How do we behave?

Core values that define our culture

Integrity

We conduct our operations with honesty, transparency and ethical behaviour, ensuring that our actions align with our principles

Respect

We value diversity and inclusion, treating everyone with dignity and fostering an environment where all individuals are respected

Responsibility

We take ownership of our actions and their impact on society and the environment, striving to make a positive difference through our business practices

Pioneering

We embrace innovation and challenge the status quo, continually seeking new ways to improve and lead in our industry

How will we succeed?

Our strategies for success

Focus on power brands and key markets

We prioritise our top 30 brands and 24 key markets, which drive most of our turnover and growth

Excel in brand superiority and innovation

We aim for brand superiority through quality, packaging and promotion, backed by scalable innovation

Accelerate capabilities in science, technology and AI

We stay competitive by advancing science and AI, supported by a lean, agile supply chain

Lead in sustainability and social impact

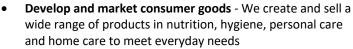
We embed climate, nature, plastics and livelihoods into our business and decision-making

Build a future-fit organisation and culture

We create a high-performance culture through simpler structures, empowered teams and strong talent

What do we do?

Simple explanation of our core activities



- Build and nurture global brands We manage a portfolio of over 400 brands, including Dove, Knorr and Lipton, to serve diverse consumer preferences worldwide
- **Drive sustainable innovation** We invest in R+D to pioneer products and solutions that promote sustainability and meet evolving consumer expectations
 - Operate an extensive global supply **chain** - We manage manufacturing and distribution networks across more than 190 countries to ensure product availability and efficiency
 - **Engage** in responsible business practices - We uphold ethical standards and social responsibility, aiming to make sustainable living commonplace through our operations and partnerships

Who does what?

Name, title and purpose for each team role



- **Business Group Presidents** Lead and grow Unilever's category-focused business groups to meet consumer needs and drive brand performance
- Chief Executive Officer Sets Unilever's direction and leads the organisation to achieve sustainable growth and purpose
- **Chief Financial Officer** Oversees financial performance to ensure transparency, efficiency and long-term value
- Chief Growth and Marketing Officer Builds brand equity, drives demand and steers global marketing and innovation
- Chief Legal Officer and Group Secretary Safeguards legal integrity and governance across the business
- Chief People Officer Builds a high-performance, inclusive culture and develops future-ready talent
- **Chief Research and Development Officer** Drives innovation and science to deliver superior products and technologies
- **Chief Supply Chain and Operations Officer** Delivers efficient, sustainable operations across sourcing, manufacturing and logistics
- President, 1 Unilever Markets Aligns regional strategies to deliver consistent global growth

Why do we exist? Our core purpose

To make sustainable living commonplace

We exist to drive responsible growth by meeting everyday needs for nutrition, hygiene and personal care through brands that improve people's lives and reduce their environmental footprint

Where are we going?

Our vision, represented by two or three 5-to-10-year big hairy audacious goals (BHAGs), each defined as an objective and key result (OKR)

1. Grow faster and more profitably through brand excellence

Objective: Strengthen brand leadership and drive profitable growth across key markets

Key results:

- Achieve ≥15% cumulative underlying sales growth
- Ensure ≥9% of total growth comes from volume, not price increases
- Increase operating margin by ≥100 basis points
- Grow Power Brands to ≥80% of total turnover

2. Accelerate innovation and digital transformation

Objective: Speed up product development and productivity through technology

Key results:

- Launch ≥30 innovations across Unilever's five business groups
- Deliver ≥€100m in incremental turnover from each innovation launched
- Reduce average product innovation cycle time by ≥30%
- Achieve ≥90% of new launches with science-backed functional claims
- Digitise ≥80% of R+D processes to support faster development and testing

3. Lead in sustainability and responsible business

Objective: Deliver bold progress on climate, plastic and circular economy goals

Key results:

- Achieve 100% renewable electricity across all operations
- Cut virgin plastic use by ≥40% compared to 2020 baseline
- Reach net zero emissions across scope 1 and 2











(3)

