

Bernstein European Strategic Decisions Conference

Marc Engel, Chief Supply Chain Officer &
Richard Slater, Chief R&D Officer

23rd September 2020



Unilever

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; 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 Annual Report on Form 20-F 2019 and the Unilever Annual Report and Accounts 2019.

2.5bn

consumers reached

48k

suppliers

190

countries

60%

sales in emerging markets

12

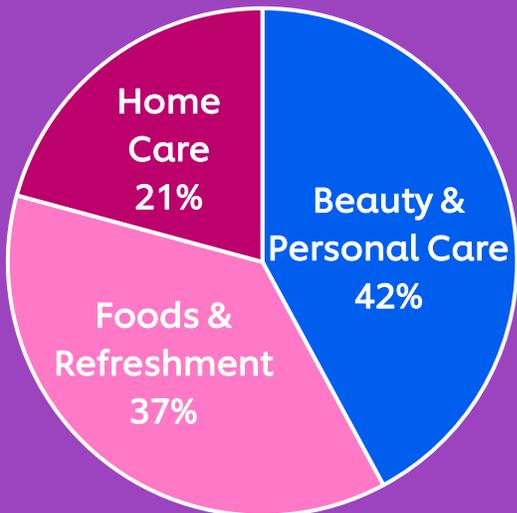
billion euro brands

1.3bn

people helped to improve health and hygiene



14 of the top 50 global consumer brands



90%

local leaders



Our emerging markets footprint continues to be a strength

Depth



India's largest FMCG company



Strong #1 share position



97% local managers



Unilever product in every Indonesian household

Breadth

>€500_m

16 markets

€100_m
to
€500_m

21 markets

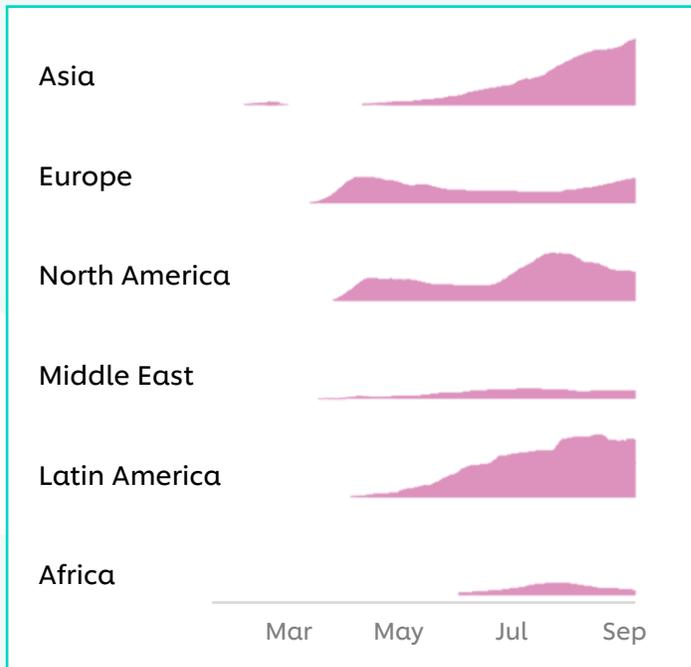
Opportunity

Contributing over
60%
of global GDP
growth by 2030

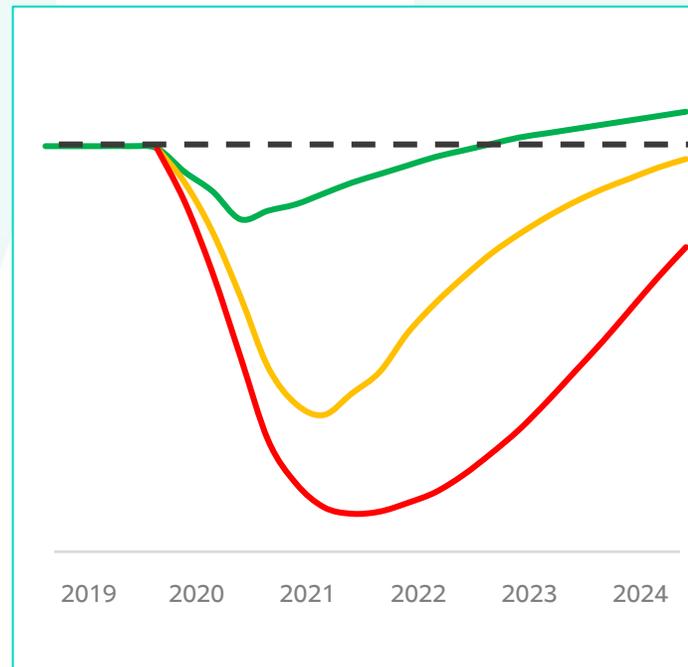
Seeding the
future

Macro uncertainty requires extreme agility

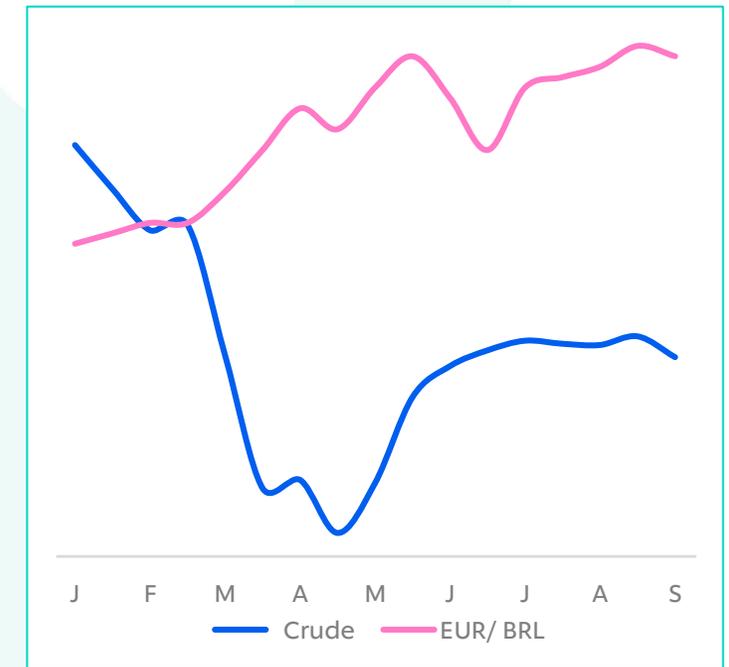
Rising Covid-19 cases



Wide range of economic outlooks

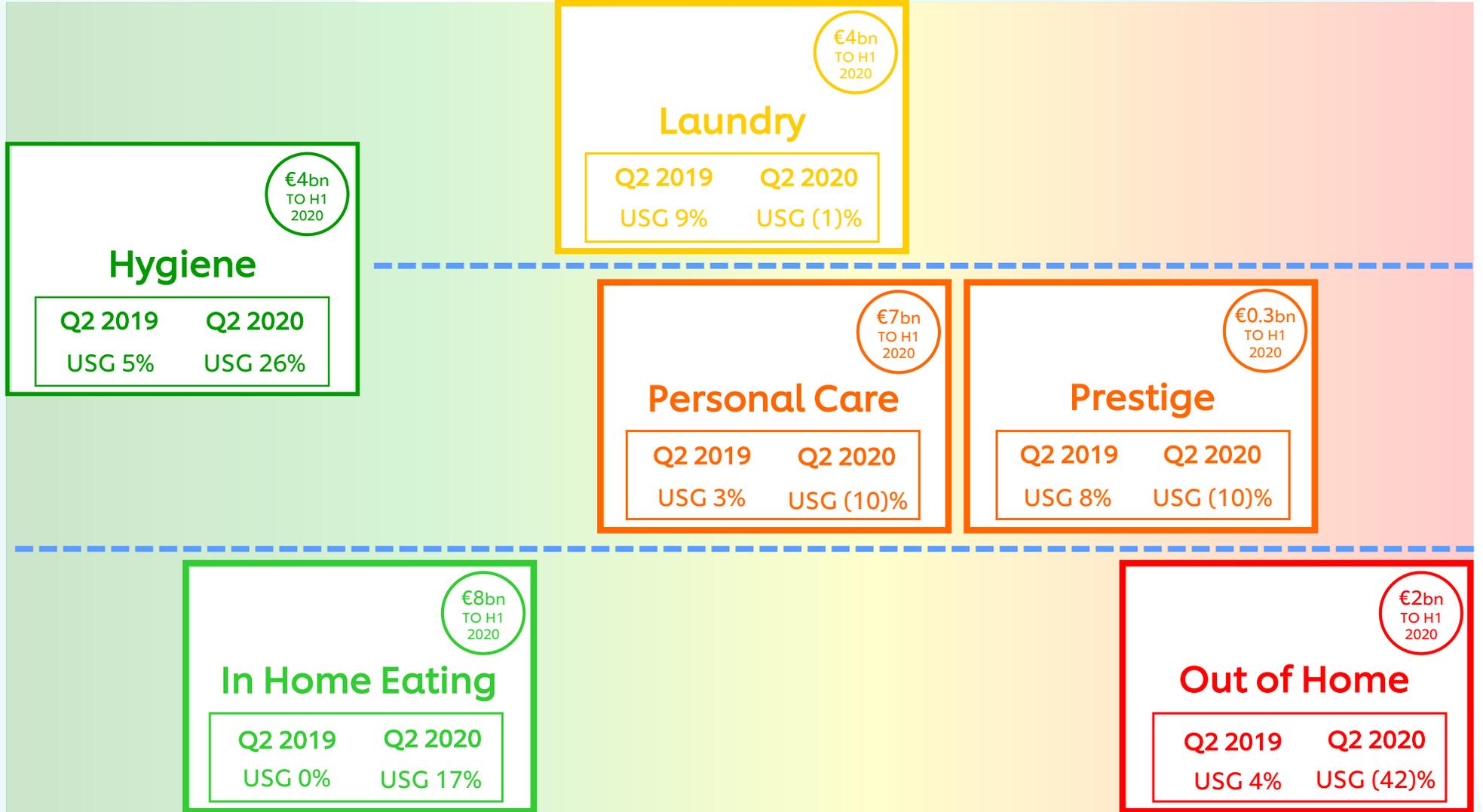


Volatile currencies and commodities



€26bn
Turnover
H1 2020

Significant short term demand shifts



The Unilever Supply Chain

Reach
2.5 billion 
consumers daily


448 distribution centres

5.3 million
shipments per annum



 **48,000** suppliers


221 production sites

3,352 production lines

844 third party
manufacturers producing
16% of volumes

The Connected Supply Chain: Creating competitive edge through an agile and efficient value ecosystem



Agility and resilience



Reshape asset and cost base



Positive for people and planet

Core enablers



Future-fit talent



Digital transformation



Partnerships for purpose

Challenges to business continuity in H1



Import and export restrictions



National lockdowns



Management of workforce



Major changes in buying behaviour



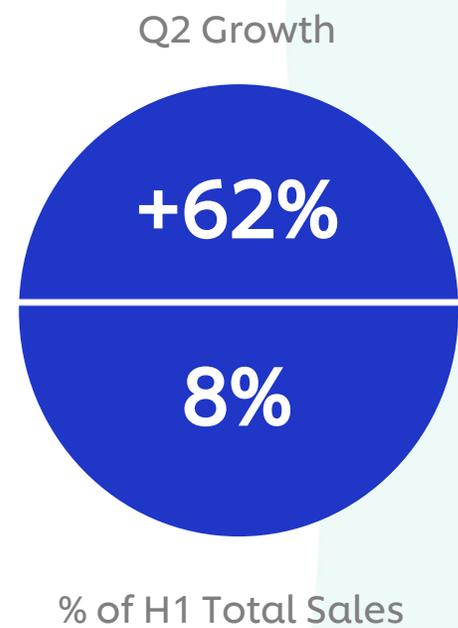
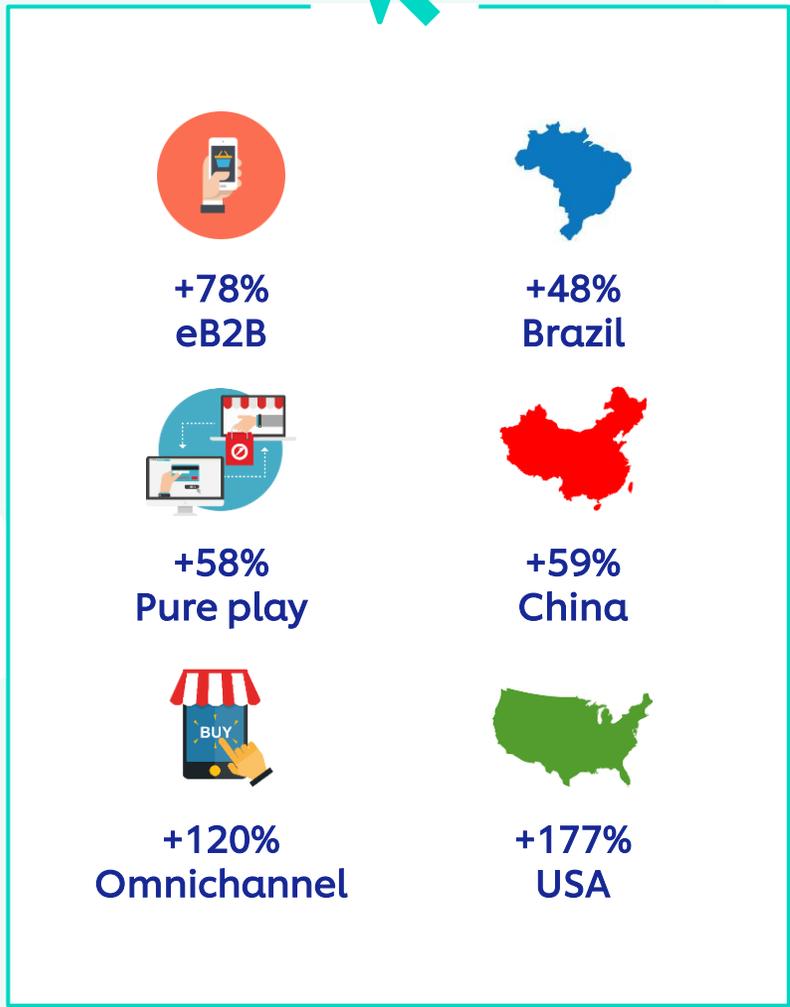
Need to unlock capacity and capability



Shift to working remotely

Step up in growth in ecommerce

Requires changes in our supply chain setup



- Portfolio
- Fulfilment
- Order to deliver time
- Winning with the demand algorithms



eB2B excludes UFS

Agility in our own supply chain processes



Acceleration of complexity reduction



Agile sales & operational planning



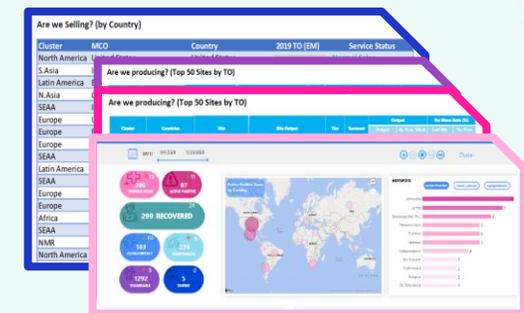
Cash management



Multi-location sourcing



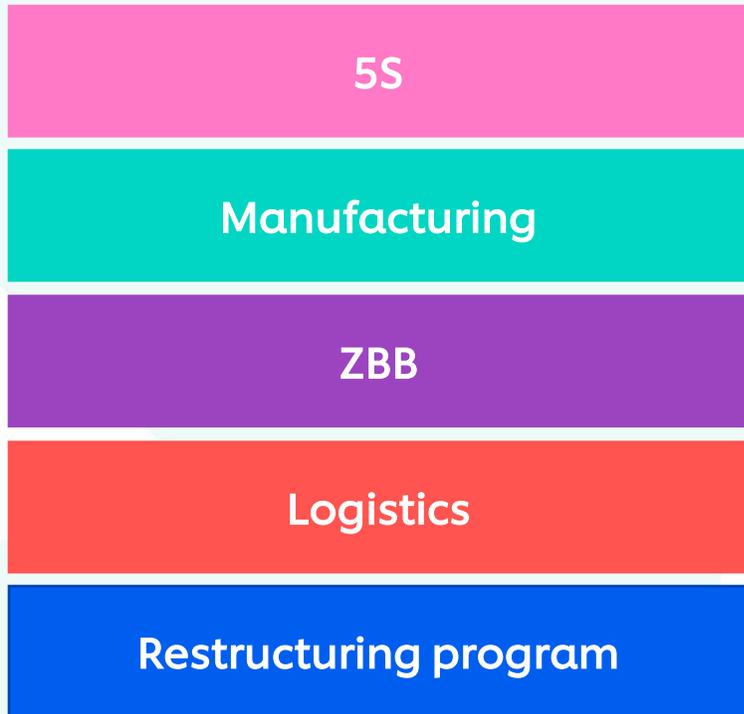
Strategic stockholding



Real time information and digital transformation

Reshape the cost and asset base

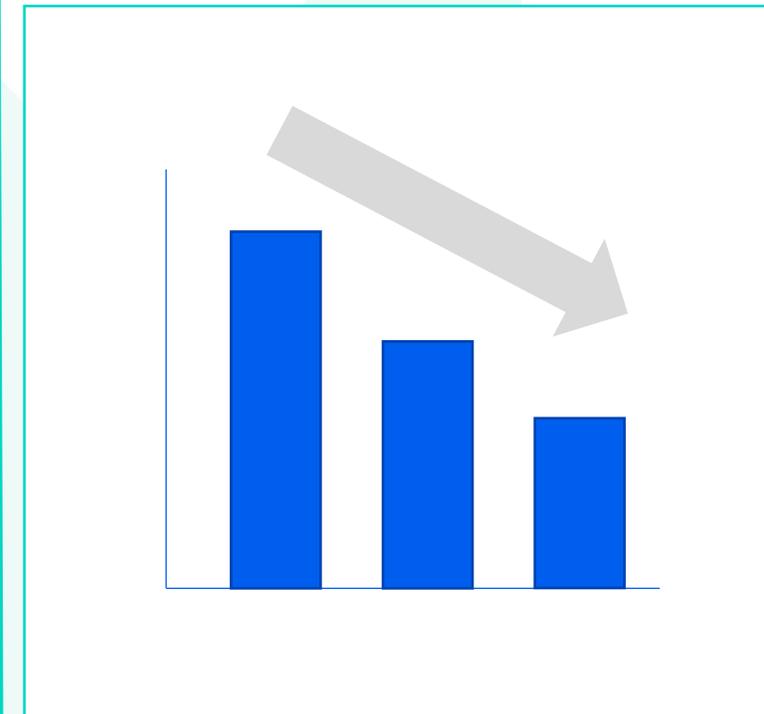
Transformation programmes



Strong savings



Fixed asset intensity



A business committed to people and planet



Climate
Net zero emissions 2039



Nature
Deforestation free 2023



Clean Future
Fossil fuels eliminated from cleaning products 2030



Plastic
50% reduction in virgin plastic 2025

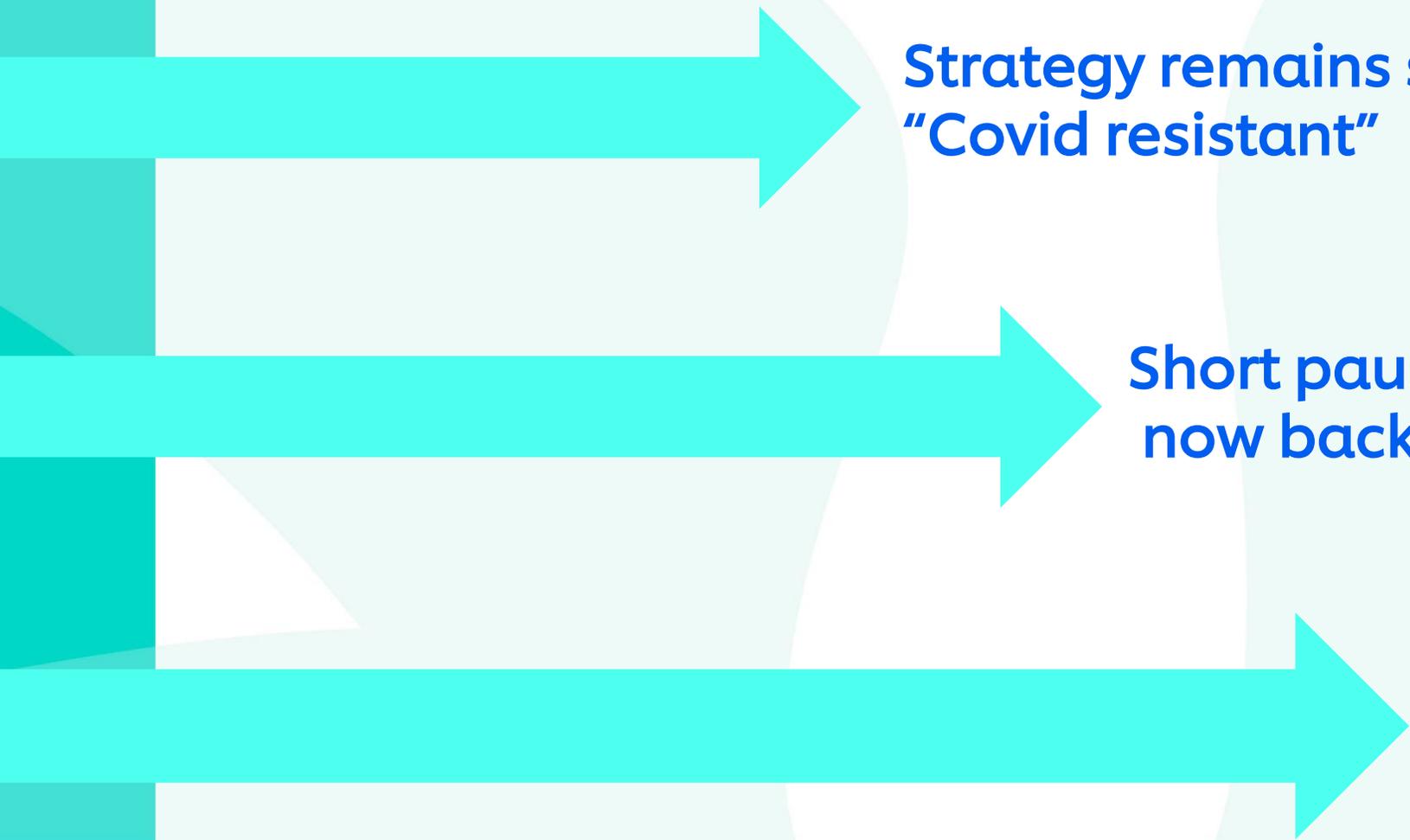


Inequality
A fairer and more socially inclusive world



Enabled through digital transformation, transparency and partnerships for purpose

Supply chain at the heart of a winning Unilever



Strategy remains strong and
"Covid resistant"

Short pause on transformation,
now back to acceleration

Future fit to support the
"new normal" in
consumer demands

Richard Slater

Chief R&D Officer

23rd September 2020



Unilever

The background is a vibrant, stylized illustration. On the left, a woman with long, dark, curly hair, wearing a white lab coat over a yellow top, is looking through a green telescope. She is in a laboratory setting with various scientific equipment. On the right, there is a landscape with rolling green hills, a blue sky with a few birds, and several wind turbines with pink blades. The overall color palette is bright and optimistic, featuring greens, blues, and pinks.

R&D VISION

To innovate
boldly for people
and planet

Proud history of innovation

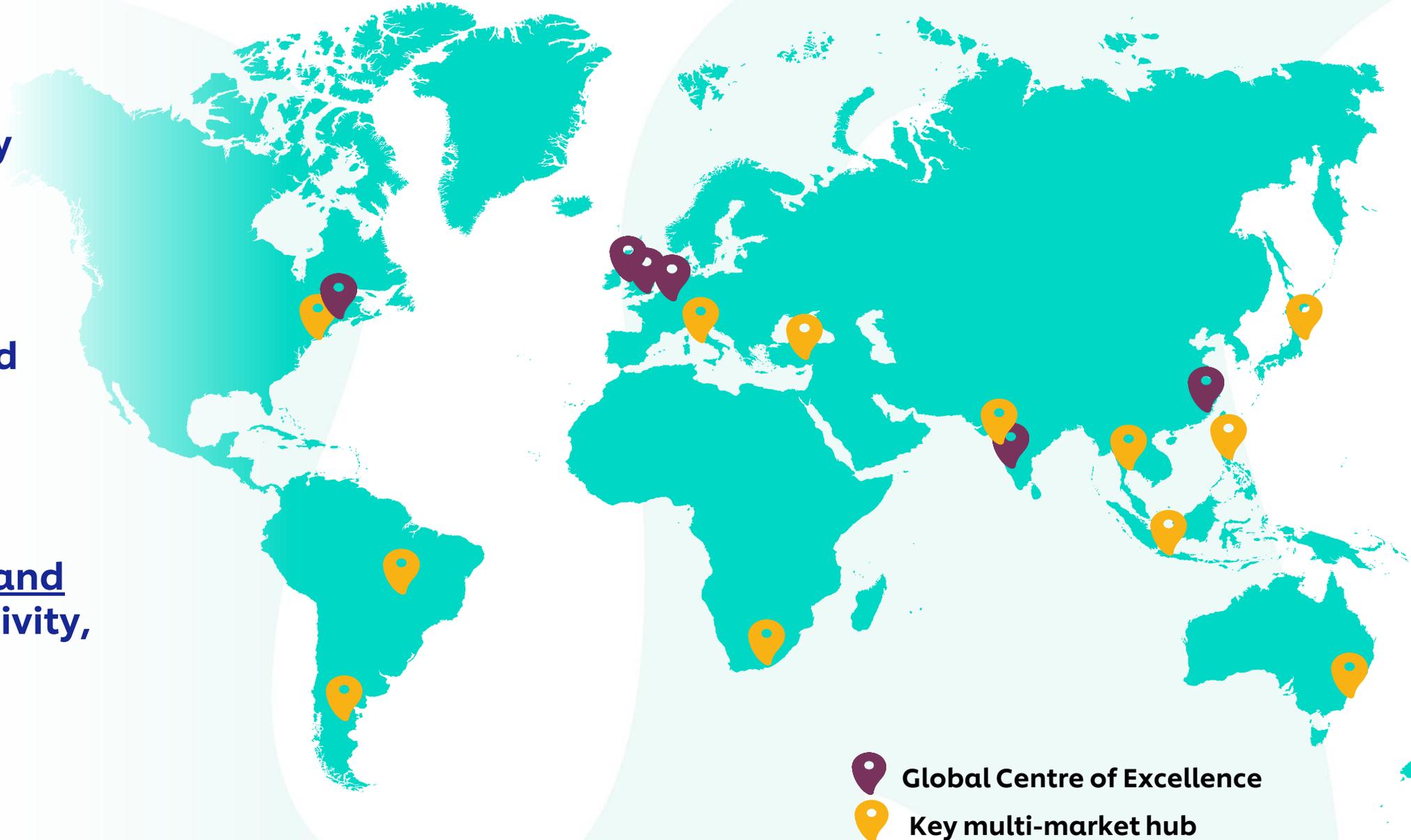


A strong and connected R&D team

**Sustainability
at our core**

**Differentiated
science and
technology**

**Global scale and
local connectivity,
& agility**



Leveraging our strengths in response to COVID-19

Business continuity



>50% of R&D resource flexed through the year

Over 800 new material and supplier approvals

10x increase in use of our Digital R&D tools

Innovation



First global company to prove effectiveness against SARS-2-CoV virus

300 Lifebuoy hand hygiene SKUs launched in 60 markets in 8 weeks

Innovation programme on-track and launches delivered on-time

Communities



€100m Unilever donations to fight the pandemic

Converting R&D pilot plants to sanitiser production facilities

Expert advice: 'Ask A Scientist' through social media +100m impressions

Impactful Innovation through Strategy, Discipline and Agility

Strategy



Sharp Category innovation strategies with clear choices

Focus on high growth spaces (channel / portfolio)

Defined right to win and differentiated propositions

Discipline



Identify, align and support scale innovation bets

Ruthlessly cut the tail to re-invest (-34% YTD)

Decisive post-launch reviews: Power-up, Pivot or Kill

Agility



New, agile and iterative innovation process

Unlocking creativity and speed (30% faster average speed to market)

Driving engagement in teams and better outcomes

Sustainability at our core



**Clean
Future**

Clean Future - our differentiated Home Care strategy

Petro-chemicals



High carbon chemistry



Wastage of water



Single use plastic



Distrust in chemicals



100% renewable or circular feedstocks



Low carbon products that work in quick and cold wash



Water efficiency & biodegradability



Recyclability, PCR Refill & re-use



Products designed for consumer trust



Superior performance



Greener formulations



Recycled Plastic packaging

TOUGHER ON STAINS + KINDER TO OUR WORLD



NEW

PLANT BASED STAIN REMOVERS

100% RECYCLED BOTTLE

REMOVES STAINS FIRST TIME

WITH PLANT BASED STAIN REMOVERS



Persil bio

38

100% RECYCLABLE

7 DAYS FRESHNESS THAT LASTS

DIRT IS GOOD



DIRT IS GOOD





Superior mildness
for hands

100% renewable
actives

From sustainable
biotechnology



MỚI **100%**
THÀNH PHẦN LÀM SẠCH
GỐC THỰC VẬT
MỀM DỊU VỚI DA TAY

Smaller, lighter
and better value
for consumers

75% plastic
reduction

Delivered
outstanding
early results

NOVO



FAZ
3L

O MELHOR DE **OMO**
DE UM JEITO INTELIGENTE
PARA PAGAR* MENOS

*Comparado ao 3L da mesma marca.



Differentiated Science & Technology

Over half of consumers experience odour or wetness issues

X3 efficacy and first ever clinical strength in an aerosol

Differentiated patented technology



**760% global increase
in hand sanitizers***

**6 months from
concept to launch**

**Kills 99.99% of virus
and bacteria plus
provides 8hr
moisturisation**



* Global market growth in previous 12 weeks

Vegan / plant based market worth \$31bn by 2026

Invested €85m into state of the art foods innovation centre

Consumer preferred taste and experience

Plant-based Menu



RICH & CREAMY
HELLMANN'S
EST. 1913



CHEAT ON MEAT
WITH KNORR VEGGIE STOCKS



Global scale and local
connectivity & agility

Design for e-commerce

10X ecommerce growth vs. FMCG average

Happiness through the letterbox

Innovative packaging solutions for environment and consumers



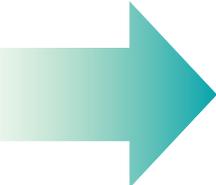
MORE BEAUTY,
LESS BOTTLE

13.5 OZ Love Beauty and Planet bottle

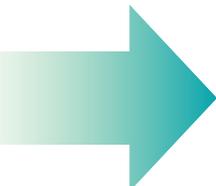


R&D in Unilever

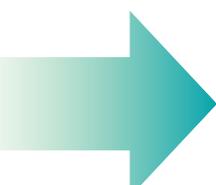
Innovate Boldly for People & Planet



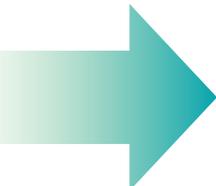
**Sustainability
at our core**



**Differentiated
Science and
Technology**



**Global scale and
local connectivity &
agility**



**Future-focus:
Digital Technology
unlocking innovation**



Unilever: purpose led, future fit

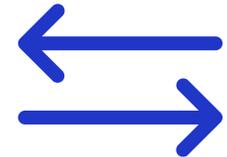
Broad portfolio
and footprint



Sustainable
business model



Operational agility



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