



2010 FULL YEAR AND FOURTH QUARTER RESULTS

STRONG YEAR AS TRANSFORMATION PROGRESSES

Full year highlights

- **Turnover up 11.1% at €44.3 billion**, with 7.3% due to currency.
- **Underlying volume growth 5.8%**. Underlying sales growth 4.1% and underlying price growth (1.6%); in-quarter pricing flat for first nine months, positive in the fourth quarter.
- **Underlying operating margin up 20bps** with increased investment in advertising and promotions up 30 bps, funded by higher gross margins and lower indirects. Margin underpinned by savings of €1.4 billion.
- **Healthy free cash flow of €3.4 billion** reflecting continuing improvement in working capital.
- **Fully diluted earnings per share €1.46 up 25%**.

Fourth Quarter highlights

- **Underlying volume growth 5.1%**. Underlying sales growth 5.1% with underlying price growth flat; positive in-quarter pricing.
- **Underlying operating margin down 20bps**. Lower gross margin, primarily due to increased commodity costs. Reduced advertising and promotions spend, indirects higher due to phasing across the quarters.

Chief Executive Officer

"We are pleased with another year of good results in which we delivered against all our key priorities and further progressed the transformation of Unilever. We delivered strong volume growth, particularly in emerging markets which continued to be the engine of growth. We gained volume share in all regions driven by stronger innovations, significant increases in marketing investment and the extension of our brands into new territories. At the same time we delivered margin improvement through a strong savings programme, lower indirects and volume efficiencies. This, coupled with excellent working capital management, enabled us to deliver robust cash flow.

The Unilever of today is more agile and confident, now fully fit to compete. We remain focused on serving our consumers and customers and building the long term health of our brands. Despite the intense competition and the return of commodity cost volatility, our objectives remain: profitable volume growth ahead of our markets, steady and sustainable underlying operating margin improvement and strong cash flow."

Fourth Quarter 2010		Key Financials (unaudited) Current rates		Full Year 2010	
€10,819m	+12.0%	Turnover	€44,262m	+11.1%	
5.1%		Underlying sales growth*	4.1%		
€1,461m	+50%	Operating profit	€6,339m	+26%	
€1,042m	+15%	Net profit	€4,598m	+26%	
€0.33	+14%	Diluted earnings per share	€1.46	+25%	
Quarterly Dividend payable in March 2011		€0.208 per share			

(* Underlying sales growth is a non-GAAP measure, see note 2 on page 10 for further explanation of non-GAAP measures used.