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Safe Harbour Statement

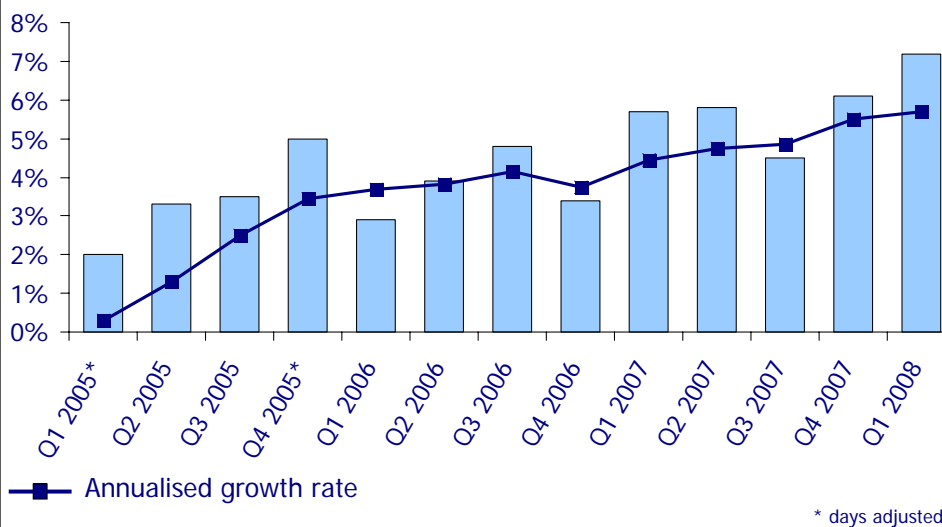
This presentation may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'expects', 'anticipates', 'intends' or the negative of these terms and other similar expressions of 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

Q1 Highlights

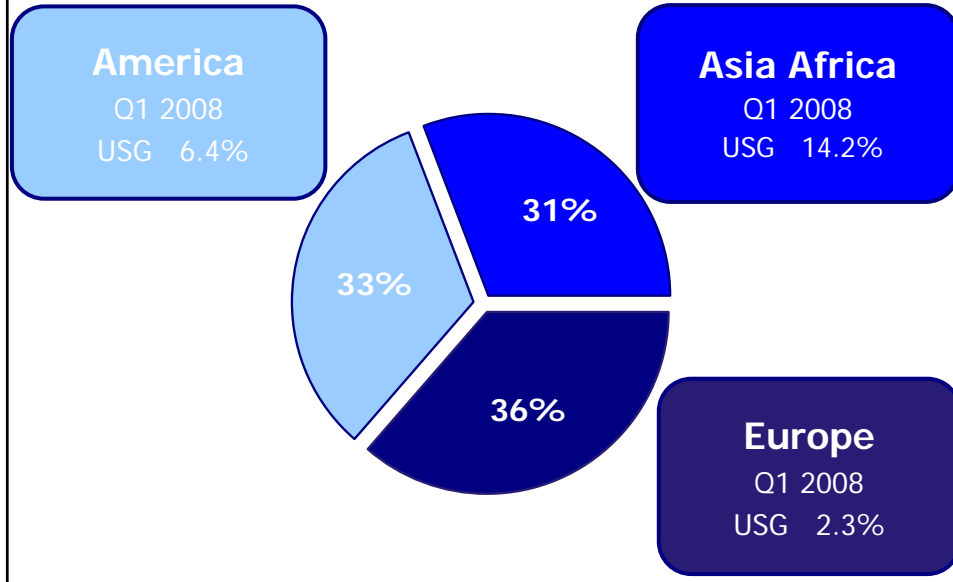
- Strong organic growth and underlying margin improvement
- Sustained marketing investment and determined pricing action
- Key innovations drawn from a strong 2008 programme
- Productivity and value improvement
- Further progress on portfolio

Strong Organic Growth

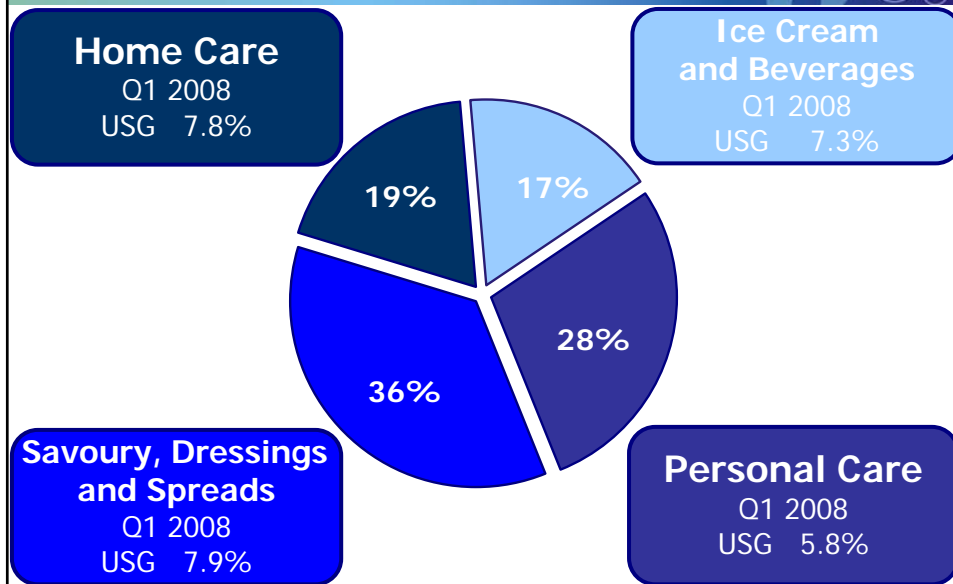
Underlying sales growth



Underlying Sales Growth by Region



Underlying Sales Growth by Category



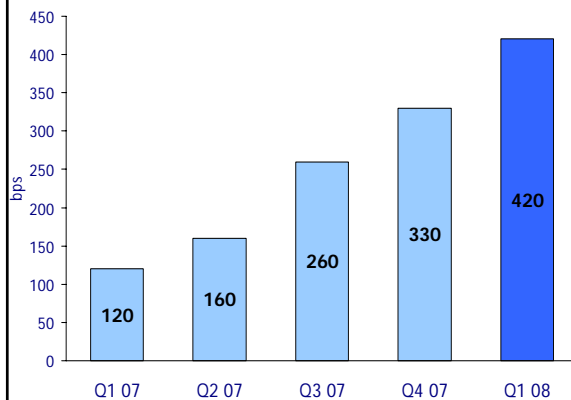
Operating Margin Development: Q1

	Q1 2007	Q1 2008	Change
Operating margin	13.7%	19.0%	5.3%
Including RDIs*	(0.9)%	+4.1%	(5.0)%
Underlying change			0.3%
<i>Key drivers:</i>	<i>A&P</i>		<i>+0.1%</i>
	<i>Savings</i>		<i>+2.0%</i>
	<i>Cost/price/mix</i>		<i>(1.8)%</i>

* Restructuring, disposals and one-off items

Mitigating the impact of commodity costs

Commodity cost impact on margin

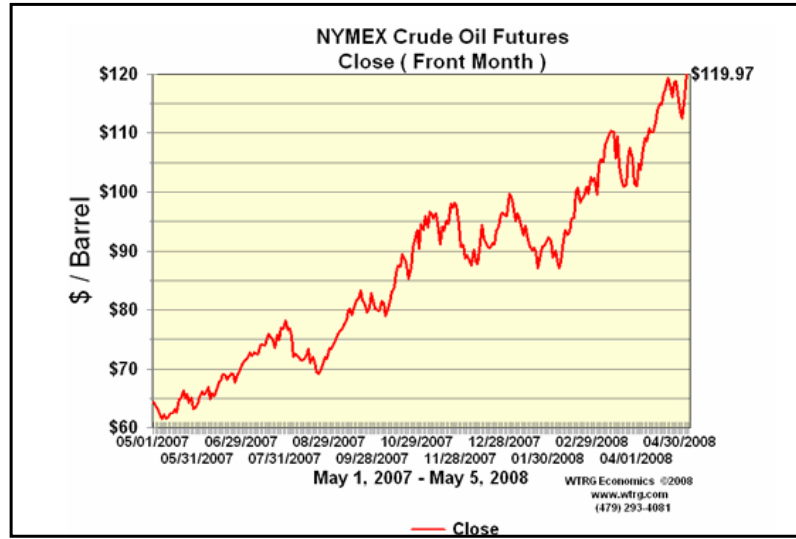


Actions taken:

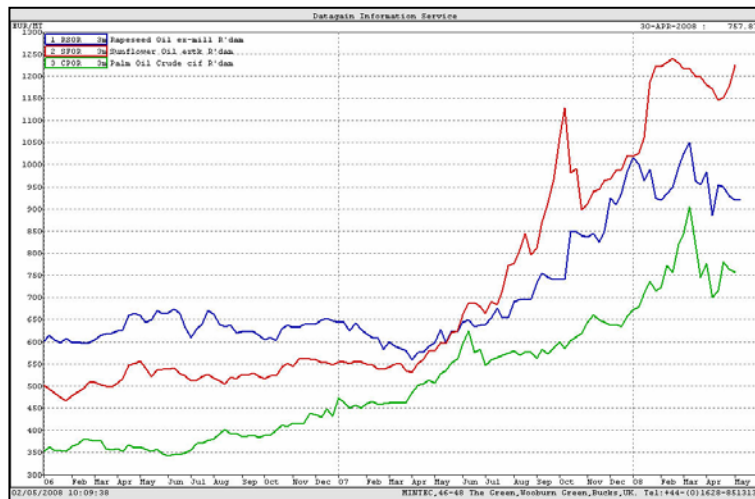
- Pricing
- Margin enhancing innovation
- Accelerated restructuring
- Buying Savings
- Other value improvement initiatives

2007 average 220bps; 2008 outlook c.400-500bps

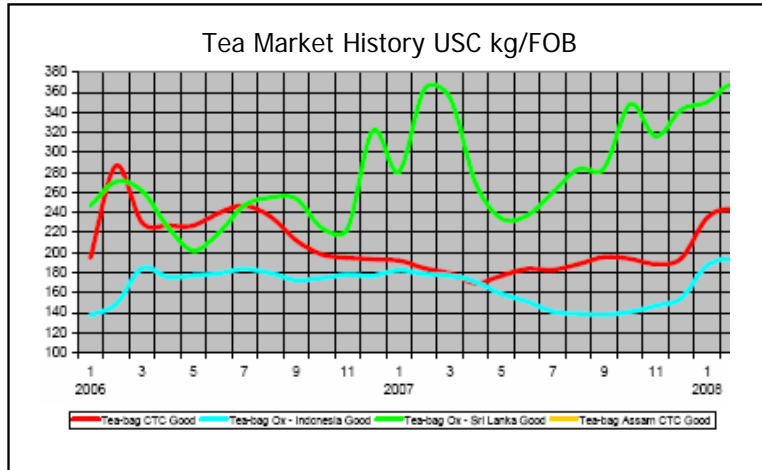
Commodity Costs – Crude oil



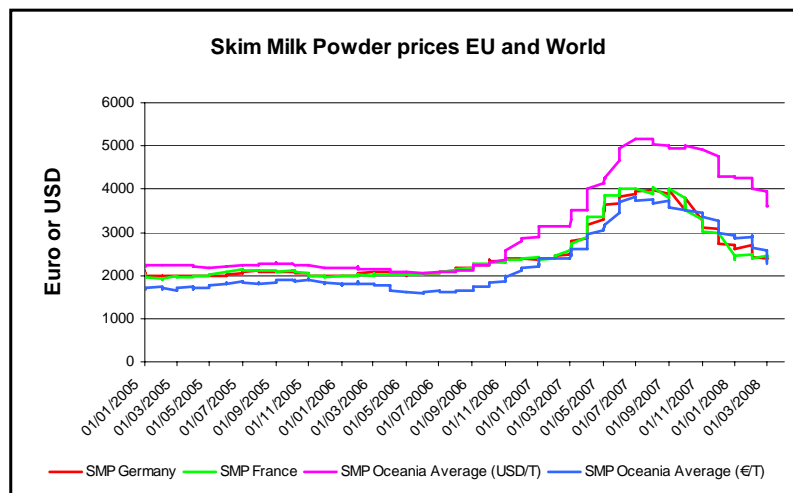
Commodity Costs – Edible oils



Commodity Costs - Tea



Commodity Costs – Skim milk powder



Business Priorities

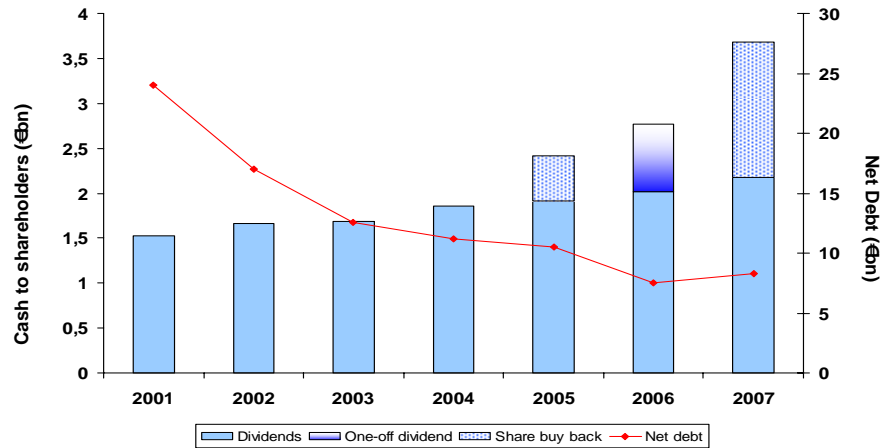
1. Maintain competitiveness
2. Drive for sustainable margin improvement
3. Invest selectively to gain market share

2008 Outlook

2008 to mark a further step towards our 2010 goals

- **2010 goals**
 - Operating margin > 15%
 - Consistent, competitive growth at 3-5% p.a.
- **2008 Outlook**
 - Underlying sales growth now expected to exceed 3-5% range
 - Underlying improvement in operating margin

Returning cash to shareholders



- 7% increase in 2007FY dividend
- Share buy-back of at least €1.5bn planned for 2008
 - €0.6bn completed in Q1 2008

Growth Strategy

Strong category positions



Big global brands

12 billion euro + brands



Top 25 brands = $\frac{3}{4}$ of Unilever's sales

Unilever's strategic priorities



Personal Care



D&E




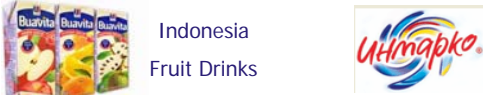


Vitality

Acceleration of Unilever's Growth Agenda

- Shaping the portfolio
- Simplification
- Innovation driving growth

Shaping the portfolio

Disposals completed/announced	 Brazil Spreads Brands France Cheese US Seasonings
Disposal Underway	 NA Laundry
JV Extended	 Global RTD Tea
Acquisitions	 Indonesia Fruit Drinks Russia Ice Cream

* completed 1 Jan 2008

Accelerated Restructuring Programme - Simplification

- **Organisational simplification**
 - 14 MCOs in place
 - 4 new MCOs in Europe
 - Belgium, Netherlands, Luxembourg
 - UK, Ireland
 - Germany, Austria, Switzerland
 - Czech Republic, Hungary
- **Supply chain rationalisation**
 - Streamline or closure of 14 sites
 - UK, France, Spain, Sweden, Netherlands, Czech Republic
 - Centralisation of European transport management

Accelerated Restructuring Programme – Progress to Date

- **Savings**
 - Target of €1.5bn reduction p.a. by end 2010
 - Achieved €0.3bn in 2007
 - *Other savings realised via buying and local efficiency programmes takes total savings to €1bn in 2007*
- **Restructuring Costs**
 - Target of c. 250bps p.a. over 2007-2009: c. €1bn p.a., €3bn total
 - €875m charged in 2007, cash outflow of c. €700m
 - c. €1bn restructuring charges expected in 2008
- **Headcount Reduction**
 - Target of 20,000 reduction by end of 2010
 - 5,300 reduction achieved during 2007
 - Turnover per employee up by 10% in 2007

Innovation Driving Growth

Rapid roll-outs across key markets **CLEAR**

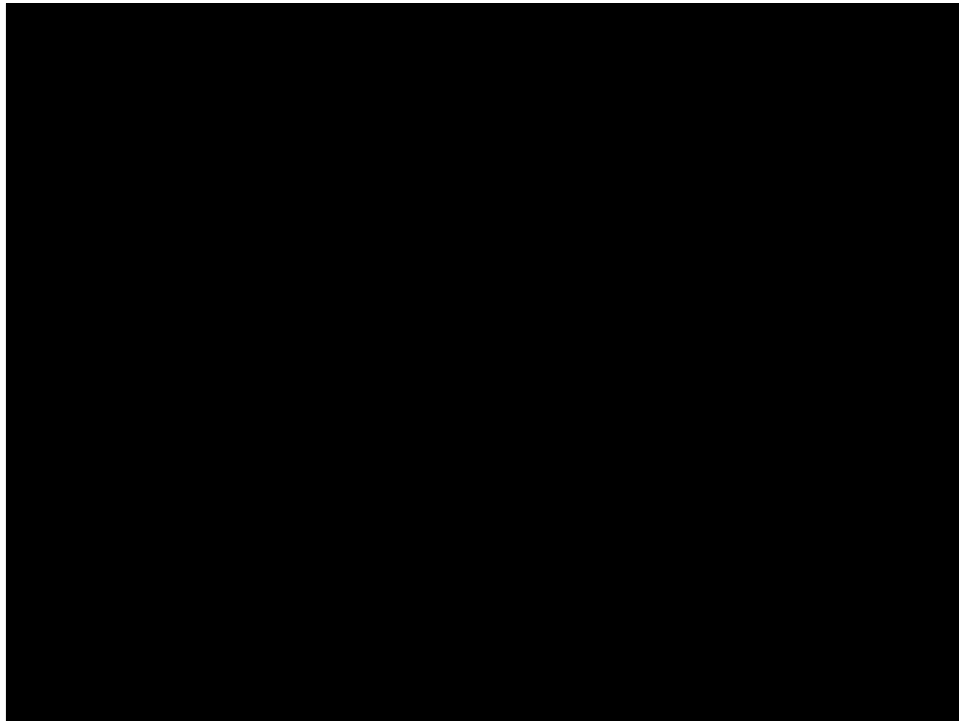


Faster deployment of new technologies

Transfer of proven mixes **AXE**



Vitality-focused innovation



Innovation

Clear

Complete antidandruff and scalp care regime

Centrally developed, identically presented simultaneously across China, Brazil, Russia, Arabia and Turkey



ALL NEW CLEAR ANTIDANDRUFF SHAMPOO.
REMOVES DANDRUFF AND
PREVENTS IT FROM
COMING BACK.*

CLEAR
NO DANDRUFF.*

Upside down Rexona roll-on



Upside down's the right way up.

**Introducing the world's
smoothest roll on**

New Rexona roll-on

It won't let you down



Ponds Age Miracle

Skin that looks and feels younger


A revolutionary range of anti-ageing products designed specifically
for the needs of Asian skin



Dove Pro.Age

Beauty has no age limit

The first collection of hair, skin and deodorant beauty products designed to reflect the unique needs of women in their later years



Dove® is pro•age™

Dove believes that women are beautiful at any age. Help us show the world how true that is. Embrace your best years with Dove pro•age.

Because beauty has no age limit.

Dove Go Fresh

Campaign for Real Beauty

A fragrance-driven collection of products aimed at women in their 20s



It's time we gave more and less

It's time we gave more and less

It's time we gave more and less

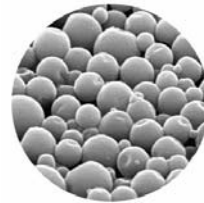
go fresh

Comfort Fresh Release



Do the moves to release the freshness

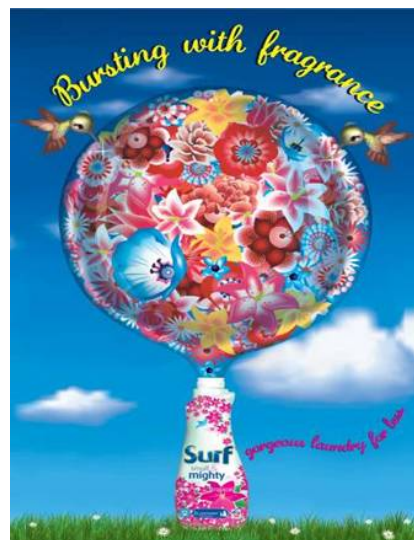
Breakthrough technology to outperform any fabric conditioner present in the marketplace



Small & Mighty in Europe

A revolutionary 3-times-more concentrated laundry detergent

A new breakthrough product with perceivably better cleaning, and better convenience, at the same price per wash. Cleans a whole wash-load with just one small capful



Knorr Bouillon Gel

Launched in China with local insight into soup preparation



Heart Health

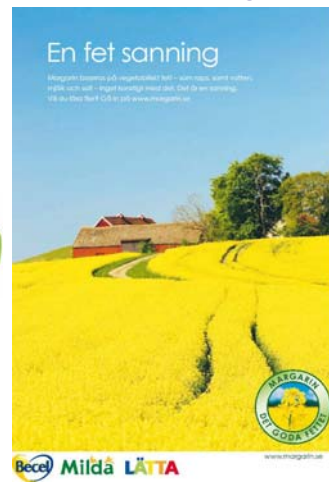


Omega 3 plus
Packed with more omega 3 than any other spread or minidrink



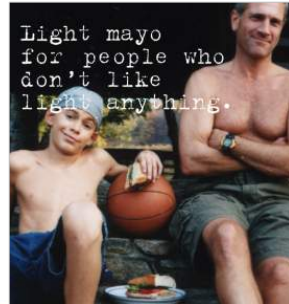
pro.activ (Promise activ)
Spreads, milk, yoghurt and mini-drinks clinically proven to lower cholesterol

"Goodness of Margarine"



Hellmann's Light

Delicious extra light mayonnaise now with only 3% fat



With unique citrus fibre technology

Lipton

A unique slimming tea twice as rich in catechins to help maintain your silhouette



Sustainably sourced tea certified by the Rainforest Alliance

Moo

Delicious ice cream for kids with as much calcium as two glasses of milk



Magnum Temptation

IL MIO NOME È EVA.
COME POTREI RESISTERE
ALLA TENTAZIONE?



An unrivalled multi-sensorial
experience using cold roller technology

