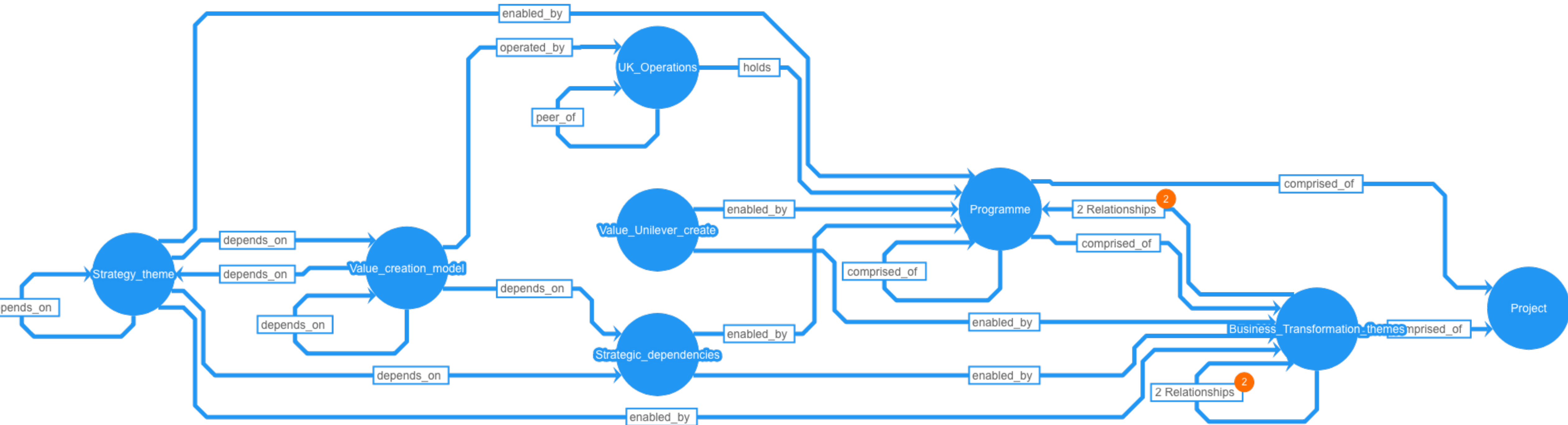
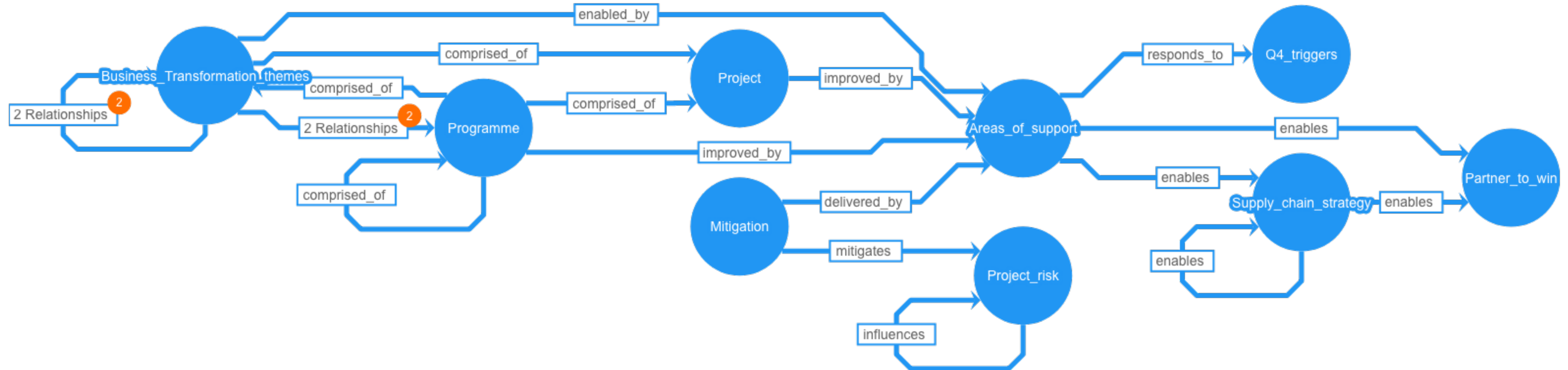


- Based on Unilever public investment data, which is useful as an example of how Project Data model might work in a large Enterprise
- This is a toy model. Upfront and ongoing discussion with stakeholders. Only then does it become a useful model.
- This model asks the question, what Areas of Support does Unilever need from a P3M perspective, given their latest Annual report, and their Q3 earnings report. It proposes these five AREAS OF SUPPORT
 1. Review project portfolio balance for 2020 Q1
 2. Conduct project assurance readiness for Brexit Programme
 3. Identify best practice regulatory project as exemplar
 4. Cross-project review of plastic dependencies
 5. Rescope large project which has failed to deliver in 2020
- It focusses in on the programmes in the Home Care Division, as the most critical of the 3 Divisions, and looks at what Programme Support is needed to support the following imperatives:
 1. Q4 TRIGGERS: Respond to business triggers for action Q4
 2. STRATEGIC CONTRIBUTION: Business Transformation theme & Strategic Dependencies
 3. RISK Carry out the risk mitigations identified by Enterprise
 4. SUPPLY CHAIN Deliver the C4G Supply chain Strategy
 5. PORTFOLIO COMPATIBILITY work through/alongside current business transformation portfolio
- Instances: 99 nodes and 134 links
- These instances fall under a data schema with 13 node types and 14 link types
- Each node and each link has the following properties: name, id.
- The data sits within a graph database (Neo4j) and therefore extra properties can be added
- This has been populated by cypher query (ask me if you want this- it is very easy to run a Neo4j sandbox in the browser (after creating a free account) and copying this cypher query in and pressing the play button. I use the desktop version of Neo4j, which is free, but sandbox gets you started. You can run queries on the data from the database.

Simplified data schema (focussed around Strategy into Programme)

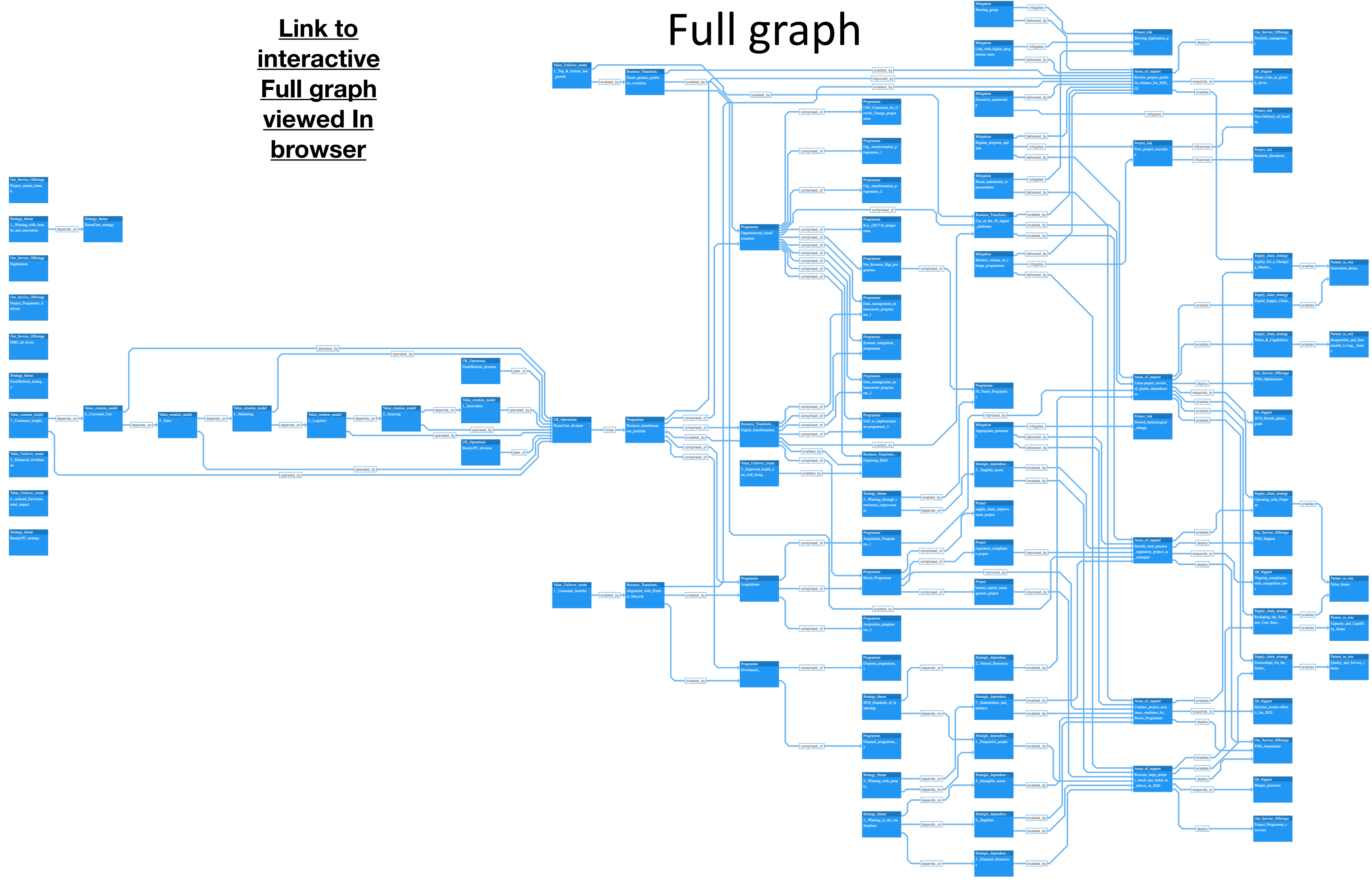


Simplified data schema (focussed around P3M possible Areas of Support)



Link to
interactive
Full graph
viewed In
browser

Full graph



Different views and slices of the model, each telling a bit of the story, that will mean different things to different departments



Q4 TRIGGERS: 5 key areas to focus on

UNILEVER TRADING STATEMENT THIRD QUARTER 2019

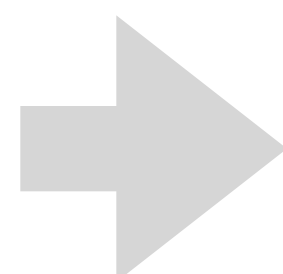
Performance highlights

Underlying performance		GAAP measures		
	vs 2018			vs 2018
Third quarter				
Underlying sales growth (USG) ^(a)	2.9%	Turnover	€13.3bn	5.8%
Nine months				
USG ^(a)	3.4%	Turnover	€39.3bn	1.5%
Quarterly dividend payable in December 2019		€0.4104 per share		

(a) Price growth in excess of 26% per year in hyperinflationary economies is not included in these amounts. See page 7 for more details.

Third quarter highlights

- Underlying sales growth 2.9% with volume 1.4% and price 1.5%
- Emerging markets underlying sales growth 5.1% with volume 2.2% and price 2.8%
- Turnover increased 5.8% which included a positive impact of 2.3% from currency and 0.8% from acquisitions



1 news event plus Earnings report

Trigger	Earnings report
1. Election results>Brexit Jan 2020	(Today's election result means that January transition under the negotiated withdrawal agreement is the probable scenario, so contingency arrangements can be finalised)
2. Margin pressures	Europe declined 0.3% with volumes up 0.5% and price down 0.9% in a retail environment that remains difficult. Eastern Europe grew well across all divisions and we saw good growth in Italy helped by purpose-led activations while the decline in Germany slowed. Ice cream volumes were down as we lapped very good weather in the previous year.
3. Home Care as growth driver	Emerging markets and Home Care have been the key growth drivers.
4. 2019 Stretch plastic goals	Relevant to the consumer of the future, such as setting stretching goals on plastic use which we recently announced.
5. Ongoing compliance with competition laws	Ongoing compliance with competition laws is of key importance to Unilever. It is Unilever's policy to co-operate fully with competition authorities whenever questions or issues arise. In addition the Group continues to reinforce and enhance its internal competition law training and compliance programme on an ongoing basis.



UNILEVER TRADING STATEMENT THIRD QUARTER 2019

Performance highlights		Q4P measures	
Underlying performance	vs 2018		vs 2018
Third quarter			
Underlying sales growth (USD*)	2.7%	Turnover	413.3bn
Non-financial			
CO2e	3.4%	Turnover	429.3bn
Quarterly dividend payable in December 2019			45.6 pence per share

* Price growth is based on 2018 price per share. Excludes the impact of currency and price changes. See page 7 for more details.

Third quarter highlights

- Underlying sales growth 2.7% with volume 1.4% and price 1.3%
- Emerging markets underlying sales growth 3.1% with volume 2.2% and price 0.9%
- Turnover increased 3.8% which included a positive impact of 2.2% from currency and 1.6% from acquisitions

Q4 TRIGGERS: how the areas of support relate to these triggers

Proposed areas of support

Q4 growth triggers

Review project portfolio balance for 2020 Q1

Home Care as growth driver

Conduct project assurance readiness for Brexit programme

Election results >> Brexit Jan 2020

Identify best practice regulatory project as exemplar

Ongoing compliance with competition laws

Cross-project review of plastic dependencies

2019 Stretch plastic goals

Rescope large project which has failed to deliver in 2020

Margin pressures

STRATEGY: Latest business transformation themes (March 2019)

BUSINESS TRANSFORMATION

Our brand portfolio continues to evolve to match our Divisions' strategic priorities, resulting in the sale of assets that no longer fit our growth model or the acquisition of assets that take us into new market segments and build new market positions. This active portfolio management means that in the past nine years we have sold €6.8 billion of turnover, mainly in the lower growth foods businesses. During that same period, we have acquired approximately €5.3 billion of turnover. The spreads disposals in July allow Foods & Refreshment to focus on growth.

Actively managing our brand portfolio through acquisitions and disposals remains an important strategic growth driver. In December we announced an agreement to acquire the Health Food Drinks portfolio of GlaxoSmithKline (GSK) in India, Bangladesh and 20 other predominantly Asian markets. Further details of the transaction can be found on our website. The acquisition includes iconic brands such as Horlicks and Boost, and a product portfolio supported by strong nutritional claims. The transaction is aligned with our strategy to increase our presence in health-food categories and in high-growth emerging markets. The transaction is subject to customary regulatory and shareholder approvals, with expected completion around 12 months from the announcement.

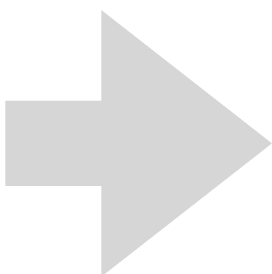
In October we completed the acquisition of a 75% stake in the Italian personal care business Equilibra which has a growing presence in the natural skin and hair care segments. We also completed the acquisition of Qualla's Beauty & Personal Care and Home Care brands. We acquired a number of exciting new businesses including the Vegetarian Butcher (Netherlands) which expands our portfolio into plant-based foods, and three ice cream brands – Adityaa (India), Betty (Romania) and Denny (Bulgaria). With the exception of brands launched in countries where they were not previously sold, acquisitions and disposals only contribute to underlying sales growth from 12 months after completion.

A key part of our 2020 programme is faster portfolio evolution in order to focus Unilever on more rapidly growing segments. This process continued at pace during 2018 with the focus on new brand launches and evolving our core brands. Our C4G organisation means we can respond to consumer trends more quickly. We have launched nearly 30 brands in the last two years. Local brands are also being launched more quickly followed by rapid global roll-out, for instance Breyers Delights, Love Beauty and Planet and Lakme all responding to the trend for more natural and healthy products.

Evolving our core brands has also accelerated. Brands such as Dove, Lifebuoy and Sunsilk in Beauty & Personal Care all launched new variants responding to consumer trends. In Home Care there were new launches of Domestos, Cif and Comfort while Foods & Refreshment extended the Knorr, Hellmann's and Lipton brands with new on-trend variants (for more information on brand launches see pages 11 to 12).

Realising the opportunities from digital technology to help deliver further growth and margin improvement is another key part of our business transformation. We have launched a digital transformation programme across all aspects of our value chain. We have 30 platforms across Unilever which power our business using digital technologies. Our Enterprise & Technology Solutions team is set up to deliver a technologically enabled Unilever for the future while ensuring that processes and activities are shared and scaled across the business. This will allow us to use technology as a competitive advantage rather than a cost.

Digital technology changed our approach to marketing some time ago but the transformation of Unilever more broadly has begun at pace. AI, machine learning and voice related technologies are being used to deliver personalised and immersive experiences to our consumer platforms such as Recipedia and Cleanipedia websites. We are also driving digital through our R&D organisation, introducing new tools to increase the speed, efficiency and quality of our innovation processes.



UNILEVER TRADING STATEMENT THIRD QUARTER 2019				
Performance highlights				
Underlying performance		GAAP measure		
	vs 2018			vs 2018
Third quarter				
Underlying sales growth (USD*)	2.9%	Turnover	€13.2bn	5.6%
New brands				
USD*	5.4%	Turnover	€37.2bn	1.5%
Quarterly dividend payable in December 2019			€0.415b per share	
* Figures are unaudited but are in accordance with generally accepted accounting principles and include certain adjustments, see page 10 for more details.				
Third quarter highlights				
• Underlying sales growth 2.9% with volume 1.4% and price 1.5%				
• Emerging markets underlying sales growth 5.1% with volume 2.2% and price 2.8%				
• Turnover increased 5.6% which included a positive impact of 2.2% from currency and 3.0% from acquisitions				

Business Transformation themes

Alignment with Product lifecycle

Faster product portfolio evolution

Use of the 30 digital platforms

Digitising R&D

Digital transformation

STRATEGY: Unilever has identified 7 Strategic dependencies that are required to deliver its Strategic Themes

depend on



UNILEVER TRADING STATEMENT THIRD QUARTER 2019

Performance highlights

Underlying performance	in 2019	GAAP measures	vs 2018
Third quarter			
Underlying sales growth US\$24*	2.9%	Turnover	€13.3bn 5.8%
Non-months			
US\$24*	3.6%	Turnover	€39.3bn 1.3%

Quarterly dividend payable in December 2019: €0.410 per share

* The growth reported in 2019 for our segment performance is based on the underlying sales growth. For more details, see page 10 of our 2019 Annual Report.

Key facts and figures

- Underlying sales growth 2.9% with volume 1.4% and price 1.5%
- Emerging markets underlying sales growth 5.1% with volume 2.2% and price 2.9%
- Turnover increased 5.8% which included a positive impact of 0.2% from currency and 0.6% from acquisitions

Strategic dependencies

Strategic themes

Value creation model

Value Unilever create

1._Purposeful_people"

1._Winning_with_brands_and_inno
vation"

"1._Innovation"

"1._Consumer_benefits"

"2._Natural_Resources"

"2._Winning_in_the_marketplace"

"2._Sourcing"

"2._Top_&_bottom_line_growth"

"3._Financial_Resources"

"3._Winning_through_continuous_i
mprovement"

"3._Logistics"

"3._Improved_health_and_well_being"

"4._Intangible_assets"

"4._Winning_with_people_"

"4._Marketing"

"4._reduced_Environmental_impact"

"5._Tangible_assets"

"2018_Standards_of_leadership"

"5._Sales"

"5._Enhanced_livelihoods"

"6._Suppliers"

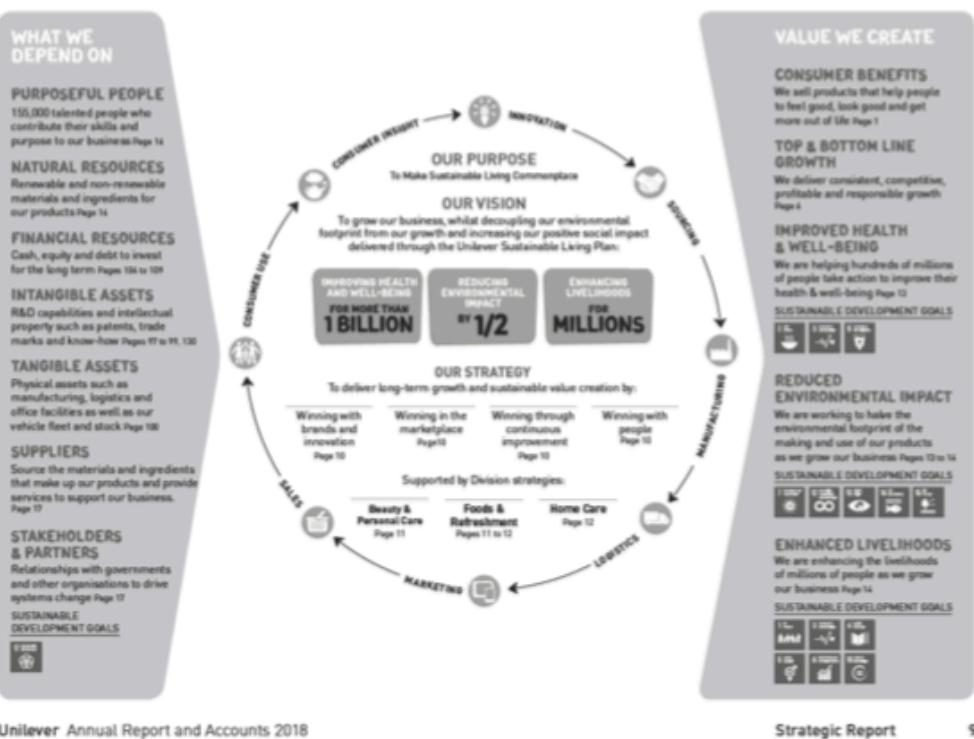
"Beauty/PC_strategy"

"6._Consumer_Use"

"7._Stakeholders_and_partners"

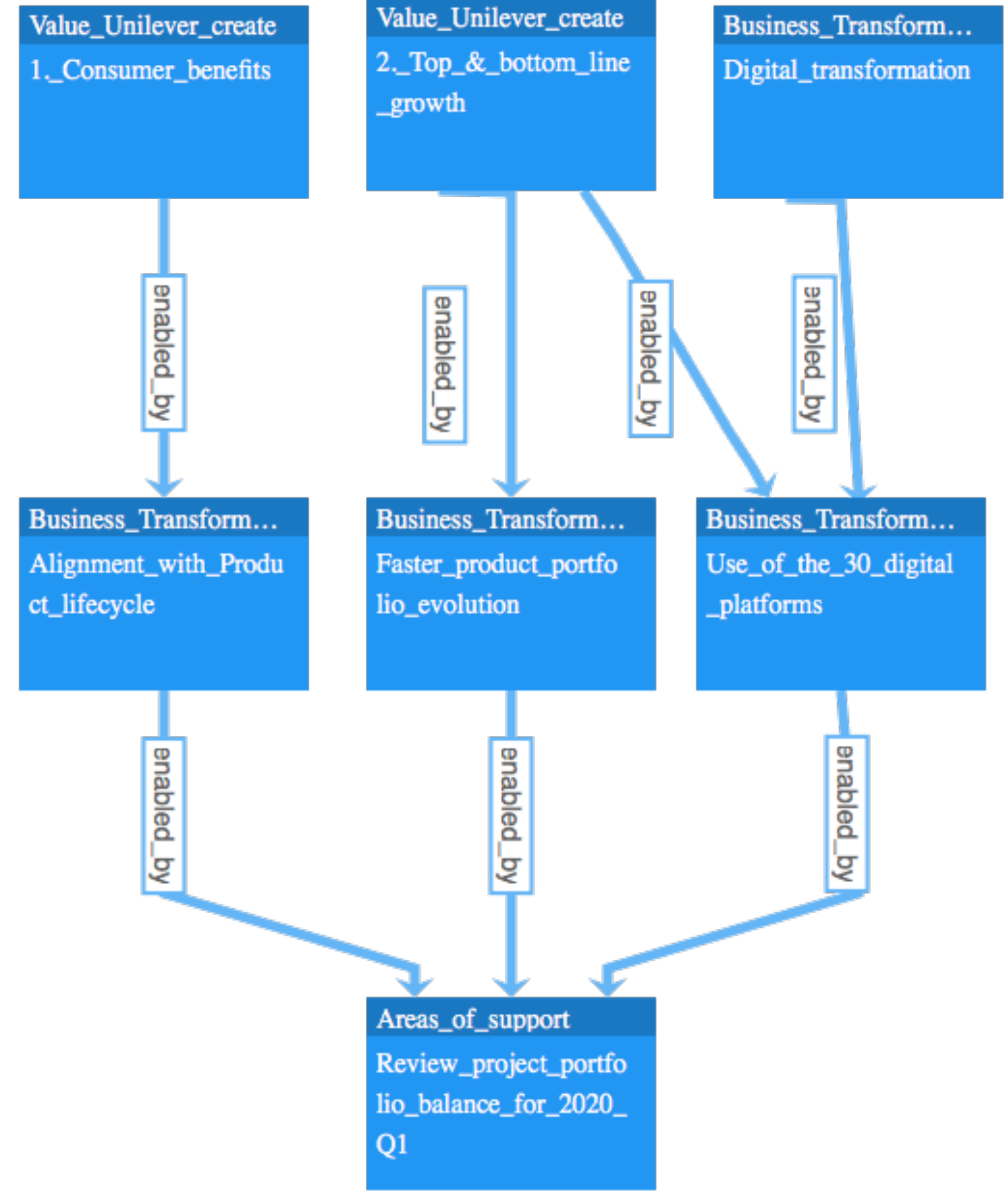
"Food/Refresh_strategy"

"7._Consumer_insight_"



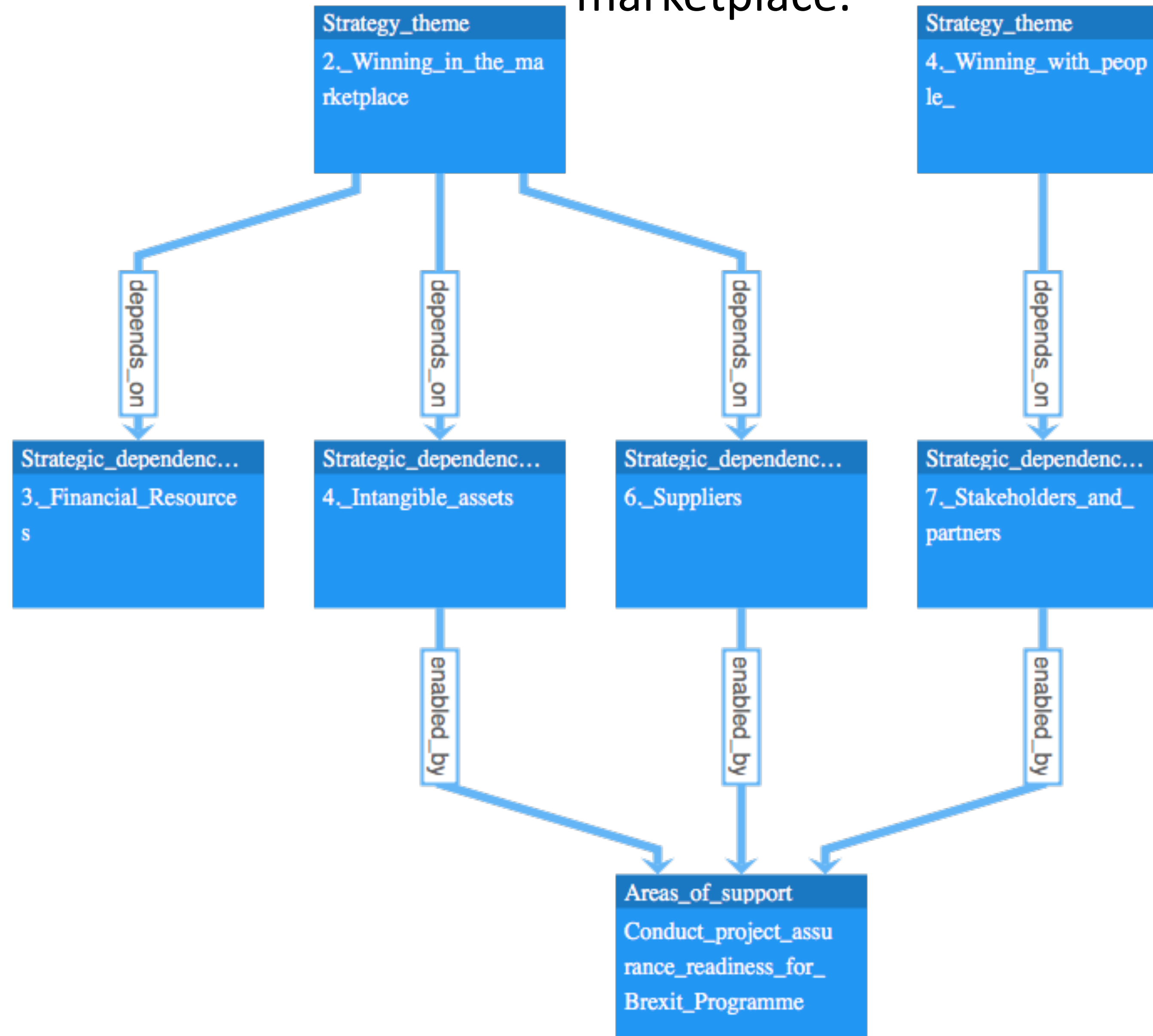
STRATEGY CONTRIBUTION FOR AREA OF SUPPORT 1.

Portfolio balance review supports 3 of Unilever 2019's Business Transformation themes



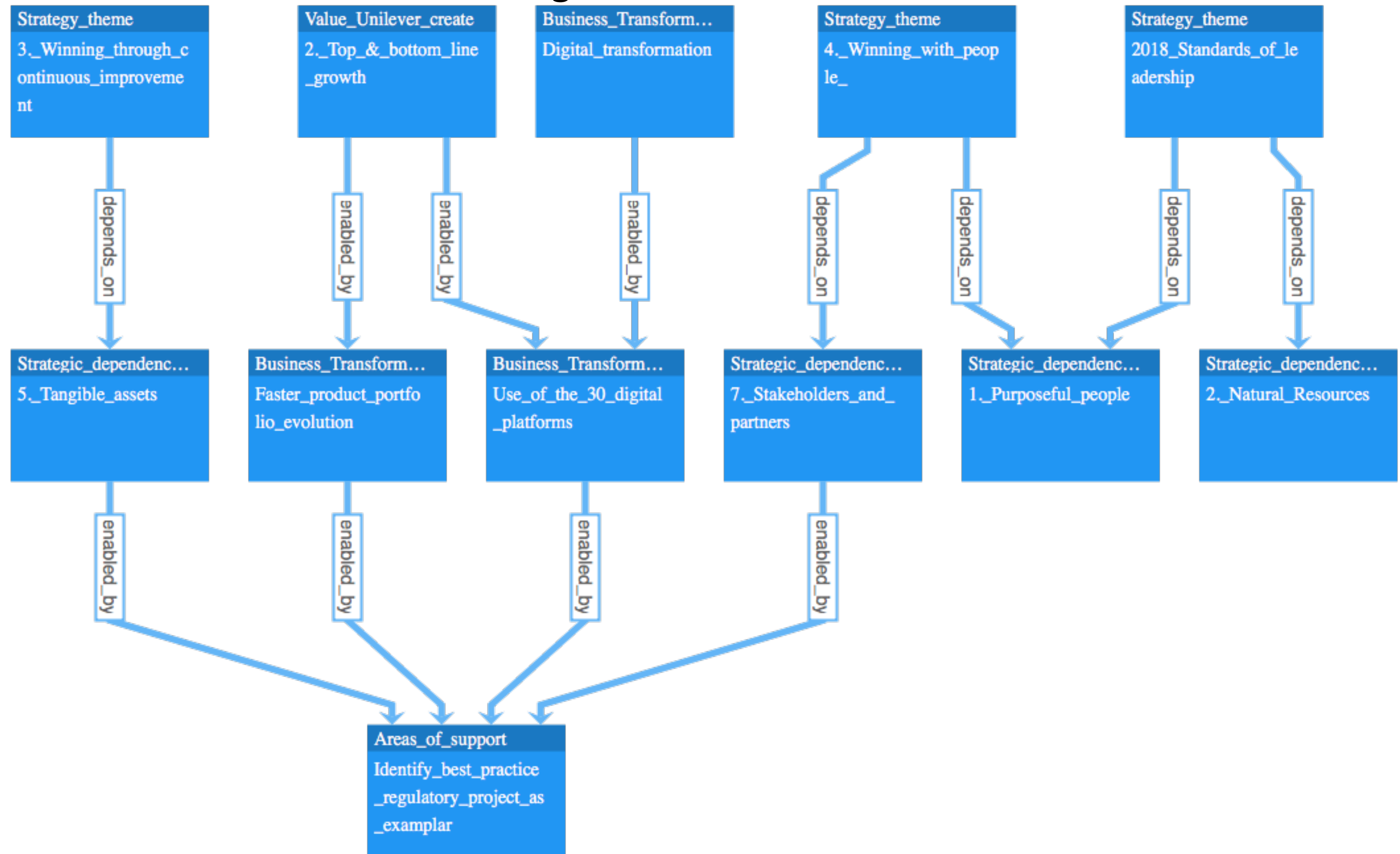
STRATEGY CONTRIBUTION FOR AREA OF SUPPORT 2

Brexit assurance proposal appears to be crucial to Winning in the marketplace.



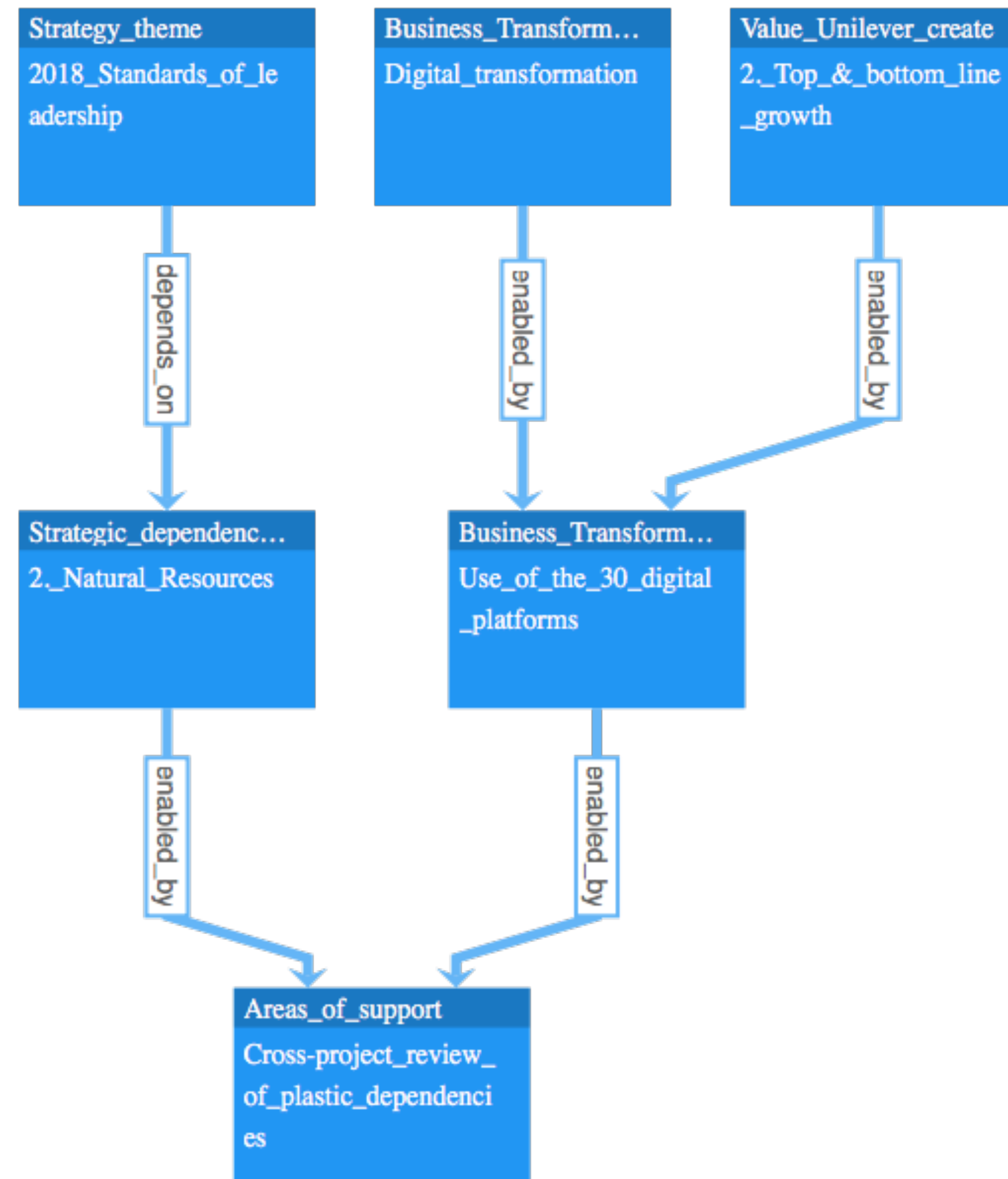
STRATEGY CONTRIBUTION FOR AREA OF SUPPORT 3

Regulatory best practice proposal appears to be crucial across many strategic drivers



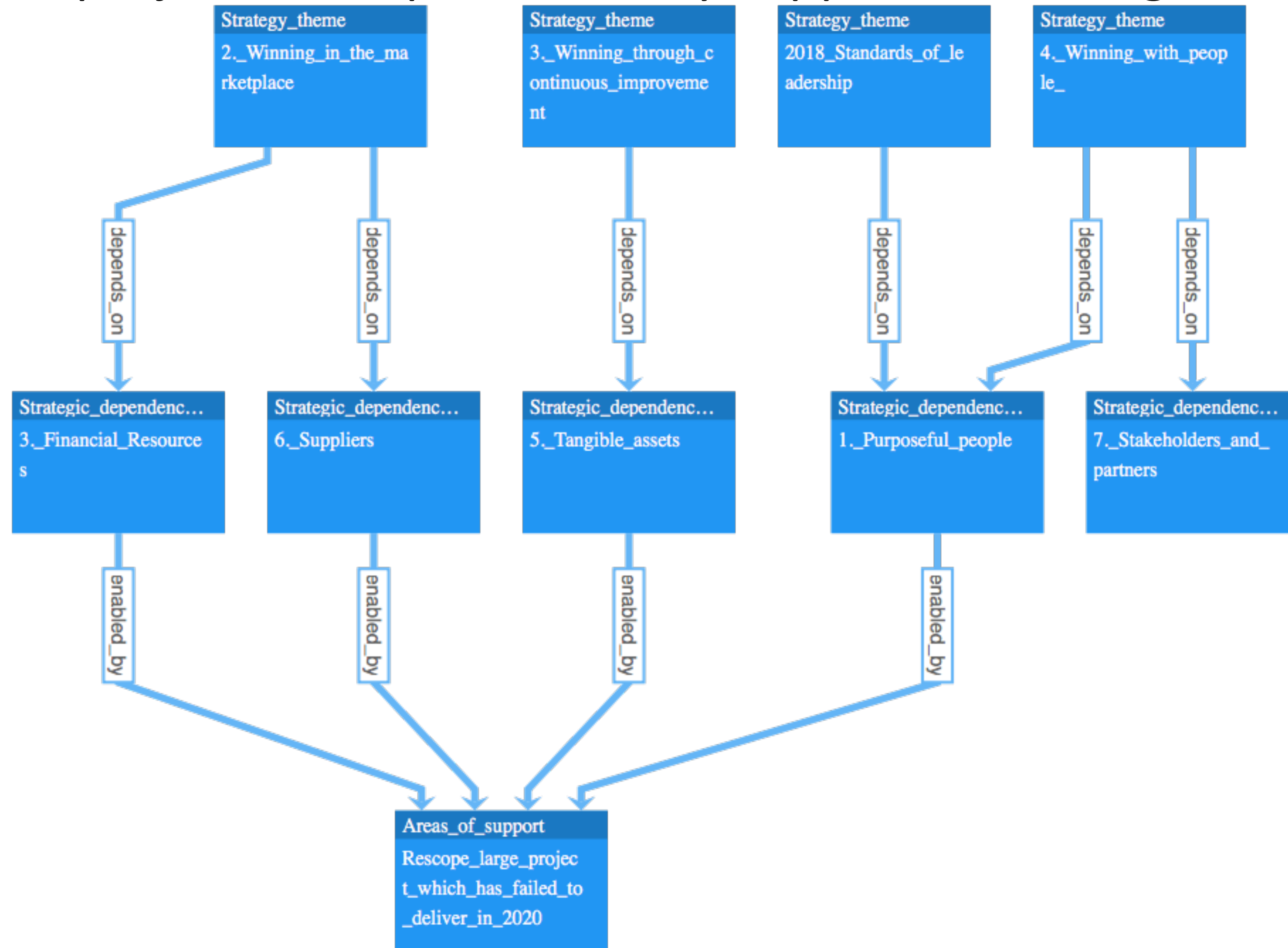
STRATEGY CONTRIBUTION FOR AREA OF SUPPORT 4.

Plastic dependency review proposal supports a business transformation theme as well as a Unilever Strategic dependency



STRATEGY CONTRIBUTION FOR AREA OF SUPPORT 5

A project re-scope ultimately supports 4 strategic themes



RISK: Unilever has identified mitigations for risk during business transformation

Unilever

UNILEVER TRADING STATEMENT THIRD QUARTER 2019

Performance highlights

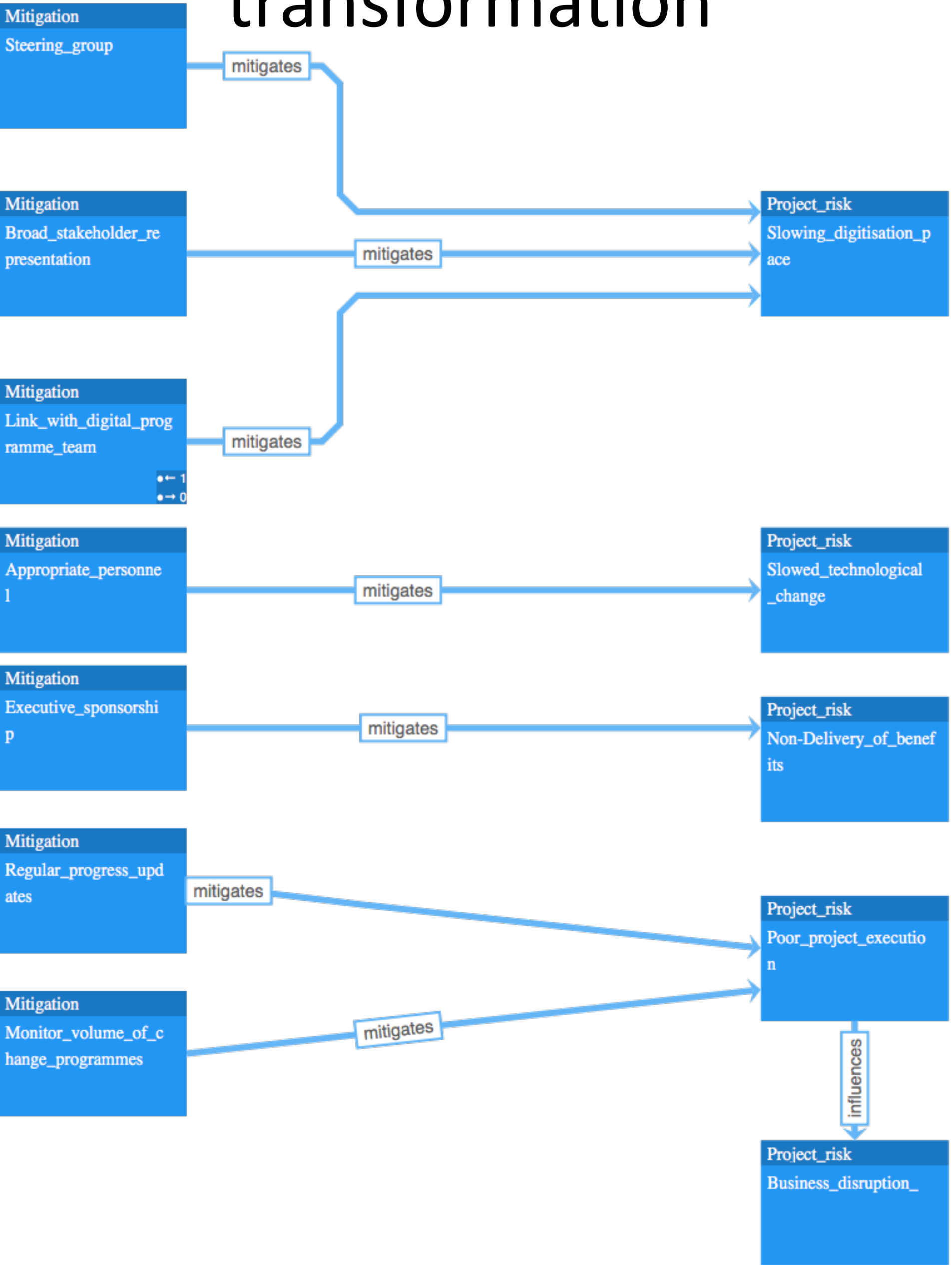
Underlying performance	vs 2018	GAAP measures	vs 2018
Third quarter			
Underlying sales growth (vs 2018)	2.5%	Turnover	€11.3bn
Non-executive director	3.4%	Turnover	€29.3bn
Quarterly dividend payable in December 2019			€0.10 per share

Third quarter highlights

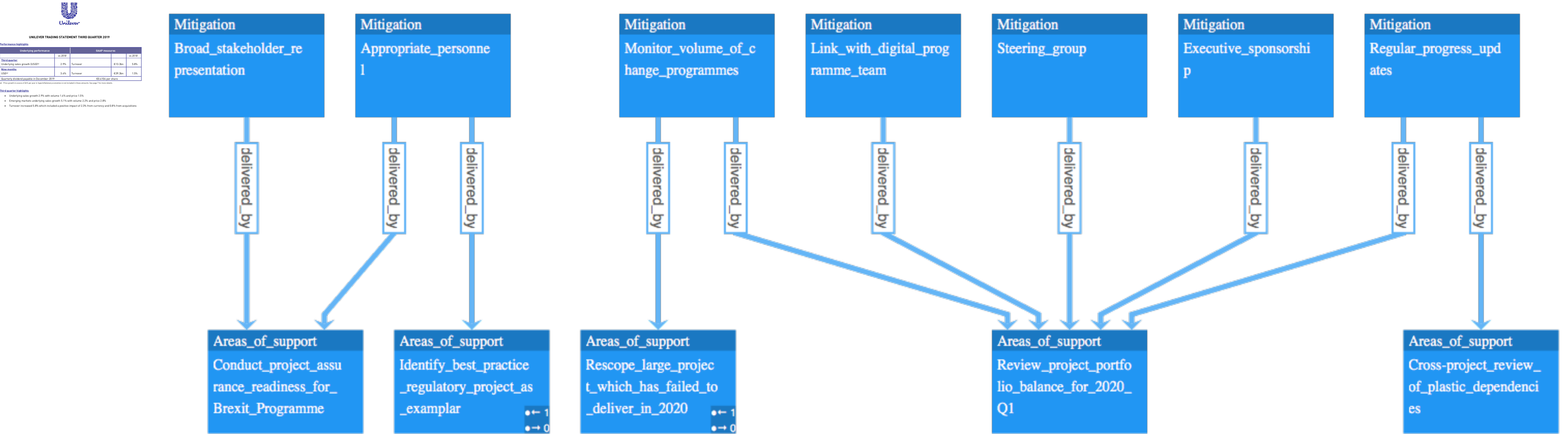
- Underlying sales growth 2.5% with volume 1.4% and price 1.1%
- Emerging markets underlying sales growth 5.1% with volume 2.2% and price 2.9%
- Turnover increased 5.8% which included a positive impact of 2.2% from currency and 3.6% from acquisitions

Annual Report Mar 2019

DESCRIPTION OF RISK	WHAT WE ARE DOING TO MANAGE THE RISK
<p>BUSINESS TRANSFORMATION</p> <p>Successful execution of business transformation projects is key to delivering their intended business benefits and avoiding disruption to other business activities.</p> <p>Unilever is continually engaged in major change projects, including acquisitions, disposals and organisational transformation, to drive continuous improvement in our business and to strengthen our portfolio and capabilities. A number of key projects were announced in 2017 to accelerate sustainable shareholder value creation. Failure to execute such initiatives successfully could result in under-delivery of the expected benefits and there could be a significant impact on the value of the business.</p> <p>Continued digitalisation of our business models and processes together with enhancing data management capabilities is a critical part of our transformation. Failure to keep pace with such technological change would significantly impact our growth and profitability.</p>	<p>All acquisitions, disposals and global restructuring projects are sponsored by a member of the Unilever Leadership Executive. All such projects have steering groups in place led by a senior executive and regular progress updates are provided to the Unilever Leadership Executive.</p> <p>A dedicated change programme management team has been established for the accelerating shareholder value creation transformation. ULE reviews progress on a monthly basis and the Boards receive regular updates to ensure that this important programme remains on track to deliver the expected transformation.</p> <p>The digitalisation of our business is led by a dedicated team together with representatives from all parts of the business to ensure an integrated and holistic approach.</p> <p>Sound project disciplines are used in all acquisitions, disposals and organisational transformation projects and these projects are resourced by dedicated and appropriately qualified personnel.</p> <p>Unilever also monitors the volume of change programmes under way in an effort to stagger the impact on current operations and to ensure minimal disruption.</p>



RISK: How Areas of Support support this



Annual Report Mar 2019

DESCRIPTION OF RISK	WHAT WE ARE DOING TO MANAGE THE RISK
BUSINESS TRANSFORMATION Successful execution of business transformation projects is key to delivering their intended business benefits and avoiding disruption to other business activities. Unilever is continually engaged in major change projects, including acquisitions, disposals and organisational transformation, to drive continuous improvement in our business and to strengthen our portfolio and capabilities. A number of key projects were announced in 2017 to accelerate sustainable shareholder value creation. Failure to execute such initiatives successfully could result in under-delivery of the expected benefits and there could be a significant impact on the value of the business. Continued digitalisation of our business models and processes together with enhancing data management capabilities is a critical part of our transformation. Failure to keep pace with such technological change would significantly impact our growth and profitability.	<p>All acquisitions, disposals and global restructuring projects are sponsored by a member of the Unilever Leadership Executive. All such projects have steering groups in place led by a senior executive and regular progress updates are provided to the Unilever Leadership Executive.</p> <p>A dedicated change programme management team has been established for the accelerating shareholder value creation transformation. ULE reviews progress on a monthly basis and the Boards receive regular updates to ensure that this important programme remains on track to deliver the expected transformation.</p> <p>The digitalisation of our business is led by a dedicated team together with representatives from all parts of the business to ensure an integrated and holistic approach.</p> <p>Sound project disciplines are used in all acquisitions, disposals and organisational transformation projects and these projects are resourced by dedicated and appropriately qualified personnel.</p> <p>Unilever also monitors the volume of change programmes under way in an effort to stagger the impact on current operations and to ensure minimal disruption.</p>

SUPPLY CHAIN: Unilever C4G delivers on Partner 2

Win for today

CRITICAL SUPPLIERS - OPPORTUNITY PARTNER TO WIN

Partner to Win is our approach to building long-term relationships with selected key strategic supplier partners in order to achieve mutual growth, both for our suppliers and Unilever.

Launched in 2011, Partner to Win is designed to drive closer collaboration with our most strategic suppliers, focusing on five core areas:



QUALITY AND SERVICE

Quality is about delighting consumers, every day. At Unilever, we have 2 billion opportunities a day to delight our consumers so it is of utmost important we get it right every time. Quality and service are therefore integral to our selection and contracting processes with suppliers and we have solid service and quality level agreements in place. We ask our suppliers for real time information transparency which we enable through close collaboration and usage of our integrated supplier platform Supplier Net. Together with our suppliers we win through continuous improvement which we do by focusing on a quality-driven value chain with global scale and local agility.

CAPACITY AND CAPABILITY

To continue to grow our business, we need to enable our suppliers to grow with us. We aim to leverage our suppliers' potential to grow by building capacity in emerging markets and some of the world's fastest growing regions, looking for joint opportunities to drive efficiency of supply, investing in cutting edge technology, leveraging innovation and fostering continuous development of new capabilities.

RESPONSIBLE AND SUSTAINABLE LIVING

Unilever has a simple but clear purpose – to make sustainable living commonplace. We believe this is the best long-term way for our business to grow. One of our priorities is to ensure a better future for farming and farmers which is anchored in the Unilever Sustainable Living Plan. By working with our suppliers, we aim to ensure all the major commodities on which we depend are produced sustainably for mainstream consumer markets.

INNOVATION

Innovation is at the core of our success and suppliers play an instrumental role in fuelling our innovation pipeline – approximately 30% of our growth comes from innovation and more than 70% of that innovation comes from our suppliers. Partner to Win has been paramount in building partnerships with suppliers that lead to the new breakthrough concepts, ideas or innovations that help us win in the market. With our suppliers, we turn consumer insights into technical solutions across the whole value chain and source cutting edge expertise from industry leaders to creative start ups.

VALUE

To achieve long term and sustainable growth it is paramount we realise continuous and steady gross margin improvement. Creating joint value through collaboration and deep value chain integration with suppliers is a key enabler - achieving complete cost transparency helps us to ensure our competitive position in every market we operate in.



UNILEVER TRADING STATEMENT THIRD QUARTER 2019				
Underlying performance		SAMP measures		
	vs 2018		vs 2018	
Third quarter				
Underlying sales growth USDP*	2.9%	Turnover	€11.3bn	5.4%
New assets USDP*	2.4%	Turnover	€39.3bn	1.5%
Quarterly dividend payable in December 2019: €0.4154 per share				

* Price per share is constant at 245 pence per share. Turnover figures are in million euros. See page 10 for more details.

Third quarter highlights

- Underlying sales growth 2.9% with volume 1.4% and price 1.5%
- Emerging markets underlying sales growth 5.1% with volume 2.2% and price 2.9%
- Turnover increased 5.8% which included a positive impact of 2.2% from currency and 0.6% from acquisitions

Supply_chain_strategy
Operating_with_Purpose:
sc:

enables

Partner_to_win
Value_theme

Supply_chain_strategy
Reshaping_the_Asset_and_Cost_Base_

enables

Partner_to_win
Capacity_and_Capability_theme

Supply_chain_strategy
Talent_&_Capabilities:

enables

Partner_to_win
Responsible_and_Sustainable_Living_theme

Supply_chain_strategy
Digital_Supply_Chain:

enables

Partner_to_win
Innovation_theme

Supply_chain_strategy
Agility_for_a_Changing_Market:

enables

Partner_to_win
Quality_and_Service_theme

Supply_chain_strategy
Partnerships_for_the_future:

enables

UNILEVER'S CONNECTED FOR GROWTH SUPPLY CHAIN STRATEGY



Our strategy is our compass to help us navigate towards our purpose - 'United to Build a Brighter Future'. We have 6 pillars to help us propel forward with clarity:

Operating with Purpose: We believe it is critical to drive profit and growth while using our scale to create positive change. Supply chain plays a vital role in delivering the Unilever Sustainable Living Plan (USLP).

Digital Supply Chain: We leverage technology across the supply chain to ensure we are digitally enabled for the connected world and to help drive the transformation of our business with speed.

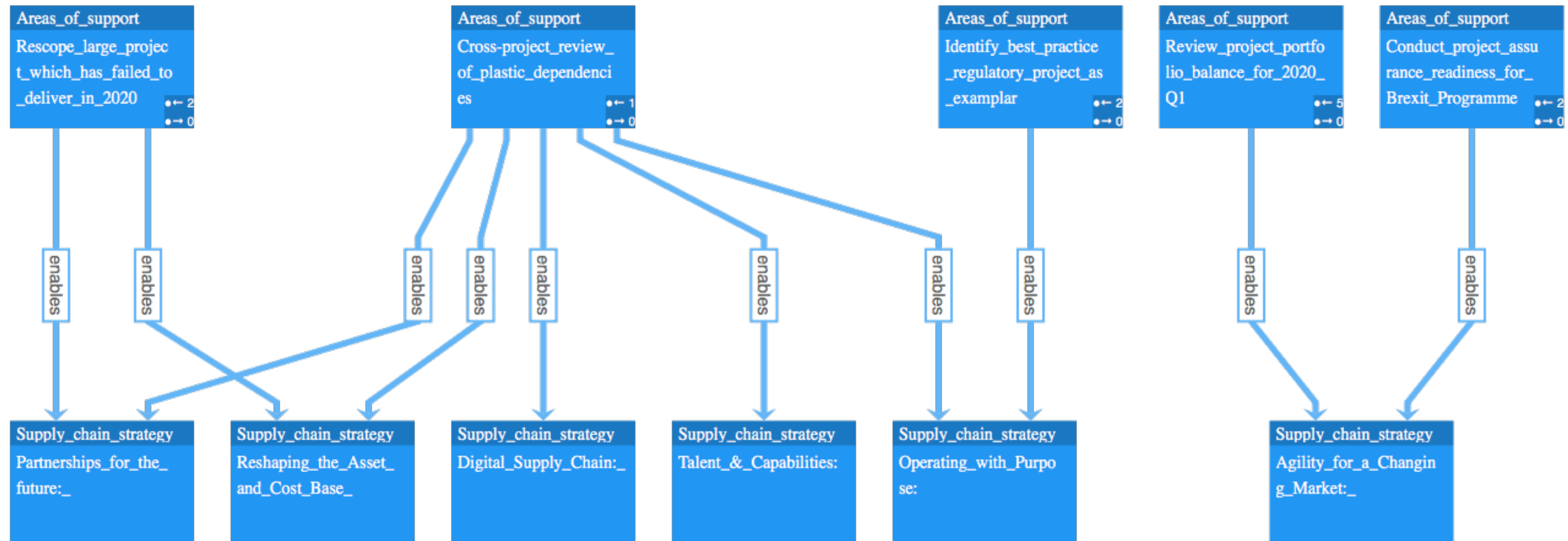
Agility for a Changing Market: We build capabilities to become more responsive to the changing needs of our customers and consumers.

Partnerships for the future: Strong relationships with partners that share our sustainable growth ambitions are critical to continued success - we partner to innovate, drive efficiencies and adopt new technologies and business models.

Reshaping the Asset and Cost Base - driving margins, cash and return on assets with specific programmes for each element of the cost base.

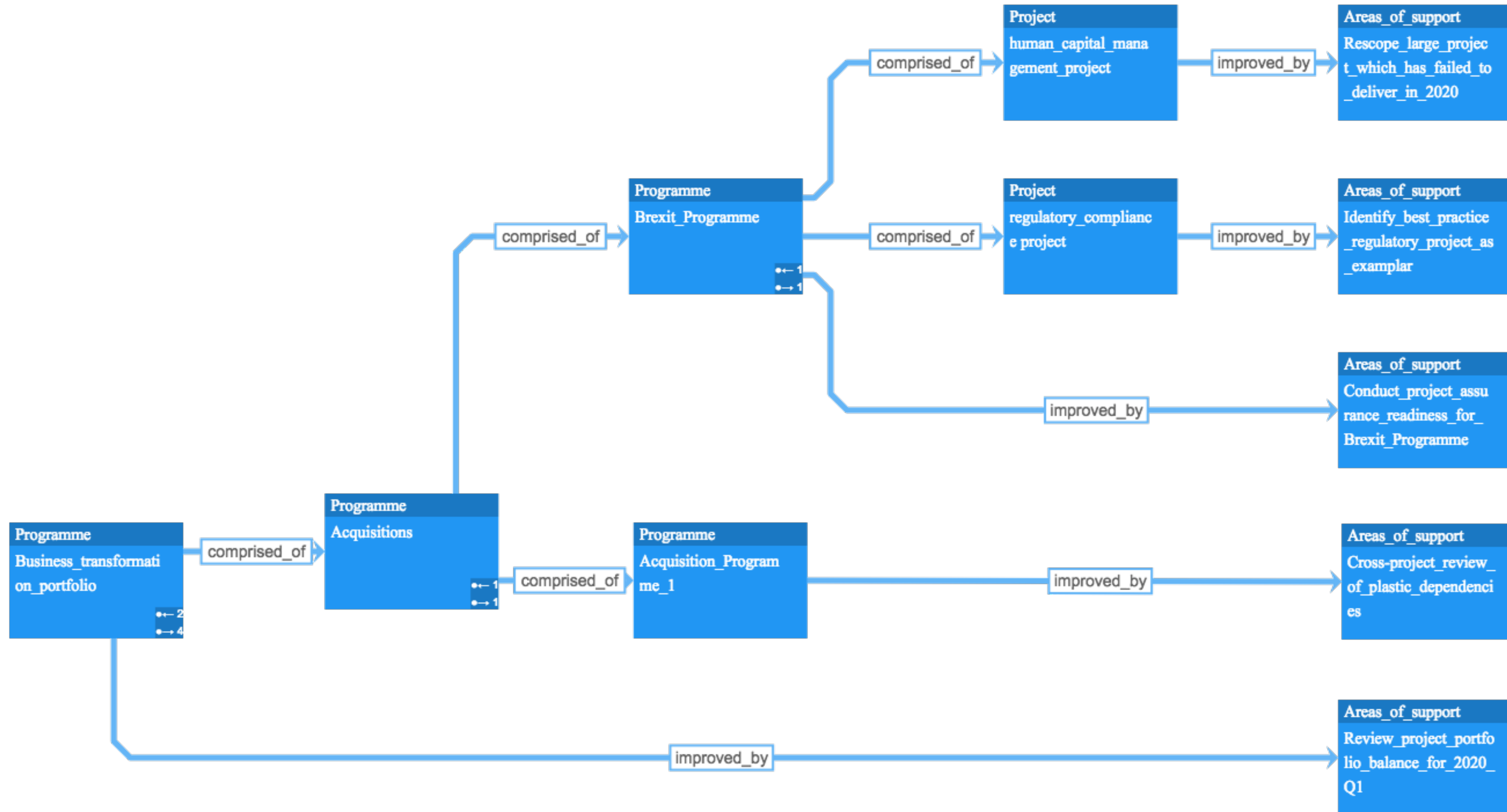
Talent & Capabilities: We enable a world class supply chain by investing in our people and capabilities. We support a culture where we thrive as a motivated, engaged and future-ready supply chain community.

SUPPLY CHAIN: How Areas of Support support this

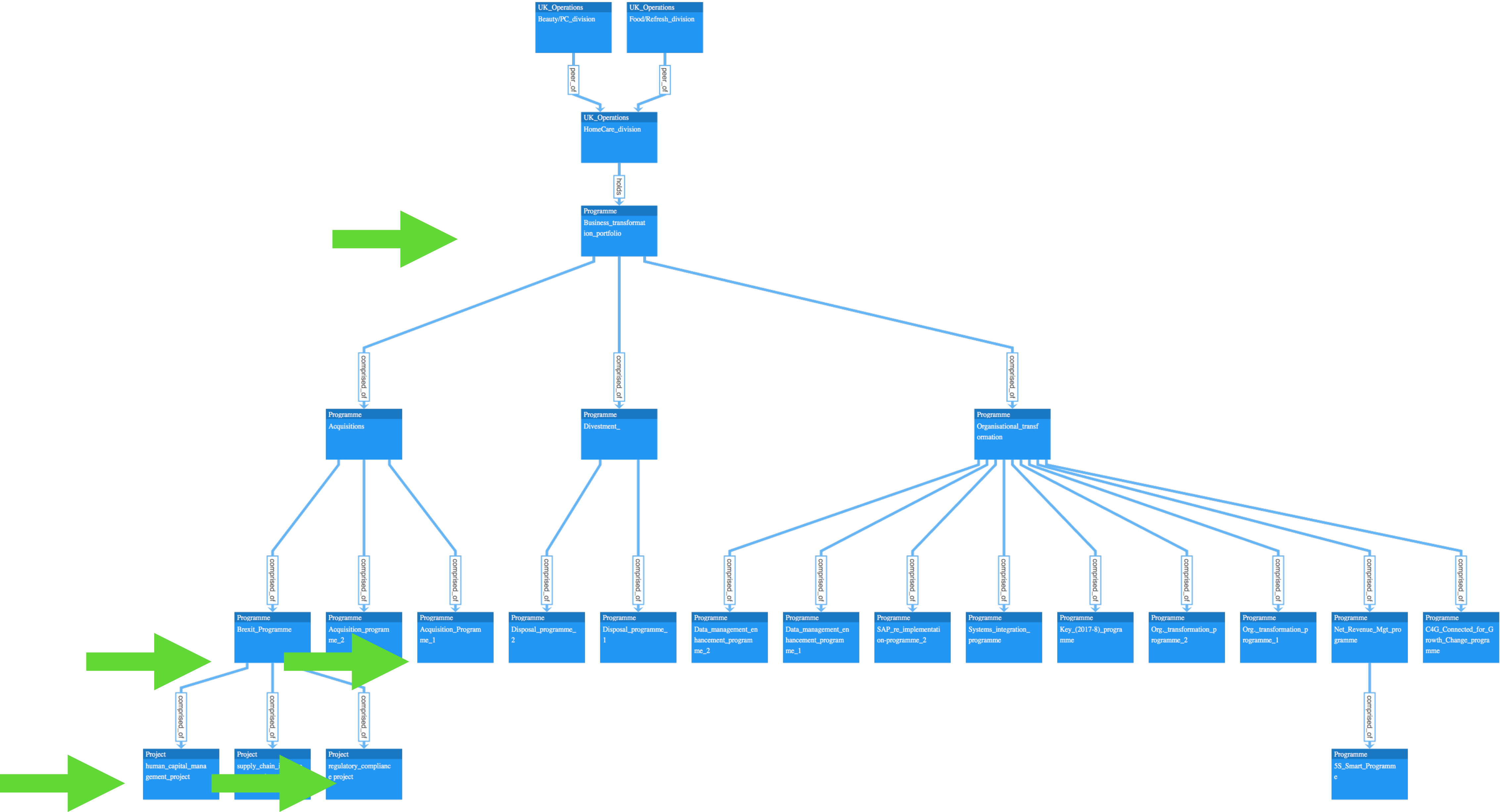


PORTFOLIO COMPATIBILITY

These five Areas of Support can work at portfolio, programme and project level



PORTFOLIO COMPATIBILITY: programmes within the key division
this year. Green shows where Areas of Support suggested

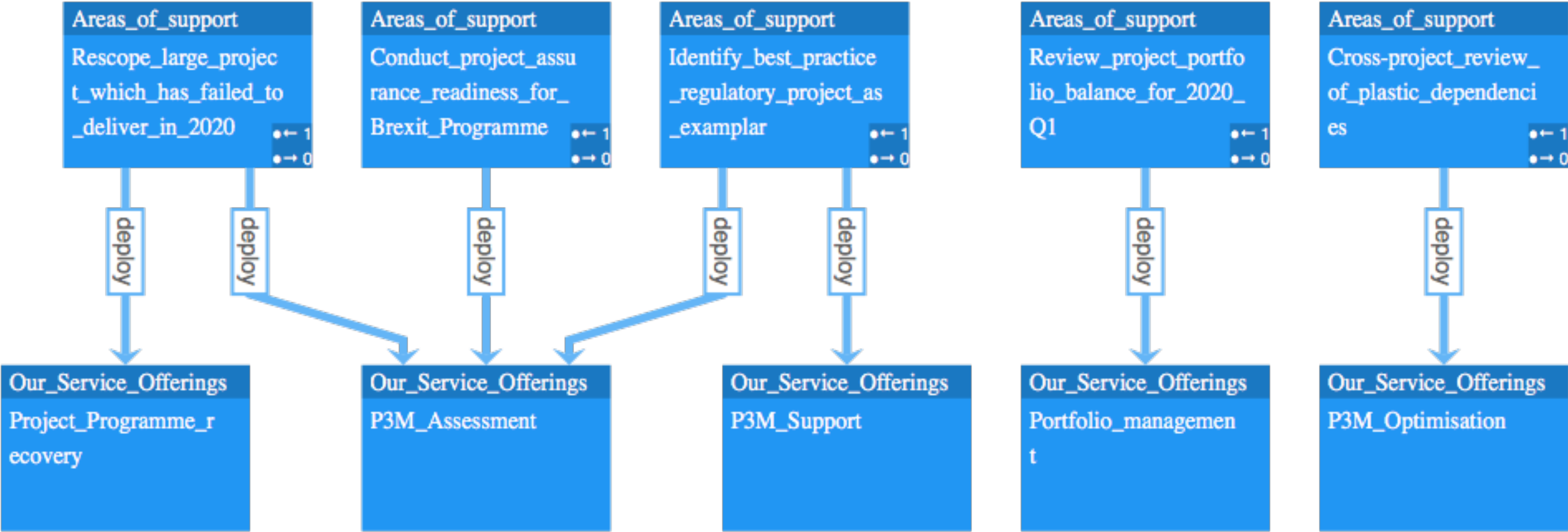
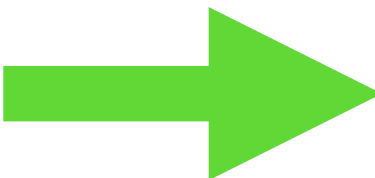


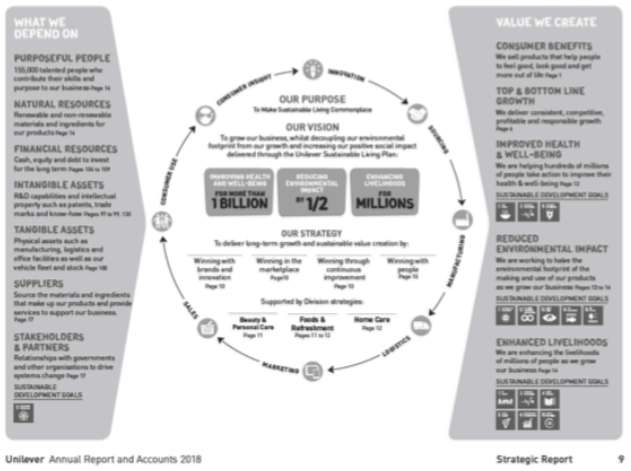
APPENDIX OF MORE VIEWS THAT DONT ADD MUCH TO THE STORY

How areas of support might sit underneath more general P3M service line support

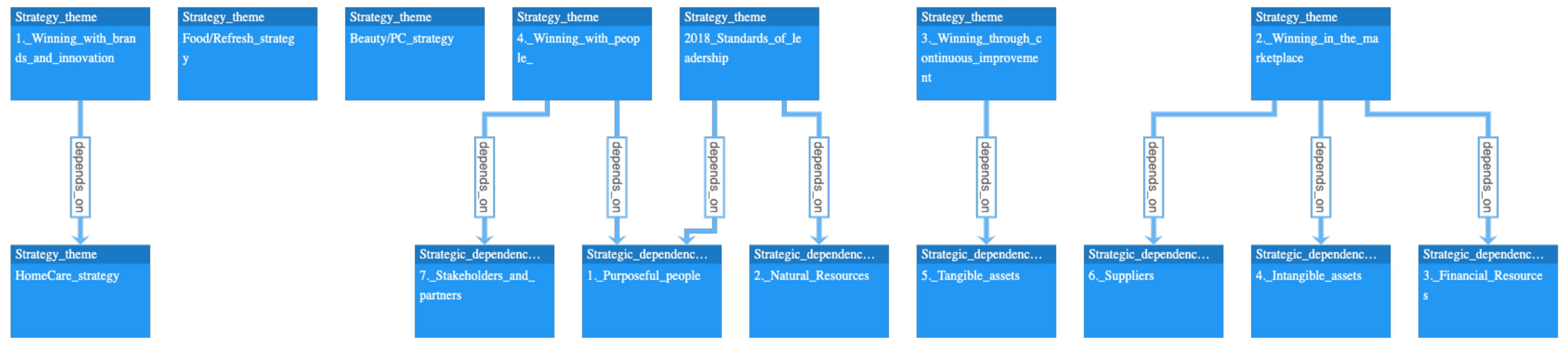
RGP Business Transformation Service Offerings

- 1. "P3M_Assessment"
- 2. "P3M_Support"
- 3. "Digitisation"
- 4. "PMO_all_levels"
- 5. "P3M_Optimisation"
- 6. "Project_Programme_recovery"
- 7. "Project_Programme_delivery"
- 8. "Project_system_launch"
- 9. "Portfolio_management"





Strategic themes have dependencies



Delivering on these themes are how Unilever value creation is increased

