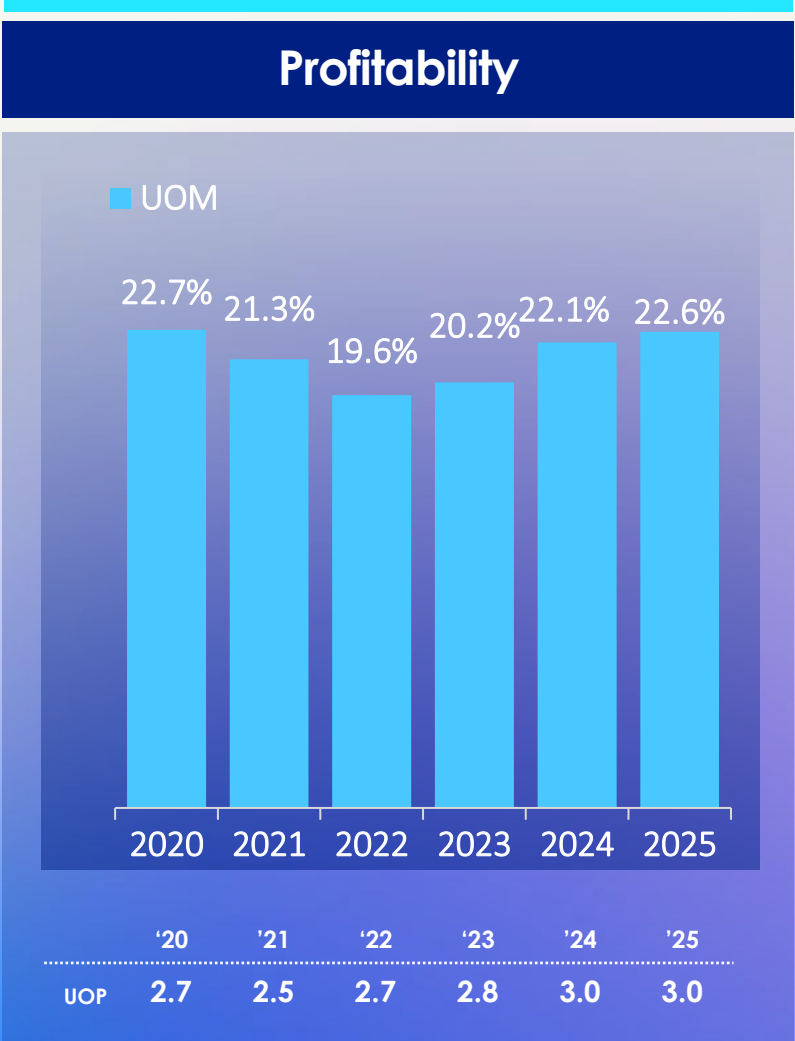
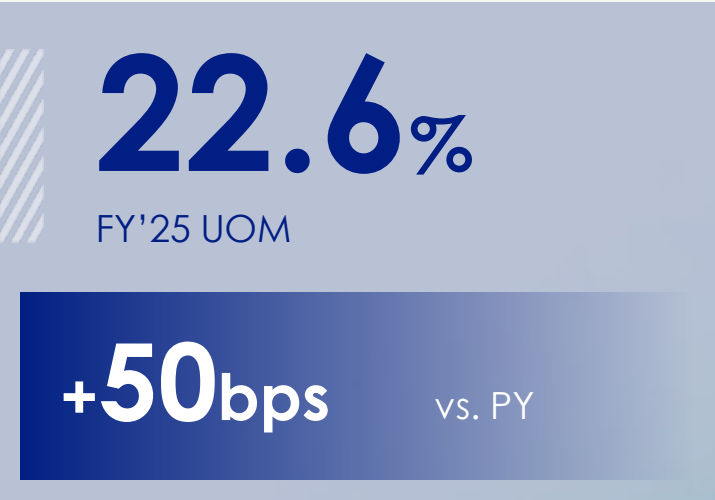


Unilever

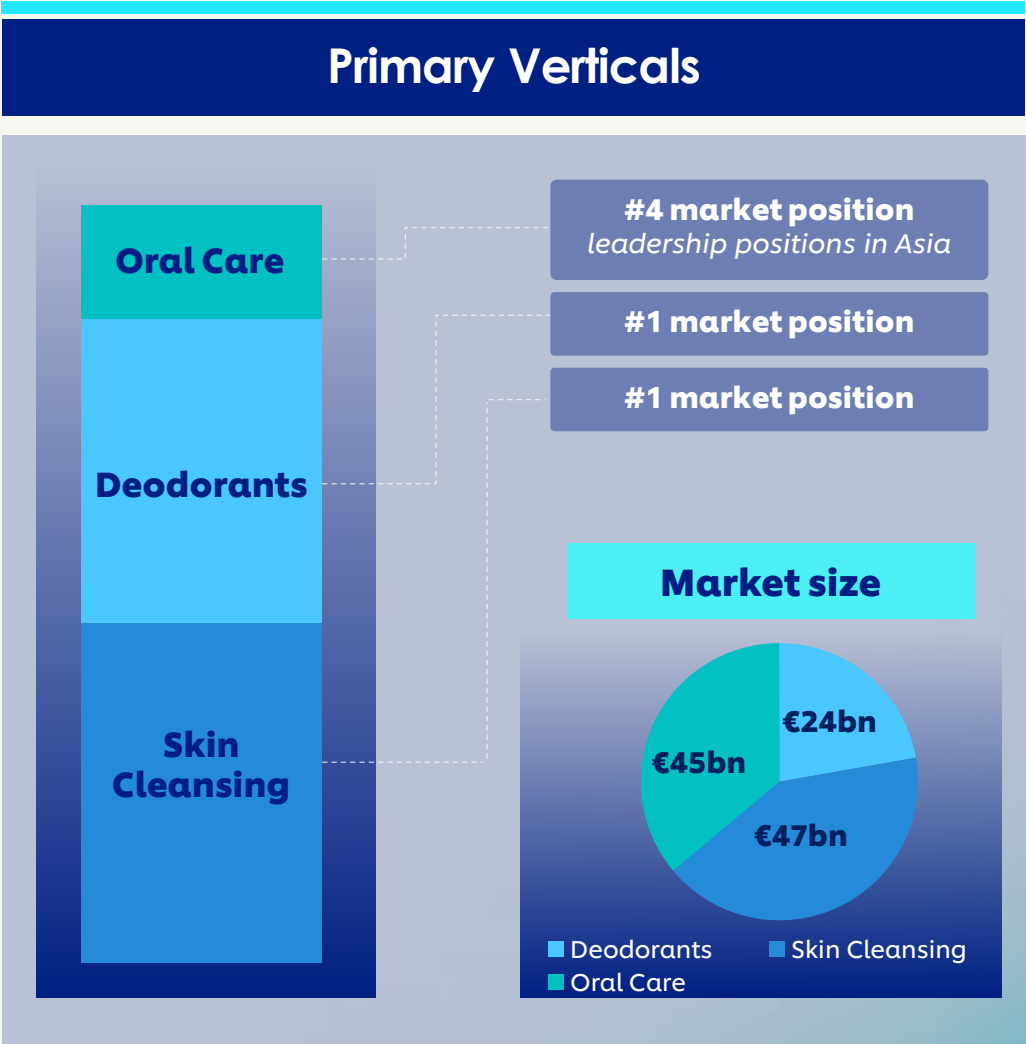
Personal Care Overview



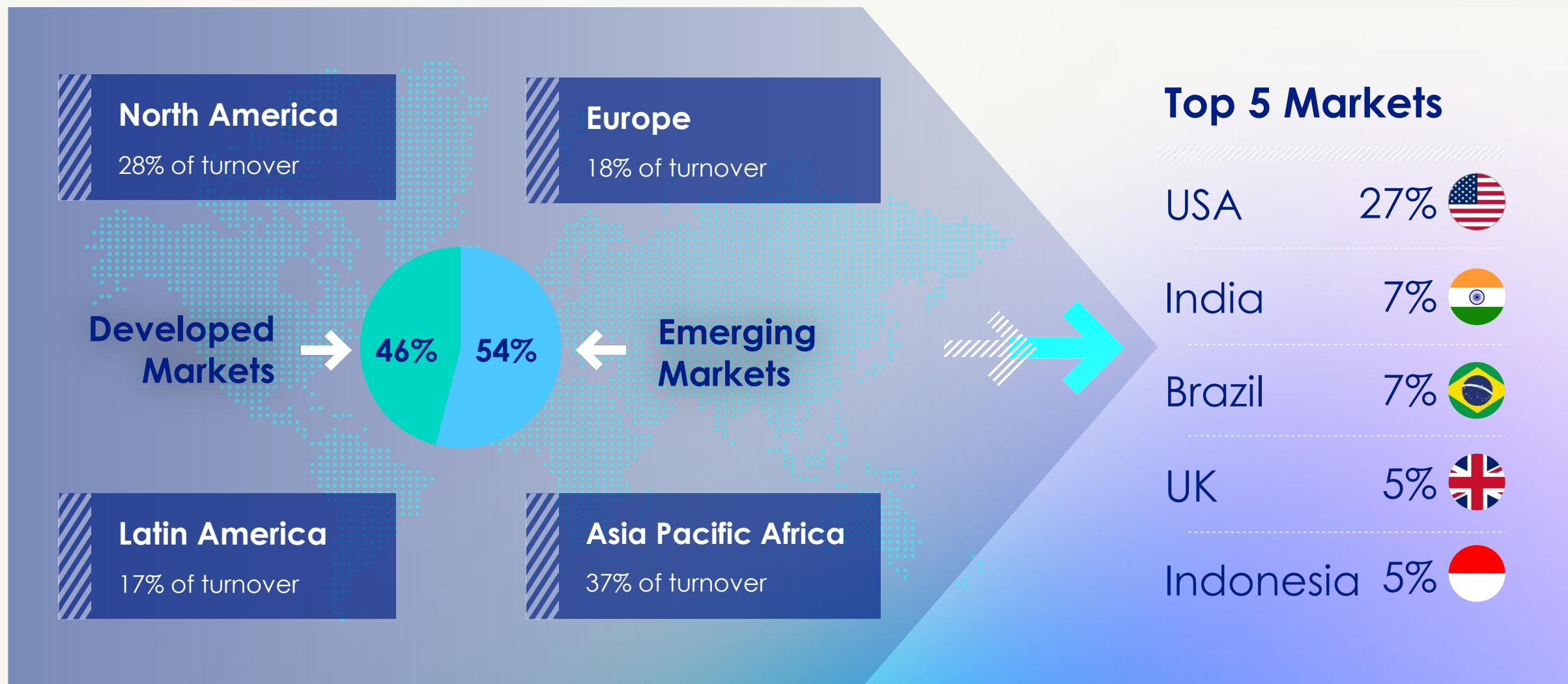
Personal Care at a glance



Personal Care overview



Key geographies and markets



Personal Care Financials

	Turnover (€bn)	USG %	UVG %	UPG %	UOP (€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 CAGR	1.8%	5.4%	0.1%	5.3%	1.7%	