Nitin Paranjpe
Chief Operating Officer
3rd September 2019

Sustainable business driving superior long term financial performance
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 today

- 190 countries
- 2.5 billion consumers
- Integrated sustainability & business strategy

- 59% emerging markets
- 85% of brands in leading positions

#1 FMCG employer in 50/54 countries

Purpose-led, future-fit

85% of brands in leading positions

Home Care 20%

Foods & Refreshment 38%

Beauty & Personal Care 42%

Turnover 2018 excl Spreads, excl VZ price, and excl Argentinian price from Q3 onwards.
Operationally focused organisation

• Chief Operating Officer

• Delayered organisation

• Clear mandate
  • Accelerate growth
  • Deliver divisional strategies
3 differentiated divisional strategies

BEAUTY AND PERSONAL CARE

- Innovation with global scale and local relevance
- Turnover 2018: €21BN

HOME CARE

- Underlying operating margin to industry benchmarks. Innovation & emerging market led growth.
- Turnover 2018: €10BN

FOODS & REFRESHMENT

- Accelerate growth, whilst improving underlying operating margin
- Turnover 2018: €20BN
Deliver divisional strategies through key cells

Accelerate growth
Turnaround growth
Sustain growth
Unlock margin

Key cells

165 cells

Role definition is the platform for strategic consistency
Accelerate growth

Geographies  Channels  High growth segments  Purpose

- nth generation
- Powered by Plants
- Love Beauty and Planet

nourished hair, glowing skin & a little ♡ for the planet
<table>
<thead>
<tr>
<th>Geographies</th>
<th>Channels</th>
<th>High growth segments</th>
<th>Purpose</th>
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<tr>
<td><img src="image" alt="World Map" /></td>
<td><img src="image" alt="Happiness Station" /></td>
<td><img src="image" alt="Powered by Plants" /></td>
<td><img src="image" alt="Love Beauty Planet" /></td>
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Accelerate growth – geographies
Accelerate growth – geographies

59% turnover in emerging markets

- **9%** India
- **5%** China
- **6%** Brazil
- **5%** Indonesia

% of turnover 2018

Strength and depth in emerging markets

16 markets over €500m and 38 over €100m
### Key enablers to win in emerging markets

<table>
<thead>
<tr>
<th>Long term commitment</th>
<th>Local teams, best talent</th>
<th>Brands across price tiers</th>
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<tbody>
<tr>
<td><img src="image1.png" alt="Telescope" /></td>
<td><img src="image2.png" alt="Location" /></td>
<td><img src="image3.png" alt="Triangle" /></td>
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<tr>
<th>Market development model</th>
<th>Deep distribution</th>
<th>Constant improvement</th>
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<tr>
<td><img src="image4.png" alt="Gear" /></td>
<td><img src="image5.png" alt="Network" /></td>
<td><img src="image6.png" alt="Circles" /></td>
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Emerging markets – digitise route to market

Large traditional trade footprint

Digital transformation of RTM

New digital business model
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<tr>
<td><img src="image1" alt="World map" /></td>
<td><img src="image2" alt="Image of store" /></td>
<td><img src="image3" alt="Image of bottle" /></td>
<td><img src="image4" alt="Image of skincare" /></td>
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<tr>
<td><strong>Accelerate growth – channels</strong></td>
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- **Purpose**: Powered by plants. Tested on 60 of your toughest stains. 
- **High growth segments**: Nourished hair, glowing skin & a little love for the planet. 
- **Channels**: Happiness Station, Store front.
Accelerate growth – channels

- Design portfolio for key channels
- Content & demand creation across shopper journey
- Execute with excellence across channels
Design for channel – ecommerce

Online relevant demand spaces

Shopper preference > 4 stars

Supply chain requirements

Customer profitability – high value density
Design for channel – health & beauty / pharmacy

Relevant demand spaces

Dedicated services

Design for complexity
Accelerate growth – high growth segments

Geographies

Channels

High growth segments

Purpose

Powered by plants

Love beauty and planet

Nourished hair, glowing skin & a little love for the planet
Accelerate growth – High growth segments

Better for me & planet

Clean and green

Anytime, anywhere

Snacking

Beauty & wellness

Lifestyle choices

Responding to key trends through innovation and new brands
Accelerate growth – purpose

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Purpose pays – the evidence is compelling

Purpose-led brands grow \(2X\) faster

Source: Kantar
Accelerate growth – purpose

28 sustainable living brands

Accelerating growth

OUR SUSTAINABLE LIVING BRANDS GROW 69% FASTER

Together with our customers

- Dove
- Lipton
- Sunlight
- Breyers
- Knorr
- Domestos
- Rexona
- Rin
- Vaseline
- Ben & Jerry’s
- Hellmann’s
- Cif
- Dirt is Good
Plastic

Less plastic

Better plastic

No plastic
Accelerate growth

Geographies

Channels

High growth segments

Purpose

Fundamentals of growth

Speed and consistency of execution

Dynamic resource allocation
Our investment case

Purpose-led, Future-fit

Multi-stakeholder model
- Consumers
- Customer
- Employees
- Planet
- Society
- Shareholders

Superior financial performance

2020 targets
- GROWTH: 3-5%
- MARGIN: 20% UOM
- CASH CONVERSION: 100%

SUPERIOR LONG TERM VALUE
Sustainable business driving superior long term financial performance

Nitin Paranjpe
Chief Operating Officer
3rd September 2019