

2006



Unilever Charts



1 Unilever Charts 2006

The following pages give figures for the years 1996-2006, expressed in graphical form. Figures supporting the charts are given in euros, pounds sterling and US dollars.

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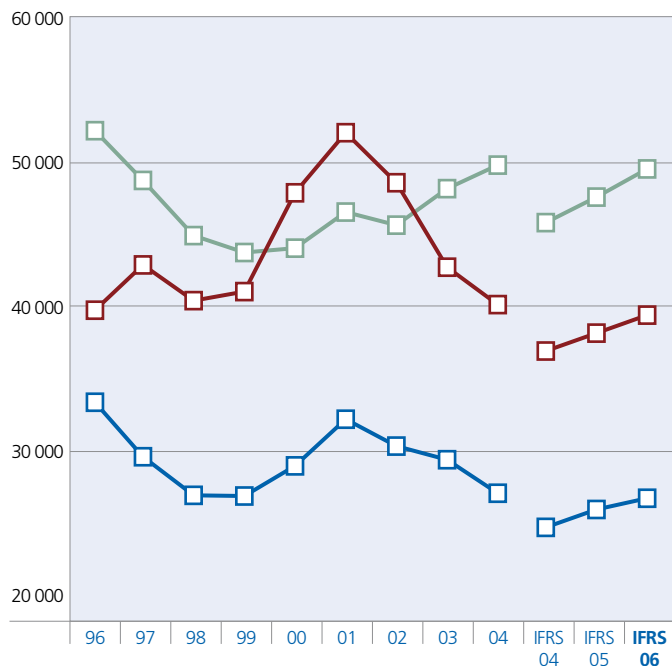
Graphs and tables are based on average current rates of exchange applicable in each year. Balance sheet information is translated at closing rates for the relevant year.

From 1 January 2000, Unilever adopted the euro as its principal reporting currency. The sterling information for 2000 to 2005 and the US dollar information for all years is given solely for the convenience of readers and does not form part of the full audited accounts of the Unilever Group. The euro values for years prior to 2000 have been derived by converting values previously reported in guilders using the official conversion rate of €1.00 = Fl. 2.20371.

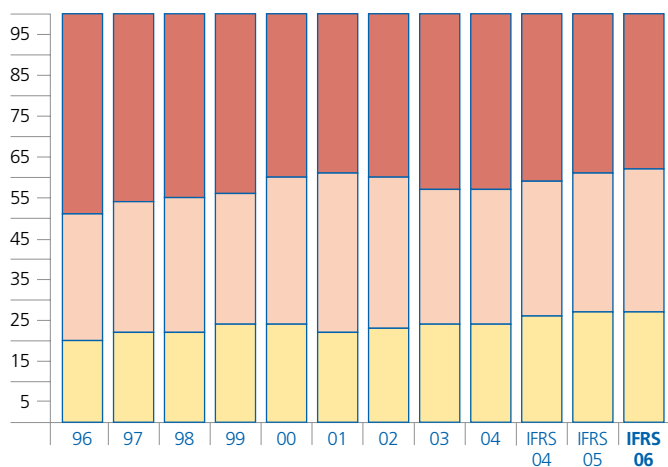
Unilever adopted International Financial Reporting Standards (IFRS) with effect from 1 January 2005, with a transition date of 1 January 2004. These differ in certain respects from those generally accepted in the United States. Where relevant, information is provided for both 2004 figures as published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

2 Turnover and underlying sales growth

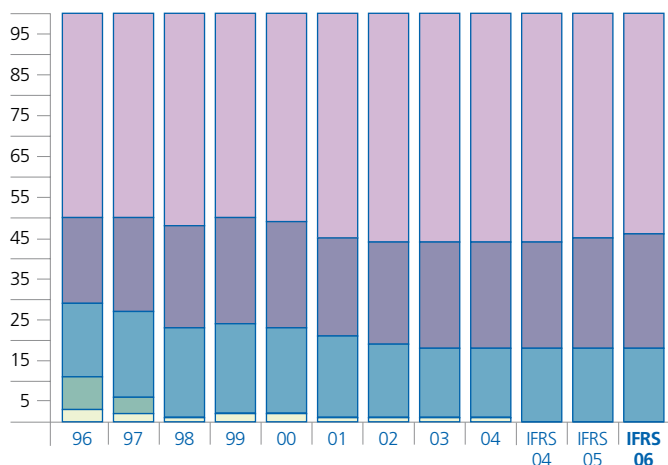
Turnover million



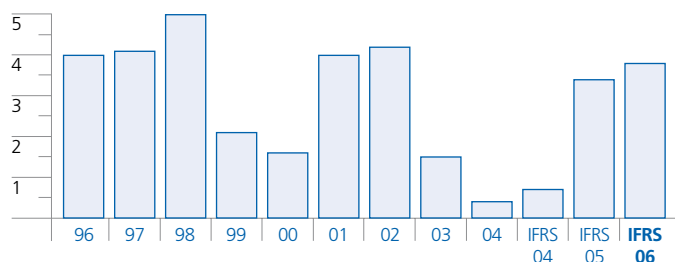
by geographical area as % of turnover



by product area as % of turnover



Underlying sales growth %



	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Turnover⁽¹⁾												
■ € million	39 980	43 099	40 639	41 262	48 066	52 206	48 760	42 942	40 366	37 168	38 401	39 642
■ US \$ million	52 344	48 918	45 119	43 954	44 254	46 740	45 839	48 353	49 974	46 013	47 771	49 711
■ £ million	33 640	29 887	27 229	27 182	29 258	32 472	30 621	29 682	27 373	25 203	26 255	27 028
by geographical area as % of turnover												
■ Europe	49	46	45	44	40	39	40	43	43	41	39	38
■ The Americas	31	32	33	32	36	39	37	33	33	33	34	35
■ Asia Africa	20	22	22	24	24	22	23	24	24	26	27	27
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of turnover												
■ Foods	50	50	52	50	51	55	56	56	56	56	55	54
■ Personal care	21	23	25	26	26	24	25	26	26	26	27	28
■ Home care ⁽²⁾	18	21	22	22	21	20	18	17	17	18	18	18
■ Speciality chemicals	8	4	-	-	-	-	-	-	-	-	-	-
■ Other operations	3	2	1	2	2	1	1	1	1	-	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100
■ Underlying sales growth %	4.0	4.1	5.0	2.1	1.6	4.0	4.2	1.5	0.4	0.7	3.4	3.8

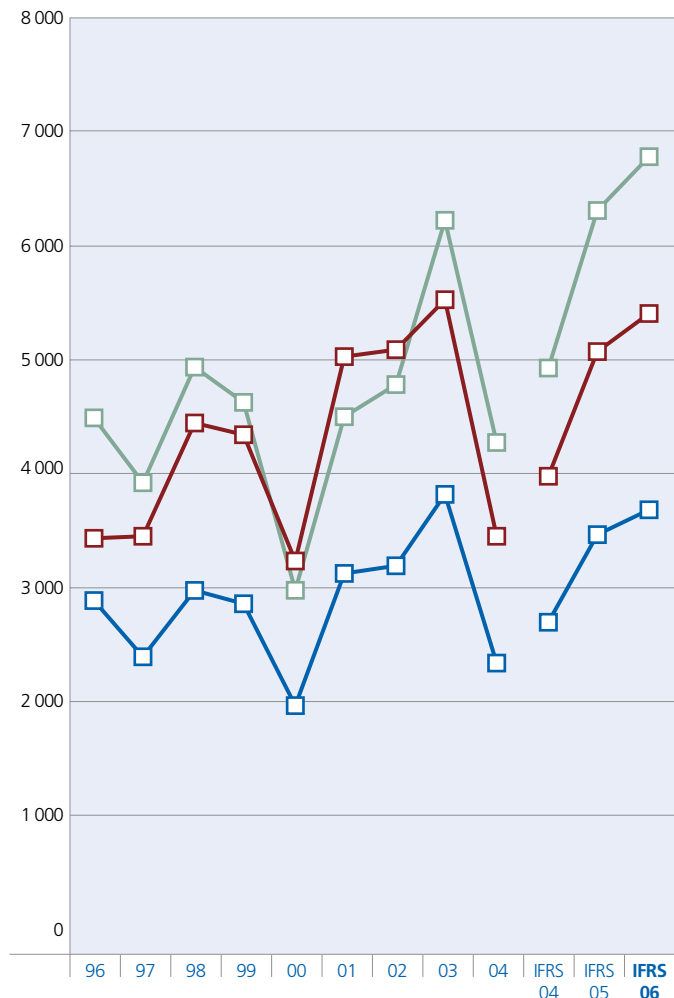
⁽¹⁾ IFRS figures for 2004 to 2006 are presented on the basis of continuing operations as at 31 December 2006.

⁽²⁾ Home care segment includes professional cleaning from 1996 to 2002.

3 Operating profit

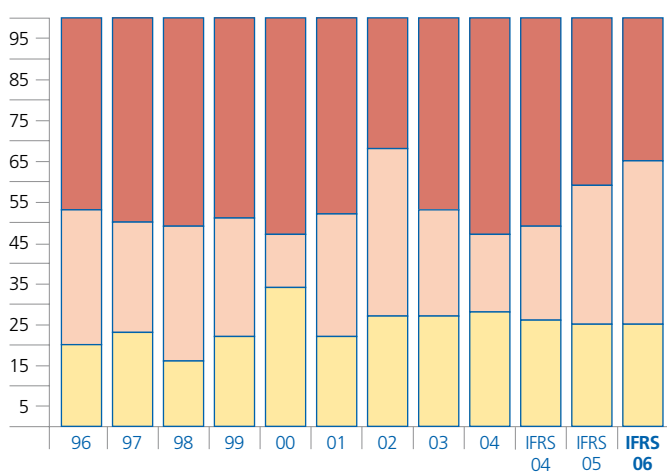
Operating profit

million



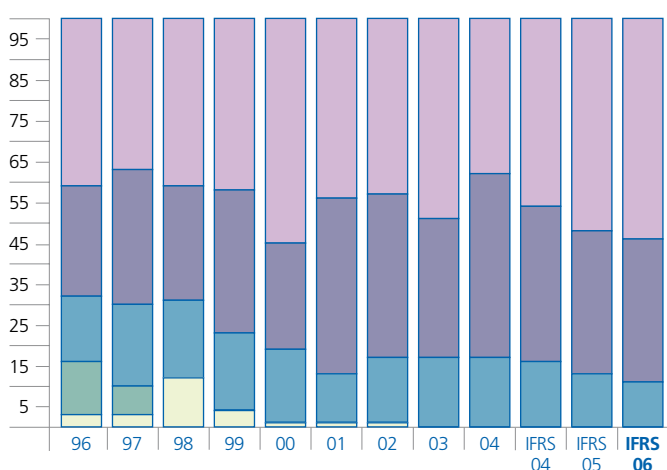
by geographical area

as % of operating profit



by product area

as % of operating profit



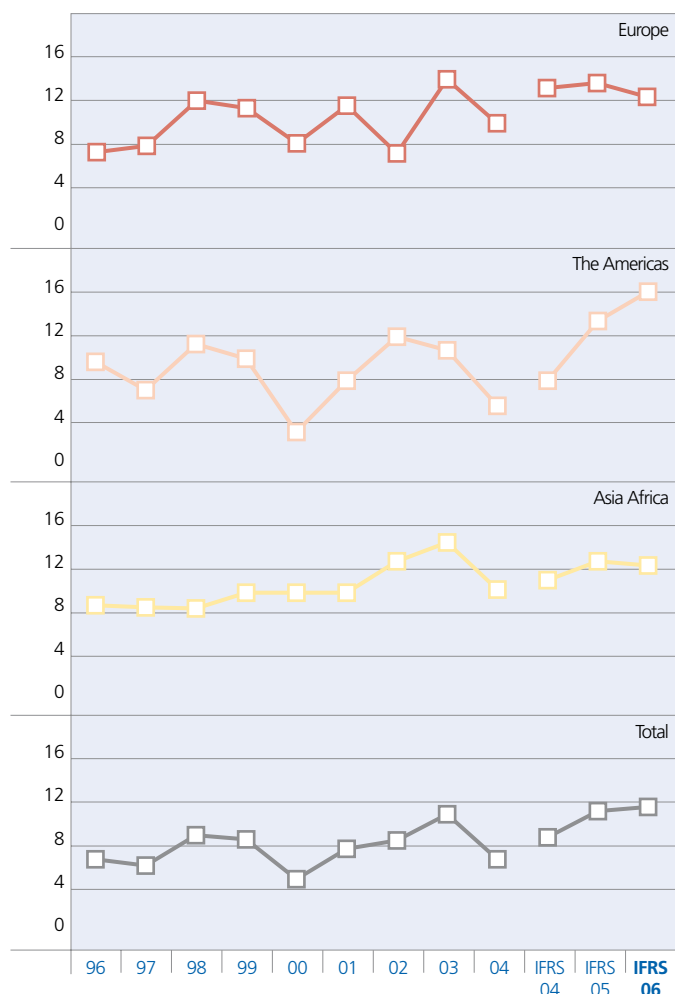
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Operating profit⁽¹⁾												
■ € million	3 437	3 455	4 448	4 345	3 238	5 030	5 091	5 529	3 455	3 981	5 074	5 408
■ US \$ million	4 493	3 924	4 938	4 629	2 981	4 503	4 785	6 225	4 277	4 930	6 311	6 783
■ £ million	2 891	2 398	2 980	2 863	1 970	3 129	3 196	3 822	2 343	2 701	3 469	3 687
by geographical area as % of operating profit												
■ Europe	47	50	51	49	53	48	32	47	53	51	41	35
■ The Americas	33	27	33	29	13	30	41	26	19	23	34	40
■ Asia Africa	20	23	16	22	34	22	27	27	28	26	25	25
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of operating profit												
■ Foods	41	37	41	42	55	44	43	49	38	46	52	54
■ Personal Care	27	33	28	35	26	43	40	34	45	38	35	35
■ Home Care ⁽²⁾	16	20	19	19	18	12	16	17	17	16	13	11
■ Speciality chemicals	13	7	-	-	-	-	-	-	-	-	-	-
■ Other operations	3	3	12	4	1	1	1	-	-	-	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100

⁽¹⁾ IFRS figures for 2004 to 2006 are presented on the basis of continuing operations as at 31 December 2006.

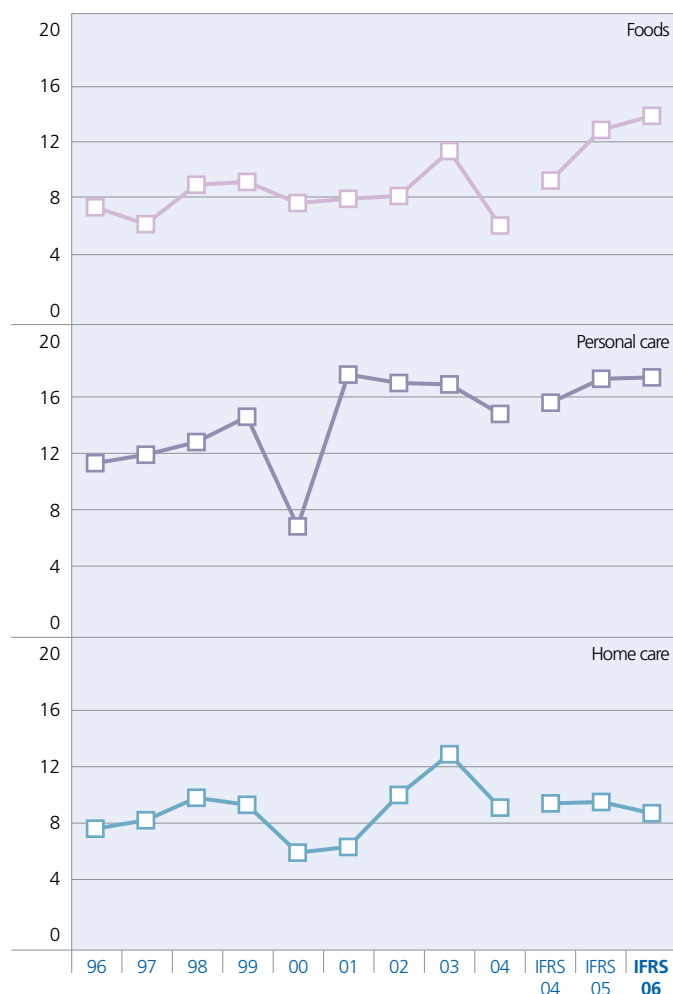
⁽²⁾ Home care segment includes professional cleaning from 1996 to 2002.

4 Operating margins

by geographical area
%



by product area
%



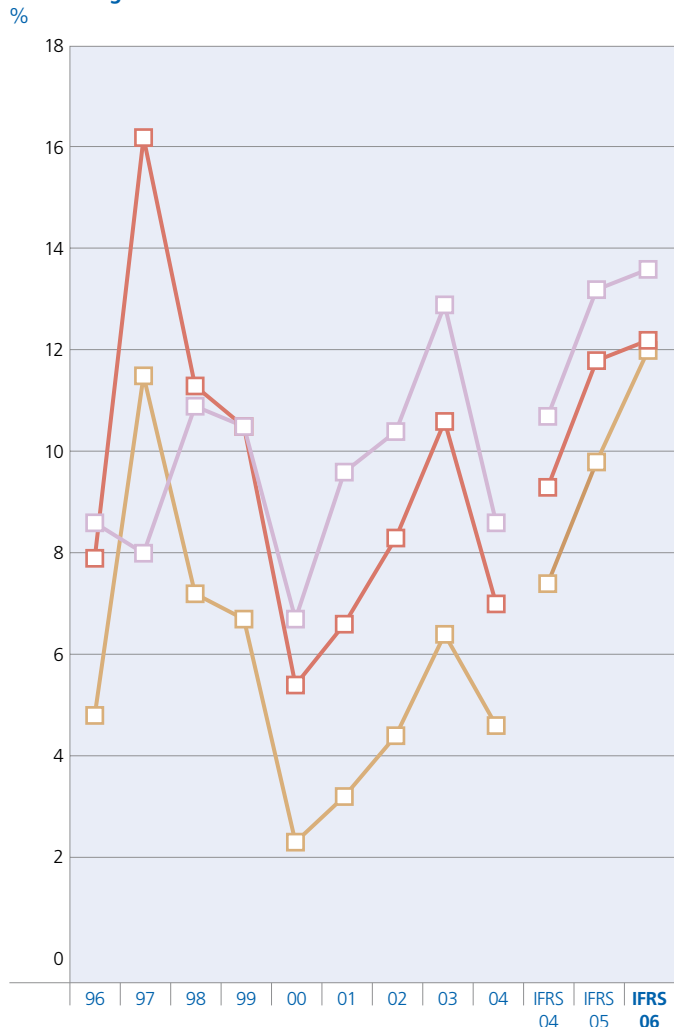
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
by geographical area % ⁽¹⁾												
Europe	8.3	8.8	12.4	11.8	9.0	12.0	8.2	14.1	10.6	13.4	13.8	12.7
The Americas	9.1	6.7	10.8	9.4	2.4	7.3	11.5	10.2	4.9	7.3	13.0	15.8
Asia Africa	8.4	8.2	8.1	9.6	9.6	9.6	12.6	14.4	9.9	10.8	12.6	12.2
Total	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6
by product area % ⁽¹⁾												
Foods	7.1	5.9	8.7	8.9	7.4	7.7	7.9	11.1	5.8	9.0	12.6	13.6
Personal Care	11.1	11.7	12.6	14.4	6.6	17.4	16.8	16.7	14.6	15.4	17.1	17.2
Home Care ⁽²⁾	7.3	7.9	9.5	9.0	5.6	6.0	9.7	12.6	8.8	9.1	9.2	8.4
Total	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6

⁽¹⁾ IFRS figures for 2004 to 2006 are presented on the basis of continuing operations as at 31 October 2006.

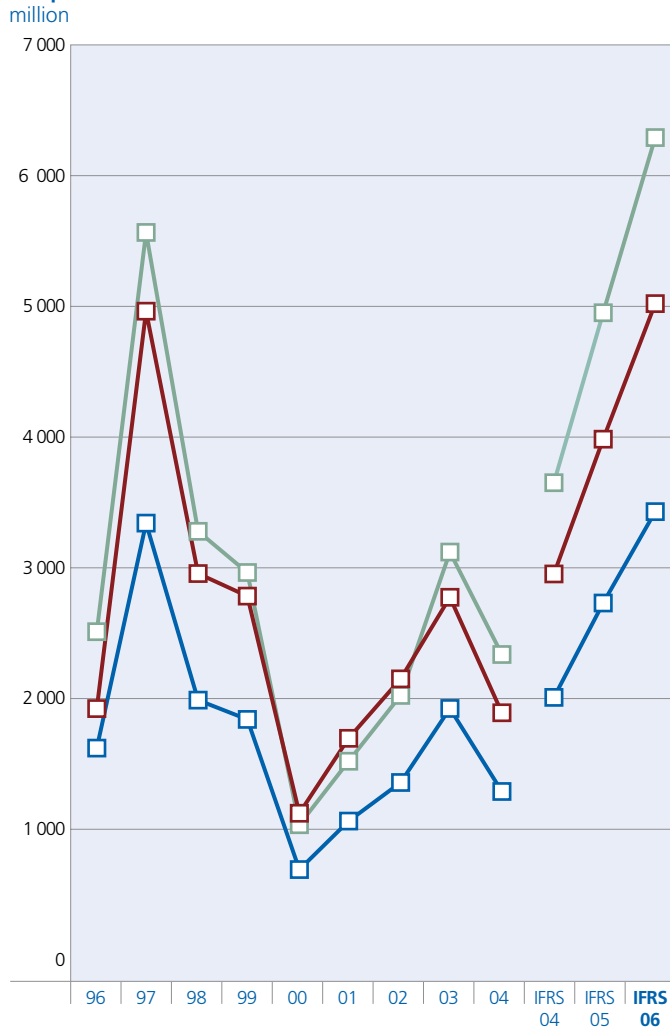
⁽²⁾ Home care segment includes professional cleaning from 1996 to 2002.

5 Profit margins

Profit margins



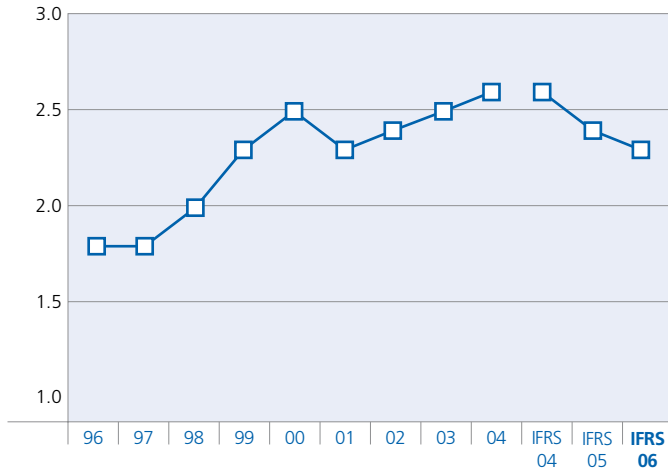
Net profit



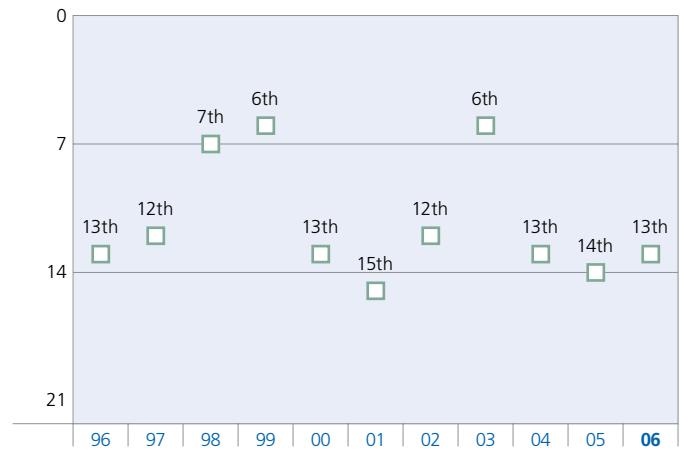
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Profit margins %												
Operating margin	8.6	8.0	10.9	10.5	6.7	9.6	10.4	12.9	8.6	10.7	13.2	13.6
Profit before tax margin	7.9	16.2	11.3	10.5	5.4	6.6	8.3	10.6	7.0	9.3	11.8	12.2
Net profit margin	4.8	11.5	7.2	6.7	2.3	3.2	4.4	6.4	4.6	7.4	9.8	12.0
€ million												
Operating profit	3 437	3 455	4 448	4 345	3 238	5 030	5 091	5 529	3 455	3 981	5 074	5 408
Profit before tax	3 154	6 995	4 603	4 341	2 602	3 438	4 053	4 538	2 839	3 453	4 516	4 831
Net profit	1 908	4 957	2 944	2 771	1 105	1 680	2 136	2 762	1 876	2 941	3 975	5 015
US \$ million												
Operating profit	4 493	3 924	4 938	4 629	2 981	4 503	4 785	6 225	4 277	4 930	6 311	6 783
Profit before tax	4 129	7 860	5 110	4 624	2 396	3 078	3 809	5 110	3 515	4 275	5 618	6 059
Net profit	2 498	5 561	3 268	2 952	1 017	1 504	2 009	3 109	2 323	3 641	4 945	6 289
£ million												
Operating profit	2 891	2 398	2 980	2 863	1 970	3 129	3 196	3 822	2 343	2 701	3 469	3 687
Profit before tax	2 654	4 719	3 085	2 860	1 584	2 138	2 544	3 137	1 925	2 341	3 088	3 294
Net profit	1 605	3 331	1 973	1 825	673	1 045	1 341	1 909	1 272	1 994	2 718	3 419

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

Research and development as % of turnover



Total shareholder return

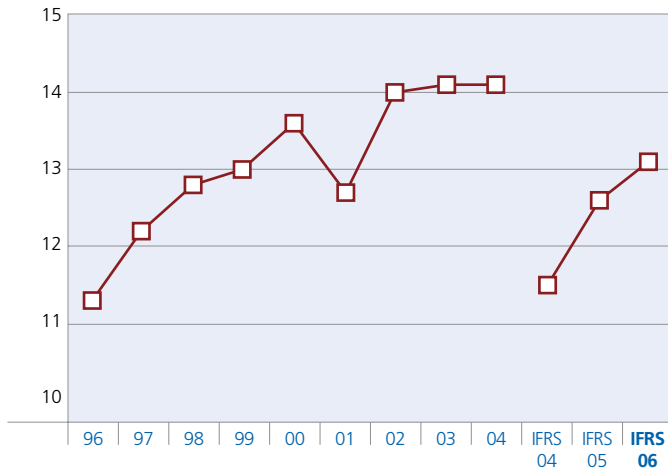


Total Shareholder Return (TSR) is a concept used to compare the performance of different companies' stocks and shares over time. It combines share price appreciation and dividends paid to show the total return to the shareholder. The absolute size of the TSR will vary with stock markets, but the relative 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 2006 the following companies formed the peer group of comparative companies:

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

Advertising and promotions as % of turnover

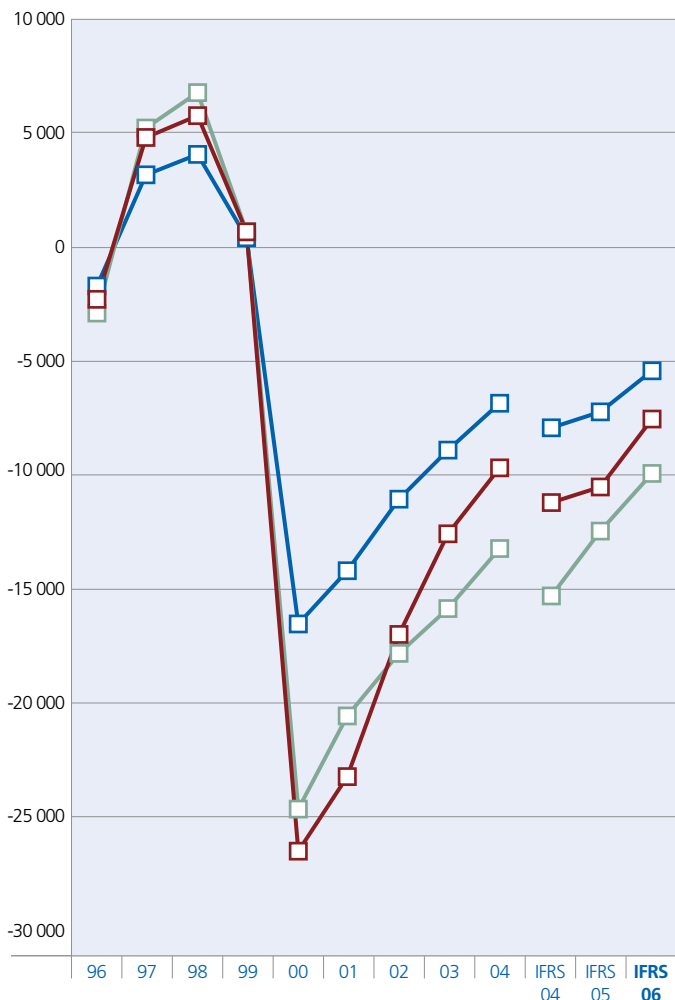


	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
€ million												
■ Research and development	714	787	830	935	1 187	1 178	1 166	1 065	1 040	972	932	906
■ Advertising and promotions	4 499	5 239	5 188	5 345	6 545	6 648	6 839	6 069	5 704	4 365	4 918	5 203
US \$ million												
■ Research and development	934	894	921	996	1 093	1 055	1 096	1 200	1 288	1 203	1 160	1 136
■ Advertising and promotions	5 891	5 939	5 760	5 693	6 027	5 952	6 429	6 833	7 062	5 404	6 118	6 525
£ million												
■ Research and development	600	546	556	616	723	733	732	736	705	659	638	618
■ Advertising and promotions	3 786	3 628	3 476	3 521	3 984	4 135	4 295	4 195	3 868	2 960	3 363	3 547

7 Net funds/(debt) and financing ratios

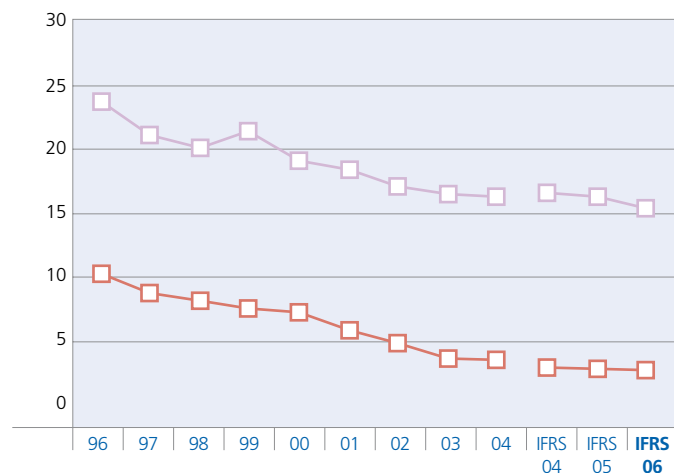
Closing net funds/(debt)

million



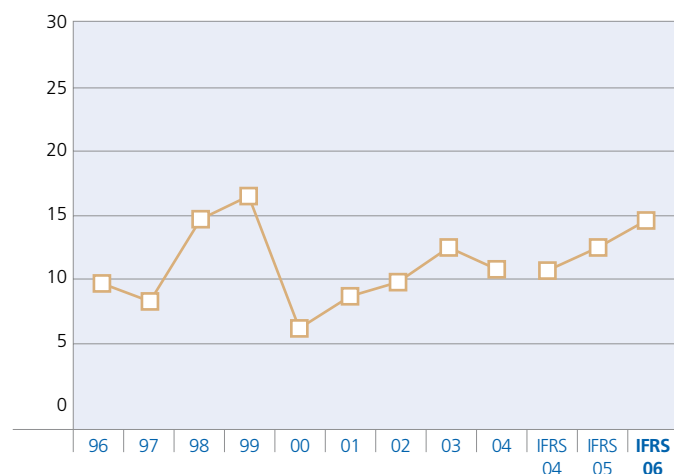
Property, plant and equipment and working capital ratios

as % of turnover



Return on invested capital

%



	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Closing net funds/(debt)⁽¹⁾												
■ € million	(2 275)	4 821	5 778	684	(26 468)	(23 199)	(16 966)	(12 555)	(9 663)	(11 185)	(10 502)	(7 523)
■ US \$ million	(2 877)	5 236	6 788	687	(24 623)	(20 540)	(17 797)	(15 832)	(13 200)	(15 279)	(12 434)	(9 908)
■ £ million	(1 693)	3 183	4 079	425	(16 507)	(14 173)	(11 036)	(8 885)	(6 831)	(7 907)	(7 209)	(5 049)
Property, plant and equipment as % turnover	23.7	21.1	20.1	21.4	19.1	18.4	17.1	16.5	16.3	16.6	16.3	15.4
Working capital as % turnover	10.3	8.8	8.2	7.6	7.3	5.9	4.9	3.7	3.6	3.0	2.9	2.8
Return on invested capital %⁽²⁾	9.7	8.3	14.7	16.5	6.2	8.7	9.8	12.5	10.8	10.7	12.5	14.6

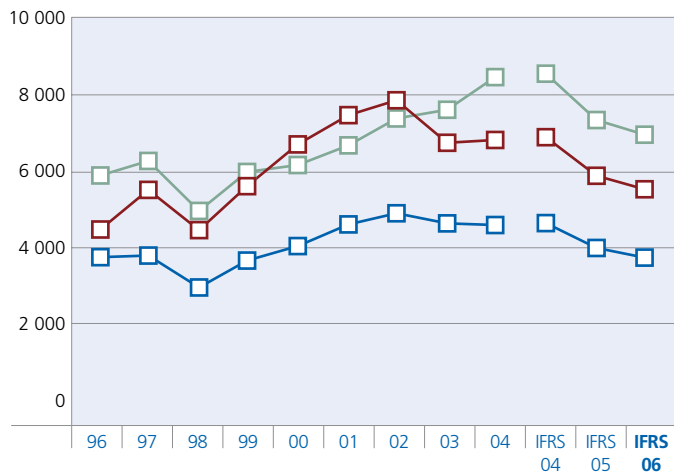
⁽¹⁾ Closing net funds/(debt) is borrowings plus finance lease creditors less cash, cash equivalents and financial assets at 31 December in each year (at closing rates of exchange). The significant movements in this measure reflect the sale of the speciality chemicals business in 1997 and the acquisition of Bestfoods in 2000.

⁽²⁾ 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

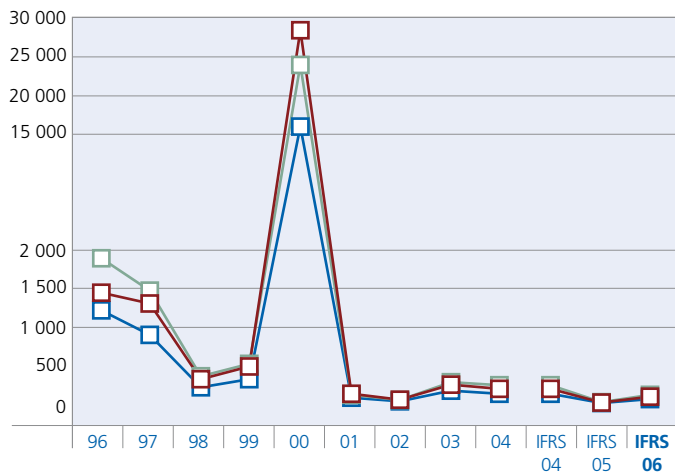
Cash flow from group operating activities

million



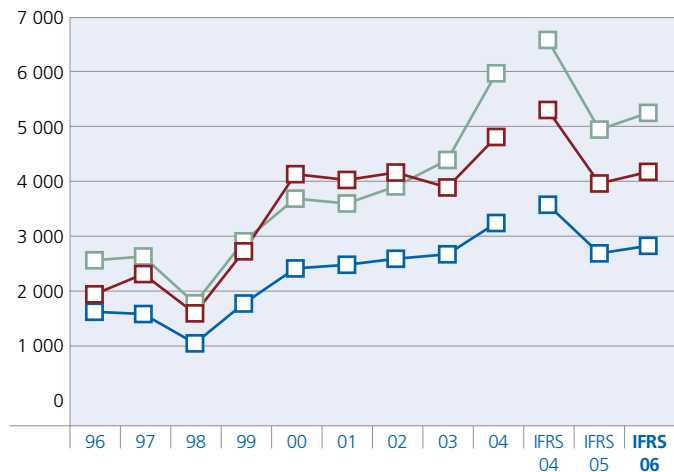
Acquisition of group companies

million



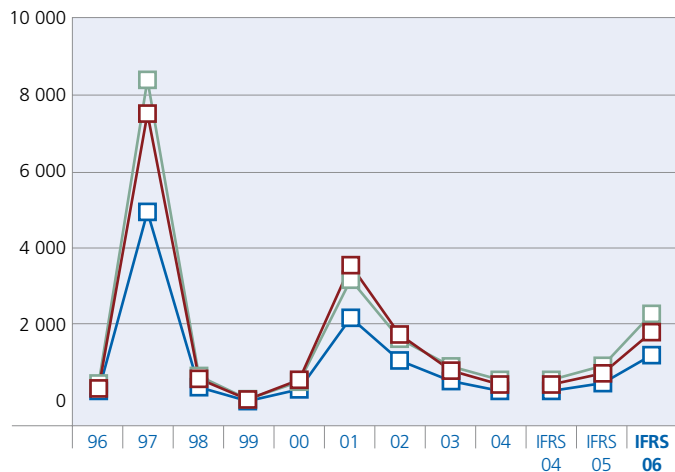
Ungeared free cash flow

million



Disposal of group companies

million



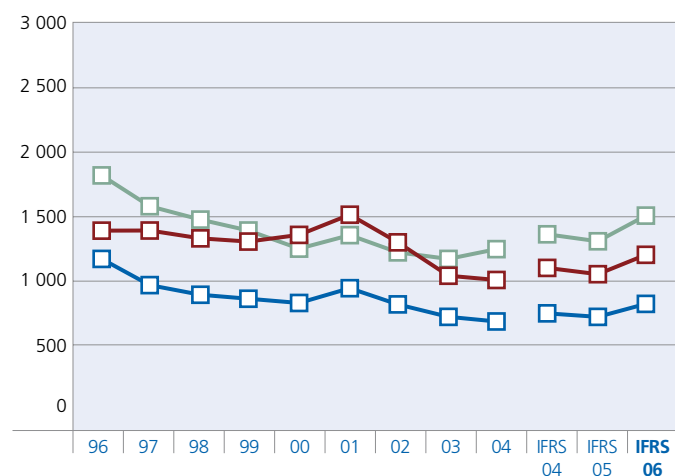
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Cash flow from group operating activities												
■ € million	4 530	5 558	4 514	5 654	6 738	7 497	7 883	6 780	6 853	6 925	5 924	5 574
■ US \$ million	5 932	6 309	5 012	6 023	6 203	6 713	7 411	7 637	8 484	8 573	7 370	6 990
■ £ million	3 812	3 854	3 026	3 724	4 100	4 662	4 951	4 689	4 646	4 696	4 051	3 801
Ungeared free cash flow ⁽¹⁾												
■ € million	1 998	2 366	1 652	2 779	4 180	4 075	4 210	3 939	4 856	5 346	4 011	4 222
■ US \$ million	2 616	2 685	1 834	2 961	3 736	3 648	3 958	4 438	6 012	6 618	4 990	5 294
■ £ million	1 681	1 640	1 107	1 831	2 468	2 535	2 644	2 725	3 293	3 625	2 742	2 879
Acquisition of group companies												
■ € million	1 445	1 305	323	488	28 010	134	57	252	198	198	20	96
■ US \$ million	1 892	1 472	361	522	24 728	120	53	284	245	245	25	120
■ £ million	1 216	898	218	323	16 867	83	36	174	134	134	14	65
Disposal of group companies												
■ € million	413	7 544	661	126	637	3 611	1 812	874	514	514	804	1 873
■ US \$ million	541	8 419	736	134	586	3 233	1 702	984	635	635	1 000	2 348
■ £ million	348	4 993	444	83	388	2 245	1 138	603	348	348	550	1 276
Number of acquisition/disposals	50	42	44	50	47	34	38	61	47	47	25	26

⁽¹⁾ 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, in 2006, for the impact on profit of sales of frozen foods businesses), but before the financing of pensions.

9 Capital expenditure

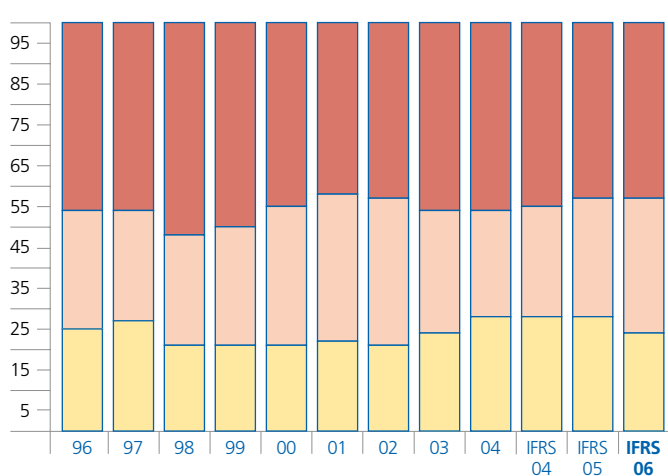
Gross capital expenditure

million



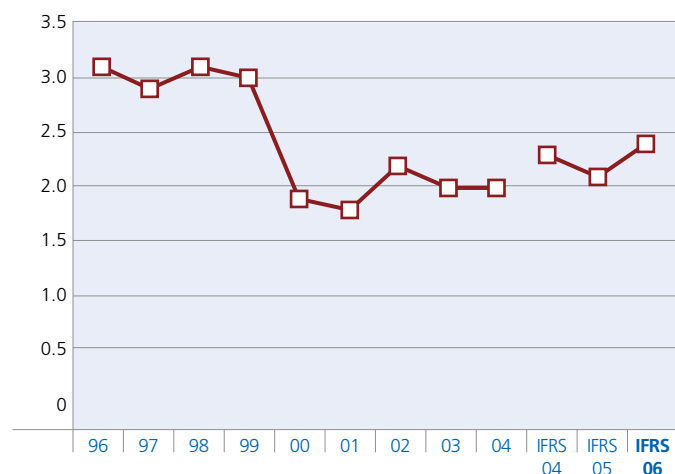
Gross capital expenditure by geographical area

as % of total



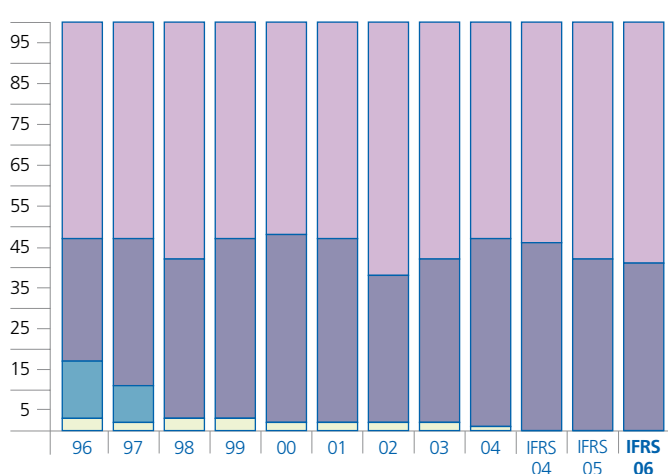
Net capital expenditure

as % of turnover



Gross capital expenditure by product area

as % of total

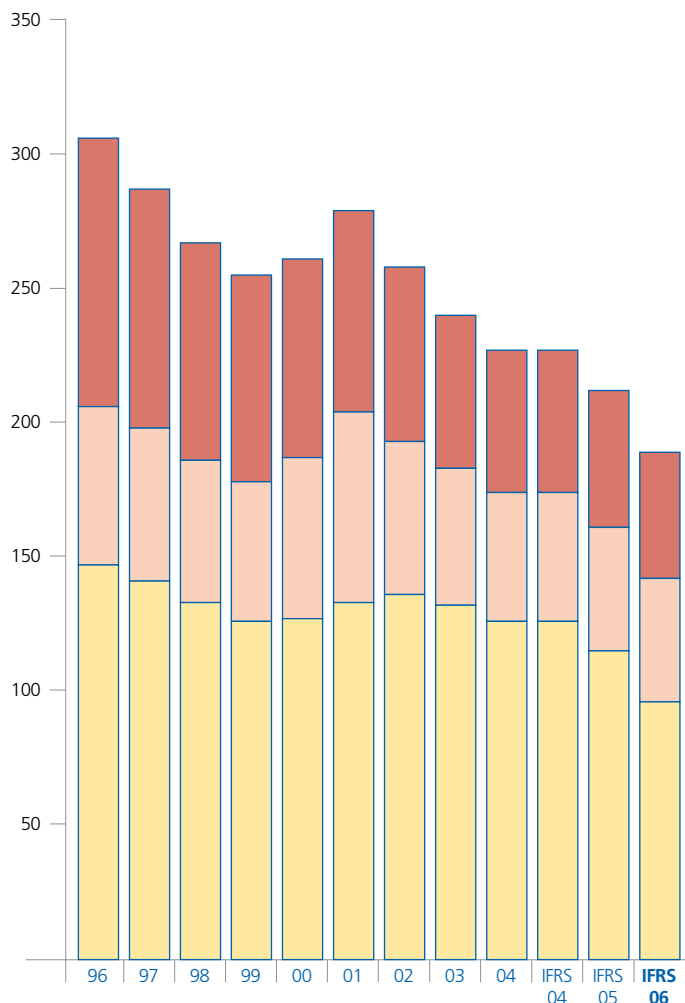


	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Gross capital expenditure												
■ € million	1 389	1 390	1 329	1 304	1 356	1 513	1 298	1 038	1 005	1 099	1 050	1 201
■ US \$ million	1 819	1 579	1 475	1 390	1 249	1 354	1 220	1 169	1 245	1 361	1 306	1 506
■ £ million	1 169	965	890	859	826	941	815	718	682	745	718	819
by geographical area as % of total												
■ Europe	46	46	52	50	45	42	43	46	46	45	43	43
■ The Americas	29	27	27	29	34	36	36	30	26	27	29	33
■ Asia Africa	25	27	21	21	21	22	21	24	28	28	28	24
Total	100	100	100	100	100	100	100	100	100	100	100	100
by product area as % of total												
■ Foods	53	53	58	53	52	53	62	58	53	54	58	59
■ Home & Personal Care	30	36	39	44	46	45	36	40	46	46	42	41
■ Speciality chemicals	14	9	-	-	-	-	-	-	-	-	-	-
■ Other operations	3	2	3	3	2	2	2	2	1	-	-	-
Total	100	100	100	100	100	100	100	100	100	100	100	100
Net capital expenditure⁽¹⁾												
■ € million	1 230	1 238	1 253	1 248	890	957	1 062	870	827	869	813	934
■ US \$ million	1 560	1 402	1 404	1 330	819	857	998	980	1 024	1 076	1 011	1 171
■ £ million	1 035	859	840	822	542	595	667	601	561	589	556	637
as % of turnover	3.1	2.9	3.1	3.0	1.9	1.8	2.2	2.0	2.0	2.3	2.1	2.4

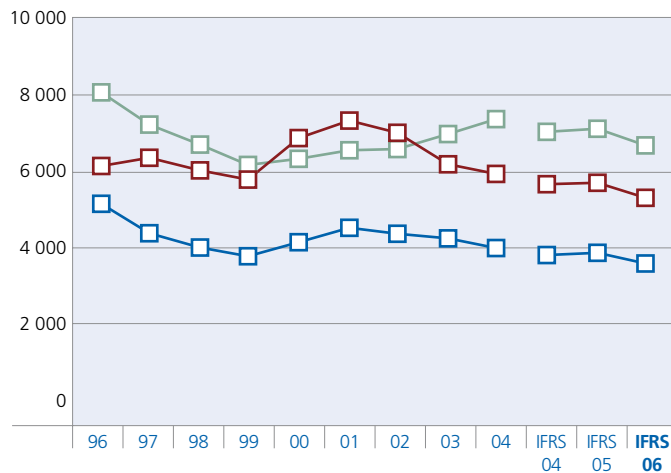
⁽¹⁾ Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and, under IFRS, from purchases and disposals of intangible assets, principally software.

10 Personnel numbers and staff costs

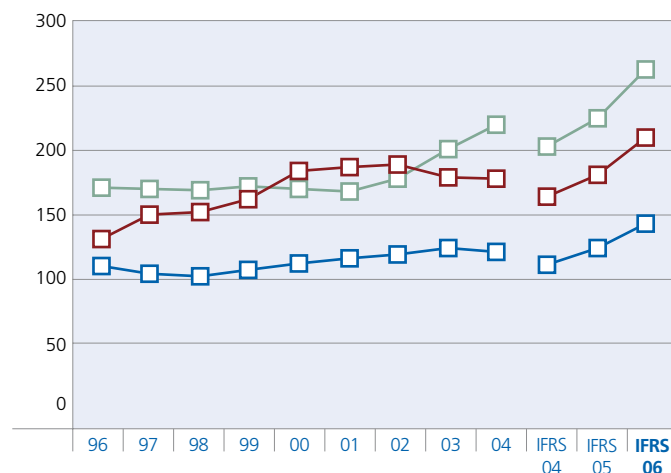
Average number of employees
thousand



Staff costs
million



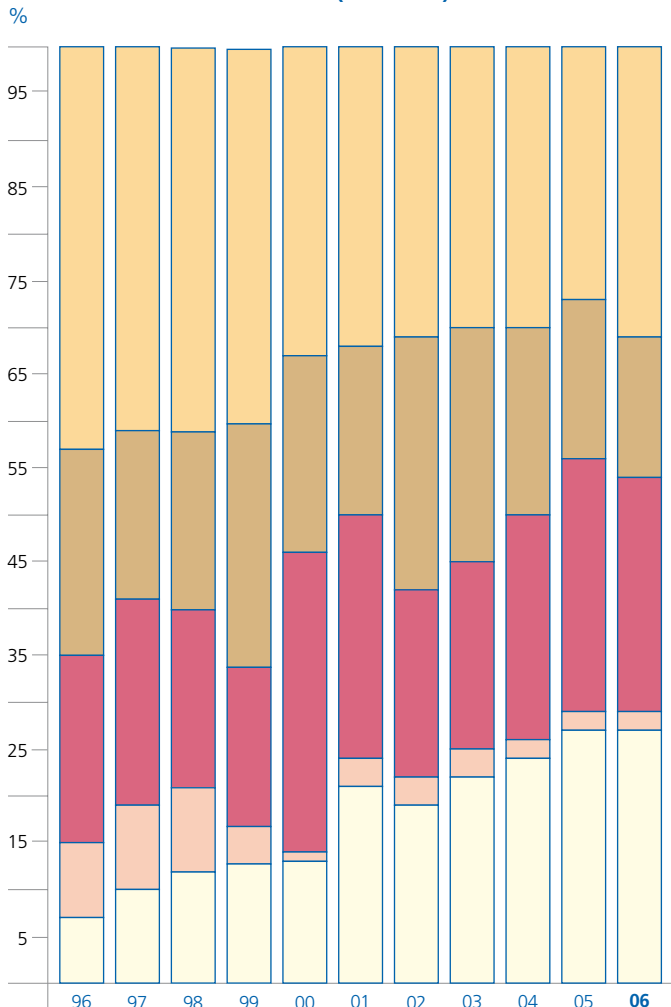
Turnover per employee
thousand



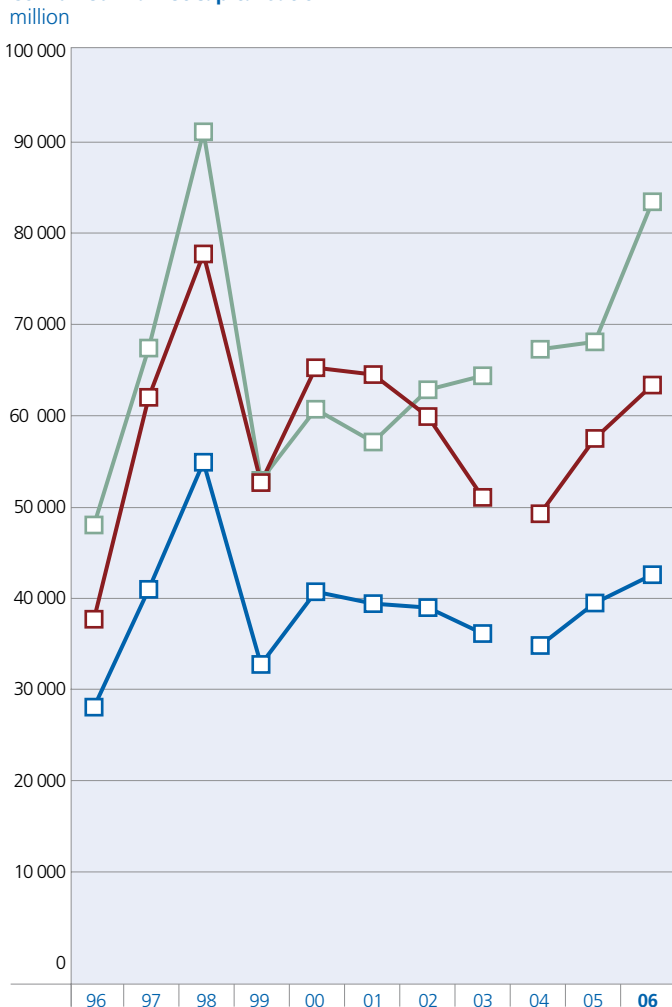
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
Average number of employees (000's)												
■ Europe	100	89	81	77	74	75	65	57	53	53	51	47
■ The Americas	59	57	53	52	60	71	57	51	48	48	46	46
■ Asia Africa	147	141	133	126	127	133	136	132	126	126	115	96
Total	306	287	267	255	261	279	258	240	227	227	212	189
of which in plantations	70	63	59	55	59	62	62	58	57	57	46	44
Staff costs												
■ € million	6 181	6 394	6 067	5 828	6 905	7 359	7 042	6 225	5 975	5 708	5 745	5 355
■ US \$ million	8 091	7 255	6 736	6 208	6 367	6 589	6 620	7 009	7 397	7 067	7 147	6 715
■ £ million	5 200	4 436	4 065	3 839	4 203	4 577	4 422	4 303	4 052	3 870	3 928	3 651
Turnover per employee												
■ € thousand	131	150	152	162	184	187	189	179	178	164	181	210
■ US \$ thousand	171	170	169	172	170	168	178	201	220	203	225	263
■ £ thousand	110	104	102	107	112	116	119	124	121	111	124	143

11 Distribution of shares and market capitalisation

Combined distribution of shares (estimated)



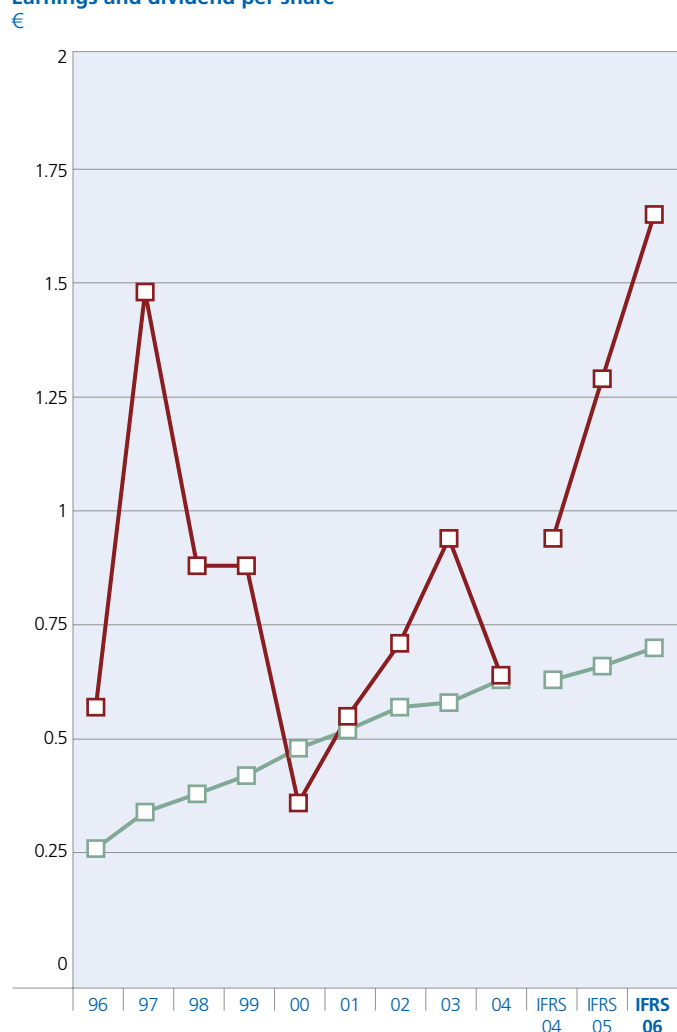
Combined market capitalisation



	96	97	98	99	00	01	02	03	04	05	06
Combined distribution of shares % (estimated)											
United Kingdom	43	41	41	40	33	32	31	30	30	27	31
Netherlands	22	18	19	26	21	18	27	25	20	17	15
United States	20	22	19	17	32	26	20	20	24	27	25
Switzerland	8	9	9	4	1	3	3	3	2	2	2
Other	7	10	12	13	13	21	19	22	24	27	27
Total	100	100	100	100	100	100	100	100	100	100	100
Combined market capitalisation ⁽¹⁾											
€ million	37 702	62 025	77 739	52 679	65 267	64 519	59 917	51 060	49 263	57 519	63 369
US \$ million	48 032	67 423	91 125	52 920	60 718	57 127	62 853	64 387	67 293	68 102	83 457
£ million	28 068	40 978	54 909	32 747	40 715	39 413	38 976	36 135	34 824	39 481	42 533

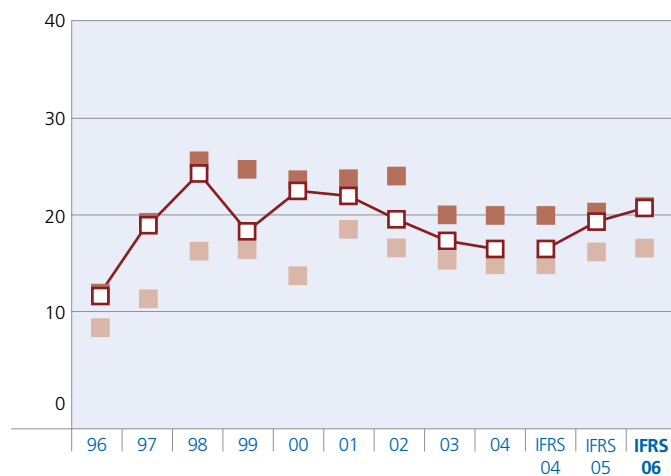
12 Share information NV – Euros

Earnings and dividend per share

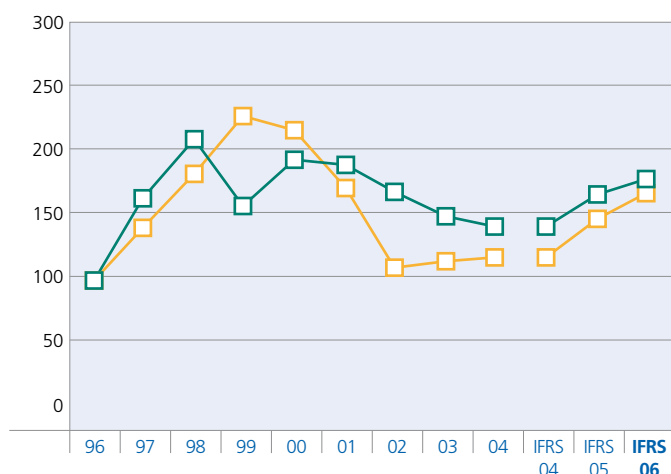


NV share price in Amsterdam

€ at 31 December



Share price versus market index



	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
■ Earnings per share ⁽¹⁾	0.57	1.48	0.88	0.88	0.36	0.55	0.71	0.94	0.64	0.94	1.29	1.65
■ Dividend per share ⁽²⁾	0.26	0.34	0.38	0.42	0.48	0.52	0.57	0.58	0.63	0.63	0.66	0.70
■ NV share price in Amsterdam (at 31 December)	11.56	18.91	24.28	18.27	22.47	21.95	19.52	17.28	16.44	16.44	19.28	20.70
■ High	11.58	18.94	25.59	24.71	23.63	23.73	24.01	19.98	19.92	19.92	20.27	20.84
■ Low	8.27	11.27	16.21	16.36	13.66	18.48	16.55	15.27	14.80	14.80	16.13	16.53
Dividend yield (%)	2.3	1.8	1.6	2.3	2.1	2.4	2.9	3.4	3.8	3.8	3.4	3.3
Share price versus market index (31 December 1995 = 100)												
■ Share price	100	164	210	158	194	190	169	150	142	142	167	179
■ Market index (AEX)	100	141	183	228	217	172	110	115	118	118	148	168

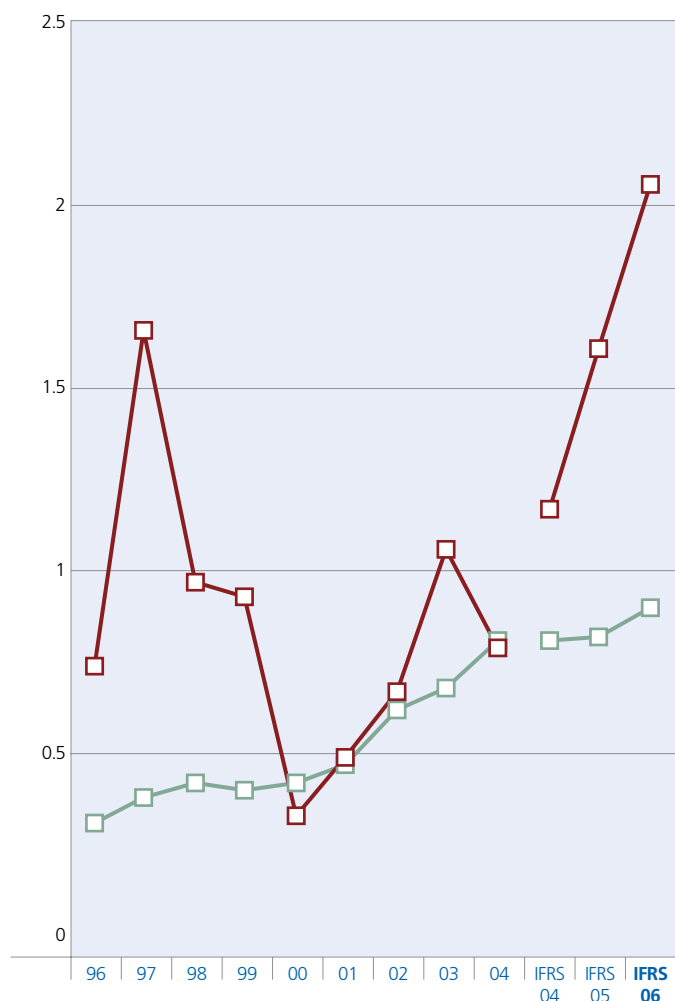
⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

⁽²⁾ The 2006 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 15 May 2007. 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

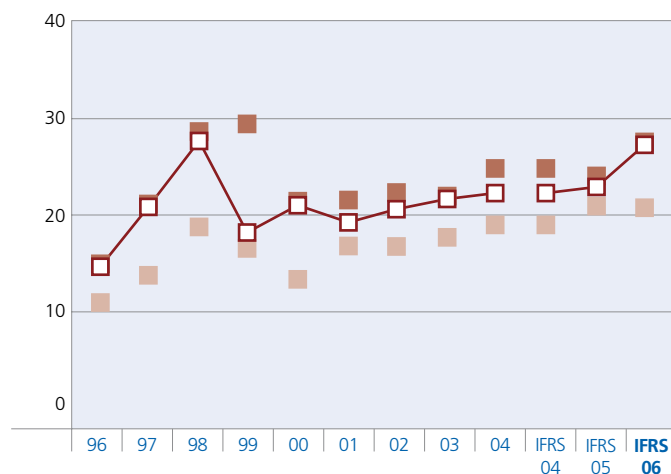
Earnings and dividend per share

US \$

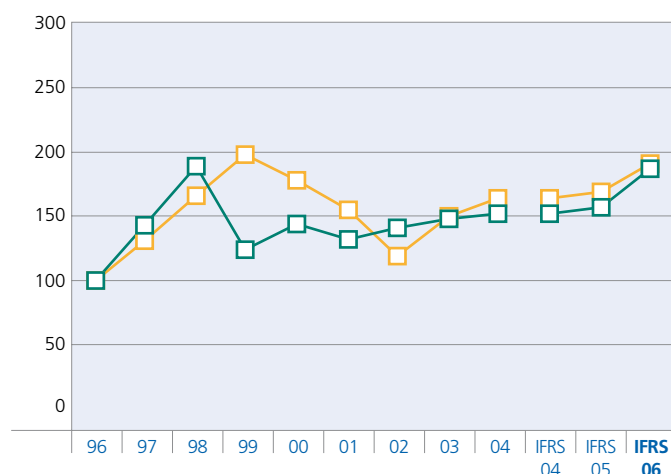


NV share price in New York

US \$ at 31 December



Share price versus market index



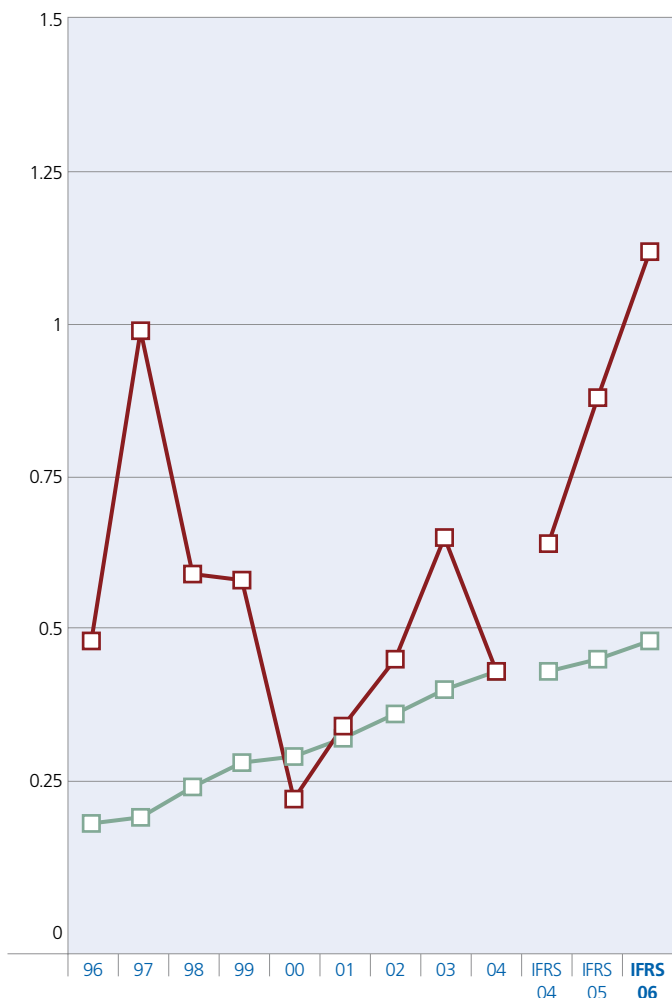
	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
■ Earnings per share ⁽¹⁾	0.74	1.66	0.97	0.93	0.33	0.49	0.67	1.06	0.79	1.17	1.61	2.06
■ Dividend per share ⁽²⁾	0.31	0.38	0.42	0.40	0.42	0.47	0.62	0.68	0.81	0.81	0.82	0.90
■ NV share price in New York (at 31 December)	14.60	20.81	27.65	18.15	20.98	19.20	20.57	21.63	22.24	22.24	22.88	27.25
■ High	14.60	20.90	28.63	29.42	21.40	21.52	22.30	21.63	24.80	24.80	24.02	27.32
■ Low	10.88	13.71	18.73	16.50	13.29	16.75	16.70	17.65	18.94	18.94	20.89	20.72
Dividend yield (%)	2.1	1.8	1.5	2.2	2.0	2.5	3.0	3.2	3.6	3.6	3.5	3.3
Share price versus market index (31 December 1995 = 100)												
■ Share price	100	143	189	124	144	132	141	148	152	152	157	187
■ Market index (S&P 500)	100	131	166	198	178	155	119	150	164	164	169	191

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

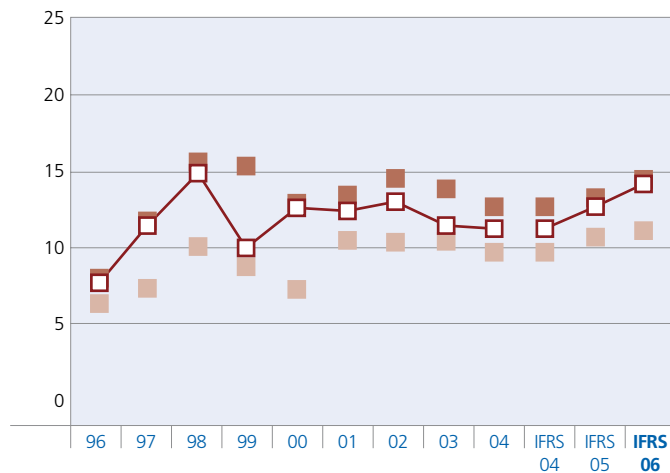
⁽²⁾ The 2006 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 15 May 2007. In addition, the dividend in US dollars for 2006 is an estimate and will be dependent on the euro/dollar exchange rate on the day of the Annual General Meeting. Dividend figures do not include the special dividend paid in 1999 or the one-off dividend paid in 2006.

14 Share information PLC – Pounds sterling

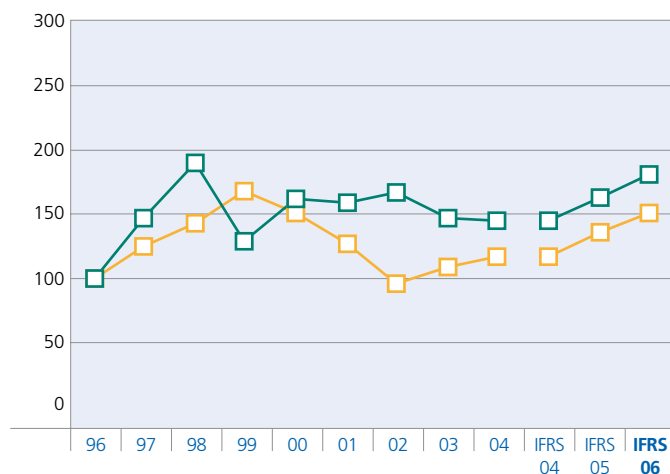
Earnings and dividend per share pounds



PLC share price in London pounds at 31 December



Share price versus market index



	96	97	98	99	00	01	02	03	04	IFRS 04	IFRS 05	IFRS 06
■ Earnings per share ⁽¹⁾	0.48	0.99	0.59	0.58	0.22	0.34	0.45	0.65	0.43	0.64	0.88	1.12
■ Dividend per share ⁽²⁾	0.18	0.19	0.24	0.28	0.29	0.32	0.36	0.40	0.43	0.43	0.45	0.48
■ PLC share price in London (at 31 December)	7.87	11.58	14.98	10.13	12.73	12.53	13.13	11.58	11.38	11.38	12.81	14.28
■ High	7.92	11.62	15.71	15.44	12.98	13.56	14.64	13.96	12.80	12.80	13.39	14.28
■ Low	6.52	7.51	10.22	8.91	7.44	10.62	10.50	10.56	9.85	9.85	10.83	11.25
Dividend yield (%)	2.3	1.6	1.6	2.7	2.3	2.6	2.7	3.5	3.7	3.7	3.5	3.4
Share price versus market index (31 December 1995 = 100)												
■ Share price	100	147	190	129	162	159	167	147	145	145	163	181
■ Market index (FTSE 100)	100	125	143	168	151	127	96	109	117	117	136	151

⁽¹⁾ Earnings per share: combined earnings per share, non-diluted.

⁽²⁾ The 2006 PLC final dividend is subject to approval at the Annual General Meeting of Unilever PLC on 16 May 2007. Dividend figures do not include the special dividend paid in 1999 or the one-off dividend paid in 2006.



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