

Q3 2006 Results



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Underlying sales growth



Underlying sales growth %

	YTD	Q3
Europe	1.4	3.5
Americas	3.5	4.1
Asia/Africa	8.0	7.5
Total	3.9	4.8

	YTD	Q3
Foods		
Savoury, Dressings and Spreads	2.7	3.1
Beverages and Ice Cream	4.1	6.5
HPC		
Home Care	1.9	2.7
Personal Care	6.5	6.8

Personal Care



High quality innovation



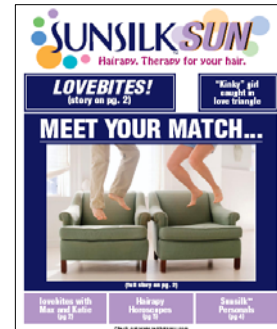
Dove Summer Glow – moisturiser with a hint of tan

Rapid rollout



Axe Click – launched across three continents in six months
YTD Growth +6.5%

Excellent activation



Sunsilk US Hairapy activation

D&E



Affordable products



Margarine sachets, South Africa

Roll out of global propositions



Surf "Dirt Is Good", Indonesia

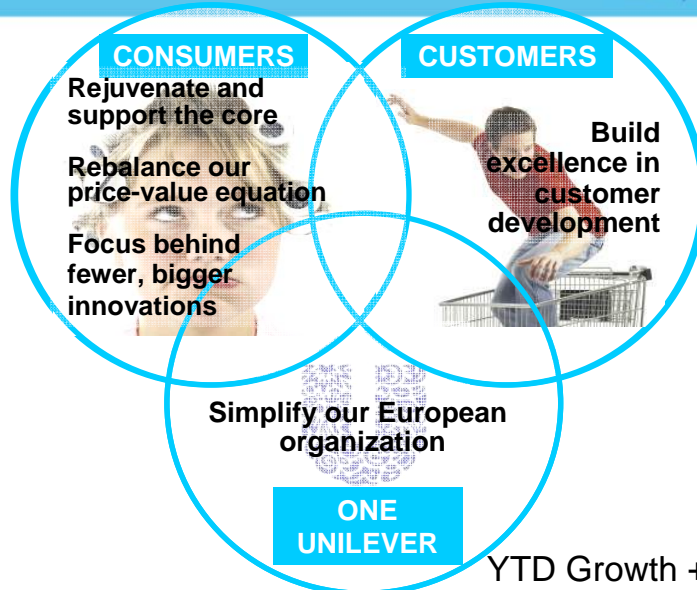
Vitality



Lifebuoy unbeatable germ protection

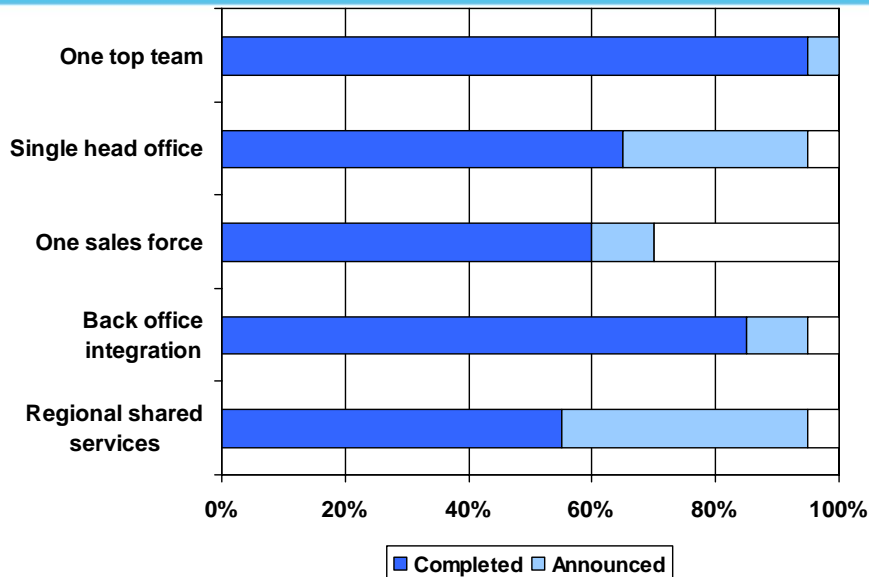
YTD Growth +8%

Restoring growth in Europe



YTD Growth +1.4%

Progress on One Unilever – Top 20 countries



Operating margin Q3 and YTD



	YTD	Q3
Operating Margin	14.5%	14.8%
- after charging RDIs of	(0.3)%	(0.8)%
<u>Year-on-year change</u>		
Operating Margin	0.3%	(0.8)%
Operating margin before RDIs	(0.7)%	(0.7)%
<u>Key drivers</u>		
A&P	(0.6)%	(0.8)%
Savings	2.1%	2.4%
Cost/price/mix	(2.2)%	(2.3)%

Drivers of EPS



	YTD (%)
Underlying sales growth	4
A&P	(4)
Restructuring, disposals and impairments	7
	<hr/>
Operating profit	7
Interest and pensions financing	4
Other income (JVs etc.)	1
Tax rate	4
Preference share provision	(11)
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Total EPS growth	5

Returning cash to shareholders



- Cash returned to shareholders in 2006 increased from €500m to €750m
- To be distributed as an additional one-off dividend
- €1.5bn share buy-back planned to start in 2007



Unilever

QUESTIONS