



Making Sustainable Living Commonplace

Charts 2021



Unilever

Unilever Charts 2021

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

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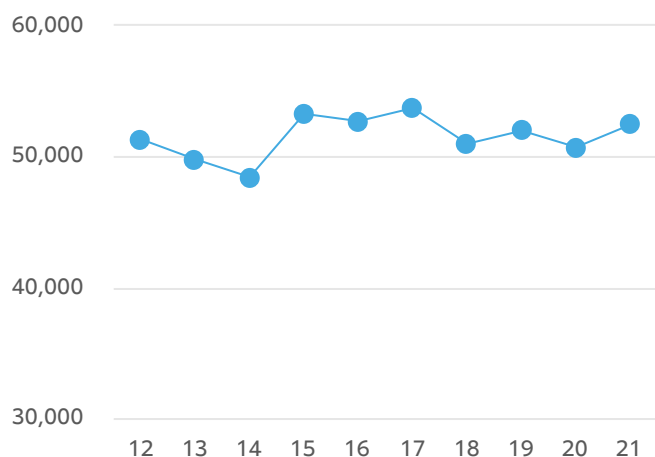
Notes

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.

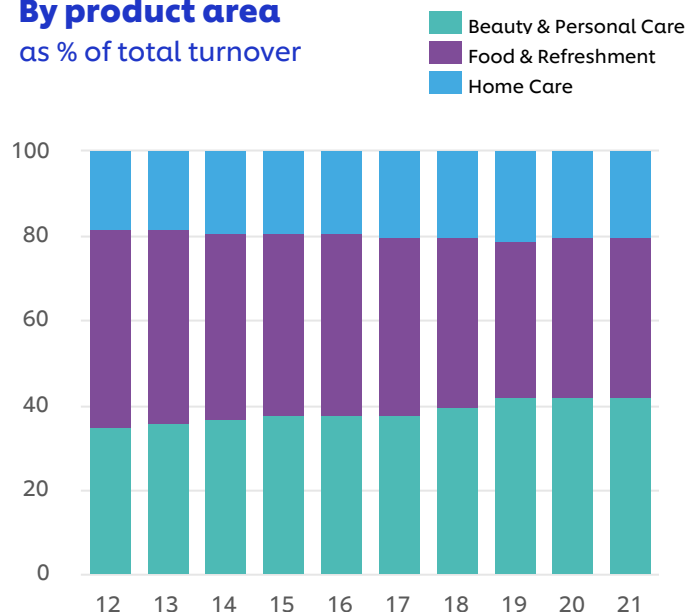
Where possible, the information is provided for a period of 10 years, 2012-2021. In certain circumstances where a measure is introduced after 2012, information is provided for a shorter period of time.

Turnover and underlying sales growth

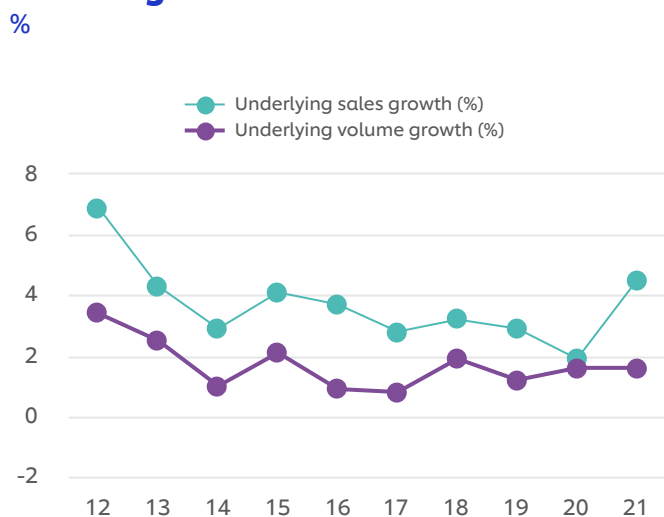
Turnover € million



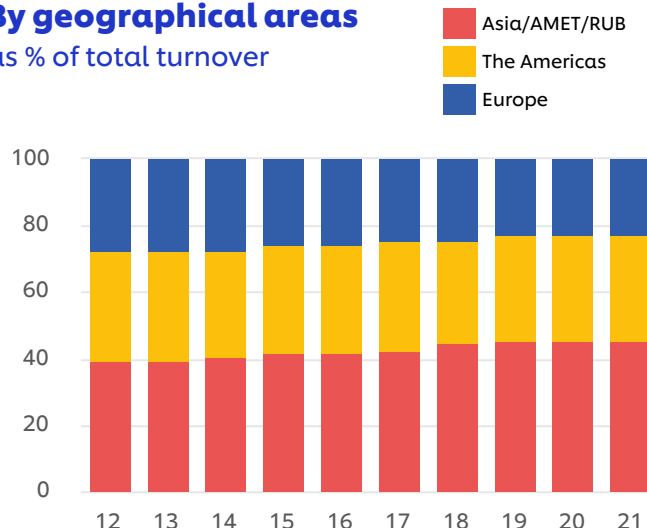
By product area as % of total turnover



Underlying sales growth/ Underlying Volume growth



By geographical areas as % of total turnover



	12	13	14	15	16	17	18	19	20	21
Turnover										
€ million	51,324	49,797	48,436	53,272	52,713	53,715	50,982	51,980	50,724	52,444
By product area as % of total turnover										
Beauty & Personal Care	35	36	37	38	38	38	40	42	42	42
Food & Refreshment	47	46	44	43	43	42	40	37	38	38
Home Care	18	18	19	19	19	20	20	21	20	20
Total	100	100	100	100	100	100	100	100	100	100
Underlying sales growth (%)	6.9	4.3	2.9	4.1	3.7	2.8	3.2	2.9	1.9	4.5
Underlying volume growth (%)	3.4	2.5	1.0	2.1	0.9	0.8	1.9	1.2	1.6	1.6
Underlying price growth (%)	3.3	1.8	1.9	1.9	2.8	2.0	1.2	1.6	0.3	2.9
By geographical area as % of total turnover										
Asia/AMET/RUB ^(a)	40	40	41	42	42	43	45	46	46	46
The Americas	33	33	32	33	33	33	31	32	32	32
Europe	27	27	27	25	25	24	24	22	22	22
Total	100	100	100	100	100	100	100	100	100	100

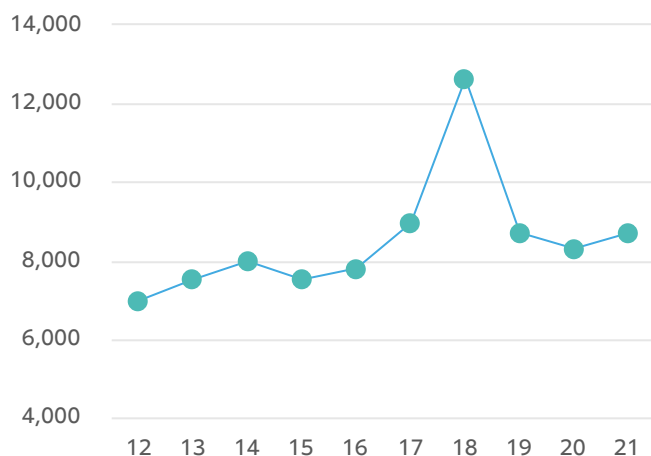
Figures are presented on the basis of continuing operations as at 31 December 2021.

^(a) Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus.

Operating profit

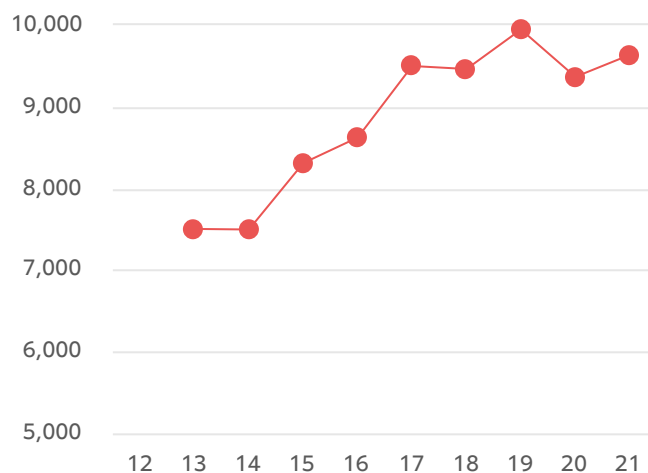
Operating profit

€ million

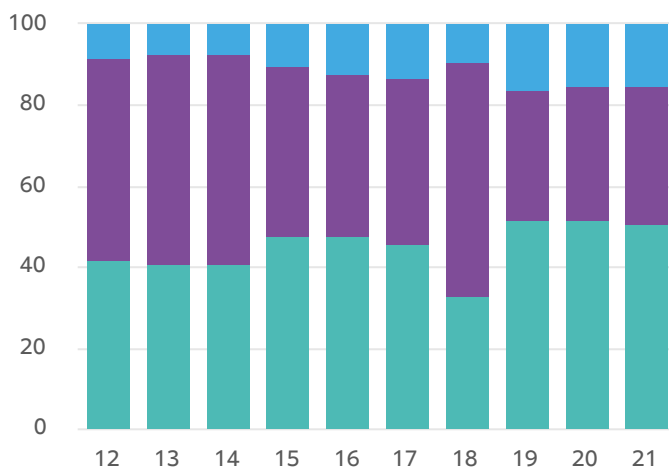


Underlying operating profit

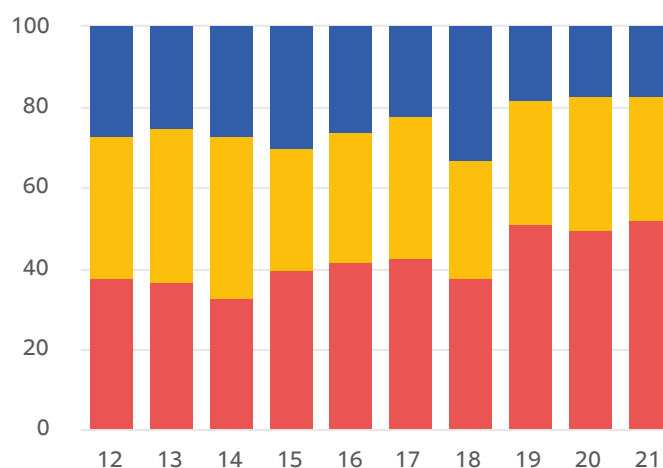
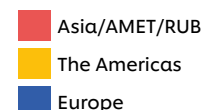
€ million



By product area as % of total operating profit



By geographical area as % of total operating profit



12 13 14 15 16 17 18 19 20 21

Operating profit

€ million

	12	13	14	15	16	17	18	19	20	21
Operating profit	6,977	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303	8,702

Underlying operating profit

€ million

	12	13	14	15	16	17	18	19	20	21
Underlying operating profit		7,504	7,497	8,311	8,624	9,500	9,463	9,947	9,367	9,636

By product area as % of total operating profit

Beauty & Personal Care	42	41	41	48	48	46	33	52	52	51
Foods & Refreshment	50	52	52	42	40	41	58	32	33	34
Home Care	8	7	7	10	12	13	9	16	15	15
Total	100	100	100	100	100	100	100	100	100	100

By geographical area as % of total operating profit

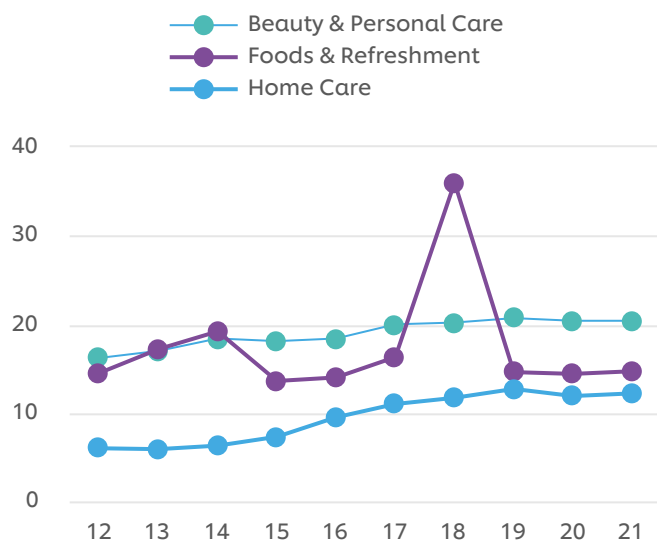
Asia/AMET/RUB	38	37	33	40	42	43	38	51	50	52
The Americas	35	38	40	30	32	35	29	31	33	31
Europe	27	25	27	30	26	22	33	18	17	17
Total	100	100	100	100	100	100	100	100	100	100

Figures are presented on the basis of continuing operations as at 31 December 2021.

Operating margins

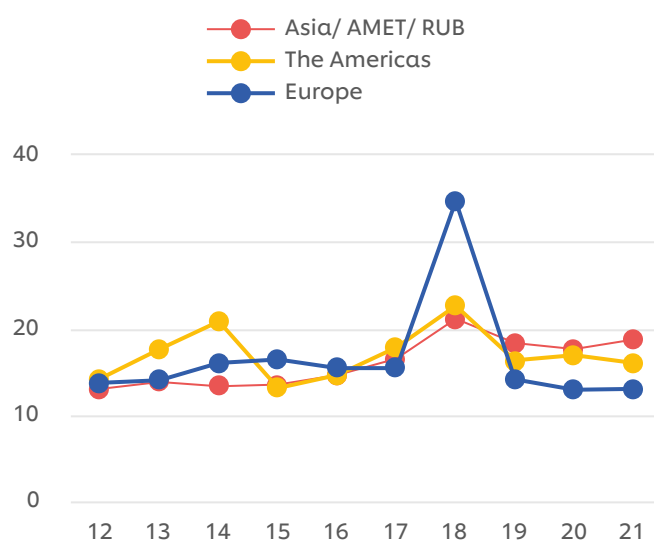
By product area

%



By geographical area

%



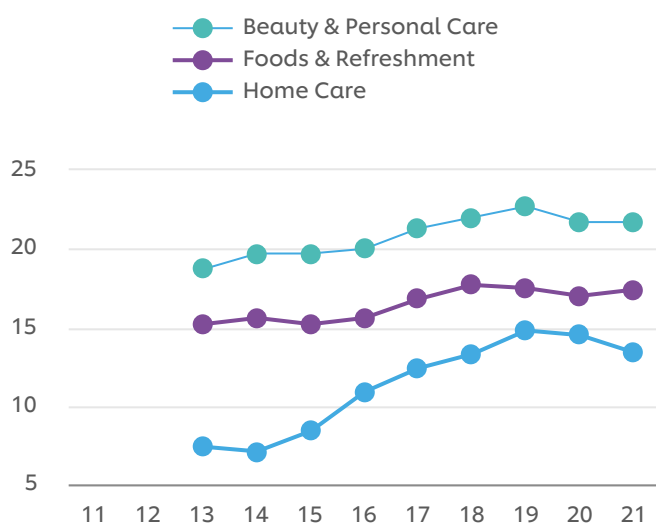
	12	13	14	15	16	17	18	19	20	21
Operating margin %										
Beauty & Personal Care	16.2	17.0	18.4	18.1	18.4	20.0	20.2	20.7	20.4	20.4
Foods & Refreshment	14.5	17.2	19.2	13.6	14.0	16.3	36.0	14.6	14.4	14.7
Home Care	6.0	5.9	6.3	7.3	9.5	11.0	11.7	12.7	11.9	12.2
Total	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6
by geographical area										
Asia/AMET/RUB	13.0	13.8	13.3	13.5	14.6	16.5	21.1	18.3	17.6	18.7
The Americas	14.2	17.6	20.8	13.1	14.6	17.8	22.6	16.3	16.9	16.0
Europe	13.7	14.0	16.0	16.4	15.4	15.4	34.7	14.1	12.9	13.0
Total	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6

Figures are presented on the basis of continuing operations as at 31 December 2021.

Underlying Operating margin

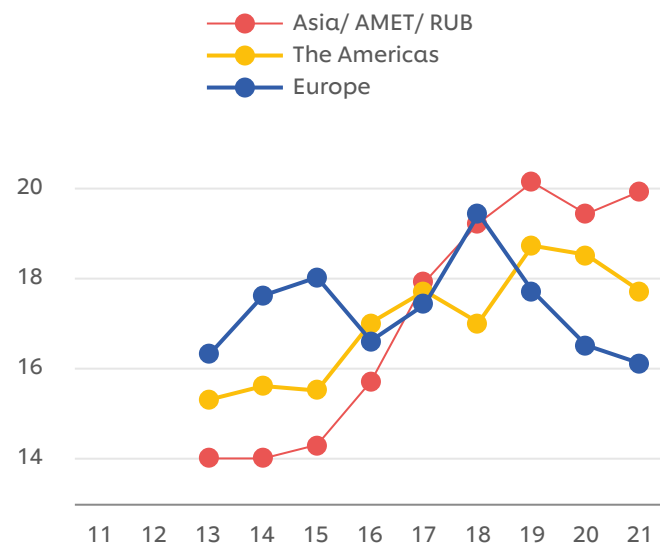
By product area

%



By geographical area

%



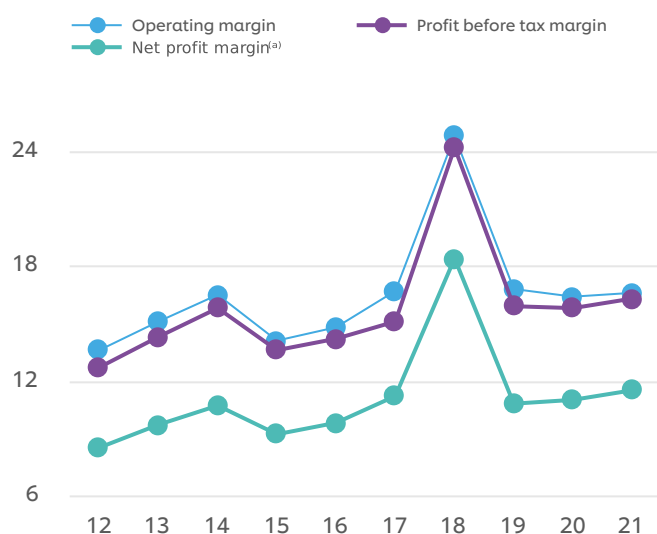
	13	14	15	16	17	18	19	20	21
Underlying operating margin %									
Beauty & Personal Care	18.7	19.7	19.7	20.0	21.3	22.0	22.7	21.7	21.7
Foods & Refreshment	15.2	15.6	15.2	15.6	16.8	17.7	17.5	17.0	17.4
Home Care	7.4	7.1	8.4	10.9	12.4	13.3	14.8	14.5	13.4
Total	15.1	15.5	15.6	16.4	17.7	18.6	19.1	18.5	18.4
Underlying operating margin %									
Asia/AMET/RUB	14.0	14.0	14.3	15.7	17.9	19.2	20.1	19.4	19.9
The Americas	15.3	15.6	15.5	17.0	17.7	17.0	18.7	18.5	17.7
Europe	16.3	17.6	18.0	16.6	17.4	19.4	17.7	16.5	16.1
Total	15.1	15.5	15.6	16.4	17.7	18.6	19.1	18.5	18.4

Figures are presented on the basis of continuing operations as at 31 December 2021.

Profit margins

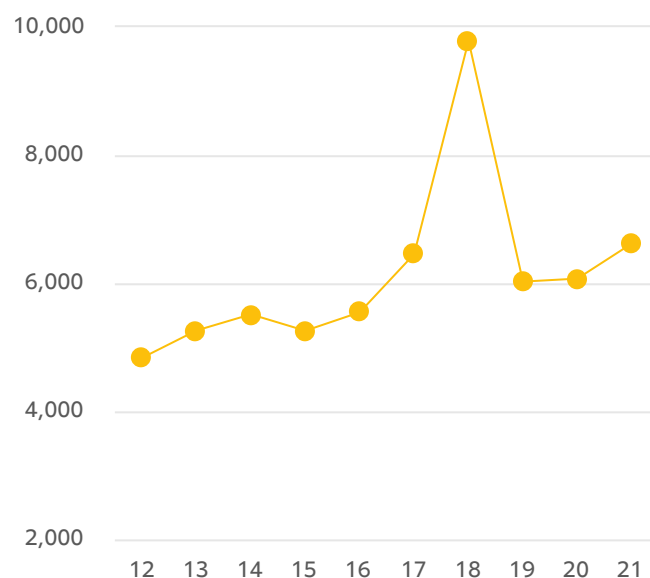
Profit margins

%



Net profit

€ million

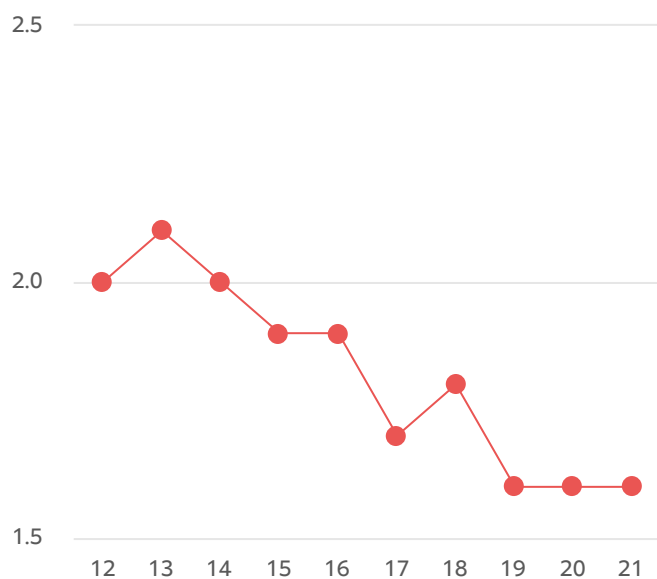


	12	13	14	15	16	17	18	19	20	21
Profit margins %										
● Operating margin	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6
● Profit before tax margin	12.7	14.3	15.8	13.6	14.2	15.1	24.2	15.9	15.8	16.3
● Net profit margin ^(a)	8.5	9.7	10.7	9.2	9.8	11.2	18.4	10.8	11.0	11.5
€ million										
Operating profit	6,977	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303	8,702
Profit before tax	6,533	7,114	7,646	7,220	7,469	8,126	12,360	8,289	7,996	8,556
● Net profit	4,836	5,263	5,515	5,259	5,547	6,456	9,788	6,026	6,073	6,621

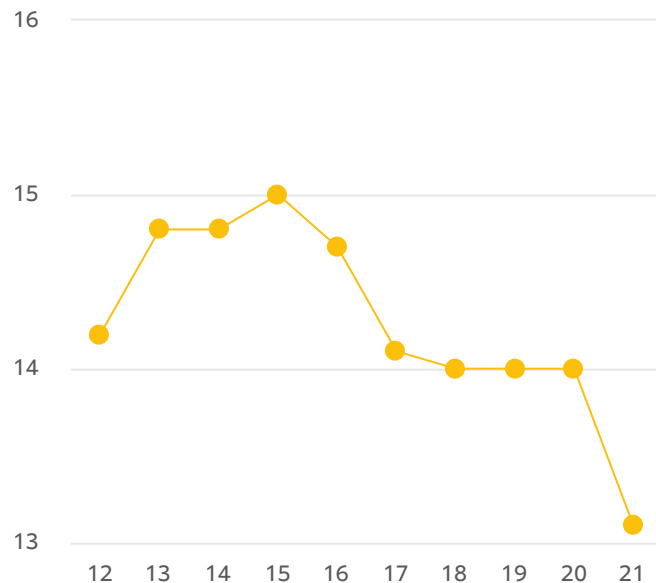
^(a) Net profit margin is expressed as a net profit attributable to shareholders' equity as a percentage of turnover.

Research and development, brand and marketing investment

Research and development as % of turnover



Brand and marketing investment as % of turnover

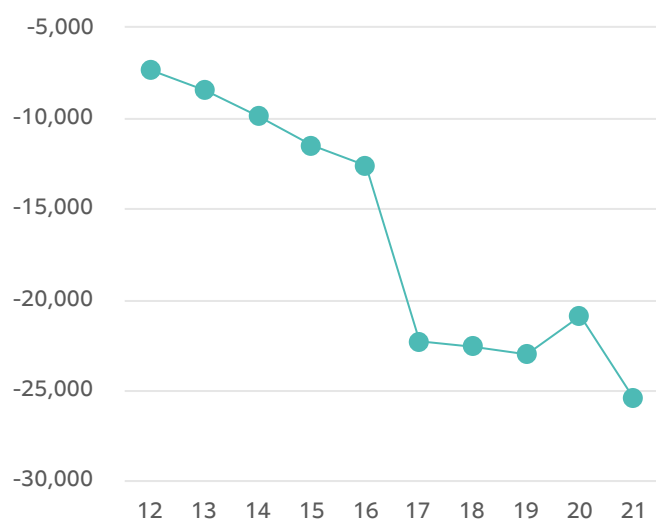


	12	13	14	15	16	17	18	19	20	21
€ million										
Research and development	1,003	1,040	955	1,005	978	900	900	840	800	847
Brand and marketing investment	7,311	7,383	7,166	8,003	7,731	7,575	7,150	7,272	7,091	6,873
% of turnover										
● Research and development	2.0	2.1	2.0	1.9	1.9	1.7	1.8	1.6	1.6	1.6
● Brand and marketing investment	14.2	14.8	14.8	15.0	14.7	14.1	14.0	14.0	14.0	13.1

Net funds/(debt) and cash flow

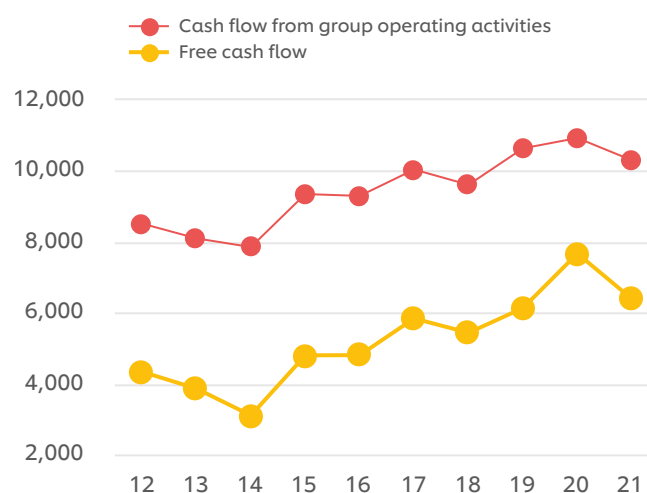
Closing net funds/(debt)

€ million



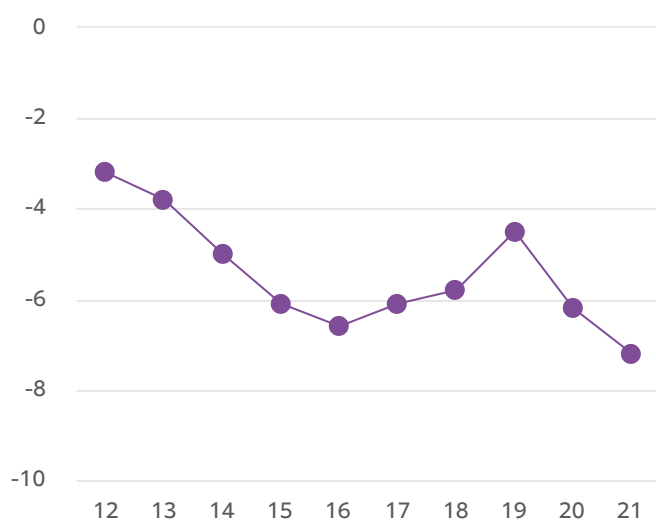
Cash flow from group operating activities & free cash flow

€ million



Working capital ratio

as % of turnover



	12	13	14	15	16	17	18	19	20	21
Closing net funds/(debt)^(a)										
€ million	(7,355)	(8,456)	(9,900)	(11,505)	(12,614)	(22,330)	(22,634)	(23,051)	(20,928)	(25,110)
Cash flow from group operating activities										
€ million	8,516	8,099	7,854	9,351	9,298	10,043	9,612	10,641	10,933	10,305
Free cash flow										
€ million	4,333	3,856	3,100	4,796	4,802	5,838	5,433	6,132	7,671	6,393
Working capital as % turnover^(b)										
	(3.2)	(3.8)	(5.0)	(6.1)	(6.6)	(6.1)	(5.8)	(4.5)	(6.2)	(7.2)

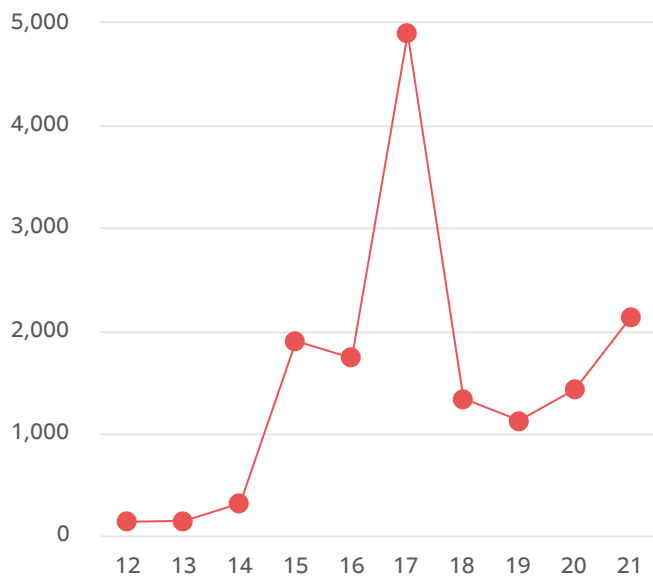
^(a) Closing net funds/(debt) is total financial liability less cash, cash equivalents, financial assets and non-current financial assets derivatives that relate to financial liabilities at 31 December in each year (at closing rates of exchange).

^(b) Working capital ratio reflects the yearly average of inventories, trade and other current receivables less trade payables and other current liabilities.

Acquisitions and disposals

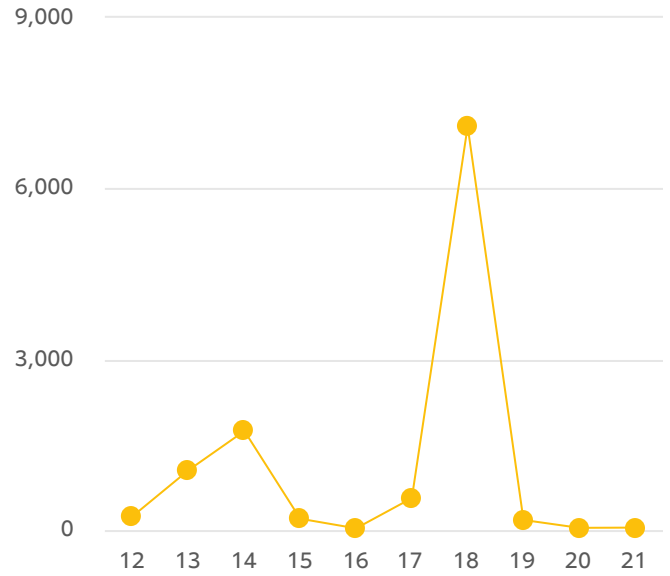
Acquisition of group companies

€ million



Disposal of group companies

€ million



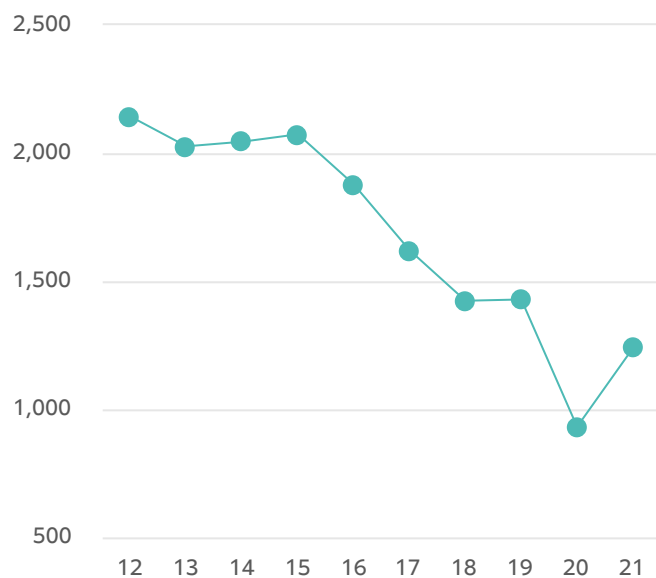
	12	13	14	15	16	17	18	19	20	21
Acquisition of group companies^(a)										
● € million	133	142	313	1,897	1,731	4,896	1,336	1,122	1,426	2,131
Disposal of group companies^(a)										
● € million	246	1,053	1,741	199	30	561	7,093	177	39	43
Number of acquisitions/disposals	6	12	10	12	8	12	9	10	6	6

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

Net capital expenditure

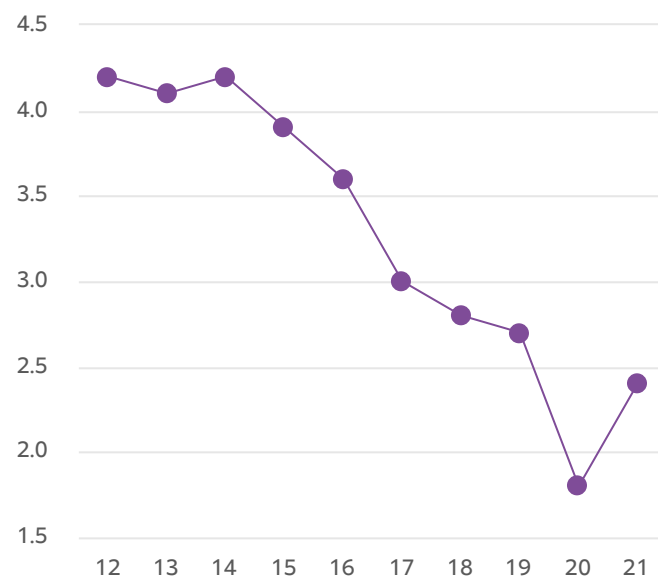
Net capital expenditure

€ million



Net capital expenditure

as % of total turnover

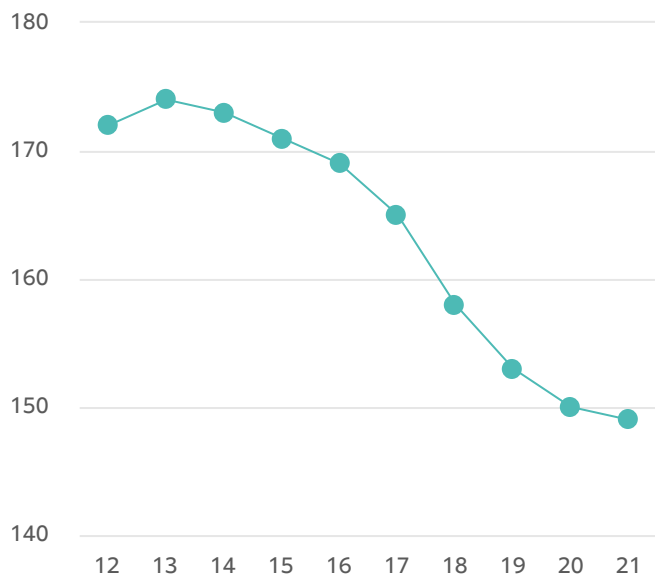


	12	13	14	15	16	17	18	19	20	21
Net capital expenditure^(a)										
● € million	2,143	2,027	2,045	2,074	1,878	1,621	1,424	1,429	932	1,239
● as % of turnover	4.2	4.1	4.2	3.9	3.6	3.0	2.8	2.7	1.8	2.4

^(a) 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.

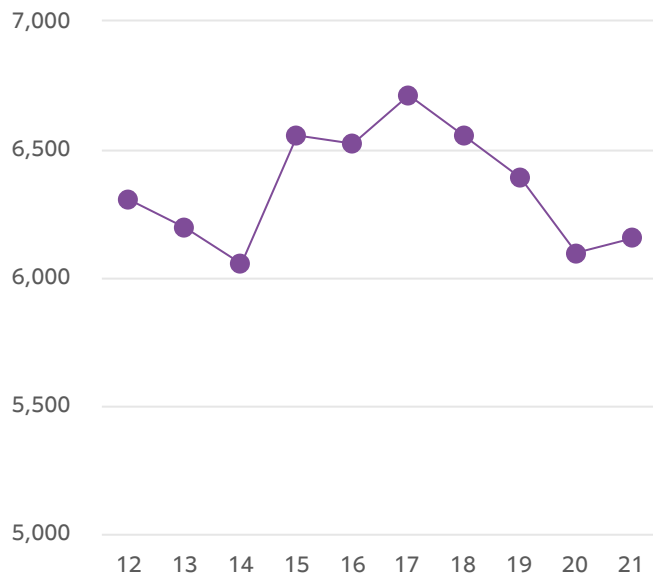
Employee numbers, staff costs and market capitalisation

Average number of employees thousand

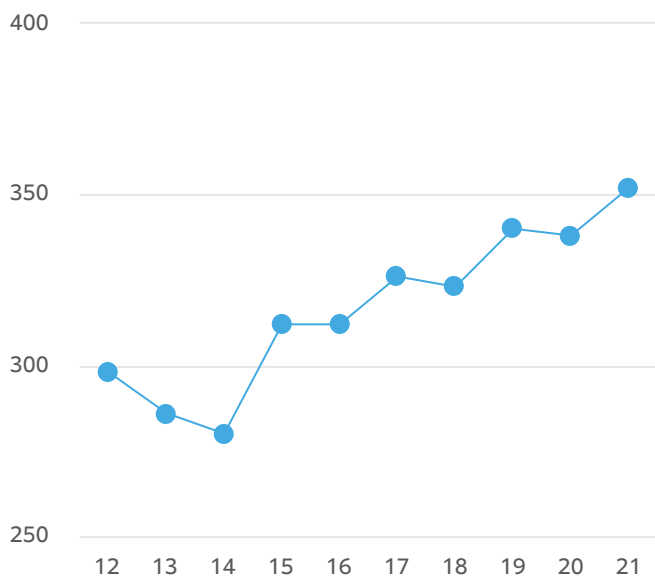


Staff costs

€ million

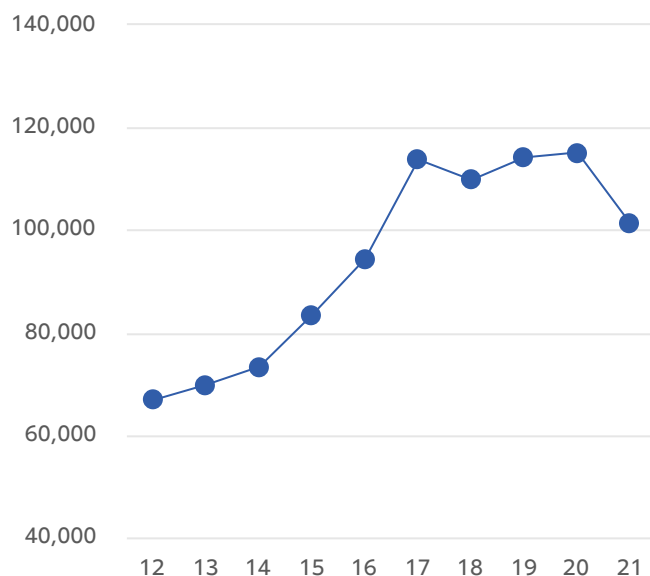


Turnover per employee € thousand



Combined Market Capitalisation

£ million

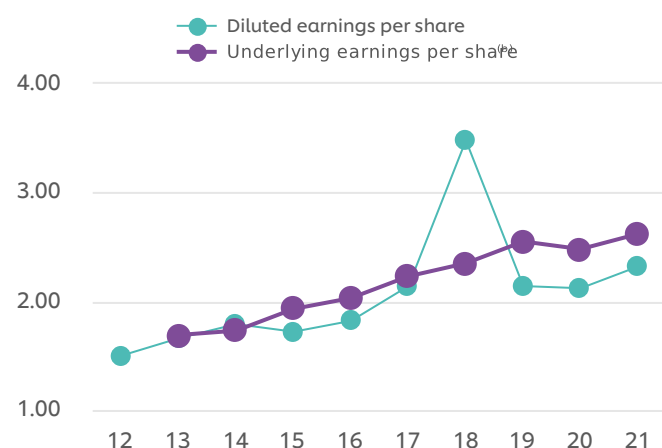


	12	13	14	15	16	17	18	19	20	21
Average Number of employees										
● thousand	172	174	173	171	169	165	158	153	150	149
Staff costs										
● € million	6,303	6,194	6,054	6,555	6,523	6,712	6,552	6,390	6,097	6,153
Turnover per employee										
● € thousand	298	286	280	312	312	326	323	340	338	352
Combined market capitalisation at 31 December										
● £ million	66,812	69,810	73,320	83,473	94,442	113,744	109,787	114,176	115,157	101,252

Earnings per share, Dividend and Share information (PLC/NV - EUR)

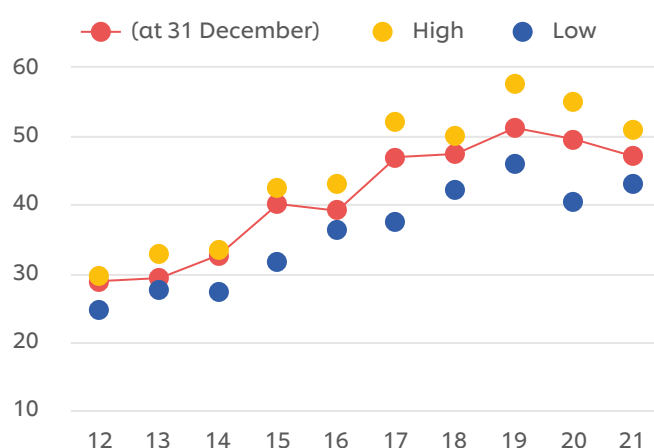
Earnings per share

€



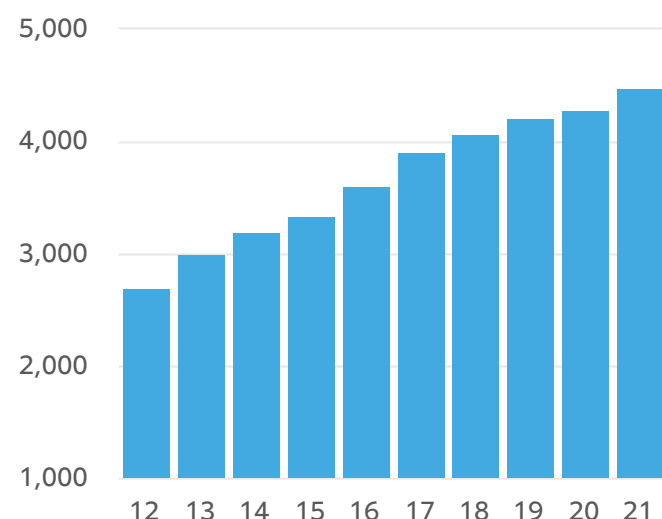
PLC/NV Share price in Amsterdam

€ million

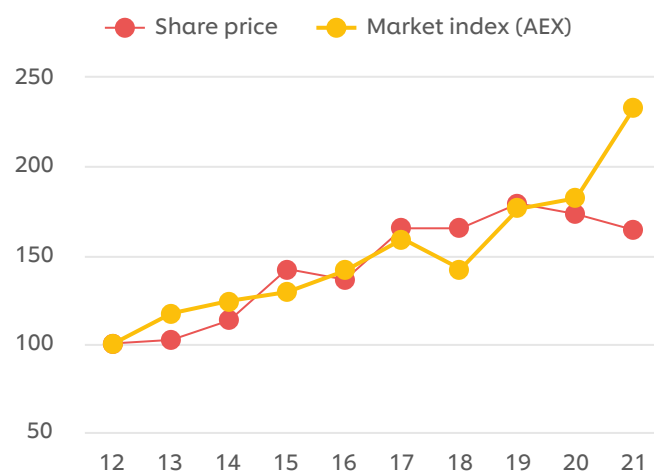


Cash dividend paid

€ million



PLC/NV Share price in Amsterdam versus Market Index (AEX)



	12	13	14	15	16	17	18	19	20	21
Earnings per share^(a)										
— Diluted earnings per share	1.50	1.66	1.79	1.72	1.82	2.14	3.48	2.14	2.12	2.32
— Underlying earnings per share ^(b)	1.69	1.73	1.93	2.03	2.23	2.35	2.55	2.48	2.48	2.62
PLC/NV share price in Amsterdam €^(c)										
— (at 31 December)	28.84	29.28	32.64	40.11	39.12	46.96	47.42	51.23	49.57	47.06
● High	29.50	32.89	33.49	42.48	42.94	52.25	50.00	57.56	55.05	50.97
● Low	24.56	27.50	27.16	31.55	36.39	37.40	42.17	46.00	40.29	43.06
Dividend										
■ Cash dividend paid (€ million)	2,699	2,993	3,189	3,331	3,609	3,916	4,066	4,209	4,279	4,483
Share price versus market index										
— PLC/NV Share price in Amsterdam	100	102	113	142	136	165	165	179	173	164
— Market index (AEX)	100	117	124	129	141	159	142	176	182	233

^(a) Earnings per share: combined earnings per share.

^(b) In calculating underlying earnings per share, net profit attributable to shareholders is adjusted to eliminate the impact of non-underlying items.

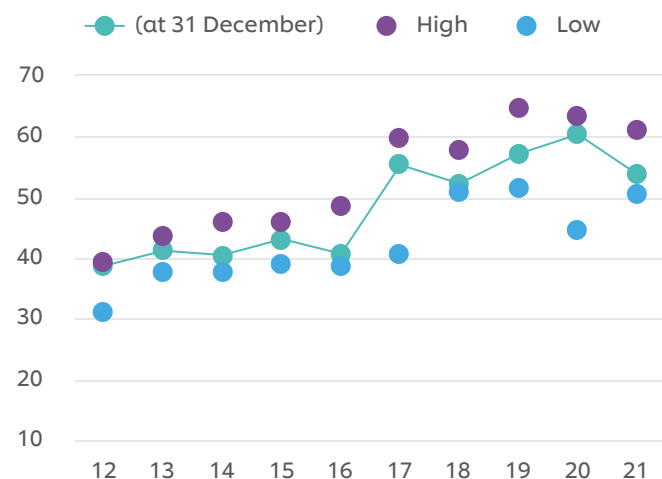
^(c) Prior to Unification Unilever N.V. shares were traded on Amsterdam stock exchange. As a result of Unification that took place on 29 November 2020, shareholders of NV were issued new PLC shares on a 1:1 exchange rate. All NV shares in issue were cancelled. The values shown here represent the NV share price prior to Unification and PLC share price post Unification as traded on Amsterdam stock exchange.

Share information

PLC – US Dollars and PLC – Pounds sterling

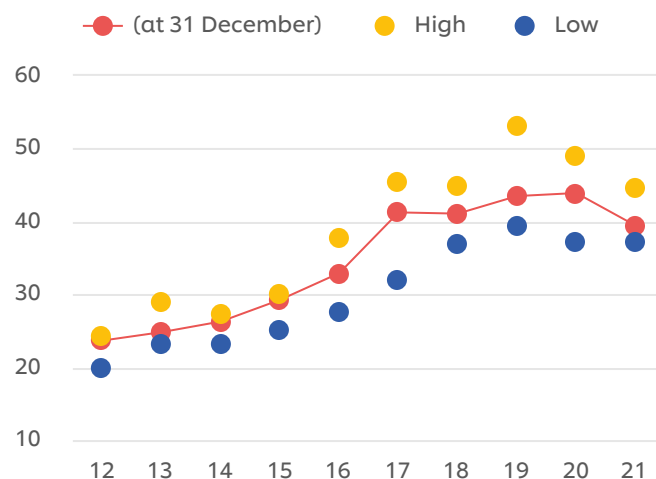
PLC share price in New York

US \$

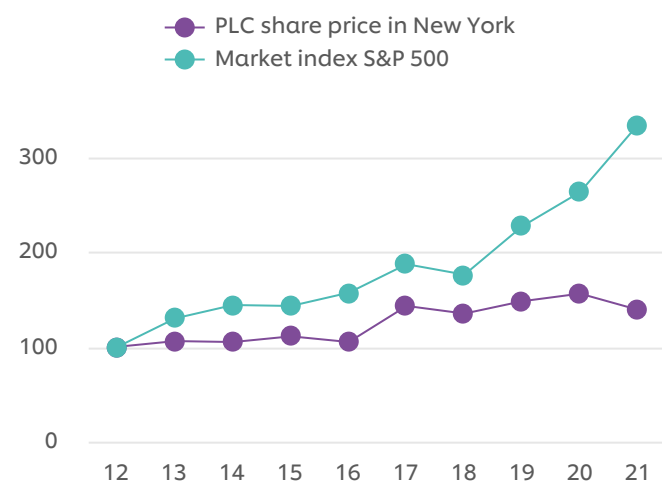


PLC share price in London

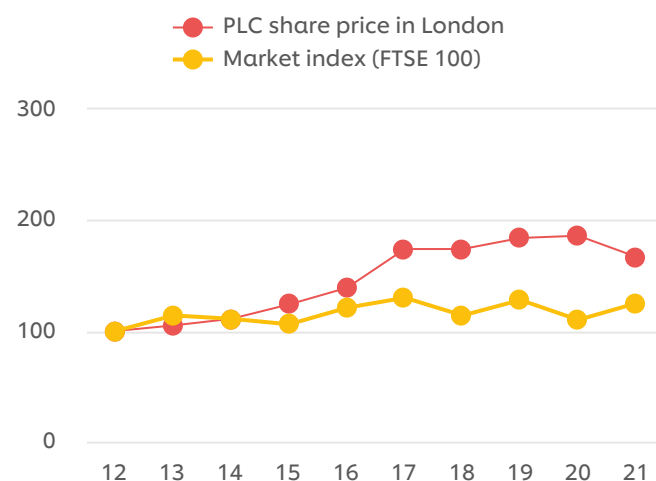
£



Share price versus Market Index



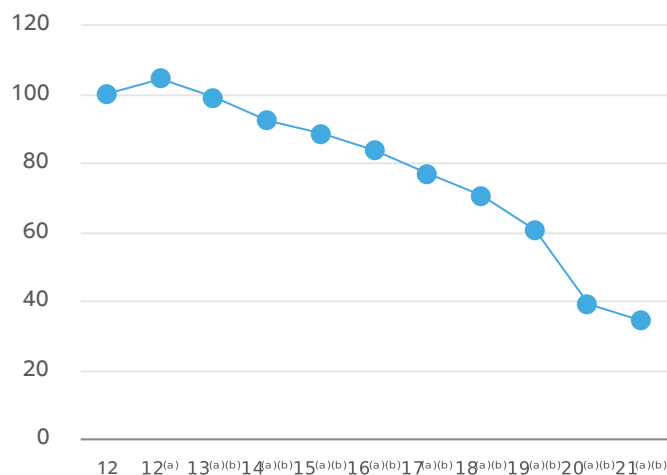
PLC share price in London versus market index (FTSE100)



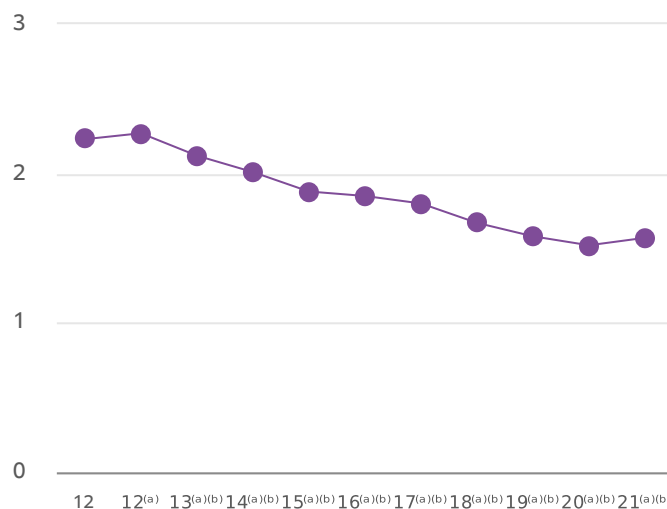
	12	13	14	15	16	17	18	19	20	21
PLC share price in New York US \$										
● (at 31 December)	38.72	41.20	40.48	43.12	40.70	55.34	52.25	57.17	60.36	53.79
● High	39.37	43.54	45.85	46.07	48.63	59.92	57.74	64.83	63.44	61.05
● Low	31.04	37.67	37.85	39.03	38.78	40.51	50.97	51.60	44.62	50.61
PLC share price in London £										
● (at 31 December)	23.66	24.82	26.28	29.26	32.93	41.26	41.09	43.50	43.92	39.46
● High	24.29	28.85	27.29	30.15	37.64	45.49	44.86	53.24	48.92	44.67
● Low	19.94	23.19	23.06	25.24	27.63	31.91	36.95	39.41	37.26	37.33
Share price versus market index										
● PLC Share price index	100	106	105	111	105	143	135	148	156	139
● Market index (Standard & Poor's)	100	130	144	143	157	187	176	227	263	334
Share price versus market index (31 December 2012 = 100)										
● PLC share price in London	100	105	111	124	139	174	174	184	186	167
● Market index (FTSE 100)	100	114	111	106	121	130	114	128	110	125

Non-financial indicators

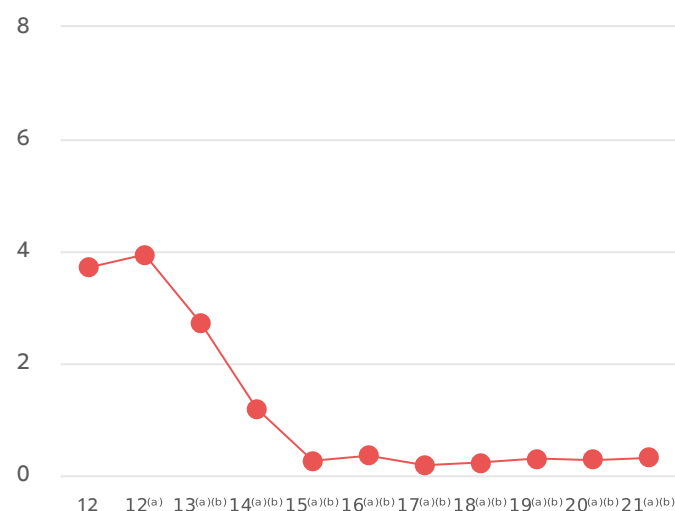
CO2 from energy kg/tonne of production



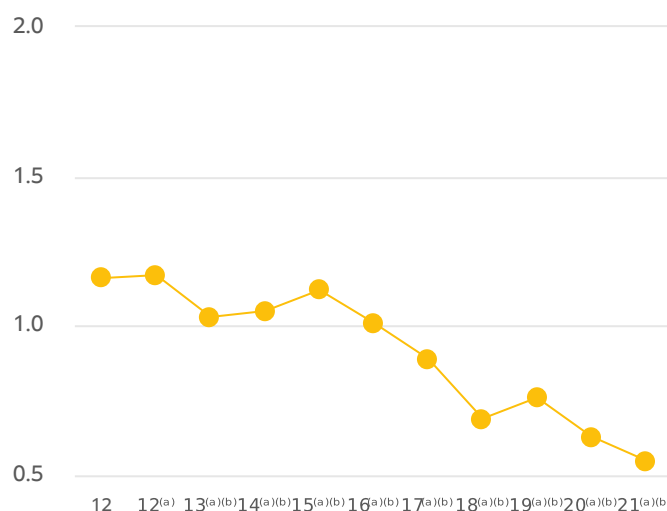
Water abstracted m3/tonne of production



TOTAL waste sent for disposal kg/tonne of production



Accident rates TRFR per 1,000,000 hours



	12	12 ^(a)	13 ^{(a)(b)}	14 ^{(a)(b)}	15 ^{(a)(b)}	16 ^{(a)(b)}	17 ^{(a)(b)}	18 ^{(a)(b)}	19 ^{(a)(b)}	20 ^{(a)(b)}	21 ^{(a)(b)}
● CO2 from energy (kg/tonne of production) ^(c)	99.97	104.23	98.95	92.14	88.49	83.52	76.77	70.46	60.42	38.93	34.06
● Water abstracted (m3/tonne of production)	2.23	2.27	2.12	2.01	1.88	1.85	1.80	1.67	1.58	1.52	1.57
● Total waste sent for disposal (kg/tonne of production) ^(d)	3.71	3.94	2.72	1.19	0.26	0.35	0.18	0.23	0.30	0.27	0.31
● Total recordable accident frequency rate (TRFR) per 1,000,000 hours	1.16	1.17	1.03	1.05	1.12	1.01	0.89	0.69	0.76	0.63	0.55

^(a) 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).

^(b) Subject to PricewaterhouseCoopers (PwC) assurance. For details and 2021 basis of preparation see www.unilever.com/investor-relations/annual-report-and-accounts/ For details and 2013 to 2020 basis of preparations see www.unilever.com/planet-and-society/sustainability-reporting-centre/reporting-archive.

^(c) 2020 and 2019 figures have been restated to align our renewable electricity reporting with updated RE100 guidance.

^(d) 2020 waste data restated due to an overstatement of disposed waste at one site in scope.

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