Unilever 2011 Investor Seminar

Leveraging the new organisation: Winning in the markets

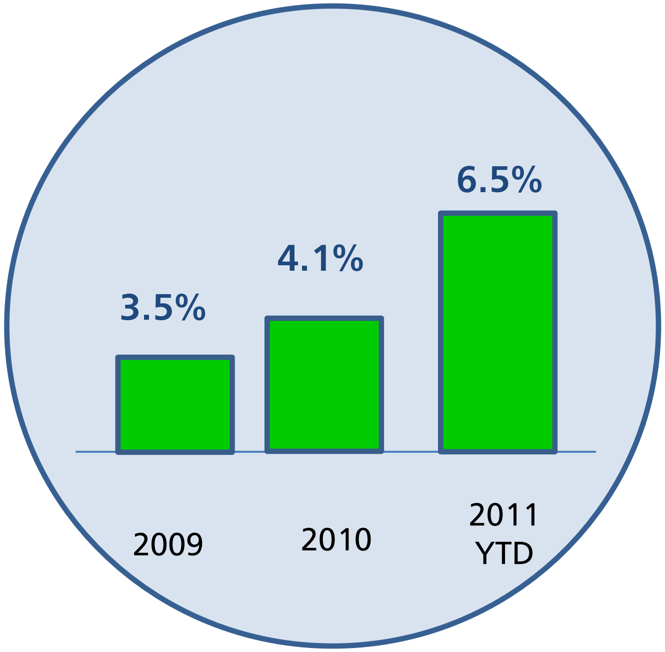
Harish Manwani – Chief Operating Officer

Agenda

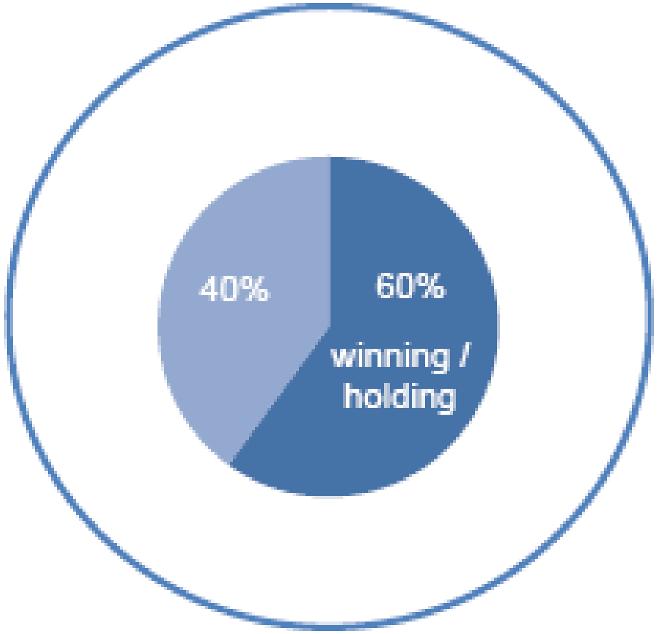
- Where are we today
- Where do we want to go
- Winning in the markets
- Leveraging the new organisation
- Summary

Unilever 2011 YTD : Accelerated growth

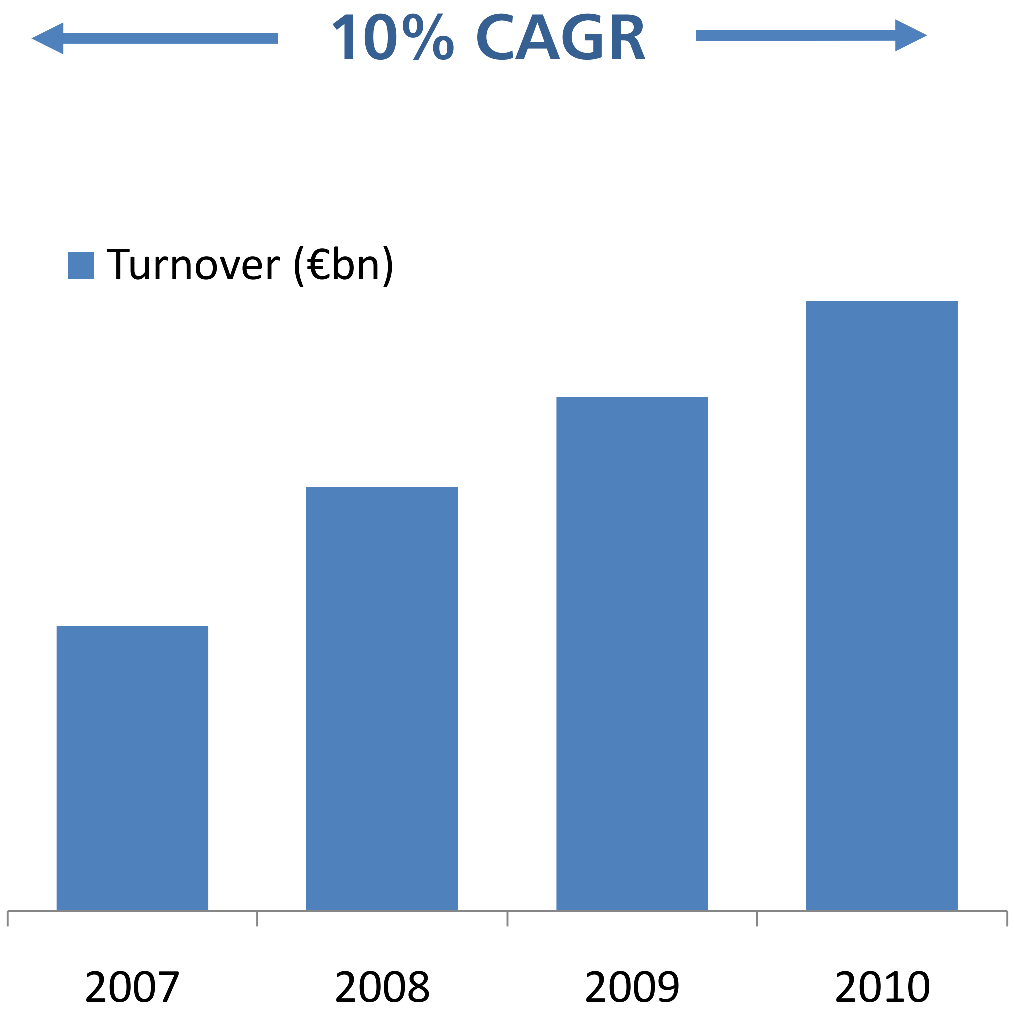
Consistent Growth

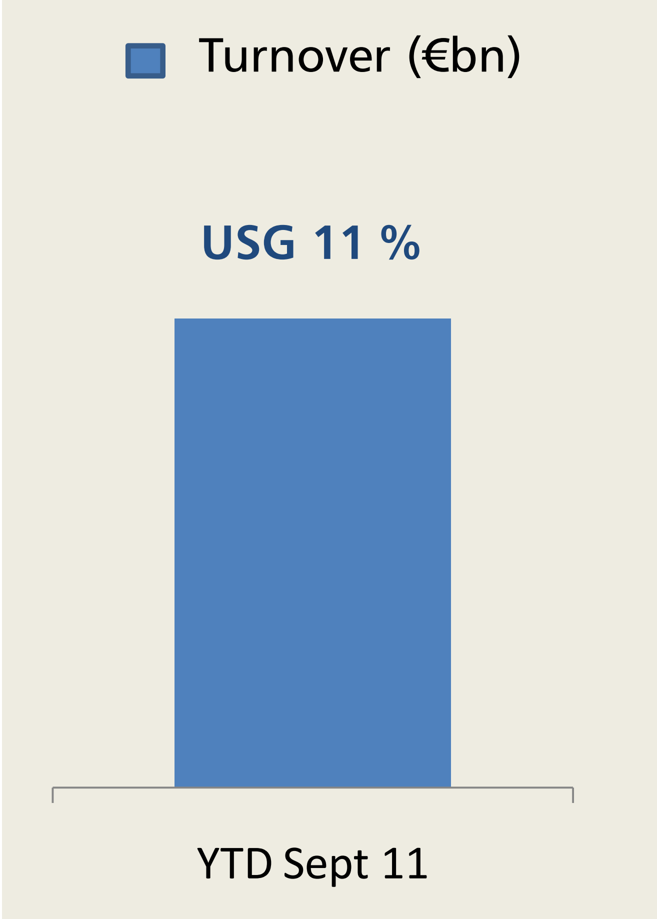


Competitive Growth



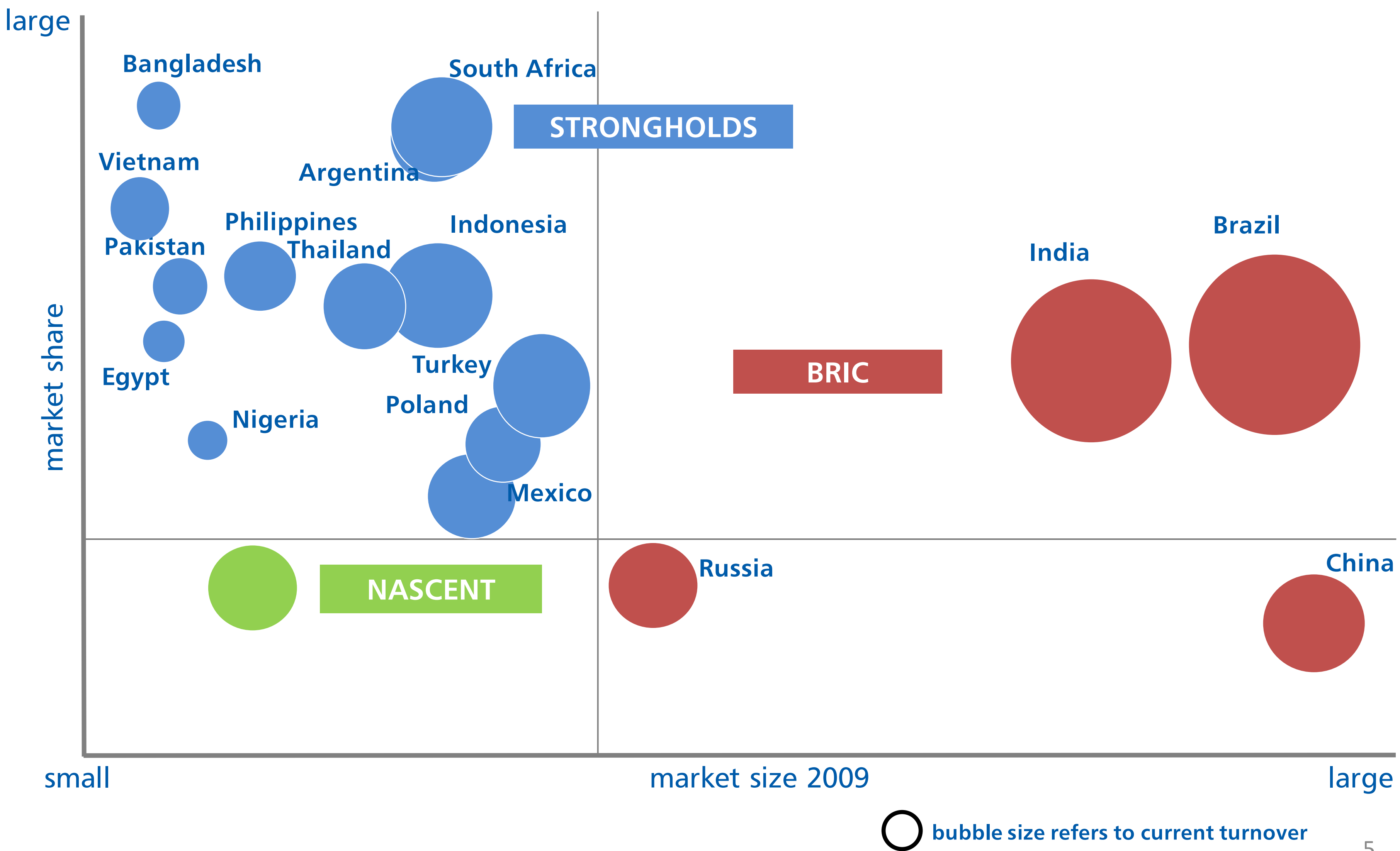
Continued Strong Performance in D&E



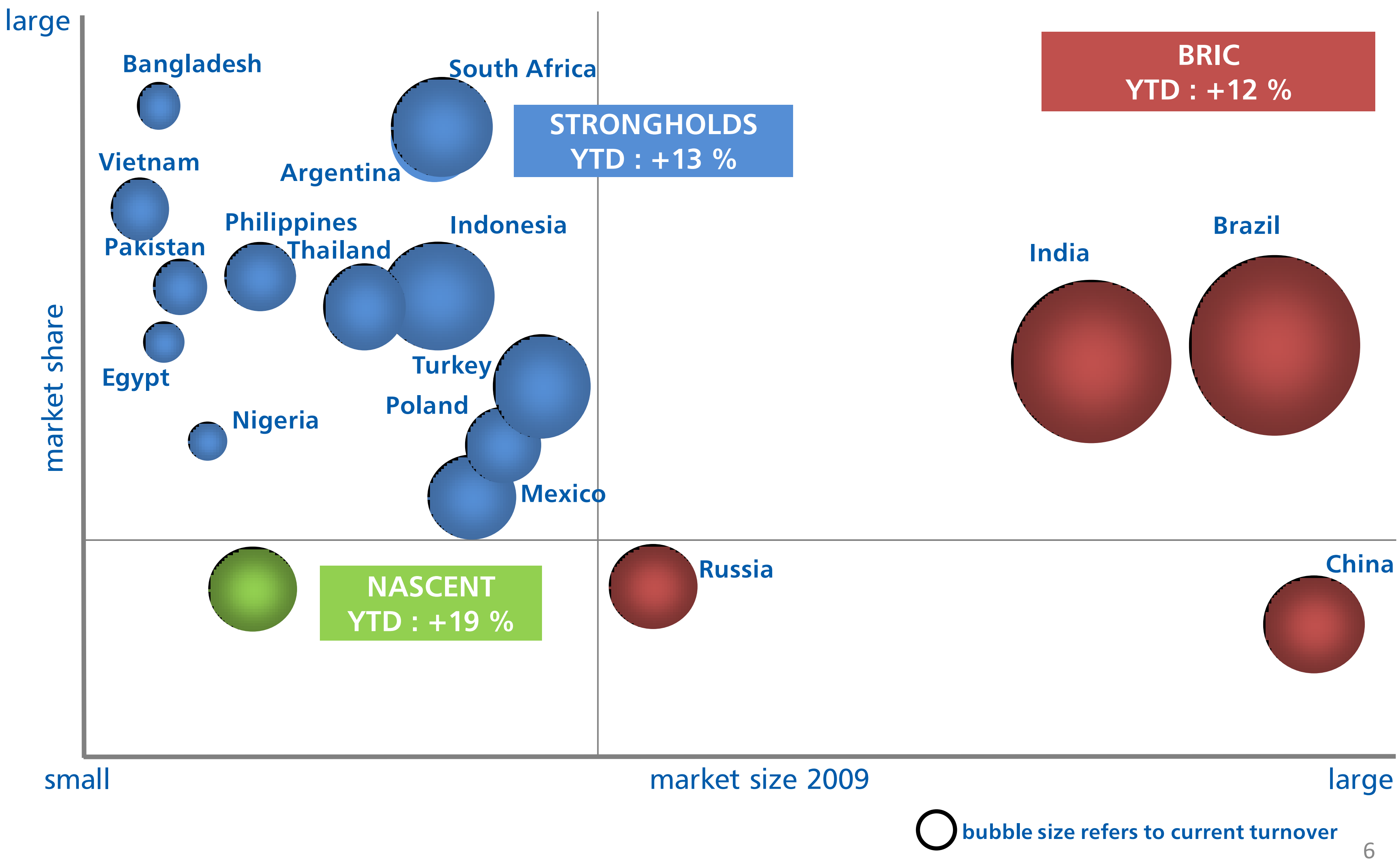


At constant 2010 average rates, excl Foodsolutions.

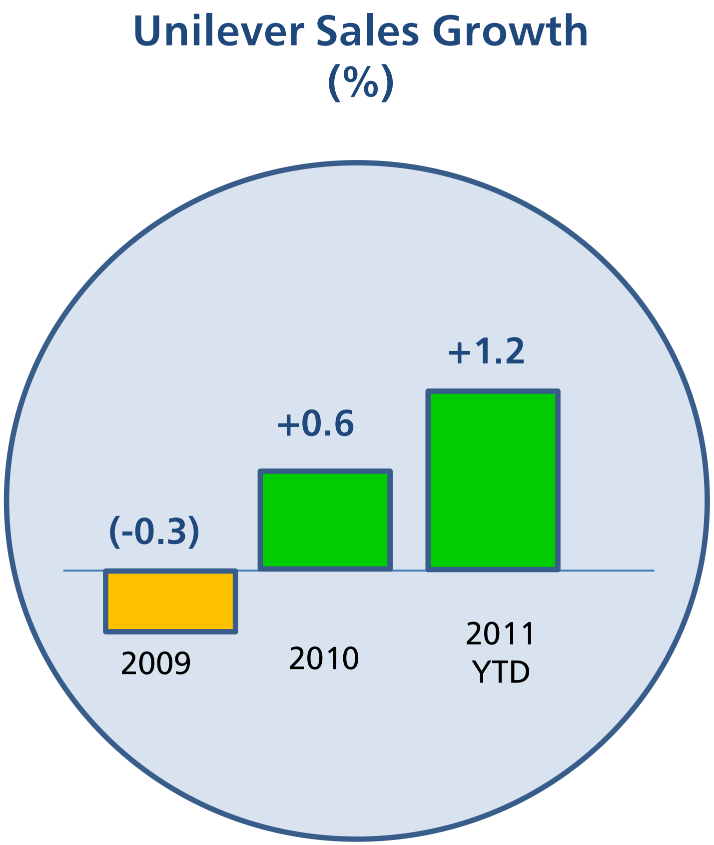
D&E: Unilever in key markets



D&E: Unilever in key markets



Challenging but competitive growth in "D"



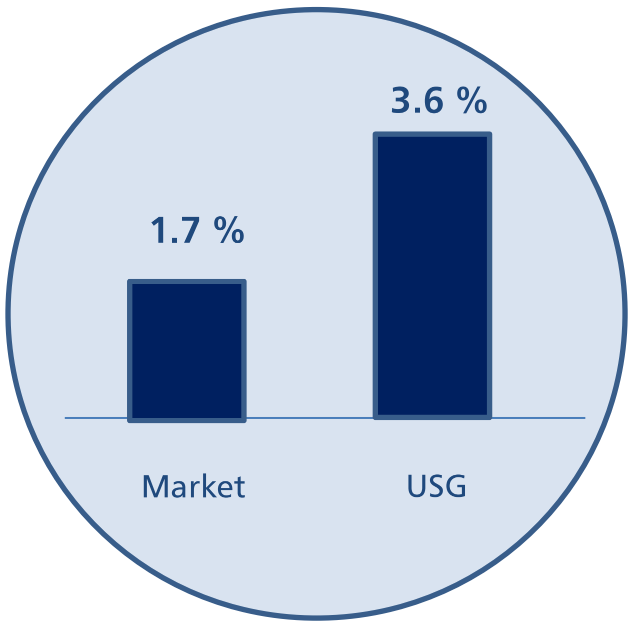
Western Europe: Progress but still more to do

- New Leadership Team
- Share performance turned around
- Transferring relevant D&E practices

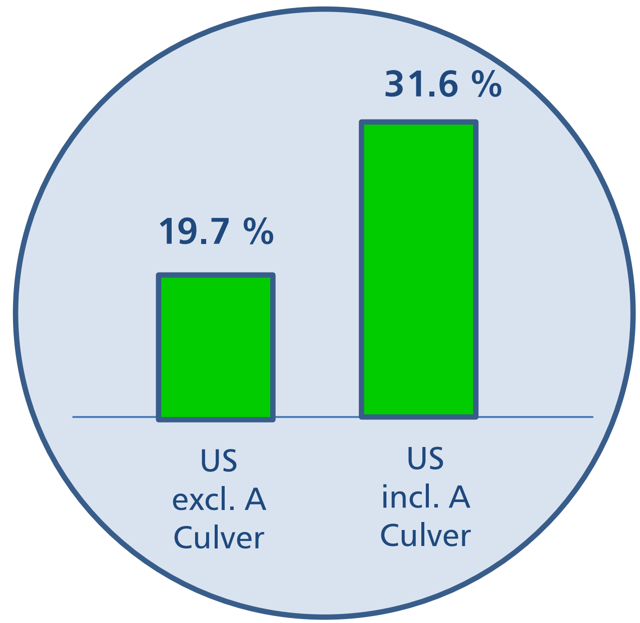
Now growing in line with the market

North America : Strengthened portfolio

Winning in Personal Care
(MAT)



Leveraging Alberto Culver
Hair Value Share – L12w

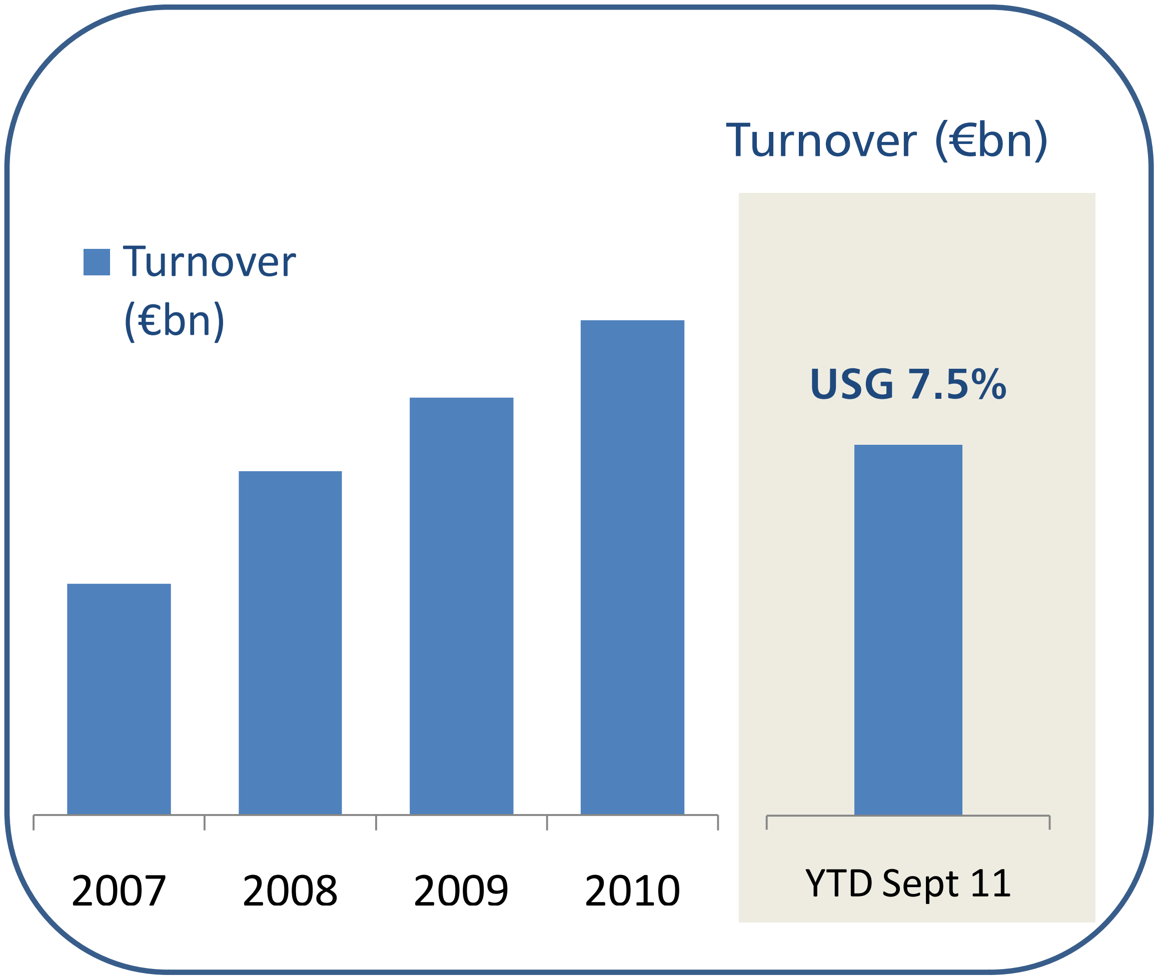


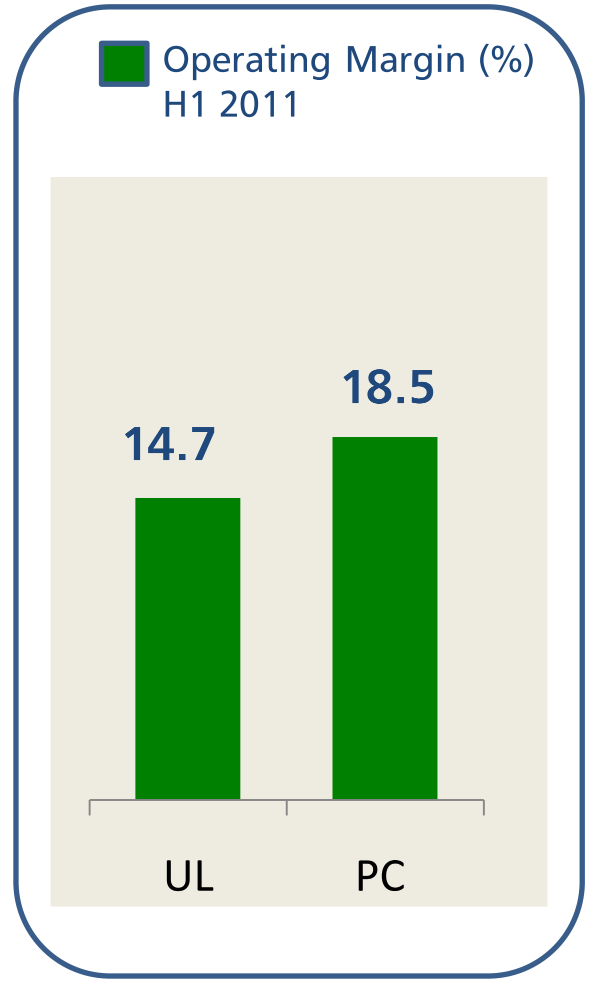
No1 position in Daily Hair Care US in last period

2011 Sept MAT, market share is based on L 12 wks

Building a profitable growth engine – Personal Care

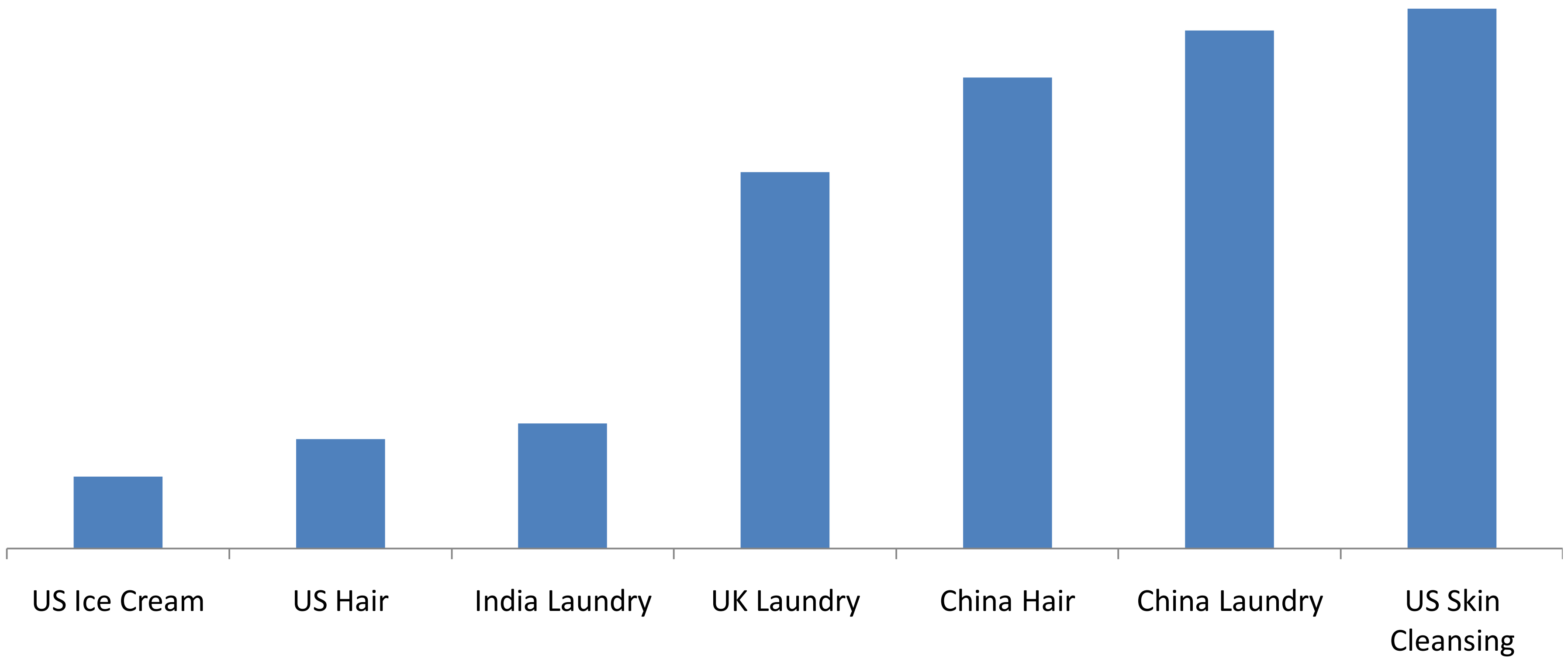
6% CAGR





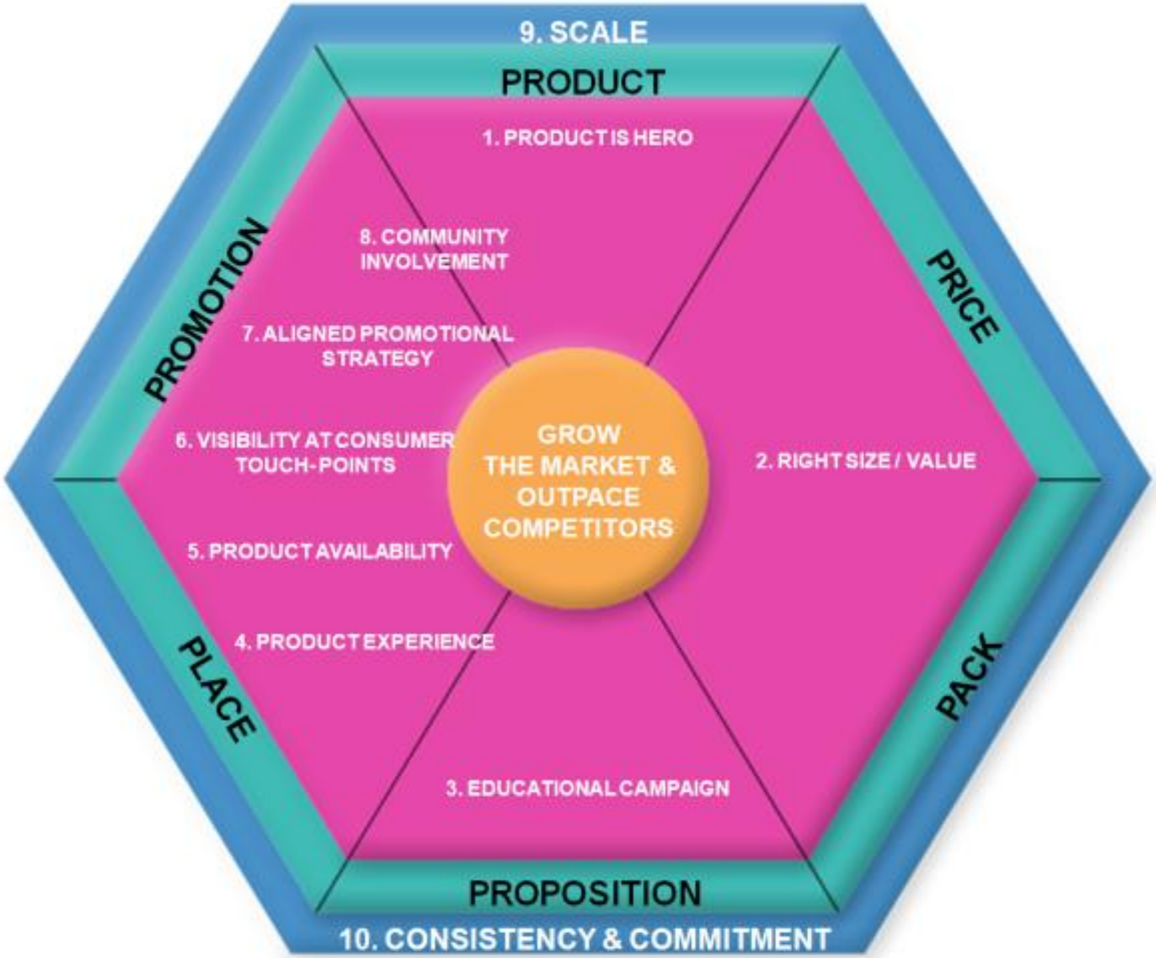
Fit to compete : In 'D' and 'D&E'

Value share movement (bps)



2011 MAT by September.

Building Competitive Advantage – Market Development



Market Development Wheel

More Users

More Usage

More Benefits

Driving Market Development

More Users

More Usage

More Benefits

Building Competitive Advantage – Perfect Stores

From 'Supplying Retailers' to 'Marketing to Shoppers'

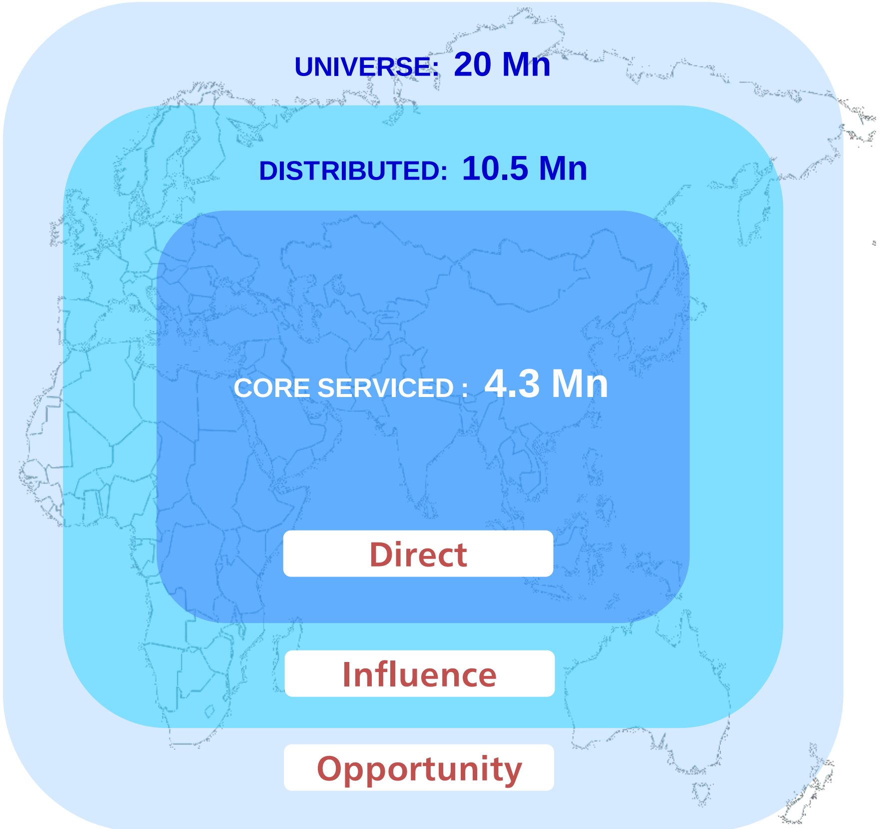
The Perfect Store

The Shopping Experience

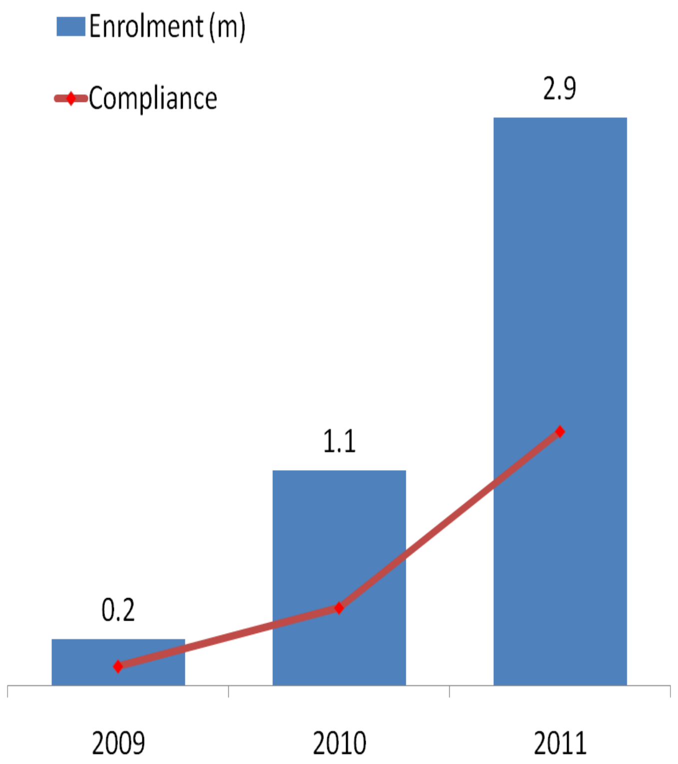
Building Competitive Advantage

More Stores…Better Stores

More Stores



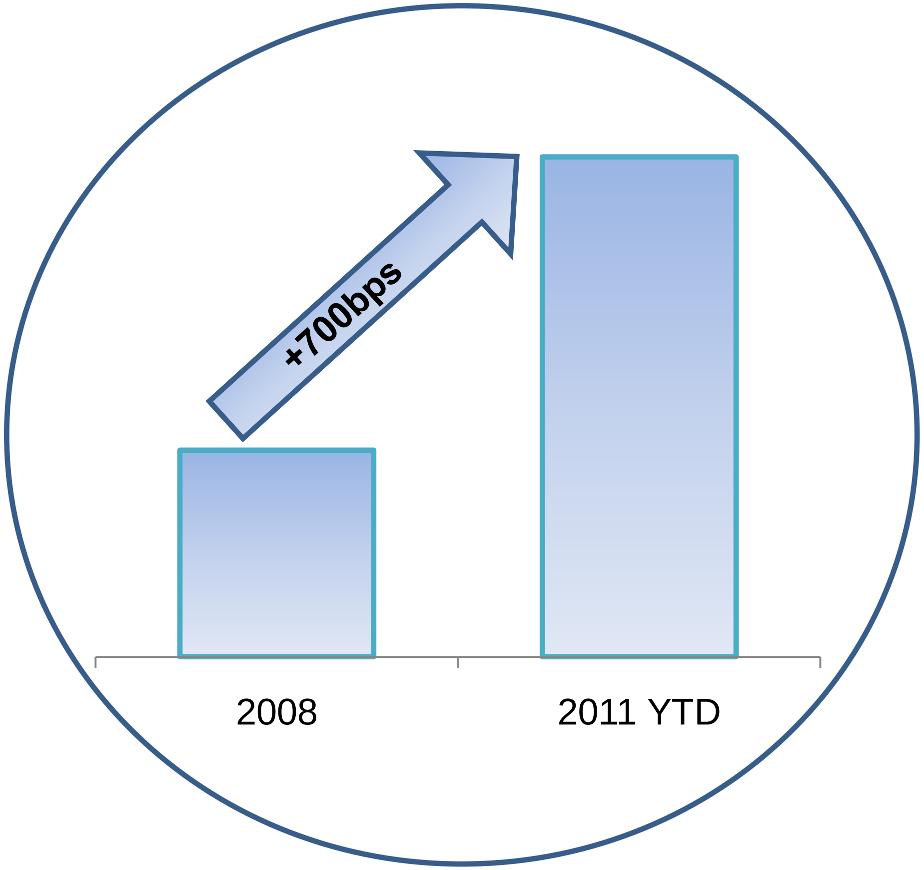
Perfect Stores



Building Competitive Advantage

More Stores…Better Stores…Better Served

On Shelf Availability



Building Competitive Advantage

Bigger, Better, Faster Innovations

Dove Hair – 71 countries

Lifebuoy – 40 countries

Knorr Jelly – 36 countries

Clear – 35 countries

Cif – 48 countries

Summary – Where are we today

- Consistent and competitive performance in a challenging environment
- Accelerated growth in D&E and Personal Care
- Competitive growth in 'D':
  - More to be done in Europe
  - Strengthened Personal Care portfolio in North America
- Driving global capabilities
  - Market Development
  - Perfect Stores
  - Bigger, Better, Faster Innovations

Agenda

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Unilever Ambition

Sources of Growth

Market development	Market share gain	White space
70%	10-15%	10-15%

Excluding acquisitions.

Where the consumers are and will be

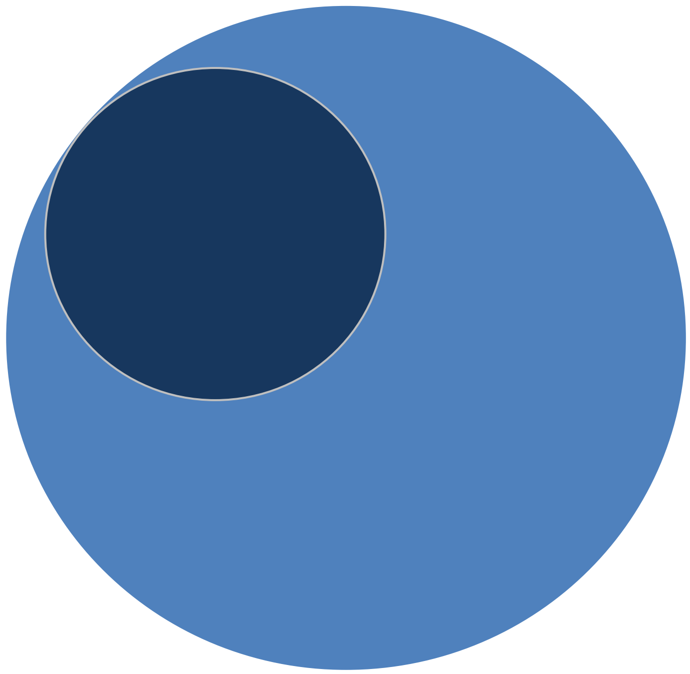
billions of people (global)

	2010	2020
Have lots	1.9	3.0
Haves	2.0	2.7
Have nots	2.9	1.9

Source: Unilever estimates Globegro, updated upon LSM 2.0 baseline studies.

Big opportunity for expanding consumer base

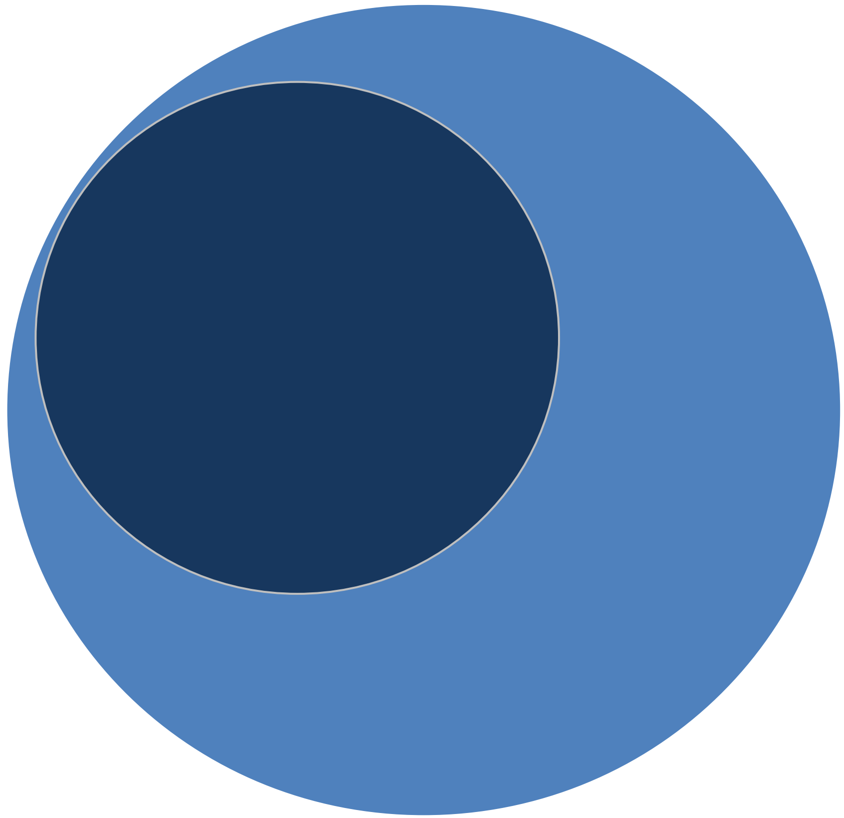
serving 2 billion consumers today



out of 6.8 billion people in 2010

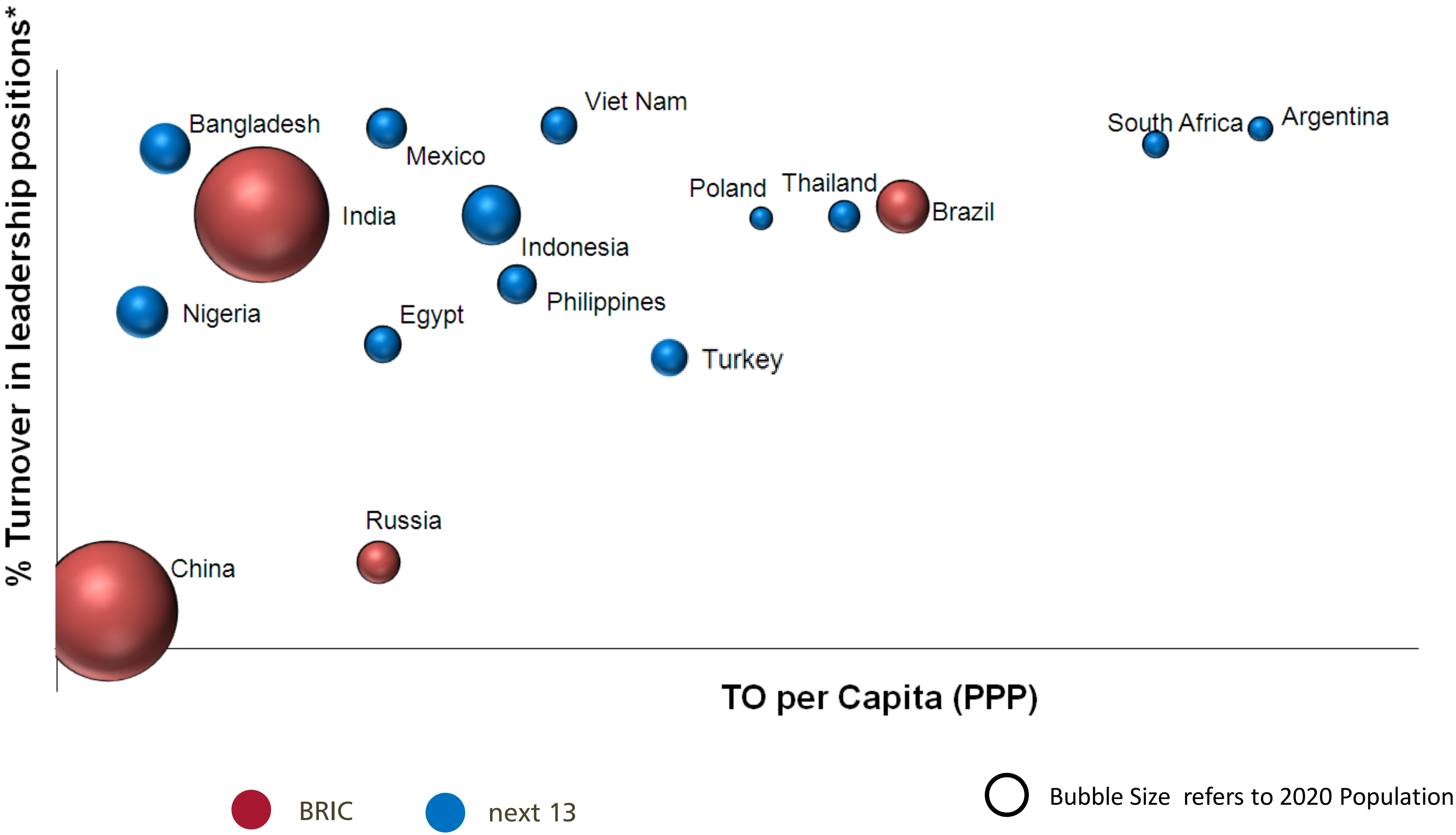
Big opportunity for expanding consumer base

Reaching more consumers in future…



in a world of 7.6 billion people in 2020

Significant upside in markets where Unilever leads



*** : RMS > 1.25**

Source: Unilever Estimates.

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Winning in the Markets: 'Straddling the Pyramid'

Reaching Down

Competing for non- users at the "bottom of the pyramid"

Reaching Up

Competing for share gain & premiumisation

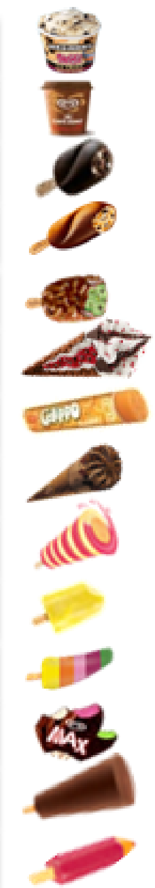
Reaching Wide

Be first and fast in "white spaces"

Icecream Turkey ‘Straddling the Pyramid’

20 times

TL	4,90	Ben & Jerry’s
TL	4,00	Cafe Zero
TL	3,50	Magnum Temptation
TL	3,00	Magnum Double
TL	2,50	Magnum Core
TL	2,00	Cornetto in Love
TL	1,50	Calippo
TL	1,25	Cornetto Classico
TL	1,00	Twister
TL	0,75	Fruttare
TL	0,75	Rainbow
TL	0,60	Mainsticks
TL	0,30	Minimilk
TL	0,25	Apollo



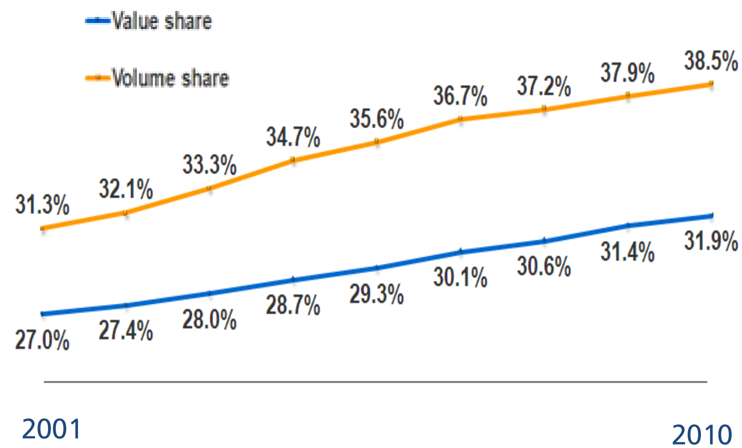
Reaching Down

Competing for non-users at the bottom of the pyramid

D&E : Low share at the bottom-end in Home Care

Price Index	Market	UL Share
> 120	30%	59%
90 – 120	33%	47%
< 90	37%	21%

W.Europe : Increasing share of Private Labels



Affordability: Roll-out Low Cost Business Models

Accessibility:
More Stores, Better Stores, Better Served

Winning in the Markets

Reaching Down

Competing for non- users at the "bottom of the pyramid"

Reaching Up

Competing for share gain & premiumisation

Reaching Wide

Be first and fast in "white spaces"

Reaching Up

Competing for share gain and premiumisation

Beauty Segment (Hair/Face/H&B)

Price Index	UL Share (%)
> 120	14
100-120	24
80-100	28
< 80	53
TOTAL (%)	26

Source: Nielsen data excluding private labels and small local players.

Reaching Up

We now have the portfolio/innovations

Reaching Up

Competing for share gain and premiumisation

Unilever

Beauty Segment (Hair/Face/H&B)

Price Index	UL Share (%)
> 120	14
100-120	24
80-100	28
< 80	53
TOTAL (%)	26

Moving up the ladder

Hair	Face / H&B
TONI&GUY, FOLICURE, NEXXUS	Dove, AXE, POND'S
AXE HAIR, Dove, CLEAR	LUX, POND'S, simple, Vaseline
sunsilk CO-CREATIONS, LUX, TRESemmé	Fair & Lovely, Lifebuoy, Radox, St. Ives
Timotei, Lifebuoy	

Drive to fair share in premium segment

Reaching Up : Opportunities in other Categories

Magnum – our next €1 bln brand

Recent successful launches in US and Indonesia

Winning in the Markets

Reaching Down

Competing for non- users at the "bottom of the pyramid"

Reaching Up

Competing for share gain & premiumisation

Reaching Wide

Be first and fast in "white spaces"

Reaching Wide

Be First and Be Fast in “white spaces”

Geography fill

Build stronger presence in Central Africa and Central Asia

Portfolio fill

Increase category/brand coverage

Consumer segment fill

Exploit new segment opportunities, eg Male Grooming, Afro-Beauty, Safe Water

Channel fill

- **Double UL business in Drug stores**
- **Establish strong presence in e-commerce**

Building Competitive Advantage

Reaching Down

Competing for non- users at the "bottom of the pyramid"

Reaching Up

Competing for share gain & Premiumisation

Reaching Wide

Be First. Be Fast.

Winning Capabilities

Creating the Gaps

Market Development

Perfect Stores

Bigger, better, faster innovation

Building Competitive Advantage

Market Development

More users
More usage
More benefits

Roll-out best practice everywhere

Perfect Stores

More Stores
Better Stores
Better Served

20 Mln Perfect Stores

Innovation

Bigger
Better
Faster

Double the markets
Halve the time

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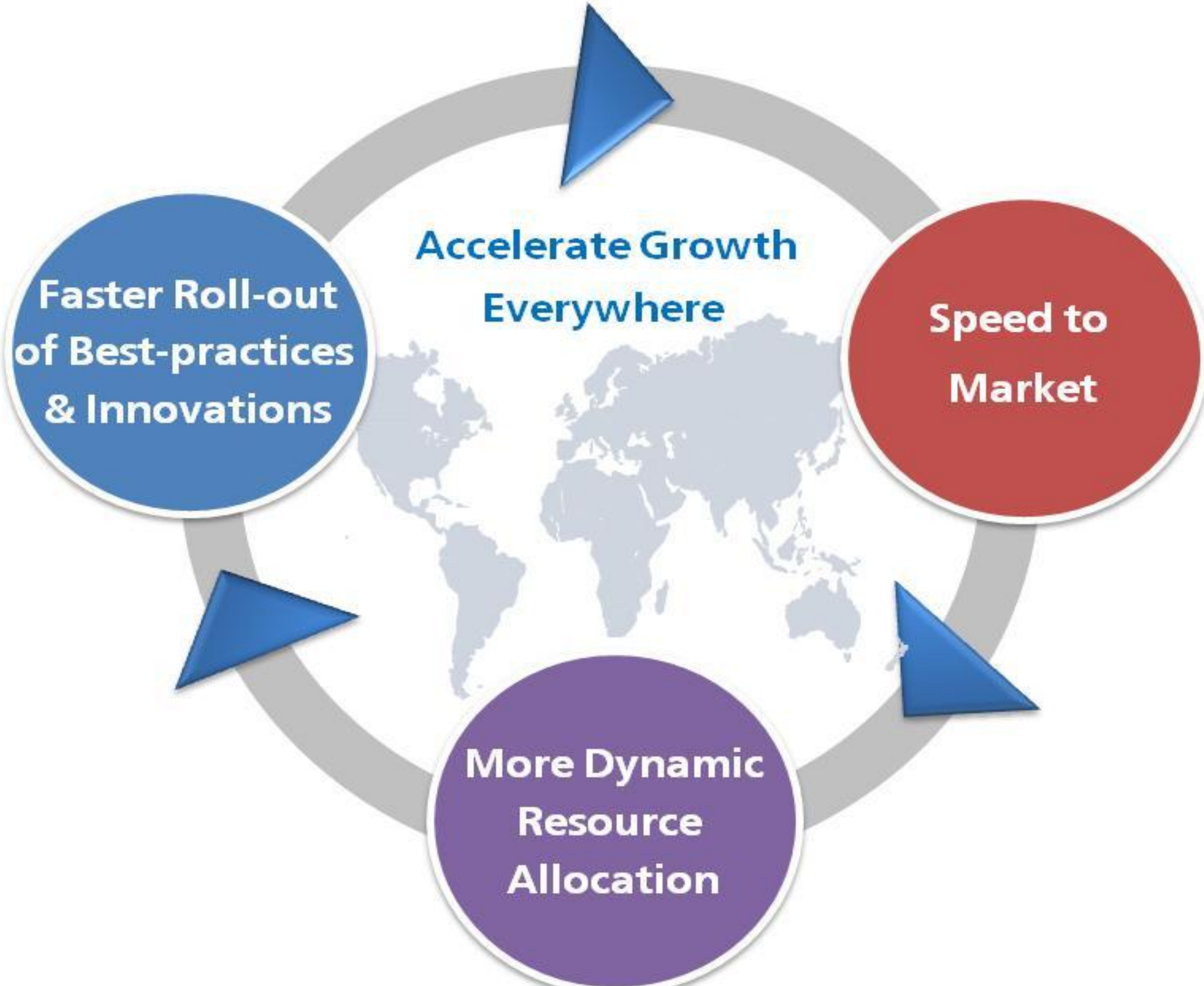
New ‘Global Markets’ Organisation



Leveraging the new organisation

Speed to market

TRESemme launch in Brazil in less than 6 months

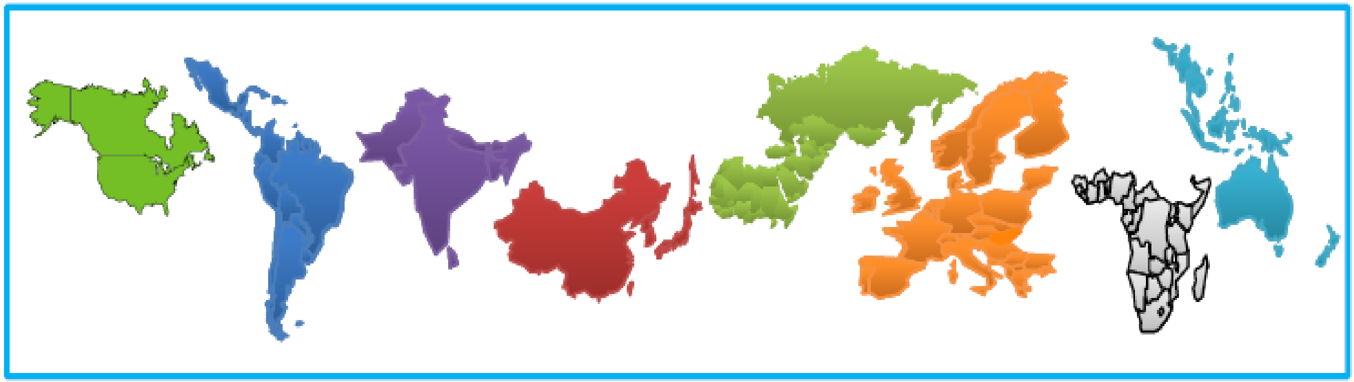
TRESemmé
USED BY PROFESSIONALS

Leveraging the new organisation

More dynamic resource allocation: 8x4

Personal Care

Home Care



Foods

Refreshment

Category-cluster combinations from >200 | to 32

Leveraging the new organisation

Faster roll-out of best practices

Perfect Stores in Europe Modern Trade

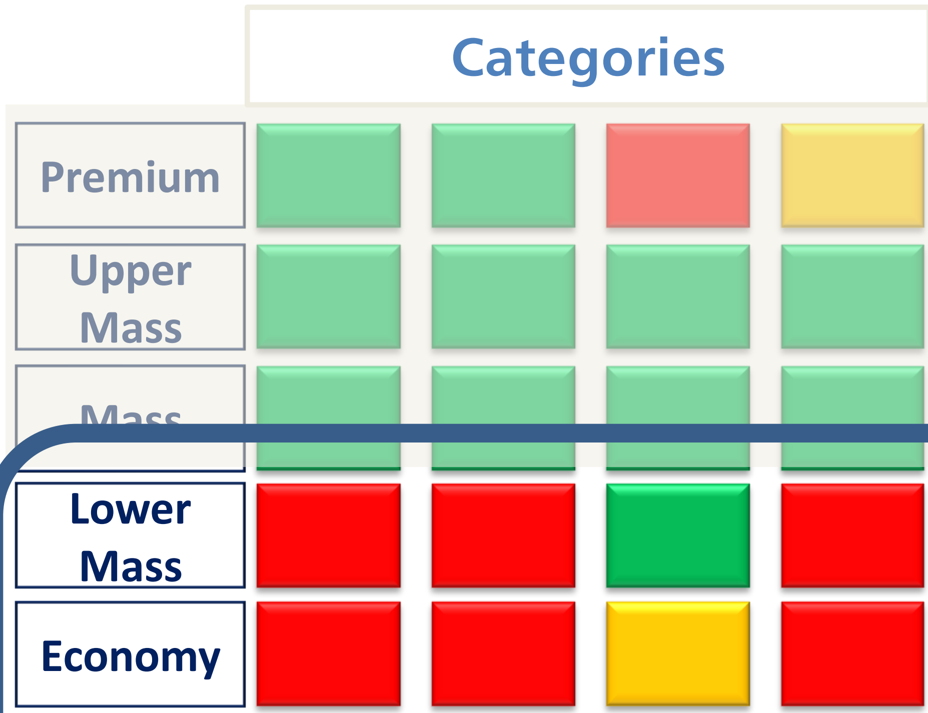
Germany

Italy

Leveraging the new organisation

Faster roll-out of best practices

Low cost business models everywhere



FROM Cost + Margin = Price

TO Price + Target Margin = Target Cost

Leveraging the new organisation

Faster roll-out of best practices

Addressing affordability in UK : 'Project £'

Agenda

- The Context
- Where are we today
- Where are we heading to
- Winning in the market place
- Leveraging the new organisation
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Winning in the Markets – Summary

- Consistent and competitive growth in a challenging environment
- Our strategic priorities:
  - Continue strong performance in D&E markets
  - Accelerate Personal Care everywhere
  - Grow competitively in D markets
- We will expand our user base by 'straddling the pyramid':
  - "Reaching Down" – competing for the non-users at the BOP
  - "Reaching Up" – driving premiumisation and share gain at the TOP
  - "Reaching Wide" – being first and fast in 'white spaces'
- And develop winning capabilities:
  - Market Development, Perfect Stores, Bigger Better Faster Innovations
- Global Markets organisation takes the transformation to the next level
- Still more to be done
  - "Consistent….Competitive….Profitable….Responsible Growth"