

## WHAT WE DEPEND ON

### PURPOSEFUL PEOPLE

155,000 talented people who contribute their skills and purpose to our business

### NATURAL RESOURCES

Renewable and non-renewable materials and ingredients for our products

### FINANCIAL RESOURCES

Cash, equity and debt to invest for the long-term

### INTANGIBLE ASSETS

R&D capabilities and intellectual property such as patents, trade marks and know-how

### TANGIBLE ASSETS

Physical assets such as manufacturing, logistics and office facilities as well as our vehicle fleet and stock

### SUPPLIERS

Source the materials and ingredients that make up our products and provide services to support our business

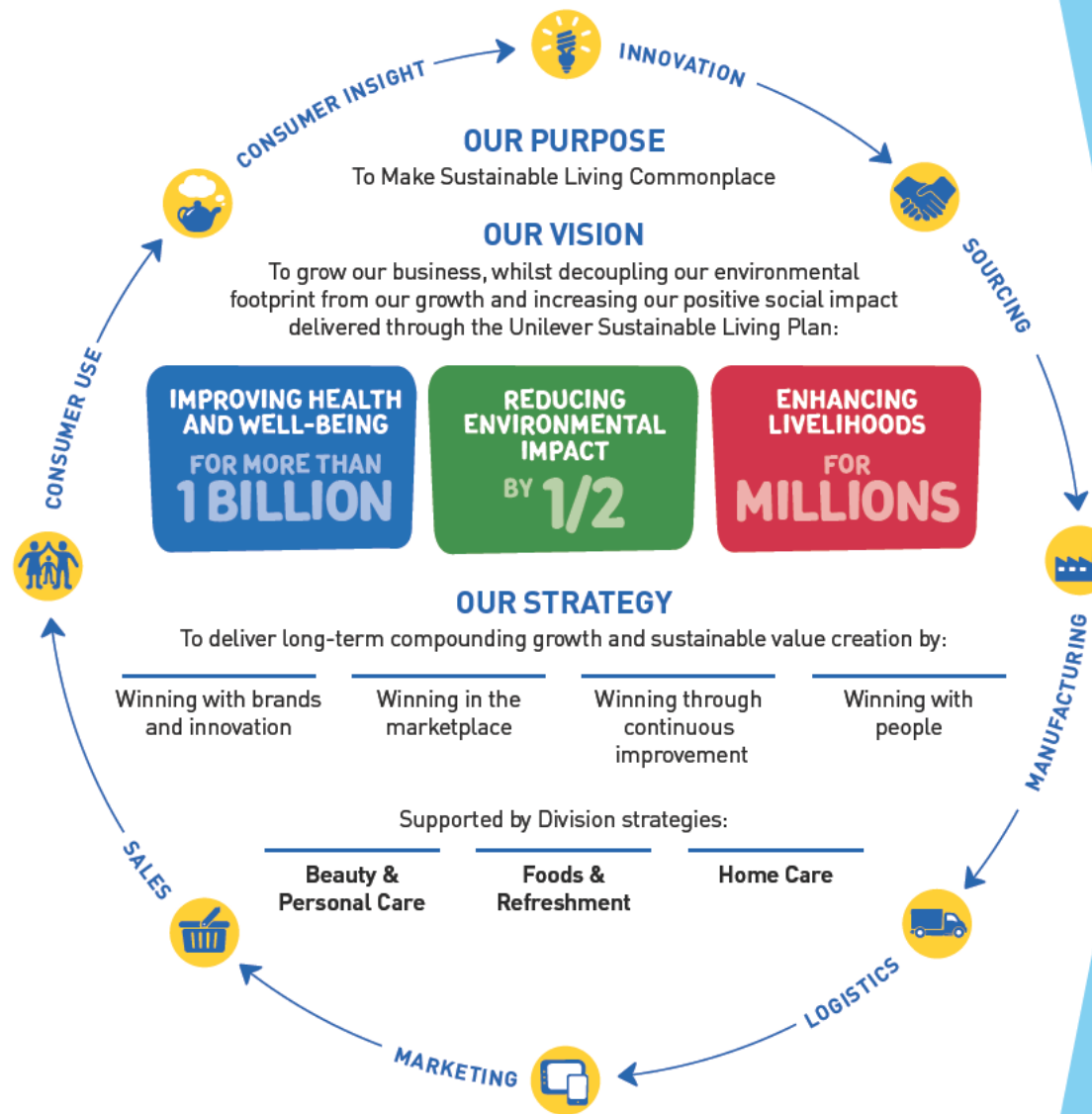
### STAKEHOLDERS & PARTNERS

Relationships with governments and other organisations to drive systems change

SUSTAINABLE DEVELOPMENT GOAL



## OUR VALUE CHAIN



## VALUE WE CREATE

### CONSUMER BENEFITS

We sell products that help people to feel good, look good and get more out of life

### TOP & BOTTOM LINE GROWTH

We deliver consistent, competitive, profitable and responsible growth

### IMPROVED HEALTH & WELL-BEING

We are helping hundreds of millions of people take action to improve their health & well-being

SUSTAINABLE DEVELOPMENT GOALS



### REDUCED ENVIRONMENTAL IMPACT

We are working to halve the environmental footprint of the making and use of our products as we grow our business

SUSTAINABLE DEVELOPMENT GOALS



### ENHANCED LIVELIHOODS

We are enhancing the livelihoods of millions of people as we grow our business

SUSTAINABLE DEVELOPMENT GOALS

