

Welcome to
HOME CARE

Peter ter Kulve



Unilever

HOME 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.

3 Things I Learned

Trust Starts With Performance



UNSTOPPABLE
IN OUR FIGHT FOR CLEANER, SAFER TOILETS FOR ALL



Domestos
UNSTOPPABLE
KILLS ALL GERMS DEAD
UNBEATABLE STRENGTH
THICK-BLACK 100% TOILET

241 customer reviews
★★★★☆ 4.7 out of 5 stars



Nobody Wants To Invest Time In Chores



Unilever



Persil
3 in 1
CAPSULES
BIO

NO.1 PRODUCT OF THE YEAR
Customer Survey of Product Innovation
2019

Embrace dirt with the
No.1 Product of the Year



Persil
Dirt is Good

*Winner Laundry Detergent Category, Survey of 10,399 people by Kantar TNS

People Are Worried About Chemicals & Waste



seventh generation.

POWERED by PLANTS
TESTED ON 60 OF YOUR TOUGHEST STAINS



Global Jobs To Be Done



1. SORTING



3. MAIN WASH



5. DRYING



7. CUPBOARD

2. PRE-WASH



4. POST WASH



6. IRONING



Drivers Are Very Much Local...

Water Quality



Machine Use



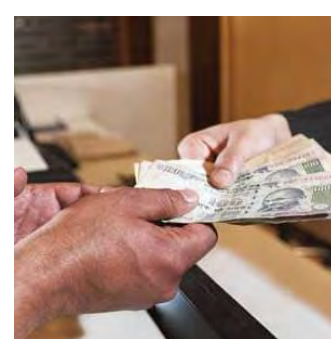
Fabric Type



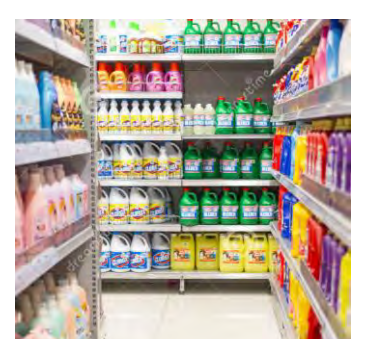
Detergent Quality



Income Level



Competition



...And The Basics Need to be Right



Wash Load

avg. load weight

5 kg

0% Pre-treatment
Soaking
Rinsing

Format



Soap & Powder
Dual Usage

Wash Method



Manual + Basic
Semi-manual

Process



2 Sachets per Wash

Our €10bn Home Care Business

4 Categories ...



FABRIC SOLUTIONS



FABRIC SENSATIONS



HOME & HYGIENE

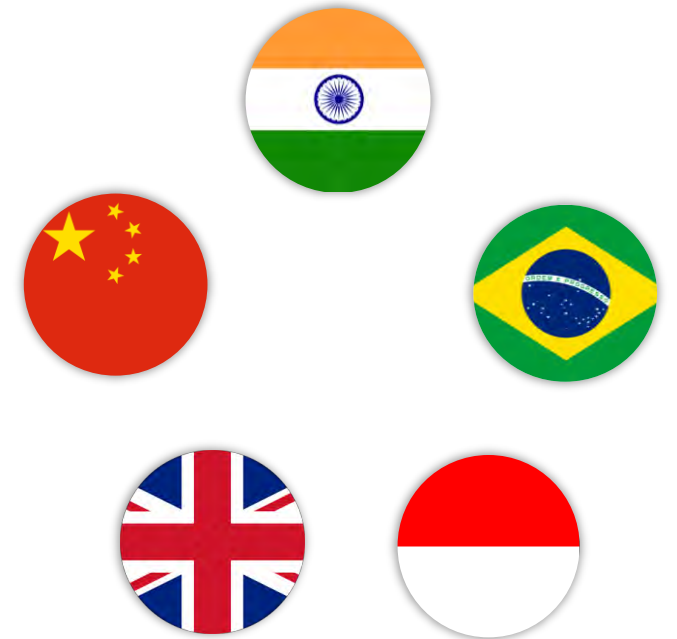


LIFE ESSENTIALS

...With Strong Brands...

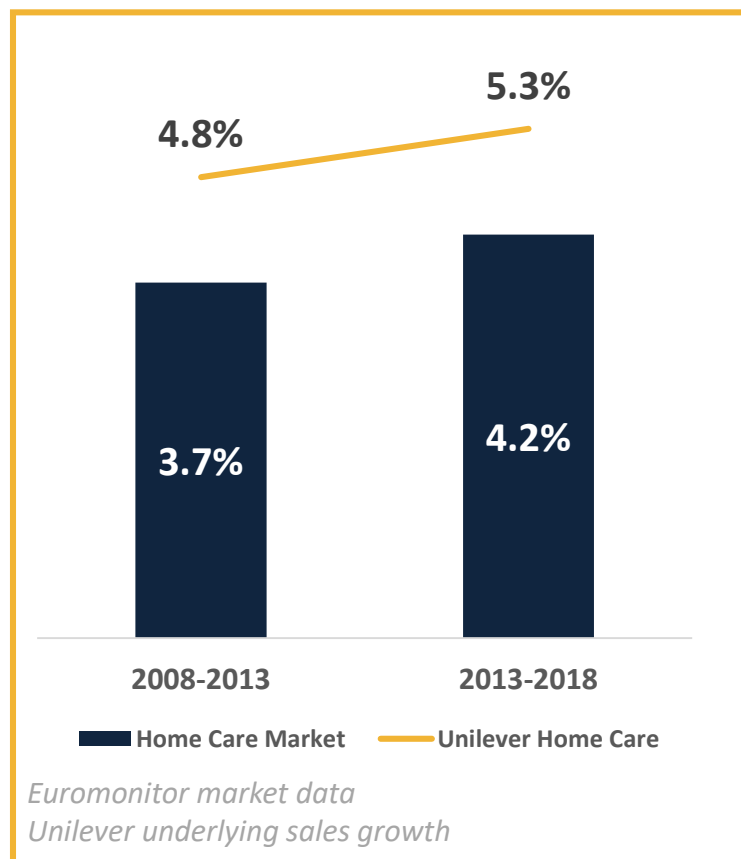


...In Our Top Markets



Strong Performance

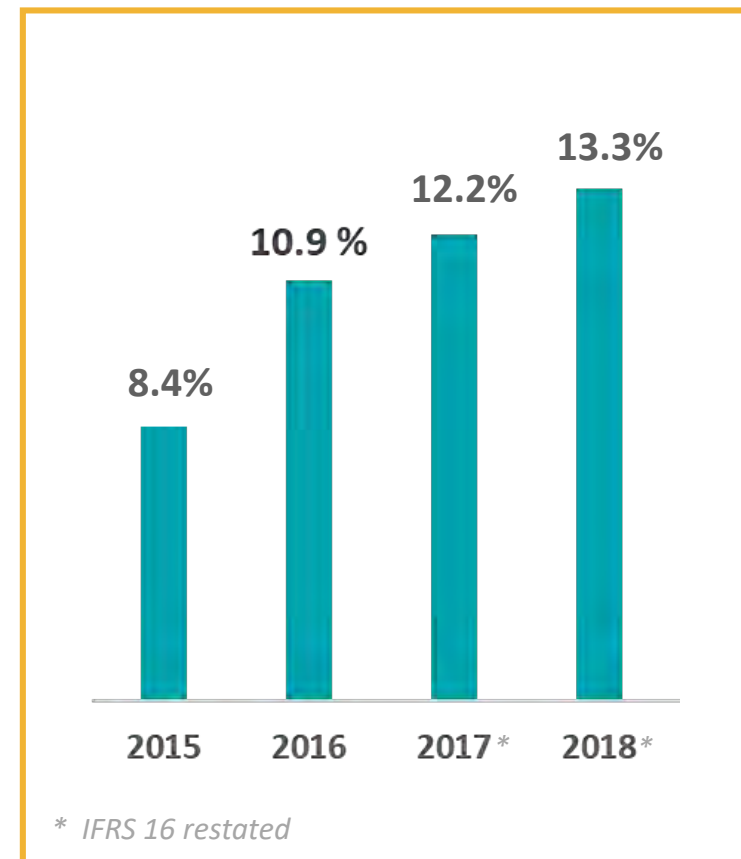
Consistently Growing Ahead of an Accelerating Market...



...With Strong Positions...

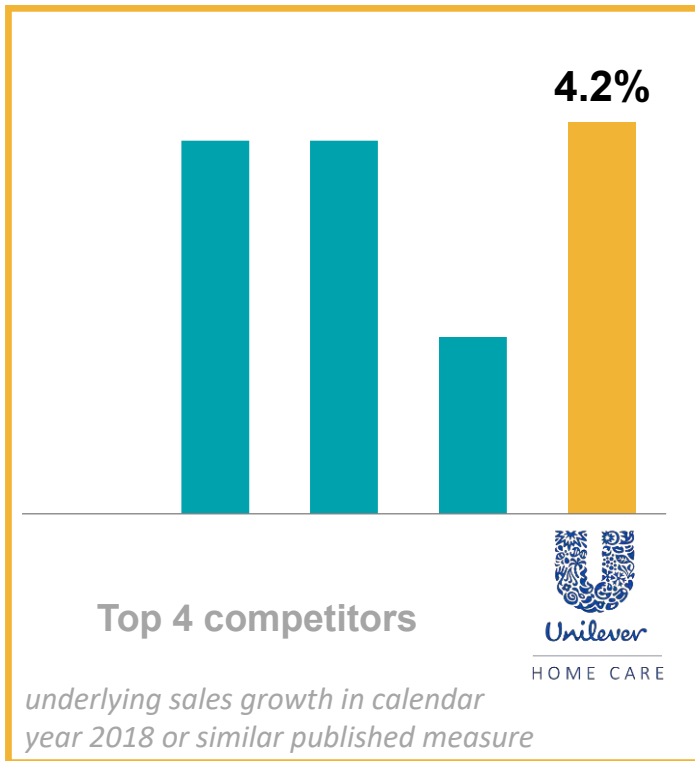


...And Consistent Margin Improvement

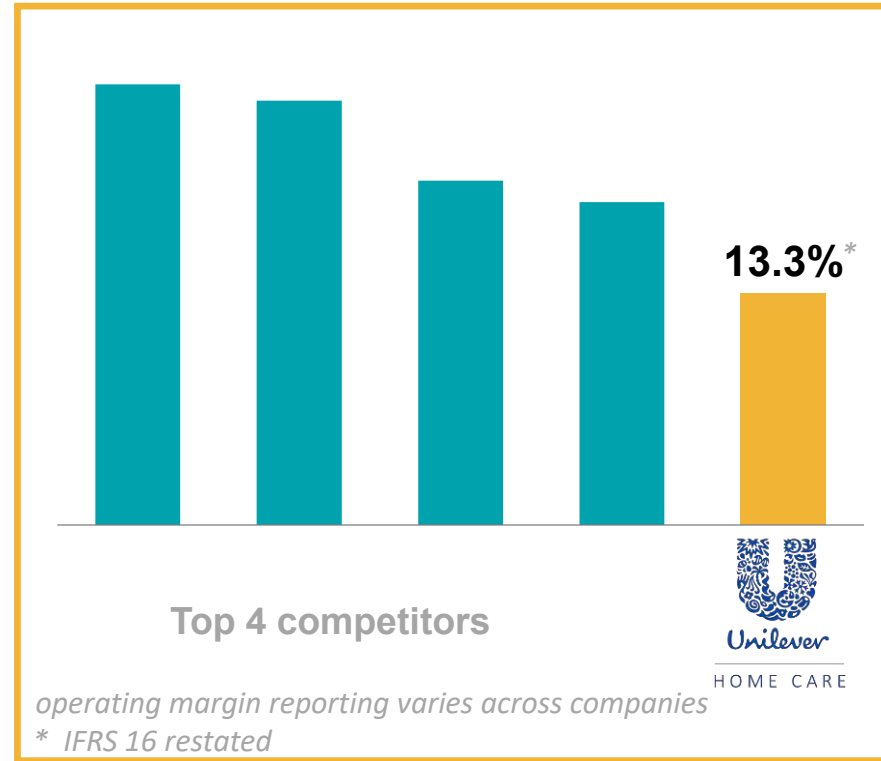


Delta Creates Value Creation Opportunities

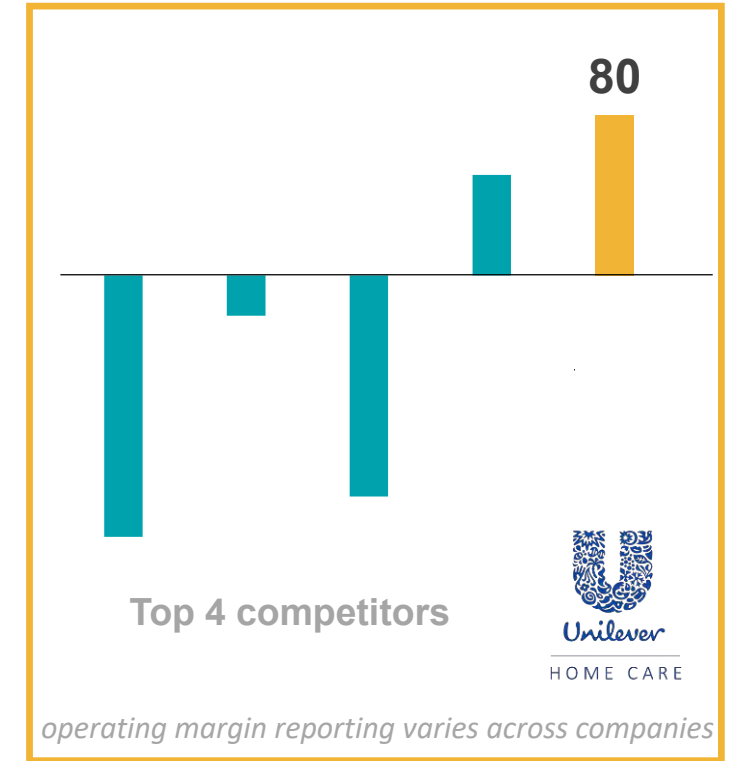
2018 Growth



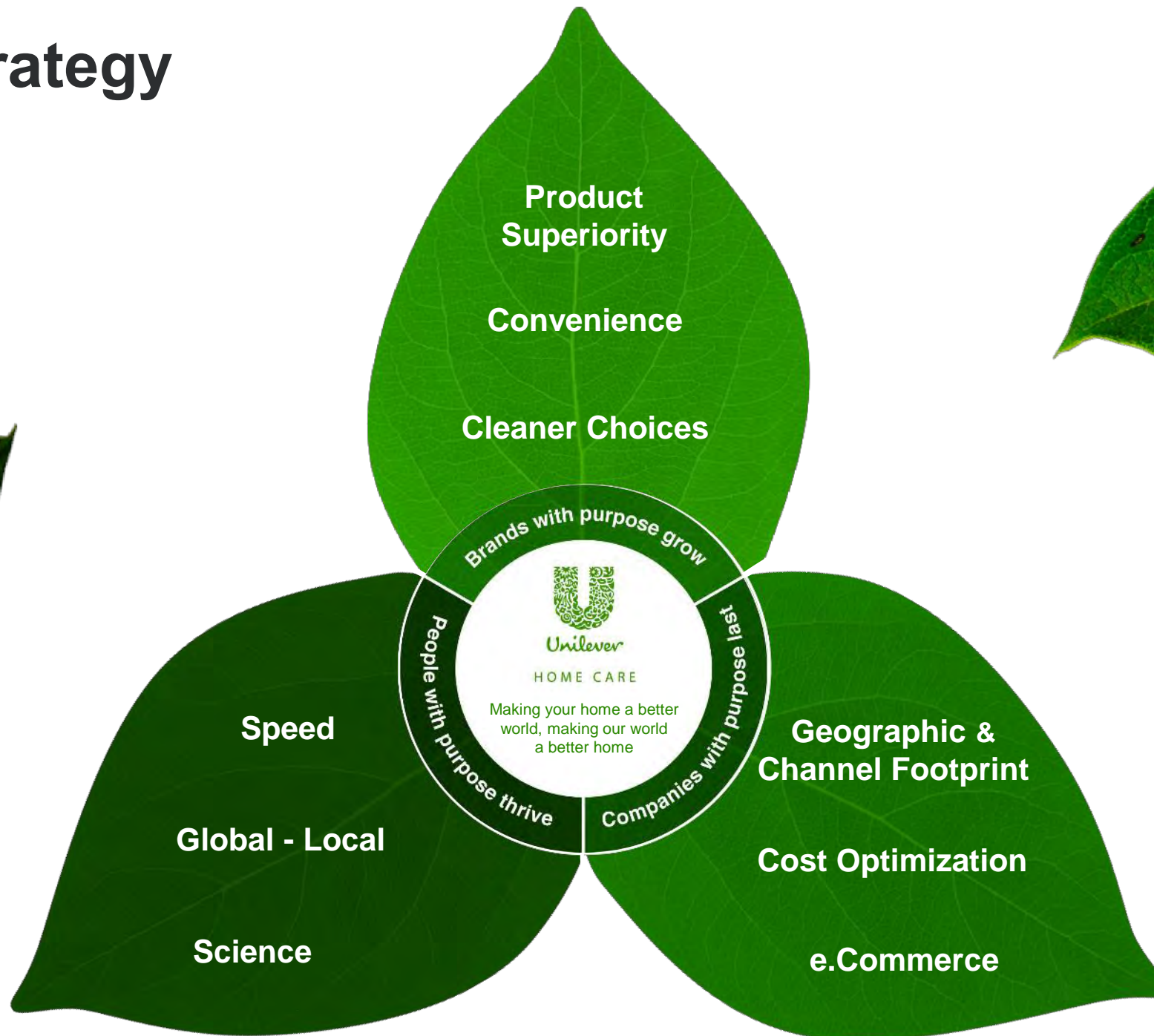
2018 Margin



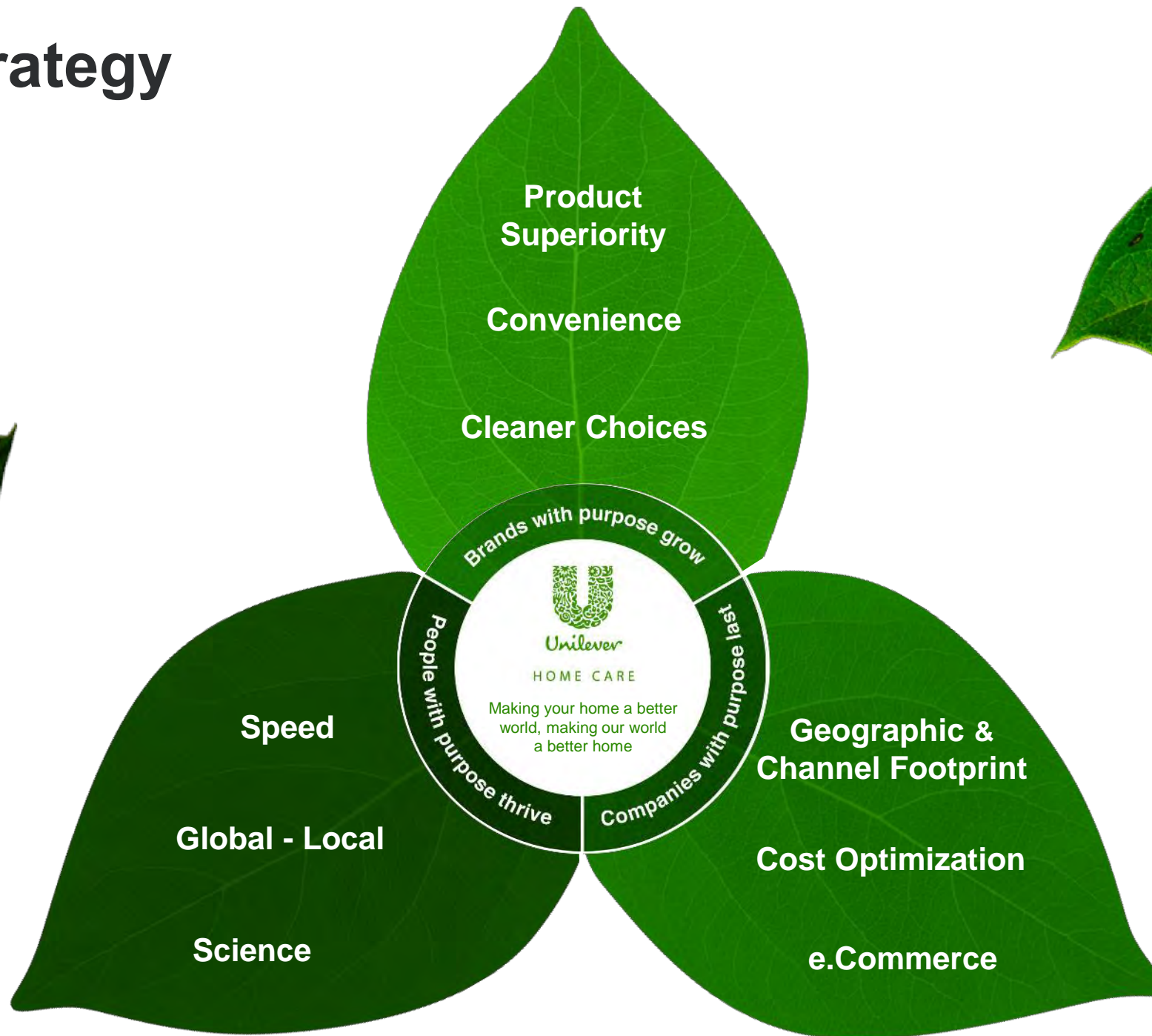
2018 Margin Delta (bps)



Simple Strategy



Simple Strategy



All About Market Development

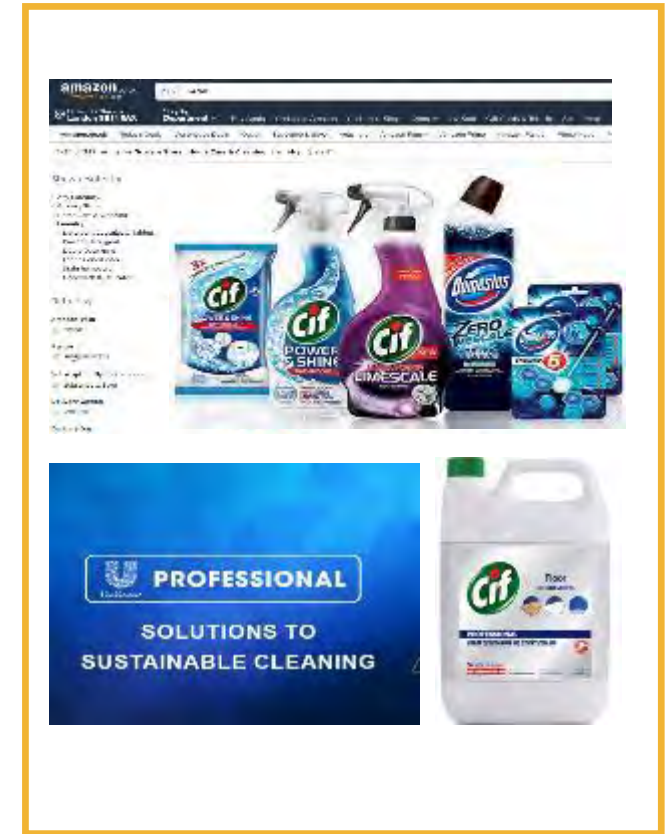
Accelerating New Formats



Driving New Benefits



Leveraging New Channels



All About Innovation

Innovation



Creation



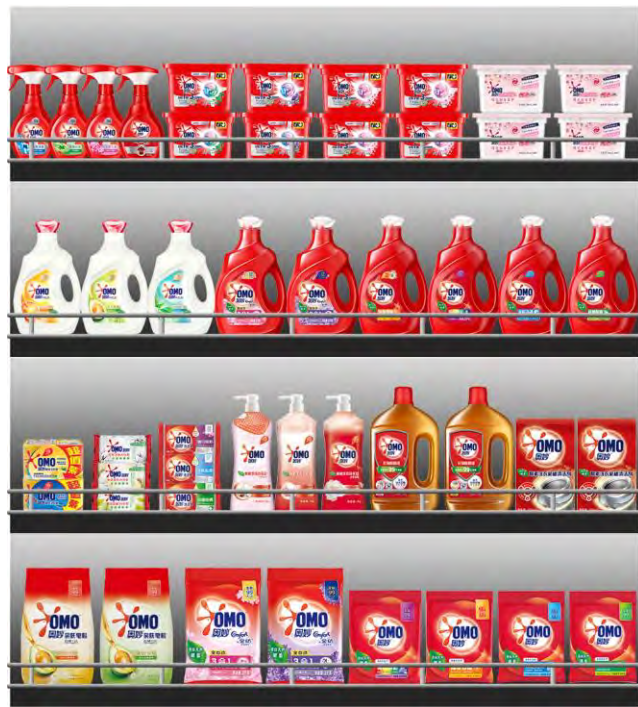
Acquisition



And Portfolio Development

FROM

TO



Purpose Driving Performance



Design for Purpose

to win the war on poor sanitation

Social Benefit:

Cleaner toilets, brighter futures

Emotional Benefit:

Pleasure in improved sanitation

Functional Benefit:

Access to the best products



Unlocking The Purpose

Best Products



UNICEF Partnership



Cleaner Toilets
Brighter Future



Activating The Purpose

Our Ambition: By 2030, we will help **50 million people** gain improved access to a toilet



Daily toilet cleaning frequency **+20%**
Penetration **+700bps**
Market share **+380bps**

Underpinned By Technology...



...And Cleaner Choices Vision



**NO PETRO
CHEMICALS**

100% Renewable



**NO SINGLE
USE PLASTIC**

**Recyclability, PCR
Refill & Re-use**



**WATER &
CLIMATE
SMART
PRODUCTS**

**100% Biodegradable
cold wash & rinse-efficient**

HOME CARE Brazil

Eduardo Campanella



Unilever

HOME CARE

Brazil: Home Care

Fabric Solution



Fabric Sensation



Home & Hygiene

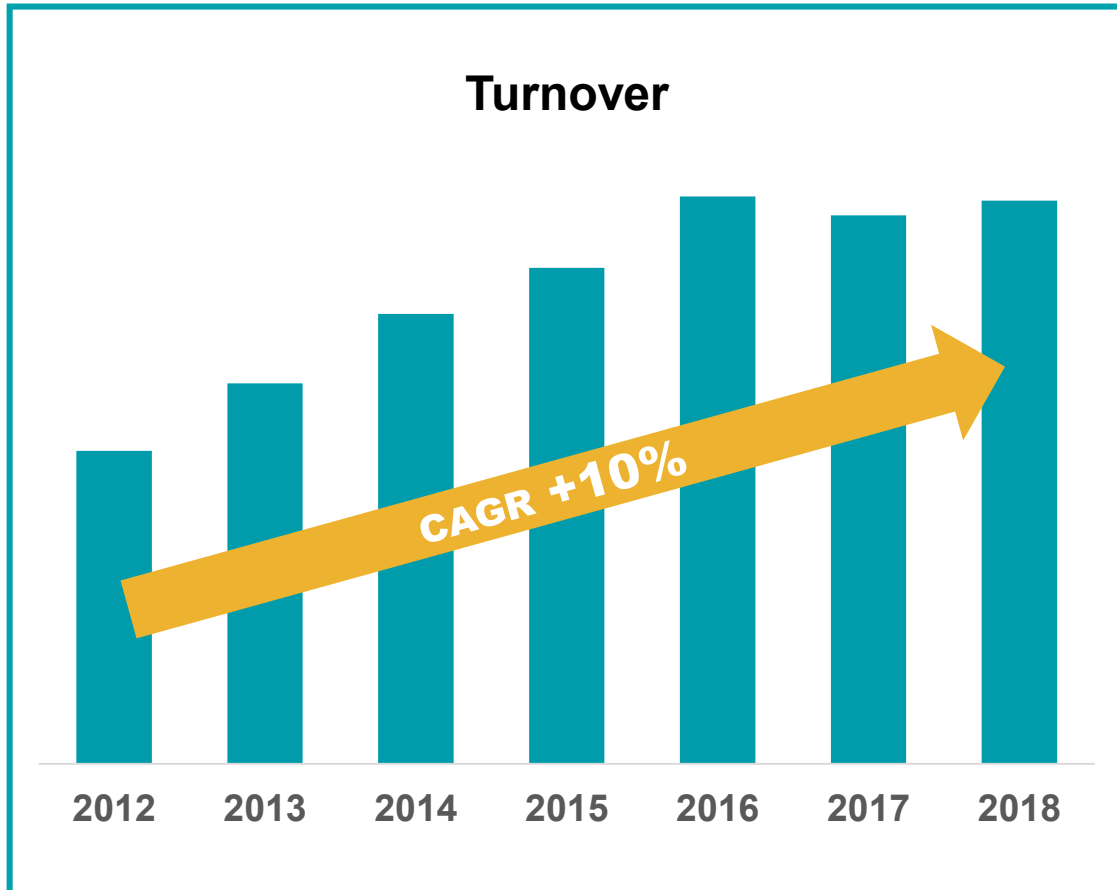


New Business

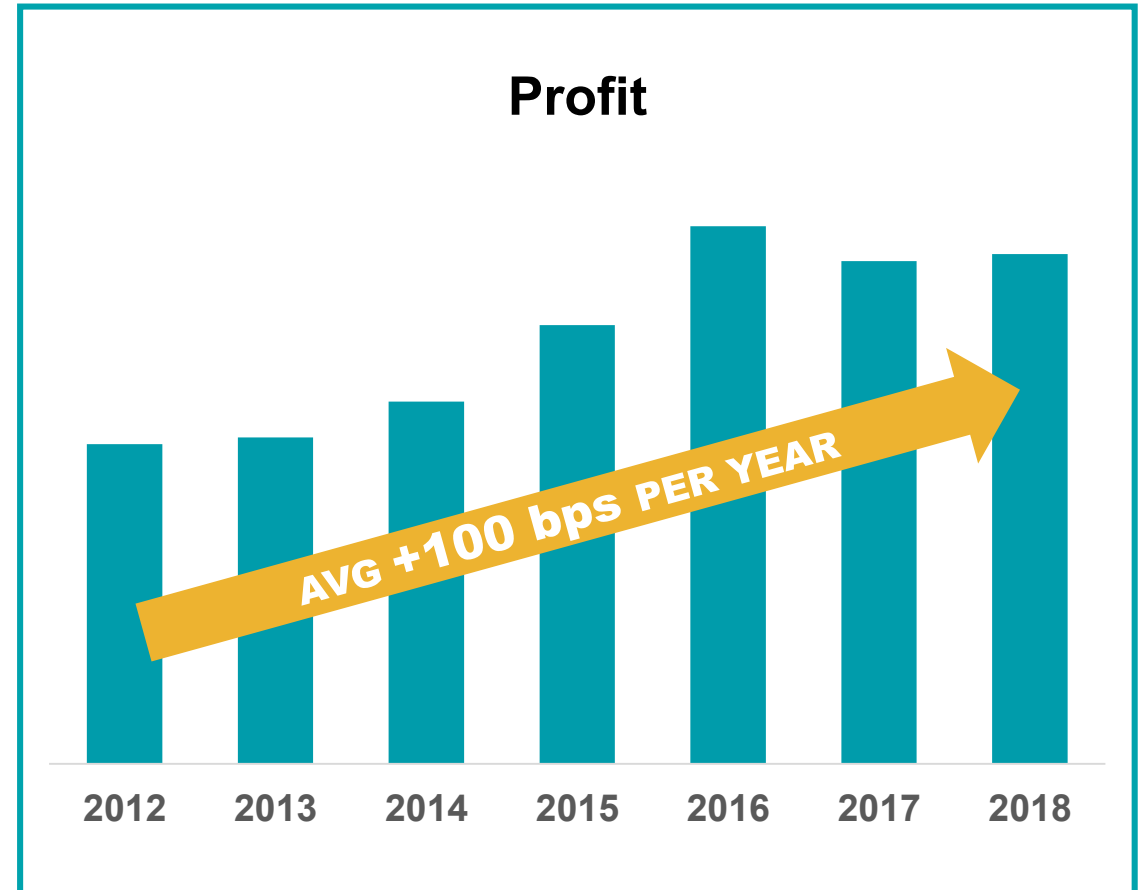


Brazil: A Sustainable Hard Currency Performance

Almost Doubled Our Business...



...While Increasing Profitability



IMPRESSIVE YTD RESULTS

Home Care

Fabric Solutions

Fabric Sensations

Home & Hygiene

Professionals

USG 3X
UNILEVER
BRAZIL

DOUBLE
DIGIT
GROWTH

HIGH
SINGLE
DIGIT
GROWTH

DOUBLE
DIGIT
GROWTH

TRIPLE
DIGIT
GROWTH

INCREASING PROFITABILITY

Brazil: Home Care Transformation

Portfolio Transformation



92%

PORTFOLIO RELAUNCHED
IN A 6 MONTHS WINDOW

Cleaner Choices



CONCENTRATION /
COMPACTION



PREMIUM
MULTIPURPOSE W/ PCR



SEVENTH GENERATION

Consumer Centric



1:1 CONTACTS

230MM
-40% COST

Brazil: Portfolio Transformation

FROM



Brazil: Portfolio Transformation

TO



Omo: Our Powerhouse 100% Relunched

Bold Relaunch, New Mix & Superior Product



Engaging With Consumer

Camila Coelho Não existe sabão melhor, não troco por nada, ele realmente cumpre o que promete, lavo uma máquina cheia com meia xícara, ele super rende, limpa muito bem a roupa e é super cheiroso, simplesmente amooo! ❤️

OMO Brasil Suas peças merecem esse cuidado excepcional que só OMO proporciona, Camila! Conte sempre com a gente. Abraços! 🤗

7X TOTAL BRAND COMMENTS & INTERACTIONS

81% Satisfaction Index

Sentiment

+25 Years Top Of Mind

FOR THE FIRST TIME: TOP OF THE TOP

FOLHA TOP of MIND



CLEANER CHOICES + PURPOSE LED

Brazil: Innovation Led Growth

Repositioning The Core & Concentrating Powders



Entering New Territories With Delicates



Front Load: Re-ignite Innovator Perception



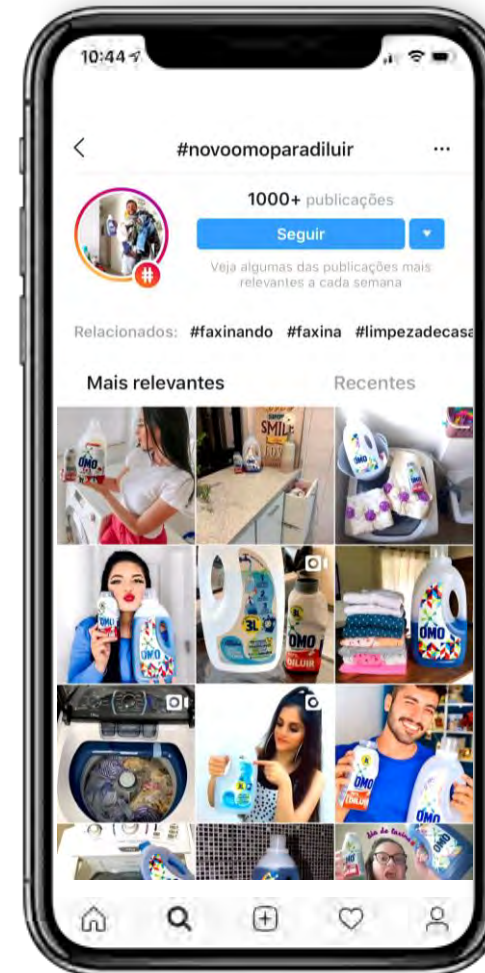
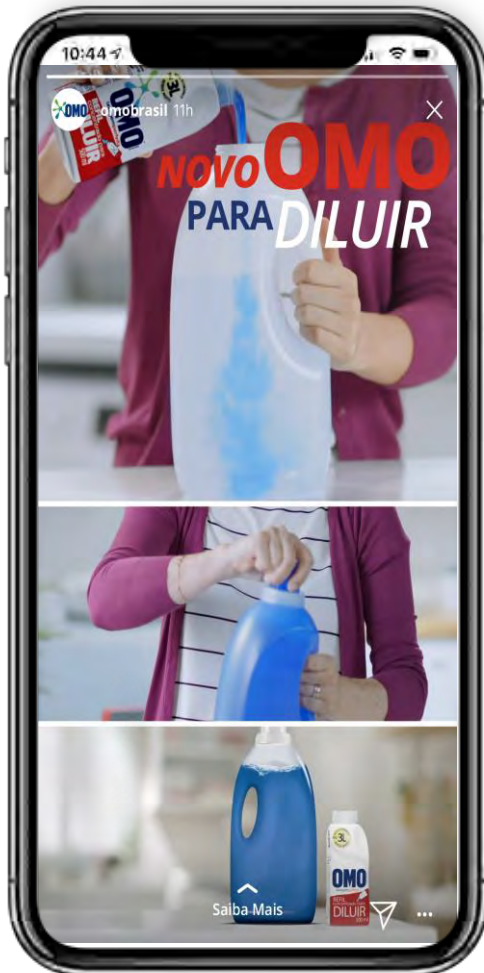
Disrupting With Dilutables



Brazil: #NOVOOMOPARADILUIR

Persuasion Is Key

Massive Consumer Engagement



#NOVOOMOPARADILUIR

+5.000
influencers

Sentiment
99%
positive

Search growth
+ 50%

Comfort: Reignited Through Purpose

A New Superior Mix



An Evolution From
An Emotional Standpoint



All Underpinned By Purpose



Brazil: Future Proofing The Business Via New Segments

Professionals: Our New Business

With A Full Mix

Digital Fully Embedded

35m

FROM 0 TO € 35m
IN ONLY 1 YEAR

Everyday Use



Super Pro



Full e-Commerce



Leader in e-commerce
for Laundry Services

BRM Platform



Brazil: Beyond Our Core - Building A Full Service

Address Main Pain Points



Ironing

+



13k
unemployed



Lack of space + Shared Spaces



Powered By Technology



With Two Business Units



EASY IRONING
peer to peer solution



SHARED LAUNDRY
OMO Launderette inside the
building



Accelerating Our Business In Brazil

Summary of our Strategy

Cleaner Choices



Premium Innovations



New Channels



More Technology



Thank You



Unilever

HOME CARE