

Winning Through People

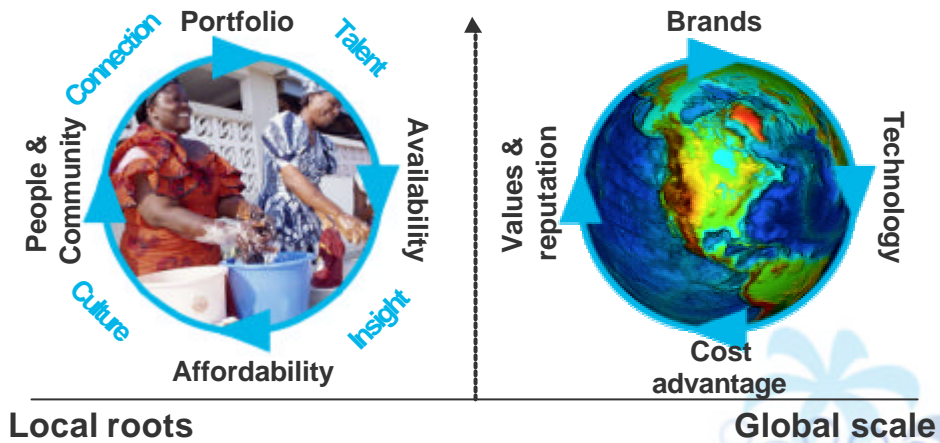
Patrick Cescau, Group Chief Executive Unilever
Campinas, Brazil
December 2005



Safe Harbour Statement

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.

Unilever's Local Roots and Global Scale



Applying the Formula Successfully





Winning the war for talent



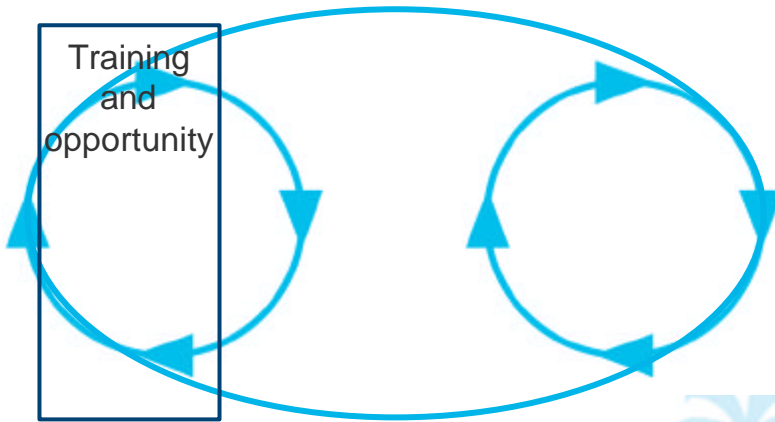
Unilever's Local Roots and Global Scale



Local roots

Global scale

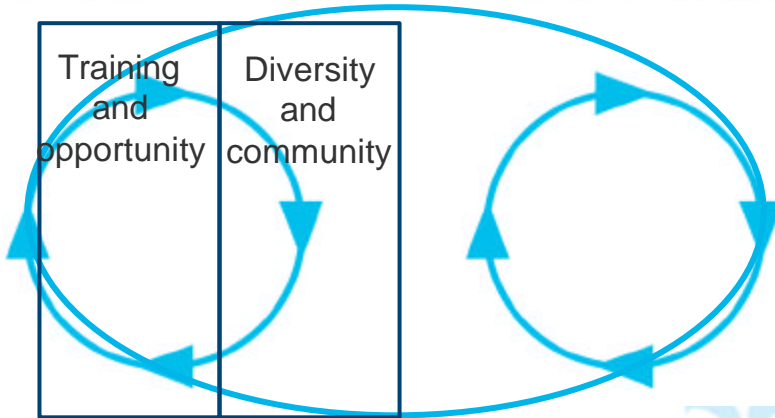
A Winning Career Proposition



Local roots

Global scale

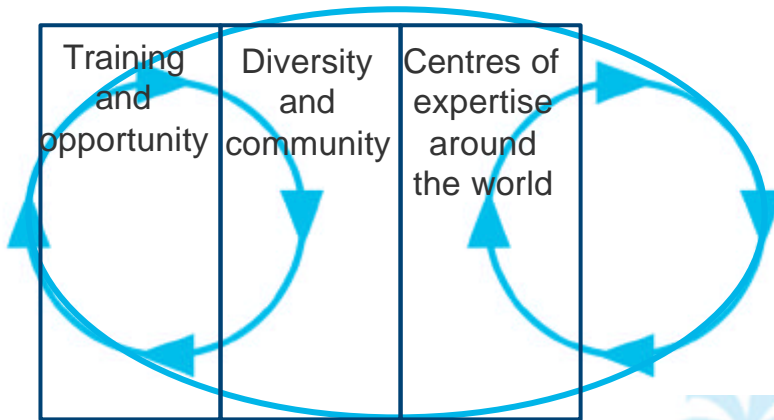
A Winning Career Proposition



Local roots

Global scale

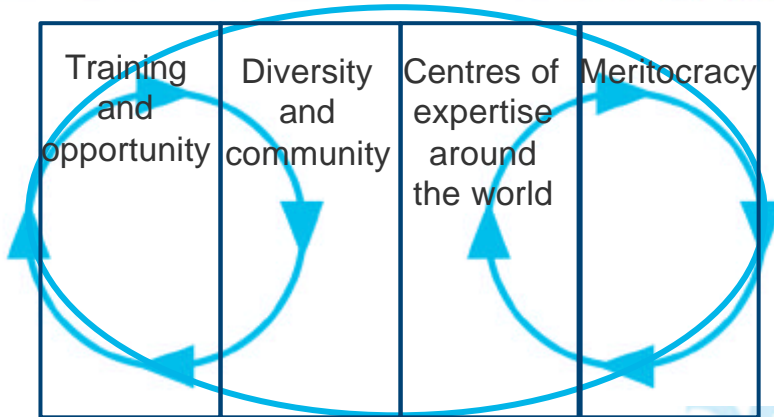
A Winning Career Proposition



Local roots

Global scale

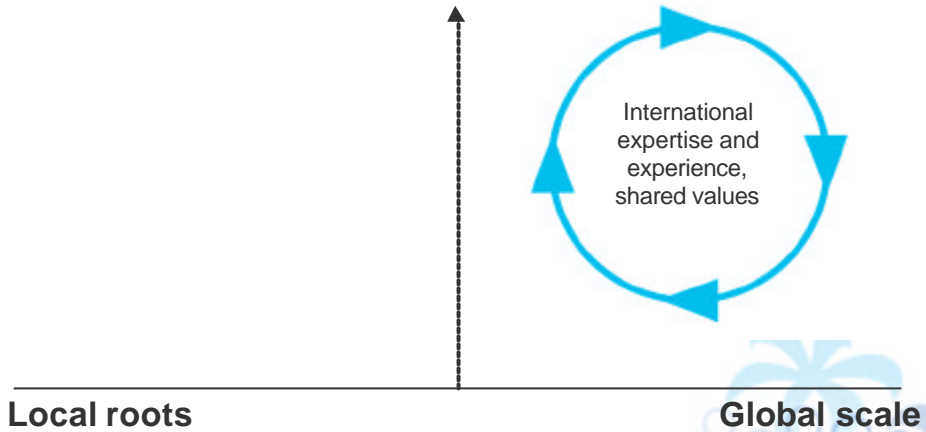
A Winning Career Proposition



Local roots

Global scale

Unilever's Local Roots and Global Scale



Our D&E Businesses as Exporters of Talent

