North America: C4G Building a Stronger, Faster Growing, More Agile Business

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The US leadership Team

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General Counsel NA

North America Business Overview

$9B in Turnover

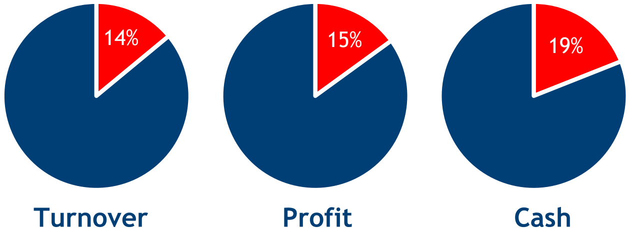
One cluster, 2 countries

90% US, 10% CA

USA

#1 UL Country

% of Global Contribution



20% of Global Personal Care and Refreshments

5 global brands “made in the USA”

US Category Shape

Personal Care

TO: $5bn

Refreshments

TO: $2bn

Foods

TO: $1bn

Home Care

TO: <$0.3bn

Unilever USA a true Unilever stronghold…

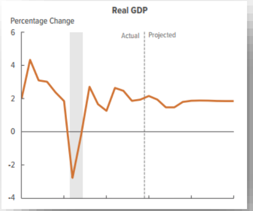
… and future-proofing the portfolio and its capabilities

WINNING in America is strategically important, especially in a leading edge and fast-changing market

U.S. Market Context

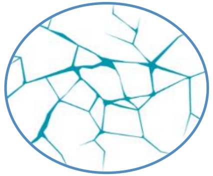
Growth Rate

2-3% GDP growth



Polarities in Society

Political and income polarization within the US is rising



Digital Revolution

Technology is changing the consumer engagement and expectations

Living Differently

US identity changing with the power of millennials and multicultural population

Hyper-fragmentation in the Marketplace

Fragmentation of Consumer Decision Journey

Radically changing path to purchase

Channel Fragmentation

Retail revolution in full swing

17% of our categories already in emerging channels

LIDL

Media Fragmentation

Communication channels changing

… resulting in different Winners and bigger Swings

Challenger brands outpacing established brands

Broader PC Competitors and 3G in Food

3G in Food

Alternative channels are driving disproportionate growth

Greater consumer expectations and evolving trends

The Unilever U.S. Strategy Journey

Pre-2011
Profit & Cash

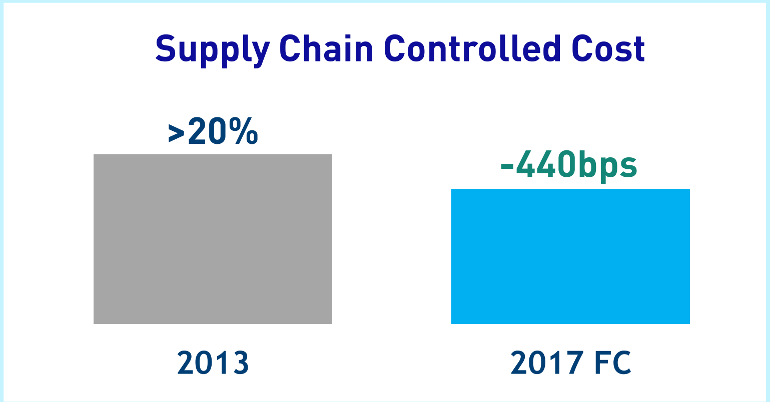
2012-2015
Investing Back

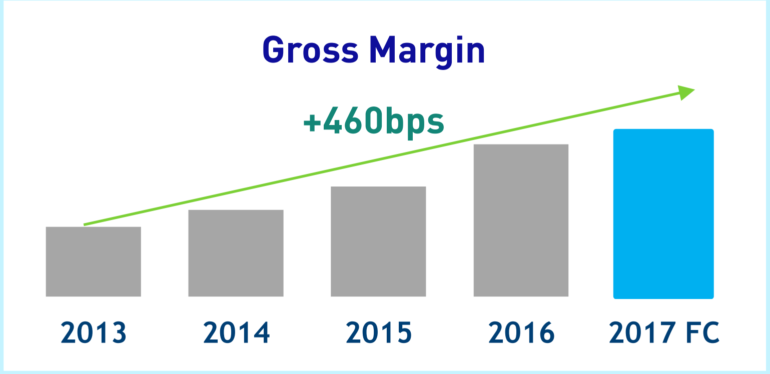
2016-2020
Unlocking Full Potential through C4G

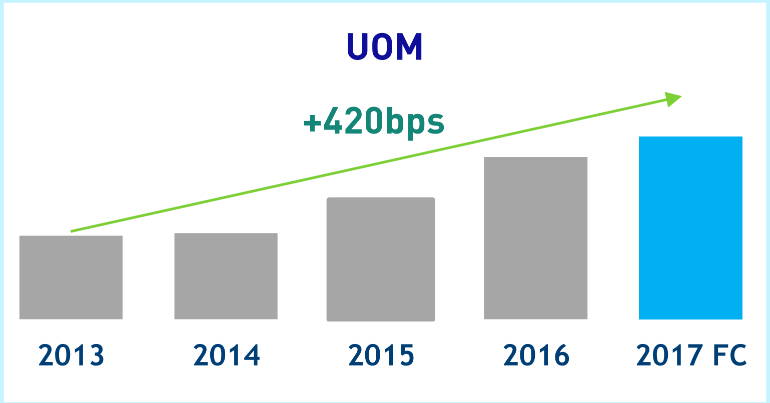
Good progress with key Stakeholders

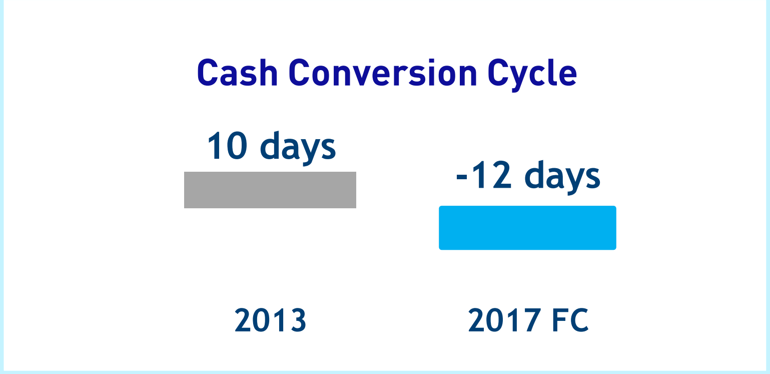
	Pre-Invest Back	Today
Consumers	Market Leader in 4 of 15 Categories	Market Leader in 8 of 10 Categories
Customer Service	Dispatch rate <92%	Dispatch rate 98% #1 Gartner
Customers	#27 Advantage Report	#4 Advantage Report
Employer of Choice	#147 Universum	#75 Universum TOP 10 WORKING MOTHER
Sustainable Living	#12 GlobeScan	#1 GlobeScan

Consistent improvement in Cost, Cash, and Profit

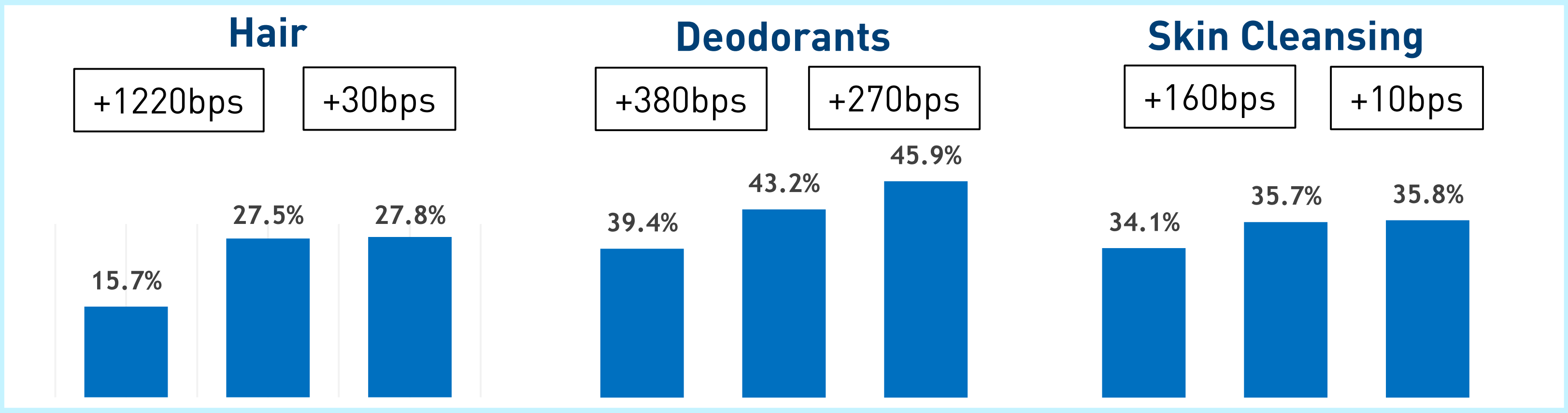


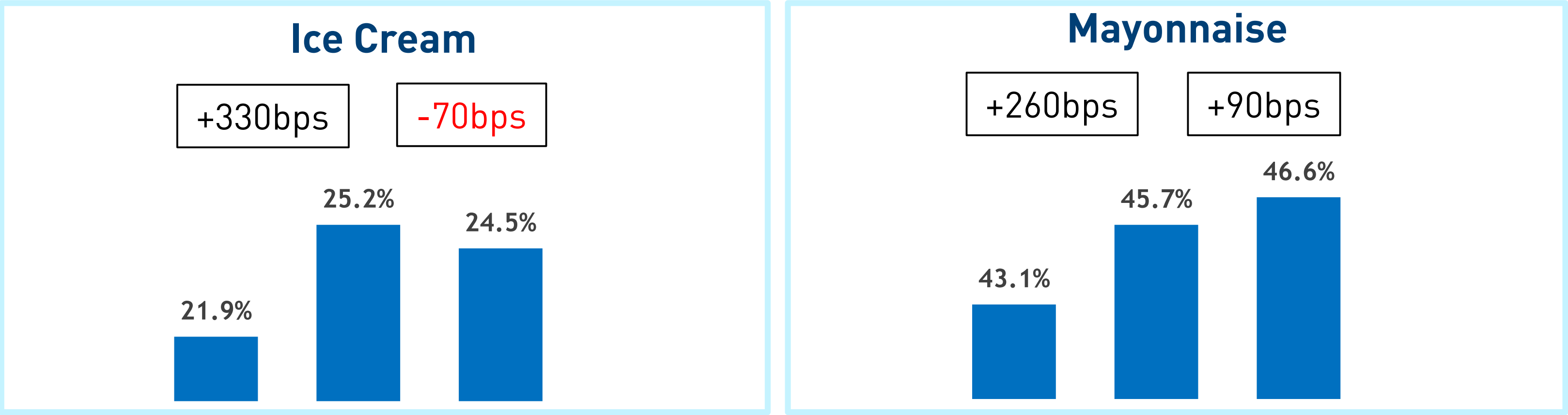






Market Share trend – 2010 / 2016 / YTD 2017

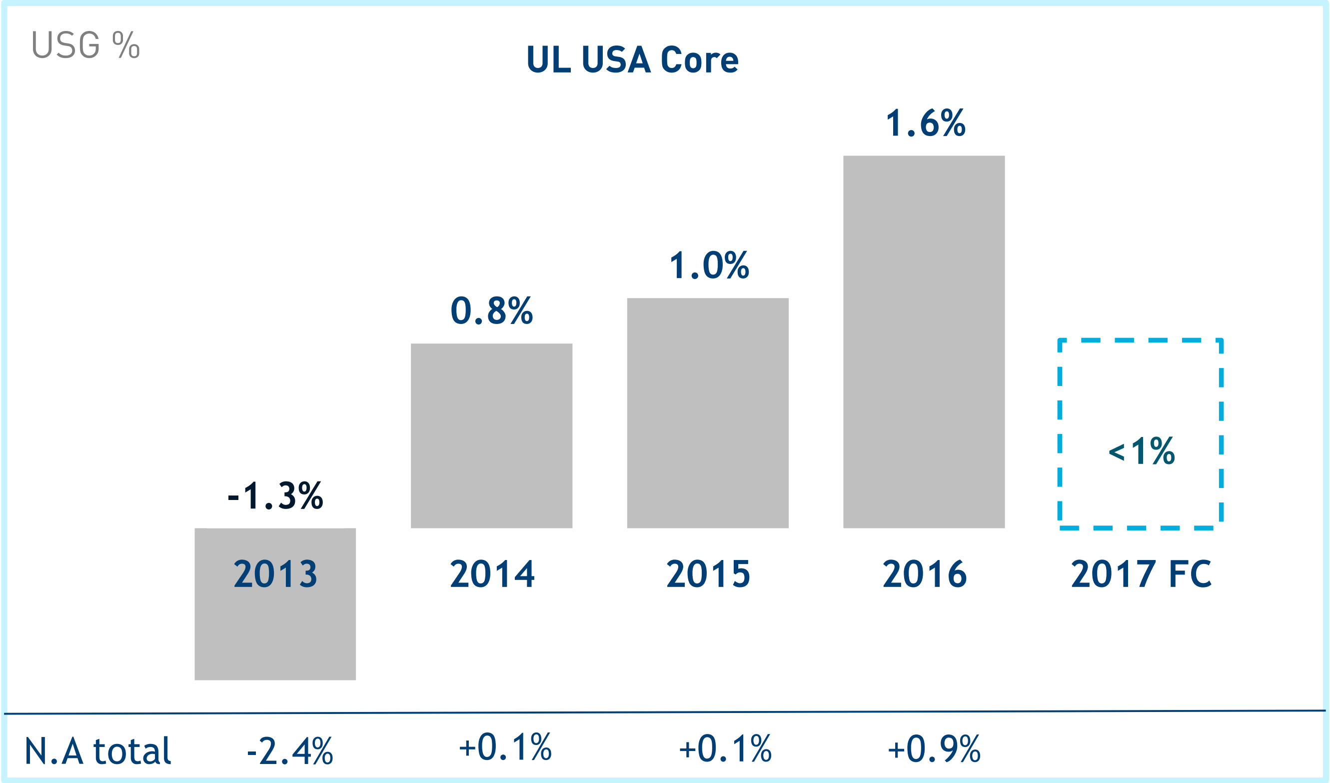




Strong Market Leadership positions in USA

		#1	R.M.S	Brand 1	Brand 2
Personal Care	Hair	Unilever	1.1	TRESemmé	Suave
	Deo	Unilever	1.3	Degree	Dove
	Skin Cleansing	Unilever	3.3	Dove	
	Skin Care	Beiersdorf			
Food & Refreshment	Mayonnaise	Unilever	1.5	HELLMANN'S	
	Savoury	Unilever	1.4	Knorr	
	Tea	Unilever	2.0	Lipton	
	Ice Cream	Unilever	1.2	BEN&JERRY'S	Breyers

However, still need to Accelerate Growth



Note: UL USA Core represents USA excl. BCS & Professional

Key Successes

Dove Masterbrand

9%

Deo Growth

6%

Innovation 2017

$170m

Incremental turnover

E-commerce growth

45%

Omni-channel

amazon

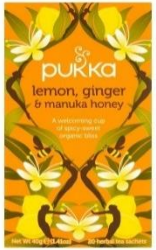
D2C

Note: numbers represent underlying sales growth YTD 2017

Key Challenges

Leaf Tea Category

Lipton TAZO



Skin Care Category

SheaMoisture® Established 1912

carver korea
beauty inventor

Ice Cream Category

Grocery Channel

Kroger
Ahold Delhaize
Albertsons Companies

-$50M

1. Core renovation
2. PC Conversion
3. Net Revenue Management

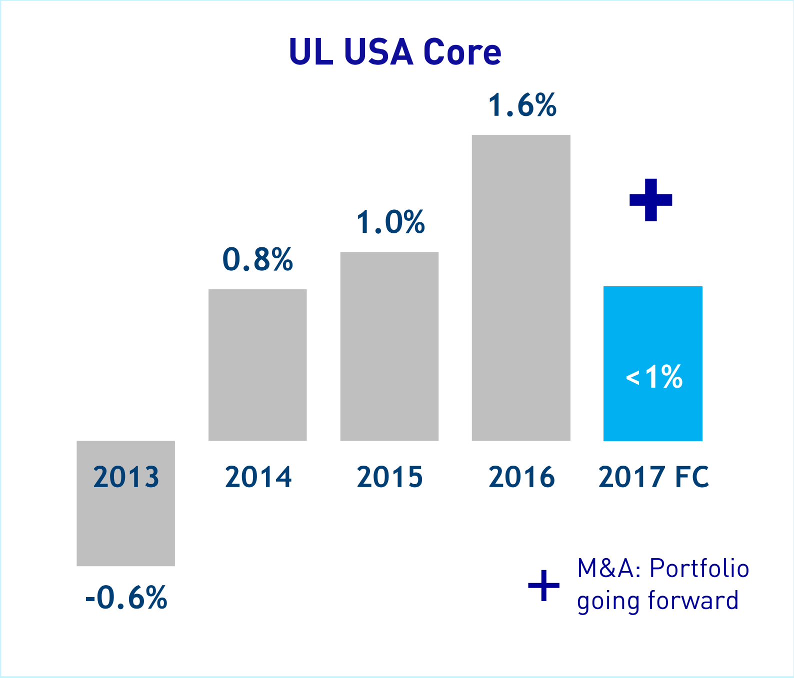
Missing two "1 percents"

C4G

CCBT

Country | Category | Business | Team

NET REVENUE MANAGEMENT



The first 1%

Outperform markets by 1%

The second 1%

M&A and Channels make 1%

The Model: ‘Core, then more…plus M&A’

Core of the Core

Beyond Core through C4G

Joining Unilever

talenti gelato & sorbetto

SDC

TAZO

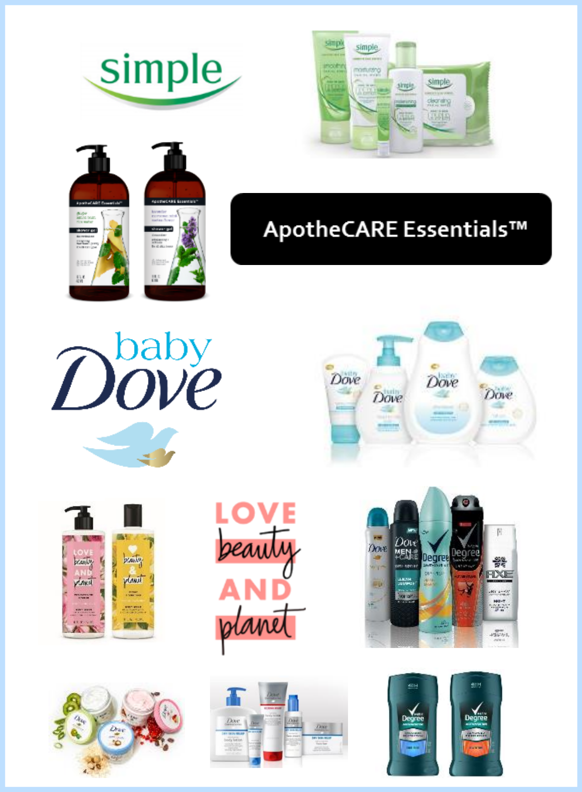
seventh generation

SheaMoisture Established 1912

Sir Kensington's Condiments

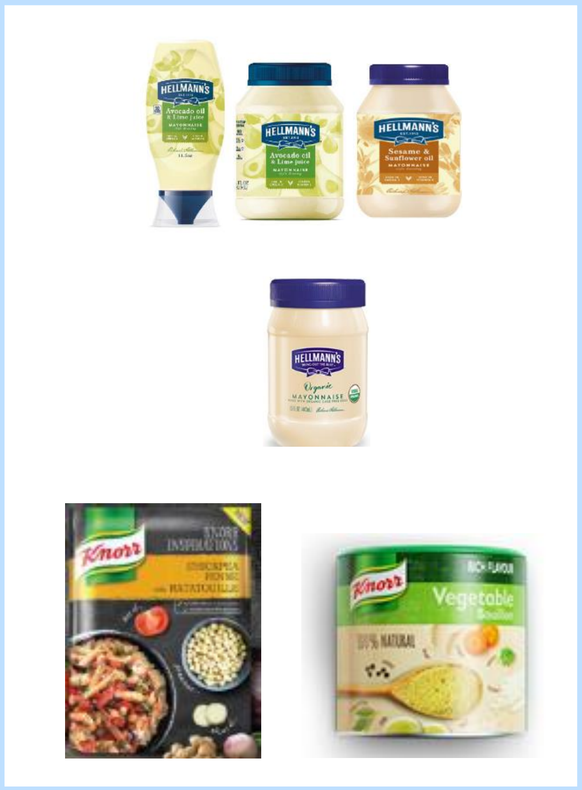
Bigger & Better Innovations

Personal Care



Refreshments

Foods



Win in Core Channels and Build Channels for future Growth

Core Channels

2-3% Growth with top 2 customers

Walmart

TARGET

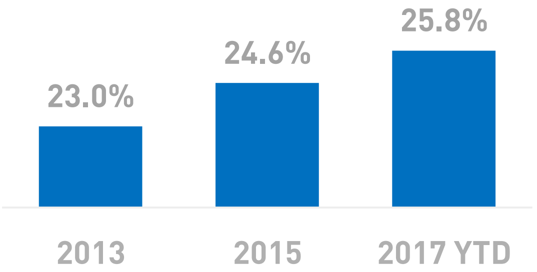
Health & Beauty

CVS pharmacy

RITE AID

ULTA BEAUTY

Close fair share gap



C4G will help us Pivot to New Growth Channels

Naturals Channel

2013	2017	2020
$5M	$55M	$200M

E-commerce to E1bn+

2013	2017	2020
$10m	$500m	$1bn+

Winning with amazon

33.3%	10.8%	43.4%
UL PW #1	UL Hair #1	UL Deo #1

Step up Capabilities

Net Revenue Management

Fragmented Channel Capability

Digitize Unilever

Consumer Centric Data for Growth

ZBB Delivering $170m Efficiencies in 2017

BMI

Unilever | STUDIO

Logistics

Overheads

The "second 1%" …… shaping our Portfolio

U.S. acquisitions since 2015

Naturals

New channels

Premium price brands in mass

Acquired turnover

€1bn

Like for like growth

10%

In Summary

We invested back for Growth in America and have built a stronger business

We are embracing a faster pace of change and C4G helps unlock our full potential:

- Categories
- Channels
- Capabilities

5S, zero based budgeting and net revenue management unlock value

Unilever US is BUILDING

a stronger, faster growing, more agile business

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