



Unilever

PRESTIGE

Investor Deep-Dive

6th June 2022

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. 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.

Fernando Fernandez

President of Unilever Beauty & Wellbeing



Unilever

PRESTIGE

Agenda

Unilever Prestige: An Introduction to Prestige

Unilever Prestige: Model & Vision



Unilever

PRESTIGE

Business Groups



Vasiliki Petrou

CEO Unilever Prestige



Unilever

PRESTIGE

Vasiliki Petrou



- CEO of Unilever Prestige
- Founding member of Prestige division
- Extensive Beauty industry experience
 - Winner of CEW UK Achievers Award, 2015
 - Winner of CEW US Achievers Award, 2018
- Chair of Cosmetics Executive Women (CEW)

Unilever Prestige



Nine Powerhouse Brands



HOURGLASS

Living proof.®



Murad®

GARANCIA
— PARIS —

dermalogica®

PAULA'S CHOICE
SKINCARE

REN
CLEAN SKINCARE

Portfolio playing in key strategic spaces of the future

REN
CLEAN SKINCARE



2015

dermalogica[®]
n°1 des soins professionnels dans le monde



2015

Living proof.[®]



2017

GARANCIA
— PARIS —



2019

PAULA'S CHOICE
SKINCARE



2021

Kate
Somerville
Skin Health Experts



2015

Murad.[®]



2015

HOURGLASS



2017

 **TATCHA.**



2019

Clinical Dermacosmetics

DERMALOGICA



*#1 Professional
skincare brand*

MURAD



#1 Retinol Brand in US

KATE SOMERVILLE



*Loved by A-list
Celebrities &
Influencers*

Clean and Clinical

PAULA'S CHOICE



DTC first, fast growth powerhouse

REN



Zero Waste. 1st to launch infinitely recyclable samples

GARANCIA



#1 Fastest growing brand in French pharmacies

Sources: Ren: 1st to launch mini aluminium sample tubes with break off nozzle and 100% recycled alu (95% PCR alu). Glass jar samples have been launched by others
 Garancia: FY 2021 Premium Skincare Pharmacy IQVIA, sell-out

High Performance Categories

HOURGLASS



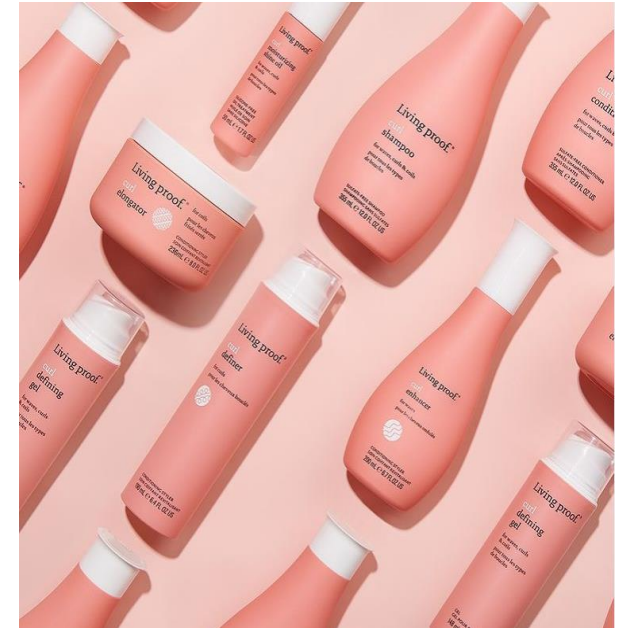
*Leading Luxury
Cruelty Free Brand*

TATCHA



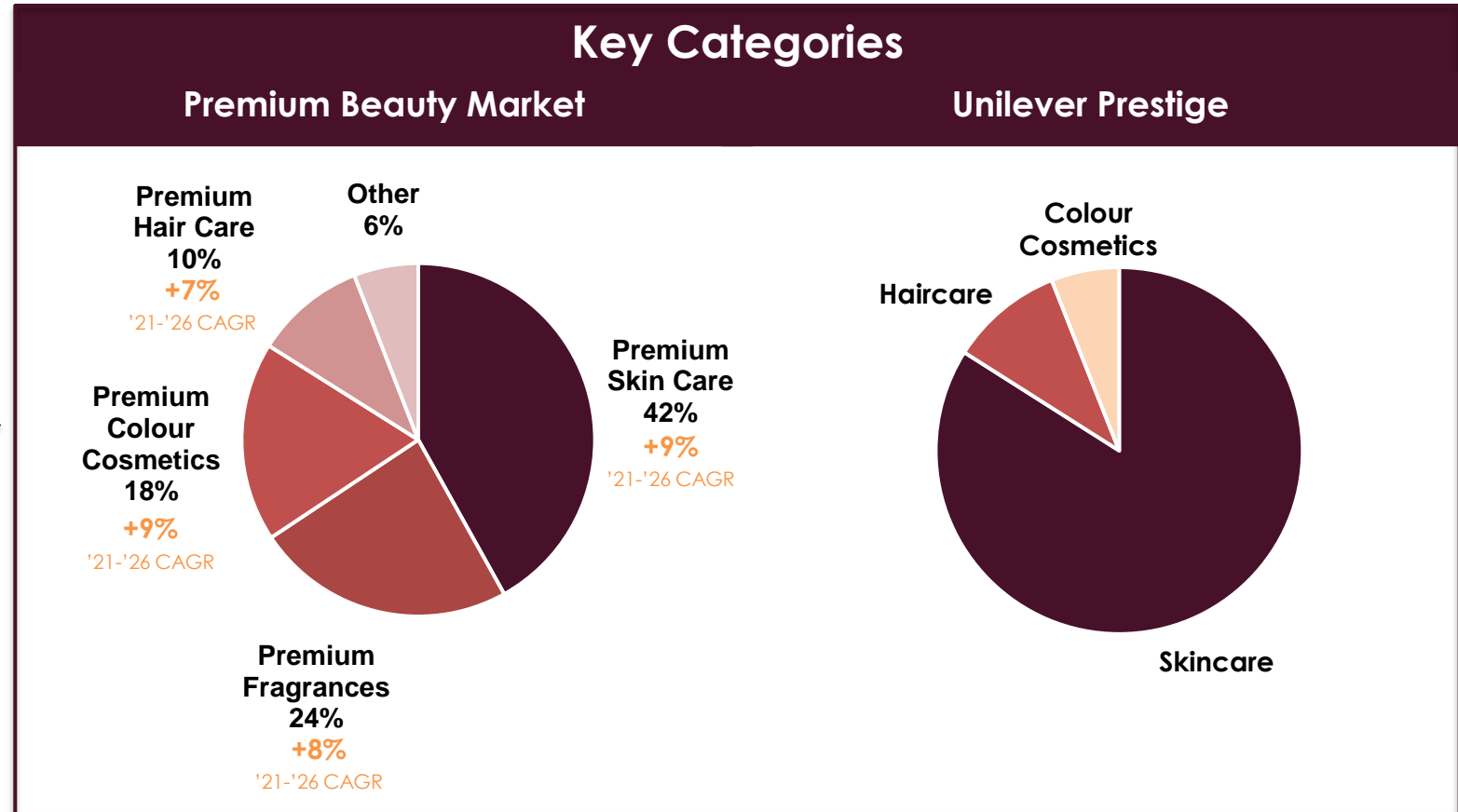
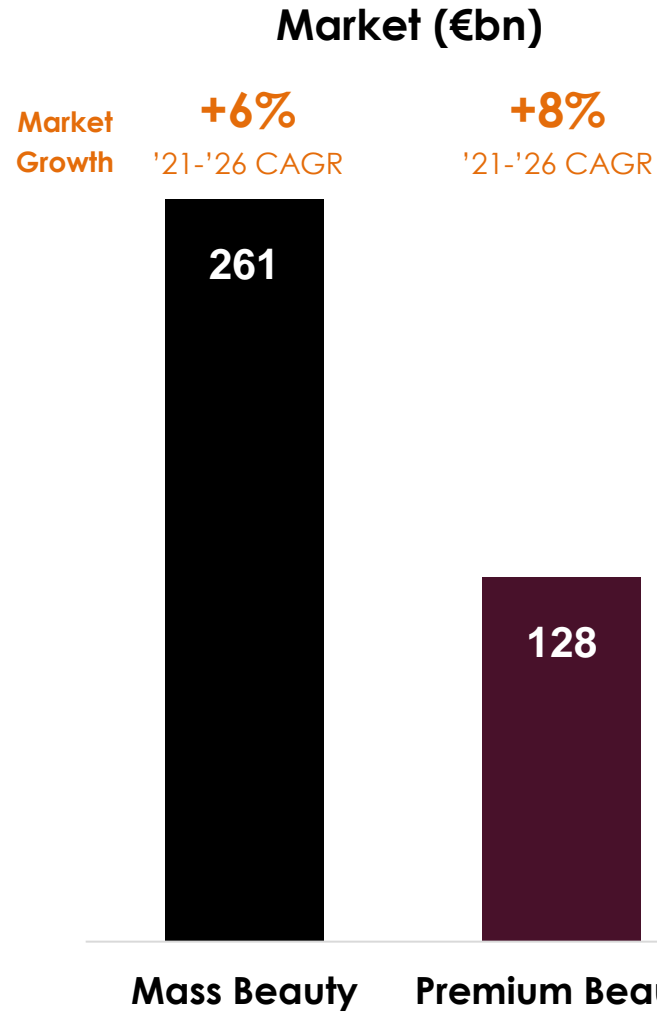
*Leading brand in
Sephora*

LIVING PROOF



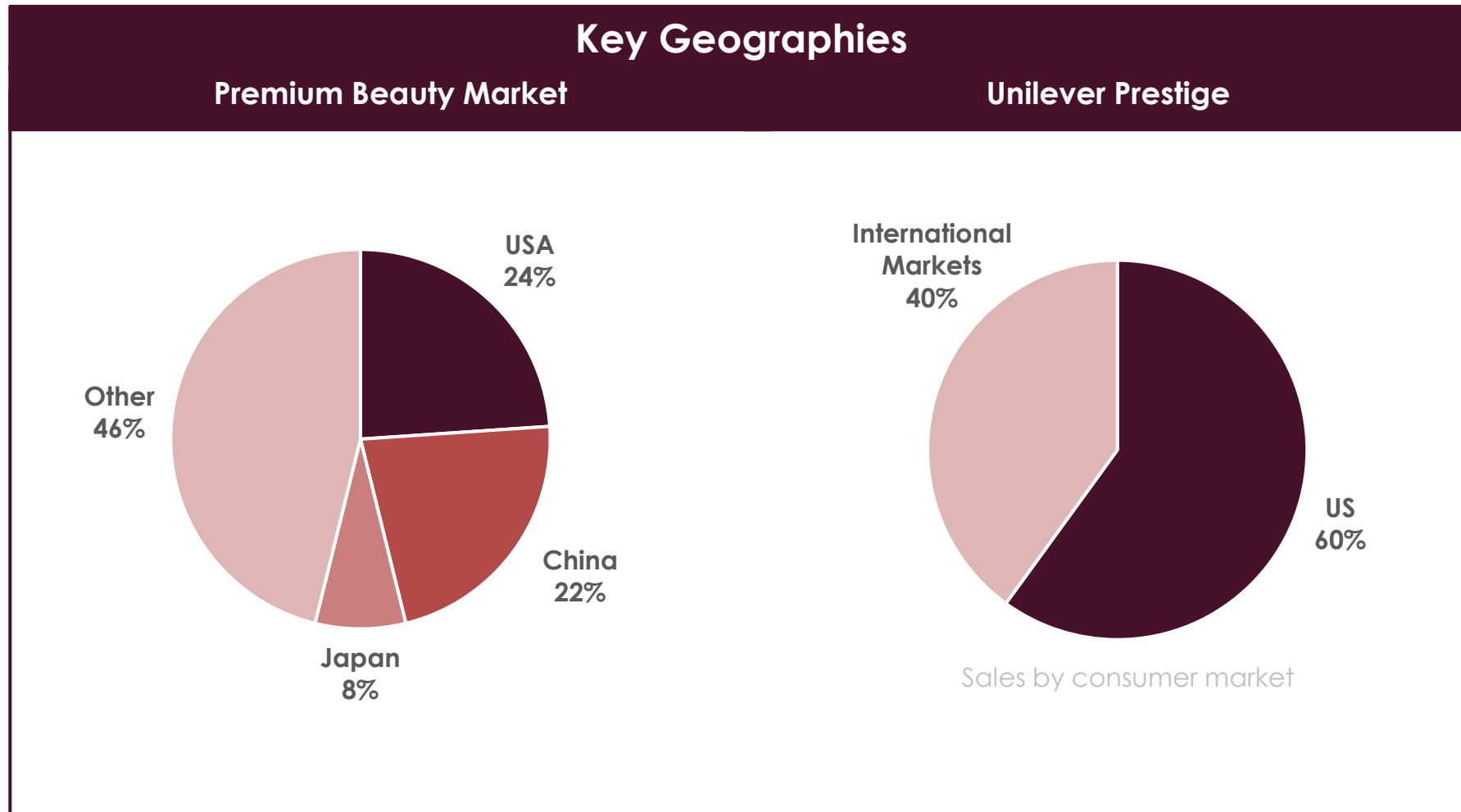
*#1 Prestige Dry
Shampoo in US*

The Premium Beauty Market: Categories



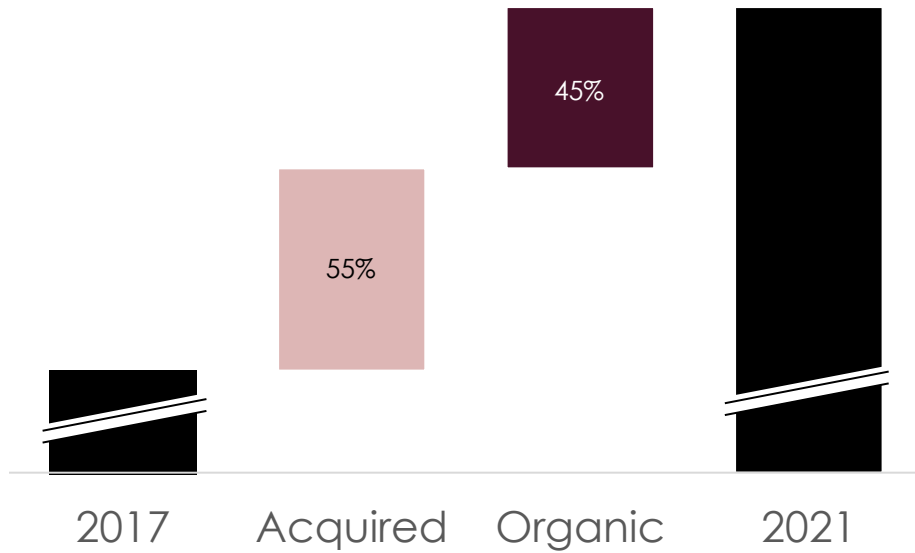
Source: Euromonitor Market Sales (2021-2026)

The Premium Beauty Market: Geographies



Strong, Consistent Growth

**45% of incremental Turnover since 2017
from organic growth**



+11%
Average USG
2019-21

+30bps
Growth
contribution to
Unilever FY21

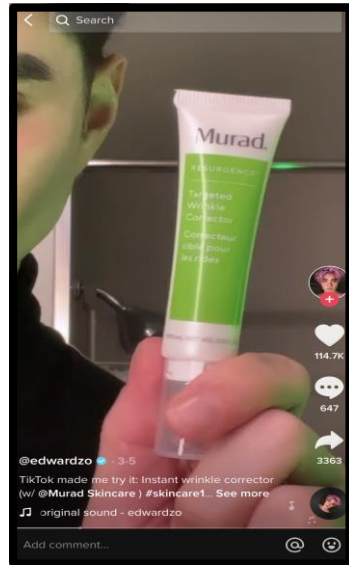
**€3bn
ambition**

Our Winning Model

1. BRAND FIRST MODEL



2. SPEED, AGILITY & ADVOCACY



3. TRENDS SETTING INNOVATION



4. SOCIAL IMPACT & PURPOSE



5. TECHNOLOGY FIRST BEAUTY



1. Brand First Model



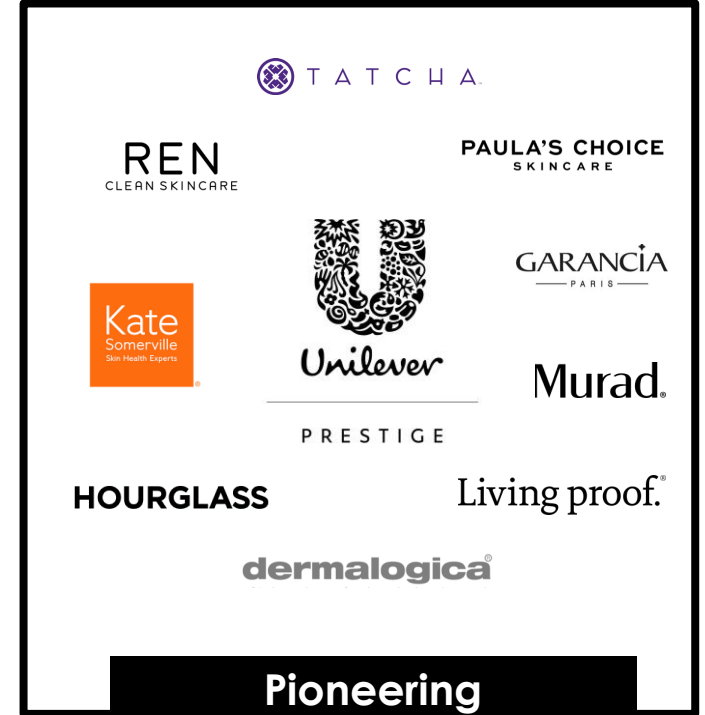
Brand-centric approach

- Brands stay 100% at the heart
- Founders remain at the soul



Leaders in Education

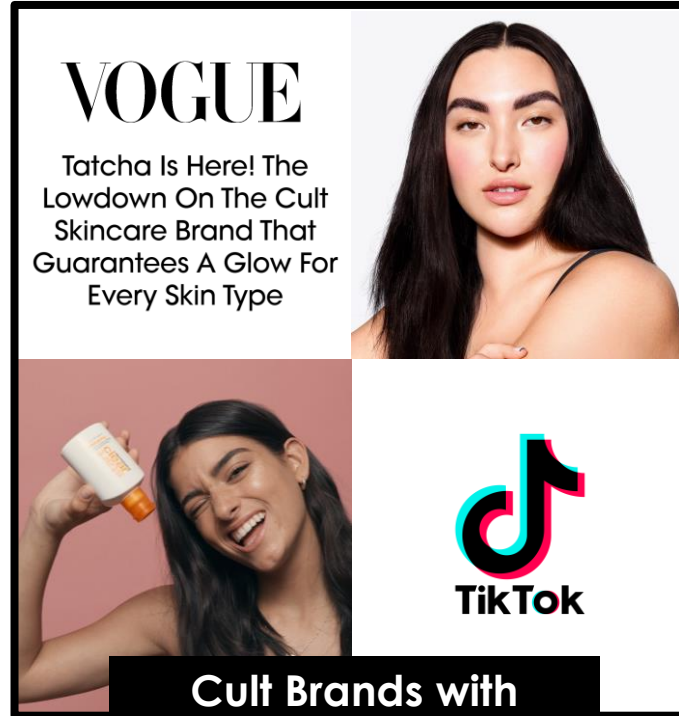
- Dermalogica: #1 Professional Skincare Brand
- Paula's Choice: brand rooted in science & education



Pioneering Decentralised Model

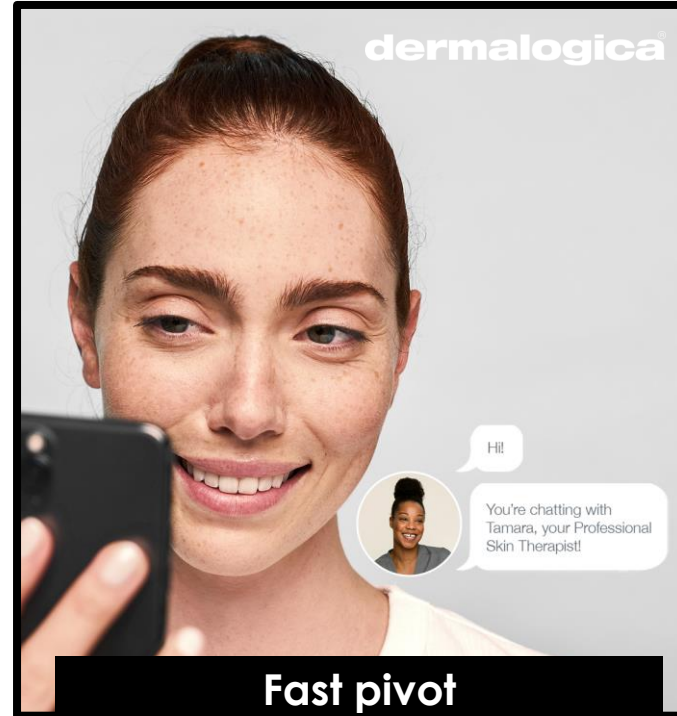
- Disruptive & future-fit organisational model

2. Speed, Agility & Advocacy



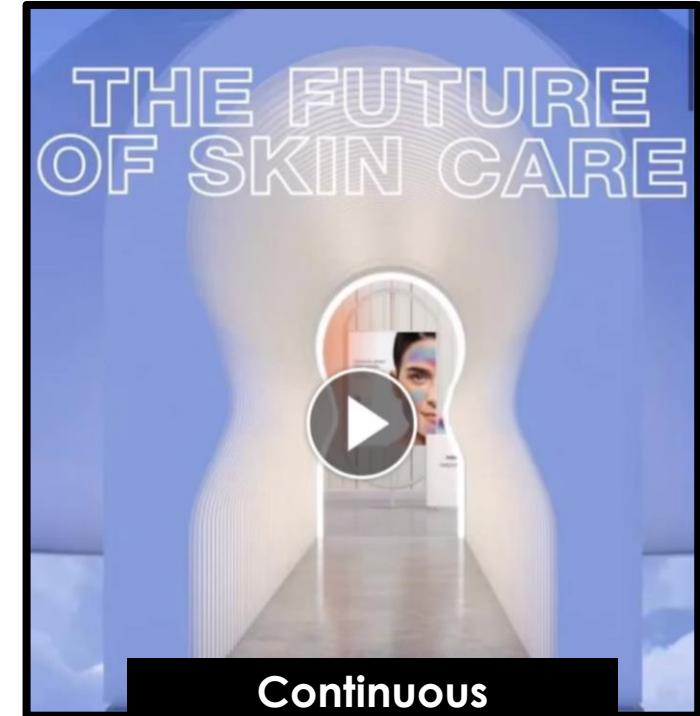
Cult Brands with Digital Communities

- Tatcha launch coverage in the UK highlights cult status
- TikTok: +300% Portfolio Growth YTD



Fast pivot to eCommerce

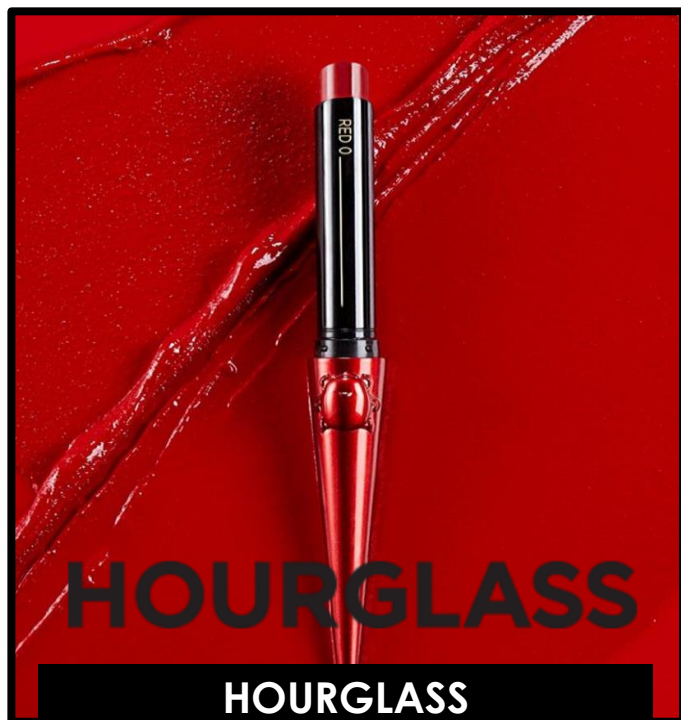
- From 39% of revenue in 2019 to +50% in 2021



Continuous Experimentation

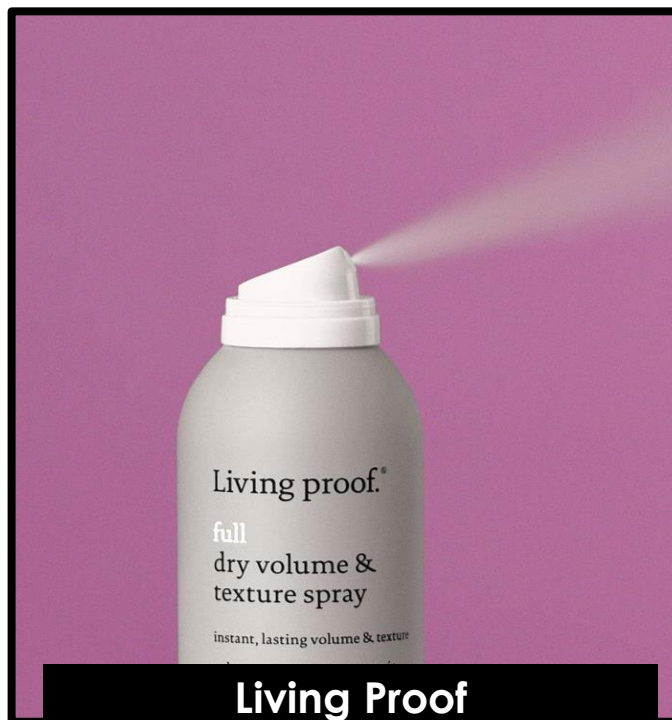
- Dermalogica debuted Virtual Reality eCommerce store in July 2021

3. Trend Setting Innovation



**HOURGLASS
Red 0**

*Industry-first breakthrough
ingredient innovation*



**Living Proof
Dry Volume & Texture Spray**

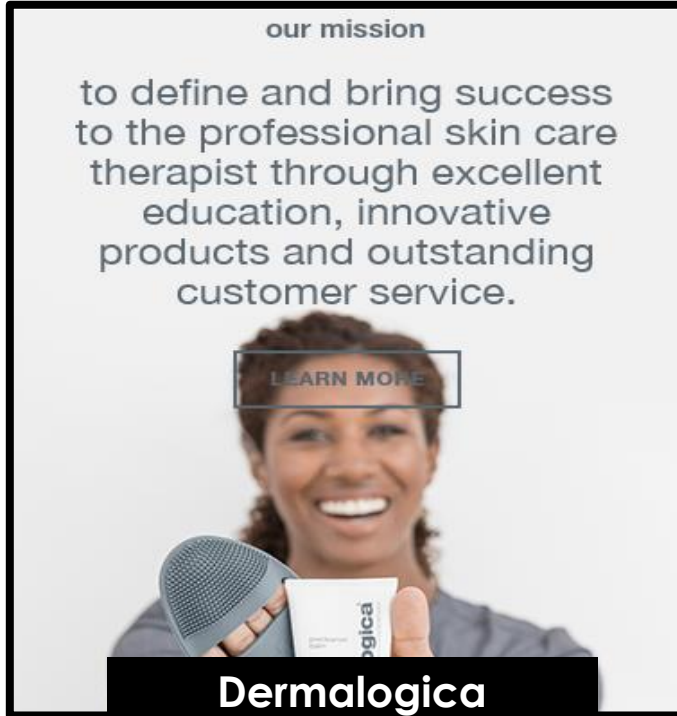
*120 patents globally
for Living Proof technology*



**Murad
Targeted Wrinkle Corrector**

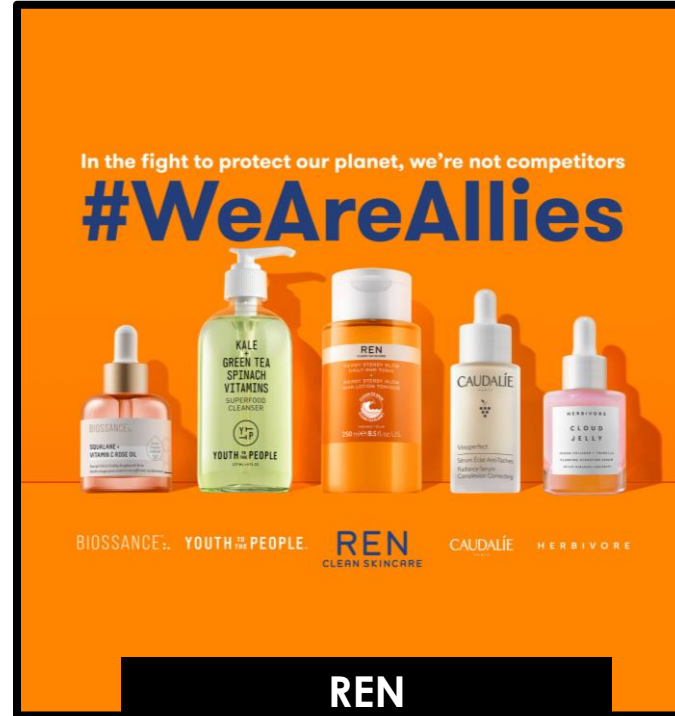
*Near-perfect reviews
"Filler in a bottle"*

4. Leading Social Impact & Purpose



Dermalogica Education Pathway

Provides skills-based training for skin therapists globally



REN #WeAreAllies

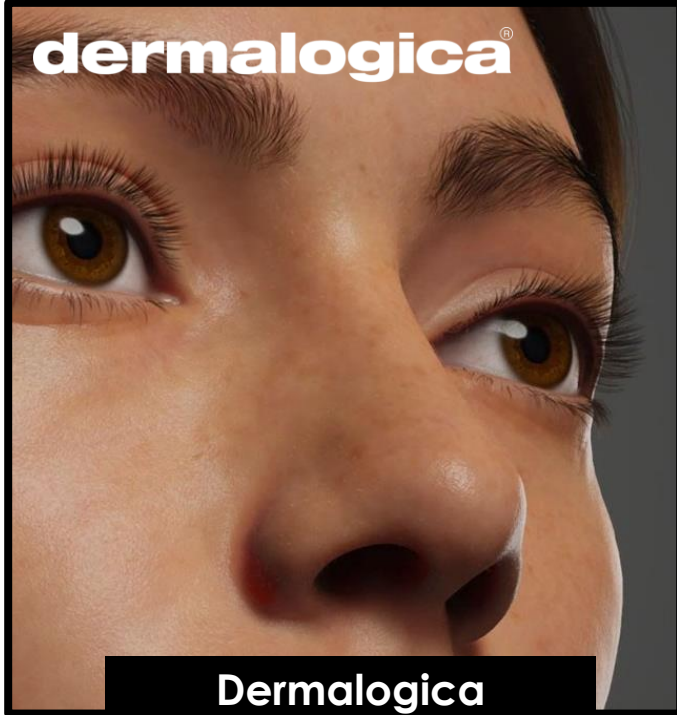
First of its kind partnership bringing 5 brands together to reduce packaging waste



Tatcha Beautiful Futures

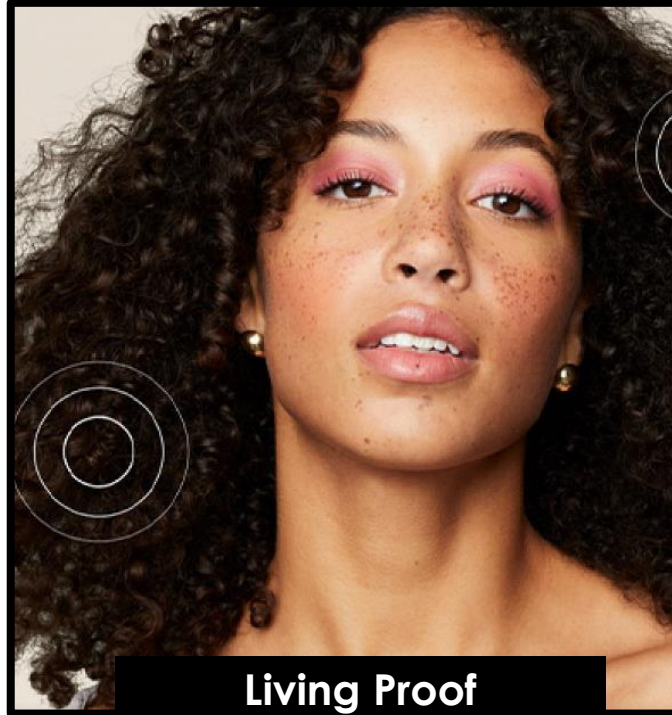
Over 6.4 million days of school provided to children worldwide

5. Technology First Beauty



**Dermalogica
AI Skincare Educator**

*First virtual human to deliver
skincare education*



**Living Proof
AI Hair Diagnostics**

*Advanced AI diagnostic
tool*



**Murad Custom
Facial Serum**

*Digital diagnostic sessions to
create bespoke formulations*

The Power of Unilever

PRESTIGE



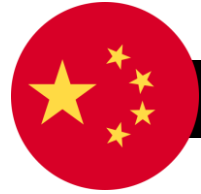
5,000

experts working
worldwide in
Unilever R&D



World Class R&D | International Footprint | Global Consumer Understanding
Operational Excellence | Expert Support Functions | **Sustainability Leaders**

China is an Opportunity



Strong Momentum Since Launch



HOURGLASS 美意共生



- China is now the 3rd largest market for Unilever Prestige, despite being cross border only until 2021
- We have doubled turnover year-on-year since launch in 2017
- 1st company in the industry to achieve a domestic license without animal testing
- Murad is the #3 brand in T-Mall cross border
- Hourglass is a leading exclusive brand in Sephora China

Summary: Prestige Powers Growth

Powerhouse Brands

dermalogica®

TATCHA

Kate Somerville
Skin Health Experts

Murad.

PAULA'S CHOICE
SKINCARE

Living proof.®

REN
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HOURGLASS

GARANCIA
— PARIS —

A Winning Model

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- 3. TRENDS SETTING INNOVATION**
- 4. SOCIAL IMPACT & PURPOSE**
- 5. TECHNOLOGY LED BEAUTY**



REVEAL SKIN
SUPPLE SKIN

Award-winning moisturisers made from
Japanese botanicals

AR

EVE LOM



Unilever

PRESTIGE

Thank You