

Unilever

Barclays Back to School Conference - Boston

James Allison – Head of IR and M&A

September 5th 2012



Unilever

NEW



TAKE BETTER CARE OF YOUR FACE

**YOUR FACE
SAYS IT ALL**



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', '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 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; increasing competitive pressures; Unilever's investment choices in its portfolio management; finding 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; secure and reliable IT infrastructure; successful execution of acquisitions, divestitures and business transformation projects; economic and political risks and national disasters; the sovereign debt crisis in Europe; financial risks; requirement for additional pension contributions; and failure to meet high product safety and ethical standards; 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 Amsterdam and the US Securities and Exchange Commission, including the Group's Annual Report on Form 20-F for the year ended 31 December 2011 and the Annual Report and Accounts 2011. 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.

Agenda



1

Winning with brands and innovation

2

Unilever: the Emerging Market consumer goods company

3

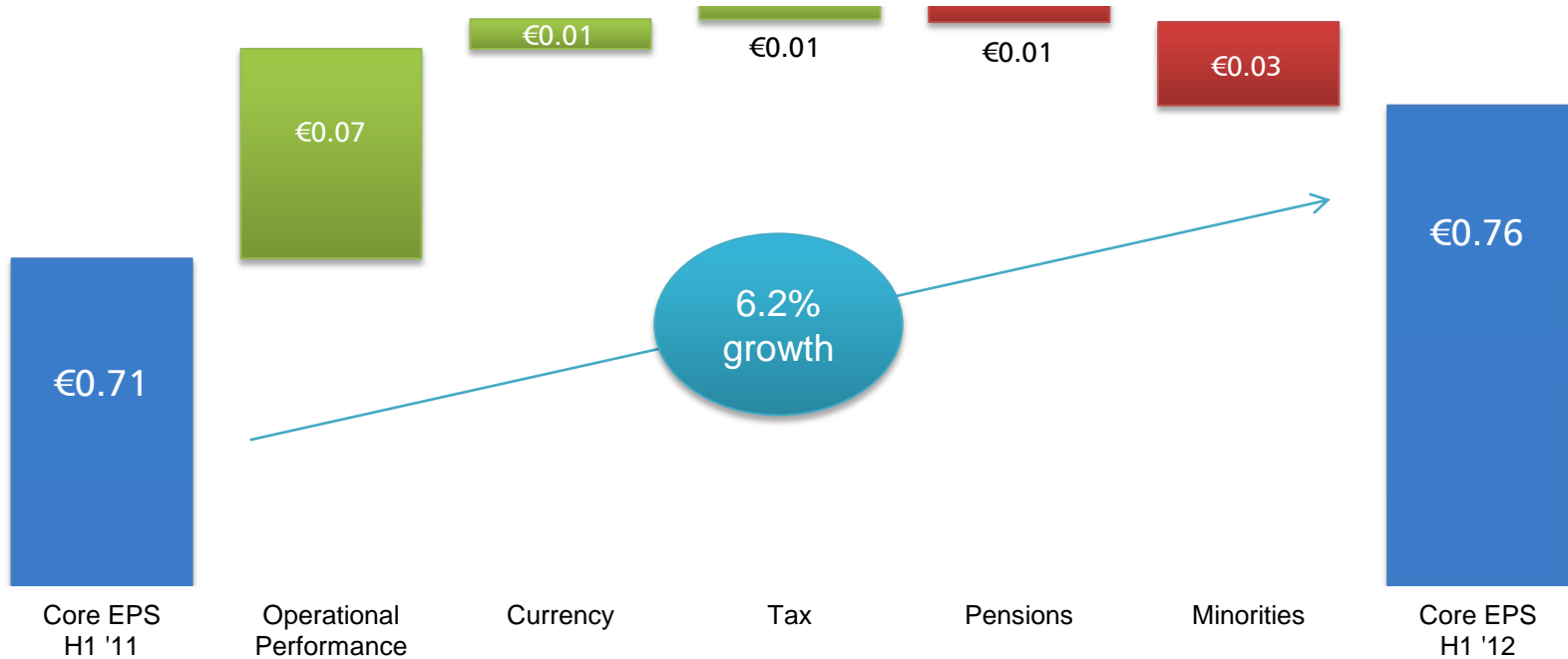
Performance culture and continuous improvement

H1 2012: 11.5% Turnover growth - Healthy balance of volume and price



Strong performance in Personal Care, Home Care and Emerging Markets

H1 2012: Core earnings per share €0.76



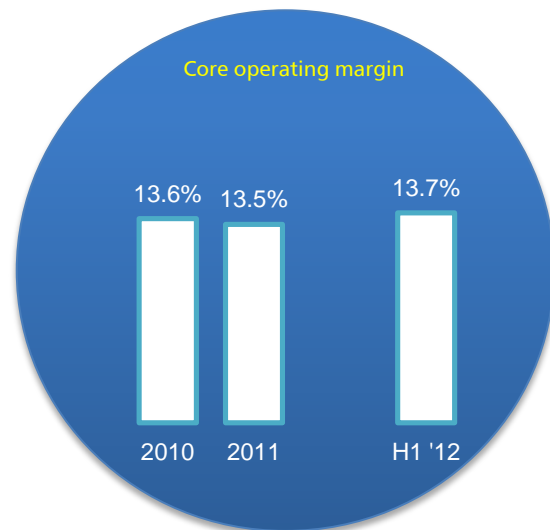
Delivering a consistent performance in a challenging environment



Balanced growth



Profitable growth



Stepping up investment over the last 3 years



+€850m incremental A&P behind our brands

+€300m investment in product quality since 2009

Investing in factories: capex now >4% sales



> 95%

formulations better /
equal than competition



1

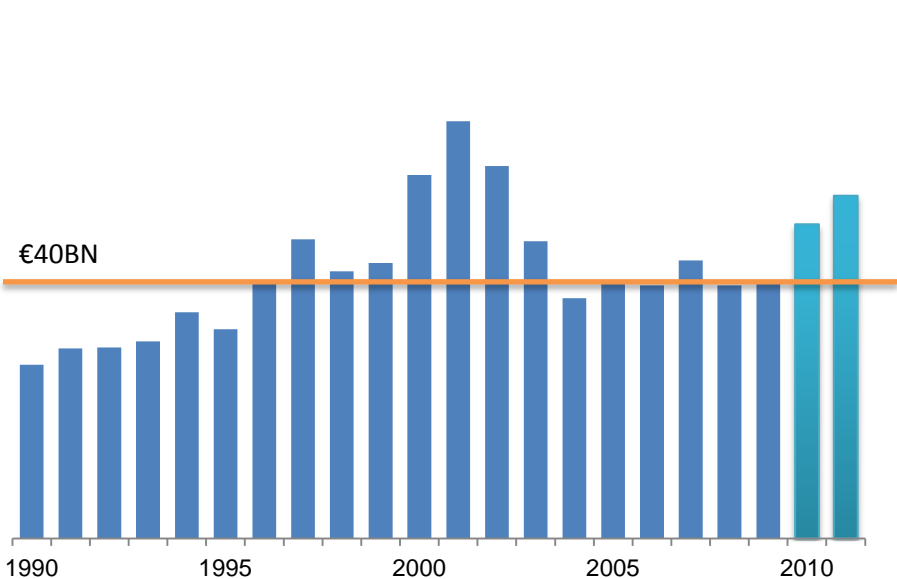
Winning with brands and innovation



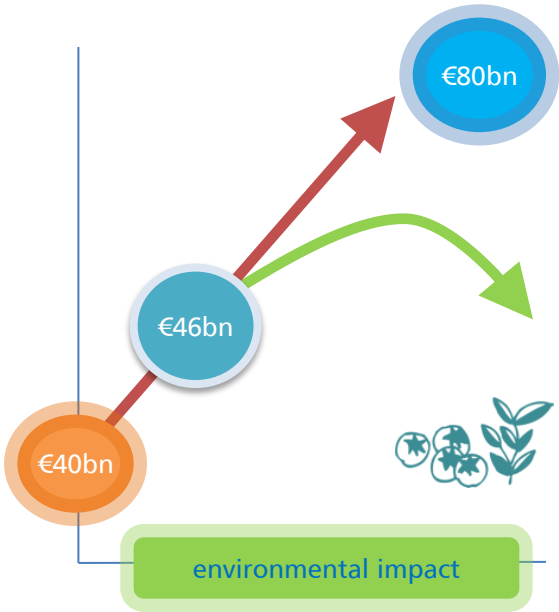
Growth as key driver of value creation



A €40bn company for many years



Now growth as a primary goal



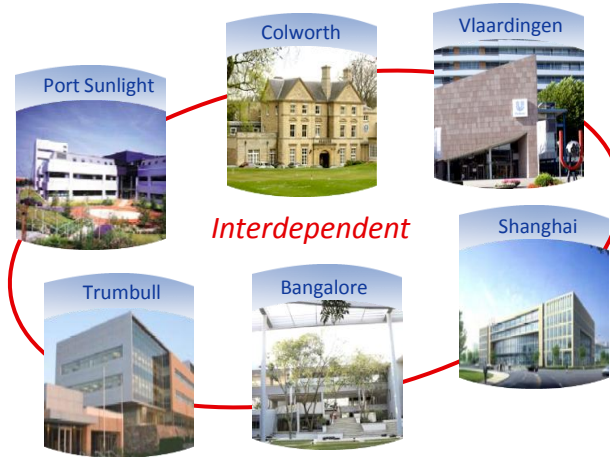
Delivering consistent and high quality innovation



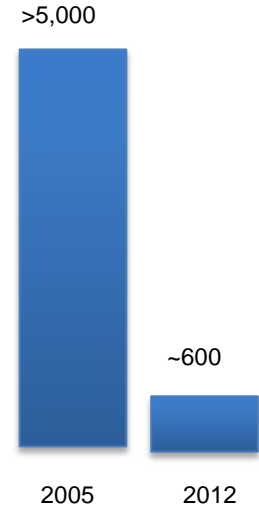
New organisation



Improved R&D structure



Fewer, bigger, better innovation projects



Innovation pipeline now extended to 5 years

Lifebuoy clini-care: Setting new hygiene standards



Lifebuoy now present in more than 30 emerging markets

Dove now a €3bn brand



Delivering superior care through unique technology

Dove Men+Care now in Hair and Face



Shower/Deo: now in +40 markets

Hair: launch in Canada and Brazil

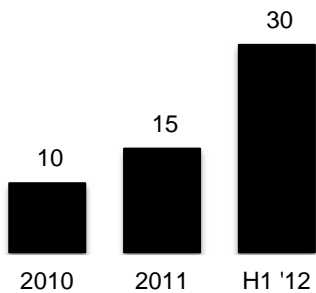
Face: launch in the UK



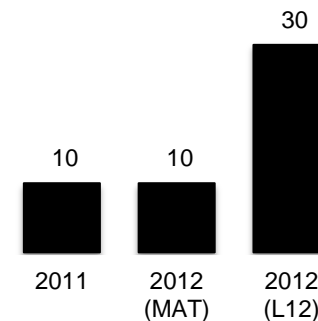
Clear growth continues to accelerate



Clear
Underlying sales growth %



Clear
Value share change bps



Better innovations: Food & Refreshment



Liquid margarine now +€100m Turnover



Jelly bouillon now in more than 40 markets



Tea new technology



Magnum our next €1bn brand



Launch Magnum N.A. - €100m year-one



Magnum Pop up stores



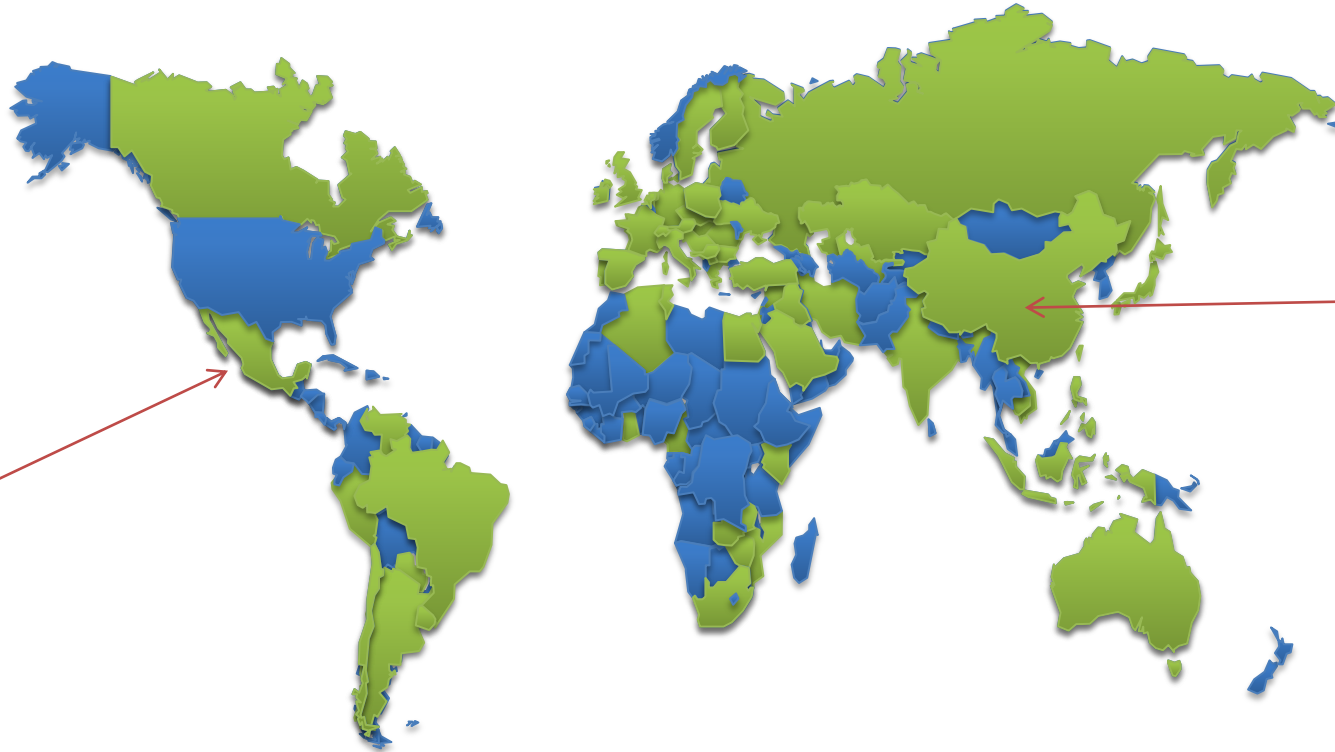
Impactful innovation, outstanding product quality and leading edge communication

Rolling out brands into new markets: Cif 2009 - 37 countries



Not present
Present

Rolling out brands into new markets: Cif 2012 - 58 countries

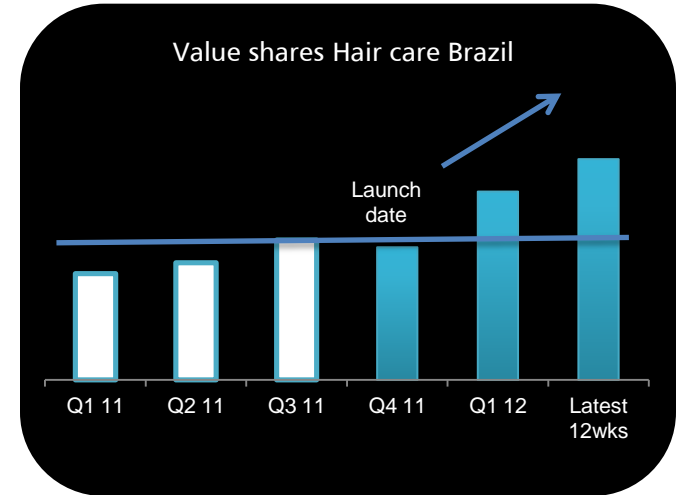


Mexico
Q2 '12



China
Q1 '12

Rolling out brands into new markets: TRESemmé in Brazil



TRESemmé in Brazil will reach €100m turnover in year 1

Axe viral campaign

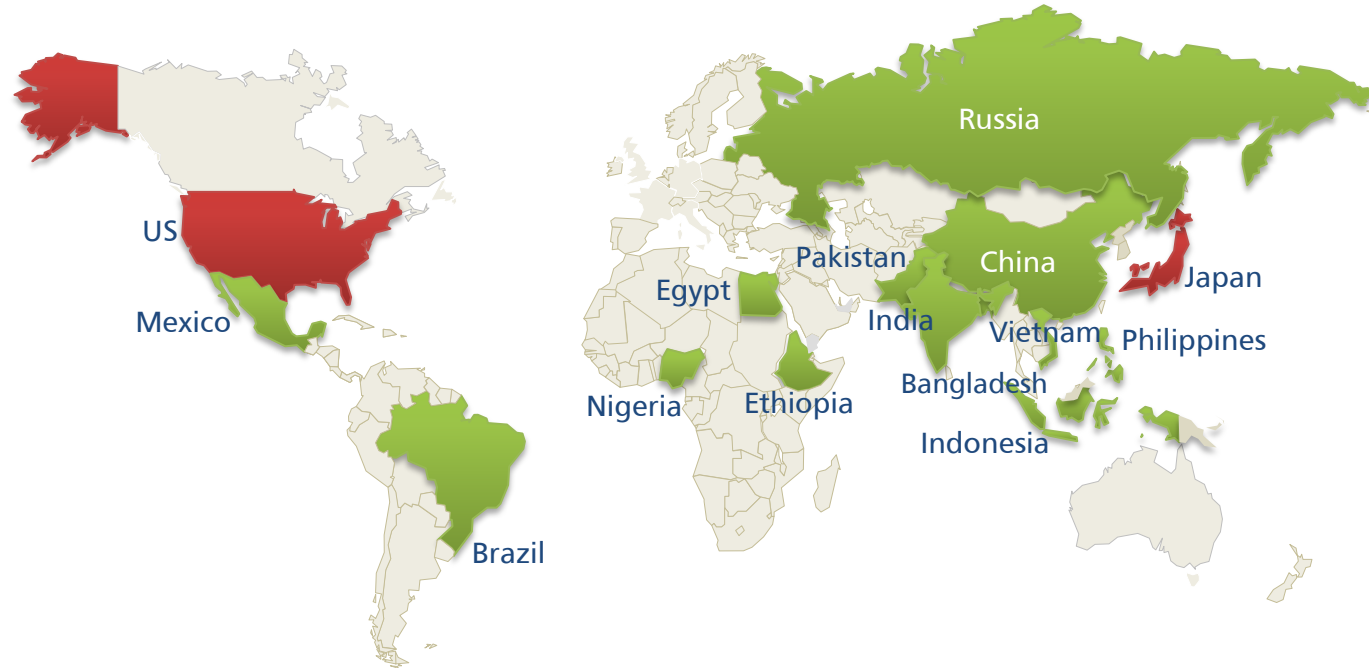
THE AXE EFFECT



2

Unilever the Emerging Markets consumer goods company

Most 100M+ populations will be in Emerging Markets by 2020

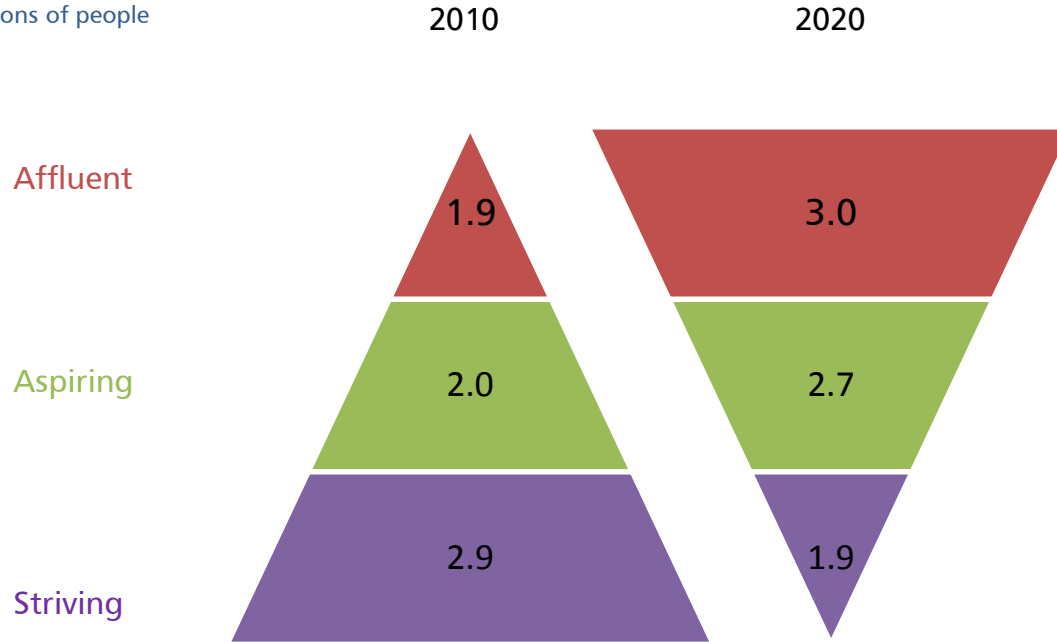


Unilever is uniquely positioned to win across the Emerging Markets

More than 1bn new middle class consumers by 2020



billions of people



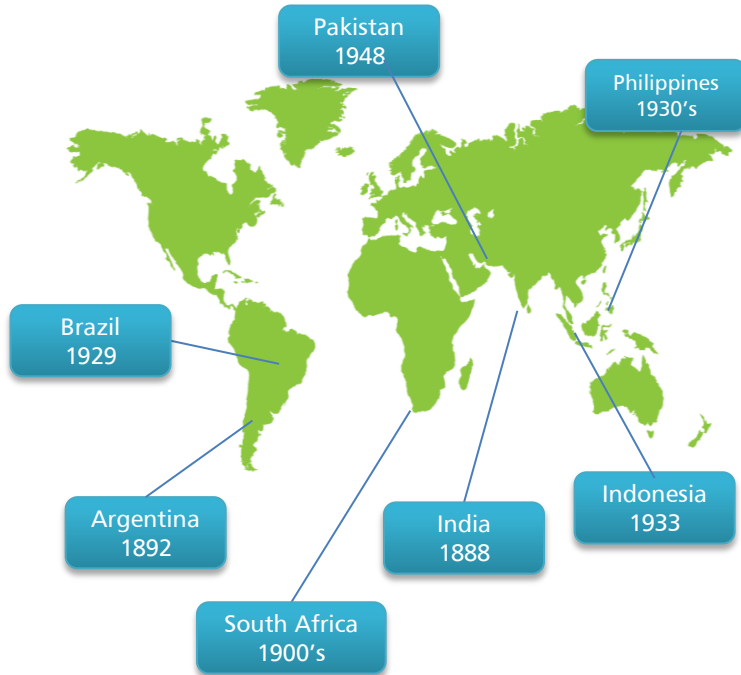
India Laundry



A unique history and footprint in Emerging Markets



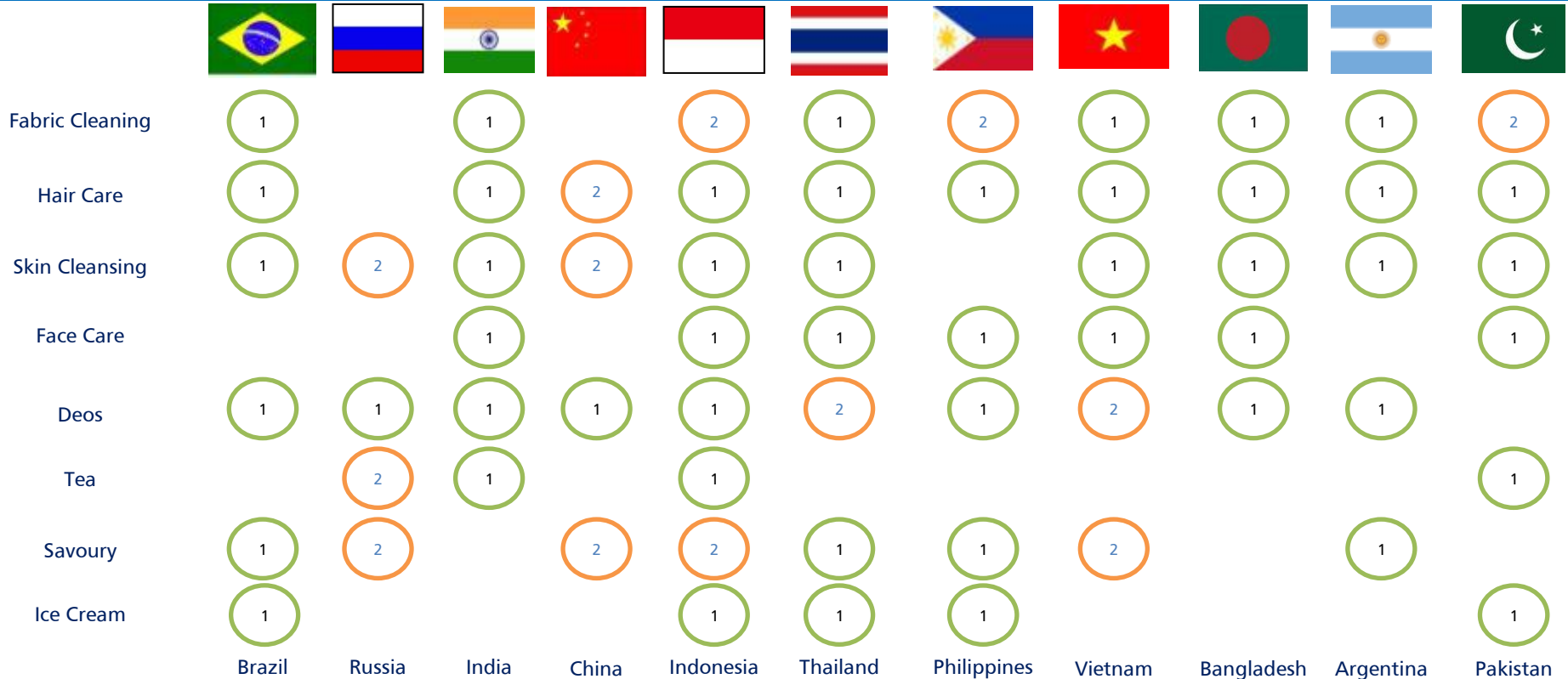
Deep roots



Top 10 < 35% Unilever sales



Unparalleled leadership across Emerging Markets



Extending our lead in Emerging Markets: Market development



Hellmann's usage occasions



Ice Cream cabinet placement



Deodorants market development e.g. China



Driving new users and more usage

Extending our lead in Emerging Markets: Perfect stores



Perfect stores: from 1m to 5m by 2020



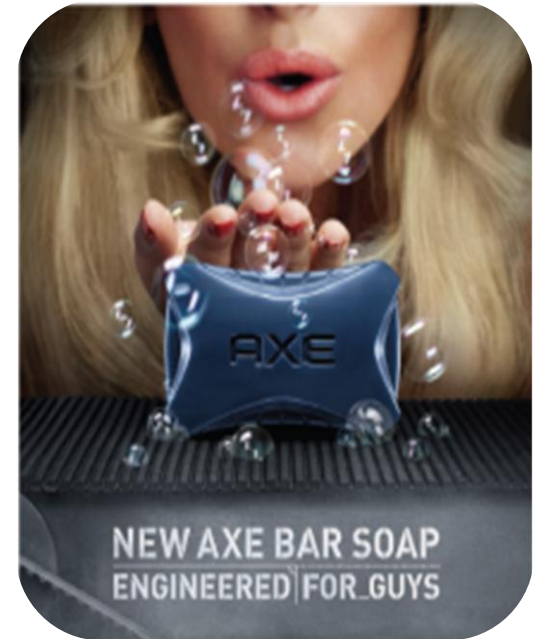
3

Performance culture and continuous improvement

Summary



- A stronger and more consistent business
- Innovation underpinning improved business performance
- Emerging markets a source of competitive advantage
- A sharper performance culture
- Many more opportunities still to exploit



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