

Unilever – Deutsche Bank Conference
Jean-Marc Huët – CFO
June 19th 2012



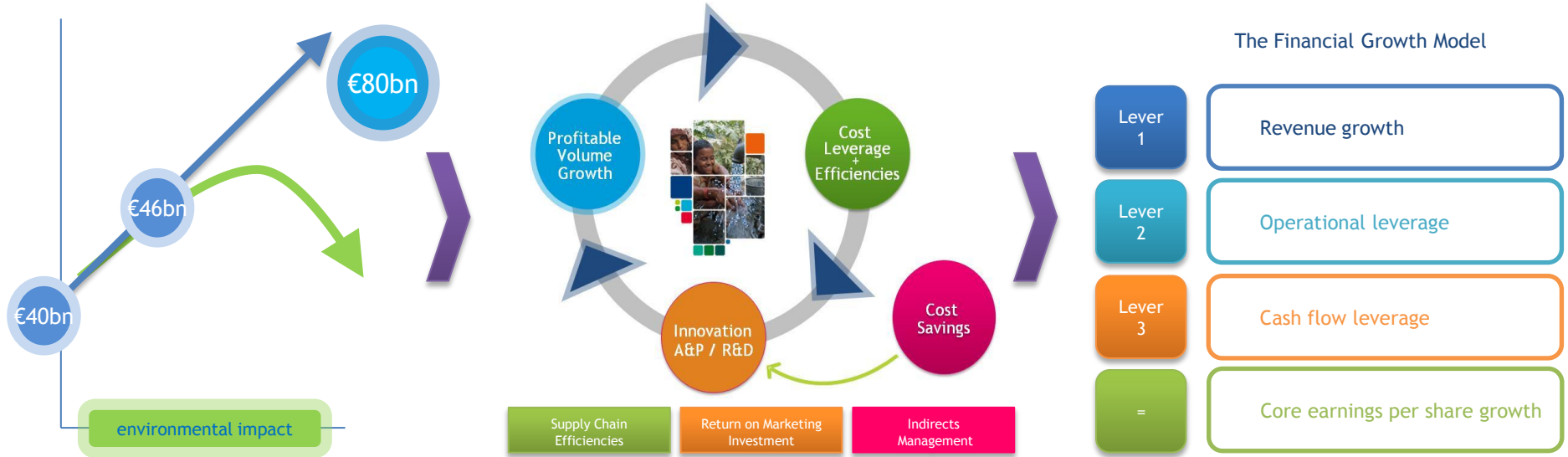
Safe Harbour Statement



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.

Doubling the size of the business whilst reducing the environmental footprint



Growing sustainably and providing consistent shareholder returns

1

Unilever in emerging markets

2

A new Unilever emerging

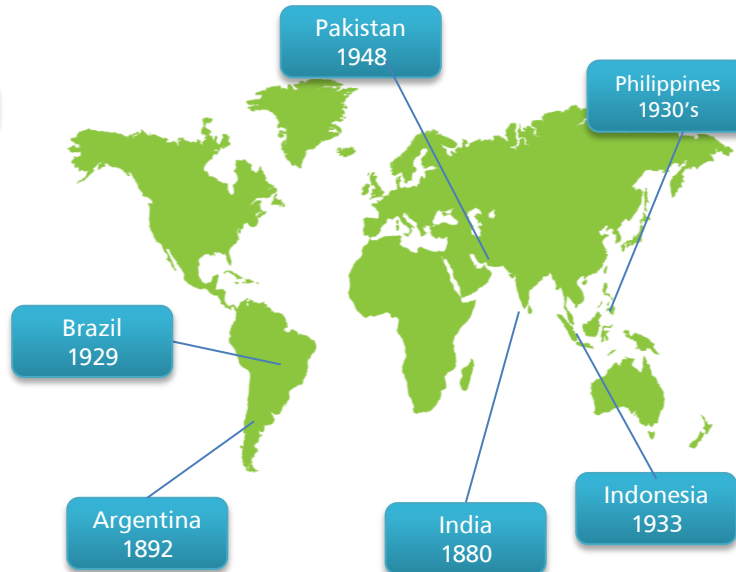
Unilever – a powerhouse in emerging markets



56% of revenue



Deep roots

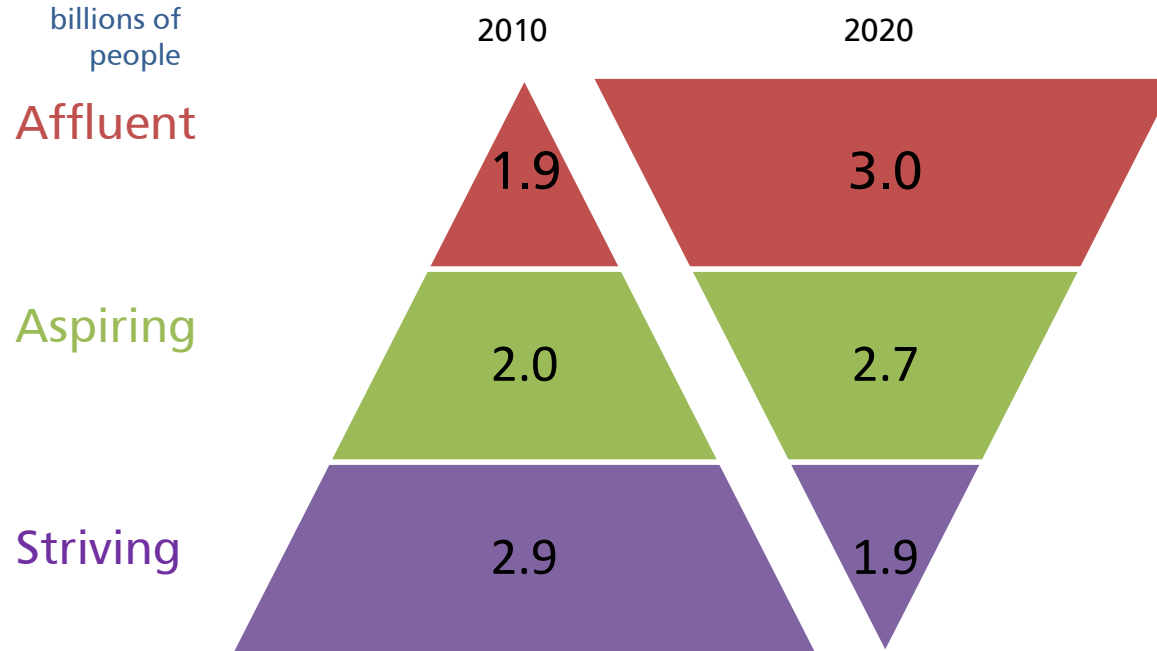


Top 10 < 35% Unilever sales



Long established, many years of investment in brands and route to market

Consumer demographic trends are overwhelmingly favourable



More than 1bn new consumers able to buy our products by 2020

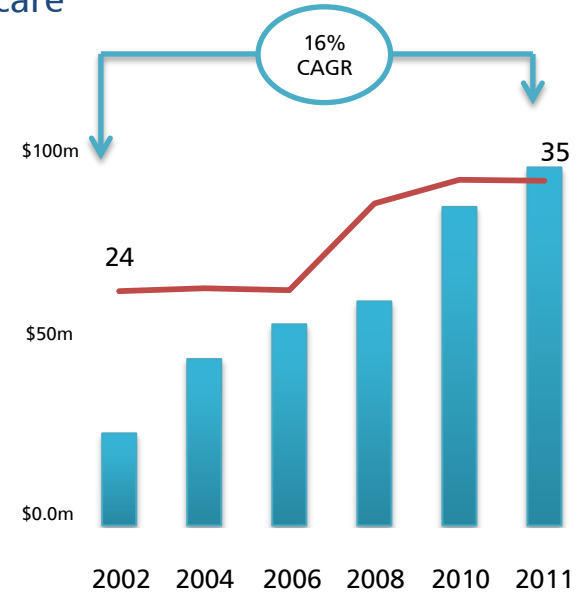
Market development opportunities are substantial: Household care



South Africa – Toilet care



- Market size
- Unilever market share %



In 9 years: 1100 bps improvement in share, market quadrupled

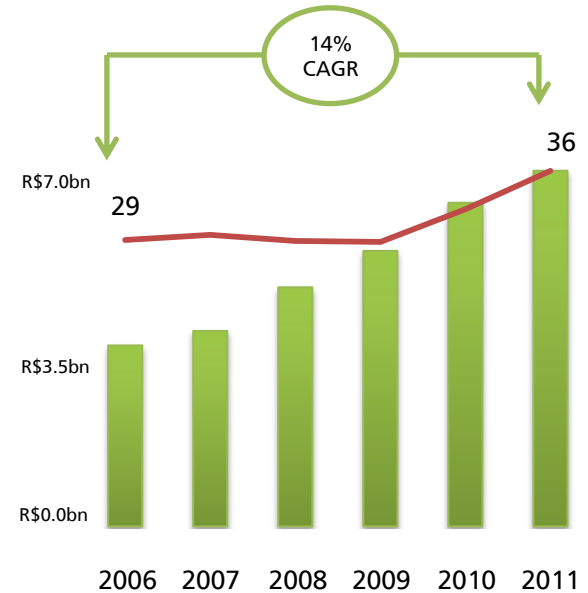
Market development opportunities are substantial: Deodorants



Brazil – Deodorants



- Market size
- Unilever market share %

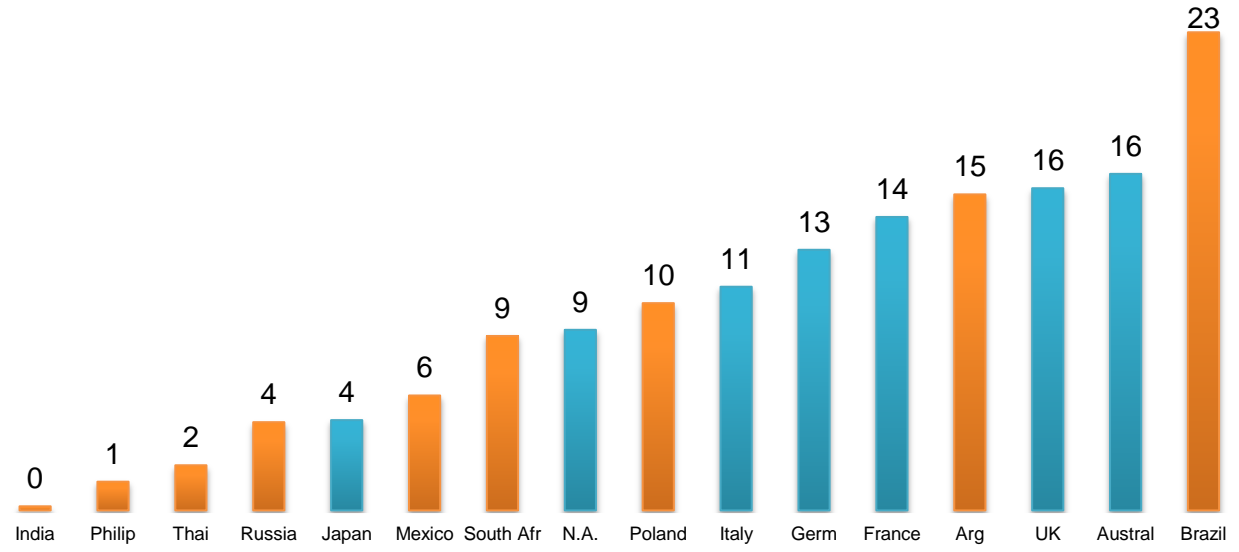


In 5 years: 700 bps improvement in share, market doubled

Per capita consumption well behind developed markets



Deodorants per capita consumption (US\$)

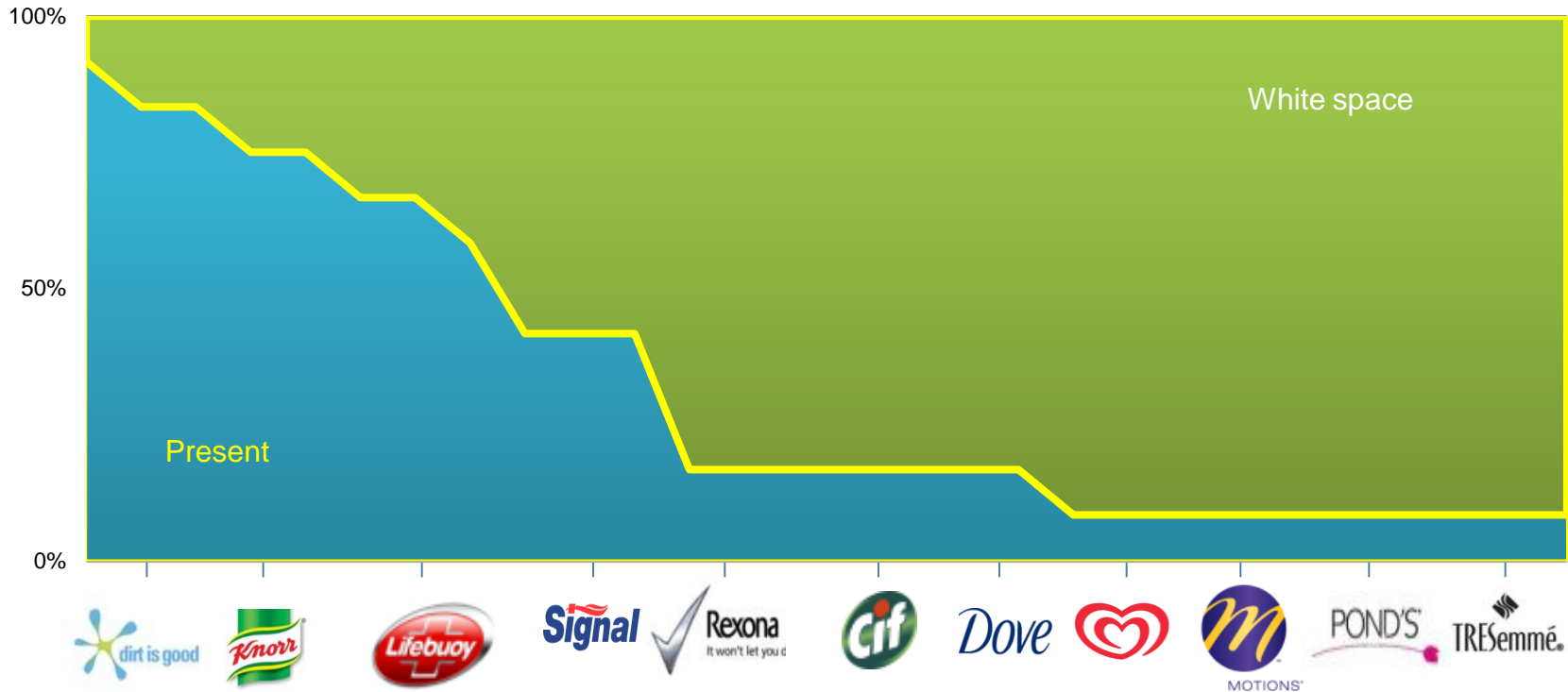


Market development and innovation accelerates per capita consumption

White space opportunity is substantial



Sub-Saharan Africa – top 12 countries



1 Winning with brands and innovation – last 3 years



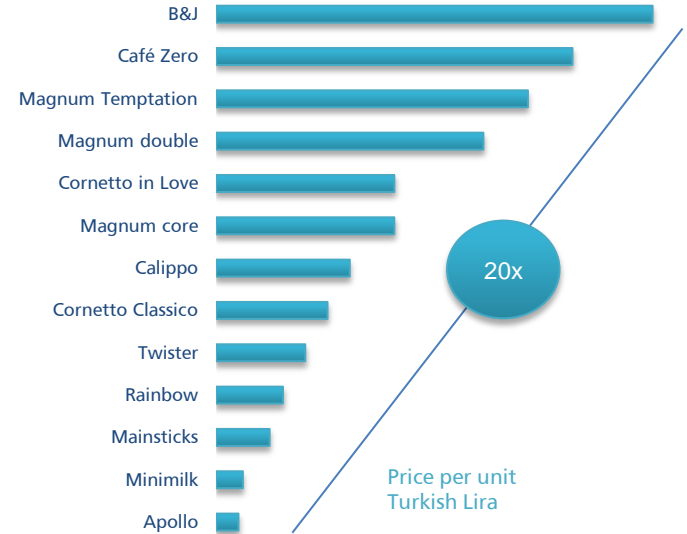
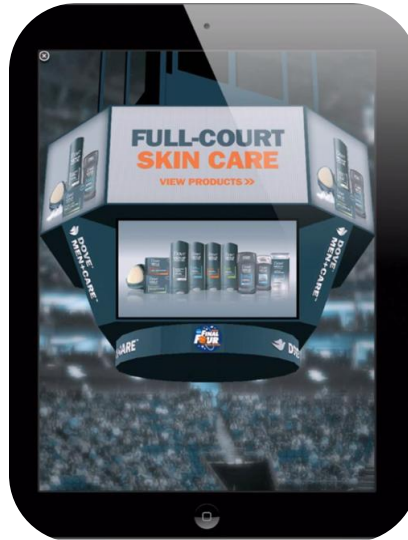
€300m in improving formulations

€850m more A&P

Covering all price points

> 95%

formulations better /
equal than competition



White spaces
Clear in the US



Better Innovations
Lifebuoy **clini-care10**



Each year new variant reaches
50+ countries in 12 months



Innovation as a key driver of growth

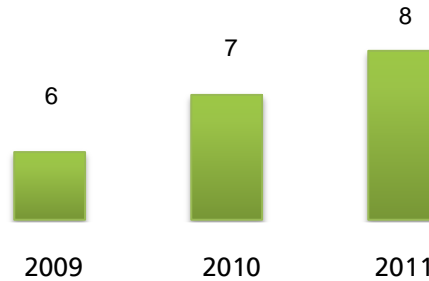


Handwashing with soap at critical times like before eating and after using the toilet – can reduce diarrhoeal risk by about 45%*

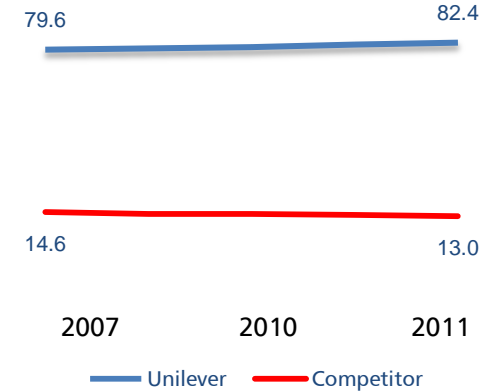




Market growth %

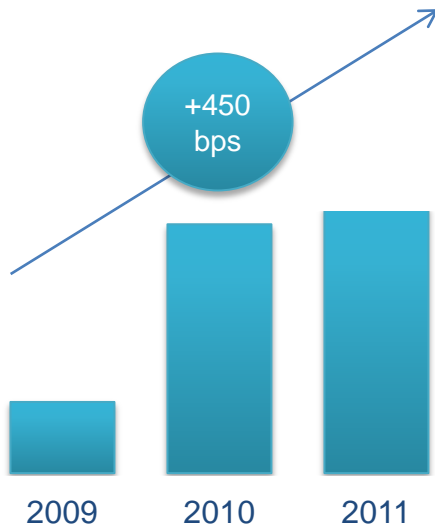


Value shares %

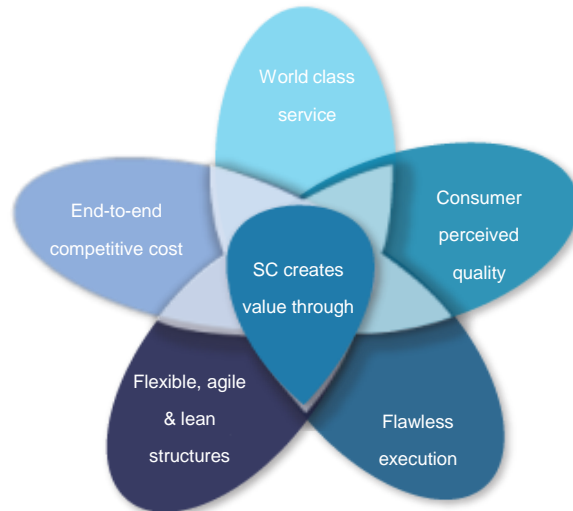


Market development accelerated due to innovation, market execution and support

on-shelf availability up



Global supply chain and procurement



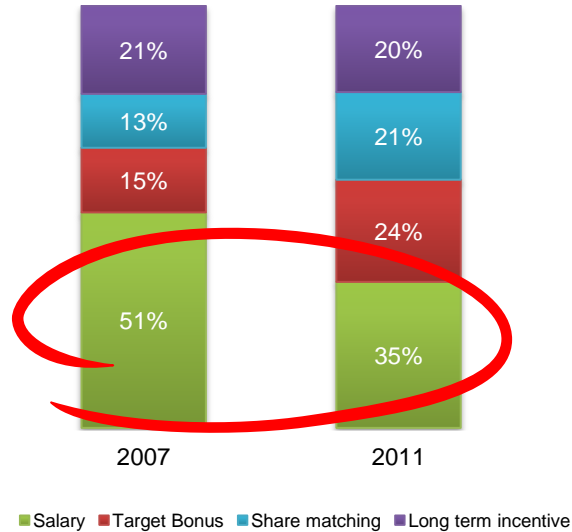
Restructuring

- ✓ Enhanced transparency
- ✓ 3 year framework in place
- ✓ Within core operating margin

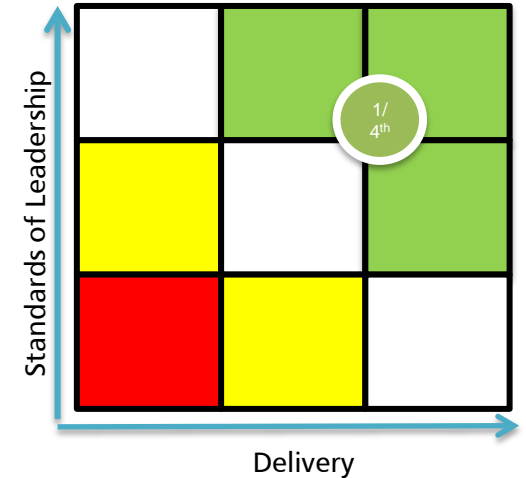
Leadership cadre improved

- ✓ External hires
- ✓ Improving diversity
- ✓ More skin in the game

Reward – more variable, less fixed



Employee assessment and differentiation



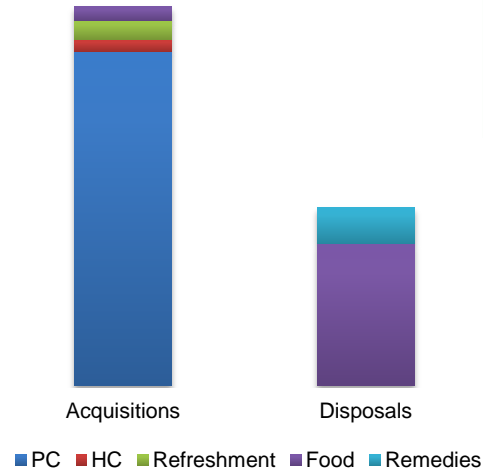
1/4th of senior management in green box

New organisation reduced touch points - faster decision making

Portfolio transformation contributing to growth



M&A adding €1.4bn net turnover



Alberto Culver

Sara Lee



Bolt-on M&A in our existing categories

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