

# Hair: Creating winning mixes

Fernando Fernandez  
SVP Hair

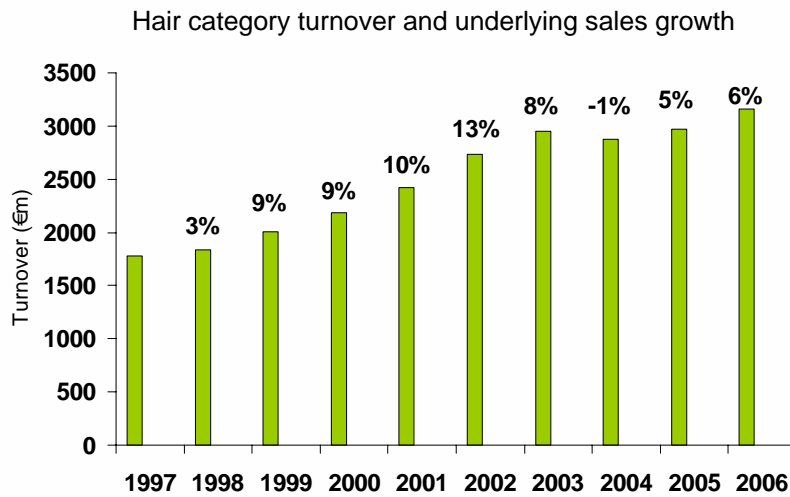
Seokhee Won  
Global Brand VP Clear

13<sup>th</sup> March 2007

## 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.

## Hair: A consistent Unilever growth driver..



**From €1.6 bn to €3.2 bn in 10 years (7% CAGR)**

## Our goals for 2007-2010

A globally aligned portfolio able to deliver:

- High single digit turnover growth
- Market share gains
- Continuous margin improvement through better mix and positive pricing

## What's different now



- A more centralised portfolio and brand management
  - To reduce risk and accelerate roll outs
- Sharper choices
- Full portfolio deployment
- Focus in innovation as THE key growth driver
  - Better products through full deployment of best technology
  - A shift to premium / less reliance on price discounts



**Building a globally aligned portfolio**

**A family value Foundation**

**A premium Care Expert**

**A female beauty Cornerstone**

**A dual gender Premium AD Expert**

**Clear**

- To attack the profitable €2bn antidandruff market
- Through a globally aligned brand
- To margin up our Hair business

Simultaneous launch in China, Russia and Brazil...now



A powerful mix



Complete antidandruff and scalp care regime  
Premium pricing  
Dual gender

## Efficacy claims



ALL NEW CLEAR ANTI-DANDRUFF SHAMPOO.  
REMOVES DANDRUFF AND  
PREVENTS IT FROM  
COMING BACK.\*



# CLEAR

NO DANDRUFF.\*

\*Within 8 weeks with regular use.

## Functional messages



REMOVE THE DANDRUFF  
YOU CAN SEE.

NOURISH DEEP WITHIN  
THE SCALP WHERE YOU CAN'T.

Can your shampoo do this?



# CLEAR

Technological image



CHEGOU CLEAR. A CASPA SE VAI.



SEU SHAMPOO FAZ ISSO?

Premium look



ПРОБЛЕМЫ МУЖСКИХ ВОЛОС  
ТРЕБУЮТ ОСОБОГО ПОДХОДА.  
CLEAR VITA ABE ДЛЯ МУЖЧИН.  
ПЕРХОТИ НЕТ.



CLEAR  
vita ABE

ПЕРХОТИ НЕТ

## Comparative call



REMOVE DANDRUFF AND PREVENT IT FROM COMING BACK. STARTING FROM THE FIRST WASH.

Can your shampoo do this?



NO DANDRUFF.

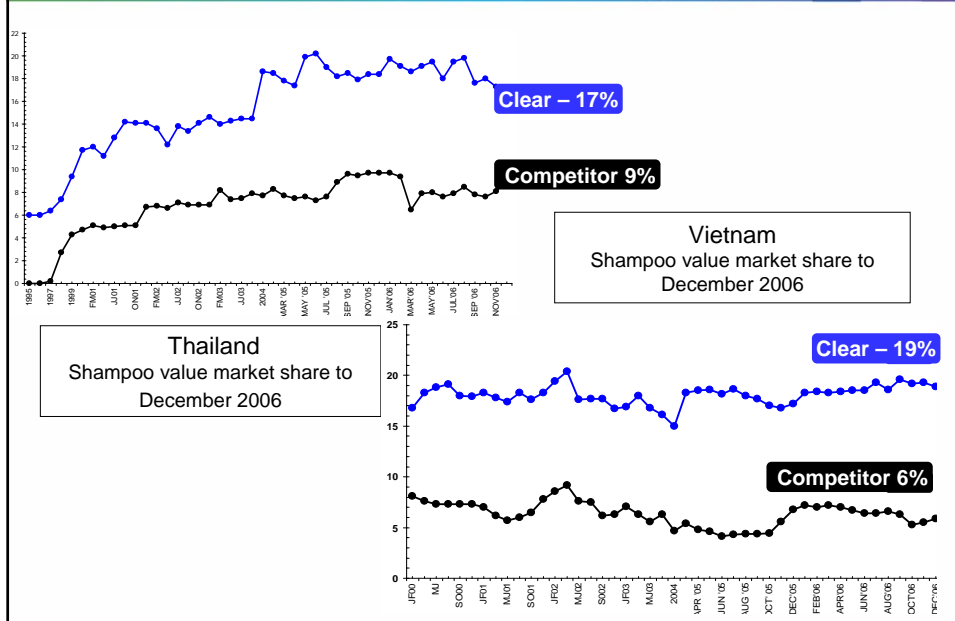
## Centrally developed, identically presented everywhere



### Point of Sale Display

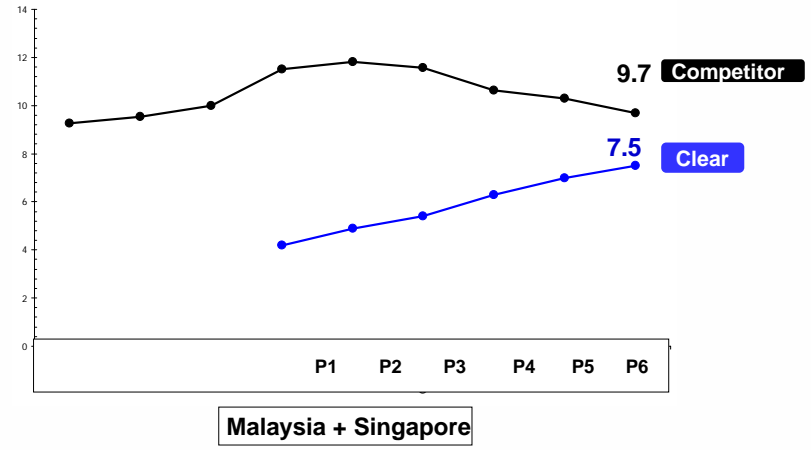


Proven in market success where established



... and where recently introduced

Shampoo Market Value Share Dec 06



7% value share six months after launch

## In Summary



- Hair is attractive
- Unilever is a strong global player with a growth track record
- Clear expansion is an example of what's different now
  - Full portfolio deployment
  - Innovation is our lifeblood
  - Better products. More premium propositions
  - Supported by best available technology
  - Fast roll outs

Thank you

