--------------------------------------------------------------------------------------------------- Unilever 2004

Chairmen’s introduction

In early 2005, we announced far-reaching changes to the way we run Unilever, in the light of our disappointing financial results. We have adopted a new business model in order to achieve our growth objectives and to increase our competitiveness so that we can underpin the long-term health and sustainability of the business, which go hand in hand.

Successful business creates benefits for all stakeholders: consumers gain access to quality products that offer real value; business partners in supply and retail prosper; and Unilever employees are rewarded financially, and through the satisfaction of a job well done.

Our new Vitality mission, expressed through our updated Corporate Purpose, commits us to regaining our growth momentum by meeting consumers’ everyday needs for nutrition, hygiene

and personal care with brands that help people feel good, look good and get more out of life.

This report shows that we understand that our long-term success as a business is intimately linked with the vitality of the environment and the communities in which we operate. Increasingly governments, international agencies, NGOs and individual concerned citizens are calling for wider engagement by companies in tackling the environmental and social challenges we all face.

Through a clear framework and explicit company-wide commitments, we play our part in addressing global challenges. Our local managers are empowered to take appropriate action, working with local stakeholders. The report describes just some of the actions we have taken during 2004, such as:

• strengthening the Vitality benefits of our brands by conducting a nutrition enhancement programme across our entire food and beverage portfolio – around half our products by sales value were screened during the year

• working with our direct ‘tier one’ suppliers towards positive assurance of adherence to our new Business Partner Code by the end of 2005

• engaging in partnerships in pursuit of shared goals, such as our agreement with UNICEF to achieve a measurable reduction in childhood mortality, one of the UN Millennium Development Goals.

As expectations for wider engagement by companies grow, so too are critics more ready to say when we don’t meet their expectations. We welcome honest feedback on how we are doing as we listen, learn and make progress on our social performance.

Thank you for your interest.

**Antony Burgmans Patrick Cescau**

Chairmen of Unilever

----------------------------------------------------------------------------------- Supplementary Information

Welcome to the Unilever Social Report 2004. Here we provide an update on the progress we are making to achieve our corporate responsibility goals: to manage and grow our business successfully around the world as a trusted corporate citizen, respected for the values and standards by which we behave.

**OUR** **MISSION**

In 2004, as we ended our previous five-year Path to Growth programme, we announced a new mission to take Unilever into the next phase of our development. Called ‘Adding Vitality to life’, it encompasses our brands, our culture and our commitments to society and the environment, uniting what we do as a business with the people who use our products and what they care about. We have updated our long- standing Corporate Purpose to include this new Vitality 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… 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… This is Unilever’s road to sustainable, profitable growth for our business and long-term value creation for our shareholders,**

**employees and business partners.”**

--------------------------------------------------------------------------------------------------- Unilever 2005

Welcome to Unilever’s Environmental and Social Report for 2005. In this document we describe how we deal with the impact that our business activities are having on the environment and the communities in which we operate around the world.

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.

Our aspiration is to meet these needs in a sustainable way. Our efforts are guided by our Code of Business Principles which sets the standards of behaviour we demand from all our employees. It is against these standards that, as a company, we expect to be judged.

For Unilever, 2005 was a challenging year. Our single-minded focus was to make the company more competitive and return it to growth. This involved a fundamental change to our system of governance, a reorganisation of our internal structures and a reduction in the numbers of senior managers. The impact of these changes gradually made themselves felt during the year and we exited 2005 with good rates of growth and satisfactory levels of profitability.

Improved business performance has not come at the expense of our environmental and social goals. We have continued to make good progress in our drive for eco-efficient manufacturing

and have achieved all the targets that we set ourselves for 2005. We have retained focus on sustainability – particularly in agriculture.

In addition to our own programmes on tomatoes, tea, peas and spinach, our strong support and leadership of the Roundtable on Sustainable Palm Oil has resulted in the creation of industry-wide guidelines and a membership of 100 organisations.

In the social area, too, we have maintained momentum. The highlights here have been our Nutrition Enhancement Programme where we have improved the nutritional profile of our products as a response to growing concerns about poor diet and obesity. We have also strengthened our partnership with UNICEF, with whom we are working on ambitious plans to bring improved hygiene and better nutrition to large parts of Asia, Africa and Latin America.

Last but not least, the value of our community giving went up in 2005 to €79 million (from

€65 million in 2004). Much of this increase resulted from the response of our business to the victims of the Asian Tsunami and Hurricane Katrina.

Clearly there remains much to be done. In October the new executive team reviewed our strategy for corporate responsibility. As one of the outcomes of this, we asked managers working in the areas of the supply chain, environment and sustainability to re-energise their programmes

and set more challenging targets. We also set up a Corporate Responsibility Council to oversee all activities in this area. This will be chaired by an executive board member – Ralph Kugler.

In future, we intend to integrate our environmental and social activities into our business plans. We want them to become part of our business model and the day-to-day management of our company.

Thank you for taking an interest in this report of the progress we are making. Please tell us what you think – we welcome your honest feedback.

**Antony Burgmans**

*Chairman*

**Patrick Cescau**

*Group chief executive*

--------------------------------------------------------------------------------------------------- Unilever 2006

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.

Our aspiration is to meet these needs in a sustainable way. at the heart of our corporate purpose is the drive to grow sustainably and in this way create long- term value for all those with a stake in the business.

Our efforts are guided by our code of Business principles which sets the standards of behaviour we demand from all our employees. it also outlines our commitments to our stakeholders including consumers, customers, suppliers, employees, communities and the environment.

**Our sustainability journey**

Over 100 years ago, William hesketh Lever and samuel van den Bergh did not just create the world’s first consumer brands, *Sunlight* soap and *Blue Band* margarine:

they built businesses with strong values and a mission to act as agents of social change.

Sustainable development has become the overarching goal for business and government. it demands that we meet the needs of society today without compromising the ability of future generations to survive and prosper.

A commitment to sustainable development and responsible business practice is embedded in our mission and principles. in practice this means understanding the impact we have as a business on society, not only in how we run our own operations, but also in sourcing our raw materials and, crucially, through our brands.

Values-led brands will increasingly drive our business strategy. We are now integrating social, economic and environmental considerations into our brand innovation and product development.

**Governance**

In 2006 we strengthened our governance in this area. the Board member with responsibility for delivering our commitments is our president of home and personal care. he is a member of our Board’s corporate responsibility and reputation committee which provides oversight and guidance on unilever’s environmental and social impacts and policies.

He also chairs our corporate responsibility council, which includes senior executives from across the business. the council and committee benefit from the input of a panel of external specialists in corporate responsibility.

In this way, we have built strong foundations to fulfil our vitality mission and our commitment to sustainable development.

Unilever is fortunate to have found michael treschow as my successor, who i know has a keen interest in sustainability. i am proud to have served this great company over the last

35 years and am sure it will continue very successfully into the future.

**Antony Burgmans**

***Chairman***

----------------------------------------------------------------------------------- Supplementary Information

**Unilever’s mission is to add vitality to life.**

**Our Vitality Mission and Corporate**

**Purpose**

**Our 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.**

**Our deep roots in local cultures and markets around the world give us our strong relationship with consumers 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 long-term success requires a total commitment to exceptional standards of performance and productivity, to working together effectively, and to a willingness to embrace new ideas and learn continuously.**

**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.**

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

**partners.**

--------------------------------------------------------------------------------------------------- Unilever 2007

2007 was a good year for Unilever. Our underlying sales grew by 5.5% – the third consecutive year of accelerating sales growth. At the same time, despite rapidly rising commodity costs, we made progress towards achieving our 2010 target for an operating margin in excess of 15%.

Throughout the year we have sought to live up to our long-standing commitment to sustainability and responsible business practice.

**Our strategy**

Our Vitality mission sets out our goal to meet the everyday needs of people all around the world for nutrition, hygiene and personal care.

Our corporate responsibility strategy seeks to address Unilever’s most significant sustainability impacts – greenhouse gases, water, packaging and agriculture.

While we have made good progress under all these headings in 2007, the highlight has been agriculture.

**Our commitment to sustainable tea** Over two-thirds of Unilever’s raw materials come from agriculture and we have been working with suppliers for more than a decade on more sustainable farming practices. Building on this work we have committed ourselves to source all our tea from sustainable sources by 2015.

Since Unilever buys 12% of the world’s black tea crop from 7,500 estates, spread across three continents, this is a massive undertaking. We reached an important milestone in the early part of 2008 with the appearance of *PG Tips* and *Lipton* tea in Western Europe using Rainforest Alliance Certified™ tea. We are confident that this initiative will improve the livelihoods of some 2 million people in our extended supply chain. We also believe that we will sell more tea.

**Integrating sustainability**

The example of tea illustrates well our new approach to sustainability. What we are seeking to do is to integrate all our sustainability initiatives into the day-to-day marketing and R&D plans of our brands. Sustainability in Unilever is not something that is done by a few boffins in our laboratories. It is very much part of the way we do business and is the responsibility of everyone.

Our experience with tea also exemplifies two other aspects of our approach. The first is the importance of working with external partners who bring new perspectives and new knowledge. The Rainforest Alliance is just one of many bodies with whom we work. Others include UNICEF on hygiene education and clean drinking water, Greenpeace on climate-friendly refrigeration, the Fairtrade Labelling Organisation on ethical trading and poverty relief, and Oxfam on poverty.

**A value chain approach**

The second distinguishing feature of our approach is the growing importance of addressing sustainability right across our value chain – from the sourcing of raw materials through to consumer use and disposal of our products. Water is a case in point. Historically our programmes have focused on the volume of water used in our factories – a figure which we have reduced by more than half over the past decade. However, because a big part of our water footprint is in consumer use of our brands, our product developers are increasingly focusing their attention on reducing the quantities of water that are required to use our products. Building on the success of

*Surf Excel Quick Wash* laundry detergent, this has led to innovations such as *Comfort* and *Vivere* fabric softeners – both of which allow people to do their laundry with significantly less water.

In Unilever we recognise that we can only achieve our long-term business objectives if we find more sustainable ways of conducting our affairs. We have known for a long time that good environmental practice is good for the bottom line – since it tends to drive out waste and reduce costs. The more we learn about sustainability, the more we are convinced that it is the right thing for all our stakeholders – the people we employ, our investors, our suppliers and the consumers and communities that we serve.

We are convinced that we can do well for our shareholders, by doing good in the world in which we operate.

**Patrick Cescau**

Group Chief Executive

----------------------------------------------------------------------------------- Supplementary Information

Unilever’s mission is to add Vitality to life and to do this in a sustainable way.

--------------------------------------------------------------------------------------------------- Unilever 2008

**Our mission**

Unilever’s mission is to meet the everyday needs of people all around the world for nutrition, hygiene and personal care. We do this with products that help people feel good, look good and get more out of life.

Every day around 160 million people in 150 countries will buy a Unilever brand. Unsurprisingly, therefore, the social and environmental impacts which we have on the world around us come largely from our brands. We are increasingly embedding sustainability thinking into the day-to-day activities of our brand management and R&D teams. We have done this through a simple tool called Brand Imprint.

Brand Imprint forces management to think carefully about both the resources they use (such as water, packaging, energy and raw materials) and the social and economic impacts that our brands have in the countries where they are sold. For example, it encourages managers selling soap to consider the positive effects which they can have on public health through improved hygiene. For those marketing tea, it prompts them to think about where they source their ingredients and how they can get value from communicating this to consumers.

**Our achievements**

We are making progress. Around half the tea used in Lipton Yellow Label and PG Tips tea bags in Western Europe is now sourced from Rainforest Alliance Certified™ farms.

In an effort to halt deforestation we have committed to draw all of our palm oil from sustainable sources by 2015. Our Lifebuoy brand has reached 120 million people in India with its education programme about the importance of washing hands with soap. Many other examples are referenced in this Overview.

To achieve these goals we have to work in partnership with others. For example, we work with the Rainforest Alliance on tea, Greenpeace on palm oil and UNICEF on handwashing. These collaborations are bringing new insights and new thinking into the business.

**The business case**

What we are learning is that operating in this way is bringing us hard business benefits. Our quest to run the company more sustainably is fuelling our innovation pipeline, delivering cost savings and helping us to ‘win’ with our retail and food service customers who have sustainability programmes of their own and who want to work jointly with us. Above all, it is winning the hearts (and wallets) of the growing numbers of consumers who want to be reassured that companies from whom they are buying their products are sourcing, manufacturing and marketing them in a responsible and ethical fashion.

Much of this thinking was already well embedded in Unilever when I took over in January 2009. My predecessor Patrick Cescau deserves great credit for the impetus he gave to it. It is my intention to build on Unilever’s leadership in this area.

In these uncertain economic times, our core values and commitment to sustainability must remain unchanged. Indeed, now more than ever, this agenda holds the potential for the long-term and sustainable success of our business and our brands.

I sincerely believe that businesses like Unilever can be a positive force for good in the world and that such an approach is in the interests of all our stakeholders – our investors, our consumers and customers, our employees and the communities where we operate.



**Paul Polman**

Chief Executive Officer

----------------------------------------------------------------------------------- Supplementary Information

As one of the world’s leading consumer goods companies, it is through our brands that Unilever has the biggest potential to make a difference.

--------------------------------------------------------------------------------------------------- Unilever 2009

**A new vision**

2009 saw the launch of a new vision for Unilever – to double the size of the company while reducing our overall impact on the environment. The commitment presents Unilever with a major challenge. The reduction we are talking about is an absolute one. It incorporates all our impacts right across the value chain – from the sourcing of our raw materials through to consumer use and disposal of our products.

In short, we intend to decouple growth from environmental impact.

**The starting point**

Where do we start in addressing such a challenge?

First, we have to put our own house in order. And we are. Over the last 15 years the company has significantly improved the eco-efficiency of its network of factories. CO2 from energy has gone down by 41%\*, water by 65%\* and total waste by 73%\* per tonne of production. We recognise that we have more to do and have the plans to get there.

**Working across the value chain**

Unilever’s biggest impacts do not come from its own operations. Our 264 factories account for only a small proportion of our emissions. Our biggest effects on the world around us come from the sourcing of raw materials at one end of the value chain and consumer use of our products at the other.

These are issues which we cannot tackle alone. Together with NGOs, customers and other partner organisations we have programmes and commitments in place to address them at each stage of the value chain.

As a food company half our raw materials come from agriculture and forestry. Our ambition is to purchase all our key crops from sustainable sources. We have already taken the lead in many areas. In palm oil, we have bought GreenPalm certificates covering 15% of our volumes. And as a founder member of the Roundtable on Sustainable Palm Oil (RSPO) we are helping to move the industry to sustainable palm oil. We have set our own target to be 100% sustainably sourced by 2015.

It is a similar story in tea. Around 15% of our global volumes of tea now comes from certified sustainable sources. Commitments like these not only help the environment, but also have a positive impact on the lives of millions of people. In Kenya alone, 38,000 smallholder tea farmers have achieved Rainforest Alliance certification. Again, our target is to be fully sourced with sustainable tea for our Lipton tea bags by 2015.

In ice cream the challenge is different. Here the task is to move to climate-friendly HC refrigerants in the point-of-sale freezer cabinets that we own around the world.

Ultimately, however, we will not achieve our environmental goals without persuading consumers to change their behaviour. For many of our products consumers generate around 70% of the environmental impact. Laundry detergents are a case in point.

The temperature and cycle at which the wash is done have a huge impact on the energy and water used. The Cleaner Planet Plan, which is being rolled out across our Omo, Persil and Surf brands, is a behaviour change programme that educates consumers on how to do their washing in a resource- efficient fashion.

**Tackling social as well** **as environmental issues**

On the social dimension we are also making progress. Lifebuoy’s programme to teach children and their families about the importance of handwashing has reached over 133 million people since 2002. Ben and Jerry’s has announced that it will go Fairtrade. In India our Shakti distribution network now employs 45,000 women. They are not only making our products more accessible to some of the 800 million people who live in Indian villages but they provide a livelihood, dignity and respect to many families along the way.

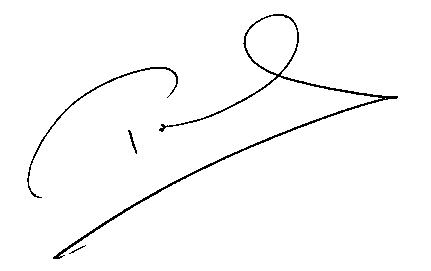
**Shared value**

This way of working, which has been described as ‘shared value creation’, has been at the heart of Unilever’s approach since the inception of the business. Today, we are applying it to the challenges of the early 21st century: climate change, water scarcity, poverty alleviation and malnutrition to name but a few.

Of course we have had our share of setbacks with which we have had to deal. Whether these were issues with contract labour in Pakistan or accusations levelled against some of our palm oil suppliers, we have tried to respond to these criticisms quickly and transparently.

We report on these matters in this document. We hope that it provides a balanced account of how Unilever is addressing the central issue facing companies everywhere – namely how

to grow in a genuinely sustainable manner.



**Paul Polman**

Chief Executive Officer

----------------------------------------------------------------------------------- Supplementary Information

2009 was a good year for Unilever. Despite difficult economic conditions our growth momentum was strong and we laid many of the foundations needed for the long term. At the same time we continued to serve billions of consumers across the world with products and innovations that help them feel good, look good and get more out of life.

--------------------------------------------------------------------------------------------------- Unilever 2010

Our products make small but important differences to the quality of people’s everyday lives.

We have ambitious plans to grow our company.

In fact, we intend to double our sales. This growth will create jobs and income for all those whose livelihoods are linked to our success – our employees, our suppliers, our customers, our investors and hundreds of thousands of farmers around the world.

**Sustainable growth**

But growth at any cost is not viable. We have to develop new ways of doing business which will increase the positive social benefits arising from Unilever’s activities while at the same time reducing our environmental impacts. We want to be a sustainable business in every sense of the word.

We do not believe there is a conflict between sustainability and profitable growth. The daily act of making and selling consumer goods drives

economic and social progress. There are billions of people around the world who deserve the better quality of life that everyday products like soap, shampoo and tea can provide.

**Creating a better future**

Our vision is to create a better future in which people can improve their quality of life without increasing their environmental footprint.

Our strategy is to increase our social impacts by ensuring that our products meet the needs of people everywhere for balanced nutrition, good hygiene and the confidence which comes from having clean clothes, clean hair and good skin.

But we recognise that in order to live within the natural limits of the planet we will have to decouple growth from environmental impact.

This starts with our own operations. We will achieve absolute reductions in greenhouse gases (GHGs), water and waste. In particular we will meet the United Nations’ requirement\* to reduce GHGs by 50-85% by 2050 in order to limit global temperature rise to two degrees.

However, our impact goes beyond our factory gates. The sourcing of raw materials and the use of our products by the consumer at home have a far larger footprint. We recognise this and so our plan is designed to reduce our impacts across the whole lifecycle of our products. Innovation and technology will be key to achieving these reductions.

**The Unilever Sustainable Living Plan**

will result in three significant outcomes by 2020.

1. We will help more than a billion people take action to improve their health and well-being.

2. We will decouple our growth from our environmental impact, achieving absolute reductions across the product lifecycle. Our goal is to halve the environmental footprint of the making and use of our products.

3. We will enhance the livelihoods of hundreds of thousands of people in our supply chain.

Delivering these commitments won’t be easy. To achieve them we will have to work in partnership with governments, NGOs, suppliers and others to address the big challenges which confront us all.

Ultimately we will only succeed if we inspire billions of people around the world to take the small, everyday actions that add up to a big difference – actions that will enable us all to live more sustainably.

Paul Polman

Chief Executive Officer

How to grow sustainably is the biggest challenge

facing companies everywhere.

Two billion times a day somebody, somewhere, uses a Unilever brand.

--------------------------------------------------------------------------------------------------- Unilever 2011

The great challenge of the 21st century is to provide good standards of living for 7 billion people without depleting the earth’s resources or running up massive levels of public debt. To achieve this, government and business alike will need to find new models of growth which are in both environmental and economic balance.

In the years since 1945 global capitalism has delivered much that is positive. It has lifted hundreds of millions of people out of poverty. It has helped catalyse a second agricultural revolution and, more recently, it has given birth to digital technology which is transforming all our lives.

But capitalism is not a panacea. For those things which we find hard to put a price on – biodiversity, carbon, natural capital – the market has failed us. As a result we live in a world where temperatures are rising, natural resources are being depleted, species loss is accelerating and the gap between rich and poor is increasing. This is completely unsustainable.

**New Models of Business**

Business has to decide what role it wants to play. Does it sit on the sidelines waiting for governments to take action or does it get on the pitch and start addressing these issues?

In Unilever we believe that business must be part of the solution. But to be so, business will have to change. It will have to get off the treadmill of quarterly reporting and operate for the long term.

It will have to see itself as part of society, not separate from it. And it will have to recognise that the needs of citizens and communities carry the same weight as the demands of shareholders.

We believe that in future this will become the only acceptable model of business.

If people feel that the system is unjust and does not work for them, they will rebel against it. And if we continue to consume key inputs like water, food, land and energy without thought as to their long-term sustainability, then none of us will prosper.

**The Unilever Sustainable living Plan**

Unilever’s future success depends upon being able to decouple our growth from our environmental footprint, while at the same time increasing our positive social impacts. These are the central objectives of the Unilever Sustainable Living Plan which we launched in november 2010.

The Plan will result in three significant outcomes:

* help more than a billion people to improve their health and well-being
* halve the environmental footprint of our products
* Allow us to source 100% of our agricultural raw materials sustainably.

Underpinning these three broad goals are around 60 time-bound targets spanning our social, economic and environmental performance across the value chain – from the sourcing of raw materials all the way through to the use of our products in the home.

**Delivering against our targets**

We have made a good start to delivering the Plan. There has been excellent progress in sustainable agricultural sourcing. We have increased the use of renewable energy in our factories, reduced the use of HFc gases in our ice cream cabinets and taken steps to ensure that our food brands have a better nutritional profile.

Much remains to be done. But businesses like ours no longer have a choice. Sustainable, equitable growth is the only acceptable model of growth. It is also a very effective one. Growth and sustainability are not in conflict. There is no inherent contradiction between the two. In fact, in our experience, sustainability drives growth.

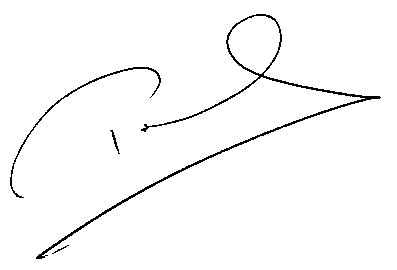
That is why we are putting ‘sustainable living’ at the heart of everything we do.

We have found that once you start looking at product development, sourcing and manufacturing through a sustainability lens, it opens up great opportunities for innovation and cost reduction.

**Working in Partnership**

But if we achieve our sustainability targets and no one else follows, we will have failed. Because of this we are working with other organisations, such as the consumer Goods Forum, the World Economic Forum, the World Business council for Sustainable Development, nGos and governments, to drive concerted, cross-sector change.

I hope this report will give you a sense of the progress we are making. If you have comments to make or solutions to offer do not hesitate to get in touch with me at: Paul\_Polman.Sustainableliving@unilever.com



**Paul Polman**

Chief Executive officer

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How to grow sustainably is the biggest challenge facing companies everywhere.