

Unilever Investor Event

Paul Polman, CEO

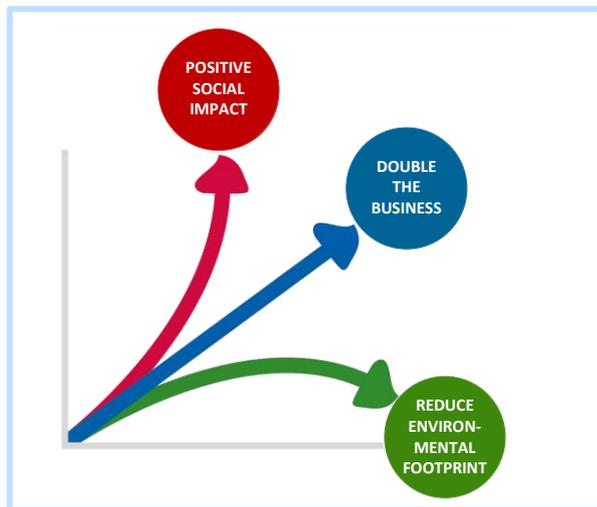
Manila, 30th November 2015



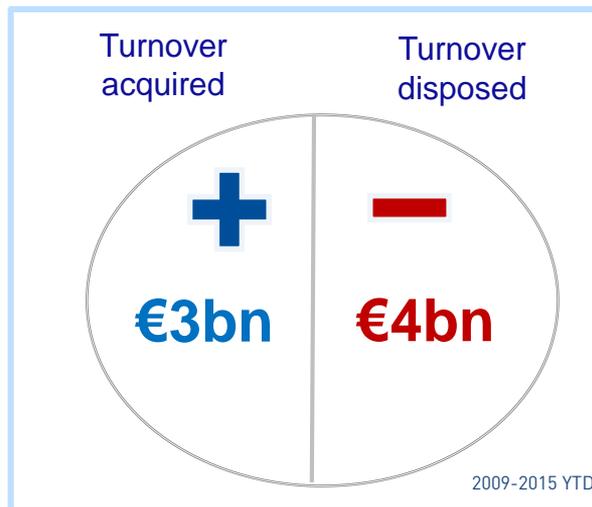
Building a stronger, more resilient business



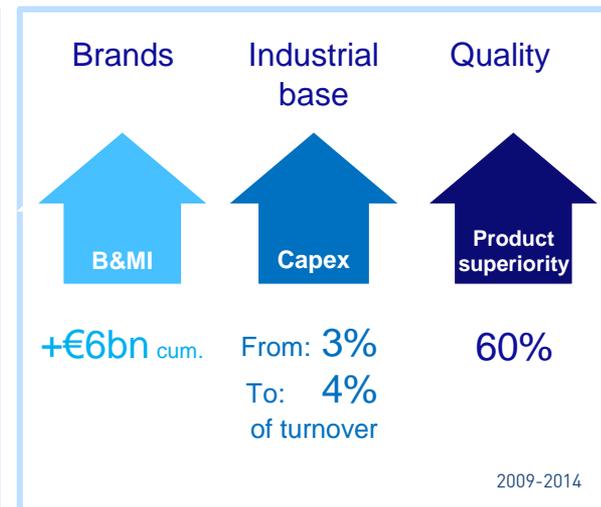
New Unilever business model



Strengthened portfolio



Increased investment



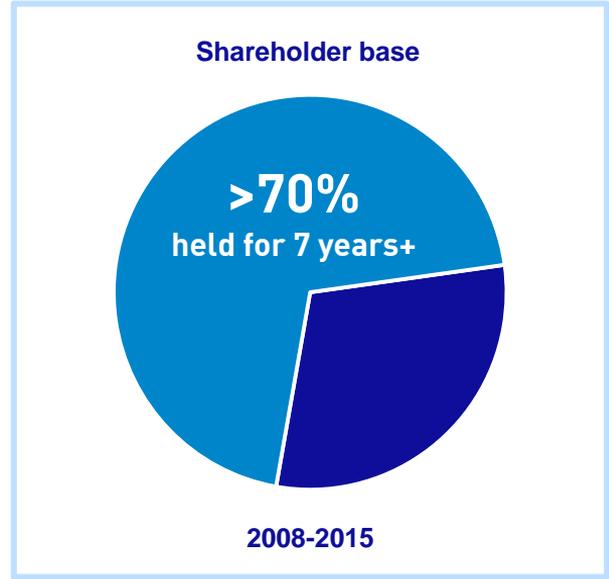
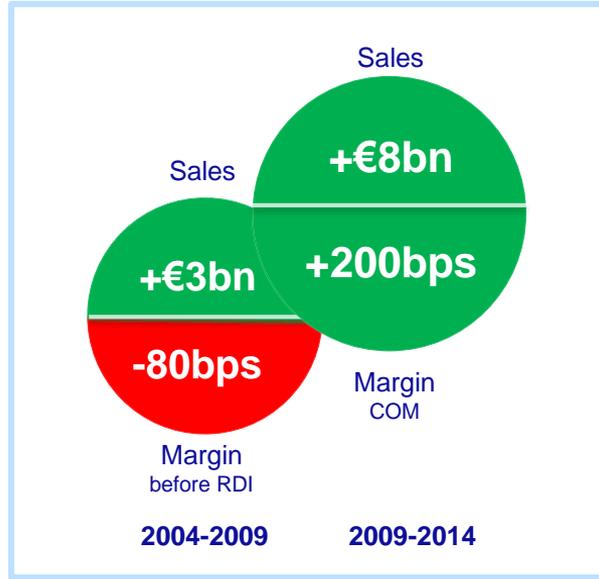
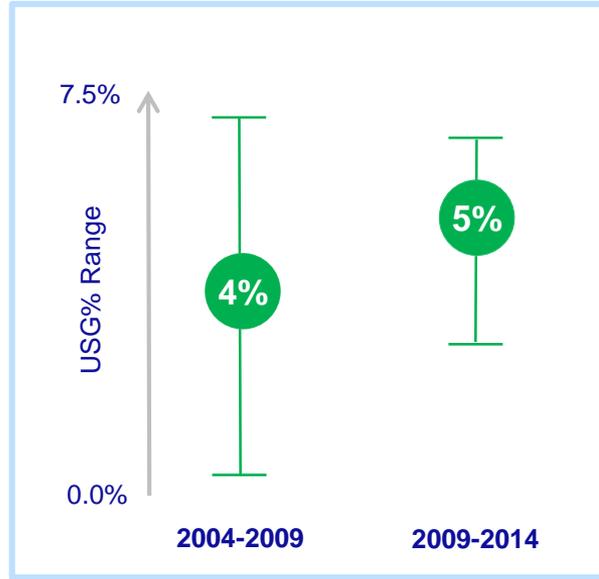
That consistently delivers



Growing more consistently

Balancing top & bottom line

Reflected in shareholder base

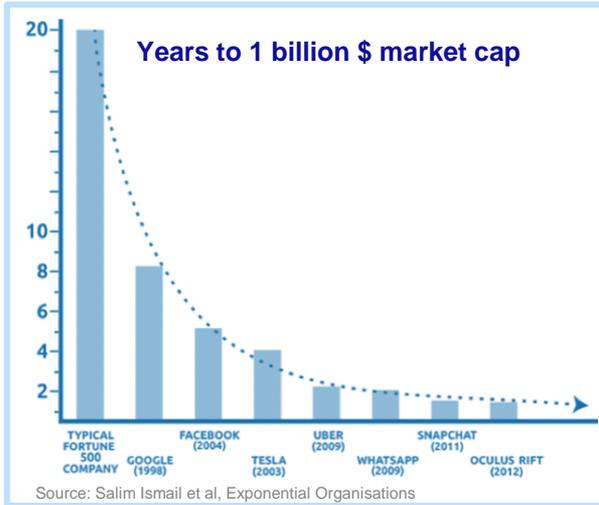


Entering a time of exponential change

Technology re-setting norms

Industries disrupted

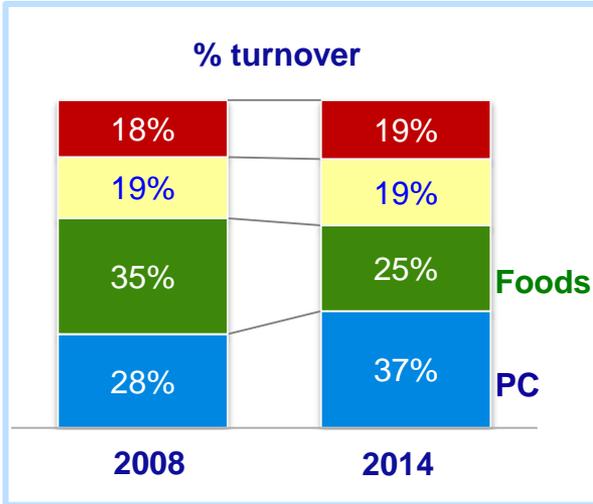
Consumer goods not immune



Making our business more resilient



Portfolio shaping



The right balance of global and local

SEA example

Global Brands and Execution	Dove	MAGNUM
	Sunlight	Lipton
Global Brands Local Execution	POND'S	Corretto
	Comfort	Knorr
Local Brands	ESKINOL	BANGO
	Vival	SariWangi

Flexibility in our business model

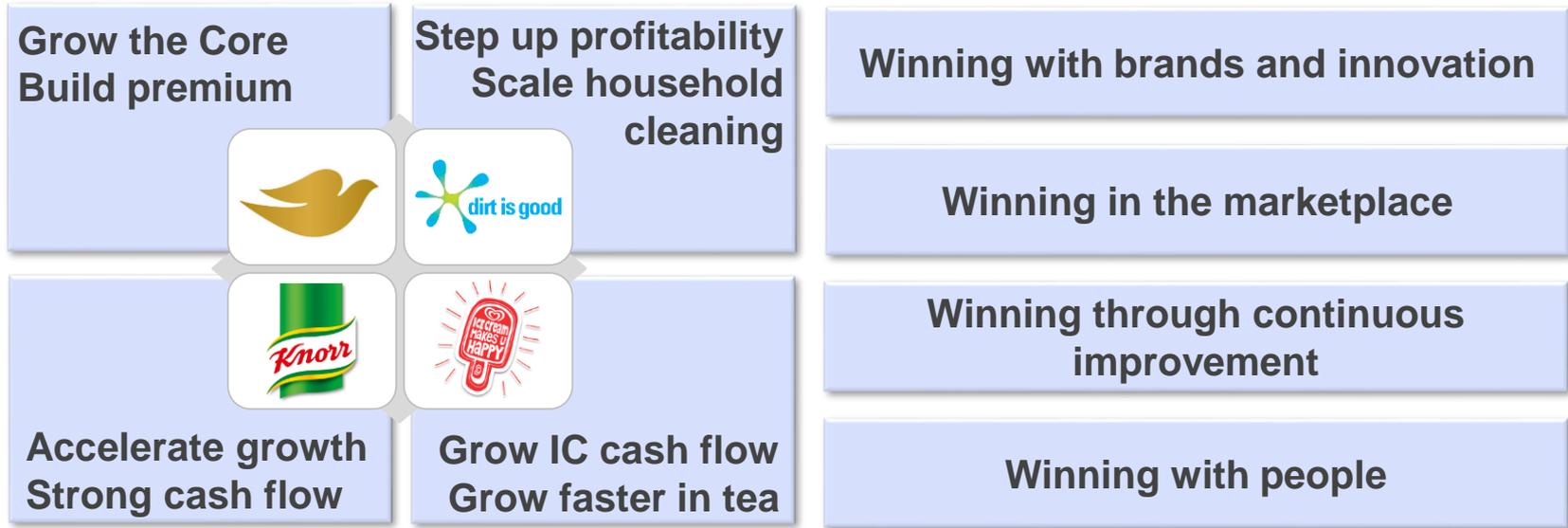
A business that can deliver consistently

Our clear strategy



Category choices

The Compass

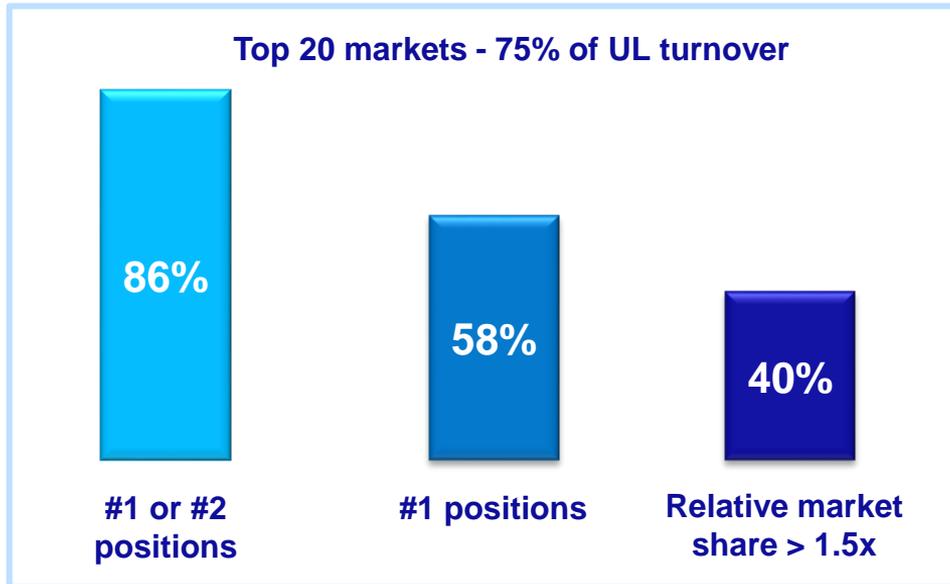


Sustainable Living: More growth, Lower costs, Less risk, More trust

Winning with brands & innovation



Competitive market positions



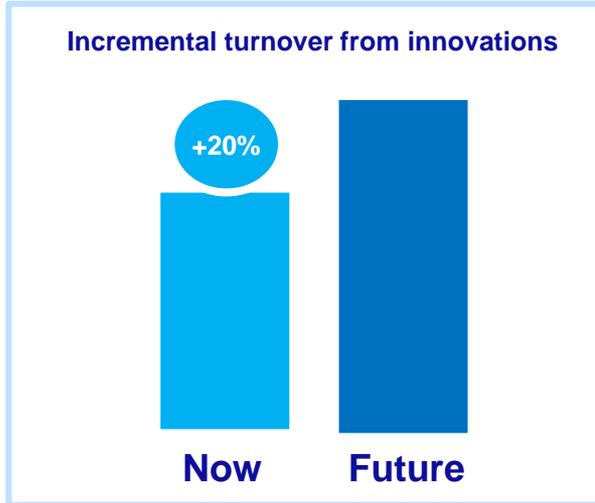
A strong record of delivering breakthrough innovation

- €1bn invested in R&D each year
- 6,000 R&D professionals
- Over 20,000 patents and patent applications

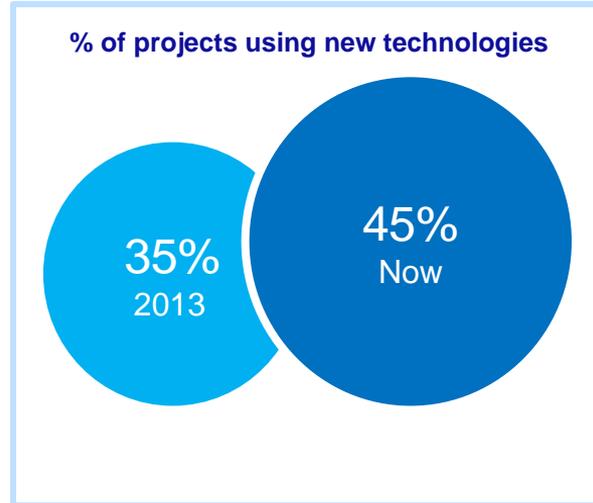
Further step changes



Bigger pipeline



More technology



Digital 2.0

Are you ready to #ChooseBeautiful?

PEOPLE DATA CENTRE

THE UNILEVER FOUNDRY

MATELE

Choose Beautiful. Choose MATELE.

9.00 9.99



Dial up: Stronger innovation, shorter roll-out times, more countries

Winning in the marketplace



Laundry Argentina

Share gain



Ice Cream South Africa

Big share gain



Skin Cleansing China

Big share gain



Hair Japan

Overtaken global competitor



Deodorants US

Big share gain



Laundry Gulf

Fast share build



Further step changes

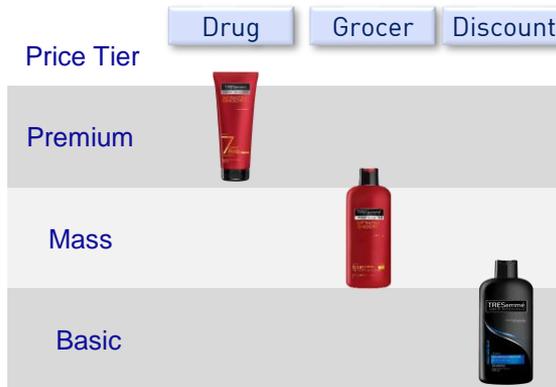


Digitising distribution



+170bps growth in Thailand pilot

Net revenue management



Extract more value for our volume
Access new consumption occasions

E-commerce



+40% growth in 2015



Dial up: Penetration & distribution gains in key market development cells
Growth ahead of the market in e-commerce

Winning through continuous improvement



Supply chain efficiency

-20%

SKU reduction

-35%

No. of suppliers

€200m

Cost avoidance from zero waste to landfill

Advertising production costs & agency fees

% of turnover



2009



Now

Overheads reduced

% of turnover



2009



Now

excl. restructuring

Further step changes



Ongoing supply chain savings



Largely re-invested in competitiveness

Leveraging investment



Standardised processes
Low-cost locations
Strategic partnerships

B&MI and Overheads

Zero Based Budgeting pilot in Thailand

From:

To:



Thailand: Cost savings 2% of turnover

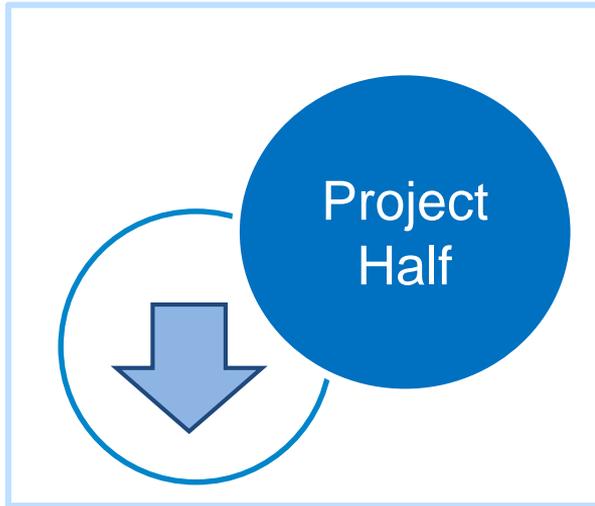


**Dial up: Global ZBB underpins savings delivery,
Return on supply chain & IT investments**

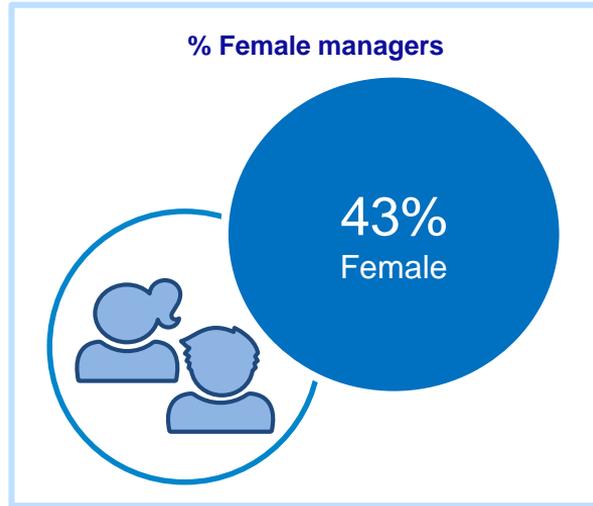
Winning with people



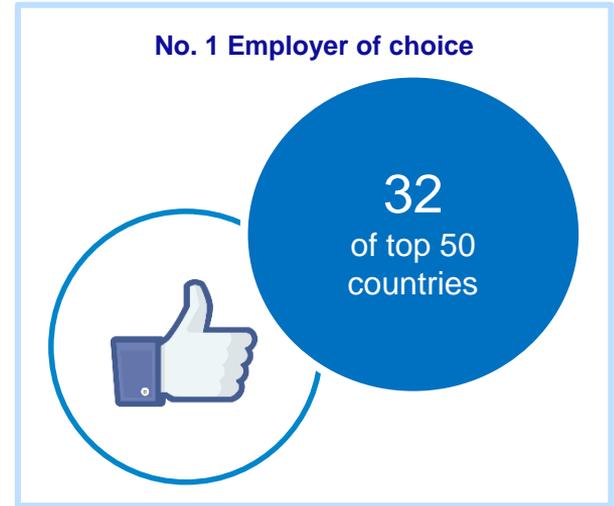
Simplified processes



Diversity & gender balance



Attracting talent



Further step changes



Developing talent



FOUR ACRES



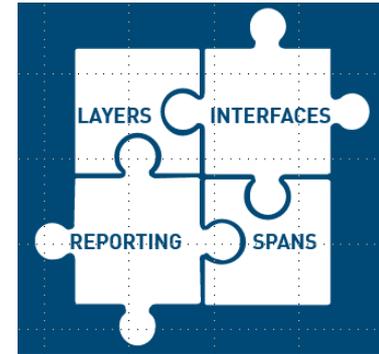
200 programmes
4000 leaders trained
90 participants on UL2020

Empowering employees



More stretch and mindful risk taking

Faster, simpler, more market facing functional model



Fewer layers, increasing spans of control



Dial up: See for yourselves!

Unilever Investor Event

Paul Polman, CEO

Manila, 30th November 2015

