

# Personal Care

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Unilever®

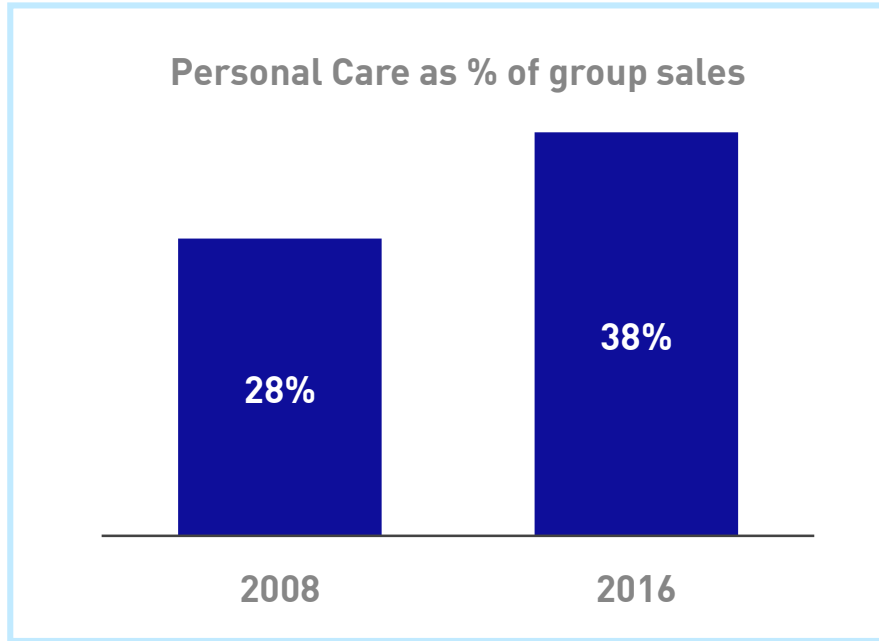




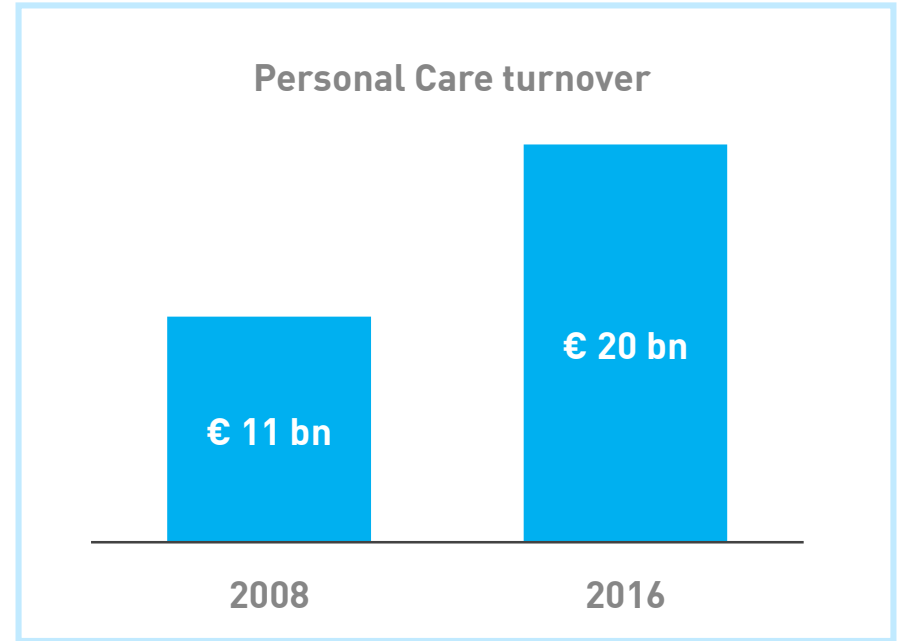
## Our Personal Care Business

# Personal Care: a €20bn+ business

## An increasing part of Unilever



## Significant shift in scale



# Leading positions in the biggest Personal Care categories

Unilever PC turnover



● Global leading positions

● Local leading positions

# Well-positioned brand and geographic footprint

## Strong and relevant global brands



Core will drive 75% of our growth

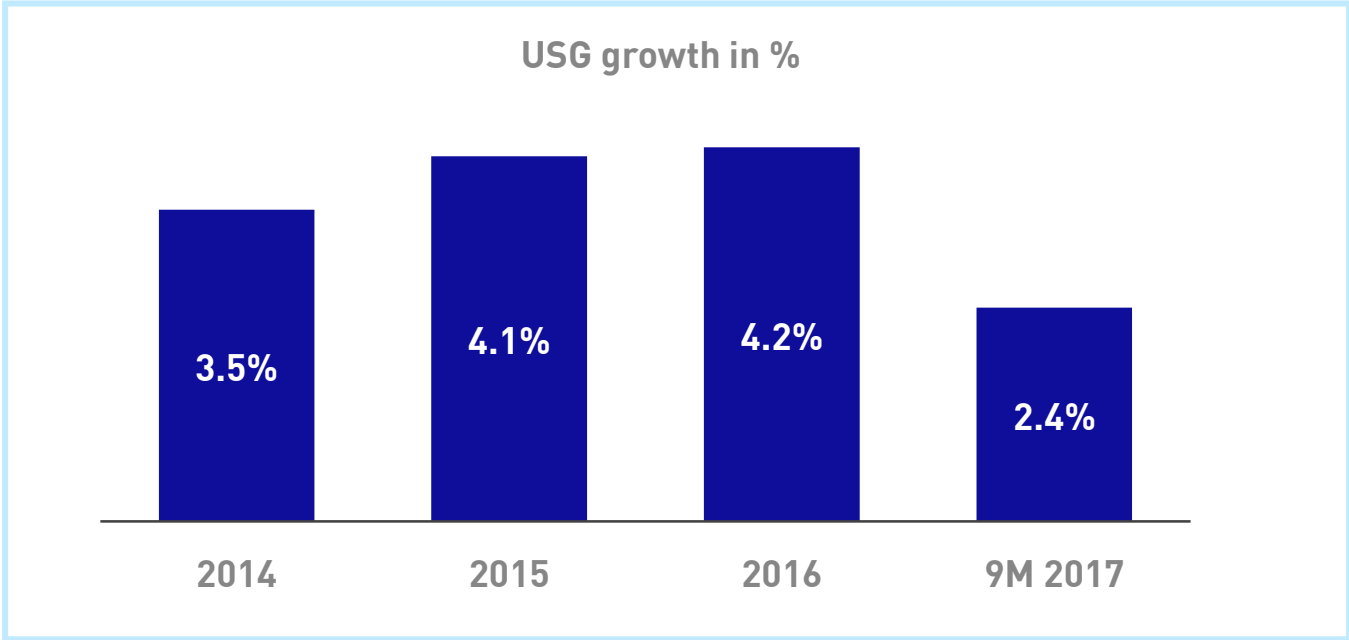
## Attractive footprint: 62% emerging markets



Opportunities in nascent markets

# Personal Care: Competitive growth

2017 YTD: Behind expectations





## Our Personal Care Growth Strategy

# Personal Care growth strategy

## Connected 4 Growth

### Strategic choices

#### GROWING THE CORE

Core Benefits



Market Development



Brands with Purpose



#### EVOLVING THE PORTFOLIO

Naturals



Therapeutics



Male Grooming



Baby



Prestige



#### DEVELOPING CHANNELS

Digitization



Health & Beauty



Targeted savings programmes: 5-S in supply chain, Zero Based Budgeting

Unilever Sustainable Living Plan: more growth, lower costs, less risk, more trust



# Strong global brands, enriched by local insights: Dove Deo

## Global Key visual



## Brazil



## Indonesia



**Dove Deo Relaunch rolled out to 65 markets**

# Stronger global brands, enriched by local insights: Lifebuoy

## Global Campaign



## Locally relevant adaptations

### Local insights on silver



Babies fed with Silver  
spoon in India &  
Bangladesh



Silver Anklet worn  
by babies in  
Vietnam

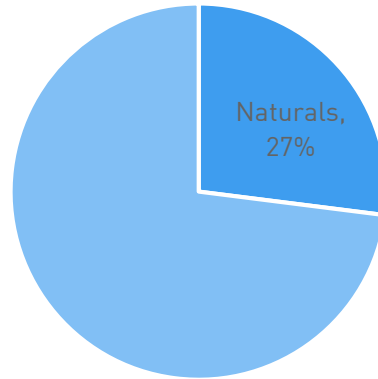
100% of launch markets gaining share

# Portfolio Evolution: Entering higher growth spaces

## Naturals



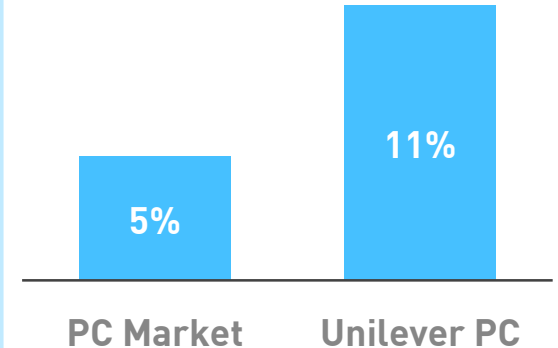
Naturals account for 27% of PC sales



Source: Euromonitor

Unilever PC now growing ahead of market

Growth from Natural launches



Source: Mintel, MAT October 2017

# Portfolio Evolution: Entering higher growth spaces

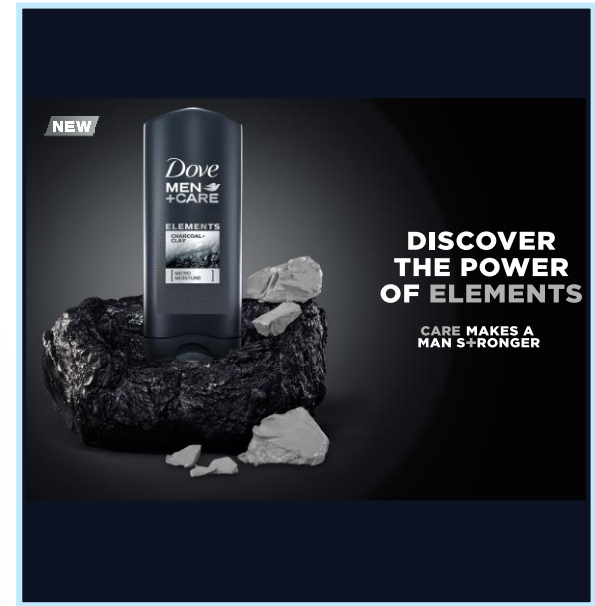
## Naturals



## Therapeutics



## Male Grooming



# Portfolio Evolution: Driving adjacencies

## Baby Dove



The advertisement for Baby Dove features the brand logo at the top left and the Unilever logo at the top right. The central text reads "Discover NEW Baby Dove Complete care for delicate baby skin". Below this, three product bottles are shown: a pump bottle of "head to toe wash", a bottle of "shampoo", and a bottle of "lotion". A gold "new" badge is placed over the shampoo bottle. On the right side, a woman is smiling and holding a baby whose hair is being washed with foam.

Now in 30 markets, more to come

## Prestige



The advertisement for Dermalogica features a woman's face on the left with the text "Every face tells a story" written on her cheek. In the center is a gold bottle of "Kate Somerville DermalQuend+ Liquid Life RETINOL Advanced Resurfacing Treatment (remedax)". On the right is another woman's face. The Dermalogica logo and tagline "We are skin therapists. We read skin." are at the bottom left, and the "HOURGLASS" logo is at the bottom right.

On track for €1bn ambition

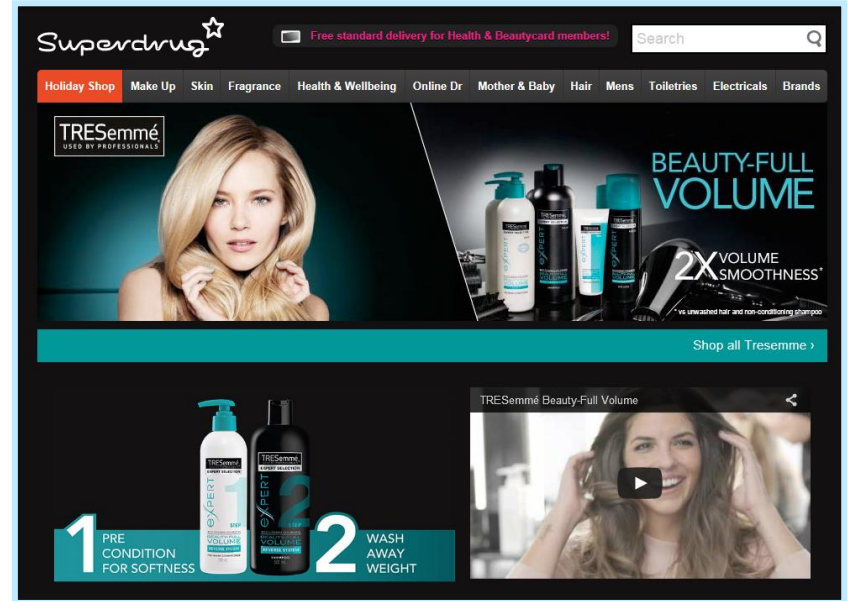


# Driving growth in key channels

## Health & Beauty



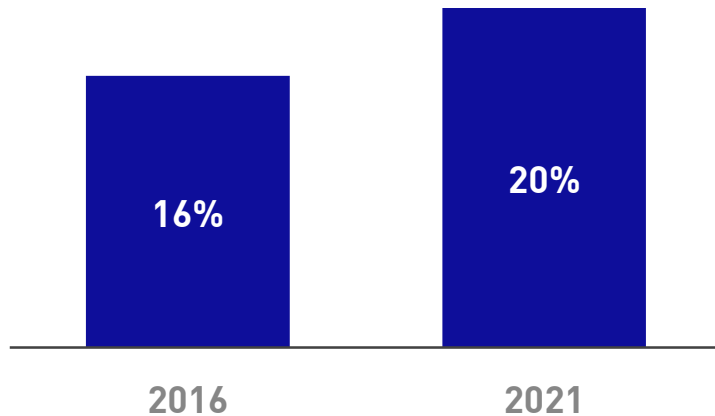
## E-commerce



# Driving growth in key channels

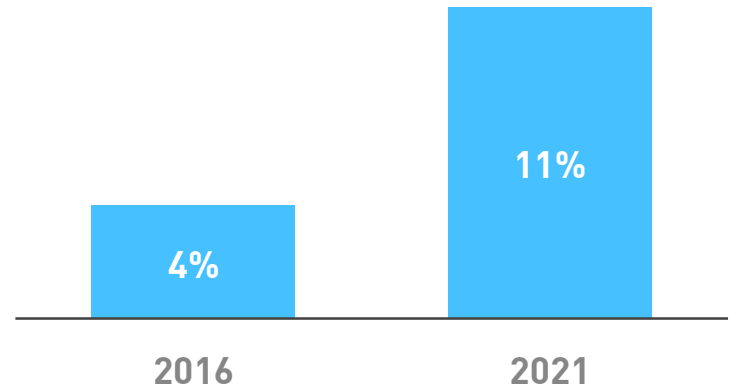
## Health & Beauty

UL PC Channel Contribution



## E-commerce (incl. DTC)

UL PC Channel Contribution



**70% of growth will come from these 2 channels in the future**

# Driving growth by embracing Digital transformation

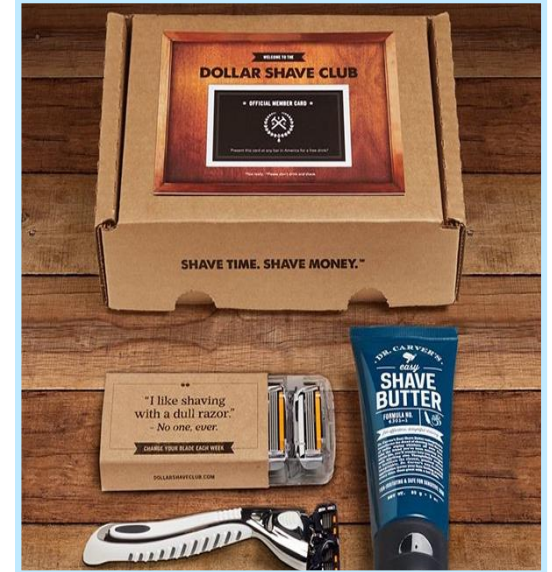
## Communication



## E-commerce



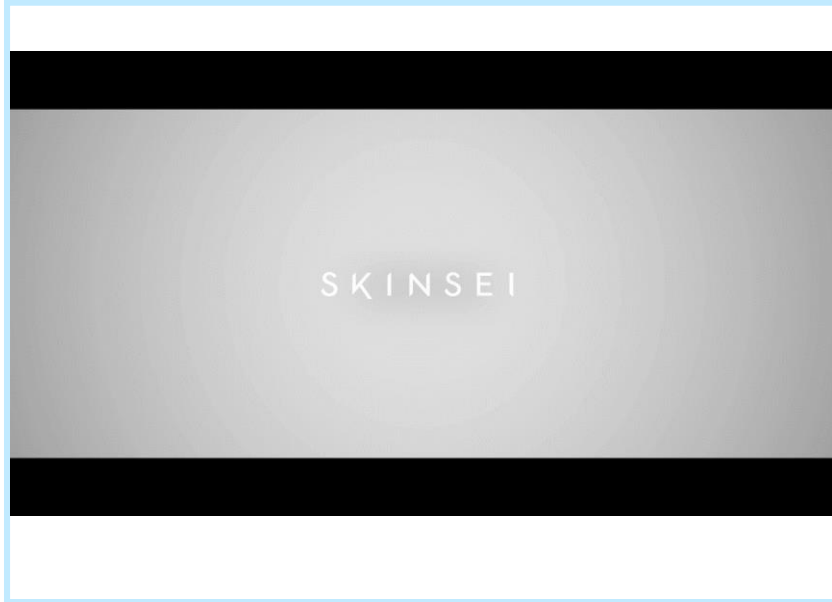
## New business models





# Driving growth by embracing Digital transformation

## Business model



## New Digital Disruption Centre



# Opportunities in a rapidly changing world

## Geo fragmentation

KanS

Wardāh  
cosmetic

PATANJALI®



## Consumer fragmentation

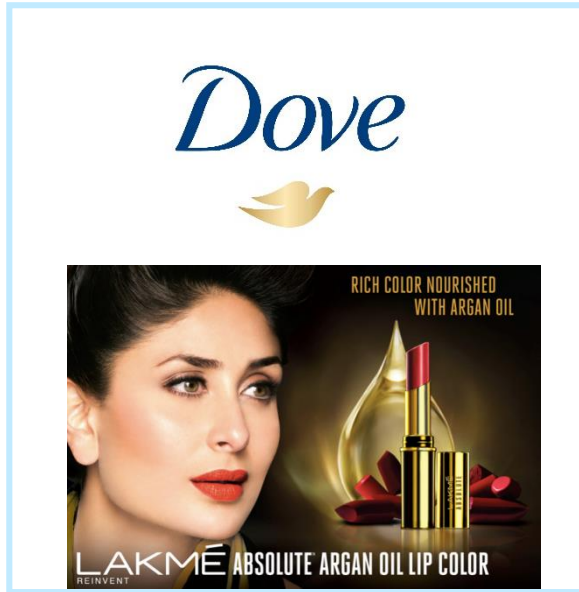


## New business models

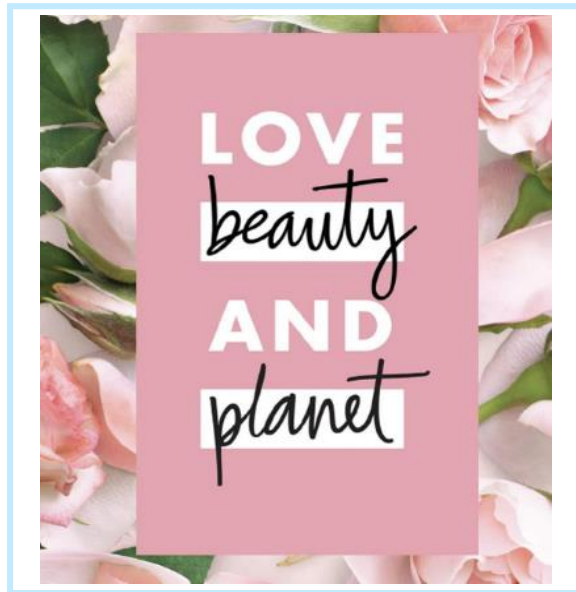


# Connected for Growth in Personal Care

Strong global & local portfolio



Insights on trends



Speed in execution



# Leveraging local agility with Connected for Growth

## Acting on local trends



## Addressing consumer fragmentation



## Empowering local teams for speed



# Portfolio Evolution: Growing through new brands

## Organic Launches



## New brands acquired



4 new organic launches in 2017, 4 new brands acquired



# Summary: Driving growth in Personal Care

- We are evolving our portfolio by
  - ✓ Strengthening our core brands
  - ✓ Prioritising higher growth spaces
  - ✓ Driving adjacencies & new business models
  - ✓ Growing through new brands
- We are leveraging the strength of Connected for Growth
  - ✓ Faster at acting on global and local trends
  - ✓ Turning fragmentation into opportunities
  - ✓ Empowering local companies to implement fast