

# Unilever Trading Statement Q1 2014

Jean-Marc Huët / James Allison

April 24<sup>th</sup> 2014



Unilever



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AND ICE CREAM AT ITS BEST**

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# SAFE HARBOUR STATEMENT



This announcement may contain forward-looking statements, including ‘forward-looking statements’ within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as ‘will’, ‘aim’, ‘expects’, ‘anticipates’, ‘intends’, ‘looks’, ‘believes’, ‘vision’, or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever group (the “Group”). They are not historical facts, nor are they guarantees of future performance.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever’s global brands not meeting consumer preferences; Unilever’s ability to innovate and remain competitive; Unilever’s investment choices in its portfolio management; inability to find sustainable solutions to support long-term growth; customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain; the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; successful execution of acquisitions, divestitures and business transformation projects; economic and political risks and natural disasters; financial risks; failure to meet high ethical standards; and managing regulatory, tax and legal matters. Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext in Amsterdam and the US Securities and Exchange Commission, including the Group’s Annual Report on Form 20-F for the year ended 31 December 2013 and Annual Report and Accounts 2013. These forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

# Market environment remains challenging

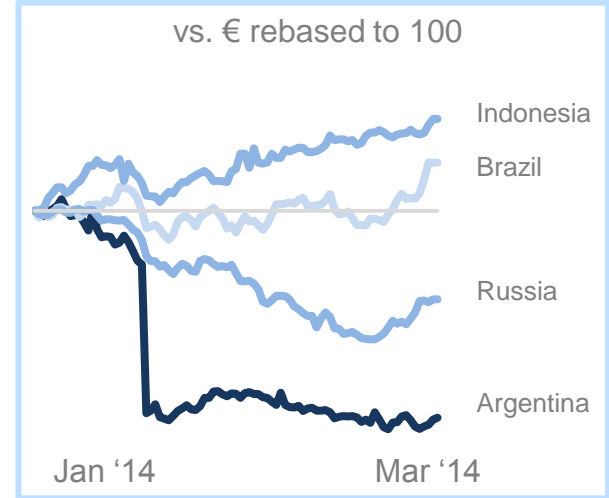
**Europe:  
conditions remain tough**



**North America:  
muted recovery**



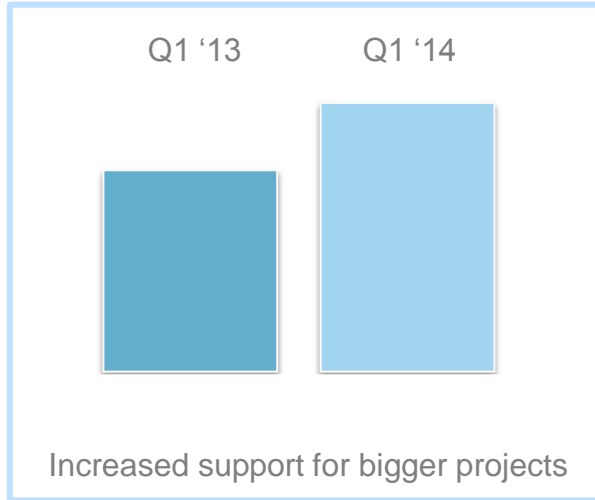
**Emerging markets:  
currencies remain volatile**



# Sustained investment fuelling growth ahead of markets



## Brand & marketing investment



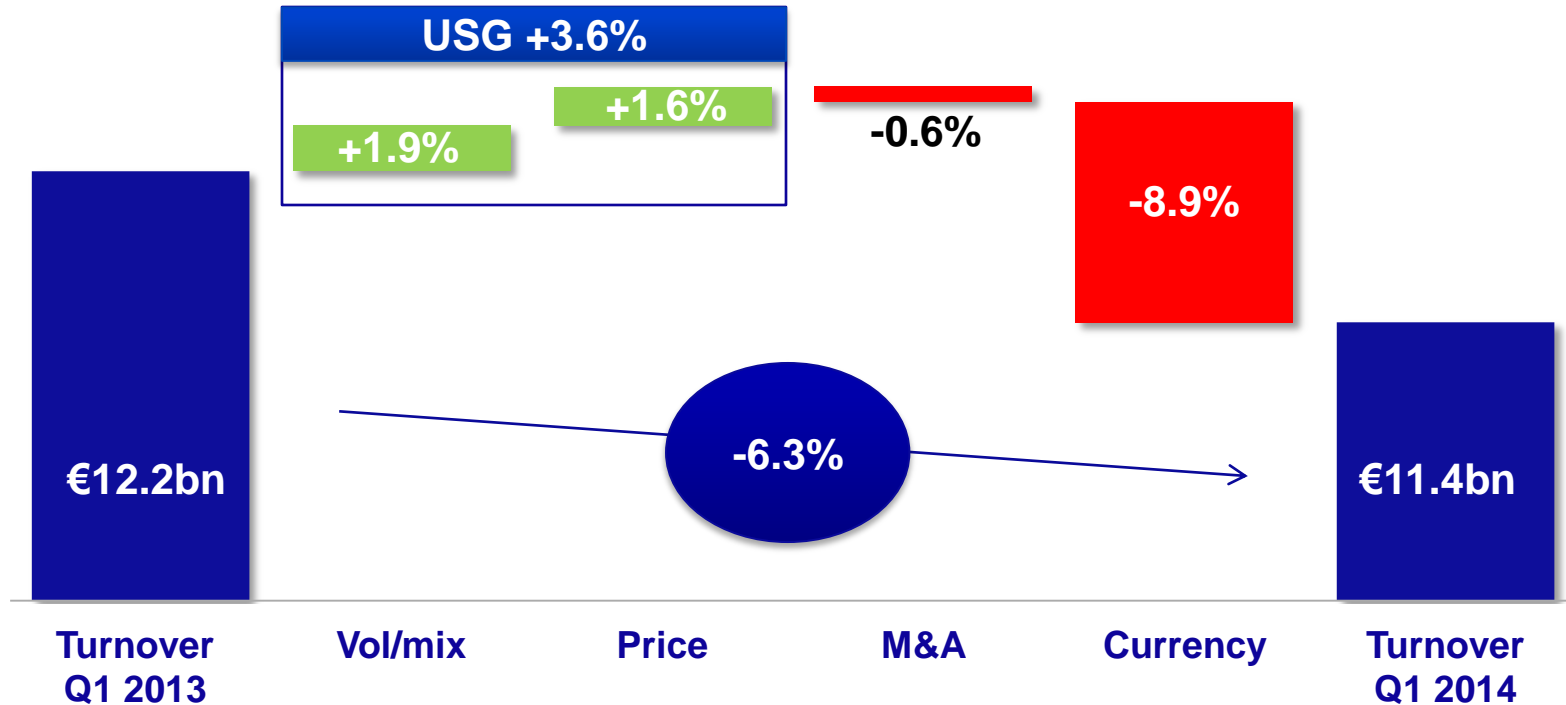
## Go-to-market capabilities



## Unilever Sustainable Living Plan



# Q1 2014: Currency offsetting solid underlying growth



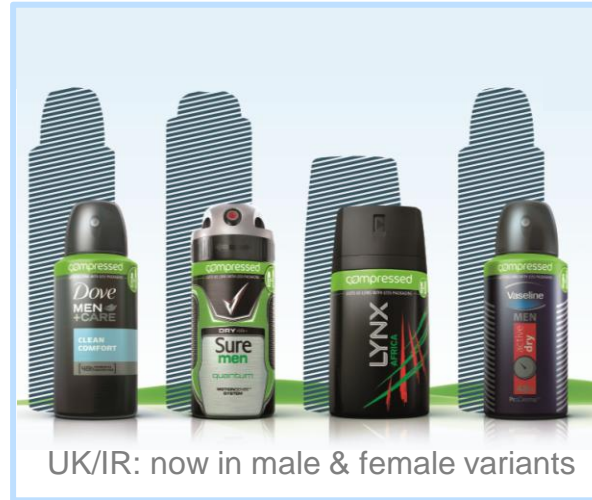
# Personal Care: Innovation-led growth



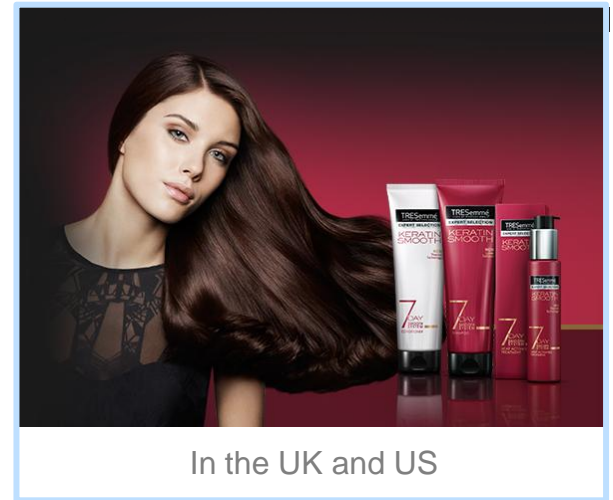
## Dove Nutralium Moisture



## Compressed deodorants



## TRESemmé 7 Day Keratin Smooth



# Foods: Mixed performance

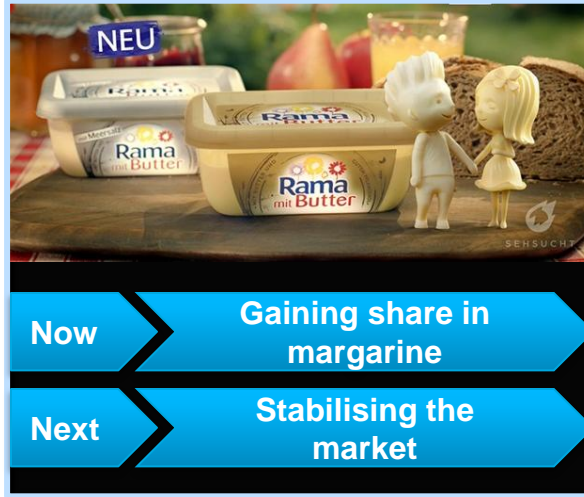


## Knorr cooking products continued growth



Jelly format expanding into seasonings

## Improving spreads



## Dressings flat despite tough comparator



100 yr anniversary events in H1 '13



# Home Care: Strong broad-based growth



## Improved product performance

Blind test win %

60%

## New concentrated liquid detergent



Now in 7 countries

## Comfort Aromatherapy



In South Africa and Turkey

# Refreshment: Strong start to the year



## Ice cream growth driven by Europe and Brazil



CELEBRATING  
**25 YEARS**  
OF PLEASURE

LIMITED EDITION  
WITH MARC DE CHAMPAGNE

**MAGNUM**  
*For pleasure seekers*

CELEBRANDO  
**25 AÑOS**  
DE PLACER

EDICIÓN LIMITADA  
ESPECIAL FRUTOS ROJOS

**MAGNUM**  
*¿Buscas placer?*

## Innovation driving growth in tea



**Lipton**

MADE WITH  
PEEL-INSIDE TEA LEAF

American  
**CLASSIC**  
UNSWEETENED

ICED TEA

KEURIG  
BREWED

UNSWEETENED BLACK TEA

0 CALORIES  
PER CUP

Over 75%  
Caffeine free

16 K-CUP\*  
PACKS

16-0.58 oz (16.5g)/EA NET WT 9.3 oz (264g)

## Rebuilding AdeS soy drinks



JUGAMOS TAN BIEN  
FÚTBOL POR PURA  
**SUERTE?**

NUEVO ADES MANZANA CON ANANÁ  
PARA QUIEN TIENE HAMBRE DE GOL.

**AdeS**  
SOY FORCE  
Laranja

# James Allison

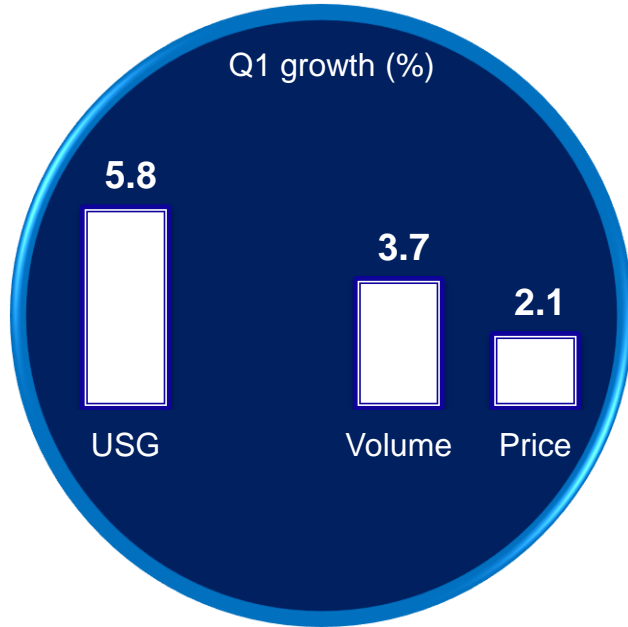


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# Asia / AMET / RUB: Robust growth in slower markets



## Investing in go-to-market capabilities



**China:**  
Reaching more cities & modern trade outlets

**Indonesia:**  
Adding 50 more distribution centres

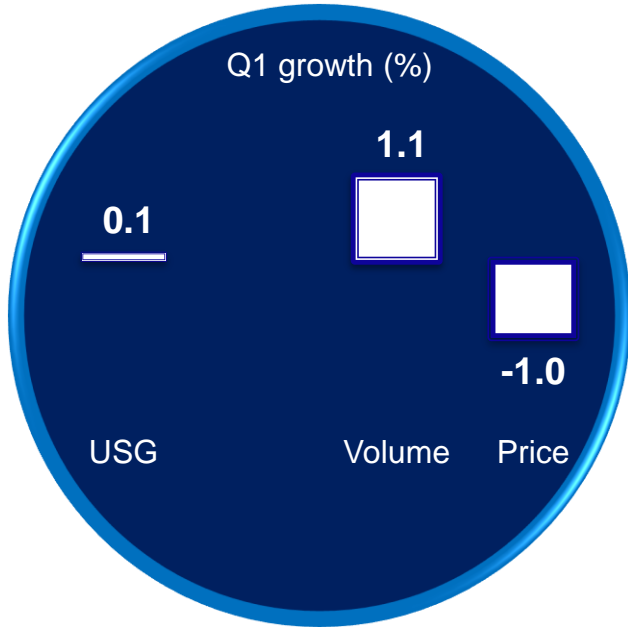
**India:**  
Adding 17,000 Shakti entrepreneurs

# Americas: Good overall growth



- **Latin America: continued strong growth**
  - Pricing for currency driven cost increases
  - Sustained investment behind innovation
- **North America: holding shares in flat markets**
  - Personal Care growing sales and share
  - Hellmann's lapping 100 yr anniversary events

# Europe: Stable performance



- **Market shares steadily improving**
- **Growth driven by Personal Care and Home Care**
- **Good weather helped ice cream but held back soup**
- **Gaining share in margarine but markets still down**

Jean-Marc Huët



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# Conclusion



- **Strategy delivering consistent and competitive growth**
  - **6% increase in dividend**
- **Simplification programmes well on track: agility, speed, fuel for growth**
  - **€500m full year savings in 2015**
- **Core operating margin likely to be down a bit in H1 and up in H2**
  - **Timing of restructuring, savings and advertising investment**



# 2014 outlook



- **Priorities remain unchanged:**
  - **Volume growth ahead of our markets**
  - **Steady and sustainable improvement in core operating margin**
  - **Strong cash flow**

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