

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

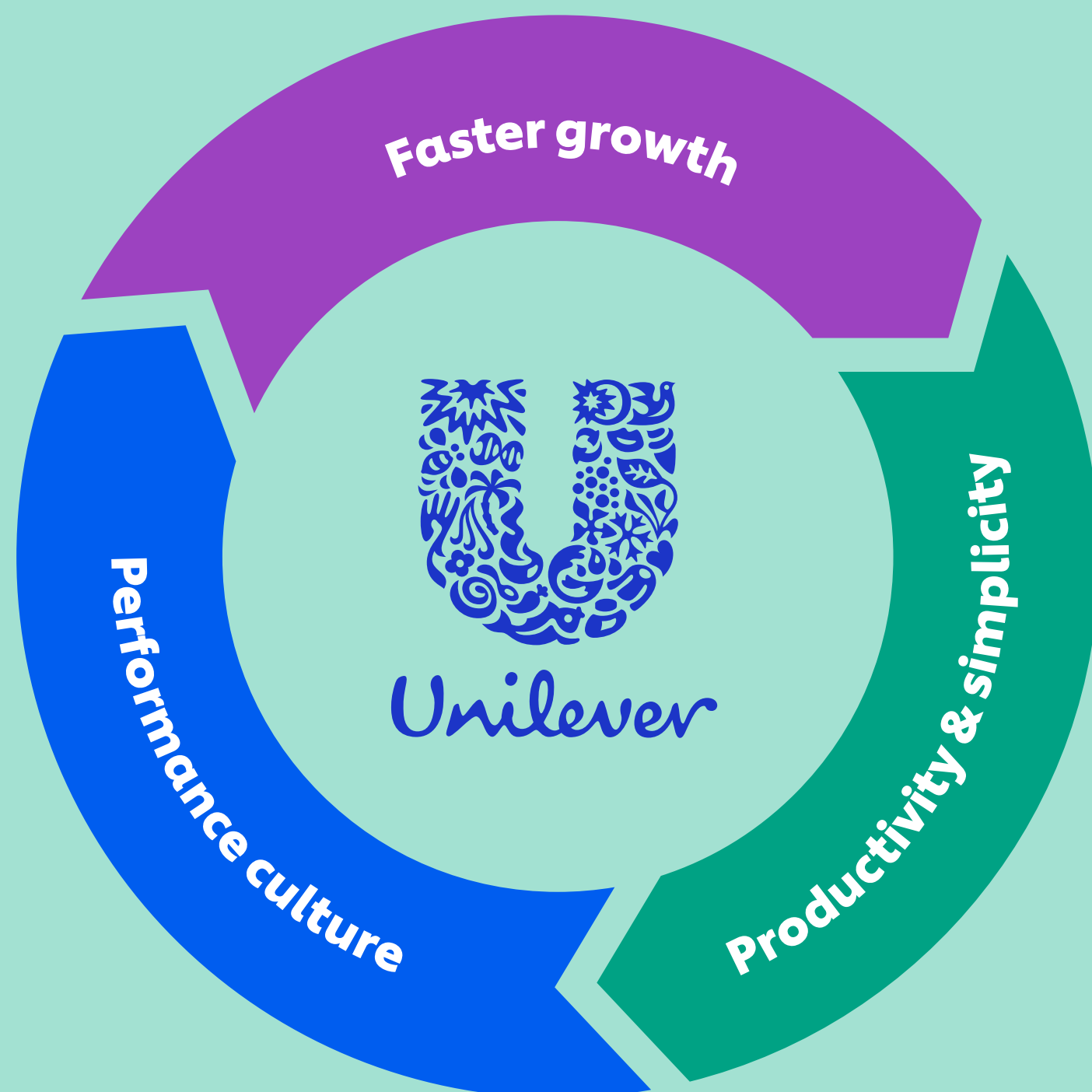
Win with our brands, powered by unmissable superiority

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.

[See our Annual Report for more on the Growth Action Plan →](#)