Unilever Investor Event

New York, 8:30am, Wednesday 4th November 2026

Richard Slater	**Chief R&D Officer**
Mathieu Lenoir	**Creative Director for Fragrance**

RICHARD SLATER

SCIENCE AND INNOVATION

Science, aesthetics and sensorials are landing in real products at real scale. Behind this, R&D is going through the biggest transformation any of us of have experienced. AI, digital science and computational biology are enabling us to explore more possibilities, make better choices, and create products in ways that were previously beyond reach.

But AI alone is not the advantage. AI amplifies the advantage. It accelerates and powers up decades of scientific expertise, our unique data, as well as the capabilities of our world class partners.

Our more focused Unilever is built on a relatively small number of shared scientific and technology platforms such as human biology, biotechnology, microbiome science, surfactants, fragrance underpinned by digital discovery. This is our R&D edge. Deep science and consumer insight transformed by new technology and deployed at scale in a more focused Unilever.

We're transforming R&D from 80% physical to more than 80% digital across all we do. We can now run 10,000 virtual experiments in

seconds and explore millions of possibilities before we even enter the lab. What would have once taken decades of physical testing can increasingly be compressed into just weeks.

But of course, we don't do this alone. Through our partnership with Google, we're bringing leading AI capabilities into science and discovery, applying them to some of our most important R&D challenges.

With Arzeda, a world leading biotechnology innovator, we can explore millions of potential enzymes that conventional development could never reach. We then combine the most promising designs with Unilever's consumer and product knowledge.

ALEXANDRE ZANGHELLINI, CO-FOUNDER & CHIEF EXECUTIVE OFFICER, ARZEDA

From the very start of the Unilever / Arzeda strategic partnership we've been leveraging our unique and synergistic capabilities to create innovative bio-solutions. We use our own AI native and agentic intelligent proteins and technology.

Unilever's deep product knowledge and foundational understanding of what matters to consumers ensures that we're always developing something impactful. Leveraging Unilever's rich experience in enzymes, product formulation, and cutting-edge methodology to iteratively test, improve, and validate our designs.

In the process, we solve problems conventional methods struggle to crack, and we do it faster.

MATHIEU LENOIR

Scent is our most emotional sense. It connects deeply to memory, shapes our daily rituals, and drives brand loyalty. The Unilever Fragrance House (UFH) connects fragrance creation directly with our brands, building on decades of Unilever science, formulation and consumer understanding. At its heart is our in-house team, including ten of the world's top perfumers, working with leading fragrance houses and digital partners.

Access to more than 100TB of fragrance data, combined with AI, allows us to explore thousands of creative possibilities to identify the most promising directions in seconds, helping our perfumers develop winning fragrances 50% faster than before, and this is already landing at scale. 30 UFH fragrances are locked or launched across some of our biggest brands, including Dove, Vaseline and Dirt Is Good.

Together, we are creating fragrances that not only evoke memories and emotions, but drive, desire and brand superiority.

RICHARD SLATER

This is not R&D as usual - made a little faster. It's a different model of innovation. Millions of possibilities explored digitally, and the most promising tested physically. And our scientists concentrating their

time where human expertise and judgement matters most. So, let's bring this to life with some examples across our categories.

In Hair Care, take K18 Future IQ. A breakthrough in hair longevity that starts reversing hair age in just three months. By combining deep expertise in hair biology, our unique multi-vital technology and AI assisted discovery, we've gone upstream into the underlying biology of the hair follicle and the scalp, to target the pathways behind greying, shedding and scalp health.

Now the results are really compelling. 100% of people seeing less hair-fall after just one month, up to 10,000 additional hairs for more volume after two months, and 70% seeing fewer greys after three months. This is more than a new product, it opens up a new, high-value space in hair longevity, bringing frontier science to one of our fastest growing premium brands.

Vaseline Pro Derma Snow Melt brings advanced skin barrier science together with a distinctive sensorial experience. It starts out as a rich cream, but it transforms at skin temperature into a light, fast-absorbing serum, all while delivering two-times the barrier repair and 72-hour moisturisation.

Cif Infinite Clean builds on 20 years of microbiome research. Its probiotic system reactivates when it encounters dirt, keeping surfaces cleaner for up to 72 hours. And using the product is really engaging. It has a continuous mist spray, premium fragrances, reloadable packaging.

And in Surf Excel, our work with Arzeda will bring the first ever AI-designed enzyme into one of our largest brands. Delivering three-

times resilience against trapped dirt, two-times faster fibre rejuvenation and 50% more noticeable, longer lasting fragrance.

So, this focus is having a real impact all across our portfolio. In consumer testing, our products outperform competitors across more than 80% of the turnover tested. Consumers face more claims, more information, more choices than ever. Increasingly credible sources of authority, including AI, will help people discover, compare and choose products. In that world, real performance backed by real evidence matters more, not less.

The Unilever Fragrance House is now landing new internal creations at scale and 50% faster, and I hope you'll get to experience some of these today. We recently announced the creation of a state of the art $270m innovation hub in New Haven, next to Yale University, right here in the US. And today we're announcing a major new digital first innovation hub in Mumbai, building on our deep R&D capabilities in India and driving innovation for India and for the world.

Together, these capabilities allow us to innovate faster, create more distinctive, superior products and unlock opportunities for premiumisation and growth. Science, aesthetics and sensorials powered by digital R&D, and deployed at scale, are becoming a true competitive edge for Unilever.