

Unilever

Home Care Overview



Home Care at a glance

€11.6bn

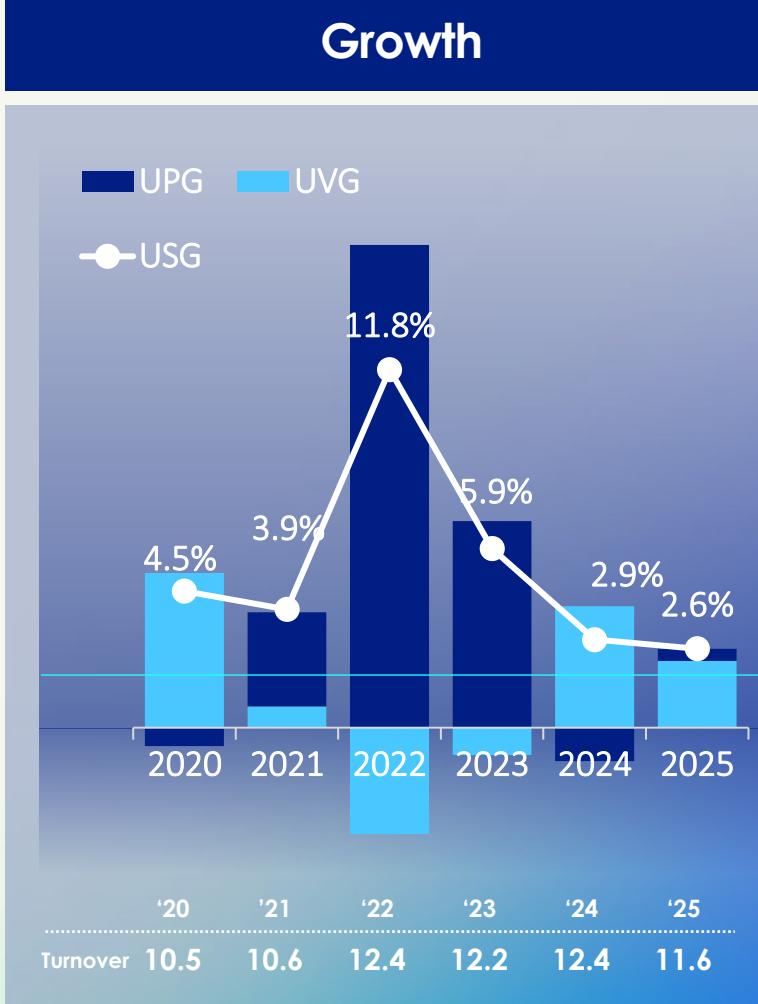
FY'25 Turnover

2.6% FY'25 USG

14.9%

FY'25 UOM

+40bps vs. PY



Home Care overview

Primary Verticals

Fabric Enhancers

Home & Hygiene

Fabric Cleaning

#2 market position

#4 market position

#2 market position

Market size



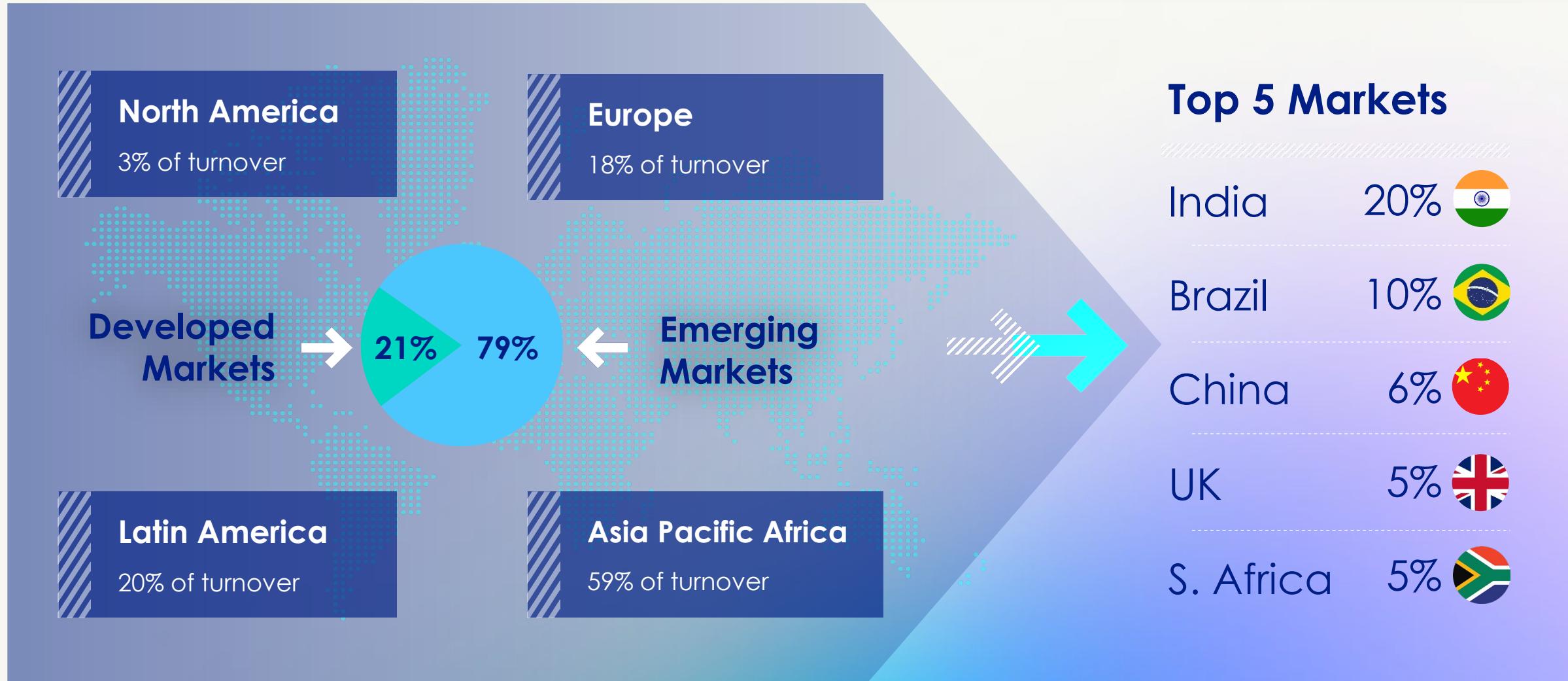
€23bn
€70bn
€63bn

■ Fabric Cleaning ■ Home & Hygiene
■ Fabric Enhancers

Power Brands



Key geographies and markets



Home Care Financials

	Turnover (€bn)	USG %	UVG %	UPG %	UOP (€bn)	UOM %
2020	10.5	4.5%	5.1%	(0.6)%	1.5	14.5%
2021	10.6	3.9%	0.7%	3.1%	1.4	13.4%
2022	12.4	11.8%	(3.5)%	15.9%	1.3	10.8%
2023	12.2	5.9%	(0.9)%	6.8%	1.5	12.3%
2024	12.4	2.9%	4.0%	(1.1)%	1.8	14.5%
2025	11.6	2.6%	2.2%	0.4%	1.7	14.9%
5-year CAGR	2.0%	5.3%	0.5%	4.9%	2.5%	