

Unilever Q3 2011 Trading Statement

Jean-Marc Huët – CFO

James Allison – Head of IR and M&A

November 3rd 2011



Bye bye tired
looking eyes.

Dual Action Eye Cream
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Safe Harbour Statement

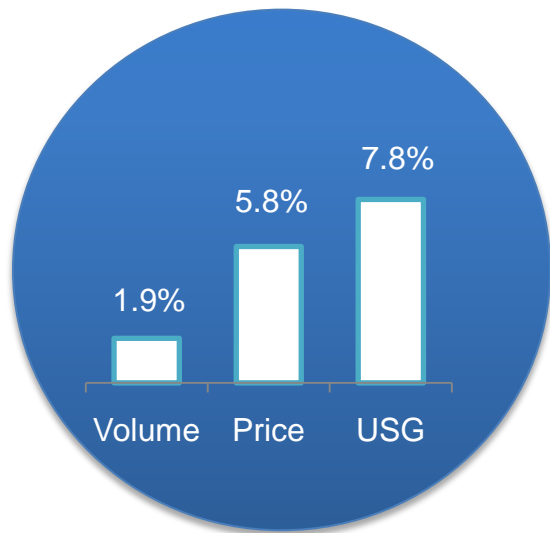


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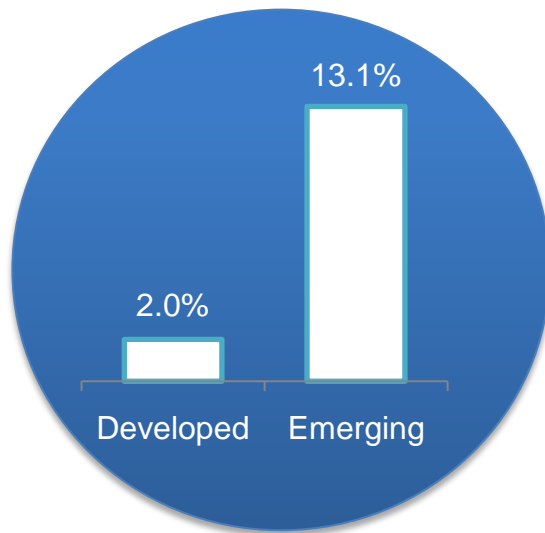
Q3 2011 - Strong performance



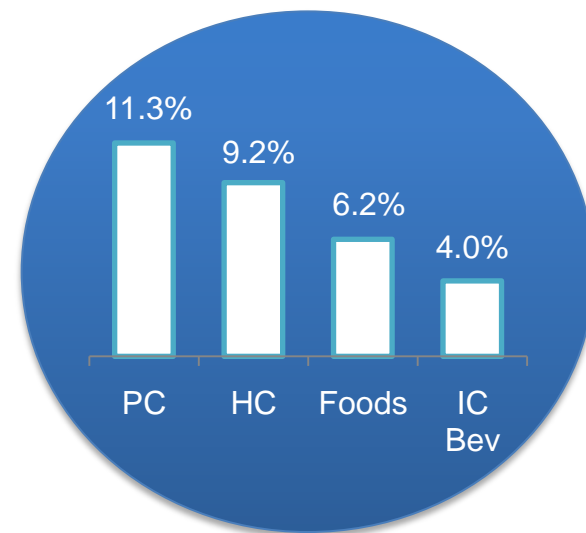
Balanced growth



Emerging markets driving growth (USG)

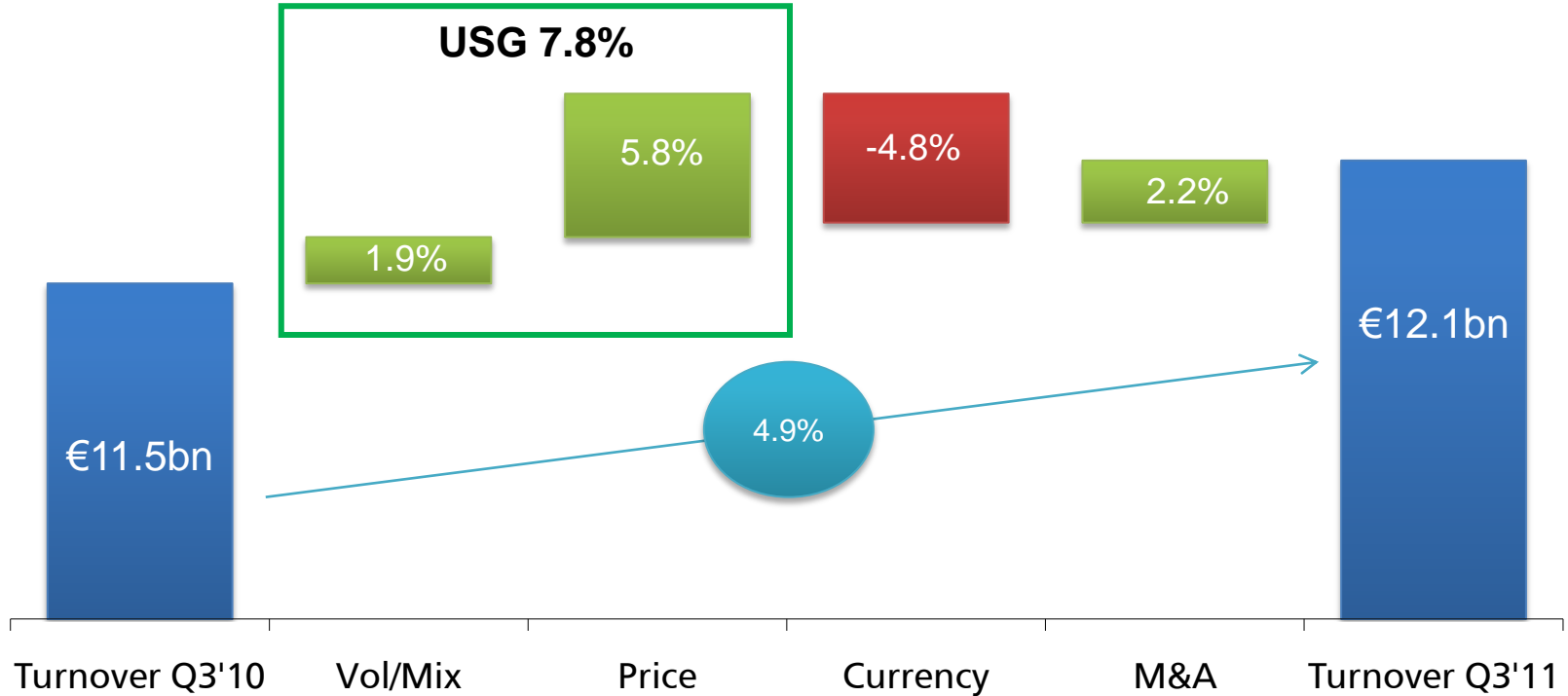


Broad-based growth

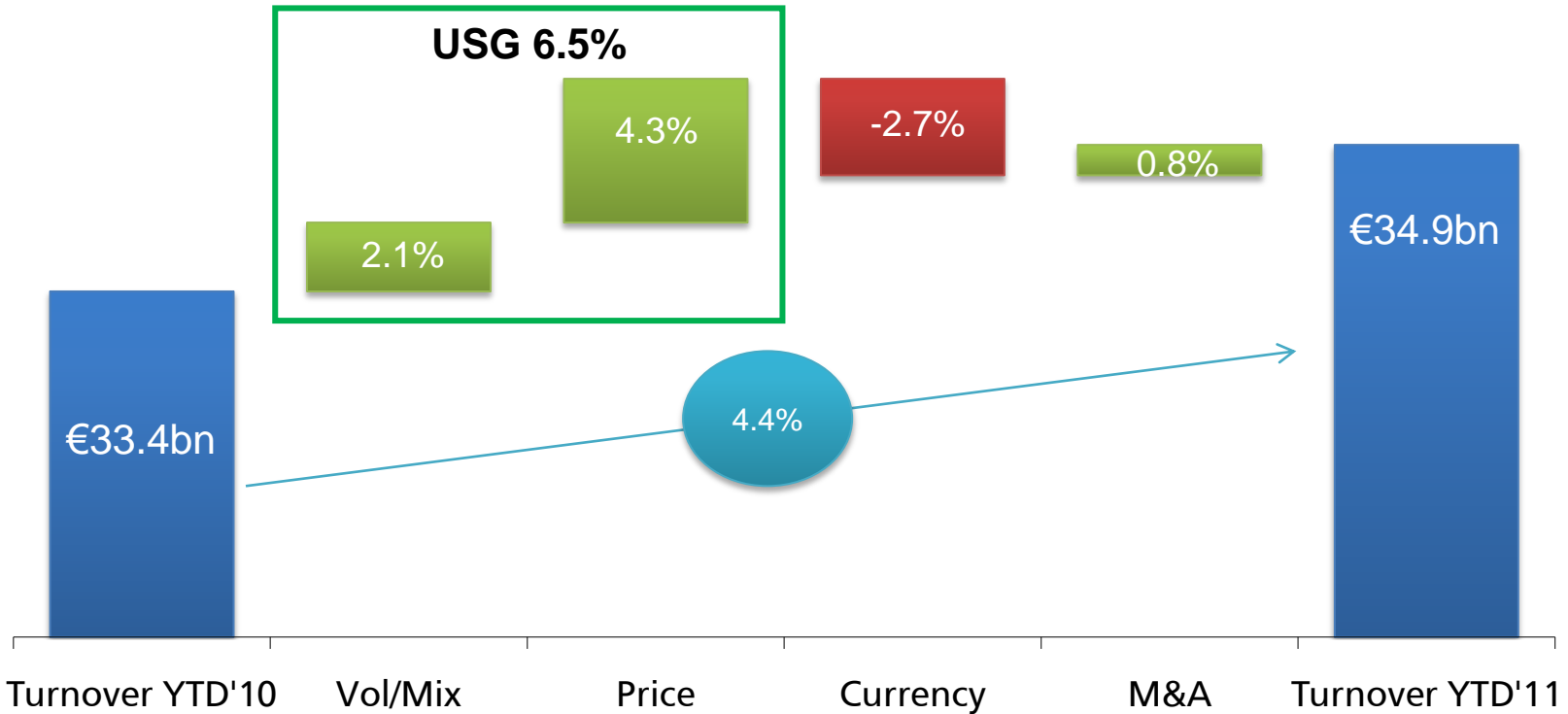


Major SAP upgrade in North America had an impact of +80bps at group level, will reverse in Q4'11

Q3 2011 - Positive contribution from M&A but negative FX



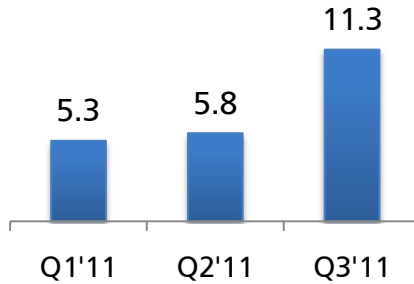
Q3 YTD 2011 - Strong underlying sales growth ahead of our markets



Q3 2011 - Personal care: now our largest category



Underlying sales growth (%)



- Turnover year-to-date €11.3bn, almost 1/3rd of sales
- Q3'11 underlying volume growth 6.2%, price growth 4.8%
- Balanced performance across geographies
- Consistent share gains in Skin Cleansing and Deo
- Alberto Culver/Sara Lee integration on track



Soap leaves soap residue.
Dove rinses cleaner.



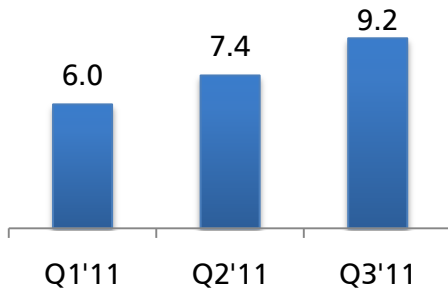
Q3 2011 - Personal care: growth driven by innovation roll-outs



Q3 2011 - Home care: strong quarter in a competitive market



Underlying sales growth (%)



→ Q3'11 underlying volume growth 2.3%, price growth 6.7%

→ Laundry value shares showing good momentum

- Gains are widespread
- Liquids performing well
- Brand equities improving

→ Household care value shares are flat

→ Market remains very competitive on price

Q3 2011 - Household care: growth boosted by white space expansion



Sunlight now in 32 countries



Domestos now in 27 countries

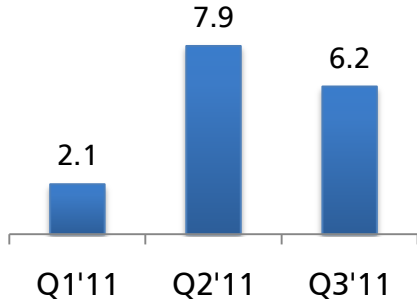


Cif now in 44 countries

Q3 2011 - Savoury, Dressings, Spreads: leading with price



Underlying sales growth (%)



- Q3'11 underlying volume growth -1.0%, price growth 7.3%
- Knorr Jelly Bouillon now in more than 30 countries
- Dressings strong value share gains due to “inspire” campaign
- Spreads volume lower as competitors lag price increases

Q3 2011 – Dressings growth driven by market development



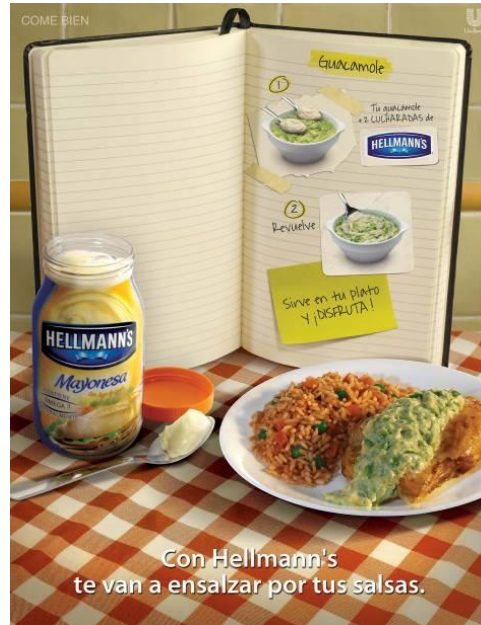
United States



Hellmann's on Chicken



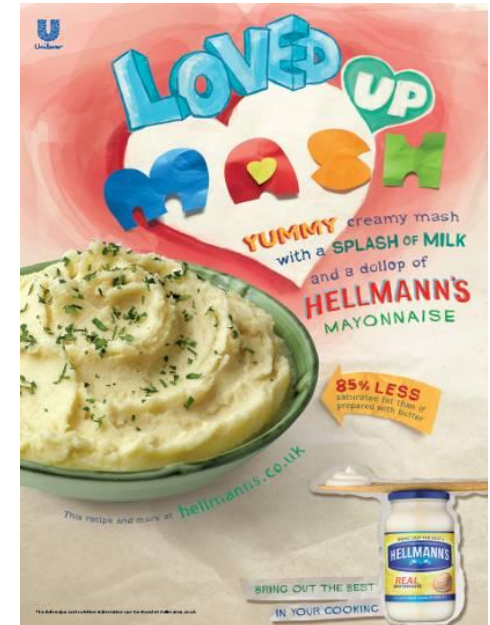
Mexico



Hellmann's in Guacamole



United Kingdom

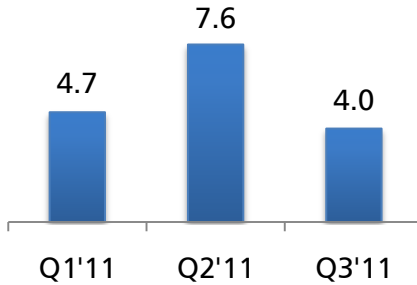


Hellmann's in Mash

Q3 2011 - Beverages & Ice Cream: good growth in tough conditions



Underlying sales growth (%)



→ Q3'11 underlying volume growth -0.5%, price growth 4.6%

→ Ice Cream momentum continues, driven by innovation:

- Magnum US launch ahead of expectations
- Strong double-digit growth in emerging markets

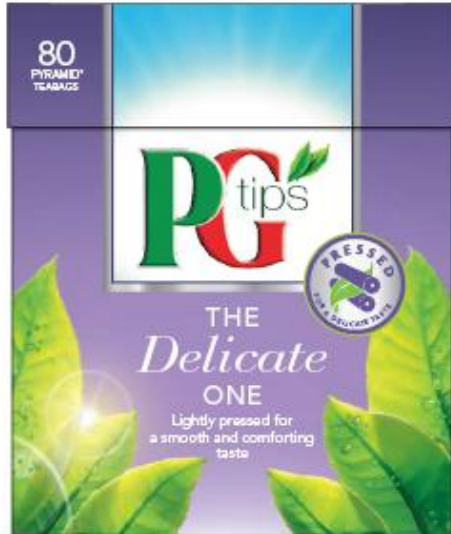
→ Tea shares stable

- Tea shares grew strongly in Western Europe, Indonesia, Turkey
- Major new launch in Russia to address share loss

Q3 2011 – Tea growth driven by technology led innovation



PG Tips – United Kingdom



Lipton Yellow Label – Russia



Incorporating the essence of tea extracted at source

James Allison
Head of IR and M&A



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Q3 2011 - Asia, Africa, CEE: continues to power Unilever's growth

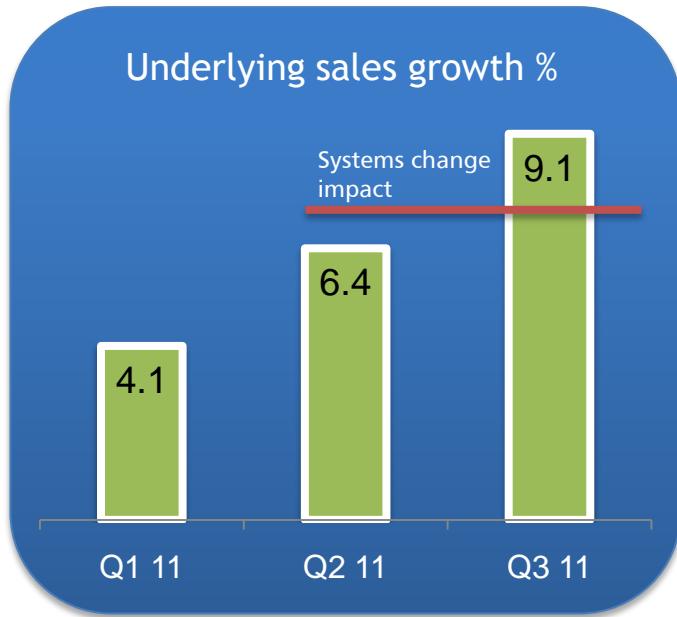


Underlying sales growth %



- Q3'11 underlying volume growth of 5.0%, price growth 7.1%
- Strong results in a year of unprecedented volatility
- Broad based growth
 - Strong double-digit growth in most countries
 - Performance continues to be driven by innovation, brand roll-outs and market development
 - CEE conditions remain challenging
- Regional SAP platform roll-out continues

Q3 2011 – Americas: growth continues to accelerate

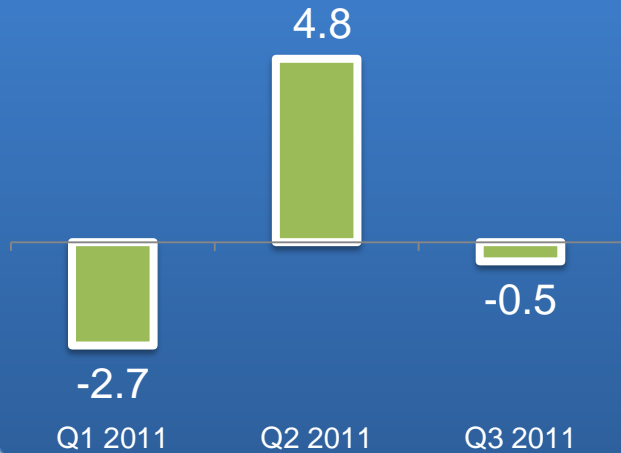


- Q3'11 underlying volume growth of 2.1%, price growth 6.9%
- Adjusting for N.A. systems change, underlying growth around 7%
- Good value share performance in Ice Cream and Personal Care
- Latin America strong volume and price growth
- Competition remains intense, particularly in Brazil

Q3 2011 - Western Europe: shares improving in difficult markets



Underlying sales growth %



- Q3'11 underlying volume growth -2.9%, price growth 2.4%
- Good growth and share gains in UK and France
- Majority of categories gaining share with standout performances in Laundry and Deodorants
- Spreads/Dressings are down as competitors lag price increases
- Year-to-date underlying sales growth +0.7%

M&A: acquisition of Concern Kalina in Russia



- Largest local PC player in Russia, turnover of around €300m
- Doubles the size of our HPC business in Russia
- Takes us from no.6 in the market to no.2
- Improves the mix in Russia to broadly 50/50 Foods HPC
- Expected to complete the acquisition of 82% by end of 2011

M&A: TRESemmé roll out less than 6 months after completion



TRESemmé
USED BY PROFESSIONALS

Thaila Ayala
atriz

Unilever

*Para usar em todos os conteúdos.

TRESemmé. Tenha resultado de salão todos os dias sem sair de casa.

USADA POR CABELEIREIROS AO REDOR DO MUNDO*

TRESemmé. RESULTADO DE SALÃO TODOS OS DIAS.
tresemme.com.br



Hitting the shelves in November 2011

Jean-Marc Huët
CFO



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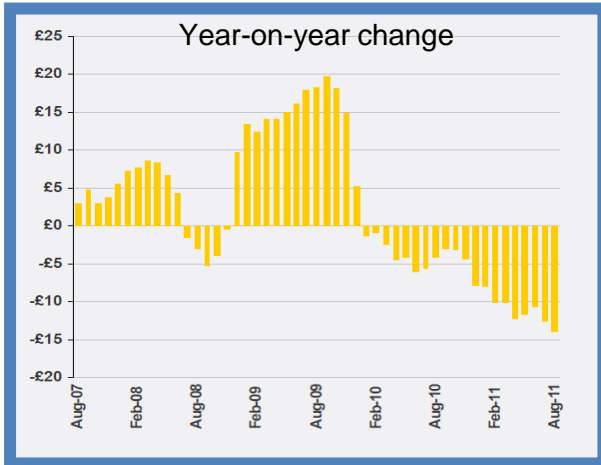
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Uniquely challenging times



UK ASDA income tracker



Commodity cost sharply up



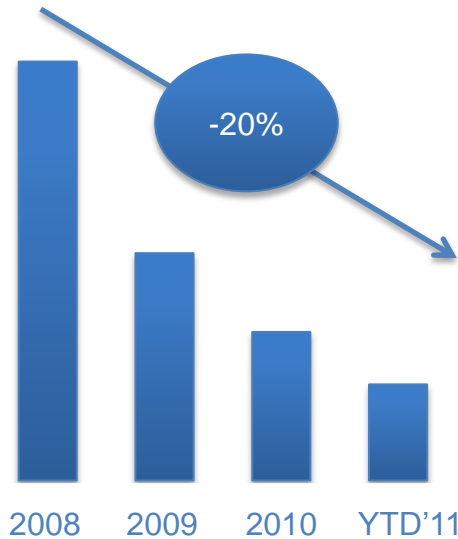
Competition intensifying



Accelerating change in Unilever



Finance headcount reduction



Category-driven organisation

Personal Care	Foods
Home Care	Refreshment

Enterprise Support

↑ Service
↓ Costs
↑ Transparency

Managing for the long term



- Tough environment for our consumers
- We are mitigating cost inflation by pricing to recover cost
- We continue to invest in our brands for the long term

Underlying operating margin in 2011 flat to slightly down

Long term priorities



1. Drive volume growth ahead of the markets
2. Steady and sustainable underlying operating margin improvement
3. Strong cash flow

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