



Unilever

CHARTS 2012

MAKING SUSTAINABLE LIVING COMMONPLACE



UNILEVER CHARTS 2012

1

The following pages give selected financial and non-financial information, expressed in graphical form.

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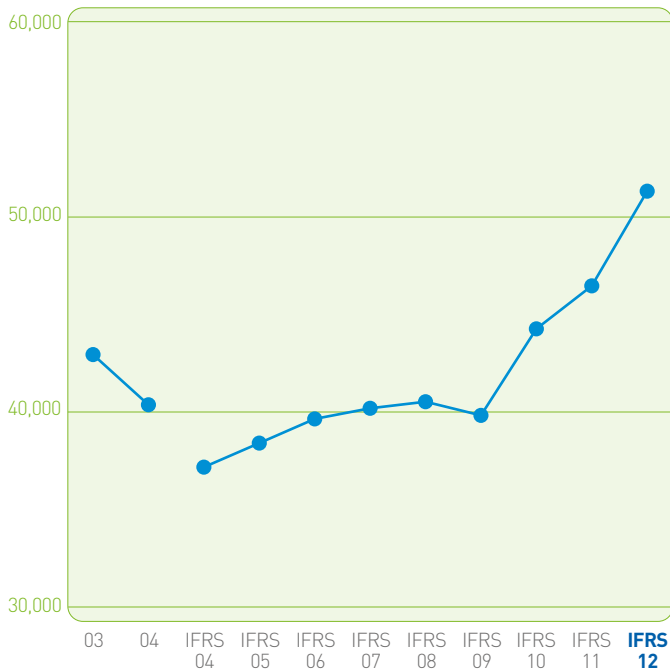
Notes

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

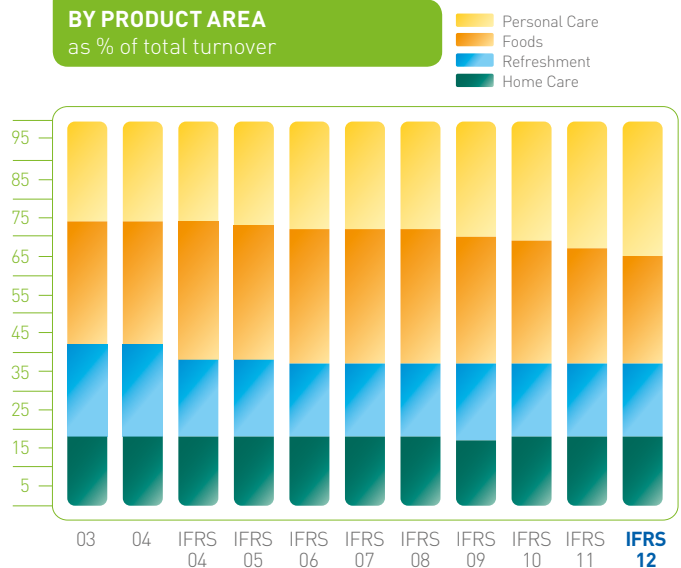
Unilever adopted International Financial Reporting Standards (IFRS) with effect from 1 January 2005, with a transition date of 1 January 2004. These differ in certain respects from those generally accepted in the United States. Where relevant, information for 2004 is provided both as published in Unilever's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

Where possible, the information is provided for a period of 10 years, 2003-2012. In certain circumstances, where a measure is introduced after 2003, information is provided for a shorter period of time.

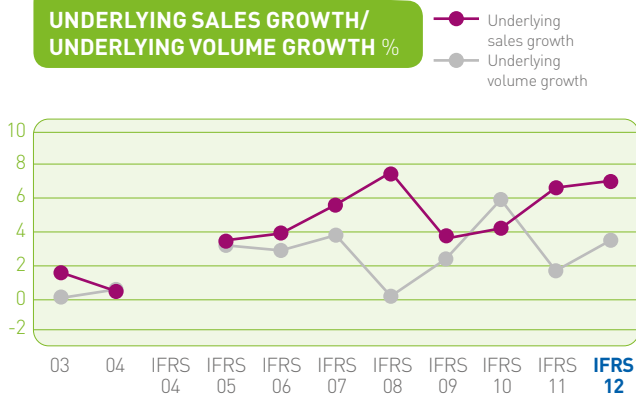
TURNOVER € million



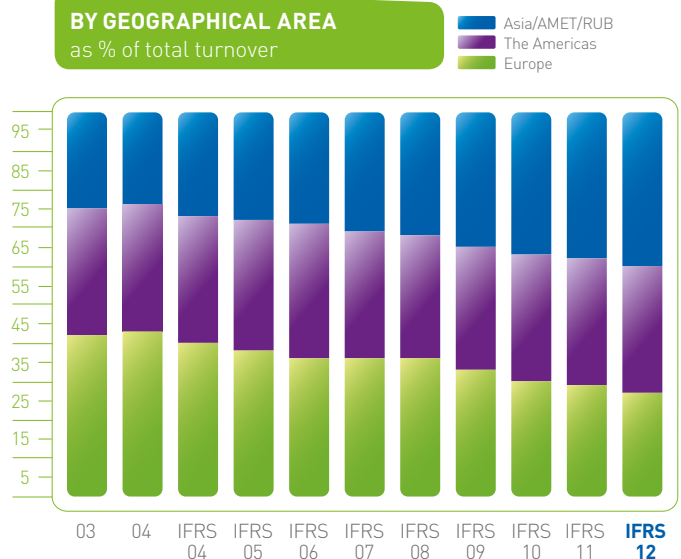
BY PRODUCT AREA as % of total turnover



UNDERLYING SALES GROWTH/ UNDERLYING VOLUME GROWTH %



BY GEOGRAPHICAL AREA as % of total turnover

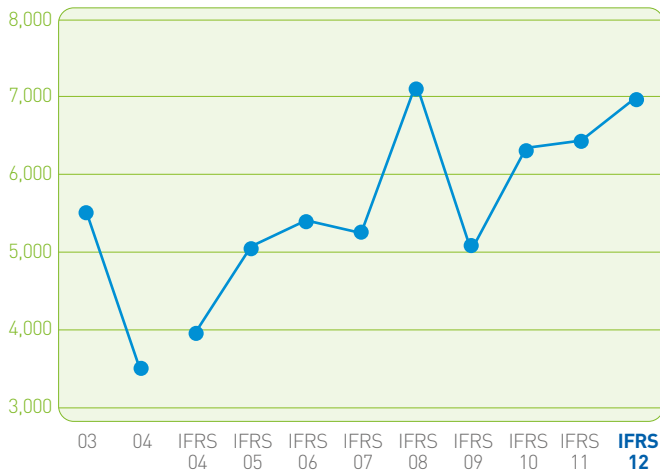


| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|--|--------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| TURNOVER | | | | | | | | | | | |
| ● € million | 42,942 | 40,366 | 37,168 | 38,401 | 39,642 | 40,187 | 40,523 | 39,823 | 44,262 | 46,467 | 51,324 |
| BY PRODUCT AREA AS % OF TOTAL TURNOVER | | | | | | | | | | | |
| ■ Personal Care | 26 | 26 | 26 | 27 | 28 | 28 | 28 | 30 | 31 | 33 | 35 |
| ■ Foods | 32 | 32 | 36 | 35 | 35 | 35 | 35 | 33 | 32 | 30 | 28 |
| ■ Refreshment | 24 | 24 | 20 | 20 | 19 | 19 | 19 | 20 | 19 | 19 | 19 |
| ■ Home Care | 18 | 18 | 18 | 18 | 18 | 18 | 18 | 17 | 18 | 18 | 18 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| BY GEOGRAPHICAL AREA AS % OF TOTAL TURNOVER | | | | | | | | | | | |
| ■ Asia/AMET/RUB ⁽¹⁾ | 25 | 24 | 27 | 28 | 29 | 31 | 32 | 35 | 37 | 38 | 40 |
| ■ The Americas | 33 | 33 | 33 | 34 | 35 | 33 | 32 | 32 | 33 | 33 | 33 |
| ■ Europe | 42 | 43 | 40 | 38 | 36 | 36 | 36 | 33 | 30 | 29 | 27 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| ● Underlying sales growth % | 1.5 | 0.4 | | 3.4 | 3.8 | 5.5 | 7.4 | 3.5 | 4.1 | 6.5 | 6.9 |
| ● Underlying volume growth % | 0.0 | 0.5 | | 3.1 | 2.8 | 3.7 | 0.1 | 2.3 | 5.8 | 1.6 | 3.4 |
| ● Underlying price growth % | 1.5 | (0.2) | | 0.1 | 0.9 | 1.8 | 7.2 | 1.2 | (1.6) | 4.8 | 3.3 |

IFRS figures for 2004 to 2012 are presented on the basis of continuing operations as at 31 December 2012.
⁽¹⁾ Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus

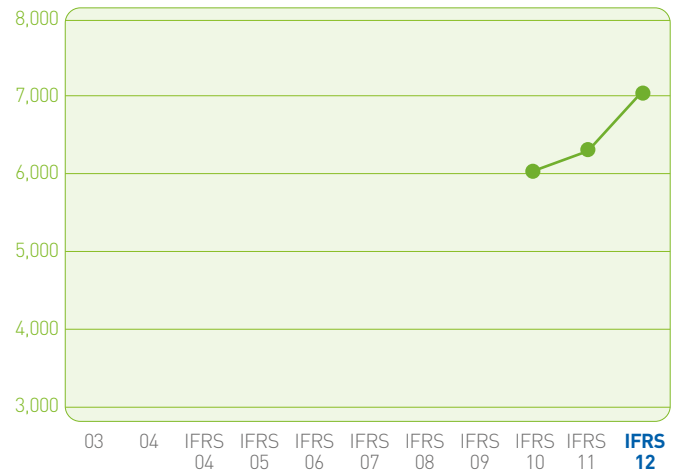
OPERATING PROFIT € million

Operating profit



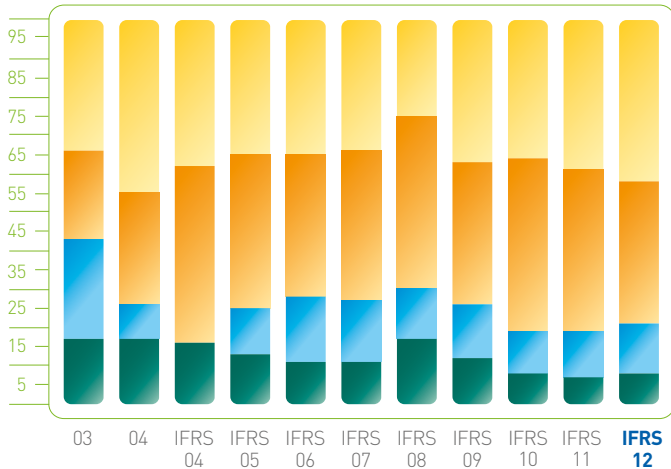
CORE OPERATING PROFIT € million

Core operating profit⁽¹⁾



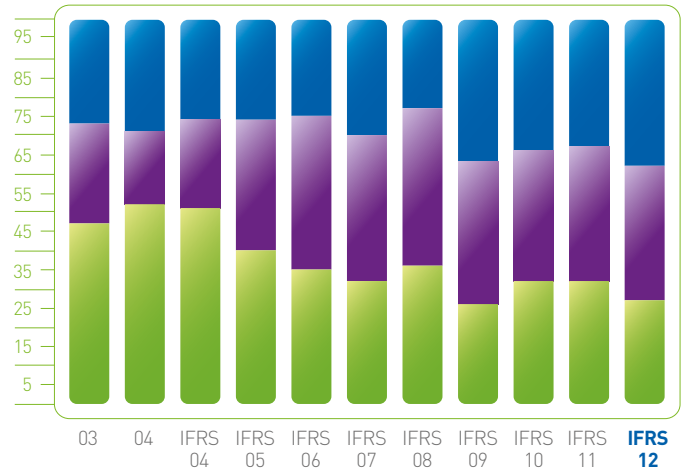
BY PRODUCT AREA as % of total operating profit

Personal Care
Foods
Refreshment
Home Care



BY GEOGRAPHICAL AREA as % of total operating profit

Asia/AMET/RUB
The Americas
Europe



| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|--|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| OPERATING PROFIT | | | | | | | | | | | |
| ● € million | 5,529 | 3,455 | 3,981 | 5,074 | 5,408 | 5,245 | 7,167 | 5,020 | 6,339 | 6,433 | 6,989 |
| CORE OPERATING PROFIT⁽¹⁾ | | | | | | | | | | | |
| ● € million | | | | | | | | | 6,031 | 6,289 | 7,062 |
| BY PRODUCT AREA AS % OF TOTAL OPERATING PROFIT | | | | | | | | | | | |
| ■ Personal Care | 34 | 45 | 38 | 35 | 35 | 34 | 25 | 37 | 36 | 39 | 42 |
| ■ Foods | 23 | 29 | 47 | 40 | 37 | 39 | 45 | 37 | 45 | 42 | 37 |
| ■ Refreshment | 26 | 9 | (1) | 12 | 17 | 16 | 13 | 14 | 11 | 12 | 13 |
| ■ Home Care | 17 | 17 | 16 | 13 | 11 | 11 | 17 | 12 | 8 | 7 | 8 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| BY GEOGRAPHICAL AREA AS % OF TOTAL OPERATING PROFIT | | | | | | | | | | | |
| ■ Asia/AMET/RUB | 27 | 29 | 26 | 26 | 25 | 30 | 23 | 37 | 34 | 33 | 38 |
| ■ The Americas | 26 | 19 | 23 | 34 | 40 | 38 | 41 | 37 | 34 | 35 | 35 |
| ■ Europe | 47 | 52 | 51 | 40 | 35 | 32 | 36 | 26 | 32 | 32 | 27 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

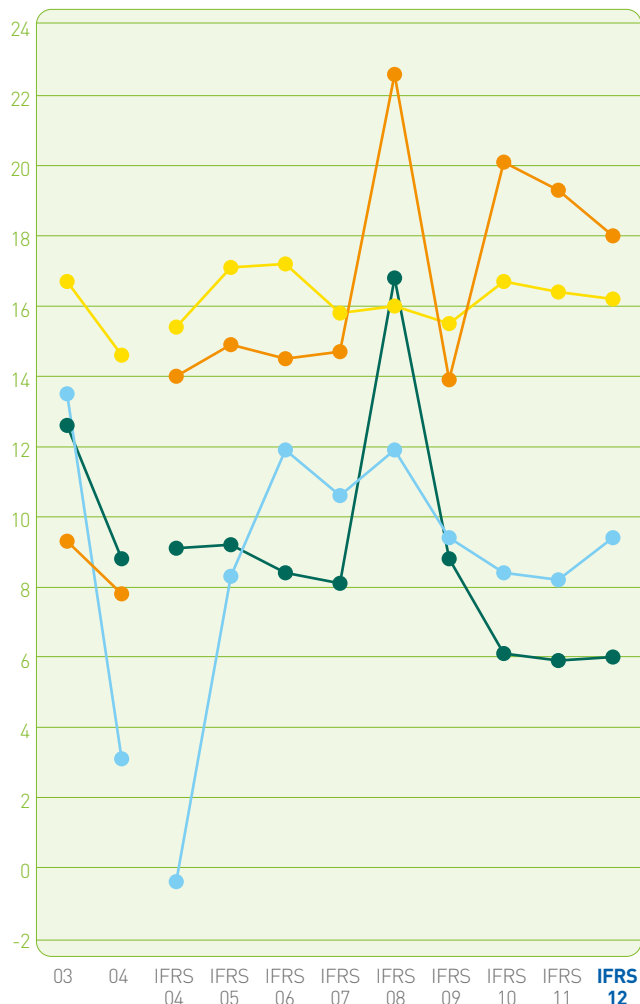
IFRS figures for 2004 to 2012 are presented on the basis of continuing operations as at 31 December 2012.

⁽¹⁾ From 2012 we report on core operating profit which means operating profit before the impact of business disposals, acquisitions and disposal related costs, impairments and other one-off items. Comparatives for the previous two years have been provided.

OPERATING MARGIN

%

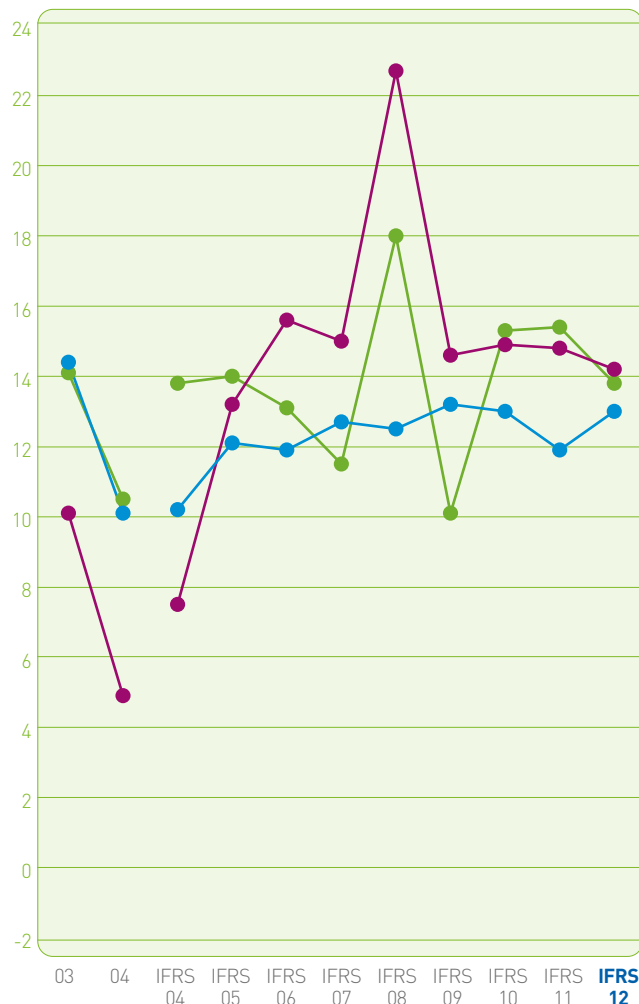
- Personal Care
- Foods
- Refreshment
- Home Care



BY GEOGRAPHICAL AREA

%

- Asia/AMET/RUB
- The Americas
- Europe



| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|---------------------------|------|------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| OPERATING MARGIN % | | | | | | | | | | | |
| ● Personal Care | 16.7 | 14.6 | 15.4 | 17.1 | 17.2 | 15.8 | 16.0 | 15.5 | 16.7 | 16.4 | 16.2 |
| ● Foods | 9.3 | 7.8 | 14.0 | 14.9 | 14.5 | 14.7 | 22.6 | 13.9 | 20.1 | 19.3 | 18.0 |
| ● Refreshment | 13.5 | 3.1 | (0.4) | 8.3 | 11.9 | 10.6 | 11.9 | 9.4 | 8.4 | 8.2 | 9.4 |
| ● Home Care | 12.6 | 8.8 | 9.1 | 9.2 | 8.4 | 8.1 | 16.8 | 8.8 | 6.1 | 5.9 | 6.0 |
| Total | 12.9 | 8.6 | 10.7 | 13.2 | 13.6 | 13.1 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 |
| OPERATING MARGIN % | | | | | | | | | | | |
| ● Asia/AMET/RUB | 14.4 | 10.1 | 10.2 | 12.1 | 11.9 | 12.7 | 12.5 | 13.2 | 13.0 | 11.9 | 13.0 |
| ● The Americas | 10.1 | 4.9 | 7.5 | 13.2 | 15.6 | 15.0 | 22.7 | 14.6 | 14.9 | 14.8 | 14.2 |
| ● Europe | 14.1 | 10.5 | 13.8 | 14.0 | 13.1 | 11.5 | 18.0 | 10.1 | 15.3 | 15.4 | 13.8 |
| Total | 12.9 | 8.6 | 10.7 | 13.2 | 13.6 | 13.1 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 |

IFRS figures for 2004 to 2012 are presented on the basis of continuing operations as at 31 December 2012.

PROFIT MARGINS

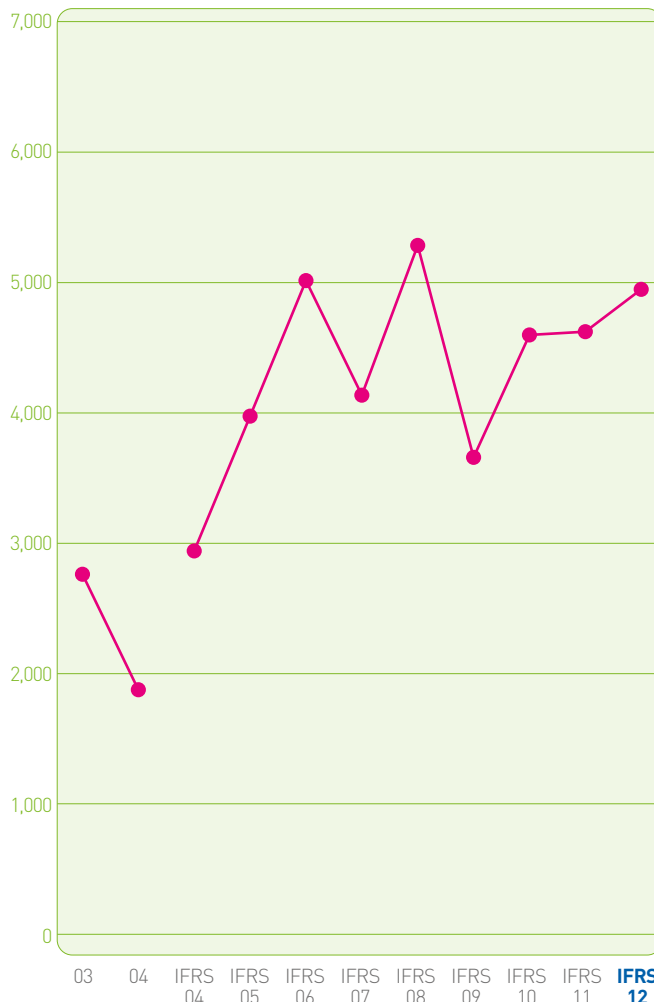
%

- Operating margin
- Profit before tax margin
- Net profit margin⁽¹⁾



NET PROFIT

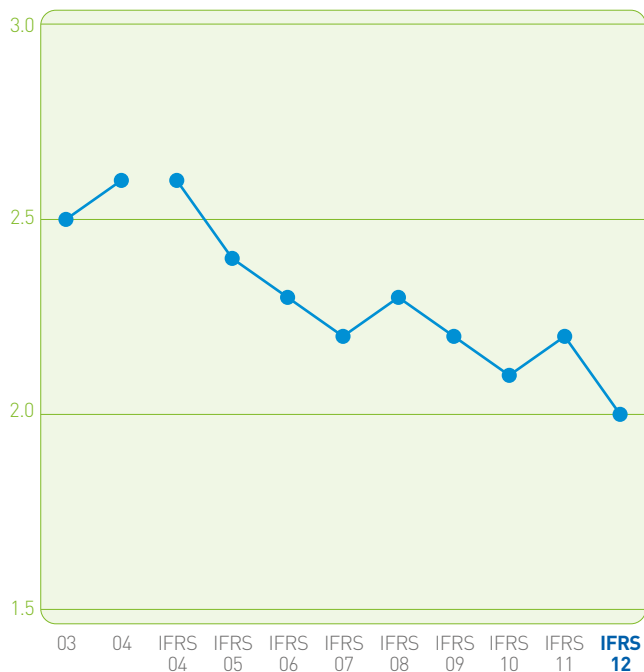
€ million



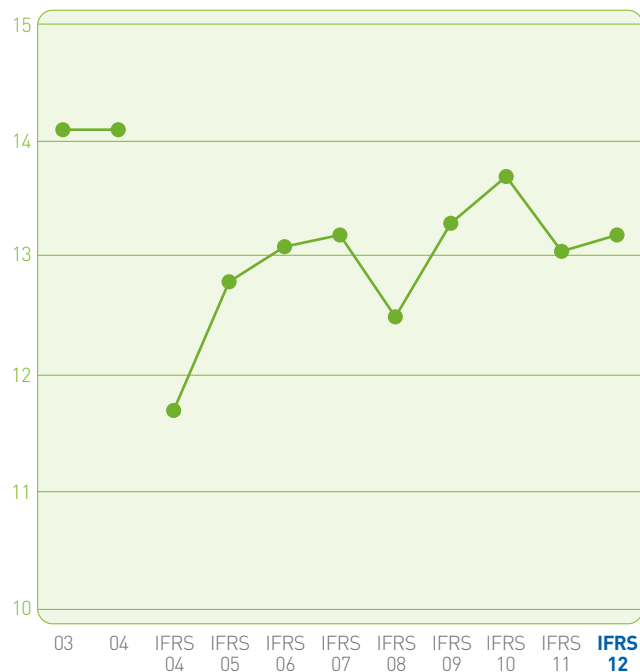
| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|------------------------------------|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| PROFIT MARGINS % | | | | | | | | | | | |
| ● Operating margin | 12.9 | 8.6 | 10.7 | 13.2 | 13.6 | 13.1 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 |
| ● Profit before tax margin | 10.6 | 7.0 | 9.3 | 11.8 | 12.2 | 12.9 | 17.6 | 12.3 | 13.9 | 13.4 | 13.0 |
| ● Net profit margin ⁽¹⁾ | 6.4 | 4.6 | 7.4 | 9.8 | 12.0 | 9.7 | 12.4 | 8.5 | 9.6 | 9.2 | 8.7 |
| € MILLION | | | | | | | | | | | |
| Operating profit | 5,529 | 3,455 | 3,981 | 5,074 | 5,408 | 5,245 | 7,167 | 5,020 | 6,339 | 6,433 | 6,989 |
| Profit before tax | 4,538 | 2,839 | 3,453 | 4,516 | 4,831 | 5,184 | 7,129 | 4,916 | 6,132 | 6,245 | 6,683 |
| ● Net profit | 2,762 | 1,876 | 2,941 | 3,975 | 5,015 | 4,136 | 5,285 | 3,659 | 4,598 | 4,623 | 4,948 |

⁽¹⁾ Net profit margin is expressed as net profit attributable to shareholder's equity as a percentage of turnover.

RESEARCH AND DEVELOPMENT
as % of turnover

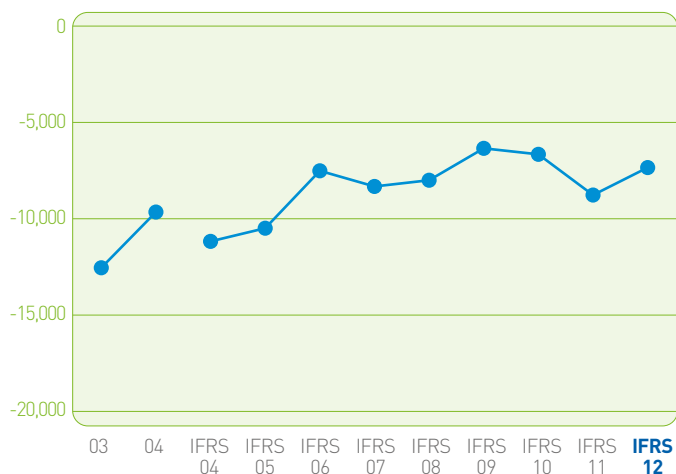


ADVERTISING AND PROMOTIONS
as % of turnover

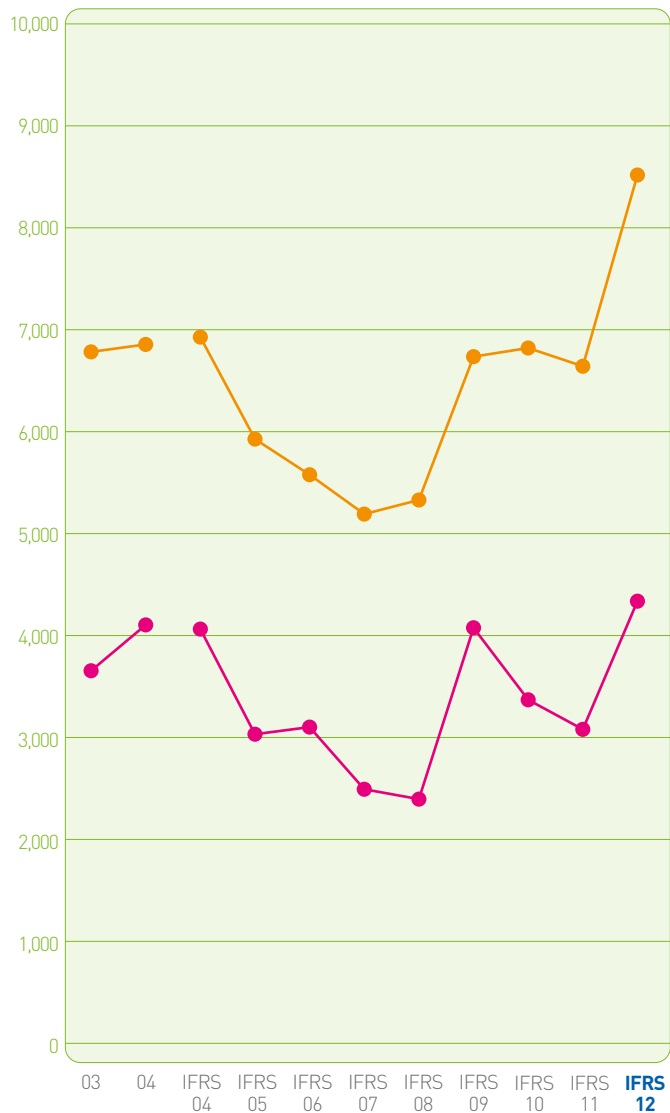


| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|------------------------------|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| € MILLION | | | | | | | | | | | |
| Research and development | 1,065 | 1,040 | 972 | 932 | 906 | 868 | 927 | 891 | 928 | 1,009 | 1,003 |
| Advertising and promotions | 6,069 | 5,704 | 4,365 | 4,918 | 5,203 | 5,289 | 5,055 | 5,302 | 6,064 | 6,069 | 6,763 |
| % OF TURNOVER | | | | | | | | | | | |
| ● Research and development | 2.5 | 2.6 | 2.6 | 2.4 | 2.3 | 2.2 | 2.3 | 2.2 | 2.1 | 2.2 | 2.0 |
| ● Advertising and promotions | 14.1 | 14.1 | 11.7 | 12.8 | 13.1 | 13.2 | 12.5 | 13.3 | 13.7 | 13.1 | 13.2 |

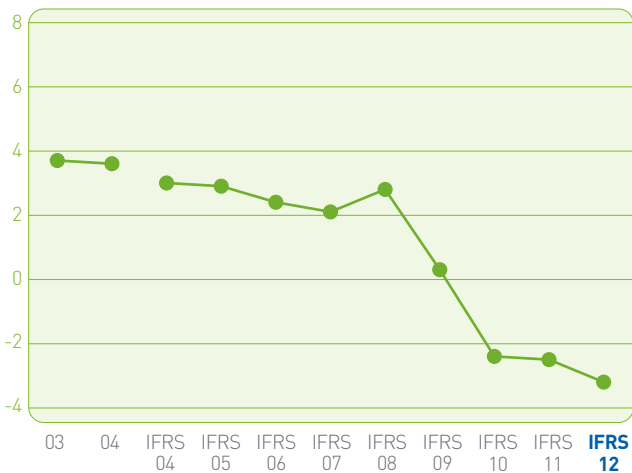
CLOSING NET FUNDS/(DEBT)
€ million



CASH FLOW FROM GROUP OPERATING ACTIVITIES & FREE CASH FLOW
€ million



WORKING CAPITAL RATIOS
as % of turnover

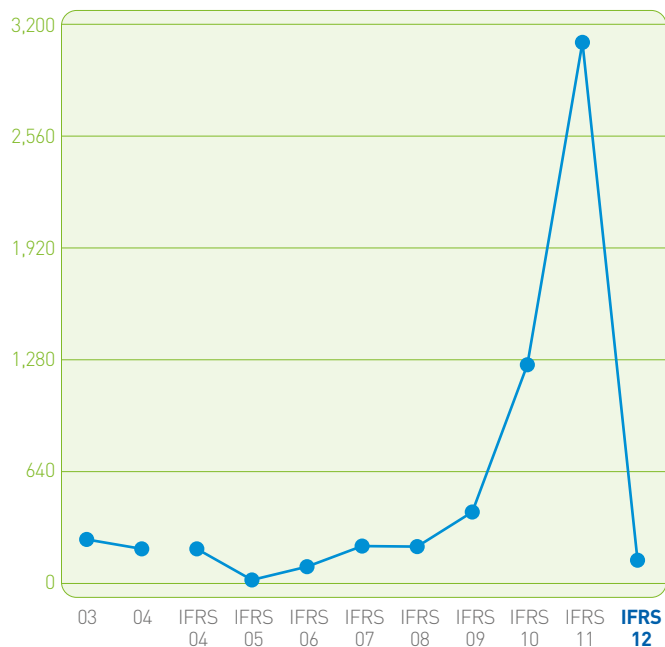


| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|--|----------|---------|----------|----------|---------|---------|---------|---------|---------|---------|----------------|
| CLOSING NET FUNDS/(DEBT)^[1] | | | | | | | | | | | |
| ● € million | (12,555) | (9,663) | (11,185) | (10,502) | (7,523) | (8,335) | (8,012) | (6,357) | (6,668) | (8,781) | (7,355) |
| ● WORKING CAPITAL AS % TURNOVER^[2] | 3.7 | 3.6 | 3.0 | 2.9 | 2.4 | 2.1 | 2.8 | 0.3 | (2.4) | (2.5) | (3.2) |
| CASH FLOW FROM GROUP OPERATING ACTIVITIES | | | | | | | | | | | |
| ● € million | 6,780 | 6,853 | 6,925 | 5,924 | 5,574 | 5,188 | 5,326 | 6,733 | 6,818 | 6,639 | 8,516 |
| FREE CASH FLOW | | | | | | | | | | | |
| ● € million | 3,650 | 4,100 | 4,059 | 3,027 | 3,097 | 2,487 | 2,390 | 4,072 | 3,365 | 3,075 | 4,333 |

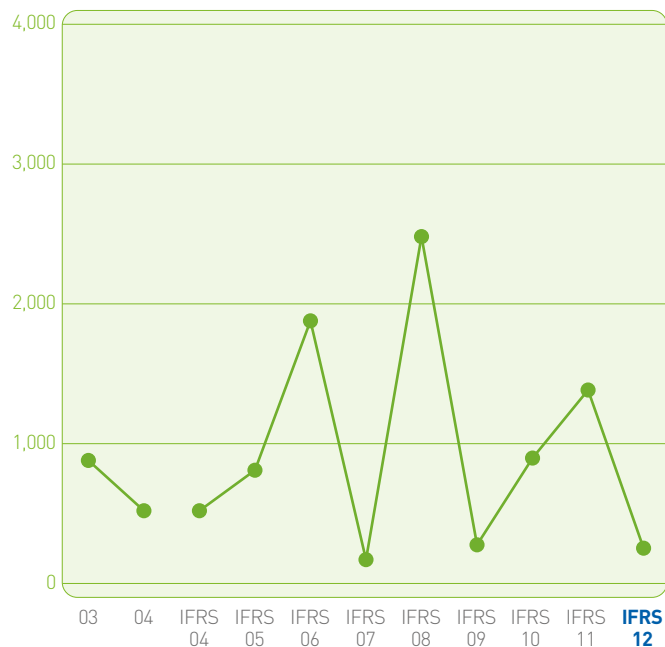
^[1] Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange).

^[2] Working capital as a percentage of turnover is the average working capital over the year as a percentage of annual turnover. Excludes creditors under share buy-back contracts in 2007 and 2008.

ACQUISITION OF GROUP COMPANIES € million



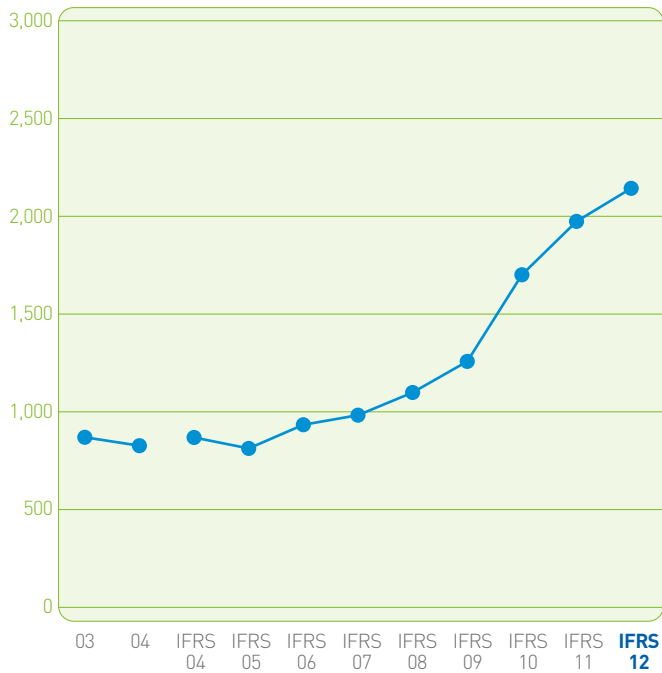
DISPOSAL OF GROUP COMPANIES € million



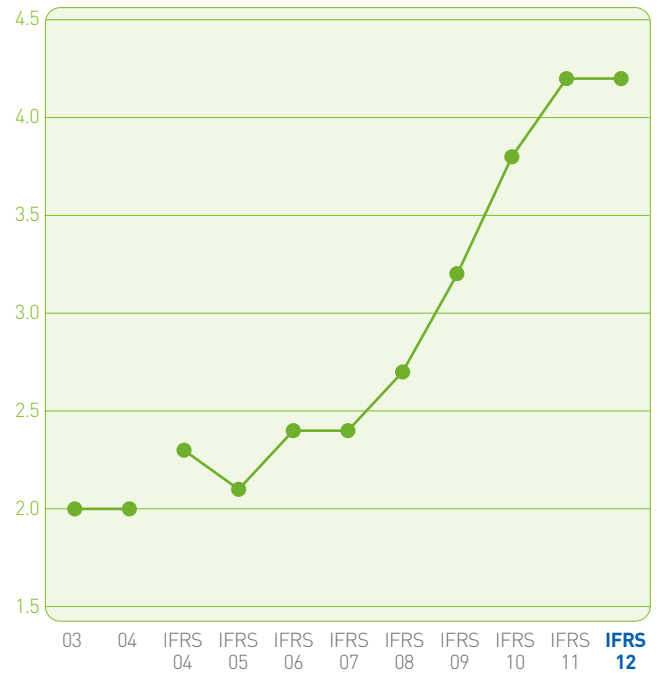
| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|---|-----|-----|---------|---------|---------|---------|---------|---------|---------|---------|------------|
| ACQUISITION OF GROUP COMPANIES⁽¹⁾ | | | | | | | | | | | |
| ● € million | 252 | 198 | 198 | 20 | 96 | 214 | 211 | 409 | 1,252 | 3,098 | 133 |
| DISPOSAL OF GROUP COMPANIES⁽¹⁾ | | | | | | | | | | | |
| ● € million | 874 | 514 | 514 | 804 | 1,873 | 164 | 2,476 | 270 | 891 | 1,378 | 246 |
| NUMBER OF ACQUISITIONS/DISPOSALS | 61 | 47 | 47 | 25 | 26 | 26 | 24 | 15 | 12 | 31 | 6 |

⁽¹⁾ These figures represent the cash out flow and in flow from acquisitions and disposals respectively.

NET CAPITAL EXPENDITURE
€ million



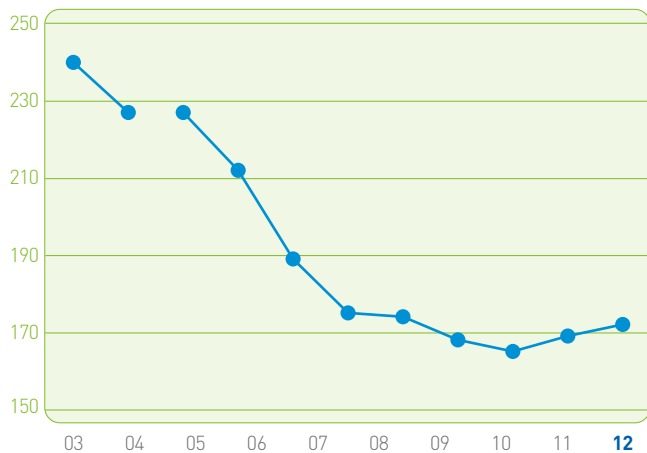
NET CAPITAL EXPENDITURE
as % of total turnover



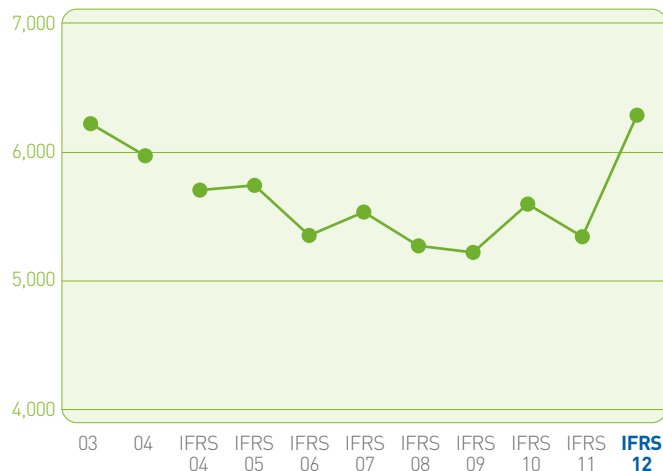
| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|--|-----|-----|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| NET CAPITAL EXPENDITURE⁽¹⁾ | | | | | | | | | | | |
| ● € million | 870 | 827 | 869 | 813 | 934 | 983 | 1,099 | 1,258 | 1,701 | 1,974 | 2,143 |
| ● as % of turnover | 2.0 | 2.0 | 2.3 | 2.1 | 2.4 | 2.4 | 2.7 | 3.2 | 3.8 | 4.2 | 4.2 |

⁽¹⁾ Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and, under IFRS, from purchases and disposals of intangible assets, principally software.

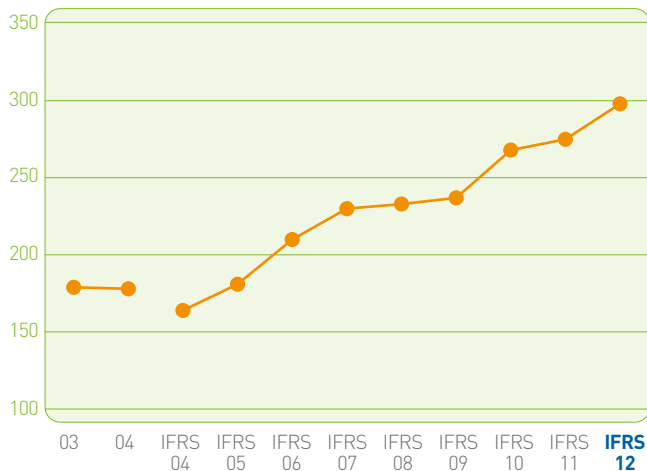
AVERAGE NUMBER OF EMPLOYEES
thousand



STAFF COSTS
€ million



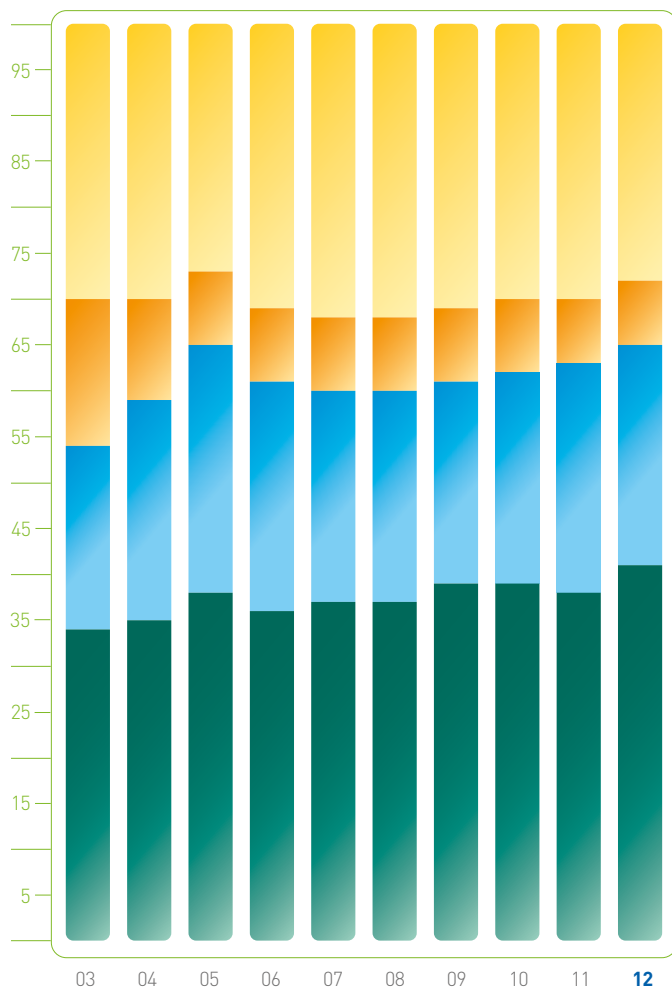
TURNOVER PER EMPLOYEE
€ thousand



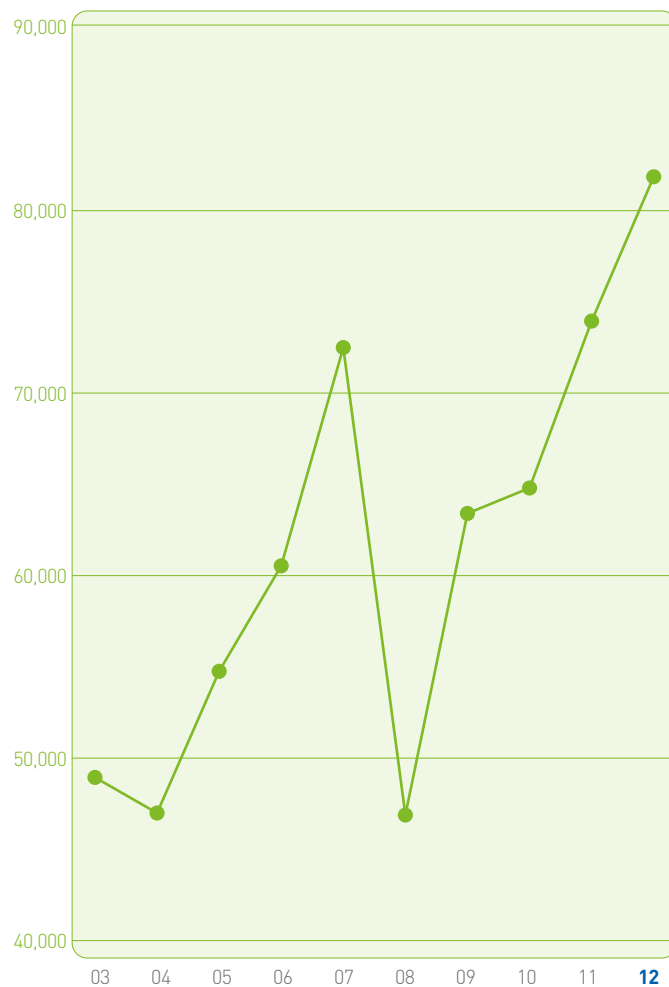
| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|------------------------------------|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| AVERAGE NUMBER OF EMPLOYEES | | | | | | | | | | | |
| ● thousand | 240 | 227 | 227 | 212 | 189 | 175 | 174 | 168 | 165 | 169 | 172 |
| STAFF COSTS | | | | | | | | | | | |
| ● € million | 6,225 | 5,975 | 5,708 | 5,745 | 5,355 | 5,537 | 5,274 | 5,223 | 5,599 | 5,345 | 6,291 |
| TURNOVER PER EMPLOYEE | | | | | | | | | | | |
| ● € thousand | 179 | 178 | 164 | 181 | 210 | 230 | 233 | 237 | 268 | 275 | 298 |

COMBINED DISTRIBUTION OF SHARES (ESTIMATED)
%

United Kingdom
Netherlands
United States
Other



COMBINED MARKET CAPITALISATION
€ million

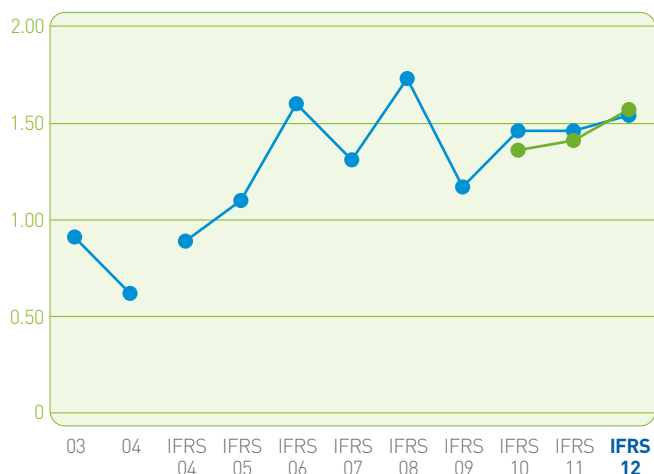


| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------------|
| BY COUNTRY AS % OF TOTAL COMBINED DISTRIBUTION OF SHARES (ESTIMATED) | | | | | | | | | | |
| United Kingdom | 30 | 30 | 27 | 31 | 32 | 32 | 31 | 30 | 30 | 28 |
| Netherlands | 16 | 11 | 8 | 8 | 8 | 8 | 8 | 8 | 7 | 7 |
| United States | 20 | 24 | 27 | 25 | 23 | 23 | 22 | 23 | 25 | 24 |
| Other | 34 | 35 | 38 | 36 | 37 | 37 | 39 | 39 | 38 | 41 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| COMBINED MARKET CAPITALISATION AT 31 DECEMBER | | | | | | | | | | |
| € million | 48,943 | 46,991 | 54,757 | 60,538 | 72,501 | 46,882 | 63,409 | 64,803 | 73,949 | 81,858 |

EARNINGS PER SHARE

€

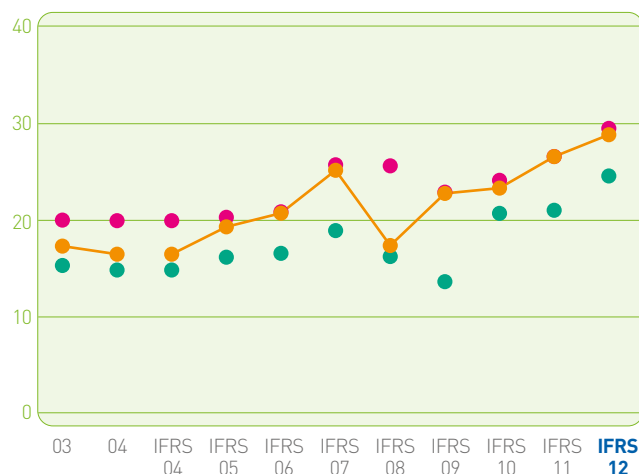
● Diluted earnings per share
● Core earnings per share



NV SHARE PRICE IN AMSTERDAM

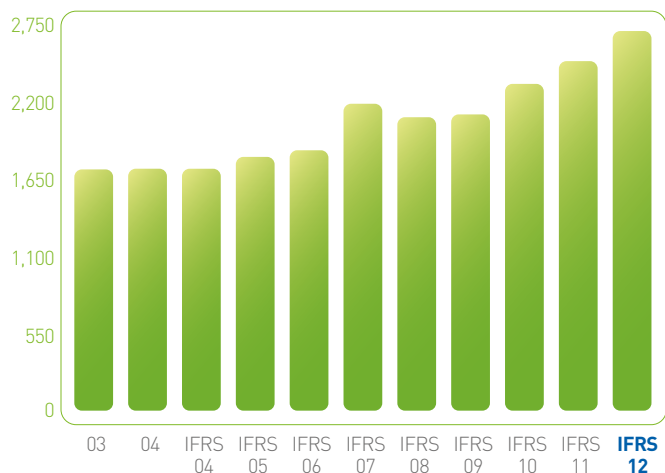
€

● (at 31 December)
● High
● Low



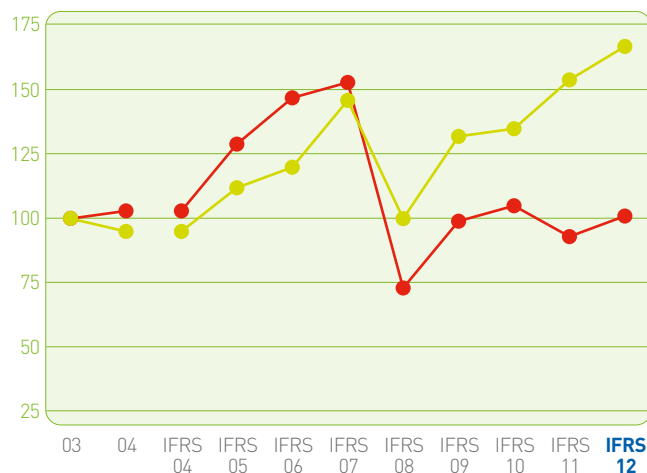
CASH DIVIDEND PAID

€ million



SHARE PRICE VERSUS MARKET INDEX

● Share price
● Market index (AEX)



| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|---|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| EARNINGS PER SHARE⁽¹⁾ | | | | | | | | | | | |
| ● Diluted earnings per share | 0.91 | 0.62 | 0.89 | 1.10 | 1.60 | 1.31 | 1.73 | 1.17 | 1.46 | 1.46 | 1.54 |
| ● Core earnings per share ⁽²⁾ | | | | | | | | | 1.36 | 1.41 | 1.57 |
| DIVIDEND⁽³⁾ | | | | | | | | | | | |
| ■ Cash dividend paid (€ million) | 1,715 | 1,720 | 1,720 | 1,804 | 1,851 | 2,182 | 2,086 | 2,106 | 2,323 | 2,485 | 2,699 |
| NV SHARE PRICE IN AMSTERDAM | | | | | | | | | | | |
| ● (at 31 December) | 17.28 | 16.44 | 16.44 | 19.28 | 20.70 | 25.15 | 17.34 | 22.75 | 23.30 | 26.57 | 28.84 |
| ● High | 19.98 | 19.92 | 19.92 | 20.27 | 20.84 | 25.72 | 25.61 | 22.88 | 24.11 | 26.58 | 29.50 |
| ● Low | 15.27 | 14.80 | 14.80 | 16.13 | 16.53 | 18.89 | 16.20 | 13.59 | 20.68 | 21.00 | 24.56 |
| SHARE PRICE VERSUS MARKET INDEX <i>(31 December 2003 = 100)</i> | | | | | | | | | | | |
| ● Share price | 100 | 95 | 95 | 112 | 120 | 146 | 100 | 132 | 135 | 154 | 167 |
| ● Market index (AEX) | 100 | 103 | 103 | 129 | 147 | 153 | 73 | 99 | 105 | 93 | 101 |

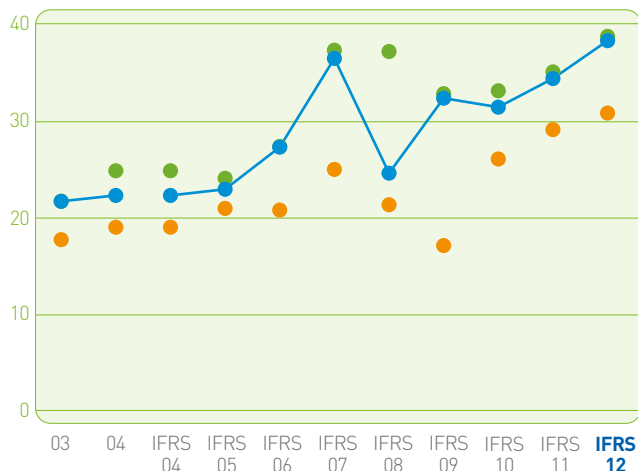
⁽¹⁾ Earnings per share: combined earnings per share.

⁽²⁾ In calculating core earnings per share, net profit attributable to shareholders is adjusted to eliminate the impact on non-core items.

⁽³⁾ Dividend figures do not include the one-off dividend paid in 2006.

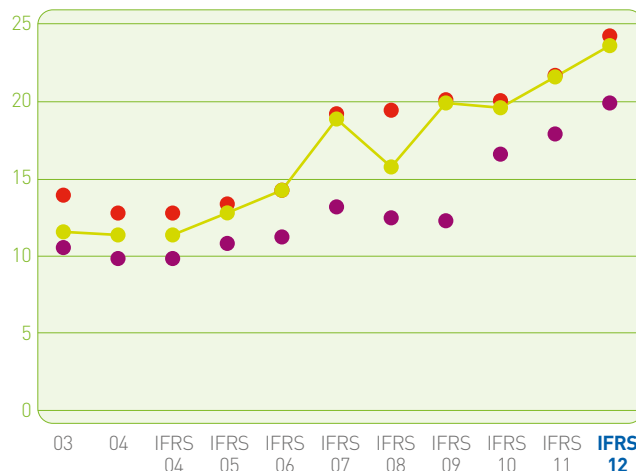
NV SHARE PRICE NEW YORK
US \$

● (at 31 December)
● High
● Low



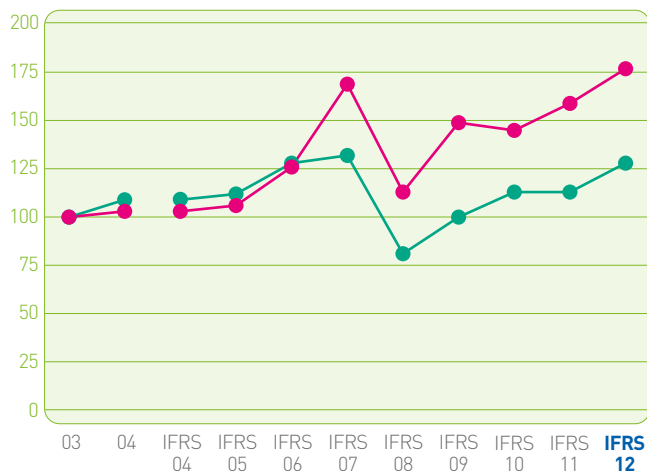
PLC SHARE PRICE IN LONDON
£

● (at 31 December)
● High
● Low



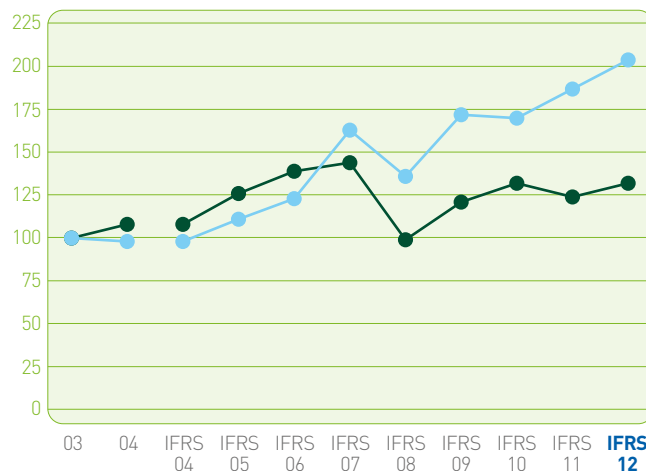
SHARE PRICE VERSUS MARKET INDEX

● NV share price in New York
● Market index (S&P 500)



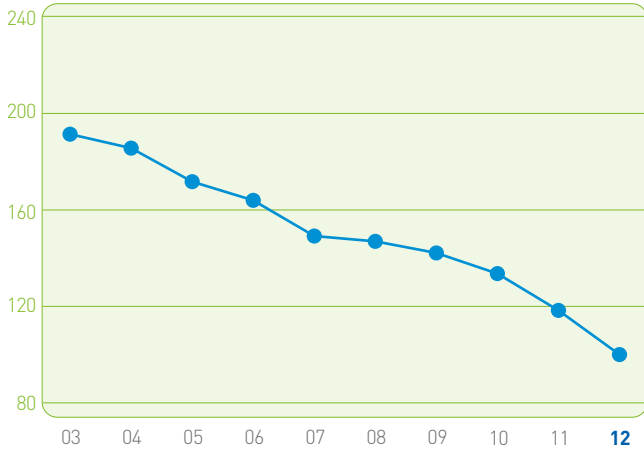
SHARE PRICE VERSUS MARKET INDEX

● PLC Share price in London
● Market index (FTSE 100)

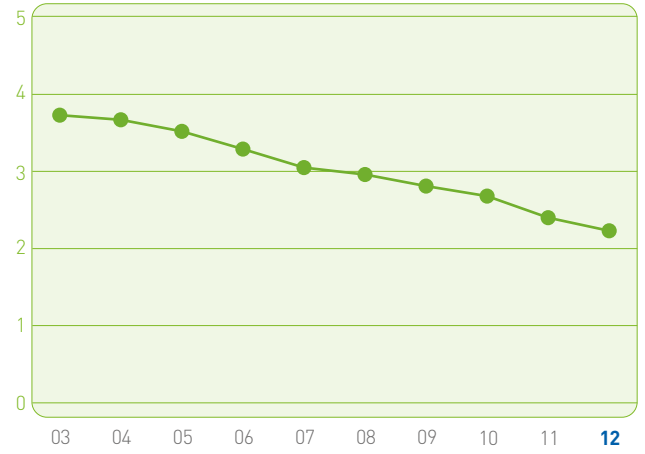


| | 03 | 04 | IFRS 04 | IFRS 05 | IFRS 06 | IFRS 07 | IFRS 08 | IFRS 09 | IFRS 10 | IFRS 11 | IFRS 12 |
|--|-------|-------|---------|---------|---------|---------|---------|---------|---------|---------|--------------|
| NV SHARE PRICE IN NEW YORK | | | | | | | | | | | |
| ● (at 31 December) | 21.63 | 22.24 | 22.24 | 22.88 | 27.25 | 36.46 | 24.55 | 32.33 | 31.40 | 34.37 | 38.30 |
| ● High | 21.63 | 24.80 | 24.80 | 24.02 | 27.32 | 37.31 | 37.18 | 32.80 | 33.10 | 35.06 | 38.75 |
| ● Low | 17.65 | 18.94 | 18.94 | 20.89 | 20.72 | 24.94 | 21.27 | 17.04 | 26.02 | 29.07 | 30.79 |
| SHARE PRICE VERSUS MARKET INDEX (31 December 2003 = 100) | | | | | | | | | | | |
| ● NV share price in New York | 100 | 103 | 103 | 106 | 126 | 169 | 113 | 149 | 145 | 159 | 177 |
| ● Market index (S&P 500) | 100 | 109 | 109 | 112 | 128 | 132 | 81 | 100 | 113 | 113 | 128 |
| PLC SHARE PRICE IN LONDON | | | | | | | | | | | |
| ● (at 31 December) | 11.58 | 11.38 | 11.38 | 12.81 | 14.28 | 18.90 | 15.79 | 19.94 | 19.63 | 21.63 | 23.66 |
| ● High | 13.96 | 12.80 | 12.80 | 13.39 | 14.28 | 19.24 | 19.47 | 20.15 | 20.09 | 21.73 | 24.29 |
| ● Low | 10.56 | 9.85 | 9.85 | 10.83 | 11.25 | 13.20 | 12.49 | 12.30 | 16.62 | 17.93 | 19.94 |
| SHARE PRICE VERSUS MARKET INDEX (31 December 2003 = 100) | | | | | | | | | | | |
| ● PLC Share price in London | 100 | 98 | 98 | 111 | 123 | 163 | 136 | 172 | 170 | 187 | 204 |
| ● Market index (FTSE 100) | 100 | 108 | 108 | 126 | 139 | 144 | 99 | 121 | 132 | 124 | 132 |

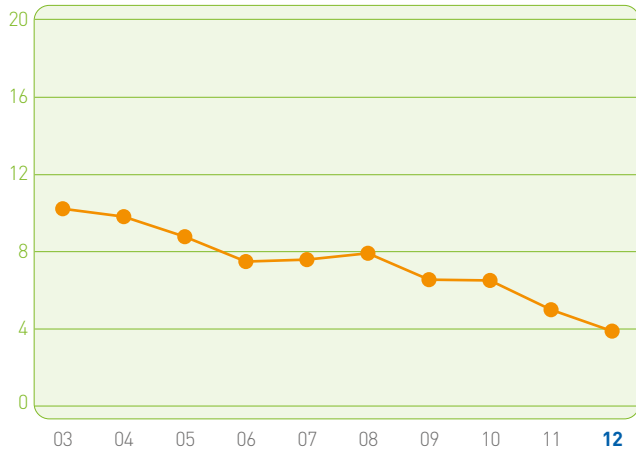
CO₂ FROM ENERGY
kg/tonne of production



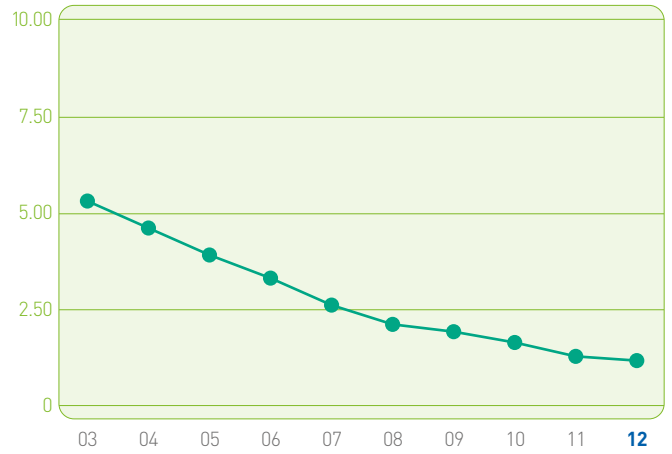
WATER USAGE
m³/tonne of production



TOTAL WASTE
kg/tonne of production



ACCIDENT RATES
TRFR per 1,000,000 hours



| | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 ^[a] |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------|
| ● CO ₂ from energy (kg/tonne of production) | 191.46 | 185.67 | 171.75 | 164.59 | 149.18 | 146.97 | 142.16 | 133.59 | 118.31 | 99.97 |
| ● Water usage (m ³ /tonne of production) | 3.73 | 3.67 | 3.52 | 3.29 | 3.05 | 2.96 | 2.81 | 2.68 | 2.40 | 2.23 |
| ● Total waste (kg/tonne of production) | 10.20 | 9.79 | 8.75 | 7.46 | 7.56 | 7.89 | 6.52 | 6.48 | 4.96 | 3.85 |
| ● Total recordable accident frequency rate (TRFR) per 1,000,000 hours | 5.30 | 4.60 | 3.90 | 3.30 | 2.60 | 2.10 | 1.91 | 1.63 | 1.27 | 1.16 |

^[a] Data for 2012 is preliminary. It will be independently assured by the end of June 2013 and reported in the online version of the Unilever Sustainable Living Plan report 2012 at www.unilever.com/sustainability.

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performance, please visit our website

WWW.UNILEVER.COM

