

Unilever Brazil - A Truly Local Global Company

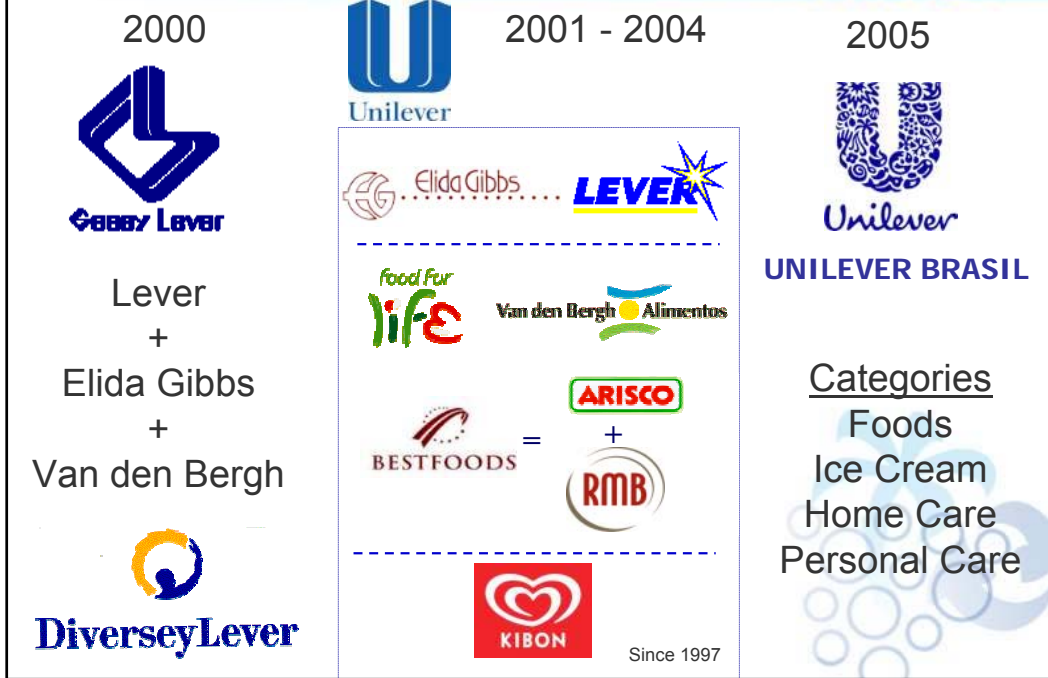
Vinicius Prianti
Chairman Unilever Brazil



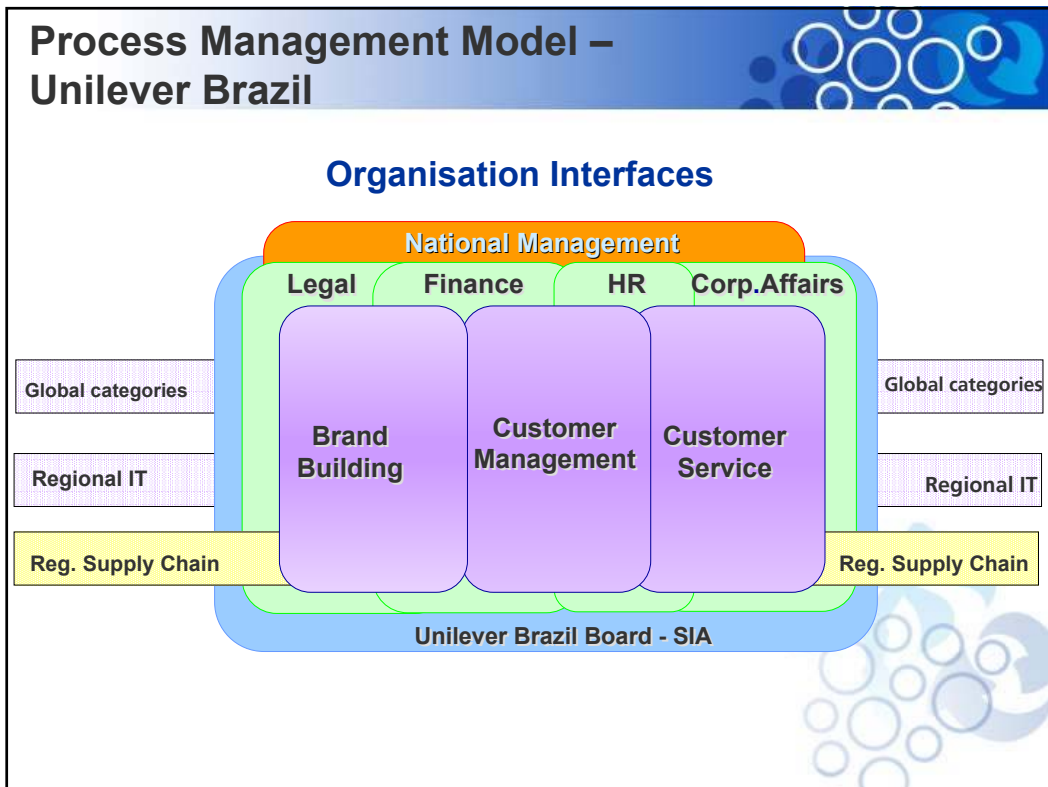
Safe Harbour Statement

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.

Organizational Change – 75 years of Brazil

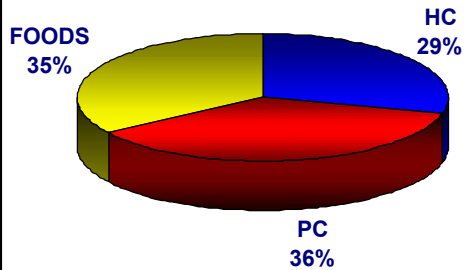


Process Management Model – Unilever Brazil

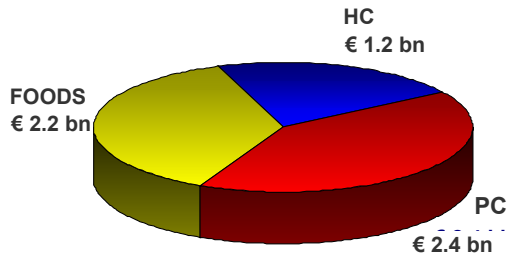


Unilever in Brazil 2004

Unilever Brazil
Sales € 1.7bn



Unilever Markets**



Key competitors sales € billions	Nestlé*	Avon*	P&G + Gillette*	Natura	Colgate*
	€ 2.1	€ 0.7	€ 0.6	€ 0.5	€ 0.3

*Estimated figures
** Source: Nielsen

Ebn avg'04 - Current Money

Key Market Positions

HPC	Leadership	Key Players
Solution wash	Green	P&G
Deodorants	Green	Nívea
Skin Cleansing	Green	Colgate
F.Conditioners	Green	Scarlat
Hair (Shampoo)	Green	Lóreal
Oral (Dental)	Yellow	Colgate
Skin Care (Body)	Yellow	Nívea
HHC (Cleaners)	Red	Reckitt

FOODS	Leadership	Key Players
Ice Cream	Green	Nestlé
Mayonnaise	Green	Bunge
Bouillions	Green	Nestlé
Tomato	Green	Parmalat
Soups	Yellow	Nestlé
Margarine	Red	Sadia

Green 1st. position
Yellow 2nd. position
Red 3rd. position

Source: Nielsen

Strong Brand Portfolio

Key Brands



15 brands account for close to 90% of Unilever Brazil Sales

Unilever in the TOP OF MIND 2005 Consumer Annual Research

	Deodorants	Solution Wash	Skin Cleansing	Margarine	Dressings	Ice Cream	Beauty Prod.
1st	Rexona	OMO	LUX	Doriana	HELLMANN'S	KIBON	
2nd	AXE	Brilhante			ARISCO		
3rd	Dove						SEDA

Omo is the most Top of Mind of all brands in Brazil

Unilever Ranking in Key Accounts

	1°
	1°
	2°


Unilever in Brazil

- Co-Workers: ~ 13.000
- Managers: ~754
- Plants: 13



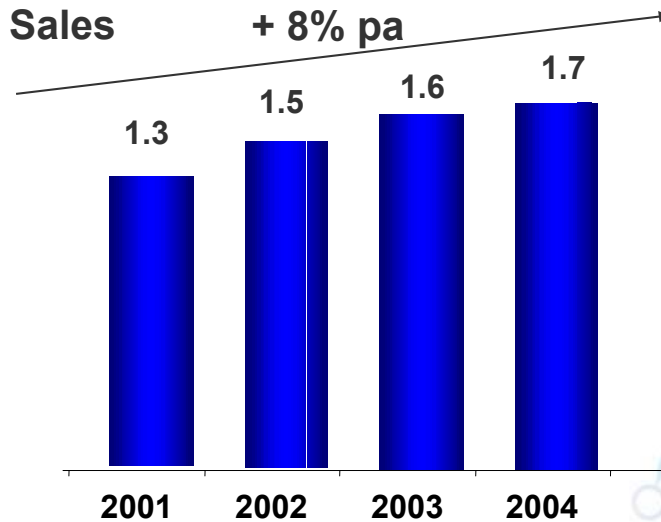
INNOVATION CENTRES

VINHEDO 
Regional Innovation Centre - Oral Care

ANASTÁCIO 
Global Brand Centre – Lux
Global Technical Centre - Powders
Regional Innovation Centre - Conditioners

VALINHOS 
Latin American Food Innovation Centre for Dressings, Beverages, Cooking Products
Global Technical Centre - Lux
Regional Innovation Centre Skin Cleansing (Lux, Dove, Rexona)

Business Performance Unilever Brazil



Operating Profit growing twice rate of sales

€bn avg'04 rates current money

Corporate Image

✓ ***“One of the three most admired companies in Brazil”***
(Forbes Magazine - *“The most Admired Companies / 2003”*)



✓ ***“The most admired company in Home Care and Personal Care categories”***
(Carta Capital Magazine - *“The most Admired Companies/2005”*).



✓ ***“One of the ten best standard of corporate social responsibility (CSR) companies in Brazil”***
(*“Guia Exame de Boa Cidadania Corporativa/2004 and 2005”*).



✓ **Number 1 as *“The company where students would want to work”***
(*‘Cia de Talentos’ and ‘LabSSJ’ pesquisa / 2004*).



Quality of our People

- ✓ Trainee programme since 1964.
- ✓ Consistent career development and job opportunity offers
- ✓ Brazil as net provider of talent
 - 83 Brazilians out
 - 70 managers in from other countries
- ✓ Good blend at Brazil Board.
 - 6 home grown
 - 4 mid career recruiters
 - 2 expatriates (Argentina/Spain)

Unilever as Preferred Choice for Graduates

Applicants for the trainees programme

2000= => 9,529

2001= => 11,604

2002= => 15,557

2003= => 19,842

2004= => 24,282

2005= => 26,690

Increase of
180% in 5 years

Recruited

Ave. 37 / year



Social Responsibility

- ✓ Unilever is one of the top 10 in Corporate Social Responsibility according to “Exame Guide of Good Corporate Citizenship (2004 and 2005)”
- ✓ Recycling Stations Pão de Açúcar Unilever was considered the best environment project by Exame Guide (2004)
- ✓ Rexona-Ades Volleyball Centre, Protected Childhood, Unilever Art Project and Meal Education were also recognised by the publication (2004)
- ✓ 2nd Edition of Social-Environmental Report (2003 and 2004)
- ✓ 2005 - Araçoiaba Project

