

Becoming 'Fit to Win'



Paul Polman - Chief Executive Officer

Paris, November 2012

Comfort
Cho Da Nhạy Cảm

Mềm mại dịu hương
như tình thương của mẹ

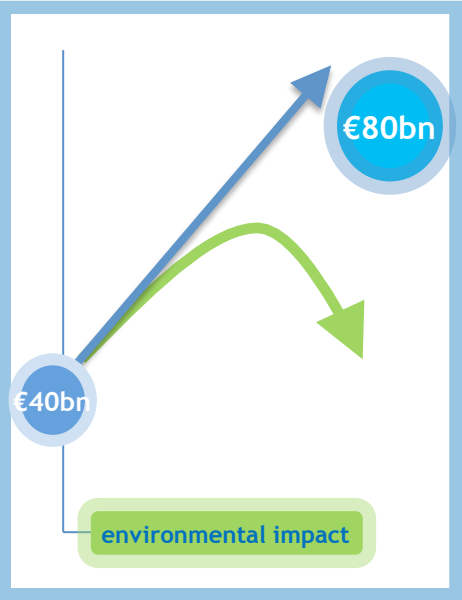


Comfort Đậm Đặc Cho Da Nhạy Cảm an toàn cho da

In 2009 we set out to make Unilever 'Fit to Compete'



An inspiring vision



Growth as a primary goal



USLP increasingly recognised externally and a source of competitive advantage

Getting Unilever to grow again



Virtuous circle of growth



- Drive fewer, bigger, better innovation
- Drive the basics in execution
- Make the structure and organisation work
- Drive performance culture
- Drive people agenda to competitive levels

Our progress is increasingly recognised externally: innovation



Dove: 17 awards



HUL: world's #1 FMCG
most innovative companies



Digital marketer of the year



Our progress is increasingly recognised externally: execution



Customer service



ADVANTAGE

Up in **10** out of
15 markets

Logistics



ADVANTAGE

Up in **12** out of
15 markets

Preferred supplier UK



A.S. Watson Group

ASDA



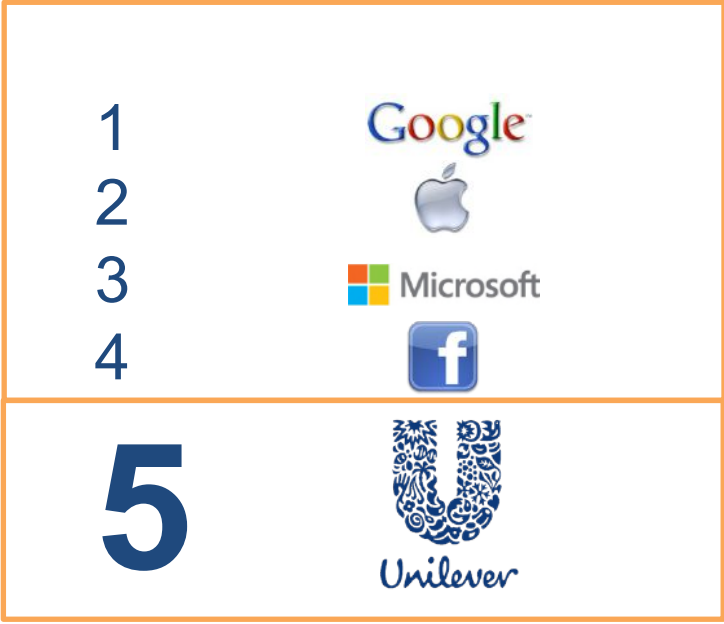
Sainsbury's

Our progress is increasingly recognised externally: people

Top 3 employer 27 markets



LinkedIn 5th most in demand employer



Unilever now 'Fit to Compete'



Growth ahead of our markets



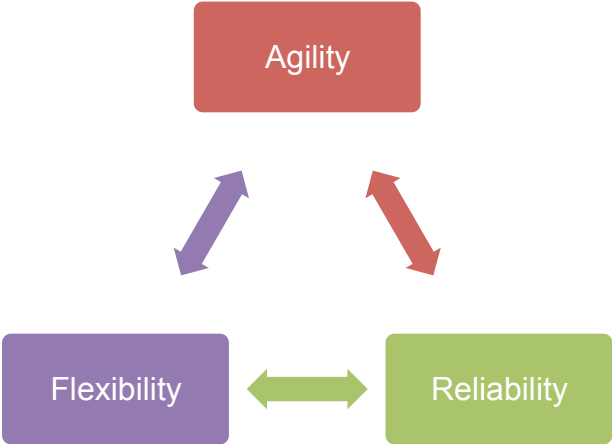
Margin improvement



Turnover increased



Becoming 'Fit to Win'



i) Drive gross margin: 'maxing the mix'

Margin - accretive innovation

+400bps

Premiumisation

Bars Powders Liquids

Channel opportunities

Drive drugstores and pharmacy

Consistent top and bottom line expansion

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