

# Unilever Investor Event

ALAN JOPE, CEO

8 DEC 2022



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. 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.

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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 2021.



# 3 years since our last "in-person" investor event



**Port Sunlight 2016**



**New York 2017**



**Mumbai 2018**



**New York 2019**



**London 2022**



## Our priority is growth

**Unilever has changed**

**Business Groups:  
focused on growth**

**Brands, innovation, digital**

**Engage with  
our leaders**

# Investing for GROWTH

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Unilever

# Building blocks

**Step-up in  
execution**

**Sharpened  
portfolio**

**Clear  
strategy**

**New organisation**

**Step-up in execution**

**Sharpened portfolio**

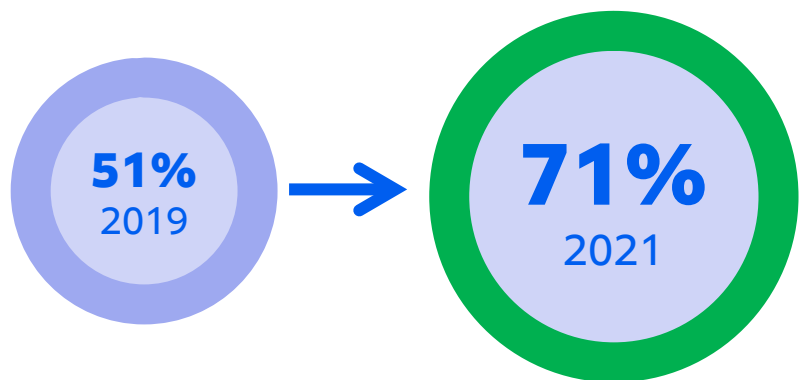
**Clear strategy**

**New organisation**



## More winning products

Percentage of tested turnover winning



## Superior product impact – examples

### Lux Bar India



- 'Pro-glow' technology
- Localised sensorials

### Royco (Knorr) Indonesia



- Fortified and better taste
- From parity to winning

### Superior Laundry



- Eco-design: better performance, more sustainable
- 66%+ turnover winning



## Fewer, bigger

**40%**  
fewer projects  
(vs. 2019)

**Doubled**  
average project size

**> €1bn**  
incremental 2021 sales  
- doubled from 2020

## Differentiated technology



## Purpose driven brands grow faster

**USG 2021**

0.2%

6.1%

Low purpose

High purpose

**Business Winning% 2021**

41%

61%

Low purpose

High purpose

## Purpose in practice



Superior Germ Protection that helps prevent infection



Fighting food waste



Improving self-esteem

## Lessons from purpose

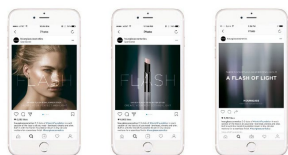
- Pre-requisite: Brand needs to be strong on value, great product at right price
- Purpose takes time to build
- Done well, drives growth flywheel – media ROI of purpose driven brands is 20% higher

## Consumer

**Integrated Marketing,  
Media & dCommerce**

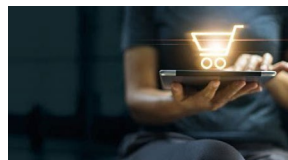


**1.5 bn touchpoints  
300m Personalised**



## Customer

**E2E Customer  
Experience Reinvention**

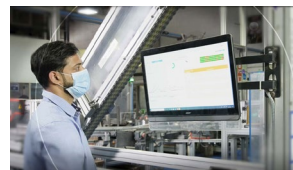


**Ice Cream Golden  
Eye Cabinets**



## Supply Chain

**Digital Twins**



**Geospatial mapping of  
Palm Oil**

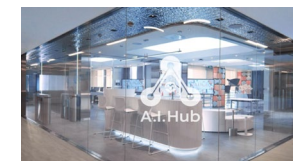


## R&D

**In-silico science**



**Predictive  
modelling**



## Systems



**Cloud migration**

## Climate change



**Net zero by 2039**

## Regenerative agriculture



**100% deforestation-free 2023**

**Growth**

Cost

Risk

Talent

## Waste-free world



**Halve virgin plastic by 2025**

## Raise living standards



**Fair living wage by 2030**

## Business Winning

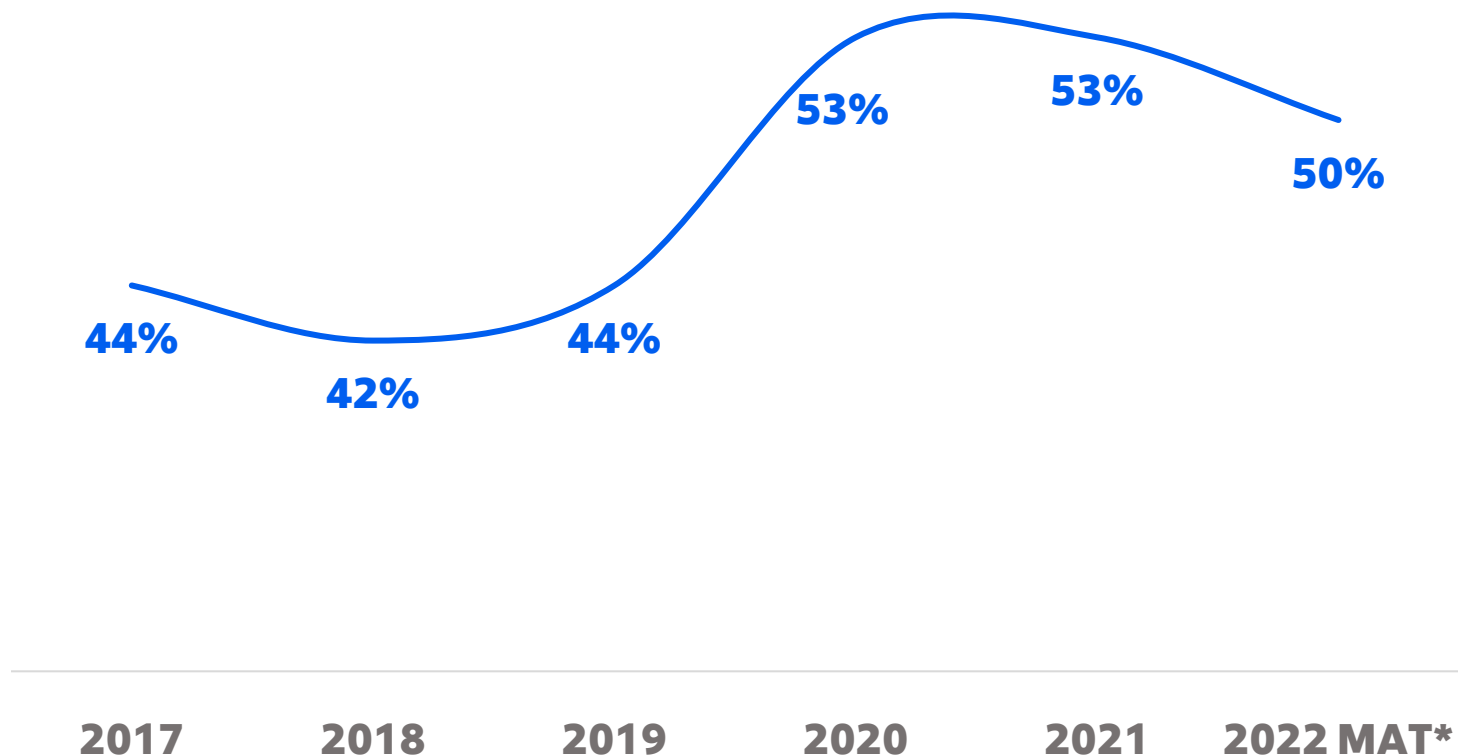
Product superiority

Impactful innovation

Purpose

Digital transformation

Sustainability



Step-up in  
execution

Sharpened  
portfolio

Clear  
strategy

New  
organisation



**2017-2022**

**€5bn revenue**  
**€11bn proceeds**

**Out**



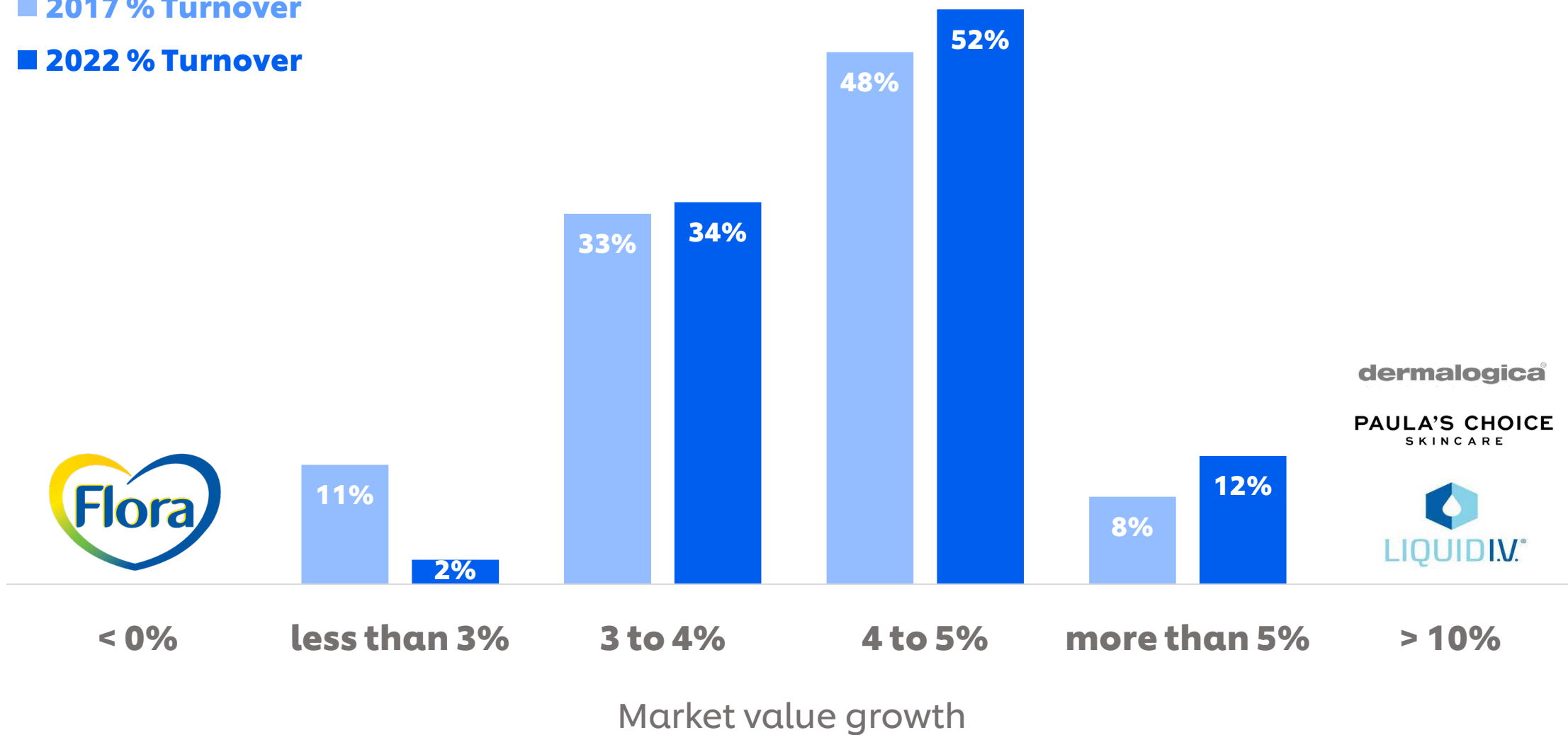
**In**

**€4bn revenue**  
**< €17bn invested**



# Sharpened portfolio into higher growth spaces

■ 2017 % Turnover  
 ■ 2022 % Turnover





Step-up in execution

Sharpened portfolio

Clear strategy

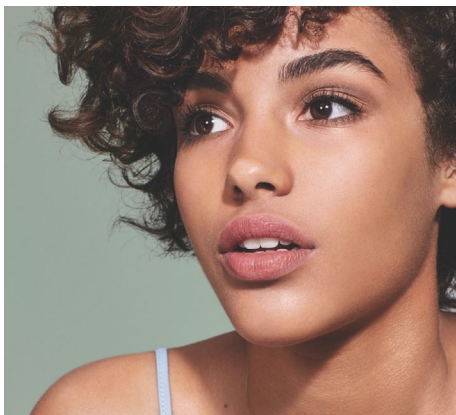
New organisation



Per 100ml:	
Energy	38 kJ / 9 kcal
Fat	< 0.5 g
Saturates	0.2 g
Sugars	< 0.5 g
Salt	0 g
	< 1%*
	< 1%*
	1%*
	< 1%*
	0%*

Energy per 100ml : 38 kJ/9 kcal

# Portfolio: 5 Business Groups with distinct category focus



## BEAUTY & WELLBEING

## PERSONAL CARE

## HOME CARE

## NUTRITION

## ICE CREAM

HAIR CARE

SKIN CLEANSING

FABRIC CLEANING

SCRATCH COOKING AIDS

IN-HOME

SKIN CARE

DEODORANTS

HOME & HYGIENE

DRESSINGS

OUT-OF-HOME

PRESTIGE BEAUTY

ORAL CARE

FABRIC ENHANCERS

BEVERAGES

HEALTH & WELLBEING

WATER & AIR

FUNCTIONAL NUTRITION

# Priority to big brands

**12 €1bn+**



**51%**










**Future €1bn+**



**19%**

## Priority markets

## Key emerging markets

	US	India	China	Indonesia	Brazil	Philippines	Vietnam	Turkey	Pakistan
									
<b>YTD USG</b>	<b>9%</b>	<b>15%</b>	<b>(1)%</b>	<b>7%</b>	<b>18%</b>	<b>11%</b>	<b>21%</b>	<b>42%</b>	<b>25%</b>
<b>GDP CAGR 2016-2026</b>	<b>1.7%</b>	<b>5.4%</b>	<b>5.4%</b>	<b>4.2%</b>	<b>1.0%</b>	<b>4.5%</b>	<b>5.6%</b>	<b>3.7%</b>	<b>4.5%</b>

## Accelerating eCommerce

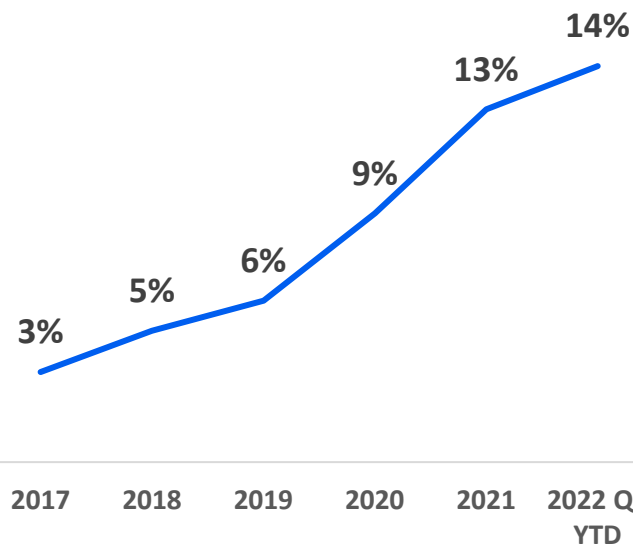
**20%**

eCom Q3'22 USG

**14%**

Q3 eCom % TO

### eCom TO% contribution



## Channel proliferation – retail and media convergence

### Pureplay



### Omnichannel retail



### DTC



### Influencer/social commerce



### Quick commerce



### B2B



**Step-up in  
execution**

**Sharpened  
portfolio**

**Clear  
strategy**

**New  
organisation**



## Unilever Corporate Centre

### Beauty & Wellbeing



### Personal Care



### Home Care



### Nutrition



### Ice Cream



## Unilever Business Operations

# Objectives of the new organisation



**Leveraging the power of Unilever scale and capability**



# Business Group financial framework

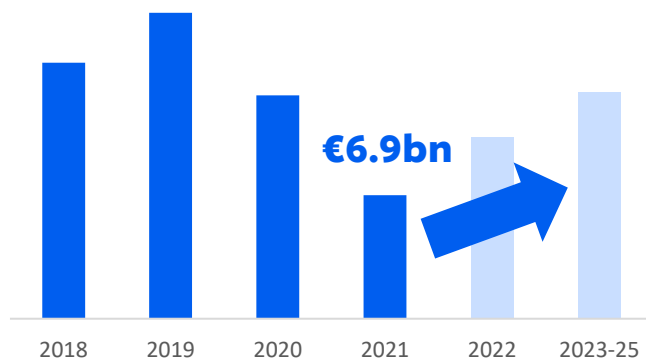
	Beauty & Wellbeing	Personal Care	Home Care	Nutrition	Ice Cream
<b>Turnover</b>	€12bn	€13bn	€12bn	€13bn	€8bn
<b>Value Creation</b>	High growth	Growth	Growth and Margin	Growth	Growth and ROA
<b>Position</b>	Challenger	Leader	Emerging market leader	Big brand leader	Category builder
<b>Focus</b>	Purpose. Science. Desire	Extend leadership	Category development	Boldly healthier	Premium and OOH

# Investing for growth



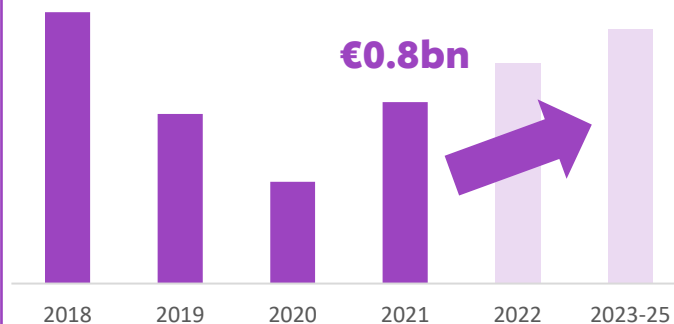
## Brand and Marketing Investment

**Increasing absolute BMI**



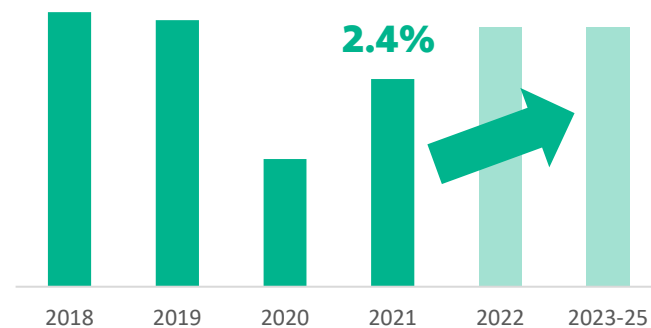
## Research & Development

**Increasing absolute R&D**



## Capex

**Increasing Capex as % turnover**



**Stronger execution**

**Sharpened portfolio**

**Clear strategy**

**New organisation**

**Unilever is investing for growth**

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