

OUR BUSINESS MODEL FOR SUSTAINABLE GROWTH

VISION

Our vision is to double the size of Unilever while reducing our environmental footprint.

The two elements of this are interlinked. Our growth ambition is dependent on operating sustainably. These two aspects of the vision shape and form our business model.

EXTERNAL CONTEXT

When we wrote in our previous report that 2011 would be challenging, we could not have known how right that prediction would be. The world has been through a year of almost unprecedented turmoil and uncertainty, and is facing some serious challenges. This in turn frames the way we must manage our business and the issues we face.

Short-term economic pressures have dominated 2011, with major instability in the Eurozone and a weak recovery by the US economy. Stubbornly high unemployment in many developed markets has created a continued squeeze on consumer spending. Commodity prices have been volatile and many have risen sharply. And the operating environment in emerging markets has seen increasing focus from competitors who all know that business success depends on driving growth in these markets.

2011 also saw a tragic series of natural disasters, from the earthquake and tsunami in Japan to the famine in the Horn of Africa. Each one required a response from us at a humanitarian, employer and operational level.

Furthermore, the interdependent challenges of food security, poverty reduction, sustainability of resources, climate change and social and economic development have never been greater.

We believe that many of these factors will continue for the medium term, and that this level of volatility and uncertainty is the 'new normal'. Our business model has been evolved as a response to this operating environment, as we address the prospect of another 2 billion people on the planet by 2050.

THE UNILEVER SUSTAINABLE LIVING PLAN

In order to live within the natural limits of the planet there is no option but to decouple growth from social and environmental impact. The Unilever Sustainable Living Plan (USLP) sets out our path to achieving this. It includes around 60 targets and embraces all aspects of our own operations, going beyond them to the entire lifecycle of our products. Innovation and technology will be key to achieving our goals. Equally important will be our ability to change consumer behaviour.

The USLP will result in three big outcomes:

We will help

1 billion

people improve their health and well-being

We will

halve

the environmental footprint of our products

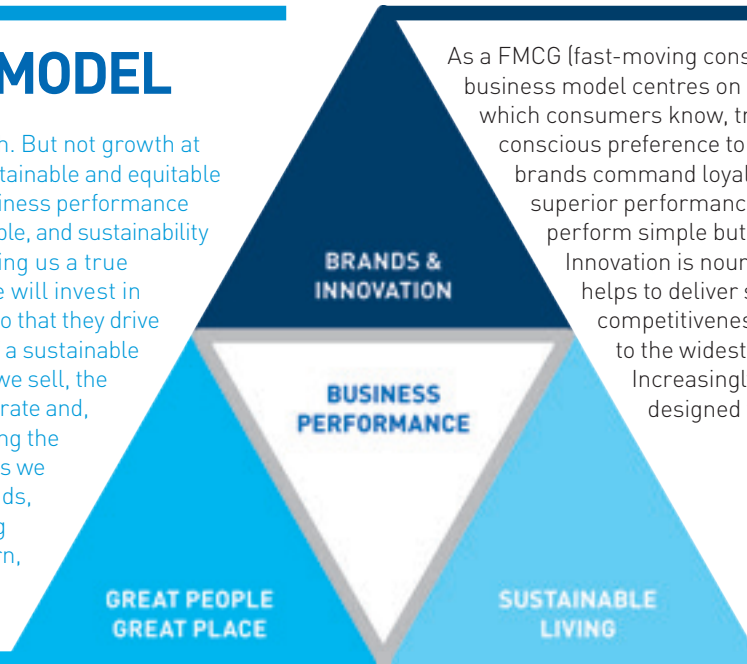
We will source

100%

of agricultural raw materials sustainably

BUSINESS MODEL

Our aim is to deliver growth. But not growth at any cost – rather a new sustainable and equitable form of growth. Strong business performance is driven by our brands, people, and sustainability – which is increasingly giving us a true competitive advantage. We will invest in strengthening our brands so that they drive profitable growth as part of a sustainable business model: the more we sell, the more efficiently we can operate and, at the same time, by reducing the cost of running our business we can invest more in our brands, innovations, and advertising and promotions. This, in turn, enables us to sell more.



As a FMCG (fast-moving consumer goods) company, our business model centres on building **GREAT BRANDS** which consumers know, trust, like, and buy in conscious preference to competitors' products. Our brands command loyalty and affinity and deliver superior performance. They help consumers to perform simple but essential everyday tasks. Innovation is nourishment for our brands. It helps to deliver superiority, increases our competitiveness and allows us to appeal to the widest range of consumers. Increasingly, our innovations are designed to enable sustainable living.

As a major employer, our business model is rooted in our people. We have a distinctive set of values and they attract people who bring a sense of purpose to their work. We reward in line with performance and create a climate where people are incentivised to excel. We develop leadership capabilities early and place priority on building tomorrow's leaders today. All this combines to build a business of **GREAT PEOPLE**.

A further element of our business model is **SUSTAINABLE LIVING**. External factors will move it from being the choice of a concerned few to a new norm for billions in this decade. Companies who move quickly to enable it can seize major competitive advantage by doing so. Our aim is to help people move to a more sustainable way of using our products and reduce the current rate of consumption of scarce resources.

Our business model is designed to deliver **SUSTAINABLE GROWTH**, where sustainable means four things:

- it is consistent;
- it is competitive;
- it is profitable; and
- it meets major social and environmental needs.

BUSINESS STRATEGY

Our vision and other elements of our business strategy are articulated in 'the Compass', which was developed in 2009 and has remained a constant guide and touchstone for all our employees. Key elements of it are elaborated on in the following pages.



OUR VISION IN ACTION MEANS THAT, IN FUTURE, EVERY TIME CONSUMERS CHOOSE A UNILEVER PRODUCT, IT IMPROVES THEIR LIFE, THEIR COMMUNITY AND THE WORLD WE ALL SHARE.

WINNING WITH BRANDS AND INNOVATION

Unilever owns some of the world's best known and best loved brands. But ensuring they maintain their place in people's lives requires us to innovate, improve and expand our brands every day.

Superior products, design, branding and marketing

At heart, our strategy with brands and marketing is simple: discover what consumers want and give it to them. But consumer needs are complex, and people are increasingly concerned about sustainability as well as functionality. The improvements we make to our products and the developments in our portfolio must be led by these needs if we are to beat our competitors at the point of sale.

For us, the product is the hero, and we focus on what's important: striving towards sustainable products that consumers prefer.

We operate a rigorous system of testing our products against their main rivals in every key market to ensure we deliver the attributes that consumers want. Whether it's toothpaste in India, tea bags in Russia, laundry liquids in Turkey or bouillon in South Africa, we want to find out what consumers desire from our products, whether they prefer them and why. Is it the taste, the fragrance, the cleaning properties or the packaging?

We conduct a careful analysis of what it is about a product that consumers are searching for.

Bigger, better, faster innovation

Science is one of the key drivers of Unilever's continuing success. We invest in research and development (R&D) to make sure we are first with the innovations that will make our brands bigger, better and more profitable. Central to innovation is our Genesis programme, an R&D process set up in 2009 which fuels our longer-term pipeline, applying breakthrough technology across categories. The programme is delivering results and we are already seeing some of these innovations in the market.

For example, we've discovered how to extract and preserve the essence of freshly picked tea leaves, a complicated piece of science which is already being used in our PG Tips and Lipton Yellow Label ranges to give a unique fresh taste. In PG Tips that innovation is coupled with our unique pyramid-shaped bags to make an even better cup of tea.

Another example is Rexona for Women with Motionsense technology. Rexona has long been one of the world's biggest deodorant brands. We know from our consumer understanding that people love its performance and, most importantly, its fragrance.

However, as with all deodorants, the fragrance slowly faded over the course of the day. The conventional wisdom was that there was nothing that could be done about that, but we developed a new technology to combat the problem. We introduced Motionsense technology in 2011 with Rexona deodorant products. It's a new way of wrapping the fragrance up in tiny bundles that open slowly throughout the day when the body moves, releasing it when it's most needed. Subsequent testing showed that this gives Rexona a clear win over its key competitors.

No matter how confident we are that our products deliver on what we claim, we need to give consumers and regulators strong proof to underscore this. This is just as important when trying to get a government to back a handwashing programme as it is when advertising a face cream. We have a clinicals organisation in place with leading-edge

Commitment to source all agricultural raw materials sustainably by

2020

No. 1
hair care supplier
in South Africa

MAGNUM HEADS EAST AND WEST

Following its highly successful launch in Indonesia in 2010, the Magnum ice cream range was rolled out in North America in 2011. Thanks to a great product along with extremely effective advertising and marketing, Magnum achieved early success in these two highly competitive markets delivering more than €80 million in turnover. Its US advertisement was one of the most successful in Unilever food history.



expertise in clinical protocols, trials, analysis and data management that allows us to substantiate the claims we make for our products.

Getting the best ideas – wherever they are

Our world-class R&D facilities are constantly making breakthroughs that keep Unilever at the forefront of product development. Integral to the way we work are partnerships with universities, scientists, large and small companies and entrepreneurs. This ‘open innovation’ approach allows us to source the best ideas from across the world and contributes towards more than half the value of our innovation pipeline, allowing us to grow together with our partners. In 2011, around 500 partners had one or more of our projects under development.



KNORR GROWS GREEN

Knorr is one of our biggest brands and uses ingredients that are sourced from all over the world. We made the decision to source all Knorr’s ingredients sustainably to reduce the impact on the environment while enhancing the taste of our products. We aim to have all our top 13 vegetables and herbs grown sustainably by 2015 – one step in the Unilever Sustainable Living Plan’s commitment to source all Unilever’s agricultural raw materials sustainably by 2020.



UNILEVER BUYS AROUND 3% OF THE WORLD’S TOMATOES FOR PROCESSING.



LIFEBUOY HELPS SAVE LIVES

To help achieve a core commitment of the Unilever Sustainable Living Plan, the Lifebuoy brand has launched a programme to bring hygiene education to a billion people. It's called the School of Five and it's already been launched in seven countries where we're working with governments and NGOs to get across our vital message of developing a habit of washing hands on five occasions a day. In Vietnam it's even become part of the school curriculum. The results are healthier children and 4.1% volume growth for Lifebuoy in Vietnam.

PNEUMONIA AND DIARRHOEA ARE TWO OF THE BIGGEST CAUSES OF DEATHS AMONG CHILDREN UNDER FIVE YEARS OLD, ACCOUNTING FOR ONE THIRD OF CHILD DEATHS. ♦ HANDWASHING WITH SOAP IS ONE OF THE MOST EFFECTIVE AND INEXPENSIVE WAYS TO PREVENT THIS.



♦ Source: UN

WINNING WITH BRANDS AND INNOVATION continued

In addition, we have been working with our strategic suppliers to develop co-innovation programmes and to ensure that they bring great ideas to Unilever first.

Applying knowledge across the business

One of our key strengths is how we quickly leverage ideas across our geographies, categories and brands, which allows us to focus investment and resources more wisely and efficiently – for example, taking the fragrance technology expertise we used to improve Rexona and applying it to Skip detergent.

Reaching more consumers

To grow, we need to reach more consumers with our products and we are well placed to do so. For example, we can take brands into markets that many companies do not have the resources and experience to develop. In 2011, consistent with our strategy of making bolt-on acquisitions to strengthen our portfolio in key countries and categories, Unilever acquired Alberto Culver, helping accelerate our transition to becoming one of the world's leading personal care businesses.

New markets, new opportunities

The Alberto Culver acquisition gave us brands such as TRESemmé, VO5 and

Simple. TRESemmé already had a strong presence as a premium shampoo in North America and Western Europe, but it was unknown in the world's second biggest hair care market: Brazil.

Within days of completion, Unilever began work on an ambitious plan to take the TRESemmé brand to Brazil. As a business we have wide experience of rolling out brands into new markets across the world and, coupled with our new agile structure, this ensured a swift, successful launch. TRESemmé was launched in Brazil less than six months after the acquisition completed. We're already seeing considerable success in that market.

And the same is happening all over the world. With brands including TRESemmé, Dove and Suave, in 2011 we reinforced our position as a leading hair care supplier in the US, and achieved similar success on the other side of the Atlantic by taking the number one position in South Africa.

We're continuing with our acquisition strategy and bought a controlling stake in Concern Kalina, one of the leading local personal care companies in Russia. Success here would establish Unilever as a key player in a big emerging market, as well as giving us invaluable knowledge of local supply and distribution.

Growing in developed markets

Our aim is to grow in developed markets too. For example, we re-launched Domestos in Western Europe in 2011 on the back of new technology that allows the product to cling to the toilet, for longer lasting germ kill. In Personal Care, we accelerated the launch of Mentadent Total oral care range in Italy to take on the fierce local market, ahead of the global re-launch.

Looking ahead

Our Dove brand is a great example of Unilever's ability to get it right with brands and innovation. In 2011 Dove became our first €3 billion Personal Care brand. This success has been made possible by focusing on three key objectives: better marketing – making Dove a premium brand; better innovation – for example, applying our leading-edge expertise to Dove hair care; and expansion into new markets, as with the Dove Men+Care range.

Already Unilever has new innovations, new patents, new brands and new markets in the pipeline for 2012. And every day we're working on ways to make our brands the best, most innovative and most agile in the world.

CLEANING UP IN SOUTH EAST ASIA

Between 2009 and 2011 the liquids market for fabric cleaning in South East Asia almost tripled in size and Unilever was on the spot, ready to capitalise on that growth. We got there first, put our sales people on the ground talking to consumers, learned the market, and today we're the market leaders in Vietnam, Thailand, the Philippines and Indonesia.



Dove – our first

€3 billion
Personal Care brand

Less than

6
months to launch
TRESemmé
in Brazil

WINNING IN THE MARKET PLACE

By 2020, the world's population is expected to reach 7.6 billion, and we aim to reach a significant number of these consumers with our brands. Our biggest opportunity lies in addressing all consumer needs across all markets – and we're already finding new ways to do so.

Driving growth through market development

Growth through market development means reaching more users, creating more usage and delivering more benefits to consumers everywhere.

Already, 2 billion consumers worldwide use our products on any given day. We want to increase this substantially by 2020 and we will do this by:

- reaching up (offering premium brands to more affluent consumers);
- reaching down (making our products more affordable and accessible for consumers on lower incomes); and
- reaching wide (taking our brands to new geographies like Central Africa, to new consumer segments like male grooming and to new channels like e-commerce).

This approach is reaping rewards. In 2011 we continued rolling out our market development model to ensure a consistent approach across our markets. We proved this approach first in Asia and then in Latin America; now we are using it elsewhere to grow our markets by changing people's habits

and helping them find new ways to use our products.

For example, in 2011 we grew the Magnum Mini range by 8.8% in the UK by offering consumers an ice cream in a smaller version of a standard Magnum, more suitable for eating at home. And in South East Asia, laundry liquids grew by 9.3% as consumers traded up from powder.

In 2012, we will continue to target new consumers in new ways. Reaching up, we will compete for share in the fast-growing beauty segment by rolling out premium offerings such as Toni & Guy, Axe Hair, Dove Men+Care and Pond's Anti Aging premium range to more markets.

We will reach down in developed markets to financially pressured shoppers. In 2011, our highly successful launch of new pack sizes across many brands in the UK allowed retailers to sell our products at £1. In emerging markets, we will continue to offer small, affordable product sizes of our brands.

We will reach wide through our expansion in Africa, leading the market

development of savoury, laundry and skin cleansing with great brands such as Knorr, Sunlight detergent and Lifebuoy.

Growing sustainably with customers

All over the world we are helping our retail partners to grow sustainably, combining scale with local knowledge. In Mexico for example, in 2011 we worked alongside Walmart to improve the supply chain for their Superama retail chain.

We also worked closely with drug store customers, resulting in our highest recorded underlying sales growth of 9.2% in 2011 in this channel.

Working with global retailers is essential for growth, but some markets require a different approach – India, for example, where reaching consumers is still about the local small shop. Through the Shakti programme, we have expanded a direct distribution network of micro-entrepreneurs who sell our products, doubling their household income in the process (see picture story on page 15).

3 million
shops signed up to our 'Perfect Store' programme

9.3%
growth in laundry liquids in South East Asia



PREMIUM ACROSS POND'S

We have installed new premium counters for Pond's skin care, making the product more appealing and upmarket in a competitive environment. Innovations included LED counter lighting to reduce environmental impact and a handheld skin diagnosis iPhone tool for beauty advisers. These initiatives have resulted in significantly improved customer sales.

Focusing on shoppers

We are now focusing much more closely on marketing to shoppers in the store. We continue to concentrate on 'sales fundamentals' – standards which measure our in-store performance in an increasing number of markets.

Meanwhile, our 'Perfect Store' programme is creating optimal merchandising layouts for retailers, regardless of geography or space. By the end of 2011 more than 3 million shops had already signed up to our 'Perfect Store' programme. We know the strategy is working – in the Philippines, for example, our audit of 3,800 stores showed that the 'Perfect Store' format is growing faster than those outside the programme. And in Germany, the 'Perfect Store' programme boosted the entire savoury category, with sales of Knorr products significantly outpacing category and competitor growth.

GROWING BUSINESS, GROWING LIVELIHOODS

Project Shakti – meaning 'strength' in Sanskrit – is our distribution programme in India, creating opportunities for micro-entrepreneurs to sell our products in rural areas, enabling them to bring in extra money to support their families and earn respect within society. We employ around 45,000 female entrepreneurs, helping our brands reach over 100,000 villages. In addition, more than 30,000 male members of Shakti families are now involved, cycling to surrounding villages to sell Unilever products. As well as supporting the Unilever Sustainable Living Plan's goal to enhance livelihoods, local distribution programmes such as this have added around €80 million in incremental turnover.



OUR DOOR-TO-DOOR SELLING OPERATION IN INDIA PROVIDES OPPORTUNITIES FOR BETTER LIVELIHOODS, HELPING COMMUNITIES AND OUR BUSINESS.

WINNING THROUGH CONTINUOUS IMPROVEMENT

Small actions can make a big difference. Our focus on operational excellence – doing everything better, every day – is bringing consumers better quality and service, while substantial savings and better environmental performance are ensuring that growth is truly sustainable.

Lean, responsive, consumer-led

Consumer needs are changing and developing rapidly. To continue to meet them, we must take things we already do well – like high quality products and excellent service – and do them even better, faster and more efficiently.

Better quality

Almost a century ago, Lever Brothers offered consumers a £1,000 reward if they could show that their soap was anything less than 'perfectly pure, genuine and unadulterated'. Consumer-perceived quality driving sustainable growth remains at the heart of Unilever today. We are systematically improving the quality of our products. In 2011, consumer complaints per million units fell by 19% and product quality incidents more than halved.

For example, we listened to feedback from consumers about Lifebuoy soap, and improved its fragrance and bar structure, resulting in a 0.8% market share growth in the global skin cleansing market in 2011.

Better choice

Through our on-shelf availability (OSA) programme, we work with retailers to improve our service to them, and their service to the shopper – making our products available more of the time.

In 2011, stores in our OSA programme reduced empty shelves by 27%. We are expanding this programme to other customer channels and geographies.

Better service

Our supply chain combines the advantages of global scale with local agility. Our reach, particularly in emerging markets, is a significant competitive advantage, and we are constantly seeking ways to differentiate our supply chain. In 2011, for example, in Indonesia we created a dedicated supply chain for a selection of beauty products that more than doubled our sales for these products.

And when floods hit Thailand, our teams moved quickly to protect our people, factories and stocks – carrying our products directly to customers' shops. Unilever Thailand was ranked number one in the Advantage 2011 Customer Satisfaction Survey.

Agile and cost-competitive

We are making our operations more responsive to changes in demand, enabling us to optimise our capital investment, launch products more quickly and win market share. In 2011, for example, we delivered on our

objective to increase the speed of factory building, saving up to 25% of build time on large factories (see picture story on page 17). Meanwhile, we never lose sight of the importance of reducing costs and conserving cash.

Better margins

We look for improvements at every link in the value chain. Wherever we find savings, we aim to replicate them. This philosophy helped us to deliver record savings of €1.3 billion in 2011.

Managing cash

We continued to have negative working capital in 2011 and aim to bring stocks down further in the future through continuous improvement of our business planning processes.

Partnerships with suppliers

We spent well over €30 billion on goods and services in 2011, and our suppliers are vital partners in our sustainable growth ambitions. We work with them to create better, faster innovations – and our suppliers are investing up to €1.3 billion to guarantee capacity for our future growth.

In line with our commitments in the Unilever Sustainable Living Plan, we increased the amount of agricultural raw materials obtained from sustainable sources.

€6.1 billion
spent on advertising
and promotion in 2011

No. 1
in customer satisfaction
survey in Thailand



DRIVING DOWN COSTS, IMPROVING MARGINS

Our market-leading washing powder, Wheel, has seen margins improve in India through our low cost business model (LCBM) approach, which optimises margins at every link in the value chain. For Wheel, LCBM included improvements in trade terms and advertising budgets as well as in the manufacturing and distribution network – upgrading the range of our existing factories.

Driving return on brand support

We spent €6.1 billion on advertising and promotion in 2011 with every brand, in every category, in every market focusing on the best possible returns.

Global scale, local agility

By evaluating the effectiveness of our marketing better, and rapidly adopting new cost-effective models that make us more competitive, we have been able to drive down advertising production and fees globally, reducing our overall spending in this area by more than €128 million. And we see equal potential for savings in local markets.

In Russia, Ukraine and Belarus alone, we released €19 million for investment through an operational excellence drive that included improving customer management, using handheld computers to track in-store performance and order sizes, and improving the tracking of our point-of-sale materials.



GROWING FAST, AND SUSTAINABLY

The Indonsa factory in Durban, South Africa, which opened in December, turned a flat-level site into an operational plant producing savoury brands like Knorr within 12 months. An investment of around €70 million, Indonsa aims to produce half the greenhouse gas emissions of the previous site and achieve zero waste to landfill. Critical in water-stressed Durban, it is 'water neutral' as it uses rainwater harvesting and recycling techniques to avoid taking water from the local community.



THROUGH THE UNILEVER
SUSTAINABLE LIVING PLAN
WE HAVE SET NEW STANDARDS
FOR SUSTAINABILITY IN THE
DESIGN AND BUILD OF OUR
NEW FACTORIES.

WINNING WITH PEOPLE

Our growth ambitions demand that our organisation has a structure and culture that make us fit to win in a fast-changing environment. Above all, they require us to find and develop the world's best talent and leaders – a challenge we are striving to meet.

Leverage our operating framework for competitive advantage

Success in the future will depend on being lean, agile and competitive in a resource-challenged world. In three years, we have transformed our structure to enable us to move faster, innovate better and take full advantage of our global scale.

More focused categories

During 2011 we started to move from 11 product categories to four: Foods, Refreshment, Home Care, and Personal Care. This streamlining makes our decision-making faster, lets us share best practice more effectively, and creates greater scale for innovation and sustainability initiatives.

Getting closer to the consumer

We are also moving from 22 geographical clusters to eight. The clusters – six of them primarily in emerging markets – allow us to focus more closely on the consumer, help us spot wider opportunities, and create regional economies of scale.

Our global function network, including IT, Finance, R&D, Supply Chain and HR, further drives the benefits of scale and shared best practice.

Organisation and diverse talent pipeline ready to match our growth ambitions

Attracting, developing and retaining talent is essential if we are to meet our ambitions. We constantly audit the skills and leadership that will be needed across every cluster and in our key global functions to achieve our ambition of doubling the size of the business while reducing our environmental impact.

Seeking talent globally

The talent we need will come from all over the world. We've introduced global standards for graduate recruitment, so that people have the same experience wherever they start. We have targeted universities, particularly in emerging markets, with our campus recruitment programme. In 2011, we were recognised as the most preferred graduate FMCG (fast-moving consumer goods) employer in 14 countries.

Developing leaders

We are expanding our Unilever Leadership Development Programme to deliver high quality training to more managers. All our senior leaders have been through the programme and are now mentoring our next generation of leaders. In 2011, we began building our

Four Acres leadership facility in Singapore (see picture story below) – reinforcing our presence in emerging markets.

Furthering diversity

Our consumers come from every background, nationality and social group, and we want our people to reflect that diversity. Over the past few years, we have focused on improving the representation of women in the workplace. Today, 30% of our Non-Executive Directors are women, and the proportion of women in senior positions rose from 23% in 2007 to 28% in 2011. In our annual Global People Pulse Survey, gauging managers' views of the company, approval of our diversity and inclusion measures rose by four percentage points in 2011 to reach 83%, well above the external benchmark of 74%.

Performance culture which respects our values

We are building a winning culture, in which every employee is encouraged to grow to his or her full potential. We have developed a new performance-based reward structure that recognises

86%

of managers proud to work for Unilever

Most preferred graduate FMCG employer in

14

countries

INVESTING IN LEADERSHIP: FOUR ACRES, SINGAPORE

In 2011, we broke ground on a new leadership development centre in Singapore. The new facility will bring to a vital emerging market the excellent training we have given managers at our existing Four Acres centre near London for 57 years. Both learning centres will continue to look beyond Unilever for inspiration and best practice, forming partnerships with universities and business schools.



Artist's impression

SAFETY IS ESSENTIAL

The health, safety and well-being of everyone working for or on behalf of Unilever are of the utmost importance to us. A key measure of progress, set out in the Unilever Sustainable Living Plan, is our total recordable accident frequency rate, which counts all employee workplace accidents except those requiring only simple first aid treatment. There was a 22.7%[†] reduction in our total recordable accident frequency rate in 2011.

[†]2011 data is preliminary. It will be independently assured by the end of June 2012 and reported in the online version of the Unilever Sustainable Living Plan report 2011 at www.unilever.com/sustainability.

people who not only have delivered results, but also have the right values for our business.

Clear goal-setting

We have changed the way we set goals for our employees to ensure clear direction on priorities and responsibilities. Closer measurement of performance has allowed us to introduce more differentiation into the way we reward people – further encouraging excellence.

Encouraging learning

In 2011 the Unilever Learning Academy, established in December 2010, had more than 128,000 employees registered for its e-learning and classroom courses, giving access to over 7,600 training modules.

Listening to our people

Our 2011 Global People Pulse Survey also confirmed that we are making progress in developing a performance culture. 86% of our managers are 'proud to say they worked for Unilever' and our overall performance culture index rose by 4%.

**CHANGE IN OUR HANDS: TANZANIA**

Unilever uses trucks to sell shop-to-shop to retailers in Tanzania's capital, Dar es Salaam. When company driver Issa John Mgumba saw that the sales vehicles didn't look the part, he identified the opportunity to smarten them up, transforming them into a fleet that he and his colleagues would be proud to drive. Improvements included enlivening the vehicles with vinyl stickers – costing just €300 in total – that grab people's attention and promote Unilever's brands. Small actions like Issa's all add up to making a big difference, helping to grow our business wherever we are. "He feels that he really owns the business with a real stake in the long-term success of the company," said country Customer Development Manager Martin Kariuki.



CONSTANTLY LOOKING FOR EFFECTIVE WAYS TO HELP GROW SALES AND INCREASE PRIDE IN THE BUSINESS IS KEY TO SUCCESS.