

Deutsche Bank Conference
 James Allison – Head of Investor Relations & M&A
 Roger Seabrook – VP Investor Relations
 Paris, 15th June 2010



Safe Harbour Statement



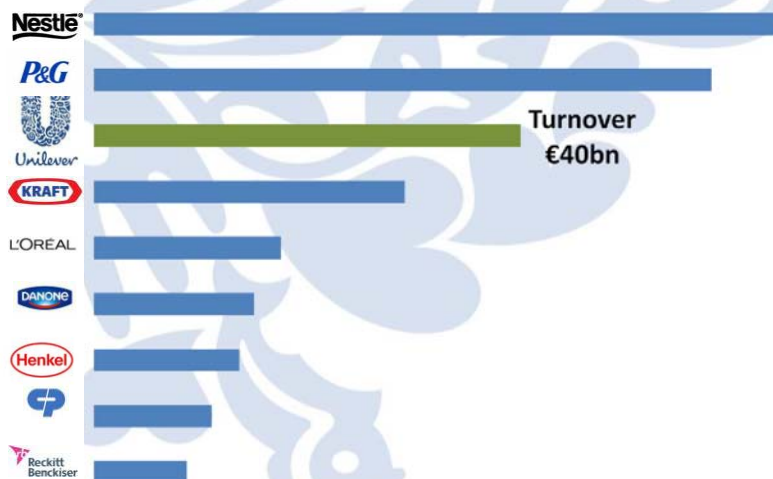
This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'expects', 'anticipates', 'intends', 'believes' or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. 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, including, among others, competitive pricing and activities, economic slowdown, industry consolidation, access to credit markets, recruitment levels, reputational risks, commodity prices, continued availability of raw materials, prioritisation of projects, consumption levels, costs, the ability to maintain and manage key customer relationships and supply chain sources, consumer demands, currency values, interest rates, the ability to integrate acquisitions and complete planned divestitures, the ability to complete planned restructuring activities, physical risks, environmental risks, the ability to manage regulatory, tax and legal matters and resolve pending matters within current estimates, legislative, fiscal and regulatory developments, political, economic and social conditions in the geographic markets where the Group operates and new or changed priorities of the Boards. 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 20-F Report and the Annual Report and Accounts 2009. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Agenda




1	Unilever Overview
2	Recent Performance
3	Category Review: Skin Cleansing
4	Category Review: Ice Cream
5	Priorities

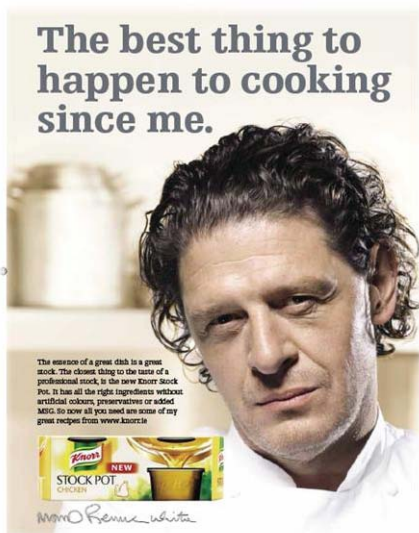
Unilever: The 3rd Largest FMCG Company



Balanced Portfolio: 50% HPC / Food



The best thing to happen to cooking since me.



The essence of a great dish is a great stock. The closest thing to the taste of a professional stock, is the new Knorr stock Pot. It has all the right ingredients without artificial colours, preservatives or added MSG. So now all you need are some of my great recipes from www.knorr.it



Mimi O'Reilly White

CAN YOUR ANTI-DANDRUFF SHAMPOO LEAVE YOUR HAIR SALON SOFT?

ZERO DANDRUFF - AS SOFTER HAIR

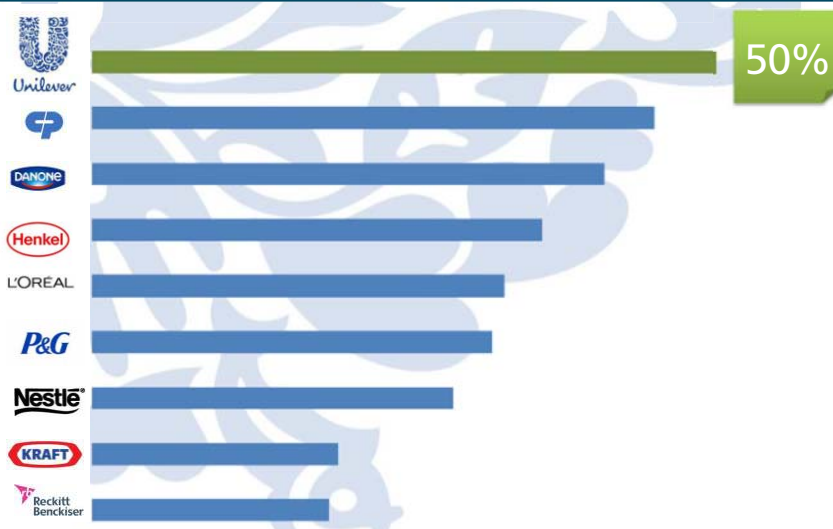
CLEAR *Soft*



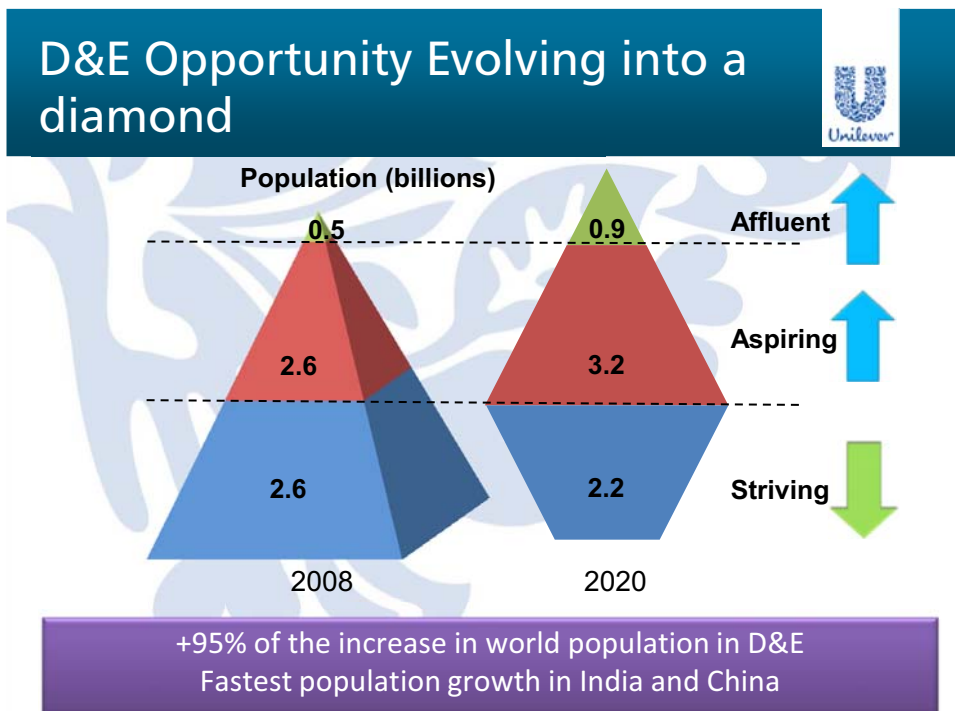
Twice the mysterious fragrance. Now available in Comfort.



Unique Footprint in D&E

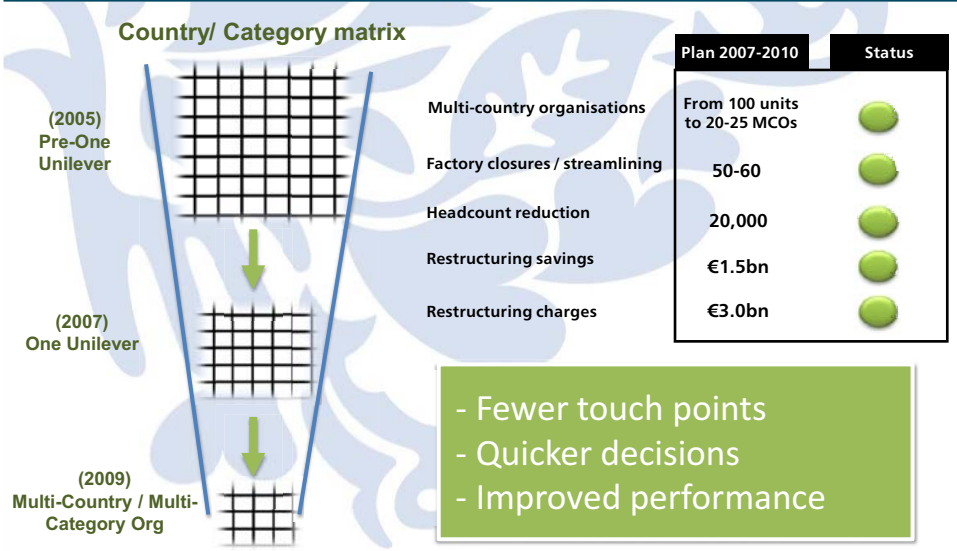
Source: Annual Report & Accounts, analysts estimates, Unilever estimates



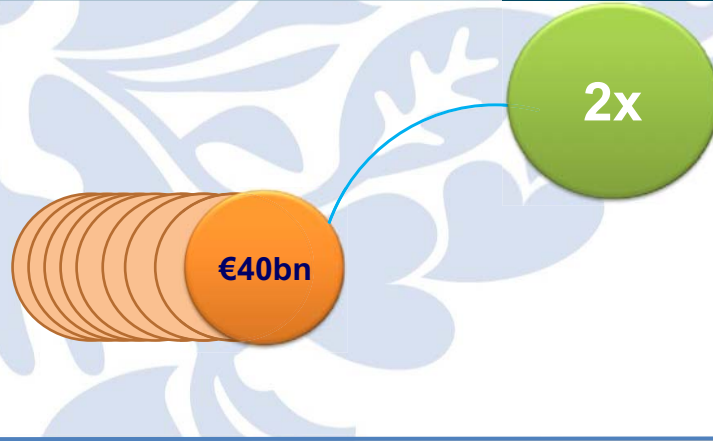
Big Global Brands




'One Unilever' change programme

New Vision



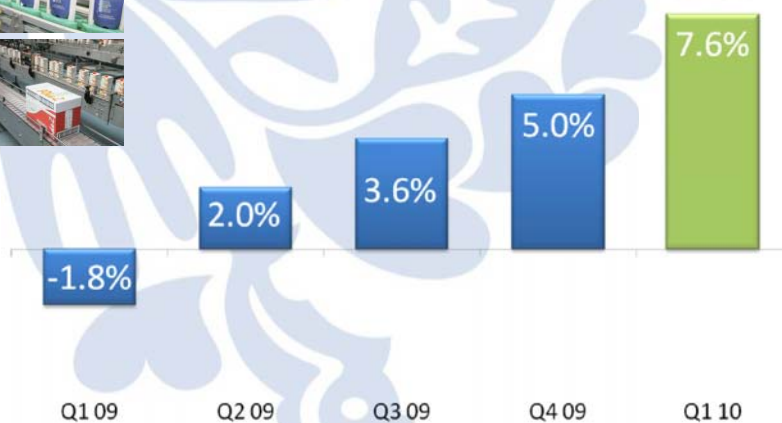
- Double the size of the company
- Whilst reducing the environmental footprint

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Profitable Volume Growth



Volume Growth is Broad Based



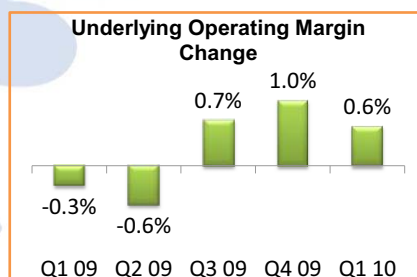
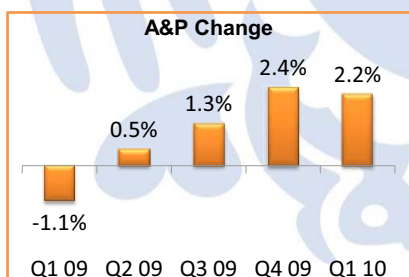
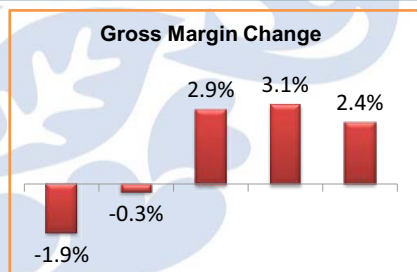
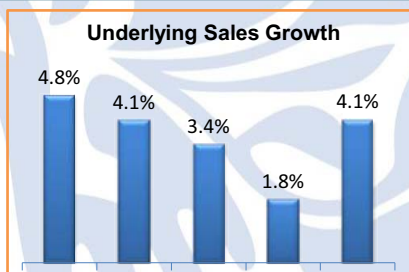
Categories
11 / 11

MCOs
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Top Brands
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Business Performance Improving



Improving all elements of marketing mix



Bigger, Better, Faster Roll Out



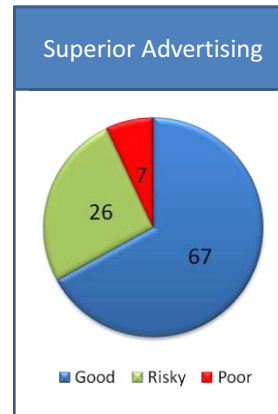
Brands Into New Markets



Product Quality Improvements



Improving all elements of marketing mix



Sharpened Performance Culture



- Aligned targets
- Clear responsibilities
- Differentiated performance assessment
- High reward and more skin in the game

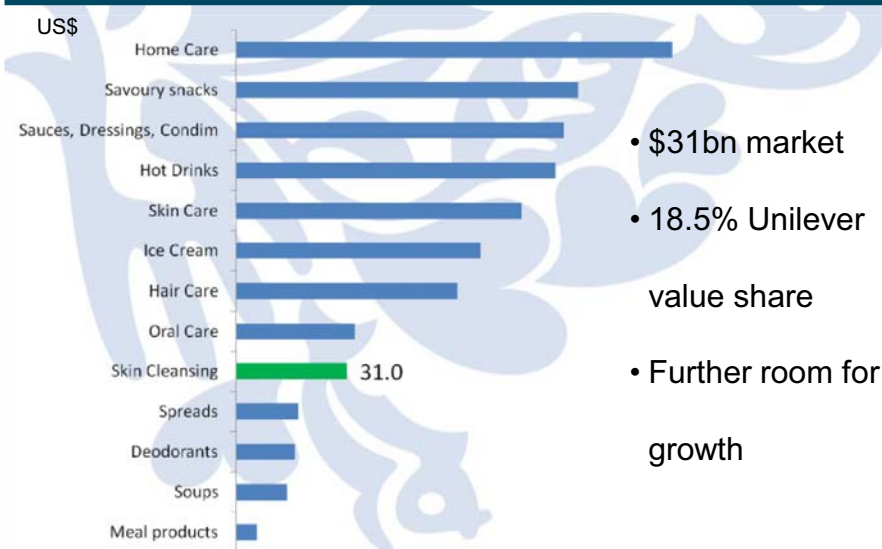
Today we will talk about 2 categories



Skin Cleansing




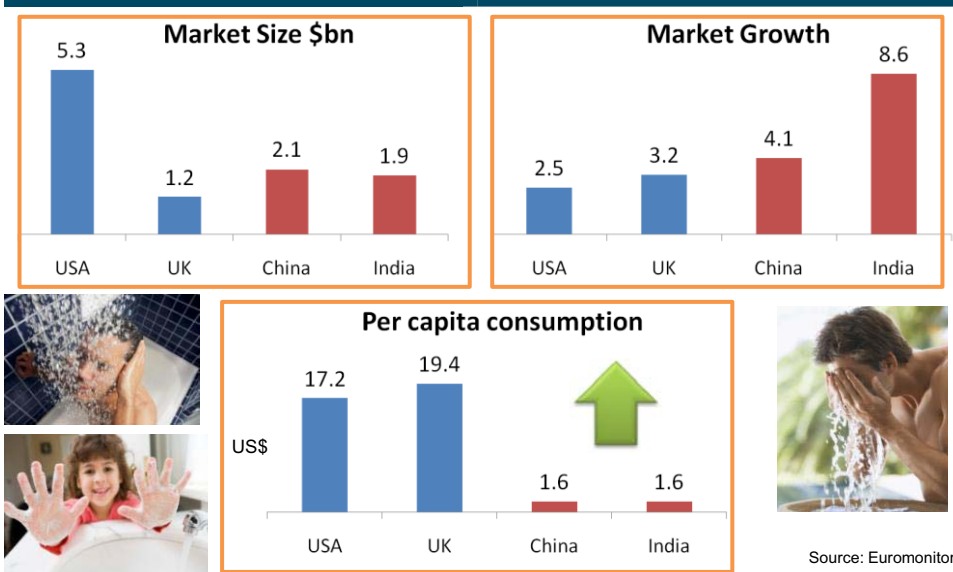
Skin Cleansing: the market

- \$31bn market
- 18.5% Unilever value share
- Further room for growth

Source: Euromonitor

Skin Cleansing D&E opportunity: High market growth, low spend per capita

Source: Euromonitor

Superior Innovation: DEFI liquid technology



Dove NutriumMoisture™ takes the same tangible product promise that's found in bar to body wash



Superior Innovation: Dove Men+Care

Dove
MEN
+CARE



- Brand new patent filed formula: 'caring isotropic'
- Clinical superiority to leading men's body washes
- Faster roll out: +50 countries

MICRO : MOISTURE™



The droplets are precisely sized for efficient deposition on skin without feeling heavy;



Unique technology and process that suspends oil droplets (P.J)* in an isotropic cleansing matrix. This enables to keep the refreshing aesthetics of the formula.

Clinically proven to fight skin dryness better than any regular men's BW.

Brands Into New Markets



**Lifebuoy –
Turkey, Argentina**



Currently in 25 markets

**Vaseline for Men –
India, Indonesia**



Currently in 5 markets

Market Growth - Lifebuoy Growing the Market by Doing Good



Lifebuoy clinical trial with 2,000 families in Mumbai

- 25% fewer episodes of diarrhoea
- 41% fewer days off school



Covering the Price Pyramid D&E example: India



Source: AC Nielsen

Covering the Price Pyramid Example: UK



Source: IRI

Bolt-On Acquisitions: Sara Lee



Sanex KEEPS SKIN HEALTHY



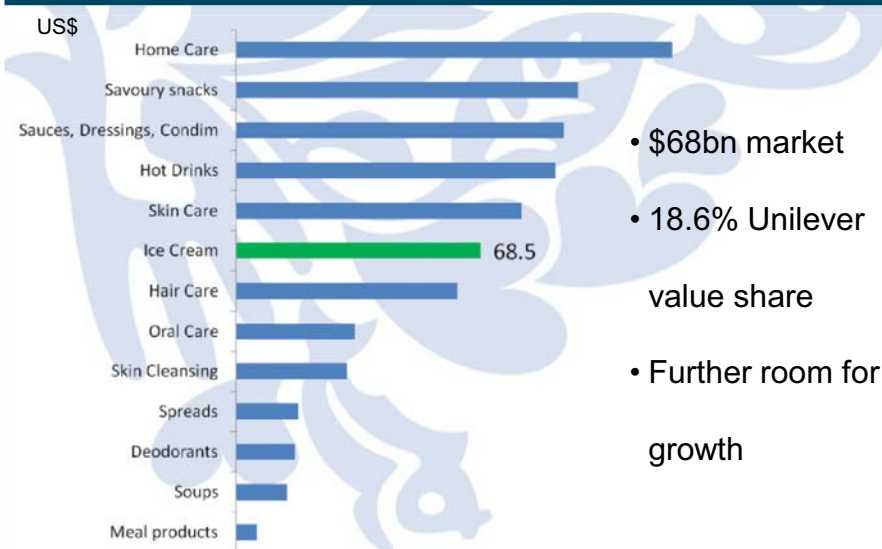
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Ice Cream




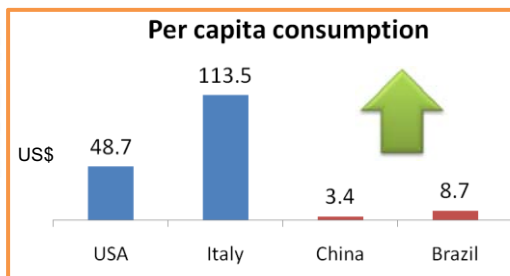
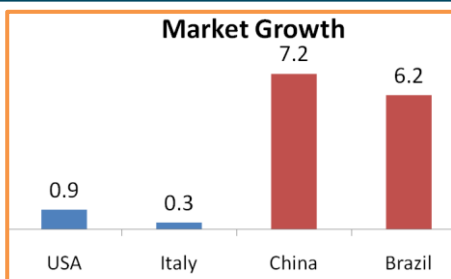
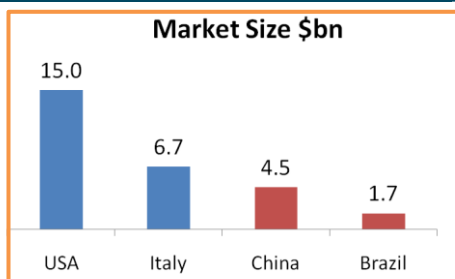
Ice Cream: the market

- \$68bn market
- 18.6% Unilever value share
- Further room for growth

Source: Euromonitor

Ice Cream D&E opportunity: High market growth, low spend per capita

Source: Euromonitor

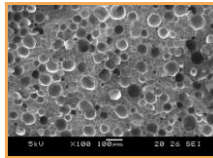
Superior Innovation: Magnum Temptation



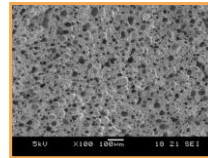
Patented technology giving

- Superior creaminess
- Shape retention
- Unique 3D shape

Normal I/C



Cold Extruded I/C



Faster Roll out: Magnum Gold?! Biggest launch ever in 29 countries



"THE BEST ICE CREAM
WE'VE EVER STOLEN"



MAGNUM
GOLD?!

Brands Into New Markets



Magnum - Brazil



Currently in 36 markets

Ben & Jerry's - Norway



Currently in 23 markets

Paddle Pop - Vietnam

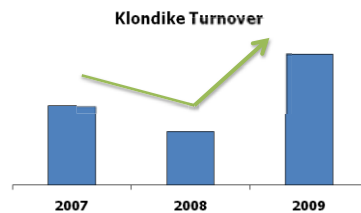


Currently in 10 markets

Superior Product: Klondike US




- 25% Thicker Chocolatey Shell
- Improved packaging
- Strong activation campaign
- Double digit growth YTD



Superior Product: Ben & Jerry's



Covering the Price Pyramid



Out of home

In Home



Bolt-On Acquisitions: InMarko



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Priorities for 2010



- Continue to drive volume growth
- Steady and sustainable improvement in full year underlying operating margin
- Strong cash flow

Questions

