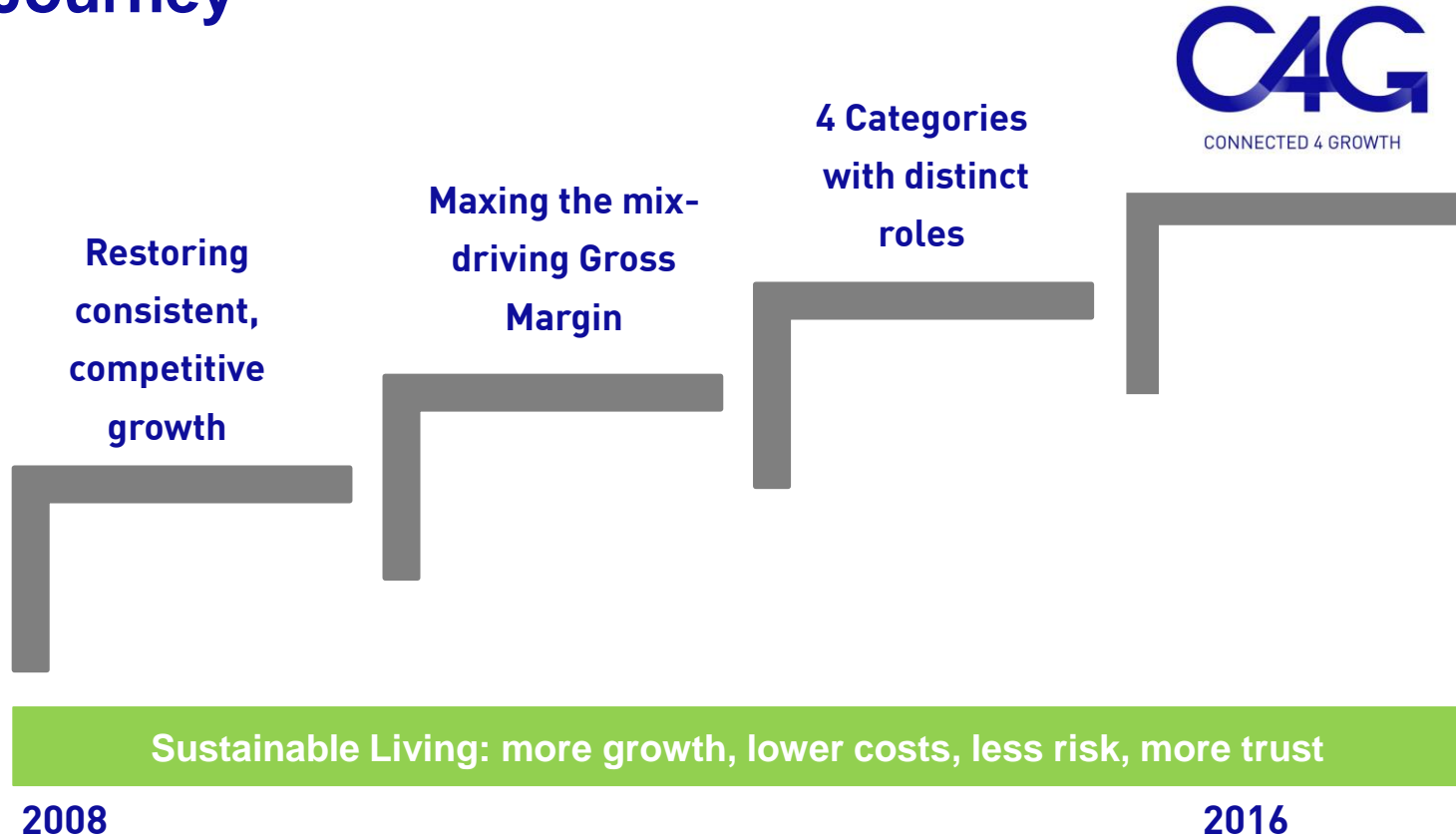


Unilever Investor Event  
Paul Polman, Chief Executive Officer  
30<sup>th</sup> November 2016



# Our Journey



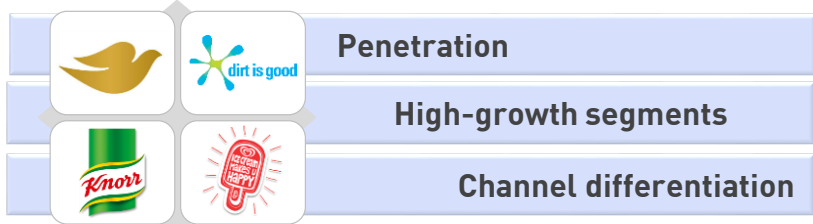
# Winning in a connected world



CONNECTED 4 GROWTH

## On-trend innovation, delivered faster

### Driving the core



### Evolving the portfolio



### Developing channels



Enabled by:

Net Revenue Management

Zero Based Budgeting

Digital 2.0



Faster, more agile and stronger Unilever

# Unlocking value

## Consistent Category Strategies



## Accelerating financial returns

Underlying Sales growth

Ahead of market

COM improvement

+40-80 bps p.a.

Cash Conversion rate

90%

CAG

ZERO BASED BUDGETING

# Delivering a faster, more agile and stronger Unilever

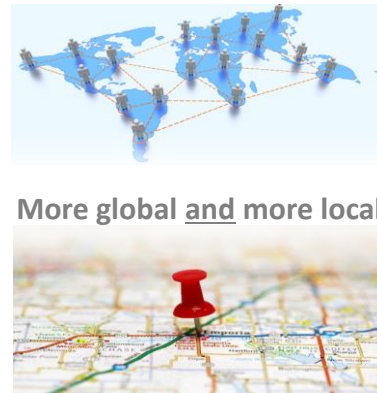
## Lower costs



## Simpler processes



## Stronger innovation



## Engaged people



Unilever Investor Event  
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