



## 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. 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. 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 Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this presentation.

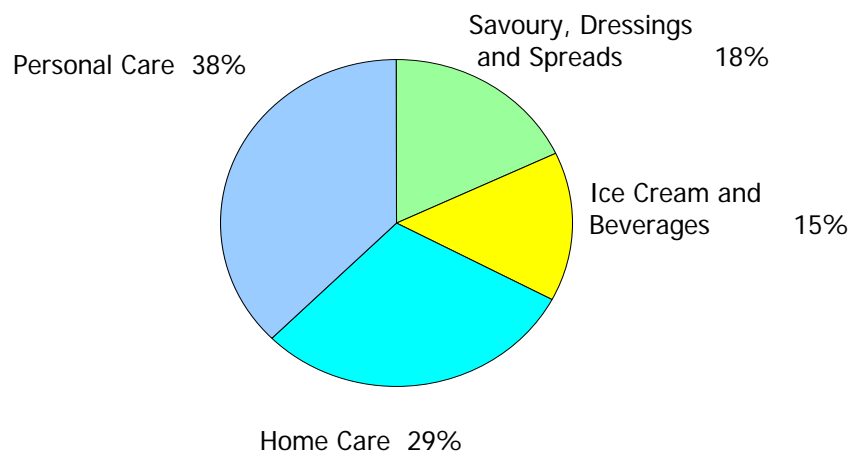


**When we look at our current reality, we see that we have been able to build a story of success in Brazil...**

- 1 Unilever Brazil became one of the most **successful operations** of Unilever around the world; The **3<sup>rd</sup> largest and the single biggest D&E business**.
- 2 We **sustained market leadership** in **10 major categories** and developed **brands** that are part of consumers **day to day life** (200 products consumed every second)
- 3 We are recognized as an **incredible talent pool** in the region and one of the **most desired places to work** for Brazil
- 4 We have **top notch infrastructure** with 11 plants and 7 innovation centers
- 5 We are top **supplier for all major retailers** and wholesalers (1st supplier to 7 of the top 10 retailers/wholesalers)
- 6 We manage a **fantastic corporate image**, with an increasing top of mind corporate brand

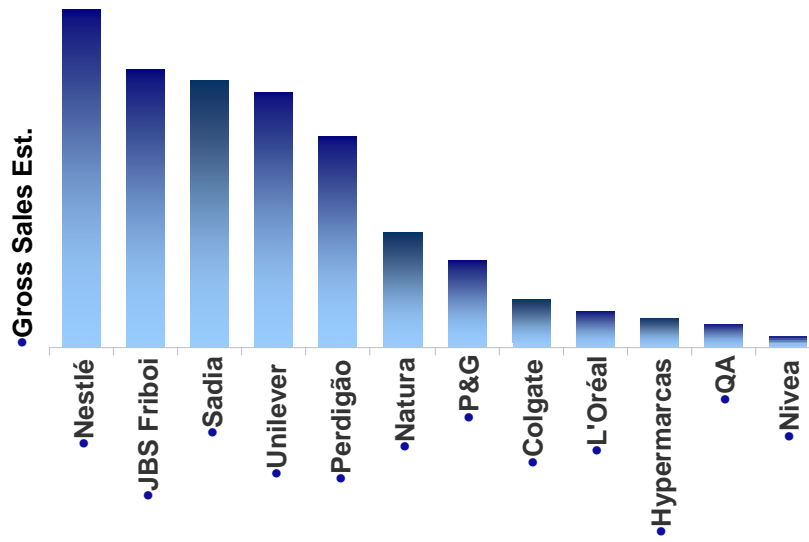
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**We have real scale and a well balanced portfolio**  
**2008 sales = €2.7 billion**



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## Main Competitors – Gross Sales



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## With market leadership in 10 major categories

### Unilever

Powders 70%  
 Deodorants 65%  
 Skin Cleansing 29%  
 F.Conditioners 27%  
 Hair 35%  
 Oral 18%



### Key competitor

QA 9%  
 Natura 18%  
 Colgate 23%  
 QA 15%  
 Lóreal 15%  
 Colgate 69%

Ice Cream 49%  
 Mayonnaise 67%  
 Bouillions 56%  
 Tomato 47%  
 Soups 28%  
 Ades 22%

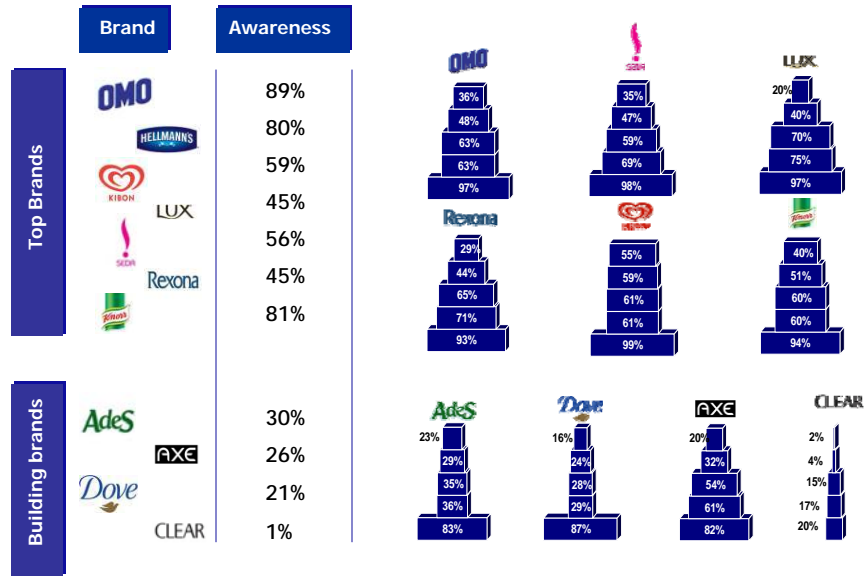


Nestlé 23%  
 Bunge 13%  
 Nestlé 30%  
 Etti 7%  
 Nestlé 34%  
 Del Valle 14%

1st. position  
 2nd. position

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.... and very strong brands



Source: Millward Brown / BHC 1st half 2008

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Supported by a top notch infrastructure



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## A top supplier for all major retailers

### Retail

**WAL\*MART**

2<sup>nd</sup>



1<sup>st</sup>

**Carrefour**

1<sup>st</sup>



1<sup>st</sup>

**G Barbosa**

2<sup>nd</sup>

### Wholesale



1<sup>st</sup>



2<sup>nd</sup>



1<sup>st</sup>



1<sup>st</sup>



1<sup>st</sup>

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## UB is one of the most admired companies and desired place to work in Brazil

*"The most admired company in Home Care and Personal Care categories"*  
(Carta Capital Magazine – "The most Admired Companies/2005")

*"One of the six best companies installed in Brazil for a graduating student start the career"*  
(Exame, 31.05.2007)

*"One of the ten best standard of corporate social responsibility (CSR) companies in Brazil"*  
(Guia Exame de Boa Cidadania Corporativa/2004 and 2005)

One of the top 3 as "The company where student would want to work" for 07 years in a row  
(*"Cia de Talentos"* and *"Lab SSJ"* pesquisa 2002-2008).

**CartaCapital**  
POLÍTICA, ECONOMIA E CULTURA



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**UB pool of talents is highly recognized and demanded outside Brazil**

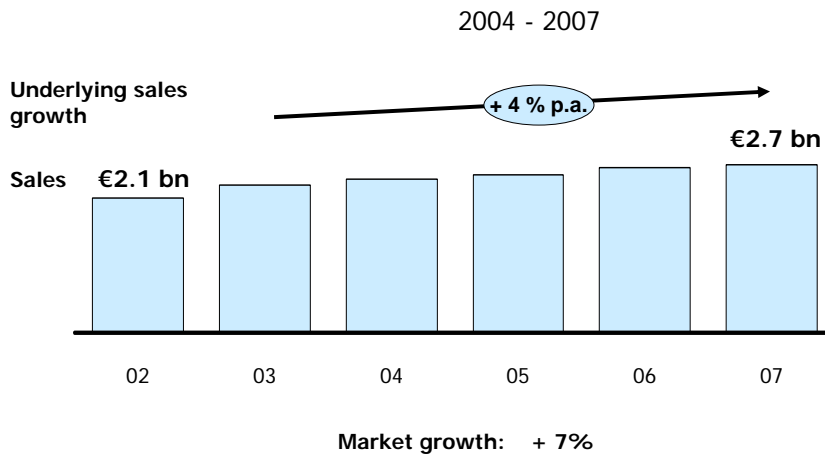
Total Brazilians currently working abroad in 2008 = 90



Source: UL internal data

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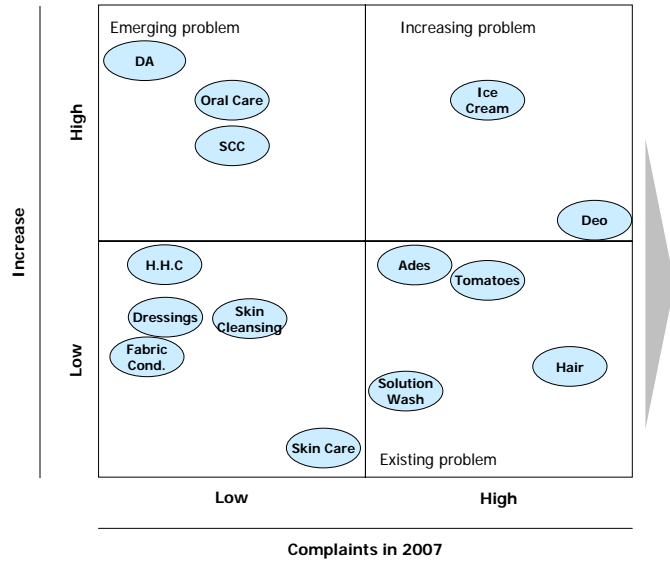
**However from 2004-2007 we underperformed with growth below the market .....**



Source: Unilever Financials, and estimates for market

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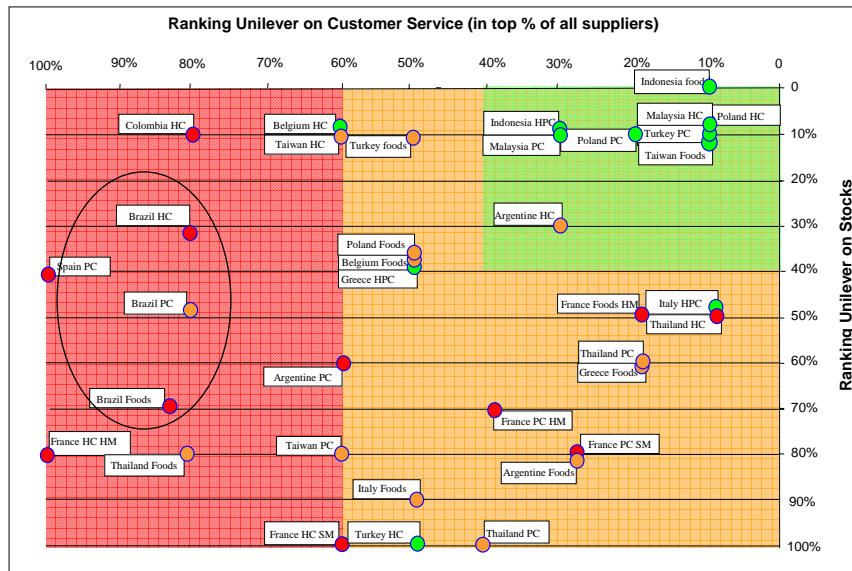
**consumer complaints were too high and increasing**



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**.... and customer satisfaction was low**

Unilever - Carrefour



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## In summary – position in 2007

- A business with real scale, strong brands, people & infrastructure
- Underperformance in recent history:
  - Growth below the market (+ 4% p.a.)
  - Low competitiveness
  - Low profit growth
- Product quality below standard
- Customer satisfaction low

**Clear opportunities to unleash the full business potential**

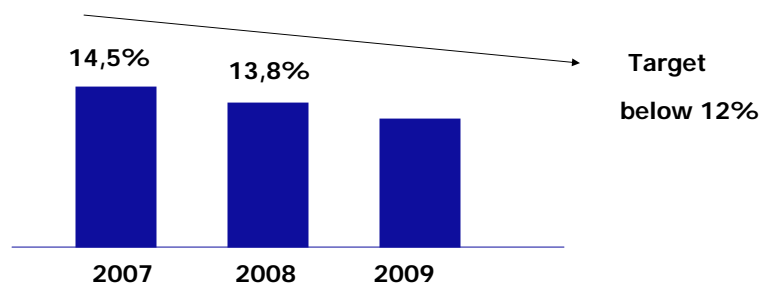
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## Space for Growth

Complex & inefficient organization with high Indirect cost

Streamlined organization; merged Brand Building & Customer Marketing

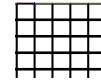
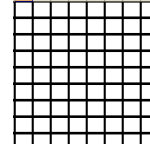
Aggressive program in place to reduce cost base



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## A simpler and faster organisation

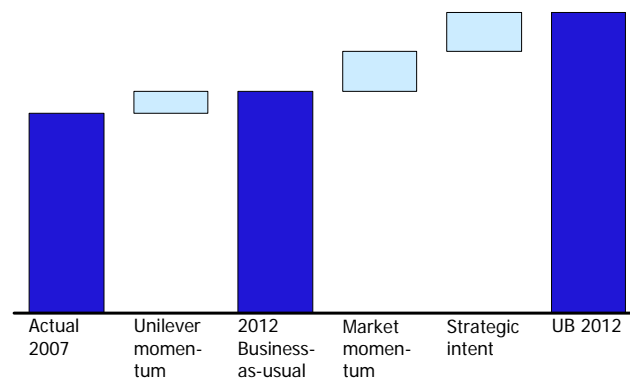
- From 100 countries x 20 categories
- To 25 MCOs x 10 categories
- Fewer interfaces between categories and operations
- Consumer & Customer focussed MCO



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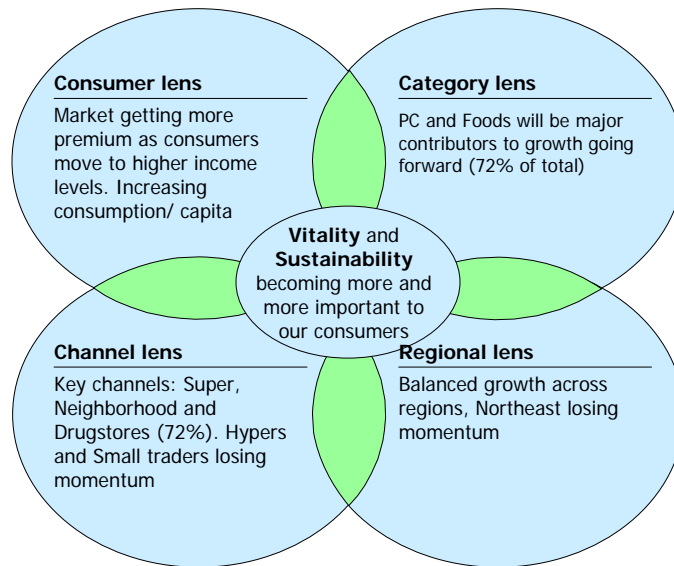
## Unilever Brazil 2012 – Design principles

Global scale and expertise combined with local intimacy of customers, channels and regions owned at the lowest level of the organization, there where the execution takes place



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## Market outlook through 4 different lenses



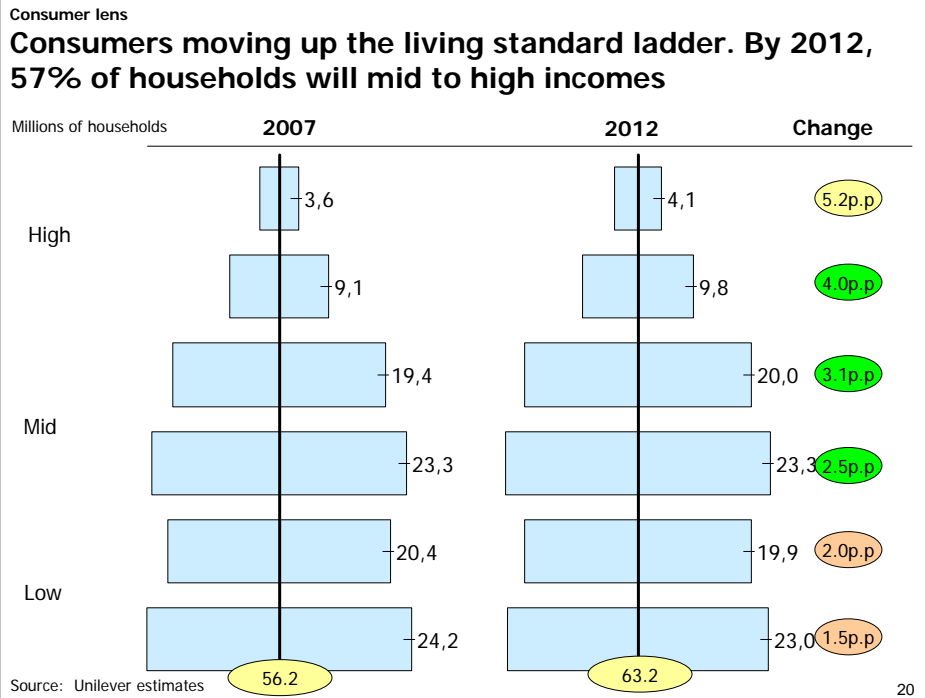
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### Consumer lens

## Consumer insight trends – 7 demographic shifts

- 1 *Growth in number of households*  
– Population growth is slowing, households are growing due to smaller households
- 2 *Middle class upgrade*  
– Income distribution will improve and the emerging middle-class M 10-13) will grow from 40.8% of population in 2007 to 44.3% in 2012
- 3 *Ageing population*  
– Elderly population (50+) will increase from 12% in 2002 to 20% in 2012, representing 1,1 million new retirees every year
- 4 *University students*  
– Number of college students expected to grow from 4.1 million in 2002 to more than 10 million by 2012, fast increase in salary (22% a.a. vs. 11% for other young people)
- 5 *Newly rich*  
– Number of millionaires (active finance > US\$ 1 million) will almost triple in 10 years: from 75k in 2002 to 202k
- 6 *Women more relevant and affluent*  
– Women's participation in the workforce has increased and although smaller, the average income is growing faster but there is, still, a long way to go
- 7 *Mid-sized cities growing*  
– Growth rate is twice the rate of large cities and at five times the rate of small towns  
– Favelas are declining as income distribution improves

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Consumer lens  
**Brazilian consumers care more and more for health, premium products and availability**

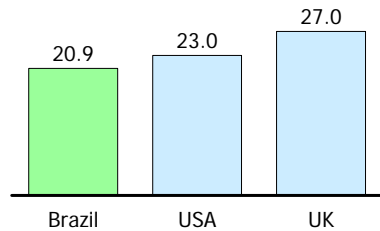
Trends	Current relevance for Brazil
<b>A</b> Health and wellness	• Most relevant trend as Brazilians have a much above average focus on beauty and fitness
<b>B</b> Trading up trading down	• Consumers trade up and down based on affordability and special occasions • Premium segments are gaining share in many categories
<b>C</b> Instant availability	• High penetration of small store formats across all channels
<b>D</b> Solutions for individuals	• Emerging trend towards mass customization
<b>E</b> Getting connected	• Proliferation of mobile phone and an increasing number of internet users
<b>F</b> Securing a better world	• Trend driven by companies
<b>G</b> Experimental world	• Incipient trend but gaining some traction at upper income levels
<b>H</b> Anything Goes	• Also just starting for Brazilian consumers

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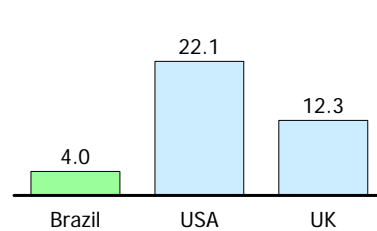
## Brazilian duality in category development (BellIndia)

Per capita consumption, US\$ PPP rates

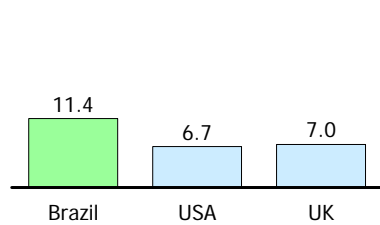
### Powders



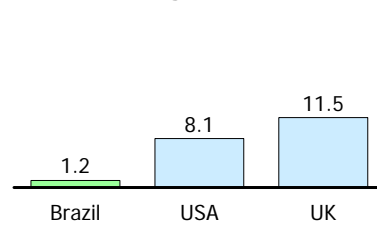
### Ice cream



### Shampoo



### Skin cleansing – liquids



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## UB 2012

**Vision :** Build a business which is greater than great, driving consumption through our leading positions, excelling as go-to-market powerhouse that adds vitality to consumers across channels and regions

- 1 Accelerate growth, gaining disproportionate share of Brazilian market growth
- 2 Profit from of scale and premiumization
- 3 Foster sustainable transformation in society
- 4 Increase effectiveness through lasting capabilities
- 5 "Merge the rivers" by integrating performance and cultural transformation

**Mission : Vitality for the whole world**

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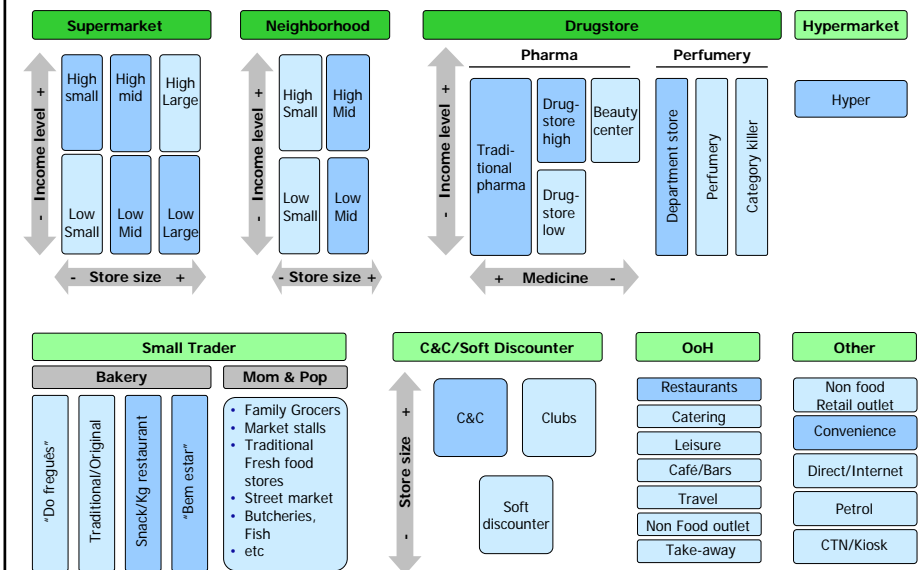
## Market development



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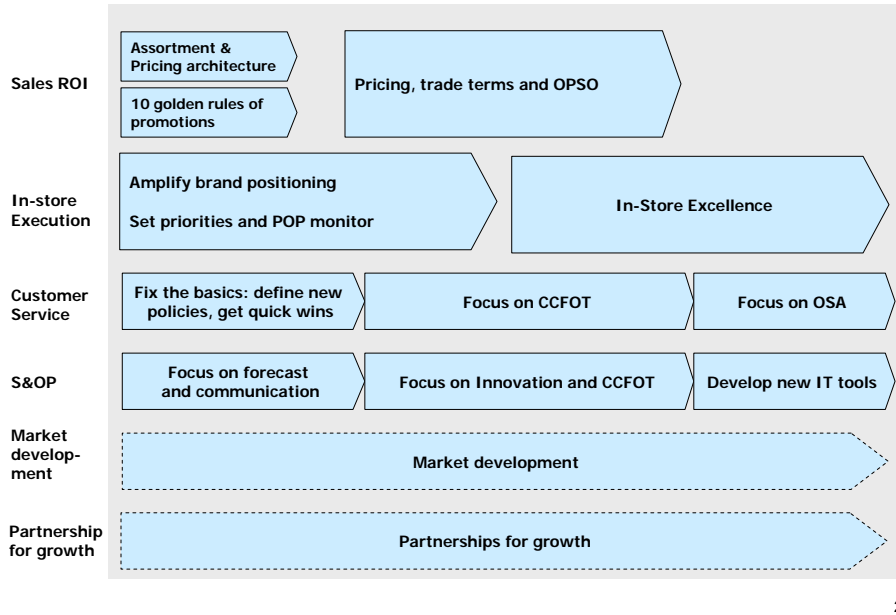
## Channel segmentation - 3/15 priority channels

Priority channels



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## Capability Development Roadmap



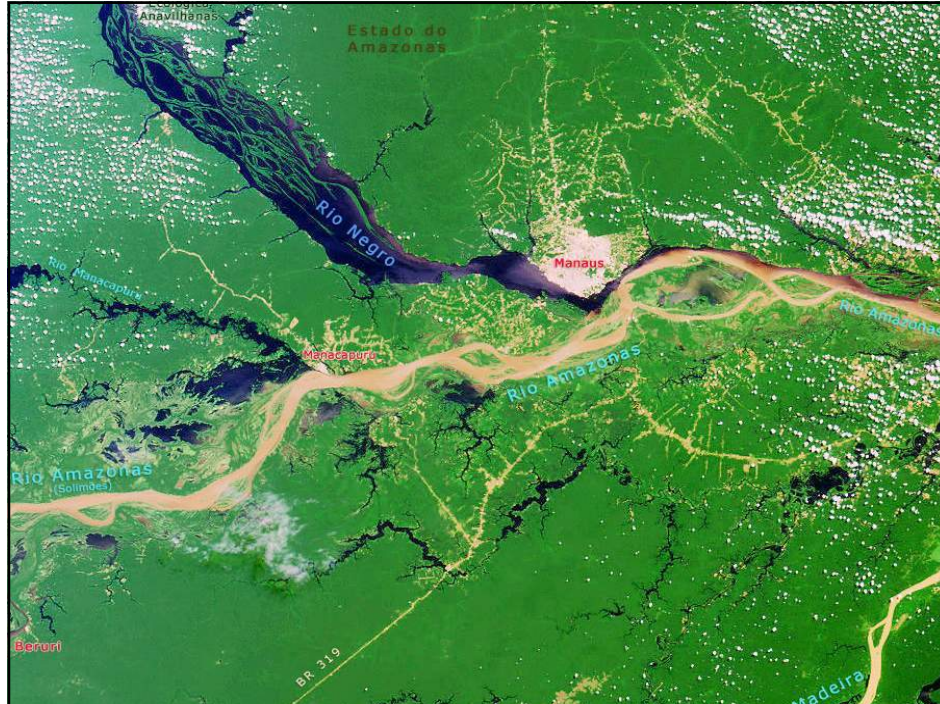
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## Cultural transformation

- New organisation
- Right people for the right job
- Introduction of new talent and use of existing talent
- Alignment behind common goals
- New Winning mind set, not just competing

**Creating a Performance Culture**



### VITAIS

Chame a responsabilidade para si. Tenha dor de dono!

Com 70% de certeza ... Decida! E se comprometa 100%

Pense se cada decisão de curto prazo está alinhada com nossa estratégia maior

Lidere pelo exemplo e peça feedback

Reconheça e celebre com o time

Diga o que pensa

Esteja comprometido com o sucesso do outro

### INACEITÁVEIS

Não marque reuniões antes das 9 am ou depois das 5 pm

Não peça coisas no último minuto, planeje!!

Pergunte para quê? Não faça somente porque sempre se fez.

Chega de apresentações show off, apresentações devem ser curtas, claras e diretas ao ponto!

Não gere trabalho para justificar ou evitar tomar decisões

Não julgue para destruir, nem coloque problemas sem ao menos uma ou duas propostas de solução

Não jogue a culpa na Unilever como se fosse uma pessoa. A Unilever sou eu!

**MORE THAN JUST BELONGING, MAKE IT HAPPEN!**

## Results 2008



**Re-ignite growth**

**Underlying sales growth 8%**

**Gross Margin + 210 bps**

**A&P + 15%**



**Optimize One Unilever**

**Operating margin + 220 bps**

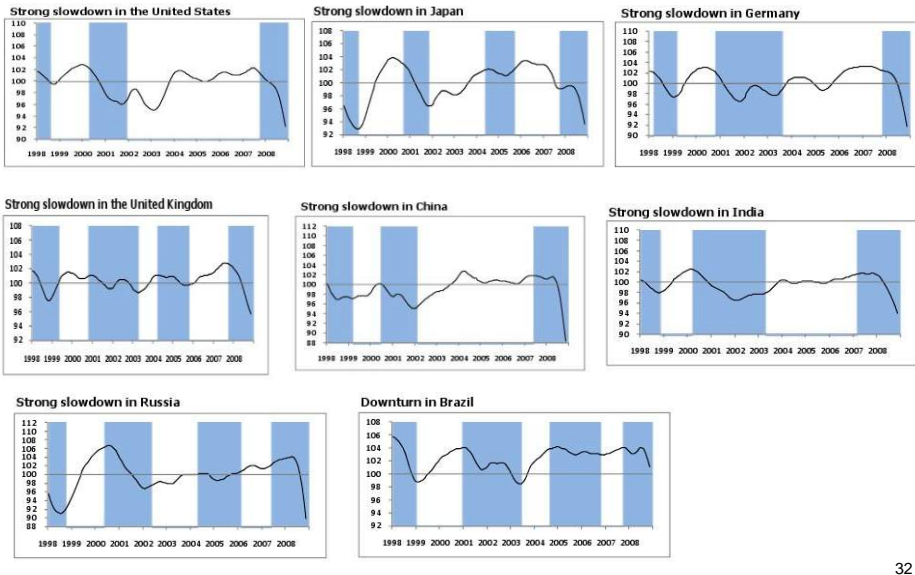


**Define UB 2012 Strategy**



## 2009 Economic environment

Paris, 12 January 2009  
OECD Composite Leading Indicators  
News Release



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### 2009: challenges and opportunities of a changing environment

- The new reality will affect Brazil. We plan for a slow down scenario.
- UB 2012 is even more relevant in the new reality with some differences in emphasis.
- Market share is king and market development continues to be important.
- Capabilities become even more important:
  - Customer service
  - In store execution (assortment by channel, visibility, 10 golden promo rules)
  - Market Development
- Need to monitor the premiumization opportunity (28 out of the 70 innovations).
- Hands on management
- Leadership through vital behaviors in turbulent times even more important.

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## 2009 Priorities

Continue Momentum Growth – Volume growth

- Ruthless execution pricing
- Innovation delivery
- Obsession for Quality

Build Customer Service & In-store execution capabilities:

- Assortment & Pricing by channel
- Visibility in store
- Measurement in store

Drive culture change

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### In Summary

- Unilever Brazil is biggest UL D&E business with great growth potential
- A great pool of talent and is moving towards a high performing culture
- Now starting to fully leverage local intimacy and global scale
- UB has clarity on Strategy and a real passion & focus to deliver it.

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