

Introduction to Unilever

March 2011



Delicious Cream Ice

BY APPOINTMENT

STOP ME! BUY ONE

Direct from Maker to Customer

See the difference!
Feel the difference!

when you wash fine things in Persil!

PERSIL for fine things!
KEEPS THEM SOFT AND SILKY!

Every Woman looks to **PONDS**

And rightly, for the POND'S Method of Skin-Care makes and keeps the skin soft, smooth and fine, and the complexion clear and colorfast. A few pleasant moments every day is all that you need devote to the care of your skin if you use POND'S Face Preparation, POND'S Cold Cream, POND'S Creaming Tissue, POND'S Skin Freshener and POND'S Vanishing Cream.

NOTABLE FROM CHEMISTS, STORES AND DRUGGISTS THROUGHOUT THE WORLD.

The most powerful type of Disinfectant Cleanser you can buy

Only a disinfectant cleanser as powerful as Domestos will kill ALL known germs in your lavatory within one hour. Scientific tests prove that no other lavatory cleanser can kill ALL germs quicker than Domestos. Every time you use Domestos, you not only CLEAN the bowl spontaneously white without scrubbing, YOU ALSO THOROUGHLY DISINFECT it - right round the hidden bowl.

The great secret of Domestos is its strength. That is why it cleans more thoroughly and disinfects MORE effectively. Because Domestos is LIQUID, it sets instantly - the moment it touches any part of the lavatory bowl, and yet it is completely harmless to the glass.

A PROTECTION FOR CHILDREN
Many children contract diarrhoea, which may be a form of dysentery, most frequently caught from hands touching infected parts of the lavatory. Medical authorities strongly recommend regular disinfection of the lavatory seat, edge and outside of the bowl, and cloths handle. Do this by washing these parts with a solution of Domestos and water, and pour a little Domestos round the bowl last thing every night.

DOMESTOS THE DISINFECTANT LAVATORY CLEANSER

New Surf washes shining white!

BECAUSE NEW SURF HAS DOUBLE WHITENING POWER

The Power that washes shining white! Yes, New Surf goes to work for you with dual whitening activity - gets your wash white, brighter than ever before. You'll see a new kind of whiteness... Shining Whiteness! It's because NEW SURF WASHES SHINING SHINING WHITE!

Loretta Young's glamour tip for the bath

AND YOUNG, I DO SO WANT TO BE GLAMOROUS. HOW DO I BEGIN?

DO YOU FOR DAINTINESS - IT WINS EVERY TIME. LET ME REVEAL HOLLANDER'S SECRET FOR IT. WE FILM STARS USE SOFT SOAP BATHING THE SAME BEAUTY SOAP THAT GUARANTEES CLEAR COMPLEXIONS.

LUX TOILET SOAP. IT'S GORGEOUS LATHER! MERGERS YOU DREAMY ALL OVER - LEAVES YOUR SKIN SOFT.

LORETTA YOUNG (20TH CENTURY-FOX STAR)

LUX TOILET SOAP

GIVES THE BEST LATHER!

THE most intelligent way of avoiding the daintiness is to use Lux Toilet Soap in your bath. That rich, abundant lather it has cleanses deeply, thoroughly and leaves skin softer, smoother. When you step out you're fragrant from top to toe.

LUXER PRODUCT

BLUE BAND MARGARINE

Just like ^{best} butter!

Pears' soap

Safe Harbour Statement



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.

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Mission

We are a Successful, Growing, Sustainable Business

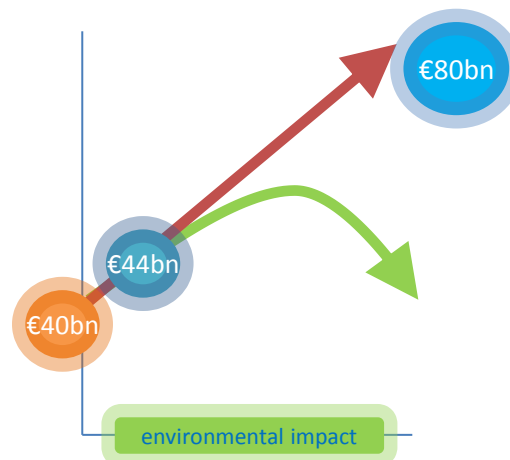


We work to create a better future every day.

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.



2

Geographic Reach

Well Positioned for Growth



2bn
consumers
worldwide use a
Unilever product
on any day

53%
of sales in
emerging markets

Products sold in
more than
180
countries

More than
50 years
experience in
Brazil, China, India
and Indonesia



Balanced Scale Across Geographies



Americas
€14.6bn
33% Sales

Western Europe
€12.0bn
27% Sales

Asia/AMET/CEE
€17.7bn
40% Sales



“Our deep roots in local cultures and markets around the world give us our strong relationship with consumers and are the foundation for future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers - a truly multi-local multinational” - extract from Unilever’s Corporate purpose

3

Categories and Brands

Regions and Categories

Clear, Distinct, Complementary Roles



Categories - deliver global platforms

Responsible for:
Brand development
Innovation
Research and Development

Accountable for:
Medium/long term market share
Brand health
Innovation metrics
Category value creation

Regions – in-market execution

Responsible for:
Managing the business
Deploying brands and innovations
Customer management

Accountable for:
Short term market shares
Growth
Profit
Cash flows

Leadership Positions across the Portfolio



World Number 1

Savoury Dressings
Tea
Ice Cream
Spreads
Deodorants
Mass Skin



World Number 2

Laundry
Daily Hair Care



Local Strength

Oral Care
Household Cleaning



Number 1 and 2 in more than 80% of the business

Broad Based Portfolio



Savoury, Dressings & SCC – 32% sales



Beverages and Ice Cream - 19% sales



Home Care – 17% sales



Personal Care – 31% sales



Great Brands



And More Coming



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Sustainable Living Plan

Unilever Sustainable Living Plan



HELP **1 BILLION** PEOPLE IMPROVE THEIR
HEALTH & WELLBEING

HALVE ENVIRONMENTAL IMPACTS
OF OUR PRODUCTS

SOURCE 100%
OF AGRICULTURAL RAW MATERIALS SUSTAINABLY



The Business Case for Sustainability



consumer preference



win with customers



sustainable innovation



100% sustainable raw materials by 2020



The Business Case for Sustainability



grow our markets



reached **130m people** since 2002



aim to reach **500m people** by 2020

cost savings



Pack weight **reduced** by 10-15%
250 metric tonnes of **packaging saved**
€5m savings p.a.



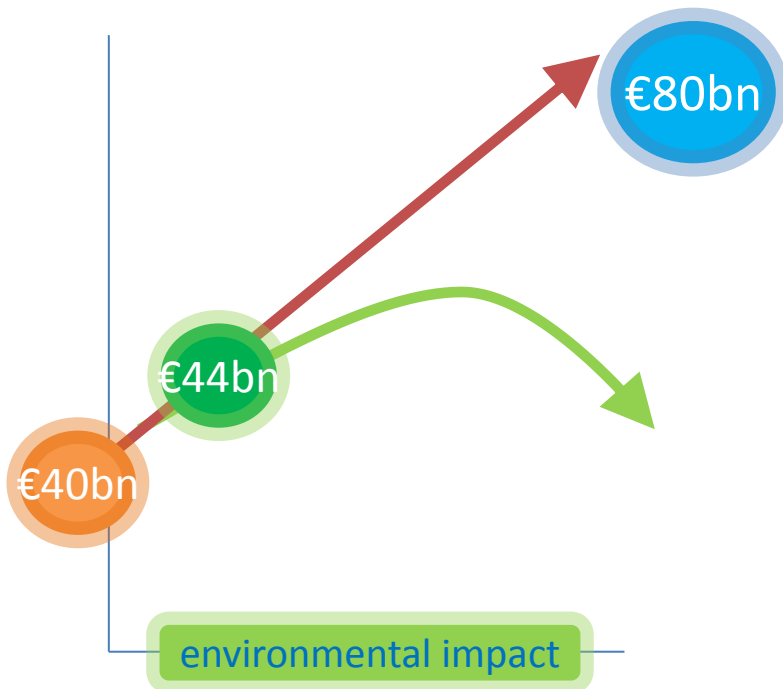
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Our Strategy

Our Compass Strategy Sets out our Ambition



It is to **double the size** of Unilever whilst at the same time **reducing** our environmental footprint.



WE ARE UNILEVER...

VISION	<p>We are a successful, growing, sustainable business</p>	<p>WE WORK TO CREATE A BETTER FUTURE EVERY DAY</p> <p>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.</p> <p>We will inspire people to take small everyday actions that can add up to a big difference for the world.</p> <p>We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.</p>
BEHAVIOURS	<p>We focus on consumers and customers with a bias for action</p>	<p>Our first priority is to our consumers, then customers, employees and communities. When we fulfil our responsibilities to them, our shareholders will be rewarded.</p> <p>We will win through a growth mentality and a positive approach to all our stakeholders, based on clear accountability and bias for action.</p>

WHERE WE WILL WIN...

PRIORITIES	<p>Win share and grow volume in every category and country</p>
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HOW WE WILL WIN...

NON-NEGOTIABLES	Winning with brands and innovation	1	Deliver superior products, design, branding and marketing
		2	Bigger, better, faster innovations
		3	Appeal to more consumers across needs and price points
	Winning in the marketplace	4	Lead market development
		5	Win with winning customers
		6	Be an execution powerhouse
	Winning through continuous improvement	7	Lean, responsive and consumer led value chain
		8	Drive return on brand support
		9	Agile, cost competitive organisation
	Winning with people	10	Organisation and diverse talent pipeline ready to match our growth ambitions
		11	Performance culture which respects our values
		12	Leverage our operating framework for competitive advantage

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Our Strategy

I. Winning with Brands and Innovation

Brands and Innovation are at the Heart of Everything We Do.



54
awards won by

AXE

at the Cannes Lions
Advertising Festival
over the past 5 years



"THE BEST ICE CREAM
WE'VE EVER STOLEN"



Each year new variant
reaches **50+ countries**

Rolled out to **50+ countries**

Rolled out to **29 countries**

In 12 months

Bigger, Better, Faster Innovation – 2010 Highlights



Dove Men+Care



Signal White Now



Dove Hair Damage Repair



Innovations now typically go to 30+ markets in under 12 months

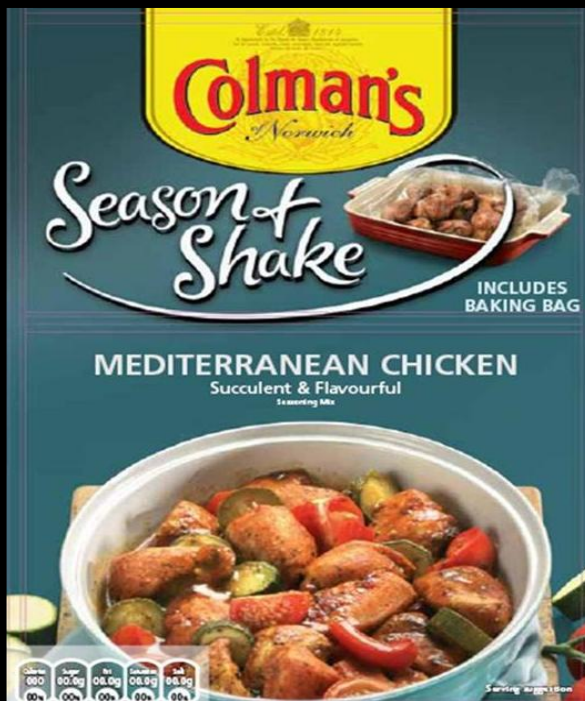
Bigger, Better, Faster Innovation – 2010 Highlights



Season & Shake

P.F. Chang's

Dirt is Good Re-launch



Deliver Superior Products, Design, Branding and Marketing



Making foods healthier

Bouillon jelly
proprietary technology



Stronger functional claims

A unique slimming
tea twice as rich in catechins
to help maintain your
silhouette



Driving sustainability

Detergent concentration
technology for less water,
less transport, higher
margins



Nutrition

Family Goodness
brings better
nutrition for family
growth.
For better taste and
with less fat



Deliver Superior Products, Design, Branding and Marketing



Magnum Temptation

An unrivalled multi-sensorial experience using cold roller technology



Dove Nutrium

Superior moisturisation in a liquid



Hellmann's Light

Delicious light mayonnaise with only 3% fat.
With unique citrus fibre technology



Rexona No-White Marks

Product testing has shown that women rate Rexona higher on wetness, odour control and absence of white marks on clothing



Sharpening the Portfolio through M&A



Hair TIGI



Personal Care Sara Lee



Hair / Skin Alberto Culver



Hair T&G



Ice Cream Greece / Denmark



Frozen Italy and Tomatoes
Brazil Disposal



5

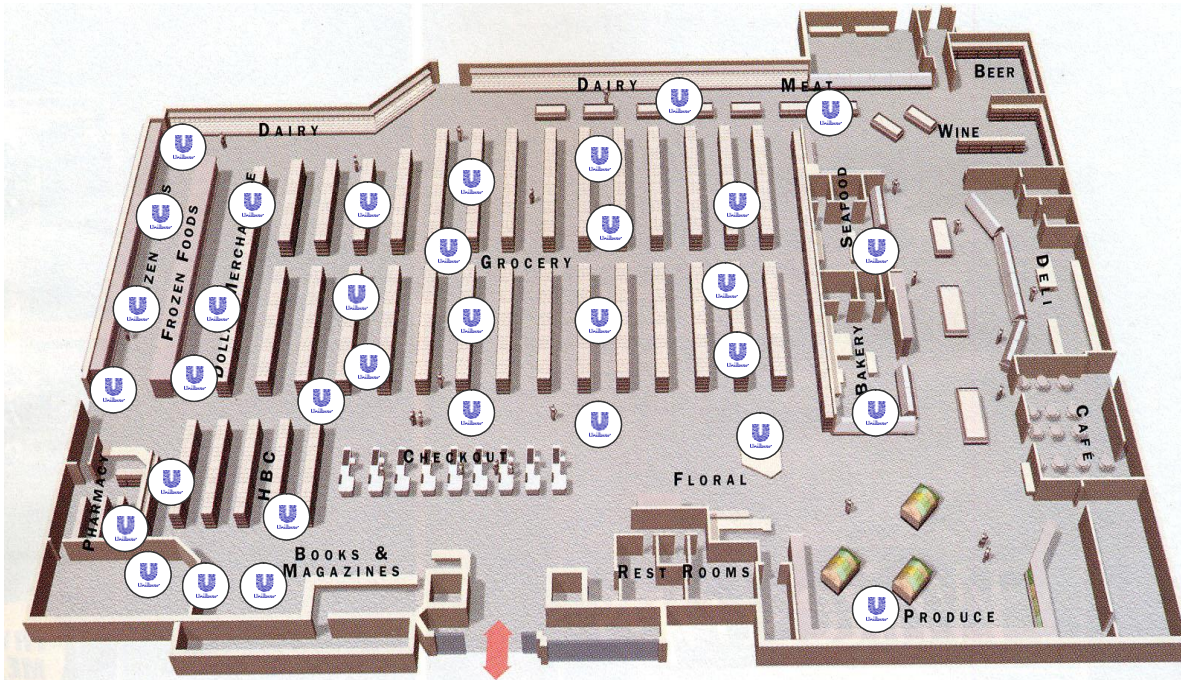
Our Strategy

II. Winning in the Marketplace

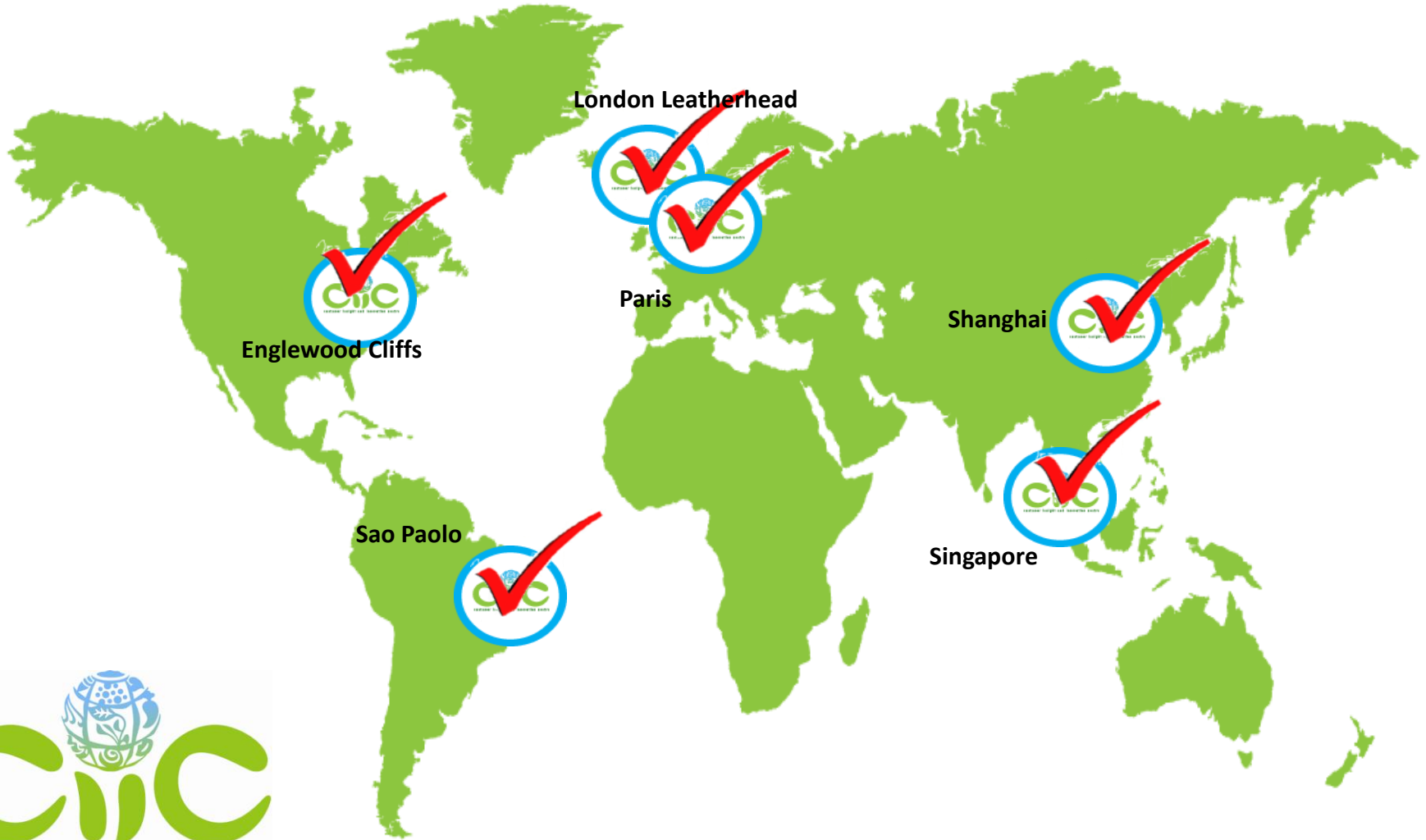
Customer Partnerships



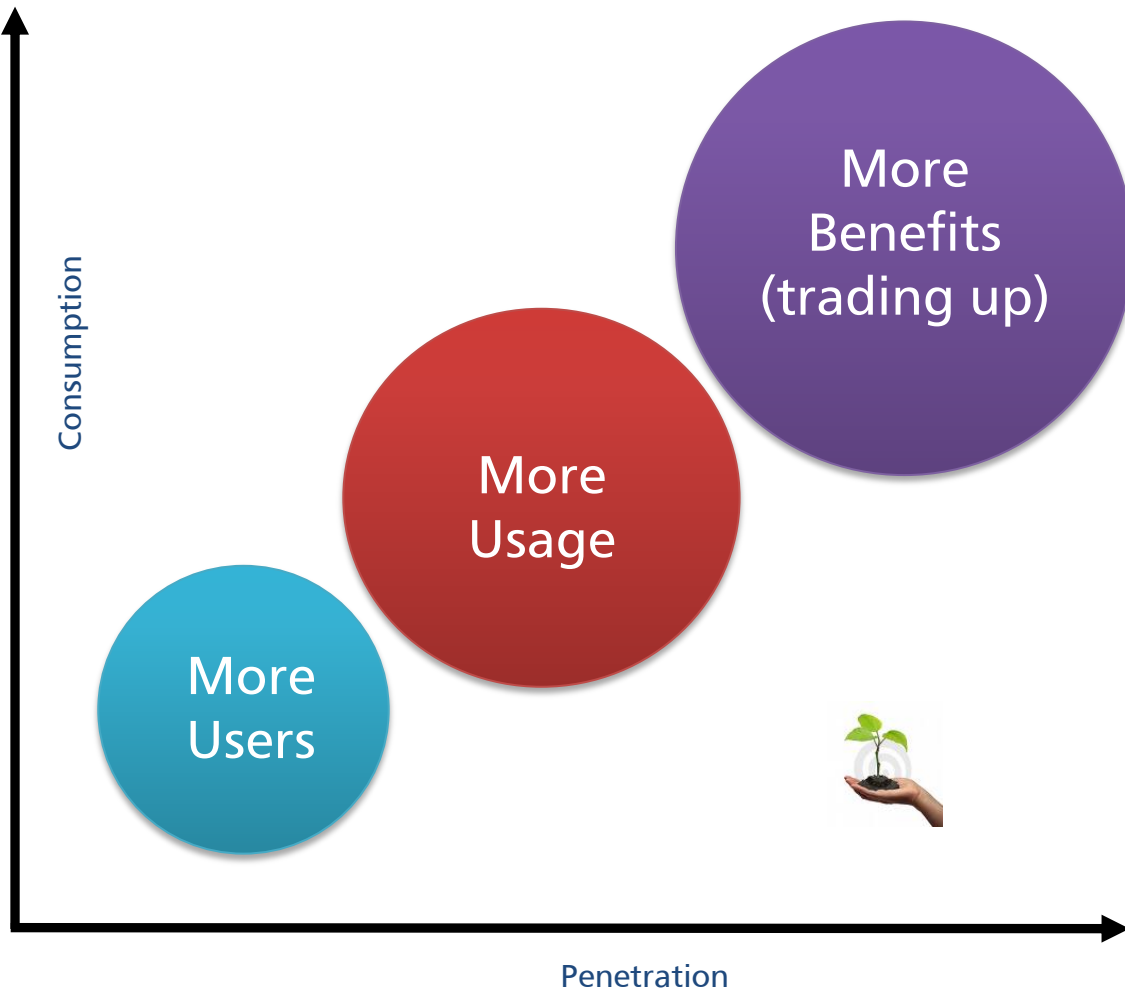
Unilever has unparalleled reach across the store, bringing unique 'shopper insight' to our partnership with customers



Customer Insight and Innovation Center Roll Out Now Completed



Market Development is our Biggest Opportunity for Growth



84% market penetration for toothpaste in Nigeria, but low repeat rate – we launched a campaign to increase usage

White Space: ~100 Brands into New Markets in 2010



YENİ

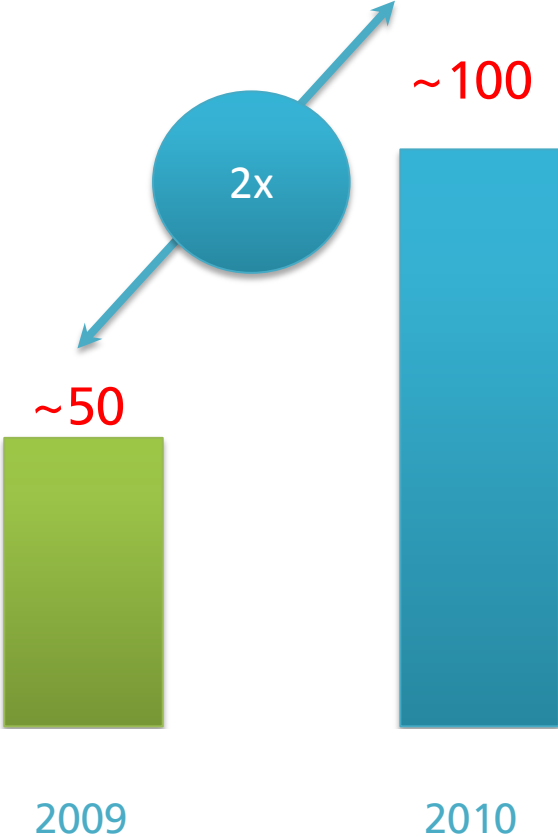
Lifebuoy

1

Dünyanın en çok tercih edilen 1 numaralı antibakteriyel sabunu* ŞİMDİ TÜRKİYE'DE!

Bakterilere karşı %100 daha iyi koruma**

ANTİBİYOTİKLERİN YERİNİ ALAN EN İYİ KORUYUCU SAĞLIK ÜRÜNÜ



Sạch vết bám Sáng bề mặt

Kem tẩy rửa đa năng CIF với công thức độc đáo giúp đem sạch sâu nhờ dung tẩy mạnh kết với siêu bọt mịn bám vào vết bẩn giúp dễ dàng trôi đi trên các bề mặt nhà bếp như:

- Bề mặt bếp
- Bàn rửa bát
- Chảo bếp
- Tủ lạnh nhà bếp

Trà ăn ngon sạch sẽ và sáng bóng như mới với những loại đồ dùng.

KEM TẨY RỬA ĐA NĂNG SỐ 1 THẾ GIỚI

BỘ SẢN PHẨM

CHUYÊN DỤNG CHO NHÀ BẾP

CHUYÊN DỤNG CHO NHÀ TẮM

5

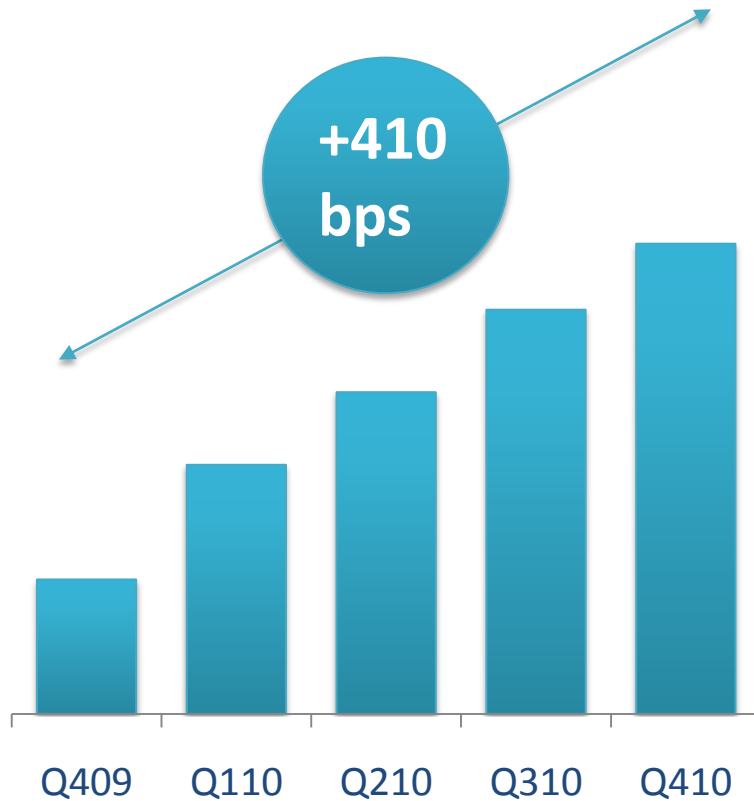
Our Strategy

III. Winning through Continuous Improvement

We are Reaching our Consumers Faster



on-shelf availability up



Product recalls were down

46%
in 2010

We are Stepping up Capex Investment

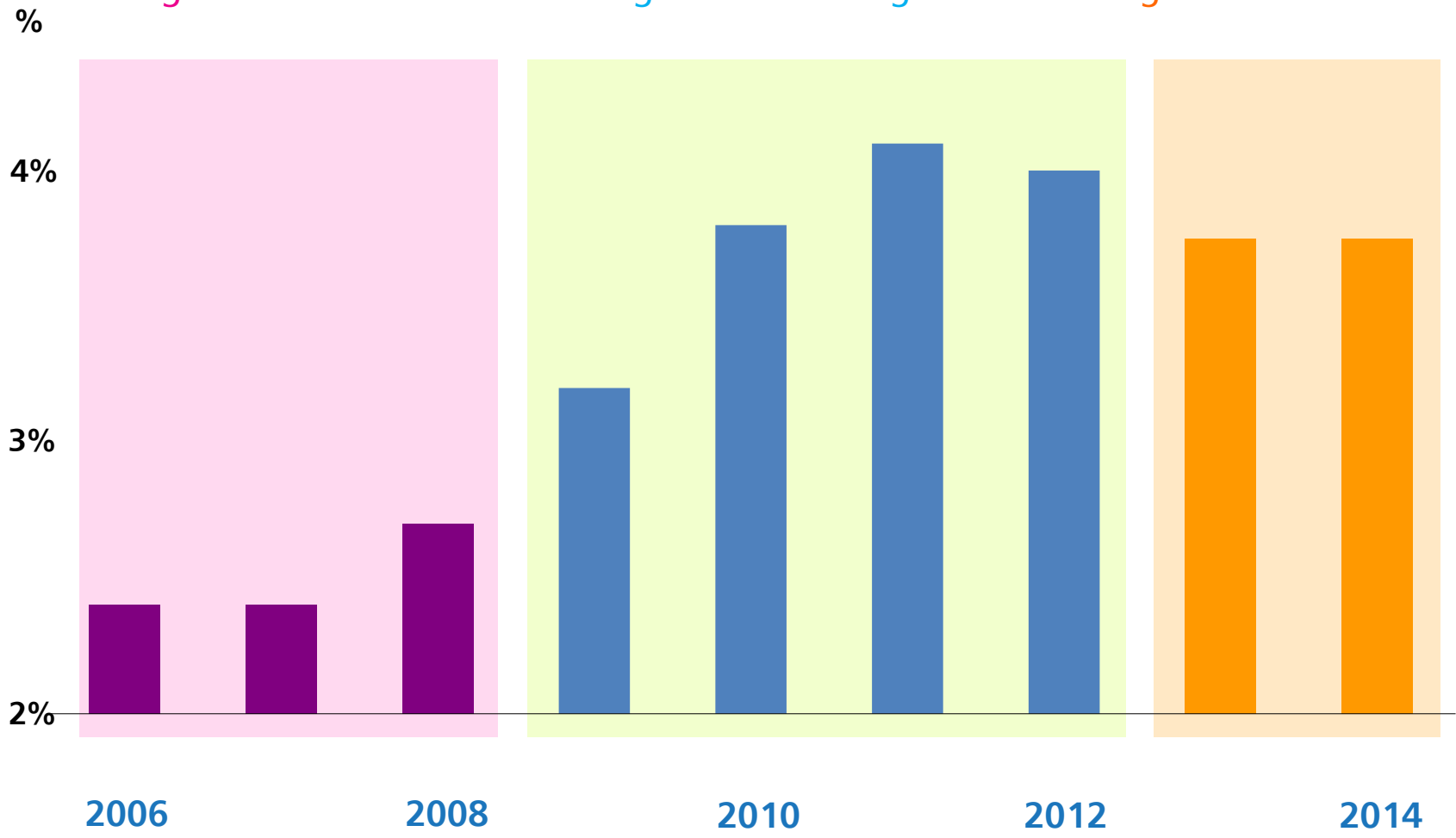


capex % turnover

Stage 1: under-invest

Stage 2: kick-start growth

Stage 3: sustainable levels



Capex Focus on Emerging Markets and Innovation



2010 capex by type



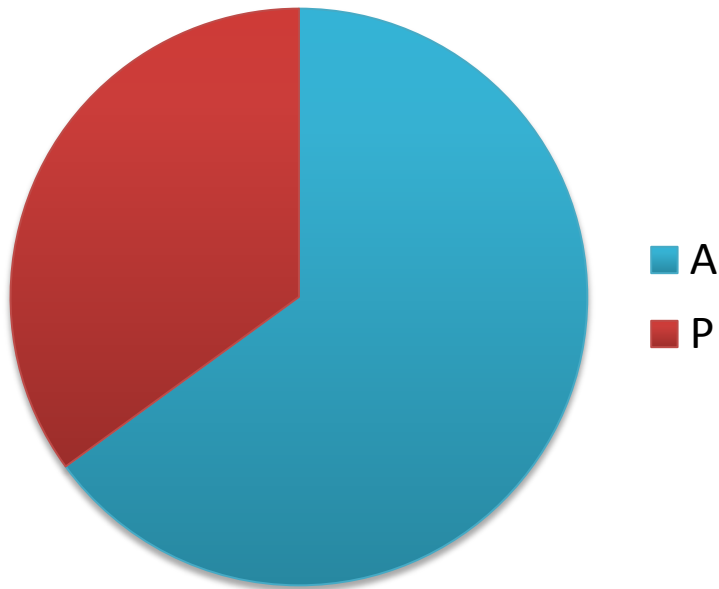
- Innovation / Capacity
- IT / Maintenance
- Others
- R&D
- Savings

- 50% of investment for growth: innovation and capacity
- 60% in emerging markets
- 20% investment in IT/Maintenance

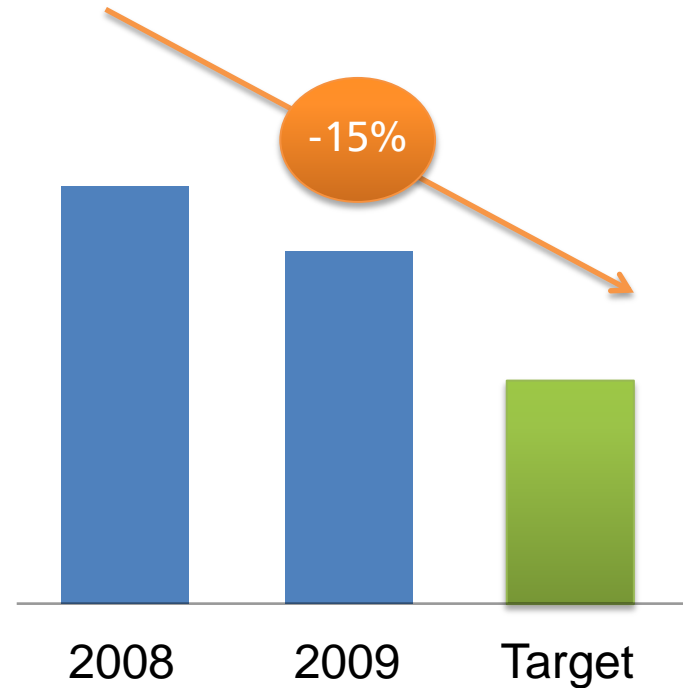
A&P spend up €0.7bn since 2008



A&P spend €5.6bn in 2010



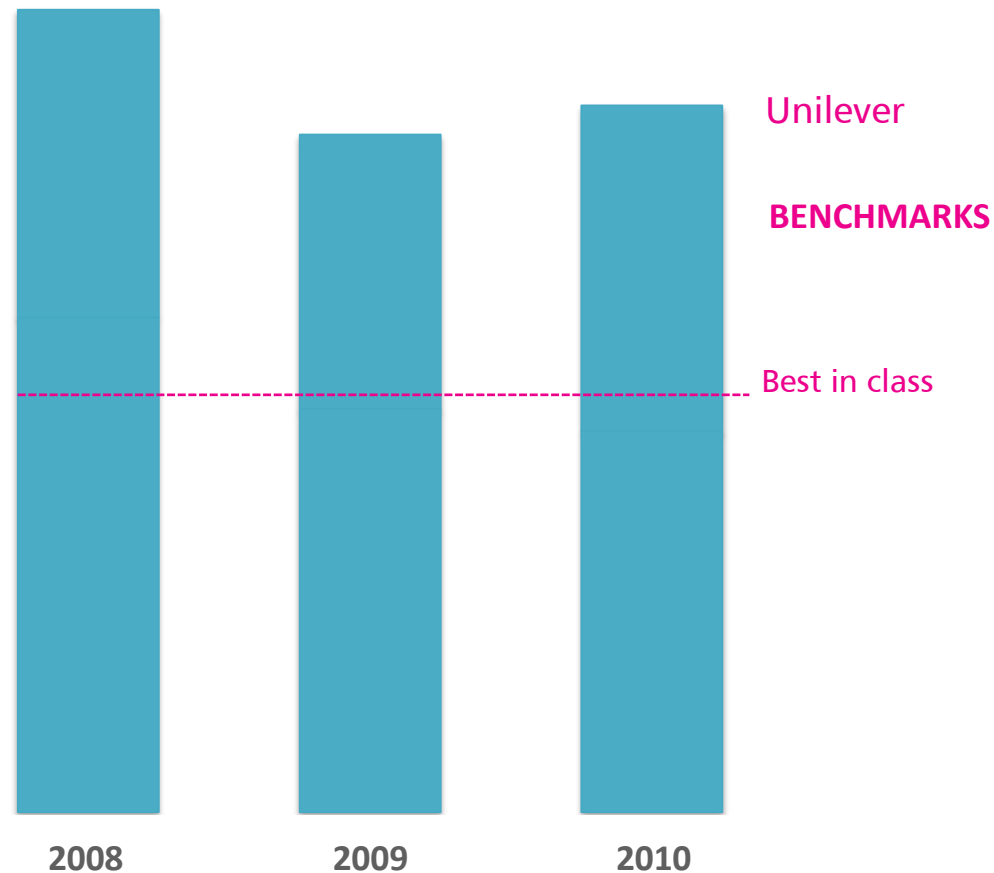
reduce production/agency fees



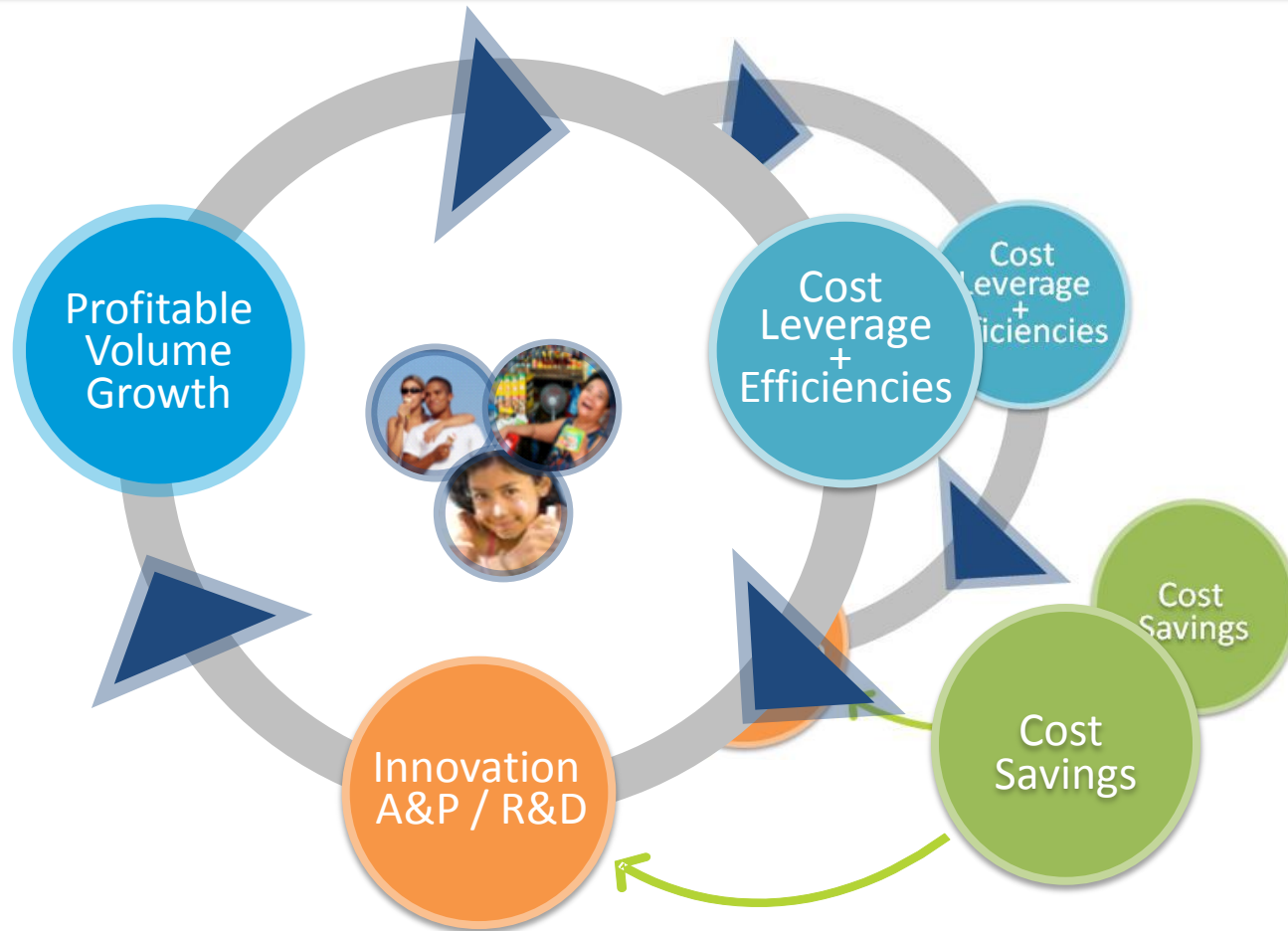
- 2/3rd HPC vs. 1/3rd Foods
- 55% in emerging markets

c. €1bn spend p.a.

Advertising Production and Fees – Not yet best in class



Driving the Virtuous Circle of Growth



5

Our Strategy

IV. Winning with People

People are at the Heart of our Business



2010 employee engagement scores reached

73%

vs. 65% in previous years



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

22

nations



We Have Local Roots with Global Scale

Our heritage and local expertise mean that D&E is in our DNA

- Understanding of the local consumer
- Brands and products across a wide range of income levels
- Critical mass on the ground
- Corporate reputation with local stakeholders and talent pool

Leveraging our scale brings us advantages over local competition

- Global portfolio of brands and categories
- Dedicated R&D investment
- Shared values and standards of behaviour

Local roots

Global scale

Unilever Executive: a Global Management Team



Paul Polman
Chief Executive Officer



Michael Treschow
Non-Executive Chairman



Dave Lewis	Jan Zijderveld	Harish Manwani	Michael Polk	Geneviève Berger	Pier Luigi Sigismondi	Jean-Marc Huët	Doug Baillie	Keith Weed
President Americas	President Western Europe	President Asia Africa & CE Europe	President Categories	Chief R&D Officer	Chief SC Officer	Chief Financial Officer	Chief HR Officer	Chief Marketing Officer

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Unilever in Emerging Markets

The Opportunity

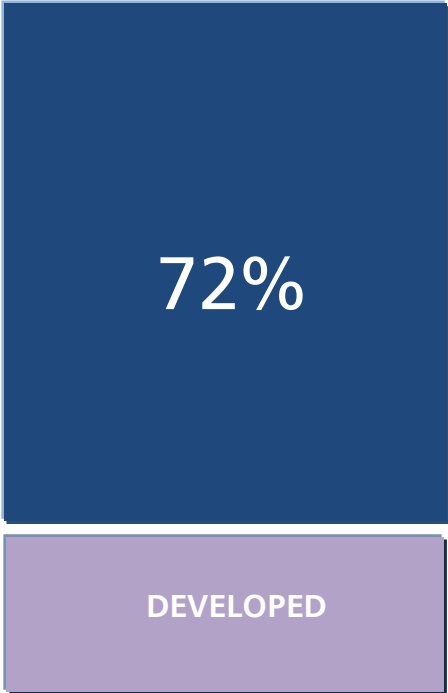


750 million



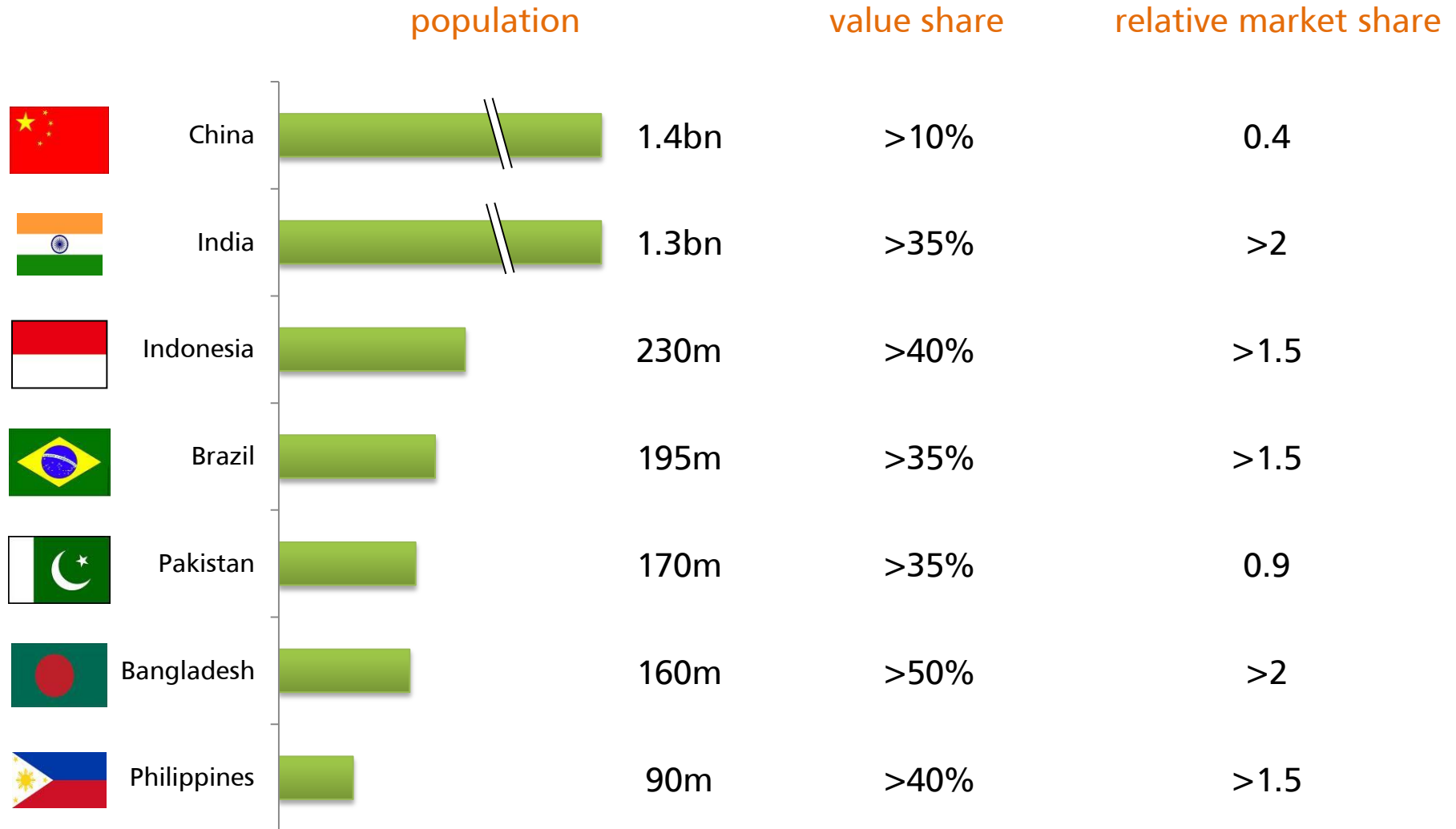
Share of population growth

\$ 23 Trillion



Share of incremental consumer expenditure

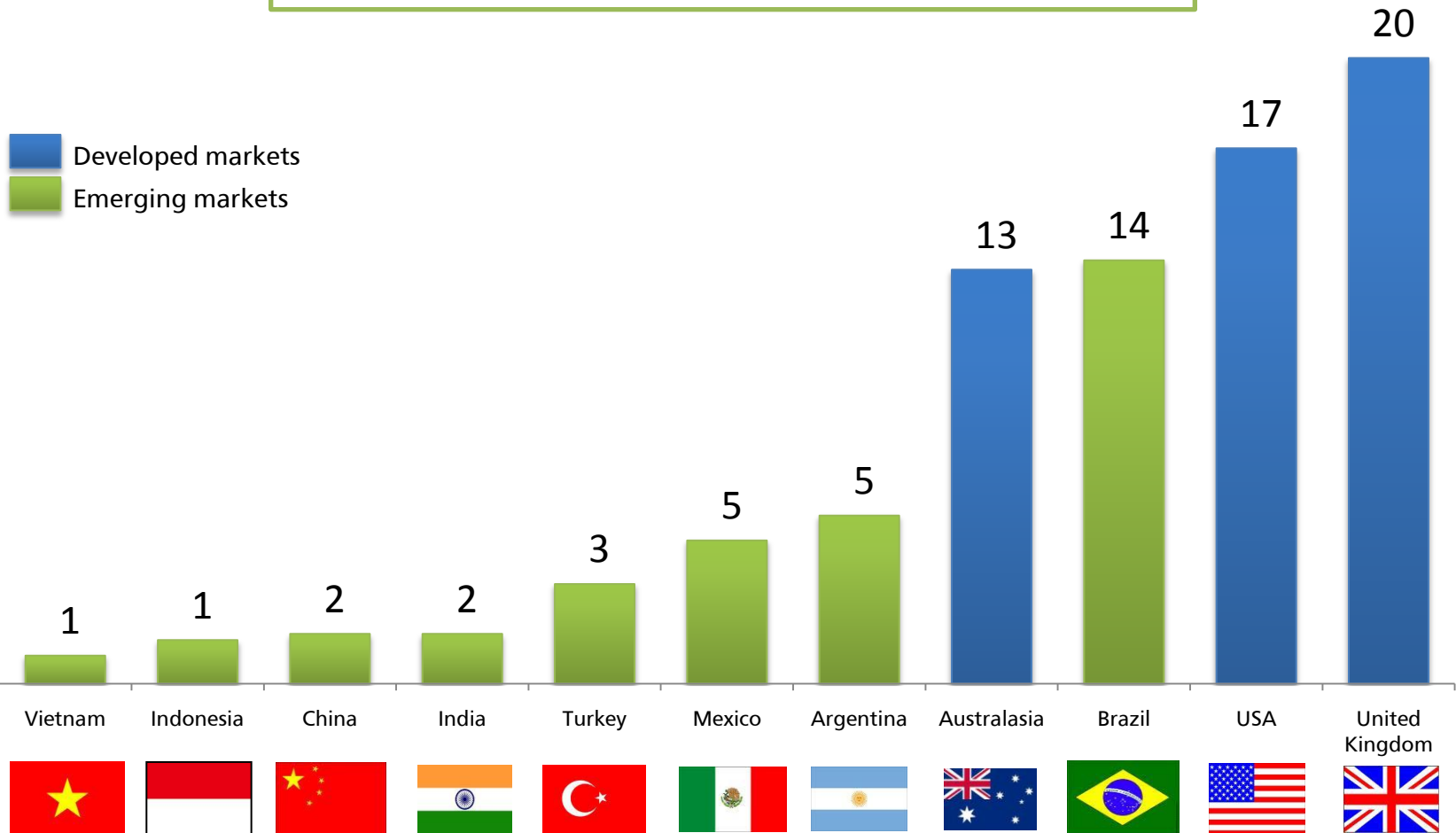
We are Ideally Positioned to Capture D&E Growth



Huge Potential



bath and shower – US\$ spend per capita



More Consumers



billions of people

2010

2020

Have lots

0.9

2.0

Haves

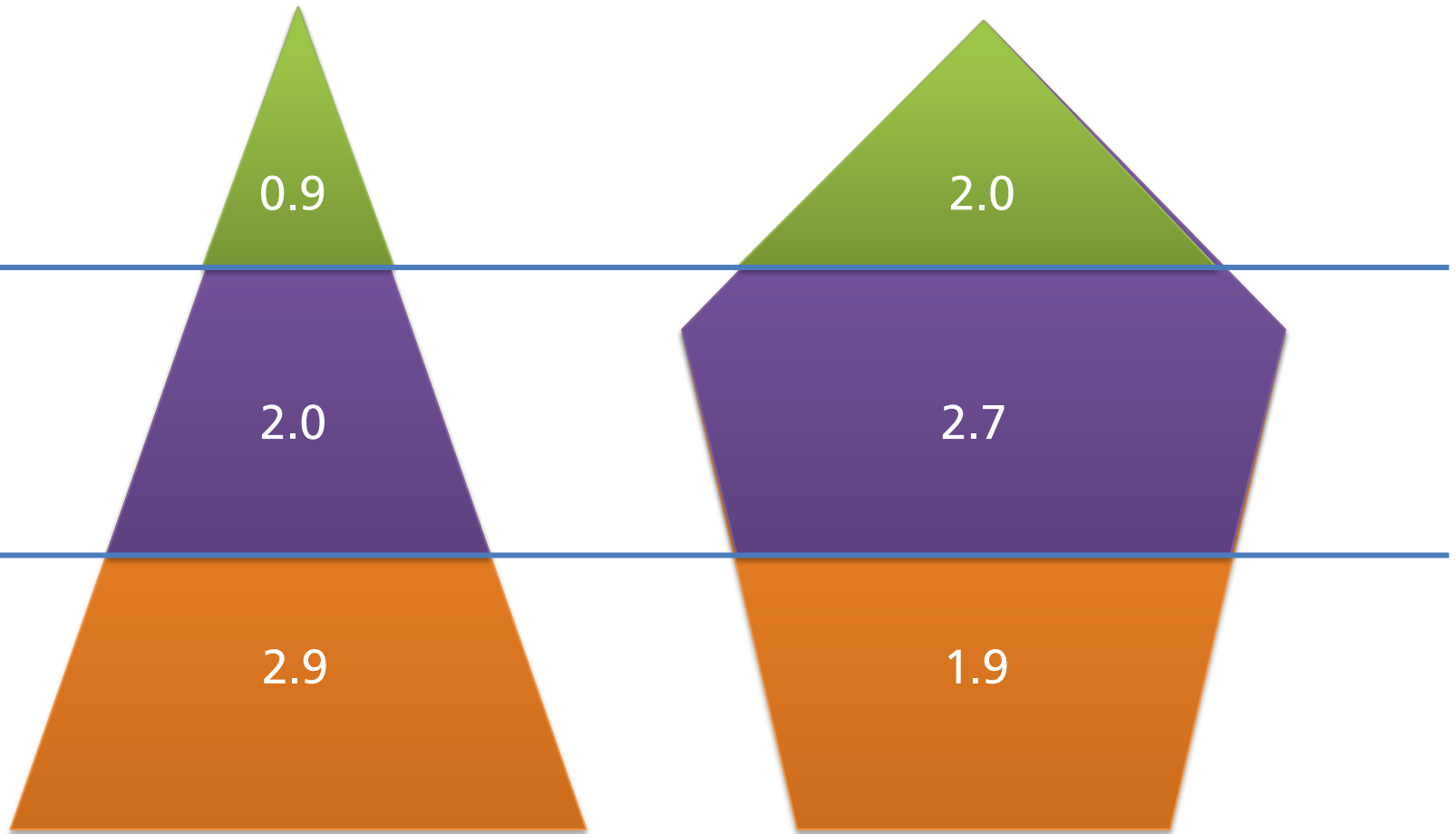
2.0

2.7

Have nots

2.9

1.9

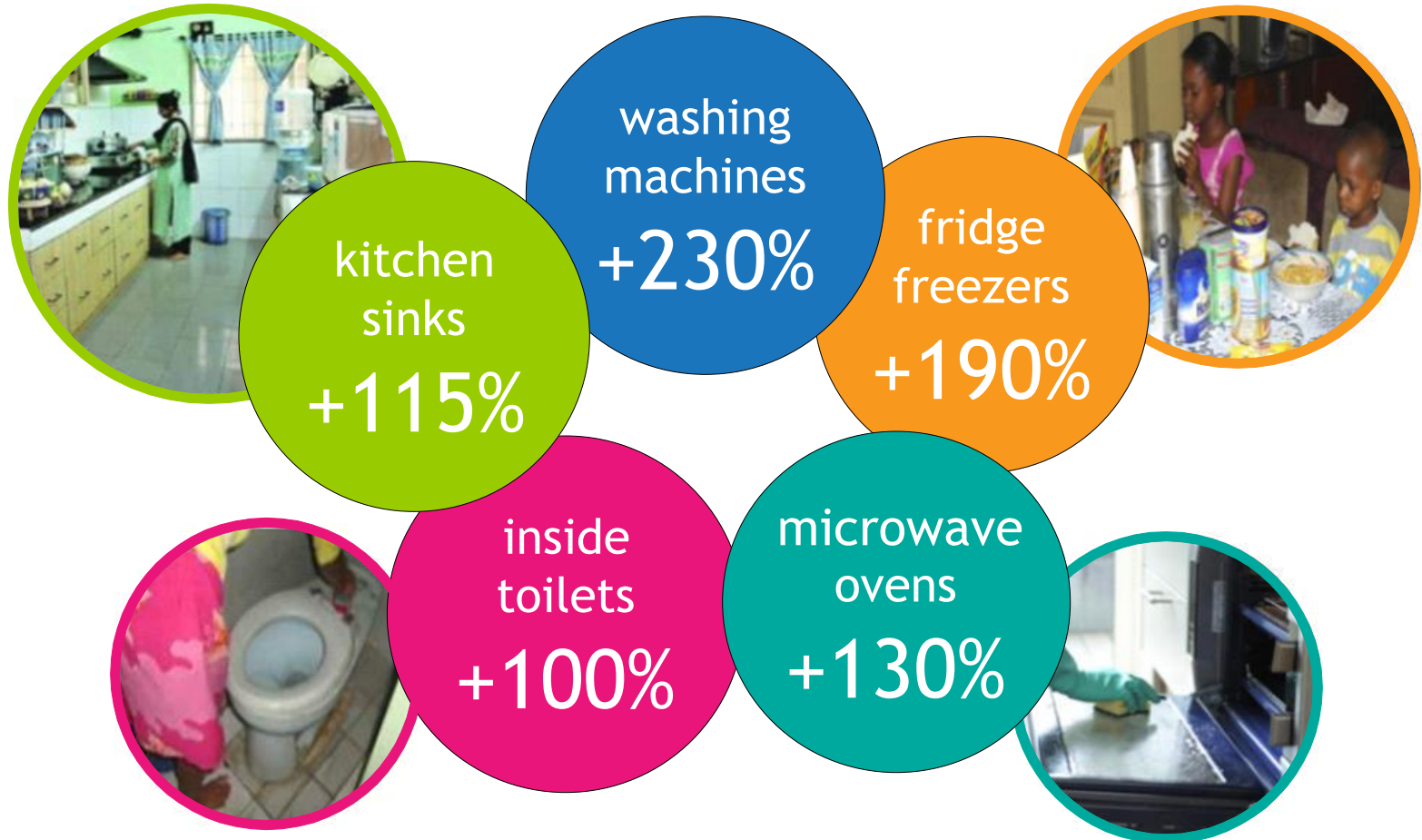


Source: Unilever estimates Globegro, updated upon LSM 2.0 baseline studies.

Market Development is a Major Growth Driver



in BRIC alone, by 2020



Example: Developing our Markets by Increasing Frequency of Consumption



Oral Care Market Development Model



France



Indonesia

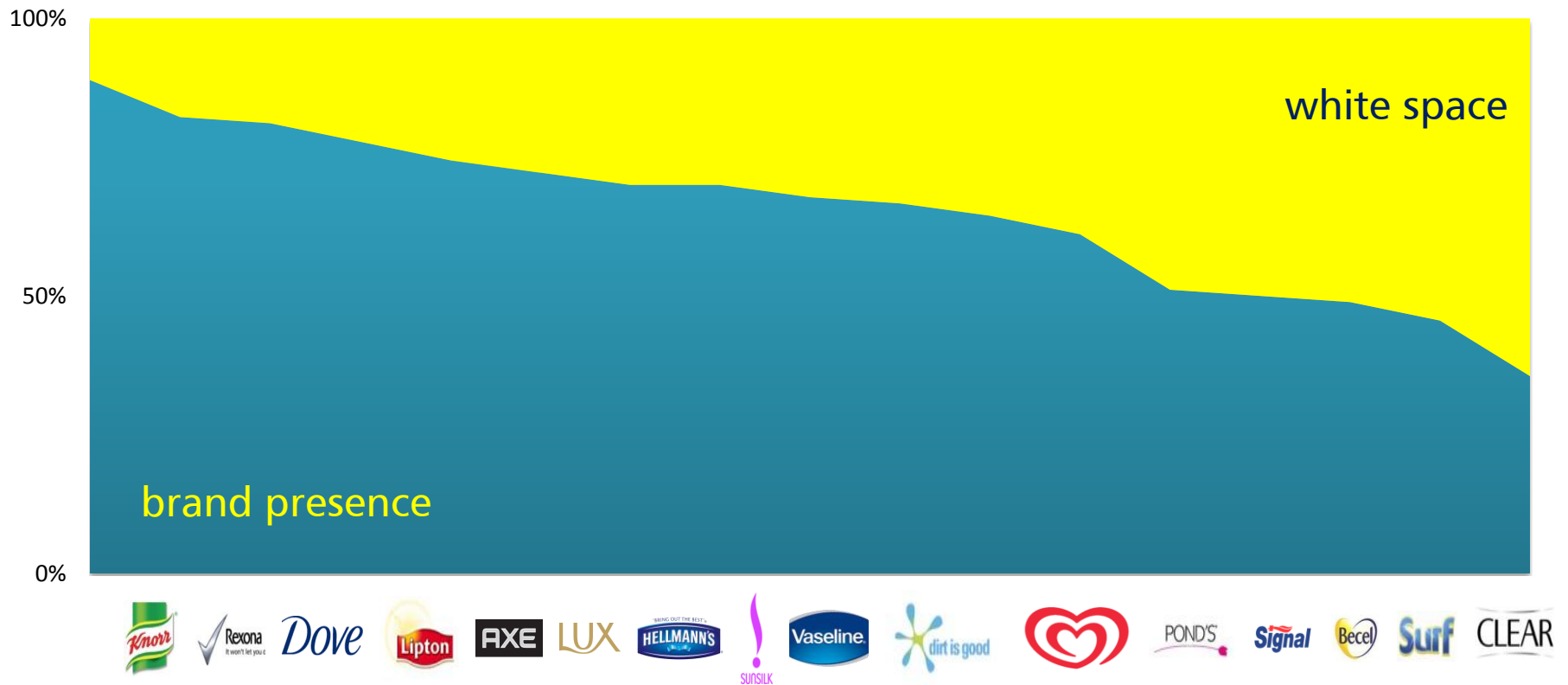


Nigeria

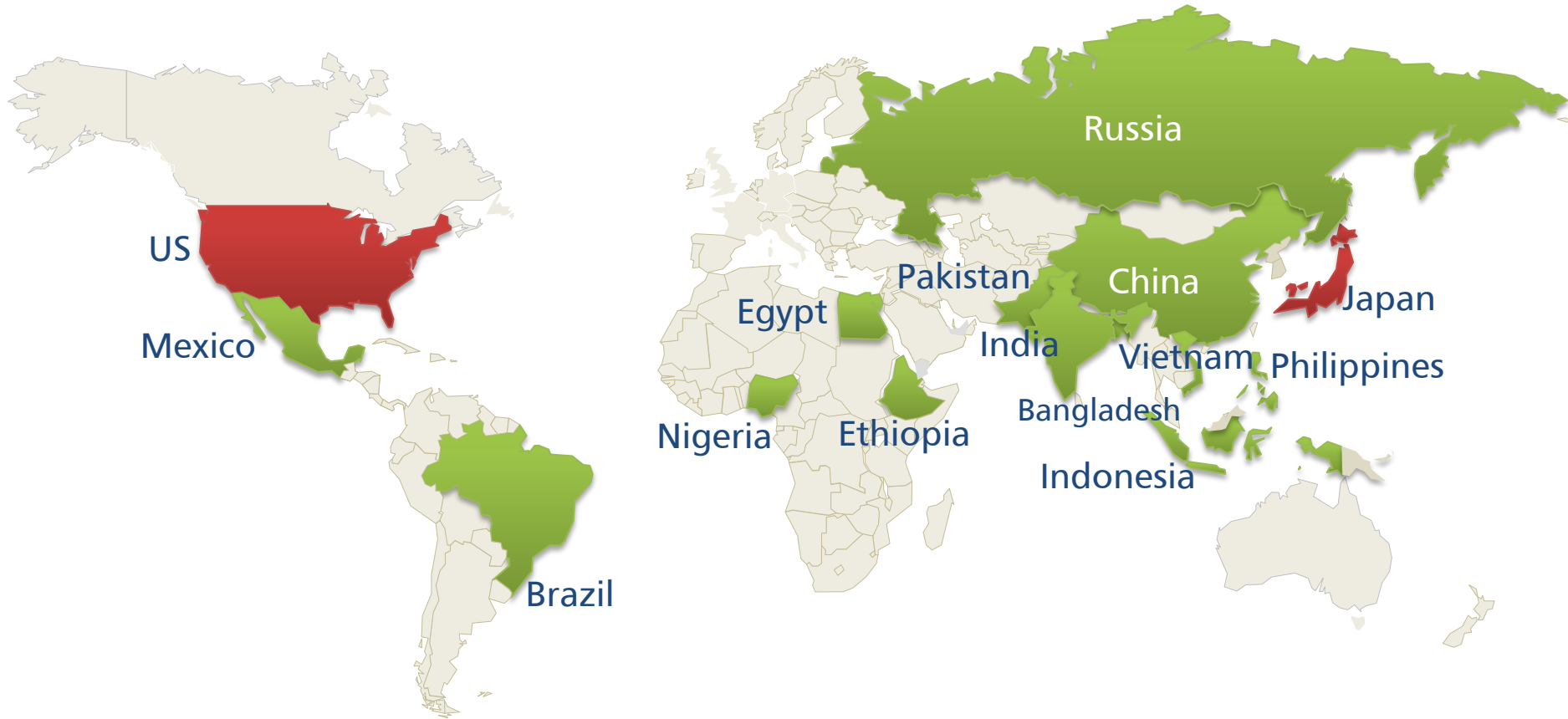
White Spaces are a Significant Opportunity



Key Countries



Most 100M+ population countries will be in emerging markets (13 out of 15) by 2020



Sustainability

Unilever Leads the Agenda in Emerging Markets



Sustainable Palm Oil



Access to Clean Water



Empowering Women



Rainforest alliance



Less Water



Hygiene for all

“Perfect Stores”: Emerging Markets Ambition



from 1 million (2010) to 5 million (2020)

GT

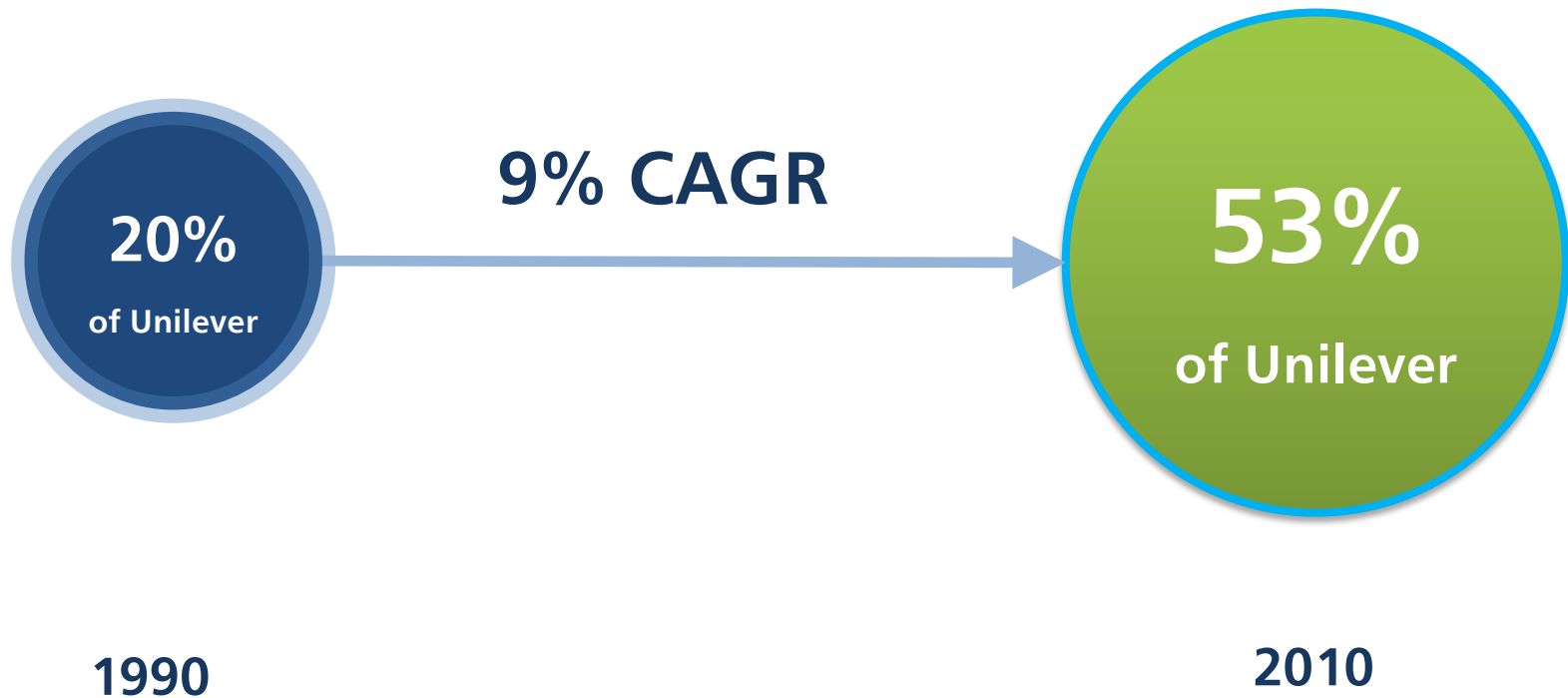


MT

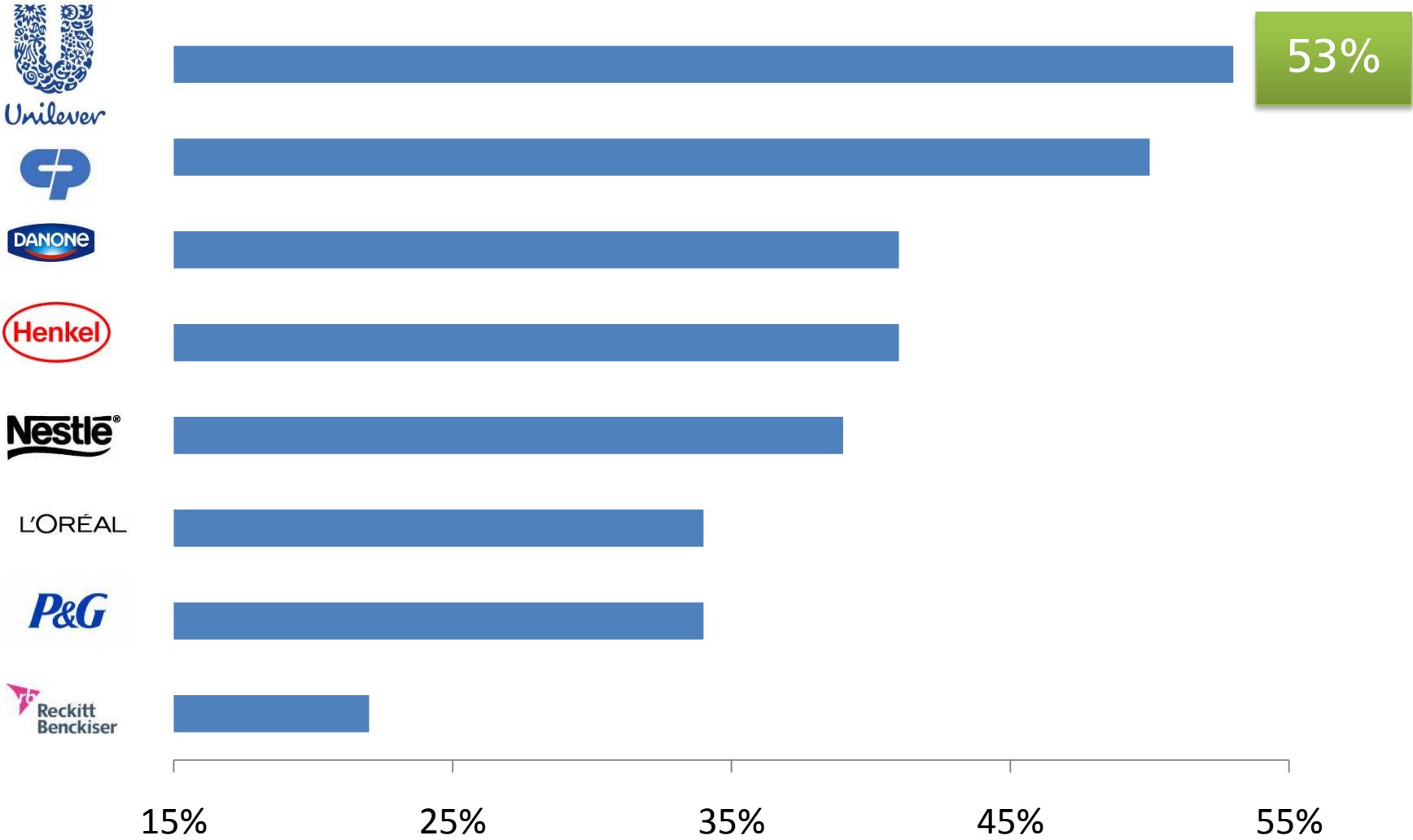


More stores... better stores... better served

Emerging Markets Consistent Growth with 9% CAGR



We Have the Best Footprint in Emerging Markets



Source: Annual Report & Accounts, analysts estimates, Unilever estimates

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Financial Performance, Governance and Shares

Unilever Financial Performance



€ bn	2005	2006	2007	2008	2009	2010
Turnover	38.4	39.6	40.2	40.5	39.8	44.3
Operating Profit	5.1	5.4	5.2	7.2	5.0	6.3
Underlying Operating Profit			5.8	5.9	5.9	6.6
Net Profit *	3.3	3.7	4.1	5.3	3.7	4.6
Fully Diluted Earnings per Share * €	1.25	1.60	1.31	1.73	1.17	1.46
Net Cash Flow from Operating Activities	4.4	4.5	3.9	3.9	5.8	5.5
Free Cash Flow **	3.0	3.1	2.5	2.4	4.1	3.4

(*) Continuing operations

(**) Free cash flow = net cash from operating activities – net interest – net capex

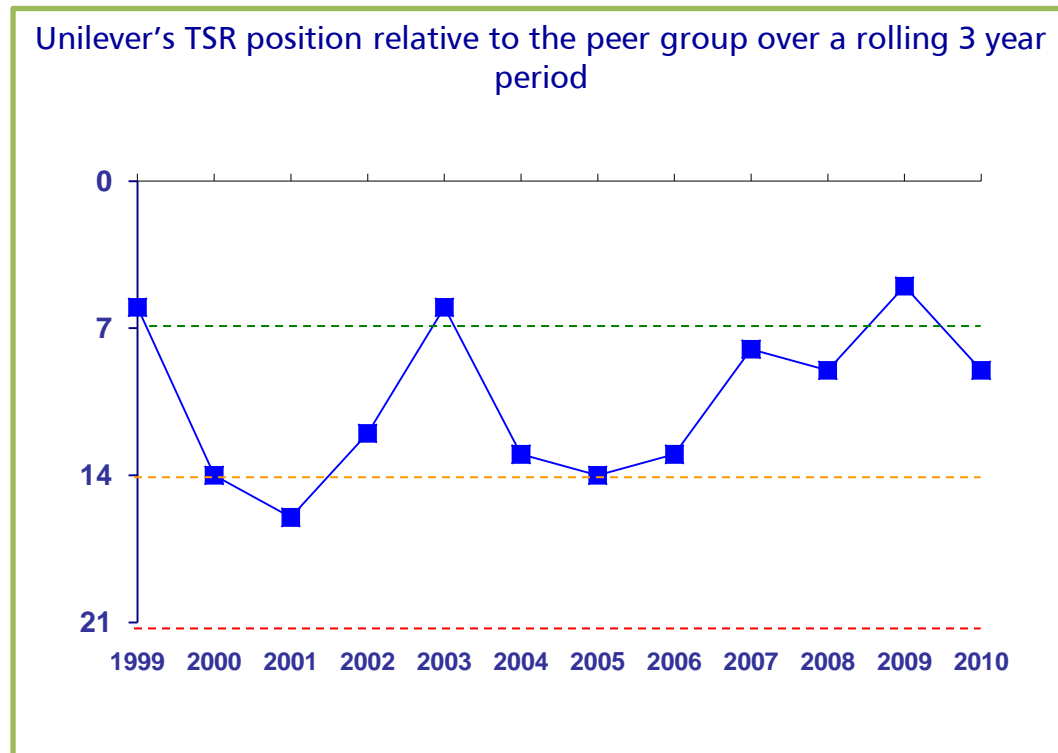
Commitment to Shareholder Value



Unilever measures its Total Shareholder Return, over a 3 year rolling period, amongst a peer group of 20 other companies

Peer group in 2010

- Avon
- Beiersdorf
- Campbell
- Coca-Cola
- Colgate
- Danone
- General Mills
- Heinz
- Henkel
- Kao
- Kellogg's
- Kimberly-Clark
- Kraft
- L'Oréal
- Nestlé
- Pepsico
- Procter & Gamble
- Reckitt Benckiser
- Sara Lee
- Shiseido



“... our road to sustainable, profitable growth, creating long term value for our shareholders, our people, and our business partners” extract from Unilever's Corporate purpose



1. To drive volume growth ahead of our markets
2. Steady and sustainable underlying operating margin improvement
3. Strong cash flow

Legal structure, governance and shares



Unilever was formed in 1930 from two companies:



Margarine Unie
(Netherlands)



Lever Brothers
(UK)

It was a full business merger, operating as a single business entity

Two separate legal parent companies were maintained:

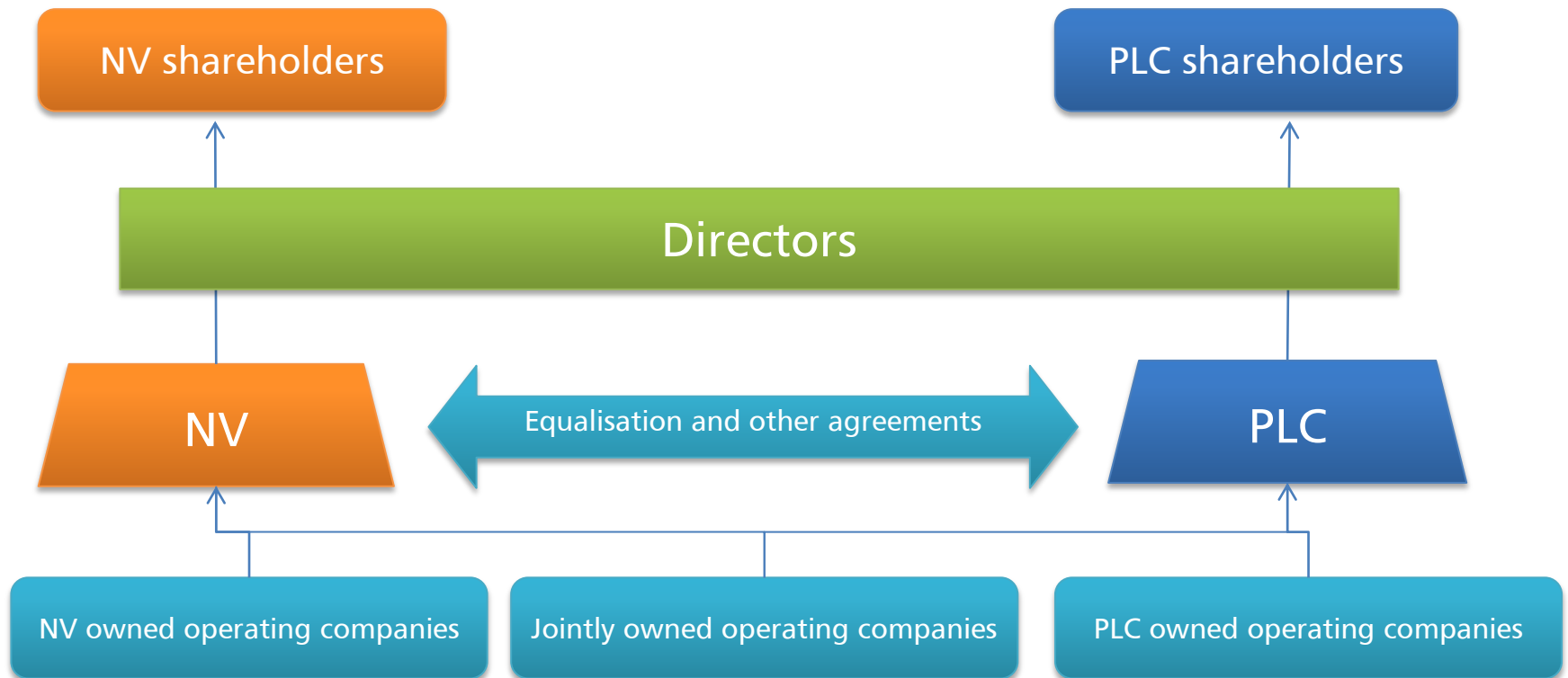
- Unilever NV (Netherlands) and Unilever PLC (UK).

This works through an equalisation agreement and other contracts between the two companies

Legal structure



Unilever NV and PLC have separate legal identities but operate as a single entity



Unilever firmly believes in maintaining high standards of Corporate Governance

These have evolved in response to developments in Europe (UK Combined Code, Dutch Corporate Governance Code) and the US (Sarbanes Oxley, NYSE listing rules)

Unilever operates a unified board: the boards of NV and PLC comprise the same directors

There is a majority of independent, non-executive directors on the board. The Chairman is non-executive

The boards have ultimate responsibility for the business as a whole

Details of current arrangements can be found in the report and accounts in the investor centre at www.unilever.com/investorrelations

Share listings



- Unilever NV ordinary shares or certificates (depository receipts) are listed on the stock exchanges in Amsterdam and as New York shares on the New York Stock Exchange.
- Unilever PLC ordinary shares are listed on the London Stock Exchange and as American Depositary Receipts in New York. Each ADR represents 1 underlying ordinary PLC share.
- There are 1,714,727,700 NV ordinary shares in issue, each with a nominal value of €0.16.
- There are 1,310,156,361 PLC ordinary shares in issue, each with a nominal value of 3 1/9 pence.
- The equalisation agreement between NV and PLC is such that each NV ordinary share has the same rights and benefits as each PLC ordinary share.
- The combined share count excluding treasury stock, for calculating basic EPS, was 2,812 million at the end of 2010.
- The combined share count excluding treasury stock, for calculating diluted EPS, was 2,905 million at the end of 2010.

Further information can be found in the investor centre at www.unilever.com

Share listings

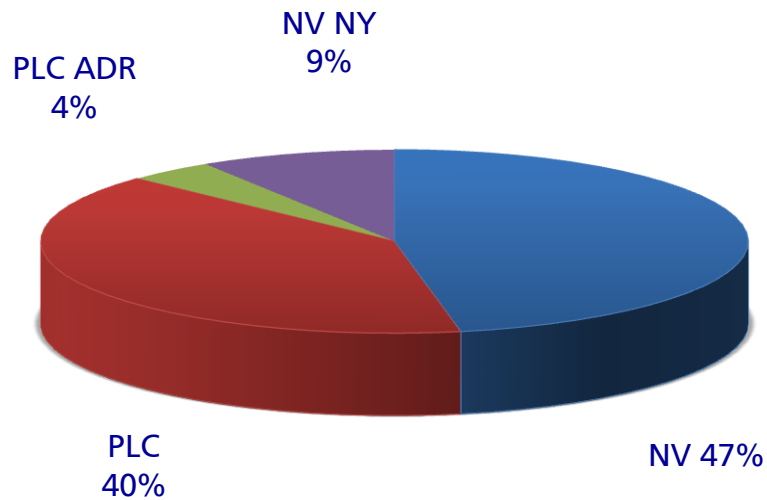


Exchange	Amsterdam	London	New York	
Share	Unilever NV	Unilever PLC	Unilever NV NY	Unilever PLC NY
Ticker	UNA	ULVR	UN	UL
Cash payment per share 2010	€0.82	£0.71	\$1.11	\$1.11

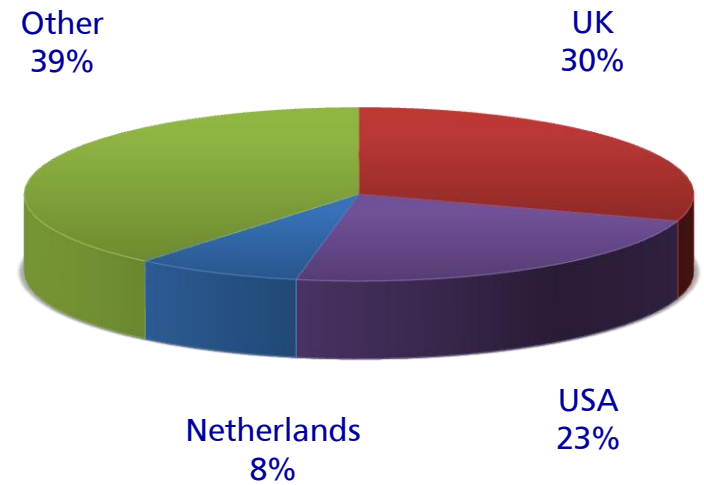
Share listings and ownership



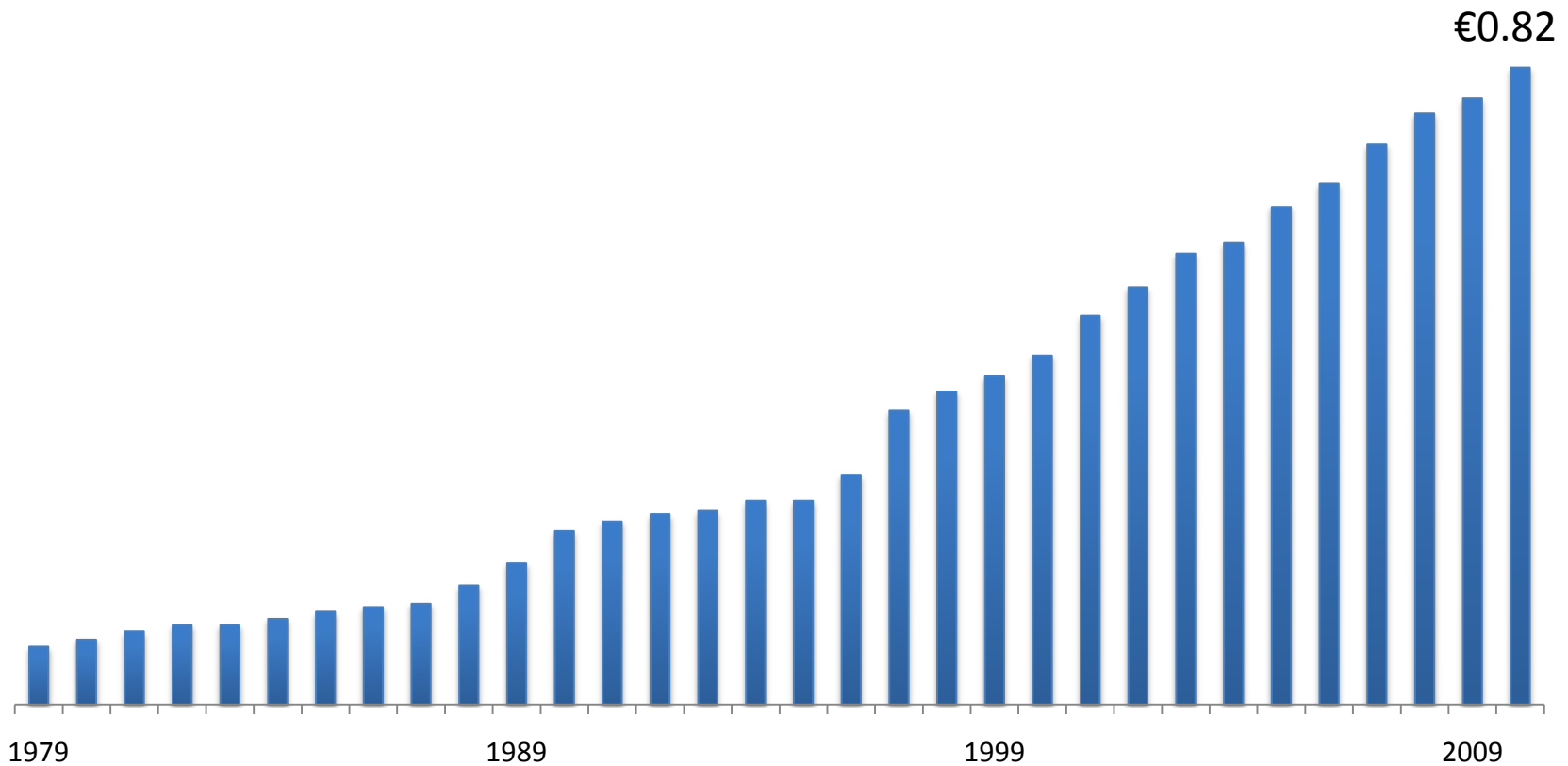
Share listings as a percentage of identified capital



Share ownership by country at the end of 2010



An attractive and growing dividend



Dividend payout 1979 - today 8% CAGR

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Contact Information

Further information and contact details



More information on Unilever is available at www.unilever.com/investorrelations

The shareholder centre at www.unilever.com/investorrelations gives information on how to purchase Unilever stock



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