

Powerful Technologies for Differentiating Vitality Innovation

Emmo Meijer
SVP Foods R&D

14th 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.

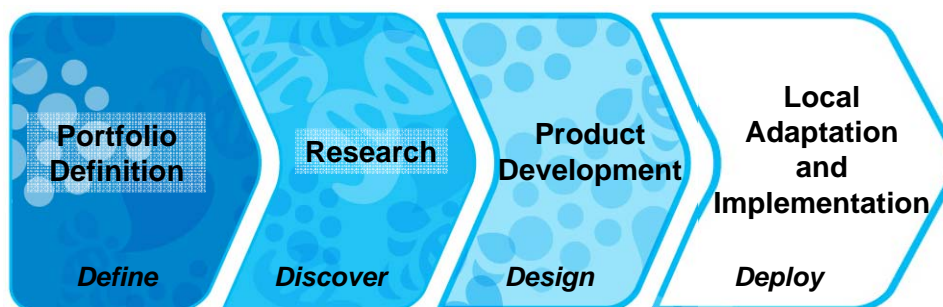
These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance.

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.

Outline

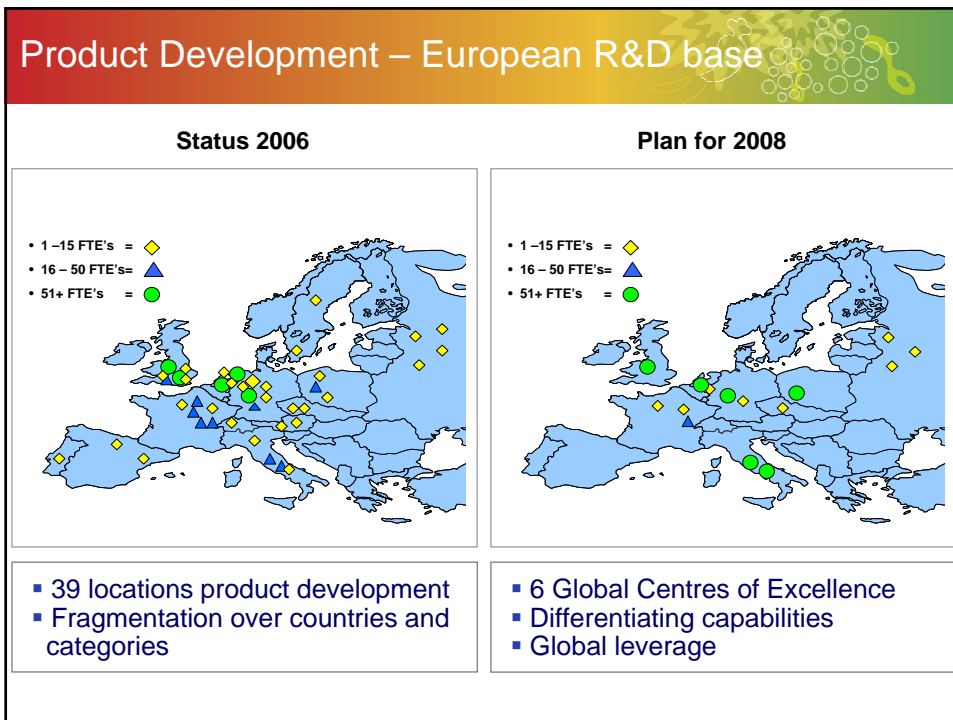
- Building the global Foods R&D organisation
- Innovation portfolio management
- Differentiating technology platforms

Building the global Foods R&D organisation

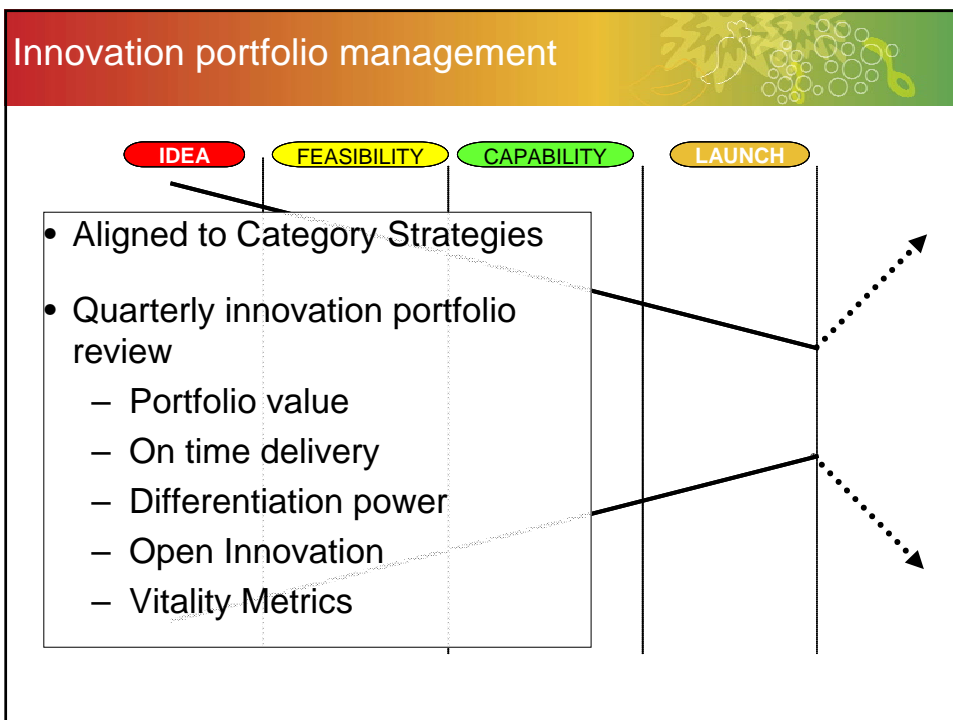


- Differentiating technologies
- Critical mass
- Global leverage

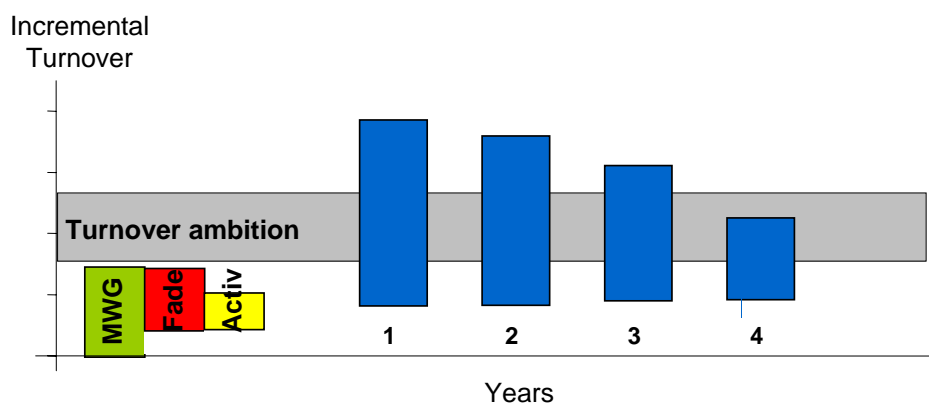
Product Development – European R&D base



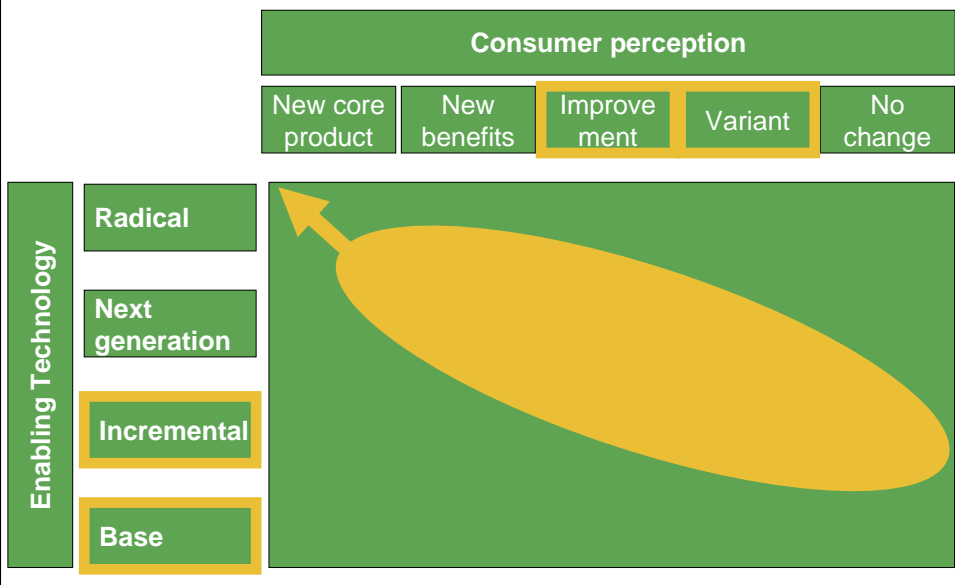
Innovation portfolio management



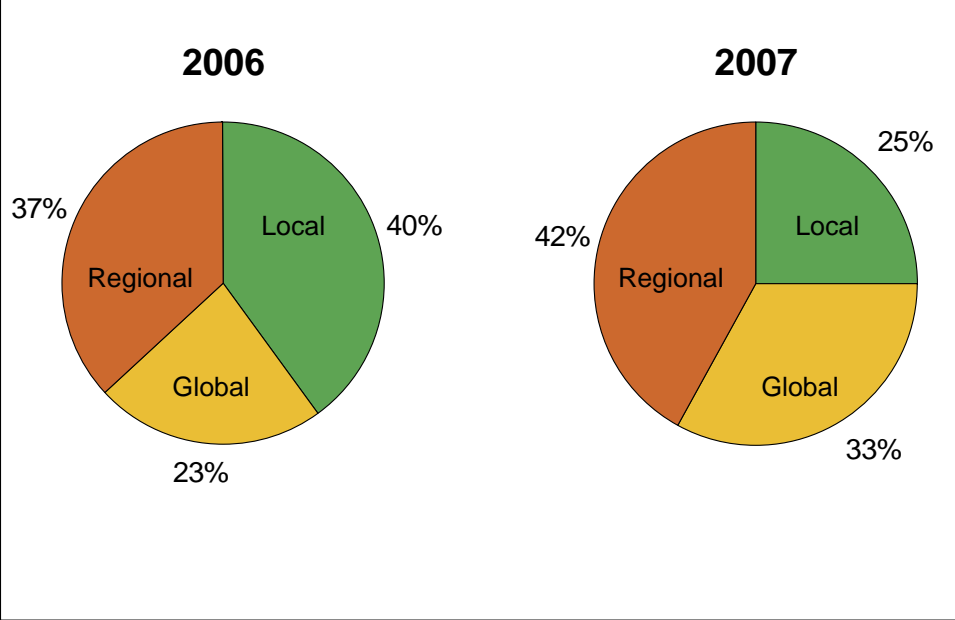
Portfolio value – incremental turnover



Differentiation power



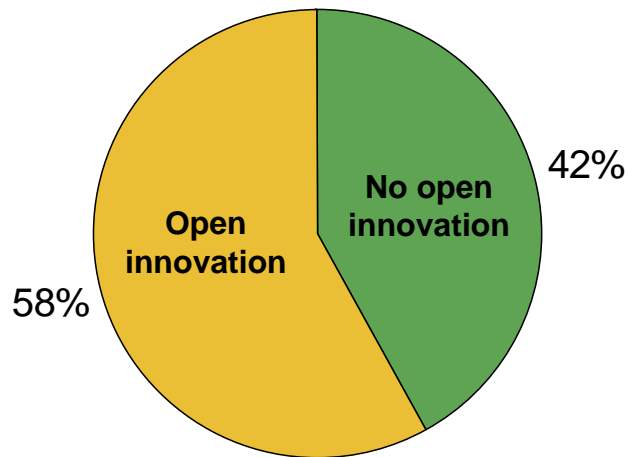
Focus on bigger, better, bolder projects



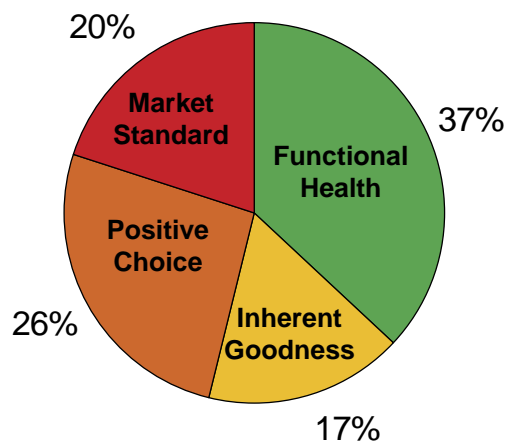
Embracing open innovation



Open innovation in our projects



Vitality metrics - innovation project portfolio



Overall portfolio health profile



Products must meet benchmarks on

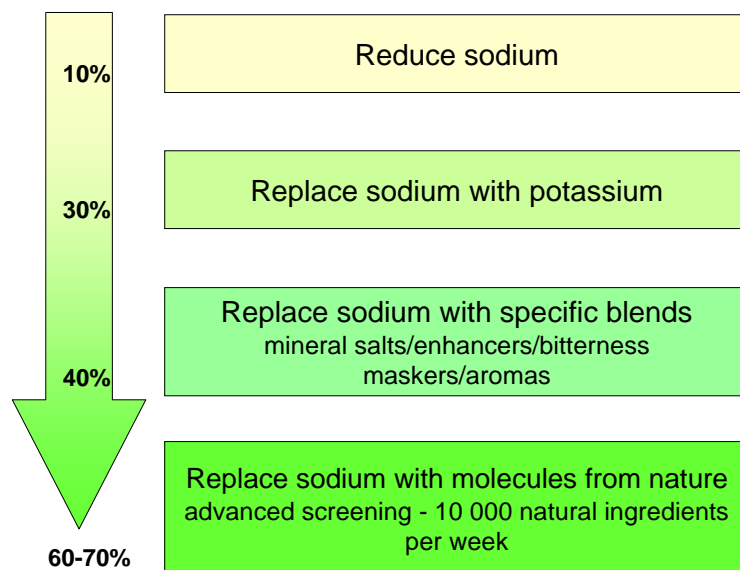
- Saturated fat
- Trans fat
- Sodium
- Sugar

Total reductions in global Unilever portfolio:
Saturated fats – 10 000 tons Sodium – 2 000 tons
Trans fats – 15 000 tons Sugar – 10 000 tons

Sodium reduction toolbox



Salt =
Sodium
Chloride

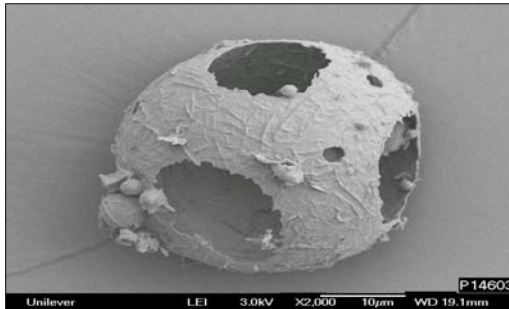


Saturated fat reduction via Super-critical Melt Micronisation (ScMM)

A revolution for fat-containing products

ScMM creates margarines, whipped cream, ice cream and bouillion with:

- $\leq 50\%$ less SAFA
- less processing time & cost



The 'Bowling Ball'
Very small porous fat particle found in the ScMM fat powder

Five key benefits

Weight

Immunity & Strength

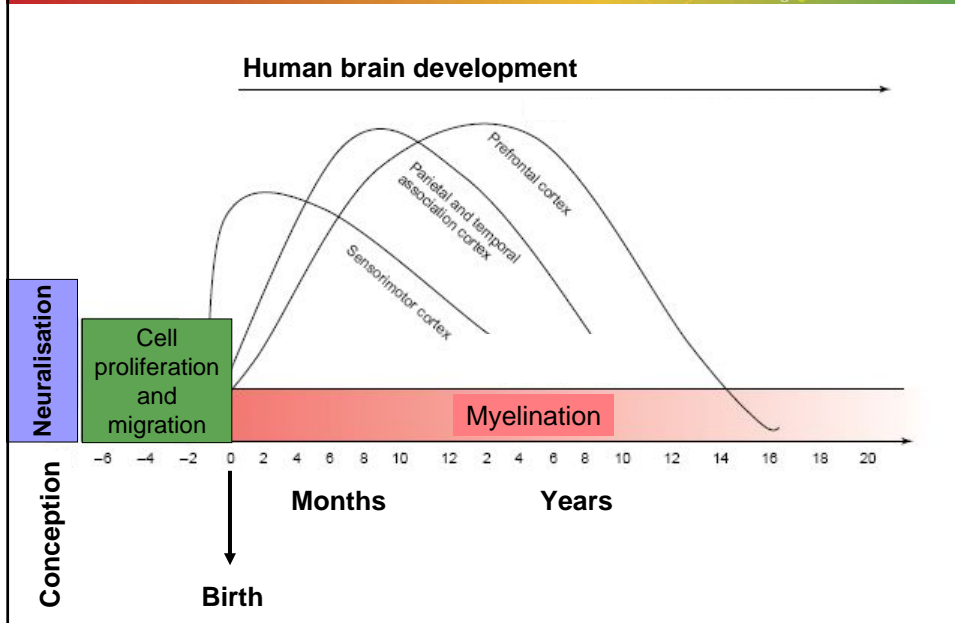
Heart

Brain

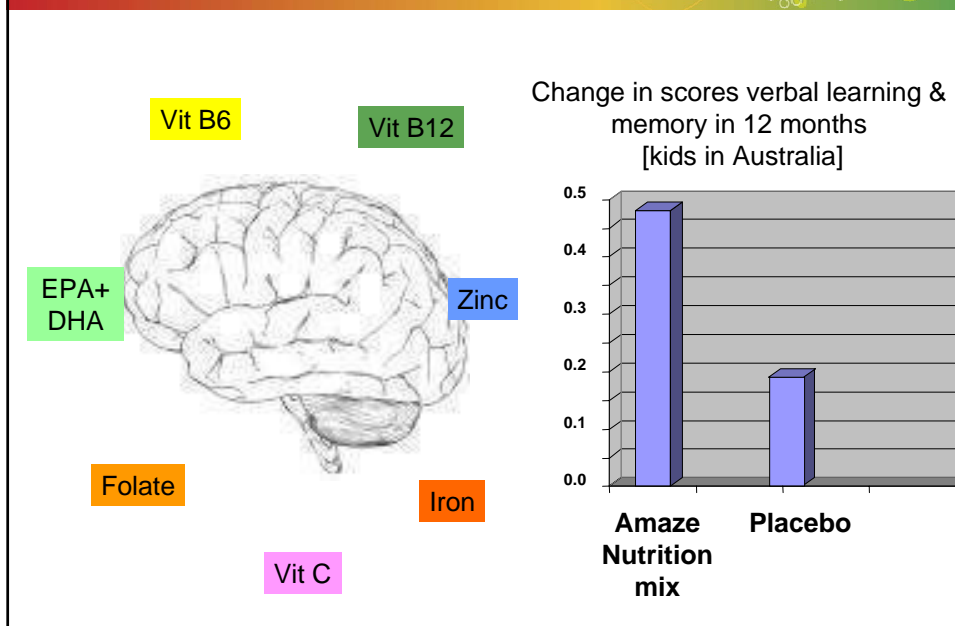
Beauty



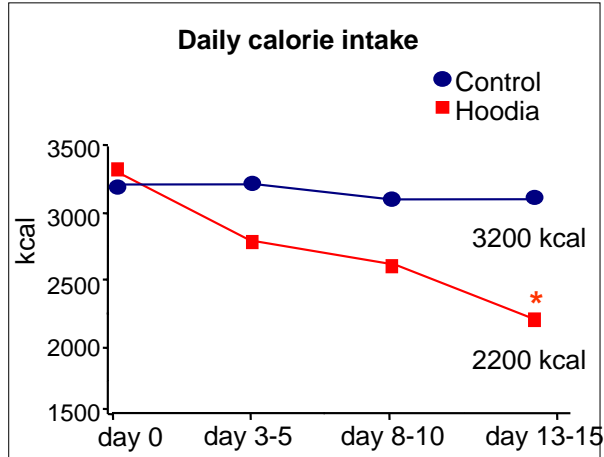
Brain - R&D behind a new benefit area



The brain is hungry too!



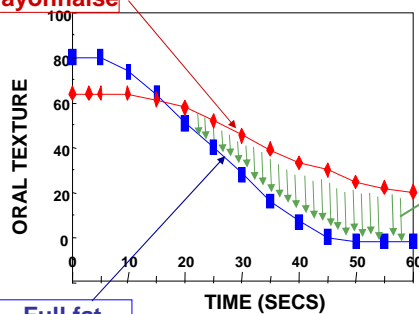
Weight management
Natural appetite suppressants - Hoodia



Weight management
Low fat mayonnaise with citrus fibre technology

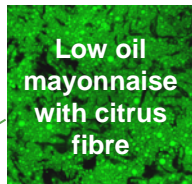
Sticky mouthfeel
Slow oral breakdown

Low oil
Mayonnaise



Full fat
Mayonnaise

Non - sticky
mouthfeel
Fast oral
breakdown

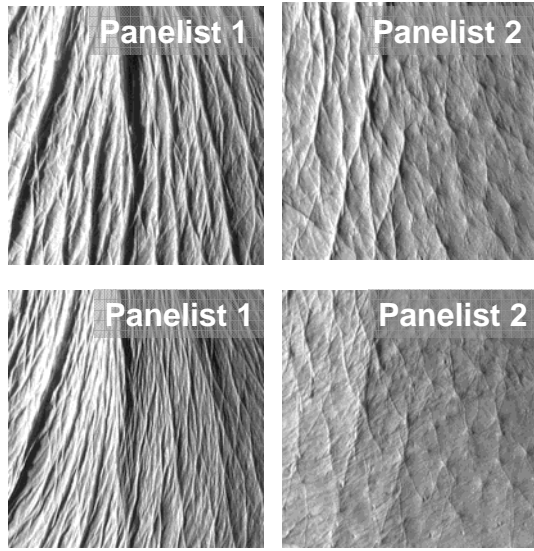


Beauty
Inside-out skin care through foods



pilot study
daily
dosis
natural
extracts
fruit &
veg

Time
↓



End

