

Istanbul 2011 Investor Seminar

Paul Polman - CEO



Transforming Unilever



9 for 09	
1	Agree country & category strategies
2	Magnify innovations
3	Own market development
4	Improve sales fundamentals
5	Step change customer service
6	Win with winning customers
7	Win with local consumers through combined power of BB & BD
8	Drive up CASH and drive down COSTS
9	Simplify product / SKU range

THE COMPASS

WE ARE UNILEVER...

VISION	We are a successful, growing, sustainable business	WE WORK TO CREATE A BETTER FUTURE EVERY DAY We help people feel good, look good and get more out of life with brands and services that are good for them and good for others. We will inspire people to take small everyday actions that can add up to a big difference for the world. We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.
	BEHAVIOURS We focus on consumers and customers with a bias for action	Our first priority is to our consumers, then customers, employees and communities. When we fulfil our responsibilities to them, our shareholders will be rewarded. We will win through a growth mentality and a no-excuses approach to all our stakeholders, based on clear accountability and a bias for action.

WHERE WE WILL WIN...

Win share and grow volume in every category and market

HOW WE WILL WIN...

NON-NEGOTIABLES	Winning with brands and innovation	1 Develop new products, design, branding and marketing 2 Big ideas, faster, faster innovations 3 Appeal to more consumers across needs and price points
	Winning in the marketplace	4 Lead market development 5 Win with winning customers 6 Be an execution powerhouse
	Winning through continuous improvement	7 Lean, responsive and consumer led value chain 8 Drive return on brand support 9 Agile, cost competitive organisation
Winning with people	10 Organization and diverse talent pipeline ready to match our growth ambitions 11 Performance culture which respects our values 12 Leverage our operating framework for competitive advantage	

THE COMPASS

WE ARE UNILEVER...

TURBO-CHARGE

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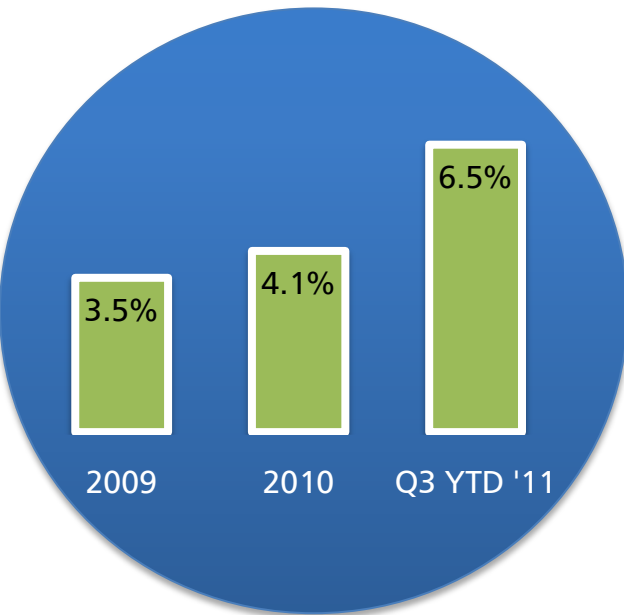
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Building sustainable competitive advantages to win for the long term

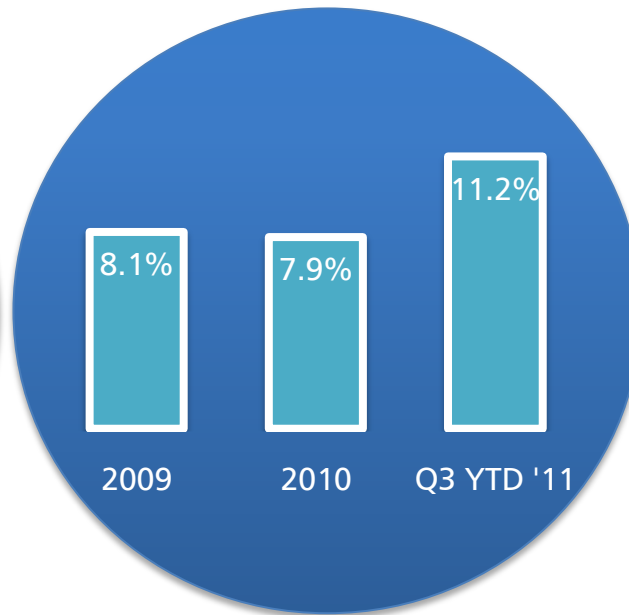
Unilever: winning consistently



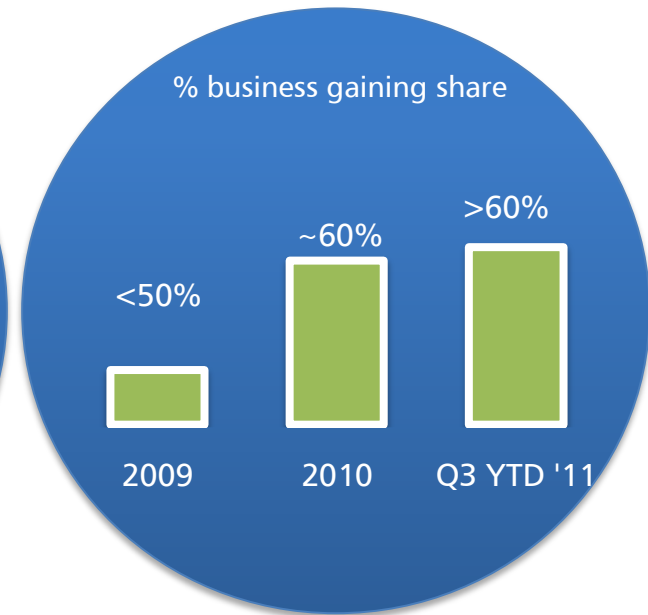
Underlying sales growth consistent performance



Emerging markets growth record highs



Value shares steady improvement



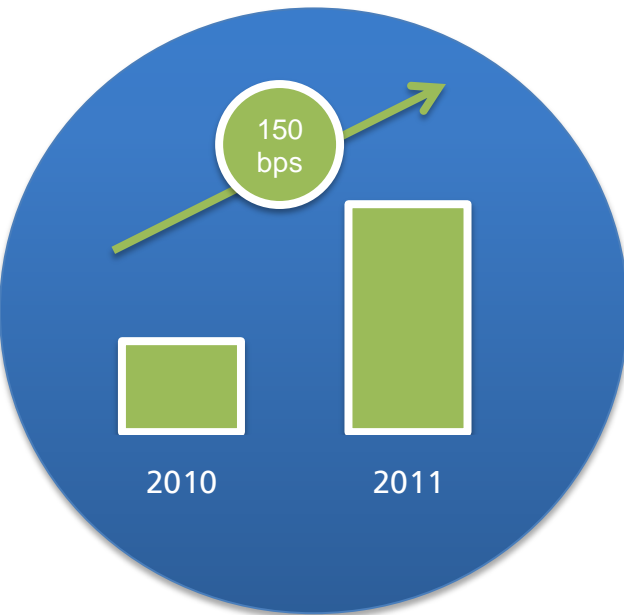
Delivering consistent and reliable results

Winning in tough markets



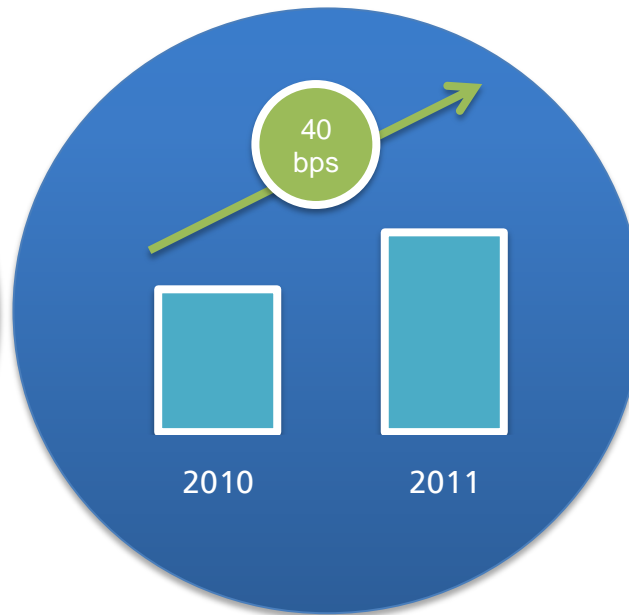
Hair China

MAT value share change



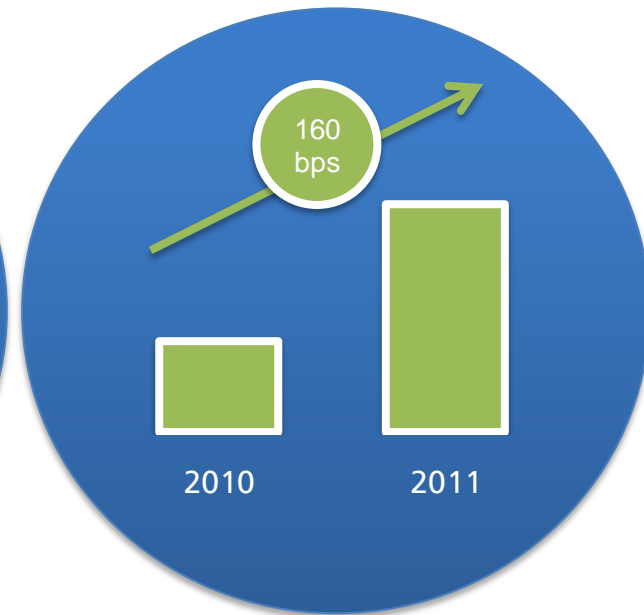
Laundry India

MAT value share change



Skin Cleansing US

MAT value share change



Investing in the long term



Capex investment for growth



Currently building >25 new factories

Leadership centre: 4 acres Singapore



Investing in the long term



M&A: sharpening portfolio



Investing in product quality



White space roll-out

> 130

brands into new markets in 2011

White space roll-out



Sạch vết bám
Sáng bề mặt

Kem tẩy rửa đa năng CIF với công thức độc đáo dạng kem chứa những tinh thể làm sạch siêu nhỏ giúp tẩy sạch tất cả vết dầu mỡ, bám bẩn và thức ăn cháy khò chui trên các bề mặt nhà bếp như:

- Bề mặt bếp
- Bồn rửa bát
- Quầy bếp
- Tường nhà bếp

trả lại vẻ **sạch sẽ** và **sáng bóng** như mới mà không hại bề mặt.

**KEM TẨY RỬA ĐA NĂNG
SỐ 1 THẾ GIỚI**

2009: 37 countries



2011: 48 countries



White space roll-out



NEW CLEAR FOR MEN AND WOMEN
YOUR BEST WEAPON
AGAINST DANDRUFF
AND SCALP PROBLEMS.

NEW CLEAR

The advertisement features a woman with long, straight black hair holding a white CLEAR shampoo bottle labeled 'SOFT & SMOOTH', and a man in a black suit holding a blue CLEAR shampoo bottle labeled 'COOL, SPORT MENTHOL'. The background is dark with faint silhouettes of other people. The text 'NEW CLEAR' is prominently displayed at the bottom right.

2006: 12 countries



CLEAR™

2011: 35 countries



The qualities that drive the long term competitiveness of Unilever



- Our unique operating model, with sustainable living at its heart
- The clarity and sharpness of our strategy
- The effectiveness of our new organisational structure
- Our performance culture, values and leadership

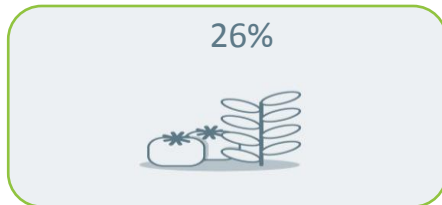
The Sustainable Living Plan



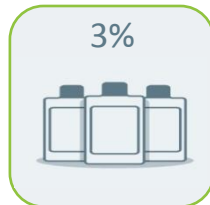
HELP
1 BILLION
PEOPLE IMPROVE
THEIR HEALTH
& WELLBEING

HALVE
ENVIRONMENTAL
FOOTPRINT OF
OUR PRODUCTS

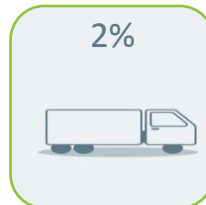
SOURCE
100%
OF AGRICULTURAL
RAW MATERIALS
SUSTAINABLY



Raw Materials



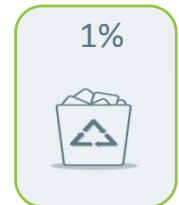
Manufacture



Transport



Consumer Use



Disposal

Clearer strategy



Strong brands in Foods and Refreshment

4 brands

€12bn

Turnover



Running Spreads differently



HPC portfolio to win



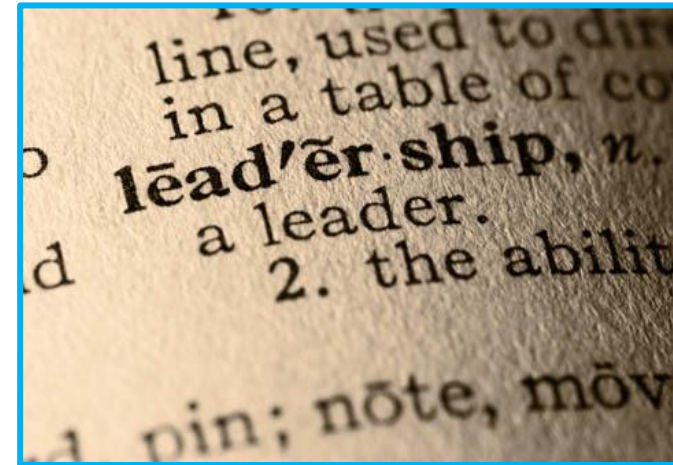
A faster and more agile organisation



Clearer structure

Performance culture

New and more effective leadership



We are increasingly 'Fit to Win'

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Istanbul 2011 Investor Seminar Questions

