Unilever Investor Event

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AGENDA

Good afternoon for everyone, for what seems to be a very warm and sunny afternoon here and good evening to a lot of a lot of you who have actually joined online from various parts of the world. Over the course of the next 30 minutes, what I want to bring to life for everyone is that strategy, resource allocation, execution, and financial outcomes are absolutely in sync. That's what I will bring to life for us in the next 30 minutes.

I wish I can create the sensorial experience here using the fragrances from the house of Richard Slater. Unfortunately, I can't. But what I'll try and do is actually give you clarity on the five value drivers which will lead to the value creation algorithm and share with you the confidence that we have in our HPC pureplay growth model, and hopefully make it come to life so that you feel the same.

LEADING PERFORMANCE

TOP 1/3RD FINANCIAL DELIVERY

I think it's good to start with a few numbers to really think from a financial outcomes perspective and this one is really a story of Transform and Perform. You see that across the lines of growth, you see it in profit, and you see it absolutely in cash. You've heard during the course of today, our volume growth over the last eleven quarters have been really top of the peer list, with strong performances coming from our Power Brands.

It's also important to talk about the portfolio reshape. Since the last time we spoke to you, in addition to the Foods separation, we've actually disposed of eight brands in the HPC space and acquired four. That that tells you the rate of innovating towards high-growth spaces to continue to add value.

Profitability, a key driver for us, and it's actually quite impressive when you really look at the gross margin expansion of over 260 basis points, which has actually allowed us to invest significantly behind our brands and behind R&D, and continue to drive hard currency earnings.

2026, based on our view of where we will end, will actually be the third consecutive year where we would have delivered consistently hard currency earnings for this business. When it comes to cash, it's ironic that in today's day and age, what's really top of mind for everyone is cash. If you really look at the AI sector, that becomes visible and actually, an interesting anecdote, when I was passing

through immigration yesterday, the immigration officer actually tried to point out to me what's the world GDP and what's the world debt. It's a staggering number that the GDP is about 125 trillion and our debt is 365 trillion. And he also gave me a suggestion, "Look, if you spend more than what you have, how does it end?" And he said, "Badly." The good news is, that's not us. At 10% or 11% negative working capital, and a 100% cash conversion cycle, we're extremely well-positioned to invest behind our business, return capital to the shareholders, and that's what you see in terms of the 17 billion there.

IN A POSITION OF STRENGTH

Numbers are actually outcomes, and I think Fernando reminds us multiple times. What really makes the difference is the last hour and a half that you heard from Leandro, Herrish, and Priya. That's really how we are going into this new phase from a position of strength. It's really building brands of desire, and there are a few data points there. Today, our brand equity in terms of how we are performing, Unmissable Brand Superiority Scores, are 65% of our business which is stable to growing. Our premium portfolio today is at about 48%, which was a few years ago 42%. That's again a fundamental transformation in terms of how we think about premiumisation. And you heard about Perfect Stores, which actually Benjie and Herrish have been champions for us in different parts of Unilever.

You heard a lot about the digital and content creation, from less than 20,000 to about half a million and more, across macro, micro,

and nano. You also heard on the new business models, where Annie brought to life how actually the capabilities we're learning in China are travelling beyond China to Southeast Asia, and now to the US. And Priya demonstrated well through her presentation and the video, how quick commerce today is growing at 50% plus, and positions us incredibly well. And these are the kind of new business models which I believe are not unique to a market, but actually are all-pervasive. And this is how Unilever is uniquely positioned to learn from one and transfer to the other, and therefore east to west, and west to east.

We'll also talk about Supply Chain, and we'll spend a lot of time on that, because that's going to be a key source of value creation. But even our customer service levels today are pretty much top in the industry. We've spoken about accountability, we've talked about pay and reward structures, and we've also really spoken about a lot of the talent upgradation.

So when I look at all of this, there's also an important element to highlight: is everything working well? Well, the good news is, for most parts, it is working well. We did talk about some of our issues. We talked that our pricing could be better, and that is true. We spoke about some of our brands, and the sassiness of the brands can be better. Rexona is an example. That is true.

But it is also true that we actually enter this phase where we have had the lowest number of our own goals, right? And that is a fact.

When you run a global corporation, we've had our issues in Indonesia, we've fixed them, we've had our issues in Brazil, we've fixed them. We've taken those learnings, with humility, and sometimes on our chin and actually, when I really look at this phase, we are well positioned to really take this forward and drive this forward.

CONFIDENCE IN CONSISTENT DELIVERY

And therefore, I come to here. And this is really a confidence of consistent delivery. And this is actually, we're going to talk about both the value creation model and why these levers give us the confidence to deliver on this value creation model.

Let's start by saying first we're talking about a 4 to 6% growth. And some of you have said, "Why not more?" Right? What we're really talking to here is a multi-year model, which grows through cycles of different growths, different GDPs, different CPIs, different volatility. A 4 to 6% consistent top-line growth is actually top-tier performance from a CPG perspective. But actually, what's more important for us is the next line, which is really the volume growth number. And we've said that. 2% is our floor, and we'll continue to work hard, and I'll give you the reasons to believe on how we're going to do this. Yes, obviously we have looked at it and Fernando's spoken about it, our aim is to really look at 2 to 3, right? But there will be times where there will be more inflation, in which case I think the way we really

think about this is a 60/40 volume price and a 40/60 volume price, depending on the environment that we are really operating in.

It's also important that, look, when we talk about hard currency, end of the day, Fernando doesn't want to generate for Unilever pesos, neither do I want to generate Indian rupees. While I like my Indian currency, I think it's better than the pesos, we are committed to the hard currency earnings. And also you've asked us this question about hard currency earnings is fine, what about hard currency growth? Let's take that one head-on. If you really look at seven years of forex devaluation, it's -2%. If you really look at ten years, it's -2%. If you really look at the last three years, it's -4. If you really look at 2026, it's -2. Right? We are now getting into a stage of normalisation, having gone through, for the reasons Fernando talked about even from an Emerging Markets perspective, that we can actually start to build in some more normalised assumptions on forex.

But look, the answer is very simple for us: top-tier performance means we triangulate, we drive more growth, we will counter the forex, and therefore, we will drive value creation. Now what I will do is actually take each of these elements to bring them to life, and some of the choice of the words is actually conscious. And we'll start with the first one, which is really about growth, and how it's all about razor-sharp focus and absolutely strong, uncompromising resource allocation.

SHARPER RESOURCE ALLOCATION

Let's go with the first one. We'll talk about a market context. The categories of the segments that we operate in, actually, segments is the right word. The 10 segments that we operate in, on a turnover-weighted basis, are continuing to grow at 2% in volume terms. That's a backward view of life, and even if I were to look at a Euromonitor, that's also a forward view of life.

We've spoken about our US and India business, close to 40% of our business, you will see that in the last eleven quarters, we've actually grown at 3.9%. And you've heard both Herrish and Priya talk about why this engine works and why that gives us the confidence to continue to drive volumes. You've seen our Power Brands' growth. Power Brands have been growing higher at about 4.4%. That's close to 80% of our business. And, therefore, that is again a consistent engine that we have now run for many, many, many quarters in the company.

And last, when we really talk about bolt-on acquisitions and we have seen some of the examples, clearly, we buy into narrow verticals, fast-growing spaces where we are actually able to really expand the business, build markets, and, therefore, drive growth.

All this is good, but what are we going to do differently to actually capture this opportunity? Because, one would argue, some of the market growth is available for everyone to play.

RAZOR SHARP FOCUS ON GROWTH

And that's where the importance of a razor-sharp resource allocation comes into play. I will spend a couple of charts bringing this to life. The first one is to really focus on priority cells? This is where we've looked at all cells over 200 million. About 35 priority cells actually still constitute about 50% of our turnover, right? That's again a good level of concentration that you see.

The second element we've really spoken about during the course of the day is the market leaders and the disruptive brands. Sometimes we forget in percentages when a brand like Dove, which is 7 billion, grows 9%, it adds about 600 million of incremental turnover each year, right? That's sometimes it's good to anchor ourselves in absolute numbers in terms of the engine when it fires.

We spoke about digital disruptors. There is going to be one fundamental difference, the way we're going to approach the digital disruptors going forward. And that's really also links in very well into the new organisation model, right? While the innovation, science, and technology will still come from the Wellbeing Collective or the Prestige group who handle it today very well, the deployment of some of these brands and the localisation and the internationalisation will actually come back to the Regional Presidents. It will be in their P&L, they will leverage the end-to-end value chain, they will have a big role to play in terms of the go-to-market structures, and therefore, we are well-poised with this

change to go faster and leverage the benefit from international operations.

And the third angle is obviously the customer angle. And we've said this in the past, some of the customers there are actually equivalent to the top five of Unilever's countries. Therefore, the whole space of joint business plans, how do we make it work, how do we work with them, how do we build with them, and Priya has also talked about creating an ecosystem for quick commerce, which is actually linked to some of these customers.

FOUR LEADERSHIP POSITIONS TO DELIVER ~65% OF GROWTH

This is where we go one click down, right? This is how we have segmented ourselves. It's a country, category, with a clear prioritisation of what we do, right? The first two are very obvious, it's US and India. The next, I leave you as a challenge between you and your large language models, you can figure that out. But the good news is, these cells are all important cells for us, with high growth potential, and this is where we will invest significantly, whether it's our people, whether it's R&D, whether it is BMI. Therefore, in a manner, in the previous chart that I covered, between those three vectors, we will actually put all 100% of our incremental BMI will go towards these opportunities.

The right side of the chart actually brings into picture something which is very interesting for me. When you think about

concentration, right, there is there is a benefit of concentration, and there is also a benefit of diversification. When you really think about the four cells: Dove, India, US, and Deodorants, we start focusing with the right innovation, right sciences, right investments, we can capture about 65% of our growth algorithm from this part of the business, right? That's concentration. Why do I say diversification? But look at the opportunity that we have. When you hear about the frontier markets, when you think about the hard-currency growth we can drive by course-correcting in Europe, that actually gives us the ability to really diversify. And therefore, we are very well-positioned across cycles to really have a play between D and D&E, between growth sectors and frontier markets, to continue to drive the value creation. So, hopefully, that gives you a bit of a sense how we think about from a growth lens.

CLEAR ROLE FOR REST OF PORTFOLIO

There is also this question about, okay, what about the balance? What's the role for the rest of the portfolio? We touched on this in the morning. There are about 20% are non-Power Brands, and they have a role to play, a clear role to play, most notably in Emerging Markets. They help us really manage the price, pack architecture. They help us really retain consumers in our own franchise. In some cases, they actually give us structural cost advantage, scale advantage, which actually pre-empts competition from really playing in. That will continue. We have talked about a billion of disposals. This again, starts from a position of strength. We want to

do this because we believe this is responsible portfolio rotation, which enables us to continuously evaluate opportunities, dispose some of them, and utilise that proceeds either to think from a bolt-on perspective, or deploy it sensibly as per our capital allocation.

We talked about the cluster markets. This is what I keep saying to Reggie, it's the Reggie model of how to really run these businesses. Taking the year that you want to take, the gross margin expansion here has been between 450 basis points to 600, businesses which are growing consistently in mid-single digit, and with eight Power Brands. That's exactly what we will continue to do. And the good news in the new model, a lot of these markets will continue to remain with Reggie, and therefore it's not a question of us having to start all over again, it's really continuing what we've done in the past few years and doing it at pace.

STRONGER R&D FOR COMPOUNDING

Let's talk quickly about R&D. As you heard, Richard really brought it to life in terms of the R&D capabilities for this company. We've made significant investments, whether it's New Haven, whether it is India, and across the value chain, whether it's fragrances, or with partnerships. A couple of things which I really want to highlight is, of course, on a multi-year basis, we will continue to increase our absolute dollar spends that we will do in R&D. We've got a stock of R&D which we're utilising better, but we'll also actually build for

future. And therefore, this is a place where we'll continue to invest ahead of our top-line growth ambition.

Obviously, you heard us really talk about really leveraging India as an R&D hub and significant resources going there. We've got more than 800 scientists, and they really bring it to life in terms of what we are able to build, not just for India, Emerging Markets, but more globally. And you heard enough about the AI, agentic plans today, you heard about partnerships. So, again, a strategic area which actually underpins how we approach this, how we invest behind this to drive growth.

What's not on the chart is also a couple of good examples which R&D, along with supply chain, have actually helped us really build multi-year platforms and innovations. Wonder Wash is a very good example. By partnering with BASF on polymer technology for over a seven-year period, we've actually created something which is unique, which is scalable, and it's one of our fastest-growing innovations in a Unilever space, and with a long runway to go.

Similarly, the partnership that we've had with Galaxy Surfactants is actually fundamentally helping us reshape how we think about surfactants, which is again a critical and important component in our value chain. When you think about this, it's not really just making our capital work, our R&D work, our technology work, but it's also leveraging some of the key partnerships and therefore, again, it

syncs in naturally to what we said is partnering: win with the winners.

INVESTING COMPETITIVELY, INCREASING DIGITAL

This is the other element, Leandro brought it to life very, very well. But there's a fundamental reshape of where we are investing. It's 7 billion of investments from an HPC company perspective, up 2 billion. But about 75% of our media, right, of media is actually deployed in social and digital. We have enhanced our visibility, we have enhanced our deployment capabilities, and I'll come back to that when we really talk about efficiencies.

So, from a combination of razor-sharp focus, uncompromising resource allocation, R&D, and actually investing behind our brands, we are well positioned to drive growth. I'll also say what we will not do, right? It's always good to say all the things that we will do. There is about 10% to 15% of our business where we will not increase investment. Actually, in some cases, we will reduce investment, and that is where we will play the levers, the other levers, which is price, promotions, place to continue to drive value, continue to complement and supplement our portfolio.

CLEAR ROADMAP FOR MARGIN DELIVERY

Moving to the next one. This is an important question in terms of okay, how does all this add up? All the beautiful packs, all the

beautiful R&D, all the innovations, all the execution, finally, it all has to translate into the numbers, right? And this is where we're clearly saying we have a clear plan, or a multi-year plan, with drivers which actually take us from current 19% of margins to the 22-23% range. But the model we really like is really a growth-led, modest margin expansion model, but I will actually unpack what this really means across gross margins, BMI, and what I really call as overheads or productivity initiatives.

It's again good to anchor ourselves in a very quick view of how does our supply chain look like. This is obviously 2025 numbers. Give or take, we're really talking about a 20 billion cost of goods chain with half of that really coming through from surfactants, chemicals, and fragrances.

RE-ENGINEERING OUR COST BASE

So, what are they going to do? We've got three multi-year productivity engines. We've been working very, very consistently. That's really in the space of volume positive mix, it's really on our productivity CapEx, and buying better.

Where we're really adding is a muscle with some of the disruptive solutions that come in the space of value chain integration, rethinking CapEx, and actually, what I called as procurement 3.0. I'll continue to use it till Willem comes up with a better branding for

me, because I don't believe that really does justice to an HPC branded company.

SUSTAIN OUR PRODUCTIVITY ENGINES

But let's pick some numbers in this. The first one really, on our productivity engines. Volume, right? At the end of the day, the model starts with volume. That's what gives you relevancy to consumers, that's what helps you play in the value chain, it also gives you marginal contribution. So, every incremental tonnage that we sell with right mix has got a marginal contribution. We round it off to 60%, internally it is 57. I'll hold everyone to 57, to 57.10, to 57.20, and that's how we really run this. This itself creates us anywhere between 10 to 20 basis points of margin, gross margin expansion.

We talked about productivity CapEx. On a multi-year basis, we continue to invest more than half of it into productivity, do a math of four-years payback, that again starts to give us levers to really add 20 to 30 basis points of margin in really coming from productivity CapEx.

And buying, this has actually been a source of strength for us in multiple years. We have actually beaten inflation, we have bought better, but we also recognise that it's not possible to continue to indefinitely beat the market. We will continue to take those opportunities, but that again remains an important agenda item

enabled by agentic, enabled by technology, enabled by buying better.

RAPID PRODUCTIVITY CAPEX PAYBACK

And these are a couple of examples, because all that sounds very good, and we always look for proof points, and these are two very good proof points for us. Investments that we've made in Deodorants and in Home Care actually has led to significant margin expansion, and importantly, many of our large capital projects today, we finish them on time and within the budget. That's also an important angle. That shows rigour and that shows discipline. In Home Care, and Benjie, you can, you know, talk to him as, this has been a fundamental driver for us to reshape the P&L and actually invest back to really drive what we call as now sustainable growth there.

SCALE DISRUPTIVE SOLUTIONS: VALUE CHAIN INTEGRATION

But this is the other one, which actually then starts to give me a lot of excitement, palpable excitement, and that's really how we are thinking about the extended value chain.

Palm, we are the largest consumers of palm in the world. The backward integration that we have done over multi-years with investments about 700 million in the palm chain and over 300 million in the other actives is actually giving us significant cost

savings, it's giving us resilience, it's giving us traceability, it's giving us better distribution costs, and actually adding significant value to us. And therefore, this is something which we will continue to push actively.

Fragrances, you've heard, so three fragrance houses. I will not belabour the point, but that again is something seriously exciting. What we do on our own and what we do with our partners.

And the last one is really, actually, it's quite interesting. When you intuitively talk to people, when we talk to create a cap hub, or a plastics hub, people don't realise what it really means, how much plastic we use, what's really there in the cost chain. This is where we are actually investing into packaging hubs to really look at many of our packaging items, including a very clear strategic shift towards PET as material. Again, big sources of value advantage.

Another important element, which is not really on the chart, is all of this doesn't have to really be done out of Unilever's own capital. We are not shy of investing behind this because they deliver, but this is where we are actually working with partners for alternative structuring and funding solutions, because you can really amplify some of this and actually capture better value and capture that faster. So that actually becomes an important element for us from this point.

SCALE DISRUPTIVE SOLUTIONS: RESHAPE CAPEX

From a CapEx perspective, now you've seen this. It's not a fundamental reshape with one big difference. We are going to invest for more growth and agility when it comes to Beauty and Personal Care. We will actually drive much harder when it comes to Home Care on cost optimisation. Beauty and Personal Care, just a couple of proof points. We do today a DTC setup in China actually can do 160,000 packs a day to consumers given the flexibility and the agility that we have created. And some of the CapEx that we can actually work with Chinese manufacturers and suppliers, actually can travel for us to different parts of the world and replicate some of these benefits.

In case of Home Care, the focus really is really on what can you dispatch directly, how can you think about load ability in a truck, how can you think about pallets, how can you really think about concentrating liquids so that, you know, the more water you make travel, the more costs you incur? So there's again a very fundamental rewire to think about how do we get these benefits?

And this is again a benefit which we are now realising having separated Ice Creams, having separated Foods. It's giving us the granularity and the detail to go much deeper, go much wider, and actually extract costs.

SCALE DISRUPTIVE SOLUTIONS: PROCUREMENT 3.0

This is another important element. What should be really owned and managed and where can we really leverage experts and partnerships? Some serious quality work done by Willem and the procurement team. We are doubling down on strategic portfolios, which is really surfactants for us, fragrances, chemicals.

We're bringing into the buying teams more materials and technology intelligence. While there is R&D, nothing really like having a buyer and a technologist jammed together when you're really in the middle of negotiations. That's a very different way to really approach buying. We're doing that.

We're actually bringing in risk management. There's something we've built over the last couple of years. Today, we have more options, we have more structures, we have more instruments, and actually it's enabling us to manage risk, but it's also enabling us buy better.

There is another important element to it, and this is also one of the important aspects which we have driven what I call the Reggie model of margin expansion, is really procurement. This is where we have actually partnered with some leading-edge specialists, technology enabled. We have done it for about €3.5, 4 billion of spends, and they are really managing these contracts for outcome basis delivery, not for cost, not for FTE, not for people. And this is something that we will expand across the value chain, and it's our

intention to take this beyond €7 billion over the next few years. That actually then starts to give us a massive buying advantage. You own the advantage, which is on the top, and you leverage partners to drive advantage. What is not so core for us, but it's important in the value chain.

So, hopefully that gives you a good appreciation of how we're thinking about COGS, or the cost of goods sold, which is a 20 billion in the value chain.

BMI: HIGHER IMPACT AND ROI

This is the other aspect, and I love the way Leandro started the presentation. He started the presentation by saying, "The 16 to the 18% BMI has to work. Every dollar, every cent has to work to deliver the impact."

We have talked about content. We have talked about more content. We have talked about the cost of content. We have really talked about websites. So, it's a comprehensive programme.

RAPID ROI: NEW INVESTMENT DISCIPLINE

What I want to spend is a little bit of time to really give you a flavour to what is really game changing for us, which is really the whole concept and the principle of rapid ROI. Actually, this is our new investment discipline in the company. This is an end-to-end process.

You think about allocation. Where do you want to put the money? Because the answer is it always starts to, where do you want to put the money? Whether it's Meta, whether it's TikTok, because if you don't get that right, you start wrong. How do you test some of the assets that you create? And Leandro brought it to life. It's not human testing, it's also, actually, machine testing the content and therefore, the applicability and the connectedness. How do you monitor this? And this is where I think the game is completely changed, right?

Someone last evening was talking about one of our peers being able to deploy money and change money every week. We can do the same, right? The question is not in moving money. The question is really realising, does it work? And that's where we have started to pick a lot of the data signals. It's marketing mix modelling, it's really having that loopback mechanism to what works, and therefore change resources to drive results.

Today, we're live in about six markets, but we will cover 70% of our turnover very quickly over the course of next one-year.

RAPID ROI: DOVE CASE STUDIES

So, let's bring this to life with actually an example from Dove in the US. Each of these cases, it starts with allocate. We started by a choice of a channel and a choice of a partner, and quickly over the course of months, we shifted monies in some cases from Meta to

YouTube, from YouTube to TikTok. And you then start to see that there is a clear step-up in terms of returns. And this therefore really starts to bring rapid ROI to life.

In US, you can do it in four-week cycles. In India, slightly longer. But it's a matter of time that data starts becoming more visible. And this is not just financial data in terms of looking at sales and uplift. It's really the holistic brand measures, because that's how we really then start to make those moves. This again is something of a very strong muscle for us, and therefore I keep going back to impact and effectiveness of these spends going forward.

MITIGATE STRANDED COST, DRIVE PRODUCTIVITY

Let me move to the next topic. We will end up having an amount of conversation on this now, and I'm sure it'll come back in the Q&A. So I'll try and answer as much as I can now. We clearly started with the hypothesis, when we separated Foods, we had stranded costs of anywhere between €400 to 500 million, right? We're still working in that ballpark. Obviously, it's our intention to do better if we can.

It's also a fact that we'll continue to offer transitional service arrangements with McCormick over the course of the next two to three years. That gives us time to really manage this, and therefore handle some of the stranded costs that we are likely to. In an HPC context, given the organisation model change that we have done, really led by how we are thinking about media, content, commerce,

and execution, we're also thinking fundamentally differently about the number of resources that we need.

Where are the big areas where we will take out resources? It's obviously going to be in a leaner centre. You know, centre has to be very lean. Centre has to think multi-year, has to think corporate strategy. That's what we will do.

We're also thinking about, not thinking, actually, Mairéad is leading a lot of work to map roles across. It's a role definition. A Brand Manager has to be the same Brand Manager definition whether it is in US, whether it is in India, or whether it is Nigeria. A Financial Analyst has to be same, and we can't bundle them with multiple other things.

So there are significant opportunities. Over the period of time, we've also picked up many of those non-core applications. We will radically simplify them.

And look, there will be ZBB. Every cost matters. That's what we will focus on. And there's a cultural dimension. This whole Leadership Team is signed up to say "We will not do what doesn't add value". "We will not do what does not add value." That's when you can make choices. You can never make choices, I know, Fernando and I can keep talking about it, but if every region wants to do their own small innovation, it won't work.

But having said that, we also recognise one thing: if we want to really experiment and lead, we have to experiment and lead in demand creation. That is where between Leandro's organisation, Priya, US, and a few key markets, we will experiment, we will learn. When it comes to global processes and functions, we'll just do it. I do not want what I call classically a pilot purgatory. We will kill, we will streamline, and we will move on.

INVESTING TO DRIVE GROWTH & CAPITAL RETURNS

All right, now I need to really pick up pace because I need to get through balance sheet, and hopefully these are easier ones to go. Some of this is very consistent, right? No surprise when we talk about the investment where it goes from growth and productivity, we'll continue to do that.

The only important element for clarity, again, we will say no transformative acquisition, no transformative divestitures, so that we want to be absolutely clear we are in the right portfolio that works well for us. And we'll continue to focus on bolt-on acquisitions as a strategy, and that's really clearly anchored. We have spoken about our dividend payout, we've also confirmed at the time of Foods separation our share buybacks.

CONFIDENT IN ~100% CASH CONVERSION

Again an important one, not to belabour the point, we are very well positioned when it comes to working capital. We're pretty much second in the sector, but the real focus for us is to use a zero-based inventory approach, which is really with intact teams working through enabled by technology to actually unlock about 350 million of inventory, that's give or take between three to four days of inventory that we will reduce.

We will have opportunities both in debtors and creditors, but at a headline level, we think we'll have some headwinds in debtors notwithstanding the process efficiencies, we have some opportunities in creditors, but on a fundamental and a structural basis, we will unlock cash to continue to maintain or drive 100% cash conversion.

SIGNIFICANT CASH INFLOW FROM FOODS TRANSACTION

This is again an important element, when we are on the topic of cash, is again the McCormick separation, broadly in line of what we had shared with you, we had talked about the proceeds which are likely to come in.

We talked about the separation cost and the tax cost, broadly running to the ballparks that we talked about, we are likely to have a slightly higher number of cash which is available if all things go according to plan.

Which also means that two things, a. we don't refinance any debt in this market in 2027. We actually will use the proceeds to pay down debt, and that's an important element. And our net debt to EBITDA is also likely to be below two in 2027 and it'll normalise as we think about '28 and '29.

And the whole Foods transaction is pretty much on track. Our internal ambition continues to remain to get this done faster. We have done everything that we can control on time and in record ability, which absolutely gone very well. Now we need to make sure we just work through some of the regulatory elements to it and hopefully, fingers crossed, they'll go well. We have pretty much committed to trying to do this faster, while our commitment has really been middle of next year.

INVESTMENTS & JVs OFFER FLEXIBILITY

This is again an important element, sometimes perhaps not well appreciated and understood. And I think it's important to highlight. We have two stakes. We actually have three joint ventures and stakes in the Magnum Ice Cream Company and in McCormick. We will have dividends coming through from next year, and I think that's an important element. Not for me to guestimate and estimate, but you can get a realistic sense if you really look at these companies. That's likely to come into our earnings.

This also gives us financial flexibility, right? From a Magnum perspective, we have no constraints in terms of leveraging it for the right reasons. McCormick has a one-year restriction, but if I really look at that perspective, that clearly gives us that ability. We have an interesting and an important JV with Lipton, where we continue to get about 200 million of income, but that's also an important element which is on our balance sheet.

And all of this is not recognised in our net debt to EBITDA. Just want to make sure that there is clarity on some of these elements.

DISCIPLINED APPROACH TO M&A

This really remains unchanged. So, absolutely, I'm not going to go through line by line. But what I get excited is, it's still M&A only on Beauty and PC. It's US for US and the world, it's India for India and Emerging Markets. Some of the attributes we've spoken about and I will not repeat, but that remains consistent and unchanged.

This is also an important one we have talked about is really a proven track record. We have reduced the number of M&As that we have done. We've had a significant step-up to the success rates. And actually, we are able to double some of the sales in two years of timeframe. And two very good examples on the right side, Dr. Squatch has enabled us to actually regain category captaincy and leadership all across and the market shares in the US, and Minimalist,

Priya had actually talked to you about how it's the fastest 100 million-growing brand for India.

HIGH CONFIDENCE IN VALUE CREATION

Therefore, when I come back to this, this is really the story for me which gives us high confidence in our ability to deliver the value creation model.

And many of those elements are fairly intuitive, right? Because there is no change to all of them. What has changed is we will deliver. We are confident of delivering in this consistent range.

What I always say is I want to be boringly consistent because to me, a compounding story is consistently exciting. That's where really want to focus this business on and that's how we really want to go.

NEW REPORTING - PRIMARY

Obviously, there will be questions on some of the hygiene and accounting and reporting, and important, given the changes that we've spoken about. We will report our primary lens will really be Beauty and Personal Care, and Home Care, and others. Before you ask me, others is predominantly India Foods and RTD Lipton sales.

It's not BPC or HPC, and therefore, that's where they come in. They're critical. I want to clarify [India Foods] is not up for disposal. That's not up for sale, as some of you have asked me.

The primary lens we'll still continue to give commentary to the market on each of the 10 segments like we do today.

NEW REPORTING - SECONDARY

On a secondary lens, this is very intuitive again. The only difference you will see is that we report Asia as one Asia, because that's more reflective of the consumers, the channels, and therefore, is better representation of what this really means in terms of growth. And you have the split between Emerging and Developed Markets.

Over the course of the next few weeks, I.R. will give you a proper timeline in terms of when and where some of this information will be available. And post-year-end, will also actually give you audited historical financials restated to make sure that you have the comparability for your models.

ENTERING 2027 WITH MOMENTUM

Therefore, my last chart is really, it's same old, same old. We're committed, confident to really deliver as we enter this business with momentum. Momentum is not to then start to say extrapolate the 6 or the 7% growth. Momentum is really to say that look, the model

works. We're delivering consistent volume growth. We are driving productivity. We are investing behind our brands, and we are very well-positioned.

Life is volatile. A lot of you were asking me questions on my range of inflation estimations, at the time of the results, crude was 117. The last I checked is crude is 102. Look, we all make assumptions and I think there are reasonable assumptions to make because when I really think about the fundamentals and the supply, the situation is significantly better. It will be inflationary, so therefore, the ballpark numbers that we are quoting are in the right ballpark. That gives us the confidence to then say that, "Look, we can grow this business."

We're likely to see more pricing than volume in 2027 perspective because of that reason, but we are committed to driving the growth algorithm and really driving the modest margin expansion. And on that note, I'll invite Fernando back onto the stage to do summary comments, and then we'll move into the next section.