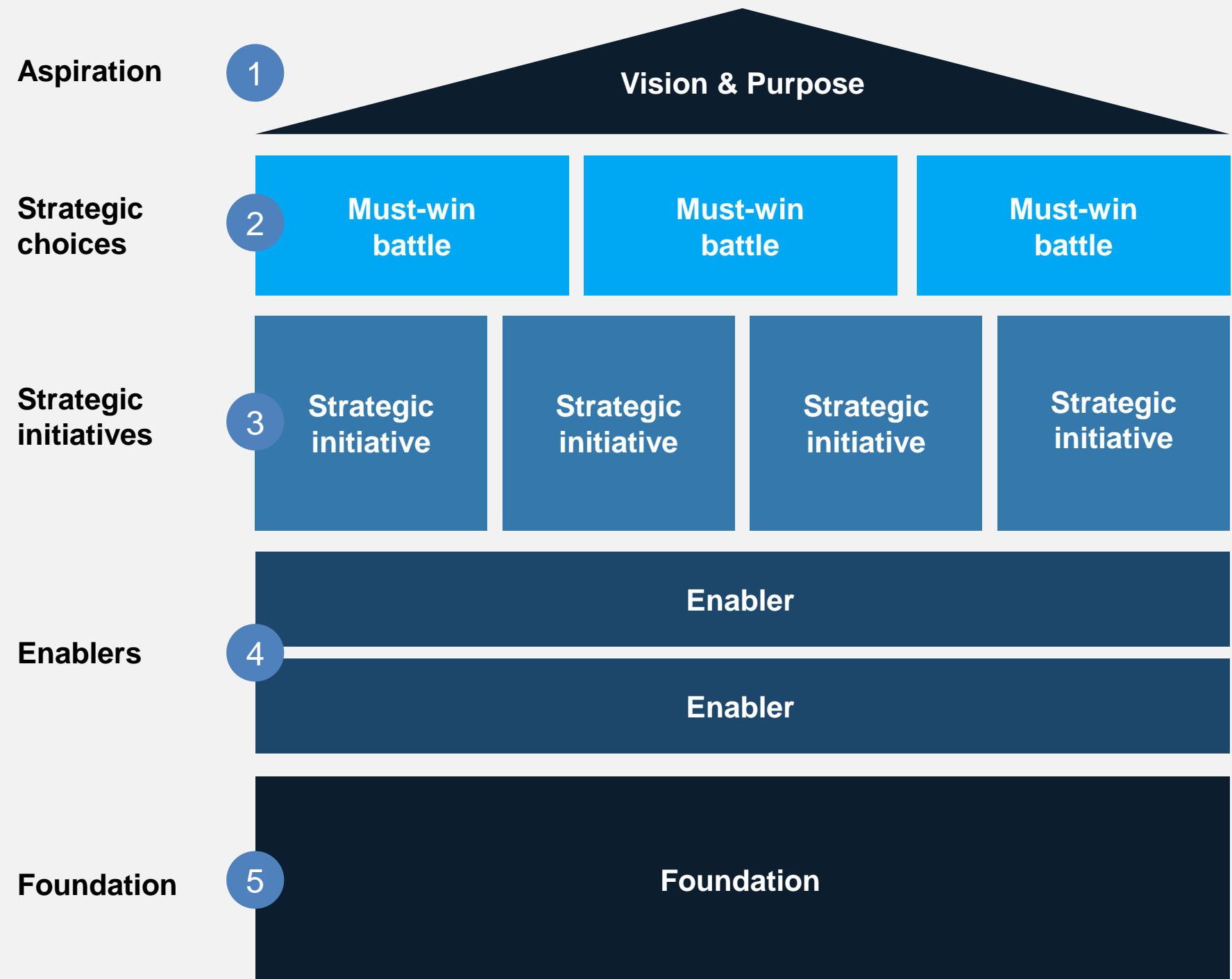


# Strategy House – Unilever

Strategic Blueprint for Global Consumer Transformation – **Aspiration**



## 1 Aspiration – Brighten Everyday Life for All

### Renewed Purpose Statement

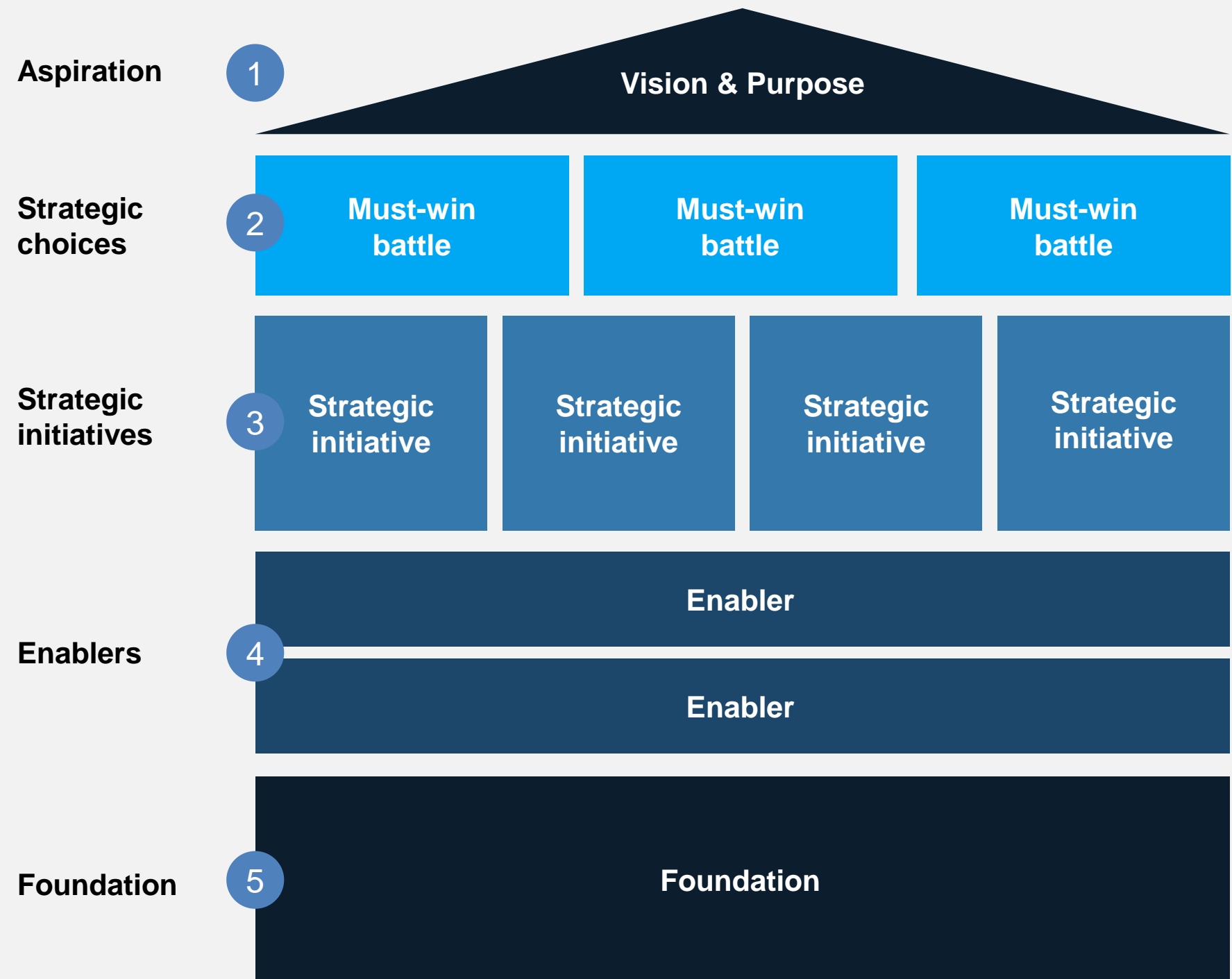
- Shift back to a consumer-centric approach
- Move beyond meeting needs to create demand and shape markets actively
- Enhance consumer experiences by making everyday moments more joyful, convenient, efficient, and sustainable

### Strategic Goal

- Deliver Best-in-Class Performance with Market-Making, Unmissably Superior Brands
- Transition from middle-of-the-pack to best-in-class performance in the consumer goods industry
- Create superior brand equities that resonate with consumers
- Drive market growth through unmissably superior brands

# Strategy House – Unilever

Strategic Blueprint for Global Consumer Transformation – **Strategic Choices**



## 2 Strategic Choices – Must-Win Battles

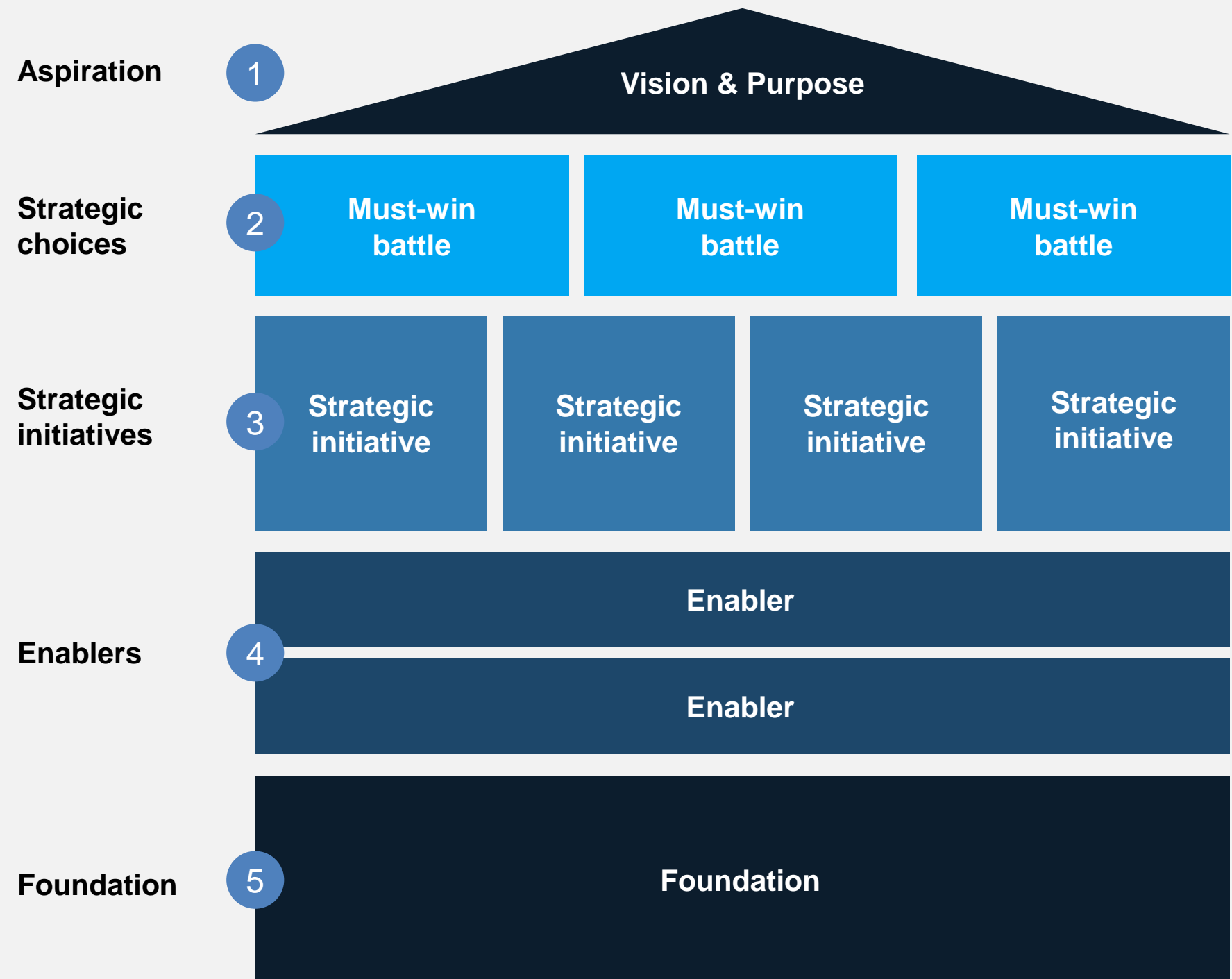
Unilever's strategy is anchored on three strategic pillars that guide its decision-making and resource allocation:

- **Focus:** Concentrate on areas with the highest return potential: 30 Power Brands and 24 Top Markets
- **Excel:** Win in five key areas of demand creation to build unmissably superior brands
- **Accelerate:** Develop critical capabilities for a rapidly changing world

These pillars highlight a commitment to prioritize resources, build strong brand equity, and adapt to evolving consumer preferences and market dynamics.

# Strategy House – Unilever

Strategic Blueprint for Global Consumer Transformation – **Strategic Initiatives**



## 3 Strategic Initiatives

### Focus

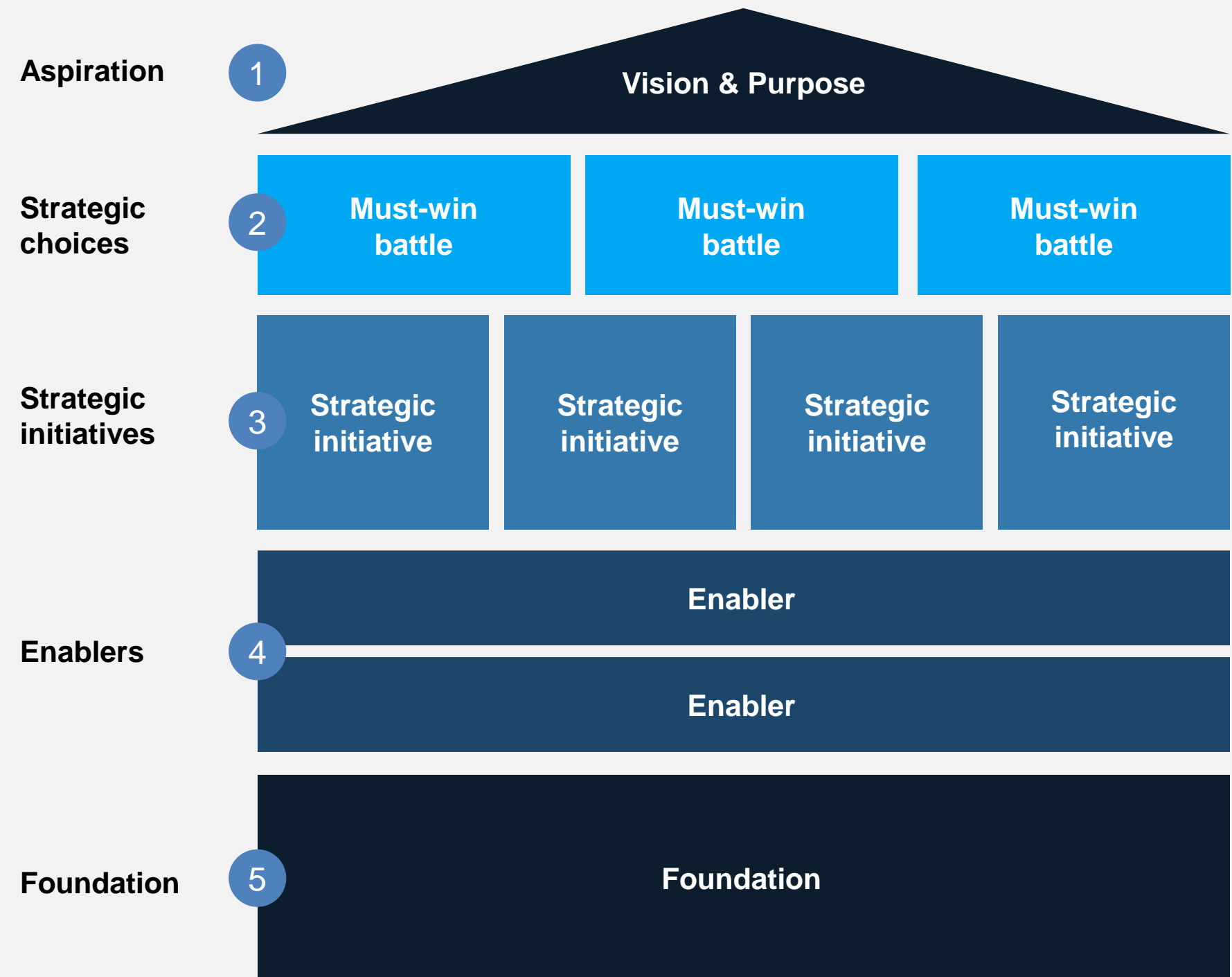
- Power Brands: Prioritize 30 key brands (75% of turnover) for global/regional scaling
- Market Segmentation: Streamline operations in 24 top markets (85% of turnover); simplify 100+ smaller markets
- Key Growth Opportunities: Accelerate in India, Prestige & Wellbeing, U.S. premiumization, select emerging markets, and premium shift in Europe

### Excel

- Brand Superiority: Drive unmissable superiority using key metrics across six pillars
- Innovation & Premiumisation: Focus on bigger, better innovations; elevate brands and expand premium offerings
- Social-First Marketing: Shift to a social-first model leveraging AI and consumer data
- Growth Channels: Strengthen trade execution; invest in digital commerce and specialty channels

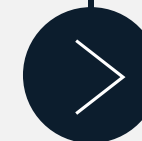
# Strategy House – Unilever

Strategic Blueprint for Global Consumer Transformation – **Strategic Initiatives**



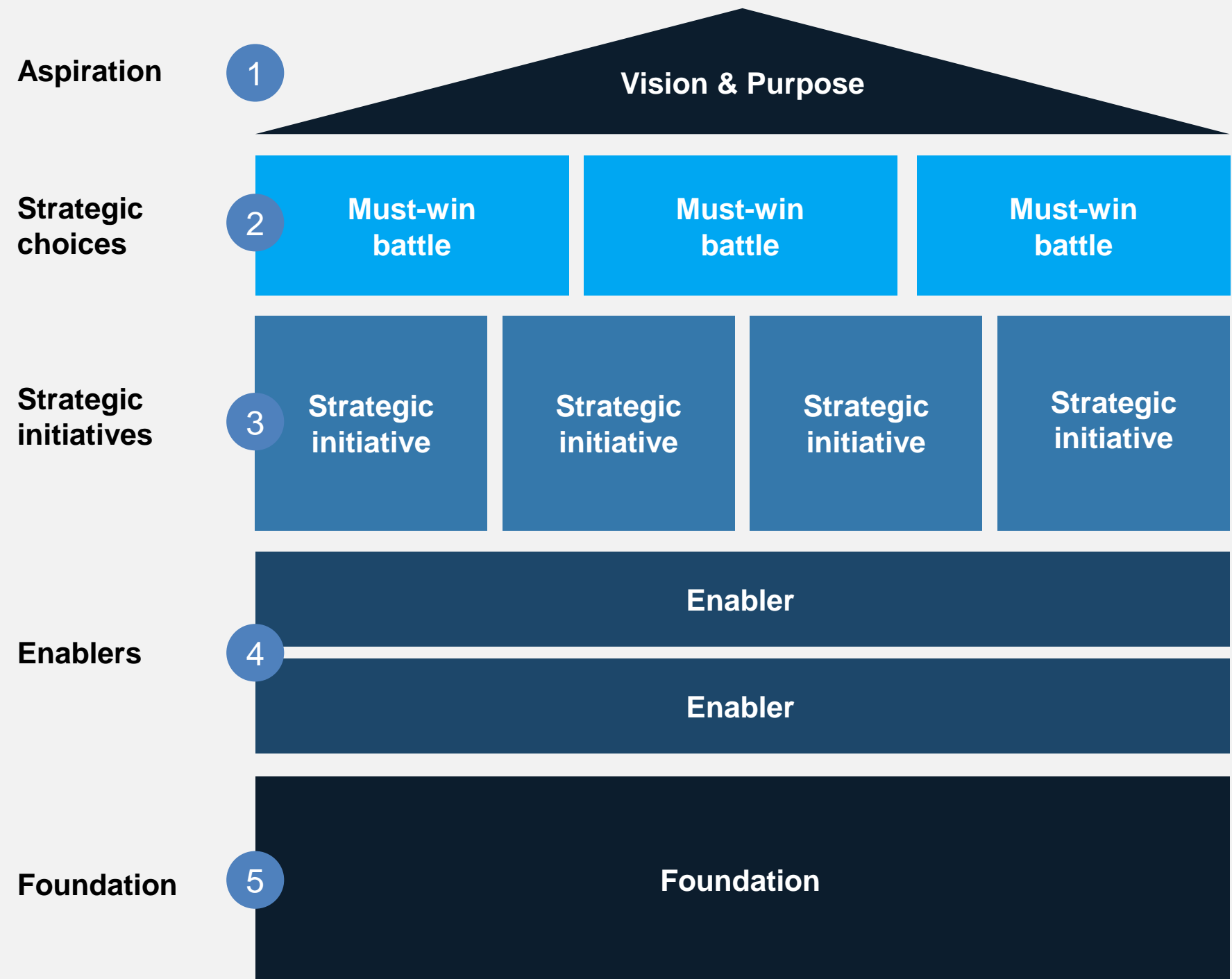
## 3 Strategic Initiatives

- **Accelerate**
  - Science & Technology: Invest in advanced R&D and future-fit capabilities
  - AI & Automation: Implement AI across operations; enhance efficiency with automation
  - Productivity & Sustainability: Drive net savings, reduce costs, and focus on environmental and social impact



# Strategy House – Unilever

Strategic Blueprint for Global Consumer Transformation – **Enablers**

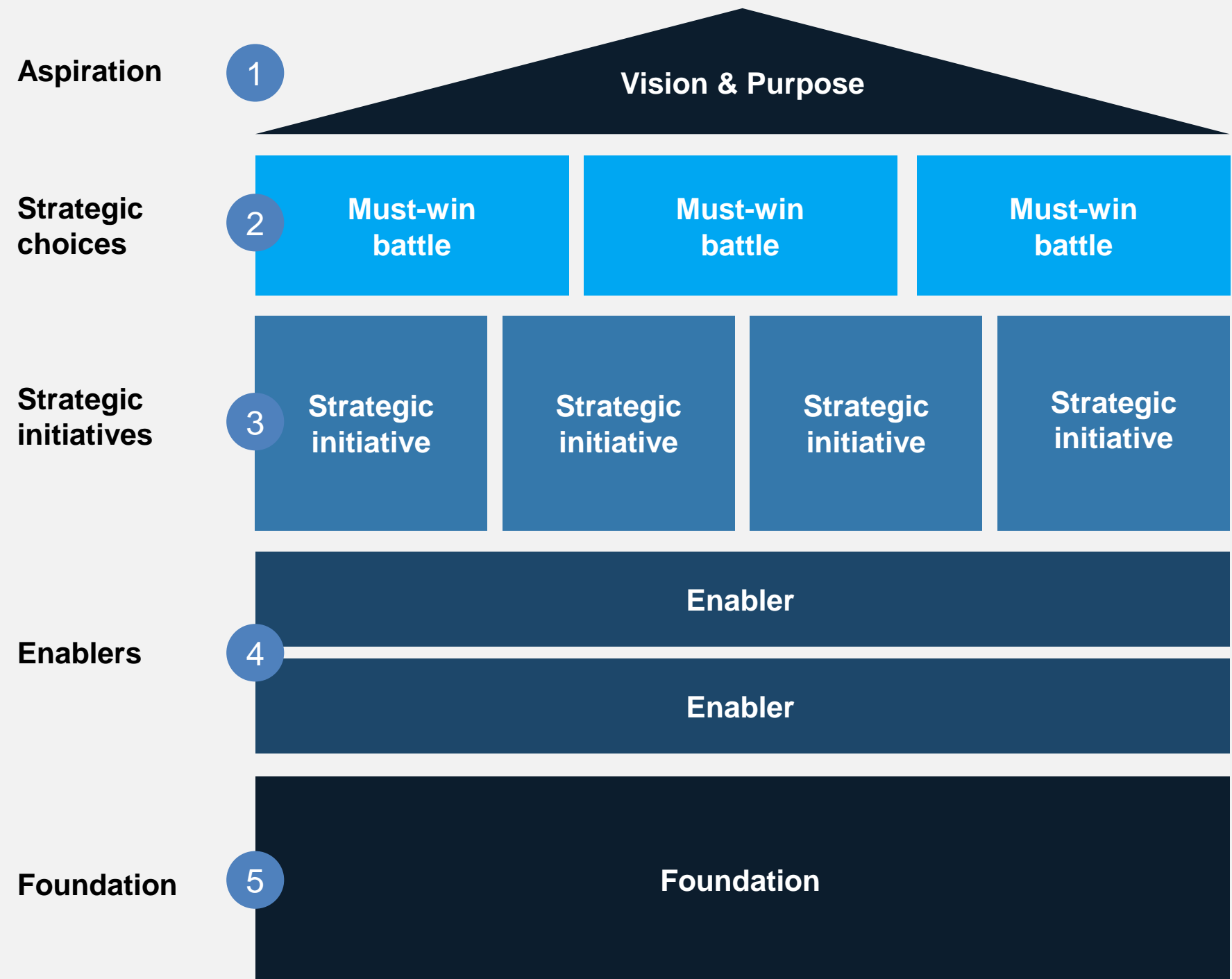


## 4 Enablers

- **Winning Culture:** Foster a high-performance culture with clear values and focus on talent, inclusivity, and engagement.
- **Simplified Organization:** Create a leaner, more accountable structure by simplifying operations and reducing layers.
- **Productivity Programme:** Achieve €800 million in cost savings over three years through procurement and efficiency improvements.
- **Capital Allocation:** Prioritize investments in growth and productivity; optimize portfolio and return capital to shareholders.
- **Ice Cream Separation:** Establish a standalone Ice Cream business via demerger to unlock the full potential and maximize shareholder value.

# Strategy House – Unilever

## Strategic Blueprint for Global Consumer Transformation – Foundation



### 5 Foundation

- **Strong Financial Position:** Maintaining a healthy balance sheet with a strong credit rating and a commitment to delivering consistent cash flow generation and attractive returns on invested capital
- **Global Scale and Reach:** Leveraging its extensive global footprint and presence in both developed and emerging markets to drive growth and capitalize on regional opportunities
- **Deep Consumer Understanding:** Investing in consumer insights and analytics to understand evolving needs, preferences, and behaviors. Utilizing data and AI to drive more effective marketing and innovation
- **Commitment to Sustainability:** Maintaining a focus on sustainability across its operations and value chain, collaborating with stakeholders to drive positive change, and setting ambitious environmental and social targets