UNILEVER 2006 RESULTS PRESENTATION
London ,Thursday 8th February 2007

Patrick Cescau – Unilever Group Chief Executive

Chart 1: 2006 Results

Good morning to everyone here with us today and to everyone listening in to Unilever's full year results presentation.

Chart 2: Safe harbour

As usual, I draw your attention to the disclaimer relating to forward looking statements and non-GAAP measures. This will also be posted with the text of this presentation on Unilever's website.

Chart 3: Key financials

You will all by now have had a chance to look at our fourth quarter and full year results statement. In a moment Rudy will take you through the numbers.

My key message this morning is that Unilever is making progress. We delivered underlying sales growth of 3.8% in 2006, up from 3.1% in 2005. It's where we had expected to be at this stage, putting us firmly within our target range of 3-5% and growing in line with our markets. Unilever is competitive again.

Our operating margin of 13.6% is also up. It's in line with our guidance but, to be frank, we had hoped to do better. Our savings programmes for the year exceeded our expectations, but there were a number of other factors in the mix – most importantly cost inflation - which Rudy will talk about in detail.

In assessing our progress, the first point to note is that top line growth has been my number one priority. In the balance between growth and margin, I've clearly put growth first - because it is key to sustained long-term value creation. And it is where we have been deficient in the past.

But margins and cash are also important. We have more to do. But *I am* confident that the organisation is capable of delivering sustainable margin improvement as we move forward.

In my presentation later I want to give you an understanding of how fundamentally we've been changing the way Unilever operates – because I believe that illustrates how the results we're delivering are already qualitatively better as a consequence and will drive further progress in 2007 and beyond.

First let me hand over to Rudy to take you through our Q4 and full year results. Rudy…

Rudy Markham – Unilever Chief Financial Officer

Thanks Patrick.

Let me start with the top-line.

Chart 4: Turnover

Our sales in the year at €39.6bn were 3.2% ahead, including 0.3% from favourable currency movements. By Q4, the weakening of the US dollar and other currencies against the euro caused the currency effect to swing to -3%.

The Frozen Foods disposal is treated as a discontinued operation and therefore does not impact on turnover. Other disposals reduced turnover by -0.7% in 2006, with the largest impact coming from Mora frozen snacks in the Netherlands and Finesse and Aquanet hair brands in the U.S...

Chart 5: Consistent growth

Organic growth was 3.8% in the year.

Q4 was slightly lower than this at 3.4%, but in line with our expectations against a strong fourth quarter in 2005. This is the 7th successive quarter in which growth has been in or around our 3-5% range, and is reflected in our market shares which have remained stable throughout.

Volume growth of 2.8% is similar to last year, but there has been an increasing contribution from pricing through the year, reaching 1.2% in Q4.

Chart 6: Broad-based growth

As you can from this chart, our growth in 2006 is broad based both geographically, and across categories.

Looking first at the regions.

Chart 7: Growth in Europe

As we said at the beginning of last year, returning Europe to growth was a key priority for us in 2006. 1% growth in the year was underpinned by a return to growth in the UK, our largest European business. The Netherlands also had a good year. In fact, most of our major Western European markets delivered better performance. The most notable exception was France, where we have not made the headway we wanted to.

Across the region, aggregate market share was stable, with gains in ice cream, soups, spreads, deodorants and body-care, and losses in laundry, hair and tea.

The shape of our performance in Europe also reflected our growth priorities. Thus, Russia saw another year of double digit growth, while Personal Care in Europe grew by nearly 4%.

Chart 8: Growth in the Americas

The Americas grew by 3.7%. Within that, the U.S. grew by 2 ½ %, though we estimate consumer off-take in the year to have been over 3%. This reflects the impact of trade de-stocking in Personal Care at the start of the year, and in Ice Cream in the 2nd half.

Latin America grew by nearly 6%. Growth strengthened throughout the year after a slow start. Most markets delivered good growth, including Brazil, Argentina, Central America and Andina. The performance in home and personal care was outstanding, with strong growth and share gains in Brazil and several other markets.

Mexico had a disappointing year overall for a combination of reasons – a shift in trade structure away from the traditional trade; low priced competition, and some operational issues. These have been addressed and we expect to see Mexico return to growth in 2007. Local low priced competition also impacted our Foods business in Brazil, where we lost some share in Spreads and Dressings.

Chart 9: Growth in Asia/Africa

Across **Asia and Africa**, we continued to see strong organic growth of nearly 8% in the year. Growth was faster in Foods than in Home and Personal Care, albeit from a smaller base.

Of the larger markets, India, China, Indonesia, Turkey and Arabia all grew well. Our strategic focus on China has resulted in growth of nearly 30% in 2006, after growth of over 20% in 2005. Australia also returned to a satisfactory level of growth in 2006.

South Africa and Thailand posted weak growth, although both exited the year with stronger numbers.

Sales in Japan declined in 2006, despite the success we have had in protecting our market shares in Hair.

Chart 10: Sales in D&E markets

As in 2005, our growth in D&E markets of 8% in 2006 is a major contributor to Unilever's overall growth in the year. This, in turn, is strengthening our portfolio, with 41% of sales derived from D&E markets as compared to 34% in Western Europe.

Turning now to the categories.

Chart 11: Personal Care

Personal Care is another of our growth priorities. After a weak performance in 2004, we are now firmly back to where we should be, with growth of over 6% in 2006.

This category best exemplifies the combined power of big brand ideas, global innovation and excellent local execution. All our big personal care brands, including Axe, Dove, Lux, Rexona and Sunsilk, contributed to this performance, driven by global innovations such as Dove Summer Glow, Axe Click, Rexona World Cup and Sunsilk colour enhancing. Rexona, sold as Degree in the U.S., became a €1bn+ brand in 2006, having grown by nearly 13% in the year.

Chart 12: Home Care

Home Care growth of 2.3% in 2006 reflects some very different performances within the category.

Our Laundry business across Asia and Latin America continued to perform well. Our global 'Dirt is Good' platform, which accounts for nearly half of our total sales in Laundry, grew by over 5% in 2006, driven by marketing initiatives such as the 'Back to School' campaign in South East Asia.

The 'all' brand in the U.S. also did well, with the 'Small & Mighty' 3 times concentrated detergent generating sales of over $100m in the year.

Against this, Wisk in the U.S. declined in the year. Our laundry sales were also down in the UK and France, although there has been some improvement in the most recent share data in the UK.

In household care, focus on innovation at the core of our Cif and Domestos brands resulted in a year of good growth for the category.

Chart 13: Savoury, Dressings & Spreads

Our overall growth in **Savoury and Dressings & Spreads** was 2.6%. Within this, our Heart Health brands grew at around 5% with a contribution from both the core product range and Pro-Activ cholesterol lowering products. Our family spreads brands also grew in the year.

Knorr, Unilever's biggest brand, grew by 4%. Much of this came from D&E markets, but Knorr also grew in Europe, with share gains in Germany, our largest single market for the brand.

Hellmann's grew by just under 2%. Modest growth in North America and Europe was helped by an improving innovation pipe-line, for example the re-launch of 'Hellmann's Light' in Europe. However, sales declined in Latin America due to the low priced competition that I referred to earlier.

Chart 14: Ice Cream & Beverages

Growth in **Ice Cream & Beverages** of 3.7% included a solid year of growth and global share gain in Ice Cream. That said, U.S. Ice Cream was below expectations. This reflected a change in the market dynamics, with lower promotional spending by the lead players leading to lower market growth and trade de-stocking. Our market shares in US Ice Cream are up year on year, but fell back slightly in the 4th quarter.

We also saw good growth in Tea, with Lipton growing by around 4%, driven by a step-up in innovations such as pyramid bag flavoured teas.

Our Lipton read-to-drink joint ventures, which are not included in our sales figures, grew by around 25%.

And finally, Slim*Fast returned to growth although the US meal replacement market is still not growing. And AdeS soy based fruit drinks continued to grow strongly in Latin America.

Chart 15: Operating margin

Let me now talk about our margin development, both in the full year and in the fourth quarter.

As Patrick said earlier, although we ended the year with an operating margin of 13.6%, 0.4% ahead of last year, we had been looking for a better underlying development.

After stripping out restructuring, disposals and impairments, and the other one-off items, the change in our operating margin was down 30 bps in the year.

This was entirely driven by a nearly €300m increase in A&P spend, to €5.2bn or 13.1% of turnover.

Our savings programmes delivered around €900m in the year. Of which about half was from buying savings and the remainder from One Unilever and other initiatives.

Nevertheless, both gross margin and overheads were broadly flat as a percentage of turnover.

Overheads development was more or less as we expected. ‘One Unilever’ savings were offset by a combination of cost inflation and planned increases in infrastructure. These included enhanced sales and marketing capability in several D&E countries increased investment market research and development, and the setting up of the European Supply Chain organisation based in Switzerland.

Looking forward, we expect to see overheads fall as a percentage of turnover although we will continue to build selectively our capabilities in support of growth priorities.

Overheads may have been in line with expectations, but gross margin was not.

Where competitiveness allowed, we have raised prices to recover costs, most notably in the US, Asia and Africa. On average, pricing is now running at just over 1%, which is close to our long-term average, but well ahead of recent years.

Despite the significant contribution from savings, increased pricing and the benefit of volume growth and better mix, higher than expected commodity costs left gross margin below expectations.

Chart 16: Commodity costs

We incurred over €600 million in additional commodity costs during the year, equivalent to around 160 basis points of operating margin, even higher than the 150 basis points we saw in 2005.

The prospects for home and personal care input costs are now more favourable as the mineral oil price has eased over recent months, but food commodities continue to rise, especially edible oils. Overall, we expect a further increase in input costs in 2007, but not by as much as last year.

Chart 17: Q4 Operating margin

Turning to the operating margin development in the fourth quarter. This year we had two significant one-off gains totalling €266m, reflecting changes we have made to pension and health care benefits in the UK and the US. These, together with €41m of disposal gains in the quarter was more than offset by a restructuring charge of €469m. This raises the full year restructuring charge to just over €700m, or 170 bps versus our ‘normal range’ of 50-100 bps.

This acceleration of restructuring in the 4th quarter was largely in response to the need to move quickly to eliminate overheads in Europe following the Frozen Foods disposal.

Before the impact of restructuring, disposals and impairments and excluding the pension and health care gains, the operating margin in the fourth quarter was 10 bps higher than in Q4 2005.

We had expected a stronger improvement in the quarter, mainly because in Q4 2005, we had a particularly high rate of spend on A&P and on market research and development costs.

A&P was in line with our expectations – virtually flat in absolute terms, 50 bps down in the quarter,

Gross margin was slightly lower and overhead costs slightly higher than we expected. There are two factors in play here:

First, commodity cost inflation eased slightly in Q4, but by less than we expected.

Second, we had another high quarter of market research and development expenditure, in preparation for a strong 2007 innovation programme.

Chart 18: Drivers of 2006 EPS growth

I have talked about operating margin. Now let's look at some of the other earnings drivers where there has been excellent progress in 2006:

The strong performance from our Lipton JVs, mentioned earlier, and the realisation of profits from our venture capital investments were major factors in a 400% rise in income from JVs/associates.

Chart 19: Tax rate development

The tax rate was 24% in the year. There has been a lot of work done to improve Unilever's structural tax rate, including initiatives such as the reorganisation of our European supply chain management that I mentioned. This has led to a steady reduction in our tax rate over recent years, and allows us to reduce our long-term guidance from around 28% to around 26%. For 2007, we expect the rate to be around 24%

Chart 20: Drivers of 2006 EPS growth

The cost of financing our borrowings was reduced by 17%, including the benefit of a lower level of net debt.

The overall pensions deficit as calculated under IFRS has been greatly reduced by the increased cash contributions made, strong returns on assets and higher interest rates. Our overall shortfall has fallen from €5.6 billion to €3.1 billion before tax, with a small surplus in aggregate on funded schemes. The finance charge has reversed from a negative to positive and should improve further in 2007.

Against these gains, in the third quarter we took a provision of €300 million for compensation payments relating to the 2005 conversion of preference shares.

Taken together, these contributions translate into a 10% rise in net profit and an 11% rise in EPS from continuing operations.

Total EPS includes the €1.2 billion net profit on the sale of frozen foods businesses in Europe in the fourth quarter, and was up by 27%.

Chart 21: Cash flow

2006 was also another year of strong cash flow.

Un-geared free cash flow increased by €0.2bn to €4.2bn. An increase in capital expenditure behind our growth plans was more than offset by structural improvements in both working capital and tax.

We remain on target to hit €25-30bn un-geared free cash flow for 2005-2010, although it should be noted that disposals have reduced our cash generation over this period by around €1.2bn.

Chart 22: Uses of cash

Turning to the uses of cash. From 2001 to 2004 our priority was to strengthen the balance sheet, restoring financial flexibility after the Bestfoods acquisition. In 2005 we stepped-up the return of cash to shareholders to €2.3 billion including dividends and share buy backs, and increased it again to €2.6 billion.

As we exit 2006, we have a balance sheet which we view as consistent with our financial strategy for a strong single ‘A’ credit rating. Looking forward, we are proposing a 6% increase in the total 2006 dividend. This does not include the €750m one-off dividend paid in December. In addition we plan to buy-back €1.5bn of shares this year.

Chart 23: Return on invested capital

Our other long-term financial metric, return on invested capital, rose from 12.5% in 2005 to 14.6% in 2006. Both years included significant profits on disposals of discontinued operations. Excluding these, ROIC increased from 11.3% to 11.5%.

Chart 24: Outlook 2007

Finally, you will have seen our outlook statement in this morning’s press release. Let me reiterate the main points.

We expect little change in the business environment, that is to say, steady market growth, with continued strength in the emerging markets.

Commodity costs will continue to increase, although we expect to see some easing of year-on-year increases through the year, more in HPC than Foods.

Against this background, we expect a strong innovation programme in 2007 to lead to sales growth in the 3-5% range.

With regard to margin development, we are targeting a reported operating margin above this year’s 13.6%, with restructuring in the 50-100 bps range..

Now let me return you to Patrick.

Patrick Cescau – Unilever Group Chief Executive

Chart 25: Strategy, Change, Performance

Thank you Rudy.

As you know, we have been pursuing a very clear and deliberate strategy and a major programme of change.

Today, I want to say something about the progress we are making. And I want to set out *how* the changes we are making are impacting on our results – and how they are setting our course for 2007 and onwards.

First, a quick reminder of where we have come from.

As Rudy said earlier, Q4 2006 was the 7th consecutive quarter of growth in or around the 3-5% range. Prior to that, Unilever had stopped growing. Moreover, we were losing share to our competitors. We knew that in order to put the company back on track we had to address fundamental issues and make fundamental choices.

We did both.

Inevitably, there have been a number of elements to the change programme, but there are – essentially - two building blocks. Everything we have been doing falls under the headings of…

- A new growth strategy
- And a new organisation – and new ways of working - to support that strategy.

Both are essential and both are delivering.

Let me start by saying something about our growth strategy.

Chart 26: Unilever's growth priorities

In my introductory remarks, I made clear that growth had to be my number one priority.

But not growth based on quick fixes. Sustained, profitable growth, derived from a stronger portfolio. That has been our guiding principle.

The first thing we had to do was to make clear choices, to choose where to play.

We set priorities and concentrated our resources on building more leadership positions in high growth spaces.

This has helped to deliver results in the short term, but – critically – it's improving the shape and quality of the portfolio over the longer term.

Let me remind you of the choices we have made.

First, to focus on Developing and Emerging markets where our leading positions are a unique source of strength for us.

Second, to build categories where we have strong global or regional positions. This includes several of our Personal Care categories – Deodorants, Personal Wash and Skin Care, for example, but also categories such as Savoury, Ice Cream and Tea.

And third – the Vitality space. We know that in *every* category you have a growth space, which in our case is increasingly about health and wellness - Vitality. This is true in both developed and developing markets. It explains our emphasis on brands that make people 'look good, feel good and get more out of life'. That's why capturing the opportunity in Vitality is the third of our priorities.

Those are our priorities. At the risk of over-simplifying, it's about D&E, Personal Care and Vitality.

At the heart of this strategy has been the concentration of resource behind our best growth opportunities.

That is why three-quarters of additional A&P spend went behind these priorities in 2006.

The results speak for themselves

Chart 27: Priorities driving growth

Growth in Personal Care had stalled in 2004. In 2005 and 2006, growth was in excess of 6% - back up with the best of our competitors.

And in developing and emerging markets, we achieved growth of around 8% in 2006.

As importantly, the share of turnover in these priority areas is also growing. D&E markets have increased, for example, from 36% of turnover two years ago to 41% now. And Personal Care has gone from 25% to 28%.

That is what I mean when I talk about improving the quality of the portfolio.

I can illustrate this at the category and brand level.

You already know the story in Deodorants – a global category with market growth of 6% a year. We're the global leader, growing at double-digits and increasing share consistently over the last five years.

What you might not know - quite so well - is the story of Dirt is Good, our laundry brand.

Chart 28: The relentless rollout of 'Dirt is Good'

From a disparate collection of brands with various positionings, we have created a 2.5 billion euro brand platform, one with common technologies, common advertising, common R&D and common innovations. And, by the way, it grew last year at 5%.

Chart 29: Our €1 billion+ brands

As a matter of fact, our 12 one billion euro brands grew by nearly 5% in 2006 – a clear demonstration of the power of focus.

What does that say about the rest of the portfolio?

Well, every part of the portfolio has a clear role to play, either for growth ahead of the market, or to provide the funds to fuel growth in the more attractive high priority areas.

Take Household care. Strong in Europe, but not a global priority. Yet, through focus, clear targets and the freedom to operate, the category grew last year by an impressive 6%.

Chart 30: Reshaping the portfolio - disposals

And with the parts of the portfolio that didn't fit, we have been prepared to make disposals. Fine Fragrances in 2005 and Frozen Food in 2006.

Overall, we're driving for a portfolio of global brands, growth categories, leading shares in faster growing markets.   Again, improving the quality of the portfolio.

Chart 31: Unilever's organisation

Let me turn now to the other key elements of our change programme – creating a new organisation and introducing new ways of working.

As with our growth strategy, we have not been tinkering at the edges. The changes have been fundamental. And they are still taking effect – I'm not here to tell you that the process is complete; there's a lot still to do. What I *can* tell you is that there is mounting evidence that the organisational changes are having a positive impact on our performance.

The overriding objective behind the changes has been to align the organisation behind the strategy.

Chart 32: Clear, distinct, complementary roles

The first steps we took were to create a more professional and thoroughly interdependent organisation. Category leaders and customer managers who are expert at what they do, not jack of all trades.

This is all about clarity of roles.

Categories to deliver global platforms.

Regions to execute and make it happen on the ground.

The result has been better category strategies and better quality mixes, delivered faster and more reliably.

Chart 33: Better category strategies

Take hair care in North America. Before, we had a fragmented portfolio of weak local brands. Over recent years, we've totally revamped the portfolio. We've sold several minor brands. We have strengthened Suave – the US volume leader – with a better mix and a compelling value position. We've launched Dove, and followed through with the kind of pipeline of innovations you get with a major global brand. And, as a third step, we've launched Sunsilk, a 1.1 billion euro brand worldwide. As a result, we now have a powerful portfolio of big brands, backed by global resources. A better platform to build upon.

Chart 34: Bigger, better innovation

The effect of these changes has also been to deliver better, more powerful and more differentiated innovations. If you had looked at our portfolio of innovation projects during the previous couple of years, you would have seen a number of global projects but also a lot of medium-size or small projects. It meant much of our effort was applied to only a handful of markets. We were not fully leveraging our scale.

Bringing a category together with single point responsibility for the totality of innovation for that category has meant we eliminate overlap. We can take several ideas – which individually might have been ok - but together become a much bigger idea to put our muscle behind.

Chart 35: Dove Pro.Age

So the fewer, larger projects get scale and better resources. And the projects become more visible, more impactful. Take Dove Pro.Age for instance. Building on the remarkable success of the 'Campaign for Real Beauty', Pro.Age is the first collection of beauty products especially formulated to meet the skin and hair needs of women over 50, launching simultaneously in the US and across Europe as we speak.

Chart 36: Idea! from Family Goodness

And the examples aren't confined to HPC. The same thinking is taking root in our food brands, as with our Family Goodness brand, Blue Band/Rama, the first margarine to contain nutrients to support mental development - a breakthrough innovation, already in nine European countries and rolling out further in 2007. Or Knorr Bouillon, which we have totally rejuvenated across 11 European markets, and which will be on shelf across the whole of Europe during 2007.

Chart 37: Building capabilities

So, in the new Unilever we have Category people focused on better category management, better brand mixes, better R&D and bigger and better innovations.

Equally, we have our people in the Regions, free of distractions and able to concentrate fully on their consumers and their customers.

The next stage was to provide them with the tools to deliver.

We have therefore focused on building our capabilities in two mission critical areas:

- Brilliant Consumer Marketing for our category organisation
- And 'Win with Customers' for our 'Go to Market' organisations.

Chart 38: Winning with customers

In the past, 'Win with Customers' was not always in Unilever's DNA. Execution was seen as somehow less exciting.

But the world has changed. We're putting in place the people and the tools to build performance partnerships with key customers, deploy shopper insights into innovation and brand activation activities, maximise on-shelf availability, drive down costs, and improve customer profitability via focus and efficient trade spend. Really fundamental changes, and backed up by new people, a new mindset and better systems and processes.

And we're getting positive results.

Chart 39: Wal-Mart's 2006 International Supplier of the Year

Our customers tell me they see the change. A more responsive and competitive Unilever.

We now feature in the top group in the US Cannodale Survey. And we've just learned that we have won Wal-Mart's prestigious 'Vendor of the Year' in two important categories:

- Health and Beauty, essentially covering our Hair, Deodorant and Personal Wash brands, and

- The International category – a powerful recognition of Unilever's strength globally.

And our business with key customers is growing ahead of our average. Again: focus and quality of delivery.

Chart 40: Brilliant consumer marketing

In Marketing we've always had great people and numerous examples of world class work. But we were not able to leverage the best of our brand development skills everywhere. But no longer.

We're building world class capability, orchestrated from the top down. And we're leveraging performance by moving the best people around, cross-fertilising between Foods and HPC. For example, the leader of Dove responsible for the 'Campaign for Real Beauty' is now running Knorr. We're creating a pool of talent with a more global orientation.

And again, we're getting results. At this year's Cannes Advertising Festival, for example, we won 37 of the prestigious Lions – three times as many as our nearest competitor.

So, we have clarity of roles and we are giving people the tools to do the job.

Chart 41: Strategy into action

What ties these things together is a highly disciplined approach we call, 'Strategy into Action'.

It means we now translate top Unilever growth priorities into local priorities, and action plans for each of the categories, regions and countries.

So today when I look at the priorities and plans for Russia, for example, for 2007, I can track exactly how Russia is working to the agenda of the priorities we've set for Unilever overall. I can check that the categories will deliver the brand mixes the country manager needs. I can see how it is working in the market. This is absolutely critical. The whole organisation can now sing from the same hymn sheet.

Chart 42: Simplification

These changes have also helped to pave the way for radical simplification.

Part of this has involved implementing the One Unilever programme. One big operating company in every country. That job is now 90% done.

But it has also meant reducing the number of people, and de-layering, especially at the top and middle management levels. We needed an organisation that was more nimble and able to deliver at speed.

There are many ways in which this is working in practice. The most telling example perhaps is the dramatically reduced distance that now exists between me and our key markets and brands. Take our business in China – with sales of over 600 million euros.

Chart 43: De-layered, simpler, more effective

In 2004, China was Unilever's 20th largest business, growing at 11%. It had three companies each with its own 'Go to Market' model. The three business leaders reported to two regional leaders, who in turn reported to two divisional heads.

Today, China is a single 'One Unilever' retail business, connected directly to the category structure, influencing brand and innovation plans, with one leader reporting directly to a member of my team. It has moved up to 15th in our league table, and grew by nearly 30% in 2006.

Equally, there is only one person between me and the Knorr global brand manager.

De-layered. Simpler. More effective.

Chart 44: Simplification saves money

And simplification saves money to invest in growth.

Our supply chains are becoming more regional or global, with responsibility for managing them shifting away from local markets, so that the people on the ground can concentrate solely on the customer, on delivering the plan. We've started in Europe, with a regional supply chain based in Switzerland.

Harmonisation, common specs and processes are all unlocking further untapped savings. Thus, our buying savings continue to run at around €100 million per quarter. And we are outsourcing non-core activities like transactional services in HR and Finance.

Chart 45: Culture and behaviour

The last element in how we're transforming Unilever relates to our behaviours and culture. In many ways it is, of course, the most difficult area of all and takes time.

There are two key ingredients.

First, absolute clarity on the behaviours and the culture that we want to foster. A total Unilever team mindset. And we've done that. We now evaluate and reward our top leadership also according to these behaviours.

And, second, it was essential to inject new blood, internally and externally. Internally, by shaking up key positions. Starting in 2005 we began evaluating our top 200 managers. 70 have now gone. Many of the rest are in new positions. Across Western Europe, 2/3rds of our country leaders are new in their jobs since the beginning of 2005. And where necessary we are refreshing the gene pool by bringing in new blood from outside – for example, in HR, in Customer Management and in our US operations.

Chart 46: Strategy, change, performance

This story taken together, I hope, describes why we believe we are making a fundamental and lasting change in the way Unilever operates.

So let me conclude… the message I want to leave you with is that this is a massive programme of change.

Not all of it is visible to the outside world.

But it is starting to become visible in our results.

However, there is a lot more to do. I fully recognise that.

Chart 47: Agenda for 2007

My agenda for 2007 is more of the same.

Growth remains the number one priority.

But we don't just want to grow…

We want to grow competitively – to gain market share.

We want to grow profitably – with better margin development and further simplification.

And we intend to perform consistently – not least in Europe, where we are determined to build on an improving performance.

That is our agenda. It is how we plan to unlock Unilever's long term potential and deliver the shareholder value we have promised.

Thank you.

Chart 48: Questions

Rudy and I will now be delighted to take any questions.

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.