

Global brands



Leading category positions

World Number 1 World Number 2 Local Strength

Savoury
Dressings
Tea
Ice Cream
Spreads
Deodorants
Mass Skin

Laundry
Daily Hair Care

Oral Care
Household Cleaning



Americas
€14.6bn
33% Sales

Western Europe
€12.0bn
27% Sales

Asia/AMET/CEE
€17.7bn
40% Sales



2bn consumers worldwide use a Unilever product on any day

Products sold in more than 180 countries

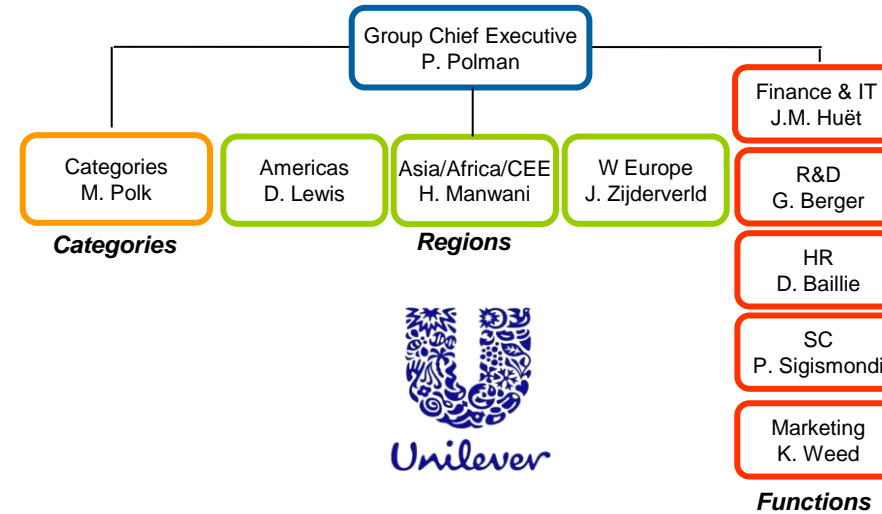
53% of sales in emerging markets

Unilever is one of the world's most culturally diverse companies, with top leadership from 22 nations



Our vision

We work to create a better future every day. We help people feel good, look good and get more out of life with brands and services that are good for them and good for others. We will inspire people to take small everyday actions that can add up to a big difference for the world. We will develop new ways of doing business that will allow us to double the size of our company while reducing our environmental impact.



Management

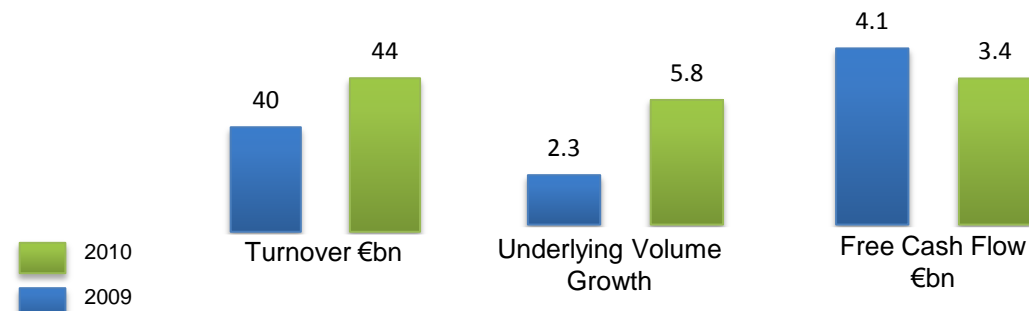
The Category President is responsible for Category strategies, brand development and innovation. Regional Presidents are responsible for managing the business, deploying brands and innovations effectively and winning with customers. They are supported by the Finance, Supply Chain and HR functions.

Unilever Objectives

- To drive volume growth ahead of the markets
- Steady and sustainable underlying operating margin improvement
- Strong cash flow

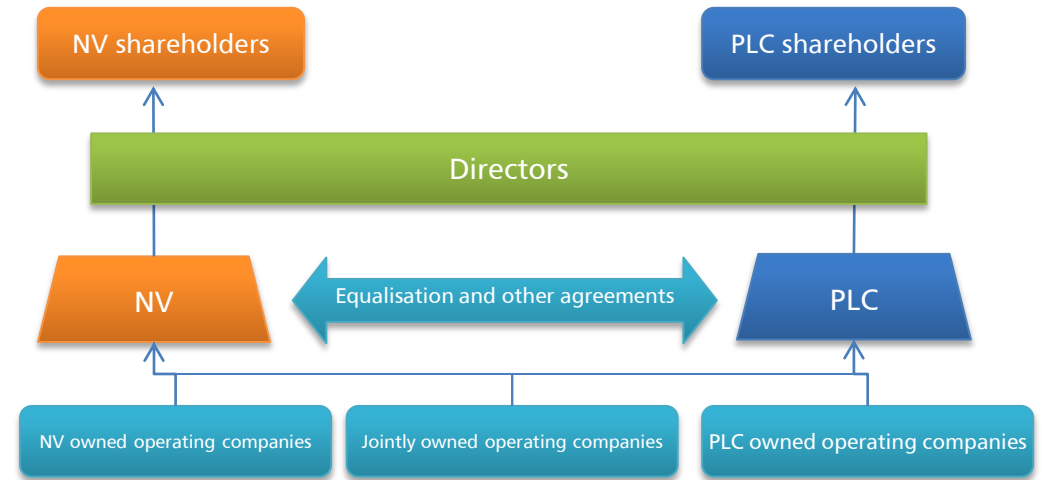
2010 Results at a glance

Underlying Sales Growth 4.1%
Operating Margin before RDIs up 20 bps
Free Cash Flow €3.4bn



Local roots and global scale

Our deep roots in local cultures and markets around the world give us our strong relationship with customers and are the foundation for our future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers – a truly multi-local multinational.



Legal Structure

Unilever operates as a single business entity. NV and PLC are the two parent companies of the Unilever Group, having separate legal identities and separate stock exchange listings for their shares. To ensure unity of governance and management, they have the same Directors and are linked by agreements. The Equalisation Agreement regulates the mutual rights of the two sets of shareholders, including dividends. There is a one-for-one equivalence between the shares.

Exchange	Amsterdam	London	New York	
Share	Unilever NV	Unilever PLC	Unilever NV NY	Unilever PLC ADR
Ticker	UNA	ULVR	UN	UL
Cash dividend payment per share - 2010	€0.82	£0.71	\$1.11	\$1.11

Share listings, EPS and Dividends

Unilever is listed on the London, Amsterdam and New York stock exchanges. Since 2010 Unilever is paying four dividends per year: in March, June, September and December. Our dividend policy aims for a sustainable, attractive and growing dividend. Dividends are announced in Euros and converted into GBP and USD using the ECB exchange rates at the time of the announcement.

Further details can be found on www.unilever.com/investorcentre

This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'expects', 'anticipates', 'intends', 'believes' or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. 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, including, among others, competitive pricing and activities, economic slowdown, industry consolidation, access to credit markets, recruitment levels, reputational risks, commodity prices, continued availability of raw materials, prioritisation of projects, consumption levels, costs, the ability to maintain and manage key customer relationships and supply chain sources, consumer demands, currency values, interest rates, the ability to integrate acquisitions and complete planned divestitures, the ability to complete planned restructuring activities, physical risks, environmental risks, the ability to manage regulatory, tax and legal matters and resolve pending matters within current estimates, legislative, fiscal and regulatory developments, political, economic and social conditions in the geographic markets where the Group operates and new or changed priorities of the Boards. 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 Group's Annual Report on Form 20-F for the year ended 31 December 2010. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.