

# Corporate governance in a changing world

The global environment in which SCA currently conducts business varies widely and fluctuates rapidly. This variation and the high pace of change in our business environment demand effective and efficient corporate governance.

An important task for corporate governance is ensuring the Group's commitments to all of its stakeholders: shareholders, customers, suppliers, creditors, society and employees. At the same time, governance must be structured in a way that supports the company's long-term strategy, market presence and competitiveness. Corporate governance must be reliable, clear, simple and business-oriented.

To contribute to greater efficiency, market presence and growth, SCA initiated a reorganisation of the global hygiene business during the year. The new organisation was put into effect in January 2012.

## Corporate governance, including remuneration, pages 48–57

This section describes the rules and regulations and the Group's corporate governance, including a description of the operational organisation. It also details the Board of Directors' responsibilities and its work during the year. Information regarding remuneration and remuneration issues in SCA and internal control in the Group are also included here. SCA applies the Swedish Code of Corporate Governance without any deviations.

## Risk management, pages 58–63

SCA's processes to identify and manage risks are part of the Group's strategy work and are pursued at a local and Group-wide level. The section dealing with risk management describes the most significant risks, and the policies and measures that the Group applies to manage these.

## Sustainability, pages 64–67

SCA's sustainability work is an integral part of the company's business operations and values. In the same way as governance and responsibility are based on targets and strategies, sustainability efforts also apply this approach. This helps the company reduce risk and costs, strengthen competitiveness and attract talent and investors.

### More detailed information at [www.sca.com](http://www.sca.com)

- Articles of association
- Swedish Code of Corporate Governance
- Information from Annual General Meetings in previous years, since 2004 (notices, minutes, President's speeches and press releases)
- Information from the Nomination Committee, since 2006 (composition, proposals and work)
- Information ahead of the 2012 Annual General Meeting (notice, Nomination Committee proposals, Board's proposal for principles for remuneration of the President and other senior executives, information routines for notifying attendance at the meeting, etc.)
- Earlier Corporate Governance Reports, since 2005

## Governance at SCA

### ■ Annual General Meeting

The Annual General Meeting (AGM) is SCA's highest decision-making body, which all shareholders are entitled to attend, to have a matter considered and to vote for all shares held by the shareholder. The company's Board of Directors is elected at the AGM. The AGM also appoints the company's auditor.

### □ Nomination Committee

The Nomination Committee represents the company's shareholders and is charged with the sole task of drafting proposals for adoption at the AGM with respect to election and remuneration matters and, in certain cases, proposing procedural motions for the next Nomination Committee.

### ■ Board of Directors

The Board of Directors has overall responsibility for the company's organisation and administration through regular monitoring of the business and by ensuring the appropriateness of the organisation, management team, guidelines and internal control. The Board approves strategies and targets, and decides on major investments, acquisitions and divestments of operations.

In accordance with the decision of the AGM, the Board of Directors shall comprise eight members elected by the AGM with no deputies. In addition, the Board shall include three members and three deputies appointed by the employees.

#### *Chairman of the Board*

The Chairman of the Board leads the work of the Board and is responsible for ensuring that it is effectively organised and that work is efficiently conducted. This includes continuously monitoring the company's operations in close dialogue with the President and CEO and ensuring that other Board members receive information and decision data that will enable high-quality discussion and decisions by the Board. The Chairman leads the assessment of the Board's and the President's work. The Chairman also represents the company in ownership matters.

#### *Audit Committee*

The tasks of the Audit Committee, which is not authorised to make decisions, include monitoring financial reporting and the efficiency of the company's internal control, internal audit and risk management. The committee keeps itself informed on the audit, reviews and monitors the impartiality and independence of the auditors, and contributes proposals for the AGM's election of auditors.

*Information regarding SCA's ownership structure is presented on page 5.*

**Remuneration Committee**

The Remuneration Committee, which is not authorised to make decisions, drafts the Board's motions in issues relating to remuneration principles, remuneration and other terms and conditions of employment for the company's senior executives. The committee monitors and assesses programmes for variable remuneration, the application of the AGM's resolution on guidelines for remuneration of senior executives and the applicable remuneration structure and remuneration levels in the Group.

**Internal audit**

At SCA, it is the responsibility of all employees to ensure sound internal governance and control in the operation or process for which they are responsible. Since 2006, internal audit has been a separate function with the task of evaluating and improving efficiency of SCA's internal governance and control, as well as its risk management. The function has 12 employees and the manager

reports to the Audit Committee and the Board regarding internal audit matters and to the CFO with respect to other matters. The internal auditors are geographically located throughout the world where SCA conducts operations. The function examines, among other aspects, SCA's internal processes for ordering, invoicing, purchasing and financial reporting, IT systems, compliance with SCA's policies, including its Code of Conduct, HR issues and various types of projects. The function also offers internal consultancy services in connection with internal control matters.

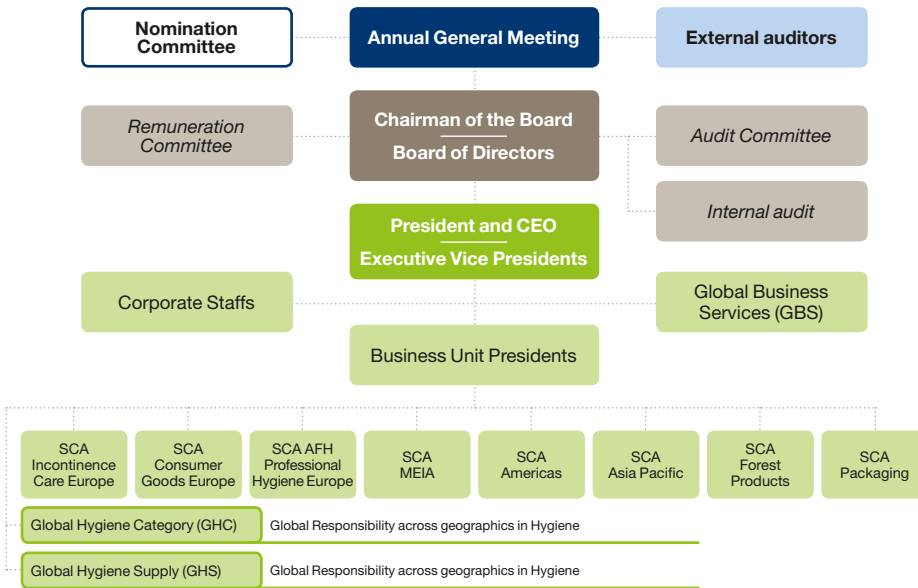
**President**

SCA's President and CEO is responsible for and manages the day-to-day administration of the Group and follows the Board's guidelines and instructions. The President and CEO is supported by two Executive Vice Presidents, one of whom is also the CFO, and the Corporate Senior Management Team, see pages 56-57, the work of which is led by the CEO. The Corporate Senior Management

Team consists of the President, the Executive Vice Presidents, Business Unit Presidents and the equivalent, and managers for the corporate staffs Finance, Communications, Strategy and Business Development, Sustainability, HR and Legal Affairs. In addition, the hygiene business has a separate management body. The formal work plan for the Board of Directors and terms of reference issued by the Board of Directors to the President detail, for example, the division of work between the Board and President. In consultation with the Chairman of the Board, the President prepares documentation and decision data for the Board's work.

In 2011, SCA conducted business in four business areas (Personal Care, Tissue, Forest Products and Packaging), which are divided into eight business units. The Group also has three separate global units: one for category control in the hygiene area (brands and innovation) called Global Hygiene Category (GHC), one that is responsible for purchasing, production planning, technology and investments in the hygiene business called Global Hygiene Supply (GHS), and one called Global Business Services (GBS) that develops and is responsible for Group-wide support functions.

SCA's business units adhere to the principle of distinct decentralisation of responsibility and authority. The business units are fully responsible for developing their respective operations through established goals and strategies; a process that is also centrally coordinated. The business units are responsible for their operating result, capital and cash flow. The position of the business and results are followed up by the entire Corporate Senior Management Team on a monthly basis. Each quarter, business review meetings are conducted where the management of each business unit personally meets the President, the CFO and others. These meetings function as a complement to the daily monitoring of operations. Through formal work plans and terms of reference, a number of issues of material significance are placed under the control of the CEO and the Parent Company's Board of Directors.



**Internal rules and regulations, etc.**

- Articles of association
- Formal work plan of the Board of Directors
- Terms of reference issued by the Board to the President
- Policy documents (e.g. financial, communications, risk management, pension, HR) and instructions (payment authorisation and payment)
- Code of Conduct

**External rules and regulations, etc.**

- The Swedish Companies Act
- Swedish and international accounting legislation
- NASDAQ OMX Stockholm's rules and regulations
- Swedish Code of Corporate Governance

**External auditors**

The company's auditor, elected at the Annual General Meeting, examines SCA's annual report and consolidated financial statements, the Board's and President's administration and the annual reports of subsidiaries, and submits an audit report.

The audit is performed in accordance with the Swedish Companies Act and auditing standards in Sweden as stipulated by FAR SRS, which is based on international auditing standards according to the International Federation of Accountants (IFAC).

## Activities during the year

### Annual General Meeting

The AGM was held on Monday, 7 April 2011, in Stockholm, Sweden. The meeting was attended by 869 shareholders, either personally or by proxy, corresponding to 60.5% of votes in the company. Attorney-at-Law Sven Unger was elected Chairman of the Meeting.

### Resolutions by the meeting

- dividend of SEK 4.00 (3.70) per share to be paid for the 2010 financial year,
- re-election of Board members Pär Boman, Rolf Börjesson, Sören Gyll, Jan Johansson, Leif Johansson, Sverker Martin-Löf, Anders Nyrén and Barbara M. Thoralfsson,
- re-election of Sverker Martin-Löf as Chairman of the Board,
- adoption of guidelines for determining the salary and other remuneration of the President and other senior executives, see page 52 and Note 6 on page 88.

The minutes of the meeting in full and information on the 2011 AGM, including the President's speech, can be accessed at [www.sca.com](http://www.sca.com)

### Nomination Committee

The 2011 AGM decided that the Nomination Committee for the 2012 AGM should comprise representatives of not fewer than four and not more than the six of the largest shareholders in terms of voting rights, as well as the Chairman of the Board, who is also the convener. The Nomination Committee shall submit proposals relating to the Chairman of the Meeting, the Board of Directors, the Chairman of the Board, Board fees and remuneration for committee work, the election of the company's auditor and remuneration for ser-

VICES rendered, and proposals to the Nomination Committee prior to the 2013 AGM. In its work, the Nomination Committee shall consider the rules that apply to the independence of Board members and that the selection for those nominated shall be based on expertise and experience relevant to SCA.

### Composition of the Nomination Committee for the 2012 AGM

The composition of the Nomination Committee for the 2012 AGM is as follows:

- Carl-Olof By, AB Industrivärden, Chairman of the Nomination Committee
- Håkan Sandberg, Handelsbanken Pension Foundation, among others
- Torbjörn Callvik, Skandia Liv
- Bo Selling, Alecta
- Sverker Martin-Löf, Chairman of the Board of SCA

All shareholders have had an opportunity to submit proposals to the Nomination Committee. The Nomination Committee's proposals for the 2012 Annual General Meeting are presented in the notification of the AGM on SCA's website [www.sca.com](http://www.sca.com). The 2012 AGM will be held on 29 March, see page 120.

The Nomination Committee was convened on four occasions. The Chairman of the Board presented the Board evaluation, which is conducted annually, and provided the Nomination Committee with information regarding Board and committee work during the year.

### Board of Directors

SCA's Board of Directors comprises eight members elected by the AGM.

Board members Pär Boman, Rolf Börjesson, Sören Gyll, Jan Johansson (SCA's President and CEO), Leif Johansson, Sverker Martin-Löf, Anders Nyrén and Barbara M. Thoralfsson were re-elected to the Board. Sverker Martin-Löf was elected as Chairman of the Board.

The independence of Board members is presented in the table below. SCA complies with the requirements of the Swedish Code of Corporate Governance that stipulate that not more than one member elected by the AGM shall be a member of company management, that the majority of the members elected by the AGM shall be independent of the company and company management, and that not fewer than two of these shall also be independent of the company's major shareholders. All of the Board members have experience of the requirements incumbent upon a listed company. The employees have appointed the following three representatives to the Board for the period until the 2013 AGM: Lars Jonsson, Örjan Svensson and Thomas Wiklund, and their deputies, Anders Engqvist, Bert-Ivar Pettersson and Harriet Sjöberg.

### Board activities

In 2011, the Board was convened ten times. The Board has a fixed formal work plan that describes in detail which ordinary agenda items are to be addressed at the various Board meetings of the year. Recurring agenda items are finances, the market situation, investments and adoption of the financial statements. On a regular basis throughout the year, the Board has also dealt with reports from the Audit and Remuneration Committees and reports on internal control and financial operations. The company's auditors regularly present a report on their audit work and these issues are

### Composition of the largest shareholders, Nomination Committee 2011 (share of votes)

	%
AB Industrivärden	29.1
Handelsbanken*	14.1
Skandia Liv	2.5
Alecta	2.1

\* Including funds and trusts

### Board of Directors and committees

Board member	Elected	Independent <sup>1)</sup>	Committee		Attendance		
			Audit	Remuneration	Board meetings	Audit Committee	Remuneration Committee
Pär Boman	2010	■			10/10		
Rolf Börjesson	2003			x	10/10		2/2
Sören Gyll	1997		x		10/10	5/5	
Jan Johansson	2008	■			10/10		
Leif Johansson	2006			x	10/10		2/2
Sverker Martin-Löf, Chairman	1986	■	x	Chair	10/10	5/5	2/2
Anders Nyrén	2001	■	Chair		10/10	5/5	
Barbara Milian Thoralfsson	2006				10/10		

<sup>1)</sup> As defined in the Swedish Code of Corporate Governance.

■ = Dependent in relation to the company's major shareholder, AB Industrivärden.

■ = President of SCA, dependent in relation to the company and the Corporate Senior Management Team, and in relation to the company's major shareholder, AB Industrivärden.

■ = Dependent in relation to company management.

discussed by the Board. The Business Unit Presidents present reports on their respective operations and current issues affecting them to the Board.

In 2011, the Board's activities were also characterised by prospective issues of central importance to the Group. In this context, the acquisition of Georgia-Pacific's European tissue operations, acquisitions in the hygiene business in Brazil and Turkey and the divestment of the packaging operations were particularly noteworthy.

#### *Evaluation of the Board's work*

The work of the Board, like that of the President, is evaluated annually using a systematic and structured process, the purpose of which is to obtain a sound basis for the Board's own development work and to provide the Nomination Committee with decision data for its nomination work. The Chairman of the Board is responsible for the evaluation. In 2011, the evaluation took the form of a questionnaire and discussions between the Chairman of the Board and the members. The evaluation covers such areas as the Board's method of work, expertise and the year's work. The Board was provided with feedback after the results were compiled. The Nomination Committee was also informed of the results of the evaluation.

#### *Audit Committee*

In 2011, the Audit Committee comprised Chairman Anders Nyrén, Sören Gyll and Sverker Martin-Löf. The Audit Committee held five meetings during the year. In its work that includes monitoring financial reporting, the committee dealt with relevant accounting issues, internal auditors' reviews, auditing work and a review of various measurement issues, such as testing of impair-

ment requirements for goodwill, the measurement of forest assets and the preconditions for the year's pension liability calculations.

#### *Remuneration Committee*

The Remuneration Committee consists of Chairman Sverker Martin-Löf, Leif Johansson and Rolf Börjesson. The Remuneration Committee held two meetings during the year. In addition, a number of issues were addressed by circular letter, for example, in connection with various management changes. Activities in 2011 mainly concerned remuneration and other employment terms and conditions for senior executives, and current remuneration structures and remuneration levels in the Group.

#### **Internal audit**

The basis of the work is a risk analysis conducted in cooperation with SCA's management team. The risk analysis concludes in an audit plan, which is presented to the Audit Committee. In 2011, about 120 audit projects were performed. During the year, the function reported its observations at each meeting with the Audit Committee and on one occasion to the Board of Directors of SCA.

Work in 2011 also involved following up the units' progress with process-based control, follow-up and reporting on the efficiency in internal governance and control, and separate assessments of the internal control in countries where SCA has major investments and in joint ventures.

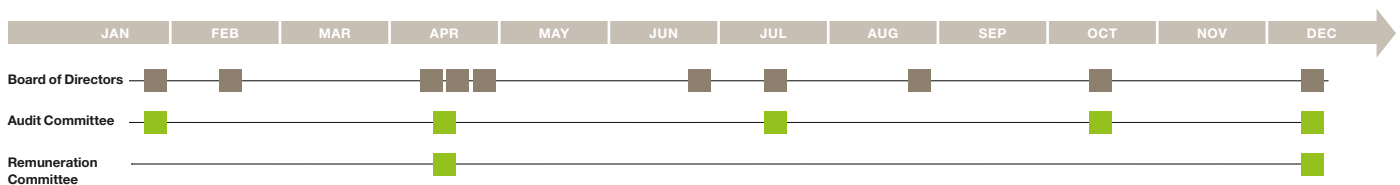
#### **External auditors**

The 2008 Annual General Meeting appointed the accounting firm of PricewaterhouseCoopers AB as the company's auditor for a mandate period of four years. The accounting firm notified the com-

pany that Anders Lundin, Authorised Public Accountant, would be the senior auditor. Anders Lundin is also auditor for AarhusKarlshamn AB, AB Electrolux, Husqvarna AB, AB Industrivärden and Melker Schörling AB. The auditor holds no shares in SCA.

In accordance with its formal work plan, the Board met with the auditors at two scheduled Board meetings in 2011. The auditors also attended each meeting of the Audit Committee. At these meetings, the auditors presented and received opinions on the focus and scope of the planned audit and delivered verbal audit and review reports. Furthermore, at the Board's third regular autumn meeting, the auditors delivered an in-depth verbal report on the audit for the year. The formal work plan specifies a number of mandatory issues that must be covered. These include matters of importance that have been a cause for concern or discussion during the audit, business routines and transactions where differences of opinion may exist regarding the choice of accounting procedures. The auditors also provide an account of consultancy work assigned to the audit firm by SCA and the audit firm's independence in relation to the company and its management. On each occasion, Board members have had an opportunity to ask the auditors questions. Certain parts of the detailed discussion on the accounts take place without representatives of company management being present.

#### **Board and Committee meetings**



## Remuneration, Corporate Senior Management and Board of Directors

### Guidelines

The 2011 Annual General Meeting adopted guidelines for remuneration of senior executives that are based on a total remuneration package comprising a fixed salary, variable salary and other benefits, and a pension. These unchanged guidelines are also proposed for the 2012 AGM, see page 14.

### Remuneration of the President and other senior executives

Remuneration of the President and other senior executives is presented in Note 6 on page 88. Variable remuneration for the CEO, Executive Vice Presidents and Business Unit Presidents was maximised to a total of 100% of the fixed salary for 2011. For one Business Unit President, stationed in the US, the maximum outcome is 110%, while the corresponding limit for other executives is 90%.

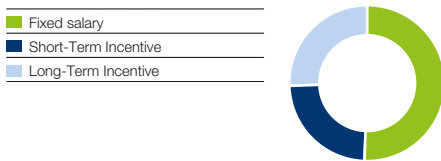
### Variable remuneration and strategic targets

Programmes for variable remuneration are formulated to support the Group's strategic targets. The short-term programme is individually adapted and based mainly on cash flow, operating profit and growth. The long-term programme is based on the SCA share's long-term total shareholder return.

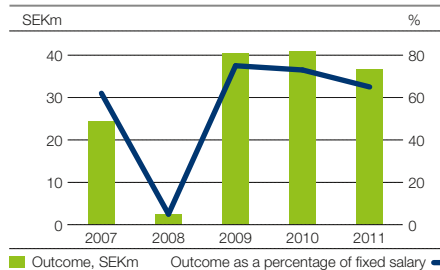
### Remuneration of the Board

According to the resolution by the AGM, the fees paid to the AGM-elected Board members totalled SEK 5,200,000. See Note 6, page 88 for further information.

### Potential maximum remuneration, breakdown



### Outcome, variable remuneration, 2007–2011



## Internal control of the financial reporting

The Board's responsibility for internal governance and control is regulated in the Swedish Companies Act, the Annual Accounts Act and in the Swedish Code of Corporate Governance. The Annual Accounts Act requires that the company, each year, describes its system for internal control and risk management with respect to financial reporting. The Board bears the overall responsibility for financial reporting and its formal work plan regulates the internal division of work between the Board and its committees.

The Audit Committee has an important task to prepare the Board's work to assure the quality of financial reporting. This preparation work includes issues relating to internal control and regulation compliance, control of recognised values, estimations, assessments and other activities that may impact the quality of financial statements. The Committee has charged the company's auditors with the task of specifically examining the degree of compliance in the company with the rules for internal control, both general and detailed.

### Financial reporting to the Board

The Board's formal work plan stipulates which reports and information of a financial nature shall be submitted to the Board at each scheduled meeting. The President ensures that the Board receives the reports required that enable the Board to continuously assess the company's and Group's financial position. Detailed instructions specifically outline the types of reports that the Board shall receive at each meeting.

### External financial reporting

The quality of external financial reporting is guaranteed via a number of actions and procedures. The President is responsible for ensuring that all information issued, such as press releases with financial content, presentation material for meetings with the media, owners and financial institutions, is correct and of a high quality. The responsibilities of the company's auditors include reviewing accounting issues that are critical for the financial reporting and reporting their observations to the Audit Committee and the Board of Directors. In addition to the year-end report, the auditors also review the six-month report.

### Risk management

With regard to financial reporting, the risk that material errors may be made when reporting the company's financial position and results is considered the primary risk. To minimise this risk, control documents have been established pertaining to accounting, procedures for annual accounts and follow-up of reported annual accounts. A Group-wide system for reporting annual accounts has also been introduced. SCA's Board of Directors and management assess the financial reporting from a risk perspective on an on-going basis. To provide support for this assessment, the company's income statement and balance sheet items are compared with earlier reports, budgets and other planned figures. Control activities that are significant to financial reporting are carried out using the company's IT system. For further information, see Risk and risk management on pages 58–63.

### Control activities and follow up

Significant instructions and guidelines related to financial reporting are prepared and updated regularly by the Group's central controller organisation and are easily accessible on the Group's intranet. The central controller organisation is responsible for ensuring compliance with instructions and guidelines. Process managers at various levels within SCA are responsible for carrying out the necessary control measures with respect to financial reporting. An important role is played by the business unit's controller organisations, which are responsible for ensuring that financial reporting from each unit is correct, complete and delivered in a timely manner. In addition, each business unit has a Finance Manager with responsibility for each business unit's financial statements. The company's control activities are supported by the budgets prepared by each business unit and updated during the year through continuous forecasts.

In recent years, SCA has introduced a standardised system of control measures involving processes that are significant to the company's financial reporting. The controls are adapted to the operational process and system structure of each unit. Accordingly, each unit prepares a record of the actual controls to be carried out in

the unit in question. Control of these processes is assessed through self-evaluation followed up by an internal audit. In some cases, SCA has enlisted external help to validate these control measures.

Financial results are reported and examined regularly within the management teams of the operating units and communicated to SCA's management at monthly and quarterly meetings. Before reports are issued, results are analysed to identify and eliminate any mistakes in the process until the annual accounts. For additional information, see Internal audit on page 51.

### Activities in 2011

For a number of years now, the entire SCA Group has used a shared reporting system for financial statements. An increasing number of units within SCA are also introducing the same system platform. In 2011, the shared system platform was introduced in Malaysia and elsewhere. Another development is the co-location of accounting and reporting of several units in Shared Service Centres. Reporting is thus more efficient and uniform. A number of these centres were introduced during the year in France and elsewhere. A project was initiated in 2010 and continued in 2011 aimed at reducing the number of legal entities in SCA and thereby simplifying the reporting and system structures. This project has developed to encompass the coordination of SCA's global processes in finance and HR. This will gradually impact the actual processes during 2012. A follow-up of the Group's process-based controls also took place, indicating that these controls are in place at the majority of SCA's units and that they function efficiently.

## Board of Directors and Auditors

### Elected by the Annual General Meeting



**Sverker Martin-Löf** (1943)  
*Tech Lic., Honorary PhD*  
Chairman of the Board since 2002, formerly President and CEO of SCA. Chairman of the Board of Industrivärden, SSAB and Skanska. Vice Chairman of Ericsson. Member of the Board of Handelsbanken.  
Elected: 1986  
A shares: 3,000 B shares: 77,823  
Independent of the company and corporate management.

**Sören Gyll** (1940)  
*Honorary PhD Engineering*  
Member of the Royal Swedish Academy of Engineering Sciences (IVA).  
Elected: 1997  
B shares: 4,407  
Independent of the company, corporate management and SCA's major shareholders.



**Pär Boman** (1961)  
*Engineering and Business/ Economics degree*  
President, CEO and member of the Board of Handelsbanken.  
Elected: 2010  
A shares: 1,000  
Independent in relation to SCA's major shareholders.



**Rolf Börjesson** (1942)  
*MSc Eng.*  
Chairman of the Board of Ahlsell AB and Biolight AB. Member of the Board of Avery Dennison and Huhtamäki Oyj.  
Elected: 2003  
B shares: 17,850  
Independent of the company, corporate management and SCA's major shareholders.



**Jan Johansson** (1954)  
*Master of Laws*  
President and CEO of SCA. Member of the Board of Handelsbanken and SSAB.  
Elected: 2008  
B shares: 61,900



Leif Johansson

**Leif Johansson** (1951)  
*MSc Eng.*  
 Chairman of the Board of Ericsson. Chairman of the Royal Swedish Academy of Engineering Sciences (IVA). Chairman of the European Round Table of Industrialists (ERT). Member of the Board of the Confederation of Swedish Enterprise.  
 Elected: 2006  
 B shares: 6,040  
 Independent of the company, corporate management and SCA's major shareholders.



Anders Nyrén

**Anders Nyrén** (1954)  
*MSc Econ, MBA*  
 President of AB Industrivärden and CEO. Chairman of the Board of Sandvik and Vice Chairman of Handelsbanken. Member of the Board of Ericsson, Ernströmgruppen, Industrivärden, SSAB, Volvo, Stockholm School of Economics and the Stockholm School of Economics Association.  
 Elected: 2001  
 B shares: 1,200  
 Independent of the company and corporate management.

**Barbara Milian Thoralfsson** (1959)  
*MBA, BA*  
 Member of the Board of Electrolux AB, Fleming Invest AS, Norfolier AS, Orkla ASA and Telenor ASA.  
 Elected: 2006  
 B shares: 3,000  
 Independent of the company, corporate management and SCA's major shareholders.



Barbara Milian Thoralfsson

**Appointed by the employees**

**Örjan Svensson** (1963)  
 Senior Industrial Safety Representative at SCA Hygiene Products AB, Edet Bruk, Lilla Edet.  
 Member of the Swedish Trade Union Confederation (LO).  
 Appointed: 2005  
 B shares: 75

**Lars Jonsson** (1956)  
 Chairman Swedish Paper Workers' Union dept. 167 at SCA Graphic Sundsvall AB, Östrand pulp mill, Timrå.  
 Member of the Swedish Trade Union Confederation (LO).  
 Appointed: 2005

**Thomas Wiklund** (1955)  
 Shift Production Manager and Chairman of Ledarna (Swedish Organisation for Managers) at Munksund paper mill.  
 Member of the Council for Negotiation and Cooperation (PTK).  
 Appointed: 2009

**Deputies**

**Harriet Sjöberg** (1946)  
 Chairman, Unionen, SCA Hygiene Products AB, Gothenburg.  
 Member of the Council for Negotiation and Cooperation (PTK).  
 Appointed: 2001  
 B shares: 1,815

**Bert-Ivar Pettersson** (1955)  
 Works Manager at SCA Graphic Sundsvall AB, Ortvisen paper mill, Sundsvall. Member of the Council for Negotiation and Cooperation (PTK).  
 Appointed: 2005

**Anders Engqvist** (1958)  
 Machine Operator at SCA Packaging Sweden AB, Värnamo.  
 Member of the Swedish Trade Union Confederation (LO).  
 Appointed: 2005

**Honorary Chairman**

**Bo Rydin**  
*MSc Econ., Hon PhD Econ., Hon PhD Engineering*

**Auditor**

**PricewaterhouseCoopers AB**  
 Senior Auditor: Anders Lundin, Authorised Public Accountant.

**Secretary to the Board**

**Anders Nyberg** (1951)  
*Master of Laws*  
 Senior Vice President, Corporate Legal Affairs, General Counsel.  
 B shares: 36,846



Örjan Svensson

Lars Jonsson

Thomas Wiklund



# Corporate Senior Management Team

**Mats Berencrutz** (1954)  
Executive Vice President  
*MSc ME*  
Employed since: 1981  
B shares: 7,600



Jan Johansson

**Jan Johansson** (1954)  
President and CEO  
*Master of Laws*  
Employed since: 2007  
B shares: 61,900



Lennart Persson

**Lennart Persson** (1947)  
CFO and Executive Vice President  
Head of Finance  
*BSc BA*  
Employed since: 1987  
B shares: 41,965



Mats Berencrutz



Robert Sjöström

**Robert Sjöström** (1964)  
Senior Vice President, Strategy and Business Development  
including Global Business Services  
*MSc Econ, MBA*  
Employed since: 2009  
B shares: 7,400



Christoph Michalski

**Christoph Michalski** (1966)  
President, Global Hygiene Category  
*MSc Econ.*  
Employed since: 2007  
B shares: 8,850



William Ledger

**William Ledger** (1967)  
President, Global Hygiene Supply  
*BSc, Industrial Chemical Engineer*  
Employed since: 2002

**Margareta Lehmann** (1958)  
President, SCA Incontinence Care Europe  
*BSc BA*  
Employed since: 1983  
B shares: 1,398



Margareta Lehmann



Magnus Groth

**Magnus Groth** (1963)  
President, SCA Consumer Goods Europe  
*MBA equivalent, MSc*  
Employed since: 2011

**Sune Lundin** (1951)  
President, SCA AFH Professional Hygiene Europe  
*MSc Eng.*  
Employed since: 2008  
B shares: 6,950



Sune Lundin

**Thomas Wulkan** (1961)  
President, SCA MEIA  
BSc BA  
Employed since: 2000  
B shares: 3,800



**Don Lewis** (1961)  
President, SCA Americas  
BSc BA  
Employed since: 2002



**Ulf Söderström** (1964)  
President, SCA Asia Pacific  
Studies in economics, MBA  
Employed since: 2009  
B shares: 4,500

**Ulf Larsson** (1962)  
President, SCA Forest Products  
BSc Forestry  
Employed since: 1992  
B shares: 4,400



**Michael Cronin** (1958)  
President, SCA Packaging  
Marketing graduate  
Employed since: 2010  
B shares: 5,000



**Gordana Landén** (1964)  
Senior Vice President, Corporate Human Resources  
BSc  
Employed since: 2008  
B shares: 3,617

**Anders Nyberg** (1951)  
Senior Vice President, Corporate Legal Affairs,  
General Counsel  
Master of Laws  
Employed since: 1988  
B shares: 36,846



**Kersti Strandqvist** (1963)  
Senior Vice President, Corporate Sustainability  
MSc Chem., Tech Lic.  
Employed since: 1997  
B shares: 1,397



**Camilla Weiner** (1968)  
Senior Vice President, Corporate Communications  
MSc BA  
Employed since: 2010  
B shares: 1,200

