

# PT Unilever Indonesia Tbk

Q3 2025
Earnings Call
October 23<sup>rd,</sup> 2025



#### Safe Harbour Statement



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
Q3 2025

Benjie Yap CEO





## Focus on Strategic Priorities to deliver consistent performance

1 Delivered volume-led growth across all Business Units in Q3 2025

2 Continue to deliver underlying business improvement

3 Ice Cream separation is expected to complete in 2025

## Financial results



**Sales Q3 2025** 

9.4 T

12.4% vs LY 7.7% vs Q2'25

Domestic 12.7% | Export 0.1%

10.1%

Underlying volume growth

2.4% Underlying price growth

Sales YTD Sep 2025

27.6 T

0.7% vs LY

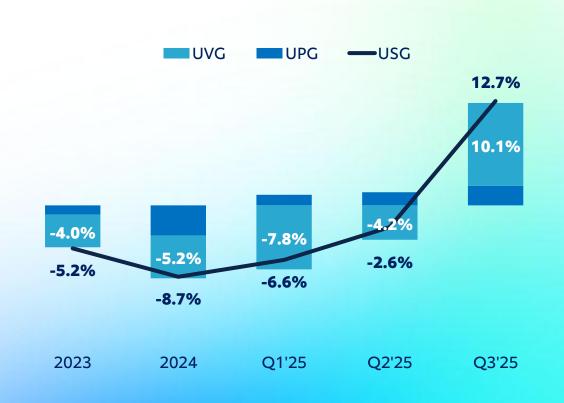
Domestic 0.6% | Export 5.3%

-1.1%

Underlying volume growth

1.8% Underlying price growth

#### **Volume and Price\***



Domestic sales

## Financial results



Q3 2025

**Gross Margin** 

49.2%

+366 bps vs LY 115 bps QoQ Profit Before Tax%

16.2%

+787 bps vs LY +206 bps QoQ **Net Profit IDR** 

1.2 T

EPS 31/share, 118% vs LY 28.7% vs Q2'25

**YTD Sep 2025** 

Gross Margin

48.5%

+4 bps vs LY

Profit Before Tax%

15.7%

+165 bps vs LY

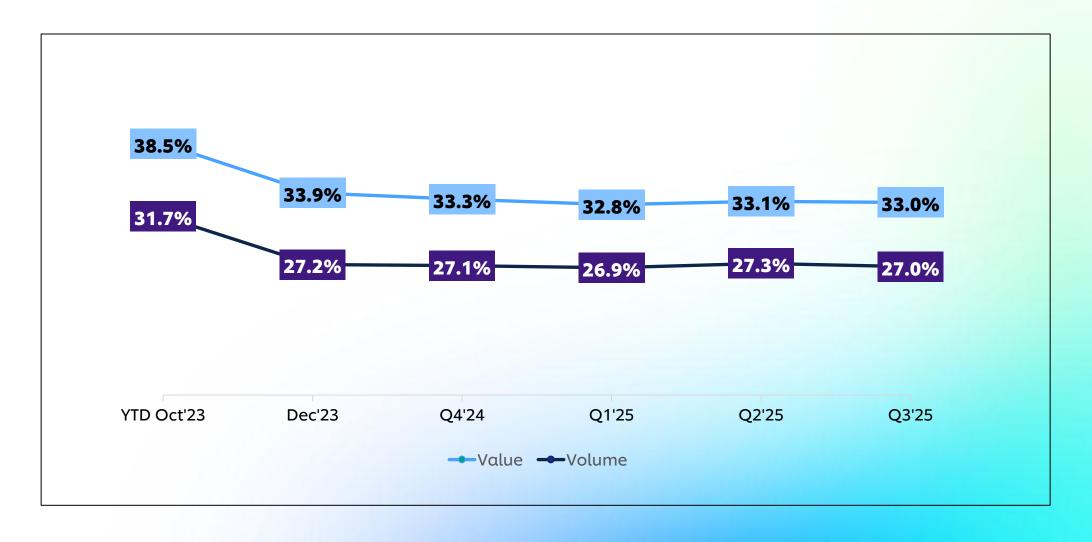
**Net Profit IDR** 

3.3 T

EPS 87/share, 10.9% vs LY

## Market share remains stable





<sup>\*</sup> Nutrition includes Juice and Tea (within Tea Bag market only)

<sup>\*\*</sup> Ice Cream in MT only

## Unilever Indonesia Strategic Priorities



#### **CATEGORY**



Desire at scale – every brand

Shift portfolio to high growth segments

Social-first demand creation

#### **CHANNEL**



Execution excellence across channels

Go to market transformation

Leading channels of the future

#### COST



Gross margin improvement

Productivity as a habit

Digital transformation

**CULTURE: Play to Win** 

Unilever

Category



## 14 brands (ex Ice Cream) posted growth\_ in YTD Sep'25

Unilever



of Sales



























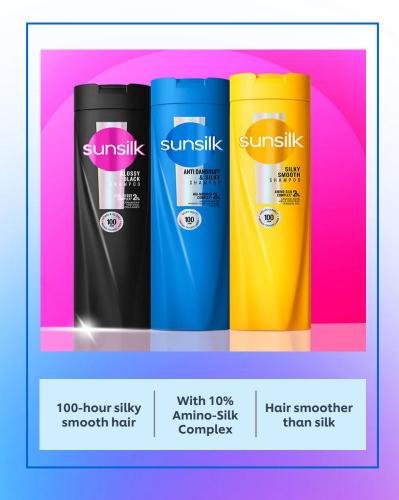




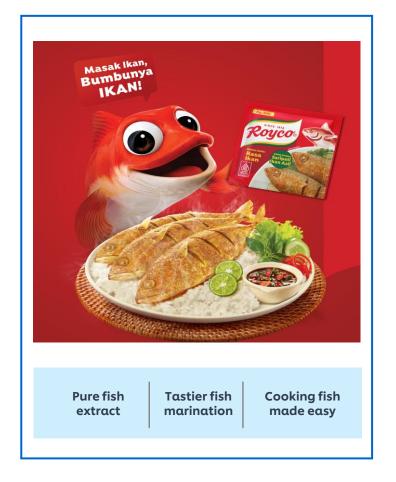
## Desire at scale - every brand



#### >85% of core brands: new innovations or relaunch in 2025



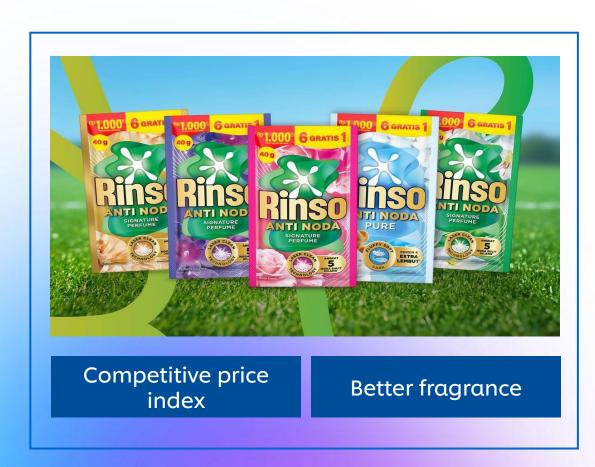




## Desire at scale - every brand



Taking decisive actions to close strategic price gap through Net Revenue Management

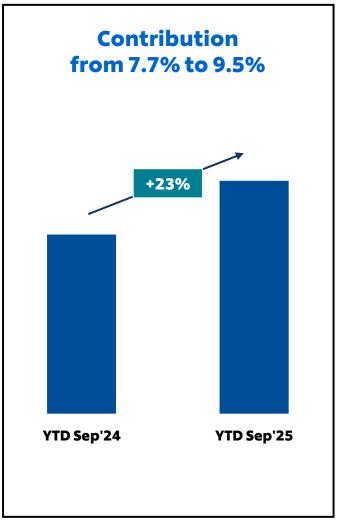




## Shift portfolio to high growth segments







#### Social-first demand creation





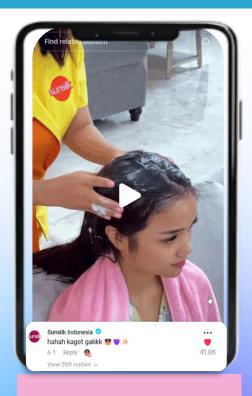
#### **VOLUME OF CONTENT**



#### **VARIETY OF CREATOR MIX**



#### **VELOCITY OF CONTENT**



Talkable Content With OG Creators Create Organic Buzz





#### **Social First Activation**

Create Earned Value & Driving Conversion



#### Culture Led Presence

Create Relevancy and Massive Talkability

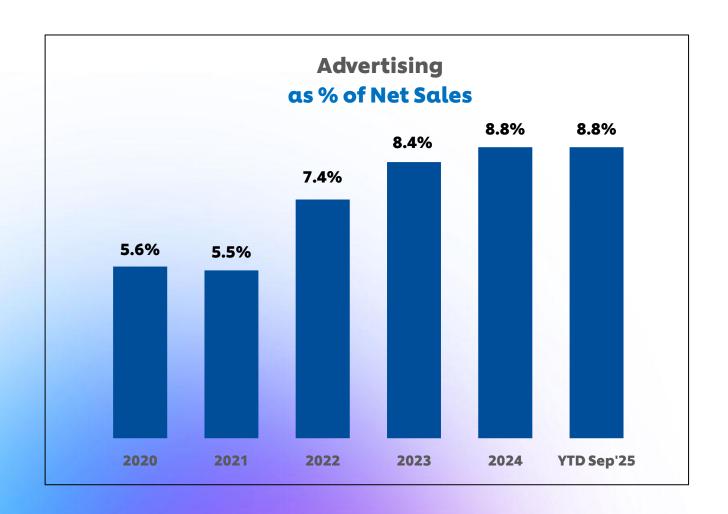


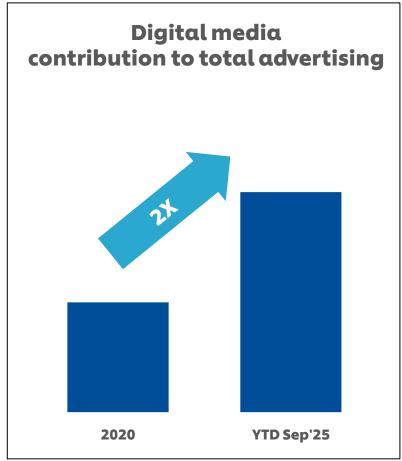
#### Community Earn Engagement

Recruit Brand Fans and Earned Contents

## And continue to invest in our brands







PT Unilever
Indonesia Tbk
Earnings Call
Q3 2025

Neeraj Lal CFO



# Unilever

Channel



## Channel performance



#### **Execution Excellence**



Price stability



Trade stock reduction



Customer service



Distributor ROI

#### Go to market transformation (DT)



Direct coverage

+18%



Sales representative

+19%



Pepsodent\_



**Assortments** 

+16%



Sahabat Warung contribution

>50%

#### **Seeding Channels Of The Future**

Health & Beauty (HABA) and E-commerce

# Unilever

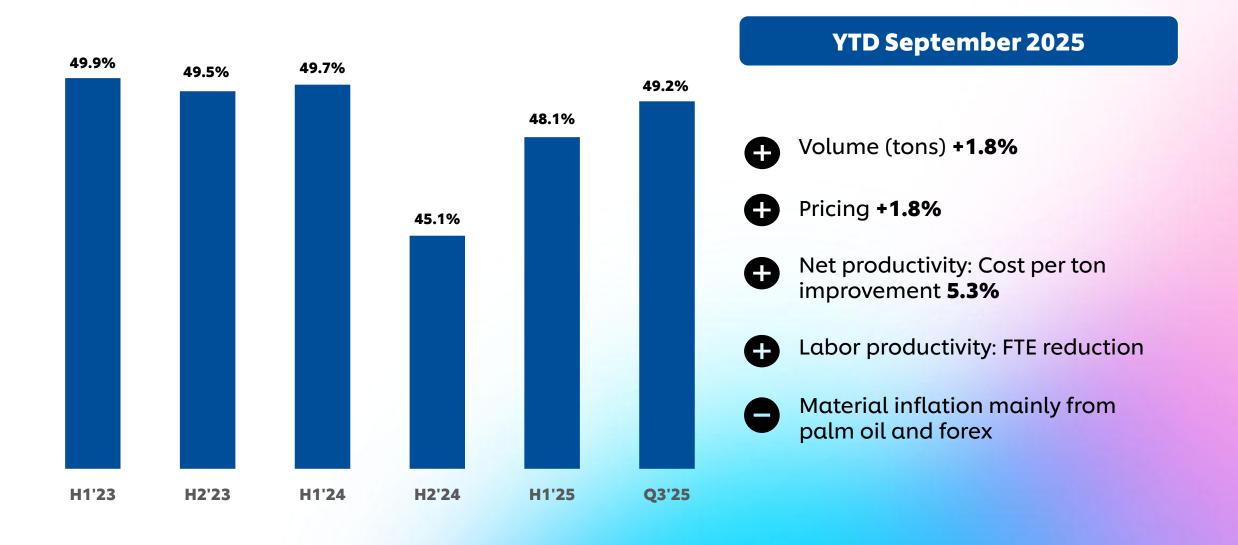
Cost

# GLASSBRIGHT ULTRALIGHT GEL CREAM



## **Gross margin improvement**



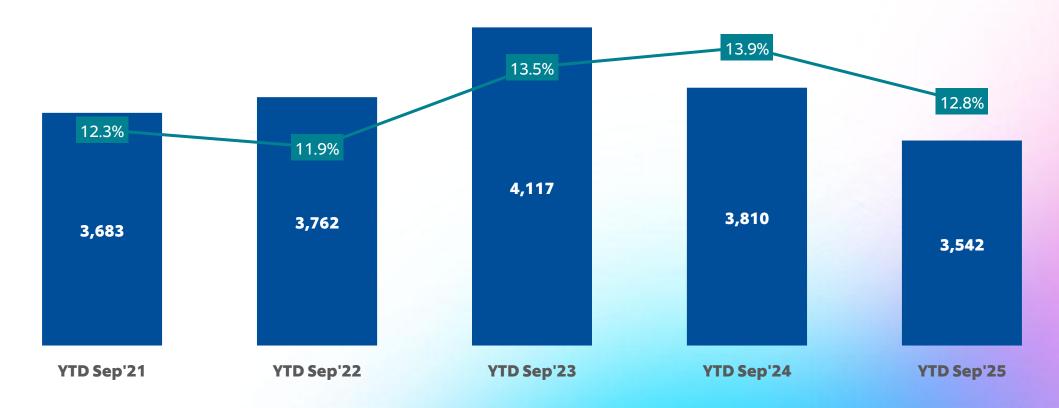


## Productivity as a habit



#### Improvement in SG&A from cost discipline and productivity

SG&A exclude A&P and Royalty costs (IDR billion)



## Unilever













Unilever

Financial Update



## Domestic sales progression







Return to growth in Q3 2025 with sequential improvement

### Domestic Sales - Home and Personal Care



Q3 2025

14.7%

Sales growth

11.4%

Underlying volume growth

3.3% Underlying price growth

**YTD Sep 2025** 

-0.9%

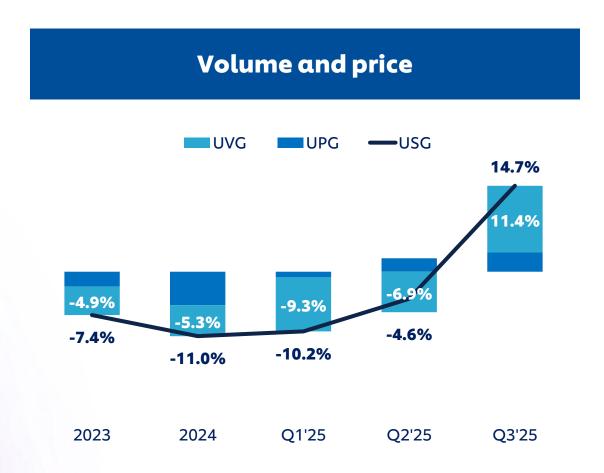
Sales growth

-2.5%

Underlying volume growth

1.6%

**Underlying price growth** 



## Domestic Sales - Foods & Refreshment



Q3 2025

9.4%

Underlying sales growth

8.5%

Underlying volume growth

0.9%

Underlying price growth

**YTD Sep 2025** 

3.1%

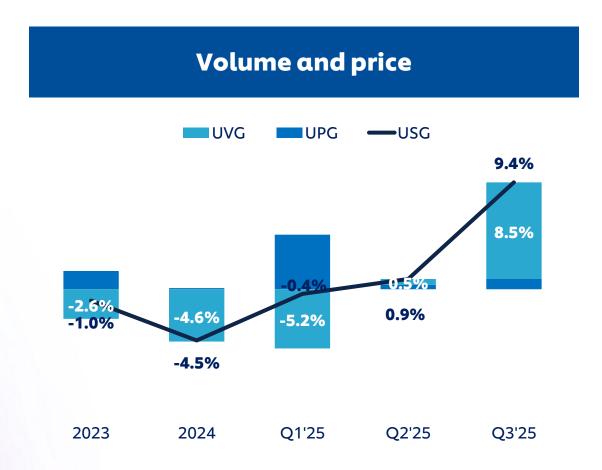
Underlying sales growth

1.0%

Underlying volume growth

2.1%

**Underlying price growth** 



## **Net Profit**



#### **Quarterly and YTD Net Profit (IDR billion)**





## Financial profile post Ice Cream separation



#### Based on YTD September 2025



Sales

-2.8 T

10.3% of sales



**Gross Margin** 

+14 bps



PBT%

+37 bps



**Net Profit** 

-0.27 T

8.1% of net profit

Net Profit Margin +28 bps



**EPS** 

**IDR-7.1** 

per share

## Capital allocation



#### **Cash generation**

2.8<sub>T</sub>

Free cash flow in YTD Sep 2025 Capex spend: 2.0% of sales

+23% | 0.5 T

vs. YTD September 2024

#### **Portfolio**





Ice Cream separation is expected to complete in 2025

#### Share buyback

- Repurchased 168.8 million shares as of 30 September 2025
- 14.3% buyback utilization
- To continue until 30 October 2025

#### **Dividend**

100% dividend payout for 2025 financial



Dividend from Ice Cream proceed (subject to completion of global demerger and applicable regulations)

## **Landing 2025**

Unilever

Deliver growth in Q4 2025

2 Laser focus on strategic priorities

3 Ice Cream separation is expected to complete in 2025

# Unilever

# **Q&A Session**

