



BEAUTY & PERSONAL CARE

Sunny Jain

President,
Unilever Beauty & Personal Care



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; inability to find sustainable solutions to support long-term growth including to plastic packaging; the effect of climate change on Unilever's business; 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.

These forward-looking statements speak only as of the date of this announcement. 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.

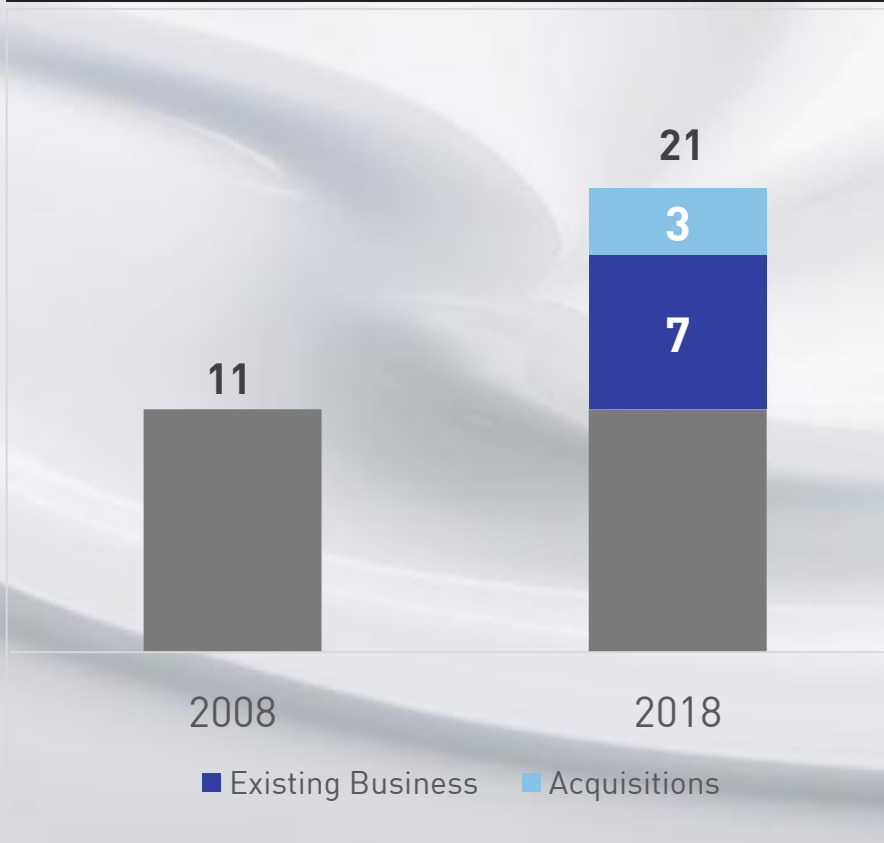
Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2018 and the Unilever Annual Report and Accounts 2018.



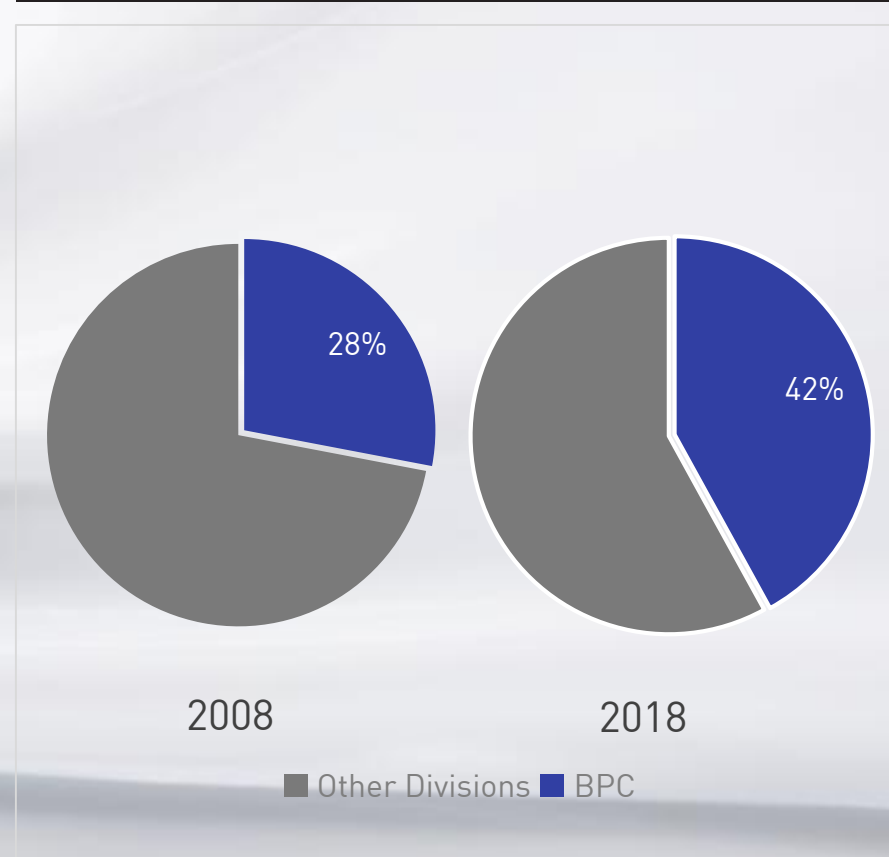
UNILEVER BEAUTY & PERSONAL CARE

€21bn business; an increasing part of Unilever

BEAUTY & PERSONAL CARE TURNOVER (€bn)



BEAUTY & PERSONAL CARE AS % OF GROUP SALES





UNILEVER BEAUTY & PERSONAL CARE

Strong portfolio with leading categories



● Global leading positions ● Local leading positions

UNILEVER BEAUTY & PERSONAL CARE

Well positioned global brands and attractive footprint

LEADING GLOBAL BRANDS



ATTRACTIVE GEOGRAPHICAL FOOTPRINT



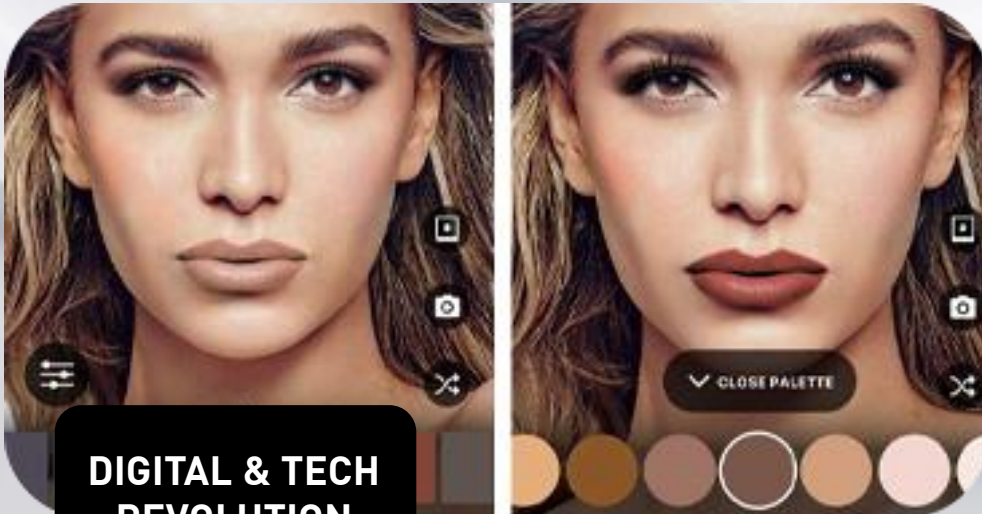
DRIVERS OF CHANGE



**CONSUMER
FRAGMENTATION**



**CHANNEL
FRAGMENTATION**



**DIGITAL & TECH
REVOLUTION**



**FRAGILE
PLANET**

MEGA TRENDS FOR BEAUTY AND PERSONAL CARE

NATURALS & SUSTAINABILITY



BEAUTY & HOLISTIC WELLNESS



PERSONALISATION





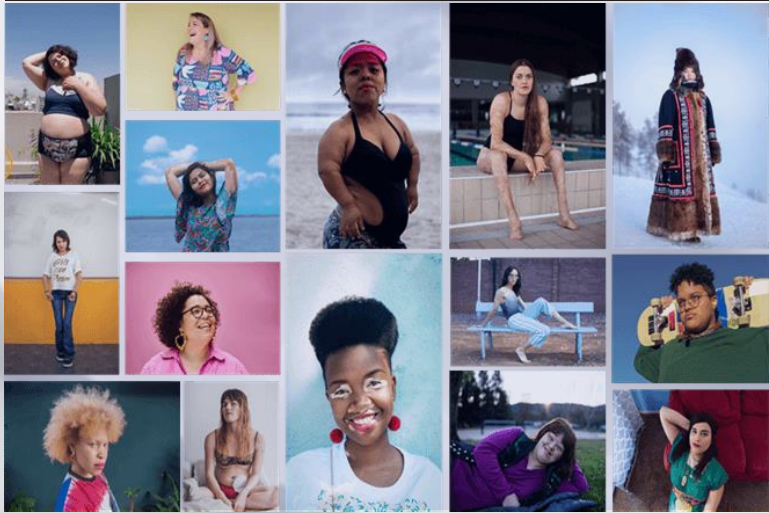
OUR PURPOSE

Beauty that cares

OUR STRATEGIC CHOICES

1

PURPOSEFUL BRANDS



2

FUTURE FIT PORTFOLIO



3

HIGH GROWTH CHANNELS



ENABLED BY: DIGITAL TRANSFORMATION & AGILE TEAMS

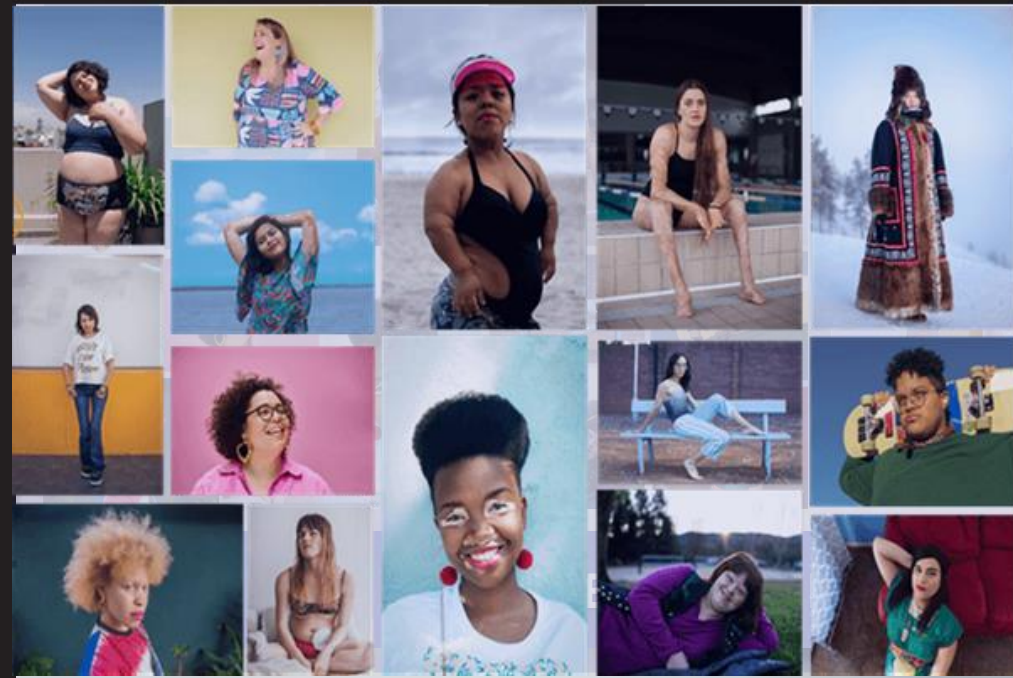


BEAUTY & PERSONAL CARE

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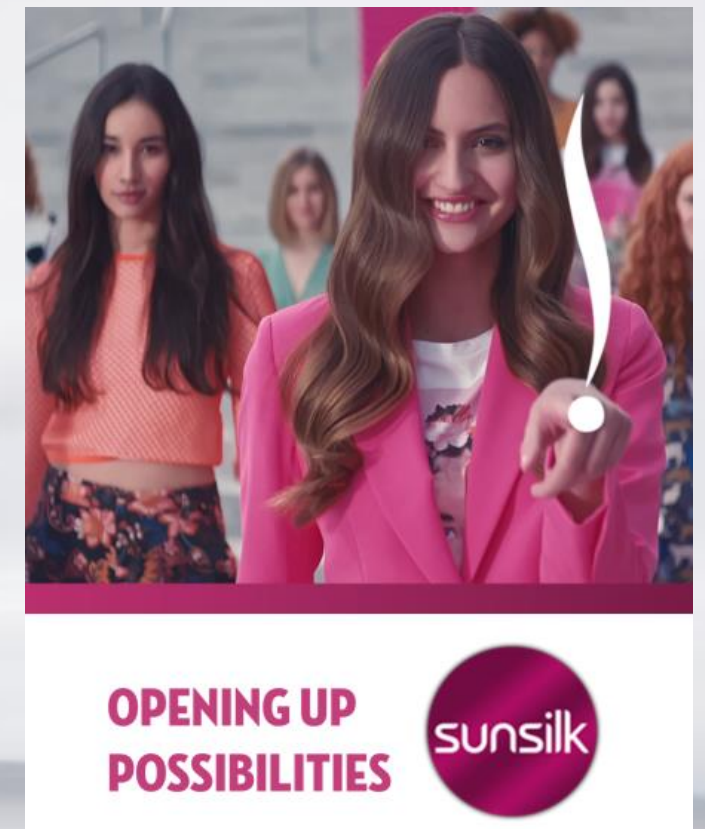
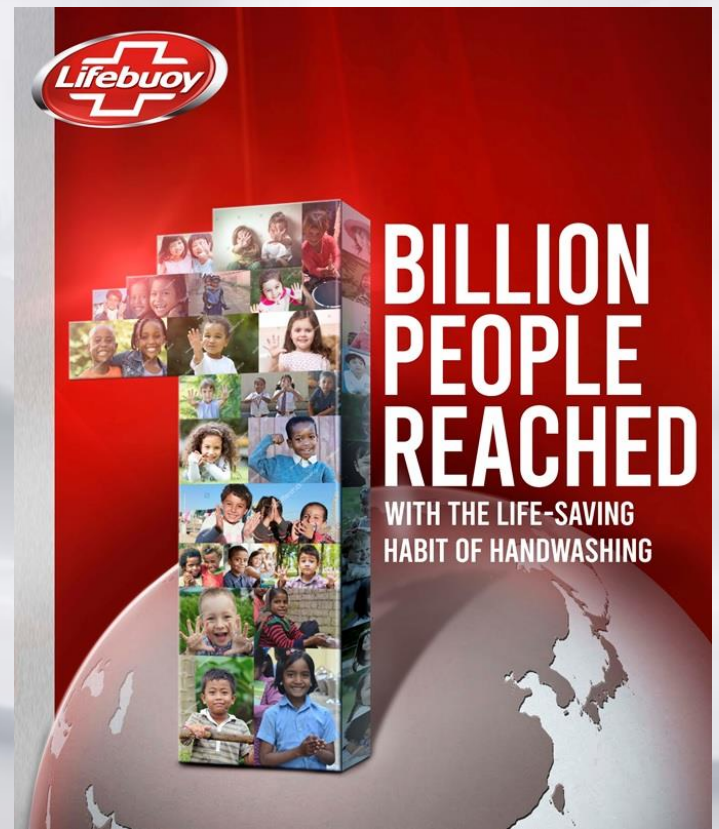
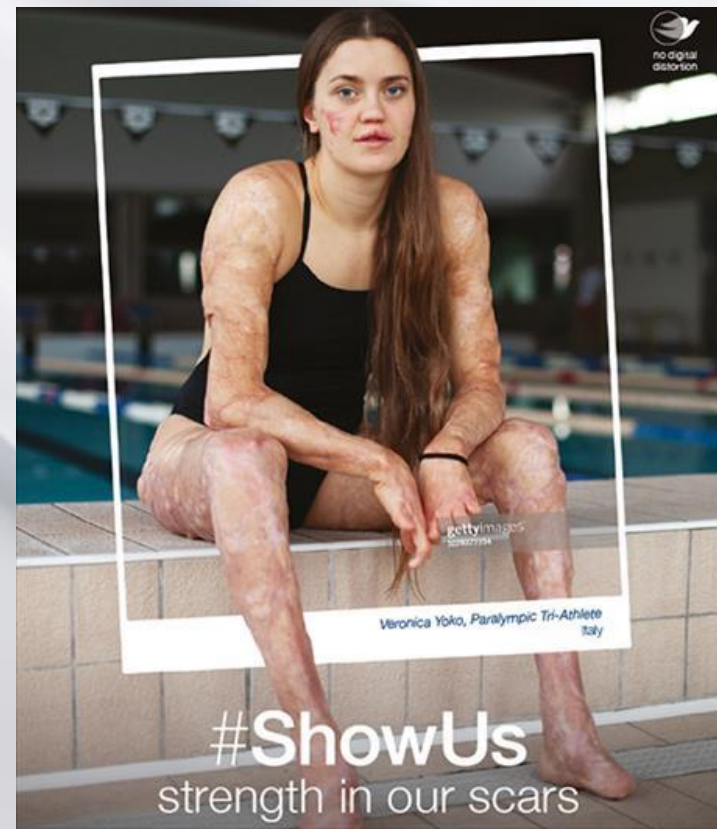
DIGITAL TRANSFORMATION & AGILE TEAMS



BEAUTY & PERSONAL CARE

PURPOSEFUL BRANDS

Purposeful brands drive superior performance

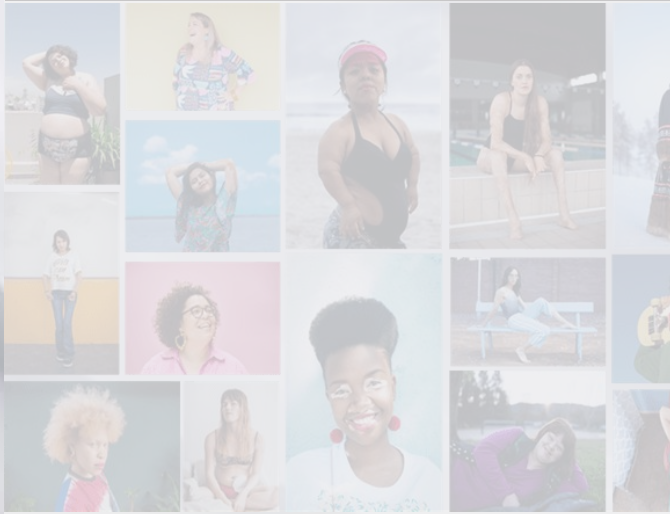




OUR STRATEGIC CHOICES

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PURPOSEFUL BRANDS



ENAB

2

FUTURE FIT PORTFOLIO



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HIGH GROWTH CHANNELS



EAMS



FUTURE FIT PORTFOLIO | CORE BRANDS

Transforming our core portfolio through **superior products and on trend innovations**

SUPERIOR CORE

NEW REXONA
CLINICAL PROTECTION
3x STRONGER*
with Defence+ Technology



FUTURE FIT PORTFOLIO | CORE BRANDS

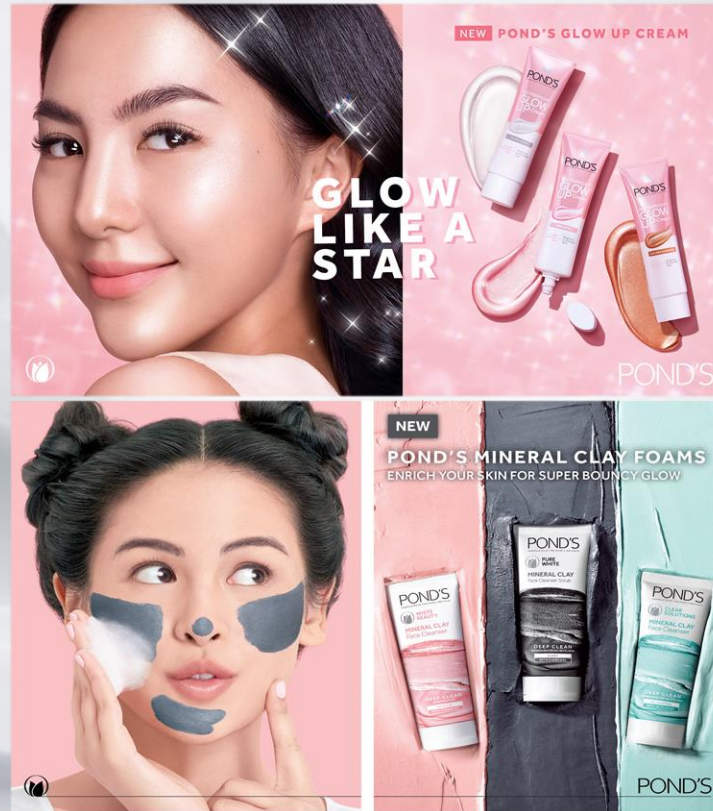
Transforming our core portfolio through **superior products** and **on trend innovations**

SUPERIOR CORE

NEW REXONA
CLINICAL PROTECTION
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CORE ON TREND



FUTURE FIT PORTFOLIO | CORE BRANDS

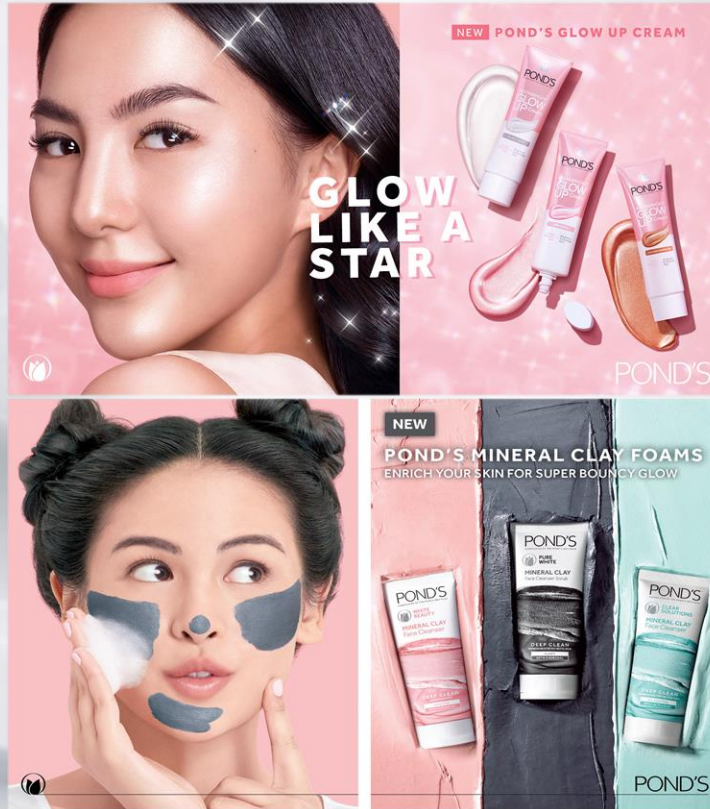
Transforming our core portfolio through **superior products** and **on trend innovations**

SUPERIOR CORE

NEW REXONA
CLINICAL PROTECTION
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with Defence+ Technology



CORE ON TREND



SUSTAINABLE CORE

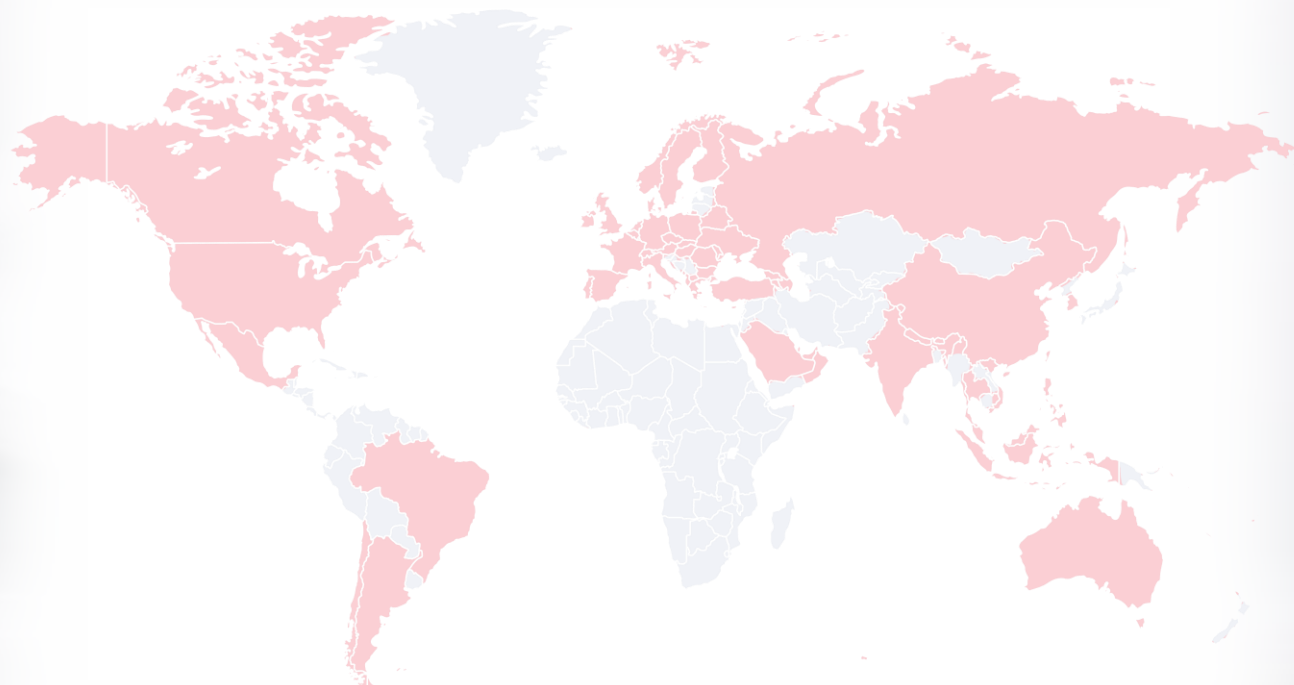


Dove is one of the largest beauty brands in the world moving towards 100% recycled plastic bottles



FUTURE FIT PORTFOLIO | NEW BRANDS

Love, Beauty & Planet already in **30+** markets





BEAUTY & PERSONAL CARE

FUTURE FIT PORTFOLIO | PRESTIGE

Unilever Prestige is now €600m

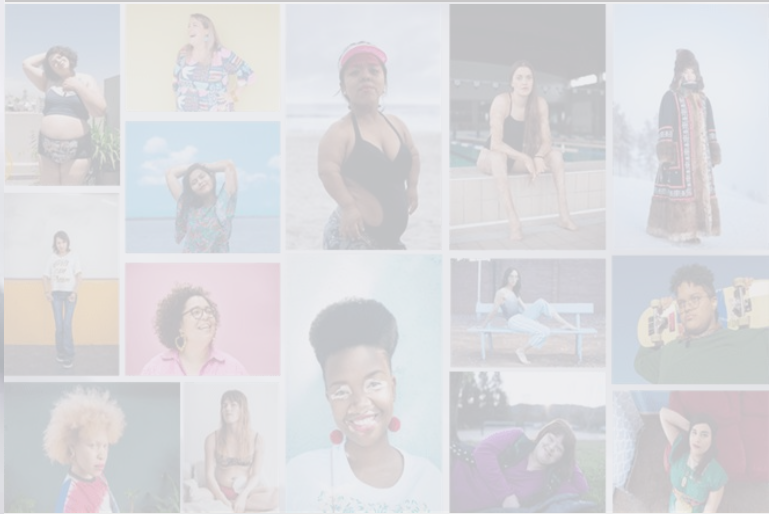




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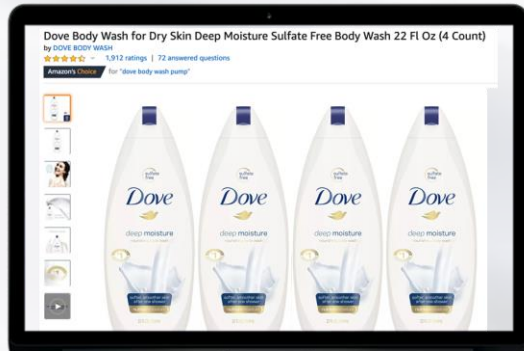
ENABLED BY: DIGITAL TRANSFORMATION



HIGH GROWTH CHANNELS | ECOMMERCE

Ecommerce growing well ahead of the market at over 30%

INVEST IN CORE



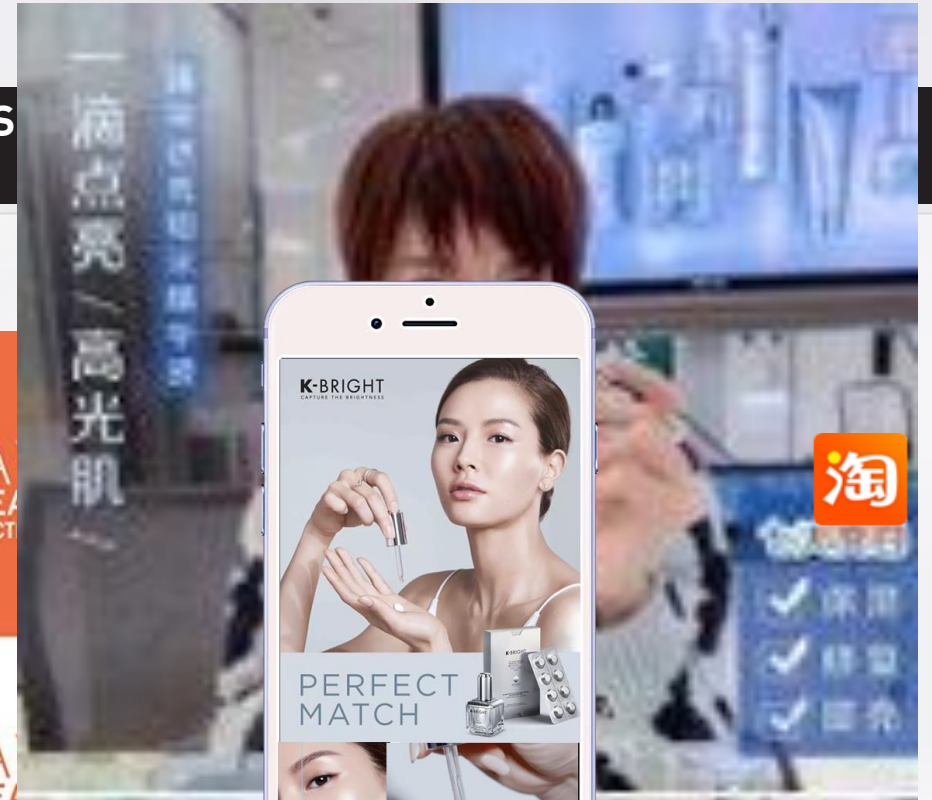
BUILD NEW BRANDS OCCASIONS

Amazon's Choice



DR+SWEAT

available at amazon





BEAUTY &
PERSONAL CARE

HIGH GROWTH CHANNELS | BEAUTY SPECIALITY

Building strong presence in **Beauty Speciality** via our Prestige portfolio



HOURGLASS



TATCHA.

KEY ENABLERS

Strategic choices are underpinned by digital transformation and agile ways of working

DIGITAL TRANSFORMATION



*Dynamic (Data-Driven)
Asset Creation and Deployment*

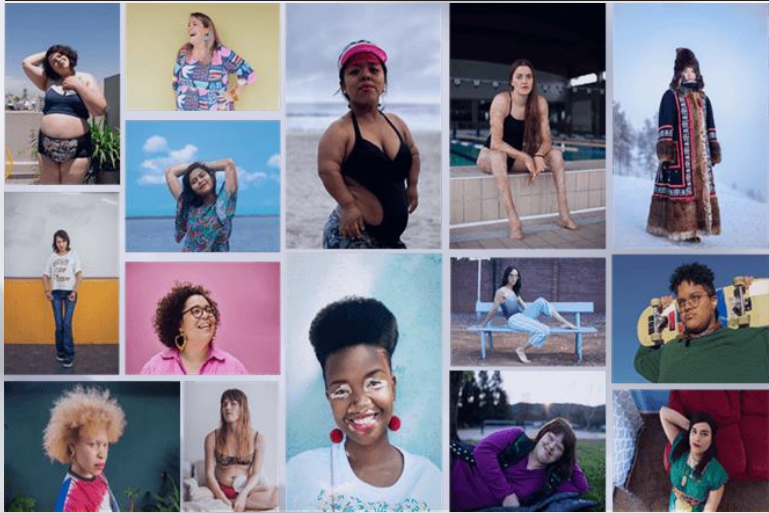
AGILE WAYS OF WORKING



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BEAUTY & PERSONAL CARE

THANK YOU

people are beautiful