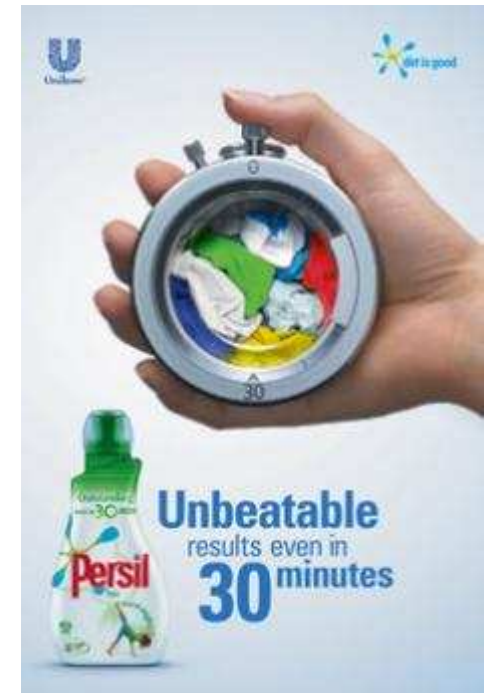
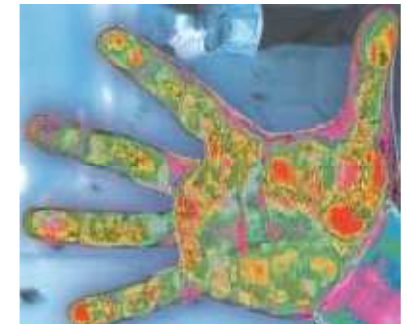
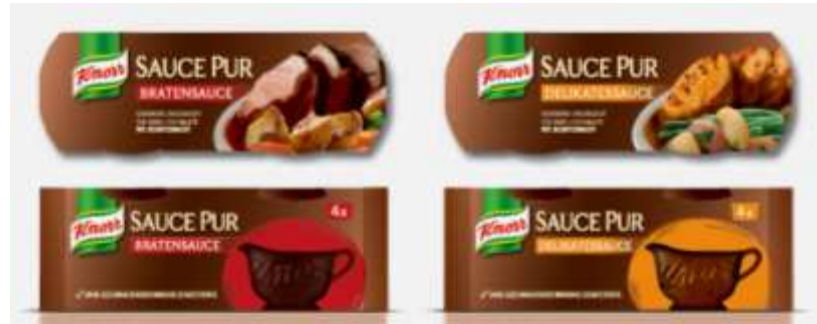


Unilever Investor Seminar Istanbul 2011



Innovation driven by Science & Technology

Geneviève Berger · Chief R&D Officer





Our **Innovation pipeline**
is getting **stronger**

We are getting **more to market**
more **quickly**
and more **successfully**

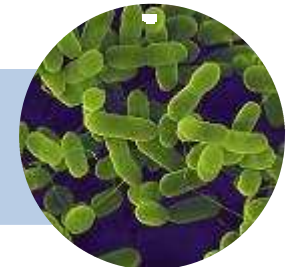
We are bringing new / big ideas to market



Essence of pressed tea leaves



Gender insights on anti-dandruff



Investor Seminar Breakout

Launched 2011



Launched 2011

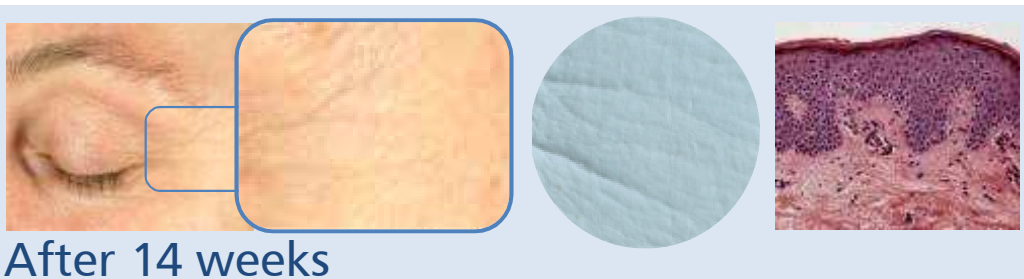
We are bringing new / big ideas to market



Beauty pills: Anti-aging from within

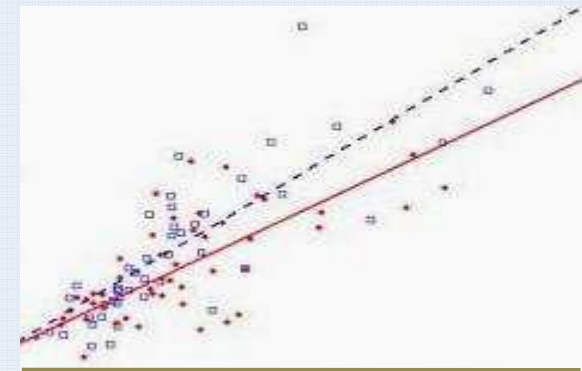


Unique and potent blend of phytochemicals formulated and clinically proven to give unrivalled skin anti-aging benefits



The deeper the wrinkle the better the pills work

Final depth



Original depth

We are bringing new / big ideas to market



Launched 2011



Anti-wrinkle pill cuts crow's feet by up to 30%

The Telegraph



The revolutionary pill that promises to smooth away crow's feet

Daily Mail



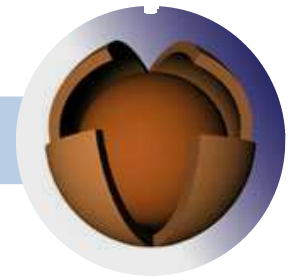
NewScientist

First anti-wrinkle pill shows signs of success

We are leveraging our science across categories



Superior encapsulation technology



Improved fragrance delivery in detergents



Launched 2011

Longer lasting freshness in deodorants: **motionsense**



Launched 2011

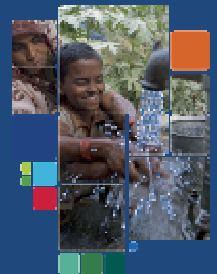
Investor Seminar Breakout



The **system** we have put in
place **to win** with
products and **innovation**

UNILEVER
SUSTAINABLE
LIVING PLAN

Small Actions. Big Difference.



Clear choices R&D focussed and prioritised



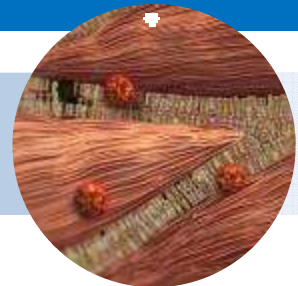
Microbiology



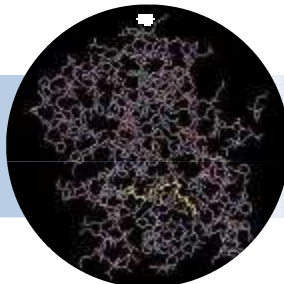
Hygiene



Skin biology



Regenerative biology



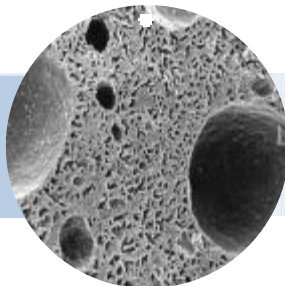
Natural actives



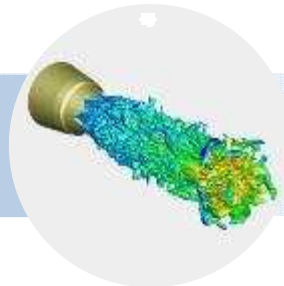
Genomics
Proteomics



Product structuring



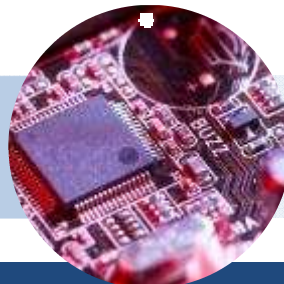
Processing science



High-throughput



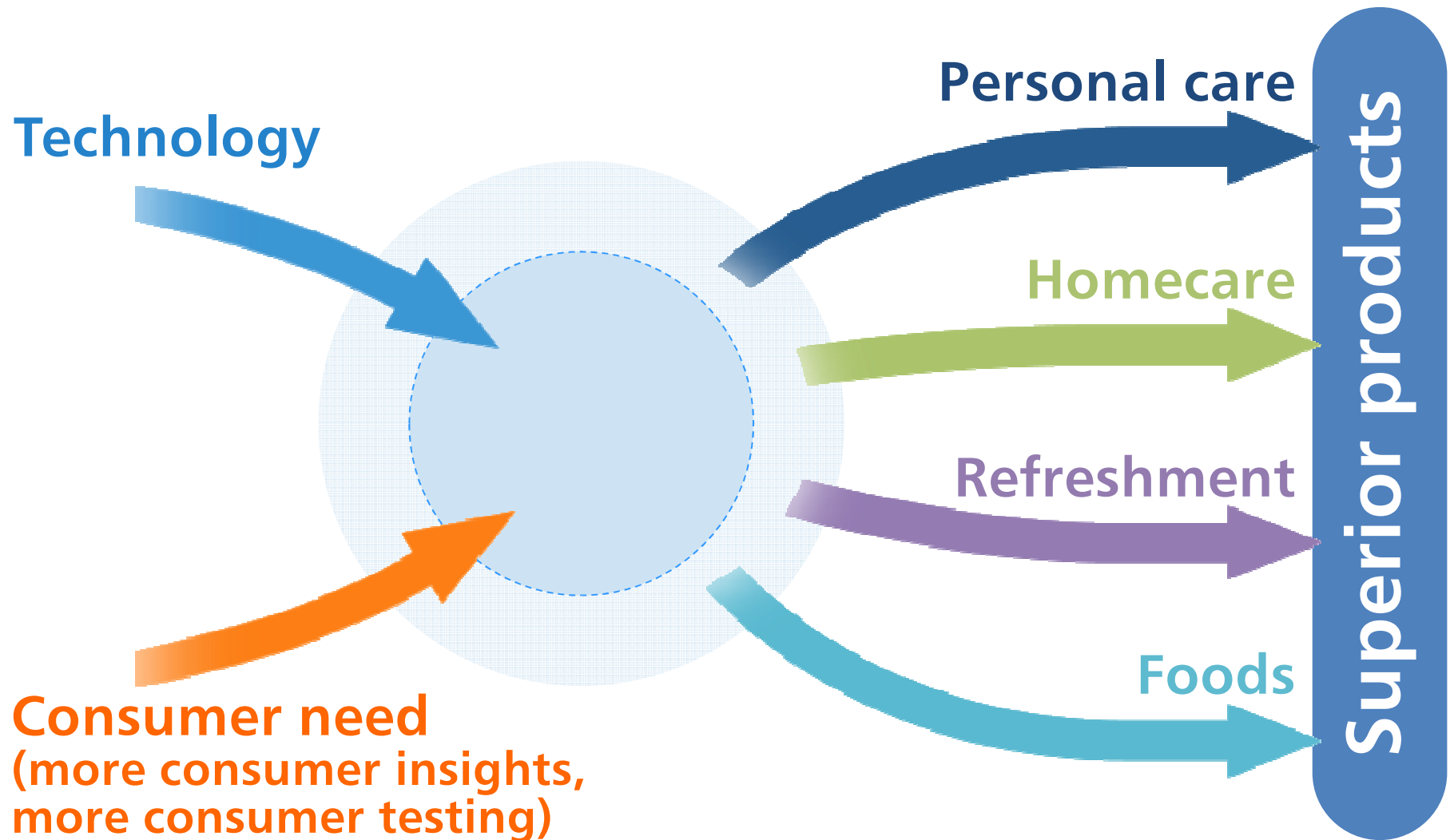
Data science



Imaging/
3D Visualisation



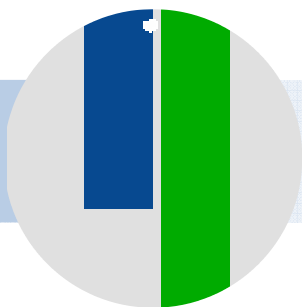
Clear choices R&D aligned to category organisation



We have superior clinical capabilities and superior claims



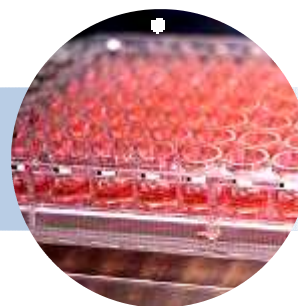
21st century
clinical capability



Patenting
strategy



21st century science
for safety



Consumer trends
& insights



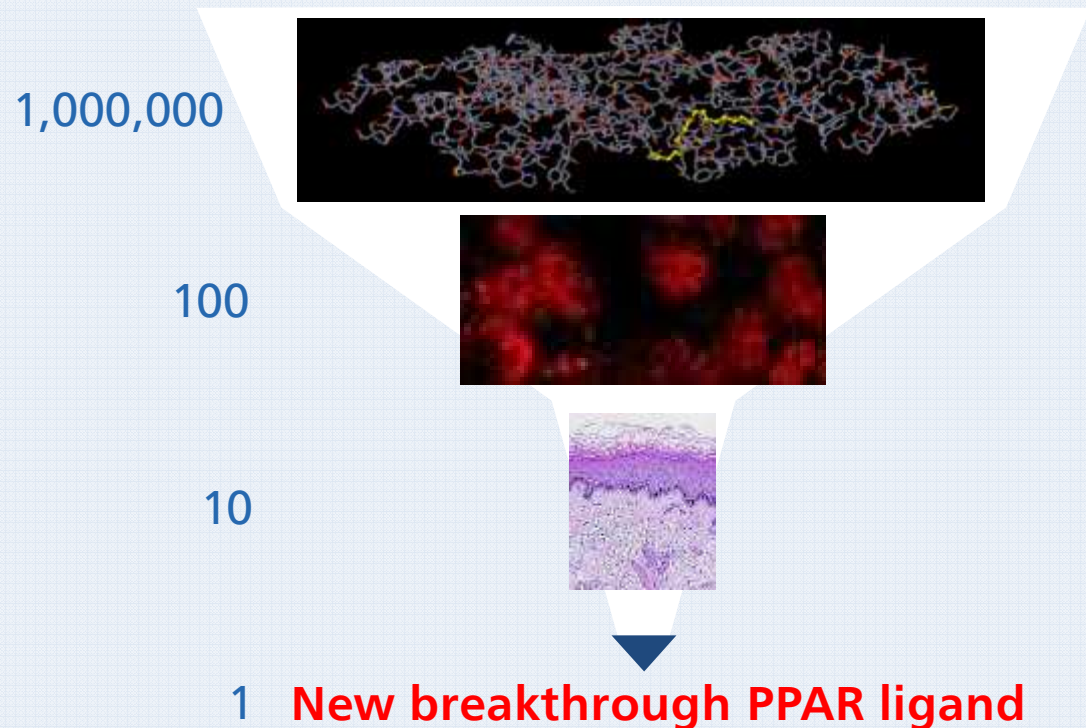
Key opinion formers'
endorsement



Example Next generation active for skin



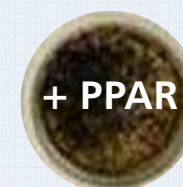
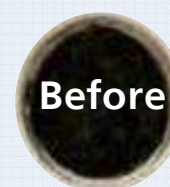
Testing funnel



Anti-aging

Different benefits

Skin lightening

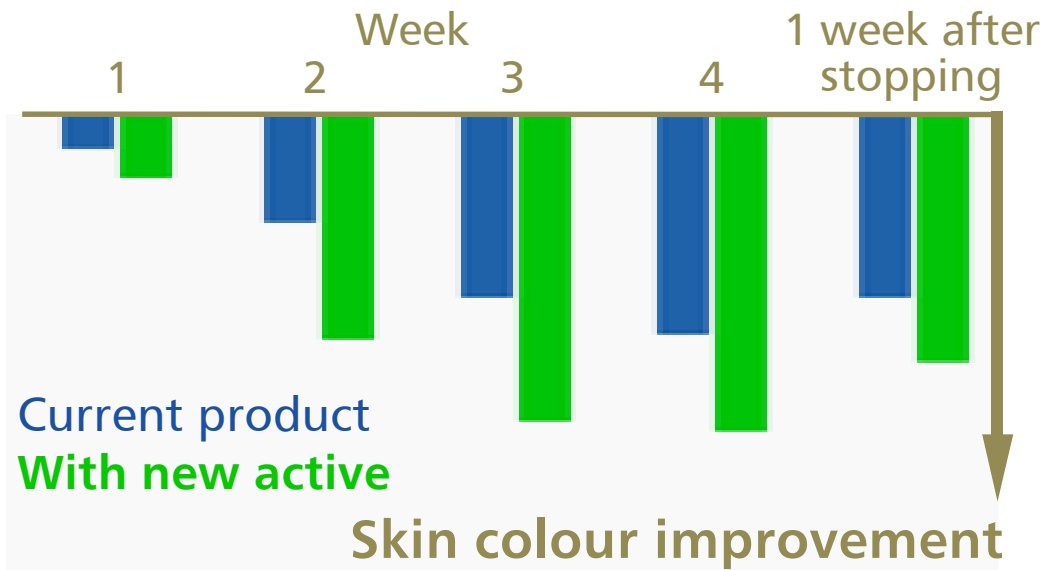


Example

Next generation active for skin



Versatile, proprietary and proven



Investor
Seminar
Breakout

We are utilising Open innovation and Venturing



Examples

Strategic suppliers



70%
say they are
likely
to bring their
latest innovation
to us first*



New Businesses Unit

Universities

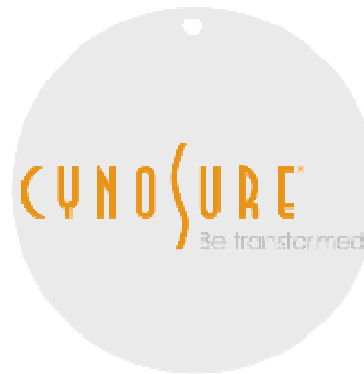


*Unilever Supplier Survey end 2010

Example Anti-aging via light-based technology



Brands & skincare
expertise

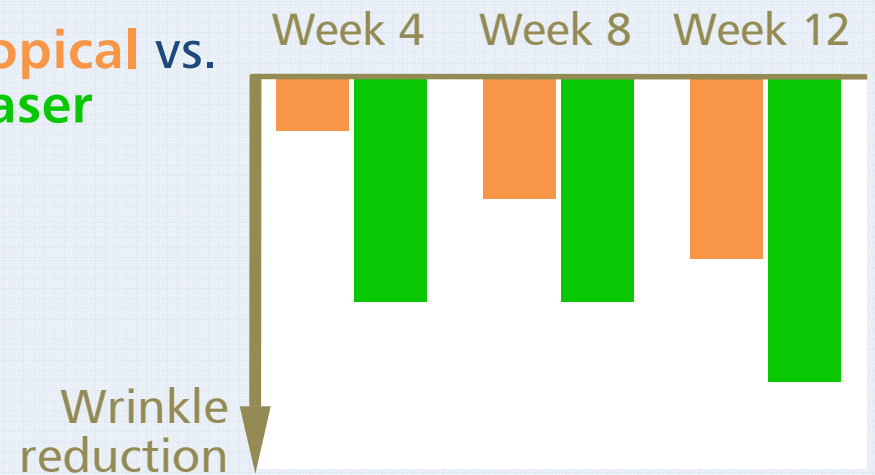


Medical laser
expertise

Laser significantly improves fine lines and wrinkles



Topical vs.
Laser



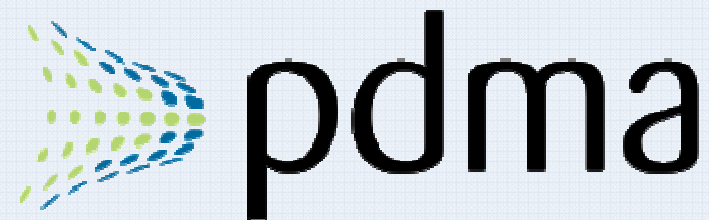
Progress Recognised



Hindustan Lever 6th most innovative company worldwide

NOLAN, NORTON & CO.
and
VALUE CREATION ASSOCIATES

Recognised for Portfolio Management



Outstanding Corporate Innovator
2011 finalist

Breakouts



Personal care

Homecare

Refreshment

Foods