Developing & Emerging markets

5 March 2009

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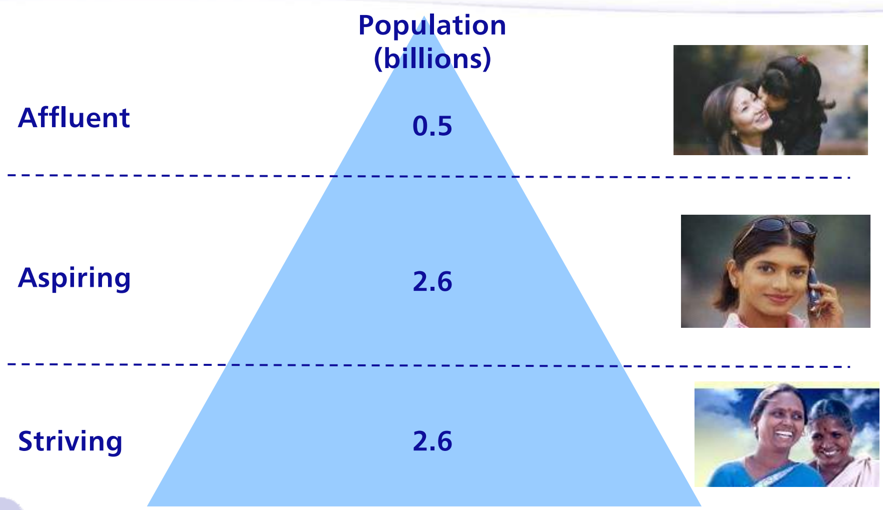
Developing and Emerging markets

The D&E Opportunity

Unilever: Local Roots and Global Scale

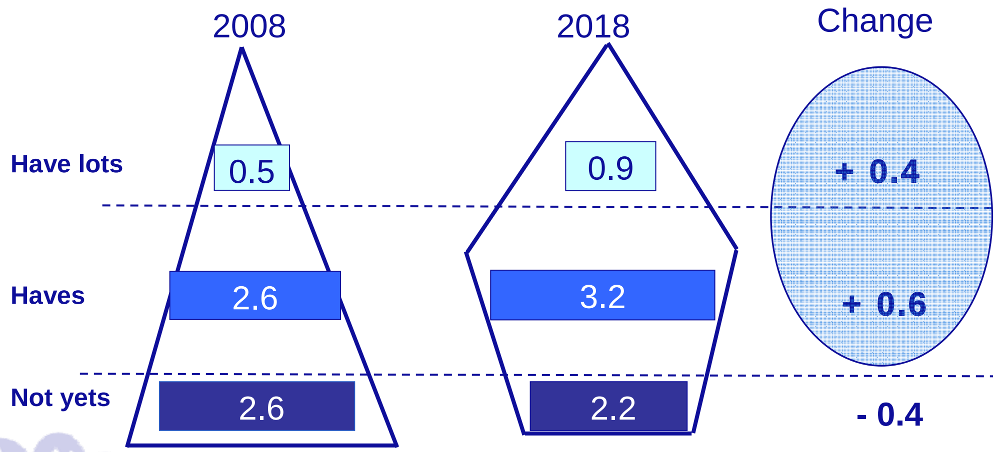
Economic turbulence

The D&E opportunity is huge



The pyramid is evolving into a diamond

Billions of people in D&E countries



Source: Unilever estimates

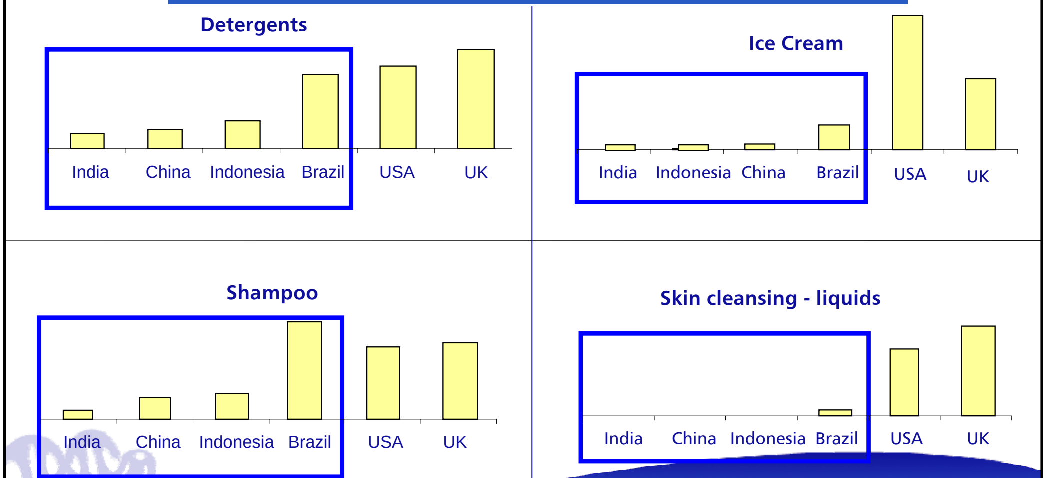
New consumers

1 billion new consumers in the next ten years

Market development opportunity

Unilever

Per Capita Consumption (US $* per year)

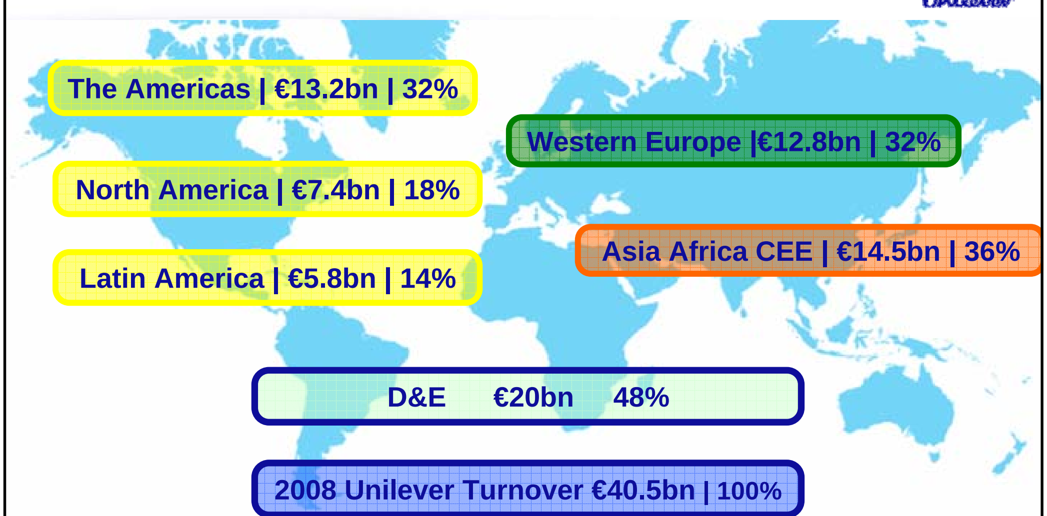


* at PPP rates

Source : Euromonitor, Unilever estimates

Unilever scale and geographic reach

Unilever



Big global brands

13 billion euro + brands

In Brazil, 75% of sales come from these brands

Local talent meeting local needs

- **90% local management**

Distribution strength

E.G. Asia Africa

6,000 core distributors

27,000 sales people

11 million retail outlets

Winning with customers

Example: Asia

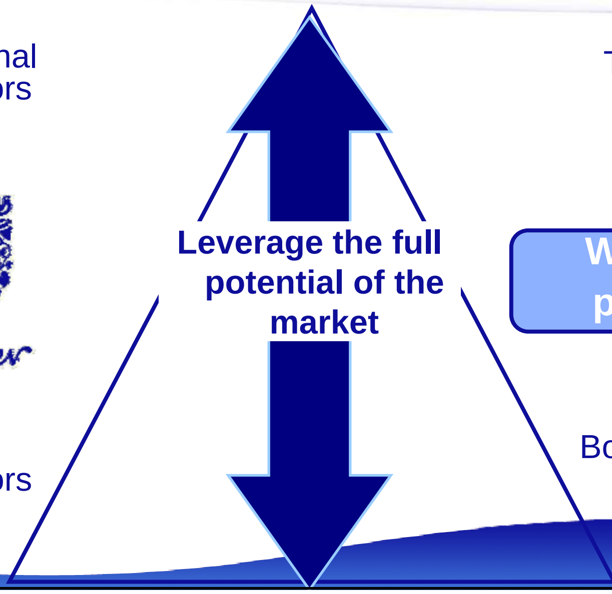
In Asia we are ranked **#1** **in 8 out of 9** countries

Source: AC Nielsen

Our business strategy

International competitors

Top of the pyramid



Work the pyramid

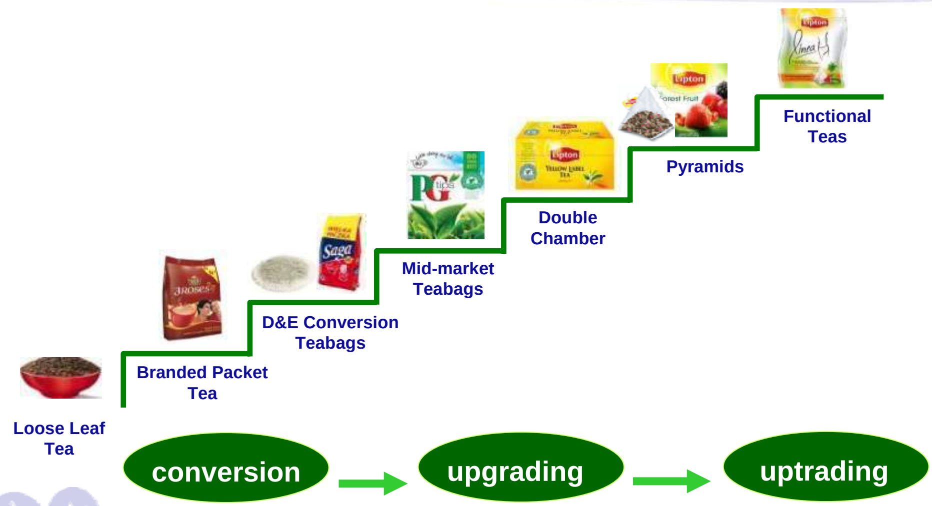
Local competitors

Bottom of the pyramid

Building markets – driving penetration

Shampoo sachets | **Re-closable multi-use sachets** | **Deo ministicks** | **Mini cubes**

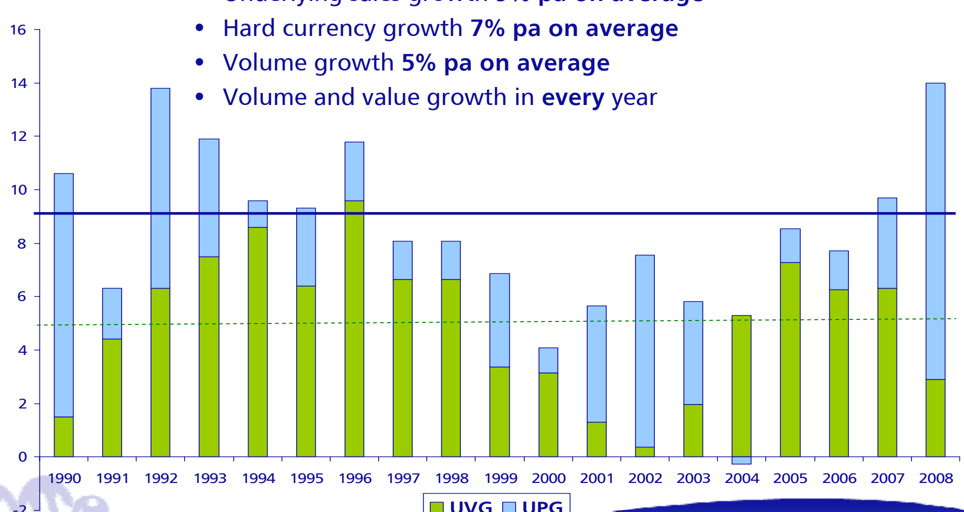
Building markets - uptrading



Long-term strength in D&E

Since 1990…

- Underlying sales growth **9% pa on average**
- Hard currency growth **7% pa on average**
- Volume growth **5% pa on average**
- Volume and value growth in **every** year

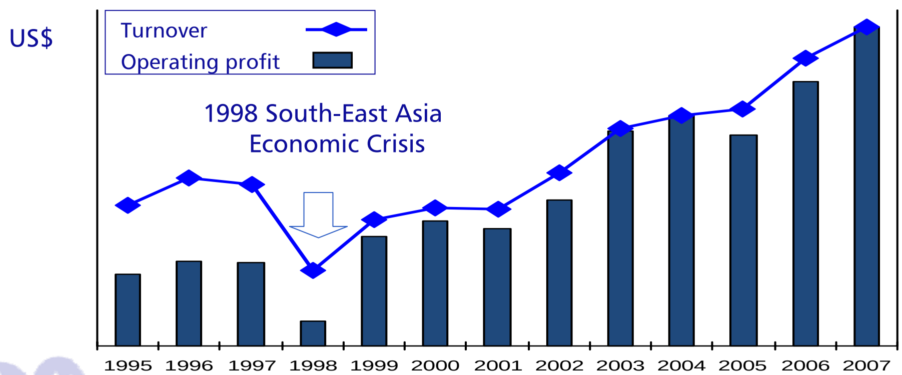


*1990-2002 LATAM and Asia. From 2003 all countries excl NA, WE, Japan and Australia.

Indonesia – strengthened through crisis

Sales and profits in hard currency

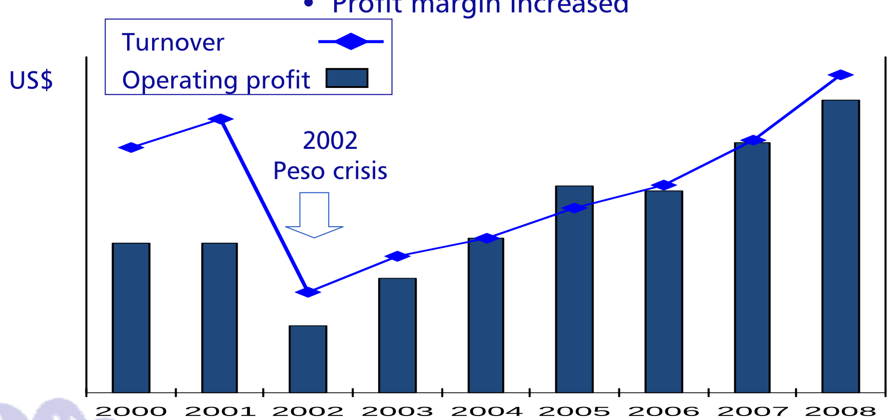
- Profit level recovered in one year
- Profit margin increased



Argentina - strengthened through crisis

Sales and profits in hard currency

- Profit level recovered in two years
- Profit margin increased



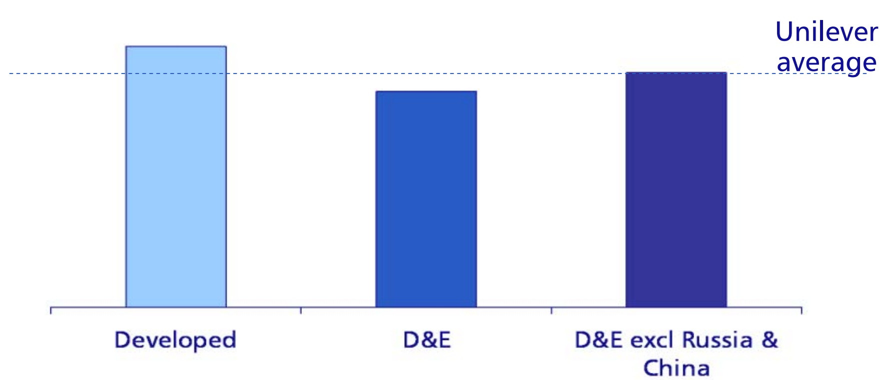
Argentina - strengthened through crisis

Market share %

Category	2001	2005	Change
Solution Wash	**69**	**70**	↑
Fabric Conditioners	**68**	**78**	↑
Hair	**42**	**48**	↑
Deodorants	**67**	**69**	↑
Skin Cleansing	**47**	**49**	↑
Bouillon	**84**	**81**	↓
Soups	**89**	**93**	↑
Mayonnaise	**69**	**72**	↑

D&E Growth is Profitable

2008 Operating margin before RDIs*



* Restructuring, disposals and one-off items

Key messages

- The D&E opportunity is huge
- Unilever is uniquely well positioned: strong local roots
  - Brands
  - People
  - Distribution systems
  - Leading edge capabilities in brand building
- Now starting to fully leverage with global scale
  - Simpler organisation
  - Building global and regional innovation capability
  - Regional and global synergies in buying and manufacturing
- Economic turbulence brings opportunity: confident in ability to come out stronger

D&E is in our DNA !