

## Disclaimer

This PDF is a section of the Unilever Annual Review 2007 provided to Unilever's shareholders. It does not contain sufficient information to allow a full understanding of the results of the Unilever Group and the state of affairs of Unilever N.V., Unilever PLC or the Unilever Group. The Annual Review is a short form document that contains extracts and summaries only of the information given in the Unilever Annual Report and Accounts 2007 ("the Full Report"). The Full Report should be referred to for a fuller understanding of the results and state of affairs of Unilever.

The Summary Financial Statement in the Unilever Annual Review 2007 has been examined by our auditors.

The maintenance and integrity of the Unilever website are the responsibility of the Directors; the work carried out by the auditors does not involve consideration of these matters. Accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially placed on the website.

Legislation in the United Kingdom and the Netherlands governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Disclaimer** Except where you are a shareholder, this material is provided for information purposes only and is not, in particular, intended to confer any legal rights on you.

This Annual Review does not constitute an invitation to invest in Unilever shares. Any decisions you make in reliance on this information are solely your responsibility.

The information is given as of the dates specified, is not updated, and any forward-looking statements are made subject to the reservations specified on page 37 of this Annual Review.

Unilever accepts no responsibility for any information on other websites that may be accessed from this site by hyperlinks.

## Contact details

### Electronic communications

Shareholders of PLC can elect not to receive paper copies of the Annual Review and other shareholder documents but to be alerted by email to view these documents on our website. To register, or to find out more, please visit [www.unilever.com/shareholderservices](http://www.unilever.com/shareholderservices) and select the e-communication option.

NV shareholders participating in the Shareholders' Communication Channel will be able to appoint a Proxy electronically to vote on their behalf at the AGM in 2008.

### Dividend reinvestment plans

NV and PLC shareholders have the opportunity to reinvest their cash dividends in order to buy additional shares in those companies through its dividend reinvestment plans.

Shareholders in NV, who hold their (depository receipts for) ordinary shares in Euroclear Nederland through an admitted institution of Euronext Amsterdam, can participate in a dividend reinvestment plan arranged and administered by ABN AMRO Bank N.V. Further details of this plan can be found within the 'Dividends' section of our corporate website [www.unilever.com](http://www.unilever.com) or by contacting ABN AMRO Bank N.V. on +31 (0)76 57 99 600.

### Share registration

#### Netherlands

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Trustkantoor ANT  
Claude Debussylaan 24  
1082 HD Amsterdam

Telephone +31 (0)20 522 2555  
Telefax +31 (0)20 522 2500  
Website [www.ant-trust.nl](http://www.ant-trust.nl)  
Email [registers@ant-trust.nl](mailto:registers@ant-trust.nl)

#### UK

Computershare Investor Services PLC  
The Pavilions  
Bridgwater Road  
Bristol BS99 6ZY

Telephone +44 (0)870 600 3977  
Telefax +44 (0)870 703 6119  
Website [www.unilever.com/shareholderservices](http://www.unilever.com/shareholderservices)  
Email [web.queries@computershare.co.uk](mailto:web.queries@computershare.co.uk)

#### USA

Citibank Shareholder Services  
PO Box 43077  
Providence, RI 02940-3077

Toll free phone (inside US) 888 502 6356  
Toll phone (outside US) +1 781 575 4555  
Website [www.citibank.com/adr](http://www.citibank.com/adr)  
Email [citibank@shareholders-online.com](mailto:citibank@shareholders-online.com)

on the web

[www.unilever.com/investorcentre](http://www.unilever.com/investorcentre)

Shareholders in PLC are able to purchase additional shares at low commission rates through a dividend reinvestment plan that is administered by the registrars, Computershare Investor Services PLC. Further details of this plan can be found within the 'Dividends' section of our corporate website [www.unilever.com](http://www.unilever.com) or by contacting Computershare Investor Services on +44 (0)870 600 3977.

In addition, for holders of NV New York Registry Shares or PLC ADRs, it is possible through Citibank, N.A. to open an International Direct Investment Plan account that takes advantage of reduced brokerage commissions and service costs to purchase additional New York Registry Shares or ADRs, as appropriate, with cash dividends. Further details of the International Direct Investment Plan can be gained by contacting IDI Plan, Citibank, N.A., PO Box 43077, Providence, RI 02940-3077, USA or by calling toll free on 888 502 6356 if you are within the US or on +1 781 575 4555 from outside the US.

### Quarterly results announcements

These are available on our website at [www.unilever.com/investorcentre](http://www.unilever.com/investorcentre) in English, with figures in euros, sterling or US dollars. In Dutch they are available at [www.unilever.nl/onsbedrijf/beleggers](http://www.unilever.nl/onsbedrijf/beleggers)

### UK capital gains tax

The market value of PLC 3 $\frac{1}{9}$ p ordinary shares at 31 March 1982 would have been 76.84p per share. Since 1982, PLC ordinary shares have been sub-divided on two occasions and consolidated on two occasions. First, with effect on 26 June 1987, the 25p shares were split into five shares of 5p each. Secondly, with effect on 13 October 1997, the 5p shares were split into four shares of 1.25p each. Thirdly, with effect on 10 May 1999, the shares were consolidated by replacing every 112 shares of 1.25p each with 100 shares of 1.4p each. Lastly, with effect on 22 May 2006, the shares were consolidated by replacing every 20 shares of 1.4p each with nine shares of 3 $\frac{1}{9}$ p each.

### Listing details

NV ordinary shares and depository receipts for ordinary shares are listed on Euronext Amsterdam and as New York Registry Shares on the New York Stock Exchange. The ordinary shares, the depository receipts for ordinary shares and the New York Registry Shares are exchangeable on a 1:1 basis. NV (depository receipts for) cumulative preference shares are listed only on Euronext Amsterdam.

PLC ordinary shares are listed on the London Stock Exchange and as American Depositary Receipts on the New York Stock Exchange. Each ADR represents one underlying ordinary PLC share.

Further information relating to our shares is available on our website at [www.unilever.com/investorcentre](http://www.unilever.com/investorcentre)

### Shareholder questionnaire

We would welcome your views on our online Annual Review. A questionnaire in English is available on our website at [www.unilever.com/annualreview](http://www.unilever.com/annualreview)

# Financial calendar and addresses

## Financial calendar

### Annual General Meetings

PLC	11.00am 14 May 2008 London
NV	10.30am 15 May 2008 Rotterdam

### Announcements of results

First Quarter	8 May 2008	Third Quarter	30 October 2008
First Half Year	31 July 2008	Final for Year	5 February 2009

### Dividends on ordinary capital

Final for 2007 – announced 7 February 2008 and to be declared 14 May 2008 for PLC and 15 May 2008 for NV

	Ex-dividend date	Record date	Payment date
NV	19 May 2008	21 May 2008	19 June 2008
PLC	21 May 2008	23 May 2008	19 June 2008
NV – New York Registry Shares	19 May 2008	21 May 2008	19 June 2008
PLC – American Depositary Receipts	21 May 2008	23 May 2008	19 June 2008

Interim for 2008 – to be announced 30 October 2008

	Ex-dividend date	Record date	Payment date
NV	5 November 2008	7 November 2008	3 December 2008
PLC	5 November 2008	7 November 2008	3 December 2008
NV – New York Registry Shares	5 November 2008	7 November 2008	3 December 2008
PLC – American Depositary Receipts	5 November 2008	7 November 2008	3 December 2008

### Cumulative preference shares NV

	Announced date	Ex-dividend date	Record date	Payment date
4%	5 December 2008	8 December 2008	10 December 2008	2 January 2009
6% and 7%	5 September 2008	8 September 2008	10 September 2008	1 October 2008

## Addresses

Rotterdam	London
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Any queries can also be sent to us electronically via [www.unilever.com/contactus](http://www.unilever.com/contactus)

## Unilever website

Shareholders are encouraged to visit our website [www.unilever.com](http://www.unilever.com) which has a wealth of information about the Unilever Group. There is a section designed specifically for investors at [www.unilever.com/investorcentre](http://www.unilever.com/investorcentre)

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### Mixed Sources

Product group from well-managed forests and recycled wood or fiber  
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The two parent companies, Unilever N.V. (NV) and Unilever PLC (PLC), together with their group companies, operate effectively as a single economic entity (the Unilever Group, also referred to as Unilever or the Group). This Annual Review therefore deals with the operations and the results of the Unilever Group as a whole. The Unilever Annual Review and Annual Report and Accounts are produced in Dutch and English.

The brand names shown in italics in this Annual Review are trademarks owned by or licensed to companies within the Unilever Group.

Unilever has adopted the euro as its principal reporting currency. The figures in this Annual Review are expressed in euros with translations, for convenience purposes, into sterling and US dollars.

In the commentary on pages 16 to 21, sales growth is stated on an underlying basis at constant exchange rates and excluding the effects of acquisitions and disposals. For further information, please refer to our website at [www.unilever.com/investorcentre](http://www.unilever.com/investorcentre)

The term shares as used in this document should, with respect to shares issued by NV be construed to include depositary receipts for shares issued by Foundation Unilever N.V. Trust Office, unless the context otherwise requires or unless it is clear from the context that this is not the case. The exchange rates used in the preparation of this Annual Review are given on page 24.

### Cautionary statement

This document 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, the ability to complete planned restructuring activities, 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 and Accounts on Form 20-F. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

This document does not comply with accounting principles generally accepted in the United States (US GAAP) and should not therefore be relied upon by readers as such. The Group's Annual Report on Form 20-F for 2007 is separately filed with the US Securities and Exchange Commission and is available on our corporate website [www.unilever.com](http://www.unilever.com). In addition, a printed copy of the Annual Report on Form 20-F is available, free of charge, upon request to Unilever PLC, Investor Relations Department, Unilever House, 100 Victoria Embankment, London EC4Y 0DY, United Kingdom.

on the web

[www.unilever.com/annualreview](http://www.unilever.com/annualreview)