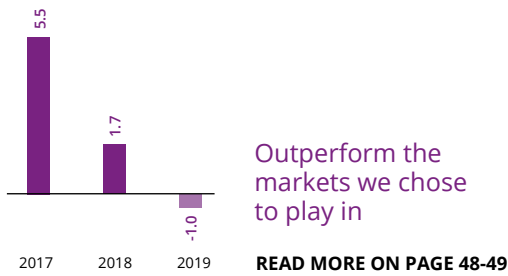


# OUR KEY PERFORMANCE INDICATORS



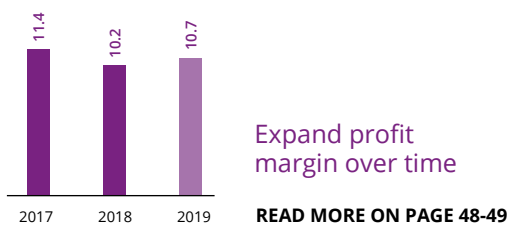
## LIKE-FOR-LIKE REVENUE GROWTH<sup>1</sup> (%)



1. Like-for-like revenue is defined as revenue at constant currency excluding change in scope of consolidation or M&A.

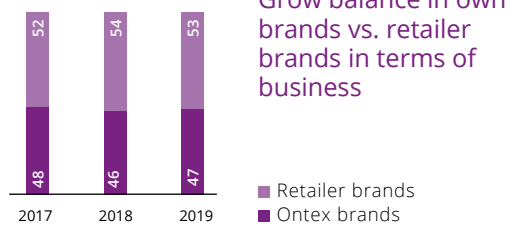


## ADJUSTED EBITDA MARGIN (%)

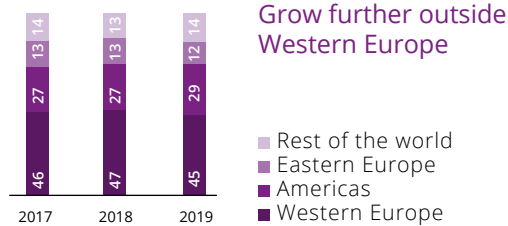


## BALANCED PORTFOLIO

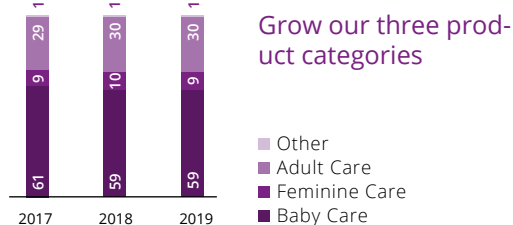
### 1. BRANDS (%)



### 2. GEOGRAPHIES (%)

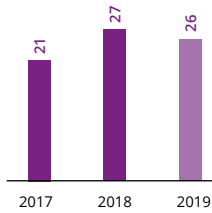


### 3. CATEGORIES (%)





**FEMALE MANAGEMENT (%)**

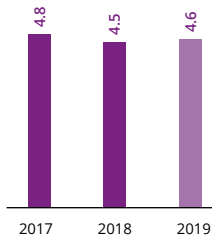


Be an inclusive and diverse capabilities-driven employer

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**CAPEX SPENDING (% NET SALES)**

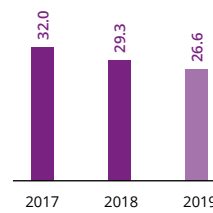


Remain efficient in capex spending in the personal hygiene industry

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**CARBON INTENSITY RATIO (gCO<sub>2</sub>/€) (SCOPE 1-2)**

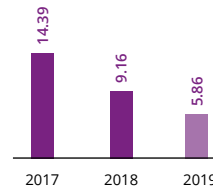


Aim to be carbon neutral by 2030

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**HEALTHY AND SAFE WORKING CONDITIONS<sup>2</sup> (FREQUENCY RATE)**



Continue to decrease the number of accidents towards a vision of zero accidents

**READ MORE ON PAGE 36**

2. The number of labor accidents per million worked hours.



**NURTURE LOCAL BRANDS**

Build sustainable leading positions in our core categories and countries

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