

Deutsche Bank Global Consumer Conference 2021

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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. 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; 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 2020.

1

Unilever Overview

2

Portfolio: Prestige Beauty and Functional Nutrition

3

Markets: Digitalisation in India

4

Summary

€52bn

turnover

18.5%

underlying operating
margin

Top 5 markets:

USA
India
Brazil
China
Indonesia



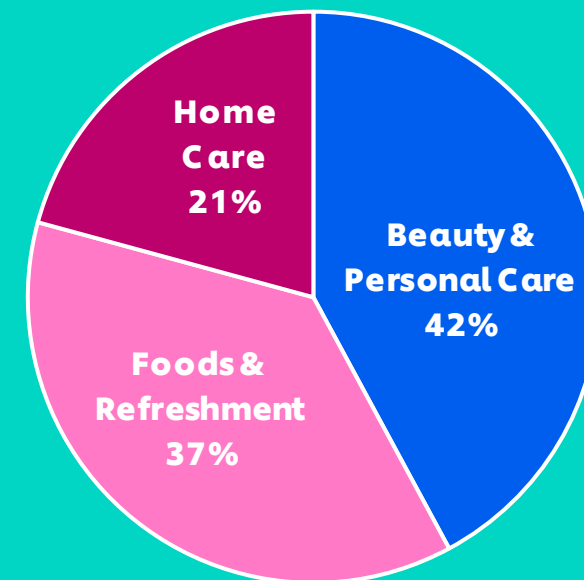
Unilever

190

countries

€7.7bn

free cash flow



14 of the top 50 global consumer brands



60%

sales in emerging
markets

Most effective marketer

for 4 consecutive years

Powerful portfolio of leading category and brand positions



81%
brands #1 or
#2 in their
market

50%
of turnover
from 13 billion
Euro brands

Strong presence in growth markets of the future



**Leading
positions**
in top 10 future
growth markets

12
markets with >€1bn
annual sales

The global leader in sustainable business



Top
of GlobeScan
Sustainability
Leaders survey for
10 years

Leader
in Dow Jones
Sustainability
Index since 2014

Operational excellence

Penetration

Innovation

Design for channel

Brand purpose

Fuel for growth

Competitiveness

57%

% Business Winning MAT

Q1 Growth

Underlying Sales Growth

5.7%

4.7%

Underlying Volume Growth

1. Develop our portfolio into high growth spaces

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

3. Accelerate in USA, India, China and leverage EM strength

4. Lead in the channels of the future

5. Build a purpose-led, future-fit organisation and growth culture



Operational Excellence

1. Develop our portfolio into high growth spaces

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

3. Accelerate in USA, India, China and leverage EM strength

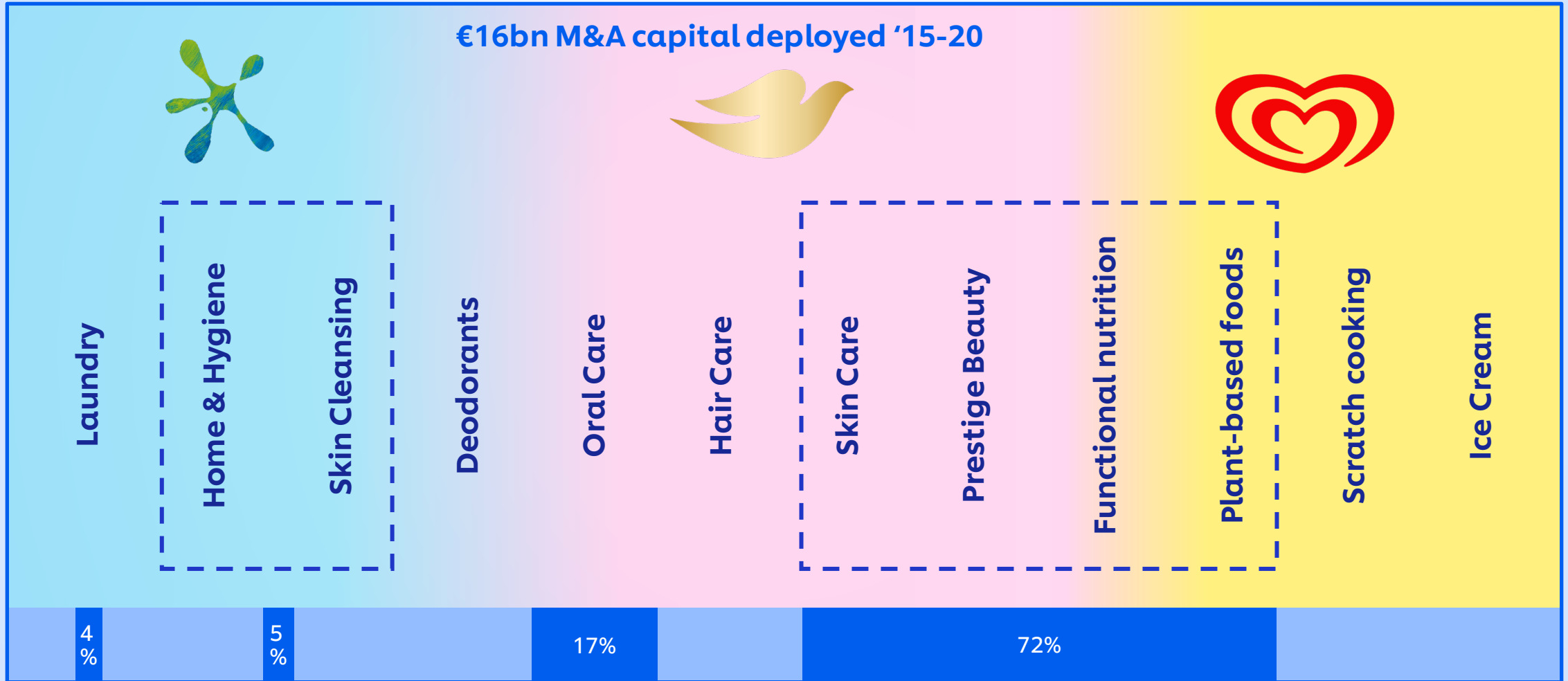
4. Lead in the channels of the future

5. Build a purpose-led, future-fit organisation and growth culture



Operational Excellence

 Priority focus area





Prestige Beauty

\$156bn market, growing ~7%



Functional Nutrition

VMS: \$140bn market, growing >7%



Scale



High growth



Potential in
growth countries



Route to
leadership

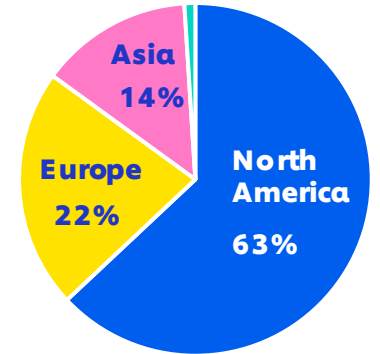


Branding &
technology sensitive



+20%
Q1 USG

Geography footprint



>50%
%eCommerce

Category footprint



8 purpose led prestige beauty brands

Portfolio

Dermatologica



2015

Kate Somerville



2015

Murad



2015

REN



2015

Living Proof



2017

Hourglass



2017

Garancia



2019

Tatcha

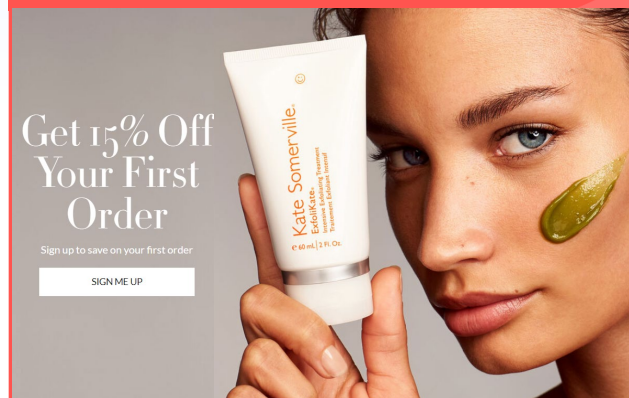


2019

String of pearls model



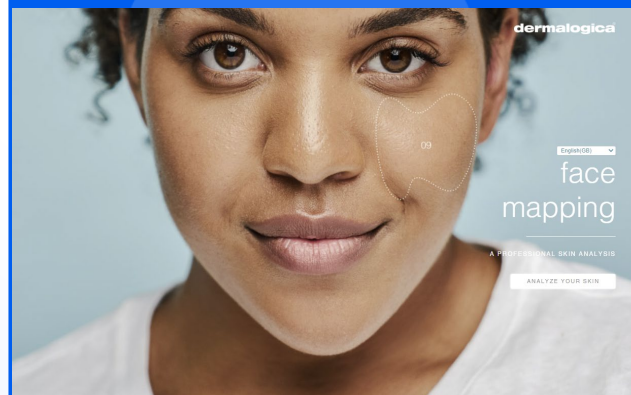
Growth channels



Purpose led

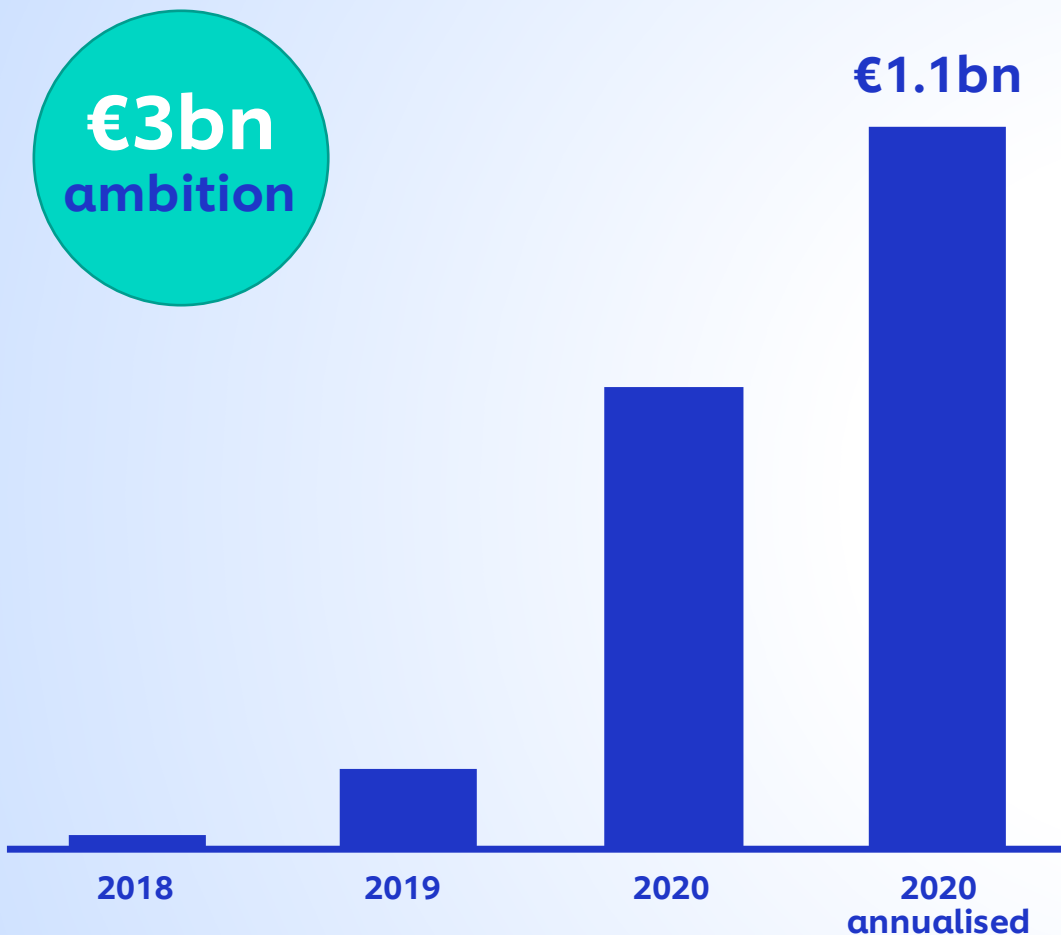


Digital first



Impactful innovation





+54%

Q1 USG

SMARTYPANTS 

#1

selling multivitamin
on Amazon

ONNIT

>80%

sales via eCommerce

OLLY

#1

VMS brands in Target

6 acquired Functional Nutrition brands since 2018

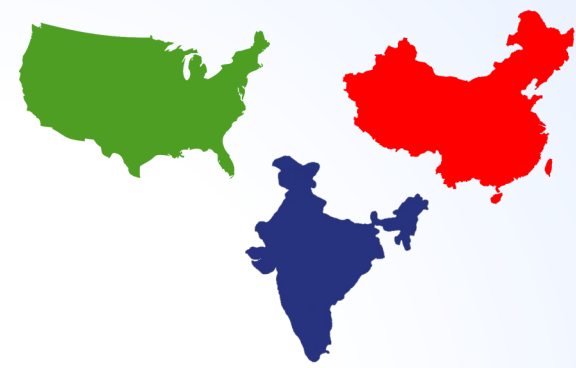
Portfolio



Differentiated model



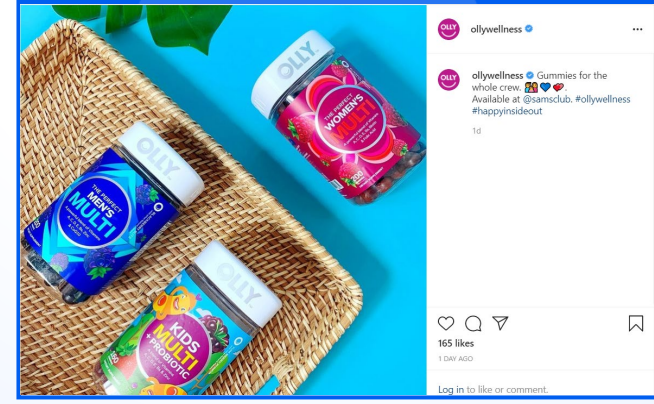
Priority markets



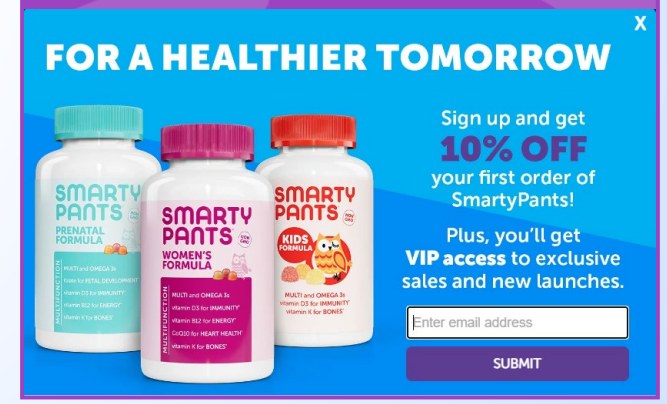
Health & Wellbeing



Channel shift



Digital and DTC



1. Develop our portfolio into high growth spaces

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

3. Accelerate in USA, India, China and leverage EM strength

4. Lead in the channels of the future

5. Build a purpose-led, future-fit organisation and growth culture

A large teal double-headed arrow pointing left and right, spanning the width of the slide.

Operational Excellence



HUL: India's largest FMCG Company

India

€5 bn

Turnover

+ €3 bn

In last decade

25%

Operating margin

+1000bps

In last decade

9 out of 10

Households use one or more
of our brands

5th Largest

Indian company by
market capitalisation of

€ 66 bn

c. 90%

Of our business has category
leadership



Hindustan Unilever Limited

Brands in

8m+

Stores



**Largest
M&A**

in FMCG in India



**Employer
of choice**

Across industries

+2200bps

Gender balance
in last decade

136k

Shakti women
micro
entrepreneurs

**Plastic
neutral**

By 2021

>1.3 tn litres

Water conservation
potential created

India is reforming

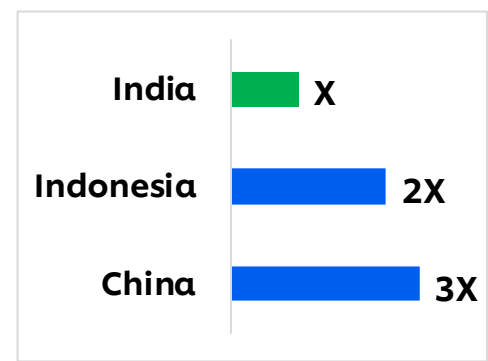


Ease of doing business rank improved
+79

FMCG has huge headroom to grow



Low category penetration



FMCG per capita consumption

Demographics dividend

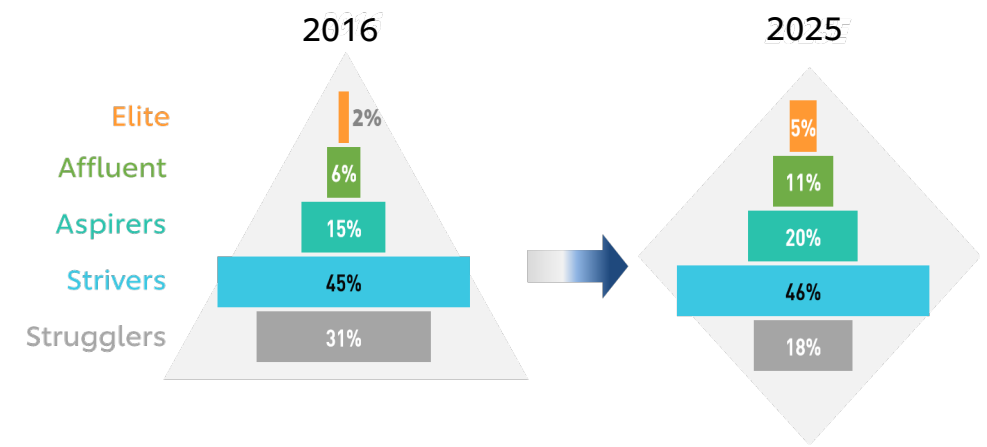


1.05 bn working class population

1/3rd are millennials

80% nuclear households by 2030

Income pyramid moving towards a diamond

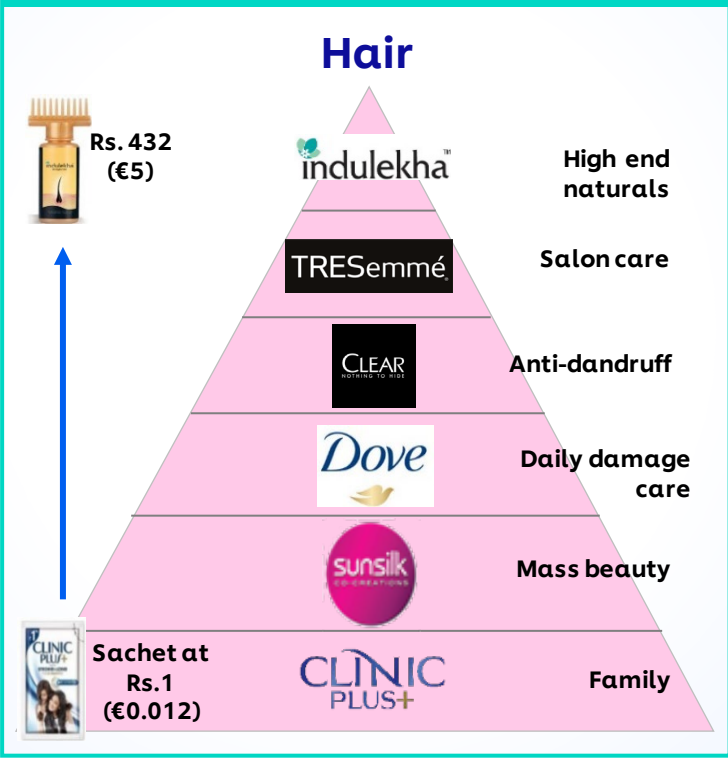




Hair care



Straddling price - benefit pyramid



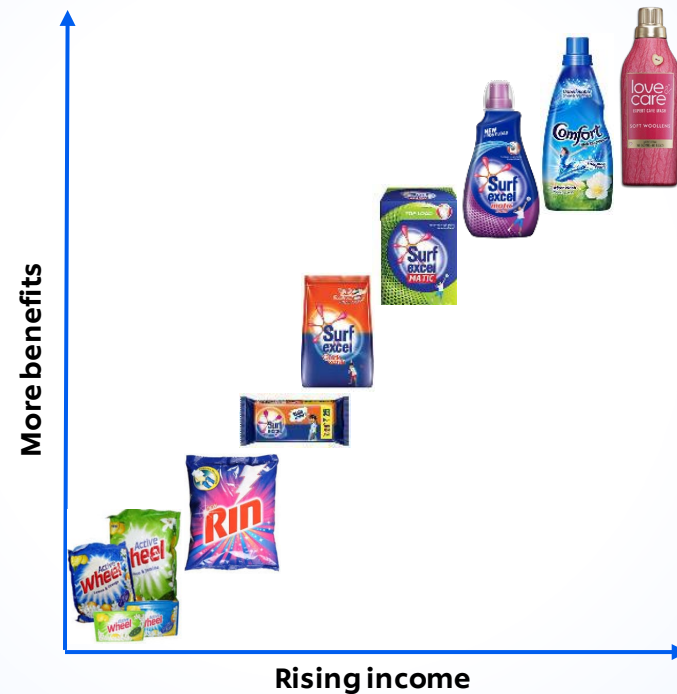
Portfolio transformation



Fabric Wash



Upgrading with new benefits



Impactful Innovations





Tea



Secured market leadership in Tea



Winning in many Indias'



Recognising Heterogeneity

Punjab & Karnataka

Same brand designed for different preferences



Market Development



Internet penetration



2015
302 m

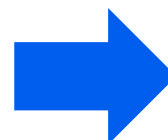


2021
761m

Cost of 1 GB data



2015
US\$ 4



2021
US\$ 10c

Average monthly data consumption per user

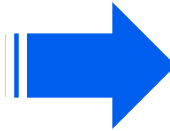
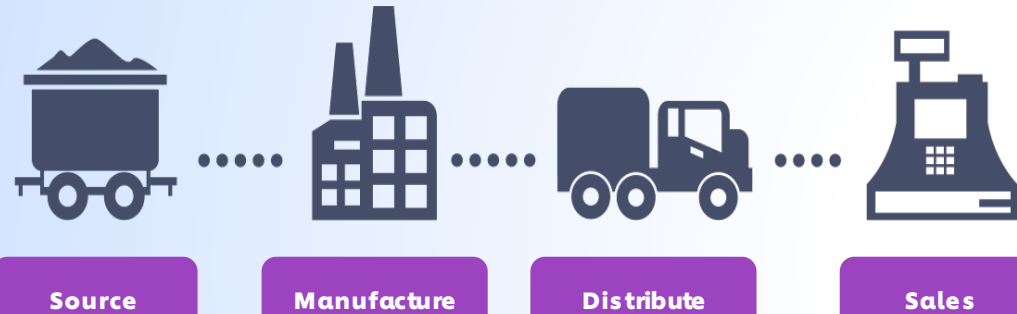


2015
0.8 GB

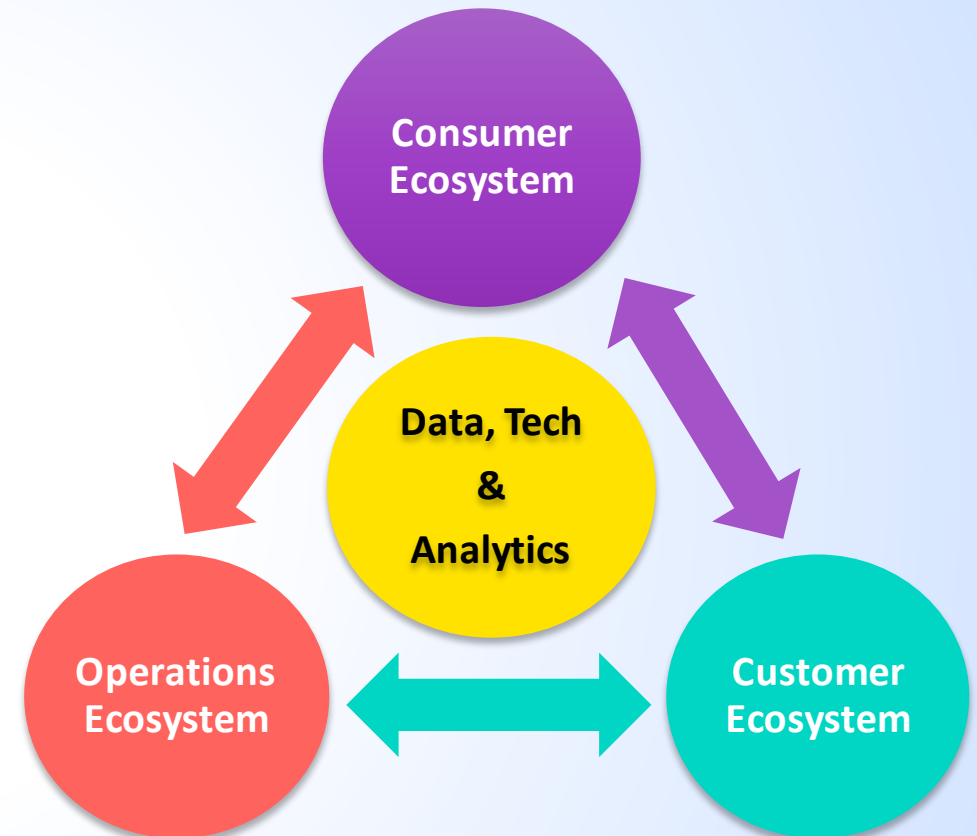


2021
13 GB

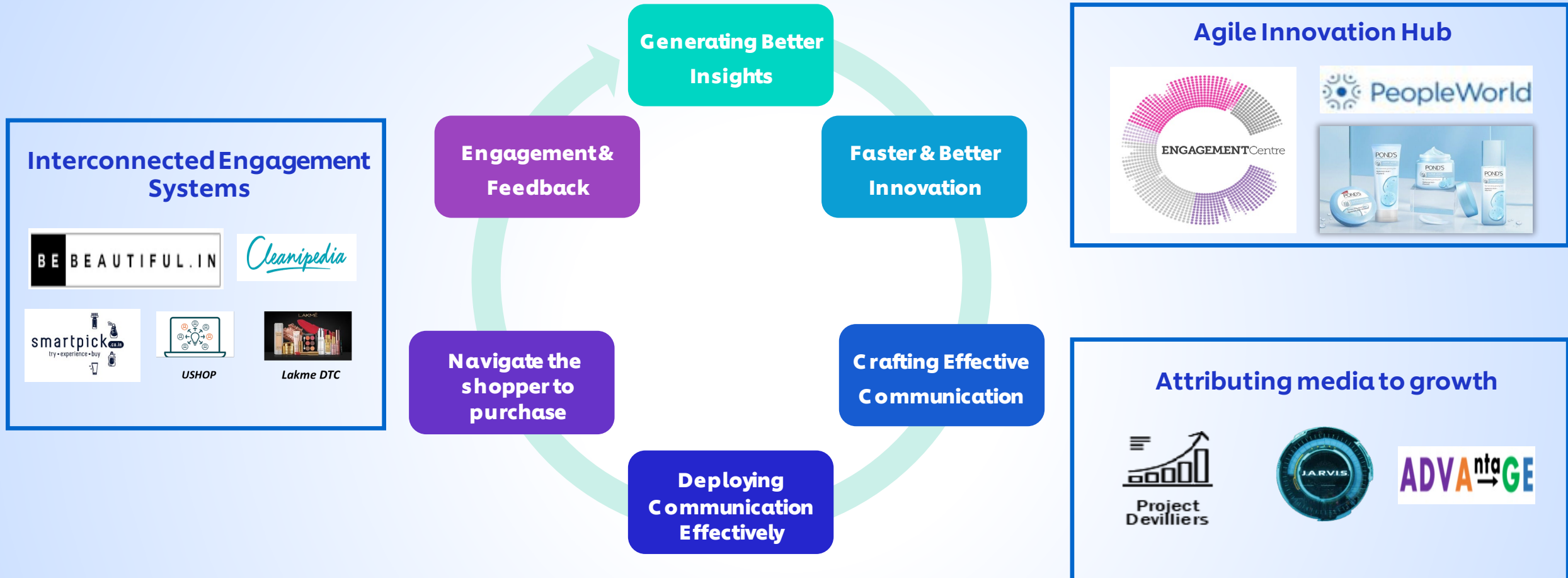
Yesterday



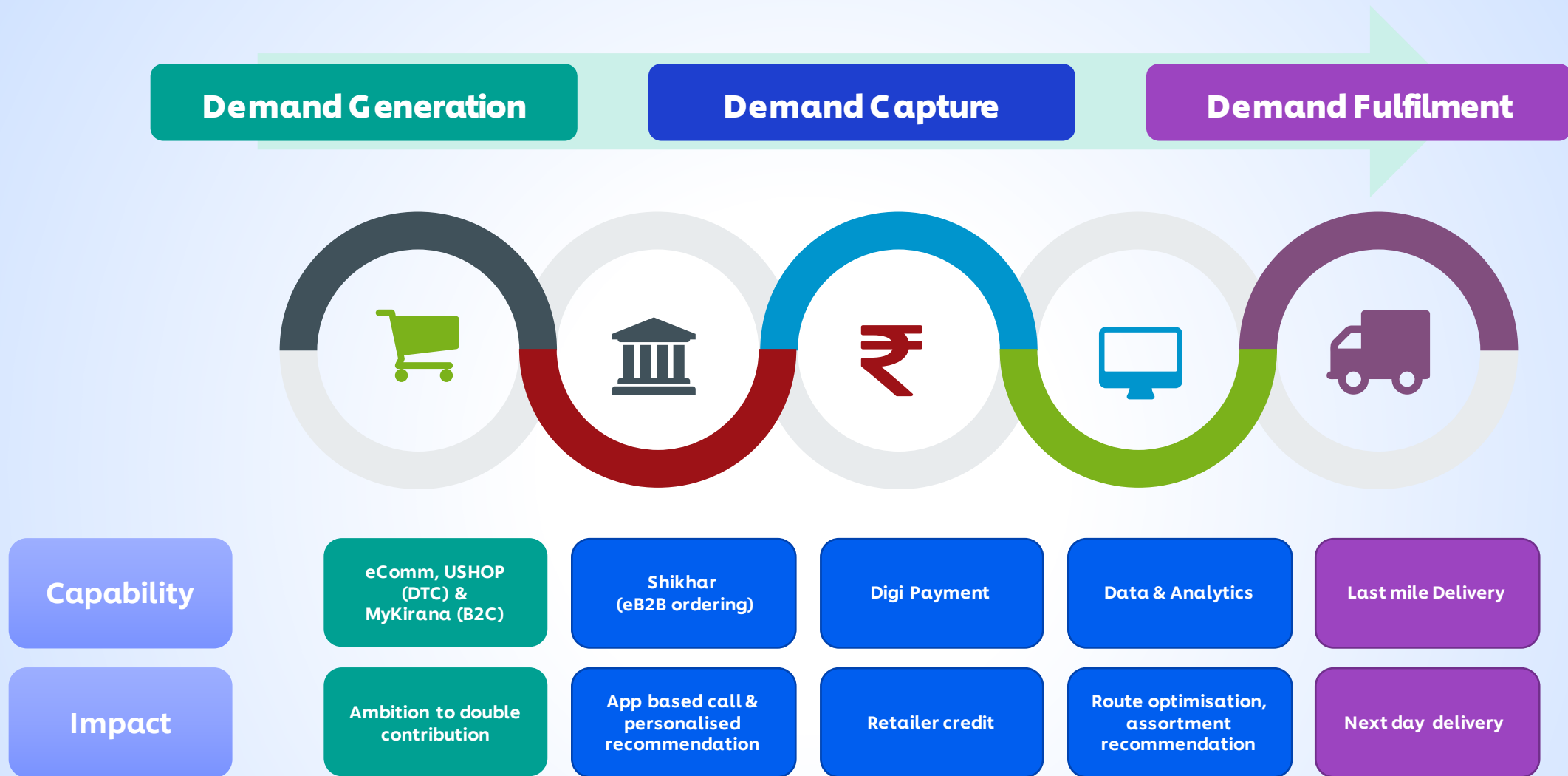
Tomorrow



Transforming from linear value chain to non linear and interconnected ecosystems



Consumer signal to launch in half the time



> 500k Kiranas (traditional grocers) connected; 2 Year plan folded in 6 months

Plan & Source

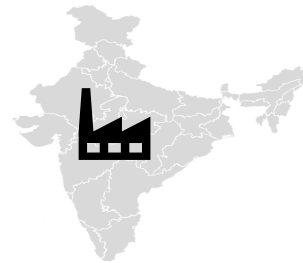


Artificial Intelligence led commodity and demand forecasting



Machine Learning powered intelligent planning for distributors

Make



Manufacturing & distribution network transformation



Digitally enabled agile manufacturing

Deliver & Service

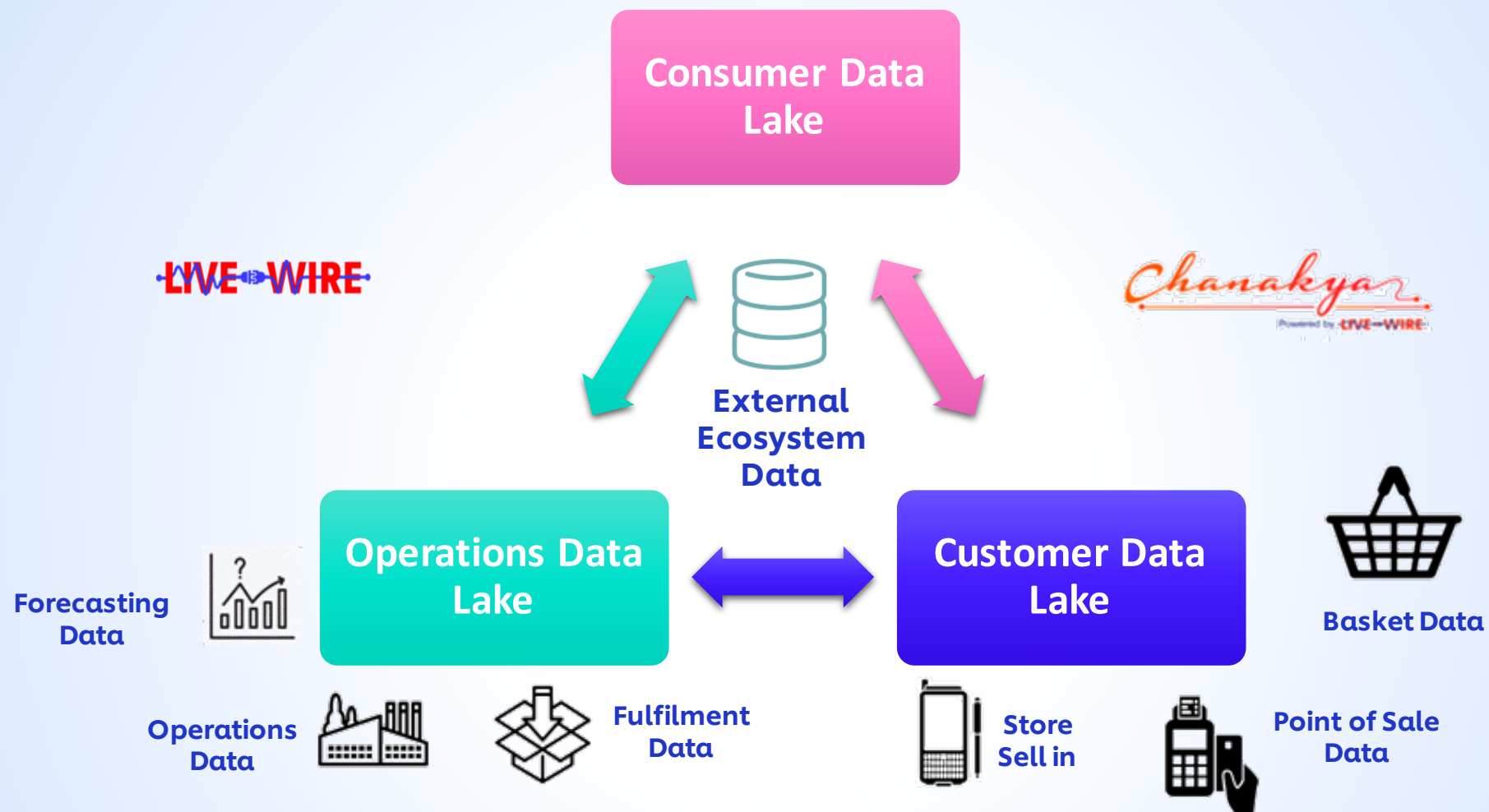


Automated storage & picking



Integrated routing & delivery

Moving towards a Hi-Tech and Intelligent Supply Chain



Augmenting decision making



Good start to the year through continued focus on operational excellence



Clear strategic choices



Portfolio evolution underway and new businesses building well



Driving competitive advantage through digitalisation

Our vision

is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.

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