



MAKING  
SUSTAINABLE LIVING  
COMMONPLACE

## UNILEVER CHARTS 2016

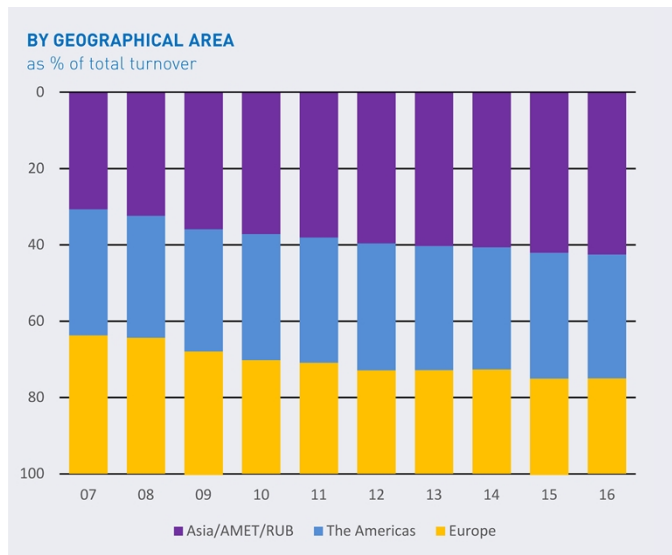
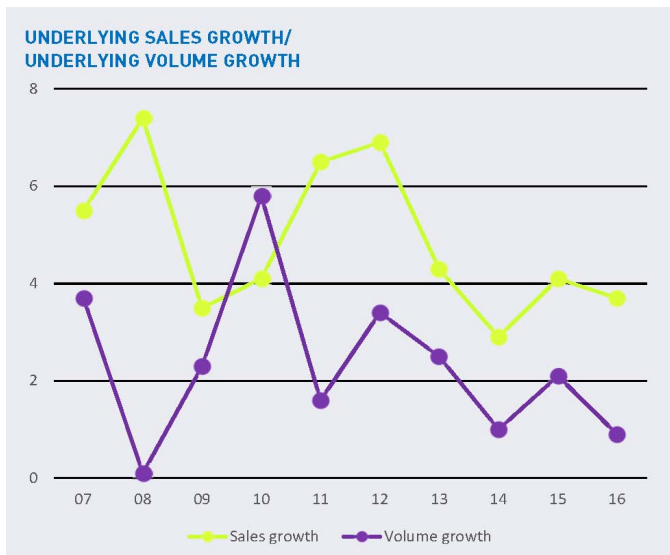
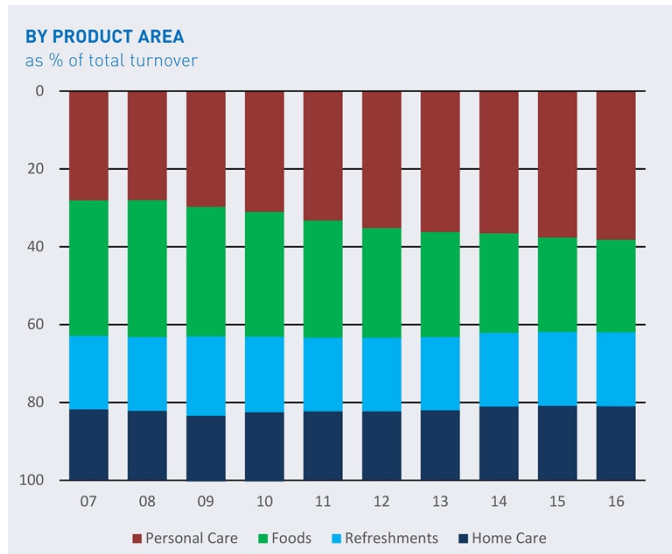
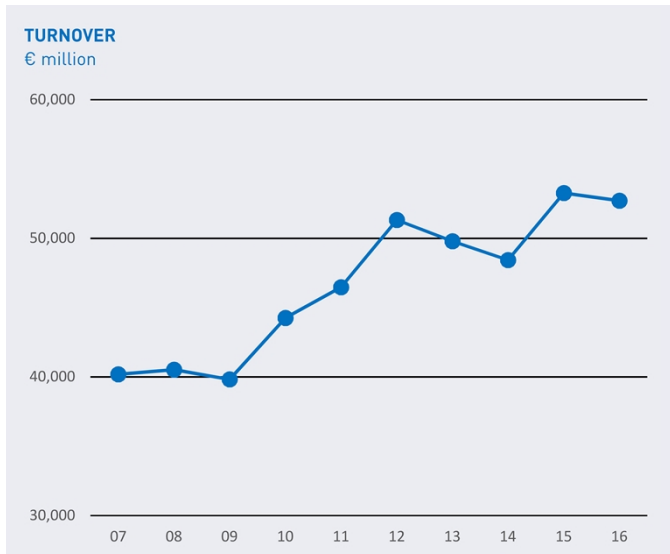
The following pages give selected financial and non-financial information, expressed in graphic form.

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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.

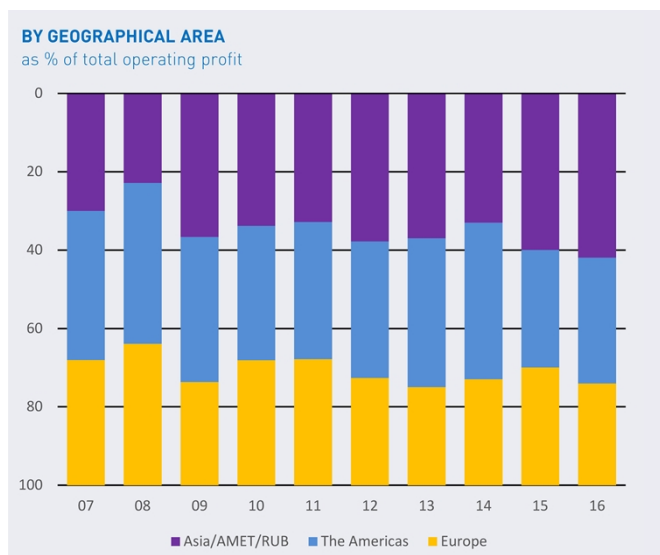
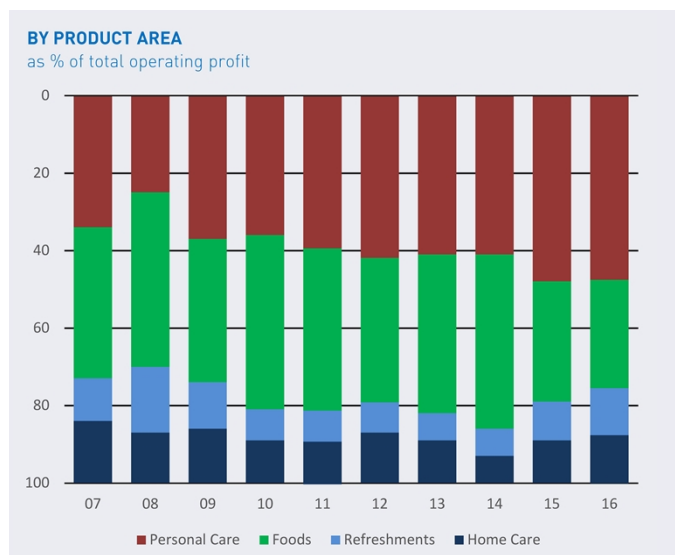
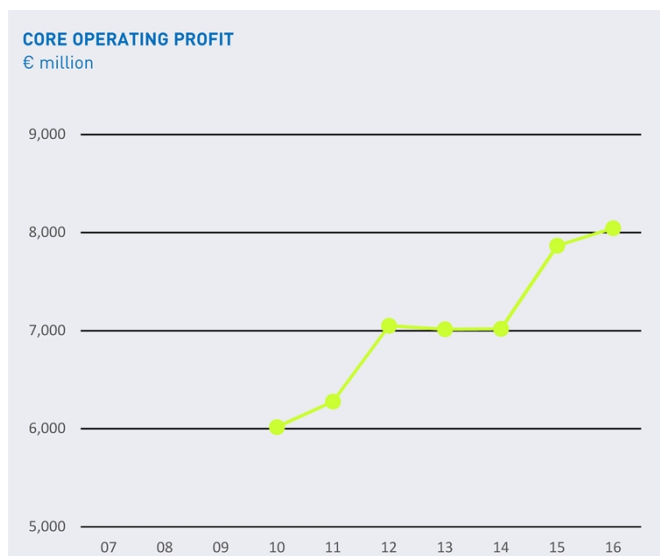
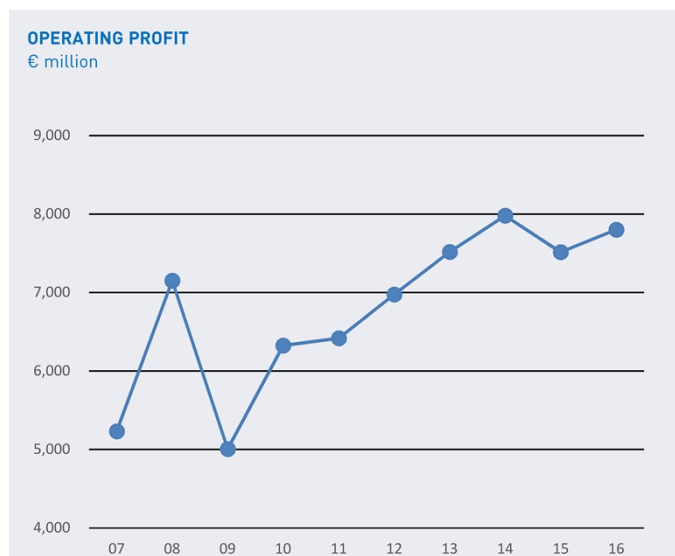
Where possible, the information is provided for a period of 10 years, 2007-2016. In certain circumstances where a measure is introduced after 2007, information is provided for a shorter period of time.



	07	08	09	10	11	12	13	14	15	16
<b>TURNOVER</b>										
■ € million	40,187	40,523	39,823	44,262	46,467	51,324	49,797	48,436	53,272	<b>52,713</b>
<b>BY PRODUCT AREA AS % OF TOTAL TURNOVER</b>										
■ Personal Care	28	28	30	31	33	35	36	37	38	<b>38</b>
■ Foods	35	35	33	32	30	28	27	26	24	<b>24</b>
■ Refreshment	19	19	20	19	19	19	19	19	19	<b>19</b>
■ Home Care	18	18	17	18	18	18	18	19	19	<b>19</b>
Total	100	100	101	101	100	100	100	100	100	<b>100</b>
● Underlying sales growth (%)	5.5	7.4	3.5	4.1	6.5	6.9	4.3	2.9	4.1	<b>3.7</b>
● Underlying volume growth (%)	3.7	0.1	2.3	5.8	1.6	3.4	2.5	1.0	2.1	<b>0.9</b>
Underlying price growth (%)	1.8	7.2	1.2	(1.6)	4.8	3.3	1.8	1.9	1.9	<b>2.8</b>
<b>BY GEOGRAPHICAL AREA AS % OF TOTAL TURNOVER</b>										
■ Asia/AMET/RUB <sup>[a]</sup>	31	32	36	37	38	40	40	41	42	<b>43</b>
■ The Americas	33	32	32	33	33	33	33	32	33	<b>32</b>
■ Europe	36	36	33	30	29	27	27	27	25	<b>25</b>
Total	100	100	101	100	100	100	100	100	100	<b>100</b>

Figures are presented on the basis of continuing operations as at 31 December 2016.

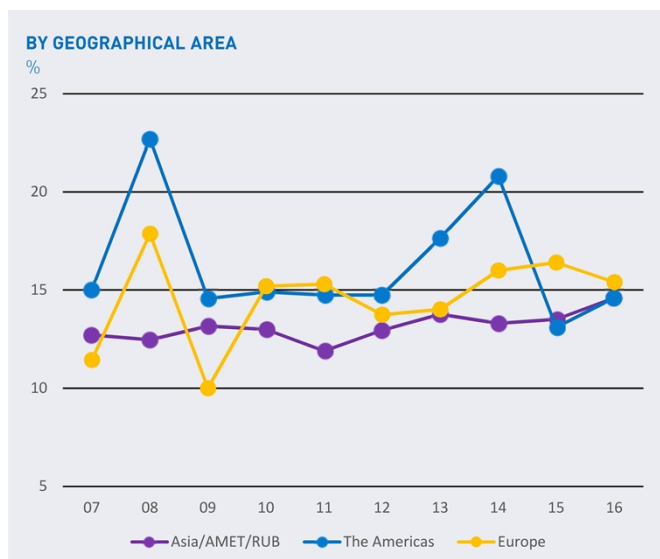
<sup>[a]</sup> Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus.



	07	08	09	10	11	12	13	14	15	16
<b>OPERATING PROFIT</b>										
● € million	5,231	7,153	5,006	6,325	6,420	6,977	7,517	7,980	7,515	<b>7,801</b>
<b>CORE OPERATING PROFIT<sup>(a)</sup></b>										
● € million				6,017	6,276	7,050	7,016	7,020	7,865	<b>8,046</b>
<b>BY PRODUCT AREA AS % OF TOTAL OPERATING PROFIT</b>										
■ Personal Care	34	25	37	36	39	42	41	41	48	<b>48</b>
■ Foods	39	45	37	45	42	37	41	45	31	<b>28</b>
■ Refreshment	11	17	12	8	8	8	7	7	10	<b>12</b>
■ Home Care	16	13	14	11	11	13	11	7	11	<b>12</b>
Total	100	100	100	100	101	100	100	100	100	<b>100</b>
<b>BY GEOGRAPHICAL AREA AS % OF TOTAL OPERATING PROFIT</b>										
■ Asia/AMET/RUB	30	23	37	34	33	38	37	33	40	<b>42</b>
■ The Americas	38	41	37	34	35	35	38	40	30	<b>32</b>
■ Europe	32	36	26	32	32	27	25	27	30	<b>26</b>
Total	100	100	100	100	100	100	100	100	100	<b>100</b>

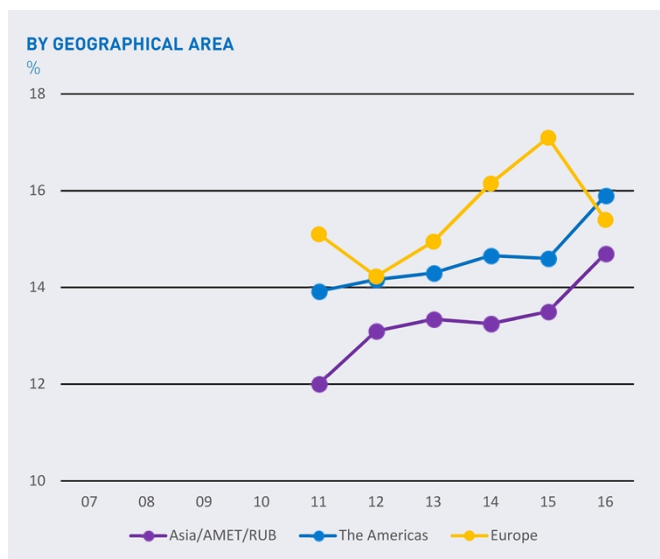
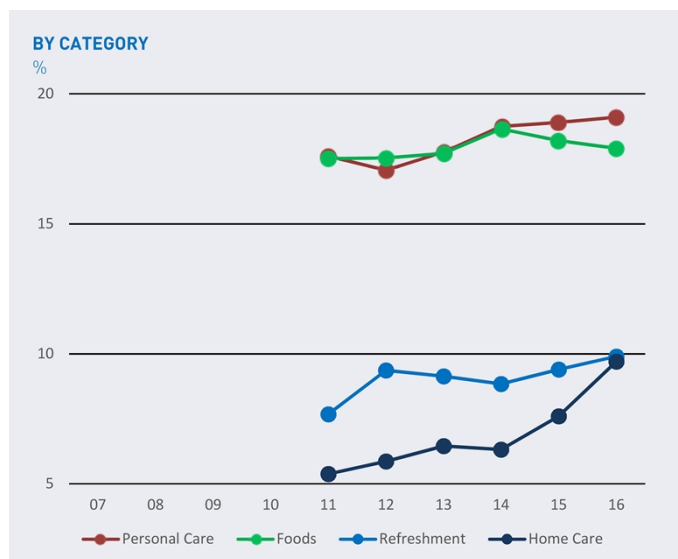
Figures are presented on the basis of continuing operations as at 31 December 2016.

<sup>(a)</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.



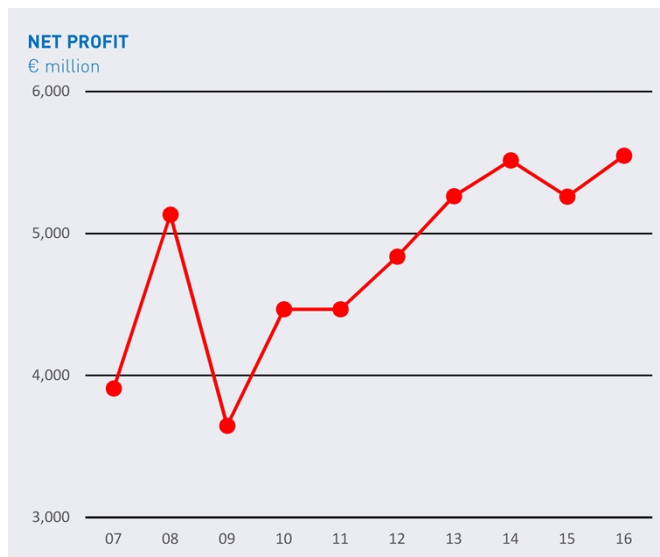
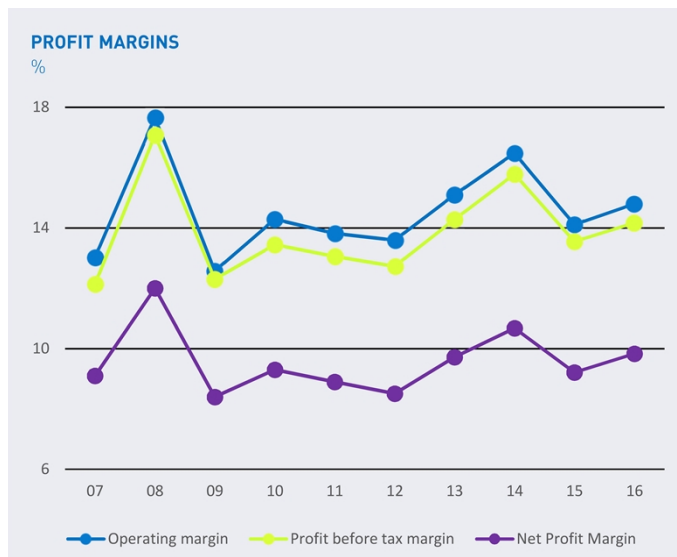
	07	08	09	10	11	12	13	14	15	16
<b>OPERATING MARGIN %</b>										
● Personal Care	15.8	16.0	15.5	16.7	16.4	16.2	17.0	18.4	18.1	18.4
● Foods	14.7	22.6	13.8	20.1	19.2	18.0	22.8	29.2	17.8	17.4
● Refreshment	10.6	11.9	9.4	8.4	8.2	9.3	9.1	5.9	8.3	9.7
● Home Care	8.1	16.8	8.8	6.1	5.8	6.0	5.9	6.3	7.3	9.5
Total	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5	14.1	14.8
<b>OPERATING MARGIN %</b>										
● Asia/AMET/RUB	12.7	12.5	13.2	13.0	11.9	13.0	13.8	13.3	13.5	14.6
● The Americas	15.0	22.7	14.6	14.9	14.7	14.7	17.6	20.8	13.1	14.6
● Europe	11.4	17.9	10.0	15.2	15.3	13.7	14.0	16.0	16.4	15.4
Total	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5	14.1	14.8

Figures are presented on the basis of continuing operations as at 31 December 2016.



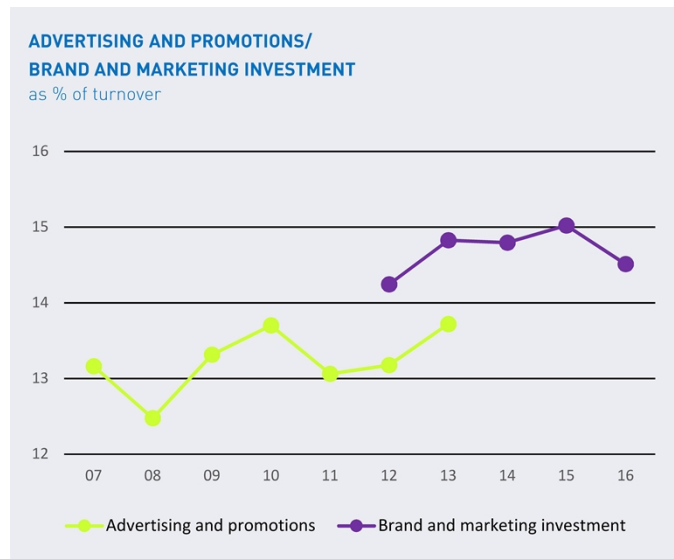
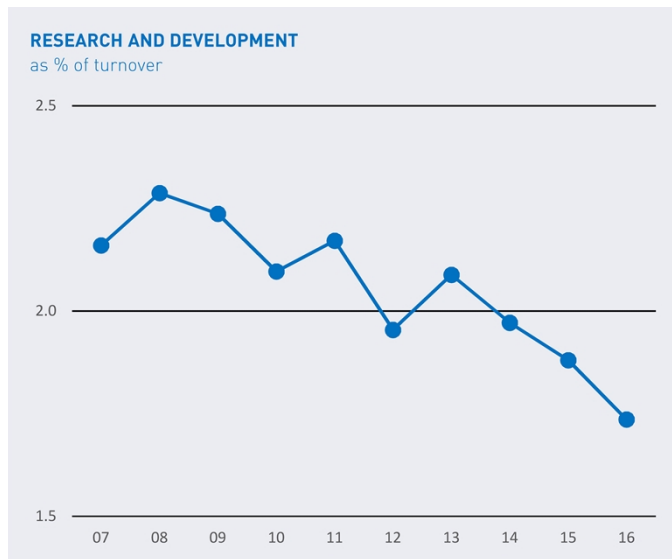
	11	12	13	14	15	16
<b>CORE OPERATING MARGIN %</b>						
● Personal Care	17.6	17.1	17.8	18.7	18.9	19.1
● Foods	17.5	17.5	17.7	18.6	18.2	17.9
● Refreshment	7.7	9.4	9.1	8.8	9.4	9.9
● Home Care	5.4	5.9	6.4	6.3	7.6	9.7
Total	13.5	13.8	14.1	14.5	14.8	15.3
<b>CORE OPERATING MARGIN %</b>						
● Asia/AMET/RUB	12.0	13.1	13.3	13.3	13.5	14.7
● The Americas	13.9	14.2	14.3	14.7	14.6	15.9
● Europe	15.1	14.2	14.9	16.2	17.1	15.4
Total	13.5	13.8	14.1	14.5	14.8	15.3

Figures are presented on the basis of continuing operations as at 31 December 2016.



	07	08	09	10	11	12	13	14	15	16
<b>PROFIT MARGIN %</b>										
● Operating margin	13.0	17.7	12.6	14.3	13.8	13.6	15.1	16.5	14.1	<b>14.8</b>
● Profit before tax margin	12.1	17.1	12.3	13.4	13.1	12.7	14.3	15.8	13.6	<b>14.2</b>
● Net profit margin <sup>(a)</sup>	9.1	12.0	8.4	9.3	8.9	8.5	9.7	10.7	9.2	<b>9.8</b>
<b>€ MILLION</b>										
Operating profit	5,231	7,153	5,006	6,325	6,420	6,977	7,517	7,980	7,515	<b>7,801</b>
Profit before tax	4,877	6,922	4,899	5,951	6,066	6,533	7,114	7,646	7,220	<b>7,469</b>
● Net profit	3,909	5,132	3,646	4,465	4,465	4,836	5,263	5,515	5,259	<b>5,547</b>

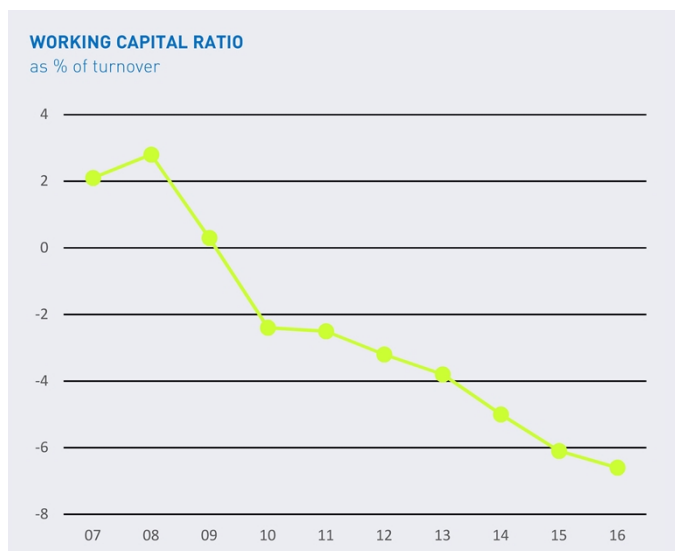
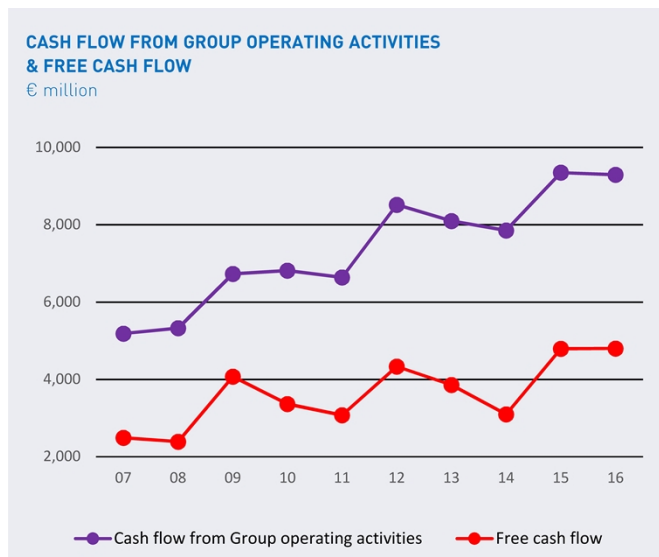
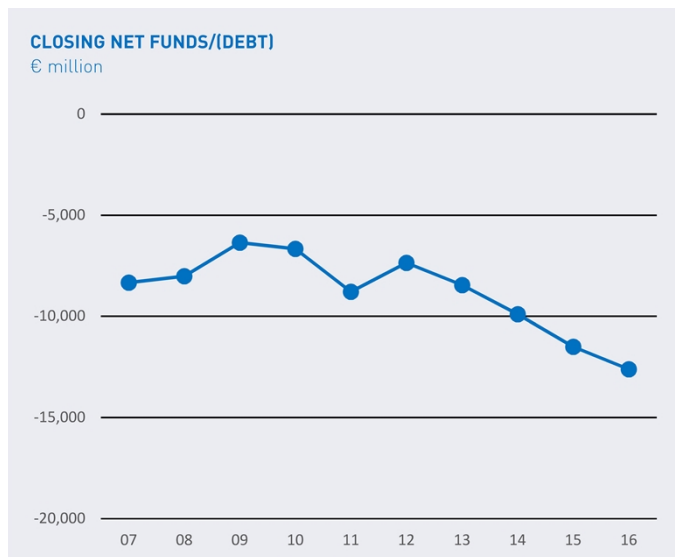
# RESEARCH AND DEVELOPMENT, ADVERTISING AND PROMOTIONS/BRAND AND MARKETING INVESTMENT



	07	08	09	10	11	12	13	14	15	16
<b>€ MILLION</b>										
Research and development	868	927	891	928	1,009	1,003	1,040	955	1,055	<b>978</b>
Advertising and promotions	5,289	5,055	5,302	6,064	6,069	6,763	6,832			
Brand and marketing investment <sup>(a)</sup>						7,311	7,383	7,166	8,003	<b>7,731</b>
<b>% OF TURNOVER</b>										
● Research and development	2.2	2.3	2.2	2.1	2.2	2.0	2.1	2.0	1.9	<b>1.7</b>
● Advertising and promotions	13.2	12.5	13.3	13.7	13.1	13.2	13.7			
● Brand and marketing investment <sup>(a)</sup>						14.2	14.8	14.8	15.0	<b>14.5</b>

<sup>(a)</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.

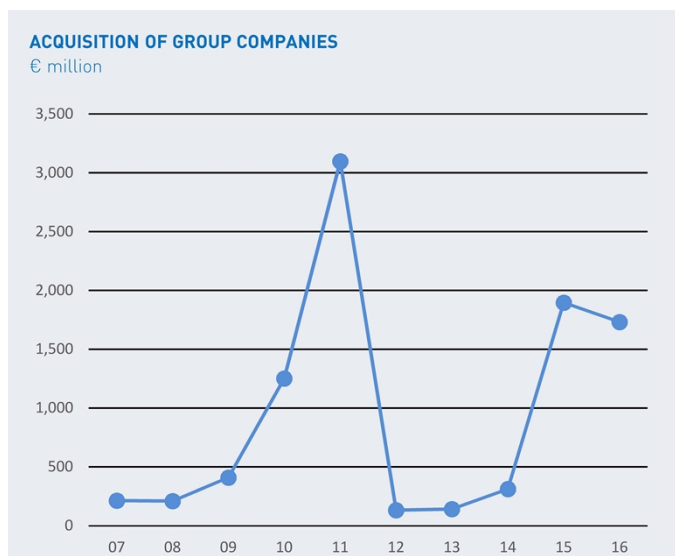




	07	08	09	10	11	12	13	14	15	16
<b>CLOSING NET FUNDS/(DEBT)<sup>(a)</sup></b>										
● € million	(8,335)	(8,012)	(6,357)	(6,668)	(8,781)	(7,355)	(8,456)	(9,900)	(11,505)	<b>(12,614)</b>
<b>CASH FLOW FROM GROUP OPERATING ACTIVITIES</b>										
● € million	5,188	5,326	6,733	6,818	6,639	8,516	8,099	7,854	9,351	<b>9,298</b>
<b>FREE CASH FLOW</b>										
● € million	2,487	2,390	4,072	3,365	3,075	4,333	3,856	3,100	4,796	<b>4,802</b>
● <b>WORKING CAPITAL AS % TURNOVER<sup>(b)</sup></b>	2.1	2.8	0.3	(2.4)	(2.5)	(3.2)	(3.8)	(5.0)	(6.1)	<b>(6.6)</b>

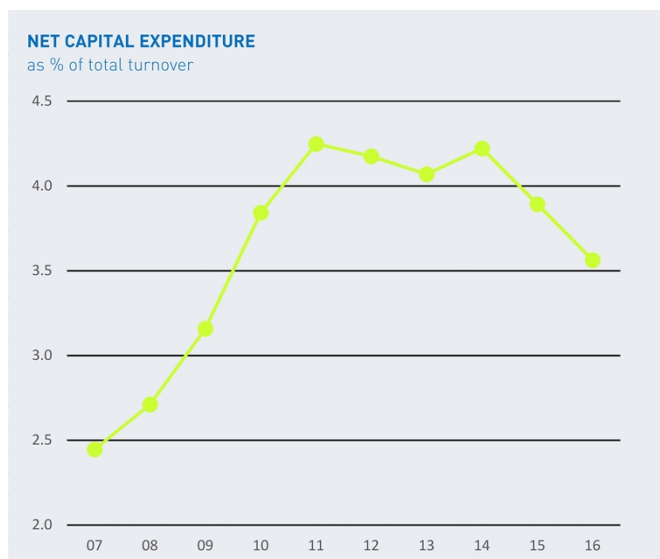
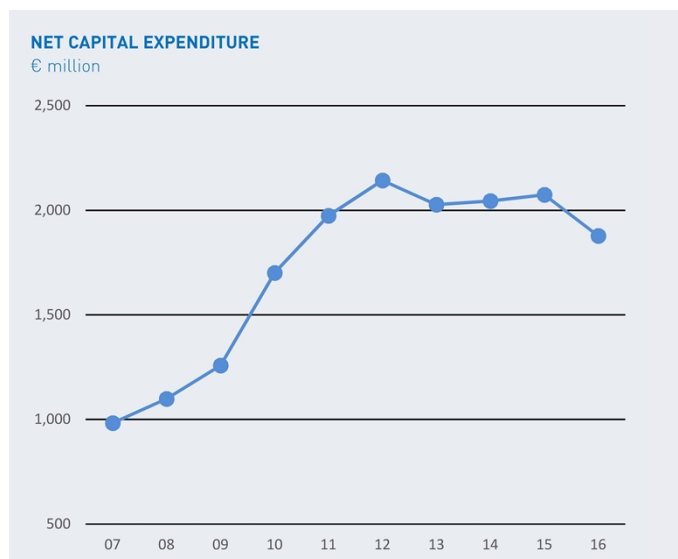
<sup>(a)</sup> Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange).

<sup>(b)</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.



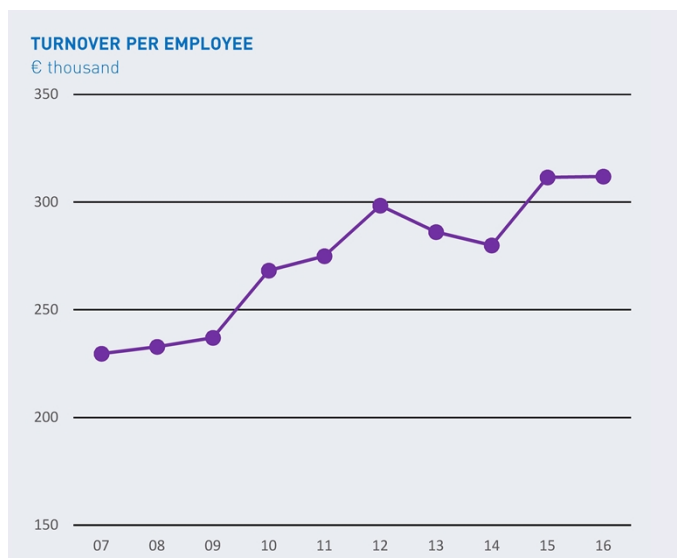
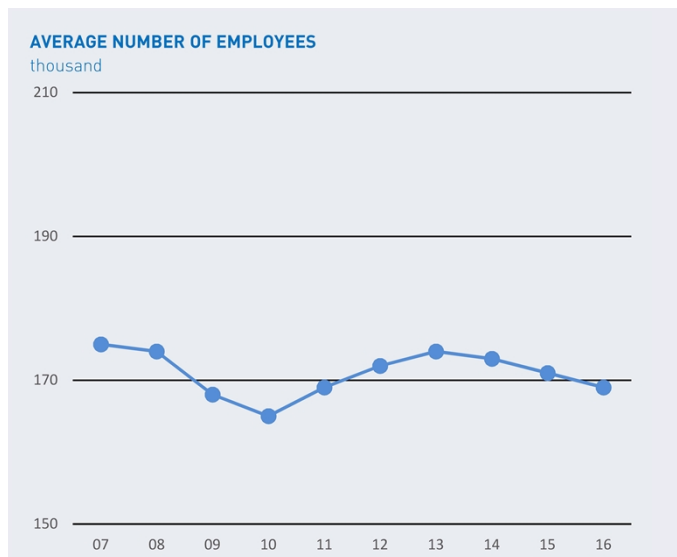
	07	08	09	10	11	12	13	14	15	16
<b>ACQUISITION OF GROUP COMPANIES<sup>[a]</sup></b>										
● € million	214	211	409	1,252	3,098	133	142	313	1,897	<b>1,731</b>
<b>DISPOSAL OF GROUP COMPANIES<sup>[a]</sup></b>										
● € million	164	2,476	270	891	1,378	246	1,053	1,741	199	<b>30</b>
<b>NUMBER OF ACQUISITIONS/DISPOSALS</b>	26	24	15	12	31	6	12	10	12	<b>8</b>

<sup>[a]</sup> These figures represent the cash outflow and inflow from acquisitions and disposals respectively.

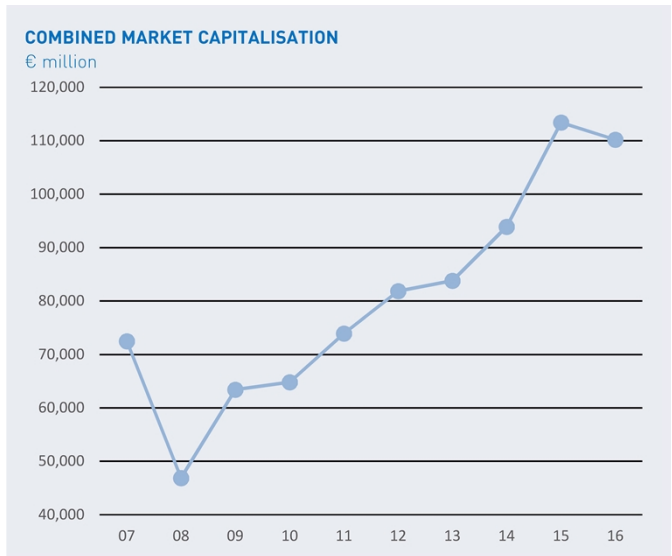
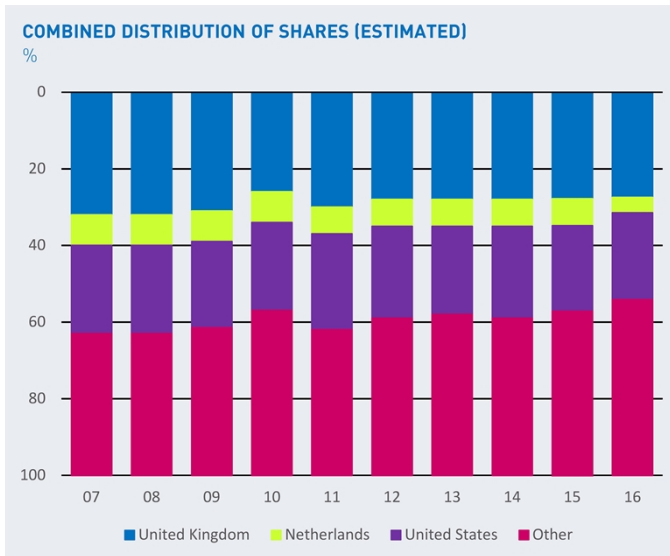


	07	08	09	10	11	12	13	14	15	16
<b>NET CAPITAL EXPENDITURE<sup>(a)</sup></b>										
● € million	983	1,099	1,258	1,701	1,974	2,143	2,027	2,045	2,074	<b>1,878</b>
● as % of turnover	2.4	2.7	3.2	3.8	4.2	4.2	4.1	4.2	3.9	<b>3.6</b>

<sup>(a)</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.

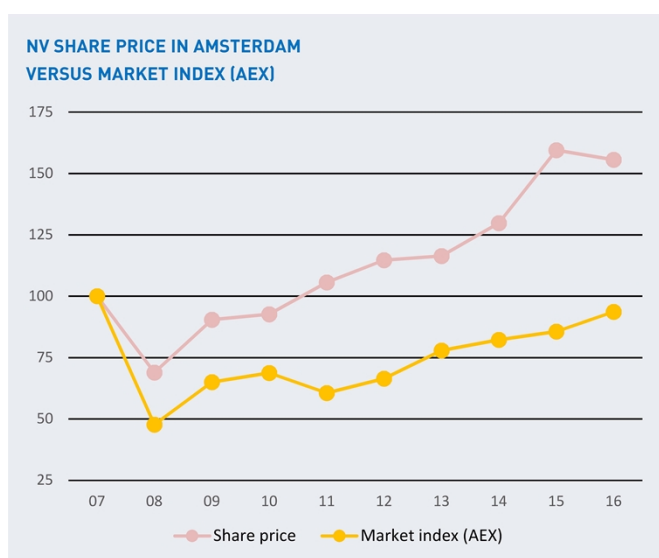
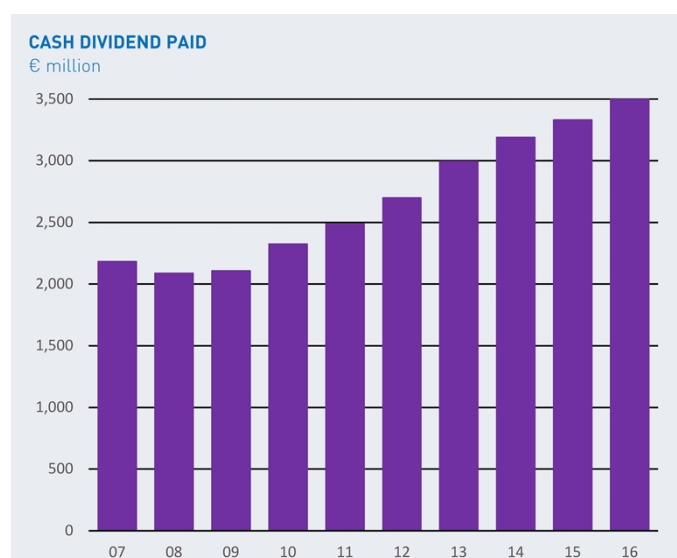
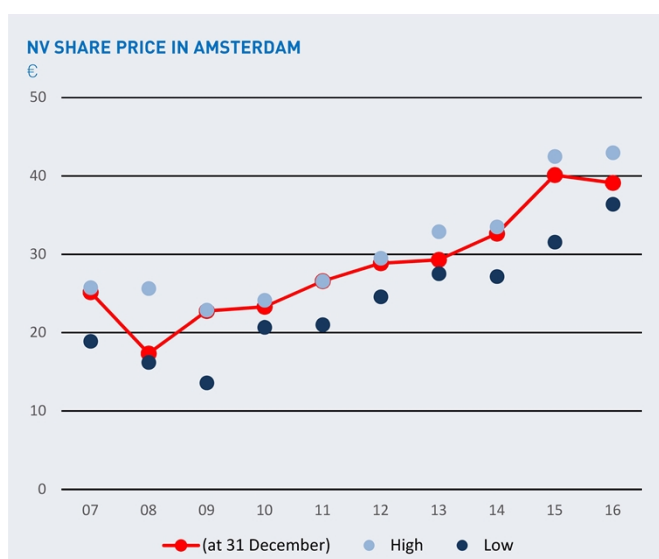
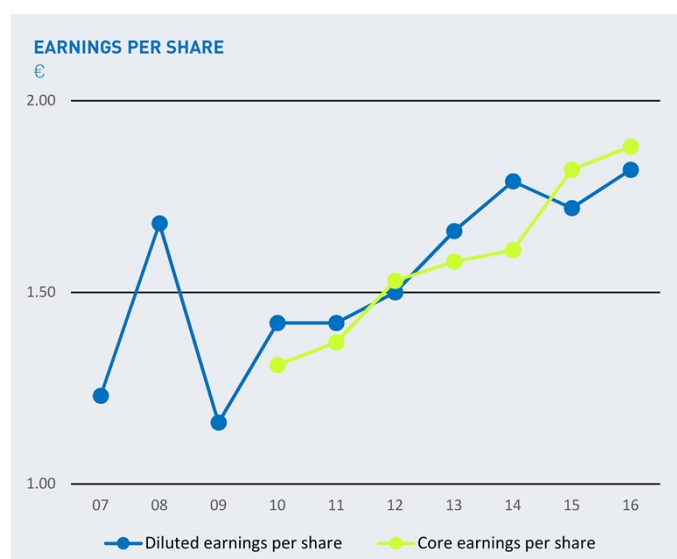


	07	08	09	10	11	12	13	14	15	16
<b>AVERAGE NUMBER OF EMPLOYEES</b>										
● thousand	175	174	168	165	169	172	174	173	171	169
<b>STAFF COSTS</b>										
● € million	5,551	5,288	5,237	5,613	5,358	6,303	6,194	6,054	6,555	6,523
<b>TURNOVER PER EMPLOYEE</b>										
● € thousand	230	233	237	268	275	298	286	280	312	312



	07	08	09	10	11	12	13	14	15	16
<b>BY COUNTRY AS % OF TOTAL COMBINED DISTRIBUTION OF SHARES (ESTIMATED)</b>										
United Kingdom	32	32	31	26	30	28	28	28	28	27
Netherlands	8	8	8	8	7	7	7	7	7	4
United States	23	23	23	23	25	24	23	24	22	23
Other	37	37	39	43	38	41	42	41	43	46
Total	100	100	100	100	100	100	100	100	100	100
<b>COMBINED MARKET CAPITALISATION AT 31 DECEMBER</b>										
€ million	72,501	46,882	63,409	64,803	73,949	81,858	83,800	93,897	113,414	110,201

# EARNINGS PER SHARE, DIVIDEND AND SHARE INFORMATION (NV – EURO)



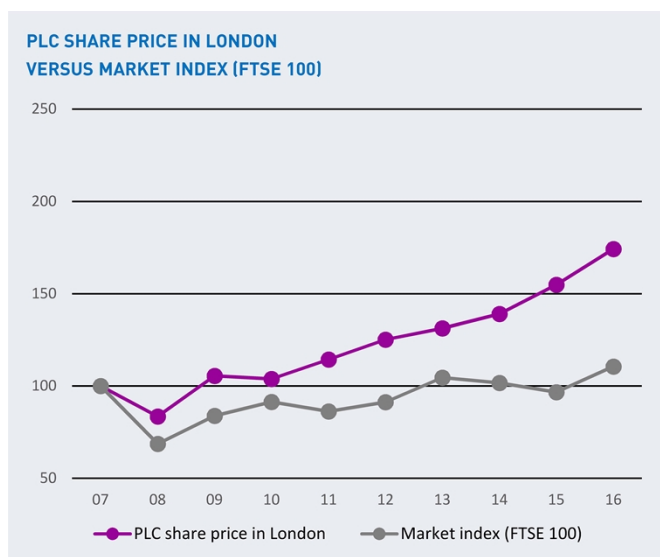
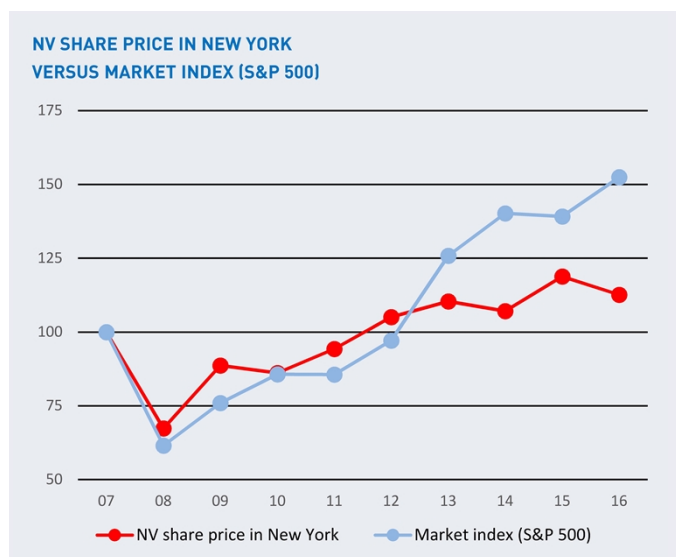
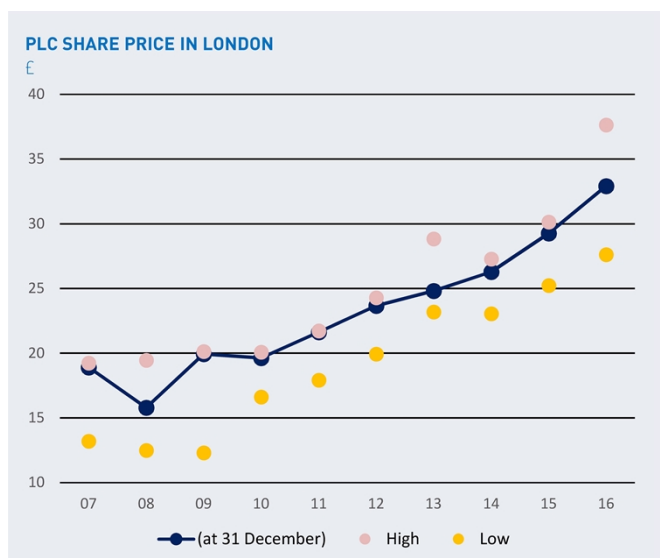
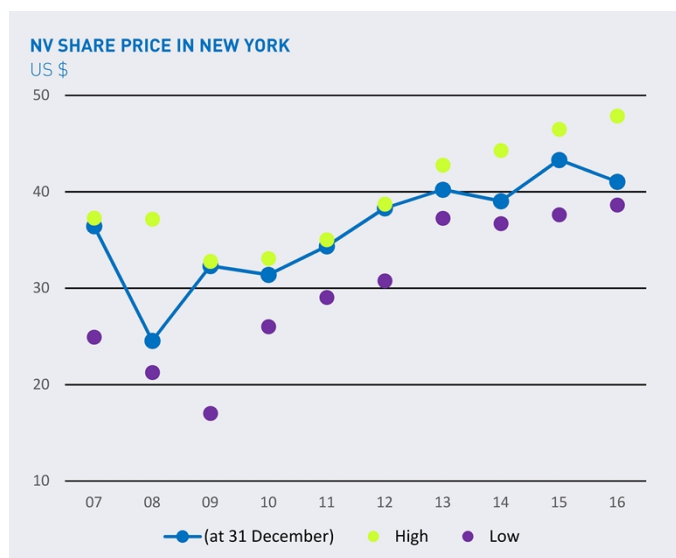
	07	08	09	10	11	12	13	14	15	16
<b>EARNINGS PER SHARE<sup>(a)</sup></b>										
● Diluted earnings per share	1.23	1.68	1.16	1.42	1.42	1.50	1.66	1.79	1.72	1.82
● Core earnings per share <sup>(b)</sup>				1.31	1.37	1.53	1.58	1.61	1.82	1.88
<b>NV SHARE PRICE IN AMSTERDAM €</b>										
● (at 31 December)	25.15	17.34	22.75	23.30	26.57	28.84	29.28	32.64	40.11	39.12
● High	25.72	25.61	22.88	24.11	26.58	29.50	32.89	33.49	42.48	42.94
● Low	18.89	16.20	13.59	20.68	21.00	24.56	27.50	27.16	31.55	36.39
<b>DIVIDEND</b>										
■ Cash dividend paid (€ million)	2,182	2,086	2,106	2,323	2,485	2,699	2,993	3,189	3,331	3,609
<b>SHARE PRICE VERSUS MARKET INDEX</b>										
<i>(31 December 2007 = 100)</i>										
● NV Share price in Amsterdam	100	69	90	93	106	115	116	130	159	156
● Market index (AEX)	100	48	65	69	61	66	78	82	86	94

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

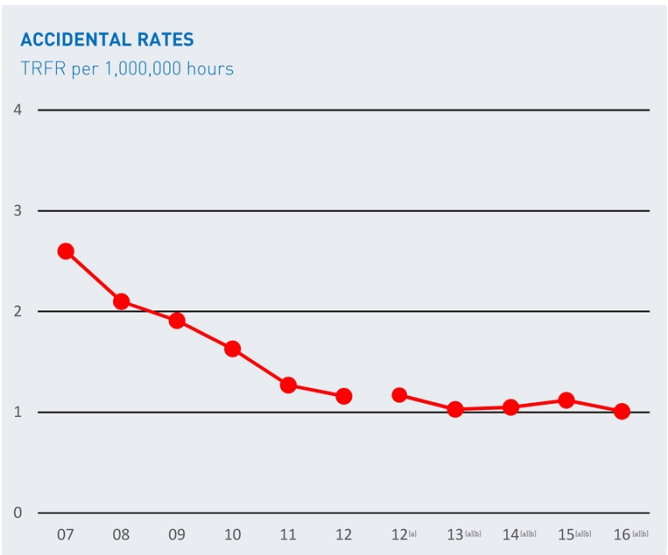
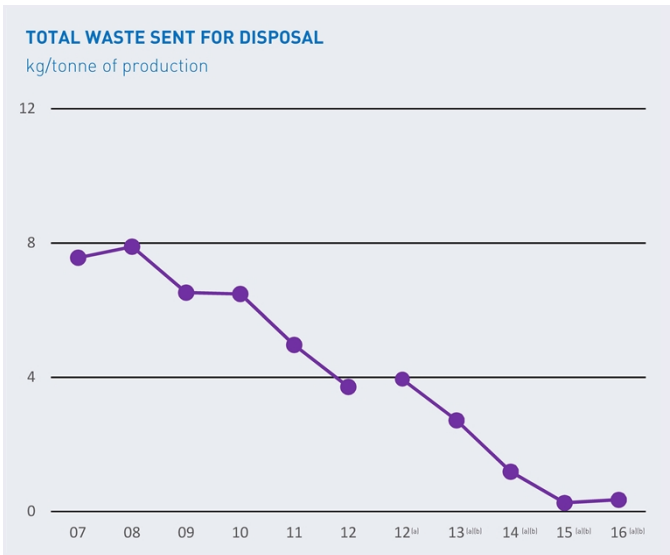
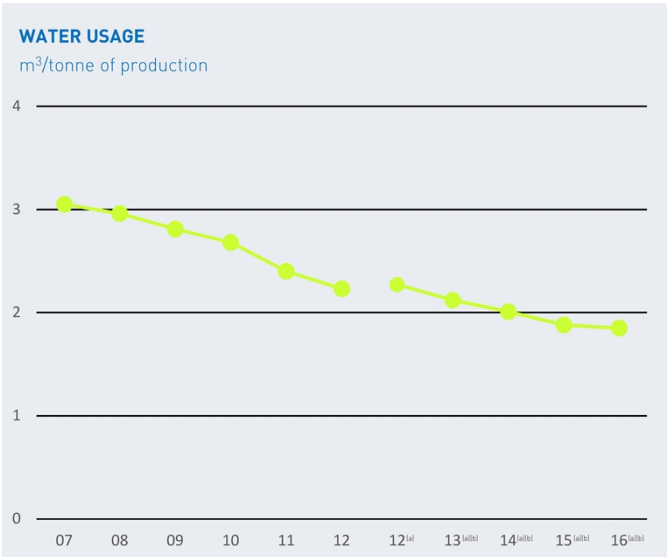
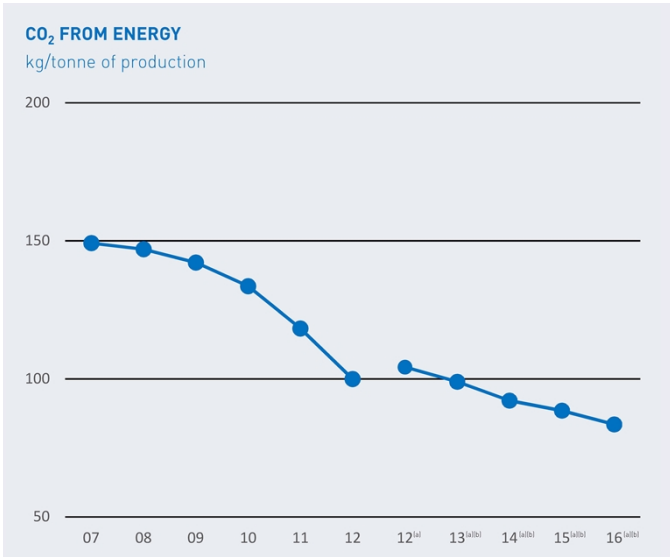
<sup>(b)</sup> In calculating core earnings per share, net profit attributable to shareholders is adjusted to eliminate the impact on non-core items.

# SHARE INFORMATION

## NV – US DOLLARS AND PLC – POUNDS STERLING



	07	08	09	10	11	12	13	14	15	16
<b>NV SHARE PRICE IN NEW YORK US \$</b>										
● (at 31 December)	36.46	24.55	32.33	31.40	34.37	38.30	40.23	39.04	43.32	41.06
● High	37.31	37.18	32.80	33.10	35.06	38.75	42.78	44.31	46.51	47.88
● Low	24.94	21.27	17.04	26.02	29.07	30.79	37.27	36.72	37.64	38.66
<b>PLC SHARE PRICE IN LONDON £</b>										
● (at 31 December)	18.90	15.79	19.94	19.63	21.63	23.66	24.82	26.28	29.26	32.93
● High	19.24	19.47	20.15	20.09	21.73	24.29	28.85	27.29	30.15	37.64
● Low	13.20	12.49	12.30	16.62	17.93	19.94	23.19	23.06	25.24	27.63
<b>SHARE PRICE VERSUS MARKET INDEX</b> (31 December 2007 = 100)										
● NV share price in New York	100	67	89	86	94	105	110	107	119	113
● Market index (S&P 500)	100	62	76	86	86	97	126	140	139	152
<b>SHARE PRICE VERSUS MARKET INDEX</b> (31 December 2007 = 100)										
● PLC share price in London	100	84	106	104	114	125	131	139	155	174
● Market index (FTSE 100)	100	69	84	91	86	91	105	102	97	111



	07	08	09	10	11	12	12 <sup>(a)</sup>	13 <sup>(a)(b)</sup>	14 <sup>(a)(b)</sup>	15 <sup>(a)(b)</sup>	16 <sup>(a)(b)</sup>
● CO <sub>2</sub> from energy (kg/tonne of production)	149.18	146.97	142.16	133.59	118.30	99.97	104.23	98.95	92.14	88.49	<b>83.52</b>
● Water usage (m <sup>3</sup> /tonne of production)	3.05	2.96	2.81	2.68	2.40	2.23	2.27	2.12	2.01	1.88	<b>1.85</b>
● Total waste sent for disposal (kg/tonne of production)	7.56	7.89	6.52	6.48	4.96	3.71	3.94	2.72	1.19	0.26	<b>0.35</b>
● Total recordable accident frequency (TRFR) per 1,000,000 hours	2.60	2.10	1.91	1.63	1.27	1.16	1.17	1.03	1.05	1.12	<b>1.01</b>

<sup>(a)</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>(a)</sup>.

<sup>(b)</sup> PricewaterhouseCoopers (PwC) assured. For details and the basis of preparation see: [www.unilever.com/ara2016/downloads](http://www.unilever.com/ara2016/downloads).



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