

Unilever China Presentation for Investors

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EVP North Asia

28th September 2021



Unilever

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. 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.

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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 2020.

- **Winning in China is a strategic priority for Unilever**
- **China is the 3rd biggest business in Unilever with strong future growth potential**
- **Unilever China has delivered consistent and profitable growth in the past 5 years**
- **We are coming out stronger through the pandemic: more competitive, more agile, and more digital**
- **We expect to continue to grow competitively following our growth priorities**
 - **Grow core brands penetration**
 - **Transform into future fit portfolio**
 - **Go where people go**



01.
Consumer Trends



02.
Unilever China



03.
Growth Priorities



01.
Consumer Trends



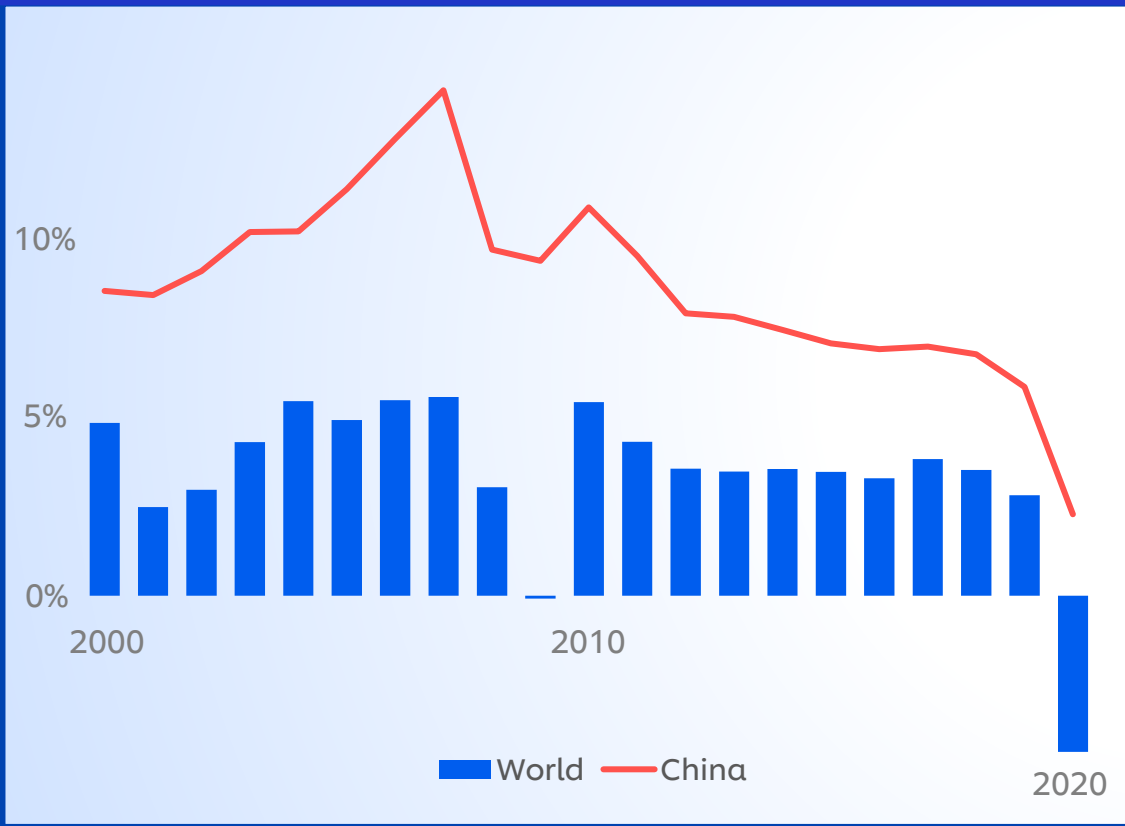
02.
Unilever China



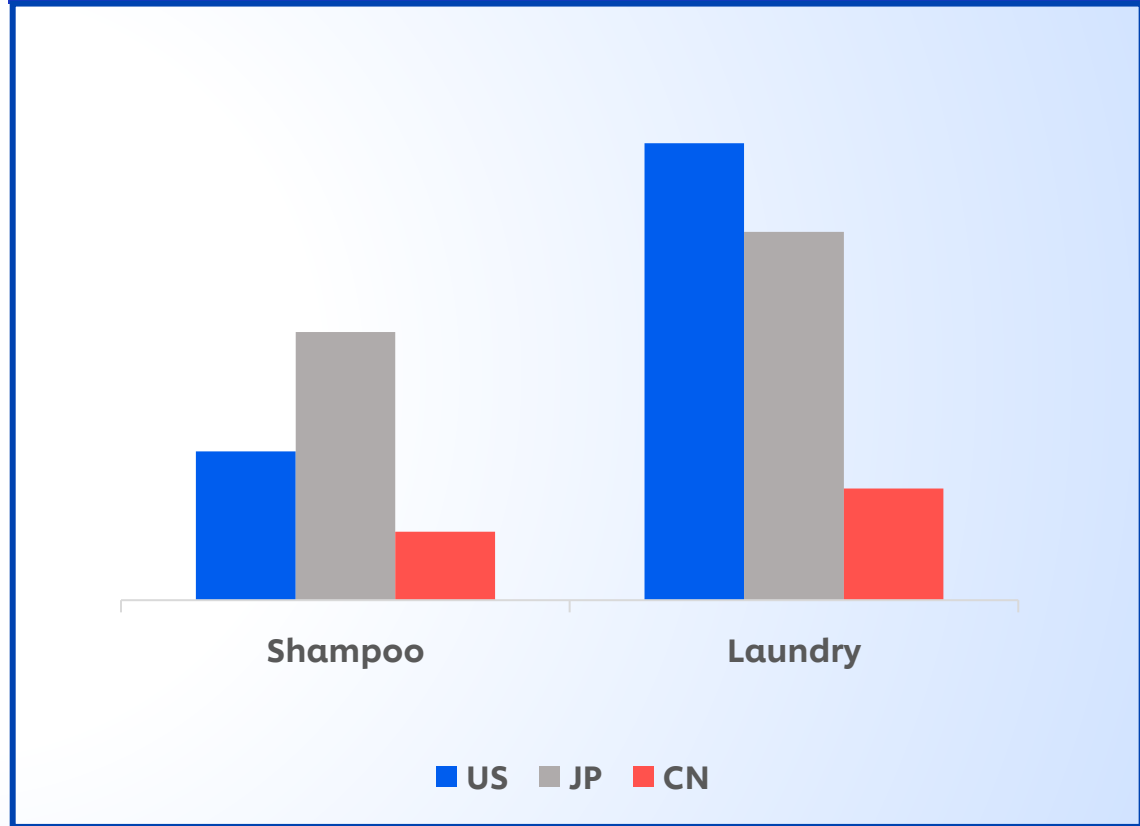
03.
Growth Priorities

China: Best consumer story

China contributes more than 1/3 global GDP growth



Category spending per capita shows further growth potential



* GDP growth percentage from IMF, International Monetary Fund

*Category spending per capita from Euromonitor

Two-Speed Chinese Consumers



Normal Speed China

- Lower tier cities
- Family centric
- Value for money

High Speed China

- Top cities
- Pressure to compete
- Upgradation



Trends continue



Lower Tier Cities



E-Everything



Upgradation

New trends after pandemic



NEW

Clean Living



NEW

Covid Cocooning



NEW

Protective measures



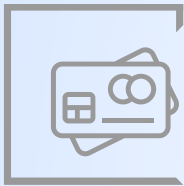
Hygiene



In-home Foods



Health & Wellbeing



01.
Consumer Trends



02.
Unilever China



03.
Growth Priorities

Be the best local company with global leverage

Design for China

100% of formulations designed or adapted for China

Decide in China

Key decision makers based in China

Move at China speed

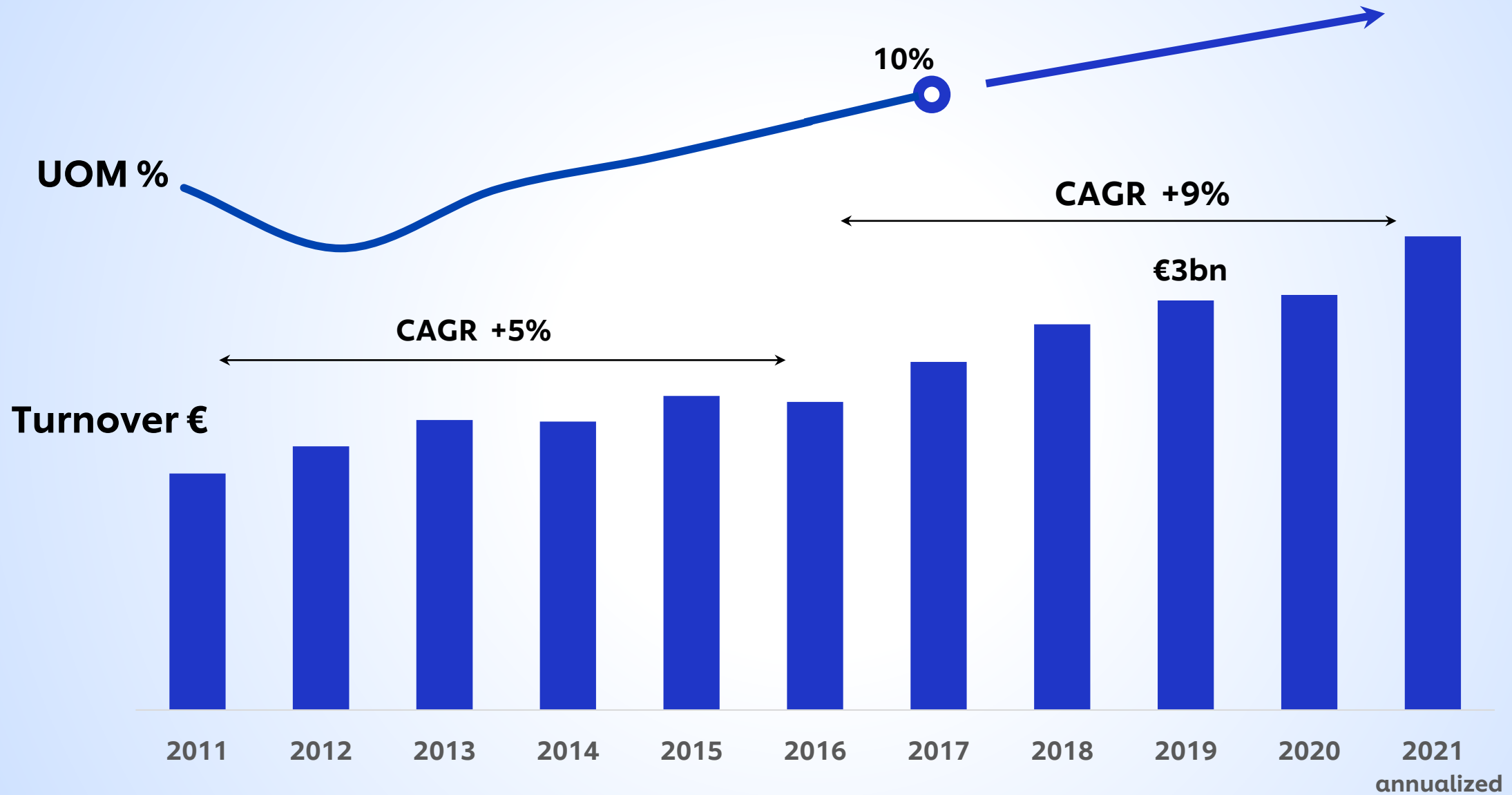
75% of innovations launch within 6 months

Be fully digital in China

80% of investments on digital media and 40% on digital commerce

















Unilever China – Consistent and profitable growth

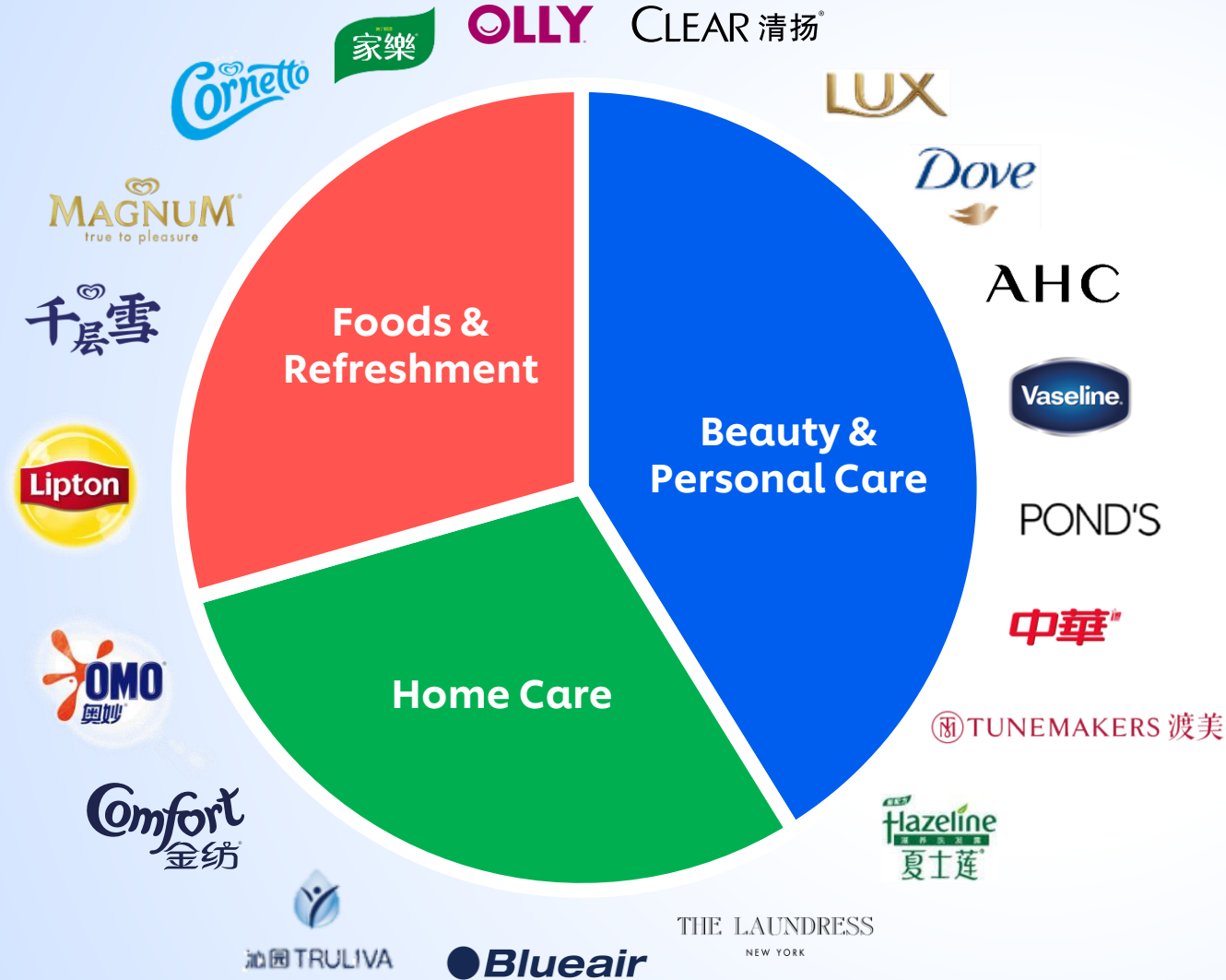


Unilever China – Come out stronger

 Winning share

	2020 Jul MAT		2021 Jul MAT	
	Online	Offline	Online	Offline
Hair Care				
Skin Cleansing				
Body Care		N/A		N/A
Fabric Cleaning				
Fabric Enhancer				

Unilever China – Strong brand portfolio



65% of business where
Unilever is a top 3 player

10 Billion-CNY Brands

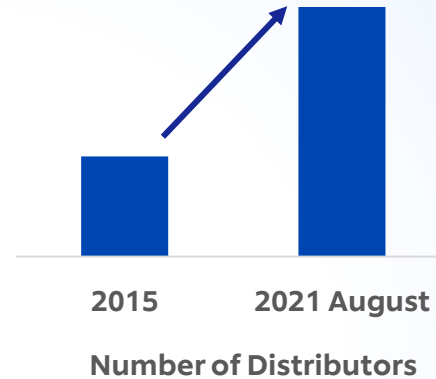
80% of households reached
by Unilever brands

Manufacturing Scale



- 4 major sourcing hubs
- 1 smart logistic campus
- “Carbon neutral” for South hub

Deep Distribution



- 70% of categories grow share in lower tier cities

Global R&D Centre



- 113 patents originated
- 350+ professionals

Digital Infrastructure



- 100+ digital professionals
- Data analytics, tools and governance
- Integrated data driven communication
- In house content creation studio

Diverse and Inclusive Local Leadership

- 99% local talent
- 50/50 gender balance



Strong Employer Brand

- No.1 Employer of Choice for 4 consecutive years



Agile Organization



GROW Business Units



POWER Capability Hubs



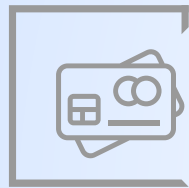
RUN Standardized Operations



MAKE Manufacturing and Sourcing network

* 99% local talents refers to manager level and above.

* Source: 58City – Recruitment, brand survey for best employer choices for graduates



01.
Consumer Trends



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Unilever China



03.
Growth Priorities

Grow core brand penetration

CLEAR
清扬

Dove

LUX力士

Comfort
金纺



沁园 TRULIVA

家樂

奧妙

MAGNUM
true to pleasure

AHC

Corretto

Future fit portfolio



Go where people go



Key Enablers



Digitalization

Fuel for Growth

Agile Organization

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Growth Priorities – Grow core brand penetration

85% of business growing penetration

Brand Power



Clear

Brand Purpose

Masterbrand Leverage



Dove

Bath and Body

Operational Excellence



Online:
More customers

Offline:
Personalized service

Knorr

Digital Selling



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Digitalization

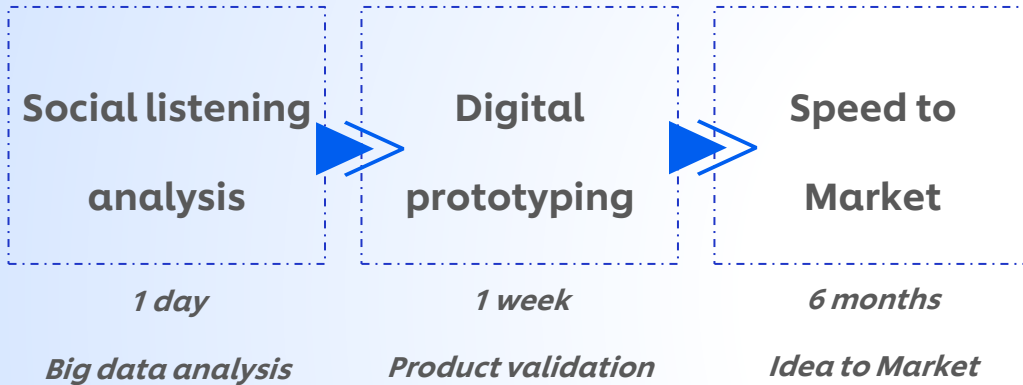
Fuel for Growth

Agile Organization

Growth Priorities – Transform into premium segments

50% of business in premium tier. 70% growth contribution.

Digitally powered innovation



Digital marketing & amplification



- Precision marketing to reach
- Influencers to engage and convert
- Loyalty management to retain



* Premium tier refers to average pricing index > 120, and business contribution refers to annualized 2021.

Growth Priorities – Transform into tailwind segments

New segments in total reach 1 billion CNY scale. 3X growth.

Hygiene



In-home Foods



Health & Wellbeing



Premium Laundry



Premium Beauty



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Key Enablers



Digitalization

Fuel for Growth

Agile Organization

Digital commerce €1.3 billion. 40% of business

Joint business plan



Content to convert

- Perfect Stores



Own search key words

- Short videos



Visible product superiority

- Livestreaming



Top influencers

- Membership



Regime sample

Design for channel

Tiktok



PDD



O2O



Go where people go: Go deep

Prioritize for top city clusters

- 57% of population
- 80% of offline business

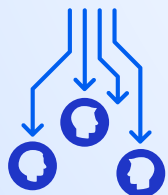
Organize for city cluster ownership

- One city cluster manager
- End to end responsibility

Execute for deeper better distribution

- **More stores**
New customers to expand C/D cities.
- **Better stores**
Improve active stores and range quality.
- **Better service**
Drive engagement with customers.

ACCELERATE	STRONGHOLD
OTHERS	EXPANSION



Empowered by Digital Route-to-Market capability

- Performance tracking
- Resource planning engine
- Frontline decision tool

Grow core brand penetration

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Key Enablers ▶

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Q&A

Unilever China deep dive webcast

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