

Unilever Investor Event

Paul Polman

Singapore, 2nd December 2015



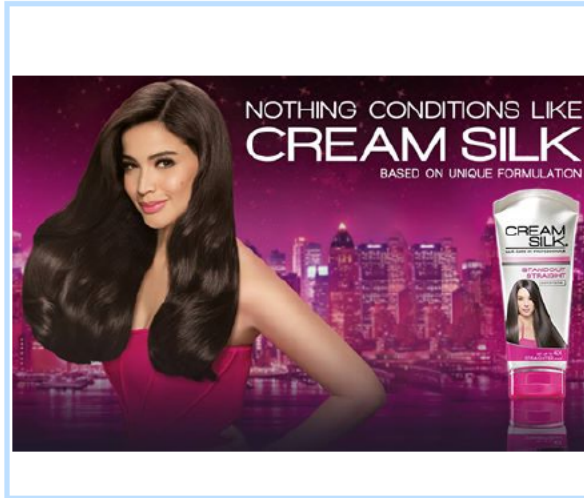
Winning with brands and innovation



Consumer insights



Technology driving innovation



Digital Marketing



Winning in the market place



Digitally enabled general trade



Net revenue management



New routes to market



Winning with continuous improvement



Supply chain cost reduction

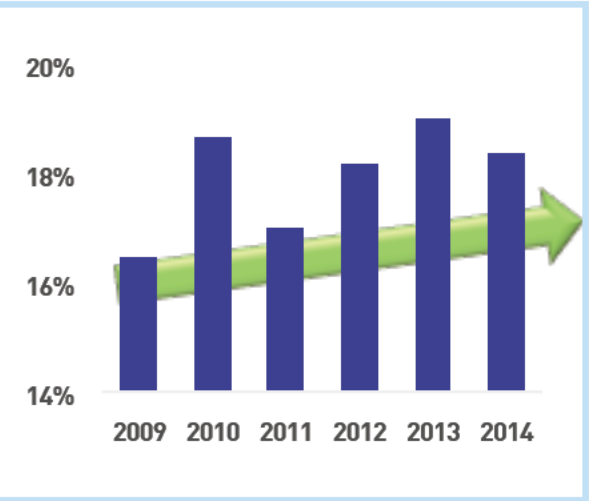


Largely re-invested in competitiveness

Zero based budgeting and functional models



Return on invested capital



Winning with people



Strong local management

% of directors who are local

>80%

Alignment

My purpose is....



Leadership development



FOUR ACRES



200 programmes
4000 leaders trained
90 participants on UL2020

Q&A

