

# Nitin Paranjpe

## Chief Operating Officer

November 2019



Unilever

# 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.



# Clear mandate

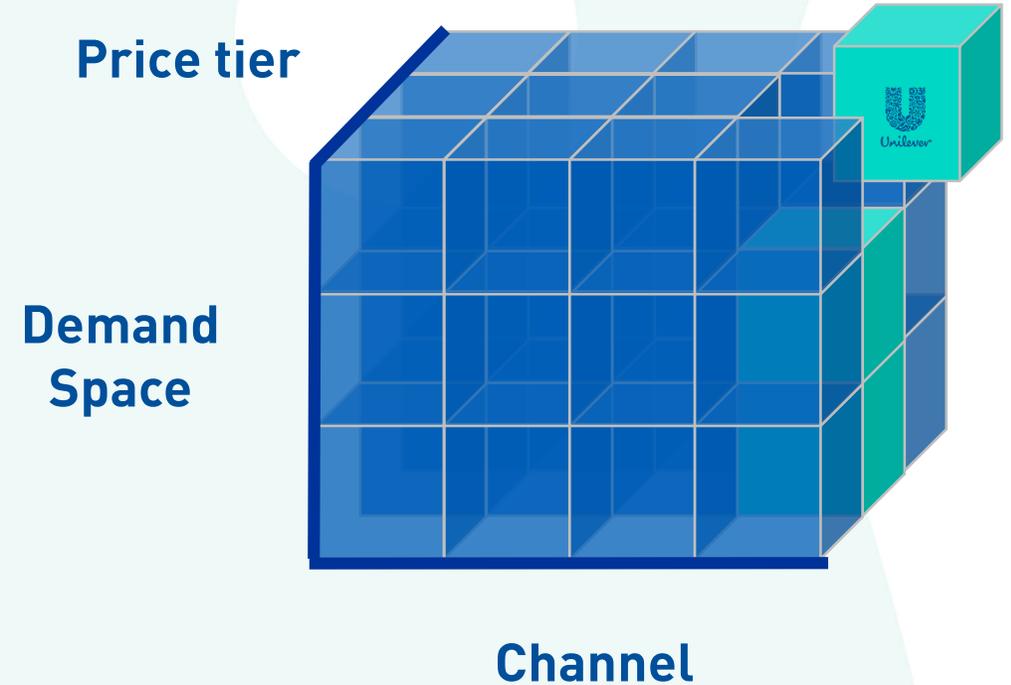
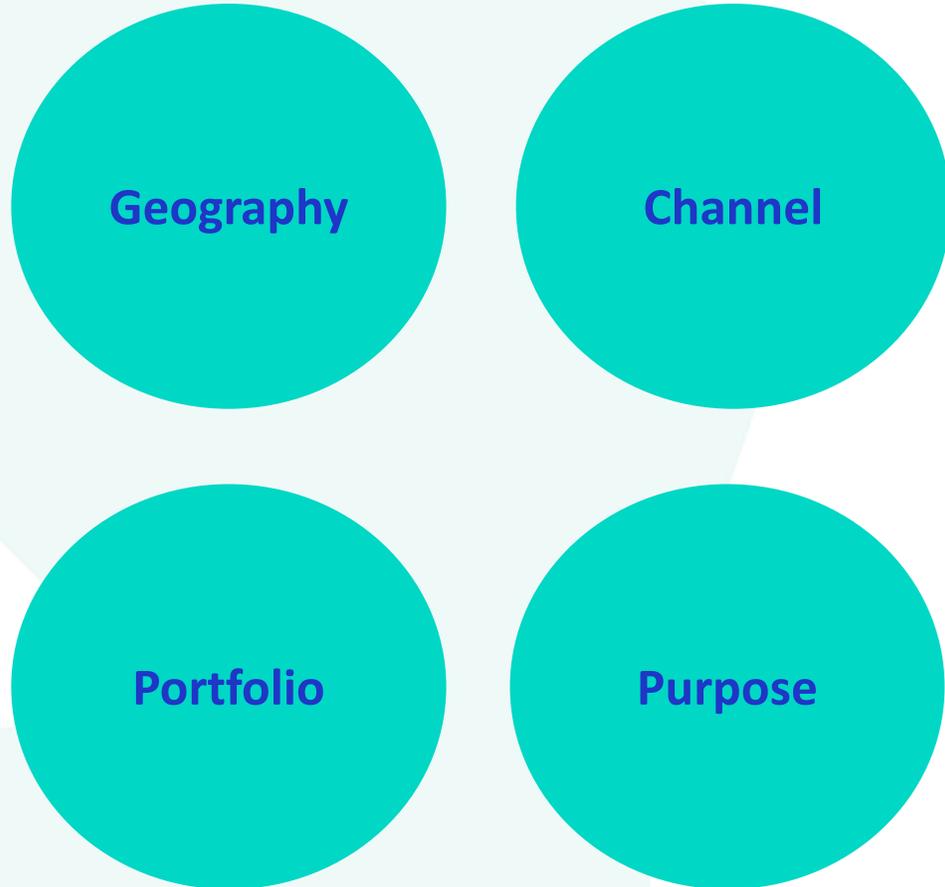
Accelerate Growth  
Deliver Divisional Strategies



Delaying the  
organisation



# How to accelerate growth?



# Deaveraging the business through key cells



Accelerate growth



Turnaround growth



Sustain growth



Unlock margin

Key cells

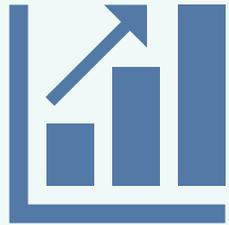


165

cells

Role definition is the platform for strategic consistency

# Organising for growth: Balancing scale and focus



**GROW**

Marketing and Sales

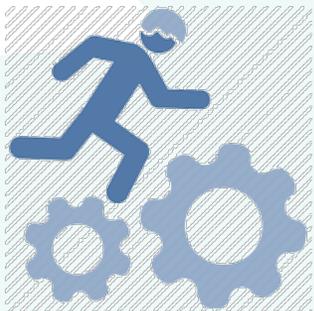
Sharp category,  
channel and  
customer FOCUS



**POWER**

Capability and digital hubs

Capability & expertise  
balances  
SCALE & FOCUS



**RUN**

Future fit service platform

Fully leverages  
SCALE

# Executional excellence

***e.d.g.e***

*every **d**ay **g**reat **e**xecution*

*being fit to win needs to be an everyday discipline*



**Measure for growth**

**Perfect experiences**

**Execution culture**

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