



## Our mission

Unilever's mission is to add **Vitality** to life. We meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

## Local roots and global scale

Our deep roots in local cultures and markets around the world give us our strong relationship with customers and are the foundation for our future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers – a truly multi-local multinational.

## Our people

Our long term success requires a total commitment to exceptional standards of performance and productivity, to working together effectively, to a willingness to embrace new ideas and learn continuously.

## Corporate responsibility

To succeed also requires, we believe, the highest standards of corporate behaviour towards everyone we work with, the communities we touch, and the environment on which we have an impact.

## Value creation

This is our road to sustainable, profitable growth, creating long-term value for our shareholders, our people, and our business partners.

This document 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' or the negative of these terms and other similar expressions of future performance or results, including financial objectives to 2010, 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, 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 document.

## Our €1bn brands



## Leading category positions

Savoury & Dressings	World Number 1	Skin
Spreads	World Number 2	Deodorants
Tea	Local strength	Daily Hair Care - #1 in D&E
Ice Cream		Oral Care
Meal Replacement		Laundry - #1 in D&E
		Household Care

## Global presence

2006 Turnover €39.6 billion

Americas | €13.8bn | 35% | Europe | €15.0bn | 38% | Asia/Africa | €10.9bn | 27%

41% of turnover in Developing and Emerging Markets  
Present in more than 100 countries around the world

179,000 employees

Unilever is one of the world's most culturally diverse companies, with top leadership from 24 different nations.

More than 30% of managers worldwide are women.

Deliver Vitality through better nutrition and improved hygiene  
Eco-efficiency – reducing the impacts of our operations  
Eco-innovation – reducing the impacts of our products  
Sustainability programmes in fish, agriculture and water  
Supporting local communities

Unilever has led the food industry category of the Dow Jones Sustainability Indices (DJSI) for the past 8 years.

## Financial objectives

### Overarching ambition

Top Third Total Shareholder Return, over a 3 year rolling period out of peer group of 20 other companies.

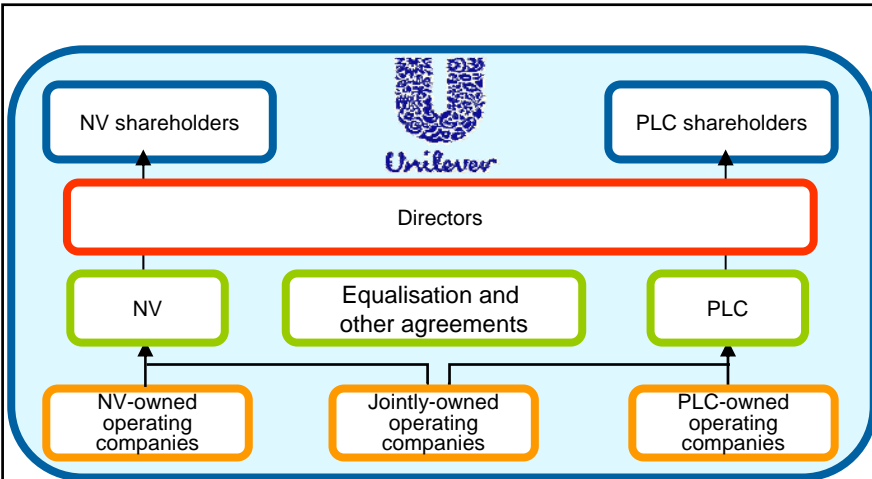
### Outlook to 2010

- Ungeared free cash flow in the period 2005-2010 to be €25-30bn
- Improvement in Return on Invested Capital
- Underlying sales growth of 3-5% p.a.
- Operating margin of over 15% by 2010 after normal restructuring
- Improved capital and tax efficiency

Management remuneration is aligned with these objectives

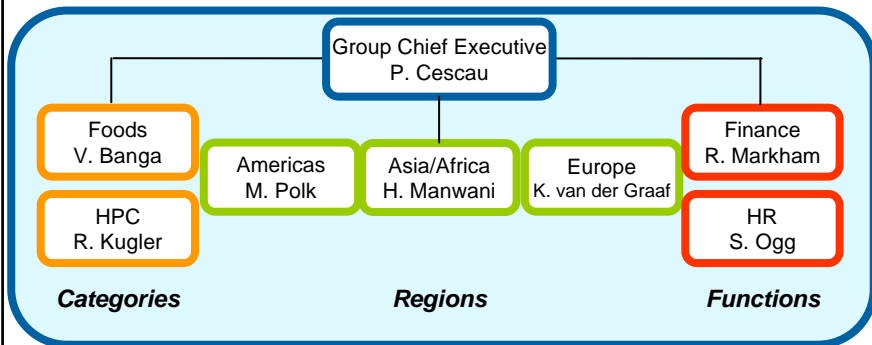
More information on Unilever, including contact details, is available at [www.unilever.com](http://www.unilever.com)

The shareholder centre gives information on how to purchase stock



## Legal Structure

Unilever operates as a single business entity. NV and PLC are the two parent companies of the Unilever Group, having separate legal identities and separate stock exchange listings for their shares. To ensure unity of governance and management, they have the same Directors and are linked by agreements. The Equalisation Agreement regulates the mutual rights of the two sets of shareholders, including dividends. There is a one-for-one equivalence between the shares.



## Management

Category Presidents for Foods and Home and Personal Care are responsible for Category strategies, brand development and innovation. Regional Presidents are responsible for managing the business, deploying brands and innovations effectively and winning with customers. They are supported by the Finance and HR functions.



## Strategy

We aim to build a winning portfolio by extending our leadership positions and our presence in high growth spaces.

We are improving our core capabilities

Bringing all this together as 'One Unilever' will ensure that we capitalise on both our local roots and global scale.



## 2006 Results at a glance

Turnover grew by 3%

Operating profit grew by 7%, and net profit from continuing operations grew by 10%.

	Amsterdam	London	New York	
Exchange	Amsterdam	London	New York	
Share	Unilever NV	Unilever PLC	Unilever NV NY	Unilever PLC ADR
Ticker	UNA	ULVR	UN	UL
Earnings per share - 2006	€1.65	£1.12	\$2.06	\$2.06
Dividend per share - 2006	€0.70	£0.48	\$0.90	\$0.93
Dividend Growth %pa 1996-2006	+11%	+10%	+11%	+11%

## Share listings, EPS and Dividends

Unilever normally pays two dividends per year: an interim dividend set at 35% of the previous year's total dividend, and a final dividend paid after the AGM.

Dividends are equalised between NV and PLC. The small difference in New York is due to currency movements.