

GOVERNANCE

Corporate Governance Statement

31th August 2022

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Chairman's Introduction

One of my key roles is to ensure the establishment, appropriate monitoring and maintenance - with improvements where found required - and communication of good corporate governance so that shareholders' and other stakeholders' interests are properly managed.

For this purpose the Board has adopted the QCA Corporate Governance Code (2018) and this Corporate Governance Statement sets out and confirms:

- my responsibility as Chairman to ensure that the Company and its subsidiaries (together the Group) has appropriate corporate governance standards in place and that these requirements are followed and applied within the Group as a whole;
- how the QCA Code is applied by Osirium and how we believe its application supports the Group's medium to long-term success;
- the areas where Osirium's structures and practices may differ from the expectations set by the Code; and
- any key governance related matters that have occurred during the year, including any significant changes in governance arrangements.

In addition to adoption of the QCA Code, the directors have adopted the Group's Code on Dealings in Securities for dealings in the shares of the Company by directors and other PDMRs (persons discharging managerial responsibilities) and their respective PCAs (persons closely associated) and other restricted persons, amended post-float to reflect the requirements of the Market Abuse Regulation (Regulation EU No 596/2014, with effect from 3 July 2016).

The corporate governance arrangements that the Board has adopted are designed to ensure that the Group delivers long term value to all its stakeholders and that shareholders have the opportunity to express their views and expectations for the Group.

The Board understands that the decisions regarding strategy and risk will impact the corporate culture of the

Group and that the tone and culture set by the Board will impact all aspects of the Group as a whole and the way that employees behave.

The importance of sound ethical values and behaviours is crucial to the ability of the Group to successfully achieve its corporate objectives. The Board places great importance on all aspects of corporate life and professionalism and seeks to ensure that this is adopted throughout the Group.

The Board is responsible to shareholders for the proper management of the Company.

The Board comprises 5 directors, two of whom are Executive Directors and three of whom are Non-Executive Directors, reflecting a blend of different experience and backgrounds. The Board considers Simon Lee, Steve Purdham and Simon Hember to be independent Non-Executive Directors under the criteria identified in the QCA Code.

The Board meets regularly and is responsible for strategy, performance, approval of any major capital expenditure and the framework of internal controls. To enable the Board to discharge its duties, all directors receive appropriate and timely information. Briefing papers are distributed to all directors in advance of Board meetings. The Board has established Audit and Remuneration Committees with formally delegated duties and responsibilities and with written terms of reference. Each of these Committees meets regularly and at least twice a year.

From time to time separate committees may be set up by the Board to consider specific issues when the need arises.

Please note all references to the annual report are for the year ended 31 December 2021.



Simon Lee

NON-EXECUTIVE CHAIRMAN

The QCA Code

The QCA Code sets out 10 principles which should be applied. These are listed below together with a short explanation of how the Group applies each of the principles:

PRINCIPLE ONE

Business Model and Strategy

Here we explain the Company's business model and strategy, including key challenges in their execution and how those will be addressed.

The Board sets annual KPIs and budgets for the Group, which also sets a plan for the next 2-3 years, with a primary focus on the next 12 months.

The Board sets budgets and targets which are discussed in detail at every Board meeting and reviewed in light of any new or evolving information or data available to the group on the business and market evolution. The Board regularly invites key employees to attend Board meetings to discuss any challenges that arise to aid the Board's understanding of the issues. Key hires are also agreed and any material deviations from the budget (positive and negative) are discussed, agreed and minuted by the Board as is the Group's performance at every Board Meeting.

The key challenge to this strategy is the development of the market and the Group's ability to take advantage of the rapidly evolving Cyber market.

The Company's business model and strategy are set out in the Strategic Report on pages 5 to 25 of the Annual Report.

PRINCIPLE TWO

Understanding Shareholder Needs and Expectations

Here we explain the ways in which the Company seeks to engage with shareholders and how successful this has been. This includes information on those responsible for shareholder liaison or specification of the point of contact for such matters.

The Board is committed to maintaining good communication with all stakeholders and having constructive dialogue with its shareholders. The Group has close ongoing relationships with its investors and provides an opportunity at least twice a year for a face to face meeting (more often if requested), and there is an open invitation for all shareholders to visit the Company's Head Office in Theale. In addition, all shareholders are encouraged to attend the Company's Annual General Meeting, when they have a further opportunity to raise matters with members of the Board. Investors also have access to current information on the Group through its website, www.osirium.com, and via David Guyatt (CEO) and Rupert Hutton (CFO), who are available to answer investor relations enquiries.

PRINCIPLE THREE

Stakeholder Responsibilities

Here we:

- explain how the business model identifies the key resources and relationships on which the business relies
- explain how the Company obtains feedback from stakeholders and the actions that have generated as a result of this feedback (e.g. changes to inputs or improvements in products).

The Board understands that the long term success of the Group is dependent upon the work and efforts of the employees of the Group and its distributors, resellers, suppliers and regulators. The Board has put in place a range of processes and systems to ensure that there is Board oversight and contact with all its key stakeholders. For example, all employees have access to the Executive Directors on a daily basis which ensures that there is an open and confidential dialogue with each person in the Group direct to the Board, to help ensure successful two-way communication. This daily contact helps to ensure that the Group can respond to new issues and opportunities that arise to further the success of employees and the Group. In addition, the Board ensures that all key relationships with, for example, customers, suppliers, the regulator and the UK Financial Conduct Authority are the responsibility of, or are closely supervised by, the CFO.

PRINCIPLE FOUR

Risk Management

Here we describe how the Board has embedded effective risk management in order to execute and deliver strategy. This includes a description of what the Board does to identify, assess and manage risk and how it obtains assurance

that the risk management and related control systems in place are effective.

Apart from the normal commercial and economic risks facing any UK based business looking to not only become the dominant company in its home market, but also expand into overseas territories, the major risks to the Group are the Loss of a Major Client & Supporter, Loss of

Principle Four | Risk, Impact, Control

Activity	Risk	Impact	Control
Management	Loss of a Major Client & Supporter Loss of a relationship with a Major supplier	Loss of Revenue and Cash Flow	Addition of new customers reduces the risk on any one customer/ supporter
Management	Recruitment and retention of key staff The loss of any key executives or personnel may have a material adverse effect on the business, operations, relationships and/or prospects of the Group	The Group's future performance is substantially dependent on the continued services and performance of its Directors and senior management plus its ability to attract and retain suitably skilled and experienced personnel in the future	The company believes that it has the appropriate incentivisation structures to attract and retain the calibre of employees necessary to ensure the efficient management and development of the Group. The ability to attract new employees with the appropriate expertise and skills cannot be guaranteed.
Innovation / R&D and Development	Development of new Technologies that may adversely impact the Group's Proprietary Software	Loss of Unique selling points for the software and increased competition	Undertakes research and development into various technologies on an ongoing basis
Market development	Competitor risk	The market for Cyber security software is becoming increasingly competitive	Management feel that the years of investment ahead of the maturing Privileged Access Management market and the continued investment in the product will maintain Osirium's leadership position in this market
Strategic	Damage to reputation Inadequate disaster recovery procedures The Group's facilities could be disrupted by events beyond its control such as fire and other issues	Inability to secure new capital or clients Loss of key operational and financial data	Effective communications with shareholders The Group undertakes nightly back-ups in 'the cloud' and prepares recovery plans for the most foreseeable situations so that its business operations would be able to continue.
Financial	Inappropriate controls and accounting policies	Inability to continue as going concern	Appropriate authority and investment levels. Audit Committee

a relationship with a Major supplier, the Development of new Technologies that may adversely impact the Group's Proprietary Software.

The directors have established procedures, as represented by this statement, for the purpose of providing a system of internal controls, which are raised at weekly Operational meetings. Due to the size of the business, any risks and issues are debated and delegated to a member of the Senior Management Team to action and report back to the Group. If a risk is considered serious, a senior manager or Board member will use their report to the main Board to drive agreement on any further action. An internal audit function is not considered necessary or practical due to the size of the Group and the close day to day control exercised by both the Executive Directors. However, the Board will continue to monitor the need for an internal audit function.

PRINCIPLE FIVE

A Well Functioning Board of Directors

Here we:

- identify those directors who are considered to be independent; where there are grounds to question the independence of a director, through length of service or otherwise, this is explained.
- describe the time commitment required from directors (including non-executive directors as well as part-time executive directors).
- include the number of meetings of the Board (and any committees) during the year, together

As at 27 May 2021 the Board comprised: the Non-Executive Chairman, Simon Lee; the Chief Executive Officer, David Guyatt; the Chief Financial Officer; and two non-executive directors, Stephen Purdham and Simon Hember. Simon Lee, Stephen Purdham and Simon Hember are considered by the Board to be independent. Biographical details of the current directors are set out within Principle Six below and on the Company's investor relations section of the Company's web site. Executive and non-executive directors are subject to re-election at intervals of no more than three years. The letters of appointment of all directors are available for inspection at the Company's registered office during normal business hours.

The board consists of a full time executive CEO and CFO, with a non-executive Chairman and a further two non executive directors, the board meets every two month for a full board meeting, with other meetings as required. The board has 100% attendance by all board members. The Corporate Governance report on page 23 of the Annual Report provides more details.



Simon Lee
NON-EXECUTIVE CHAIRMAN

Simon Lee is an International Advisor to Fairfax Financial where he sits on the Boards of Brit Syndicates Ltd and Fairfax International (Barbados) Ltd. He is also on the Advisory Boards of Sherpa Technology and Perfect Cellar, a Non-executive Director of Atlas Mara Bank and President of Hospice in the Weald.

Until December 2013, Simon was Group Chief Executive of RSA Insurance Group PLC, a FTSE 100 company, operating at the time in 32 countries, employing around 23,000 people, writing c. £9 billion p.a. in premiums with assets of c. £21 billion. Previously, Simon spent 17 years with NatWest Group, working in a variety of roles including Chief Executive NatWest Offshore, Head of US Retail Banking, CEO NatWest Mortgage Corporation (US) and Director of Global Wholesale Markets.



David Guyatt
CO-FOUNDER AND CEO

Co-founder of Osirium, the management team is led by David Guyatt, who has over 30 years' experience in turning next generation IT products into successful technology businesses. He is a recognised pioneer in establishing the content security software market, being a co-founder and CEO of the Content Technologies group, which created MIMESweeper and became the recognised world leader in content security solutions, with a 40 per cent global market share, and was sold for \$1Bn within 5 years, the largest European cyber security acquisition at the time. Previous-

ly, David was Sales & Marketing Director at Integralis from 1990 to 1996, as it established itself as Europe's leading IT security integrator - now part of the NTT group.



Rupert Hutton
CHIEF FINANCIAL OFFICER

Rupert's most recent deal was while he was working at Artilium Plc and was instrumental in the sale to NYSE listed Pareteum for \$104.7 million (or £78.0 million). Rupert previously served for 12 years as Finance Director of AIM-quoted Atlantic Global PLC, a cloud-based project portfolio management software company, before being sold in February 2012 to KeyedIn Solutions, an international, US private equity backed software business based in Bloomington, Minnesota.

Rupert's early career was served as Group Finance Director of the Milton Keynes and North Bucks Chamber of Commerce Training and Enterprise. Rupert trained with Grant Thornton and has an AMBA accredited Masters in Business Administration and is a Fellow of the Association of Chartered Certified Accountants.



Steve Purdham
NON-EXECUTIVE DIRECTOR

Steve loves building technology companies from nothing to something. He has successfully been involved with building and exiting several businesses, locally and globally, including, building from scratch, a FTSE 250 company, SurfControl PLC, which reached a £1bn valuation at its peak and sold for over \$400m to Websense Inc in 2007. Other businesses include Indentum Ltd which was acquired by Trend Micro, B2C Internet music service WE7 Ltd which was sold to Tesco in 2012 and more lately 3ring Care Ltd which was a simple idea to help families care for their ageing loved ones. Over the years, Steve has won many business awards and awarded an Honorary Doctorate of Business at Teesside University in 2012.

Steve is currently Non-Executive Chair of Westfield Health a 102 year old Health and Wellbeing business headquartered in Sheffield whose ethos is to build and grow a sustainable business with the sole objective of giving back to make a difference to peoples lives each and every day.



Simon Hember
NON-EXECUTIVE DIRECTOR

Simon is the Founder and Managing Director of Acumin Consulting. Established in 1998, Acumin is a leading specialist for cybersecurity and information risk management recruitment and executive search operating throughout Europe and the US. Acumin has established relationships with end-user organisations, system integrators, consultancies and vendors across the security industry. Simon has expertise consulting around mergers and acquisitions, facilitating European market entry for high growth companies and working closely with industry leaders and venture capital to create new ventures and business development networks globally.

Simon is also Co-Founder and Director of RANT Events, the leading community of senior information security professionals who work within end-user organisations and a Director of Red Snapper Recruitment, which merged with Acumin in July 2015.

PRINCIPLE SIX

Appropriate Skills and Experience of the Directors

Here we:

- identify each director.
- describe the relevant experience, skills and personal qualities and capabilities that each director brings to the Board to demonstrate how the Board as a whole contains (or will contain) the necessary mix of experience, skills, personal qualities (including gender balance) and capabilities to deliver the strategy of the Company for the benefit of the shareholders over the medium long-term.

- explain how each director keeps his/her skillset up-to-date.
- where the Board or any committee has sort external advice on a significant matter, this is described and explained.
- where external advisers to the Board or any of its committees have been engaged, we explain their role.
- describe any internal advisory responsibilities, such as the roles performed by the Company secretary and the senior independent director, in advising and supporting the Board.

The Board currently consists of five directors, 2 executive and 3 non-executive and, in addition, the Group has engaged the outsourced services of:

- Martin Kay, from Blake Morgan LLP, the Company's lawyers to provide Company Secretarial services
- Randall and Payne a firm of Chartered Accountants to provide payroll and bookkeeping services.

The non-Executive directors are involved in a range of other businesses and these experiences over many years running successful businesses are brought to the Osirium Board. All Board members remain very active in other businesses. The CFO completes a range of CPD activity each year to maintain his FCCA qualification. The CEO has a wealth of experience growing small and medium sized businesses over the years and keeps abreast of all Cyber Market trends. The Board and any committee has access to any of the Company's external advisors. If a significant matter is identified, this is described and explained. The company NOMAD is also a regular attendee at the company's Board meetings in case any relevant matters are to be raised.

Where external advisers to the Board or any of its committees have been engaged, they are specialists in the required field to advise the Board on the best course of action. The Board takes its Corporate Governance very seriously and since IPO has appointed the Company secretary as an internal advisor and officer of the company. This role is performed by the Company's Legal Counsel in advising and supporting the Board in all relevant matters.

The Directors keep their skill up to date by attending industry events & seminars, attend workshops and Zoom meetings to keep abreast of legal and regulatory changes as required and are regularly updated by the Company Broker and Company Secretary.

PRINCIPLE SEVEN

Evaluation of Board Performance

Here we:

- include a high-level explanation of the Board performance effectiveness process.
- where a Board performance evaluation has taken place in the year, provide a brief overview of it, how it was conducted and its results and recommendations. Progress against previous recommendations should also be addressed
- include a more detailed description of the Board performance evaluation process/cycle adopted by the Company. This includes a summary of:
 - the criteria against which Board, committee, and individual effectiveness is considered;
 - how evaluation procedures have evolved from previous years, the results of the evaluation process and action taken or planned as a result; and
 - how often Board evaluations take place.
- explain how the Company approaches succession planning and the processes by which it determines Board and other senior management appointments, including any links to the Board evaluation process.

Simon Lee, as Chairman, continually assesses the individual contributions of each of the members of the team to ensure that:

- their contribution is relevant and effective
- that they are committed
- where relevant, they have maintained their independence.

The Company has not introduced a more formal evaluation process and Board does not consider it necessary to introduce a structured succession planning strategy. Key hires have been responsive to business needs (with replacement of leavers as required) and overhead priorities.

PRINCIPLE EIGHT

Corporate Culture based on ethical values and behaviours

Here we explain how:

- the Group's culture is consistent with the Company's objectives, strategy and business model set out in the strategic report and with the description of principal risks and uncertainties. The statement should explain what the Board does to monitor and promote a healthy corporate culture and how the Board assesses the state of the culture at present.
- the Board ensures that the Company has the means to determine that ethical values and behaviours are recognised and respected.

The Company monitors and promotes a healthy corporate culture, This is achieved on a daily and weekly basis by the Executive Directors and Senior Management Team being actively engaged with all members of the 'Osirium family'. Any issues are brought up and discussed and resolved at the weekly Operational Meetings so that the Board are able to assess the state of the culture on a regular basis. The Board ensures that the Company has the means to determine that ethical values and behaviours are recognised and respected as it has appointed an HR professional who has helped the Board ensure that any new legislation is implemented as appropriate and all HR policies and procedures are kept up to date and 'fit for purpose'. The Board recognises that their decisions regarding strategy and risk will impact the corporate culture of the Group as a whole and that this will impact the performance of the Group. The Board aims to lead by example and do what is in the best interests of the Company and treat all employees fairly.

The Board is very aware that the tone and culture set by the Board will greatly impact all aspects of the Group as a whole and the way that employees behave, and therefore leads by example.

PRINCIPLE NINE

Maintenance of Governance Structures and Processes

In addition to the high-level explanation of the application of the QCA Code set out in the chair's corporate governance statement, here we describe:

- the roles and responsibilities of the chair, chief executive and any other directors who have specific individual responsibilities or remits (e.g. for engagement with shareholders of other stakeholder groups).
- the roles of any committees (e.g. audit, remuneration and nomination committees) setting out any terms of reference and matters reserved by the Board for its consideration.
- which matters are reserved for the Board.
- any plans for evolution of the governance framework in line with the Company's plans for growth.

Board Structure and Committees

The Board is responsible to shareholders for the proper management of the Company. Matters reserved by the Board for its consideration are Appended.

The roles of the Chairman, CEO, CFO and NEDs and their responsibilities for the various sub-committees of the board are described on page 23 of the Annual Report and accounts.

Audit Committee

The duties of the Audit Committee are to consider the appointment, re-appointment and terms of engagement of, and keep under review the relationship with, the Group's auditors, to review the integrity of the Group's financial statements, to keep under review the consistency of the Group's accounting policies and to review the effectiveness and adequacy of the Group's internal financial controls. In addition, it has received and reviewed such reports as it from time to time requests from the Group's management and auditors. The Audit Committee has met at least twice a year and has unrestricted access to the

Group's auditors. The Audit Committee comprises Steve Purdham, Simon Lee and Simon Hember and has been chaired by Simon Lee.

The directors acknowledge that relevant corporate governance guidelines, including the QCA Code, state that the Audit Committee should not be chaired by the Chairman of the Company. The directors have considered the membership of the Audit Committee carefully and have concluded that, given the current composition of the Board, Simon is the most appropriate choice to be its Chairman. The Board regularly reviews the effectiveness of the Audit Committee. Once any further appointments have been made to the Board, the Audit Committee will be reviewed to bring its composition into line with corporate governance best practice guidance.

The terms of reference of the Audit Committee is Appended.

Remuneration Committee

The Remuneration Committee has responsibility for reviewing and determining, within agreed terms of reference, the Group's policy on the remuneration of Senior Executives, Directors and other key employees and specific remuneration packages for Executive Directors, including pension rights and compensation payments. It is also responsible for making recommendations for grants of options under the New Share Option Scheme. It has met not less than twice a year. The remuneration of Non-Executive Directors is a matter for the Board and no Director may be involved in any discussions as to his or her own remuneration. The Remuneration Committee comprises Steve Purdham, Simon Lee and Simon Hember and is chaired by Steve Purdham. Determination of Directors' and Senior Management's Salaries. The Remuneration Committee believes that the interests of the executive directors, other Group Company directors, senior management and staff and those of the shareholders and other stakeholders are best aligned by a remuneration policy that provides a base salary together with awards under the Group's Share Option Scheme and/or the award of bonuses paid for through the issue of shares. The Remuneration Committee reviews and determines annually directors' and senior management's salaries in relation to the tasks and responsibilities involved and the level of comparable salaries in the market place. In particular, the Committee seeks to ensure that salaries are competitive. In its final

determination of salaries, the Committee's conclusions are set within what is affordable.

The terms of reference of the Remuneration Committee is Appended.

Executive Director Service Agreements

Each of the executive directors has a service agreement with the Group. These agreements can be terminated by either party giving the other written notice at any time. Payments on termination are restricted to the value of the salary for the notice period.

Non-executive Directors

The fees payable to the non-executive directors are first reviewed by the Committee, taking into account market rates, following which it submits recommendations to the Board for approval. The non-executive director has agreed a letter of appointment which sets out his duties, responsibilities and fees.

PRINCIPLE TEN

Shareholder Communication

Here we:

- describe the work of any Board committees undertaken during the year.
- include an audit committee report (or equivalent report if such committee is not in place).
- Include a remuneration committee report (or equivalent report if such committee is not in place).
- if the Company has not published one or more of the disclosures set out under Principles 1-9, the omitted disclosures must be
 - identified and the reason for their omission explained.
 - include historical annual reports and other governance-related material, including notices of all general meetings over the last five years.

The Board is committed to maintaining good communication and having constructive dialogue with its shareholders. The Group has close ongoing relationships with its shareholders. Institutional shareholders and analysts have the opportunity to discuss issues and provide feedback at meetings with the Group. In addition, all shareholders are encouraged to attend the Group's Annual General Meeting. Investors also have access to current information on the Group through its website, www.osirium.com. In addition, David Guyatt and Rupert are available to answer investor relations enquiries.

The Board discloses the outcomes of all shareholder votes by publishing on the Regulatory News Service (RNS), in a clear and transparent manner.

Should there be a circumstance where a significant proportion of votes (e.g. 20% of independent votes) have been cast against a resolution at any general meeting, the Company would include, on a timely basis, an explanation of what actions it intends to take to understand the reasons behind that vote result, and, where appropriate, any different action it has taken, or will take, as a result of the vote. This has occurred once in the history of the Company – at its 2019 AGM when authority was taken for a non-pre-emptive equity allotment and the authority was used for the purposes of a fundraise later that year.

The Company website includes historical annual reports and other governance-related material from IPO, including notices of all general meetings, and Interim and Annual Accounts that contain a mine of historical and current information.

Appendices

[Matters Reserved for the Board](https://osirium.com/resources/investor-docs/osirium-matters-reserved-for-the-board.pdf)

<https://osirium.com/resources/investor-docs/osirium-matters-reserved-for-the-board.pdf>

[Audit Committee](https://osirium.com/resources/investor-docs/osirium-audit-committee-terms-of-reference.pdf)

<https://osirium.com/resources/investor-docs/osirium-audit-committee-terms-of-reference.pdf>

[Remuneration Committee](https://osirium.com/resources/investor-docs/osirium-remuneration-committee-terms-of-reference.pdf)

<https://osirium.com/resources/investor-docs/osirium-remuneration-committee-terms-of-reference.pdf>




About Osirium

Osirium is the UK's innovator in Privileged Access Management. Founded in 2008 and with its HQ in the UK, near Reading, Osirium's management team has been helping thousands of organisations over the past 25 years protect and transform their IT security services.

The Osirium team have intelligently combined the latest generation of Cyber-Security and Automation technology to create the world's first, built-for-purpose, Privileged Protection and Task Automation solution.

Tried and tested by some of the world's biggest brands and public-sector bodies, Osirium helps organisations drive down Business Risks, Operational Costs and meet IT Compliance.



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