

# Istanbul 2011: The Next Stage in the Journey

## Jean-Marc Huët - CFO



- One universal language
  - Internal = External
  - Easily understood by the outside world
  - Reflects the way that we run the business
- Focus on fewer KPIs that really drive performance
- Dialogue with our investors

Enabling speed, transparency and clarity

# Financial Reporting: Progress to date



2009

- Full quarterly P&L reporting
- Operating margin by category
- Ungearred free cash flow
- Fully diluted earnings per share



Today

- Quarterly trading statements
- Underlying operating margin by category
- Free cash flow
- Core earnings per share

From numerous metrics to fewer KPIs

# We propose to make further progress in 2012



Accelerate	Reporting dates	Accelerate by 1 week
Enhance and align disclosure	Gross margin	Align GM definition by including distribution costs; GM disclosure at H1
Align	Segmental reporting	To reflect new organisation
Restructuring now part of normal business	Core Operating Profit / Margin	Calculated after business restructuring

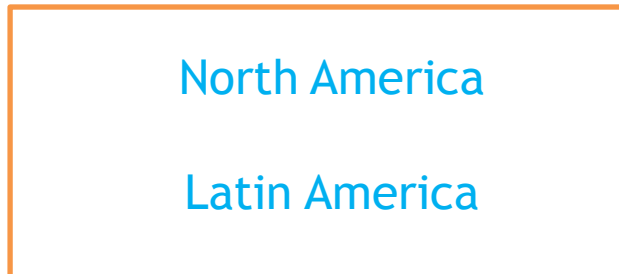
# 2012: Proposed segmental reporting



## By Geography



## Additional Sales disclosure



## By Category

### Personal Care



### Foods



### Home Care



### Refreshment



# Operating Profit will include business restructuring

Today

Underlying Operating Profit

deduct

Business Restructuring

2012 onwards

Core Operating Profit

Core Operating Profit will exclude profits on business disposals, M&A-related costs, impairments and other one-off items

# Indirects: A mindset of smashing benchmarks



## Continuous Improvement

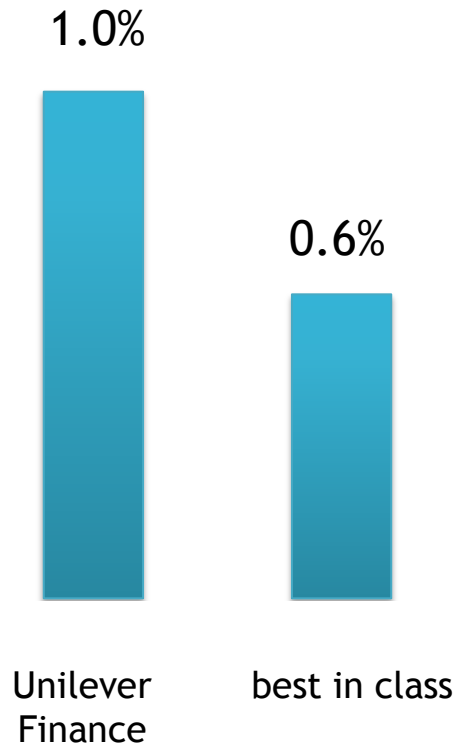
- From closing gaps to best-in-class aspirations
- Requires investment in capabilities
- A very important lever for 2011 - enhanced agility

Strategic

Tactical

Low hanging fruit

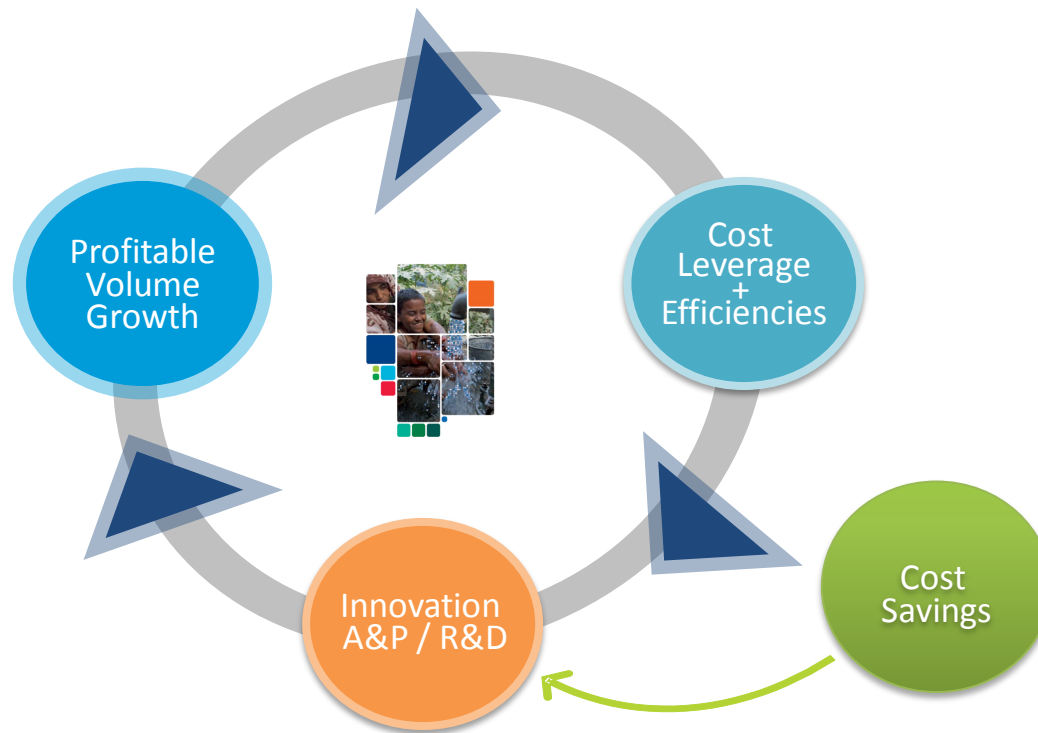
# Continuous improvement in Finance



- Organisational footprint
  - Spans of control & layers
  - Roles and responsibilities
- New approaches to cost
  - Zero-based budgeting (supply chain, tax)
- New ways of working
  - Competitive ranking
  - Information systems
- 9% FTE reduction this year



# We are embedding the virtuous circle of growth



We are still in the early years of embedding across the business

# Key takeaways



1

The transformation of Unilever is well underway

2

There are significant untapped opportunities

3

There is still more to do

Continuing to build a track record of superior, consistent performance

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