

# Sustainable business driving superior performance

Alan Jope - CEO

November 2019



Unilever

# Safe harbour statement

This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the 'Group'). They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever's global brands not meeting consumer preferences; Unilever's ability to innovate and remain competitive; Unilever's investment choices in its portfolio management; inability to find sustainable solutions to support long-term growth including to plastic packaging; the effect of climate change on Unilever's business; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2018 and the Unilever Annual Report and Accounts 2018.

**Sustainable business driving superior performance**



*Unilever*



# Unilever Leadership Executive



**Marc Engel**  
Chief Supply Chain Officer



**Hanneke Faber**  
President F&R



**Sunny Jain**  
President BPC



**Alan Jope**  
CEO



**Sanjiv Mehta**  
President South Asia



**Leena Nair**  
Chief HR Officer



**Nitin Paranjpe**  
COO



**Graeme Pitkethly**  
CFO



**Richard Slater**  
Chief R&D Officer



**Ritva Sotaama**  
Chief Legal Officer



**Amanda Sourry**  
President North America



**Peter Ter Kulve**  
President HC

# Our vision

is to be the global leader in  
**sustainable business.**

We will demonstrate how our  
**purpose-led, future-fit**

business model drives  
**superior performance,**

consistently delivering financial  
results in the

**top third** of our industry

# ... in the business



# Accelerating Growth

Portfolio



Geography



Channel



Purpose



# Growth: Portfolio



INNOVATE



DEVELOP



ACQUIRE



DISPOSE



# Growth: Geography

16

Emerging markets deliver over €500m turnover

38

Emerging markets deliver over €100m turnover

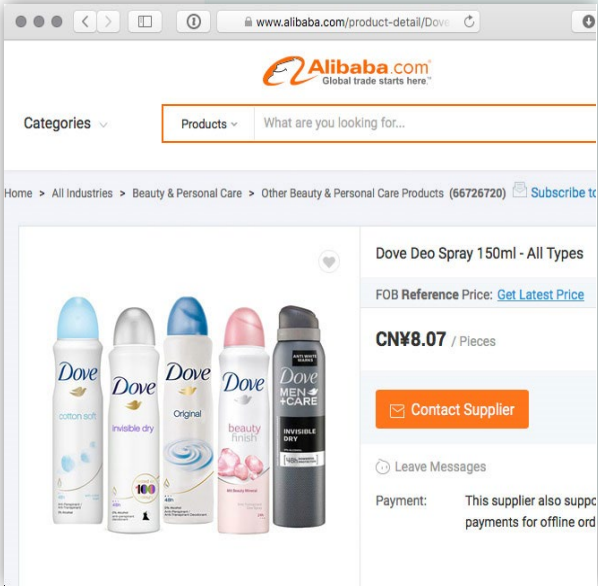
White space **opportunities** in existing countries



60% of turnover in emerging markets

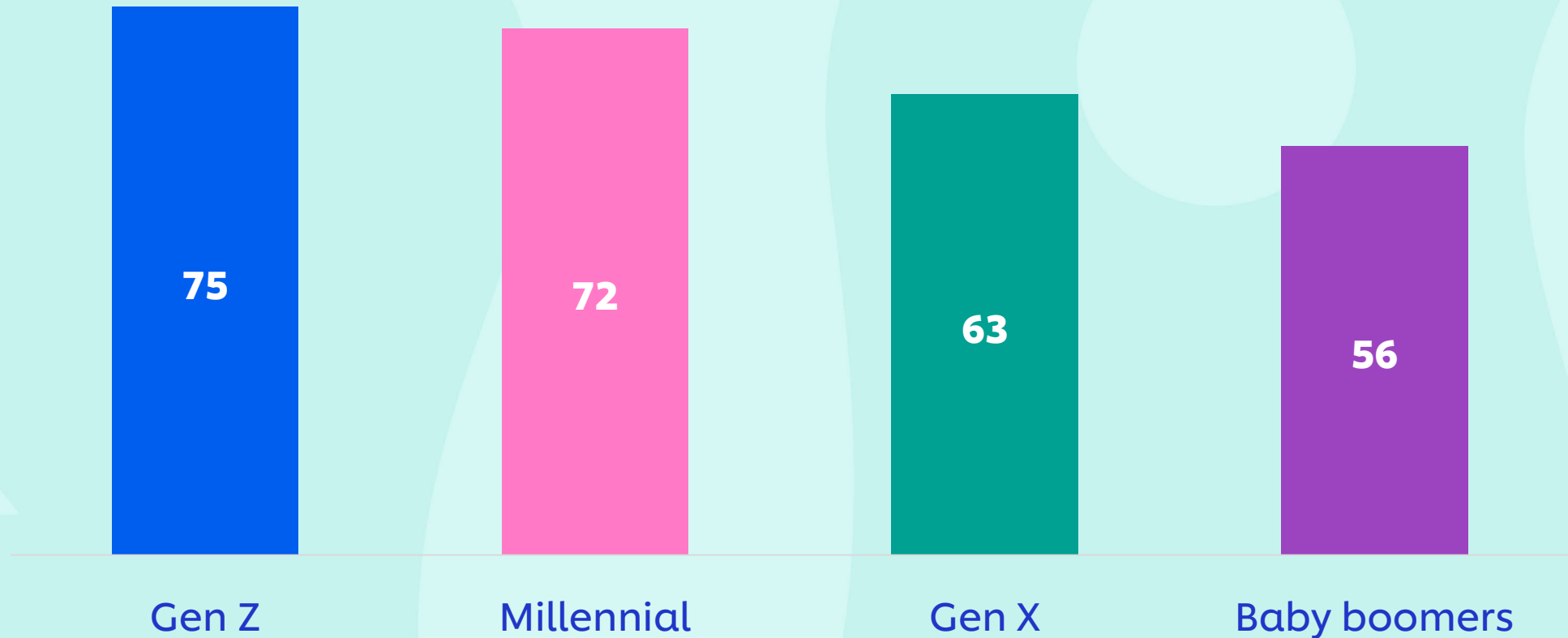
# Growth: Channel

- Ecommerce
- Out of home
- Health & beauty
- Professional cleaning



Unilever

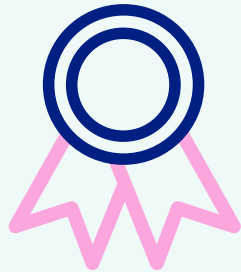
# Growth: Purpose



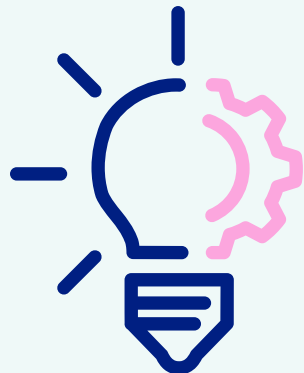
% motivated to be brand loyal to brands making positive impact

# Raising the bar

Marketing  
excellence



Innovation



# Going further

Fuel  
for growth



Organisation  
& Culture



# Marketing excellence



STUDIO



ULTRA

1.9bn

Digital data connections

38

Digital hubs covering 90% of digital spend

30

PDCs and 7000 briefs

500K

U studio assets

# Innovation

## Maintain

- Global and local
- Breakthrough technology
- On trend

## More

- Functional superiority
- Choicefulness



# Fuel for growth

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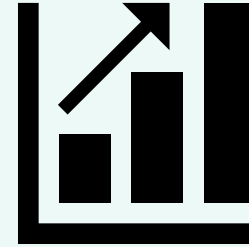
Change  
Programmes

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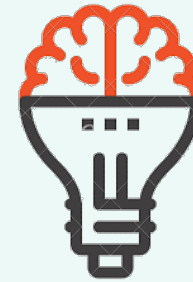
**5s**  
savings

 **ZERO  
BASED  
BUDGETING**

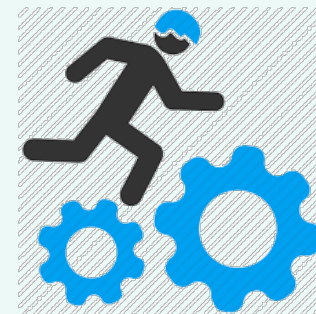
 **NRM**



**Grow**



**Power**



**Run**

# Organisation and Culture



3 divisions

**Human**      **Purposeful**

**Accountable**

1 culture



# And finally

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**Thank you**

