

UBS Global Consumer Conference 2021

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President and CEO



This presentation may contain forward-looking statements. Such statements are based on our current expectations and are subject to certain risks and uncertainties that could negatively affect our business. Please read our most recent annual and sustainability report for a better understanding of these risks and uncertainties.

Essity in Brief

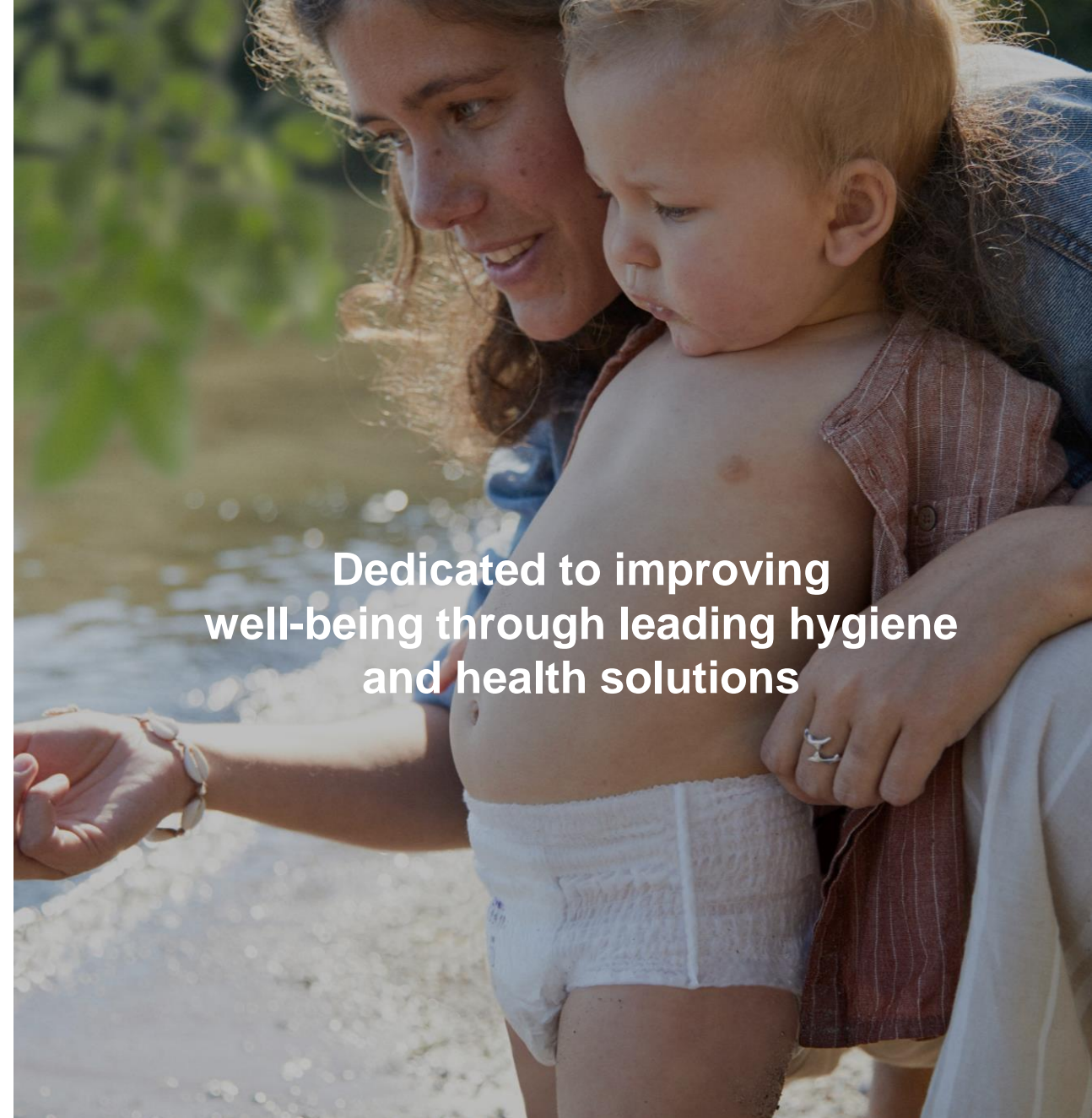
121,752 Net sales 2020
SEKm

17,626 Adjusted EBITA¹⁾ 2020
SEKm

150 Sales in countries
approximately

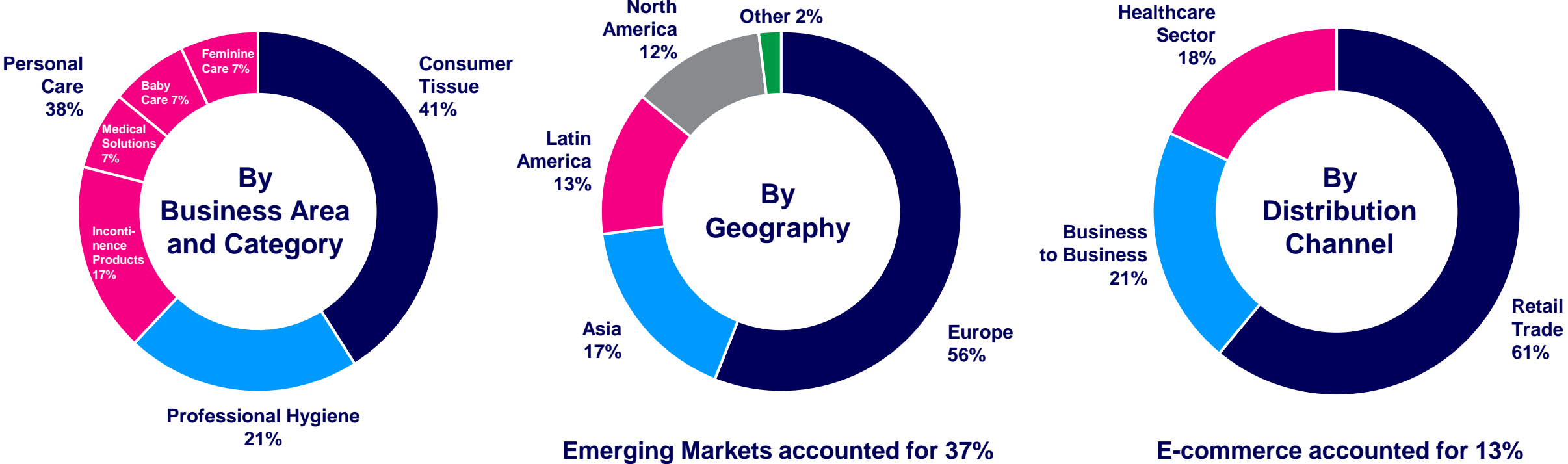
46,000 Employees
approximately

¹⁾ Excluding items affecting comparability



Dedicated to improving
well-being through leading hygiene
and health solutions

Net Sales 2020



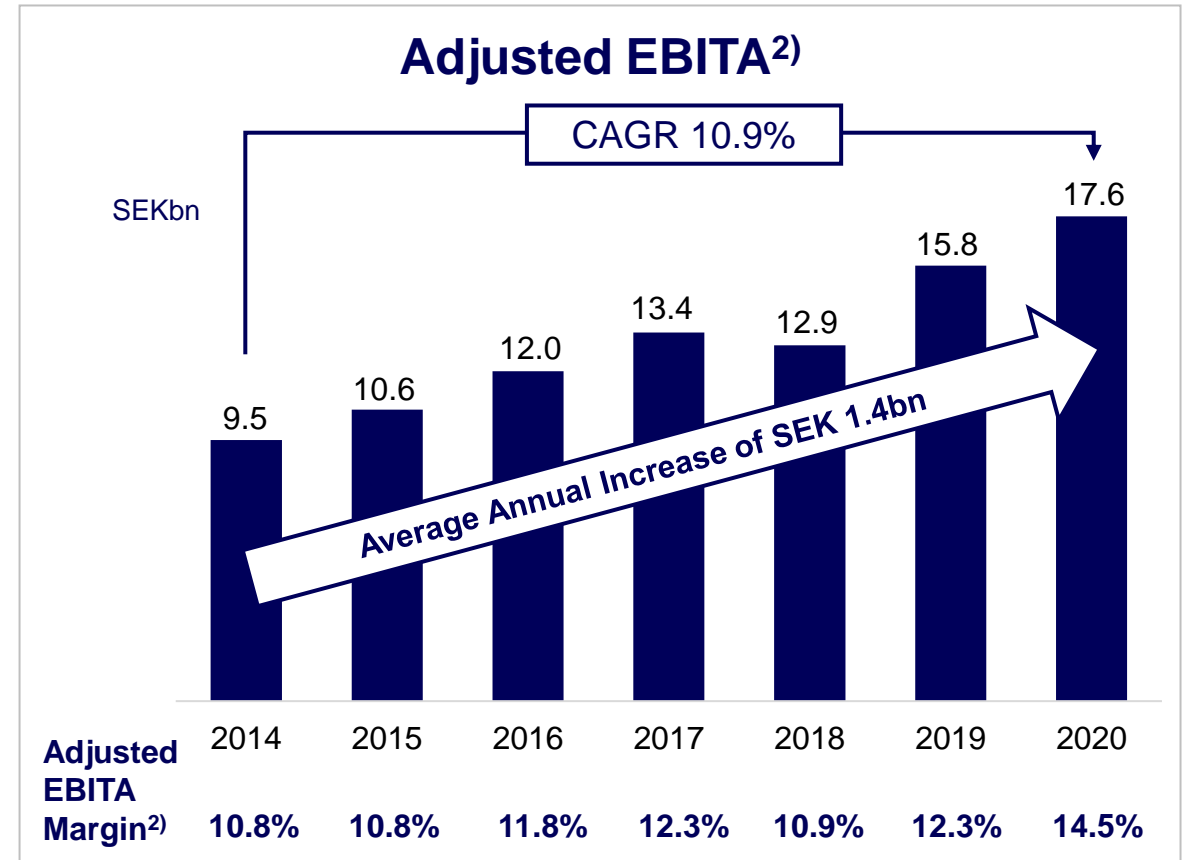
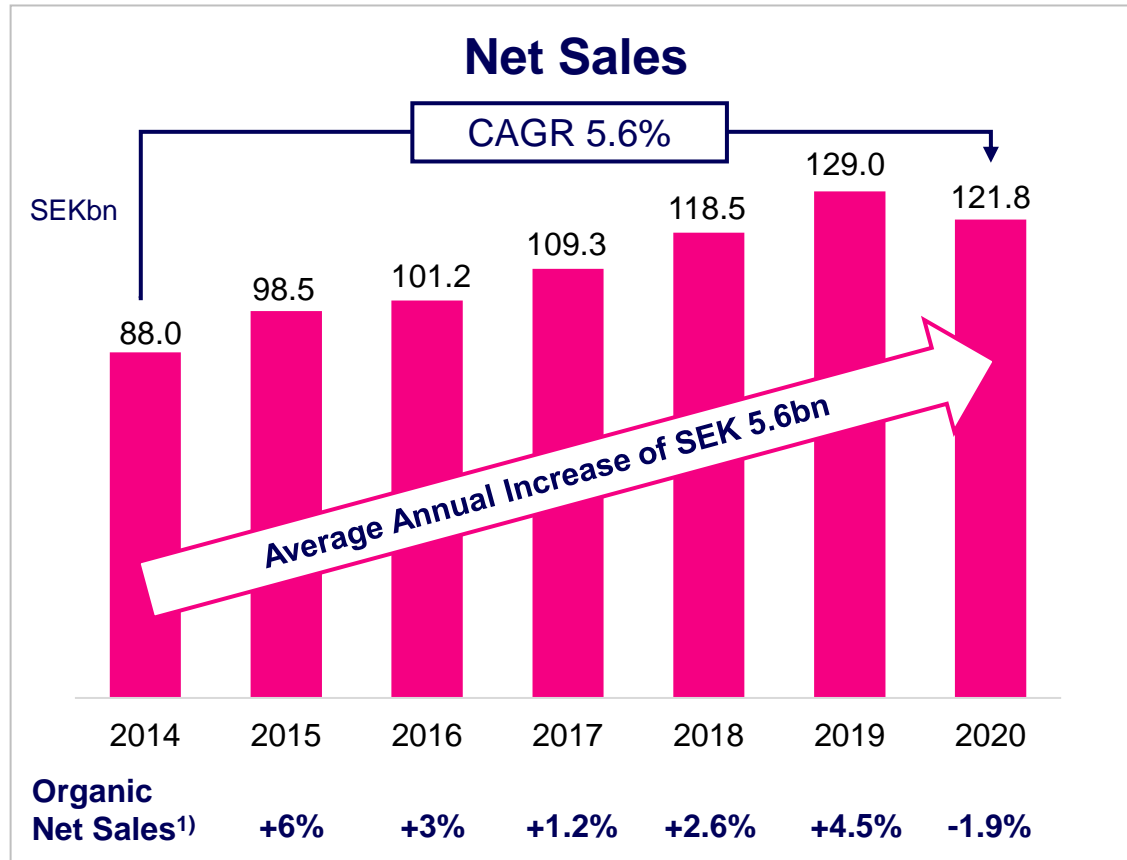
Essity as An Investment

Long-term Value Creation Through Profitable Growth

- Improves well-being through leading hygiene and health solutions
- Favorable market trends
- Increases customer and consumer benefits through successful innovations
- Strong market positions and brands
- Digital transformation and strong growth in e-commerce
- Expansion in emerging markets
- Focus on efficiency improvements and cost savings
- Clear category and portfolio strategy
- Strives toward a sustainable and circular society
- High-performing organization with a winning culture



Strong Development of Sales and Profitability



¹⁾ Excluding exchange rate effects, acquisitions and divestments

²⁾ Excluding items affecting comparability

Financial Targets and Policies

Annual organic sales growth¹⁾

Target

>3%

Capital structure policy

Policy

Maintain a solid investment grade rating

Adjusted return on capital employed²⁾

>17%
by 2025

Dividend policy

Long-term stable and rising dividends



¹⁾ Net sales excluding exchange rate effects, acquisitions and divestments

²⁾ Excluding items affecting comparability

Global Market Positions

#1 or #2 position in approximately 90 countries within at least one product category

Incontinence Products	1						
Professional Hygiene	1						
Consumer Tissue	2						
Medical Solutions	4						
Baby Care	5						
Feminine Care	5						

Source: The information has been compiled by Essity for presentation purposes based on statistics taken from external market sources, including IRI, Fastmarkets RISI, Price Hanna Consultants, SmartTRAK and National Macro Economics.

Successful Innovations



TENA SmartCare – The more we connect, the better we care

Increased Hygiene and Health Awareness

Make the Safer Choice and Securing Hygiene Standards



Soaps and Sanitizers



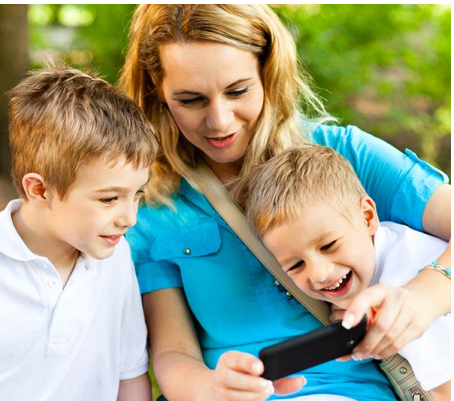
Converting Air Dryers to Tork PeakServe



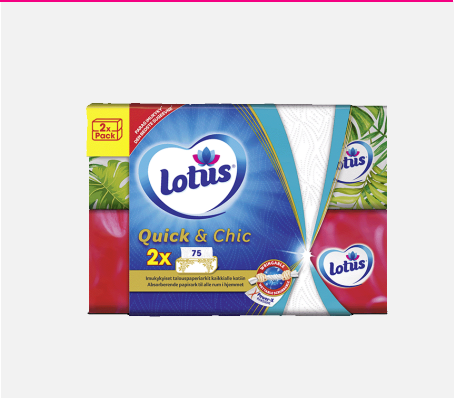
Face Masks



Reposition Products to Hygienic Benefits



Anti-bacterial Products



Strengthened Market Shares and Brands

Positive Development 2020

Position #1 or #2 in



Increased Branded Market Shares



Accelerating Digital Transformation

E-commerce



15%
of Group Sales Q4 2020
SEK 15bn in sales FY 2020

Digital Solutions



TENA Identifi®
TENA SmartCare®
Tork EasyCube®
Collaboration with Microsoft
on Internet of Things

Customer and Consumer Interaction

#BLOODNORMAL
BODYFORM PLEDGE TO WORK WITH SCHOOLS TO EDUCATE AND EMPOWER BOYS AND GIRLS TO FEAR PERIODS LESS
FIND OUT MORE

libero.se/nya-liberoklubben
www.bodyform.co.uk www.tena.co.uk

Robotics, Automation, Analytics



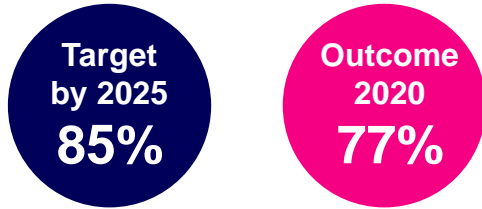
Increases efficiency and improves quality in all parts of the business

Sustainability Targets and Recognitions

Examples of Targets and Recognitions

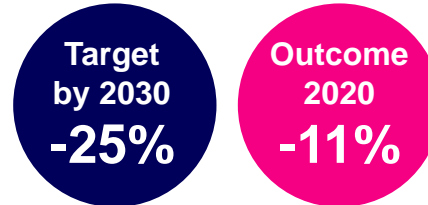
Packaging

Striving for 100% recyclability and 85% renewable or recycled material in packaging

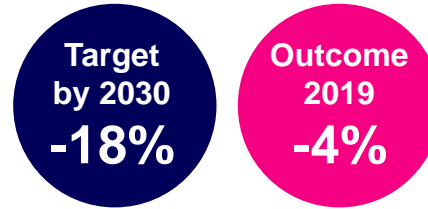


Reducing CO₂ Emissions

Scope 1 & 2:



Scope 3:



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Recognitions

Member of

Dow Jones Sustainability Indices

Powered by the S&P Global CSA



FORESTS



ESG Rating of AAA

Priorities 2021

- Accelerate growth in Personal Care
- Continue improvement of structural profitability in Consumer Tissue
- Prepare for strong comeback in Professional Hygiene
- Pursue acquisitions in high margin categories
- Benefit from digital transformation in all areas
- Start Manufacturing Roadmap
- Continue to lead in sustainability



Forward-looking statements

Certain statements in this presentation includes forward-looking statements, including statements reflecting management's current views relating to the growth of the market, future market conditions, future events, financial conditions, and expected operational performance, including, in particular the following: - Our goals, strategies and operational expectations; - Industry trends, future characteristics and development of the markets in which we operate; - Our future liquidity, capital resources, capital expenditures and cost savings; - The expected demand for new products and services as well as plans to launch new products and services including R&D expenditures; - The ability to deliver on future plans and to realize potential for future growth; - The expected performance of strategic cooperation activities and joint ventures; - The time until acquired entities and businesses will be integrated and accretive to income; and - Technology and industry trends including the regulatory and standardization environment in which we operate, competition and customer structure.

The words "believe," "expect," "foresee," "anticipate," "assume," "intend," "likely," "projects," "may," "could," "plan," "estimate," "forecast," "will," "should," "would," "predict," "aim," "ambition," "seek," "potential," "target," "might," "continue," or, in each case, their negative or variations, and similar words or expressions are used to identify forward-looking statements. Any statement that refers to expectations, projections or other characterizations of future events or circumstances, including any underlying assumptions, are forward-looking statements.

We caution investors that these statements are subject to risks and uncertainties many of which are difficult to predict and generally beyond our control that could cause actual results to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements.

Risks and uncertainties to which our forward-looking statements are subject include, without limitation: (1) the ability to successfully manage global financial risks, including foreign currency fluctuations, currency exchange or pricing controls and localized volatility; (2) the ability to successfully manage local, regional or global economic volatility, including reduced market growth rates, and to generate sufficient income and cash flow to allow the Company to affect the expected share repurchases and dividend payments; (3) the ability to manage disruptions in credit markets or changes to our credit rating; (4) the ability to maintain key manufacturing and supply arrangements (including execution of supply chain optimizations, and sole supplier and sole manufacturing plant arrangements) and to manage disruption of business due to factors outside of our control, such as natural disasters and acts of war or terrorism; (5) the ability to successfully manage cost fluctuations and pressures, including prices of commodity and raw materials, and costs of labor, transportation, energy, pension and healthcare; (6) the ability to stay on the leading edge of innovation, obtain necessary intellectual property protections and successfully respond to changing consumer habits and technological advances attained by, and patents granted to, competitors; (7) the ability to compete with our local and global competitors in new and existing sales channels, including by successfully responding to competitive factors such as prices, promotional incentives and trade terms for products; (8) the ability to manage and maintain key customer relationships; (9) the ability to protect our reputation and brand equity by successfully managing real or perceived issues, including concerns about safety, quality, ingredients, efficacy or similar matters that may arise; (10) the ability to successfully manage the financial, legal, reputational and operational risk associated with third party relationships, such as our suppliers, distributors, contractors and external business partners; (11) the ability to rely on and maintain key company and third party information technology systems, networks and services, and maintain the security and functionality of such systems, networks and services and the data contained therein; (12) the ability to successfully manage uncertainties related to changing political conditions (including the United Kingdom's decision to leave the European Union) and potential implications such as exchange rate fluctuations and market contraction; (13) the ability to successfully manage regulatory and legal requirements and matters (including, without limitation, those laws and regulations involving product liability, intellectual property, antitrust, privacy, tax, environmental, and accounting and financial reporting) and to resolve pending matters within current estimates; (14) the ability to manage changes in applicable tax laws and regulations including maintaining our intended tax treatment of divestiture transactions; (15) the ability to successfully manage our ongoing acquisition, divestiture and joint venture activities, in each case to achieve the Company's overall business strategy and financial objectives, without impacting the delivery of base business objectives; and (16) the ability to successfully achieve productivity improvements and cost savings and manage ongoing organizational changes, while successfully identifying, developing and retaining key employees, including in key growth markets where the availability of skilled or experienced employees may be limited. For additional information concerning factors that could cause actual results and events to differ materially from those projected herein, please refer to our most recent Annual and Sustainability Report for a better understanding of these risks and uncertainties.

Important factors that could affect whether and to what extent any of our forward-looking statements materialize include, but are not limited to, the factors described above and in the section Risk factors in the most recent Annual and Sustainability Report and in our quarterly reports. These forward-looking statements also represent our estimates and assumptions only as of the date that they were made and are not to be seen as projections or earnings guidance. We expressly disclaim a duty to provide updates to these forward-looking statements, and the estimates and assumptions associated with them, after the date of this presentation, to reflect events or changes in circumstances or changes in expectations or the occurrence of anticipated events, whether as a result of new information, future events or otherwise.

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