

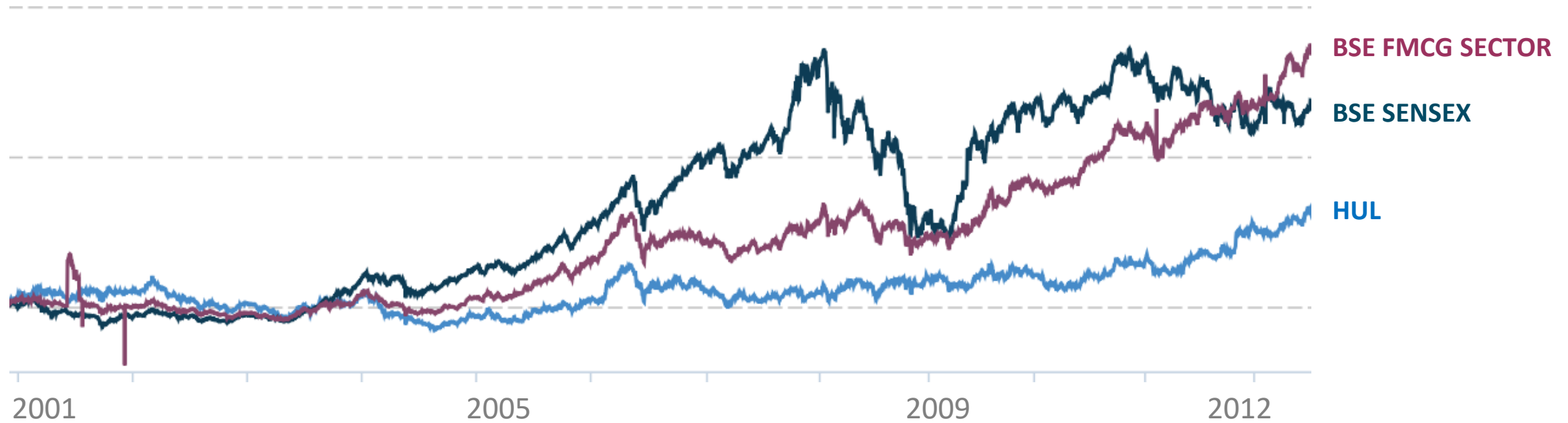
# 2018 Investor Event, Mumbai

## Paul Polman



# HUL PERFORMANCE

## SHARE PRICE



\$ 6.5 bn

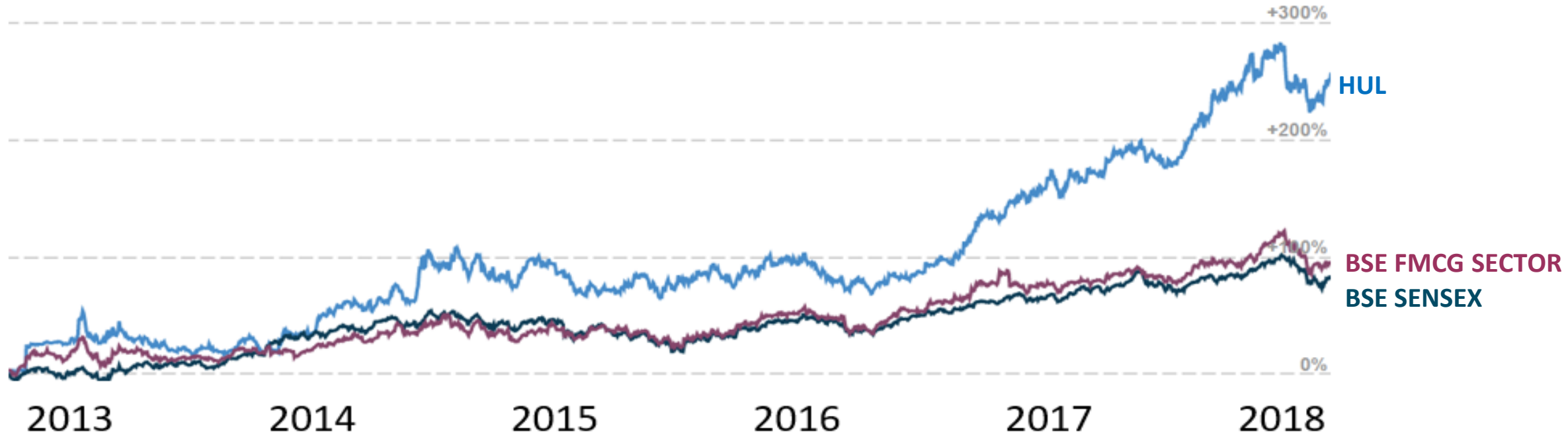
MARKET CAPITALISATION

2.6X, +\$10bn  
8% CAGR

\$ 17 bn

# HUL PERFORMANCE

## SHARE PRICE



# We have built a strong foundation



**BEAUTY AND  
PERSONAL CARE**



**HOME  
CARE**



**FOODS &  
REFRESHMENT**

**UNILEVER  
SUSTAINABLE  
LIVING PLAN**

**PURPOSE-LED**



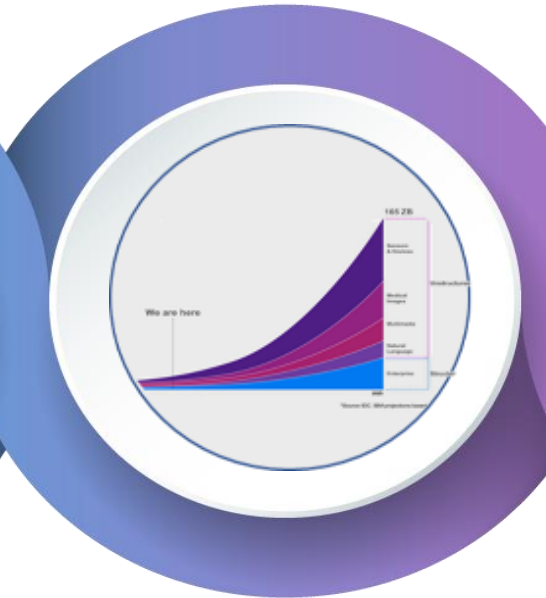
**FUTURE-FIT**

# But a time of change... is a time of opportunity

EMPOWERED CONSUMERS



DATA EXPLOSION



HUGE CHALLENGES



TRUST CRISIS



UNILEVER  
SUSTAINABLE  
LIVING PLAN

PURPOSE-LED

We started early



FUTURE-FIT

...But will never be finished

# Competitive Core

## STRONG BRANDS & REACH

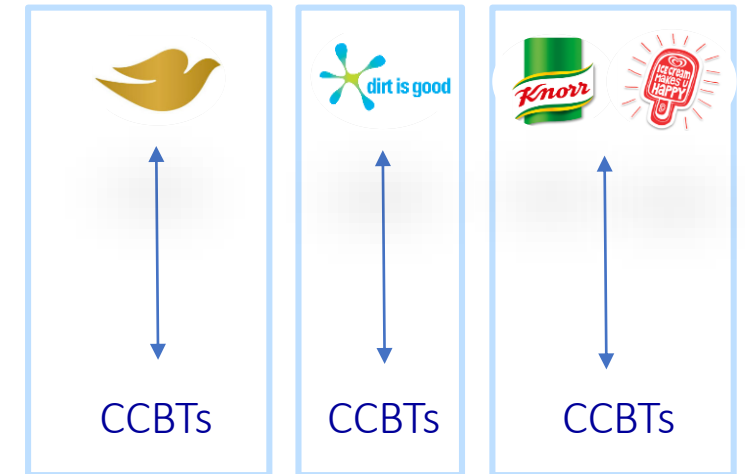
**2.5 billion**  
consumers  
use our products  
every  
single day

## INNOVATION CAPABILITY



## ORGANISATIONAL AGILITY

Divisions are in the markets



**EVEN BETTER BASICS**



**SPEED , QUALITY, RELEVANCE**



**PRECISION**

# Portfolio transformation

## ACQUISITIONS

### 50 ACQUIRED



## DISPOSALS

### 47 DISPOSED



TAKE FASTER TO MORE MARKETS



BUILD SCALE IN KEY AREAS

# Fuel for growth

## STEPPED UP EFFICIENCIES

€6 BILLION

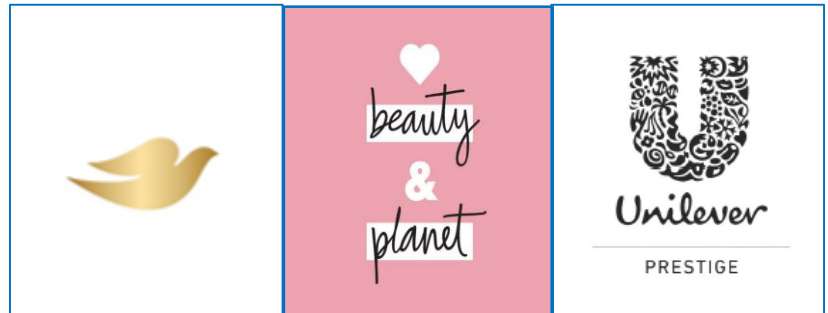


**5s**  
savings



## STRATEGIC REINVESTMENT

€4 BILLION



ONGOING RESTRUCTURING



DIGITISE OUR BUSINESS MODEL



# People & Culture

## STRONG & ENGAGED TALENT



**#1** Employer of Choice

**90%** Proud to work for Unilever

**52%** Millennials

**79%** Workforce in emerging markets

## A CULTURE OF LEARNING



Employees believe their personal growth in Digital is necessary to stay relevant

## GREATER EMPOWERMENT

**239**

Country Category Business Teams

**74%**

Feel more empowered

**67%**

Feel speed to market is improved



**EVEN MORE DELAYERING & EMPOWERMENT**



**DELIVER DIGITAL TRANSFORMATION**

# Purpose

## BRANDS WITH PURPOSE

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**50% faster growth**

## PEOPLE WITH PURPOSE

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## COMPANY WITH PURPOSE

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**UNILEVER  
SUSTAINABLE  
LIVING PLAN**



**PURPOSE HAS NEVER BEEN MORE RELEVANT**

# Long-term sustainable value creation

Purpose-Led,  
Future-Fit

Multi-Stakeholder  
Model

Superior Financial  
Performance



**SUPERIOR  
LONG  
TERM  
VALUE**

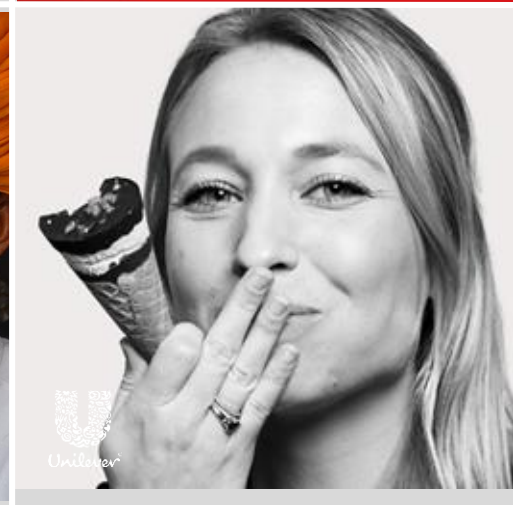
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Unilever®



# INVESTOR EVENT 2018



UNILEVER  
SUSTAINABLE  
LIVING PLAN

PURPOSE-LED



FUTURE-FIT