

CONSOLIDATED PROFIT AND LOSS ACCOUNT – CONSTANT EXCHANGE RATES (unaudited)

Note: A description of the exchange rate conventions used is given on page 16.

Fourth Quarter			£ Millions – constant rates	Full Year		
2004	2003	% Incr./ (Decr.)		2004	2003	% Incr./ (Decr.)
7,436	7,392	1%	TURNOVER	29,046	29,682	(2)%
(36)	(39)		Less: Share of turnover of joint ventures	(142)	(172)	
<u>7,400</u>	<u>7,353</u>	1%	Group turnover	<u>28,904</u>	<u>29,510</u>	(2)%
(252)	987	(125)%	Group operating profit/(loss)	2,437	3,790	(36)%
<u>7</u>	<u>6</u>		Add: Share of operating profit of joint ventures	<u>32</u>	<u>32</u>	
(245)	993	(125)%	OPERATING PROFIT/(LOSS)	2,469	3,822	(35)%
1,016	1,213	(16)%	Operating profit beia *	4,414	4,681	(6)%
(1,063)	(16)		Exceptional items	(1,156)	(69)	
(198)	(204)		Amortisation of goodwill and intangibles	(789)	(790)	
6	8		Share of operating profit of associates	32	17	
4	6		Other income from fixed investments	23	(2)	
(123)	(151)		Interest	(473)	(586)	
(1)	(27)		Other finance income/(cost) – pensions and similar obligations	(47)	(114)	
(359)	829	(143)%	PROFIT/(LOSS) BEFORE TAXATION	2,004	3,137	(36)%
192	(273)		Taxation	(557)	(1,056)	
(167)	556	(130)%	PROFIT/(LOSS) AFTER TAXATION	1,447	2,081	(30)%
(29)	(49)		Minority interests	(134)	(172)	
(196)	507	(139)%	NET PROFIT/(LOSS)	1,313	1,909	(31)%
703	713	(1)%	Net profit beia *	2,827	2,712	4%
COMBINED EARNINGS PER SHARE						
(Constant rates)						
(3.11)	7.80	(140)%	- per 1.4p ordinary PLC share (pence)	20.14	29.26	(31)%
10.89	10.99	(1)%	- per 1.4p ordinary PLC share – beia * (pence)	43.72	41.69	5%
(3.19)	7.56	(142)%	- per 1.4p ordinary PLC share – diluted (pence)	19.38	28.40	(32)%

* Before exceptional items and amortisation of goodwill and intangibles

NET PROFIT AND EARNINGS PER SHARE – CURRENT EXCHANGE RATES (unaudited)

Net profit and earnings per share given below are stated at current exchange rates i.e. the results in both years have been translated at the exchange rates prevailing during the appropriate period.

For further details of the results at current exchange rates and impact of exchange rate movements see notes on page 16.

Fourth Quarter			£ Millions – current rates	Full Year		
2004	2003	% Incr./ (Decr.)		2004	2003	% Incr./ (Decr.)
7,078	7,310	(3)%	TURNOVER	27,373	29,682	(8)%
(35)	(39)		Less: Share of turnover of joint ventures	(134)	(172)	
<u>7,043</u>	<u>7,271</u>	(3)%	Group turnover	<u>27,239</u>	<u>29,510</u>	(8)%
(211)	982	(122)%	Group operating profit/(loss)	2,313	3,790	(39)%
6	6		Add: Share of operating profit of joint ventures	30	32	
(205)	988	(121)%	OPERATING PROFIT/(LOSS)	2,343	3,822	(39)%
967	1,203	(20)%	Operating profit beia *	4,162	4,681	(11)%
(986)	(15)		Exceptional items	(1,083)	(69)	
(186)	(200)		Amortisation of goodwill and intangibles	(736)	(790)	
6	8		Share of operating profit of associates	29	17	
4	6		Other income from fixed investments	21	(2)	
(110)	(147)		Interest	(426)	(586)	
(1)	(27)		Other finance income/(cost) – pensions and similar obligations	(42)	(114)	
(306)	828	(137)%	PROFIT/(LOSS) BEFORE TAXATION	1,925	3,137	(39)%
170	(271)		Taxation	(530)	(1,056)	
(136)	557	(124)%	PROFIT/(LOSS) AFTER TAXATION	1,395	2,081	(33)%
(27)	(49)		Minority interests	(123)	(172)	
(163)	508	(132)%	NET PROFIT/(LOSS) AT EXCHANGE RATES CURRENT IN EACH PERIOD	1,272	1,909	(33)%
676	710	(5)%	Net profit beia *	2,692	2,712	(1)%
COMBINED EARNINGS PER SHARE (Current rates)						
(2.60)	7.82	(133)%	- per 1.4p ordinary PLC share (pence)	19.51	29.26	(33)%
10.46	10.95	(4)%	- per 1.4p ordinary PLC share – beia * (pence)	41.61	41.69	0%
(2.68)	7.58	(135)%	- per 1.4p ordinary PLC share – diluted (pence)	18.78	28.40	(34)%
			Preference dividends	(19)	(19)	
			Dividends on ordinary capital	(1,231)	(1,163)	
			Result for the year retained	22	727	

* Before exceptional items and amortisation of goodwill and intangibles

STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES (unaudited)

£ Millions – current rates	Full Year	
	2004	2003
Net profit	1,272	1,909
Pension – actuarial gains / (losses) net of tax	(308)	(20)
Currency retranslation	48	403
Total recognised gains / (losses) for the year	1,012	2,292

MOVEMENTS IN SHAREHOLDERS' EQUITY (unaudited)

£ Millions – current rates	Full Year	
	2004	2003
Shareholders' equity as at 1 January	4,190	3,058
Net profit	1,272	1,909
Dividends	(1,250)	(1,182)
Goodwill written back on disposals	10	93
Change in book value of shares or certificates held in connection with share options	(220)	(276)
Actuarial gains / (losses) on pension schemes net of tax	(308)	(20)
Credit in respect of share option costs	151	144
Currency retranslation	67	464
Shareholders' equity as at 31 December	3,912	4,190

SUMMARY BALANCE SHEET (unaudited)

£ Millions – current rates	As at 31 December	
	2004	2003
Goodwill and intangible assets	10,842	12,535
Other fixed assets	4,576	4,850
Stocks	2,657	2,955
Debtors	4,031	4,162
Cash and current investments	1,840	2,367
Trade and other creditors	(7,162)	(7,292)
	16,784	19,577
Borrowings	8,517	11,252
Provisions for liabilities and charges (excluding pensions and similar obligations)	1,330	1,164
Net pension asset for funded schemes in surplus	(322)	(347)
Net pension liability for funded schemes in deficit	1,154	1,153
Net pension liability for unfunded schemes	1,937	1,854
Minority interests	256	311
Capital and reserves	3,912	4,190
	16,784	19,577

CASH FLOW STATEMENT (unaudited)

£ Millions – current rates

	Full Year	
	2004	2003
Cash flow from group operating activities	4,646	4,689
Dividends from joint ventures	41	36
Returns on investments and servicing of finance	(548)	(816)
Taxation	(934)	(983)
Capital expenditure and financial investment	(708)	(708)
Acquisitions and disposals	215	429
Dividends paid on ordinary share capital	(1,166)	(1,186)
CASH INFLOW/(OUTFLOW) BEFORE MANAGEMENT OF LIQUID RESOURCES AND FINANCING	1,546	1,461
Management of liquid resources	(21)	(29)
Financing	(1,980)	(2,016)
INCREASE / (DECREASE) IN CASH IN THE PERIOD	(455)	(584)

RECONCILIATION OF CASH FLOW TO MOVEMENT IN NET DEBT (unaudited)

£ Millions – current rates

	Full Year	
	2004	2003
NET DEBT AT 1 JANUARY	(8,885)	(11,036)
INCREASE / (DECREASE) IN CASH IN THE PERIOD	(455)	(584)
Cash flow from (increase) / decrease in borrowings	2,062	2,011
Cash flows arising in connection with finance leases	(87)	-
Cash flow from increase / (decrease) in liquid resources	21	29
Change in net debt resulting from cash flows	1,541	1,456
Borrowings within group companies acquired	-	(18)
Borrowings within group companies sold	28	3
Liquid resources within group companies sold	(1)	(2)
Non cash movements	(216)	477
Currency retranslation	702	235
MOVEMENT IN NET DEBT IN THE PERIOD	2,054	2,151
NET DEBT AT 31 DECEMBER	(6,831)	(8,885)

OPERATIONAL ANALYSIS (unaudited)

Fourth Quarter			£ Millions	Full Year			
Constant Rates				Current Rates	Constant Rates		
2004	2003	% Incr./ (Decr.)		2004	2004	2003	% Incr./ (Decr.)
7,436	7,392	1%	TURNOVER	27,373	29,046	29,682	(2)%
4,065	4,032	1%	Foods	15,400	16,230	16,727	(3)%
1,666	1,627	2%	Savoury and Dressings	5,694	6,023	5,950	1%
911	936	(3)%	Spreads and Cooking Products	3,149	3,289	3,475	(5)%
594	589	1%	Health & Wellness and Beverages	2,174	2,334	2,468	(5)%
894	880	2%	Ice Cream and Frozen Foods	4,383	4,584	4,834	(5)%
3,329	3,274	2%	Home and Personal Care	11,811	12,638	12,707	(1)%
1,244	1,264	(2)%	Home Care	4,599	4,854	4,998	(3)%
2,085	2,010	4%	Personal Care	7,212	7,784	7,709	1%
42	86	(51)%	Other Operations	162	178	248	(28)%
1,016	1,213	(16)%	OPERATING PROFIT – beia *	4,162	4,414	4,681	(6)%
582	666	(13)%	Foods	2,386	2,510	2,696	(7)%
367	351	5%	Savoury and Dressings	1,058	1,117	1,034	8%
169	183	(8)%	Spreads and Cooking Products	519	540	598	(10)%
38	108	(65)%	Health & Wellness and Beverages	265	283	364	(22)%
8	24	(66)%	Ice Cream and Frozen Foods	544	570	700	(19)%
446	547	(19)%	Home and Personal Care	1,788	1,916	1,989	(4)%
110	152	(28)%	Home Care	525	549	632	(13)%
336	395	(15)%	Personal Care	1,263	1,367	1,357	1%
(12)	-		Other Operations	(12)	(12)	(4)	(169)%
13.7%	16.4%		OPERATING MARGIN – beia *	15.2%	15.2%	15.8%	
14.3%	16.5%		Foods	15.5%	15.5%	16.1%	
22.1%	21.6%		Savoury and Dressings	18.6%	18.6%	17.4%	
18.5%	19.5%		Spreads and Cooking Products	16.5%	16.4%	17.2%	
6.4%	18.5%		Health & Wellness and Beverages	12.2%	12.1%	14.8%	
0.9%	2.7%		Ice Cream and Frozen Foods	12.4%	12.4%	14.5%	
13.4%	16.7%		Home and Personal Care	15.1%	15.2%	15.7%	
8.8%	12.0%		Home Care	11.4%	11.3%	12.6%	
16.1%	19.7%		Personal Care	17.5%	17.6%	17.6%	
(28.4)%	(0.3)%		Other Operations	(7.9)%	(7.0)%	(1.9)%	

* Before exceptional items and amortisation of goodwill and intangibles

GEOGRAPHICAL ANALYSIS (unaudited)

Fourth Quarter			£ Millions	Full Year			
Constant Rates				Current Rates	Constant Rates		
2004	2003	% Incr./ (Decr)		2004	2004	2003	% Incr./ (Decr.)
7,436	7,392	1%	TURNOVER	27,373	29,046	29,682	(2)%
3,016	3,046	(1)%	Europe	11,805	12,021	12,647	(5)%
1,726	1,684	3%	North America	6,097	6,788	6,822	(0)%
595	583	2%	Africa, Middle East & Turkey	2,221	2,283	2,282	0%
1,239	1,259	(2)%	Asia and Pacific	4,390	4,807	4,903	(2)%
860	820	5%	Latin America	2,860	3,147	3,028	4%
1,016	1,213	(16)%	OPERATING PROFIT – beia *	4,162	4,414	4,681	(6)%
427	435	(2)%	Europe	1,942	1,976	2,096	(6)%
263	388	(32)%	North America	937	1,046	1,147	(9)%
42	77	(45)%	Africa, Middle East & Turkey	271	276	303	(9)%
125	185	(32)%	Asia and Pacific	544	601	707	(15)%
159	128	24%	Latin America	468	515	428	20%
13.7%	16.4%		OPERATING MARGIN – beia *	15.2%	15.2%	15.8%	
14.1%	14.3%		Europe	16.4%	16.4%	16.6%	
15.3%	23.1%		North America	15.4%	15.4%	16.8%	
7.1%	13.1%		Africa, Middle East & Turkey	12.2%	12.1%	13.3%	
10.2%	14.8%		Asia and Pacific	12.4%	12.5%	14.4%	
18.4%	15.5%		Latin America	16.4%	16.4%	14.1%	

* Before exceptional items and amortisation of goodwill and intangibles

Earnings per share in Sterling for the year

	<u>Constant rates</u>		<u>Current rates</u>	
	<u>2004</u>	<u>2003</u>	<u>2004</u>	<u>2003</u>
	Thousands of units			
Average number of combined share units of 1.4p	6,422,715	6,459,377	6,422,715	6,459,377
	£ Millions			
<u>COMBINED EPS</u>				
Net profit	1,313	1,909	1,272	1,909
Less: Preference dividends	(19)	(19)	(19)	(19)
Net profit attributable to ordinary capital	1,294	1,890	1,253	1,890
Combined EPS per 1.4p	20.14	29.26	19.51	29.26
	£ Millions			
<u>COMBINED EPS – beia *</u>				
Net profit	1,313	1,909	1,272	1,909
Add back exceptional items net of tax	762	47	717	47
Add back amortisation of goodwill / intangibles net of tax	752	756	703	756
Net profit beia *	2,827	2,712	2,692	2,712
Less: Preference dividends	(19)	(19)	(19)	(19)
Net profit attributable to ordinary capital – beia *	2,808	2,693	2,673	2,693
Combined EPS – beia * per 1.4p	43.72	41.69	41.61	41.69
	Thousands of units			
<u>COMBINED EPS – Diluted</u>				
Adjusted average combined share units of 1.4p	6,750,301	6,654,276	6,750,301	6,654,276
	£ Millions			
Adjusted net profit attributable to ordinary capital	1,308	1,890	1,268	1,890
Combined diluted EPS per 1.4p	19.38	28.40	18.78	28.40

* Before exceptional items and amortisation of goodwill and intangibles