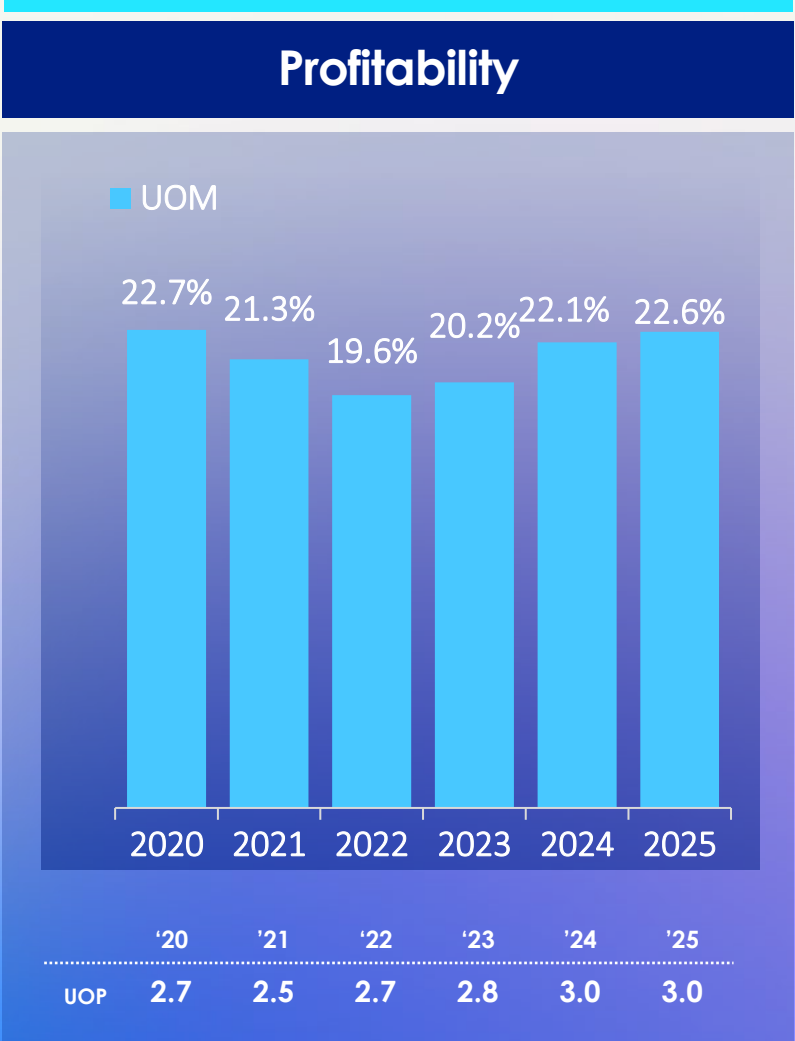
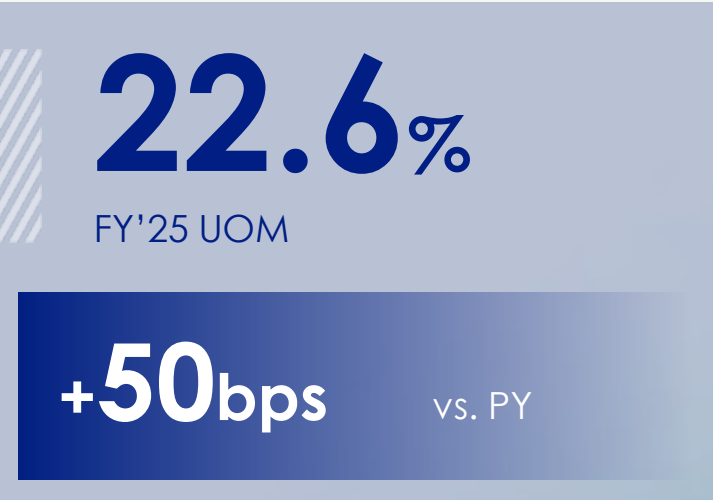


Unilever

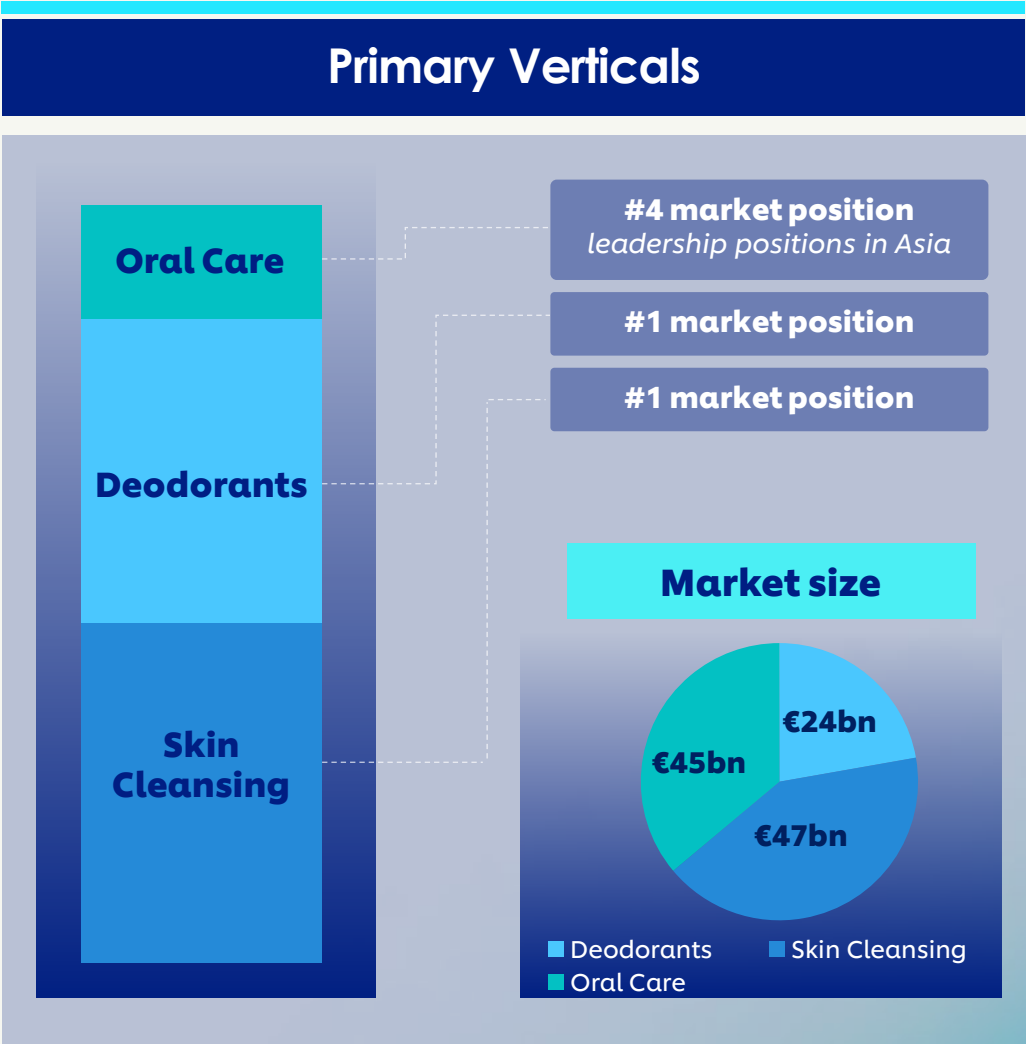
# Personal Care Overview



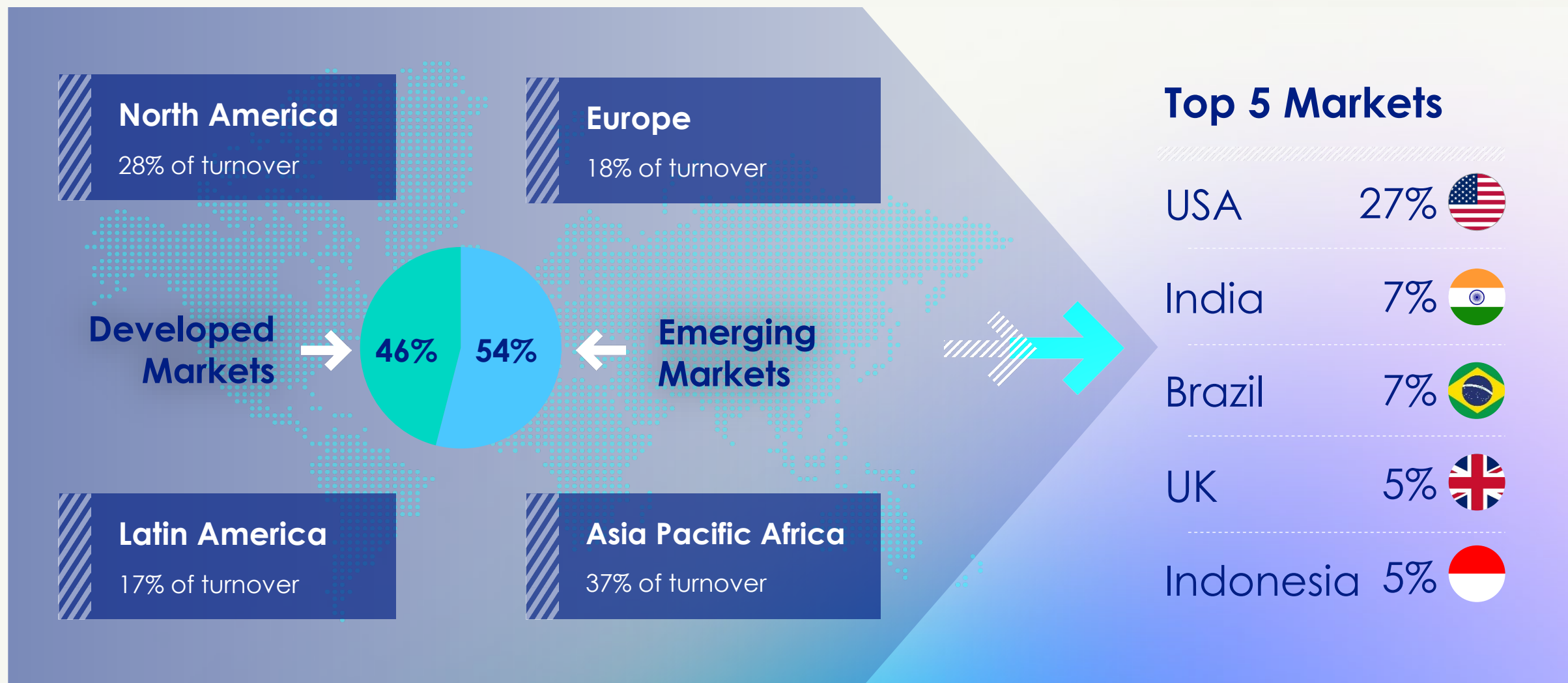
# Personal Care at a glance



# Personal Care overview



# Key geographies and markets



Personal Care Financials

|                | Turnover<br>(€bn) | USG % | UVG %  | UPG % | UOP<br>(€bn) | UOM % |
|----------------|-------------------|-------|--------|-------|--------------|-------|
| 2020           | 12.0              | 5.3%  | 4.8%   | 0.5%  | 2.7          | 22.7% |
| 2021           | 11.8              | 0.3%  | (3.1)% | 3.5%  | 2.5          | 21.3% |
| 2022           | 13.6              | 7.9%  | (3.7)% | 12.1% | 2.7          | 19.6% |
| 2023           | 13.8              | 8.9%  | 3.2%   | 5.5%  | 2.8          | 20.2% |
| 2024           | 13.6              | 5.2%  | 3.1%   | 2.1%  | 3.0          | 22.1% |
| 2025           | 13.2              | 4.7%  | 1.1%   | 3.6%  | 3.0          | 22.6% |
| 5-year<br>CAGR | 1.8%              | 5.4%  | 0.1%   | 5.3%  | 1.7%         |       |