Unilever at CAGNY

1. Unilever
2. Strategic choices
3. Operational excellence and performance
4. Multi-year financial framework
5. Conclusion
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; the effect of climate change on Unilever’s business; Unilever’s ability to find sustainable solutions to its plastic packaging; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; Unilever’s ability to find sustainable solutions to its plastic packaging; 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. A number of these risks have increased as a result of the current COVID-19 pandemic.

These forward-looking statements speak only as of the date of this document. 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 2019 and the Unilever Annual Report and Accounts 2019.
Unilever

191 countries
2.5 billion consumers

Multi-category leadership

Home Care 21%
Foods & Refreshment 38%
Beauty & Personal Care 41%

Developed markets 42%
Emerging markets 58%

13 billion Euro brands

93% local leaders. #1 CPG employer in 54 countries
Our differentiating strengths

1. Powerful portfolio of leading category and brand positions

- Global category leadership positions
  - 50% of turnover from 13 billion Euro brands

- 81% brands #1 or #2 in their market

- Most effective marketer for 4 consecutive years
## Our differentiating strengths

2. Strong presence in growth markets of the future

<table>
<thead>
<tr>
<th>Leading position in growth markets</th>
<th>40bn consumer reach points; more than any other competitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market development a core capability</td>
<td>93% local leaders</td>
</tr>
</tbody>
</table>
#1 or #2 in 7 of 10 top future growth markets

<table>
<thead>
<tr>
<th>Country</th>
<th>Unilever sales €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>14.1</td>
</tr>
<tr>
<td>India</td>
<td>8.6</td>
</tr>
<tr>
<td>USA</td>
<td>4.7</td>
</tr>
<tr>
<td>Indonesia</td>
<td>9.4</td>
</tr>
<tr>
<td>Turkey</td>
<td>2.5</td>
</tr>
<tr>
<td>Vietnam</td>
<td>1.0</td>
</tr>
<tr>
<td>Pakistan</td>
<td>0.6</td>
</tr>
<tr>
<td>Brazil</td>
<td>2.4</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>2.4</td>
</tr>
<tr>
<td>Philippines</td>
<td>1.2</td>
</tr>
</tbody>
</table>

Absolute GDP growth 2020 – 2030 US$trn

Unilever market position
Our differentiating strengths

3. The global leader in sustainable business

Top of GlobeScan Sustainability Leaders survey for last 10 years

Leader in Dow Jones Sustainability Index since 2014

‘A/A-‘

Ratings in CDP: Climate, Water and Forest

Strategy

fully embedded in our business and brands with purpose
Strategic Choices
Five strategic choices

1. Develop our portfolio into high growth spaces
We will continue to evolve our portfolio towards higher growth segments in home care, beauty, personal care, and foods.
Clear criteria for investment choices

Scale
High growth
Potential in growth countries
Route to leadership
Branding & technology sensitive

Hygiene
Skin care
Prestige beauty
Functional nutrition
Plant-based foods
Portfolio evolution into higher growth spaces

€16bn M&A capital deployed '15-20
### Portfolio change

<table>
<thead>
<tr>
<th>Year</th>
<th>Divestments</th>
<th>In progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Mazola, Ades</td>
<td>Lipton Tea</td>
</tr>
<tr>
<td>2016</td>
<td>La Fábrica, Siempex, Kizling, Lipton</td>
<td>Tail BPC brands</td>
</tr>
<tr>
<td>2017</td>
<td>FLORA, Alsa, Blue Air Cabin Air, Club</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>XTRA, BERTOLLI,</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **>€3bn turnover**
- **>€2bn turnover**
- **>€5bn turnover (10% of portfolio)**
Building Prestige Beauty and Functional Nutrition to scale

Prestige Beauty

- 2015
- 2016
- 2017
- 2018
- 2019
- 2020

€0.7bn

Functional Nutrition

- 2018
- 2019
- 2020
- 2020 Annualised

€1.1bn*

+25% growth

*Annualised for all acquisitions
Five strategic choices

1. Develop our **portfolio** into high growth spaces

2. Win with our **brands** as a force for good, powered by purpose and innovation
Win with our brands as a force for good, powered by purpose and innovation

World class technology

• Cutting edge technology leading to product superiority:
  • BPC: Invictus AP technology
  • F&R: Plant protein structuring
  • HC: Eco-design technology

Superior product functionality

• Superior to competition in tests:
  • BPC: 58%
  • F&R: 72%
  • HC: 66%
• Stepping up R&D investment over next 3 years

Purpose drives growth

• Purpose drives brand power, brand power drives growth
• Purposeful brands growing 2x
Five strategic choices

1. Develop our portfolio into high growth spaces

2. Win with our brands as a force for good, powered by purpose and innovation

3. Accelerate in USA, India, China and leverage emerging markets strength
Sharpening our focus in future growth markets

- €9bn business, 18% of turnover
- 10% of global growth to 2030

- No. 1 FMCG; 10% of turnover
- 20% of global growth to 2030

- €3bn business, 6% of turnover
- 30% of global growth to 2030

- €1bn+ businesses in Brazil, Indonesia, Philippines, Turkey, Thailand, Mexico
- eB2B to enhance distribution strength

Bespoke innovation
Co-located R&D
First call on capital
Five strategic choices

1. Develop our portfolio into high growth spaces

2. Win with our brands as a force for good, powered by purpose and innovation

3. Accelerate in USA, India, China and leverage emerging markets strength

4. Lead in the channels of the future
A future-fit channel strategy

- **Brazil**: +44%
- **China**: +54%
- **USA**: +123%

**eCommerce Growth**

- +61%
- 9%

**eCommerce % of Sales**

- Omni channel: +99%
- Pure play: +48%
- eB2B: +65%

eB2B excludes UFS

Growth rates FY 2020
Five strategic choices

1. Develop our portfolio into high growth spaces

2. Win with our brands as a force for good, powered by purpose and innovation

3. Accelerate in USA, India, China and leverage emerging markets strength

4. Lead in the channels of the future

5. Build a purpose-led, future-fit organisation and growth culture
Driving growth through capacity, capability and culture

**Digital**
- Advanced digital culture

**Inclusion**
- Equity, diversity and inclusion across multiple dimensions

**Skills**
- Continuous upskilling

**Savings**
- Strong savings programmes
Five strategic choices

1. Develop our **portfolio** into high growth spaces

2. Win with our **brands** as a force for good, powered by purpose and innovation

3. Accelerate in USA, India, China and leverage emerging **markets** strength

4. Lead in the **channels** of the future

5. Build a purpose-led, future-fit **organisation and growth culture**
Operational Excellence and Performance
Driving operational excellence

- Improved penetration: 60% cells improving
- Impactful innovation: Covid-19 response: Lifebuoy, Dove, Domestos
- Design for channel: eComm: +61% USG FY '20
- Purposeful brands: Nearly 60% of brands seen as more purposeful
- Fuel for growth: Free cash flow: €7.7bn
Long term growth and margin improvement

Underlying Sales Growth

Food Service impact -1.6%

<table>
<thead>
<tr>
<th>Year</th>
<th>Underlying Sales Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3.6%</td>
</tr>
<tr>
<td>2017</td>
<td>2.8%</td>
</tr>
<tr>
<td>2018</td>
<td>3.2%</td>
</tr>
<tr>
<td>2019</td>
<td>2.9%</td>
</tr>
<tr>
<td>2020</td>
<td>1.9%</td>
</tr>
</tbody>
</table>

Underlying Operating Margin

COVID impact -100bps

<table>
<thead>
<tr>
<th>Year</th>
<th>Underlying Operating Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>16.4%</td>
</tr>
<tr>
<td>2017</td>
<td>17.7%</td>
</tr>
<tr>
<td>2018</td>
<td>18.6%</td>
</tr>
<tr>
<td>2019</td>
<td>19.1%</td>
</tr>
<tr>
<td>2020</td>
<td>18.5%</td>
</tr>
</tbody>
</table>
Improving competitiveness

% Business winning value share since 2017 % Business winning value share during 2020

% business winning, MAT % business winning, last 12 weeks
Competitive growth across markets and categories in Q4

Markets
13/15 markets >50% business winning value share

Categories
10/11 categories >50% business winning value share

% business winning value share last 12 weeks

Global Average

Fabric Sensations
Competitive growth across markets and categories in Q4

Markets
13/15 markets >50% business winning value share

Key Markets

<table>
<thead>
<tr>
<th>Market</th>
<th>Market Growth</th>
<th>Unilever USG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>(10)%</td>
<td>0%</td>
</tr>
<tr>
<td>India</td>
<td>5%</td>
<td>+7%</td>
</tr>
<tr>
<td>China</td>
<td>4%</td>
<td>+9%</td>
</tr>
<tr>
<td>North America</td>
<td>15%</td>
<td>+7%</td>
</tr>
</tbody>
</table>
### Disadvantaged portfolio during pandemic

#### Markets

**Strongly Advantaged**
- **North America**
  - % Unilever Turnover: 19%
  - Turnover €bn: 10bn

**Advantaged**
- **UK & Ireland**
  - % Unilever Turnover: 6%
  - Turnover €bn: 3bn
- **Australia & NZ**
  - % Unilever Turnover: 61%
  - Turnover €bn: 31bn

**Disadvantaged**
- **South Asia, LatAm, North Asia, Africa, Middle East, Europe**
  - % Unilever Turnover: 61%
  - Turnover €bn: 31bn

**Strongly Disadvantaged**
- **South East Asia**
  - % Unilever Turnover: 14%
  - Turnover €bn: 7bn

#### Categories

**Hygiene**
- % Unilever Turnover: 18%
- Turnover €bn: 9bn

**In Home Food**
- % Unilever Turnover: 29%
- Turnover €bn: 15bn

**Laundry Personal Care**
- % Unilever Turnover: 43%
- Turnover €bn: 22bn

**Out of Home Food**
- % Unilever Turnover: 10%
- Turnover €bn: 5bn
Portfolio to gain from post pandemic recovery

**Hygiene** 18%
- Growth will moderate
  - Post COVID-19
  - '17-'19: 3-4%
  - '20: 16%

**Laundry** 16%
- Recovery as schools and offices reopen
  - Post COVID-19
  - '17-'19: 3-5%
  - '20: 1%

**Prestige** 1%
- Rebound to high growth
  - Post COVID-19
  - '17-'19: 9-10%
  - '20: -2%

**In Home Foods** 30%
- Gradual shift back to OOH
  - Post COVID-19
  - '17-'19: 1%
  - '20: 12%

**Personal Care** 27%
- Rebound based on social occasions
  - Post COVID-19
  - '17-'19: -2%
  - '20: -4%

**Out of Home Foods** 8%
- Gradual recovery as eat-on-the-go returns
  - Post COVID-19
  - '17-'19: 3-6%
  - '20: -26%
• Mix: Q1 headwind, outlook depends on COVID recovery
• COVID on-cost: lapping Q2, eases with COVID recovery
• BMI: investment spread more evenly throughout 2021
• Commodity costs & FX: headwind to continue into H1
Multi-year financial framework
Multi-year financial framework

Growth
Underlying sales growth ahead of our markets
3 – 5% USG

Profit
Profit growth ahead of sales growth

Cash
Sustained strong cash flow

Delivering long term value creation through earnings growth
Growing dividend
Other long term financial metrics

- **Savings**: €2bn per annum
- **Restructuring investment**: €1bn for 2021 and 2022, lower thereafter
- **ROIC**: Mid to high teens
- **Leverage**: 2x approx
### Capital allocation

#### Operational investment
- Brand growth and innovation
- Sustainability
- Channel and digital capability

#### Portfolio reshape
- Acquisitions
- Disposals
- Partnerships

#### Returns to shareholders
- Dividends
- Share buybacks
- Minority buybacks
Conclusion
Sustainable business driving superior performance

- **Operational** excellence stepping up performance
- **Strategic** choices to accelerate growth
- Continued **portfolio** evolution
- Delivering long term **value creation**