



Financial goals and performance

We aim to double the size of the business while reducing the impact on the environment.

Our strategic focus is to...

- **drive** profitable volume growth, ahead of our markets;
- **increase** underlying operating margin steadily and sustainably, and
- **generate** strong cash flow and lower our average trade working capital.

Sales 2010

€44.3 bn

During 2010 more than half of our turnover was generated in developing and emerging markets.

Key financials – full year 2010

Turnover	€44.3 bn
Operating profit	€6.4 bn
Underlying sales growth	4.1%
Net profit	€4.6 bn

Geographical breakdown – full year 2010

	T/o (€bn)	USG%	Price%
Americas	€14.6 bn	4.0%	(0.7)%
Western Europe	€12.0 bn	(0.4)%	(1.8)%
Asia/Africa CEE	€17.7 bn	7.7%	(2.2)%

Category breakdown – full year 2010

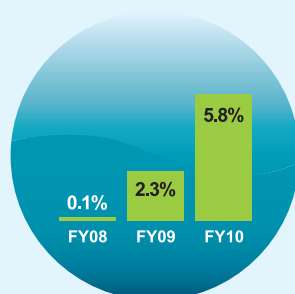
	T/o (€bn)	USG%
Personal Care	€13.8 bn	6.4%
Home Care	€7.7 bn	3.0%
Ice Cream & Beverages	€8.6 bn	6.1%
Savoury, Dressings & Spreads	€14.1 bn	1.4%

Q4 2010 summary

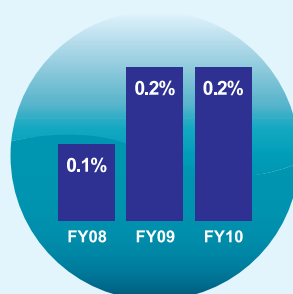
Underlying sales growth	5.1%
Turnover	€11.0 bn
Operating profit	€1.5 bn
Net profit	€1.0 bn

Delivering on priorities

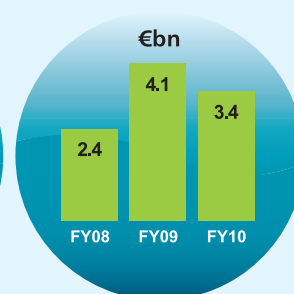
Volume Growth accelerated



Underlying Operating Margin increased



Free Cash Flow delivered

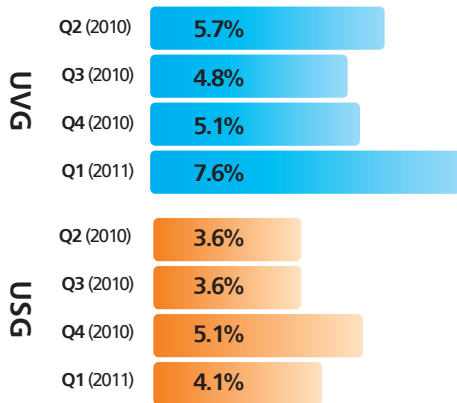


Corporate structure

Unilever operates as a single business entity with its two parent companies – NV and PLC – having separate legal identities and stock exchange listings. NV is listed in Amsterdam and New York; PLC is listed in London and New York. For this reason, and due to its Anglo-Dutch heritage, it has two corporate centres, one in London and one in Rotterdam.

Global presence

Americas	€14.6 bn
Asia/Africa/CEE	€17.6 bn
Western Europe	€12.0 bn



Leading category positions

We hold leading global positions in most of the categories in which we operate: savoury, spreads, dressings, tea, ice cream, deodorants and mass skincare. We hold the world number two position in laundry and daily haircare, with local strength in oral care and household cleaning.

World No. 1

Savoury, Dressings, Tea, Ice Cream, Spreads, Deodorants, Mass Skin.

World No. 2

Laundry, Daily Haircare.

Local Strength

Oral Care, Household Cleaning.

Our growth...

...is increasingly led by emerging markets. We already have just over half our turnover in these markets, and with their strong economic momentum we expect them to become even more significant over time.

We compete in 11 categories...

...and have global leadership in seven. More than 75% of our business is in a leadership or no. 2 position. We are continually strengthening our portfolio. We do this by expanding existing categories into new geographies or by making 'bolt on' acquisitions that help to build our presence, either in more countries or at a wider range of price points. With more than half of our business in fast-growing emerging markets we are well positioned for future growth. Asia Africa CEE is now our largest region and the fastest growing. We are also experiencing good growth in Latin America. In many of these markets we have a reach and scale that are a source of significant competitive advantage. Whether it be favelas in Brazil or villages in rural India, our depth of distribution is impressive. In developed markets, our supply chain ensures we give high quality service to our modern trade customers in places like the US and Western Europe.