

UK: Delivering in a Developed Market



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UNILEVER IN THE UK & IRELAND



5% Global Turnover in 2012

- 7,500 Unilever People (1,000 in UK/Ireland business)
- Global Head Office
- 11 Factories
- 4 Distribution Centres
- 3 Global R&D Centres
- 1 Global Training Centre
- 1 Global IT Centre

PUTTING IN PLACE THE PILLARS – OUR CHANGE JOURNEY



2007

One Unilever business created in the UK: Foods, Ice Cream, Home & Personal Care

2008

Three UK head office sites moved to a newly built office in Leatherhead

2009

Multi-country organisation created with Ireland

2010

Acquisition of the Personal Care brands of Sara Lee

2011

Integration of Personal Care brands of Sara Lee & Alberto Culver
Non-core foods disposals
Announced closure of UK Final Salary Pension Plan

2012

Integration of Simple business
Announced new world class PC liquids sourcing unit in Port Sunlight

2013

New Marketing Organisation UK/Ireland
Ireland Fit to Win restructuring

A STRONG PORTFOLIO

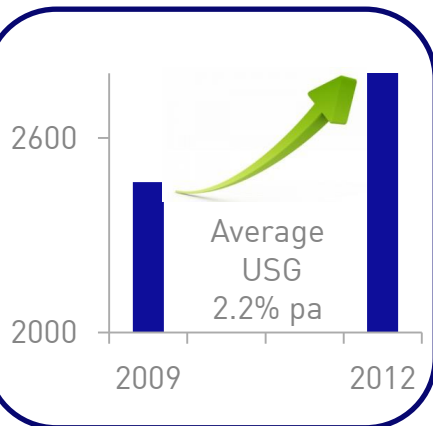


Personal Care	Home Care	Refreshment	Foods
Deodorants 1	Laundry 2	Ice Cream 1	Spreads 1
Skin 1	Household Cleaning 3	Tea 1	Bouillon 1
Hair 2			Dressings 2

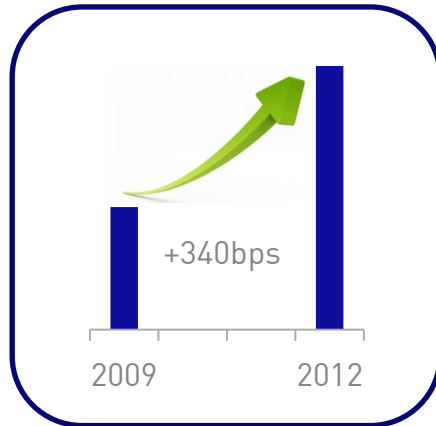
DELIVERING CONSISTENT PROFITABLE GROWTH



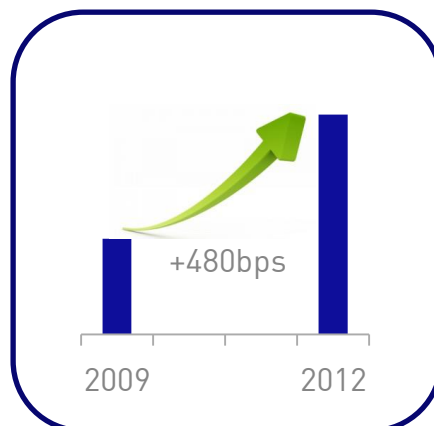
Turnover Growth



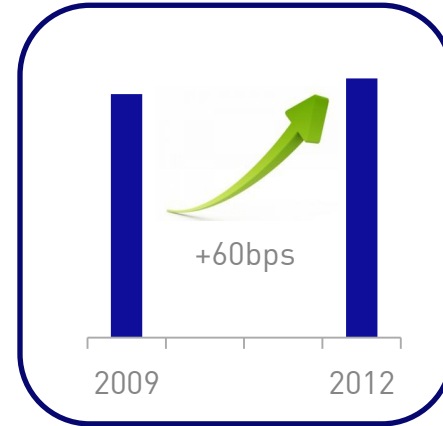
Gross Margin



Underlying COM



Market Share



24 consecutive quarters of underlying sales growth

SUCCESSFUL INTEGRATION OF PERSONAL CARE ACQUISITIONS



	Sara Lee PC	Alberto Culver	Combined
Post Acquisition Growth	4%	8%	7%
Gross Margin expansion	+350bps	+40bps	+150bps
Share Gains	+40bps	+40bps	+40bps



BUILDING STRONGER BRANDS –MAGNUM 2011-2013



Fastest Growing Unilever Brand in UK:



2.3m incremental Magnum consumers



34% Value Sales Growth



+230 bps value share



BIGGER, BETTER, FASTER INNOVATION - COMPRESSED DEODORANTS



Lasts as long with less packaging

New compressed Deodorants

✓ Sure Dove Vaseline

The diagram shows a small can of compressed deodorant on the left, followed by an equals sign, and a larger can of standard deodorant on the right. Both cans are filled with blue deodorant beads. The background is light blue with a small Unilever logo in the top right corner.



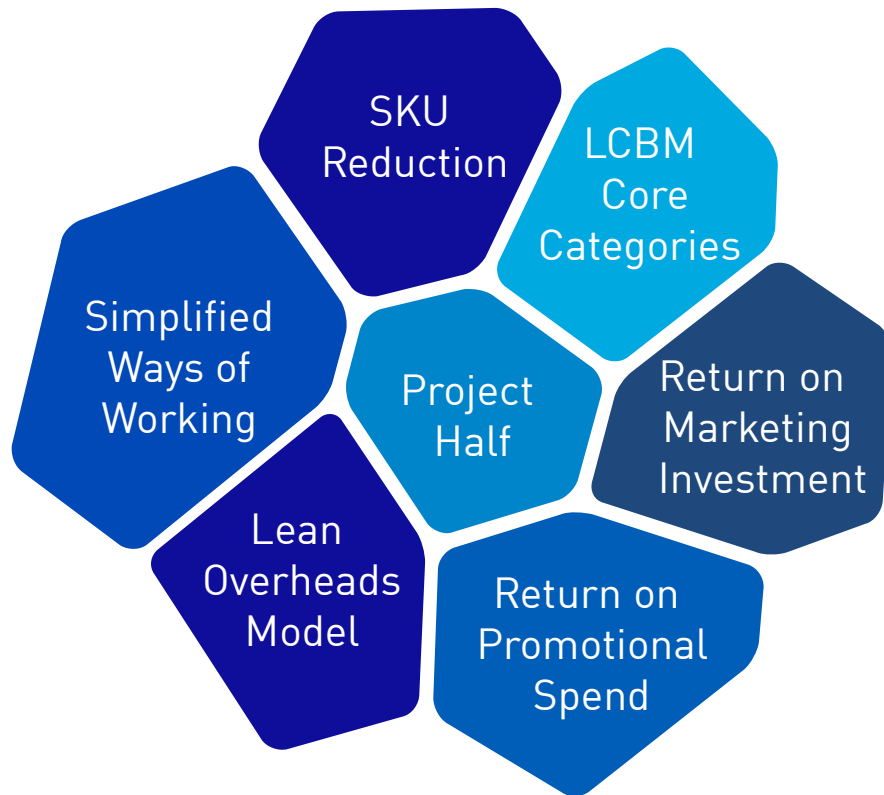
BIGGER, BETTER, FASTER INNOVATION - PERSIL



WINNING WITH CUSTOMERS



TACKLING COST & COMPLEXITY



MAKING A DIFFERENCE - USLP



HELP 1 BILLION PEOPLE
IMPROVE THEIR HEALTH &
WELLBEING



HALVE THE
ENVIRONMENTAL FOOTPRINT
OF OUR PRODUCTS

LOVE
FOOD
hate waste



SOURCE 100% OF OUR
AGRICULTURAL RAW MATERIALS
SUSTAINABLY &
ENHANCE LIVELIHOODS



UVOLUNTEER

MOVEMENT
TO WORK™



SUMMARY



- A strong business
- Track-record of delivery
- Well positioned for the future
- Continuing to drive down cost & complexity