Unilever Investor Event 2017

Paul Polman

30th November 2017





We start with a clear set of strengths

Strong brands, shares and categories



Purpose-led #1 or #2 positions Global leaders, local jewels Strong categories

Geography, channel and portfolio balance



190 countries
57% emerging markets
30m outlets globally
3 focussed divisions

People and values



Number 1 employer
91% proud to work here
Investment in training
Values guide our business

Purpose



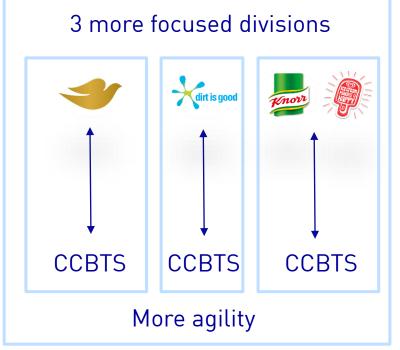
More growth
Lower costs
Less risk
More trust

Building on our strengths

Innovation capability



Organizational agility



Portfolio & optionality



Our short, medium and long-term priorities

2018-2020 2020+ 2018 Accelerate volume growth Whilst stepping up margin • Deliver our 2020 plan • Exit Spreads Embed agile organisation Integrate F&R Portfolio evolution • Deliver on our acquisition cases Constructing new areas of Embrace digital in everything we do competitive advantage Talent magnet

Ample opportunity for growth

What keeps us awake

- What got us here doesn't necessarily get us there
- Winners and losers are much clearer in the digital age
- We have to stay close to fragmenting consumer needs, instilling a founders mentality and balancing scale versus nimbleness
- We need to continue to attract and develop the right leaders
- And we need to do this by changing habits, not values

Confident we are taking the right steps

Reconfirming our 2020 outlook

- Growth ahead of our markets (3-5%)
- 20% Underlying Operating margin by 2020
- 100% cash conversion by 2020
- Sustained high teens ROIC

Unilever Investor Event 2017

Paul Polman

30th November 2017



