

Unilever Investor Seminar

11th – 12th November 2008



Adding Vitality to life

Housekeeping



- Working factory and laboratory
- Welcome packs contain event details
- Note the fire exits and washrooms
- Handouts provided
- Turnoff mobiles and blackberries

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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. Words such as 'expects', 'anticipates', 'intends' or the negative of these terms and other similar expressions of future performance or results, including financial objectives to 2010, 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, consumption levels, costs, the ability to maintain and manage key customer relationships and supply chain sources, currency values, interest rates, the ability to integrate acquisitions and complete planned divestitures, 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 Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this presentation

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Agenda – Day 1



- 11.00 – 11.15 Introduction
- 11.15 – 12.15 Innovation and Science
- 12.15 – 13.15 Lunch
- 13.15 – 17.00 Innovation Fair
- 17.15 – 17.45 Q&A - Innovation and Science
- 17.45 Transfers to Hotels
- 19.30 Pre-drinks and Dinner

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Agenda – Day 2



08.30 – 09.30	Unilever in Western Europe
09.30 – 11.30	UK Case Studies
11.30 – 12.15	Unilever in Western Europe
12.15 – 13.00	Lunch
13.00 – 14.00	The Journey So Far
14.00 – 14.30	Q&A
14.30 – 15.00	Closing Remarks
15.00	Programme Close

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Film



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Port Sunlight: Where it started



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Two minutes silence



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