

# Unilever Trading Statement Q1 2012

Jean-Marc Huët - CFO

James Allison – Head of Investor Relations & M&A

26<sup>th</sup> April 2012



BREAKTHROUGH EXPERIENCE

99% OF HAIR'S NATURAL  
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# Safe Harbour Statement



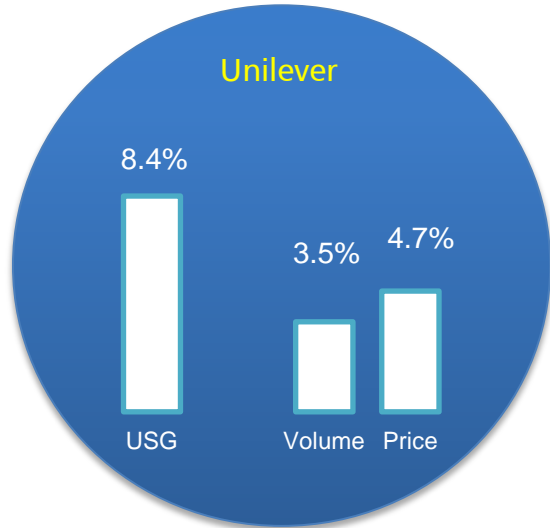
This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'believes', 'vision', or the negative of these terms 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.

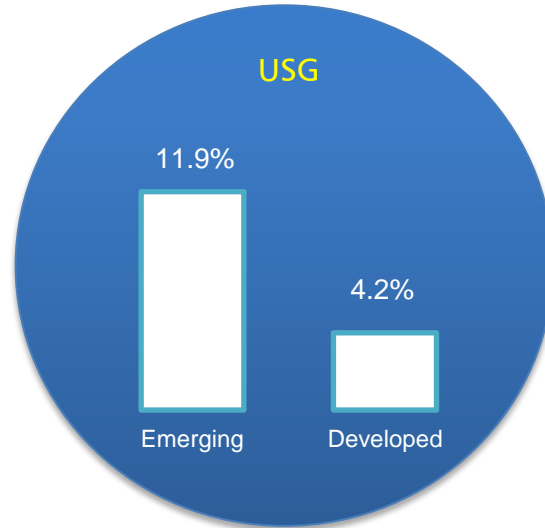
# Q1 2012 - Good performance in a challenging environment



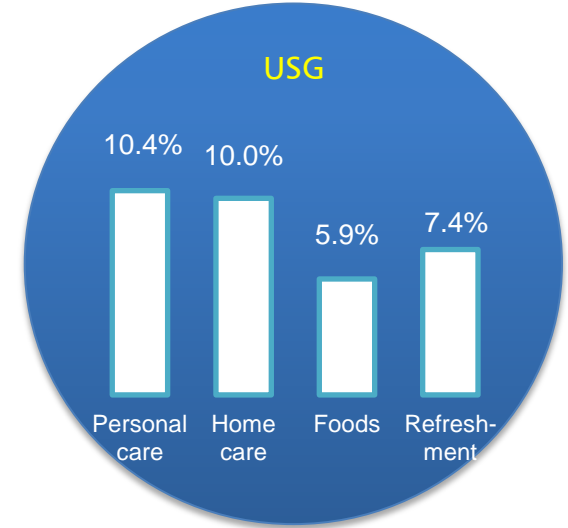
## Balanced growth



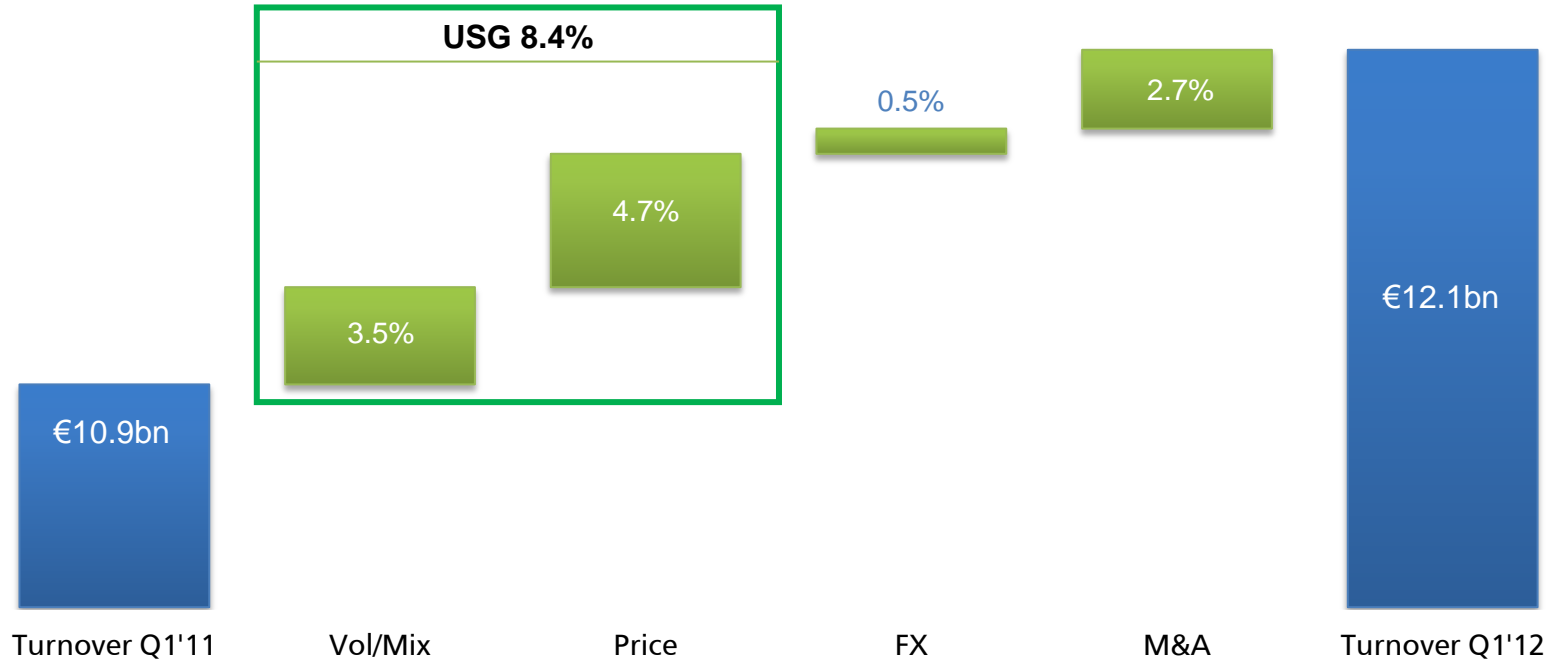
## Broad based growth



## All categories growing



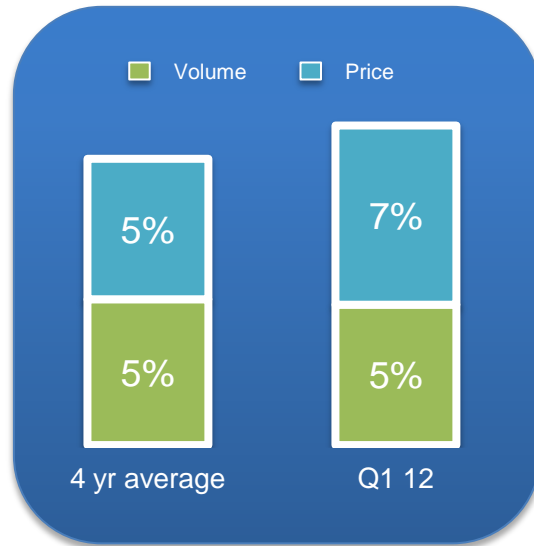
# Q1 2012 - Turnover growth 11.9% with strong contribution from M&A



# Q1 2012 - Strong momentum continues in emerging markets



## underlying sales growth

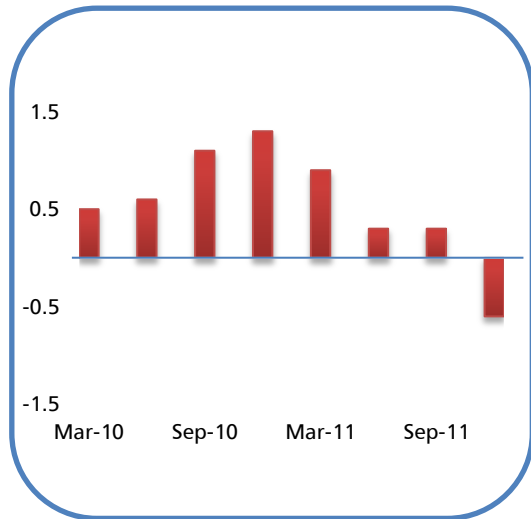


- 56% of Turnover in Q1
- Consistent performance over the last 20 years
- Outperforming the market
- All categories contributing to sales growth

# Developed market economies remain weak



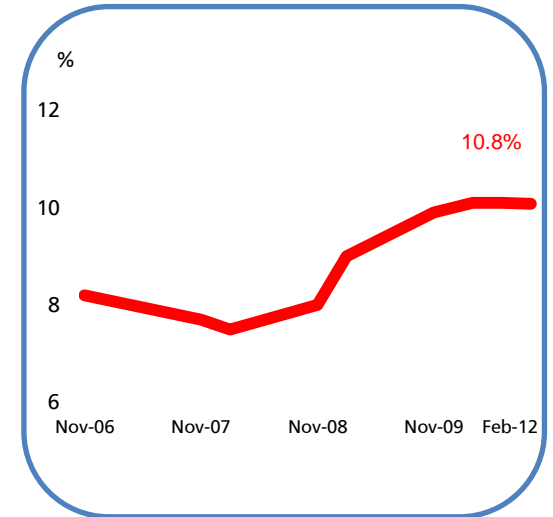
## Europe household consumption declining



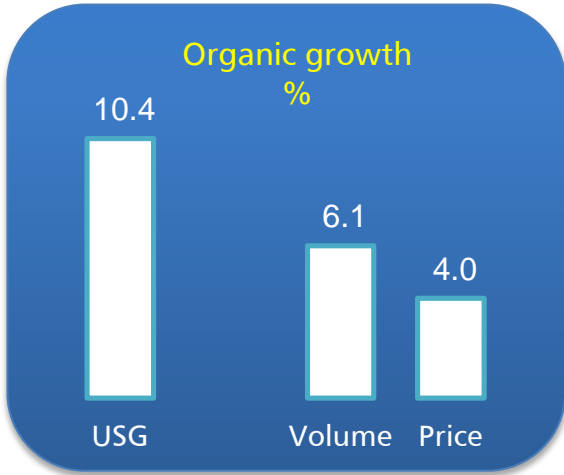
## US citizens claiming Food stamps



## Eurozone unemployment rate



# Q1 2012 - Personal Care: momentum continues



- Innovation led growth
- Launch into white spaces
- Winning in most markets

We continue to grow ahead of our markets in spite of high competitive intensity

# Q1 2012 - Personal Care: growth driven by strong innovations



Dove Hair styling – United States



Lifebuoy Clini-Care 10 - India



Rexona Maximum Protection – Roll out





# Clear: Unilever's fastest growing brand - now launched in the US



For her



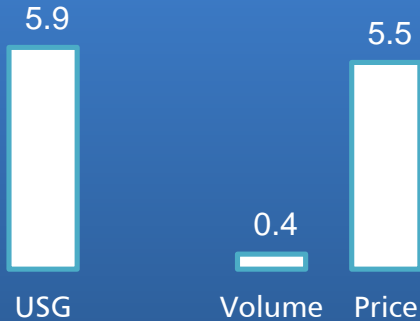
For him



# Q1 2012 - Foods: growth driven by pricing and market development



## Organic growth %



- Jelly bouillon continues to be successful
- Dressings growth driven by market development
- Spreads volumes impacted by price increases but we continue to innovate

# Savoury market development campaign



## Philippines



50 billion rice dishes cooked every year

## Arabia



Increased penetration of dry dishes

## Mexico

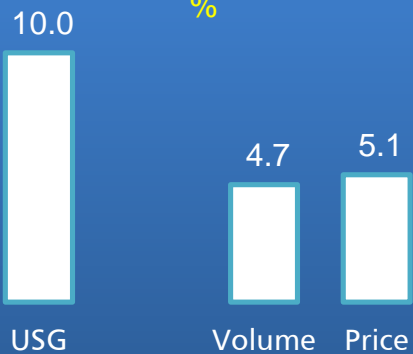


Usage as a seasoning

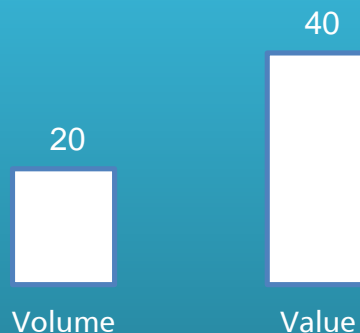
# Q1 2012 - Home care: balanced growth between volume and price



## Organic growth %



## Laundry share gains bps

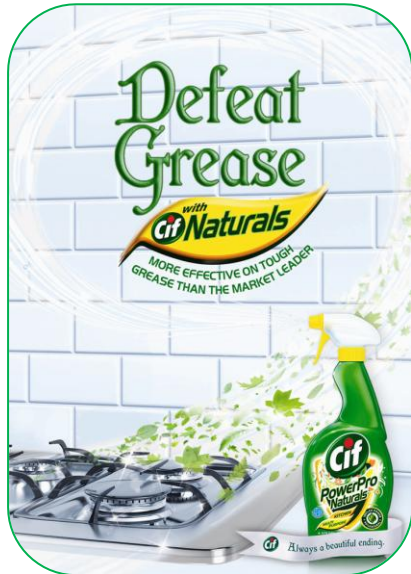


- Innovation led growth
- Launch into white spaces
- Product quality improved
- Improved communication

# Q1 2012 - Home care: investing in innovation and product quality



Cif power pro-naturals - Italy



DIG superior stain removal – LATAM



Surf roll out into white spaces

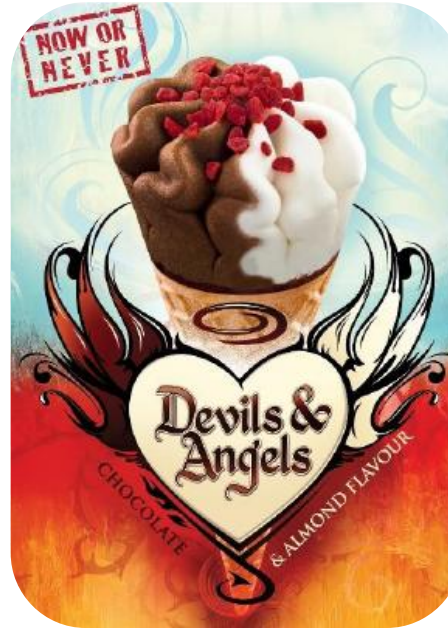
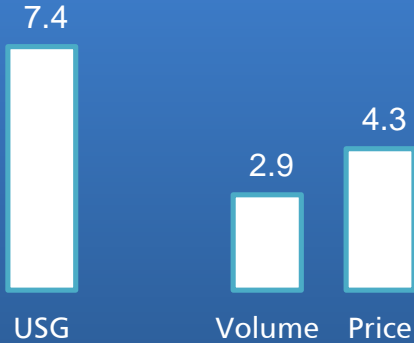




# Q1 2012 - Refreshment: Ice Cream driving growth in the category



## Refreshment organic growth %



- Ice Cream season early start
- Magnum strong performance
- Tea growth remains subdued

# Ice Cream: Magnum growth through innovation and white spaces



Magnum Infinity – Europe



NEW

INTENSE MAGNUM  
PLEASURE  
THAT STAYS WITH YOU  
LONGER

MAGNUM  
INFINITY  
*For pleasure seekers*

Magnum Mini – United States



DISCOVER MINI CLASSIC

DISCOVER MINI ALMOND

James Allison  
Head of Investor Relations and M&A



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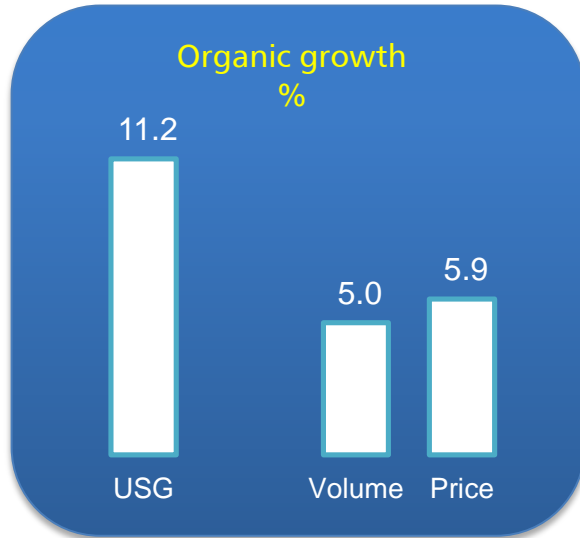
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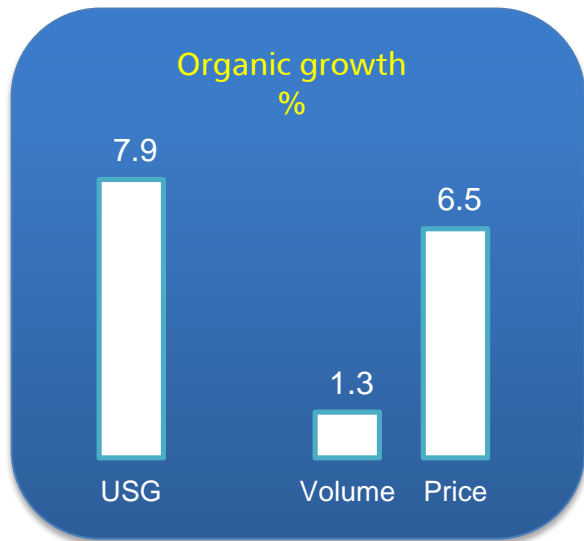


# Q1 2012 - Asia/ AMET/ RUB: Unilever's growth engine



- Strong performance across the region
- Outstanding growth in Personal Care and Laundry
- All clusters in the region delivering volume and price growth

# Q1 2012 - Americas: growth driven by market development in LATAM



→ Latin America momentum continues

- Hair innovation and market development in deodorants

→ North America volumes are down marginally, in line with difficult markets

- Gaining share in Personal Care
- Launch of Simple and Magnum Minis

# Q1 2012 - Europe: benefited from a weak prior year comparator



- Markets remain subdued
- Key innovations during the quarter:
  - Launch of Axe Hair
  - Roll-out of Liquid Margarine
- Half year will be a more realistic time period to assess performance

# M&A: Alberto Culver successfully integrated



- Top talent retained
- TRESemmé momentum continues
  - Brazil launch off to an encouraging start
  - Thailand national roll-out started
  - Launch of Simple in the United States during Q1
- Cost synergies expected 15%-20% of retained turnover
- All countries fully integrated

Jean-Marc Huët  
CFO



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# Unilever Sustainable Living Plan: 2011 highlights



24% of agricultural materials sustainably sourced



Unilever voted "outright sustainability leader" by Key Opinion Formers



35 million people have gained access to safe drinking water



# Our priorities remain unchanged



1. Volume growth ahead of the market
2. Steady and sustainable core operating margin improvement
3. Strong cash flow

WE ARE UNILEVER...	
<b>VISION</b>	<b>WE WANT TO CREATE A BETTER FUTURE EVERY DAY</b> The only people that good, fast, great and get more out of life with brands and services that are good for them and good for others. We will inspire people to take small everyday actions that can add up to a big difference for the world. We will double our rate of doing business with the aim of doubling the size of our company while reducing our environmental impact.
<b>AMBITIONS</b>	Our first priority is to our consumers, then customers, employees and communities. When we fulfil our responsibilities to them, our shareholders will be rewarded. We will act through a growth mentality and a positive approach to all our stakeholders, based on clear accountability and bias for action.
<b>HOW WE WILL WIN</b>	
<b>PROFITABLE</b>	Win share and gross volume in more categories and countries
<b>HOW WE WILL WIN...</b>	
<b>WINNING WITH BRAND AND INNOVATION</b>	1. Deliver superior products, design, branding and marketing 2. Engage better, faster innovation 3. Respond to more consumers across needs and price points
<b>WINNING IN THE MARKETPLACE</b>	4. Lead market development 5. Win with existing customers 6. Be an education game-changer
<b>WINNING THROUGH OPERATIONAL IMPROVEMENT</b>	7. Lead, replicate and commercialise best value ideas 8. Drive return on brand support 9. Agile, cost competitive organization
<b>WINNING WITH PEOPLE</b>	10. Organization and diverse talent practices ready to match our growth ambitions 11. Performance culture which respects our values 12. Leverage our operating levers for competitive advantage



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