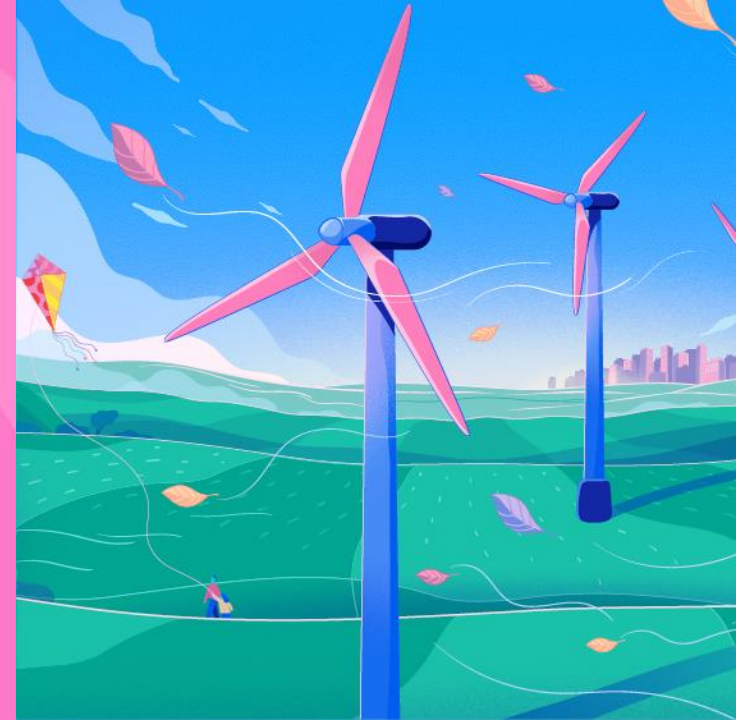


Sustainable business driving superior performance

Alan Jope, CEO

December 2019



Unilever

Two great problems of our times

Climate change



Inequality



Integrating our strategy

THE COMPASS 2016

Winning through a time of exponential change

WE ARE UNILEVER

VISION	To grow our business whilst decoupling our environmental footprint from our growth and increasing our positive social impact	We will lead for profitable, consistent, competitive and sustainable 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. Through our USLP we will deliver More Growth, Less Cost, Less Risk and More Trust.
PURPOSE	To make sustainable living commonplace	We work to create a brighter future every day, with brands and services that help people feel good, look good, and get more out of life. We put the consumer first - then customers, employees, suppliers, and communities. In this way we reward our shareholders.

HOW WE WILL WIN

NON-NEGOTIABLES	Winning with brands and innovation	1	Build stronger, more sustainable brands for a connected world
		2	Drive penetration and distribution of our Core
		3	Deliver bigger innovation, faster, in full, to more markets
	Winning in the marketplace	4	Lead market development, reaching up, down and wide
		5	Win when and where shoppers choose, e-commerce a competitive advantage
		6	Grow through excellence in Nat Revenue Management
	Winning through continuous improvement	7	Step change organisation cost and agility; roll out zero based budgeting globally
		8	Step change returns on capital, IT and capability investments
		9	Step change cost and service levels in supply, leveraging global scale and local agility
	Winning with people	10	Build diversity of leadership and put it where it counts, for longer
		11	Be faster, simpler, more market-facing
		12	Build resilient, empowered and aligned teams

THE UNILEVER COMPASS: PURPOSE-LED, FUTURE-FIT

OUR PURPOSE
is to make sustainable living commonplace

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

IMPROVE PEOPLE'S HEALTH, CONFIDENCE & WELL-BEING WITH BRANDS THAT COMBINE SUPERIOR EXPERIENCES, BOLD INNOVATION AND A STRONG SUSTAINABLE LIVING PURPOSE

IMPROVE THE HEALTH OF THE PLANET WITH BRANDS THAT REGENERATE NATURE, FIGHT CLIMATE CHANGE, AND CONSERVE RESOURCES FOR FUTURE GENERATIONS

CONTRIBUTE TO A FAIRER AND MORE SOCIALLY INCLUSIVE WORLD WITH BRANDS THAT CHAMPION HUMAN RIGHTS, BREAK DOWN BARRIERS AND DISTRIBUTE VALUE FAIRLY

DELIVER LONG-TERM, SUPERIOR VALUE BY RESHAPING OUR PORTFOLIO, AND BEING A FAST, LOW COST AND FULLY DIGITISED COMPANY

SERVE CITIZENS EVERYWHERE THROUGH DATA-DRIVEN RELATIONSHIPS AND CHANNEL AVAILABILITY

USE OUR SCALE FOR GOOD BY BUILDING TRUST THROUGH TRANSPARENCY AND NEW PURPOSE-LED BUSINESS MODELS

CREATE CAPABILITY THROUGH LIFELONG LEARNING
BY INSPIRING AND ENABLING PEOPLE TO NEVER STOP GROWING AND TAKE CHARGE OF THEIR WELL-BEING

UNLOCK CAPACITY FOR GROWTH
BY BEING TRULY AGILE, ALWAYS SIMPLIFYING AND LEADING FOR AN INCLUSIVE FUTURE OF WORK

DEEPEN OUR CULTURE OF PIONEERING
BY DRIVING PERFORMANCE THROUGH LEADERSHIP AND INNOVATION IN ALL WE DO

MULTI-STAKEHOLDER MODEL

CITIZENS CUSTOMERS EMPLOYEES SOCIETY PLANET SHAREHOLDERS

CONSISTENT FINANCIAL PERFORMANCE

COMPETITIVE GROWTH MARGIN IMPROVEMENT CASH GENERATION TOP 1/3 TSR

OUR STANDARDS OF LEADERSHIP

THE INNER GAME	THE OUTER GAME
<p>PURPOSE & SERVICE: WORKS FROM PURPOSE FOR THE GOOD OF OTHERS</p> <p>PERSONAL MASTERY: ALWAYS BRINGS THEIR BEST SELF</p> <p>AGILITY: CONSTANTLY CURIOUS AND COURAGEOUS</p>	<p>BUSINESS ACUMEN: GENERATES VALUE IN CHANNELS AND CUSTOMERS</p> <p>TALENT CATALYST: DEVELOPS & MAGNIFIES THE POWER OF PEOPLE</p> <p>CONSUMER LOVE: CREATES BETTER FUTURES FOR CONSUMERS, EVERYDAY</p> <p>PASSION FOR HIGH PERFORMANCE: INSPIRES THE ENERGY NEEDED TO WIN & GROW</p>

INTEGRITY
WE DO THE RIGHT THING IN EVERY DECISION WE TAKE, SUPPORTING UNILEVER'S LONG TERM SUCCESS

RESPECT
WE TREAT PEOPLE WITH DIGNITY, HONESTY AND FAIRNESS, AND CELEBRATE THE DIVERSITY OF PEOPLE

RESPONSIBILITY
WE TAKE CARE OF THE PEOPLE WE SERVE AND THE WORLD IN WHICH WE OPERATE

PIONEERING
WE HAVE A PASSION FOR LEADING OUR INDUSTRY, WINNING IN THE MARKET, AND INTELLIGENT RISK-TAKING

UNILEVER SUSTAINABLE LIVING PLAN

PROGRESS REPORT 2012

Unilever Compass

Sustainable Living
Brands growing faster

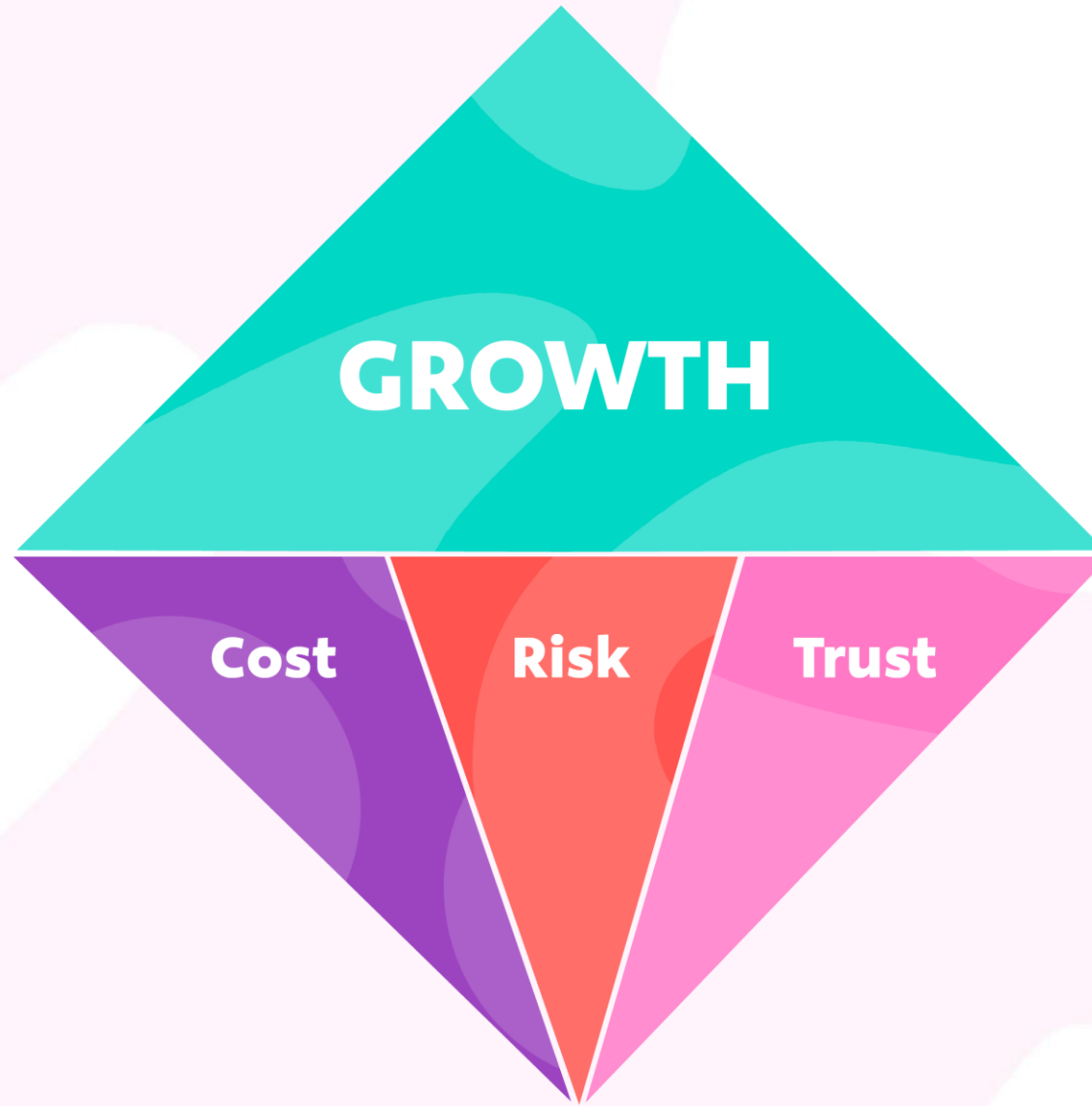


134 years of
purposeful business

Extraordinary
employer brand



The business case for sustainability

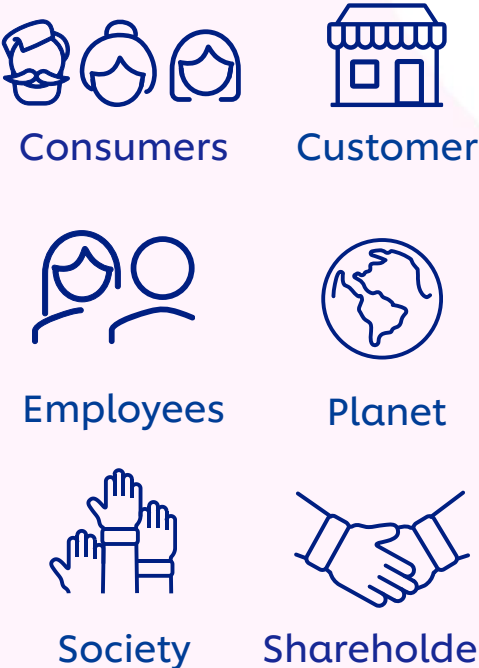


Superior long term value

Purpose-led, Future-fit



Multi-stakeholder model



Superior financial performance



Thank you

