



CHARTS 2014

**MAKING  
SUSTAINABLE  
LIVING  
COMMONPLACE**

# UNILEVER CHARTS 2014

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

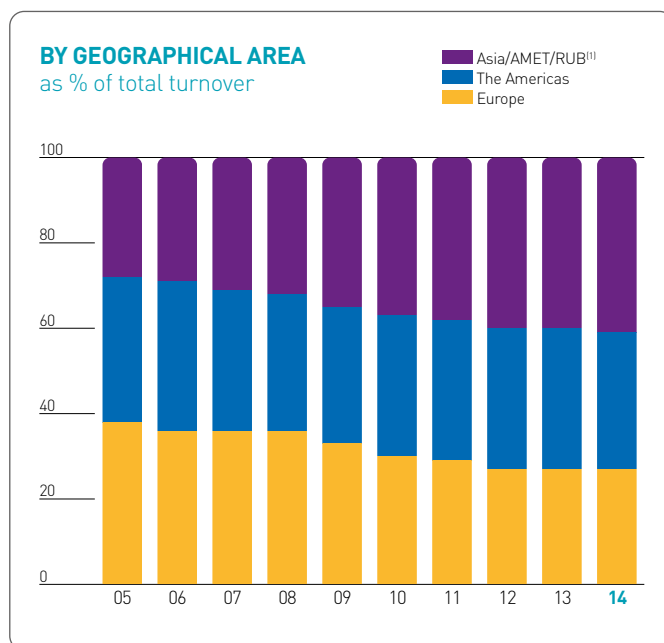
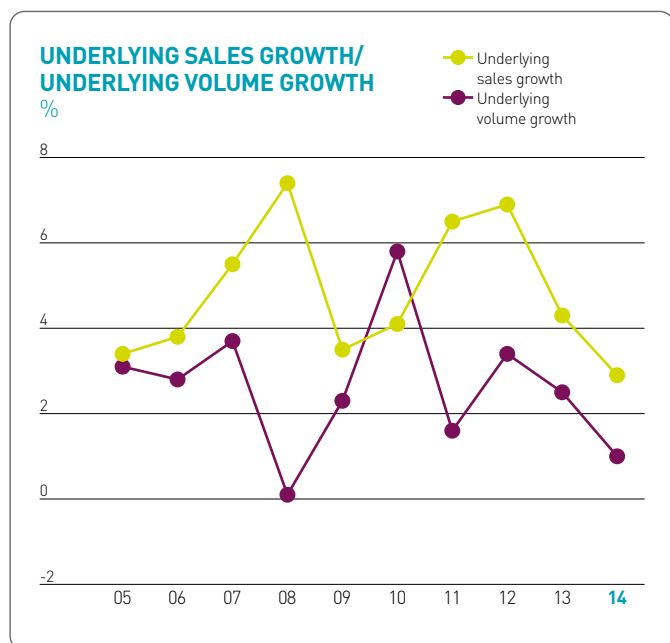
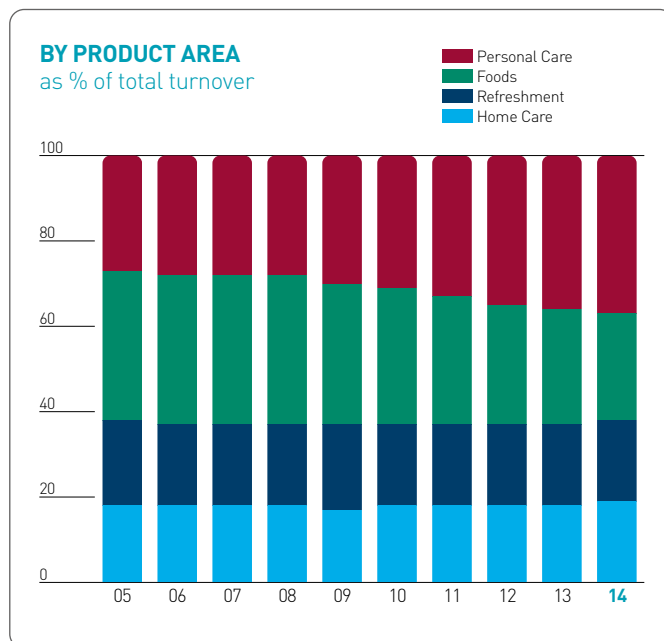
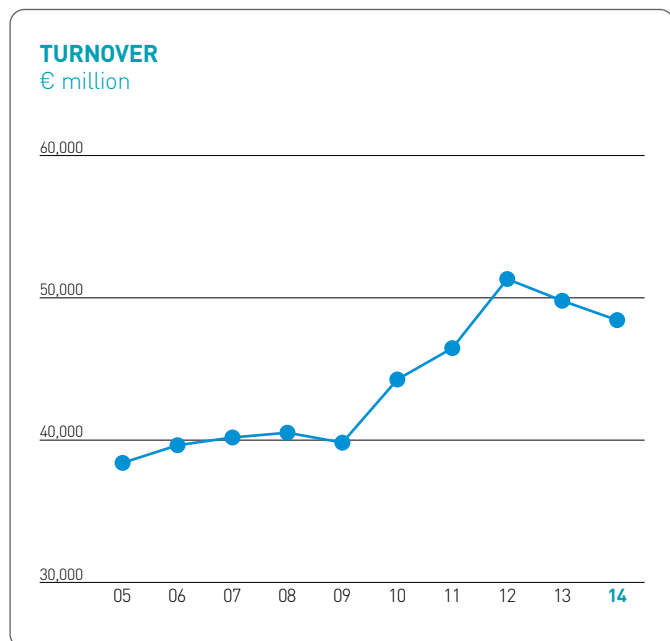
Turnover and underlying sales growth _____	2
Operating profit _____	3
Operating margins _____	4
Profit margins _____	5
Research and development, advertising and promotions/ brand and marketing investment _____	6
Net funds/(debt) and cash flow _____	7
Acquisitions and disposals _____	8
Net capital expenditure _____	9
Employee numbers and staff costs _____	10
Distribution of shares and market capitalisation _____	11
Earnings per share, Dividend and Share information NV – Euros _____	12
Share information NV – US Dollars and PLC – Pounds sterling _____	13
Non-financial indicators _____	14

## 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.

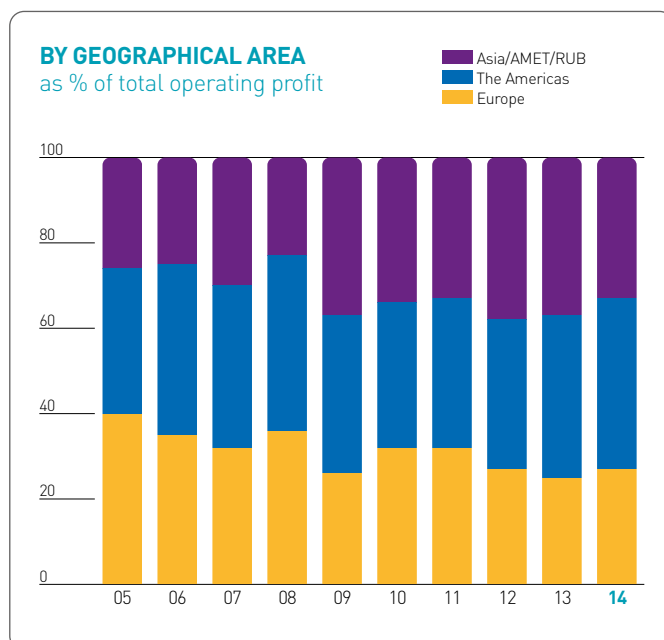
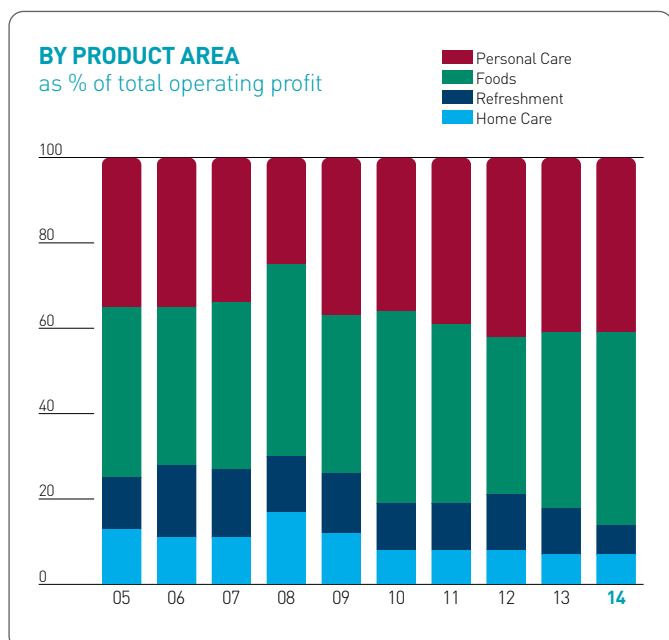
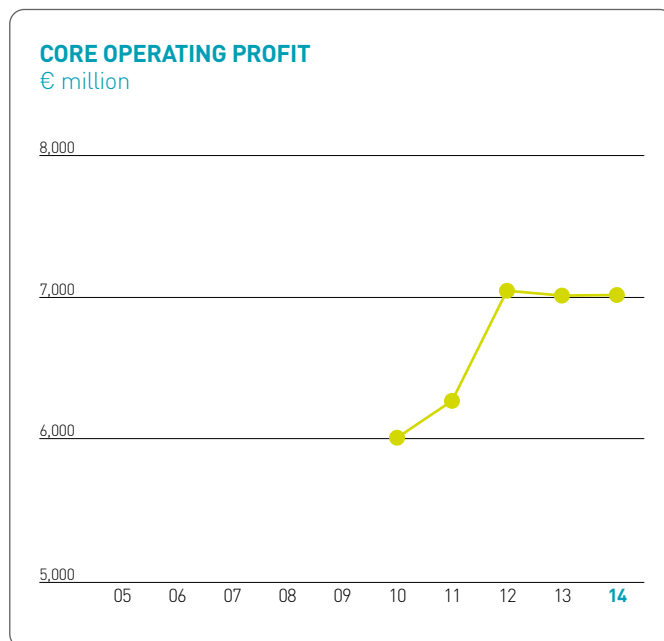
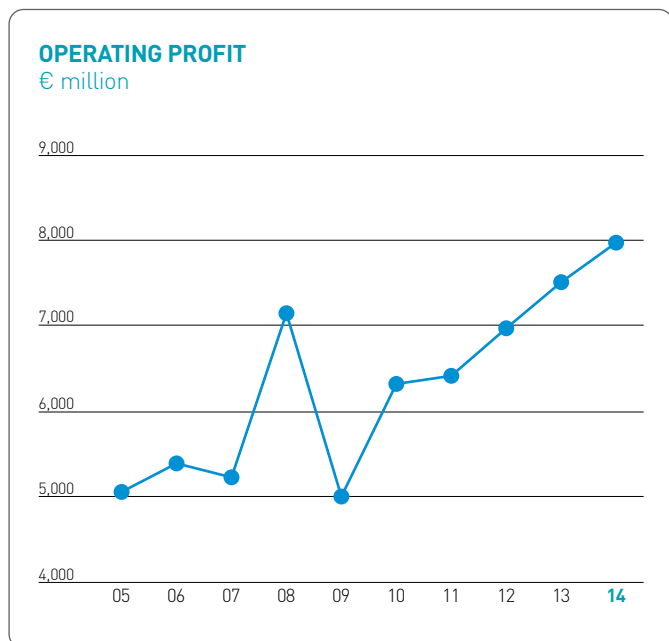
Where possible, the information is provided for a period of 10 years, 2005-2014. In certain circumstances, where a measure is introduced after 2005, information is provided for a shorter period of time.

# TURNOVER AND UNDERLYING SALES GROWTH



	05	06	07	08	09	10	11	12	13	14
<b>TURNOVER</b>										
● € million	38,401	39,642	40,187	40,523	39,823	44,262	46,467	51,324	49,797	48,436
<b>BY PRODUCT AREA AS % OF TOTAL TURNOVER</b>										
■ Personal Care	27	28	28	28	30	31	33	35	36	37
■ Foods	35	35	35	35	33	32	30	28	27	25
■ Refreshment	20	19	19	19	20	19	19	19	19	19
■ Home Care	18	18	18	18	17	18	18	18	18	19
Total	100	100	100	100	100	100	100	100	100	100
● Underlying sales growth %	3.4	3.8	5.5	7.4	3.5	4.1	6.5	6.9	4.3	2.9
● Underlying volume growth %	3.1	2.8	3.7	0.1	2.3	5.8	1.6	3.4	2.5	1.0
● Underlying price growth %	0.1	0.9	1.8	7.2	1.2	(1.6)	4.8	3.3	1.8	1.9
<b>BY GEOGRAPHICAL AREA AS % OF TOTAL TURNOVER</b>										
■ Asia/AMET/RUB <sup>(1)</sup>	28	29	31	32	35	37	38	40	40	41
■ The Americas	34	35	33	32	32	33	33	33	33	32
■ Europe	38	36	36	36	33	30	29	27	27	27
Total	100	100	100	100	100	100	100	100	100	100

Figures are presented on the basis of continuing operations as at 31 December 2014.  
<sup>(1)</sup> Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus.

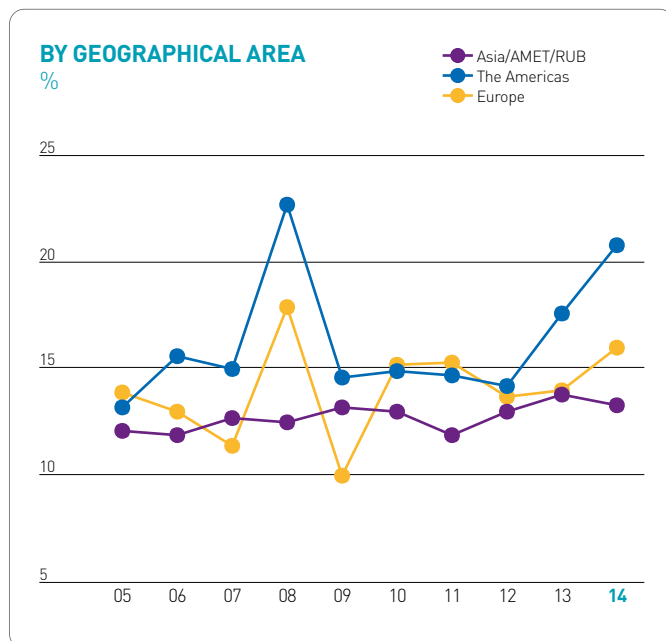
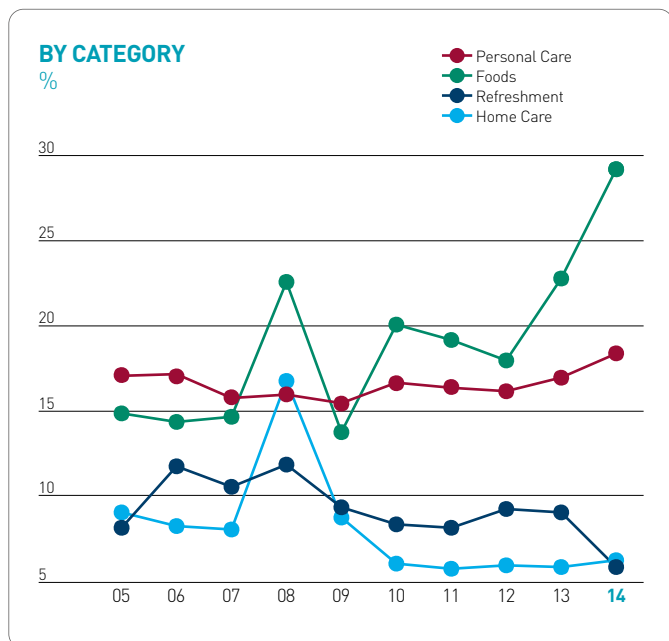


	05	06	07	08	09	10	11	12	13	14
<b>OPERATING PROFIT</b>										
● € million	5,060	5,394	5,231	7,153	5,006	6,325	6,420	6,977	7,517	<b>7,980</b>
<b>CORE OPERATING PROFIT<sup>(1)</sup></b>										
● € million						6,017	6,276	7,050	7,016	<b>7,020</b>
<b>BY PRODUCT AREA AS % OF TOTAL OPERATING PROFIT</b>										
■ Personal Care	35	35	34	25	37	36	39	42	41	<b>41</b>
■ Foods	40	37	39	45	37	45	42	37	41	<b>45</b>
■ Refreshment	12	17	16	13	14	11	11	13	11	<b>7</b>
■ Home Care	13	11	11	17	12	8	8	8	7	<b>7</b>
Total	100	100	100	100	100	100	100	100	100	<b>100</b>
<b>BY GEOGRAPHICAL AREA AS % OF TOTAL OPERATING PROFIT</b>										
■ Asia/AMET/RUB	26	25	30	23	37	34	33	38	37	<b>33</b>
■ The Americas	34	40	38	41	37	34	35	35	38	<b>40</b>
■ Europe	40	35	32	36	26	32	32	27	25	<b>27</b>
Total	100	100	100	100	100	100	100	100	100	<b>100</b>

Figures are presented on the basis of continuing operations as at 31 December 2014.

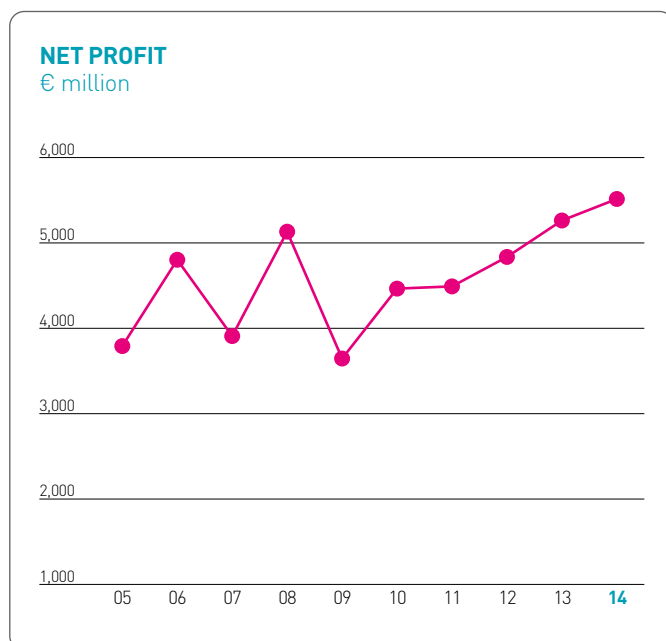
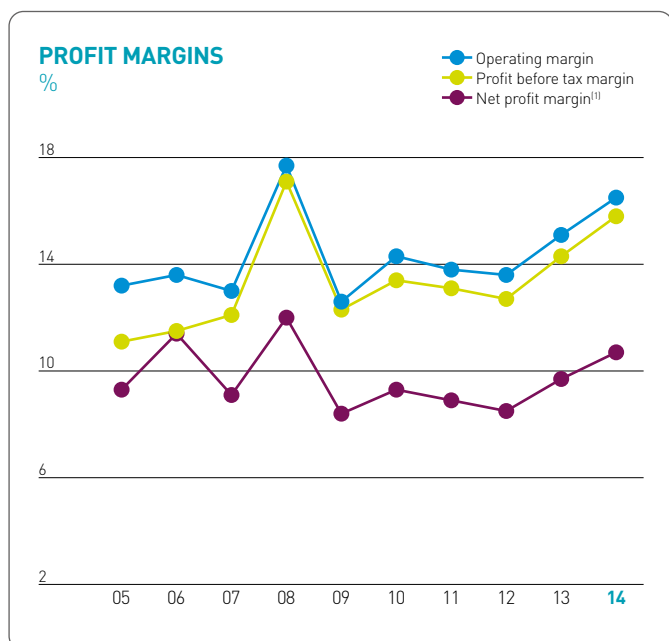
<sup>(1)</sup> From 2010 we report on core operating profit which means operating profit before the impact of business disposals, acquisitions and disposal related costs, impairments and other one-off items.

# OPERATING MARGINS



	05	06	07	08	09	10	11	12	13	14
<b>OPERATING MARGIN %</b>										
● Personal Care	17.1	17.2	15.8	16.0	15.5	16.7	16.4	16.2	17.0	18.4
● Foods	14.9	14.4	14.7	22.6	13.8	20.1	19.2	18.0	22.8	29.2
● Refreshment	8.2	11.8	10.6	11.9	9.4	8.4	8.2	9.3	9.1	5.9
● Home Care	9.1	8.3	8.1	16.8	8.8	6.1	5.8	6.0	5.9	6.3
Total	13.2	13.6	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5
<b>OPERATING MARGIN %</b>										
● Asia/AMET/RUB	12.1	11.9	12.7	12.5	13.2	13.0	11.9	13.0	13.8	13.3
● The Americas	13.2	15.6	15.0	22.7	14.6	14.9	14.7	14.2	17.6	20.8
● Europe	13.9	13.0	11.4	17.9	10.0	15.2	15.3	13.7	14.0	16.0
Total	13.2	13.6	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5

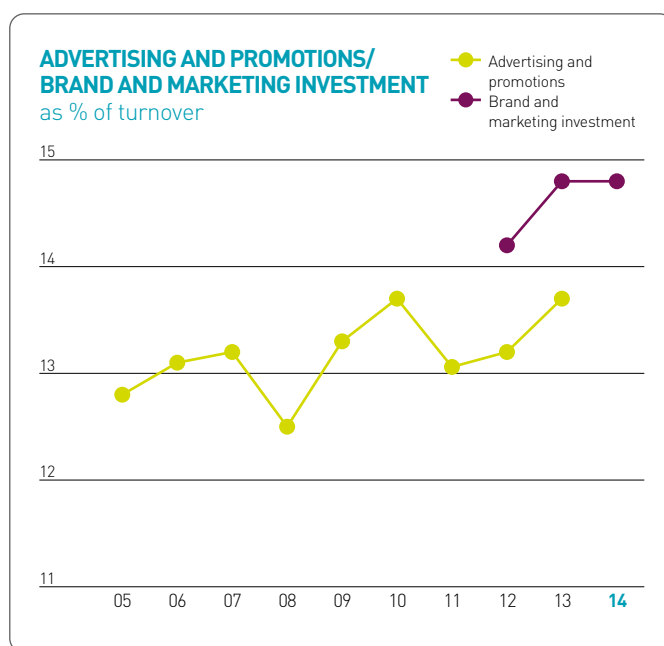
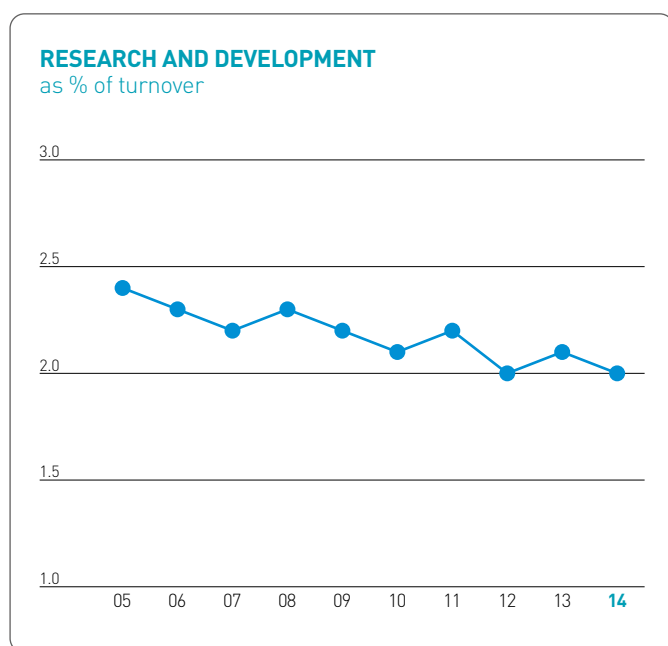
Figures are presented on the basis of continuing operations as at 31 December 2014.



	05	06	07	08	09	10	11	12	13	14
<b>PROFIT MARGINS %</b>										
● Operating margin	13.2	13.6	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5
● Profit before tax margin	11.1	11.5	12.1	17.1	12.3	13.4	13.1	12.7	14.3	15.8
● Net profit margin <sup>(1)</sup>	9.3	11.4	9.1	12.0	8.4	9.3	8.9	8.5	9.7	10.7
<b>€ MILLION</b>										
● Operating profit	5,060	5,394	5,231	7,153	5,006	6,325	6,420	6,977	7,517	7,980
● Profit before tax	4,268	4,544	4,877	6,922	4,899	5,951	6,066	6,533	7,114	7,646
● Net profit	3,792	4,803	3,909	5,132	3,646	4,465	4,491	4,836	5,263	5,515

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

# RESEARCH AND DEVELOPMENT, ADVERTISING AND PROMOTIONS/ BRAND AND MARKETING INVESTMENT



	05	06	07	08	09	10	11	12	13	14
<b>€ MILLION</b>										
Research and development	932	906	868	927	891	928	1,009	1,003	1,040	<b>955</b>
Advertising and promotions	4,918	5,203	5,289	5,055	5,302	6,064	6,069	6,763	6,832	
Brand and marketing investment <sup>(1)</sup>								7,311	7,383	<b>7,166</b>
<b>% OF TURNOVER</b>										
● Research and development	2.4	2.3	2.2	2.3	2.2	2.1	2.2	2.0	2.1	<b>2.0</b>
● Advertising and promotions	12.8	13.1	13.2	12.5	13.3	13.7	13.1	13.2	13.7	
● Brand and marketing investment <sup>(1)</sup>								14.2	14.8	<b>14.8</b>

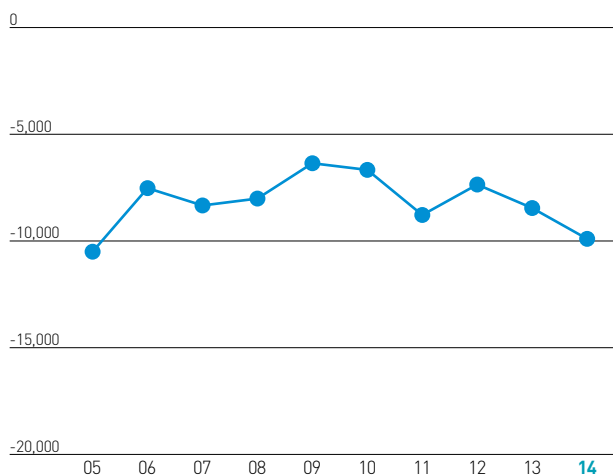
<sup>(1)</sup> Advertising and promotions are renamed to 'Brand and marketing investment' (BMI) after moving sales equipment costs from cost of sales to BMI and moving cost of merchandisers and consumer engagement centres from overheads to BMI.

## NET FUNDS/(DEBT) AND CASH FLOW

7

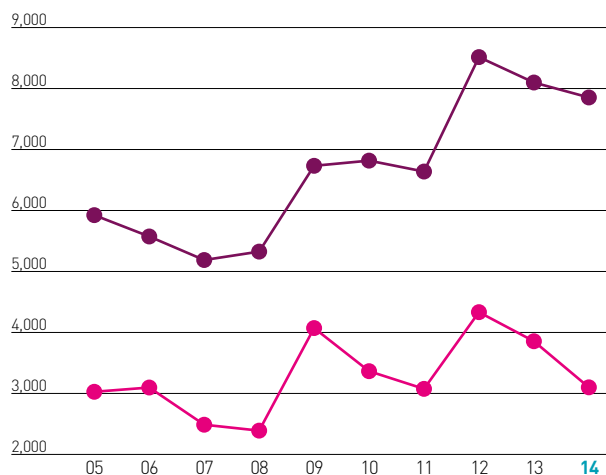
### CLOSING NET FUNDS/(DEBT)

€ million



### CASH FLOW FROM GROUP OPERATING ACTIVITIES & FREE CASH FLOW

€ million



### WORKING CAPITAL RATIO

as % of turnover



	05	06	07	08	09	10	11	12	13	14
<b>CLOSING NET FUNDS/(DEBT)<sup>[1]</sup></b>										
● € million	(10,502)	(7,523)	(8,335)	(8,012)	(6,357)	(6,668)	(8,781)	(7,355)	(8,456)	<b>(9,900)</b>
<b>CASH FLOW FROM GROUP OPERATING ACTIVITIES</b>										
● € million	5,924	5,574	5,188	5,326	6,733	6,818	6,639	8,516	8,099	<b>7,854</b>
<b>FREE CASH FLOW</b>										
● € million	3,027	3,097	2,487	2,390	4,072	3,365	3,075	4,333	3,856	<b>3,100</b>
<b>WORKING CAPITAL AS % TURNOVER<sup>[2]</sup></b>										
●	2.9	2.4	2.1	2.8	0.3	(2.4)	(2.5)	(3.2)	(3.8)	<b>(5.0)</b>

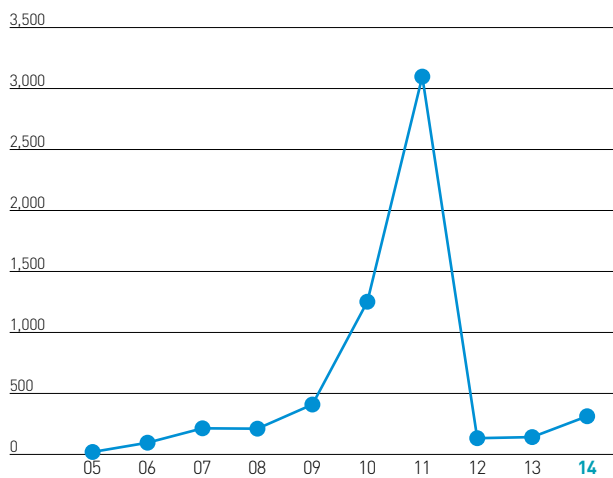
<sup>[1]</sup> Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange).

<sup>[2]</sup> Working capital ratio reflects the yearly average of inventories, trade and other current receivables less trade payables and other current liabilities. Excludes creditors under share buy-back contracts in 2007 and 2008.



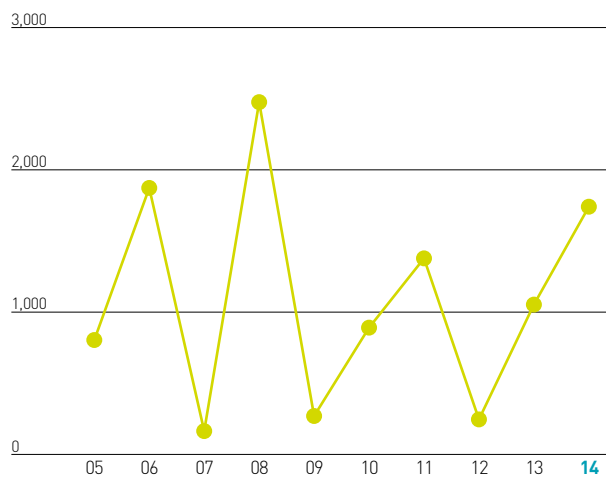
## ACQUISITION OF GROUP COMPANIES

€ million



## DISPOSAL OF GROUP COMPANIES

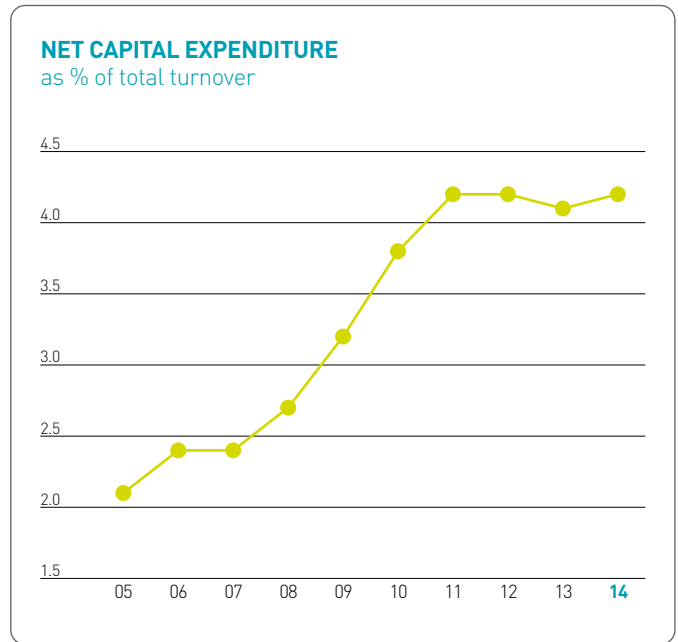
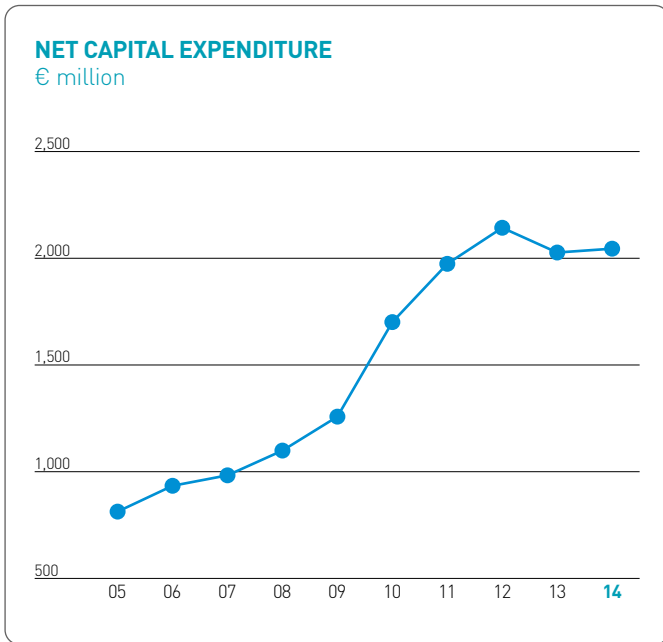
€ million



	05	06	07	08	09	10	11	12	13	14
<b>ACQUISITION OF GROUP COMPANIES<sup>(1)</sup></b>										
● € million	20	96	214	211	409	1,252	3,098	133	142	<b>313</b>
<b>DISPOSAL OF GROUP COMPANIES<sup>(1)</sup></b>										
● € million	804	1,873	164	2,476	270	891	1,378	246	1,053	<b>1,741</b>
<b>NUMBER OF ACQUISITIONS/DISPOSALS</b>	25	26	26	24	15	12	31	6	12	<b>10</b>

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

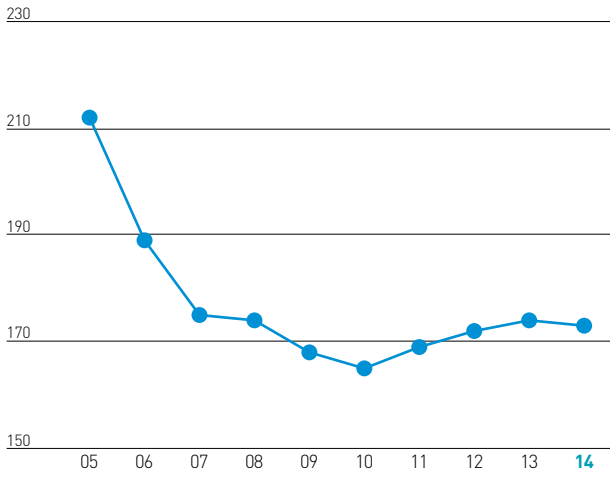
# NET CAPITAL EXPENDITURE



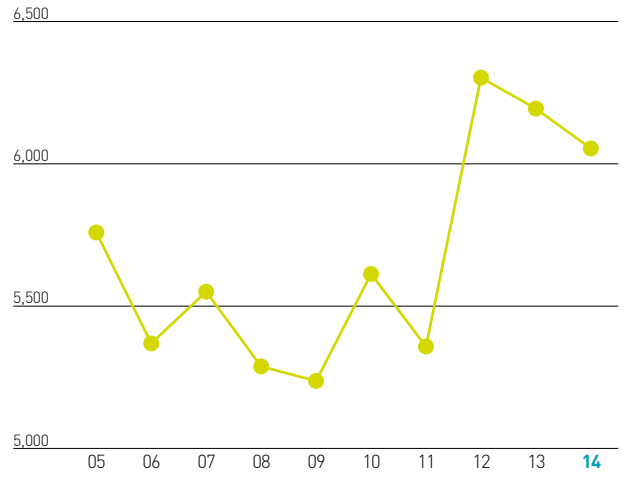
	05	06	07	08	09	10	11	12	13	14
<b>NET CAPITAL EXPENDITURE<sup>(1)</sup></b>										
● € million	813	934	983	1,099	1,258	1,701	1,974	2,143	2,027	2,045
● as % of turnover	2.1	2.4	2.4	2.7	3.2	3.8	4.2	4.2	4.1	4.2

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

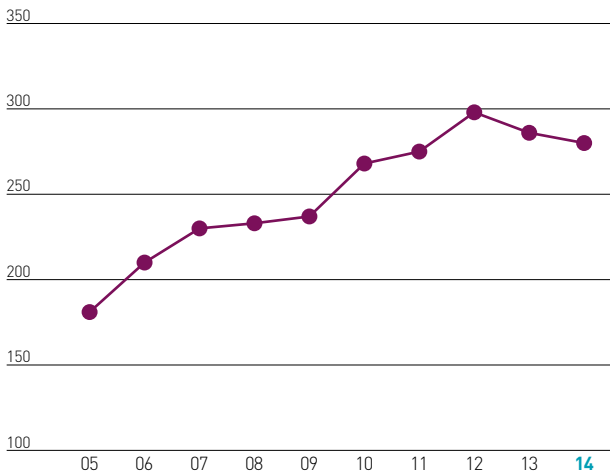
**AVERAGE NUMBER OF EMPLOYEES**  
thousand



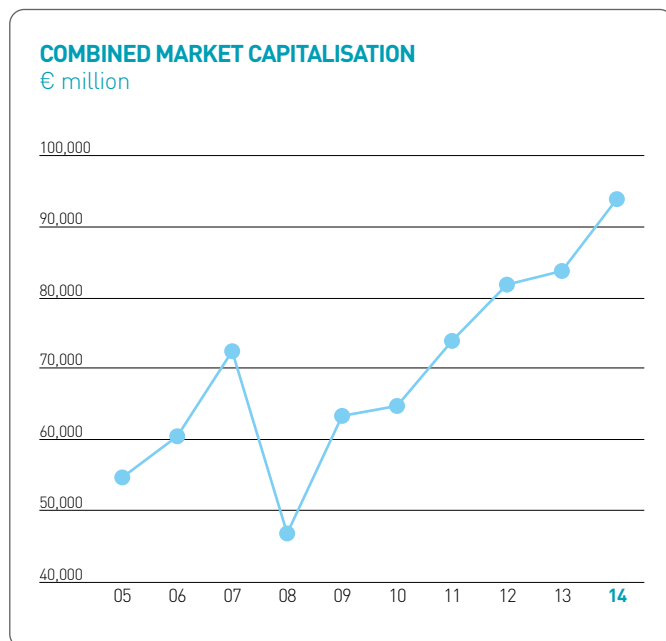
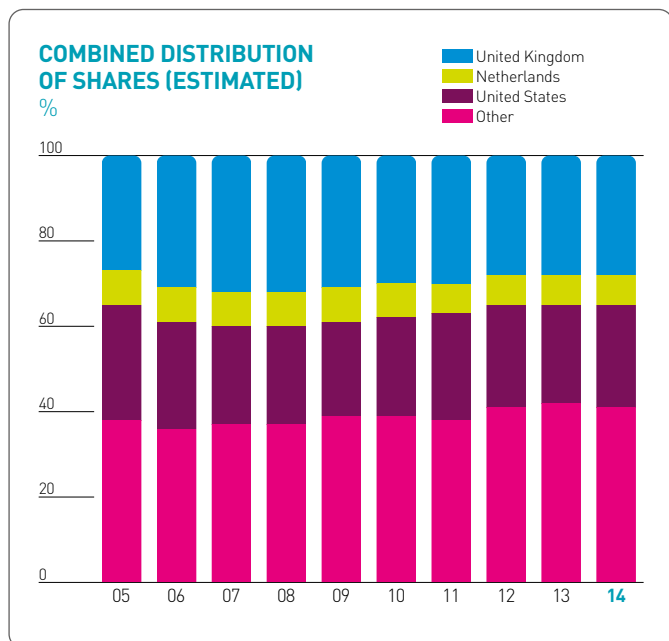
**STAFF COSTS**  
€ million



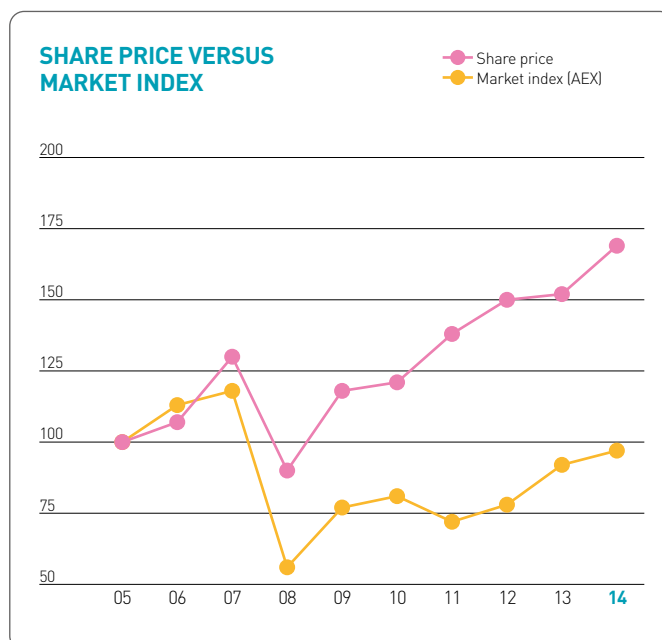
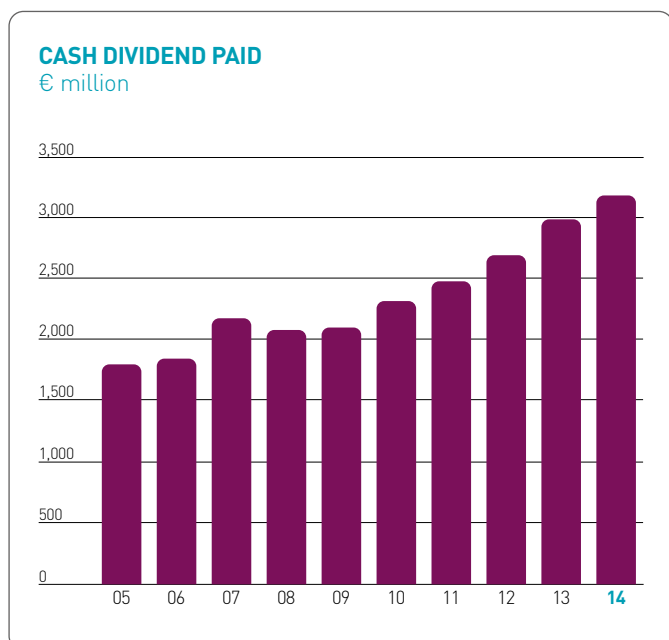
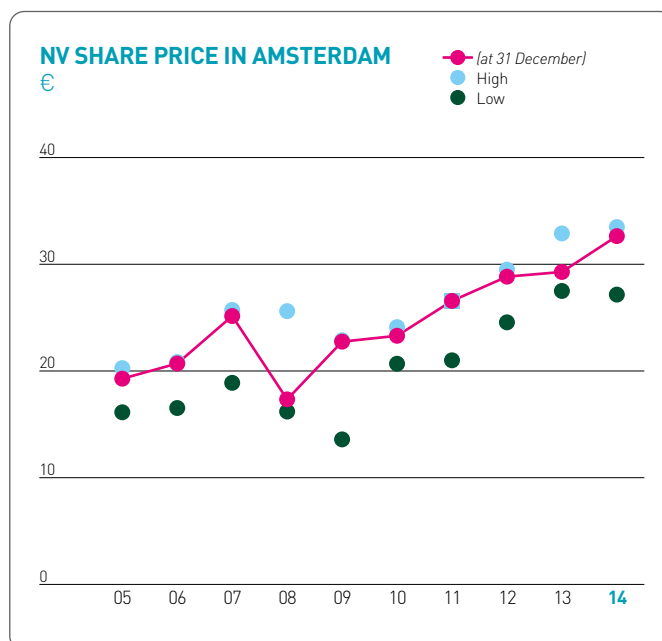
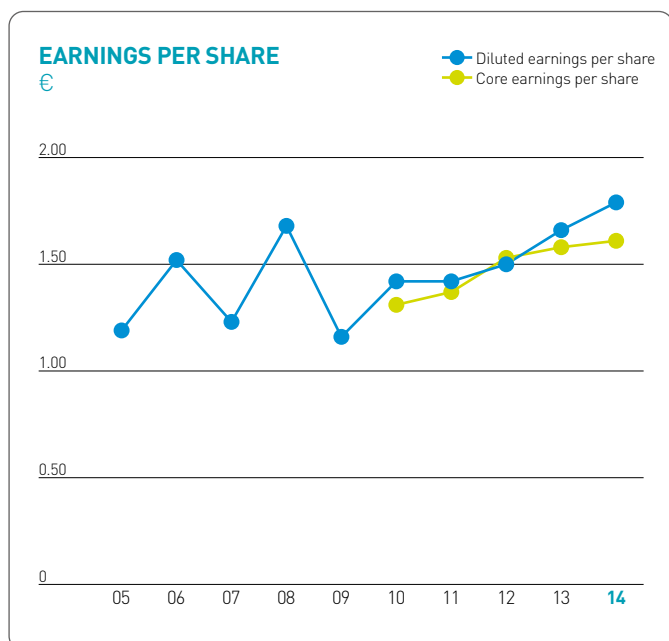
**TURNOVER PER EMPLOYEE**  
€ thousand



	05	06	07	08	09	10	11	12	13	14
<b>AVERAGE NUMBER OF EMPLOYEES</b>										
● thousand	212	189	175	174	168	165	169	172	174	173
<b>STAFF COSTS</b>										
● € million	5,759	5,369	5,551	5,288	5,237	5,613	5,358	6,303	6,194	6,054
<b>TURNOVER PER EMPLOYEE</b>										
● € thousand	181	210	230	233	237	268	275	298	286	280



	05	06	07	08	09	10	11	12	13	14
<b>BY COUNTRY AS % OF TOTAL COMBINED DISTRIBUTION OF SHARES (ESTIMATED)</b>										
United Kingdom	27	31	32	32	31	30	30	28	28	28
Netherlands	8	8	8	8	8	8	7	7	7	7
United States	27	25	23	23	22	23	25	24	23	24
Other	38	36	37	37	39	39	38	41	42	41
Total	100	100	100	100	100	100	100	100	100	100
<b>COMBINED MARKET CAPITALISATION AT 31 DECEMBER</b>										
€ million	54,757	60,538	72,501	46,882	63,409	64,803	73,949	81,858	83,775	93,879



	05	06	07	08	09	10	11	12	13	14
<b>EARNINGS PER SHARE<sup>(1)</sup></b>										
● Diluted earnings per share	1.19	1.52	1.23	1.68	1.16	1.42	1.42	1.50	1.66	<b>1.79</b>
● Core earnings per share <sup>(2)</sup>	-	-	-	-	-	1.31	1.37	1.53	1.58	<b>1.61</b>
<b>NV SHARE PRICE IN AMSTERDAM €</b>										
● (at 31 December)	19.28	20.70	25.15	17.34	22.75	23.30	26.57	28.84	29.28	<b>32.64</b>
● High	20.27	20.84	25.72	25.61	22.88	24.11	26.58	29.50	32.89	<b>33.49</b>
● Low	16.13	16.53	18.89	16.20	13.59	20.68	21.00	24.56	27.50	<b>27.16</b>
<b>DIVIDEND<sup>(3)</sup></b>										
■ Cash dividend paid (€ million)	1,804	1,851	2,182	2,086	2,106	2,323	2,485	2,699	2,993	<b>3,189</b>
<b>SHARE PRICE VERSUS MARKET INDEX</b> (31 December 2005 = 100)										
● Share price	100	107	130	90	118	121	138	150	152	<b>169</b>
● Market index (AEX)	100	113	118	56	77	81	72	78	92	<b>97</b>

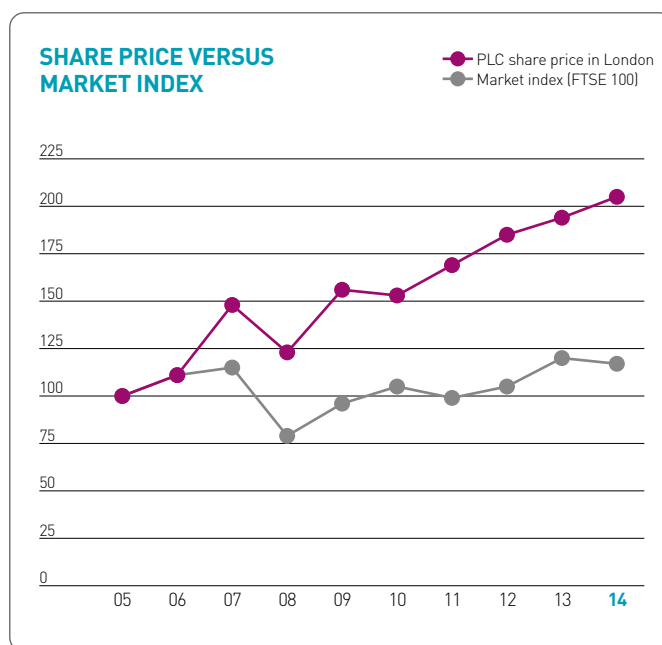
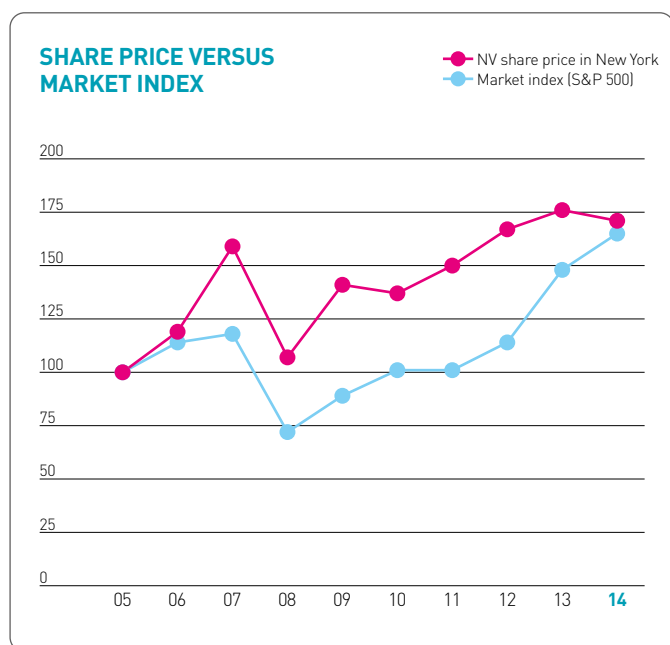
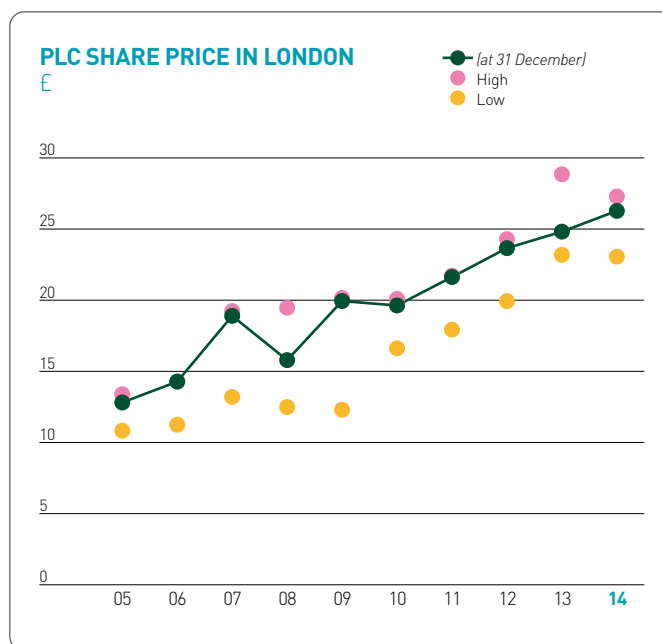
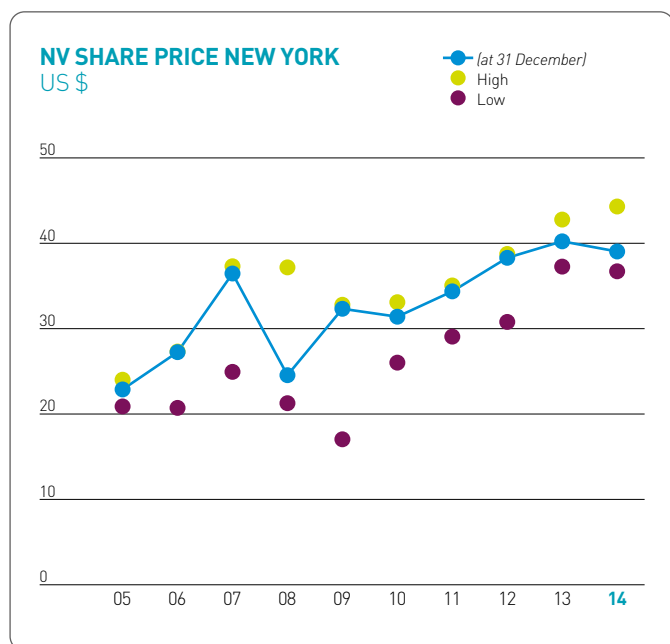
<sup>(1)</sup> Earnings per share: combined earnings per share.

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

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

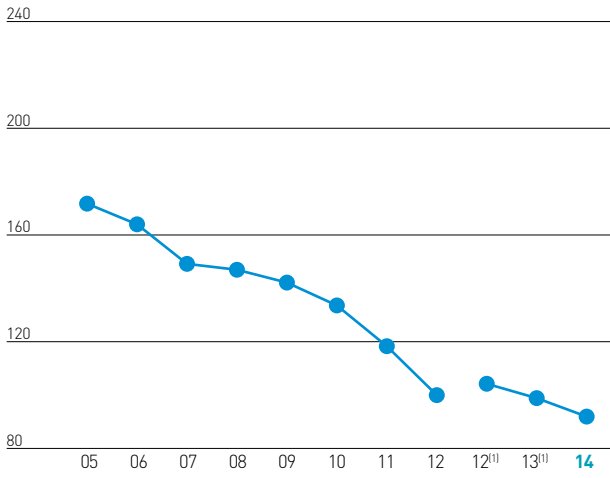
# SHARE INFORMATION

## NV – US DOLLARS AND PLC – POUNDS STERLING

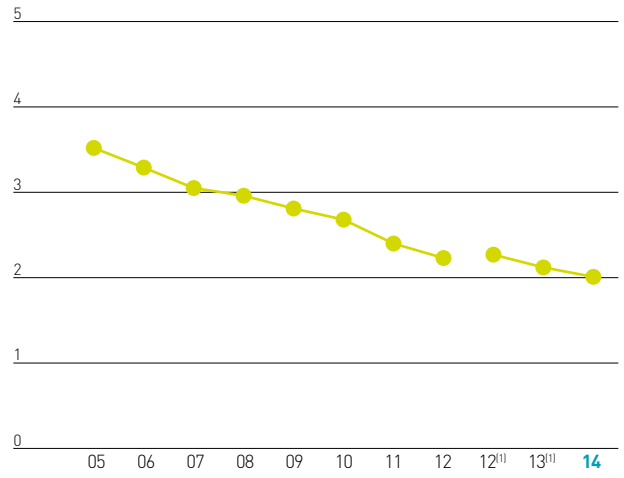


	05	06	07	08	09	10	11	12	13	14
<b>NV SHARE PRICE IN NEW YORK US \$</b>										
(at 31 December)	22.88	27.25	36.46	24.55	32.33	31.40	34.37	38.30	40.23	39.04
High	24.02	27.32	37.31	37.18	32.80	33.10	35.06	38.75	42.78	44.31
Low	20.89	20.72	24.94	21.27	17.04	26.02	29.07	30.79	37.27	36.72
<b>PLC SHARE PRICE IN LONDON £</b>										
(at 31 December)	12.81	14.28	18.90	15.79	19.94	19.63	21.63	23.66	24.82	26.28
High	13.39	14.28	19.24	19.47	20.15	20.09	21.73	24.29	28.85	27.29
Low	10.83	11.25	13.20	12.49	12.30	16.62	17.93	19.94	23.19	23.06
<b>SHARE PRICE VERSUS MARKET INDEX</b> (31 December 2005 = 100)										
NV share price in New York	100	119	159	107	141	137	150	167	176	171
Market index [S&P 500]	100	114	118	72	89	101	101	114	148	165
<b>SHARE PRICE VERSUS MARKET INDEX</b> (31 December 2005 = 100)										
PLC share price in London	100	111	148	123	156	153	169	185	194	205
Market index [FTSE 100]	100	111	115	79	96	105	99	105	120	117

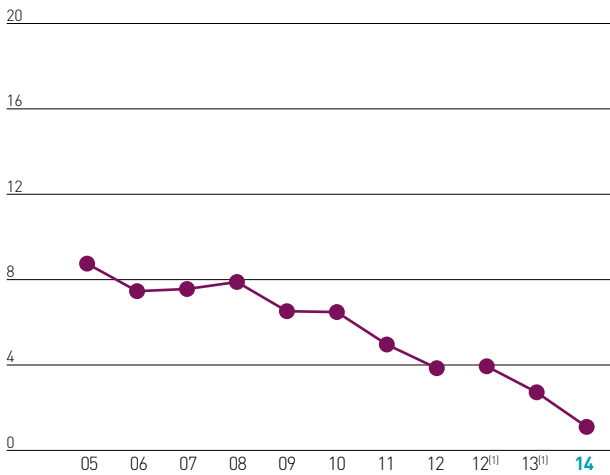
**CO<sub>2</sub> FROM ENERGY**  
kg/tonne of production



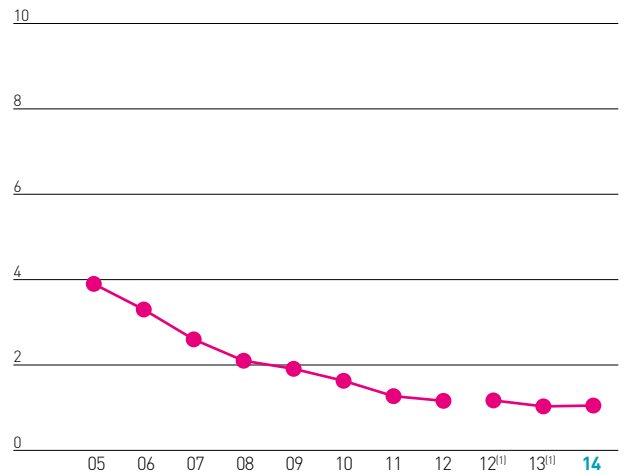
**WATER USAGE**  
m<sup>3</sup>/tonne of production



**TOTAL WASTE SENT FOR DISPOSAL**  
kg/tonne of production



**ACCIDENT RATES**  
TRFR per 1,000,000 hours



	05	06	07	08	09	10	11	12	12 <sup>(1)</sup>	13 <sup>(1)(2)</sup>	14 <sup>(1)(2)</sup>
● CO <sub>2</sub> from energy (kg/tonne of production)	171.75	164.59	149.18	146.97	142.16	133.59	118.31	99.97	104.23	98.85	92.02
● Water usage (m <sup>3</sup> /tonne of production)	3.52	3.29	3.05	2.96	2.81	2.68	2.40	2.23	2.27	2.12	2.01
● Total waste sent for disposal (kg/tonne of production)	8.75	7.46	7.56	7.89	6.52	6.48	4.96	3.85	3.94	2.72	1.19
● Total recordable accident frequency rate (TRFR) per 1,000,000 hours	3.90	3.30	2.60	2.10	1.91	1.63	1.27	1.16	1.17	1.03	1.05

<sup>(1)</sup> In 2013 we adjusted our reporting period from 1 January – 31 December to 1 October – 30 September. We also show the prior 12 months to enable a like-for-like comparison, presented as 12<sup>(1)</sup>.  
<sup>(2)</sup> PricewaterhouseCoopers (PwC) assured. For details and the basis of preparation see: [www.unilever.com/ara2014/downloads](http://www.unilever.com/ara2014/downloads).

.....  
**FOR FURTHER INFORMATION ABOUT  
UNILEVER, PLEASE VISIT OUR WEBSITE:**

**WWW.UNILEVER.COM**

**UNILEVER N.V.**

**Head Office and Registered Office**

Weena 455, PO Box 760  
3000 DK Rotterdam  
The Netherlands  
T +31 (0)10 217 4000  
F +31 (0)10 217 4798

Commercial Register Rotterdam  
Number: 24051830

**UNILEVER PLC**

**Head Office**

100 Victoria Embankment  
London EC4Y 0DY  
United Kingdom  
T +44 (0)20 7822 5252  
F +44 (0)20 7822 5951

**Registered Office**

Unilever PLC  
Port Sunlight  
Wirral  
Merseyside CH62 4ZD  
United Kingdom

Registered in England and Wales  
Company Number: 41424