
Remuneration report

The purpose of the remuneration report is to clearly present the remuneration to the President and how it relates to our guidelines. The ambition is to give a transparent statement, ensuring that all shareholders gain an understanding of how the guidelines are applied in practice and how these contribute to the company's long-term value creation and sustainability. For information regarding the work of the Remuneration Committee, please refer to the corporate governance report in the annual report. Remuneration, social security expenses, pension costs and other benefits are presented in note 5 "Employees and personnel costs" in the annual report. The same note also includes remuneration paid to the Members of the Board of Directors.

Anders Ullberg, Chairman of the Board of Directors

1. Remuneration 2021

1.1 Overview of remuneration and compliance with remuneration guidelines

The total remuneration for 2021 follows the guidelines approved by the Annual General Meeting. The Board has not deviated from the guidelines in any respect and will propose to the 2022 Annual General Meeting that the guidelines be unchanged.

Below is a short summary of each remuneration element and how it corresponds to our guidelines. The summary is followed by a graph illustrating the distribution between fixed and variable remuneration. Boliden has currently no outstanding share-related or share price-related incentive programs. However, the President and the Group management have undertaken to use a certain part of their variable remuneration to buy shares in the company.

1.1.1 Base salary

The President's fixed annual salary was increased by SEK 0.5 million to SEK 8.5 million. The salary review is based on an evaluation of the President's performance together with other factors as described in our guidelines.

1.1.2 Pension

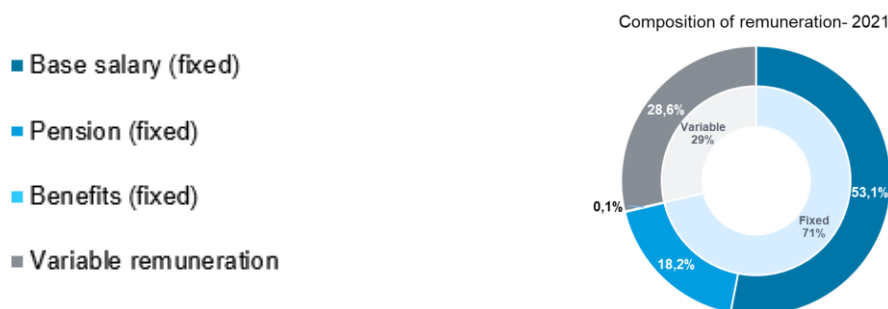
The President's pension has amounted to 35 % of the fixed salary, which is compliant with the guidelines.

1.1.3 Benefits

Other benefits for the President amount to SEK 14 thousand, corresponding to 0.2 % of the base salary.

1.1.4 Variable remuneration

The variable remuneration for the President may not exceed 60 % of the fixed salary. The outcome for 2021 was SEK 4.59 million, i.e. 54 % of the fixed salary, and will be paid in 2022. Please refer to section 1.3 *Table of variable remuneration* for a detailed overview of performance criteria and goal fulfilment. The President has undertaken to buy shares in the company for a certain part of the variable remuneration (SEK 765,000).



1.2 Table of total remuneration

The table below presents the total remuneration paid to the President in 2020 and 2021 (SEK thousand).

SEK thousand	Financial year	Fixed remuneration			Variable remuneration		Total remuneration - earned
		Base salary	Pension	Benefits	Disbursed	Earned	
President	2021	8,500	2,917	14	3,361 ¹⁾	4,590	16,021
	2020	8,000	2,766	27	2,941 ²⁾	3,361	14,154

1) The amounts are attributable to 2020 but were disbursed in 2021
 2) The amounts are attributable to 2019 but were disbursed in 2020

1.3 Table of variable remuneration

The table below sets out the performance measures used for the variable remuneration to the President in 2021. Bonus outcomes are calculated proportionally based on defined parameters.

	Maximal variable remuneration (% of base salary)	Performance criterias	Parameters (min/max)	Weight	Goal fulfilment (% of max)	Earned 2021		
						Total earned (SEK thousand)	% of max	% of base salary
President	60%	ROE	8%-18%	90%	100,0%	4,590	90,0%	54,0%
		Accident rate (LTIF)	5,8%-4,1%	10%	0,0%			

2. Yearly change of remuneration

In accordance with the European Commission’s draft normative guidelines, only data for the years when the new rules on remuneration guidelines and remuneration reports have been in force are reported. The table below thus only illustrates the 2019–2021 change.

3. The President’s remuneration in relation to the average remuneration to the company’s employees

The calculation of the average remuneration to employees is based on the remuneration per full-time equivalent. The data used is presented in note 5 “Employees and personnel costs” in the annual report, pension costs are excluded.

		Annual change		
		2021	2020	2019
The President’s total remuneration (SEK thousand)		13,104	11,388	11,010
(Change)		(15.1%)	(3.4%)	(n/a ¹)
Market capitalization at the end of the year (SEK billion)		95.7	79.7	68.0
Company performance	Return on capital employed (%)	18.2	15.8	14.3
	Accident rate² (LTIF)	5.9	5.8	4.4
Average remuneration per full-time equivalent (SEK thousand)		663	642	638
(Change)		(3.3%)	(0.6%)	(3.7%)

1. The CEO was employed 1st of June 2018

2. The frequency for the number of lost time injuries (LTIF) for employees and contractors