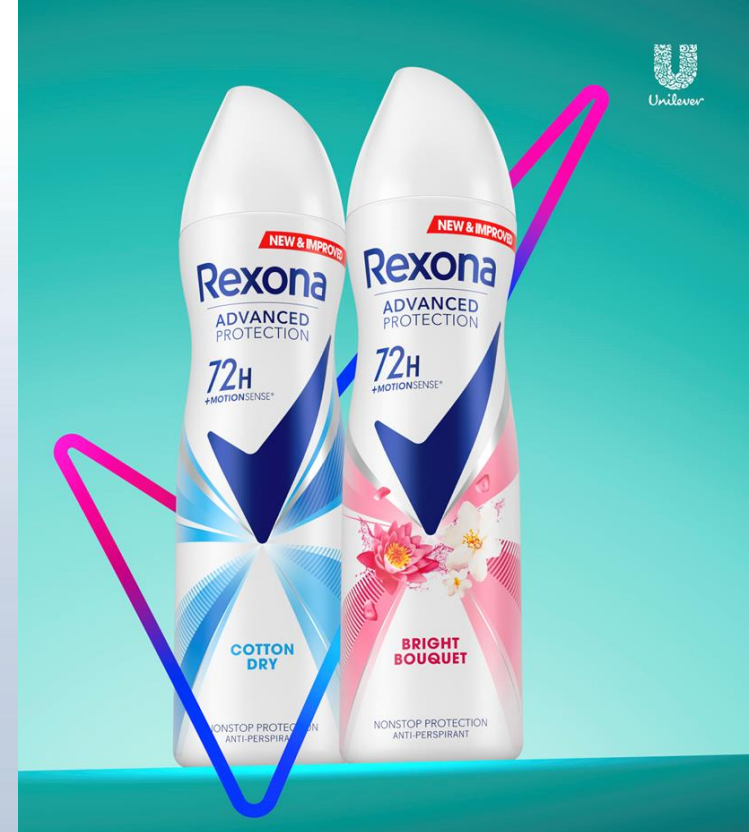


PERSONAL CARE

8 DECEMBER 2022

Fabian Garcia
Personal Care President



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.

- 1 Personal Care is a large and attractive market in which we hold strong leading positions**
- 2 We have some of the most powerful brands in the sector**
- 3 We will accelerate growth by investing more behind our powerhouse brands funded by increased Gross Margin**
- 4 The new Compass organisation is already helping us to step up the speed and quality of execution**

**PERSONAL CARE
BUSINESS OVERVIEW**

**STRATEGY & VALUE
CREATION**

GROWTH

**GROSS
MARGIN**

EXECUTION

PERSONAL CARE BUSINESS OVERVIEW

STRATEGY & VALUE CREATION

GROWTH

GROSS
MARGIN

EXECUTION

>€100 Billion market, growing at c.4%



Favourable Consumer Trends



Macro Environment Challenges Persist

Supply Resilience



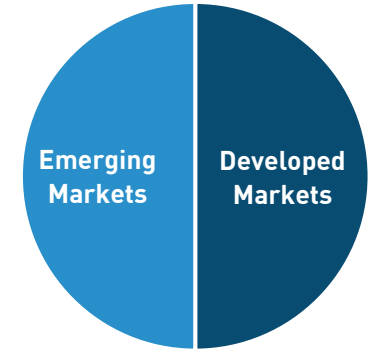
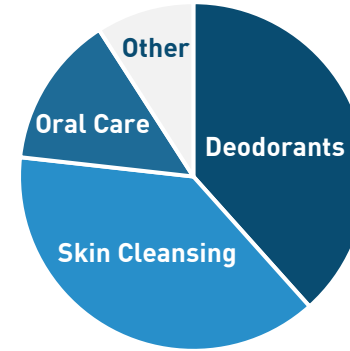
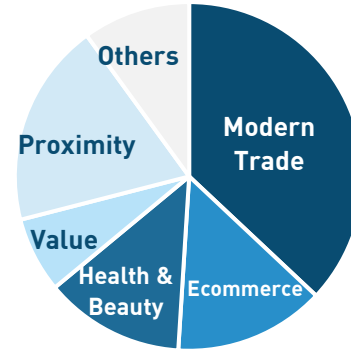
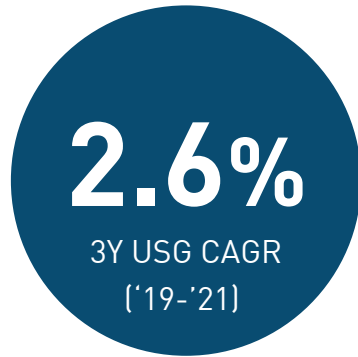
Continued Commodity Inflation



Recession / Consumption Risk



Personal Care Business Group Overview



Skin Cleansing

Deodorants

Oral Care

Turnover

Market Share

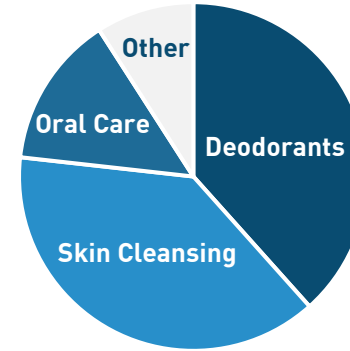
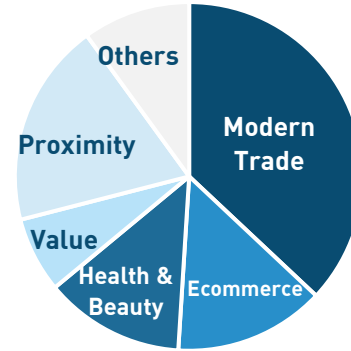
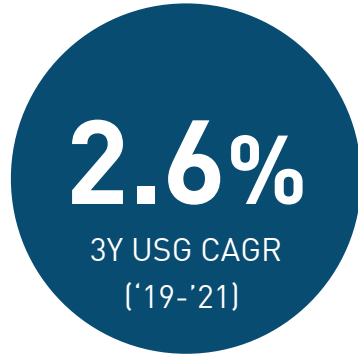
Relative Market Share

€6bn
~20%
~3x

€4bn
~30%
~3x

€1.5bn
~5%
~0.2x (Global)
~1.7x (Where we Lead)

Personal Care Business Group Overview



Skin Cleansing



Deodorants



Oral Care



7 Powerhouse Brands > 85% of the Business



€5bn Master Brand



#1 Global Deo Brand



#2 Most Penetrated Beauty Brand



#1 Male PC Brand*




#1 Germ Protection Soap



#1 Oral Care Brand

Indonesia France Vietnam



Born Challenger
#2 Freshness Brand in Oral care

*Excluding Shaving

**PERSONAL CARE
BUSINESS OVERVIEW**

**STRATEGY & VALUE
CREATION**

GROWTH

**GROSS
MARGIN**

EXECUTION

Personal Care Strategy & Value Creation

STRATEGIC ROLE

ACCELERATE GROWTH by extending our leadership positions

Deploying superior technology and increased investment behind our 7 powerhouse brands

Improved execution enabled by the Compass Organisation

VALUE CREATION

GROWTH

4-5%

MARGIN

Modest Expansion

POWERED BY

Increased Gross Margin



**PERSONAL CARE
BUSINESS OVERVIEW**

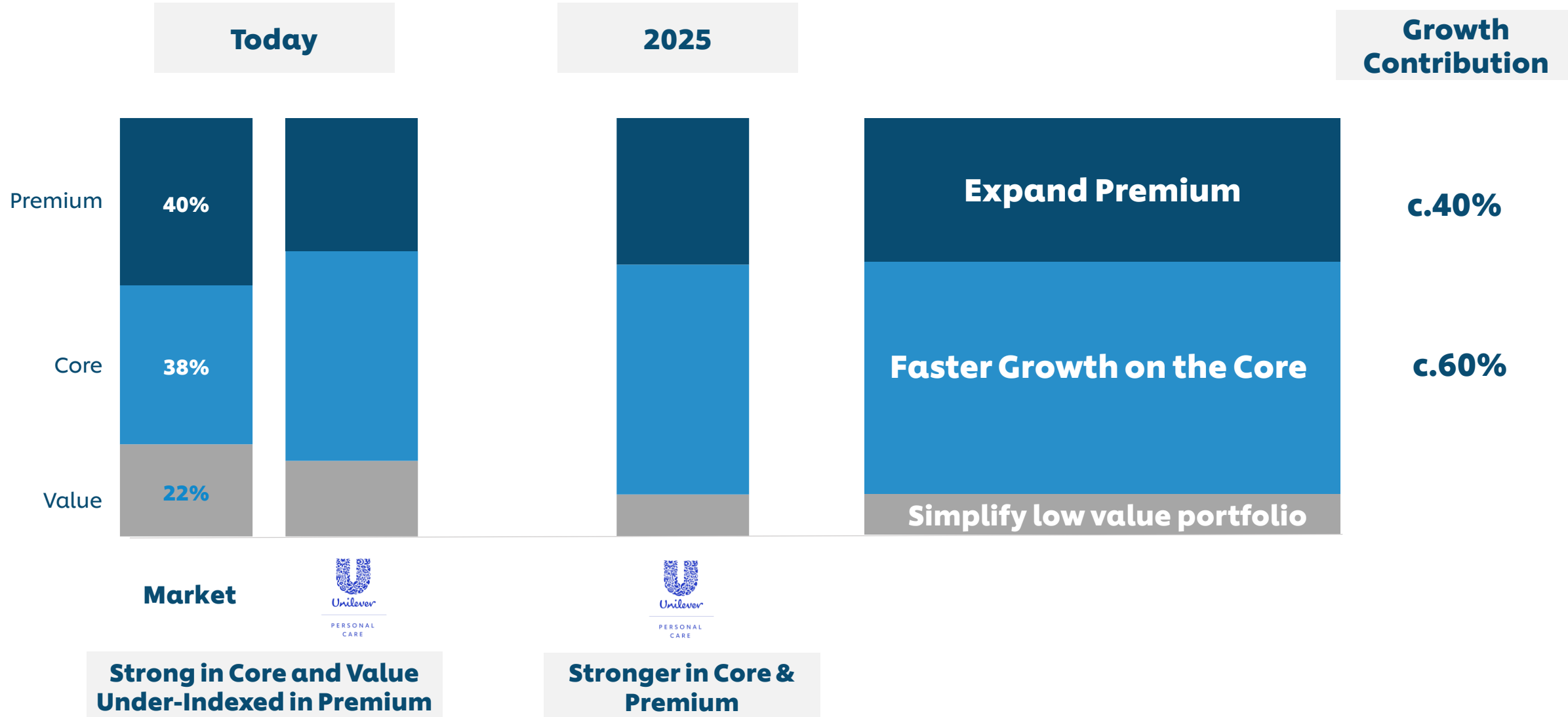
**STRATEGY & VALUE
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GROWTH

**GROSS
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EXECUTION

Accelerate Growth Through Superior Products & Premiumisation





FASTER GROWTH ON THE CORE



NEW

Dove
new nourish
deep moisture
nourishes the driest skin
nourit to peau la plus sèche
24hr Renewing MicroMoisture

body wash | shampoo pour corps
24Hr Renewement MicroMoisture
20 U.S. FL. OZ. | 590 ml

Dove


24 hours of silky-soft skin
now from your shower

Our best ever Dove Body Wash, with millions of moisturizing microdroplets.

 **24hr Renewing MicroMoisture**

Let's **Change** Beauty 

EXPAND PREMIUM



Dove

NEW

Dove
even tone
antiperspirant
deodorant
24hr
24hr
24hr

Dove Even Tone Antiperspirant
Helps restore underarm skin
to its natural tone in 21 days

Accelerate Growth Through Superior Efficacy & Premiumisation



FASTER GROWTH ON THE CORE



EXPAND PREMIUM



PURPOSEFUL IMPACT FOR PEOPLE & SOCIETY



Let's **Change** Beauty 

POSITIVE IMPACT FOR THE PLANET



**PERSONAL CARE
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Gross Margin increase to re-invest behind brands

PREMIUMISATION / MIX

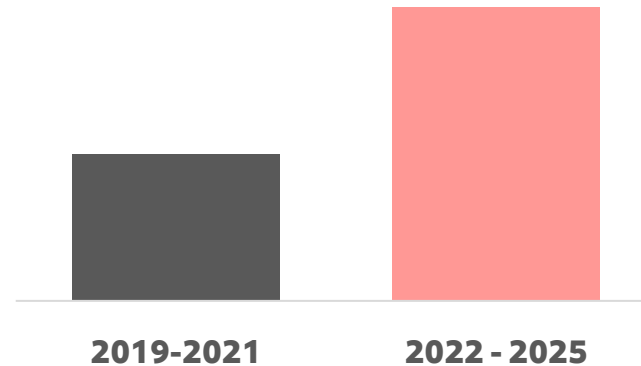
Pricing for Superior,
Consumer Preferred Products

Trade up to accretive
formats and benefits

Leveraging **Mix**

BIG STEP UP SAVINGS

x2
Step up



RADICAL SIMPLIFICATION

c.70 legacy Personal Care
brand lines being exited

25% SKU Reduction

30% Unique Specification
Reductions

**PERSONAL CARE
BUSINESS OVERVIEW**

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MARGIN**

EXECUTION

The Compass Organization enhances execution power of Personal Care

FASTER

**Simpler Organisation,
Fewer Decision Makers**

Tail Brand Line Elimination

Capacity re-allocation

Savings Step up

MORE ACCOUNTABLE

**End-to-end integration of
Strategy & Execution**

Pricing Agility

Sharper Investment Decisions

Strategic Consistency

MORE "PERSONAL" CULTURE

We make it personal!

Customised Plans for each Market

Personal Care Domain Expertise

More Disciplined Alignment

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THANK YOU

