
Proposal of the Board of Directors of Sweco AB for resolutions on:

- A. Implementation of a performance-based Share Savings Scheme 2021**
 - B. Transfer of treasury shares to participants in the Share Savings Scheme 2021**
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Background and rationale

Since 2011, the annual general meetings have resolved to implement so-called Share Savings Schemes aimed at senior executives and other key personnel within Sweco AB ("Sweco") and its group of companies, each scheme with duration until either (i) the publication of the year-end report of the third financial year following its implementation (the 2011-2015 Share Savings Schemes) or (ii) the fourth business day following the publication of the year-end report of the third financial year following its implementation (the 2016-2020 Share Savings Schemes).¹ The Board of Directors maintains its view that it is important and in the shareholders' interest that the group's key personnel has a long-term interest in the performance of the shares in the company. In light of the foregoing and having regard to the fact that the investment periods of previous Share Savings Schemes have expired, the Board of Directors proposes the long-term performance-based incentive scheme for the senior executives and other key personnel of the group as set out below (the "Share Savings Scheme 2021").

The main rationale for the Share Savings Scheme 2021 is to enhance the ability to recruit and retain key personnel and that the participants' individual long-term commitment to ownership is expected to stimulate increased interest in the business and its profitability, increase motivation as well as the affinity with Sweco. The proposed conditions of the Share Savings Scheme 2021 principally correspond to those applicable to the Share Savings Scheme 2020, with the exception of the performance targets, which for the Share Savings Scheme 2021 includes both absolute and relative total shareholder return ("TSR") for the share and that the accumulated earnings per share ("EPS") during the period is positive and is within a predetermined interval.

The proposal of the Board of Directors includes (A) the implementation of the Share Savings Scheme 2021 as such and (B) the transfer of Class B treasury shares to participants in the scheme. The Share Savings Scheme 2021 also involves a resolution on authorisation for the Board of Directors to resolve to acquire Class B treasury shares pursuant to a separate general repurchase authorisation proposal (item 17 on the agenda) and, at the end of the scheme's duration, authorisation for the Board of Directors to sell Class B treasury shares to cover social security contributions related to the Share Savings Scheme 2021.

Sweco has, pursuant to authorisations granted to the Board of Directors by past annual general meetings, prior to the annual general meeting of 2021 acquired Class B treasury shares through Nasdaq Stockholm within the scope of previously implemented Share Savings Schemes to ensure delivery of shares to the participants as well as to secure payment of social security

¹ The 2017 Share Savings Scheme ended on the fourth business day following the day of the publication of the year-end report for the financial year 2020.

contributions connected thereto. Against the background of some participants of the previously implemented Share Savings Schemes having subsequently left their employments with Sweco, and that allotment of shares under the 2017 Share Savings Scheme has been made in a number lower than the number of shares repurchased for the purpose thereof, not all shares set aside for the said schemes will be used. Thus, Sweco's holding of treasury shares may cover part of the shares needed for the Share Savings Scheme 2021. In order to implement the Share Savings Scheme 2021, up to 233,847 Class B shares may be acquired pursuant to the Board of Director's separate repurchase authorisation proposal and subsequently transferred onto participants in the Share Savings Scheme 2021 as well as through Nasdaq Stockholm to cover thereto related costs for social security contributions.² The Board of Directors may propose that annual general meetings held during the duration of the scheme resolve on similar measures to the extent they are deemed necessary.

A. Implementation of a performance-based Share Savings Scheme 2021

The Board of Directors proposes that the annual general meeting resolves that the Share Savings Scheme 2021 is implemented, comprising a maximum of 185,593 Class B shares in Sweco, pursuant to the following main conditions:

1. Up to 100 senior executives and other key personnel within the group will be offered to participate in the Share Savings Scheme 2021.
2. Participation in the Share Savings Scheme 2021 requires the participants to acquire Class B shares in Sweco ("Savings Shares") with their own funds at market rates through Nasdaq Stockholm up to an amount corresponding to 5 to 10 percent of each participant's fixed annual salary for 2021 (the "Base Salary"). If a participant retains ownership of the Savings Shares until the fourth business day following the day of the publication of the year-end report for the financial year 2024 (the "Retention Period") and the participant remains in the same, equivalent or higher position in the Sweco group during the whole of the Retention Period, then each Savings Share entitles the participant to without consideration receive one Class B share in Sweco ("Matching Share") subject to the absolute TSR for the share and absolute EPS being positive during the Retention Period and – provided that the performance criteria set out in section 3 below are met – an additional one to four Class B shares in Sweco ("Performance Shares").
 - Group President and CFO (two persons) are entitled to acquire Savings Shares for an amount corresponding to no more than 10 percent of their respective Base Salary and are eligible to receive up to four Performance Shares for each retained Savings Share.
 - Presidents of Business Areas (eight persons) are entitled to acquire Savings Shares for an amount corresponding to no more than 7.5 percent of their respective Base Salary and are eligible to receive up to three Performance Shares for each retained Savings Share.
 - Heads of Group Staff – part of Executive Team (currently four persons) are entitled to acquire Saving Shares for an amount corresponding to no more than 5 percent of their

² As an alternative, Sweco may enter into equity swap agreement(s) with a third party in order to hedge the obligation to transfer Matching Shares and Performance Shares under the Share Savings Scheme 2021.

respective Base Salary and are eligible to receive up to two Performance Shares for each retained Savings Share.

- Heads of subsidiaries and divisions (approx. 45 persons) are entitled to acquire Savings Shares for an amount corresponding to no more than 5 percent of their respective Base Salary and are eligible to receive up to two Performance Shares for each retained Savings Share.
- Key personnel in central administration (approx. 41 persons) are entitled to acquire Savings Shares for an amount corresponding to no more than 5 percent of their respective Base Salary and are eligible to receive up to one Performance Share for each retained Savings Share.

Acquisitions of Savings Shares must be made by 31 December 2021, the Board of Directors, however, being authorised to extend that period, should a participant be prevented to acquire the shares during said period. Matching Shares and any Performance Shares will be received within 40 days of the publication of the year-end report for the financial year 2024.

3. The allocation of Performance Shares is dependent on the achievement of certain by the Board of Directors determined goals for Sweco's EPS and the TSR of the Sweco B share (performance adjusted to take dividends into account) during the Retention Period. Up to 50 percent of the Performance Share allocation will depend on the EPS performance, and up to 50 percent of the Performance Shares allocation will depend on the TSR performance.

The evaluation of TSR performance shall be based on a combination of the Sweco B share's TSR in relation to the TSR of a group of benchmark companies set by the Board of Directors (so-called relative TSR) and the requirement that the Sweco B share's TSR must be positive during the Retention Period (so-called absolute TSR), all based on the following principles:

- Absolute TSR: For Performance Shares to be allocated, it is required that the Sweco B share's TSR is positive during the Retention Period.
- Relative TSR: If the requirement of absolute TSR is fulfilled, then the potential allocation of Performance Shares within the TSR performance criteria is decided based on the TSR of the Sweco B share in relation to the TSR of the group of benchmark companies.
 - 35 percent of the maximum number of Performance Shares within TSR performance criteria will be allocated if the TSR of the Sweco share matches the median of the group of benchmark companies.
 - 100 percent of the maximum number of Performance Shares within TSR performance criteria will be allocated if the TSR of the Sweco share is higher than that of all of the benchmark companies.
 - If the TSR of the Sweco share is higher than the median, but lower than that of the highest of the benchmark companies, then the allocation will be linear within TSR performance criteria.

The group of benchmark companies, as determined by the Board of Directors, will comprise publicly traded consulting engineering companies that are active and compete on the same markets as Sweco.

The evaluation of EPS performance shall be based on a combination of Sweco's accumulated EPS in relation to EPS growth targets set by the Board of Directors (so-called ranged EPS growth) and the requirement that Sweco's accumulated EPS must be positive during the Retention Period (so-called absolute EPS), all based on the following principles:

- Absolute EPS: For Performance Shares to be allocated, it is required that Sweco's accumulated EPS is positive during the Retention Period.
- Ranged EPS: If the requirement of absolute EPS is fulfilled, then the potential allocation of Performance Shares within the EPS performance criteria is decided based on Sweco's accumulated EPS in relation to a minimum and maximum EPS growth target set by the Board of Directors for the Retention Period.
 - 35 percent of the maximum number of Performance Shares within EPS performance criteria will be allocated if Sweco's accumulated EPS equals the minimum EPS growth target.
 - 100 percent of the maximum number of Performance Shares within EPS performance criteria will be allocated if Sweco's accumulated EPS equals or is higher than the maximum EPS growth target.
 - If Sweco's accumulated EPS is higher than the minimum EPS growth target, but lower than the maximum EPS growth target, then the allocation will be linear within EPS performance criteria.

The minimum and maximum EPS growth target for the Retention Period will be set by the Board of Directors no later than in connection with the implementation of the Share Savings Scheme 2021.

4. Before the number of Performance Shares to be allocated is finally determined, the Board of Directors shall evaluate if allocation pursuant to the principles set out in section 3 is reasonable, having regard to Sweco's results and financial standing, to conditions on the stock market and to other circumstances. If the Board of Directors finds that it is not reasonable, then the Board of Directors shall decrease the number of Performance Shares to be allocated to the lower number of shares that the Board of Directors finds reasonable.
5. The number of Matching Shares and any Performance Shares that can be allotted as a result of retaining Savings Shares shall be re-calculated in case of bonus issues, splits and reverse splits of shares, preferential rights issues and similar events impacting the number of shares in Sweco.
6. Participation in the Share Savings Scheme 2021 presupposes that the participation is legally possible and that the participation in Sweco's sole opinion can be made with reasonable administrative costs and financial input.
7. The Board of Directors shall be responsible for the details and management of the Share Savings Scheme 2021 within the framework of the main conditions as set out above, and the Board of Directors shall be authorised to make the minor adjustments to these conditions as required by law or for administrative reasons. The Board of Directors shall also be authorised to adjust or deviate from the conditions as required by local laws and regulations and existing market practices.

B. Transfer of treasury shares to participants in the Share Savings Scheme 2021

To enable the delivery of Matching Shares and Performance Shares under the Share Savings Scheme 2021, the Board of Directors finally proposes that the annual general meeting resolves to transfer Class B treasury shares in accordance with the following conditions:

1. The number of Class B shares required for the allocation of Matching Shares and Performance Shares to participants in the Share Savings Scheme 2021 may be transferred, however in no case more than 185,593 shares.
2. The right to acquire shares shall vest in participants in the Share Savings Scheme 2021, where the maximum number of shares each participant is entitled to acquire is subject to the terms and conditions of the scheme.
3. Said participants' right to acquire shares may be exercised throughout the period during which the participants are entitled to receive Matching Shares and Performance Shares as set forth in the Share Savings Scheme 2021, i.e. within 40 days from the day of the publication of the year-end report for the financial year 2024.
4. The transfers of the shares shall be made without consideration.
5. The number of shares that are transferred under the Share Savings Scheme 2021 may be subject to recalculation in case of bonus issues, splits and/or reverse splits of shares, preferential rights issues or similar events impacting the number of shares in Sweco.

Transfers are permitted of Class B treasury shares that (i) were acquired under the Share Savings Scheme 2021 pursuant to the Board of Directors' separate repurchase authorisation proposal, (ii) were acquired or are held for the purpose of securing Sweco's obligations under the company's other Share Savings Schemes or Share Bonus Schemes, but that are no longer required thereunder, and (iii) were acquired for the completion of acquisitions, but that are expected not to be required for future acquisitions.

The rationale for the deviation of the existing shareholders' rights of pre-emption when transferring the company's treasury shares is to facilitate Sweco to transfer Matching Shares and Performance Shares to the participants in the Share Savings Scheme 2021.

Costs for the Share Savings Scheme 2021

The costs for the Share Savings Scheme 2021 are based on the IFRS 2 reporting standard and will be amortised over three years.

The Board of Directors has made a preliminary cost calculation for the Share Savings Scheme 2021, which is based on a SEK 150.4 price per share at final allocation, that Matching Shares and the maximum number of Performance Shares are allocated following the Retention Period, an estimated annual staff turnover of 5 percent, that each participant invests in Savings Shares to the maximum permitted amount and expected dividends during the period. The value of the Matching Shares and the Performance Shares have been calculated based on a share price of SEK 139.9 per share at the implementation of the scheme, an estimate of Sweco's TSR and EPS during the Retention Period benchmarked with the historical average, an estimate of the future volatility of the company's share and the shares of the group of benchmark companies as decided by the Board of Directors, as well as the correlations between the respective TSR of these shares. Based on the above assumptions, the value of each Matching Share has been calculated to SEK 95.1 and the value of each Performance Share has been calculated to SEK 47.6 and 139.9.

In total, this results in a maximum cost for the Share Savings Scheme 2021 of approximately SEK 10.3 million, excluding costs for social security contributions. The cost for social security contributions based on an annual expected appreciation of the Sweco share of 8 percent until the time of allocation is approximately SEK 3.9 million. These costs should be viewed in relation to Sweco's costs for salaries and compensations, which during 2020 amounted to SEK 13,380 million including social security contributions. Administrative costs for the Share Savings Scheme 2021 are estimated to no more than SEK 1 million.

Effects on key numbers

The total number of shares in Sweco is 363,251,457 shares, out of which 31,157,139 are Class A shares and 332,094,318 are Class B shares. As per 10 February 2021, Sweco holds 8,053,986 Class B treasury shares.

The implementation of the Share Savings Scheme 2021 requires up to 185,593 Class B treasury shares to be acquired under the Board of Directors' separate repurchase authorisation proposal (not including shares to cover social security contributions), corresponding to approximately 0.05 percent of the total number of outstanding shares and approximately 0.03 percent of the number of votes in the company. Transfer of these shares without consideration to the participants of the Share Savings Scheme 2021 is estimated to correspond to a dilution of earnings per share of up to 0.05 percent. The up to 48,254 Class B shares that may be transferred over Nasdaq Stockholm to cover costs for social security contributions do not have a diluting effect on the earnings per share, since they are transferred at market prices.

If also treasury shares acquired within the scope of previous Share Savings Schemes are considered, the total number of shares included in the 2018-2020 Share Savings Schemes (being the schemes that are still outstanding) and the Share Savings Scheme 2021 amounts to a maximum of 692,532 Class B shares (excluding shares required to cover costs for social security contributions). This corresponds to approximately 0.19 percent of the total number of shares and approximately 0.11 percent of the votes in the company. Transfers without consideration to the participants of the respective schemes are estimated to correspond to a dilution of earnings per share of no more than 0.19 percent.

Alternative hedging measures for the Share Savings Scheme 2021

As an alternative to the measures under Section B above and the Board of Directors' separate repurchase authorisation proposal, Sweco may, if deemed appropriate by the Board of Directors, enter into one or several equity swap agreement(s) with a third party in order to hedge the obligation to transfer Matching Shares and Performance Shares under the Share Savings Scheme 2021 to the participants. Under such agreement(s), the third party may, in its own name, buy and transfer Class B shares to participants in accordance with the Share Savings Scheme 2021. The additional cost for such swap arrangement is estimated to be approximately SEK 1 million (calculated together with the corresponding cost for the Share Bonus Scheme 2021).

Other current share-based incentive schemes

The annual general meetings in 2018-2020 resolved to implement the 2018 and 2019 Share Savings Scheme and the Share Savings Scheme 2020, respectively, on conditions principally corresponding to those proposed for the Share Savings Scheme 2021 (except in respect of the performance targets, which only included TSR target).

Share Savings Scheme²⁾

| | 2018 | 2019 | 2020 | Total |
|--|---------|---------|---------|---------|
| Number of employees/key personnel still participating today | 47 | 56 | 75 | – |
| Number of Savings Shares acquired by participants through own funds at market rates | 67 755 | 44 715 | 43 668 | 156 138 |
| Maximum number of Matching and Performance Shares that can be allotted to the participants ¹⁾ | 221 340 | 148 740 | 136 859 | 506 939 |
| The Retention Period runs until the fourth business day following the day of the publication of the year-end report for the financial year | 2022 | 2023 | 2024 | – |

1) If the Savings Shares are retained until the expiration of each respective Retention Period and the employee still holds his or her employment in the same, similar or higher position, each Savings Share entitles the participant to receive one Matching Share without consideration if the absolute TSR for the Class B share in Sweco is positive during the Retention Period and – if the Sweco share meets the performance requirements of absolute and relative TSR – up to one to four Performance Shares.

2) The 2017 Share Savings Scheme ended on the fourth business day following the day of the publication of the year-end report for the financial year 2020, whereupon 141 130 Matching and Performance Shares were allotted to the participants.

The annual general meeting of 2020 resolved to implement a Share Bonus Scheme for certain employees in Sweden, who do not participate in Sweco's Share Savings Schemes. The Board of Directors has proposed that the annual general meeting of 2021 shall resolve on the implementation of a corresponding scheme (see separate proposal in item 15 on the agenda).

Preparation of the proposal

The Share Savings Scheme 2021 has been prepared by the Remuneration Committee, in conjunction with the Board of Directors as a whole. The proposal has been adopted by the Board of Directors. Neither the Group President nor other employees who may be eligible to participate in the Share Savings Scheme 2021 has participated in the Board of Directors preparation or the adoption of the proposal.

Majority requirements

The annual general meeting's resolutions to implement the Share Savings Scheme 2021 pursuant to Section A and the transfer of the company's treasury shares pursuant to Section B shall be put to a vote jointly as one resolution. Thus, the majority rules set out in Chapter 16 of the Companies Act shall be applied, meaning that shareholders holding at least nine tenths of the cast votes as well as the shares represented at the meeting must vote in favour of the proposal for the resolution to be valid. The resolution shall be conditional upon the annual general meeting resolving in accordance with the Board of Directors' separate repurchase authorisation proposal (item 17 on the agenda).

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The Board of Directors