

Driving performance in Europe to the next level

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London
March 14th 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.

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.

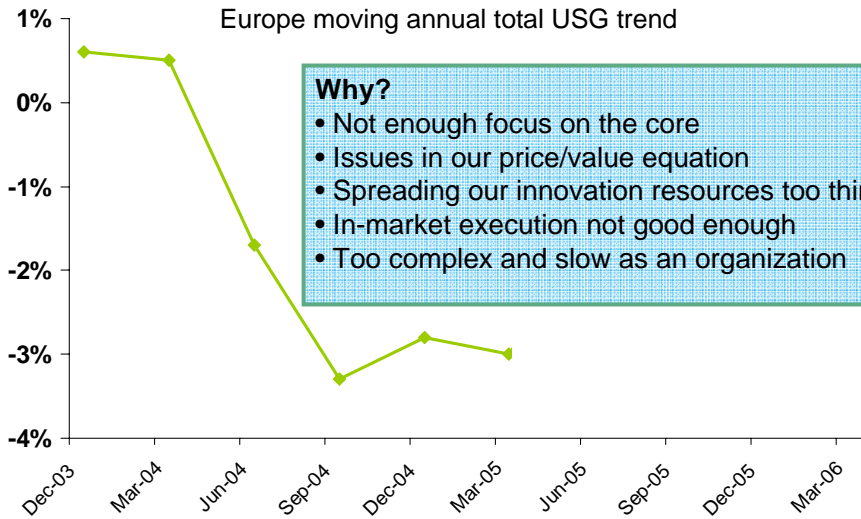
Agenda

- Where we were last time you heard from us – Europe's change agenda
 - Addressing our portfolio
 - Improving execution
 - Simplifying our organisation
- What we have done since – Progress on our change agenda
- One Unilever in action in Europe
 - Changes to Finance and IT
 - European supply chain

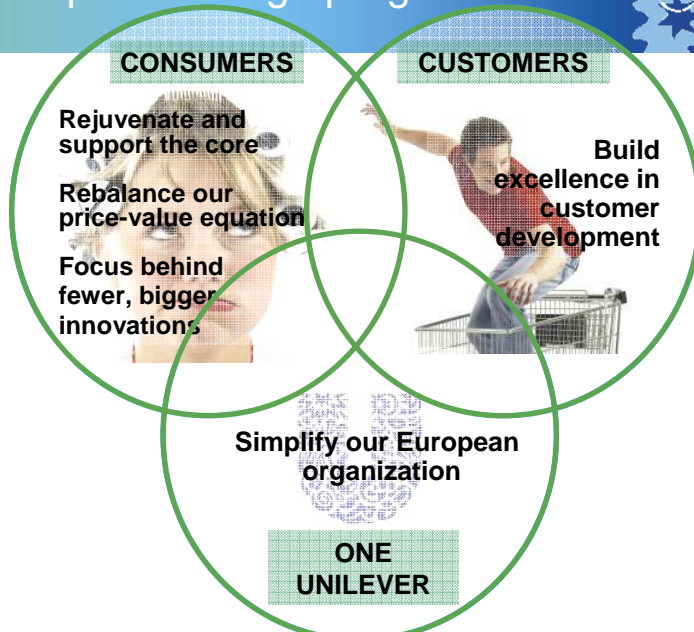
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Case for change



Our European change programme



Consumer focus

Rejuvenate and support the core



New premium variants – Comfort Creme



Refreshed formulation, new communication – Magnum relaunch

Rebalance our price-value equation



Quality upgrade – Knorr bouillon



Value for money variants – Skip Portugal

Focus on fewer, bigger innovations



Axe Click



Dove Summer Glow

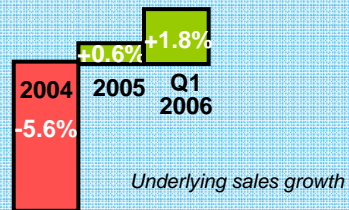
Customer: Improving execution

Our Win with Customers programme...

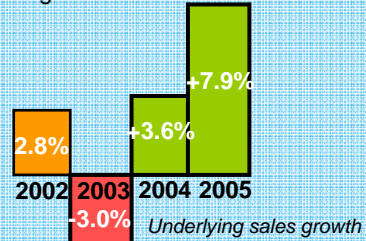


...and how improved customer management contributed to performance

Return to growth - Unilever Netherlands



Winning results - Unilever Poland



Simplifying our organisation

Implementation of One Unilever

From ...

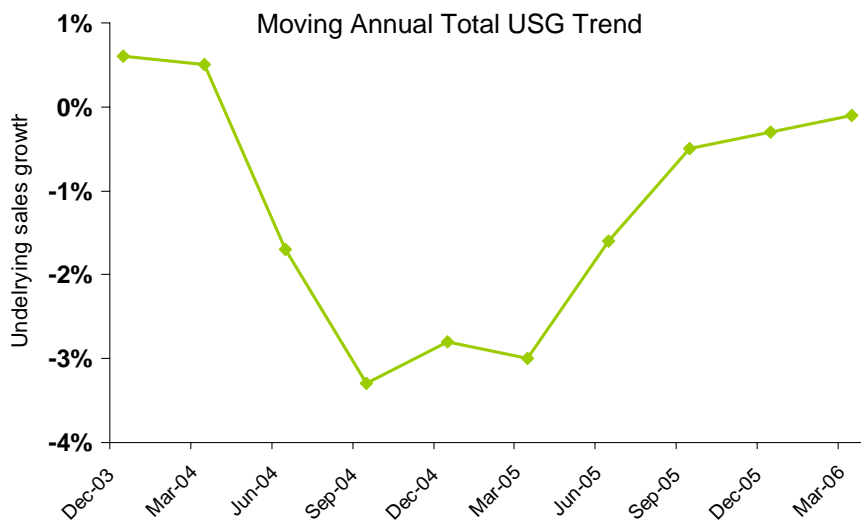
To ...

3 - BG presidents
 3 - Business Groups
 3 - HR functions
 3 - Finance functions
 3 - Customer Development function
 3 - Supply Chains
 - Unfocused Communication



1 - President
 1 - Interdependent team
 1 - HR function
 1 - Finance function
 1 - Customer Development function
 1 - Supply Chain
 1 - Communication function

Leading to improved business performance...



... through these key actions

Europe returned to growth

by continued drive behind

- Rejuvenating and supporting the core
- Rebalancing our price-value equation
- Focusing behind fewer, bigger innovations
- Building excellence in customer development
- Simplifying our European organization

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Rejuvenating and supporting the core

Goodness of margarine



Kan boterham met margarine uit een kuiltje* in gezonder.
✓ Het bevat goede voedingsstoffen, die helpen je lichaam gezond te houden.
✓ Het is de belangrijkste ingrediënt voor een vitamine D, wat zorgt voor optimale
kalkaansluiting, belangrijk voor sterke botten.
Bewaren: houdbaar bij kamertemperatuur. Bewaren bij 15°C tot 20°C.
*Met een kleine hoeveelheid.

Voerlichtingsbureau
Margarine, vers 100 g
100 g

Laundry Concentrated liquids



Rejuvenate and support the core

Rama/Blue Band
Margarine with nutrients that support mental development

Continuously balancing price-value

Trading up



New premium variants
Magnum Temptation
Cif power sprays

Adjusting price



Price increases to recover commodity costs
Laundry UK
Olive oil across Europe

Focus behind fewer, bigger innovations

Dove Pro Age



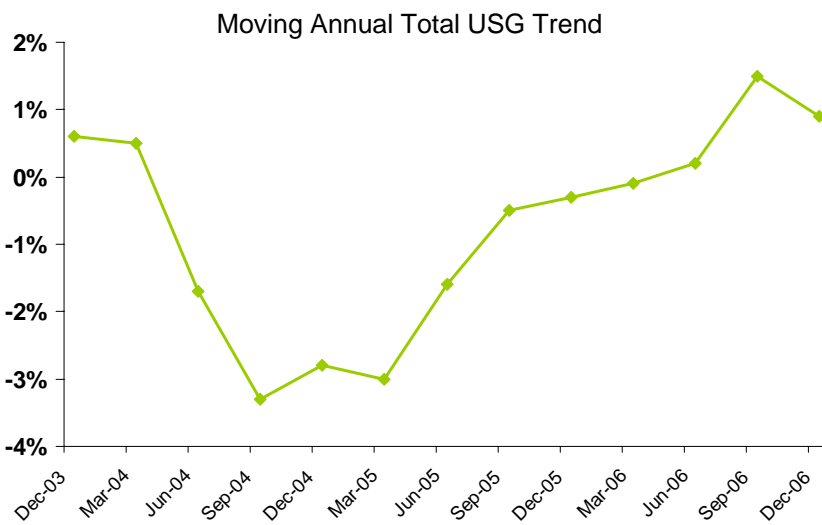
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Improving in market execution



Back in positive growth territory



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