Safe harbour statement

This presentation 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. Forward-looking statements also include, but are not limited to, statements and information regarding the Unilever Group’s (the ‘Group’) emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance or outcomes.

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; 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 Unilever Annual Report and Accounts 2021.
Fernando Fernandez

President of Unilever Beauty & Wellbeing
Agenda

Unilever Prestige: An Introduction to Prestige

Unilever Prestige: Model & Vision
Unilever's new organisational structure

Business Groups

- Beauty & Wellbeing
- Personal Care
- Home Care
- Nutrition
- Ice Cream
- Hair Care
- Skin Care
- Prestige
- Vitamins, Minerals & Supplements
Vasiliki Petrou

CEO Unilever Prestige
Vasiliki Petrou

- CEO of Unilever Prestige
- Founding member of Prestige division
- Extensive Beauty industry experience
  - Winner of CEW UK Achievers Award, 2015
  - Winner of CEW US Achievers Award, 2018
- Chair of Cosmetics Executive Women (CEW)
Unilever Prestige

- €1bn Turnover
- +11% average USG 2019-21
- >50% Sales online

Nine Powerhouse Brands

- Tatcha
- Hourglass
- Living Proof
- Murad
- Paula's Choice
- Dermalogica
- Garancia
- REN

Note: all figures as of FY2021
Portfolio playing in key strategic spaces of the future
Clinical Dermacosmetics

**DERMALOGICA**

#1 Professional skincare brand

**MURAD**

#1 Retinol Brand in US

**KATE SOMERVILLE**

Loved by A-list Celebrities & Influencers

Clean and Clinical

**PAULA'S CHOICE**

DTC first, fast growth powerhouse

**REN**

Zero Waste. 1st to launch infinitely recyclable samples

**GARANCIA**

#1 Fastest growing brand in French pharmacies

Sources: Ren: 1st to launch mini aluminium sample tubes with break off nozzle and 100% recycled alu (95% PCR alu). Glass jar samples have been launched by others.

Garancia: FY 2021 Premium Skincare Pharmacy IQVIA, sell-out
High Performance Categories

HOURGLASS

Leading Luxury Cruelty Free Brand

TATCHA

Leading brand in Sephora

LIVING PROOF

#1 Prestige Dry Shampoo in US

Source: Living Proof: NPD US Prestige FY 2021
The Premium Beauty Market: Categories

**Market (€bn)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Market Growth</th>
<th>'21-'26 CAGR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mass Beauty</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Premium Beauty</td>
<td>++6%</td>
<td>++8%</td>
</tr>
</tbody>
</table>

**Key Categories**

- **Premium Beauty Market**
  - Skincare: 42% (+7%)
  - Fragrances: 24% (+8%)
  - Colour Cosmetics: 18% (+9%)
  - Hair Care: 10% (+9%)
  - Other: 6%

- **Unilever Prestige**
  - Skincare: 42%
  - Colour Cosmetics: 24%
  - Fragrances: 18%
  - Hair Care: 10%
  - Other: 6%

Source: Euromonitor Market Sales (2021-2026)
The Premium Beauty Market: Geographies

Key Geographies

<table>
<thead>
<tr>
<th>Premium Beauty Market</th>
<th>Unilever Prestige</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>USA</strong> 24%</td>
<td>International Markets 40%</td>
</tr>
<tr>
<td><strong>Japan</strong> 8%</td>
<td><strong>US 60%</strong></td>
</tr>
<tr>
<td><strong>China</strong> 22%</td>
<td></td>
</tr>
<tr>
<td>Other 46%</td>
<td></td>
</tr>
</tbody>
</table>

Source: Euromonitor Market Sales (2021)
Strong, Consistent Growth

45% of incremental Turnover since 2017 from organic growth

2017  Acquired  Organic  2021

+11% Average USG 2019-21

+30bps Growth contribution to Unilever FY21

€3bn ambition
Our Winning Model

1. BRAND FIRST MODEL

2. SPEED, AGILITY & ADVOCACY

3. TRENDS SETTING INNOVATION

4. SOCIAL IMPACT & PURPOSE

5. TECHNOLOGY FIRST BEAUTY
1. Brand First Model

Brand-centric approach
- Brands stay 100% at the heart
- Founders remain at the soul

Leaders in Education
- Dermalogica: #1 Professional Skincare Brand
- Paula’s Choice: brand rooted in science & education

Pioneering Decentralised Model
- Disruptive & future-fit organisational model
2. Speed, Agility & Advocacy

- Tatcha launch coverage in the UK highlights cult status
- TikTok: +300% Portfolio Growth YTD

- From 39% of revenue in 2019 to +50% in 2021
- Dermalogica debuted Virtual Reality eCommerce store in July 2021
3. Trend Setting Innovation

HOURGLASS
Red 0
Industry-first breakthrough ingredient innovation

Living Proof
Dry Volume & Texture Spray
120 patents globally for Living Proof technology

Murad
Targeted Wrinkle Corrector
Near-perfect reviews “Filler in a bottle”
4. Leading Social Impact & Purpose

**Dermalogica Education Pathway**
Provides skills-based training for skin therapists globally

**REN #WeAreAllies**
First of its kind partnership bringing 5 brands together to reduce packaging waste

**Tatcha Beautiful Futures**
Over 6.4 million days of school provided to children worldwide

Source: Tatcha: Tatcha provided 6,478,569 days of school as of 30th April 2022
5. Technology First Beauty

Dermalogica AI Skincare Educator
First virtual human to deliver skincare education

Living Proof AI Hair Diagnostics
Advanced AI diagnostic tool

Murad Custom Facial Serum
Digital diagnostic sessions to create bespoke formulations
The Power of Unilever

5,000 experts working worldwide in Unilever R&D

World Class R&D | International Footprint | Global Consumer Understanding
Operational Excellence | Expert Support Functions | Sustainability Leaders
China is an Opportunity

Strong Momentum Since Launch

- China is now the 3rd largest market for Unilever Prestige, despite being cross border only until 2021
- We have doubled turnover year-on-year since launch in 2017
- 1st company in the industry to achieve a domestic license without animal testing
- Murad is the #3 brand in T-Mall cross border
- Hourglass is a leading exclusive brand in Sephora China

Source: Tmall Shenyicamou, 2022 Q1, Prestige Cross Border Skincare Flagship Store, Prestige beauty as average selling price $60+
Summary: Prestige Powers Growth

Powerhouse Brands

- dermalogica
- TATCHA
- Murad
- PAULA'S CHOICE
- REN
- Living proof
- HOURGLASS
- GARANCIA

A Winning Model

1. BRAND FIRST MODEL
2. SPEED, AGILITY & ADVOCACY
3. TRENDS SETTING INNOVATION
4. SOCIAL IMPACT & PURPOSE
5. TECHNOLOGY LED BEAUTY

- 6,478,569 DUY SHOA
  208,148 ROOMS IN U.S.
Thank You