Delivering long-term superior value

Graeme Pitkethly, CFO
Unilever Investor Event
13th November 2019
Safe harbour statement

This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group [the 'Group']. They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever’s global brands not meeting consumer preferences; Unilever’s ability to innovate and remain competitive; Unilever’s investment choices in its portfolio management; inability to find sustainable solutions to support long-term growth including to plastic packaging; the effect of climate change on Unilever’s business; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2018 and the Unilever Annual Report and Accounts 2018.
Integrated sustainability and business strategy

OUR PURPOSE
is to make sustainable living commonplace

- DELIVER LONG-TERM, SUPERIOR VALUE
- SERVE PEOPLE EVERYWHERE
- USE OUR SCALE FOR GOOD
- CREATE CAPABILITY THROUGH LIFELONG LEARNING
- UNLOCK CAPACITY FOR GROWTH
- DEEPEN OUR CULTURE OF PIONEERING
- IMPROVE PEOPLE’S HEALTH, CONFIDENCE & WELLBEING
- IMPROVE THE HEALTH OF THE PLANET
- CONTRIBUTE TO A FAIRER AND MORE SOCALLY INCLUSIVE WORLD
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Strong share price performance

UL NV
+80%

AEX
+40%

Market cap
€88bn

Market cap
€144bn

NV share price (€) 01/01/2014 – 31/10/2019
Competitive shareholder returns

Rolling 3 year TSR ranking vs peers

Top 3rd

Bottom 3rd

2008  2010  2012  2014  2016  2018
Consistent multi-year performance

Underlying sales growth:
- 2016: 3.6%
- 2017: 2.8%
- 2018: 3.2%
- 2019 H1: 3.6%

Underlying operating margin:
- 2016: 16.4%
- 2017: 17.7%
- 2018: 18.6%
- 2019 H1: 19.3%

Underlying EPS:
- 2016: €2.03
- 2017: €2.23
- 2018: €2.35

2017 & 2018 restated for IFRS 16
# Financial growth model

<table>
<thead>
<tr>
<th></th>
<th>5 Years</th>
<th>5 Years</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2010-14</td>
<td>2015-19</td>
</tr>
<tr>
<td><strong>Growth Leverage</strong></td>
<td>4%-5%</td>
<td>3%-4%</td>
</tr>
<tr>
<td><strong>Operating Leverage</strong></td>
<td>3%-4%</td>
<td>5%-6%</td>
</tr>
<tr>
<td><strong>Financial Leverage</strong></td>
<td>0%-1%</td>
<td>1%-2%</td>
</tr>
<tr>
<td><strong>Constant EPS Growth Range</strong></td>
<td>7% - 10%</td>
<td>9% - 11%</td>
</tr>
<tr>
<td><strong>Current EPS Growth Range</strong></td>
<td>6% - 8%</td>
<td>7% - 9%</td>
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Indicative numbers; not based on financial forecast
Cash discipline

Free cash flow (bn)

- **Cash conversion**
  - 2013: 83%
  - 2018: 103%

- **Free cash flow (bn)**
  - 2013: €3.9
  - 2018: €5.4

Working capital % turnover

- 2008: 2.8%
- 2013: -3.8%
- 2018: -5.8%

2018 cash conversion and free cash flow restated for IFRS 16
Capex: Increased efficiency after period of investment

Net capex as % of turnover

- 2007: 2.4%
- 2012: 4.2%
- 2018: 2.8%

Net capex: €1.4bn
Capital structure

Net debt / EBITDA

- Ten yr average (2008-17): 1.1
- 2018: 2.0

Average interest rate on net debt

- 2016: 3.5%
- 2017: 2.7%
- 2018: 2.2%
Capital allocation

Operational investment
- Capital expenditure
- Restructuring
- Capabilities
- Sustainability
- Minority buybacks

Portfolio reshape
- Bolt on acquisitions
- Large acquisitions
- Disposals

Returns to shareholders
- Dividends
- Event driven share buybacks
- Regular share buybacks

Net debt leverage ratio of approximately 2X
Capital allocation

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Operational investment: Investing to stay Future Fit

- Talent in Digital Hubs & People Data Centres
  - >500
- Digital talent recruited in 2018/2019
  - >1500
- Stretching targets on plastic packaging
- Commitment to purpose-led brands
- Restructuring spend 2017 - 2020
  - €3.5bn

Capabilities | Sustainability | Restructuring
Operational investment: Investing for long term growth

Investing in growth of brands

2010 2012 2014 2016 2018

Dove

+8%

Average USG

2018 base; reverse USG % applied

Investing in growth of markets

2009 2018

€1bn

Average USG +6%

+8%
## Operational investment: Minority buybacks

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<tbody>
<tr>
<td>Vietnam</td>
<td>67%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Algeria</td>
<td>92%</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Pakistan</td>
<td>74%</td>
<td>99%</td>
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<tr>
<td>Nigeria</td>
<td>59%</td>
<td>67%</td>
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<tr>
<td>Egypt</td>
<td>60%</td>
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<tr>
<td>South Africa</td>
<td>75%</td>
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<tr>
<td>Nigeria</td>
<td>52%</td>
<td>67%</td>
<td></td>
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<tr>
<td>India*</td>
<td>50%</td>
<td>59%</td>
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</tr>
<tr>
<td>Nigeria</td>
<td>74%</td>
<td>99%</td>
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</tbody>
</table>

Minority interests acquired from 2009-2019

€4bn invested in minority buybacks

* HUL Minority stake will be diluted from 67.2% to 61.9% after Horlicks acquisition
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Portfolio reshape
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Returns to shareholders
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Net debt leverage ratio of approximately 2X
Portfolio reshape: Acquisitions & disposals

Beauty & Personal Care

<table>
<thead>
<tr>
<th>Year</th>
<th>% Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>BPC 28%</td>
</tr>
<tr>
<td>2018</td>
<td>BPC 42%</td>
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</tbody>
</table>

Foods & Refreshment

<table>
<thead>
<tr>
<th>Year</th>
<th>% Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>F&amp;R 54%</td>
</tr>
<tr>
<td>2018</td>
<td>F&amp;R 38%</td>
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</tbody>
</table>

Home Care

<table>
<thead>
<tr>
<th>Year</th>
<th>% Turnover</th>
</tr>
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<tbody>
<tr>
<td>2008</td>
<td>HC 18%</td>
</tr>
<tr>
<td>2018</td>
<td>HC 20%</td>
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</table>

34 acquisitions and 14 disposals since 2015

€11bn outflow, €8bn inflow
Portfolio reshape: Return on invested capital

ROIC %

<table>
<thead>
<tr>
<th>Year</th>
<th>ROIC %</th>
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<tbody>
<tr>
<td>2015</td>
<td>19.2%</td>
</tr>
<tr>
<td>2016</td>
<td>19.2%</td>
</tr>
<tr>
<td>2017</td>
<td>18.5%</td>
</tr>
<tr>
<td>2018</td>
<td>18.2%</td>
</tr>
</tbody>
</table>

No of acquisitions

<table>
<thead>
<tr>
<th>Year</th>
<th>No of acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>6</td>
</tr>
<tr>
<td>2016</td>
<td>4</td>
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<tr>
<td>2017</td>
<td>9</td>
</tr>
<tr>
<td>2018</td>
<td>7</td>
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</tbody>
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Acquisition examples:

- Zest
- Dermalogica
- Sundial
- Seventh Generation
- Carver Korea
- Equilibra

2014-16 ROIC as reported, 2017-18 restated for IFRS 16
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Net debt leverage ratio of approximately 2X
Returns to shareholders: Dividends and share buybacks

Dividend growth 15yr CAGR
+7% p.a.

2003

2018

DPS per annum (€)

€0.5bn SBB

€1.5bn SBB

€1.5bn SBB

€5bn SBB

€6bn SBB
Fuel for growth

€2bn p.a.

Savings per year 2017 – 2019

On track with savings programmes

5s savings

Change Programmes
Fuel for growth: 5S

€1bn p.a. Savings per year 2017 - 2018

Harmonised handwash bottle shapes
20% plastic packaging reduction
Recyclable carton
Dove soap
Removed polyethylene layer
Fuel for growth: ZBB

External benchmark quartiles

BMI

Facilities

Logistics

Digital mandatories
Picasso Labs - AI tool
Doubled % assets compliant against digital best practice

Bought in Services
Leveraging U-Studio and Uni-adapt
Fuel for growth: Change programmes

Restructuring spend (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>€0.4</td>
<td>€0.9</td>
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</tbody>
</table>

€3.5bn restructuring spend 2017 - 2020

- 2.5yrs Average project payback
- 35 Number of projects delivering >€10m savings
- FUTURE FIT Grow, power, run
Staying Future Fit: Grow, Power, Run

**Grow**

- Maximising the impact of technology

**Power**

- Removing complexity, standardising, freeing up talent to focus on growth

**Run**
Staying Future Fit: Automation

- Bangalore based hub delivering automation at scale
- Through Unilever Enterprise & Technology Solutions
- Collaboration with strong partners

Unilever automation factory

- Processes automated: 1100+
- Bots deployed: 250+
- Hours saved / annum: 1mil+
Summary: Delivering superior long term value

- Strong multi-year performance
- Disciplined capital allocation framework
- Healthy pipeline of savings providing fuel for growth
Delivering long-term superior value

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