



# SUSTAINABLE BUSINESS DRIVING SUPERIOR PERFORMANCE

Alan Jope & Graeme Pitkethly



# SAFE HARBOUR STATEMENT

This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the 'Group'). They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever's global brands not meeting consumer preferences; Unilever's ability to innovate and remain competitive; Unilever's investment choices in its portfolio management; inability to find sustainable solutions to support long-term growth including to plastic packaging; the effect of climate change on Unilever's business; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters.

These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Annual Report on Form 20-F 2018 and the Unilever Annual Report and Accounts 2018.



# Alan Jope



# What I will lead for...

Sustainable  
business  
driving  
superior long-  
term financial  
performance

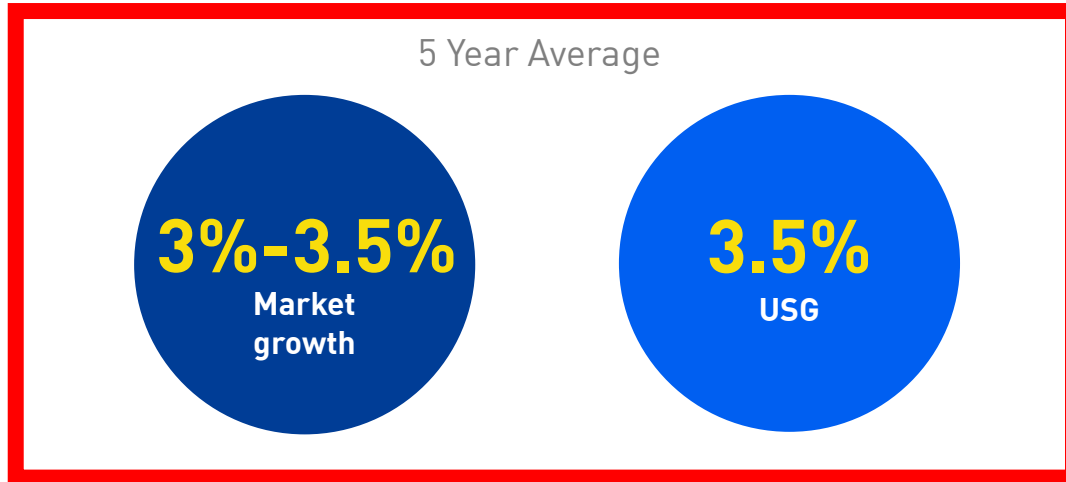
Brands with  
purpose

Diverse,  
digital and  
flexible  
organisation

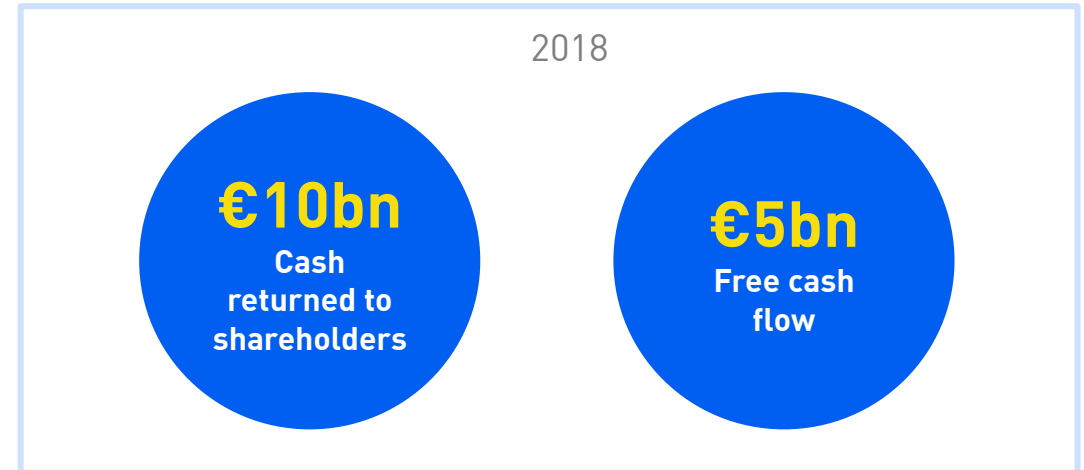
# Sustainable business driving superior financial performance



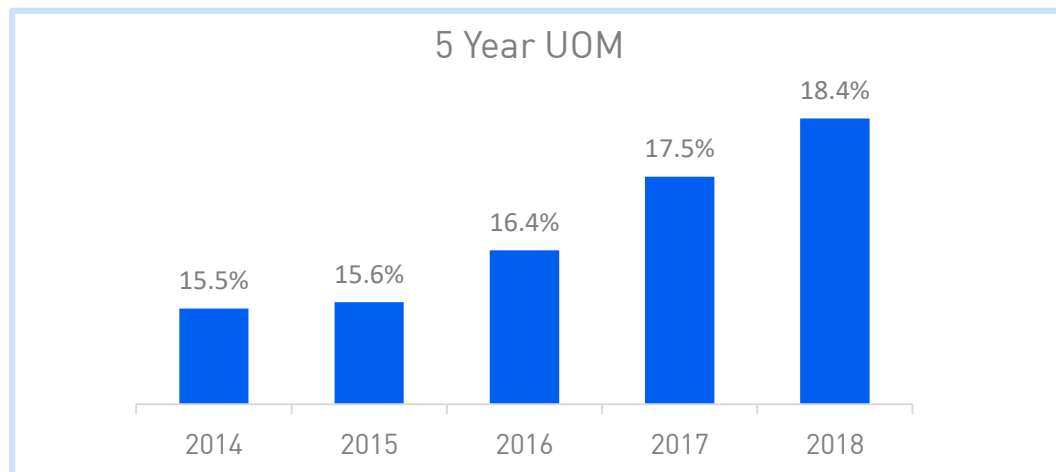
## Competitive growth



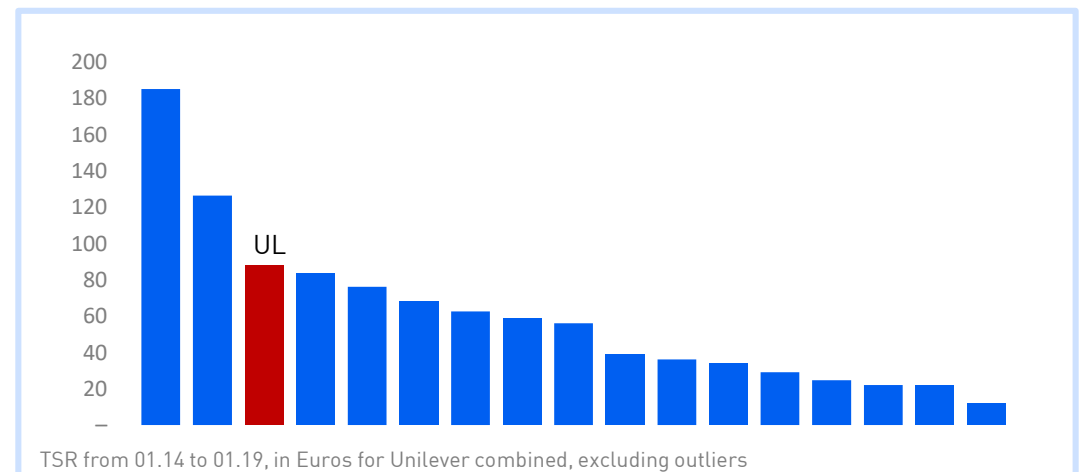
## Cash generation



## Margin improvement

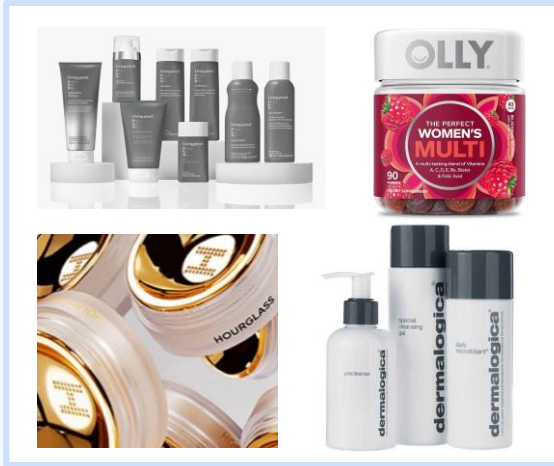


## Top 1/3 TSR



# Accelerating GROWTH: Portfolio Shift – M&A

## Beauty & Personal Care



## Foods & Refreshment



## Home Care



2008 → 2018  
% of total turnover

28% ↗ 42%

54% ↘ 38%

18% → 20%

% of acquisitions

70

20

10

% of divestments

5

95

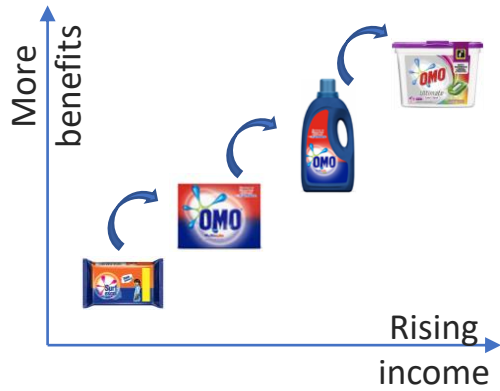
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# Accelerating GROWTH: Portfolio Shift - Organic

## Innovation

## New brands

### MARKET DEVELOPMENT



### SUPERIOR CORE



### NEW FORMATS



### SUSTAINABILITY



# Accelerating GROWTH: Channels

## E-commerce



## Out of Home



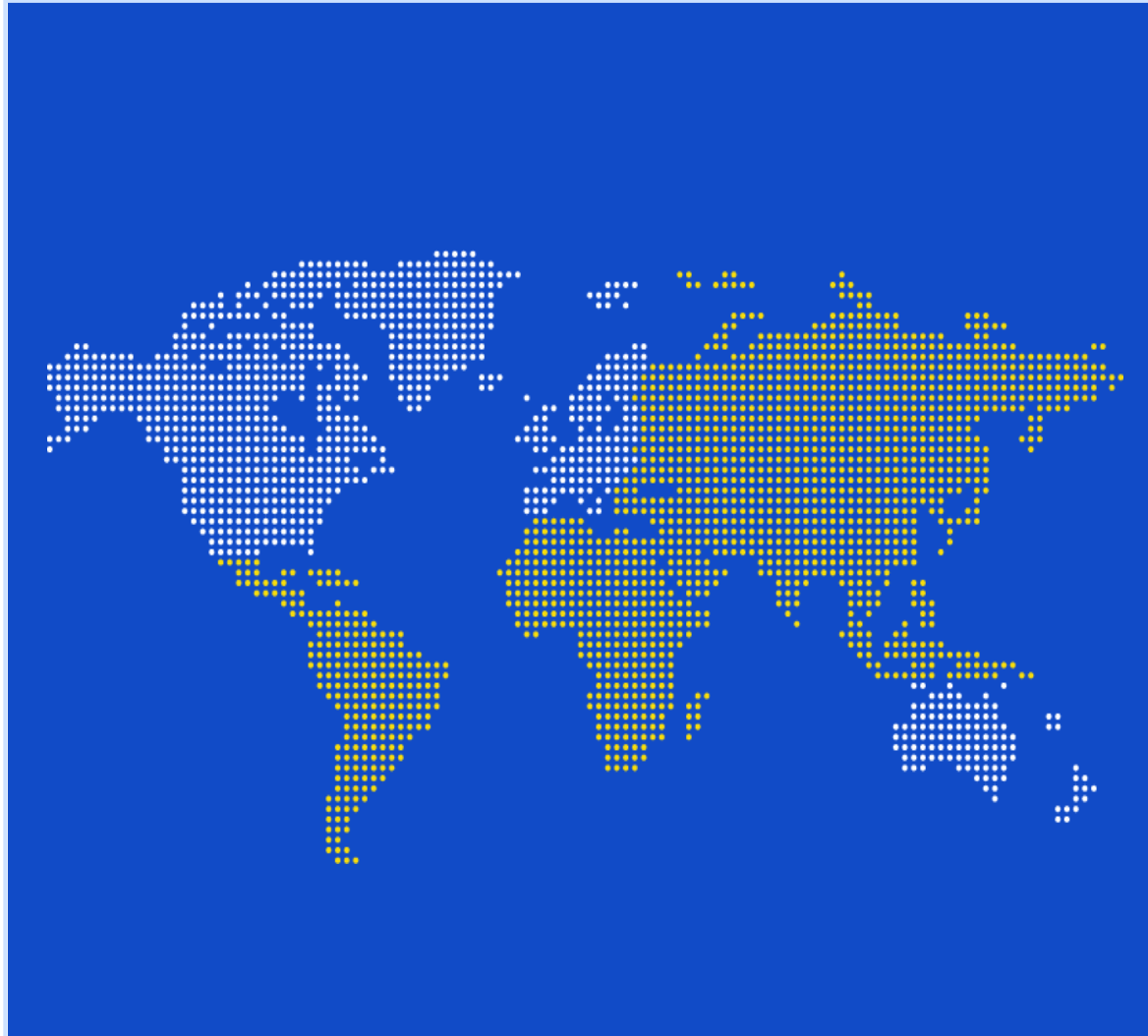
## Health & Beauty



**8%**  
Growth p.a.

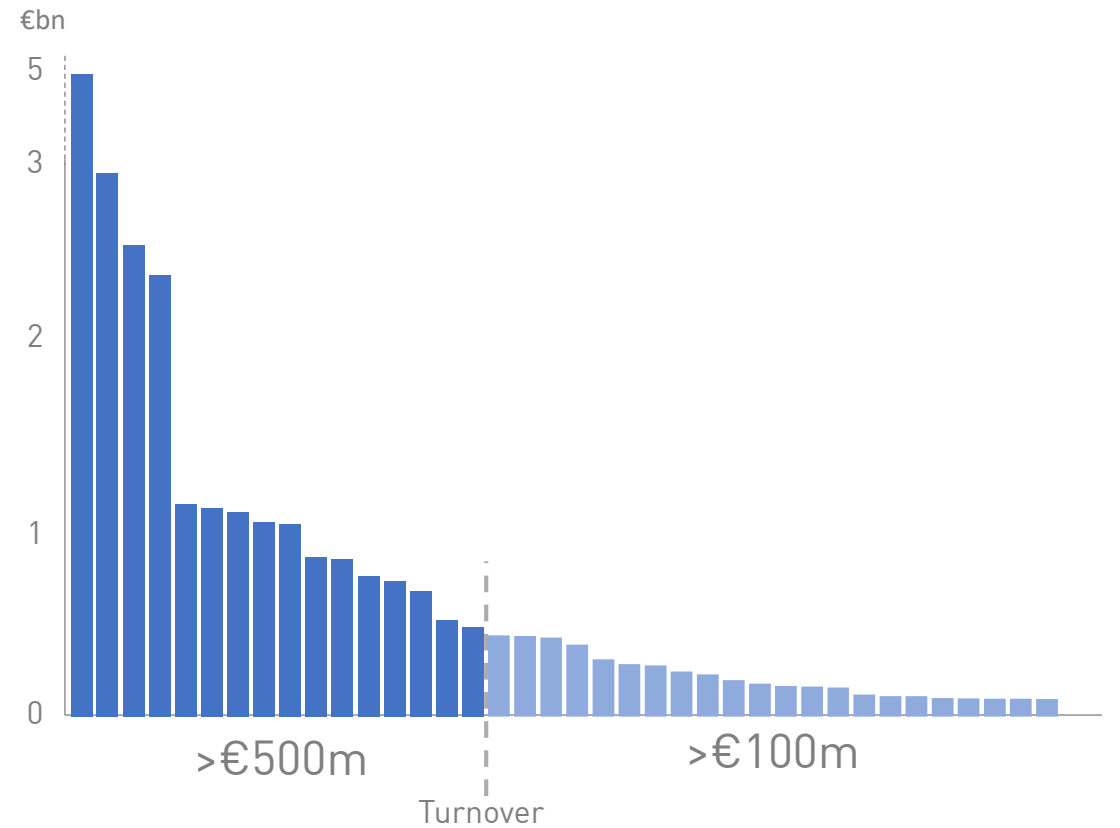


## 60% of turnover in emerging markets



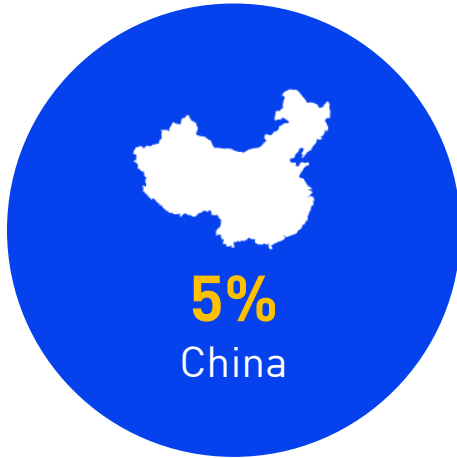
## Strength and depth in emerging markets

16 markets over €500m and 38 over €100m



# Accelerating GROWTH: Geographies

## 4 growth powerhouses...



% of turnover 2018

## ...and the next generation

	GDP growth 2019	Population 2019
Vietnam	7%	97m
Pakistan	3%	205m
Bangladesh	8%	168m
Myanmar	7%	54m

Source: Oxford Economics

# What I will lead for...

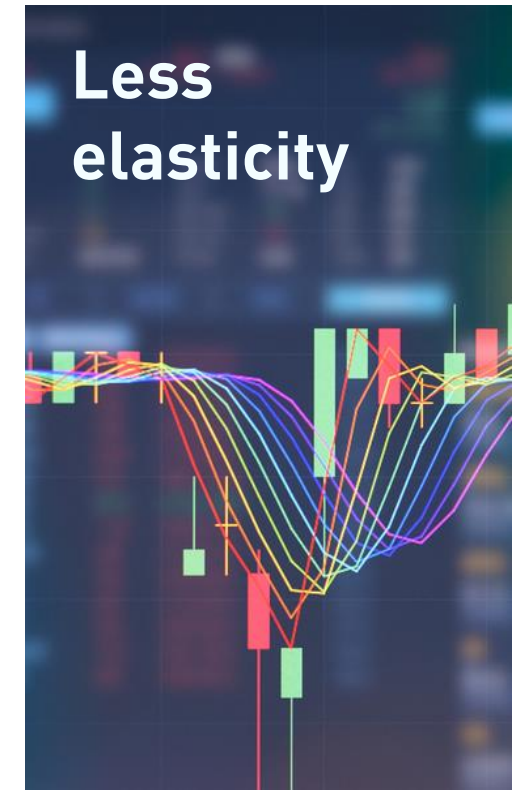
Sustainable  
business  
driving  
superior long-  
term financial  
performance

**Brands with  
purpose**

Diverse,  
digital and  
flexible  
organisation

# Purpose pays: The evidence is compelling

Purpose-led brands grow **2X** faster



## 28 Sustainable Living Brands



## Brands with purpose grow

**OUR SUSTAINABLE  
LIVING BRANDS  
GROW 69%  
FASTER**

# Purpose: Say and Do

**SAY**



**Shattering beauty stereotypes**



**Supporting "Progress seekers"**



**Justice in all its flavors**



**Everyone deserves healthy, healed skin**

**DO**



# What I will lead for...

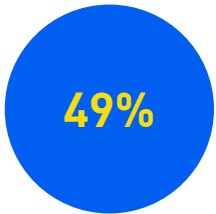
Sustainable  
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Brands with  
purpose

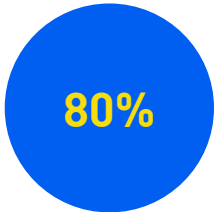
Diverse,  
digital and  
flexible  
organisation

# A diverse, digital and flexible company

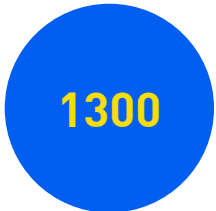
## Talent



Women managers



Business leaders local to their markets



Number of digital marketers

## Skills

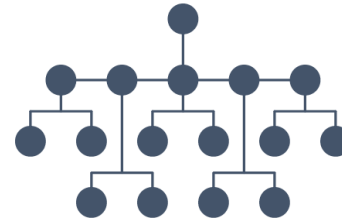
**DIGITAL**

**DIGITAL**

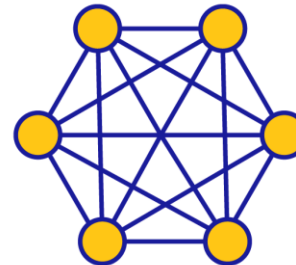
**DIGITAL**

## Culture

FROM HIERARCHIES



TO NETWORKS



## Organisation

Execution

Efficiency

Digital





**Nitin Paranjpe**

## **Key responsibilities**

1. Deliver divisional strategies
2. Increase speed and consistency of execution
3. In-year resource allocation

## Sunny Jain



€21bn

42% of Unilever

60% emerging markets

## Priorities

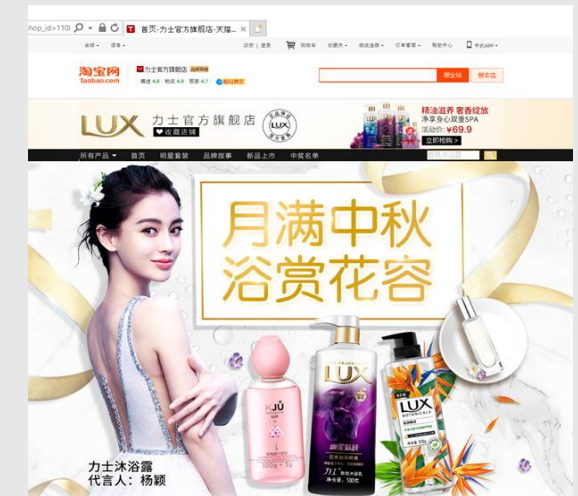
### More from the core



### Future fit portfolio



### High growth spaces



New model of marketing (Purpose, Content, Data)





## Hanneke Faber



€19bn

38% of Unilever

50% emerging markets

## Priorities

Transform the portfolio



High growth channels



Emerging markets



## Peter Ter Kulve



€10bn

20% of Unilever

80% emerging markets

## Priorities

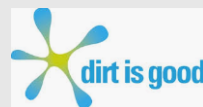
### More from the core



### Future fit portfolio



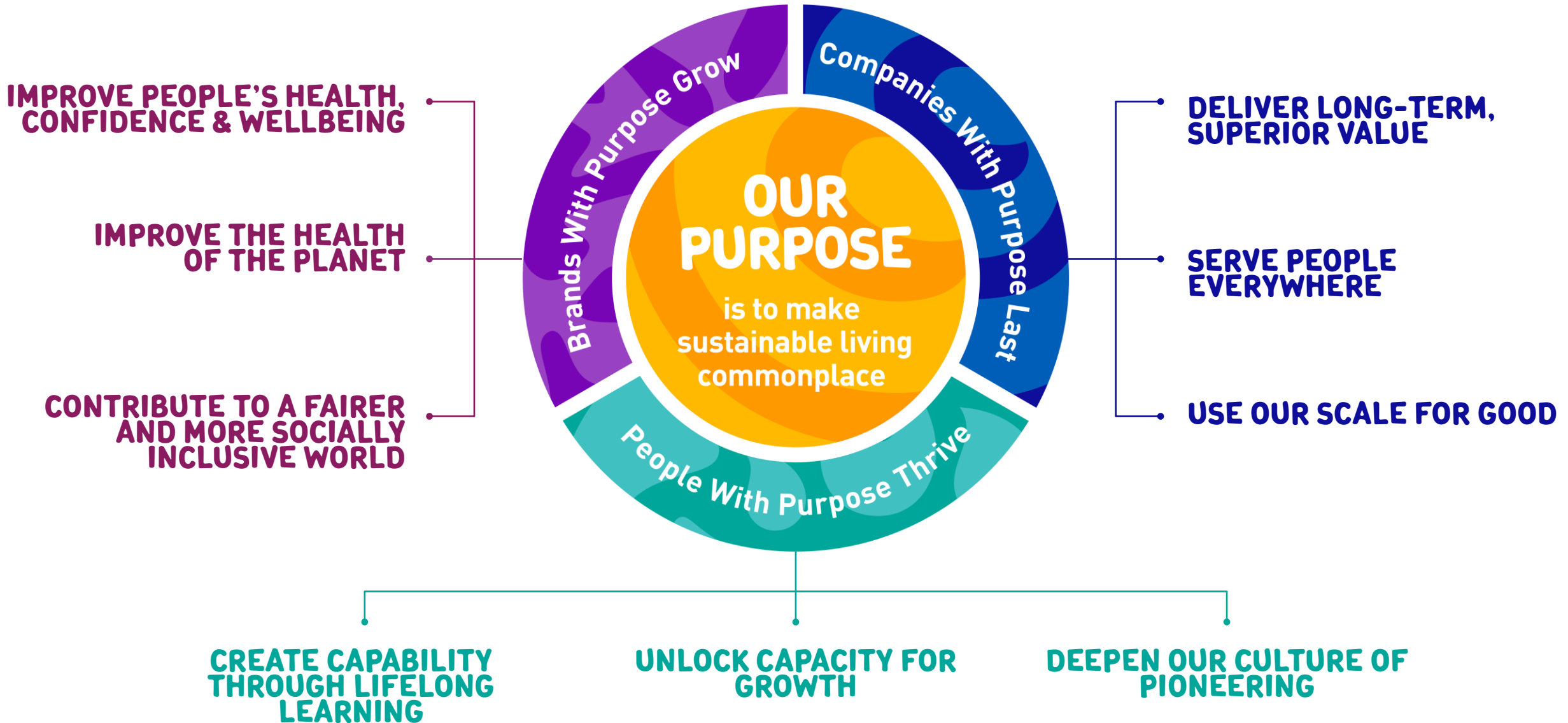
### Sustainability and Green Technology



## 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

# Integrated sustainability AND business strategy



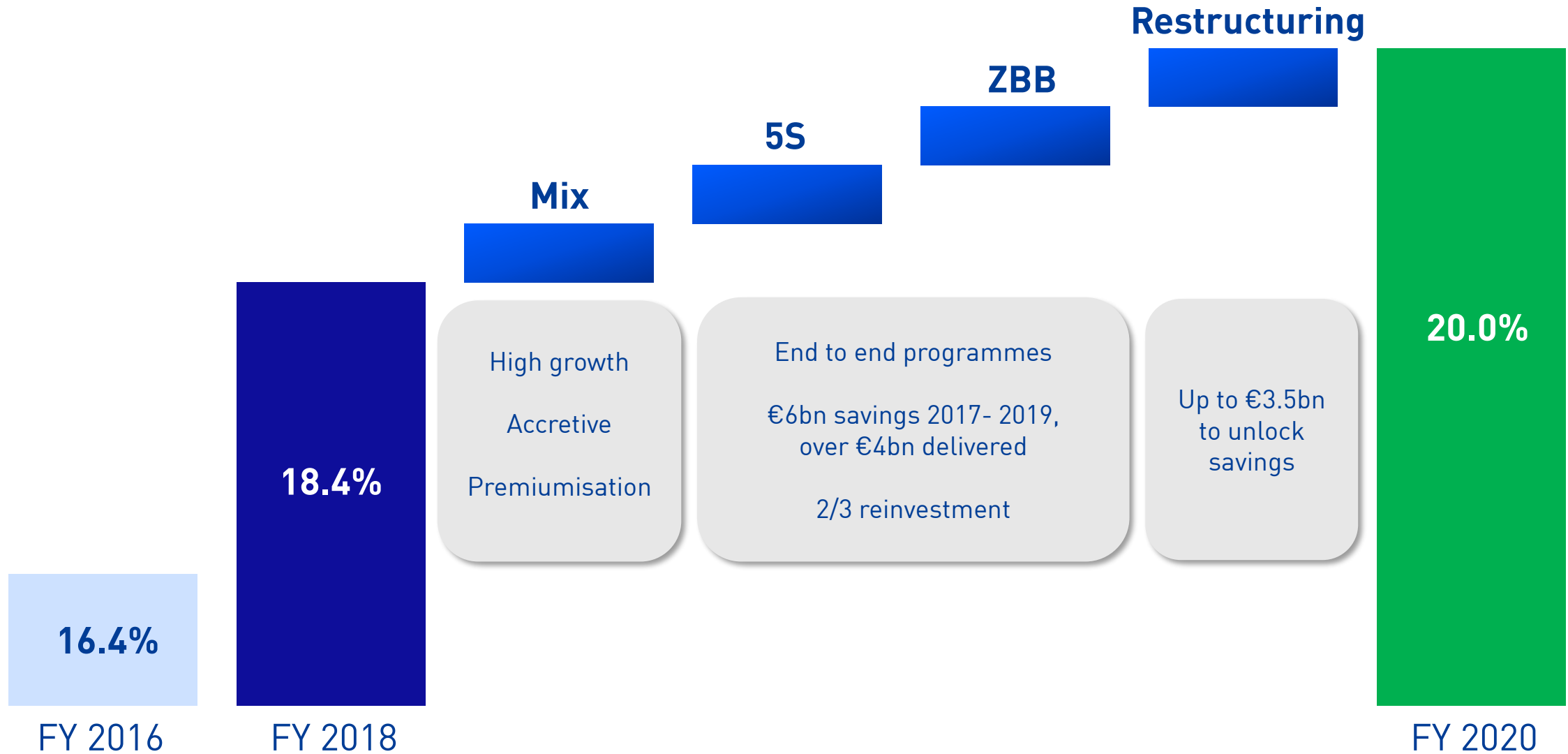


# Graeme Pitkethly



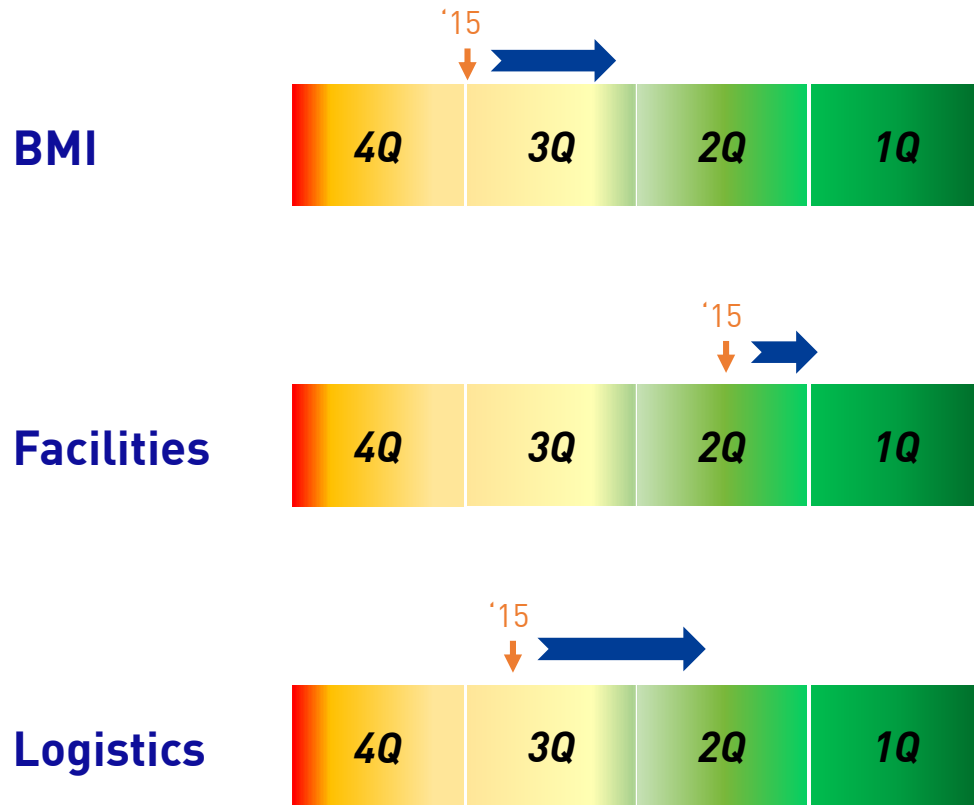


# Levers of margin



## Zero Based Budgeting

### External benchmark quartiles



## 5S

### Fabric sensations

Active ingredients harmonised



### AXE deodorants

Uses 20% less aluminium

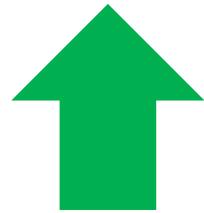


## More marketing

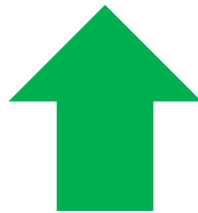
**+€310m**

Media and instore activation  
Increase in spend 2016-18

## New marketing models



More digital  
media



Marketing  
expertise

## Measures

ASSET QUALITY

BRAND HEALTH

SHARE OF VOICE

# Acquisitions and disposals

## Bolt-on strategy



## HIGH GROWTH AREAS



## WHITE SPACES

## Rollouts



## PUKKA



## QUALA

**32**

Acquisitions since 2015

**€11bn**

Spend

**€8bn**

Proceeds

**~70bps**

Added to Q1 growth

## Purpose-led, Future-fit



## Multi-stakeholder model



## Superior financial performance

2020 targets

	GROWTH	3-5%
	MARGIN	20% UOM
	CASH CONVERSION	100%

# SUPERIOR LONG TERM VALUE



Unilever®

# SUSTAINABLE BUSINESS DRIVING SUPERIOR PERFORMANCE

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