Creating Sustainable Growth

The Unilever Sustainable Living Plan
Creating Sustainable Growth

• The rationale for sustainability being at the core of our strategy

• The Unilever Sustainable Living Plan

• The Business Case for Sustainability

• The Unilever brand
Three Seismic Shifts

A shift of economic power east and south

An Environmental Crisis

A digital revolution
A perfect storm – the nexus of food, energy and water

Source: UK Government Office Of Science
Population growth drives everything

9.6 billion people in 2050

A city the size of London every six weeks
Consuming natural resources faster than the planet’s capacity to replenish them
To meet the increasing demand from a growing population we will need to produce more food in the next 40 years than has been produced in the previous 8,000 years.

Jason Clay, Senior Vice President WWF
Water availability per head of population will halve by 2020

(Source: International water management institute, United Nations World Water Development report, US Census Bureau, GWI, Aquastat)
Reserves of minerals and metals are dwindling fast

- **Lead**: 18 years
- **Tin**: 20 years
- **Copper**: 25 years
- **Iron Ore (Iron, Steel)**: 64 years
- **Bauxite (Aluminium)**: 69 years
Doing nothing is not an option

Inaction will lead to a reduction of >20% in earnings by 2018
Unilever Sustainable Living Plan
Unilever Sustainable Living Plan: Three key features
Unilever Sustainable Living Plan:
Three key features

ALL BRANDS
ALL COUNTRIES

SOCIAL
ECONOMIC
ENVIRONMENTAL
Unilever Sustainable Living Plan: Three key features

- Disposal
- Raw Materials
- Manufacture
- Transport
- Consumer Use
- Disposal

LIFE CYCLE IMPACTS

ALL BRANDS
ALL COUNTRIES

SOCIAL

Economic

ENVIRONMENTAL
Unilever Sustainable Living Plan: Three big goals

- Help 1 billion people improve their health & well-being
- Halve environmental footprint of our products
- Source 100% of agricultural raw materials sustainably
Decouple business growth from environmental impact
Business Case: 1

Consumers want it …

Ethically sourced products are growing

A more sustainable brand is a more desirable brand
Business Case: 1
D&E consumers want it too

Hand washing promotion grows the soap market

Improves public health and school attendance
Business Case: 2

Customers want it …

Many retailers have their own sustainability goals

They need our support to achieve them
Business Case: 3
It helps develop new markets …

Pureit provides safe, clean, inexpensive drinking water

2 litres for less than a US cent
Business Case: 4
It drives efficiencies

**CO2 from Energy**
1995-2010 kg/tonne of production

-44%

**Water Use**
1995-2010 m3/tonne of production

-66%

**Total Waste**
1995-2010 kg/tonne of production

-73%
Business Case 4
It saves money

Manufacturing eco-efficiency
c €200m savings 2006-10
Business Case 5

An important weapon in the battle for talent
Business Case 6

It fuels innovation ...
Business Case 6
It fuels innovation …

New products with new consumer benefits
The business case for sustainability

• Drives consumer preference

• Widens and deepens customer relationships

• Builds new markets

• Reduces costs

• Key weapon in the war for talent

• Opens up new opportunities for innovation
Transparency in a connected digital world
Every subsidiary now called Unilever
Our brands carry the Unilever logo
Most advertising now signed Unilever

Over 90% of our advertising now carries

Dove

Make friends with your hair
Consumers tell us that they will buy us more if they know who we are

UK example

13% LIKELY TO BUY EXISTING BRANDS 17%

26% LIKELY TO BUY NEW BRANDS 29%
The four facets of Unilever

- Great People
- Great Place to Work
- Business Performance
- Sustainable Living
- Brands and Innovation
<table>
<thead>
<tr>
<th>UNILEVER</th>
<th>GENERAL ELECTRIC</th>
<th>INTERFACE</th>
<th>WALMART</th>
<th>MARKS &amp; SPENCER</th>
<th>NATURA</th>
<th>PATAGONIA</th>
<th>TOYOTA</th>
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<th>NIKE</th>
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<th>P&amp;G</th>
<th>RIO TINTO</th>
<th>SIEMENS</th>
<th>TIMBERLAND</th>
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*Source: Sustainability/Globescan Sustainability Survey 2011

Unilever voted “outright sustainability leader” by Key Opinion Formers

*Source: Sustainability/Globescan Sustainability Survey 2011*
Well ahead of peer group on key sustainability metrics

<table>
<thead>
<tr>
<th>Category</th>
<th>Unilever</th>
<th>L’Oreal</th>
<th>Nestle</th>
<th>P&amp;G</th>
<th>Don’t know</th>
<th>None</th>
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</thead>
<tbody>
<tr>
<td>Improve health &amp; wellbeing</td>
<td>40</td>
<td>12</td>
<td>17</td>
<td>7</td>
<td>3</td>
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<td>Reduce its environmental impact</td>
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<td>4</td>
<td>10</td>
<td>8</td>
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<td>Enhance livelihoods</td>
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</tbody>
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- Unilever
- L’Oreal
- Nestle
- P&G
- Don’t know
- None
Why is sustainable growth at the heart of our business strategy?

• It opens up opportunities for innovation, business development and cost savings

• It utilises scarce resources sensibly

• It will provide a point of differentiation for Unilever

• Ultimately it will become the only acceptable way of doing business
The Unilever Sustainable Living Plan

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