

Corporate governance

The task of corporate governance is to ensure the company's commitments to all of its stakeholders: shareholders, customers, suppliers, creditors, society and employees. It must be structured in a way that supports the company's long-term strategy, market presence and competitiveness. Corporate governance shall be reliable, clear, simple and business-oriented. This Corporate governance report forms part of the Board of Directors' Report for Essity's 2025 Annual Report. The report has been reviewed by the company's auditors.

Corporate governance, pages 100–109

This section describes applicable rules and regulations for the Group's corporate governance and the company's management structure and organization. It presents the Board of Directors' responsibilities and its work during the year. It also contains a description of Essity's internal control with regard to financial reporting. Essity applies the Swedish Corporate Governance Code without any deviations (corporategovernanceboard.se).

Other information is available on essity.com:

- Articles of Association
- Information from the Nomination Committee ahead of the 2026 Annual General Meeting (composition, proposals and work)
- Other information ahead of the 2026 AGM (notice, remuneration report and information about routines for notifying attendance at the AGM, etc.)

Additional information about corporate governance is available on essity.com

Risks and risk management, pages 41–46

Essity's processes to identify and manage risks are part of the Group's strategy work and are pursued at a local and central level. The risk management section describes the most significant risks and measures taken to eliminate or limit these risks. Sustainability related risks are described in the sustainability statements.

Sustainability, pages 47–99

Essity's sustainability work is an integral part of the company's business model. The company's sustainability statements form part of the Board of Directors' Report. The sustainability work contributes to a sustainable and circular society, reduces risks, strengthens competitiveness, and attracts new employees and investors.

Governance at Essity

1. Shares and shareholders

Essity has engaged Euroclear Sweden AB to maintain the company's share register. On December 31, 2025, Essity had approximately 110,000 shareholders. The five largest shareholders in terms of voting rights on this date were AB Industrivärden (29.5%), AMF and AMF Fonder (6.3%), Norges Bank Investment Management (5.4%), T. Rowe Price Funds (3.2%) and BlackRock (2.2%). Essity has two listed classes of shares: Class A and Class B shares. Every Class A share represents ten votes while every Class B share represents one vote. There are no other restrictions to voting rights in respect of shares used by shareholders at the general meeting. The two share classes carry the same entitlement to the company's assets and profits. Furthermore, according to the Articles of Association, owners of Class A shares are entitled to request conversion of their Class A shares to Class B shares. The 2025 Annual General Meeting (AGM) authorized the Board of Directors, for the period until the 2026 AGM, to decide on the buyback of own Class B shares. On April 23, 2025, Essity's Board of Directors decided to exercise the authorization and launched a buyback program totaling SEK 3bn.

2. General shareholder meeting

The general shareholder meeting is Essity's highest decision-making body, which all of the company's shareholders are entitled to attend, to have a matter considered and to vote for all shares held by the shareholder. The company's Board of Directors and auditor are elected at the AGM. The AGM also resolves on the remuneration of the Board members, determines guidelines for the remuneration of senior executives and approves the Board's annual remuneration report.

3. Nomination Committee

Shareholders appoint members of the Nomination Committee at the AGM, or stipulate how the members shall be appointed. The

Nomination Committee represents the company's shareholders. A majority of the members shall be independent of the company and corporate management. The President and other members of corporate management may not be a member of the Nomination Committee. The main duty of the Nomination Committee is to prepare and present proposals for the AGM's resolutions with respect to election and remuneration matters.

4. External auditors

Essity's auditor is elected at the AGM and is responsible for reviewing the company's Annual Report and consolidated financial statements and the Board's and President's administration. The auditor conducts a limited review of the company's sustainability statements and Corporate governance report as well as the company's half-year report. The auditor submits an audit report from this review. The auditor also submits a statement concerning compliance with the company's guidelines for remuneration of senior executives. The audit is performed in accordance with the Swedish Companies Act, International Standards on Auditing (ISA) and generally accepted auditing principles in Sweden.

5. Board of Directors

The Board of Directors is elected by the shareholders at the AGM and has overall responsibility for the Company's organization and administration. This responsibility is fulfilled, inter alia, through regular monitoring of the business and by ensuring the appropriateness of the organization and the management team, and by issuing guidelines and reporting from the internal audit. The Board approves strategies and targets, and decides on major investments, acquisitions and divestments of operations, among other matters. Furthermore, the Board annually prepares a report on the remuneration that has been paid or is outstanding in accordance with the remuneration guidelines decided by the AGM. According to the Articles of Association, the Board of Directors is to consist of not less than three and not more than twelve members elected by the AGM. The Board of Directors also includes three employee representatives with deputies, who are appointed by the respective employee organizations under Swedish law.

The Board has set up committees with preparatory and advisory roles to support the Board in relation to certain issues. The

allocation of powers and tasks between the Board, its committees and the President is outlined in the working procedures of the Board of Directors and in the terms of reference issued by the Board to the President.

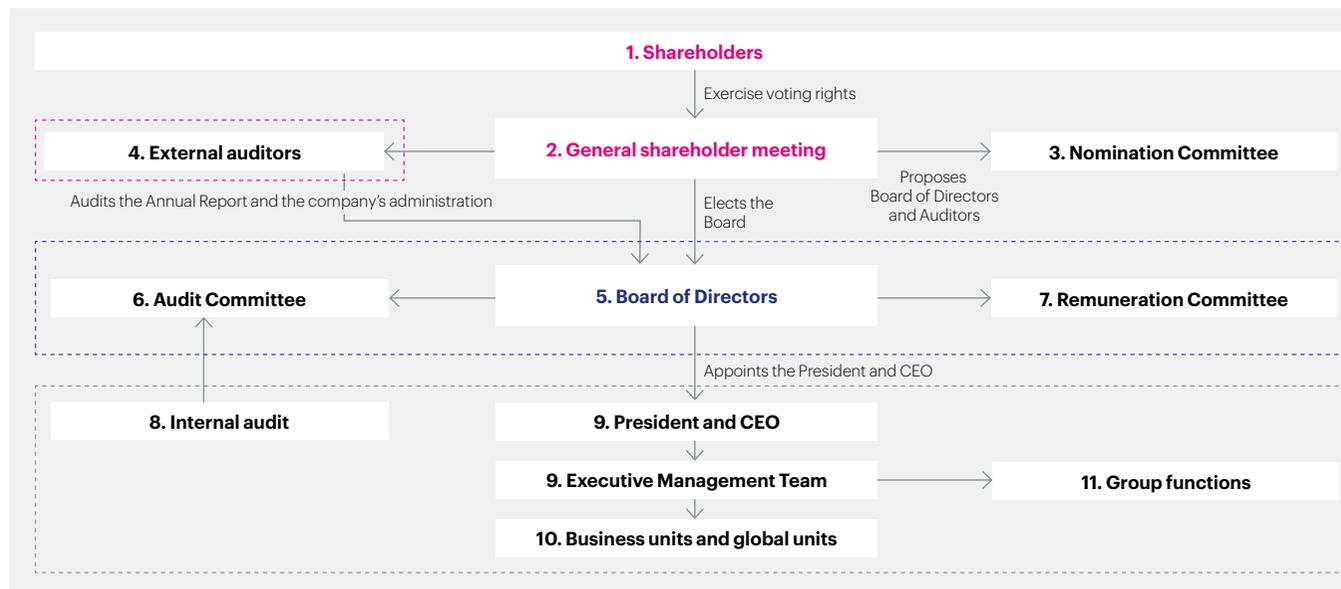
Essity's Articles of Association contain no provisions regarding appointment or dismissal of Board members or amendments to the Articles.

Chairman of the Board

The Chairman of the Board is elected by the shareholders at the AGM. The Chairman of the Board leads the work of the Board and is responsible for ensuring that it is effectively organized and that work is efficiently conducted. This includes continuous monitoring by the Chairman of the company's operations in close dialogue with the President and ensuring that other Board members receive information and decision data that will enable high-quality discussion and decisions by the Board. The Chairman leads the assessment of the Board's and the President's work. The Chairman also represents the company in ownership matters.

6. Audit Committee

The role of the Audit Committee is to monitor the company's financial reporting and provide recommendations and proposals to ensure the reliability of reporting. The Audit Committee also oversees sustainability reporting. With regard to reporting, the Committee oversees the effectiveness of the company's internal control, internal audit and risk management. The Audit Committee keeps itself continuously informed about the audit of the Annual Report and consolidated financial statements and about the conclusions of the quality control by the Swedish Inspectorate of Auditors concerning the company's external auditor. The Committee receives and addresses the supplementary report to the audit report concerning the conducted audit that the auditor submits in accordance with the EU Audit Regulation. The Audit Committee informs the Board of its observations and the results of the audit. The Audit Committee also examines and monitors the impartiality and independence of the auditor. In this respect, particular attention is paid to whether the auditor is providing the company with services other than auditing services. The Committee also assesses the work of the auditor and provides proposals to the company's Nomination Committee concerning the appointment of auditor for the following mandate period. Members of the Audit Committee are not employed by the



company and at least one member has accounting or auditing expertise.

7. Remuneration Committee

The Remuneration Committee prepares the Board's decisions on issues relating to remuneration principles, remuneration and other terms and conditions of employment for the President and is authorized to make decisions in these matters for the company's other senior executives. The Committee monitors and assesses programs for variable remuneration, the application of the AGM's resolution on guidelines for remuneration of senior executives and evaluates the applicable remuneration structure and remuneration levels in the Group. The Remuneration Committee also prepares the annual remuneration report.

8. Internal audit

The internal audit assists the Group in improving and protecting the organization's value by providing risk-based, independent and objective assurance and consultancy services. The internal audit also reports to the Audit Committee and to the Board in relation to internal audit issues. The audit field encompasses both financial and operational aspects across all of Essity. The internal audit also provides investigations and consultancy services in connection with internal control matters and risk management.

9. President and Executive Management Team¹⁾

Essity's President and CEO is responsible for the day-to-day administration of the Group and follows the Board's guidelines and instructions. The President is supported by the Executive Management Team, see pages 108–109, the work of which is led by the President. In 2025, the Executive Management Team comprised the President, Group Function Senior Vice Presidents, Business Unit Presidents and the Presidents of the global units. Of the members of the Executive Management Team, four are women and the ages of the members range between 42 and 65. The Executive Management Team holds regular meetings during the year to discuss and coordinate matters such as the business areas' economic development and budgets, important projects, strategy issues, sustainability issues and corporate culture. The Executive Management Team also has an advisory role for the President.

The working procedures for the Board of Directors and terms of reference issued by the Board of Directors to the President detail, for example, the division of work between the Board and

¹⁾ In October 2025, Essity decided on a new organizational structure that will apply from January 1, 2026. The new organization comprises four business areas: Health & Medical, Personal Care, Consumer Tissue and Professional Hygiene, and seven central functions: Corporate Communications, Digital Transformation & Business Enablement, Finance, Human Resources, Legal Affairs & Compliance, Strategy, Business Development & Sustainability and Supply Chain Enablement.

President. In consultation with the Chairman and Secretary of the Board, the President prepares documentation and decision data for the Board's work.

10. Business units and global units¹⁾

In 2025, Essity had four business units:

- Consumer Goods Americas
- Consumer Goods EMEA
- Health & Medical
- Professional Hygiene

As well as three global units:

- Global Marketing & Innovation
- Global Supply Chain
- Global Digital & Business Services

Essity's business units and global units adhere to the principle of distinct decentralization of responsibility and authority. The business units and the global units have a delegated responsibility for managing and developing their respective operations through established objectives and strategies, a process that is also centrally coordinated. The business units are responsible for their operating results, capital and cash flow. The business and earnings position is followed up by the entire Executive Management Team on a monthly basis. Each quarter, business review meetings are conducted during which the management of each business unit personally meets with the President and the CFO. These meetings function as a complement to the daily monitoring of the operations. Through working procedures and terms of reference, a number of issues of material significance are placed under the control of the President and the company's Board of Directors.

11. Group functions

In 2025, Essity had five Group functions:

- Communications
- Finance
- Human Resources
- Legal Affairs & Compliance
- Strategy, Business Development & Sustainability

These have a Group-wide responsibility for matters within their respective fields of responsibility, and coordinate with the corresponding functions in the respective business unit or global unit.

Activities during the year

Annual General Meeting

Essity held its AGM in Stockholm on Thursday, March 27, 2025.

The AGM elected the company's Board of Directors. Furthermore, the Board was authorized, for the period until the 2026 AGM, to decide on the buyback of own Class B shares. The Meeting also approved the Board's remuneration report for 2024. The minutes from the 2025 AGM are available on [essity.com](https://www.essity.com).

Nomination Committee

The Nomination Committee of Essity is tasked with making proposals to the AGM in respect of the election of the Chairman of the Meeting, Board of Directors, Chairman of the Board and auditor, remuneration of each Board Member (divided between the Chairman of the Board and other Board Members), remuneration of the auditor and, where applicable, proposals for amendments to the instruction for the Nomination Committee. At the 2020 AGM, the following instructions to the Nomination Committee were adopted to apply until further notice:

"The Nomination Committee is to comprise representatives of the four largest shareholders, who express a wish to take part in the Nomination Committee, in terms of voting rights as per the shareholders' register maintained by the company on the final banking day of August, as well as the Chairman of the Board, who also convenes the first meeting of the Nomination Committee.

The member representing the largest shareholder in terms of votes is to be appointed as Chairman of the Nomination Committee. The Chairman of the Board shall not be Chairman of the Nomination Committee. If necessary, due to subsequent ownership changes, the Nomination Committee is entitled to call on one or two additional members from among the next largest shareholders in terms of voting rights. The total number of members shall be not more than seven. In the event that a member steps down from the Nomination Committee before the task is completed and the Nomination Committee decides it would be beneficial for a replacement to be appointed, such a replacement is to be appointed by the same shareholder or, if this shareholder is no longer among the largest shareholders in terms of voting rights, by the next largest shareholder in terms of voting rights. Changes to the composition of the Nomination Committee are to be disclosed immediately.

The composition of the Nomination Committee is to be announced by Essity no later than six months prior to the AGM.

Rules and regulations

Certain internal rules and regulations

- Articles of Association
- Working procedures of the Board of Directors, including instructions for the Board's committees
- Terms of reference issued by the Board to the President
- Code of Conduct
- Policy documents and instructions (in areas such as finance, HR, sustainability, internal control, communication, pension and risk management as well as for specific issues, such as the processing of personal data, insider issues, conflicts of interest, competition law, corruption and diversity)

Certain external rules and regulations

- The Swedish Companies Act
- The Swedish Annual Accounts Act
- International Financial Reporting Standards (IFRS)
- European Sustainability Reporting Standards (ESRS)
- EU Market Abuse Regulation (MAR)
- Nasdaq Stockholm's rulebook for issuers
- Swedish Corporate Governance Code

Compliance with stock market regulations

Essity complies with rules that apply in Sweden for listed companies and was not sanctioned by Finansinspektionen, the stock exchange's disciplinary committee or any other authority or self-regulating body for violations of the rules concerning the stock market. Essity has not made any deviations from the Swedish Corporate Governance Code.

Nomination Committee for the 2026 AGM

Member	Representative of	Votes as of August 31, 2025 (%)
Helena Stjernholm, Chairman	AB Industrivärden	29.3
Anders Hansson	AMF and AMF Funds	6.2
Celia Grip	Swedbank Robur Funds	2.3
Anders Jonsson	Livförsäkringsbolaget Skandia	2.0
Jan Gurander	Chairman of the Board	

No remuneration is to be paid to the members of the Nomination Committee. Any expenses incurred during the work of the Nomination Committee are to be paid by Essity. The mandate period of the Nomination Committee extends until the composition of the next Nomination Committee is disclosed. The Nomination Committee is to submit proposals relating to the Chairman of the Meeting, the Board of Directors, the Chairman of the Board, Board fees for the Chairman of the Board and each of the other Board members, including remuneration for committee work, the company's auditor and auditor's fees and, to the extent deemed necessary, proposals for amendments to this instruction."

In its work, the Nomination Committee is to consider the rules that apply to the independence of Board members, as well as the requirement of diversity and breadth with the endeavor to achieve an even gender distribution and that the selection shall be based on expertise and experience relevant to Essity.

All shareholders have had an opportunity to submit proposals to the Nomination Committee. The Nomination Committee's proposal for the 2026 AGM is presented in the notice convening the AGM available on Essity's website [essity.com](https://www.essity.com). The Nomination Committee was convened on four occasions prior to the 2026 AGM. The Chairman of the Board presented the Board evaluation and provided the Nomination Committee with information regarding Board and committee work during the year. When preparing proposals for the Board for the 2026 AGM, particular attention has been paid to the issues of diversity and an even gender distribution, and the Nomination Committee thus applied rule 4.1 of the Swedish Corporate Governance Code as its Diversity Policy. When preparing its proposal for the election of auditors, the Nomination Committee also gave consideration to the recommendation of the Audit Committee.

Board of Directors and composition of the Board of Directors

The 2025 AGM elected ten Board members comprising Maria Carell, Annemarie Gardshol, Magnus Groth, Jan Gurander, Alexander Lacik, Torbjörn Lööf, Katarina Martinson, Bert Nordberg, Barbara Milian Thoralfsson and Karl Åberg. Jan Gurander was elected as the Chairman of the Board. Prior to the AGM, Ewa Björling had informed the Nomination Committee that she declined re-election. On May 31, 2025, Magnus Groth resigned as President of Essity and in conjunction with this also stepped down from the Board. Accordingly, the Board of Directors has consisted of nine members elected by the AGM since June 1, 2025.

Of the nine members elected by the AGM, seven (78%) are independent. The independence of each Board member is presented in the table on page 104. Essity complies with the requirements of the Swedish Corporate Governance Code that stipulate that not more than one member elected by the AGM shall be a member of corporate management, that the majority of the members elected by the AGM shall be independent of the company and company management, and that not fewer than two of these shall also be independent of the company's major shareholders. Four of the AGM-elected Board members are women, corresponding to approximately 44% of the total number of AGM-elected Board members and the ages of members range between 44 and 69. The employees have appointed Susanna Lind, Sofia Lafqvist and Örjan Svensson as representatives to the Board for the period until and including the 2026 AGM, and their deputies Niklas Engdahl, Martin Ericsson and Andreas Larsson.

All of the AGM-elected Board members have experience and a good understanding of the requirements incumbent upon a listed company. The AGM-elected Board members have broad professional experience from major international companies, different industries, cultural and geographic areas, and wide-reaching expertise and experience of relevance to Essity's areas of business and products. Accordingly, the Board has – with reference to the company's business, stage of development and general situation –

a suitable composition, and the expertise and know-how required to monitor sustainability reporting and financial reporting. The Board also utilizes the internal expertise of subject matter experts in relation to various issues as necessary.

Board activities

The Board was convened 12 times during the year. The Board has fixed working procedures that describe in detail which ordinary agenda items are to be addressed at the various Board meetings of the year. Recurring agenda items are finances, the market situation, sustainability, investments and adoption of the financial reports. The Board also establishes and evaluates the company's overall targets and strategy and decides on significant internal rules. Another key task is to continuously monitor the internal control of the compliance of the company and its employees with relevant internal and external rules, and that the company has well-functioning procedures for market disclosures. On a regular basis throughout the year, the Board has also dealt with reports from the Audit and Remuneration Committees and reports on strategy, market, internal audit, internal control and financial operations. The company's auditor regularly presents a report on its audit work and these issues are discussed by the Board. The Business Unit Presidents present their respective operations and current issues affecting them.

In 2025, in addition to customary Board work, the Board of Directors maintained a strong focus on digitalization, strategy, CEO recruitment, organizational issues, efficiency programs, operational issues, sustainability, investments, M&A issues and buyback programs, and closely monitored developments in view of the global geopolitical situation and its impact on various aspects of the business.

The CEO is evaluated annually by the Board in the absence of the CEO and management.

Evaluation of the Board's work

The work of the Board, like that of the President and the Chairman, is evaluated annually using a systematic and structured process. The purpose of this work is to obtain a sound basis for the Board's own development work and to provide the Nomination Committee with decision data for its nomination work. External expertise was used in the preparation of material and the evaluation took the form of an anonymous questionnaire and interviews as well as group and individual discussions. The evaluation covers

areas such as the Board's methods of work, effectiveness, expertise, competency and the year's work. The Board was provided with feedback after the results were compiled. The Nomination Committee was informed of the results of the evaluation.

Audit Committee

The Audit Committee comprises Barbara Milian Thoralfsson (Chairman), Jan Gurander, Katarina Martinson and Karl Åberg. In 2025, the Audit Committee held eight meetings. In addition, members have also held meetings with internal audit, the auditors, the General Counsel and the CFO. In its monitoring of the financial reporting, the Committee dealt with relevant accounting issues, internal auditors' reviews, auditing work, risk management, a review of various valuation matters, such as testing of impairment requirements for goodwill, and the preconditions for the year's pension liability calculations. In addition, the Committee addressed issues relating to sustainability reporting. The Audit Committee also prepared a recommendation to be used by the Nomination Committee when deciding on its proposal to the AGM regarding the election of auditors.

Remuneration Committee

The Remuneration Committee comprises Jan Gurander (Chairman), Torbjörn Lööf, Bert Nordberg and Barbara Milian Thoralfsson. The Remuneration Committee held 13 meetings in 2025. Activities mainly concerned CEO recruitment, remuneration and other employment terms and conditions for senior executives, and current remuneration structures and remuneration levels in the Group. In addition, the Committee prepared the

Board's remuneration report relating to remuneration of senior executives.

Internal audit

The basis of the work of the internal audit is a risk analysis based on external and internal information carried out in close dialogue with management teams at Essity. The risk evaluation forms the basis of an audit plan, which is presented to the Audit Committee together with the risk analysis. In 2025, 113 audit projects were performed and reported at meetings with the Audit Committee.

Work in 2025 involved follow-up of the units' progress with process-based control, efficiency in internal governance and control, major investments, information security, sustainability and compliance with Essity's policies.

External auditor

The 2025 AGM appointed the accounting firm of Ernst & Young AB as the company's auditor for a mandate period of one year. The accounting firm notified the company that Erik Sandström, Authorized Public Accountant, would be the auditor in charge. Erik Sandström is also the auditor of and has major assignments for Atlas Copco, Epiroc and Ratos. He owns no shares in the company.

In accordance with its formal work plan, the Board met with the auditor at three scheduled Board meetings in 2025. The auditor also attended each meeting of the Audit Committee. At these meetings, the auditor presented and received opinions on the focus and scope of the planned audit and delivered verbal audit and review reports. Furthermore, at the Board's third scheduled autumn meeting, the auditor delivered an in-depth

verbal report on the audit for the year. The working procedures specify a number of mandatory issues that must be addressed. These include matters of importance that have been a cause of discussion or concern during the audit, business routines and transactions where differences of opinion may exist regarding the choice of accounting methods. The auditor shall also disclose consultancy work conducted for Essity as well as other dependencies in relation to the company and its management. On each occasion, Board members have had an opportunity to ask the auditors questions. Certain parts of the discussion on the accounts take place without representatives of corporate management being present.

Remuneration; Management and Board of Directors Guidelines

The 2024 AGM adopted new guidelines for remuneration of senior executives that are based on a total remuneration package comprising fixed salary, variable compensation and other benefits, and pension, see Note C2 on pages 141–143.

Remuneration to the President and other senior executives

Remuneration to the President and other senior executives is presented in a separate remuneration report, which is available on essity.com. Furthermore, remuneration of the President and other senior executives is described in Note C2 on pages 141–143.

Remuneration to the Board

The total remuneration to the AGM-elected Board members amounted to SEK 12,705,000 in accordance with the AGM's resolution. See Note C3 on page 144 for further information.

Internal control and financial reporting

The Board's responsibility for internal governance and control is regulated in the Swedish Companies Act, the Annual Accounts Act and the Swedish Corporate Governance Code. The Annual Accounts Act requires that the company, each year, describes its system for internal control and risk management with respect to financial reporting. The purpose of these requirements is to create an internal framework for governance and control to reduce the risk of error in the financial reporting. Essity's processes for internal control over financial reporting is based on the model and

Board of Directors	Elected	Dependence	Committees		Attendance ¹⁾		Remuneration Committee (13)
			Audit Committee	Remuneration Committee	Board of Directors (12)	Audit Committee (8)	
Ewa Björling (until March 27, 2025)	2016		x		2/2	2/2	
Maria Carell	2023				12/12		
Annemarie Gardshol	2016				12/12		
Magnus Groth (until May 31, 2025)	2016	■			4/4	4/4	2/2
Jan Gurander	2023		x	Chairman	12/12	8/8	13/13
Alexander Lacik (from March 27, 2025)	2025				9/10		
Torbjörn Lööf	2021			x	11/12		8/8
Katarina Martinson (from March 27, 2025)	2025	■	x		10/10	6/6	
Bert Nordberg	2016			x	11/12		12/13
Barbara Milian Thoralfsson	2016			x	12/12	8/8	13/13
Karl Åberg	2024	■	x		12/12	8/8	

■ = Dependent in relation to the company's major shareholder, AB Industrivärden. ■ = President of Essity, dependent in relation to the company and corporate management.

1) Board meetings January 1–December 31, 2025.

principles developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

Control environment

A good control environment requires clarity in relation to decision-making paths, powers and accountability, in addition to a corporate culture characterized by strong values and awareness among employees of their role in maintaining good internal control. The Board of Directors has the overall responsibility for ensuring effective internal control and has, inter alia, adopted Group-wide internal rules for the purpose of establishing a foundation for a good corporate culture and to assure the quality of the financial reporting. In this context, Essity's Code of Conduct is an important steering document in issues concerning ethics, morality and regulatory compliance, and employees regularly receive information and training regarding the Code. Other significant steering documents for the control environment include the Finance Policy, Internal Control Policy, Communications Policy and Information Security Policy. Essity's Financial Reporting Manual is particularly important for the Group's financial reporting procedures as it contains a number of specific instructions and guidelines that are specially designed to ensure the quality of the financial reporting. Important steering documents are published in a separate database that also contains a process for annual updates to the documents.

Risk assessment

Risks relate to material errors in the financial reporting that may arise, such as incomplete disclosures, valuation issues, the reporting process and correctness. Risks also include loss of assets, unduly favoring a third party and misappropriation.

Risks related to the financial reporting are evaluated and monitored by the Board via the Audit Committee, where an annual risk assessment is conducted. The risks that are identified and may result in material errors also form the basis for internal control activities that proactively manage these risks. Clear guidelines for accountability and the division of work also form part of the risk prevention efforts. Furthermore, measures are continuously taken to improve business processes and thus reduce risks.

Control activities

Significant instructions and guidelines related to financial reporting are prepared and updated regularly by the Group

Function Finance and are easily accessible on the Group's intranet. The Group Function Finance is responsible for ensuring compliance with instructions and guidelines. Process managers at various levels within Essity are responsible for carrying out the necessary control measures with respect to financial reporting. An important role is played by the business unit's controller organizations, which are responsible for ensuring that financial reporting from each unit is correct and complete, and is conducted within the specified time. In addition, each business unit has a Finance Manager with responsibility for the individual business unit's financial reporting. The company's control activities are supported by the budgets that each business unit prepares and updates during the year through continuous forecasts. Essity has a standardized system of control measures involving processes that are significant to the company's financial reporting. These measures include company-wide controls related to the Code of Conduct, process controls and IT controls. Self-assessments are carried out based on a selection of internal key controls for the respective operations in order to assess the effectiveness of the internal control and governance.

Information and communication **Financial reporting to the Board**

The Board's working procedures stipulate which reports and information of a financial nature are to be submitted to the Board at each scheduled meeting. The President, together with the Chairman, ensures that the Board receives the reports required to enable the Board to continuously assess the company's and Group's financial position. Detailed instructions specifically outline the types of reports that the Board is to receive at each meeting.

Internal reporting

Ahead of each interim report, the company's finance department prepares detailed instructions regarding deadlines, changes to accounting principles and other circumstances of significance for reporting to ensure the quality of the financial statements. Furthermore, the company has a process and technical system support to limit the risk of price-sensitive information being leaked in conjunction with the submission of financial information ahead of the issue of interim reports.

Accounting and reporting for the majority of units is carried out by Essity's Shared Service Center, which ensures efficient and uniform reporting.

External financial reporting

The quality of external financial reporting is ensured via a number of actions and procedures. The President is responsible for ensuring that all information communicated, such as press releases with financial content, presentation material for meetings with the media, owners and financial institutions, is correct and of a high quality. The responsibilities of the company's auditors include reviewing accounting issues that are critical for the financial reporting and reporting their observations to the Audit Committee and the Board of Directors. In addition to the audit of the annual accounts, a review of the half-year report and of the company's administration and internal control is carried out.

Monitoring activities

Essity's Board of Directors, through the Audit Committee, as well as the corporate management continuously assesses the effectiveness of the processes applied by the company with respect to the internal control of the financial reporting. Of particular importance to this assessment are the reports submitted by the internal audit and feedback from the company's external auditor.

The company has a structured process within the scope of its day-to-day operations for monitoring significant observations from internal control or internal audit. Such observations and the status of measures taken to address these are regularly reported to corporate management and to the Audit Committee.

The results of the self-assessment in control activities are compiled in a list of activities that require action. The internal control and governance department lead these monitoring activities. To ensure the quality of the self-assessment, internal audit conducts its own testing of the control activities. The most significant shortcomings identified in the self-assessment, and from the internal audit tests, are compiled by the internal control and governance department and reported to the units, management and the Audit Committee.

The external auditor also carries out testing of internal control and governance within the scope of its audit. The results are shared with corporate management, the internal control and governance department and the Audit Committee.

Contact details to the Nomination Committee and the Board of Directors can be found on page 191.

Board of Directors and Auditors

Elected by the Annual General Meeting



Jan Gurander (1961)

MSc Econ

Chairman of the Board since 2024.

Member of the Board of Daimler Truck, Germany.

Former member of the Board of Skanska AB. Former deputy CEO and CFO of AB Volvo. Previous senior positions in Volvo Cars, MAN, Scania, Investor and Swedbank Robur.

Elected: 2023

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 15,000



Maria Carell (1973)

MSc Econ

Member of the Board in RG Holdco, USA.

Former President and CEO of RG Holdco, USA, and senior positions in, among other companies, Exeltis, Meda, Q-MED, Actavis, Novartis and Jansen-Cilag.

Elected: 2023

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 1,500¹⁾

1) Acquired on January 22, 2026.



Annemarie Gardshol (1967)

MSc Eng

Member of the Board of Svenska Cellulosa Aktiebolaget SCA. President and CEO of PostNord AB.

Former member of the Boards of Etac AB, Bygghemma AB, Ortivus AB and Semcon AB. Former President of PostNord Sverige, Postnord Strålfors Group AB and various management positions in Gambro AB and McKinsey & Company.

Elected: 2016

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 8,100



Alexander Lacik (1965)

BSc in Business administration & economics

President and CEO of Pandora A/S, Denmark.

Previous senior positions in Procter & Gamble and Reckitt Benckiser. Former member of the Board of Swedish Match.

Elected: 2025

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 6,000



Torbjörn Lööf (1965)

Technician

Chairman of the Board of AB Electrolux and Husqvarna AB.

Member of the Board of Inter IKEA Holding B.V. and AB Blåkläder.

Former President of Inter IKEA Group 2016–2020, Inter IKEA Systems 2013–2016 and IKEA of Sweden 2007–2013.

Previously held various senior positions within IKEA. Former Chairman of the Board of IKEA Group companies, member of the Board of Inter IKEA Group and Mercer International Inc.

Elected: 2021

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 8,500



Katarina Martinson (1981)

MSc Econ

Chairman of the Board of Indutrade.

Member of the Board of LE Lundbergföretagen, Husqvarna AB and AB Industrivärden.

Previously Handelsbanken Capital Markets, Strategas Research Partners LLC, New York and ISI International Strategy & Investment Group, New York.

Elected: 2025

Independent of the company and corporate management.

Own shareholdings and those of related persons, Class B shares: 625,000

Information regarding own shareholdings and those of related persons pertains to the situation on December 31, 2025.

Board of Directors and Auditors, cont.



Bert Nordberg (1956)

Engineer

Deputy Chairman of the Board of SAAB Aktieföretag and Chairman of the Board of Axis Communications AB.

Previously held various management positions in Digital Equipment Corp. and Ericsson, 2009–2012 President of Sony Mobile Communications AB. Former Chairman of the Boards of Sony Mobile Communications, Vestas Wind Systems A/S and TDC Group A/S and member of the Boards of Svenska Cellulosa Aktieföretaget SCA, BlackBerry Ltd, Skistar AB and AB Electrolux.

Elected: 2016

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 36,800

Auditors

Ernst & Young AB

Senior Auditor: **Erik Sandström**, Authorized Public Accountant. Own shareholdings and those of related persons: 0



Barbara Milian Thoralfsson (1959)

MBA, BA

Member of the Board of Halma plc, Hilti AG and Svenska Cellulosa Aktieföretaget SCA.

Former President of NetCom ASA 2001–2005 and President of Midelfart & Co AS 1995–2000. Former Chairman of the Board of Exclusive Networks SA and member of the Boards of Cable & Wireless Plc, AB Electrolux, G4S Plc, Orkla ASA, Tandberg ASA and Telenor ASA.

Elected: 2016

Independent of the company, corporate management and Essity's major shareholders.

Own shareholdings and those of related persons, Class B shares: 3,000

Secretary to the Board

Mikael Schmidt (1960)

Master of Laws
Chief Group Function Legal Affairs & Compliance, General Counsel.
Employed since: 1992
Own shareholdings and those of related persons: Class B shares: 41,200



Karl Åberg (1979)

MSc Econ

Deputy CEO, head of investments and of the finance function at AB Industrivärden.

Member of the Board of Ericsson and Alleima.

Previously partner at Zeres Capital and CapMan, and various roles in Handelsbanken Capital Markets.

Elected: 2024

Independent of the company and corporate management.

Own shareholdings and those of related persons, Class B shares: 1,500

Board members and deputies appointed by trade unions



Sofia Lafqvist (1978)

Research Engineer at Essity Hygiene and Health AB, Gothenburg.

Member of the Council for Negotiation and Cooperation (PTK).

Appointed: 2024

Own shareholdings and those of related persons: 0

Deputies

Niklas Engdahl (1980)

Employed at Essity Hygiene and Health AB, Lilla Edet.

Member of the Council for Negotiation and Cooperation (PTK).

Appointed: 2017

Own shareholdings and those of related persons: 0



Susanna Lind (1966)

Operator at Essity Hygiene and Health AB, Falkenberg.

Member of the Swedish Trade Union Confederation (LO).

Appointed: 2019

Own shareholdings and those of related persons, Class B shares: 120

Martin Ericsson (1968)

Employed at Essity Hygiene and Health AB, Falkenberg.

Member of the Council for Negotiation and Cooperation (PTK).

Appointed: 2017

Own shareholdings and those of related persons, Class A shares: 200
Class B shares: 200



Örjan Svensson (1963)

Senior Industrial Safety Representative at Essity Hygiene and Health AB, Edet Bruk, Lilla Edet.

Member of the Swedish Trade Union Confederation (LO).

Former member of the Board of Svenska Cellulosa Aktieföretaget SCA 2005–2017.

Appointed: 2017

Own shareholdings and those of related persons, Class B shares: 112

Andreas Larsson (1989)

Employed at Essity Hygiene and Health AB, Gothenburg.

Member of the Council for Negotiation and Cooperation (PTK).

Appointed: 2018

Own shareholdings and those of related persons, Class B shares: 2,120

Information regarding own shareholdings and those of related persons pertains to the situation on December 31, 2025.

Executive Management Team



Ulrika Kolsrud (1970)
President and CEO
MSc Eng
Employed since: 1995
Previous experience: Other senior positions at Essity including President of Health & Medical
Own shareholdings and those of related persons, Class B shares: 20,758



Anand Chandarana (1983)
President, Health & Medical
BSc. (Hons)
Employed since: 2020
Own shareholdings and those of related persons, Class B shares: 2,580



Fredrik Rystedt (1963)
CFO and Executive Vice President,
Head of Group Function Finance
MSc Econ
Employed since: 2014
Own shareholdings and those of related persons, Class B shares: 50,500



Pablo Fuentes (1973)
President, Professional Hygiene
MSc, MBA
Employed since: 2006
Own shareholdings and those of related persons, Class B shares: 33,525



Jessica Alm (1977)
Chief Communication Vice President Group Function Communications
MSc. in Geological and Earth Sciences/
Geosciences and Journalism
Employed since: 2023
Own shareholdings and those of related persons, Class B shares: 729



Andres Gomez (1977)
President, Consumer Goods Americas
MBA and MSc Eng
Employed since: 2021
Own shareholdings and those of related persons, Class B shares: 9,867

Information regarding own shareholdings and those of related persons pertains to the situation on December 31, 2025.

As of January 1, 2026, the Executive Management Team consists of Ulrika Kolsrud, Jessica Alm, Anand Chandarana, Pablo Fuentes, Carl-Magnus Månsson, Fredrik Rystedt, Mikael Schmidt, Ilham Smaali, Anna Sävinger Åslund, Sahil Tesfu, Tuomas Yrjölä and Volker Zöller.

Executive Management Team, cont.



Carl-Magnus Månsson (1966)
Chief Digital & Information Officer Global Digital & Business Services
Studies in Applied Physics
Employed since: 2023
Own shareholdings and those of related persons, Class B shares: 1,607



Sahil Tesfu (1982)
Chief Strategy Officer Group Function Strategy, Business Development & Sustainability
MBA Business Administration
Employed since: 2021
Own shareholdings and those of related persons, Class B shares: 7,010



Mikael Schmidt (1960)
Chief Group Function Legal Affairs & Compliance, General Counsel and Secretary to the Board
Master of Laws
Employed since: 1992
Own shareholdings and those of related persons, Class B shares: 41,200



Tuomas Yrjölä (1978)
President Global Marketing and Innovation¹⁾
MSc Econ
Employed since: 2014
Own shareholdings and those of related persons, Class B shares: 19,827

1) As of January 1, 2026, President of Personal Care.



Anna Sävinger Åslund (1969)
Chief HR Officer Group Function Human Resources
BSc Human Resources
Employed since: 2001
Own shareholdings and those of related persons, Class B shares: 14,945



Volker Zöller (1967)
President, Consumer Goods EMEA²⁾
BSc BA
Employed since: 1994
Own shareholdings and those of related persons, Class B shares: 25,031

2) As of January 1, 2026: President of Consumer Tissue.

Information regarding own shareholdings and those of related persons pertains to the situation on December 31, 2025.

As of January 1, 2026, the Executive Management Team consists of Ulrika Kolsrud, Jessica Alm, Anand Chandarana, Pablo Fuentes, Carl-Magnus Månsson, Fredrik Rystedt, Mikael Schmidt, Ilham Smaali, Anna Sävinger Åslund, Sahil Tesfu, Tuomas Yrjölä and Volker Zöller.