

# Unilever Investor Event 2017

Paul Polman

30<sup>th</sup> November 2017



Unilever<sup>®</sup>



# 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

CAG

PARTNER TO WIN

THE UNILEVER FOUNDRY

Unilever VENTURES

Open Innovation

GLOBAL RETAIL OPERATIONS

## Organizational agility

3 more focused divisions

CCBTS

CCBTS

CCBTS

More agility

## Portfolio & optionality

Stepped up M&A

Primarily in PC

Prestige

Premium price in mass

New channels

Naturals

carverkorea beauty mentor

Living proof.

Shea Moisture A Better Way to Beautiful since 1912

Blueair

seventh generation.

Kate Somerville Skin Health Experts

mae terra

purkka

# Our short, medium and long-term priorities



**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

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