

# Foods & Refreshment Force for Good

Investor day, December 11, 2019



Taste good, feel good, force for good.

# Key messages

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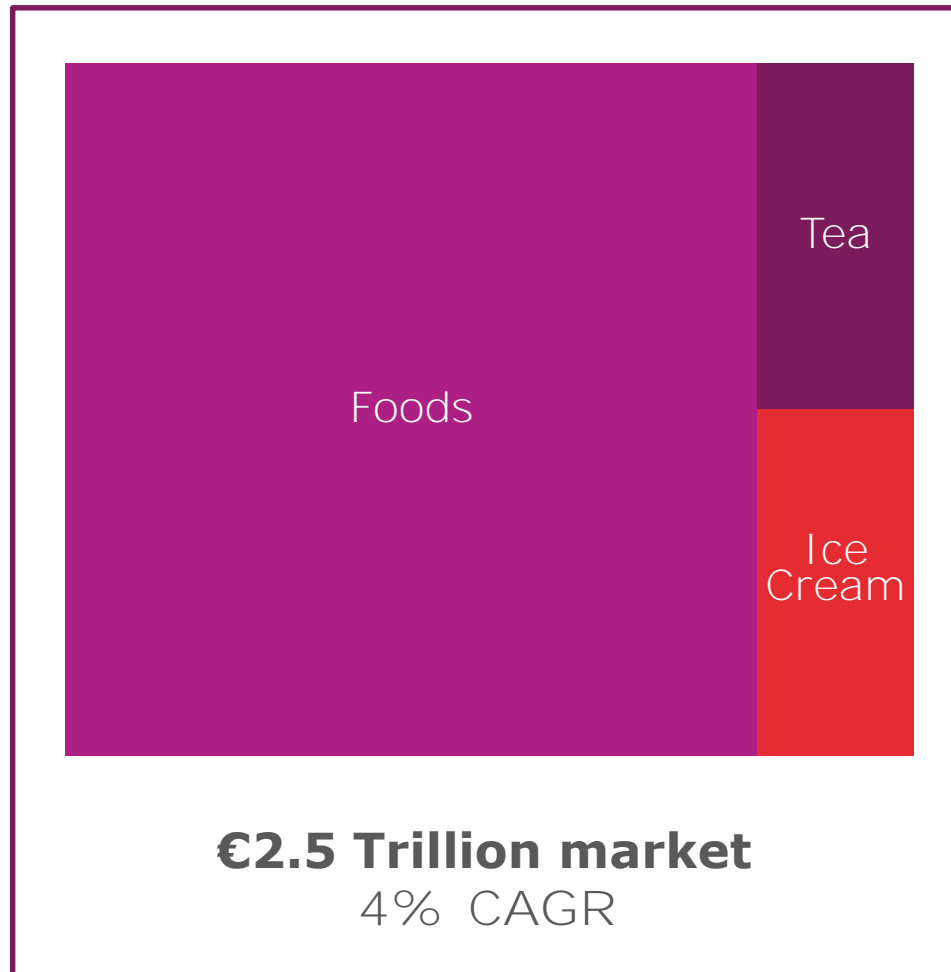


1. Food is a large, growing market, with immense opportunities to be a **'Force for Good'**
2. We will win by shifting our portfolio, our innovation and our brands to **'Boldly Healthier', future proof spaces**

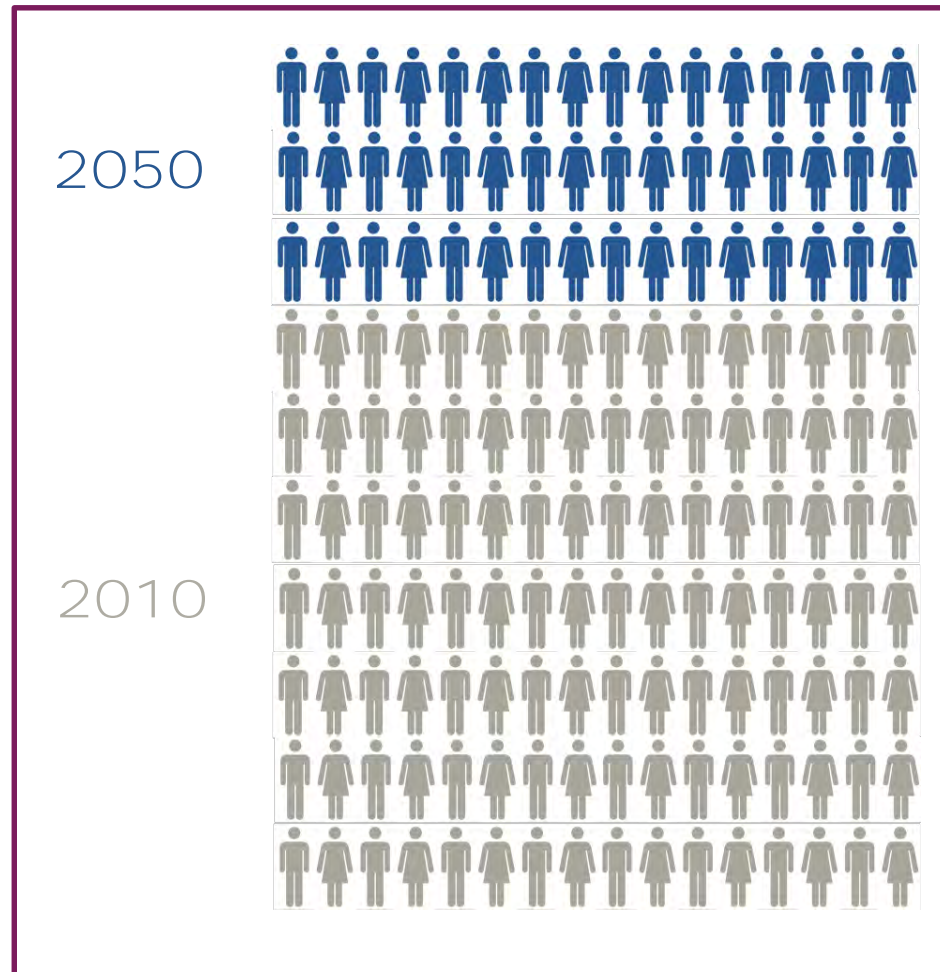
# Foods & Refreshments: an exciting market...



Large & growing market



10B people to feed by 2050



Food is sexier than ever

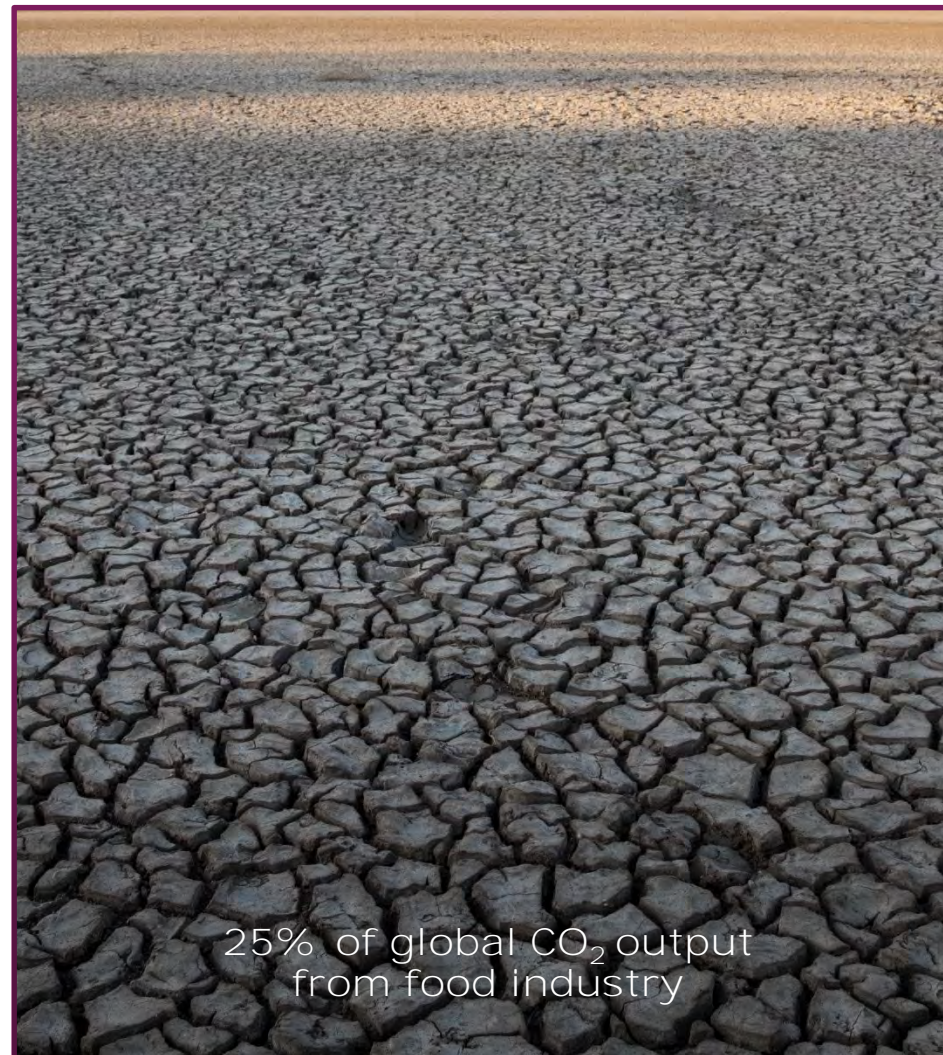


# ...with significant challenges and opportunities

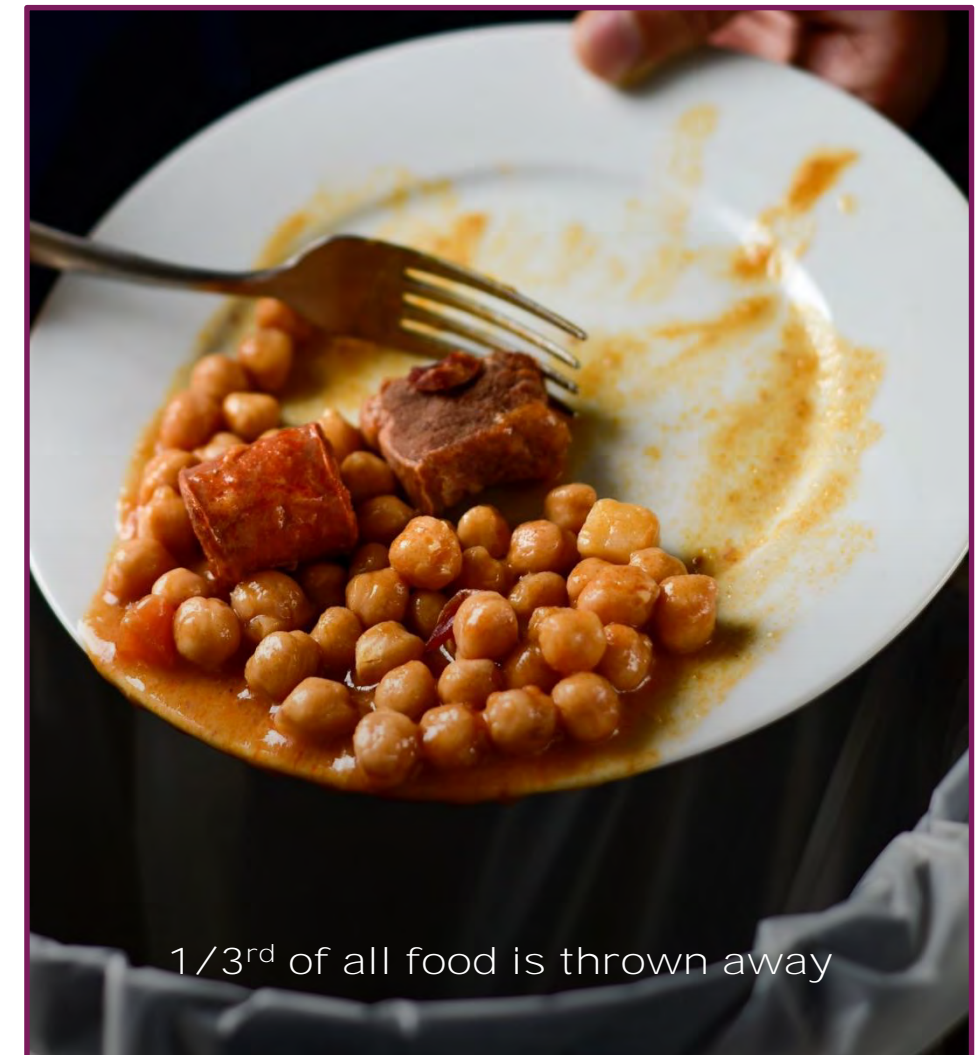
Obesity and malnutrition



Climate crisis



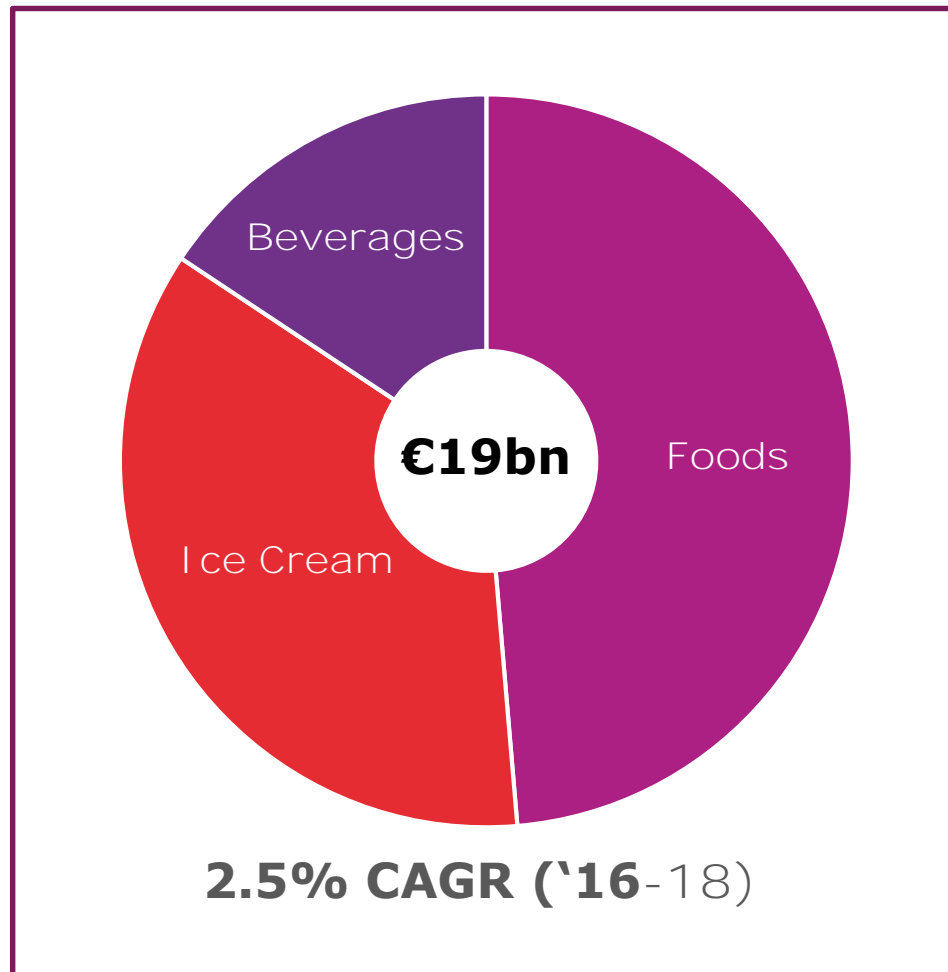
Waste



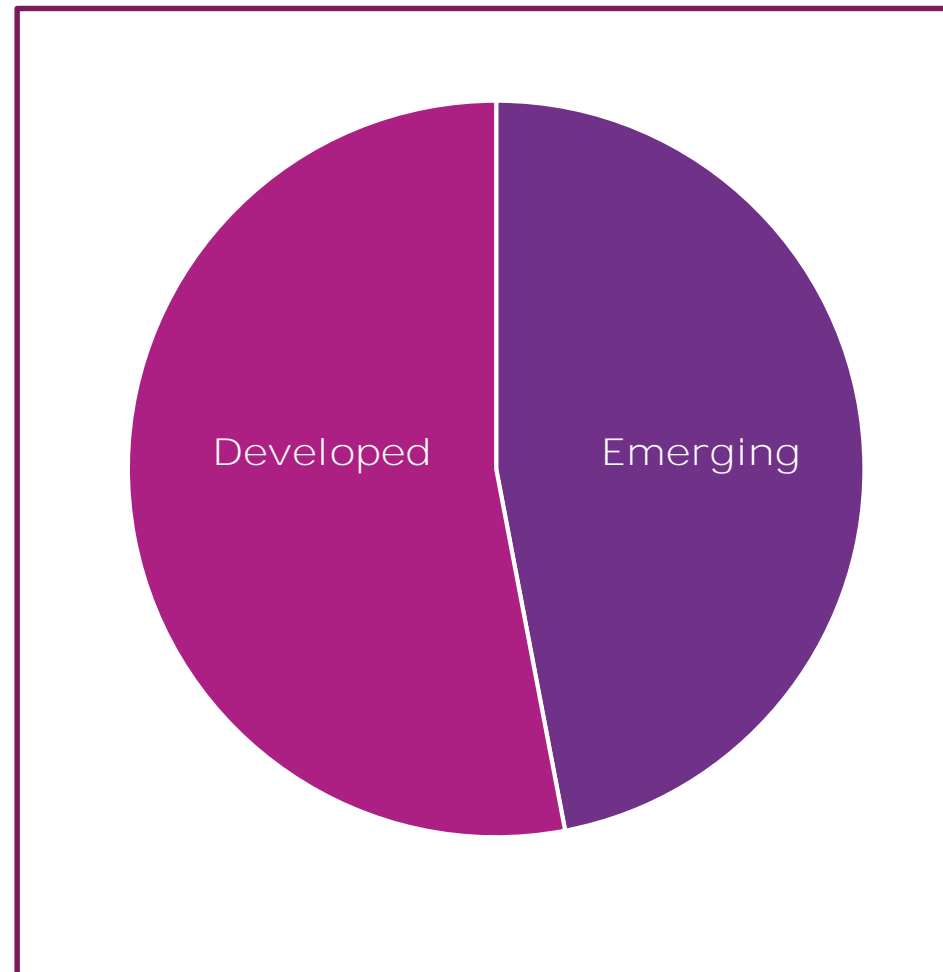
# Unilever Foods & Refreshments: A solid foundation to drive positive change



Compelling scale



Almost 50%  
in Emerging Markets



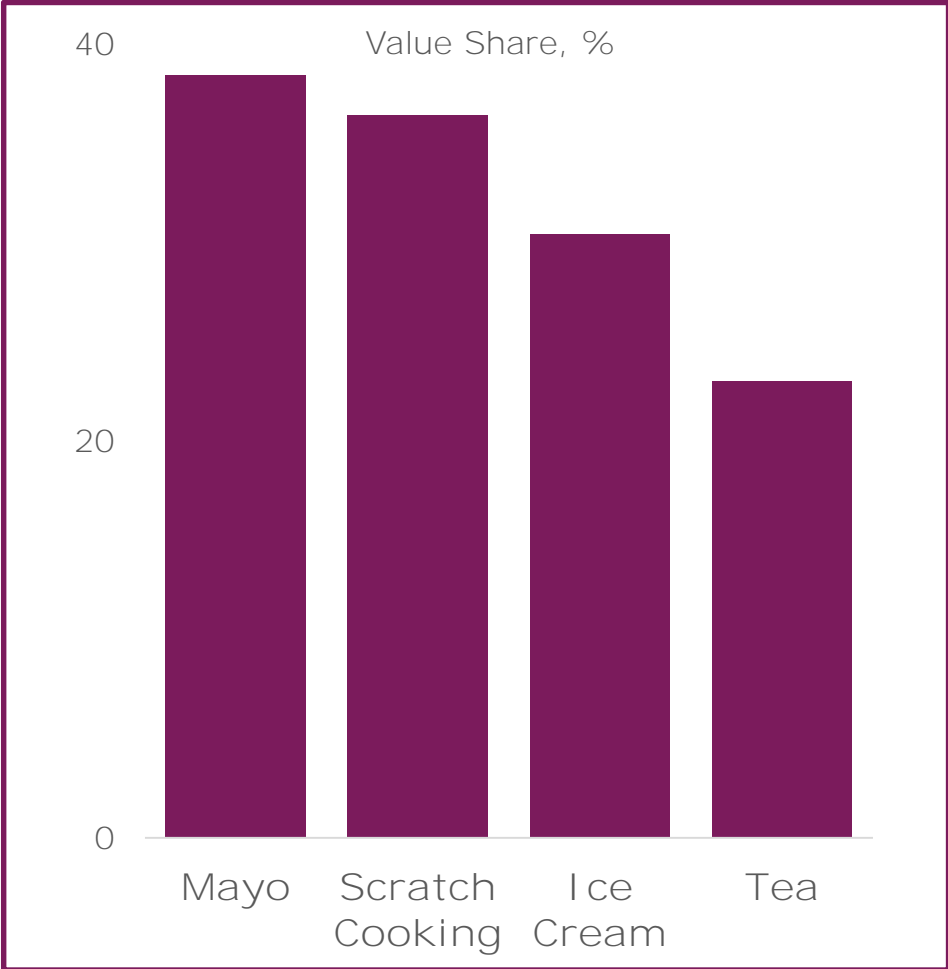
Headquartered in the 'Silicon Valley of Foods' in the Netherlands



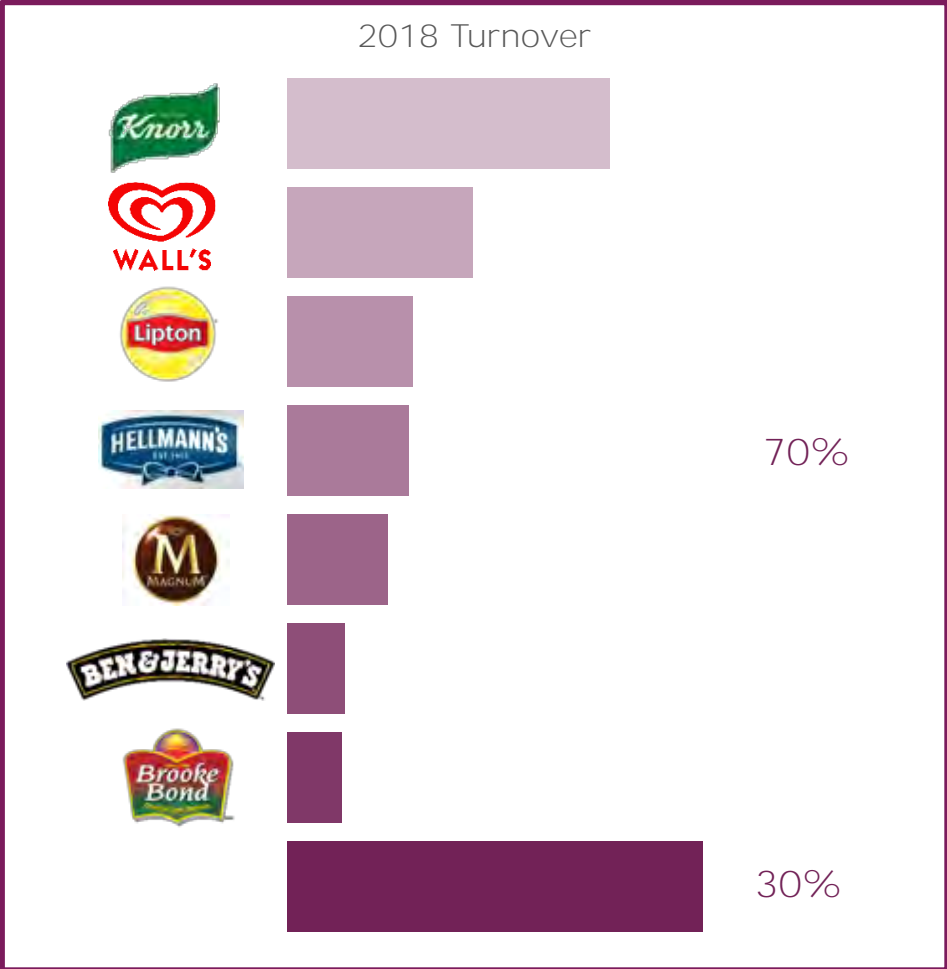
# Unilever Foods & Refreshments: A strong category & brand portfolio



Global #1 in Ice Cream, Mayo, Scratch Cooking and Tea



Seven big, ~€1b global brands



...plus a set of acquired on-trend brands



Source: Nielsen, L12M, categories and markets we are playing in

AMBITION:

Taste Good, Feel Good, FORCE FOR GOOD

## 'BOLDLY HEALTHIER' GROWTH CHOICES:

1

Portfolio Shift to  
**'Tailwinds'**

2

Boldly Healthier  
Innovation

3

**'Every Brand a  
Movement'**

# Unilever F&R Strategy: clear links to SDGs



AMBITION:

Taste Good, Feel Good, FORCE FOR GOOD

**2** ZERO HUNGER



**3** GOOD HEALTH AND WELL-BEING



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION



**14** LIFE BELOW WATER



**17** PARTNERSHIPS FOR THE GOALS





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# Portfolio shift to 'Tailwinds'



## CHANNELS



Out-of-Home  
(5%)



Grocery.com  
(20%)



Delivery.com  
(11%)

## CATEGORIES



Impulse/  
Premium IC (5%)



Scratch Cooking  
(5%)



Herbal and  
Green Tea (6%)



Snacking  
(6%)

## EMERGING SPACES



Plant Based/Meat  
Replacement (7% /15% +)



Personalized Wellness (8%)

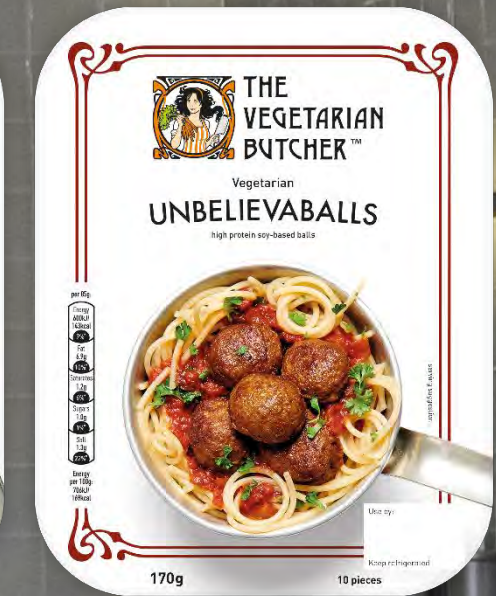
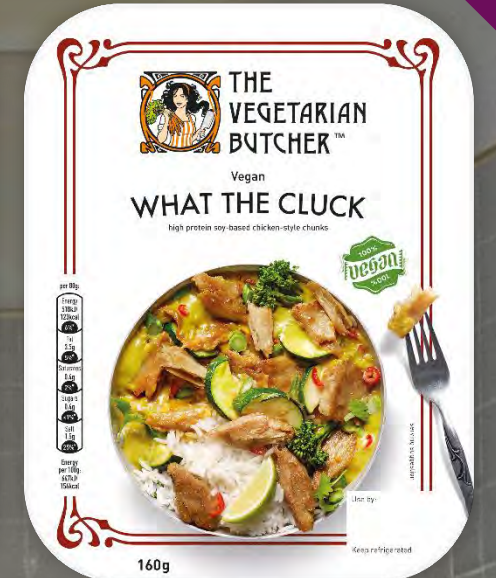
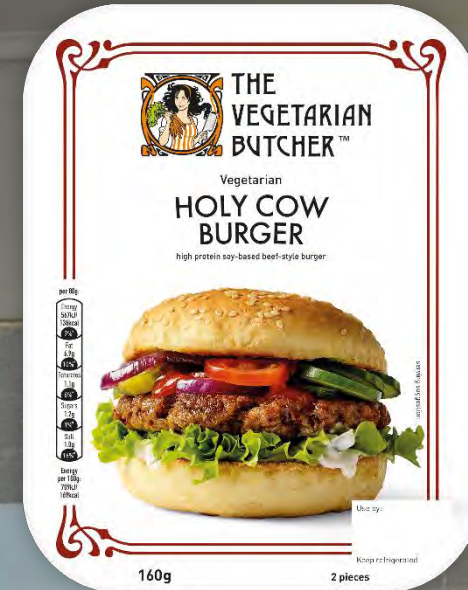
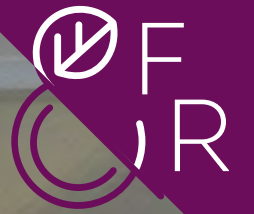
## GEOGRAPHY



Emerging markets (7%)



# The Vegetarian Butcher



# Partnership with Burger King in 26 countries



# 'Plant-Based' is a focus across the portfolio



Significant R&D investment since '13...

...as replacing dairy and meat is scientifically challenging



Unilever rated #1\*



\* FAIRR's 2019 Protein's Diversification ranking – all major food companies

# Strong momentum in Plant-based across portfolio



## Ben & Jerry's Non-Dairy



PETA 2016 (US)  
"Proggy" award

## Magnum Vegan



PETA 2019 (UK and DE)  
"Best vegan ice cream"

## Hellmann's Vegan Mayo



PETA 2019 (UK)  
"Best vegan mayo"  
The Grocer 2019 (UK)  
Winner in condiments category

## Knorr Vegan Mealmakers



Healthy Living 2020 (DE)  
"Best vegan product"  
"Best meat replacement"

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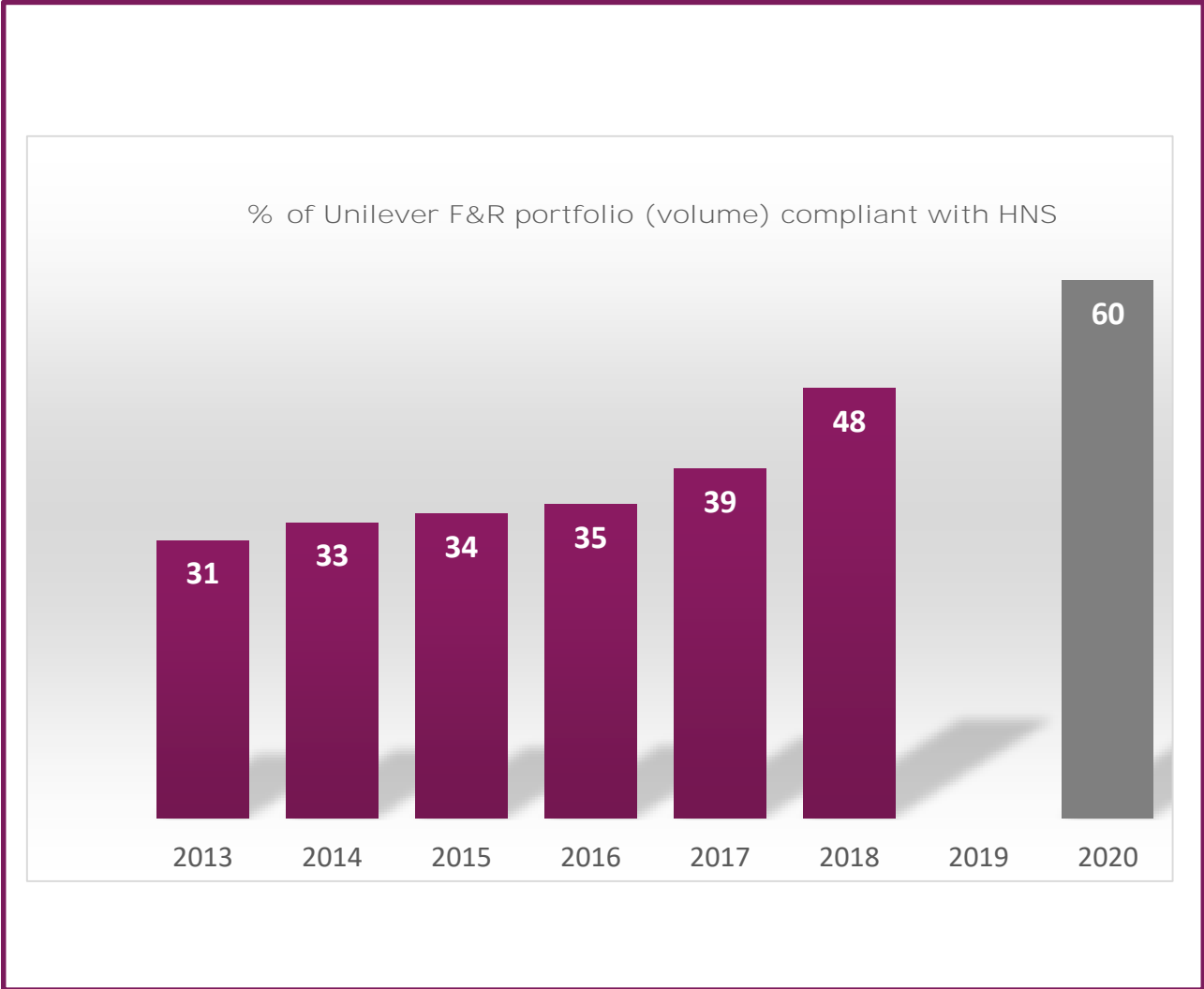
3

'Every Brand a  
Movement'

# Boldly Healthier innovation: the basics



Continuous improvement on Highest Nutritional Standards\*



Unilever F&R is rated #2 by ATNI



\* Dietary guidelines from the World Health Organization (WHO)



# Highest Nutritional Standards Progress (taste remains key!)



## Less Salt



Unilever Food Solutions

2/3rd of Foods products <5g per day

## Less Sugar



-20% sugar reduction in RTD tea

## Less Calories



100% of Kids IC <110 kcal per portion

# Boldly Healthier: stepchanging nutrition to fight stunting and other diet related diseases

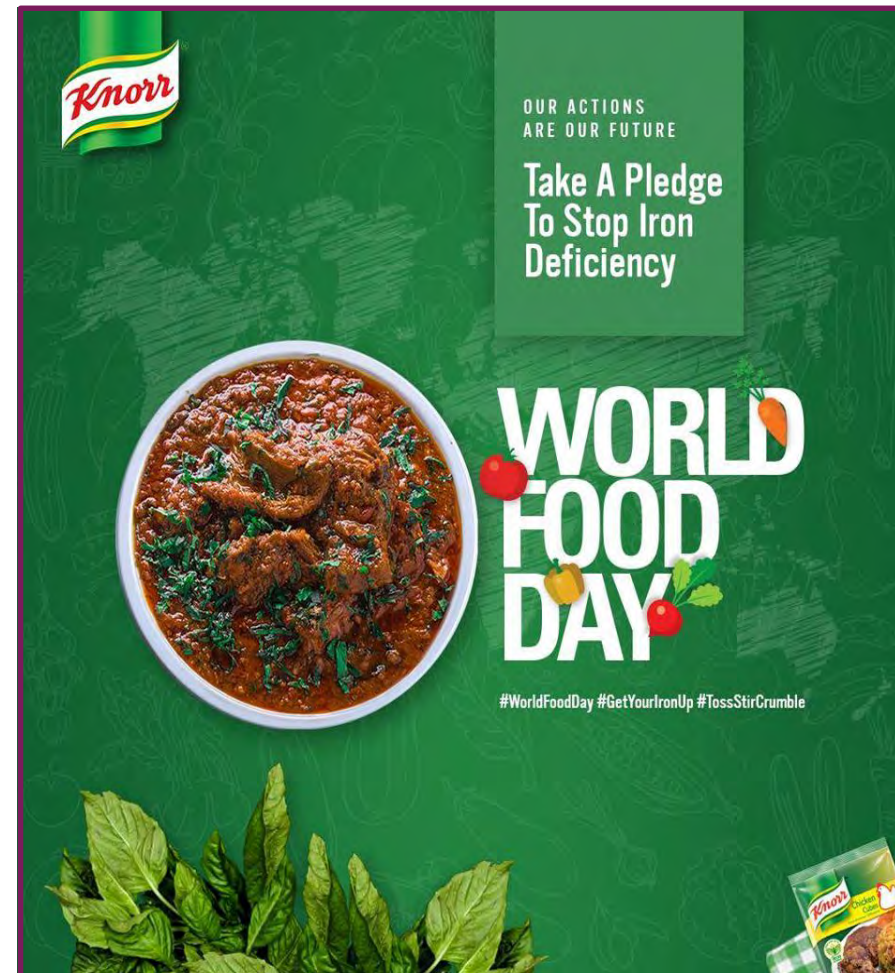


Fighting malnutrition

Targeted nutrition and fortification



Indonesia, Philippines



Nigeria

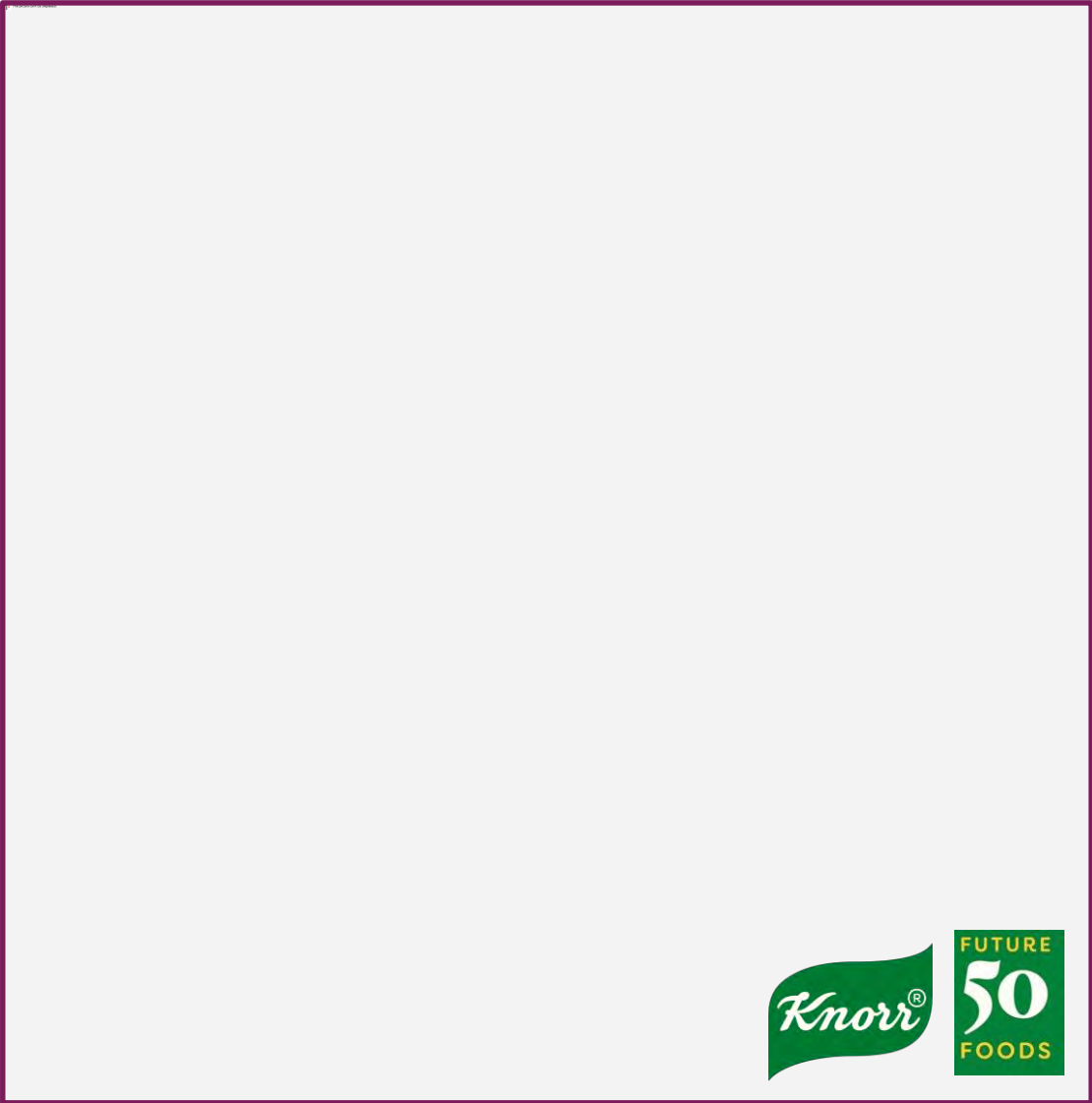


India

# Boldly Healthier: encouraging diets with more, more diverse vegetables



## Knorr's 'Future 50'



Citizen inspiration and education



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# 'Every Brand a Movement'



# Brands with Purpose



**Hellmann's:**  
Fighting food waste



Tea (Brooke Bond):  
Tolerance and inclusivity



Tea (Joko):  
Tolerance and inclusivity



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