



UNILEVER CHARTS 2011

Creating a better future every day



UNILEVER CHARTS 2011

1

The following pages give figures for the years 2002-2011, expressed in graphical form.

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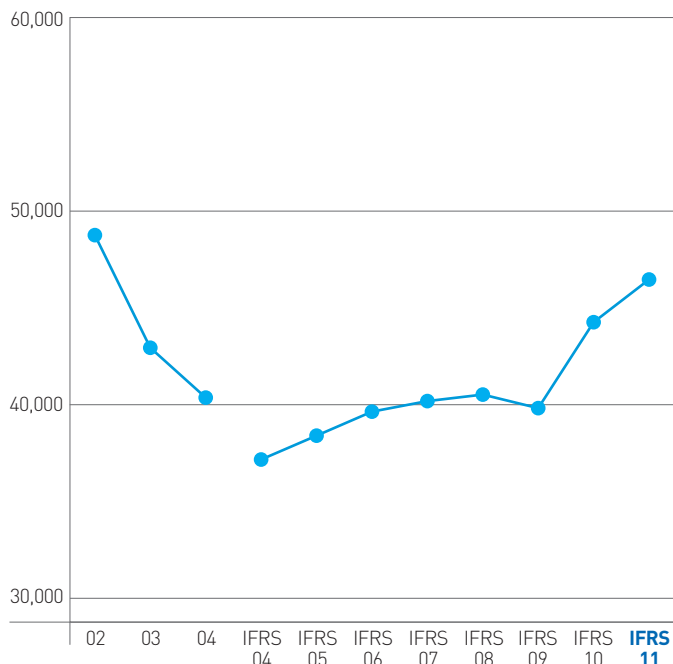
Notes

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.

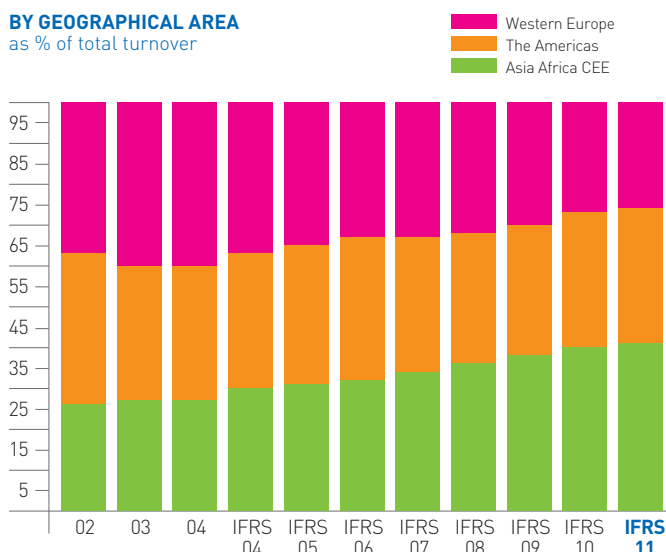
TURNOVER

€ million



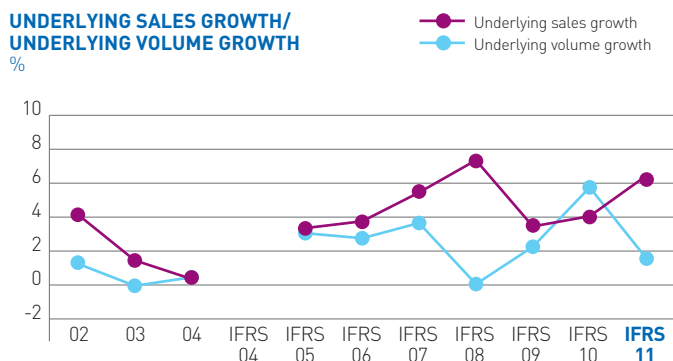
BY GEOGRAPHICAL AREA

as % of total turnover



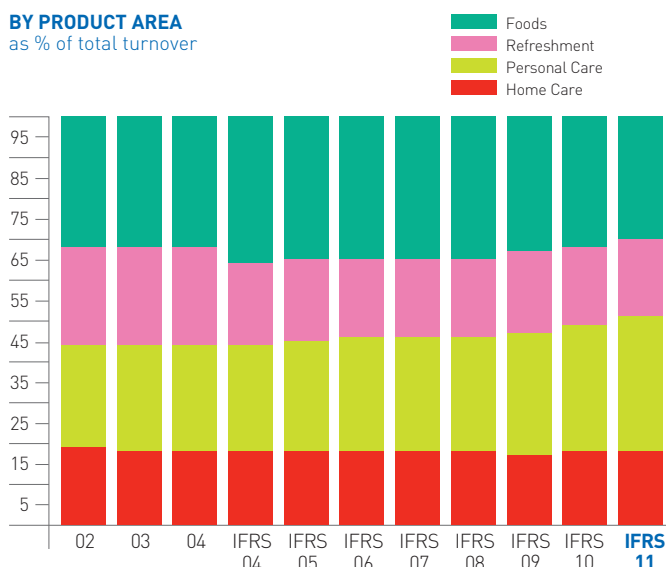
UNDERLYING SALES GROWTH/ UNDERLYING VOLUME GROWTH

%



BY PRODUCT AREA

as % of total turnover

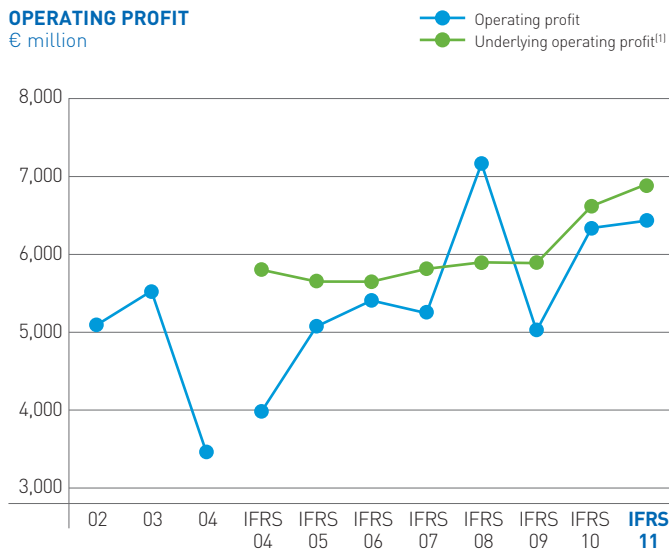


	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
TURNOVER											
● € million	48,760	42,942	40,366	37,168	38,401	39,642	40,187	40,523	39,823	44,262	46,467
BY GEOGRAPHICAL AREA AS % OF TOTAL TURNOVER											
■ Asia Africa CEE	26	27	27	30	31	32	34	36	38	40	41
■ The Americas	37	33	33	33	34	35	33	32	32	33	33
■ Western Europe	37	40	40	37	35	33	33	32	30	27	26
Total	100	100	100	100	100	100	100	100	100	100	100
BY PRODUCT AREA AS % OF TOTAL TURNOVER											
■ Foods	32	32	32	36	35	35	35	35	33	32	30
■ Refreshment	24	24	24	20	20	19	19	19	20	19	19
■ Personal Care	25	26	26	26	27	28	28	28	30	31	33
■ Home Care	19	18	18	18	18	18	18	18	17	18	18
Total	100	100	100	100	100	100	100	100	100	100	100
● Underlying sales growth %	4.2	1.5	0.4		3.4	3.8	5.5	7.4	3.5	4.1	6.5
● Underlying volume growth %	1.3	0.0	0.5		3.1	2.8	3.7	0.1	2.3	5.8	1.6
● Underlying price growth %	2.9	1.5	(0.2)		0.1	0.9	1.8	7.2	1.2	(1.6)	4.8

IFRS figures for 2004 to 2011 are presented on the basis of continuing operations as at 31 December 2011.

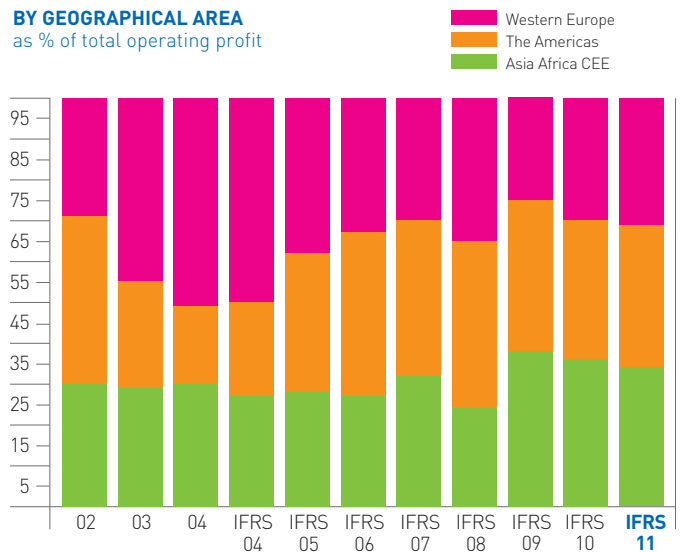
OPERATING PROFIT

€ million



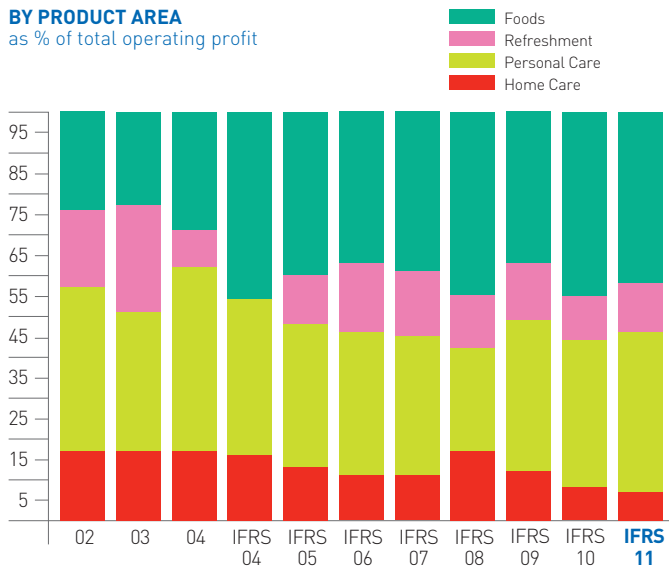
BY GEOGRAPHICAL AREA

as % of total operating profit



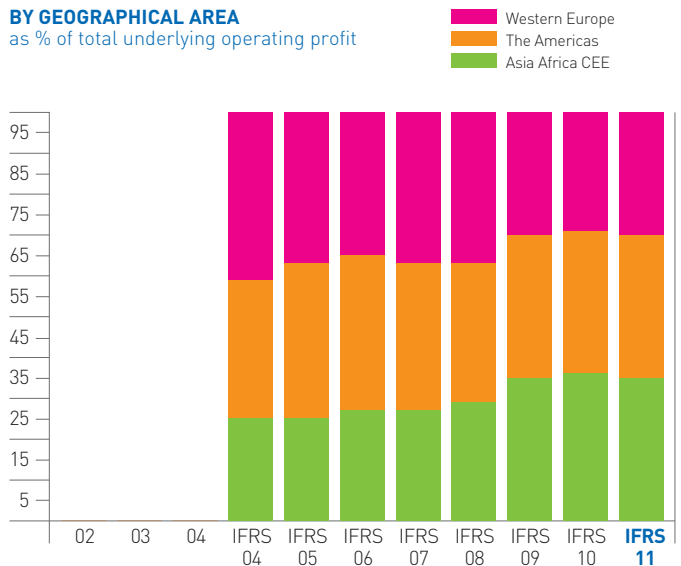
BY PRODUCT AREA

as % of total operating profit



BY GEOGRAPHICAL AREA

as % of total underlying operating profit



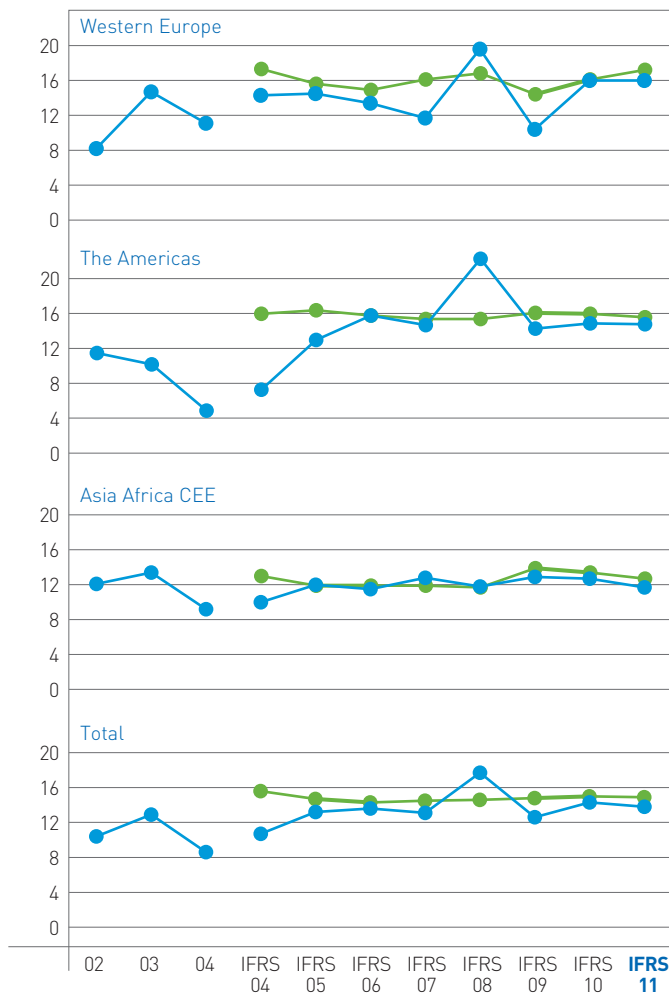
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
OPERATING PROFIT											
● € million	5,091	5,529	3,455	3,981	5,074	5,408	5,245	7,167	5,020	6,339	6,433
UNDERLYING OPERATING PROFIT⁽¹⁾											
● € million				5,802	5,651	5,650	5,814	5,898	5,888	6,620	6,901
BY GEOGRAPHICAL AREA AS % OF TOTAL OPERATING PROFIT											
■ Asia Africa CEE	30	29	30	27	28	27	32	24	38	36	34
■ The Americas	41	26	19	23	34	40	38	41	37	34	35
■ Western Europe	29	45	51	50	38	33	30	35	25	30	31
Total	100	100	100	100	100	100	100	100	100	100	100
BY GEOGRAPHICAL AREA AS % OF TOTAL UNDERLYING OPERATING PROFIT⁽¹⁾											
■ Asia Africa CEE				25	25	27	27	29	35	36	35
■ The Americas				34	38	38	36	34	35	35	35
■ Western Europe				41	37	35	37	37	30	29	30
Total				100	100	100	100	100	100	100	100
BY PRODUCT AREA AS % OF TOTAL OPERATING PROFIT											
■ Foods	24	23	29	47	40	37	39	45	37	45	42
■ Refreshment	19	26	9	[1]	12	17	16	13	14	11	12
■ Personal Care	40	34	45	38	35	35	34	25	37	36	39
■ Home Care	17	17	17	16	13	11	11	17	12	8	7
Total	100	100	100	100	100	100	100	100	100	100	100

FRS figures for 2004 to 2011 are presented on the basis of continuing operations as at 31 December 2011.

⁽¹⁾ Underlying operating profit means operating profit before the impact of restructuring costs, business disposals, impairments and other one-off items.

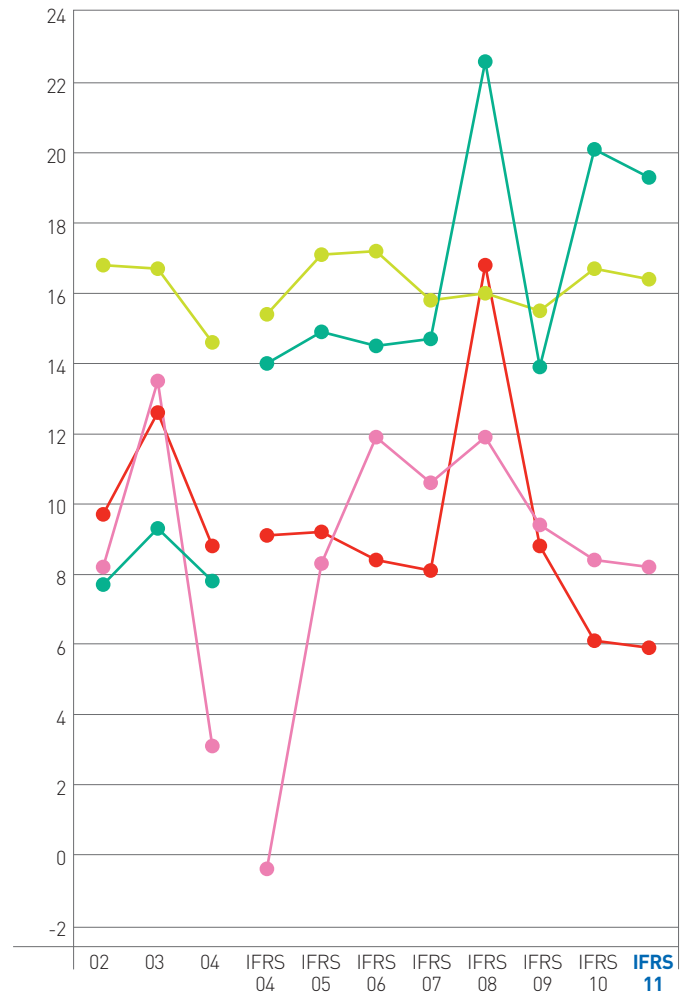
BY GEOGRAPHICAL AREA

Operating margin
Underlying operating margin



OPERATING MARGIN

Foods
Refreshment
Personal Care
Home Care



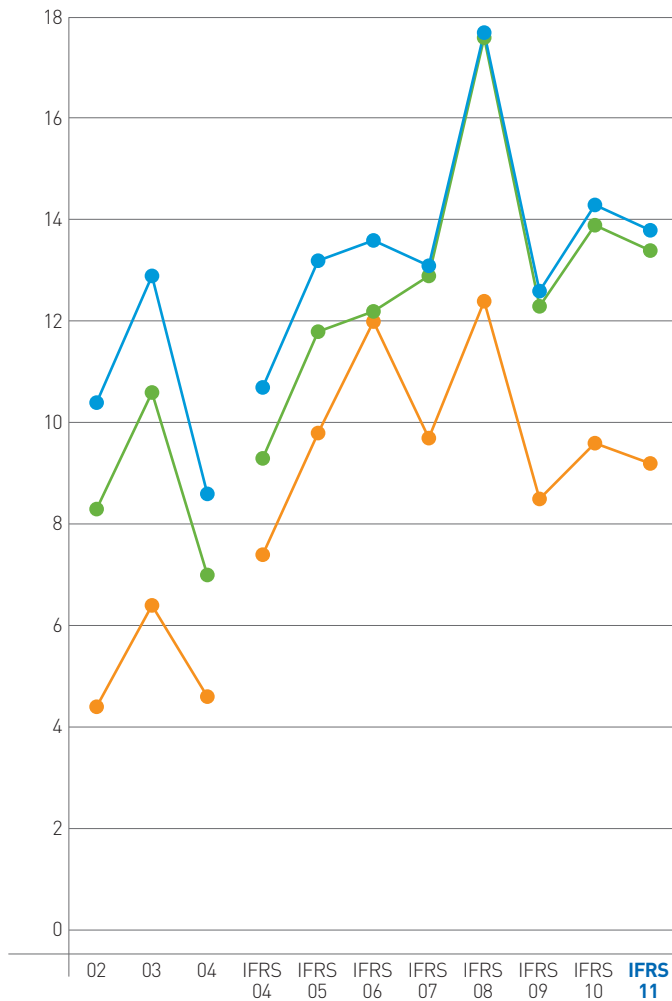
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
● OPERATING MARGIN %											
Asia Africa CEE	12.1	13.4	9.2	10.0	12.0	11.5	12.8	11.8	12.9	12.7	11.7
The Americas	11.5	10.2	4.9	7.3	13.0	15.8	14.7	22.3	14.3	14.9	14.8
Western Europe	8.2	14.7	11.1	14.3	14.5	13.4	11.7	19.6	10.4	16.0	16.0
Total	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	14.3	13.8
● UNDERLYING OPERATING MARGIN %⁽¹⁾											
Asia Africa CEE				13.0	11.9	11.9	11.9	11.7	13.9	13.4	12.7
The Americas				16.0	16.4	15.8	15.4	15.4	16.1	16.0	15.6
Western Europe				17.3	15.6	14.9	16.1	16.8	14.4	16.1	17.2
Total				15.6	14.7	14.3	14.5	14.6	14.8	15.0	14.9
● OPERATING MARGIN %											
Foods	7.7	9.3	7.8	14.0	14.9	14.5	14.7	22.6	13.9	20.1	19.3
Refreshment	8.2	13.5	3.1	[0.4]	8.3	11.9	10.6	11.9	9.4	8.4	8.2
Personal Care	16.8	16.7	14.6	15.4	17.1	17.2	15.8	16.0	15.5	16.7	16.4
Home Care	9.7	12.6	8.8	9.1	9.2	8.4	8.1	16.8	8.8	6.1	5.9
Total	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	14.3	13.8

IFRS figures for 2004 to 2011 are presented on the basis of continuing operations as at 31 December 2011.

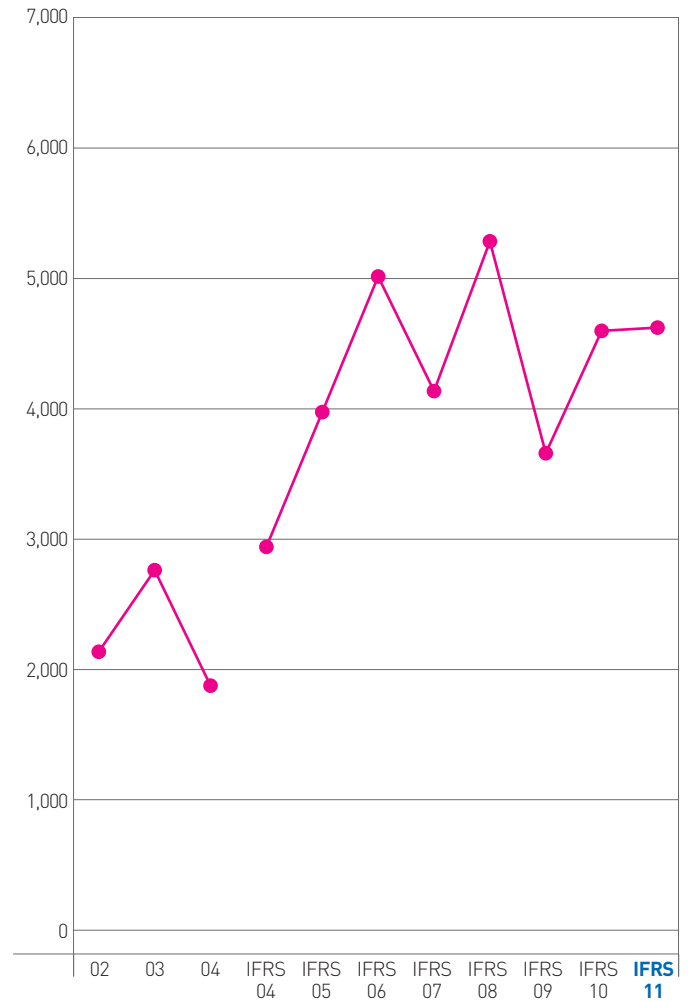
⁽¹⁾ Underlying operating margin means operating margin before the impact of restructuring costs, business disposals, impairments and other one-off items.

PROFIT MARGINS
%

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



NET PROFIT
€ million

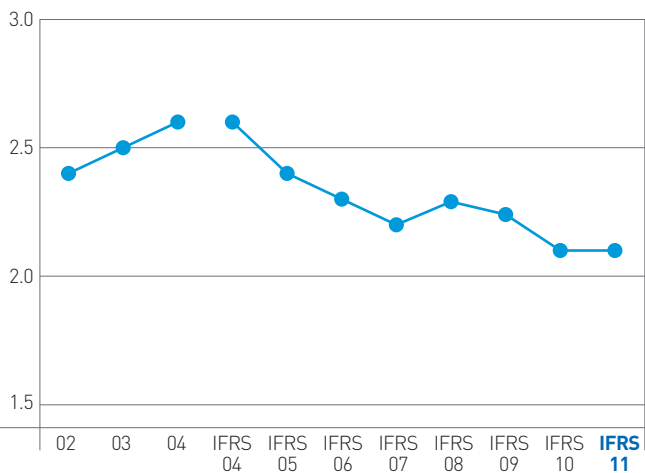


	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
PROFIT MARGINS %											
● Operating margin	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	14.3	13.8
● Profit before tax margin	8.3	10.6	7.0	9.3	11.8	12.2	12.9	17.6	12.3	13.9	13.4
● Net profit margin ⁽¹⁾	4.4	6.4	4.6	7.4	9.8	12.0	9.7	12.4	8.5	9.6	9.2
€ MILLION											
Operating profit	5,091	5,529	3,455	3,981	5,074	5,408	5,245	7,167	5,020	6,339	6,433
Profit before tax	4,053	4,538	2,839	3,453	4,516	4,831	5,184	7,129	4,916	6,132	6,245
● Net profit	2,136	2,762	1,876	2,941	3,975	5,015	4,136	5,285	3,659	4,598	4,623

⁽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



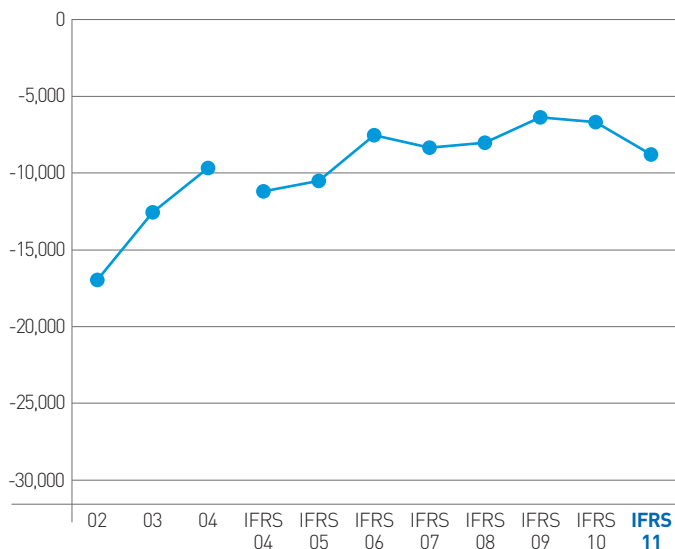
ADVERTISING AND PROMOTIONS

as % of turnover



	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
€ MILLION											
● Research and development	1,166	1,065	1,040	972	932	906	868	927	891	928	1,009
● Advertising and promotions	6,839	6,069	5,704	4,365	4,918	5,203	5,289	5,055	5,302	6,064	6,069

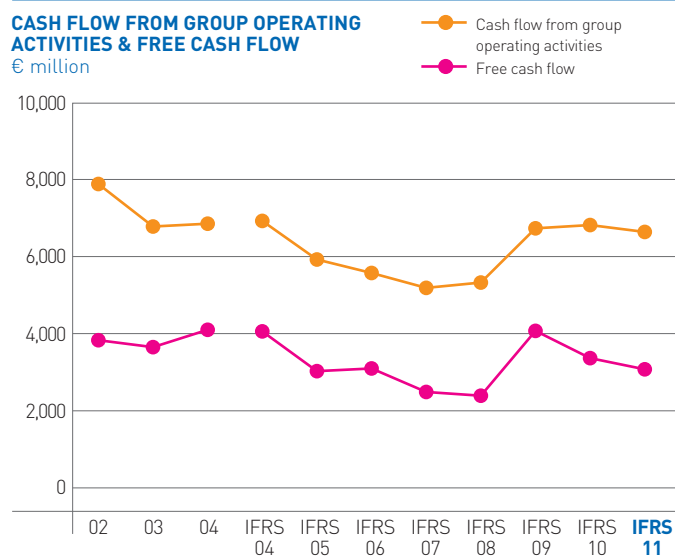
CLOSING NET FUNDS/(DEBT) € million



WORKING CAPITAL RATIOS as % of turnover



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



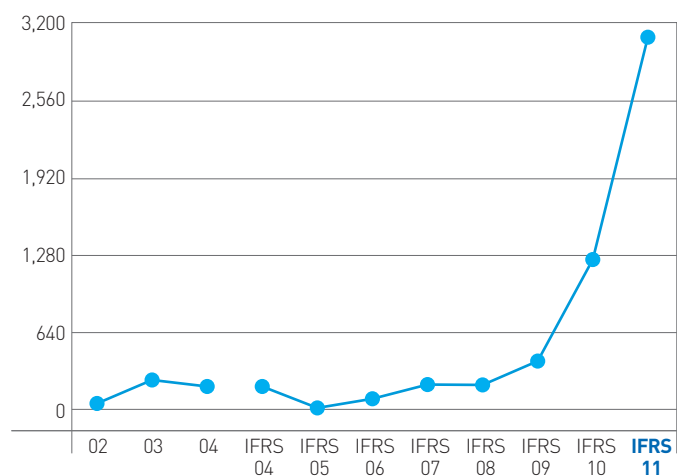
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
CLOSING NET FUNDS/(DEBT)⁽¹⁾											
● € million	(16,966)	(12,555)	(9,663)	(11,185)	(10,502)	(7,523)	(8,335)	(8,012)	(6,357)	(6,668)	(8,781)
● WORKING CAPITAL AS % TURNOVER⁽²⁾	4.9	3.7	3.6	3.0	2.9	2.4	2.1	2.8	0.3	(2.4)	(2.5)
CASH FLOW FROM GROUP OPERATING ACTIVITIES											
● € million	7,883	6,780	6,853	6,925	5,924	5,574	5,188	5,326	6,733	6,818	6,639
FREE CASH FLOW											
● € million	3,830	3,650	4,100	4,059	3,027	3,097	2,487	2,390	4,072	3,365	3,075

⁽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

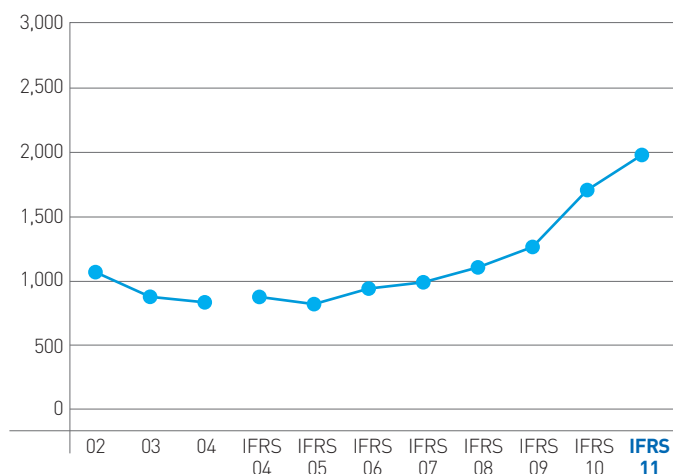


	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
ACQUISITION OF GROUP COMPANIES⁽¹⁾											
● € million	57	252	198	198	20	96	214	211	409	1,252	3,098
DISPOSAL OF GROUP COMPANIES⁽¹⁾											
● € million	1,812	874	514	514	804	1,873	164	2,476	270	891	1,378
NUMBER OF ACQUISITIONS/DISPOSALS	38	61	47	47	25	26	26	24	15	12	31

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

NET CAPITAL EXPENDITURE

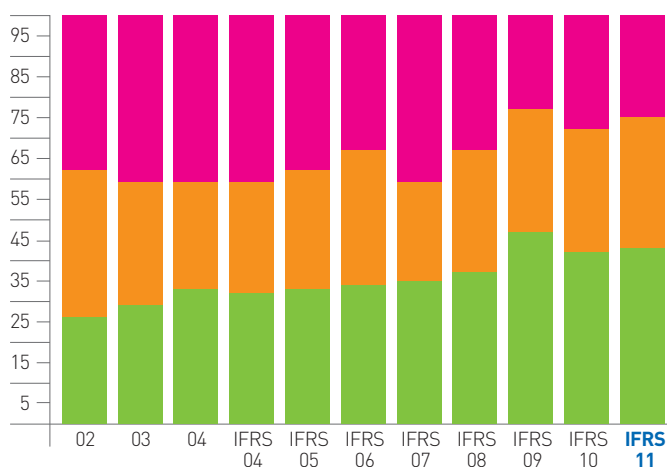
€ million



BY GEOGRAPHICAL AREA

as % of total of net capital expenditure

Western Europe
The Americas
Asia Africa CEE



NET CAPITAL EXPENDITURE

as % of turnover



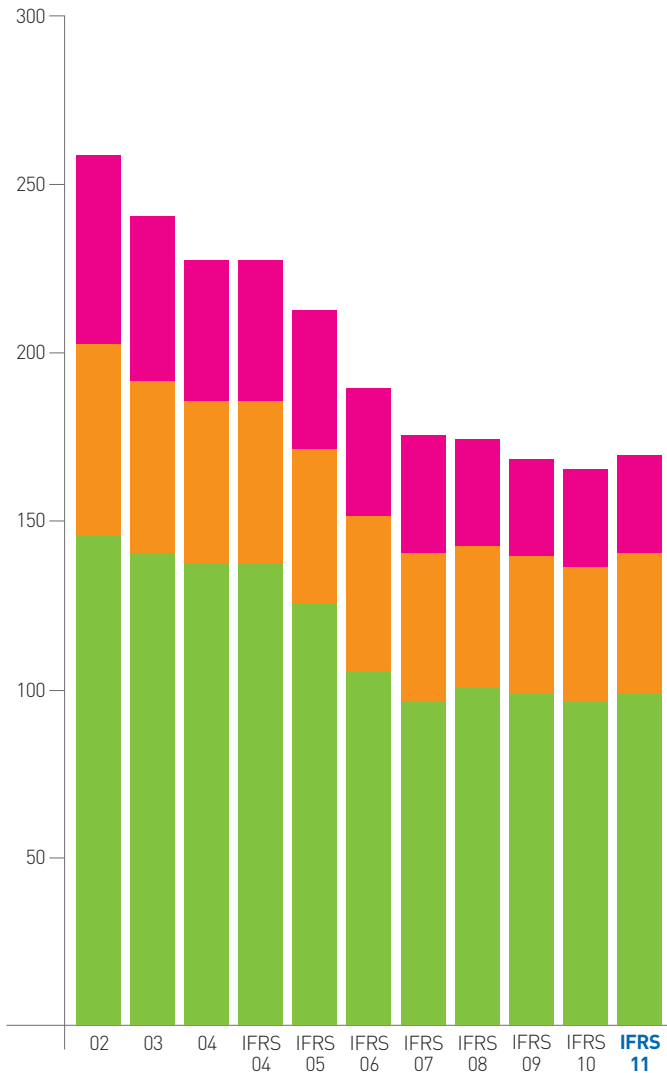
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
NET CAPITAL EXPENDITURE⁽¹⁾											
● € million	1,062	870	827	869	813	934	983	1,099	1,258	1,701	1,974
● as % of turnover	2.2	2.0	2.0	2.3	2.1	2.4	2.4	2.7	3.2	3.8	4.2
BY GEOGRAPHICAL AREA AS % OF TOTAL NET CAPITAL EXPENDITURE											
■ Asia Africa CEE	26	29	33	32	33	34	35	37	47	42	43
■ The Americas	36	30	26	27	29	33	24	30	30	30	32
■ Western Europe	38	41	41	41	38	33	41	33	23	28	25
Total	100	100	100	100	100	100	100	100	100	100	100

⁽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

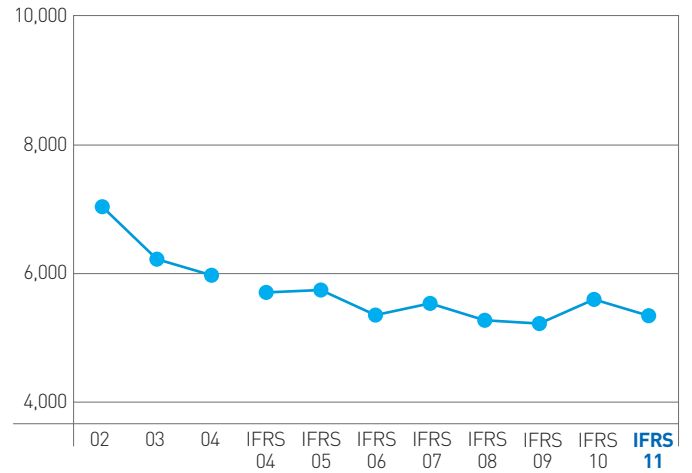
€ thousand

- Western Europe
- The Americas
- Asia Africa CEE



STAFF COSTS

€ million



TURNOVER PER EMPLOYEE

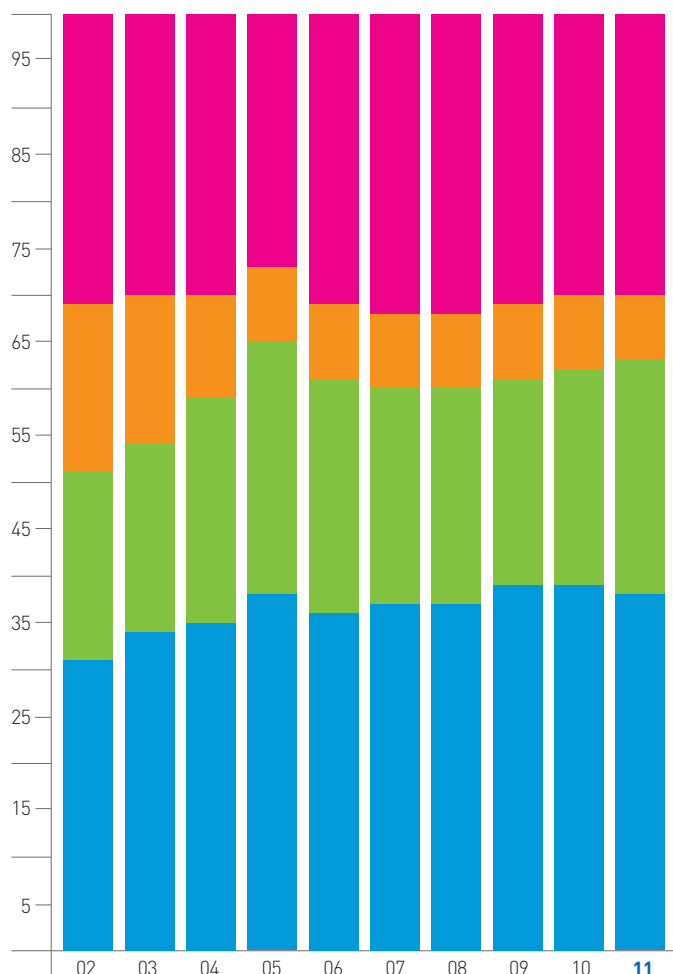
€ thousand



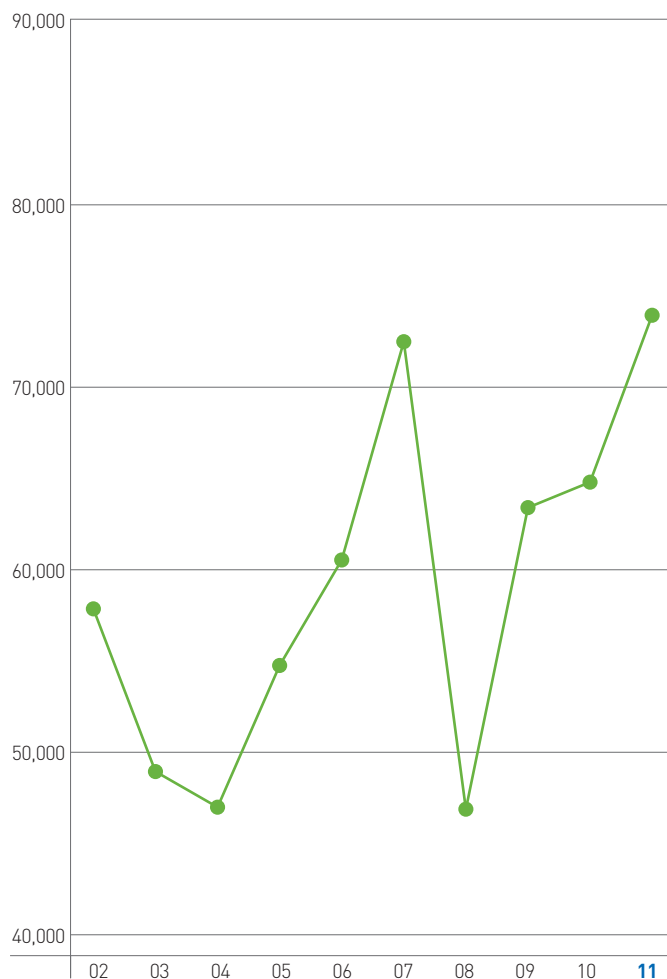
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
AVERAGE NUMBER OF EMPLOYEES (000'S)											
■ Asia Africa CEE	145	140	137	137	125	105	96	100	98	96	98
■ The Americas	57	51	48	48	46	46	44	42	41	40	42
■ Western Europe	56	49	42	42	41	38	35	32	29	29	29
Total	258	240	227	227	212	189	175	174	168	165	169
of which in plantations	62	60	57	57	51	36	27	31	31	29	27
STAFF COSTS											
● € million	7,042	6,225	5,975	5,708	5,745	5,355	5,537	5,274	5,223	5,599	5,345
TURNOVER PER EMPLOYEE											
● € thousand	189	179	178	164	181	210	230	233	237	268	275

COMBINED DISTRIBUTION OF SHARES (ESTIMATED)
%

United Kingdom
Netherlands
United States
Other

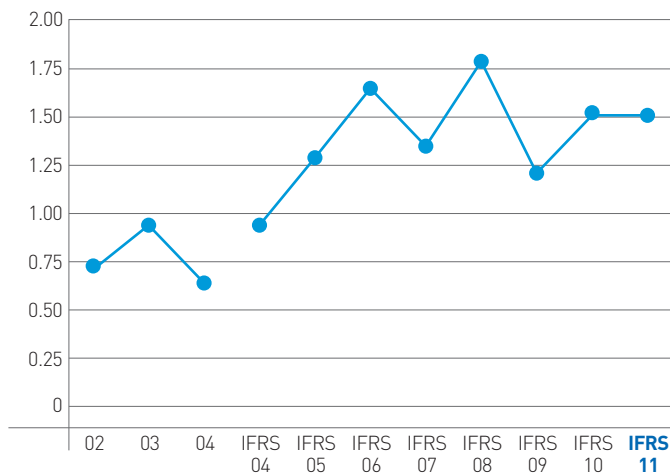


COMBINED MARKET CAPITALISATION
€ million

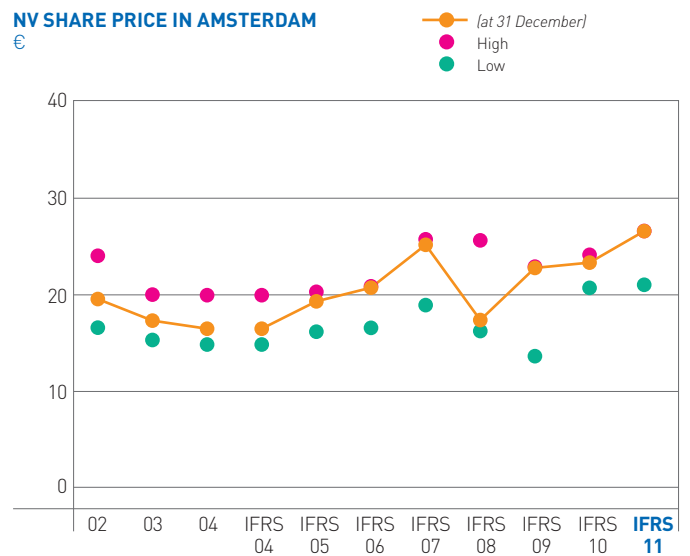


	02	03	04	05	06	07	08	09	10	11
BY COUNTRY AS % OF TOTAL COMBINED DISTRIBUTION OF SHARES (ESTIMATED)										
United Kingdom	31	30	30	27	31	32	32	31	30	30
Netherlands	18	16	11	8	8	8	8	8	8	7
United States	20	20	24	27	25	23	23	22	23	25
Other	31	34	35	38	36	37	37	39	39	38
Total	100	100	100	100	100	100	100	100	100	100
COMBINED MARKET CAPITALISATION AT 31 DECEMBER										
€ million	57,860	48,943	46,991	54,757	60,538	72,501	46,882	63,409	64,803	73,949

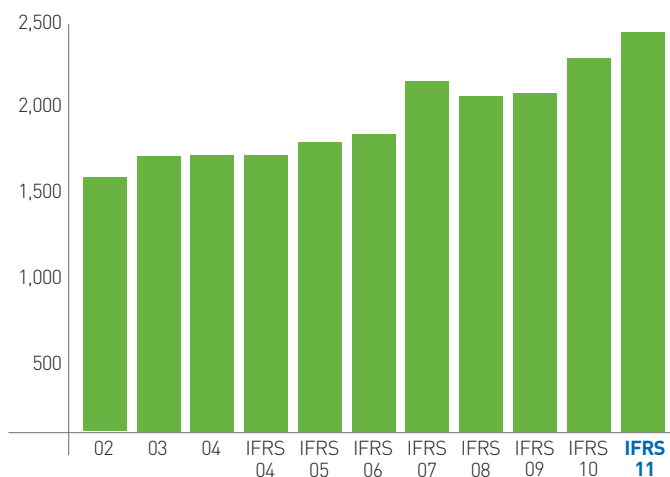
EARNINGS PER SHARE
€



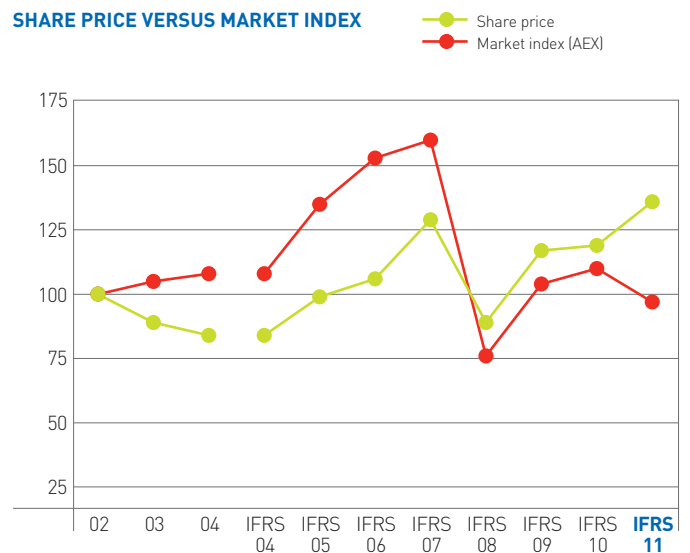
NV SHARE PRICE IN AMSTERDAM
€



CASH DIVIDEND PAID
€ million



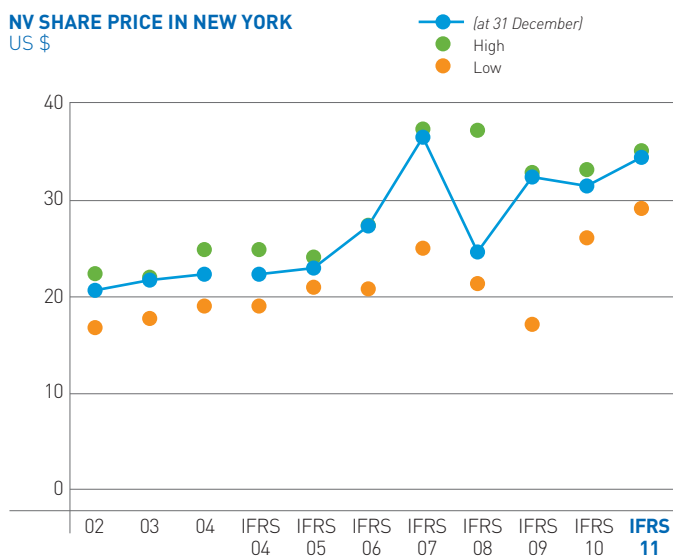
SHARE PRICE VERSUS MARKET INDEX



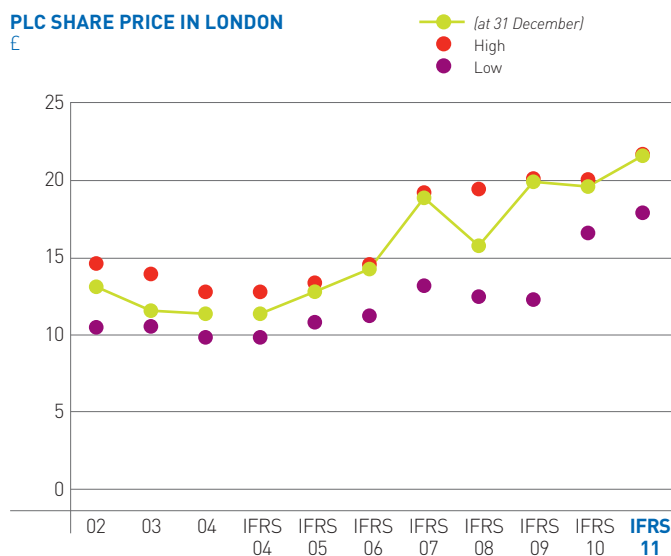
	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
EARNINGS PER SHARE⁽¹⁾											
● Earnings per share	0.71	0.94	0.64	0.94	1.29	1.65	1.35	1.79	1.21	1.51	1.51
DIVIDEND⁽²⁾											
■ Cash dividend paid (€ million)	1,580	1,715	1,720	1,720	1,804	1,851	2,182	2,086	2,106	2,323	2,485
NV SHARE PRICE IN AMSTERDAM											
● (at 31 December)	19.52	17.28	16.44	16.44	19.28	20.70	25.15	17.34	22.75	23.30	26.57
● High	24.01	19.98	19.92	19.92	20.27	20.84	25.72	25.61	22.88	24.11	26.58
● Low	16.55	15.27	14.80	14.80	16.13	16.53	18.89	16.20	13.59	20.68	21.00
SHARE PRICE VERSUS MARKET INDEX (31 December 2002 = 100)											
● Share price	100	89	84	84	99	106	129	89	117	119	136
● Market index (AEX)	100	105	108	108	135	153	160	76	104	110	97

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.
⁽²⁾ Dividend figures do not include the one-off dividend paid in 2006.

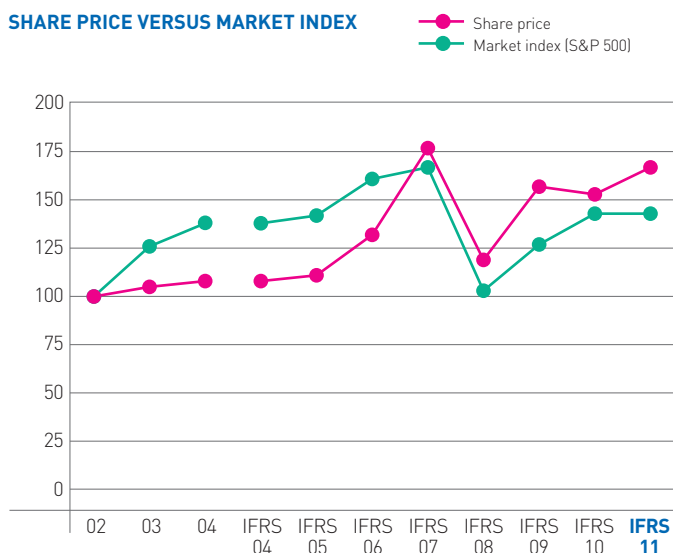
NV SHARE PRICE IN NEW YORK
US \$



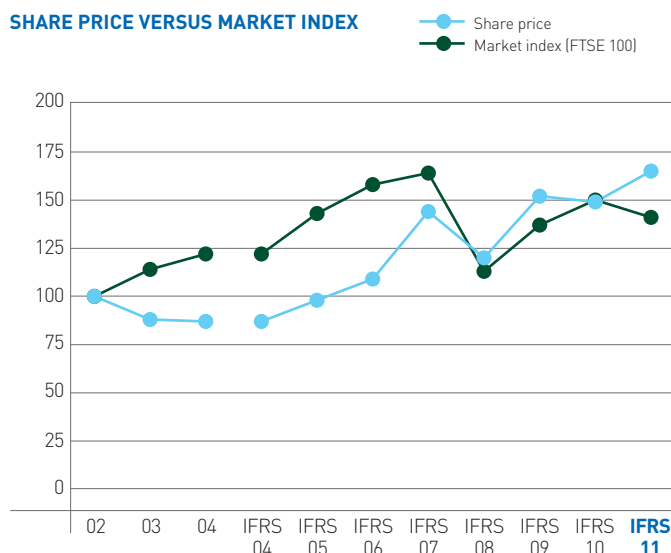
PLC SHARE PRICE IN LONDON
£



SHARE PRICE VERSUS MARKET INDEX

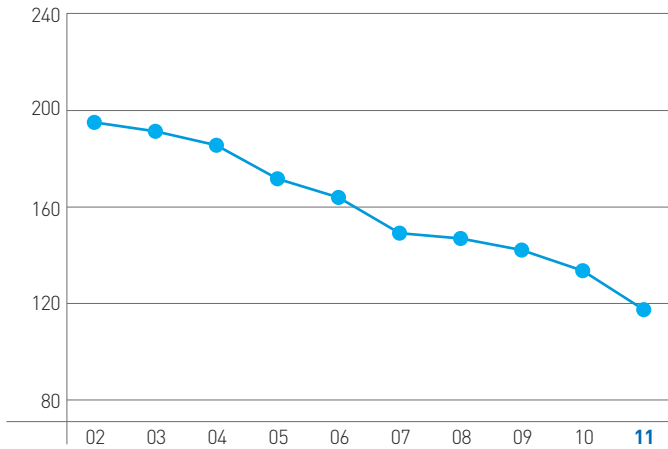


SHARE PRICE VERSUS MARKET INDEX

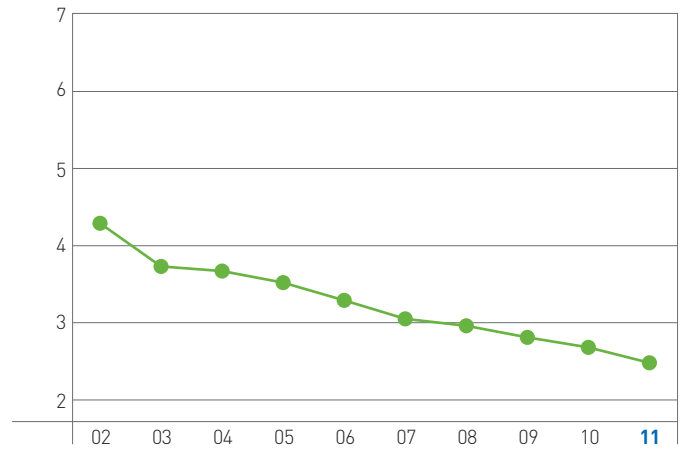


	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10	IFRS 11
NV SHARE PRICE IN NEW YORK											
● (at 31 December)	20.57	21.63	22.24	22.24	22.88	27.25	36.46	24.55	32.33	31.40	34.37
● High	22.30	21.63	24.80	24.80	24.02	27.32	37.31	37.18	32.80	33.10	35.06
● Low	16.70	17.65	18.94	18.94	20.89	20.72	24.94	21.27	17.04	26.02	29.07
SHARE PRICE VERSUS MARKET INDEX (31 December 2002 = 100)											
● Share price	100	105	108	108	111	132	177	119	157	153	167
● Market index (S&P 500)	100	126	138	138	142	161	167	103	127	143	143
PLC SHARE PRICE IN LONDON											
● (at 31 December)	13.13	11.58	11.38	11.38	12.81	14.28	18.90	15.79	19.94	19.63	21.63
● High	14.64	13.96	12.80	12.80	13.39	14.28	19.24	19.47	20.15	20.09	21.73
● Low	10.50	10.56	9.85	9.85	10.83	11.25	13.20	12.49	12.30	16.62	17.93
SHARE PRICE VERSUS MARKET INDEX (31 December 2002 = 100)											
● Share price	100	88	87	87	98	109	144	120	152	149	165
● Market index (FTSE 100)	100	114	122	122	143	158	164	113	137	150	141

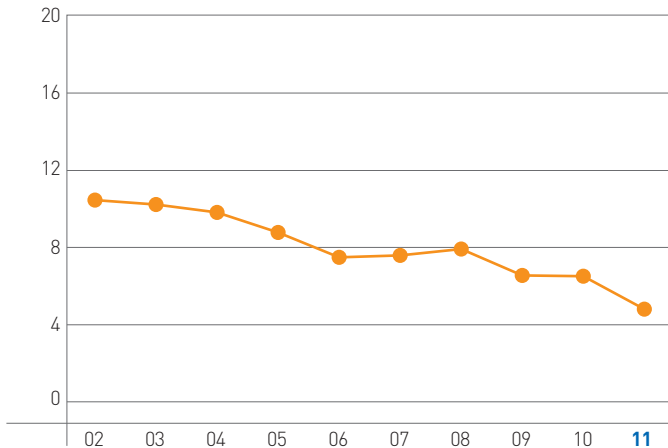
CO₂ FROM ENERGY
kg/tonne of production



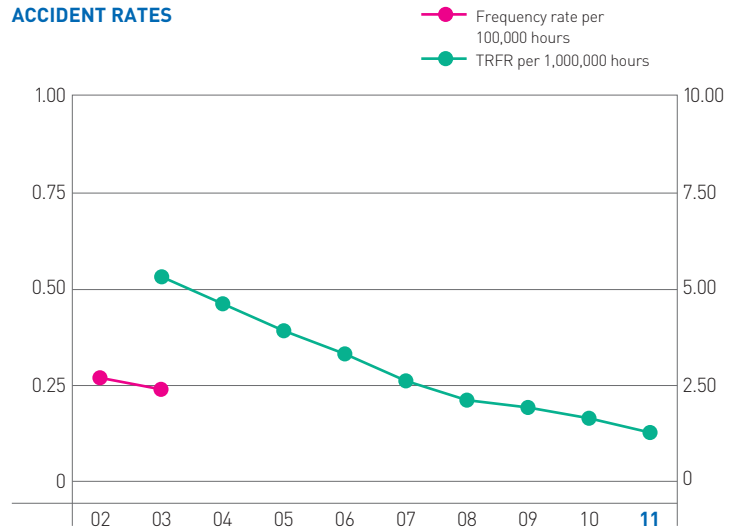
WATER USAGE
m³/tonne of production



TOTAL WASTE
kg/tonne of production



ACCIDENT RATES



	02	03	04	05	06	07	08	09	10	11 ^(a)
● CO ₂ from energy (kg/tonne of production)	195.17	191.46	185.67	171.75	164.59	149.18	146.97	142.16	133.59	117.41
● Water usage (m ³ /tonne of production)	4.29	3.73	3.67	3.52	3.29	3.05	2.96	2.81	2.68	2.48
● Total waste (kg/tonne of production)	10.43	10.20	9.79	8.75	7.46	7.56	7.89	6.52	6.48	4.77
● Accident frequency rate per 100,000 hours	0.27	0.24	-	-	-	-	-	-	-	-
● Total recordable accident frequency rate (TRFR) per 1,000,000 hours ^(b)	-	5.30	4.60	3.90	3.30	2.60	2.10	1.91	1.63	1.26

^(a) Data for 2011 is preliminary. It will be independently assured by the end of June 2012 and reported in the online version of the Unilever Sustainable Living Plan report 2011 at www.unilever.com/sustainability.

^(b) As a consequence of improving our safety performance over many years, Unilever decided to increase the denominator used to calculate TRFR from 100,000 to 1,000,000 hours. Using this new higher factor has the effect of increasing our current and historical TRFR data by a factor of ten, as shown in the table above.

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