

Unilever

# Personal Care Overview



# Personal Care at a glance

**€ 13.2 bn**

FY'25 Turnover

**4.7%**

FY'25 USG

**22.6%**

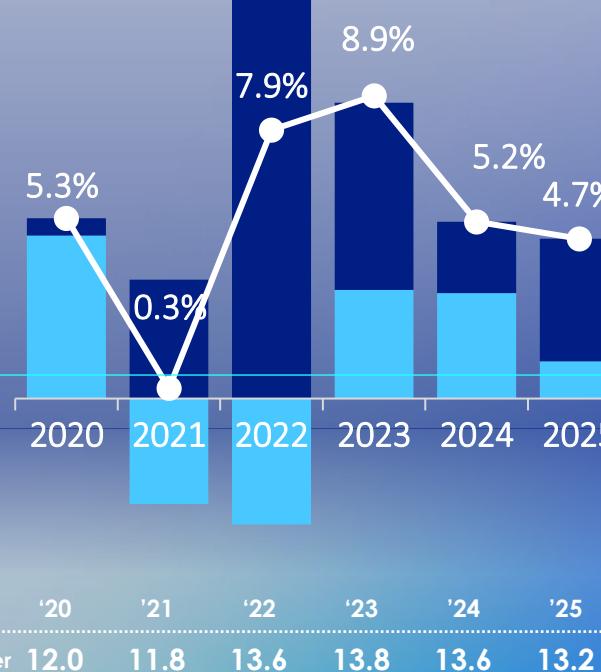
FY'25 UOM

**+50bps**

vs. PY

## Growth

■ UPG ■ UVG  
● USG



## Profitability

■ UOM

22.7% 21.3% 19.6% 20.2% 22.1% 22.6%

2020 2021 2022 2023 2024 2025

2.7 2.5 2.7 2.8 3.0 3.0

# Personal Care overview

## Primary Verticals

Oral Care

Deodorants

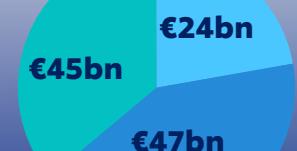
Skin  
Cleansing

#4 market position  
leadership positions in Asia

#1 market position

#1 market position

Market size



■ Deodorants   ■ Oral Care

## Power Brands

Dove

Pepsodent



Rexona

LUX

90%

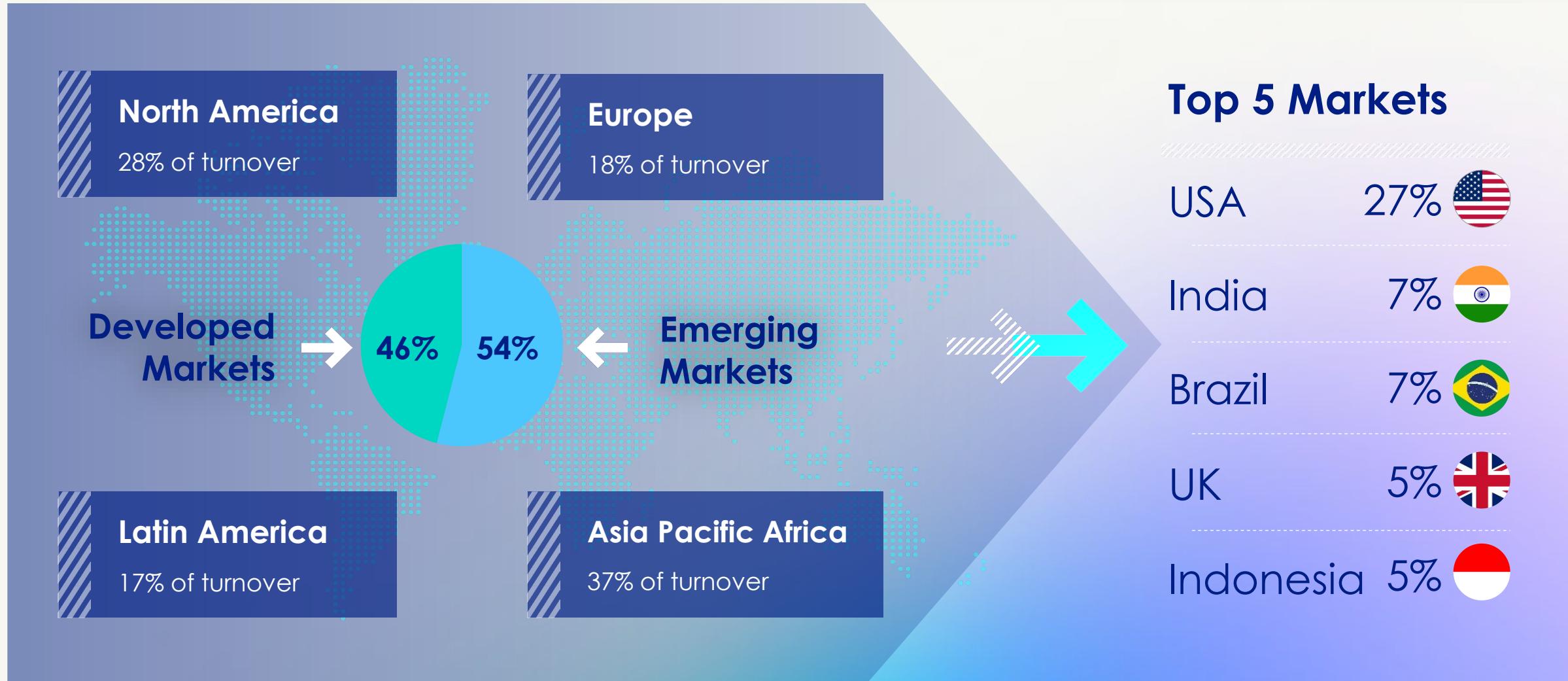
of turnover from Power  
Brands

AXE

closeup

Lifebuoy

# 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%	