



## FOURTH QUARTER AND ANNUAL RESULTS 2005

Unilever enters 2006 in much better shape, with increased competitiveness and growth.

### FINANCIAL HIGHLIGHTS

(unaudited)

Fourth Quarter		€ million	Full Year			
2005	2004		2005	2004	Current rates	Constant rates
Current rates	Current rates		Current rates	Current rates	Current rates	Constant rates
10 081	9 755	Continuing operations:	39 672	38 566	3%	2%
1 063	(288)	Turnover	5 314	4 239	25%	24%
916	(398)	Operating profit/(loss)	4 751	3 704	28%	27%
726	(124)	Pre-tax profit/(loss)	3 502	2 894	21%	20%
		Net profit from continuing operations				
		Total operations:				
0.71	(0.16)	EPS NV (Euros)	3.88	2.83	37%	35%
10.68	(2.33)	EPS PLC (Euro cents)	58.17	42.46	37%	35%

### KEY FEATURES OF THE YEAR

- Underlying sales up 3.1%, improving trend throughout the year and a strong fourth quarter.
- Market shares stable overall.
- Earnings per share up 37%, with 22% from continuing operations, benefiting from lower restructuring, disposal and impairment charges.
- Increased investment behind growth priorities, including additional €500 million advertising and promotions.
- Operating margin at 13.4%. Productivity improvements and better mix more than offset higher input costs.
- Share buy-back programme of €500 million completed. Proposed final dividend of €1.32 per NV ordinary share and 13.54p per PLC ordinary share, raising the total dividend per share by 5% for NV and by 6% for PLC.

### FROZEN FOODS

- Previously announced review completed. Majority of European frozen foods to be sold.

## CHIEF EXECUTIVE'S COMMENT AND OUTLOOK

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2005 was a year of change and investment in the business. The priority was to restore competitiveness and to grow our top line. We made good progress on both, stabilising our market shares and improving growth through the year.

We have refocused and simplified the organisation, and increased investment behind our growth priorities. We have sold our fragrance business and announced today the planned sale of most of the frozen foods business. Our savings programmes are delivering well and have been successful in containing the impact of higher input costs.

We have seen a return to strong growth in personal care and in developing and emerging markets. Performance in Europe improved compared with last year, especially in Foods. There was some pick up in the fourth quarter, but there is still work to do to return Europe to full competitiveness and growth. This will be a key priority for 2006.

The manner in which we ended 2005 gives me confidence as we enter 2006. Unilever is a simpler and more agile business, more responsive to customer and consumer needs, with a clear value creation agenda.

## OUTLOOK

For 2006, our priorities are to sustain our top-line growth and improve our margins. We expect a sustained flow of savings from our current programmes, and a progressively more favourable pricing and commodity cost environment. We will continue to invest competitively behind our growth priorities and expect an increase in operating margin from the 13.4% of 2005. In 2006 we plan restructuring costs of around one percent of sales, at the top end of our long term guidance.

We are on track to deliver our targeted savings from the 'One Unilever' programme of €0.7 billion by the end of 2006, and see scope to increase this to €1 billion by the end of 2007.

Looking further ahead, I remain confident that we can deliver our value creation objectives to 2010.

Patrick Cescau

Group Chief Executive

9 February 2006