

Driving profitable growth and enhancing agility



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A stronger Unilever today



Purpose and Strategy

Category	Objective	Description
Working with people and business	1	Build strong brands
	2	Develop people, skills, and innovation
	3	Build a strong and resilient business
	4	Build a strong and resilient business
Playing to the full potential	5	Lead market development, reach up, share and win
	6	Win with existing customers and partners
	7	Win in emerging markets
	8	Win in emerging markets
Protecting the planet	9	Reduce water consumption and improve water quality
	10	Reduce energy consumption and improve energy efficiency
	11	Reduce greenhouse gas emissions and improve energy efficiency
	12	Reduce greenhouse gas emissions and improve energy efficiency
Working with people	13	Build health of quality and leadership
	14	Improve our values and build a performance culture
	15	Improve our values and build a performance culture
	16	Improve our values and build a performance culture

Stronger brands



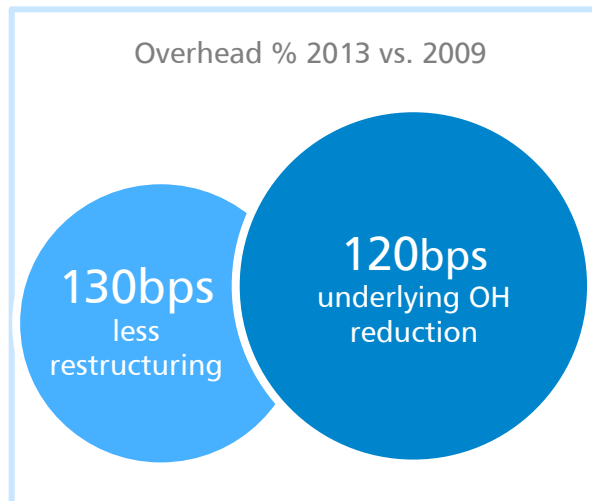
“Grow everywhere” mindset

Cell strategy

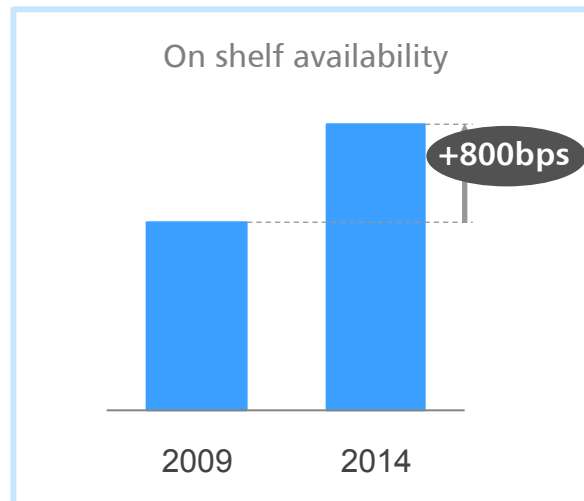
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More cost effective



Sharper market execution



Performance organisation

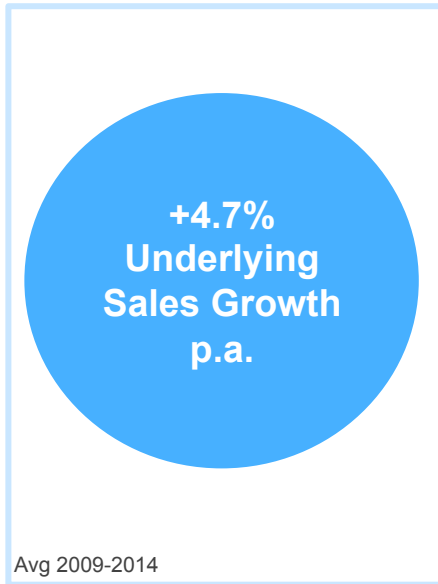
- Clear targets (3+1)
- Forced distribution
- Greater variable compensation





The 4G Growth Model

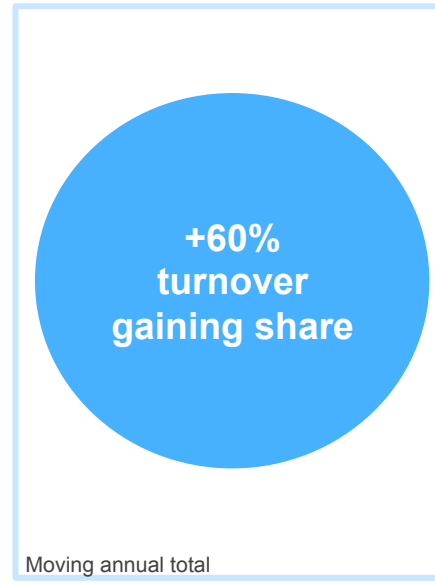
Consistent Growth



Profitable Growth



Competitive Growth



Responsible Growth





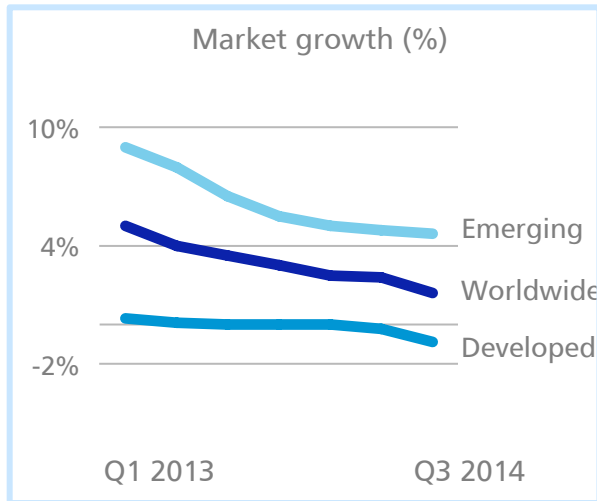
Each Category has played a specific role

	Personal Care	Foods	Home Care	Refreshment
Growth				
Margin				

Varied contributions by category

Environment rapidly changing

Softening markets



VUCA World



Consumer changing



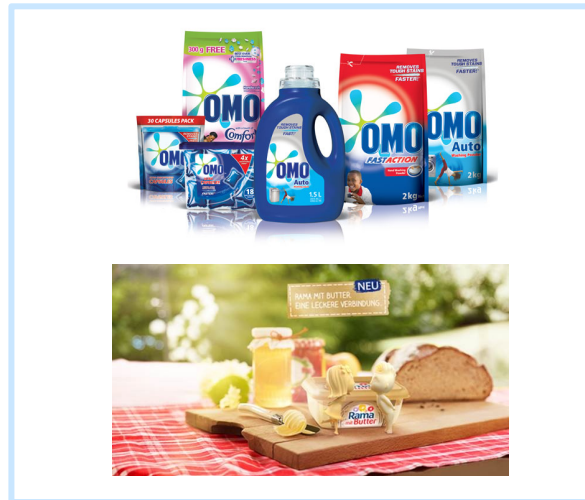
Competitive intensity has never been higher

Sharpening performance where needed

Brand Equity



Sharper portfolio choices



Focus on core



Plenty of growth opportunities

<p>EM Footprint</p> 	<p>Core</p> 	<p>Premium</p> 	<p>White Space</p> 
<p>New Geographies</p> 	<p>Adjacencies</p> 	<p>Channels</p> 	<p>Emerging Needs</p> 

Building brands through benefit-led innovation, unlocked through science & technology



Scope to drive efficiencies

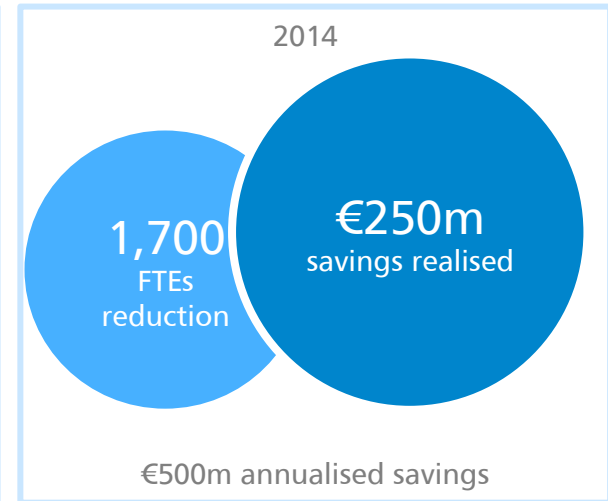
Extend Low Cost Business Models



Drive media efficiency



Deliver Project Half

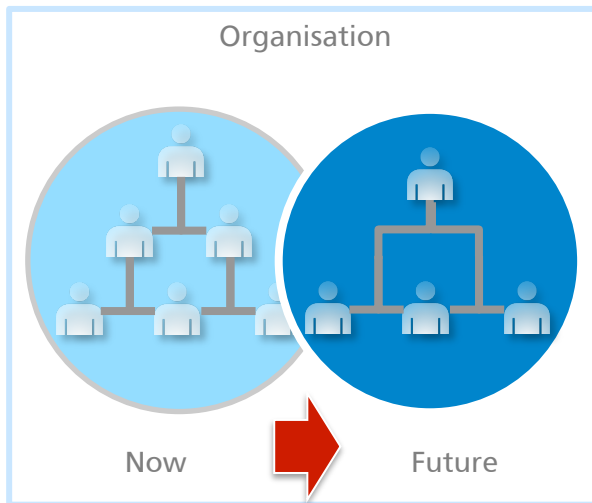


Supported by sharper performance targets

Agility: the critical enabler



Shorter decision lines



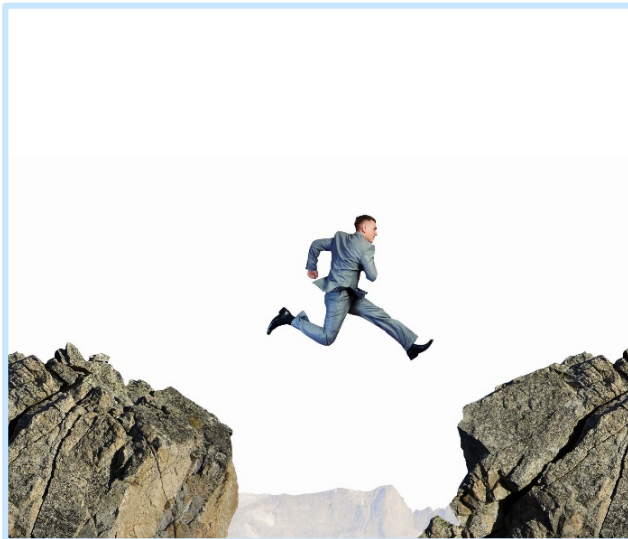
Simplification



Sharper Strategic Choices



Summary



- **Clear vision and strategy with growth mindset**
- **Pillars in place for a stronger business**
- **Sharper Category choices**
- **Clear on challenges and opportunities**
- **Not afraid to take the tough decisions**

What we will not change: 4G model

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