

HPC: Delivering sustained profitable growth

Ralph Kugler
President HPC

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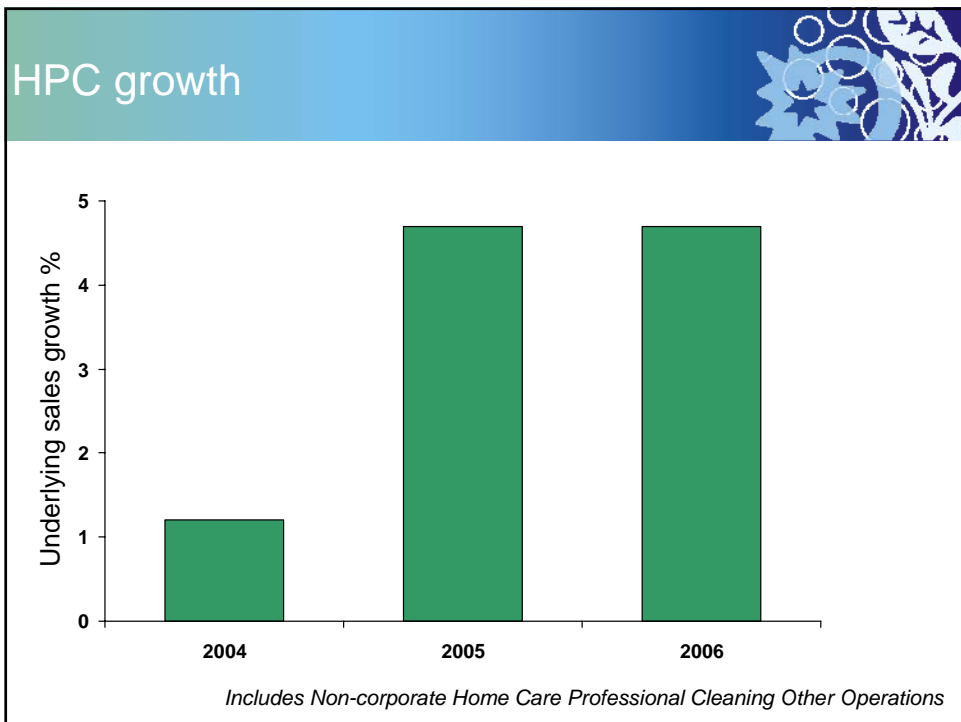
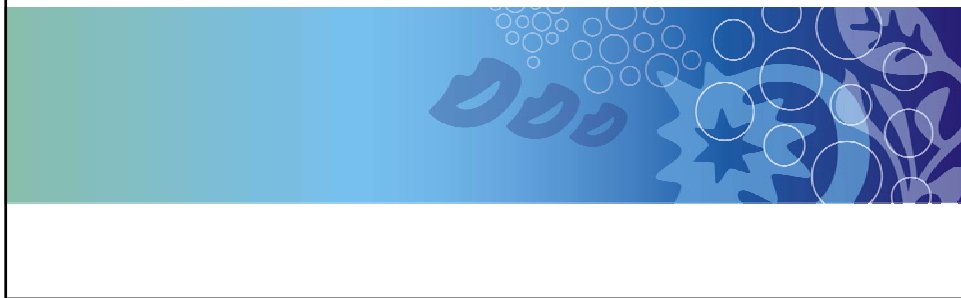
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These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance.

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HPC performance



Broad-based growth

Underlying sales growth (%) in 2006

Total HPC	4.7
Skin	5.3
Deodorants and Grooming	10.7
Hair	5.5
Oral	4.8
Laundry	2.1
Household Care	6.1
Other activities*	(6.7)

*c. €350m turnover

Includes Non-corporate Home Care Professional Cleaning Other Operations

Operating margin

	2005	2006	Change
Operating margin	13.9%	13.7%	(0.2)%
<i>Underlying change*</i>			<i>0.0%</i>

Key drivers:

A&P investment in priority areas: (0.4)%

Volume and mix gains

Increased commodity costs including mineral oil

Savings programmes and price increases offset cost increases

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

Global leadership positions

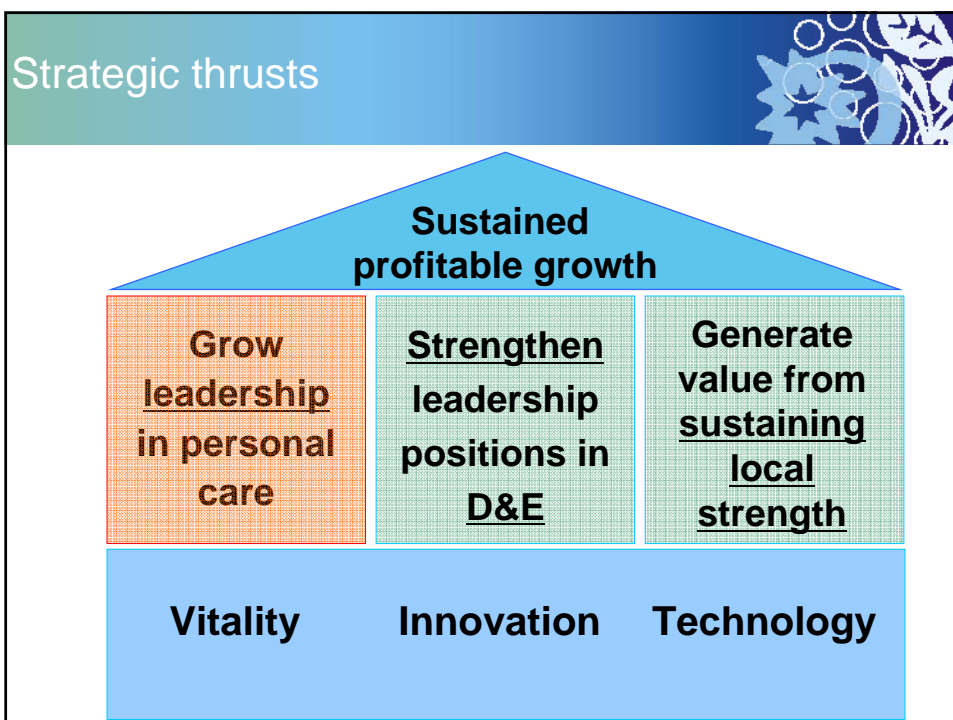
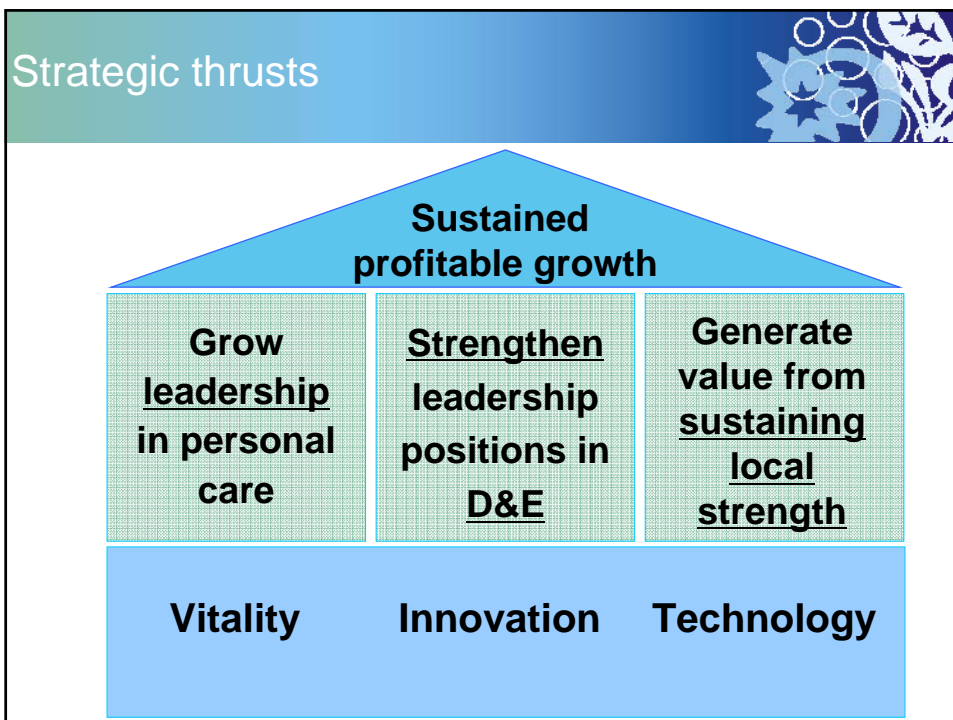
	Position
Deodorants	#1
Skin	#1
Daily Hair Care	#2 (#1 in D&E)
Laundry	#2 (#1 in D&E)
Oral	#2 in toothpaste
Household Care	#1 in strongholds

€1bn+ brands

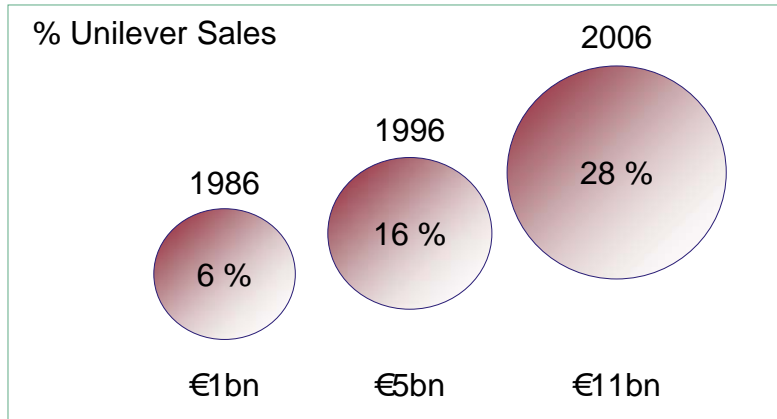


Top 25 HPC brands account for 90%
of turnover

HPC
Increasing competitiveness



Personal Care in Unilever



High margin high growth Categories

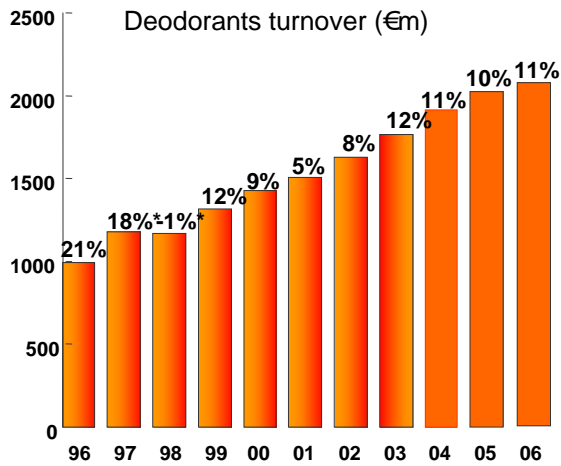
At current rates

Grow leadership in Personal Care

- Grow Deodorants leadership globally
 - Grow strongholds
 - Win priority markets
 - Develop emerging opportunities

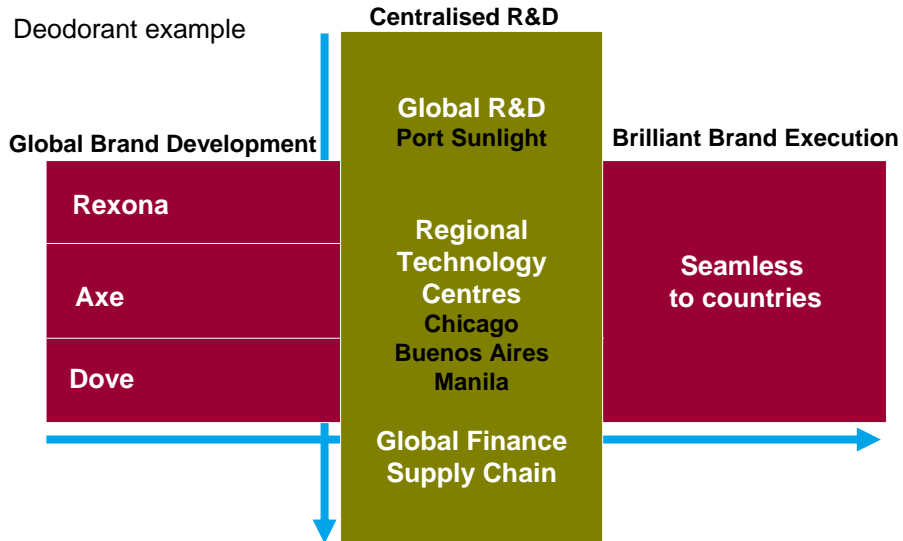


Since 1996 sales have doubled



Source: Internal sales

Blueprint of global category organisation



Strategic thrusts – D&E strength

**Sustained
profitable growth**

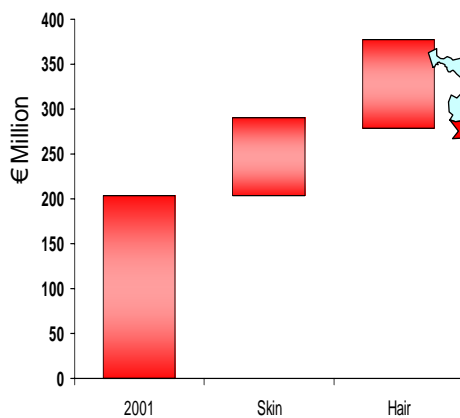
Region	USG% 2006
Central and Eastern Europe	13
Latin America	8
Asia Africa*	8
Total D&E	8

**Excludes Japan and Australia*

Consolidate leadership in D&E

**Lifebuoy brand - Doubled
turnover in 5 Years**

**Market leader & growing share
in every active market**

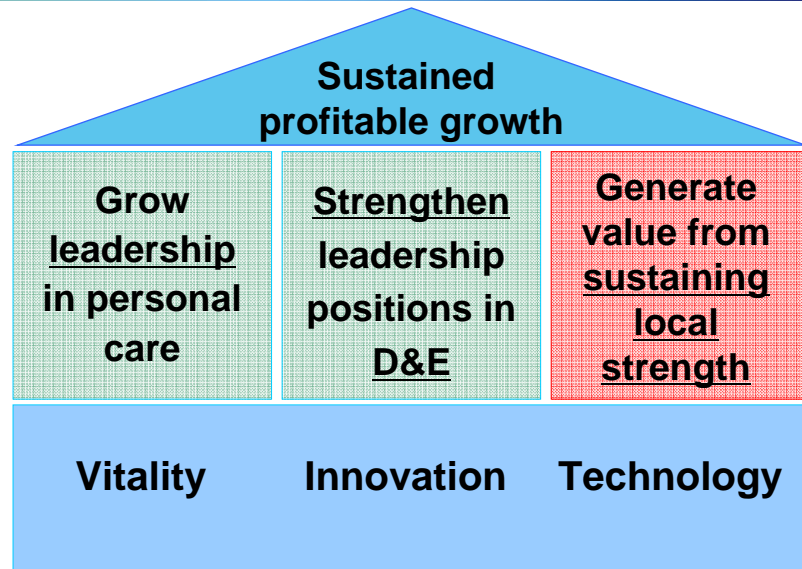


01 – 06 Incr. Share

India : + 2.8pp
 Indonesia : + 4.8pp
 Bangladesh : + 8.9pp
 Sri Lanka : + 13.0pp
 Vietnam : + 6.0pp
 Pakistan : NA



Strategic thrusts

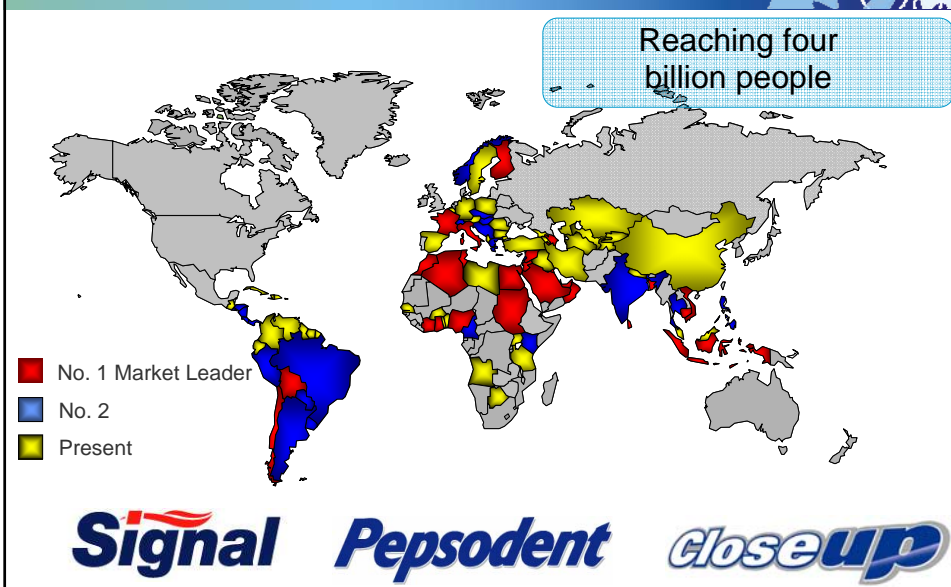


Oral Care strategy

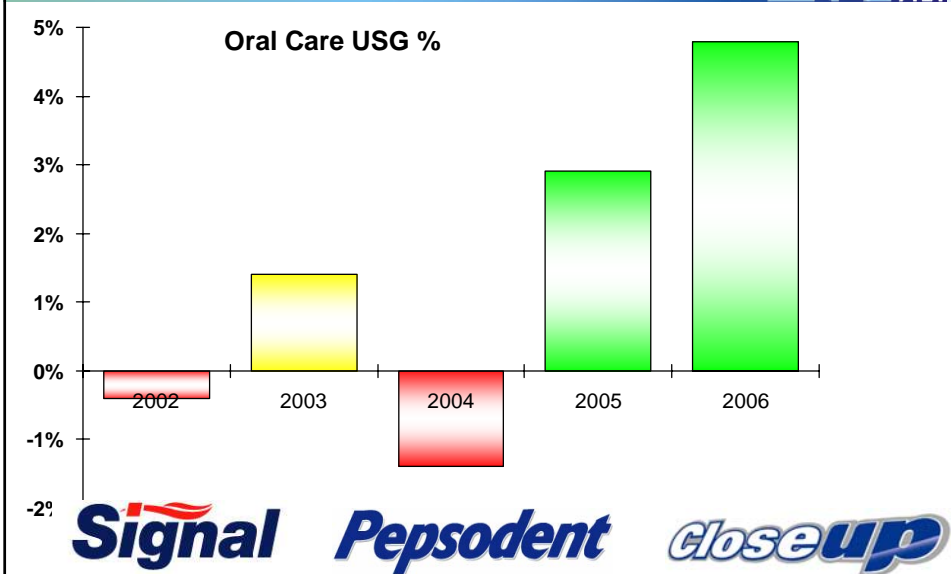
- Invest to defend share and grow above market levels in strongholds
 - One cornerstone brand per market
 - Grow in No.1 or 2 markets
 - China growth
 - Zero-tolerance to share loss

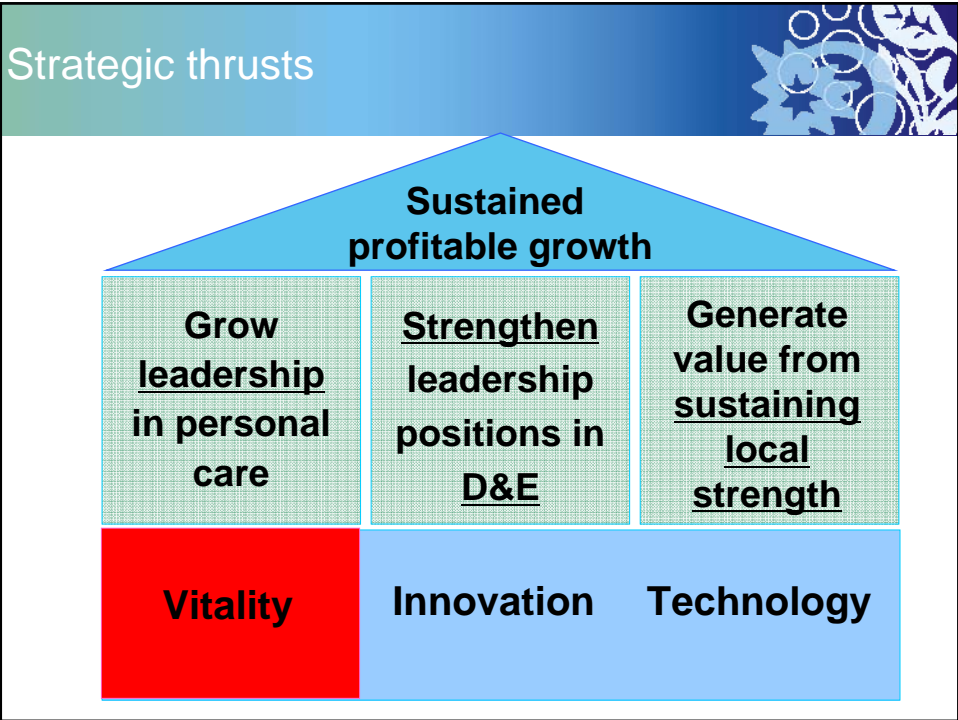
Signal **Pepsodent** **closeup**

Number 1 or 2 in 50 markets



Growing top line, generating value

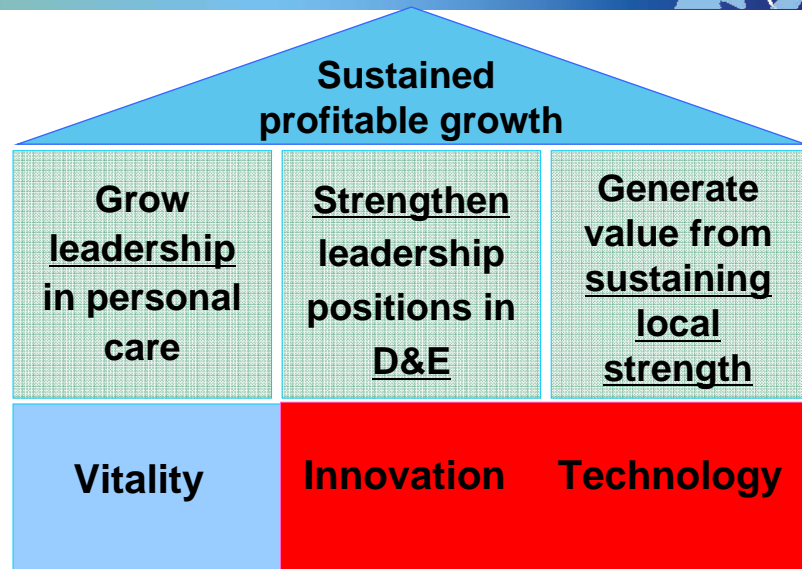




Embracing Vitality

<p>Achieve More</p>	<p>Look Better</p>	<p>Feel Good Daily</p>
<p>Be Healthy for Longer</p>	<p>Be Free from Health Problems</p>	<p>Give Children a Good Start</p>

Strategic thrusts



Lifebuoy Vitality



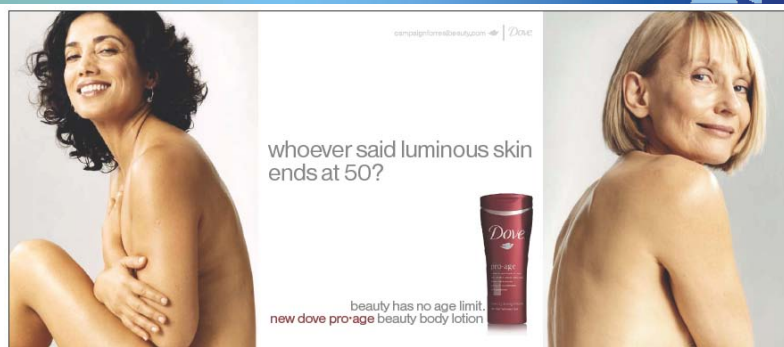
In D&E, 2.2 Million children die of diarrhoea every year. Hand washing with soap before eating & post defecation can save 47 % of these lives. Yet, hygiene awareness & use of products remains low. This is Lifebuoy's role and opportunity



Innovation and technology

- Focus on fewer bigger innovations
- Meeting consumer preference
- Margin enhancing
- Rolled out quickly

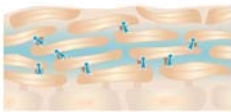
Innovations – big and impactful



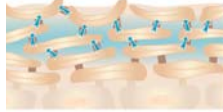
Great science well told

19% more water is retained when using Dove deo compared to Competitor deo

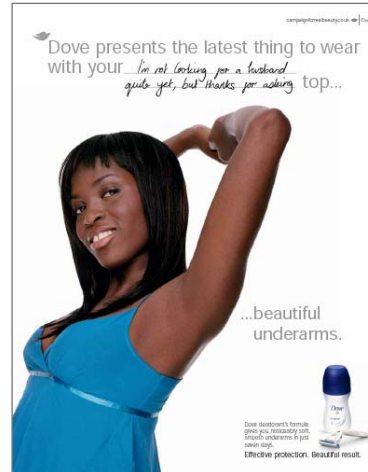
Dove Deodorant



Competitor Deodorant

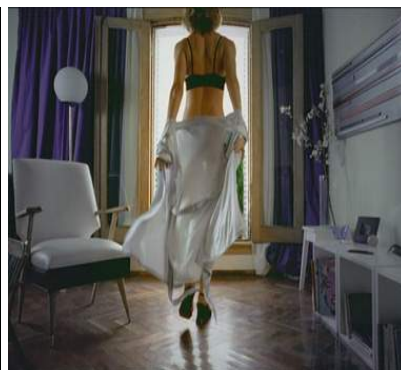


Dove slows the movement of water to the surface of the skin strengthens and creates a barrier. This results in more moisture being retained within the skin than others



The only deodorant to offer $\frac{1}{4}$ moisturising cream

Degree no white marks



- Degree Ultra Clear sold in same canister same size
- Price premium of 60% = GM up
- And Degree to 10% share in the US

Technology delivering now – 2006 highlights



Skin category:
 New glow lotions

Laundry category:
 rejuvenation of
 whiteness for
 garments that have
 gone grey



Deo Category:
 New
 formulation
 and
 packaging
 for the Axe
 brand



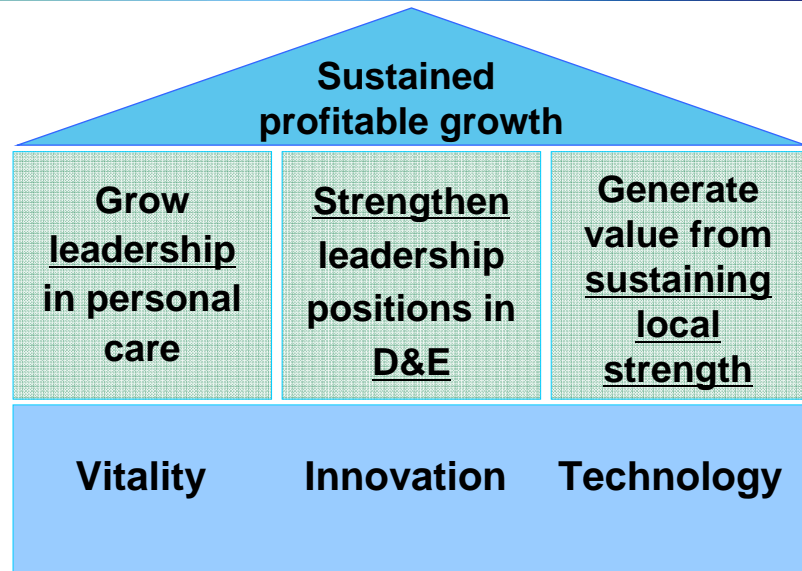
HHC category:
 hand dish
 wash liquids
 that turn to
 gel in
 contact with
 water



Launching Clear in Russia, Brazil and China



Strategic thrusts



Summary

- Managing by strategy
 - Sharper choices faster global roll-out
- A clear HPC philosophy for winning
 - Vitality
 - Innovation
 - Technology
- Accelerating profitable growth