

Cybercom Group
Company Presentation and Sustainability Report 2014

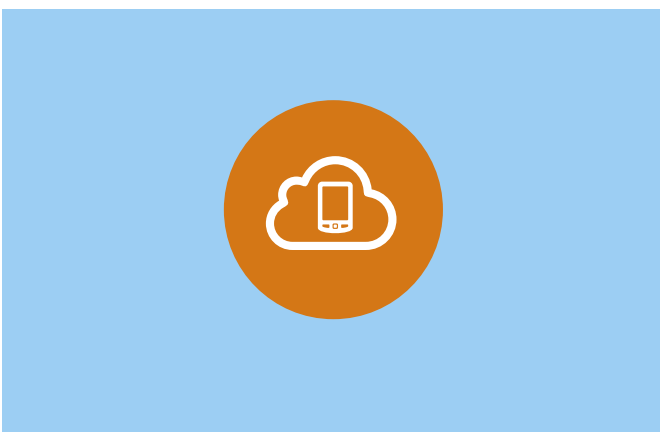
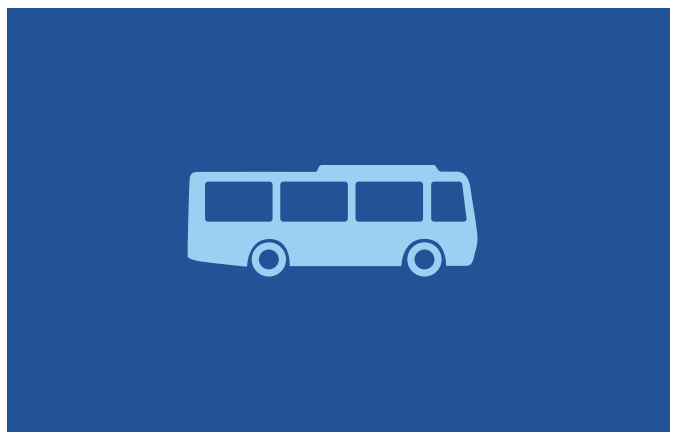
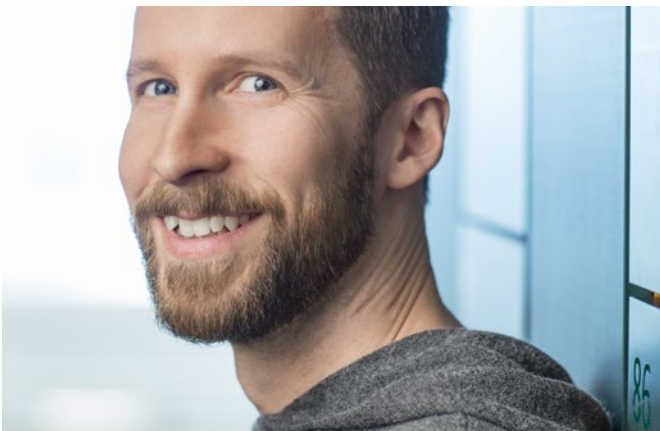


We work every day at Cybercom to connect people, machines and services to get them to work more smoothly together. We call this Connectivity, and the result is intelligent solutions that can achieve more and that give more. Properly used, IT shrinks distances and gives greater opportunities to more people. Connectivity represents easier, cleaner and more secure business and society in which we come closer to one another.

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ABOUT THE REPORT This report is Cybercom's combined annual report and sustainability report for 2014. It is presented as the Company Presentation and Sustainability Report, and as the statutory Annual Report, which includes the director's report, financial statements and corporate governance report. The consolidated financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS), and the corporate governance report complies with Chapter 6, Section 6 of the Annual Accounts Act and Item 10 of the Swedish Code of Corporate Governance. Cybercom's sustainability report is presented in accordance with the GRI G4 international guidelines for sustainability, Core Option. The GRI index can be found on pages 50–51, and more information about indicators, methods and assumptions can be found in a GRI appendix at www.cybercom.com/griappendix. Cybercom signed the UN Global Compact in 2011, and complies with its ten principles for responsible business. This report is Cybercom's annual communication about how we live up to and work with these principles.





The year in brief

2014



KEY EVENTS

Cybercom continued to strengthen its position in security and was engaged by the Swedish Tax Agency and the Finnish Population Register Centre to develop national identification services for citizens in Sweden and Finland.

Cybercom was entrusted by Ericsson to deliver several new agile teams and, as a consequence, established a new office in Kista.

Cybercom continued its major development and administration project of web-based services for students and training providers for the Finnish National Board of Education.

Cybercom won several new framework agreements, such as with SIDA, the Swedish Tax Agency, the Swedish Enforcement Authority and the E-identification Board, and Tele2 chose Cybercom as its strategic partner for machine-to-machine communication (M2M).

Cybercom was re-awarded a contract to manage and develop Finnish media company MTV's consumer-based e-services. MTV has the most comprehensive range of e-services in Finland, including on the websites MTV.fi, Katsomo.fi and Luukku.com.

Cybercom was awarded expanded assignments by the Swedish Armed Forces and the Swedish Defence Materiel Administration (FMV), including an assignment for development and implementation of logistics systems over four years.

Cybercom's Compliance Portal was selected for the management of information security by several new clients, including Svenska Spel, Eltel and Stockholm County Council.

Cable & Wireless Communications selected Cybercom for several Connectivity Management assignments for mobile networks in the Caribbean.

Cybercom was awarded outsourcing business for the development of infotainment with Volvo Group Trucks Technology.

Cybercom implemented WyWallet's Multipay mobile payment service so that e-retailers can offer mobile phone payments to connected consumers.

Cybercom's software for wireless Bluetooth® technology, blueGO, continued to gain ground among international automakers.

UN Secretary-General Ban Ki-moon visited Cybercom together with Swedish Prime Minister Fredrik Reinfeldt and Migration Minister Tobias Billström to discuss migration issues, technology and sustainability. Cybercom was also exclusively invited to participate in the UN Climate Change Summit in New York to discuss innovative technologies as tools for a sustainable future.

Cybercom and the Swedish Film Institute created an app called Tillgänglig Bio that has audio description so that people with visual impairments can experience film with through a smartphone or tablet. The service was launched with the film Gentlemen at the Film Festival.

Cybercom's contract as an expert partner to TomTom was expanded in Poland for the development of digital mapping services.

Cybercom launched its Procurement Check tool, which is free of charge for everyone in the industry, both colleagues and clients, to help businesses and government agencies to procure more secure IT.

Cybercom's headquarters and Stockholm office moved to a new activity-based facility located centrally in Stockholm.

The year in brief

KEY FIGURES

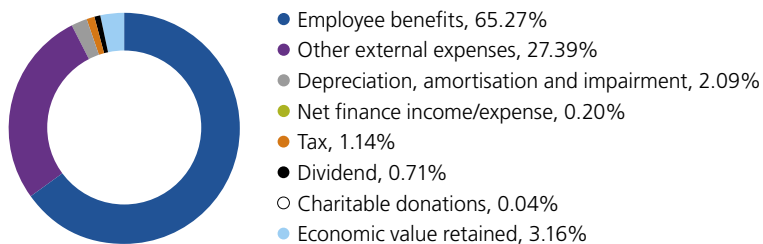
SEKm	2014	2013	2012
Sales	1,262.9	1,195.1	1,339.2
Operating profit, EBIT	65.8	60.2	-11.4
EBIT margin, %	5.2	5.0	-0.9
Profit/loss for the period	48.8	41.5	-53.1
Earnings per share, SEK	0.27	0.23	-0.67
No. of employees	1,307	1,267	1,335

GENERATED AND DISTRIBUTED DIRECT ECONOMIC VALUE

SEKk	2014	2013	2012
Generated direct economic value			
Revenues	1,262,887	1,195,135	1,399,202
Distributed direct economic value			
Employee benefits	-824,303	-793,840	-892,081
Other external expenses	-345,921	-314,732	-476,539
Depreciation, amortisation and impairment	-26,373	-26,199	-29,857
Capital losses	-	-	-11,792
Net finance income/expense	-2,490	-6,904	-16,354
Tax	-14,440	-11,811	-25,314
Dividend*	-9,022	-	-
Charitable donations	-521	-142	-352
Economic value retained	39,817*	41,507	-53,087

*) Provided that the Annual General Meeting approves the Board's proposal, equivalent to 18.5% of net profit

DISTRIBUTED VALUE 2014



Cybercom in 3 minutes

We make everyday services more secure, easier and more sustainable

Cybercom is an innovative IT consulting firm that was founded in Sweden in 1995. We assist companies and organisations to benefit from the opportunities of the connected world and to enhance their competitiveness.

Cybercom in 3 minutes

- Some of our largest clients
- Alma Media Group • Cable & Wireless Communications • Ericsson
 - Finnish National Board of Education • Millicom • MTV
 - Swedish National Police Board • Saab • Swedish Tax Agency • Sony Mobile
 - Stockholm County Council • Volvo

Connectivity

We help our clients to connect their products or services from a business perspective. Connectivity is about the new realities and new opportunities that we face, in which companies, cities, electronic devices and people are online, all the time. Many companies have been able to restructure their entire business and to enhance their profitability through Connectivity. For us, Connectivity also stands for sustainability – our clients can save both time and resources through innovative and climate-smart Connectivity solutions.

Offering

We provide consulting services, strategy and advice, testing and quality assurance, system development, systems integration and support for secure IT solutions. Once services are established, we assist with system administration and hosting in cloud-based services. A typical Cybercom assignment may be the development of standards for systems in e-health, development of mobile applications or digital services to enhance the quality of communication between companies and clients or society and users, controlling electronic equipment such as elevators or driverless trains, developing services to measure and optimise energy consumption, or building a new mobile network.

Clients

Our strength and our excellent references in Connectivity position us as a preferred partner of clients who selectively choose suppliers to secure stronger and more sustainable development. Our clients are mainly in telecoms, industry and the public sector, as well as in commerce and the media. These are leading companies and authorities that require systems, applications, products and services to communicate with each other quickly, efficiently and securely – and in the right way.

Employees

We are more than 1,300 employees in seven countries, with over 60% in Sweden. Our average age is 38, and 90% of us have a university degree. Our core values are innovation, passion and trust, and we live by these in our daily operations and in our deliveries.

Cybercom locations

Our principal market is the Nordic region, with operations in Sweden, Finland and Denmark. In our international operations, we have major centres of excellence that both support the Nordic business and represent their own specialised operations. These are located in Poland, India, Dubai and Singapore.

 **Sweden**

- Göteborg
- Husvarna
- Karlskrona
- Linköping
- Malmö
- Stockholm
- Sundsvall
- Östersund

Telecom
Public sector
Industry
Commerce

 **Finland**

- Helsinki
- Tampere
- Turku

Public sector
Industry
Media

 **Denmark**

- Copenhagen

Telecom
Public sector
Banking and finance

 **Poland**

- Lodz
- Warsaw

Telecom
Commerce
Industry

 **India**

- Mumbai

Telecom
Industry

 **Dubai**

Telecom

 **Singapore**

Telecom

GEO comment

We live in exciting times

Cybercom has developed substantially in 2014, and so has our world, not least because of the opportunities offered by technology. During the year we came closer and closer to our goals and achieved one of our key milestones, to once again become a growth company. Cybercom has taken market share – an achievement that shows we are making a stronger impression and that our Connectivity offering is attractive.

We seek to be our clients' foremost business partner in the connected world. We work every day at Cybercom to connect people, machines and services in order to get them to work smarter together. We call this Connectivity, and the result is intelligent solutions that can achieve more and that give more. Properly used, IT strengthens businesses, shrinks distances and gives greater opportunities to more people. Connectivity represents an easier, more efficient and more secure society in which we come closer to each other. This is what we are passionate about at Cybercom; we want to boost the performance of our clients, their clients, our employees and our fellow human beings in a connected world. This is the path to a better and more sustainable future for our clients and for us as a company. Connectivity is boundless, it sets the path for new ways of doing business and for knowledge transfer, and it democratises, eliminates distance, improves energy efficiency, alleviates administrative burdens and creates more time to just be present – if we want it to.

Agile change management strengthens our business position

We are in the midst of a positive journey of transformation towards our goals (see pages 14-17). We are building a larger Nordic business and developing our sales processes by using a key account structure. This has yielded excellent results during the year. We are forging stronger links with our selected clients and supporting them in their changes. It's about creating efficiency and stronger competitiveness through benefitting from the opportunities of the connected world – as well as about managing the risks through our unique security expertise.

Our client portfolio has become more

balanced in 2014, and exists mainly in three segments: telecom, industry and the public sector. This provides a stable foundation and a way for us to mitigate the risk of decreasing demand in specific industries. It also provides an opportunity for skills transfer between companies, organisations and public authorities, with Cybercom acting as a catalyst. Our advisory team of consultants is sought after to manage transformations of operations and businesses, and this is moving us higher up our clients' value chains. We have increased our investment in these services during 2014.

One of our objectives is to increase our proportion of turnkey projects. This is in line with our strategy to be closer to our clients' core business, and is also an enabler for us to create more sustainable profitability. It is also these assignments that create the conditions for Blended Delivery through our centres of excellence in Poland and India. Our geographic breadth and global delivery capabilities are increasingly critical in business dialogue.

Viable structural capital

We are working in the right direction, but we can deliver better results by conceptualising our services – benefitting from our expertise, our unique experience and innovative culture – in a number of priority areas of high growth. Our reusable solutions help to create greater value for both our clients and for Cybercom. We have packaged these more clearly during the year, and adapted them into attractive market offerings.

This is an important investment to strengthen our brand and our profitability going forward. For example, our performance in the public sector has been excellent with our digital identification services in both Sweden and Finland. Digital identification services are one of our packaged services, a valuable part of our structural capital. Our packaged services

GEO comment

have improved our internal ability to work across company and country boundaries, and Cybercom is now a more integrated corporate business. We still have efficiency gains to achieve by becoming even more focused on our client offering and by ensuring that our cost structure supports it.

A borderless business environment

Cybercom operates in a highly competitive market. Throughout 2014, we saw a Nordic environment of both initiatives and restraint, with several new and active providers from far and wide. Major procurements were conducted, and much time has been spent on dealing with price pressure, which could adversely affect quality and lead to short-term actions that could harm our clients' deliveries. Cybercom took several initiatives to counter this, including the launch of our Procurement Check, which we offer free of charge to the entire industry to help businesses and government agencies to procure more secure IT. It is a concentrate of the internationally established regulations and an important checklist.

The price pressure in the market is not sustainable, and it is positive that fewer and fewer procurers are relying on negotiating on price as the strongest parameter. Procurements conducted entirely on price often bring short-term gains, short-lived solutions, sometimes at the expense of security, and sometimes the irresponsible use of resources and investment. A false economy. Cybercom seeks to play an active role in countering this trend.

The market situation in recent years appears unlikely to change in the near future. We navigated well through 2014, and our growth of 6% in a market that is growing by 3% is a clear testament to that. Our profitability did not follow the same favourable trend as our



growth. Implementation of our long-term strategy and our ability to quickly adapt to changes in the market will be even more important in future. In the current market, we are building up partner networks with consultants and suppliers to create a healthy and more seamless ecosystem.

Innovation oxygenates our future

Connectivity in itself is a great enabler for implementing tough business goals and for improved sustainability. Our strength and our excellent references position us as a preferred partner of many clients who selectively choose suppliers to secure a stronger future. This is important for our employees, and is having an increasing impact in the target groups we recruit from. In 2014, 330 new employees joined us and more than half of these were under 30. This is significant for Cybercom, and is something we are actively working towards.

One challenge for us and for our industry is the future supply of skills. According to the European Commission, there will be a shortage of over one million programmers in Europe by 2020. This is a reality we deal with daily, and we see our recruitment base as global. Our responsibility is to increase both interest in, and understanding of, IT among young people, including more young women. Cybercom has taken several initiatives in this area together with various forward-moving partners and organisations. We are proud that the AllBright Foundation recognised Cybercom as the best in our industry in terms of numbers of women in management and on the board, but we can improve this. We want to increase the proportion of women in the

industry and among our employees.

Our voice has been heard in the public debate, and we have been invited to important talks with new businesses and in new contexts. An example of this was when UN Secretary-General Ban Ki-moon chose to discuss the world's future and cross-border supply of skills with Cybercom during a visit to Stockholm in May. He invited Cybercom as a role model to represent the new innovative technology and expertise necessary to enable sustainable development in the world. We consequently participated in the UN Week in New York in September.

Cybercom is part of a large global transformation through the daily efforts of our dedicated employees. It is my role, and the role of management, to release each employee's vision and ability, creating a dynamic and innovative working environment. I am pleased that that we are achieving greater and greater success with each year, as evidenced by our employee survey. Another indication of the success of these efforts is that our employee turnover decreased significantly for the third consecutive year. This is a win for us.

In 2012, we laid the foundation of the strategy we follow today and, accordingly, we developed the company to be profit-making in all its parts in 2013. The next step was to return the company to growth, which we achieved in 2014. We are now aiming to create more value for our shareholders, clients and employees by developing our operations closer to our goals of achieving more profitable growth and generating more sustainable business with a DNA of passion, trust and innovation.

Niklas Flyborg
President and CEO

Cybercom implements assignments for clients in many places in the world. In Rwanda, we are helping an operator with mobile networks. Mobility in developing countries enables entrepreneurship among disadvantaged people, and access to the internet contributes to the dissemination of knowledge.



A

CYBERCOM CONNECTIVITY

Use

B

Thought approaching action

As the world shrinks, more ideas become reality, technology becomes available and more people are given opportunities.

The market

Borderless technology lays the foundation for our future

The amazing technological advancements of recent years have brought the emergence of entirely new ways to consume goods and services. These in turn are creating new markets and the need for entirely new business models. Cloud services, personal privacy, mobility, security and sustainability are cornerstones on which future operations must be based.

40,900,000,000

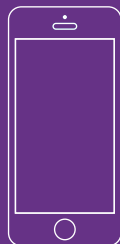
The number of connected devices in the world by 2020
(an increase of over 50% from today's levels)
Source: ABI Research

6%

Cybercom's growth in 2014.
Estimated industry average 3%.
Source: Radar Group International

The number of vehicles with internet
access will increase more than six-fold
by 2020. Source: IHS Automotive

×6



42% of the global
population will own
a smartphone by the
end of 2015. Source:
Forrester Research

374%

Estimated increase in the global market
value of IoT solutions from 2013 to 2020.
Source: IDC forecasts

The market



Today's tech-savvy users demand more and can do more on their own

IT's role in companies has changed and has become a crucial part of business strategies, giving modern leaders new challenges when it comes to the inclusion of connectivity in their operations, business and in the actual services.

Where information is stored, and how users access it, are also changing. Today's tech-savvy users demand more and can do more on their own. This requires effective use of secure and reliable networks to manage the increasing complexity of the networked landscape.

The Internet of Things (IoT) is the platform on which value-added services are built. Ex-

perts predict that, within five years, one in ten white goods will be connected to a data cloud that allows the user to remotely control home appliances using a mobile phone. The IoT shifts IT and computing power into the actual products, from having previously been on the sideline. There are two distinct tracks: The products are supplied connected to a cloud of peripheral services, with built-in sensors that record data. The data collection can be used to update bugs, diagnose faults and predict maintenance needs, which in turn leads to increased availability and reliability.

Through analysis of the collected big data, companies can also draw conclusions about how the end customer uses the product, in constant dialogue in real time. And based on this information, the next generation of products and offers can be made even better.

There is huge potential in connectivity, with effects such as more rapid time to market, better-developed products, increased sustainability and greater cost efficiency. Cybercom's strategy is founded on these connectivity opportunities and builds on our vision of being our clients' foremost business partner in the connected world.

Market trends driving the business

Machine-to-machine

M2M has taken the step beyond being one-to-one communication and today often involves interconnected systems between many devices that convey information that can assist businesses and individuals.

Internet of Things

Things are connect to cloud services and can be managed, updated and operated irrespective of where they are.

Digitisation

The public sector's extensive development of e-services is one of many examples of how connectivity is increasingly becoming an important part of the way society functions for businesses and individuals.

Delivery models

Companies are investing in online solutions and e-commerce services to reach new customers and markets.

Security

All roads to our digital future pass through security, but applications will need to take a more active role, opening the way for multi-faceted security strategies.

Sustainability

New lifestyles and values are taking hold. Ethics are becoming increasingly important and more and more companies and organisations are embracing sustainability in their business models.

Cloud services

Users can access all the services they need – and only pay for what they use. Brings positive effects of reduced IT investment and increased sustainability.

The market

Different business drivers

In order to be a credible business partner we must understand our clients' business and business models. It is equally important to evaluate our clients based on what defines their client relationships. This is one of the main keys to our success.

Connectivity is an enabler for both increased production and resource efficiency, particularly through energy savings. Different drivers and business logic govern the different perspectives in the connected world. This insight creates solutions for a more sustainable future. With more connected devices (mobile phones, screens, machines and people) in the world, demand for secure technical solutions is increasing continuously. The market potential is enormous. Society, different services and businesses are going digital, and as a result expectations are rising among consumers of what technology can achieve, but this places greater demand on

companies to understand the different driving forces. Industry is becoming more efficient through machine-to-machine, or is becoming smarter through the Internet of Things.

Public authorities and agencies are widening their services to users, and society is becoming more integrated and efficient. Similarly, cities are becoming smart and more user friendly for residents. More and more consumers are becoming digital, connected, more aware and agile. New services are being created and new unexpected companies are changing the rules of the game in a market that is becoming global and growing at a very rapid pace.

The market

M2M

Industry is becoming more efficient through M2M, or is becoming smarter through the Internet of Things.



Connected Industry

Our clients here are mainly B2B, often with a product-based business. They usually have the ambition to develop and maximise value, and they price their offering based on how well they solve end user problems. Key drivers are primarily about costs.

Examples of assignments:

Everything from basic web systems that, for example, coordinate logistics to save time and fuel, to complex systems that manage usage and result in reduced resource requirements and lower energy use in production.



Connected Consumer

Our clients are suppliers of products and services to the consumer market, such as telecom operators, automotive manufacturers and product development companies. Key drivers are need fulfilment, news value, user experience and brand loyalty among end customers. This is about creating a desire to own something in order to enhance sales, and also about holding a dialogue with customers and allowing them to influence the services.

Examples of assignments:

Smart alarms for Verisure, customer experience management for Tigo, infotainment solutions and blueGO for international automakers, and a mobile app with payment solution for SF.



Connected City

Clients in Connected City are mainly companies offering services associated with a secure, clean and resource-efficient society. Intelligent transport systems, online navigation systems, communication between vehicles and smart systems for energy and water supply, all aimed at optimising the operation of cities. The drivers are often influenced by policy initiatives, productivity and legislation.

Examples of assignments:

Everything from security processes for information management and compliance to remote control systems for the transport and infrastructure within buildings or externally in the urban environment.



Connected Citizen

Our clients are the public sector and companies that provide services to citizens linked to welfare and agencies that ensure security, service and participation. The drivers are mainly influenced by legislation, cost savings, productivity and policy initiatives.

Examples of assignments:

Identification solutions for authorities in Sweden and Finland. Signature services for the Swedish Tax Agency. University application procedure for the Finnish National Board of Education.

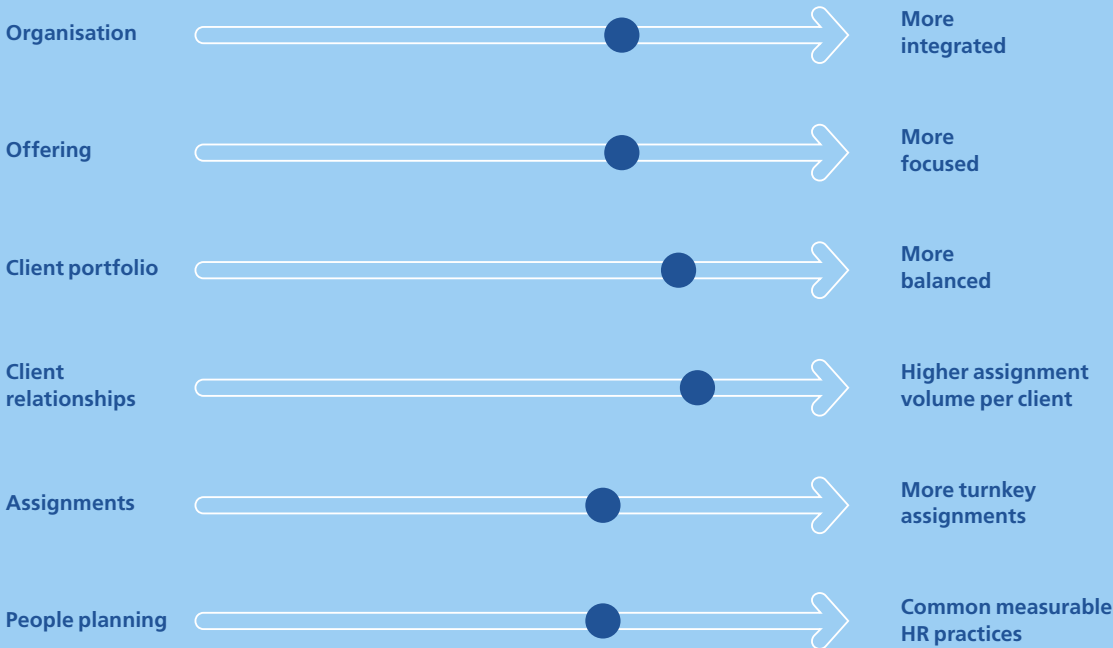


Strategy

Agile process of transition towards profitability target

The priority over the past three years, to enhance profitability through strategic action, streamlining and transition, has borne fruit. We laid the foundation in 2012, and in 2013 we developed the company to be profit-making in all its parts. In 2014, we returned the company to growth. We are getting closer and closer to our goals.

Strategic transition



Strategy



Cybercom has returned to growth and is taking market share

Connectivity – a sustainable business

Sustainable business is an important part of our strategy, and we are positioning ourselves with a comprehensive range of services that enable sustainability. Wider utilisation of Connectivity improves the sustainability of companies and organisations, saving time and resources through, for example, smart cities, less freight, fewer production errors and reduced energy use.

An integrated company with a uniform approach

Step by step, we are melding Cybercom into an integrated organisation with a common sales structure, common support functions and consistent global delivery capabilities. By applying a consensual approach with a common culture and with common values, we are even better able to work across boundaries, between countries and offices, and allocate resources and skills to best effect.

Focused service portfolio

Previously, Cybercom was a broad-based provider of IT solutions, assisting our clients on many different issues and with a relatively small share of each client's business. Today we focus on three service areas where we can offer the greatest business value: Connectivity Management, Connectivity Solutions and Secure Connectivity. We have conceptualised our structural capital into packaged services to enhance sales volumes in areas with high growth, making it easier for our offices to sell our services.

Balanced portfolio of clients and larger assignment volumes

We have deliberately adjusted our client portfolio in recent years by actively reducing our client numbers. We focus on strategically selected clients to whom we can deliver greater business. As a key supplier offering greater value, we increase the profitability of each piece of business and simultaneously build up stronger relationships with our clients. We have historically had a high level of exposure to the telecom sector, and we have developed valuable and important telecom and internet expertise that can be applied in all industries. Clearer client follow-up allows us to generate closer client relationships, and an important part of this is the establishment of our key account managers, who make a greater impression with our clients through cross-selling and turnkey solutions.

Business models

Corporate purchasing of IT has changed radically in recent years, and projects have become more complex. Cybercom has two main business models that address clients' changing purchasing patterns.

It has been a long time since IT was simply an issue for IT departments. Today's clients are increasingly involved in the business operations of their companies. Meanwhile, the focus of demand in IT is shifting from servers and network devices to services and solutions. We see two clear trends in buying habits today.

Transactional purchasing, or buying expertise by the hour, is in decline, according to Radar Group. Here, the client knows what they want and buys specific expertise based on price and simplicity.

Meanwhile, we are able to observe that **complex projects** are on the increase. The demand for customised value increases when the services are purchased by the business operations. In this case, they are not as technically oriented as IT departments, but are more inclined to buy based on expertise and brand, and are more likely to require turnkey assignments. Cybercom will increase its proportion of turnkey assignments and achieve an even balance of the two business models. Our objective is for assignment business (turnkey assignments and projects) and transaction business (consulting services) to each represent 50% of our total delivery.

Blended Delivery

The shift towards a greater share of professional turnkey assignments also gives us even greater opportunities to provide Blended Delivery. By staffing our assignments with different skills and experience from our various countries, based on the nature of the assignment, we can reduce our costs without revenues being affected. This is possible because we are the interface with the client and we are responsible for strategy and delivery.

Value-creating employee organisation

Cybercom's success is based largely on close client relationships through our dedicated and skilled employees. We will continue to drive the development of a group-wide approach, with uniformly conducted people planning. Efforts such as common methods and training will allow us to clearly structure our employee organisation to address client needs based on our offering.

Targets and outcomes

Nordic leader

Cybercom should be regarded as the most well-known and respected brand in Connectivity among clients and employees, on the labour market, and among our shareholders. Over the next two years we will become a leading provider of Connectivity services in the Nordic market, combined with a valuable global delivery capability.

Financial targets








The board established long-term financial targets and guidelines for Cybercom in 2011.

- Target met
- Positive development
- Negative development

Area	Description of target	Outcome 2014	Status
Profitability	Cybercom shall be one of the more profitable companies among its closest comparable competitors and achieve an EBIT margin of 10%.	EBIT margin was 5.2% (5.0).	●
Growth	Cybercom shall strive to achieve growth of 10% annually over the business cycle.	Sales increased by 6% (-11).	●
Acquisition policy	Organic growth and profitability are the key objectives for Cybercom, but selective acquisitions that create value and contribute to growth will be assessed against this strategy.	There were no acquisitions during the year.	●
Debt policy	Cybercom shall have net debt that does not exceed 30% of equity over time.	Net debt amounted to 6% (10).	●
Dividend policy	Cybercom shall pay a dividend to its shareholders of at least 30% of net profit, provided that no special considerations exist with regard to the company's financial position or plans.	Considering the company's improved financial position and stabilised profitability, the board proposes that the AGM endorse a dividend of SEK 0.05 per share, representing 18.5% of net profit.	●

Targets and outcomes

Operating targets

Area	Description of target	Outcome 2014	Status
Client portfolio	We will achieve a balanced client portfolio with 30% of sales from telecom, 30% from the public sector and 30% from manufacturing industry.	Telecom 32% (36) Public sector 29% (25) Industry 23% (22) Other 16% (17)	
Client base	We will broaden our client base so that our ten largest clients account for no more than 35% of sales and so that no single client accounts for more than 15% of sales.	The ten largest clients accounted for 40% (43) and the largest client accounted for 15% (13) of sales.	
Assignment types	We will achieve an even distribution of sales between consulting services and turnkey projects/solutions in our assignments.	Turnkey assignments and projects 39% (38) Consulting services 61% (62).	
Our role as an employer	We will enhance the dedication of our employees by providing them with an attractive working environment, good terms and conditions, and useful opportunities for professional development. We are actively working to increase our diversity to create a dynamic and innovative working environment. We measure this through a group-wide employee survey called Cybercom People Voice, in which our long-term goal is 700 out of a possible 1,000 on the employee motivation index.	Our employee motivation index totalled 610 (583).	
Sustainable business	We will increase the amount of sustainable business with our clients. We measure this by looking at what business contributes to sustainable development and responsible use of resources through, for example, cost savings, efficiency, security and reduced use of resources that have a negative environmental impact.	At Cybercom's ten largest clients, 27% of assignments have contributed to improved sustainability through efficiency, cost savings or a reduced degree of exploitation of the earth's resources.	
Business ethics	High ethical standards will be a part of our DNA and permeate all our activities and all our business. In December, Cybercom launched its internal certification in anti-corruption and the code of conduct. We will measure and monitor the number of certifications in the group. We monitor the number of possible incidents in the group and the number of suppliers and partners that have signed Cybercom's code of conduct for suppliers and partners.	37% of Cybercom's employees, including the entire board and senior management team, have completed the certification. No incidents have been reported. Better systems will be introduced for monitoring the supplier code of conduct.	
Environmental impact	We will reduce our CO ₂ emissions as a result of travel per revenue krona by at least 5% between 2011 and 2015.	Since 2011, CO ₂ emissions as a result of travel per revenue krona have decreased by approximately 17% .	

A

leer





Easier to share

Connectivity makes it easier to share things with each other. This saves you money and gives nature a break, without you even having to think about it.

Services provided

We empower our clients in a connected world

We live in a digital world in which the Internet of Things, machine-to-machine communication and mobility are commonplace. It is estimated that every person on earth will have on average 2.7 online mobile devices by 2017. To understand this future is to understand that the key to success lies in the development of Connectivity.

We therefore offer flexible services based on business value and sustainable Connectivity solutions. With our service areas in the connected world, we enhance security, reduce time to market and improve our clients' performance.

2017

It is estimated that every person on earth will have on average 2.7 online mobile devices by 2017



Services provided



Connectivity Management

Expertise and advice for mobile networks

Cybercom provides advice, industrial and security analysis, expansion and upgrades of networks, and development of new mobile networks. Our consulting services facilitate and streamline the expansion and modernisation of the networks that connect people and equipment, wherever they are. Our main fields in Connectivity Management are mobile network quality, operational efficiency, customer experience management and green networks.



Connectivity Solutions

New business and services to more people, around the clock

We help our clients to develop existing and new services and to build intelligence into products, systems and mobile solutions. By getting to know our clients’ businesses we can develop communication solutions with clear potential to streamline processes and improve user experiences. Our clients can benefit from digital opportunities to enhance their relationships with their end customers, boost growth, reduce costs, improve productivity and become more profitable. Our expertise covers areas such as connected devices, platform development and online strategies, hardware, embedded systems, cloud-based solutions, digital channels and operational efficiency.



Secure Connectivity

Secure and accessible business

Businesses are becoming increasingly digital and mobile, while demands for accessibility, privacy and protection are intensifying. We identify and minimise IT risks for our clients at an early stage. We develop security policies and compliance services, establish risk management techniques and provide advice on how sensitive data can be protected.



Cybercom delivers the entire chain – irrespective of service area.

Packaged solutions

Viabile capital structure offers enhanced client value

We are constantly developing our expertise and experience in the field of Connectivity. By conceptualising our services into a number of priority areas of high growth, we can help to create maximum value for both our clients and Cybercom.



Packaged solutions



Customer Experience Management

Our Customer Experience Management (CEM) package of services helps mobile operators to obtain a comprehensive view of how the end user experiences quality of service. Cybercom collects and collates both the subjective experience of end customers and actual network performance to identify improvements. Effective changes can improve the end user's experience of the service. A sustainability impact of CEM is that performance improvements reduce the daily battery consumption of mobile phones, resulting in shorter charging times and lower power consumption.

Thanks to Cybercom's CEM services, mobile operator Tigo Rwanda has been able to implement measures to reduce customer churn and increase data usage, which resulted in increased revenue. CTO at Tigo Rwanda:

"The outcome of Cybercom's CEM service enabled us to identify areas for improvement that have a direct impact on the experience of Tigo's users.

” The outcome of Cybercom's CEM service enabled us to identify areas for improvement that have a direct impact on the experience of Tigo's users.



Compliance Management

Successful compliance management requires a comprehensive connected methodology, designed to protect and enhance business value. Our Compliance Management solutions are designed to be able to handle a wide range of compliance processes and maintain accountability throughout the client's organisation. Cybercom's Compliance Portal is a concrete support to control content, reduce costs, manage risk and comply with applicable requirements. The portal is designed to make this easy and flexible, while providing an easy view of the organisation's compliance in real time.

"AB Svenska Spel is certified to ISO/IEC 27001, WLA and PCI DSS, and as part of efforts to strengthen our internal governance we are currently implementing compliance system support. Cybercom's portal meets our needs to achieve success with this," says Jörgen Myhlén, group head of security, AB Svenska Spel.

” Cybercom's portal meets our needs to achieve success with this," says Jörgen Myhlén, group head of security, AB Svenska Spel.

Packaged solutions



Connected Identity

In a connected organisation there is a risk of aspects of security becoming an obstacle to collaboration. But at Cybercom, we work with security solutions that instead become an enabler. We implement major turnkey assignments for national infrastructure in e-identification and e-health, and solution deliveries around our own flexible log-in platform, IdentityHub, for secure access to information, e-services and applications regardless of whether they are internal, with partners or in the cloud.

Cybercom has for many years been responsible for application support and development of Inera's important HSA Directory Service, which manages information about individuals, functions and units at county councils, municipalities and private healthcare providers. E-health services at the national level in Sweden like the 1177 Vårdguiden, Pascal, Nationell Patientöversikt and Mina vårdkontakter are examples of services that retrieve contact information and/or permission-based information from the directory service.

"The requirements for permission administration and access control are becoming more stringent, and it would not be possible to introduce effective national security solutions without HSA. We are very pleased with Cybercom, which is a benchmark for a provider that takes responsibility for all aspects," says Henrika Littorin, service manager at Inera.

” We are very pleased with Cybercom, which is a benchmark for a provider that takes responsibility for all aspects.



Cybercom blueGO

Cybercom blueGO is a software product that enables manufacturers of automotive infotainment systems to integrate Bluetooth® easily and securely, reducing both development costs and time to market. The technology provides motor vehicle manufacturers with the latest Bluetooth® functionality in a system that functions with all mobile phones on the market.

Cybercom blueGO is growing in popularity among all of the world's major automobile manufacturers and their suppliers. The product has enabled our clients to minimise their numbers of complaints thanks to a powerful and well developed design that is continuously subject to comprehensive compatibility testing with the mobile phones on the market. During 2014, more than 10 million vehicles were equipped with integrated Bluetooth® technology from Cybercom.

” More than 10 million vehicles have integrated Bluetooth® technology from Cybercom.

Packaged solutions



Cloud Services

Secure cloud services help clients to improve their information availability, increase scalability and reduce their costs.

Cybercom's cloud service has enabled Finnish media company MTV to achieve significant cost savings by using only the capacity needed for the operation of digital platforms and services. Energy consumption is also reduced since no server capacity stands unused.

"We are very pleased with Cybercom and we rely on their expertise in system deployment, support and cloud services. Switching to Cybercom's cloud service provided us with a cost-effective and sustainable solution with round-the-clock support, which is essential for our growing business in online entertainment. We regard Cybercom as a reliable partner," says MTV's Jyri Kyllönen.

” We are very pleased with Cybercom at MTV, and we rely on their expertise in system deployment, support and cloud services.



E-health

Our services in e-health ensure safety and service in the home for patients and elderly citizens. Our concepts in this field provide major sustainability gains and user benefit, and include digital safety alarms and sensors, secure solutions for information management and administration of the national HSA directory.

In Stockholm, residents can chat with social services and get their questions answered through the online "Socialrådgivning på nätet" social service. A secure e-ticketing system provides the user with a code to retrieve the response.

"Cybercom has been responsible for the technical development of the service, which has been very popular, particularly due to its good usability and support. We are now investigating the possibility of cooperating closely on this solution so that all the county's municipalities can operate the service together," says Alexandra Göransson, who is department head of social services in Stockholm.

” Cybercom has been responsible for the technical development of the online social services, which have been very popular, particularly due to their good usability and support.



Clients

A strategic business partner

We will enhance our clients' success. It is important to us that this can be seen in the statistics – our clients give us high ratings.

The opinions of Cybercom's clients in this year's client survey. My experience is that Cybercom:



Is passionate



Behaves honestly and forthrightly



Does what it says it will do



Is easy to work with



Is skilled at building strong relationships with us



Is available when I need it



Responds quickly

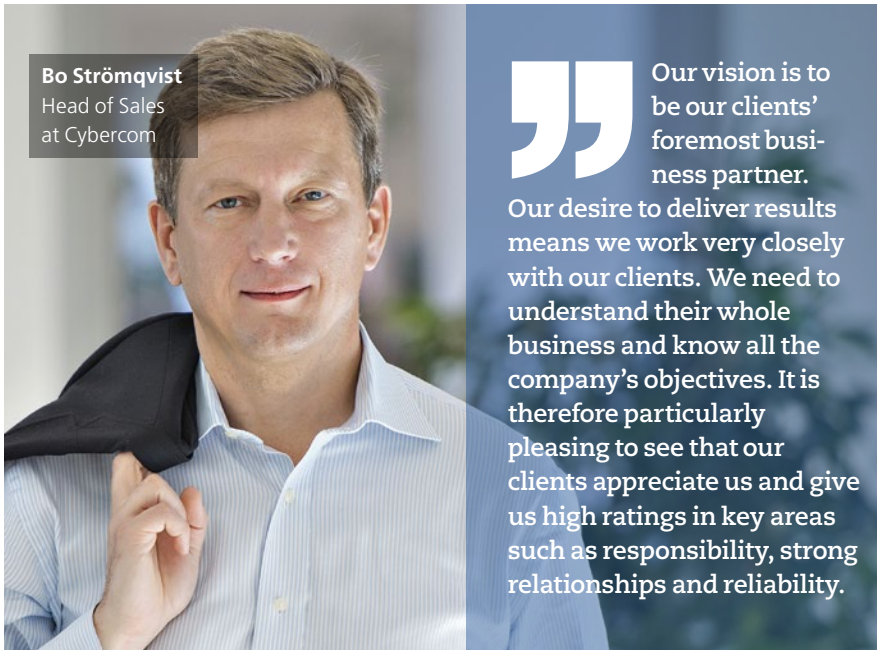


Takes responsibility if problems arise

Clients

98%

of our clients would happily recommend us



Bo Strömqvist
Head of Sales
at Cybercom

“ Our vision is to be our clients’ foremost business partner. Our desire to deliver results means we work very closely with our clients. We need to understand their whole business and know all the company’s objectives. It is therefore particularly pleasing to see that our clients appreciate us and give us high ratings in key areas such as responsibility, strong relationships and reliability.

Some of our clients

- Alma Media Group
- Cable & Wireless Communication
- Ericsson
- Finnish Board of Education
- Millicom
- MTV
- Swedish National Police Board
- Saab
- Swedish Tax Agency
- Sony Mobile
- Stockholm County Council
- Volvo

Client survey

Cybercom is well placed in supplier assessments by service buyers, according to the TNS Sifo survey of customer satisfaction and perceived quality. This year’s client survey confirms the picture of previous surveys, and shows that our clients appreciate our skilled consultants and their high level of technical expertise. We are easy to deal with, we are available, we take responsibility and we carry out our

assignments with great passion. Cybercom is well above the industry average on the Client Satisfaction Index (CSI). We have a CSI of 75, while the industry average for IT companies in Northern Europe is 67, according to the TNS Sifo customer satisfaction survey conducted in November 2014.

Client cases



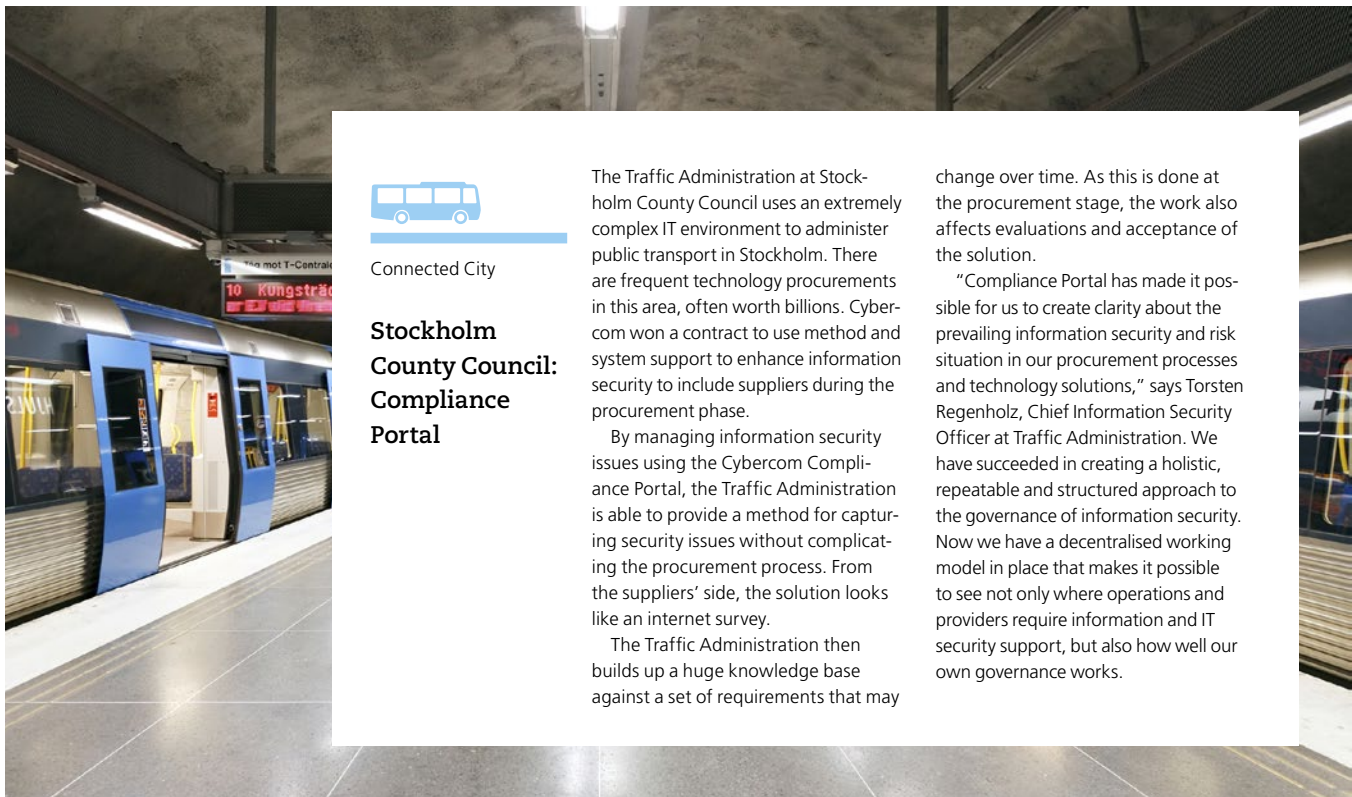

Connected Citizen


Swedish Tax Agency: Should be easy and secure

It is important for the Swedish Tax Agency to develop e-services. These should be easy for citizens and businesses, and should simplify processes for the Tax Agency. Digital signatures are an important component of many e-services. Cybercom was awarded the contract to deliver the Tax Agency's new signature service, which works with both the current system for e-identification (BankID and Telia) and with the new Federation services for Swedish e-identification, provided for the public sector by the E-identification Board and enabled by Cybercom. The service will be brought into operation in 2015.

Digital signature services also provide major advantages from a sustainability perspective, in that organisations reduce their costs and environmental impact is lessened through the elimination of paper letters and transportation. The great financial savings come from the organisation avoiding the heavy manual handling. The benefits for individuals and businesses are in improved efficiency, faster processing and enhanced security.

 **Digital signatures are an important component of many e-services.**




Connected City

Stockholm County Council: Compliance Portal

The Traffic Administration at Stockholm County Council uses an extremely complex IT environment to administer public transport in Stockholm. There are frequent technology procurements in this area, often worth billions. Cybercom won a contract to use method and system support to enhance information security to include suppliers during the procurement phase.

By managing information security issues using the Cybercom Compliance Portal, the Traffic Administration is able to provide a method for capturing security issues without complicating the procurement process. From the suppliers' side, the solution looks like an internet survey.

The Traffic Administration then builds up a huge knowledge base against a set of requirements that may change over time. As this is done at the procurement stage, the work also affects evaluations and acceptance of the solution.

"Compliance Portal has made it possible for us to create clarity about the prevailing information security and risk situation in our procurement processes and technology solutions," says Torsten Regenholz, Chief Information Security Officer at Traffic Administration. We have succeeded in creating a holistic, repeatable and structured approach to the governance of information security. Now we have a decentralised working model in place that makes it possible to see not only where operations and providers require information and IT security support, but also how well our own governance works.

Client cases



Connected Consumer

SF Bio: Half of our digital traffic is already mobile

Remaining at the forefront while providing a good mobile experience is a challenge for many companies. SF Bio has succeeded, thanks largely to its agile collaboration with Cybercom in which everything from usability experts and graphic artists to interaction designers and business developers have worked with the cinema company's future mobile presence.

When the first version of the SF Bio app was launched several years ago, it allowed users to view trailers and reserve seats in the auditorium. Gradually, it has been developed to include ticketing and has become much faster. The app allows SF Bio to reach its customers with various offers and messages. The app, which is one

of Sweden's most popular, currently has 1.5 million downloads and traffic through the app accounts for about one-third of all SF Bio's traffic.

"Right from the start it was about demonstrating that we were at the forefront and about gaining a foothold," says Anna Rosang, Nordic business area manager for digital media at SF Bio. "We had early meta-data available that could have been used, but which had its limitations at the other end – including the size of a mobile screen. This is less of a problem today. With an agile approach, we have been able to work our way forward and find the right path together with Cybercom."



Connected Industry

ITAB: Sustainable workplace

The interest in solutions for secure self-service checkouts and payments in stores has increased significantly in recent years. Market-leading shopfitter ITAB has now introduced the next generation of smart self-checkout system, called EasyFlow. The customer simply places the goods on a conveyor belt and the system automatically detects and registers all the items, even those without barcodes. In the autumn of 2014, EasyFlow was installed for the first time in a Swedish store and the plan is for the system to gradually spread to stores in Sweden and elsewhere in Europe. During the development project for

the new checkout system, ITAB chose Cybercom as its technology partner to strengthen its own development department.

According to ITAB's CEO Ulf Rostedt, there are powerful arguments for the grocery industry to invest in this type of self-service checkout, not least for the working environment.

"A system like EasyFlow improves availability since the self-service checkouts can always be open, helping to optimise in-store customer flow. Shop owners also have great potential to improve their working environment for staff, who can be relieved of monotonous checkout work."



A

CYBERCOM CONNECTIVITY



More with less

Connectivity creates better products that require fewer resources. It provides a cleaner world.

Sustainability

One of Cybercom's most important objectives is to grow with good profitability while taking responsibility for how people, the environment and society are affected by our activities.

Sustainability in focus

Through ongoing dialogue with the groups we have identified as our stakeholders, our employees, clients, shareholders and trade unions, we ensure that we act responsibly and in line with expectations and the targets we have set.

Responsibility is defined in our commitment to the Global Compact, our code of conduct and in our sustainability goals. Efforts to achieve our sustainability goals are an important part of our business plan and contribute to achieving our overall vision.

We have identified three focus areas for our sustainability work: dedicated employees, sustainable business and high ethical standards that should permeate our activities and all our business.

Learn more about our goals and outcomes for 2014 on pages 16-17.

Sustainability governance

Sustainability initiatives are coordinated by Kristina Cato, Head of Communications and IR, with the help of a team of three annually selected CSR ambassadors, and

are run operationally within our various regions. In addition to their regular work, CSR ambassadors are tasked with being involved in Cybercom's sustainability work for a certain number of hours per week.

Being an ambassador also includes providing information about Cybercom's sustainability efforts and the Global Compact principles at different levels in the company. Together with the management, CSR ambassadors set annual objectives and lead the dialogue on what is essential for Cybercom in terms of sustainability and how we can use our power of innovation to create a positive difference.

During the year, our three CSR ambassadors Anna Benckert, Tarmo Pajunen and Karin Oling worked to develop anti-corruption training, to update Cybercom's codes of business ethics and conduct, and to contribute to SOS Children's Villages having a stronger interface with their donors. This is a project that started in Finland and has not yet been launched. It has been developed using open source. The web application allows donors to create their own social network of sponsors on a world map.

Sustainability

Responsibility is defined in our commitment to the Global Compact, our code of conduct and in our sustainability goals.



Areas of focus for sustainability

Sustainable business

Our business will contribute to sustainable development through, for example, cost savings, more secure services and reduced use of finite resources.



See page **34**

Dedicated employees

We lay the foundation for greater employee dedication through an attractive working environment, good terms and conditions, and opportunities for interesting professional development.



See page **36**

High ethical standards

High ethical standards will permeate our business and our operations. Business ethics are a standing item on the management team's agenda, and something we work with in all countries where we operate.



See page **42**

Sustainable business

Sustainable society through connectivity

Our contribution to a more sustainable society is primarily about providing innovative, secure and resource-efficient solutions to our clients, and therefore to their users and end customers.

Connectivity is our business, and is about how companies and organisations can benefit from the connected world and therefore improve their efficiency and profitability. For us, it's also about sustainability - broader utilisation of Connectivity means that companies and organisations can save time and money by reducing transport, making better use of resources and using less energy.

Demand for more sustainable solutions increased in 2014, and we see this as evidence that we are well positioned in a world facing huge environmental and social challenges and in which many companies are making more informed choices of suppliers and partners.

Cybercom's mission includes everything from helping mobile network owners to reduce their energy consumption by optimising their networks, to creating conditions

for machine-to-machine communication, automation, remote control and paperless document management in the workplace. One example is our e-health services, with the public sector's move towards e-services being important in saving time and enabling more help to be provided to more people, with reduced environmental impact by saving paper and electricity. Increased standardisation of identification and authorisation are crucial, and now that a national unified e-identity is to be introduced for all citizens, Cybercom is playing an important role as a trusted advisor and development partner.

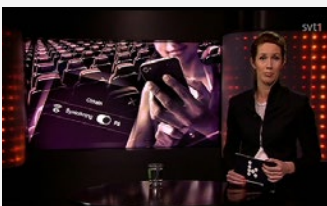
Another key part of Cybercom's offering is managing client service platforms via cloud solutions and according to capacity utilisation. We conduct this work in a more energy efficient way than if each platform had its own server or

each company operated its own servers.

Our cloud service offers automatic ordering of capacity as required, providing a level of flexibility that appeals to clients. Associated services such as support and development generate more business for Cybercom. Another important benefit experienced by clients is that data and content are stored in the Nordic countries, in accordance with regulations that are crucial for many companies and government agencies.

A good example is our partnership with Alma Media in Finland, which publishes the magazine Kauppalehti. Cybercom provides Kauppalehti with a flexible cloud solution that allows it to both scale up and scale down its virtual server capacity as needed, saving both money and resources because it never consumes more capacity than actually needed.

Tillgänglig Bio is democratic



The Tillgänglig Bio app makes it easier for people with visual impairment or with reading and writing difficulties, such as dyslexia, to go to the movies. It provides audio description using an app, and the film is described with dialogue through mobile earphones. The Swedish Film Institute and the National Post and Telecom Agency were commissioned by

the government to encourage regular screenings in cinemas with audio description and spoken Swedish text. Cybercom was judged to be the company that best met the requirements to develop the solution and, together with Cybercom, they developed the technology and framework that makes Tillgänglig Bio possible. We have also created the

VoiceVision app, available for free via Google Play or the App Store. It can also be used at home for movies through video on demand via a computer, television or tablet.

"This is true democracy," said Sweden's Minister for Culture and Democracy, Alice Bah Kuhnke, at the launch, and thanked everyone involved.

Sustainable business



Cybercom’s mission includes everything from helping mobile network owners to reduce their energy consumption by optimising their networks, to creating conditions for machine-to-machine communication, automation, remote control and paperless document management in the workplace.

Cybercom’s internal environmental efforts

Cybercom’s greatest potential lies in influencing our clients through sustainable offerings, but of course we also work actively to reduce our own environmental impact.

Air travel accounts for the largest portion of Cybercom’s carbon emissions, and we therefore want to reduce emissions from air travel by at least five percent between 2011 and 2015.

Emissions increased slightly in 2014 compared with the previous year, but are at a lower level than in base year 2011. The reason that the number of flights increased in 2014 is that our international

operations increased their sales and won more business over several continents.

To reduce travel, Cybercom invested in an IT-based communication tool several years ago, with a view to replacing non-essential physical meetings with video conferencing. This has produced good results, and in 2014 more than 18,000 video conferences were held. Some other examples of measures taken to reduce our environmental impact are:

- Old IT equipment is sold for reuse or otherwise goes for recycling.
- Printers are set to duplex printing, and employees are encouraged to work digitally.
- Waste is sorted at source in the offices.
- We buy renewable electricity in all countries except Poland.

Alongside Cybercom’s quality assurance and ISO 9001 certification the company complies

with ISO 14001 environmental certification.

The focus at the certified offices is to train personnel through a web-based course from Eco Educate. An environmental survey is conducted every year and forms the basis of the company’s envi-

ronmental efforts. In conjunction with the survey we conducted a test called the Climate Account. The Climate Account is intended to raise people’s awareness of their own individual climate impact in their daily lives, and how they can reduce it.

Number of virtual meetings 2014

18,172

Carbon dioxide emissions from air travel in relation to the company’s sales

	2014	2013	2012	2011
Carbon dioxide emissions from air travel (tonnes of CO ₂)	640	599	451	903
Carbon dioxide emissions* (tonnes of CO ₂ /SEKm)	0.51	0.50	0.34	0.61

*) Data excludes Cybercom Datamatics Information Solutions Ltd in India.

Dedicated employees

Passion as a driving force

It is employees with the right attitude and the right skills who create loyal clients. Our ability to develop and retain key employees and to attract new, qualified colleagues is an essential issue for our future competitiveness.

Through our employees' great engagement, experience and desire to develop, we have created an innovative working environment that is based on community and curiosity about what we can improve. Based on our business goals and common values, we have achieved an organisation in which continuous skills development, and clear and continuous feedback ensure a high level of motivation and a desire to get to grips with the work we have ahead of us.

Boosting your performance

Cybercom will increase motivation and engagement in all parts of the company. It is important that we create good conditions for each employee to be able to perform to the best of their ability, and to be able to develop in the right direction. Employees should be happy with us, they should have interesting assignments, be proud of their work, have confidence in their managers and experience a positive shared experience with their colleagues. This requires leadership that is about getting teams and individuals to deliver maximum value to our clients and thus also to us.

Through collaboration, we create an exchange of experiences and knowledge between consultants, assignments and the various parts of Cybercom. In 2014, we relocated our operations in Stockholm and Turku to activity-based offices, where employees

control how and where to perform their work. Work is an activity and not a specific place – and different environments create space for creativity and innovation.

Most of our employees have a high level of education, and 90% have a university degree. But of course, we must continuously develop and learn more. We provide traditional training, but we place the greatest focus on learning in the workplace and innovation in the projects we run. Working at Cybercom should be a constant journey of development. Innovation is one of Cybercom's core values, and time for innovation and practical experience is made possible through Cybercom's Fun Labs, our innovation rooms in which we constantly seek new ideas and solutions.

Employee learning is continuously monitored, and the majority still have an annual performance and development plan. We are working to change the nature of the performance dialogue from an annual conversation into multiple short conversations driven by the employees themselves – who of course have the best awareness of their own development needs. From managers using a controlled process to annually assess their employees individually on their performance, we are moving towards shorter feedback loops. During 2014, 82% (81) of employees indicated that they had an annual performance review.

Dedicated employees



Innovation is one of Cybercom's core values, and time for innovation and practical experience is made possible through Cybercom's Fun Labs, our innovation rooms in which we constantly seek new ideas and solutions.

A journey of positive change

Cybercom began a journey of change in 2012 as the company's growth and profitability were unsatisfactory. The plan was adjusted slightly in 2014, with positive results, and the company's employees have all helped to strengthen profitability. The recurrent employee survey, Cybercom People Voice, is an

important tool for measuring how employees view the development process, their work, their employer and their work situation. The 2014 survey yielded a good response, and showed clear improvements. Employee pride in Cybercom increased by ten percent, the willingness to recommend Cybercom increased by eight percent, and employee engagement increased by seven percent com-

pared to the survey conducted in 2013. Our employees can envisage clearer career paths than previously. This is important to us, but we can do even better. Our employee motivation index added up to 610 of a possible 1,000, which is a good increase from the previous year (583) and a step towards our goal of 700.

Cybercom's three core values:

1

Innovation

We are innovative in the way we work and embrace new technology. We are results-oriented and always add value to the business. We are always in the forefront, we question, challenge, move boundaries and change industry standards.

2

Passion

We are driven by a genuine passion and are proud of what we achieve. We are the gurus of our niches and always willing to go the extra mile to improve performance and enhance our clients' businesses. We deliver assured quality, on time and within budget.

3

Trust

We generate trust and confidence among our colleagues and clients by using common sense, clear thinking and doing what we say – always with respect for each other.

Dedicated employees

Diversity – the best ingredient

Today, IT accounts for the largest share of labour immigration in Sweden. Cybercom has a broad recruitment base of experts with an international background and skills. This is one reason why the UN Secretary-General Ban Ki-moon visited Cybercom in May 2014. We want to offer our employees a stimulating and engaging working environment, with equal career opportunities for all. Our ambition is that both genders are represented at every level in the organisation. We are therefore striving to achieve gender balance in management ranks and more female consultants, as well as broader diversity in general. One confirmation that we are on the right path is the latest AllBright Report, which shows that Cybercom is the best in the IT industry in terms of gender equality. Our management team consists of 36% women, against the industry average of 14%, and the board comprises 33% women against the industry average of 26%.

At the end of the year the number of employees in the group was 1,307 (1,267), of which 17% (16) were women. Female managers made up 29% of the total. One of our recruitment goals for 2015 is to increase the proportion of women in Cybercom. The average age at Cybercom is 38. We wish to be an attractive workplace for younger employees, and in 2014 we took on 170 new colleagues under the age of 30.

It should be possible to combine a career with parenthood, and of course we encourage both men and women to take the opportunity to take parental leave and be at home to care for their children. In Sweden and Finland, employees are given the economic capacity to take parental leave through the parental supplement, which means that the employer reimburses up to a certain proportion of monthly salary. During the year, a total of 105 employees were on parental leave, of which 86 men and 19 women.

HR key figures 2014

90%

Percentage of employees with a university degree

11 years

Average experience

4 years

Average length of employment

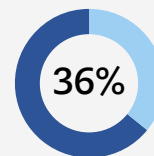
38 years

Average age

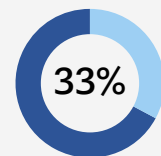
Best in the industry

For the second consecutive year, Cybercom has ranked top in the industry in terms of the gender equality of its board and management. This will hopefully have a ripple effect and help us to increase the proportion of women at all levels of the company. Learn more about the AllBright Report and their important work at www.allbright.se.

Percentage of women at Cybercom Group

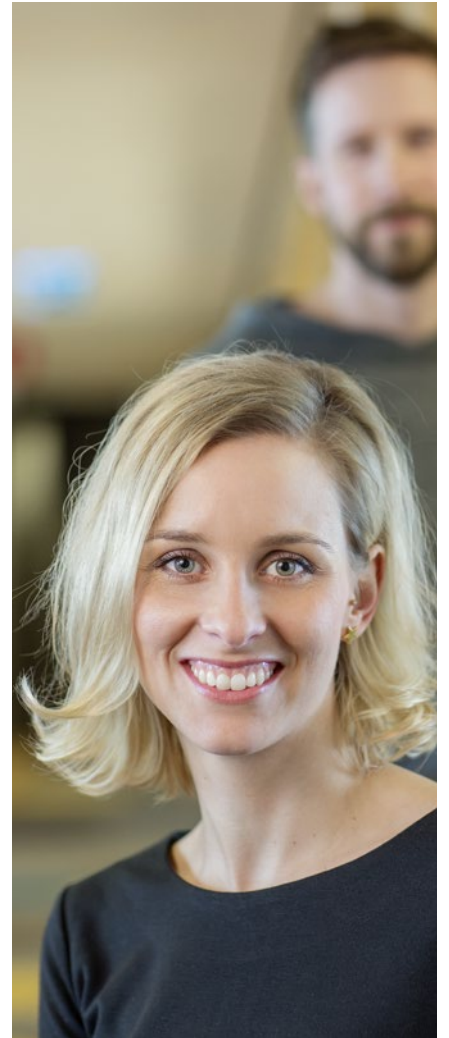
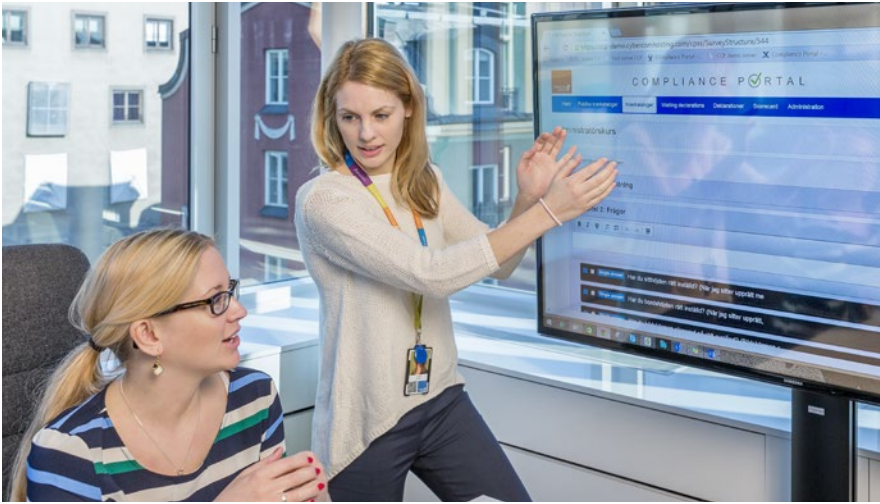


Executive management



Board

Dedicated employees



Dedicated employees

Future skills

Over 60% of our employees are located in Sweden, which in many respects is a leading and innovative country in IT, but this advantage could disappear if we do not act. Since the start of the millennium, the number of registered students in engineering programmes has decreased by 22% and the number of graduating engineers by 15%, according to a report from the Swedish Association of Graduate Engineers. For this reason, Cybercom works with various local initiatives to attract young people to choose engineering courses and to attract those trained engineers to us.

The initiatives we have worked with include:

- Collaboration with Malmö University on a project called "Internet of Things and People" (<http://www.mah.se/iotap>). The benefit to Cybercom is increased knowledge in the field that can also be used for business development.
- Partnership with Universeum in Gothenburg to get young people curious about technology in an enjoyable way. Cybercom tags the animals with tiny Bluetooth® Low Energy (BLE) transmitters and visitors can use an app to see where a particular animal is. Several other technology projects are ongoing.
- In Gothenburg, we participate in a contest for eighth-graders, called Next Up. Ten different schools are involved with the competition, intended to inspire young people, particularly girls, in the long term towards studies and career choices that lead to a future in the IT sector. Next Up is a collaboration with Swedish IT & Telecom Industries and Universeum.
- Because of a labour market shortage of Java skills, we drew up guidelines in 2014 for a new Java Academy. Cybercom's Java Academy will be launched in 2015 and involves clients, partners and training providers.
- We organise a well-known and popular competition every year in Poland for programming students, called Mastercoder.
- The Mobile Academy is also an initiative in Poland where our consultants provide lectures on iOS, Android and WP.
- All parts of our business take on summer workers and students for degree projects. Quite often these degree projects result in employment.

Training hours

Average hours of training per employee per year

	2014	2013	2012
Women	26	14	n/a
Men	22	30	n/a
All employees	22	27	29



“Our ability to develop and retain key employees and to attract new, qualified colleagues is an essential issue for our future competitiveness.”

Cecilia Westerholm Beer
Head of HR at Cybercom

Dedicated employees

Employees at Cybercom	2014		2013	
Total number of employees	Employees (number)	Percentage women	Employees (number)	Percentage women
Sweden	825	19%	794	19%
Finland	250	11%	244	11%
Poland	167	17%	134	13%
India	31	29%	48	19%
Singapore	19	11%	23	9%
Denmark	15	7%	24	12%
Total number of employees	1,307	17%	1,267	16%

Sick leave		
Percentage of sick leave for each country (%)	2014	2013
Sweden	2.3%	1.9%
Poland	2.4%	1.7%
Denmark	1.8%	5.6%
Finland	2.6%	2.1%
India	3.0%	4.6%
Singapore	0.1%	0.1%
Average Cybercom	2.4%	2.0%

Cybercom had nine reported work-related accidents in 2014. All were minor incidents.

Staff turnover	2014		2013	2012
	Employees (number)	Percentage women	Employees (number)	Employees (number)
New recruitment during the year				
<i>Under 30 years</i>	170	16%	n/a	n/a
<i>30–50 years</i>	151	20%	n/a	n/a
<i>Over 50 years</i>	11	18%	n/a	n/a
Total number of new recruits	332	18%	243	250
Percentage of new recruits	25%		19%	19%
People who left during the year				
<i>Under 30 years</i>	75	12%	n/a	n/a
<i>30–50 years</i>	174	14%	n/a	n/a
<i>Over 50 years</i>	30	23%	n/a	n/a
Total number of departures	279	15%	312	481
Percentage who ended employment	21%		25%	36%

High ethical standards

Responsible business

High ethical standards should permeate our business and our operations. Our actions are governed by our code of conduct in all countries in which we operate, and business ethics are a standing item on the agenda of the management team.

Our actions

According to the Human Rights Watch World Report 2014, which describes the risk of human rights violations in different countries, there remains a risk in the United Arab Emirates (Dubai), including restrictions on free expression and association. The risks in India and Singapore are related to discrimination based on gender, cast (India) or sexual orientation.

We make use of the Business Anti-Corruption Portal, developed by a number of European governments and a practical tool to help companies avoid and combat corruption, thereby creating a better business climate. The portal suggests that bribery and corruption are widespread in India, although efforts are being made to combat this. Of the Eastern

European countries, Poland has made the most progress in the fight against corruption.

Since Cybercom requires that the organisation be imbued with high ethical standards, our employees must, from 2014, complete an online course on anti-corruption. The training includes our code of business ethics and conduct, as well as various possible dilemmas to consider. It was launched in December and 480 employees have completed the course, including all of Cybercom's board and management. The course has received very positive feedback from participants, and there is substantial commitment to the issues. Cybercom has not experienced any cases of corruption in 2014.

Cybercom's code of conduct is based on the principles of the UN Global Compact on human rights, labour, the environment and anti-corruption. It was adapted in 2012 to also apply to suppliers. In 2014, we continued our efforts to get all our partners and suppliers to sign our code of conduct and to monitor compliance with the code. The company's partner consultants and suppliers receive the code appended to the agreement they sign. Cybercom's monitoring of this differs in the various businesses, and so far the company has not managed to implement uniform monitoring. There will be greater focus on this in the coming year. See the code of conduct in brief on page 45.

Information security

For Cybercom, information security means our ability to ensure the necessary confidentiality, integrity and availability of our internal systems and information, and the systems and information of our clients. Cybercom's systems and clients' systems should be managed in a safe manner and the effect of any security incidents should not risk serious damage to our own business or the business of our clients. We have worked systematically with information security for many years. The starting point is the information security policy issued by management, which is reviewed and verified annually. Work on information security is planned, implemented and monitored by a designated security group with clear descriptions of responsibilities and mandates. The security group works with the principle of distributed responsibility. Cybercom Sweden's Chief Security Officer (CSO) has overall responsibility for the planning, implementation and monitoring. The actual work on information security is then divided into five different areas: overall information security; work related to HR; work related to premises and physical security; work related to IS/IT; and work associated with the various management functions. Our CSO is directly responsible for the work in the two areas of overall information security and the management functions.

Employees support
Swedish Childhood Cancer
Foundation

Cybercom works together with the Swedish Childhood Cancer Foundation. Through an agreement with SEB Eurocard, Cybercom donates SEK 135 for each credit card Cybercom's employees use during the year. In 2014 the total number of cards was 407.

High ethical standards



Since Cybercom requires the organisation to be imbued with high ethical standards, our employees complete an online course in our code of business ethics and conduct, and in anti-corruption. At the end of the course they are given different possible dilemmas to consider.

Our Head of HR is responsible for the area of HR, the office manager is responsible for premises and physical security and the Head of IS/IT is responsible for the area of IS/IT. For assignments where Cybercom has a delivery responsibility, a dedicated security officer is always appointed.

Cybercom's efforts to ensure information security are based on our guidelines for information security. The work is monitored and evaluated through both internal and external audits.

Client privacy

A connected world makes it possible for people and businesses to create, process, share and distribute information in new and innovative ways. In order to protect the privacy of employees and clients, Cybercom works actively to ensure compliance with the Swedish Personal Data Act within the company, and we help our clients to understand the responsibility they have in their role as controller of personal data if they purchase services from Cybercom and Cybercom is a personal data assistant.

Collaboration with SOS Children's Villages

Cybercom implements assignments for clients in many places in the world. In Rwanda, we are helping an operator with mobile networks. Mobility in developing countries enables entrepreneurship among disadvantaged people, and access to the internet contributes to the dissemination of knowledge. By supporting SOS Children's Villages in Rwanda, we can contribute to children's education in a country where we have ongoing projects. The partnership has been ongoing since 2010, and Cybercom annually contributes to the work of this organisation. The donation in 2014 was some SEK 500,000, which goes specifically to a school and its computer lab in Ginkongoro.

www.sos-barnbyar.se

Company visits in a sustainable spirit

The Swedish Institute organises visits to firms in Sweden for foreign companies. In 2014, it chose Cybercom to host a visit by senior executives from African companies and government agencies. The five representatives visited Cybercom to gain knowledge of trends and developments and to discuss opportunities in African markets in areas such as connectivity and sustainability as an integral business concept.

www.simanagementprogram.com

From the chairman of the board

Cybercom's business concept is based on sustainability



Sustainable business is fundamentally about taking long-term responsibility for how we affect the world around us. We are certain that this generates greater economic value for Cybercom and therefore also for our employees, clients and shareholders. Cybercom is a modern and innovative company with a focus on sustainability. We strive constantly to implement internal innovations and improvements in the areas we can influence, such as by reducing CO₂ emissions from travel by holding more meetings digitally. We also wish to be active in civic dialogue and to get more young people interested in technology courses. This is important for our future.

Although our own operations do not have much impact on the environment, we have a unique opportunity to contribute to a more sustainable world. With Connectivity as our platform, we help our clients save both money and resources, while reducing their environmental impact through, for example, reduced transport, better use of resources and lower energy consumption. Cybercom's assignments may involve, for example, helping mobile network owners to reduce energy consumption by optimising network usage, or automating and remotely controlling systems for more low-resource utilisation.

Among our ten largest clients, approximately 27% of our assignments have contributed to improved sustainability through cost savings, enhanced efficiency or reduced utilisation of the earth's resources. Through an increased focus on awareness and by

taking an active stance, we can eventually make a bigger difference ourselves, and also affect our world positively. We work with SOS Children's Villages and we support their work with young people in Rwanda to ensure that children have a safe and secure childhood. This means that we also contribute to knowledge development in a country where we have clients and ongoing projects, and this feels meaningful. The greater the opportunities for education in all corners of the world, the greater the opportunities that we can together create a world in which sustainability, long-term thinking and responsible use of resources are central to citizens, cities, government agencies and companies. Together with Universeum in Gothenburg, for example, we are conducting innovative activities to raise young people's interest in science and technology.



Hampus Ericsson, Chairman of Cybercom

Code of conduct

Code of conduct in brief

Cybercom's code of business ethics and conduct is based on the UN Global Compact and its principles on human rights, labour, the environment and anti-corruption. The code was introduced in 2004 and has over the years been adapted to the world we live in. Cybercom's board reviews the code annually. In 2012, a code was also drawn up for Cybercom's suppliers to sign.

1. Comply with laws, rules and regulations

All Cybercom employees are responsible for acting in compliance with laws and regulations applicable to Cybercom's operations and deliveries. In the event of an individual issue demanding it, they will seek legal advice. Cybercom applies the Swedish Code of Corporate Governance. Cybercom's share is admitted to trading on the NASDAQ Stockholm exchange, and Cybercom follows the Rule Book for Issuers, NASDAQ Stockholm. Cybercom presents and reports corporate information in compliance with applicable laws and regulations, including the International Financial Reporting Standards (IFRS).

2. Human rights

Cybercom respects human rights as laid down in UN conventions. Everybody in the organisation must show respect for the integrity and dignity of all people. Cybercom will not in any way contribute to the violation of human rights.

3. Labour law and working conditions

Cybercom supports freedom of association and the right to collective bargaining.

Cybercom does not permit child labour. Cybercom applies the principle that a child is a person younger than 15 years of age unless national legislation states an older age, in which case the older age applies. Cybercom applies the definition of child labour as laid down by the International Labour Organisation (ILO).

Cybercom does not tolerate any forms of discrimination. All employees have equal rights and must never be subjected to unjust treatment due

to gender, sexual orientation, ethnic origin, religion, beliefs, political affiliation or disability. All employees must show respect for each other and for Cybercom's business partners and will take responsibility for combating discrimination. Cybercom works unabatedly to combat discrimination. This permeates the company's policies and processes during, for example, recruitment, setting of wage rates, and skills enhancement.

Cybercom offers salaries that comply with the minimum wage, as laid down in national legislation, with correctly prepared employment contracts. Cybercom also ensures that working hours are compliant with local legislation. Cybercom seeks to give all employees time for rest.

Cybercom shall not in any way utilise forced labour and will always ensure that the working relationship between employee and organisation is at the employee's own free will.

4. Health and safety

Cybercom shall provide a healthy and safe workplace in compliance with internationally acknowledged standards. Cybercom works proactively to prevent accidents and work-related illnesses. All employees are offered health and safety training when and if required.

5. Environment

Our aim is to minimise the company's negative environmental impact. Cybercom respects the precautionary principle and seeks to actively contribute to reducing negative environmental impact through responsible measures and technological advancement. Cybercom always acts in compliance with laws and internationally recognised directives.

6. Corruption and other prohibited business practices

Cybercom complies with the Swedish Anti-Corruption Institute's Code of Gifts, Rewards and other Benefits in Business, and works actively to combat corruption and unethical practices. Employees must not give or receive gifts, benefits or bribes that constitute a breach of this code. Cybercom is politically independent and does not sponsor political organisations. Cybercom is opposed to any form of money laundering and has taken the relevant measures to prevent financial transactions that are of criminal intent.

7. Promote accurate disclosure in financial reports and other public communications

Cybercom shall be transparent and provide relevant information when so required. This means that the company shall always provide fair and correct information. Cybercom's goal is for all communication to contribute to a stronger brand.

8. Properly use company assets and confidential information

All business decisions shall be made with the good of the company in mind. All consultants will be professional in their relationship with Cybercom and will not pursue competitive activities.

Client trust is of vital importance to Cybercom. All employees will treat client information in complete confidentiality. Information about Cybercom's clients may only be used in the implementation of the project in question. This confidentiality remains in force even after the project has been completed. Cybercom has clear guidelines for the handling of confidential information.

9. Protect our clients' and partners' confidential and patented information

Cybercom requires all employees to sign a confidentiality agreement in accordance with Cybercom's security policy. There are clear rules for the handling of, and access to, material belonging to Cybercom.

10. Take a professional pride in the consultancy role

Freedom with accountability and focus on the individual are important contributory factors in Cybercom being able to attract highly skilled staff. Cybercom seeks to offer all employees the opportunity for personal and professional development. A workplace that is open, creative and flexible sets the course for being able to offer clients professional and attractive products and services.

To sum up, Cybercom shall always conduct itself ethically in its dealings with all its stakeholders. Cybercom shall be characterised by professionalism and integrity. Cybercom's code of conduct is available in full at www.cybercom.com.

Cybercom's voice in public debate

From words to action

Cybercom's ambition is to be an active voice in the media that puts forward both the company's and the industry's interests on various issues. This is a selection of articles that Cybercom has participated in over the past year.



Bengt Berg, Cybercom

"Måndagsexemplaren måste bort från marknaden"

Cybercom vill hjälpa världen med säkrare IT, och lanserar därför Upphandlingskollen. Ett kostnadsfritt stöd som såväl företag som myndigheter kan använda för att ställa bättre krav på säkerhet i sina upphandlingar.

Det var inte länge sedan...

Vi vill justera spegeln, som ni har i er bild. Grundproblemet till de flesta säkerhetsproblemen vi ser handlar inte om dålig teknik. Det handlar om att man inte ställer rätt säkerhetskrav i sina IT-upphandlingar, säger Bengt Berg, affärsutvecklare hos Cybercom.

alla som använder sig av Upphandlingskollen är välkomna. Vi ser det här som ett långsiktigt projekt. Alla länder på ett säkerhetskrav blir bättre över lag. Vi dess utvärdering av användarna, vilka kommer med återkoppling, för att programmet ska vara effektivt. Användarna ska...

mark, Polen, Indien och Dubai. Upphandlingskollen finns i alla länder, i synnerhet finns den på svenska och engelska. Alla offentliga och privata företag. Men den som upphandlar måste förstå sig på den som upphandlas. Om du som köper inte vet vad du köper, då är rätt säkerhet en utopi. Inom IT är det alltid från med en trygghet behövs, då en falldamm. Men till upphandlingarna måste man att ställa bra säkerhetskrav för de som cyklisterna till cykeln, för det är billigare än en fallkärn. Vi ser många fall där köpare får med säkerhetskraven som inte står kvar grundproblemet

Aktuell Säkerhet

Cybercom's Bengt Berg on the Procurement Check project, launched by Cybercom in 2014 to help businesses and government agencies to specify better security requirements in procuring IT.

Computer Sweden

Cybercom's CEO Niklas Flyborg on skills shortages faced by consulting firms – and by extension the entire IT industry – and what needs to be done to reverse the trend.



Cybercoms vd Niklas Flyborg tror inte på allgoda konsulter nästa år, vilket Redeyes analytiker förklarar.

Kompetensbrist gäller konsulter inför 2015

Det råder överlag optimism inför 2015 hos de svenska IT-konsultbolagen. Störstenen var på ett bättre marknadsläge. Prognos och kompetensbrist berättar glocka beredelser.

FAKTA
Redeyes undersökning
■ 30-tal konsulter har deltagit i enkäten.

Alla största utmaningarna är noggrant att rekrytera personal (79 procent). Den största utmaningen är att rekrytera personal (79 procent). Den största utmaningen är att rekrytera personal (79 procent).

prognos väntas öka med 2,0 procent till nästa år, medan IT-branschen väntas öka med 1,0 procent. Detta innebär att det fortsatt finns en stark efterfrågan på IT-konsulter.



Delers dröm gick i uppfyllelse när praktiken blev fast anställning

Delers dröm gick i uppfyllelse när praktiken blev fast anställning. Deler Abdalaziz, som fick en praktikplats hos Cybercom, blev erbjuden permanent anställning efter bara några dagar.

Östersunds-Posten

About Deler Abdalaziz, who received an internship at Cybercom through a project for foreign-born graduates. He was offered permanent employment after only a few days of the internship.

Cybercom's voice in public debate

SUMMIT 2014
CATALYZING ACTION
#CLIMATE2014

FN näringslivet = sant

NEW YORK
Kärleken mellan FN och näringslivet bara växer. Bland hundratal företagsledare som har samlats in till årets toppmöten i New York märks flera chefer för svenska börsbolag. Ett av de betastas samtalsämnen är klimatet, som kommer att diskuteras långt in på nästa år.

Utsidan av angelägenhet är starkare nu. Det är inte de

Flyborg fick en personlig inbjudan från FN:s generalsekretär Ban Ki-moon...

Di Dimension

Niklas Flyborg interviewed in Di Dimension about the growing role of the business sector in global sustainability challenges when he participated in the UN Climate Summit 2014.

Global kompetens till globala kunder

INGENJÖRSBRIST Svenska konsultbolaget Cybercom rekryterar utländska ingenjörer i parti och minns efterfrågan för få utbildas i Sverige. Cybercoms vd Niklas Flyborg är nu i New York på FN:s klimatkonferens där han ska diskutera klimatet med världens ledande politiker och företagare.

Dagens Industri

UN Secretary-General Ban Ki-moon visited Cybercom's headquarters in Stockholm and talked about the challenges of the global labour market during his visit to Sweden in May 2014.

FN-toppen i Sverige

FN:s generalsekretär Ban Ki-moon diskuterade under ett besök i Stockholm i går bland annat arbetsmarknadsfrågor med statsminister Fredrik Reinfeldt.

De besökte även konsultbolaget Cybercom.

"Vi fick en förfrågan om att ta emot generalsekretären och statsministern för tre dagar sedan. Vi tyckte lite om idén och tackade ja", säger Cybercoms vd, Niklas Flyborg.

Cybercom är ett IT-konsultbolag som är högt benämnt av arbetskraft från andra länder. Flyborg menar medvetet har företaget varit ett god exempel i det svenska systemet för arbetskraftsutbildning.

Vad betyder besöket för företaget?

"Det är väldigt viktigt för hela branschen att vi får framfira att det både finns utmaningar och möjligheter i att anställa arbetskraft från andra länder", säger Niklas Flyborg.

Cybercom säger sig vara "gränslös" gällande arbetskraft. De anställer folk från

SvD Näringsliv

Major interview in SvD Näringsliv with Niklas Flyborg about Cybercom's role as a global employer and global supplier of sustainable solutions for the future.

Suomi hakkaa Ruotsin linux-pilvessä

Tony Hendrell ja Miila Päivärinne

Avoimen koodin pilvi vetoaa suomalaisiin paljon paremmin kuin ruotsalaisiin, kertoo Cybercomin pilvipalveluista vastaava liiketoimintajohtaja **Tony Hendrell**. OpenStackin ja linuxin yhdistelmä hallitsee Cybercomin konesaleissa.

Tivi

Tony Hendrell and Miila Päivärinne at Cybercom in Finland talk to TiVi about Cybercom's cloud solutions and Finland's strong position in cloud services.

A



CYBERCOM CONNECTIVITY

sure



Secure and connected

We always consider function and security in our solutions. This makes you more secure.

GRI index

The following index makes reference to the GRI indicators that Cybercom has chosen to report and to the ten principles of the Global Compact.

C&S = Company Presentation and Sustainability Report 2014 **AR** = Annual Report **GRIA** = GRI Appendix **W** = Website

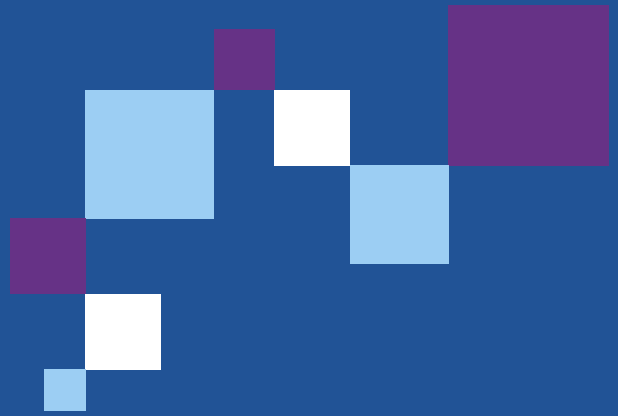
General Standard Disclosures		Pages	Remarks	Global Compact Principle
G4-1	Statement from the CEO	C&S P.6-7, 44		
G4-3	The name of the organisation	AR P.1		
G4-4	Primary brands, products, and services	C&S P.5, 20-25		
G4-5	Location of the organisation's headquarters		Stockholm	
G4-6	Countries where the organisation has significant operations	C&S P.5		
G4-7	Nature of ownership and legal form	AR P.1, 7		
G4-8	Markets served	C&S P.5, 12-13, 17		
G4-9	Scale of the organisation	C&S P.3, 5, 41, AR P.3		
G4-10	Total number of employees	C&S P.41, GRIA P.4		
G4-11	Percentage of total employees covered by collective bargaining agreements	GRIA P.5		Principle 3
G4-12	Organisation's supply chain	C&S P.14-15		
G4-13	Significant changes during the reporting period	C&S P.2		
G4-14	Precautionary approach	C&S P.0		Principle 7
G4-15	Externally developed initiatives to which the organisation subscribes	C&S P.0, 35		
G4-16	Memberships of associations	–		
G4-17	Entities included in the consolidated financial statements	AR P.29		
G4-18	Process for defining the report content	GRIA P.1-3		
G4-19	Material Aspects identified	GRIA P.2		
G4-20	Aspect Boundary within the organisation	GRIA P.3		
G4-21	Aspect Boundary outside the organisation	GRIA P.3		
G4-22	Effect of restatements of information provided in previous reports	GRIA P.6		
G4-23	Significant changes from previous reporting periods		No significant changes	
G4-24	Stakeholder groups engaged by the organisation	GRIA P.1		
G4-25	Basis for identification and selection of stakeholders	GRIA P.1		
G4-26	Approach to stakeholder engagement	GRIA P.1		
G4-27	Key topics raised through stakeholder engagement, and how the organisation has responded	GRIA P.1		
G4-28	Reporting period	GRIA P.1		
G4-29	Date of most recent previous report		Spring 2014	
G4-30	Reporting cycle	GRIA P.1		
G4-31	Contact point for questions regarding the report	C&S P.51		
G4-32	In accordance option & GRI Content Index	C&S P.0, 50-51		
G4-33	External assurance	GRIA P.1		
G4-34	Governance structure of the organisation	AR P.39-40		
G4-56	Organisation's values, codes of conduct etc.	C&S P.45		Principle 10

GRI index

General Standard Disclosures		Pages	Remarks	Global Compact Principle
DMA	Economic Performance	C&S P.14-15		
G4-EC1	Direct economic value generated and distributed	C&S P.3		
DMA	Employment	C&S P.36-37		
G4-LA1	Employee turnover	C&S P.41		
DMA	Occupational Health and Safety	C&S P.36-38		
G4-LA6	Absenteeism & work-related injury	C&S P.41		
DMA	Training & Education	C&S P.36-37		
G4-LA9	Employee training	C&S P.40		
G4-LA11	Development reviews	C&S P.36, GRIA P.5		
DMA	Diversity and Equal Opportunity	C&S P.38		Principle 6
G4-LA12	Composition of organisation	GRIA P.5		
DMA	Non-discrimination	C&S P.38		Principles 1, 2 & 6
G4-HR3	Number of incidents of discrimination		No cases reported in 2014	
DMA	Anti-corruption	C&S P.42-43, 45		Principle 10
G4-SO5	Confirmed incidents of corruption		No cases reported in 2014	
DMA	Customer Privacy	C&S P.42-43		Principle 1
G4-PR8	Loss of customer data		No cases reported in 2014	
DMA	Energy	C&S P.34		Principle 8
G4-EN3	Energy consumption within the organisation	GRIA P.6		
G4-EN5	Energy intensity	GRIA P.6		
DMA	Emissions	C&S P.35		Principle 8
G4-EN17	Other indirect greenhouse gas emissions	C&S P.35		
G4-EN18	Greenhouse gas emissions intensity	C&S P.35		
DMA	Products and Services	C&S P.34		Principle 9
G4-EN27	Mitigation of environmental impacts of products and services	C&S P.28-29, 34		
DMA	Product and Service labelling	C&S P.27		
G4-PR5	Results of surveys measuring customer satisfaction	C&S P.27		
DMA	Supplier evaluation in relation to working conditions, environment & human rights		Cybercom will further develop this work in 2015	

For more information about this report and our sustainability work, please refer to our GRI appendix at www.cybercom.com/griappendix, or contact Kristina Cato at kristina.cato@cybercom.com

Boosting your performance





We work every day at Cybercom to connect people, machines and services to get them to work more smoothly together. We call this Connectivity, and the result is intelligent solutions that can achieve more and that give more. Properly used, IT shrinks distances and gives greater opportunities to more people. Connectivity represents easier, cleaner and more secure business and society in which we come closer to one another.

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About this report

This report is presented in two parts. Annual Report 2014 contains the directors' report, financial statements and the corporate governance report. Other information can be found in the Company Presentation and Sustainability Report.

Cybercom's annual reports, year-end reports and interim reports are published in Swedish and English. In the event of differences between the English translation and the Swedish original, the Swedish text shall prevail.

Directors' report

The Board of Directors and Chief Executive Officer of Cybercom Group AB (publ), corporate identity number 556544–6522, hereby submit their annual report and consolidated accounts for the period January 1, 2014 until December 31, 2014. All amounts are reported in SEK thousands, unless otherwise specified. Information in parentheses refers to the previous accounting year, that is to say 2013. Words such as "Cybercom", "the company", "the group", and similar expressions refer in all cases to the parent company, Cybercom Group AB, and its subsidiaries.

Operations and organisation

Cybercom is a Swedish IT consulting company that was founded in 1995, and has been listed on the NASDAQ Stockholm exchange since 1999.

Cybercom is an innovative IT consulting company with 20 years of experience in IT and communications technology. Our consultants enable businesses and organisations to benefit from the opportunities of the connected world, to enhance their competitiveness or to achieve efficiency gains. Cybercom's expertise spans the entire ecosystem of this communication – Connectivity – and our delivery is both local and global. Cybercom's principal market is the Nordic region, with established operations in Sweden, Finland and Denmark. Poland, India, Dubai and Singapore are international centres of expertise that partly support the Nordic business and partly represent their own specialised business. At the close of 2014, the group had 1,307 employees in seven countries. Cybercom's largest client segments are telecoms, the public sector and manufacturing industry (see also Pages 8-18 under "Company Presentation and Sustainability Report" for a more detailed description of Cybercom's operations, clients and market).

Cybercom's offering is organised into four areas: Connected Industry, Connected Consumer, Connected City and Connected Citizen. In these areas the company offers strategic advice, testing and quality assurance, security solutions, system development, system integration, system management and system operation.

Cybercom's operations are organised into three geographical segments: Sweden, Finland and International, with International including the operations in Poland, Denmark, the international Connectivity Management business and a joint operation including centres of excellence in India.

Cybercom works actively and consciously with Corporate Social Responsibility (CSR) and strives to behave responsibly and in an ethical manner in all countries and in all contexts in which the group operates (see also Pages 32–51 in the "Company Presentation and Sustainability Report" for a complete description of Cybercom's CSR work).

Cybercom presents a separate Corporate Governance Report that is separate from the statutory annual report. The Corporate Governance Report includes information on the group's systems for internal control and risk management (see also Pages 39–47 in this document).

Sales and earnings

Efforts continued during the year to transform the operations in accordance with the previously announced strategy, and this resulted in a positive trend in all segments and a favourable subcontractor business in the public sector, where the company is benefitting from valuable framework agreements.

The market for IT services companies in 2014 was characterised by a high level of activity but intense competition from existing companies and increasingly many new providers. The Swedish consulting industry is more often competing with brokers and with the major international offshore companies. Long decision times persist. The market in Skåne is affected by changes for telecoms in Lund. Gothenburg is characterised by cautious restraint, particularly in parts of the automotive industry as they focus on efficiency gains. The markets remain positive in Linköping and Stockholm. The market climate in Finland was tough, and the industrial segment in particular remained restrained in terms of capital spending and consulting purchases. The market for our international Connectivity Management business was solid during the year. The Polish market also showed strong demand, and the proportion of nearshore was in greater demand. The Danish market was mixed, with higher demand in the supply of skills.

All segments have turned to growth; 6% for the group as a whole, distributed among the segments as follows: 21% in Finland, 15% in International and 0.5% in Sweden, while profitability improved to 5.2% (5.0). The company has a stronger financial position with good cash flow and a good equity ratio.

The Swedish operations showed negative growth for the first half, but returned to growth in the third and fourth quarters. The lower volumes in the first half negatively impacted profitability in the Swedish operations, while profitability in the second half improved, aided by the growth. Despite this, the utilisation rate has been unsatisfactory in some teams in Stockholm and Malmö in the second half, and profitability in Sweden for the full year was level with that of the prior year, at 5.1% (5.2).

The operations in Finland demonstrated strong growth for the entire period, and considerably improved profitability, at 7.3% (3.7), founded on solid growth in the public sector and with other key clients in media and

commerce. Meanwhile, the company's industrial clients showed less willingness to make new investments, which resulted in layoffs of a number of employees during the autumn.

Within the International segment, the Polish and Danish operations grew related to good demand in the local markets. The Connectivity Management business in Poland required measures at the end of the second quarter, after which the business exhibited satisfactory profitability. The changes at Ericsson Modems, where part of the delivery occurred from operations in India, affected the International segment through reduced sales. Meanwhile, deliveries from the Polish operations to projects and commitments with clients in Sweden and Finland gradually increased during the year.

The increases in other external expenses and personnel expenses are related to the increase in volume, as a consequence of both more employed consultants and more subcontractors.

Positive currency effects are primarily attributable to the strengthening of the EUR and the USD against the SEK, affected sales by SEK +19.3 million and EBIT by SEK +1.2 million.

The number of employees in the group at year end amounted to 1,307 (1,267). Cybercom has 40 more employees than in the previous year. The average number of full-time employees increased to 1,222 for the full year (1,180) while the number of billable employees (converted to full-time equivalents) increased to 1,049 (1,010). Net sales per full-time employee were SEK 1,033 thousand (1,013).

EBITDA amounted to SEK 92.2 million (86.4), giving an EBITDA margin of 7.3 percent (7.2). EBIT amounted to SEK 65.8 million (60.2), giving an EBIT margin of 5.2 percent (5.0).

Net financial items amounted to SEK -2.5 million (-6.9). This includes interest costs for bank loans of SEK -2.8 million (-5.0). Profit before tax amounted to SEK 63.3 million (53.3). This means a net margin of 5.0 percent (4.5).

For 2014, the group's effective tax rate was 22.8 percent (22.2). Tax expense is calculated using the current tax rate for the parent company and each subsidiary.

Earnings

SEKm	2014	2013
Sales	1,262.9	1,195.1
Other external expenses	-346.4	-314.8
Personnel expenses	-824.3	-793.9
Operating profit, EBITDA	92.2	86.4
Depreciation and amortisation	-26.4	-26.2
Operating profit/loss, EBIT	65.8	60.2
Financial items	-2.5	-6.9
Profit/loss before tax	63.3	53.3
Tax	-14.5	-11.8
Profit/loss for the year	48.8	41.5

Cash flow and financial position

Consolidated cash flow (condensed)

SEKm	2014	2013
Cash flow from operating activities before change in working capital	78.1	33.6
Change in working capital	-25.9	49.6
Cash flow from operating activities	52.2	83.2
Cash flow from investing activities	-23.7	-14.9
Cash flow from financing activities	-42.6	-65.2
Year's cash flow	-14.1	3.1

Cash flow from operating activities

During the year cash flow from operating activities was SEK 52.2 million (83.2). Cash flow before change in working capital was SEK 78.1 million (33.6).

Working capital changed during the year by SEK -25.9 million (49.6).

Cash flow from investing activities

Cash flow from investing activities amounted to SEK -23.7 million (-14.9) in 2014. In addition to investments in property, plant and equipment and intangible assets, this includes an additional purchase consideration to Teleca of SEK -0.6 million (-0.7) for 50 percent of the tax effect Cybercom can utilise for tax depreciation on goodwill from transfer of assets, which was included in the acquisition of auSystems in 2007.

Net investments in property, plant and equipment amounted to SEK 19.2 million (12.2) in 2014 and include primarily computers and equipment for the group's data centres as well as the company's new offices in Stockholm. Net investments in intangible non-current assets amounted to SEK 4.0 million (2.1), attributable mainly to the development of a cloud service solution at the group's data centre. Together these investments correspond to 1.8 percent (1.2) of sales in 2014.

Cash flow from financing activities

Cash flow from financing activities was SEK -42.6 million (-65.2) in 2014. During the year, SEK 40 million of the company's long-term loan facility has been paid down.

Consolidated balance sheet (condensed)

SEKm	2014	2013
ASSETS		
Non-current assets	883.7	880.3
Working capital balance (assets)	367.2	323.0
Other assets	1.2	1.7
Cash and cash equivalents	13.8	23.7
Total assets	1,265.9	1,228.7
EQUITY AND LIABILITIES		
Equity	922.0	856.0
Interest-bearing liabilities	69.3	111.7
Working capital balance (liabilities)	266.6	250.8
Other liabilities	8.0	10.2
Total equity and liabilities	1,265.9	1,228.7

Working capital balance (assets) = non-interest bearing current receivables adjusted for tax assets.

Working capital balance (liabilities) = non-interest bearing liabilities adjusted for tax liabilities.

Non-current assets

Property, plant and equipment accounted for 4.1 percent (3.0) and intangible assets for 94.0 percent (94.8) of total non-current assets at December 31, 2014. Of the intangible assets, SEK 795.0 million (788.8) relates to goodwill (see also Note 10).

Working capital

Tied-up working capital was SEK 100.6 million (72.2) at December 31, 2014.

Liquidity

On December 31, 2014, group cash and cash equivalents amounted to SEK 13.8 million, compared with SEK 23.7 million at December 31, 2013. Unused overdraft facilities amounted to SEK 100 million.

Debt profile

Interest-bearing liabilities at December 31, 2014 amounted to SEK 69.3 million (111.7). Interest-bearing liabilities consist of the loan facility, which on December 31, 2014 amounted to SEK 65.0 million (105.0). The loan is amortised over its term until June 30, 2016. Also included is finance leasing of SEK 4.3 million (6.2). Cybercom has an overdraft facility of SEK 100 million which was unutilised at year-end (0). Cybercom's joint operation in India has a loan liability of SEK 0.0 million (0.5). Net debt amounted to SEK 55.5 million, a decrease from SEK 88.0 in the previous year.

Attaining certain key figures, covenants, is a prerequisite for loan financing. The key figures are based on factors such as Cybercom's profit/loss, net financial items and net debt/equity. Cybercom regularly analyses these key figures. The key figures were met at December 31, 2014.

Equity

Equity on December 31, 2014 stood at SEK 922.0 million (856.0), which corresponds to a 72.8 percent (69.7) equity/assets ratio. Equity per share was SEK 5.11 (4.74).

Employees

Employee data

- Average number of employees: 1,222 (1,180)
- Total number of employees on December 31: 1,307 (1,267)
- Gender distribution: 17 percent women, 83 percent men (16/84)
- Education level: 90 percent have university education (89)
- External training expense: SEK 4,528 thousand (4,920)
- Average age: 38 (37)
- Average sector experience of consultants: 11 years (11)

Cybercom's values and employee philosophy

Cybercom's structural capital in the form of its employees' experience and expertise is the most critical factor in Cybercom's competitiveness. Cybercom therefore has a clear model for career and skills development. Cybercom encourages its employees to take initiative and to contribute to their own development, as well as the development of others and the company.

Retaining key employees and attracting new qualified employees is a strategic issue for Cybercom. To ensure Cybercom's continued profitability and growth, it is important to work with brand building activities and recruitment. The company works continuously with CSR issues, environmental and labour issues, leadership and professional development to ensure that Cybercom is an attractive employer.

The key to success is to maintain constant client focus and to share and to live up to our common values of Innovation, Passion and Trust.

Innovation

We are innovative in the way we work and in the way we embrace new technology. We are results-oriented and always add value to the business. We are always in the forefront, we question, challenge, move boundaries and change industry standards.

Passion

We are driven by a genuine passion and are proud of what we achieve. We are the gurus of our niches and always willing to go the extra mile to improve performance and enhance our clients' business. We deliver assured quality, on time and within budget.

Trust

We generate trust and confidence among our colleagues and clients by using common sense, clear thinking and doing what we say – always with respect for each other.

Founded on these values, Cybercom has developed a set of criteria that each employee is expected to live up to:

Strong client focus

This means that the employee understands client needs, exceeds expectations and always with the objective of high client satisfaction. This can include delivery quality, eliminating defects and errors in time, continuous improvement of client service, as well as the ability to identify new business opportunities.

Team players

This means respecting others in both word and deed. Respecting other people's time and showing confidence in others' expertise and experience. Sharing knowledge and supporting colleagues with less experience. Encouraging their team and contributing to cooperation to help our clients conduct even better business.

Taking responsibility

At Cybercom, taking responsibility means understanding what is expected and at the same time keeping promises, delivering on commitments and taking responsibility for our actions. Taking responsibility is to have high integrity in all circumstances with respect for the rules and confidentiality requirements. Taking responsibility also means embracing new technology, new solutions and innovations, and continually developing.

Cybercom's leadership philosophy is based on managers – regardless of level and position – always ensuring that employees have the right conditions to do their work in a professional manner that contributes to client value.

A manager at Cybercom leads and runs the business and ensures that the organisation always delivers at the right time and with the right solutions. Cybercom will always honour promises made to the client and meet the agreed requirements.

Guidelines for remuneration to senior executives

The proposed guidelines for remuneration to senior executives are the same as the latest adopted guidelines presented in Note 3.

Risk and risk management

Cybercom is exposed to a number of risks that could affect the group's results and financial position. Cybercom continually evaluates, identifies, and manages the company's risks. The risks deemed most significant to the company are classified below as market, operational or financial risks.

Market and operational risks

Economic

The Nordic market for IT and consulting services is influenced by the general economic climate. A general weakening of the business environment can therefore rapidly affect demand for the company's services.

Client concentration

Cybercom's ten largest clients account for 40 percent (43) of the company's sales. Cybercom often has many simultaneous but independent projects with its large clients. Cybercom strives to achieve long working relationships with its clients, and several have been clients for many years, and Cybercom has framework agreements with most of its major clients. The company strives to maintain a good balance between clients from different sectors and geographical areas to avoid excessive dependence on any one client. The company's ambition is that the ten largest clients should not account for more than 35 percent of sales, while no individual client should account for more than 15 percent of the company's revenues over time.

Price level and client contracts

An important component of business performance is the price level to the client. In cases where prices are negotiated regularly with the client, results are affected immediately in the event of a fall in market prices. For the portion of sales coming from clients with whom the company has signed a framework agreement, a re-negotiation of the agreement is necessary before Cybercom will be affected by changes in the price level. Another type of price risk is the fixed price contract or other contracts with the client, where Cybercom undertakes to provide a solution or service at a price agreed in advance. Cybercom therefore bears the risk of failure to correctly estimate the cost of delivering on the contract. Cybercom is constantly developing its procedures for assessing and controlling risks in client contracts.

Recruitment of skills

Cybercom's operations are dependent both on being able to attract and recruit skilled personnel, and on the staff maintaining their skills, continuing to develop and feeling motivated. Qualified consultants are a prerequisite for successfully implementing client projects and achieving client satisfaction. During certain periods there may be a shortage of labour and the company may have difficulty in recruiting. A high staff turnover or the loss of key people could therefore adversely affect the company. Cybercom actively works with environmental and labour conditions, leadership and skills development to ensure that the company is an attractive employer. In addition the company works with brand-building activities and recruitment, such as through participation in conferences, seminars and courses. The recruitment of skills to the Nordic markets is complemented with capacity from centres of excellence in Cybercom's Polish and Indian businesses.

Utilisation risk

Cybercom's revenues are largely dependent on the number of billable consultant hours. Reduced demand for consultant hours affects the utilisation rate and may have many causes, such as a softening economy and/or incorrect consultant expertise. There is also a risk in certain cases of a client terminating a project at short notice, which in turn means that Cybercom may not be able to immediately utilise the affected consultants on other assignments.

Bank contracts and client contracts

The company's loan agreements as well as some client contracts contain clauses that give the counterparty the opportunity to terminate the contract if a shareholder becomes obligated to make a mandatory bid for the company, or if there is a buy-out from the stock exchange or similar event. Some client contracts can also be terminated if the business is transferred to a competitor of the client. If contracts are terminated, this could adversely affect the company.

Financial risks

Cybercom has identified four financial risks that could affect its earnings:

Liquidity and financing risk

Cybercom is dependent on good liquidity and financing to be able to meet its obligations. The goal is that, irrespective of the market situation, the group must be able to meet its financial commitments at a reasonable cost. The group's policy is to minimise the need for borrowing by utilising excess liquidity in the group wherever possible through a cash pool linked to an overdraft facility. The liquidity risks for the group are managed centrally in the parent company based on analysis of the liquidity position and operating forecasts.

Loan financing is dependent on a number of key figures, covenants, being met, which involves a risk the company may be forced to renegotiate its financing. Cybercom monitors these covenants continually and takes the action deemed necessary to meet them. Cybercom meets the limits stated in the covenants.

Interest rate risk

Interest rate risk may lead to changes in fair values and cash flows. The fixed interest period is a key factor that affects the interest rate risk. The company's debt financing has three-month periods of interest, but was hedged to some extent using interest rate swaps in 2014. Their purpose is to ensure that the group's interest expense is easily foreseeable. Hedge accounting is not applied to interest rate swaps.

Currency risks

Cybercom is exposed to various types of currency risk. In certain projects, subsidiaries are exposed to currency risks. The primary method for managing this is by striving to achieve a balance between revenue and expenses and between assets and liabilities in each currency. When it is deemed favourable, a foreign exchange exposure may be hedged through suitable financial instruments, such as forward foreign exchange contracts. Cybercom's policy is to only hedge existing and well known foreign currency flows, principally certain client contracts. Cybercom does not hedge any forecasted currency flows.

The largest currency exposure in 2014 was to the EUR. The accounts only apply hedge accounting to net investments in foreign subsidiaries.

The parent company is mainly exposed to currency risks when translating assets and liabilities of foreign subsidiaries.

Client credit risks

Cybercom is exposed to higher risks in accounts receivable in certain markets and projects. These risks are managed through a combination of credit checks before the projects commence, and clear internal procedures for handling accounts receivable.

The management of financial risks is described in more detail in Note 26.

Share development and ownership structure

Cybercom's share

Cybercom's share was listed on the Stockholm stock exchange, now the NASDAQ Stockholm exchange, on December 1, 1999. Cybercom's ticket symbol is CYBE.

At year end the Cybercom share was traded at SEK 2.78, compared with SEK 2.43 a year earlier. Cybercom's market capitalisation at year end was SEK 501 million. During 2014, the average trading volume of shares was approximately 337,000 per trading day. The average value of turnover has increased to SEK 890 thousand (814) per trading day. The highest quoted value was SEK 2.95, which was listed on June 6, 2014, and the lowest quoted value was SEK 2.27, on October 13, 2014. Cybercom's share price rose during the year by 14.4%, while the NASDAQ OMX Small Cap Index rose by 6.9% during the same period.

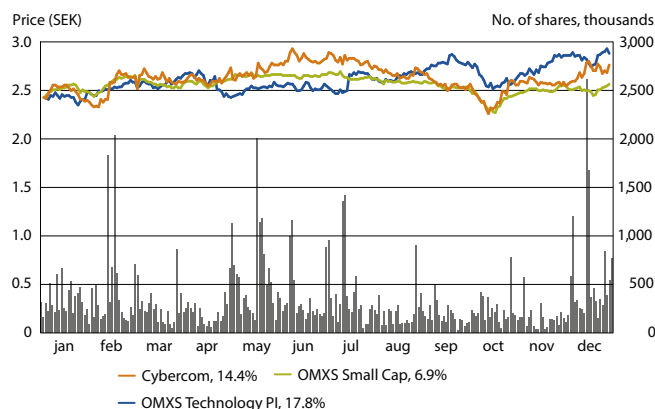
Share capital

Cybercom's share capital amounted to SEK 45.1 million (45.1) on December 31, 2014, distributed over 180,439,495 shares (180,439,495). All shareholders have equal right to a share in the company's assets and profits. The share's par value is 0.25 (0.25).

Dividends

Cybercom's dividend policy is to pay a dividend to its shareholders of at least 30 percent of net profit, provided that no special considerations exist with regard to the company's financial position or plans. Considering the company's improved financial position and stabilised profitability, the board will propose to the annual general meeting of May 7, 2015, a dividend of SEK 0.05 per share, or SEK 9,021,974.75, representing 18.5% of net profit. This level is proposed in view of the company's financial objectives not yet being achieved and that a process of change is ongoing in order to meet these financial objectives. No dividend was paid for financial year 2013.

Share price trend, 2014



Shareholders

At year end Cybercom had 4,913 shareholders, of which 90 percent were registered Swedish shareholders. The ten largest shareholders together owned almost 66 percent of Cybercom.

To the company's knowledge, no agreements exist between shareholders that restrict their right to transfer their shares.

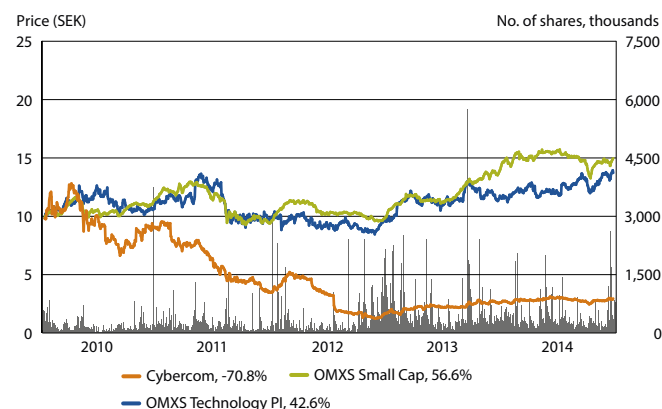
Largest shareholders by holding per December 31, 2014

Name	No. of shares	Holding %
JCE Group AB	69,826,450	38.70
Swedbank Robur Fonder	14,790,880	8.20
Försäkringsbolaget, Avanza Pension	9,628,367	5.33
SEB Life International Assurance	5,410,141	3.00
Tequity AB	4,786,287	2.65
JCE Securities AB	4,726,160	2.62
Nordnet Pensionsförsäkring AB	4,640,471	2.57
Sundman, Dag Olofsson	2,080,000	1.15
Consafe Securities AB	1,495,495	0.83
Hansson, Lars Erik	1,420,982	0.79
Total	118,805,233	65.84
Other	61,634,262	34.16
Total number of shares	180,439,495	100.00

Share holdings grouped by size

Size of holding	Shareholders	Holding %
1–500	1,470	29.9
501–1,000	592	12.0
1,001–5,000	1,413	28.8
5,001–10,000	610	12.4
10,001–15,000	202	4.1
15,001–20,000	167	3.4
20,001 –	459	9.4
Total No. of shareholders	4,913	100.0

Share price trend, 2010–2014



Outlook

Key IT trends driving Cybercom's development are the connected society, greater focus on IT and data security, increased need for network capacity, changed corporate delivery models, productisation of IT and an increased proportion of offshore. The changes that Cybercom has introduced based on the company's strategy, with a focus on the Nordic region as the company's home market, a uniform client offering based on fewer but clearer offerings, and a more balanced client portfolio, combined with the company's strengthened financial position mean that Cybercom is well equipped to benefit from these trends, and to continue to develop the business in order to achieve its strategic objectives and financial targets.

Cybercom does not publish forecasts.

Parent company

The operations of the parent company comprise mainly the management of group-wide functions for accounting, investor relations, PR and marketing communications, legal, administration, internal systems and group-wide coordination of sales and personnel issues. At the end of the period the parent company had 10 (10) employees. The average number of employees during the period was 10 (10).

- Sales amounted to SEK 36.7 million (36.0).
- Operating loss amounted to SEK -11.3 million (-11.9).
- Profit/loss after net financial items amounted to SEK -4.5 million (6.9).
- The parent company's liquidity as of December 31, 2014 was SEK 18.1 million (38.1).
- Investments in property, plant, and equipment and intangible non-current assets amounted to SEK 0.0 million (0.0).

See the Directors' Report section for the group for more information about the parent company's operations, financial position and performance.

Proposed allocation of profit

These amounts are at the AGM's disposal:

Share premium reserve	688,061,005 SEK
Retained earnings	-196,805,130 SEK
Profit or loss for the year	4,183,955 SEK
Total	495,439,830 SEK

The board of directors proposes the profit be appropriated as follows:

Dividend to shareholders of SEK 0.05 per share, based on 180,439,495 shares	9,021,975 SEK
Carried forward	486,417,855 SEK
Of which to share premium reserve	688,061,005 SEK

Consolidated income statement

	Notes	2014	2013
<i>Net sales</i>	2	1,248,365	1,172,760
Other operating income	2, 5	14,522	22,375
Employee benefits expense	3	-824,324	-793,927
Other external expenses	4, 5, 27	-346,421	-314,787
Depreciation, amortisation, and impairment losses	10, 11, 12	-26,373	-26,199
Operating profit/loss		65,769	60,222
Financial income	6	3,311	1,943
Financial costs	6	-5,801	-8,847
Profit/loss before tax		63,279	53,318
Tax	8	-14,440	-11,811
Year's profit/loss		48,839	41,507

Earnings per share

SEK	2014	2013
Earnings per share basic/diluted	0.27	0.23

Consolidated statement of comprehensive income

	2014	2013
Year's profit/loss	48,839	41,507
Other comprehensive income		
Items that have been or could be reclassified as profit or loss		
Translation differences in translating data in foreign operations	17,162	5,609
Translation differences reclassified as profit or loss	–	-1,776
Year's other comprehensive income	17,162	3,833
Year's comprehensive income	66,001	45,340

Consolidated statement of changes in equity

	Share capital	Other capital contributions	Translation reserve	Retained earnings	Total equity
Opening balance, January 1, 2013	45,110	964,855	-5,889	-193,260	810,816
Year's profit/loss	-	-	-	41,507	41,507
Other comprehensive income	-	-	3,833	-	3,833
New share issue costs	-	-111	-	-	-111
Closing balance, December 31, 2013	45,110	964,744	-2,056	-151,753	856,045
Year's profit/loss	-	-	-	48,839	48,839
Other comprehensive income	-	-	17,162	-	17,162
Closing balance, December 31, 2014	45,110	964,744	15,106	-102,914	922,046

Consolidated balance sheet

	Notes	Dec 31, 2014	Dec 31, 2013
Assets			
Non-current assets			
Goodwill	10	795,031	788,753
Other intangible non-current assets	11	36,036	45,301
Property, plant and equipment	12	35,812	26,612
Non-current financial assets	13, 14	47	81
Deferred tax assets	19	16,730	19,566
Total non-current assets		883,656	880,313
Current assets			
Accounts receivable	15, 25	319,210	289,236
Tax assets		1,198	1,678
Other receivables	16	30,331	17,658
Prepaid expenses	17	17,664	16,112
Cash and cash equivalents	21, 31	13,836	23,665
Total current assets		382,239	348,349
Total assets		1,265,895	1,228,662
Equity and liabilities			
Equity			
Share capital	18	45,110	45,110
Other capital contributions		964,744	964,744
Translation reserve		15,106	-2,056
Retained earnings including profit/loss for the year		-102,914	-151,753
Total equity		922,046	856,045
Non-current liabilities			
Deferred tax liability	19	5,743	7,480
Other non-current liabilities	20	28,172	70,657
Total non-current liabilities		33,915	78,137
Current liabilities			
Advances from clients		23,500	17,602
Restructuring provision	22	62	993
Accounts payable		82,259	65,403
Tax liabilities		2,246	2,689
Other current liabilities	23	80,230	84,556
Accrued expenses and deferred income	24	121,637	123,237
Total current liabilities		309,934	294,480
Total equity and liabilities		1,265,895	1,228,662
Pledged assets	28	1,048,935	1,024,770
Contingent liabilities	28	–	–

Consolidated cash flow statement

	Notes	2014	2013
Operating activities			
Profit/loss before tax		63,279	53,318
Adjustments for items not included in cash flow	31	28,062	-4,212
Income tax paid		-13,212	-15,497
Cash flow from operating activities before change in working capital		78,129	33,609
Increase/decrease accounts receivable		-26,117	76,780
Increase/decrease other current receivables		-13,036	38,933
Increase/decrease accounts payable		15,543	-24,736
Increase/decrease other current liabilities		-2,294	-41,356
Cash flow from operating activities		52,225	83,230
Investing activities			
Investments in intangible non-current assets		-4,047	-2,088
Investments in property, plant and equipment		-19,149	-12,238
Sales of financial non-current assets		132	93
Acquisition of subsidiaries, net effect on cash and cash equivalents	32	-553	-661
Cash flow from investing activities		-23,617	-14,894
Financing activities			
New share issue		-	-111
Amortisation of debt		-42,676	-65,137
Cash flow from financing activities		-42,676	-65,248
Year's cash flow		-14,068	3,088
Cash and cash equivalents at year's start		23,665	20,339
Exchange difference in cash and cash equivalents		4,239	238
Cash and cash equivalents at year's end		13,836	23,665

Income statement parent company

	Notes	2014	2013
Net sales		36,627	35,914
Other operating income	5	142	292
Operating income		36,769	36,206
Other external expenses	4	-12,458	-12,946
Employee benefits expense	3	-24,889	-24,613
Depreciation, amortisation and impairment losses	10, 11, 12	-10,191	-10,298
Other operating expenses	5	-500	-225
Operating expenses		-48,038	-48,082
Operating profit/loss		-11,269	-11,876
Profit/loss from interests in group companies and joint arrangements	6	6,932	19,024
Interest income and similar income items	6	1,645	342
Interest expense and similar expense items	6	-1,818	-584
Profit/loss from financial items		6,759	18,782
Profit/loss after financial items		-4,510	6,906
Appropriations	7	9,874	-27,384
Tax on year's profit/loss	8	-1,180	6,978
Year's profit/loss¹⁾		4,184	-13,500

1) Year's profit/loss corresponds with Year's comprehensive income.

Statement of changes in equity parent company

	Share capital	Statutory reserve	Share premium reserve	Retained earnings	Total equity
Opening balance, January 1, 2013	45,110	178,962	688,172	-183,304	728,940
Year's profit/loss ¹⁾	-	-	-	-13,500	-13,500
New share issue costs	-	-	-111	-	-111
Closing balance, December 31, 2013	45,110	178,962	688,061	-196,804	715,329
Year's profit/loss ¹⁾	-	-	-	4,184	4,184
Closing balance, December 31, 2014	45,110	178,962	688,061	-192,620	719,513

1) Year's profit/loss corresponds with year's comprehensive income.

Balance sheet parent company

	Notes	Dec 31, 2014	Dec 31, 2013
Assets			
Intangible non-current assets	10, 11	28,925	39,059
Property, plant and equipment	12	396	436
Non-current financial assets	13	878,293	878,293
Deferred tax assets	19	14,272	15,452
Total non-current assets		921,886	933,240
Tax assets		134	104
Receivables from group companies		11,951	6,324
Other receivables	16	329	169
Prepaid expenses	17	2,028	686
Cash and bank balances	31	18,066	38,051
Total current assets		32,508	45,334
Total assets		954,394	978,574
Equity and liabilities			
Equity			
Share capital, 180,439,495 shares (180,439,495)	18	45,110	45,110
Statutory reserve		178,962	178,962
Total restricted equity		224,072	224,072
Share premium reserve		688,061	688,061
Retained earnings		-196,804	-183,304
Year's profit/loss		4,184	-13,500
Total non-restricted equity		495,441	491,257
Total equity		719,513	715,329
Untaxed reserves	30	4,679	5,012
Non-current liabilities	20	25,686	686
Total non-current liabilities		25,686	686
Accounts payable		1,403	2,516
Liabilities to group companies		158,233	250,574
Other current liabilities	23	40,821	1,554
Accrued expenses and deferred income	24	4,059	2,903
Total current liabilities		204,516	257,547
Total equity and liabilities		954,394	978,574
Pledged assets	28	650,000	650,000
Contingent liabilities	28	10,525	–

Cash flow statement parent company

	Notes	2014	2013
Operating activities			
Profit/loss before tax		5,364	-20,478
Adjustments for items not included in cash flow	31	318	37,048
Income tax paid		-30	-244
Cash flow from operating activities before change in working capital		5,652	16,326
Increase/decrease other current receivables		-7,128	68,628
Increase/decrease accounts payable		-1,113	-104
Increase/decrease other current operating liabilities		-82,379	-48,707
Cash flow from operating activities		-84,968	36,143
Investing activities			
Investments in intangible non-current assets		-	-25
Investments in property, plant and equipment		-17	-14
Cash flow from investing activities		-17	-39
Financing activities			
New share issue		-	-111
Raised borrowing		95,000	-
Amortisation of debt		-30,000	-
Cash flow from financing activities		65,000	-111
Increase/decrease in cash and cash equivalents		-19,985	35,993
Cash and cash equivalents at year's start		38,051	2,058
Cash and cash equivalents at year's end		18,066	38,051

Five-year overview

Income statement, SEKm	2014	2013	2012	2011	2010
Operating income	1,262.9	1,195.1	1,339.2	1,481.0	1,528.9
Operating expenses	-1,170.7	-1,108.7	-1,309.0	-1,415.6	-1,416.7
Operating profit before depreciation, amortisation and impairment losses	92.2	86.4	30.2	65.4	112.2
Depreciation, amortisation and impairment losses	-26.4	-26.2	-29.8	-190.8	-50.7
Capital gain/loss disposal of subsidiaries	-	-	-11.8	-	-
Operating profit/loss	65.8	60.2	-11.4	-125.4	61.5
Financial income	3.3	1.9	2.2	6.3	9.0
Financial costs	-5.8	-8.8	-18.6	-25.3	-30.1
Profit/loss before tax	63.3	53.3	-27.8	-144.4	40.4
Tax	-14.5	-11.8	-25.3	0.2	2.3
Year's profit/loss from continuing operations	48.8	41.5	-53.1	-144.2	42.7
Year's profit/loss from discontinued operations	-	-	-	-	0.9
Year's profit/loss	48.8	41.5	-53.1	-144.2	43.6
Balance sheet, SEKm	2014	2013	2012	2011	2010
Intangible non-current assets	831.1	834.1	841.9	856.6	1,028.3
Property, plant and equipment	35.8	26.6	26.4	32.4	39.7
Non-current financial assets	0.0	0.1	1.0	0.2	1.1
Deferred tax assets	16.8	19.5	24.8	45.7	52.2
Current assets, excl. cash and cash equivalents	368.4	324.7	439.8	309.4	292.7
Cash and cash equivalents	13.8	23.7	20.3	62.4	98.6
Total assets	1,265.9	1,228.7	1,354.2	1,306.7	1,512.6
Equity	922.0	856.0	810.8	751.9	930.6
Non-current liabilities	33.9	78.2	126.8	135.4	107.1
Current liabilities	310.0	294.5	416.6	419.4	474.9
Total equity and liabilities	1,265.9	1,228.7	1,354.2	1,306.7	1,512.6
Cash flow statement, SEKm	2014	2013	2012	2011	2010
Cash flow from operating activities	52.2	83.2	-100.7	36.2	76.8
Cash flow from investing activities	-23.7	-14.9	-27.0	-30.6	-34.7
Cash flow from financing activities	-42.6	-65.2	88.8	-39.1	-121.0
Cash flow from continuing operations	-14.1	3.1	-38.9	-33.5	-78.9
Cash flow from discontinued operations	-	-	-	-	0.9
Cash and cash equivalents at year's start	23.7	20.3	62.4	98.6	183.5
Exchange difference in cash and cash equivalents	4.2	0.3	-3.2	-2.7	-6.9
Cash and cash equivalents at year's end	13.8	23.7	20.3	62.4	98.6

Five-year overview, continued

Key data and ratios	2014	2013	2012	2011	2010
Return on total capital, %	5.5	4.8	-0.7	-8.4	4.3
Return on capital employed, %	7.1	6.4	-0.9	-11.3	5.8
Return on equity, %	5.5	5.0	-6.8	-17.1	4.7
Operating margin, %	5.2	5.0	-0.9	-8.5	4.0
Net margin, %	5.0	4.5	-2.1	-9.8	2.6
Equity/assets ratio, %	72.8	69.7	59.9	57.5	61.5
Net debt, %	6	10	19	19	14
Debt/equity ratio	0.1	0.1	0.2	0.3	0.2
Interest coverage ratio	11.9	7.0	-0.5	-4.7	2.3

Employees	2014	2013	2012	2011	2010
Number of employees at year's end	1,307	1,267	1,335	1,564	1,727
Number of FTE employees, average	1,222	1,180	1,368	1,577	1,642
Number of FTE consultants, average	1,049	1,010	1,163	1,360	1,415
Sales per FTE employee, SEK thousand	1,033	1,013	979	939	931
Sales per FTE consultant, SEK thousand	1,204	1,183	1,152	1,089	1,080
Value added per FTE employee, SEK thousand	708	699	619	501	619

Share data, basic and diluted	2014	2013	2012	2011	2010
Number of shares at year's end	180,439,495	180,439,495	180,439,495	36,087,899	36,087,899
Equity per share, SEK	5.11	4.74	4.49	20.83	25.79
Average number of shares ¹⁾	180,439,495	180,439,495	79,383,831	55,850,320	55,850,320
Earnings per share, SEK ¹⁾	0.27	0.23	-0.67	-2.58	0.78
Cash flow per share, SEK ¹⁾	0.29	0.46	-1.27	0.65	1.38
Dividend per share, SEK	0	0	0	0	0.50

1) Historical data relating to the average number of shares, earnings per share and cash flow per share have been recalculated in accordance with IAS 33. The recalculation effect arises since the subscription price was below the market price on the date the subscription rights were separated.

Notes

Note 1 – Accounting policies

Compliance with standards and laws

The consolidated accounts were prepared in accordance with International Financial Reporting Standards (IFRS) published by the International Accounting Standards Board (IASB) and interpretive statements from the International Financial Reporting Interpretations Committee (IFRIC) that were approved for application within the EU. The Swedish Financial Reporting Board's recommendation RFR 1 Supplementary Accounting Rules for Groups was also applied. The parent company applies the same policies as the group, except where otherwise stated below in the parent company accounting policies section.

Valuation methods used in preparing the financial statements

Assets and liabilities are recognised at historical cost, apart from financial assets and liabilities that are derivatives; these are recognised at fair value.

Functional currency and presentation currency

The parent company's functional currency is Swedish kronor (SEK), which is also the presentation currency for the parent company and the group. The financial statements are therefore presented in Swedish kronor rounded off to the nearest thousand, unless otherwise specified.

Judgements and estimates in the financial statements

Preparation of the financial statements using IFRS requires that company management make judgements, estimates and assumptions that affect application of the accounting policies and the recognised amounts of assets, liabilities, income and expenses. The actual outcome may differ from these estimates and judgements.

Cybercom regularly reviews estimates and assumptions. Changes to estimates are recognised in the period when the change is made if the change only affected that period. If the change affects current and future periods, it is recognised in the period when the change is made and in future periods.

Key sources of uncertainties in estimates

Sources of uncertainties in estimates stated below refer to those that involve a significant risk for material adjustment to the value of assets or liabilities in the coming financial year.

Goodwill impairment testing

Several assumptions about future conditions and estimates of parameters were made when calculating the recoverable amount of cash generating units for goodwill impairment testing. See Note 10 for a description. As stated in Note 10, changes to conditions for these assumptions and estimates could have a material effect on the value of goodwill.

Loss carry-forwards

The carrying amount of deferred tax assets for loss carry-forwards was assessed on the reporting date, and use of the loss carry-forwards against surpluses in future taxation was deemed probable.

Amended accounting policies

IFRS 11 Joint arrangements

New standard for reporting joint ventures and joint operations. The new standard mainly involves two changes compared to IAS 31 Interests in joint ventures. One change is whether an investment is considered to be a joint operation or a joint venture. There are different accounting rules depending on which of the investments that exists. The second change is that a joint venture should be reported using the equity method, and the proportional method is not permitted. Cybercom's investment is currently reported using the proportional method, and since it is deemed that the investment is a joint operation, IFRS 11 does not require a change for Cybercom.

IFRS 12 Disclosures of interests in other entities

New standard for disclosures for investments in subsidiaries, joint arrangements, associates and unconsolidated structured entities. This standard has not required any changes for Cybercom.

New and amended IFRSs and interpretations not yet applied

Some new or amended standards and interpretations will not be effective until coming financial years or later and were not applied early in preparing these financial statements. Cybercom is not planning early application of new standards or amendments effective for financial years after 2014. If new or amended standards and interpretations are not described below, Cybercom has assessed that they do not impact the financial reporting.

IFRS 9 Financial instruments

IFRS 9 Financial instruments is intended to replace IAS 39 Financial instruments: Recognition and measurement with application from January 1, 2018. IFRS 9 addresses classification and measurement of financial assets and financial liabilities and hedge accounting as well as impairment for financial assets. IFRS 9 is not expected to have any material impact on the consolidated financial statements. The EU intends to approve this standard during 2015.

IFRS 15 Revenue from Contracts with Customers

IFRS 15 will be applied from January 1, 2017. Earlier application is permitted as soon as the EU has adopted the standard. The purpose of a new revenue standard is to have a single principle-based standard for all industries that will replace the existing standards and interpretations for revenues. An analysis has begun to identify the impact of IFRS 15 on Cybercom. IFRS 15 will not mean enhanced disclosures regarding revenue.

Annual Improvements 2010-2012

The Annual Improvements 2010-2012 Cycle contains new disclosure requirements for aggregated operating segments. The amendment to IFRS 8 requires that information be provided in the external reporting about the judgements made by group management in the aggregation of segments. The new disclosure requirement will apply from financial years beginning January 1, 2016 or later.

The Annual Improvements 2010-2012 Cycle also contains new disclosure requirements regarding related-party relationships under IAS 24. The definition in of a related party has been expanded and means that an entity providing key management personnel services to the reporting entity or to the parent of the reporting entity is a related party of the reporting entity. The new disclosure requirement will apply from financial years starting January 1, 2016 or later.

Classifications

Non-current assets and non-current liabilities essentially comprise amounts expected to be recovered or paid more than twelve months after the reporting date.

Current assets and current liabilities essentially comprise amounts expected to be recovered or paid within twelve months after the reporting date.

Operating segments

An operating segment is a part of the group that runs operations from which the group may generate income and incur expenses and for which financial data are available. The company's most senior decision making executive follows up the results of an operating segment in order to evaluate it and allocate resources to the operating segment. See Note 2 for an additional description of the division into and presentation of operating segments.

Consolidation policies

Subsidiaries

Subsidiaries are companies over which Cybercom Group AB has a controlling influence. Controlling influence exists if Cybercom Group AB has influence over the investee, is exposed to, or has rights to variable returns from its involvement and can

Note 1, continued

use its influence over the investment to influence the return. In assessing whether controlling influence exists, consideration is given to potential voting shares and to whether de facto control exists.

Subsidiaries are recognised using the acquisition method. With this method, acquisition of a subsidiary is regarded as a transaction whereby the group indirectly acquires the subsidiary's assets and assumes its liabilities and contingent liabilities. The acquisition cost on consolidation is established through an acquisition analysis in conjunction with the acquisition. The analysis establishes the acquisition cost of the participating interests or business and the fair value, on the acquisition date, of acquired identifiable assets and assumed liabilities and contingent liabilities. The acquisition cost for the subsidiary's shares and operations comprises the sum of fair values at the acquisition date for paid assets, incurred or assumed liabilities and for issued equity instruments submitted as payment in exchange for the acquired net assets. Transaction expenditures for acquisitions through 2009 are included in the cost, and transaction expenditures incurred after 2009 are expensed directly in the year's profit or loss. In business combinations in which the acquisition cost exceeds the fair value of acquired assets and assumed liabilities and contingent liabilities recognised separately, the difference is recognised as goodwill. Any negative difference is recognised directly in profit or loss for the year.

Subsidiaries' financial statements are included in the consolidated accounts from the acquisition date until the date on which the controlling influence ceases.

Joint operations

In accounting terms, a joint operation is a company in which the group, through partnership agreements with one or more parties, has joint control of the arrangement and therefore has the rights to the assets, and obligations for the liabilities, relating to the arrangement. Holdings in joint operations are consolidated in the group accounts using the proportional method. The proportional method means that for joint operations, group ownership of the arrangement's income, expenses, assets, and liabilities, is recognised in the consolidated income statements and balance sheets. This is performed by combining the joint owner's proportion of assets, liabilities, income, and expenses in a joint operation item by item with equivalent items in the joint owner's consolidated accounts. Only equity earned after the acquisition is recognised in the group's equity. The proportional method is applied from the date when joint controlling influence is received and until the date it ceases.

Transactions eliminated in consolidation

Internal (intra group) receivables and liabilities, income and expenses, and unrealised gains or losses that arise from internal transactions between group companies are entirely eliminated in preparation of the consolidated accounts. Unrealised gains arising from transactions with joint operations are eliminated to the degree that corresponds to the group's holding in the company. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there are no impairment losses.

Foreign currency*Transactions in foreign currency*

Transactions in foreign currencies are translated into the functional currency at the exchange rate that applied on the transaction date. The functional currency is the currency used in the primary economic environments in which the companies conduct their operations. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate on the reporting date. Exchange differences arising in the translations are recognised in the income statement. Non-monetary assets and liabilities recognised at historical cost are translated at the exchange rate that applied on the transaction date. Non-monetary assets and liabilities recognised at fair value are translated into the functional currency at the exchange rate that applied on the date they were valued at fair value.

Financial statements of foreign operations

Assets and liabilities in foreign operations, including goodwill and other group surpluses and deficits, are translated from the functional currency of the foreign operation to the group's presentation currency, Swedish kronor, at the exchange rate applicable on the reporting date. Income and expenses in foreign operations are translated into Swedish kronor at an average rate that is an approximation of the exchange rates that applied on each transaction date. Translation differences arising in currency translation regarding foreign operations are recognised in other comprehensive income and are accumulated in the translation reserve in equity. In disposal of a foreign operation, the cumulative translation differences attributable to the operation from the translation reserve are realised in profit or loss for the year.

Since 1 January 2004, the transition date to IFRS, translation differences have been recognised in the translation reserve.

Revenue*Rendering of service assignments*

Revenue from service assignments is recognised in profit or loss for the year based on degree of completion on the reporting date. Degree of completion is established by assessing work done on the basis of inspections made. Revenue is not recognised if it is probable that the economic benefits will not flow to the group. If there are material uncertainties about payment, appurtenant expenses, or guarantees, and if the seller remains involved in the day-to-day management normally associated with ownership, then no revenue recognition occurs. Consulting revenue is the main source of group revenue and accounted for 98 percent of sales. Other revenue made up 2 percent of group sales. Revenue comprises the fair value of services sold, excluding value added tax and discounts and after elimination of intra group sales. Revenue is recognised as follows:

SERVICE ASSIGNMENTS ON RUNNING ACCOUNTS

Running account assignments are recognised as profit or loss as the services are rendered, i.e., revenues and expenses are recognised in the period in which they were earned or incurred. Earned but not invoiced fees on the reporting date are recognised as Time worked but not invoiced under the Other receivables heading.

FIXED PRICE SERVICES

If a fixed price service assignment outcome can be reliably estimated, the assignment's income and expenditure are recognised as revenue and expenses, respectively, relative to the assignment's degree of completion on the reporting date (the percentage of completion method). The number of utilised hours at the reporting date, in relation to the assignment's estimated total hours, mainly determines the percentage of completion.

If estimation of a service assignment's outcome is difficult (e.g., a project is in an early phase), but it is likely that the client will cover accrued expenses, then revenue is recognised at the reporting date at an amount corresponding to the assignment's accrued expenses, so no profit is recognised.

No revenue is recognised and accrued expenditure is reported as expenses if it is likely that the client will not cover the expenses. An anticipated loss is recognised immediately as an expense, in as much as it can be estimated.

Invoiced fees in fixed price assignments for services not yet rendered are recognised as Advances from clients.

Leasing

See the section on leased assets under Property, plant and equipment for classification of leases.

Operating leases

Costs pertaining to operating leases are recognised in the income statement on a straight line basis over the lease term. Incentives received in conjunction with signing a lease are recognised in the income statement as a reduction of the leasing payments on a straight line basis over the lease term. Variable charges are expensed in the periods when they arise.

*Note 1, continued***Finance leases**

Minimum lease payments are allocated between interest expense and amortisation payment of the outstanding liability. Interest expense is allocated over the lease term so that an amount corresponding to a fixed interest rate for the liability recognised during each period is charged to each period. Variable charges are expensed in the periods when they arise.

Finance income and finance costs

Finance income comprises interest income on cash and cash equivalents and current investments, dividend income, foreign exchange gains and gains on changes in value of financial assets at fair value through profit or loss.

Interest income on financial instruments is recognised using the effective interest rate method. Dividend income is recognised when the right to receive the dividend has been established.

Finance costs comprise interest expenses, foreign exchange losses, losses on changes in value of financial assets at fair value through profit or loss, and losses on hedging instruments recognised in profit or loss for the year. Borrowing costs are recognised in profit or loss using the effective interest rate method.

The effective interest is the interest that discounts the estimated future payments to be received and made during a financial instrument's expected term to maturity, to the reported net value of the financial asset or liability. The calculation includes all fees that are paid or received by the parties to the contract and that form part of the effective interest, transaction costs, and all surplus and deficit values.

Taxes

Income taxes comprise current and deferred tax. Income taxes are reported in profit or loss for the year, except when the underlying transaction is recognised in other comprehensive income or in equity, in which case the related tax effect is recognised in other comprehensive income or in equity.

Current tax is payable or receivable for the current year, according to the tax rates enacted or substantially enacted at the reporting date. Current tax also includes adjustment of current tax attributable to earlier periods.

Deferred tax is calculated using the balance sheet method, based on temporary differences between the carrying amounts and tax bases of assets and liabilities. Temporary differences are not considered for differences that arose in initial recognition of goodwill or arose in initial recognition of assets and liabilities that are not business combinations and which, at the time of the transaction, affect neither accounting nor taxable profit or loss. Valuation of deferred tax is based on how underlying assets or liabilities are expected to be realised or settled. Deferred tax is calculated using the tax rates and rules enacted or substantially enacted at the reporting date.

Deferred tax assets regarding deductible timing differences and loss carry-forwards are only recognised where it is deemed probable that they can be used. The value of deferred tax assets is reduced when their use is no longer deemed probable.

Any additional income tax that arises in conjunction with dividends is recognised when the dividend is recognised as a liability.

Financial instruments

Financial instruments recognised on the balance sheet include among assets cash and cash equivalents, loan receivables, derivatives, and accounts receivable as well as time worked but not yet invoiced. Among liabilities are accounts payable, derivatives, and borrowings.

Recognition on and derecognition from the balance sheet

A financial asset or financial liability is recognised on the balance sheet when the company becomes a party to the contractual provisions of the instrument. A receivable is recognised when the company has performed a service or supplied a product and the counterparty is contractually obliged to pay, even if an invoice has not yet been sent. Accounts receivable are entered on the balance sheet when an invoice is sent. A liability is entered when the counterparty has rendered a service or supplied a product and there is a contractual obligation to pay, even if an invoice has not yet been received. Accounts payable are recognised when an invoice is received.

A financial asset is removed from the balance sheet when the rights in the agreement are realised, expire, or the company loses control of them. The same applies to part of a financial asset. A financial liability is removed from the balance sheet when the obligation in the agreement is fulfilled or otherwise expires. The same applies to a part of a financial liability.

A financial asset and a financial liability are offset and reported at the net amount on the balance sheet only when there is a legal offset right for the amounts and the intention is to settle the items at a net amount or to realise the asset and settle the liability simultaneously.

Classification and valuation

Financial instruments that are not derivatives are initially recognised at cost corresponding to the fair value of the instrument, plus transaction costs for all financial instruments apart from those in the category of financial assets at fair value through profit or loss; these are recognised at fair value excluding transaction costs. A financial instrument is classified on initial recognition based on, among other things, the purpose for which it was acquired. The classification determines how the financial instrument is valued subsequent to initial recognition.

Derivatives are initially recognised at fair value, so transaction costs have an impact on profit or loss for the period. Subsequent to initial recognition, derivatives are recognised as follows. If derivatives are used for hedge accounting, and to the extent that this is effective, changes in value of derivatives are recognised on the same line in profit or loss for the year as the hedged item. Even if hedge accounting is not applied, increases and decreases in the value of derivatives are recognised as income and expenses, respectively, in operating profit, or among financial items, based on the purpose of the derivative's use and whether this use relates to an operating item or a financial item. In hedge accounting, the ineffective portion is recognised in the same way as changes in the value of derivatives that are not used for hedge accounting. For interest rate swaps, the interest coupon is recognised as interest and any other change in value of the interest rate swap is recognised as other finance income or other finance costs.

Cash and cash equivalents comprise cash in hand, deposits held at call at banks and comparable institutions, and short term liquid investments that have maturities of less than three months from the acquisition date and that are subject to insignificant risk of changes in value.

Financial assets and liabilities at fair value through profit or loss

This category comprises financial assets and liabilities held for trading. Financial instruments in this category are continually measured at fair value, with changes in value recognised in profit or loss for the year. The category includes derivatives with a positive or negative fair value, except for derivatives that are an identified and effective hedging instrument.

Loan receivables and accounts receivable

Loan receivables and accounts receivable are non-derivative financial assets that have fixed or determinable payments and are not quoted on an active market. These assets are valued at amortised cost, which is determined using the effective interest rate calculated on the acquisition date. Accounts receivable are recognised at the amounts expected to be received, that is, less bad debts.

Other liabilities

This category contains loans and other financial liabilities, such as accounts payable; the liabilities are valued at amortised cost.

The group's financial assets and liabilities were allocated to the categories as described in Note 25 Financial assets and liabilities. Recognition of finance income and costs is also described in the above accounting policy for recognition of finance income and costs.

Derivatives and hedge accounting

The group's derivatives were acquired as economic hedges for the risks of interest rate and foreign exchange exposure faced by the group. Derivatives are initially recognised at fair value, so transaction costs have an impact on profit or loss for the period. Subsequent to initial recognition, derivatives are measured at fair value, and changes in value are stated as follows.

Note 1, continued

An unequivocal connection to the hedged item is required to meet the criteria for hedge accounting stated in IAS 39. The hedge must also effectively protect the hedged item, hedging documentation must be drawn up, and efficacy must be measurable. Gains and losses on hedges of cash flows and net investments are recognised in profit or loss for the year at the same time as gains and losses are recognised for the hedged items.

Cybercom only applies hedge accounting to hedging of net investments in foreign subsidiaries, so hedge accounting is not applied to interest rate swaps.

Receivables and liabilities in foreign currency

Foreign exchange forward contracts are used for the economic hedging of receivables or liabilities against exchange rate risk. Hedge accounting is not applied as protection against currency risk because an economic hedge is reflected in the accounts by the underlying receivable or liability and the hedging instrument being recognised at the exchange rate on the reporting date and the exchange rate changes being recognised over profit or loss for the year.

Exchange rate changes regarding operating receivables and liabilities are recognised in operating profit, while exchange rate changes regarding financial receivables and liabilities are recognised among financial items.

Hedging exchange rate risk in foreign net investments

Investments in foreign subsidiaries (net assets including goodwill) were partially hedged by raising currency loans that were translated at the closing day rate on the reporting date. Translation differences on financial instruments used as hedging instruments when hedging net investment in a group company are recognised to the extent that the hedge is effective in other comprehensive income and are accumulated in the translation reserve in equity. This neutralises the translation differences that affect equity in consolidation of the group companies.

In disposal of a subsidiary, the cumulative change in value regarding the operation disposed of is transferred from the translation reserve in equity to profit or loss for the year.

Property, plant and equipment*Owned assets*

Property, plant and equipment are recognised in the consolidated accounts at cost, less accumulated depreciation and any impairment losses. Cost includes the purchase price and costs directly attributable to the asset to put it in place and in the right condition for the use for which it was acquired. Accounting policies for impairment are stated below.

The carrying amount of an item of property, plant or equipment is derecognised from the balance sheet upon retirement or disposal of the asset or when no future economic benefits are expected from the asset's use, retirement, or disposal. Gains or losses that arise from an asset's disposal or retirement comprise the difference between the selling price and the carrying amount, less direct selling expenses.

Leased assets

Leases are classified as finance leases or operating leases. Finance leases are when the economic risks and rewards of ownership have been substantially transferred to the lessee. All other leases are classified as operating leases.

Assets leased under finance leases are recognised as non-current assets on the balance sheet and are initially measured at the lower of the leased item's fair value and the present value of the minimum lease payments at inception of the lease. The obligation to pay future lease charges is stated as non-current and current liabilities. The leased assets are depreciated over their individual useful lives, while lease payments are recognised as interest payments and liability repayments.

Assets leased under operating leases are not recognised as an asset on the balance sheet. Operating leases do not give rise to a liability.

Additional charges

Additional charges are only added to the cost if it is probable that the company will receive the future economic benefits associated with the asset and that the cost can be reliably calculated. All other additional charges are recognised as an expense in the period in which they arise.

Depreciation policies

Depreciation occurs on a straight line basis over the estimated useful life of the asset. Leased assets are also depreciated over their estimated useful life or if shorter over the contractually agreed lease term. Estimated useful lives:

– Buildings	50 years
– Computers	3–5 years
– Equipment	3–5 years

The depreciation methods used, residual values and useful lives are reassessed at each year end.

Intangible assets*Goodwill*

Goodwill is carried at cost, less any accumulated impairment losses. Goodwill is allocated to cash generating units and is tested at least once a year for impairment (see accounting policies for impairment).

Research and development

Expenditure for research aiming to obtain new scientific or technical knowledge is recognised as a cost when it arises.

Development expenditure, where research findings or other knowledge are applied to create new or improved products or processes, is recognised as an asset on the balance sheet, if the product or process is technically and commercially usable and the company has sufficient resources to complete development and then use or sell the intangible asset. The carrying amount includes all directly attributable expenditure, such as material and services, employee benefits, registration of a legal right, amortisation of patents, and licences. Other development expenditure is recognised in profit or loss for the year as a cost when it arises.

Development expenditure recognised on the balance sheet is stated at cost, less accumulated amortisation and any impairment losses.

Other intangible assets

Other intangible assets comprise patents, license rights, acquired client relationships, and acquired trademarks. They are recognised at cost, less accumulated amortisation and impairment losses (see accounting policies for impairment).

Additional charges

Additional charges for capitalised intangible assets are only stated as an asset on the balance sheet if they increase the future economic benefits for the specific asset to which the charges refer. All other charges are expensed when incurred.

Amortisation policies

Amortisation is recognised in the income statement on a straight line basis over the estimated useful lives of intangible assets, unless such useful lives cannot be determined. The useful lives are reassessed at least once a year. Goodwill is tested for impairment annually and as soon as indications arise that the value of the asset has decreased. Intangible assets with determinable useful lives are amortised from the date on which they become available for use.

Estimated useful lives:

– License rights	4–5 years
– Acquired client relationships	10 years
– Acquired trademarks	10 years
– Patents	5 years
– Capitalised development costs	3 years

The useful lives are reassessed annually.

*Note 1, continued***Impairment**

The group's recognised assets are assessed on every reporting date to determine whether indications of impairment exist.

Impairment of property, plant, equipment, intangible assets and interests in joint operations

The recoverable amount of the asset is calculated (see below) if there is indication of impairment. The recoverable amount for goodwill is also calculated annually. If substantially independent cash flows to an individual asset cannot be established, and if the asset's fair value less selling expenses cannot be used, then assets are grouped in impairment testing to the lowest level at which substantially independent cash flows can be identified – this grouping is called a cash generating unit (CGU).

An impairment charge is recognised when the carrying amount of an asset or CGU exceeds the recoverable amount. Impairment loss is recognised in the income statement as an expense. When impairment has been identified for a CGU, the impairment loss is first allocated to goodwill. Then, a pro rata impairment loss is recognised for the other assets included in the unit.

The recoverable amount is the higher of fair value less selling expenses and value in use. When calculating value in use, future cash flows are discounted using a discount rate that accounts for risk free interest and the risk associated with the specific asset.

Impairment of financial assets

On each reporting date, the company tests whether there is objective evidence that a financial asset is impaired. Objective evidence comprises observable past events that adversely affect the possibility of recovering the acquisition cost.

One observable event is a past-due receivable. Cybercom has set rules for bad debt management; impairment losses regarding past-due accounts receivable are recognised after individual assessment.

Reversal of impairment losses

Impairment losses on assets included in the application area for IAS 36 are reversed if there is both an indication that impairment has ceased and there has been a change in the assumptions that formed the basis of calculating the recoverable amount. Impairment losses on goodwill are never reversed. A reversal only occurs to the extent that the asset's carrying amount after reversal does not exceed the carrying amount that would have been stated, less depreciation or amortisation where applicable, had no impairment loss been recognised.

Impairment losses on loan receivables and accounts receivable recognised at amortised cost are reversed if a later increase in the recoverable amount can be objectively attributed to an event that occurred after impairment loss was recognised.

Earnings per share

Calculation of earnings per share is based on group profit for the year attributable to the parent company's shareholders and the weighted average number of shares outstanding during the year. In calculating diluted earnings per share, the profit and the average number of shares are adjusted to account for effects of the diluting potential ordinary shares.

Employee benefits*Defined contribution pension plans*

All pension solutions in the group are classified as defined contribution plans. Consequently, the company's obligation is limited to the contributions that it has committed itself to pay. In such cases the size of the employee's pension depends on the contributions that the company pays to the plan or to an insurance company and the contributions' return on capital. The employee thus bears the actuarial risk (that the remuneration will be lower than expected) and the investment risk (that the invested assets will not suffice to pay out the expected remuneration). The company's commitments regarding payments to defined contribution plans are recognised as an expense in the income statement as they are earned over time by the employee rendering services for the company.

Termination benefits

An expense for remuneration paid on termination of employment is only recognised if the company is demonstrably committed without realistic option of withdrawal to a detailed formal plan to terminate an employment contract before the normal end date. If benefits are offered to encourage voluntary redundancy, an expense is recognised if it is probable that the offer will be accepted and that the number of employees who will accept the offer can be reliably estimated.

Short-term employee benefits

Short-term employee benefits are calculated without discounting and are recognised as a cost when the related services are rendered.

A provision is reported for the expected cost of bonus payments when the group has an applicable legal or informal obligation to make such payments due to services being rendered by employees and the commitment can be reliably calculated.

Provisions

A provision differs from other liabilities because of prevailing uncertainty about payment date or the amount required to settle the provision. A provision is reported on the balance sheet when there is an existing legal or informal obligation due to a past event, it is probable that economic resources outflow will be required to settle the obligation, and the amount can be reliably estimated.

The amount allocated to a provision is the best estimate of what is required to settle the existing obligation on the reporting date. When the payment date has a material impact, provisions are calculated through discounting the expected future cash flow at an interest rate before tax that reflects current market estimates of the time value of money and, where applicable, the risks associated with the liability.

Restructuring

A provision for restructuring is reported when an established, detailed, and formal restructuring plan exists and the restructuring has either started or been publicly announced. No provision is made for future operating expenses.

Onerous contracts

A provision for onerous contracts is recognised when the benefits that the group expects to receive from a contract are lower than the unavoidable costs of fulfilling the contractual obligations.

Contingent liabilities

A contingent liability is recognised when a possible obligation due to past events exists and only one or more uncertain future events confirm occurrence of the obligation or when there is an obligation that is not recognised as a liability or provision because it is not probable that an outflow of resources will be required.

Parent company accounting policies

The parent company prepared its annual accounts in accordance with the Swedish Annual Accounts Act and the Swedish Financial Reporting Board's recommendation RFR 2 Accounting for legal entities. The board's statements for listed enterprises were also applied. RFR 2 means that, in the annual report for the legal entity, the parent company must apply all EU approved IFRSs and interpretations as far as possible within the framework of the Annual Accounts Act and the law on safeguarding pension commitments, and with regard to the connection between accounting and taxation. The recommendation states which exceptions from and additions to IFRSs must be applied.

Amended accounting policies

Unless otherwise specified below, changes in the parent company's accounting policies in 2014 are the same as stated above for the group.

Differences between the accounting policies of the group and parent company

Differences between the accounting policies of the group and parent company are stated below. The parent company's policies described below were applied consistently to all periods presented in the parent company's financial statements.

*Note 1, continued**Classification and presentation*

The parent company's income statement and balance sheet are presented in accordance with the Annual Accounts Act. The main difference to IAS 1 Presentation of financial statements applied in preparation of the group's financial statements is recognition of finance income, finance costs, and equity.

Subsidiaries and joint arrangements

Interests in subsidiaries and joint arrangements are recognised in the parent company using the cost method and include transaction costs directly attributable to the acquisition. Contingent considerations are recognised as before only when a likely and reliable amount can be calculated, and any reassessments of the value are recognised only on the balance sheet. In the consolidated accounts, contingent considerations are valued at fair value with any changes in value recognised in profit or loss.

The policies for impairment of shares in subsidiaries comply with the Impairment of property, plant, equipment, intangible assets, and interests in joint operations section for the group.

Revenue

In the parent company's results, service assignments are recognised upon completion of the service. Revenues in the parent company are essentially intra-group services.

Financial guarantees

The parent company's financial guarantee agreements comprise surety. Financial guarantees mean that the company is obliged to compensate a debt instrument holder for losses incurred to the holder due to non-payment by a given debtor on the contractually agreed due date. When recognising financial guarantee agreements, the parent company applies a Swedish Financial Reporting Board rule that allows certain exceptions from the requirements stated in IAS 39. This rule applies to financial guarantee agreements issued to benefit subsidiaries, associates, and joint operations. The parent company recognises financial guarantee agreements as provisions on the balance sheet when the company has an obligation that probably requires payment in order to be settled.

Financial instruments and hedge accounting

Due to the connection between accounting and taxation, Cybercom does not apply the IAS 39 rules in the parent company as a legal entity.

In the parent company, non-current financial assets are measured at cost, less any impairment losses.

The underlying receivables and liabilities in foreign currency that are protected from exchange rate fluctuations by forward contracts are measured at the spot rate on the date the forward contract is carried. The difference between the forward rate and the spot rate when the contract is entered into (forward premium) is distributed over the period of the forward contract. The distributed forward premium is recognised as interest income and interest expense, respectively.

Interest rate swaps, which effectively hedge cash flow risk in interest payments on liabilities, are measured at the net of the accrued receivable on variable interest and accrued liability regarding fixed interest and the difference is recognised as interest expense and interest income, respectively. The hedge is effective if the economic significance of the hedge and the liability are the same, as if the liability had instead been stated at a fixed market interest rate when the hedging relationship commenced. Any premium paid for the swap contract is distributed as interest over the period of the contract.

Anticipated dividends

Anticipated dividends from subsidiaries are recognised where the parent company has the exclusive right to determine the dividend amount and has decided on this amount before publishing the financial statements for the parent company.

Intangible non-current assets

GOODWILL

Goodwill that has an indeterminable useful life and is not subject to amortisation in the group is amortised in the parent company over a period of 10 years. The reason for the estimated useful life is that the acquisitions were important for Cybercom's formation and geographical coverage of the market.

Taxes

In the parent company, untaxed reserves are reported on the balance sheet without separate allocations to equity and deferred tax liability, unlike in the group. Similarly, the parent company's income statement does not include allocation of a proportion of appropriations to deferred tax expense.

Note 2 – Operation segments

2014 SEKm	Sweden	Finland	International	Group-wide and eliminations	Group
Revenue from external clients	882.7	249.5	133.7	-3.1	1,262.9
Revenue from other segments	7.3	1.8	30.8	-39.9	–
Segment EBITDA	54.9	28.2	12.0	-2.9	92.2
Depreciation, amortisation and impairment losses	-9.5	-9.9	-2.7	-4.3	-26.4
Segment EBIT	45.4	18.3	9.3	-7.2	65.8
Financial items					-2.5
Profit/loss before tax					63.3
Non-current assets¹⁾	653.3	123.7	20.9	69.0	866.9
Number of employees	806	250	232	19	1,307

1) Of which Sweden SEK 684.6 million, Finland SEK 123.7 million and other countries SEK 58.6 million. Relates to intangible non-current assets and property, plant and equipment. Group-wide includes EBIT for the parent company of SEK -5.0 million.

2013 SEKm	Sweden	Finland	International	Group-wide and eliminations	Group
Revenue from external clients	877.8	206.1	112.5	-1.3	1,195.1
Revenue from other segments	7.7	2.0	29.8	-39.5	–
Segment EBITDA	55.7	18.3	12.1	0.4	86.4
Depreciation, amortisation and impairment losses	-9.9	-10.6	-1.4	-4.4	-26.2
Segment EBIT	45.8	7.7	10.7	-4.0	60.2
Financial items					-6.9
Profit/loss before tax					53.3
Non-current assets¹⁾	652.6	114.6	19.8	73.7	860.7
Number of employees	776	244	229	18	1,267

1) Of which Sweden SEK 687.5 million, Finland SEK 114.6 million and other countries SEK 58.6 million. Relates to intangible non-current assets and property, plant and equipment. Group-wide includes EBIT for the parent company of SEK -5.6 million, of which restructuring cost SEK 0 million.

The management approach is to divide group operations into operating segments based on the parts of the operations that group management follows up. The group's operations are organised in such a way that group management follows up the operating profit/loss generated by the group's segments. Each operating segment has a manager who is in charge of day to day operations and who regularly reports the outcome of the operating segment's performance to group management.

Segment Sweden refers to the operations in Sweden. Segment Finland refers to the operations in Finland. Segment International refers to the operations in Denmark, India, Poland and Singapore/Dubai.

Segment revenues consist essentially of consulting assignments and are similar.

The segments' operating profit/loss includes directly attributable items as well as items that can be allocated to the segments in a reasonable and reliable way. Group management does not follow up assets and liabilities on operating segment level. Non-current assets include intangible assets and property, plant and equipment.

Market prices determine group transfer pricing between the group's operating segments. Revenue from external clients was allocated to the individual country from which the sales occurred. In 2014, revenue was generated from one major client totalling SEK 208.3 million (153.6), which is recognised in the Sweden (Sweden) operating segment.

Note 3 – Employees, employee benefits expense and remuneration to senior executives

Salaries and other remuneration, group	2014		2013	
	Senior executives (11 individuals plus the board)	Other employees	Senior executives (11 individuals plus the board)	Other employees
Salaries and other remuneration	20,565	566,223	19,142	544,323
(of which variable)	1,889	–	1,603	–
Pension costs	4,537	62,390	3,723	61,003
Other social security costs	6,095	136,525	5,208	131,068
Total	31,197	765,138	28,073	736,394

2014	Basic salary, board fee	Variable pay ¹⁾	Pension costs	Other social security costs	Total
CEO Niklas Flyborg	3,834	476	1,820	1,796	7,926
Other senior executives	4,980	560	1,265	2,048	8,853
Board chairman Hampus Ericsson	200	–	–	63	263
Director Ulrika Dellby	275	–	–	86	361
Director Nicolas Hassbjer	250	–	–	78	328
Director Jan-Erik Karlsson	200	–	–	63	263
Director Katarina Kämpe	200	–	–	63	263
Director Dag Sundman	200	–	–	63	263
Total senior executives	10,139	1,036	3,085	4,260	18,520
Other employees	4,525	–	330	1,453	6,308
Total parent company	14,664	1,036	3,415	5,713	24,828

2013	Basic salary, board fee	Variable pay ¹⁾	Pension costs	Other social security costs	Total
CEO Niklas Flyborg	3,600	1,188	1,260	1,437	7,485
Other senior executives	4,920	194	1,232	1,845	8,191
Board chairman Hampus Ericsson	200	–	–	63	263
Director Nicolas Hassbjer	250	–	–	79	329
Director Jan-Erik Karlsson	200	–	–	62	262
Director Thomas Landberg	275	–	–	86	361
Director Dag Sundman	200	–	–	63	263
Total senior executives	9,645	1,382	2,492	3,635	17,154
Other employees	4,676	–	959	1,984	7,619
Total parent company	14,321	1,382	3,451	5,619	24,773

1) Of which SEK 900 thousand relates to variable pay for 2012.

REMUNERATION TO SENIOR EXECUTIVES AT GROUP LEVEL

Board

According to a decision at the 2014 AGM, an annual fee is paid to the board members of SEK 200 thousand. In addition an annual fee is paid to members of the audit committee, of SEK 75 thousand to the chairman and SEK 50 thousand to other members. No special fee is paid to members of other board committees. Employee representatives do not receive any director's fees. There are no commitments for retirement benefits for external board members.

CEO

CEO Niklas Flyborg

In accordance with adopted guidelines for 2014, the CEO has been entitled to basic salary, variable pay, and other benefits. Variable pay has a set limit corresponding to 50 percent of basic salary. The CEO has a pension agreement with a premium

calculated at 35 percent of basic salary. Upon termination by the company the CEO is entitled to 6 months' severance pay. If termination takes place more than 24 from the start of employment, the CEO is entitled to 12 months' severance pay. Other benefits comprise healthcare insurance.

Other senior executives

During 2014, the group management included the CFO, the head of communications, the head of sales and the parent company head of HR and the heads of the largest regions. Other senior executives were entitled to basic salary, variable pay, and other benefits. Variable pay is based on operational targets and is a maximum of 50 percent of basic salary, in accordance with the guidelines adopted at the 2014 AGM. For 2014, variable payments totalling SEK 1,889 thousand (703) were made. Contractual pension provisions are solely premium based. Other benefits comprise healthcare insurance.

Note 3, continued

Average No. of employees	2014 Number	Of whom men ¹⁾	2013 Number	Of whom men ¹⁾
Sweden	752	81%	743	82%
Denmark	20	93%	24	88%
Dubai	6	100%	6	100%
Finland	241	89%	229	89%
India	37	71%	45	81%
Poland	152	83%	115	87%
Singapore	14	89%	18	91%
Group	1,222	83%	1,180	84%
of whom in parent company (Sweden)	10	40%	10	40%

1) Percentage of men at year end

Senior executives	2014 No. on reporting date	Of whom men ¹⁾	2013 No. on reporting date	Of whom men ¹⁾
Group				
Board members	6	67%	5	100%
Other senior executives	11	64%	11	64%
Parent company				
Board members	6	67%	5	100%
Other senior executives	5	40%	5	40%

1) Percentage of men at year end

Note 4 – Auditing fees

	Group		Parent company	
	2014	2013	2014	2013
Auditing within the audit assignment				
KPMG	901	934	269	619
Other auditing firms	90	145	–	–
Auditing besides the audit assignment				
KPMG	59	7	55	3
Other auditing firms	20	–	–	–
Tax consultation				
KPMG	26	14	–	–
Other auditing firms	16	8	–	–
Other services				
KPMG	1	180	–	111
Other auditing firms	–	–	–	–
Total	1,113	1,288	324	733

Fees related to the rights issue amount to SEK 0.0 million (0.1).

Note 5 – Other operating income and operating expenses

	Group		Parent company	
	2014	2013	2014	2013
Re-invoiced costs and rental income	14,522	21,851	–	–
Foreign exchange gains	–	524	142	292
Foreign exchange losses	-3,266	–	-500	-225
Total	11,256	22,375	-358	67

The exchange differences refer to operating receivables and operating liabilities, respectively.

Note 6 – Financial items

Group	2014	2013
Interest income	1,122	1,056
Fair value profit derivatives	477	887
Foreign exchange gains	1,712	–
Financial income	3,311	1,943
Interest expense on liabilities recognised at accrued cost	-5,355	-7,335
Interest expense on liabilities carried at fair value	-446	-778
Fair value loss derivatives	–	-77
Foreign exchange losses	–	-657
Financial costs	-5,801	-8,847
Financial items	-2,490	-6,904

Parent company	2014	2013
Interest income	2	4
Interest income, group companies	855	156
Foreign exchange gains	788	182
Interest income and similar profit items	1,645	342

Interest expense	-1,421	-25
Foreign exchange losses	-3	-543
Other finance costs	-394	-16
Interest expense and similar loss items	-1,818	-584

Profit/loss from interests in group companies and joint arrangements	2014	2013
Dividends	6,932	19,024
Total	6,932	19,024

Note 7 – Appropriations

Parent company	2014	2013
Change in excess depreciation/amortisation	333	396
Change in tax allocation reserve	–	5,798
Group contribution received	9,541	1
Group contribution paid	–	-33,579
Total	9,874	-27,384

Note 8 – Taxes

	Group		Moderbolaget	
	2014	2013	2014	2013
Current tax	-11,667	-12,937	–	-290
Tax attributable to prior years	-1,612	-263	–	-5
Deferred tax attributable to prior years	-204	1,895	–	–
Deferred tax regarding temporary differences	868	1,110	270	193
Deferred tax regarding loss carry-forwards	-1,825	-1,616	-1,450	7,080
Total	-14,440	-11,811	-1,180	6,978

Difference between tax in income statement and tax based on the parent company's applicable tax rate	Group		Parent company	
	2014	2013	2014	2013
Profit/loss before tax	63,279	53,318	5,364	-20,478
Tax per applicable rate	-13,921	-11,730	-1,180	4,505
Tax attributable to prior years	-448	-263	–	-5
Effect of changed tax rate	–	369	–	–
Tax at source on foreign dividends	-1,164	-290	–	-290
Tax effect of non-deductible costs	-799	-815	-1,516	-1,401
Tax effect of tax-exempt revenue	1,036	648	1,525	4,186
Tax on standard interest, tax allocation reserves	-10	-40	-9	-17
Non-incurred prepaid tax	–	–	–	–
Effect of foreign tax rates	866	310	–	–
Tax on year's profit/loss as per income statement	-14,440	-11,811	-1,180	6,978

Tax rates

The parent company's applicable tax rate is 22.0 percent (22.0). The group's effective tax rate is 22.8 percent (22.2).

Note 9 – Earnings per share

Group	2014	2013
Share data, basic/diluted		
Earnings per share, SEK	0.27	0.23
Equity per share, SEK	5.11	4.74
Number of shares at year's start	180,439,495	180,439,495
Number of shares at year's end	180,439,495	180,439,495
Average number of shares	180,439,495	180,439,495

Note 10 – Goodwill

Goodwill	Group		Parent company	
	2014	2013	2014	2013
Opening cost of acquisition	1,147,678	1,140,691	63,051	63,051
Liquidated company	–	-6,785	–	–
Translation differences	24,064	13,772	–	–
Closing accumulated cost of acquisition	1,171,742	1,147,678	63,051	63,051
Opening amortisation/impairment loss	-358,925	-355,500	-34,152	-27,847
Year's amortisation	–	–	-6,305	-6,305
Liquidated company	–	6,785	–	–
Translation differences	-17,786	-10,210	–	–
Closing accumulated amortisation/impairment loss	-376,711	-358,925	-40,457	-34,152
Carrying amount	795,031	788,753	22,594	28,899

Note 10, continued

Impairment testing

Group goodwill is tested for impairment once a year or whenever there are signs of a decline in value. This occurs by calculating the recoverable amount of cash generating units (CGUs), to which goodwill is allocated, by calculating the value in use. Future cash flows are discounted when calculating the value in use. The next section describes the assumptions and judgements made in conjunction with impairment testing.

The cash flow forecast and impairment test are made using detailed assumptions for the next five years for each cash generating unit, based on budgets and long-term targets adopted by the board. The number of forecast periods is assumed to be infinite, and annual growth rates in cash flows that occur after five years were estimated at 2 percent (2).

Future performance was calculated based on anticipated growth in sales and earnings in the current units. This is based on Cybercom's perception of volume growth and the trend of both hourly rates and project revenues, as well as its own competitiveness, which, in turn, is based in part on external analyses by independent research institutes combined with Cybercom's historical performance, market strategies, changes in client mix, and the like.

Since the operation's cash flows are forecasted without accounting for financial items, the interest rate applied to calculate the discounting of cash flows must reflect a weighted capital cost for equity and loan financing, i.e., the weighted average cost of capital (WACC).

The WACC totals 10.0 percent (10.5) after tax, which was the discount rate used in the estimates. The discount rate before tax is 12.2 percent (12.8). The same WACC has been used for all cash-generating units since there is deemed to be an immaterial difference though application of different percentage rates.

The recoverable amount of all CGUs exceeds their carrying amount and Cybercom's assessment is that realistic changes in underlying assumptions would not lead to any need for impairment. Sensitivity analysis for Cybercom Sweden, which represents the major part of the company's surplus values, shows that the recoverable amount is in line with the carrying amount with a WACC after tax exceeding the assumption by 2.4 percentage points, a negative deviation from the growth assumption of 2 percentage points, meaning zero growth, or a negative deviation from the group's long-term profitability target of 2.8 percentage points.

No allowance is made in the sensitivity analysis for those measures that the company could take in terms of results to balance out a negative deviation in any of the above parameters. This means that the analysis should be interpreted with caution.

Goodwill distribution by CGU	2014	2013
Cybercom Sweden	652,807	652,807
Cybercom Singapore	38,283	38,283
Cybercom Denmark	12,167	11,410
Cybercom Finland	91,774	86,253
Total	795,031	788,753

Note 11 – Other intangible non-current assets

Group 2014	Own developed software	Client relationships	Trade-marks	Patents
Opening cost	5,108	126,787	30,821	1,334
Year's capitalised costs	3,889	–	–	–
Translation differences	506	4,499	1,717	–
Closing accumulated cost	9,503	131,286	32,538	1,334
Opening amortisation and impairment	-3,319	-98,105	-30,288	-1,334
Year's amortisation	-364	-8,215	-400	–
Translation differences	-230	-3,981	-1,717	–
Closing accumulated amortisation and impairment	-3,913	-110,301	-32,405	-1,334
Carrying amount	5,590	20,985	133	0

Group 2013	Own developed software	Client relationships	Trade-marks	Patents
Opening cost of acquisition	3,198	124,222	29,842	1,334
Year's capitalised costs	1,730	–	–	–
Translation differences	180	2,565	979	–
Closing accumulated cost of acquisition	5,108	126,787	30,821	1,334
Opening amortisation and impairment	-3,198	-87,819	-28,909	-1,334
Year's amortisation	–	-8,091	-400	–
Translation differences	-121	-2,195	-979	–
Closing accumulated amortisation and impairment	-3,319	-98,105	-30,288	-1,334
Carrying amount	1,789	28,682	533	0

License rights	Group		Parent company	
	2014	2013	2014	2013
Opening cost of acquisition	43,373	44,019	23,168	23,143
Purchases	164	357	–	25
Sales and disposals	-258	-1,668	–	–
Reclassification	-5	–	–	–
Translation differences	1,275	665	–	–
Closing accumulated cost of acquisition	44,549	43,373	23,168	23,168
Opening amortisation	-29,076	-24,686	-13,008	-9,176
Year's amortisation	-5,331	-5,542	-3,829	-3,832
Sales and disposals	252	1,668	–	–
Reclassification	5	–	–	–
Translation differences	-1,071	-516	–	–
Closing accumulated amortisation	-35,221	-29,076	-16,837	-13,008
Carrying amount	9,328	14,297	6,331	10,160

Client relationships with a carrying amount of SEK 7.9 million (9.9) have a remaining amortisation period of 3 years (4) and client relationships with a carrying amount of SEK 13.1 million (18.8) have a remaining amortisation period of 2 years (3).

Note 12 – Property, plant and equipment

Equipment	Group		Parent company	
	2014	2013	2014	2013
Opening cost of acquisition	127,390	115,484	2,733	2,719
Purchases	19,391	12,576	16	14
Sales and retirement of assets	-3,148	-3,373	-506	-
Reclassification	5	-	-	-
Translation differences	6,825	2,703	-	-
Closing accumulated cost of acquisition	150,463	127,390	2,243	2,733
Opening depreciation	-102,808	-91,478	-2,297	-2,136
Year's depreciation	-11,841	-11,809	-56	-161
Sales and retirement of assets	2,731	2,726	506	-
Reclassification	-5	-	-	-
Translation differences	-5,057	-2,247	-	-
Closing accumulated depreciation	-116,980	-102,808	-1,847	-2,297
Carrying amount	33,483	24,582	396	436

The table for equipment includes non-current assets of SEK 4.4 million (6.2) classified as finance leases. See also Note 27 Leasing.

Buildings	Group	
	2014	2013
Opening cost of acquisition	2,191	2,482
Translation differences	378	-291
Closing accumulated cost of acquisition	2,569	2,191
Ingående avskrivningar	-161	-132
Year's depreciation	-47	-47
Translation differences	-32	18
Closing accumulated depreciation	-240	-161
Carrying amount	2,329	2,030

Note 13, continued

Note 13 – Non-current financial assets

Group	2014	2013
Opening cost of acquisition	666	1,604
Purchases	4	-
Sales/amortisation	-45	-936
Translation differences	7	-2
Closing accumulated cost of acquisition	632	666
Opening impairment loss	-585	-579
Year's impairment losses	-	-6
Closing accumulated impairment losses	-585	-585
Carrying amount	47	81

Parent company	2014	2013
Interests in group companies		
Opening cost of acquisition	1,340,978	1,141,338
Acquired group companies	-	650,000
Disposal of subsidiaries	-	-450,360
Closing accumulated cost of acquisition	1,340,978	1,340,978
Opening impairment loss	-463,352	-463,352
Closing accumulated impairment losses	-463,352	-463,352
Book value interests in group companies	877,626	877,626
Book value interests in joint arrangements	667	667
Carrying amount	878,293	878,293

In 2014, no impairment was necessary. Changes in interests in group companies relate to the mergers undertaken in the group in 2013. In calculating the value in use of assets, a discounting rate of 10.0 (10.5) percent after tax (12.2 (12.8) percent before tax) was used.

Subsidiaries included in group	Corporate identity No.	Registered office	Capital and votes, %		No. of interests		Carrying amount	
			2014	2013	2014	2013	Dec 31, 2014	Dec 31, 2013
Cybercom Sweden AB	556254-0673	Stockholm	100	100	20,000,000	20,000,000	650,000	650,000
Cybercom do Brazil	15.191.686/0001-12	Brazil	0.1	0.1	-	-	-	-
Cybercom Group Stockholm AB	556551-4493	Stockholm	100	100	1,000	1,000	120	120
Cybercom IS/IT Services AB	556544-6225	Stockholm	100	100	-	-	-	-
Cybercom Poland Sp. Z o.o	0000036076	Poland	100	100	-	-	-	-
Cyber Com Consulting A/S	25795938	Denmark	100	100	5,549	5,549	14,806	14,806
Cybercom Netcom Consultants AB	556359-1097	Stockholm	100	100	5,000	5,000	42,787	42,787
Cybercom Singapore PTE Ltd	199707629N	Singapore	100	100	-	-	-	-
Cybercom do Brazil	15.191.686/0001-12	Brazil	99.9	99.9	-	-	-	-
Cybercom Finland Oy	1516651-3	Finland	100	100	1,371,320	1,371,320	169,912	169,912
Carrying amount in parent company							877,626	877,626

Note 14 – Interests in joint operations

The group has a 49.5 percent (49.5) holding in a joint operation in India called Cybercom Datamatics Information Solutions Ltd, corporate identity number U72900MH2000PTC123469, with its registered office in Mumbai. The following amounts are included in the consolidated income statement and balance sheet and constitute the group's 49.5 percent (49.5) share in the assets, liabilities, income, and costs of this joint operation.

Interests in joint operations	2014	2013
Assets		
Non-current assets	2,495	2,277
Current assets	7,407	11,178
	9,902	13,455
Liabilities		
Current liabilities	571	1,095
	571	1,095
Net assets	9,331	12,360
Income	6,863	9,130
Expenses	-4,733	-6,014
Year's profit	2,130	3,116

The current liabilities include a bank loan of SEK 8 thousand (481) for which the joint operations company's long-term investments and operating assets are pledged as collateral. No contingent liabilities arise from the group's interest in this joint operation and the joint operation has no contingent liabilities.

Note 15 – Accounts receivable

	Group		Parent company	
	2014	2013	2014	2013
Accounts receivable	320,137	289,999	–	–
Bad debts				
Opening balance	-763	-2,234	–	–
Reversal of previously recognised impairment losses	778	1,293	–	–
Actual bad debt losses	–	928	–	–
Year's impairment losses	-881	-750	–	–
Translation differences	-61	0	–	–
Closing balance	-927	-763	–	–
Accounts receivable, net	319,210	289,236	–	–

Note 16 – Other receivables

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Time worked but not invoiced	27,862	16,045	–	–
Other items	2,469	1,613	329	169
Total	30,331	17,658	329	169

Note 17 – Prepayments

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Prepaid rents	1,231	598	–	–
Prepaid leasing fees	322	215	–	–
Prepaid insurance premiums	3,019	3,494	388	355
Prepaid services and fees	3,766	3,016	1,114	16
Prepaid interest expense	–	1,715	–	–
Prepaid licence fees	4,510	2,546	257	203
Prepaid data communication	936	2,387	22	–
Other items	3,880	2,141	247	112
Total	17,664	16,112	2,028	686

Note 18 – Equity

On December 31, 2014 the registered share capital stood at 180,439,495 shares (180,439,495). The shares' par value is 0.25 (0.25). All shares are fully paid.

The translation reserve contains all exchange differences that arise in translation of financial statements from foreign operations that have prepared their financial statements in a currency other than Swedish kronor, which is the currency in which the group's financial statements are presented. The translation reserve also contains exchange differences arising in revaluation of liabilities recognised as hedging instruments of a net investment in a foreign operation.

	Group	
	2014	2013
Translation reserve in equity		
Opening balance	-2,056	-5,889
Translation differences reclassified as profit or loss	–	-1,776
Year's change in translation reserve	17,162	5,609
Closing balance	15,106	-2,056

Note 19 – Deferred tax

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Deferred tax assets				
Non-deductible depreciation of equipment	–	1,107	–	–
Endowment insurance and employer's contribution	1,459	1,214	1,459	1,214
Reserves	76	1,111	–	–
Goodwill from net assets acquisition	–	24	–	–
Loss carry-forwards	14,350	15,206	12,813	14,238
Other	845	904	–	–
Total deferred tax assets	16,730	19,566	14,272	15,452
Deferred tax liabilities				
Accumulated excess amortisation	-340	-212	–	–
Tax allocation reserves	-890	-1,064	–	–
Trademarks	-30	-118	–	–
Client relationships	-4,438	-6,086	–	–
Other	-45	–	–	–
Total deferred tax liabilities	-5,743	-7,480	–	–
Deferred tax, net	10,987	12,086	14,272	15,452

Temporary differences exist in those cases where the carrying amounts and tax bases differ for assets or liabilities. Temporary differences regarding the items above resulted in deferred tax liabilities and deferred tax assets. The changes have been recognised in the year's comprehensive income, with the exception of tax on issue costs, which are recognised in equity, see Note 8.

Amounts on the balance sheet include	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Deferred tax assets used after 1 year	1,562	1,214	1,459	1,214
Deferred tax liabilities payable after 1 year	-2,685	-5,250	–	–

Change in deferred tax assets, net	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Opening balance, net	12,086	10,786	15,452	8,179
Through disposal of subsidiaries	–	–	–	–
Change in year's comprehensive income	-1,161	1,389	-1,180	7,273
Change directly against equity	–	–	–	–
Translation differences	62	-89	–	–
Closing balance, net	10,987	12,086	14,272	15,452

Loss carry-forwards

Deferred tax assets for loss carry-forwards are recognised to the extent that it is likely these can be utilised against taxable revenues. The years in which these loss carry-forwards expire are shown below.

Expiration for loss carry-forwards	Group		Parent company	
	Loss carry-forward	Tax effect	Loss carry-forward	Tax effect
Unlimited useful life	65,147	14,350	58,241	12,813
Total	65,147	14,350	58,241	12,813

Note 20 – Other non-current liabilities

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Bank loans	25,000	65,000	25,000	–
Finance leases	1,837	3,865	–	–
Liability to former shareholders of auSystems	554	1,107	–	–
Other	781	685	686	686
Total	28,172	70,657	25,686	686

The bank loans mature up until 2016 and are subject to 3 months' interest with interest based on STIBOR 3M.

Note 21 – Overdraft facility

Cybercom has an agreed overdraft facility of SEK 100 million (75), of which none was utilised at December 31, 2014 (0).

Note 22 – Restructuring provision

Change in restructuring provision	Group		Parent company	
	2014	2013	2014	2013
Carrying amount at year's start	993	29,417	–	634
Provisions made during the year	283	–	–	–
Amounts used during the year	-1,223	-28,448	–	-634
Translation differences	9	24	–	–
Total carrying amount at year end	62	993	–	–

The anticipated payments for 2015 are SEK 62 thousand.

Note 23 – Other current liabilities

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Bank loans	40,008	40,481	40,000	–
Factoring	–	–	–	–
Derivatives	107	584	–	–
Finance leases	2,481	2,338	–	–
VAT, tax at source	23,062	25,141	319	1,064
Other current liabilities	14,572	16,012	502	490
Total	80,230	84,556	40,821	1,554

The portion of the bank loan that matures within 12 months is subject to 3 months' interest with interest based on STIBOR 3M.

Note 24 – Accrued expenses and deferred income

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Accrued salaries	11,419	12,112	–	–
Accrued holiday pay	54,671	54,279	915	758
Accrued social security costs	26,281	26,103	1,082	850
Accrued interest expense	67	156	–	–
Accrued external services	20,334	22,666	514	439
Other items	8,865	7,921	1,548	856
Total	121,637	123,237	4,059	2,903

Note 25 – Financial assets and liabilities

Financial assets and liabilities by measurement category

Group Dec 31, 2014	Loan	Other	Financial assets	Total
	receivables and accounts receivable		and liabilities measured at fair value through profit or loss	
Unlisted shares, MCL 3, Note 13	–	–	47	47
Accounts receivable, Note 15	319,210	–	–	319,210
Time worked but not invoiced, Note 16	27,862	–	–	27,862
Current investments, Note 31	4,134	–	–	4,134
Cash and bank, Note 31	9,702	–	–	9,702
Total	360,908	–	47	360,955
Non-current loans and lease liabilities, Note 20	–	26,837	–	26,837
Current loans and lease liabilities, Note 23	–	42,489	–	42,489
Accounts payable	–	82,259	–	82,259
Derivatives, MCL 2, Note 23	–	–	107	107
Accrued interest expense, Note 24	–	67	–	67
Total	–	151,652	107	151,759

Group Dec 31, 2013	Loan	Other	Financial assets	Total
	receivables and accounts receivable		and liabilities measured at fair value through profit or loss	
Unlisted shares, MCL 3, Note 13	–	–	81	81
Accounts receivable, Note 15	289,236	–	–	289,236
Time worked but not invoiced, Note 16	16,045	–	–	16,045
Current investments, Note 31	7,782	–	–	7,782
Cash and bank, Note 31	15,883	–	–	15,883
Total	328,946	–	81	329,027
Non-current loans and lease liabilities, Note 20	–	68,865	–	68,865
Current loans and lease liabilities, Note 23	–	42,819	–	42,819
Accounts payable	–	65,403	–	65,403
Derivatives, MCL 2, Note 23	–	–	584	584
Accrued interest expense, Note 24	–	156	–	156
Total	–	177,243	584	177,827

Measurement categories, levels (MCL)

The fair value of financial instruments is determined on the basis of three categories.

Level 1: Prices quoted in an active market for the same instruments.

Level 2: Directly or indirectly observable market data not included in level 1.

Level 3: Unobservable market data (inputs).

Establishing fair value

The next section summaries the main methods and assumptions used to establish the fair value of the financial instruments recognised.

Non-current receivables, loans to employees and securities

The fair value of unlisted financial assets is established by computing the future cash flows. The measurement assessment takes account of the value in the event of any completed transactions.

Financial investments, derivatives

The fair value of foreign exchange contracts and interest rate swaps is based on the measurement made by the brokering credit institution.

Accounts receivable and accounts payable

For accounts receivable and accounts payable, the carrying amount is considered to reflect the fair value.

Interest bearing liabilities, loans

The fair value of financial liabilities that are not derivatives is computed using future cash flows of capital amounts and interest discounted at the actual market interest rate on the reporting date.

Interest bearing liabilities, leasing

The fair value is based on the present value of future cash flows discounted at the market interest rate for similar leases.

Note 26 – Risk exposure and risk management

Cybercom is exposed to various kinds of financial risks through its operations.

Financial risks mean fluctuations in the company's profit or loss and cash flow due to changes in exchange rates, interest rates, refinancing risks and credit risks. The board drew up the group's finance policy for managing financial risks and the policy forms a framework of guidelines and rules. Responsibility for the group's financial transactions is managed centrally in the parent company. The overall goal is to minimise adverse impact on the group's results.

LIQUIDITY AND FINANCING RISK

Liquidity risk is the risk of the group having problems fulfilling its obligations that are linked to financial liabilities. The group has rolling 26 week liquidity planning that covers all group units in addition to the annual liquidity budget. This planning is updated monthly. Liquidity planning is used to manage the liquidity risk and to

minimise the cost of financing the group. The aim is that the group will be able to fulfil its financial commitments in economic high and low periods, without significant unforeseeable costs and without risking the group's reputation. Group policy is to minimise the need for borrowing by using excess liquidity within the group through cash pools. The group previously made use of factoring in the form of invoice sales for certain large clients in Sweden. This was phased out during 2012. Liquidity risks to the group are managed centrally in the parent company. Cybercom has an agreed overdraft facility of SEK 100 million (75), of which none was utilised at December 31, 2014 (0). Cybercom had financial liabilities of SEK 151.8 million (177.8) at year end and the table below shows the maturity structure. Future amortisation and interest payments on the debt liability are calculated on the basis of exchange and interest rates on the reporting date.

Group	Original currency	Dec 31, 2014			Dec 31, 2013				
		Total	0–1 year	1–3 years	3–5 years	Total	0–1 year	1–3 years	3–5 years
Bank loans	SEK	66,056	40,881	25,175	–	108,673	42,558	66,115	–
Bank loans	INR	8	8	–	–	481	481	–	–
Derivatives	SEK	107	107	–	–	584	584	–	–
Accounts payable	See table below	82,259	82,259	–	–	65,403	65,403	–	–
Finance lease liabilities	EUR/PLN	4,501	2,610	1,891	–	6,572	2,555	4,017	–
Total		152,931	125,865	27,066	–	181,713	111,581	70,132	–

Achievement of certain key figures, called covenants, is a prerequisite for loan financing. The key figures are based on Cybercom's profit or loss, net financial items and net debt ratio. Cybercom continually analyses these key figures. The company meets the requirements of the covenants.

MARKET RISK

Market risk is the risk that the fair value of, or future cash flows from, a financial instrument will vary due to changes in the market price. IFRSs define three types of market risks; currency risk, interest rate risk, and other price risks. Interest rate and currency risks are the market risks that affect the group most.

Interest rate risk

Interest rate risk is the risk of the value of financial instruments varying due to changed market interest rates. Interest rate risk can lead to changed cash flows. The fixed interest term is a significant factor that affects interest rate risk. Three-month interest applies to Cybercom's debt financing. To hedge the uncertainty of highly probable predicted interest rate flows regarding borrowing at variable rates of interest, Cybercom uses interest rate swaps to some extent for which it receives interest at variable rates and pays fixed rate interest for the duration of the loan. On December 31, 2014, SEK 10 million (30) of the loan was hedged. A 100 basis-point change in interest on the reporting date would, based on the above table and before taking into account interest-rate swaps, impact the group's future profit or loss and equity by SEK 0.5 million (1.0), and after taking into account interest-rate swaps by SEK 0.5 million (0.8). The sensitivity analysis assumes that all other factors (such as exchange rates) remain unchanged.

Currency risk

The risk of fair values and cash flows of financial instruments fluctuating when the values of foreign currencies change is called currency risk. Cybercom is exposed to various currency risks. The main exposure occurs in the group's sales and purchases in foreign currencies. These currency risks comprise the risk of fluctuations in the value of accounts receivable and accounts payable, and the currency risk of expected and contracted payment flows. However, currency hedging takes place only to a very limited extent. These risks are called transaction exposure. Cybercom's policy is to only hedge existing and well-known currency flows, principally certain client contracts. Cybercom does not hedge any forecasted currency flows. Cybercom always strives wherever possible to match revenue and expenses in the same currency.

Translation of assets and liabilities of foreign subsidiaries to the parent company's functional currency also involves currency risks, known as translation exposure. Hedge accounting is used in the accounts when the prerequisites for this have been fulfilled. The group's income statement includes exchange differences of SEK -3.3 million (-0.1) in operating profit or loss and exchange differences of SEK +1.7 million (-0.7) in financial items.

Transaction exposure

Cybercom's transaction exposure was distributed among these currencies on the reporting date, amounts in SEK thousand, revaluated to the exchange rate on the reporting date.

Note 26, continued

Currency	Dec 31, 2014					Dec 31, 2013				
	Accounts receivable	Other receivables	Accounts payable	Other liabilities	Total	Accounts receivable	Other receivables	Accounts payable	Other liabilities	Total
SEK	232,309	18,761	-56,112	-102,930	92,028	233,096	13,109	-54,791	-135,294	56,120
CHF	-	-	-	-	-	92	-	-	-	92
DKK	13,604	-	-7,901	-7	5,696	8,519	-	-1,477	-727	6,314
EUR	55,705	3,653	-15,322	-3,418	40,618	31,940	2,295	-6,357	-1,679	26,199
GBP	332	-	-41	-	291	-	-	-25	-7	-31
INR	-	-	-12	-8	-20	-	-	-9	-481	-490
NOK	147	-	-	-52	95	110	192	-	-9	293
PLN	3,847	1,077	-724	-98	4,102	3,298	24	-465	-32	2,824
SGD	152	-	-50	-	102	-	-	-104	-	-104
USD	13,114	4,371	-2,097	-	15,388	12,181	450	-2,175	-614	9,842
Total	319,210	27,862	-82,259	-106,513	158,300	289,236	16,069	-65,403	-138,843	101,059

Sensitivity to transaction exposure

Based on transaction exposure on December 31, 2014, and excluding any foreign exchange hedges, Cybercom's profit or loss would have been affected by SEK 6.6 million (4.5) if exchange rates against Swedish kronor had changed by 10 percent.

Translation exposure

Foreign net assets in the group are distributed among the following currencies:

Sensitivity to translation exposure

Based on translation exposure on December 31, 2014, the group's equity would have been affected by SEK 25.4 million (21.8) if the Swedish krona had fluctuated by 10 percent against all those currencies to which Cybercom has translation exposure, including hedges but excluding any effects in equity as a result of translation of other items included in profit or loss for the year.

See also Note 1, Accounting policies, for information about hedge accounting.

Original currency	Dec 31, 2014			Dec 31, 2013		
	Net investment	Hedged net investment	Net exposure	Net investment	Hedged net investment	Net exposure
DKK	23,006	-	23,006	23,398	-	23,398
EUR	172,657	-	172,657	145,620	-	145,620
INR	9,330	-	9,330	12,359	-	12,359
PLN	12,489	-	12,489	10,155	-	10,155
USD	36,792	-	36,792	26,322	-	26,322
Total	254,274	-	254,274	217,854	-	217,854

CREDIT RISK

The risk of Cybercom's clients not fulfilling their obligations, i.e. Cybercom not receiving payment from clients, is a client credit risk. Historically, Cybercom has had very low credit losses. The majority of the group's clients are well reputed companies and government agencies with high credit ratings. Cybercom's policy is to check the creditworthiness of its clients by obtaining data on clients' financial position from a credit rating agency. But Cybercom does not produce credit classifications from this data. Cybercom has set rules for bad debt management, and impairment of past-due accounts receivable takes place after individual assessment.

The maximum credit risk exposure corresponds with the carrying amount.

	2014 Carrying amount	2013 Carrying amount
Accounts receivable, not past due	270,819	248,793
Past due 1–30 days	39,430	39,601
Past due 31–90 days	8,834	810
Past due >90 days	127	32
Total	319,210	289,236

Cybercom has no collateral at its disposal for past due accounts receivable.

Capital management

Cybercom defines its managed assets as the equity of the group. It is necessary for Cybercom to have a robust financial position and strong liquidity. This provides the financial flexibility and independence required to operate and manage the variations in the need for capital employed and benefit from business opportunities. Cybercom's capital structure and dividend policy are adopted by the board.

The management of capital structure aims to create a balance between equity, debt financing and liquidity so that Cybercom secures financing for the business at a reasonable capital cost. Cybercom aims to finance growth, normal investments and distributions to shareholders by generating sufficient positive cash flow from operations.

Dividend policy

Cybercom will pay a dividend to its shareholders of at least 30 percent of net profit, unless there are special considerations relating to the company's financial situation or plans. The board proposes that the annual general meeting endorse a dividend of SEK 0.05 per share, totalling SEK 9,021,974.75 for 2014 (SEK 0 per share 2013).

Debt policy

Cybercom will have net debt over time, not exceeding 30 percent of equity. In 2014 net debt was 6 percent (10) of equity.

Note 27 – Leasing

The nominal value of future minimum lease payments under non-cancellable operating leases is distributed per this table.

Operating leases	Group		Parent company	
	2014	2013	2014	2013
Payable within one year	42,318	34,306	–	14
Payable after one year but within five years	93,794	56,787	–	–
Payable after five years	47,167	389	–	–
Total	183,279	91,482	–	14

Operating leases	Group		Parent company	
	2014	2013	2014	2013
Lease expenses	44,812	45,642	6	33
Lease income from sub-leased items	636	1,266	–	–

Leasing contracts mainly comprise rental contracts for premises and a small number of office machines.

Expiration of non-cancellable finance leases is shown in the table.

Finance leases, group	2014			2013		
	Minimum lease payment	Interest	Principal	Minimum lease payment	Interest	Principal
Payable within one year	2,610	129	2,481	2,555	217	2,338
Payable after one year but within five years	1,891	54	1,837	4,017	154	3,865
Payable after five years	–	–	–	–	–	–
Total	4,501	183	4,318	6,572	371	6,203

Finance leases	Group	
	2014	2013
Variable charges included in the period's profit or loss	211	238

Note 28 – Pledged collateral and contingent liabilities

Ställda säkerheter	Group		Parent company	
	2014	2013	2014	2013
In the form of pledged collateral for own liabilities and provisions				
Shares	848,935	824,770	650,000	650,000
Floating charges	200,000	200,000	–	–
Accounts receivable	–	–	–	–
Total pledged collateral	1,048,935	1,024,770	650,000	650,000

The shares in Cybercom Sweden AB have been pledged as collateral for the obligations within existing loan agreements with SEB. The group value of the pledge on December 31, 2014 was SEK 848.9 million. As contractually agreed, the lenders are entitled to realise the pledge if grounds for cancellation arise (event of default) and no agreement can be reached. The pledge can only be realised if an event of default still exists when realisation takes place. In addition, floating charges in Cybercom Sweden AB of SEK 200.0 million have been pledged as collateral for the loan agreement.

Contingent liabilities	Group		Parent company	
	2014	2013	2014	2013
Guarantees to benefit of subsidiaries	–	–	10,525	–
Total pledged collateral	–	–	10,525	–

Guarantees for subsidiaries consist of commitments to the benefit of the companies in addition to these utilised and expensed amounts.

Note 29 – Related party transactions

Purchases and sales between group companies amounted to SEK 83.2 million (77.6) and essentially comprised services. Purchases and sales between group companies and joint arrangements totalled SEK 6.8 million (8.8). JCE Group is Cybercom's largest shareholder with a direct and indirect 42.1 percent (42.1) shareholding. Sales totalling SEK 1.1 million (0.3) took place to Consafe Logistics, a company in the JCE group.

Note 3 lists remuneration to senior executives.

Note 30 – Untaxed reserves

	Parent company	
	2014	2013
Tax allocation reserve, taxation 2010	4,048	4,048
Accumulated excess depreciation/amortisation	631	964
Total	4,679	5,012

Note 31 – Cash flow statement

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Cash and cash equivalents				
Current investments	4,134	7,782	–	–
Cash and bank	9,702	15,883	18,066	38,051
Cash and cash equivalents	13,836	23,665	18,066	38,051

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Interest				
Interest received	1,791	2,039	858	160
Interest paid	-5,890	-8,896	-1,817	-41
Interest, net	-4,099	-6,857	-959	119

	Group		Parent company	
	Dec 31, 2014	Dec 31, 2013	Dec 31, 2014	Dec 31, 2013
Adjustments for items not included in cash flow				
Depreciation, amortisation and impairment losses	26,373	26,199	10,191	10,298
Change in untaxed reserves	–	–	-333	-6,194
Unrealised exchange differences	3,003	-739	–	–
Fair value derivatives	-477	-772	–	–
Group contribution	–	–	-9,540	33,578
Capital gain	–	158	–	–
Interest not paid/received	103	-610	–	–
Provisions	-940	-28,448	–	-634
Total	28,062	-4,212	318	37,048

Note 32 – Acquisitions of subsidiaries

In 2007 Cybercom acquired auSystems in Sweden, Poland and Denmark from Teleca with around 700 employees. In conjunction with the acquisition, an additional purchase price of SEK 21,954 thousand was entered as a liability. The additional consideration refers to 50 percent of the tax effect for amortisation of goodwill arising from the purchase of net assets in one of the acquired companies. In 2014, Teleca's portion of the tax effect was SEK 553 thousand (661), thus the corresponding part of the liability has been paid to Teleca. The outstanding consideration amounts to SEK 0.5 million.

Investing activities	2014	2013
Purchase price settled in cash	-553	-661
Effect of acquisition on group's cash and cash equivalents	-553	-661

Assurance

The Board of Directors and the CEO hereby certify that the annual accounts were prepared in accordance with generally accepted accounting standards in Sweden, and that the consolidated financial statements were prepared in accordance with International Financial Reporting Standards (IFRS) as defined in regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002 on the application of international accounting standards.

The annual accounts and the consolidated financial statements provide a fair presentation of the group's and parent company's financial position and earnings.

The directors' report for the parent company and the group provides a fair presentation of the group's and parent company's operations, financial position and earnings and describes significant risks and uncertainties facing the parent company and the companies included in the group.

The annual accounts and consolidated financial statements were approved for publication by the Board of Directors and Chief Executive Officer on March 27, 2015. The income statements and balance sheets of the group and the parent company will be submitted for approval by the AGM on May 7, 2015.

Stockholm, March 27, 2015

Hampus Ericsson
Chairman of the Board

Ulrika Dellby
Board member

Nicolas Hassbjer
Board member

Jan-Erik Karlsson
Board member

Katarina Kämpe
Board member

Dag Sundman
Board member

Robin Hammarstedt
Board member
employee representative

Henrik Lundin
Board member
employee representative

Niklas Flyborg
President and CEO

Our audit report was issued on March 27, 2015

KPMG AB

Helena Arvidsson Älgne
Authorised Public Accountant
and Head Auditor

Hök Olov Forsberg
Authorised Public Accountant

Independent auditor's report

To the annual meeting of the shareholders of Cybercom Group AB (publ), corporate identity num- ber 556544-6522

Report on the annual accounts and consolidated accounts

We have audited the annual accounts and consolidated accounts of Cybercom Group AB (publ) for the year 2014. The annual accounts and consolidated accounts of the company are included in the printed version of this document on pages 1–37.

Responsibilities of the Board of Directors and the CEO for the annual accounts and consolidated accounts

The Board of Directors and the CEO are responsible for the preparation and fair presentation of these annual accounts in accordance with the Annual Accounts Act and of the consolidated accounts in accordance with International Financial Reporting Standards, as adopted by the EU, and the Annual Accounts Act, and for such internal control as the Board of Directors and the CEO determine is necessary to enable the preparation of annual accounts and consolidated accounts that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these annual accounts and consolidated accounts based on our audit. We conducted our audit in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the annual accounts and consolidated accounts are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts and consolidated accounts. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the annual accounts and consolidated accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the annual accounts and consolidated accounts in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors and the CEO, as well as evaluating the overall presentation of the annual accounts and consolidated accounts.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the parent company as of 31 December 2014 and of its financial performance and its cash flows for the year then ended in accordance with the Annual Accounts Act. The consolidated accounts have been

prepared in accordance with the Annual Accounts Act and present fairly, in all material respects, the financial position of the group as of 31 December 2014 and of their financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards, as adopted by the EU, and the Annual Accounts Act. The director's report is consistent with the other parts of the annual accounts and consolidated accounts.

We therefore recommend that the annual meeting of shareholders adopt the income statement and balance sheet for the parent company and the group.

Report on other legal and regulatory requirements

In addition to our audit of the annual accounts and consolidated accounts, we have also audited the proposed appropriations of the company's profit or loss and the administration of the Board of Directors and the CEO of Cybercom Group AB (publ) for the financial year 2014.

Responsibilities of the Board of Directors and the CEO

The Board of Directors is responsible for the proposal for appropriations of the company's profit or loss, and the Board of Directors and the CEO are responsible for administration under the Companies Act.

Auditor's responsibility

Our responsibility is to express an opinion with reasonable assurance on the proposed appropriations of the company's profit or loss and on the administration based on our audit. We conducted the audit in accordance with generally accepted auditing standards in Sweden.

As a basis for our opinion on the Board of Directors' proposed appropriations of the company's profit or loss, we examined the reasoned opinion of the Board of Directors as well as a selection of the underlying documentation in order to assess whether the proposal is in accordance with the Companies Act.

As a basis for our opinion concerning discharge from liability, in addition to our audit of the annual accounts and consolidated accounts, we examined significant decisions, actions taken and circumstances of the company in order to determine whether any member of the Board of Directors or the CEO is liable to the company. We also examined whether any member of the Board of Directors or the CEO has, in any other way, acted in contravention of the Companies Act, the Annual Accounts Act or the Articles of Association.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Opinions

We recommend to the annual meeting of shareholders that the profit be appropriated in accordance with the proposal in the directors' report and that the members of the Board of Directors and the CEO be discharged from liability for the financial year.

Stockholm, March 27, 2015
KPMG AB

Helena Arvidsson Älgne
Authorised Public Accountant and Head Auditor

Hök Olov Forsberg
Authorised Public Accountant

Corporate governance report

Cybercom was founded in 1995. The group's parent company is Cybercom Group AB (publ) ("Cybercom"). Cybercom is a public company whose shares were admitted to trading on the NASDAQ Stockholm exchange in 1999. The board of directors of Cybercom hereby presents the corporate governance report for 2014 as required by Chapter 6, Section 6 of the Swedish Annual Accounts Act and Point 10 of the Swedish Code of Corporate Governance.

This corporate governance report was adopted by the board in March 2015 and is an account of how corporate governance has been conducted at Cybercom during the financial year 2014. The auditor's opinion on the corporate governance report is included on page 47. The corporate governance report does not form part of the directors' report.

Principles of corporate governance

In addition to the principles of corporate governance imposed by law or regulation, Cybercom has since 2008 applied the Swedish Code of Corporate Governance (the "Code"), (see Swedish Corporate Governance Board website www.bolagsstyrning.se). As an issuer of shares admitted to trading on the stock exchange, Cybercom complies with NASDAQ OMX's Rule Book for Issuers (see NASDAQ OMX's website www.nasdaqomxnordic.com). The internal regulations for the company's governance consist of the articles of association, the board's rules (including instructions for the board committees), CEO instructions, instructions for financial reporting and other policies and guidelines.

Cybercom complies with the Code with the exception of point 7.3 since the company's audit committee comprises two and not three board members.

An audit committee comprising two board members has been deemed to be adequate with regard to the company's size and the activities conducted.

Shareholders

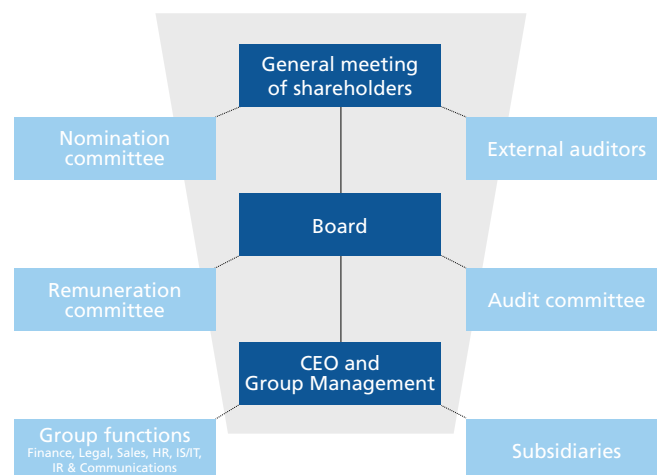
Per December 31, 2014 the company had 4,913 shareholders.

Major share holdings

One shareholder in Cybercom has direct or indirect share holdings representing at least one tenth of the voting rights for all shares in the company, JCE Group, which at December 31, 2014 held 42.1 percent of the shares.

Voting rights

Cybercom's articles of association do not contain any limitations regarding how many votes each shareholder may cast at a general meeting.



Articles of association

The current articles of association (see company's website www.cybercom.com) were adopted at the extraordinary general meeting of October 1, 2012. The articles of association do not contain any specific provisions on the appointment and dismissal of board members or on amendments to the articles.

General meeting of shareholders

The general meeting of shareholders is the company's supreme governing body. It is at the meeting that shareholders have the opportunity to exercise their influence. A number of matters are reserved, in accordance with the Swedish Companies Act, for the general meeting to decide, such as adoption of the income statement and the balance sheet, distribution of profit, discharge of liability, election of board members and the appointment of auditors.

During the year the board may convene extraordinary general meetings. This happens for example if decisions must be taken in matters that can only be decided by a general meeting and it is not appropriate to wait until the next AGM.

Shareholders wishing to attend a general meeting must be registered as shareholders in the transcript or other copy of the entire share register, according to ownership status, five weekdays before the meeting, and notify the company of their intent to participate not later than on the date specified in the notice to the general meeting. This day may not be a Sunday, public holiday, Saturday, Midsummer Eve, Christmas Eve or New Year's Eve and must not be earlier than the fifth weekday before the meeting.

Annual general meeting

Cybercom held its 2014 AGM on May 7 at Lindhagensgatan 126, Stockholm. Thirteen shareholders representing almost 55 percent of votes and capital, attended the meeting. The chairman of the board, all board members, the chief executive officer and the company's auditors were present as required by the Code. The chairman of the nomination committee represented the nominations committee. The AGM resolved to adopt the income statement and balance sheet for 2013, profit distribution, and discharged the CEO and the board from liability for the financial year. The AGM elected board members and appointed the nomination committee. The 2015 AGM will be held at the corporate headquarters, Sveavägen 20, Stockholm, Sweden on May 7.

Authorisation

There are currently no authorisations issued by the meeting of shareholders for the board to resolve that the company should issue new shares or acquire treasury shares.

Nomination committee

The AGM appoints the nomination committee and decides what tasks the committee will complete for the next AGM.

Until the 2014 AGM, the nomination committee consisted of Ulf Gillberg (JCE Group AB), Evert Carlsson (Swedbank Robur Fonder), Henrik Didner (Didner & Gerge Fonder) as representatives of Cybercom's three largest shareholders, and John Örtengren, as representative of minority shareholders, and Hampus Ericsson as chairman of the board, but without voting rights on the nomination committee. After it was announced in October 2014 that Didner & Gerge Fonder was no longer one of the three largest shareholders in Cybercom and left the nomination committee, and when Försäkringsaktiebolaget Avanza Pension and SEB Life International Assurance, which respectively hold the third and fourth largest equity stakes in Cybercom refrained from nomination committee work, Cybercom's nomination committee was reduced by one member in accordance with a decision taken by the AGM in 2014. The chairman of the nomination committee is Ulf Gillberg.

In accordance with the decision of the AGM, the chairman of the nomination committee should be the board member who represents the largest shareholder in terms of votes, unless the members of the nomination committee decide otherwise.

Auditors

The auditing firm appointed by the 2014 AGM for a period of one year is KPMG AB. KPMG appointed authorised public accountant Helena Arvidsson Älgne as head auditor. A new appointment of auditing firm will take place at the 2015 AGM. The auditors are responsible, on behalf of the shareholders, for auditing the company's annual accounts and accounting records, as well as the administration of the company by the board and CEO. The auditor reports regularly to the board and to the AGM. Auditing fees are presented in note 4.

Board of directors

Board composition

Until the 2014 AGM, the board consisted of Nicolas Hassbjer, Jan-Erik Karlsson, Thomas Landberg, Dag Sundman and Chairman Hampus Ericsson. The 2014 AGM re-elected all the board members, with the exception of Thomas Landberg, who had declined re-election. Ulrika Dellby and Katarina Kämpe were elected as new board members. Hampus Ericsson was re-elected as chairman of the board.

Board independence

The opinion of the nomination committee, which is shared by the board, with regard to the independence of the board members in relation to the company, the company's management and shareholders is shown in the table on page 41. Accordingly, Cybercom fulfils the applicable requirements regarding board members' independence of the company, the management and the company's major shareholders.

Schedule for ordinary board meetings

February	Year-end report
March	Corporate governance meeting – Agenda and notice of AGM, corporate governance report, annual report, review of insurance and pensions
May	Interim report first quarter Constituent board meeting, decisions on the board's work schedule, instructions to the CEO, and instructions for financial reporting, board's annual plan, and signatories
July	Interim report second quarter
September	Strategy meeting, financial targets, instructions for budgeting
October	Interim report third quarter
December	Budget meeting, business plan

Board work

The board's work is conducted based on the requirements of the Swedish Companies Act, the Code and other rules and regulations applicable to the company. The board works according to annually adopted rules of procedure and an annual schedule.

The company's CEO and CFO participate in board meetings. The board secretary is the company's general counsel. Other individuals from the executive team and group employees participate in board meetings to present specific issues as needed.

In 2014 the board met on 11 occasions in addition to the constituent meeting following the AGM (including three per capsulam). During the year the board has focused primarily on the company's strategy, business plan and budget, the company's financing, sector trends and the company's transformation to meet these, internal controls and review of large client tenders.

The board has met with the auditor without the presence of the CEO or other executive team members.

External evaluation of the board's and the CEO's work in 2014 has been achieved through a systematic and structured process which aimed to obtain a sound basis for the board's own development work. The board

addressed the evaluation of CEO performance with no executive team members in attendance. The nomination committee has been informed of the results.

The board monitors management performance through monthly reports which include reports of financial results, key performance indicators, development of priority activities and so on. The board has also at several meetings received more detailed information on major change initiatives and various units within the group.

The CEO presents an activity report at ordinary board meetings. A representative of a business area, region or group function is invited to the meetings to present their operations. The board holds briefings with the auditor to address reports from the auditor.

Board work in committees

The board has two committees: the audit committee and the remuneration committee. The committees' work is governed by the board's rules of procedure.

The board committees deal with the issues that fall within their respective area, and submit reports and recommendations that form the basis for the board's decisions. The committees have some decision-making mandate within the framework of the board's directives. Minutes of meetings of the committees are sent to the board.

Audit committee

The audit committee comprises Nicolas Hassbjer and Ulrika Dellby, chairman.

In 2014, the audit committee held four minuted meetings. Meetings bring together the company's CFO, who also serves as the audit committee's secretary, and the group accounting manager. The company's auditor attended all audit committee meetings.

The committee has reviewed all interim reports and the annual report and all risk reports from the company's auditor. The committee has also focused on impairment testing of goodwill, issues regarding banking agreements, the company's payment terms and working capital, financial policies, financial governance and the company's internal control of financial risks, focusing on tenders, contract management and evaluation of project risks.

Remuneration committee

The remuneration committee comprises Hampus Ericsson and Jan-Erik Karlsson, chairman. The meetings are attended by the CEO and the group head of HR, who also acts as the remuneration committee's secretary. During the year the committee has dealt with issues concerning remuneration to senior executives, provision of leadership and talent management.

In 2014, the remuneration committee held two minuted meetings.

Attendance by board members and committee members during the year is shown in the table below.

Name	Elected	Independent	Position	Committees	Board attendance	Audit committee attendance	Remuneration committee attendance	Fees SEK ¹⁾	No. of shares in Cybercom
Ulrika Dellby	2014	Yes	Board member and audit committee chairman since May 7, 2014	Audit	100%	100%		275	30,000
Hampus Ericsson	2009	No ²⁾	Board chairman	Remuneration	100%		100%	200	76,048,105 (via legal entity)
Nicolas Hassbjer	2013	Yes	Board member and audit committee member	Audit	92%	100%		250	5,054,914 (via legal entity and includes related-party shares)
Dag Sundman	2012	Yes	Board member		92%			200	400,000 (via legal entity)
Jan-Erik Karlsson	2012	Yes	Board member and remuneration committee chairman	Remuneration	100%		100%	200	500,000
Katarina Kämpe	2014	Yes	Board member since May 7, 2014		100%			200	0
Robin Hammarstedt	2008	No	Employee representative		92%			0	25,000
Henrik Lundin	2010	No	Employee representative		100%			0	0
Joakim Börjesson	2013	No	Deputy employee representative		100%			0	0
Cecilia Wedin	2012	No	Deputy employee representative until October 2, 2014		100%			0	0

1) Fee information is for the board year from the 2014 AGM until the 2015 AGM. Guidelines for remuneration to senior executives are presented in Note 3 to the annual report.

2) Non-independent in relation to major shareholders.

Directors



Hampus Ericsson

Chairman since 2012 and board member since 2009
Member remuneration committee and participant in nomination committee without voting rights

CEO and chairman JCE Group AB, the largest shareholder in Cybercom

Born: 1972

Education: Master of Science, Gothenburg School of Economics, BA International Business, Johnson & Wales University (USA)

Other assignments: Chairman Consafe Logistics AB, board member BRUKS Holding AB, Burntisland Fabrications Ltd and Consafe Invest AB.

Previous assignments: Consafe Offshore AB, JCE Group AB and Enskilda Securities Corporate Finance

Expertise: Financing, M&As and business development

Cybercom share holdings: 76,048,105 shares, issued options corresponding to 460,000 shares (via legal entity)



Ulrika Dellby

Board member since 2014

Chairman audit committee

Partner Fagerberg & Dellby

Born: 1966

Education: Economics and business administration, Stockholm School of Economics

Other assignments: Deputy chairman Fastighetsaktiebolaget Norrporten, board member SJ AB and Big Bag Group AB. Nominated to board Lifco AB

Previous assignments: Partner The Boston Consulting Group and CEO Brand Union Stockholm

Expertise: Strategy, business development and consulting, M&As and operational governance

Cybercom share holdings: 30,000



Nicolas Hassbjer

Board member since 2013

Member audit committee, entrepreneur

Born: 1967

Education: Honorary PhD Information Technology

Other assignments: Chairman Tequity AB and Sydsvenska Handelskammaren, board member including Sigicom AB, eGain International AB, MagComp AB, Halmstad University and Almi Företagspartner group board

Previous assignments: Founder and CEO HMS Networks AB (publ), chairman iGenomatix Software GmbH and Intellicom Innovation AB and deputy chairman HMS Networks AB (publ)

Expertise: Connectivity, strategy and managing international growth companies

Cybercom share holdings: 5,054,914 (via legal entity and incl. related-party holdings)



Jan-Erik Karlsson

Board member since 2012

Chairman remuneration committee

Senior advisor, professional board member

Born: 1949

Education: Bachelor's degree

Other assignments: Board member IC Quality AB, Sevensco AB, Itera AS (Norge), Feelgood Svenska AB, BiTA Service Management AB

Previous assignments: CEO Caggemini Sverige AB and other senior positions in Caggemini group

Expertise: Leadership of international consulting organisations, sales and delivery of large and complex consulting contracts, mergers and restructuring of consulting operations

Cybercom share holdings: 500,000

Directors



Katarina Kämpe

Board member since 2014
CEO Sollentuna Municipality

Born: 1965

Education: Bachelor's degree in political science
Växjö University

Other assignments: Board member Stockholmsregionens Försäkring AB

Previous assignments: Deputy governor Stockholm County Administrative Board, deputy director general Swedish Post and Telecom Agency and departmental director Armed Forces Headquarters

Expertise: Public sector, specifically with focus on IT and telecoms

Cybercom share holdings: 0



Dag Sundman

Board member since 2012
Senior advisor, entrepreneur

Born: 1955

Education: MSc engineering physics, KTH Royal Institute of Technology, 2 year graduate course in computer science, KTH Royal Institute of Technology

Other assignments: CEO Catsab Investment AS and other companies in this group

Previous assignments: CEO CATS AB, CEO OM/VPS, CEO HiQ Cats

Previous board assignments: Chairman Madeo Sourcing Group

Expertise: Management and development of profitable IT consulting companies, project management and calculation of fixed-price projects and contracts in IT consulting, detailed technical knowledge and computer science

Cybercom share holdings: 400,000 (via legal entity)



Robin Hammarstedt

Employee representative appointed by unions 2008
Member JUSEK

Consultant at Cybercom Sweden AB

Born: 1970

Education: PTK's corporate board training and economics at university level

Previous assignments: Employee representative Teleca Networks AB

Cybercom share holdings: 25,000



Henrik Lundin

Employee representative appointed by unions 2010
Member Akademikerföreningen

Consultant at Cybercom Sweden AB

Born: 1978

Education: PTK's corporate board training, computer engineer and MSc engineering in project management, both at Jönköping University

Previous assignments: Employee representative Mandator AB

Cybercom share holdings: 0



Joakim Börjesson

Deputy for employee representatives appointed by unions 2013

Member Akademikerföreningen

Business developer at Cybercom Sweden AB

Born: 1969

Education: Henley Executive MBA, Grafiska Institutet, MSc

Previous assignments: –

Cybercom share holdings: 0

Executive team

The board appoints the president. The president and CEO leads the work of the executive team and makes decisions in consultation with the rest of the executive team. On December 31, 2014 the executive team consisted of the president and CEO, the group's CFO, the company's communications director, head of sales, head of HR, and the heads of the largest regions. During the year, a number of regional managers were changed. An external recruitment of a new regional manager was made to Region North-east, who joined in May 2014. New regional managers were appointed on January 1, 2015 for the Poland, International and Öresund regions, all internally recruited.

The executive team participates in regular management meetings and business reviews under leadership of the CEO.

The executive team's control and monitoring is based on the board's established working procedures, instructions for the CEO and reporting instructions.

The executive team lead the daily operations primarily through policy instruments such as budgets, performance management and reward systems, regular reporting and monitoring and executive meetings as well as a delegated decision-making structure from the parent company to subsidiaries and regional management groups. Major corporate policies are the Cybercom Group Authorisation Principles, Cybercom Group Financial Policy, Cybercom Group Financial Manual, Cybercom Group Accounting Principles, Cybercom's Code of Business and Ethics, and Cybercom's Information Policy. During the year the executive team has continued the implementation of the company's strategy. The focus has been on the areas of sales, talent management and operating efficiency.

1 Niklas Flyborg

President and CEO,
Cybercom Group

- B** 1962
- E** MBA, Stockholm School of Economics
- R** 2012
- P** Caggemini, Mandator, Cell Network, Observer/Cision
- S** 350,000 shares, options corresponding to 460,000 shares

2 Conny Karlsson

Head of Region Öresund

- B** 1969
- E** MSc, Royal Institute of Technology and EMBA, Stockholm School of Economics
- R** 2005
- P** Netcom Consultants, Telia Research
- S** 17,500 shares

3 Annika Nordlander

Head of Region Northeast

- B** 1959
- E** Systems Science Mid Sweden University
- R** 2014
- P** Ericsson, Fujitsu, Merkantidata, DFind IT, Proffice
- S** 20,000 shares

4 Johan Wallin

Head of Region Mid

- B** 1964
- E** MSc computer systems, Chalmers
- R** 2007
- P** Ericsson, Teleca
- S** 25,000 shares

5 Ammar Adhami

Head of Region
International

- B** 1975
- E** M.Sc. Electrical Engineering, Lebanese University and MBA, University of Manchester
- R** 2007
- P** MTN, Investcom holding
- S** 0 shares

6 Camilla Öberg

CFO Cybercom Group

- B** 1964
- E** Degree in Economics and Business Administration, Stockholm School of Economics
- R** 2012
- P** Logica, WM-data, SEB, Lexicon and Swegro group
- S** 38,722 shares

7 Bo Strömqvist

Head of Sales
Cybercom Group

- B** 1964
- E** Degree in systems technology, Linköping University, Washington State University
- R** 2012
- P** Rational Software, IBM, TDC, Cision, Enea
- SI** 40,000 shares

8 Cecilia Westerholm Beer

Head of HR
Cybercom Group

- B** 1966
- E** MSc Human Resource Management, Uppsala University
- R** 2013
- P** EuroMaint, Fortum, Tumba Bruk, Manpower
- S** 26,038 shares

9 Petteri Puhakka

Head of Region Finland

- B** 1961
- E** Information technology
- R** 2010
- P** Tieto, Finland Post, Caggemini
- S** 37,410 shares

10 Kristina Cato

Head of Communications
and IR Cybercom Group

- B** 1968
- E** MA, Uppsala University
- R** 1999
- P** Linköpings University Hospital
- S** 28,490 shares

11 Marcin Siech

Head of Poland

- B** 1975
- E** M.Sc. Degree in Computer Science, Technical University of Lodz, EMBA Diploma, University of Towson and Certificate EMBA, Robert H. Smith School of Business (University of Maryland)
- R** 2005
- P** Teleca, Computerland
- S** 0 shares

-
- B** Born
 - E** Education
 - R** Recruited by Cybercom
 - P** Previous employment
 - S** Share holdings in Cybercom

Executive team



Internal control of financial reporting

The board of directors is responsible for internal control as regulated in the Swedish Companies Act and the Code. Cybercom's corporate governance report contains a description of the most material aspects of the company's internal control and risk management systems, as stipulated by the Annual Accounts Act. Internal control of financial reporting aims to provide reasonable assurance of the reliability of external financial reporting and to ensure that this is prepared in accordance with legislation, applicable accounting standards, and other requirements for listed companies.

Control environment

The board bears overall responsibility for internal control of financial reporting. The control environment for financial reporting is based on a division of roles and responsibilities in the organisation, defined and communicated decision channels, instructions on powers and responsibilities as well as accounting and reporting policies. The board has appointed an audit committee which has the primary obligation of ensuring completion of the requirements set out by the Swedish Companies Act for this committee.

The internal control is integrated within the company's controller function. The board has evaluated the need to establish a special audit function. In its evaluation the board found that given the company's size and operations, internal controls can be performed in a required and satisfactory manner within the controller function and that there is no need for a special audit function in the company.

The board has adopted the board's instructions, the CEO's instructions and the financial reporting instructions, authorisation rules, Cybercom Group Financial Policy, Cybercom's code of business ethics and conduct and the information policy. In addition there are policies and guidelines in several areas of operational activity.

Risk assessment

As an integral aspect of their management assignment, the board and executive team work with risk assessment in a broad perspective, including but not limited to financial risks and key business risks. Risks have been regularly reported to the board. The board and the audit committee have regularly discussed a variety of risks and the company's risk management procedures during the year.

Control activity

The group's control activities such as authorisations and project approvals are based at the group level but are then handled primarily at the regional level in Sweden and in the subsidiaries in each other country. The application is also verified through spot checks in conjunction with internal audits.

Information

Information about internal policy documents for financial reporting is accessible to all relevant employees on Cybercom's intranet. Information and training regarding internal policy documents is also provided through activities addressed directly to those with financial responsibility and controllers, sales people and leaders within the group.

Monitoring

The board, the audit committee, the CEO, the executive team and the group companies monitor the company's financial reporting to safeguard the effectiveness of its internal controls. Monitoring includes the follow-up of each company's monthly financial reports in relation to budgets and targets, reviews of large tenders and deliveries, and follow-up and evaluation of internal audits conducted during the year.

Stockholm, March 27, 2015

The Board of Cybercom

Auditor's report on the corporate governance report

To the annual general meeting of the shareholders in Cybercom Group AB (publ), corporate identity number 556544-6522

The Board of Directors is responsible for the corporate governance report for the year 2014 on pages 39–46 and that it has been prepared in accordance with the Annual Accounts Act.

We have read the corporate governance report and based on that

reading and our knowledge of the company and the group we believe that we have a sufficient basis for our opinions. This means that our statutory 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.

In our opinion, the corporate governance report has been prepared and its statutory content is consistent with the annual accounts and the consolidated accounts.

Stockholm, March 27, 2015

Helena Arvidsson Älgne
Authorised Public Accountant
and Head Auditor

Hök Olov Forsberg
Authorised Public Accountant

Annual general meeting

Shareholders of Cybercom Group AB (publ), 556544-6522, are given notice to attend the annual general meeting on Wednesday, May 7, 2015 at 4.00 pm at the company's head office at Sveavägen 20, Stockholm, Sweden.

Registration

Shareholders wishing to participate in the AGM must be registered in the Euroclear Sweden AB register of shareholders by Thursday, April 30, 2015, and must indicate their intention to participate in the AGM by Thursday, April 30, 2015.

Notification of attendance can be made on the company's website www.cybercom.se, by phoning +46 8 578 646 00 between the hours of 10.00 am and 4.00 pm on working days, or in writing to Cybercom Group AB, Legal, Box 7574, 103 93 Stockholm, Sweden.

Please state your name, civil registration number or corporate identity number, address, daytime phone number, number of shares and any shareholder assistants (maximum two) in your registration.

Proxies

Shareholders wishing to be represented by proxy should, in plenty of time before the annual general meeting, submit a written and dated power of attorney (in the original) and, for a legal entity, registration certificate (or corresponding proof of authorised signatory) to Cybercom Group AB, Legal, Box 7574, 103 93 Stockholm, Sweden. Power of attorney forms are available on the company website www.cybercom.se or can be ordered by phone on +46 8 578 646 00.

Nominee-registered shares

Shareholders with nominee-registered shares must temporarily re-register the shares in their own name to be entitled to attend the meeting. This registration must be completed by Thursday, April 30, 2015. Contact your nominee in plenty of time before this date.

Welcome!

Upcoming dates and investor relations

Financial reporting events

Interim report January – March 2015	April 29, 2015
Interim report January – June 2015	July 14, 2015
Interim report January – September 2015	October 23, 2015
Year-end report, January – December 2015	February 11, 2016

Analysts who cover Cybercom and the sector

Analyst	Company	Location	Phone
Anders Hillerborg	ABG Sundal Collier	Stockholm	+46 8 566 28 600
Mikael Laséen	Carnegie Investment Bank	Stockholm	+46 8 676 88 00
Viktor Lindeberg	Carnegie Investment Bank	Stockholm	+46 8 676 88 00
Daniel Djurberg	Handelsbanken	Stockholm	+46 8 406 69 00
Elias Porse	Nordea Bank	Stockholm	+46 8 614 70 00
Erik Kramming	Redeye	Stockholm	+46 8 545 01 347
Viktor Westman	Redeye	Stockholm	+46 8 545 01 347
Christian Lee	Remium Nordic	Stockholm	+46 8 454 32 00
Victor Höglund	SEB	Stockholm	+46 8 522 29 500
Andreas Joelsson	SEB	Stockholm	+46 8 522 29 500
Stefan Olsson	Ålandsbanken	Stockholm	+46 8 791 48 00

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www.cybercom.com



Boosting your performance



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Cybercom GRI Appendix

Background information, methods and assumptions used in sustainability information presented in Cybercom's annual report.

The reporting of Cybercom's sustainability work has complied with the guidelines of the Global Reporting Initiative (GRI) since 2011. Our sustainability report is presented annually as part of our annual report, and this document supplements the information provided in the annual report.

The report for 2014 complies with the latest version of GRI, GRI G4, for the first time. Our sustainability report is self-declared in accordance with the Core option, which means that it has not undergone external independent review. We regularly evaluate the need for external review but have currently not taken any decision to change the existing method.

In this document, we describe how we have selected what our sustainability report focuses on and how we meet the wishes of our stakeholders. We also account for the sources of the data, assumptions and conversion factors used in the context of sustainability reporting.

Dialogue with stakeholders

Cybercom has identified its employees, clients, shareholders and unions as its key stakeholders based on how much they are affected by or affect Cybercom.

In 2013 and early 2014 we conducted a number of interviews and surveys with employees in Sweden and Finland, with clients from different sectors, with representatives of various shareholders and with union representatives. The aim was to identify the main issues for Cybercom based on the sustainability issues that most affect and are affected by our activities and where we can make the biggest difference.

In addition to interviews and surveys there are other forums for dialogue with stakeholders on sustainability issues. Shareholders have the opportunity to express opinions to management and the board of directors at the annual general meeting. Cybercom's employees can comment and ask questions to management through the employee survey and through contacts with our CSR ambassadors. Employees can also discuss and obtain information on health and safety issues or on business-related issues through the health and safety committees or through their immediate manager. See also forums and formats for dialogue in the table below.

Stakeholder group	Issues	Dialogue	Outcome
Clients	Offer, quality, delivery, security management, privacy, business ethics, labour conditions, climate performance, procurement procedures	Client survey, interviews	Sales training, business system in the Swedish operations for quality, environment and information that will be integrated throughout the group. The system is based in the established standards ISO 9001 (quality) and ISO 14001 (environment) and to some extent ISO 27001 (information security)
Employees	Skills development, working environment, corporate culture, diversity and equality	Employee survey, interviews	Training, management conferences, employee events/meetings on vision, values
Investors/shareholders	Profitability, corporate responsibility, business ethics	Annual general meeting, board work, interviews, investor meetings	Code of business conduct and ethics, sustainability report, corporate governance report
Suppliers	Suppliers' environmental work	Suppliers' code of conduct, procurement, negotiations	Compliance with code, sustainability focus
Trade unions	Labour law, employment conditions, skills development, work environment, codetermination, board matters	Workplace meetings, board meetings, interview/survey	Support in wage bargaining and negotiation of layoffs

Materiality analysis

During late 2014 and early 2015 we have conducted an analysis to identify our key sustainability aspects in conjunction with our transition to GRI G4. Our management team has together with an external consultancy identified 11 sustainability aspects that we believe are material to Cybercom. The sustainability aspects evaluated are based on the sustainability aspects presented in GRI G4 and aspects that we have identified through our business intelligence. The table below lists the sustainability aspects we have identified as material and the GRI G4 sustainability aspect these correspond with.

Cybercom's sustainability aspect	GRI G4 aspect
Business ethics	
Anti-corruption & anti-competitive behaviour	- Anti-corruption
Dedicated employees & employee development	- Employment - Occupational health & safety - Training & education
Financial stability	- Economic performance
Sustainable products & services	- Products & services - Product & service labelling
Sustainability in Cybercom's culture	
Information security	
Privacy issues related to IT	- Customer privacy
Diversity & equality	- Diversity & equal opportunity - Non-discrimination
Smart use of resources	- Energy - Emissions
Procurement procedures	- Supplier assessment for labour practices, environmental & human rights

The table shows which aspects of sustainability that Cybercom's management team has assessed as material in terms of their impact on the company and how they are deemed relevant to our stakeholders and their relationship with the aspects of GRI G4.

Focus & boundaries

The information presented in the Sustainability Report covers all the companies listed in Note 13 of the Annual Report. Any organisational boundaries are indicated alongside the information reported.

Many of our sustainability aspects have an impact outside Cybercom's legal frameworks, such as with our clients and suppliers. The table below shows where each sustainability aspect has a direct impact on different stakeholders.

Cybercom's sustainability aspects	Impact of aspects on different stakeholders				
	Employees	Clients	Suppliers	Society	Shareholders
Business ethics	X	X	X	X	X
Anti-corruption & anti-competitive behaviour	X	X	X		
Dedicated employees & employee development	X				
Financial stability	X	X	X	X	X
Sustainable products & services		X		X	
Sustainability in Cybercom's culture	X				
Information security	X	X	X		
Privacy issues related to IT	X	X		X	
Diversity & equality	X			X	
Smart use of resources	X	X		X	
Procurement procedures			X		

The table shows where Cybercom's material sustainability aspects have direct influence. The report is designed to provide a balanced view based of where the various aspects have their impact.

Background data for metrics & GRI indicators

Below we outline the methods, assumptions, and conversion factors used to calculate Cybercom's metrics and GRI indicators. We also report certain supplementary tables and information that are not presented in the annual report.

In cases where we have implemented changes in the reporting of metrics and indicators that significantly affect comparability, this is indicated adjacent to the information reported.

Dedicated employees

Number of employees

Metrics and indicators regarding the number of employees refer to the end of December each year.

Employees at Cybercom on Dec 31	2014		2013
	Employees (number)	Percentage women	Employees (number)
Total number of employees			
Number of permanent employees	1,287	17%	1,260
- Of which full time	1,238	16%	1,199
- Of which part time	52	37%	61
Number of temporary employees	20	15%	7
Total number of employees	1,307	17%	1,267
<i>Agency staff</i>	0	-	35

The table shows the number of employees broken down by employment status and gender.

Composition of the company	2014		2013		2012	
	Number	Percentage women	Number	Percentage women	Number	Percentage women
Employees at different levels of the company (number)						
Board of directors	9	22%	9	11%	8	25%
Under 30 years	0	0%	0	0%	0	0%
30 - 50 years	7	29%	6	17%	4	25%
Over 50 years	2	0%	3	0%	4	25%
Managers	80	29%	96	25%	106	25%
Under 30 years	0	0%	n/a		n/a	
30 - 50 years	64	30%	n/a		n/a	
Over 50 years	16	25%	n/a		n/a	
Other employees	1,226	16%	1,171	16%	1,229	15%
Under 30 years	334	19%	n/a		n/a	
30 - 50 years	763	14%	n/a		n/a	
Over 50 years	129	19%	n/a		n/a	

The table shows the composition of the company broken down by staff category and reported by age category and gender.

Collective bargaining agreements

Employees covered by collective bargaining agreements (%)	2014	2013	2012
All employees	80	81	81

The table shows the percentage of employees at Cybercom covered by collective bargaining agreements.

Development dialogue

Employees given development dialogue (%)	2014	2013	2012
Women	83	n/a	n/a
Men	83	n/a	n/a
All employees	83	81	83

The table shows the number of employees who have completed development dialogues during each year. Our aim is that all employees should have at least one formal development dialogue per year. Those who have not completed a dialogue are primarily new employees during the year.

Sustainable business

Energy

We annually review the electricity consumption at our offices and in our own data centres. In 2015, we will be working with a project to obtain even more metrics for the electricity consumption in our data centres. Cybercom buys renewable electricity in all countries in which we operate, except Poland.

To convert energy from MWh to GJ, use the conversion factor of 3.6.

Electricity consumption at Cybercom' offices & data centres	2014	2013
Total electricity consumption (MWh)	2,610	2,437
Electricity consumption by sales (MWh/SEKm)	2.1	2.0

The table shows the electricity consumption of Cybercom's offices and our data centres, as well as the energy intensity in relation to the company's sales.

Greenhouse gas emissions

We measure and annually monitor our greenhouse gas emissions from employee air travel. We have a target for our greenhouse gas emissions from air travel related to the metric of the ratio of greenhouse gas emissions per unit of sales. The base year for the target is 2011 and the target extends until 2015.

Greenhouse gas emissions are reported directly by our travel agents in each country. For our operations in Singapore, greenhouse gas emissions are calculated based on distance travelled, reported to us by a travel agent. We do not make our own conversions from other greenhouse gases to CO₂ and therefore have no overall value for Global Warming Potential (GWP). We do not use a Radiative Forcing Index (RFI) for emissions from air travel.