

Net Sales Change Drivers 2023 vs. 2022⁽¹⁾

| | Volume with Acquisitions & Divestitures | Volume Excluding Acquisitions & Divestitures | Foreign Exchange | Price | Mix | Other⁽²⁾ | Net Sales Growth |
|------------------------------|--|---|-----------------------------|--------------|------------|----------------------------|-----------------------------|
| Beauty | (1)% | (2)% | (5)% | 8% | (1)% | 1% | 2% |
| Grooming | (3)% | (3)% | (7)% | 9% | (2)% | —% | (3)% |
| Health Care | (1)% | (1)% | (4)% | 5% | 4% | —% | 4% |
| Fabric & Home Care | (4)% | (4)% | (5)% | 11% | 1% | —% | 3% |
| Baby, Feminine & Family Care | (3)% | (3)% | (4)% | 8% | 1% | —% | 2% |
| TOTAL COMPANY | (3)% | (3)% | (5)% | 9% | 1% | —% | 2% |

⁽¹⁾ Net sales percentage changes are approximations based on quantitative formulas that are consistently applied.

⁽²⁾ Other includes the sales mix impact from acquisitions and divestitures and rounding impacts necessary to reconcile volume to net sales.

BEAUTY

| (\$ millions) | 2023 | 2022 | Change vs. 2022 |
|----------------------|-----------------|-----------------|------------------------|
| Volume | N/A | N/A | (1)% |
| Net sales | \$15,008 | \$14,740 | 2% |
| Net earnings | \$3,178 | \$3,160 | 1% |
| % of net sales | 21.2% | 21.4% | (20) bps |