

## **Proposal for long-term cash-based incentive program for 2026–2028**

The Board of Directors of Svenska Cellulosa Aktiebolaget SCA (“SCA” or the “**Company**”) proposes that the Annual General Meeting 2026 resolves to approve a long-term cash-based incentive program which is directed to the members of the group management and key employees within the SCA group (the “**Program**”).

### **Background**

In order to promote a common interest between the program participants and the shareholders in achieving a good long-term return and to promote the Company’s ability to recruit and retain key employees with business-critical competence, the Board of Directors considers that the Company shall have long-term cash-based incentive programs. The programs should be approved annually and have performance conditions related to the relative value development of SCA’s Class B share and the Company’s climate benefits. The Board of Directors also considers that there should be a requirement for own investment in SCA shares of the entire net amount paid and that such shares should be held for a period of at least three years.

Since 2022, the Annual General Meeting has resolved on long-term cash-based incentive programs with three-year performance conditions. The programs are described in the Company’s annual reports and in the remuneration reports submitted to the Annual General Meetings for approval.

In view of the above, the Board of Directors proposes that the Annual General Meeting 2026 approves a cash-based incentive program for the Company, as further described below.

### **Principal terms and conditions of the Program**

The Board of Directors proposes that the Program shall be based on the following principal terms and conditions:

- a) The Program is proposed to be open to the group management and in addition not more than 30 key employees within the SCA group (the “**Participants**”).
- b) The Participants shall have the opportunity, depending on satisfaction of certain performance conditions in accordance with paragraph c) below, to obtain a cash remuneration (the “**Cash Remuneration**”) after the end of the financial year 2028. The Cash Remuneration for each Participant may not exceed a certain percentage of the Participant’s fixed annual salary (gross) for the financial year 2028, as follows: (i) for the President, a maximum of 50 percent, (ii) for the other members of the group management, a maximum of 40 percent, and (iii) for other Participants, a maximum of 15 percent.
- c) Payment of the Cash Remuneration shall depend on the degree of satisfaction of the performance conditions for the Program. The performance conditions shall consist of a financial target related to the total return (“**TSR**”) on the Company’s Class B

share for the financial years 2026, 2027 and 2028<sup>1</sup> (the “**Performance Period**”), which shall be measured to 60 percent in relation to a benchmark group of other companies<sup>2</sup> and to 40 percent in relation to the OMXS30GI index (the “**TSR Condition**”), as well as a sustainability target related to SCA’s climate benefit during the financial year 2028 (million tonnes of CO<sub>2</sub> equivalents, as defined in the annual report, “**Climate Benefit**”) (the “**Sustainability Condition**”). The TSR Condition will be weighted 90 percent and the Sustainability Condition 10 percent when payment of the Cash Remuneration is decided. After the expiration of the Performance Period, the Board of Directors will publish information disclosing to what extent the TSR Condition and the Sustainability Condition, respectively, have been satisfied.

Payment of the Cash Remuneration related to the *TSR Condition* shall be calculated in accordance with the following:

- A condition for payment is that the TSR of SCA’s Class B share is not lower than the weighted TSR outcome for the Benchmark Group and the OMXS30GI index during the Performance Period, calculated as set out above (the “**Minimum Level**”). If the Minimum Level is not reached, no payment of the Cash Remuneration related to the TSR Condition will be made.
- For maximum payment, the TSR of SCA’s Class B share must exceed the weighted TSR outcome for the Benchmark Group and the OMXS30GI index by at least 5 percentage points during the Performance Period, calculated as set out above (the “**Maximum Level**”).
- Should the TSR of SCA’s Class B share be between the Minimum Level and the Maximum Level during the Performance Period, calculated as set out above, a linear payment will be made.

Payment of the Cash Remuneration related to the *Sustainability Condition* shall be calculated in accordance with the following:

- A condition for payment is that SCA’s Climate Benefit during the financial year 2028 exceeds 10 million tonnes of CO<sub>2</sub> equivalents (the “**Minimum Level**”). If the Minimum Level is not reached, no payment of the Cash Remuneration related to the Sustainability Condition will be made.
- For maximum payment, SCA’s Climate Benefit during the financial year 2028 must correspond to at least 15 million tonnes of CO<sub>2</sub> equivalents (the “**Maximum Level**”).

---

<sup>1</sup> The calculation of TSR is made as follows: The weighted average price of the shares during the fourth quarter 2025 is compared with the weighted average price of the shares during the fourth quarter 2028, including reinvested dividend.

<sup>2</sup> The benchmark group consists of Holmen, Stora Enso, UPM Kymmene and Billerud (weighted with equal parts) and may be adjusted by a Board resolution if deemed appropriate by the Board of Directors (the “**Benchmark Group**”).

- Should the Climate Benefit reach a level between the Minimum Level and the Maximum Level during the financial year 2028, a linear payment will be made.
- d) The Cash Remuneration will normally be paid after the expiration of the Performance Period.
- e) A prerequisite for a Participant to be able to receive the full Cash Remuneration is that the Participant, with certain specific exemptions, has been permanently employed within the SCA group for the duration of the whole Performance Period.
- f) Participants shall undertake, for as long as the Participant is employed within the SCA group, to acquire SCA shares for the total paid net amount of the Cash Remuneration no later than June 30, 2029 (or as soon as possible thereafter if the Participant has been prevented from acquiring SCA shares at such time due to insider rules), and to retain such shares for a period of at least three years after the acquisition (with certain exemptions approved by the Board of Directors). If a Participant does not acquire or retain SCA shares in accordance with the above, the Participant's right to payment under other incentive programs to which the Participant has been invited to participate, shall lapse.
- g) If extraordinary changes in the SCA group or in the market occur which, in the opinion of the Board of Directors, would result in a situation where the conditions for the Cash Remuneration under the Program become unreasonable, the Board of Directors shall be entitled to make adjustments to the Program, including, among other things, be entitled to resolve on a reduced right to the Cash Remuneration, or that no Cash Remuneration shall be paid at all.
- h) The Board of Directors shall be authorized to establish the detailed terms and conditions for the Program. The Board of Directors may, in that regard, make necessary adjustments of these general terms and conditions to satisfy certain regulations or market conditions outside Sweden.
- i) Participation in the Program presupposes that such participation is legally possible in the various jurisdictions concerned.

---

### ***Costs for the Program, dilution and hedging arrangements***

The cost for the Program, including social security charges, is estimated to a maximum of SEK 48 million at maximum fulfilment of the TSR Condition and the Sustainability Condition for all Participants in the Program. This cost can be related to SCA's total cost for salaries and remuneration, including social security charges, of SEK 2.8 billion in 2025. The cost effect on key ratios and profit per share is marginal.

The Program is cash-based and does not entail any dilution in the number of shares outstanding for the Company's shareholders. No hedging arrangements are intended to be made with regard to the Program's financial exposure.

***Preparations of the proposal***

The proposed Program has been prepared by SCA's Remuneration Committee. The Remuneration Committee has presented documentation to the Board of Directors, whereafter the Board of Directors has resolved that the Program shall be referred to the Annual General Meeting 2026 for approval.

**Majority requirements**

The Annual General Meeting's resolution on approval of the Program requires a majority of more than half of the votes cast.

**Other incentive programs in SCA**

The Company's other incentive programs are described in more detail in note C3 in SCA's annual report for the financial year 2025.