

Unilever Business Operations

8 Dec 2022

Reginaldo Ecclissato

Chief Business Operations
Officer



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.

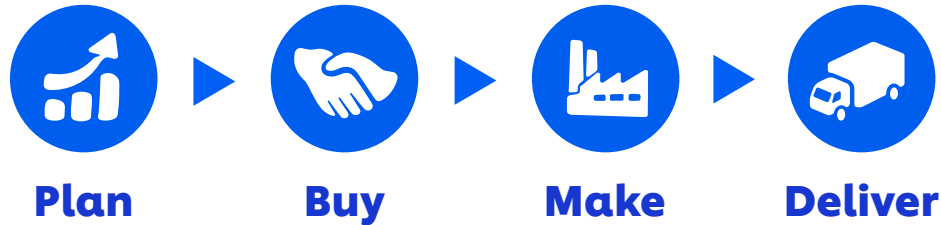
These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any 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.

Unilever Business Operations serving our 5 Business Groups

Unilever Business Operations

Supply Chain



>400 brands
71k SKUs

20m tons of product

445 warehouses

200 UL sites
920 3rd party sites

53k supply partners

Serving 250k +
customers



IT & Enterprise Services



Tech & Data



Cyber security



Employee services



D Commerce



Financial Processes



Supplier Management

~250 workplaces

1,350 IT services

20m customer orders

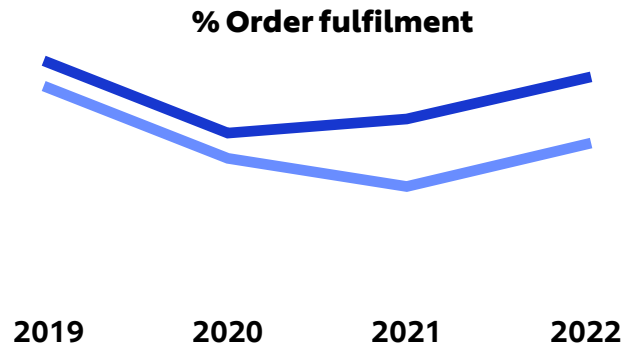
470 legal entities



Our strengths have helped us navigate 3 years of disruption

Service

**Strong in Emerging Markets
Recovering in Developed**



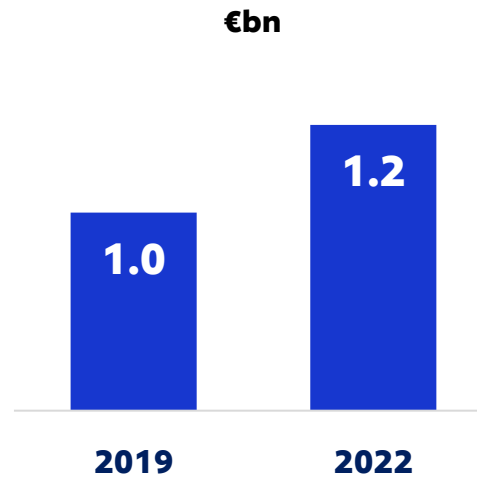
**Customers who rate us
'Supplier of Choice' ***

46% 2019 **61%** 2021

*Advantage Group Survey

Cost

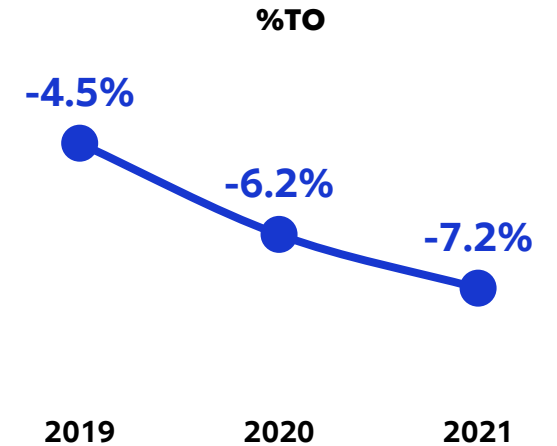
**Continued delivery of
Productivity Savings***



*Business Operations (including Supply Chain)

Cash

**Top quartile
Working Capital**



The external context remains volatile and uncertain

Recession



**Volatility
in demand**

Currency



**Devaluation
in EM**

Weather



**Low crop yields
and supply**

Inflation



**Energy and
labour costs**

Our key strategic priorities to fuel growth

Superior Availability



Structural
resilience & agility

Superior Value



Operational
excellence

Superior Product



Hero product
quality

Superior Experiences



Frictionless, user
centric

Enabled by

Every day
safe execution

Sustainability

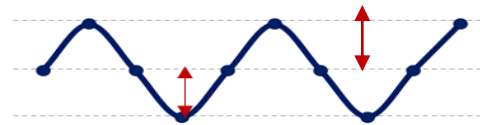
Future fit **talent**
& partnerships

Tech, data & cyber

Superior Availability: Higher investment in agility and resilience

Reset networks Capex > 3% of TO

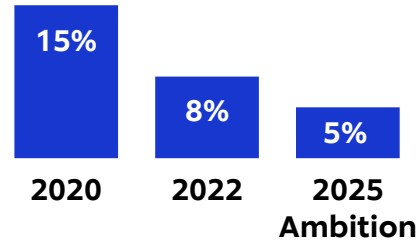
Volatile demand



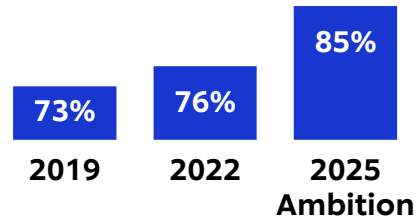
- Capacity headroom
- Tech upgrades
- Market proximity

Resilient material sourcing

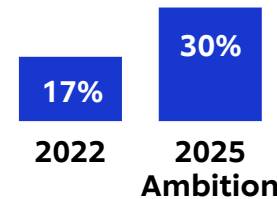
% Spend single sourced



% Spend localised



Unique material spec reduction %



Speed to market in EM

Tech led integration of distributive trade

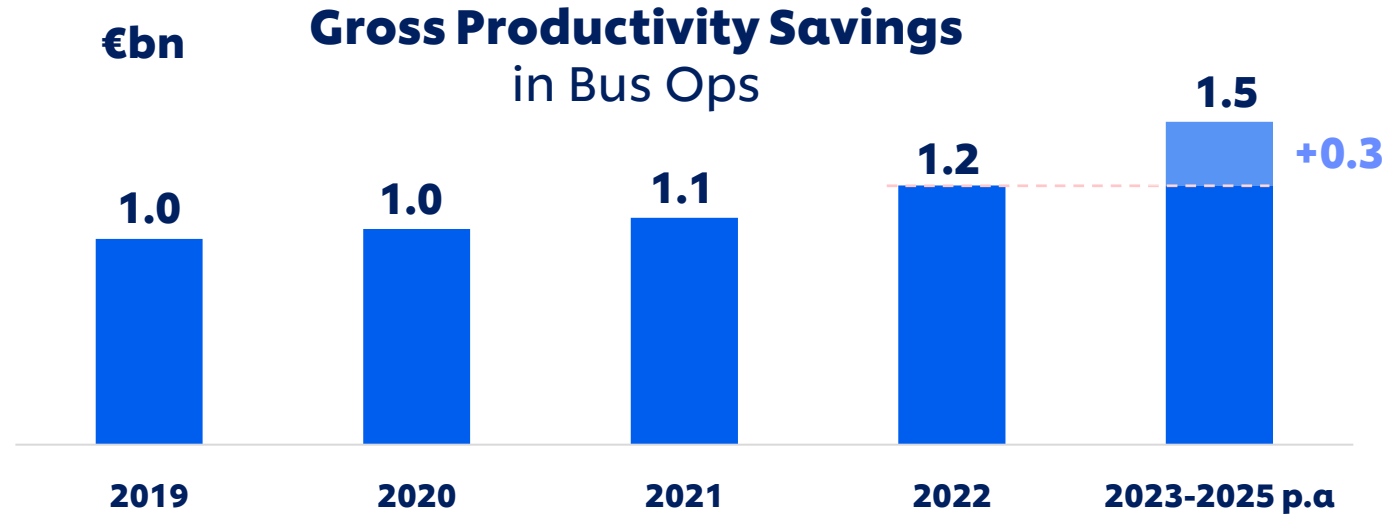


- >90% orders delivered next day
- Access to wider SKU assortment
- Incremental growth opportunity

Priority markets for investment



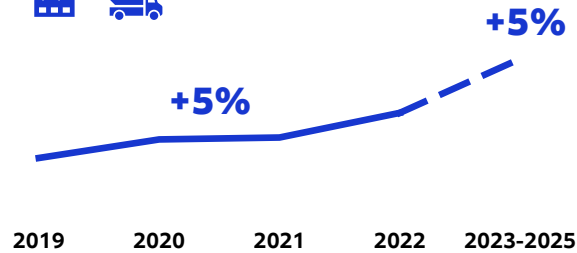
Superior Value: Step-up in productivity with operational excellence



Radically simplify

SKU Portfolio 20% ↓
Product Spec 20% ↓

Step-up efficiencies



Leverage One Unilever scale

Consolidate vendors, IT
'Manufacture' vs 'Outsource'

Integrate upstream

Palm Processing
Ingredients & Chemicals

Superior Product: To be a key source of competitive advantage



**Products designed through
integrated & digitised
consumer insights**



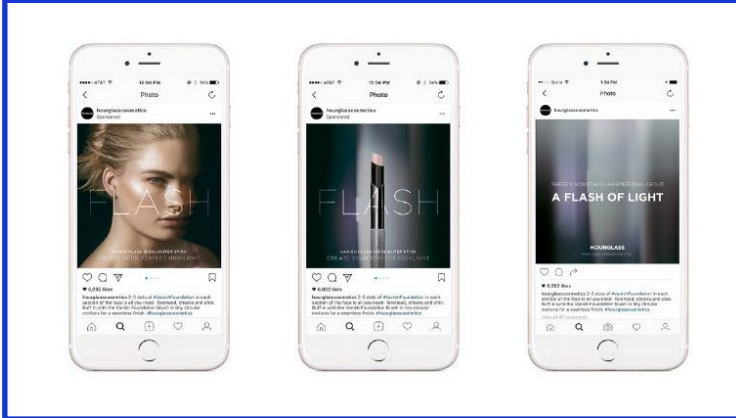
**Touchless & predictive
E2E Quality for
flawless execution**



**Quality culture –
everywhere by
everyone**

Superior Experiences: Make it personalised, intelligent and resilient

Consumer Experience



1.5bn +

consumer touchpoints
driving

300m+

Personalised
experiences

Customer Experience



Digitally empowering

3.5m

store owners with
the most advanced
mobile capabilities

Operations



19

interconnected technologies
creating frictionless

hands off

experiences

Our strategic enablers

**Superior
Availability**



Structural
resilience & agility

**Superior
Value**



Operational
excellence

**Superior
Product**



Hero product
quality

**Superior
Experiences**



Frictionless, user
centric

Enabled by

Every day
safe execution

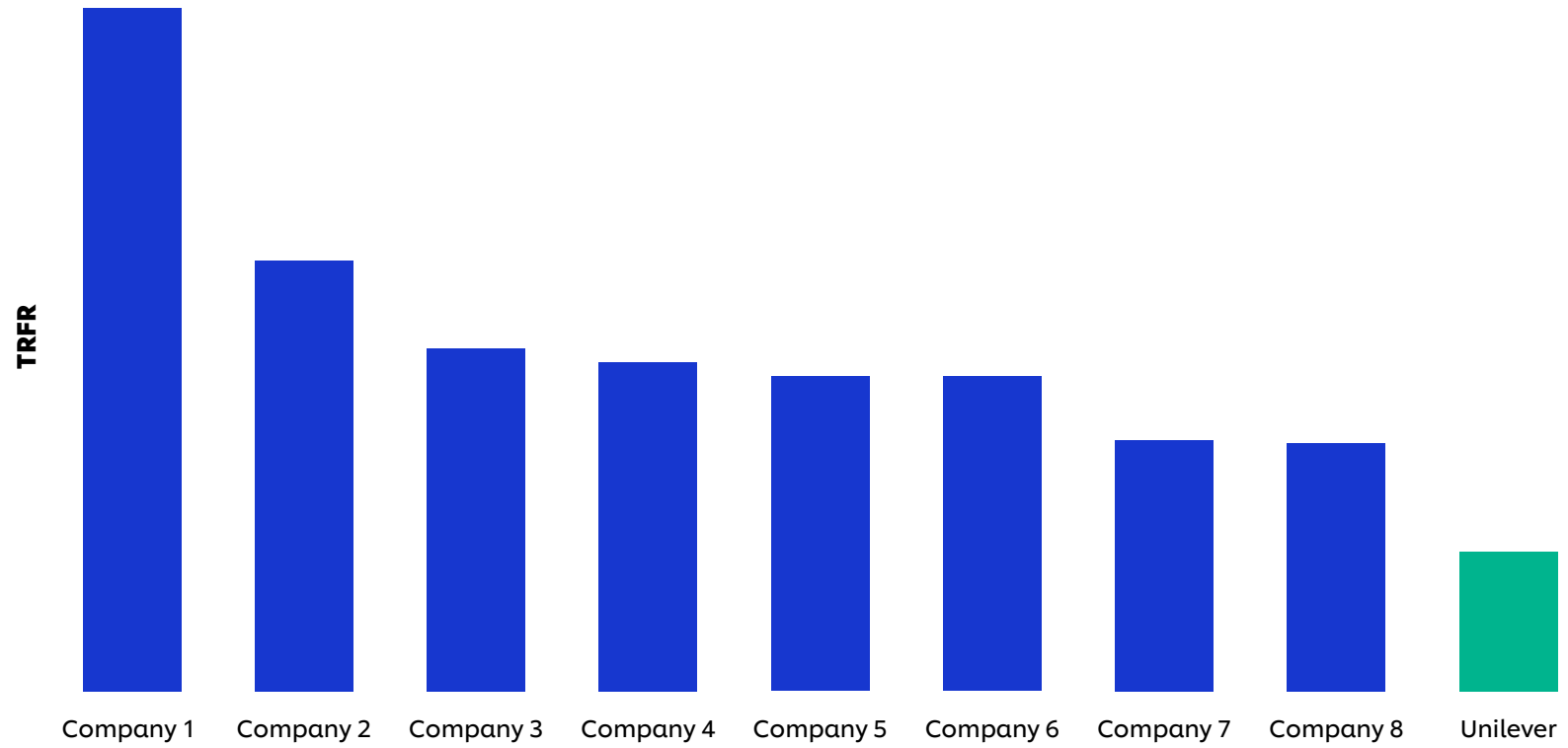
Sustainability

Future fit **talent**
& partnerships

Tech, data & cyber



Safety Everywhere: Care for our People, Partners and Communities



Our employee 'TRFR' (recorded incidents) is best in our industry.

We aim to deploy the same standards across our eco-system

Sustainability: Enable growth, reduce costs and secure supply

Enabling Growth



Local tomato sourcing with

18,000+

farmers using regenerative practices experiences

Impact & Efficiency



86%

renewable energy at reduced costs

Resilience



Investing

€300m

in palm oil sourcing

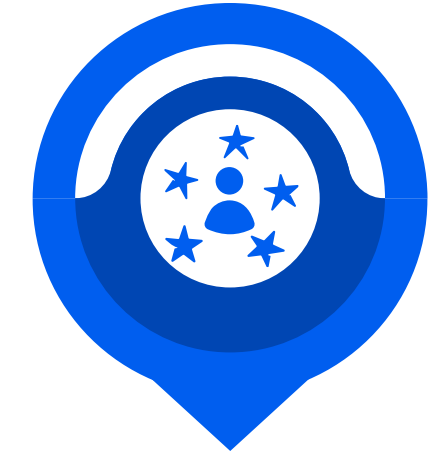
Talent: Be ready for today and fit for tomorrow



**Passion for
performance through
Diversity & Inclusion**



**Future fit
capabilities in
Data and Tech**



**Business Operations
Talent Powerhouse**

Technology: Transition into a digital powerhouse

Infrastructure



Integrated Planning



Digital Factory



Fulfilment



Powering Growth



Digitise our business: faster, shorter, safer, data-led



We will fuel growth through:
Superior Availability, Value, Product & Experiences

Enabled by:

- **A significant step-up in investment in resilient & sustainable networks**
- **Relentless focus on operational excellence**
- **Deploying the best in technology, talent and service levels**
- **Delivering €1.5bn per annum of productivity savings**

Questions

8 Dec 2022

Reginaldo Ecclissato

Chief Business
Operations Officer

