

Making changes in Europe

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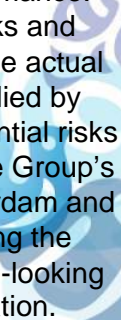


Safe harbour statement

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.

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.

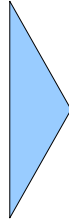


We have implemented a new operating model for Europe...

From ...

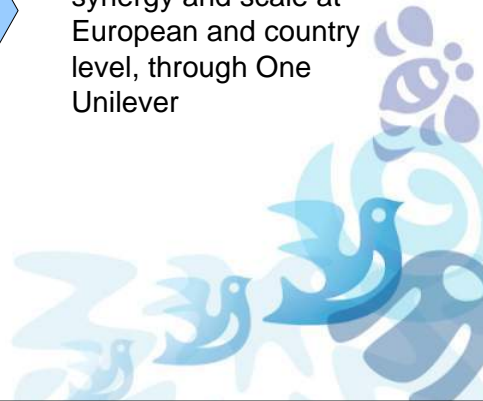
Fairly independent Business Groups and Countries often acting as a loose federation

3 of everything!

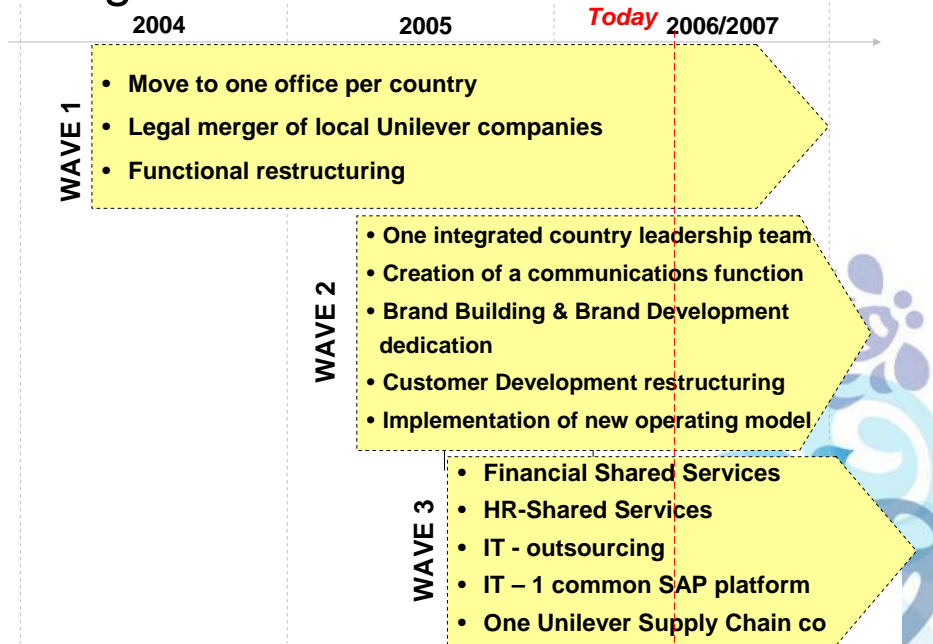


To ...

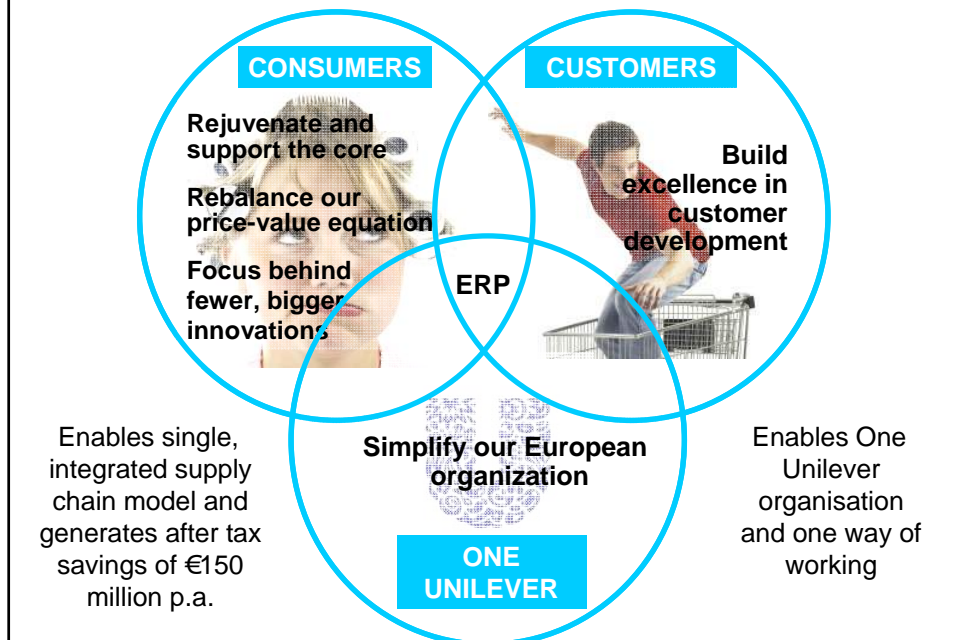
An integrated European business that optimises synergy and scale at European and country level, through One Unilever



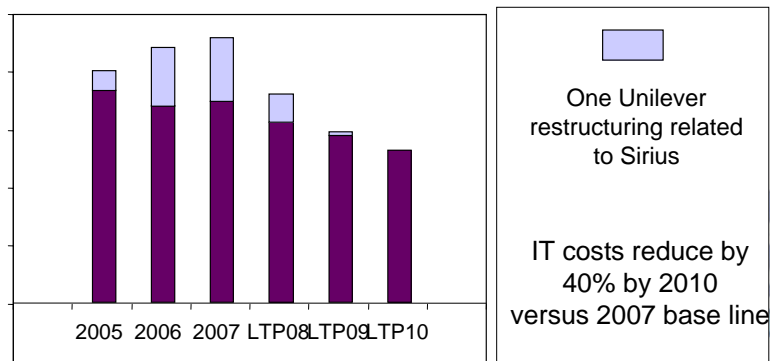
Progress to date on One Unilever



Our European Change Program



Europe IT cost trend



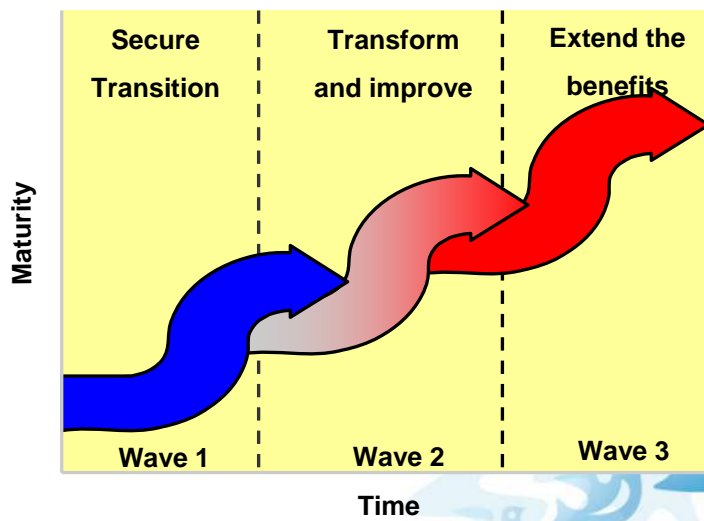
ERP deployment – simplifying the way we work
 Outsourcing to increase flexibility and responsiveness – and at lower cost

t-Finance roll-out

Country	2006				2007				2008	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
A	✓	✓	✓	✓						
B	✓									
C		✓	✓							
D		✓								
E			✓	✓						
F			✓	✓						
G					Wave 1	Wave 2	Wave 3	Wave 3	Wave 4	Wave 5
H										
I										
J										
K										
L										
M										
N										
O										
P										
Q										
R										
S										

End 2006 30% coverage
 End 2007 90+% coverage
 A key contributor to One Unilever savings

The Journey...



The country dimension

Country leadership team in one location

Netherlands: ✓ Spain: ✓ France: ✓ Nordics: ✓ Switzerland: ✓
 Italy: in progress UK: 2008

Italy as an example:

Together as One we become the biggest CPG company in Italy

Three locations to One

- creating a new culture
- reduction in infrastructure & support costs
- 50% reduction in leadership positions

Sharpening brand building

- category focus

New ways of working in Customer Development

- improving return on trade investment
- optimising channel coverage, going where the growth is

Managing the execution risk – Unilever Netherlands

Program	2006				2007			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Frozen Food sale								
CD Capability 2								
S&OP								
Sirius MSO	Design		Stabilisation					
Sirius SU			All sourcing units					
Desk Top								
t-Finance					All elements (incl B2C)			
HR Transactions								

2005: One location, one country leadership team
 One customer development function
 Trade negotiations as one

2006: USG 4.1%

Enabling faster business change

- Integrated programme and risk management
- External expertise to accelerate change
- Value creation at the heart of what we do:
e.g. structuring of Frozen Foods sale
tax planning/optimisation
- Flexibility



Delivering our Plan

Percentage of Delivery	2004 - 2005	2006	2008
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Costs	37%	64%	100%
Savings	29%	49%	100%

Leadership positions reduced by 45%

Investing for competitiveness

USG MAT -3.0% Q1 2005, +1.0% Q4 2006

