

PT Unilever Indonesia Tbk

UBS OneASEAN Conference

31st May 2023



 Bersih Berseri di Bulan Suci

RINSO MICELLAR SOFT

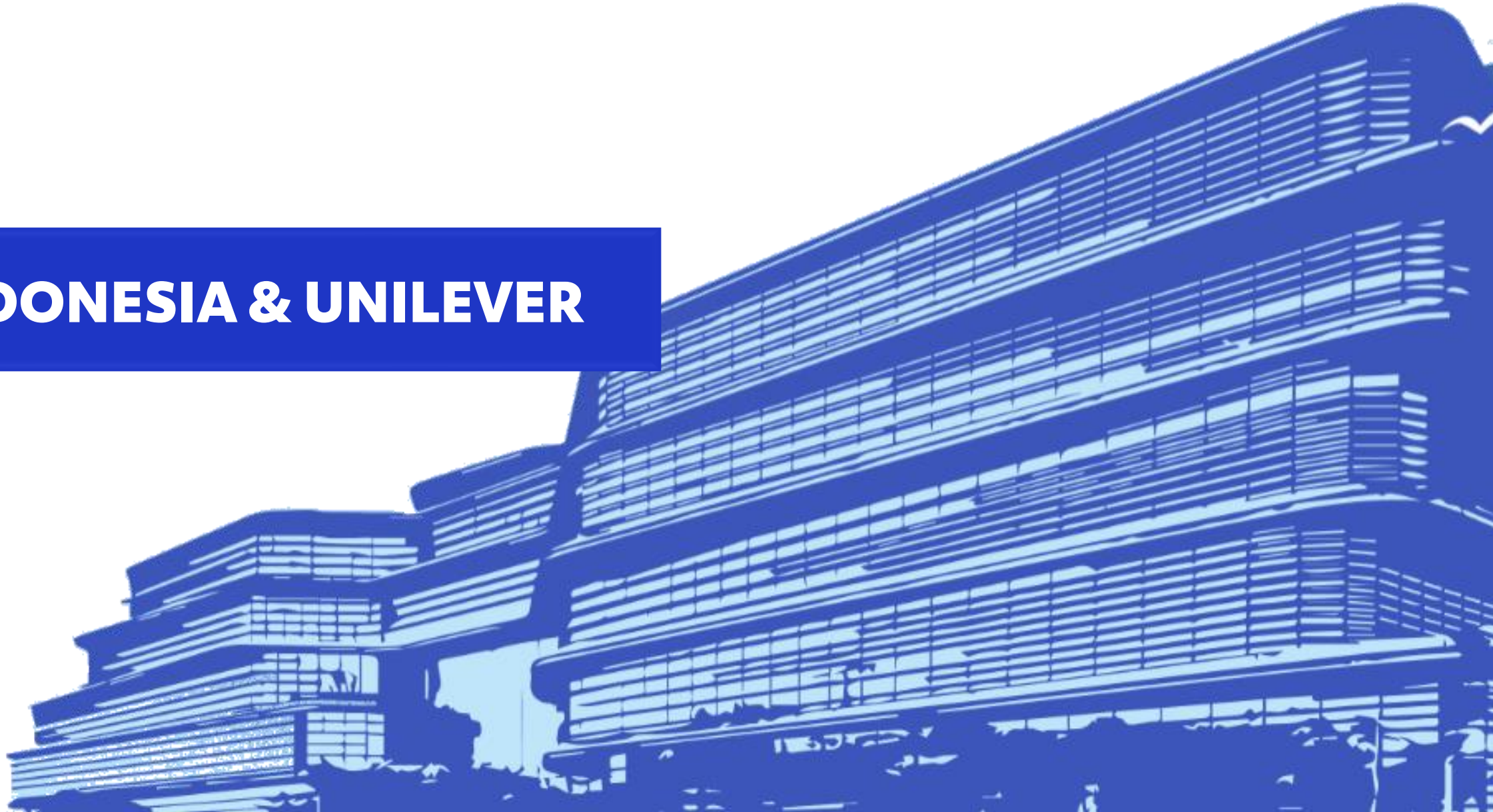
Tangguh Angkat Noda
Lembut di Tangan & Pakaian



BERANI KOTOR DEMI KEBAIKAN ✖



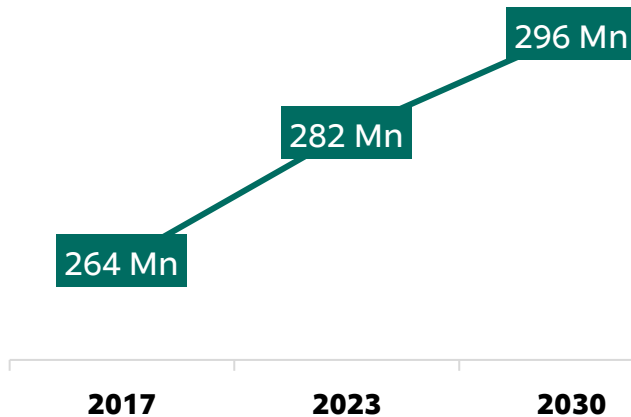
INDONESIA & UNILEVER





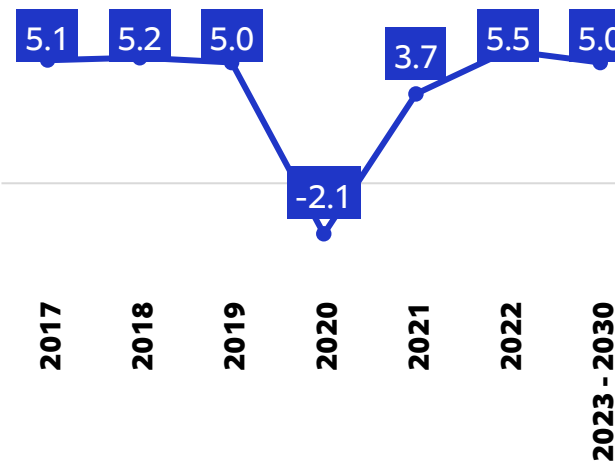
Indonesia is projected to be the 7th Largest Economy in the World by 2030

**4th largest population, additional
~2Mn / year**

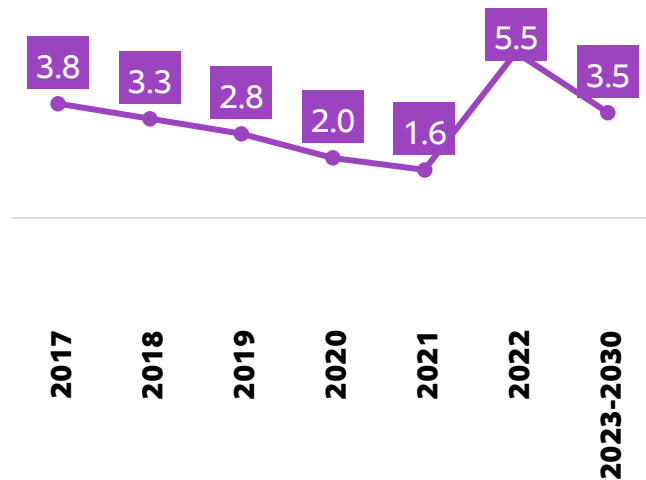


Bappenas, BPS

**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



Bigger Consumer Size

282 Mn

Population, 4th largest

70%

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

13 Mn

Increase in Productive age in the
next 7 years



Urban Population

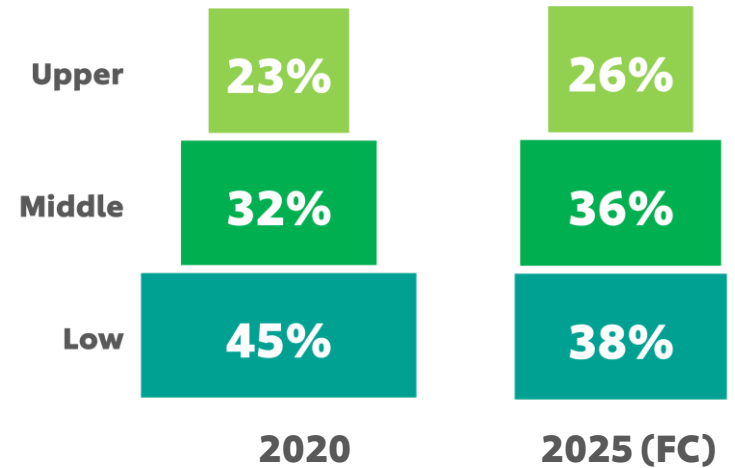
43% in 2005

62% Now

78% in 2030



Rise of Middle-Upper Consumers



WITH BIG ROOM FOR GROWTH



Geographical Growth

Outer Islands have huge white space for growth

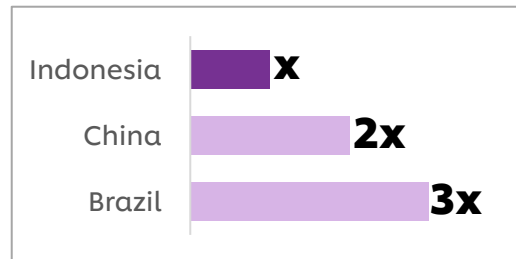
Greater Jakarta	+7%
West Java	+4%
Central Java	+9%
East Java	+8%
Sumatera	+14%
Other Islands	+9%

Kantar, YTD Oct 2022



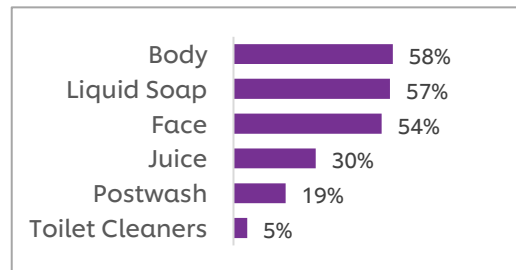
Market Development Opportunities

FMCG Per Capita Consumption*



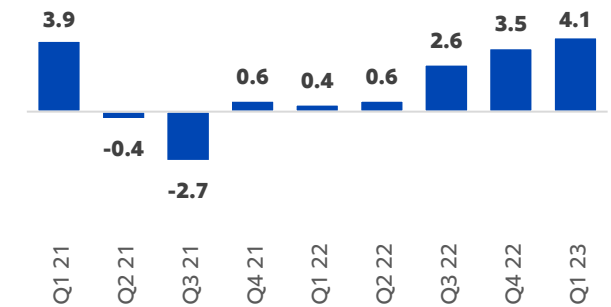
*Source: Euromonitor. FMCG Value Per Capita

Categories with <60% Penetration

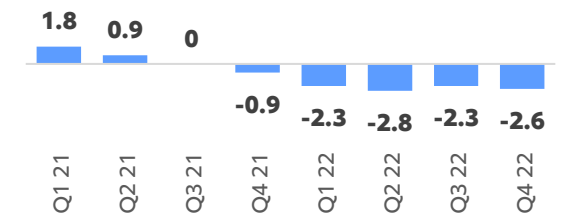


Recovery in HH Spending driven by price

SPEND / HH

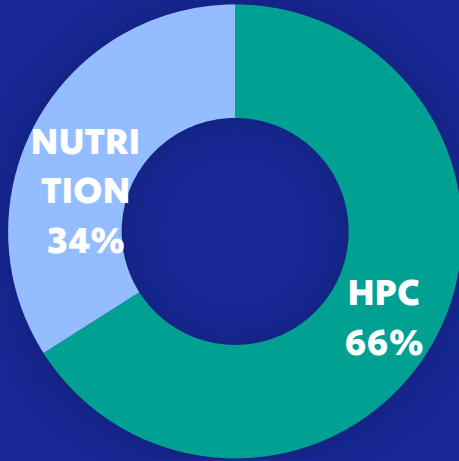


CONSUMPTION / HH



Kantar Homepanel report

UNILEVER INDONESIA: 89 YEARS GROWING WITH INDONESIA



USD 2.8 Bn Sales (2022)

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

Top 10

Company in Indonesia
Market Capitalization of

USD 11 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 WITH STRONG OPERATIONS

78% of Business is coming from the Top 15 Brands

USD 200mn+



USD 50mn+



≤USD 50mn



FY 2022

Big Operations



8 Factories
(2 Rungkut, 6 Cikarang)



Support and full access
to **8** Global R&D Centers



607 Distributors
(467 Dry + 140 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

Bigger – Better Innovations



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

Integrated Operations (iOps) For Operational Effectiveness



Sustainability at Our Core

1. Strengthen & Unlock Core

Leading in Product Superiority

More than **65%** products are superior



Stronger and Better Communications



More User, More Usage

8 categories have > 65% Category Penetration

Oral, Soy sauce, Soup stock, Dishwash, Fabric Cleaning, Fabric Conditioner, Skin Cleansing, Tea

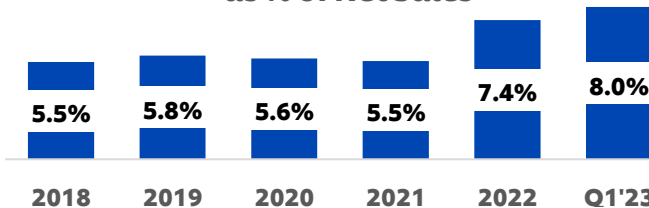


64% TO brands gain higher share in seq. L3M



Increasing media investment

Advertising as % of Net Sales



REACH UP: DRIVE PREMIUMIZATION

Premium segment sales grew by **17.7%** in Q1'23.

Market share in premium segment: **54% MAT Q1'23**

Driving Serum & Micellar as the growing segments in Beauty Category



Vaseline Gluta-Hya



Pond's Sun Serum



Dove Micellar Shampoo

Driving Core+ benefits, riding on the natural trend in Personal Care



Lifebuoy natural



Pepsodent Herbal

2. Play Full Portfolio

REACH DOWN: SERVE VALUE SEGMENT

COMPLETE PORTFOLIO in Home Care and Skin Cleansing with launching value brands in Q1'23.

Right asset in place to continue gaining market share in 2023 onward.

Tier 1



Tier 2



Lifebuoy Dishwash

Tier 1



Tier 2



Glow&Lovely Body Wash



#3. BUILD EXECUTION POWERHOUSE

Future-fit Distributive Trade

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

Get the basics firing:

- Improve SKU productivity
- Land Strategic Pricing
- Healthy Inventory



Partner to Win



Customized innovation for Minimarkets

Accelerate dCommerce



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

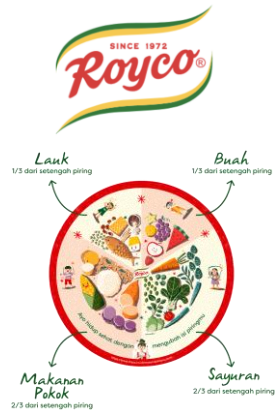


LEVERAGE EXPERTISE

**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



- 100 million nutritious plates since 2019.
- School Health Program: 15 million+ students in 58,000+ schools since 2016.

Improve the Health of the Planet



- 29k ton plastic waste collected through waste banks in 2022.
- 34k ton plastic waste transformed into Refuse Derived Fuel (RDF) in 2022.

Contribute to a Fairer, More Socially Inclusive World

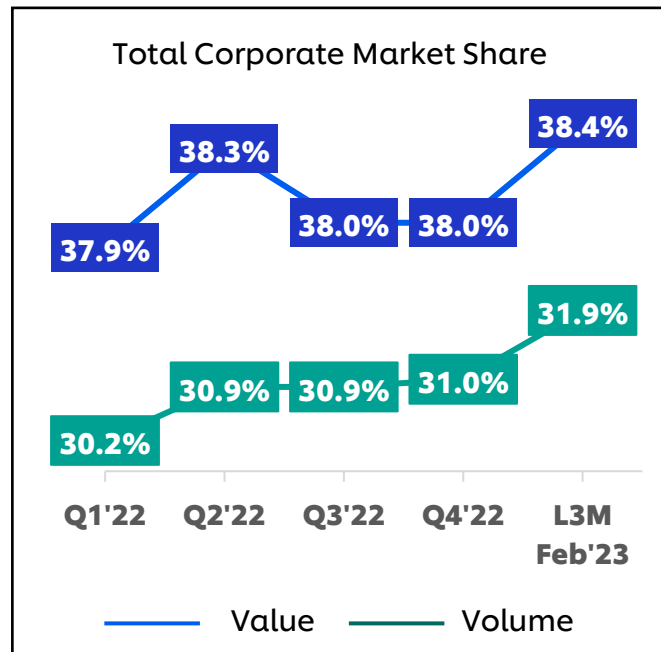


- Glow & Lovely scholarship for 330 young women since 2017.
- Drive equal opportunities for women through leadership for Women in Business Action Council (WiBAC), a legacy project of B20.

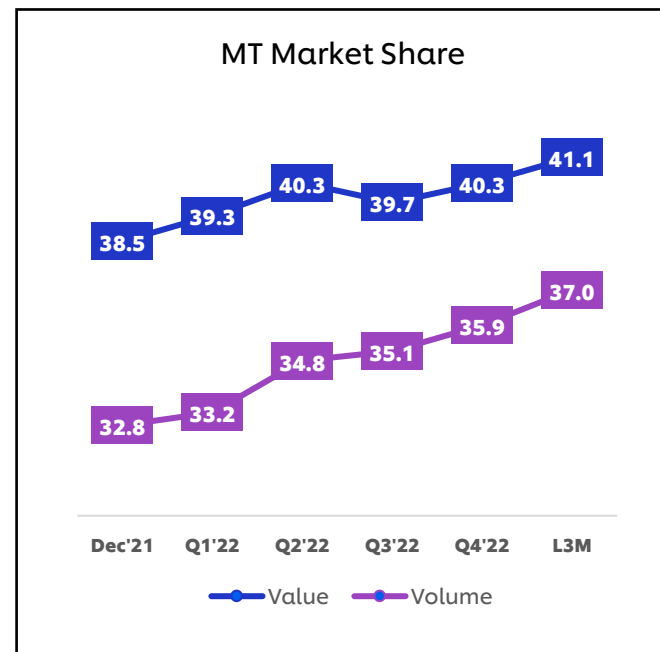
EXCELLENT EXECUTION OF STRATEGIC PRIORITIES STARTED TO TRANSLATE INTO RESULT

PROGRESSION IN MARKET SHARE

Stronger L3M is driven by 11 out of 15 categories



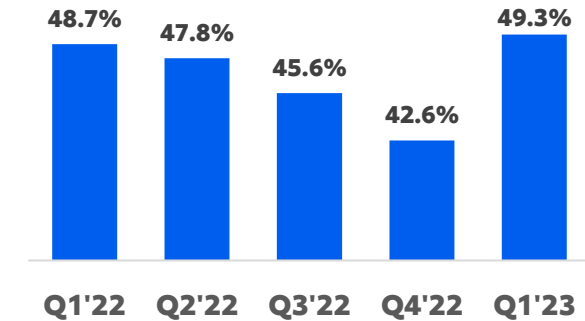
Increase Competitiveness in MT while maintaining DT share



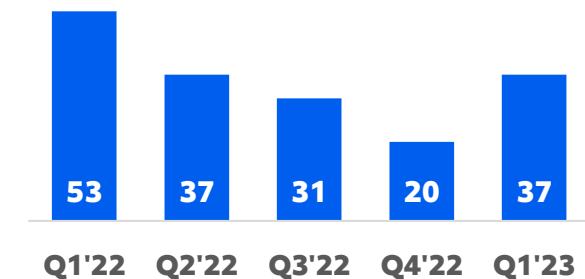
Source: Nielsen Retail Feb 2023

MARGIN PROGRESSION

Improvement in GM% as commodity prices eased



Higher EPS compared to last 2 quarters

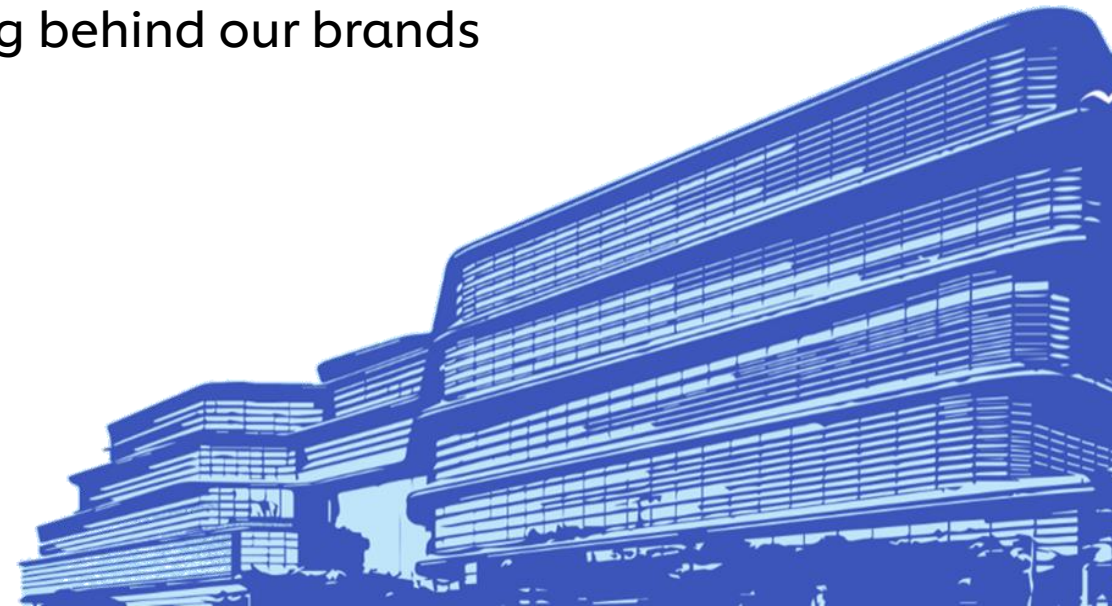


View of 2023

Market in L3M April'23 was showing a slowdown compared to P3M at -4.4%, with festive impact is less than expected.

We continue with our strategy on leading Market Development and winning the consumers.

Focus remains on growing competitively and investing behind our brands while managing inflationary pressure.



Thank you



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