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

Launched 2011

Launched 2011

Investor Seminar Breakout
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

Before

After 14 weeks
We are bringing new / big ideas to market

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

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

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

Technology

Consumer need
(more consumer insights, more consumer testing)

Personal care

Homecare

Refreshment

Foods
We have superior clinical capabilities and superior claims.

- 21st century clinicals capability
- Patenting strategy
- 21st century science for safety
- Consumer trends & insights
- Key opinion formers’ endorsement
Example
Next generation active for skin

Testing funnel

1,000,000

100

10

1 New breakthrough PPAR ligand

Anti-aging

Different benefits

Skin lightening

Before + PPAR

Before

+ PPAR
Example

Next generation active for skin

Versatile, proprietary and proven

Current product
With new active

Skin colour improvement

Before
After 8 weeks

1 week after stopping

Week 1 2 3 4

Investor Seminar Breakout

Fair & Lovely

POND’S
We are utilising Open innovation and Venturing

Examples

Strategic suppliers
- Dow
- Solazyme

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

New Businesses Unit
- Cynosure
- Own
- Ampere

Universities
- Centre for Materials Discovery
- University of Cambridge
- National University of Singapore

*Unilever Supplier Survey end 2010
Example
Ant aging via light-based technology

Laser significantly improves fine lines and wrinkles

Topical vs. Laser

<table>
<thead>
<tr>
<th>Week</th>
<th>Topical</th>
<th>Laser</th>
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<tbody>
<tr>
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</table>

Wrinkle reduction
Progress Recognised

Hindustan Lever 6th most innovative company worldwide

Recognised for Portfolio Management

Outstanding Corporate Innovator 2011 finalist
Breakouts

Personal care

Homecare

Refreshment

Foods