



## 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 fact sheet may contain forward-looking statements, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. 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. 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 fact sheet.

## Our "billion € brands"



## Leading category positions

Savoury	World Number 1	Mass Skin
Spreads	World Number 2	Deodorants
Dressings	Local strength	Laundry
Tea		Daily Hair Care
Ice Cream		Household Cleaning
		Oral Care

## Global presence

2008 Turnover €40.5 billion

Americas | €13bn | 32%

Western Europe | €13bn | 32%

AACEE | €14.5bn | 36%

47% of turnover in Developing and Emerging Markets  
Present in more than 150 countries around the world

174,000 employees

Unilever is one of the world's most culturally diverse companies, with top leadership from 20 nations.

More than 35% of managers worldwide are women.

Eco-efficiency – reducing the impacts of our operations  
Eco-innovation – reducing the impacts of our products  
Sustainability programmes in agriculture and water  
Supporting local communities

Unilever has led the food industry category of the Dow Jones Sustainability Indices (DJSI) for the past 10 years.

## Financial objectives

### Overarching ambition

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

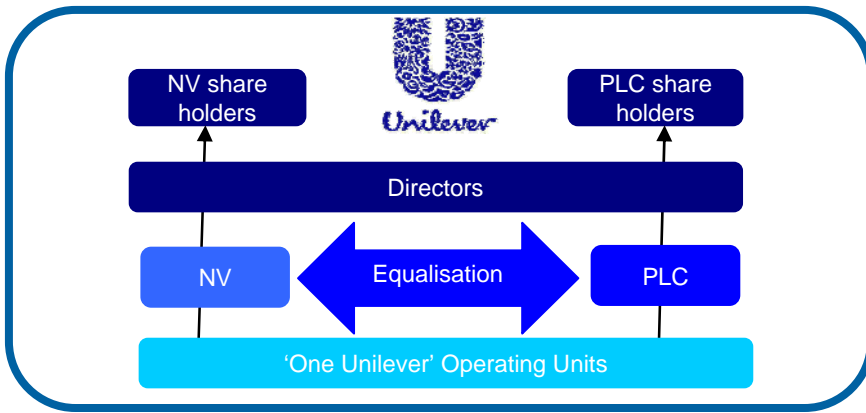
### 2009 Priorities

- Reignite volume growth
- Protect cash flow and margin

Management remuneration is aligned with these objectives

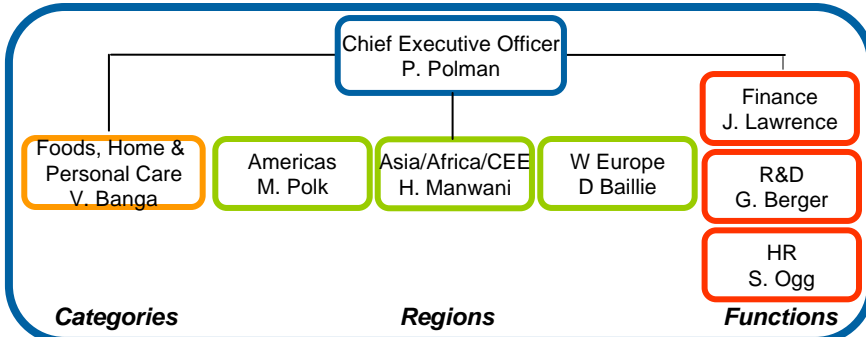
More information on Unilever, including contact details, is available at [www.unilever.com](http://www.unilever.com)

The shareholder centre gives information on how to purchase stock.



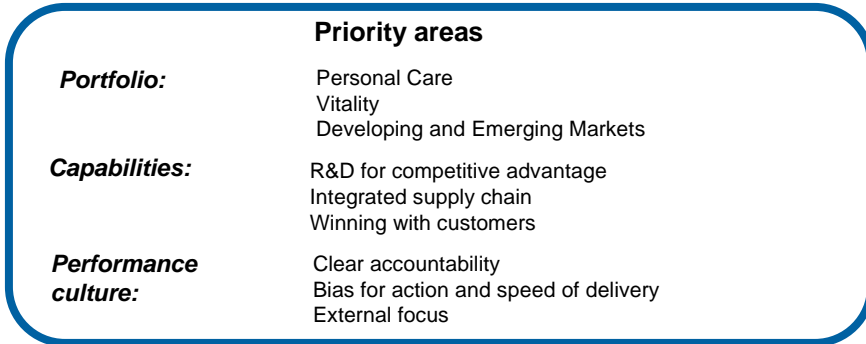
## Legal Structure

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.



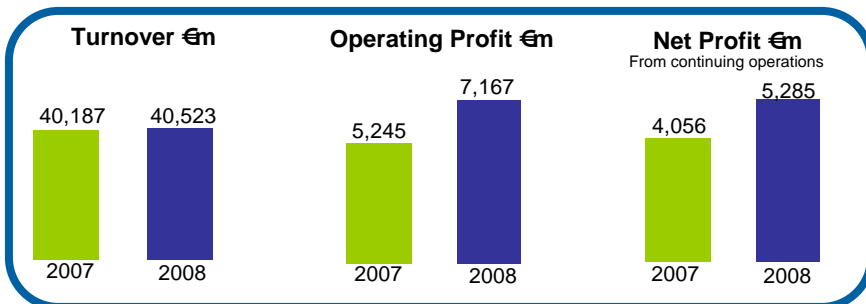
## Management

The Category President is 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

Unilever is committed to growing competitively by developing its core assets of brands, technology, geographic spread and marketing excellence. We will put the consumer and the customer at the heart of everything we do. We are building our capabilities in R&D, focusing on fewer, bigger innovations rolled out more swiftly. We will leverage the global scale of our supply chain. Finally, we will continue to build a strong performance culture.



## 2008 Results at a glance

Turnover grew by 1.0%. Underlying sales growth of 7.4%. Operating margin 17.7%, with an underlying improvement of 0.1 percentage points. Operating profit for the year was 37% higher, mainly due to disposal proceeds. Net profit from continuing operations grew by 30%. Strong cost savings programmes delivered €1 billion in the year.

Exchange	Amsterdam	Unilever PLC	New York	
Share	Unilever NV	London	Unilever NV NY	Unilever PLC ADR
Ticker	UNA	ULVR	UN	UL
Dividend per share - 2008	€0.77	£0.61	\$0.99	\$0.91
Dividend Growth %pa 1998-2008	+7%	+10%	+9%	+10%

## Share listings, EPS and Dividends

Unilever is listed on the London, Amsterdam and New York stock exchanges.

Unilever aims to pay an attractive, sustainable and growing dividend.

Unilever's practice has been to pay interim and final dividends equalised between PLC and NV according to the equalisation agreement. It is proposed to change to a simpler and more transparent dividend practice. Further details can be found on [www.unilever.com](http://www.unilever.com).