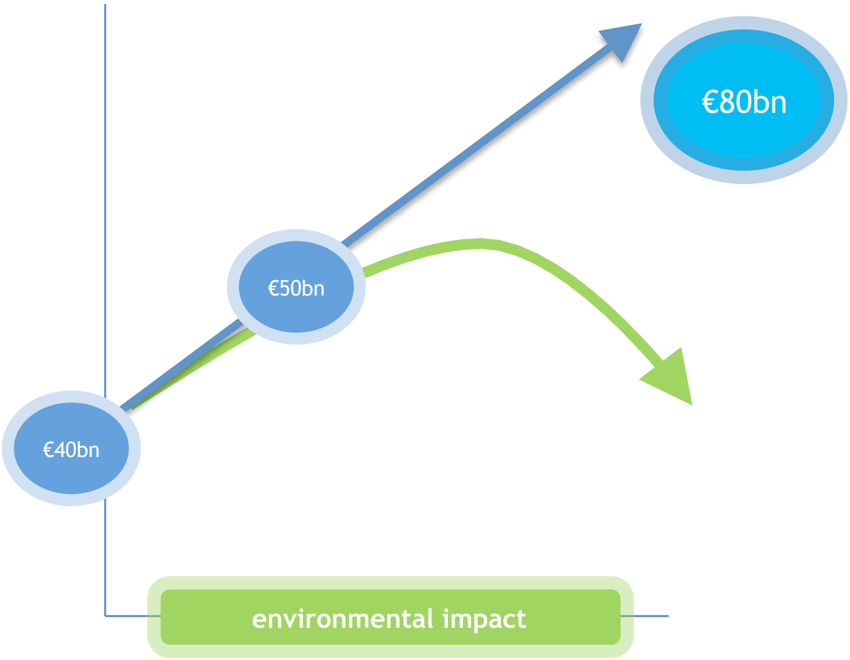
Winning in the Market Place

Harish Manwani – Chief Operating Officer

Paris, November 2012

Unilever Ambition



"4G" Plans

Consistent Growth

Competitive Growth

Profitable Growth

Responsible Growth

Sources of Growth: Market Development is key

Market Development

70%

Market Share Gain

10 - 15%

White Space

10 - 15%

Markets Mission

€30bn
More
Turnover

1bn
More
Users

20m
Perfect
Stores

Winning in the Market Place

Lead Market Development

Win with Winning Customers and Channels

Be an Execution Powerhouse

Winning in the Market Place

Lead Market Development	**Reach Up, Reach Down, Reach Wide**
Win with Winning Customers and Channels	Win Share in Drug Channel Build Up Scale in E-commerce Accelerate Out of Home
Be an Execution Powerhouse	Marketing to Shoppers – 20mio Perfect Stores Return on Marketing and Trade Investment

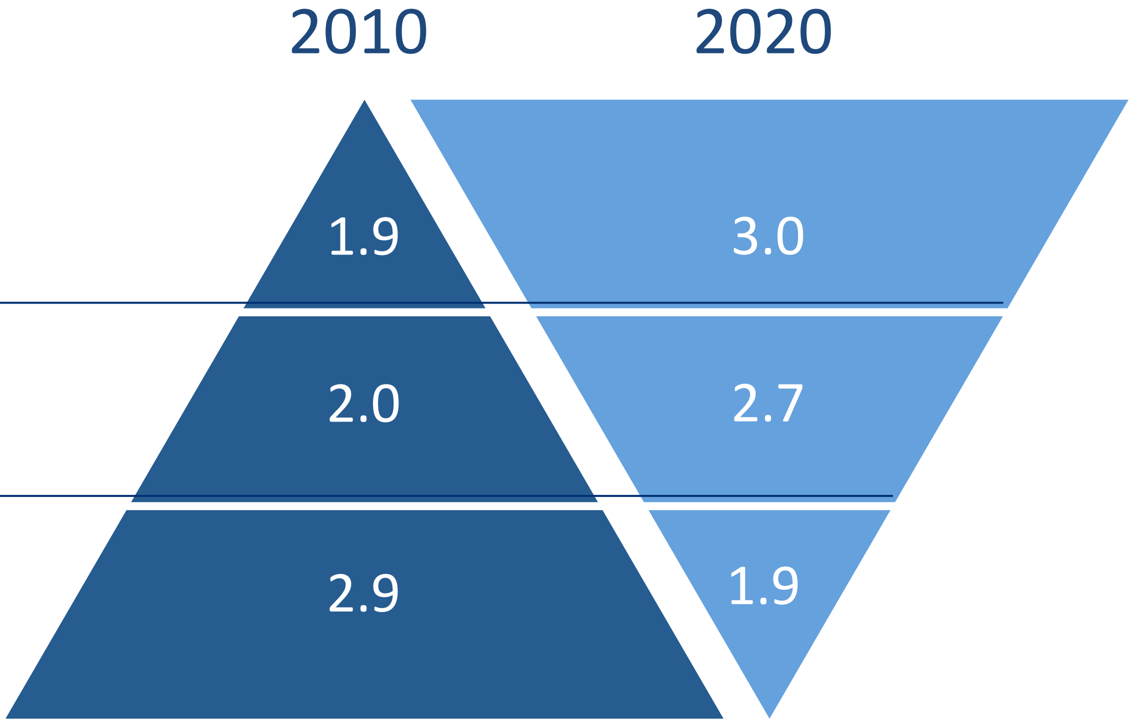
Follow the people

1.8 bn will move up the ladder, mainly in emerging markets

Have lots

Haves

Have nots



Source: Unilever estimates Globegro, updated upon LSM 2.0 baseline studies, figures are in billions of people

Unilever is strongly positioned in the key growth markets

Market Position

	Hair	Skin Care	Skin Cleansing	Deos	Oral	Laundry	HHC	Spreads	Savoury	Beverages	Ice Cream
BRIC											
	1		1	1	2	1			2	2	1
		2	1	1			1		2	2	1
	1	1	1	1	2	1	1			1	2
	2		2	1					2		
Next 13											
	1	1	1	1	1	2	1	1	1	1	1
	1	1		1	2	2			1		1
	1	1	1	2		1	1		1		1
	1	1	1	2	1	1	1		1		
	1	1	1		1	1	1			2	
	1	1	1			2		1		1	1
					1	1		1	2		
	1	1	1	1		1	1	1	1	2	1
	1		1	1		1	1		1	1	
		1		1				1	1	2	1
	2	1	1	1	1		2			1	
	2			2		1	1	2	1	2	1
				1			1	1	1	1	1

Note: retail audit data – latest 12 weeks

Lead Market Development

Reach Up

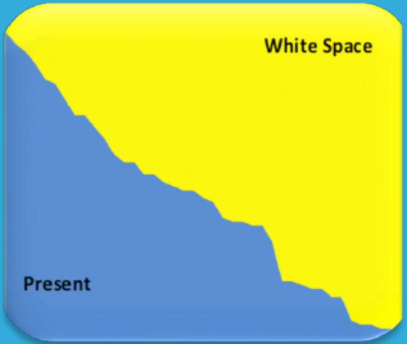
Accelerate premiumisation

Reach Down

Compete for non users

Reach Wide

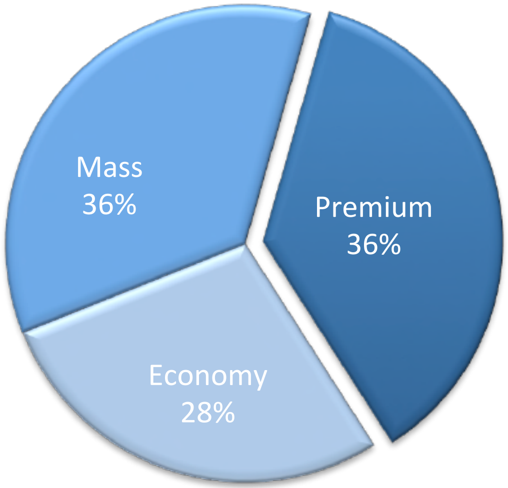
Be first and be fast in white spaces



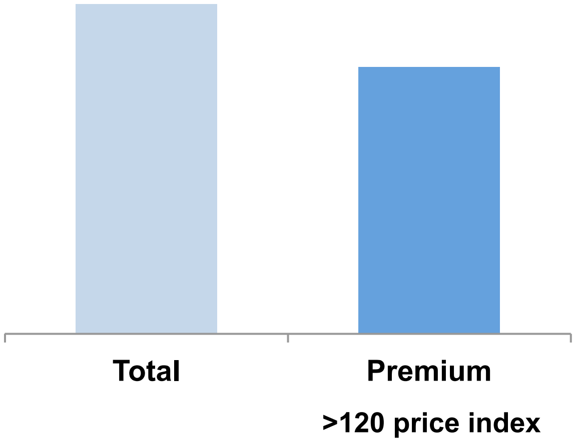
Reach Up

Big part of the market is premium; fair share opportunity in premium Beauty segment

Total market split by price index



Beauty (Hair + Skin Care)
Unilever share by price index

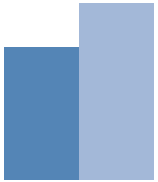


Note: Unilever estimate for 2011, in the categories where Unilever is present.

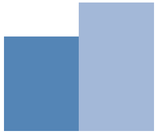
Reach Up

We are delivering higher growth at the premium end

Personal Care



Home Care



Foods

Refreshment

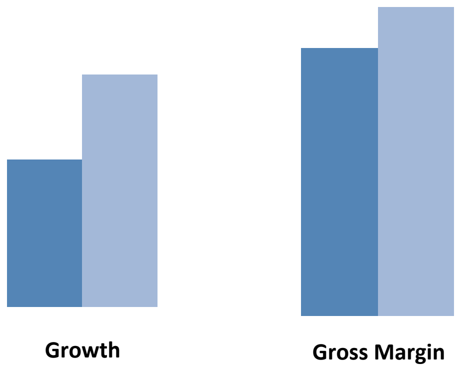
Category average growth | Premium brands growth

Note: based on average turnover growth of Unilever portfolio from 2008 to YTD June 2012

Premium Portfolio: Delivering Better Growth and Margin

Hair Care

Hair Care



Total Hair Care

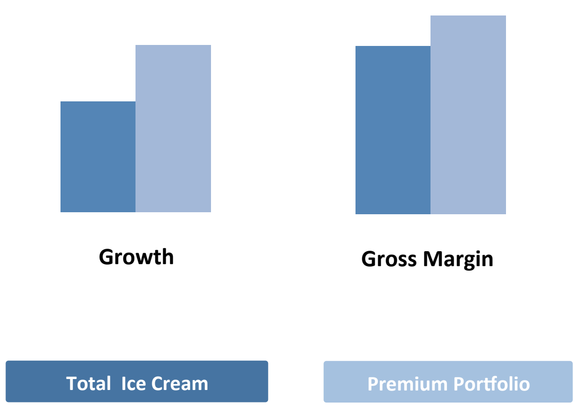
Premium Portfolio

Underlying Sales Growth Q3 YTD, GM % H1'12

Premium Portfolio: Delivering Better Growth and Margin

Ice Cream

Ice Cream



Underlying Sales Growth Q3 YTD, GM % H1'12

Reach Up

Accelerate premiumization everywhere

Personal Care

Dove

AXE

Home Care

Foods

Refreshment

Reach Down

Develop Value for Money Portfolio in Developed Markets

Own Basic Hygiene and Nutrition in Emerging Markets

Deliver Low Cost Business and Country Model


Ice Cream


Laundry


Southern Europe


India

More Stores and More Users in Rural

Reach Down

Addressing value for money challenges in Developed markets

Bigger Packs, Multi Packs, Better Value

[redacted]

Activate Value brands and Local Jewels

Small Packs at Entry Price

5 Wash

250ml

Entry Level Variants

Reach Down

Growing share in Discounters in Europe

Unilever UK: double digit growth

Growing share in several key markets

Reach Wide

Geography


Myanmar


Central Africa

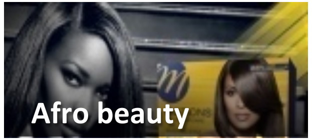

Peru

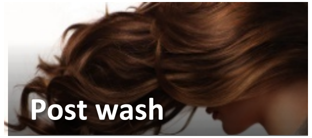
Brand Portfolio

c. 100 brand fills p.a.

MAGNUM
Impulse
Domestos
Lifebuoy
simple
TONI&GUY
CLEAR
Cif
TRESemmé
Sunlight

Emerging segments

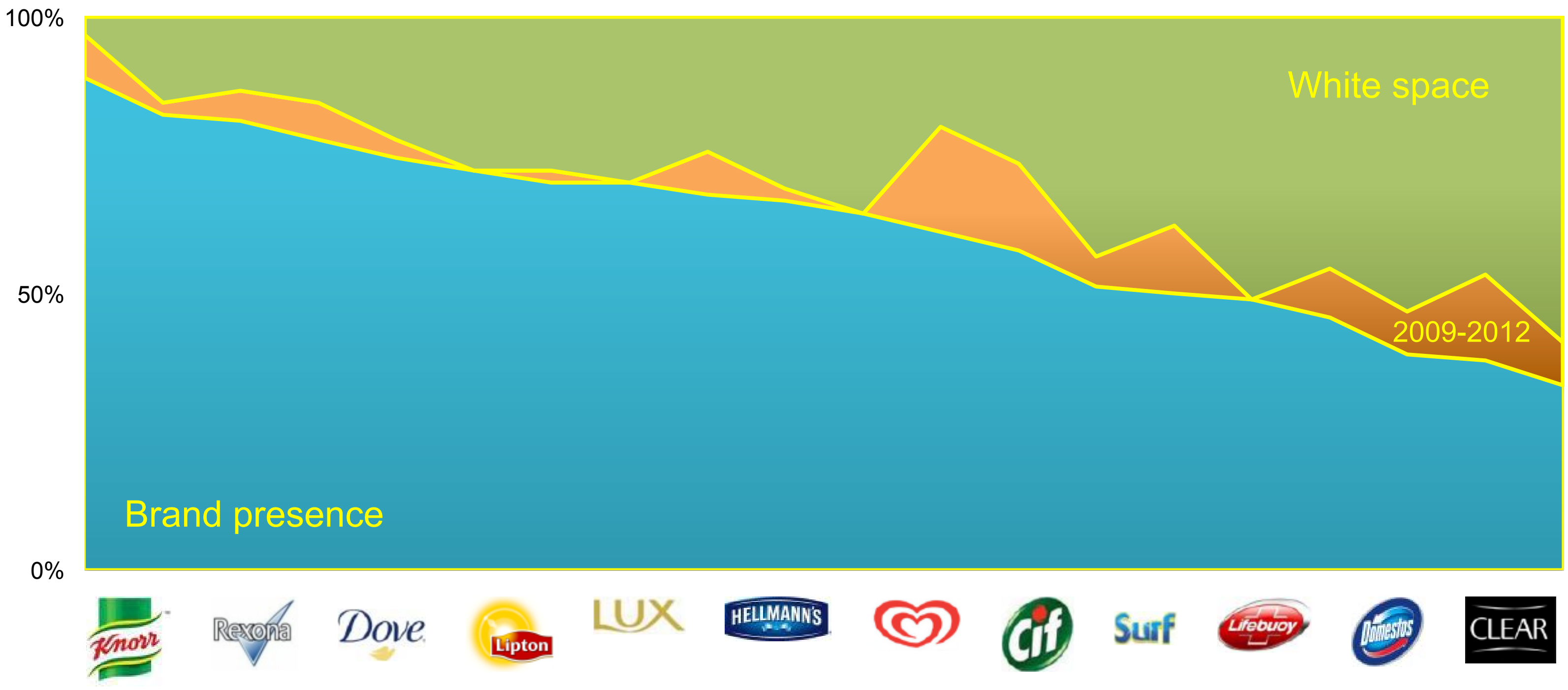




Channels

Reach Wide

Brand coverage increased to 44% in 2012



Reach Wide

Clear : > 40 countries

Dove: > 60 countries

Axe : > 60 countries

Cif: > 50 countries

Magnum: > 40 countries

Knorr Jelly: > 35 countries

Reach wide: M&A supplementing portfolio fill

Alberto Culver

Kalina

2012: double-digit growth

Lead Market Development

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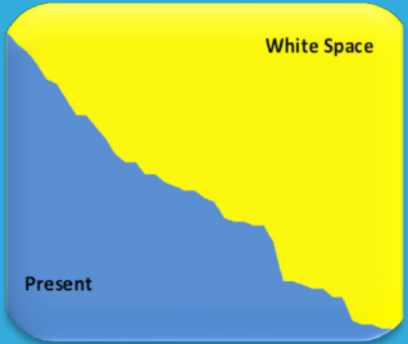

Note: internal estimate to indicate potential, not additive

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Changing retail landscape

Unilever

SHOPPER

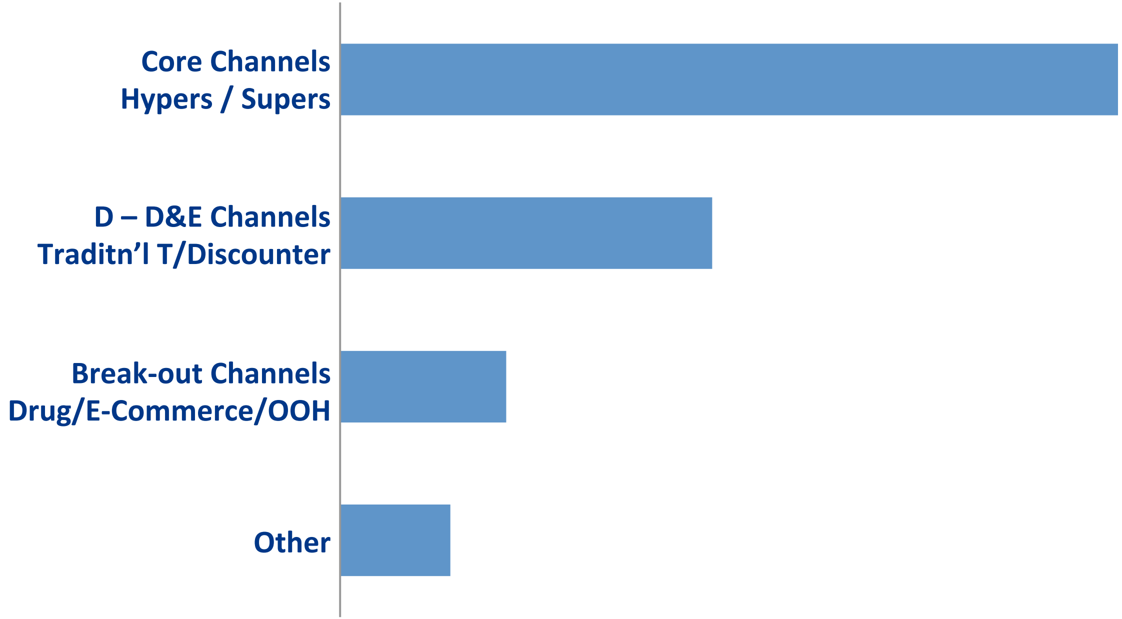
CHANNEL

CUSTOMER

- amazon.com
- WAL★MART
- TESCO
- Casino
- Carrefour
- Auchan
- Ahold
- METRO GROUP
- Watsons
- Boots
- Walgreens

Channel contribution to Unilever growth

Channel Size



	Contribution to Growth
Core Channels Hypers / Supers	37%
D – D&E Channels Traditn'l T/Discounter	28%
Break-out Channels Drug/E-Commerce/OOH	27%
Other	8%

Source: Cluster Strategic Plans, 2012 estimates / future projections

Drug Channel: Gaining fair share

RIGHT PORTFOLIO

DIFFERENTIATION

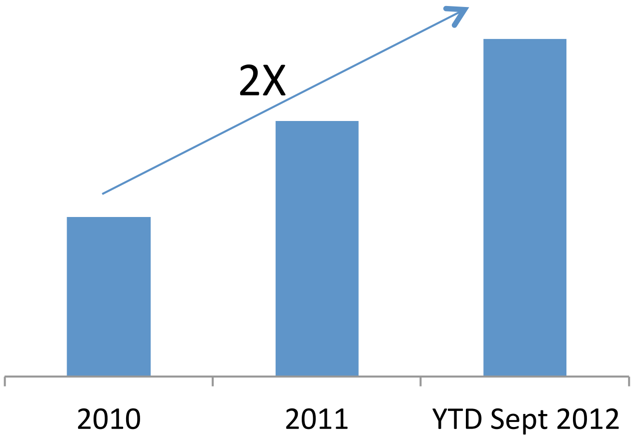
PC BUSINESS MODEL

PERFECT DRUG STORE

Maxing the Mix

Drug Channel: Strong momentum

Underlying Sales Growth (%)



Supplier of the year

E-Commerce: Build scale & expertise fast

NEW BUSINESS MODEL

€ 1 bn business

Accelerate 'Out of Home'

Follow the Shopper

Visibility & Activation

Channel Relevant Solutions

Step Change Growth

Sustainability: Partnering Customers and Channels

Sustainability as a business driver through JBPs

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Perfect Stores: Marketing brands to shoppers

2012

4.6 Million
Perfect Stores

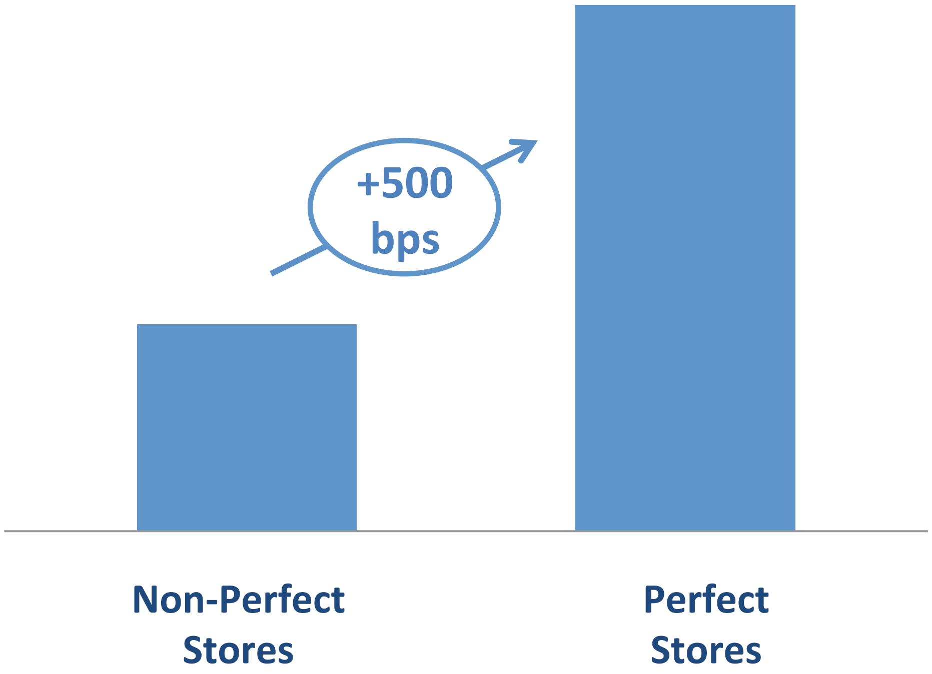
TALENT

TECHNOLOGY

AMBITION

20 Million
Perfect Stores

Perfect Stores: Source of higher growth



Source: HUL India pilots

Return on Investment:
Focus on Consumer and Trade Spend

Trade Spend

- Efficient Operation
- Consumer Price Promotions
- + Visibility & Availability
- Other Terms

A&P

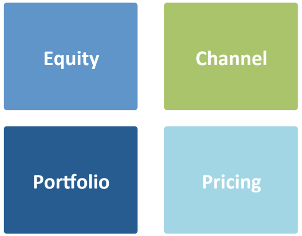
Return on Trade Investment

Collaboratively maximise effectiveness of Trade spend

Benchmark like markets

Joint Supply Chain Plans

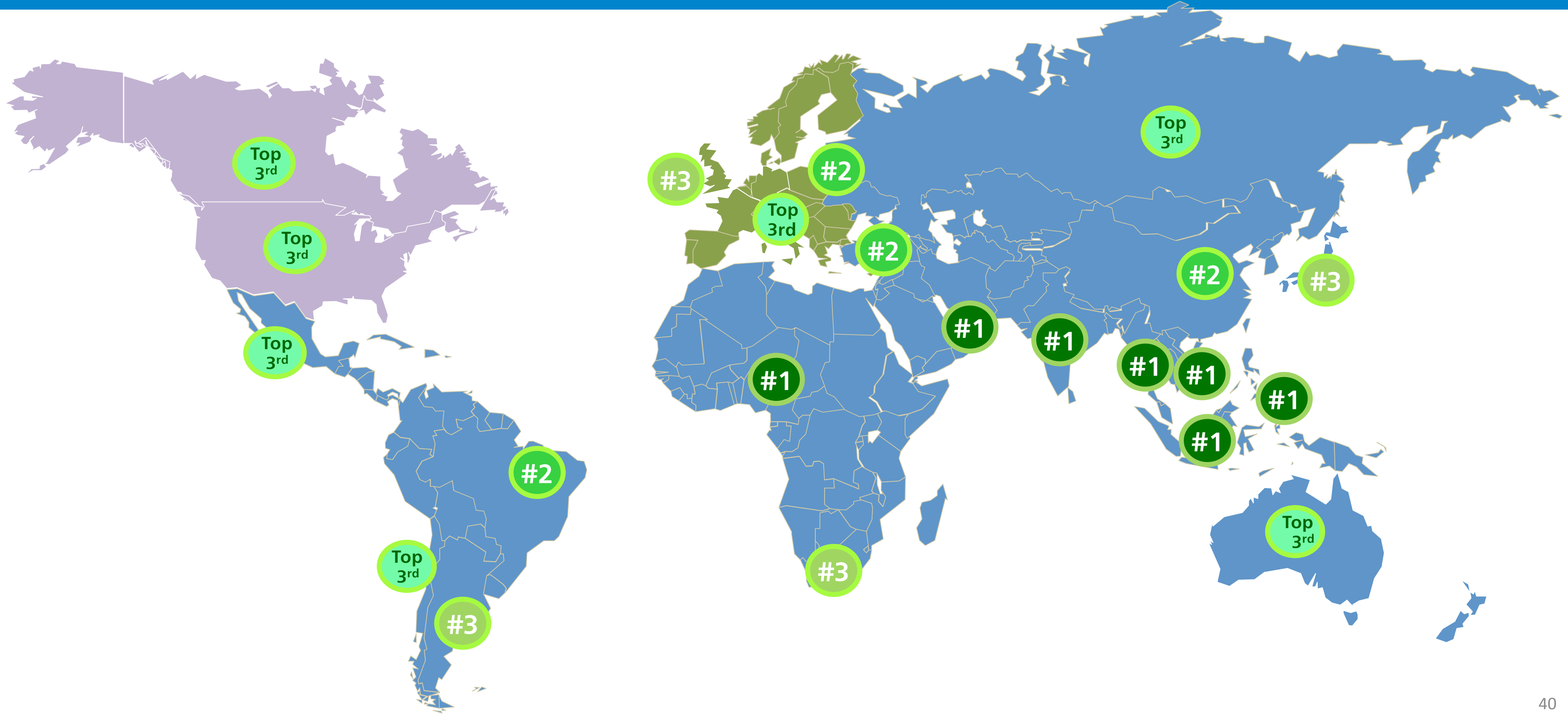
Optimise Promotional Spend



Max the Mix

Counterpart All spend

Customer Satisfaction: A true measure of success



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