Unilever

2008 FULL YEAR AND FOURTH QUARTER RESULTS

Key Financials * (unaudited)	Full Year 2008		Fourth Quarter 2008	
Turnover (€ million)	**40 523**	**+ 1%**	10 151	+ 3%
Operating profit (€ million)	**7 167**	**+ 37%**	1 458	+ 33%
Net profit (€ million)	**5 285**	**+ 28%**	1 189	+ 51%
Earnings per share (€)	**1.79**	**+ 32%**	0.41	+ 61%
Underlying sales growth		**+ 7.4%**		+ 7.3%
Underlying change in operating margin (percent pts)		**+ 0.1 pts**		- 0.7 pts

* at current exchange rates

Dividends	NV (€)	increase	PLC (p)	increase
Final (proposed)	0.51	+ 2%	40.19	+ 18%
Total (interim + final)	0.77	+ 3%	60.74	+ 19%

SOLID YEAR OF PROGRESS. STRONGER BUSINESS, BETTER PLACED TO MEET CHALLENGES AHEAD.

Full Year Highlights

- Strong broad-based growth of 7.4% across categories, in line with our markets overall and driven by increased prices, combined with an underlying improvement in operating margin.
- More competitive cost base: €1.1 billion savings from supply chain and organisational efficiencies.
- Increased investment behind our brands.
- Commodity costs increased by €2.7 billion. Brand strength enabled pricing which offset most of the cost increases. Savings covered the remainder.
- Portfolio reshaped through disposals, including North American laundry, Boursin, Lawry's and Bertolli olive oil, and acquisition of Inmarko ice cream.
- Profits on disposals of €2 190 million pre-tax and €1 612 million post-tax. Earnings per share of €1.79 including €0.36 net benefit from RDIs (Restructuring, Disposals, and other items)
- Strong balance sheet. €3.6 billion cash returned to shareholders in 2008. Dividends to be increased and proposal to move to quarterly dividends from 2010.

Fourth Quarter Highlights

- Underlying sales growth of 7.3%. Price increases peaked in the quarter at over 9%. This, together with slowing economies and reduced inventories at retailers resulted in volumes being lower by 1.6%.
- Reduced volumes, dilution from disposals and exceptionally high increases in input costs put pressure on margins. Cost pressure expected to ease beyond the first quarter of 2009.
- Lower advertising and promotions reflecting easing media rates and in line with reductions in spend by competitors.

Paul Polman, Chief Executive Officer: "In 2008 the business made further solid progress. We achieved top line growth ahead of our target range and, faced with unprecedented input cost pressures, protected profit by early pricing action and savings programmes. The changes already made over the past few years have strengthened the business and leave us well placed to meet the challenges ahead. Whilst we have been more or less holding value share our priority will be to focus first and foremost on volume growth. At the same time we will protect cash and margins, driving our savings programmes even harder. By doing this we expect to emerge from the current conditions stronger and more competitive than ever.

Given the current economic uncertainty I believe it would be inappropriate at this stage to provide an outlook specifically for 2009 or to reaffirm the 2010 targets. That said, I am confident in the underlying strength of the business and over the longer term expect that we will deliver very competitive levels of growth and margin improvement."

5 February 2009