

Fabric Cleaning in Asia

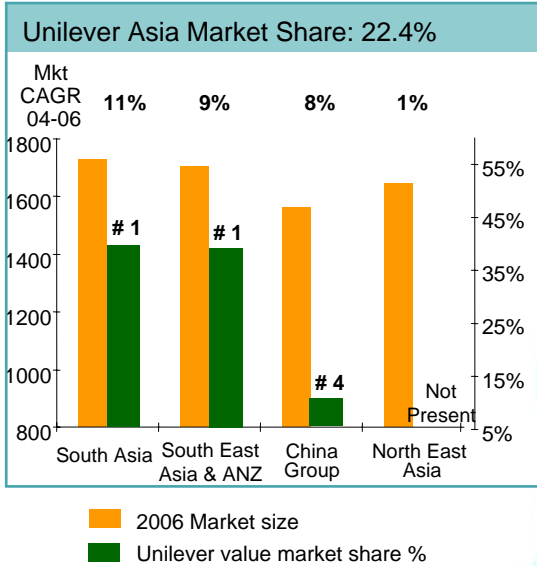
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Mumbai
14th November 2007

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. 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

Fabric Cleaning Asia : Unilever enjoys leadership



Countries	Market Share (%)	Position #
India	36	1
Thailand	61	1
Vietnam	82	1
Bangladesh	42	1
Sri Lanka	81	1
Taiwan	28	1
Pakistan	32	2
Indonesia	25	2
Philippines	30	2
Australia	27	2
China	9	4

Source: ACNielsen, Unilever estimates

New strategy fueling strong growth

Underlying Sales Growth



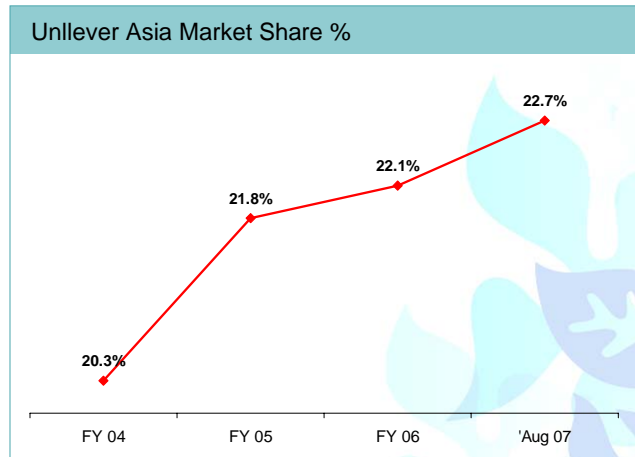
CAGR
2000-03



CAGR
2004-07

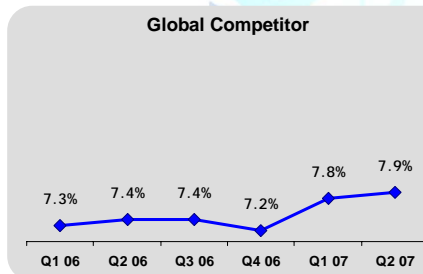
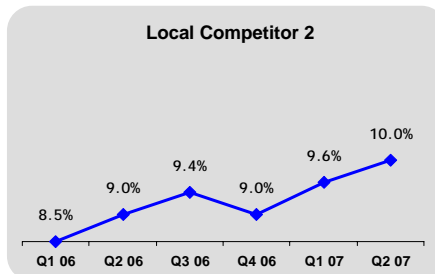
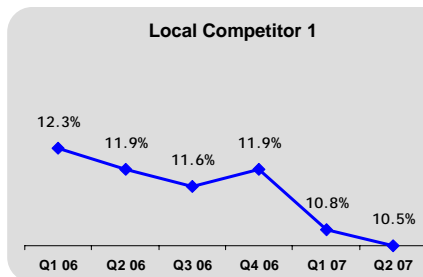
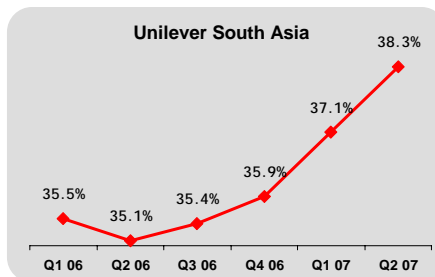
Double digit growth in 2005, 2006 & YTD Sept 07

Competitive growth : Building on leadership position



Source: ACNielsen & Unilever's internal sources

Unilever market leader in South Asia



Source: ACNielsen & Unilever's internal estimates

Asia - Fast evolving consumers

- High income consumers have double the expenditure

	Low Income	Middle Income	High Income
% households	38	43	19
Monthly expenditure (indexed)	100	130	200

- In last 3 years 30m more high income Households
- Washing machines has gone up by more than 2m in one year
- Asia: 60% of world's population but only 36% of world's water

Strategy



Exploit full portfolio of brands and price points

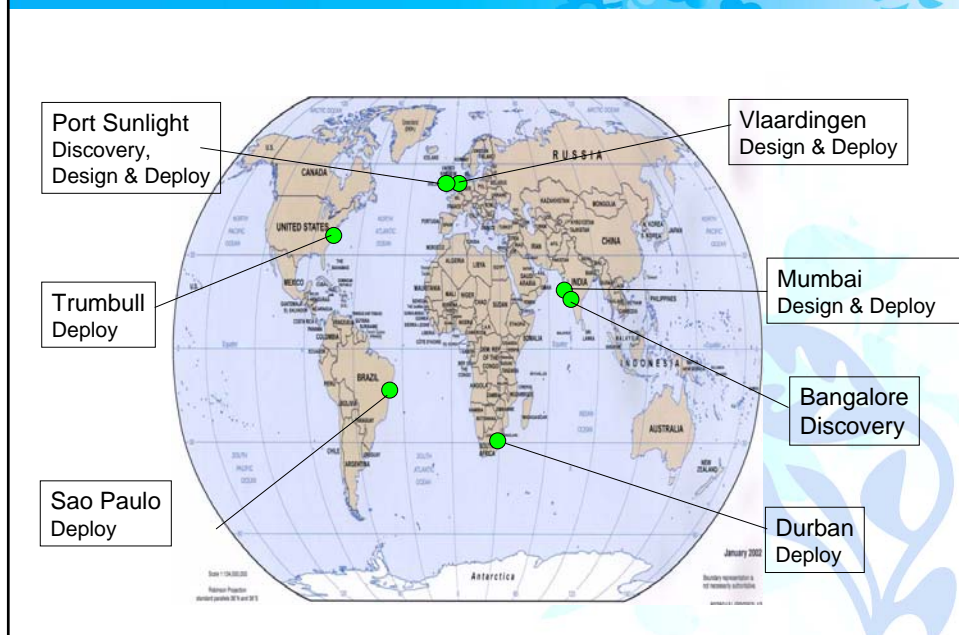


Upgrade consumers through innovations and formats



Product is Hero

Laundry R&D centres



Strategy



Exploit full portfolio of brands and price points



Upgrade consumers through innovations and formats

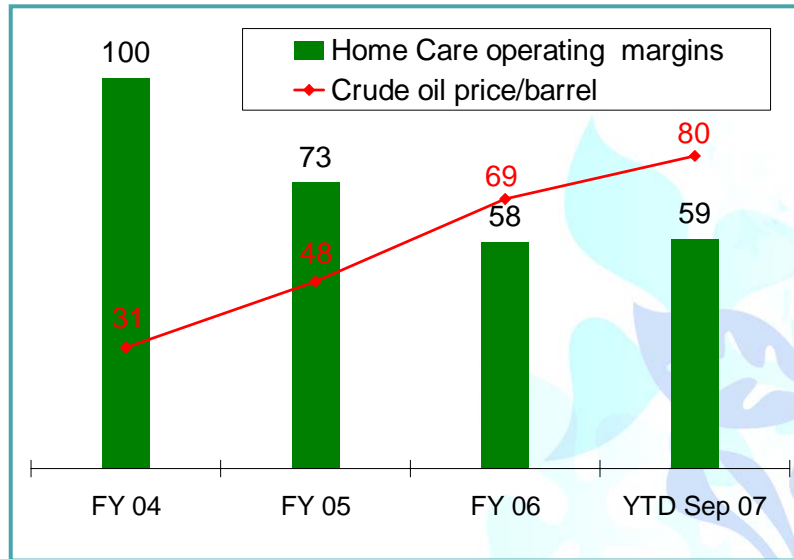


Product is Hero



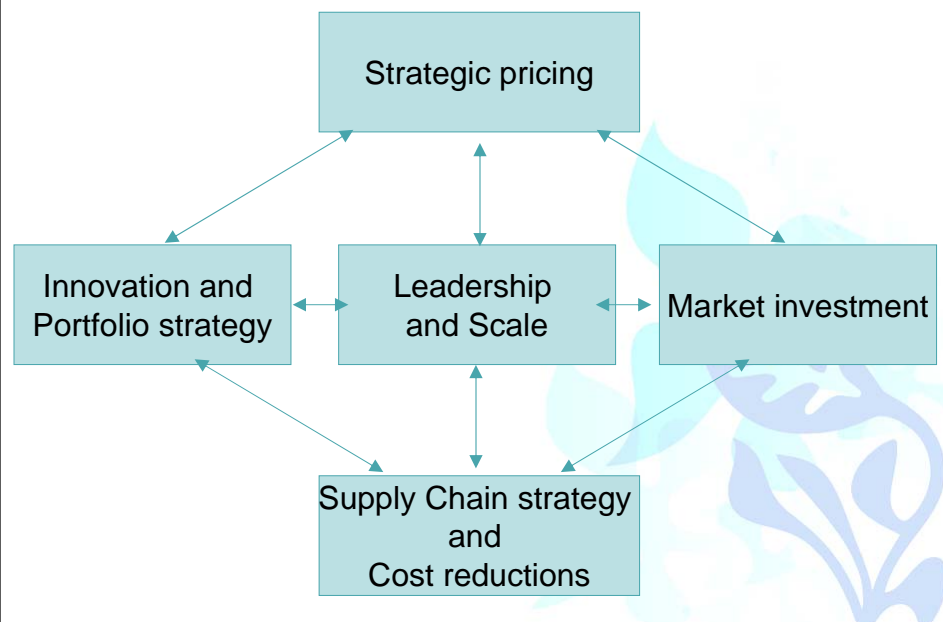
Improve category profitability

Strategic investment & input costs put pressure on margins



Operating Margins indexed to 2004 = 100
 NYMEX Sweet Crude Oil prices are for Jan 04, Jan 05, Jun 06 & Sep 07 price points

Improve profitability



Summary - Asia

- Scale and leadership in fast-growing market
- Track record of share growth in Asia and South Asia
- Clear consumer drivers for competitive growth
- Strong action plan to improve profitability

South Asia Case Study

South Asia : A booming economy



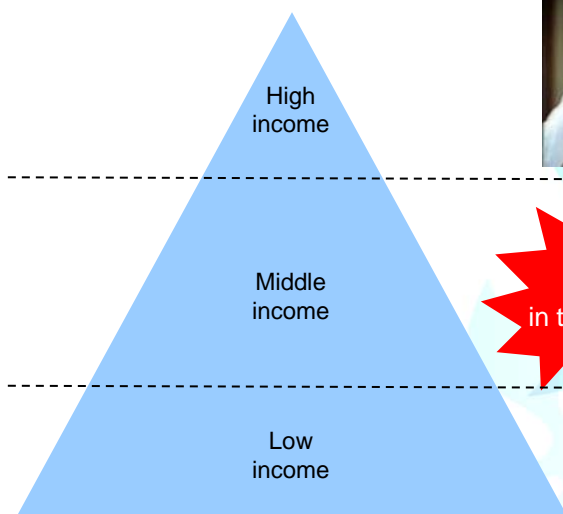
- 25% of the world's consumers -1.6 Billion
- Over 300 languages and 2000 ethnic groups
- Oldest surviving civilization – 5000 yrs old
- Fastest Growing Cluster @ 9% pa outside China

	India	Pakistan	Bangladesh	Sri Lanka	S. Asia
Economy	602	87	45	19	753
GDP growth	9 %	7 %	7 %	6 %	9 %
Market size	1.4	0.15	0.12	0.07	1.7
Market growth	12%	12 %	5 %	8 %	11 %

Bn Euro

Economy Size IMF website 2006 Data, GDP Growth Euromonitor, Laundry Mkt size 2006, Mkt Growth CAGR 04-06

Economic growth propels lifestyle changes






500%
Growth
At the top



250%
growth
in the middle

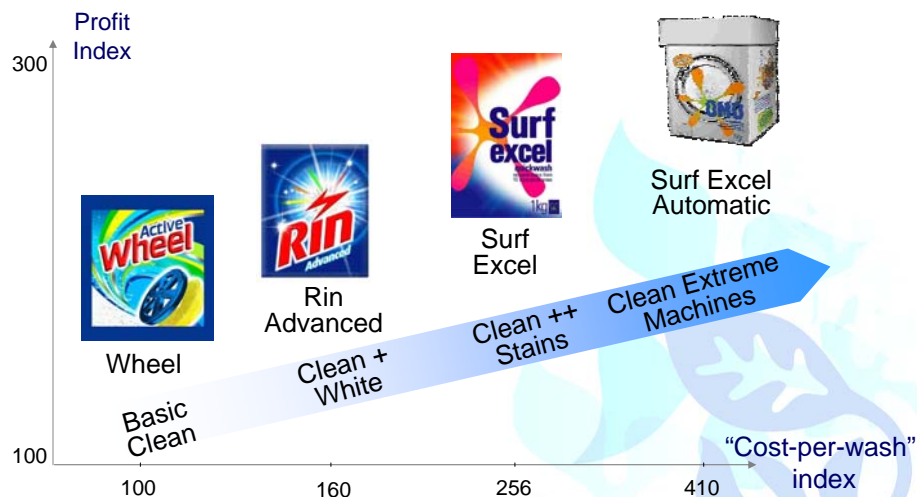
Successful deployment of portfolio across markets & segments

	Total Market Share	Top tier 	Mid tier 	Bottom tier 
India	36%	# 1	# 1	# 1
Pakistan	32%	# 1	# 2	# 2
Sri Lanka	81%	# 1	# 1	# 1
Bangladesh	42%	# 1	# 1	# 1

YTD Aug 07 market shares

Source: ACNielsen, Unilever estimates

Deploying the portfolio for profitable up gradation



Driving up-gradation through superior product differentiation at each level

Indicative – Not to scale

Leading to up gradation opportunities in Laundry

1. Driving machine wash



60%
more
value



2. Driving premiumization
(powders and bars)



65%
more
value



65%
more
value



3. Direct application (bars only) to
solution wash (bars + powders)

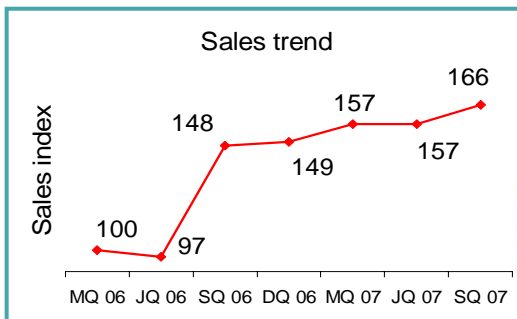


70%
more
value



Driving up-gradation - Machine specialists

- 85% of machine households use regular handwash powder
- Poor wash results in machines
- Launch of Surf Excel Matic – Specialist powder



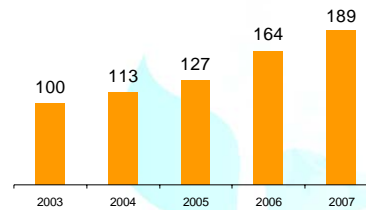
- 50% increase in market share
- Rapidly growing usership



'Product is Hero' - Surf Excel Bar

- Traditional Bars use china clay for structuring leaving residues
- Patented technology : NIL mineral bar
- No residue, better cleaning.

Rin Supreme SFXL Bars - T/O (Indexed to 2003)



Reducing our environmental impact

- 1.4 billion water stressed consumers globally.
- Laundry consumes a third of household water
- Surf Excel re launch in 2005 to "Save two buckets of water"

TV with social activist



Press and PR

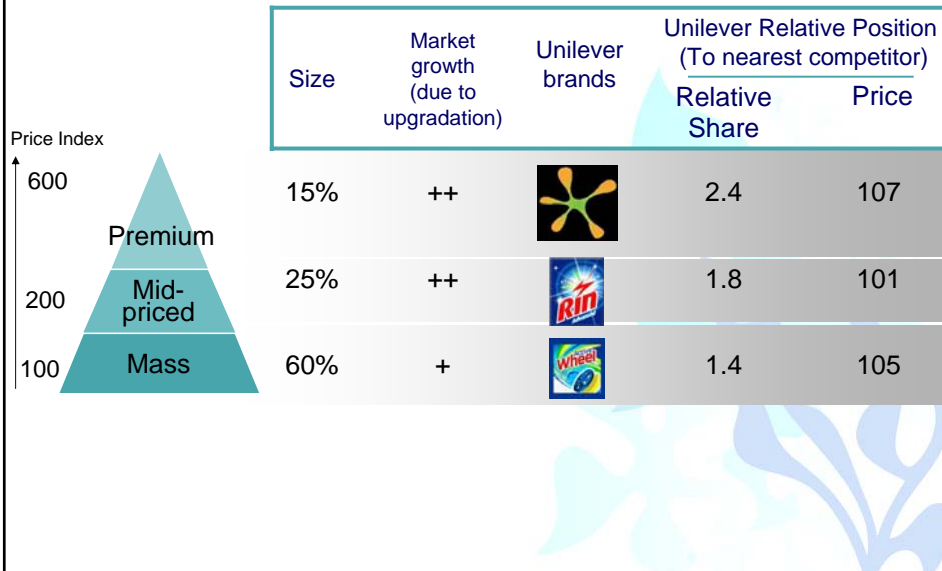


Branded Water Tankers



Grew sales by >20% in water stressed areas.
Saved over 30 million litres of water in 2 years

Example India Driving up-gradation through complete portfolio



Surf Excel : Winning with Dirt is Good

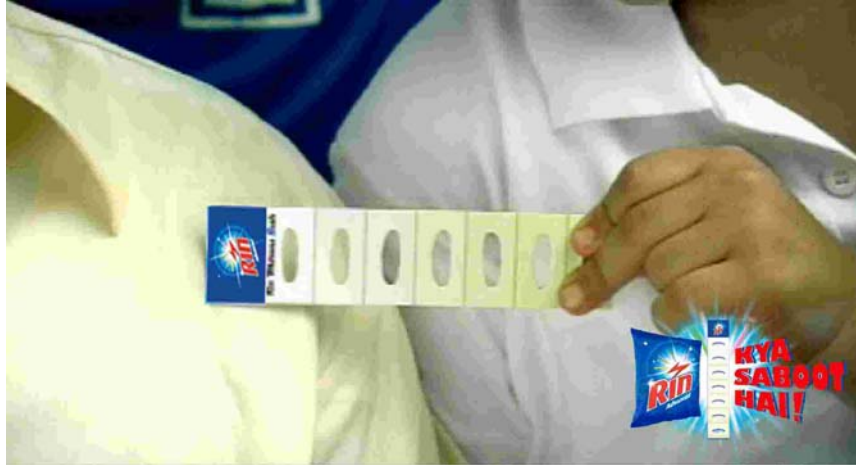
Making DiG relevant: Mums are curious to know about their child's experiences. They would love to see their children show the values that they've been taught - particularly when they're by themselves.



DiG value market share



Rin - Demonstrably superior whites



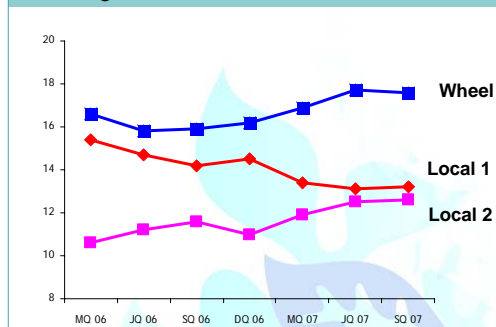
Bold communication message on whiteness
With Shade card device

Wheel - The World's largest laundry brand



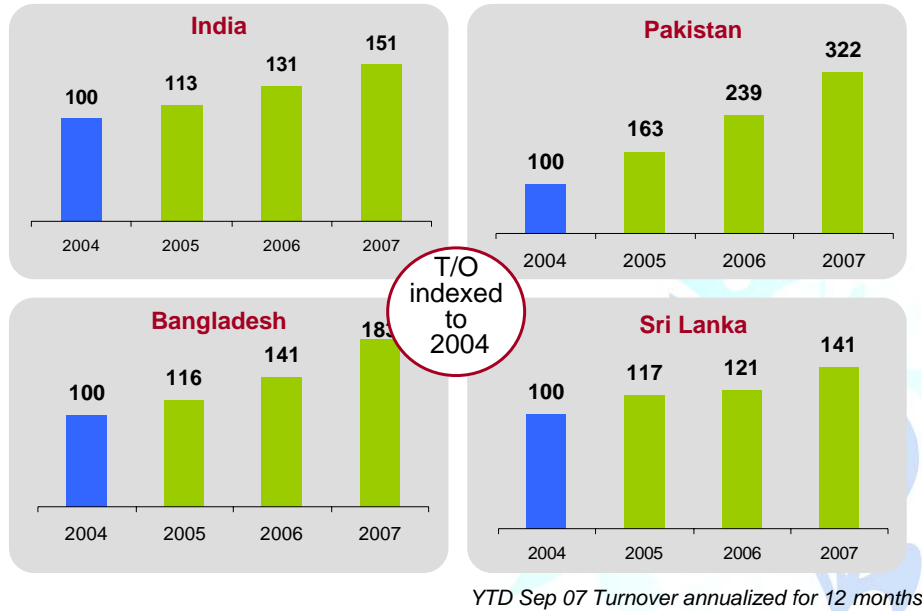
Wheel Smart House Wife Activation
becomes most watched show on
National channel

Making Wheel the clear market leader



- World's largest brand in terms of washes : 5 mpacks sold, touches 600 mn Indians
- Superior products and equity to next best mass competitors
- Unique business model

Strong performance across South Asia



Summary - South Asia

- Strong portfolio deployment
- Strengthening brand equity leading share growth
- Leveraging up gradation for profitable growth

Conclusions

- Strategy in action – yielding results
- Scale and leadership in fast growing markets
- Clear consumer drivers for competitive growth
- R&D in key emerging markets
- Strong action plan to improve profitability

THANK YOU