



Unilever

10  
years of  
USLP



Our nutrition journey

# Foods & Refreshment

## Taste good, feel good

## Force for good

### Selection of our F&R brands



**“By 2020, we will double the proportion of our portfolio that meets our Highest Nutritional Standards”**



Unilever

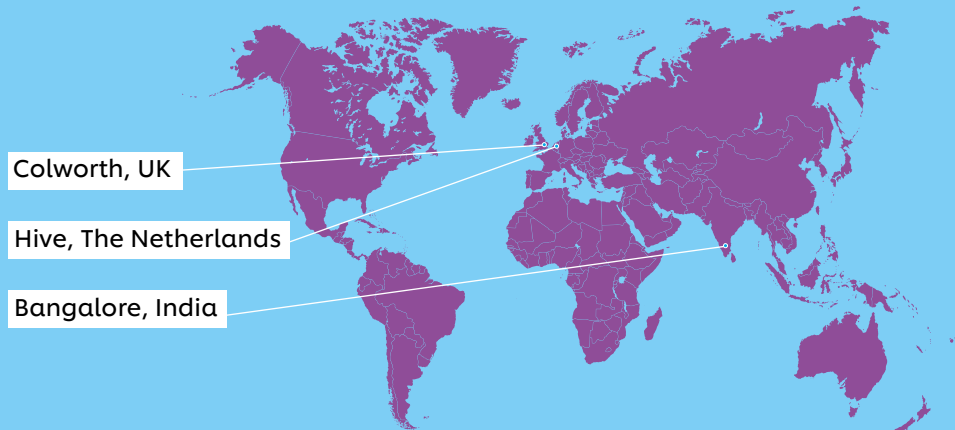
FOODS &  
REFRESHMENT

Our brands  
are sold in  
**190**  
countries

**2.5 billion**  
people use our  
products every day

**€19.3 billion**  
turnover 2020

### Our global F&R R&D centers



### Compliance in 2020

**61%**   
of our foods met the Highest  
Nutritional Standards in 2020,  
based on globally recognised  
dietary guidelines<sup>†</sup>

TARGET ACHIEVED

**77%**   
of our foods met our  
5g per day target for  
salt intake

TARGET ACHIEVED

 **93%**  
of our packaged ice cream  
contained 250 kilocalories  
or fewer per portion

TARGET ACHIEVED

Sugar across all our  
sweetened tea-based  
beverages reduced  
since 2010

**-23%** 

## Some personal views on our nutrition journey



Today, when given the choice, people invariably choose foods that: combine great taste and health; are at an affordable price point; and don't harm the environment.

But delivering that type of food to all people, everywhere, requires a fairer, healthier and more sustainable global food system. And, while system change can be difficult, as a business, it's simply a growth opportunity we can't afford to miss.

**Hanneke Faber**  
President Foods & Refreshment



I have seen the ownership of HNS growing in the business over the years as well as the confidence that we have the tools to develop great tasting winning products within those standards. With every step we take we make the world a little better and many little steps make a big difference in the end.

**Carla Hilhorst**  
EVP R&D Foods & Refreshment

I think my proudest moment was that we agreed to put the 200 Bn commitment on servings providing a meaningful amount of at least one of the 5 critical micronutrients by 2022 on the website.

I remember that I took a screenshot from the website and shared it in our family WhatsApp group to make it tangible for my parents and brother what I am working on. Showing that I live my purpose of fighting for worthy causes!

**Angelika de Bree**  
Global Nutrition Director 2014 - 2020



I feel enormously proud we achieved our target on HNS compliant products. It took courage, we had many challenges, but we all believed it was the right thing to do.

One moment I vividly remember in 2018: we made a jump in our HNS compliance after years of small improvements. It showed that through our step-by-step salt, sugar, and calorie reduction programmes our products started to hit the HNS benchmark. It was an enormous boost for everyone who worked so hard for this.

**Els de Groene**  
Global Nutrition Director



## Some personal views on our nutrition journey



We set ourselves some ambitious and stretching nutritional commitments and then mobilised the organisation to deliver. This was achieved without compromising on taste and functionality which was a huge technical challenge. The nutritional programme not only transformed our own product offerings but set standards that re-shaped the food industry in total. I am very proud that we led the way.

**Clive Gristwood**  
Executive Vice President R&D Foods & Refreshment  
2012 - 2019

The embedding of nutrition in the Unilever Sustainable Living Plan (USLP) in 2010 was a fantastic recognition and confirmation of the longstanding efforts of Unilever to help consumers eat healthier. It was a joyous moment for the whole nutrition community in Unilever.

**Dr J.L. Zevenbergen**  
Global Nutrition Director  
2006 - 2014



I am honoured to have been part of the journey to make sustainable nutrition a reality. We had many activities and programmes, everyone raising awareness and growing our impact.

My proudest moments were the launch of the Unilever Sustainable Strategy, our compass, and the Knorr's Green Food Steps programme launched in Nigeria, built on robust consumer and technical insights.

**Isabelle Esser**  
Executive Vice President  
R&D Foods  
2012 - 2018



Our  
Global brands  
have a  
long heritage  
in improving  
nutrition

Knorr  
175+  
years



Lipton  
120+  
years

Hellmann's  
100+  
years



Our iodine fortified  
Annapurna salt has  
been helping combat  
**iodine  
deficiency**  
since 1997



2000

Knorr and  
Hellmann's  
became part of  
Unilever family  
in 2000



In the same year  
we launched our  
**Global  
Nutrition Policy**



2014

2014 Launch of the  
**Healthy Recipe  
Framework**



2015

ACHIEVED

In 2015, **91%** of our packaged  
ice cream by volume contained  
**250 kilocalories**  
or fewer per portion. This  
achievement was maintained,  
with **93%** meeting the target in 2020



2017

Launch of  
**Micronutrients commitment**  
**Sustainable  
Nutrition  
Manifesto**



2003

In 2003 we launched the  
**Nutrition Enhancement  
Programme (NEP)**  
to improve the nutritional quality  
of our total portfolio

2014

ACHIEVED

In 2014, **100%**  
of our children's ice creams  
contained  
**110 Kcal**  
or fewer per portion.  
This achievement  
has been  
maintained every year  
since, including in 2020



Launch of the  
**Responsibly  
Made for Kids**  
promise

2020



**USLP time-bound  
commitments achieved**

2019

**Plant- forward strategy**

Launch of Knorr  
**50 Future Foods**  
**The Vegetarian  
Butcher** becomes part  
of the Unilever family



2008

Launch of  
**Nutrition Labelling**  
provide information on eight key nutrients,  
info per portion and 100g and show energy  
content on front of pack labels

2020

Launch of  
**Future Food  
Commitments**



**Horlicks  
acquisition**

2009

In 2009  
we launched our  
**salt reduction  
strategy**



2012

ACHIEVED

By 2012, we **achieved**  
our first target: **100% of our portfolio**  
by volume did not contain **trans fats**  
**originating from partially**  
**hydrogenated vegetable oil**

2010



**USLP Commitments**  
Measurable time bound commitments  
to improve the nutritional quality  
of all our products

## How did Unilever double its Highest Nutritional Standards (HNS) compliance in 10 years?

In 2003 we launched the Nutrition Enhancement Programme (NEP) with a nutrient profiling system including product group specific standards for nutrients of concern. To our knowledge we were the first company to routinely screen the entire foods and beverage portfolio and started to improve the nutritional quality of our products.

By 2009, we had reviewed 30,000 products, equivalent to around 22,000 formulations and had taken out significant amounts of sugar, sodium, and fats. In 2010, we committed to stretching time-bound targets to double the portfolio meeting our HNS.

Between 2010 and 2020 we improved our global portfolio:

- We achieved all our Ice Cream commitments and reduced more than 15,000 tonnes of sugar from our ice creams globally;
- We achieved our salt commitment and removed from our global portfolio more than 37 million tonnes of sodium;
- We accomplished a 23% sugar reduction across all our sweetened tea-based beverages and our Pepsi-Lipton joint venture sugar reduction reached 29%, equivalent to 170 billion sugar cubes and approximately 2700 billion calories.

HNS Act as  
Guardrails  
for:

Marketing &  
Advertising

Nutrition  
& Health  
Claims

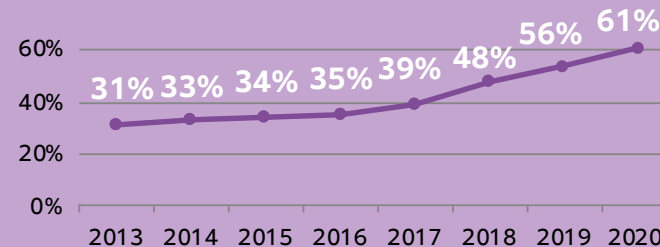
Product  
reformulation  
& Innovation

Part of the  
Healthy Recipe  
Framework

### Five global principles as basis for our nutrient profiling system

- 1 Be **scientifically sound** and reflect **internationally accepted dietary guidelines**, while taking into account local and regional dietary habits and food guidelines;
- 2 Be **non-discriminatory**, apply to all categories of foods, yet take into account product-specific requirements and contributions to the diet without compromising on credibility or scientific rigour;
- 3 **Encourage innovation**, optimisation and reformulation of food products;
- 4 Focus on the internationally **recognised nutrients of public health concern**, e.g. saturated and trans fats, sugar and sodium;
- 5 Allow for the adoption of nutrient profiling schemes on a regional basis, as necessary to address unique local dietary needs, habits and food-based guidelines as well as local and regional food regulations, while ensuring that these schemes are fundamentally aligned with Unilever's global profiling principles.

### HNS commitment compliance



**61%** of our foods met the Highest Nutritional Standards in 2020, based on globally recognised dietary guidelines

TARGET ACHIEVED

## Our efforts towards USLP nutrition commitments

Unilever sodium, sugar and calories reduction strategies, have been in place since NEP and were further strengthened with the USLP time-bound targets. Reformulation roadmaps are in place to improve the nutrient profile of our products, allowing an increasing offer of lower sodium, sugar and calorie products for consumers. We support that these nutrients should be limited in line with dietary recommendations.

We advocate for a multi-stakeholder approach for all targets, working with governments, academia, business and others in the food industry. We have engaged with policy makers in many countries around the world.

ACHIEVED

## Salt commitment achieved!

**Our first milestone was to reduce salt levels to 6g per day by the end of 2010, this required reductions of up to 25%. In 2010, we embarked on the ambition to reduce salt further by 15-20% on average to meet the target of 5g salt per day.**



**Knorr reduced salt by 27% in the top Side Dishes in the US**

WHO recommendation is to limit daily salt intake to 5g, and we translated this to product specific standards for reformulation,

through data modelling that was published in the [European Journal of Clinical Nutrition](#).

**In 2013 we announced our commitment: By 2020, 75% of our Foods portfolio will meet salt levels to enable intakes of 5g per day.**

We met our 2020 target, with 77% of our Foods portfolio being compliant with the 5g salt per day target.

Maintaining taste is the main challenge. Phased sodium reduction and the increase of herbs and spices help enhance flavour making products

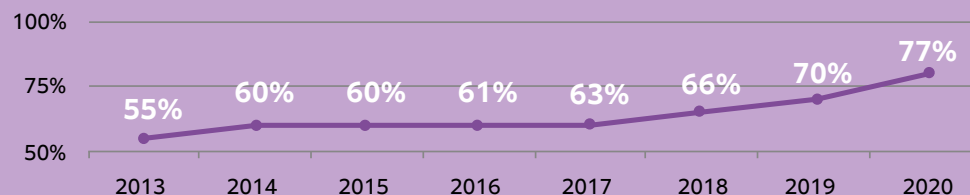
more nutritious. We advocate for the use of potassium salt (in accordance to country regulations) in the products where further salt reduction is not technically feasible. It is essential to take consumers along. We studied [Making salt-reduced products more appealing to consumers](#) [Impact of front-of-pack messages on liking and table salt use over time](#), the [barriers for salt reduction for consumers](#), [impact of salt reduction on health](#) and [salt substitutes](#).

We have also created campaigns for [consumers](#) and [chefs](#) that are looking for reducing salt in their dishes. ■



Between 2012-2020 we have taken out more than **37 million tonnes** of salt from our food portfolio globally

### HNS Salt commitment compliance



## ACHIEVED

### Trans fat commitment achieved by 2012

**By 2012, we had met our target to eliminate trans fat (TFA) originating from partially hydrogenated vegetable oil from our products worldwide.**

In addition to removing TFA through product reformulations, we have taken care not to increase saturated fat levels while keeping our products affordable and of high quality. [Our position on trans fats \(PDF | 800KB\)](#) details our approach.

As one of the International Food & Beverage Alliance (IFBA) member companies, we align with the WHO recommendation that industrially produced trans fat should not exceed 2g per 100g of total fat or oil in all foods.

**We're committed to achieve this worldwide by 2023 at the latest. ■**

**As one of the world's largest food producers, we are committed to playing a part in helping to tackle obesity.**



We have a multi-faceted approach based on: reformulating our products, by reducing levels of sugar and calories in certain products; offering lower and zero calorie products, as well as smaller portion sizes (like Magnum mini), and providing clear nutrition labelling, so that consumers can make informed food choices.

## ACHIEVED

### Kids Ice Cream commitment

**In 2014, 100% of our children's ice creams contained 110 kilocalories or fewer per portion. This achievement has been maintained every year since, including in 2020.**

We carefully control the portion size, calories, saturated fat and sugars in all our children's ice creams. Some of these products are made with wholesome ingredients such as milk and fruit, or vitamins and minerals, that further improves its nutrition quality.

All our kids' ice creams meet our 'Highest Nutritional Standards'. We are now focused on increasing awareness of the importance of responsible treats for kids to help tackle childhood obesity. That's why in 2019 Wall's/The Heartbrand launched its [responsibly made for kids promise](#).

It is important that our lower-calorie children's ice creams are still attractive. We want to encourage children to choose options that are designed for them and not for adults. We are responsible in our marketing of foods



and drinks to people of all ages, but especially towards children. Finally, we encourage the wider food industry to take action. ■





## ACHIEVED

## Packaged Ice Cream commitment

**In 2015, 91% of our packaged Ice Cream by volume contained 250 kilocalories or fewer per portion, exceeding the target of 80%. In 2020, 93% of packaged Ice Creams met the commitment.**

Treats contribute to wellbeing and pleasure, which we believe is important in life. As the world's leading ice cream company, selling much-loved brands we also know how important it is to lower calories without sacrificing taste.

The sugar and calories reduction programme is based on a gradual reduction of sugar in all ice cream varieties. Where it was not technically feasible to lower sugar and calories further, we

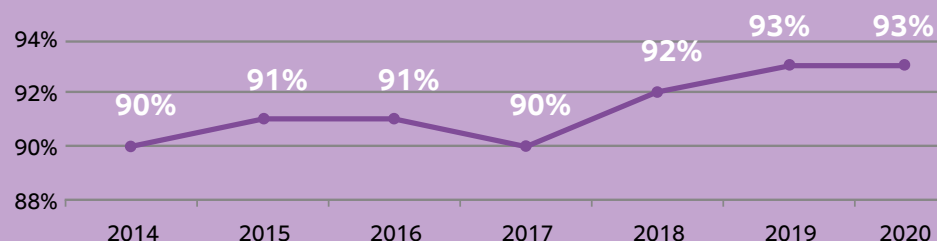
have revised portion sizes to ensure a maximum intake that aligns to our commitment.

Additionally we developed and actively promoted low calorie varieties such as Ingman with stevia and no added sugar launched in 2012, Ben & Jerry's Moo-phoria in 2018. More recently Magnum launched no added sugar ice creams and Breyers added a CarbSmart™ product line to its portfolio. Breyers delights brand offers lower calories, reduced sugar and packed with protein ice creams pints, available in the UK and the US. Similar products are available in Blue Ribbon, Goodiz and Heart brands around the globe. In many brands we offer mini versions of our customers' favorite products: Cornetto mini is available since 2001, followed by Magnum mini in 2009; Ben & Jerry's mini cups in 2014. ■



Between 2014–2017,  
we removed  
**>15,000 tonnes**  
of sugar from our  
ice creams globally,  
equivalent to one  
circumference of the earth  
made from sugar cubes.

## Ice Cream calories commitment compliance



## Sugar reduction commitment

We have removed 23% of sugar across all our sweetened tea-based beverages, just falling short of our commitment of 25% by 2020.

We will continue to reduce sugar levels in our ready-to-drink teas extending this to our powdered iced teas and milk tea products as well, as explained in our [position on sugar](#).

Sugar reduction in beverages has been achieved through the development of low-calorie varieties, gradually reduce the sugar in the portfolio and actively promote varieties with less sugar.

Examples of these actions are:

- In the 2000's Lipton RTD drives sugar levels to be at least 20% below leading local carbonated soft drinks;
- Launch of 250 ml Lipton Iced Tea slim cans in 2006;
- Launch of our first Lipton Iced Tea 30% sugar reduced with stevia in 2011;
- Re-launch of Pure Leaf Unsweetened in the USA in 2012;
- In 2019, in Brazil, we removed 100% of sugar in all our retail Pepsi Lipton ready-to-drink ice teas. In Australia and New Zealand, all bottled Lipton ice teas meet our HNS.

In recent years our sugar innovation and reformulation programme also included sauces, dressings, bouillons and soups.



Drinking unsweetened tea is a good hydration habit and can be an alternative to water. We promote the health benefits of our teas and waters and campaign to drink it without sugar.

- One example is our work with the Health Authority in Dubai in 2016, where our Do More campaign promoted physical activity and healthy hydration;
- In India we offer teas with ayurvedic herbs under the Red label Natural care to boost immunity;
- We campaign for [Healthy hearts](#) using claims on Lipton Black and Green teas in the US. In 2021 we

partner with the American Heart Association.

As the largest global tea company, we have a long-standing [research](#) programme investigating the benefits of tea. Our research has been cited in [Dutch dietary guidelines](#) and by the European Society of Cardiology. ■

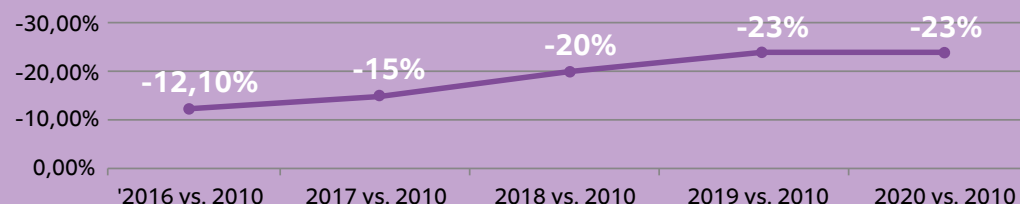


Between 2010 and 2020,  
we have removed  
**23%**  
of sugar across  
all our sweetened  
tea-based beverages



In the Pepsi-Lipton joint venture  
sugar reduction reached  
**29%**, equivalent to  
**170 billion** sugar cubes  
and approximately  
**2700 billion** calories

### Sugar in RTD commitment compliance





## Fortification

**Currently, there's almost 690 million people in the world suffering from hunger; and food insecurity affects 2 billion people.**

As a global food company we help tackle micronutrient shortages with a twofold approach: by offering products with essential micronutrients via fortification and dietary diversification; and by promoting good nutrition through our partnerships and programmes. We have launched fortified products that help cover nutrition deficiencies of each region globally:

- Our iodine fortified Annapurna salt has been helping combat iodine deficiency since 1997. In Ghana, between 2000-2007 the use of iodized salt increased from 28% of the population to around 70%. This project was conducted in partnership with UNICEF that included school education sessions about basic nutrition and oral care;
- Knorr/Royco iron fortified bouillons are available in 47 countries. In Nigeria and Kenya we inspired women to cook more nutritious with iron-fortified bouillons and green

leafy vegetables, and proved the effectiveness of the behaviour change programme. Its positive impacts were captured by this study;

- We offer multifortified flours and porridges under Maizena, Anapurna and Knorr brands in 15 countries including Mexico, Brazil, India with iron, zinc and vitamins.

**In 2017 we formally established a time bound commitment to provide more than 200 billion servings with at least one of the five key micronutrients, vitamin A, D, iodine, iron and zinc by 2022. So far, we've provided over 125 billion servings.**

In 2020 Horlicks joined the Unilever family with the aim to nourish a billion lives. Horlicks beverages provide at least one of the essential micronutrients in India, Bangladesh and 20 other predominantly Asian markets. Horlicks nutrition education programmes will reach 10 million rural Women and ~25,000 villages across India. ■



## Sustainable nutrition and plant-forward diets

**Our commitment to nutrition focus on delivering products that are responsibly delicious and we inspire people to have a more nutritious and sustainable diet.**

In 2015 we showed how Unilever was contributing for sustainable diets and two years later we published our Sustainable Nutrition Manifesto. We have improved our portfolio based on technology developments and scientific research to cater for the health of people and planet:



- In 2007 Knorr encouraged consumers to eat colorful vegetables with the help of a range of new color-themed products. The campaign was inspired by the insight that brightly colored vegetables indicate the presence of different beneficial antioxidants.
- We published research showing that the nutrient density scores of dry vegetable soups are similar to home-made and other soups, indicating that dry vegetable soups can deliver a significant part of recommended daily nutrient and vegetable intake. We run many campaigns promoting dried soups: the latest in Denmark reached 4.3 million people; in Spain we are delivering 15 million portions of vegetables a year, and in the Netherlands our meal kit packs containing two to three portions of veggies, this has had an impact on

around 75 million meals. Globally we deliver more than 100 billion servings of vegetables with our Knorr products yearly, which equals 50 Olympic swimming pools filled with veggies;

- In Brazil we promoted Hellmann's mayonnaise showcasing that a spoon has only 40 Kcal and studied that mayonnaise increased the consumption of vegetables and the quality of the diet of the Brazilian population;
- Our products promote the consumption of local fresh ingredients, examples of that are the Green Food Steps programme in Nigeria; Lutong Nanay programme in Philippines; Royco Nutri Menu programme in Indonesia; Knorr immunity cookbook in Mexico and the South African Plate of the Nation programme;
- In 2019 Knorr Future 50 Foods was developed in partnership with WWF. These are all plant-based ingredients that are nutritious, have a lower impact on the environment, can grow in challenging climates and in damaged soil, and they can taste great, be accessible and affordable all over the world. The 50 Future ingredients have been included in our products, recipes and healthy eating programmes;
- Our recent acquisition The Vegetarian Butcher (TVB) offers meat alternative



products to aid meat lovers to shift for a healthier and more sustainable diet, without missing the meatier taste and texture. TVB partnered with Burger King and other restaurants through UFS to extend this offer to more consumers;

zed by the FAIRR Initiative in 2019 and 2020. It reached the top ranking position in both phases of the sustainable protein engagement and in 2020 was considered the first manufacture to be a pioneer and a best practice case for strategy. ■

- We have launched delicious vegan and dairy-free ice creams. Magnum vegan is now available globally! Breyers, Ben & Jerry's, Cornetto, Sole-ro, also launched dairy free versions of their best sellers, in addition to the several plant-based by design ice creams available in many markets;
- The majority of our beverage portfolio is plant-based. Leaf tea brands like Lipton, Brooke Bond, PG tips, Pukka and ready-to-drink brands as Pure leaf, Buavita, have delivered the goodness of plants by being sources of flavonoids, fruits, vitamins and minerals;
- Unilever across brands efforts on protein diversification were recogni-





We aim to provide the nutrition content of our products, and information on how to improve diets, in an understandable way. We also want to help people work out what a balanced portion of a food is, to help them maintain a healthy weight.

## Nutrition Labelling



## Marketing



# Unilever Foods & Refreshment

**Vision: To be a world-class Force for Good, in Food**

We are a **€20B** 'Force' feeding  
**>2.5B people** across  
**>150 nations**

## Best Brands



## Boldly Healthier

### MORE

- Plant-based
- Positive Nutrition
- Sustainable Sourcing

### LESS

- Food Waste
- Salt & Sugar
- Plastic



## Future Food Commitments

As one of the largest food manufacturers in the world, we have a responsibility to help shape a global food system that is fair for everyone. Which is why we are launching our 'Future Foods' initiative – it's our plan to help people transition towards healthier diets and reduce the environmental impact of the food chain. We commit to:



Growing our meat & dairy plant-based alternatives to a €1B within 5-7 years



Halving food waste from factory to shelf by 2025



Doubling the number of products that deliver positive nutrition by 2025



Lowering calories, salt and sugar across all our products

## Every Brand a Movement



## Superior Products & Irresistible Innovation

