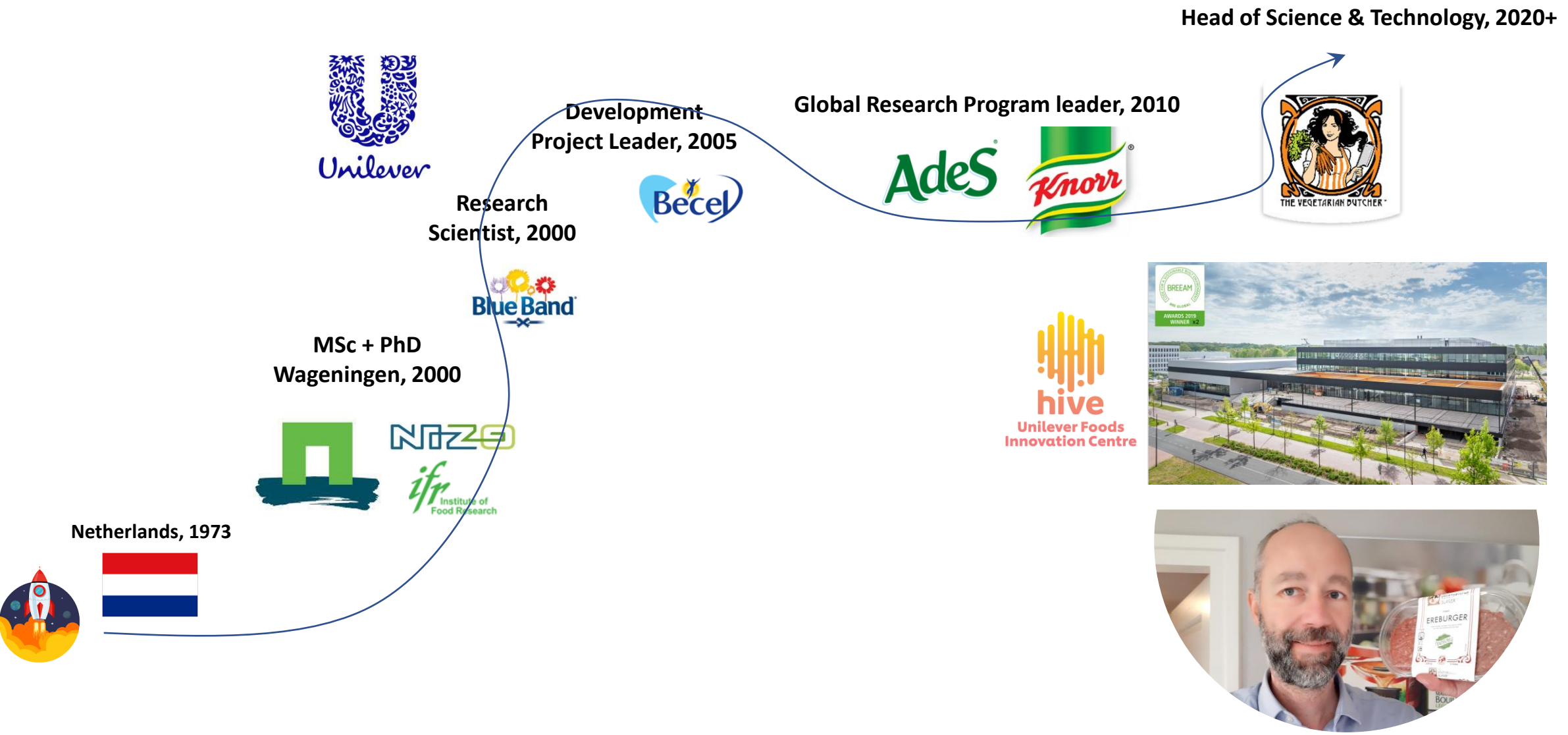


# Michel Mellema



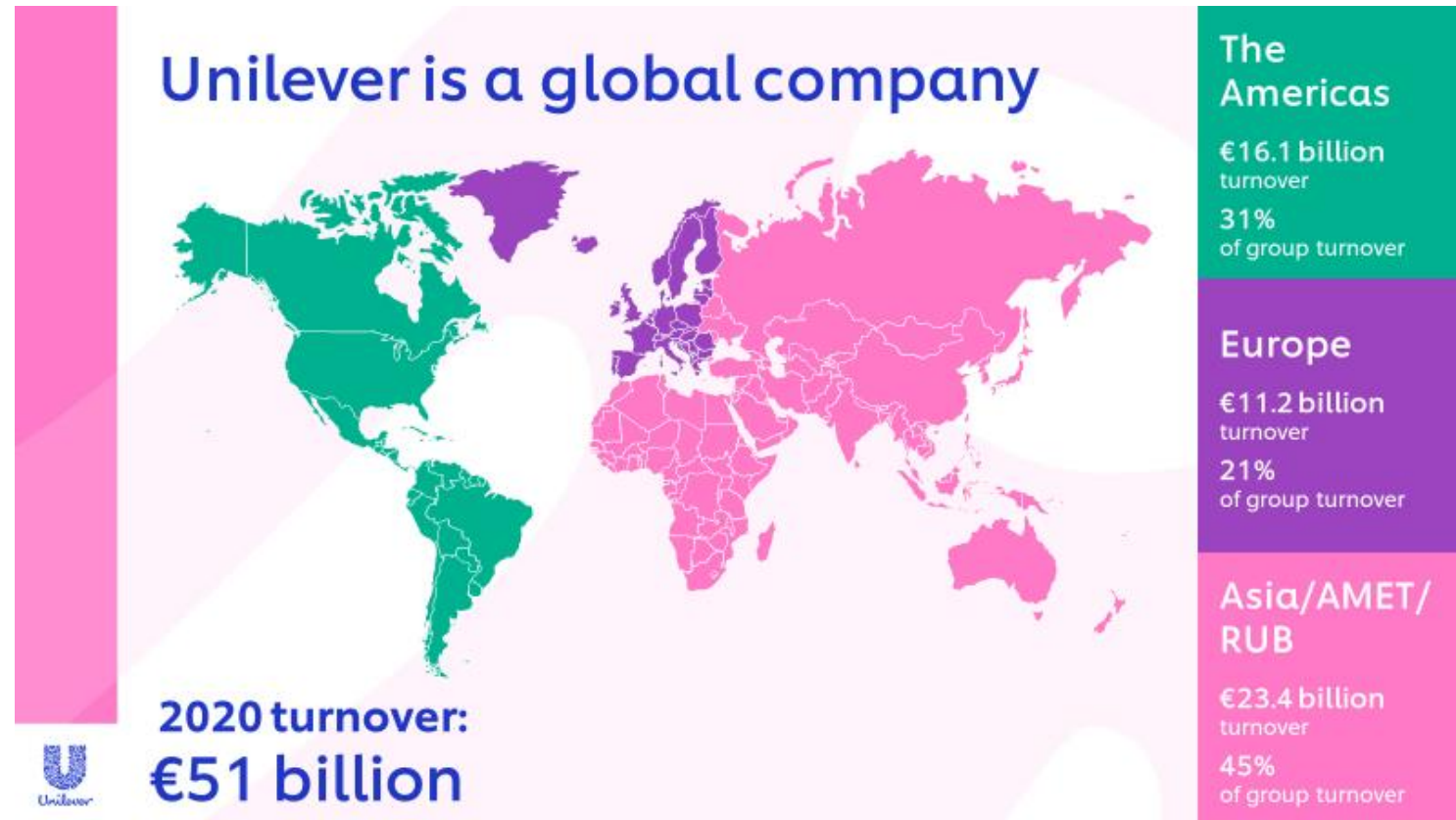


# 2019 - UNILEVER WILL BRING THE SCALE TO CONQUER THE WORLD!

From a local Netherlands start up



To Unilever global scale



# 2021 - LARGE PORTFOLIO



Retail: 14+ countries

Foodservice: 24+ countries

Chains (e.g. Burger King): 27+ countries

*Expanding rapidly!*

# THIS IS JUST THE BEGINNING



## Unilever sets bold new 'Future Foods' ambition

18/11/2020

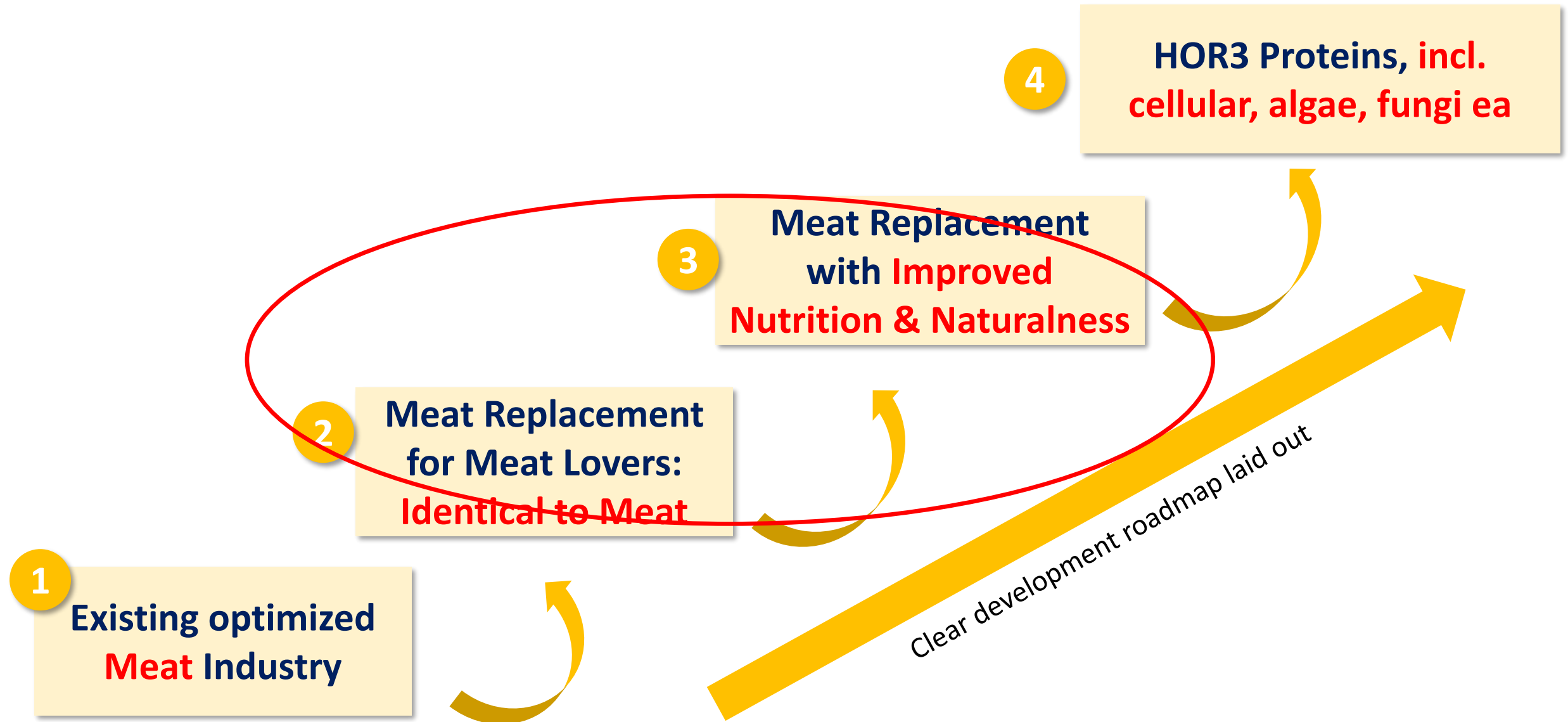
London/Rotterdam - Unilever today announced a new annual global sales target of €1 billion from plant-based meat and dairy alternatives, within the next five to seven years. The growth will be driven by the roll-out of The Vegetarian Butcher as well as increasing vegan alternatives from brands including Hellmann's, Magnum and Wall's.

We don't have the luxury to "do no harm" - now is the time to **act**



# Four future protein technology waves

- Unilever embraces & invests in e2e development funnel



# Wave 2: 'texture identical to meat'



Complete assortment for meat lovers, incl. 'white spaces'



- Pork, beef, chicken etc. in **all its forms**
- Key gaps: credible 'raw', whole meat cuts 'steak', snacking, fish
- Unique qualities & Technologies in structuring, truly **mimicking meat**
- High quality **sensory** at acceptable price

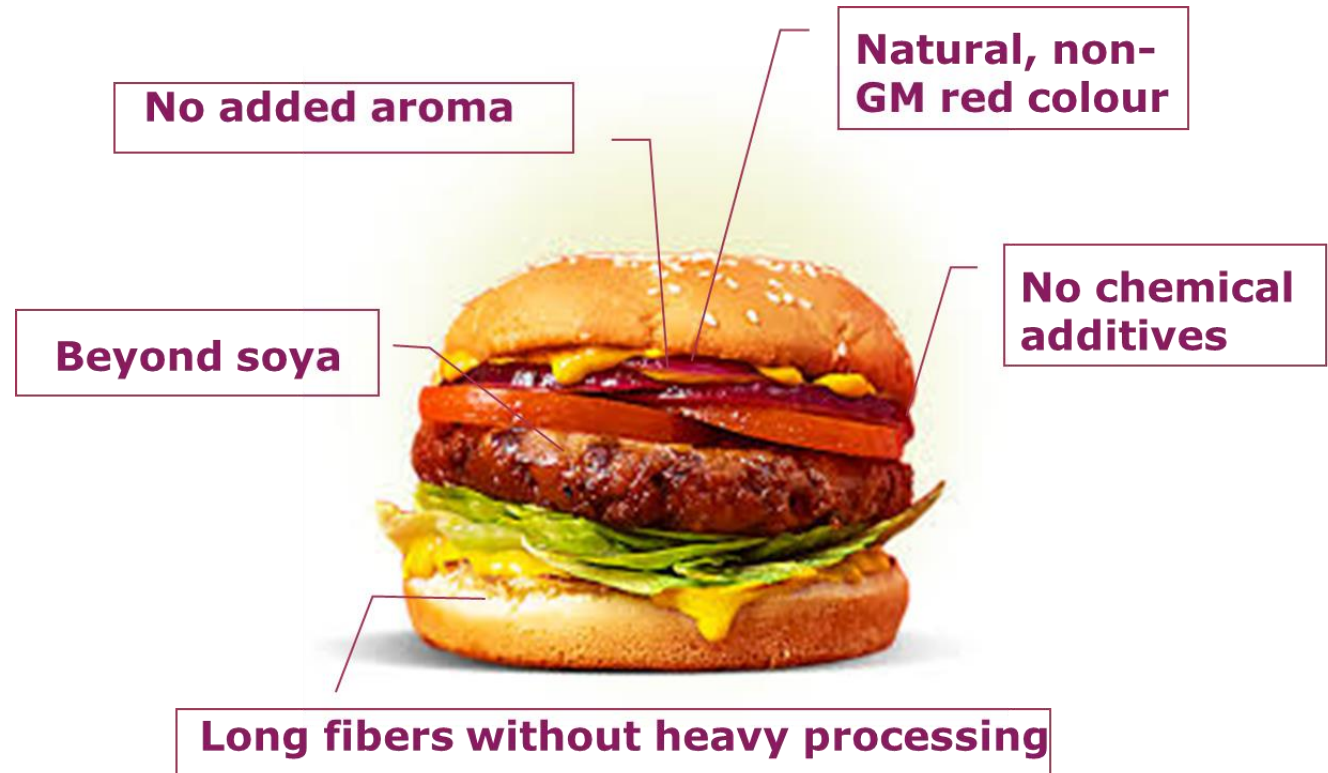
# Wave **3** : 'nutrition & naturalness'



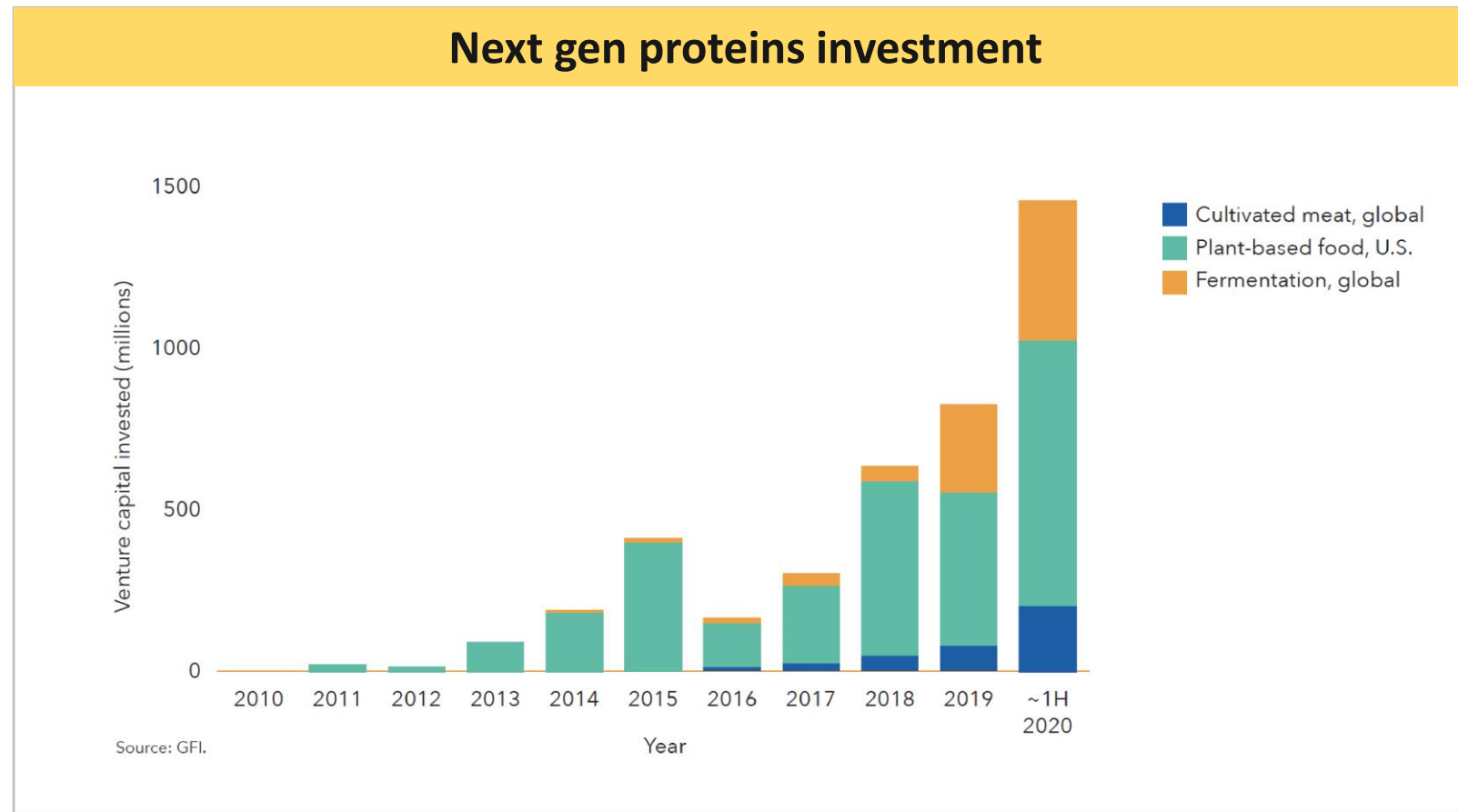
## Natural & healthy



- Our starting point is **people trust us**
- **Cupboard ingredients** (e.g. non-GMO, not only soya)
- **Kitchen processes** to create fibres



# Wave 4: 'HOR3 proteins'



- Our focus: unprecedented **Sustainability & Cost** = Low impact e2e Life Cycle

**‘IF YOU THINK YOU CAN  
DO IT ALONE, YOU’RE  
NOT THINKING BIG  
ENOUGH’**

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**» CALL OUT TO ANY TECH  
PROVIDERS TO RIDE THE NEXT  
THREE FUTURE PROTEIN  
TECHNOLOGY WAVES WITH US**

