Handelsbanken is a Swedish public limited company, whose shares are listed on Nasdaq OMX Stockholm. The shareholders ultimately make the decisions about Handelsbanken’s governance. Here the Board submits its Corporate Governance Report for 2015. Handelsbanken applies the Swedish Code of Corporate Governance.

This Corporate Governance report is an extract from Handelsbanken’s statutory annual report. The report has been audited by the Bank’s external auditors and this audit is reported in the Auditor’s Report.
Corporate Governance structure

1. SHAREHOLDERS AND SHAREHOLDERS’ MEETINGS
Shareholders exercise their right to decide on matters concerning Handelsbanken at shareholders’ meetings, which are the Bank's highest decision-making body. Every year, an annual general meeting is held which among other things appoints the Board, the Chairman of the Board and auditors. In addition, it can decide how the nomination committee will be appointed. See also page 52.

2. NOMINATION COMMITTEE
The nomination committee’s task is to prepare and submit proposals to the AGM regarding the appointment of the Chairman and other members of the Board and fees to the Chairman and other members of the Board. The committee also proposes the appointment of the auditors, and their fees. The AGM decides how the nomination committee will be appointed.

3. EXTERNAL AUDITORS
The auditors are appointed by the AGM for the period until the end of the following year’s AGM. They are accountable to the shareholders at the AGM. They carry out an audit and submit an audit report covering matters such as the Annual Report, including this Corporate Governance Report and the administration of the Board and the CEO. In addition, the auditors report orally and in writing to the Board’s audit committee concerning how their audit was conducted and their assessment of the Bank’s administrative order and internal control. The auditors also submit a summary report of their audit to the Board as a whole.

4. THE BOARD
The Board is responsible for the Bank’s organisation and manages the Bank’s affairs on behalf of its shareholders. The Board is to continuously assess the Bank’s financial situation and ensure that the Bank is organised such that the accounting records, management of funds and other aspects of the Bank’s financial circumstances are satisfactorily controlled. The Board establishes policies and instructions on how this should be executed, and establishes a work procedure for the Board and also instructions for the CEO.

These central policy documents state how responsibility and authority are allocated among the Board as a whole and the committees, and also between the Chairman of the Board and the CEO. The Board appoints the CEO, Executive Vice Presidents and the Head of Internal Audit and stipulates the employment terms for these persons. The Board also decides the employment terms for the Heads of Compliance and Risk Control. The Chairman is responsible for evaluating the Board’s work and informs the nomination committee of the results of the evaluation.

5. CREDIT COMMITTEE
The Board’s credit committee decides on credit cases where the amount exceeds the...
decision limit which the Central Board has delegated to another unit. Cases of special importance are decided by the Board. A representative from the unit within the Bank to which the credit case applies presents the case to the credit committee.

6. AUDIT COMMITTEE
The Board’s audit committee monitors the Bank’s financial reporting by examining important accounting matters and other factors that may affect the qualitative content of the financial reports. The committee also monitors the effectiveness of the Bank’s and Group’s internal control and internal audit, as well as the external auditors’ impartiality and independence. It evaluates the audit work and assists the nomination committee in appointing auditors. The committee also reads reports from the Bank’s internal and external auditors.

7. RISK COMMITTEE
The Board’s risk committee monitors risk control and risk management in the Handelsbanken Group. The committee prepares decisions regarding the Bank’s risk strategy, risk tolerance, etc., and examines reports from the compliance and risk control functions.

8. REMUNERATION COMMITTEE
The Board’s remuneration committee evaluates the employment conditions for the Bank’s executive officers in the light of prevailing market terms. The committee’s tasks include preparing the Board’s proposals to the AGM concerning guidelines for remuneration to executive officers, monitoring and evaluating the application of these guidelines, and preparing the Board’s decisions on remuneration and other terms of employment for executive officers, as well as for the heads of Compliance, Internal Audit and Risk Control. The committee also makes an independent assessment of Handelsbanken’s remuneration policy and remuneration system.

9. INTERNAL AUDIT
Internal Audit performs an independent, impartial audit of the operations and financial reporting of the Handelsbanken Group. A central task for Internal Audit is to assess and verify processes for risk management, internal control and corporate governance. The Head of Internal Audit is appointed by the Board and reports regularly to the audit committee, orally and in writing, and also submits an annual summary report to the whole Board.

10. PRESIDENT AND GROUP CHIEF EXECUTIVE (CEO)
The CEO is appointed by the Board to lead Handelsbanken’s day-to-day operations. In addition to instructions from the Board, the CEO is obliged to comply with the provisions of the Swedish Companies Act and a number of other statutes concerning the Bank’s accounting, management of funds and operational control.

11. CORPORATE GOVERNANCE
The Corporate Governance unit ensures that decisions made at shareholders’ meetings and by the Board, as well as changes in legislation, regulations and corporate governance code, are implemented in policy documents from the Board, with the aim of stipulating general responsibilities and authorities. These are then passed on within the organisation, chiefly through guidelines and instructions from the CEO.

12. CENTRAL CREDIT DEPARTMENT
The Central Credit Department is responsible for formulating and maintaining the Bank’s credit policy, credit process and for preparing every major credit case that the Board’s credit committee or the whole Board decides on. The Head of Credits reports to the CEO and is a member of the Board’s credit committee. The Head of Credits also reports to the Board about loan losses and risks in the credit portfolio.

13. CFO AND GROUP FINANCE
Group Finance is responsible for control systems, reporting, book-keeping, accounting and taxes. It is also responsible for the Group’s liquidity, funding and capital, and for the Group’s overall risk management for all risks except credit risk, compliance risk and operational risks outside the department. For a detailed description of this risk management, see note G2 on pages 80–105. The CFO reports to the CEO and also regularly reports on behalf of the CEO to the Board’s audit committee, risk committee and regarding market risks, liquidity, funding and capital to the whole Board.

14. CENTRAL LEGAL DEPARTMENT
The Central Legal Department is responsible for legal matters within the Group, and provides other units with legal advisory services. The department monitors developments as regards regulations, laws, standards and guidelines on Handelsbanken’s home markets, and organises a unit that manages Handelsbanken’s contacts with public authorities. The Central Legal Department is also responsible for operational governance, meaning that the department works to ensure that decisions taken by the CEO, as well as changes in legislation, public authority regulations and guidelines relating to internal governance, risk management and control, are implemented in internal guidelines and instructions, with the aim of establishing responsibilities and powers of authority within the Bank.

15. COMPLIANCE
The Compliance function is responsible for ensuring that laws, regulations and internal rules, as well as accepted business practices and norms, are complied with in the operations conducted by the Handelsbanken Group. The function must give support to the business operations and assist in developing the internal rules and implementation of regulations. The compliance function must also identify and report risks regarding compliance and check compliance with internal rules. A key task is also to inform the units concerned about the regulations and the risks that may arise in the operations due to inadequate compliance. Compliance officers have been appointed for all business areas and regional banks, and most central units, as well as for all countries where the Bank operates. The Central Compliance unit has functional responsibility for compliance. The Head of Central Compliance reports regularly to the CEO, the risk committee, the remuneration committee and the Board in matters regarding compliance.

16. INDEPENDENT RISK CONTROL
Risk Control identifies, measures and analyses Group risk. The centrally placed Risk Control function is responsible for monitoring and reporting all the Group’s material risks at an aggregate level. This responsibility comprises credit, counterparty and market risks (interest rate, exchange rate, equity price and commodity price risk), operational risk, liquidity risks and insurance risks, as well as risks associated with the Group’s remuneration system. Risk Control reports continually to the CEO and on a regular basis to the risk committee, the remuneration committee and the Board. The Head of Central Risk Control also provides regular information to the CFO. Risk Control reports directly to the CEO and acts independently and is separate from the controlled operations.
CORPORATE GOVERNANCE AT HANDELSBANKEN

Corporate governance concerns how rights and obligations are allocated among the Bank’s entities, in accordance with prevailing laws and regulations. Corporate governance also encompasses the systems for decision-making, and the structure through which shareholders control the Bank, directly and indirectly. Handelsbanken’s shareholders exercise corporate governance principally by electing the Board, and the Board appoints the CEO.

The following are fundamental to corporate governance at Handelsbanken: the documents adopted by the Board, for example, the Board’s rules of procedure, instructions to the CEO and the Head of Central Audit, and credit instructions and policy documents regarding the Bank’s operations (see also pages 57–59); and the instructions and guidelines issued by the CEO. These documents are revised every year but can be adjusted more often when necessary.

However, the foundation of functioning corporate governance is not only formal documents but also the Bank’s corporate culture, corporate goal, working methods, and remuneration system. The Bank’s work with sustainability is also part of the corporate governance since it is an integral part of managerial responsibility at all levels of the organisation.

A central part of governance of Handelsbanken comprises managing the risks that arise in operations. Risk management is described in detail in a separate risk section in the Annual Report, note G2 on pages 80–105, in the Bank’s Pillar 3 report and also briefly in this Corporate Governance Report.

The Bank’s culture and long-term goal
Handelsbanken’s goal is to have higher profitability than the average of peer banks in its home markets. This is mainly to be achieved by having more satisfied customers and lower costs than those of competitors. One of the purposes of this goal is to offer shareholders long-term high growth in value.

Handelsbanken is a full-service bank with a decentralised working method, a strong local presence due to nationwide branch networks and a long-term approach to customer relations. The Bank’s decentralised working model involves strong trust in employees’ willingness and ability to take responsibility. This working model has been consistently applied for many decades and has resulted in the Bank’s very strong corporate culture.

The Oktogonen profit-sharing scheme sharpens the employees’ focus on profitability, and is thus a method of reinforcing a corporate culture that is characterised by cost-awareness and prudence. Allocations to the Oktogonen scheme are made if Handelsbanken’s profitability is better than the average of peer banks on Handelsbanken’s home markets.

Handelsbanken takes a long-term view of both its employees and its customers. The Bank wishes to recruit young employees for long-term employment at the Bank by offering development opportunities that make the Bank self-sufficient in terms of skilled employees and managers.

This long-term approach also applies to the way in which the Bank relates to its customers. It is manifested in, for example, the ambition of always giving the customer the best possible advice — without looking at what is most profitable for the Bank in the short term. This enables the Bank to build long-term relationships with both customers and employees.

Application of the Swedish Code of Corporate Governance
Handelsbanken applies the Swedish Code of Corporate Governance with no deviations. The code is publicly available on the Swedish Corporate Governance Board’s website.

According to the Code, information must be submitted regarding the material shareholdings of the CEO and his close relatives, or other part-ownership in companies with which the Bank has significant business relations. No such shareholdings exist.

General information on regulation and supervision of banks
The operations of Swedish banks are regulated by law, and banking operations may only be run with a licence from the Swedish Financial Supervisory Authority.

The regulations for banking operations are very extensive, and are not described in detail in this report. A list of the key regulations is available on the Swedish Financial Supervisory Authority’s website. Handelsbanken’s main principle is that operations outside Sweden are subject both to Swedish regulations and to the host country’s regulations, if these are stricter or require deviations from Swedish rules.

The Swedish Financial Supervisory Authority extensively supervises the Bank’s operations in Sweden and in all countries where the Bank runs branches, in other words, when the foreign operation is part of the Swedish legal entity Sveriska Handelsbanken AB. Equivalent authorities in other countries exercise limited supervision over the branches’ operations, but have full supervision over the Bank’s subsidiaries outside Sweden. The supervisory work is co-ordinated in a supervisory group for Handelsbanken, led by the Swedish Financial Supervisory Authority.

In addition to laws and ordinances, the Swedish supervision is also based on regulations and general guidelines from the Swedish Financial Supervisory Authority. The Supervisory Authority requires extensive reporting on various matters such as the Bank’s organisation, decision-making structure, internal control, terms and conditions for the Bank’s customers and information to private customers.

The Supervisory Authority’s work also includes systematically visiting various parts of the Bank. The purpose of this is to follow up the Bank’s actual compliance with the terms and conditions of granted licenses and other detailed regulations.

SHAREHOLDERS AND SHAREHOLDERS’ MEETINGS

Rights of shareholders
At the end of 2015, Handelsbanken had over 105,000 shareholders. They have the right to decide on matters related to the company at the AGM or extraordinary meetings of shareholders. Handelsbanken has two classes of shares: class A and class B. Class A shares are by far the most common and represented more than 98 per cent of all outstanding shares at the end of 2015. Class A shares each carry one vote, while class B shares carry one-tenth of a vote each. Handelsbanken’s Articles of Association state that at shareholders’ meetings, no shareholder is allowed to exercise voting rights representing more than ten per cent of the total number of votes in the Bank.

Shareholders who wish to have a matter considered by the AGM must submit a written request to the Board sufficiently far in advance so that the matter can be included in the notice of the meeting. The Bank’s website contains information as to when this request must have reached the Board. At the AGM, the Bank’s shareholders make various decisions of major importance to the Bank’s governance. Shareholders’ decisions include:

- adopting the income statement and balance sheet
- appropriation of profits
- discharge from liability for the Board and the CEO for the past financial year
- how many members should be on the Board of the Bank, who these members should be, and who should be the Bank’s auditors
- determining fees to Board members and auditors
- principles for remuneration to executive officers.

The shareholders at a shareholders’ meeting can also make decisions on the Bank’s Articles of Association. The Articles of Association constitute the fundamental governing document for the Bank. They specify which operations the Bank is to conduct, the limits on the amount of
share capital, the right of shareholders to participate at shareholders’ meetings and the items to be presented at the AGM. The Articles of Association state that the number of board members must be at least eight and at most 15. They are elected for one year at a time. Handelsbanken’s Articles of Association contain no stipulation regarding the appointment and discharging of board members nor concerning amendments to the Articles of Association.

Information in preparation for meetings is published at handelsbanken.se/ireng. Minutes of previous meetings are also available there in English.

Major shareholders
At the end of 2015, two shareholders had more than 10 per cent of the votes: the Oktogonen Foundation with 10.4 per cent and AB Industriivärden with 10.3 per cent. Detailed information on the Bank’s largest Swedish shareholders can be found on page 45.

Annual general meeting 2015
The annual general meeting took place on 25 March 2015. 1,745 shareholders were represented at the meeting. They represented 59 per cent of all votes in the Bank. Nine of the ten board members were present at the meeting. Also participating were the chairman of the nomination committee Anders Nyberg, as well as Erik Åström of Ernst & Young AB, principal auditor for the auditing companies elected by the meeting. Including the nomination committee Anders Nyberg, as well as Erik Åström of Ernst & Young AB, principal auditor for the auditing companies elected by the meeting included:

- A dividend of SEK 17.50 per share, of which SEK 12.50 comprised the ordinary dividend.
- Authorisation for the Board to resolve on acquisition of not more than 40 million shares in the Bank, as well as divestment of shares.
- The Board is to consist of ten members.
- The re-election of eight board members and the election of two new board members, Lise Kaase and Frank Vang-Jensen, for the period until the next AGM.
- The election of Pär Boman as Chairman of the Board.
- Fees to be paid to the Board members as follows: SEK 3,150,000 to the Chairman of the Board, SEK 900,000 to the Vice Chairman and SEK 640,000 to the other Board members, as well as remuneration for committee work.
- A stock split, and the resulting changes in the Articles of Association.

The shareholders at the meeting also adopted the following guidelines for remuneration and other terms of employment for executive officers, as proposed by the Board:

- The total remuneration is to be on market terms.
- Remuneration is only paid in the form of a fixed salary, pension provision and customary benefits.
- By special decision of the Board, the Bank can provide housing.
- Variable remuneration benefits, such as bonuses or commission on profits, are not paid.
- The executive officers in question are included in the Oktogonen profit-sharing scheme on the same terms as all employees of the Bank.
- The retirement age is normally 65. Retirement benefits are defined benefit or defined contribution, or a combination of the two.
- The period of notice on the part of a senior manager is six months, and on the part of Handelsbanken a maximum of twelve months. If the Bank terminates the contract later than five years after the person’s appointment as one of the Bank’s executive officers, the maximum period of notice is 24 months. No other termination benefits are paid.
- The Board shall have the right to deviate from the established guidelines if there are special reasons in an individual case.

The guidelines do not affect remuneration previously decided for executive officers. The guidelines are applied to the Group Chief Executive, Executive Vice Presidents, other Executive Directors, and any members of the Handelsbanken Board who are also employees of the Bank.

Auditors
Anders Bäckström is principal auditor for KPMG AB at Handelsbanken and is chairman of the auditing team. Mr Bäckström has been an authorised public accountant since 1996. He is also auditor for Brunner & Partners, Folkser, Hoist Finance and Investment AB Öresund.

Jesper Nilsson has been an authorised public accountant since 2007 and is principal auditor for Ernst & Young AB at Handelsbanken. In addition, Mr Nilsson is an auditor for Creades and Alecta. Mr Nilsson was born in 1964.

NOMINATION COMMITTEE
The shareholders at the 2010 AGM resolved to establish instructions for how the nomination committee is to be appointed. According to the decision, the instruction will apply until it is changed by a later AGM. The instruction states that the nomination committee shall comprise five members: the Chairman of the Board and one representative from each of the Bank’s four largest shareholders as at 31 August the year before the AGM is held.

However, the nomination committee must not include representatives of companies which are significant competitors of the Bank in any of its main areas of operations. It is the Chairman of the Board’s task to contact the largest owners, so that they appoint one representative each to sit on the nomination committee together with the Chairman. The 2016 nomination committee comprises:

Information on the composition of the nomination committee has been available on the Bank’s website since 9 September 2015.

In advance of the AGM on 16 March 2016, the nomination committee has the task of studying the Board’s evaluation of its work. The committee also submits proposals for the election of a chairman of the AGM, the Chairman of the Board and other members of the Board, the fees to the Chairman and other Board members, remuneration for committee work, and the election of and fees to auditors.

Recruitment and diversity-related work
In its work, the nomination committee takes into account matters relating to diversity, including gender distribution, on the Board. Handelsbanken’s Board has adopted a policy to promote diversity in the Board. The policy states that to promote independent opinions
and critical questioning, it is desirable that the Board should be characterised by sufficient diversity in terms of age, gender, geographical origin, and educational and professional background. The proportion of women on the Board of the Bank is 33 per cent and the proportion of members of another nationality than where Handelsbanken is domiciled is 56 per cent. In compiling its proposal for the AGM, the nomination committee will also consider the evaluation of the Board carried out by the Chairman of the Board.

**THE BOARD**

After the shareholders at the 2015 AGM had appointed Pär Boman to be Chairman of the Board, Fredrik Lundberg was appointed as Vice Chairman at the first Board meeting immediately after the AGM. At the same time, the Board appointed members of the credit committee, audit committee, risk committee and remuneration committee. Information about the Board is shown on pages 62–63.

**Composition of the Board**

The Board consists of nine members following Anders Nygren’s decision in April 2015 to discontinue his Board assignment. When the Board is elected, the nomination committee proposes members. The nomination committee includes the Oktogon Foundation, which also proposes two of the members in the nomination committee’s proposal.

The Board members have broad and extensive experience from the business world. Several are, or have been, chief executives of major companies, and most of them are also board members of major companies. See also pages 62–63. Several members have worked on the Bank’s Board for a long time and are very familiar with the Bank’s operations. The nomination committee’s proposals at previous AGMs, including their reasons, are available at handelsbanken.se/ireng.

**Independence of Board members**

The Swedish Code of Corporate Governance stipulates that the majority of Board members elected by the AGM must be independent of the Bank and the Bank’s management, and that at least two of the independent Board members must also be independent of those of the company’s shareholders that control ten per cent or more of the shares and votes in the Bank. The composition of the Board fulfills the Code’s requirements for independence. See also page 52.

**Regulations governing the Board’s work**

The fundamental rules regarding the distribution of tasks among the Board, the Board committees, the Chairman, the CEO and Internal Audit are expressed in the Board’s rules of procedure, as well as in its instructions to the CEO and to the Head of the Central Audit department.

**Chairman of the Board**

The Board’s rules of procedure state that the Chairman shall ensure that the Board carries out its work efficiently and that it fulfills its duties. This involves organizing and managing the Board’s work and creating the best possible conditions for this work. The Chairman must also ensure that the Board members continually update and expand their knowledge of the Bank’s operations, and that new members receive appropriate introduction and training. The Chairman must be available to the CEO as an advisor and discussion partner, but must also prepare the Board’s evaluation of the CEO’s work.

The Chairman’s duties include being chairman of the credit, remuneration and risk committees, as well as being a member of the audit committee. The Chairman is responsible for ensuring that the Board’s work is evaluated annually. The 2015 Board evaluation was performed by means of discussions with each member. The discussions were based on a list of relevant areas to be assessed. The Chairman informed the Board of the outcome of the evaluation and led a Board discussion on this. He also informed the nomination committee about the Board evaluation.

The Chairman is responsible for maintaining contact with the major shareholders concerning ownership matters. As chairman of the Bank’s pension foundation, pension fund and staff foundation, he has overall responsibility for ownership issues associated with shareholdings of these three entities.

There is no other division of work for the Board except as concerns the committees.

**The Board’s work in 2015**

During the year, the Board had ten meetings, including an extended strategy meeting. The Board has also taken a minuted decision.

The figure on page 55 gives an overview of the Board’s work in 2015 relating to regularly occurring major items. In addition, matters discussed at each committee meeting are reported at the next Board meeting.

**Committee work**

**Credit committee**

The credit committee consisted of seven members: the Chairman of the Board (Pär Boman, who is also chairman of the committee), the Vice Chairman (Fredrik Lundberg), the chair of the audit committee (Bente Rathe), the CEO (Frank Vang-Jensen), the Head of the Central Credit Department (Per Beckman), and two Board members appointed by the Board (Tommy Bylund and Ole Johansson). The credit committee normally holds one meeting every month to take decisions on credit cases that exceed a set limit and that are not decided on by the whole Board due to the importance of these cases or legal requirements. On such occasions, the credit committee prepares the cases. The heads of the regional banks and the Head of Merchant Banking International presented cases from their own units in 2015 and participated when other cases were presented, with the objective of providing them with a good picture of the Board’s approach to risks. Credit cases that are decided upon by the whole Board are presented by the Head of the Central Credit Department. If a delay in the credit decision would cause inconvenience to the Bank or the borrower, the credit instructions allow the CEO and the Head of the Central Credit Department to decide on credit cases during the interval between credit committee meetings.

In 2015, the credit committee had 13 meetings.

**Audit committee**

The audit committee comprised the Chairman of the Board (Pär Boman) and three Board members appointed by the Board (Jon Fredrik Baksaas, Ole Johansson and Bente Rathe). The latter members are independent of the Bank and its management, and in relation to major shareholders. Bente Rathe chairs the committee.

The work of the audit committee includes the following:

- Monitoring the financial reporting and effectiveness of the Bank’s internal control and internal audit.
- Establishing an audit plan for the work of Internal Audit.
- Regular contact with the external auditors. These auditors report to the committee on significant matters that have emerged from the statutory audit, especially regarding shortcomings in the internal control of the financial reporting.
- Considering reports from Internal Audit.

The committee mainly meets in connection with quarterly and annual reports. All interim reports and annual highlights reports are reviewed by the audit committee. Items are presented by the CEO, the CFO, the Head of Central Audit and the persons with main responsibility from the audit companies appointed by the AGM.

In 2015, the audit committee had six meetings.

**Risk committee**

The risk committee comprised the Chairman of the Board (Pär Boman, who is also chairman of the committee) and three Board members appointed by the Board (Jon Fredrik Baksaas, Ole Johansson and Bente Rathe). The latter
The work of the risk committee includes the following:
- Studying reports from the Heads of Risk Control and Compliance.
- Preparing the Board’s decisions regarding the establishment of the internal capital adequacy assessment.
- Studying the validation and evaluation of the internal risk classification system.
- Preparing the Board’s decisions regarding risk tolerance and risk strategy.
- Studying the evaluation of the risk calculation methods used for limiting financial risks, calculating capital requirements for market risks, and calculating economic capital.
- Studying the quarterly presentation of the risk control report.
- Studying the biannual presentations of the compliance function’s six-month and full-year reports.

The work of the committees is not presented in the chart.

The risk committee held five meetings during the year.

The Head of Independent Risk Control, who is also the Bank’s CRO, and the Head of Compliance themselves present their reports to the risk committee. The Bank’s CEO, CFO and the Head of the Central Credit Department also attend meetings of the risk committee. The risk committee held five meetings during the year.

Remuneration committee
The remuneration committee comprised the Chairman of the Board (Pär Boman, who is also the committee chairman) and two Board members appointed by the Board (Ole Johansson and Bente Rathe), who are independent of the Bank, its management and major shareholders.

The tasks of the remuneration committee include making an independent assessment of Handelsbanken’s remuneration policy and remuneration system. In addition, the remuneration committee prepares matters regarding remuneration to be decided on by the Board and the AGM. After the shareholders at the AGM have decided on guidelines for the terms and conditions of remuneration to executive officers, the Board decides on remuneration to these officers and the heads of the control functions: Internal Audit, Independent Risk Control and Compliance. The remuneration committee annually evaluates Handelsbanken’s guidelines, as well as its remuneration structures and levels in accordance with the Swedish Code of Corporate Governance. A statement from the committee in this regard is published on handelsbanken.se/ireng prior to the AGM.

In 2015, the remuneration committee had ten meetings.

THE BANK’S MANAGEMENT
Group Chief Executive
Frank Vang-Jensen has been President and Group Chief Executive since March 2015. Frank Vang-Jensen was born in 1967 and he has worked at Handelsbanken since 1998. In 2006, Frank Vang-Jensen became a member of what was then called the Group management as Chief Executive of Stadshypotek AB. Frank Vang-Jensen subsequently became Head of Handelsbanken Denmark and then Head of Handelsbanken Sweden. His shareholdings in the Bank and those of close relatives are 22,000 shares, as well as 6,530 shares held indirectly via the Oktogonen profit-sharing scheme. In addition, Frank Vang-Jensen has a holding of staff convertible notes in Handelsbanken, issued on market terms to the Bank’s employees in 2014. His holding in the 2014 convertible totals SEK 5.0 million at a conversion price of SEK 120.96, corresponding to 41,335 shares.

Senior Management and management structure
Handelsbanken has long had a decentralised working method, where almost all major business decisions are taken at the local bank branches, close to customers. Operations are pursued to a large extent within the parent company, but also in subsidiaries.

Branch operations are geographically organised into regional banks: six in Sweden, five in the UK, and one each in Denmark, Finland, Norway and the Netherlands. Together, these countries comprise the Bank’s home markets. Each regional bank is led by a head. The regional banks in Sweden and the UK are coordinated under the Head of Sweden and the Head of UK respectively. The organisation in Sweden also includes the finance company operation, which is run within the Handelsbanken Finans AB subsidiary.

There are five business areas within Handelsbanken. Three of these business areas are part

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<tr>
<td>- Adjustment of terms of employment</td>
</tr>
<tr>
<td>- Evaluation of CEO</td>
</tr>
</tbody>
</table>

¹ The work of the committees is not presented in the chart.
² Utilisation of market risk limits, liquidity and funding are dealt with at all meetings.
of the Handelsbanken Capital Markets business segment: Pension & Life, Markets & Asset Management and Handelsbanken International (until the end of 2015 known as Merchant Banking International). The joint functions of these three business areas, such as back-office operations, IT development, finance, HR, communications, risk control and compliance, are co-ordinated under a joint head. The remaining two business areas are Stadshypotek and Retail & E-services. Each business area has Group-wide responsibility for its products and services.

The Pension & Life business area includes the Bank’s entire pensions-related offering, as well as the Handelsbanken Liv subsidiary. The Markets & Asset Management business area includes trading in financial instruments and asset management, with the Handelsbanken Fonder subsidiary. The Handelsbanken International business area includes all the Bank’s international operations outside its home markets. For every country outside the home markets in which Handelsbanken pursues operations there is a general manager who reports to the Head of Handelsbanken International.

The Stadshypotek business area comprises the Stadshypotek AB subsidiary, which pursues mortgage loan operations and other property financing. Retail & E-services develops services for e-commerce and traditional retailing under its own brand.

The corporate committee, risk evaluation of material decisions is ensured.

Members of the Corporate Committee, heads of business areas, heads of regional banks and heads of Handelsbanken’s home markets are members of the Senior Management group.

Senior Management also includes the heads of the Bank’s central departments and administrative functions. Senior Management is a consultative body, not a decision-making body. To a large extent, responsibilities and powers of authority at Handelsbanken have been assigned to individual members of staff, rather than groups or committees. However, there are collective decisions regarding credit decisions made in credit committees and the boards of regional banks. It is also required that the members are unanimous regarding these decisions. Further information about Senior Management, Executive Directors and the Corporate Committee can be found on pages 64–65.

FRAMEWORK FOR CONTROL

Internal control for operations

Responsibility for internal control has been delegated from the CEO to managers who report directly to the CEO and who are in charge of internal control within their respective units. In turn, these managers have delegated responsibility for internal control to managers who report to them. This responsibility means that fit-for-purpose instructions and procedures for the operation must be in place, and compliance with these procedures must be monitored regularly. Thus, the responsibility for internal control and compliance is an integral part of managers’ responsibility at all levels in the Bank.

Internal Audit

Long before external requirements on internal auditing were introduced, the Bank had an internal audit function that was independent of the line organisation. The organisation has centrally and regionally placed internal auditors. The regional internal audit departments are part of the Central Audit Department, which constitutes an integrated internal audit function. The Audit Department comprises some 100 employees. The Head of the Central Audit Department is appointed by and reports to the Board. Thus the internal audit function is the Board’s controlling body. The elected organisation and long tradition give Internal Audit the authority and integrity required to enable the auditors elected by the AGM to rely on measures and data from Internal Audit.

Internal Audit is tasked with performing an annual audit of the Bank’s entire pensions-related offering, as well as providing information about new and amended rules for operations.

Central Compliance is an independent unit with the functional responsibility for compliance matters in the Group. The CEO appoints the Head of Central Compliance. The Head of Central Compliance reports quarterly to the CEO on compliance in the Group. The Head of Central Compliance reports on compliance in the Group at least twice a year directly to the Board’s risk committee and once a year to the Board as a whole. In addition, material observations are reported regularly to the CEO.

Risk control

The Bank is characterised by a clear division of responsibility where each part of the business operations bears full responsibility for risk management. There is local risk control at each regional bank and within the various business areas, which check, for example,
that risks are within the limits and are correctly valued. Local Risk Control carries out risk analyses and verifies that transactions are conducted in a manner that does not entail undesirable risks. Local Risk Control reports to the Central Risk Control and to the business operations’ management.

Central Risk Control identifies, measures, analyses and reports all the Group’s material risks. This includes monitoring and checking the Group’s risk management and assessing that Handelsbanken’s risk management framework is fit-for-purpose and efficient. Central Risk Control also monitors that the risks and risk management comply with the Bank’s risk strategy and risk tolerance. Central Risk Control is also generally responsible for correct valuation of financial instruments. This responsibility includes ensuring that senior management has reliable information regarding risks to use in critical situations. Central Risk Control also has functional responsibility for local risk control.

The Head of Central Risk Control reports directly to the CEO. Information is also provided to the CFO on a regular basis. The Head of Central Risk Control reports regularly to the Board’s risk committee and remuneration committee, and once a year to the Board as a whole. The Board is kept continuously informed of material risks at the Bank. Central Risk Control is also in charge of the Bank’s extensive risk reporting to the supervisory authorities.

A more detailed description of the Bank’s risk management and control is contained in note G2 on pages 80–105, and also in the Bank’s Pillar 3 Report.

POLICY DOCUMENTS
The following is a brief summary of the policy documents which the Board of Handelsbanken has decided on and which apply at the time this Annual Report is published.

Credit policy
Credits may only be granted if there are good grounds for expecting the borrower to meet his or her commitments. Credits must normally have satisfactory collateral. The Bank strives to maintain its historically low level of loan losses compared to other banks, thus contributing to the Bank’s profitability target and retaining its sound position.

Policy for independent risk control
Handelsbanken must have a risk control function that is independent of the functions that are to be monitored. Risk control must be enforced regarding all material risks at Handelsbanken. The risk control function must verify that all major risks to which the Bank is exposed, or may be exposed in the future, are identified and managed by the relevant functions, and also supervise and monitor the company’s risk management. The risk control function must also verify that every business unit monitors all its material risks in an efficient manner. The central risk control function reports to the CEO.

Policy for operational risk
The Bank’s tolerance of operational risk is very low. Operational risk may, for example, relate to processing errors or disruptions in IT systems. Operational risk must be managed so that the Group’s operational losses remain small, both in comparison with previous losses incurred, and with other banks’ losses. The responsibility for operational risk is an integral part of managerial responsibility throughout the Group.

Capital policy
The purpose of the capital policy is to ensure that the Group’s supply of capital is satisfactory. The Group must at all times be well capitalised in relation to risk, and fulfil the goals established by the Board and the capital adequacy requirements established by supervisory authorities, even in situations of financial stress (see the section on risk in note G2 on pages 80–105). The Bank’s capital situation must also justify a continued high rating from the most important rating agencies.

Financial policy
The Group’s funding must be well-diversified in terms of markets, currencies and maturities. During stressed market conditions, the Bank must have an adequate liquidity reserve to be able to continue its operations for predetermined periods of time, without new funding in the financial markets.

Policy for financial risks
Financial risks here refer to market risks and liquidity risks. Market risks are in turn divided into interest rate risks, equity price risks, currency risks and commodity price risks. Financial risks should normally only occur as a natural part of customer business, in connection with the Bank’s funding and liquidity management, and in its role as a market maker. Through this policy, the Board establishes measurement methods for financial risks.
**Information policy**

The Bank’s information must be correct, objective and easy to understand. It must respect the recipient of the information and be provided at the right time and in the right manner. The information should strengthen the Bank’s brand and the trust of the Bank’s customers, the capital market and society in general. Information provided to the capital market must be correct, relevant, clear, reliable and in compliance with stock market regulations in all other respects. Information is to be made public as soon as possible and simultaneously to the stock market, investors, analysts, news services and other media. Normally, analysts and the media are simultaneously invited to attend press conferences.

**Sustainability policy**

The policy establishes the focus for sustainability in the Handelsbanken Group, in terms of Handelsbanken’s approach in material questions relating to customers, the Group’s actions as an employer and participant in society, and also the relationship with owners and investors. Handelsbanken aims to integrate financial, social and environmental sustainability into all its business operations. Handelsbanken’s success is dependent on the confidence of customers, employees, owners, public authorities and other stakeholders that the Group is acting in a responsible manner. In order for this confidence to be maintained, there must be transparency in the Group’s sustainability activities. The policy is available at handelsbanken.se/csreng.

**Policy on ethical standards**

Employees of the Bank must conduct themselves in a manner that upholds confidence in the Bank. All operations in the Group must be characterised by high ethical standards. Financial advice must be based on the customer’s requirements. Conflicts of interest must be identified and handled in a manner that is fair to all parties involved. In case of doubt as to what is ethically acceptable, the matter must be discussed with the employee’s immediate superior. There must be no discrimination on grounds such as gender or religion. The policy on ethical standards also describes how employees who suspect internal fraud or other irregularities should act, for example with the aid of Handelsbanken’s whistleblowing system. The policy is available at handelsbanken.se/csreng.

**Policy for managing conflicts of interest**

Conflicts of interest are a natural part of a business operation, which means that these types of conflicts may arise within the Group’s operations. It is the responsibility of all heads of units within the Bank to continuously identify potential conflicts of interest. If a conflict of interest is identified, the head of the unit responsible must first ensure that the customer’s interests are not adversely affected. If this is not possible, the customer must be informed of the conflict of interest. The policy is available at handelsbanken.se/csreng.

**Policy against corruption**

The policy establishes the importance of preventing and never accepting corruption, and of always taking action where there is suspicion of corruption.

Employees of the Group must carry out their responsibilities in all their activities at the Group and their external assignments in a manner that upholds confidence in Handelsbanken, and must therefore not participate in actions that may involve bribery or any other improper influence. The policy is available at handelsbanken.se/csreng.

**Policy for remuneration and suitability assessment**

In some countries, Handelsbanken is a party to collective agreements concerning general employment conditions during the period of employment, and on pension terms after reaching the age of retirement. Remuneration for work performed is set individually for each employee, and is paid in the form of a fixed salary, customary salary benefits and a pension provision. Variable remuneration is applied with great caution so as not to affect the Bank’s risk profile. Salaries are established locally in accordance with the Bank’s decentralised method of working and take into account the collective agreements that are binding upon the Bank. The remuneration system is examined by compliance, independent risk control and the HR department.

A more detailed description of Handelsbanken’s remuneration principles is shown on page 59 and details about remuneration are shown in note G8 on pages 108–111.

Group HR performs suitability assessments when board members are elected for the Bank’s...
subsidiaries, and also performs suitability assessments ahead of decisions on appointment of members to the Senior Management and the Head of Internal Audit.

**Pension policy**

Pensions are part of the total remuneration to the Bank’s employees. The total remuneration is to be on market terms. The pension terms in the countries where the Bank pursues its operations must be competitive and adapted to legislation and regulations, in accordance with the conditions prevailing in each country.

**Policy for internal audit operations**

Internal Audit is to evaluate the efficiency and appropriateness of the Group’s processes for risk management, internal steering and control. The audit function must impartially and independently examine the Group’s operations, accounts and governance process, ensure that material risks are identified and managed in a satisfactory manner, and ensure that material financial information is reliable, correct and delivered on time. Internal Audit is to report to the Board and its audit committee.

**Policy for managing and reporting events of material importance**

Incidents of material importance must be reported to the Swedish Financial Supervisory Authority. This refers to incidents that may jeopardise the Bank’s or a subsidiary’s stability or protection of customers’ assets.

No such incidents occurred during the year.

**Policy for the Bank’s use of the external auditors’ services**

If the auditors that have been elected at the AGM are engaged for assignments other than auditing and related tasks, special instructions from the CEO must be complied with. Furthermore, this must be reported to the audit committee.

Decisions regarding this policy are made by the Board’s audit committee.

**Policy for compliance**

Compliance means the observance of laws, regulations, directives from public authorities and internal rules, as well as accepted business practices or accepted standards. Using a risk-based approach, the compliance function is to support and verify compliance. It reports to the Board and its risk committee, as well as to the CEO. The compliance function must be independent of the functions that are monitored.

**Policy for handling customer complaints**

The branch responsible for the customer is responsible for receiving and handling a customer complaint. Complaints must be dealt with promptly and professionally, while maintaining a dialogue with the customer, taking into consideration the current regulations in the area to which the complaint relates.

**Policy for employees’ private securities and currency transactions**

This policy applies to all Handelsbanken Group employees – temporary as well as permanent – closely-related persons and service providers. Its purpose is to prevent any person who is covered by the policy from carrying out his or her own securities transactions that involve market abuse, misuse or improper disclosure of confidential information under the regulations that apply to the Bank and its employees, in accordance with prevailing legislation, directives from public authorities and voluntary agreements.

**Accounting policy**

This policy applies to the Bank’s accounting function. The Bank’s accounts must be prepared in accordance with the provisions of the Swedish Accounting Act and generally accepted accounting standards in Sweden. The consolidated accounts are prepared in accordance with IFRS, as adopted by the EU, plus additional standards in accordance with the Swedish Annual Accounts Act for Credit Institutions and Securities Companies, and the regulations and general guidelines issued by the Swedish Financial Supervisory Authority. The parent company’s annual report is prepared in accordance with the Swedish Annual Accounts Act for Credit Institutions and Securities Companies, and the regulations and general guidelines issued by the Swedish Financial Supervisory Authority. International units must prepare accounts in accordance not only with the Group’s rules, but with the regulations that apply in the country where they are required to maintain accounting records.

**Policy on measures against money laundering and financing of terrorism and the observance of international sanctions**

This policy is based on the Swedish law on measures against money laundering and financing of terrorism and the Swedish Act on Certain International Sanctions. The Bank shall not participate in transactions which may be suspected of being linked to criminal activities, or transactions of which the employees do not understand the implications. The Bank’s work method is based on knowledge of customers, and an understanding of customers’ operations. Knowledge of the customer must be achieved and maintained for as long as the customer relationship exists. The Bank shall monitor and comply with decisions and sanctions pursuant to the Swedish Act on Certain International Sanctions.

**PRINCIPLES FOR REMUNERATION AT HANDELSBANKEN**

The Bank’s principles for remuneration to employees are long established. In general, Handelsbanken has low tolerance of risk and is of the opinion that fixed remuneration contributes to healthy operations. This is, therefore, the main principle. Variable remuneration is to be applied with caution, and is only paid to a very limited extent. Variable compensation is not paid to the Bank’s management, nor to any employee who makes decisions on credits or limits. Handelsbanken complies with the Swedish Financial Supervisory Authority’s regulations governing remuneration policies in credit institutions, investment firms and fund management companies with a licence for discretionary portfolio management, which include special rules for employees who receive variable remuneration and who are deemed to have a significant bearing on the institution’s risk profile. The regulations also contain provisions on deferred remuneration. The heads of the areas concerned, as well as those responsible for Risk Control and Compliance, take part in the remuneration committee’s preparation and assessment of the Board’s remuneration policy and the Bank’s remuneration system.

Below is an overall presentation of the Bank’s fundamental principles for fixed and variable remuneration. Other information concerning remuneration paid by the Bank in accordance with the current regulations is presented in note G8 on pages 108–111. This note also provides information about amounts for salaries, pensions and other benefits, and loans to Executive Directors.

**Fundamental remuneration principles**

In Sweden and certain other countries, the Bank is party to collective agreements on general terms and conditions of employment during the employment period and on terms and conditions of pensions after employees have reached retirement age.

The aim of the Bank’s policy on salaries is to increase the Bank’s competitiveness and profitability, to enable the Bank to attract, retain and develop skilled staff, and to ensure good skills development and management succession planning. Good profitability and productivity performance at the Bank create the necessary conditions for salary growth for the Bank’s employees. The Bank takes a long-term view of its staff’s employment. Remuneration for work performed is set individually for each employee, and is paid in the form of a fixed salary, customary salary benefits and pension. At Handelsbanken, salary-setting takes place at local level. The main principle is that salaries are set locally in salary reviews between the employee and his/her line
reaching standard retirement age, a mutual period age. For officers who remain in their positions after
ment age for new officers is normally 65 years of
five years after the person becomes a member
or, if the Bank terminates the contract later than
maximum of six months, and on the part of
period of notice on the part of the officer is a
there any agreements on severance pay. The
remuneration is paid only in the form of fixed sal-
ary and pension provisions, and also customary
lines for remuneration to the Group Chief Execu-
tive officers, all staff who decide on the Bank’s
giving of credits, and employees in the Bank’s
control functions.

Principles for remuneration to executive officers
The shareholders at the AGM decide on guide-
lines for remuneration to the Group Chief Execu-
tive and other executive officers. The guidelines are applied to the Group Chief Executive, Exec-
utive Vice Presidents, other Executive Directors,
and any members of the Handelsbanken Board who are also employees of the Bank. For the
AGM guidelines from 2015, see the Annual gen-
eral meeting 2015 section on page 53.

The Board decides on remuneration to the
officers who are subject to the AGM’s remunera-
tion guidelines (with the exception of the two
Board members who are Handelsbanken employees), a total of 23 individuals (as at 31
December 2015). The Board also decides on remuneration for officers with main responsibility for the control functions: Compliance, Internal Audit and Risk Control.

In accordance with guidelines from the AGM, remuneration is paid only in the form of fixed sal-
ary and pension provisions, and also customary benefits such as a company car. Following a
special decision by the Board, Handelsbanken
can provide housing as part of the remunera-
tion. No variable remuneration is paid, nor are
there any agreements on severance pay. The
period of notice on the part of the officer is a
maximum of six months, and on the part of
Handelsbanken a maximum of twelve months
or, if the Bank terminates the contract later than
five years after the person becomes a member
of the group of executive officers, the period of
notice is a maximum of 24 months.

According to the AGM guidelines, the retire-
ment age for new officers is normally 65 years of
age. For officers who remain in their positions after
reaching standard retirement age, a mutual period of notice of no more than six months applies.

These officers receive an allocation in Handels-
banken’s profit-sharing scheme Oktogonen on the
same conditions as all other employees of the
Bank and are also entitled to convert salary to
pension on the same conditions as other
employees. Note G8 on pages 108–111 pro-
vides further information about remuneration
To executive officers. Fees for serving on the
boards of other companies on behalf of the
Bank are to be paid to the Bank.

Ahead of the 2016 AGM, the Board proposes
the following guidelines for remuneration and
other terms of employment for the executive
officers of Handelsbanken. The guidelines shall
not affect the remuneration previously decided
for executive officers.

• The total remuneration is to be on market
terms.
• Remuneration is only paid in the form of a
fixed salary, pension provision and customary
benefits. By special decision of the Board,
the Bank can provide housing. Variable remu-
neration benefits such as bonus and percent-
age of profits are not paid.
• The executive officers in question are
included in the Oktogonen profit-sharing
scheme on the same terms as all employees
of the Bank.
• The retirement age is normally 65. Retirement
benefits are defined benefit or defined contri-
bution, or a combination of the two.
• The period of notice on the part of an execu-
tive officer is six (6) months, and on the part
of Handelsbanken a maximum of twelve (12)
months. If the Bank terminates the employ-
ment contract later than five (5) years after
the person becomes one of the Bank’s executive
officers, the period of notice is a maximum of
twenty-four (24) months. No other termina-
tion benefits are paid. Other time periods may
apply due to collective agreements and
labour legislation.
• The Board shall have the right to deviate from
the established guidelines if there are special
reasons in an individual case.

These guidelines apply to the Group Chief Exec-
utive, other Executive Directors and members of
the Central Board of Handelsbanken who are
also employees of the Bank.

Variable remuneration
At Handelsbanken, the Board decides on the
remuneration policy. The main principle of the
policy is that remuneration is paid in the form of
fixed remuneration. However, the policy allows
for variable compensation, but for this a special
decision is required by the CEO. The Board
decides on the final amount.

Variable remuneration occurs to a very limited
extent, and only within Handelsbanken Capital
Markets and the UK subsidiary Heartwood.
Nor is variable remuneration paid to the Bank’s
management or to any employee who makes
decisions on credits or limits. Employees who,
alone or together with others, are entitled to
decide on credit risk, market risk, liquidity risk,
commodity risk, currency risk or interest rate
risk limits, as well as employees who, by decid-
ing on credits or product terms and conditions,
can affect the Bank’s risk profile, can have only
fixed remuneration.

Variable remuneration is based on Handels-
banken’s model for setting salaries and it must
be designed so that it does not encourage
unhealthy risk-taking and is within the limits of
the Bank’s risk tolerance. The financial result
on which the variable remuneration is based is
charged with the actual cost of the capital and
liability required by the operations.

Only employees within units whose profits
derive from commissions or intermediary trans-
actions that take place without the Bank being
subject to risk, are entitled to receive variable
remuneration. Variable remuneration is only paid
in cash (with the exception of certain deferred
variable remuneration in Heartwood, as speci-
fied below), and the disbursement of at least
40 per cent of variable remuneration of
SEK 100,000 or more must be deferred by at
least three years. For variable remuneration
where the employee’s variable remuneration
equals or exceeds the remuneration of any
Executive Director, 60 per cent is deferred for
four years. Deferred variable remuneration can
be removed or reduced if losses, increased risks
or increased expenses arise during the defer-
ment period or if payment is deemed to be
unjustifiable in view of the Bank’s financial situa-
tion. At Heartwood, half of deferred variable
compensation is invested in Heartwood funds.
Payment and the right of ownership to the varia-
ble remuneration do not accrue to the person
with the entitlement until after the end of the
deferment period. No employee may receive
variable remuneration of more than 100 per cent
of his/her fixed remuneration. Variable remu-
neration for 2015 was equivalent to around one
per cent of the total sum of salaries and fees in
the Group.
The presentation of Handelsbanken’s internal control process for financial reporting is based on the framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The process was designed to ensure compliance with the Bank’s principles for financial reporting and internal control, and to ensure that the financial reporting has been prepared pursuant to the law, applicable accounting standards, and other requirements related to listed companies.

Control environment
The control environment described above in this Corporate Governance Report is fundamental to Handelsbanken’s internal control of financial reporting: organisational structure, division of responsibilities, guidelines and steering documents.

Risk assessment is another part of the internal control process and comprises identification and management of the risks that may affect financial reporting, as well as the control activities aimed at preventing, detecting and correcting errors and deviations.

Risk assessment
The annual self-evaluations carried out at regional banks, subsidiaries and central departments are an essential part of the Bank’s risk assessment. Risks related to financial reporting are part of this total analysis.

In a self-evaluation, the events that constitute potential risks to the operation are evaluated and then the probability and consequences of each risk are estimated. Particular focus is placed on the risk of fraud and the risk of loss or embezzlement of assets. A plan of action is then drawn up, based on the self-evaluation. Other aspects of Handelsbanken’s risk management are detailed in note G2 on pages 80–105 and in the Bank’s Pillar 3 report.

Control activities
Various control activities are incorporated in the entire financial reporting process.

Group Finance is responsible for consolidated accounts, consolidated financial reports and for financial and administrative control systems. The unit’s responsibilities also include the Group’s liquidity, the internal bank, own funds, tax analysis and Group-wide reporting to public authorities. The capital requirement is, however, calculated by Central Risk Control. Group Finance must also ensure that the staff concerned are aware of and have access to instructions of significance to the financial reporting. Risk Control identifies, checks and reports risks of errors in the Bank’s assumptions and assessments that form the basis of the Bank’s financial reporting.

Reported amounts and analyses of income statements and balance sheets are reconciled and checked regularly within the accounting and control organisation.

Heads of accounting and control at regional banks, subsidiaries, central departments and international units are responsible for ensuring that the control activities in the financial reporting for their respective units are fit-for-purpose – i.e. that they are designed to prevent, detect and correct errors and deviations, and are in compliance with internal guidelines and instructions. At each quarterly closing of accounts, the units certify that the prescribed periodic checks and reconciliation of accounts have been carried out.

The Head of Central Risk Control is responsible for setting up and maintaining a valuation committee. The committee’s role is to support risk control, Group Finance and the local risk and treasury functions in the decision-making processes for valuation and reporting matters. The committee deals with the valuation of financial assets and liabilities, including derivatives at fair value and also financial guarantees, both own holdings and holdings on behalf of others. The committee must ensure that the valuation complies with external regulations, internal guidelines and current market practices.

High information security is a precondition for good internal control of financial reporting. Thus there are regulations and guidelines to ensure availability, accuracy, confidentiality and traceability of information in the business systems.

As part of the quality control work for financial reporting, the Board has set up an audit committee consisting of the Chairman of the Board and three Board members. The committee processes crucial accounting matters and the financial reports produced by the Bank. The committee also supervises the efficiency of the internal control, internal auditing and risk management systems for financial reporting. See the section under the Committee work heading on page 54 for more details.

Information and communication
The Bank has information and communication paths with the aim of achieving completeness and correctness in its financial reports. The Group’s general accounting instructions and special procedures for producing financial reports are communicated to the staff concerned via the Group’s intranet. The system used for financial reporting encompasses the entire Group.

Follow-up
Internal Audit, Compliance and Central Risk Control, and also the accounting/control units, monitor compliance with internal policies, instructions and other policy documents. Monitoring takes place at central level, but also locally in regional banks, subsidiaries, central departments and international units. The instructions established by the Board for Internal Audit state that it must examine internal governance and control. Internal Audit is described in more detail on page 56. The Group’s information and communication paths are monitored continually to ensure that they are fit-for-purpose for the financial reporting.
The Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Year elected</th>
<th>Year of birth</th>
<th>Nationality</th>
<th>Position and assignments</th>
<th>Background</th>
<th>Education</th>
<th>Remuneration 2015</th>
<th>Credit committee</th>
<th>Audit committee</th>
<th>Remuneration committee</th>
<th>Risk committee</th>
<th>Board meetings</th>
<th>Own shareholdings and those of immediate family</th>
<th>Dependent/independent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jon Fredrik Baksaas,</td>
<td>2003</td>
<td>1954</td>
<td>Norwegian</td>
<td>Chairman of GISM Association. Bank Vice President at Handelsbanken • Chairman of the Oktogonen Foundation • Board member of Ljusdal Municipality’s business policy foundation, Närjus.</td>
<td></td>
<td>Graduate in Business Administration and PED from IMD</td>
<td>SEK 1,000,000</td>
<td>0</td>
<td>13/13</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>Independent of the Bank and its management. Not independent of major shareholders (Chairman of Oktogonen Foundation).</td>
</tr>
<tr>
<td>Tommy Bylund,</td>
<td>2000</td>
<td>1959</td>
<td>Swedish</td>
<td></td>
<td></td>
<td>Upper Secondary School</td>
<td>SEK 1,530,000</td>
<td>13/13</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>Independent of the Bank, its management and major shareholders.</td>
</tr>
<tr>
<td>Ole Johansson,</td>
<td>2012</td>
<td>1951</td>
<td>Finnish</td>
<td></td>
<td></td>
<td>Diploma in Economics and Business Administration</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td></td>
</tr>
</tbody>
</table>

¹ During the period January 2015 until the AGM in March 2015, Jan Johansson and Sverker Martin-Löf were Board members. During this period, January 2015 to April 2015 inclusive, Anders Nytnen was a member of the Board and from January to March he was also Chairman of the Board. Their remuneration for this and for their work on the Board committees as follows: Jan Johansson SEK 187,500, Sverker Martin-Löf SEK 356,250, and Anders Nytnen SEK 1,125,833. Pär Boman was an employee of Handelsbanken until the AGM in March 2015, and during his period of employment he did not receive any Board remuneration. Total remuneration to the Board in 2015 was SEK 10,548,333.

² Member of the Board committee from March 2015.

³ Indirect holding of shares in Handelsbanken via the Oktogonen profit-sharing foundation.
<table>
<thead>
<tr>
<th>Name</th>
<th>Lise Kaas, Board Member</th>
<th>Bente Rathe, Board Member</th>
<th>Charlotte Skog, Board Member</th>
<th>Frank Vang-Jensen, Board Member</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year elected</strong></td>
<td>2015</td>
<td>2004</td>
<td>2012</td>
<td>2015</td>
</tr>
<tr>
<td><strong>Year of birth</strong></td>
<td>1969</td>
<td>1954</td>
<td>1964</td>
<td>1967</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td>Danish</td>
<td>Norwegian</td>
<td>Swedish</td>
<td>Danish</td>
</tr>
<tr>
<td><strong>Position and assign-</strong></td>
<td>CFO Bestseller A/S + Board member Normal A/S, Whiteway A/S and various companies in the Bestseller Group.</td>
<td>Chair of Ecotz AS and Genum AS (both companies are subsidiaries of Home Invest AB) + Board member Polaris Media ASA, SaMar ASA, Home Invest AS and its subsidiary Nordic Choice Hospitality Group AB.</td>
<td>Bank officer at Handelsbanken + Board member Financial Sector Union of Sweden, Oktogonen Foundation, Finansliv Sverige AB.</td>
<td>President and CEO of Handelsbanken + No other assignments.</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td>Authorised Public Accountant</td>
<td>Graduate in Business Administration and MBA</td>
<td>Economics Programme Upper Secondary School</td>
<td>HD Financing &amp; Credit, HD Organisation &amp; Management</td>
</tr>
<tr>
<td><strong>Remuneration 2015</strong></td>
<td>SEK 480,000</td>
<td>SEK 1,561,250</td>
<td>SEK 0</td>
<td>SEK 0</td>
</tr>
<tr>
<td><strong>Credit committee</strong></td>
<td>–</td>
<td>13/13</td>
<td>Deputy member 1/13</td>
<td>9/13¹</td>
</tr>
<tr>
<td><strong>Audit committee</strong></td>
<td>–</td>
<td>Chair 8/6²</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Remuneration committee</strong></td>
<td>–</td>
<td>10/10</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Risk committee</strong></td>
<td>–</td>
<td>9/9</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td><strong>Board meetings</strong></td>
<td>7/10¹</td>
<td>10/10</td>
<td>12/10</td>
<td>7/10¹</td>
</tr>
<tr>
<td><strong>Own shareholdings and those of immediate family</strong></td>
<td>0</td>
<td>3,990</td>
<td>22,232, of which 22,232 in indirect holdings³. Staff convertible at nominal amount: 2011: SEK 242,722. 2014: SEK 251,744</td>
<td>28,530, of which 6,530 in indirect holdings³. Staff convertible at nominal amount: 2014: SEK 5,000,000</td>
</tr>
</tbody>
</table>

**Secretary of the Board and Corporate Governance**

Klas Tollstadius  

¹ Direct holdings of shares or convertibles refer to own holdings and those of closely related persons.  
² Indirect holding of shares in Handelsbanken via the Oktogonen profit-sharing foundation.  
³ See note G38.
Senior Management
and Audit and Whistleblowing Function

### Group Functions Executives

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Year of Birth</th>
<th>Employed</th>
<th>Shareholdings*</th>
<th>Convertibles ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yennie Bergqvist</td>
<td>Central Head Office</td>
<td>1961</td>
<td>1979</td>
<td>59,927, 59,916</td>
<td>2011: SEK 5,000,000, 2014: SEK 5,617,510</td>
</tr>
<tr>
<td>Martin Wasteson</td>
<td>Legal</td>
<td>1971</td>
<td>2012</td>
<td>1,060, 1,060</td>
<td>2011: –, 2014: –</td>
</tr>
<tr>
<td>Anders Öhman</td>
<td>HR</td>
<td>1955</td>
<td>2009</td>
<td>8,604, 8,604</td>
<td>2011: SEK 1,131,799, 2014: SEK 1,188,742</td>
</tr>
</tbody>
</table>

### Independent of Senior Management – Audit and Whistleblowing Function

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Year of Birth</th>
<th>Employed</th>
<th>Shareholdings*</th>
<th>Convertibles ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
<td>Position and Details</td>
<td></td>
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<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Nina Arkilahti</td>
<td>CEO Finland • Year of birth 1967 • Employed 1995 • Shareholdings* 18,104, of which 10,907 in indirect holdings** • Convertibles 1: 2011: SEK 4,000,000, 2014: SEK 5,617,510</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anders Bouvra</td>
<td>CEO UK • Year of birth 1958 • Employed 1985 • Shareholdings* 43,247, of which 40,247 in indirect holdings** • Convertibles 2: 2011: SEK 5,788,150, 2014: SEK 5,869,254</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Michael Broom</td>
<td>South West Great Britain • Year of birth 1959 • Employed 2009 • Shareholdings* 736, of which 736 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,769,602</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Per Elcar</td>
<td>Markets &amp; Asset Management • Year of birth 1962 • Employed 2002 • Shareholdings* 6,985, of which 6,985 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 1,188,742</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magnus Ericson</td>
<td>Northern Sweden • Year of birth 1966 • Employed 1988 • Shareholdings* 19,611, of which 19,311 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 1,188,742</td>
<td></td>
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</tr>
<tr>
<td>Michael Green</td>
<td>CEO Sweden • Year of birth 1966 • Employed 1994 • Shareholdings* 14,529, of which 14,529 in indirect holdings** • Convertibles 2: 2011: SEK 5,545,428, 2014: SEK 5,617,510</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>John Hodson</td>
<td>South East Great Britain • Year of birth 1961 • Employed 2007 • Shareholdings* 1,337, of which 1,337 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 1,340,957</td>
<td></td>
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</tr>
<tr>
<td>Katarina Ljungqvist</td>
<td>Western Sweden • Year of birth 1965 • Employed 1989 • Shareholdings* 22,785, of which 22,785 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,617,510</td>
<td></td>
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</tr>
<tr>
<td>Simon Lodge</td>
<td>North East Great Britain • Year of birth 1968 • Employed 2004 • Shareholdings* 2,791, of which 2,791 in indirect holdings** • Convertibles 2: 2011: SEK 4,694,514, 2014: SEK 5,769,602</td>
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</tr>
<tr>
<td>Nick Love</td>
<td>Central Great Britain • Year of birth 1968 • Employed 2007 • Shareholdings* 1,278, of which 1,278 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,152,092</td>
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<td></td>
</tr>
<tr>
<td>Lars Moesgaard</td>
<td>CEO Denmark • Year of birth 1968 • Employed 1988 • Shareholdings* 7,408, of which 5,965 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 1,188,742</td>
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</tr>
<tr>
<td>Stefan Nilsson</td>
<td>Eastern Sweden • Year of birth 1957 • Employed 1980 • Shareholdings* 63,085, of which 63,085 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,617,510</td>
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<td></td>
</tr>
<tr>
<td>John Parker</td>
<td>Northern Great Britain • Year of birth 1955 • Employed 2006 • Shareholdings* 1,708, of which 1,708 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,769,607</td>
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<td></td>
</tr>
<tr>
<td>Louise Sandergard</td>
<td>CEO Norway • Year of birth 1969 • Employed 2013 • Shareholdings* 721, of which 571 in indirect holdings** • Convertibles 2: 2011: –, 2014: SEK 1,188,742</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Mikael Sørensen</td>
<td>CEO Netherlands • Year of birth 1966 • Employed 1994 • Shareholdings* 6,106, of which 6,106 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,617,510</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ulrica Stolt-Kirkegaard</td>
<td>CEO Stadshypotek • Year of birth 1969 • Employed 1994 • Shareholdings* 13,768, of which 13,245 in indirect holdings** • Convertibles 2: 2011: SEK 1,340,957, 2014: SEK 5,251,744</td>
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</tr>
<tr>
<td>Dag Tjernström</td>
<td>CEO Norway • Year of birth 1962 • Employed 1988 • Shareholdings* 13,327, of which 13,327 in indirect holdings** • Convertibles 2: 2011: SEK 4,000,000, 2014: SEK 5,441,079</td>
<td></td>
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</tr>
<tr>
<td>Pontus Åhlander</td>
<td>Central Sweden • Year of birth 1963 • Employed 1982 • Shareholdings* 36,392, of which 33,392 in indirect holdings** • Convertibles 2: 2011: SEK 3,763,599, 2014: SEK 5,617,510</td>
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</tr>
</tbody>
</table>

**Indirect holding of shares in Handelsbanken via the Oktogonen profit-sharing foundation.

*Direct holdings of shares or convertibles refer to own holdings and those of closely related persons.

1 Shareholdings* 6,985, of which 6,985 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 1,188,742

1, 2 Shareholdings* 13,327, of which 13,327 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,617,510

See note G38.

Executive Directors: Covered by the remuneration guidelines in accordance with the Swedish Companies Act.

Corporate Committee: A group of people who co-ordinate Group-wide issues and prepare proposals to be decided by the Board in accordance with Swedish regulations.

Covered by the remuneration guidelines in accordance with the Swedish Companies Act.

1, 2 Shareholdings* 13,327, of which 13,327 in indirect holdings** • Convertibles 2: 2011: SEK 1,131,799, 2014: SEK 5,617,510
To the annual meeting of the shareholders of Svenska Handelsbanken AB (publ)
Corporate identity number 502007-7862

REPORT ON THE ANNUAL ACCOUNTS AND THE CONSOLIDATED ACCOUNTS
We have audited the annual accounts and the consolidated accounts of Svenska Handelsbanken AB (publ) for the year 2015, included in the printed version of this document on pages 7–191.

Responsibilities of the Board of Directors and the Chief Executive for the annual accounts and the consolidated accounts
The Board of Directors and the Chief Executive are responsible for the preparation and fair presentation of the annual accounts in accordance with the Annual Accounts Act of Credit Institutions and Securities Companies, and for the fair presentation of the consolidated accounts in accordance with the International Financial Reporting Standards, as adopted by the EU, and the Annual Accounts Act of Credit Institutions and Securities Companies, and for such internal control as the Board of Directors and the Chief Executive determine is necessary to enable the preparation of annual accounts and the consolidated accounts that are free from material misstatement, whether due to fraud or error.

Auditor’s responsibility
Our responsibility is to express an opinion on these annual accounts and consolidated accounts based on our audit. We conducted our audit in accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the annual accounts and the consolidated accounts are free from material misstatements. During the year, the Bank’s internal audit department has continuously examined the internal controls and accounts. We have received the reports that have been prepared. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the annual accounts and the consolidated accounts. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the annual accounts and the consolidated accounts, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company’s preparation and fair presentation of the annual accounts and the consolidated accounts in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors and the Chief Executive, as well as evaluating the overall presentation of the annual accounts and the consolidated accounts.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions
In our opinion, the annual accounts have been prepared in accordance with the Annual Accounts Act of Credit Institutions and Securities Companies and present fairly, in all material respects, the financial position of the parent company as of 31 December 2015 and of its financial performance and cash flows for the year then ended in accordance with the Annual Accounts Act of Credit Institutions and Securities Companies. The consolidated accounts have been prepared in accordance with the Annual Accounts Act of Credit Institutions and Securities Companies, and present fairly, in all material respects, the financial position of the group as of 31 December 2015 and of its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standards, as adopted by the EU, and the Annual Accounts Act of Credit Institutions and Securities Companies. A Corporate Governance Report has been prepared. The Board of Directors’ report and the Corporate Governance Report are consistent with the other parts of the annual accounts and the consolidated accounts.

We therefore recommend that the annual meeting of shareholders adopt the income statement and balance sheet of the parent company and the group.
REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

In addition to our audit of the annual accounts and the consolidated accounts, we have also audited the proposed appropriations of the company’s profit or loss and the administration of the Board of Directors and the Chief Executive of Svenska Handelsbanken AB (publ) for the year 2015.

Responsibilities of the Board of Directors and the Chief Executive

The Board of Directors is responsible for the proposal for appropriations of the company’s profit or loss, and the Board of Directors and the Chief Executive are responsible for administration under the Companies Act and the Banking and Financing Business Act.

Auditor’s responsibility

Our responsibility is to express an opinion with reasonable assurance on the proposed appropriations of the company’s profit or loss and on the administration based on our audit. We conducted the audit in accordance with generally accepted auditing standards in Sweden.

As a basis for our opinion on the Board of Directors’ proposed appropriations of the company’s profit or loss, we examined the Board of Directors’ reasoned statement and a selection of supporting evidence in order to be able to assess whether the proposal is in accordance with the Companies Act.

As a basis for our opinion concerning discharge from liability, in addition to our audit of the annual accounts and the consolidated accounts, we examined significant decisions, actions taken and circumstances of the company in order to determine whether any member of the Board of Directors or the Chief Executive is liable to the company. We also examined whether any member of the Board of Directors or the Chief Executive has, in any other way, acted in contravention of the Companies Act, the Banking and Financing Business Act, the Annual Accounts Act of Credit Institutions and Securities Companies, or the Articles of Association.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinions.

Opinions

We recommend to the annual meeting of shareholders that the profit be appropriated in accordance with the proposal in the Board of Directors’ report and that the members of the Board of Directors and the Chief Executive be discharged from liability for the financial year.

Stockholm, 18 February 2016

KPMG AB
Anders Bäckström
Authorised Public Accountant

Ernst & Young AB
Jesper Nilsson
Authorised Public Accountant