

# Rexona: Deodorants model for global success



**Rexona**  
It won't let you down

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## Safe harbour statement

This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995.

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. 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 Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this presentation.

Same brand, different names



**First Brand In The Deo Category  
to reach**

€1 BN



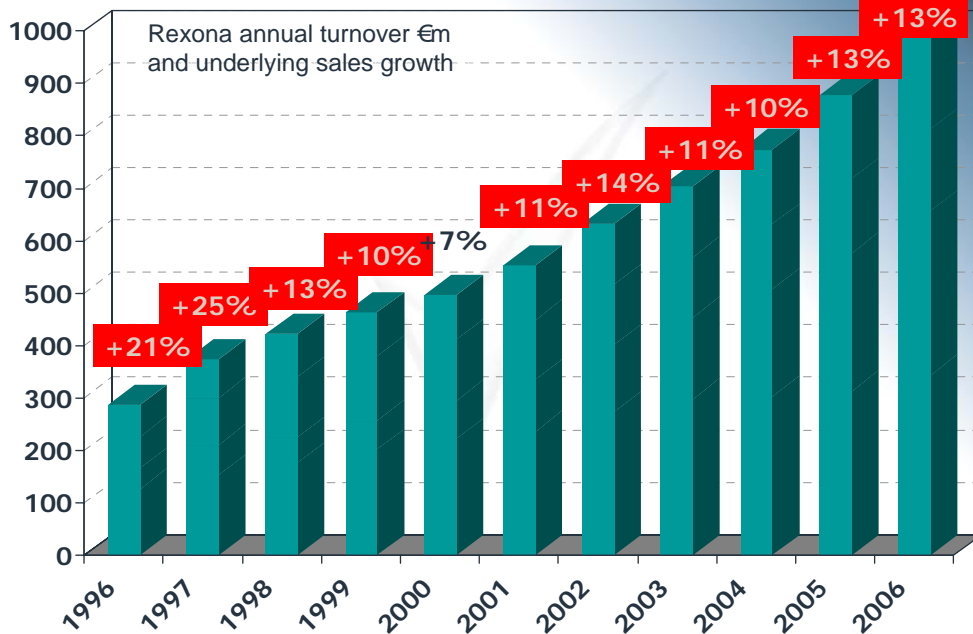
**Rexona**  
It won't let you down

# Our Performance



Rexona  
It won't let you down

## Consistent growth Mostly double digit in last ten years



# Foundations of Success



**Rexona**  
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First mover advantage  
Rexona 1960's



Locally managed, it became very complex.  
Product range 1990's



Early adopters of globalisation within Unilever  
Product range 1999



With a common powerful visual icon that universally represents Rexona's reliability to consumers



And a product promise that does not know language barriers



## It Won't Let You Down

No te abandona

Setia Sepanjang Hari

Nao te abandona

रेक्सोना. हर पल साथ निभाए.

Ne vous laissez pas tomber

私に自信

Lasst Dich nicht im Stich

하루종일 상쾌하고 자신있게

НИКОГДА НЕ ПОДВЕДЕТ

時時乾爽 掌握自信

Nigdy cię nie zawiedzie

ไม่ทำให้คุณผิดหวัง

Setia Setiap Saat

Setia Sepanjang Hari

ΔΕΝ ΘΑ Σ' ΕΓΚΑΤΑΛΗΨΕΙ

Daar kun je op vertrouwen

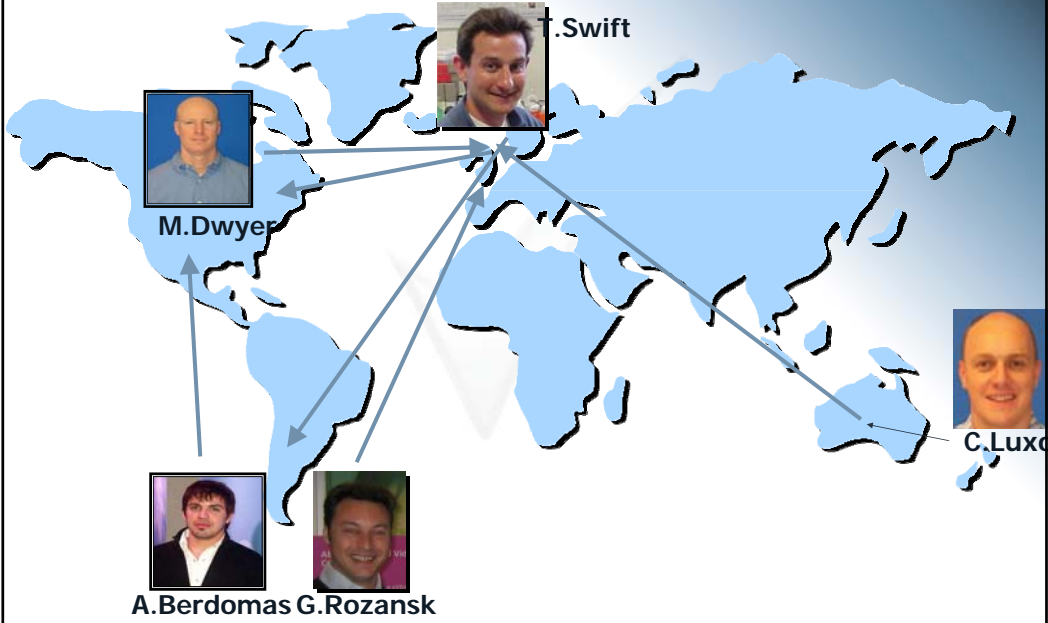
Concentrating innovation resources in fewer offices



With a truly global team that is culturally diverse



Who moves between offices and stay longer in the brand



Working in an interdependent way  
A Mexican marketer in Argentina, working with  
an Indian R&D expert in Manila...



Developing a product, manufactured in Sao Paulo...



and launched in LatAm, CEE and Asia.



With increased Focus on...



# Fewer, Bigger, Better Innovations

Allowing faster innovation roll out



And since 2007, simultaneous innovation roll out



With great science



**PROVEN TO WORK  
IN THE HOTTEST  
TEMPERATURES ON EARTH.**  
IT WON'T LET YOU DOWN.



# Great Science Applied to Global Innovation 2007

Women

Men



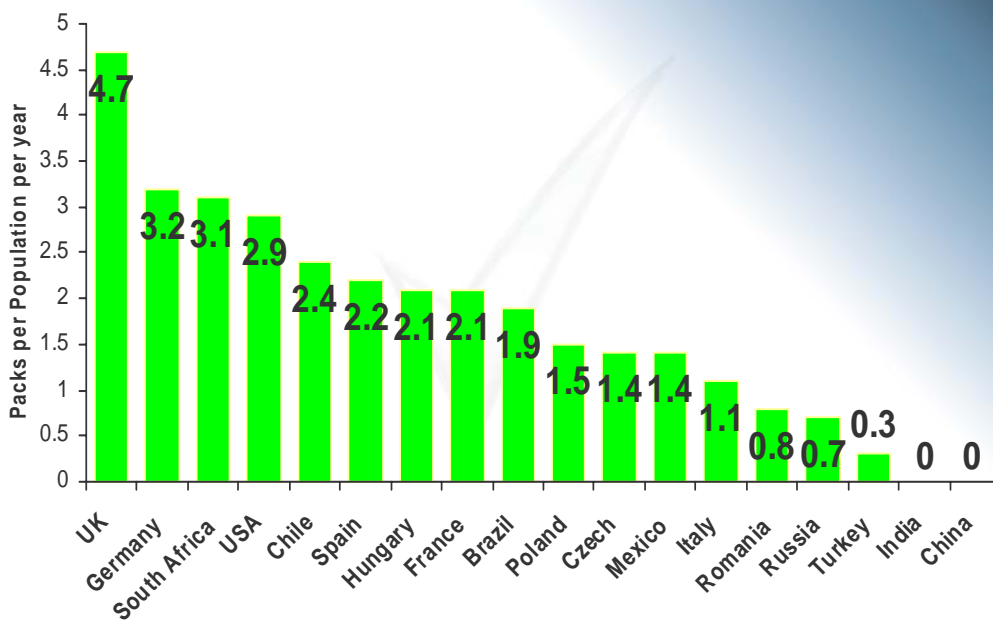
# Great Science Applied to Innovation Rexona Ultra Clear



## Developing global innovation with a local touch



## Still with plenty of room for growth Consumption (units per person)





Summary 

Strong & consistent performance

A Truly Global Brand with a Culturally Mixed Global Team, underpinned by Great Science, Brilliant Insight and Compelling Communications

With Still Significant Room for Further Growth

**We Won't  
Let You Down**



**Rexona**  
It won't let you down

**Thank You**



**Rexona**  
It won't let you down