

REFRESHMENT

KEVIN HAVELOCK & MICK VAN ETTINGER

30th November 2016

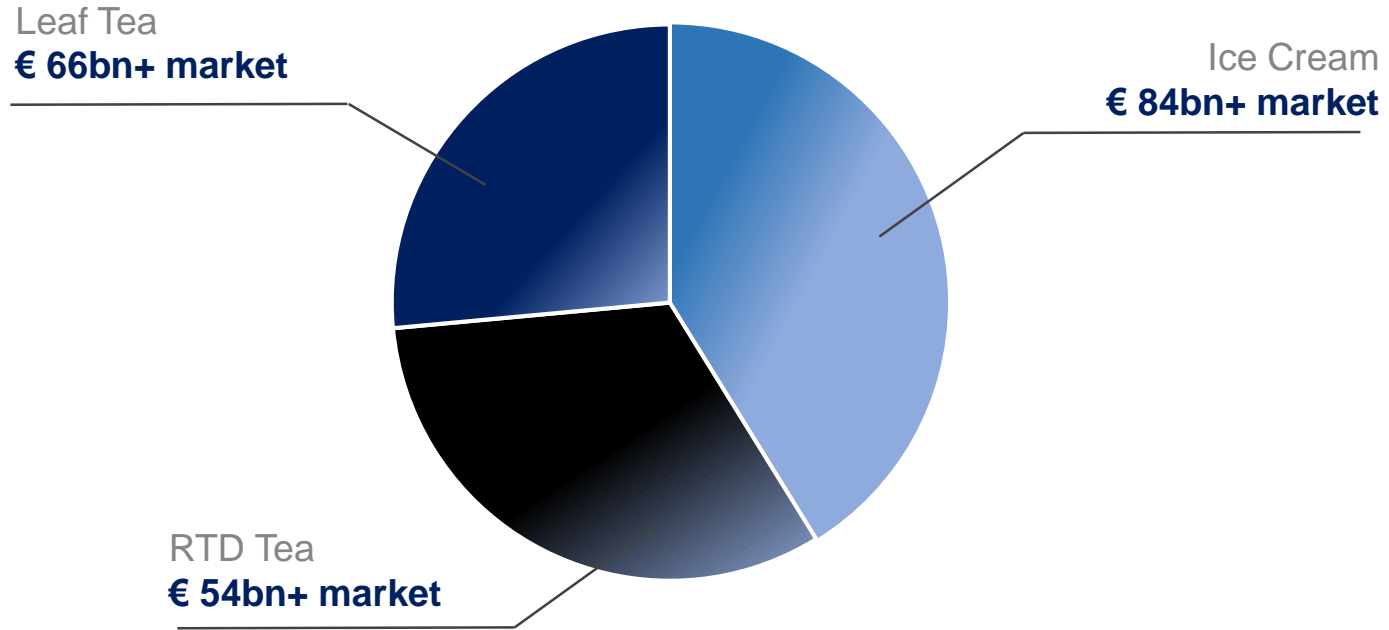


We make
the best feel good in the world



Creating a more **inclusive** and **sustainable**
world

Engaged in large, attractive markets



Transforming in a Changing world

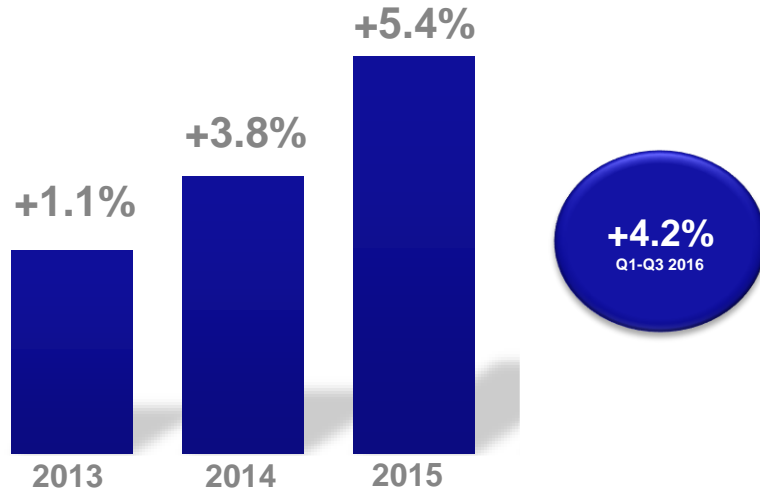


Enabled by Connected for Growth

Stronger Business, delivering against Category role

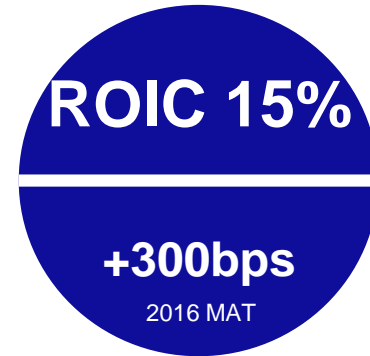
REFRESHMENT

Good growth contribution



ICE CREAM

Increase Return on Invested Capital



Transforming our future for a connected world



MAKING

Freshly Made



More from the Leaf



SELLING

Home Delivery



Connected Cabinet



TARGETING

Muslim Consumers



Win Special Moments



BRANDING

On-going Connections



Purposeful



Accelerating future On-trend Brands and Innovation

SUPERIOR SENSATIONS



Core

This category features Ben & Jerry's Cakes, Ben & Jerry's Raspberry Cheesecake Cookie Cakes, and four varieties of Lipton tea: English Breakfast, Ceylon, Gold Tea, and Russian Grey.

Pure Real and **AUTHENTIC**



Premiuse

This category includes GROM ice cream and Lipton Pure Leaf tea.

NAVIGATING **HEALTH & WELLNESS**



Occasions

This category features Swedish Glace smoothie and Lipton Matcha Green Tea with Pure Matcha.

FLUID
Lives



Occasions

This category includes Ben & Jerry's Wich and Lipton iced tea.

EXPERIENCE
AROUND THE PRODUCT

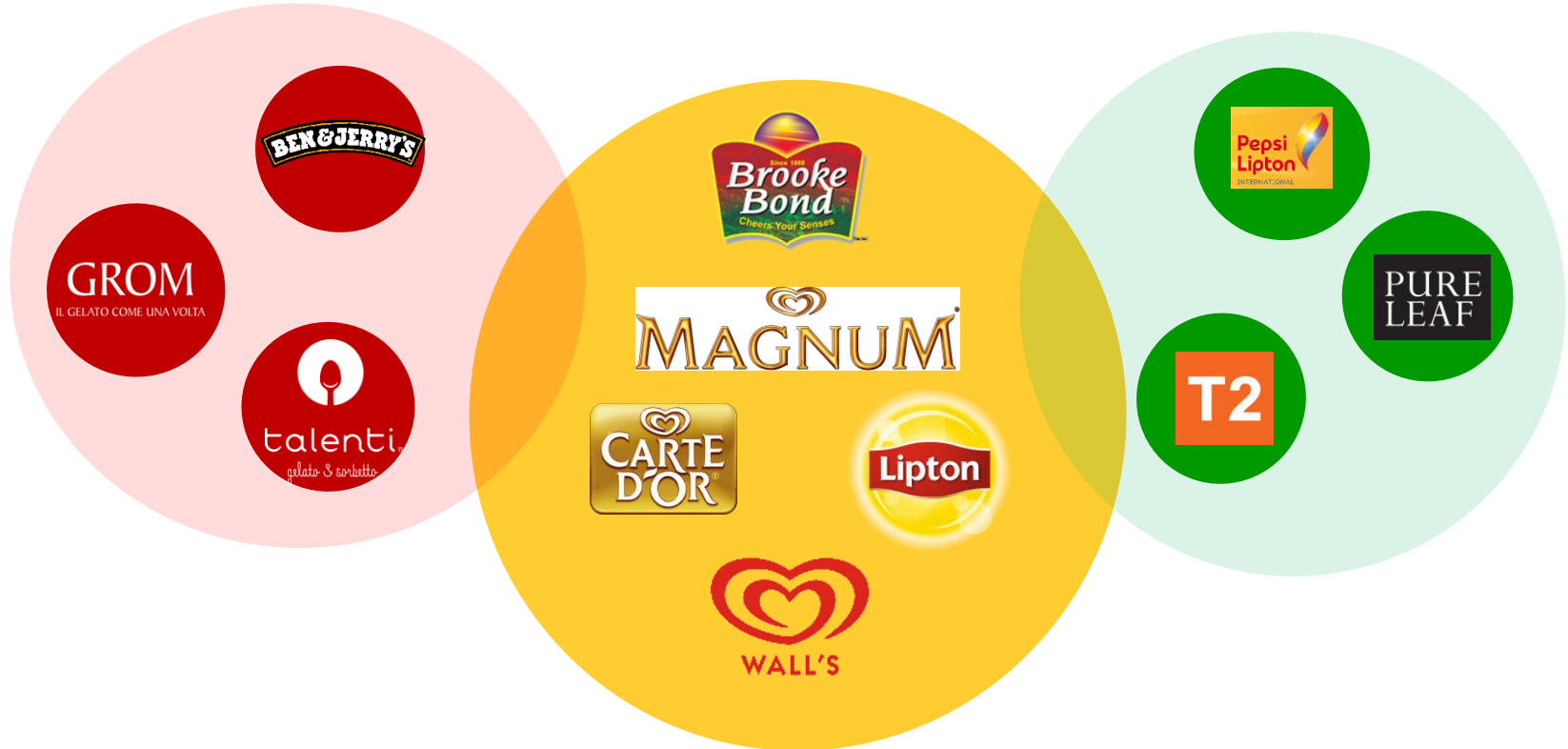


Channels

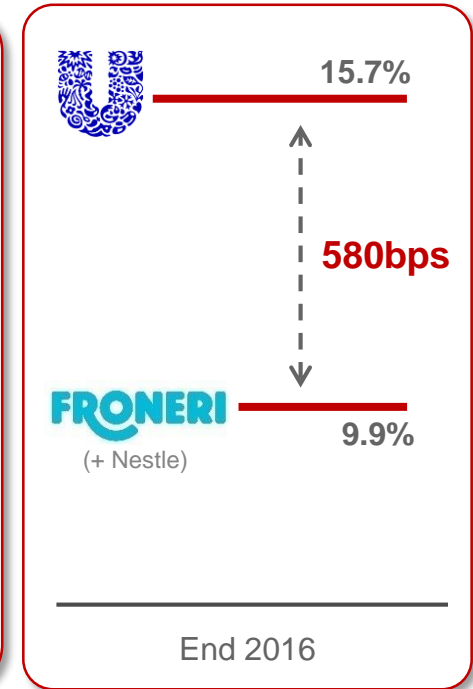
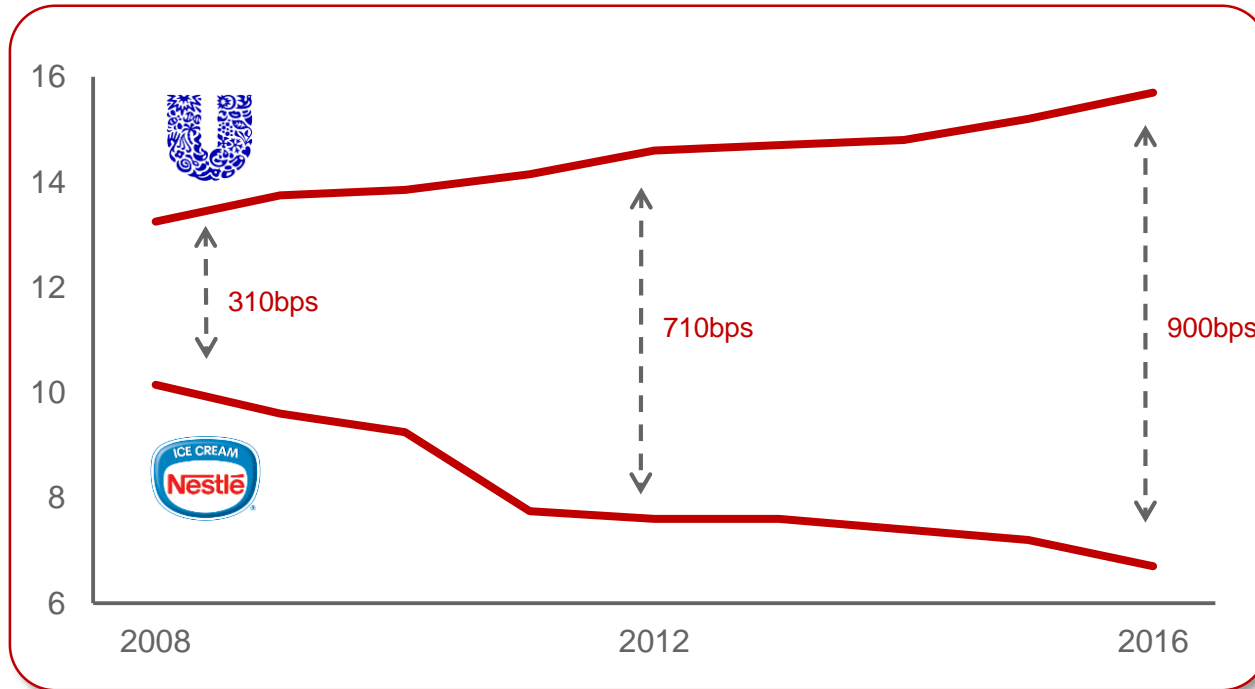
This category shows a Magnum store and Lipton Easter eggs.

Core Premiuse Occasions Channels

Getting to the next level with agile ways of working



Ice Cream: strong growth to win decisively



Improving our ROIC

Cash led mentality

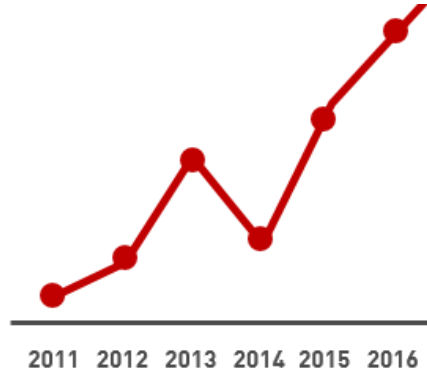
Net Revenue Management



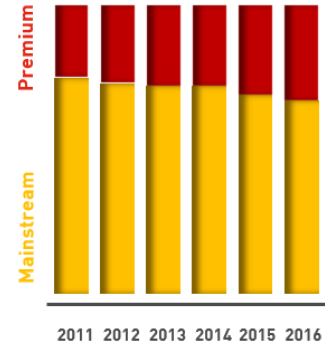
Sweating our assets
e.g.: World Class Cabinet Management



Strong and improved GM%



Strong premium Mix



TO ; Premium (B&J, Magnum, Talenti, Grom)

NEW STRUCTURE (C4G) + ZBB

Higher financial returns

Ice Cream Future Growth Strategy to Win

Revitalise Core



Future Core New Platforms



Premiumising



Transforming the channel mix



Direct Delivery

Happiness

GROM
IL GELATO COME UNA VOLTA



On-Trend Innovation

FILM: IC

The Tea Opportunity

Big, Growing and
Premiumising

€120bn
Category
RTD & Leaf & OOH



On Trend



Pure Real and
AUTHENTIC

EXPERIENCE
AROUND THE PRODUCT

NAVIGATING
HEALTH & WELLNESS

Connected for growth



Unilever is on the Tea
Journey

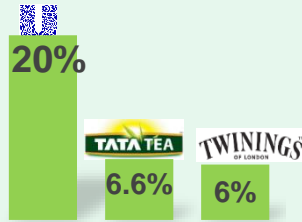


Be the leading Tea Company

Leading Global Player

Market Shares

Leaf & Instant Tea



Ready to Drink



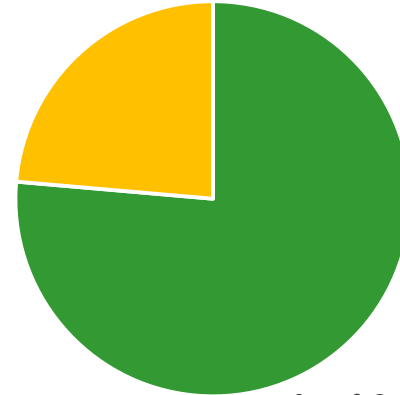
(top 18 mkts)

11.4%

Unilever Business Split

Growth Rates

Ready to Drink
7-8%



Leaf & Instant Tea
2-3%

RTD: Includes 50% share of JV

Premiumise with Magical and Meaningful Brands



Tea Strategy to Win

Revitalizing the core



On Trend



Transforming the channel mix



Tea Purpose into action

Lipton: Awake to what really matters



BBF: Common ground is just a cup away



FILM: TEA

Refreshment Summary

Transforming
for a Connected world



Ice Cream

Strong Brands



G R O M
IL GELATO COME UNA VOLTA



Winning Strategy

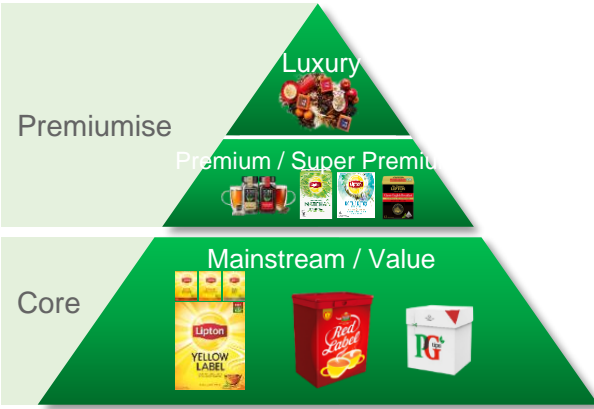
WINNING WITH THE CORE

FUTURE CORE

PREMIUMISING

TRANSFORMING THE CHANNEL MIX

Tea



Agile business models

Connected for Growth

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