



Innovation in Home and Personal Care Water-Energy-Materials

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Our mission is to add Vitality to life. We meet everyday needs for nutrition, hygiene and personal care with brands that help people look good, feel good and get more out of life.



Environmental Innovation Drivers

- Climate Change
- Water
- Packaging
- Consumer demand
 - via retail trade
 - directly
- Raw materials
- Regulation



“Today, people are much more aware of global concerns, such as poverty, famine, disease, global warming, water scarcity and the depletion of natural resources. The consumer response is to look for products that not only make them feel good and look good, but that also help them do good. The successful brands of the future will be those that not only satisfy consumers’ functional needs but also address their concerns as citizens.” –

Patrick Cescau, Cleveland, Ohio, October 25 2006

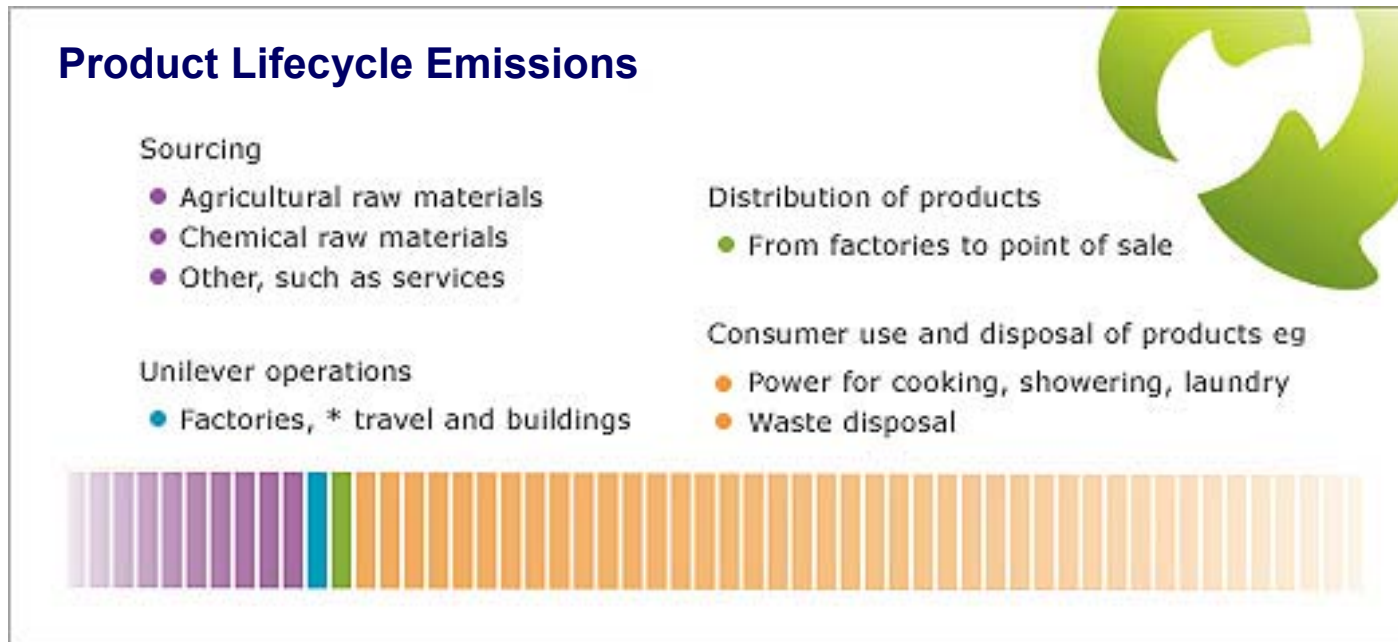


**BUSINESS AS
AN AGENT OF
WORLD BENEFIT**

MANAGEMENT KNOWLEDGE
LEADING POSITIVE CHANGE



Greenhouse Gas Emissions

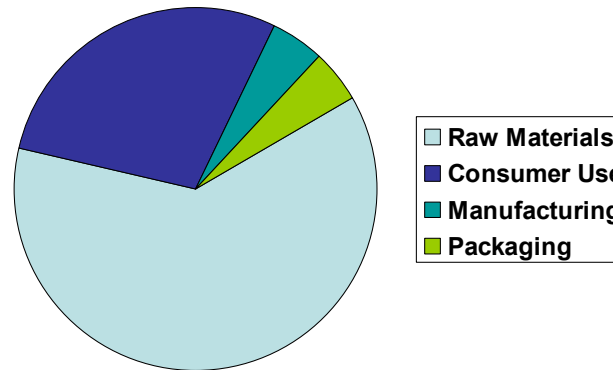


- Own operations ~ 4 million tonnes of CO₂ p.a.
- Raw material supply ~ 10x
- Consumer use ~ 30-60x (especially in HPC)

Our Business Depends on Water

Aim - grow the business without increasing water footprint

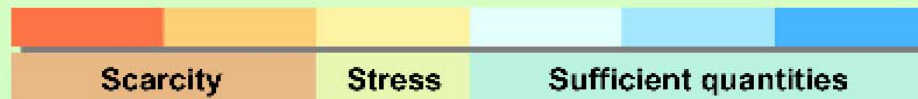
< 5% water used in manufacture



Data for Unilever as a whole: HPC + Foods

Projections for 2025

500 1 000 1 700 4 000 10 000 m³ per capita



Environmental R&D

- An integral part of our R&D
- Material Efficiency
- Renewable Materials
- New Manufacturing Approaches
- Water



Opportunities and Challenges

- Developing Markets
- Water provision and use – cross sector
- Packaging end-of-life – cross sector

- Policy fully informed by Life Cycle Assessment
- Policy – towards costing of externalities
- Regulatory consistency

