

Unilever's 2004 Results Presentation

Patrick Cescau & John Rothenberg
10th February 2005

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**.

1

2004 Key Financials

- Underlying sales growth +0.4%
- Disposals (2.5)%
- **Turnover (2.1)%**

- Operating margin (beia) 15.2% (down 60 bps)

- EPS beia +5%

- Exceptional items €1.7bn

- Further reduction in underlying tax rate

- Lowered financing costs

- Net debt €9.7 bn, down by €2.9 bn in the year

Underlying Sales Growth 2004

	%		%
Europe	(2.8)	Savoury & Dressings	2.6
N.America	1.5	Spreads & Cooking Products	1.6
Latin America	7.2	Ice Cream & Frozen	(3.4)
Africa & Middle East	3.1	Beverages	(3.9)
Asia & Pacific	1.4		
	<hr/>	Foods	(0.3)
Total	0.4	Home Care	(0.4)
		Personal Care	2.1
		Home & Personal Care	1.1
		Total	0.4

Operating Margin Development 2004

	bps change
Gross margin	(20)
– pricing for competitiveness	
– savings offset commodity cost increases	
A&P	(10)
– step up in Q4	
Overheads	(30)
– dilution from disposals	
	<hr/>
Change in operating margin beia	(60)

Fourth Quarter Results

Underlying sales growth	+3.2%	
Disposals	(2.5)%	
Turnover	0.6%	
		bps change
Gross margin		(110)
A&P spend		(130)
Overheads		(30)
Operating margin (beia)		(270)

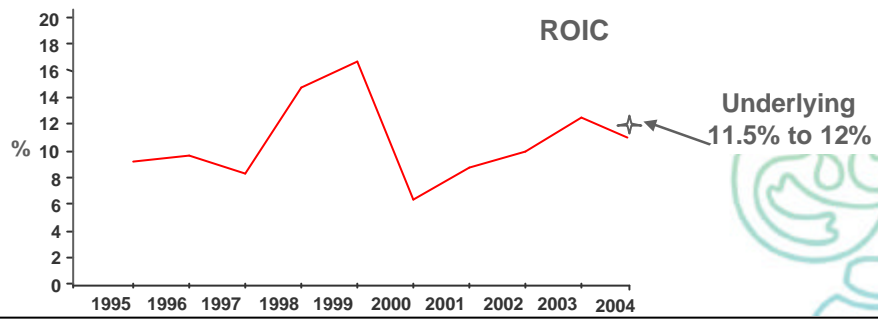
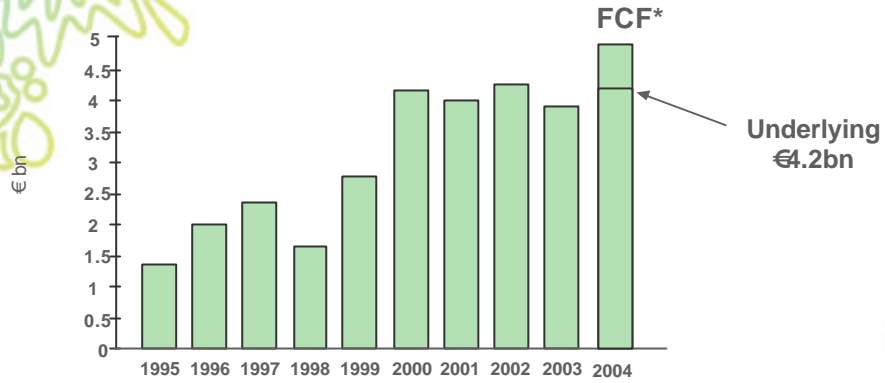
- Increased market competitiveness: A&P and pricing
- Higher commodity costs
- One-off items, e.g. asset write-offs/disposals

Exceptional Items


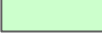

	Q4	2004
Net restructuring [†]	€710m	€845m
Slim*Fast Impairment	€650m	€650m
Brazil sales tax provision	€177m	€177m
Exceptional Items	€1537m	€1672m

[†]net of profits and losses on disposal

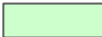

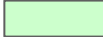
Free Cash Flow and ROIC



Path to Growth Scorecard

<u>Revenue Generation</u>	Target	Achievement
Growth	5- 6%	 Leading Brand growth: 0.9% in 2004 3.6% 2000-2004
Portfolio change and brand focus (from 1600 to 400 brand names)	95%	 95%
Advertising and Promotions	+200 bps	 +150 bps

Cash Generation

Restructuring and buying savings	€3.1 bn	 exceeded
Bestfoods synergy	€0.8 bn	 exceeded
Operating margin beia	from 11% to 16+%	 15.2%
Capital productivity	600bps	 >900 bps

EPS beia growth

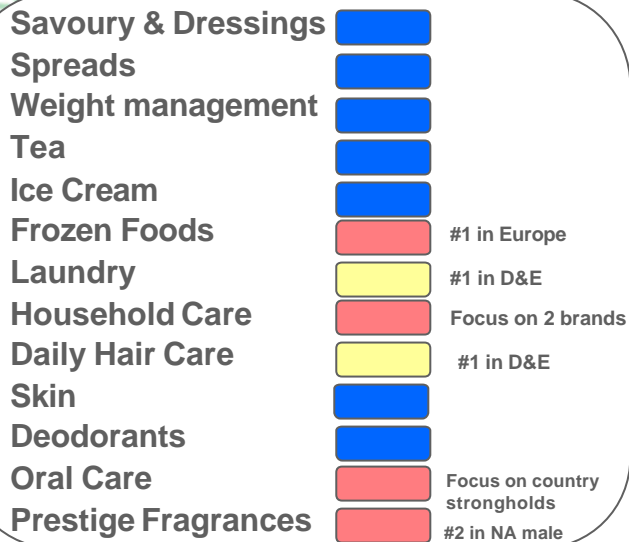
low double digits at constant rates in every year		5% in 2004 11.3% average
---	---	-----------------------------

Path to Growth: Lessons Learned

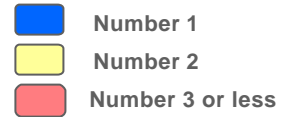
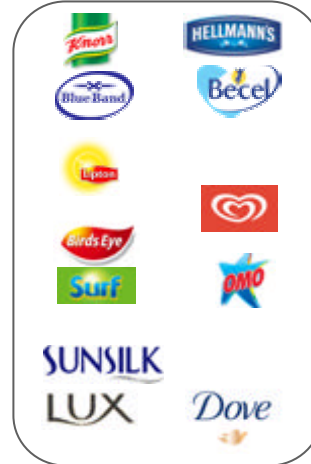
- Boxed in by too many targets
- Not playing our portfolio to its full potential
- Inconsistent execution

Unilever's Strong Portfolio

Unilever's world category position



Our 12 €1bn brands



Source: Euromonitor, Unilever estimates

10



What we are doing differently

- Sustaining MARKET AGGRESSION
- Making our PORTFOLIO work harder
- Sharpening EXECUTION



The Winning Formula - pro activ

We have extended the heart health benefits of the brand from our core spreads category....



...to milk and yoghurt...

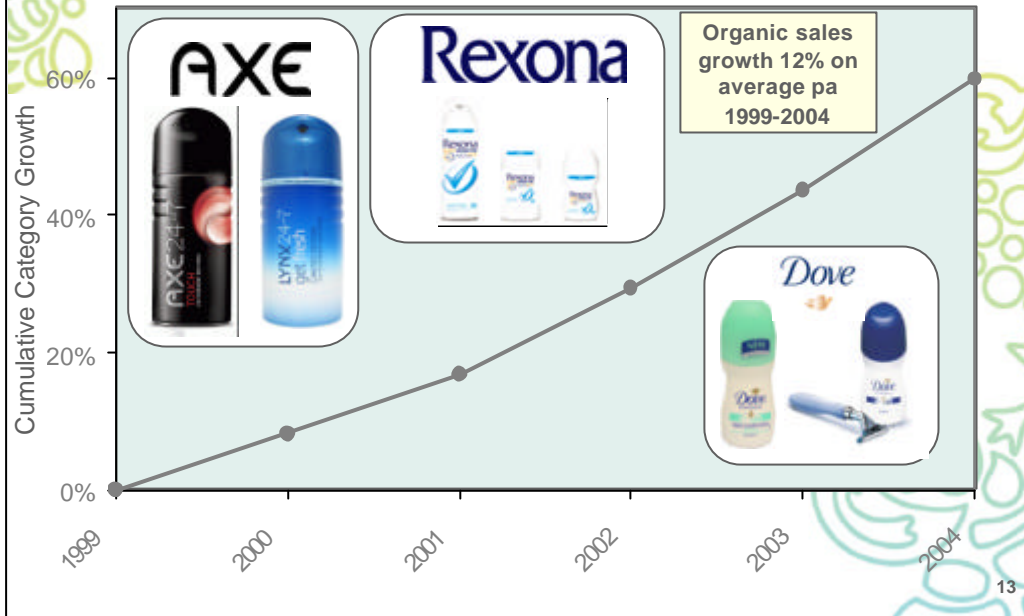


...and daily yoghurt drinks...

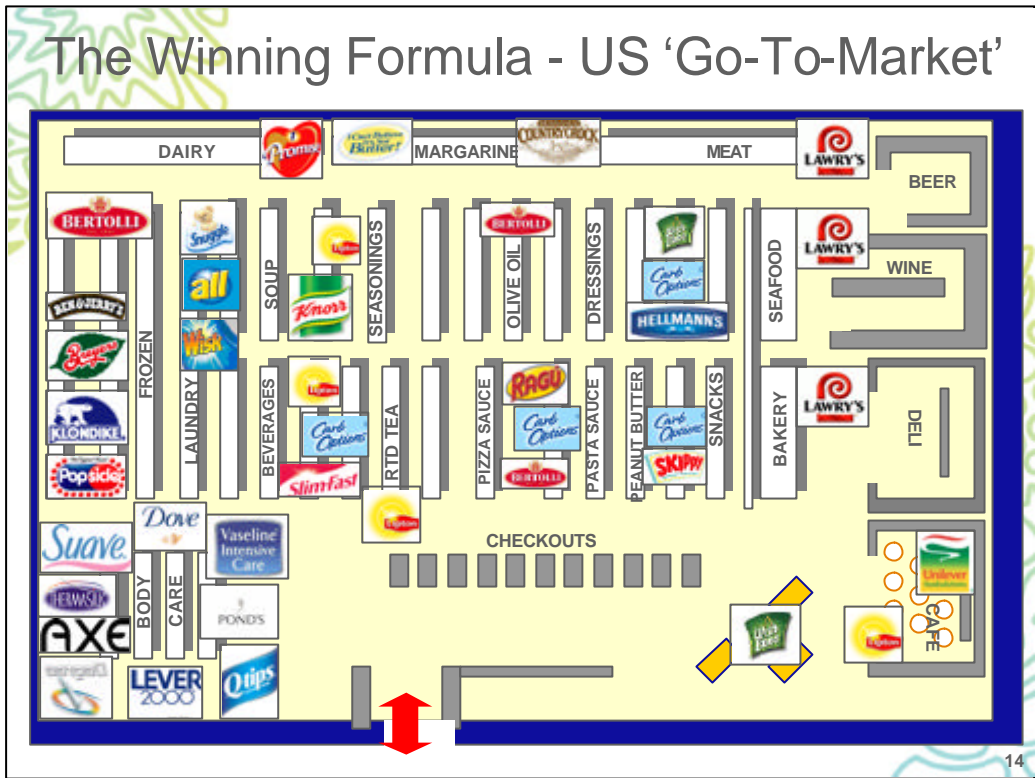


...and created a €300m-plus business in 3 years

The Winning Formula - Deodorants




The Winning Formula - US 'Go-To-Market'





Unilever's Growth Potential

- Vitality
 - Strength in D&E
 - Personal Care
 - Presence across both Foods and HPC
- 

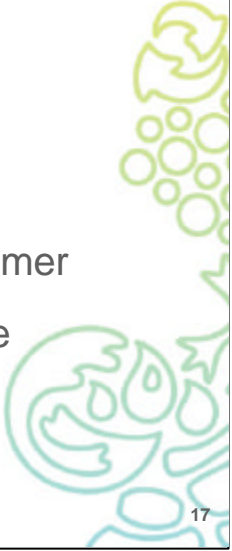
Unilever's Financial Model

Overriding ambition is to be in Top Third TSR

- Growth of Unilever's markets: 2-4% pa
- Generation of free cash flow 2005-2010 €25-30bn
- Progressive improvement in ROIC



Organising to Win

- Single point responsibility
 - Faster decision-making
 - Clear accountability for delivery
 - Leadership close to customer and consumer
 - Balance between market focus and scale
- 

Main Changes

Group CEO

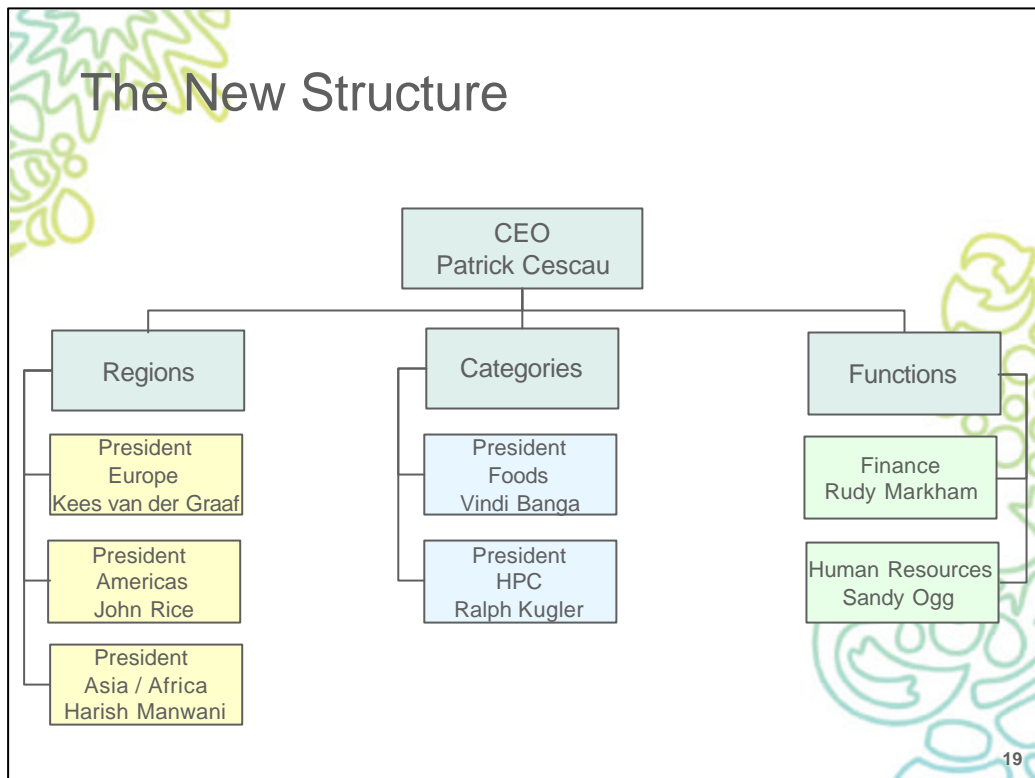
Patrick Cescau

Non-Executive Chairman

Antony Burgmans

ExCo and Divisions replaced by single top executive team, led by the Group CEO

The New Structure



Review of Corporate Structure

- Comprehensive review to determine optimal structure
- Led by Non-Executive Chairman
- Team to include external advisors and two Non-Exec directors
- Any proposals to AGM in 2006



Priorities for 2005

- Regain momentum in Europe
 - protect and build our market share
- Exploit and build on our strengths
 - Vitality
 - D&E markets
 - Personal Care
- Accelerate savings initiatives
- Maintain our market focus as we implement “One Unilever”



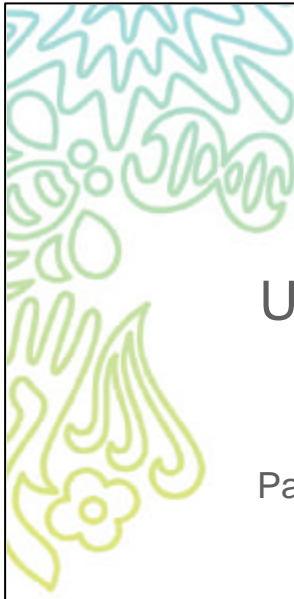
2005 Outlook

- Number one priority - sustainable top-line GROWTH
- Sustained investment to protect market position through
 - A&P
 - pricing
 - innovation
- Accelerated cost savings

Returning Value to Shareholders

- Increased full year dividends
- Conversion of outstanding €0.05 NV preference shares
- Share buy-back programme up to €500m in 2005





Unilever's 2004 Results Presentation

Patrick Cescau & John Rothenberg
10th February 2005

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**.