

Q4 and Full Year 2009 Results

4th February 2009



Paul Polman (CEO) - James Allison (Head of IR)



Safe Harbour Statement



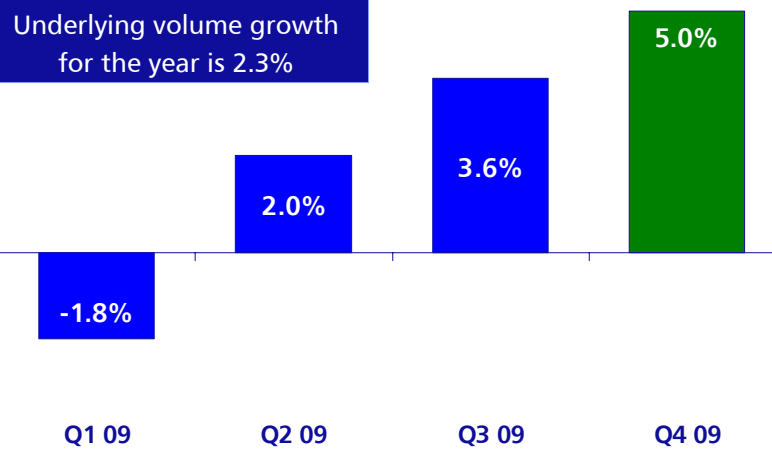
This announcement may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as 'expects', 'anticipates', 'intends', 'believes' or the negative of these terms and other similar expressions of future performance or results, including any financial objectives, 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, consumption levels, costs, the ability to maintain and manage key customer relationships and supply chain sources, 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 Annual Report & Accounts on Form 20-F. These forward-looking statements speak only as of the date of this announcement.

2009 Priorities



- Restore Volume Growth
- Protect Cash Flow and Operating Margins

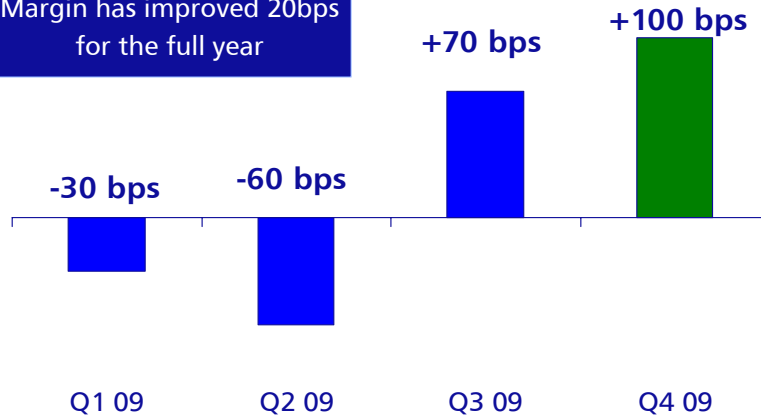
Volume Growth Restored



Operating Margin Exceeded



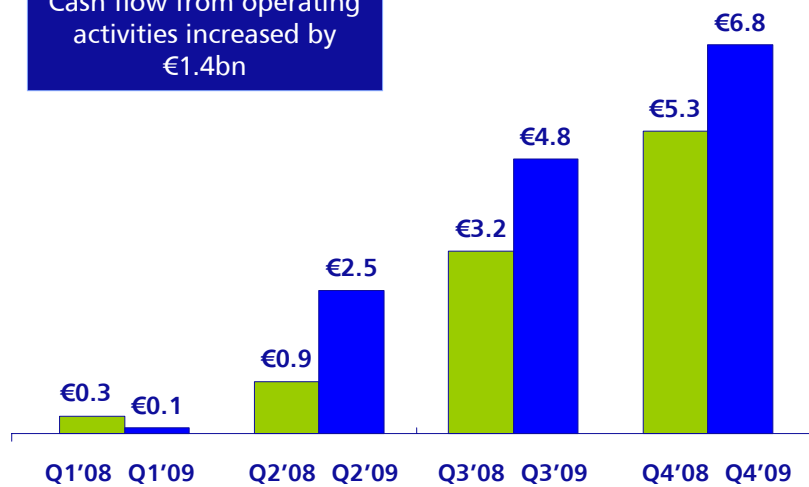
Underlying Operating Margin has improved 20bps for the full year



Strong Cash Flow from Operating Activities



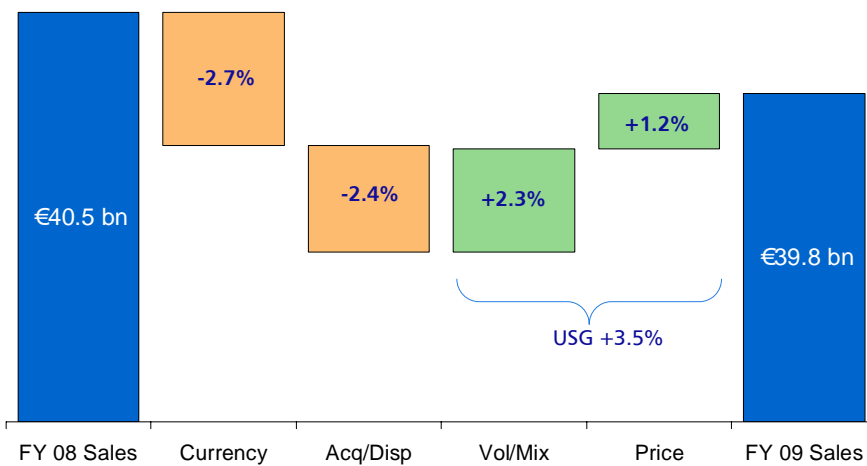
Cash flow from operating activities increased by €1.4bn



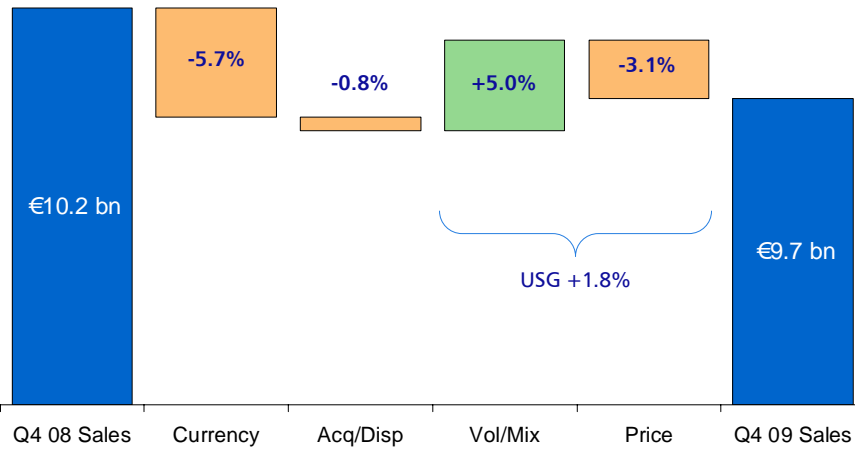
James Allison
Head of Investor Relations



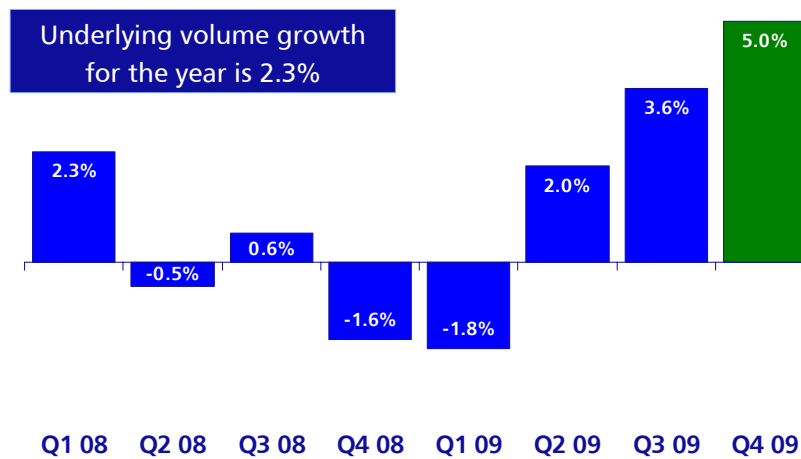
2009 Sales Growth



Q4 Sales Growth



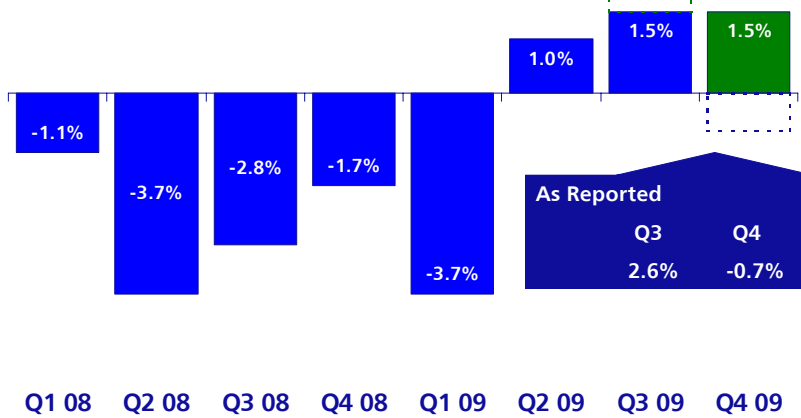
Trend in Underlying Volume Growth



Progress on Volume Growth Western Europe



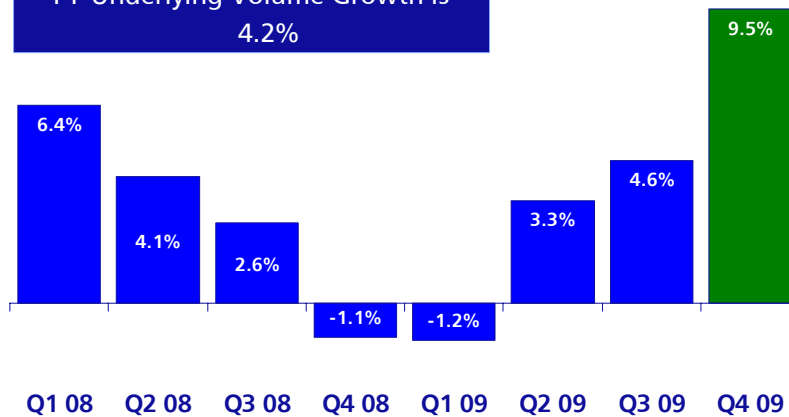
Underlying Volume Growth

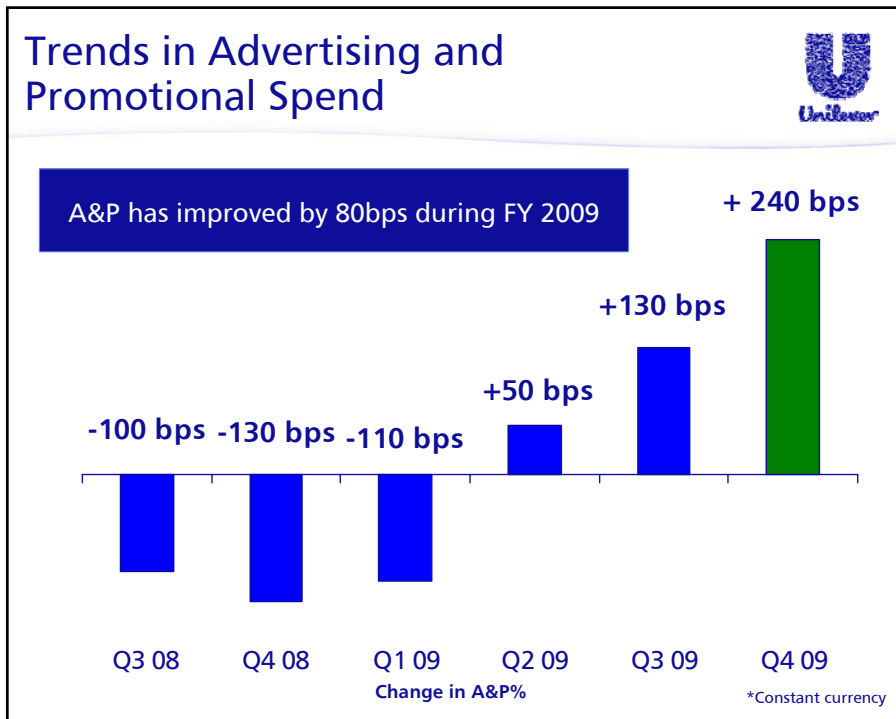


Progress on Volume Growth D&E

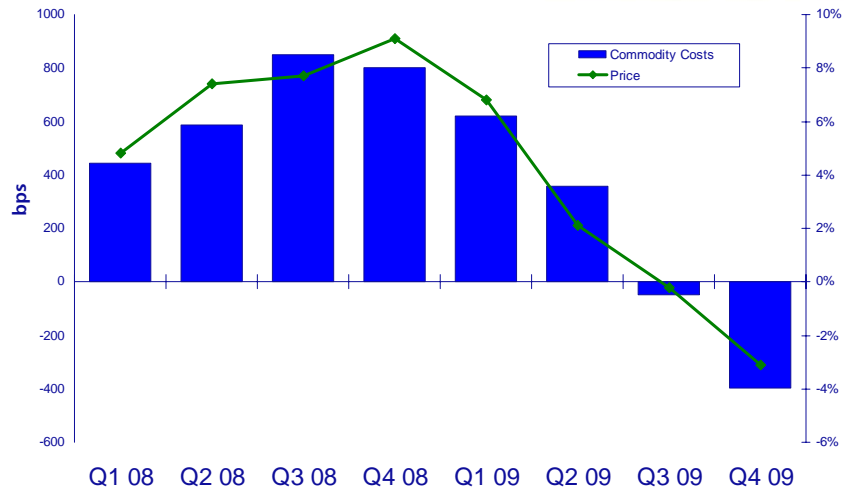


FY Underlying Volume Growth is
4.2%





Price and Commodity Costs Development



Strong Savings Delivery Full Year



- €1.4bn total savings (including €0.5bn from restructuring)
- At least €1bn savings in 2010

One Unilever Programme Update

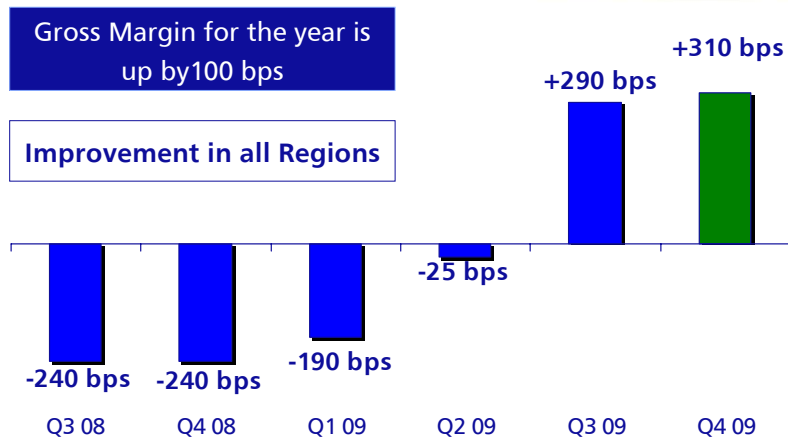


	Plan 2007-2010	Actual to date
Multi-country organisations	From 100 units to 20-25 MCOs	22
Factory closures / streamlining	50-60	88 ^(*)
Headcount reduction	20,000	c. 20,700
Restructuring savings	€1.5bn	€1.2bn
Restructuring charges	€3.0bn	€2.6bn

- 2010 Restructuring costs above the 50-100 bps long term guidance due to Sara Lee

(*) Includes 2010

Gross Margin Continues to Improve



Operating Margin



	Q4 2009	Change	FY 2009	Change
Operating margin	10.1%	-4.3%	12.6%	-5.1%
Including RDIs*	-2.9%	-5.3%	-2.2%	-5.3%
Operating margin before RDIs	13.0%	1.0%	14.8%	0.2%

Key drivers:

Gross margin	1.0%
Overheads	0.0%
A&P	(0.8)%

*Restructuring, disposals and one-off items

Earnings Per Share: Q4



	2008	2009	Change
EPS (€)	0.41	0.30	(27)%
Includes RDIs*, after tax	0.12	(0.03)	
EPS before RDIs*	0.29	0.27	(6)%

Key drivers (%)

Operational performance	10
Currency	(6)
Finance and Pension Costs	(7)
Minorities	(3)

*Restructuring, disposals and one-off items

Earnings Per Share: Full Year



	2008	2009	Change
EPS (€)	1.79	1.21	(33)%
Includes RDIs*, after tax	0.36	(0.12)	
EPS before RDIs*	1.43	1.33	(7)%

Key drivers (%)

Operational performance	4
Minorities	(1)
Dilution from Disposals	(2)
Currency	(2)
Finance and Pension Costs	(6)

*Restructuring, disposals and one-off items

Balance Sheet



- Pension deficit reduced from €3.3bn (end Q3) to €2.6bn (end Q4)
- Cash contribution to Pensions during 2009 was €1.3bn
- Pension Financing charges close to zero in 2010
- Net Debt ended the year at €6.4bn down from €8.0bn
- First Quarterly Dividend €0.195 per NV share

Paul Polman
Chief Executive Officer



Reflections on 2009



- First step towards consistent long term top and bottom line growth
- Early action taken to protect business fundamentals
 - Focus on volume, operating margin and cash flow
 - Removing cost which did not add value and leveraging our scale
 - Investing in brands and product quality
- Exciting new vision for the company

Environment



- 2010 no less difficult than 2009
 - Fiscal stimulus withdrawn in many markets
 - Higher taxes
 - Continuing high levels of unemployment
 - Consumer confidence is weak
- Customers competing on value
- Competitors fighting for share

D&E Markets



- Half of Unilever's Turnover
- 1bn more consumers in the next 10 years
- Per capita consumption will increase substantially
- White space opportunity
 - Deodorants, Fabric Conditioner, Hair Conditioners, Household Cleaning
- Unrivalled reach

Strategic Priorities



- Winning with Brands and Innovations
- Winning in the Market Place
- Winning through Continuous Improvement
- Winning with People

Strategic Priorities



- **Winning with Brands and Innovation**
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Run video



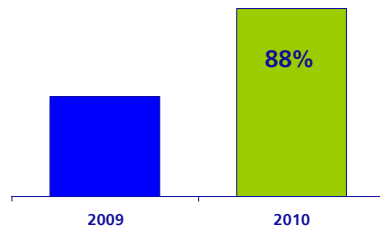
Strategic Priorities

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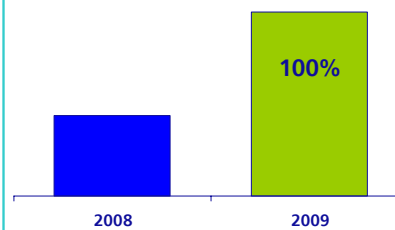
Innovation Quality



Incremental Turnover; size of key projects expected to nearly double



3-5 year funnel Turnover value has doubled



Bigger, better, faster innovations Fast roll-out



Axe Temptation
56 markets



Clear
35 markets



Minimising Deos
37 markets



Dove Fresh
64 markets



Pyramid bags
44 markets



White Now
21 markets



Knorr Stock Pot
12 markets

Taking our Brands into New Markets

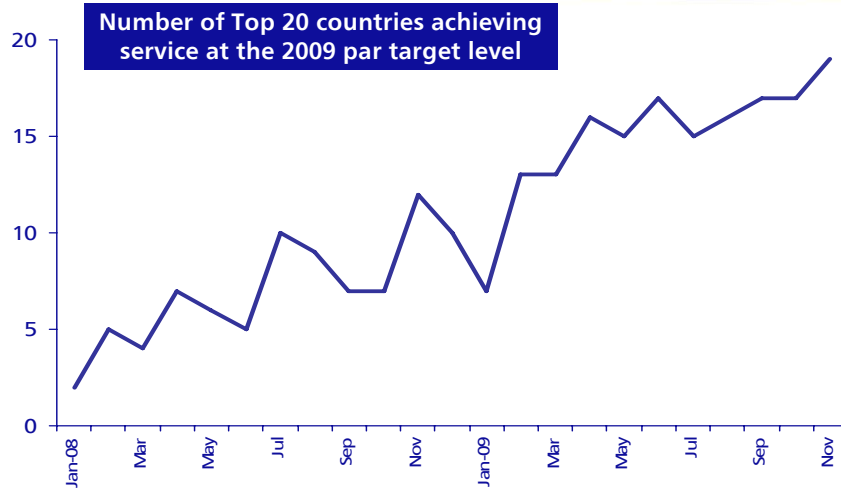


Strategic Priorities



- Winning with Brands and Innovation
- **Winning in the Market Place**
- Winning through Continuous Improvement
- Winning with People

Customer Service Improving



Customer Insight and Innovation Center Roll Out

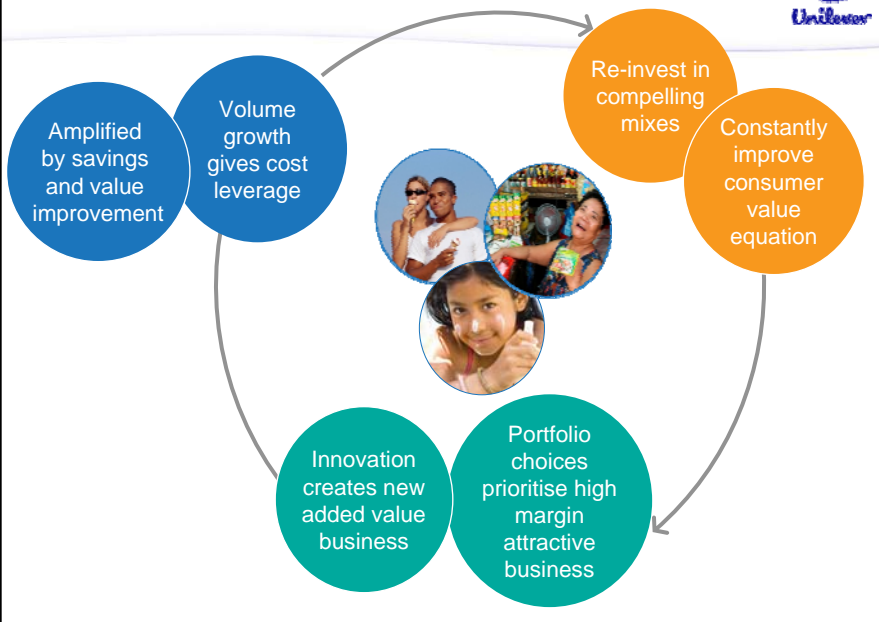


Strategic Priorities

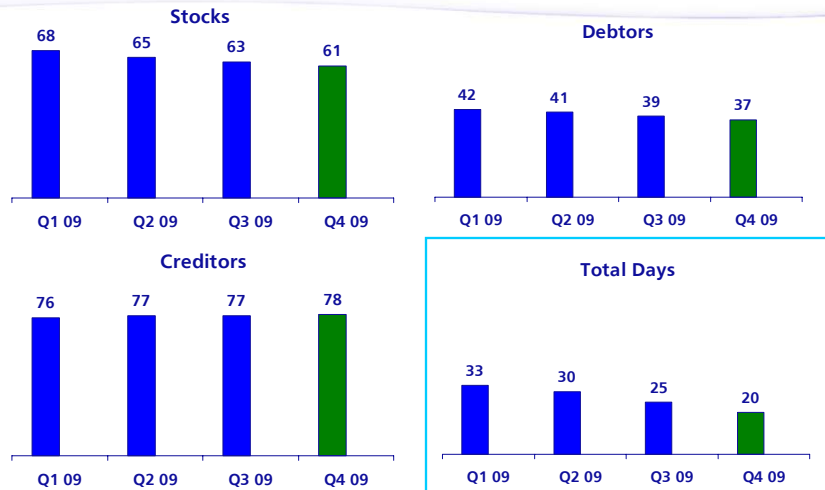


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- **Winning through Continuous Improvement**
- Winning with People

Virtuous Circle of Volume Growth



Working Capital Reducing



Cash Conversion Cycle has improved by 14 days during 2009

Strategic Priorities



- Winning with Brands and Innovation
- Winning in the Market Place
- Winning through Continuous Improvement
- **Winning with People**

Driving Towards a Performance Culture



- From 16,000 to 15,000 managers
- Half the top management team in new roles
- Performance against objectives clearly visible
- Management assessments now more differentiated
- Increased rewards for exceptional performance

Still Work To Do



- India performance is stable but not yet improving
- Hair turnaround is work in progress
- Product Quality not yet in line with aspirations
- Brand Equity improving but not yet good enough
- Complexity is still too high

Summary



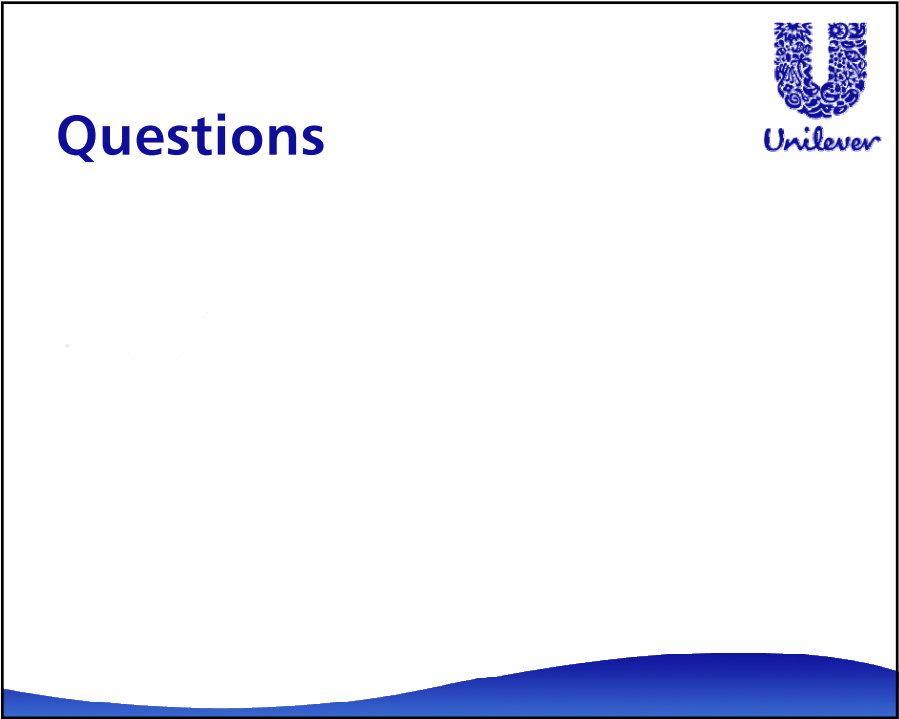
- Environment in 2010 will be no less tough than 2009
- The foundations have been set:
 - Volume and value shares improving progressively
 - Brand support stepped up and equities improving
 - Strong delivery of savings
 - Operating margin increased and very strong cash generation
- But more still to do

Priorities for 2010



- Continue to drive volume growth
- Steady and sustainable improvement in full year underlying operating margin
- Strong cash flow

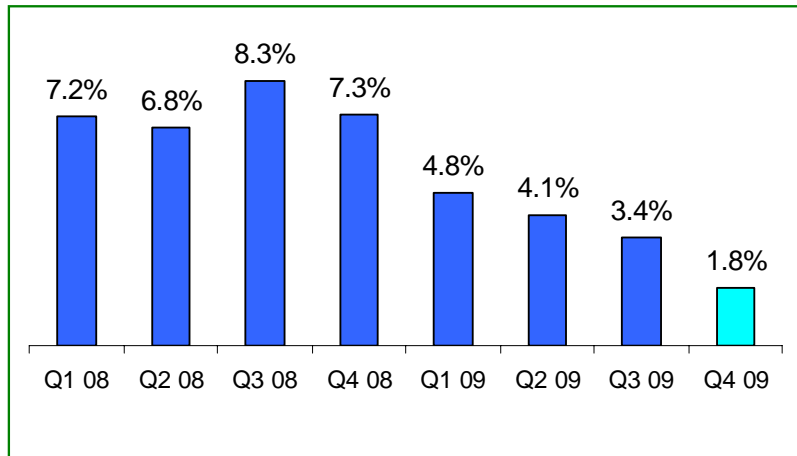
Questions



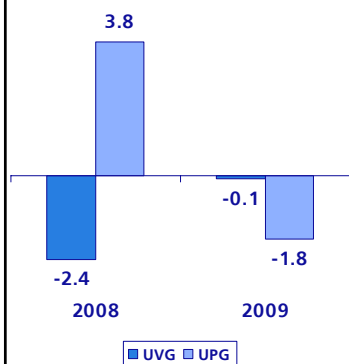
Attachments



Unilever USG Trend

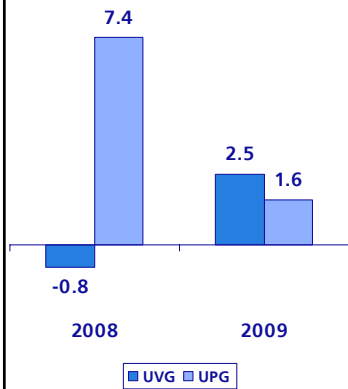


Western Europe



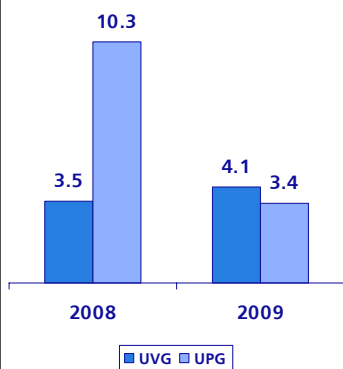
- Strong performance in key markets
- Volume trend continues to improve
- Single IT platform has had a positive impact on operations
- CiC rolled out from the US
- Gross Margin improvement in Q4 higher than 300 bps
- FY Operating Margin before RDI's is down by 240 bps

Americas



- Volume growth accelerating
- A&P investment to drive sales
- Customer service levels have improved
- Leveraging CiC to grow our customers faster
- Gross Margin improvement in Q4 higher than 300 bps
- FY Operating Margin before RDI's is up by 70 bps

AACE (Asia AMET CEE)



- Strong volume and price growth
- Regional supply chain centre in Singapore now in place
- Investment to fuel growth continues to increase
- Gross Margin improvement in Q4 around 300 bps
- FY Operating Margin before RDI's is up by 220 bps

Drivers of Operating Profit*

