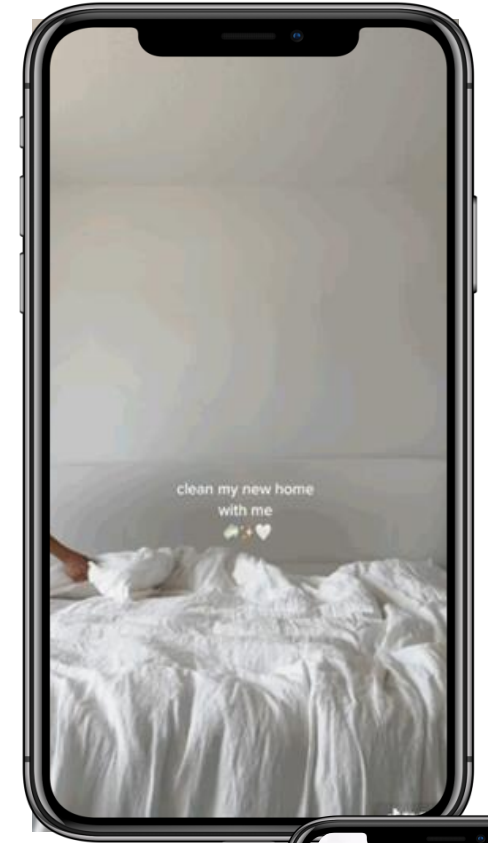
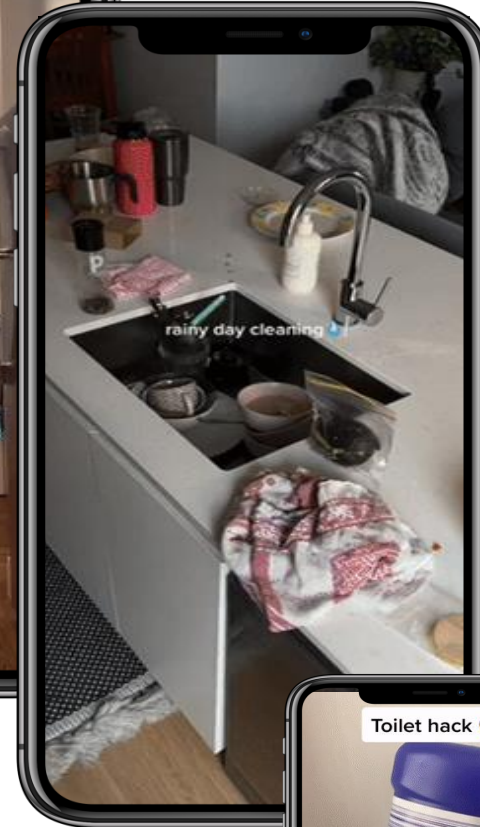


HOME CARE

Peter ter Kulve
President Home Care

December 2022



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.



3 Messages



We have a proven model for competitive growth:
Multi-year category development and 'Clean Future'

E2E Home Care organization unlocks new sources of margin expansion

We have a plan towards NetZero and Plastic Free

1 Market & Business Group Overview

2 Strategy

3 Execution through the new Home Care organization

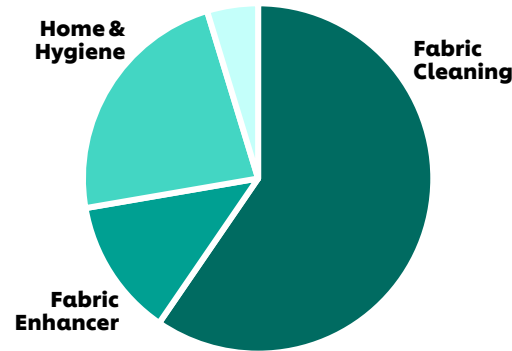
4 Unilever Home Care value creation

Unilever Home Care – Business Group overview

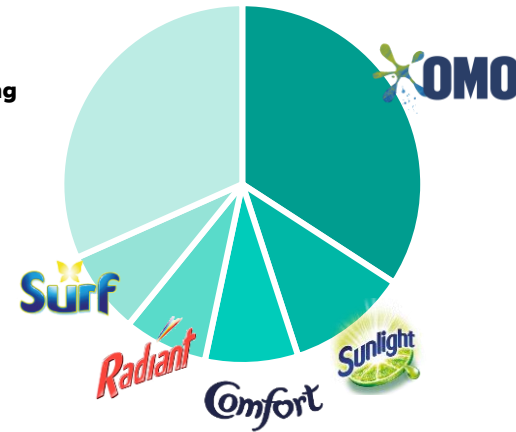
€ **10.6**
FY'21 Turnover (€bn)

4.8%
CAGR '19-'21

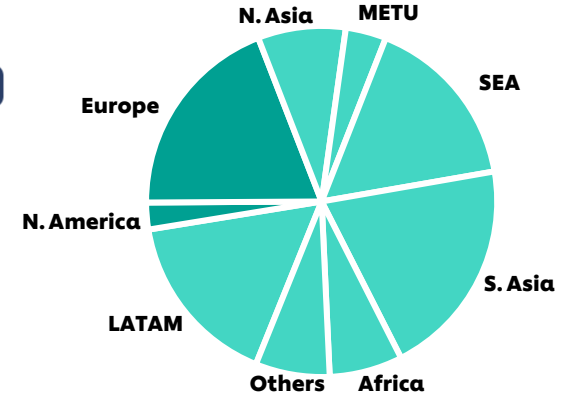
3 Core Categories



5 Core Brands



Geographies



DIRT IS GOOD

A GLOBAL BRAND POWERHOUSE

from €0.4 billion to €4 billion

4^{bn}



0.4^{bn}

2004

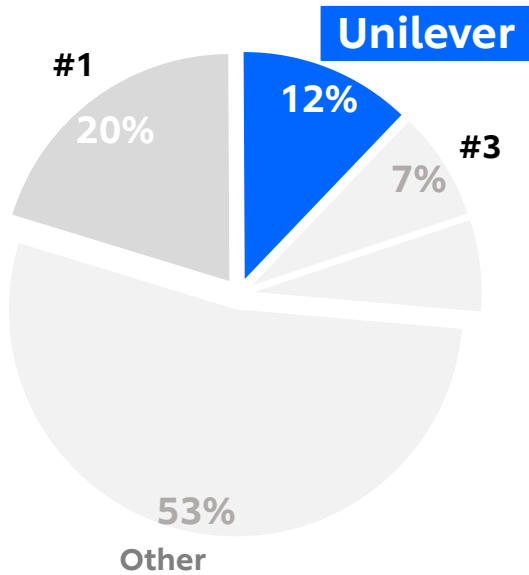
DIG

E2022



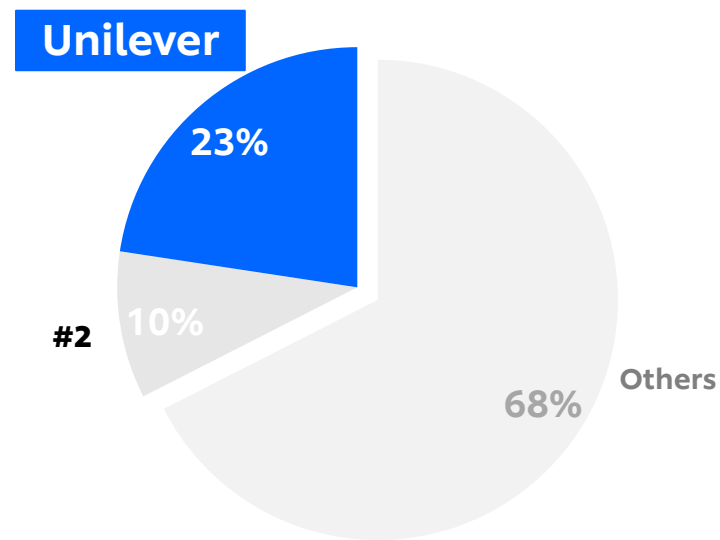
Global number 2 in value, by far the leader in units sold and EM

#2 in Value Share



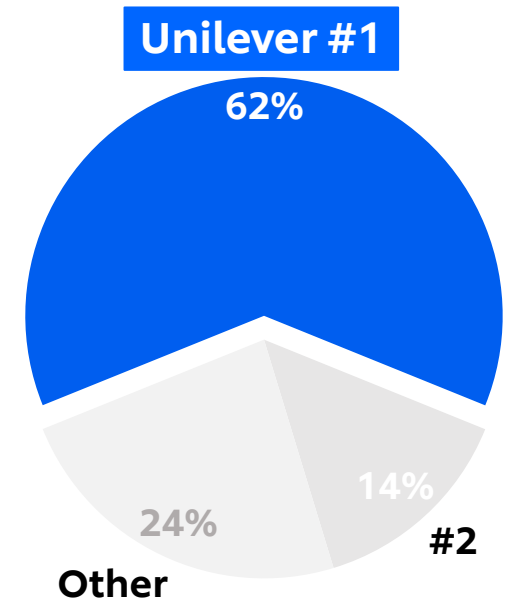
Source: Euromonitor

#1 in Units Sold



Source: Kantar

#1 in 62% of business

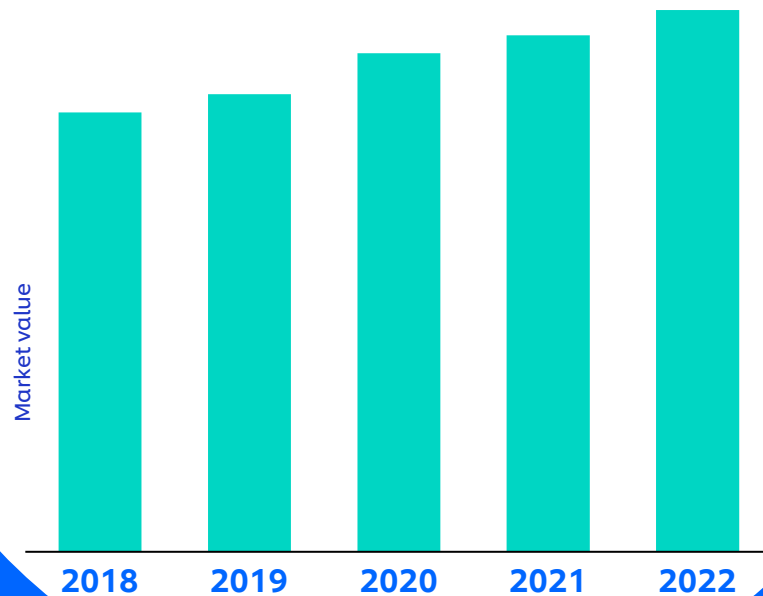


Clear #1 in EM

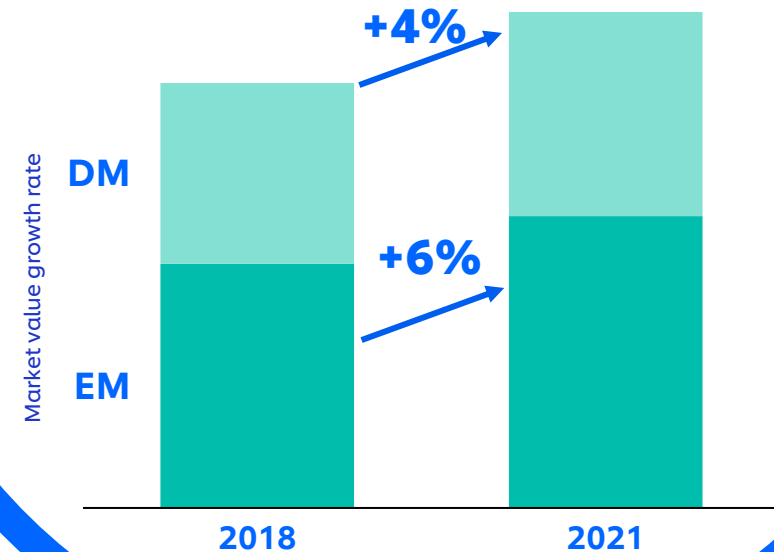
Source: Euromonitor

Home Care market momentum continues

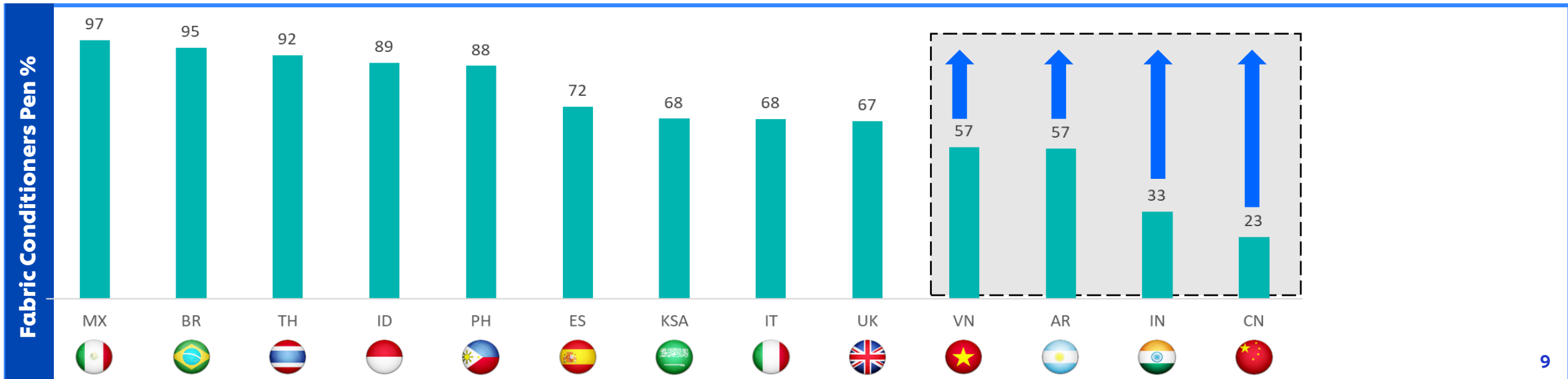
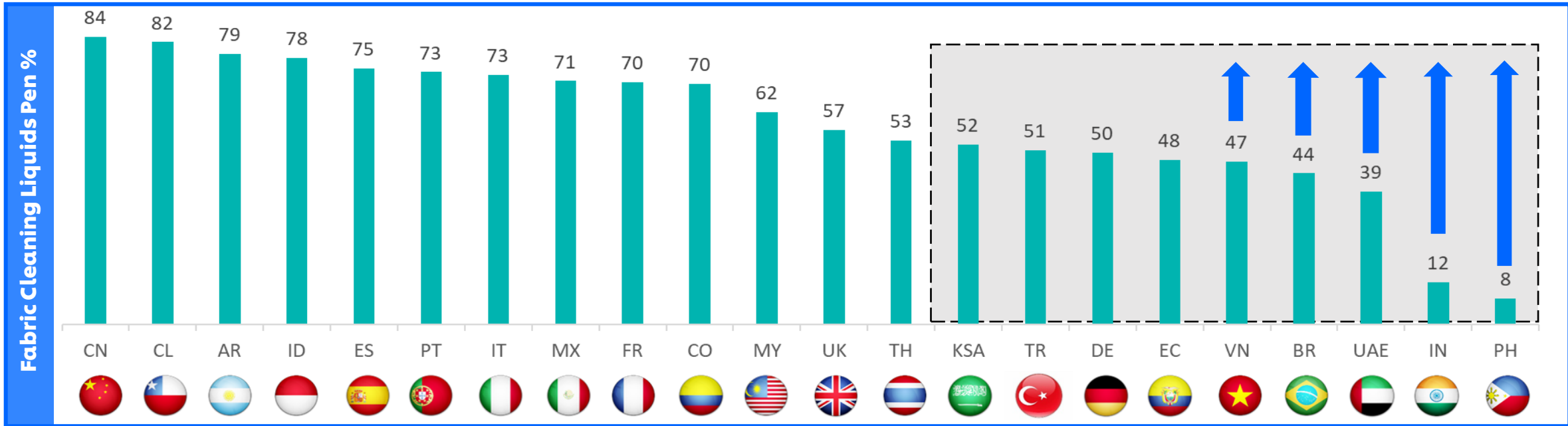
Consistent Market Growth +5% CAGR



Market Growth led by EM +6% CAGR

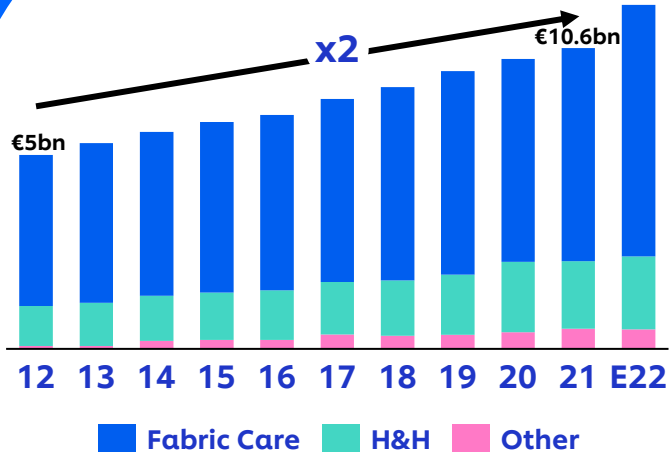


Huge penetration headroom for growth



Unilever Home Care, outperforming the industry

Doubled Turnover



Consistent Profit Improvement

+40bps
p.a

UOM 2015 - E2022

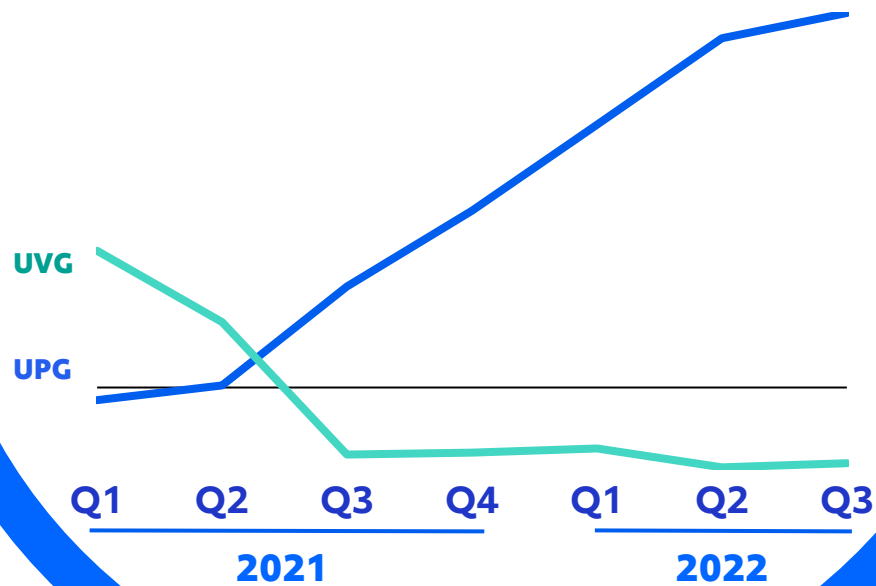
Global Share Gain +200bps

2018 2019 2020 2021 EST 2022

— Value Share

YTD 2022: +56bps

Advantaged for pricing (high EM, strong brand power)



High inflation & Recession Playbook

- ✓ Double down on category development
- ✓ Net Revenue Management (pack-price-channel)
- ✓ Home Care trampoline (good-better-best portfolio)
- ✓ Turbo-charge savings (overheads, procurement)

Looking ahead

Enduring trends shape our strategic choices

Consumers will prefer and pay a premium for convenience



Channel development will broaden the repertoire



Shift to Bioscience will disrupt the industry



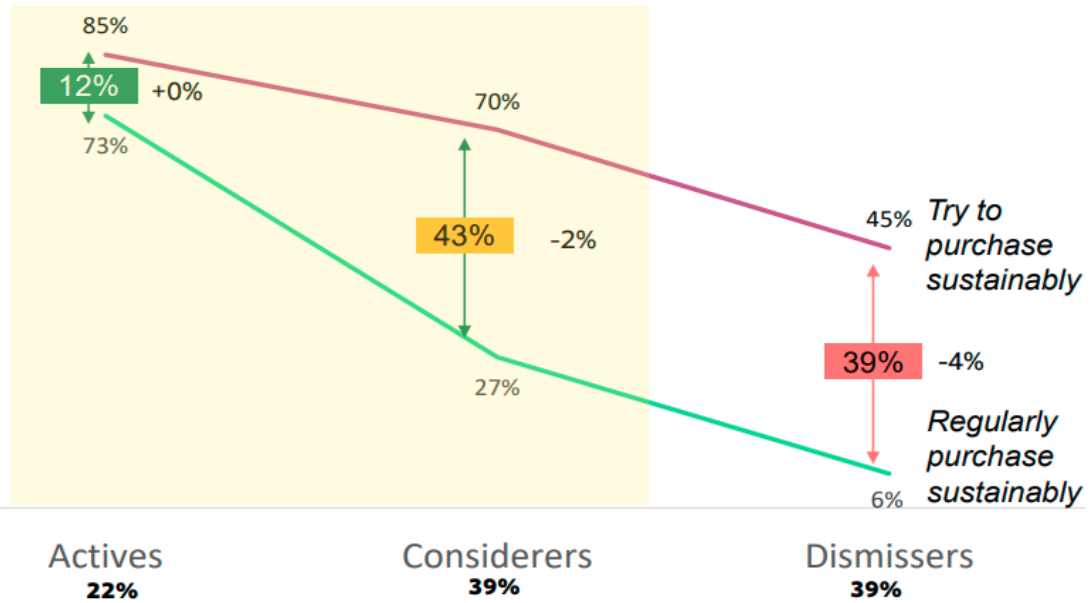
Sustainability increasingly drives consumer preference



Home Care Business Model



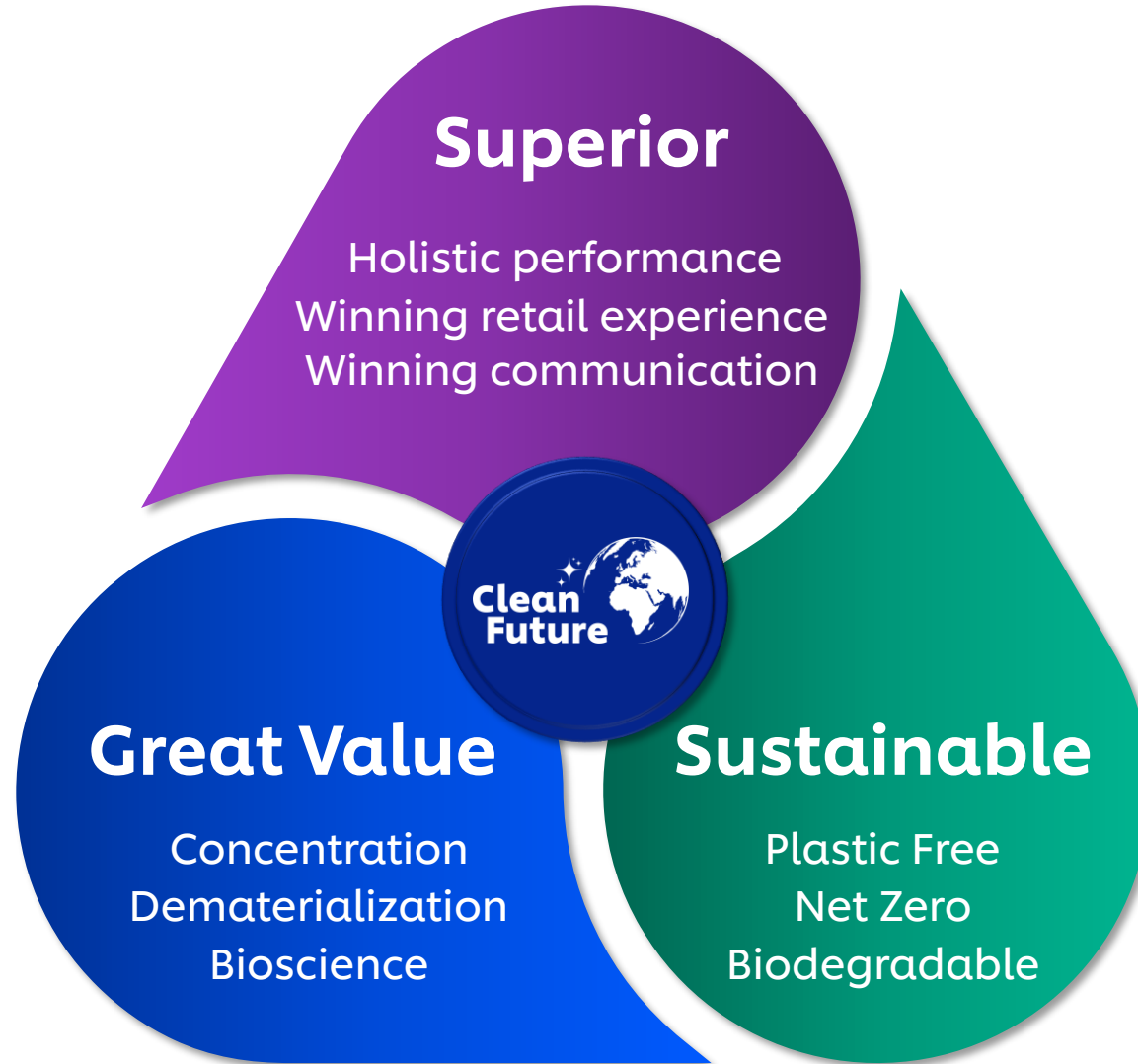
Say/Do gap is a market opportunity



Performance + Sustainability is market gap



Performance + Sustainability + Value is a winning model



Enabled by patented Science & Technology

**New BIOSCIENCE
materials**



**SUPERIOR
FRAGRANCES**



**MICROBIAL
CONTROL**



**Next Gen
CONCENTRATION**



Patents



Higher Investment



Partner Ecosystem



PHÙ HỢP
CHẤT LƯỢNG
NHẬT BẢN*

Sunlight

EXTRA

MỀM DỊU
MỀM DỊU
CHO DA

100%
THÀNH PHẦN LÀM SẠCH
GỐC THỰC VẬT



PHÂN

MỚI

100%

THÀNH PHẦN LÀM SẠCH
GỐC THỰC VẬT
MỀM DỊU VỚI DA TAY

NEW SKIP

UNBEATABLE CLEAN IN SHORT AND COLD CYCLES NO PLASTIC PACKAGING



**CLEAN FUTURE
INNOVATION**



**LEAD CATEGORY
DEVELOPMENT**



HOME CARE

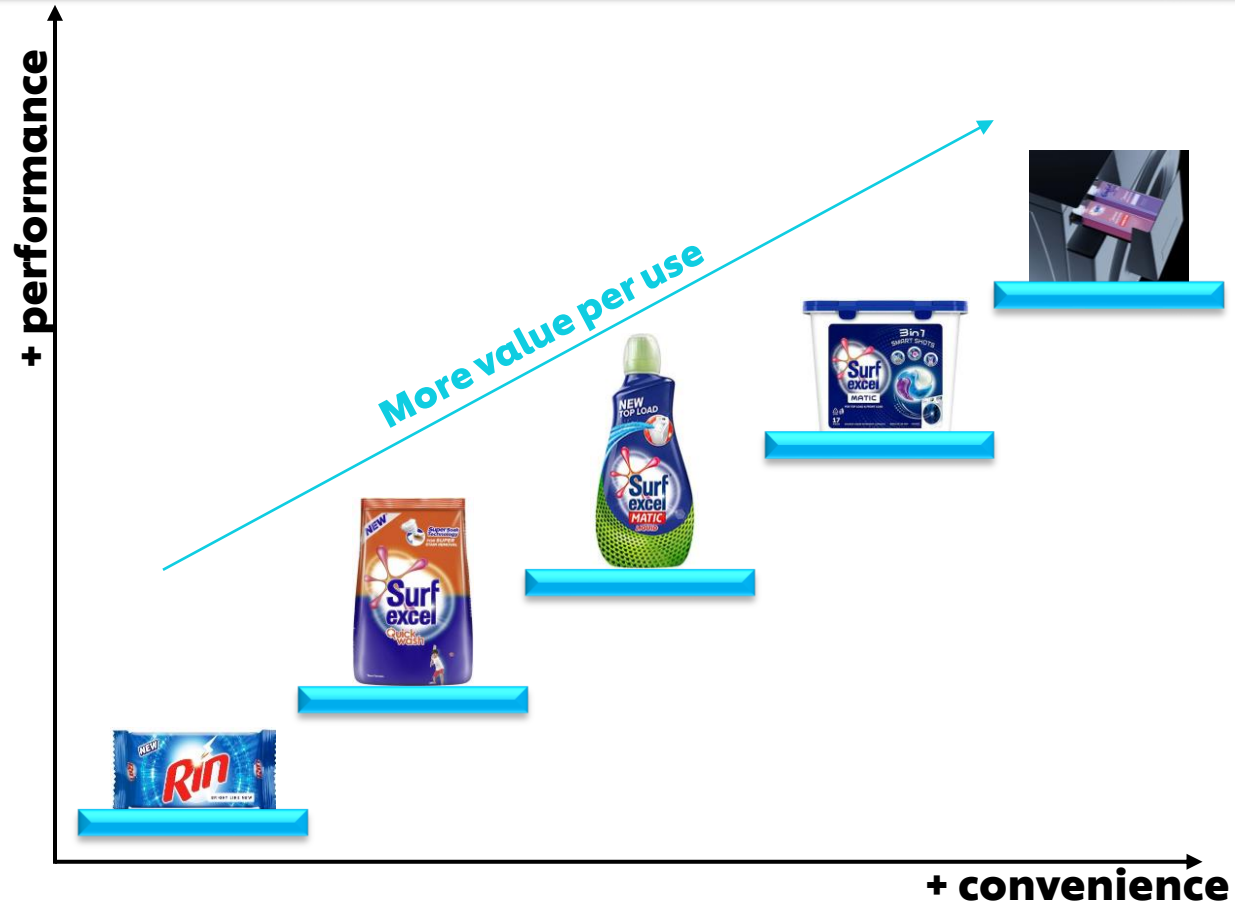
**E2E
HOME CARE
ORGANIZATION**



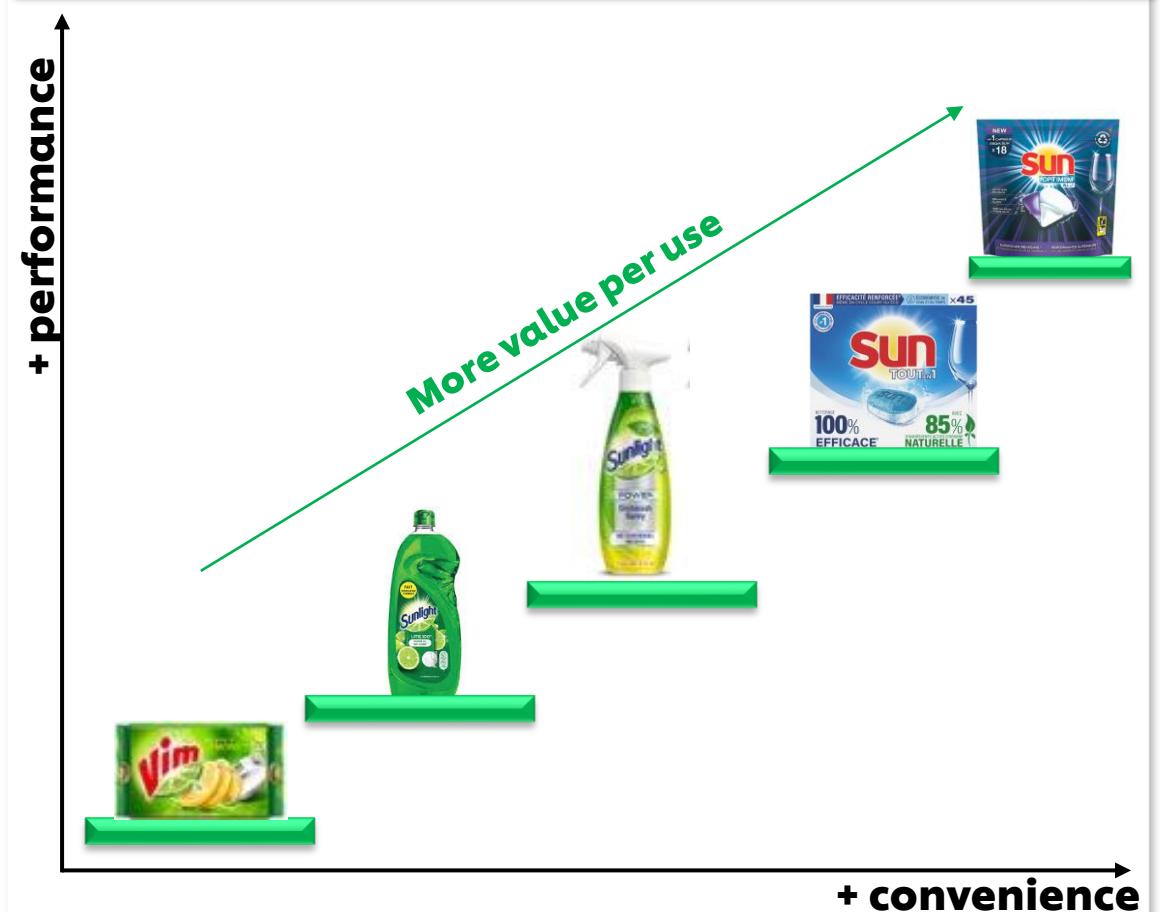
**COST EXTRACTION
& OPERATIONAL
EXCELLENCE**



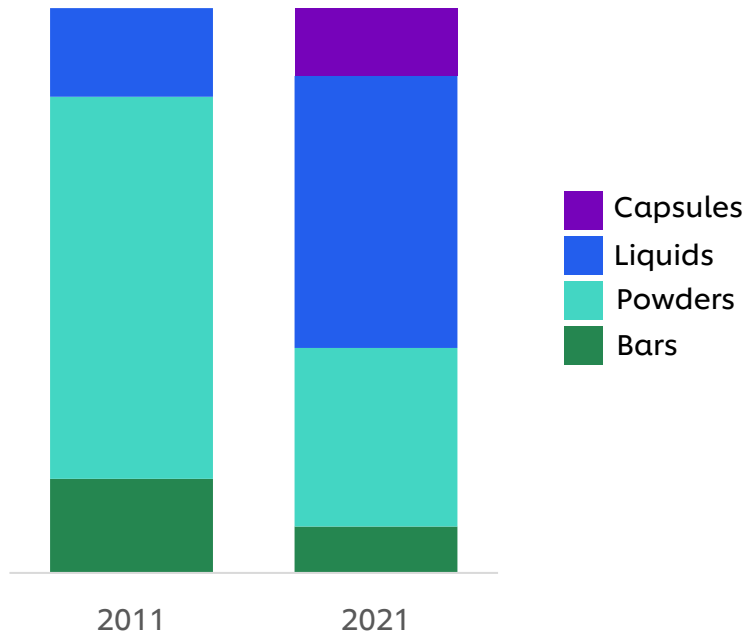
More Premium Laundry Formats



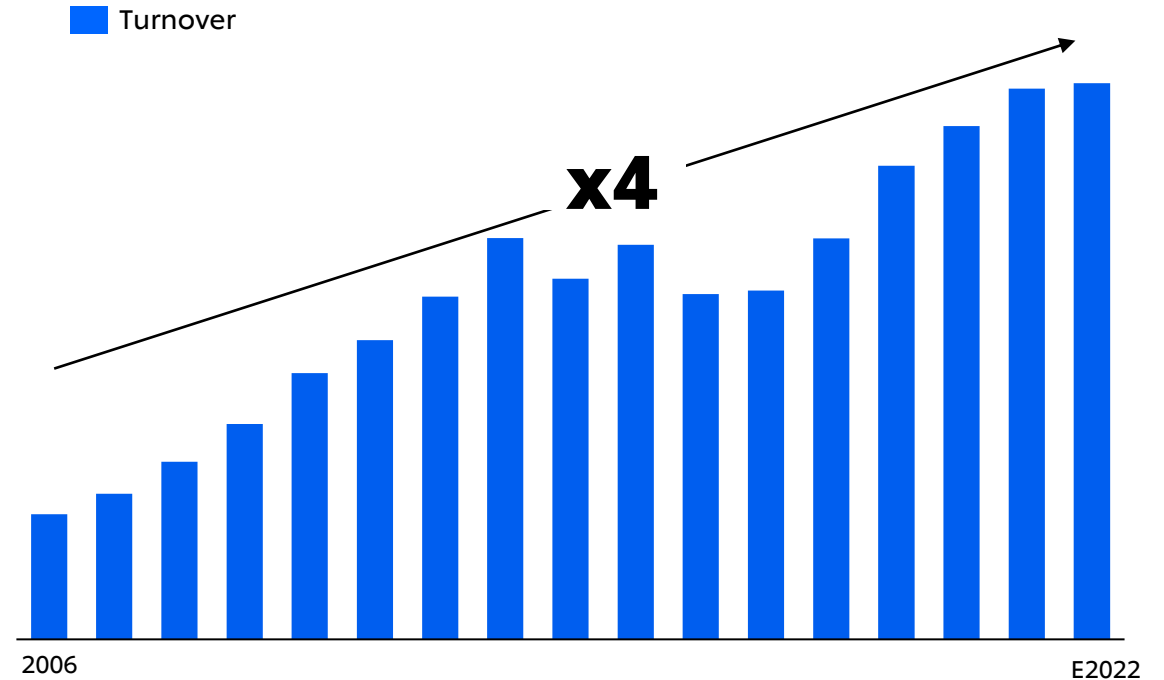
More Premium Dish Wash Formats



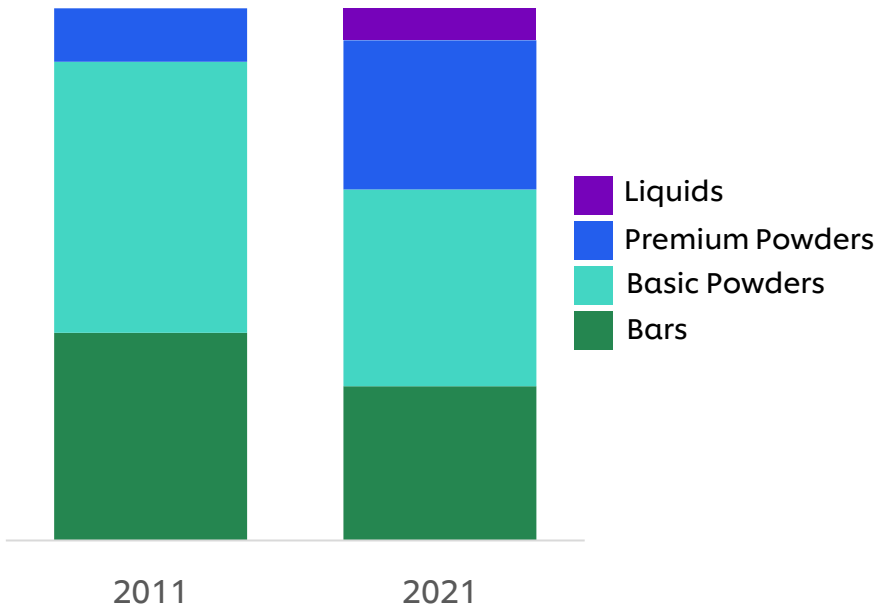
China Portfolio Transformation



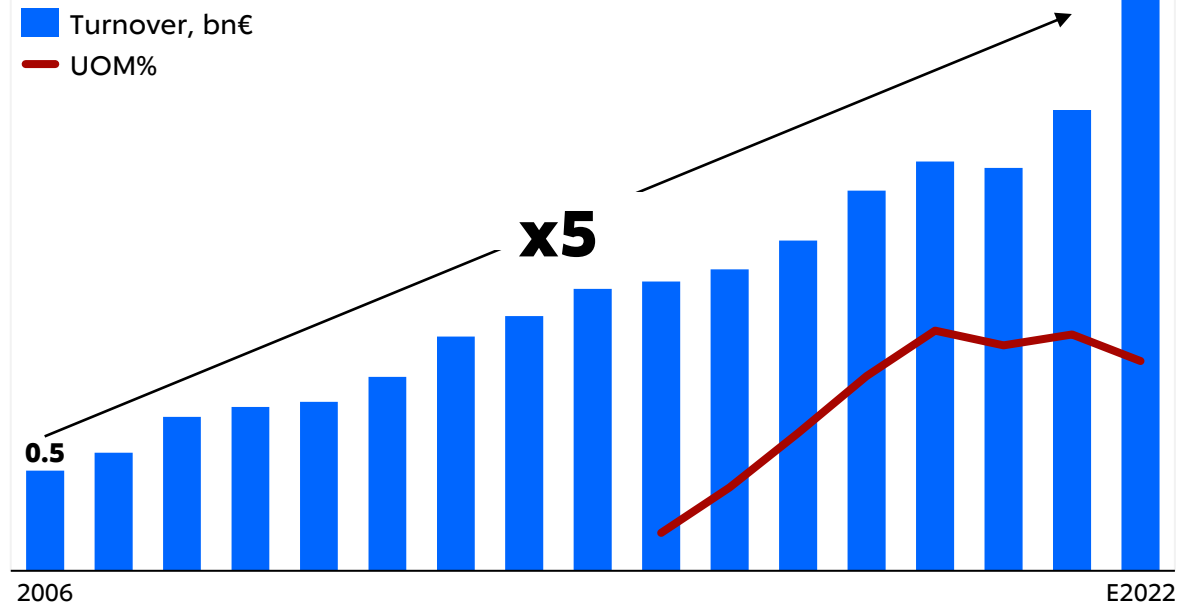
China Value Creation

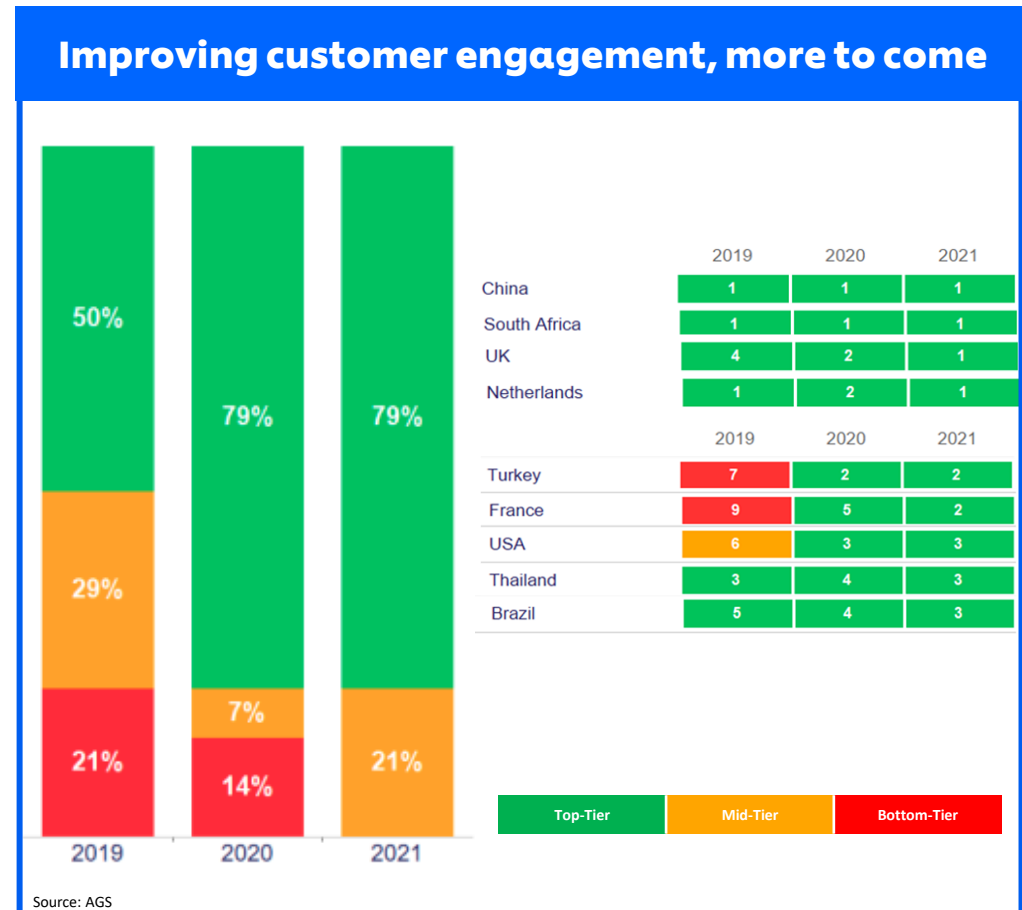
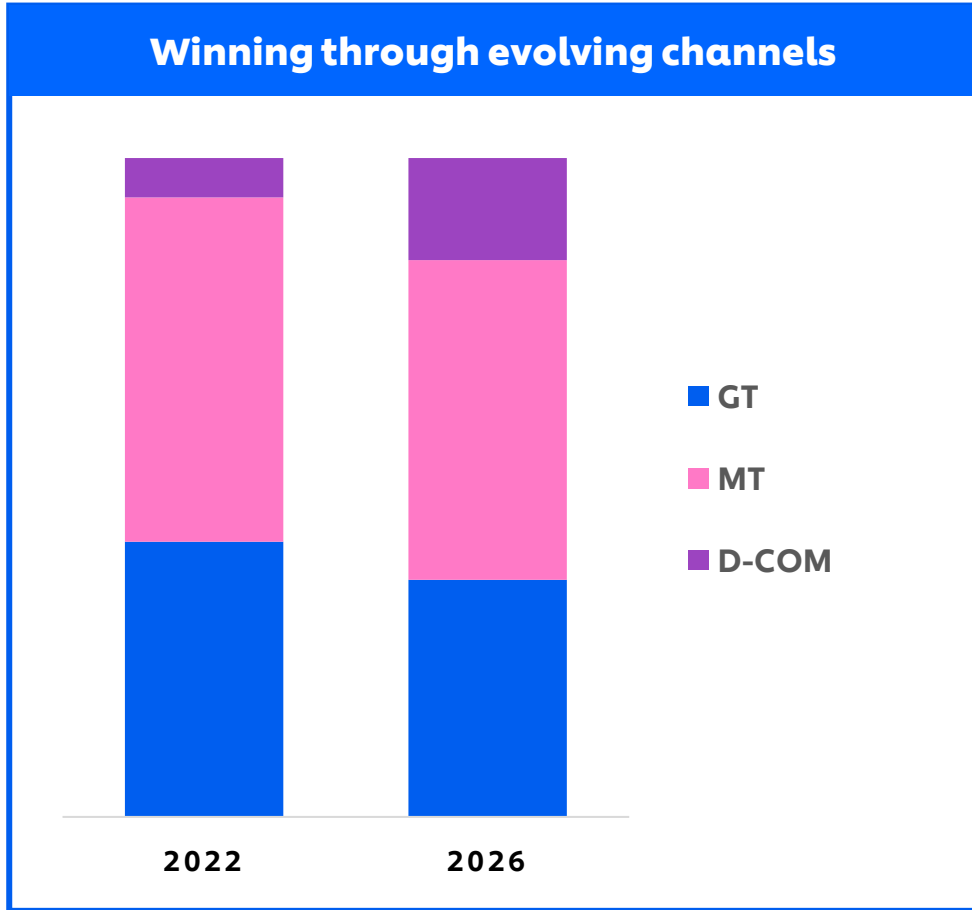


India Portfolio Transformation



India Value Creation





Home Care Business Model

**CLEAN FUTURE
INNOVATION**

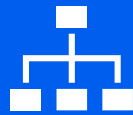


**LEAD CATEGORY
DEVELOPMENT**

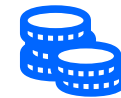


HOME CARE

**E2E
HOME CARE
ORGANIZATION**

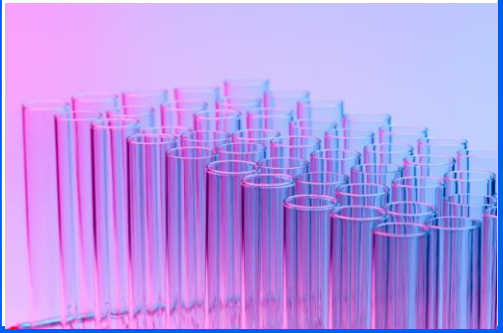


**COST EXTRACTION
& OPERATIONAL
EXCELLENCE**



Cost & Complexity Reduction

- Exit loss making businesses (3-5% of turnover)
- 30% Chassis, packaging reduction
- 20-40% SKU reduction



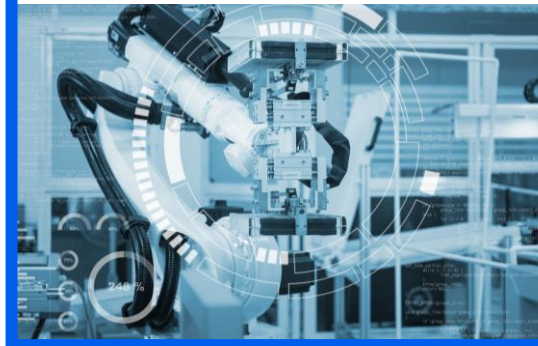
E2E Network Transformation

- Fewer sourcing units
- 35% more volume/site
- Optimised logistics network (direct dispatch)



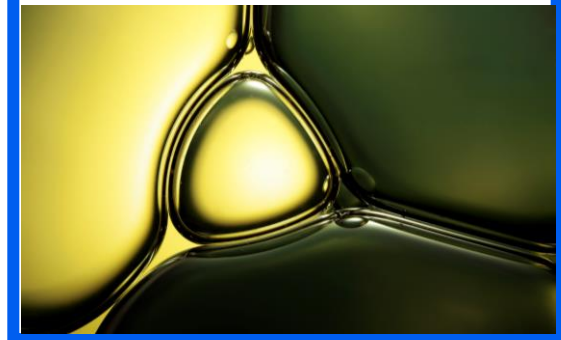
Asset Utilisation & Operational Efficiency

- Factory Automation
- Autonomous planning
- 15% higher return on asset



Material Sourcing

- Bioscience partnerships
- Localised spending
- Vertical integration





Home Care Business Model

**CLEAN FUTURE
INNOVATION**

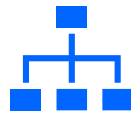


**LEAD CATEGORY
DEVELOPMENT**



HOME CARE

**E2E
HOME CARE
ORGANIZATION**



**COST EXTRACTION
& OPERATIONAL
EXCELLENCE**



Unilever Home Care Leadership

- ✓ Spiky talent profiles
- ✓ Reward aligned to P&L delivery
- ✓ Culture fitting business model
 - *Care is in our name*
 - *Performance (not hope) in a bottle*
 - *Every penny counts*
 - *We are No2, we try harder*

Home Care Value Creation will continue

**Consistent
growth
ahead of the
market**

**Margin
expansion
ahead of
Unilever**

**De-risk
environmental
impact
(Carbon, Plastic)**

Enabled by the new Home Care organization

Home Care

Peter ter Kulve
President Home Care

