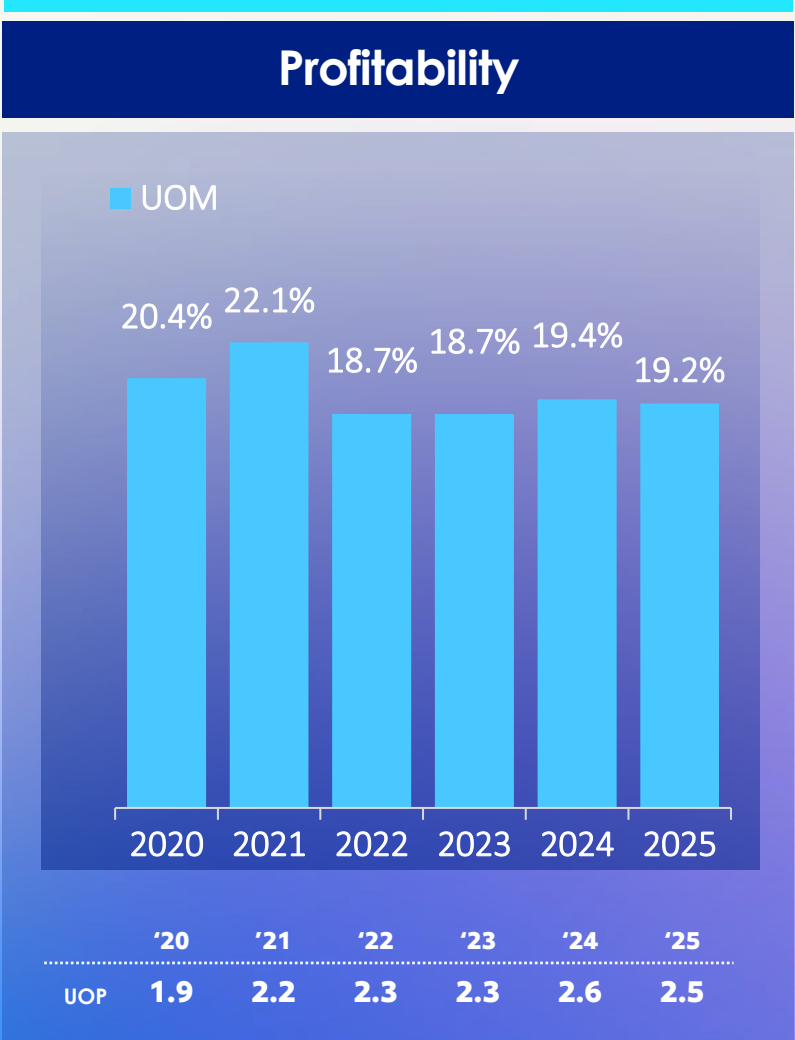
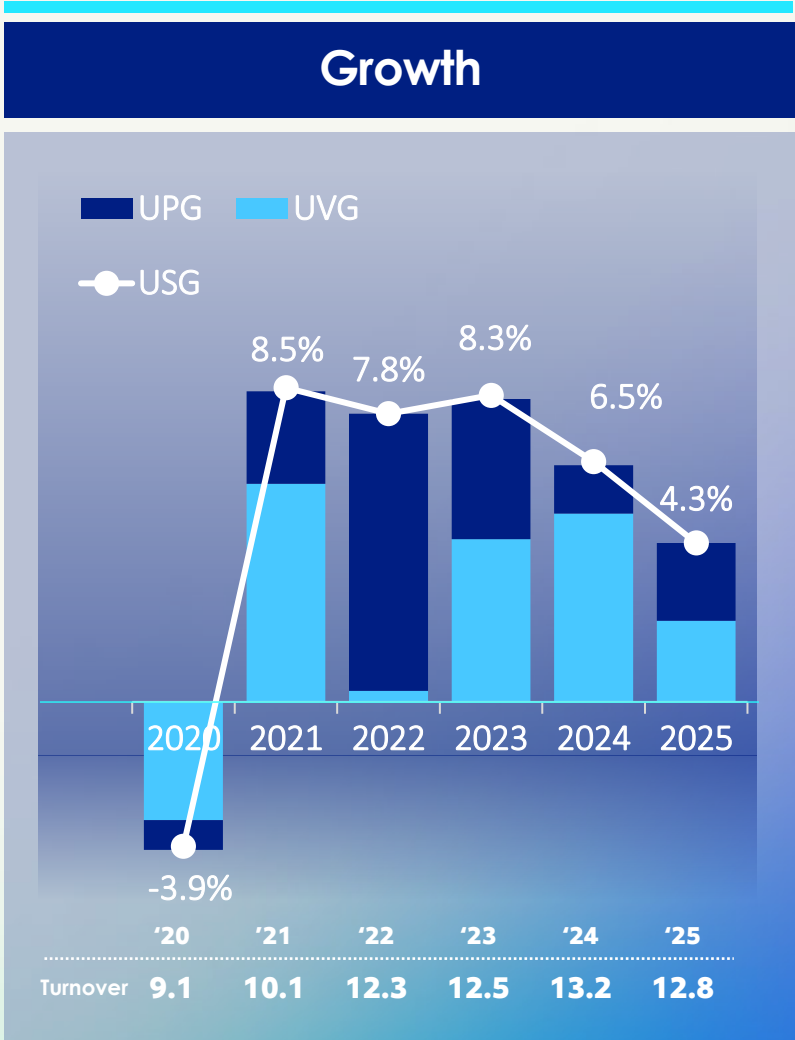
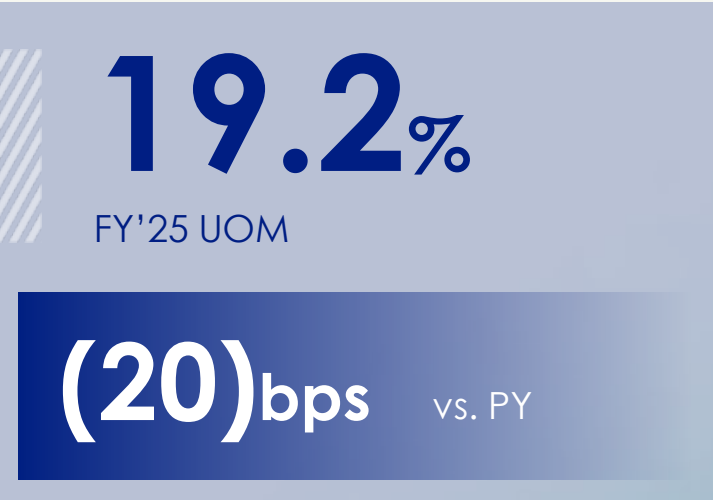


Unilever

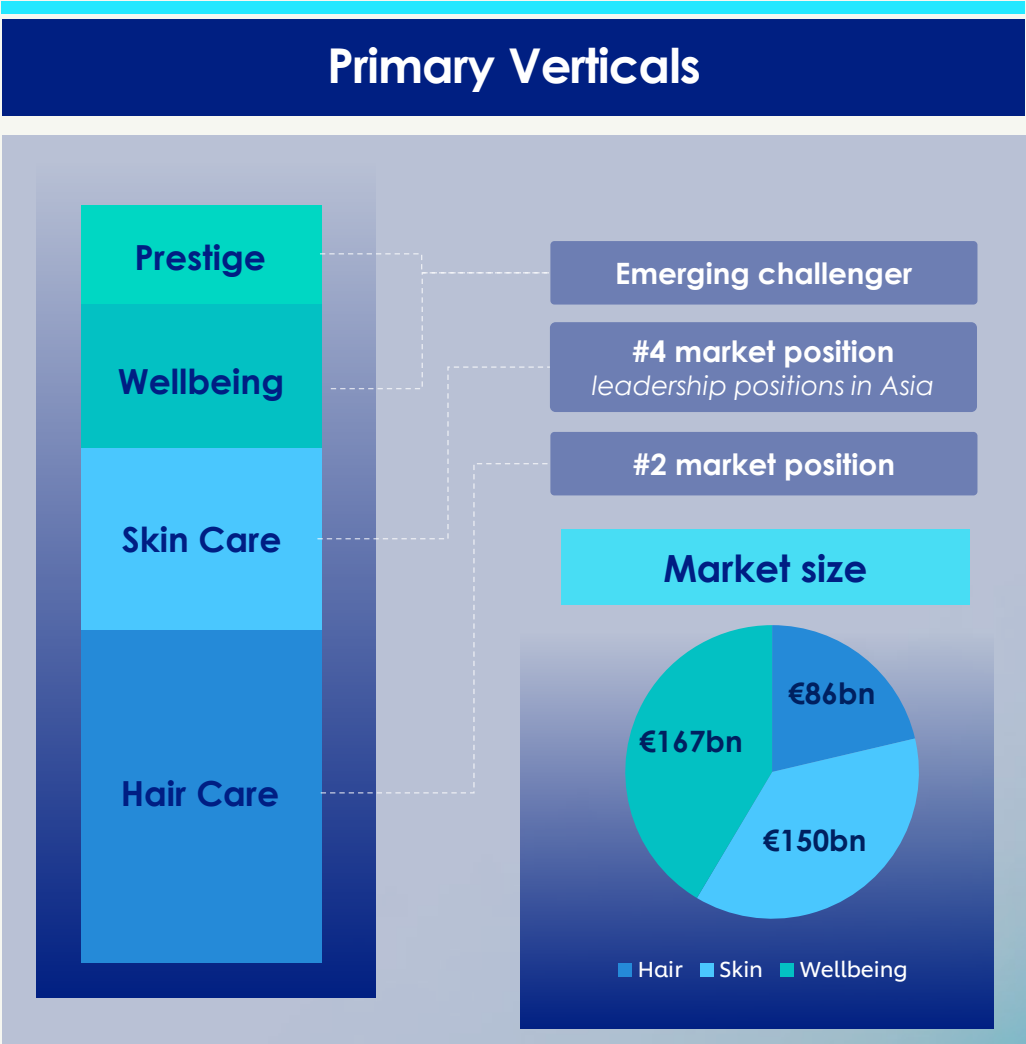
# Beauty & Wellbeing Overview



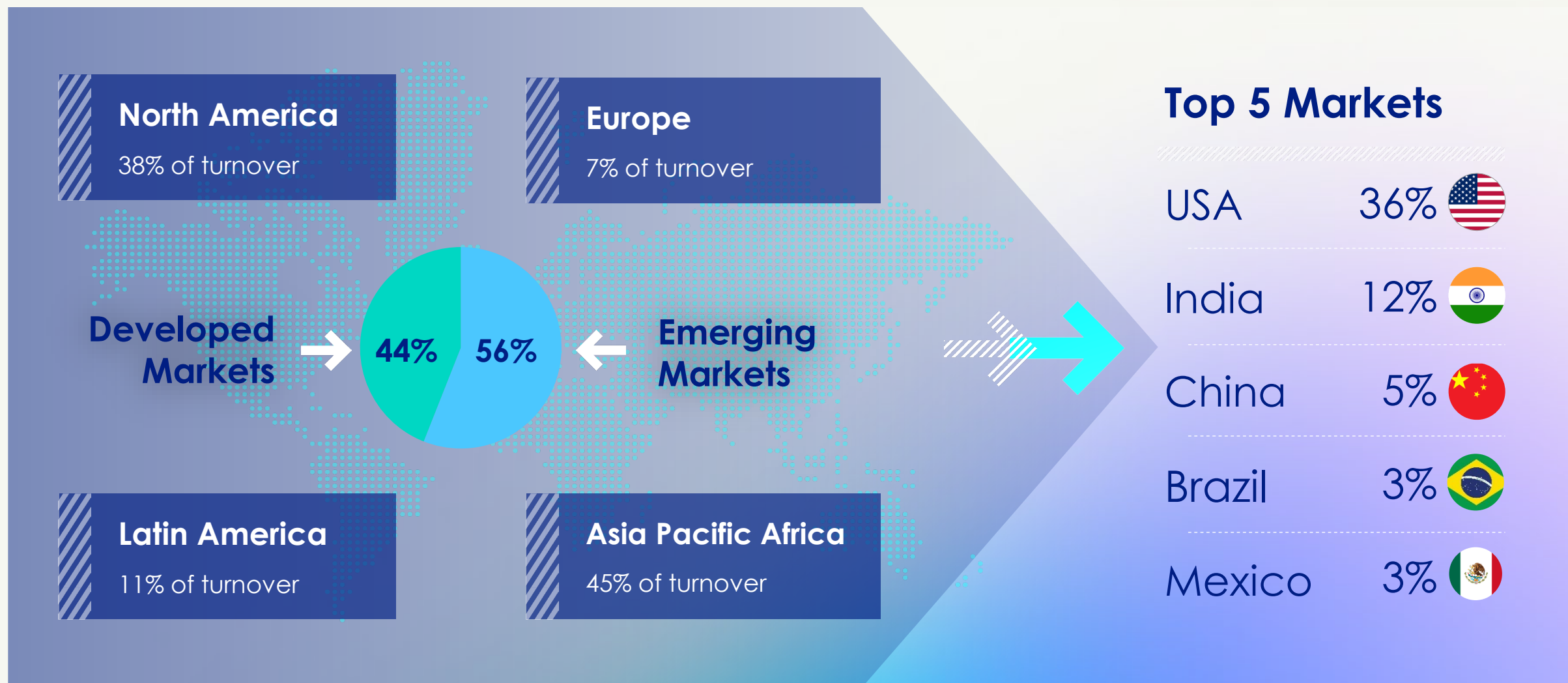
# Beauty & Wellbeing at a glance



# Beauty & Wellbeing overview



# Key geographies and markets



Beauty & Wellbeing Financials

|                | Turnover<br>(€bn) | USG %  | UVG %  | UPG %  | UOP<br>(€bn) | UOM % |
|----------------|-------------------|--------|--------|--------|--------------|-------|
| 2020           | 9.1               | (3.9)% | (3.2)% | (0.8)% | 1.9          | 20.4% |
| 2021           | 10.1              | 8.5%   | 5.9%   | 2.5%   | 2.2          | 22.1% |
| 2022           | 12.3              | 7.8%   | 0.3%   | 7.5%   | 2.3          | 18.7% |
| 2023           | 12.5              | 8.3%   | 4.4%   | 3.8%   | 2.3          | 18.7% |
| 2024           | 13.2              | 6.5%   | 5.1%   | 1.3%   | 2.6          | 19.4% |
| 2025           | 12.8              | 4.3%   | 2.2%   | 2.1%   | 2.5          | 19.2% |
| 5-year<br>CAGR | 7.2%              | 7.1%   | 3.6%   | 3.4%   | 5.9%         |       |