

Beauty & Wellbeing Overview



Beauty & Wellbeing at a glance

€12.8bn

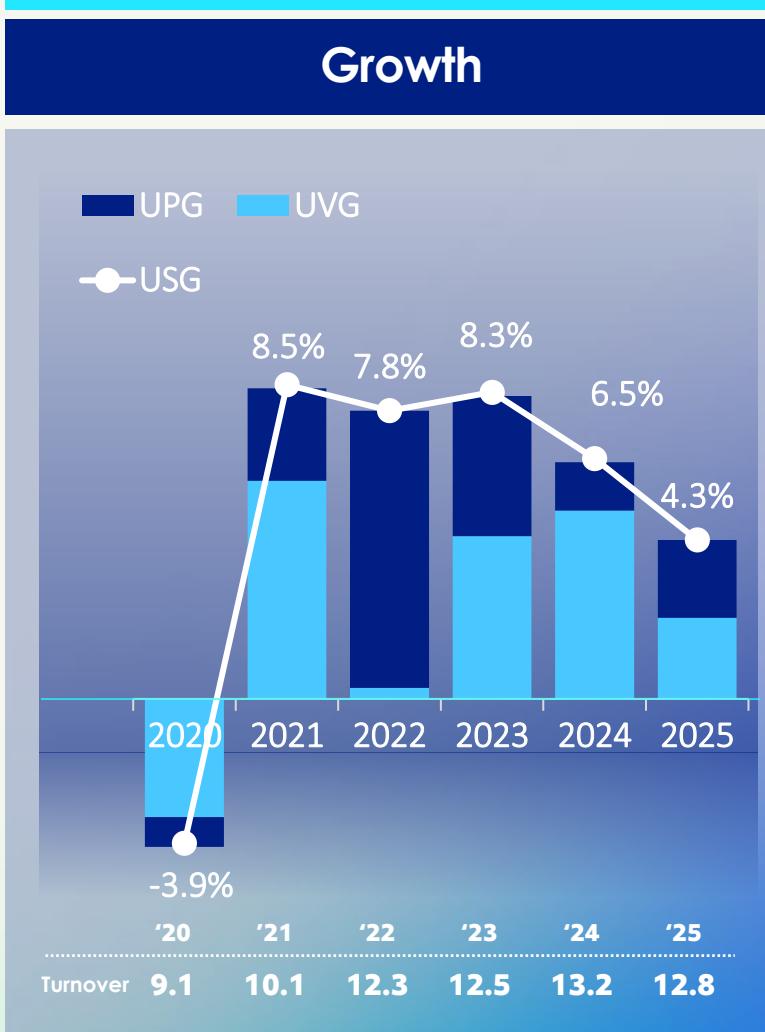
FY'25 Turnover

4.3% FY'25 USG

19.2%

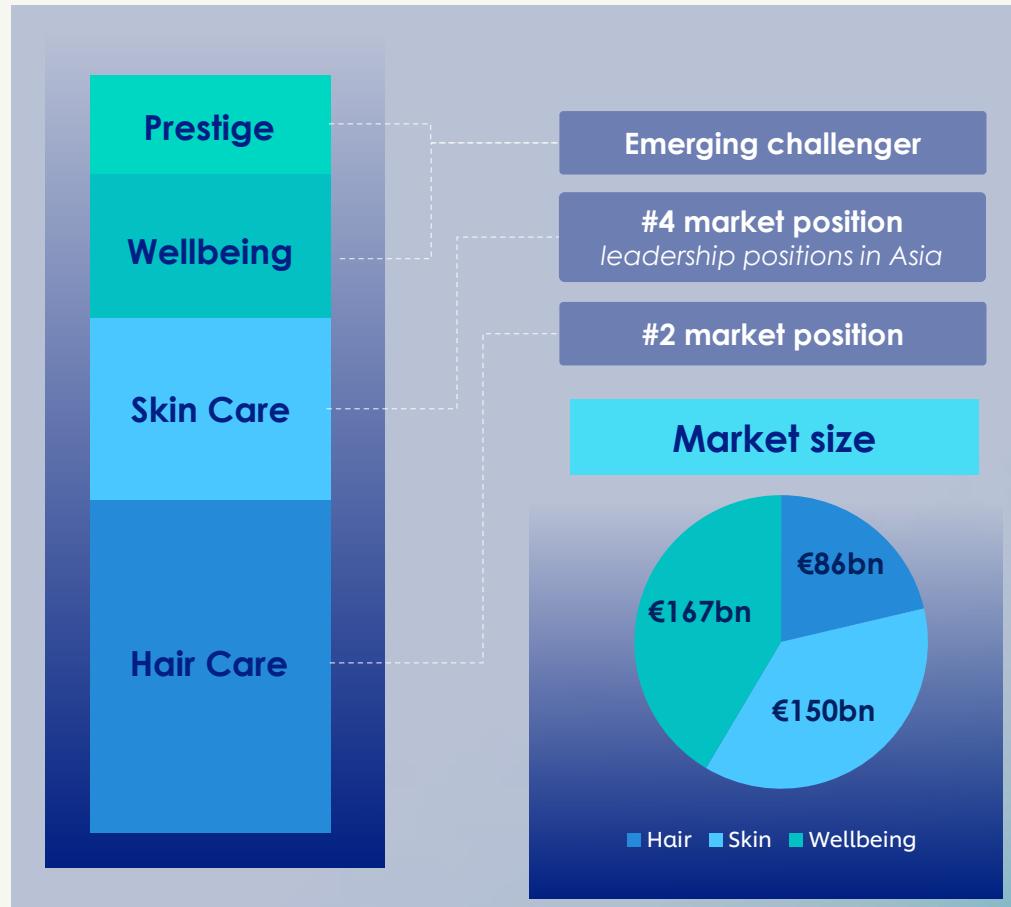
FY'25 UOM

(20)bps vs. PY



Beauty & Wellbeing overview

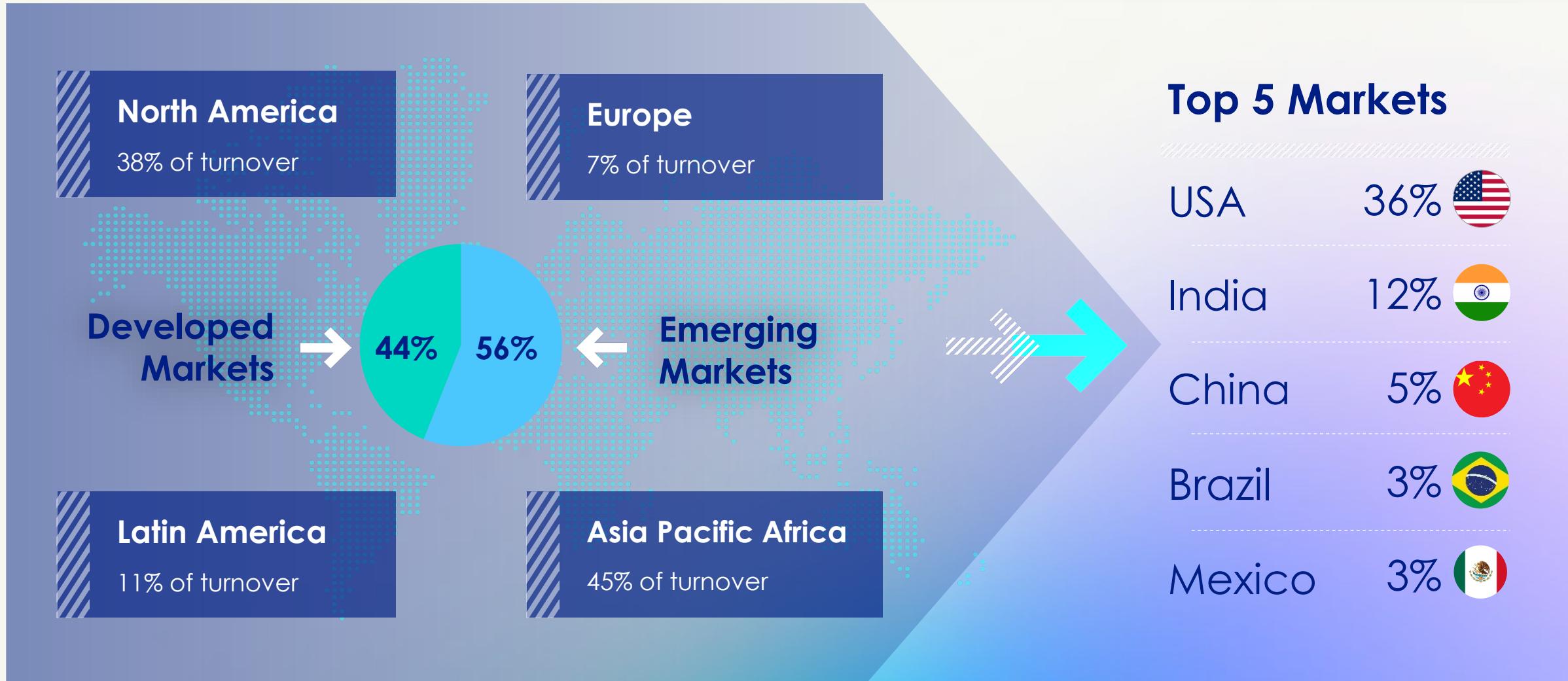
Primary Verticals



Power Brands



Key geographies and markets



Beauty & Wellbeing Financials

	Turnover (€bn)	USG %	UVG %	UPG %	UOP (€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 CAGR	7.2%	7.1%	3.6%	3.4%	5.9%	