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This PDF is a section of the Unilever Annual Report and Accounts 2009 provided to Unilever's shareholders. It does not contain sufficient information to allow a full understanding of the results of the Unilever Group and the state of affairs of Unilever N.V., Unilever PLC or the Unilever Group. For further information the Unilever Annual Report and Accounts 2009 should be consulted.

Certain sections of the Unilever Annual Report and Accounts 2009 have been audited. These are on pages 79 to 128, 131 to 132 and those parts noted as audited within the Directors' Remuneration Report on pages 71 to 73.

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Legislation in the United Kingdom and the Netherlands governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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The Annual Report and Accounts does not constitute an invitation to invest in Unilever shares. Any decisions you make in reliance on this information are solely your responsibility.

The information is given as of the dates specified, is not updated, and any forward-looking statements are made subject to the reservations specified on the final page of the Report.

Unilever accepts no responsibility for any information on other websites that may be accessed from this site by hyperlinks.

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Basis of reporting

Our accounting policies are based on International Financial Reporting Standards (IFRS) as adopted by the European Union (EU), and on United Kingdom and Dutch law. They are also in accordance with IFRS as issued by the International Accounting Standards Board (IASB). Certain measures used in our reporting are not defined under IFRS or other generally accepted accounting principles. For further information about these measures, and the reasons why we believe they are important for an understanding of the performance of the business, please refer to our commentary on non-GAAP measures on pages 44 to 46 and the Financial Review on page 37.

Other information

The brand names shown in this report are trademarks owned by or licensed to companies within the Unilever Group.

This document contains certain statements that are neither reported financial results nor other historical information. These statements are forward-looking statements, including within the meaning of the United States Private Securities Litigation Reform Act of 1995. Actual results may differ from those disclosed in our forward-looking statements. For a description of factors that could affect future results, reference should be made to the full 'Cautionary statement' on the inside back cover and to the section entitled 'Outlook and risks' on pages 30 to 36.

In our report we make reference to Unilever's website. Information on our website does not form part of this document.

This Annual Report comprises regulated information within the meaning of sections 1:1 and 5:25c of the Dutch Financial Markets Supervision Act.

Our brands

Our strong portfolio of foods, home and personal care brands is trusted by consumers the world over. Our top 13 brands account for total sales of over €23 billion and our top 25 brands represent nearly 75% of our sales.

Our top 13 brands*

- Axe/Lynx
- Blue Band
- Dove
- Flora/Becel
- Heartbrand ice creams
- Hellmann's
- Knorr
- Lipton
- Lux
- Omo
- Rexona
- Sunsilk
- Surf

* Some of our brands may be marketed under alternative names in certain countries.



Operational highlights

In 2009 we made good progress in challenging market conditions. Volumes picked up and market shares improved through the year. Our solid financial performance along with bigger innovations, better execution and a move to a stronger performance culture give us a firm foundation for the future.

Key facts

- Leading global positions in **7** categories
- Products sold in more than **170** countries
- €891m** spent on R&D worldwide
- 163,000** employees at the end of 2009
- 20** nationalities among our top tier managers
- €89m** invested in community programmes worldwide

The Unilever Group

Unilever is one of the world's leading suppliers of fast moving consumer goods. We aim to meet everyday consumer needs for nutrition, hygiene and personal care with brands and services that help people to feel good, look good and get more out of life. Unilever is a global business which by the end of the year was generating more than half of its turnover in developing and emerging markets in Asia, Africa, Central & Eastern Europe and Latin America.

Unilever N.V. (NV) is a public limited company registered in the Netherlands. It has listings of shares and depository receipts for shares on Euronext Amsterdam and of New York Registry Shares on the New York Stock Exchange. Unilever PLC (PLC) is a public limited company registered in England and Wales. It has shares listed on the London Stock Exchange and, as American Depository Receipts, on the New York Stock Exchange.

The two parent companies, NV and PLC, together with their group companies, operate as a single economic entity (the Unilever Group, also referred to as Unilever or the Group). NV and PLC and their group companies constitute a single reporting entity for the purposes of presenting consolidated accounts. Accordingly, the accounts of the Unilever Group are presented by both NV and PLC as their respective consolidated accounts.

Financial

3.5%

underlying sales growth

- Underlying volume growth of 2.3% accelerating through the year
- Turnover of €39.8 billion
- Underlying operating margin† up from 14.6% to 14.8%
- Cash flow from operating activities up by €1.4 billion
- Total shareholder return ranking up from 9th to 5th
- Earnings per share of €1.21
- First quarterly dividend of €0.195 payable March 2010
- Selective acquisitions including TIGI and Baltmor

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Case study: TIGI

The cutting edge

The purchase of professional hair products business TIGI marked a return to strategic acquisitions, further strengthening our brand portfolio.



The TIGI range, including Catwalk, S-Factor and Bed Head, is a premium salon range that complements our existing daily hair care products. Its strength in styling and its fashion and beauty expertise will also help fuel innovation for our existing hair brands.

† Underlying operating margin is operating margin excluding the impact of RDIs (restructuring, business disposals and other one-off items, see page 46).

Social

2 billion

consumers worldwide use a Unilever product on any day

- 133 million people reached by Lifebuoy handwashing programmes since 2002
- 15 million people in 3 million households in India provided with safe drinking water through Pureit
- 44% of our products in line with internationally accepted guidelines for saturated and trans fat, sugar and salt
- Nearly 17 million school meals delivered to 80,000 children in 2009 through our partnership with the World Food Programme
- 45,000 women entrepreneurs reach 3 million consumers in 100,000 Indian villages with Unilever products
- 9%* reduction in total recordable accident frequency rate in 2009

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Environmental

185,000

tonnes of palm oil sourced sustainably via GreenPalm certificates

- Around 15% of our tea sourced from Rainforest Alliance Certified™ farms globally
- Around 430,000 climate-friendly (HFC-free) ice cream freezer cabinets purchased since 2004
- 41%* reduction in CO₂ from energy per tonne of production over the period 1995-2009
- 65%* reduction in water per tonne of production over the period 1995-2009
- 73%* reduction in total waste per tonne of production over the period 1995-2009
- 11 years as sector leader of the Dow Jones Sustainability Indexes

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Case study: Foodsolutions

Salt reductions

Unilever in the UK is supporting government efforts to reduce levels of salt in food consumed both in and out of the home.

Our brand reformulation programme means that within retail and the catering sector through Unilever's Foodsolutions business, approximately 80% of our products meet the Food Standards Agency 2010 salt reduction targets. For example, in Unilever Foodsolutions UK we have reduced salt levels in Knorr soups by 25% and in sauces by 27%.



Case study: Comfort

Water ways

It is a challenge to develop ways to maintain business growth in the laundry category while reducing the impact of water use.

More water is used in the rinsing than in the cleaning process. To tackle this, our Comfort One Rinse fabric conditioner has been formulated so that much less water is required per wash to rinse the detergent from clothes. It has been launched in Vietnam, Indonesia and Brazil, and is expected to be rolled out to more countries during 2010.



* 2009 data is preliminary. It will be independently assured and reported in our online Sustainable Development Report 2009 at www.unilever.com/sustainability