Welcome to HOME CARE
Peter ter Kulve
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.
3 Things I Learned

Trust Starts With Performance

Nobody Wants To Invest Time In Chores

People Are Worried About Chemicals & Waste
Global Jobs To Be Done

1. SORTING
2. PRE-WASH
3. MAIN WASH
4. POST WASH
5. DRYING
6. IRONING
7. CUPBOARD
Drivers Are Very Much Local…

- Water Quality
- Machine Use
- Fabric Type
- Detergent Quality
- Income Level
- Competition
...And The Basics Need to be Right

**Wash Load**
- avg. load weight 5 kg

**Format**
- Soap & Powder Dual Usage

**Wash Method**
- Manual + Basic Semi-manual

**Process**
- 2 Sachets per Wash

Pre-treatment Soaking Rinsing 0%
Our €10bn Home Care Business

4 Categories …

…With Strong Brands…

…In Our Top Markets
Strong Performance

Consistently Growing Ahead of an Accelerating Market…

…With Strong Positions…

…And Consistent Margin Improvement

3.7%

4.2%

4.8%

5.3%

70% Turnover #1 & #2

Euromonitor market data
Unilever underlying sales growth

8.4%

10.9 %

12.2%

13.3%

2015
2016
2017*
2018*

* IFRS 16 restated
Delta Creates Value Creation Opportunities

2018 Growth

- Top 4 competitors
  - underlying sales growth in calendar year 2018 or similar published measure
  - 4.2%

2018 Margin

- Top 4 competitors
  - operating margin reporting varies across companies
  - 13.3%* (IFRS 16 restated)

2018 Margin Delta (bps)

- Top 4 competitors
  - operating margin reporting varies across companies
  - 80 bps
Simple Strategy

Product Superiority
Convenience
Cleaner Choices

Speed
Global - Local
Science

Geographic & Channel Footprint
Cost Optimization
e.Commerce

Making your home a better world, making our world a better home.
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Brands with purpose grow
People with purpose thrive

Making your home a better world, making our world a better home
All About Market Development

Accelerating New Formats

Driving New Benefits

Leveraging New Channels
All About Innovation

Innovation

Creation

Acquisition
And Portfolio Development

FROM

TO
Purpose Driving Performance

Design for Purpose

Social Benefit: Cleaner toilets, brighter futures
Emotional Benefit: Pleasure in improved sanitation
Functional Benefit: Access to the best products
to win the war on poor sanitation

Unlocking The Purpose

Best Products
UNICEF Partnership
Cleaner Toilets Brighter Future

Activating The Purpose

Our Ambition: By 2030, we will help 50 million people gain improved access to a toilet

Daily toilet cleaning frequency +20%
Penetration +700bps
Market share +380bps
Underpinned By Technology…

- **ZERO WASTE**
  - Journey to PCR, Recyclability, Recycling & Refills

- **ECO-DESIGN**
  - Superior & Trusted benefits with weight efficiency

- **ENERGY SMART**
  - Less energy
  - Better energy

- **NON-VIRGIN PETROCHEMICAL**
  - All materials from Renewable Sources

- **WATER**
  - Less water
  - Better water
  - Zero water

- **NON PERSISTENT**
  - 100% Biodegradable
...And Cleaner Choices Vision

**NO PETRO CHEMICALS**
- 100% Renewable

**NO SINGLE USE PLASTIC**
- Recyclability, PCR Refill & Re-use

**WATER & CLIMATE SMART PRODUCTS**
- 100% Biodegradable cold wash & rinse-efficient
Brazil: Home Care

Fabric Solution

Fabric Sensation

Home & Hygiene

New Business
Brazil: A Sustainable Hard Currency Performance

Almost Doubled Our Business…

…While Increasing Profitability

Turnover

Profit

CAGR +10%

AVG +100 bps PER YEAR

2012 2013 2014 2015 2016 2017 2018

2012 2013 2014 2015 2016 2017 2018
IMPRESSIONIVE YTD RESULTS

- Home Care: USG 3X Unilever Brazil
- Fabric Solutions: Double Digit Growth
- Fabric Sensations: High Single Digit Growth
- Home & Hygiene: Double Digit Growth
- Professionals: Triple Digit Growth

INCREASING PROFITABILITY

YTD SEP’19
Brazil: Home Care Transformation

Portfolio Transformation

92%
PORTFOLIO RELAUNCHED IN A 6 MONTHS WINDOW

Cleaner Choices

CONCENTRATION / COMPACTION

PREMIUM MULTIPURPOSE W/ PCR

SEVENTH GENERATION

Consumer Centric

1:1 CONTACTS

230MM
-40% COST
Brazil: Portfolio Transformation

FROM
Brazil: Portfolio Transformation
Omo: Our Powerhouse 100% Relaunched

- Bold Relaunch, New Mix & Superior Product
- Engaging With Consumer
- +25 Years Top Of Mind

FOR THE FIRST TIME: TOP OF THE TOP

7X TOTAL BRAND COMMENTS & INTERACTIONS
81% Satisfaction l’Index

CLEANER CHOICES + PURPOSE LED
Brazil: Innovation Led Growth

<table>
<thead>
<tr>
<th>Repositioning The <strong>Core</strong> &amp; Concentrating Powders</th>
<th>Entering New Territories With <strong>Delicates</strong></th>
<th><strong>Front Load</strong>: Re-ignite Innovator Perception</th>
<th>Disrupting With <strong>Dilutables</strong></th>
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<td><img src="image1.png" alt="OMO Core Powder" /></td>
<td><img src="image2.png" alt="OMO Delicates" /></td>
<td><img src="image3.png" alt="OMO Front Load" /></td>
<td><img src="image4.png" alt="OMO Dilutables" /></td>
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Brazil: #NOVOOMOPARADILUIR

Persuasion Is Key

Massive Consumer Engagement

#NOVOOMOPARADILUIR

+5.000 influencers

Sentiment 99% positive

Search growth + 50%
Comfort: Reignited Through Purpose

A New Superior Mix

An Evolution From
An Emotional Standpoint

All Underpinned By Purpose
Brazil: Future Proofing The Business Via New Segments

Professionals: Our New Business

With A Full Mix

Digital Fully Embedded

35m

FROM 0 TO €35m
IN ONLY 1 YEAR

Everyday Use

Super Pro

Full e-Commerce

Leader in e-commerce for Laundry Services

BRM Platform
Brazil: Beyond Our Core - Building A Full Service

Address Main Pain Points

Ironing + 13k unemployed

Lack of space + Shared Spaces

Powered By Technology

EASY IRONING
peer to peer solution

With Two Business Units

OMO Launderette inside the building
Accelerating Our Business In Brazil
Summary of our Strategy

Cleaner Choices

Premium Innovations

New Channels

More Technology
Thank You