



Nitin Paranjpe

Chief Operating Officer

3rd September 2019



**Sustainable
business driving
superior long
term financial
performance**



SAFE HARBOUR STATEMENT

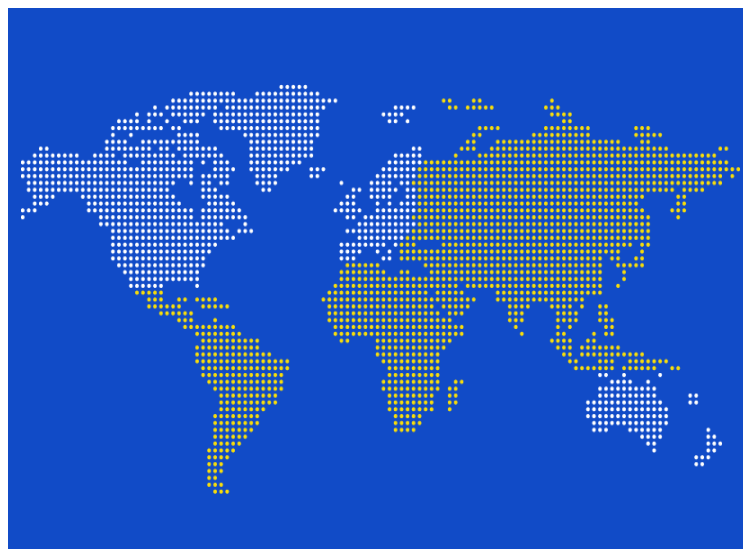
This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the 'Group'). They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever's global brands not meeting consumer preferences; Unilever's ability to innovate and remain competitive; Unilever's investment choices in its portfolio management; inability to find sustainable solutions to support long-term growth including to plastic packaging; the effect of climate change on Unilever's business; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

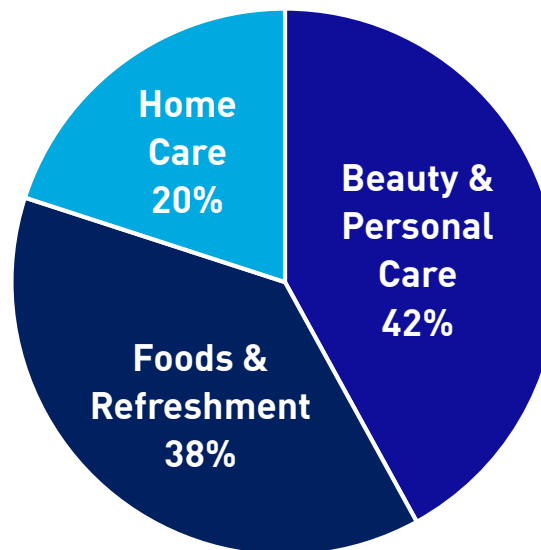
Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2018 and the Unilever Annual Report and Accounts 2018.

190 countries



59% emerging markets

2.5 billion consumers



85% of brands in leading positions

Integrated sustainability & business strategy



Purpose-led, future-fit

#1 FMCG employer in 50/54 countries

Operationally focused organisation

- **Chief Operating Officer**
- **Delayed organisation**
- **Clear mandate**
 - **Accelerate growth**
 - **Deliver divisional strategies**



3 differentiated divisional strategies



**BEAUTY AND
PERSONAL CARE**



**HOME
CARE**



**FOODS &
REFRESHMENT**

**Turnover
2018**

€21BN

€10BN

€20BN

**Innovation with global
scale and local relevance**

**Underlying operating
margin to industry
benchmarks. Innovation
& emerging market led
growth.**

**Accelerate growth, whilst
improving underlying
operating margin**

Deliver divisional strategies through key cells



Accelerate growth



Turnaround growth



Sustain growth



Unlock margin

Key cells



165
cells

Role definition is the platform for strategic consistency

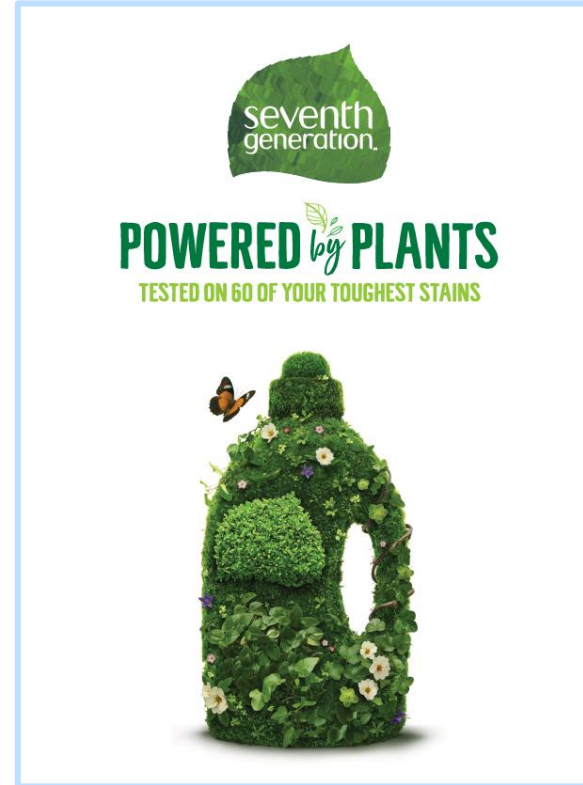
Geographies



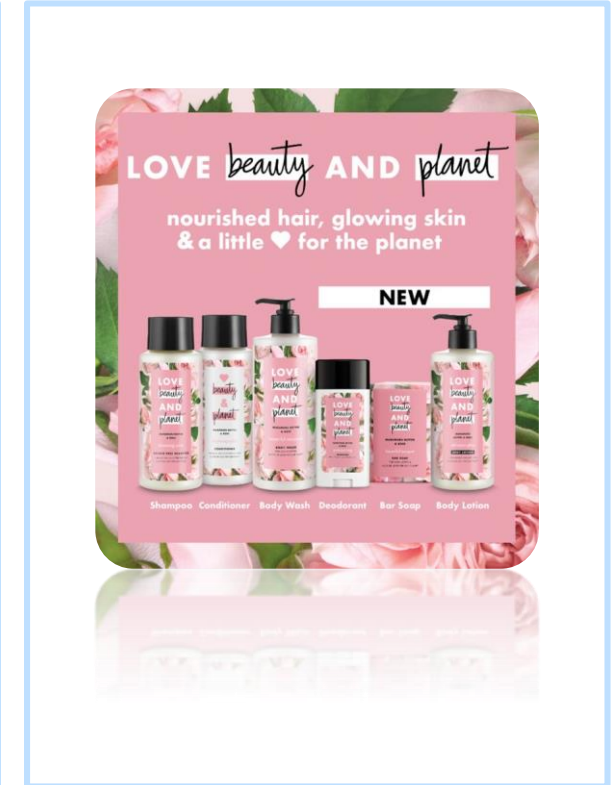
Channels



High growth segments



Purpose

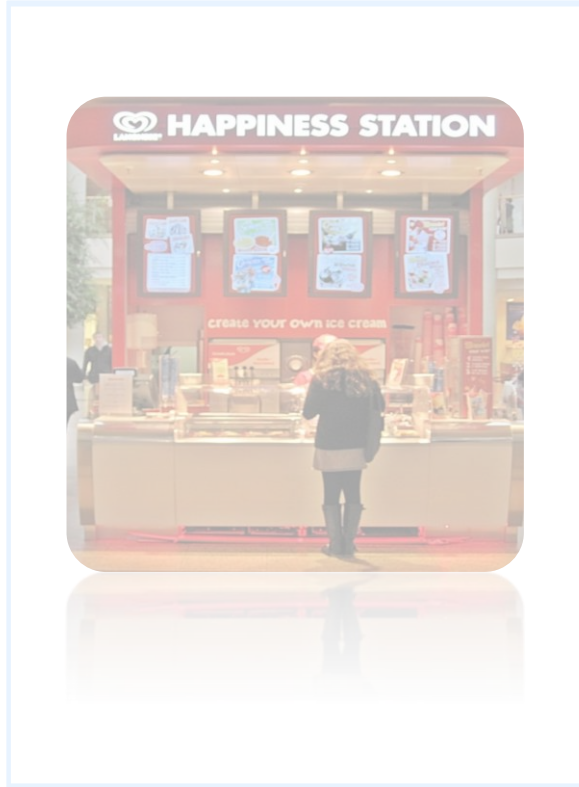


Accelerate growth – geographies

Geographies



Channels



High growth segments

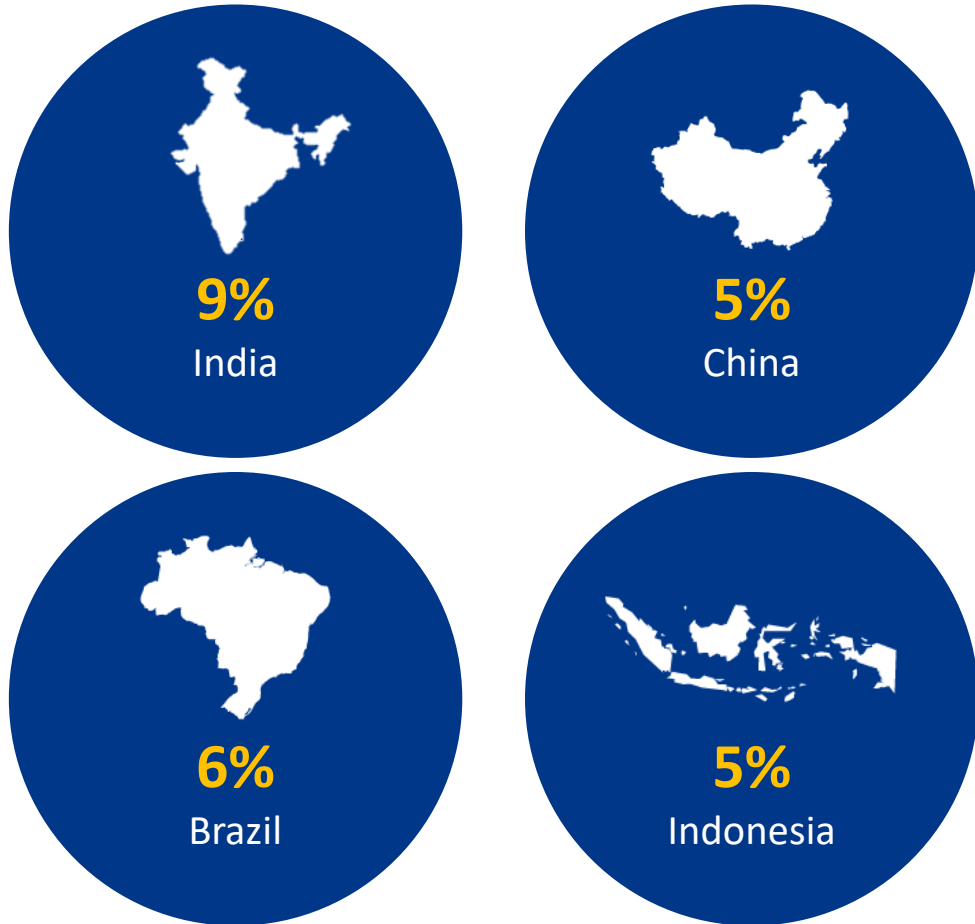


Purpose



Accelerate growth – geographies

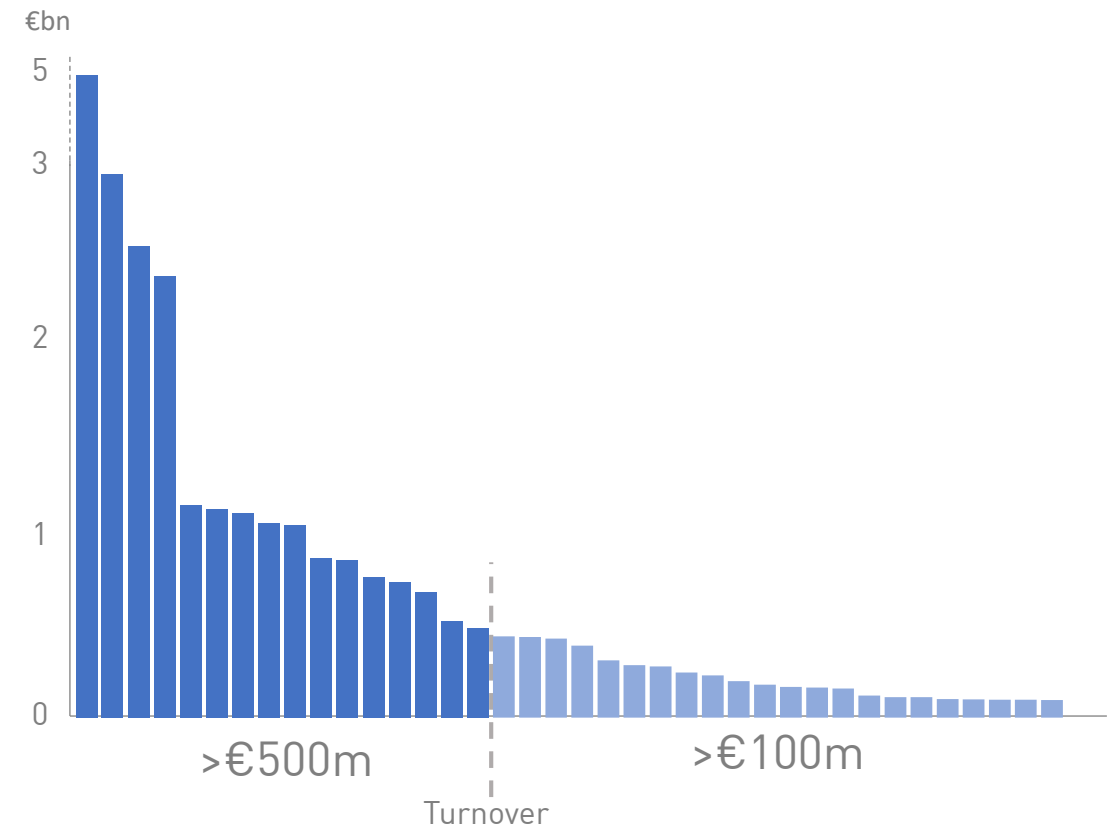
59% turnover in emerging markets



% of turnover 2018

Strength and depth in emerging markets

16 markets over €500m and 38 over €100m



Key enablers to win in emerging markets

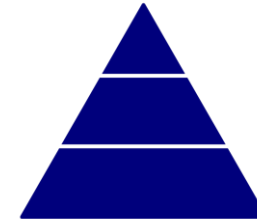
Long term commitment



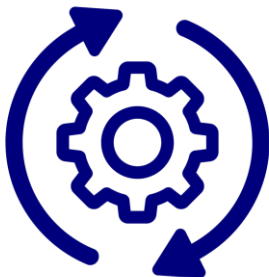
Local teams, best talent



Brands across price tiers



Market development model



Deep distribution



Constant improvement



Emerging markets – digitise route to market

Large traditional trade footprint



Digital transformation of RTM



New digital business model



Accelerate growth – channels

Geographies



Channels

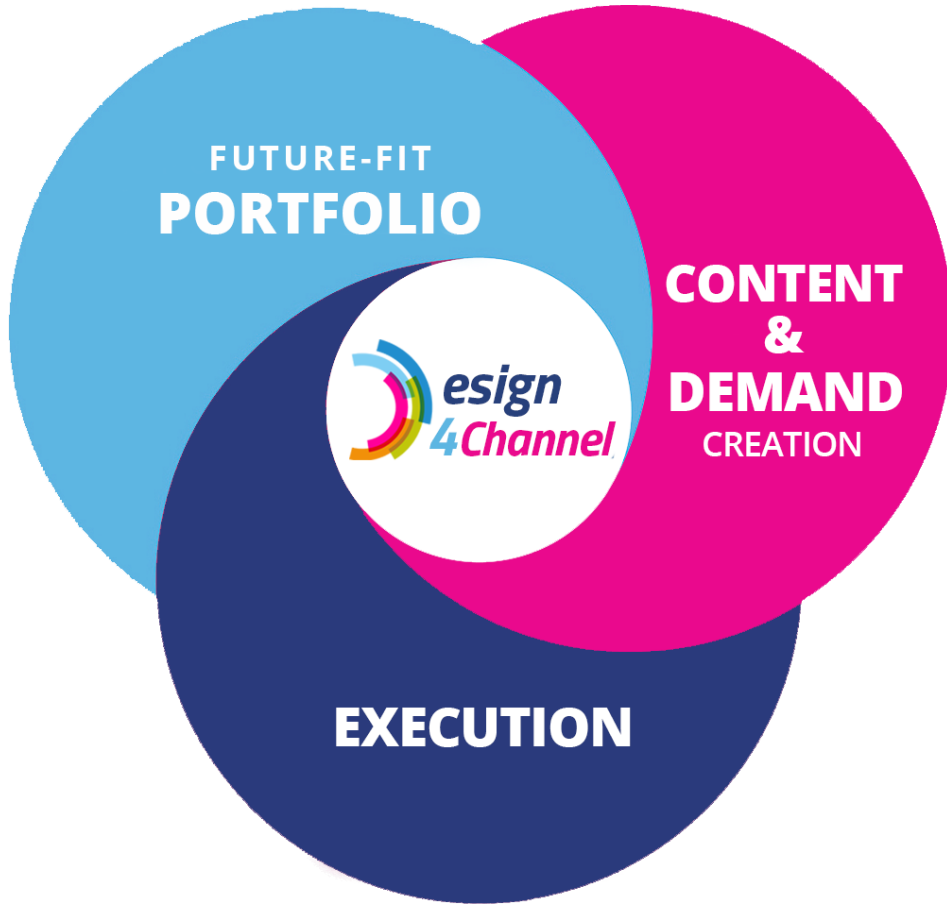


High growth segments



Purpose





- **Design portfolio for key channels**
- **Content & demand creation across shopper journey**
- **Execute with excellence across channels**

Online relevant demand spaces



Shopper preference > 4 stars



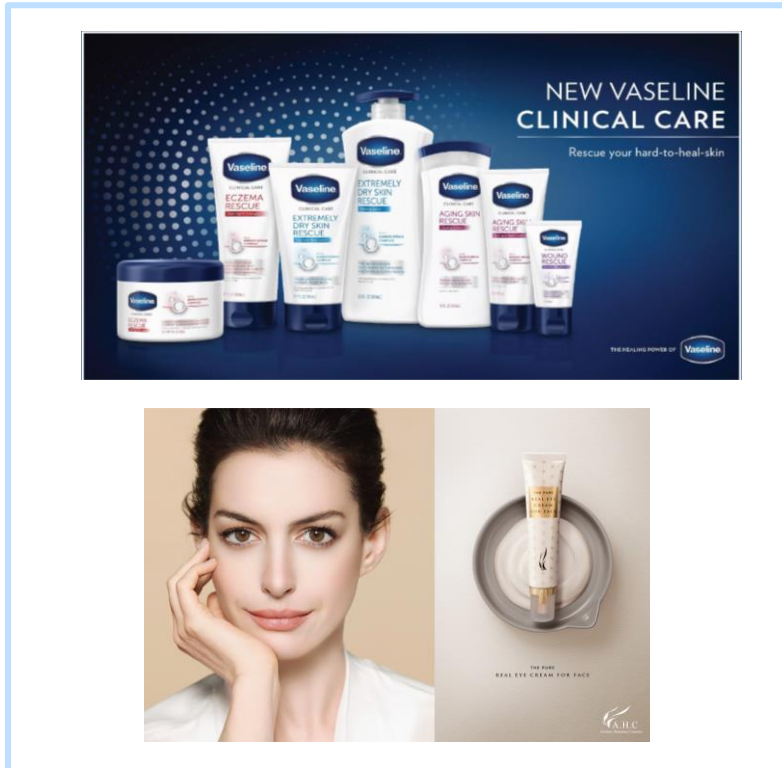
Supply chain requirements



Customer profitability – high value density

Design for channel – health & beauty / pharmacy

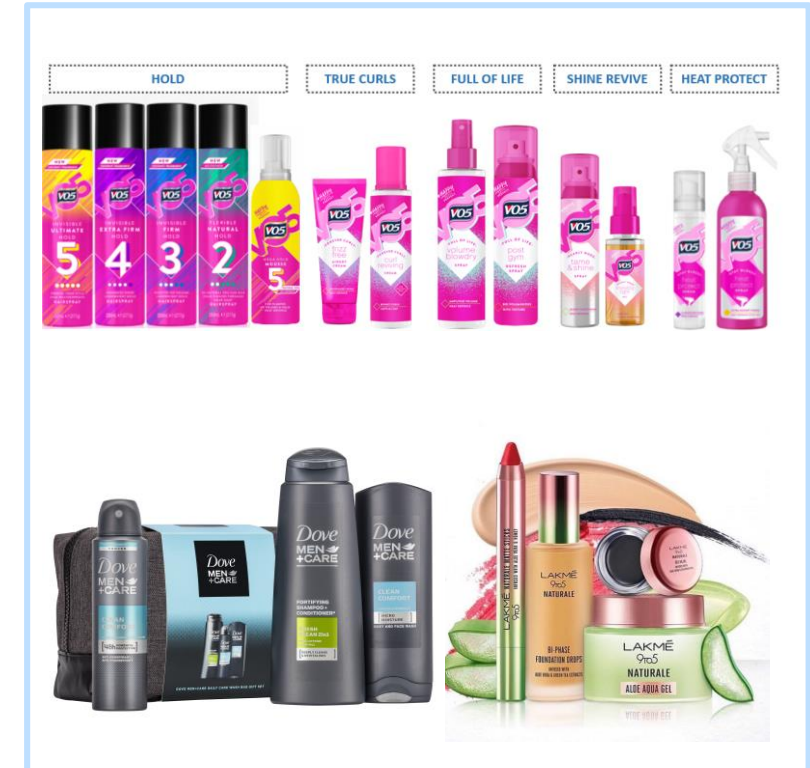
Relevant demand spaces



Dedicated services



Design for complexity

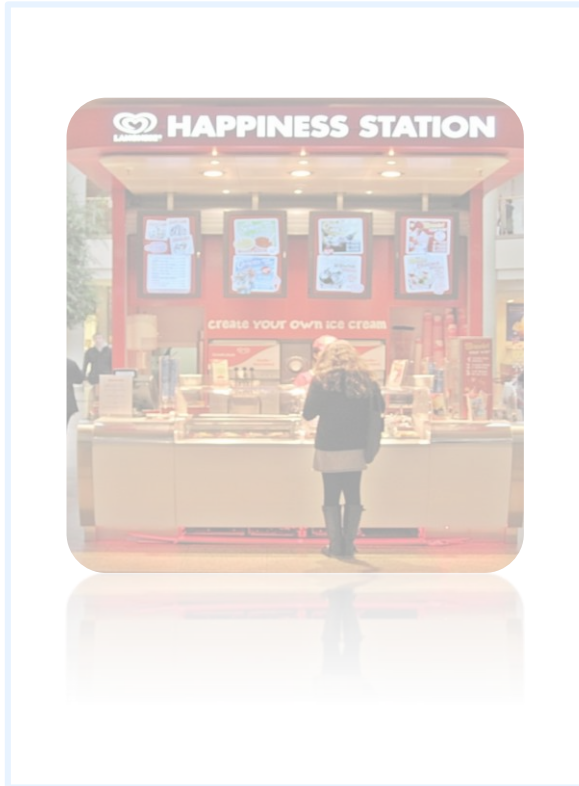


Accelerate growth – high growth segments

Geographies



Channels



High growth segments



Purpose



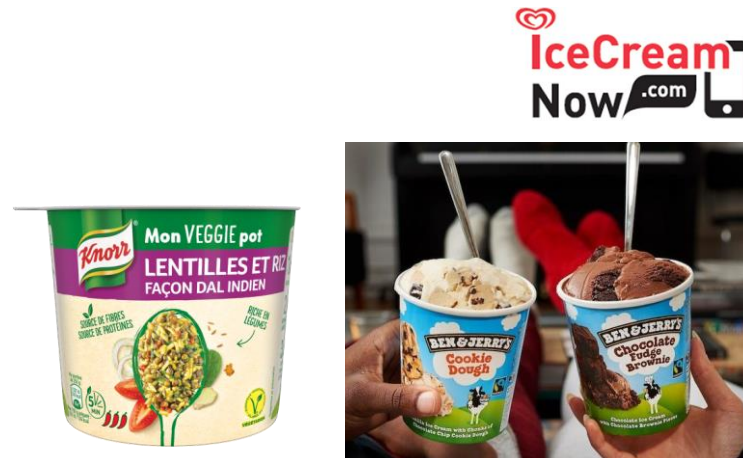
Accelerate growth – High growth segments

Better for me & planet



Clean and green

Anytime, anywhere



Snacking

Beauty & wellness



Lifestyle choices

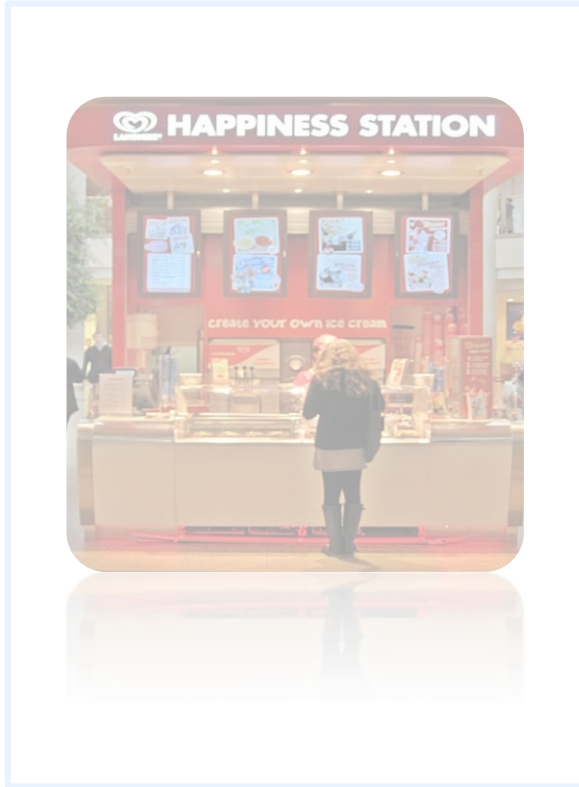
Responding to key trends through innovation and new brands

Accelerate growth – purpose

Geographies



Channels



High growth segments



Purpose



Purpose pays – the evidence is compelling

Relevance



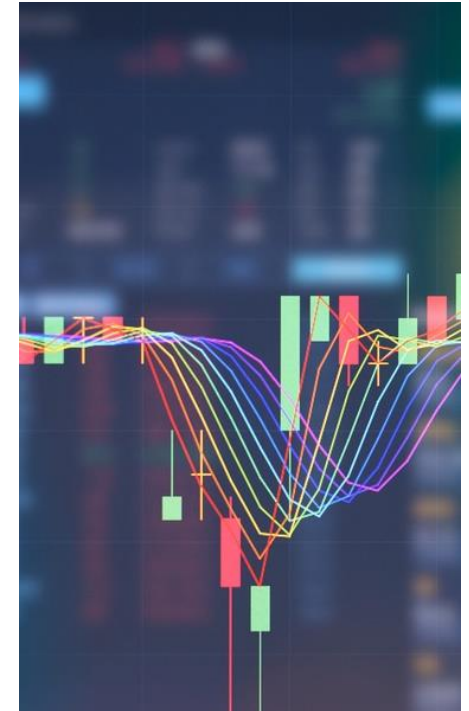
Talkability



Penetration



Less elasticity



Purpose-led brands grow **2X** faster

Accelerate growth – purpose

28 sustainable living brands



Accelerating growth

**OUR
SUSTAINABLE
LIVING BRANDS
GROW **69%**
FASTER**

Together with our customers



Geographies



Channels



High growth segments



Purpose



Fundamentals of growth

Speed and consistency of execution

Dynamic resource allocation

Purpose-led, Future-fit



Multi-stakeholder model



Superior financial performance

2020 targets

	GROWTH	3-5%
	MARGIN	20% UOM
	CASH CONVERSION	100%

SUPERIOR LONG TERM VALUE



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