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.
Unilever objectives

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

We are now in phase 3 of the journey
Another step closer to the virtuous circle of growth

Doing what we said we would do

Volume Growth accelerated

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.1%</td>
<td>2.3%</td>
<td>5.8%</td>
</tr>
</tbody>
</table>

Underlying Operating Margin increased

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0.1%</td>
<td>0.2%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Free Cash Flow delivered

<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2.4</td>
<td>4.1</td>
<td>3.4</td>
</tr>
</tbody>
</table>

Free Cash flow: net cash flow from operating activities – net interest - net capex
A new Unilever emerging

1. Brands and innovation
2. People and organisation
3. Unilever in emerging markets
Great brands and leadership positions

Number 1 or 2 in 80%+ of turnover

Innovation becoming a competitive strength

Highest ever innovation rate

Innovations in ten or more markets

Average innovation turnover top projects increase vs. 2009

<table>
<thead>
<tr>
<th>Year</th>
<th>Highest ever innovation rate</th>
<th>Innovations in ten or more markets</th>
<th>Average innovation turnover top projects increase vs. 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>30%</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>33%</td>
<td>40</td>
<td>40%</td>
</tr>
<tr>
<td>2008</td>
<td>9</td>
<td>40</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>40%</td>
<td>40</td>
<td></td>
</tr>
</tbody>
</table>
Innovating across the portfolio - Hair

- sunsilk
- CATWALK
- LUX
- CLEAR
- Dove

Innovating across the portfolio - Oral

- Signal Complete 8
  - Complete protection
- Pepsodent Anti-Cavity
  - Anti-cavity
- Signal Sensitive Expert
  - Protects the tooth nerve of pain stimulus and strengthens the gums
- Close Up White Now
  - Whitens teeth instantly
Innovating across the portfolio - Laundry

Dirt is Good
Global re-launch with enhanced cleaning perception with built in pre-treaters

Comfort
Superior freshness in-wear

Radiant
Patented optical whitener technology

Surf launch into white spaces

Innovating across the portfolio – Ice Cream

Magnum - Europe, North America, AACEE
Fruttare – Thailand, LATAM
Cornetto - Europe
Innovating differently - Spreads

- Winning differently
- Focus on taste
- Health benefits
- Tailored innovation to local needs

Innovation driving share gain - Laundry in China

Launch of Omo liquids
Innovation driving share gains - Deodorants in Brazil

- Launch of Dove Men+Care
- Launch of Rexona Naturals

Innovation driving share gains - Hair in India

- Clear re-launch
- Dove Damage Repair launch
~100 brands into new markets in 2010

<table>
<thead>
<tr>
<th>Category 1</th>
<th>Category 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dove Hair / Skin Cleansing China</td>
<td>Lipton Spain</td>
</tr>
<tr>
<td>Domestos Italy, Philippines</td>
<td>Cif India</td>
</tr>
<tr>
<td>Lifebuoy LATAM, Australia</td>
<td>Fruttare Thailand</td>
</tr>
<tr>
<td>Surf Thailand / Nigeria</td>
<td>Launch of Magnum in the USA during Q1 2011</td>
</tr>
</tbody>
</table>

People and organisation
The right people on the bus

Sharper in our differentiation

Performance matrix

Before

Now

Standards of Leadership

Delivery

2/3rd of senior management in the green box

1/4th of senior management in the green box
Virtuous circle of development

Performance culture

Individual
Goal Setting
Learning & Development Plans
Performance Rating
360 Feedback
GPS Feedback
Forced Distribution
Differentiated Pay for Performance
- ULDP - Asia 4 acres

Investing in Leadership Development in Asia

Asia - 4 Acres
A sharper, faster, more effective organisation

22 multi-country organisations  CEO forum  UEx cells coverage  Aligned from top to bottom

Still work to do – significant room for improvement

Capabilities getting stronger

Centres of excellence

Global supply chain

Shared services

Marketing
Sources of growth

75% ➔ Emerging markets
75% ➔ HPC
75% ➔ Market development

Unilever in emerging markets
Unilever: the Emerging Market Company

Consistent track record – 9% CAGR over the last 20 years

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

Source: Unilever Estimates from Globegro
Market leadership in emerging markets

Fabric Cleaning
- Brazil
- Russia
- India
- China
- Indonesia
- Thailand
- Philipp’s
- Vietnam
- Ban’desh
- Argentina

Hair Care

Face Care

Skin Cleansing

Deos

Tea

Savoury

Ice Cream

Very low per capita consumption

bath and shower – US$ spend per capita

Developed markets
Emerging markets

<table>
<thead>
<tr>
<th>Country</th>
<th>Bath and Shower – US$ Spend Per Capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam</td>
<td>1</td>
</tr>
<tr>
<td>India</td>
<td>2</td>
</tr>
<tr>
<td>China</td>
<td>3</td>
</tr>
<tr>
<td>Turkey</td>
<td>5</td>
</tr>
<tr>
<td>Mexico</td>
<td>5</td>
</tr>
<tr>
<td>Argentina</td>
<td>13</td>
</tr>
<tr>
<td>Australasia</td>
<td>14</td>
</tr>
<tr>
<td>Brazil</td>
<td>17</td>
</tr>
<tr>
<td>USA</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: Euromonitor
Market development – Face Indonesia

Increased advertising drives market growth

Unilever Sustainable Living Plan

IMPROVING HEALTH AND WELL-BEING

By 2020 we will help more than a billion people take action to improve their health and well-being.

HEALTH AND HYGIENE
By 2020 we will help more than 1 billion people to improve their hygiene habits and get better results.

NUTRITION
We will continue to work to improve the taste and nutritional quality of all our products to improve the health of the people who consume them.

GREENHOUSE GASES
We will reduce greenhouse gas emissions across our business by 2020.

WATER
We will cut water used across our consumer products by 2020.

ENHANCING LIVELIHOODS

By 2020 we will enhance the livelihoods of hundreds of thousands of people as we grow our business.

SUSTAINABLE SOURCING
By 2020 we will source 100% of our agricultural raw materials sustainably.

BETTER LIVING PRODUCTS
By 2020 we will help millions of people to achieve healthier diets.

Source: Euromonitor

Increased advertising drives market growth
Unilever’s priorities

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

Questions