

WINNING THROUGH CONTINUOUS IMPROVEMENT

PIER LUIGI SIGISMONDI
INVESTOR RELATIONS CONFERENCE
NOVEMBER 2012, PARIS



Comfort
Cho Da Nhạy Cảm

MỀM MẠI DỊU HƯƠNG
NHƯ TÌNH THƯƠNG CỦA MẸ



Comfort Đậm Đặc Cho Da Nhạy Cảm an toàn cho da

The world we live in...



Backbone of Sustainable & Profitable Growth for Unilever...



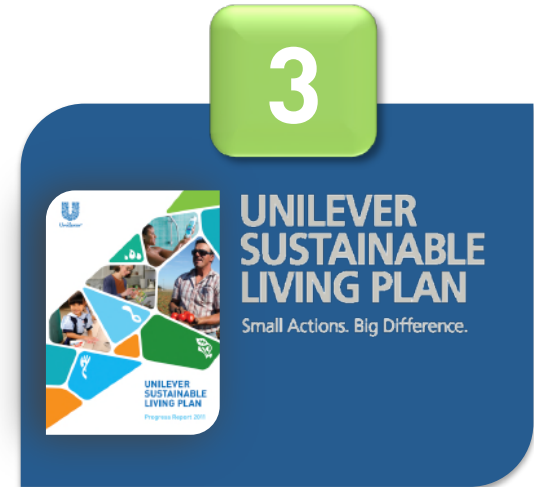
GROWTH

Service + Quality



MARGIN & CASH

Savings & Cash



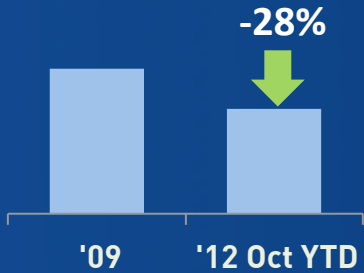
USLP

Sustainability

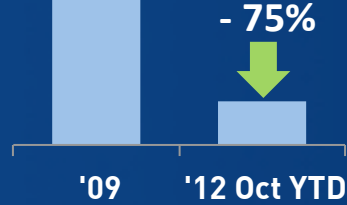
Higher perceived Quality by our consumers...



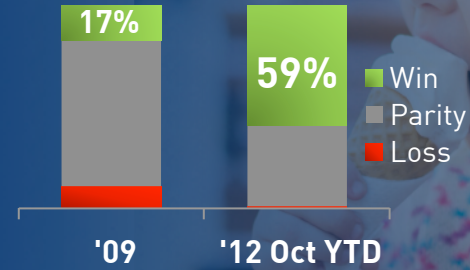
Complaints



Incidents



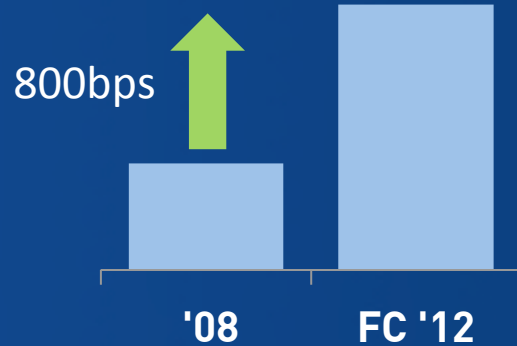
Product Superiority



More products on shelf = More Growth...



On Shelf Availability



- All Countries
- All Channels
- Joint efforts w/ Customers



Customers are rating us higher...



- Improved in **9/10** in Service & **10/10** in Logistics across key markets
- Ranked **Top 3rd** in **9/10** markets

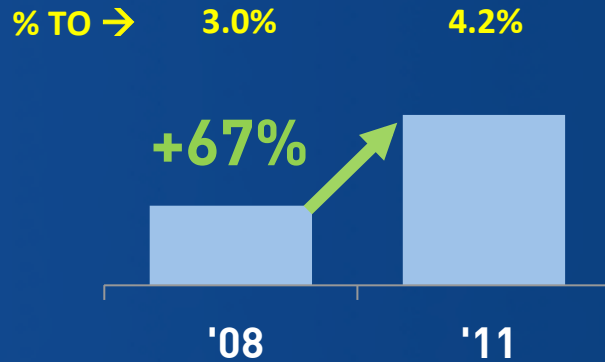


Above based on AGS results available to date for 10 out of 20 top markets

We are investing for Growth...



Capital Expenditure



- Focus on D&E
- 14 new sites built since 2008
- World Class standards



...with less restructuring of our asset base



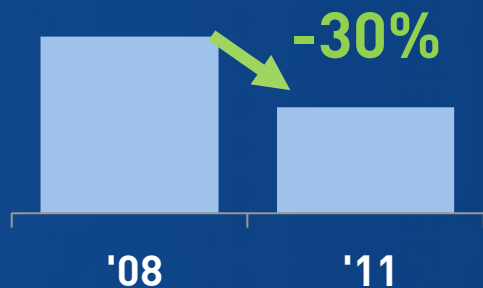
Restructuring (€bn)

(exc. M&A)

% TO →

2.14%

1.3%

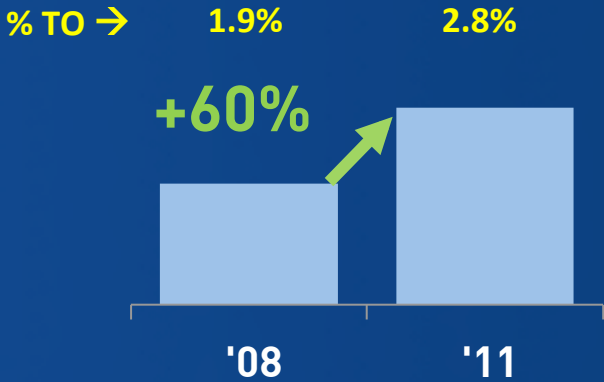


- Focus on Growth
- Asset flexibility
- Competitiveness through Manufacturing Excellence

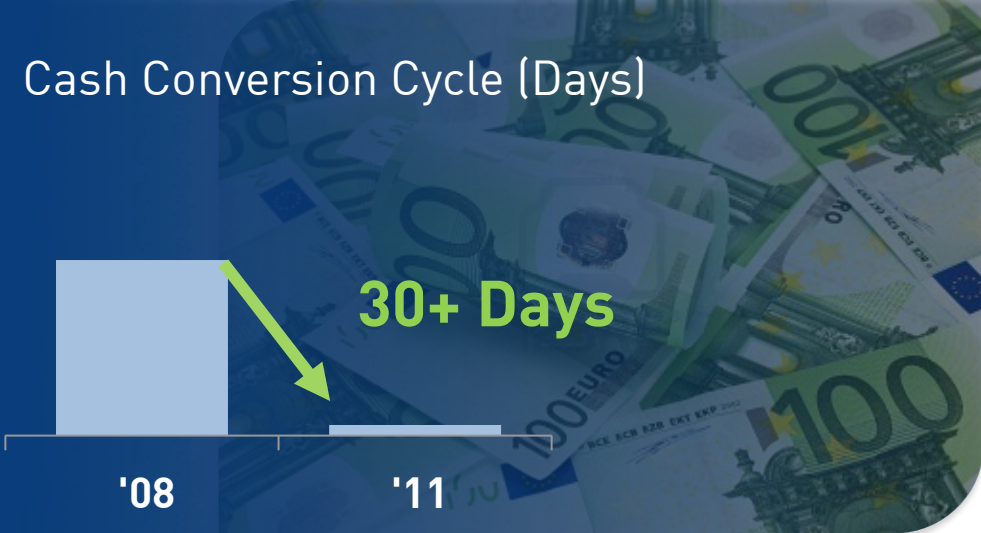
Powerhouse of Savings & Cash delivery...



Savings Delivery €M



Cash Conversion Cycle (Days)



We are committed to grow our business sustainably

2012 achievements



- **800k** tons CO2

26% energy from renewables

Zero waste in **1/2** of sites

Global super-sector leader
in F&B 2012-13



Dow Jones
Sustainability Indexes

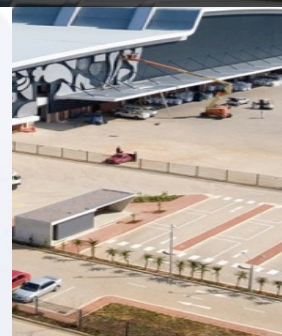


100% sustainable palm

1/3 agricultural materials
sustainably sourced

60% paper & board
certified or recycled

Over **half** Lipton teabags contain
Rainforest Alliance Certified™ tea



Our Supply Chain is making a REAL difference...



Sources of Competitive Advantage




1



Global Scale, Local Agility

2



Speed


3



Innovation
Capacity
Capability
Sustainability

Partner to Win

4




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SUSTAINABLE
LIVING PLAN**
Small Actions. Big Difference.

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LIVING PLAN
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USLP

5



Talent Powerhouse

Global Scale

A phenomenal international operations network



GLOBAL SOURCING

- Consistent Quality Standards
- Cost & Speed
- Capital Efficiency



LOGISTICS HUBS

- Global/Regional Hubs
- High Service Standards
- Less environmental impact



PROCUREMENT

- €33bn spend: 95% centrally bought
- Ability to absorb VUCA shocks
- Industry-wide Sustainability

Local Agility

Unique market penetration to leverage growth opportunities

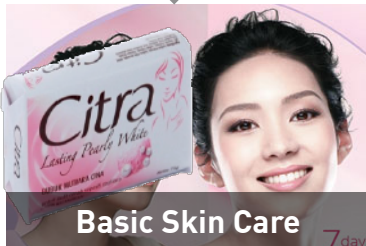


Category

Portfolio

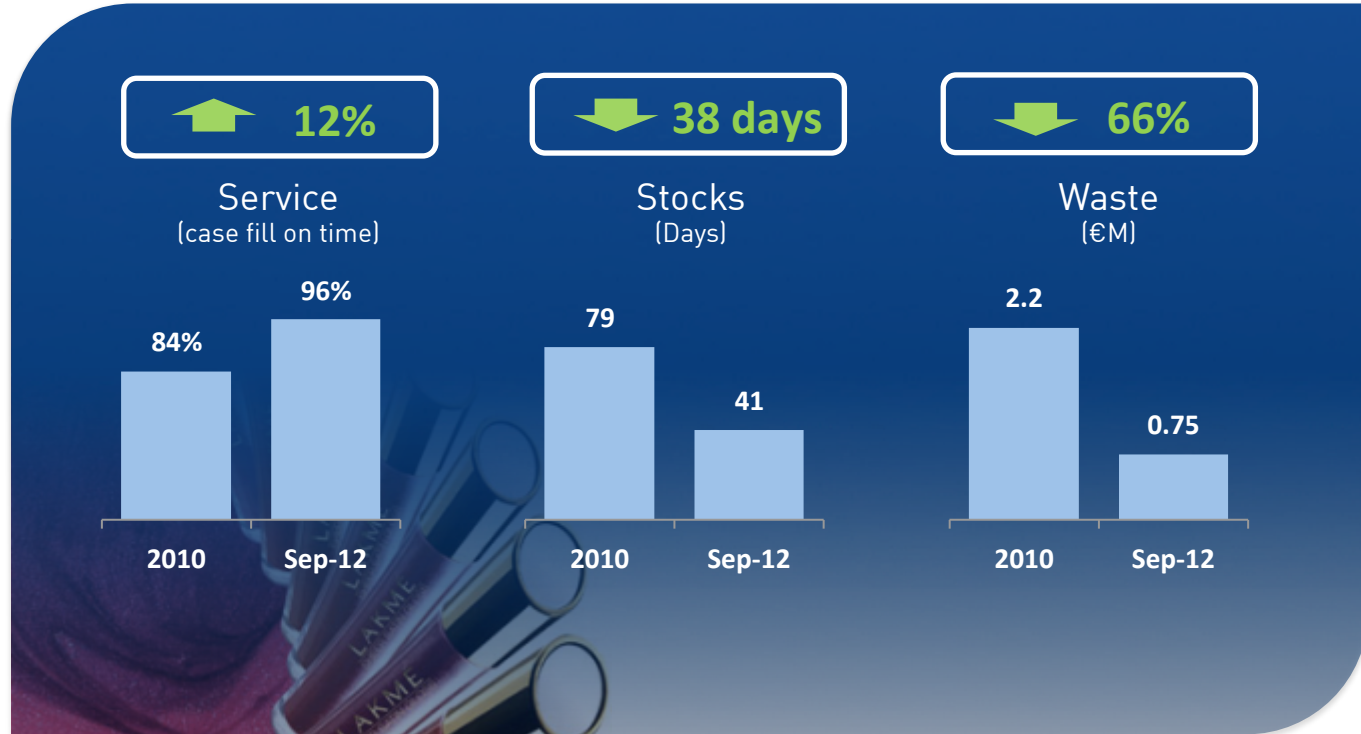
Geographic

Channel



Local Agility

Supply Chain Segmentation → Profitable Growth opportunities



Lakme India example

Low Cost Business Models

Driving margin improvements in an integrated value chain



**+1000
bps**

Identified

**+480
bps**

Implemented
(2011-FC2012)



Wheel Margin Improvement (bps)
Identified Opportunity



Speed is our Currency



FASTER INNOVATIONS

- Time to market: < 50%
- New capabilities for speed

RAPID INDUSTRIALISATION

- Global Engineering Services
- New factories in 8 months

ORGANISED FOR SPEED

- CSC0 – 17 direct reports
- CSC0 - Factory Director: 3 layers.

Partner to Win with Suppliers

Becoming partner of choice, creating an edge.



GROWTH & INNOVATION

- Suppliers engaged >70% of innovation pipeline
- €1.3b investment, 40+ plants



KNOW-HOW & ASSETS

- Partner of choice: 86% of suppliers
- Priority access to capacity & new technologies



SUSTAINABILITY

- 1.3m smallholder farmers
- Long-term commitments

Excellence is a journey... not a destination



We aspire to become THE BEST in the industry.



STANDARDS

- Strive for Perfection
- Performance Culture



COMMITMENT

- Determination & Discipline
- Clarity of Purpose



PASSION TO WIN

- Hunger for success
- Winning Mindset

THANK YOU

