



WELCOME TO UNILEVER INDONESIA

Mandiri Investment Forum (MIF) February 2023

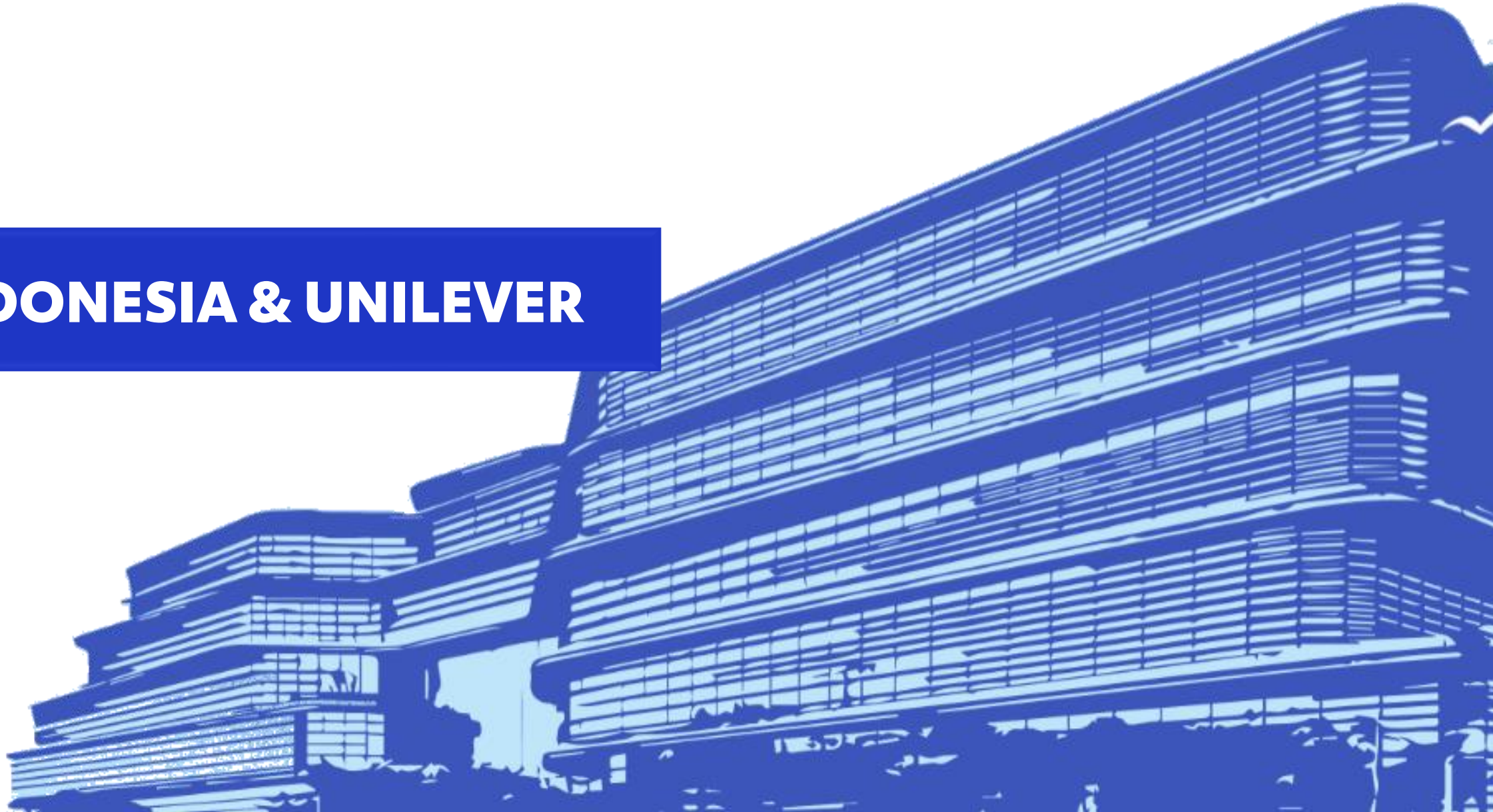


1. Indonesia & Unilever

2. Strategic Priorities

3. Business Performance

INDONESIA & UNILEVER



INDONESIA

273 Mn

Population, 4th
largest

85%

Muslims, followed by
Christian, Hindu,
Buddhist

70%

at productive age (15-64
y.o.). 54% are Millennials &
Gen Z



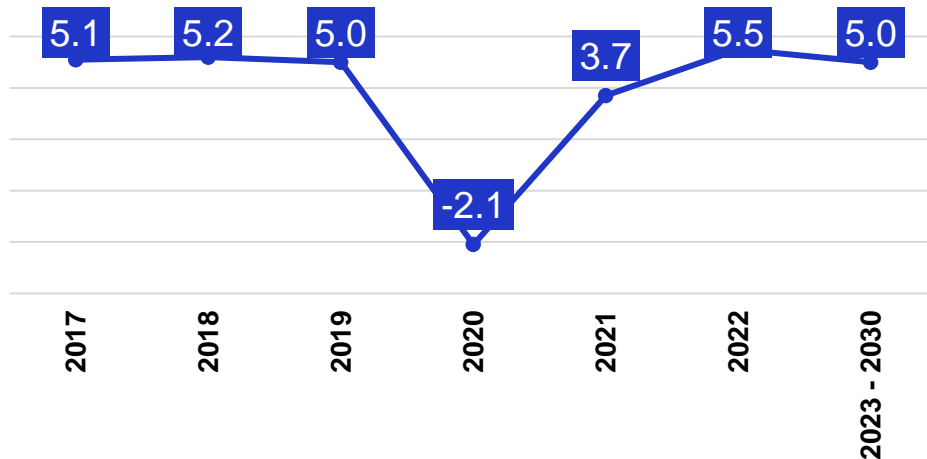
17,000 islands, 1,128 ethnic groups, 700 dialects

UNLEASHING THE FULL OPPORTUNITY OF INDONESIA

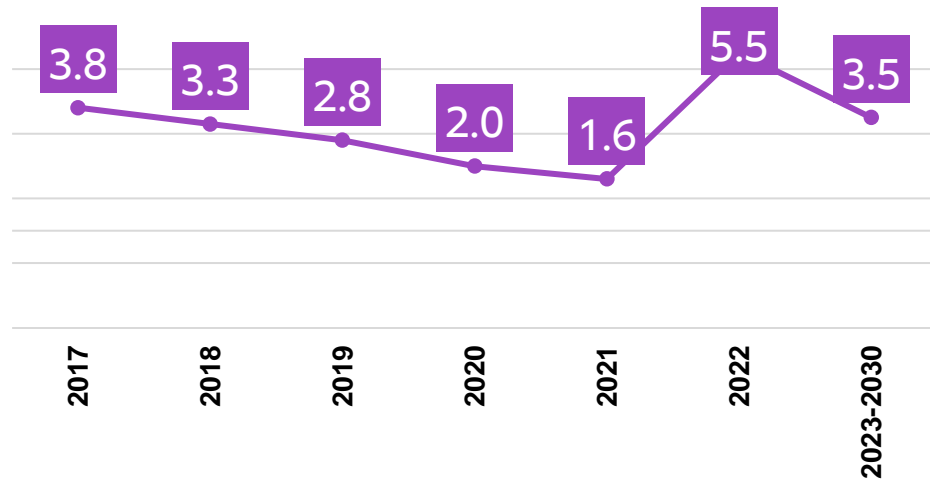


Indonesia is projected to be the 7th Largest Economy in the World by 2030

GDP projected at +5% for the next 5 years



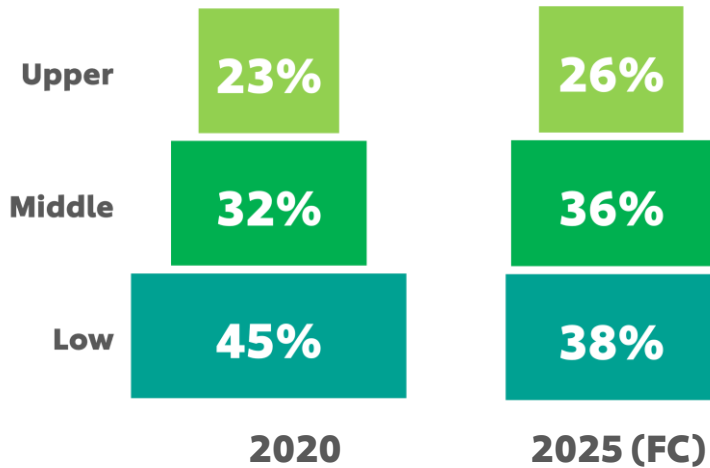
Inflation is peaking in 2022, projected to be stable at 3-4% next year



WITH BIG ROOM FOR GROWTH

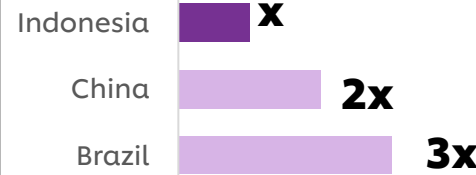


Rise of Middle-Upper Consumers



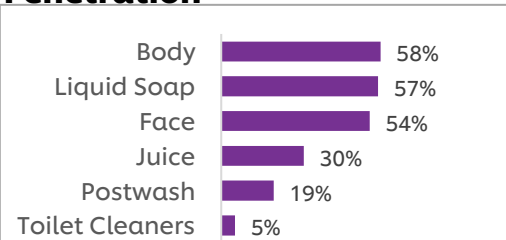
Market Development Opportunities

FMCG Per Capita Consumption*



*Source: Euromonitor. FMCG Value Per Capita

Categories with <60% Penetration



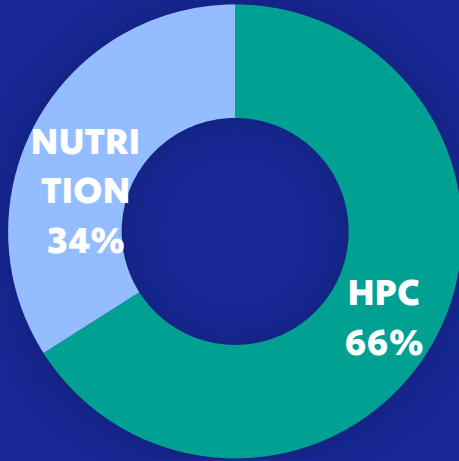
Accelerated Digitalization

74%
Internet Penetration in Indonesia

190 Mn
Social Media Users (+12.6%)

8x
Indonesia digital economy is forecasted to grow by 2030

UNILEVER INDONESIA: 89 YEARS GROWING WITH INDONESIA



USD 2.6 Bn Sales (2021)

**Category Leadership in
>80% of our Business**

Top 10

Company in Indonesia
Market Capitalization of

USD 12 Bn

Unilever owns 85%

43 Brands

Our products are available in
3.2 million stores

**#1 Employer
of choice**
for 9 consecutive
years



Every household
has at least one of our products

SCALE BRANDS ACROSS CATEGORIES & STRONG OPERATIONS

78% of Business is coming from the Top 15 Brands

€ 200mn+	  
€ 100mn+	  
€ 50mn+	      
≤€ 50mn	      and more ...

Operations



8 Factories
(2 Rungkut, 6 Cikarang)



600+ Distributors
(472 Dry + 135 IC)



2400 trucks that shipped
our product every day,
nationally



220 million cases sold per
year

STRATEGIC PRIORITIES



OUR VISION

To earn the love and respect of every Indonesian by positively impacting their life everyday, everywhere

OUR AMBITION BY 2030

Double the Household Spending on Unilever Products

USD 40 / Household per year → USD 80/ Household per year



UNILEVER INDONESIA: 2025 STRATEGIC THRUSTS



Strengthen and unlock Core

Product superiority

Market Development

Reverse the decline in Brand Power



Play Full Portfolio

Drive Premiumization

Build Tier-2 portfolio in select categories



Build Execution Powerhouse

Win in Minimarket & eCommerce

Future-Fit Distributive Trade



Transformational Capabilities

Capabilities in Modern Trade & eCommerce

Drive Cost Leadership

iOps For Operational Effectiveness



Sustainability at Our Core



#1. STRENGTHEN AND UNLOCK CORE

STRONGER CORE TOP 15 BRANDS

78%

Turnover Contribution

6 out 15 Brands

with Market Share > 40%
(Rexona, Pepsodent, Royco, Bango,
Sunlight, Buavita)





#1. STRENGTHEN AND UNLOCK CORE

LEADING IN PRODUCT SUPERIORITY



More than **65%** products are superior

PURPOSE-LED INNOVATION FOR MUSLIMS



Increase Relevance in our Brands



Market Education For Muslim-relevant Occasions & Higher Benefit Products

REVERSE THE DECLINE IN BRAND POWER



STRONGER ADVERTISING

- **100%** Green & **50%** Unmissable Assets
- **+35%** Media Increase YTD Sep'22
- 100 SOV/SOM across the categories

MULTI-ENGAGEMENT PLATFORMS



#1. STRENGTHEN AND UNLOCK CORE

Market Development Across Pillars

More Users

8 categories where UL plays have =< 60% Category Penetration
Liquid Soap, Body Care, Deo, Face, IC, Juice, Toilet Cleaners



More Consumption

7% CAGR 23-25

2011
Chicken Soup



6th Top Dish

2017
Fried Tempe



1st Top Dish

2022
Meatballs



1st Beef Dish

Owning Season



Owning Top Dish







Nutrition (Retail) YTD Sept'22 +8.1% sales growth

More Benefit





#2. PLAY FULL PORTFOLIO

DRIVE PREMIUMIZATION

14% CAGR 23-25



BUILD VALUE BRANDS in Dishwash and Skin Cleansing Liquid

20% CAGR 23-25





#3. BUILD EXECUTION POWERHOUSE

Future-fit Distributive Trade

52% contribution

SoliDT

Partnership program with DT to unlock competitive growth



Bringing the Scale & Efficiency

DT consolidation from 600 in 2019 to 474 today



Step Up Digitalization & eRTM

Win in Minimarket

20% contribution

Get the basics firing:

- Improve SKU productivity
- Land Strategic Pricing
- Healthy Inventory



Partner to Win



Customized innovation for Minimarkets

Accelerate dCommerce

CAGR +26%

15% channel cont. by 2025



Right Portfolio

Designed for eCommerce Portfolio



Demand Creation

Media spend on digital platform.
Win key dCom shopper events



Build Strong dCom Capability



#4. TRANSFORMATIONAL CAPABILITIES

PLAN

DELIVER & EXECUTE

COLLECT

SIMPLIFY

'Edge To Edge'
Integration Process



CONSOLIDATION.
ELIMINATION

**Unlocking Team
capacity**

30% of time efficiency

AUTOMATE

Enabled By Simplified,
Connected Technology



MACHINE LEARNING
AUTOMATION

90% Big Technologies
deployed in the integrated
ways

UNLOCK

An Outcome Focused
Organization



MEANINGFUL WORK

**Customer obsessed and
data driven decision
making**

PARTNER

Partnership That
Unlock Value

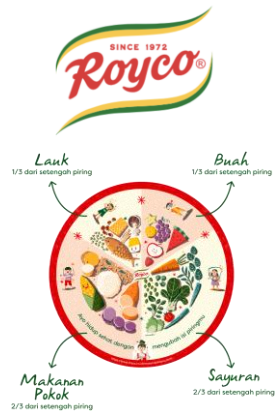


LEVERAGE EXPERTISE

**Partnering with
experts in industry**

75% of our Brands are over-indexed in attribute of "bringing positive impact to environment and society
(Kantar Worldpanel – SLP Attribute)

Improve People's Health Confidence and Wellbeing



Improve the Health of the Planet



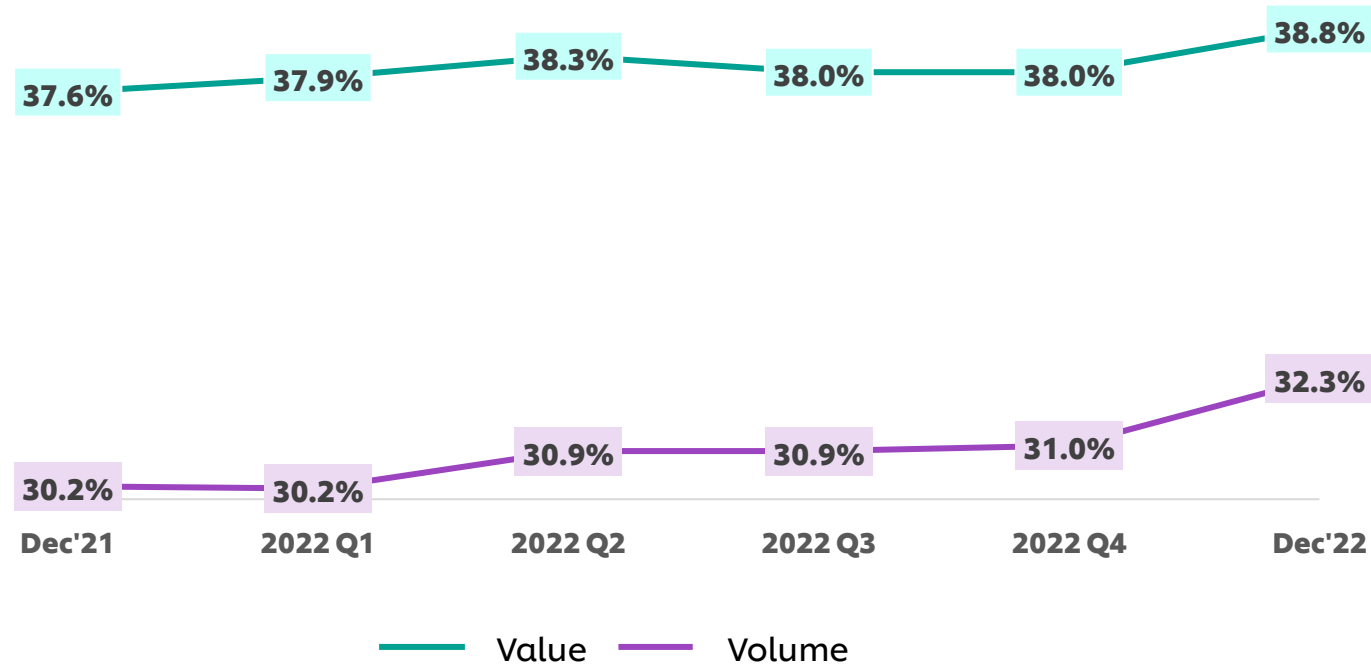
Contribute to a Fairer, More Socially Inclusive World



BUSINESS PERFORMANCE



Unilever Market Share



Unilever Indonesia has successfully maintained its market share and won the market share at the exit year compared to last year

Thank you



Ira Noviarti (President Director), Vivek Agarwal (CFO)