

# Foods: Delivering sustained profitable growth

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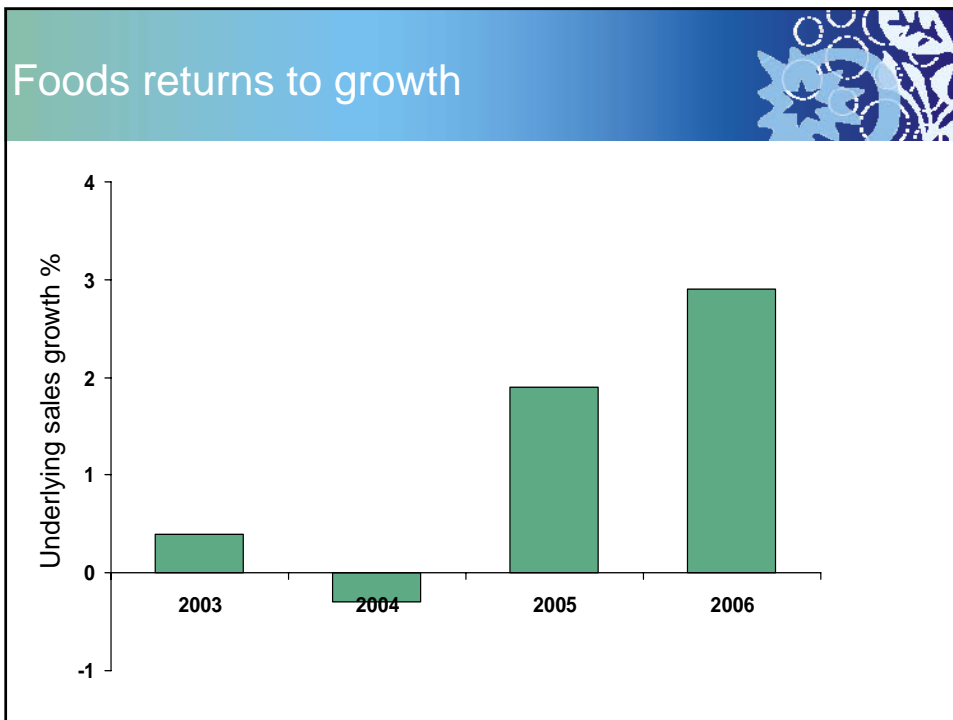
## Safe harbour statement

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.

## Foods performance



## Broad-based growth

Underlying sales growth (%) in 2006

Total Foods	2.9
Savoury	3.6
Dressings	2.4
Spreads and Cooking	1.3
Beverages	4.1
Ice Cream	3.4

## Operating margin

	2005	2006	Change
Operating margin	12.6%	13.6%	1.0%
<i>Underlying change*</i>			<i>(0.7)%</i>

Key drivers:

A&P investment in priority areas

Increased commodity costs, especially edible oils and tea

Savings programmes partially offset cost increase

\* before RDI's, 2005 gain on office sale, 2006 US health care, UK pensions gains

## Global leadership positions

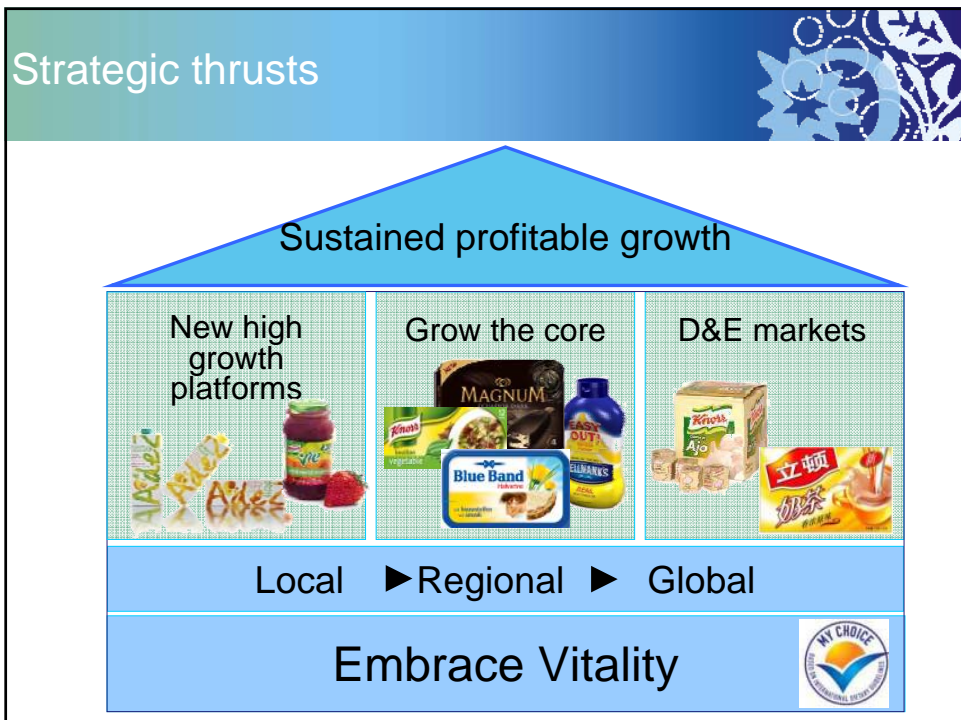
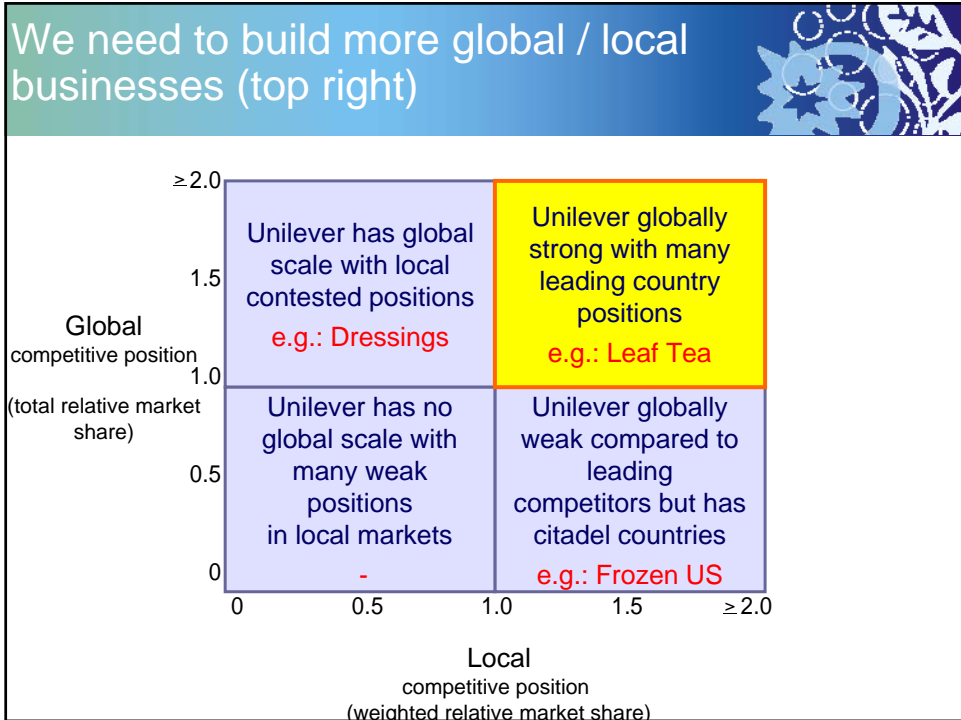
	Position
Savoury and Dressings	#1
Spreads	#1
Weight Management	#1
Tea	#1
Ice Cream	#1

€1bn+ brands



Top 25 Foods brands account for  
85% of turnover

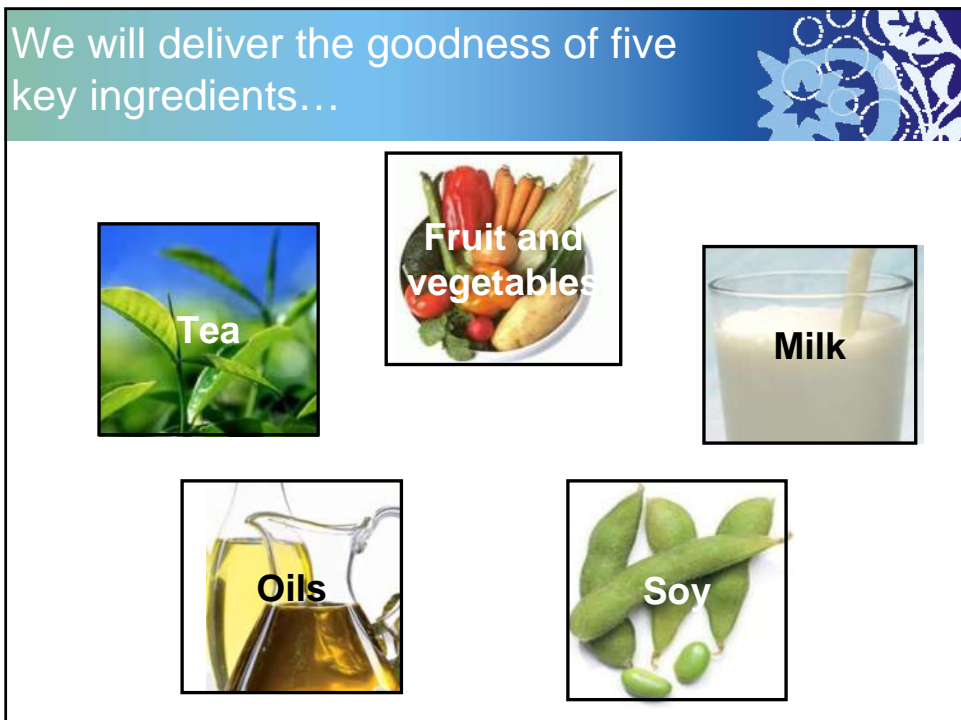
## Foods strategy



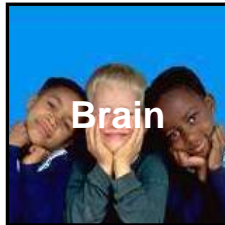
## We will up-trade our portfolio with Vitality

	Segment	Segment CAGR '02-'06 (Market size '06)	Example
<b>HEALTHIER FOODS</b>	Functional Health	+10% (€70bn)	Heart Health – pro.activ
	Inherent Goodness	+5% (€100bn)	Goodness of olive oil, soy
	Positive Choice	+7% (€130bn)	Lower salt, sugar, fat Double churn
	<b>Market standard</b>	<b>+3% (€990bn)</b>	<b>No health claim</b>

*Source: Euromonitor, Unilever estimates*



... and deliver five key benefits



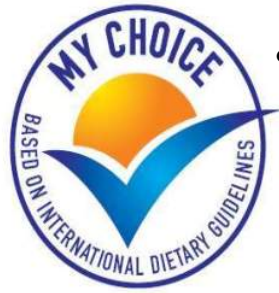
Progressively healthier

In 2005 and 2006, reformulation changes eliminated

- 30,500 tons of trans-fats
- 7,100 tons of saturated fats
- 3,000 tons of sodium and
- 17,400 tons of sugars from our portfolio



## Healthy choices made easier



Products must meet benchmarks on

- Saturated Fat
  - Trans Fat
  - Sodium
  - Sugar
- Global roll-out '06-'08

## Sustained profitable growth

New high growth platforms



Grow the core



D&E markets



Local ▶ Regional ▶ Global

Embrace Vitality



## Rama Idea!

- The first margarine with important nutrients that support mental development!
- Low fat (39%) spread
- Rich source of selected brain nutrients (DHA, ALA, B-vits)
- One design for the world
- Launched in 14 countries in 5 months



New

As calcium is needed for the bones

DHA is needed for the brain

The brain needs important nutrients too. Most nutrients in nature are easy to get. However, DHA, ALA and B-vits are essential for the functioning of the brain. Rama Idea is the only margarine that contains all these nutrients. Rama Idea is the only margarine that contains DHA, ALA and B-vits. Together these nutrients help support mental development. So if you think of feeding the brain, take new Rama Idea with your family, all day and everyday please.

New Rama Idea! The margarine that feeds the brain.

## Healthy Heart pro.activ

Healthy heart shots that actively remove cholesterol

Crossing the Atlantic –  
US launch May 2007



## Slim.Fast returns to growth

- With hunger control technology
- High Protein and Easy Digest formats
- SlimFast US: 2006 growth of +8% (vs. -22% in 2005)

NOW YOU'VE GOT SOMETHING TO  
**CELEBRATE!**

FINALLY, A WEIGHT LOSS SOLUTION FOR YOU!

### NEW SLIM-FAST® EASY TO DIGEST SHAKES

Based on overwhelming demand, Slim-Fast is introducing a new product, Easy to Digest – Lactose FREE and Gluten FREE!  
Perfect for breakfast, lunch or any time of day.



Slim-Fast Easy to Digest Shakes, coming to a store near you in October!

Visit [slim-fast.com/easytodigest](http://slim-fast.com/easytodigest)



## Making light mayonnaise the flagship

### Flagship positioning of Light Mayonnaise

Delicious light mayonnaise with only 5% fat

One shared technology platform (citrus fibre)



## Revitalising Lipton

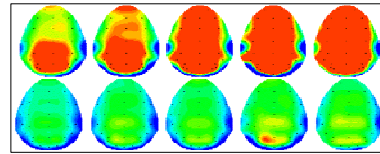
Lipton relaunch with antioxidants



Hirameki –theanine for mental inspiration



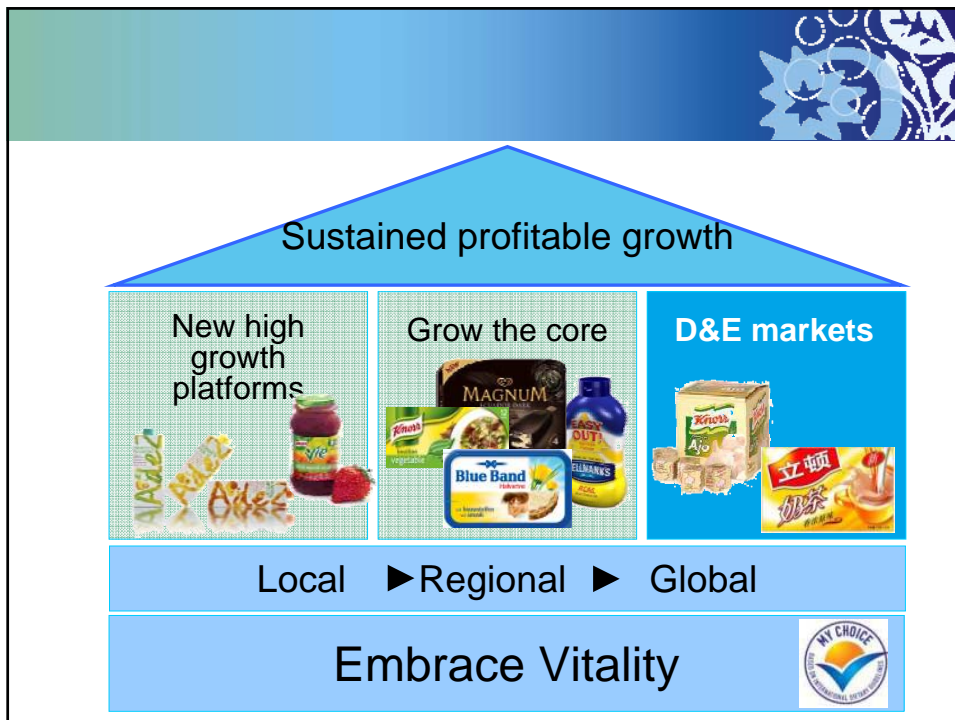
Linea - Catechins give slimming benefit



## Wishbone Salad Spritzers

Salad dressings with only one calorie per spray





## Supporting kids' mental development

A nutrient mix which has been scientifically shown to improve learning and memory in school-aged children.

Launched 01/07  
In Turkey

Poster

32 gr

200 ml

5 x 32 gr

6 x 200 ml

Poster text: YES! W/ AMAZE  
COCUGUNUZUN AKLINI HER GUN AMAZE ILE BESLEYIN!

Box text: HER GUN 1 AMAZE Aklini besleyin!

## Vitality in children's Ice Cream

- Goodness of Milk Ice Cream launched in Indonesia with great success
- Actively rolled out globally



## Sustained profitable growth

New high growth platforms



Grow the core



D&E markets



Local ▶ Regional ▶ Global

Embrace Vitality



## AdeS Soy beverages opportunity

AdeS a sustained success in Latin America  
 AdeZ mix now tested in UK and Netherlands

Great taste  
 Nutritional balance  
 Goodness of soy

