

Unilever Investor Seminar

11th – 12th November 2008



Adding Vitality to life

- Innovation
 - Raising the bar
 - Building capability
 - Matching R&D to consumer needs

- Western Europe
 - One Unilever driving transformation
 - Sharper, more responsive, more competitive

Cultural transformation



- New organisation
- New processes
- Standards of leadership
- Right people for the right job
- Tough decisions when necessary
- Introduction of new talent and use of existing talent
- More effective use of reward for performance
- Alignment behind common goals

Releasing energy in the organisation



- More responsibility
- More accountability
- External orientation

A new mindset

..... Winning, not just competing

..... Succeeding, not just surviving

Well positioned for the future



- Stronger performance culture
- Liberating organisation
- Relevant growth model

Delivering a higher level of performance