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Group Vice President Savoury

London  
14<sup>th</sup> March

### Safe harbour statement

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This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995.

These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting 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. Further details of potential risks and uncertainties affecting the Group are described in the Group's filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including the Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this presentation.



## Knorr Agenda

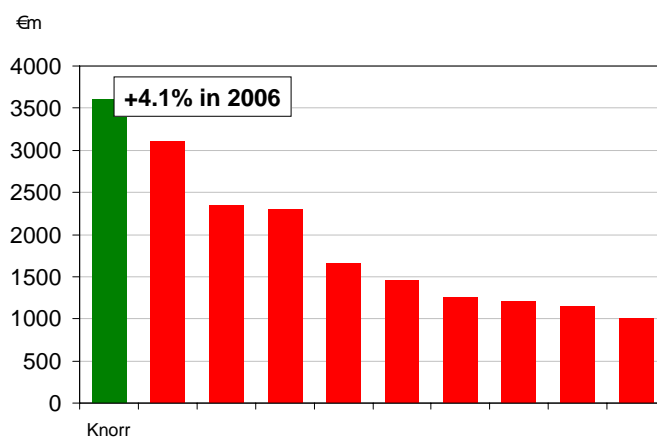
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- Knorr Ambitions
- What will be different

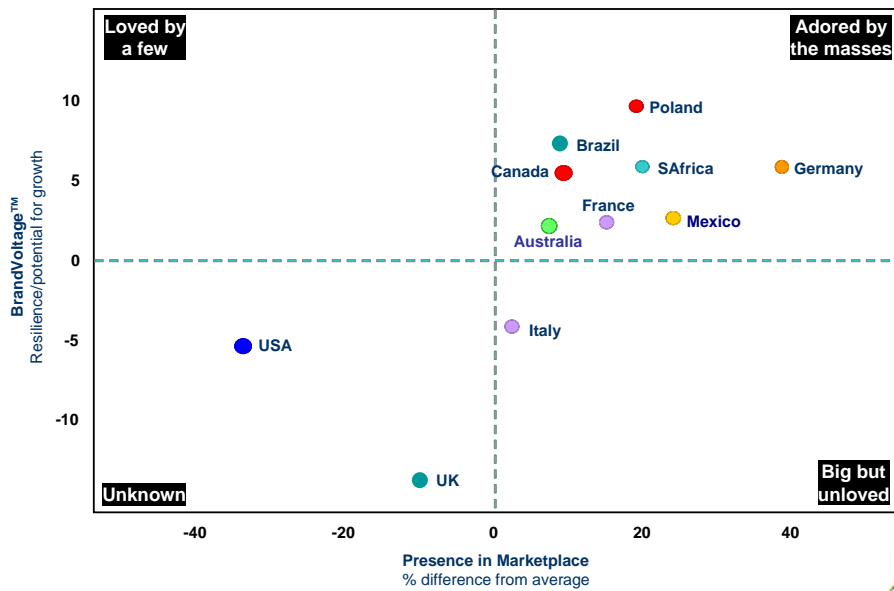


## Top Unilever Brands (2006 T/O)

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## Knorr Brand Health



## What will be different

Growth  
from 4% pa to 5-6% pa

- Vision&Strategy
  - Clearer, Sharper Choices
- Ways of working
  - A flatter organisation leveraging global and regional scale
  - More emphasis on equity development and innovation
  - A disciplined approach to rejuvenation of core



## Knorr Clear Priorities assigned

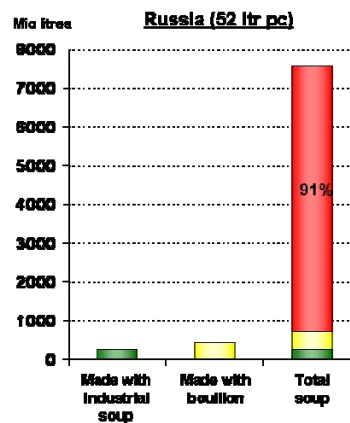
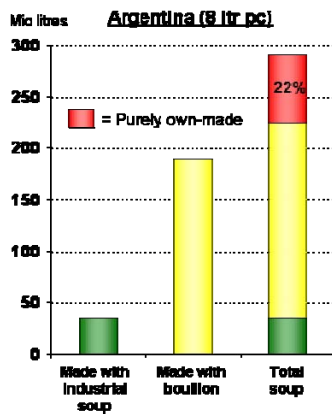
	Meal Preparation			Ready to Eat/Ready to Heat		
		Complex Cooking Aids				
NA						
WE						
D&E						

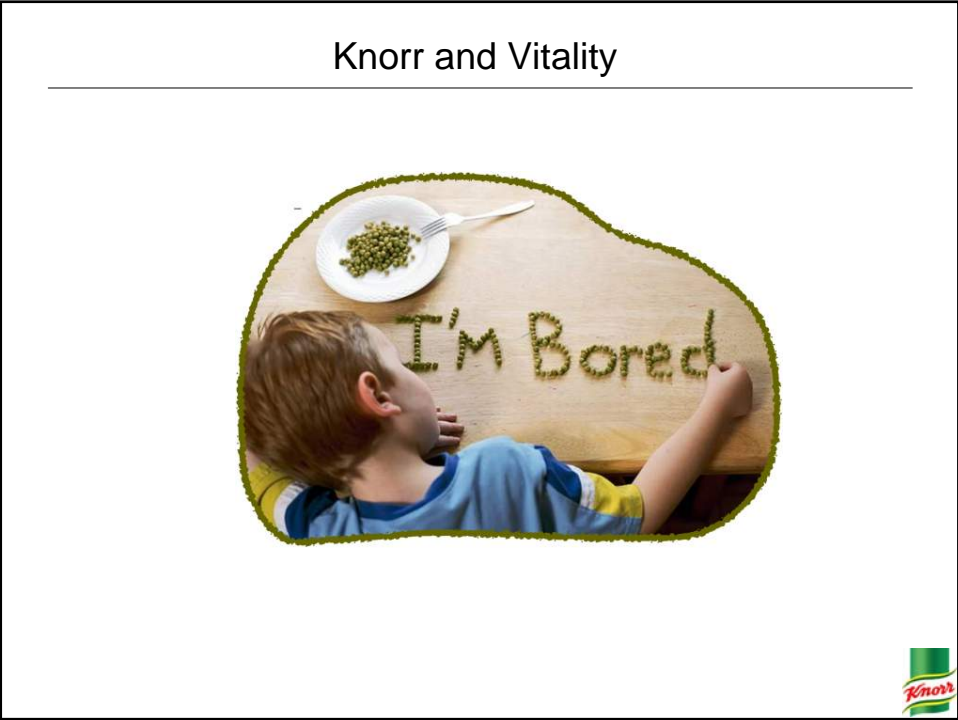
EXAMPLE: D&E FOCUS



## D&E Conversion – Scalable Model

### Soups







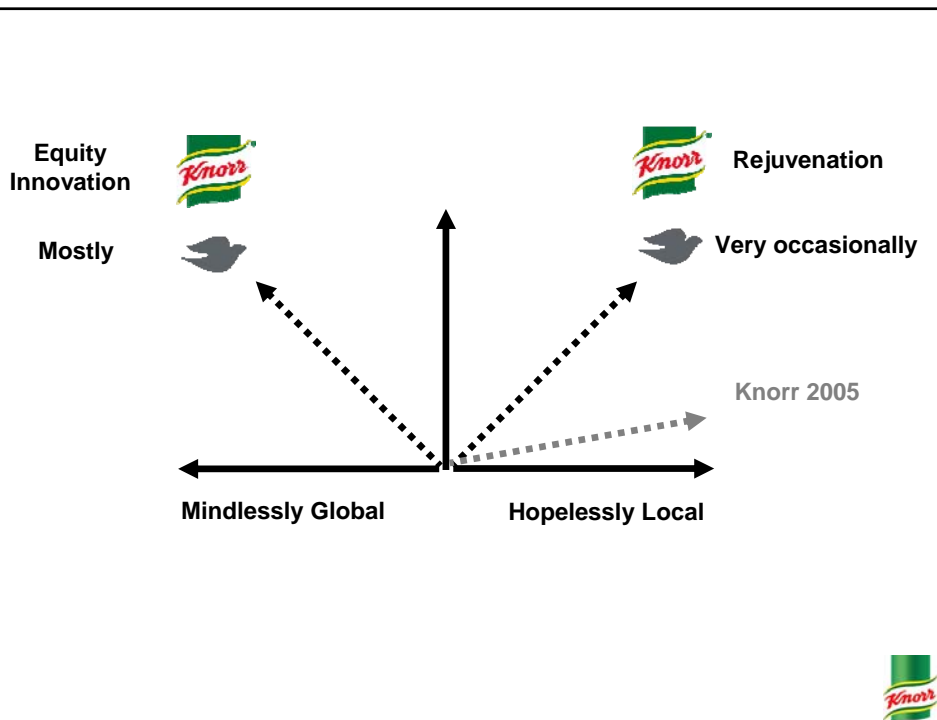
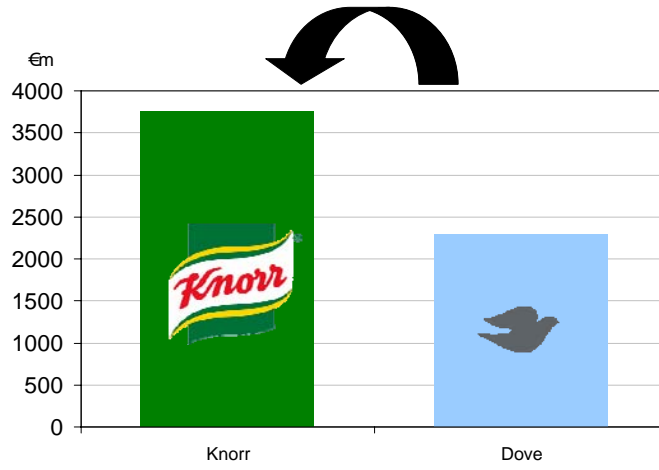
## What will be different

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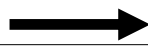
- Vision&Strategy
  - Clearer, Sharper Choices
- **Ways of working**
  - A flatter organisation leveraging global and regional scale
  - More emphasis on equity development and innovation
  - A disciplined approach to rejuvenation of core



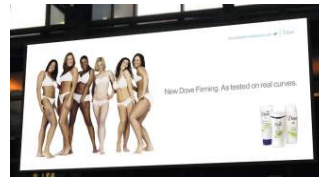
# Learnings?



Body care



Beauty







Body care



Beauty



## Brand Fanatics

 <p><b>IKEA</b> Democratising good design.</p>	 <p>Style</p>
 <p>The power of the mind</p>	 <p>Creativity</p>

	
	
 <p>The 4 o'clock moment</p>	<p>Dry → Wet</p>  <p>freshness</p> 

## Global Branding & Innovation

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- Access to best people (inside and outside Unilever)
- Breath of knowledge + Analytical Skills = Bigger Better Ideas



## Deliverables Global Knorr Team

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### EQUITY

- Brand Vision and Strategy
- Brand Communications Idea
- Visual Identity

### INNOVATION

- Big Hit Innovation incl. Communication

### D&E

- Scalable Conversion Model for D&E



## Organisation Changes

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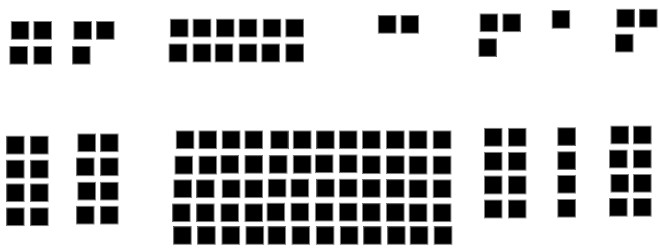
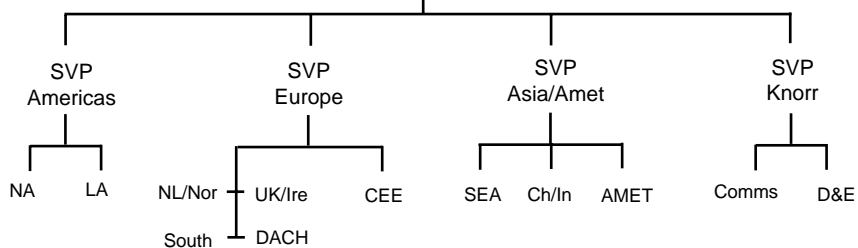
- 6 out of 16 senior roles removed (3 SVPs, 3 VPs)
- Span of control increased 4 to 8
- Global team formed (approx. 30 people) – 30% of budgets (1% before)
- Regional teams reduced – 70% of budgets

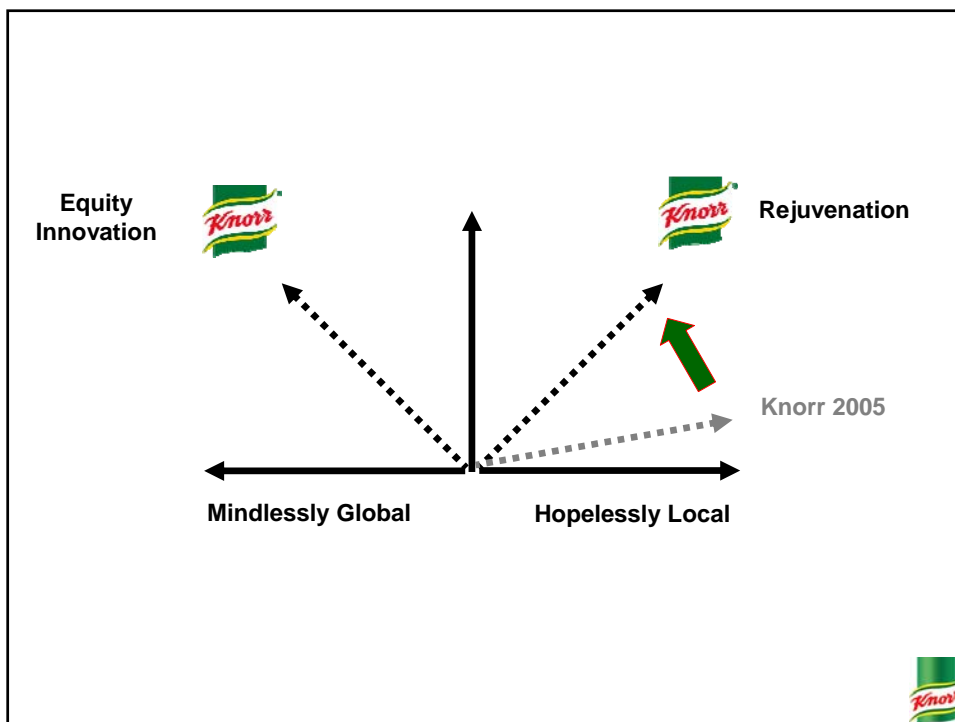
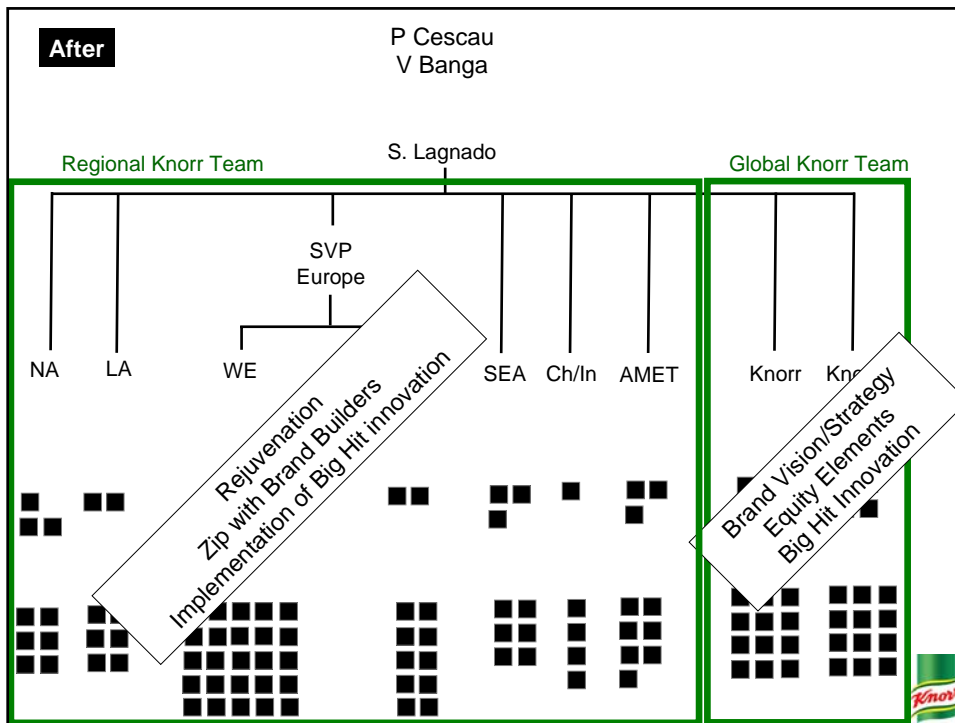


**Before**

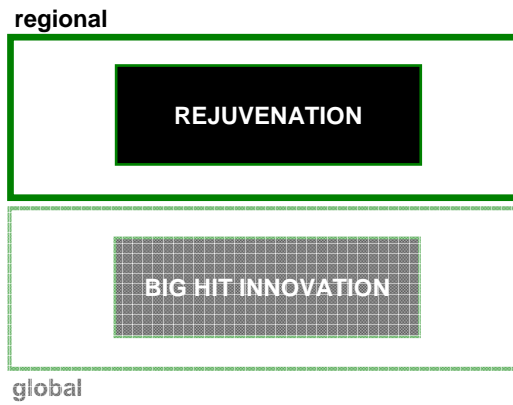
P Cescau  
V Banga

S. Lagnado






# Rejuvenation with Regional Scale



**Turkey**




**Eat soup, live healthy**

**No preservatives**

**De-hydration: natural preservation method**

**Why is soup healthy?**

**No artificial colors, flavors, preserv.**




**Eat soup, live healthy**

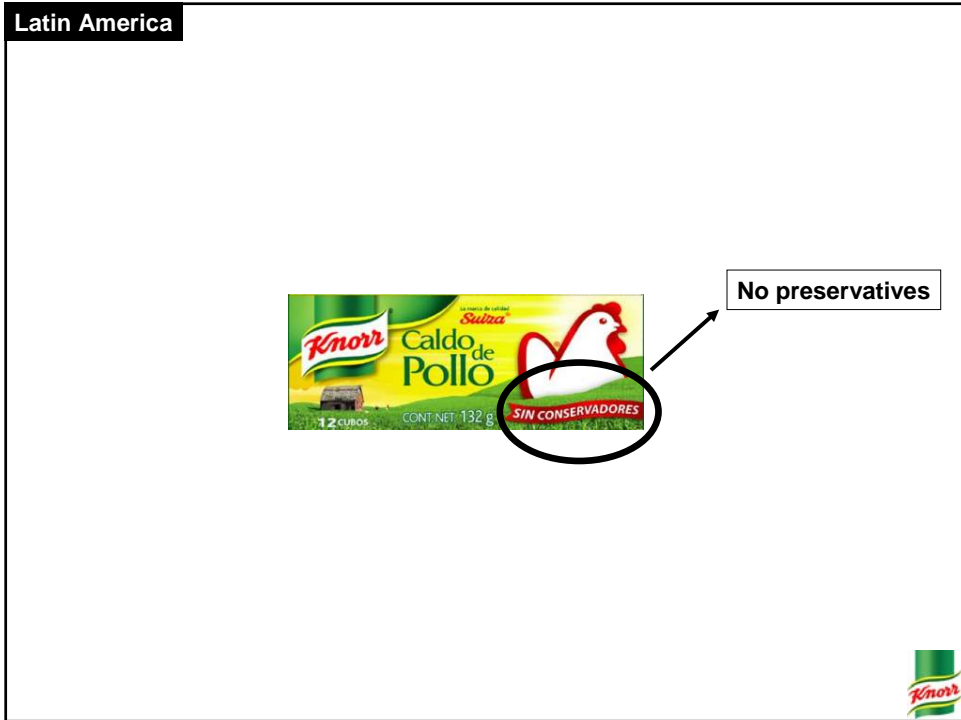
**Doğal koruma: Kurutma**

**Çorba neden sağlıklıdır?**

**6990 211 33 30**

**8690701053072**





Europe



NA



Asia

### Relaunch Seasoning Mix Making Stir Fried Veggies more delicious



### Local Recipes



Tom Yum (Thailand)



Cod bouillon with olive oil (Brazil)



Tortilla Soup (CA)  
Crema Poblana (Mexico)




Porkolt (Hungary)  
Paksiw (Phillipines)





**Europe**


**17 designs**




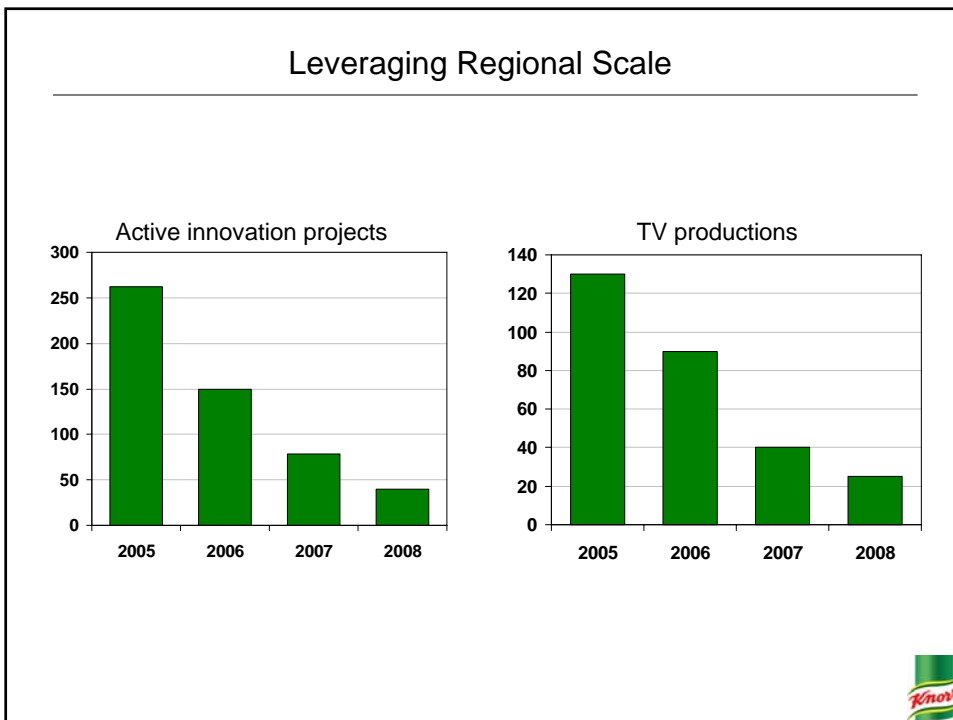
**1 designs**





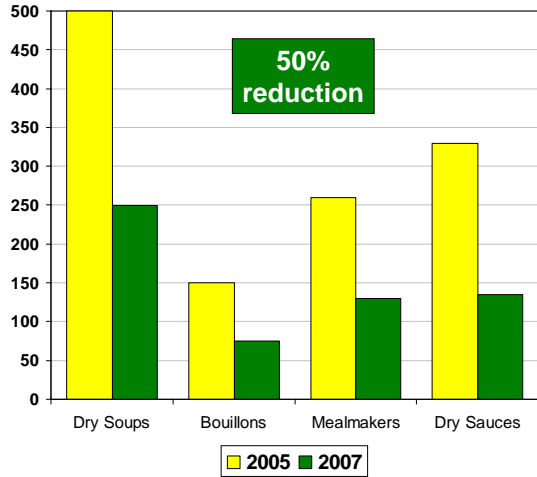


Better packaging incl. shelf-ready packaging  
with better variant visibility in all European markets

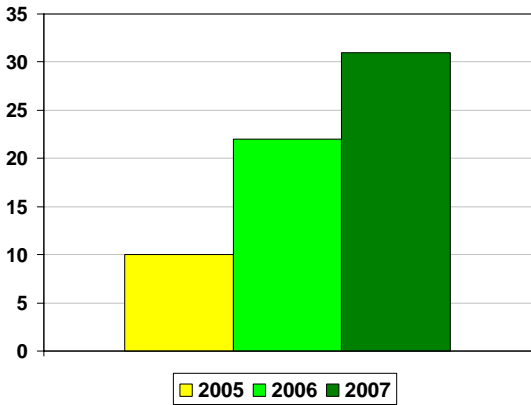
### Leveraging Regional Scale

Knorr Europe - Number of Recipes



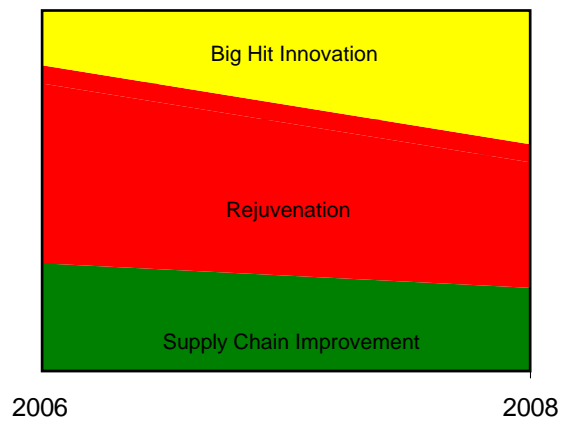
### More Innovation

% of range (recipes) new or improved (NL data)



## R&D Resource Re-allocation

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## Deliverables Regional Teams

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- Perfect “zipping” with Brand Builders (Brand Vision, Innovation plan)
- Disciplined approach to Rejuvenation
- Flawless implementation of global projects



## What will be different

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## Thank You

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