

AGM 2026

Ulrika Kolsrud
President and CEO

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Every day our brands care for the hygiene and health of a billion people across 150 countries

TORK

TENA

Leukoplast

JOBST

Actimove

Cutimed

Tempo

Lotus

Zewa

Libero

Libresse

Nosotras

Saba

**TOM.
ORGANIC**

knix

modibodi

Playtex

Essity – a global, leading hygiene and health company



Net sales 2025,
SEKbn
138
EBITA excl. IAC 2025,
SEKbn
19.6



Sales in
countries
150

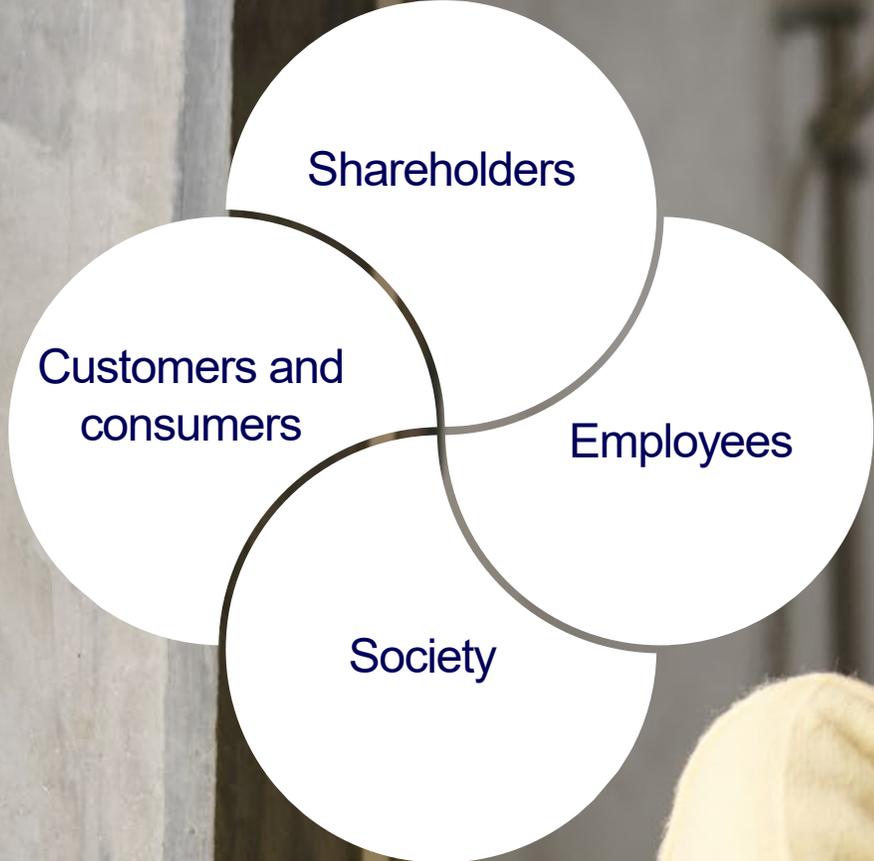


Employees
36,000



Production
facilities
70

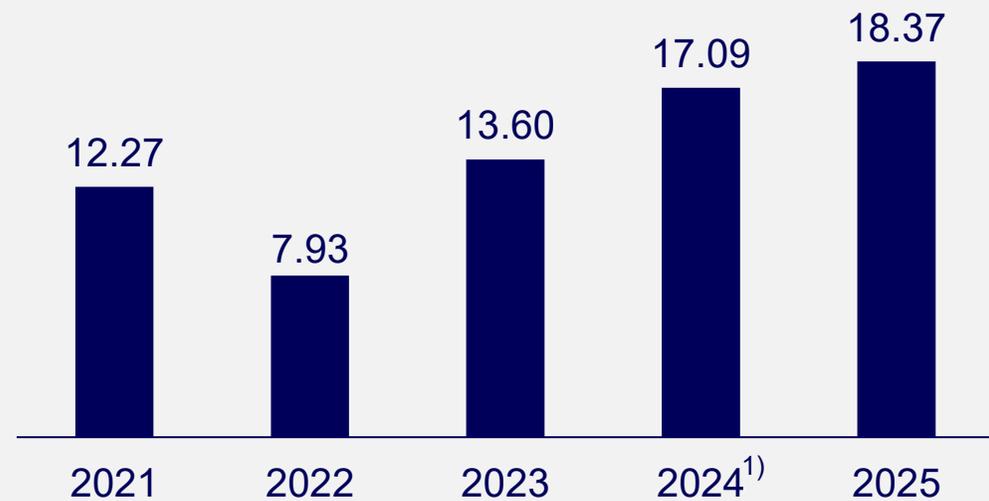
Shareholder value through value creation for more people



2025 – Stable performance in a turbulent environment

- Organic growth and high profitability
- Highest EBITA margin excl. IAC and earnings per share in five years
- Strong cash flow and strong balance sheet
- Share buybacks
- Proposal to increase the dividend

Earnings per share, SEK



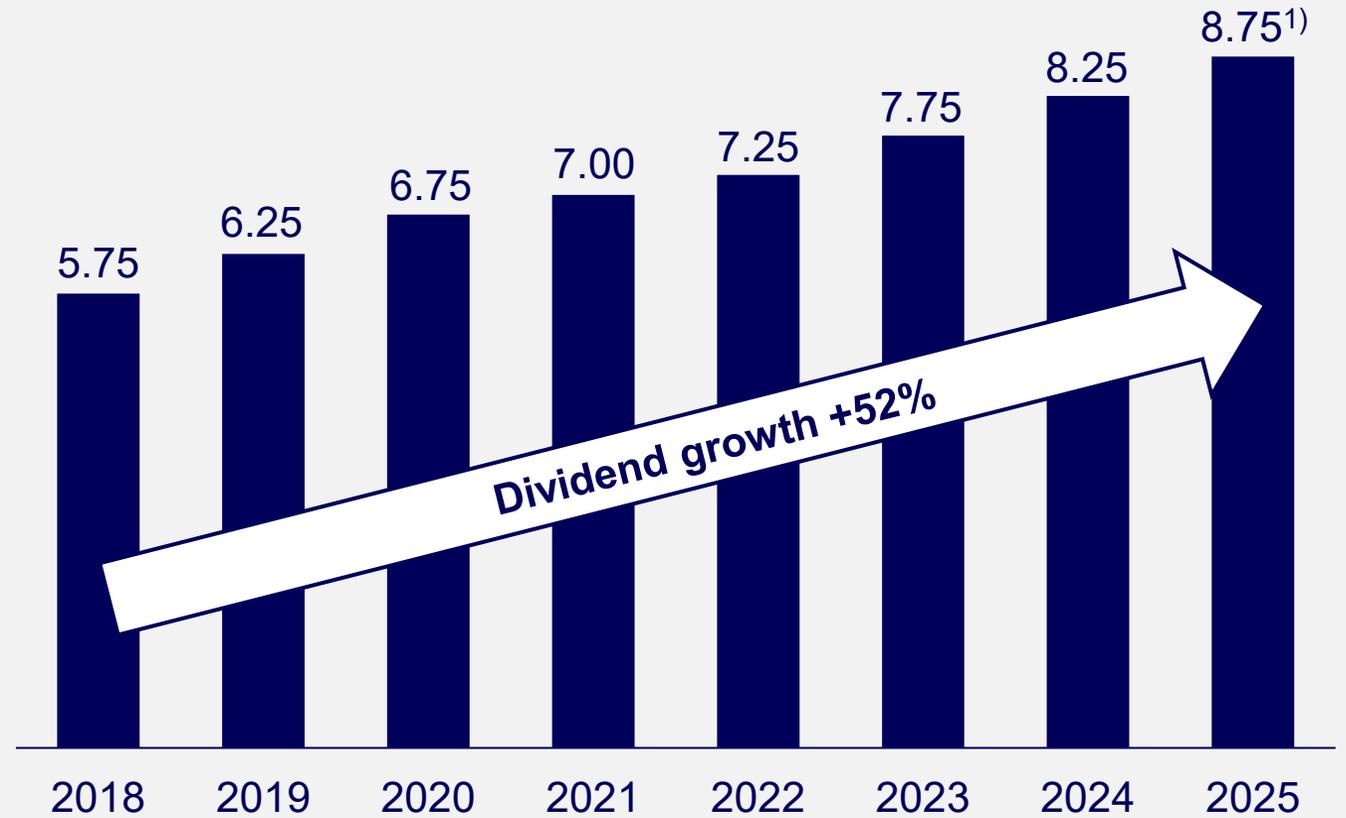
¹⁾ Earnings per share for continuing operations. Earnings per share for total operations were impacted positively by the capital gain from the divestment of the holding in Vinda and amounted to SEK 29.83.

Proposed increased dividend

Proposed dividend¹⁾

SEK 8.75
per share
+6%

Dividend, SEK per share



¹⁾ Board of Directors proposal for the 2025 fiscal year

Strengthened conditions for profitable growth

Improved customer and
consumer offering

A more agile and
customer-centric
organization

Savings program for
investment in
profitable growth

Acquisition of feminine
care in North America



Strategic initiative in North America

- Acquisition of Edgewell's feminine care business in North America
- Aligned with Essity's strategy to focus on categories with high potential for profitable growth in attractive geographies
- Purchase price USD 340m (approximately SEK 3bn)



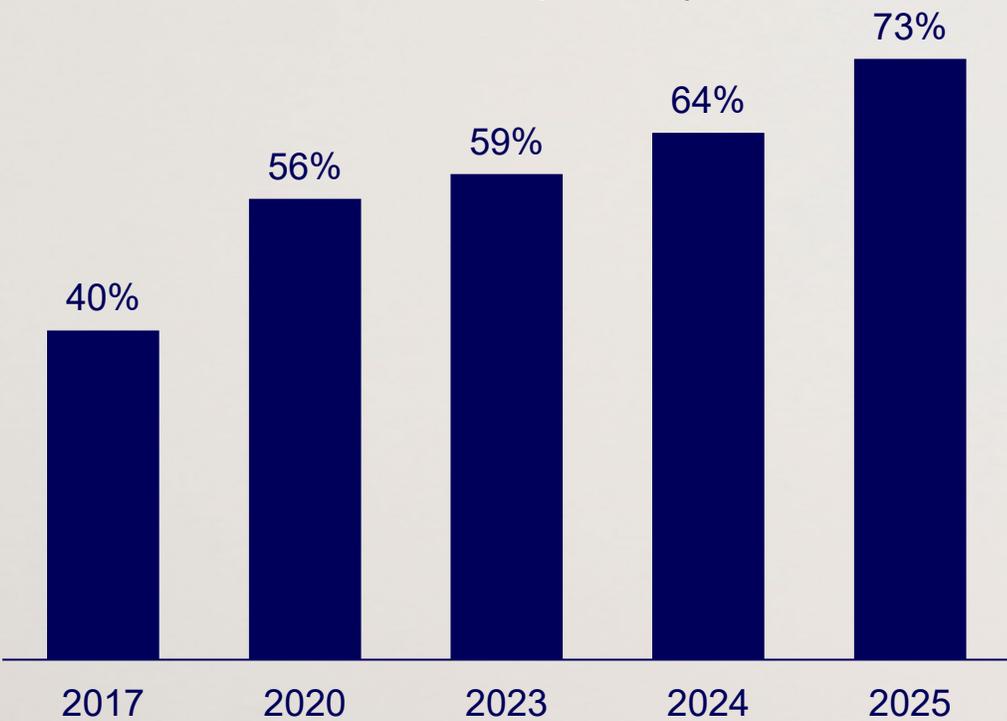
Carefree.
ob. Stayfree™
Playtex®

Innovations based on customer and consumer insight



Strong innovation performance

"Product superiority"



Increased reach with our strong brands



Think ahead.



The Shard
London, UK



Wembley Stadium
London, UK



The Eiffel Tower
Paris, France



Port Aventura World Amusement Park
Tarragona, Spain



The UN headquarters
New York, USA



Camp Nou
Barcelona, Spain



Allianz Arena
München, Germany



The Royal Palace
Stockholm, Sweden



Yankee Stadium
New York, USA



Impactful, courageous and award-winning marketing



V-Brand

1 GOLD, 3 BRONZE
CREATIVE STRATEGY
FILM
FILM CRAFT
HEALTH & WELLNESS

AMV BBDO

NEVER JUST A PERIOD,
BODYFORM/ LIBRESSE



Doyle Dane Bernbach

2025
CANNES LIONS

Nosotras

M E
feat.
M E

SILVER BRONZE

AUDIO & RADIO

SHORTLISTED
2 X HEALTH & WELLNESS
1 X AUDIO & RADIO

Doyle Dane Bernbach

2025
CANNES LIONS

Nosotras

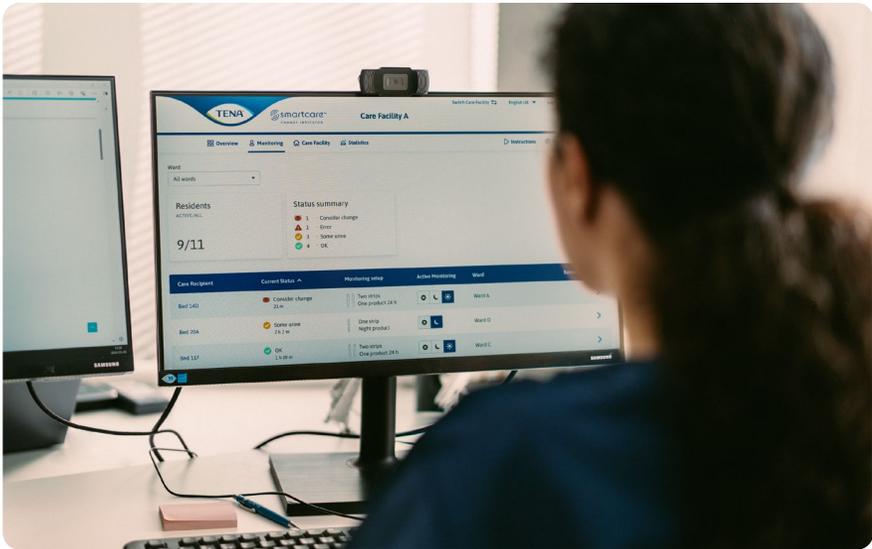
M E
feat.
M E

1 Silver
1 SHORTLISTED

ENTERTAINMENT
LIONS FOR MUSIC



Smart products for cost-efficient care



Leadership in sustainability

Science-based climate targets, Scope 1 and 2

Target 2030 (vs 2016) **-35%** Outcome 2025 **-27%**

Sustainable innovations

Target (annual) **>50%** Outcome 2025 **80%**



Highly engaged employees

Company culture and sense of belonging



Clear goals and priorities



Strong leadership

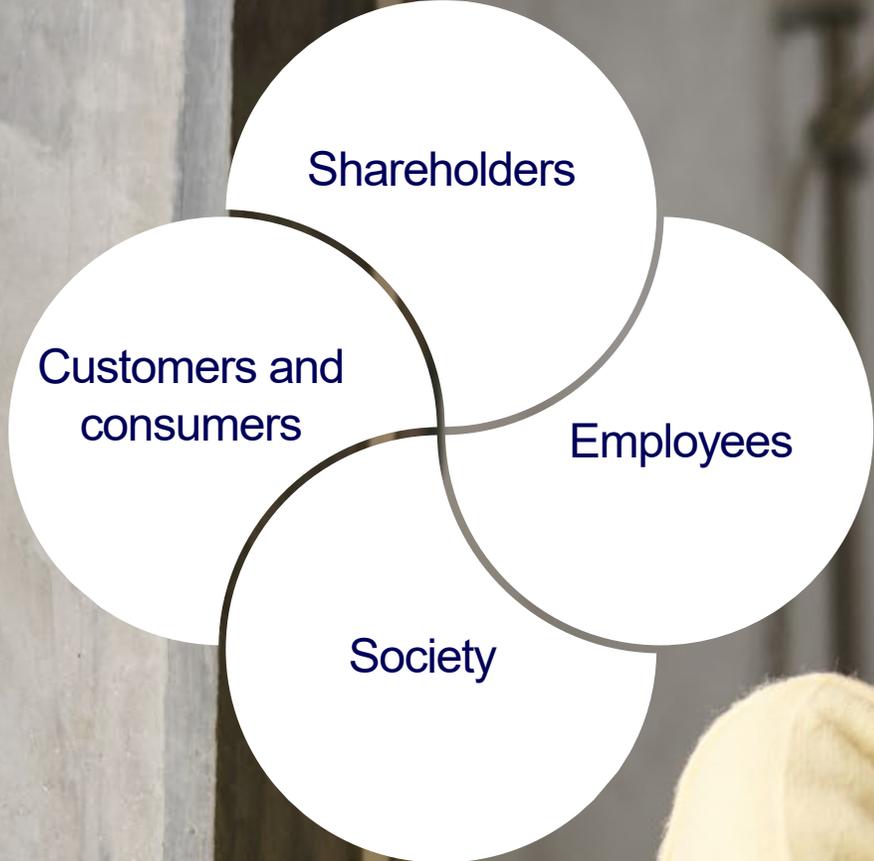


Employee satisfaction

79

+4 pp vs benchmark

Shareholder value through value creation for more people



Well positioned for profitable growth

Position
#1 or #2

90%

of branded sales

Higher
market shares*

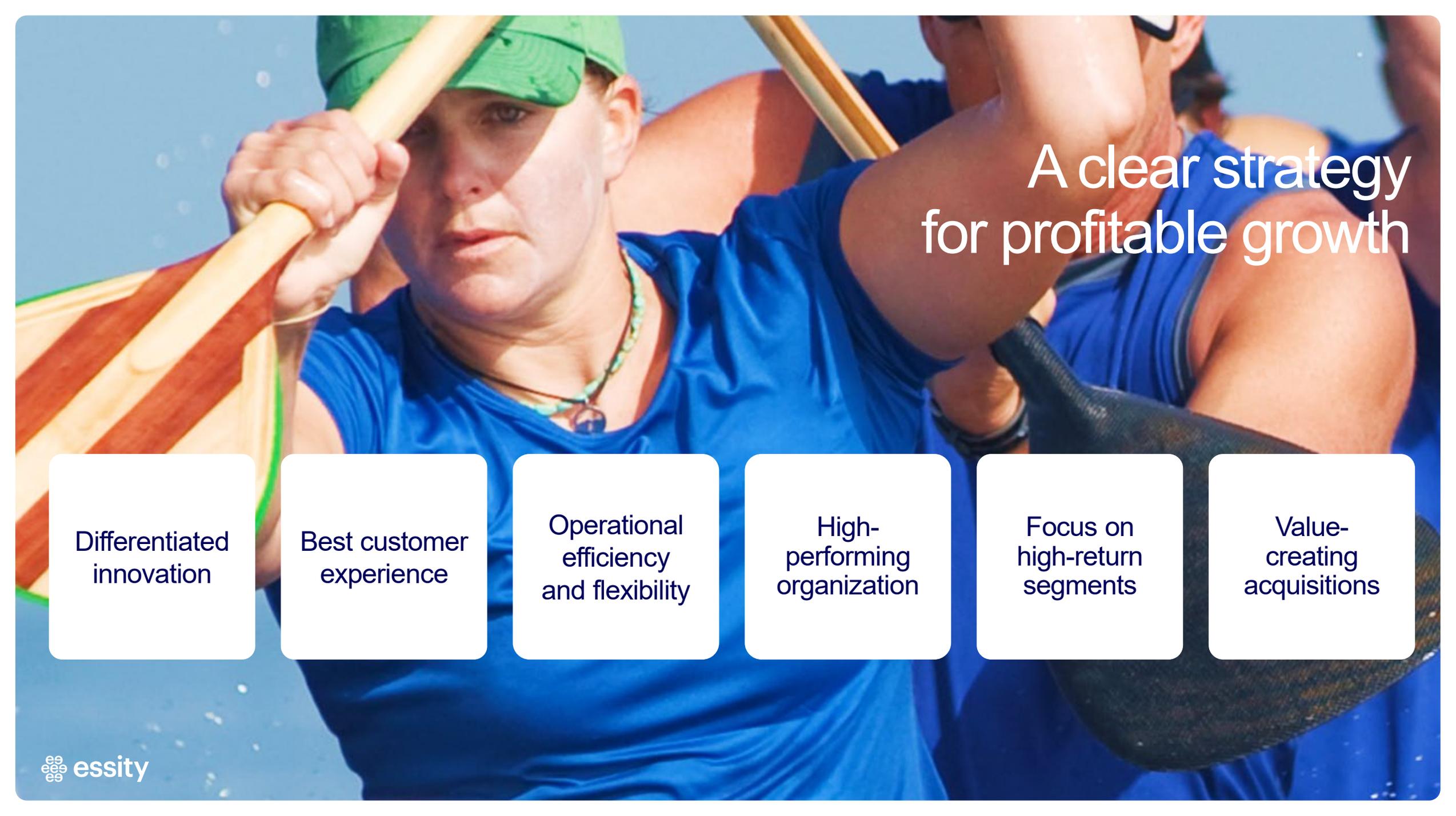
65%

Favourable trends

- Aging population globally
- Increased focus on health and well-being

* Market share development for branded sales in retail, Q4 2025 compared with Q4 2024





A clear strategy for profitable growth

Differentiated
innovation

Best customer
experience

Operational
efficiency
and flexibility

High-
performing
organization

Focus on
high-return
segments

Value-
creating
acquisitions



Priorities 2026

Drive profitable growth

- › Grow market shares, driven by innovation
- › Integrate the Edgewell acquisition and strengthen the Personal Care business in North America
- › Deliver on the savings program to invest in profitable growth
- › Unlock the full potential of the organization

Financial targets for profitable growth and increased shareholder value

Annual organic sales growth

>3%

EBITA margin excl. IAC

>15%

A healthcare worker in blue scrubs is smiling warmly at an elderly patient in a hospital room. The patient is wearing a light blue hospital gown and has white hair. The healthcare worker is leaning in, and the patient is looking up at her. The background shows a hospital bed with a colorful blanket and a walker.

“With the vision to be the undisputed global leader in hygiene and health”

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 report for a better understanding of these risks and uncertainties.



