



Unilever



# UNILEVER...TRULY A GLOBAL BUSINESS

**58%**  
of turnover in  
emerging markets

**€59.6 billion**  
2023 turnover

Available in over  
**190 +**  
countries

**3.4bn**  
people use our  
products every  
day



**53%**  
of our plastic  
packaging is  
reusable, recyclable,  
or compostable

**74%**  
Reduction in Scope 1 and 2  
GHG emissions since 2015

A stylized illustration of hands being washed under a running faucet. The faucet is red and is shown in two positions: one on the left side of the image and one on the right side. Water is splashing around the hands, which are green and yellow. The background is a light blue gradient.

**As one of the world's largest  
consumer goods companies,  
we're driven by our purpose to  
make sustainable living  
commonplace**



# STRONG BRAND WITH PURPOSE

The background features a stylized illustration of a farmer in a red shirt and a wide-brimmed hat, holding a rake. The scene is set in a field with green hills, blue birds flying in the sky, and several bees flying near the bottom right. There are also some purple and red flowers or berries in the upper right corner.

**14** of the top **50**  
consumer goods brands

Over **400** brands

**14** brands with turnover  
of over €1 billion

# MANY OF THE WORLD'S FAVORITE BRANDS

## Business Groups

### Beauty & Wellbeing

POSITIVE BEAUTY,  
HEALTHY  
LIFESTYLES.



### Personal Care

CARING FOR  
PEOPLE & PLANET.



### Home Care

SUPERIOR.  
SUSTAINABLE.  
GREAT VALUE.



### Nutrition

FORCE FOR  
GOOD IN FOOD.



### Ice Cream

HAPPY PEOPLE,  
HAPPY PLANET.



# POWERED BY OUR PEOPLE

**#1**

FMCG graduate employer  
of choice in over **50 markets**

**128,000**  
employees

**55/45**

gender balance  
management  
(female/male)



**92%**

of our leaders  
are local

# Our strategy and Growth Action Plan

We are stepping up our execution to deliver improved performance – focusing on faster growth, productivity and simplicity, and performance culture.

## Our purpose

To make sustainable living commonplace

## Our financial ambition

Consistent and competitive growth driving top third Total Shareholder Return

## Where to play

Build a consistently high growth portfolio

Accelerate growth in key markets and categories

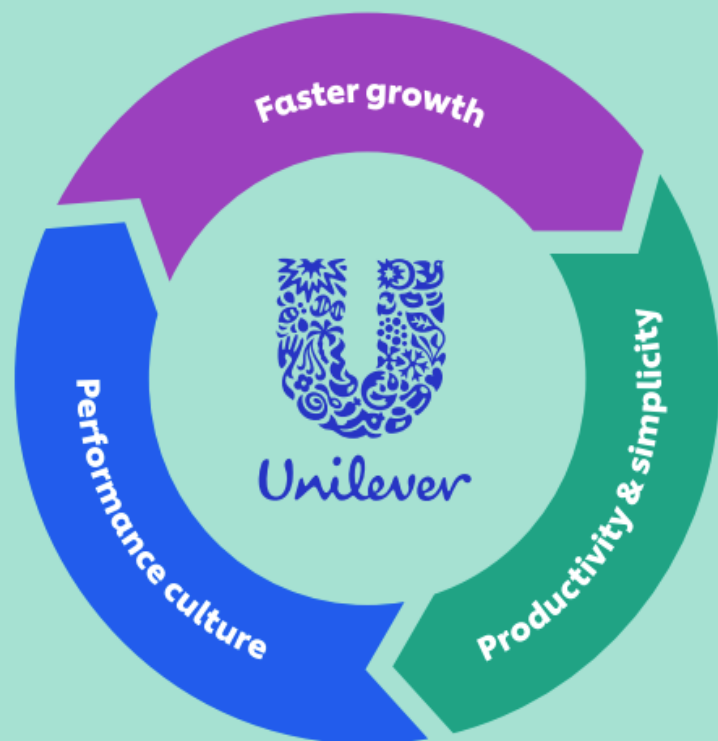
Win with our brands, powered by unmissable superiority

Lead in key channels

## How to win

### Our Growth Action Plan

Strong fundamentals and a focused action plan to unlock potential and deliver consistent value creation:



## Faster growth

### 1 Focus first on 30 Power Brands

- ▶ Ensure consistent in-market execution and brand support for Power Brands.
- ▶ Apply same focused blueprint to other brands in the future.

### 2 Drive unmissable brand superiority

- ▶ Address all elements of consumer preference.
- ▶ Measure six superiority attributes: product, proposition, packaging, place, promotion, pricing.

### 3 Scale multi-year innovation

- ▶ Prioritise scalable innovations that drive category growth and market development.
- ▶ Leverage our strong science and technology platforms.

### 4 Increase brand investment and returns

- ▶ Focus incremental investment on bigger multi-channel platforms, including digital.
- ▶ Ensure increased effectiveness of investment.

### 5 Selectively optimise portfolio

- ▶ Continued portfolio optimisation.
- ▶ No transformational acquisitions in the foreseeable future.



## Productivity & simplicity

### 6 Build back gross margin

- ▶ Shift focus from gross savings to net productivity.
- ▶ Step up capital expenditure and apply disciplined approach to restructuring.

### 7 Focus sustainability goals

- ▶ Four key priorities: climate, nature, plastics and livelihoods.
- ▶ Focus on short-term roadmaps.

### 8 Drive benefits of the category-focused organisation

- ▶ Further simplify operating model.
- ▶ Strengthen frontline customer development roles.



## Performance culture

### 9 Renewed team

- ▶ Dial up performance edge.
- ▶ Drive fewer, clearer priorities with more single-point accountability.

### 10 Drive and reward out-performance

- ▶ Set simpler, more visible in-year targets.
- ▶ Clearly link new reward framework to value creation.





# Our sustainability goals



**Climate**



**Nature**



**Plastics**



**Livelihoods**

**Long-term ambition:**

**Net zero emissions  
across our value  
chain by 2039.**

**Resilient and  
regenerative natural  
and agricultural  
ecosystems.**

**An end to plastic  
pollution through  
reduction, circulation  
and collaboration.**

**A decent livelihood  
for people in our  
value chain, including  
by earning a  
living wage.**

**Supported by €1 billion Climate & Nature Fund.**

**Underpinned by our continued commitment to Human Rights and Equity, Diversity & Inclusion.**

# UNILEVER THAILAND HISTORY



**1900**

Sold washing soap products in Thailand during the reign of King Rama V



**1903**  
Became the official soap maker to HM the King Rama V



**1932**

Officially registered business in Thailand under Siam Industries Co., Ltd



**1997**

Renamed to Unilever Thai Hold Ltd., & Unilever Thai Trading Ltd.



**2019**

'ALL IN on Purpose' Protecting lives and livelihoods in a pandemic



**2022**

1st FMCG Thailand Digital Excellence Awards 2022 in Data & AI Leadership



**2023**

The 5<sup>th</sup> years of HR Asia Best Companies to Work



**2024**

92<sup>nd</sup> Years Unilever in Thailand



**No. 1** Employer of Choice (2019-2023)



**92% Local Talent**  
**66% Female managers**



**99%**

**OF 24.7M HOUSEHOLDS IN THAILAND USE UNILEVER PRODUCTS AT LEAST 3 TIMES A DAY**

A wide-angle photograph of a modern industrial facility. In the foreground, a bright yellow conveyor system runs across the frame. The background features a large grey wall with a 'DANGER' sign that reads 'HIGH LOAD BEARING SURFACE'. The ceiling is high with exposed metal trusses and various pipes. The floor is polished and reflects the overhead lights. The overall scene is brightly lit, suggesting a clean and well-maintained environment.

# FUTURE FIT SUPPLY CHAIN

# COLOSSAL GLOBAL OPERATION

280+

UNILEVER FACTORIES

23<sub>M</sub>

CUSTOMER ORDERS  
SERVICED

21<sub>M</sub>

TONS PRODUCTS PRODUCED

57,000

SUPPLIERS

430

WAREHOUSES

20,000+

PATENTS

>128,000

EMPLOYEES

35<sub>BN</sub>

EURO MATERIAL SPEND



# SIGNIFICANT SCALE

UNILEVER

21M<sub>TON</sub>

HOME CARE

ICE CREAM

8%

BEAUTY & WELLBEING

9%

PERSONAL CARE

13%

NUTRITION

50%

20%

# UNILEVER THAILAND AT A GLANCE

7

UNILEVER FACTORIES

>2,992

EMPLOYEES

1,544

SUPPLIERS

2,000

ACTIVE SKUS

90%

OF PRODUCTS SOLD ARE LOCALLY PRODUCED

883M

EURO MATERIAL SPEND

1.02M

CUSTOMER ORDERS  
SERVICED



# SUPPLY CHAIN EXCELLENCE

## THE GARTNER TOP 25 SUPPLY CHAIN



MASTER RANKING  
5<sup>TH</sup> YEAR !

**AGILE**

**LEAN**

**SUPPLY  
CHAIN**





# LEAN & AGILE SUPPLY CHAIN

## MANUFACTURING

### PRODUCTIVITY



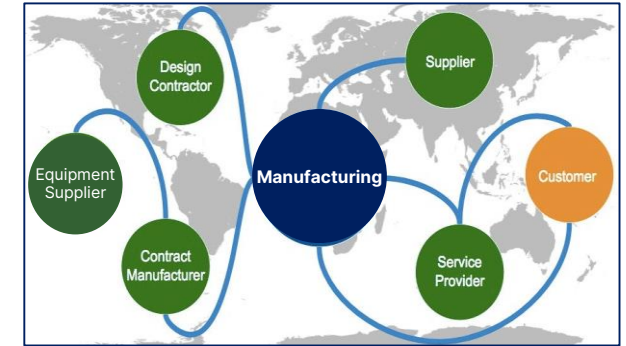
### EFFICIENCY



### SWEAT THE ASSETS



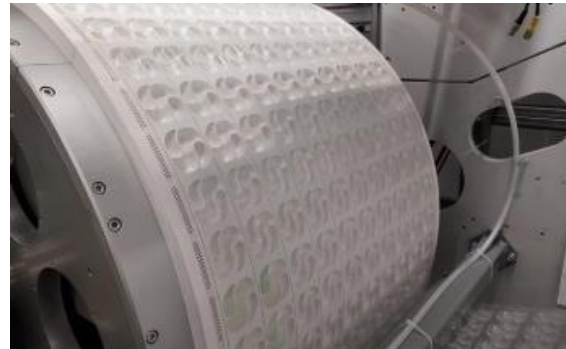
### SUPPLY NETWORK DESIGN



### LOW WASTE



### BESPOKE TECHNOLOGY DESIGN



### AUTOMATION



### MAKE OR BUY



# LEAN & AGILE SUPPLY CHAIN

## LOGISTICS AND WAREHOUSING

TRAVEL LESS



LOAD MORE



DIRECT SHIP



PRODUCTIVITY



EFFICIENCY



LOGISTICS NETWORK DESIGN



# Procurement Lighthouse Strategy On a Page

**Value Chain Interventions & Backward Integration**

**Partner for Product Superiority and Innovation iTO**

**Scaling up smartly & competitively**

**Network Resilience & Agility**



**Competitive Buying**  
 Benchmarking  
 Joy of Buying  
 Joint Buying  
 Buying for our CM's  
 Complexity Reduction  
 GBU & MBS Scope Expansion  
 PRM

**Focus of Five, Power of One**

**Organization Transformation**

**Empowered, Accountable, Experimental**

**Procurement Culture**

**Powered by Technology**

**Operational Effectiveness & Technological Transformation**

**Talent Powerhouse & Inclusive Team**

**Top procurement talent & career development**

# LEAN AND AGILE PROCUREMENT

## COMPETITIVE BUYING

## BACKWARD INTEGRATION

Competitiveness, Capacity, Sustainability

## SUPPLIER NETWORK OPTIMISATION



# DIGITAL



# DIGITAL TRANSFORMATION

**SMART MACHINES &  
SYSTEMS POWERED BY  
INTELLIGENCE**

**HUMAN ROLE  
EVOLUTION & PEOPLE  
UPSKILLING**

**FROM REACT AND  
FIX TO PREDICT  
AND ACT**



# DIGITAL TWIN

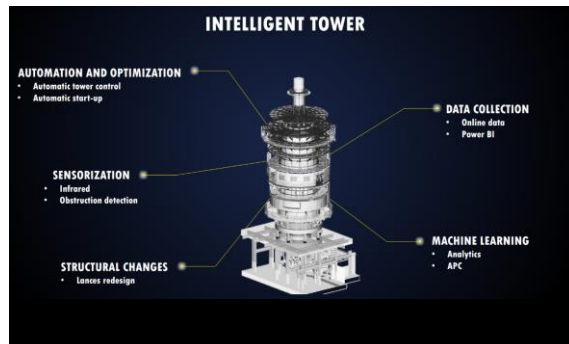
LEARN FROM THE PAST,  
LIVE IN THE PRESENT,  
TO CREATE THE FUTURE...

- A virtual replica of a real world system
- Dynamic machine learning
- Risk free rapid development & deployment of innovation



# MANUFACTURING DIGITAL CAPABILITIES IN ACTION

## INTELLIGENT TOWERS



- Digital Twins
- Machine Learning
- Always Optimal

## HYPER-CONNECTED PERFORMANCE MGMT



- Real-time
- Full data visibility
- Paperless

## LIGHTS OUT FACTORY



- Touchless operations
- Zero / minimal human intervention

## PREDICTIVE QUALITY



- AI quality assurance
- Touchless Quality
- Zero Waste

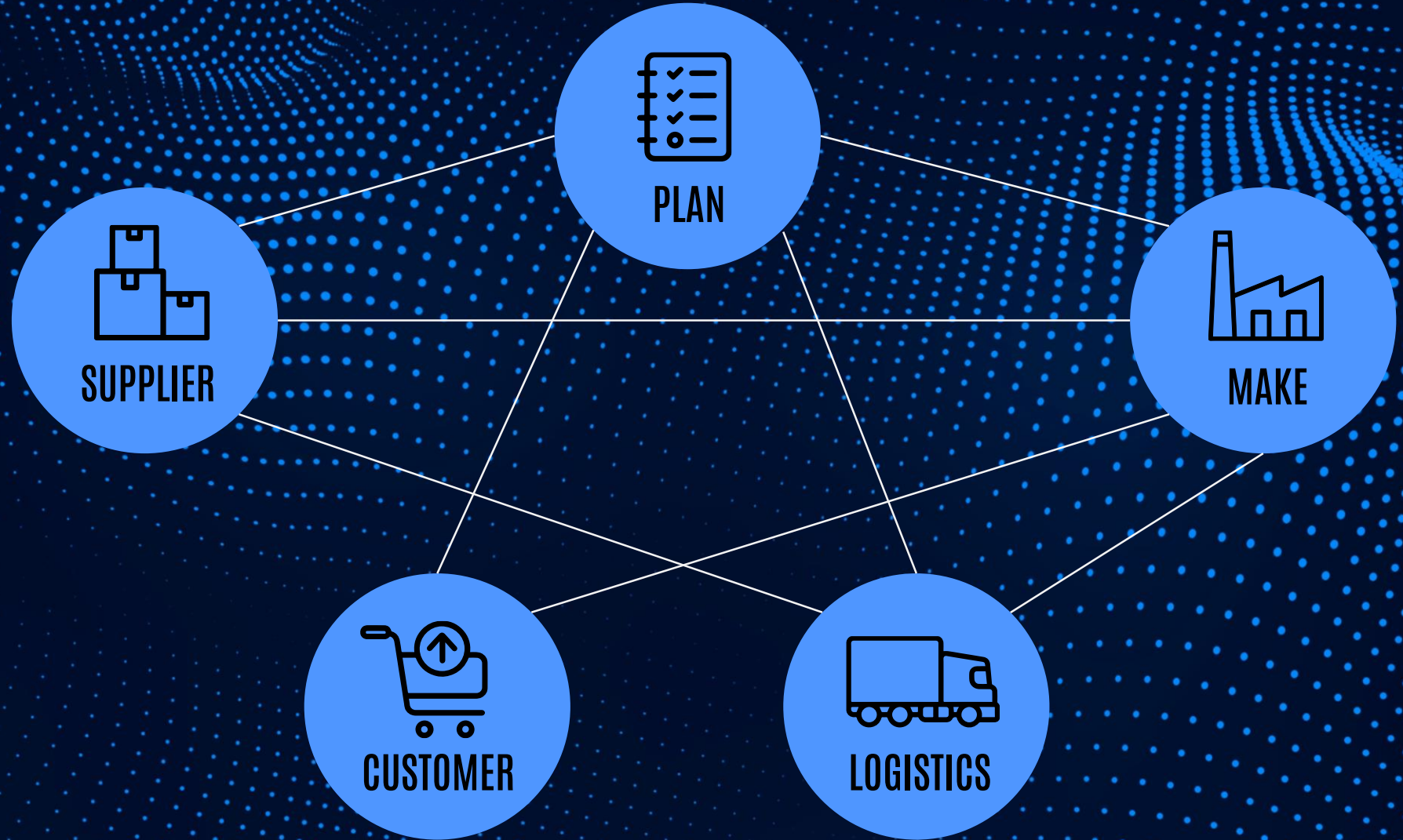


# E2E INTEGRATED DIGITAL PROGRAMS

DEMAND SIGNAL  
FROM CUSTOMER  
TO SUPPLIER

REAL TIME S&OP

INSTANTANEOUS  
MATERIAL  
REPLENISHMENT



# ORDER TO CASH DIGITAL CONNECTIVITY



## PLAN

- Demand forecasting
- Demand & Supply Planning
- Cognitive Layer
- Customer Business Plan
- Promotion Management
- Promotion Planning

## COLLECT

- Cash Collection
- Claim Mgmt

## EXECUTE

- Performance Review
- Consumer Service
- Customer Channel Execution & Performance Tracking
- Supply Execution

## DELIVER

- Order Mgmt.
- Order Fulfilment
- E-commerce
- Dynamic Stock Allocation
- Customer Interaction
- Logistics

Unified User Interface

Master Data Management - Products and Customers

Data Lake Platform— all data efficiently stored

An aerial photograph of a vast, dense tropical rainforest. The forest is a mix of various shades of green, from deep forest greens to bright, sunlit greens. In the upper portion of the image, a white rounded rectangle is superimposed over the forest, containing the word "SUSTAINABILITY" in large, bold, white, sans-serif capital letters. The background shows a hazy horizon with distant hills under a soft, overcast sky.

**SUSTAINABILITY**

# LEVERAGING OUR SCALE FOR GOOD



**74%**

reduction in GHG emissions  
in our operations

**Zero**

non-hazardous waste to  
landfill across our  
factories

**79%**

of agricultural raw  
materials sustainably  
sourced

**53%**

reusable, recyclable or  
compostable plastic  
packaging

**700m**

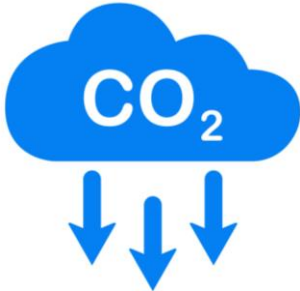
people have benefited from our  
commitment to improving the wellbeing &  
inclusivity of the communities we operate  
in

**52%**

Of our products delivered  
positive nutrition

# REDUCE MANUFACTURING ENVIRONMENT FOOTPRINT

CO<sub>2</sub> PER TON OF PRODUCT



WATER CONSUMPTION



NON HAZARDOUS WASTE TO LANDFILL



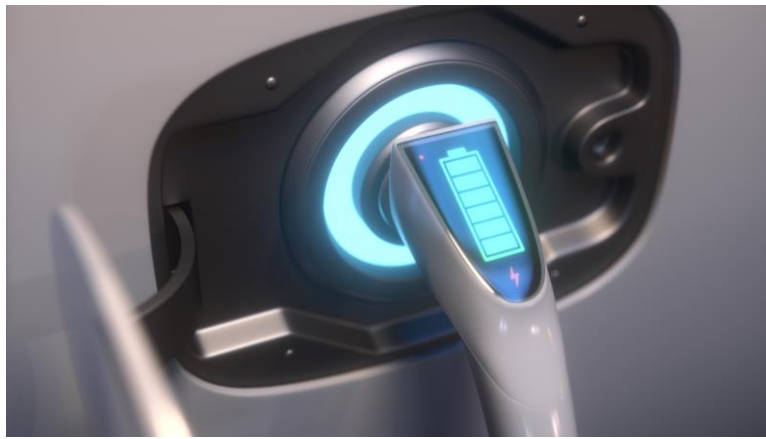
# LOGISTICS CONTRIBUTION TO REDUCED EMISSIONS

## OPERATIONAL EXCELLENCE



- Travel Less
- Lower Consumption Engines (Euro VI)
- Intermodal Solutions

## ALTERNATIVE FUELS



- Biofuels
- Biogases
- Electric trucks

## WAREHOUSING



- Renewable Energy
  - Solar
  - Hydro
  - Wind
  - Thermo

# OUR PARTNERS IN CLEAN FUTURE

## NET ZERO



- Halve by 2030, zero by 2039
- EcoDesign
- Renewable Energy
- Sustainable Feedstocks

## DEFORESTATION FREE

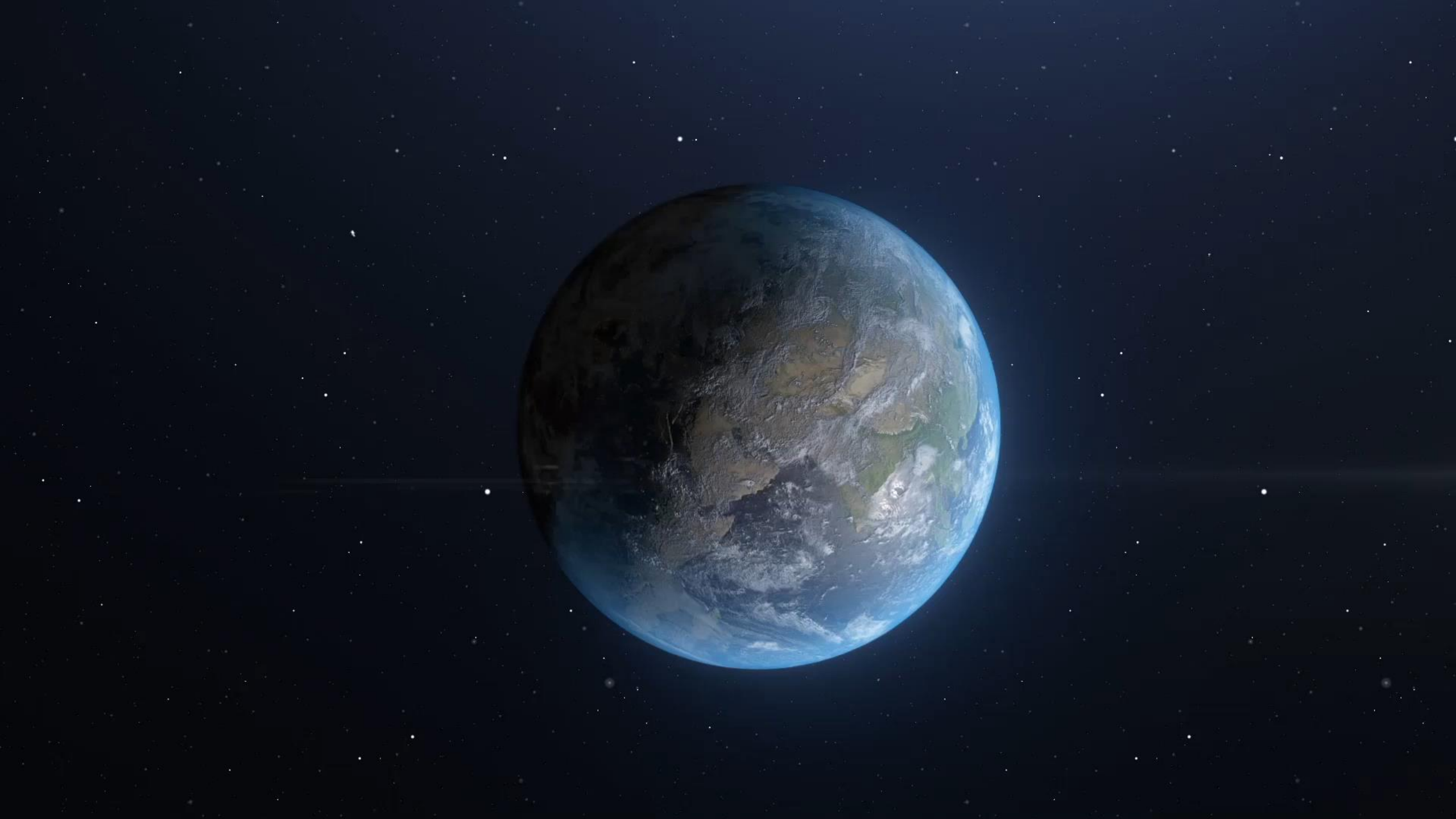


- No Deforestation Palm oil
- Weight efficient technologies

## BETTER / NO PLASTIC



- Affordable PCR Supply development
- Recycling Infrastructure
- Portfolio Redesign





# UNILEVER SUPPLY CHAIN.....



## SUPPLY CHAIN

AGILE

COST EFFICIENT

RESILIENT

SUSTAINABILITY  
FOCUS



*Unilever*

**THANK YOU**