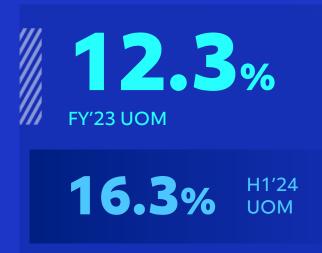
HOME CARE





Home Care at a glance











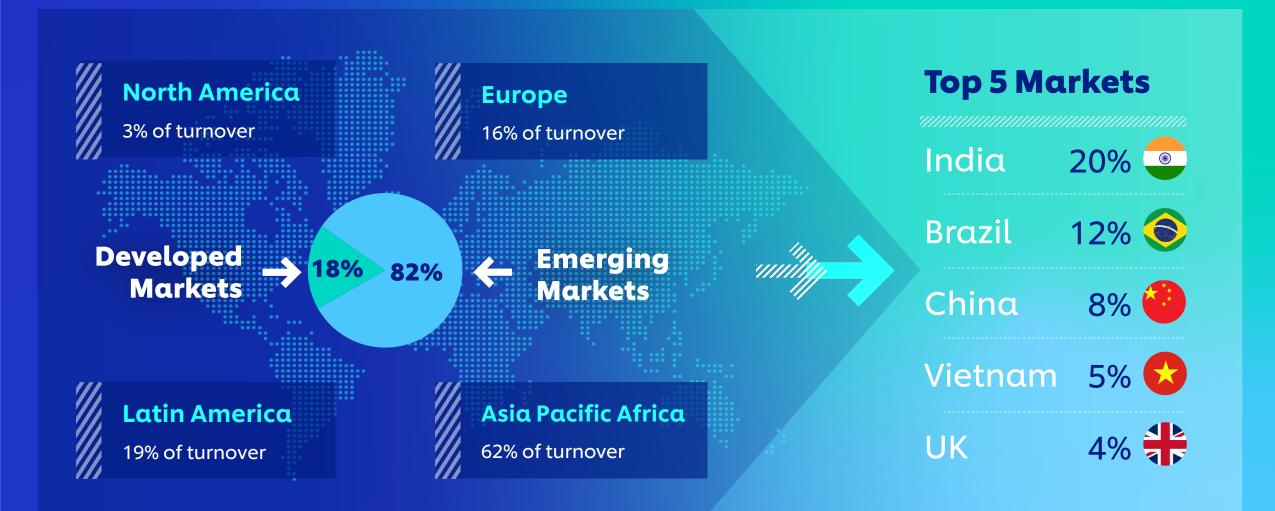
Home Care overview

Primary Verticals Fabric #2 market position Enhancers #4 market position Home & Hygiene **#2 market position Market size** €21bn Fabric €68bn Cleaning €61bn ■ Fabric Cleaning ■ Home & Hygeine ■ Fabric Enhancers

Power Brands



Key geographies and markets



Home Care Financials

	Turnover (€bn)	USG %	UVG %	UPG %	UOP (€bn)	UOM %
2019	10.8	6.1%	2.9%	3.1%	1.6	14.8%
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%
4-year CAGR	3.0%	6.4%	0.8%	5.5%	(1.7)%	

