

We will continue to strive for the best



Pier Luigi Sigismondi, London 5th December 2013



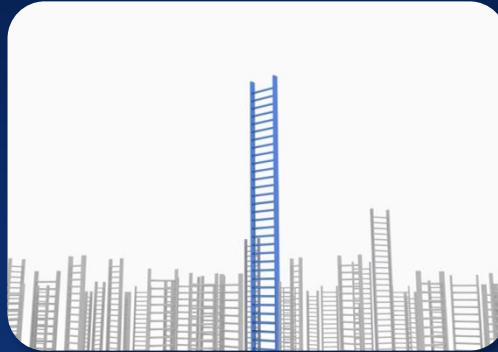
Our journey to Excellence continues...



Executive Summary



Sound operational performance is
Business as Usual



Building **long-term**
substantial value



Strong purpose is at the
heart of everything we do...

Sound operational performance...



High perceived Quality by our consumers



0.00043% complaints over
the total sold units!



Learning the hardest way...



Quality learning moment

80 seconds

96 units

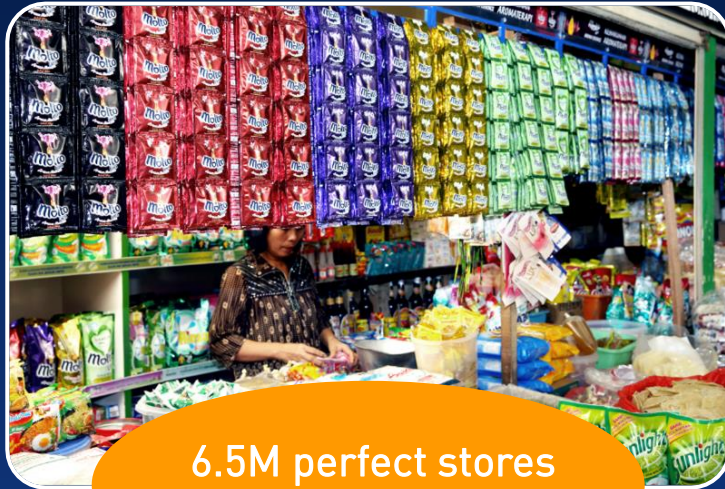
€40M



1st recall in 85 years of Unilever Brazil



Customers recognise our high service standards



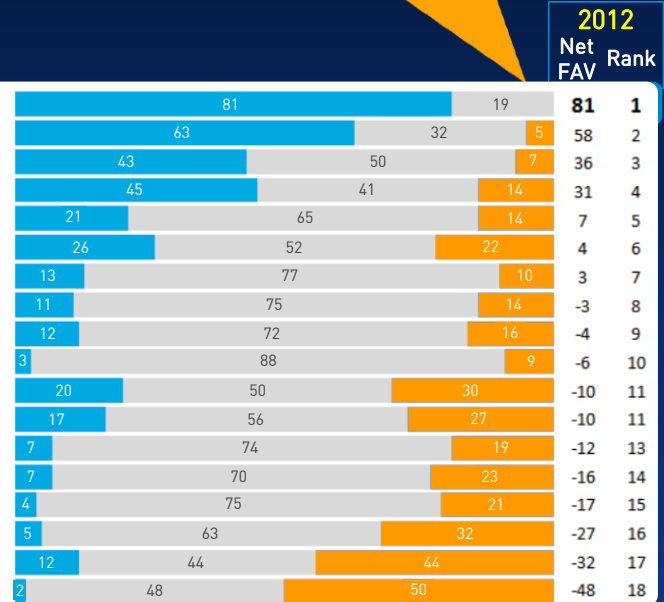
6.5M perfect stores enrolled to date

Only UI has no unfavourable comments



Unilever

Peers



Favourable Mid-range Unfavourable

Margin growth expected from simplification



Order to Cash



Related
Overheads

20 - 40%

- Consistent approach for all customers
- Simplified back end process
- Higher accuracy / cash collection efficiency

SKUs reduction



↓ 20%

Additional
10-20%

2013

2014

- More space for innovation and growth
- Reduction of obsolescence and waste
- Better leverage / use of indirects

Powerhouse of Savings



Savings 2012



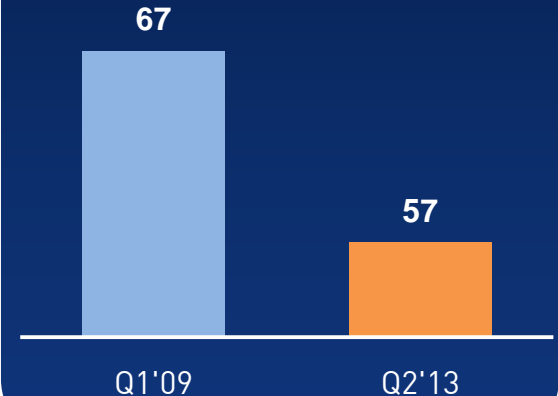
Working Capital

Average last 5 quarters (% of TO)



Stocks

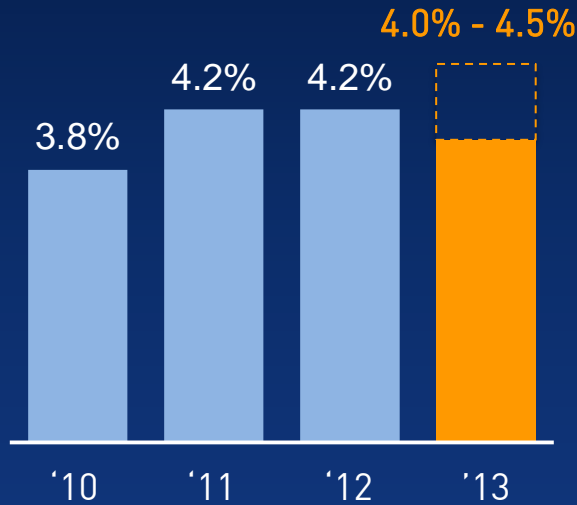
MAT Days



Capital investments for productivity and growth



CAPEX as % of TO



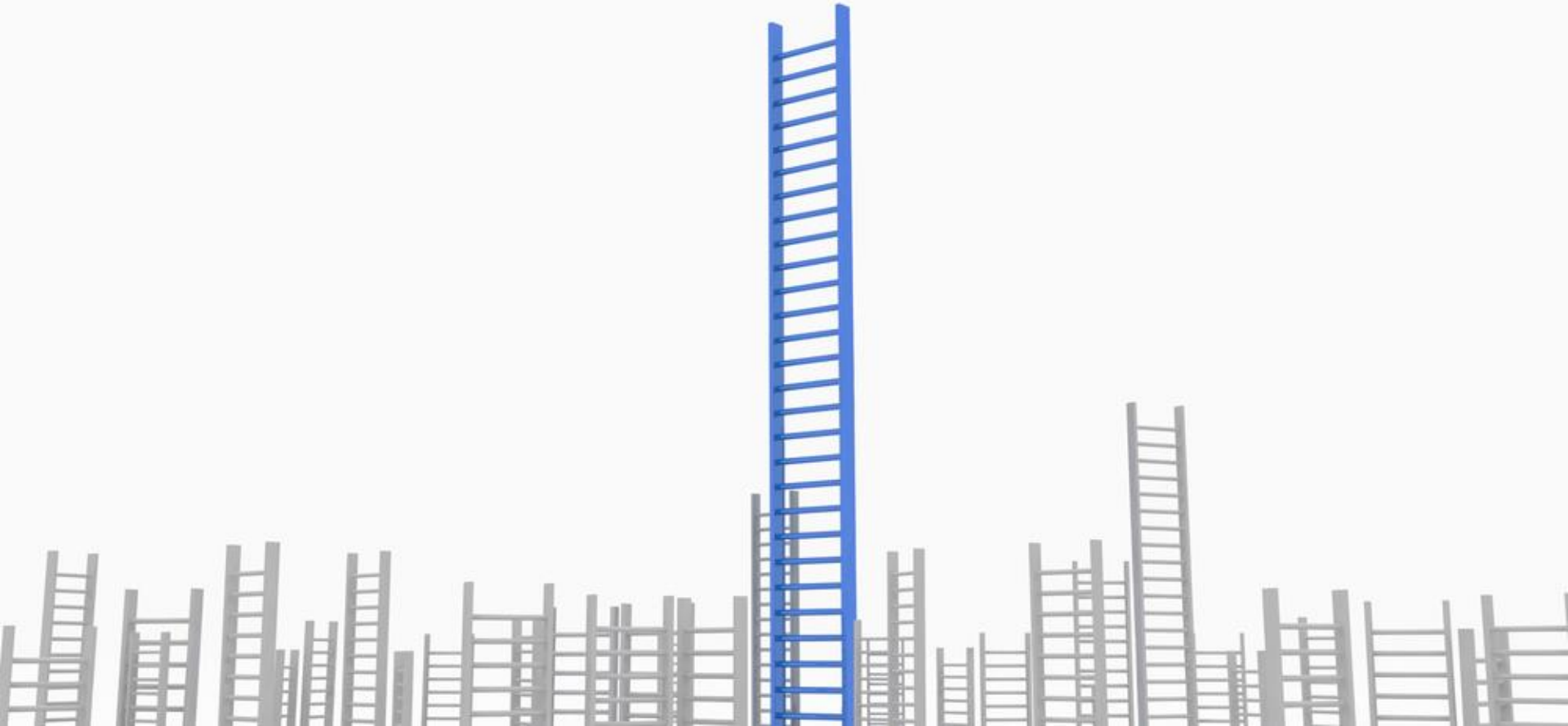
- 14 new sites built
- RoA accretive
- Focus on D&E

World Class Manufacturing



**ZERO losses/waste
mentality**

Building long-term substantial value...



Global scale: world class assets enabling growth



Savoury - Italy



+17.1%
Sales

- Global export base
- 70% global volume
- Low cost operations

Savoury - Nigeria



+10.3%
Sales

- Doubled line output
- Grew against our nearest competitor

Laundry - Chile



20%
Share

- Record launch in 133 days
- Imports from Europe

Growth driven by speed and agility



FAST INNOVATIONS

- 2X TO since acquisition
- Markets for TRESemmé: 15 to 28



RAPID INDUSTRIALISATION

- Global Technology Convergence
- New factories in 8 months



LOCAL AGILITY

- Unmatched Route to Market strength
- Lead times: from 25wks to 6 wks

Value created from supplier partnerships



**PARTNER
TO WIN**

Innovation



Soft skin polymer
for Lux soap

Capacity



100kt plant
in KSA

Value creation



New packaging plant
in Russia

Services



ETS
performance

Food security



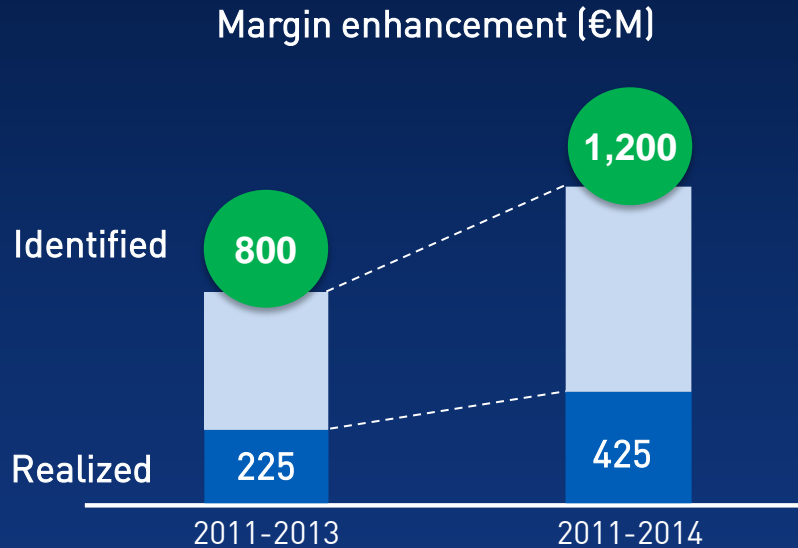
Smallholder vanilla
farming in Madagascar

LCBM: Strong impact delivered – more to come...



After launch in Refreshments and Home Care...

...rolling to Personal Care and Foods



Strong purpose at the heart of all we do...



Small actions for a Big difference...



Palm Oil industry Transformation



Grow Africa



Public and Private Partnerships

An embracing purpose...



Less Waste enables new business opportunities!



Consumer/
Customer
loyalty



Sales of
complimentary
products

Less
Business
Waste

Reduce Consumer Waste

Don't know what to do
with your leftovers?

Reduce
Food
Waste



Awareness
& waste
reduction

Lower
household
costs



Playing our
part in global
food waste

€6B opportunity

We will continue to strive for the best...



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ADVANTAGE
report



Thank you