

Unilever Investor Event 2017

Graeme Pitkethly

29th November 2017



Unilever®



Connected 4 Growth: Delivering value

2015: Manila / Singapore



Consistency & resilience in
a world of disruptive change
and huge opportunity

2016: Port Sunlight



Innovation & agility

2017: Englewood Cliffs



Delivering value

Our defining strengths



BRANDS

Purpose-led global + local brands: 85% of turnover from #1 or #2 positions

GEOGRAPHY

Available in 190 countries. 57% of turnover in Emerging Markets

DISTRIBUTION

2.5 billion consumers through 30 million outlets. Broad channel expertise

TALENT

80% of leaders are local. #1 FMCG employer in 34 countries

Key themes of the event

Driving growth

Outperform our markets



Evolving the portfolio



Reconfirming guidance of USG 3 - 5%

Step-up in volume growth

Providing fuel for growth

2017-2019 savings €6bn

5s
savings



€4bn re-investment

Addressing opportunities

- Portfolio
- Channels
- Capabilities



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