

Unilever at Bernstein Strategic Decisions Conference

Amanda Sourry, President Foods

21 September, 2016

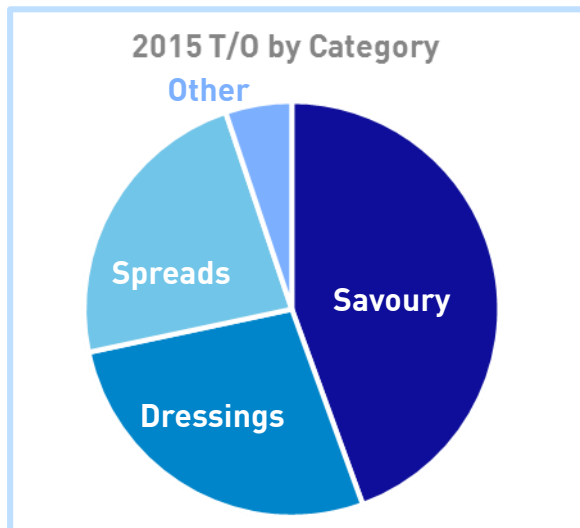


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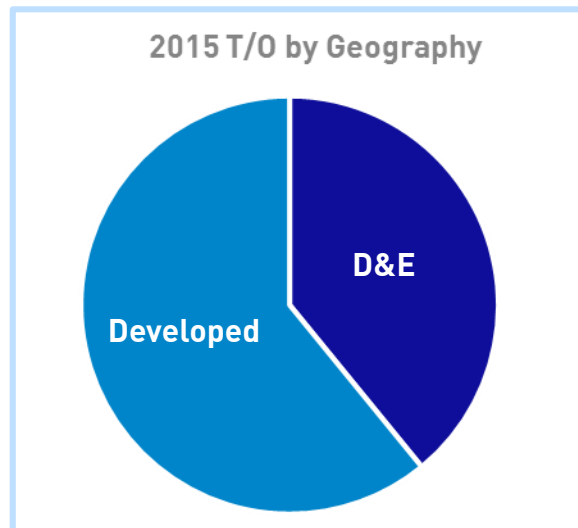


Strong and focussed portfolio

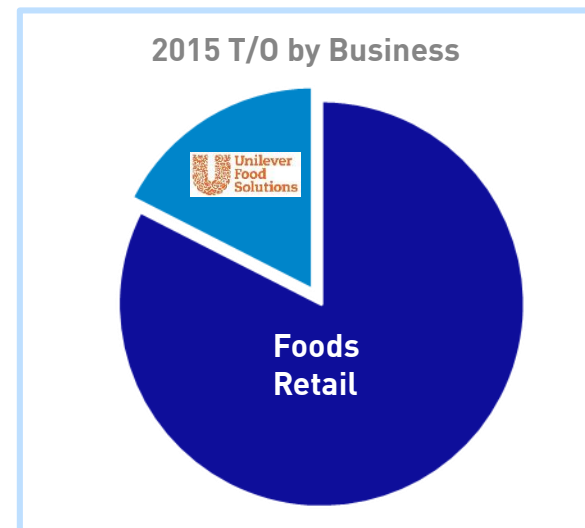
Focussed



Balanced



In-Home & Out-of-Home

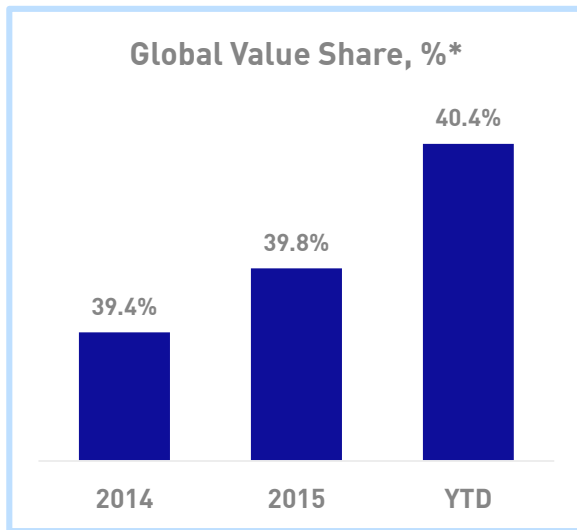


Winning with global and local brands

Glocal Brands



Competitive Growth



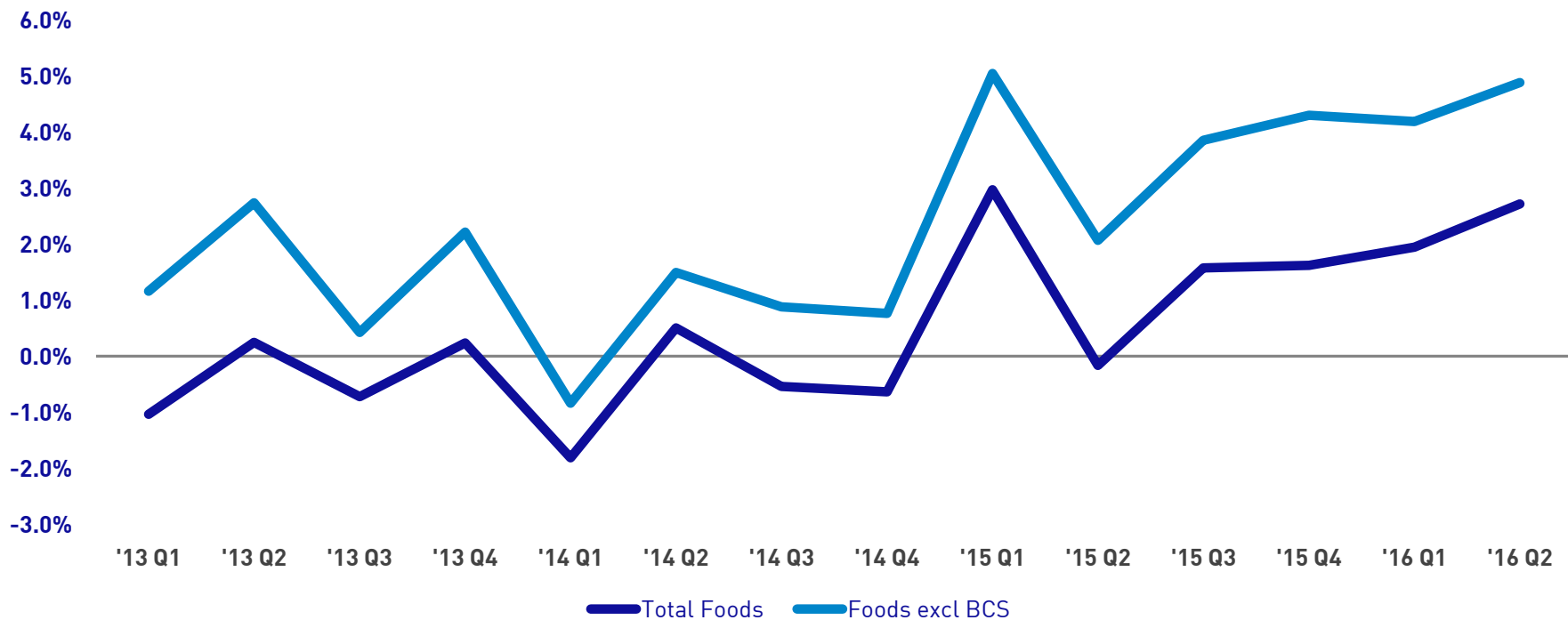
Strong Momentum

> 60%
of T/O gaining share

**geographies / categories we compete in*

Regaining Growth Momentum

USG, %



NB: USG re-calculated at 2015 exchange rates

Clear category role



Foods Macro Trends shaping the future



Our Strategy

Accelerate D&E



Modernise Portfolio



Preserve Value



Unilever Sustainable Living Plan

Speed – Agility – Cost Discipline

Key Highlights

Renovation and Innovation



Brands with Purpose



BCS remains challenging... with some 'green shoots'

Innovation and renovation



Improvement in the US



Summary

- Strong focussed portfolio
- Accelerating growth in D&E
- Modernising portfolio
- Building brands in a Connected World
- Still challenges in BCS
- Corporate ZBB and C4G programmes are key enablers

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