



Unilever Sustainable Living Plan

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Our vision: Double size of the business (80 billion Euro) and...







HALVE

FOOTPRINT OF OUR PRODUCTS

SOURCE
100%
OF AGRICULTURAL
RAW MATERIALS
SUSTAINABLY

HELP
1 BILLION
PEOPLE IMPROVE
THEIR HEALTH
& WELLBEING

Include 500,000 small producers in Unilever supply base by 2020

Existing small farmer programmes

| -8- | |
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| Ingredient | Country | Brands | Partners | No. of SHF 2010 |
|--------------------|-------------|--------------------|------------------------|--------------------|
| Tea | Kenya | Lipton, PG Tips | KTDA | 40,000 |
| Gherkins | India | Amora | | 6,000 |
| Cassava | Indonesia | Signal,Pepsodent | Rabobank Foundation | 25,000 |
| Black soy beans | Indonesia | Kecap Banga | Rabobank Foundation | 6,000 |
| Onions | Kenya | Royco | BAACH, WEF | 7,400 |
| Allanblackia | West Africa | Flora/Becel | ICRAF, IUCN, SNV | 15,000 |
| | | | | |

Various questions

- Some worked better than others, local situation, incentivation and buy-in determine success
- Do analyse needs of target group before going in
- Do analyse need of market before going in
- Do not take existing cropping model for granted and go look for a market
- "Scale-up" should start from identifying big volumes the markets need
- Local government needs to be involved if:
 - Certain regulatory conditions need to be created/enforced/changed
 - A handover of Business Development Services is foreseen at some time
- PPP could be a form to involve government
- Unilever shops for knowledge where we know the knowledge is



Sunrise



- Partnership with Oxfam GB to learn about inclusive value chains
- Original focus: dehydrated vegetables
- Work started in Azerbaijan (field trials onions, processing plant)
- Failure to make it work in Tanzania:
 - Original feasibility positive
 - Business plan for farmers: 1/3 family, 1/3 local fresh, 1/3 for processing
 - 12 Vegetables identified for Knorr
 - Tanga region, NE Tanzania, suitable (land, climate, farmers)
 - But: processing would be driven by volume, in this case onions
 - Local onion (and other veg) market in Tanzania not saturated
 - Risk of side selling very big, no mitigation possible
 - Spent 6 months with 3 suppliers looking at business model
 - Decided to drop it
 - Lessons learned?



We will need partnerships

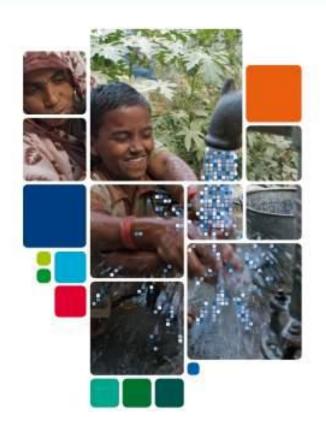


SUPPLIERS

AGRONOMISTS/ FARMERS NGO'S







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