

Unilever Investor Seminar
Paris, France
November 28th – 30th 2012
Dave Lewis, President Personal Care



Comfort
Cho Da Nhạy Cảm

MỀM MẠI DỊU HƯƠNG
NHƯ TÌNH THƯƠNG CỦA MẸ



Comfort Đậm Đặc Cho Da Nhạy Cảm an toàn cho da

Winning With Brands and Innovation

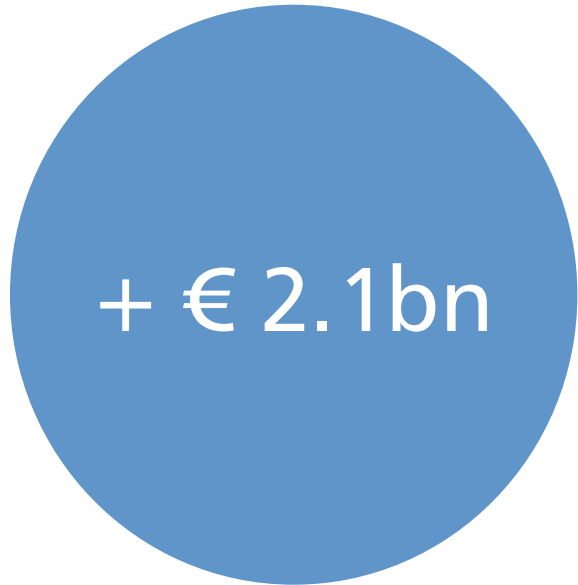


- Personal Care one year on
- Brands and the virtuous circle of growth

3 Messages

- The business we have is doing well
- We are investing heavily in capabilities
- Much more opportunity to go for

The business we have is doing well



Turnover added Q3 YTD



Underlying Sales Growth

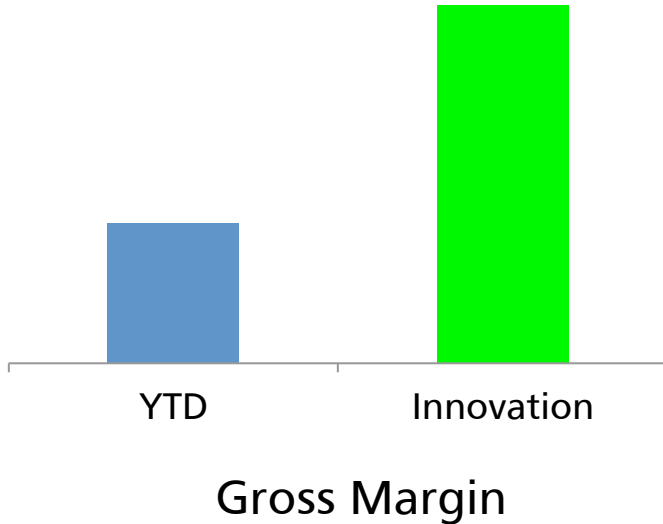


Global Market Share

A pipeline of Gross Margin accretive innovation



Strong Innovation Pipeline



Acquisitions performing well



Pure Line



Black Pearl

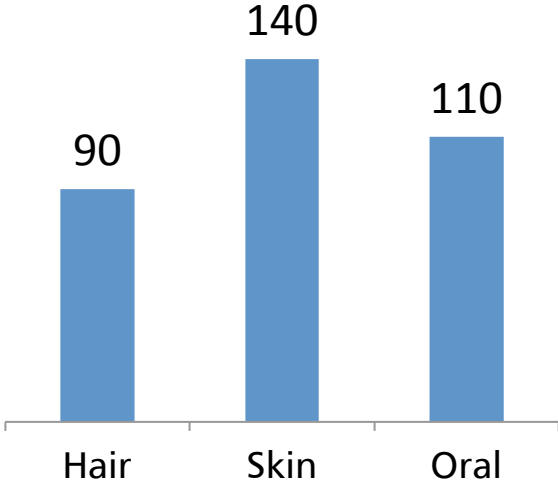


Silky Hands



100 Recipes of Beauty

MAT Value Market Share



Brazil



Market share 6%
Turnover €150m in 2012

India



Indonesia



A billion better lives



global handwashing



billion smiles

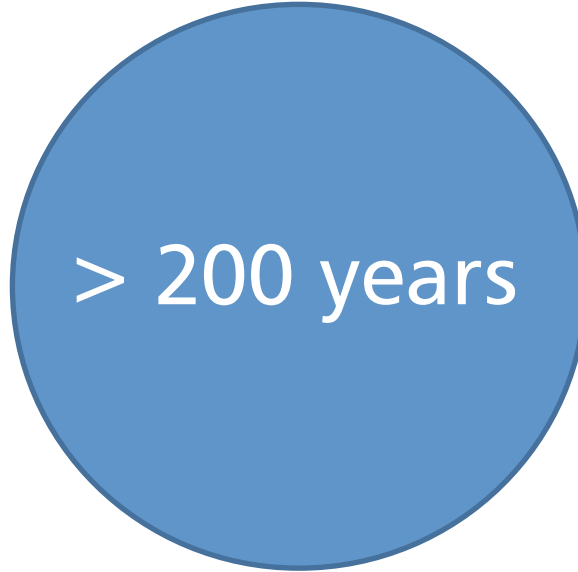


self-esteem project

Investing in capabilities: Innovation and People



Catalyst Workshop



Personal Care Experience



Personal Care Academy

Diversity



62%

Female Managers in
Personal Care

8

Nationalities in Personal
Care Leadership Team

6

External Hires into Personal
Care Leadership Team

Investing in capabilities: Research and Development



40%

more from less

60%

more from the same

0%

more from more

Investing in capabilities: Research & Development



30%

more from less

30%

more from the same

40%

more from more

Much more opportunity to go for



- Premium
- Channel
- Leveraging full Personal Care R&D
- Communication effectiveness
- Digital

Brands and Virtuous Circle of Growth



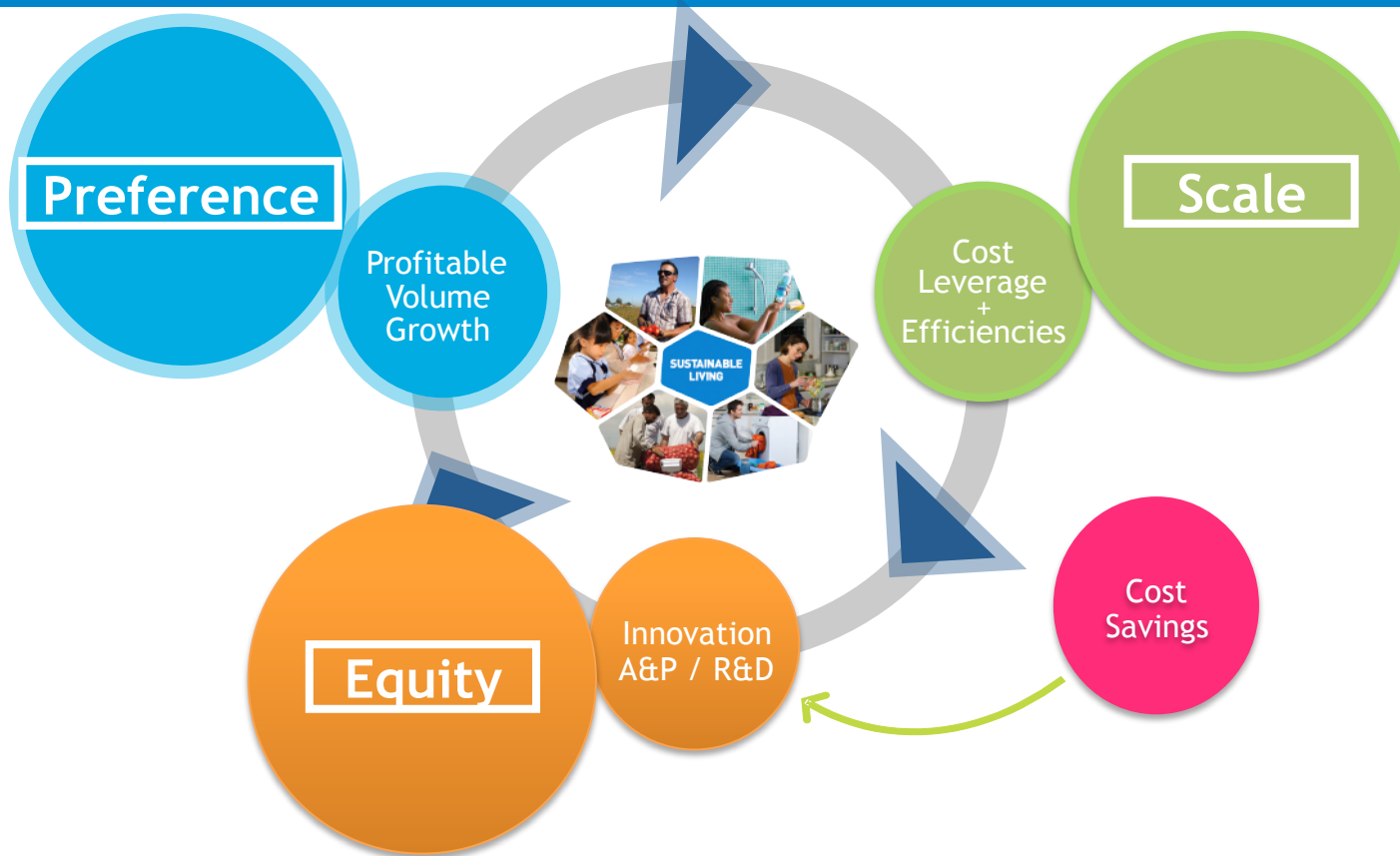
- Compass 2013
- Building stronger brands

Compass 2013



- Superior products
- Build brand equity
- Bigger, faster, margin accretive innovations

Brands and the Virtuous Circle of Growth



Scale: Fewer projects for bigger impact

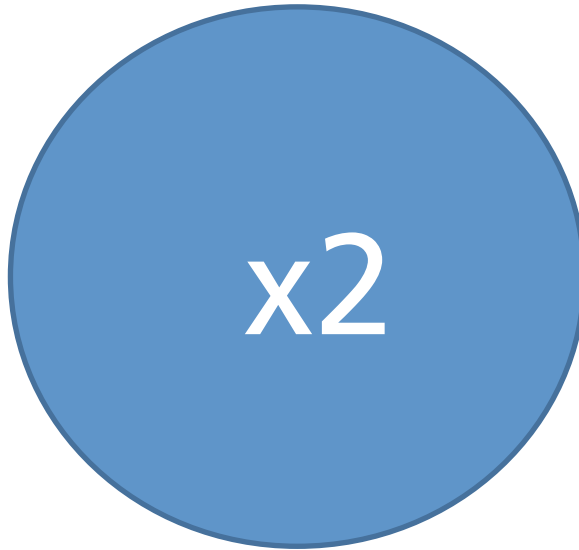


Fewer



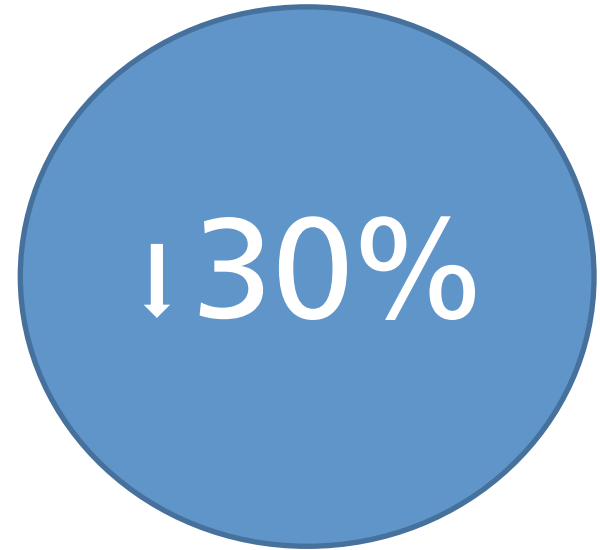
Number of innovation projects

Bigger



Number of 50m+ projects

Faster



Cycle time to 10 countries

Two new members of the €1bn club



>50%

of Total
Turnover

+5bn

Turnover
added in
3 years

More billionaire brands in the making



TRESemmé
USED BY PROFESSIONALS

Comfort

Above
Average

Underlying
Sales
Growth



Signal

Above
Average

Gross
Margin

POND'S

NEW CLEAR

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