The Unilever Compass

Our Vision is to be the global leader in sustainable business. We will demonstrate how our purpose-led, future-fit business model drives superior performance, consistently delivering financial results in the top third of our industry.

Strategic Choices and Actions

1. Develop our portfolio into high growth spaces
   - Hygiene
   - Skin care
   - Prestige beauty
   - Functional nutrition
   - Plant-based foods

2. Win with our brands as a force for good, powered by purpose and innovation
   - Improve the health of the planet
   - Improve people’s health, confidence and wellbeing
   - Contribute to a fairer, more socially inclusive world
   - Win with differentiated science and technology

3. Accelerate in USA, India, China and key growth markets
   - Build further scale in USA, India and China
   - Leverage emerging market strength

4. Lead in the channels of the future
   - Accelerate pure-play and omnichannel eCommerce
   - Develop e2b2 business platforms
   - Drive category leadership through shopper insight

5. Build a purpose-led, future-fit organisation and growth culture
   - Unlock capacity through agility and digital transformation
   - Be a beacon for diversity, inclusion and values-based leadership
   - Build capability through lifelong learning

Operational Excellence through the 5 Growth Fundamentals

1. Purposeful Brands
2. Improved Penetration
3. Impactful Innovation
4. Design For Channel
5. Fuel For Growth

Multi-stakeholder Model

- Our People
- Consumers
- Customers
- Suppliers & Business Partners
- Society
- Planet
- Shareholders

Multi-year Financial Framework

- Competitive growth
- Profit growth
- Cash generation
- Top 1/3 TSR
**Win with our brands as a force for good, powered by purpose and innovation**

<table>
<thead>
<tr>
<th>Improve the health of the planet</th>
<th>Improve people’s health, confidence and wellbeing</th>
<th>Contribute to a fairer, more socially inclusive world</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Climate action</strong></td>
<td><strong>Waste-free world</strong></td>
<td><strong>Equity, diversity and inclusion</strong></td>
</tr>
<tr>
<td>Zero emissions in our operations by 2030</td>
<td>50% virgin plastic reduction by 2025, including an absolute reduction of 100,000 tonnes</td>
<td>Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030. We will focus on: • Gender equity • Race and ethnicity equity • Body confidence and self-esteem • Mental wellbeing • Hand hygiene • Sanitation • Oral health • Skin health and healing</td>
</tr>
<tr>
<td>Net zero emissions across our value chain by 2039</td>
<td>25% recycled plastic by 2025</td>
<td>Achieve an equitable and inclusive culture by eliminating any bias and discrimination in our practices and policies.</td>
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<tr>
<td>Halve greenhouse gas impact of our products across the lifecycle by 2030</td>
<td>Collect and process more plastic than we sell by 2025</td>
<td>Accelerate diverse representation at all levels of leadership. 5% of our workforce to be made up of people with disabilities by 2025.</td>
</tr>
<tr>
<td>Replace fossil-fuel derived carbon with renewable or recycled carbon in all our cleaning and laundry product formulations by 2030</td>
<td>100% reusable, recyclable or compostable plastic packaging by 2025</td>
<td>Spend €2 billion annually with diverse businesses worldwide by 2025.</td>
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<tr>
<td>Share the carbon footprint of every product we sell</td>
<td>Halve food waste in our operations by 2025</td>
<td>Increase representation of diverse groups in our advertising.</td>
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<tr>
<td>Supported by: €1 billion Climate &amp; Nature Fund</td>
<td>Maintain zero non-hazardous waste to landfill in our factories</td>
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<tr>
<th>Protect and regenerate nature</th>
<th>Positive nutrition</th>
<th>Health and wellbeing</th>
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<tr>
<td>Deforestation-free supply chain in palm oil, paper and board, tea, soy and cocoa by 2023</td>
<td>€1 billion annual sales from plant-based meat and dairy alternatives by 2025-2027</td>
<td>Take action through our brands to improve health and wellbeing and advance equity and inclusion, reaching 1 billion people per year by 2030. We will focus on: • Gender equity • Race and ethnicity equity • Body confidence and self-esteem • Mental wellbeing • Hand hygiene • Sanitation • Oral health • Skin health and healing</td>
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<tr>
<td>Help protect and regenerate 1.5 million hectares of land, forests and oceans by 2030</td>
<td>Double the number of products sold that deliver positive nutrition by 2023</td>
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<tr>
<td>100% sustainable sourcing of our key agricultural crops</td>
<td>70% of our portfolio to meet WHO-aligned nutritional standards by 2022</td>
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<tr>
<td>Empower farmers and smallholders to protect and regenerate farm environments</td>
<td>95% of packaged ice cream to contain no more than 22g total sugar per serving by 2023</td>
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<tr>
<td>Implement water stewardship programmes in 100 locations in water-stressed areas by 2030</td>
<td>95% of packaged ice cream to contain no more than 250 kcal per serving by 2025</td>
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<td>Share the carbon footprint of every product we sell</td>
<td>85% of our Foods portfolio to help consumers reduce their salt intake to no more than 5g per day by 2022</td>
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<td>Maintain zero non-hazardous waste to landfill in our factories</td>
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**Respect human rights**

Respect and promote human rights and the effective implementation of the UN Guiding Principles, and ensure compliance with our Responsible Sourcing Policy.

**Respect human rights**

- Respect human rights
- The effective implementation of the UN Guiding Principles
- Ensure compliance with our Responsible Sourcing Policy

**Our responsible business fundamentals**

- Business integrity
- Safety at work
- Employee wellbeing
- Product safety and quality
- Responsible innovation
- Responsible advertising and marketing
- Safeguarding data
- Engaging with stakeholders
- Responsible taxpayer
- Committed to transparency

See our Planet & Society Hub on unilever.com for more