BEAUTY & PERSONAL CARE

Sunny Jain
President,
Unilever Beauty & Personal Care
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.
UNILEVER BEAUTY & PERSONAL CARE

€21bn business; an increasing part of Unilever

BEAUTY & PERSONAL CARE TURNOVER (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Existing Business</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>21</td>
<td>3</td>
</tr>
</tbody>
</table>

BEAUTY & PERSONAL CARE AS % OF GROUP SALES

<table>
<thead>
<tr>
<th>Year</th>
<th>BPC</th>
<th>Other Divisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td></td>
<td>28%</td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td>42%</td>
</tr>
</tbody>
</table>
UNILEVER BEAUTY & PERSONAL CARE

Strong portfolio with leading categories

HAIR

SKIN CLEANSING

DEOS

SKIN CARE

ORAL CARE

Global leading positions

Local leading positions
**UNILEVER BEAUTY & PERSONAL CARE**

Well positioned global brands and attractive footprint

<table>
<thead>
<tr>
<th>LEADING GLOBAL BRANDS</th>
<th>ATTRACTIVE GEOGRAPHICAL FOOTPRINT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dove</td>
<td>🇺🇸</td>
</tr>
<tr>
<td>Rexona</td>
<td>🇮🇳</td>
</tr>
<tr>
<td>LUX</td>
<td>🇨🇳</td>
</tr>
<tr>
<td>AXE</td>
<td>🇧🇷</td>
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<tr>
<td>Sunsilk</td>
<td>🇧🇩</td>
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<tr>
<td>Signal</td>
<td>🇺🇾</td>
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<tr>
<td>Clear</td>
<td>🇷诿</td>
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<tr>
<td>Vaseline</td>
<td>🇬🇧</td>
</tr>
<tr>
<td>Lifebuoy</td>
<td>🇲🇽</td>
</tr>
<tr>
<td>TRESemmé</td>
<td>🇵🇭</td>
</tr>
<tr>
<td></td>
<td>🇷🇺</td>
</tr>
</tbody>
</table>
DRIVERS OF CHANGE

CONSUMER FRAGMENTATION

CHANNEL FRAGMENTATION

DIGITAL & TECH REVOLUTION

FRAGILE PLANET
MEGA TRENDS FOR BEAUTY AND PERSONAL CARE

NATURALS & SUSTAINABILITY

BEAUTY & HOLISTIC WELLNESS

PERSONALISATION
OUR PURPOSE

Beauty that cares
OUR STRATEGIC CHOICES

1. PURPOSEFUL BRANDS

2. FUTURE FIT PORTFOLIO

3. HIGH GROWTH CHANNELS

ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS
OUR STRATEGIC CHOICES

1. PURPOSEFUL BRANDS

2. FUTURE FIT PORTFOLIO

3. HIGH GROWTH CHANNELS

ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS
PURPOSEFUL BRANDS

Purposeful brands drive **superior performance**
OUR STRATEGIC CHOICES

1. PURPOSEFUL BRANDS

2. FUTURE FIT PORTFOLIO

3. HIGH GROWTH CHANNELS

ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS
Transforming our core portfolio through superior products and on trend innovations
FUTURE FIT PORTFOLIO | CORE BRANDS
Transforming our core portfolio through superior products and on trend innovations

SUPERIOR CORE

CORE ON TREND
FUTURE FIT PORTFOLIO | CORE BRANDS

Transforming our core portfolio through superior products and on trend innovations

**SUPERIOR CORE**

![Rexona Clinical Protection](image1)

**CORE ON TREND**

![Ponds Glow Up Cream](image2)

**SUSTAINABLE CORE**

![Dove](image3)

Dove is one of the largest beauty brands in the world moving towards 100% recycled plastic bottles.
FUTURE FIT PORTFOLIO | NEW BRANDS

Love, Beauty & Planet already in 30+ markets
FUTURE FIT PORTFOLIO | PRESTIGE

Unilever Prestige is now €600m
OUR STRATEGIC CHOICES

1. PURPOSEFUL BRANDS
2. FUTURE FIT PORTFOLIO
3. HIGH GROWTH CHANNELS

ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS
INVEST IN CORE

BUILD NEW BRANDS / OCCASIONS

Ecommerce growing well ahead of the market at over 30%
HIGH GROWTH CHANNELS | BEAUTY SPECIALITY

Building strong presence in Beauty Speciality via our Prestige portfolio
KEY ENABLERS

Strategic choices are underpinned by digital transformation and agile ways of working

DIGITAL TRANSFORMATION

AGILE WAYS OF WORKING

Dynamic (Data-Driven)
Asset Creation and Deployment
OUR STRATEGIC CHOICES

1. PURPOSEFUL BRANDS
2. FUTURE FIT PORTFOLIO
3. HIGH GROWTH CHANNELS

ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS
BEAUTY & PERSONAL CARE

THANK YOU

people are beautiful