

Winning Today, Winning Tomorrow in Home Care

Nitin Paranjpe, President Home Care

30th November 2016



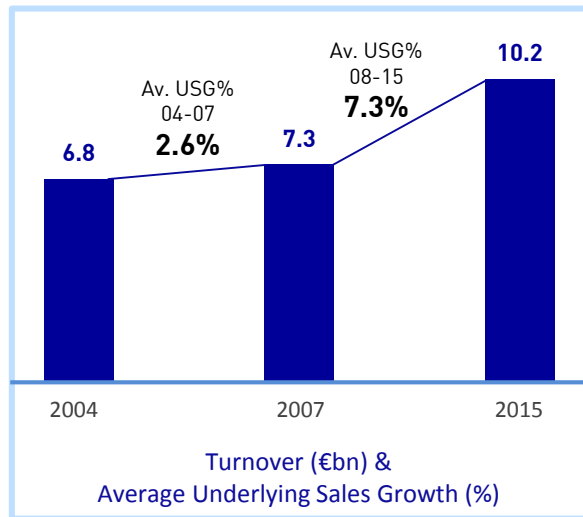
Unilever®

New

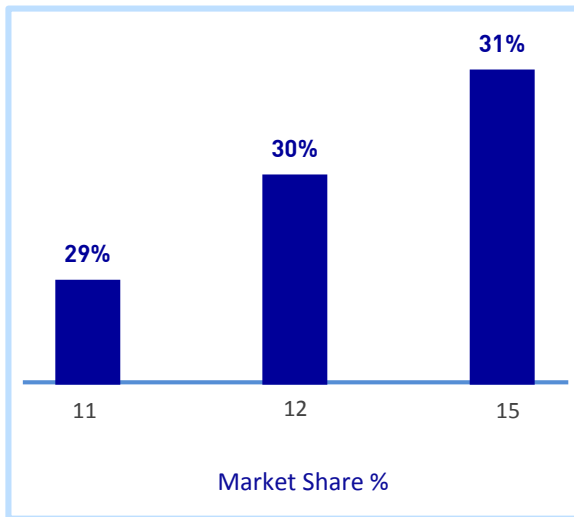


Value Creation Journey

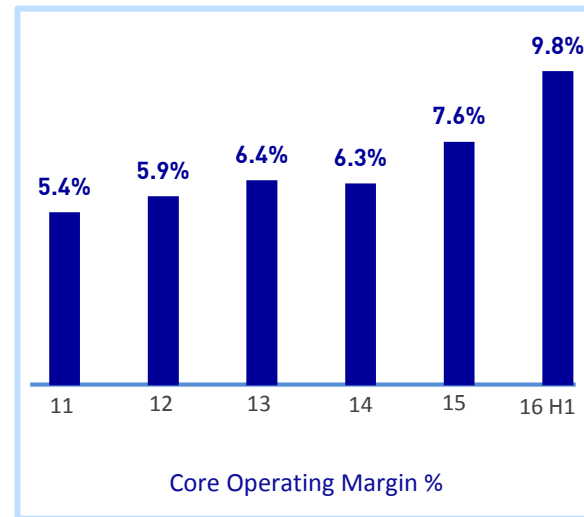
Turning around Growth



Gaining Share



Increasing Profitability



Solid position, ready to unlock more value

Built from Strong Brands

Fabric Cleaning: €7bn

Fabric Conditioners: €1bn

Household Care: €2bn



No. 1 Where We Play

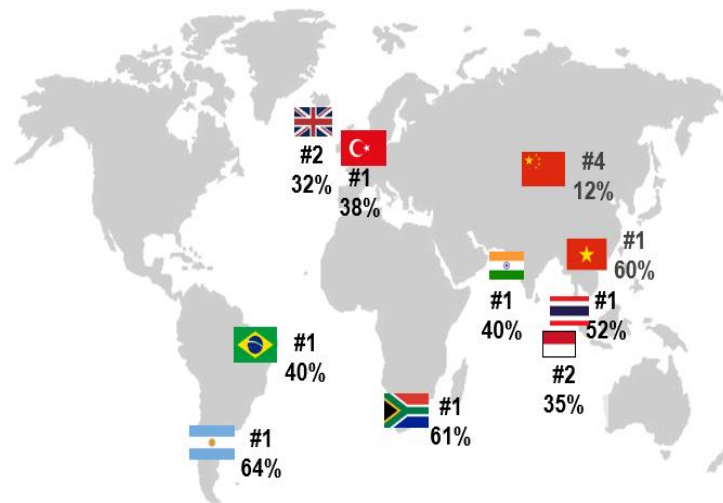
Leading the market with **31%** share
where we play

2nd Player Globally

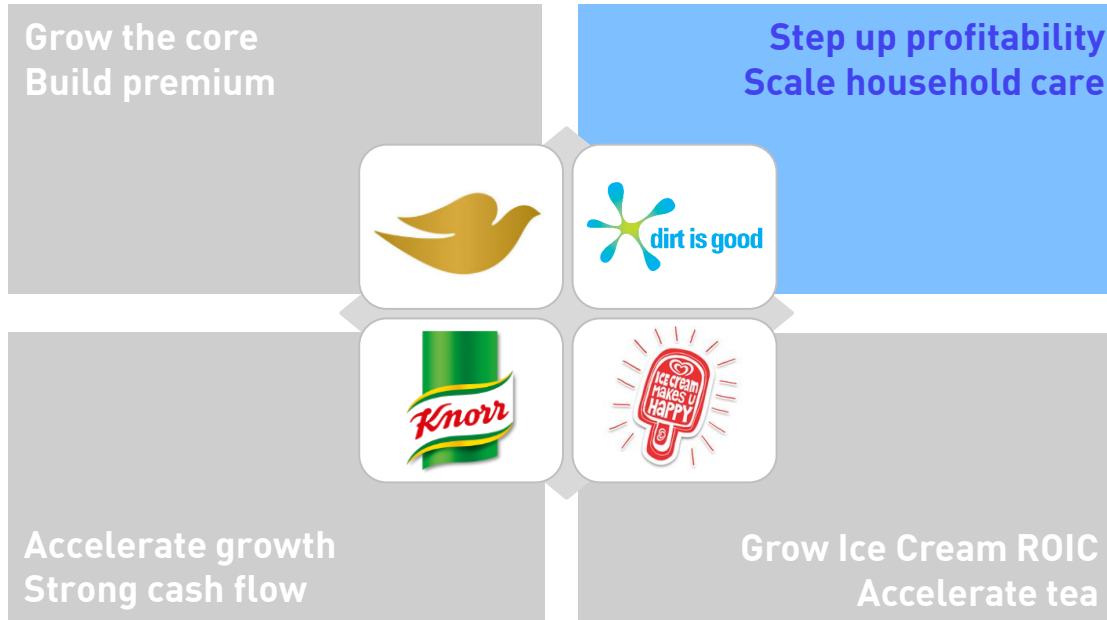
11% share of
€125bn Global Market

Retail Sales Value

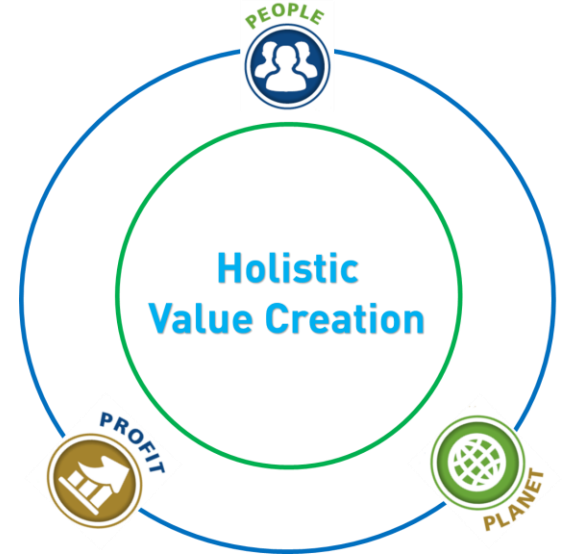
Leader in 7/10 of our Top Markets



Ready to Unlock Value



Holistic Value Creation



Home Care Strategy

Same strategy

WINNING
TODAY
WINNING
TOMORROW

Sharper focus

- ❖ Brilliant basics
- ❖ Portfolio reshaping
- ❖ End to end value creation

Enabled by Connected 4 Growth

A Strong Start

Brilliant Basics

Strong Core Innovations



Market Development



Portfolio Reshaping

New segments

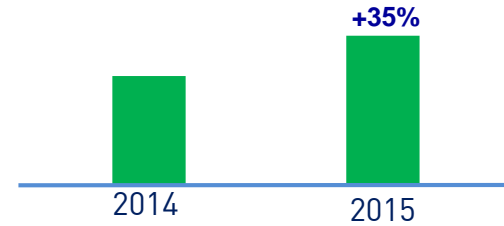


Expand Footprint



End to end value creation

Savings Step Up



Smart Simplification

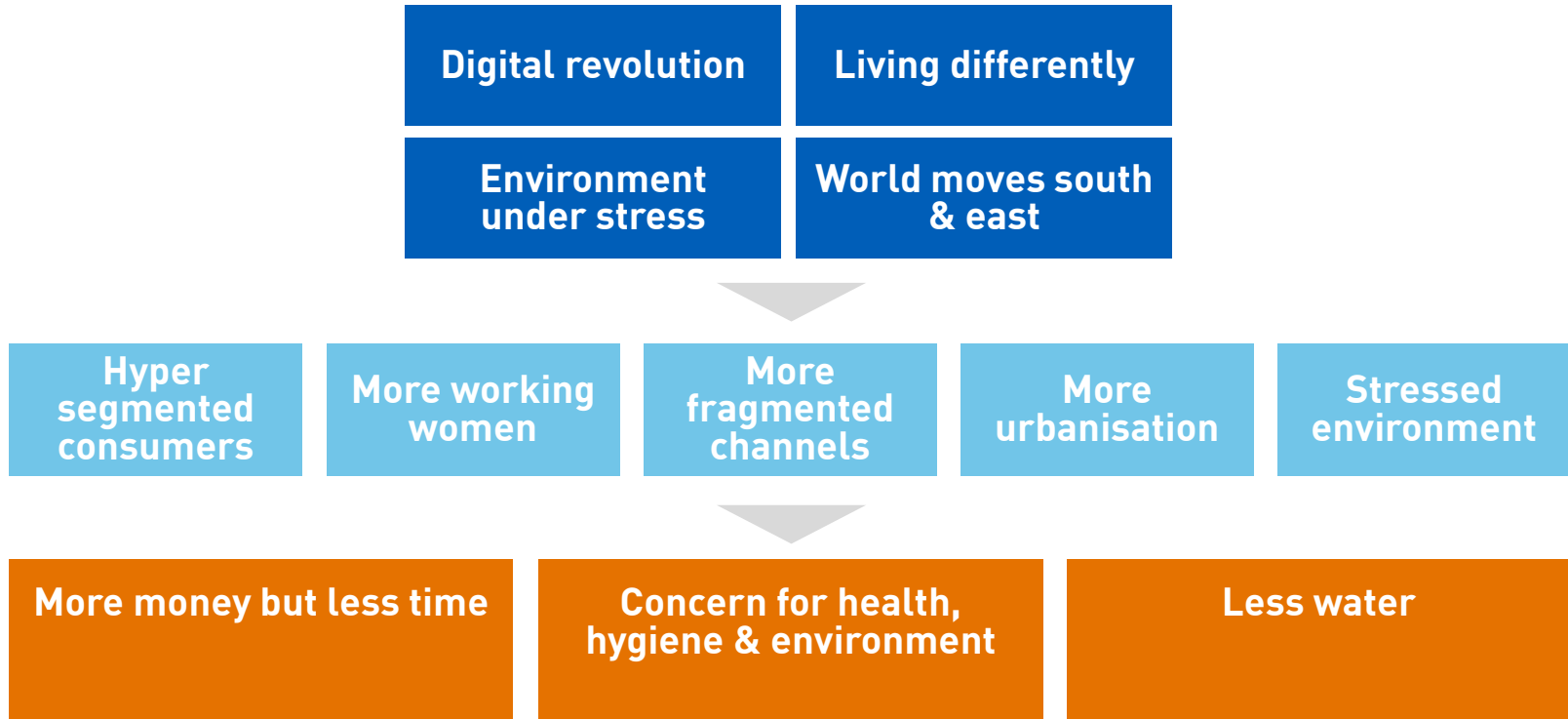
-46% Powders

-25% Liquids

-48% Toilet cleaners

Reduction in core chassis 2015

Our Point of View on the changing world



Portfolio Reshaping: Fast Growing Segments

Fabric Conditioners



Core



Perfume



Boosters

Household Care



Core innovation

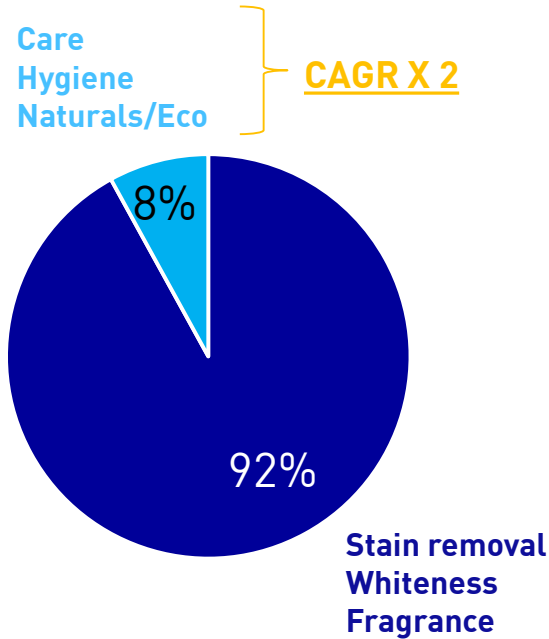


Blocks

+ Expansion via Portfolio Fill & White Spaces

Portfolio Reshaping: Future Benefits

Fab Clean Benefits Composition



Key Thrusts

Clothes care



Sensitive



Health & Hygiene



Naturals



Leveraging USLP & Brands with Purpose

Helping consumers save water



Brands with Purpose at the heart



Restoring Childhood



Brighter side of Laundry



Dressing the world in positivity



To restore the beauty of the built world



To fight unsafe sanitation



To make drinking water available to all



To preserve the health of the next 7 generations



To provide cleaner air for the planet

End to End Value Creation: Acceleration

5S: SMART

- Formulation & Packaging
- Specification
- Sourcing
- Portfolio & Pricing
- Partnering

NRM
NET REVENUE
MANAGEMENT



**ZERO
BASED
BUDGETING**

Home Care Strategy

Same strategy

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Sharper focus

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- ❖ End to end value creation

Enabled by Connected 4 Growth

Strategic Enablers

Obsessive consumer focus



Organisational Agility



Capabilities



Summary

- Solid top & bottom line momentum
- Ready to unlock further value through
 - Invest to grow rapidly: HHC & Fab Con
 - Address emerging benefit segments
 - Leverage USLP innovation and Brands with Purpose
 - Step up end to end value creation
- Enabled by Connected 4 Growth

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