



UNILEVER PLC SWOT & PESTLE ANALYSIS

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Table of Contents

Company Overview	3
Business Sector	3
Operating Geography	3
Revenue	3
SWOT Analysis	4
Strength	5
Weakness	6
Opportunity	7
Threat	9
PESTLE Analysis	10
Political	11
Economic	11
Social	12
Technological	13
Legal	14
Environmental	14
Major Competitors	16
Major Brands	16
Business Sectors / Diversification	17
Top Acquisitions / Mergers / Alliances / Joint Ventures / Divestitures	18

Unilever plc

The Unilever SWOT & PESTLE Sample Analysis report was published in March 2023. The information and analysis are relevant to the data available before the publishing date. Data in the actual 'Complete Reports' (available for purchase on the website) are updated on a periodic basis.

Company Overview

Unilever plc is an Anglo-Dutch multinational consumer goods company founded in 1930, by the merger of Dutch firm, Margarine Unie and British firm, Lever Brothers. The Company started off in the 1890's with William Hesketh Lever, founder of Lever Brothers, who wanted to make his vision for cleanliness commonplace and penned down his ideas for the Sunlight Soap. Unilever has over 400 brands across food, personal care and household cleaning segments and is co-headquartered in Rotterdam, Netherlands and London, U.K. With a range of over 400 unique brands, on any given day, 2.5 billion people use Unilever products in their daily life. The multinational FMCG, is parent to some of the world's leading, household-name brands like Lipton, Knorr, Dove, Axe, Hellmann's and Omo, Lifebuoy, Sunsilk, Close-up etc. Kantar Worldpanel has hailed Unilever as the company with the largest number of brands in the world. It is the world's 4th largest FMCG based on net sales, after Nestle, P&G and PepsiCo. It has over 132,700 employees in more than 100 countries as of early 2023.

Unilever's USP or unique selling proposition lies in its being one of the oldest FMCG companies in the world having the largest brand portfolio, great brand recall by consumers, contributing immensely to sustainable living. Unilever's vision has a simple yet clear purpose, "to make sustainable living commonplace. We believe this is the best long-term way for our business to grow."

Business Sector

Fast Moving Consumer Goods (FMCG)

Operating Geography

United Kingdom, Europe, Global

Revenue

€60.07 billion – FY ending 31st December 2022 (y-o-y growth 14.5%)

€52.44 billion – FY ending 31st December 2021

SWOT Analysis

The SWOT analysis for Unilever plc is presented below in a matrix format followed by a detailed analysis:

Strength	Weakness
<ol style="list-style-type: none"> 1. Strong financial performance and strategy 2. Strong and popular brand portfolio 3. R&D focus and integrated supply chain 4. Strong advertising and marketing capabilities 5. Highly focused on constantly innovating its products 	<ol style="list-style-type: none"> 1. Dependence on distributors and retailers 2. Frequent product recalls impact brand loyalty
Opportunity	Threat
<ol style="list-style-type: none"> 1. Potential in emerging markets 2. Growing demand for premium and specialized high-end products in skin care segment 3. Strategic partnerships and acquisitions to facilitate growth 4. Expanding premium portfolio of Home Care products through new channels 5. Expansion of the plant-based portfolio 	<ol style="list-style-type: none"> 1. Fierce competition from global and regional players 2. Rise in private label brands from retailers 3. Rising inflation leading to rise in costs

Strength

- 1. Strong financial performance and strategy:** During the 2022 fiscal year, Unilever earned revenues of €60.1 billion, operating profits of €10.8 billion, net profits of €8.3 billion, and free cash flow of €5.3 billion. In contrast to underlying sales growth of 9.0%, turnover climbed by 14.5%. In comparison to the preceding year, diluted profits per share increased by 29% to €2.99. Export-focused Unilever International has developed into one of the Company's fastest-growing divisions, with annual sales of more than one billion euros. The organizational structure of Unilever underwent a significant change in 2021, switching from a complicated matrix structure to a more flexible and responsible approach centered on five business units. This new Compass Organization has the potential to make Unilever a more straightforward, responsive, and transparent company.
- 2. Strong and popular brand portfolio:** Unilever has strong brands across major FMCG segments. Unilever has over 400 brand names in more than 190 countries and a variety of product brands in various market segments. Unilever has a clear organizational structure. Their product brands are divided into the categories of "Nutrition, Home Care, Beauty & Well-Being, Personal Care, and Ice-cream." Unilever's brand portfolio is diverse and includes popular household names like Dove, Lipton, Ben & Jerry's, Knorr, Axe, Hellmann's, Tresemmé, and so on. These brands cover personal care, food, condiments, and beverages, among other categories, and are known for their quality, unique flavors, and commitment to social and environmental causes.
- 3. R&D focus and integrated supply chain:** Unilever has spent over €908 billion on Research and Development in 2022 in order to build and improve brands through innovation leveraged by science and technology. It has also established a Strategic Science Group which works on long term scientific solutions and complements the R&D division. According to global research and advisory firm Gartner, Unilever's integrated supply chain is one of the best across FMCG companies globally. Unilever has over 280 factories as of 2022 and has significantly invested in efficiency and eco-production. The company holds partnerships with most of the retail chains like Walmart and Target among many others for selling its goods. It has a robust distribution network selling products from supermarkets to small household stores in any country it operates in. It sources its materials locally where it operates in which gives Unilever a competitive advantage over its fellow rivals. It uses digital technologies as well for working with its supply chain partners and trying to make the system more robust and less vulnerable to external shocks like the pandemic.

Unilever plc

4. **Strong advertising and marketing capabilities:** Unilever's marketing game is very strong. It advertises its products based on current market trend. For instance, COVID-19 wreaked havoc in the world. A moving tribute to front-line healthcare workers, who are without a doubt 2020's unsung heroes, Dove's "Courage is Beautiful" film was one of the division's most memorable campaigns. Promoting handwashing as a means of assisting in disease prevention is nothing new for Lifebuoy. With handwashing education programmes, the brand celebrated in 2019 reaching 1 billion people. Lifebuoy spread this message during the pandemic through simultaneous PSAs in 17 important markets and by collaborating with nearly 200 international influencers who shared handwashing advice on a variety of social media platforms, reaching millions of attentive followers. When a lockdown occurred, Knorr's Foods & Refreshment division quickly developed Knorr@Home content for social media, providing people with store-cupboard recipe ideas and advice for making simple restaurant-style meals at home. Additionally, Hellmann's launched its Stay-In(spired) campaign, which shared ideas and tips for making food last longer and utilising leftover ingredients in delectable lunches and dinners.
5. **Highly focused on constantly innovating its products:** Unilever has fostered an innovation culture that encourages experimentation and risk-taking. With more than 20,000 patents and a long history of ground-breaking innovations, many of which have been adopted by businesses all around the world, Unilever has a strong patent portfolio. Unilever has created new technologies such as Dilute at Home Refill, a 3X concentrate formulation that uses 50% less plastic in its 100% recyclable bottle and 70% less water during manufacturing, and Sweatguard technology, which is found in its Sure, Rexona, and Dove deodorant ranges and creates a micro shield that protects consumers from sweat for 96 hours. Unilever has also used recycled polypropylene plastic in Magnum ice cream tubs, converting previously unrecyclable plastic trash into a useful resource.

Weakness

1. **Dependence on distributors and retailers:** Unilever does not directly sell its products except for some specific brands in beauty and skin care and men's grooming portal- Dollar Shave Club. It majorly depends on distributors and retailers who are part of its supply chain and help in reaching the products to the end-consumer. Any conflict with the distributors or retailers can impact its sales in the market. An instance of the above was the dispute with UK retailer Tesco in October 2016 over the pricing of some brands including Marmite and Ben & Jerry's. Tesco had apparently refused to hike up the prices of Unilever's brands by 10% as directed by the company. This affected supply of Unilever's products in Tesco's stores across UK and Irish markets. Recently, in 2022, due to a lack of discussion on price parity between traditional and organized

Unilever plc

distributors, Hindustan Unilever's (HUL) wholesalers in Maharashtra progressively ceased distributing its goods beginning January 1. The decision had an impact on the FMCG giant since it had not engaged in discussions regarding the problem. Udaan, Jiomart, Elastic Run, and Metro Cash & Carry are among the organized distributors.

- 2. Frequent product recalls impact brand loyalty:** Unilever plc recalled popular brands of aerosol dry shampoo, including Dove, in October 2022 after discovering they were contaminated with benzene, a cancer-causing chemical. Other brands affected by the recall include Nexxus, Suave, Tresemmé, and Tigi. This raises concerns about the safety of aerosols in personal-care products, as numerous other aerosol items, including sunscreens and antiperspirants, have been recalled in the last year and a half owing to benzene contamination. Additionally, due to misbranding and an undisclosed allergy, MSI Express Inc. recalled about 16,498 pounds of Knorr chicken and rice soup mix products of Knorr. The items include milk, which is not mentioned on the product label, and were distributed to professional food service businesses as well as internet sales in the United States and Canada. The issue was found when the institution informed FSIS that the completed soup tested positive for dairy, an allergy not listed on the product label, as a result of the establishment receiving the erroneous constituent component.

Opportunity

- 1. Potential in emerging markets:** Emerging markets are the key to growth for FMCG companies like Unilever. Unilever has set itself a target of doubling its sales and this can be achieved by aggressive expansion in markets across the Asian subcontinent, ASEAN region, Africa and Latin America. Developed markets are expected to deliver a growth of only 1-2% over the next five years due to market saturation.
- 2. Growing demand for premium and specialized high-end products in skin care segment:** There is a strong growing demand for premium skin care products across markets. The global skincare market is expected to increase at a CAGR of 5.52% between 2021 and 2028, from \$100.13 billion in 2021 to \$145.82 billion in 2028, according to Fortune business insights and the premium segment was valued at US \$474 billion in 2021. In developed markets such as North America and Western Europe despite slowdown in consumer spending, there is a growing demand for premium products in the mass products segments. In developing and emerging markets like the Indian-subcontinent and Middle East, demand for premium personal care products is set to increase according to Trefis Research as there is growing disposable income

Unilever plc

and greater awareness. Thus, premium skin and personal care segment has good potential for Unilever, a segment in which it already has a strong footprint.

- 3. Strategic partnerships and acquisitions to facilitate growth:** In May 2022, Unilever acquired a controlling share in Nutrafol – continuing its run of purchasing health and wellness startups. The acquisition by Unilever will aid with the brand's retail and worldwide expansion and product development. Nutrafol will be added to Unilever's health and well-being portfolio as the company ramps up efforts to expand its wellness portfolio. One of Unilever's strategic focuses is to expand Unilever's portfolio in the high-growth premium skin-care market, and Paula's Choice is joining on this path. Paula's Choice will be part of Unilever Prestige, a group of brands that includes Kate Somerville, Dermalogica, Murad, and Tatcha, among others. Unilever also acquired Onnit in April 2021. Onnit's holistic health offering and digital-first strategy complement Unilever's increasing portfolio of innovative wellness and supplement brands such as OLLY, Equilibra, Liquid I.V., and SmartyPants Vitamins. Unilever has bought Onnit in order to capitalise on rising consumer interest in holistic health and nootropics.
- 4. Expanding premium portfolio of Home care through new channels:** Unilever's premiumisation approach has been effective in India, as they switched customers away from laundry bars and powders and toward premium powders and laundry liquids, resulting in greater turnover and profitability. Unilever is investing in high-margin laundry capsules and cleaning sprays, as well as luxury laundry fragrance beads like its Comfort Fragrance Beads, in China. Despite being a relative newcomer to the industry, they have had the largest gain in market share over the last two years till 2022. Digital commerce is a critical channel for their premium products, particularly in countries with strong digital penetration such as China, the United States, and the United Kingdom. Unilever Professional, which offers a range of premium products geared to the needs of small and medium-sized businesses in the laundrette, hotel, and food services sectors, has also increased their position in the professional cleaning industry. UPro is already present in 45 markets and expects to grow by 32% in 2022, more than doubling its revenue in three years.
- 5. Expansion of the plant-based portfolio:** The global meat-free sector is expected to reach \$290 billion in 2035, with Unilever's plant-based foods segment being one of its fastest-growing segments. Unilever is dedicated to providing more plant-based meat substitutes and dairy alternatives, with a target of reaching €1.5 billion in plant-based product sales by 2025, including goods in categories that have historically utilized animal-derived components. Unilever Nutrition and Ice Cream generated €1.2 billion in revenues from the plant-based items in scope in 2022.

Unilever plc

For the second year in a row, Investor Network FAIRR rated Unilever the leader in protein diversification. Unilever subsidiary The Vegetarian Butcher increased by double digits while partnering with quick service restaurants such as Starbucks, Subway, Dominos, and Burger King, where it was crowned Global Direct Supplier of the Year. Additionally, Unilever has announced a partnership with food-tech company ENOUGH to develop new plant-based meat products using ENOUGH's unique zero-waste fermentation process. The process involves feeding natural fungi with renewable feedstock, resulting in ABUNDA® mycoprotein, a complete food ingredient high in protein and dietary fiber.

Threat

- 1. Fierce competition from global and regional players:** Unilever faces tough competition across its business segments from global and regional competitors. Consumer product giants like Colgate Palmolive and P&G are pursuing aggressive growth and expansion strategies in personal care segments and pose a direct challenge to Unilever. Reckitt Benckiser is also a major competitor in Asian and European markets.
- 2. Rise in private label brands from retailers:** Private label brands from top retailers pose direct threat to FMCG companies like Unilever who are majorly dependent on these retailers for sale of their products. Costco uses Kirkland Signature as its private brand whilst Walmart's own house brands include Sam's Choice, Equate and Great Value that directly compete against Unilever's products. Online retailer Amazon has come up with its own range of private brands like Amazon Elements and Bama Bear in personal and baby care segment and Happy Belly and Wickedly Prime in the foods segment which have gained popularity over the past year.
- 3. Rising inflation leading to rise in costs:** The rise in inflation has forced major industry players to opt for Shrinkflation to manage their finance. FMCG companies are facing the brunt of higher input costs, while consumer durable companies are likely to undertake a 3 to 5 per cent price hike. The RBI has hiked the repo rate by 40 basis points to 4.40 per cent to curtail inflation. Unilever has lowered the size of its Magnum ice cream sticks to offset the consequences of growing inflationary prices. The 110ml sticks will now be lowered to 100ml and sold in 4-packs of 100ml. The move comes after Unilever warned that prices for several products, including Magnums, will rise due to rising input costs.

Unilever plc

PESTLE Analysis

The PESTLE analysis for Unilever plc is presented below in a matrix format followed by a detailed analysis:

Political	Economic	Social
<ol style="list-style-type: none"> 1. Impact of Russia-Ukraine war on FMCG 2. Political backlash from Israeli officials and supporters 	<ol style="list-style-type: none"> 1. Sharp fluctuations in currency markets 2. Inflation leading to price hikes 	<ol style="list-style-type: none"> 1. Growing demand for premium skin-care products in emerging markets 2. Rising trend of metaverse
Technological	Legal	Environmental
<ol style="list-style-type: none"> 1. Using AI to optimise portfolio and fuel growth 2. Strengthening supply chain by leveraging emerging technologies 	<ol style="list-style-type: none"> 1. Involvement in lawsuits dent brand image 2. Subject to various laws and regulations 	<ol style="list-style-type: none"> 1. Actionable steps to address climate change within the value chain 2. Tackling food wastes through various initiatives 3. Reducing the use of plastic packaging

Political

- 1. Impact of Russia-Ukraine war on FMCG:** Sanctions imposed on Russia after it attacked on Ukraine has led to many companies opting out of its operation in Russia. Unilever has said that it may have to stop doing business in Russia and could face a loss or asset write-down due to the ongoing conflict in Ukraine. The company, which employs over 3,000 people in Russia and became the first major European food company to stop imports and exports out of the country in March, has continued to supply essential products made in Russia while not taking any profit from sales. Unilever had assets worth around €900m (\$969m) in Russia as of the end of 2021, including four factories. The Russian business contributed 1.4% of Unilever's total turnover and 2% of its net profit in 2022.
- 2. Political backlash from Israeli officials and supporters:** Unilever's Ben & Jerry's ice cream brand faced backlash in 2021 when it announced that it would no longer sell its products in Israeli settlements in the West Bank and East Jerusalem, citing concerns about human rights violations. Israeli officials and supporters of Israel criticized the decision, while supporters of the Boycott, Divestment, and Sanctions (BDS) movement applauded it. The controversy sparked a legal battle between Unilever and Israel, with the latter threatening to sue Unilever over the decision. A US judge denied Ben & Jerry's request to halt a deal struck by parent company Unilever that allows the ice cream to be sold in Israeli settlements in the occupied West Bank. Unilever agreed to transfer its Israeli business to a local licensee, reversing Ben & Jerry's decision to halt such sales. The board of Ben & Jerry's argued that its social mission would be jeopardized, but the judge ruled that the company had not demonstrated irreparable harm.

Economic

- 1. Sharp fluctuations in currency markets:** The increased political and economic certainty globally has caused sharp fluctuations in the currency market. Unilever consolidates and reports its financial statements in Euros, it is subject to translation risks of its assets and earnings of foreign subsidiaries. These fluctuations cannot always be passed on to the end-consumer through price increases thus impacting the company's margins.
- 2. Inflation leading to price hikes:** Rising costs of raw materials, energy, transportation, and labor have put pressure on companies to raise prices in order to maintain profitability. Due to global inflation, Unilever raised its prices by more than 11% between April 2022 and June 2022. This move enabled the company to report an 8.1% increase in underlying sales in the first half of the year. The company has had to raise its prices due to rising manufacturing costs, which have been

Unilever plc

exacerbated by Russia's war in Ukraine. Unilever reported revenue of €29.6 billion (\$30 billion) in the first half of 2022, up 14.9% from the same period last year, with an operating profit of €4.5 billion. Sales in the United States and India increased significantly, while sales in China were hampered by lockdowns. Despite high material and ingredient prices, the company expects sales growth to exceed its previous forecast of 4.5%-6.5% for the year. The challenge for companies like Unilever is to strike a balance between covering costs and avoiding customer loss.

Social

- 1. Growing demand for premium skin-care products in emerging markets:** Disposable consumer income is increasing across developing and emerging markets. These markets also have a high percentage of young population which is also leading to expansion in the middle-class segment. In developing and emerging markets like the Indian-subcontinent and Middle East, demand for premium personal care products is set to increase according to Trefis Research as there is growing disposable income and greater awareness. Thus, premium skin and personal care segment has good potential for Unilever, a segment in which it already has a strong footprint.
- 2. Rising trend of metaverse:** The metaverse, a virtual world where people can shop, play games, learn, and work, has the potential to unleash the next wave of digital disruption. According to McKinsey's report, 'Value Creation in the Metaverse,' the metaverse could impact the e-commerce market by \$2 trillion to \$2.6 trillion, the advertising market by \$144 billion to \$206 billion, and the gaming market by \$108 billion to \$125 billion by 2030. Unilever's brands have begun to explore the metaverse through gaming, partnerships, and experiences, with a focus on issues such as diversity, equity, and inclusion, sustainability, and handwashing hygiene. Unilever's brands have all entered the metaverse to connect with consumers and promote diversity and inclusion, including Rexona, Closeup, Magnum, and Sunsilk. To increase representation, Rexona launched the Degree Metathon in Decentraland, the first adaptive deodorant for people with disabilities, and introduced adaptive wearables such as wheelchairs and running blades. Closeup opened the Closeup City Hall of Love in Decentraland, where users could create an NFT marriage certificate, immortalize their love on the blockchain, and celebrate with friends and family. Magnum's Pleasure Museum displayed original artwork from Magnum's collaborations with painters, designers, and sculptors, and users could order a Magnum from a metaverse vending machine. In Roblox, Sunsilk established a secure environment for female gamers where they could interact with real-life role models and learn about Sunsilk's assortment of training programs for practical skills.

Technological

- 1. Using AI to optimise portfolio and fuel growth:** Companies are increasingly relying on data and analytics to make better-informed decisions about their products, operations, and customer experiences. Unilever is optimizing its on-shelf presence in physical stores and digital commerce with a data-driven tool, ensuring that consumers get the products they want in the formats they want. The tool uses a process known as SKU simplification to determine whether a specific item should be kept on the shelf or discontinued. Delisting low-performing products frees up space for growth, allowing the company to focus on core SKUs, develop new products, and create customized plans for customers. Through advanced analytics and insights, the data-driven platform provides a holistic and granular assessment of Unilever's portfolio, providing a sophisticated way to assess and manage SKUs. The program analyzes the data and recommends a delisting based on customer benefit, what shoppers really buy, and whether it is creating profitable growth. The approach can be used by Unilever's in-market teams to track overall portfolio performance and spend more in middle-of-the-pack SKUs. Despite the fact that the system is data-driven, the final choice is still made by the in-market teams. The method makes use of massive volumes of data to provide an accurate, intelligent, and actionable perspective of Unilever's portfolio. The technology has been rolled out globally and is a significant step toward building a genuinely data-intelligent organization, in which every decision and activity is fueled by the greatest data and advanced analytics to execute Unilever's future-fit Compass strategy.
- 2. Strengthening supply chain by leveraging emerging technologies:** Unilever is using groundbreaking technologies, such as AI and satellite imaging, to transform its supply chain strategy and address challenges faced by consumer goods brands. By the end of 2024, the company hopes to have a deforestation-free supply chain for palm oil, paper and board, tea, soy, and cocoa. Its strategy entails increasing traceability and transparency, sourcing from suppliers that share its environmental goals, and supporting farmers and smallholders in sourcing communities. Unilever is collaborating with Google Cloud to acquire a 360-degree view of its supply chain by integrating satellite imaging, data storage, and machine learning to track mills, landscapes, and farms. The company is also exploring other solutions, such as blockchain and crowdsourcing. The company's move to the cloud is key to its sustainability strategy, allowing for increased digital and innovation opportunities.

Legal

- 1. Involvement in lawsuits dent brand image:** Unilever is facing a class action lawsuit in the United States for benzene contamination in its dry shampoo products, which is known to cause cancer. The complaint comes after Unilever recalled many brands of dry shampoo aerosol sprays in October 2022, including Dove, Nexxus, Suave, TIGI (Rockaholic and Bed Head), and TRESemmé. The recalled products were manufactured prior to October 20, 2021. Unilever is also facing a similar action in connection with the recall of its Suave antiperspirant products. The company is accused of intentionally withholding information about the high levels of benzene in its products to maximize profits, putting consumers at risk of developing cancer. In addition to the benzene lawsuits, Unilever is facing a lawsuit over allegations that it misled consumers with false advertising claims about its TRESemmé Keratin Smooth shampoo and conditioner. The lawsuit alleges that Unilever falsely claimed that the products were safe for all hair types and would prevent hair loss and breakage, when in fact the products contained ingredients that were harmful and could cause hair loss and damage. Earlier, Unilever faced a lawsuit over allegations that it used child labor in its palm oil supply chain in Indonesia. The lawsuit was filed in 2016. The plaintiffs allege that Unilever knew or should have known that child labor was being used in its supply chain and failed to take adequate measures to prevent it.
- 2. Subject to various laws and regulations:** As a global company, Unilever operates in various countries with different legal systems and regulations, and it is important for the company to stay up to date with changes in the legal landscape. Unilever is subject to various laws and regulations that govern its operations, such as labor laws, environmental regulations, and product safety standards. For example, the company must comply with regulations governing the use of certain ingredients in its products, such as the European Union's REACH regulations. Unilever must also adhere to labor laws, such as minimum wage laws, anti-discrimination laws, and workplace health and safety regulations. Unilever's legal compliance is crucial for avoiding legal disputes and maintaining the company's reputation. As such, Unilever has an obligation to stay up to date with relevant laws and regulations and ensure that its operations comply with them.

Environmental

- 1. Actionable steps to address climate change within the value chain:** Unilever aims to address sustainability in each of its operations and has integrated addressing climate change initiatives within its value chain. The company has committed to being carbon positive in its operations by 2030 with complete usage of electricity from renewable sources. Amongst other initiatives

Unilever plc

Unilever is addressing consumer disposal and recycling, deforestation, water recycling and sustainable packaging of products. Unilever is one of the few organizations globally which has been named a leader of the Household & Personal Products Industry Group in the Dow Jones Sustainability Index (DJSI).

- 2. Tackling food wastes through various initiatives:** One-third of all food produced is lost or discarded, resulting in a global crisis. Unilever's goal for its global direct operations is to reduce food waste by half by 2025. It will also expand its plant-based meat and dairy alternatives through its Future Foods initiative. The company plans to achieve this by reducing food waste in its own operations, helping consumers cut food waste, and redirecting surplus food to where it's needed. Unilever has already reduced food waste per tonne of food handled in its operations by 3% by ensuring that no expired products or ingredients are discarded or wasted. Additionally, the company is using its brands to reach out to consumers and assist them in reducing waste through great products and innovative ideas, such as Hellmann's mission to inspire people to transform leftover ingredients into delicious meals. Hellmann's brand is testing smart mayonnaise jars that use thermochromic ink to show hidden images when fridge temperatures drop below 41°F, indicating that the temperature is at the optimum level for food freshness. The trial jars are part of the Make Taste, Not Waste campaign and will be sent to key influencers to raise awareness during Food Waste Action Week. Unilever is also collaborating with various partners worldwide, including food banks and non-governmental organizations, to redirect surplus food to those in need. Through these efforts, Unilever hopes to make a significant contribution to reducing the global food waste crisis.
- 3. Reducing the use of plastic packaging:** Global research indicates that if nothing is done, by 2040 there could be four times as much virgin plastic produced and entering our oceans. Unilever is working to use less virgin plastic and completely rethink its packaging strategy. With the introduction of its first refillable stainless-steel case, Dove has ignited a deodorant revolution. The refills use a lot less plastic, and of what is used, 98% of it is recycled. Additionally, refill packs for OMO liquid laundry detergent can be diluted with water to fill a 3-liter bottle. It offers better value to customers, uses 50% recycled plastic and 70% less plastic overall, and is fully recyclable. When Unilever uses plastic, it chooses better options, such as recycled and recyclable plastics. Currently, 53% of its packaging is recyclable, reusable, or compostable. Hellmann's, Knorr, Dove, and Swedish Glace launched 100% recycled packaging in their products in 2021. Dove's new refillable deodorant packaging in North America is made of 98% recycled plastic. Unilever has

Unilever plc

developed recycling equipment that uses artificial intelligence (AI) to automatically recognise and sort plastics for recycling in China in collaboration with eCommerce giant Alibaba.

Major Competitors

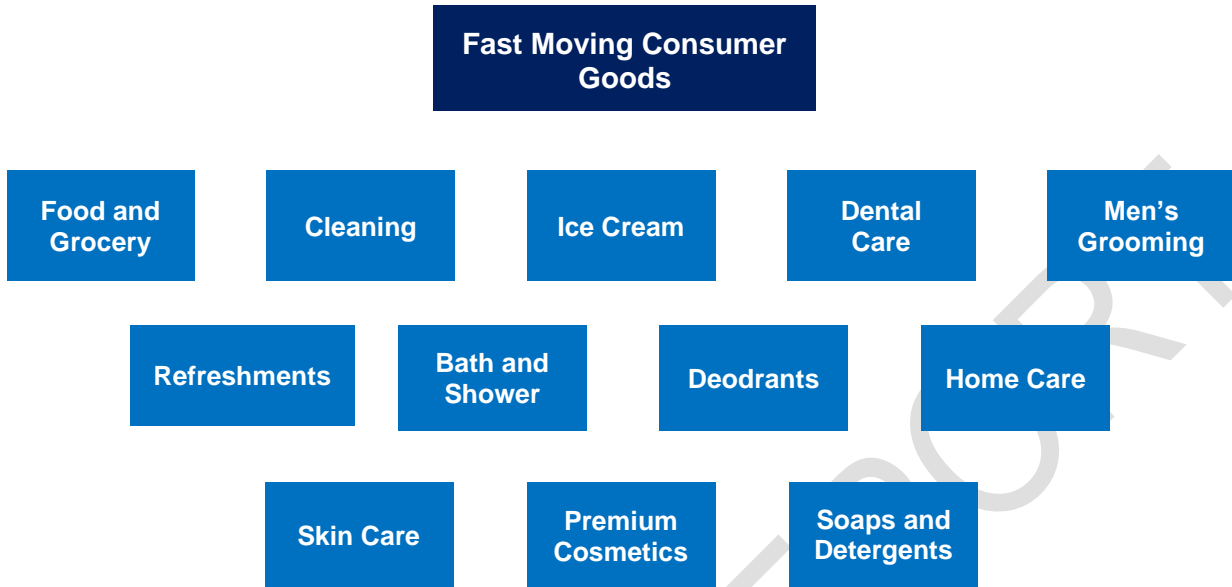
- Procter & Gamble
- Colgate-Palmolive
- Kimberley Clark
- Henkel
- L'Oréal
- Nestlé
- PepsiCo
- Reckitt Benckiser
- ConAgra
- Johnson & Son

Major Brands

- Axe/Lynx
- Blue Band
- Dermalogica
- Dove
- Flora / Becel
- Heartbrand
- Hellmann's and Best Foods
- Knorr
- Surf
- Magnum

For the complete list read more: <https://www.unilever.com/brands/>

Business Sectors / Diversification



SAMPLE RESEARCH

Top Acquisitions / Mergers / Alliances / Joint Ventures / Divestitures

Name of the Company	Business Segment	Year	Type	Objective/Synergy Achieved
Zywie Ventures	Wellness	2023	Acquisition	To cater to the demand for lifestyle protein, hair and beauty supplements, and women's health.
Nutrafol	Hair care	2022	Acquisition	To aid with the brand's retail and worldwide expansion and product development. Nutrafol will be added to Unilever's health and well-being portfolio as the company ramps up efforts to expand its wellness portfolio.
Paula's Choice Skincare	Skin care	2021	Acquisition	To expand Unilever's portfolio in the high-growth premium skin-care market.
Onnit	Supplements	2021	Acquisition	Onnit's holistic health offering and digital-first strategy complement Unilever's increasing portfolio of innovative wellness and supplement brands such as OLLY, Equilibra, Liquid I.V., and SmartyPants Vitamins. Unilever has bought Onnit in order to capitalise on rising consumer interest in holistic health and nootropics.
SmartyPants Vitamins	Supplements	2020	Acquisition	SmartyPants Vitamins complements Unilever's portfolio of functional nutrition and supplement brands (Horlicks, OLLY, Equilibra, and Liquid I.V.).
Liquid I.V.	Drink mixes	2020	Acquisition	To promote people's health and well-being, as well as its desire to develop long-lasting goods with a positive social effect. It will be added to Unilever's portfolio of food and beverage brands

Unilever plc

Lenor Japan	Skin Care	2019	Acquisition	To expands Unilever's Beauty & Personal Care portfolio and provides an opportunity for both the companies to cover the gaps in Japanese-beauty, premium face and derma care in Japan and China.
Astrix Personal and Home Care business	Home and persinak care	2019	Acquisition	To expands Unilever's Beauty & Personal Care portfolio.
Fluocaril and Parogencyl	Pharmaceutica ls	2019	Acquisition	To gain a dominant position in oral care in the pharmaceutical business in France, as well as a strong foothold in Spain.
The Laundress	Laundry and Home cleaning	2019	Acquisition	To expand portfolio of premier Home Care brands in US and China.
OLLY Nutrition	Home and personal care	2019	Acquisition	To compliment Unilever's businesses in Beauty & Personal Care and Foods & Refreshment.
Garancia	Face and body skin care	2019	Acquisition	To expand Unilever's global presence in the derma-cosmetics segment.
The Vegetarian Butcher	Food	2018	Acquisition	To capitalise on the rising number of consumers who are shifting away from meat.
Betty Ice	Ice-cream	2018	Acquisition	to expand its worldwide ice cream offering. The move will complement Unilever's existing Algida and Napoca ice cream brands in Romania.
Equilibra	Personal care	2018	Acquisition	This deal strengthens Unilever's aim to expand its footprint in the luxury personal care category as it transitions away from its stagnant food division.
Schmidt's Naturals	Deodorant	2017	Acquisition	To help them attract new consumers who prefer natural solutions.
Sundial Brands	Haircare and skincare	2017	Acquisition	Sundial's strategy supports the Unilever Sustainable Living Plan (USLP) by accelerating growth while enhancing positive social impact through its

Unilever plc

				Community Commerce business model, B Corp and Fair for Life certifications.
Tazo	Tea	2017	Acquisition	To extend its green and herbal tea offerings with its existing brands while also purchasing fast-growing upstarts in an effort to increase its green and herbal tea business.
Carver Korea	Skincare	2017	Acquisition	To offer Korean beauty brands that are in high demand throughout Asia
Pukka Herbs Limited	Organic herbal tea business	2017	Acquisition	The acquisition has strengthened Unilever's tea business. Pukka is a premium brand in the natural, organic, health and wellness segment which is fast-growing, attractive and scalable.
Living Proof Inc.	Premium hair care	2017	Acquisition	Living Proof is advantageous to the Prestige Hair retail market which is very attractive; it brought along with it brands like Dermalogica, Kate Somerville, Murad and Ren.
Hourglass	Luxury colour cosmetics brand	2017	Acquisition	It is the first colour brand in Unilever's Prestige portfolio which is acclaimed for its breakthrough formulations and technological innovation, including the use of active ingredients in complexion products.
Quala	Quala's personal care and home care brands	2017	Acquisition	This strengthened Unilever's position in shampoos, toothpaste, men's grooming and fabric conditioners in South America.
AdeS	Soy beverage business	2017	Divestiture/ Sale	Unilever sold AdeS soy beverage business in Latin America to Coca Cola FEMSA and the Coca Cola Company so that its potential is fully realised within the Coca Cola system.

Unilever plc

Seventh Generation	Home and Personal Care Products Company	2016	Acquisition	This helped meet the rising demand for high quality products and added a distribution network covering the 'natural' category in grocery, mass merchandise and e-commerce channels.
Dollar Shave Club	Men's grooming e-commerce portal	2016	Acquisition	This helped widen Unilever's portfolio of full male grooming business that had transformed the shaving category with its lifestyle brands.
GROM	Premium Italian Gelato Business	2015	Acquisition	The acquisition strengthened Unilever's ice cream portfolio and further helped in capitalising the growth of the premium gelato market.
Murad	Leading clinical skincare brand	2015	Acquisition	As an expert 'Doctor brand', Murad offers products in a differentiated clinical and holistic well-being segment. It has a loyal following that gives it excellent potential for expansion.
Dermalogica	Leading skincare brand	2015	Acquisition	Added premium skincare products to Unilever's portfolio.

Unilever plc SWOT & PESTLE analysis has been conducted and reviewed by senior analysts from Barakaat Consulting.

The Unilever SWOT & PESTLE Sample Analysis report was published in March 2023. The information and analysis are relevant to the data available before the publishing date. Data in the actual 'Complete Reports' (available for purchase on the website) are updated on a periodic basis.

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