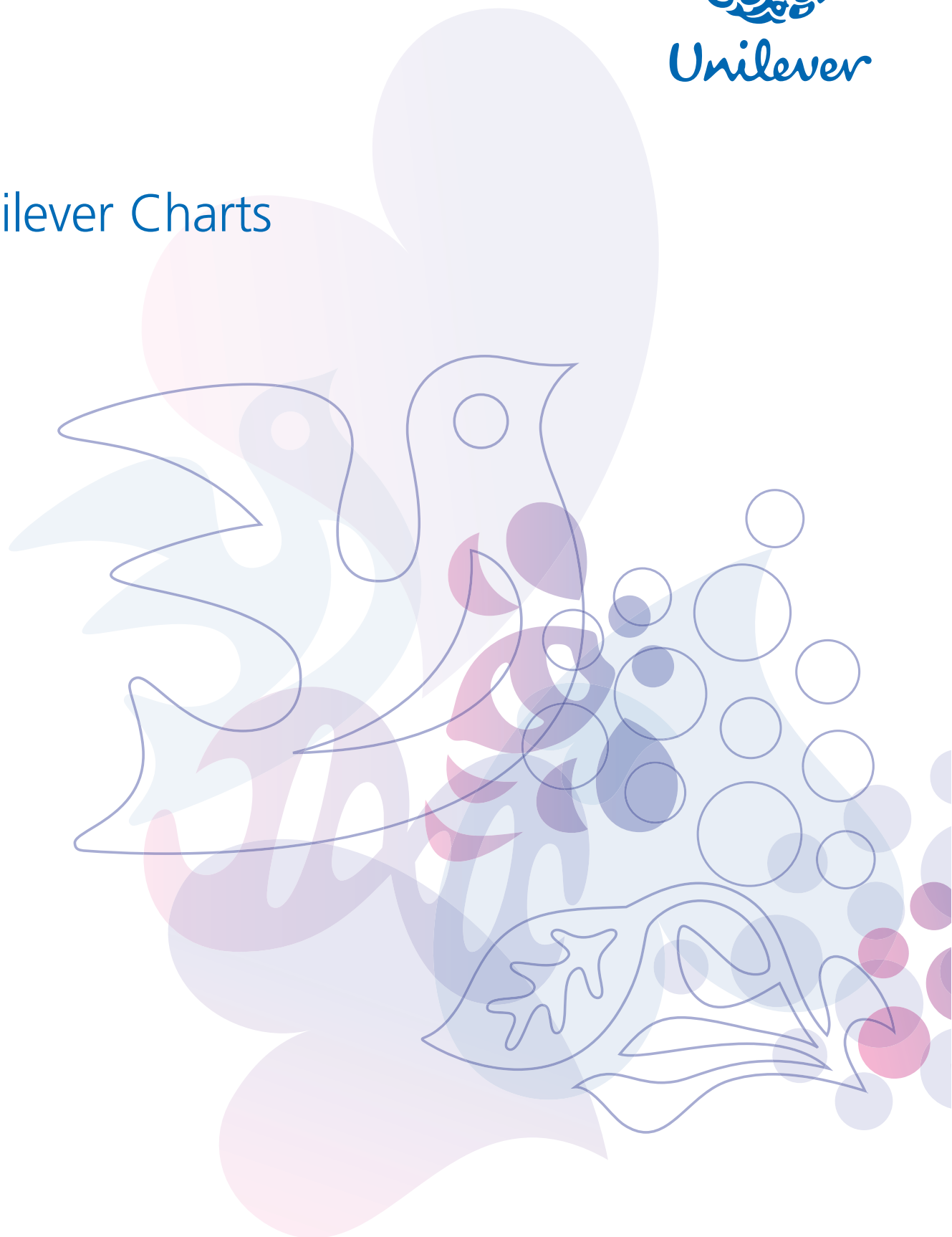


2005



Unilever

Unilever Charts



1 Unilever Charts 2005

The following pages give figures for the years 1995-2005, expressed in graphical form. Figures supporting the charts are given in euros, pounds sterling and US dollars.

Turnover and underlying sales growth	2
Operating profit	3
Operating margins	4
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NV – US dollars	13
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Notes

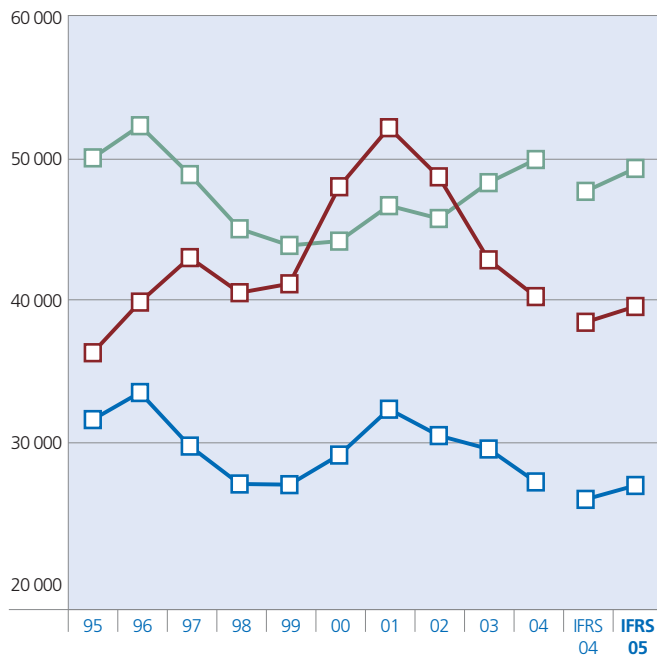
Graphs and tables are based on average current rates of exchange applicable in each year. Balance sheet information is translated at closing rates for the relevant year.

From 1 January 2000, Unilever adopted the euro as its principal reporting currency. The sterling information for 2000 to 2005 and the US dollar information for all years is given solely for the convenience of readers and does not form part of the full audited accounts of the Unilever Group. The euro values for years prior to 2000 have been derived by converting values previously reported in guilders using the official conversion rate of €1.00 = Fl.2.20371.

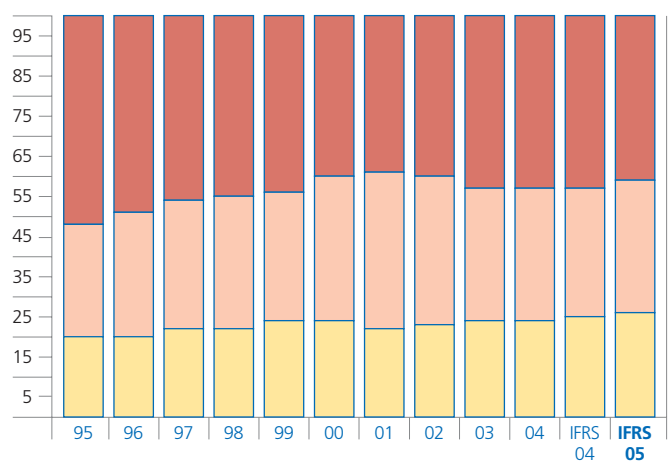
Unilever adopted International Financial Reporting Standards (IFRSs) with effect from 1 January 2005, with a transition date of 1 January 2004. These differ in certain respects from those generally accepted in the United States. Where relevant, information is provided for both 2004 figures as published in Unilever's 2004 Annual Report and Accounts, and 2004 figures when restated onto an IFRS basis.

2 Turnover and underlying sales growth

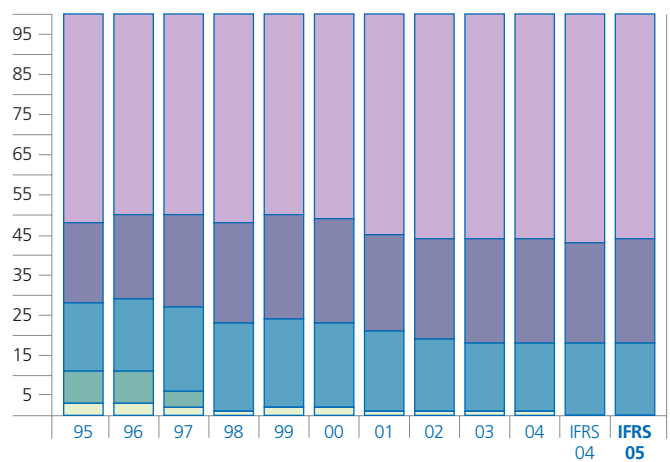
Turnover million



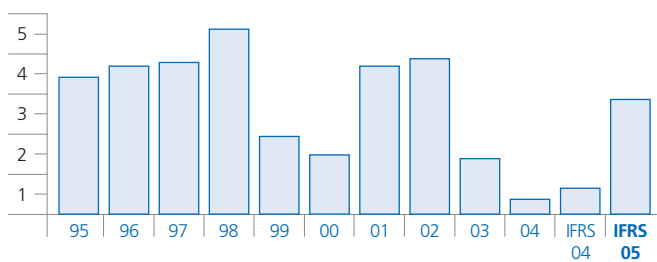
by geographical area as % of turnover



by product area as % of turnover



Underlying sales growth %

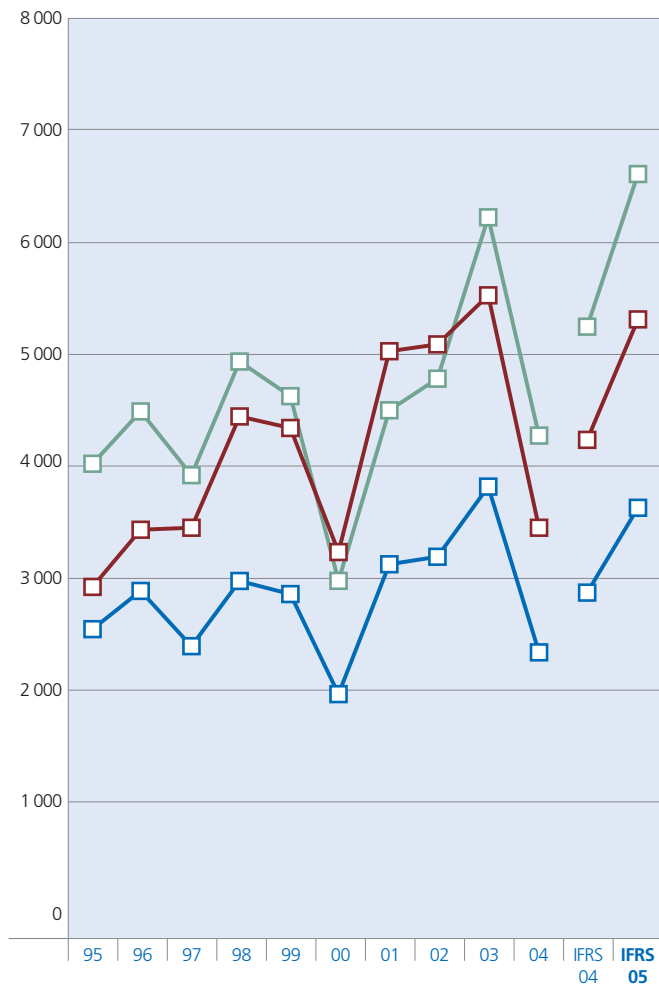


	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Turnover												
€ million	36 429	39 980	43 099	40 639	41 262	48 066	52 206	48 760	42 942	40 366	38 566	39 672
US \$ million	50 091	52 344	48 918	45 119	43 954	44 254	46 740	45 839	48 353	49 974	47 744	49 352
£ million	31 743	33 640	29 887	27 229	27 182	29 258	32 472	30 621	29 682	27 373	26 151	27 124
by geographical area as % of turnover												
Europe	52	49	46	45	44	40	39	40	43	43	43	41
The Americas	28	31	32	33	32	36	39	37	33	33	32	33
Asia Africa	20	20	22	22	24	24	22	23	24	24	25	26
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of turnover												
Foods	52	50	50	52	50	51	55	56	56	56	57	56
Personal care	20	21	23	25	26	26	24	25	26	26	25	26
Home care ⁽¹⁾	17	18	21	22	22	21	20	18	17	17	18	18
Speciality chemicals	8	8	4	-	-	-	-	-	-	-	-	-
Other operations	3	3	2	1	2	2	1	1	1	1	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100
Underlying sales growth %	3.7	4.0	4.1	5.0	2.1	1.6	4.0	4.2	1.5	0.4	0.7	3.1

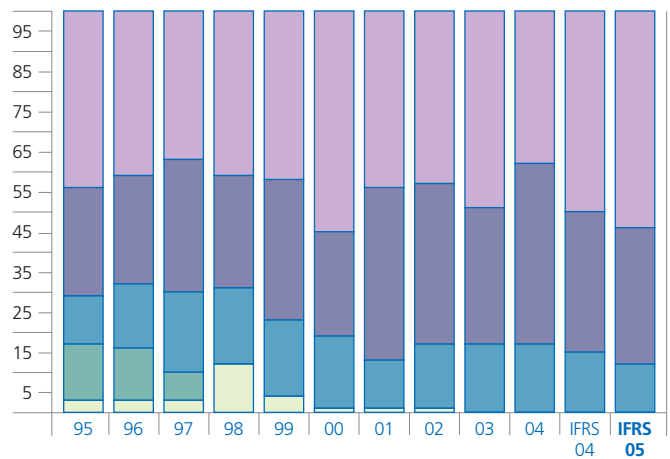
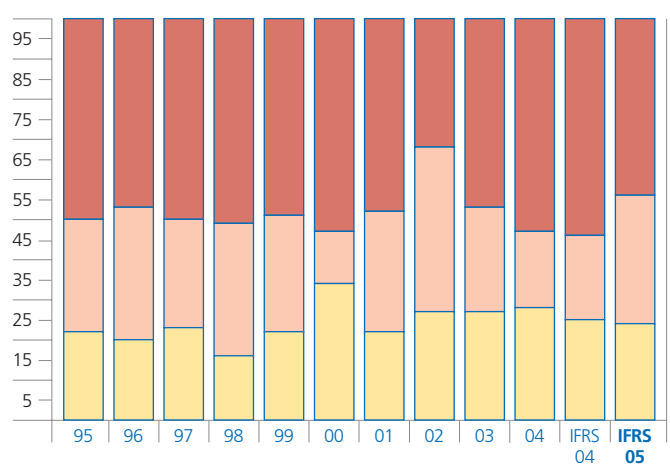
⁽¹⁾ Home care segment includes professional cleaning from 1995 to 2002.

3 Operating profit

Operating profit
million



by geographical area
as % of operating profit

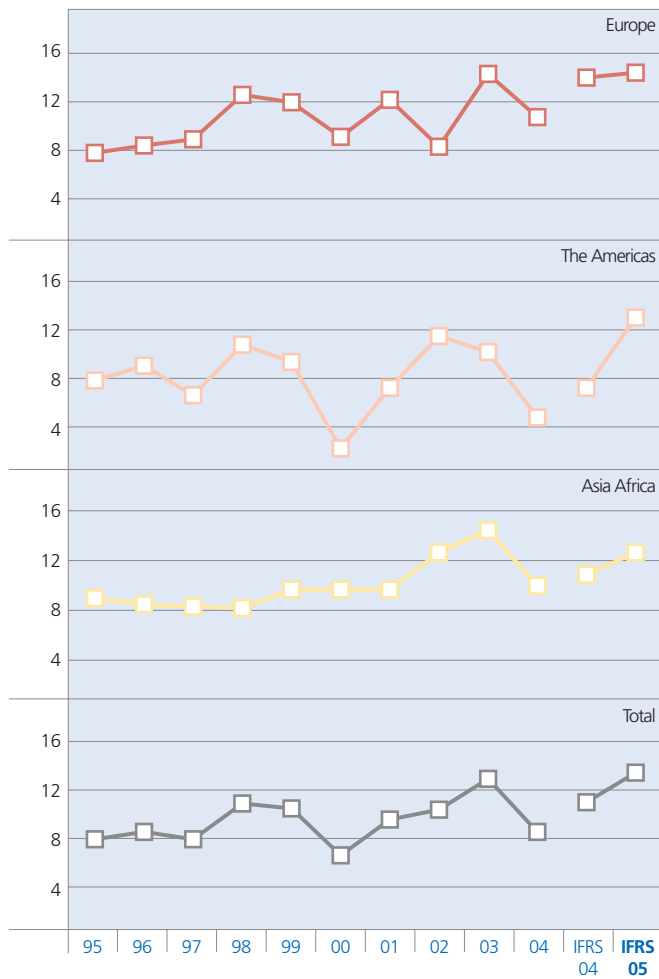


	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Operating profit												
■ € million	2 927	3 437	3 455	4 448	4 345	3 238	5 030	5 091	5 529	3 455	4 239	5 314
■ US \$ million	4 026	4 493	3 924	4 938	4 629	2 981	4 503	4 785	6 225	4 277	5 249	6 611
■ £ million	2 550	2 891	2 398	2 980	2 863	1 970	3 129	3 196	3 822	2 343	2 876	3 633
by geographical area as % of operating profit												
■ Europe	50	47	50	51	49	53	48	32	47	53	54	44
■ The Americas	28	33	27	33	29	13	30	41	26	19	21	32
■ Asia Africa	22	20	23	16	22	34	22	27	27	28	25	24
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of operating profit												
■ Foods	44	41	37	41	42	55	44	43	49	38	50	54
■ Personal Care	27	27	33	28	35	26	43	40	34	45	35	34
■ Home Care ⁽¹⁾	12	16	20	19	19	18	12	16	17	17	15	12
■ Speciality chemicals	14	13	7	-	-	-	-	-	-	-	-	-
■ Other operations	3	3	3	12	4	1	1	1	-	-	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100

⁽¹⁾ Home care segment includes professional cleaning from 1995 to 2002.

4 Operating margins

by geographical area
%



by product area
%

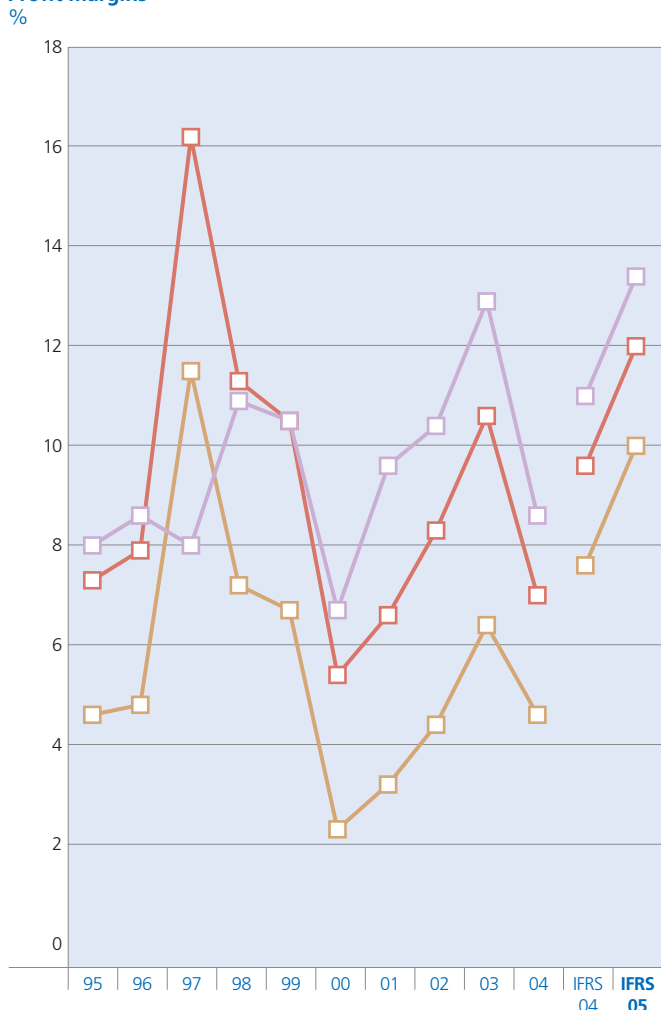


	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
by geographical area %												
Europe	7.7	8.3	8.8	12.4	11.8	9.0	12.0	8.2	14.1	10.6	13.8	14.2
The Americas	7.9	9.1	6.7	10.8	9.4	2.4	7.3	11.5	10.2	4.9	7.3	13.0
Asia Africa	8.9	8.4	8.2	8.1	9.6	9.6	9.6	12.6	14.4	9.9	10.8	12.6
Total	8.0	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	11.0	13.4
by product area %												
Foods	6.8	7.1	5.9	8.7	8.9	7.4	7.7	7.9	11.1	5.8	9.6	12.9
Personal Care	10.9	11.1	11.7	12.6	14.4	6.6	17.4	16.8	16.7	14.6	15.4	17.2
Home Care ⁽¹⁾	5.7	7.3	7.9	9.5	9.0	5.6	6.0	9.7	12.6	8.8	9.1	9.3
Total	8.0	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	11.0	13.4

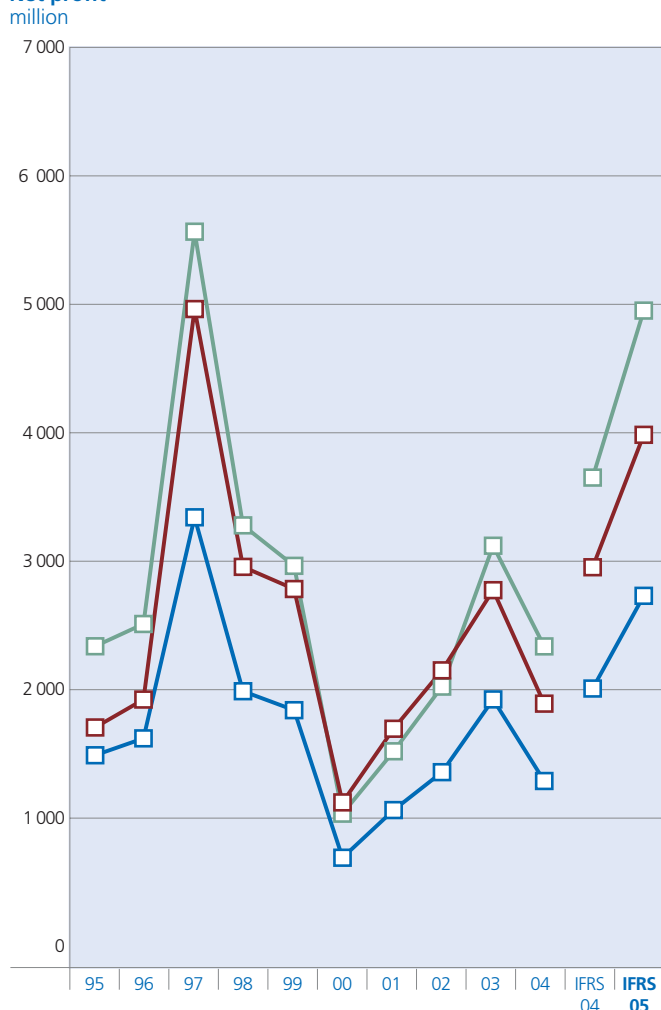
⁽¹⁾ Home care segment includes professional cleaning from 1995 to 2002.

5 Profit margins

Profit margins



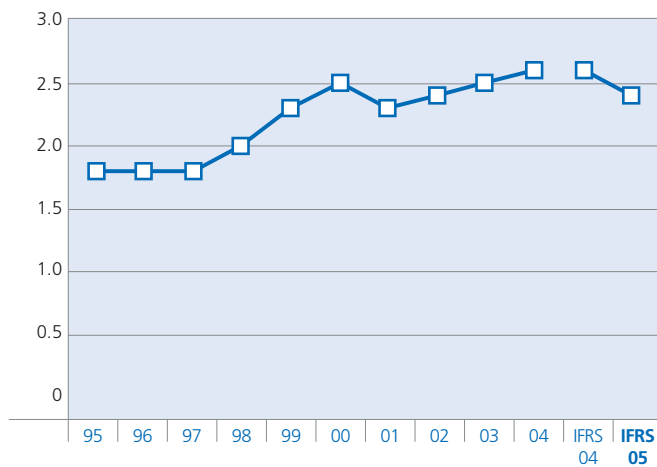
Net profit



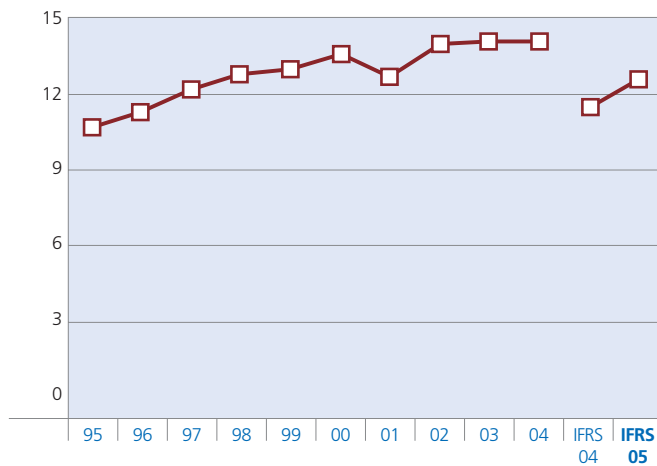
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Profit margins %												
Operating margin	8.0	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	11.0	13.4
Profit before tax margin	7.3	7.9	16.2	11.3	10.5	5.4	6.6	8.3	10.6	7.0	9.6	12.0
Net profit margin	4.6	4.8	11.5	7.2	6.7	2.3	3.2	4.4	6.4	4.6	7.6	10.0
€ million												
Operating profit	2 927	3 437	3 455	4 448	4 345	3 238	5 030	5 091	5 529	3 455	4 239	5 314
Profit before tax	2 661	3 154	6 995	4 603	4 341	2 602	3 438	4 053	4 538	2 839	3 704	4 751
Net profit	1 690	1 908	4 957	2 944	2 771	1 105	1 680	2 136	2 762	1 876	2 941	3 975
US \$ million												
Operating profit	4 026	4 493	3 924	4 938	4 629	2 981	4 503	4 785	6 225	4 277	5 249	6 611
Profit before tax	3 659	4 129	7 860	5 110	4 624	2 396	3 078	3 809	5 110	3 515	4 586	5 910
Net profit	2 324	2 498	5 561	3 268	2 952	1 017	1 504	2 009	3 109	2 323	3 641	4 945
£ million												
Operating profit	2 550	2 891	2 398	2 980	2 863	1 970	3 129	3 196	3 822	2 343	2 876	3 633
Profit before tax	2 319	2 654	4 719	3 085	2 860	1 584	2 138	2 544	3 137	1 925	2 512	3 248
Net profit	1 473	1 605	3 331	1 973	1 825	673	1 045	1 341	1 909	1 272	1 994	2 718

6 Research and development, advertising and promotions, total shareholder return

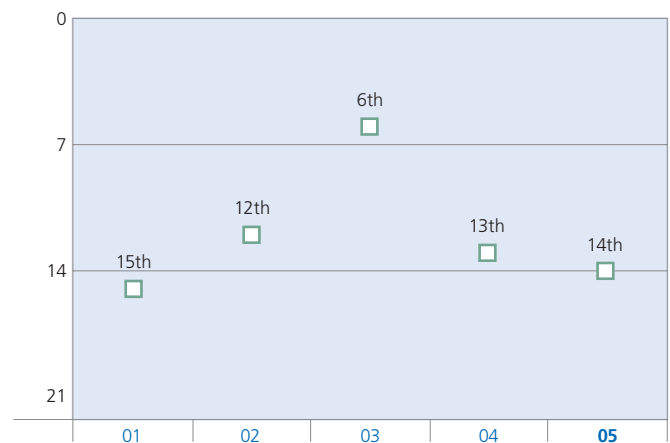
Research and development as % of turnover



Advertising and promotions as % of turnover



Total shareholder return



Total Shareholder Return (TSR) is a concept used to compare the performance of different companies' stocks and shares over time. It combines share price appreciation and dividends paid to show the total return to the shareholder. The absolute size of the TSR will vary with stock markets, but the relative position is a reflection of the market perception of overall performance.

The chart above shows Unilever's position relative to a reference group of 21 companies, including Unilever, over a three-year rolling period. In 2005 the following companies formed the peer group of comparative companies:

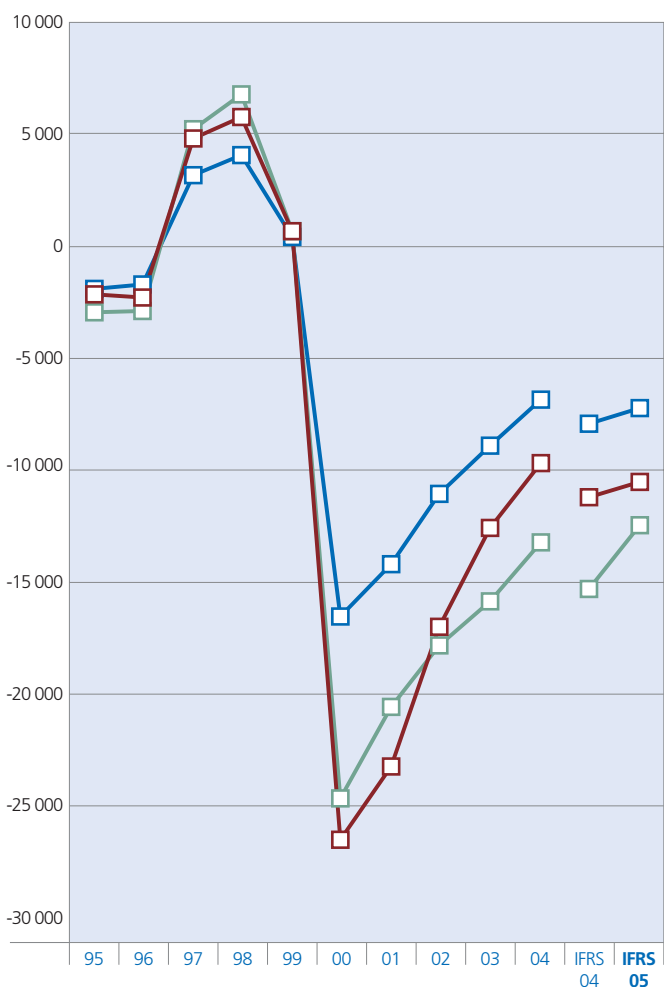
- Altria
- Avon
- Beiersdorf
- Cadbury Schweppes
- Clorox
- Coca Cola
- Colgate
- Danone
- Gillette
- Heinz
- Kao
- Lion
- L'Oreal
- Nestle
- Orkla
- Pepsico
- Procter & Gamble
- Reckitt Benckiser
- Sara Lee
- Shiseido

	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
€ million												
Research and development	671	714	787	830	935	1 187	1 178	1 166	1 065	1 040	991	953
Advertising and promotions	3 901	4 499	5 239	5 188	5 345	6 545	6 648	6 839	6 069	5 704	4 449	4 999
US \$ million												
Research and development	923	934	894	921	996	1 093	1 055	1 096	1 200	1 288	1 227	1 186
Advertising and promotions	5 364	5 891	5 939	5 760	5 693	6 027	5 952	6 429	6 833	7 062	5 508	6 219
£ million												
Research and development	585	600	546	556	616	723	733	732	736	705	672	652
Advertising and promotions	3 399	3 786	3 628	3 476	3 521	3 984	4 135	4 295	4 195	3 868	3 017	3 418

7 Net funds/(debt) and financing ratios

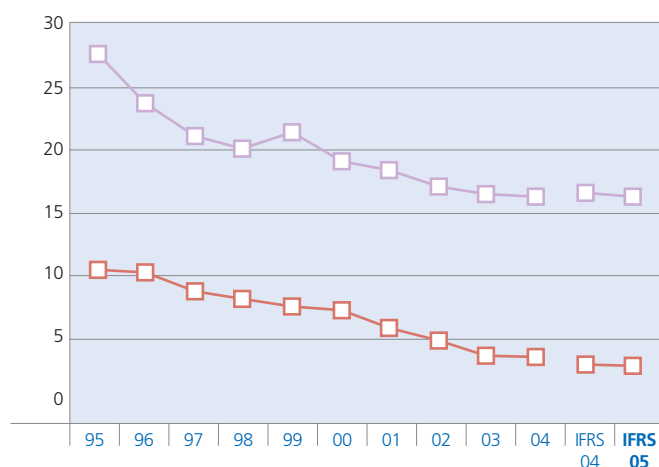
Closing net funds/(debt)

million



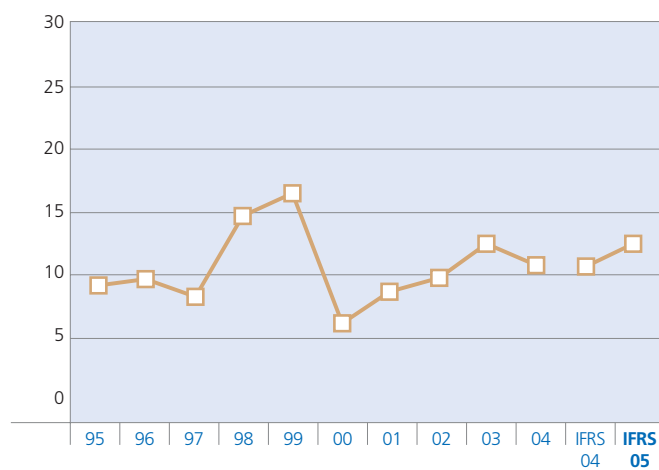
Property, plant and equipment and working capital ratios

as % of turnover



Return on invested capital

%



	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Closing net funds/(debt) ⁽¹⁾												
■ € million	(2 134)	(2 275)	4 821	5 778	684	(26 468)	(23 199)	(16 966)	(12 555)	(9 663)	(11 185)	(10 502)
■ US \$ million	(2 935)	(2 877)	5 236	6 788	687	(24 623)	(20 540)	(17 797)	(15 832)	(13 200)	(15 279)	(12 434)
■ £ million	(1 890)	(1 693)	3 183	4 079	425	(16 507)	(14 173)	(11 036)	(8 885)	(6 831)	(7 907)	(7 209)
■ Property, plant and equipment as % turnover	27.6	23.7	21.1	20.1	21.4	19.1	18.4	17.1	16.5	16.3	16.6	16.3
■ Working capital as % turnover	10.5	10.3	8.8	8.2	7.6	7.3	5.9	4.9	3.7	3.6	3.0	2.9
■ Return on invested capital % ⁽²⁾	9.2	9.7	8.3	14.7	16.5	6.2	8.7	9.8	12.5	10.8	10.7	12.5

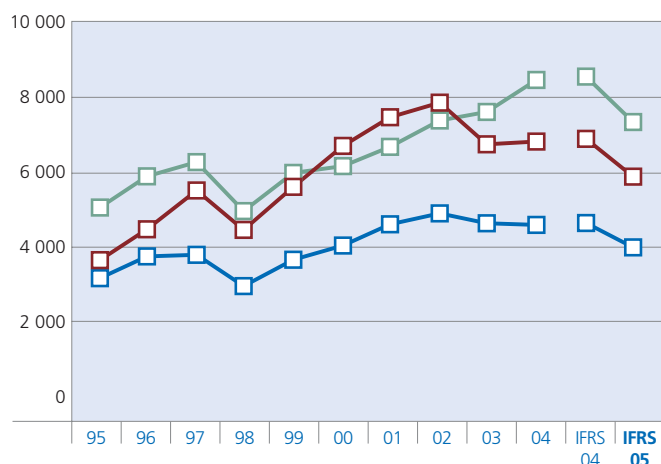
⁽¹⁾ Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange). The significant movements in this measure reflect the sale of the speciality chemicals business in 1997 and the acquisition of Bestfoods in 2000.

⁽²⁾ Return on invested capital is profit after tax but excluding interest on net debt and impairment of goodwill and indefinite-lived intangible assets both net of tax, divided by average invested capital for the year. Invested capital is the sum of property, plant and equipment and other non-current investments, software and finite-lived intangible assets, working capital, goodwill and indefinite-lived intangible assets at gross book value and cumulative goodwill written off directly to reserves under an earlier accounting policy.

8 Cash flow, acquisitions and disposals

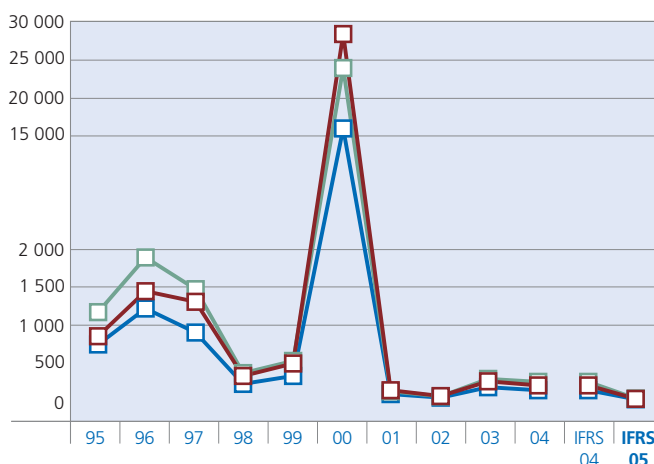
Cash flow from group operating activities

million



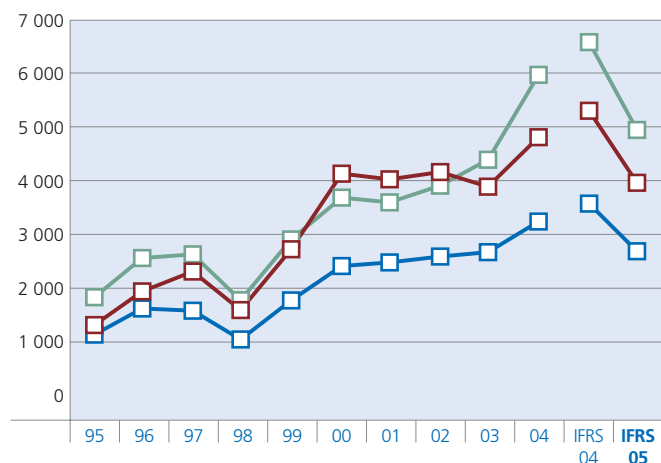
Acquisition of group companies

million



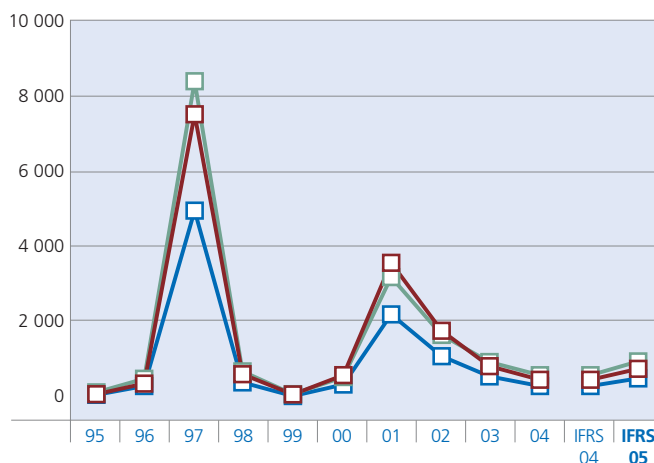
Ungeared free cash flow

million



Disposal of group companies

million



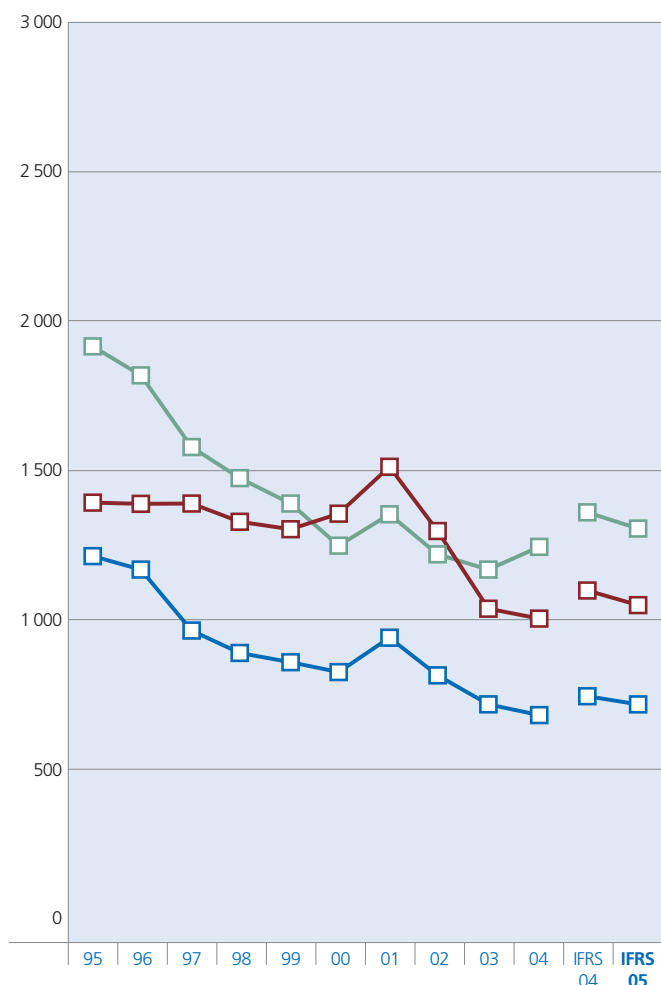
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Cash flow from group operating activities												
■ € million	3 713	4 530	5 558	4 514	5 654	6 738	7 497	7 883	6 780	6 853	6 925	5 924
■ US \$ million	5 106	5 932	6 309	5 012	6 023	6 203	6 713	7 411	7 637	8 484	8 573	7 370
■ £ million	3 235	3 812	3 854	3 026	3 724	4 100	4 662	4 951	4 689	4 646	4 696	4 051
Ungeared free cash flow⁽¹⁾												
■ € million	1 374	1 998	2 366	1 652	2 779	4 180	4 075	4 210	3 939	4 856	5 346	4 011
■ US \$ million	1 890	2 616	2 685	1 834	2 961	3 736	3 648	3 958	4 438	6 012	6 618	4 990
■ £ million	1 197	1 681	1 640	1 107	1 831	2 468	2 535	2 644	2 725	3 293	3 625	2 742
Acquisition of group companies												
■ € million	849	1 445	1 305	323	488	28 010	134	57	252	198	198	20
■ US \$ million	1 168	1 892	1 472	361	522	24 728	120	53	284	245	245	25
■ £ million	740	1 216	898	218	323	16 867	83	36	174	134	134	14
Disposal of group companies												
■ € million	132	413	7 544	661	126	637	3 611	1 812	874	514	514	804
■ US \$ million	181	541	8 419	736	134	586	3 233	1 702	984	635	635	1 000
■ £ million	115	348	4 993	444	83	388	2 245	1 138	603	348	348	550
Number of acquisition/disposals	55	50	42	44	50	47	34	38	61	47	47	25

⁽¹⁾ Following the adoption of IFRSs, ungeared free cash flow is defined as cash flow from group operating activities, less capital expenditure, less charges to operating profit for share-based compensation and pensions, and less tax (adjusted to reflect an ungeared position), but before the financing of pensions.

9 Capital expenditure

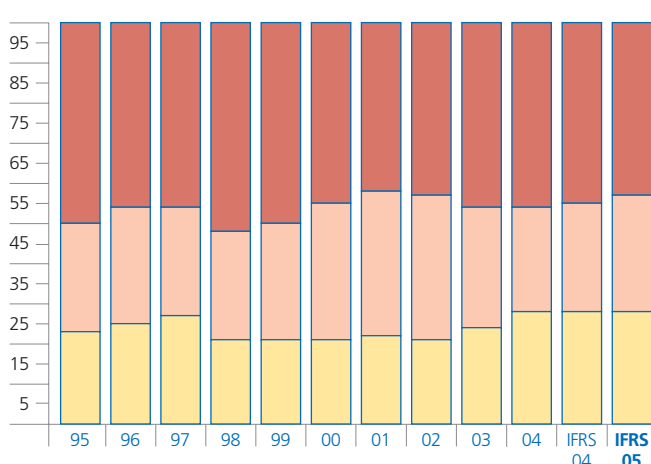
Capital expenditure

million



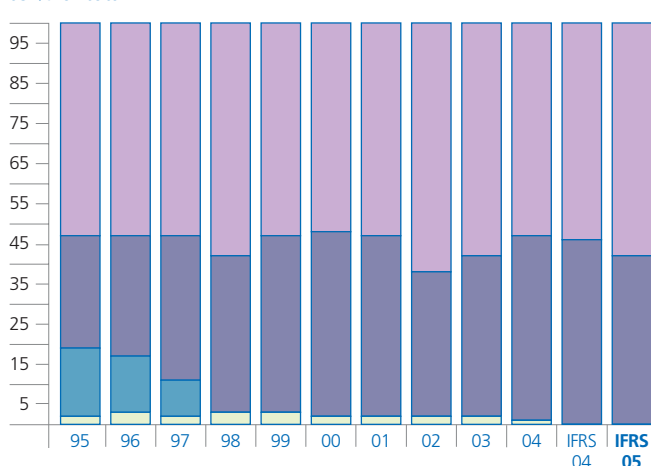
by geographical area

as % of total



by product area

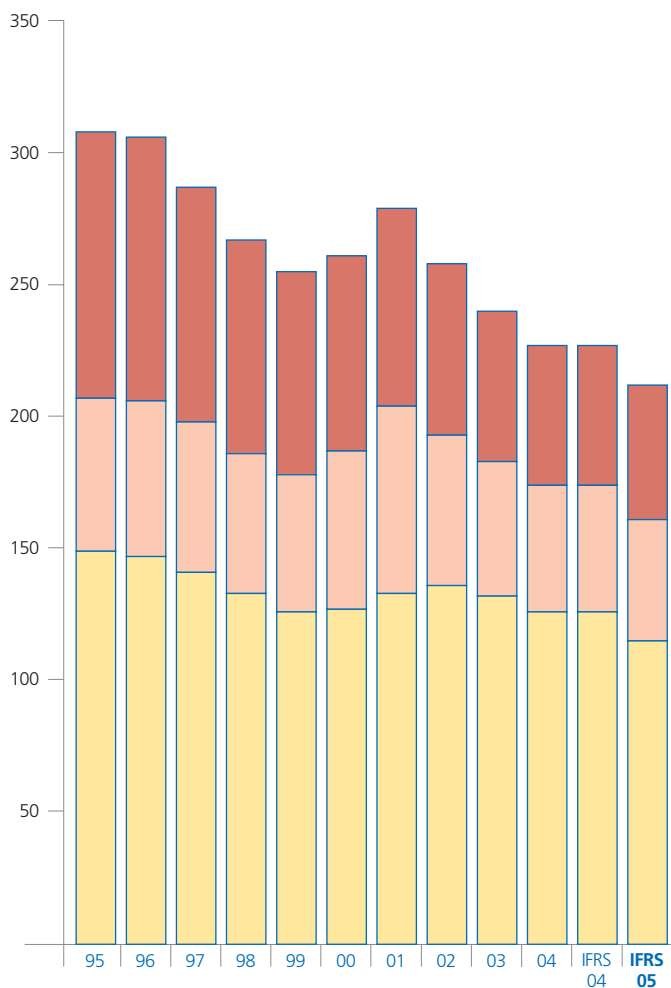
as % of total



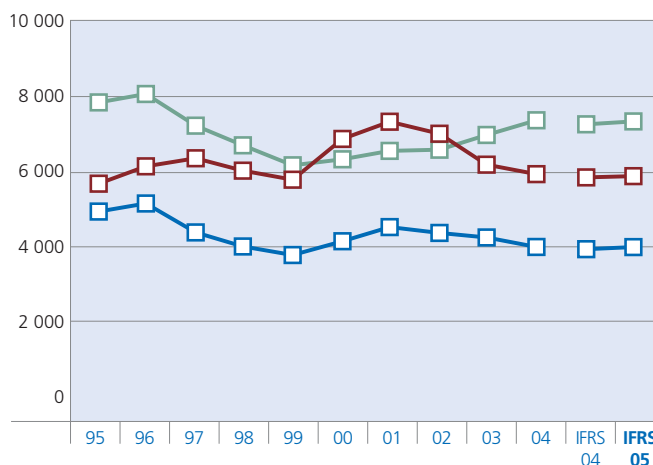
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Capital expenditure												
■ € million	1 393	1 389	1 390	1 329	1 304	1 356	1 513	1 298	1 038	1 005	1 099	1 050
■ US \$ million	1 916	1 819	1 579	1 475	1 390	1 249	1 354	1 220	1 169	1 245	1 361	1 306
■ £ million	1 214	1 169	965	890	859	826	941	815	718	682	745	718
by geographical area as % of total												
■ Europe	50	46	46	52	50	45	42	43	46	46	45	43
■ The Americas	27	29	27	27	29	34	36	36	30	26	27	29
■ Asia Africa	23	25	27	21	21	21	22	21	24	28	28	28
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of total												
■ Foods	53	53	53	58	53	52	53	62	58	53	54	58
■ Home & Personal Care	28	30	36	39	44	46	45	36	40	46	46	42
■ Speciality chemicals	17	14	9	-	-	-	-	-	-	-	-	-
■ Other operations	2	3	2	3	3	2	2	2	2	1	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100
Capital expenditure as % of turnover	3.8	3.5	3.2	3.3	3.2	2.8	2.9	2.7	2.4	2.5	2.8	2.6

10 Personnel numbers and staff costs

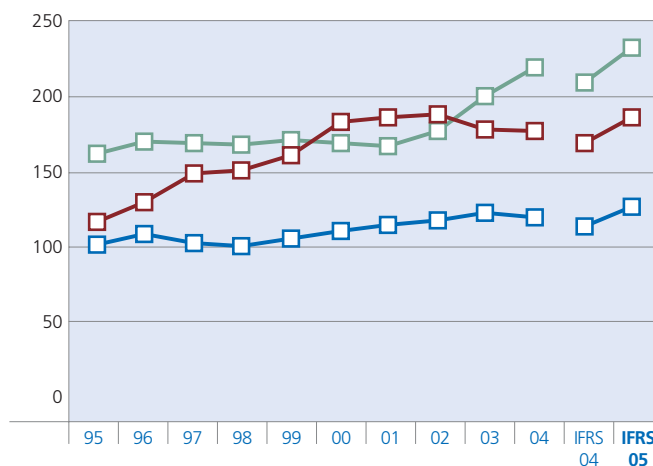
Average number of employees
thousand



Staff costs
million



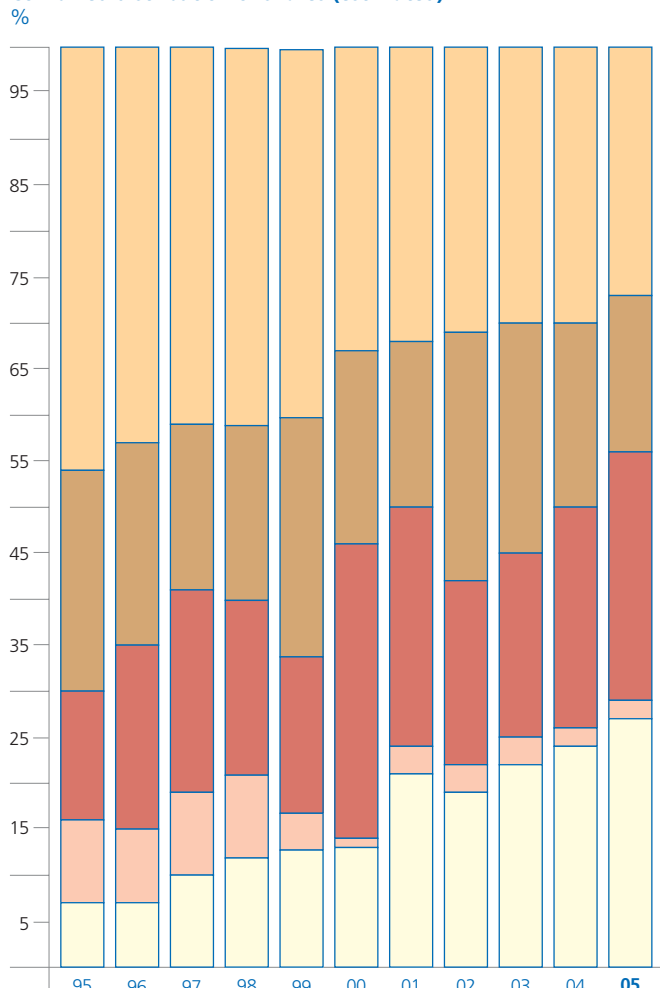
Turnover per employee
thousand



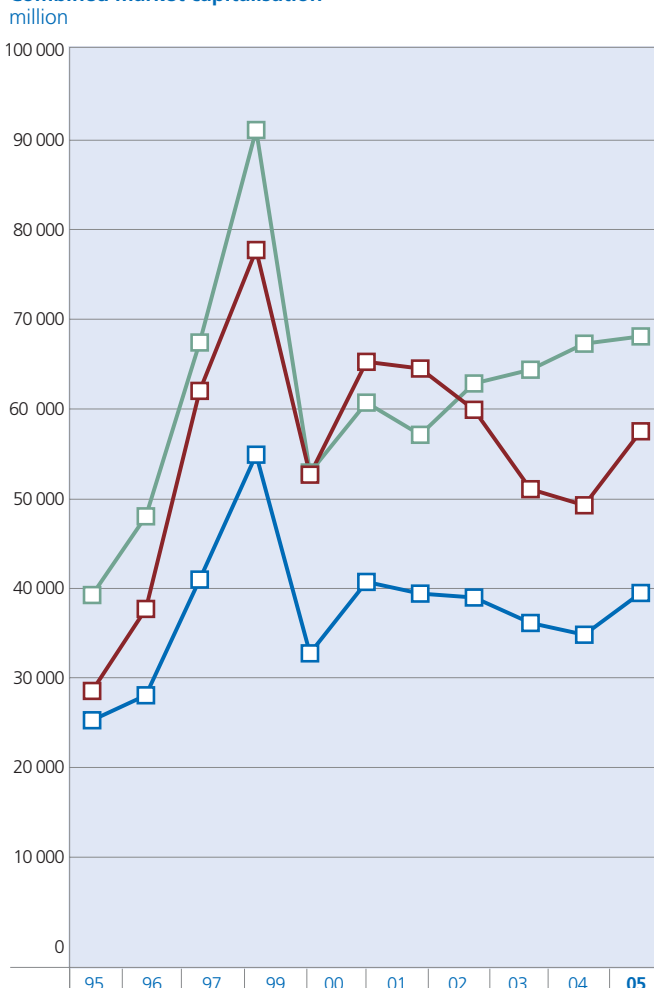
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
Average number of employees (000's)												
■ Europe	101	100	89	81	77	74	75	65	57	53	53	51
■ The Americas	58	59	57	53	52	60	71	57	51	48	48	46
■ Asia Africa	149	147	141	133	126	127	133	136	132	126	126	115
Total	308	306	287	267	255	261	279	258	240	227	227	212
of which in plantations	73	70	63	59	55	59	62	62	58	57	57	46
Staff costs												
■ € million	5 723	6 181	6 394	6 067	5 828	6 905	7 359	7 042	6 225	5 975	5 889	5 922
■ US \$ million	7 869	8 091	7 255	6 736	6 208	6 367	6 589	6 620	7 009	7 397	7 291	7 367
■ £ million	4 987	5 200	4 436	4 065	3 839	4 203	4 577	4 422	4 303	4 052	3 993	4 049
Turnover per employee												
■ € thousand	118	131	150	152	162	184	187	189	179	178	170	187
■ US \$ thousand	163	171	170	169	172	170	168	178	201	220	210	233
■ £ thousand	103	110	104	102	107	112	116	119	124	121	115	128

11 Distribution of shares and market capitalisation

Combined distribution of shares (estimated)



Combined market capitalisation

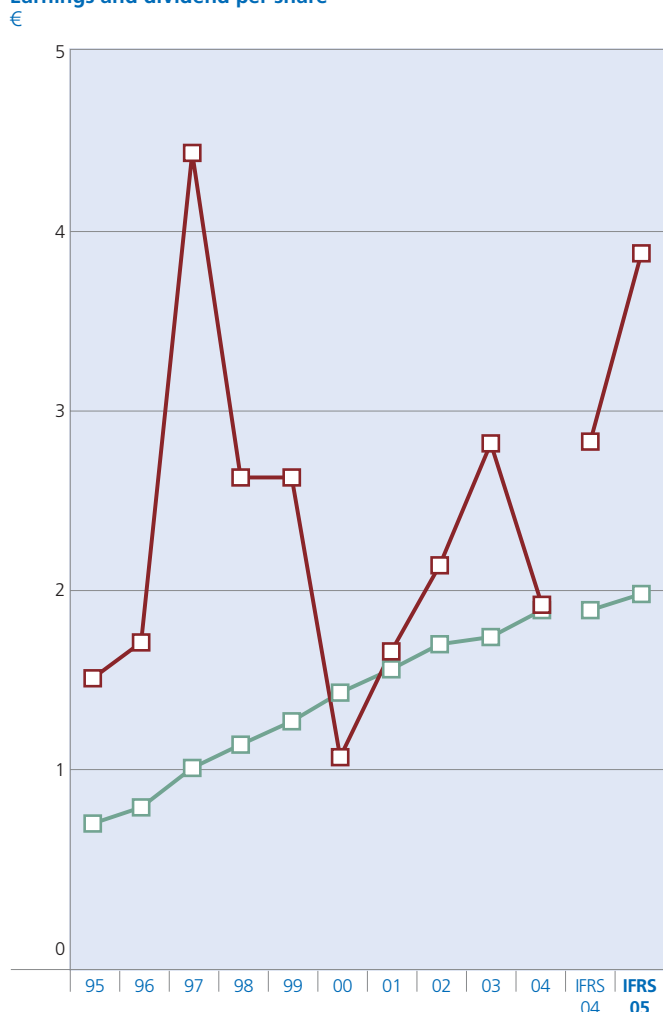


	95	96	97	98	99	00	01	02	03	04	05
Combined distribution of shares % (estimated)											
United Kingdom	46	43	41	41	40	33	32	31	30	30	27
Netherlands	24	22	18	19	26	21	18	27	25	20	17
United States	14	20	22	19	17	32	26	20	20	24	27
Switzerland	9	8	9	9	4	1	3	3	3	2	2
Other	7	7	10	12	13	13	21	19	22	24	27
Total	100	100	100	100	100	100	100	100	100	100	100
Combined market capitalisation⁽¹⁾											
€ million	28 554	37 702	62 025	77 739	52 679	65 267	64 519	59 917	51 060	49 263	57 519
US \$ million	39 252	48 032	67 423	91 125	52 920	60 718	57 127	62 853	64 387	67 293	68 102
£ million	25 283	28 068	40 978	54 909	32 747	40 715	39 413	38 976	36 135	34 824	39 481

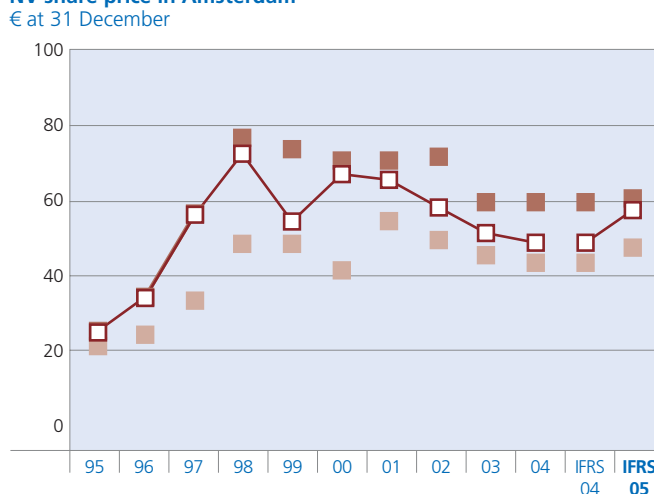
⁽¹⁾ End of year figures. The 1999 combined market capitalisation was impacted by the payment of the special dividend of €6 billion (£4 billion; US \$6 billion), as well as the issue of preferences shares amounting to a value of €1.4 billion (£0.9 billion; US \$1.5 billion).

12 Share information NV – Euros

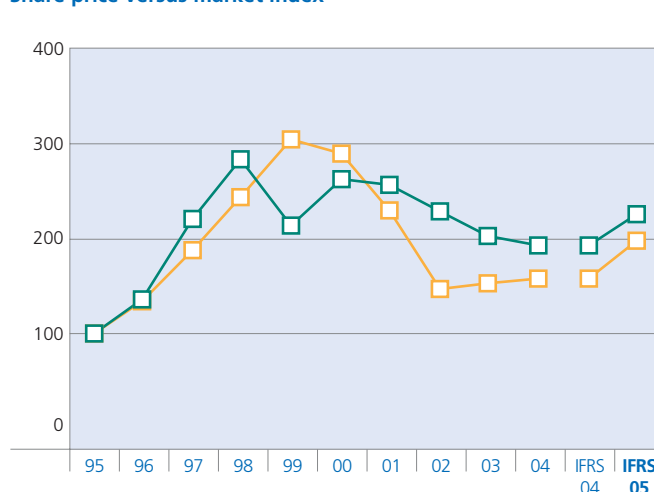
Earnings and dividend per share



NV share price in Amsterdam



Share price versus market index



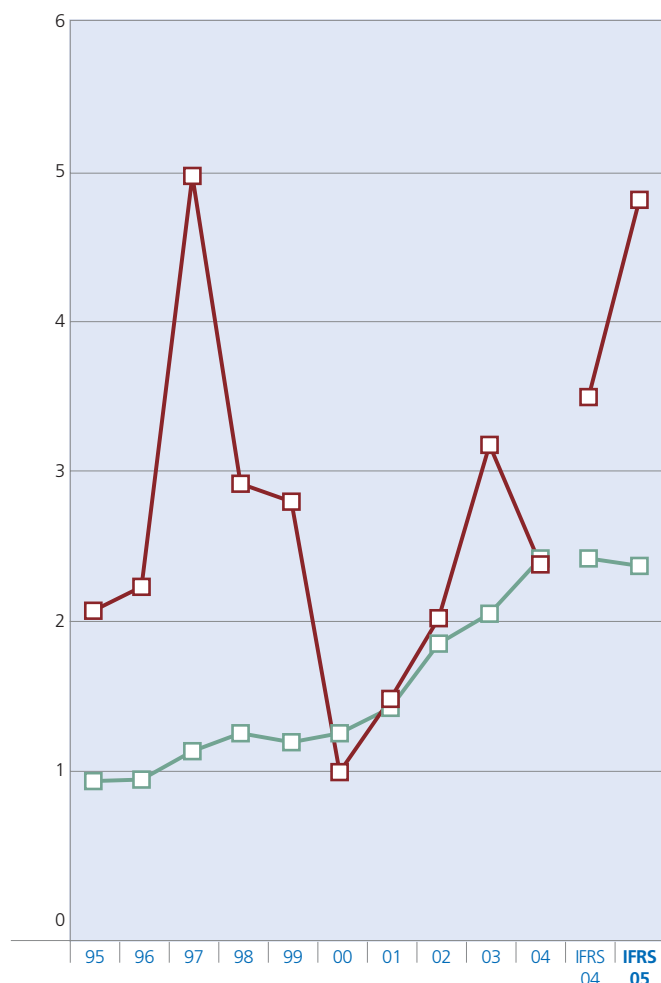
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
■ Earnings per share ⁽¹⁾	1.51	1.71	4.44	2.63	2.63	1.07	1.66	2.14	2.82	1.92	2.83	3.88
■ Dividend per share ⁽²⁾	0.70	0.79	1.01	1.14	1.27	1.43	1.56	1.70	1.74	1.89	1.89	1.98
■ NV share price in Amsterdam (at 31 December)	25.6	34.7	56.7	72.8	54.9	67.4	65.9	58.6	51.9	49.3	49.3	57.9
■ High	26	35	57	77	74	71	71	72	60	60	60	61
■ Low	22	25	34	49	49	42	55	50	46	44	44	48
Dividend yield (%)	2.7	2.3	1.8	1.6	2.3	2.1	2.4	2.9	3.4	3.8	3.8	3.4
Share price versus market index												
(31 December 1995 = 100)												
■ Share price	100	136	221	284	214	263	257	229	203	193	193	226
■ Market index (AEX)	100	134	188	244	305	290	230	147	153	158	158	198

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

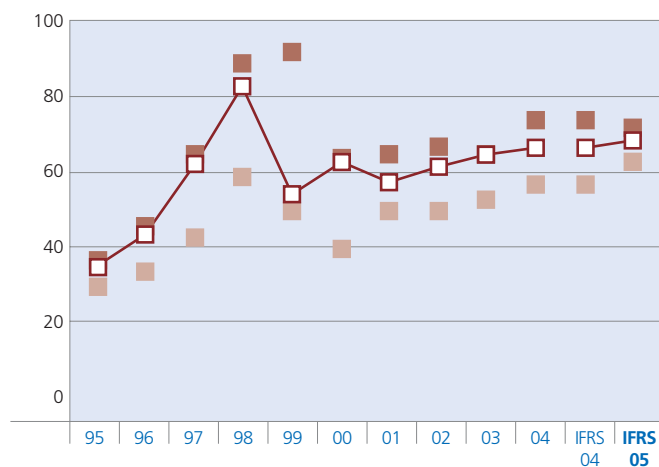
⁽²⁾ The 2005 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 8 May 2006.

13 Share information NV – US Dollars

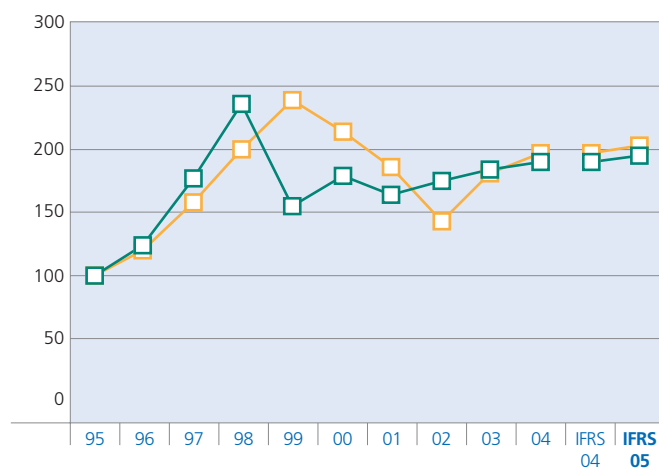
Earnings and dividend per share US \$



NV share price in New York US \$ at 31 December



Share price versus market index



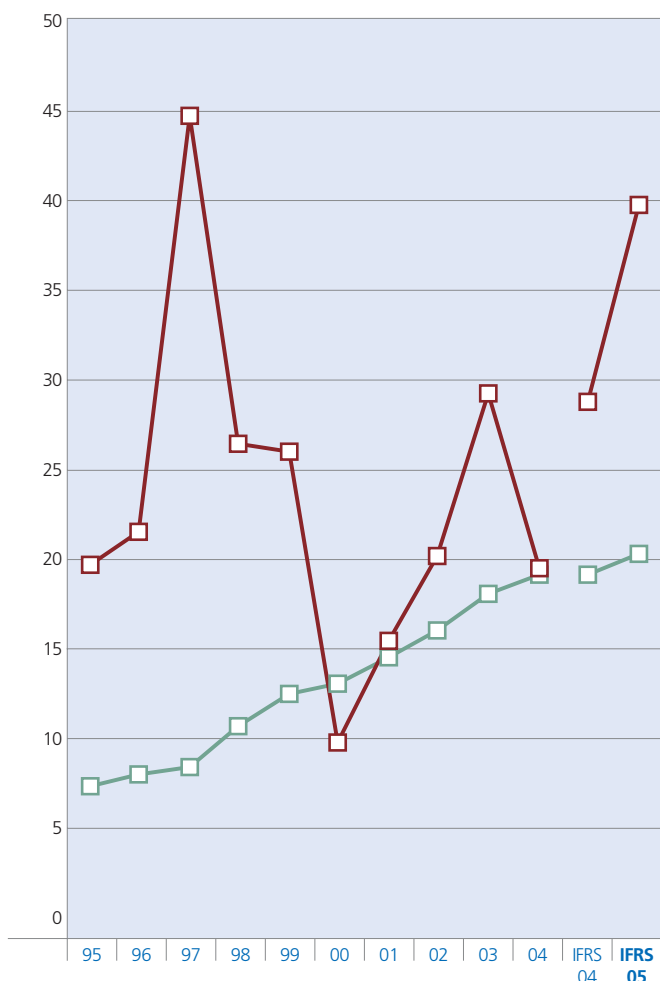
	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
■ Earnings per share ⁽¹⁾	2.07	2.23	4.98	2.92	2.80	0.99	1.48	2.02	3.18	2.38	3.50	4.82
■ Dividend per share ⁽²⁾	0.93	0.94	1.13	1.25	1.19	1.25	1.42	1.85	2.05	2.42	2.42	2.37
■ NV share price in New York (at 31 December)	35.19	43.81	62.44	82.94	54.44	62.94	57.61	61.71	64.90	66.71	66.71	68.65
■ High	37	46	65	89	92	64	65	67	65	74	74	72
■ Low	30	34	43	59	50	40	50	50	53	57	57	63
Dividend yield (%)	2.6	2.1	1.8	1.5	2.2	2.0	2.5	3.0	3.2	3.6	3.6	3.5
Share price versus market index												
■ (31 December 1995 = 100)												
■ Share price	100	124	177	236	155	179	164	175	184	190	190	195
■ Market index (S&P 500)	100	120	158	200	239	214	186	143	181	197	197	203

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

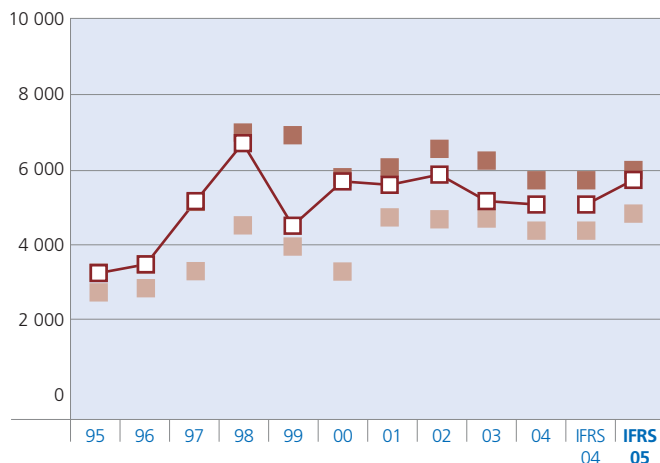
⁽²⁾ The 2005 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 8 May 2006. In addition, the dividend in US dollars for 2005 is an estimate and will be dependent on the euro/dollar exchange rate on the day of the Annual General Meeting.

14 Share information PLC – Pounds sterling

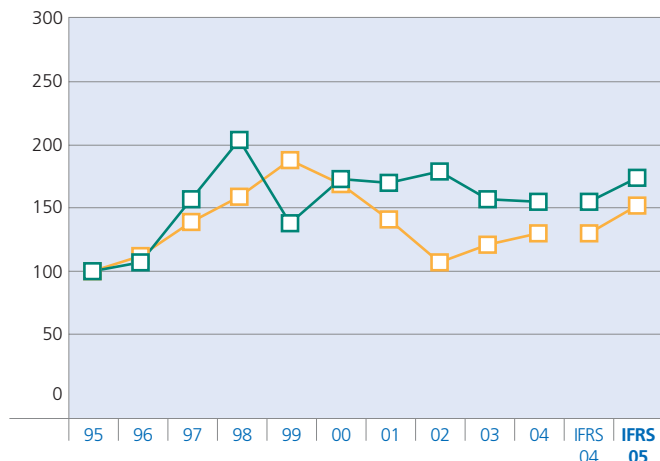
Earnings and dividend per share pence



PLC share price in London pence at 31 December



Share price versus market index



	95	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05
■ Earnings per share ⁽¹⁾	19.70	21.54	44.74	26.45	26.01	9.79	15.46	20.19	29.26	19.51	28.79	39.77
■ Dividend per share ⁽²⁾	7.35	8.01	8.42	10.70	12.50	13.07	14.54	16.04	18.08	19.15	19.15	20.31
■ PLC share price in London (at 31 December)	331	354	521	674	456	573	564	591	521	512	512	577
■ High	332	354	519	702	695	584	610	659	628	576	576	603
■ Low	280	291	336	457	401	335	478	473	475	443	443	488
Dividend yield (%)	2.2	2.3	1.6	1.6	2.7	2.3	2.6	2.7	3.5	3.7	3.7	3.5

Share price versus market index (31 December 1995 = 100)

■ Share price	100	107	157	204	138	173	170	179	157	155	155	174
■ Market index (FTSE 100)	100	112	139	159	188	169	141	107	121	130	130	152

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

⁽²⁾ The 2005 PLC final dividend is subject to approval at the Annual General Meeting of Unilever PLC on 9 May 2006.

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