

# Unilever's growth strategy

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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.

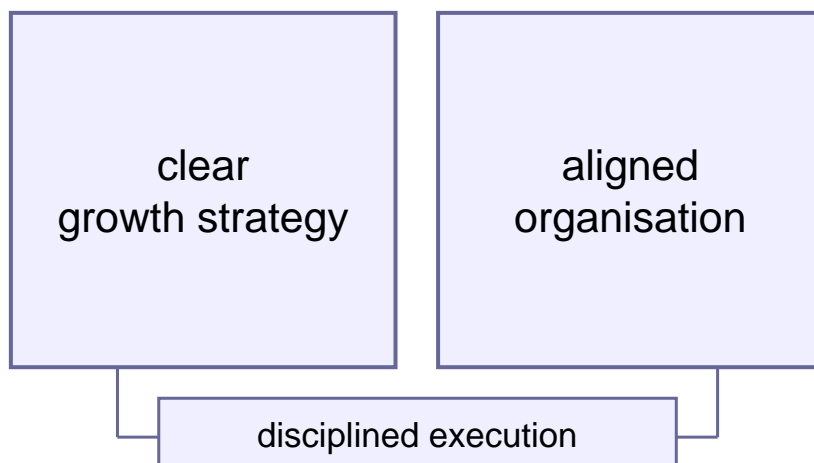
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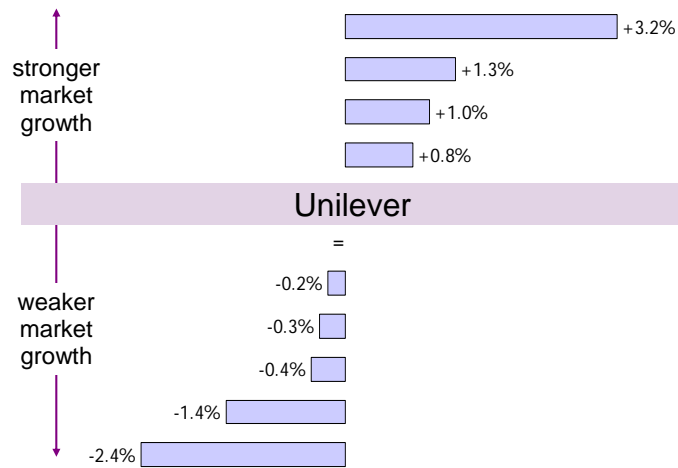
## Path to Growth

- Achieved a lot
  - brand focus
  - global buying
  - operating margins
  - capital efficiency
- But failed to transform growth performance

## A new business model

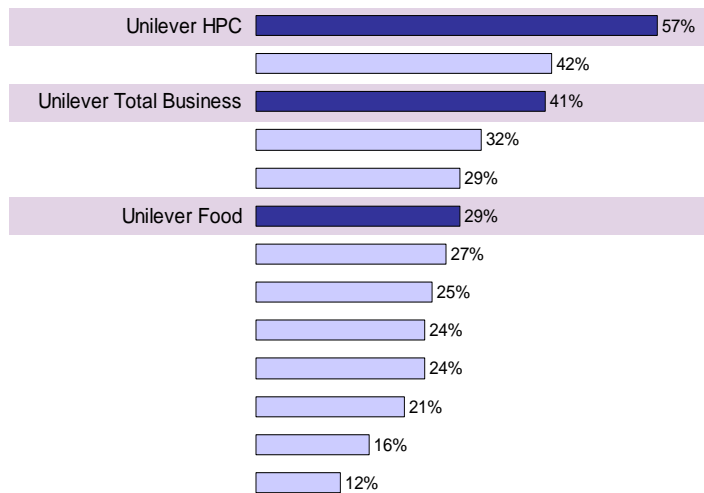


## Market Weighted Growth peers relative to Unilever



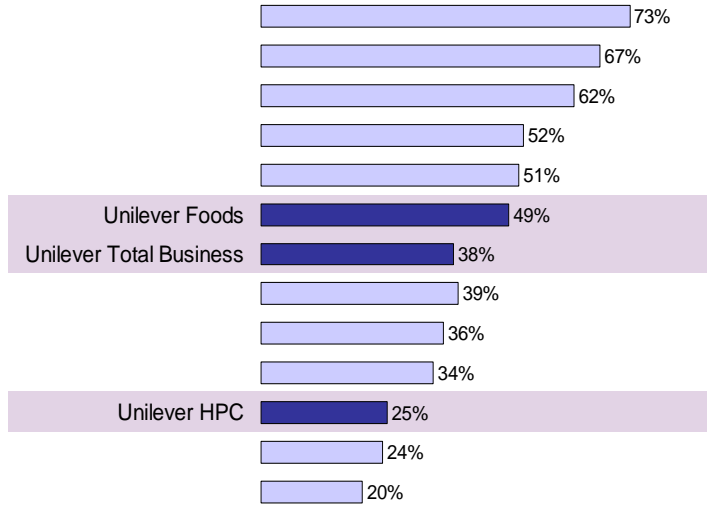
Source: Euromonitor, Unilever estimates

## Exposure to D&E Unilever and peers



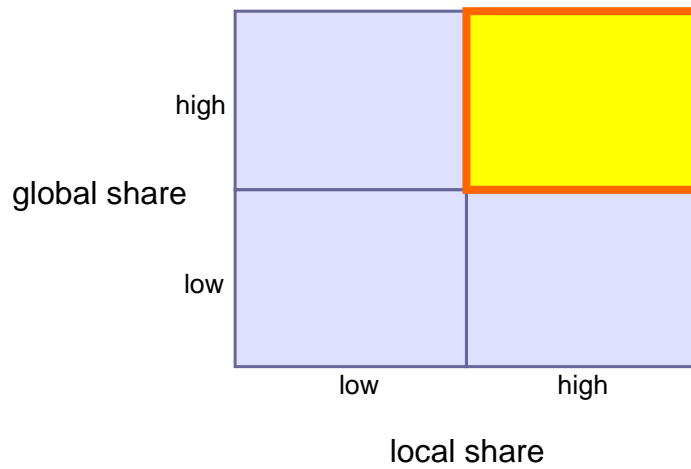
Source: Company reports, Unilever estimates

## Exposure to Europe Unilever and peers

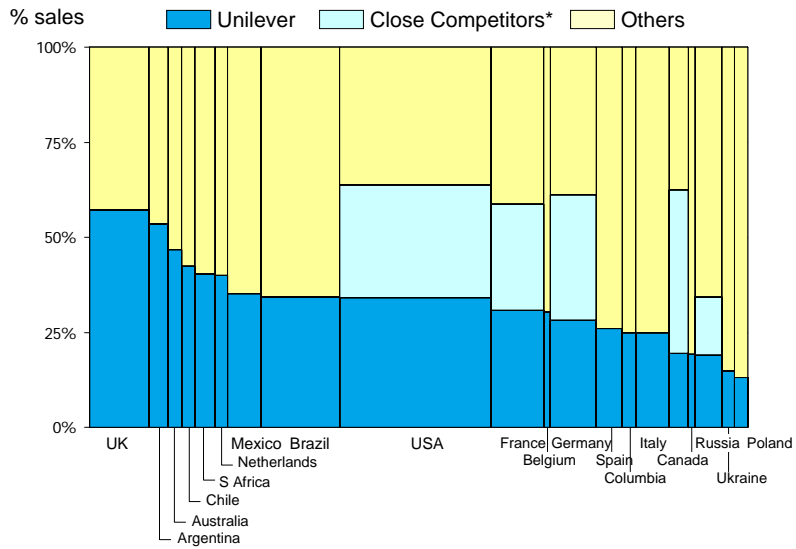


Source: Company reports, Unilever estimates

## Global leadership, local strength



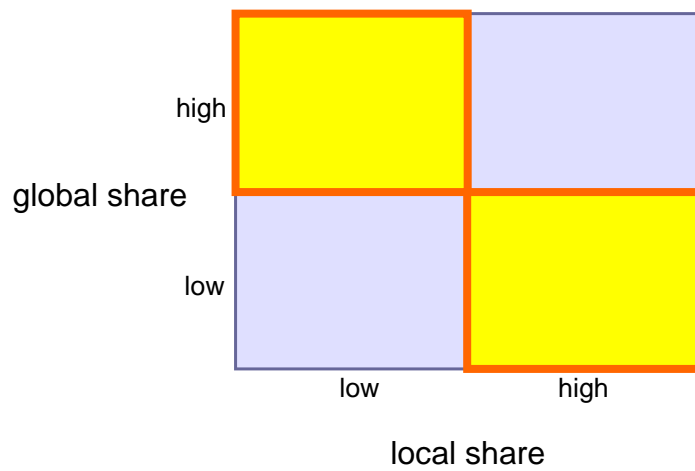
# Deodorants



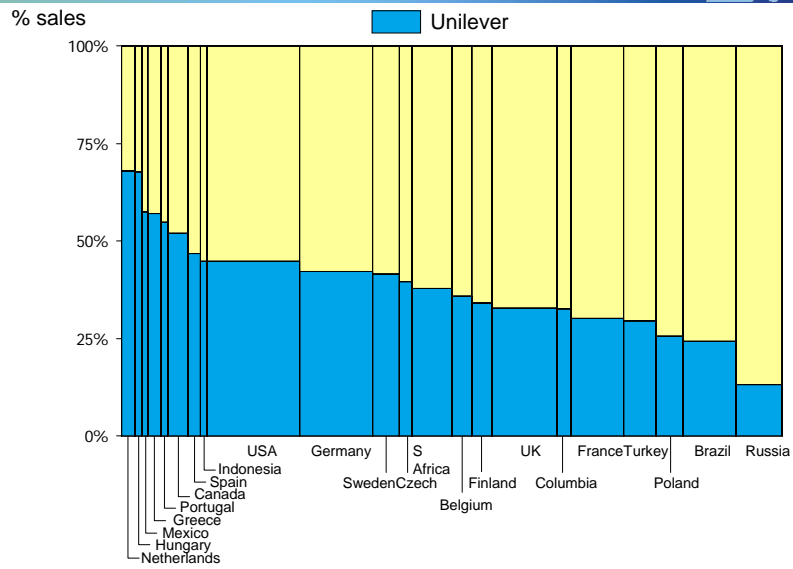
Source: Euromonitor, Unilever estimates

\* within 5 market share points

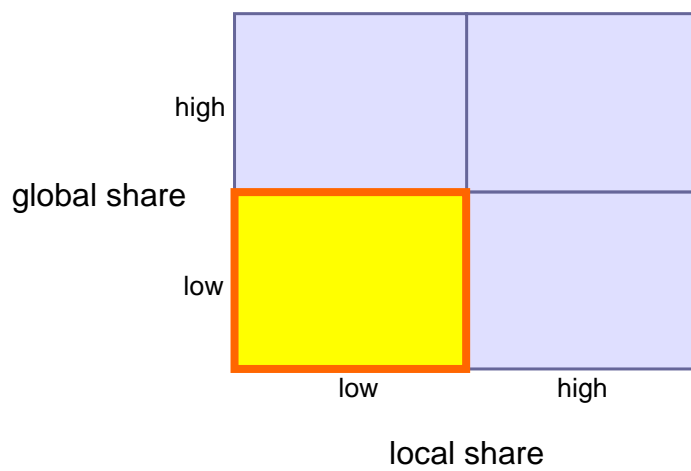
# Global leadership, local strength



## Spreads



## Global leadership, local strength



## Unilever vs competition

growth 2001-04



market share



exposure to D&E



exposure to Europe



growth potential



clear prioritisation



## Growth share matrix

### attractiveness

big markets

high growth

high margin

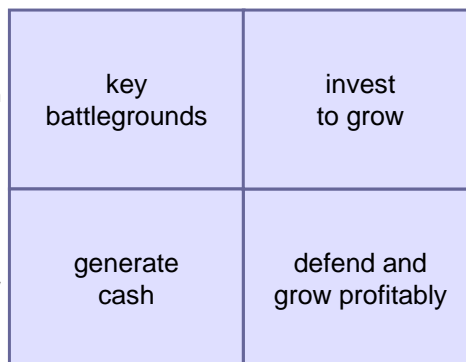
demographics

trends

Vitality

high

low



weak / contested

clear leadership

### competitiveness

high global share

high local share

brands

technologies

innovation

## Growth priorities

Deodorants, Skin, Hair

## Growth priorities

Deodorants, Skin, Hair

Savoury, Ice cream, Tea

## Growth priorities

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Deodorants, Skin, Hair

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Savoury, Ice cream, Tea

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Vitality within Foods

## Growth priorities

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Deodorants, Skin, Hair

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Savoury, Ice cream, Tea

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Vitality within Foods

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D&E: Foods, Home care

## Growth priorities

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Deodorants, Skin, Hair

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Savoury, Ice cream, Tea

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Vitality within Foods

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D&E: Foods, Home care

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Russia and China

## Growth priorities

- Personal Care
- Vitality
- D&E

## High growth categories

long term market growth trend 4.1%

our average growth 01-06 **5.5%**

growth vs market: ✓ in line or ahead  
✗ behind

	2000	2001	2002	2003	2004	2005	2006
Deodorants	✓	✓	✓	✓	✓	✓	✓
Hair Care	✓	✓	✓	✓	✗	✓	✓
Mass Skin	✓	✓	✓	✓	✗	✓	✓
Savoury	✓	✓	✓	✗	✗	✓	✓
Dressings		✗	✓	✗	✓	✗	✗

Source: Euromonitor, Nielsen

## Mid growth categories

long term market growth trend 2.4%

our average growth 01-06 **2.4%**

growth vs market: ✓ in line or ahead  
✗ behind

	2000	2001	2002	2003	2004	2005	2006
Tea Based Beverages	✓	✗	✗	✓	✗	✓	✓
Spreads and Cooking Products	✗	✓	✓	✗	✓	✗	✗
Laundry	✓	✓	✗	✗	✗	✓	✗
Ice Cream	✗	✓	✓	✓	✗	✓	✓

Source: Euromonitor, Nielsen

## Low performance categories

long term market growth trend 3.8%

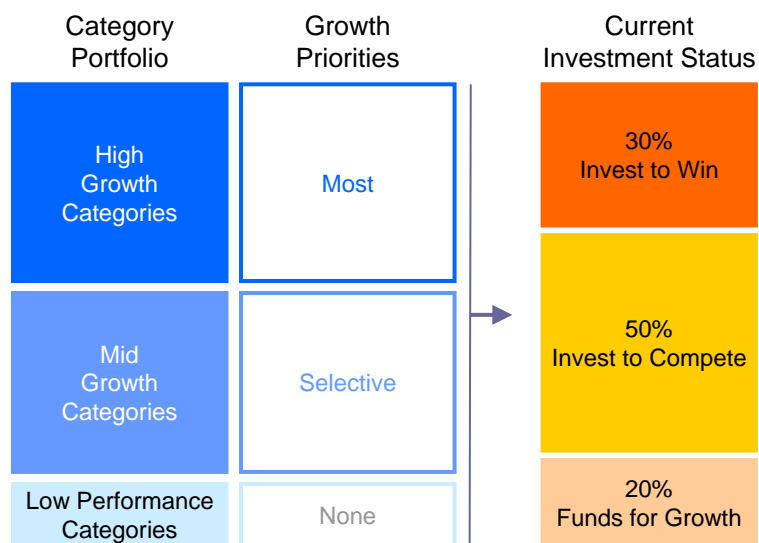
our average growth 01-06 0.2%

growth vs market: ✓ in line or ahead  
✗ behind

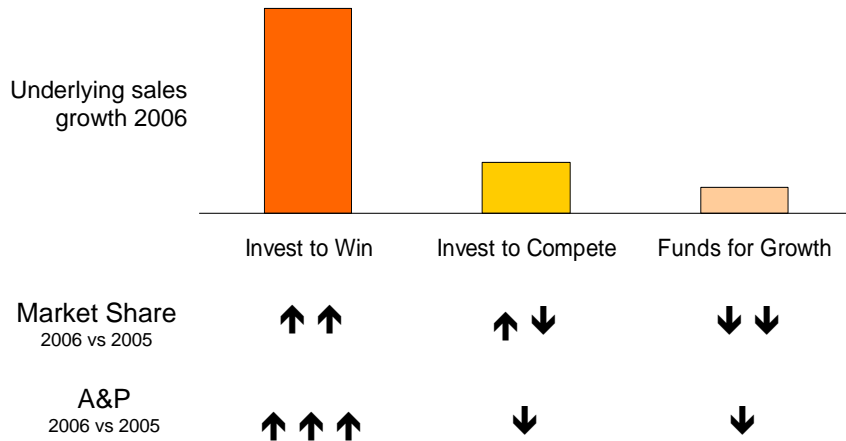
	2000	2001	2002	2003	2004	2005	2006
Weight Management		✓	✓	✗	✗	✗	✓
Oral Care	✗	✗	✗	✗	✗	✓	✓
Frozen Foods	✗	✓	✗	✗	✗	✗	disposed
Household Care	✗	✓	✗	✗	✗	✓	✓
Prestige Fragrance		✗	✗	✗	✗	disposed	

Source: Euromonitor, Nielsen

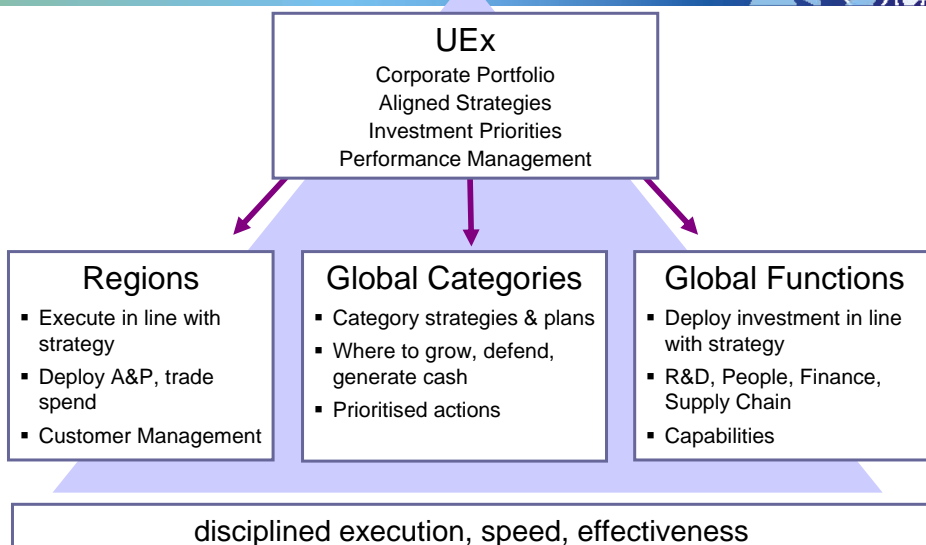
## Translating growth priorities into investment plans



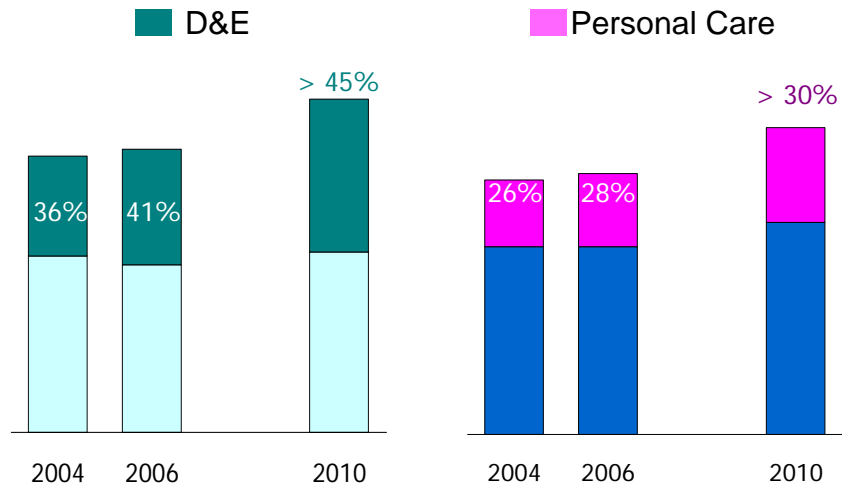
## Investment priorities



## Active portfolio management driven down through the business



## Improving portfolio shape



## Margins enhancement through better portfolio mix

- growth in high margin categories
- operational leverage from volume

## Role of M&A



## More value from the portfolio

Unify behind a shared view of the business and business model

Focus strategic choices  
Compete to win in business of focus

Build and sustain a portfolio of businesses that

- are more weighted to market leadership positions
- play in higher growth space

Deliver superior value over sustained period of time

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