



**Unilever financial and
non-financial charts
2013 - 2022**



Unilever



Unilever Charts 2022

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, 2013-2022. In certain circumstances where a measure is introduced after 2013, information is provided for a shorter period of time.

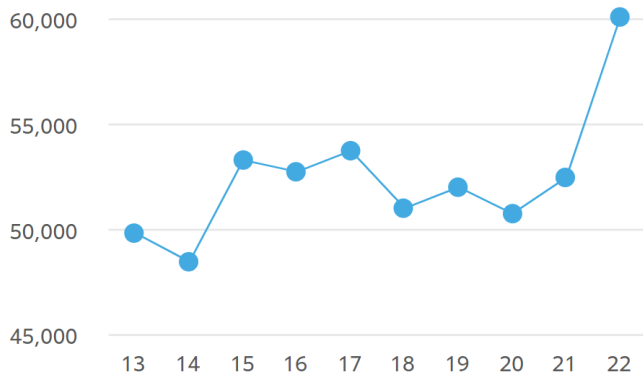
Figures are presented on the basis of continuing operations as at 31 December 2022.

Geography profit reporting has been discontinued from 2022 with the implementation of a category-focused operating model organised around the five Business Groups. Figures have been restated since 2019.

Turnover and underlying sales growth

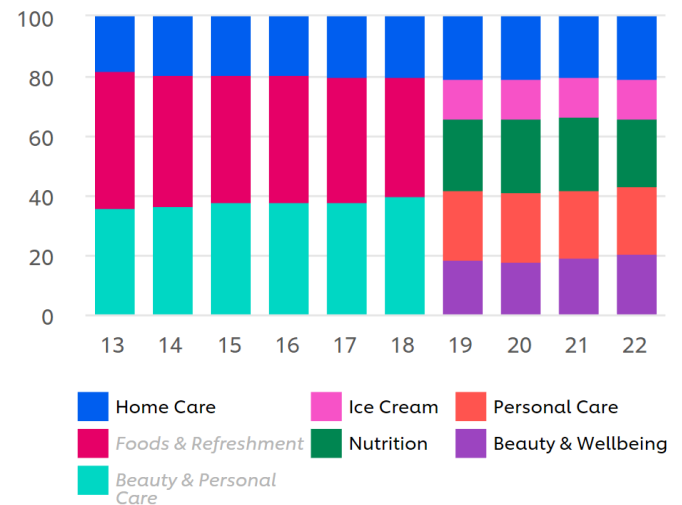
Turnover

€ millions



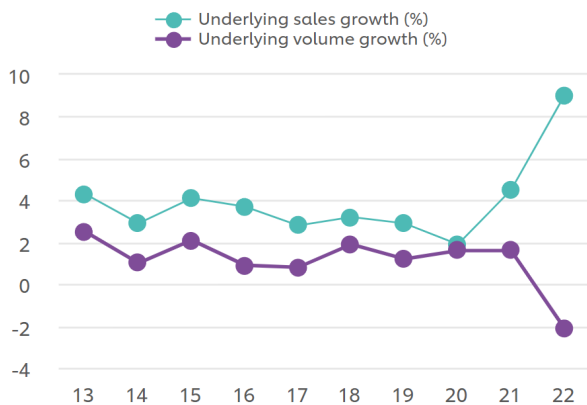
By product area

as % of turnover



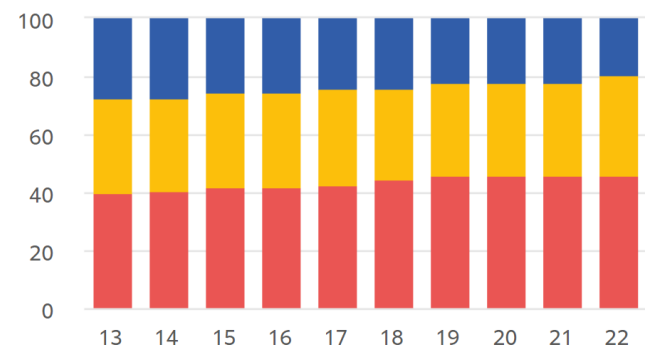
Underlying sales growth / Underlying volume growth

%



By geographical area

as % of turnover

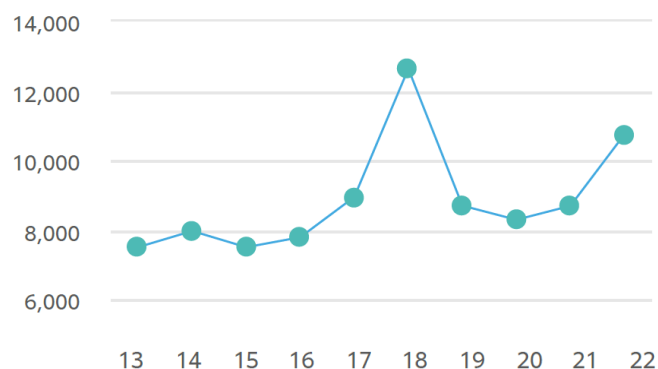


	13	14	15	16	17	18	19	20	21	22
Turnover										
▲ € million	49,797	48,436	53,272	52,713	53,715	50,982	51,980	50,724	52,444	60,073
By product area as % of total turnover										
● Beauty & Wellbeing	36	37	38	38	38	40	19	18	19	20
● Personal Care	46	44	43	43	42	40	23	24	22	23
● Nutrition	46	44	43	43	42	40	24	25	25	23
● Ice Cream	18	19	19	19	20	20	13	13	13	13
● Home Care	18	19	19	19	20	20	21	21	20	21
▲ Underlying sales growth (%)	4.3	2.9	4.1	3.7	2.8	3.2	2.9	1.9	4.5	9.0
▲ Underlying volume growth (%)	2.5	1.0	2.1	0.9	0.8	1.9	1.2	1.6	1.6	(2.1)
▲ Underlying price growth (%)	1.8	1.9	1.9	2.8	2.0	1.2	1.6	0.3	2.9	11.3
By geographical area as % of total turnover										
■ Asia Pacific Africa	40	41	42	42	43	45	46	46	46	46
■ The Americas	33	32	33	33	33	31	32	32	32	35
■ Europe	27	27	25	25	24	24	22	22	22	19

Operating profit

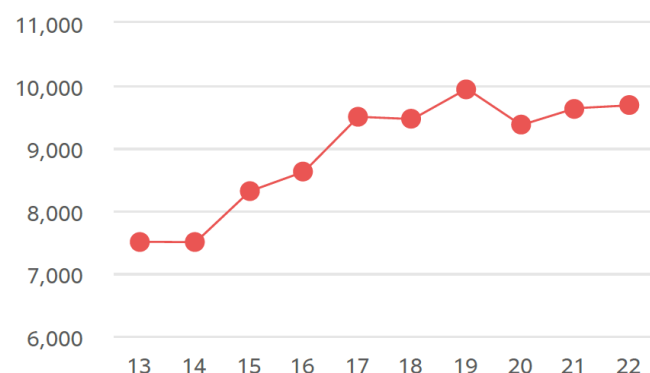
Operating profit

€ million



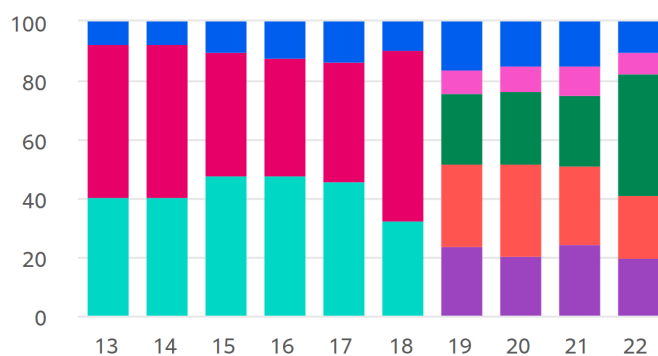
Underlying operating profit

€ million



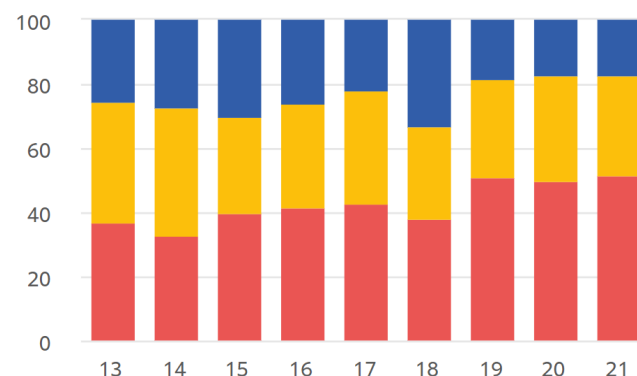
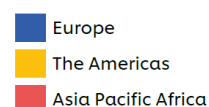
By product area

as % of turnover



By geographical area

as % of turnover

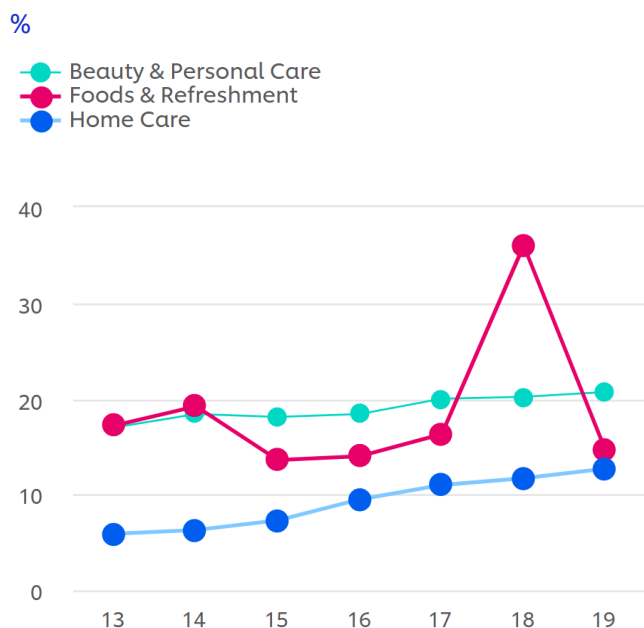


	13	14	15	16	17	18	19	20	21	22
Operating profit										
▲ € million	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303	8,702	10,755
Underlying operating profit										
▲ € million	7,504	7,497	8,311	8,624	9,500	9,463	9,947	9,367	9,636	9,683
By product area as % of total operating profit										
● Beauty & Wellbeing	41	41	48	48	46	33	24	21	24	20
● Personal Care							28	31	27	21
● Nutrition	52	52	42	40	41	58	24	24	24	42
● Ice Cream							8	9	10	7
● Home Care	7	7	10	12	13	9	16	15	15	10
Total	100	100	100	100	100	100	100	100	100	100
By geographical area as % of total operating profit										
■ Asia Pacific Africa	37	33	40	42	43	38	51	50	52	
■ The Americas	38	40	30	32	35	29	31	33	31	
■ Europe	25	27	30	26	22	33	18	17	17	
Total	100	100	100	100	100	100	100	100	100	(a)

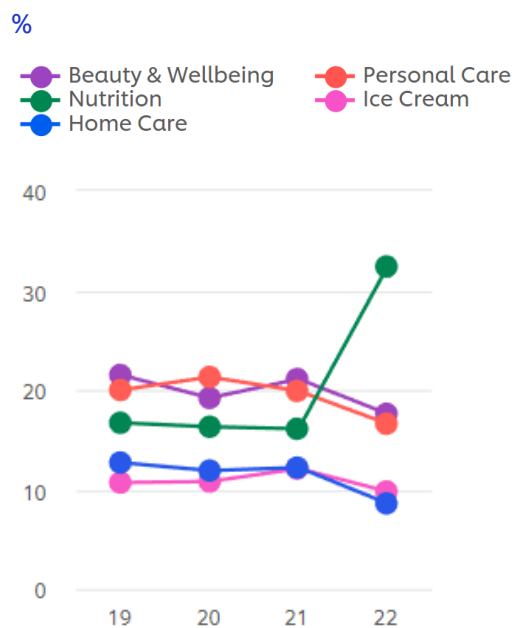
(a) Geography profit reporting has been discontinued from 2022 with the implementation of a category-focused operating model organised around the five Business Groups.

Operating margin

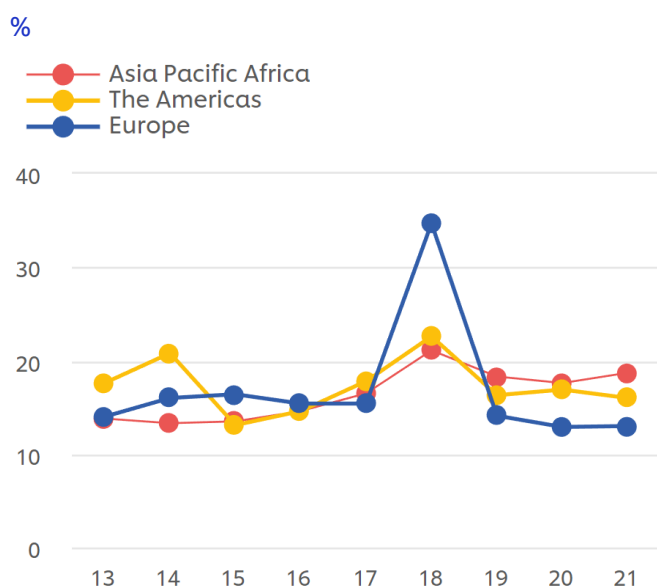
By product area



By product area



By geographical area

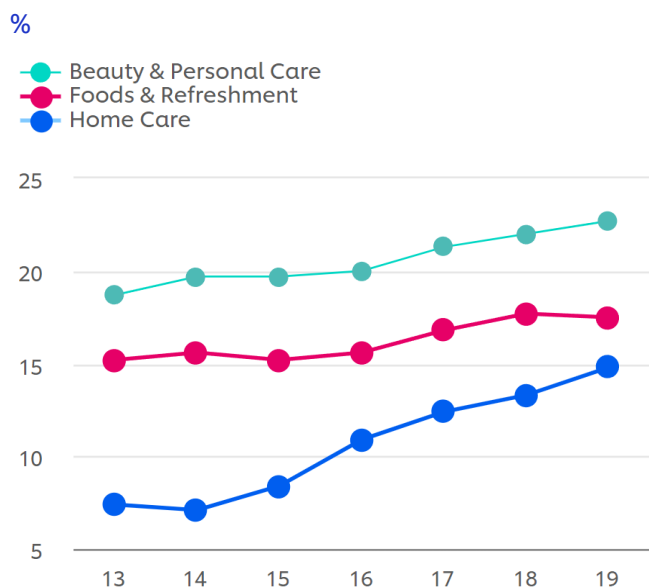


	13	14	15	16	17	18	19	20	21	22
Operating margin % by product area										
Beauty & Wellbeing	17.0	18.4	18.1	18.4	20.0	20.2	21.5	19.2	21.1	17.6
Personal Care	17.0	18.4	18.1	18.4	20.0	20.2	20.0	21.3	19.9	16.6
Nutrition	17.2	19.2	13.6	14.0	16.3	36.0	16.7	16.3	16.1	32.4
Ice Cream	17.2	19.2	13.6	14.0	16.3	36.0	10.7	10.8	12.1	9.8
Home Care	5.9	6.3	7.3	9.5	11.0	11.7	12.7	11.9	12.2	8.6
Total	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6	17.9
Operating margin % by geographical area										
Asia Pacific Africa	13.8	13.3	13.5	14.6	16.5	21.1	18.3	17.6	18.7	
The Americas	17.6	20.8	13.1	14.6	17.8	22.6	16.3	16.9	16.0	
Europe	14.0	16.0	16.4	15.4	15.4	34.7	14.1	12.9	13.0	
Total	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6	(a)

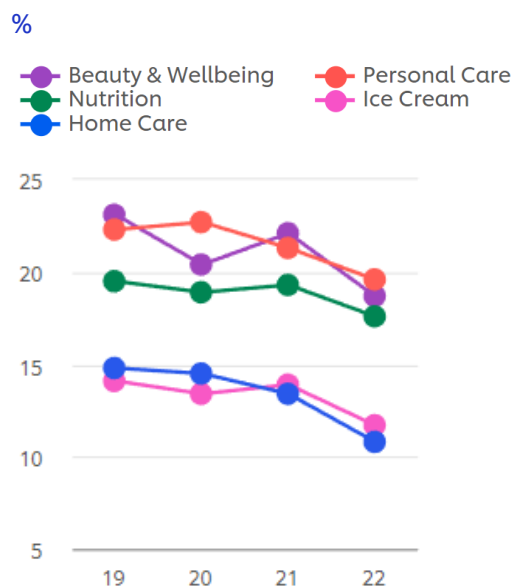
(a) Geography profit reporting has been discontinued from 2022 with the implementation of a category-focused operating model organised around the five Business Groups.

Underlying operating margin

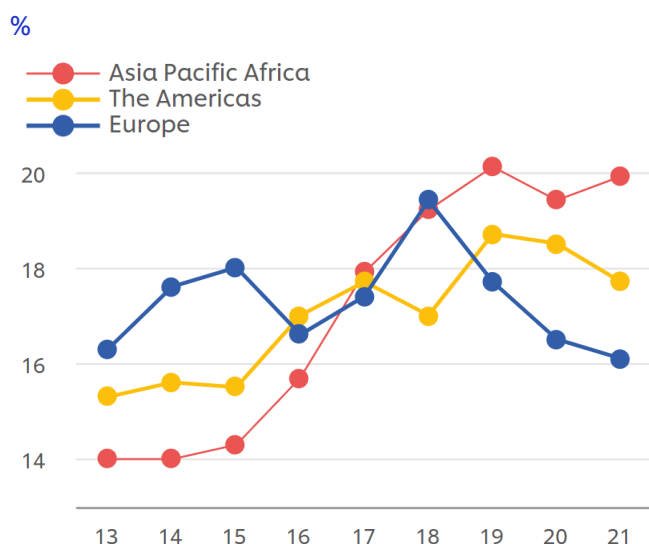
By product area



By product area



By geographical area



13 14 15 16 17 18 19 20 21 22

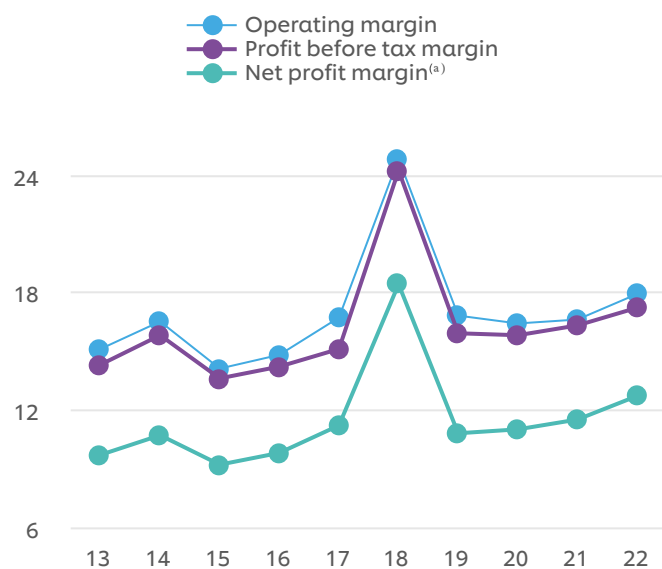
	13	14	15	16	17	18	19	20	21	22
Underlying operating margin by product area										
Beauty & Wellbeing	18.7	19.7	19.7	20.0	21.3	22.0	23.1	20.4	22.1	18.7
Personal Care	18.7	19.7	19.7	20.0	21.3	22.0	22.3	22.7	21.3	19.6
Nutrition	15.2	15.6	15.2	15.6	16.8	17.7	19.5	18.9	19.3	17.6
Ice Cream	15.2	15.6	15.2	15.6	16.8	17.7	14.1	13.4	13.9	11.7
Home Care	7.4	7.1	8.4	10.9	12.4	13.3	14.8	14.5	13.4	10.8
Total	15.1	15.5	15.6	16.4	17.7	18.6	19.1	18.5	18.4	16.1
Underlying operating margin by geographical area										
Asia Pacific Africa	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	^(a)

^(a) Geography profit reporting has been discontinued from 2022 with the implementation of a category-focused operating model organised around the five Business Groups.

Profit margin

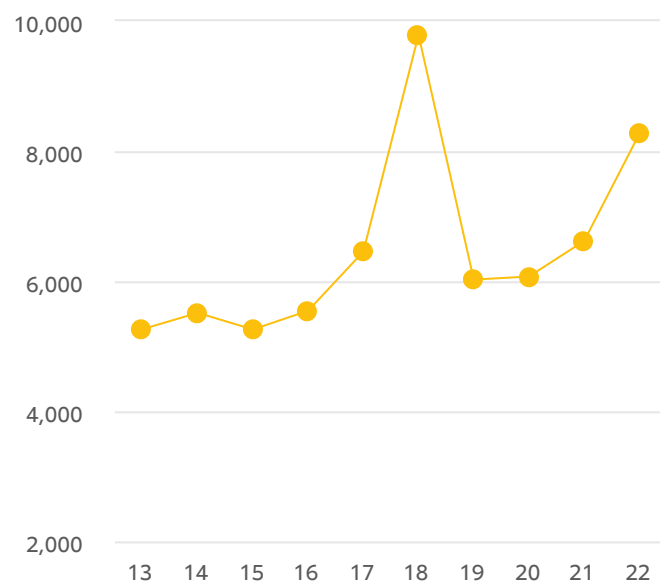
Profit margin

%



Net profit

€ million

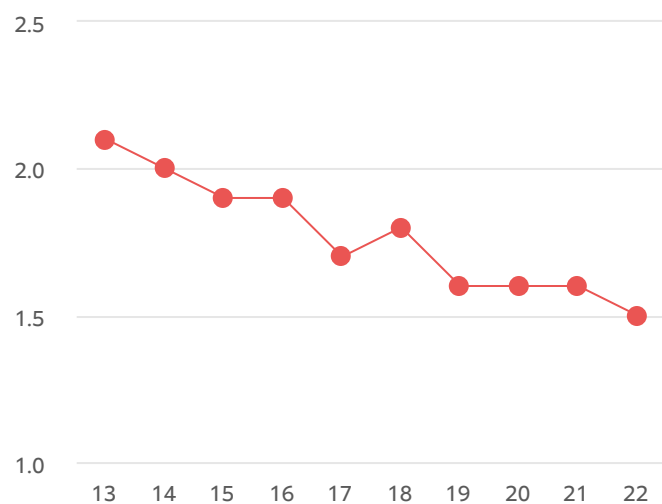


	13	14	15	16	17	18	19	20	21	22
Profit margin %										
Operating margin	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4	16.6	17.9
Profit before tax margin	14.3	15.8	13.6	14.2	15.1	24.2	15.9	15.8	16.3	17.2
Net profit margin ^(a)	9.7	10.7	9.2	9.8	11.2	18.4	10.8	11.0	11.5	12.7
€ million										
Operating profit	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303	8,702	10,755
Profit before tax	7,114	7,646	7,220	7,469	8,126	12,360	8,289	7,996	8,556	10,337
Net profit	5,263	5,515	5,259	5,547	6,456	9,788	6,026	6,073	6,621	8,269

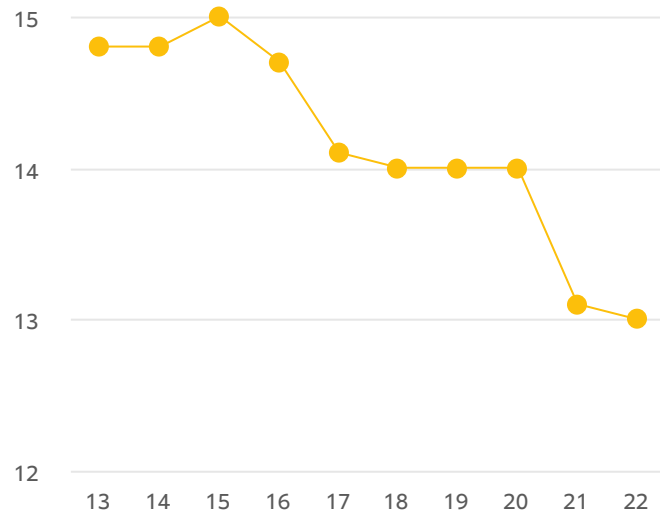
^(a) Net profit margin is expressed as a net profit attributable to shareholders' equity as a percentage of turnover.

Research and development, brand and marketing investment

Research and development as % of turnover



Brand and marketing investment as % of turnover

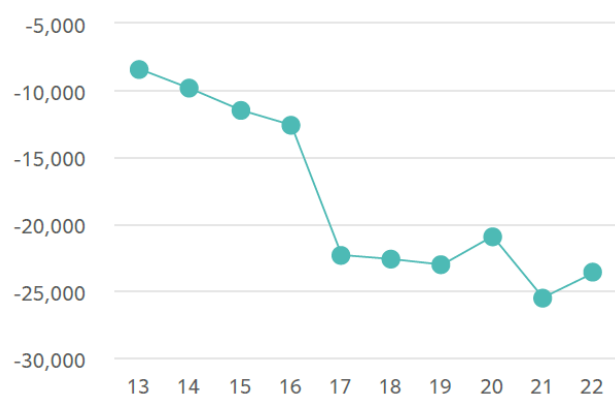


	13	14	15	16	17	18	19	20	21	22
€ million										
Research and development	1,040	955	1,005	978	900	900	840	800	847	908
Brand and marketing investment	7,383	7,166	8,003	7,731	7,575	7,150	7,272	7,091	6,873	7,821
% of turnover										
● Research and development	2.1	2.0	1.9	1.9	1.7	1.8	1.6	1.6	1.6	1.5
● Brand and marketing investment	14.8	14.8	15.0	14.7	14.1	14.0	14.0	14.0	13.1	13.0

Net funds/(debt) and cash flow

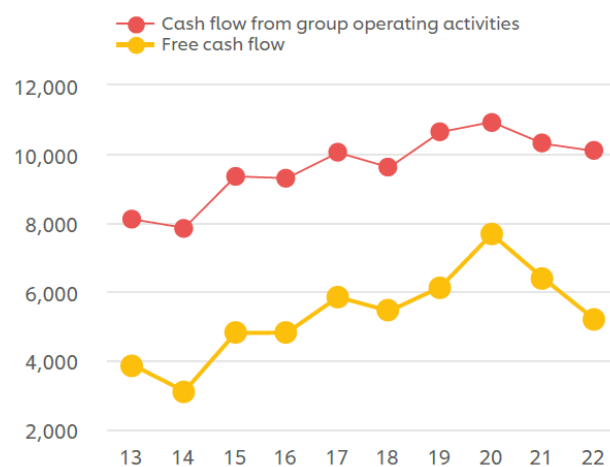
Closing net funds/(debt)

€ million



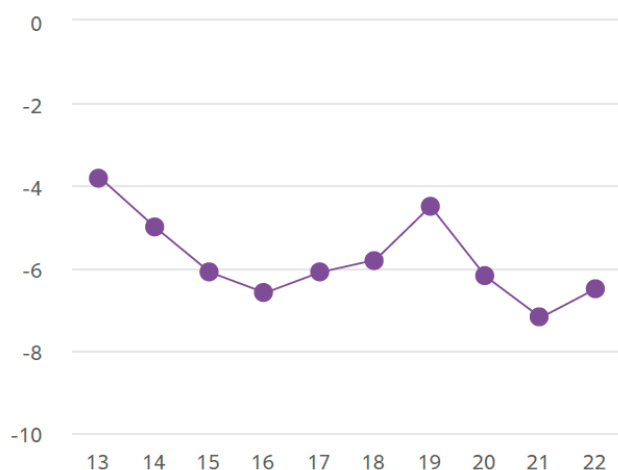
Cash flow from group operating activities & free cash flow

€ million



Working capital ratio

as % of turnover



	13	14	15	16	17	18	19	20	21	22
Closing net funds/(debt)^(a)										
€ million	(8,456)	(9,900)	(11,505)	(12,614)	(22,330)	(22,634)	(23,051)	(20,928)	(25,510)	(23,676)
Cash flow from group operating activities										
€ million	8,099	7,854	9,351	9,298	10,043	9,612	10,641	10,933	10,305	10,089
Free cash flow										
€ million	3,856	3,100	4,796	4,802	5,838	5,433	6,132	7,671	6,393	5,198
Working capital										
% turnover ^(b)	(3.8)	(5.0)	(6.1)	(6.6)	(6.1)	(5.8)	(4.5)	(6.2)	(7.2)	(6.5)

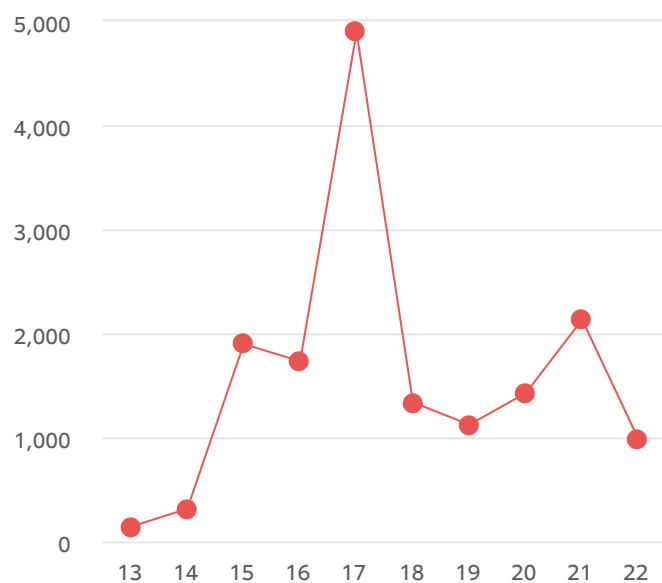
^(a) Closing net funds/(debt) is total financial liability less cash, cash equivalents, financial assets and non-current financial assets derivatives that relate to financial liabilities at 31 December in each year (at closing rates of exchange).

^(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

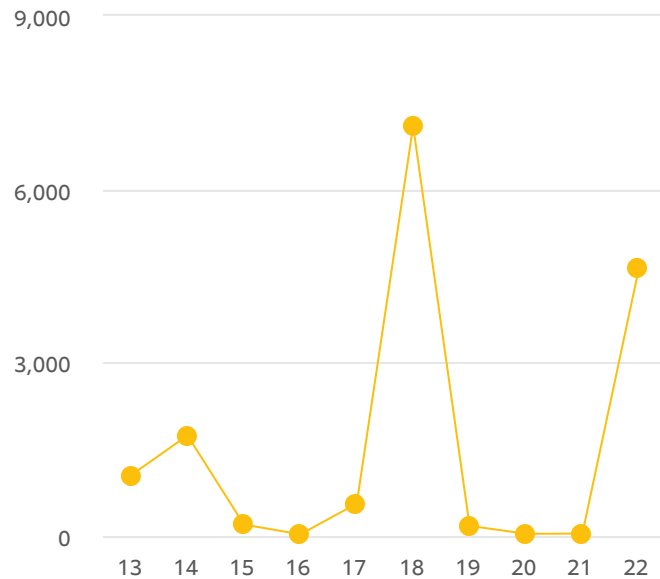
Acquisition of group companies

€ million



Disposal of group companies

€ million



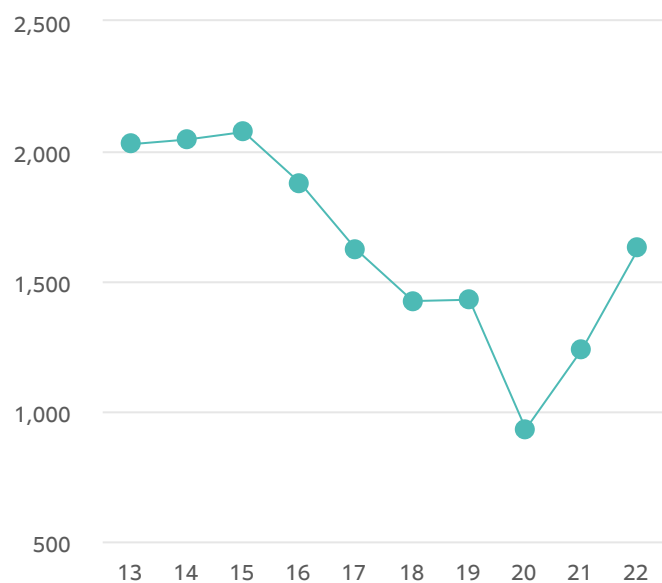
	13	14	15	16	17	18	19	20	21	22
Acquisition of group companies^(a)										
● € million	142	313	1,897	1,731	4,896	1,336	1,122	1,426	2,131	979
Disposal of group companies^(a)										
● € million	1,053	1,741	199	30	561	7,093	177	39	43	4,622
Number of acquisitions/disposals	12	10	12	8	12	9	10	6	6	5

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

Net capital expenditure

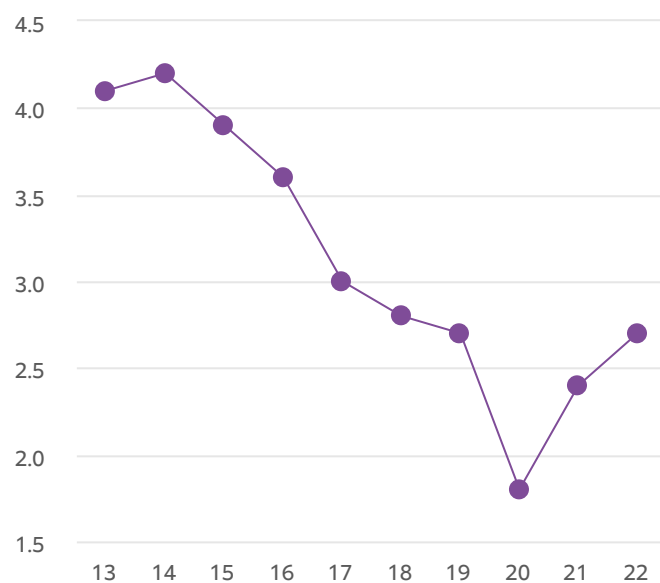
Net capital expenditure

€ million



Net capital expenditure

as % of total turnover



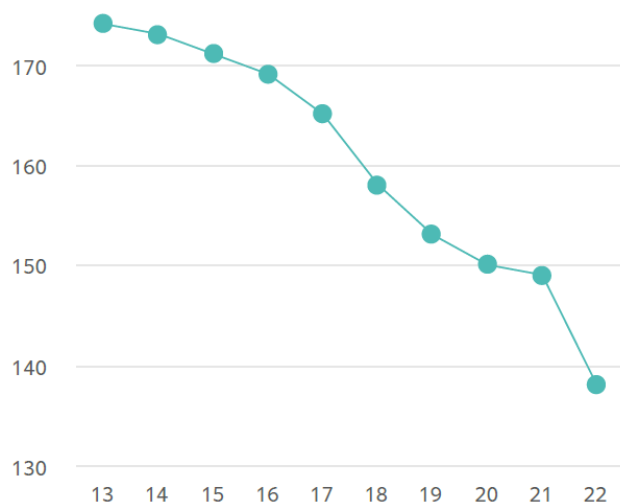
	13	14	15	16	17	18	19	20	21	22
Net capital expenditure^(a)										
● € million	2,027	2,045	2,074	1,878	1,621	1,424	1,429	932	1,239	1,627
● as % of turnover	4.1	4.2	3.9	3.6	3.0	2.8	2.7	1.8	2.4	2.7

^(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

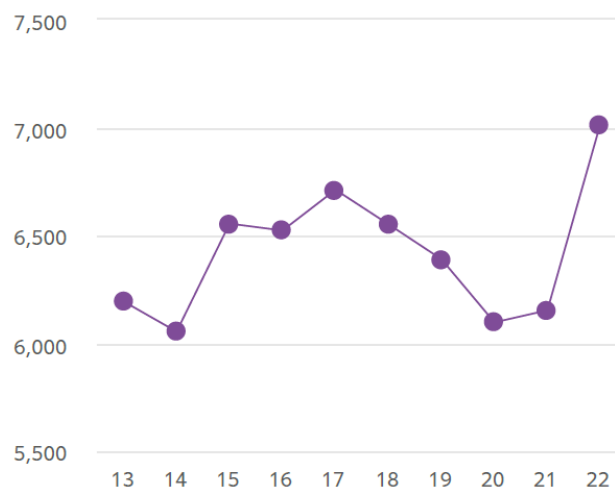
Average number of employees

thousand



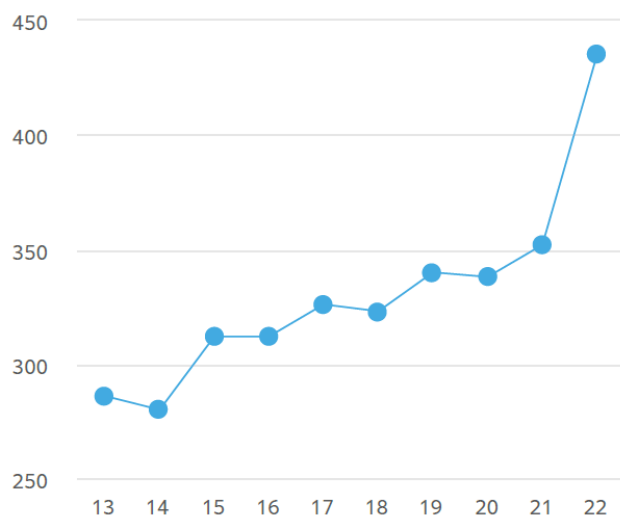
Staff costs

€ million



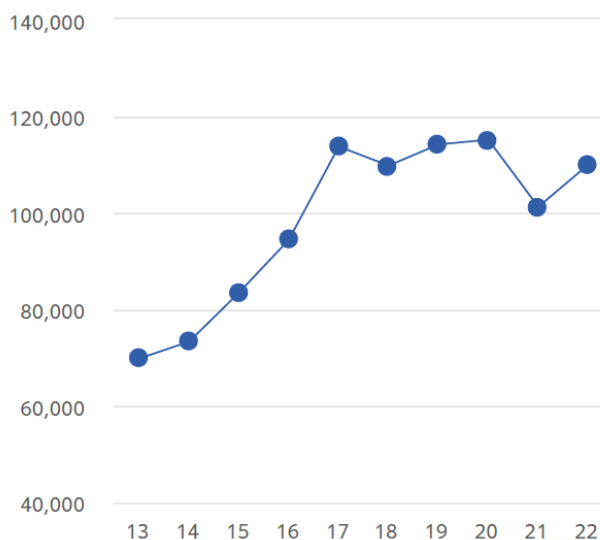
Turnover per employee

€ thousand



Market capitalisation

£ million

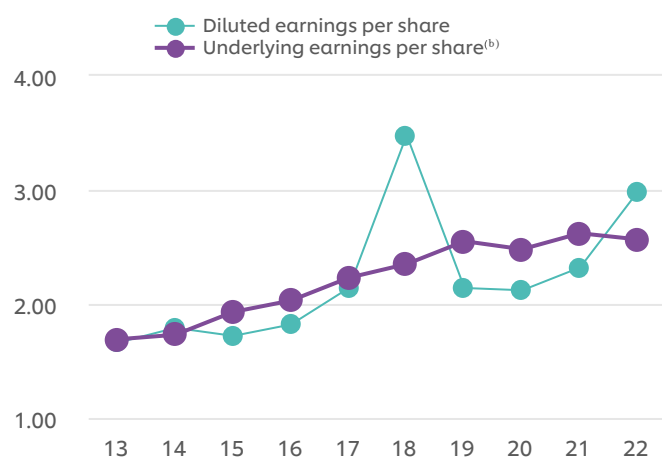


	13	14	15	16	17	18	19	20	21	22
Average number of employees thousand	174	173	171	169	165	158	153	150	149	138
Staff costs € million	6,194	6,054	6,555	6,523	6,712	6,552	6,390	6,097	6,153	7,017
Turnover per employee € thousand	286	280	312	312	326	323	340	338	352	435
Market capitalisation at 31 December £ million	69,810	73,320	83,473	94,442	113,744	109,787	114,176	115,157	101,252	109,955

Earnings per share, dividend and share information (PLC/ EUR)

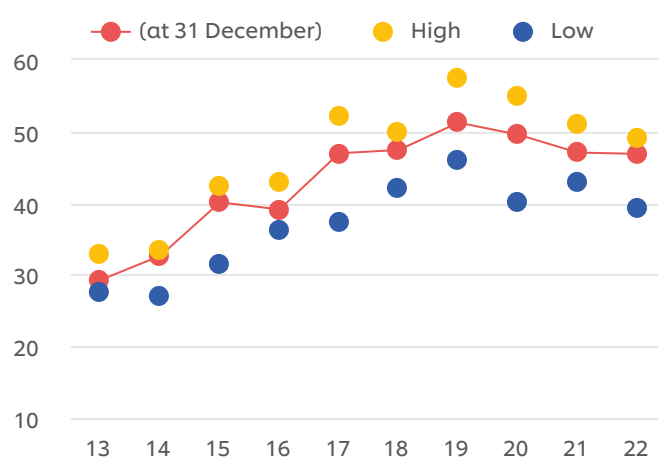
Earnings per share

€



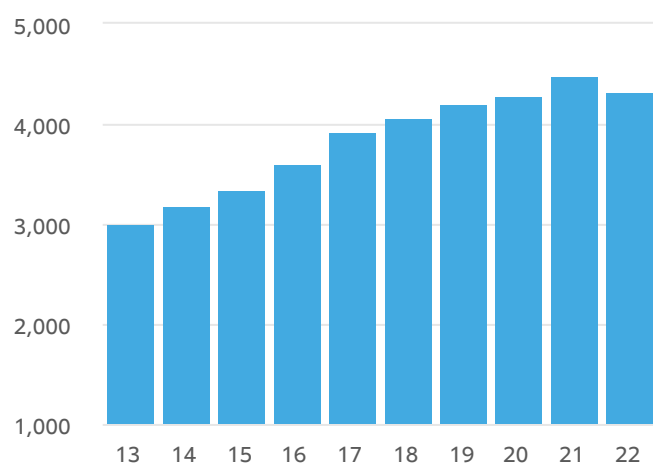
PLC share price in Amsterdam

€ million

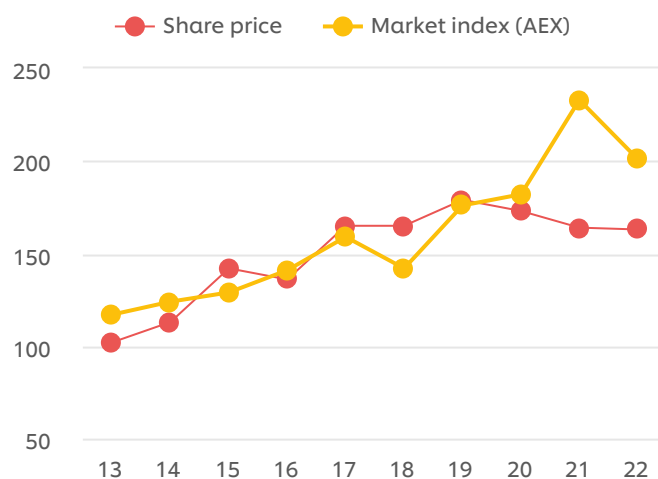


Cash dividend paid

€ million



PLC share price in Amsterdam versus Market Index (AEX)



	13	14	15	16	17	18	19	20	21	22
Earnings per share^(a)										
— Diluted earnings per share	1.66	1.79	1.72	1.82	2.14	3.48	2.14	2.12	2.32	2.99
— Underlying earnings per share ^(b)	1.69	1.73	1.93	2.03	2.23	2.35	2.55	2.48	2.62	2.57
PLC share price in Amsterdam €^(c)										
— (at 31 December)	29.28	32.64	40.11	39.12	46.96	47.42	51.23	49.57	47.06	46.87
— High	32.89	33.49	42.48	42.94	52.25	50.00	57.56	55.05	50.97	49.07
— Low	27.50	27.16	31.55	36.39	37.40	42.17	46.00	40.29	43.06	39.36
Dividend										
— Cash dividend paid (€ million)	2,993	3,189	3,331	3,609	3,916	4,066	4,209	4,279	4,483	4,329
Share price versus market index										
— PLC/NV Share price in Amsterdam	102	113	142	136	165	165	179	173	164	163
— Market index (AEX)	117	124	129	141	159	142	176	182	233	201

^(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.

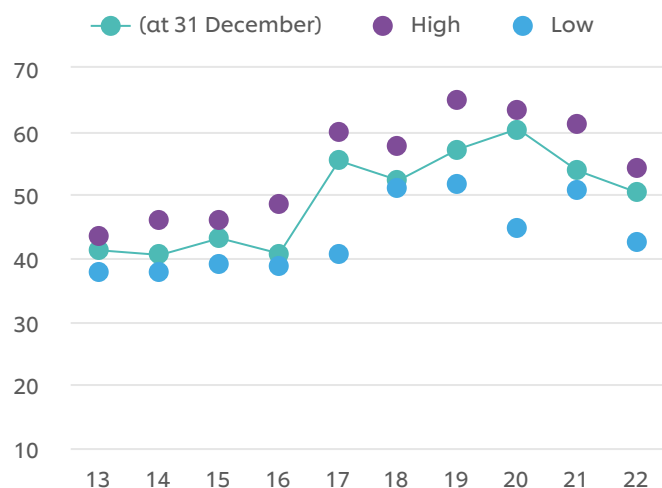
^(c) Prior to Unification Unilever N.V. shares were traded on Amsterdam stock exchange. As a result of Unification that took place on 29 November 2020, shareholders of NV were issued new PLC shares on a 1:1 exchange rate. All NV shares in issue were cancelled. The values shown here represent the NV share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

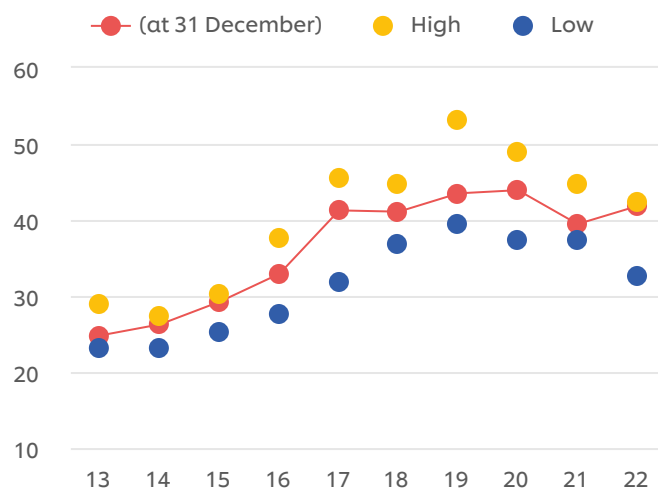
PLC share price in New York

US \$

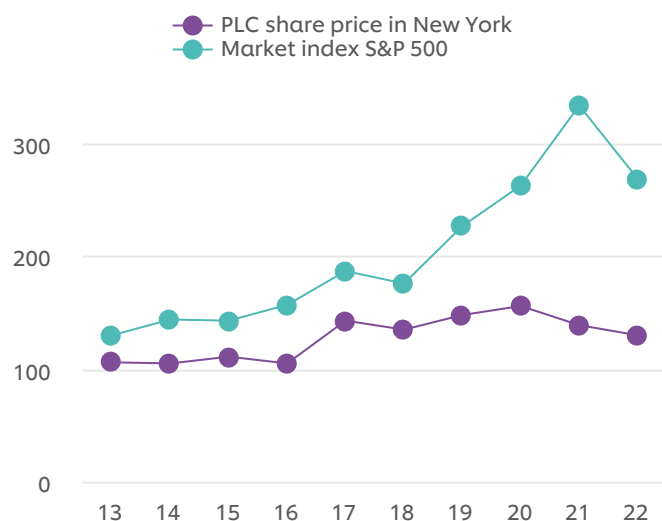


PLC share price in London

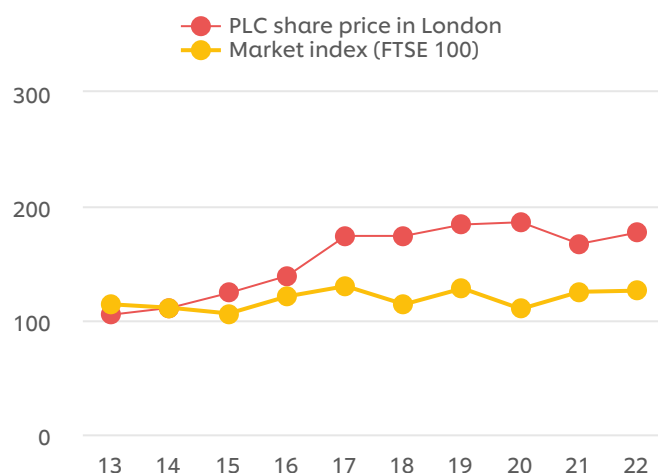
£



Share price versus Market Index



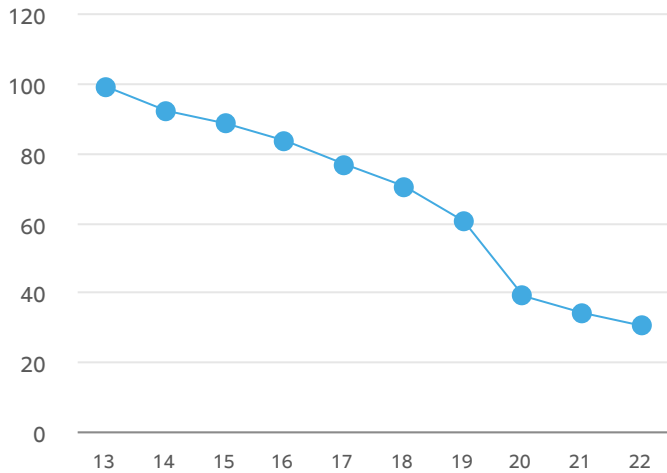
PLC share price in London versus market index (FTSE100)



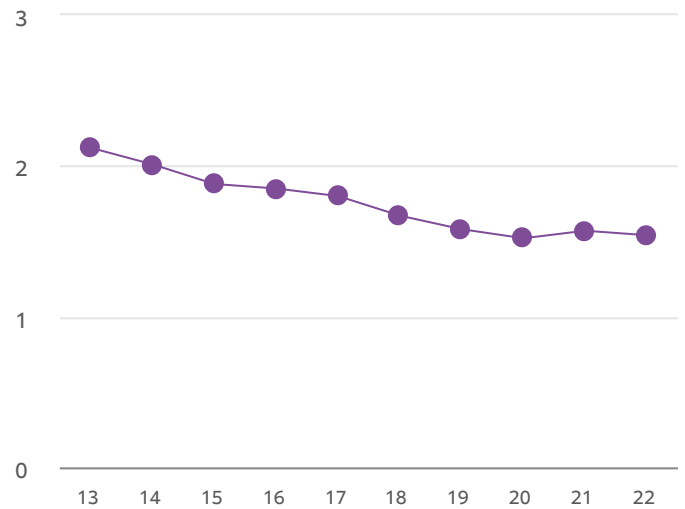
	13	14	15	16	17	18	19	20	21	22
PLC share price in New York US \$										
● (at 31 December)	41.20	40.48	43.12	40.70	55.34	52.25	57.17	60.36	53.79	50.35
● High	43.54	45.85	46.07	48.63	59.92	57.74	64.83	63.44	61.05	54.36
● Low	37.67	37.85	39.03	38.78	40.51	50.97	51.60	44.62	50.61	42.44
PLC share price in London £										
● (at 31 December)	24.82	26.28	29.26	32.93	41.26	41.09	43.50	43.92	39.46	41.82
● High	28.85	27.29	30.15	37.64	45.49	44.86	53.24	48.92	44.67	42.50
● Low	23.19	23.06	25.24	27.63	31.91	36.95	39.41	37.26	37.33	32.68
Share price versus market index										
● PLC Share price index	106	105	111	105	143	135	148	156	139	130
● Market index (Standard & Poor's)	130	144	143	157	187	176	227	263	334	269
Share price versus market index										
● PLC share price in London	105	111	124	139	174	174	184	186	167	177
● Market index (FTSE 100)	114	111	106	121	130	114	128	110	125	126

Non-financial indicators

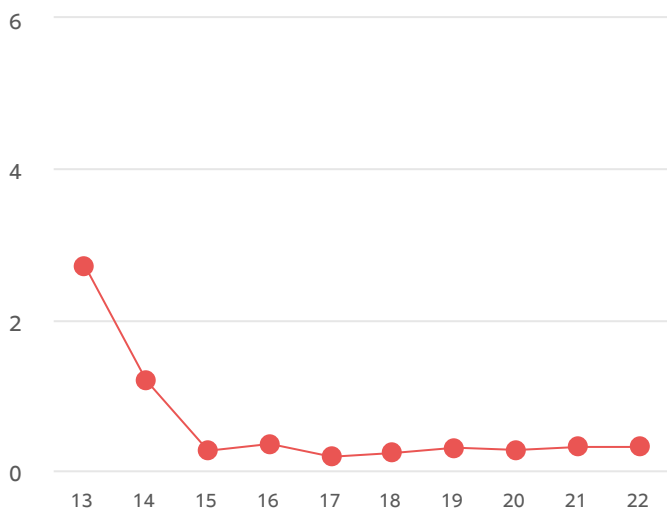
CO2 from energy kg/tonne of production



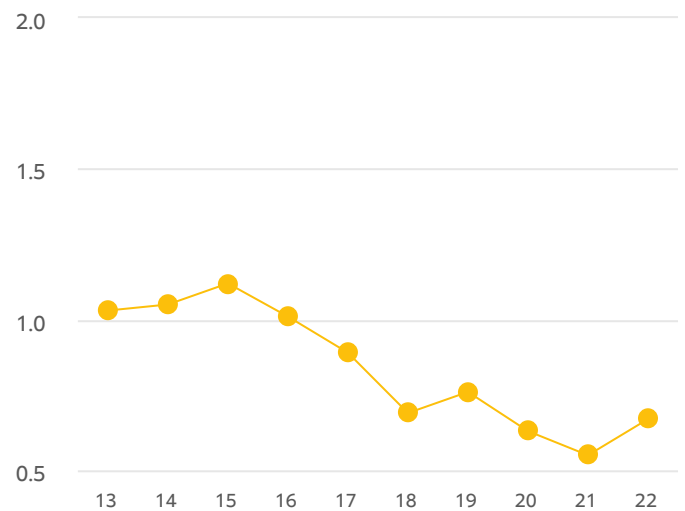
Water abstracted m3/tonne of production



TOTAL waste sent for disposal kg/tonne of production



Accident rates TRFR per 1,000,000 hours



	13	14	15	16	17	18	19	20	21	22
● CO2 from energy (kg/tonne of production) ^(c)	98.95	92.14	88.49	83.52	76.77	70.46	60.42	38.93	34.06	30.35
● Water abstracted (m3/tonne of production)	2.12	2.01	1.88	1.85	1.80	1.67	1.58	1.52	1.57	1.54
● Total waste sent for disposal (kg/tonne of production) ^(d)	2.72	1.19	0.26	0.35	0.18	0.23	0.30	0.27	0.31	0.31
● Total recordable accident frequency rate (TRFR) per 1,000,000 hours	1.03	1.05	1.12	1.01	0.89	0.69	0.76	0.63	0.55	0.67

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