

Navigating the new world



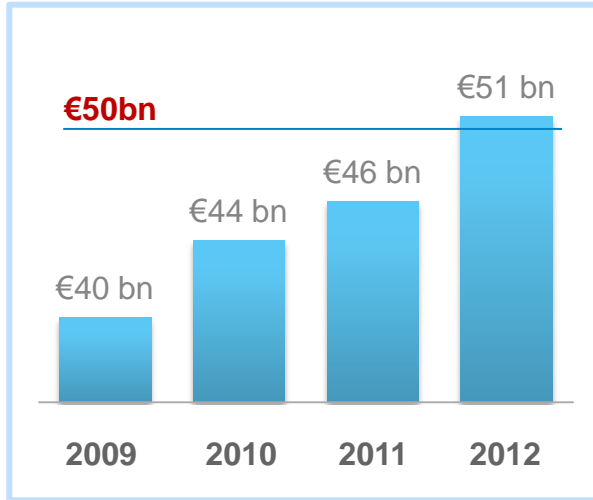
Paul Polman, London 5th December 2013



Over the last 5 years - A very different company



Growing the top line



Growing the bottom line



An employer of choice

LinkedIn

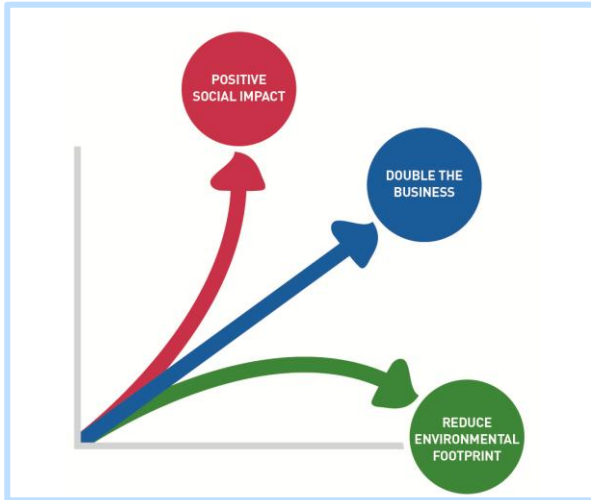
A photograph showing several hands raised in a crowd, symbolizing employee engagement or a positive work environment.

1. Google
2. Apple
3. Unilever

Strong Foundations - clear vision and strategy



Energising vision



Clear strategy

THE COMPASS
Fit to Win

WE ARE UNILEVER		
VISION	Double the size of the business, whilst reducing our environmental impact and increasing our positive social impact	We will lead for responsible growth, inspiring people to take small everyday actions that will add up to a big difference. We will grow by winning shares and building markets everywhere.
PURPOSE	To make sustainable living commonplace	We work to create a better future every day, with brands and services that help people feel good, look good, and get more out of life. Our first priority is to our consumers – then customers, employees, suppliers, & communities. When we fulfil our responsibilities to them, our shareholders will be rewarded.
HOW WE WILL WIN		
NON-NEGOTIABLES	Winning with brands and innovation	<ol style="list-style-type: none"> 1 Build stronger brands 2 Develop bigger, better, faster innovations 3 Build margin enhancing innovation
	Winning in the marketplace	<ol style="list-style-type: none"> 4 Lead market development, reach up, down and wide 5 Win with winning customers and channels 6 Be an execution powerhouse
	Winning through continuous operational improvement	<ol style="list-style-type: none"> 7 Build a quality-driven value chain with global scale and local agility 8 Drive return on capital and marketing investment 9 Deliver a good competitive organization
Winning with people	<ol style="list-style-type: none"> 10 Build depth of capability and leadership 11 Live our values and build a performance culture 12 Build an agile, flexible, and diverse organization 	

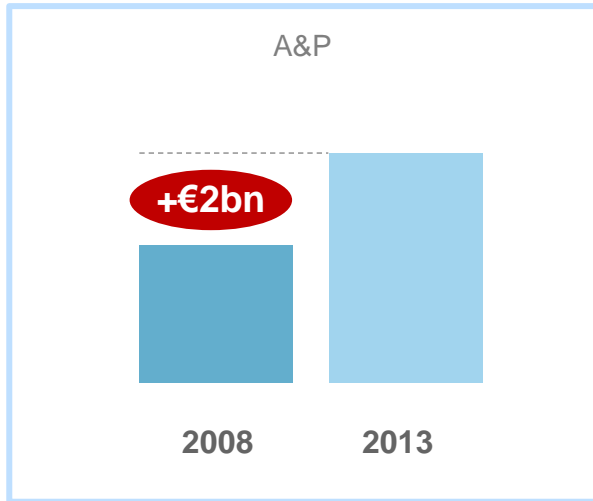
USLP embedded



Strong foundations – putting the pillars in place



Increased investment



Reshaped portfolio



Organisation & culture



Underpinned by stepped-up in-market execution

Room for improvement

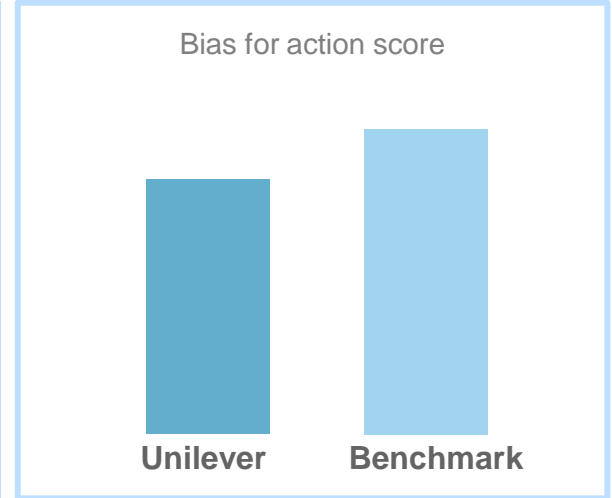
Foods growth



Costs: Still more to do



Bias for action



Taking our performance to the next level

1	Innovation
2	New growth opportunities
3	Simplification, agility and speed
4	Cost reduction
5	Portfolio change

Stepping up: Innovation



Putting people first



Building marketing capabilities



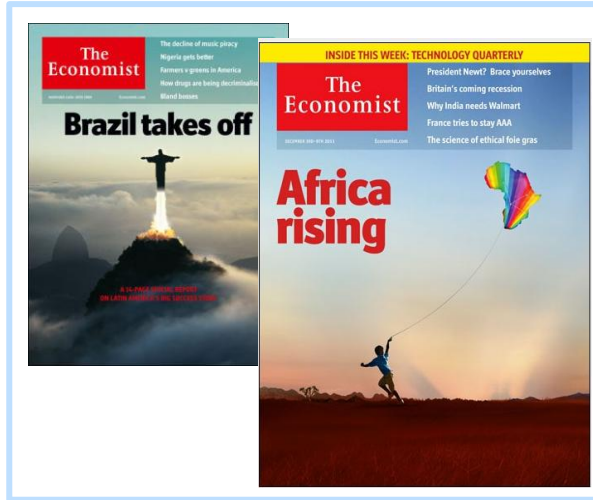
Using new technologies



Stepping up: New growth opportunities



Geographic opportunities



Fast growing channels



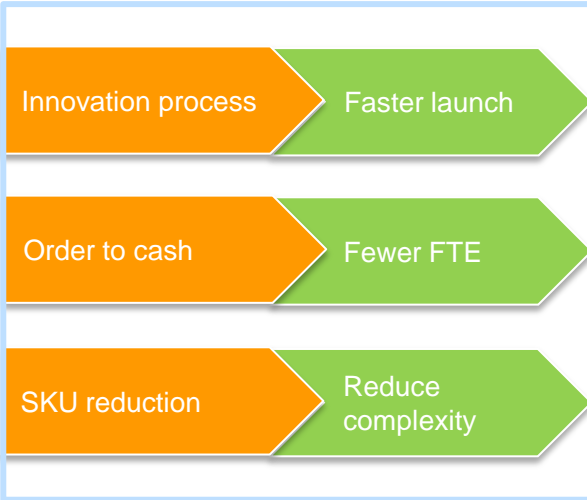
Premiumisation



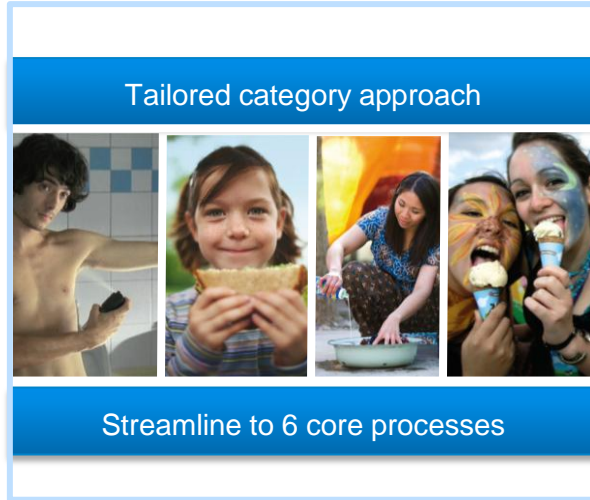
Stepping up: Simplification, agility, and speed



Simplification: Project Half



Marketing Fit to Win



Realising the benefits of scale



Stepping up: Cost reduction



Simplification: Project Half

Marketing Fit to Win

Enterprise Technology & Solutions



**€500m+
savings**

Stepping up: Portfolio change

2013

— Disposals + Acquisitions

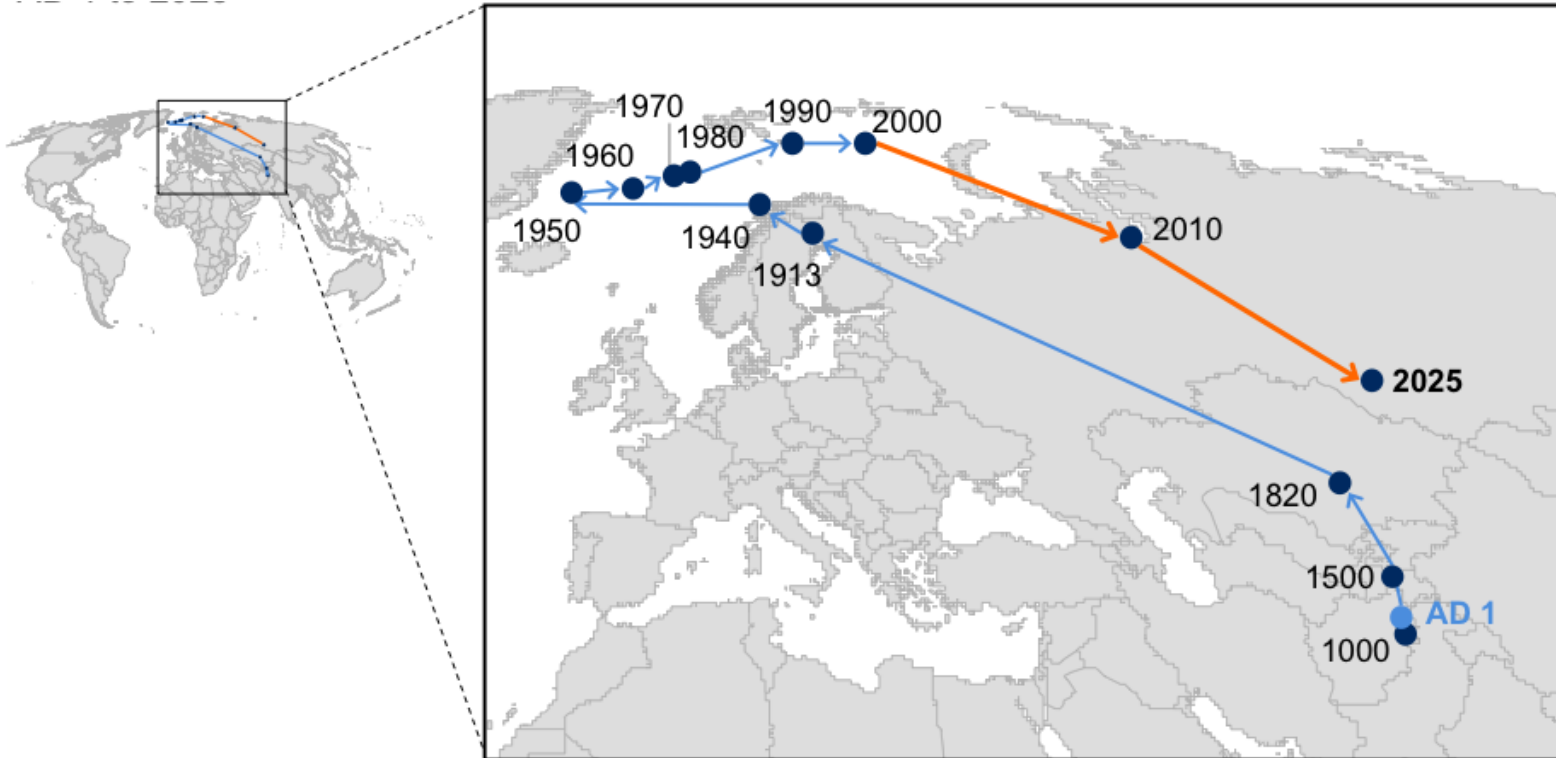


Future

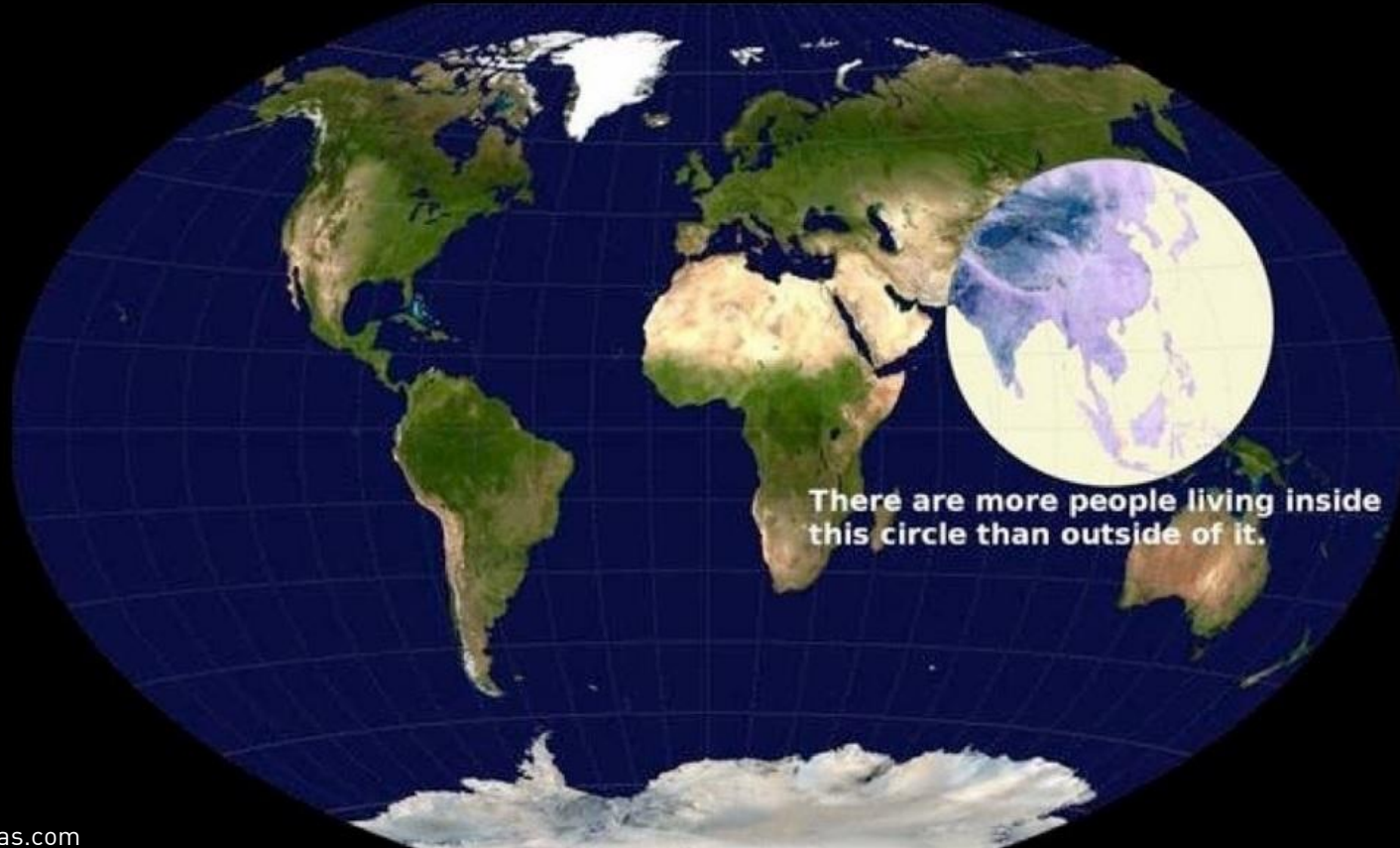
- ❑ Further disposals of non-core brands
- ❑ Targeted acquisitions:
 - bolt-on
 - aligned with strategy
 - emerging markets

Changing centre of gravity - GDP

Evolution of the earth's economic centre of gravity (AD 1 to 2025)



Changing centre of gravity - population



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