

Re-energising Ice Cream

From a 'sweet treat' to 'wholesome pleasure food'



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London
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Safe harbour statement



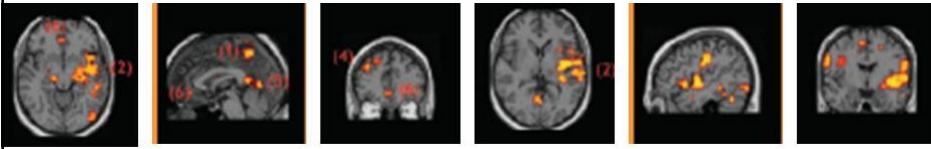
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These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance.

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.

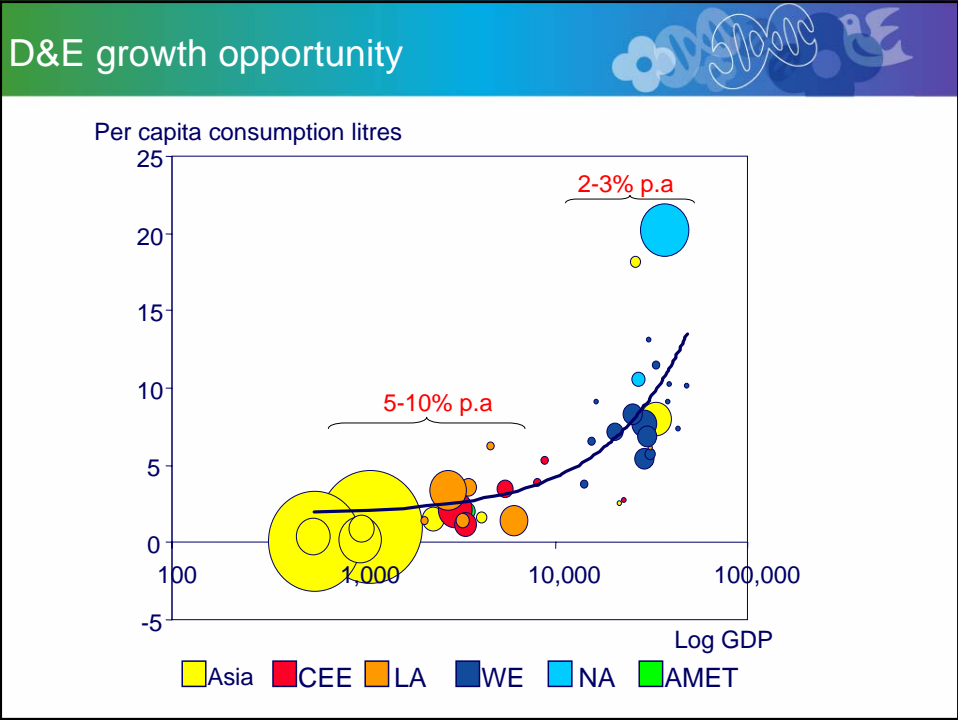
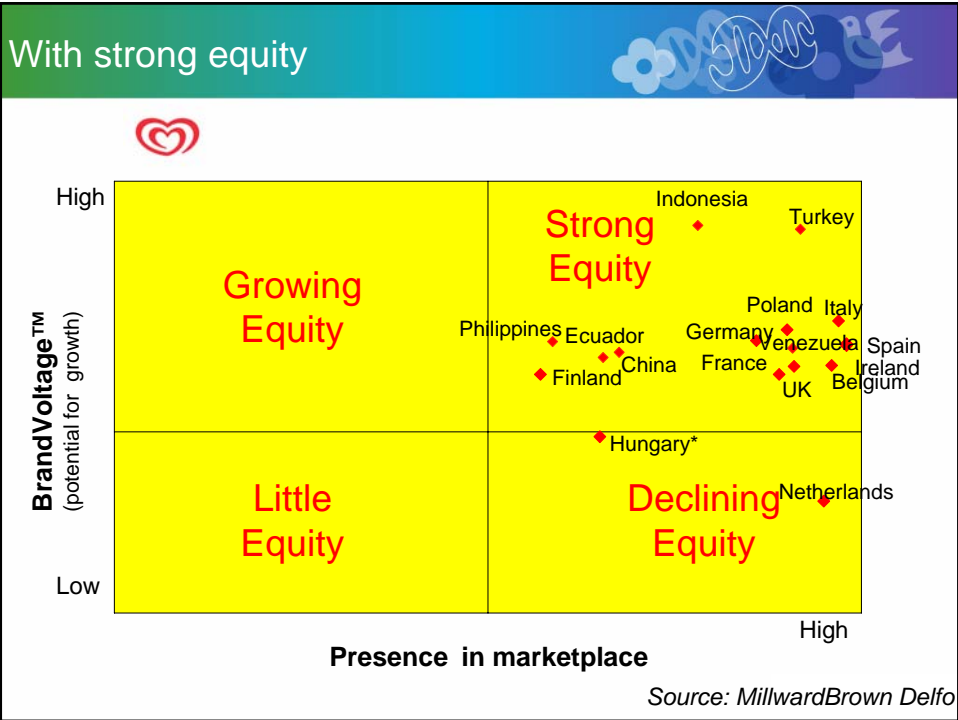
Why do we believe in the magical power of ice cream?

- The 24/7 world is out of balance
- Small moments of pleasure and connection are more important than ever
- Ice Cream gives instant pleasure

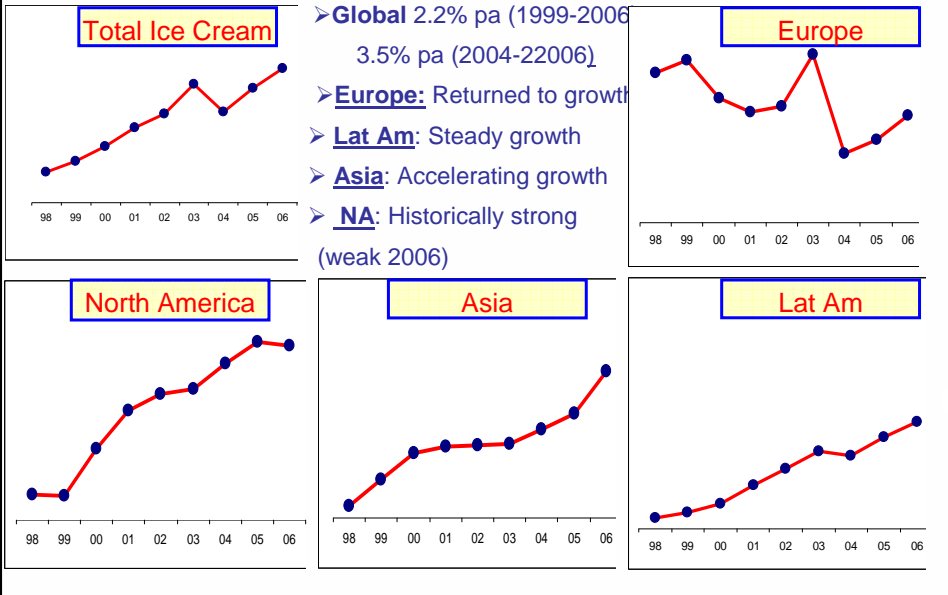


Leading global brands





Steady growth held back by Europe



Ice Cream mission

To become the world's most preferred "Mood Food"

To accelerate growth from 2-3% to 4-5% p.a.



1. Reposition the category From a “sweet treat” to ‘wholesome pleasure food’

- Global clean-up of all recipes (naturalness, baddies out, more goodness in, lower unit calories)
- New packaging design focusing on food values



1. Reposition the category Frusi, the “Good For You Snack”

- Low cal, low fat, naturally good, yogurt fruit snack
- 50% of daily vitamin C (from real fruit)
- Targeted at women snack moments



And our customers love it!

Outstanding feedback from French trade (in home and out of home)



« UL is taking back the lead »



« Breakthrough innovation »



« We believe in it »

« A really new way of consuming IC »



« We want it ! »



« One of the Top 3 biggest innovations in FMCG in 2007 »

« Is it possible to have a 3-month exclusivity ? »



« A success-to-come if you put massive support behind »

3. Trading up and down



4. Cost effective renovation of the core

- Leveraging the new global organization
- From “local for local” to global and regional programmes



Summary

- Global category leader positioned for accelerated growth
- The accelerated growth in emerging markets is happening NOW
- Driving frequency through a repositioning of the portfolio and new occasions
- Unique patented technology for real differentiation

The commitment to take real ownership for our category, globally!