



Unilever

CHARTS 2013

**MAKING SUSTAINABLE
LIVING COMMONPLACE**



UNILEVER CHARTS 2013

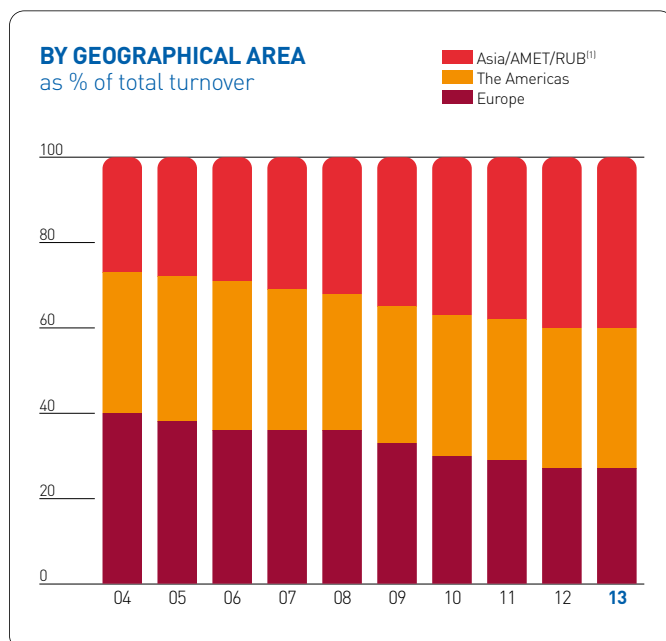
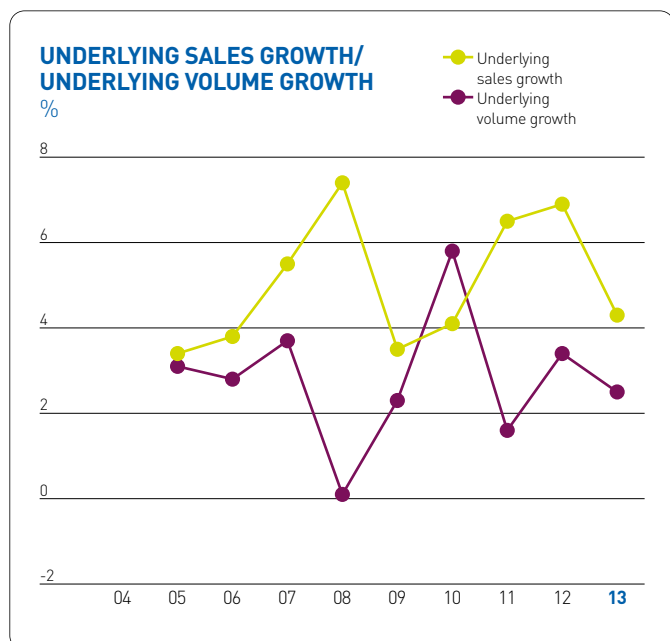
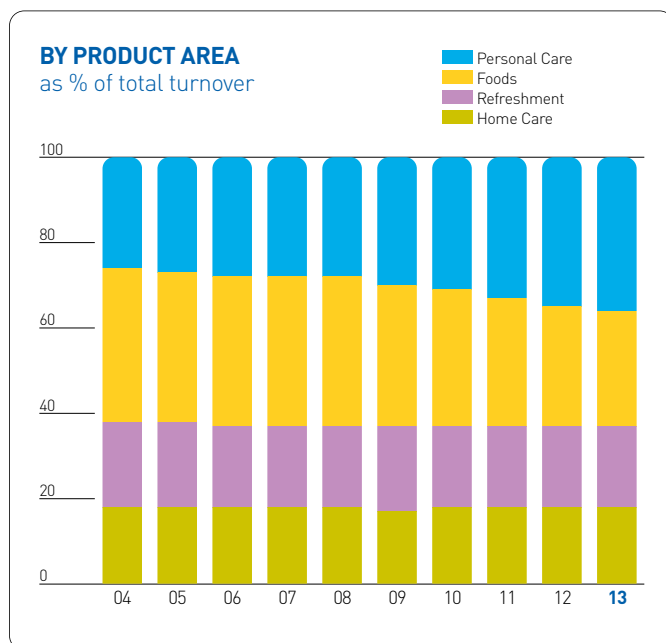
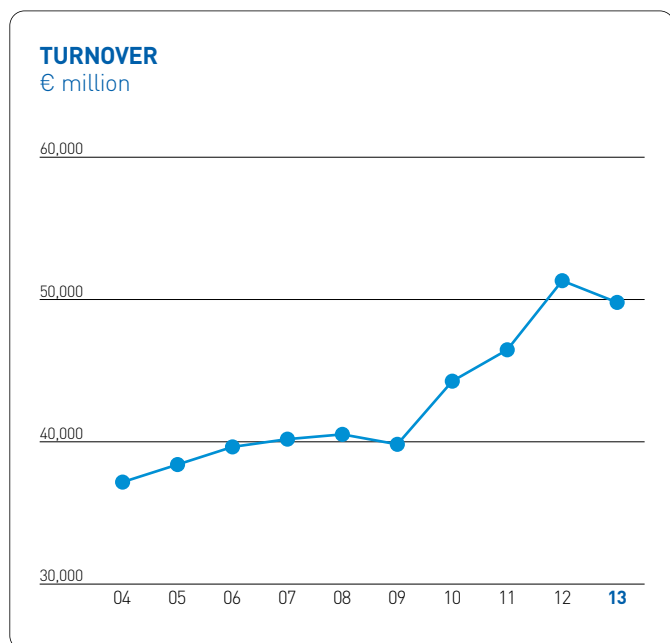
The following pages give selected financial and non-financial information, expressed in graphical form.

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NOTES

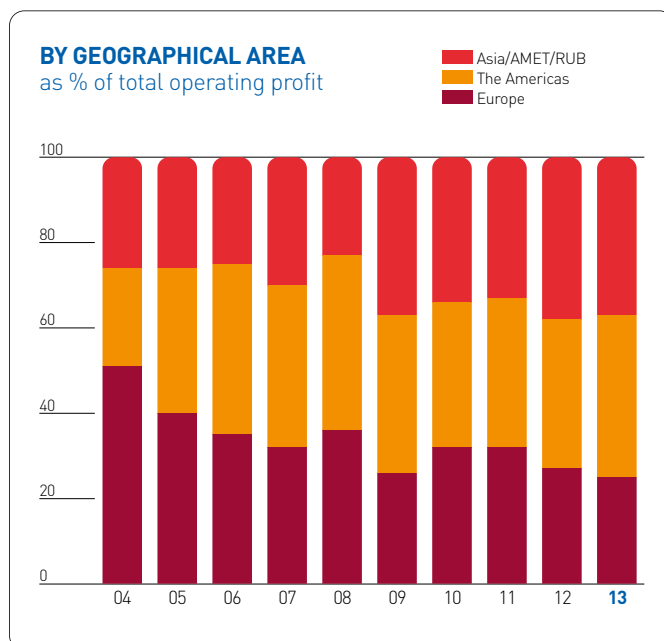
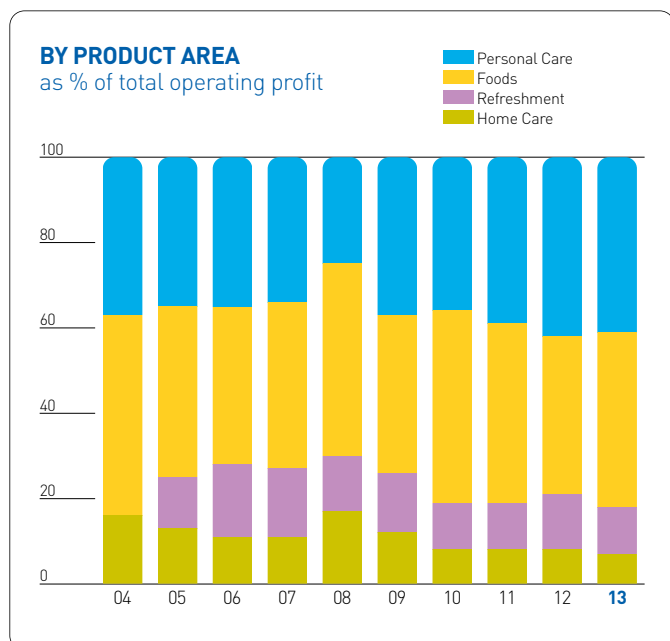
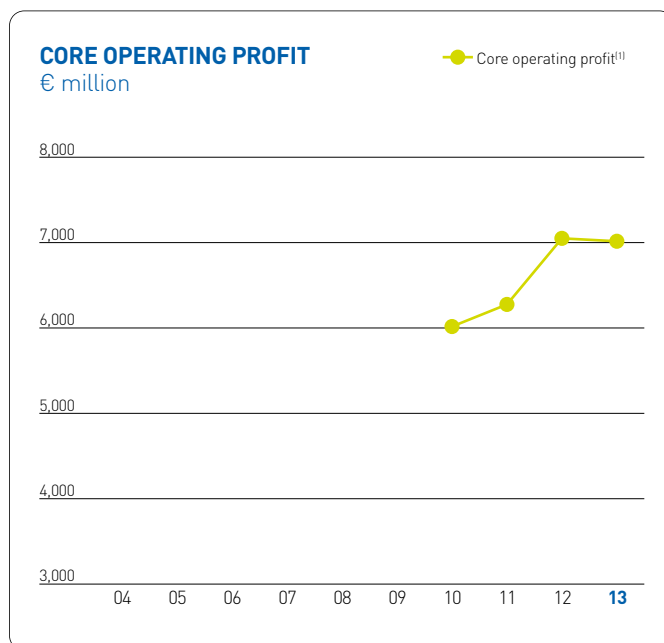
Results and cash flows are based on average current rates of exchange applicable in each year. Balance sheet information is translated at closing rates for the relevant year.

Where possible, the information is provided for a period of 10 years, 2004-2013. In certain circumstances, where a measure is introduced after 2004, information is provided for a shorter period of time.



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------------|
| TURNOVER | | | | | | | | | | |
| ● € million | 37,168 | 38,401 | 39,642 | 40,187 | 40,523 | 39,823 | 44,262 | 46,467 | 51,324 | 49,797 |
| BY PRODUCT AREA AS % OF TOTAL TURNOVER | | | | | | | | | | |
| ■ Personal Care | 26 | 27 | 28 | 28 | 28 | 30 | 31 | 33 | 35 | 36 |
| ■ Foods | 36 | 35 | 35 | 35 | 35 | 33 | 32 | 30 | 28 | 27 |
| ■ Refreshment | 20 | 20 | 19 | 19 | 19 | 20 | 19 | 19 | 19 | 19 |
| ■ Home Care | 18 | 18 | 18 | 18 | 18 | 17 | 18 | 18 | 18 | 18 |
| 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 |
| ● Underlying volume growth % | | 3.1 | 2.8 | 3.7 | 0.1 | 2.3 | 5.8 | 1.6 | 3.4 | 2.5 |
| ● Underlying price growth % | | 0.1 | 0.9 | 1.8 | 7.2 | 1.2 | (1.6) | 4.8 | 3.3 | 1.8 |
| BY GEOGRAPHICAL AREA AS % OF TOTAL TURNOVER | | | | | | | | | | |
| ■ Asia/AMET/RUB ⁽¹⁾ | 27 | 28 | 29 | 31 | 32 | 35 | 37 | 38 | 40 | 40 |
| ■ The Americas | 33 | 34 | 35 | 33 | 32 | 32 | 33 | 33 | 33 | 33 |
| ■ Europe | 40 | 38 | 36 | 36 | 36 | 33 | 30 | 29 | 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 2013.
⁽¹⁾ Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus.

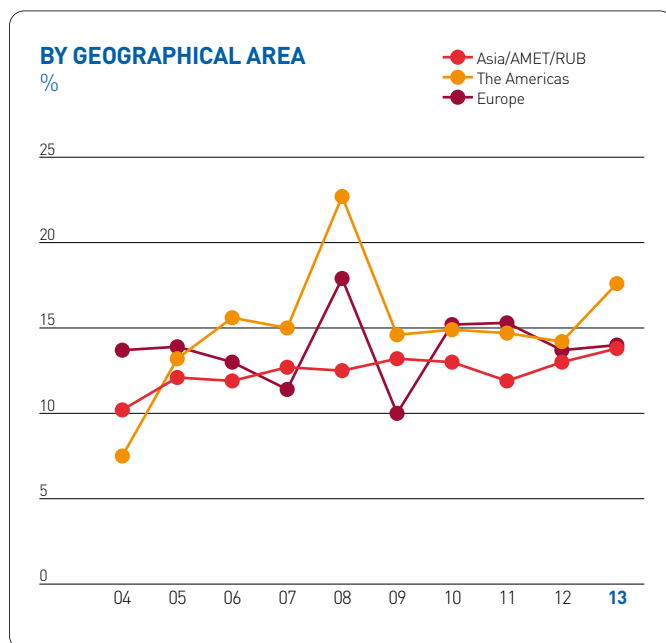
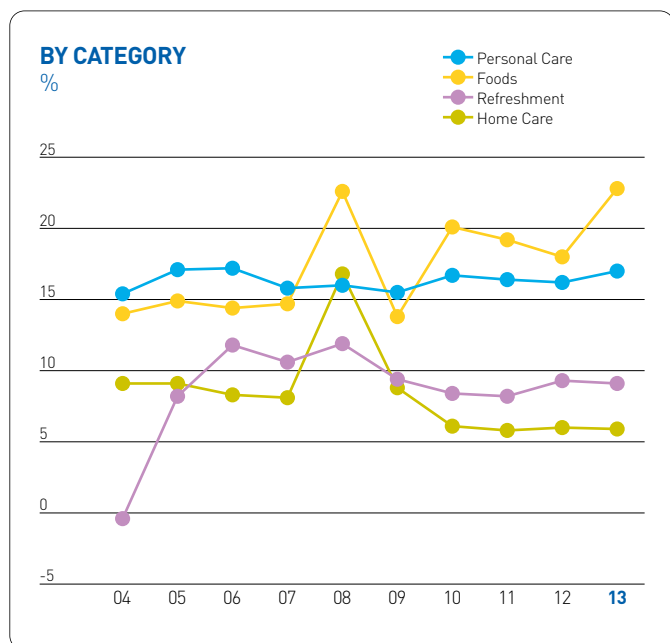


| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| OPERATING PROFIT⁽²⁾ | | | | | | | | | | |
| ● € million | 3,967 | 5,060 | 5,394 | 5,231 | 7,153 | 5,006 | 6,325 | 6,420 | 6,977 | 7,517 |
| CORE OPERATING PROFIT^{(1) (2)} | | | | | | | | | | |
| ● € million | | | | | | | 6,017 | 6,276 | 7,050 | 7,016 |
| BY PRODUCT AREA AS % OF TOTAL OPERATING PROFIT⁽²⁾ | | | | | | | | | | |
| ■ Personal Care | 38 | 35 | 35 | 34 | 25 | 37 | 36 | 39 | 42 | 41 |
| ■ Foods | 47 | 40 | 37 | 39 | 45 | 37 | 45 | 42 | 37 | 41 |
| ■ Refreshment | (1) | 12 | 17 | 16 | 13 | 14 | 11 | 11 | 13 | 11 |
| ■ Home Care | 16 | 13 | 11 | 11 | 17 | 12 | 8 | 8 | 8 | 7 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| BY GEOGRAPHICAL AREA AS % OF TOTAL OPERATING PROFIT⁽²⁾ | | | | | | | | | | |
| ■ Asia/AMET/RUB | 26 | 26 | 25 | 30 | 23 | 37 | 34 | 33 | 38 | 37 |
| ■ The Americas | 23 | 34 | 40 | 38 | 41 | 37 | 34 | 35 | 35 | 38 |
| ■ Europe | 51 | 40 | 35 | 32 | 36 | 26 | 32 | 32 | 27 | 25 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

Figures are presented on the basis of continuing operations as at 31 December 2013.

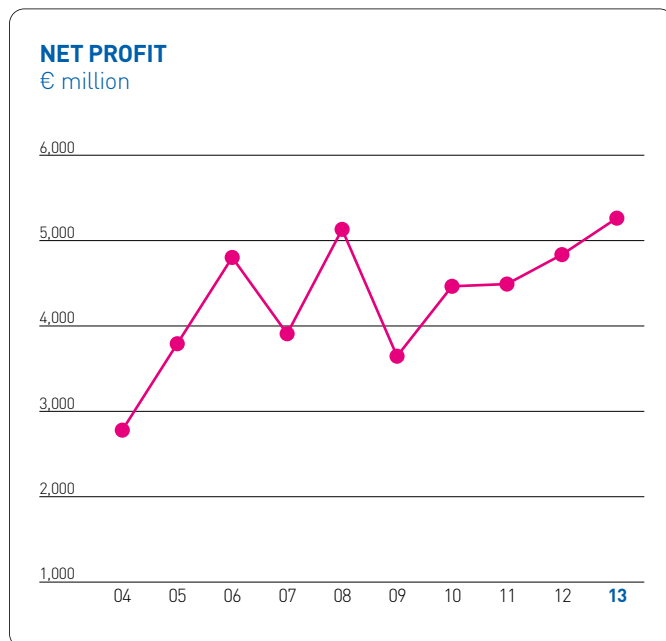
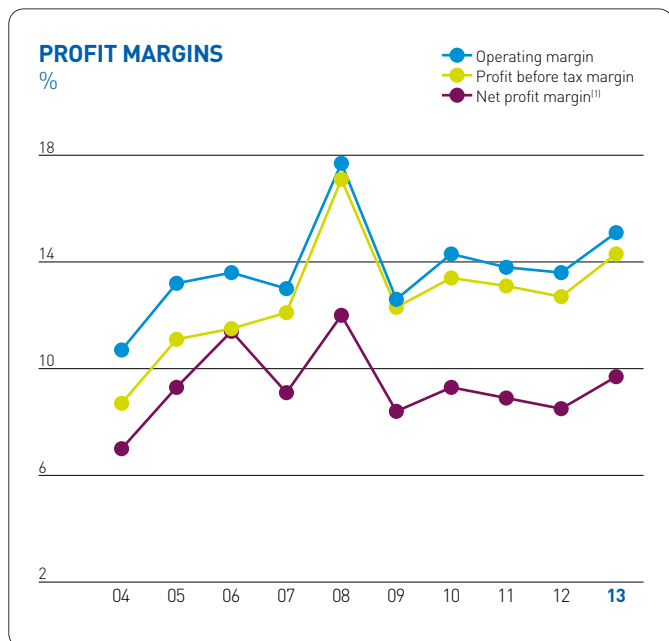
⁽¹⁾ From 2010 we report on core operating profit which means operating profit before the impact of business disposals, acquisitions and disposal related costs, impairments and other one-off items. Comparatives for the previous two years have been provided.

⁽²⁾ Data has been restated for years 2004-2012 due to adoption of IAS 19 'Employee benefits (Revised)'.



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---|-------|------|------|------|------|------|------|------|------|------|
| OPERATING MARGIN %⁽¹⁾ | | | | | | | | | | |
| ● Personal Care | 15.4 | 17.1 | 17.2 | 15.8 | 16.0 | 15.5 | 16.7 | 16.4 | 16.2 | 17.0 |
| ● Foods | 14.0 | 14.9 | 14.4 | 14.7 | 22.6 | 13.8 | 20.1 | 19.2 | 18.0 | 22.8 |
| ● Refreshment | [0.4] | 8.2 | 11.8 | 10.6 | 11.9 | 9.4 | 8.4 | 8.2 | 9.3 | 9.1 |
| ● Home Care | 9.1 | 9.1 | 8.3 | 8.1 | 16.8 | 8.8 | 6.1 | 5.8 | 6.0 | 5.9 |
| Total | 10.7 | 13.2 | 13.6 | 13.0 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 | 15.1 |
| OPERATING MARGIN %⁽¹⁾ | | | | | | | | | | |
| ● Asia/AMET/RUB | 10.2 | 12.1 | 11.9 | 12.7 | 12.5 | 13.2 | 13.0 | 11.9 | 13.0 | 13.8 |
| ● The Americas | 7.5 | 13.2 | 15.6 | 15.0 | 22.7 | 14.6 | 14.9 | 14.7 | 14.2 | 17.6 |
| ● Europe | 13.7 | 13.9 | 13.0 | 11.4 | 17.9 | 10.0 | 15.2 | 15.3 | 13.7 | 14.0 |
| Total | 10.7 | 13.2 | 13.6 | 13.0 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 | 15.1 |

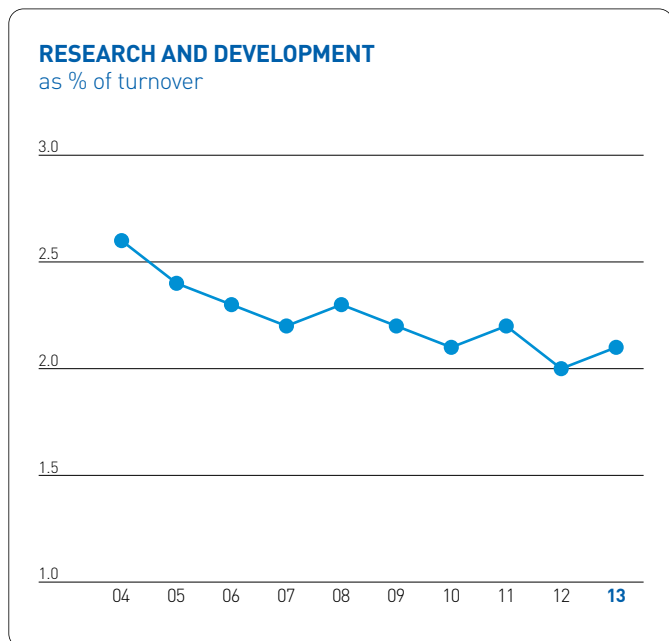
Figures are presented on the basis of continuing operations as at 31 December 2013.
⁽¹⁾ Data has been restated for years 2004-2012 due to adoption of IAS 19 'Employee benefits (Revised)'.



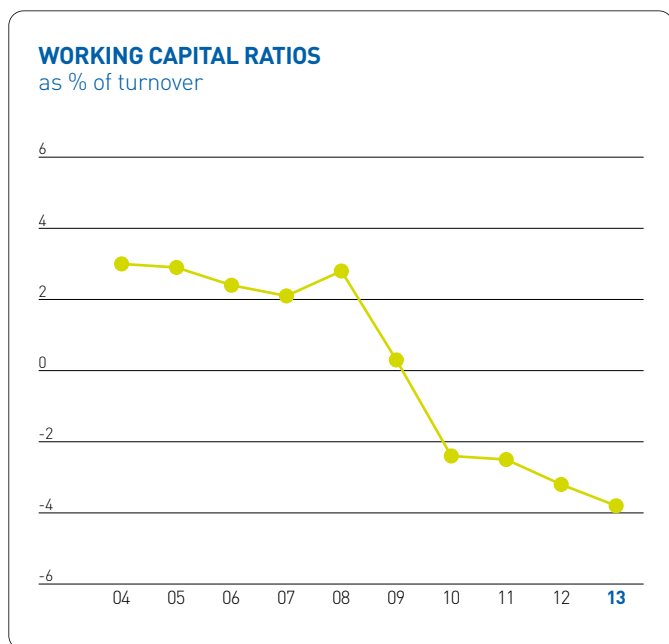
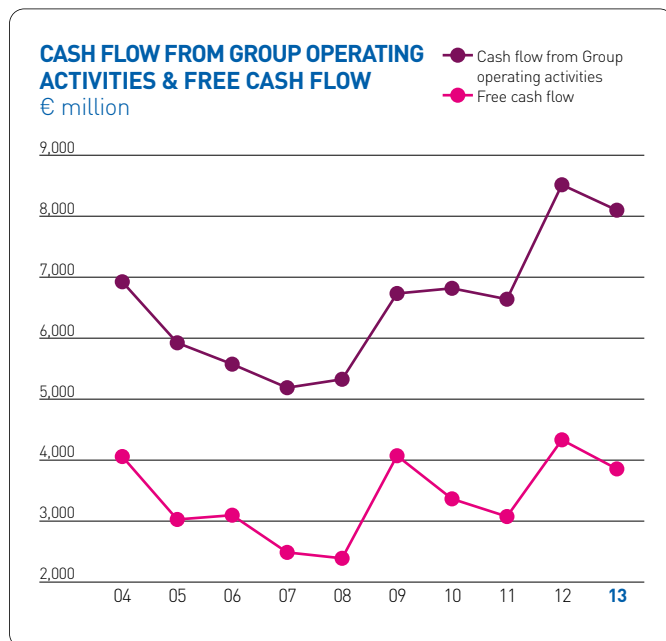
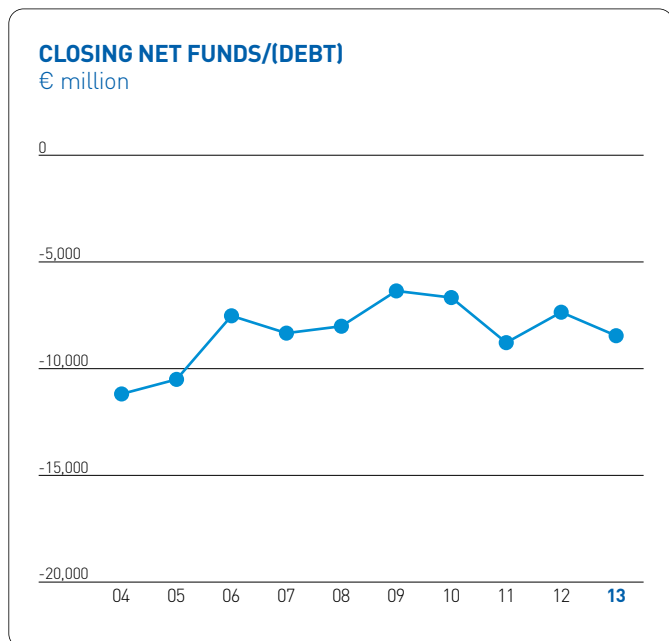
| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| PROFIT MARGINS %⁽²⁾ | | | | | | | | | | |
| ● Operating margin | 10.7 | 13.2 | 13.6 | 13.0 | 17.7 | 12.6 | 14.3 | 13.8 | 13.6 | 15.1 |
| ● Profit before tax margin | 8.7 | 11.1 | 11.5 | 12.1 | 17.1 | 12.3 | 13.4 | 13.1 | 12.7 | 14.3 |
| ● Net profit margin ⁽¹⁾ | 7.0 | 9.3 | 11.4 | 9.1 | 12.0 | 8.4 | 9.3 | 8.9 | 8.5 | 9.7 |
| € MILLION⁽²⁾ | | | | | | | | | | |
| ● Operating profit | 3,967 | 5,060 | 5,394 | 5,231 | 7,153 | 5,006 | 6,325 | 6,420 | 6,977 | 7,517 |
| ● Profit before tax | 3,235 | 4,268 | 4,544 | 4,877 | 6,922 | 4,899 | 5,951 | 6,066 | 6,533 | 7,114 |
| ● Net profit | 2,780 | 3,792 | 4,803 | 3,909 | 5,132 | 3,646 | 4,465 | 4,491 | 4,836 | 5,263 |

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

⁽²⁾ Data has been restated for years 2004-2012 due to adoption of IAS 19 'Employee benefits (Revised)'.

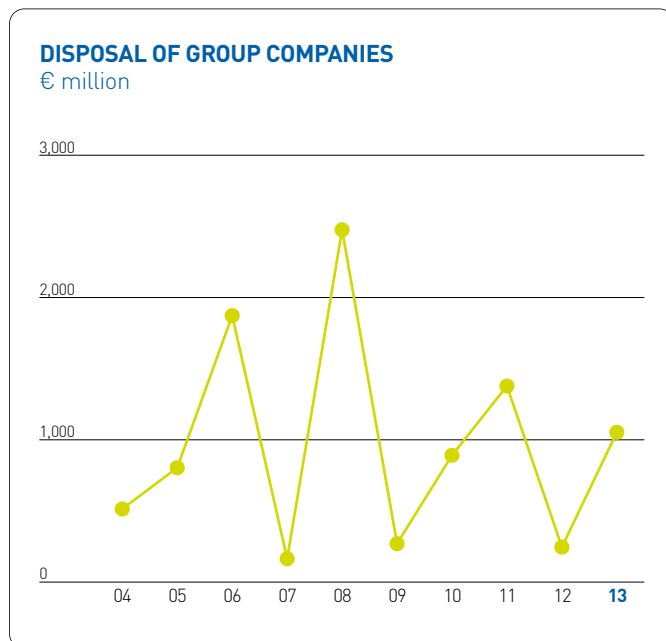
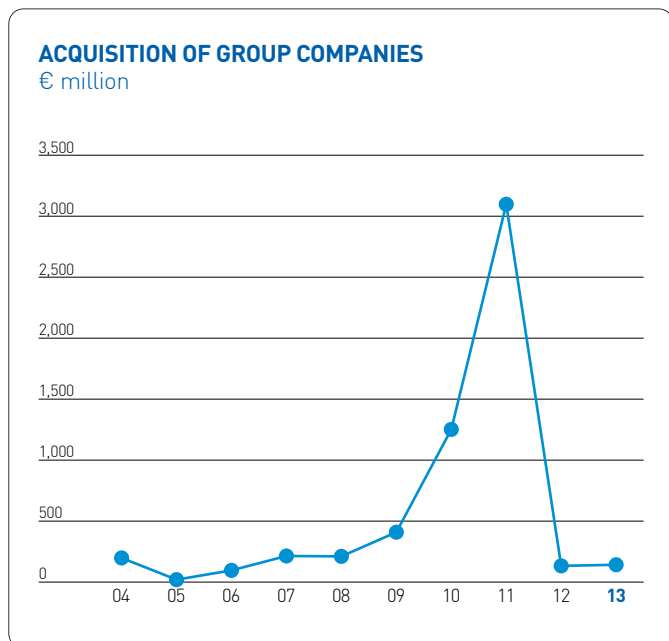


| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| € MILLION | | | | | | | | | | |
| Research and development | 972 | 932 | 906 | 868 | 927 | 891 | 928 | 1,009 | 1,003 | 1,040 |
| Advertising and promotions | 4,365 | 4,918 | 5,203 | 5,289 | 5,055 | 5,302 | 6,064 | 6,069 | 6,763 | 6,832 |
| % OF TURNOVER | | | | | | | | | | |
| ● Research and development | 2.6 | 2.4 | 2.3 | 2.2 | 2.3 | 2.2 | 2.1 | 2.2 | 2.0 | 2.1 |
| ● Advertising and promotions | 11.7 | 12.8 | 13.1 | 13.2 | 12.5 | 13.3 | 13.7 | 13.1 | 13.2 | 13.7 |



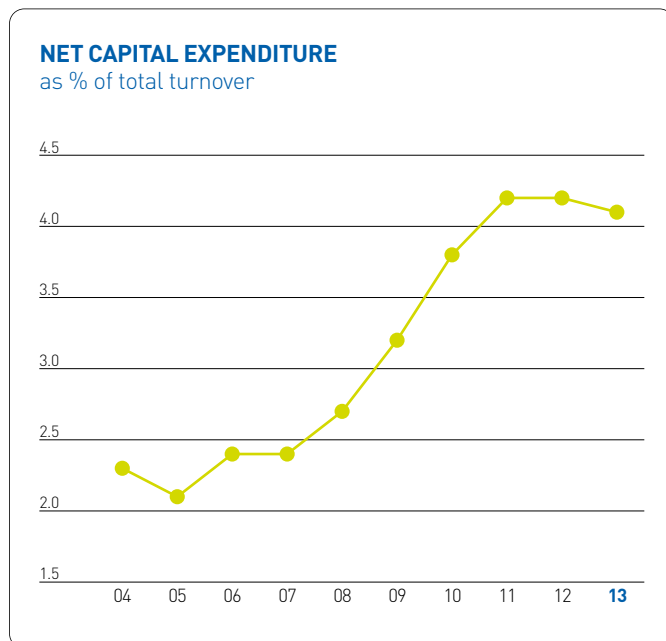
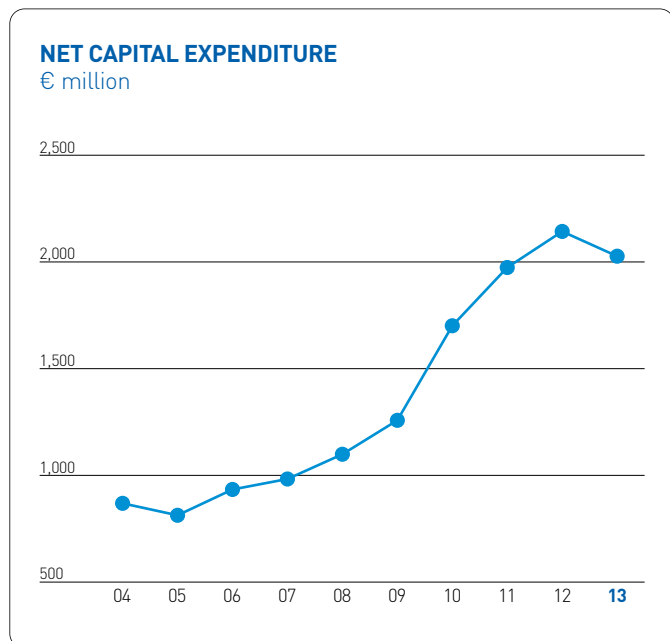
| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|----------|----------|---------|---------|---------|---------|---------|---------|---------|----------------|
| CLOSING NET FUNDS/(DEBT)⁽¹⁾ | | | | | | | | | | |
| ● € million | (11,185) | (10,502) | (7,523) | (8,335) | (8,012) | (6,357) | (6,668) | (8,781) | (7,355) | (8,456) |
| CASH FLOW FROM GROUP OPERATING ACTIVITIES | | | | | | | | | | |
| ● € million | 6,925 | 5,924 | 5,574 | 5,188 | 5,326 | 6,733 | 6,818 | 6,639 | 8,516 | 8,099 |
| FREE CASH FLOW | | | | | | | | | | |
| ● € million | 4,059 | 3,027 | 3,097 | 2,487 | 2,390 | 4,072 | 3,365 | 3,075 | 4,333 | 3,856 |
| ● WORKING CAPITAL AS % TURNOVER⁽²⁾ | 3.0 | 2.9 | 2.4 | 2.1 | 2.8 | 0.3 | (2.4) | (2.5) | (3.2) | (3.8) |

⁽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.



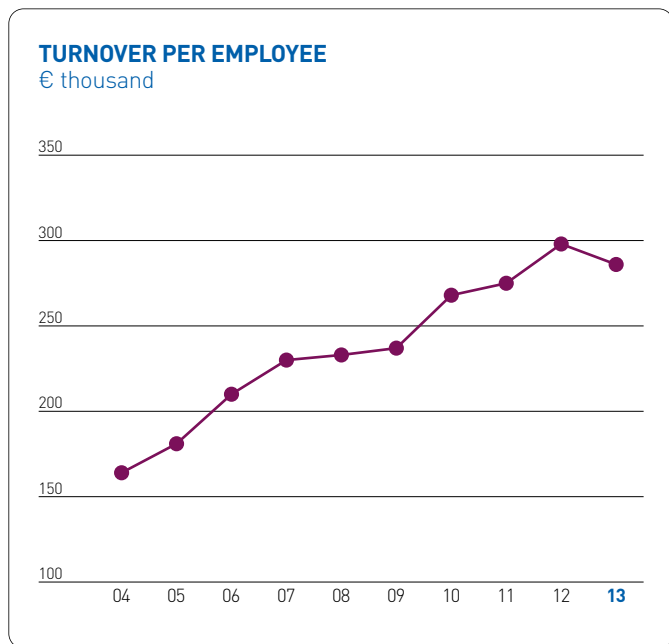
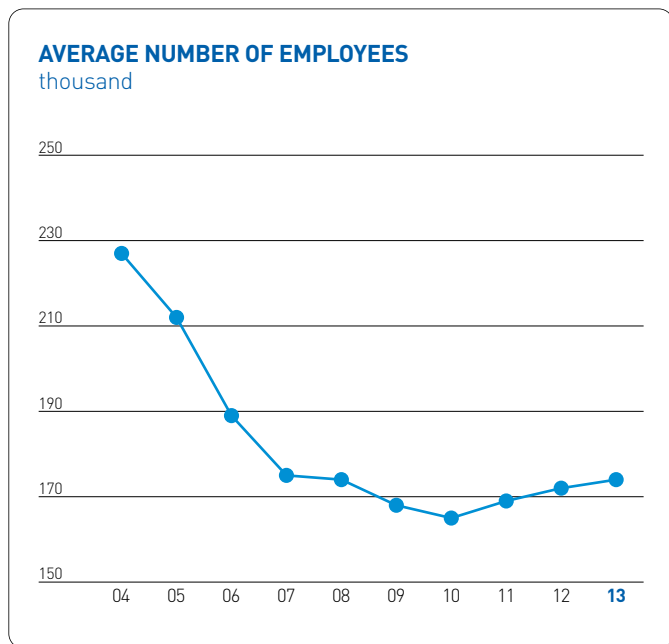
| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---|-----|-----|-------|-----|-------|-----|-------|-------|-----|--------------|
| ACQUISITION OF GROUP COMPANIES⁽¹⁾ | | | | | | | | | | |
| ● € million | 198 | 20 | 96 | 214 | 211 | 409 | 1,252 | 3,098 | 133 | 142 |
| DISPOSAL OF GROUP COMPANIES⁽¹⁾ | | | | | | | | | | |
| ● € million | 514 | 804 | 1,873 | 164 | 2,476 | 270 | 891 | 1,378 | 246 | 1,053 |
| NUMBER OF ACQUISITIONS/ DISPOSALS | 47 | 25 | 26 | 26 | 24 | 15 | 12 | 31 | 6 | 12 |

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



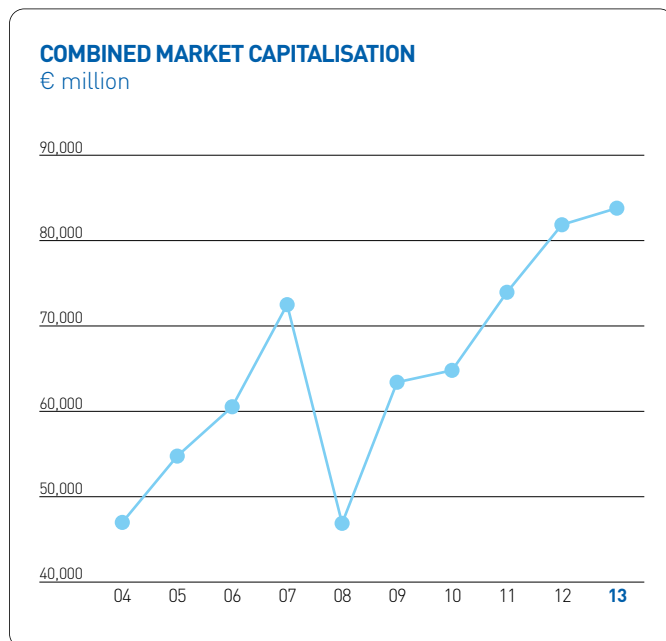
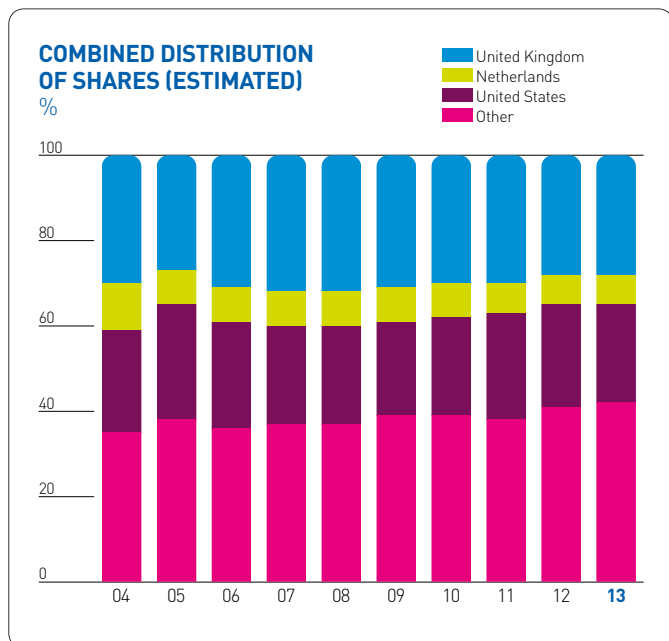
| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|-----|-----|-----|-----|-------|-------|-------|-------|-------|--------------|
| NET CAPITAL EXPENDITURE⁽¹⁾ | | | | | | | | | | |
| ● € million | 869 | 813 | 934 | 983 | 1,099 | 1,258 | 1,701 | 1,974 | 2,143 | 2,027 |
| ● as % of turnover | 2.3 | 2.1 | 2.4 | 2.4 | 2.7 | 3.2 | 3.8 | 4.2 | 4.2 | 4.1 |

⁽¹⁾ 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.

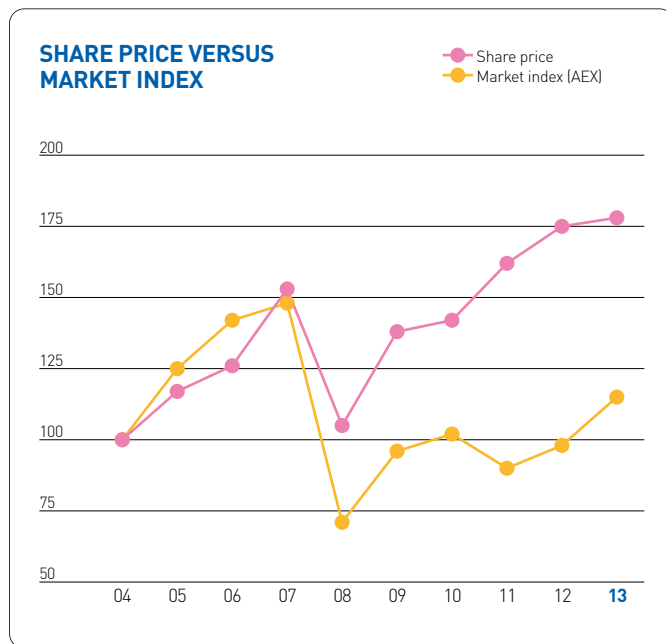
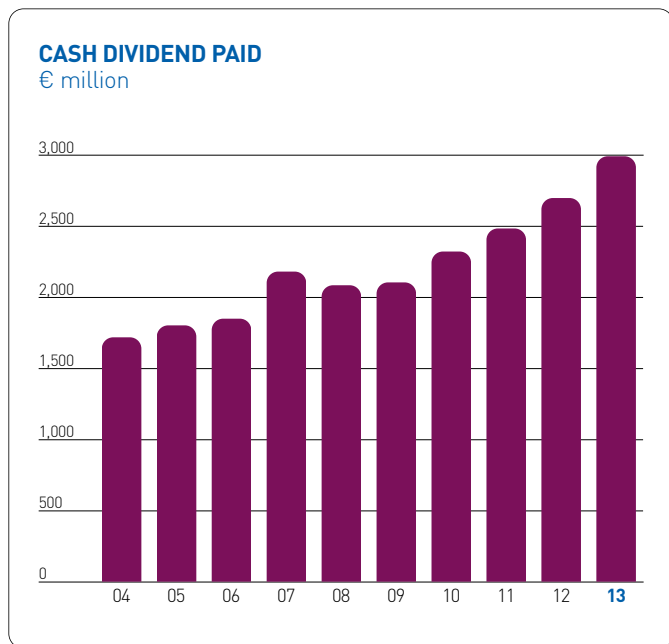
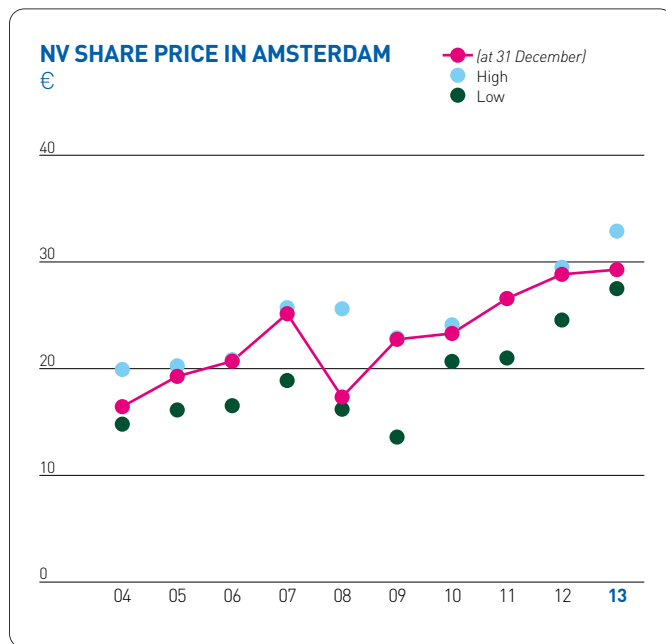
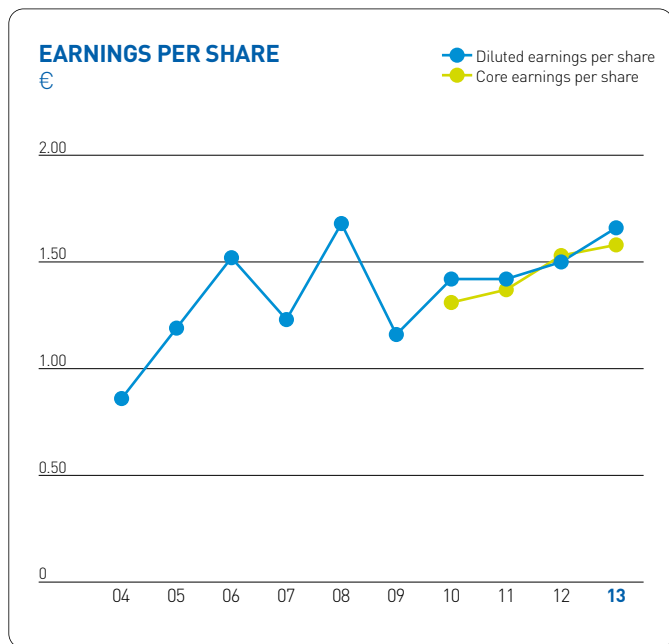


| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| AVERAGE NUMBER OF EMPLOYEES | | | | | | | | | | |
| ● thousand | 227 | 212 | 189 | 175 | 174 | 168 | 165 | 169 | 172 | 174 |
| STAFF COSTS (RESTATED 2004 TO 2012)⁽¹⁾ | | | | | | | | | | |
| ● € million | 5,722 | 5,759 | 5,369 | 5,551 | 5,288 | 5,237 | 5,613 | 5,358 | 6,303 | 6,194 |
| TURNOVER PER EMPLOYEE | | | | | | | | | | |
| ● € thousand | 164 | 181 | 210 | 230 | 233 | 237 | 268 | 275 | 298 | 286 |

⁽¹⁾ Data has been restated for years 2004-2012 due to adoption of IAS 19 'Employee benefits (Revised)'.



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| BY COUNTRY AS % OF TOTAL COMBINED DISTRIBUTION OF SHARES (ESTIMATED) | | | | | | | | | | |
| United Kingdom | 30 | 27 | 31 | 32 | 32 | 31 | 30 | 30 | 28 | 28 |
| Netherlands | 11 | 8 | 8 | 8 | 8 | 8 | 8 | 7 | 7 | 7 |
| United States | 24 | 27 | 25 | 23 | 23 | 22 | 23 | 25 | 24 | 23 |
| Other | 35 | 38 | 36 | 37 | 37 | 39 | 39 | 38 | 41 | 42 |
| Total | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| COMBINED MARKET CAPITALISATION AT 31 DECEMBER | | | | | | | | | | |
| € million | 46,991 | 54,757 | 60,538 | 72,501 | 46,882 | 63,409 | 64,803 | 73,949 | 81,858 | 83,800 |

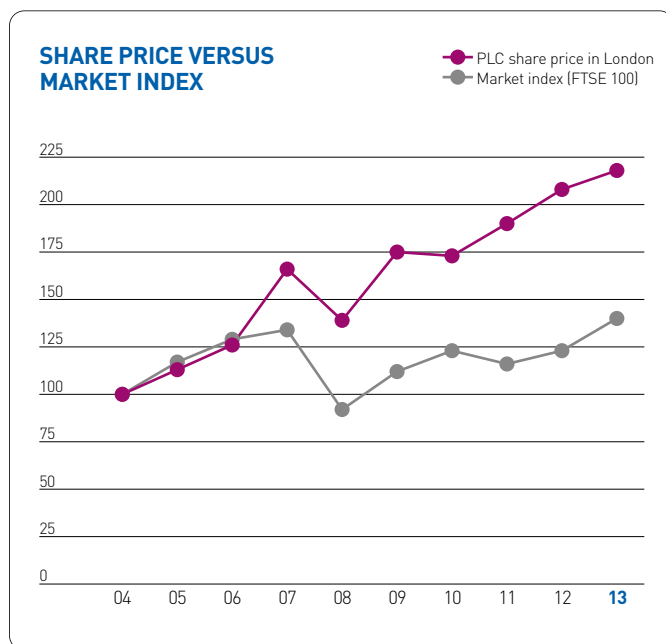
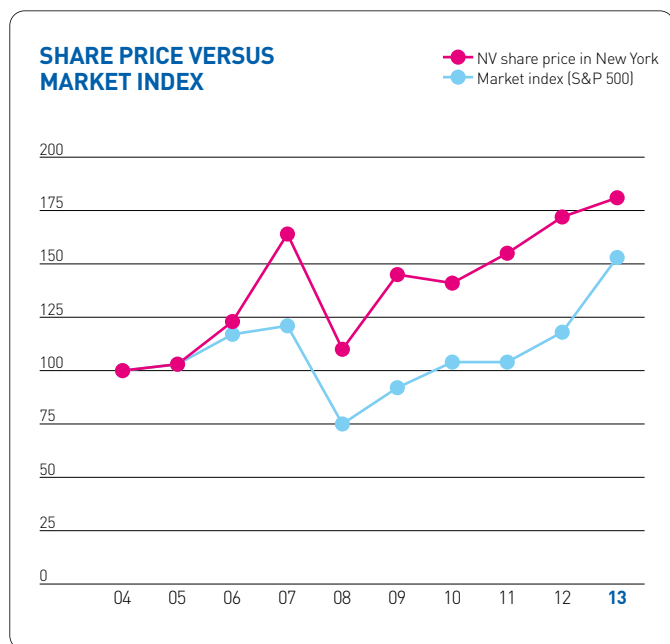
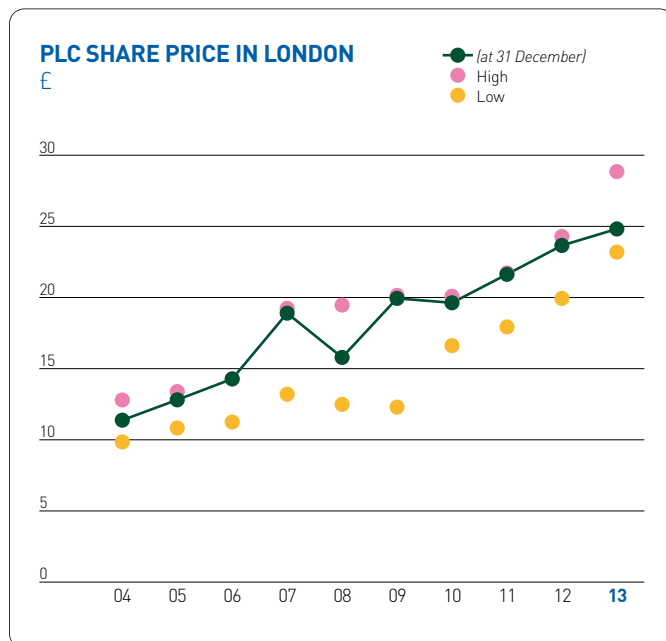
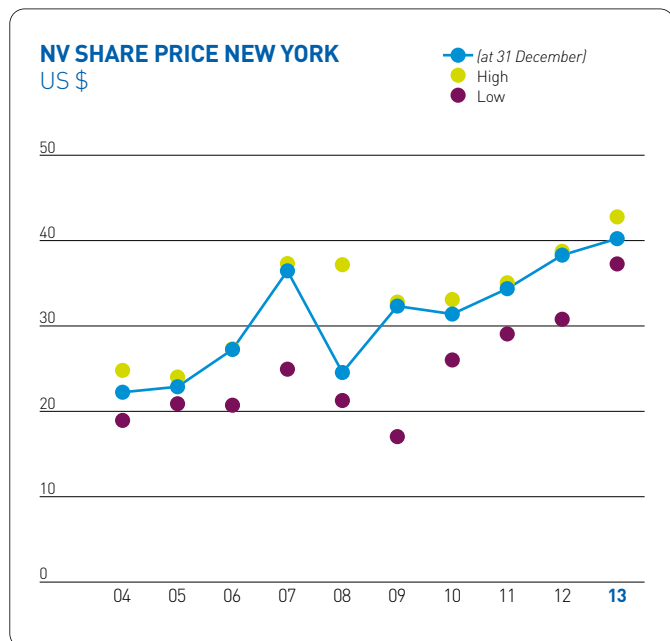


| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| EARNINGS PER SHARE⁽¹⁾ (RESTATED 2004 TO 2012) € | | | | | | | | | | |
| ● Diluted earnings per share | 0.86 | 1.19 | 1.52 | 1.23 | 1.68 | 1.16 | 1.42 | 1.42 | 1.50 | 1.66 |
| ● Core earnings per share ⁽²⁾ | | | | | | | 1.31 | 1.37 | 1.53 | 1.58 |
| NV SHARE PRICE IN AMSTERDAM € | | | | | | | | | | |
| ● (at 31 December) | 16.44 | 19.28 | 20.70 | 25.15 | 17.34 | 22.75 | 23.30 | 26.57 | 28.84 | 29.28 |
| ● High | 19.92 | 20.27 | 20.84 | 25.72 | 25.61 | 22.88 | 24.11 | 26.58 | 29.50 | 32.89 |
| ● Low | 14.80 | 16.13 | 16.53 | 18.89 | 16.20 | 13.59 | 20.68 | 21.00 | 24.56 | 27.50 |
| DIVIDEND⁽³⁾ | | | | | | | | | | |
| ■ Cash dividend paid (€ million) | 1,720 | 1,804 | 1,851 | 2,182 | 2,086 | 2,106 | 2,323 | 2,485 | 2,699 | 2,993 |
| SHARE PRICE VERSUS MARKET INDEX | | | | | | | | | | |
| <i>(31 December 2004 = 100)</i> | | | | | | | | | | |
| ● Share price | 100 | 117 | 126 | 153 | 105 | 138 | 142 | 162 | 175 | 178 |
| ● Market index (AEX) | 100 | 125 | 142 | 148 | 71 | 96 | 102 | 90 | 98 | 115 |

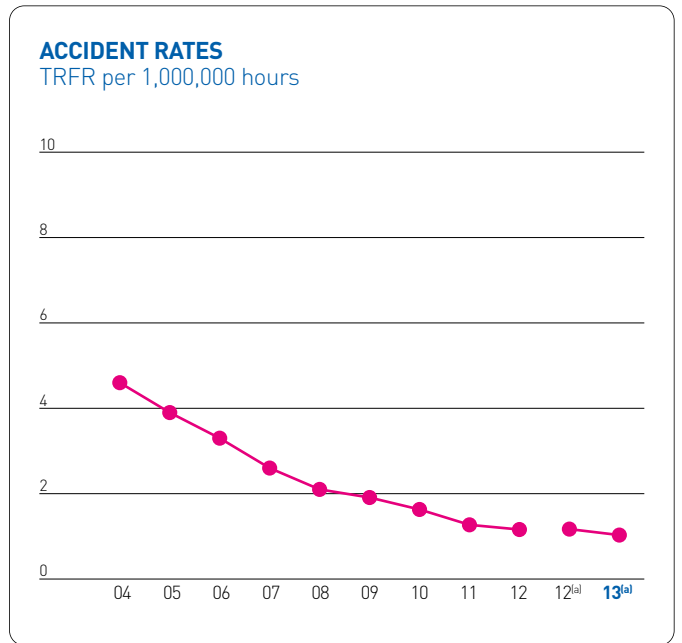
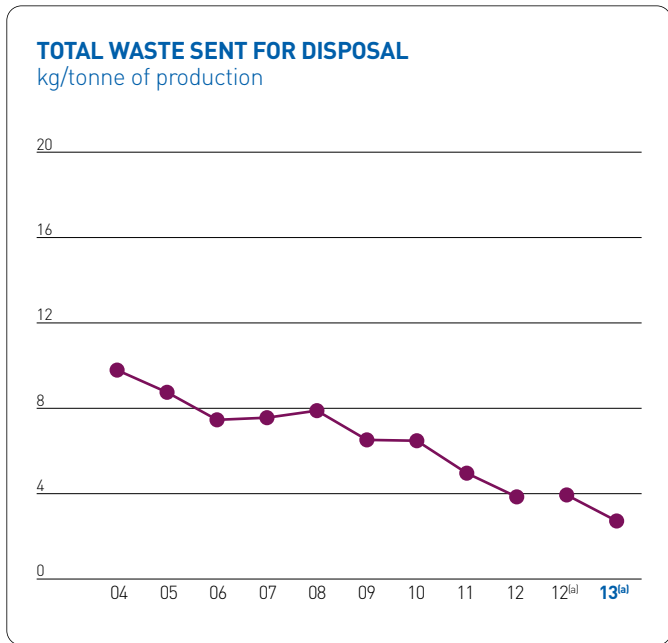
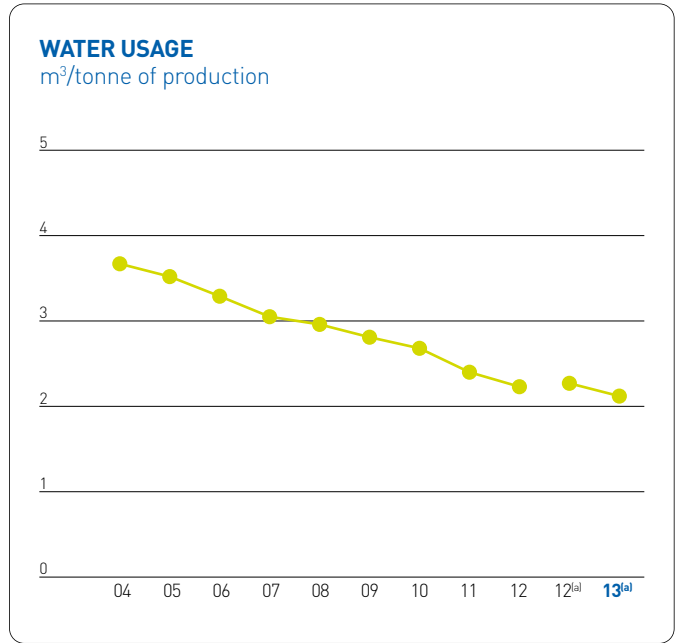
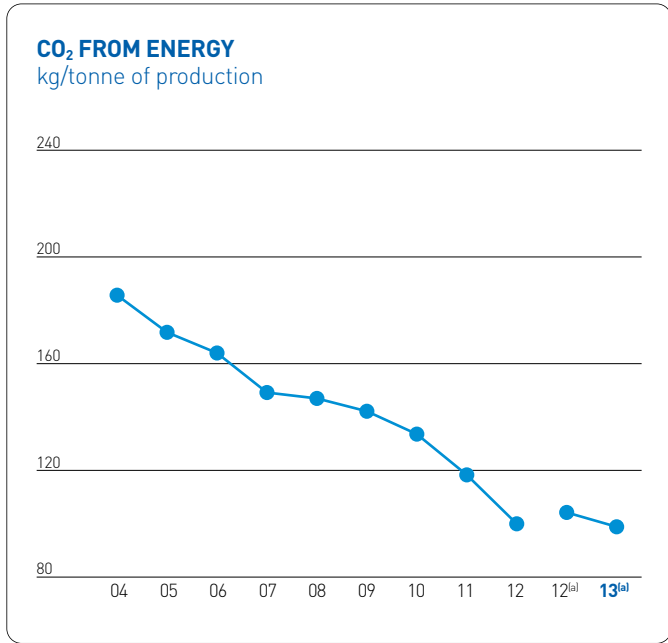
⁽¹⁾ Earnings per share: combined earnings per share.

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

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



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------------|
| NV SHARE PRICE IN NEW YORK US \$ | | | | | | | | | | |
| ● (at 31 December) | 22.24 | 22.88 | 27.25 | 36.46 | 24.55 | 32.33 | 31.40 | 34.37 | 38.30 | 40.23 |
| ● High | 24.80 | 24.02 | 27.32 | 37.31 | 37.18 | 32.80 | 33.10 | 35.06 | 38.75 | 42.78 |
| ● Low | 18.94 | 20.89 | 20.72 | 24.94 | 21.27 | 17.04 | 26.02 | 29.07 | 30.79 | 37.27 |
| PLC SHARE PRICE IN LONDON £ | | | | | | | | | | |
| ● (at 31 December) | 11.38 | 12.81 | 14.28 | 18.90 | 15.79 | 19.94 | 19.63 | 21.63 | 23.66 | 24.82 |
| ● High | 12.80 | 13.39 | 14.28 | 19.24 | 19.47 | 20.15 | 20.09 | 21.73 | 24.29 | 28.85 |
| ● Low | 9.85 | 10.83 | 11.25 | 13.20 | 12.49 | 12.30 | 16.62 | 17.93 | 19.94 | 23.19 |
| SHARE PRICE VERSUS MARKET INDEX (31 December 2004 = 100) | | | | | | | | | | |
| ● NV share price in New York | 100 | 103 | 123 | 164 | 110 | 145 | 141 | 155 | 172 | 181 |
| ● Market index (S&P 500) | 100 | 103 | 117 | 121 | 75 | 92 | 104 | 104 | 118 | 153 |
| SHARE PRICE VERSUS MARKET INDEX (31 December 2004 = 100) | | | | | | | | | | |
| ● PLC share price in London | 100 | 113 | 126 | 166 | 139 | 175 | 173 | 190 | 208 | 218 |
| ● Market index (FTSE 100) | 100 | 117 | 129 | 134 | 92 | 112 | 123 | 116 | 123 | 140 |



| | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 12 ^[a] | 13 ^[a] |
|---|--------|--------|--------|--------|--------|--------|--------|--------|-------|-------------------|-------------------|
| ● CO ₂ from energy (kg/tonne of production) | 185.67 | 171.75 | 164.59 | 149.18 | 146.97 | 142.16 | 133.59 | 118.31 | 99.97 | 104.23 | 98.85 |
| ● Water usage (m ³ /tonne of production) | 3.67 | 3.52 | 3.29 | 3.05 | 2.96 | 2.81 | 2.68 | 2.40 | 2.23 | 2.27 | 2.12 |
| ● Total waste sent for disposal (kg/tonne of production) | 9.79 | 8.75 | 7.46 | 7.56 | 7.89 | 6.52 | 6.48 | 4.96 | 3.85 | 3.94 | 2.72 |
| ● Total recordable accident frequency rate (TRFR) per 1,000,000 hours | 4.60 | 3.90 | 3.30 | 2.60 | 2.10 | 1.91 | 1.63 | 1.27 | 1.16 | 1.17 | 1.03 |

^[a] PwC assured. 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^[a] [this has not been assured by PwC in 2013]. For details and the basis of preparation see: www.unilever.com/ara2013/downloads.

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