Nutrition

Hanneke Faber, President Nutrition

8 DEC 2022
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. Words such as ‘will’, ‘aim’, ‘expects’, ‘anticipates’, ‘intends’, ‘looks’, ‘believes’, ‘vision’, or the negative of these terms and other similar expressions of future performance or results, 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 the Unilever Group’s (the ‘Group’) emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). These forward-looking statements are based upon current 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.

Because these forward-looking statements involve risks and uncertainties, 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 are: 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 our 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. A number of these risks have increased as a result of the current Covid-19 pandemic.

These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any 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.

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 Unilever Annual Report and Accounts 2021.
Agenda

• Nutrition Business Group: Who we are

• Transformed business: Where we play

• Looking ahead: How we will win
Nutrition: Who we are
Unilever Nutrition at a glance

€11 bn
2021 Turnover

3.6%
3Y USG CAGR ('19-'21)

Food

Service

dCom

Retail

Scratch
Cooking
Aids

Beverages

Dressings

F. Nut

Snacking

Other

USA

India

NL

China

Indo

All numbers exclude Ekatera
Unilever Nutrition: A transformed business

**Step-changed Growth**

Underlying Sales Growth, %

- 2017:
- 2018:
- 2019:
- 2020:
- 2021:
- Sep'22 YTD:

5%

**Industry Leading Profitability**

Underlying Operating Margin, %

- Comp. 1
- Comp. 2
- Comp. 3
- Comp. 4
- Comp. 5
- Comp. 6
- Comp. 7

Largest Foods competitors, source: H1 2022 results

Business Group growth and profitability numbers exclude Ekaterra
Growing segments: product categories with market growth in line or ahead the total market (Euromonitor)
Nutrition drivers of growth: Two global power brands

FY 2021 turnover, excluding Ekaterra

‘Next €1bn’ brands and local powerhouses

c. 60% Turnover

HELLMANN’S

Knorr

Unilever
Nutrition : Where we play
Unilever Nutrition: Based in attractive growing segments

<table>
<thead>
<tr>
<th>Category</th>
<th>% Turnover</th>
<th>Market Growth, %</th>
<th>Profitability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bouillon &amp; Seasonings/</td>
<td>45%</td>
<td>++</td>
<td>++</td>
</tr>
<tr>
<td>Scratch Cooking Aids</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mayonnaise / Dressings</td>
<td>30%</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td>Functional Nutrition</td>
<td>5%</td>
<td>++</td>
<td>++</td>
</tr>
</tbody>
</table>

% Turnover: (Nutrition, 2022 YTD)

Market Growth, %: (2022-25 CAGR, Euromonitor*)

Profitability: (vs. total Packaged Food**)

* Market growth estimation, Euromonitor Passport
** Estimations based on internal and external benchmarking
Unilever Nutrition: Strong exposure to Emerging Markets

45% Developed Markets
Top 5:
USA
Netherlands
UK
Germany
France

55% Emerging Markets
Top 5:
India
China
Indonesia
Mexico
Philippines

FY 2021 turnover
Unilever Nutrition: Strong exposure to faster growing channels

- Retail c. 70%
- Food Service c. 20%
- e-commerce c. 10%
Food Service: An attractive global growth market

- Large Market: €150bn+ (ca. 75% size of Retail food)
- Largely recovered from Covid Pandemic: 95% (2022 Food Service Market vs 2019 Market Size*)
- Market growth expected to outpace Retail: ’22-26: +7-8% (Market Value CAGR*)

* GlobalData Foodservice Global Market Growth
Unilever Food Solutions: Large and outperforming the market

Large Global Business
- 75+ countries
- c. 20% of Nutrition Sales

Professional Solutions

Outperforming the Market
- 112% Value Index vs 2019

Profitable
- Accretive to Unilever
- Underlying Operating Margin
Unilever Food Solutions: Distinct competitive advantages

**Solution Provider**
- Relevant insights
- Superior products

**Unique Digital Selling Capability**
- +10% Operator Reach
- +20% Engagement Frequency
- +20% Productivity

**Chefmanship**
- 270 in-house chefs

- *2022 vs 2019*
Nutrition : Looking Ahead
The future: An attractive global market - with challenges

Strong trends driving market growth...

Cooking Renaissance
Healthier Living
Conscious Choices
Food Now

...in a global Food System that needs change

1 bn hungry
2 bn obese
1/3 of food wasted
30% of GHG emissions
Our Ambition: ‘To be a World-Class Force for Good in Food’

**World class** = Top third growth & financial performance in the Foods industry

**Force for Good** = Doing well by doing good (for people & planet)
Nutrition’s value creation model

**Consistent**
- 3-5% growth

**Competitive**
- > Market growth

**Profitable**
- Modest UOM growth

**Responsible**
- Boldly Healthier for People & Planet

**Superior Value Creation**
Unilever Nutrition: How we will win

1. Holistically Superior, boldly healthier products

2. World Class Brand Building with Industry-leading Execution

3. Powered by the new Compass Organisation
1. Holistically Superior, Boldly Healthier products

New Product Testing Framework (from 2019)

- REAL HONEST AUTHENTIC
- BETTER FOR ME
- BETTER FOR PLANET
- PRODUCT PERFORMANCE

Old

Product Benchmarking

Clean & Clear Ingredient Label
Sustainable Nutrition
Sustainable Packaging & Sourcing
Product Benchmarking

Holistically Superior products

2019: 75%
2022: 89%

Evaluated products, c.50% of Nutrition turnover
Holistic product superiority drives growth

- Growth & Margin accretion
- Strong growth
  - Reduce Sugar
  - Tax exposure
- Less and NO salt
- NO Sugar
- Record Market Share
- Micronutrient Fortification
- More plant based
Industry-leading Boldly Healthier commitments

‘Future Food’ Commitments 2025

• €1 billion plant-based

• Halve food waste

• Double the number of products with positive nutrition

• Continue to lower calories, salt and sugar

November 2020

Regenerative Agriculture

Pipeline of almost 100 scaled regenerative agriculture projects

November 2021
Unilever Nutrition: External recognition

World Benchmarking Alliance

World Benchmarking Alliance

#1

Access to Nutrition Index – USA

Access to Nutrition Index – USA

#1

FAIRR – Protein Transition

FAIRR – Protein Transition

#1

Sep’21 ranking, top 350 global Food & Ag companies

Oct’22 ranking (the previous done in 2018)

Oct’22 ranking
2. World Class Brand-building

- Holistically Superior Product
- Purpose
- Pop Culture
World Class Brand-building: Hellmann’s

MAKE IT SOMETHING
with Hellmann’s

FRIDGE FULL OF ‘NOTHING’?

MAKE TASTE, NOT WASTE.

WE'RE ON THE SIDE OF FOOD
World Class Brand-building: Hellmann's
World Class Brand Building: Knorr Germany ‘Tik Tok of the Year’
Industry-leading Execution: ‘Owning the Seasons’ in store

**Hellmann’s Brazil**

**Dressings Philippines**
3. The new Compass organisation is working for Nutrition

Simpler, Faster, More Agile

Supply Chain:
- Improved service
- Food waste reduced by 18%
- Faster CAPEX decisions

Category focus

Walmart

Domain Expertise

Unilever Foods Innovation Centre
‘We are all Chefs’

Food Waste reduction in volume, 2022 vs. 2019
Compass Domain Expertise: Organic portfolio simplification

**Data-driven Framework**
- Consumer/Shopper
- Trade-off Sweet spot
- Customer

**Growth Through Simplification**
- #SKUs: -14%
- Turnover per SKU: +43%
- #Recipes: -15%
- #Ingredients: -9%

*Nutrition, Sep YTD vs. 2019*

**Strategic Share Resets**
In summary

• **Unilever Nutrition is a transformed business**, with an attractive footprint

• We aspire to be a **World-class Force for Good** in Food

• We will create value by consistently **growing 3-5% p.a. with modest margin improvement**

• We know how to **win:**
  
  o Holistically **Superior, boldly healthier products**
  
  o **World-class Brand Building**, and best-in-class execution
  
  o Boosted by the new **Compass Organisation**