

Unilever Q1 2011 Results

April 28th 2011

Jean-Marc Huët, CFO.

James Allison, Head of IR and M&A.



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LIPTON PYRAMID INFUSIONS

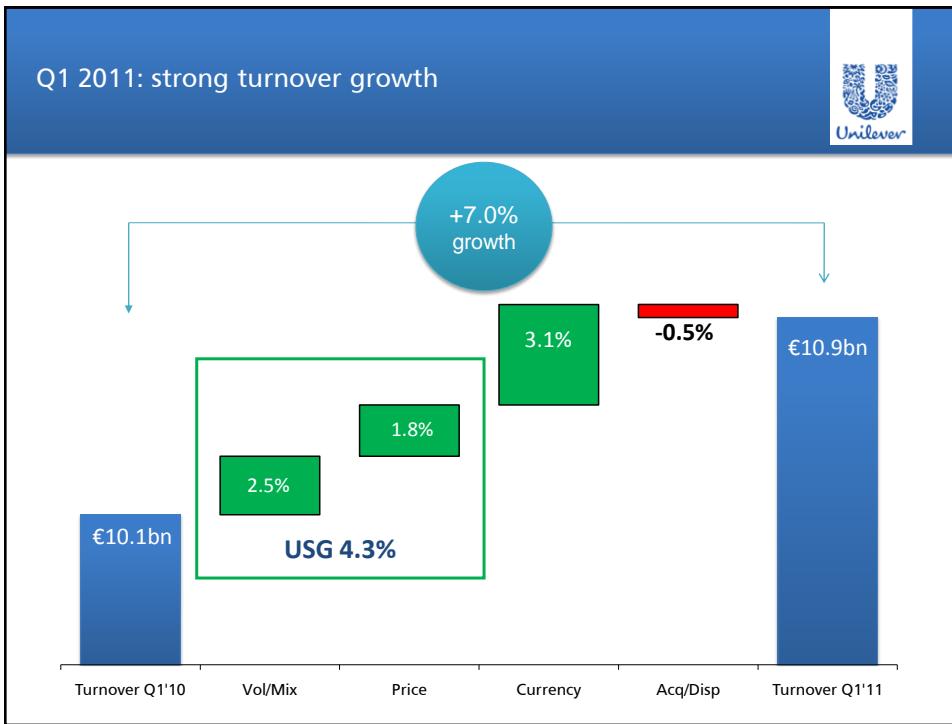



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Safe Harbour Statement



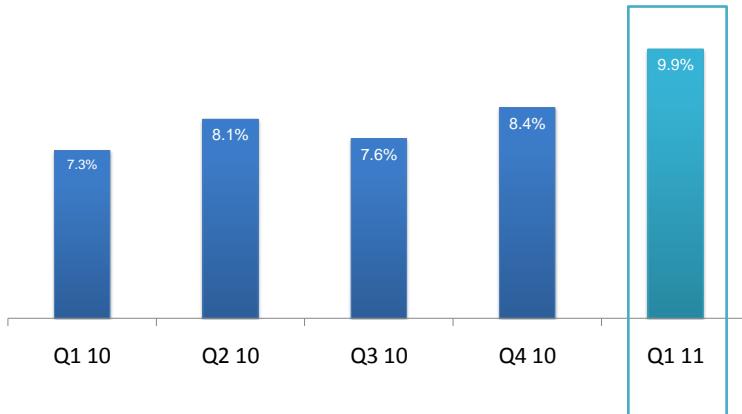
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Q1 2011: continued strong performance in D&E



underlying sales growth



Q1 2011 – AACEE: strong momentum continues



Underlying sales growth	8.9%
Underlying volume growth	6.9%
Underlying price growth	1.9%

- Double-digit growth in most countries, particularly Asia
- Central and Eastern Europe sluggish
- Strengthened innovation programme:
 - Laundry liquids roll-out
 - Dove Hair Damage repair
 - White spaces (Lifebuoy, Cif, Fruttare)



Q1 2011 – Americas: good results in a competitive market



Underlying sales growth	4.1%
Underlying volume growth	1.3%
Underlying price growth	2.8%

- Latin America grew double-digit, healthy balance between volume and price
- Pricing actions in North America led to short term volume loss, driven by Spreads. PC remains strong
- Innovation led growth:
 - Dove Men+Care Deodorant launch US
 - Rexona Body Splashes South America
 - Magnum launch in the United States



Q1 2011 - Western Europe: difficult markets continue



Underlying sales growth	-2.7%
Underlying volume growth	-2.8%
Underlying price growth	0.1%

- Volume impacted by price increases in a number of Foods categories and Laundry UK
- Savoury weak against a high prior year comparator
- Beginning to take price but not always followed
- Reduced promotional activity as pricing is implemented
- Strong innovation programme to come



Sara Lee update



- Operational integration in line with plan
- Most countries transitioned in March
- Full completion in July
- Strong innovation funnel:
 - Radox innovation during Q2'11
- €75m cost synergies on track
- Restructuring costs expected at around €150m
- Sanex closing expected during Q3'11

Zwitsal



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und zarte
Verwöhnmomente
für Sie



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RED FRUIT

CRAZY FRUIT

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Q1 2011: Personal Care



Underlying sales growth	5.3%
Underlying volume growth	3.9%
Underlying price growth	1.3%

- Rexona global re-launch
 - Breakthrough MotionSense technology
- Dove Hair Nourishing Oil Care
 - Step change weightless nutri-oil technology
 - Superior formulation
- Close Up Fire-Freeze launch in India
 - Superior freshness with dual sensation

Q1 2011: Home Care



Underlying sales growth	6.0%
Underlying volume growth	4.6%
Underlying price growth	1.4%



- Laundry Small & Mighty
 - Shortened term cycles (30 minutes)
 - Lower temperature washes
- Dirt is Good Skip
 - Change from liquids to semi-concentrates
 - Reduction in recommended dosage
 - Better cleaning, less packaging

Q1 2011: Savoury, Dressings and Spreads



Underlying sales growth	2.1%
Underlying volume growth	-0.4%
Underlying price growth	2.6%



- Savoury
 - Knorr Jelly Bouillon now in 20+ countries
 - Baking Bags roll out continues
- Spreads
 - Launch of Liquid Margarine in the UK
 - Flora re-launch in Sweden

Q1 2011: Ice Cream and Beverages



Underlying sales growth	4.7%
Underlying volume growth	3.2%
Underlying price growth	1.5%

- Tea PG Tips
 - 'The Fresh Ones' launched in the UK
 - Captures the genuine taste of fresh tea
 - Unique technology
- Ice Cream
 - Magnum launch in US
 - Cornetto Enigma launch in Turkey

White spaces

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Soy beverages - India	Lifebuoy – Nigeria, Ghana	Cif – Philippines, Algeria
		
New entry from LATAM	From 23 markets in '09 to 34 markets	From 43 markets in '09 to 52 markets

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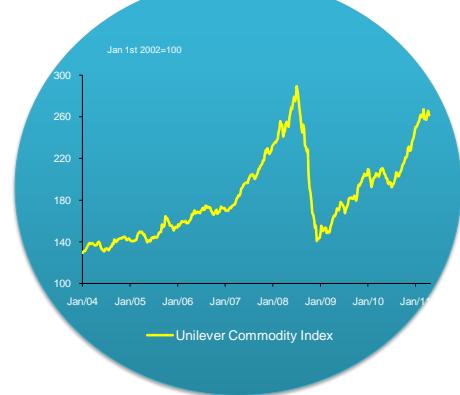
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2011 commodity cost update



- Commodity cost increases expected around 500 - 550bps of turnover
- Better positioned to manage volatility
- 2011 savings programmes accelerated to €1.3bn and pricing actions to continue



Accelerating productivity: Indirects



- Organisation more focussed towards customer and consumer
- Continuous improvement mindset
- Further scale leverage through globalisation of activities
- Enhanced rigour and discipline in ways of working
- Agile working to reduce travel and real estate costs



Closing the gap towards benchmark indirects

Accelerating productivity: marketing investments



Advertising production costs
reducing non-productive items spend



Increase in promotional evaluation

- Leveraging scale better
- Evaluate more than 50% of promotions
- More copy on air
- Before and after the event
- Less duplication of work
- Eliminate 50% of low ROI promotions

Allowing us to hold media spend and stay competitive

Making the promotional 'dollar' work harder

Outlook



1. Drive volume growth ahead of the markets
2. Steady and sustainable underlying operating margin improvement
3. Strong cash flow

Questions

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