



Unilever

Unilever  
Charts 2010

Creating a better  
future every day



## 1 Unilever Charts 2010

The following pages give figures for the years 2001-2010, expressed in graphical form.

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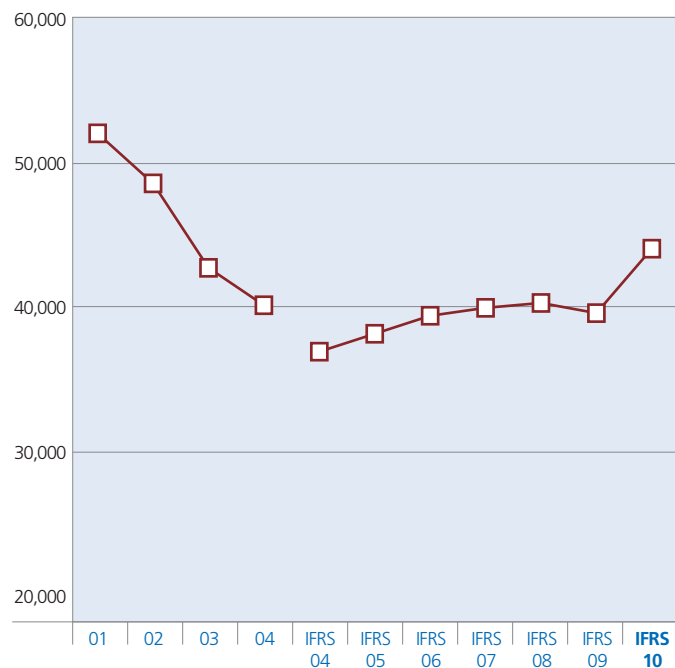
### Notes

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.

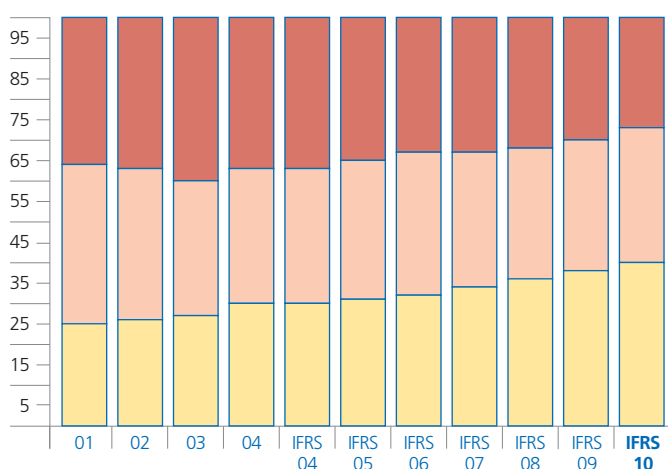
Unilever adopted International Financial Reporting Standards (IFRS) with effect from 1 January 2005, with a transition date of 1 January 2004. These differ in certain respects from those generally accepted in the United States. Where relevant, information for 2004 is provided both as published in Unilever's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

## 2 Turnover and underlying sales growth

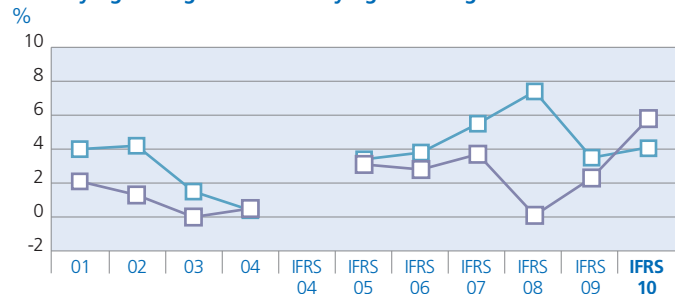
### Turnover million



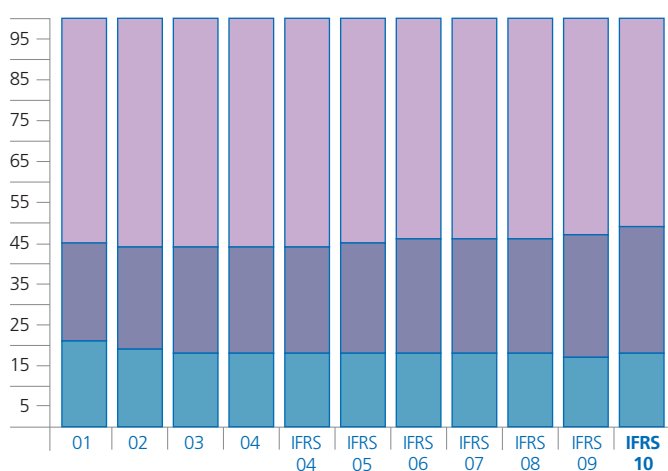
### by geographical area as % of turnover



### Underlying sales growth/Underlying volume growth %



### by product area as % of turnover

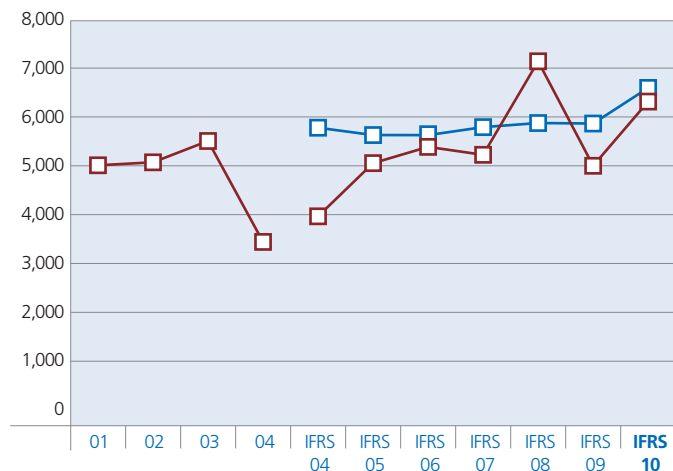


	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Turnover</b>											
■ € million	52,206	48,760	42,942	40,366	37,168	38,401	39,642	40,187	40,523	39,823	44,262
<b>by geographical area as % of turnover</b>											
■ Asia Africa CEE	25	26	27	27	30	31	32	34	36	38	40
■ The Americas	39	37	33	33	33	34	35	33	32	32	33
■ Western Europe	36	37	40	40	37	35	33	33	32	30	27
Total	100	100	100	100	100	100	100	100	100	100	100
<b>by product area as % of turnover</b>											
■ Foods	55	56	56	56	56	55	54	54	54	53	51
■ Personal care	24	25	26	26	26	27	28	28	28	30	31
■ Home care and other	21	19	18	18	18	18	18	18	18	17	18
Total	100	100	100	100	100	100	100	100	100	100	100
□ Underlying sales growth %	4.0	4.2	1.5	0.4	3.4	3.8	5.5	7.4	3.5	4.1	
□ Underlying volume growth %	2.1	1.3	0.0	0.5	3.1	2.8	3.7	0.1	2.3	5.8	
Underlying price growth %	1.9	2.9	1.5	(0.2)	0.1	0.9	1.8	7.2	1.2	(1.6)	

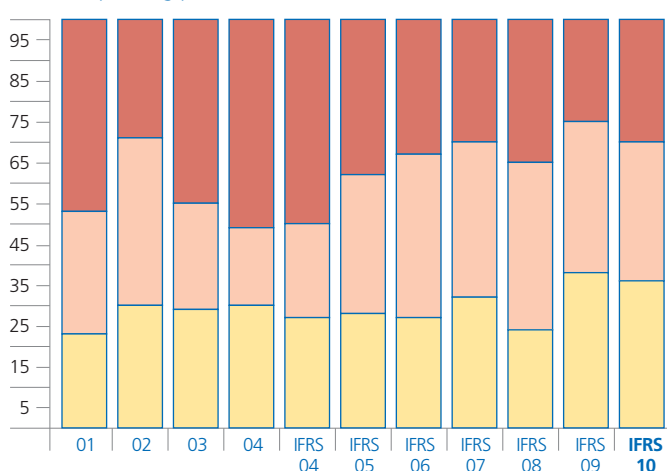
IFRS figures for 2004 to 2010 are presented on the basis of continuing operations as at 31 December 2010.

### 3 Operating profit

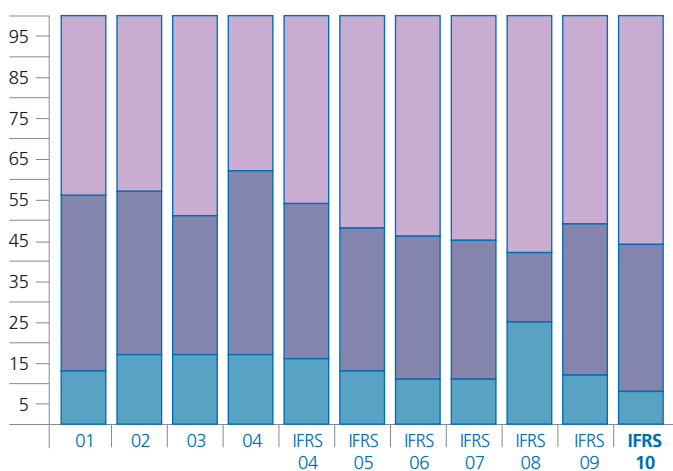
**Operating profit**  
million



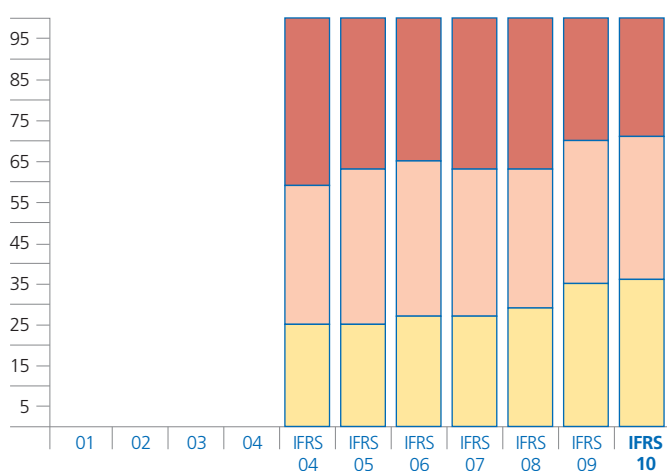
**by geographical area**  
as % of operating profit after RDIs



**by product area**  
as % of operating profit



**by geographical area**  
as % of operating profit before RDIs



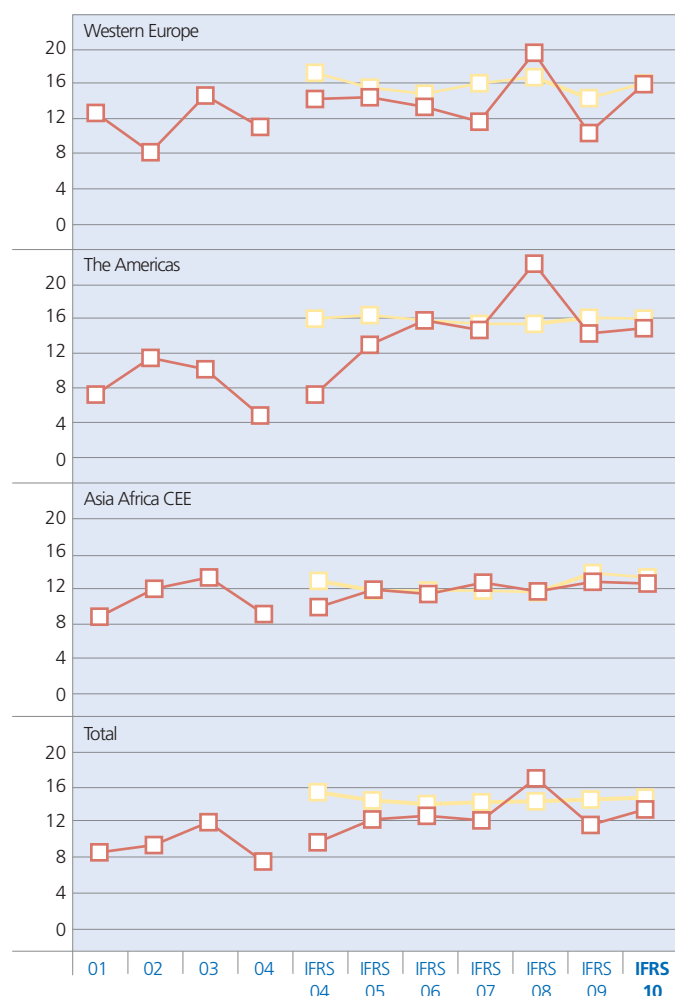
	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Operating profit</b>											
■ € million	5,030	5,091	5,529	3,455	3,981	5,074	5,408	5,245	7,167	5,020	6,339
<b>Operating profit before RDIs<sup>(1)</sup></b>											
■ € million					5,802	5,651	5,650	5,814	5,898	5,888	6,620
<b>by geographical area as % of operating profit</b>											
■ Asia Africa CEE	23	30	29	30	27	28	27	32	24	38	36
■ The Americas	30	41	26	19	23	34	40	38	41	37	34
■ Western Europe	47	29	45	51	50	38	33	30	35	25	30
Total	100	100	100	100	100	100	100	100	100	100	100
<b>by geographical area as % of operating profit before RDIs<sup>(1)</sup></b>											
■ Asia Africa CEE					25	25	27	27	29	35	36
■ The Americas					34	38	38	36	34	35	35
■ Western Europe					41	37	35	37	37	30	29
Total					100	100	100	100	100	100	100
<b>by product area as % of operating profit</b>											
■ Foods	44	43	49	38	46	52	54	55	58	51	56
■ Personal Care	43	40	34	45	38	35	35	34	17	37	36
■ Home Care and other	13	17	17	17	16	13	11	11	25	12	8
Total	100	100	100	100	100	100	100	100	100	100	100

IFRS figures for 2004 to 2010 are presented on the basis of continuing operations as at 31 December 2010.

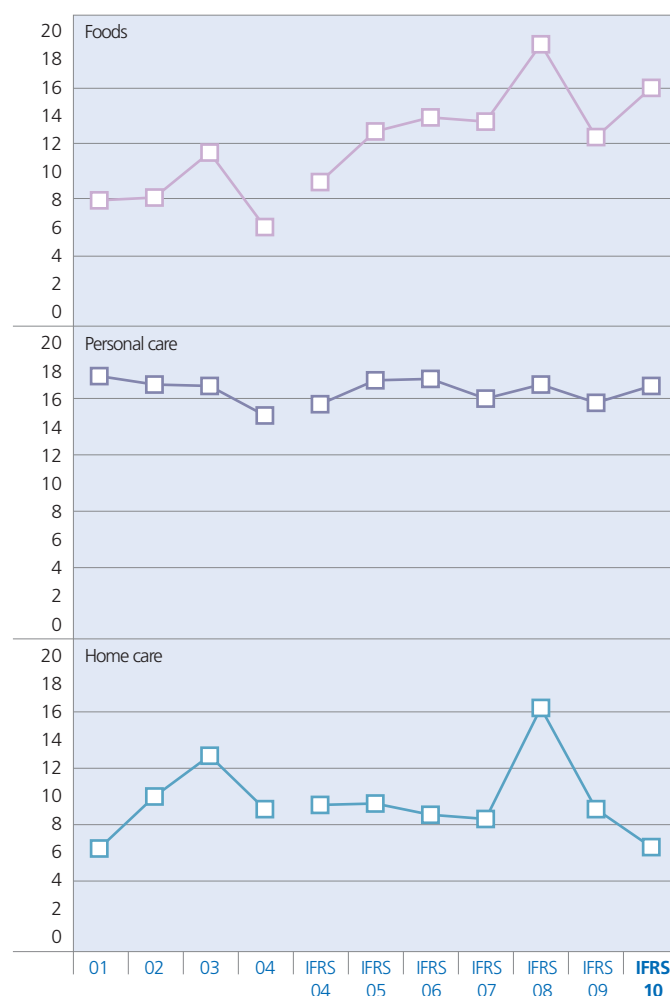
<sup>(1)</sup> RDIs are restructuring, disposals, impairments and other one-off items.

## 4 Operating margins

by geographical area: after RDIs ■ before RDIs ■  
%



by product area  
%



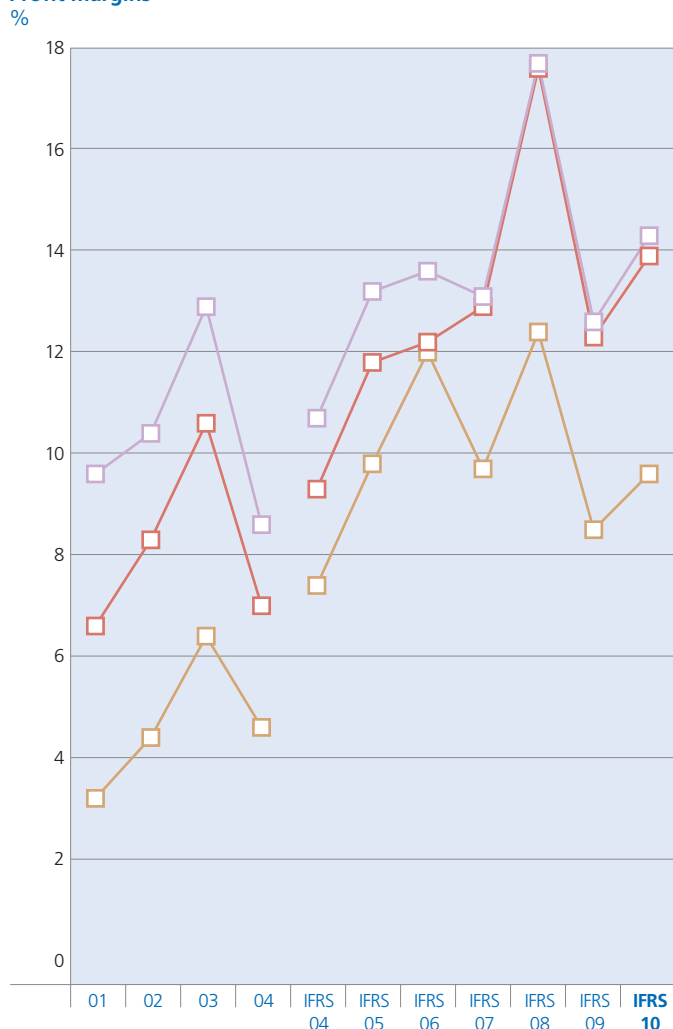
	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>by geographical area %</b>											
Asia Africa CEE	8.9	12.1	13.4	9.2	10.0	12.0	11.5	12.8	11.8	12.9	<b>12.7</b>
The Americas	7.3	11.5	10.2	4.9	7.3	13.0	15.8	14.7	22.3	14.3	<b>14.9</b>
Western Europe	12.7	8.2	14.7	11.1	14.3	14.5	13.4	11.7	19.6	10.4	<b>16.0</b>
Total	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	<b>14.3</b>
<b>by geographical area before RDIs % <sup>(1)</sup></b>											
Asia Africa CEE					13.0	11.9	11.9	11.9	11.7	13.9	<b>13.4</b>
The Americas					16.0	16.4	15.8	15.4	15.4	16.1	<b>16.0</b>
Western Europe					17.3	15.6	14.9	16.1	16.8	14.4	<b>16.1</b>
Total					15.6	14.7	14.3	14.5	14.6	14.8	<b>15.0</b>
<b>by product area %</b>											
█ Foods	7.7	7.9	11.1	5.8	9.0	12.6	13.6	13.3	18.8	12.2	<b>15.7</b>
█ Personal Care	17.4	16.8	16.7	14.6	15.4	17.1	17.2	15.8	16.8	15.5	<b>16.7</b>
█ Home Care and other	6.0	9.7	12.6	8.8	9.1	9.2	8.4	8.1	16.0	8.8	<b>6.1</b>
Total	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	<b>14.3</b>

IFRS figures for 2004 to 2010 are presented on the basis of continuing operations as at 31 December 2010.

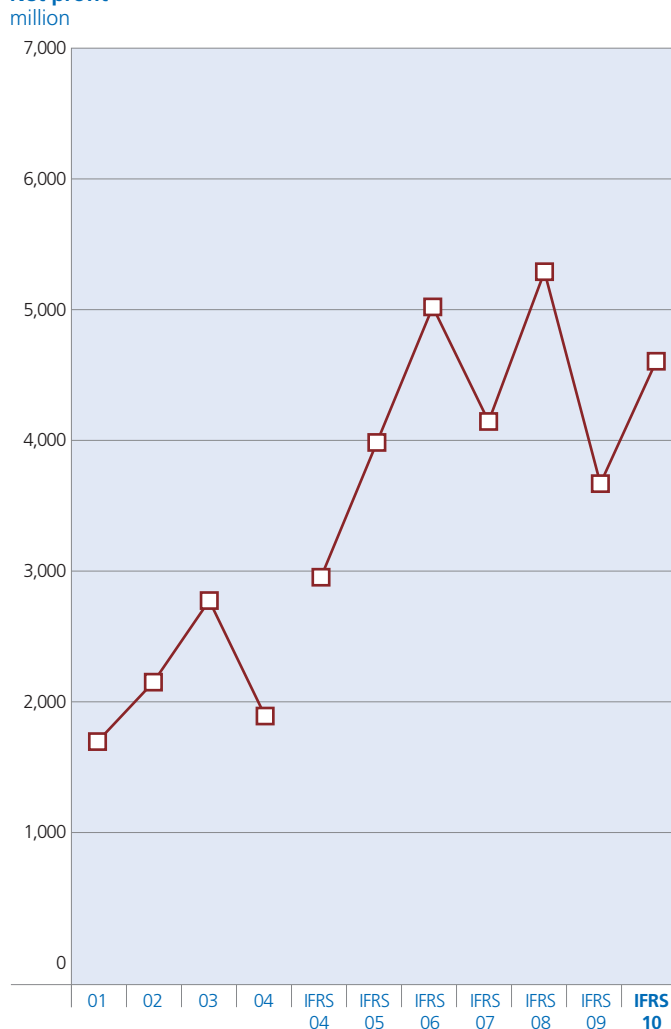
<sup>(1)</sup> RDIs are restructuring, disposals, impairments and other one-off items.

## 5 Profit margins

### Profit margins



### Net profit

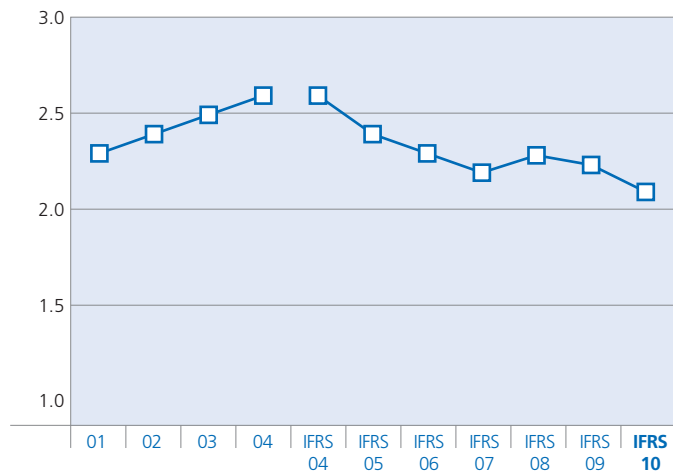


	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Profit margins %</b>											
Operating margin	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7	12.6	<b>14.3</b>
Profit before tax margin	6.6	8.3	10.6	7.0	9.3	11.8	12.2	12.9	17.6	12.3	<b>13.9</b>
Net profit margin <sup>(1)</sup>	3.2	4.4	6.4	4.6	7.4	9.8	12.0	9.7	12.4	8.5	<b>9.6</b>
<b>€ million</b>											
Operating profit	5,030	5,091	5,529	3,455	3,981	5,074	5,408	5,245	7,167	5,020	<b>6,339</b>
Profit before tax	3,438	4,053	4,538	2,839	3,453	4,516	4,831	5,184	7,129	4,916	<b>6,132</b>
Net profit	1,680	2,136	2,762	1,876	2,941	3,975	5,015	4,136	5,285	3,659	<b>4,598</b>

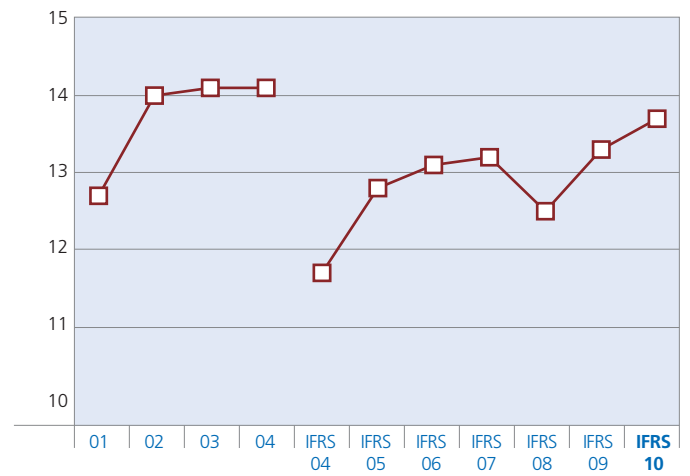
<sup>(1)</sup> Net profit margin is expressed as net profit attributable to shareholder's equity as a percentage of turnover from continuing operations.

## 6 Research and development, advertising and promotions

**Research and development**  
as % of turnover



**Advertising and promotions**  
as % of turnover

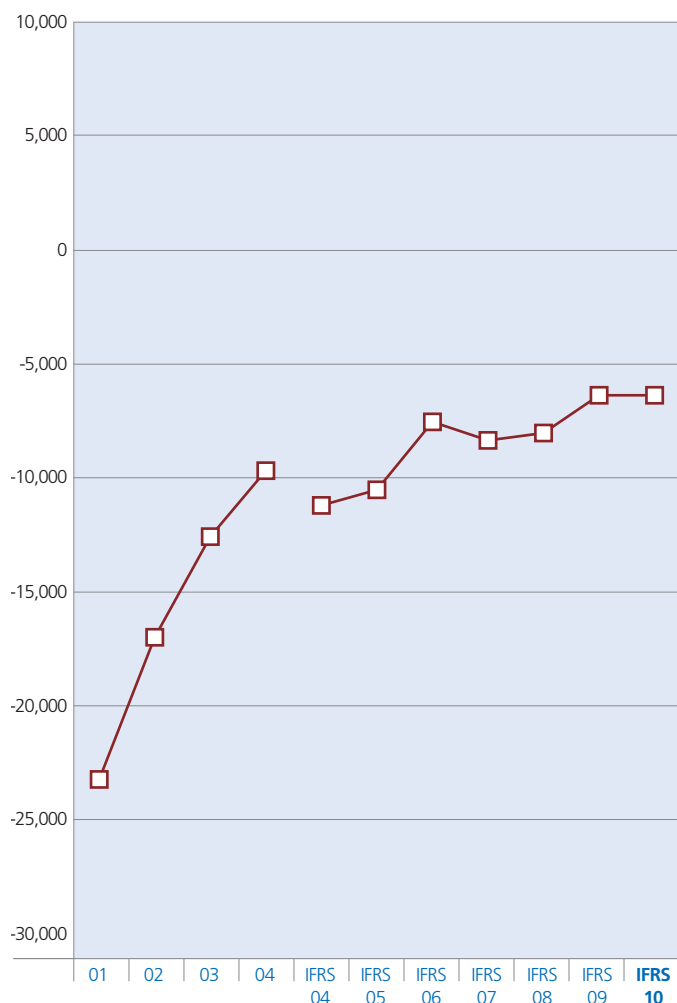


	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>€ million</b>											
■ Research and development	1,178	1,166	1,065	1,040	972	932	906	868	927	891	<b>928</b>
■ Advertising and promotions	6,648	6,839	6,069	5,704	4,365	4,918	5,203	5,289	5,055	5,302	<b>6,064</b>

## 7 Net funds/(debt) and cash flow

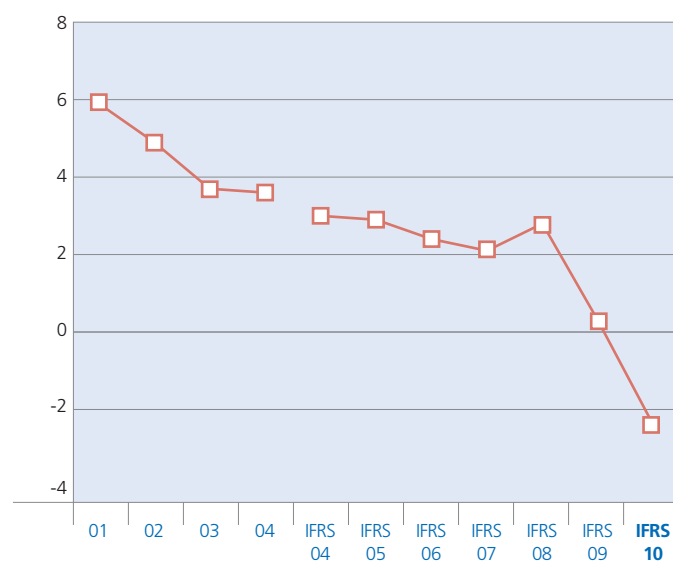
### Closing net funds/(debt)

million



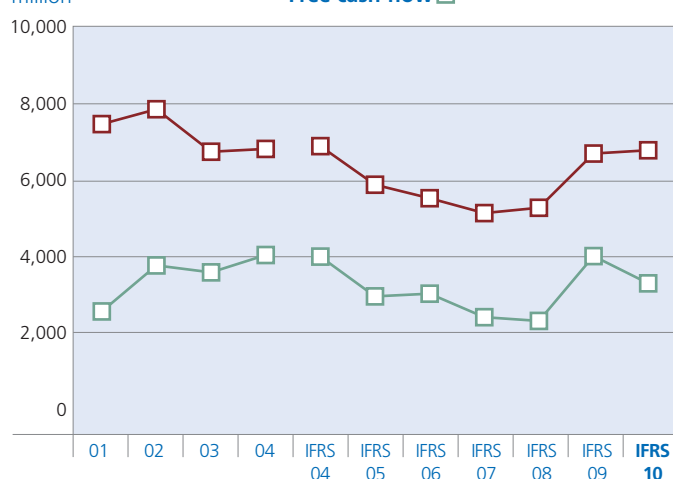
### Working capital ratios

as % of turnover



### Cash flow from group operating activities

million



	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Closing net funds/(debt) <sup>(1)</sup></b>											
■ € million	(23,199)	(16,966)	(12,555)	(9,663)	(11,185)	(10,502)	(7,523)	(8,335)	(8,012)	(6,357)	<b>(6,668)</b>
<b>Working capital as % turnover <sup>(2)</sup></b>											
■	5.9	4.9	3.7	3.6	3.0	2.9	2.4	2.1	2.8	0.3	<b>(2.4)</b>
<b>Cash flow from group operating activities</b>											
■ € million	7,497	7,883	6,780	6,853	6,925	5,924	5,574	5,188	5,326	6,733	<b>6,818</b>
<b>Free cash flow</b>											
■ € million	2,636	3,830	3,650	4,100	4,059	3,027	3,097	2,487	2,390	4,072	<b>3,365</b>

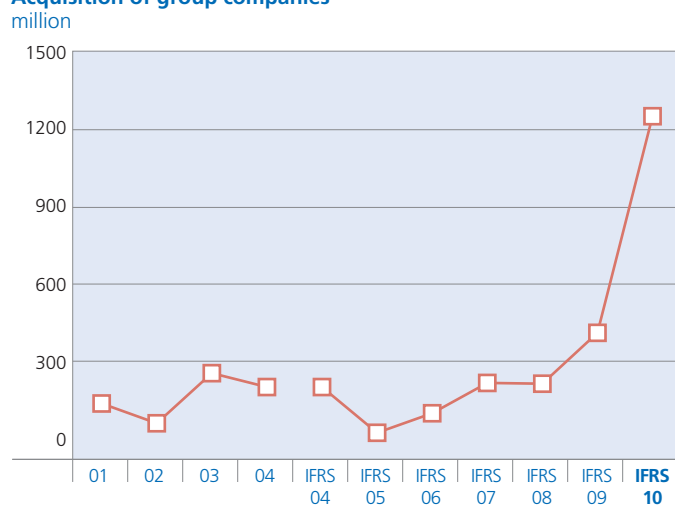
<sup>(1)</sup> Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange).

<sup>(2)</sup> 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.

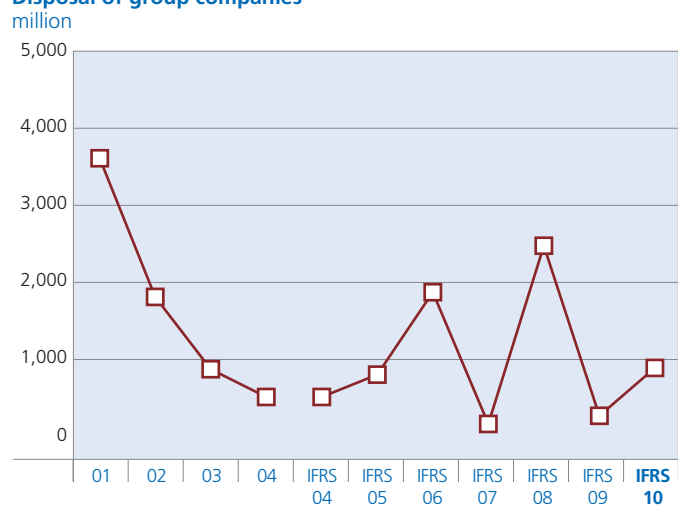


## 8 Acquisitions and disposals

### Acquisition of group companies



### Disposal of group companies



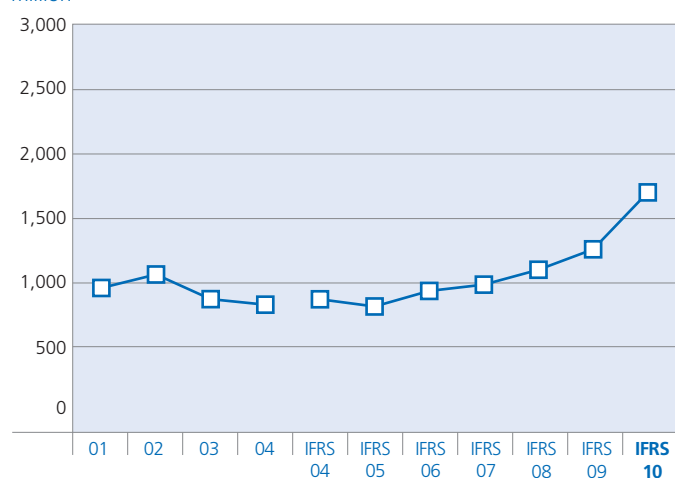
	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Acquisition of group companies <sup>(1)</sup></b>											
■ € million	134	57	252	198	198	20	96	214	211	409	<b>1,252</b>
<b>Disposal of group companies <sup>(1)</sup></b>											
■ € million	3,611	1,812	874	514	514	804	1,873	164	2,476	270	<b>891</b>
<b>Number of acquisition/disposals</b>	34	38	61	47	47	25	26	26	24	15	<b>12</b>

<sup>(1)</sup> These figures represent the cash flow from acquisitions and disposals respectively.

## 9 Capital expenditure

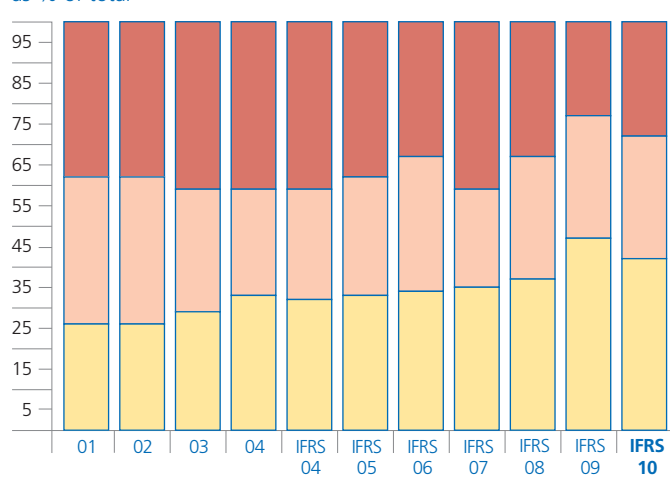
### Net capital expenditure

million



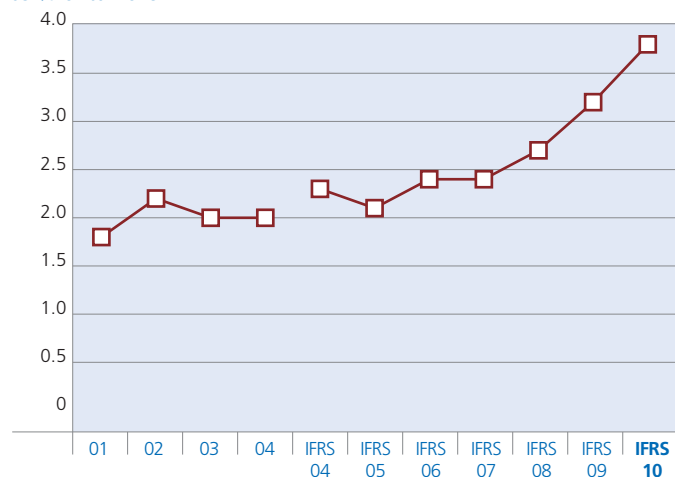
### Net capital expenditure by geographical area

as % of total



### Net capital expenditure

as % of turnover

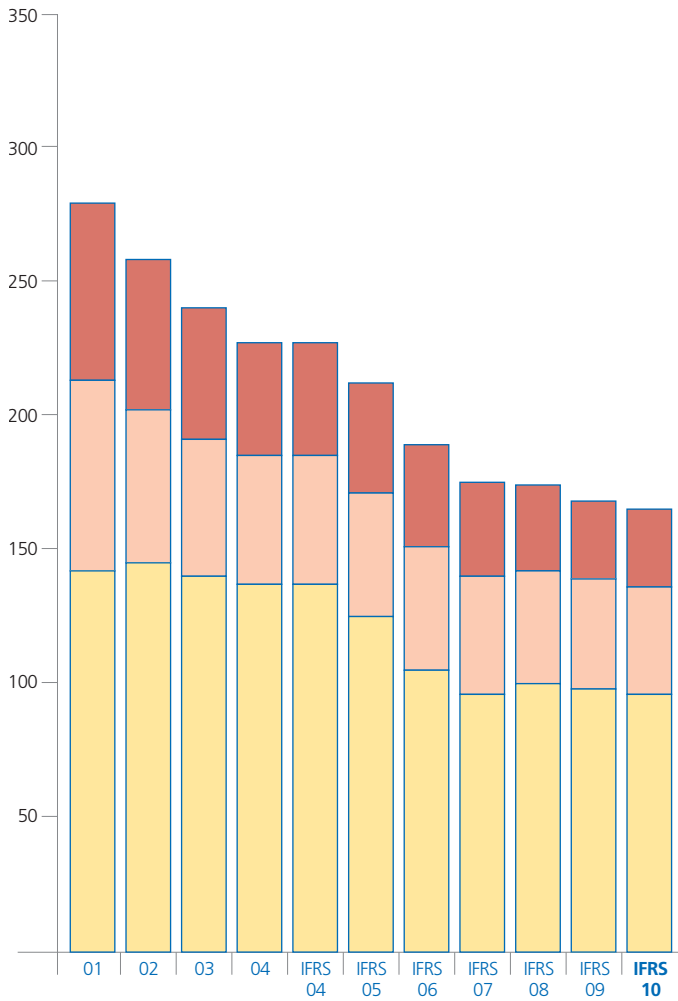


	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Net capital expenditure<sup>(1)</sup></b>											
■ € million	957	1,062	870	827	869	813	934	983	1,099	1,258	<b>1,701</b>
■ as % of turnover	1.8	2.2	2.0	2.0	2.3	2.1	2.4	2.4	2.7	3.2	<b>3.8</b>
<b>by geographical area as % of total</b>											
■ Asia Africa CEE	26	26	29	33	32	33	34	35	37	47	<b>42</b>
■ The Americas	36	36	30	26	27	29	33	24	30	30	<b>30</b>
■ Western Europe	38	38	41	41	41	38	33	41	33	23	<b>28</b>
Total	100	100	100	100	100	100	100	100	100	100	<b>100</b>

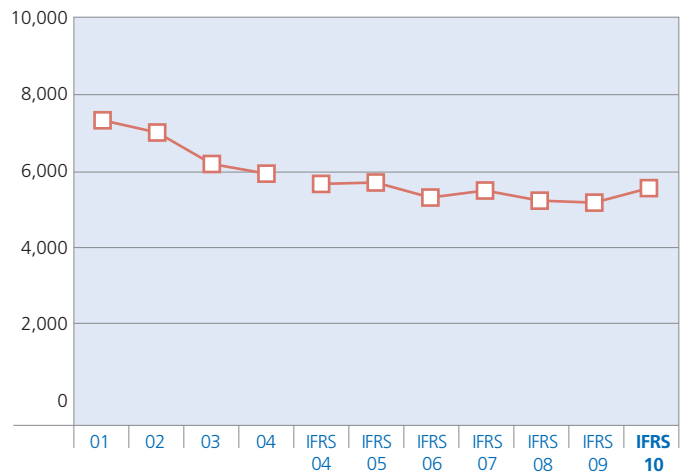
<sup>(1)</sup> Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and, under IFRS, from purchases and disposals of intangible assets, principally software.

# 10 Personnel numbers and staff costs

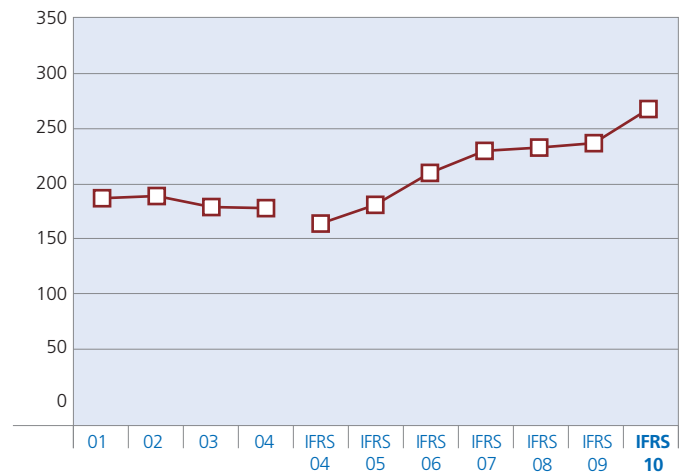
**Average number of employees**  
thousand



**Staff costs**  
million



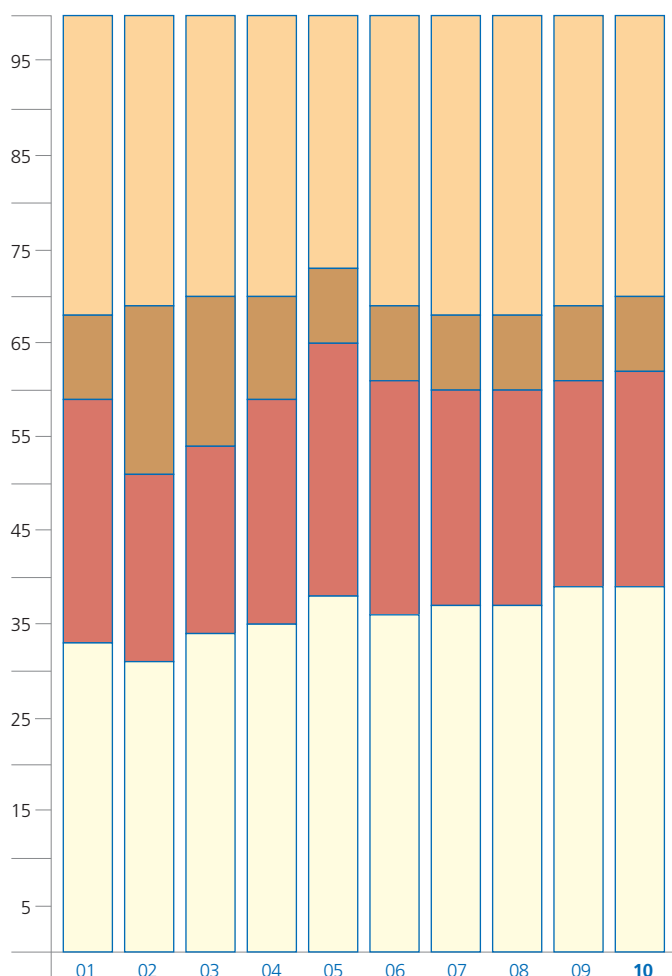
**Turnover per employee**  
thousand



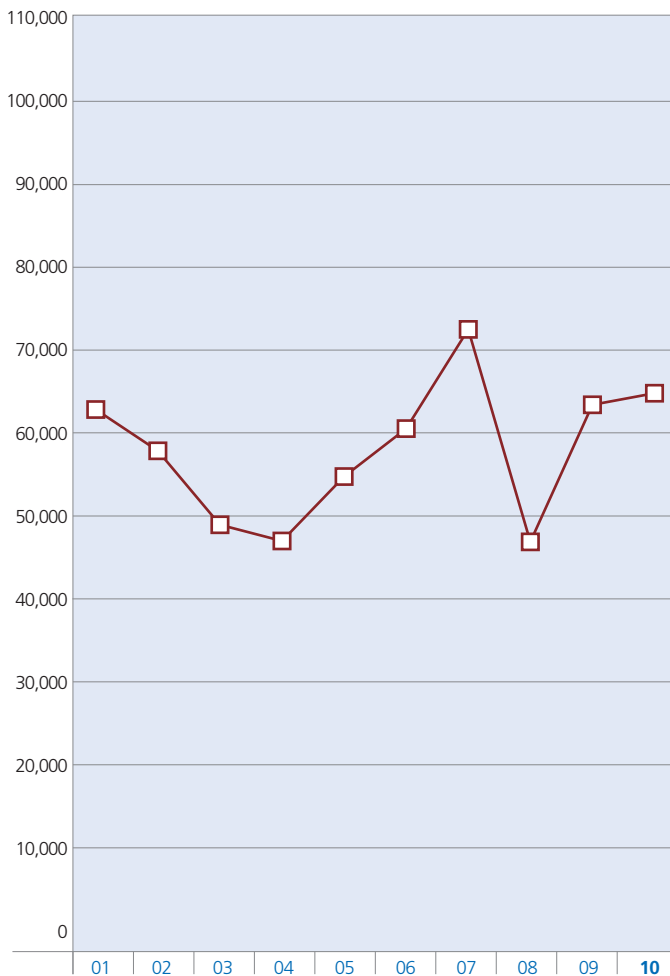
	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Average number of employees (000's)</b>											
■ Asia Africa CEE	142	145	140	137	137	125	105	96	100	98	96
■ The Americas	71	57	51	48	48	46	46	44	42	41	40
■ Western Europe	66	56	49	42	42	41	38	35	32	29	29
Total	279	258	240	227	227	212	189	175	174	168	165
of which in plantations	60	62	60	57	57	51	36	27	31	31	29
<b>Staff costs</b>											
■ € million	7,359	7,042	6,225	5,975	5,708	5,745	5,355	5,537	5,274	5,223	5,599
<b>Turnover per employee</b>											
■ € thousand	187	189	179	178	164	181	210	230	233	237	268

## 11 Distribution of shares and market capitalisation

**Combined distribution of shares (estimated)**  
%



**Combined market capitalisation**  
million



01 02 03 04 05 06 07 08 09 10

**Combined distribution of shares % (estimated)**

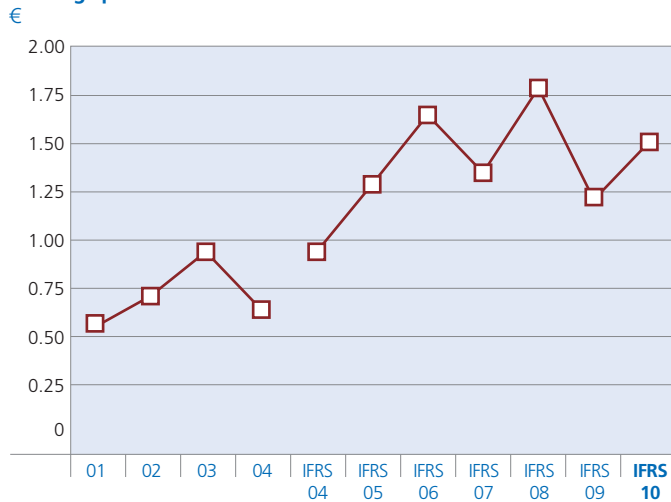
United Kingdom	32	31	30	30	27	31	32	32	31	<b>30</b>
Netherlands	9	18	16	11	8	8	8	8	8	<b>8</b>
United States	26	20	20	24	27	25	23	23	22	<b>23</b>
Other	33	31	34	35	38	36	37	37	39	<b>39</b>
Total	100	100	100	100	100	100	100	100	100	<b>100</b>

**Combined market capitalisation at 31 December**

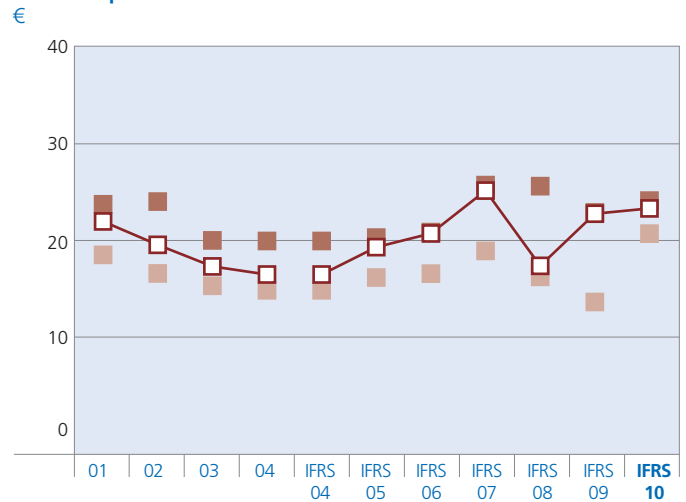
€ million	62,837	57,860	48,943	46,991	54,757	60,538	72,501	46,882	63,409	<b>64,803</b>
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## 12 Earnings per share, Dividend and Share information NV – Euros

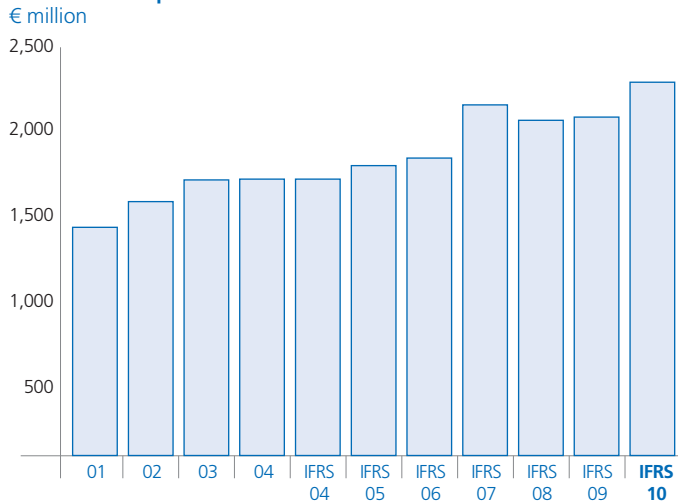
### Earnings per share



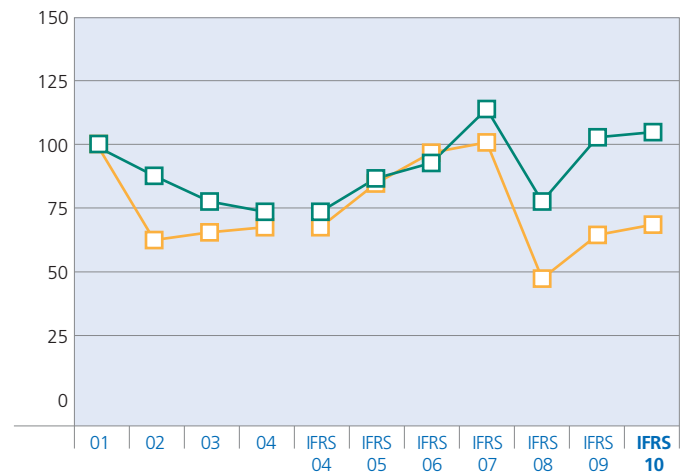
### NV share price in Amsterdam



### Cash dividend paid



### Share price versus market index



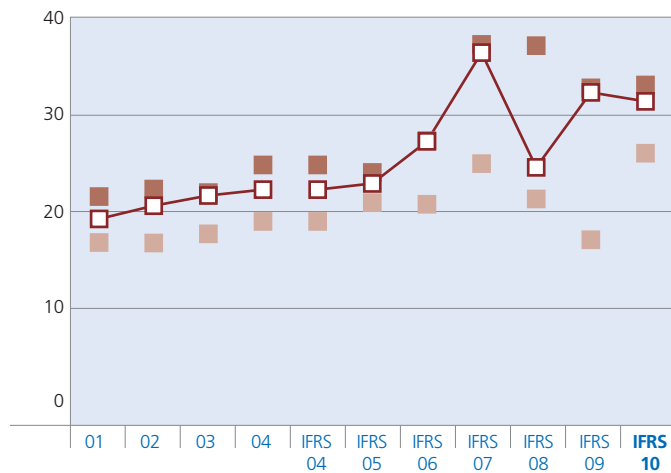
	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>Earnings per share<sup>(1)</sup></b>											
■ Earnings per share	0.55	0.71	0.94	0.64	0.94	1.29	1.65	1.35	1.79	1.21	<b>1.51</b>
<b>Dividend<sup>(2)</sup></b>											
■ Cash dividend paid (€ million)	1,420	1,580	1,715	1,720	1,720	1,804	1,851	2,182	2,086	2,106	<b>2,323</b>
<b>NV share price in Amsterdam</b>											
■ (at 31 December)	21.95	19.52	17.28	16.44	16.44	19.28	20.70	25.15	17.34	22.75	<b>23.30</b>
■ High	23.73	24.01	19.98	19.92	19.92	20.27	20.84	25.72	25.61	22.88	<b>24.11</b>
■ Low	18.48	16.55	15.27	14.80	14.80	16.13	16.53	18.89	16.20	13.59	<b>20.68</b>
<b>Share price versus market index</b>											
(31 December 2001 = 100)											
■ Share price	100	89	79	75	75	88	94	115	79	104	<b>106</b>
■ Market index (AEX)	100	64	67	69	69	86	98	102	49	66	<b>70</b>

<sup>(1)</sup> Earnings per share: combined earnings per share, non-diluted.

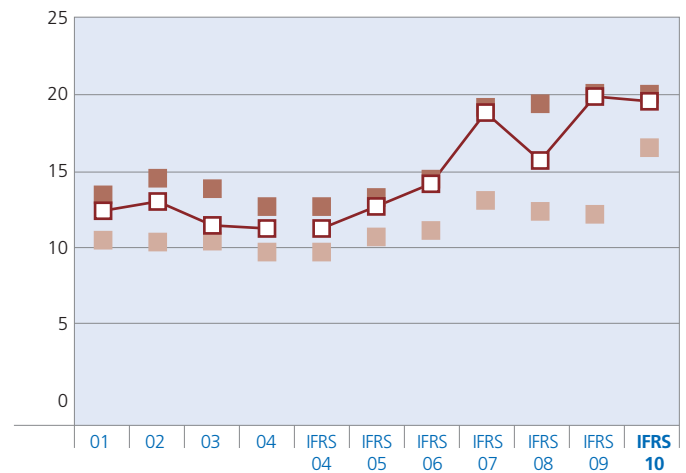
<sup>(2)</sup> Dividend figures do not include the one-off dividend paid in 2006.

# 13 Share information NV – US Dollars and PLC – Pounds sterling

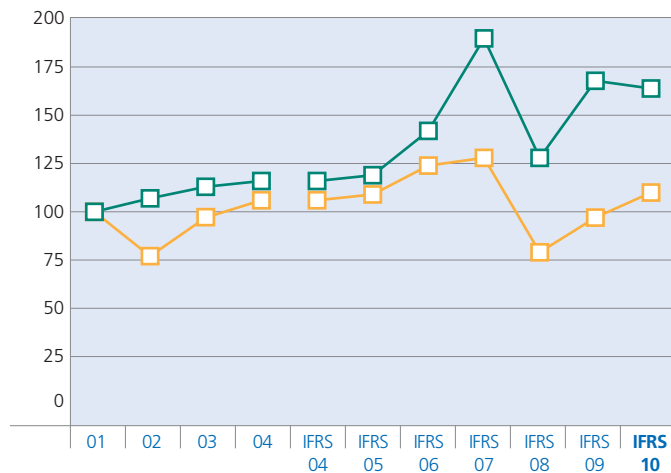
**NV share price in New York**  
US \$



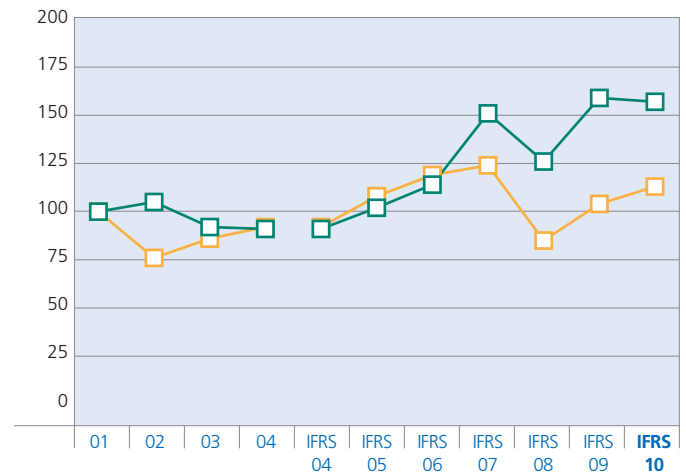
**PLC share price in London**  
pounds



**Share price versus market index**



**Share price versus market index**



	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08	IFRS 09	IFRS 10
<b>NV share price in New York</b>											
■ (at 31 December)	19.20	20.57	21.63	22.24	22.24	22.88	27.25	36.46	24.55	32.33	<b>31.40</b>
■ High	21.52	22.30	21.63	24.80	24.80	24.02	27.32	37.31	37.18	32.80	<b>33.10</b>
■ Low	16.75	16.70	17.65	18.94	18.94	20.89	20.72	24.94	21.27	17.04	<b>26.02</b>
<b>Share price versus market index</b> (31 December 2000 = 100)											
■ Share price	100	107	113	116	116	119	142	190	128	168	<b>164</b>
■ Market index (S&P 500)	100	77	97	106	106	109	124	128	79	97	<b>110</b>
<b>PLC share price in London</b>											
■ (at 31 December)	12.53	13.13	11.58	11.38	11.38	12.81	14.28	18.90	15.79	19.94	<b>19.63</b>
■ High	13.56	14.64	13.96	12.80	12.80	13.39	14.28	19.24	19.47	20.15	<b>20.09</b>
■ Low	10.62	10.50	10.56	9.85	9.85	10.83	11.25	13.20	12.49	12.30	<b>16.62</b>
<b>Share price versus market index</b> (31 December 2000 = 100)											
■ Share price	100	105	92	91	91	102	114	151	126	159	<b>157</b>
■ Market index (FTSE 100)	100	76	86	92	92	108	119	124	85	104	<b>113</b>

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