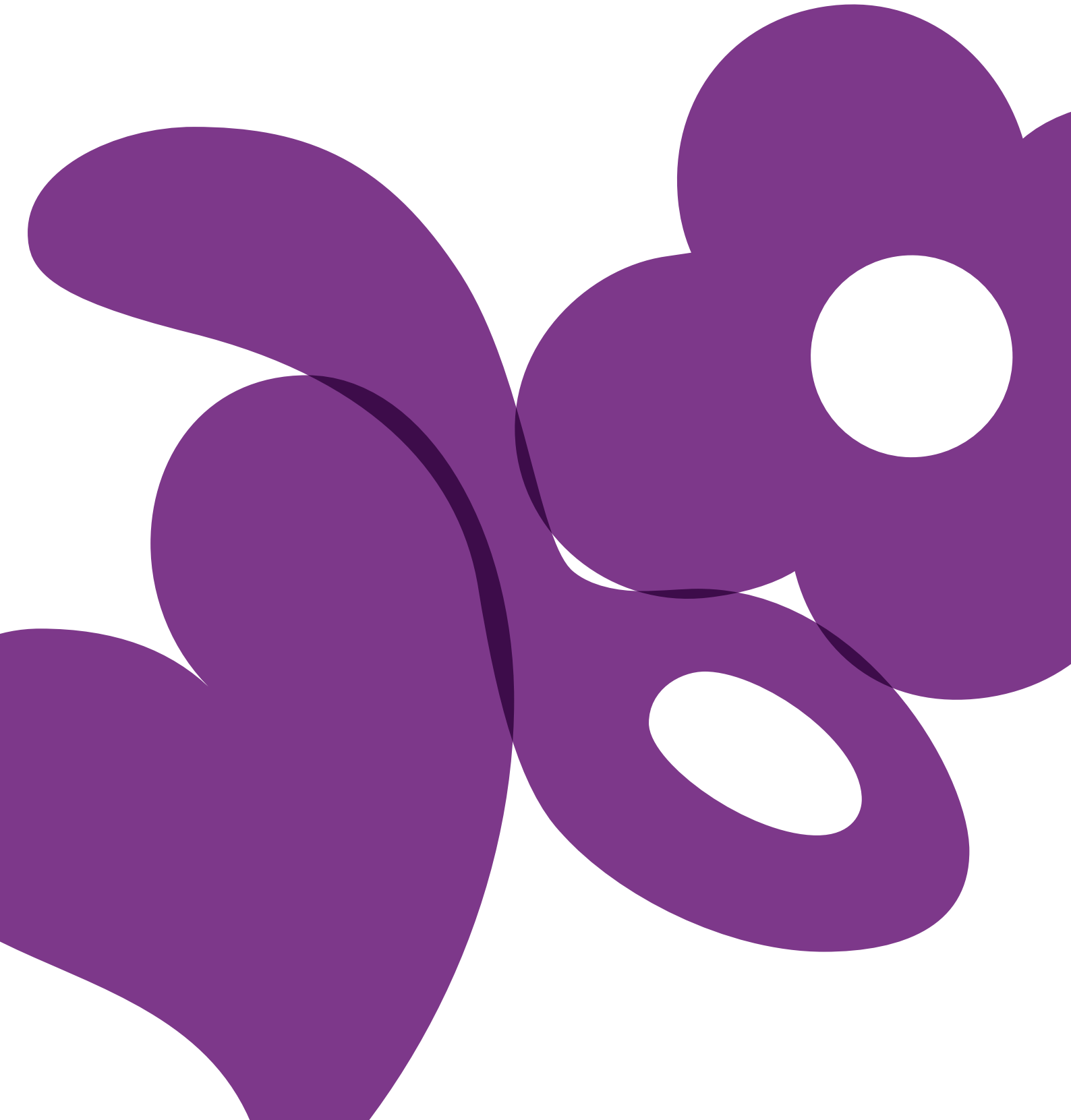


Unilever Charts 2008

# Adding Vitality to Life



Unilever



## 1 Unilever Charts 2008

The following pages give figures for the years 1998-2008, expressed in graphical form.

Turnover and underlying sales growth	2
Operating profit	3
Operating margins	4
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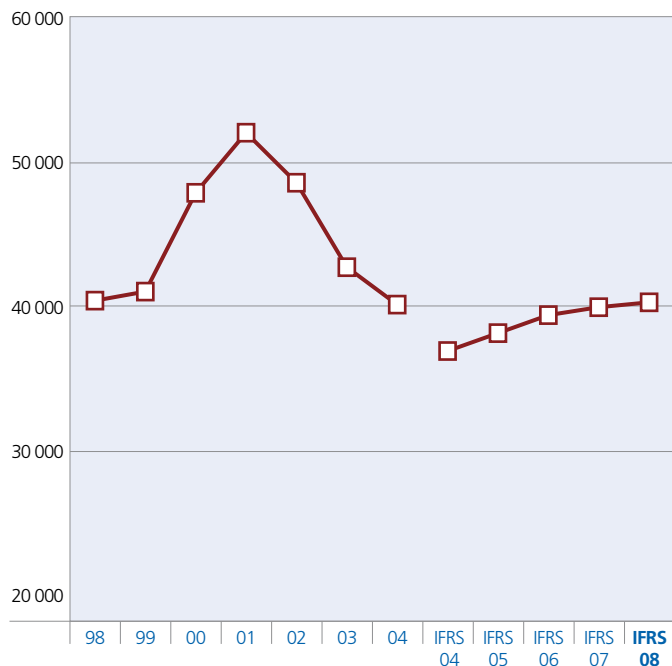
### Notes

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

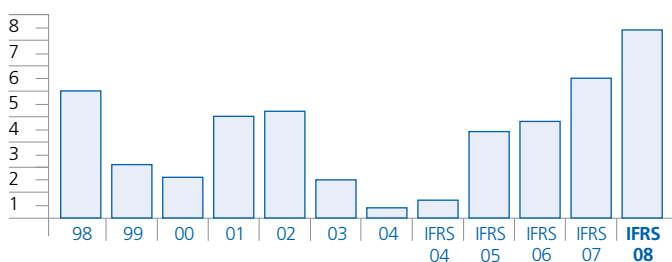
Unilever adopted International Financial Reporting Standards (IFRS) with effect from 1 January 2005, with a transition date of 1 January 2004. These differ in certain respects from those generally accepted in the United States. Where relevant, information is provided for both 2004 figures as published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

## 2 Turnover and underlying sales growth

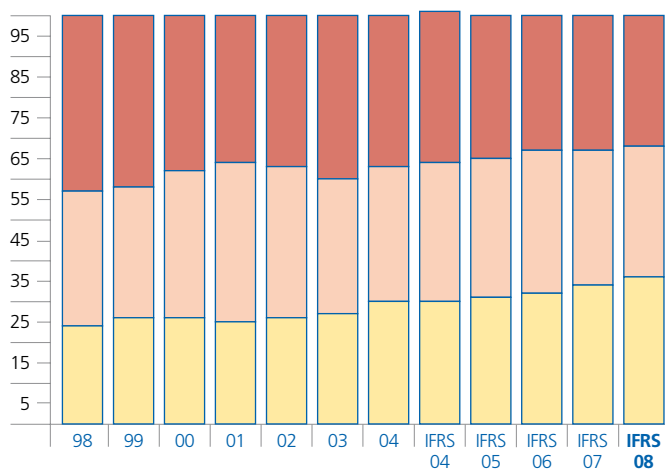
### Turnover million



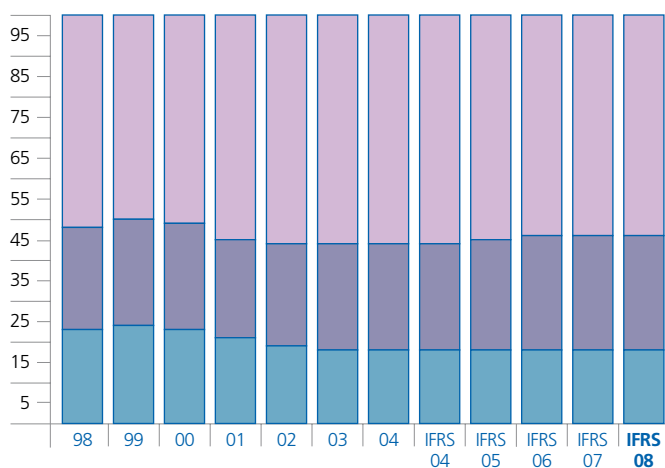
### Underlying sales growth %



### by geographical area as % of turnover



### by product area as % of turnover



	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Turnover <sup>(1)</sup></b>												
■ € million	40 639	41 262	48 066	52 206	48 760	42 942	40 366	37 168	38 401	39 642	40 187	<b>40 523</b>
<b>by geographical area as % of turnover</b>												
■ Western Europe	43	42	38	36	37	40	40	37	35	33	33	<b>32</b>
■ The Americas	33	32	36	39	37	33	33	33	34	35	33	<b>32</b>
■ Asia Africa CEE	24	26	26	25	26	27	27	30	31	32	34	<b>36</b>
Total	100	100	100	100	100	100	100	100	100	100	100	<b>100</b>
<b>by product area as % of turnover</b>												
■ Foods	52	50	51	55	56	56	56	56	55	54	54	<b>54</b>
■ Personal care	25	26	26	24	25	26	26	26	27	28	28	<b>28</b>
■ Home care and other	23	24	23	21	19	18	18	18	18	18	18	<b>18</b>
Total	100	100	100	100	100	100	100	100	100	100	100	<b>100</b>
■ Underlying sales growth %	5.0	2.1	1.6	4.0	4.2	1.5	0.4	0.7	3.4	3.8	5.5	<b>7.4</b>

<sup>(1)</sup> IFRS figures for 2004 to 2008 are presented on the basis of continuing operations as at 31 December 2008.

### 3 Operating profit

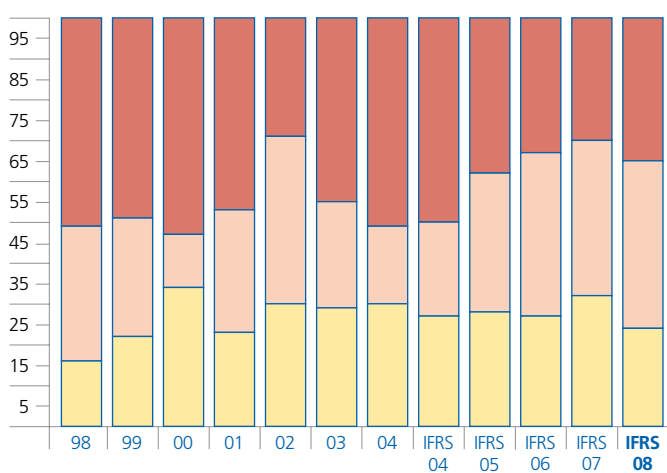
#### Operating profit

million



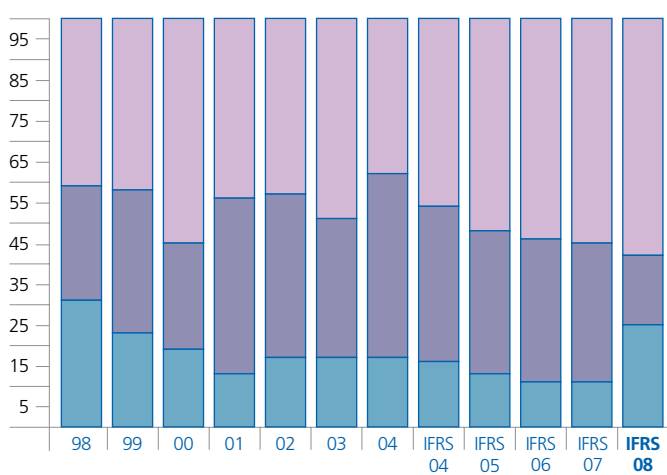
#### by geographical area

as % of operating profit



#### by product area

as % of operating profit

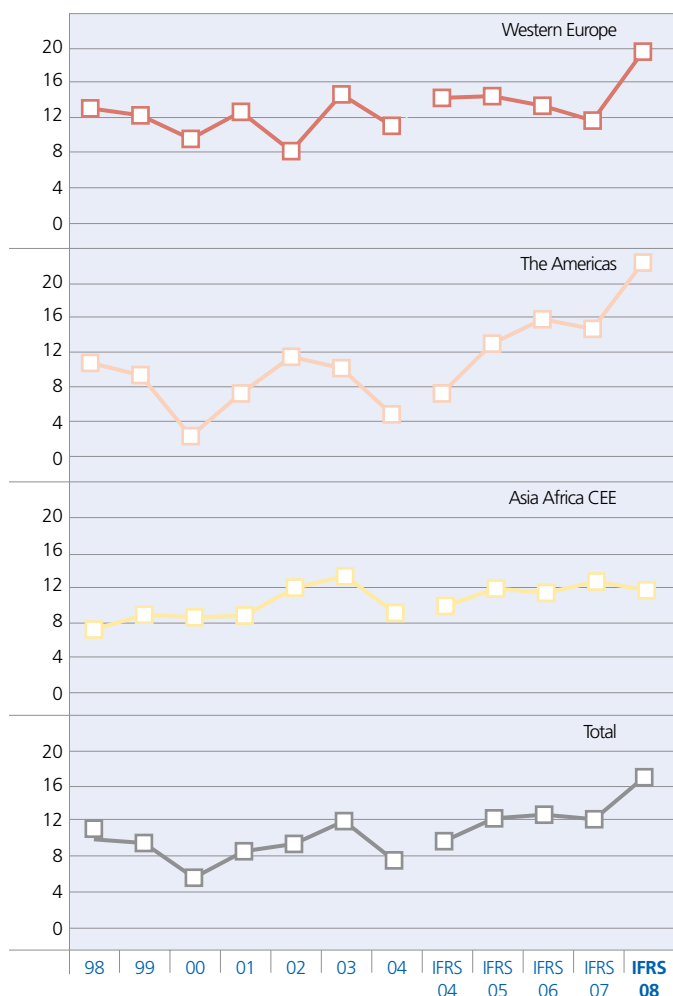


	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Operating profit<sup>(1)</sup></b>												
€ million	4 448	4 345	3 238	5 030	5 091	5 529	3 455	3 981	5 074	5 408	5 245	7 167
<b>by geographical area as % of operating profit</b>												
Western Europe	51	49	53	47	29	45	51	50	38	33	30	35
The Americas	33	29	13	30	41	26	19	23	34	40	38	41
Asia Africa CEE	16	22	34	23	30	29	30	27	28	27	32	24
Total	100	100	100	100	100	100	100	100	100	100	100	100
<b>by product area as % of operating profit</b>												
Foods	41	42	55	44	43	49	38	46	52	54	55	58
Personal Care	28	35	26	43	40	34	45	38	35	35	34	17
Home Care and other	31	23	19	13	17	17	17	16	13	11	11	25
Total	100	100	100	100	100	100	100	100	100	100	100	100

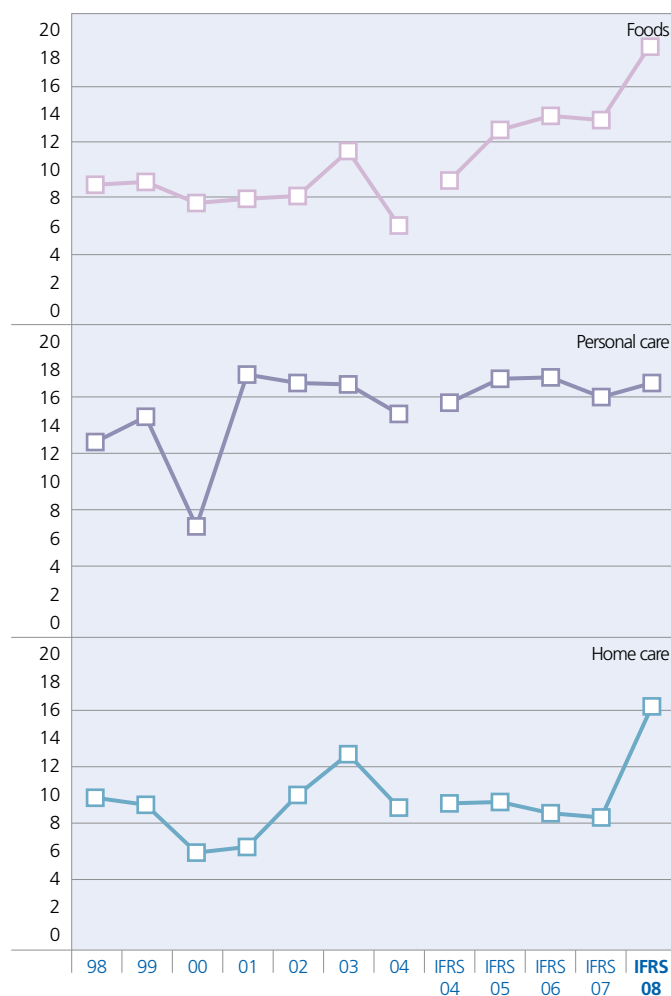
<sup>(1)</sup> IFRS figures for 2004 to 2008 are presented on the basis of continuing operations as at 31 December 2008.

## 4 Operating margins

by geographical area  
%



by product area  
%

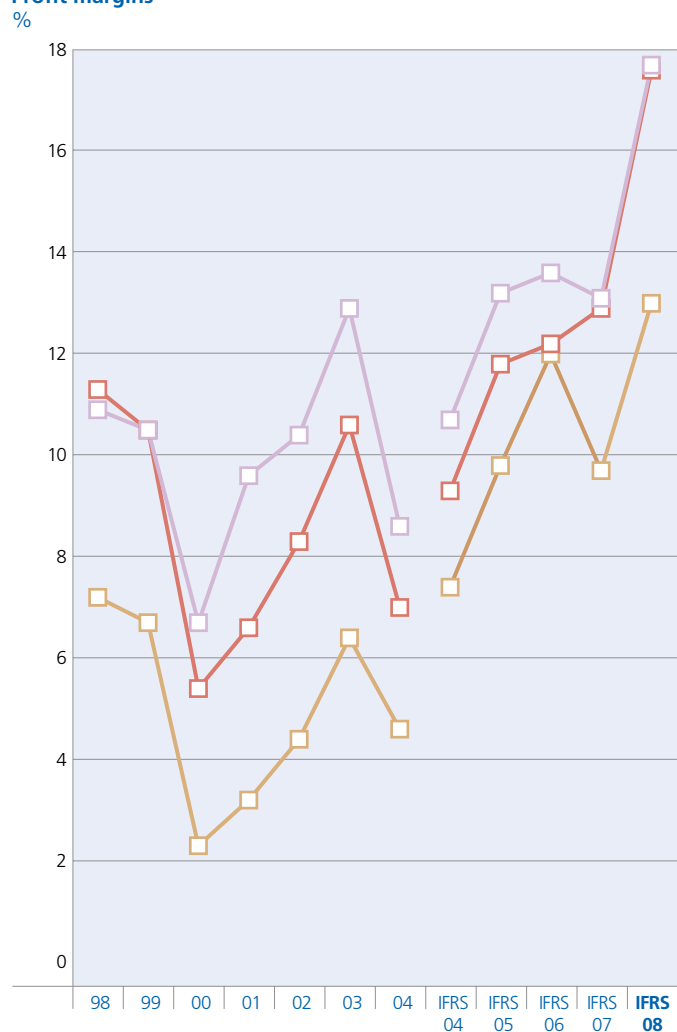


	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>by geographical area % <sup>(1)</sup></b>												
Western Europe	13.1	12.3	9.6	12.7	8.2	14.7	11.1	14.3	14.5	13.4	11.7	19.6
The Americas	10.8	9.4	2.4	7.3	11.5	10.2	4.9	7.3	13.0	15.8	14.7	22.3
Asia Africa CEE	7.3	9.0	8.7	8.9	12.1	13.4	9.2	10.0	12.0	11.5	12.8	11.8
Total	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7
<b>by product area % <sup>(1)</sup></b>												
Foods	8.7	8.9	7.4	7.7	7.9	11.1	5.8	9.0	12.6	13.6	13.3	18.8
Personal Care	12.6	14.4	6.6	17.4	16.8	16.7	14.6	15.4	17.1	17.2	15.8	16.8
Home Care and other	9.5	9.0	5.6	6.0	9.7	12.6	8.8	9.1	9.2	8.4	8.1	16.0
Total	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7

<sup>(1)</sup> IFRS figures for 2004 to 2008 are presented on the basis of continuing operations as at 31 December 2008.

## 5 Profit margins

### Profit margins



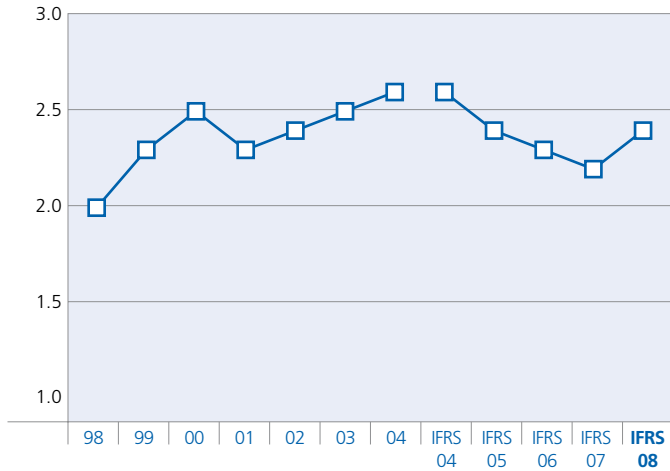
### Net profit



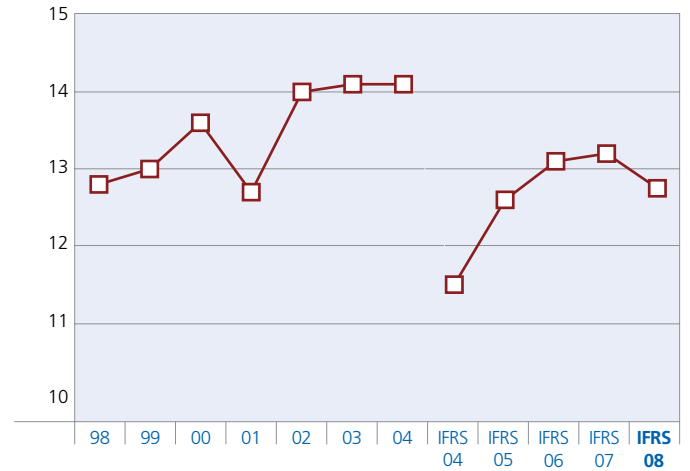
	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Profit margins %</b>												
Operating margin	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6	13.1	17.7
Profit before tax margin	11.3	10.5	5.4	6.6	8.3	10.6	7.0	9.3	11.8	12.2	12.9	17.6
Net profit margin	7.2	6.7	2.3	3.2	4.4	6.4	4.6	7.4	9.8	12.0	9.7	13.0
<b>€ million</b>												
Operating profit	4 448	4 345	3 238	5 030	5 091	5 529	3 455	3 981	5 074	5 408	5 245	7 167
Profit before tax	4 603	4 341	2 602	3 438	4 053	4 538	2 839	3 453	4 516	4 831	5 184	7 129
Net profit	2 944	2 771	1 105	1 680	2 136	2 762	1 876	2 941	3 975	5 015	4 136	5 285

## 6 Research and development, advertising and promotions, total shareholder return

**Research and development**  
as % of turnover

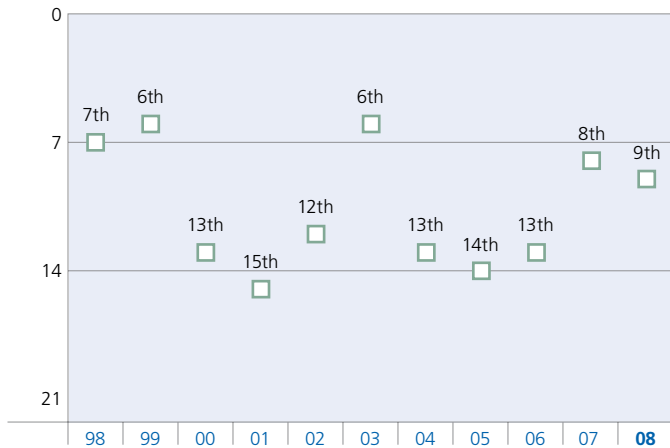


**Advertising and promotions**  
as % of turnover



	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>€ million</b>												
■ Research and development	830	935	1 187	1 178	1 166	1 065	1 040	972	932	906	868	927
■ Advertising and promotions	5 188	5 345	6 545	6 648	6 839	6 069	5 704	4 365	4 918	5 203	5 289	5 055

### Total shareholder return



Total Shareholder Return (TSR) is a concept used to compare the performance of different companies' stocks and shares over time. It combines share price appreciation and dividends paid to show the total return to the shareholder. The absolute size of the TSR will vary with stock markets, but the relative position is a reflection of the market perception of overall performance.

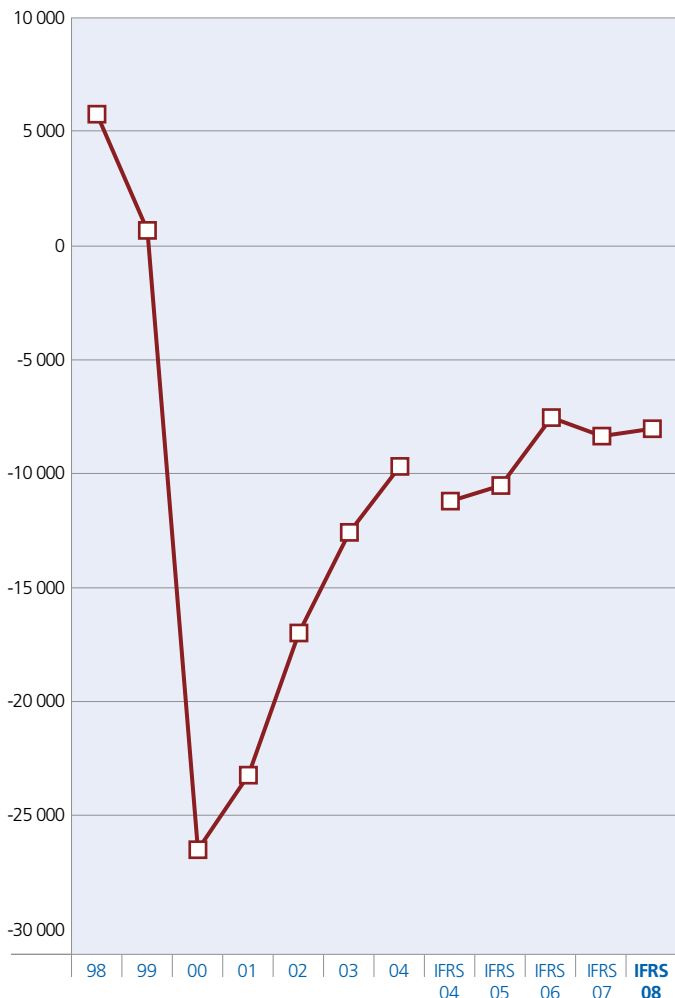
The chart above shows Unilever's position relative to a reference group of 21 companies, including Unilever, over a three-year rolling period. In 2008 the following companies formed the peer group of comparative companies:

- |                   |                   |
|-------------------|-------------------|
| Avon              | Kraft             |
| Beiersdorf        | Lion              |
| Cadbury Schweppes | L'Oreal           |
| Clorox            | Nestlé            |
| Coca Cola         | Orkla             |
| Colgate           | PepsiCo           |
| Danone            | Procter & Gamble  |
| Heinz             | Reckitt Benckiser |
| Kao               | Sara Lee          |
| Kimberley-Clark   | Shiseido          |

## 7 Net funds/(debt) and financing ratios

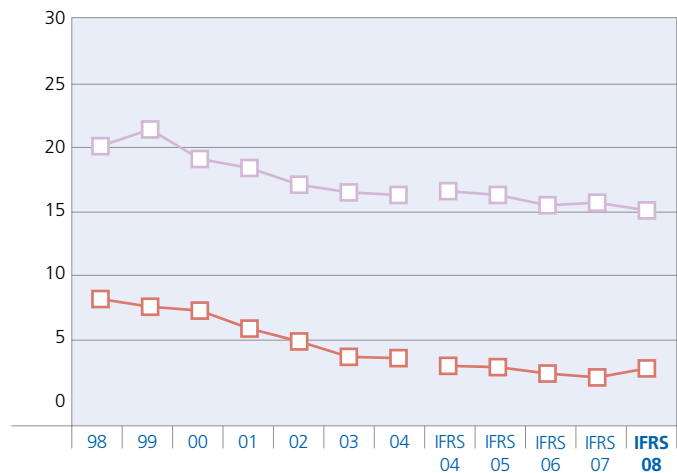
### Closing net funds/(debt)

million



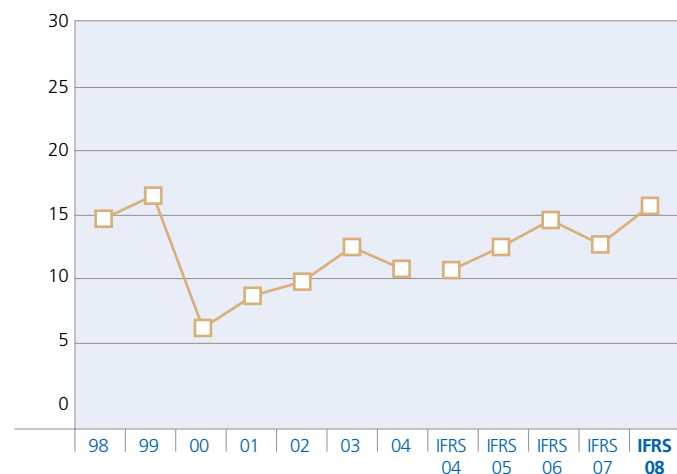
### Property, plant and equipment and working capital ratios

as % of turnover



### Return on invested capital

%



	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Closing net funds/(debt)<sup>(1)</sup></b>												
■ € million	5 778	684	(26 468)	(23 199)	(16 966)	(12 555)	(9 663)	(11 185)	(10 502)	(7 523)	(8 335)	<b>(8 012)</b>
□ <b>Property, plant and equipment as % turnover</b>	20.1	21.4	19.1	18.4	17.1	16.5	16.3	16.6	16.3	15.5	15.7	<b>15.1</b>
■ <b>Working capital as % turnover<sup>(2)</sup></b>	8.2	7.6	7.3	5.9	4.9	3.7	3.6	3.0	2.9	2.4	2.1	<b>2.8</b>
■ <b>Return on invested capital %<sup>(3)</sup></b>	14.7	16.5	6.2	8.7	9.8	12.5	10.8	10.7	12.5	14.6	12.7	<b>15.7</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). The significant movement in this measure in 2000 reflects the acquisitions of Bestfoods.

<sup>(2)</sup> Excludes creditors under share buy-back contracts in 2007 and 2008.

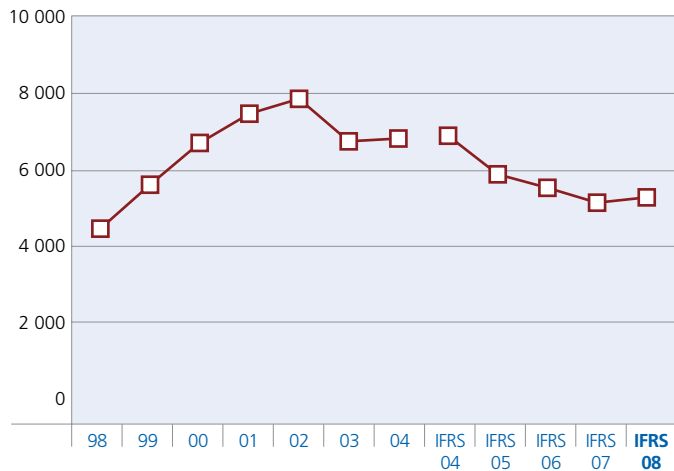
<sup>(3)</sup> Return on invested capital is profit after tax but excluding net interest on net debt and impairment of goodwill and indefinite-lived intangible assets both net of tax, divided by average invested capital for the year. Invested capital is the sum of property, plant and equipment and other non-current investments, software and finite-lived intangible assets, working capital, goodwill and indefinite-lived intangible assets at gross book value and cumulative goodwill written off directly to reserves under an earlier accounting policy.



## 8 Cash flow, acquisitions and disposals

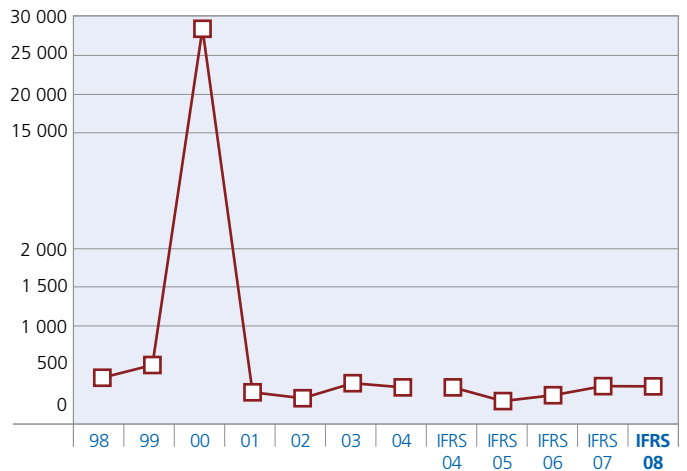
### Cash flow from group operating activities

million



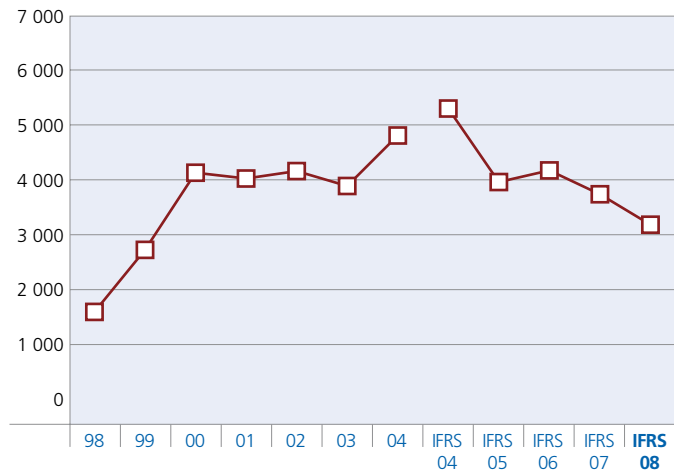
### Acquisition of group companies

million



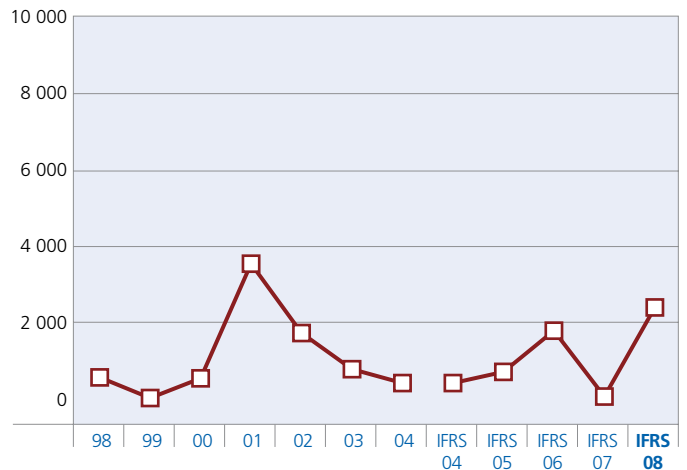
### Ungeared free cash flow

million



### Disposal of group companies

million



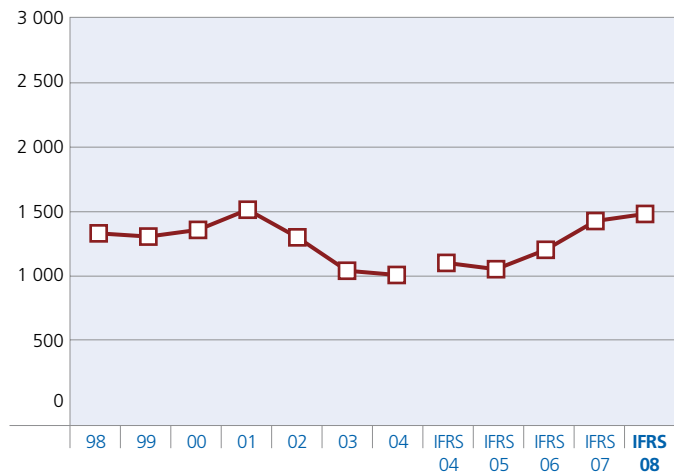
	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Cash flow from group operating activities</b>												
€ million	4 514	5 654	6 738	7 497	7 883	6 780	6 853	6 925	5 924	5 574	5 188	<b>5 326</b>
<b>Ungeared free cash flow <sup>(1)</sup></b>												
€ million	1 652	2 779	4 180	4 075	4 210	3 939	4 856	5 346	4 011	4 222	3 769	<b>3 236</b>
<b>Acquisition of group companies</b>												
€ million	323	488	28 010	134	57	252	198	198	20	96	214	<b>211</b>
<b>Disposal of group companies</b>												
€ million	661	126	637	3 611	1 812	874	514	514	804	1 873	164	<b>2 476</b>
<b>Number of acquisition/disposals</b>	44	50	47	34	38	61	47	47	25	26	26	<b>24</b>

<sup>(1)</sup> Ungeared free cash flow is defined as cash flow from group operating activities, less capital expenditure, less charges to operating profit for share-based compensation and pensions, and less tax (adjusted to reflect an ungeared position and for the impact on profit of material business disposals), but before the financing of pensions.

## 9 Capital expenditure

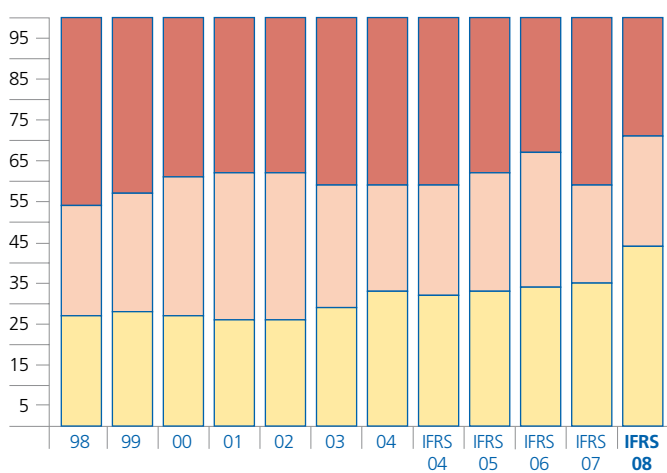
### Gross capital expenditure

million



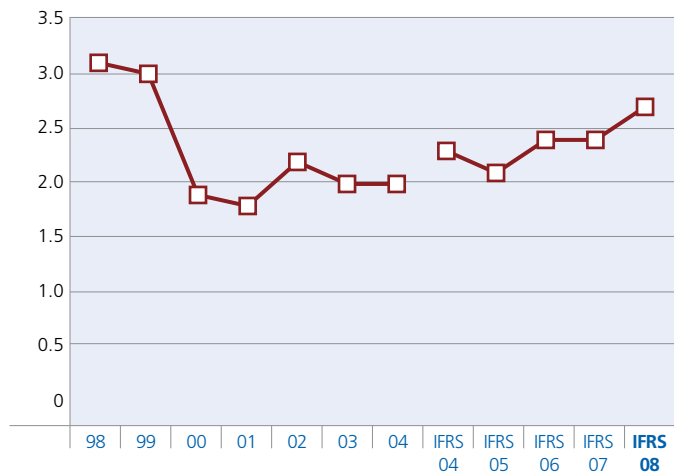
### Gross capital expenditure by geographical area

as % of total



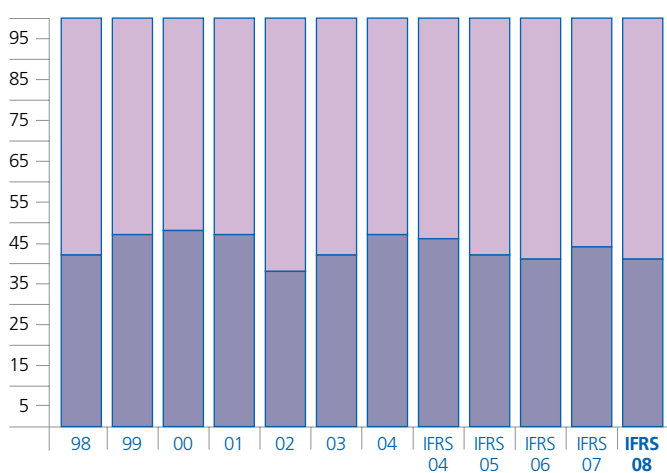
### Net capital expenditure

as % of turnover



### Gross capital expenditure by product area

as % of total

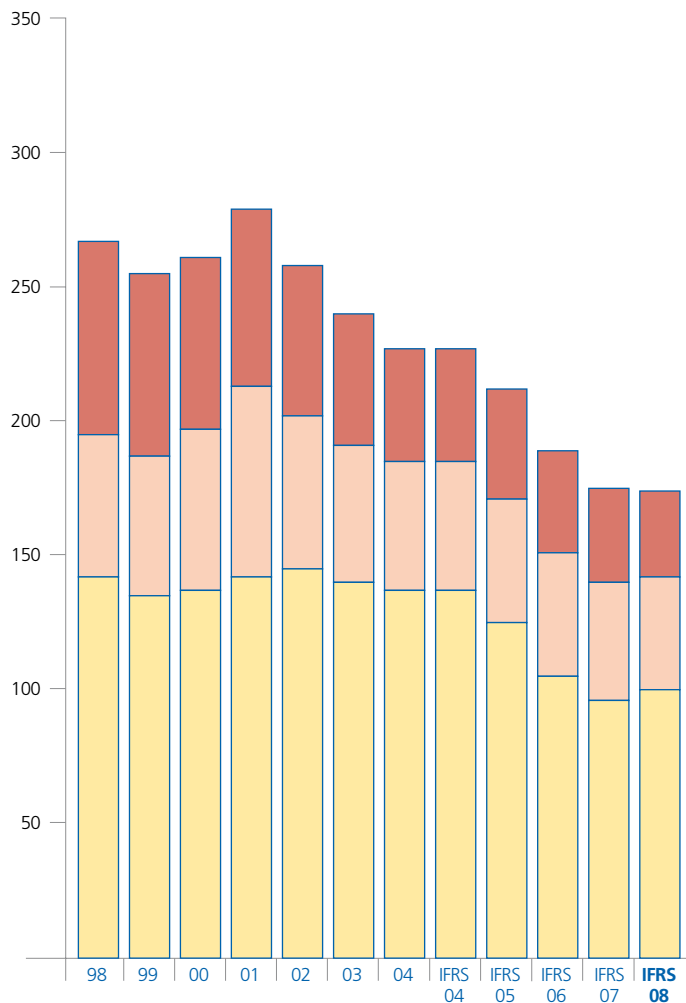


	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Gross capital expenditure</b>												
■ € million	1 329	1 304	1 356	1 513	1 298	1 038	1 005	1 099	1 050	1 201	1 425	1 480
<b>by geographical area as % of total</b>												
■ Western Europe	46	43	39	38	38	41	41	41	38	33	41	29
■ The Americas	27	29	34	36	36	30	26	27	29	33	24	27
■ Asia Africa CEE	27	28	27	26	26	29	33	32	33	34	35	44
Total	100	100	100	100	100	100	100	100	100	100	100	100
<b>by product area as % of total</b>												
■ Foods	58	53	52	53	62	58	53	54	58	59	56	59
■ Home & Personal Care and other	42	47	48	47	38	42	47	46	42	41	44	41
Total	100	100	100	100	100	100	100	100	100	100	100	100
<b>Net capital expenditure<sup>(1)</sup></b>												
■ € million	1 253	1 248	890	957	1 062	870	827	869	813	934	983	1 099
as % of turnover	3.1	3.0	1.9	1.8	2.2	2.0	2.0	2.3	2.1	2.4	2.4	2.7

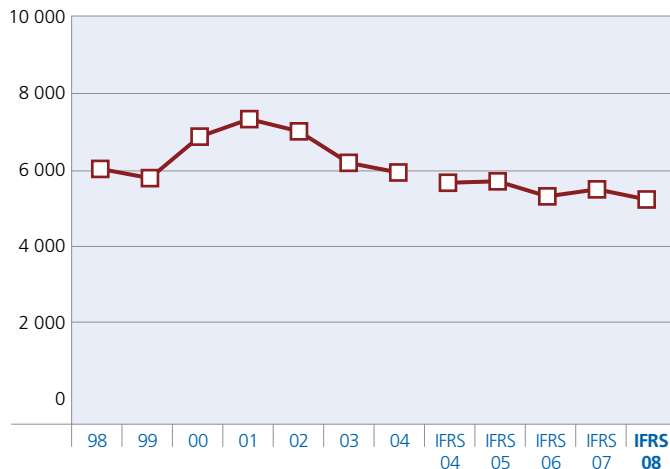
<sup>(1)</sup> Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and, under IFRS, from purchases and disposals of intangible assets, principally software.

# 10 Personnel numbers and staff costs

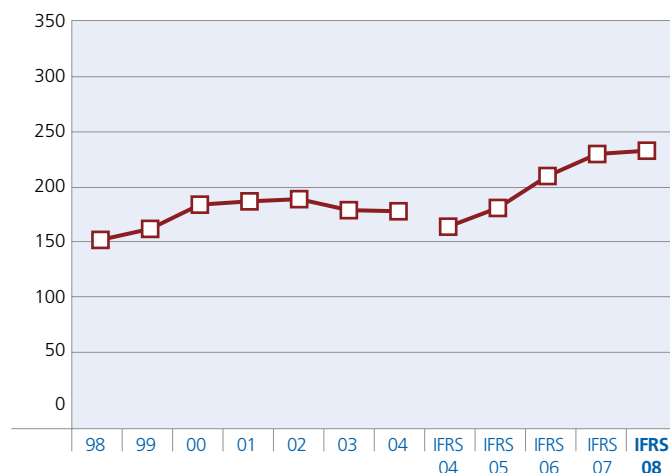
**Average number of employees**  
thousand



**Staff costs**  
million



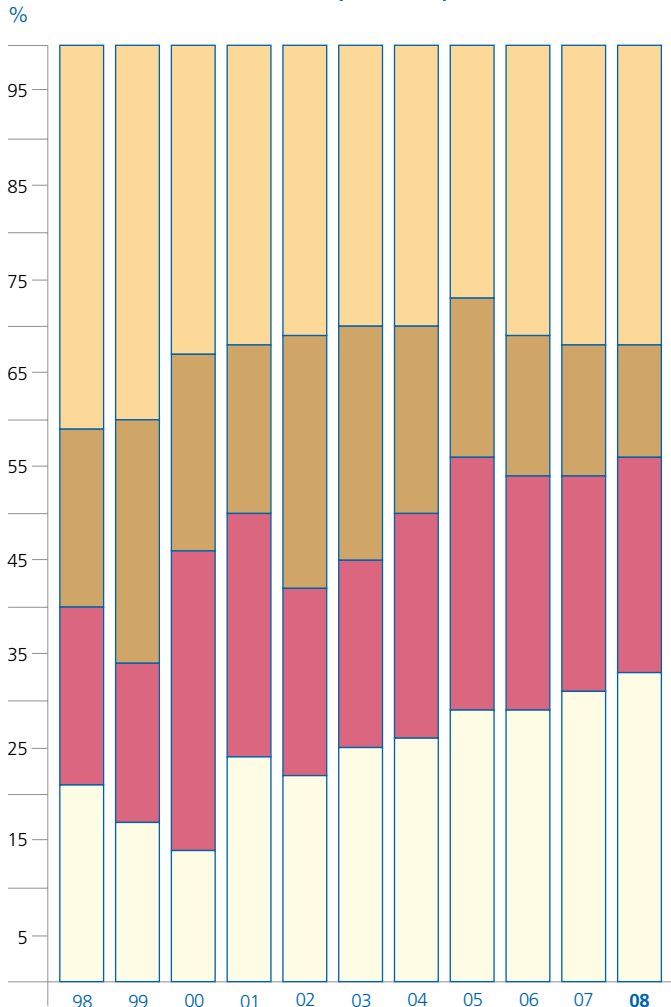
**Turnover per employee**  
thousand



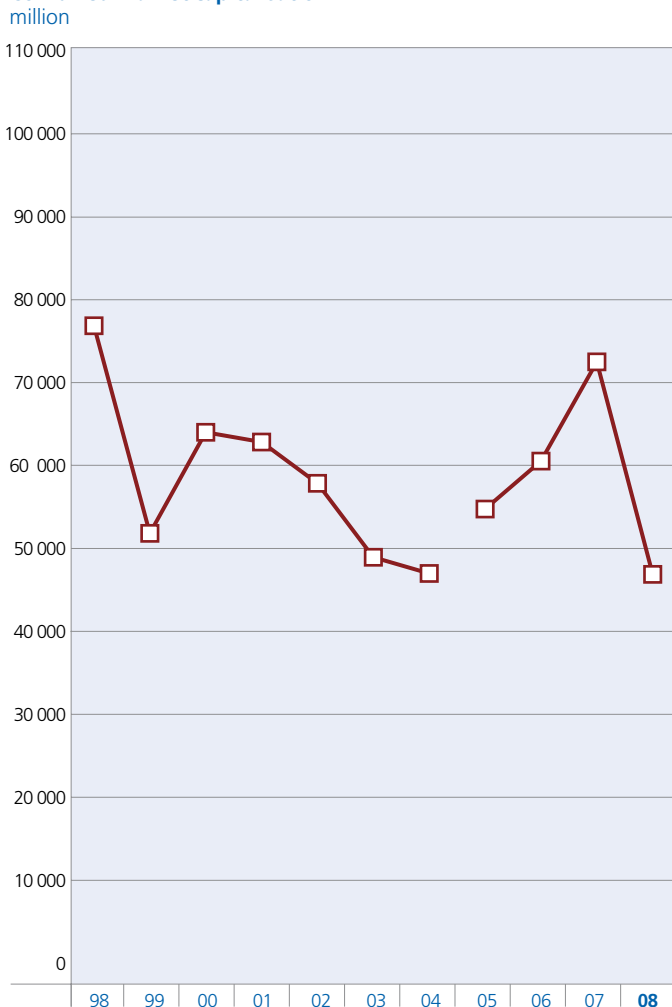
	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
<b>Average number of employees (000's)</b>												
■ Western Europe	72	68	64	66	56	49	42	42	41	38	35	32
■ The Americas	53	52	60	71	57	51	48	48	46	46	44	42
■ Asia Africa CEE	142	135	137	142	145	140	137	137	125	105	96	100
Total	267	255	261	279	258	240	227	227	212	189	175	174
of which in plantations	59	55	54	60	62	60	57	57	51	36	27	31
<b>Staff costs</b>												
■ € million	6 067	5 828	6 905	7 359	7 042	6 225	5 975	5 708	5 745	5 355	5 537	5 274
<b>Turnover per employee</b>												
■ € thousand	152	162	184	187	189	179	178	164	181	210	230	233

# 11 Distribution of shares and market capitalisation

Combined distribution of shares (estimated)



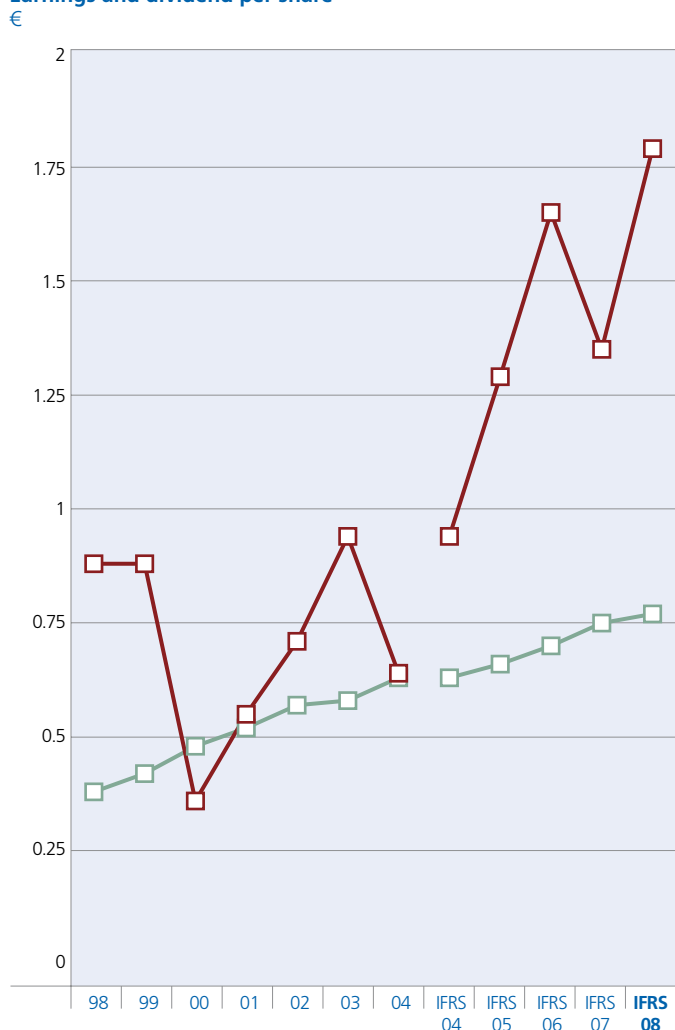
Combined market capitalisation



	98	99	00	01	02	03	04	05	06	07	08	
<b>Combined distribution of shares % (estimated)</b>												
United Kingdom	41	40	33	32	31	30	30	27	31	32	32	
Netherlands	19	26	21	18	27	25	20	17	15	14	12	
United States	19	17	32	26	20	20	24	27	25	23	23	
Other	21	17	14	24	22	25	26	29	29	31	33	
Total	100	100	100	100	100	100	100	100	100	100	100	
<b>Combined market capitalisation at 31 December</b>												
€ million	76 855	51 827	64 011	62 837	57 860	48 943	46 991	54 757	60 538	72 501	46 882	

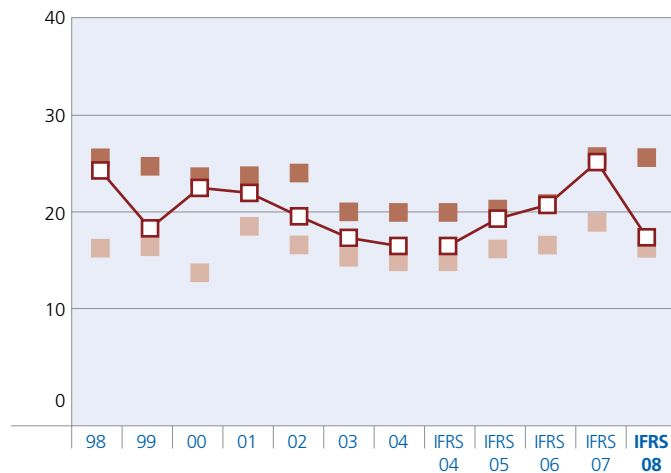
## 12 Share information NV – Euros

### Earnings and dividend per share

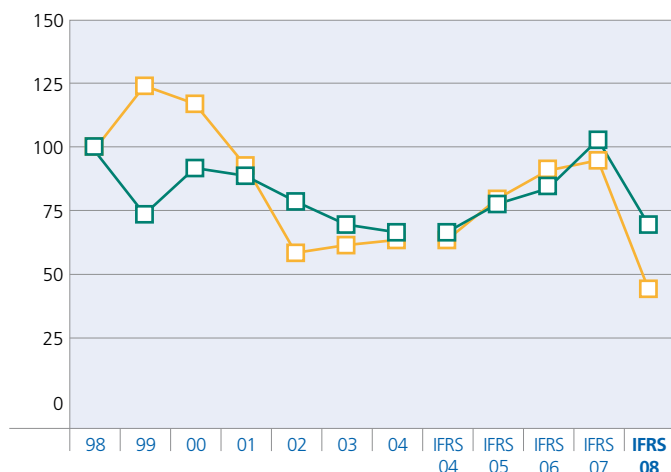


### NV share price in Amsterdam

€ at 31 December



### Share price versus market index



	98	99	00	01	02	03	04	04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
■ Earnings per share <sup>(1)</sup>	0.88	0.88	0.36	0.55	0.71	0.94	0.64	0.94	1.29	1.65	1.35	1.79
■ Dividend per share <sup>(2)</sup>	0.38	0.42	0.48	0.52	0.57	0.58	0.63	0.63	0.66	0.70	0.75	0.77
■ NV share price in Amsterdam (at 31 December)	24.28	18.27	22.47	21.95	19.52	17.28	16.44	16.44	19.28	20.70	25.15	17.34
■ High	25.59	24.71	23.63	23.73	24.01	19.98	19.92	19.92	20.27	20.84	25.72	25.61
■ Low	16.21	16.36	13.66	18.48	16.55	15.27	14.80	14.80	16.13	16.53	18.89	16.20
Dividend yield (%)	1.6	2.3	2.1	2.4	2.9	3.4	3.8	3.8	3.4	3.4	3.0	4.4
<b>Share price versus market index</b> (31 December 1998 = 100)												
■ Share price	100	75	93	90	80	71	68	68	79	85	104	71
■ Market index (AEX)	100	125	118	94	60	63	65	65	81	92	96	46

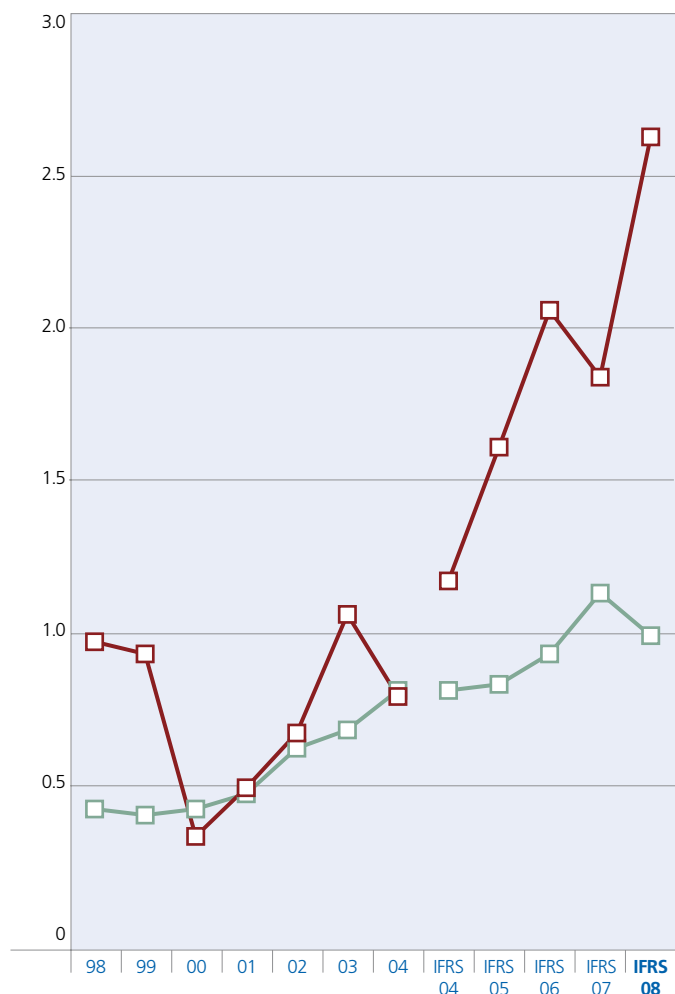
<sup>(1)</sup> Earnings per share: combined earnings per share, non-diluted.

<sup>(2)</sup> The 2008 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 14 May 2009. Dividend figures do not include the special dividend paid in 1999 or the one-off dividend paid in 2006.

## 13 Share information NV – US Dollars

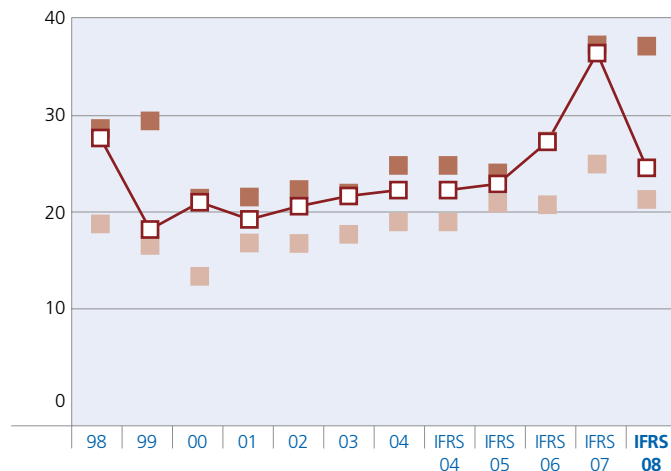
### Earnings and dividend per share

US \$

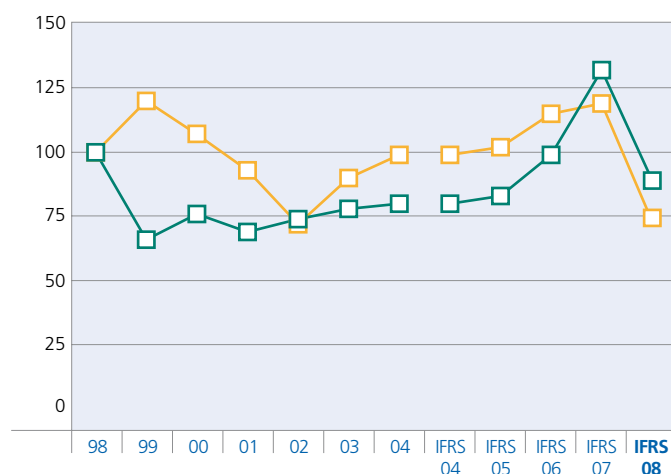


### NV share price in New York

US \$ at 31 December



### Share price versus market index



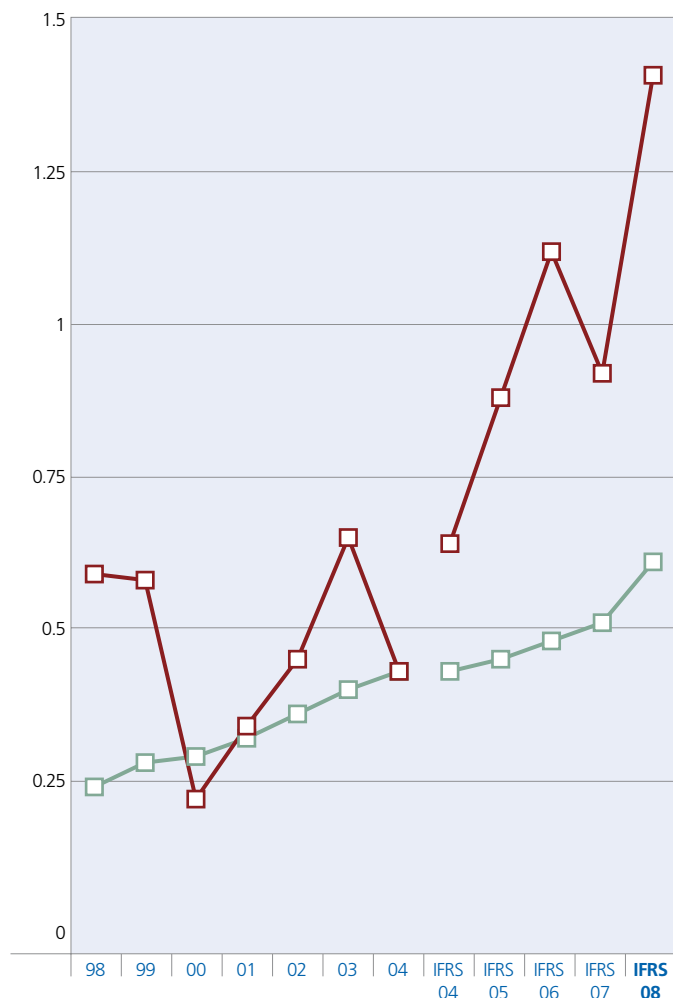
	98	99	00	01	02	03	04	04	05	06	07	IFRS 08
■ Earnings per share <sup>(1)</sup>	0.97	0.93	0.33	0.49	0.67	1.06	0.79	1.17	1.61	2.06	1.84	2.63
■ Dividend per share <sup>(2)</sup>	0.42	0.40	0.42	0.47	0.62	0.68	0.81	0.81	0.83	0.93	1.13	0.99
■ NV share price in New York (at 31 December)	27.65	18.15	20.98	19.20	20.57	21.63	22.24	22.24	22.88	27.25	36.46	24.55
■ High	28.63	29.42	21.40	21.52	22.30	21.63	24.80	24.80	24.02	27.32	37.31	37.18
■ Low	18.73	16.50	13.29	16.75	16.70	17.65	18.94	18.94	20.89	20.72	24.94	21.27
Dividend yield (%)	1.5	2.2	2.0	2.5	3.0	3.2	3.6	3.6	3.6	3.4	3.1	4.0
<b>Share price versus market index</b> (31 December 1998 = 100)												
■ Share price	100	66	76	69	74	78	80	80	83	99	132	89
■ Market index (S&P 500)	100	120	107	93	72	90	99	99	102	115	119	73

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

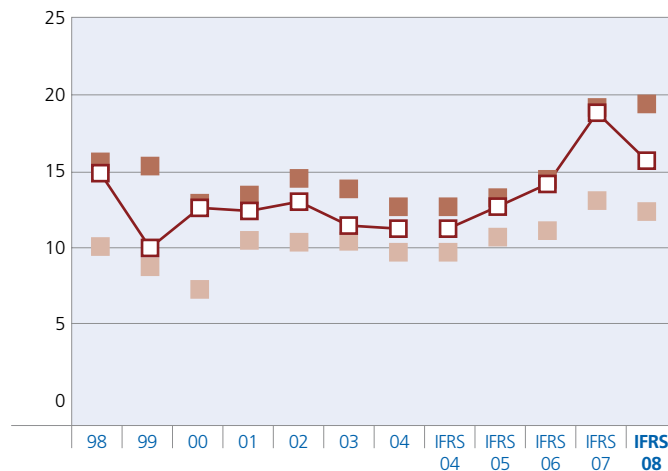
<sup>(2)</sup> The 2008 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 14 May 2009. In addition, the dividend in US dollars for 2008 is an estimate and will be dependent on the euro/dollar exchange rate on the day of the Annual General Meeting. Dividend figures do not include the special dividend paid in 1999 or the one-off dividend paid in 2006.

# 14 Share information PLC – Pounds sterling

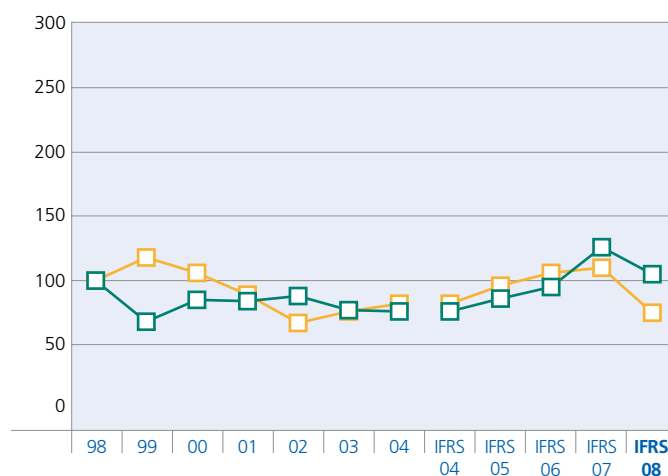
## Earnings and dividend per share pounds



## PLC share price in London pounds at 31 December



## Share price versus market index



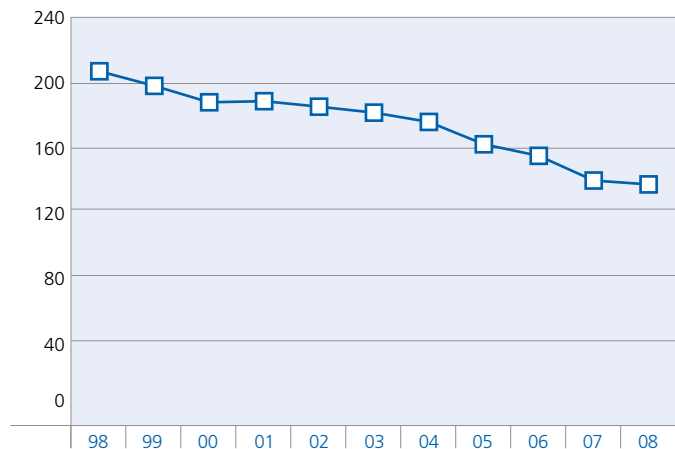
	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06	IFRS 07	IFRS 08
■ Earnings per share <sup>(1)</sup>	0.59	0.58	0.22	0.34	0.45	0.65	0.43	0.64	0.88	1.12	0.92	1.41
■ Dividend per share <sup>(2)</sup>	0.24	0.28	0.29	0.32	0.36	0.40	0.43	0.43	0.45	0.48	0.51	0.61
■ PLC share price in London (at 31 December)	14.98	10.13	12.73	12.53	13.13	11.58	11.38	11.38	12.81	14.28	18.90	15.79
■ High	15.71	15.44	12.98	13.56	14.64	13.96	12.80	12.80	13.39	14.28	19.24	19.47
■ Low	10.22	8.91	7.44	10.62	10.50	10.56	9.85	9.85	10.83	11.25	13.20	12.49
Dividend yield (%)	1.6	2.7	2.3	2.6	2.7	3.5	3.7	3.7	3.5	3.4	2.7	3.9
<b>Share price versus market index</b> (31 December 1998 = 100)												
■ Share price	100	68	85	84	88	77	76	76	86	95	126	105
■ Market index (FTSE 100)	100	118	106	89	67	76	82	82	96	106	110	75

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

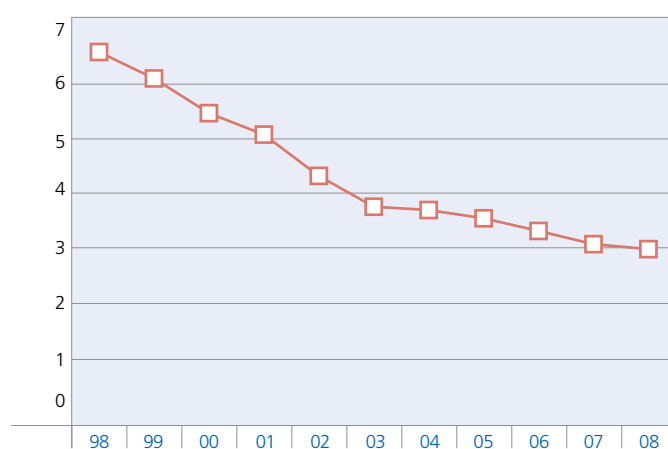
<sup>(2)</sup> The 2008 PLC final dividend is subject to approval at the Annual General Meeting of Unilever PLC on 13 May 2009. Dividend figures do not include the special dividend paid in 1999 or the one-off dividend paid in 2006.

# 15 Key indicators – people and sustainability

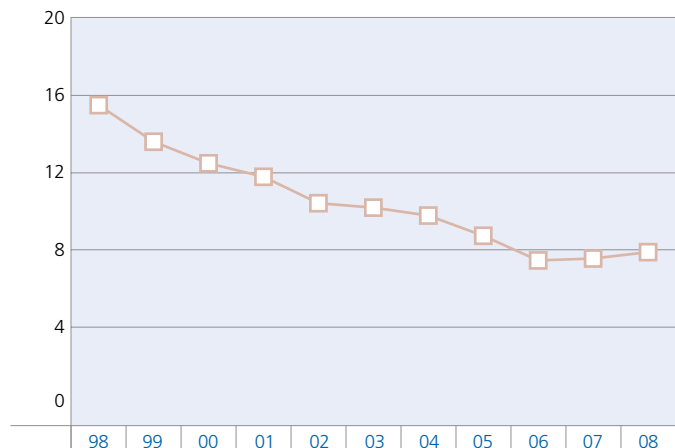
**CO<sub>2</sub> from energy**  
kg/tonne of production



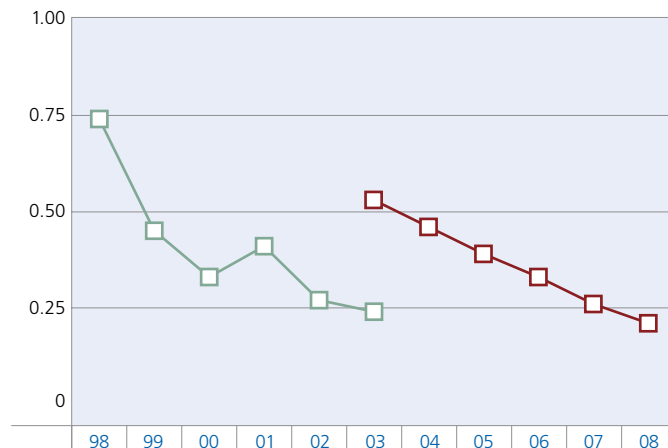
**Water usage**  
m<sup>3</sup>/tonne of production



**Total waste**  
kg/tonne of production



**Accident rates**  
per 100,000 hours



	98	99	00	01	02	03	04	05	06	07	08
■ CO <sub>2</sub> from energy (kg/tonne of production)	217.23	208.14	197.91	198.59	195.17	191.46	185.67	171.75	164.59	149.18	146.97
■ Water usage (m <sup>3</sup> /tonne of production)	6.54	6.06	5.43	5.04	4.29	3.73	3.67	3.52	3.29	3.05	2.96
■ Total waste (kg/tonne of production)	15.52	13.62	12.50	11.76	10.43	10.20	9.79	8.75	7.46	7.56	7.89
■ Accident frequency rate	0.74	0.45	0.33	0.41	0.27	0.24	–	–	–	–	–
■ Total recordable accident frequency rate	–	–	–	–	–	0.53	0.46	0.39	0.33	0.26	0.21





For more information:  
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