



Jim Lawrence
Chief Financial Officer

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

Agenda

- Overview of our business and strategy in the region
- More in depth view of India and China
- A deeper dive into Laundry, Tea, Hair, Ice Cream
- Winning with customers

Jim Lawrence - CV



Chief Financial Officer
and Vice Chairman,
General Mills

Executive Vice President,
Northwest Airlines

President and CEO,
Pepsi Co Asia, Middle East & Africa

Chairman and co-founder,
LEK Partnership

Partner, Bain & Co.

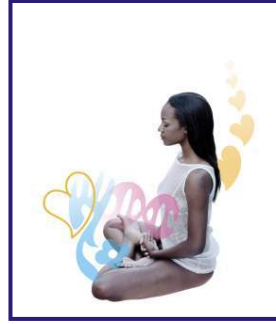
Growth strategy



**Personal
Care**



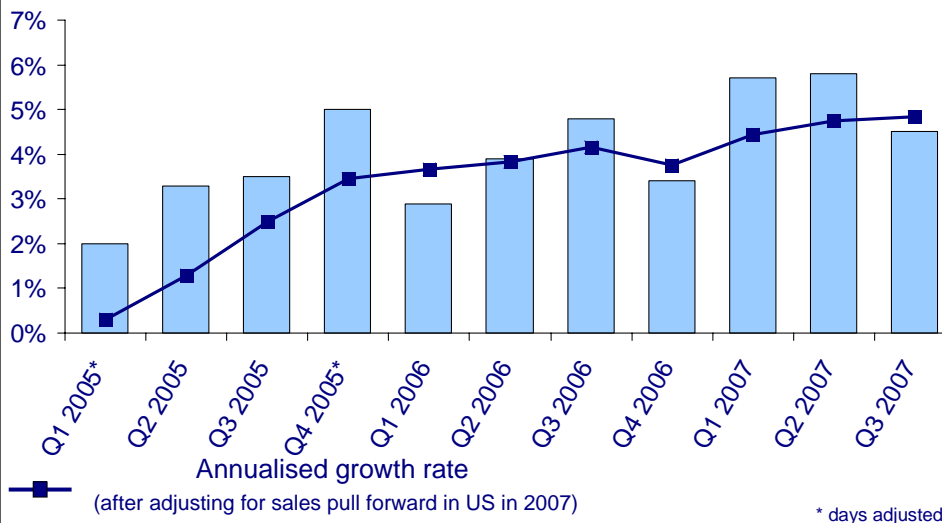
D&E



Vitality

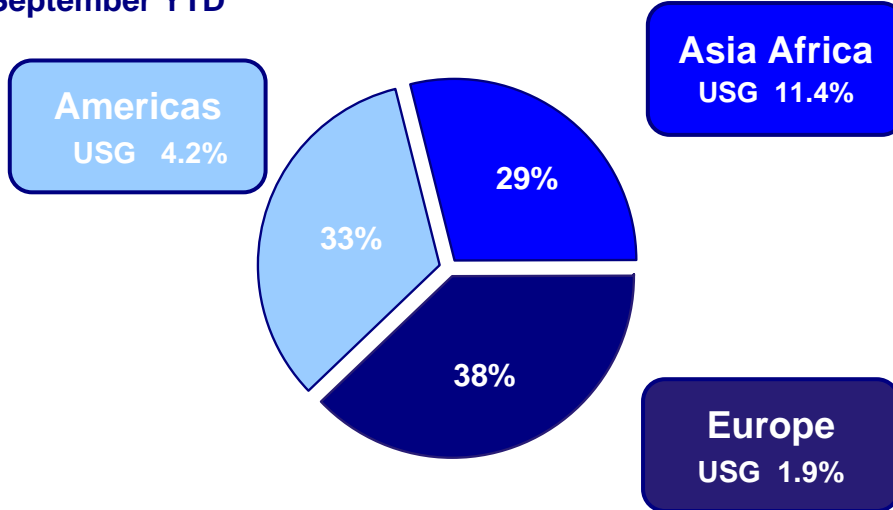
Consistent growth

Underlying sales growth



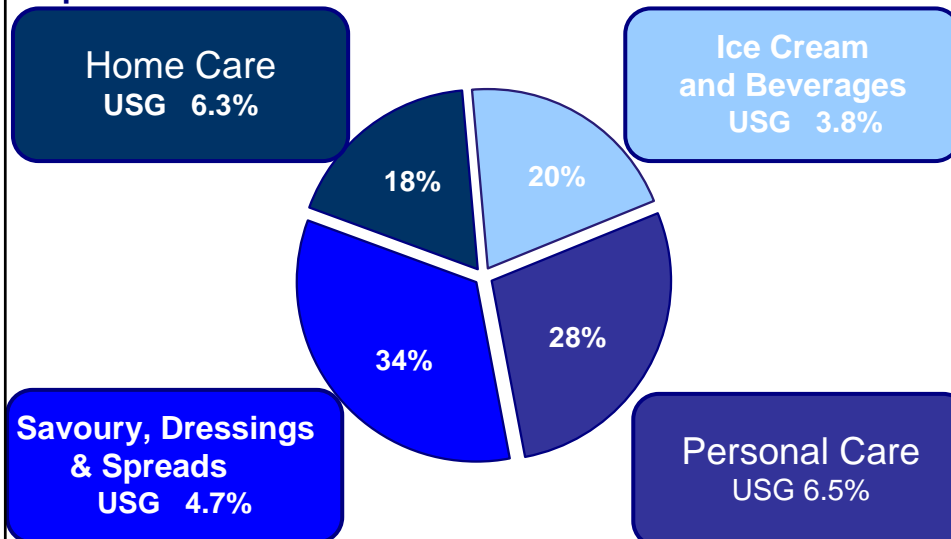
Underlying sales growth by region

September YTD



Underlying sales growth by category

September YTD



Operating margin development

2007 Jan-Sept	2006	2007	Change
Operating margin	14.5%	13.7%	(0.8)%
Including RDIs	(0.3)%	(1.4)%	(1.1)%
Change before these items			0.3%
<i>Key drivers:</i>			
	<i>A&P</i>		<i>0.1%</i>
	<i>Savings</i>		<i>2.1%</i>
	<i>Cost/price/mix</i>		<i>(1.9)%</i>

Improving performance

- Raising the bar for innovation
- More aggressive shaping of our portfolio
- Cost and asset reduction to further enhance margin

Accelerating change – Progress to date

- **Organisational simplification**
 - Announced three further MCOs
 - UK/Ireland
 - Germany/Austria/Switzerland
 - Central Africa
 - Integration of North America Ice Cream
 - Consolidated businesses in South Africa and Israel
- **Supply chain rationalisation**
 - Affecting 10 sites
 - UK, Netherlands, Spain, Sweden
- **Portfolio development**
 - Sold Boursin
 - Completed the sale of Spreads brands in Brazil
 - Acquired Buavita fruit drinks in Indonesia
 - Agreed extension of Lipton RTD JV with Pepsi Co

Priorities for 2008

- 2008 operational plan
- Investment behind growth priorities
- Restructuring programme
- Acquisitions and disposals
- Cash: generation and use



Unilever

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