

## SCA's Remuneration Report 2025

### Introduction

This report describes how the guidelines for remuneration of senior executives of Svenska Cellulosa Aktiebolaget SCA (publ) ("SCA"), as resolved by the Annual General Meeting 2022, were applied in 2025. The report also contains information about the remuneration of the President and CEO and a general overview of the company's outstanding long-term incentive programs. The report was prepared in accordance with the Swedish Companies Act and the Stock Market Self Regulation Committee's *Rules on Remuneration of the Board and Executive Management and on Incentive Programmes*.

Further information concerning remuneration of senior executives is available in Notes C1–C5 on pages 179–184 of the Annual Report 2025. Information concerning the work of the Remuneration Committee in 2025 can be found in the Corporate Governance Report on pages 84–95 of the Annual Report 2025. Remuneration to the Board of Directors is not covered by this report. Such remuneration is decided each year by the Annual General Meeting and is presented in Note C4 on page 182 of the Annual Report 2025.

### The company's results in 2025

The President and CEO summarizes the company's earnings in his statement on pages 8–9 of the Annual Report 2025.

### The company's remuneration guidelines: area of application, purpose and deviations

A prerequisite for the successful implementation of the company's business strategy and safeguarding of its long-term interests, including its sustainability, is that the company is able to recruit, motivate and retain qualified personnel through competitive remuneration in line with market levels. The company's remuneration guidelines make it possible to offer senior executives competitive total remuneration in line with market levels. According to the remuneration guidelines, total remuneration to senior executives is to be competitive in the senior manager's field of profession and also reflect the manager's responsibility, authority and performance. Remuneration may consist of the following components: fixed salary, variable salary, other benefits and pension. Variable remuneration shall be based on the outcome of short-term and long-term financial goals, goals that contribute to such, or to the value development of the company's share. Variable remuneration shall aim at promoting the company's business strategy and long-term interests, including its sustainability.

The guidelines and information regarding their application is available on pages 179–181 of the Annual Report 2025. In 2025, the company has complied with the applicable remuneration guidelines as adopted by the General Meeting. No deviations were made from the guidelines, nor were any deviations made from the decision-making process with regard to the determination of remuneration stated in the guidelines. The auditor's statement on the company's compliance with the guidelines is available on [www.sca.com](http://www.sca.com). No claims for the repayment of remuneration were made.

**Table 1. Remuneration of President and CEO**

The table shows total remuneration (SEK) of the President and CEO in 2025<sup>1</sup>

		Fixed salary <sup>2</sup>	Other benefits <sup>3</sup>	STI (one-year variable remuneration) <sup>4</sup>	LTI (three-year variable remuneration) <sup>5</sup>	Extraordinary remuneration	Pension costs <sup>6</sup>	Total remuneration	Distribution between fixed and variable remuneration relative to the total remuneration <sup>7</sup>
Ulf Larsson (President and CEO)	2025	11,750,000	203,597	1,175,000	0	–	4,746,299	17,874,896	93%/7%

### Application of performance criteria

Performance criteria for the President and CEO's variable remuneration were selected to realize the company's strategy and to encourage behavior that promotes the company's long-term interests. The choice of performance criteria took into account strategic targets and short and long-term business priorities.

### Short Term Incentive Program

The performance criteria in the short-term incentive program ("STI") for the President and CEO comprise profit for the period, EBITDA, operating cash flow, return on capital employed (ROCE) for SCA's industrial operations, and the number of Total Recordable Incidents (TRI frequency) in the SCA Group<sup>8</sup>.

**Table 2. Overview of the President and CEO's short-term performance goals and goal achievement in 2025 (short-term variable remuneration)**

	1	2	3
Ulf Larsson (President and CEO)	Description of criteria attributable to the remuneration component	Relative weights of performance criteria	a) Measured performance b) Actual remuneration outcome
	Profit for the period	25%	a) MSEK 3,205 b) KSEK 306
	EBITDA	20%	a) MSEK 6,564 b) KSEK 223
	Operating cash flow	25%	a) MSEK 3,078 b) KSEK 352
	Return on capital employed – industrial	20%	a) 4.4 % b) KSEK 0
	TRI frequency	10%	a) 10 per million hours worked b) KSEK 294

<sup>1</sup> The President and CEO is, as all Swedish employees within SCA, entitled to exchange a portion of cash remuneration for pension benefits. The table presents remuneration prior to such exchange

<sup>2</sup> Fixed salary consists of base salary and vacation pay, paid in 2025.

<sup>3</sup> Vehicle benefits and health insurance. The table shows benefits expensed in 2025.

<sup>4</sup> The table reports STI pertaining to the financial year 2025. Payment will be made in 2026.

<sup>5</sup> The table reports LTI 2023–2025 where performance period ended on December 31, 2025. Payment is made in 2026.

<sup>6</sup> The pension costs pertain to costs for defined contribution pension plans that affected profit for 2025. Supplementary health insurance is included in the costs.

<sup>7</sup> Fixed remuneration in relation to total remuneration is calculated as (Fixed salary + any other benefits + Pension costs) / Total remuneration. Variable remuneration in relation to total remuneration is calculated as (STI + LTI) / Total remuneration. The pension costs for the year, which are entirely calculated on Fixed salary, have been fully accounted for as fixed remuneration.

<sup>8</sup> TRI includes all lost time accidents (LTA), restricted work cases (RWC), and medically treated injuries (MT) (medically treated injuries as defined by OSHA). For definitions of other performance criteria, please refer to the Annual Report 2025, page 224.

## Outstanding Long-Term Incentive Programs

In 2025, SCA had three outstanding long-term cash-based incentive programs for the Executive Management and up to 18, 20 and 20 key employees, respectively, within the SCA Group, LTI 2023–2025, LTI 2024–2026 and LTI 2025–2027 (together the “LTI Programs”), which were adopted by the Annual General Meeting in 2023, 2024 and 2025, respectively. The President and CEO participates in the LTI Programs.

LTI 2023–2025 ended on December 31, 2025. The performance criteria for LTI 2023–2025 were based on a financial target consisting of the total return (“TSR”) on the company’s class B share during a performance period consisting of the financial years 2023–2025<sup>9</sup>, which was measured at 60 percent in relation to a benchmark group of other companies<sup>10</sup> and at 40 percent in relation to the OMXS30GI index (the “TSR Condition”), as well as a sustainability target related to increased climate benefit<sup>11</sup> (million tonnes of CO<sub>2</sub> equivalents), during the performance period (the “Sustainability Condition”). The TSR Condition was weighted 90 percent and the Sustainability Condition 10 percent when payment of the cash remuneration was decided. A condition for payment under the TSR Condition was that the TSR of the company’s class B share was not below the weighted TSR outcome for the benchmark group and the OMXS30GI index during the performance period. For maximum payment under the TSR Condition, it was required that the TSR of the company’s class B share exceeded the weighted TSR outcome for the benchmark group and the OMXS30GI index by at least 5 percentage points during the performance period. A condition for payment under the Sustainability Condition was that the average annual climate benefit increased during the performance period compared to the average annual climate benefit during the financial years 2020–2022. Maximum payment under the Sustainability Condition, required an increase in climate benefit equivalent to 1.5 million tonnes of CO<sub>2</sub> equivalents during the performance period, measured as an average of the climate benefits over the three years of the performance period compared to the average of the climate benefit over the financial years 2020–2022. If the TSR for the company’s class B share and the climate benefit amounted to a level between the minimum level and the maximum level during the performance period, a linear payment would be made.

The performance criteria for LTI 2024–2026 and LTI 2025–2027 are based on a financial target consisting of the total return (“TSR”) on the company’s class B share during a performance period consisting of the financial years 2024–2026 (LTI 2024–2026) and 2025–2027 (LTI 2025–2027)<sup>12</sup> respectively, which shall be measured to 60 percent in relation to a benchmark group of other companies<sup>13</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<sup>14</sup> during the financial year 2026 (LTI 2024–2026) and 2027 (LTI 2025–2027), respectively, (million tonnes of CO<sub>2</sub> equivalents) (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. A

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<sup>9</sup> The TSR is calculated as follows: Weighted average share prices in Q4 2022 are compared with weighted average share prices in Q4 2025, including reinvested dividends.

<sup>10</sup> The benchmark group of other companies comprises Holmen AB, Stora Enso OY, UPM-Kymmene OY and BillerudKorsnäs AB (weighted equally)

<sup>11</sup> A definition of climate benefit is presented on page 186 of the Annual Report 2022.

<sup>12</sup> The TSR is calculated as follows: Weighted average share prices in Q4 2023 (LTI 2024–2026) and 2024 (LTI 2025–2027) respectively, are compared with weighted average share prices in Q4 2026 (LTI 2024–2026) and 2027 (LTI 2025–2027) respectively, including reinvested dividends.

<sup>13</sup> The benchmark group of other companies comprises Holmen AB, Stora Enso OY, UPM-Kymmene OY and BillerudKorsnäs AB (weighted equally) and may be adjusted as decided by the Board of Directors if the Board deems it appropriate.

<sup>14</sup> A definition of climate benefit is presented on page 155 of the Annual Report 2023 (LTI 2024–2026) and on page 196 of the Annual Report 2024 (LTI 2025–2027).

condition for payment under the TSR Condition is that the TSR of the company's class B share is not below the weighted TSR outcome for the benchmark group and the OMXS30GI index during the performance period. For maximum payment under the TSR Condition, it is required that the TSR of the company's class B share exceeds the weighted TSR outcome for the benchmark group and the OMXS30GI index by at least 5 percentage points during the performance period. If the TSR for the company's class B share amounts to a level between the minimum level and the maximum level during the performance period, a linear payment is made. A condition for payment under the Sustainability Condition is that SCA's climate benefit amounts to a least 10 million tonnes of CO<sub>2</sub> equivalents during the financial year 2026 (LTI 2024–2026) and 2027 (LTI 2025–2027), respectively. For maximum payment under the Sustainability Condition, SCA's climate benefit during the financial year 2026 (LTI 2024–2026) and 2027 (LTI 2025–2027), respectively, is required to amount to at least 15 million tonnes of CO<sub>2</sub> equivalents. If the climate benefit amounts to a level between the minimum level and the maximum level during the financial year 2026 (LTI 2024–2026) and 2027 (LTI 2025–2027), respectively, a linear payment is made.

A condition for payment of full cash remuneration within the LTI programs is that the participant has had a permanent employment within the SCA group during the entire performance period for each of the LTI programs. Payment of cash remuneration under the LTI programmes is also linked to a requirement of own investment in the SCA share, whereby all of the net outcome (after tax deductions) is to be used to buy shares in SCA, and a requirement that the acquired shares are retained for a period of at least three years after the acquisition. After the end of each performance period, the Board of Directors discloses the extent to which the TSR Condition and Sustainability Condition, respectively, have been met. Payment can be made in 2026 (LTI 2023–2025), 2027 (LTI 2024–2026) and 2028 (LTI 2025–2027), respectively.

Additional information concerning the LTI Programs can be found in Note C3 on pages 179–181 of the Annual Report 2025.

### **Performance and remuneration outcomes for LTI 2023-2025**

LTI 2023-2025 consisted of targets related to a performance period that ended on December 31, 2025. During the performance period the company's class B share had a total return (TSR) of –6.5 percent, which is 14.1 percentage points worse than the weighted TSR outcome for the benchmark group and the OMXS30GI index. The average annual climate benefit has, over the performance period, decreased by 1.5 million tonnes of CO<sub>2</sub> equivalents compared to the average annual climate benefit over the financial years 2020, 2021 and 2022. The performance outcome for LTI 2023–2025 has resulted in the CEO receiving a total of KSEK 0, of which KSEK 0 for the fulfilment of the TSR condition and KSEK 0 for the fulfilment of the sustainability condition. The relative weighting of the performance criteria was 90 percent for the TSR condition and 10 percent for the sustainability condition.

## Comparative information on the development of the President and CEO's remuneration, company performance and remuneration of other employees

**Table 3.** Comparison of President and CEO's remuneration relative to the company's financial performance and remuneration of other employees

	2025	Change from previous year 2025/2024	Change from previous year 2024/2023	Change from previous year 2023/2022	Change from previous year 2022/2021	Change from previous year 2021/2020
<b>Total remuneration to President and CEO, Ulf Larsson (SEK)</b>	17,874,896	4,946,191 -22 %	3,216,816 16 %	-5,915,328 -23 %	2,500,742 11 %	4,053,591 21 %
<b>SCA's economic performance</b>						
• <b>EBITDA (MSEK)</b>	6,564	-579 -8 %	336 5 %	-3,387 -33 %	1,085 12 %	5,716 268 %
• <b>Profit for the period (MSEK)</b>	3,205	-434 -12 %	14 0 %	-3,196 -47 %	720 12 %	5,334 795 %
Average remuneration based on the number of full-time equivalent employees at SCA Group <sup>15</sup> (SEK). Variable salary during the year comprises expensed amounts.	677,849	6,977 1 %	37,698 6 %	2,938 0.5 %	15,306 2 %	34,026 6 %

As from 2022, comparative company is the entire SCA Group. In previous remuneration reports, SCA Forest Products AB has been used as comparative company. The parent company Svenska Cellulosa Aktiebolaget SCA (publ) only employs the President and CEO and other Group Management and has no other employees.

<sup>15</sup> Current and previous members of the Group Management have been excluded from the comparison between the remuneration of the President and CEO and the average remuneration of other employees.