



# **Introduction to Unilever**

## **March 2010**

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# Safe harbour statement



This document 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 ‘expects’, ‘anticipates’, ‘intends’, ‘believes’ 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, including, among others, competitive pricing and activities, economic slowdown, industry consolidation, access to credit markets, recruitment levels, reputational risks, commodity prices, continued availability of raw materials, prioritization of projects, consumption levels, costs, the ability to maintain and manage key customer relationships and supply chain sources, currency values, interest rates, the ability to integrate acquisitions and complete planned divestitures, the ability to complete planned restructuring activities, physical risks, environmental risks, the ability to manage regulatory, tax and legal matters and resolve pending matters within current estimates, legislative, fiscal and regulatory developments, political, economic and social conditions in the geographic markets where the Group operates and new or changed priorities of the Boards. 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 20-F Report and the Annual Report and Accounts 2009. These forward-looking statements speak only as of the date of this document. 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.

# Our vision



**We are a successful, growing,  
sustainable business**

We work to create a better future every day.  
We help people feel good, look good 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.

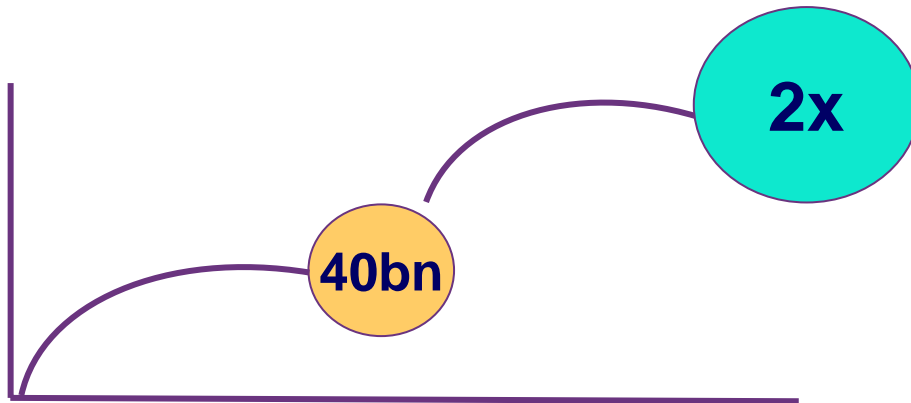
We will develop new ways of doing business that  
will allow us to double the size of our  
company while reducing our environmental  
impact.



# New Vision



## New Vision



## Behaviour

- Focus on our consumers
- Focus on our customers
- Employee engagement
- Community support

## Where we will win

- Grow everywhere

## How we will win

- Winning with Brands and Innovation
- Winning in the Market Place
- Winning through Continuous Improvement
- Winning with People

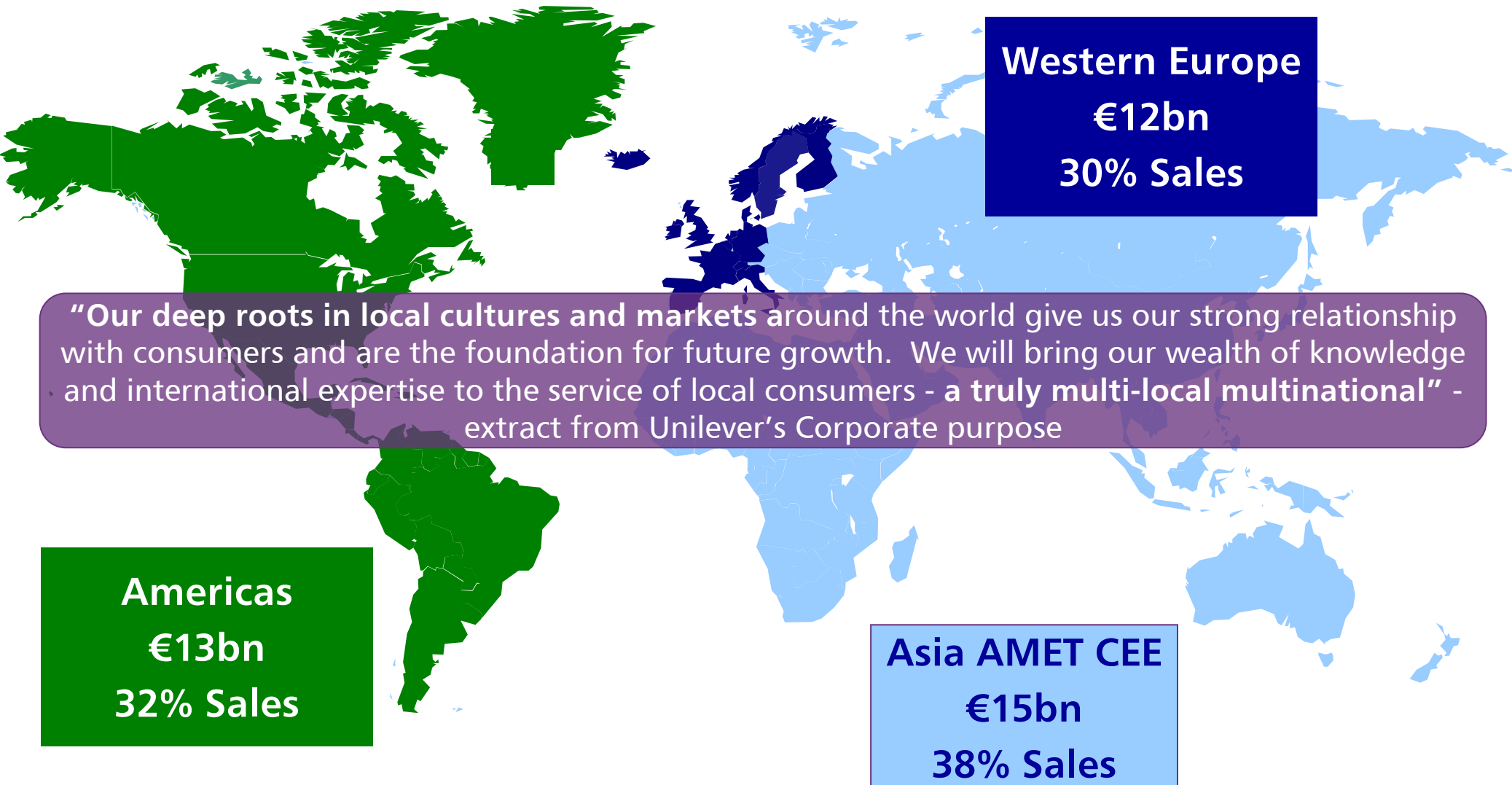
# 1 in 2 households in the world have a Unilever brand at home



160 million times a day, in 170 countries, people use our products at key moments of their day



# Balanced scale across geographies



# Leading Category Positions



## World Number 1

- Savoury
- Dressings
- Tea
- Ice Cream
- Spreads
- Deodorants
- Mass Skin

## World Number 2

- Laundry
- Daily Hair Care

## Local Strength

- Oral Care
- Household Cleaning

# With a broad based portfolio



## Savoury, Dressings & SCC



**33%  
Sales**

## Beverages and Ice Cream



**19%  
Sales**

## Home Care



**18%  
Sales**

## Personal Care



**30%  
Sales**

# Big global brands



Top 25 brands = around ¾ of Unilever's sales



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



# A global management team



**Paul Polman**  
Chief Executive Officer



**Michael Treschow**  
Non-Executive Chairman



**Michael Polk**  
President  
Americas



**Doug Baillie**  
President  
Western Europe



**Harish Manwani**  
President  
Asia Africa &  
CE Europe



**Vindi Banga**  
President  
Categories



**Geneviève Berger**  
Chief R&D  
Officer



**Pier Luigi  
Sigismondi**  
Chief SC  
Officer



**Sandy Ogg**  
Chief HR  
Officer



**Jean-Marc Huët**  
Chief  
Finance  
Officer

# Regions and Categories

## Clear, distinct, complementary roles



### Categories

Deliver global platforms

#### Responsible for:

Brand development

Innovation

Research and Development

#### Accountable for:

Medium/long term market share

Brand health

Innovation metrics

Category value creation

### Regions

Execute on the ground

#### Responsible for:

Managing the business

Deploying brands and innovations

Customer management

#### Accountable for:

Growth

Profit

Cash flows

Short term market shares

To succeed also requires, we believe, the **highest standards of corporate behaviour** towards everyone we work with, the communities we touch, and the environment on which we have an impact



- Eco-efficiency – reducing the impacts of our operations
- Eco-innovation – reducing the impacts of our products
- Sustainability programmes in agriculture and water
- Our Code of Business Principles
- Supporting local communities

Unilever has led the food industry category of the Dow Jones Sustainability Indexes (DJSI) for the past 11 years.

# Winning with Brands and Innovation

## R&D - The engine that drives profitable growth



### R&D

- 6 major R&D centers
- Stronger links with Marketing
- Investment in patents & clinical trial expertise
- Open innovation
- Leverage science across our categories
- Genesis projects



# Winning with Brands and Innovation

## R&D – Science and Technology Strengths



Some examples:



**Spray Technology  
Deodorants**



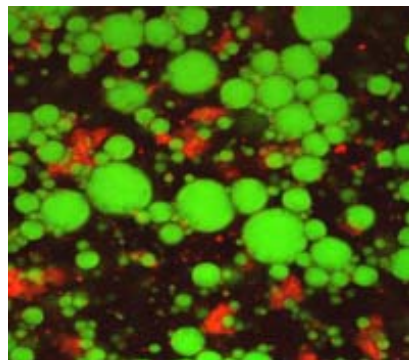
**Skin Mildness  
and Moisturizing**



**Product Processing  
e.g. Ice Cream**



**Hair  
Technology**



**Structured  
Oils and Emulsions**



**Science of Tea**

# Winning with Brands and Innovation

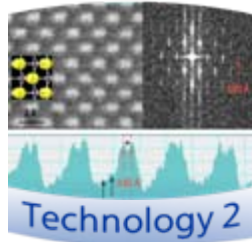
## R&D – Genesis projects



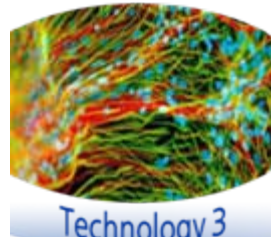
### Genesis



Technology 1



Technology 2



Technology 3

Prioritisation: from a multitude of technologies to identify the most disruptive



+ Consumer needs  
and Category needs

### GENESIS

- Projects >€50m incremental Sales
- Starting in 2011
- Cross-category

# Winning with Brands and Innovation

Deliver superior products, design, branding and marketing



## Making foods healthier

Bouillon jelly  
proprietary technology



## Stronger functional claims

A unique slimming  
tea twice as rich in catechins  
to help maintain your  
silhouette



## Driving sustainability

Detergent concentration  
technology for less  
water, less transport,  
higher margins



## Nutrition

Family Goodness  
brings better  
nutrition for family  
growth.  
For better taste  
and with less fat



# Winning with Brands and Innovation

Deliver superior products, design, branding and marketing



## Magnum Temptation

An unrivalled multi-sensorial experience using cold roller technology



## Dove Nutrium

Superior moisturisation in a liquid



## Hellmann's Light

Delicious light mayonnaise with only 3% fat.  
With unique citrus fibre technology



## Comfort Fresh Technology Release

Comfort with breakthrough technology  
"Do the moves to release the freshness"



# Winning with Brands and Innovation

## Bigger, better, faster innovations



### Dove Go Fresh

64 markets



### Axe Twist

50 markets



### New Lipton Pyramid Tea

38 markets



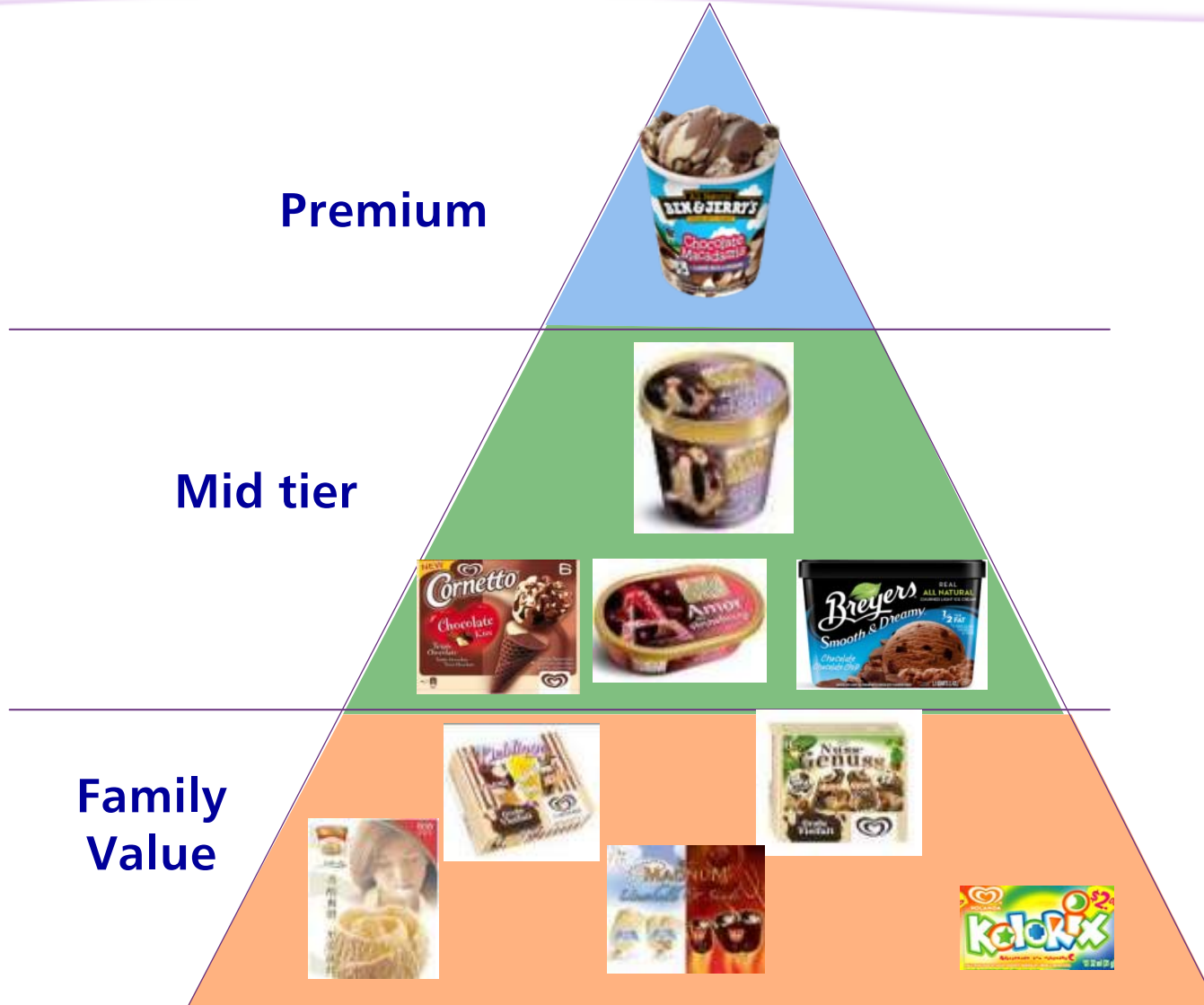
### Hellmann's with citrus fibre

40 markets



# Winning with Brands and Innovation

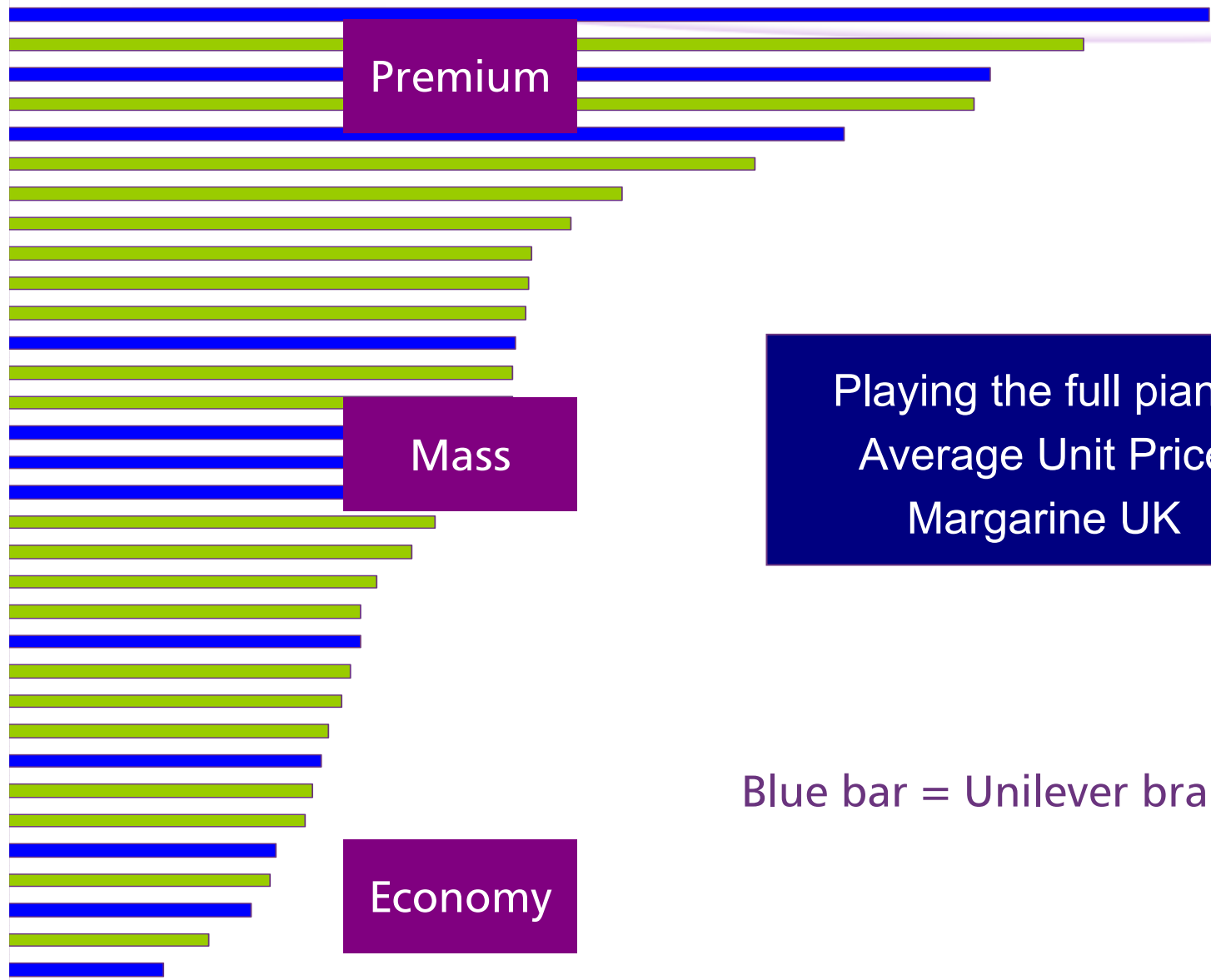
Appeal to more consumers across needs and price points



Ice cream

# Winning with Brands and Innovation

Appeal to more consumers across needs and price points



Playing the full piano:  
Average Unit Price  
Margarine UK

Blue bar = Unilever brand

# Winning in the Market Place

## Customer partnerships



Unilever manages a number of partnerships globally

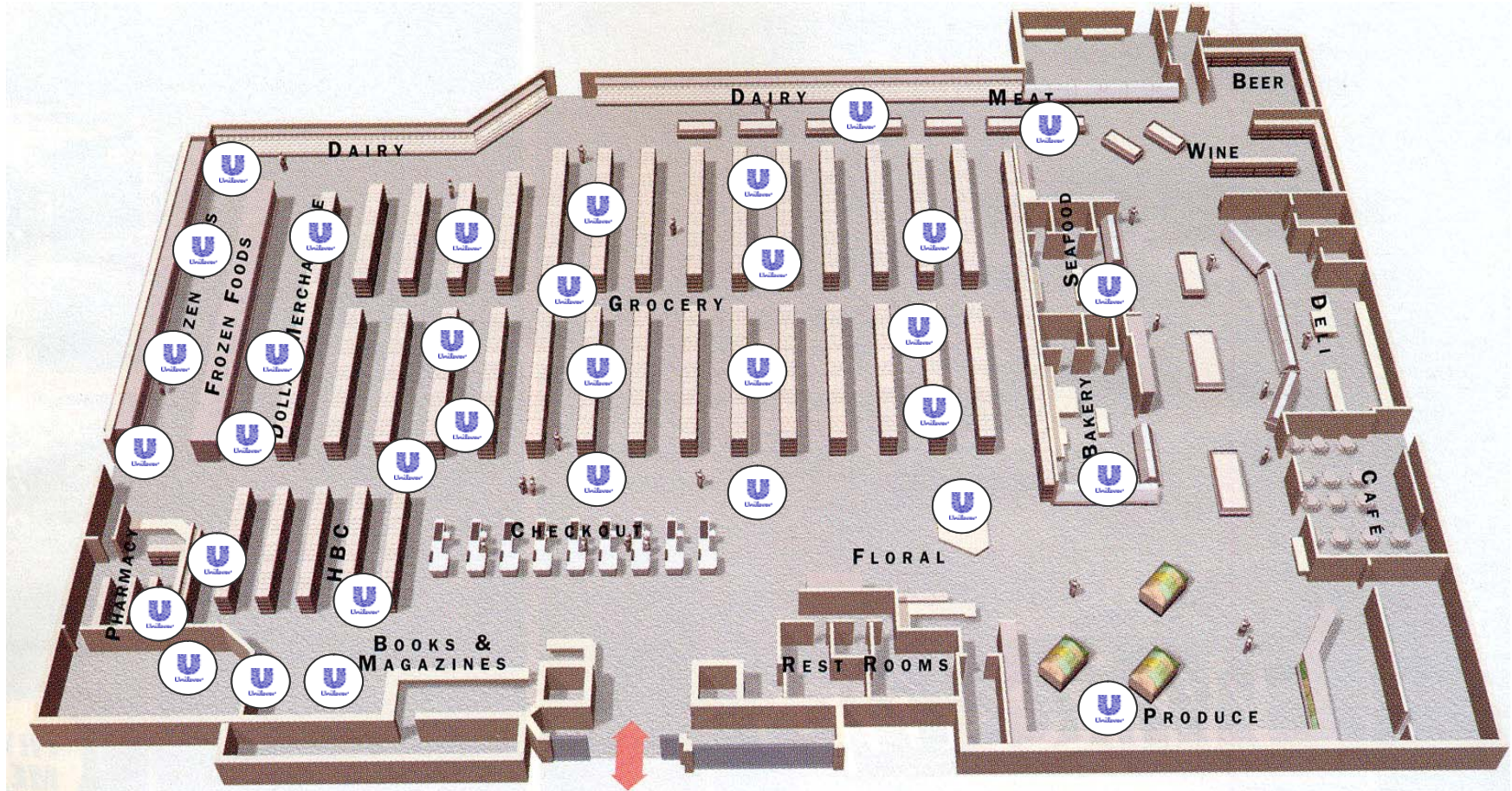


# Winning in the Market Place

## Customer partnerships



Unilever has unparalleled reach across the store, bringing unique 'shopper insight' to our partnership with customers



# Winning in the Market Place

## Customer Insight and Innovation Center Roll Out

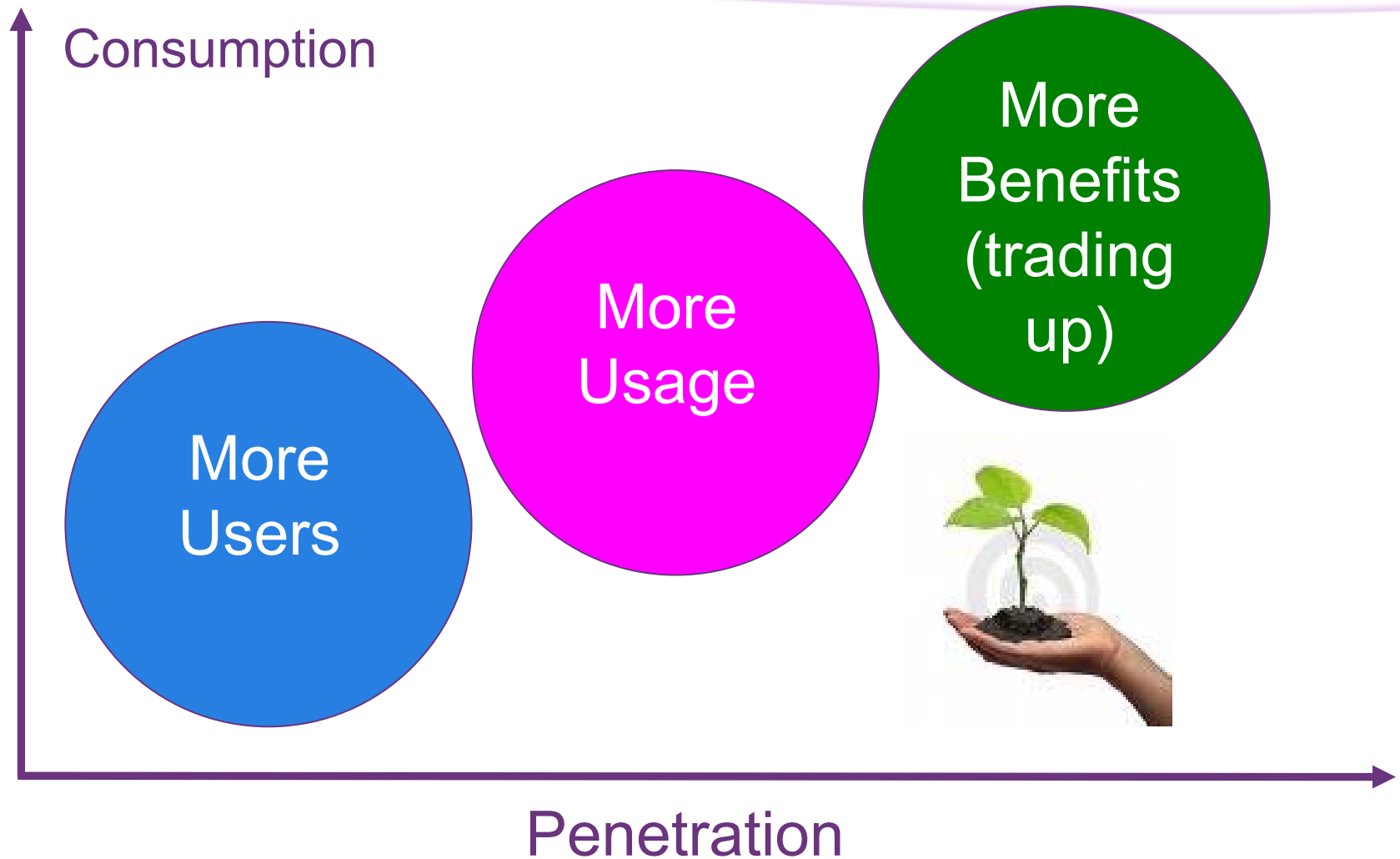


MCO UK/Ire  
Go-Live  
Jan 2010

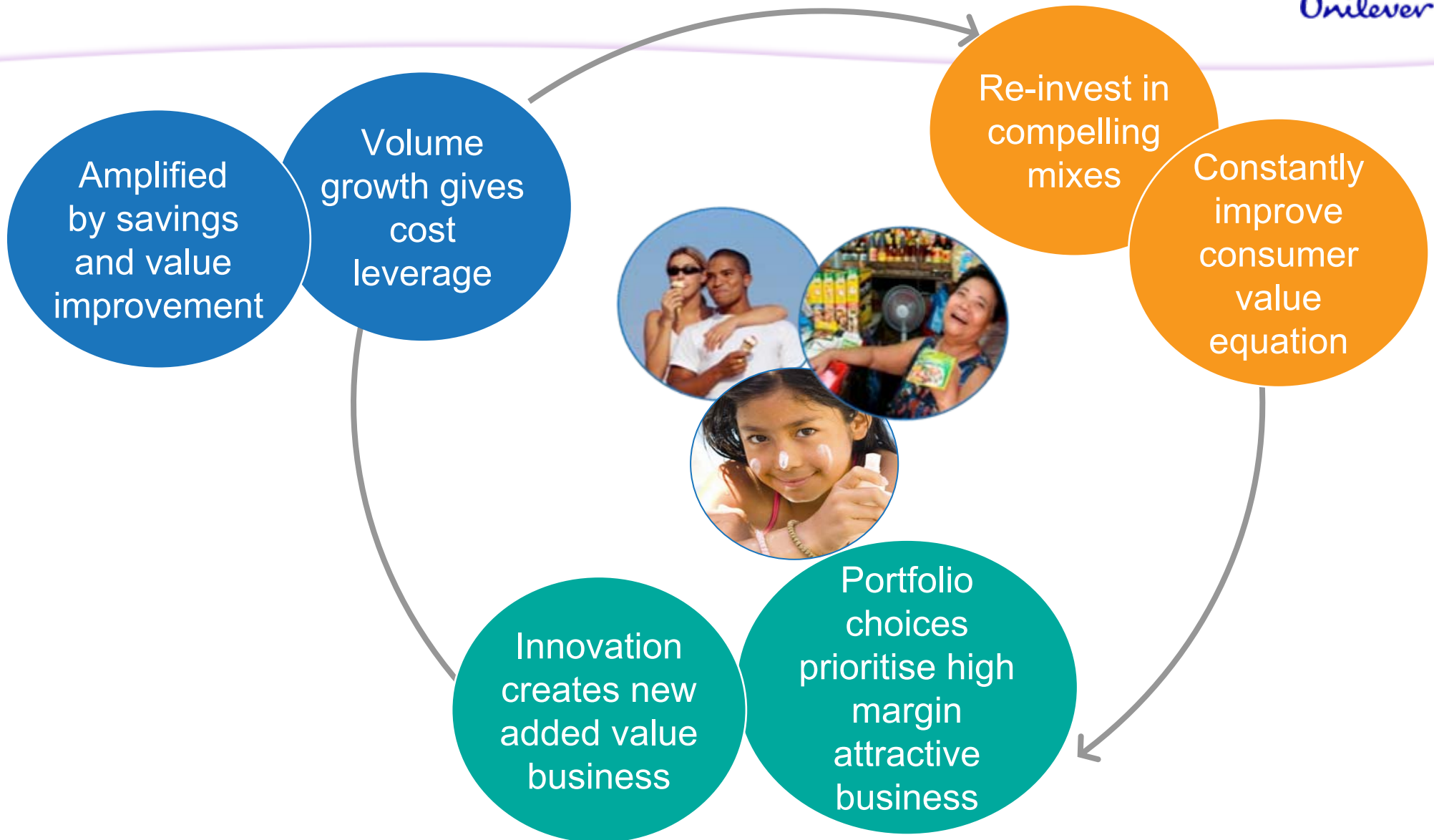


# Winning in the Market Place

## Market Development



# Winning through Continuous Improvement Virtuous Circle of Volume Growth



# Winning with People



People are the heart of our business  
Harnessing, developing and rewarding their skills, energy and commitment is  
our priority

Unilever is one of the world's most culturally diverse companies, with  
top leadership from 20 nations

**More than 35% of  
managers worldwide are  
women**



# Local roots with global scale



## Our heritage and local expertise mean that D&E is in our DNA

- Understanding of the local consumer
- Brands and products across a wide range of income levels
- Critical mass on the ground
- Corporate reputation with local stakeholders and talent pool

**Local roots**

## Leveraging our scale brings us advantages over local competition

- Global portfolio of brands and categories
- Dedicated R&D investment
- Shared values and standards of behaviour

**Global scale**

# The D&E opportunity



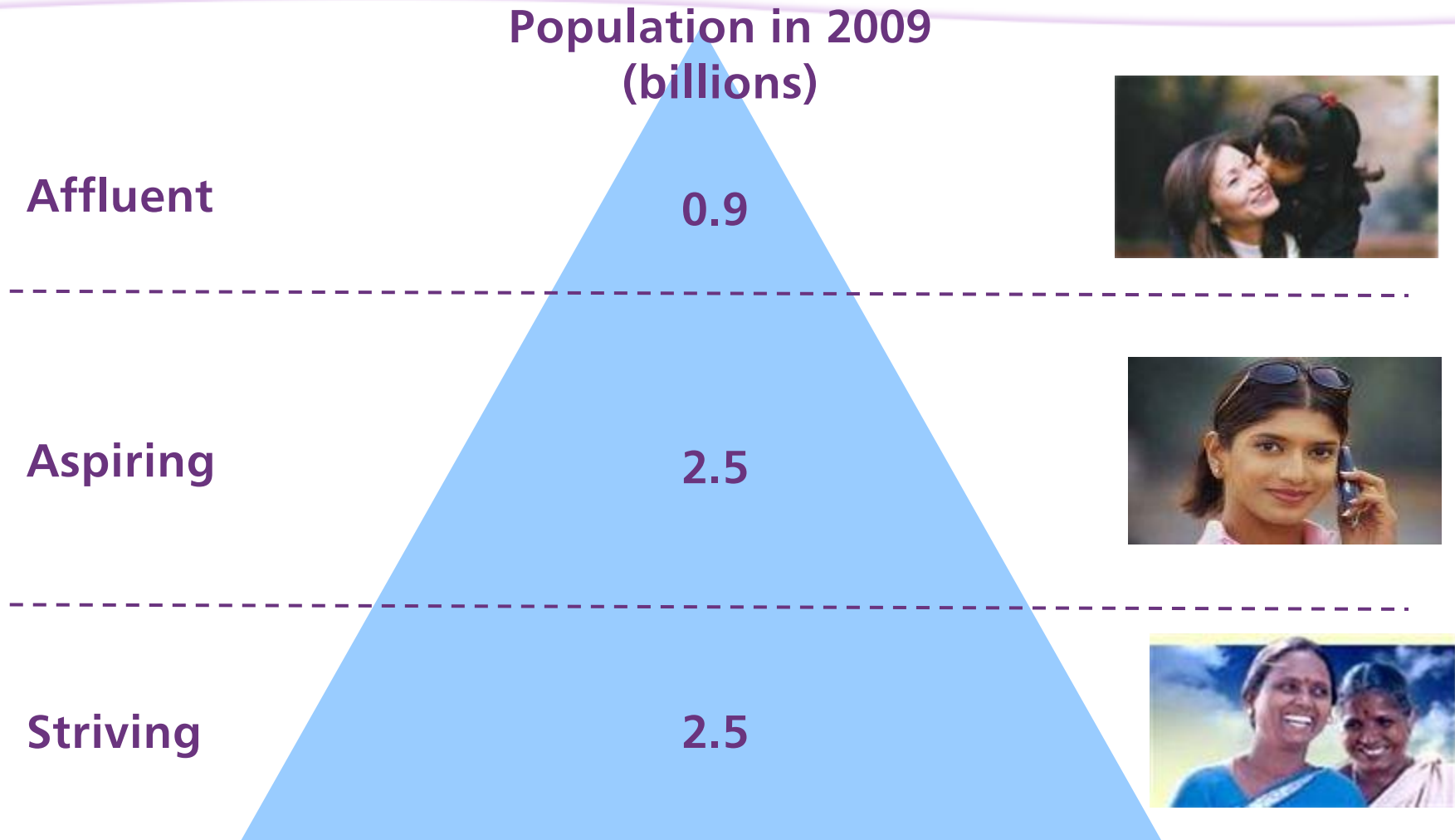
**1bn new consumers in next 10 years based on population and income growth**

**Consumer spending is growing faster in D&E than in the developed world**

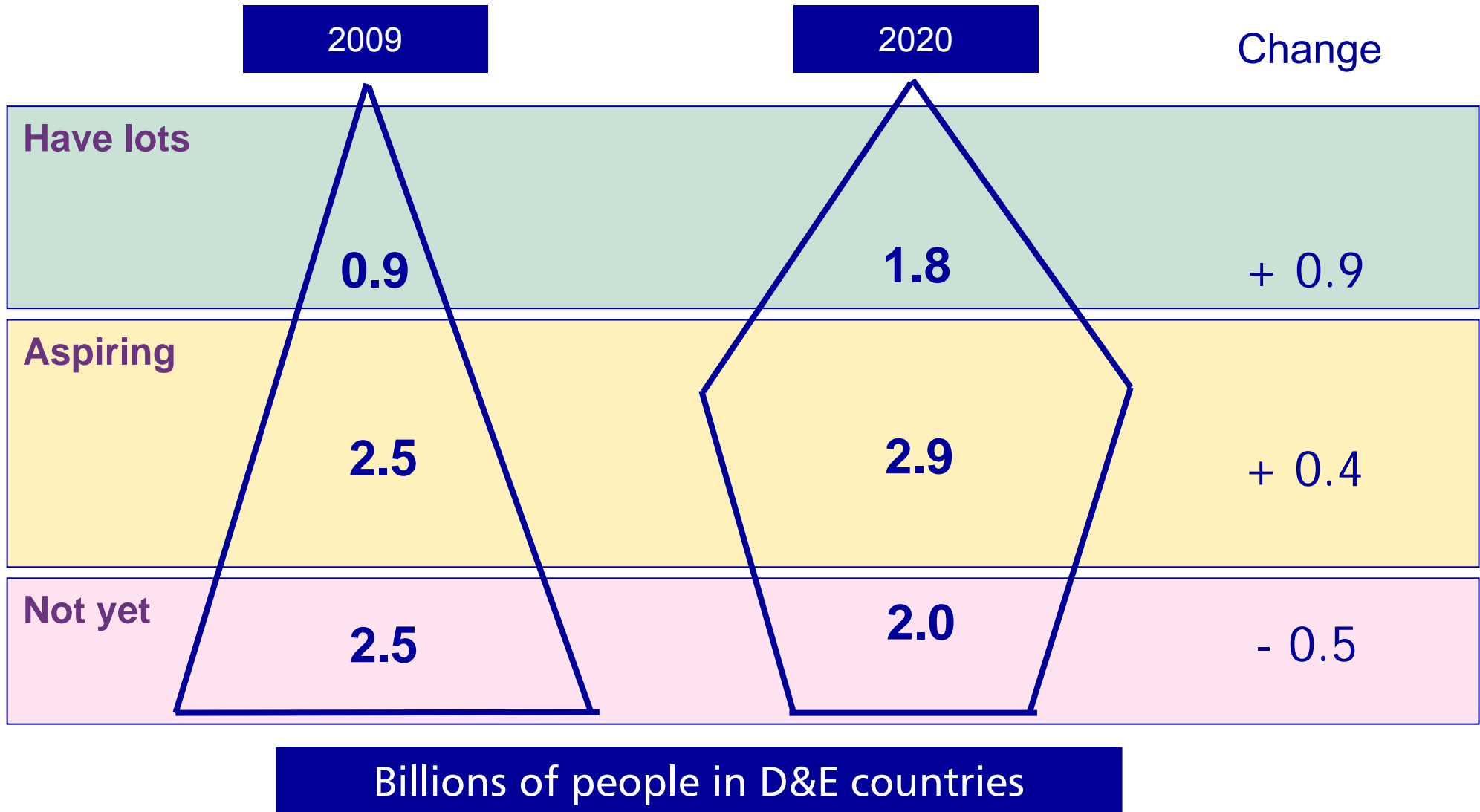
**Rising per capita income gives disproportionate growth in per capita consumption for Unilever categories**



# The D&E pyramid ...



... rapidly evolving into a diamond

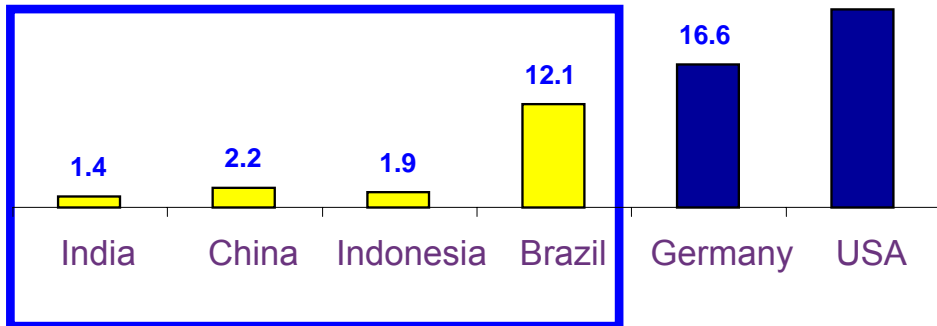


# Market development opportunity

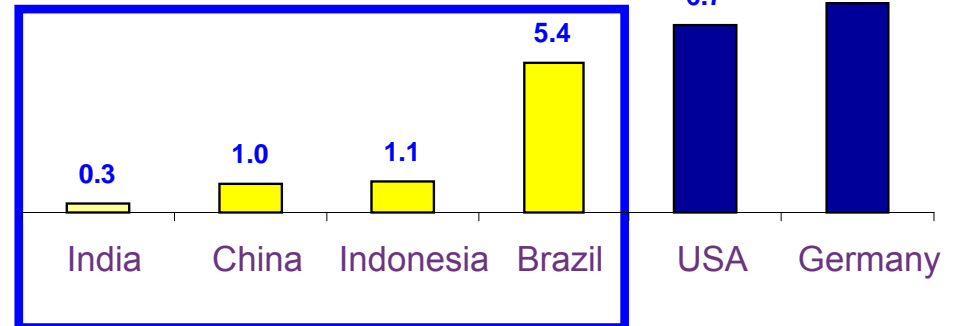


## Per Capita Consumption (US \$ per year)

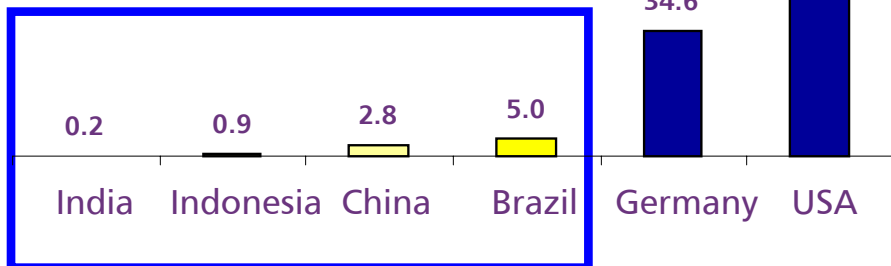
### Detergents



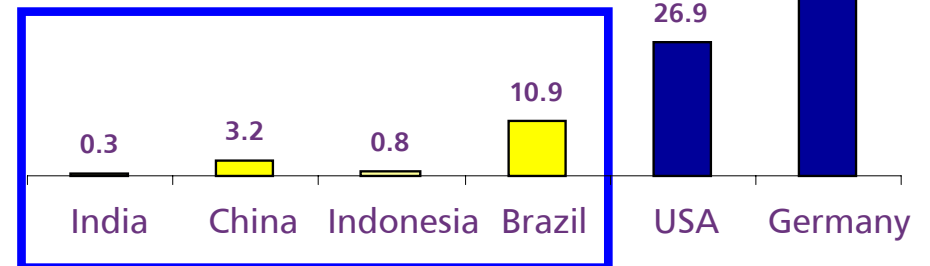
### Shampoo



### Ice Cream



### Skin care



## New consumers

1 billion new consumers in the next 10 years



## Consumer penetration



Re-closable multi-use sachets



Deo ministicks



Mini cubes

## Trading consumers up



Loose Leaf Tea



Standard teabags



Pyramid teabags

## Conversion in foods



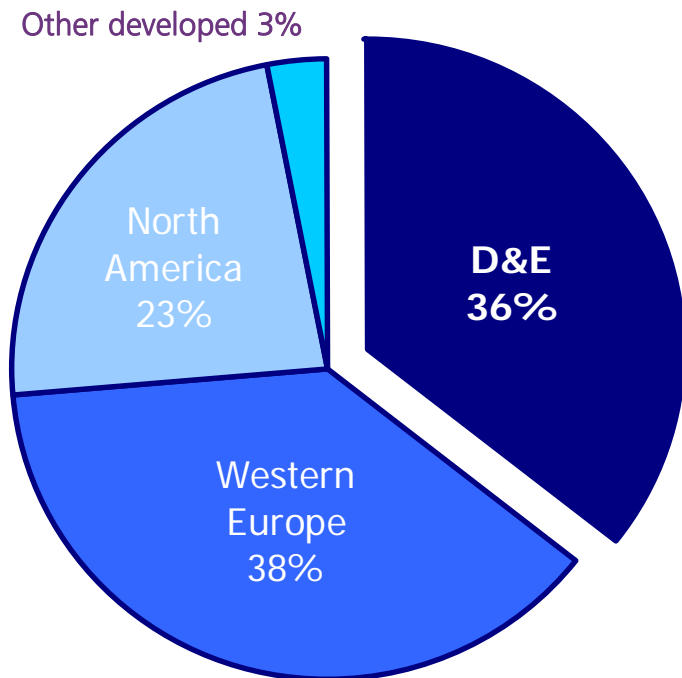
Packaged food opportunity

# A major driver of Unilever's growth

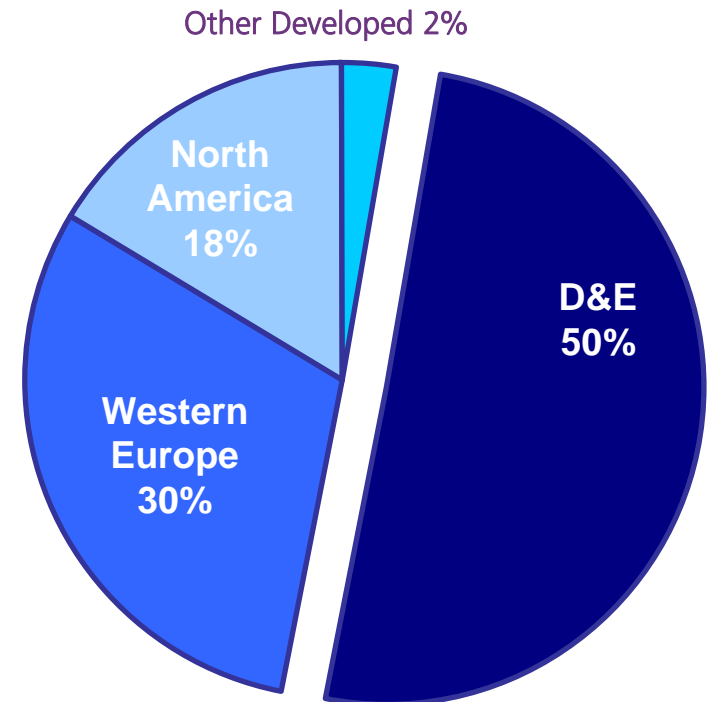


D&E underlying sales growth c. 9% p.a. since early 1990s

**% 2004 Sales**



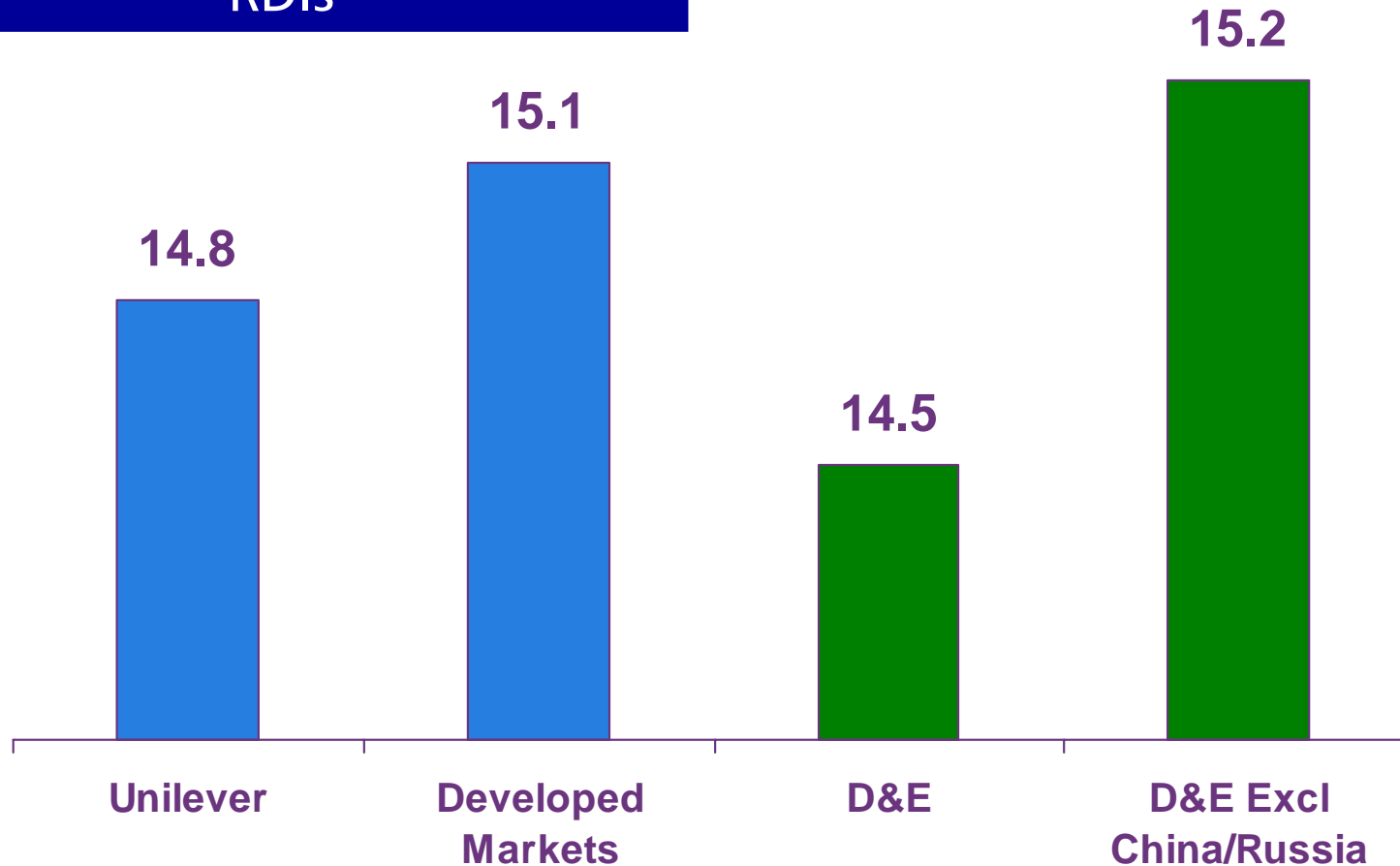
**% 2009 Sales**



# D&E Growth is Profitable



2009 Operating margin before RDIs\*



\* Restructuring, disposals and one-off items

# Unilever Financial Performance



Total Unilever	2004	2005	2006	2007	2008	2009
€bn						
Turnover	37.2	38.4	39.6	40.2	40.5	39.8
Operating Profit	4.0	5.1	5.4	5.2	7.2	5.0
Operating Profit before RDIs**				5.8	5.9	5.9
Net Profit*	2.7	3.3	3.7	4.1	5.3	3.7
Earnings per share* €	0.87	1.07	1.19	1.32	1.79	1.21
Earnings per share before RDIs** €				1.39	1.43	1.33
Net Cash Flow from operating activities	5.5	4.4	4.5	3.9	3.9	5.8

(\*) Continuing operations

(\*\*) Restructuring, disposals and one-off items

# Commitment to shareholder value

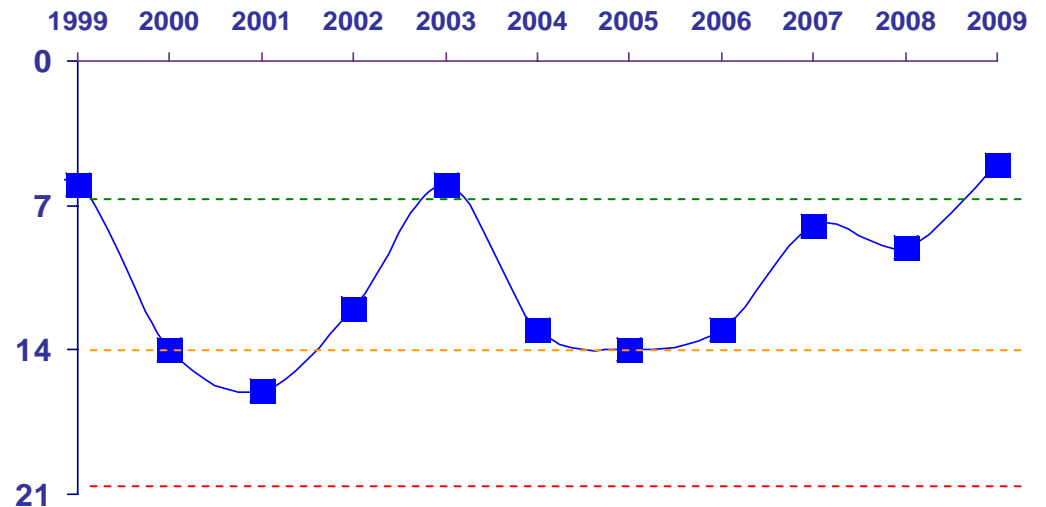
“... our road to sustainable, profitable growth, creating long term value for our shareholders, our people, and our business partners” extract from Unilever’s Corporate purpose

Unilever measures its Total Shareholder Return, over a 3 year rolling period, amongst a peer group of 20 other companies.

## Peer group in 2009

- Avon
- Beiersdorf
- Cadbury Schweppes
- Clorox
- Coca-Cola
- Colgate
- Danone
- Heinz
- Kao
- Kraft
- Kimberley Clark
- Lion
- L’Oréal
- Nestlé
- Orkla
- Pepsico
- Procter & Gamble
- Reckitt Benckiser
- Sara Lee
- Shiseido

## Unilever’s TSR position relative to the peer group over a rolling 3 year period



# Legal structure, governance and shares

Unilever was formed in 1930 from two companies:



**Margarine Unie  
(Netherlands)**



**Lever Brothers  
(UK)**

It was a full business merger, operating as a **single business entity**

Two separate legal parent companies were maintained:

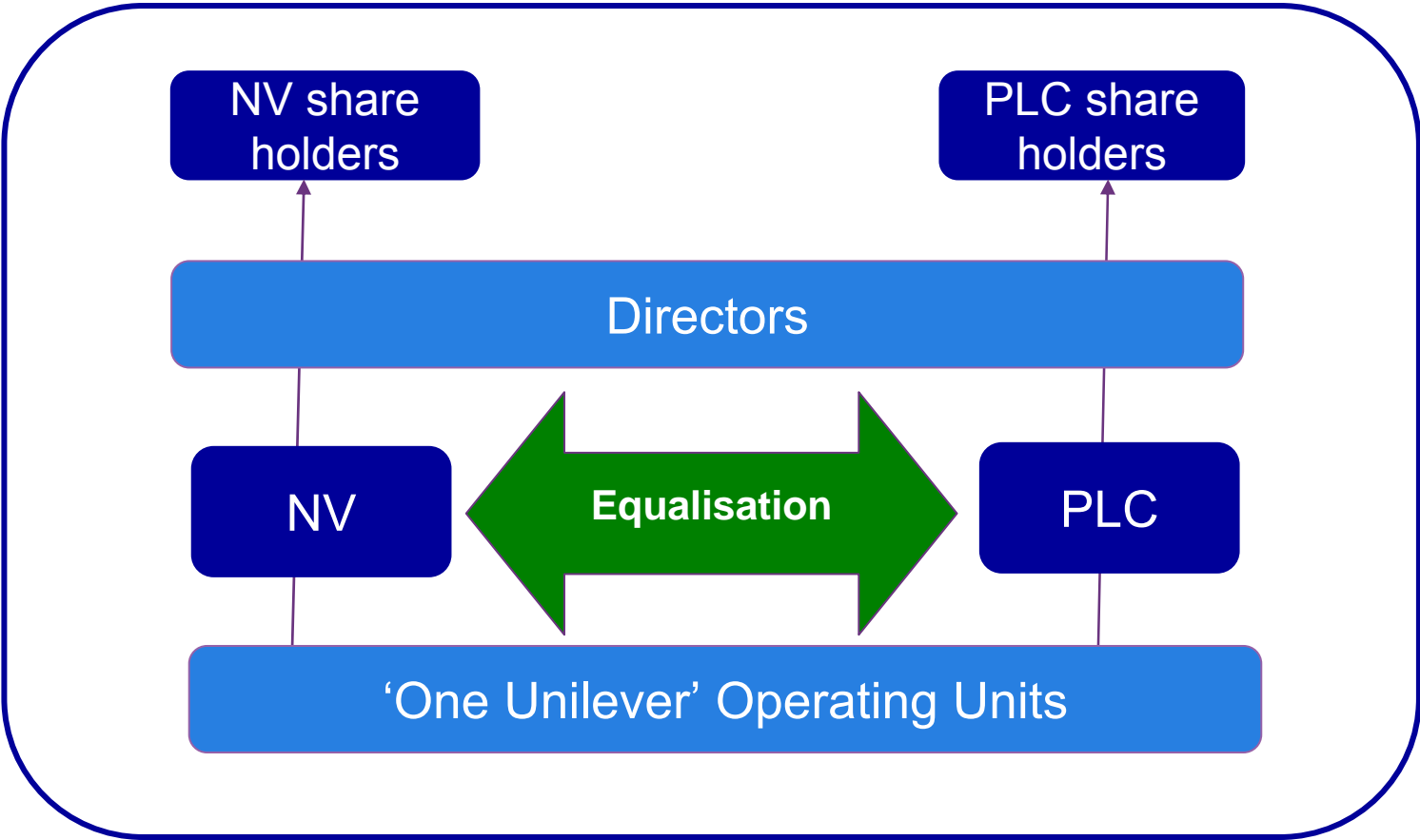
- **Unilever NV** (Netherlands) and **Unilever PLC** (UK).

This works through an equalisation agreement and other contracts between the two companies

# Legal structure



Unilever NV and PLC have separate legal identities but operate as a single entity



## Unilever firmly believes in maintaining high standards of Corporate Governance

These have evolved in response to developments in Europe (UK Combined Code, Dutch Corporate Governance Code) and the US (Sarbanes Oxley, NYSE listing rules)

Unilever operates a **unified board**: the boards of NV and PLC comprise the same directors

There is a **majority of independent, non-executive** directors on the board. The Chairman is non-executive

The boards have ultimate responsibility for the business as a whole

Details of current arrangements can be found in the report and accounts in the investor centre at [www.unilever.com](http://www.unilever.com)

# Share listings



**Unilever NV** ordinary shares or certificates (depository receipts) are listed on the stock exchanges in Amsterdam and as New York shares on the New York Stock Exchange.

**Unilever PLC** ordinary shares are listed on the London Stock Exchange and as American Depositary Receipts in New York. Each ADR represents 1 underlying ordinary PLC share.

There are 1 714 727 700 NV ordinary shares in issue, each with a nominal value of €0.16.

There are 1 310 156 361 PLC ordinary shares in issue, each with a nominal value of 3 1/9 pence.

The equalisation agreement between NV and PLC is such that each NV ordinary share has the same rights and benefits as each PLC ordinary share.

The combined share count excluding treasury stock, for calculating basic EPS, was 2,804 million at the end of 2009.

Further information can be found in the investor centre at [www.unilever.com](http://www.unilever.com)

# Share listings



Exchange	Amsterdam	London	New York	
Share	Unilever NV	Unilever PLC	Unilever NV NY	Unilever PLC NY
Ticker	UNA	ULVR	UN	UL
Cash payment per share – 2009*	€0.7795	£0.6441	\$1.0867	\$1.0047

(\*) This includes the final dividend of 2008 and the interim dividend for 2009.

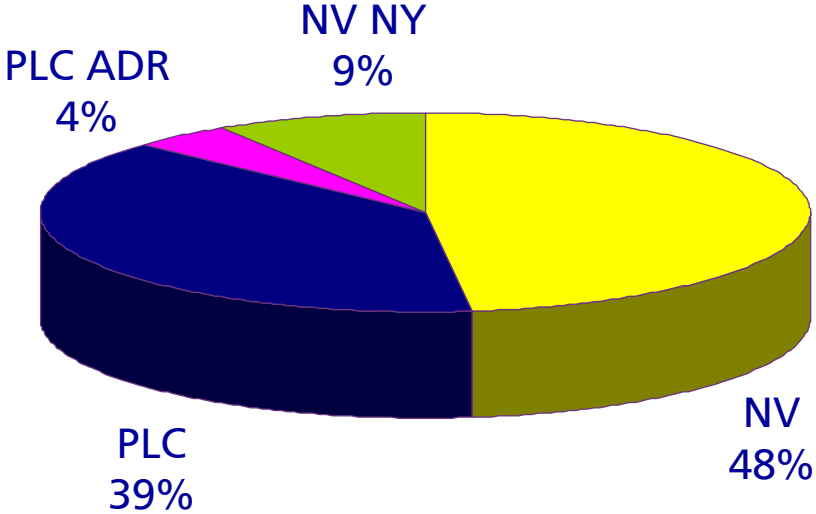
As agreed at the 2009 AGM's, Unilever has moved to the payment of quarterly dividends with effect from 1<sup>st</sup> January 2010.

During 2010, four quarterly dividends will be paid.

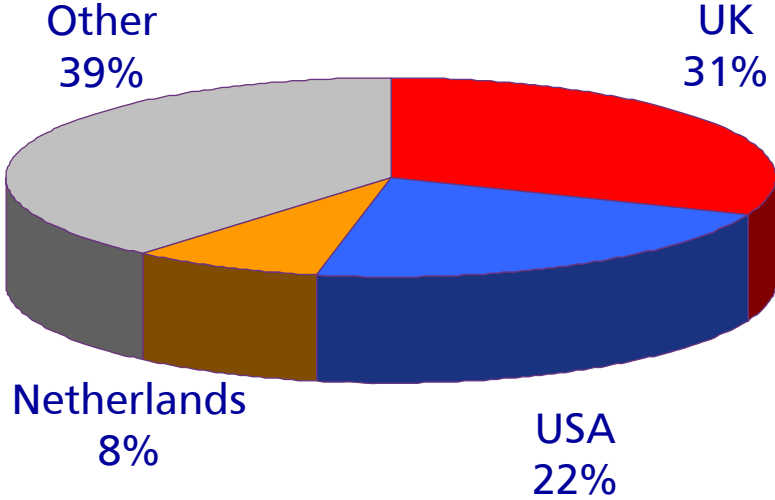
# Share listings and ownership



### Share listings as a percentage of identified capital



### Share ownership by country at the end of 2009



# Taxation on dividends for US residents



This information is intended to provide general guidance only. Actual tax treatments will depend on specific circumstances. US residents should consult their local tax advisers.

The information shown is generally applicable to a typical US resident.

Share	Local withholding tax	US tax	Effective tax on dividends
Unilever NV (Netherlands)	15% eligible for credit Against US income tax	Max 15%	Max 15%
Unilever PLC (UK)	None	Max 15%	Max 15%

Further information can be found in the Unilever Annual Report & Accounts, available on the investor centre at [www.unilever.com](http://www.unilever.com)

# Further information and contact details



More information on Unilever is available at [www.unilever.com](http://www.unilever.com)

The shareholder centre at [www.unilever.com](http://www.unilever.com) gives information on how to purchase Unilever stock.



**The IR team can be contacted by telephone as follows:**

**+ 44 (0) 20 7822 6830**

**Or by e-mail at:**  
**[investor.relations@unilever.com](mailto:investor.relations@unilever.com)**