

Unilever in Asia



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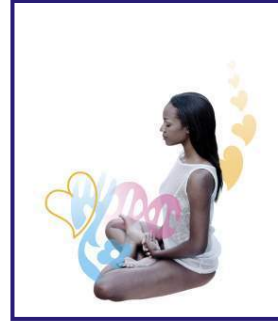
Unilever's strategic priorities



**Personal
Care**



D&E

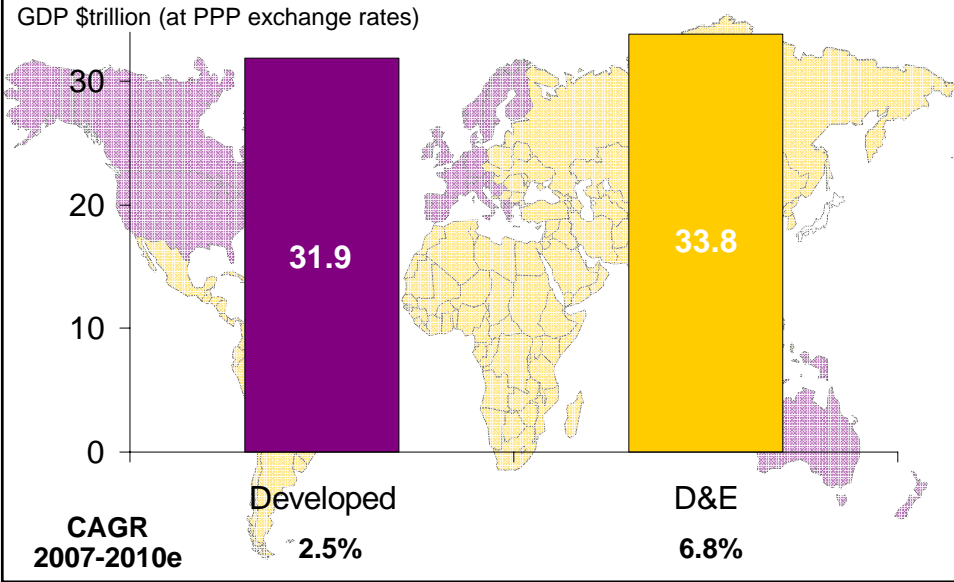


Vitality

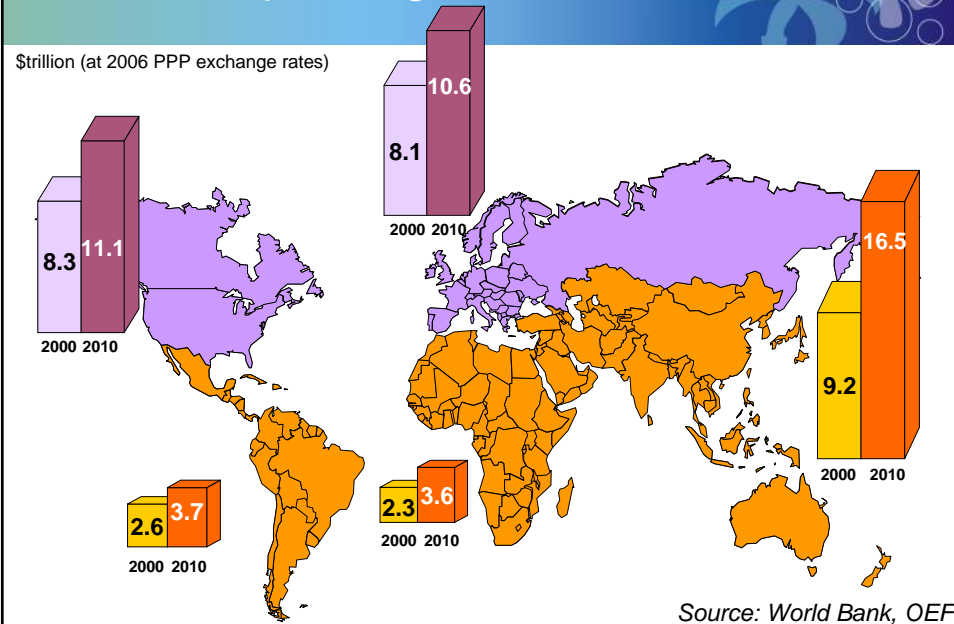
D&E: The opportunity



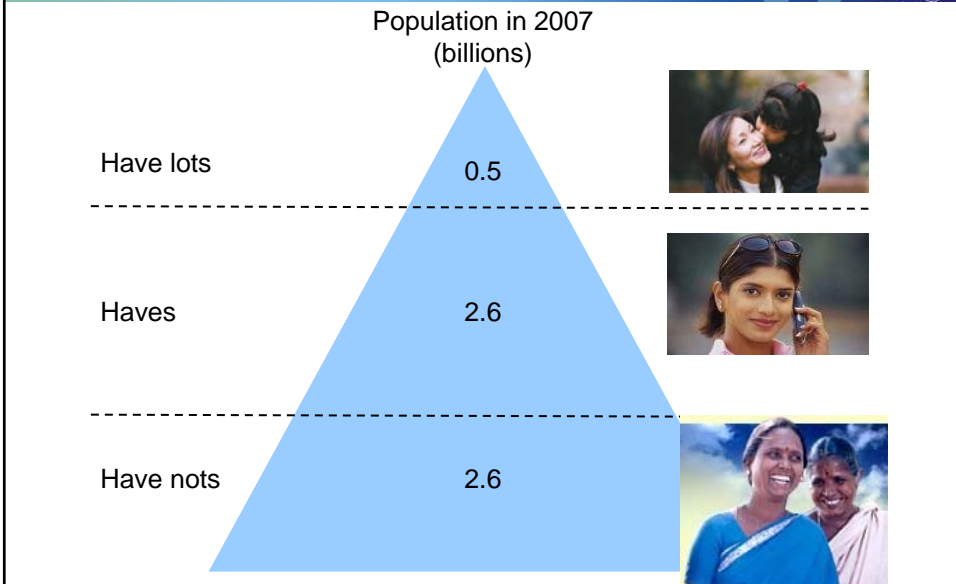
GDP of D&E has already eclipsed the developed world



Consumer spending



The D&E pyramid



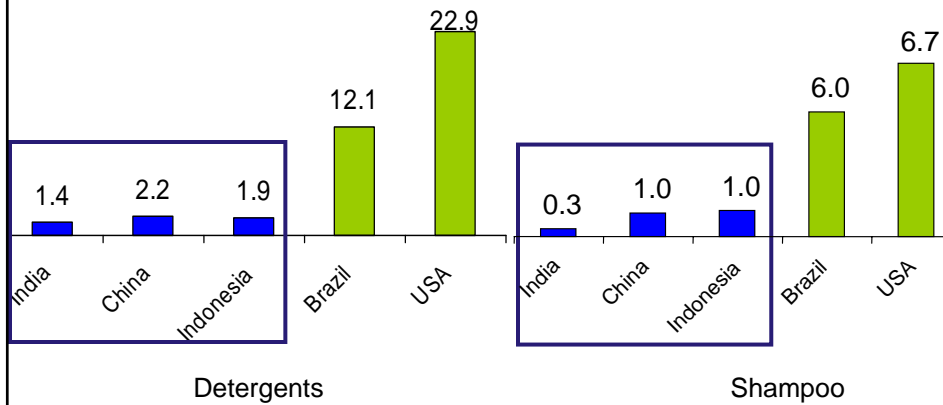
New consumers



1 billion new
consumers in the
next ten years

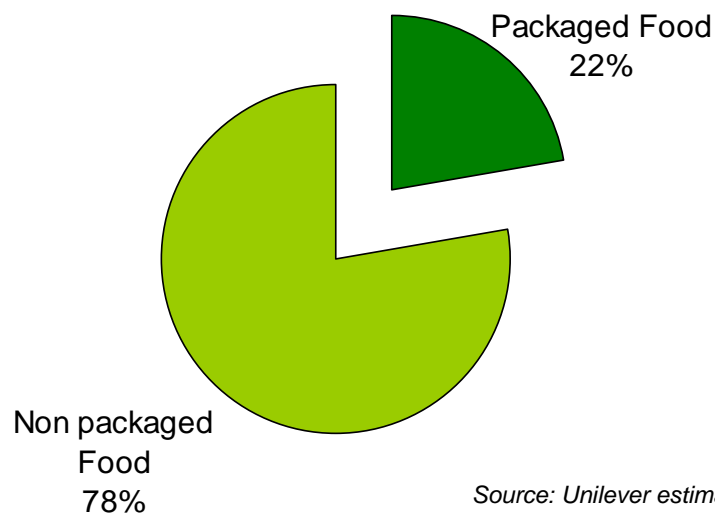
Market development opportunity in our categories

Annual per capita consumption (US\$)



Source: Euromonitor 2006

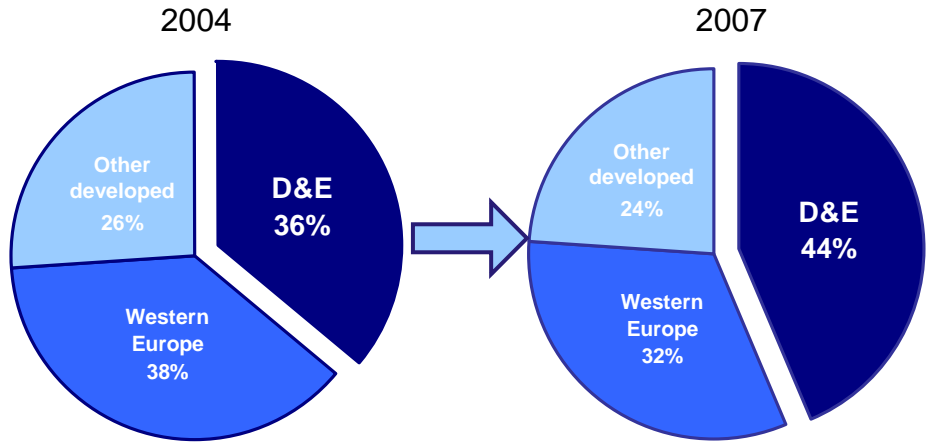
And a big Foods opportunity



Source: Unilever estimates
% of Foods market in Asia Africa

Unilever in D&E

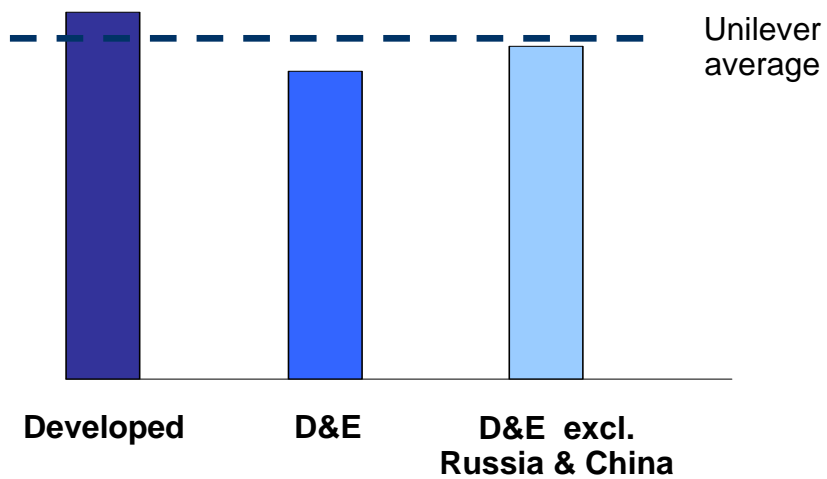
As % of Unilever total turnover



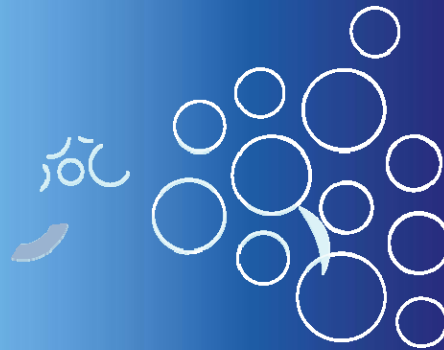
2007 – based on YTD turnover

Profitable growth

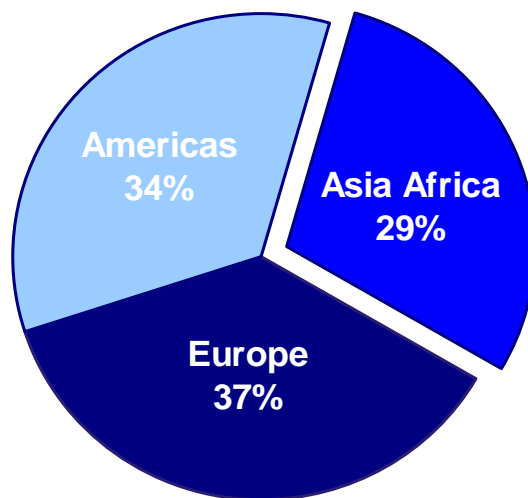
Operating margin before RDIs YTD 2007



Unilever Asia Africa



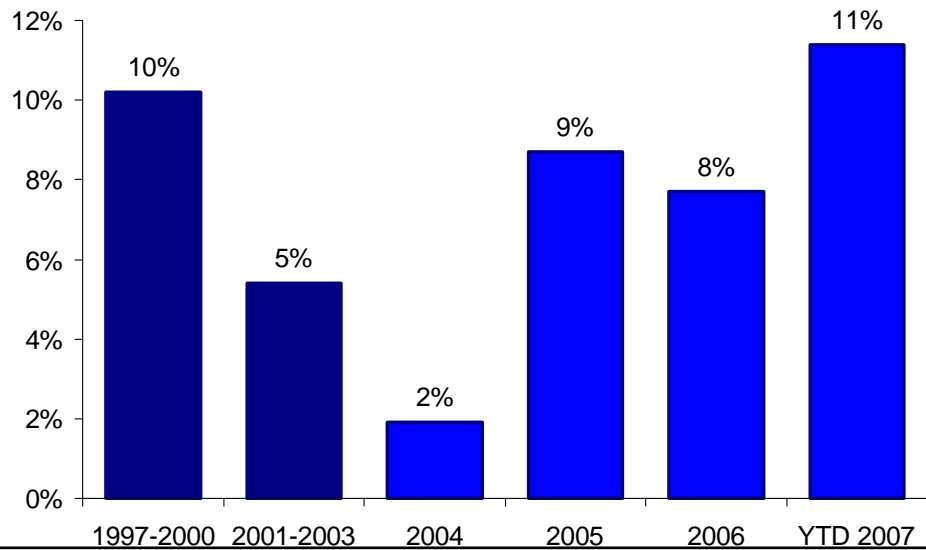
Unilever Asia Africa



Based on 2007 YTD turnover

Asia Africa growth

Unilever Asia Africa annual Underlying Sales Growth



Unilever Asia Africa

2007
Jan - Sept

Turnover	€9.0bn
Underlying sales growth	11.4%
<i>Volume</i>	8.0%
<i>Price</i>	3.2%
Operating margin	12.5%
<i>Includes RDIs</i>	(0.6)%
<i>Underlying change*</i>	0.6%

*excl RDIs

Unilever in Asia



Unilever in Asia

Market leader in most priority categories in key countries

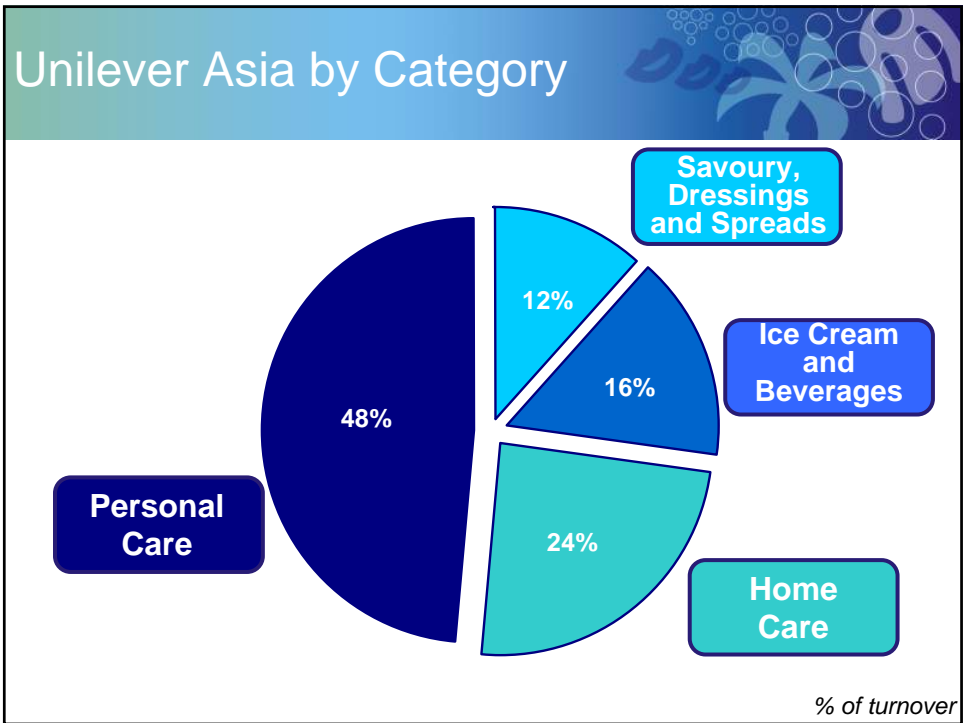
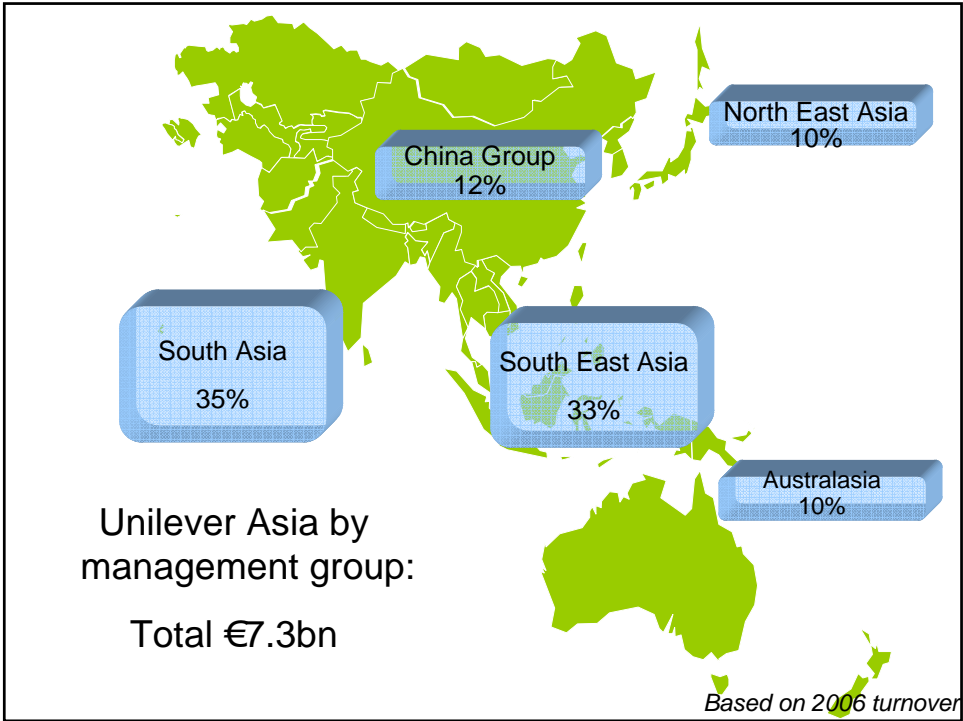
Over 100 years of doing business in the region

16 operating companies

Brands sold in total of 20 countries

Strong local management





Market leadership across categories and countries

	India	Indonesia	Thailand	Philippines	Vietnam
Fabric Cleaning	#1	#2	#1	#2	#1
Hair Care	#1	#1	#1	#1	#1
Face Care	#1	#1	#1	#1	
Skin Cleansing	#1	#1	#1		#1
Deos	#1	#1	#2	#1	#2
Tea	#1	#1			#1
Savoury		#2	#2	#1	#1
Ice Cream	#2	#1	#1	#1	

What we've done well



What we've done well

- Portfolio across the consumer pyramid

Our business strategy

International competitors



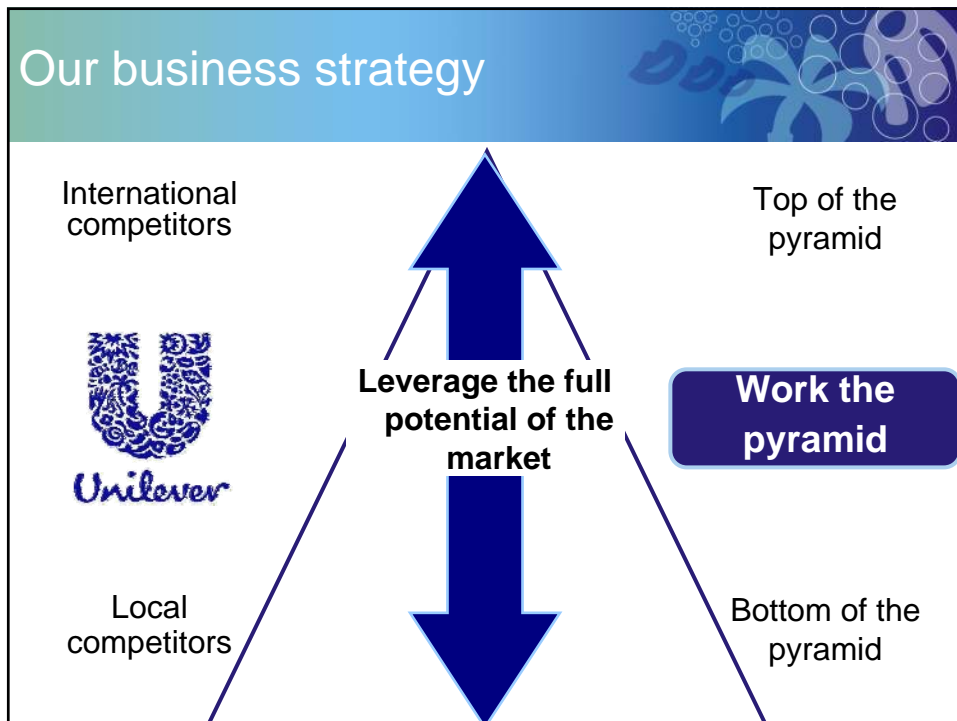
Local competitors

Leverage the full potential of the market

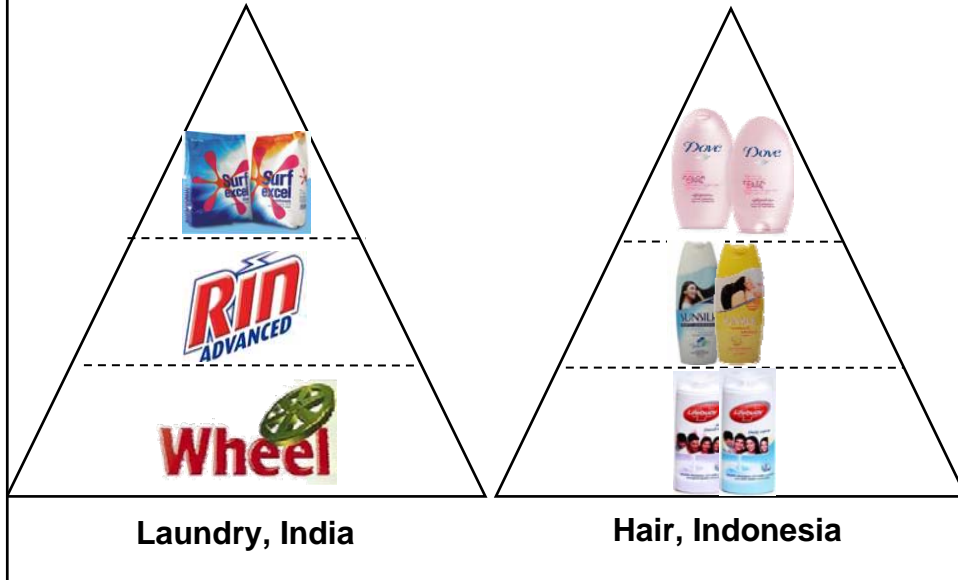
Top of the pyramid

Work the pyramid

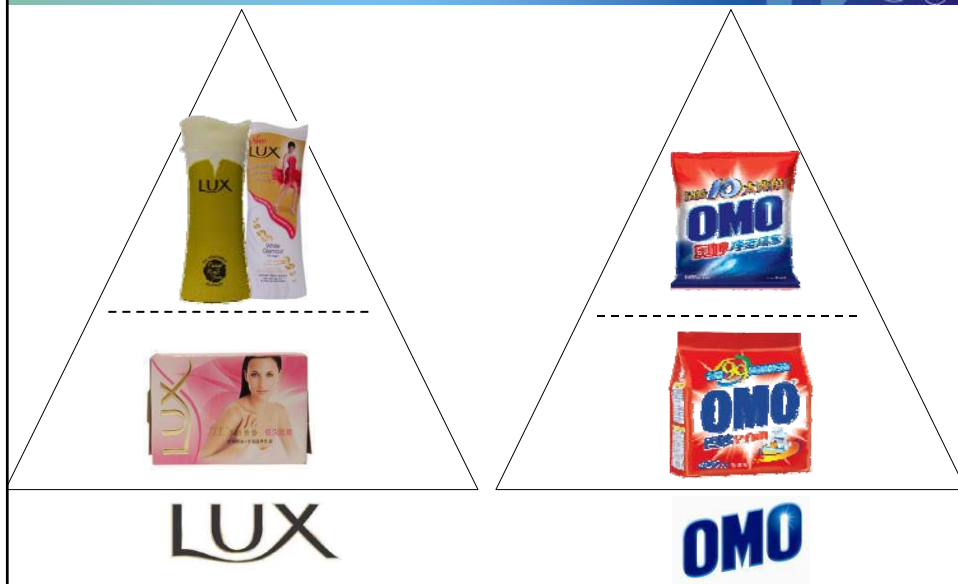
Bottom of the pyramid



Differentiated brand portfolio



Differentiated portfolio within brands



What we've done well

- Portfolio across the consumer pyramid
- Capability to build markets

Building markets – driving penetration



Shampoo sachets

Re-closable multi-use sachets

Deo ministicks

Mini cubes

Driving penetration profitably

Conventional

$$\text{Cost} + \text{Margin} = \text{Price}$$

Reverse Engineering

$$\text{Affordable Unit Price} - \text{Margin} = \text{Target Cost}$$

Building markets – uptrading

Shampoo only



Conditioning and Styling



Packet tea



Tea bags



What we've done well

- Portfolio across the consumer pyramid
- Capability to build markets
- Reach and availability

Our reach in Asia

5,600 core distributors

9.5 million retail outlets



What we've done well

- Portfolio across the consumer pyramid
- Capability to build markets
- Reach and availability
- Local roots

Local talent meeting local needs



What's changed?



What's changed



- Increased global leverage

Global innovation: Clear

REMOVE DANDRUFF AND PREVENT IT
FROM COMING BACK.
STARTING FROM THE FIRST WASH.

Can your shampoo do this?



NO DANDRUFF.

Pond's Age Miracle



Rekindle your youth
and miracles will happen.

POND'S

Knorr thick soup



New from Knorr in China –

A broth for soups in a convenient format to give a “long boiled” taste in a short preparation time



Global brands, local activation

bermain = persahabatan



berani kotor itu baik



daag khushi hain
daag achhe hain

When life gets too and get dirty, they don't just get dirty. They experience life. They make friends. They learn. They get stronger. They get ready for the world outside. Dirt is not just dirt. Dirt is experience. Dirt is good.



Asia R&D network



Asia research network



Leading technology developed in Asia

POND'S



Age Miracle

Next generation anti-ageing,
developed in Mumbai

Brooke
Bond



Natural care

Immunity-boosting tea with
ayurvedic herbs, developed
in Bangalore

Leveraging scale

Driving **growth and margin**

- One Unilever
- Shared services and outsourcing
- Simplification and country clustering
- Global and regional buying
- Supply chain efficiency

What's changed

- Increased global leverage
- Sharper strategic clarity

Strategic choices: Investing to win in China

- €170m additional A&P investment since 2004
- One of the first countries to implement the Winning With Customers programme
- Building innovation capability in Shanghai
- Priority allocation of talent

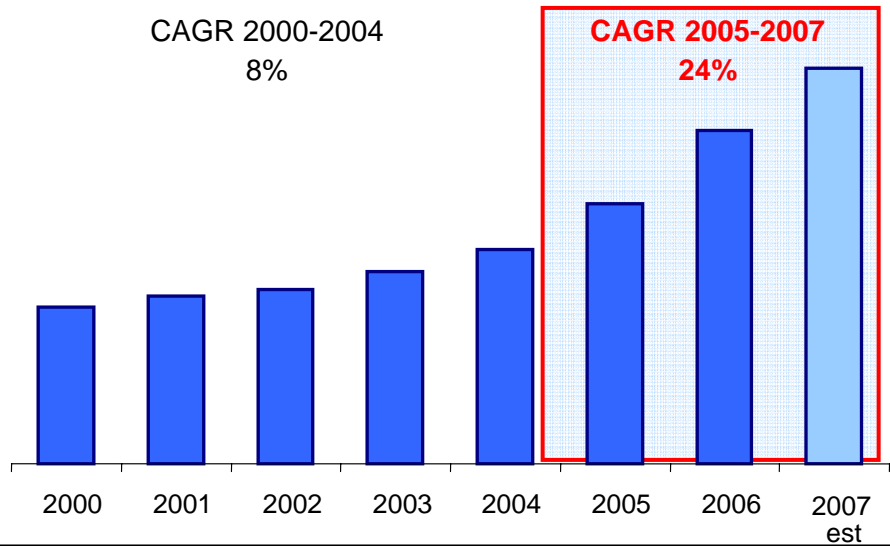


We have built a c. €800m business

Unilever China Underlying Sales Growth

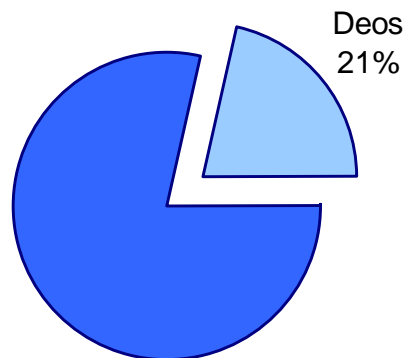
CAGR 2000-2004
8%

CAGR 2005-2007
24%

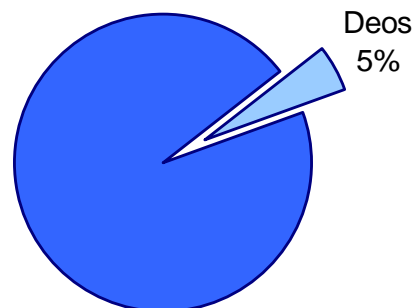


Global priorities – Deodorants

Unilever global Personal Care sales



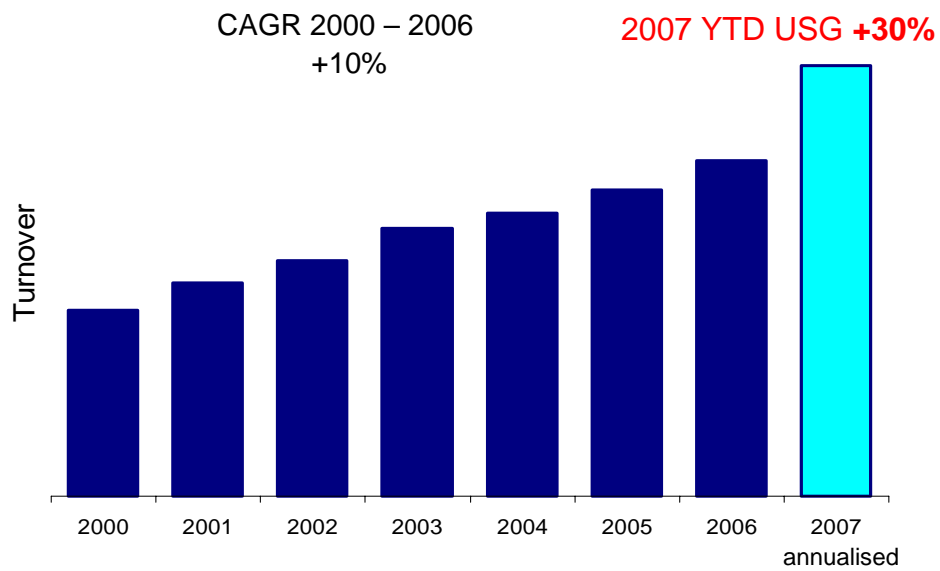
Unilever Asia Personal Care sales



Launching Axe in Japan



Strategic choices - Deodorants in Asia



What's changed

- Increased global leverage
- Sharper strategic clarity
- Enhanced operational excellence

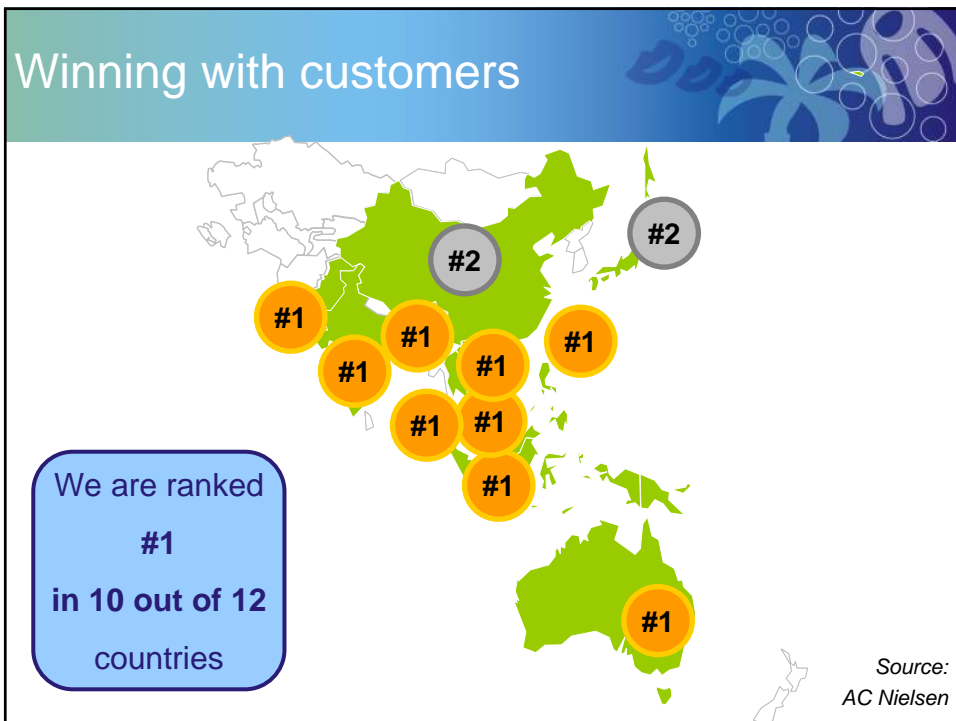
Micro-marketing: The opposite of “one approach fits all”



Brilliant activation



Winning with customers



What's changed

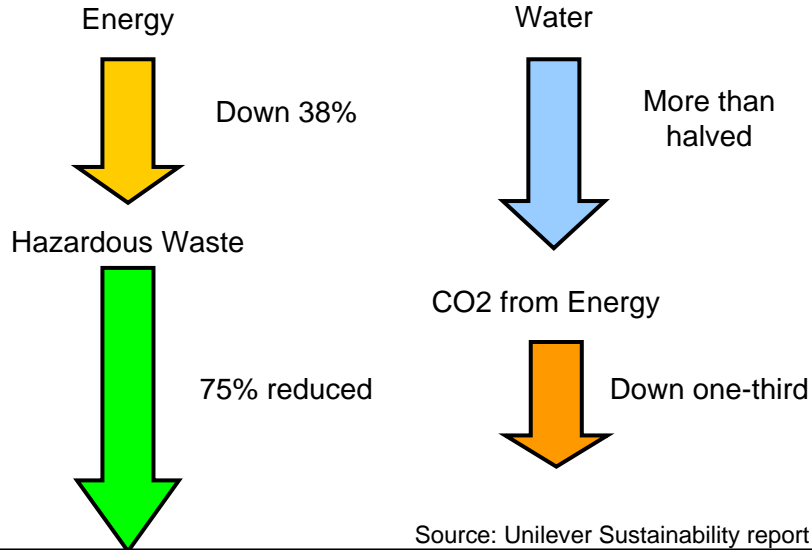
- Increased global leverage
- Sharper strategic clarity
- Enhanced operational excellence

Doing well by doing good



Improved eco-efficiency

From 1995 to 2006, Unilever worldwide



Unrivalled corporate reputation

Hindustan Unilever rated among the top four companies for Leaders in the World - Fortune magazine

Unilever Vietnam wins Golden Dragon Award for "The most favourite Brand"

- Vietnam Economic Times

Unilever Kenya winner of 2006 National Cleaner Production Award from Kenyan Govt.

Unilever Australia scores SILVER in Australian Corporate Responsibility Index

Unilever Indonesia achieves No 1 position in the ranking of top Asian companies - Businessweek

Unilever Ghana wins Continuous Environmental Improvement Award for 2006 -from the Environmental Protection Agency"

Hindustan Unilever rated India's Most Respected Company for the last 25 years - Business World

Unilever Indonesia amongst Asia's 200 Most Admired Companies award" 2006 - The Asian Wall Street Journal

D&E: The prize.... and the challenges



The prize



1 billion new
consumers in the
next ten years

Vision

Serve 75% of the world's population

Grow markets and shares

Deliver exceptional contribution to Unilever



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