



# **Unilever Moving Forward**

**Paul Polman**

**Chief Executive Officer**

**Unilever Investor Seminar**

**Englewood Cliffs, NJ**

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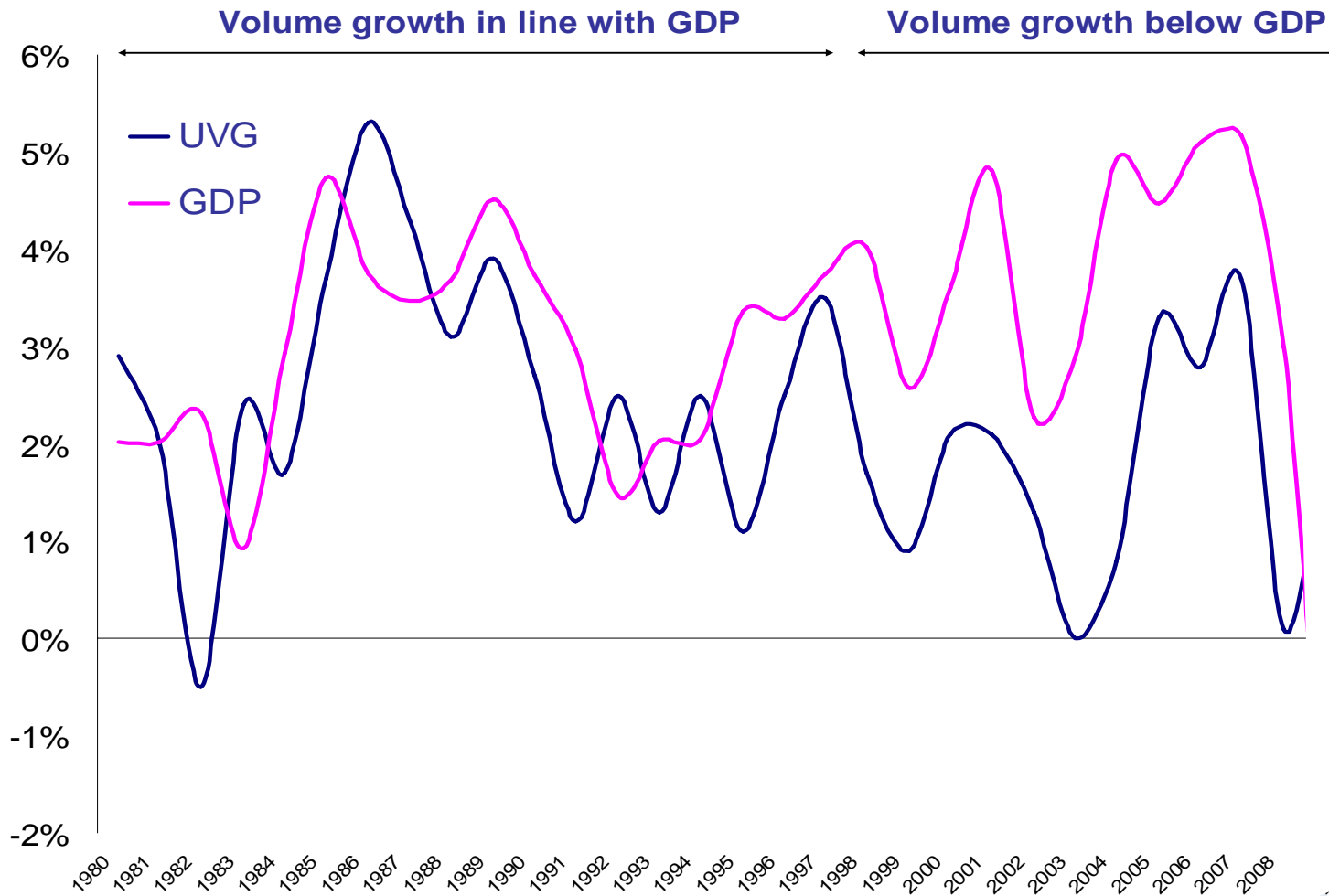
# Our Objectives in 2009



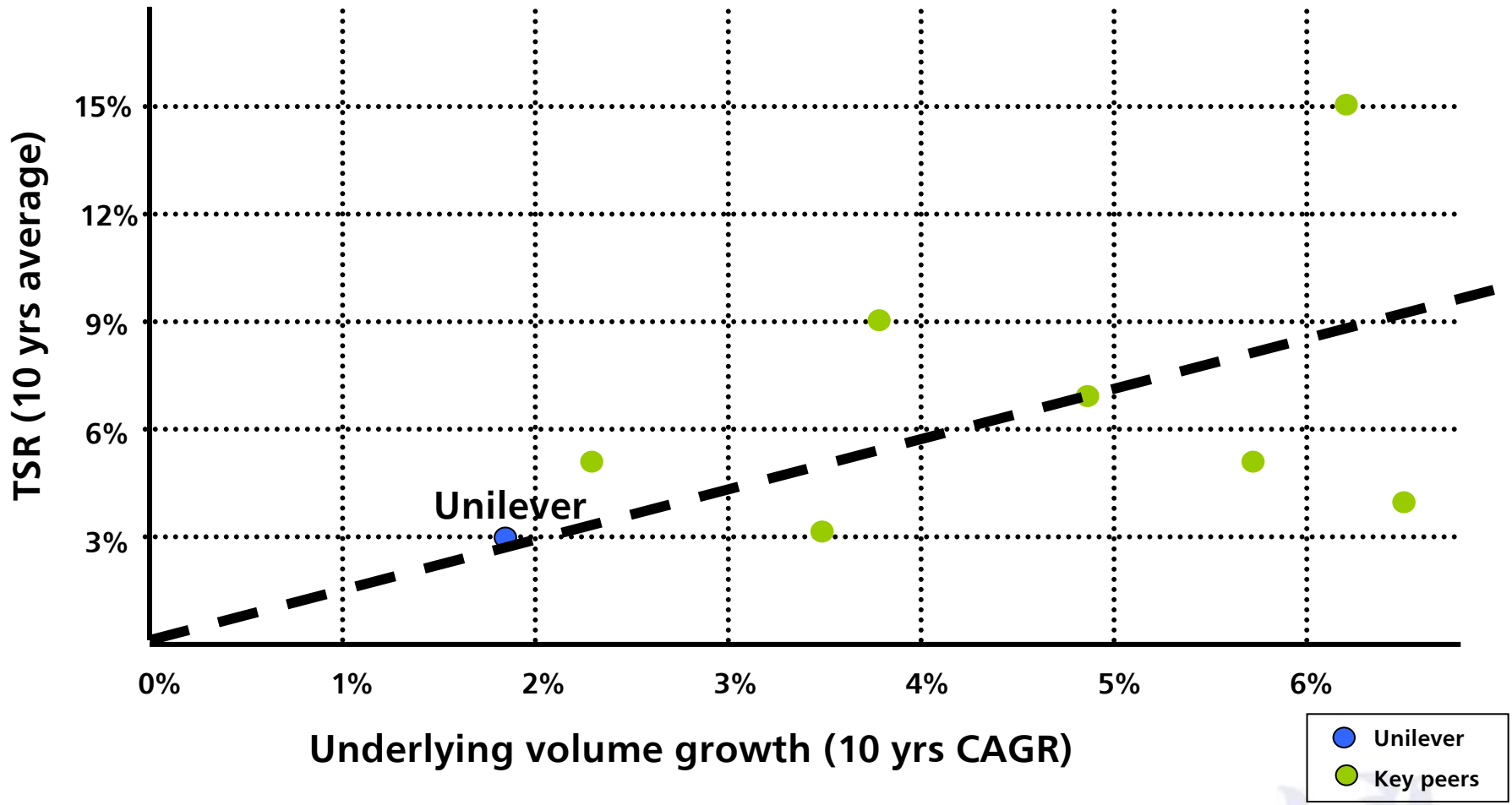
- Reignite volume growth
- Protect cash and margin for the full year



# Volume Growth Ahead of GDP



# Volume Growth is a Key Driver of TSR



# Virtuous Circle of Volume Growth

Amplified  
by savings  
and value  
improvement

Volume  
growth gives  
cost  
leverage

Re-invest in  
compelling  
mixes

Constantly  
improve  
consumer  
value  
equation

Innovation  
creates new  
added value  
business

Portfolio  
choices  
prioritise high  
margin  
attractive  
business



# Top 9 for 2009



Category and Country Strategy for the top countries

€50m + ideas per category

Own market development

Win with sales fundamentals

Step change customer service

Win with winning customers

Win with local consumers by unlocking the combined power of BB/BD

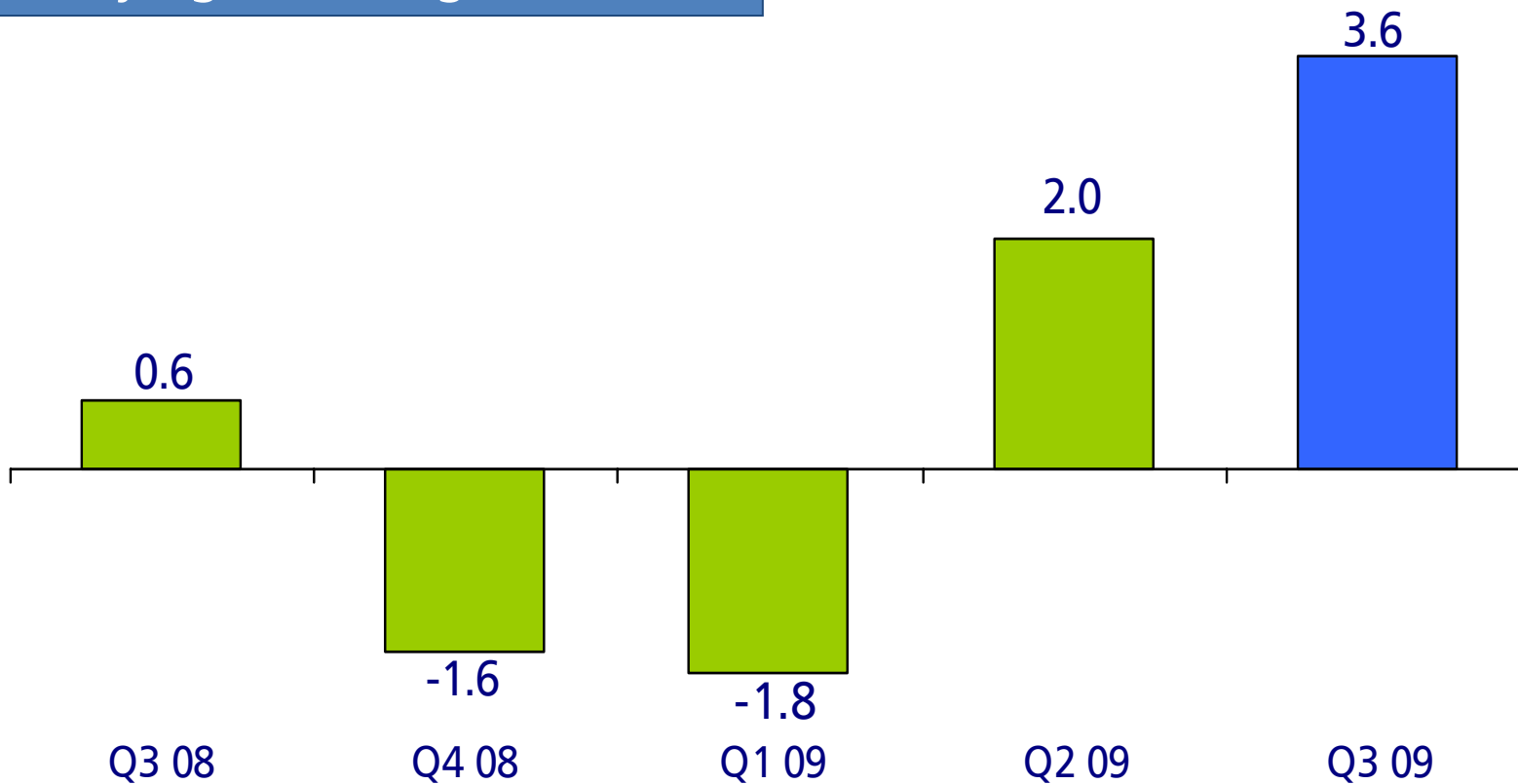
Drive up cash, drive down costs

Simplify Product/SKU range

# Volume Improving



Underlying volume growth %



# Well Positioned for Growth



Global company with 50% of sales in D&E markets

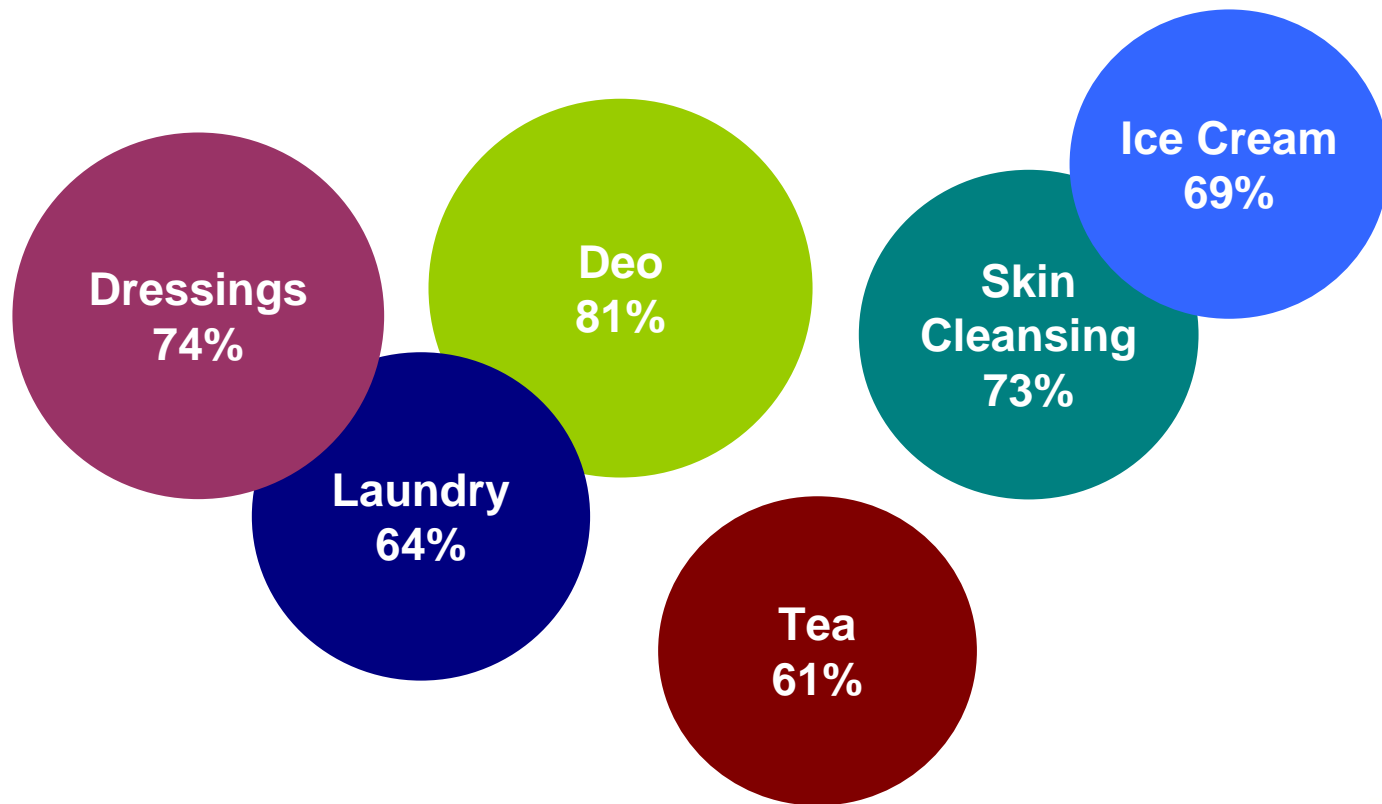
Global market leadership in 7 of our 11 categories

Our top 25 brands contribute 75% of group sales

9 of our top 13 brands are achieving share gains

# Leading Category Positions Locally

% of our sales where we are number 1



# Strengthened Portfolio via Acquisitions and Disposals

## Disposals



## JVs extended



## Acquisitions



# Unrivalled Reputation for Corporate and Social Responsibility



**WAL★MART**

**2007**

**Supplier of the Year  
for Sustainable  
Engagement**



**FTSE4Good**

**Included in the  
FTSE4Good Index  
Series since its  
inception in 2001**

**CARBON DISCLOSURE PROJECT**

**Included in the  
Carbon Disclosure  
Leadership Index  
for the fifth  
consecutive year,  
scoring 76%  
in 2009**



**Dow Jones  
Sustainability Indexes**  
Member 2009/10

**Food Industry  
Category Leader  
11<sup>th</sup> year running  
in 2009!**

# Exciting New Vision



## We work to create a better future every day

- We help people feel good, look good and get more out of life with brands and services that are good for them and good for others
- We will inspire people to take small everyday actions that can add up to a big difference for the world
- We will develop new ways of doing business that will allow us to double the size of our company while reducing our environmental impacts

# Key Drivers for Our Growth



**Market  
Development**

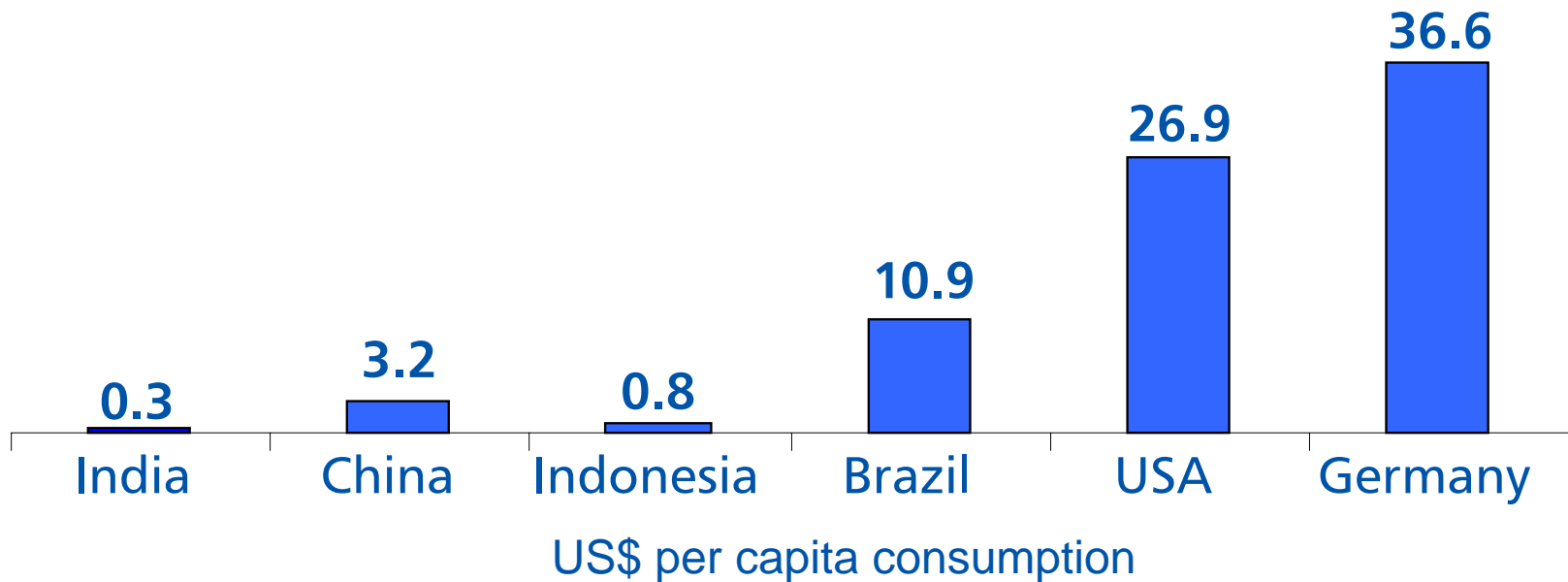
**Bigger, Better,  
Faster Innovation**

**Brilliant Execution  
with Customers**

# Ample Opportunities to Grow More Usage



## Example: Skin care



# Bigger, Better, Faster Innovations



Dove Fresh  
64 markets



Clear  
35 markets



Dove Minimising Deos  
37 markets



Axe Temptation  
56 markets



Lipton Pyramid Bags  
44 markets



Signal White Now  
21 markets



Knorr Stock Pots  
12 markets

# Deep Understanding of Shoppers can be an Advantage



**New Jersey**

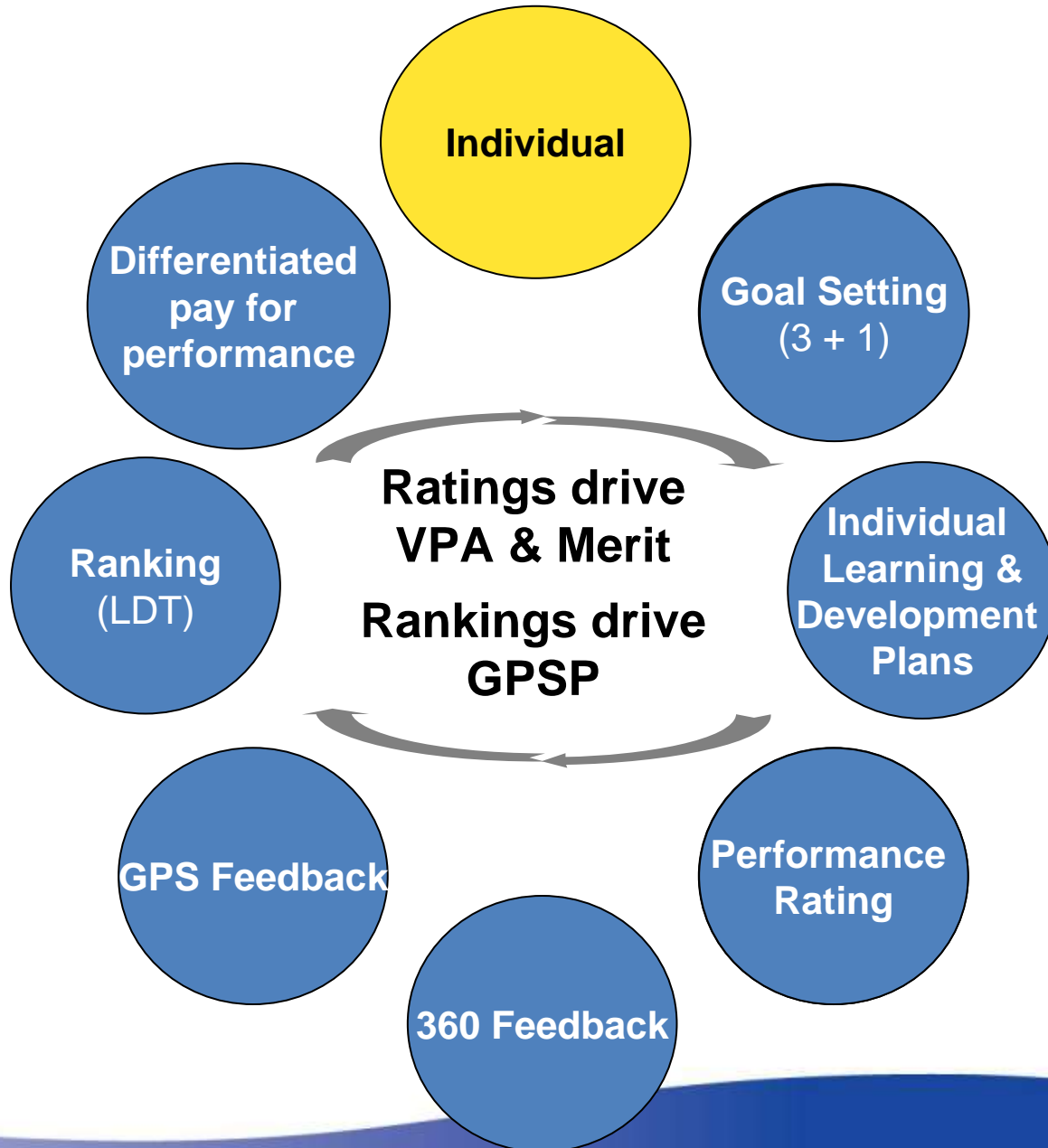
**London**

**Paris**

**Shanghai**

**São Paulo**

# Driving Performance Culture





# Driving Long Term Sustainable Value Creation



- Next 2-3 years closing gaps to best in class
- Using this time to make structural changes
  - Sharpening the innovation pipeline – genesis projects
  - More and better support for our brands
  - Brilliant Execution with Customers
  - Building organisational capabilities and culture

# Conclusion



- Planning the business for long drawn out economic recovery
- Energising new vision
- Ample opportunities to grow top and bottom line
  - by closing gaps to competition
- Long term sustainable value creation built in next 2-3 years



# QUESTIONS

