



Unilever Americas

Winning in the Marketplace

Michael Polk
President Americas
Englewood Cliffs
November 23-24, 2009



Unilever Americas

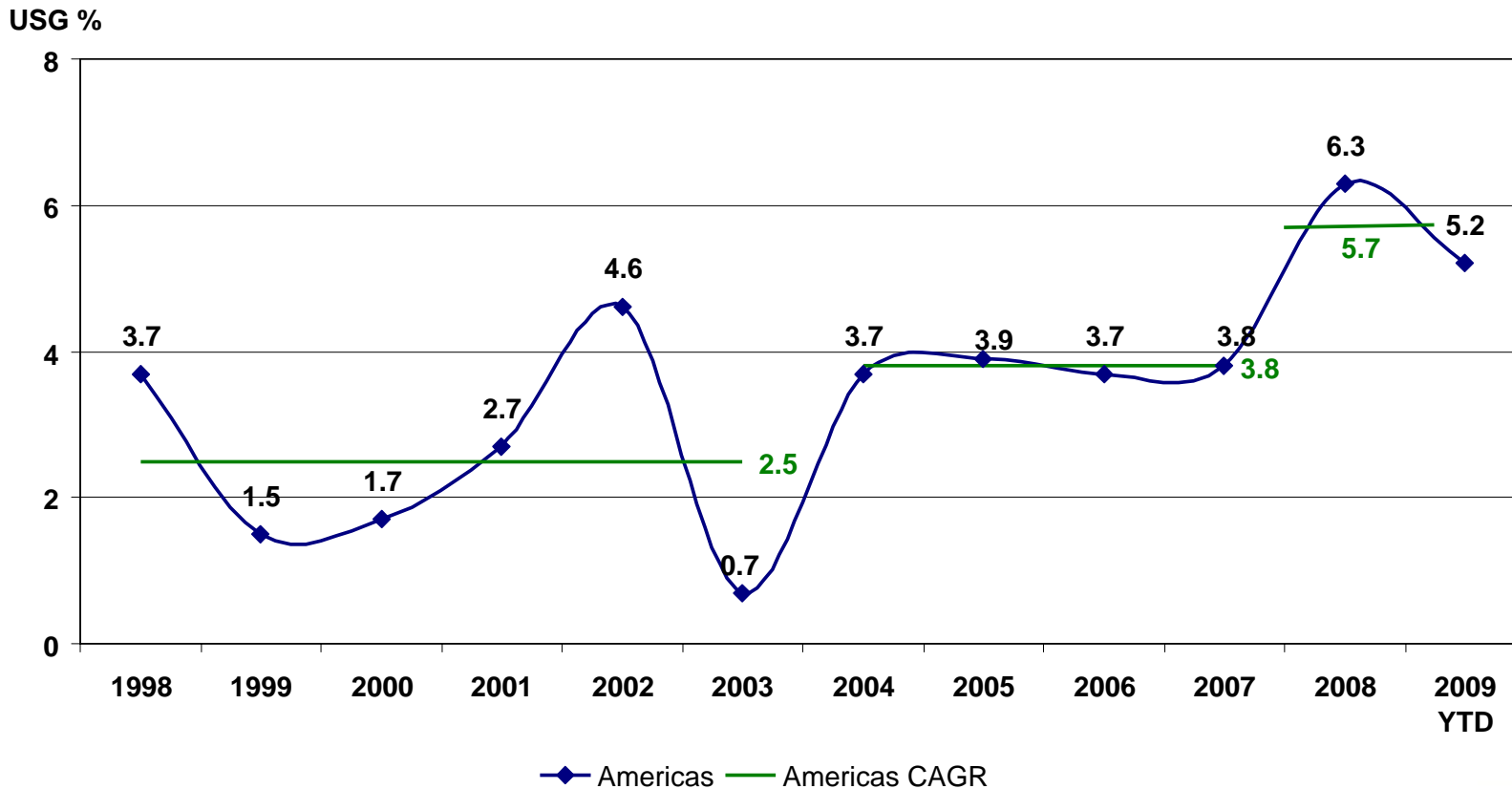


- €13.4B turnover
- 930M consumers
- 42 countries
- 43,000 employees

Delivering Accelerated Growth



Americas USG



Concentrated Brand Portfolio






















Rexona



Leading Category Positions



	North America			Latin America		
	<u>Share</u>	<u>#1</u>	<u>#2</u>	<u>Share</u>	<u>#1</u>	<u>#2</u>
Mayonnaise	44			50		
Savory	26			45		
Spreads	27		Private Label	17		
Tea/Beverages	30			23		
Ice Cream	22			44		
Total Foods	25%			35%		

Leading Category Positions



North America

Latin America

Share

#1

#2

Share

#1

#2

Skin Cleansing

33



26



H&B Care

16



8



Hair

16



27



Deodorants

36



54



Fabric Clean.

71



Fabric Cond.

34



Total HPC

21%

39%

Transformed Organization



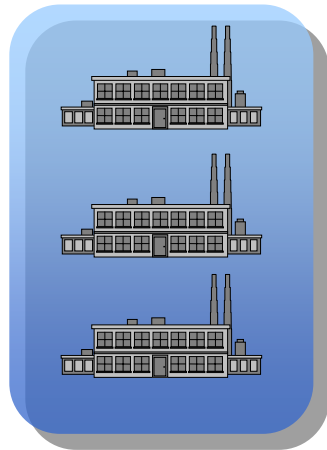
2005: 15 Operating Units

2009: 5 Multi-Country Organizations



Reinvented Supply Chain

Country Based Expertise Centres



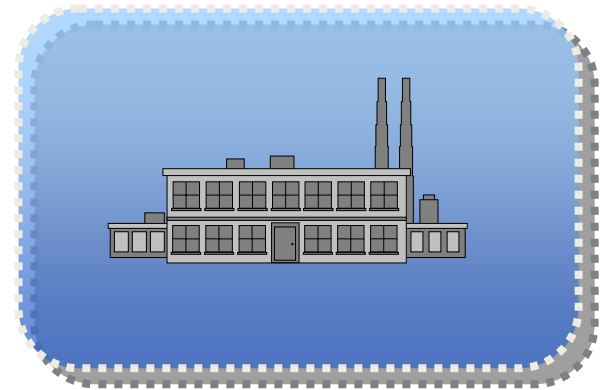
2005

20 Factories Closed



37 Factories Restructured

Regional Networks of Like Technology



2009

Fueling the Growth Agenda



- **Supply Chain Cost Savings €1.3B since 2005**
- **Overheads lowered significantly**
- **Working Capital down 440bps as % of turnover**
- **Increased Focus behind Innovation Capex**

Bigger, Better Innovation



USA and Canada



Brazil, Argentina, Chile, Uruguay



Latin America

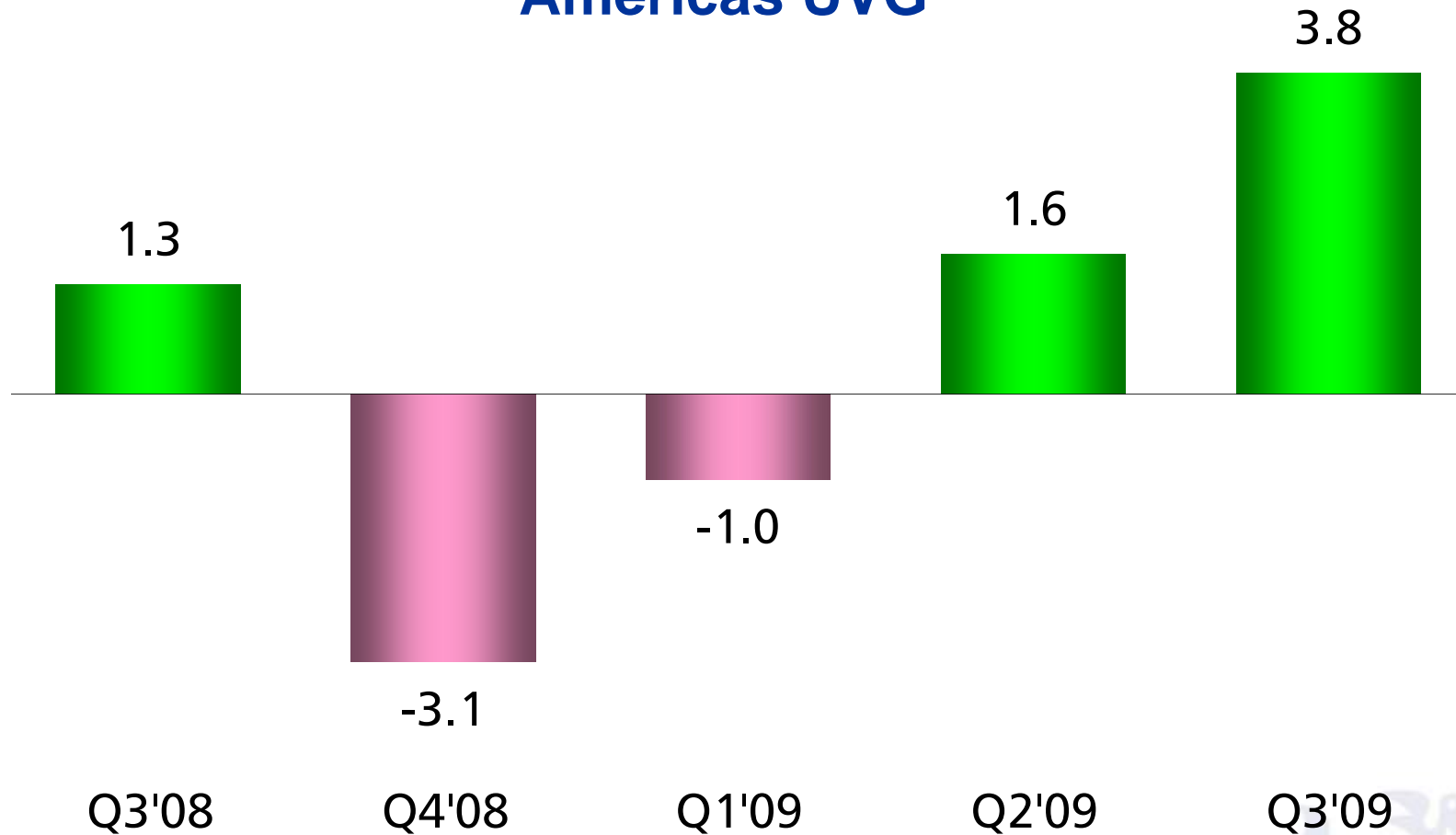


USA

Improving Volume Growth



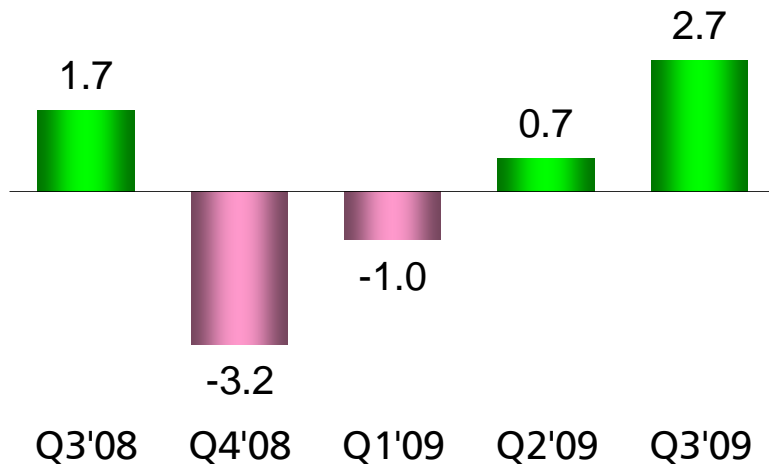
Americas UVG



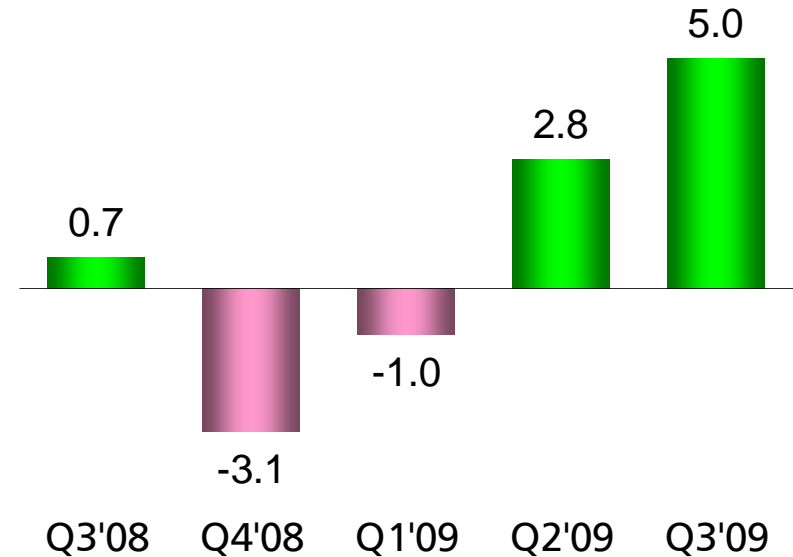
Across Both Geographies



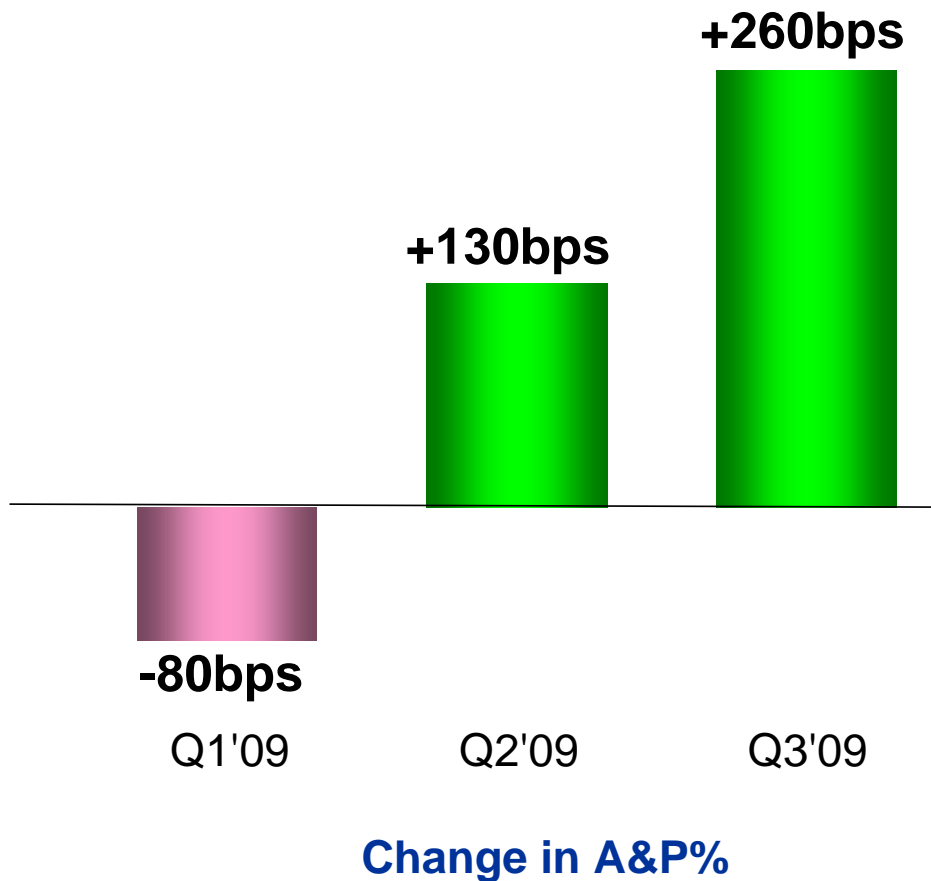
North America UVG



Latin America UVG



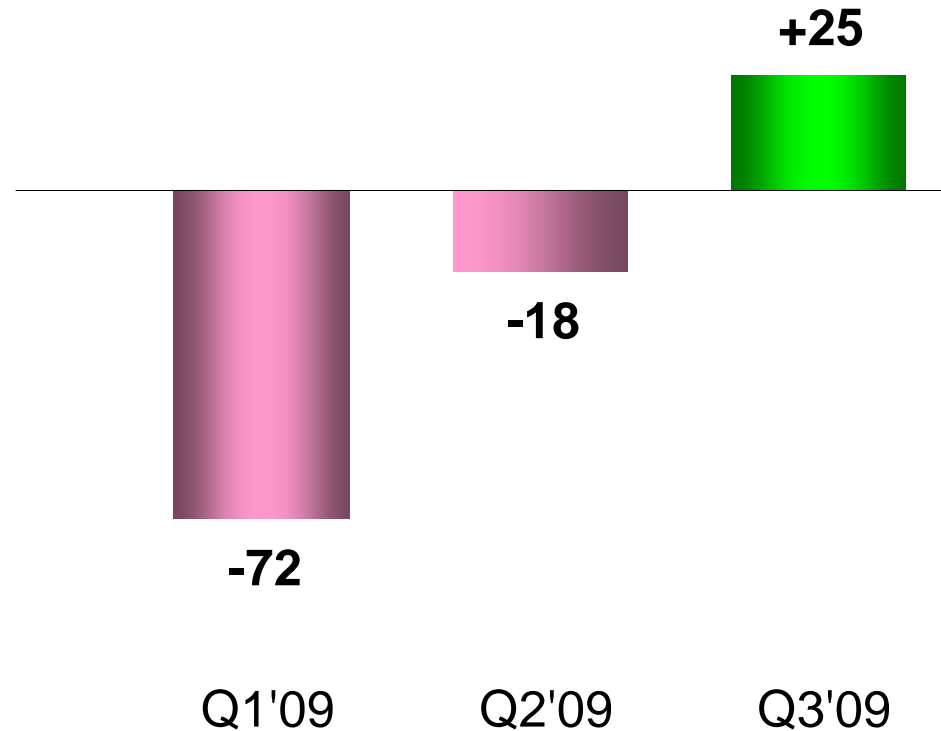
Fueled by Step-up in A&P



Increased Volume Share



Americas Volume Share (bps vs PY)



Improved Profitability



	YTD Q3 2008	YTD Q3 2009	Change
Operating margin	24.2%	14.2%	(10.0)%
Operating margin before RDIs	15.0%	15.7%	0.7%

*Restructuring, disposals and one-off items

Winning in the Marketplace



Leading Market Development

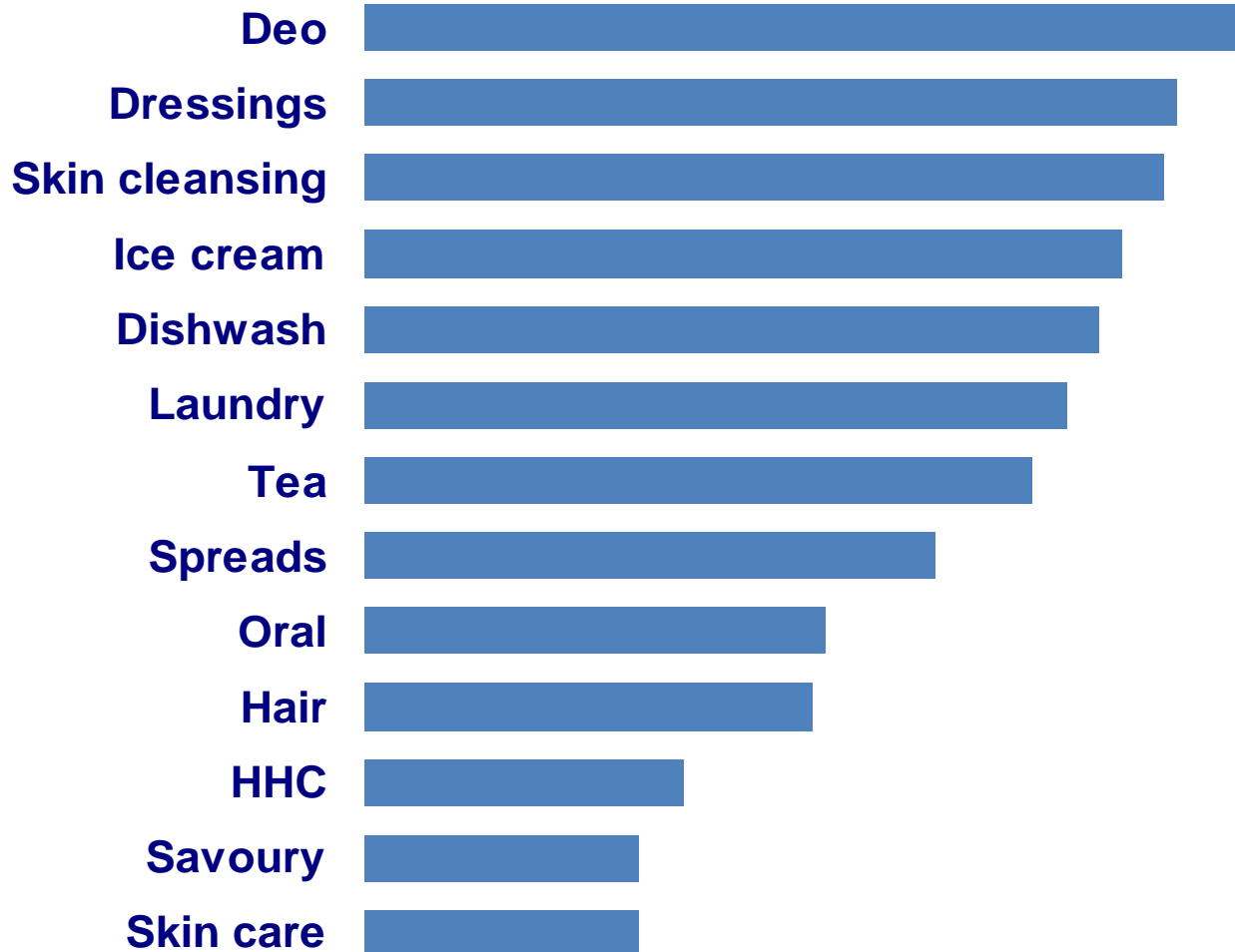
Brilliant Execution

Win with Winning Customers

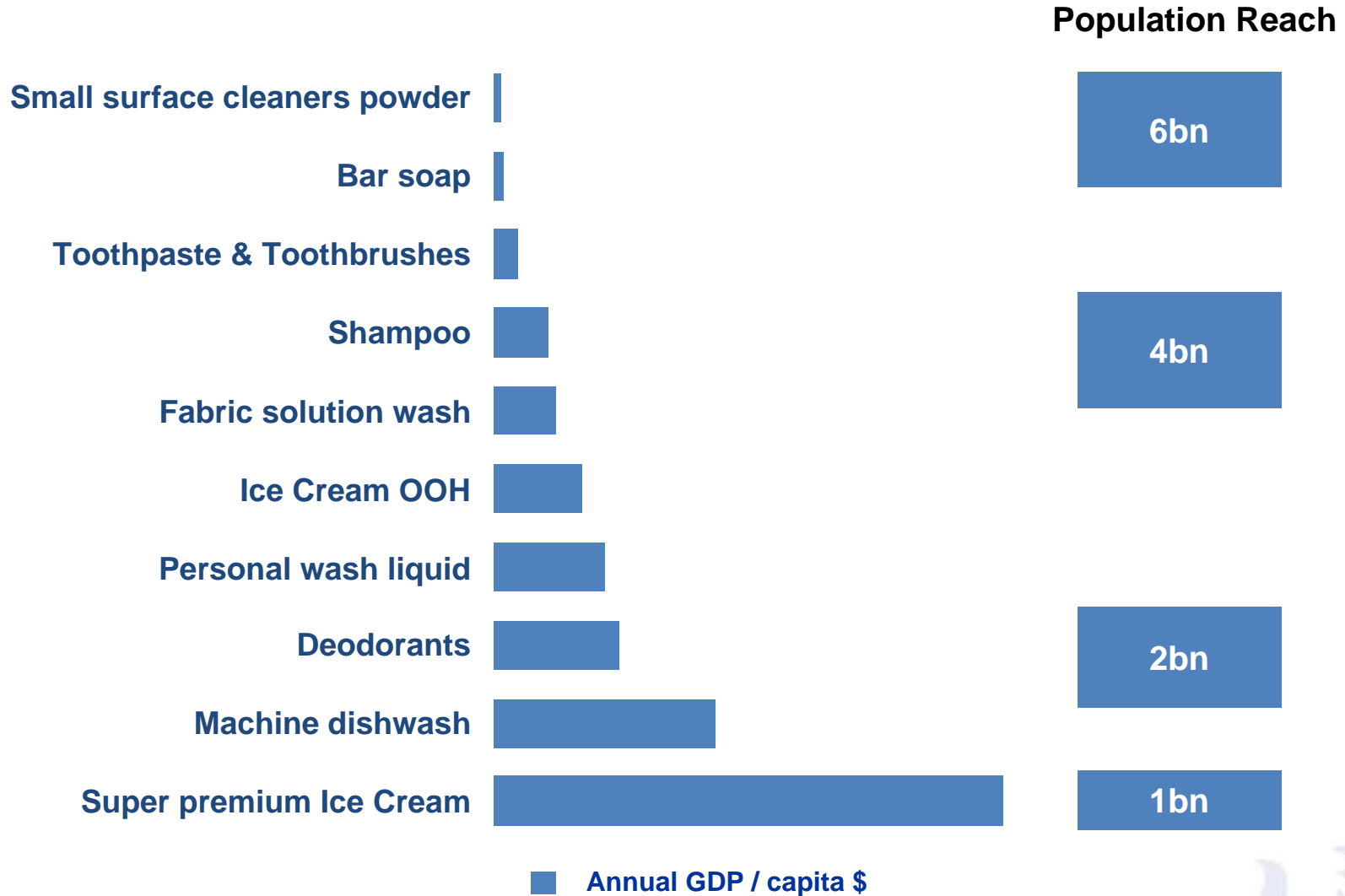
Leading Market Development



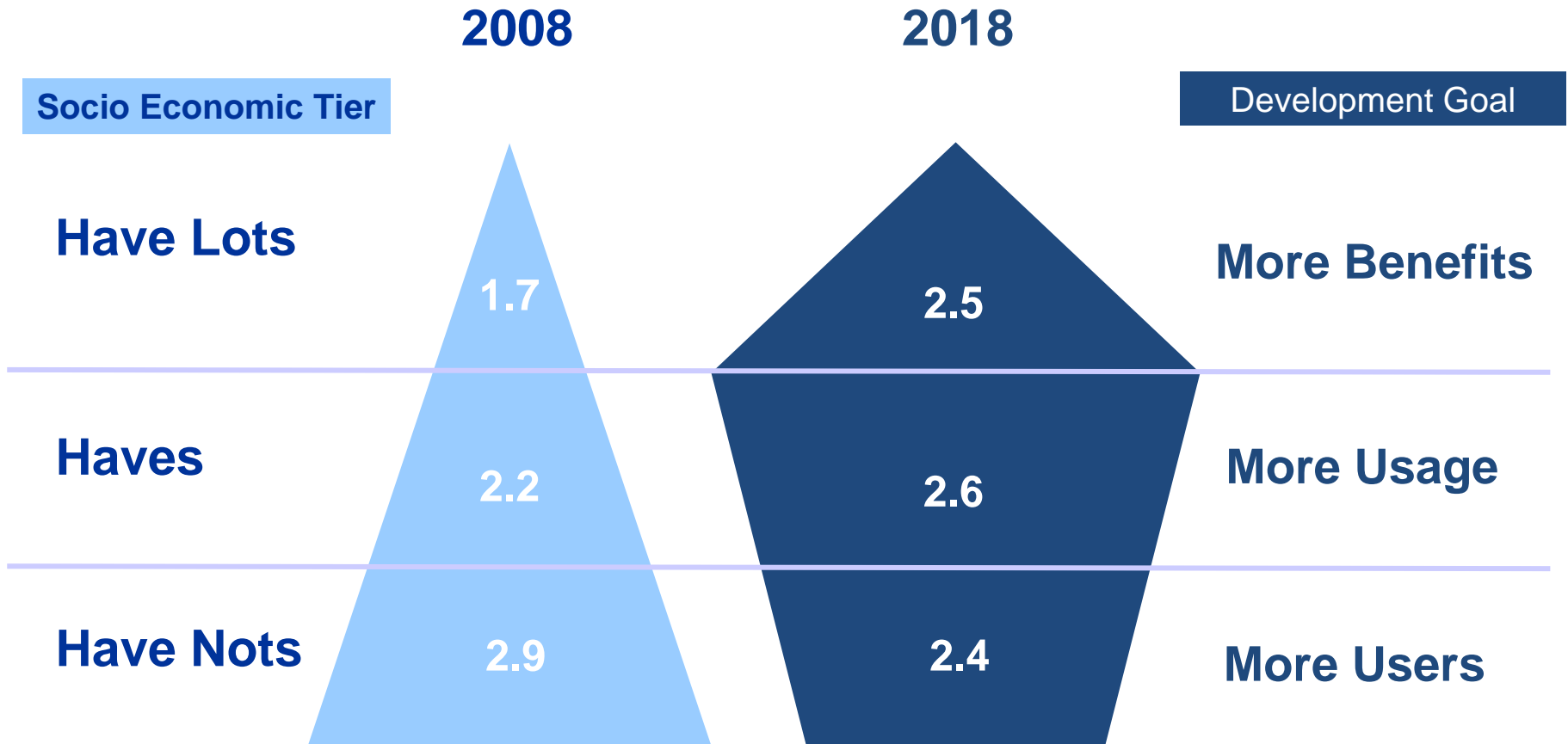
% of Global Sales where Unilever is #1



Markets start early in income spectrum



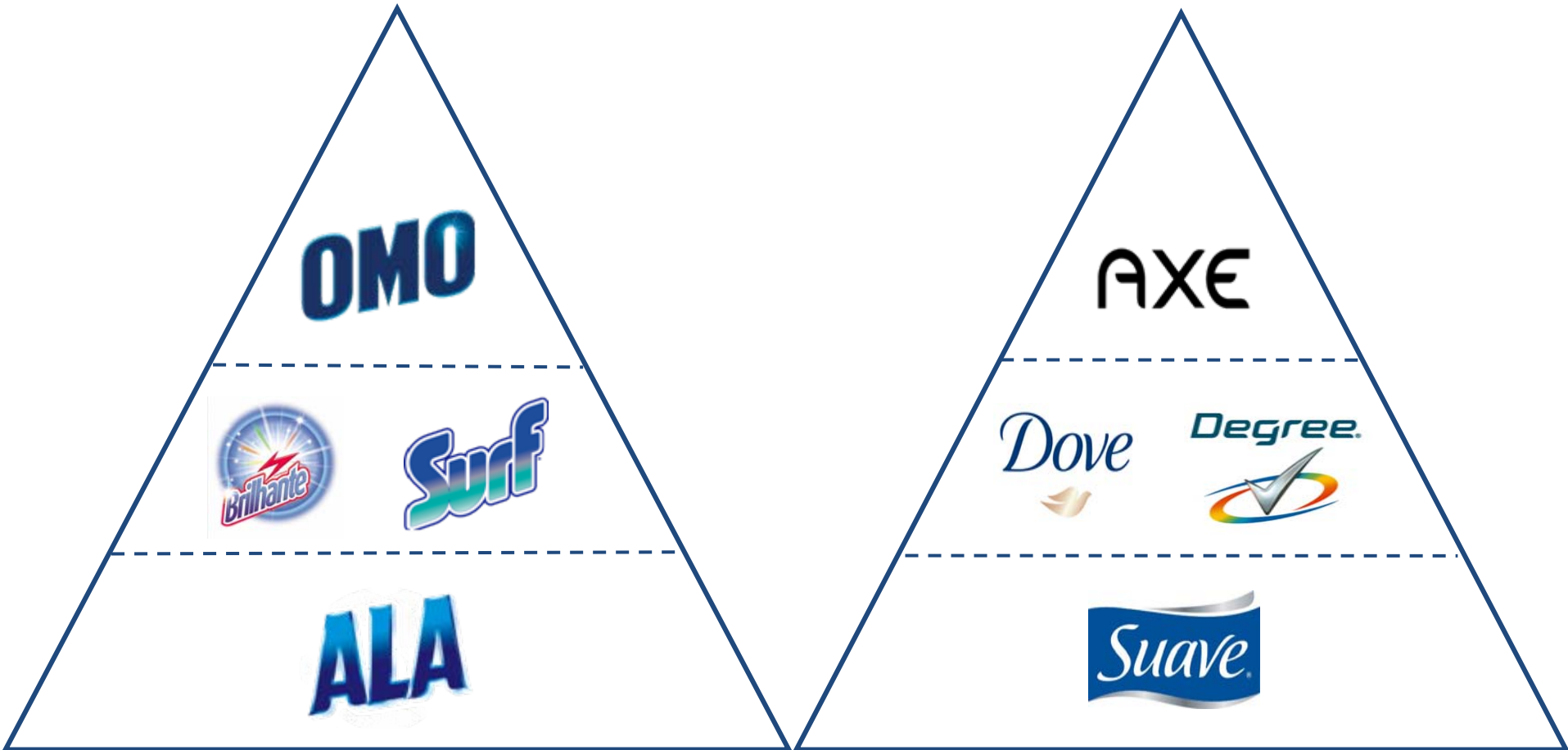
Development Goals Differ by Tier



Note : billions of people

Source: Globegro June 09

Straddling Socio-Economic Tiers



Laundry, Brazil

Deos, USA

Relevant to Developing and Developed



More Users

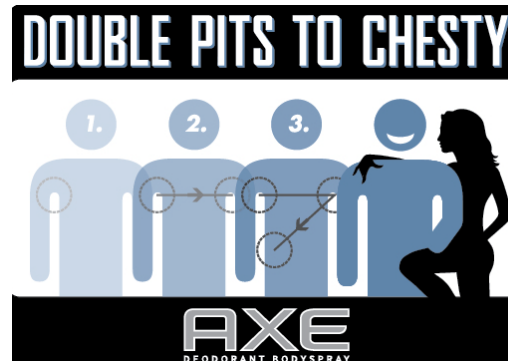
Shampoo Sachets
Central America, Andina

More Usage

Deo Body Sprays
Americas

More Benefits

Bertolli Dinners
USA



More Users

Conditioner and 2 in1 Sachets at the Right Size/Price



Andina, Central America, Peru, Bolivia, Paraguay, Northeast Brazil

More Users

Conversion from Cleaning Bars to Powders



- Designed for Tanquinho Basins
- Machine entry point
- Specially formulated to project sensorials

More Usage

Axe Body Sprays - Double Pits to Chesty



- ~50% more usage per occasion
- Consumption +13% latest 12 weeks in USA
- US Share 38.7%, +400bps
- 500,000+ YouTube views
- Doublepitstochesty.com

More Usage

Suave Affordable Beauty Hair Care

WHY WE ARE GIVING
 EVERY WOMAN
 IN AMERICA
 A FREE BOTTLE
 OF SUAVE®
 ON JANUARY 14TH.

For over 70 years, the Suave® brand has bottled our belief that you can live beautifully for less. It's a belief we call **Suavenomics**. We want to put a bottle of that in your hands. We hope it will inspire you to apply this idea to your everyday life. Clip a coupon. Hit a shoe sale. Squeeze more joy out of every dollar. This is no time to give up on your hopes, your dreams of beauty. This is the time to stop overpaying for them.



Live beautifully for less. **SUAVENOMICS**.

→ [Click here to get a coupon for your free bottle* of Suave®.](#)



SALON
 PROVEN PERFORMANCE
 WITHOUT THE SALON PRICE TAG.



* Register on suave.com to receive a coupon for one (1) bottle of Suave® Shampoo, Conditioner, Hair Spray, Styling Gel, Bodywash, or Daily Lotion (good up to \$3.00) by mail. Registration begins at 12:00:01 a.m. ET on January 14, 2009 and ends at 11:59:59 p.m. ET on January 14, 2009. Open to all legal residents of the US (noted States and the District of Columbia, age 18 years or older. Limit one coupon per household. Coupons will be mailed 2-4 weeks after registration close and can be redeemed through February 05, 2009.

More Benefits

AdeS fortification to help kids start the day right



Brazil, Argentina, Mexico

More Benefits

Dove hair minimizing technologies for underarm care



campaign for real beauty at dove.com | Dove



Put an end to that prickly feeling between shaves.



New Dove Minimising Anti-Perspirant.
Feel stubble-free for longer.


Its unique formula containing pro-epil complex with natural extracts makes hair feel softer and reduces that prickly feeling between shaves. So you stay dry all day and feel beautifully stubble-free for longer.

campaign for real beauty at dove.com | Dove



More and more women are putting an end to that prickly feeling.



New Dove Hair Minimising Anti-Perspirant.



Novo Dove Hair Minimizing. **Sinta-se recém depilada** por mais tempo.



Dove

Americas

Winning in the Marketplace

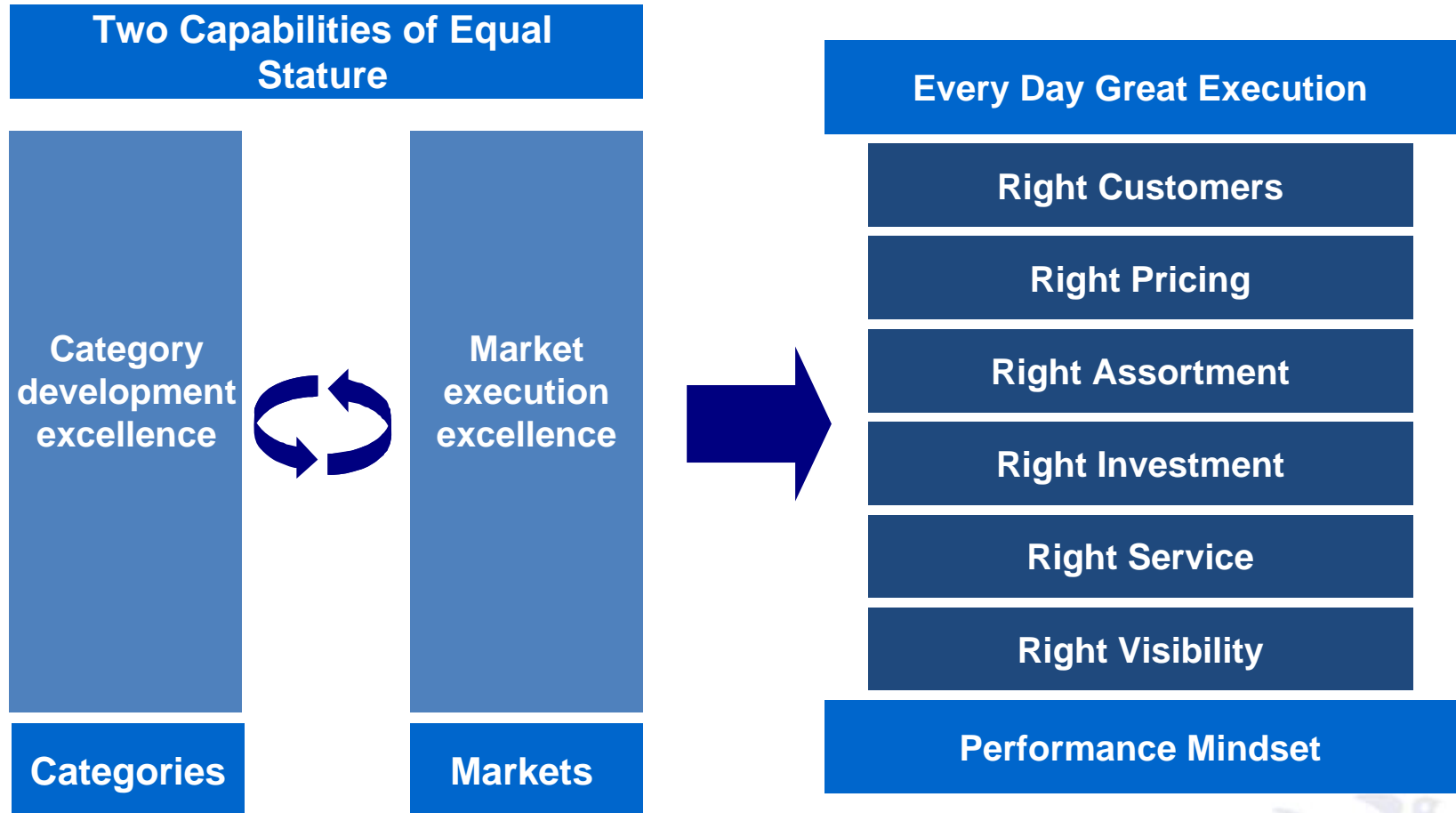


Leading Market Development

Brilliant Execution

Win with Winning Customers

Focused Accountability For Execution

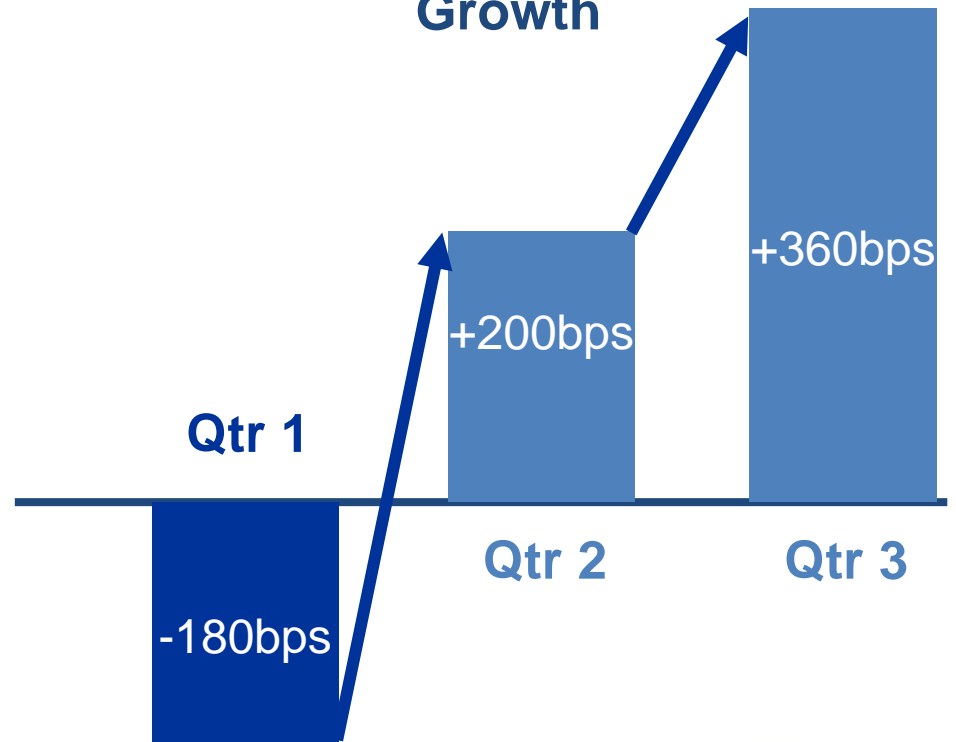


Sharp Operational Focus Yielding Results With Speed



Reignite Profitable
Volume Growth
Maintain Margin & Cash

Global Underlying Volume
Growth



Common Metrics Everywhere



Product	Speed to Shelf Assortment Execution
Place	Share of Shelf
Price	Pricing Execution
Promo	Share of Merchandising Promotion Return on Investment



Disciplined Rigorous Approach



Volume Impact Of Elasticity - Price Impact Tool

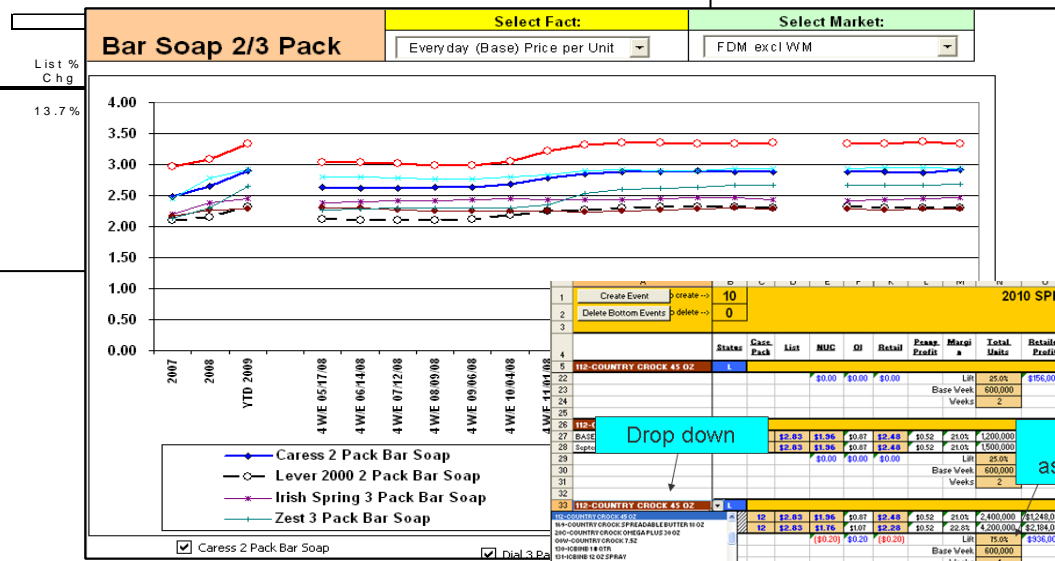
Top portion of tool

Brand Assumptions				
	Effective Elasticity (net of comp)	List % Chg	Assumed Retail % Chg	Assumed Vol Impact
Bertolli Quarts	-1.28	13.7%	13.7%	-17.6%

Upcoming September Price Increase

Bottom portion of tool

Elasticity	List % Chg
Bertolli	-1.42
Ragu	0.14
Prego	0.11
Classico	0.12
Other Premium	0.10
NET	-0.95



2010 SPREADS BOTE - Events																		
SCENARIOS																		
Status	Case Pack	List	MUC	UI	Retail	Pass	Margin	Total	Retail	POS	TLL Spread	Accrual	Accrual	REV	ME	SG	SG's	
1	10																	
2	0																	
33	12-COUNTRY CROCK 45 OZ		\$0.00	\$0.00	\$0.00					\$156,000	\$744,000	\$281,000	per Account	\$208				
34	12-COUNTRY CROCK 45 OZ		\$2.83	\$1.96	\$0.87	\$2.48	\$0.52	21.0%	1,200,000					\$874,000	\$3,920,000	\$3,920,000	\$0.70	\$1,289,838
35	12-COUNTRY CROCK 45 OZ		\$2.83	\$1.16	\$1.07	\$2.28	\$0.52	22.6%	4,200,000	\$2,184,000	\$3,576,000	\$4,484,000	26.0%	\$3,061,890	\$11,767,140	\$7,273,140	23.6%	\$2,771,547
36	12-COUNTRY CROCK 45 OZ		\$0.20	\$0.20	\$0.20					\$336,000	\$1,624,000	\$2,496,000	per Account	\$1,912,204				
37	12-COUNTRY CROCK 45 OZ		\$2.83	\$1.96	\$0.87	\$2.48	\$0.52	21.0%	2,400,000	\$1,248,000	\$5,952,000	\$2,088,000	25.0%	\$1,749,606	\$6,724,080	\$4,636,080	30.7%	\$2,063,741
38	12-COUNTRY CROCK 45 OZ		\$2.83	\$1.16	\$1.07	\$2.28	\$0.52	22.6%	4,200,000	\$2,184,000	\$3,576,000	\$4,484,000	26.0%	\$3,061,890	\$11,767,140	\$7,273,140	23.6%	\$2,771,547
39	12-COUNTRY CROCK 45 OZ		\$0.20	\$0.20	\$0.20					\$336,000	\$1,624,000	\$2,496,000	per Account	\$1,912,204				
40	12-COUNTRY CROCK 45 OZ		\$2.83	\$1.96	\$0.87	\$2.48	\$0.52	21.0%	2,400,000	\$1,248,000	\$5,952,000	\$2,088,000	25.0%	\$1,749,606	\$6,724,080	\$4,636,080	30.7%	\$2,063,741
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45	12-COUNTRY CROCK 45 OZ		\$0.20	\$0.20	\$0.20					\$336,000	\$1,624,000	\$2,496,000	per Account	\$1,912,204				

Drop down

Volume assumptions

Event ROI and profit measures

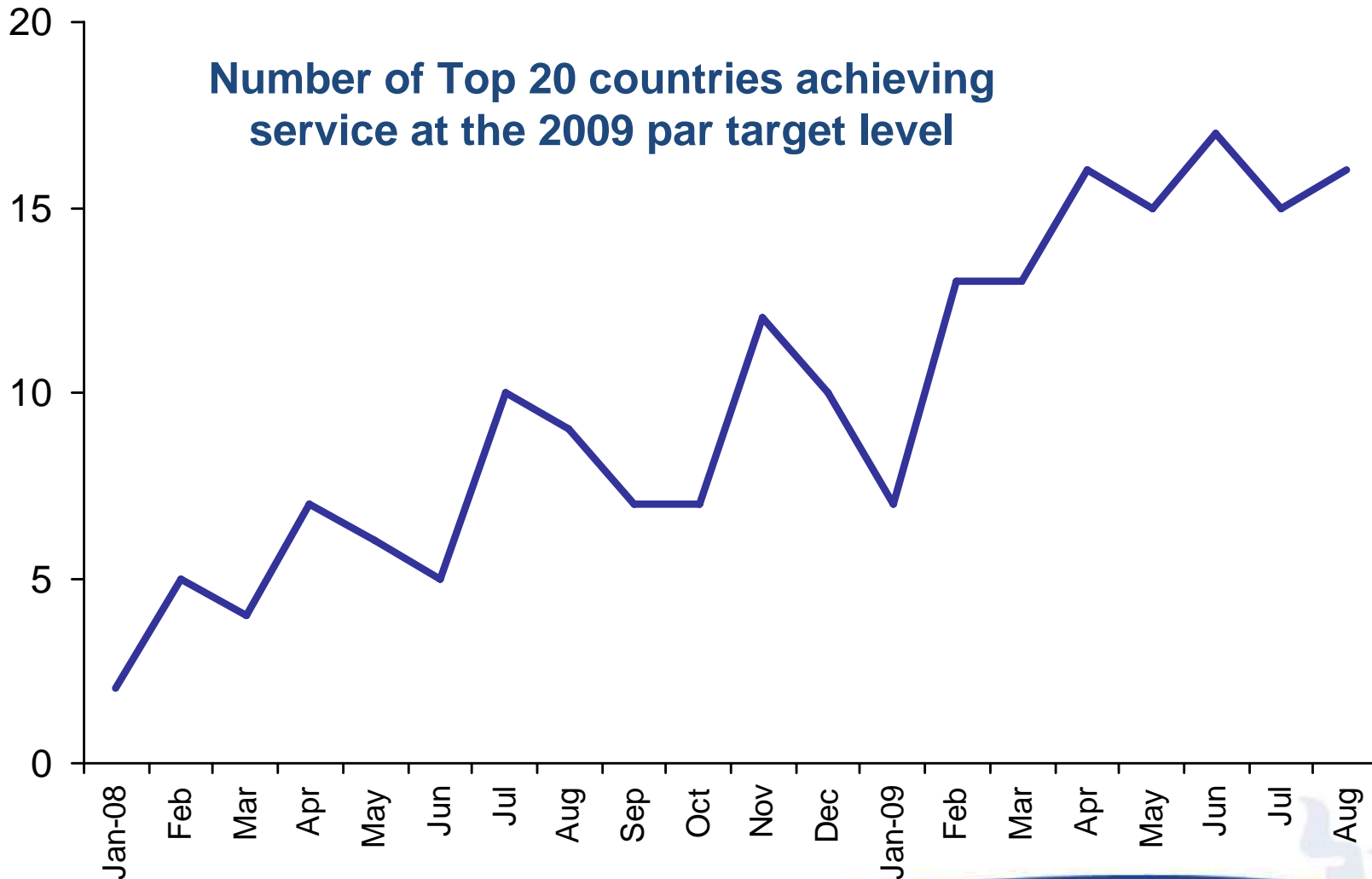
Incr NSV and Cost

- Merlin set up develops drop down box to plan events.
- Input financials in orange shaded cells.
- Input volume assumptions and duration of event.
- Lock event which adds to plan or save as an opp.

Consistent Execution Yielding Gains



Number of Top 20 countries achieving service at the 2009 par target level



Winning in the Marketplace



Leading Market Development

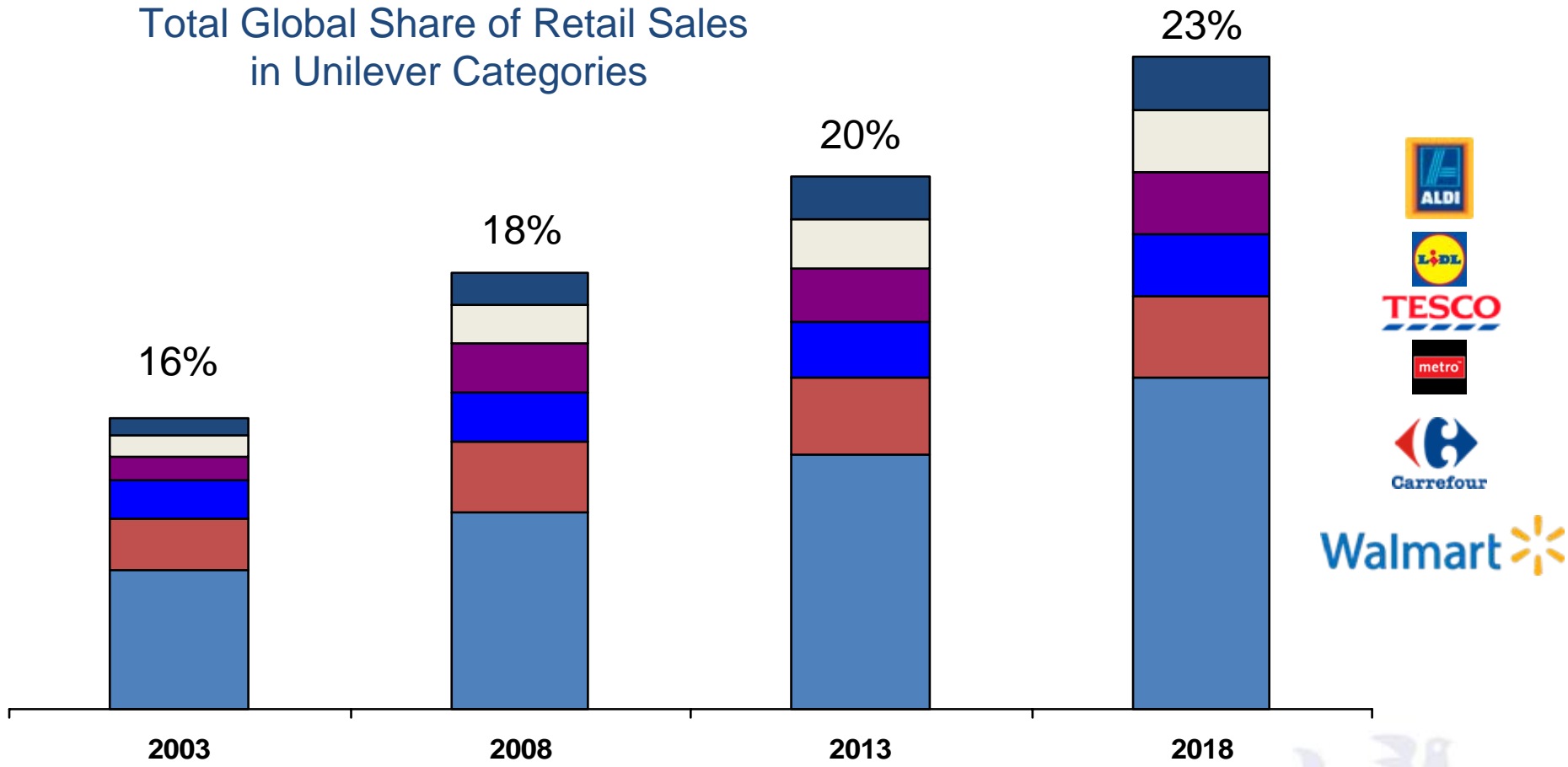
Brilliant Execution

Win with Winning Customers

Strategic Partnerships in Modern Trade

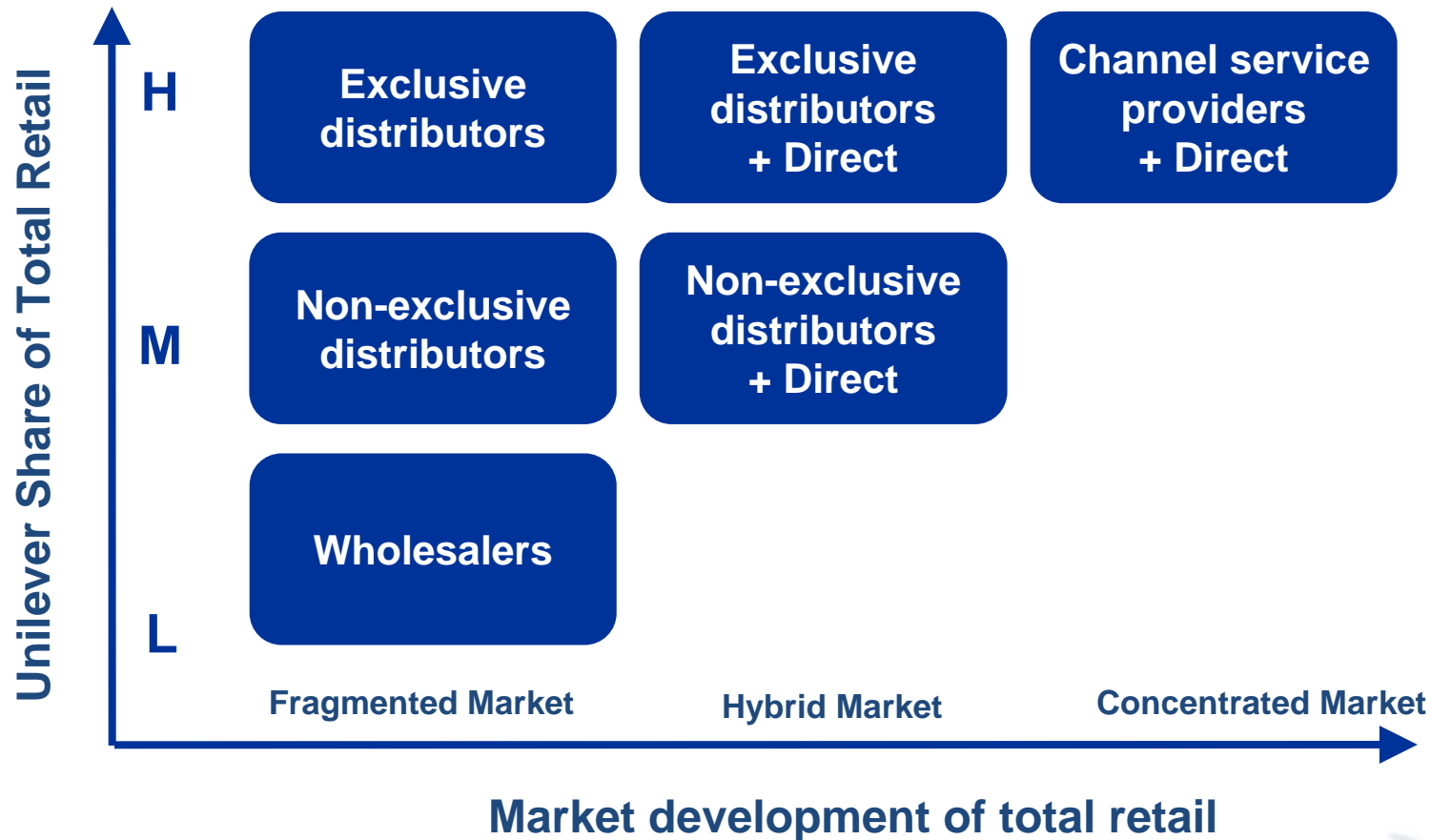


Total Global Share of Retail Sales
in Unilever Categories



Proven Model in General Trade

General Trade Repeatable Model



Route to Market Adapted to Market



North America:

- Modern Trade
- Direct Distribution
- Local & Int'l Retailers



Latin America:

- Modern & Traditional Trade
- Direct & Indirect Distribution
- Local & Int'l Retailers
- Key Distributors

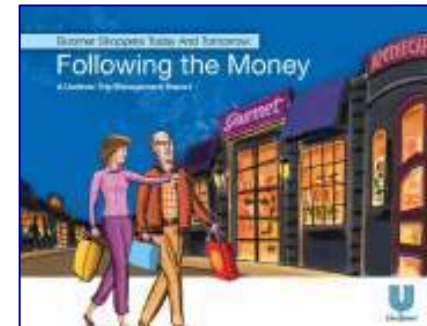


Key Strengths



- **Proven Repeatable General Trade Model**
- **Record of Market Development**
- **Advantaged Portfolio in Modern and General Trade**
- **Access to Insight and Experience from Around the World**

Customer Insights & Solutions




Centers of Excellence



Customer Marketing

The icon for Customer Marketing features a central pink hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to marketing: a woman looking at a product, a woman holding a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.


Integrated Business Planning

The icon for Integrated Business Planning features a central pink hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to business planning: a man looking at a document, a man looking at a document, a man looking at a document, a man looking at a document, a man looking at a document, and a man looking at a document.


General Trade

The icon for General Trade features a central teal hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to trade: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.


In-Store Every Day
Great Execution

The icon for In-Store Every Day Great Execution features a central orange hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to in-store execution: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Trade Terms &
Pricing

The icon for Trade Terms & Pricing features a central blue hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to trade terms and pricing: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Optimising
Promotional
Sell Out

The icon for Optimising Promotional Sell Out features a central green hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to promotional sell out: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Customer Service
Excellence

The icon for Customer Service Excellence features a central teal hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to customer service: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Trade Category
Management

The icon for Trade Category Management features a central yellow hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to trade category management: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Customers &
Sustainability

The icon for Customers & Sustainability features a central green hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to customers and sustainability: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

CD Academy

The icon for CD Academy features a central purple hexagon with a white outline of a stack of three boxes. This central hexagon is surrounded by six other hexagons, each containing a different image related to the CD Academy: a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, a woman looking at a product, and a woman looking at a product.

Partnerships in Sustainable Growth



Better Future for Children	A Healthier Future	A more Confident Future	Better Future for Farming	Better Future for the Planet

Look Good, Feel Good, and Get More out of Life

