



Danske Bank Copenhagen Winter Seminar

November 26, 2025

Fredrik Rystedt
Executive Vice President and CFO

Essity – A global, leading hygiene and health company

146

Net sales
2024, SEKbn

20.3

EBITA excl. IAC
2024, SEKbn

150

Sales in
countries

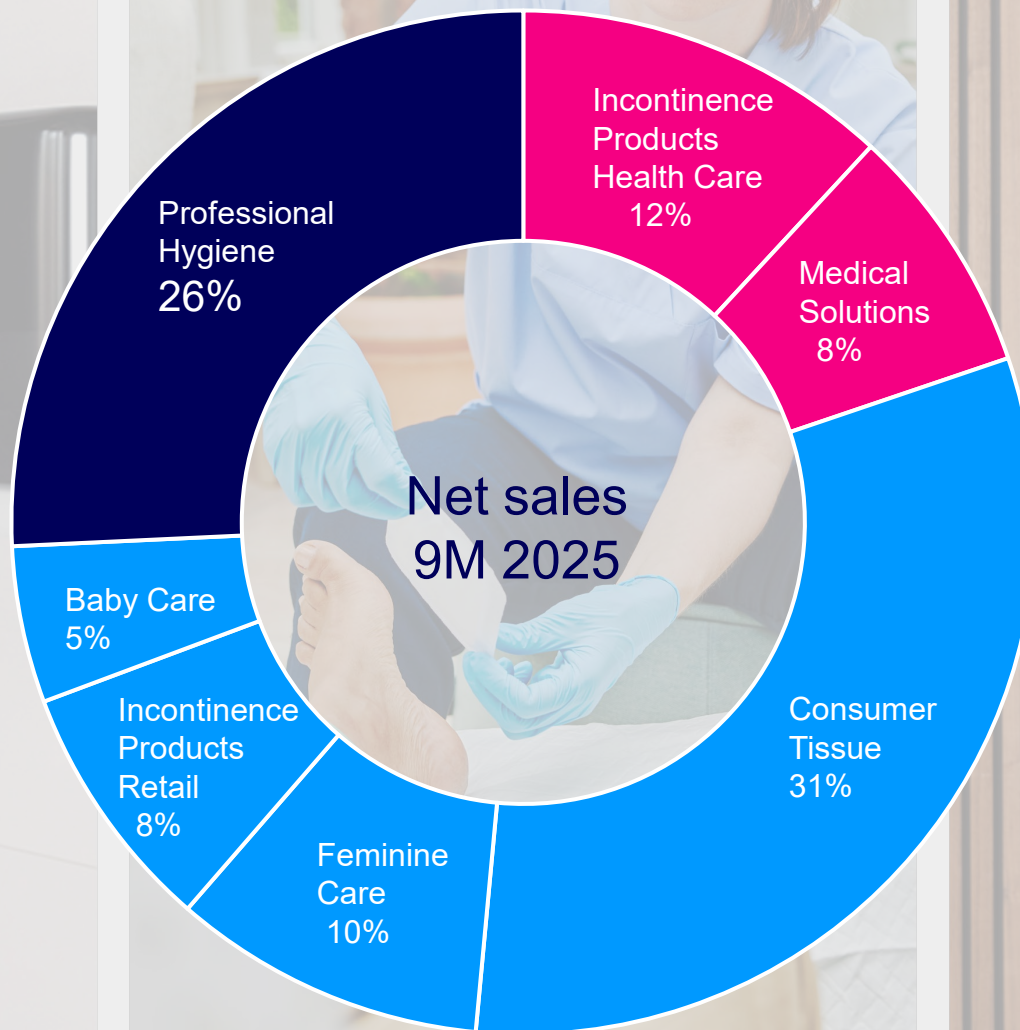
36,000

Employees

70

Production
facilities

Our hygiene and health categories



Leading with strong brands and positions



Essity's global market growth exposure

North America

2-3%

Europe

1-2%

Asia

3-4%

Latin America

2-3%

Global


2-3%

Other

4-5%



Accelerating profitable growth



Focus on
high yielding
segments

Grow in
attractive
geographic
areas

Differentiated,
insight-based
innovations

Deliver
superior
customer
experience

Capture
efficiencies
across the
value chain

Strong
performance
culture

Financial targets

Annual Organic
Sales Growth

>3%

EBITA Margin
excl. IAC

>15%

Highlights Q3 2025

- Positive organic sales growth with higher prices, positive volumes and product mix
- Higher margins
- Strong cash flow
- Impactful innovations
- Measures launched to accelerate profitable growth:
 - **Reshape of organization** to be faster, more focused and more agile
 - Group-wide **cost savings program**

Organic sales growth

+0.9%

EBITA excl. IAC

SEK
5,056m

EBITA margin excl. IAC

14.6%

EPS

SEK
4.86

Actions to fuel growth and improve performance

Reshaping
the organization

Cost savings
program

Unlocking the power of the organization,
freeing up resources to accelerate profitable growth and
maximizing the potential of Essity's product portfolio

Acquisition of Edgewell's feminine care business

- Net sales¹⁾: USD 261m (SEK ~2.5bn)
- Includes the **Carefree**, **Stayfree**, and **o.b.** brands in the US, Canada and Caribbean, and the global feminine care rights for the **Playtex** brand
- A production facility in Dover, Delaware
- Approx 500 employees
- Purchase price USD 340m (SEK ~3.2bn)

¹⁾ For 12 months ending June 30, 2025



Delivering on our M&A strategy

Rationale

- Growth contribution
- Add capabilities
- Portfolio shift

M&A Priorities

Health & Medical

- Advanced wound care
- Compression therapy
- US presence

Consumer Goods

- Feminine Care
- US presence

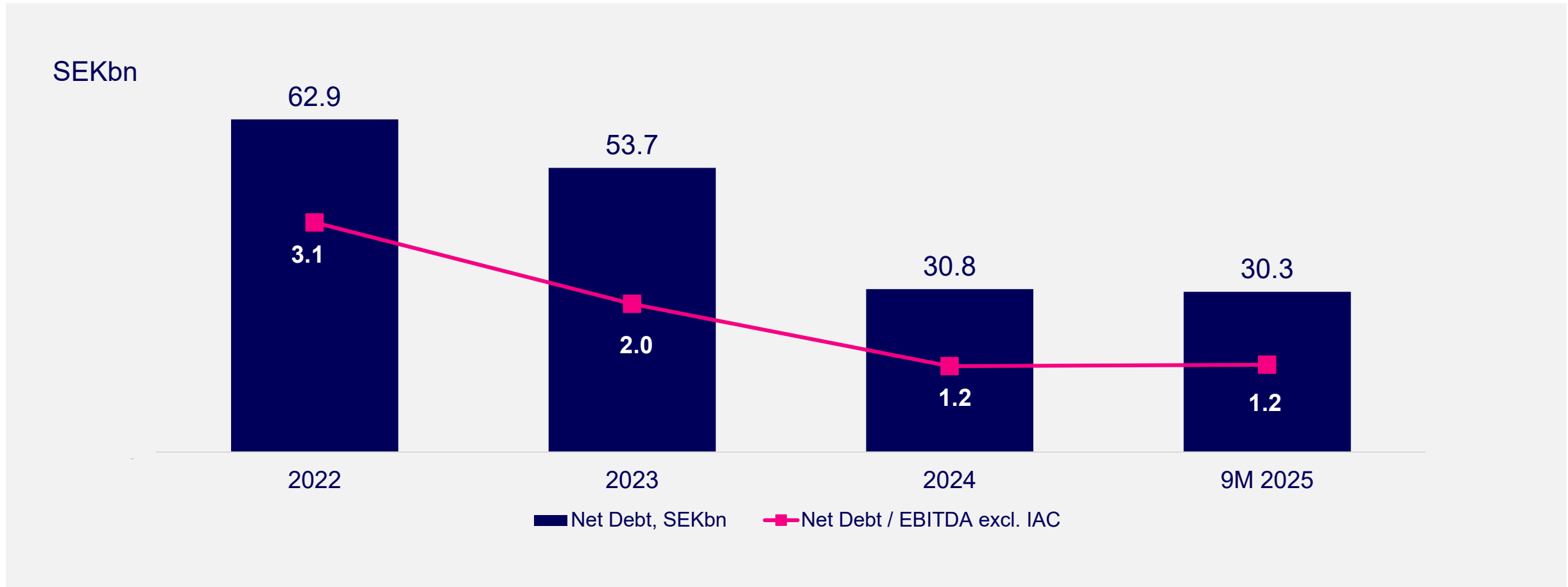


Professional Hygiene

- Soap & sanitizer
- Wiping & cleaning
- D&E presence

Balance sheet

Continued reduction of net debt



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



For everybody and every body

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

