>
<td>410,620</td>
</tr>
</tbody>
</table>

* Company shares held directly or through legal entities under person’s control/influence as of 31 December 2021.

No Board Member owns any stock-options or other share-based rights in the company.

Of the aforementioned Members of the Board, Jaakko Koppinen, Mikko Marsio, Leena Saarinen and Tommi Uhari are independent of the company and its major shareholders. Robert Ingman is independent of the company. Robert Ingman is not independent of the company’s major shareholders due to his role as a Chairman of the Board of the company’s biggest shareholder Ingman Development Oy Ab.

During the financial year 2021, the Board of Directors held 10 meetings. The participation rate into the meetings was the following.

<table>
<thead>
<tr>
<th>Member</th>
<th>PARTICIPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Ingman (Chairman)</td>
<td>10/10</td>
</tr>
<tr>
<td>Jaakko Koppinen</td>
<td>10/10</td>
</tr>
<tr>
<td>Mikko Marsio</td>
<td>10/10</td>
</tr>
<tr>
<td>Leena Saarinen</td>
<td>10/10</td>
</tr>
<tr>
<td>Tommi Uhari</td>
<td>10/10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
COMMITTEES OF THE BOARD OF DIRECTORS

The company’s Board of Directors had two (2) committees in financial year 2021: the Compensation and Nomination Committee and the Audit Committee.

These committees do not hold powers of decision or execution. They assist the Board in decision-making concerning their own areas of expertise. The committees report regularly on their work to the Board, which governs and assumes collegiate responsibility for the committees’ work.

The purpose of the Compensation and Nomination Committee is to prepare and follow-up the remuneration policy and remuneration report for the company’s governing bodies as well as compensation and remuneration schemes for the company management in order to ensure that the company’s targets are met, to guarantee the objectivity of decision-making, and to see to it that the schemes are transparent and systematic. The Compensation and Nomination Committee also prepares a proposal for the Annual General Meeting concerning the number of members of the Board of Directors, the members of the Board of Directors, the remuneration of the Chairman, Vice Chairman and members of the Board and the remuneration of the chairmen and members of the committees of the Board of Directors.

During 2021, the members of the Compensation and Nomination Committee and their participation rate into the meetings were as follows:

<table>
<thead>
<tr>
<th>Member</th>
<th>PARTICIPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Ingman</td>
<td>7/7</td>
</tr>
<tr>
<td>Leena Saarinen (Chairman)</td>
<td>7/7</td>
</tr>
<tr>
<td>Tommi Uhari</td>
<td>7/7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

The purpose of the Audit Committee is to assist the Board of Directors in ensuring that the company’s financial reporting, accounting methods, financial statements and other reported financial information are legitimate, balanced, transparent and clear.

During 2021, the members of the Audit Committee and their participation rate into the meetings were as follows:

<table>
<thead>
<tr>
<th>Member</th>
<th>PARTICIPATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Ingman</td>
<td>7/7</td>
</tr>
<tr>
<td>Leena Saarinen (Chairman)</td>
<td>7/7</td>
</tr>
<tr>
<td>Tommi Uhari</td>
<td>7/7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
Management Team

The company has a Management Team, chaired by the Chief Executive Officer (CEO) of the company. The Board of Directors appoints the CEO and, upon the CEO’s proposal, confirms the appointment of Management Team members and their essential terms of their employment. The CEO, together with the other members of the Management Team, is in charge of company’s business operations and administration in accordance with the instructions and regulations issued by the Board of Directors, and as defined by the Finnish Limited Liability Companies Act.

DURING THE FINANCIAL YEAR 2021, THE MANAGEMENT TEAM OF THE COMPANY WAS AS FOLLOWS:

<table>
<thead>
<tr>
<th>Name</th>
<th>Education</th>
<th>Year of Birth</th>
<th>Responsibility</th>
<th>Ownership* shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Juha Varelius</td>
<td>M.Sc. (Econ.)</td>
<td>1963</td>
<td>Chief Executive Officer</td>
<td>280,776</td>
</tr>
<tr>
<td>Petteri Holländer</td>
<td>M.Sc. student (Eng.)</td>
<td>1974</td>
<td>SVP, Ventures</td>
<td>5,134</td>
</tr>
<tr>
<td>Marko Kaasila**</td>
<td>M.Sc. (Eng), MBA</td>
<td>1972</td>
<td>SVP, Product Management</td>
<td>0</td>
</tr>
<tr>
<td>Katja Kumpulainen</td>
<td>eMBA</td>
<td>1973</td>
<td>SVP, Marketing</td>
<td>0</td>
</tr>
<tr>
<td>Jouni Lintunen</td>
<td>M.Sc. (Eng.)</td>
<td>1971</td>
<td>Chief Financial Officer</td>
<td>0</td>
</tr>
<tr>
<td>Juhapekka Niemi</td>
<td>M.Sc. (Computer Sciences)</td>
<td>1968</td>
<td>EVP, Sales and Business Development</td>
<td>30,211</td>
</tr>
<tr>
<td>Mika Pälsi</td>
<td>LL.M.</td>
<td>1970</td>
<td>General Counsel</td>
<td>200</td>
</tr>
<tr>
<td>Helena Telaranta</td>
<td>M.Sc. (Econ.)</td>
<td>1973</td>
<td>SVP, Human Resources</td>
<td>0</td>
</tr>
<tr>
<td>Tuukka Turunen</td>
<td>M.Sc. (Computer Sciences), Licentiate of Technology</td>
<td>1974</td>
<td>SVP, R&amp;D</td>
<td>129,786</td>
</tr>
</tbody>
</table>

* Company shares held directly or through legal entities under control/influence by a person per 31 December 2021.
** Member of management team since 1 March 2021

The CEO may take exceptional and far-reaching measures, in view of the nature and scope of the company’s activities, only if so authorized by the Board of Directors. The CEO is not a member of the Board of Directors but attends Board meetings.

On 31 December 2021 CEO Juha Varelius held 70,206 stock-options under the company’s 2016 Option scheme and other management team members combined owned a total of 20,676 stock options.
Management Team

**JUHA VARELIUS**
b. 1963
Master of Economic Sciences
CEO and Member of the Board of Directors of Qt Group Plc since 2016.

**JUHAPEKKA NIEMI**
b. 1968
Information Technology Engineer
Executive Vice President of Qt Group Plc since 2016.

**JOUNI LINTUNEN**
b. 1971
Master of Science in Technology
Chief Financial Officer of Qt Group Plc since 2020.

**KATJA KUMPULAINEN**
b. 1973
eMBA
Senior Vice President, Marketing of Qt Group Plc since 2016.
Management Team

**MIKA PÄLSI**  
b. 1970  
Master of Laws  
General Counsel of Qt Group Plc since 2016.  

**PETTERI HOLLÄNDER**  
b. 1974  
M.Sc. student (Eng)  
Senior Vice President, Ventures of Qt Group Plc since 2021.  
Member of the Management team since 2016, previously SVP, Product Management. 
Prior to that acted as Chief Product Officer, Business Development Officer and in other managerial positions at Digia Oyj and its predecessors (2001–2016), and as Product Development Officer at Sonera SmartTrust Oy (1999–2001).

**TUUKKA TURUNEN**  
b. 1974  
Master of Science in Technology, Licentiate in Technology  
Senior Vice President, Research and Development of Qt Group Plc since 2016. 

**HELENA TELARANTA**  
b. 1973  
Master of Economic Sciences  
Senior Vice President, Human Resources of Qt Group Plc since 2019. 
Previously acted as Business HR Director at Neste (2016–2018), as Vice President, Human Resources, Marine Solutions at Wärtsilä Oyj (2010–2016), and in various managerial positions at Wärtsilä Corporation (2006–2010).

**MARKO KAASILA**  
b. 1972  
Master of Science in Technology, MBA  
Senior Vice President, Product Management of Qt Group Plc since 2021. 
Previously acted as CEO of Bitbar Technologies and Head of Product following the acquisition of the company by Smartbear Software (2009–2020), as Director of Business Unit at On2 Technologies (2005–2008) and in product and project management roles at Flextronics, Telefonica and Nokia (1998–2005).
III. Financial Reporting Related Internal Control and Risk Management Systems

CONTROL FUNCTIONS AND CONTROL ENVIRONMENT
The company has a finance unit tasked with verifying monthly reports. The finance unit reports to the management, the Board of Directors and the Board’s Audit Committee regarding the financial performance of the company.

The company uses a reporting system which compiles separate subsidiaries’ reports into the consolidated financial statements. The accuracy of accounting and the financial statements is monitored by the finance unit. The company also has the necessary separate reporting and information systems for monitoring business operations and asset management.

The Group’s finance unit provides instructions for drawing up financial statements and interim financial statements, and compiles the consolidated financial statements. The finance unit has centralized control over the Group’s funding and asset management, and is in charge of managing interest rate and currency risk.

INTERNAL RISK CONTROL
As a general principle, authorization is distributed in the company in such a way that no individual may independently perform measures unknown to at least one other individual. For example, the company’s bookkeeping and asset management are managed by separate persons, and two authorized persons are needed to sign on behalf of the company.

Group-level reporting and supervision are based on monthly income reporting led by the CFO and on updates of the latest forecasts.
COMMUNICATIONS
The Group’s General Counsel is in charge of the company’s external communications and their correctness. External communications include financial reports and other stock exchange communications. The General Counsel is responsible for the publication of interim reports and financial statements, as well as for actions related to convening and holding Shareholders’ Meetings. Most communications take place through the company’s website and using stock exchange releases.

RISK MANAGEMENT
The purpose of the company’s risk management process is to identify and manage risks in such a way that the company is able to meet its strategic and financial targets. Risk management is a continuous process, by which the major risks are identified, listed and assessed, the key persons in charge of risk management are appointed and risks are prioritized according to an assessment scale in order to compare the effects and mutual significance of risks.

The main operational risks handled by the company’s risk management function are customer risk, personnel risk, data security risk, IPR risk and goodwill risk.

The company manages customer risk by actively developing its customer portfolio structure and avoiding any potential risk positions. Personnel risks are actively assessed and managed using a goal and development discussion process for key personnel. To improve personnel commitment, the company strives to improve the efficiency of internal communications systematically, using regular personnel events and increasing the visibility of management. In addition, the Group’s certified quality systems are regularly evaluated. Data security risk is managed through the continuous development of working models, security practices and processes. Risks associated with shared operating models and best practices, as well as their integrated development, are managed according to plan under the supervision of the Group Management Team. Risks typical to software business, especially to international product business, relating to appropriate protection of company’s own IPRs and violation of IPRs of third parties are managed through extensive internal policies, standard contracts and appropriate follow-up and analysis. With respect to IFRS-compliant accounting policies, the Group actively monitors goodwill and the related impairment tests, as part of prudent and proactive risk management practices within financial management.

In addition to operational risks, the company is subject to financial risks. The company’s internal and external financing and the management of financial risks are coordinated by the finance function of the Group’s parent company. This function is responsible for the Group’s liquidity, sufficiency of financing, and the management of interest rate and currency risk. The Group is exposed to several financial risks during the normal course of its business. The objective of the Group’s risk management is to minimize the adverse effects of changes in the financial markets on the Group’s earnings. The primary types of financial risks are interest rate risk, currency risk, credit risk and funding risk. The general principles of risk management are approved by the Board of Directors, and the Group’s finance function is responsible for their practical implementation together with the business divisions.
IV. Other Information

INTERNAL AUDIT
The tasks of internal audit include, among other things, the assessment of the company’s internal control systems and risk management, as well as evaluation of the appropriateness and efficiency of management and administration processes.

Internal audit does not form a function of its own in the company but is the responsibility of the company’s Financial and Legal functions.

To follow business activities and financial administration, the company has necessary reporting systems in use. As part of the legality control of the company’s activities, the company’s Auditor evaluates the functionality of this internal control system.

AUDITOR
KPMG Oy Ab, Authorized Public Accountants, serves as the auditor of the company, with Authorized Public Accountant Kim Järvi as the principal auditor.

During financial year 2021, the auditor’s fees for auditing services was 51,000 euros and 6,000 euros for services that were not related to auditing.

INSIDER ADMINISTRATION
The company follows the Guidelines for Insiders by Nasdaq Helsinki Oy.

The company’s General Counsel is responsible for the compliance with the Insider Guidelines and the follow-up of the disclosure obligation, regarding training.

RELATED PARTY TRANSACTION GUIDELINES
Related parties of the company mean the related parties of a listed company in accordance with the Limited Liability Companies Act (IAS 24).

Related party transaction means an agreement or other legal act between the company and a related party.

The board of directors shall monitor and evaluate related party transactions and decide on all such transaction whenever they are outside the scope of company’s ordinary activities or are not concluded on arm’s-length terms.

According to company’s related party transaction guidelines the members of the Board and management team are obliged to provide the company’s General Counsel, who is company’s nominated responsible person for related party matters, with advance notice of any transactions concluded with the company by them personally or by their respective related parties.

On the other hand, company’s General Counsel will follow-up all transactions the company concludes outside the scope of company’s ordinary activities or that are not concluded on arm’s-length terms.

In the event General Counsel becomes aware of a related party transaction, which is outside the scope of company’s ordinary activities or which is not concluded on arm’s-length terms, General Counsel shall bring such transaction for the approval by the Board of Directors before such transaction is concluded.

With the exception of transactions between different group companies, company does not ordinarily conclude any transactions with its related parties. As a main rule, all agreements and business transactions of the company are concluded on arm’s length terms.