Press release
September 24, 2026

Unlocking the potential of Arjo

At today's Capital Markets Day, Arjo presents a new strategy to strengthen performance by focusing on its core strengths while building a stronger platform for the future. The strategy includes a more customer-centric operating model and a firm commitment to deliver an EBIT improvement of approximately 350 MSEK versus 2025 by mid-2029.

The strategy builds on Arjo's leading positions and core capabilities, with a focus on increasing penetration in underpenetrated segments, sharpening portfolio priorities and leveraging capabilities more effectively across markets and functions. Together, these initiatives are expected to strengthen execution, improve profitability and create a stronger platform for sustainable growth.

A new fit-for-growth operating model

A central part of the strategy is to establish a more customer-centric operating model. The model is built around five empowered regions with clear accountability, supported by clarity in roles and responsibilities across the organization. It is designed to reduce complexity, strengthen accountability and enable faster decision-making closer to customers, while improving how Arjo leverages the Group's diversity and scale.

A clear EBIT improvement commitment

Arjo commits to an EBIT improvement of **350 MSEK +/- 25 versus 2025, by mid-2029**, driven by a more effective operating model, procurement spend reduction, and improved commercial excellence. The improvement requires a one-time investment of approximately **370 MSEK, largely incurred by 2027,** and is expected to establish a structurally lower cost base and recurring EBIT improvement going forward.

"Arjo has a lot to be proud of, but we are not yet performing to our full potential. This strategy is about reconnecting to our core strengths while building a simpler, more focused and commercially viable company. By empowering our regions, improving how we work together and leveraging our scale more effectively, we will improve execution, strengthen performance and create a stronger platform for future growth," says Andréas Elgaard, President & CEO.

New financial targets presented during Q1 2027

Arjo will continue to further detail and implement the initiatives underpinning the strategy. Updated financial targets, reflecting the expected impact of the strategic and operational measures, will be presented during the first quarter 2027.

A link to the live streaming is available here: https://arjo.events.inderes.com/cmd-2026

Presentations and a recording of the event will be made available on Arjo's website later in the day.

For more information, please contact:

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About Arjo

At Arjo, we believe that empowering movement within healthcare environments is essential to quality care. Our products and solutions for patient transfers, hygiene, disinfection, diagnostics, treating leg ulcers, prevention of pressure injuries and deep vein thrombosis, and our medical beds are all designed to promote mobility, safety and dignity in all care situations. With approximately 7 000 people worldwide and almost 70 years of caring for patients and healthcare professionals, we are committed to driving healthier outcomes for people facing mobility challenges. www.arjo.com