This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as ‘expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should’ and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward-looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.
Ira Noviarti
President Director of Unilever Indonesia
GDP remains resilience at 5% driven by domestic consumption.

After the peak in Q3, inflation is expected to be maintained at around 3%

Household FMCG basket continues to increase in value while managing the volume as impact of inflation
We delivered FY 2022 with 4.2% net sales growth, and net profit at IDR 5.4 Tn.

Competitive growth has progressed well with ULI market share exiting 2022 at 38.8%, higher than closing 2021 at 37.6%.

2022 performance is the result of our focus in landing the Strategic Priorities and strengthening the fundamentals of the business.

Price vs Cost Agility: Landing the price increases while balancing with nett cost inflation and competitiveness.
**CONSISTENT & PROFITABLE GROWTH**

**FY 2022**

- **Net Sales**: 4.2%
- **Reported GM**: 46.3%

**Reported Net Profit**

**IDR 5.4 Tn**

**COMPETITIVE GROWTH**

Exit 2022 with stronger market share vs the beginning of the year.

- **Value**:
  - Dec'21: 37.6%
  - 2022 Q1: 37.9%
  - 2022 Q2: 38.3%
  - 2022 Q3: 38.0%
  - 2022 Q4: 38.0%
  - Dec'22: 38.8%

- **Volume**:
  - Dec'21: 30.2%
  - 2022 Q1: 30.2%
  - 2022 Q2: 30.9%
  - 2022 Q3: 30.9%
  - 2022 Q4: 31.0%
  - Dec'22: 32.3%
Focusing on Five Strategic Priorities has led us improved performance

1. Strengthen & Unlock Core with Market Development program & impactful innovation

2. Developing our **full portfolio play** across consumers’ segment

3. Build the **execution powerhouse**

4. E-everything, including **Data Driven Capabilities**

5. **Sustainability at Our Core**
1. Strengthen & Unlock Core

More than 65% products are superior

25% brands gain more penetration in Q4

Increasing media investment

Advertising as % of Net Sales

- Sunlight Korean Strawberry
  6.9% Penetration in Y1 launch

- Paddle Pop Upin Ipin
  6% Penetration since launched in Q1

- Feast Pop
  1% Penetration since launched in Q4
2. Play Full Portfolio

**Drive Premiumization**
25% Contribution to total ULI Sales

*TO of SKU in API 120+

Vaseline Gluta-Hya
+210bps share gain in Total Vaseline Serum

PAM Ultimate Serum
Increasing PAM Penetration by +20bps Amongst LSM 7+

**Play in Value Segment**
+30bps share improvement in L3M vs LY

Launching strategic new brands on the value segment

*TO of SKU in API <80 and coinage price GT
3. Be the execution Powerhouse

STRENGTHENING THE FUNDAMENTAL

Improved Fundamentals

- **More stores:** increasing active outlet by +5%
- **Better stores:** double digits increase in assortment
- **Healthier inventory**
- **SolIDT Partner to Win** program launched

Future-Fit DT

- Fewer Bigger Healthier Distributors
  
  The number of distributors has been reduced from 568 (2020) to 470 (2022).

  ![DT Size Growth Graph]

  - 0% in 2020
  - 12% in 2021
  - 25% in 2022

- Improved Distributor Profitability

Increased competitiveness in MT

- Increased market share at MT channel in L3M & exit Dec

  ![Competitiveness Graph]

  - Value
  - Volume
3. Be the execution Powerhouse

**TURBOCHARGING D-COMMERCE**

Unilever Indonesia d-commerce: +48% Growth in 2022
Improved profitability

**DESIGNED 4 CHANNEL PORTFOLIO**

Launched designed for d-commerce innovations

**CREATE AND CAPTURE DEMAND**

Best in class execution resulting top rank award during Mega Campaigns

Multi-platform livestreaming, contribute up to 40% incremental GMV

**TiktokShop** launched, generate 5.8 billion IDR in 4 months of launch
4. Data Driven Capabilities

BE THE GAME CHANGER IN E2E CUSTOMER OPERATION

1. **Rapid respond for demand changes** by the new supply planning system Kinaxis, reduced the process by 3 days.

2. Promo planning & forecasting integration delivers **better services and inventory optimization**.

3. MT billing Time **reduced by 7 days**.

4. Simplification, connected by technology, has delivered **10% of people's productivity**.
View of 2023

Market will continue to be optimistic in 2023 with all the restrictions having been released.

Our strategy continues to align with long-term key imperative; focus on leading Market Development and winning the consumers in many Indonesia.

Commodities will remain uncertain therefore we will continue to invest for growth while managing inflationary pressure. Maintaining cost and saving discipline.
Vivek Agarwal
Chief Financial Officer of Unilever Indonesia
Positive sales growth in FY 2022

**Sales**
- Net Sales Growth
  - FY 2022: +4.2%
  - Q4 2022: +1.7%

**Gross Margin**
- Reported GM
  - FY 2022: 46.3%, -3.4%
  - Q4 2022: 42.6%, -5.1%

Pressure from commodity inflation offset with price increase and savings

**Net Profit**
- Reported Net Profit
  - FY 2022: IDR 5.4 Tn, -6.8%
  - Q4 2022: IDR 753 Bn, -45.4%

FY Domestic Sell-Out Growth 5.6%

Continue invest behind the brands
### EPS FY 2022

**IDR 141 per share**

### Strong cashflow delivery in FY 2022

**IDR 7.5 T**

**+4.5% y-o-y**
2022 Domestic Sales Growth by Division

**HOME & PERSONAL CARE**
- **Q4:** 1.8%
- **FY:** 3.6%

**FOODS & REFRESHMENT**
- **Q4:** 1.1%
- **FY:** 5.7%

**BEAUTY & PERSONAL CARE**
- **Q4:** 6.3%
- **FY:** 6.7%

**HOME CARE**
- **Q4:** -7.0%
- **FY:** -2.2%

**FOODS & REFRESHMENT**
- **Q4:** 0.1%
- **FY:** 4.5%

**UNILEVER FOOD SOLUTION**
- **Q4:** 18.6%
- **FY:** 28.6%
Result Summary

- **USG FY22** +6.7%
- High double-digit growth in Oral and Deo and continue strong growth in Skin Care
- Competitive growth in BPC where total BPC gaining market share in L3M vs P3M both in value and volume.
- Continue focus on driving Stronger Core and Market Development, especially in Skin Care, Oral Care, Deo and Hair Care.
Result Summary

- **USG FY22 -2.2%**
- Consistent strong growth in Fabric Cleaning.
- Growth competitively with total HC consistently gaining both value and volume share supported with share growth in all categories.
- Significant volume market share gain in Dishwash (+580bps) in exiting 2022 compared to closing 2021 through establishing competitive pricing.

Superior Products

Play Full Portfolio

Market Development

Purposeful Innovation
Result Summary

- **USG FY22 +4.5%**
- **Double digit growth** in Savoury and Beverage.
- Sustaining market leadership in Foods.
- Ice Cream is still facing competitive challenges but starting to make progress with value market share exiting 2022 +120 bps compared to closing 2021.
Result Summary

- **USG FY22 +28.6%**

- Riding on market recovery with strong reach & penetration drive, offline and online.

- Strong growth from Top 10 products, driven mainly by improved penetration led by Bango, Knorr & Royco.

- Continue to become growth engine for Unilever Indonesia.

**Improved Penetration**

Customer cooking demos/ideation 87 internal team's trainings & encourage the customer to cook using Knorr product

**Design for Channel**

New customers & menu in Chain Restaurants to increase the brand awareness

**Purposeful Brands**

The launch of Vegetarian Butcher to address the needs for vegan customers & Knor is continuously maintain the superiority the product by delivering healthier product

**Campaign to encourage chefs to be innovative through new menu concepts, techniques & healthier ingredients**
Gross Margin pressure due to significant commodity cost inflation in 2022, offset with price increase and savings to fuel the company growth.

Stepped up advertising spending to 7.4% of sales.

Strong cash flow therefore reduction in financing cost.
Pressure in Gross Margin from material inflation and one-off cost and continue to invest behind our brands in Q4 2022

- One-off cost in Q4’22 due to portfolio transformation.
- Gross Margin pressure continues, balancing between material inflations, consumer price correction to maintain competitiveness and savings.
- Continue our commitment to step up media investment.
Thank you

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