

Unilever

PT Unilever Indonesia Tbk

H1 2025
Earnings Call
July 31st, 2025



LIFEBUOY MERAH PUTIH



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.

PT Unilever Indonesia Tbk Earnings Call H1 2025

Benjie Yap
CEO



Focus on Strategic Priorities to deliver consistent performance

1

Continue to deliver underlying business improvement.

2

On track to deliver growth starting Q3 2025.

3

On track to separate Ice Cream by end of 2025.

Q2 2025 Net Sales

IDR 8.7 T

-2.5% vs LY | -7.7% vs Q1

Domestic: -2.6%

UPG +1.6% | UVG -4.2%

Export: +2.1%

Q2 2025 Gross Margin

48.0%

-143 bps vs LY
-12 bps vs Q1

Q2 2025 Profit

Profit Before Tax %

14.1%

-50 bps vs LY
-273 bps vs Q1

Net Profit

IDR 0.9 T

EPS 24 / share, -9.8% vs LY
-25.8% vs Q1

UPG: Underlying Price Growth
UVG: Underlying Volume Growth

H1 2025 Net Sales

IDR 18.2 T

-4.4% vs LY | +13.1% vs H2

Domestic: -4.8%

UPG +1.4% | UVG -6.1%

Export: +7.7%

H1 2025 Gross Margin

48.1%

-161 bps vs LY
+305 bps vs H2

H1 2025 Profit

Profit Before Tax %

15.5%

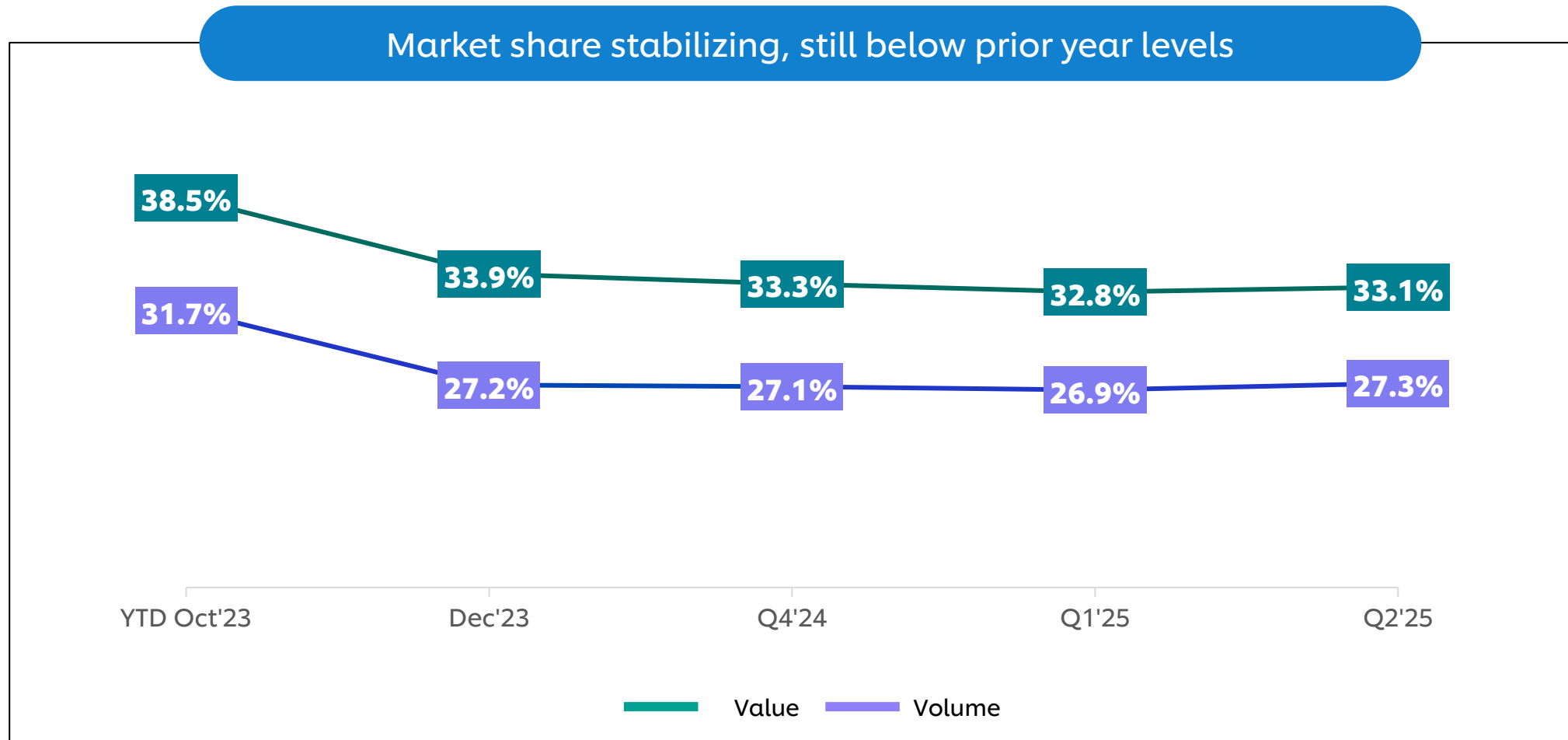
-111 bps vs LY
+819 bps vs H2

Net Profit

IDR 2.2 T

EPS 57 / share, -12.6% vs LY
+139.0% vs H2

UPG: Underlying Price Growth
UVG: Underlying Volume Growth



* Nutrition includes Juice and Tea (within Tea Bag market only)

** Ice Cream in MT only

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Stronger Portfolio of Brands



Kuah Makin WAHH
Gurih Mantap!

SINCE 1972
Royco®

Bumbu Kaldu
Rasa Sapi

Baru!
dengan rasa
Iga & Sumpum Sapi



Get more from the core

Unmissable brand superiority

Breakthrough
multi-year innovations



Be market makers

Market development

Drive premiumization

Execute brilliantly in market



Step up our impact

Build back Gross Margin

Digital transformation

Deliver our big 4 sustainability
priorities

55% of business (14 brands) delivered growth in H1 2025

Pepsodent



AXE

closeup



Glow & Lovely



Get more from the core: strengthening our core

Unilever


Unmissable brand superiority with relaunch of the core



Pepsodent
PENCEGAH GIGI BERLUBANG
10X Gigi Lebih Kuat
dengan Double Kalsium

Baru
Double Kalsium
Gak Ada Lawan
Cegah Gigi Berlubang

Double calcium	10X stronger teeth	Unbeatable anticavity
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Lifebuoy
SKIN BARRIER LEBIH KUAT
99.9% germ protection

Skin peptide booster & multivitamins	Stronger skin barrier	99.9% germ protection
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Royco
Kuah Makin WAHH Gurih Mantap!
Baru kini dengan
Iga dan sumsum Sapi

Superior formulation: Beef ribs and marrow	Premium proposition and packaging	Extended reach
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Relaunch Royco beef to deliver unmissable brand superiority



Product

Superior formulation to win, **beef broth from ribs and bone marrow**

Packaging

Attractive packaging **eye catching look and premium**

Proposition

Clear proposition and **winning claim tested with consumer**

Promotion

Unmissable **strong grassroots and right launch timing to prepare Idul Adha**

Place

Massive outlet coverage and visibility: Reaching more than **70% direct stores** during the launch

Pricing

Competitive pricing through Net Revenue Management

Supported by green communication assets with strong media investment

Tapping into high growth segments in Beauty & Wellbeing: +36% growth

SUN



TREATMENTS



BODY SERUM



LIGHTWEIGHT



Reaching up: Premium segment continues to grow in Q2 2025

Pepsodent Expert



Vaseline Gluta Hya



Reaching down: affordable products to reach all consumer segments

Lifebuoy bar soap



Bango at magic price



Rinso at new pack size



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PT Unilever Indonesia Tbk Earnings Call H1 2025

Neeraj Lal
CFO



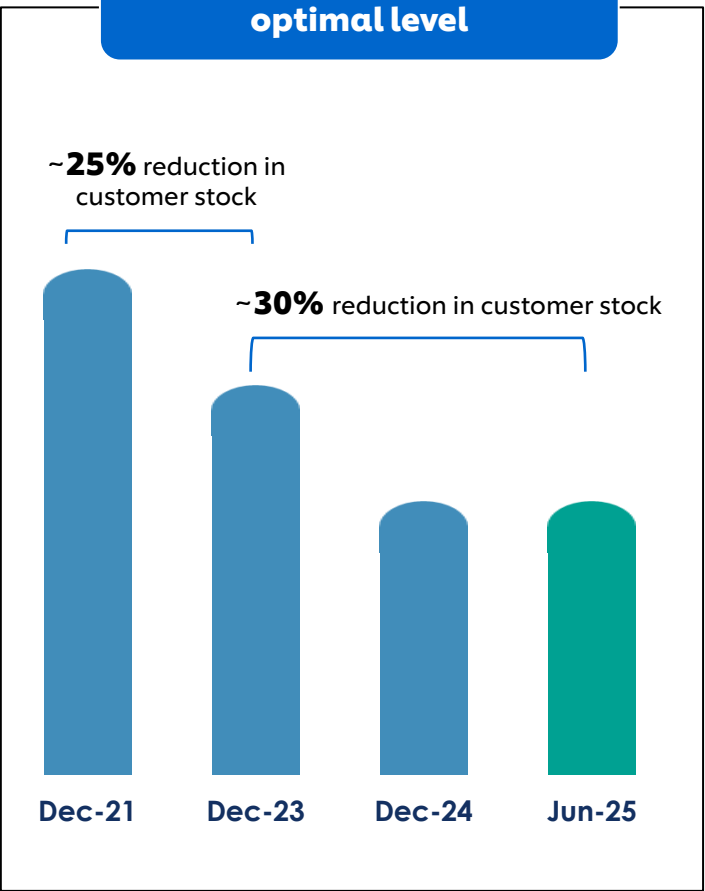
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Go To Market

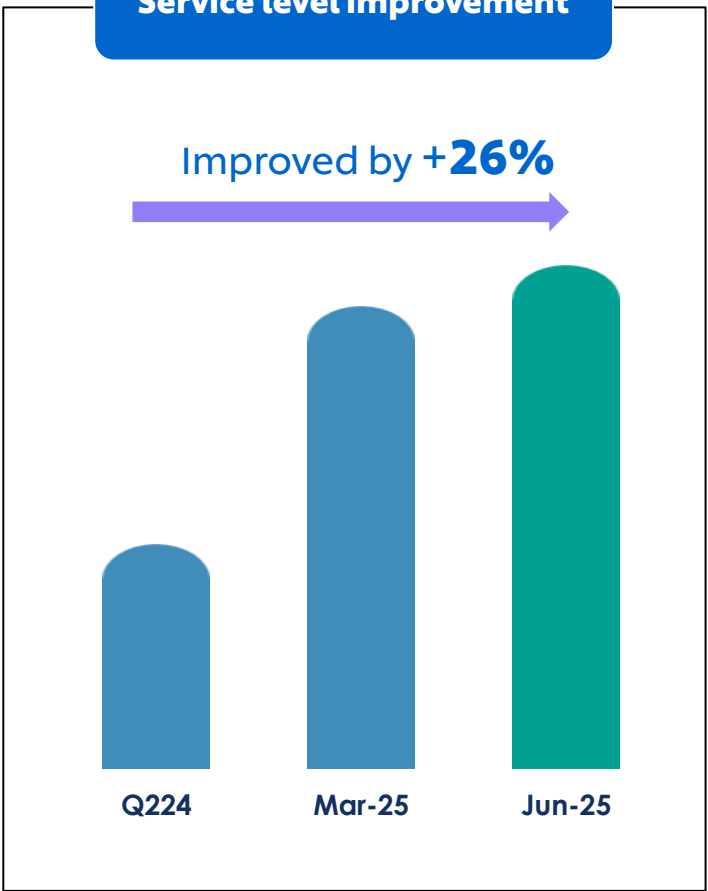


Our fundamentals remain strong

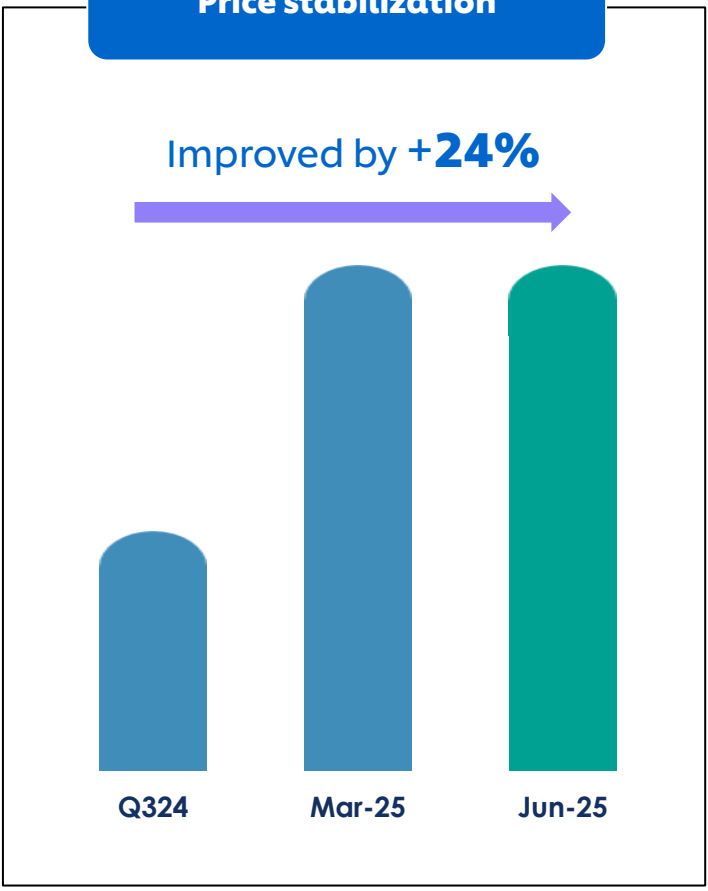
DT stock level maintained at optimal level



Service level improvement



Price stabilization



Supported by more coverage, more sales representative and more assortments

DT Direct coverage



Additional
12%
Q4 2024 → Jun25

DT sales representative



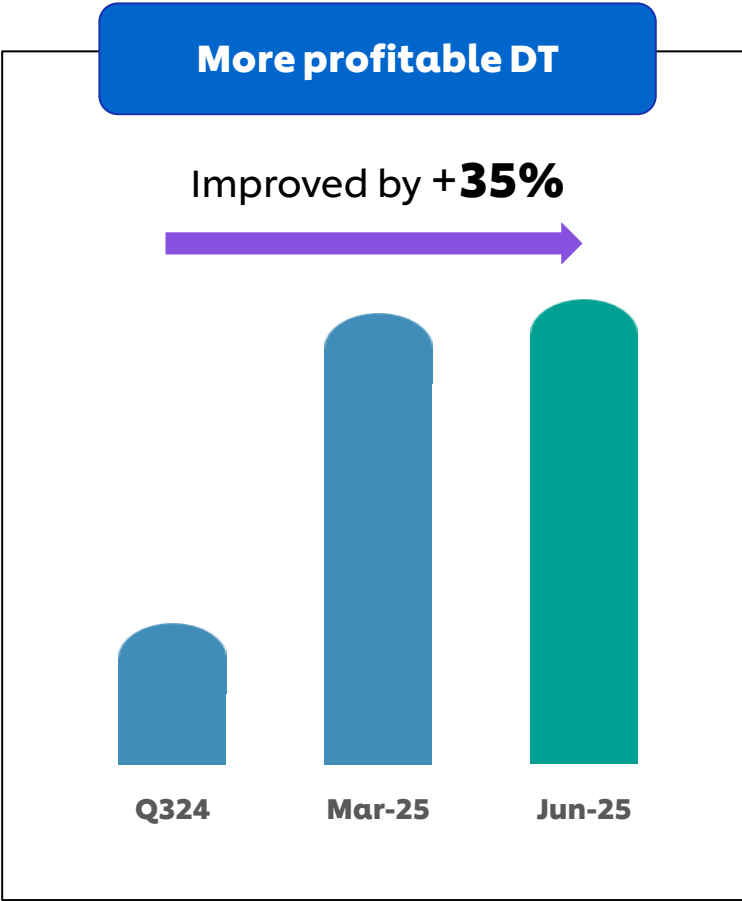
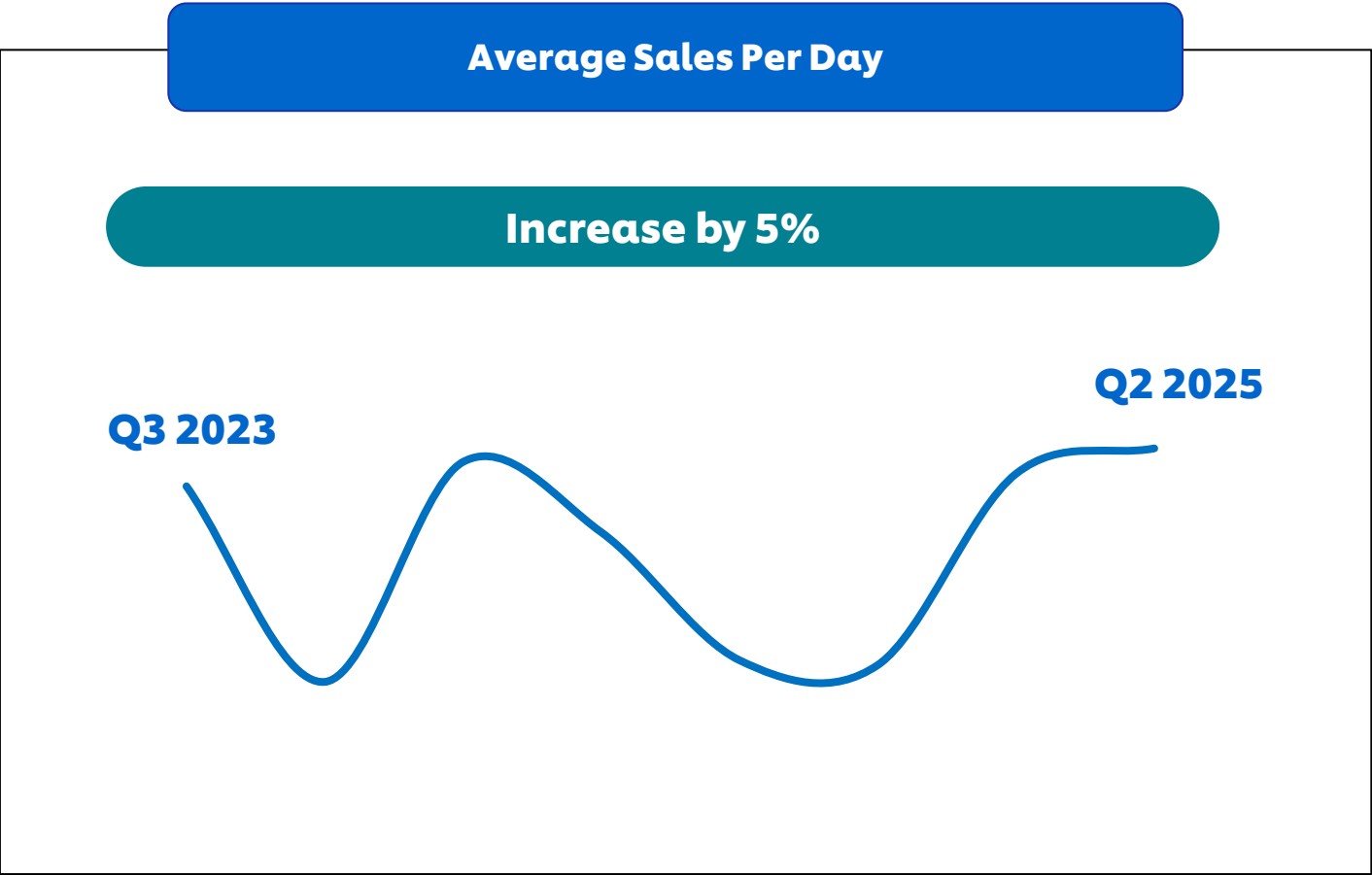
Additional
12%
Q4 2024 → Jun25

DT assortments



Increase by
+4%
Q4 2024 → Jun25

Resulting in better DT performance



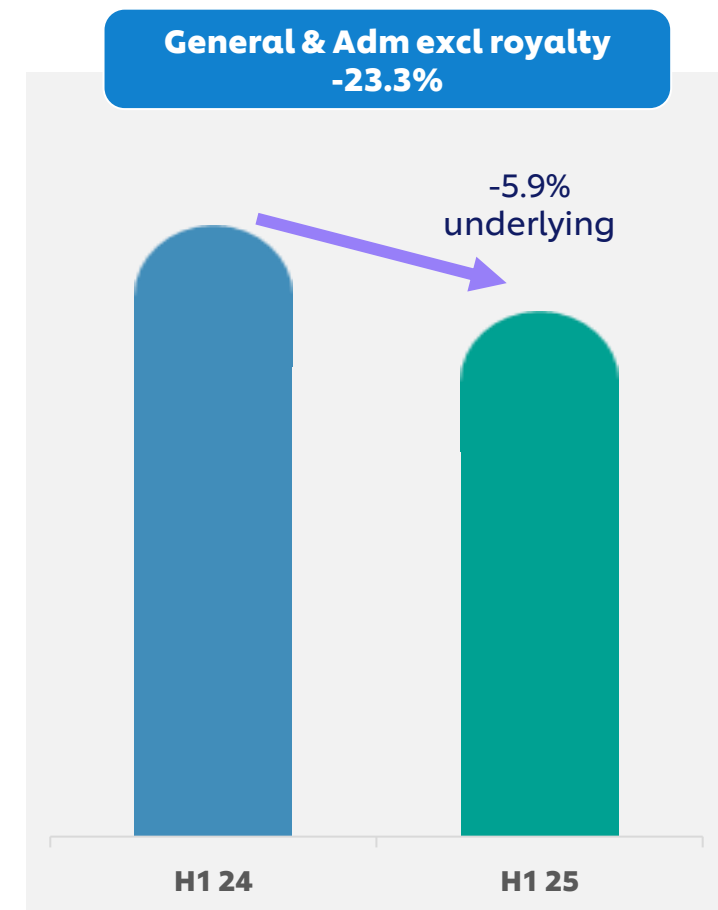
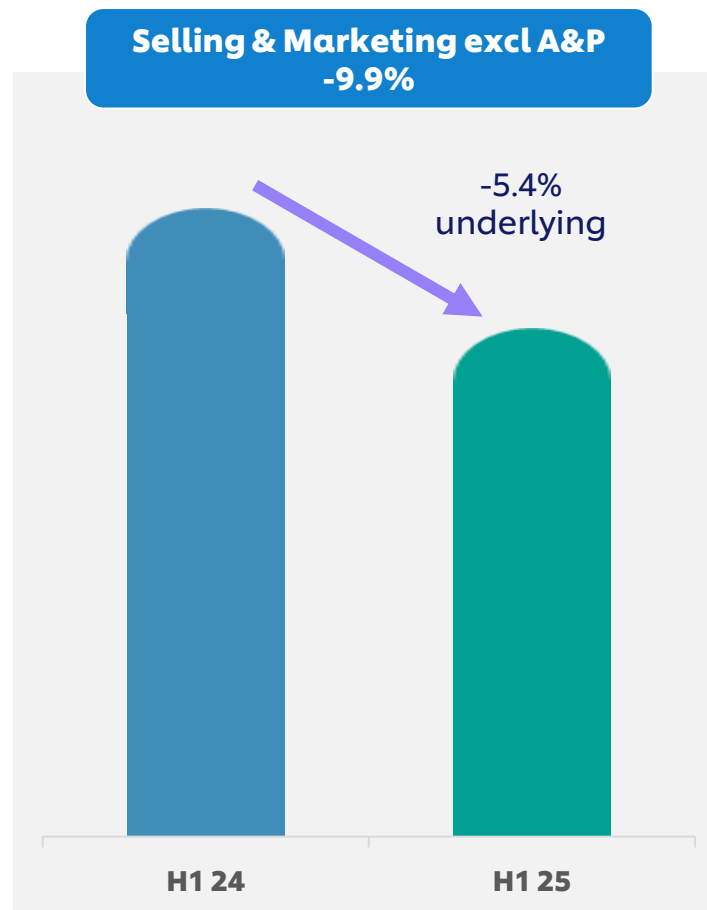
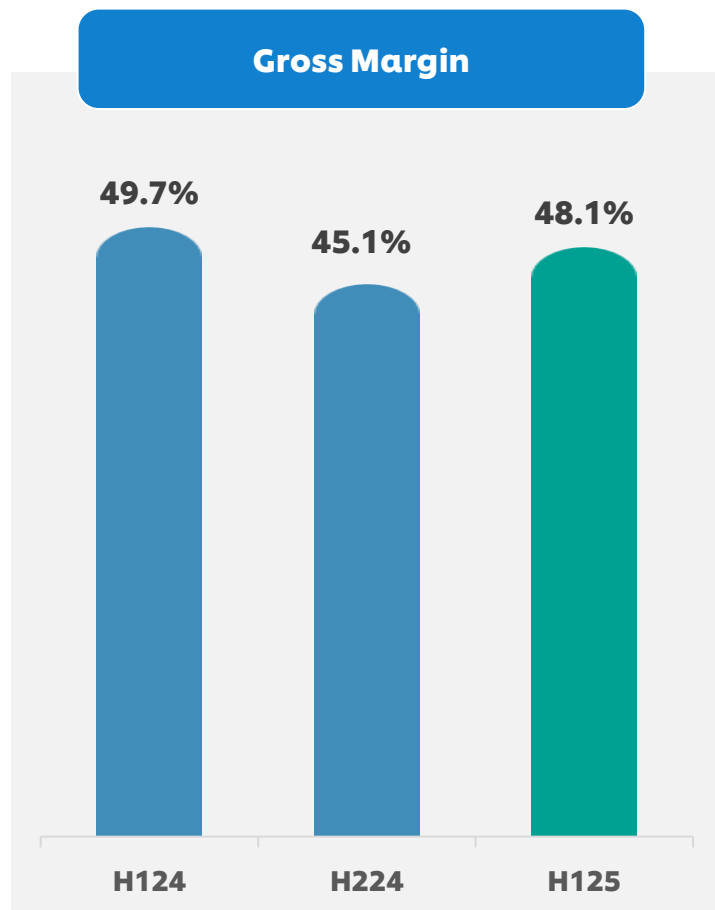
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Cost Reset



Gross margin and cost progression

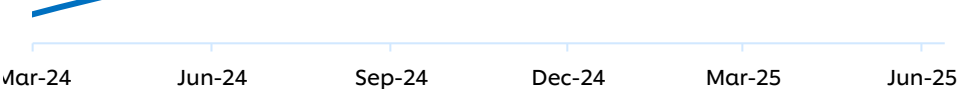
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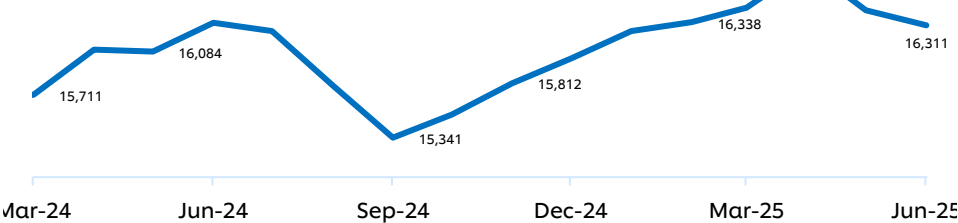
Price increase and net productivity offset by inflation and volume deleverage

Inflation and Forex

PKO Price



USD to IDR



UPG 1.4%

Net Productivity



SC controlled & distribution



Net revenue management



Value chain intervention



Overhead productivity

H1 2025 domestic sales growth by segments

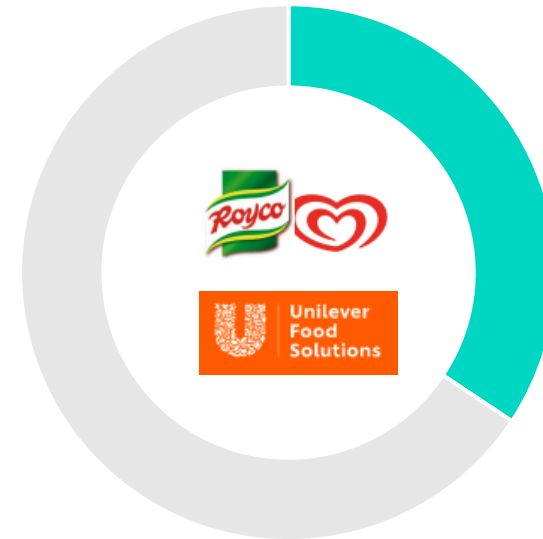
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Home and Personal Care



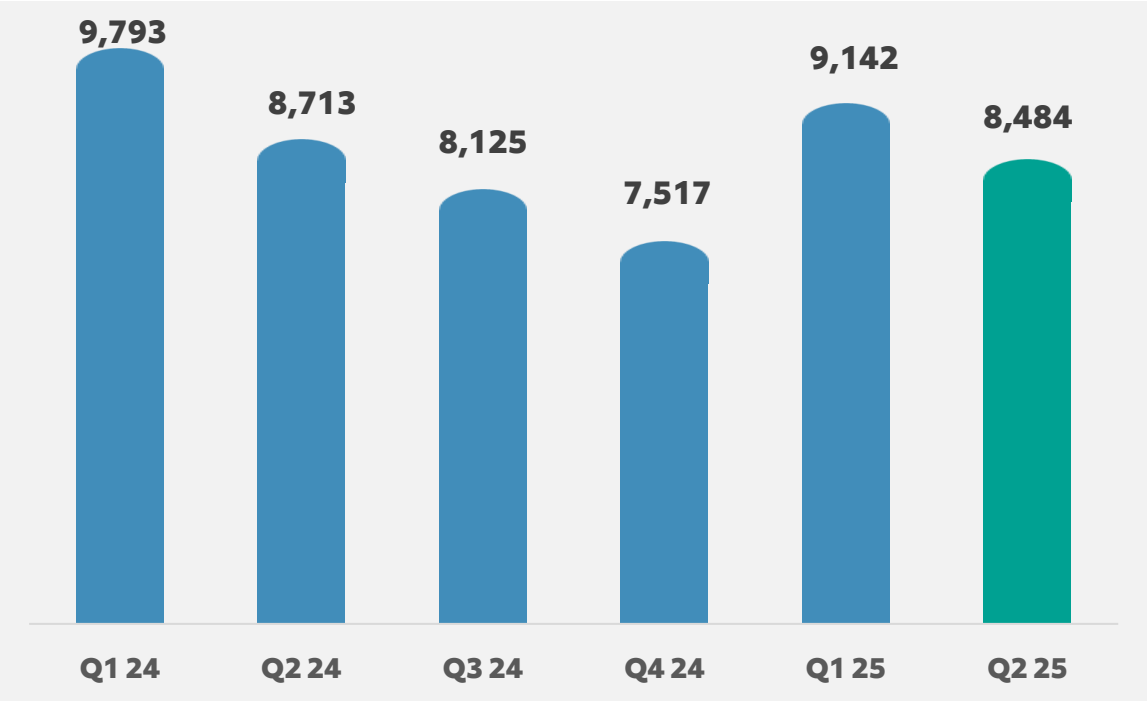
H1 2025 -7.6% vs LY | Q2 2025 -4.6% vs LY

Foods and Refreshment



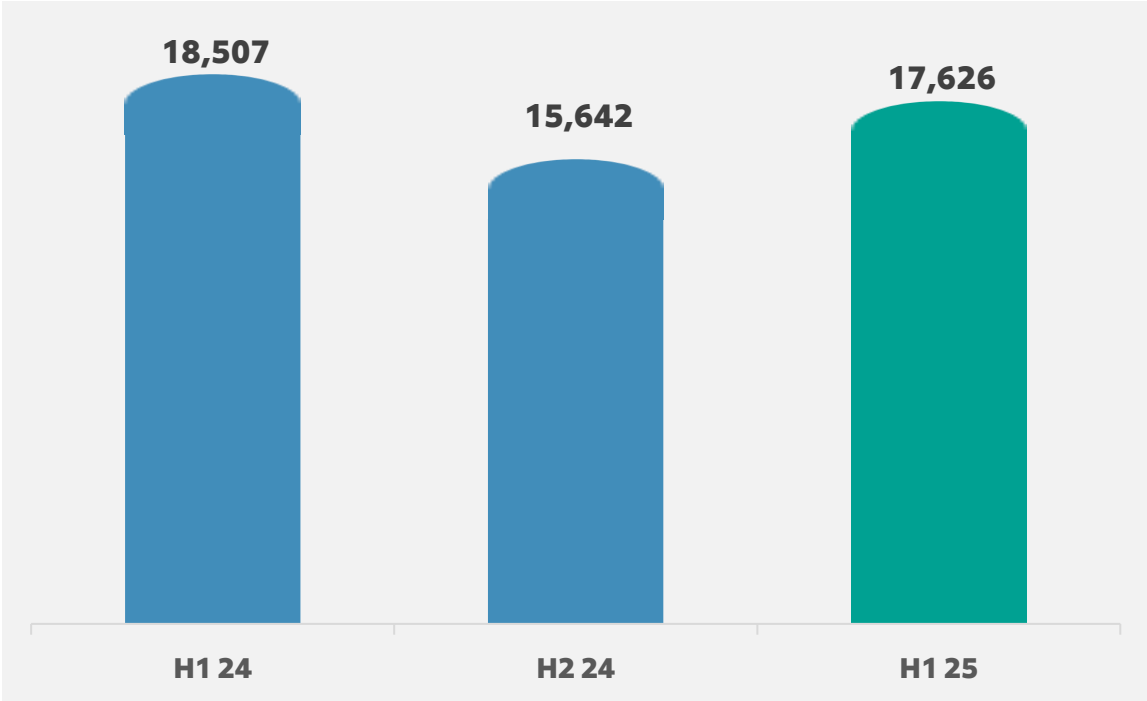
H1 2025 +0.2% vs LY | Q2 2025 +0.9% vs LY

Q2 2025 (IDR bn)



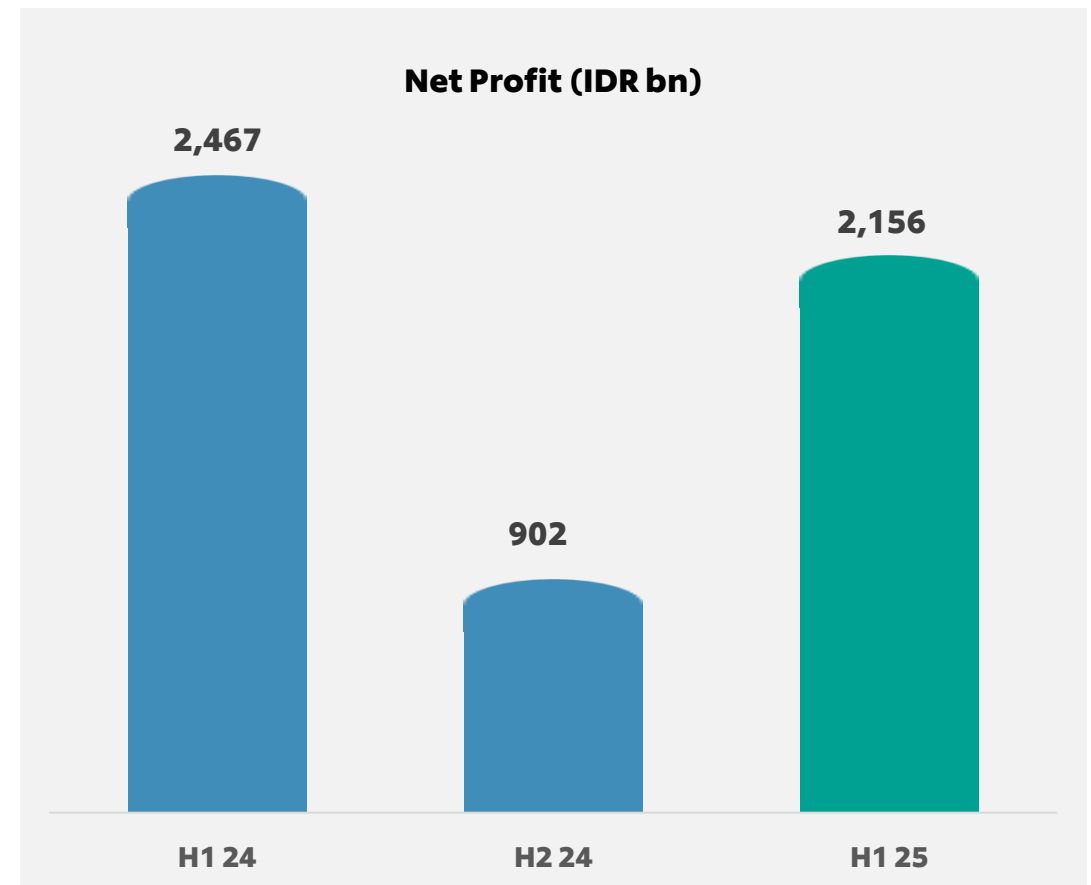
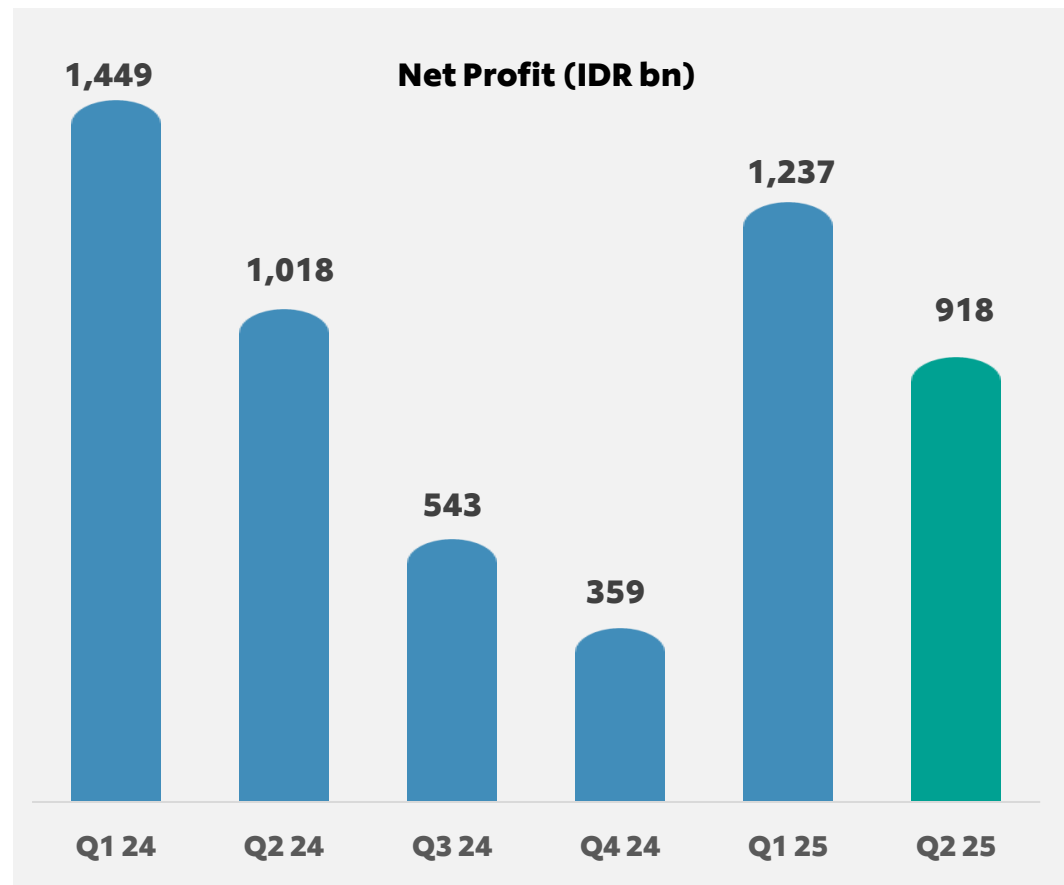
Q2 2025 q-o-q sales -7.2% due to festive seasonality

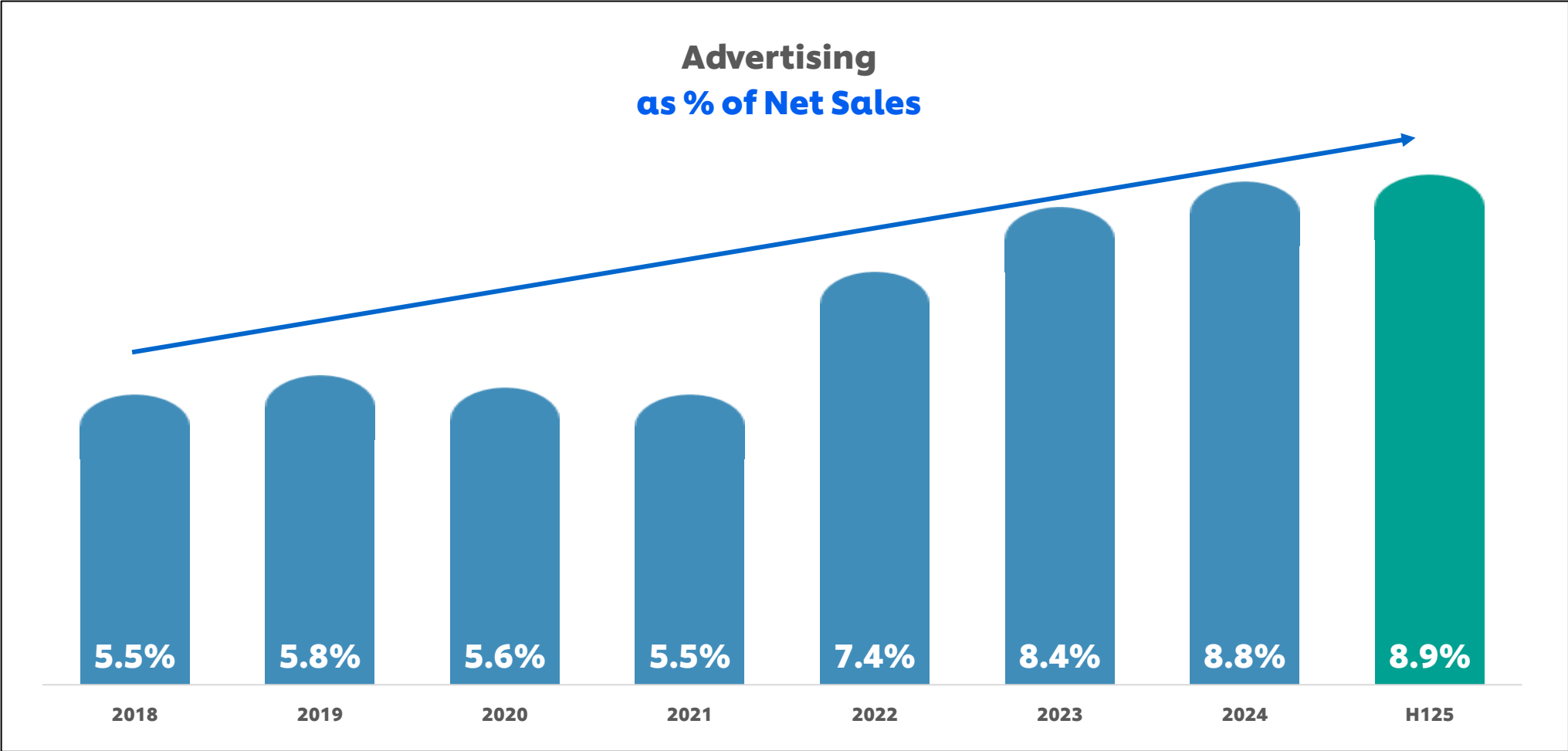
H1 2025 (IDR bn)



H1 2025 sequential growth +12.7%:
45% from stock reduction in H2 2024 and 55% from underlying business improvement and festive season

Lower Net Profit in H1 vs LY mainly due to lower sales





Share Buyback Programme

Unilever

Purpose

To increase long term value for the shareholders

Public Disclosure

31 July 2025

Period

3 months: 31 July – 30 October 2025

Value

Up to IDR 2,000,000,000,000 (two trillion)

Method

Through or outside the Stock Exchange in accordance with POJK 29/2023 and other relevant regulations

Price Limitation

At a price deemed appropriate and fair by the Company and with due observance of the prevailing regulations, with a maximum Buyback price of IDR 1,700 / share

Source of Funds

Company will use its internal cash and not funds derived from loans or public offerings

1

Strengthen and continue to invest in our brands and portfolio.

2

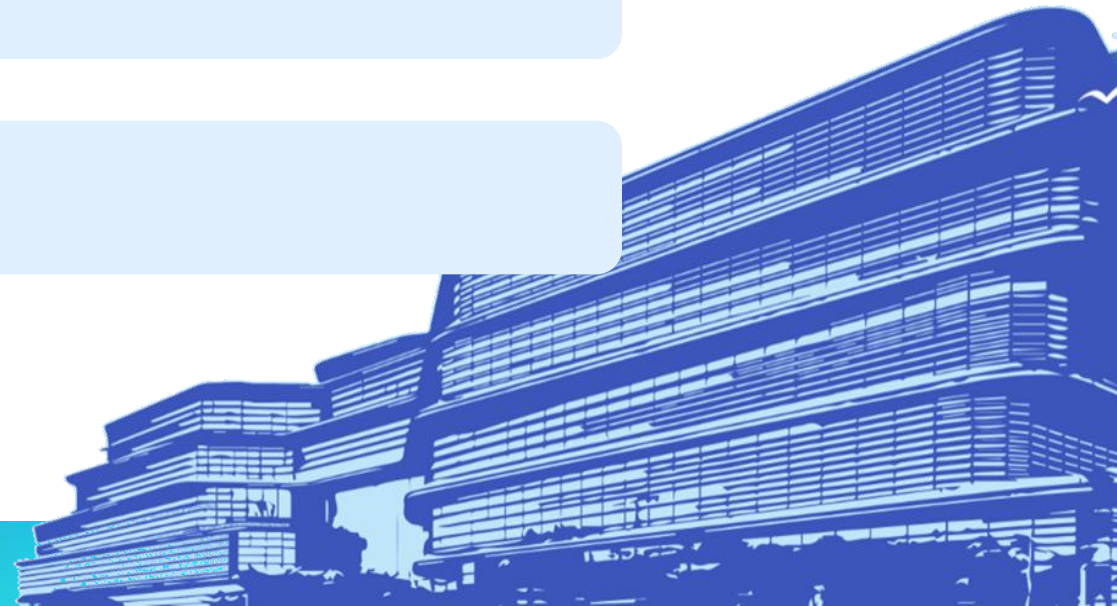
Continue to strengthen our Go-To-Market capabilities – more stores, better stores, improve assortments.

3

Improving **cost competitiveness** through operational discipline and transformation.

4

Deliver **growth from Q3 2025** onwards.



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Q&A Session



TEKNOLOGI
BARU

RHAMNO
power™

100% BAHAN AKTIF TUMBUHAN*

HEMAT
30%**
**Dibandingkan dengan Sunlight 750 g

Sunlight

JERUK NIPIS
100

10x BERSIHKAN
Lemak