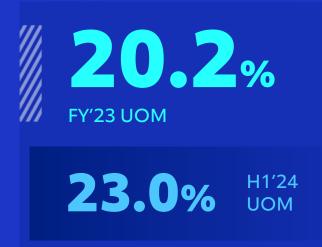
# PERSONAL CARE





### Personal Care at a glance









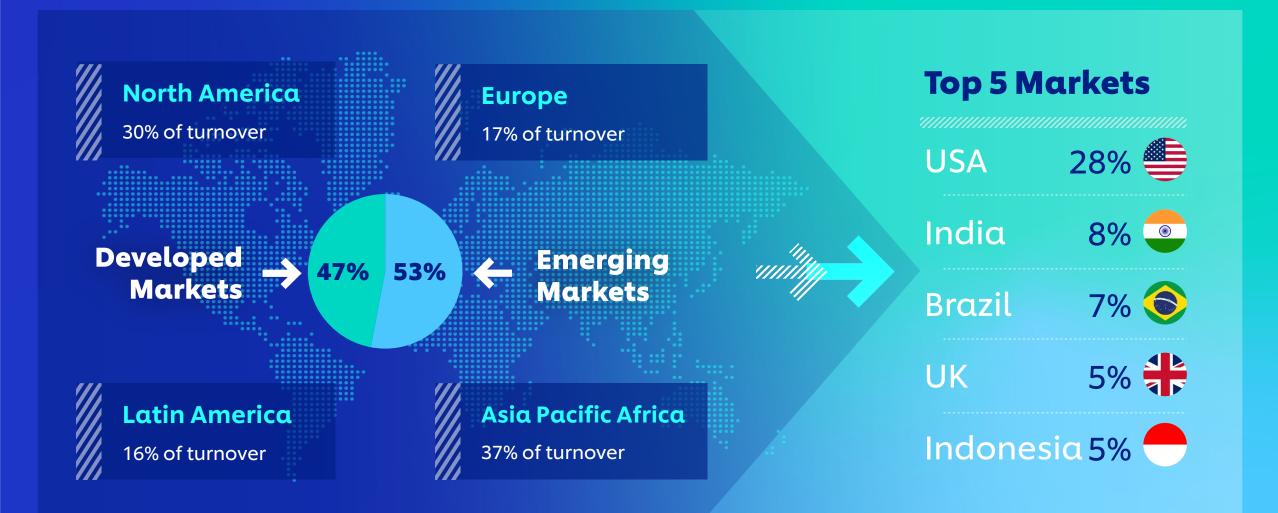


#### Personal Care overview

#### **Primary Verticals #4 market position** leadership positions in Asia **Oral Care #1 market position #1 market position Deodorants Market size** €24bn Skin €39bn Cleansing €45bn ■ Skin Cleansing Deoorants Oral Care



## Key geographies and markets





# Personal Care Financials

	Turnover (€bn)	USG %	UVG %	UPG %	UOP (€bn)	UOM %
2019	12.1	2.3%	1.7%	0.6%	2.7	22.3%
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%
4-year CAGR	3.4%	4.9%	0.5%	4.4%	0.9%	

