HEIN SCHUMACHER

CHIEF EXECUTIVE 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, concerning the financial condition, results of operations and businesses of the Unilever Group (the 'Group'). All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Words and terminology such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', 'ambition', 'target', 'goal', 'plan', 'potential', 'work towards', 'may', 'milestone', 'objectives', 'outlook', 'probably', 'project', 'risk', 'seek', 'continue', 'projected', 'estimate', 'achieve' or the negative of these terms, and other similar expressions of future performance, results, actions or events, 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 Unilever's acceleration of its Growth Action Plan, Unilever's portfolio optimisation towards global or scalable brands, the capabilities and potential of such brands, the various aspects of the separation of Ice Cream and its future operational model, strategy, growth potential, performance and returns, Unilever's productivity programme, its impacts and cost savings over the next three years and operation dis-synergies from the separation of Ice Cream, the Group's emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Group (including during management presentations) in connection with this presentation. These forward-looking statements are based upon current beliefs, 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. All forward-looking statements contained in this presentation are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements.

Because these forward-looking statements involve known and unknown risks and uncertainties, a number of which may be beyond the Group's control, 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 from the forward-looking statements expressed in this presentation are: Unilever's ability to successfully separate Ice Cream and realise the anticipated benefits of the separation; Unilever's ability to successfully execute and consummate its productivity programme in line with expected costs to achieve expected savings; 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 Unilever's 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..

The forward-looking statements speak only as of the date of this presentation. Except as required by any applicable law or regulation, the Group expressly disclaims any intention, 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. New risks and uncertainties arise over time, and it is not possible for us to predict those events or how they may affect us. In addition, we cannot assess the impact of each factor on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements.

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 2023 and the Unilever Annual Report and Accounts 2023.

Agenda

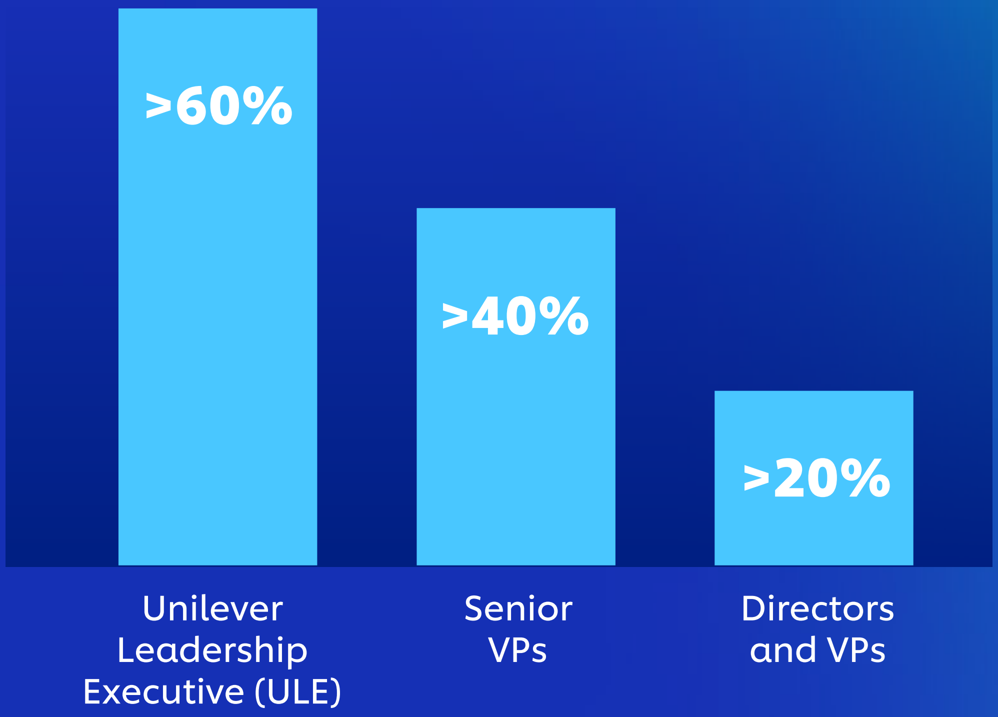
- Growth Action Plan: 1 year of progress
- Growth Action Plan 2030
- Accelerating our transformation
- Value creation
- Q&A

One year of the Growth Action Plan

- **Growth Action Plan** Oct 2023
- **New leadership team** appointed
- **Acquired K18**
- **Announced disposals**
- **New remuneration programme** implemented
- **Ice Cream separation** announced
- **€800m productivity programme** announced
- **€1.5bn buyback** started
- **Updated Climate Transition Action Plan** approved
- **3% quarterly interim dividend** increased
- **Announced water purification sale**
- **UL Russia sale** complete
- **European Works Council consultation** complete
- **€1.5bn buyback** complete

New leadership in place with more diverse external experience

% of leaders in new roles in last 12 months



Diverse talent & experiences

25% external appointments in the ULE

9 nationalities represented in the ULE

Refreshed Board

5 non-executive director changes

Source: Internal HR data as of Sep 2024, Total Unilever

Unilever

Progress in our 2024 focus areas

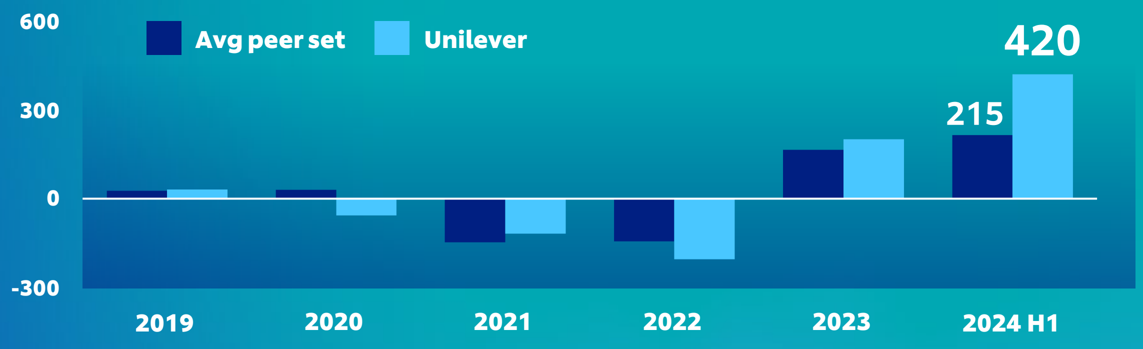
1. Step up volume growth
2. Rebuild Gross Margins
3. Consistent delivery for improved competitiveness

Driving improved performance

Four consecutive quarters of positive volume growth

Gross Margin expansion

GM (bps vs PY)



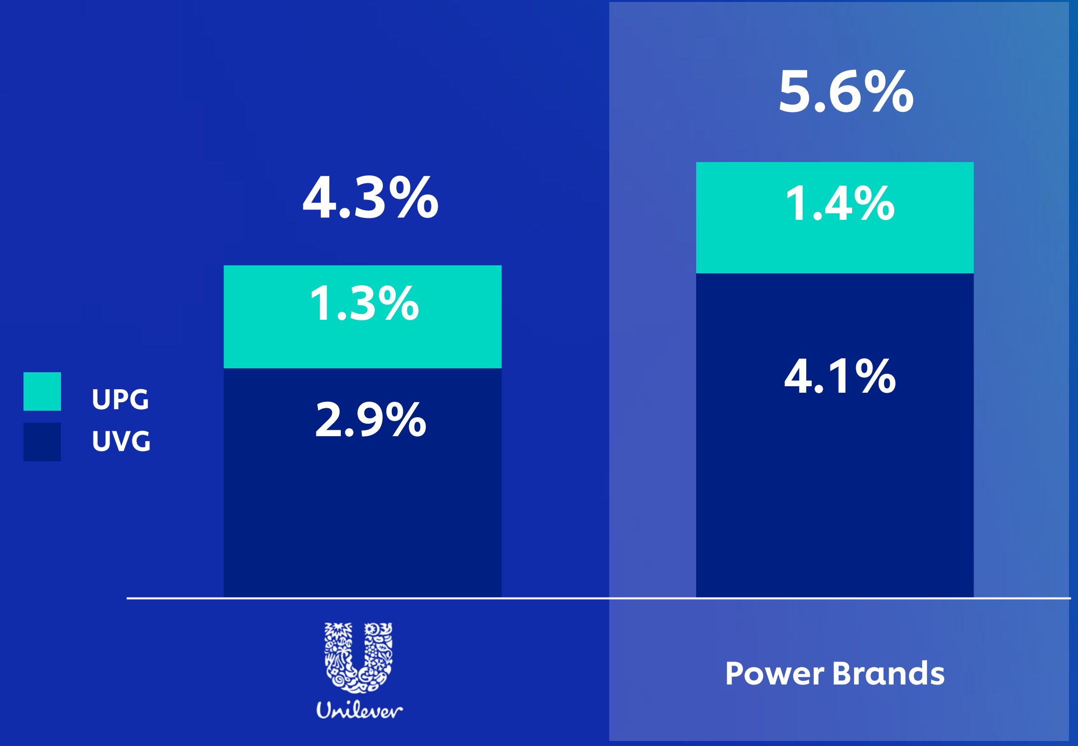
Re-investing into our brands

Strong underlying EPS growth

Source: Unilever financial data
Avg peer set across 18 peers: P&G, Nestle, Kimberly-Clark, General Mills, PepsiCo, L'Oréal, Reckitt, Coca-Cola, Beiersdorf, Danone, Colgate, Mondelez, Kraft-Heinz, Haleon, Estee Lauder, Church & Dwight, Henkel, Kenvue

Faster growth led by Power Brands

9M 2024



30 Power Brands

Fewer, bigger and more impactful innovations

12

big bold innovations in 2024

2x

average project size

€100m+

average year 3 incremental turnover

POWER BRAND FOCUSED INNOVATIONS

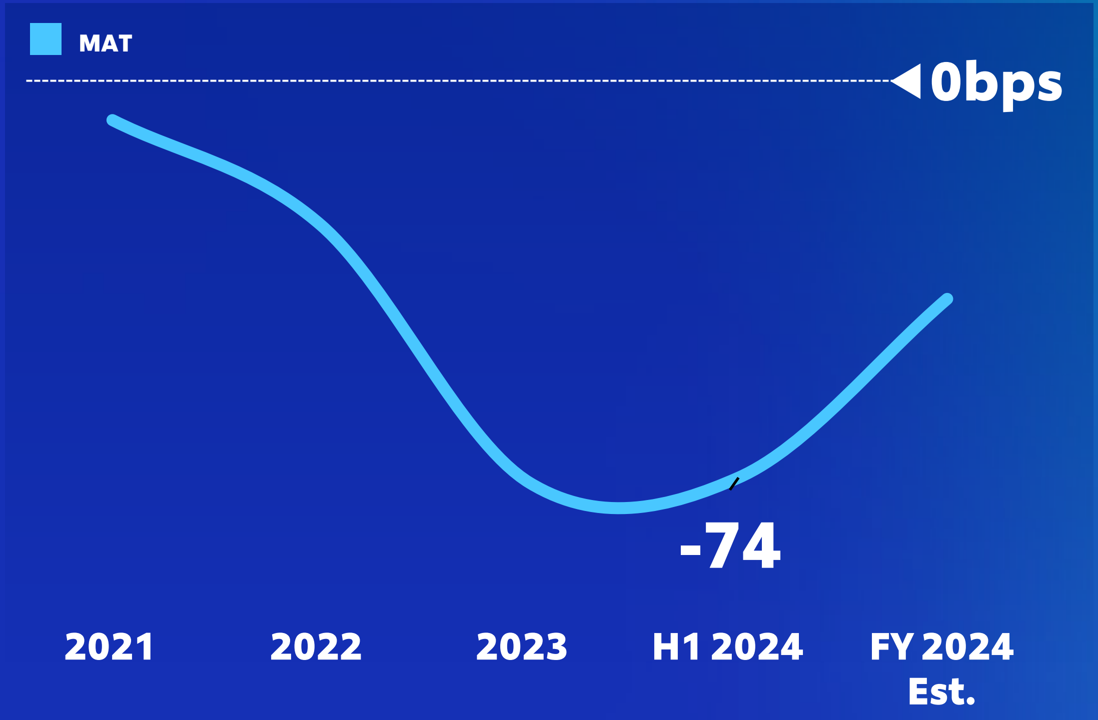
LIQUID I.V. · Dove x2 · Vaseline · Comfort · Domestos · Knorr · CLEAR · Lifebuoy · Rexona · DIRT IS GOOD · MAGNUM

Source: Unilever financial data as of 9M 2024

Market shares are sequentially improving

Market Share

TO weighted MAT value share (bps)



1. Covers <70% of turnover, **excluding unmeasured, fast-growing cells**; e.g. Prestige, Wellbeing, & UFS

2. **H2 sequentially improving as planned**, but not to positive share yet

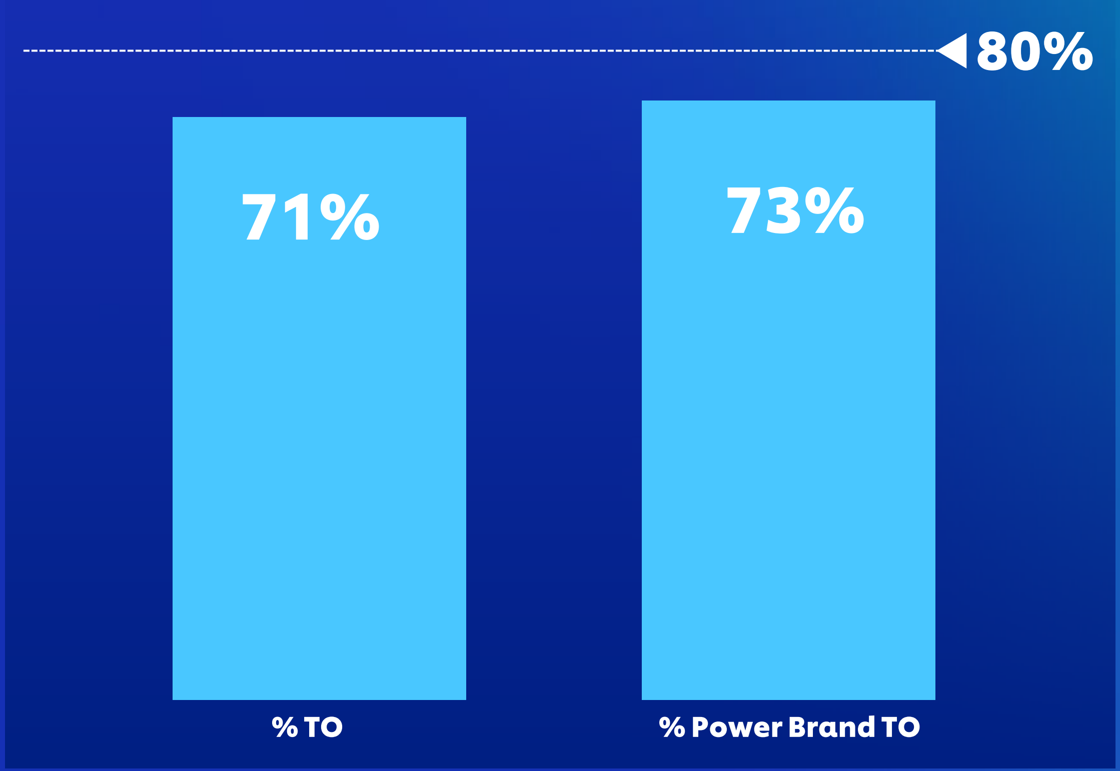
3. **Aim to return to positive in FY 2025**

Source: Unilever financial data; Unmissable Brand Superiority across >200 cells with available data, Unilever price tier data per Nielsen, 1) API = Average Price Index
Note: Price tier & channel data excludes food solutions, Wellbeing and Prestige, and OOH Ice Cream

But... we have more to do to win consistently

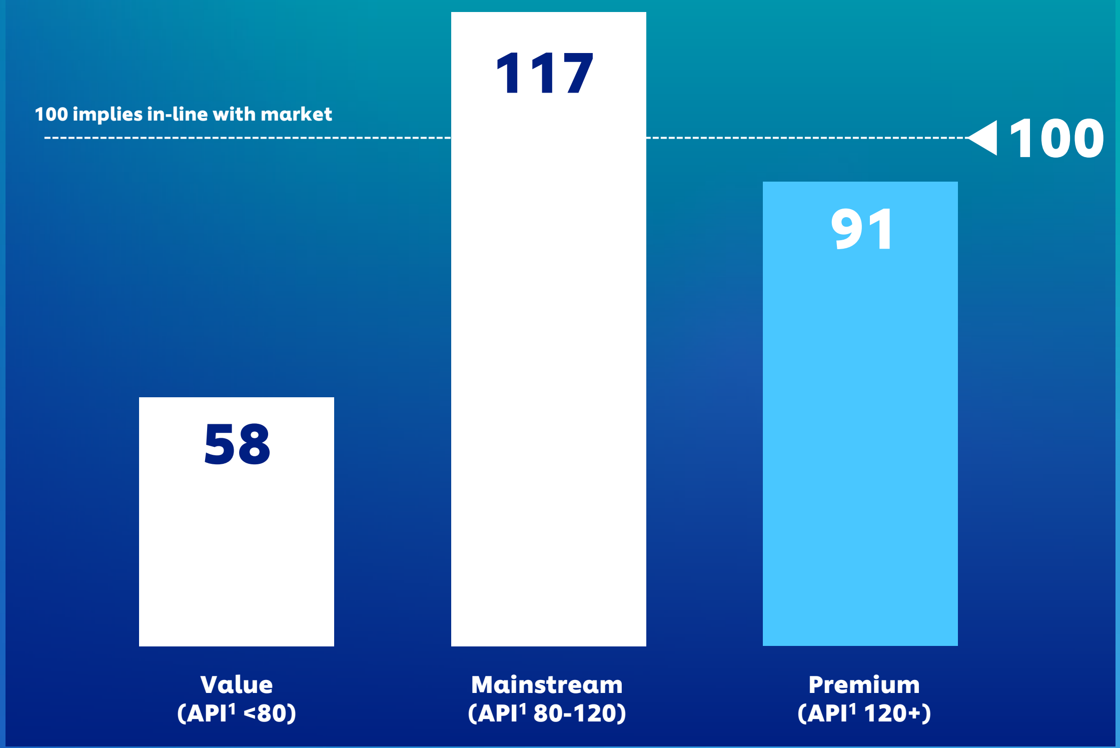
Close the gap in unmissable brand superiority

Unilever % superior to eyeball competition



Strengthen our premium portfolio

Unilever price tier vs. market fair share (indexed), MAT June '24



Source: Unilever financial data; Unmissable Brand Superiority across >200 cells with available data, Unilever price tier data per Nielsen, 1) API = Average Price Index
Note: Price tier & channel data excludes food solutions, Wellbeing and Prestige, and OOH Ice Cream

Building for consistent, higher performance

1. Fewer things, done better, with greater impact
2. Scaling our strengths and replicating our successes
3. Stepping up areas of underperformance
4. Shaping a winning culture

Evolving global trends inform our strategy

Macro-economic dynamics	Consumers living differently	Changing retail landscape	Digital & technology first	Sustainability
Growing urbanisation	Ageing well & longevity	Retail consolidation	AI-streamlined operations	Climate action
Demographic transition	Holistic wellbeing	Channel shifts with rise in dComm & specialist channels	AI-powered demand creation & marketing	Plastic waste
Growing middle class	Self-indulgence	Emerging retail media		Rise of the circular economy
Rising migration	Social-driven influence			Sustainable sourcing
Economic shifts & volatility	Value polarisation			
	Convenience			

TRENDS TRENDS

Our 2030 strategy builds on progress we've made with the GAP

Building on the Growth Action Plan:

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

EXCEL

ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

Our strategy begins with a renewed purpose that places consumers at the heart of everything we do

Brighten everyday life for all

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

EXCEL

ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

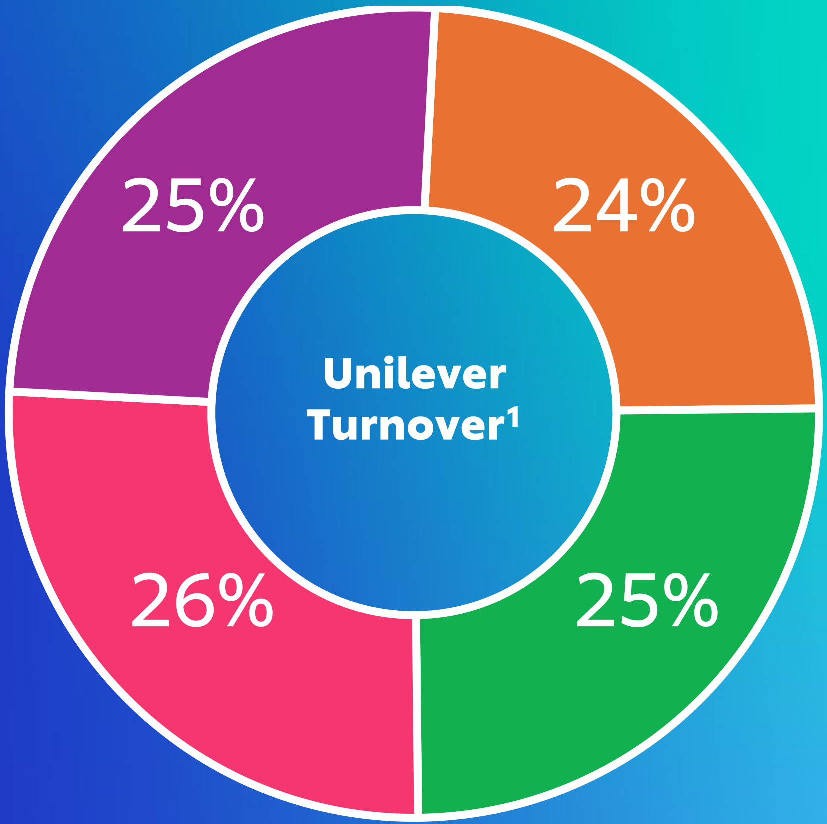
FOCUS

- 4 BUSINESS GROUPS
- 30 POWER BRANDS
- 24 TOP MARKETS

A focused portfolio across 4 Business Groups

Beauty & Wellbeing
Hair Care
Skin Care
Wellbeing[3]
Prestige Beauty

Personal Care
Deodorants
Skin Cleansing
Oral Care



Ice Cream separation by end 2025

Home Care
Fabric Cleaning
Home & Hygiene
Fabric Enhancers

Foods[2]
Cooking Aids + Mini-meals
Condiments
Unilever Food Solutions
India Foods

Source: 1. TO size as of 9M 2024 excluding Ice Cream 2. Foods previously referred to as Nutrition. 3. Health and Wellbeing (H&W) renamed to Wellbeing

Market making, unmissably superior Power Brands

Drive **majority of turnover** (>75%) and **profit growth**

Can be **scaled globally** or regionally

Where we **focus first**

New brands post-Ice cream separation

OLLY

K18 BIOMIMETIC HAIRSCIENCE

HOURGLASS

NEXXUS

Ice cream brands

Cornetto

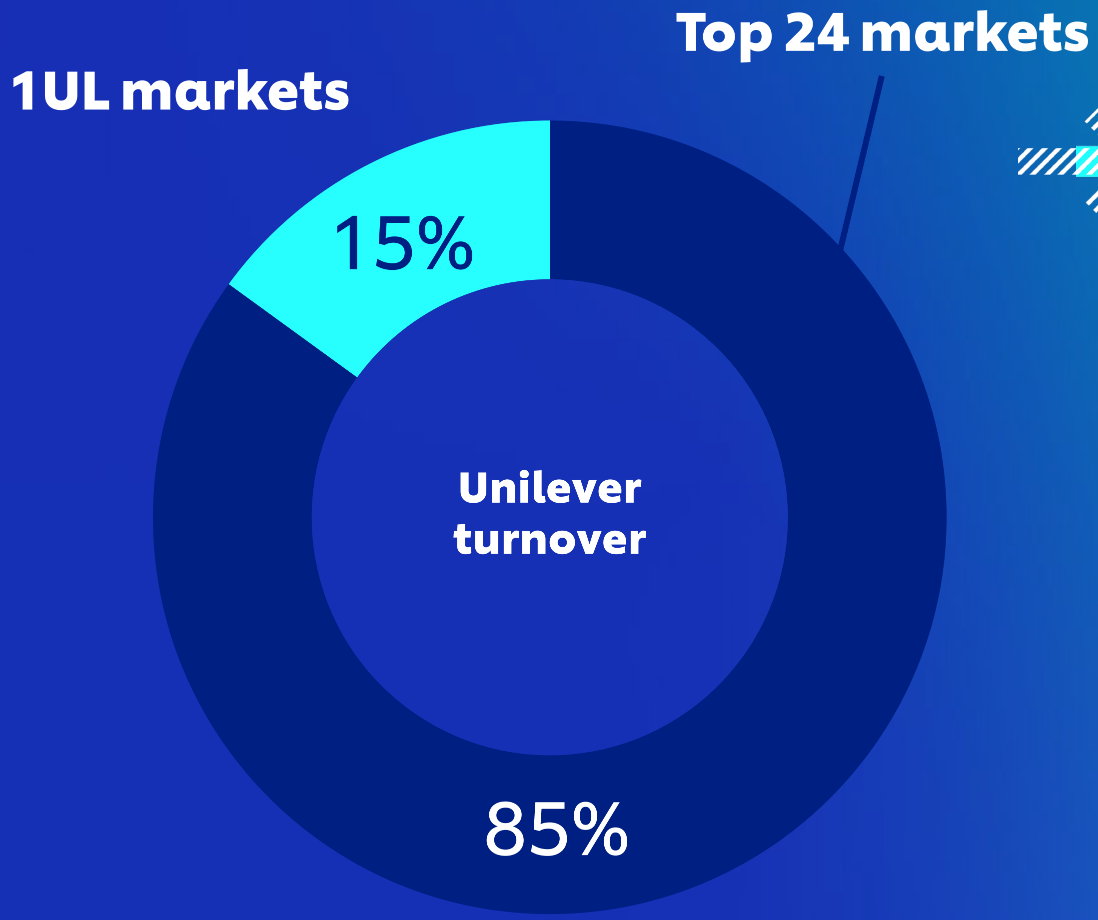
BEN&JERRY'S

MAGNUM

Source: TO size as of 9M 2024 excluding Ice Cream

Unilever

Market segmentation to deliver focus and impact



Top 24 markets – End-to-end category expertise

North America

Europe

Latin America

India

North Asia

Indonesia

Greater Asia

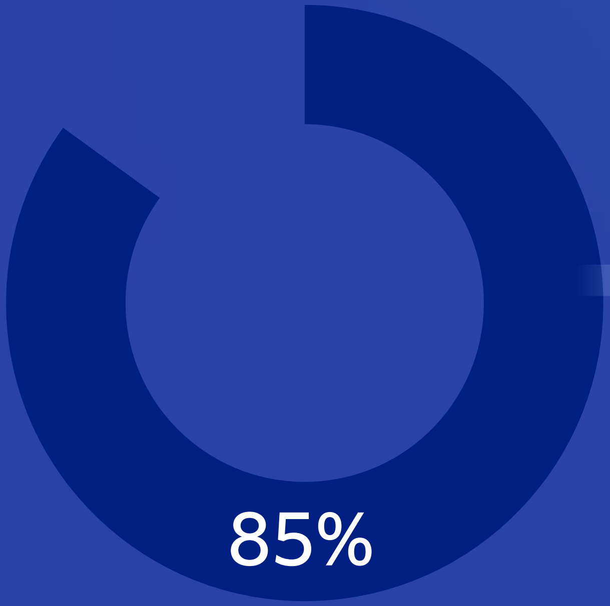
PTAB

1-Unilever markets - scale & simplicity for smaller markets (100+)

Source: Expected turnover split excluding Ice Cream

Top 24 markets run by Business Groups

Top 24 Markets



Strategic approach

1. Designed to **deliver BG strategies**
2. End-to-end **category focus**
3. **Dedicated customer teams** for each BG
4. **Resources prioritised in-market**

Source: Expected turnover split excluding Ice Cream

Smaller markets organised to benefit from scale

1UL Markets

15%

Strategic approach

1. Ruthless **portfolio prioritisation**
2. In-market **demand creation & execution**
3. **Competitive** cost base & **streamlined** operations

Source: Expected turnover split excluding Ice Cream

Our Focus approach enables effective prioritisation of key opportunities

- Double-down in **India**
- Accelerate & internationalise **Prestige and Wellbeing**
- Premiumise and accelerate the **United States**
- Grow select **emerging market powerhouses**
- Shift portfolio to premium in **Europe**

Our Focus approach enables effective prioritisation of key opportunities

Double-down in **India**

Hindustan Unilever delivered robust performance over the last decade

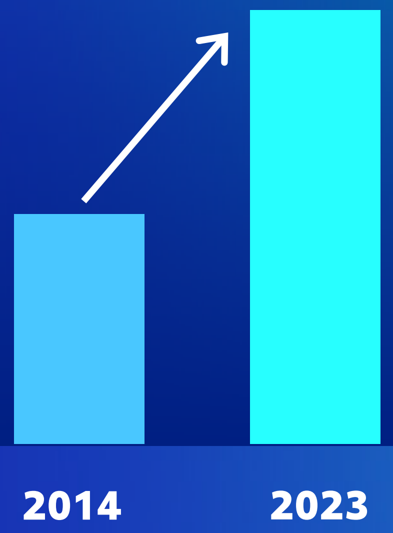
9 in 10 households in India use 1+ Unilever brands

>85% of portfolio in leadership position

80% superior in Unmissable Brand Superiority

Consistent

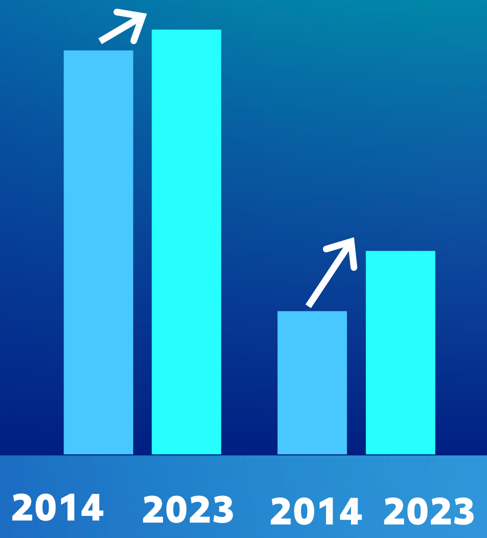
Turnover
8% CAGR



Profitable

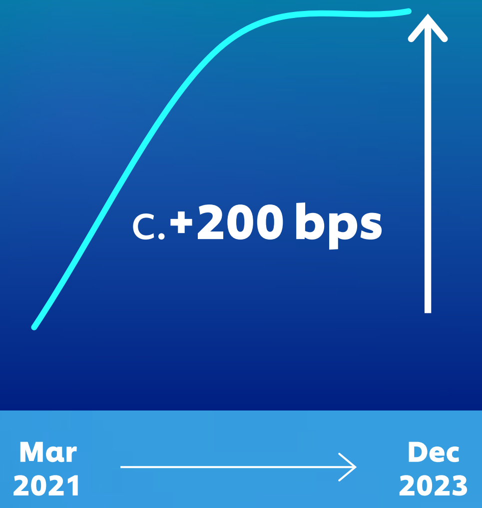
Gross Margin
+245 bps

EBITDA Margin
+710 bps



Resilient

Market share

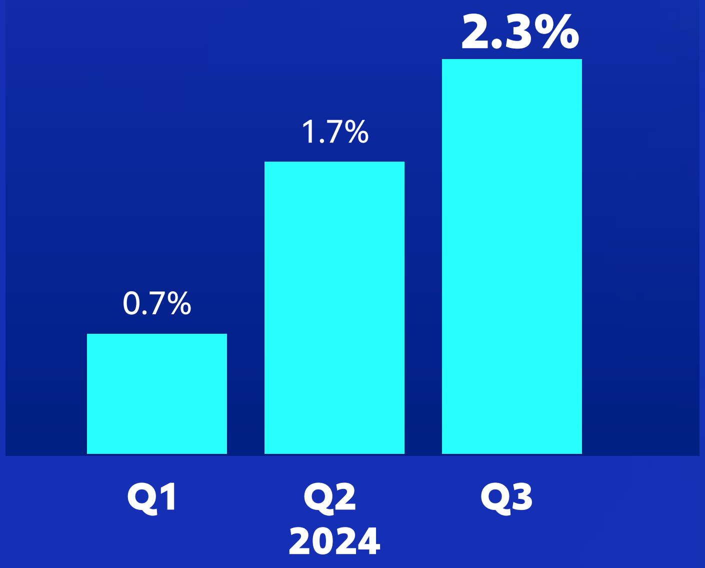


Source: "Leadership position" includes turnover with #1 market share positions; % superior in assessed turnover; December 2023 MAT Market Share

In 2024, we're driving competitive growth as we navigate ongoing volatility in commodity prices

Improved Growth

USG



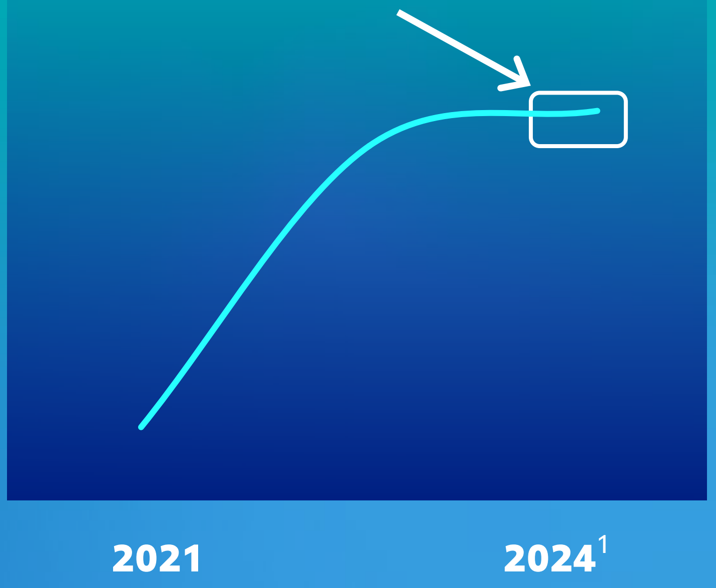
Gross Margin Expansion

+120bps

YTD gross margin vs 2023

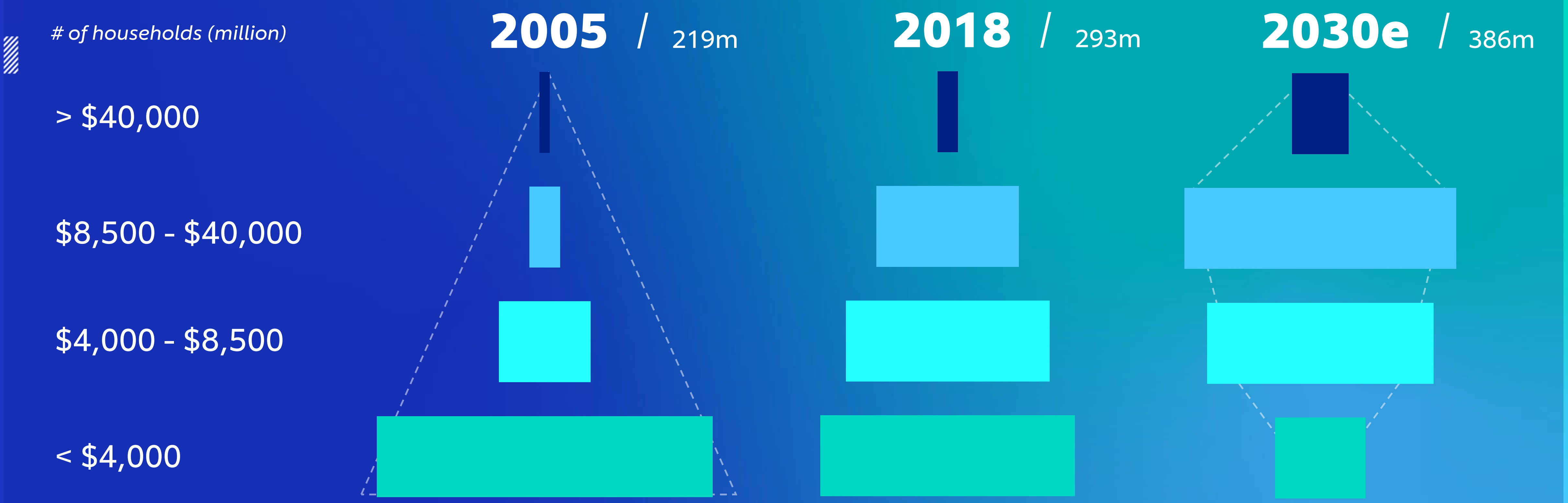
Competitive Momentum

Winning Share
Last 3 months



Source: Last 3 months as of September 2024

In the next 10 years, India will transform, with rising household income and consumption



FMCG growth

Led by **penetration increase** in **lower income households**

Led by **consumption increase** in **higher income households**

Source: Joint report by the World Economic Forum and Bain

We're transforming our business to further build our leadership

Unmissably Superior Brands

Reshaping our portfolio in high growth spaces

1. Building future formats in Beauty & Personal Care
2. Market-making in Fabric Liquids & Enhancers
3. Expanding condiments & mini-meals

Premiumising the Portfolio

Science-led innovation across our largest brands

Digitising the Value Chain

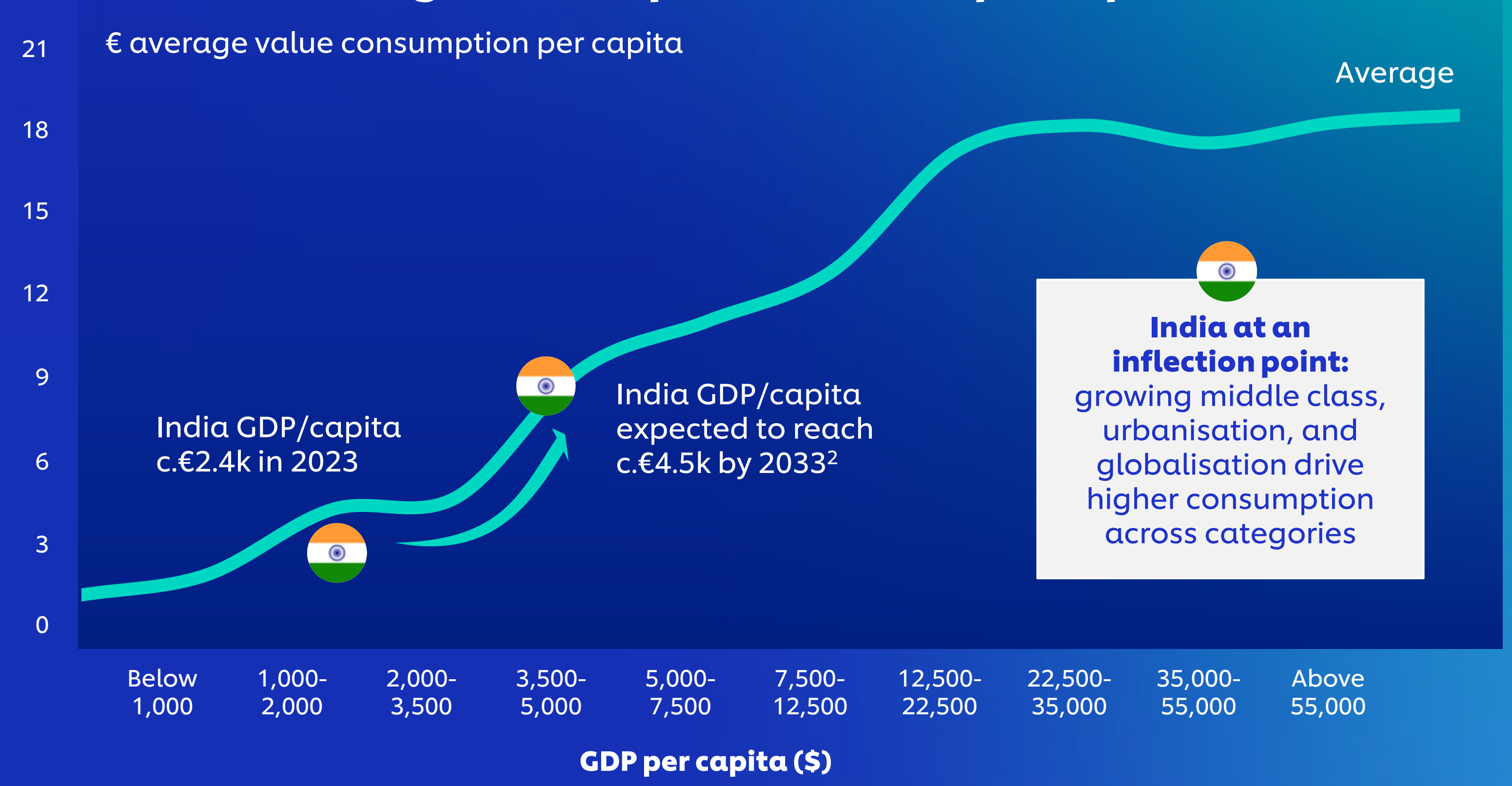
AI powered operations from demand generation to supply

1. Accelerating dComm through social 1st demand generation
2. Unlocking further potential in DT (e.g. Shikhar B2B app)
3. Digitising our supply chain for more agility & resilience

Well positioned to lead growth as consumption increases

Example

Fabric Cleaning € consumption with GDP per capita curve



c.85% Estimated increase in India GDP per capita from 2023 to 2033

c.€8 Estimated per capita consumption upside in Fabric Cleaning

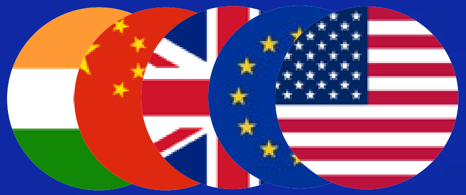
>€2bn+ 10Y TO upside in UL India Fabric Cleaning

Seen before:

c.€9 per capita consumption increase in Philippines Fabric Cleaning since 2008 from similar GDP starting point

Source: Per-capita market value consumption growth trajectory based on GDP and population forecasts utilising Euromonitor; Nielsen; Oxford Economics

Our Focus approach enables effective prioritisation of key opportunities



Accelerate & internationalise
Prestige and Wellbeing

Prioritising investments in Prestige and Wellbeing

Strategic approach

1. US first priority for investment
2. Selective international expansion of Power Brands
3. Selective bolt-on acquisitions in the US and India

Power Brands

LIQUID I.V. · OLLY · NUTRAFOL · PAULA'S CHOICE SKINCARE · HOURGLASS · K18 BIOMIMETIC HAIRSCIENCE · dermalogica

2x turnover outside US by 2030

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

EXCEL

ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

Unmissable Brand Superiority evaluates holistic consumer experience

PROPOSITION

PACKAGING

PRODUCT

PROMOTION

PLACE

PRICING

Unilever
Unmissable Brand Superiority

21 Input metrics for **root cause analysis of competitive performance**

Market and proprietary Unilever data

Bespoke weighting of the 6Ps at country / category "cell" level **by brand**

Action-oriented, continuous tracking

Differentiated proposition & superior pack identified for improvement

UBS measure	Trajectory (2024 vs 2023)
PROPOSITION	●
PACKAGING	●
PRODUCT	⇧
PROMOTION	⇧
PLACE	⇧
PRICING	⇧

Imperative to step up

1 **Superior Proposition**
Enhancing innovation and differentiation behind scalable multi-year platforms, led by science & technology

2 **Superior Packaging**
Upgrading and upskilling talent, integrating design and cross-functional teams, improving premium pack testing

Example: Hellmann's Brazil

BEFORE

- **PROPOSITION**
- **PACKAGING**
- **PRODUCT**
- **PROMOTION**
- **PLACE**
- **PRICING**

21 METRICS

- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- Attractive pack
- Product superiority
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- Salience
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]
- [illegible]

Actions

1. **Address** consumer **demand** for squeezy pack format
2. **Add** superior flavour and premium innovation
3. **Own the seasons** via collaboration with the National Basketball Association

AFTER

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

Our innovation goals are premiumisation & market making

BIGGER AND BOLDER	**2x**	Innovation sales & project size
UNMISSABLE SUPERIORITY	**3**	Science & tech platforms with wide applications
ACCELERATED PIPELINES	**↑**	Increased year-on-year R&D investment

Multi-year scalable innovations

Leveraging our strengths & addressing gaps to drive impact

Leveraging strengths

- superior science & technology
- focused platforms with wide applications

Addressing gaps

- premium aesthetics, sensory & packaging
- superior fragrance & flavour

SELECT INNOVATION EXAMPLES

Beauty & Wellbeing

Hair treatments

TECH: Fibreshield

Personal Care

Whole body deodorant

TECH: Non-Aluminium

Home Care

Short cycle wash

TECH: Fragrance & Pro-S technology

Foods

Flavoured mayo

TECH: Obelix "rich & creamy" emulsion tech

Unilever

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

We are premiumising through 3 key thrusts

1 Elevating our core through innovation & branding

Developed Markets

Innovation in premium demand spaces

Elevated brand proposition & packaging

Emerging Markets

Innovation & market development

Powders

→

Liquids

→

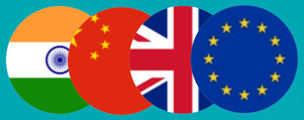
Capsules

2 Scaling Prestige & Wellbeing

Accelerate

+

Internationalise



3 Rotating portfolio towards premium brands

Premium acquisitions: K18 Biomimetic Hairscience, Liquid I.V., Hourglass, Nutrafol, Olly

Divestments: elida Beauty, Suave, Dollar Shave Club, 沁园 Truliva

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

We are shifting to Social First demand generation

Traditional Marketing

1 : 1

Modern Marketing

1 : Many

Social-First Marketing

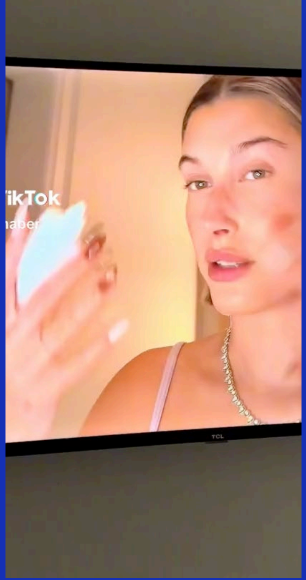
Many : Many

Embedding our brands deeply in people's lives by being in **'culture at scale'**

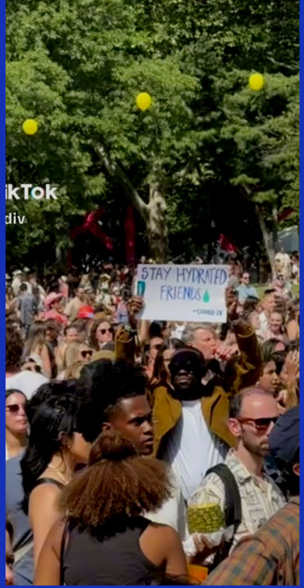
Leveraging capabilities from our digitally native brands to adapt approach

Leveraging Acquired Brand Capabilities

Influence & Authority
Talent as Media



In-culture experiences for earned media



Community-led Engagement

Key Shifts

		From	To
1	**Content Factory**	**Insufficient** content and utilisation	**20x** social content + **90%** utilisation
2	**Media**	**30%** social	**50%+** social
3	**Insights Engine**	**Limited** real-time insights	**Integrated** real-time insights
4	**Media & Content Plans**	**Inflexible** media & content plans	**Real-time** dynamic plans
5	**AI Powered**	**Manual** content creation	**AI-enhanced** content creation
6	**Talent & Agency Model**	**Generalist** marketers & **siloed** agencies	**Expert** marketers & **consolidated** agencies

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

We will strengthen our execution in modern & traditional trade, while investing in fast-growing channels

Modern trade	Traditional trade	dComm	Health & beauty
AI-powered "perfect" store execution & **Omni-channel expansion**	**Digitalisation** for better sellout & efficiency	**Tailored solutions** for accelerated growth with key customers	Improved presence in **specialist channels** with our premium portfolio

Where we will excel to drive competitiveness & market making

Unmissable Brand Superiority	Multi-year Scalable Innovations	Premiumisation	Social First Demand Generation	Growth Channels
Holistic superiority across our 6Ps to drive competitiveness	Superior science & technology deployed with consistency	Elevate the core, scale premium brands & rotate portfolio	Embedding our brands in culture to generate demand and conversion	Strengthen execution with key retailers & close the gap in fast growing channels

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

EXCEL

////ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

We are accelerating the capabilities needed for a rapidly changing world

Science & Technology

At the forefront of discovery and application

Lean Agile Supply Chain

Operational flexibility and resilience through automation and interconnected systems

Net Productivity

Operational excellence through automation and efficiency

Scaled AI

Harnessing and scaling the transformative power of AI

We are accelerating the capabilities needed for a rapidly changing world

Science & Technology	Lean Agile Supply Chain	Net Productivity	Scaled AI
At the forefront of discovery and application	Operational flexibility and resilience through automation and interconnected systems	Operational excellence through automation and efficiency	Harnessing and scaling the transformative power of AI

Key science & technology platforms with wide applications

Microbiome

Examples:
- Probiotics with new benefits for Home Care
- Biome-enhancing Beauty & Personal Care
- Biome-boosting food ingredients

Biotechnology

Examples:
- Bio-based 'Rhamnotech' superior cleaning
- Plant-based proteins for Foods
- High-value skin care for Prestige Beauty

Next Gen Materials

Examples:
- 'GlutaGlow' 10x vit C skin antioxidant
- 'Pro-S' fast acting laundry care
- 'Pro-ceramides' 24hr skin barrier repair

UNDERPINNED BY DIGITAL, AI AND CUTTING-EDGE PARTNERSHIPS

Future-fit R&D capabilities

Digital R&D

Digital-first R&D, powered by AI, for new and faster discovery

Fragrance

Investing **€100m to build a new fragrance creation house** within Unilever

Packaging

Stepping up premium packaging & achieving **sustainability goals**

Partnerships

Accelerating models of discovery with partnerships at the cutting edge of science

We are accelerating the capabilities needed for a rapidly changing world

Science & Technology

At the forefront of discovery and application

Lean Agile Supply Chain

Operational flexibility and resilience through automation and interconnected systems

Net Productivity

Operational excellence through automation and efficiency

Scaled AI

Harnessing and scaling the transformative power of AI

Net productivity that truly impacts the P&L; we're delivering in 2024 & building on this for consistent results in 2025+

Procurement interventions

~1%

Material cost savings p.a. vs market inflation

Production & logistics

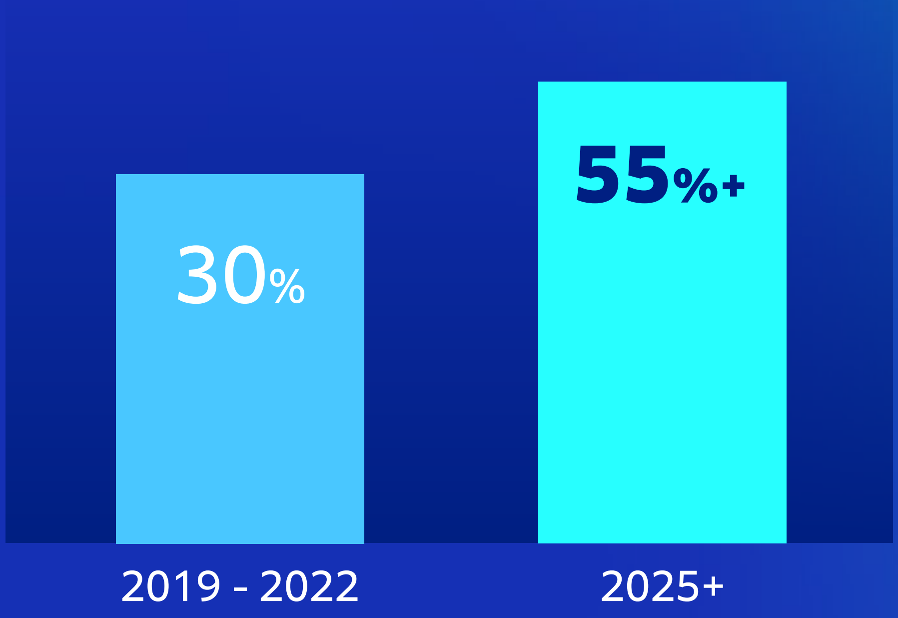
-2%

Cost per unit reduction p.a.

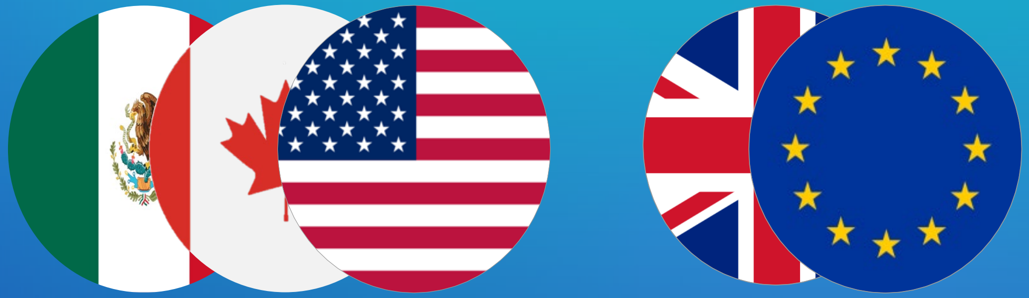
Increasing capex for productivity and driving network transformations

Lean Supply Chain & Net Productivity

% supply chain capex on net Productivity



Key Network Transformations



We are accelerating the capabilities needed for a rapidly changing world

Science & Technology	Lean Agile Supply Chain	Net Productivity	Scaled AI
At the forefront of discovery and application	Operational flexibility and resilience through automation and interconnected systems	Operational excellence through automation and efficiency	Harnessing and scaling the transformative power of AI

Scaled AI investments will power Unilever today & tomorrow

6 big tech, data & AI investments

Demand Creation
for growth

1. Customer centric approach
2. Unmissable marketing
3. Digital R&D

Net Productivity
for savings

4. Autonomous factories
5. AI-enabled procurement
6. Optimised fulfillment capabilities

+

3 foundational priorities

Foundations
for resilience

1. Integrated data
2. ERP & tech ecosystem
3. Cyber security resilience

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS | EXCEL | ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

Sustainability is central to what Unilever stands for

2010 UNILEVER SUSTAINABLE LIVING PLAN

Setting long-term ambitions
to transform our business

2020

Embedding & integrating
across business & value chains

2024 GROWTH ACTION PLAN 2030

Greater focus, for higher impact
& accelerated delivery

We are committed to deliver 15 sustainability targets

Climate

Towards net zero emissions

By 2030...

100% Reduction in **Scope 1 & 2** GHG vs. 2015

42% Reduction in **Scope 3** energy & industrial GHG vs. 2021

30.3% Reduction in **Scope 3** forest, land & agri GHG vs. 2021

Nature

Protect and regenerate nature

By 2030...

1M Hectares of **regen. agriculture**

1M Hectares of **natural ecosystems**

95% Key crops **sustainably sourced**

Zero **Deforestation** linked to SC (maintain as today)

100 **Water stewardship** programmes

Plastics

Work to end plastic waste

40% **Virgin plastic** reduction by 2028 (vs. 2019)

100% **Reusable, recyclable, compostable packaging** by 2030 (rigids) & 2035 (flexibles)

25% Packaging uses **recycled plastic** by 2025

Plastic **collected & processed > packaging sold** by 2025

Livelihoods

Enhance livelihoods for people in our value chain

By 2026...

50% Suppliers signed **'Living Wage' Act**

250K **Small farmers** in our supply chain **access livelihood programmes**

2.5m **SMEs** in retail value chain **grow their business**

Supported by €1 billion Climate & Nature Fund

Underpinned by our continued commitment to Human Rights and Equity, Diversity & Inclusion

Our strategy for accelerating delivery is based on three principles

1

Drive delivery against our sustainability goals

2

Advocate for policy & systems change

WORLD ECONOMIC FORUM

COP28 UAE

COP16

BUSINESS COALITION FOR A GLOBAL PLASTICS TREATY

3

Capitalise on our sustainability strength with **key retailer partners**

Walmart

amazon

AS Watson

TESCO

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

EXCEL

ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

We are shifting behaviours to revitalise and shape our winning culture

Values

Pioneering
Respect
Integrity
Responsibility

People

Best talent
Inclusive leaders
Truly diverse
Most engaged

Behaviours

Care deeply
Focus on what counts
Stay three steps ahead
Deliver with excellence

We will drive performance with more edge

New Behaviours

- CARE DEEPLY
- FOCUS ON WHAT COUNTS
- STAY THREE STEPS AHEAD
- DELIVER WITH EXCELLENCE

Key Shifts

1. Upgrade goals aligned to Gap 2030
2. Higher standards of assessment for top talent
3. Improve performance & development at scale
4. Greater transparency & evaluation of performance versus competition

Reward is now linked more closely to performance, with further to go

Implemented

1. Directors' remuneration policy better aligned with shareholder interests
2. Greater line of sight & differentiation for employees
3. Streamlined & systematised individual goal setting

Underway

1. Simplified annual incentives for employees designed to reward out-performance
2. Policy and programmes to cultivate best talent and address underperformance
3. Engagement of employees in the growth potential of Unilever

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS | EXCEL | ACCELERATE

SUSTAINABILITY

SUSTAINABILITY

CULTURE

OUR WINNING CULTURE

OUR GROWTH ACTION PLAN 2030

PURPOSE: BRIGHTEN EVERYDAY LIFE FOR ALL

GOAL: DELIVER BEST-IN-CLASS PERFORMANCE WITH MARKET-MAKING, UNMISSABLY SUPERIOR BRANDS

STRATEGY

FOCUS

30 Power Brands
24 Top Markets

EXCEL

Unmissably Superior Brands
Social First Demand Creation
Multi-year Scalable Innovations
Premiumisation
Growth Channels

ACCELERATE

Science & Technology
Lean Agile Supply Chain
Net Productivity
Scaled Artificial Intelligence

SUSTAINABILITY

Climate
Towards Net Zero emissions

Nature
Resilient and regenerative ecosystems

Plastics
Work to end plastic waste

Livelihoods
Enhanced livelihoods for people in our value chain

CULTURE

Values
Pioneering, Respect, Integrity, Responsibility

People
Best talent, Inclusive leaders, Truly diverse, Most engaged

Behaviours
Care deeply, Focus on what counts, Stay three steps ahead, Deliver with excellence

Unilever