

SEB Large Cap seminar

Ulrika Kolsrud
President and CEO

August 18, 2026



Essity – a global, leading hygiene and health company

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

Playtex

Libresse

Nosotras

Saba

**TOM
ORGANIC**

knix

modibodi

With strong financial fundamentals

Key figures 2025

Net sales

138 SEKbn

EBITA excl IAC

19.6 SEKbn

EBITA excl IAC margin

14.1 %

Operating cash flow

15.0 SEKbn

Net debt/EBITDA excl IAC

1.0

ROCE excl IAC

17.2 %

Enabling increasing shareholder returns

Earnings per share

18.37 SEK
+50% vs 2021

Dividend per share

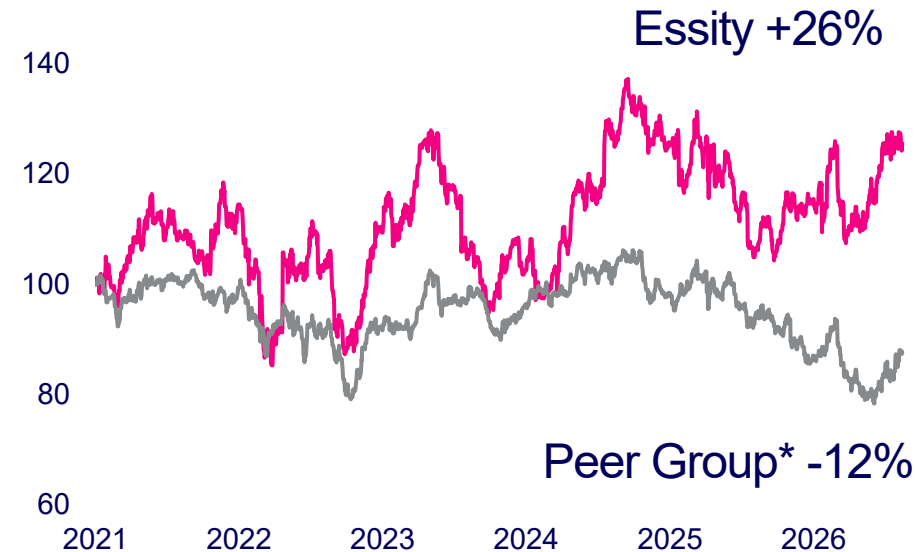
8.75 SEK
+25% vs 2021

Share buybacks

9.0 SEKbn
2024-2026

Total shareholder return 2021 – YTD 2026

Index



*The peer group consists of Procter & Gamble, Kimberly-Clark, Ontex, Unicharm, Smith & Nephew, Convatec, Hartmann, Cascades and Duni.

Strengthening the conditions for profitable growth

Decentralized organization with end-to-end accountability

Savings program for investment in profitable growth

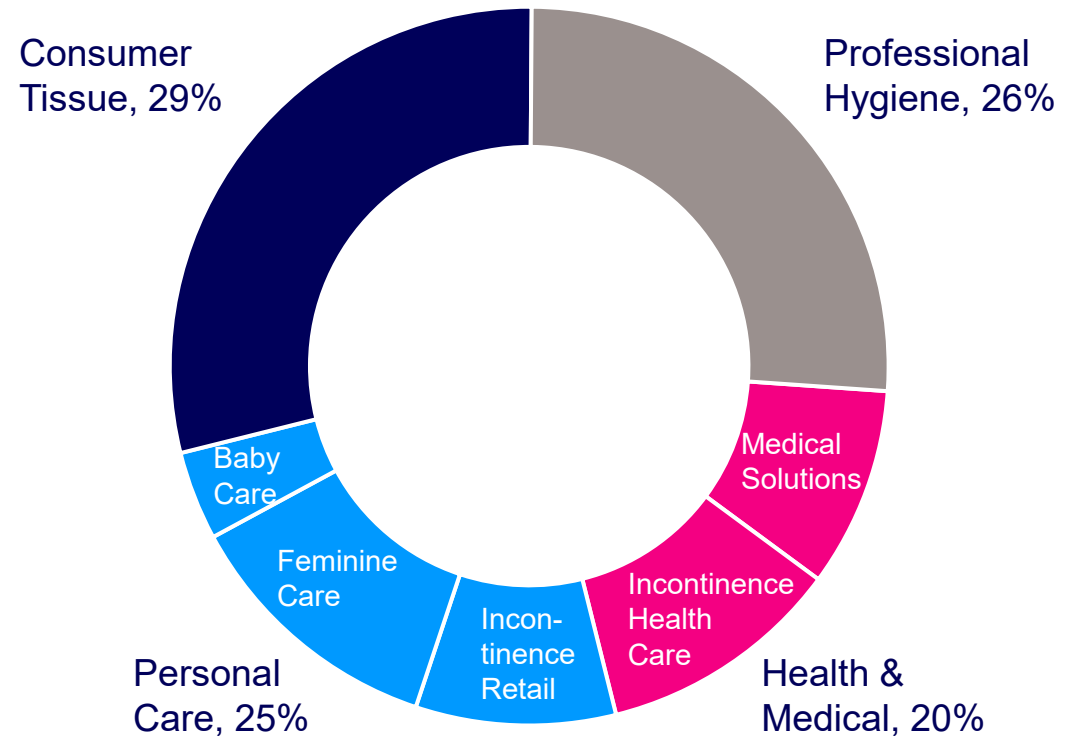
Feminine Care acquisition in North America

Review of portfolio composition

Strategic review of Consumer Tissue initiated

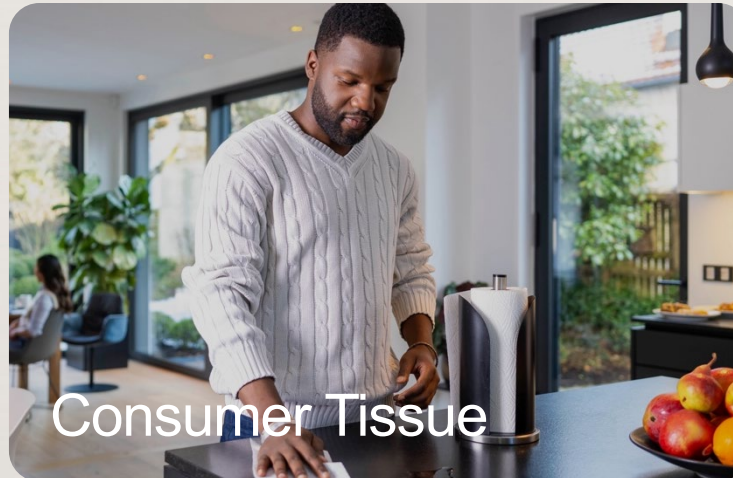
- Aiming to create the best possible conditions for the Consumer Tissue and the Group to develop to their full potential and maximize value creation
- Part of our efforts to optimize Essity's product portfolio and increase the share of products with the highest added value and returns
- Different strategic alternatives will be evaluated and may lead to separation, although no such decisions have yet been taken

Net sales split H1 2026



Sharpening focus and execution

- Financial goals for each business area with end-to-end accountability
- Clear actions and targeted initiatives to increase profitable growth
- Incentives aligned to drive progress



Committed to our financial targets

Annual organic
sales growth

>3%

EBITA margin
excl. IAC

>15%

Actions to accelerate progress and returns

A photograph of three female sprinters in action during a hurdle race at the Torino 2015 Memorial Nebiolo. The athlete on the left is wearing a yellow and black singlet with bib number 37. The athlete in the center is wearing a black singlet with bib number 34. The athlete on the right is wearing a black singlet with bib number 33. They are all in mid-air, clearing blue hurdles. The background is a blurred stadium.

Lowering our
cost base
further

Sharpening
the innovation
agenda

Investing
to grow

Accelerating
portfolio shift

A healthcare worker in blue scrubs is smiling and talking to an elderly patient in a hospital room. The patient is wearing a green sweater and has white hair. The background shows a hospital bed 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.



Q&A



