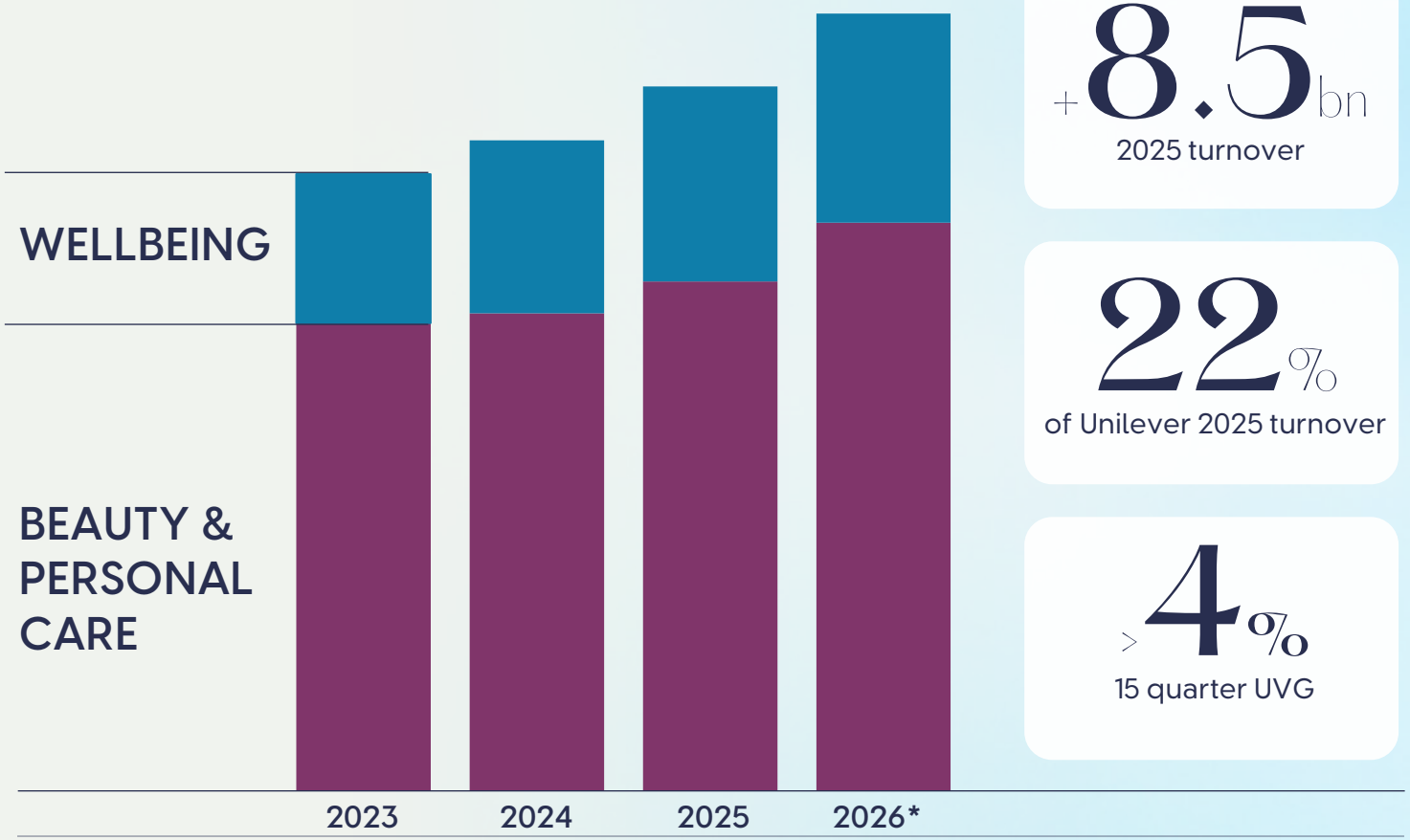
Unilever

UNILEVER U.S.

Herrish Patel, CEO Personal Care NA,
President Unilever US



A TRANSFORMED U.S. BUSINESS



+8.5bn
2025 turnover

22%
of Unilever 2025 turnover

>4%
15 quarter UVG



U.S. turnover by business, €bn | BPC = Beauty & Personal Care, including Dr. Squatch and WILD. 2026F = latest full-year forecast.

PORTFOLIO OF LEADING FUTURE FIT BRANDS

Dove

Dove men

7.5%
3- Year CAGR

#1
Non-edible brand in WalMart

€3bn+

MARKET MAKERS

OLLY

LIQUID I.V.

Dr. Squatch

€0.5–€1.0bn

DIGITAL DISRUPTORS

PAULA'S CHOICE

dermalogica

grüns

K18 BIOMIMETIC HAIRSCIENCE

€0.2bn–€0.5bn

*FY 2025; United States turnover only

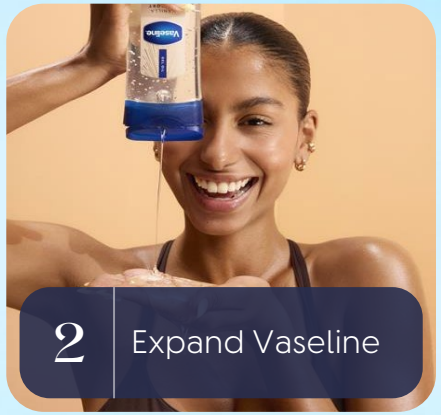
#1 SHARE LEADERSHIP ACROSS 9 SEGMENTS

MULTI YEAR BIG BETS FOR SUPERIOR GROWTH

Science led superiority and modern demand creation for continuous premiumization.



1 Expand Dove



2 Expand Vaseline



3 Supercharge Deodorants



4 Win in Men's



5 Accelerate Styling Leadership



6 Lock Hydration Leadership



7 Lead Female Wellbeing



8 Market Making Nutrient Support

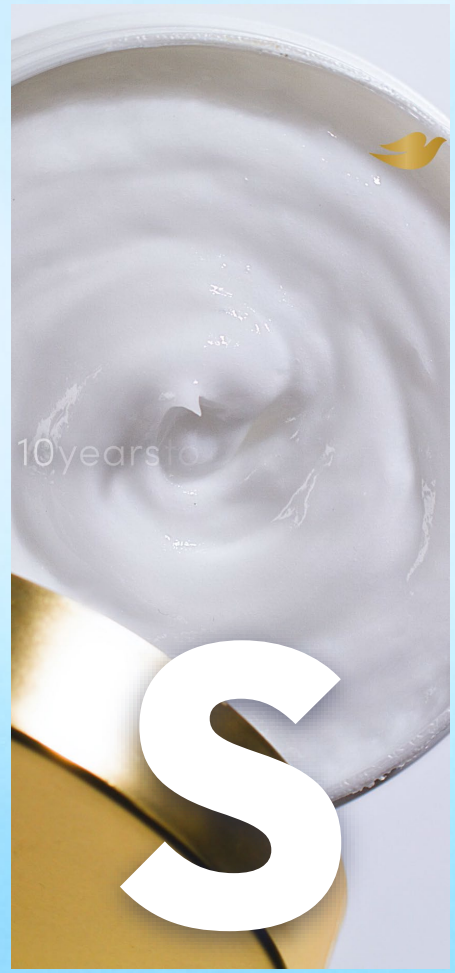


9 Science Led Superiority



10 Digital Disruption

EXPAND DOVE'S SUPERPOWER



S

SCIENCE

Technology Platforms



A

AESTHETICS

Premium formats & material



S

SENSORIALS

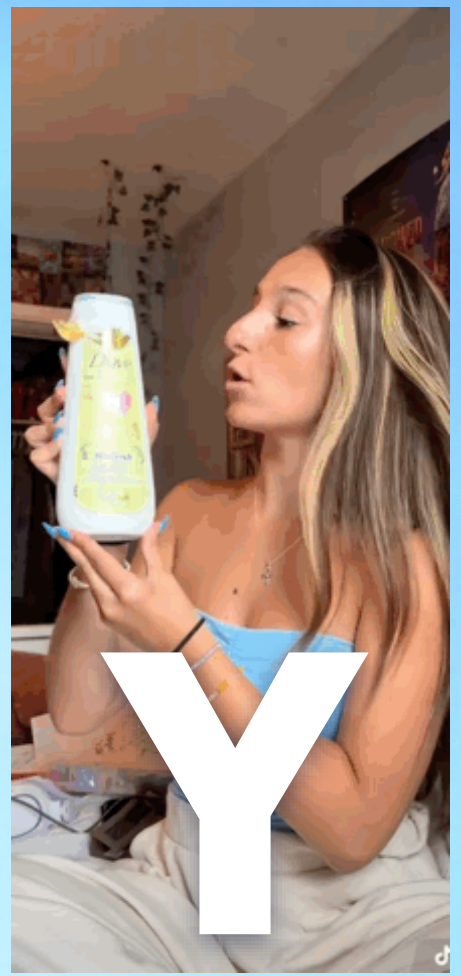
Beauty Led, Skincare



S

SAID BY OTHERS

Bridgerton, limited editions



Y

YOUNG SPIRITED

Playful, youth-led

WIN IN MEN'S



S

SCIENCE

Superior formula designed for men's skin



A

AESTHETICS

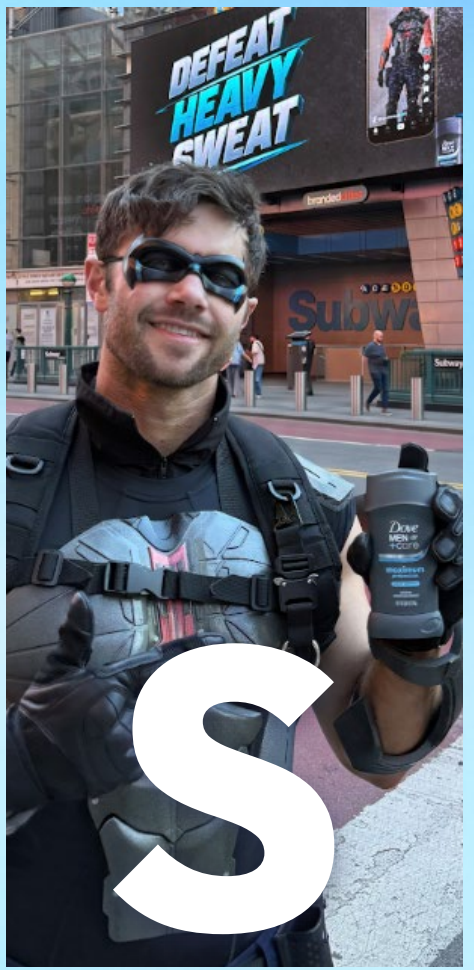
Upgraded designs, superior quality perception



S

SENSORIALS

Fragrance ranges transform basic hygiene



S

SAID BY OTHERS

Creator ecosystems build communities & fuel men's passions



Y

YOUNG SPIRITED

Desirable LTEs, youthful energy

WINNING IN CULTURE

TURN FANDOM INTO A SOCIAL-TO-SALES FLYWHEEL



CREATOR SCALE	ALWAYS ON	UNMISSABLE
10K+	12K+	95%
engaged creators	pieces of content	In-store for 5 months

MAKE CULTURAL FANDOM INSTANTLY SHOPPABLE



LIMITED EDITION	NEW BUYERS	GEN Z
$150M	~45%	20%
limited-edition sales in '26	purchasers new to Dove	Gen Z purchases (190 index vs core)

SUPPLIER TO STRATEGIC THOUGHT PARTNER







TOP TIER

Sales Growth
Vs. Industry Peers

3x

Unit Growth
Vs. the market

+26%

Digital Sales Growth
1.2x the market

PARTNERING WITH THE FUTURE OF RETAIL

Make brands desired

Cultural relevance and discovery

Join demand to sale

Connected commerce and convenience

Make markets

Category creation at national scale

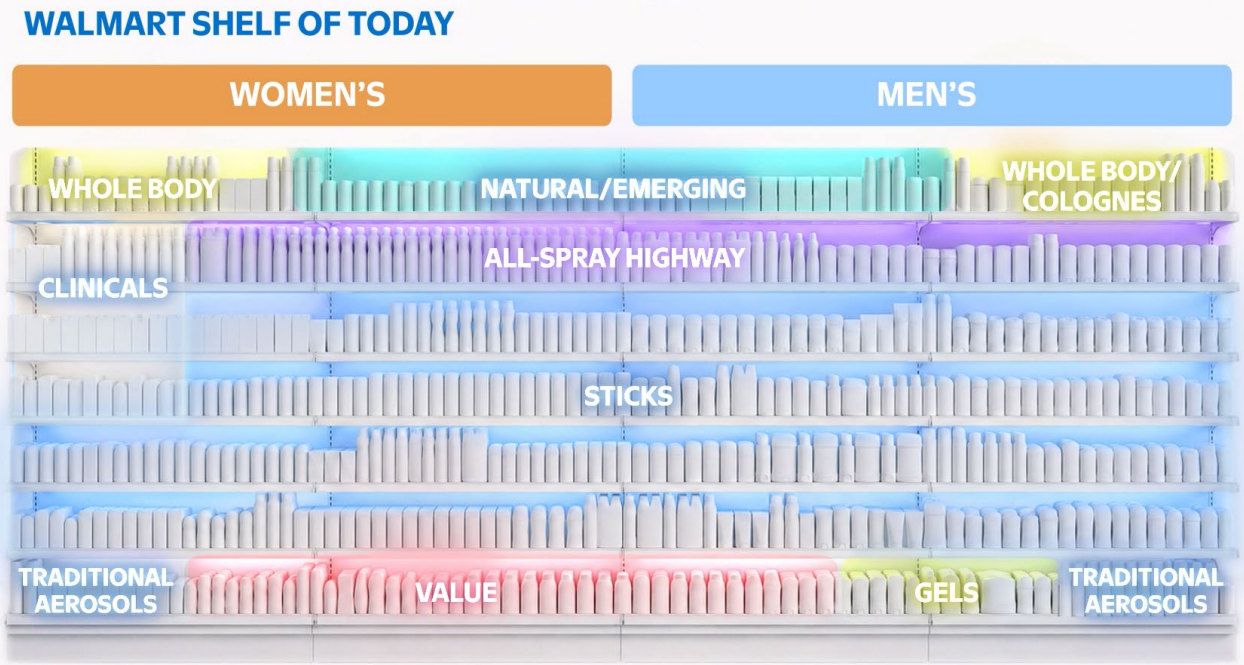


The full U.S. business

222 retailers.
One capability set, deployed wherever the economics work.

The capabilities we're building will outlast the moment to power the next horizon of growth in the U.S.

DEFINING THE FUTURE OF CATEGORIES



#1

Category Leaders
across 9 segments

70%

of Portfolio Sales in Categories we Lead

- Affordable Premiumization
- Benefit Led
- Lifestyles & Occasion
- Regimen

WINNING AGENTIC DISCOVERY AND COMMERCE

WIN AI DISCOVERY & RECOMMENDATION

PERSONAL CARE

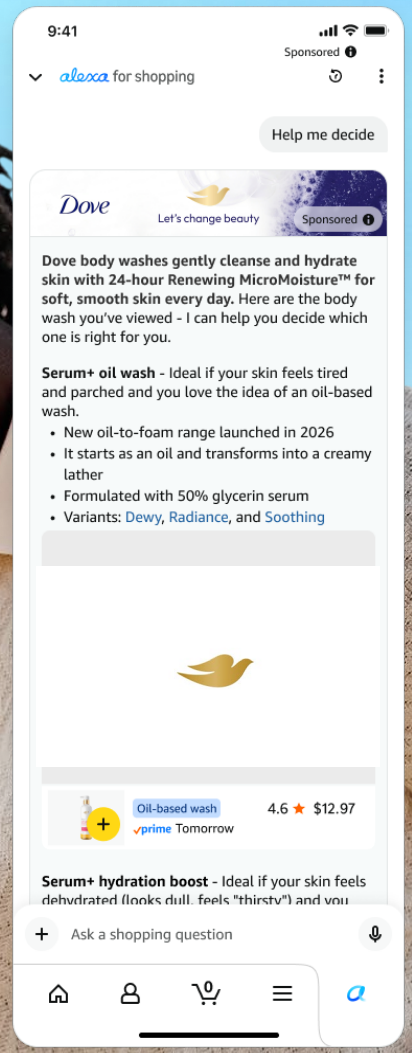
#1 in LLMs

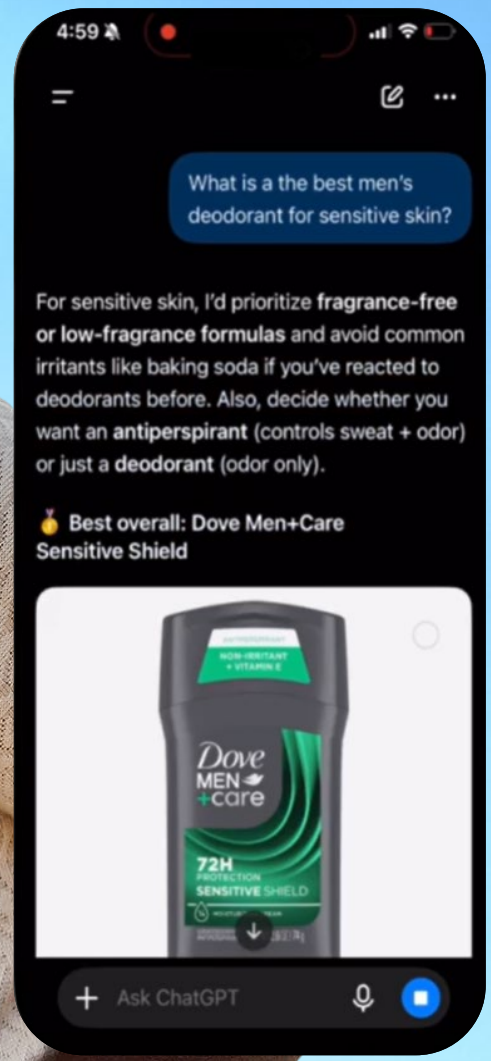
across ChatGPT, Google AI, Alexa

DOVE

#1 on search and purchase in PC on Amazon

Measure & Optimize how AI + Agents discover + recommend

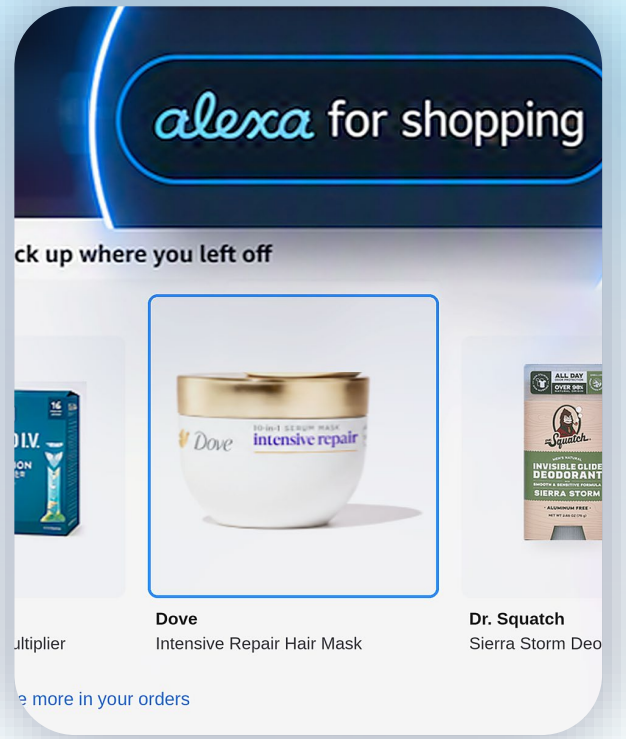




Mockup for illustrative purposes only. Product placement does not represent a live campaign. # Across gender neutral, men's and women's focused prompts in Deodorants & Skin Cleansing



U.S. CAPABILITIES AND BRANDS THAT TRAVEL



OMNICHANNEL EXECUTION



DOVE PLAYBOOK





PREMIUM PORTFOLIO