

Remuneration Report 2024

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This report describes how the guidelines for executive remuneration of SSAB AB, adopted by the Annual General Meeting 2022, were adhered to in 2024. The report also provides information on remuneration to the CEO. The report has been prepared in accordance with the Swedish Companies Act and the Remuneration Rules issued by the Swedish Corporate Governance Board.

Further information on executive remuneration is available in note B.4 to the consolidated financial statements in the Annual Report 2024. Information on the work of the Remuneration Committee in 2024 is set out in the Corporate Governance Report section Remuneration Committee in the Annual Report 2024.

Remuneration of the Board of Directors is not covered by this report. Such remuneration is resolved annually by the Annual General Meeting and disclosed in note B.4 in the Annual Report 2024.

Key developments 2024

The CEO summarizes the company's overall performance in his statement on pages 6–7 in the Annual Report 2024.

The company's remuneration guidelines: scope, purpose and deviations

SSAB's strategy is to deliver sustainable, industry-leading profitability by strengthening and innovating products that increase added value for customers.

SSAB's stated objective is to become the safest steel company in the world to work in, and shall in addition adhere to high environmental standards and be a responsible partner to all stakeholders. A more detailed description of the business strategy can be found in the section Market and strategy in the Annual Report 2024.

A prerequisite for a successful implementation of the company's strategy and the safeguarding of the company's long-term interests requires that the company can recruit and retain qualified employees. For this, the company must be able to offer competitive remuneration. The company's remuneration guidelines are intended to offer senior executives a competitive total remuneration, which in turn promotes the company's business strategy, long-term interests and sustainability. Under the remuneration guidelines, executive remuneration shall be on market terms and may consist of the following components: fixed cash salary, variable cash

remuneration consisting of a short-term variable component (STI) and a long-term variable component (LTI), pension benefits and other benefits.

The guidelines are found in the Board of Directors' Report in the Annual Report 2024. During 2024, the company complied with the applicable remuneration guidelines adopted by the general meeting. No deviations from the guidelines have been decided and no derogation from the procedure for implementation of the guidelines has been made.

The auditor's report regarding the company's compliance with the guidelines is available on <https://www.ssab.com/company/investors/corporate-governance/remuneration-policy>. No remuneration has been reclaimed.

Table 1 Total Remuneration to CEO in 2024¹⁾

SEK thousands	Fixed salary ²⁾	Other benefits ³⁾	Short-term variable salary (STI) ⁴⁾	Long-term variable salary (LTI) ⁴⁾	Pension expenses ⁵⁾	Total remuneration	Proportion of fixed and variable remuneration
Johnny Sjöström (CEO)	1,954	25	1,449	99	579	4,106	62% / 38%
Martin Lindqvist (CEO)	11,830	154	8,551	4,281	5,409	30,225	58% / 42%

1) Johnny Sjöström from October 28 to December 31, 2024 and Martin Lindqvist from January 1 to October 27, 2024.

2) Including vacation pay of SEK 270 thousand and cost compensation in respect of company residence of SEK 44 thousand for Martin Lindqvist.

3) Relates primarily to housing and car benefits.

4) STI is reported for 2024 performance year (to be paid in 2025). LTI is reported for performance years 2022–2024 (to be paid in 2025).

5) Pension expense is in its entirety related to fixed salary and is premium-based. For this reason pension has been included as fixed remuneration in the table's statement on proportion of fixed and variable remuneration.

STI remuneration for the CEO 2024

The STI program has been measured during the full year 2024 and is capped at 75 percent of the fixed salary 2024. The performance criteria for the CEO's STI consist of 100% Group objectives.

There are three Group objectives that are measured against predetermined threshold levels; 1) EBITDA margin compared to peer group¹⁾, 2) Operating cash flow in relation to adjusted operating result before depreciation and amortization, and 3) A sustainability objective measuring the injury frequency with lost time which lead to absence of more than one day (LTIF).

The STI objectives have been designed to contribute to the company's business strategy and long-term interests, including its sustainability, by being clearly linked to the business strategy and increased value creation for the company.

A prerequisite for STI payment is that the Group shows a positive adjusted operating result (excluding items affecting comparability). This threshold was reached for 2024 and the STI outcome is distributed as follows. 1) SSAB's EBITDA margin exceeded the peer group's average EBITDA margin by 5.7 percentage points, which provides maximum payout. 2) The Operating cash flow in relation to adjusted operating result objective reached 89 percent, which provides 95 percent payout. 3) The accident frequency (LTIF) was measured at 0.75, and provides a maximum payout.

For further details on the STI remuneration for the CEO, see table 2(a).

LTI Remuneration for the CEO 2024

The LTI program is cash-based and has been measured over a period of three years (2022–2024). The outcome is capped to maximum 35 percent of the base salary as per December 31, 2021. The CEO's LTI is linked to the total return on the company shares (TSR) for the financial years 2022, 2023 and 2024 in relation to a reference value which to 70 percent consists of the average total shareholder return of a benchmark group²⁾ and to 30 percent of the OMX 30 index.

The objectives of LTI are to create a common interest for the company management and shareholders to drive the business towards long-term good return on SSAB shares and to promote the company's ability to recruit and retain key employees.

The LTI program 2022–2024 outcome is paid in 2025. SSAB outperformed the reference value by 70.4 percentage points which corresponds to a maximum outcome.

For further details on the LTI remuneration for the CEO, see table 2(b).

1) Arcelor Mittal Europe, BE Group, JFE, Kingspan, Klöckner, Lindab, Nucor, Tata Steel Europe, Salzgitter, U.S. Steel and Voestalpine.

2) Arcelor Mittal, JFE, Nucor, Salzgitter, ThyssenKrupp, U.S. Steel and Voestalpine.

Application of performance criteria

The performance criteria for the CEO's variable remuneration have been selected to deliver the company's strategy and to encourage behavior which is in the long-term interest of the company. In the selection of performance criteria, the strategic objectives and short-term and long-term business priorities have been taken into account. The non-financial performance criteria further contribute to alignment with sustainability as well as the company values.

Table 2(a) – CEO objectives and outcome in the reported financial year: STI remuneration¹⁾

	Description of the performance criteria	Weighting of the performance criteria	Measured performance	Fulfillment of performance criteria ²⁾	Actual payout
Johnny Sjöström (CEO)	EBITDA margin versus peers 2024	70%	5.7%-points	100%	SEK 1,024,597
	Operating cash flow in relation to adjusted operating result before depreciation and amortization 2024	20%	89%	95%	SEK 278,105
	Lost time injury frequency (LTIF) 2024	10%	0.75	100%	SEK 146,371
Martin Lindqvist (CEO)	EBITDA margin versus peers 2024	70%	5.7 %-points	100%	SEK 6,045,968
	Operating cash flow in relation to adjusted operating result before depreciation and amortization 2024	20%	89%	95%	SEK 1,641,048
	Lost time injury frequency (LTIF) 2024	10%	0.75	100%	SEK 863,710

1) Johnny Sjöström from October 28 to December 31, 2024 and Martin Lindqvist from January 1 to October 27, 2024.

2) Percentage of stretch achievement, per performance criteria.

Table 2(b) – CEO objectives and outcome in the reported financial year: LTI remuneration¹⁾

	Description of the performance criteria	Weighting of the performance criteria	Measured performance	Fulfillment of performance criteria ²⁾	Actual payout
Johnny Sjöström (CEO)	SSAB Total Shareholder Return compared with benchmark portfolio 2022–2024	100%	+70.4 %-points	100%	SEK 99,355
Martin Lindqvist (CEO)					SEK 4,280,914

1) Prorated calculation for Johnny Sjöström from October 28 to December 31, 2024 and Martin Lindqvist from January 1, 2022 to October 27, 2024.

2) Percentage of stretch achievement per performance criteria.

Share-based remuneration

SSAB had no share-based remuneration programs for payout in 2024.

Information on remuneration and company performance**Table 3 – Remuneration and company performance in the reported financial year**

SEK thousands	2024	2023	2022	2021	2020
CEO total remuneration ¹⁾	34,331	33,566	29,818	26,116	18,358
Adjusted operating result	7,860,000	16,467,000	29,283,000	18,837,000	-325,000
Average total remuneration on a full time equivalent basis of employees of the parent company ²⁾	1,252	1,238	1,180	1,080	1,008

1) Johnny Sjöström included from October 28 to December 31, 2024 and Martin Lindqvist from January 1 to October 27, 2024.

2) Excluding members of the Group Executive Committee.