



Making Sustainable Living Commonplace

Charts 2020



Unilever

Unilever Charts 2020

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

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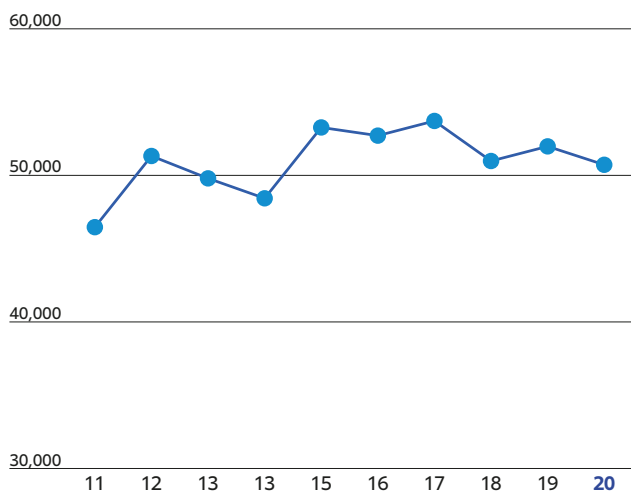
Notes

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.

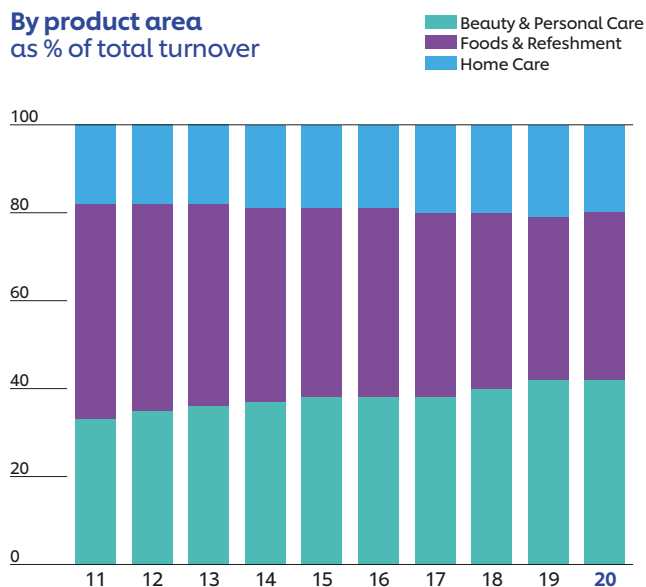
Where possible, the information is provided for a period of 10 years, 2011-2020. In certain circumstances where a measure is introduced after 2011, information is provided for a shorter period of time.

Turnover and underlying sales growth

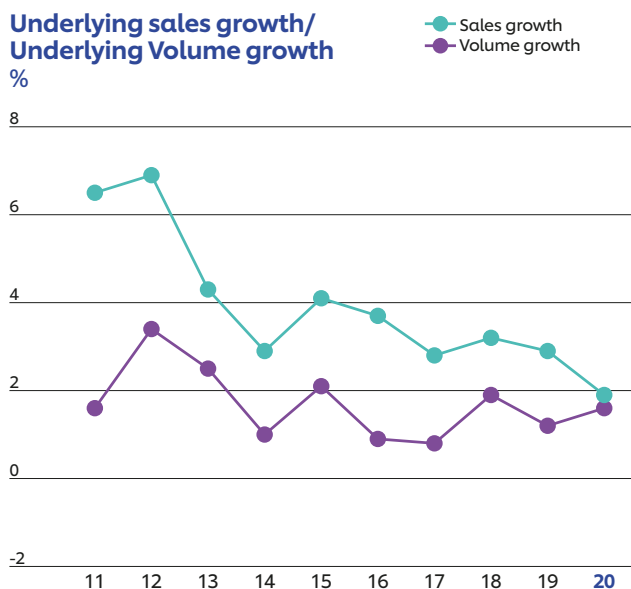
Turnover
€ million



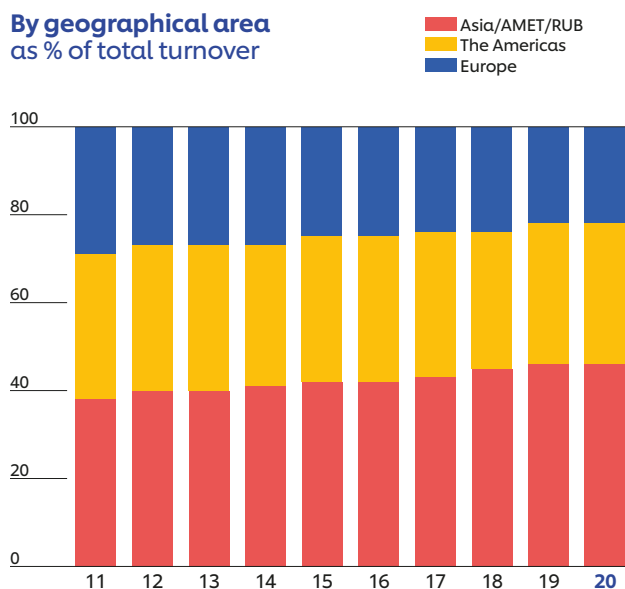
By product area
as % of total turnover



Underlying sales growth/
Underlying Volume growth
%



By geographical area
as % of total turnover

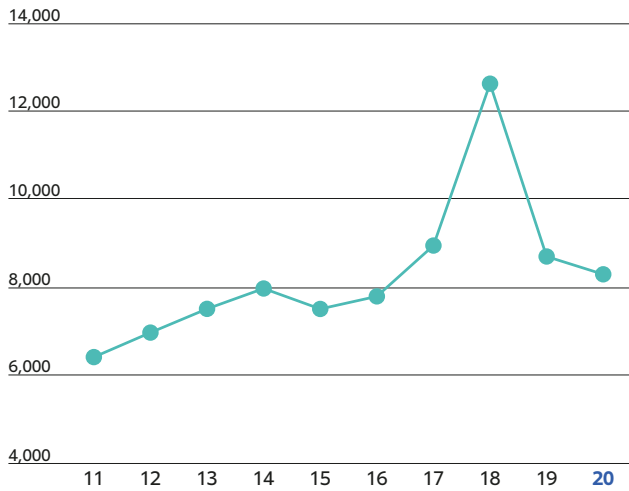


	11	12	13	14	15	16	17	18	19	20
Turnover										
● € million	46,467	51,324	49,797	48,436	53,272	52,713	53,715	50,982	51,980	50,724
By product area as % of total turnover										
■ Beauty & Personal Care	33	35	36	37	38	38	38	40	42	42
■ Food & Refreshment	49	47	46	44	43	43	42	40	37	38
■ Home Care	18	18	18	19	19	19	20	20	21	20
Total	100	100	100	100	100	100	100	100	100	100
● Underlying sales growth (%)	6.5	6.9	4.3	2.9	4.1	3.7	2.8	3.2	2.9	1.9
● Underlying volume growth (%)	1.6	3.4	2.5	1.0	2.1	0.9	0.8	1.9	1.2	1.6
Underlying price growth (%)	4.8	3.3	1.8	1.9	1.9	2.8	2.0	1.2	1.6	0.3
By geographical area as % of total turnover										
■ Asia/AMET/RUB ^(a)	38	40	40	41	42	42	43	45	46	46
■ The Americas	33	33	33	32	33	33	33	31	32	32
■ Europe	29	27	27	27	25	25	24	24	22	22
Total	100	100	100	100	100	100	100	100	100	100

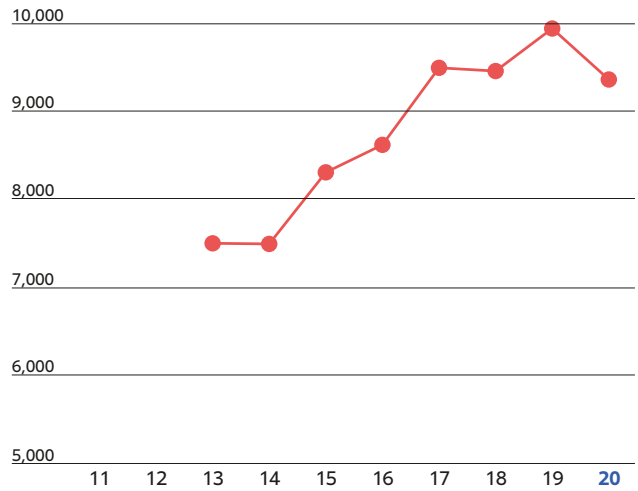
Figures are presented on the basis of continuing operations as at 31 December 2020.
(a) Refers to Asia, Africa, Middle East, Turkey, Russia, Ukraine and Belarus.

Operating profit

Operating profit
€ million

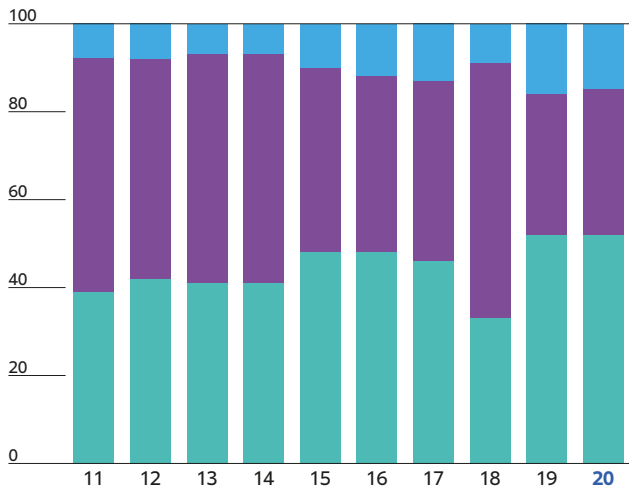


Underlying operating profit
€ million



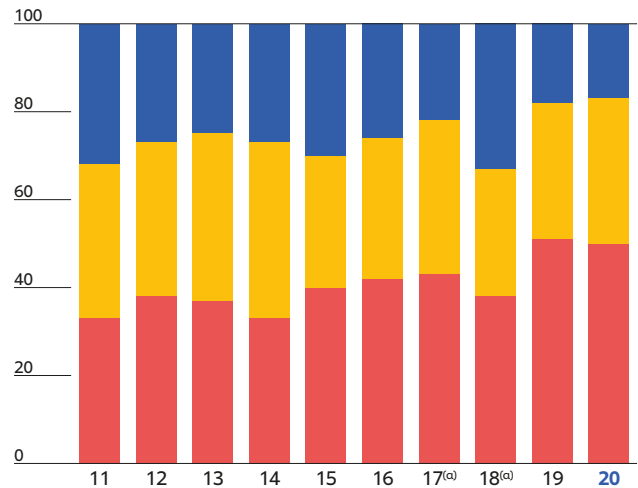
By product area
as % of total operating profit

Beauty & Personal Care
Foods & Refreshment
Home Care



By geographical area
as % of total operating profit

Asia/AMET/RUB
The Americas
Europe

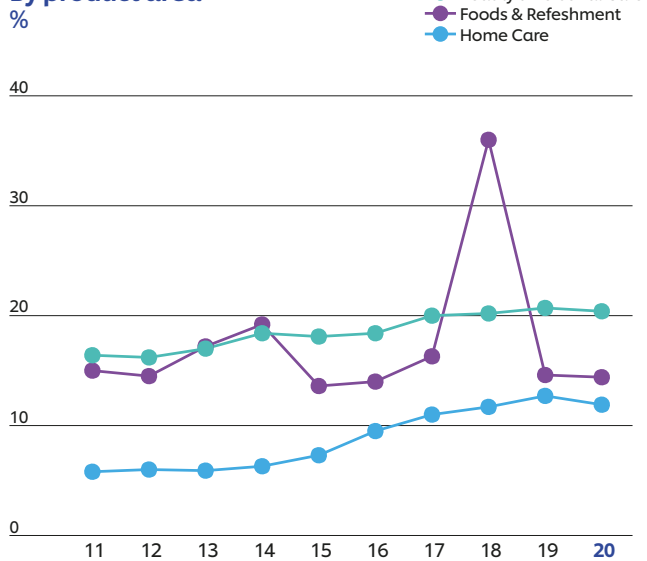


	11	12	13	14	15	16	17	18	19	20
Operating profit										
€ million	6,420	6,977	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303
Underlying operating profit										
€ million			7,504	7,497	8,311	8,624	9,500	9,463	9,947	9,367
By product area as % of total operating profit										
Beauty & Personal Care	39	42	41	41	48	48	46	33	52	52
Foods & Refreshment	53	50	52	52	42	40	41	58	32	33
Home Care	8	8	7	7	10	12	13	9	16	15
Total	100	100	100	100	100	100	100	100	100	100
By geographical area as % of total operating profit										
Asia/AMET/RUB	33	38	37	33	40	42	43	38	51	50
The Americas	35	35	38	40	30	32	35	29	31	33
Europe	32	27	25	27	30	26	22	33	18	17
Total	100	100	100	100	100	100	100	100	100	100

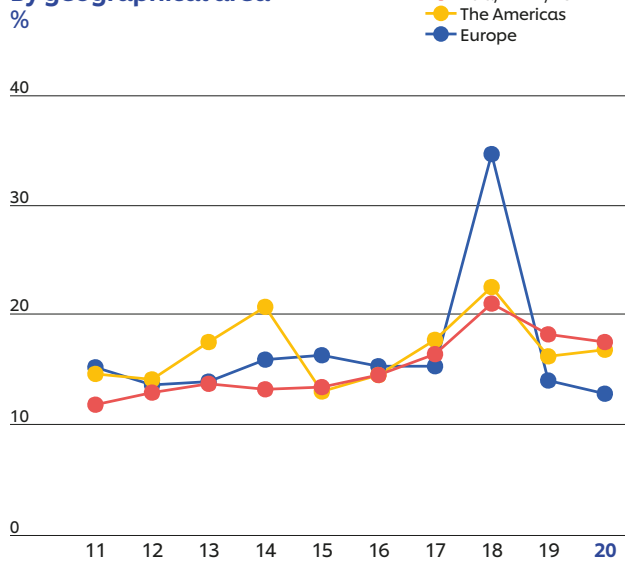
Figures are presented on the basis of continuing operations as at 31 December 2020.

Operating margins

By product area



By geographical area

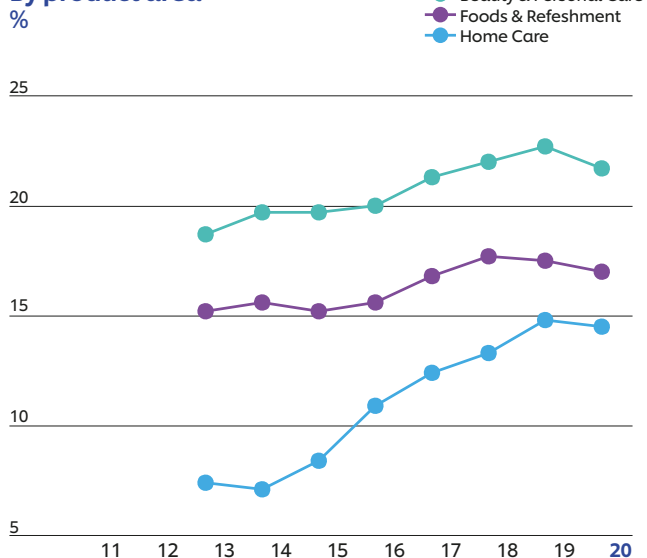


	11	12	13	14	15	16	17	18	19	20
Operating margin %										
● Beauty & Personal Care	16.4	16.2	17.0	18.4	18.1	18.4	20.0	20.2	20.7	20.4
● Foods & Refreshment	15.0	14.5	17.2	19.2	13.6	14.0	16.3	36.0	14.6	14.4
● Home Care	5.8	6.0	5.9	6.3	7.3	9.5	11.0	11.7	12.7	11.9
Total	13.8	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4
by geographical area										
● Asia/AMET/RUB	11.9	13.0	13.8	13.3	13.5	14.6	16.5	21.1	18.3	17.6
● The Americas	14.7	14.2	17.6	20.8	13.1	14.6	17.8	22.6	16.3	16.9
● Europe	15.3	13.7	14.0	16.0	16.4	15.4	15.4	34.7	14.1	12.9
Total	13.8	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4

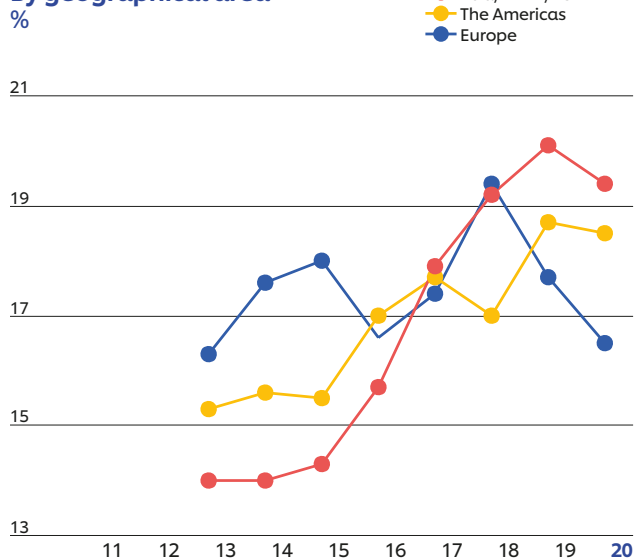
Figures are presented on the basis of continuing operations as at 31 December 2020.

Underlying Operating margin

By product area



By geographical area



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

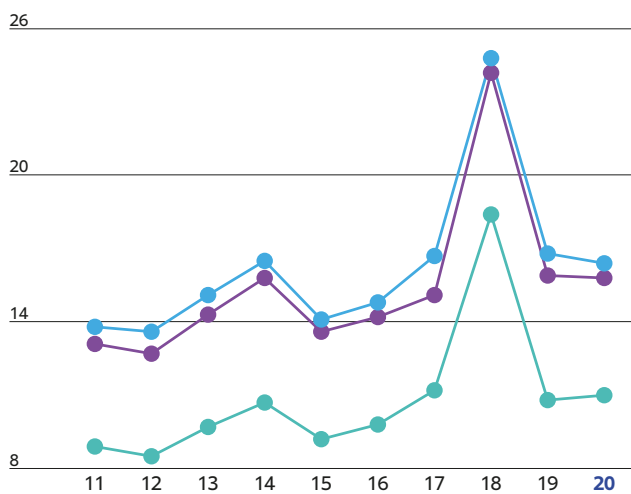
Figures are presented on the basis of continuing operations as at 31 December 2020.

Profit margins

Profit margins

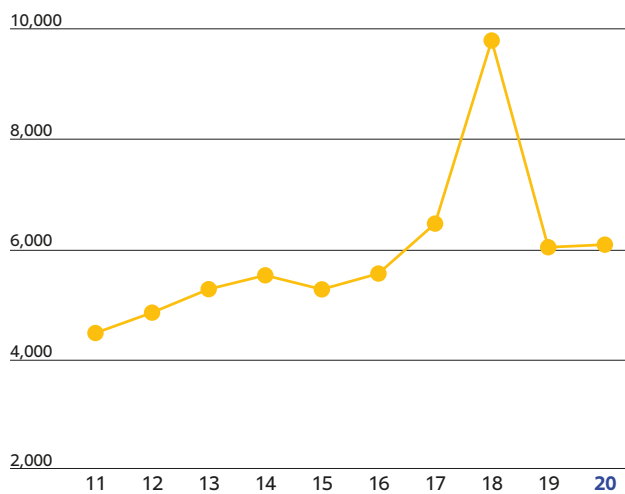
%

● Operating margin
● Profit before tax margin
● Net profit margin^(a)



Net profit

€ million

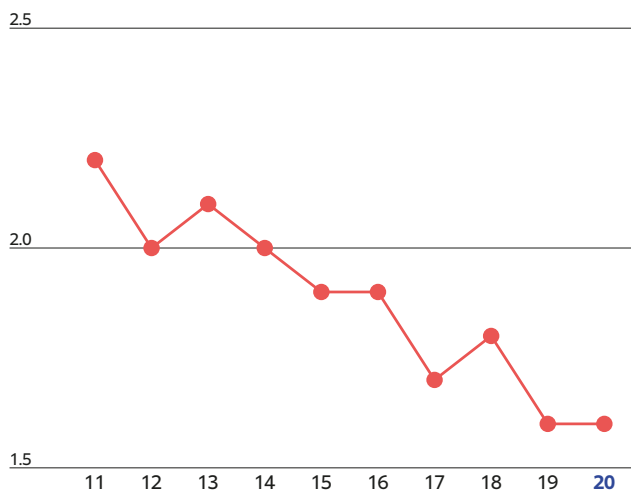


	11	12	13	14	15	16	17	18	19	20
Profit margins %										
● Operating margin	13.8	13.6	15.1	16.5	14.1	14.8	16.7	24.8	16.8	16.4
● Profit before tax margin	13.1	12.7	14.3	15.8	13.6	14.2	15.1	24.2	15.9	15.8
● Net profit margin ^(a)	8.9	8.5	9.7	10.7	9.2	9.8	11.2	18.4	10.8	11.0
€ Million										
Operating profit	6,420	6,977	7,517	7,980	7,515	7,801	8,957	12,639	8,708	8,303
Profit before tax	6,066	6,533	7,114	7,646	7,220	7,469	8,126	12,360	8,289	7,996
● Net profit	4,465	4,836	5,263	5,515	5,259	5,547	6,456	9,788	6,026	6,073

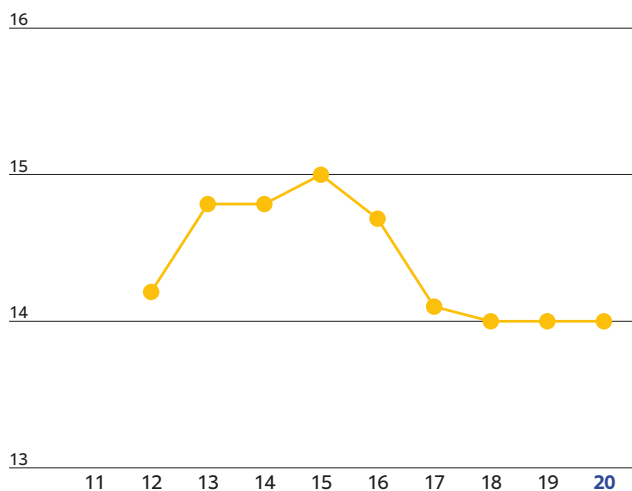
^(a) Net profit margin is expressed as a net profit attributable to shareholders' equity as a percentage of turnover.

Research and development, brand and marketing investment

Research and development as % of turnover



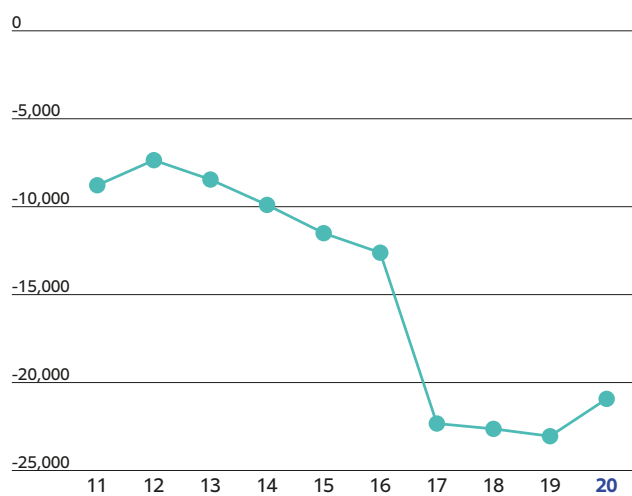
Brand and marketing investment as % of turnover



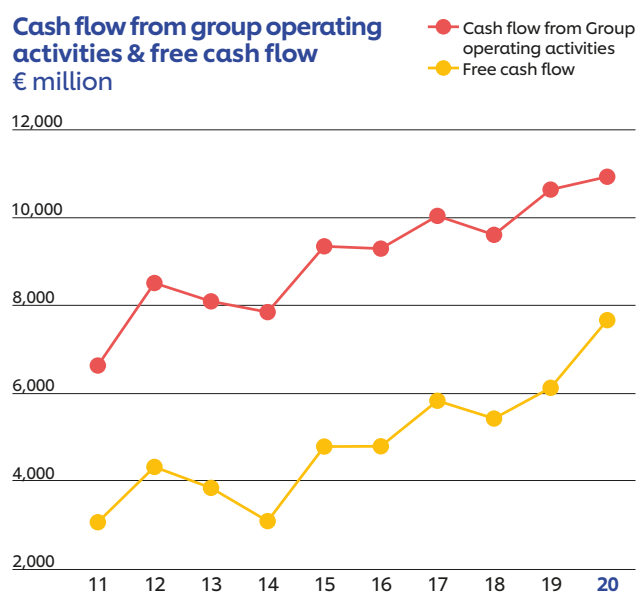
	11	12	13	14	15	16	17	18	19	20
€ million										
Research and development	1,009	1,003	1,040	955	1,005	978	900	900	840	800
Brand and marketing investment		7,311	7,383	7,166	8,003	7,731	7,575	7,150	7,272	7,091
% of turnover										
Research and development	2.2	2.0	2.1	2.0	1.9	1.9	1.7	1.8	1.6	1.6
Brand and marketing investment		14.2	14.8	14.8	15.0	14.7	14.1	14.0	14.0	14.0

Net funds/(debt) and cash flow

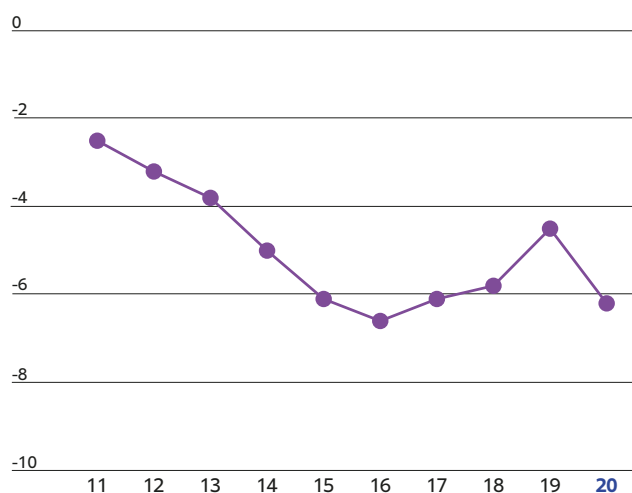
Closing net funds/(debt) € million



Cash flow from group operating activities & free cash flow € million



Working capital ratio as % of turnover



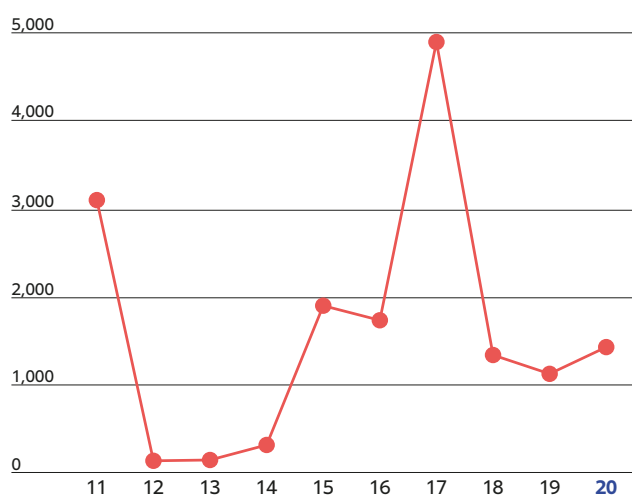
	11	12	13	14	15	16	17	18	19	20
Closing net funds/(debt)^(a)										
€ million	(8,781)	(7,355)	(8,456)	(9,900)	(11,505)	(12,614)	(22,330)	(22,634)	(23,051)	(20,928)
Cash flow from group operating activities										
€ million	6,639	8,516	8,099	7,854	9,351	9,298	10,043	9,612	10,641	10,933
Free cash flow										
€ million	3,075	4,333	3,856	3,100	4,796	4,802	5,838	5,433	6,132	7,671
Working capital as % turnover^(b)										
	(2.5)	(3.2)	(3.8)	(5.0)	(6.1)	(6.6)	(6.1)	(5.8)	(4.5)	(6.2)

^(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).

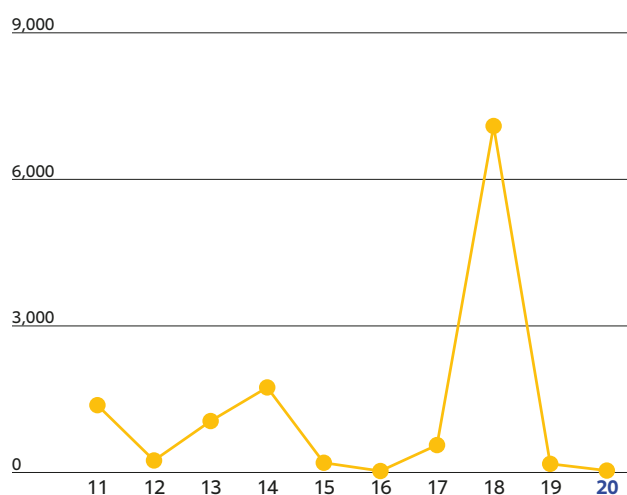
^(b) Working capital ratio reflects the yearly average of inventories, trade and other current receivables less trade payables and other current liabilities.

Acquisitions and disposals

Acquisition of group companies
€ million



Disposal of group companies
€ million

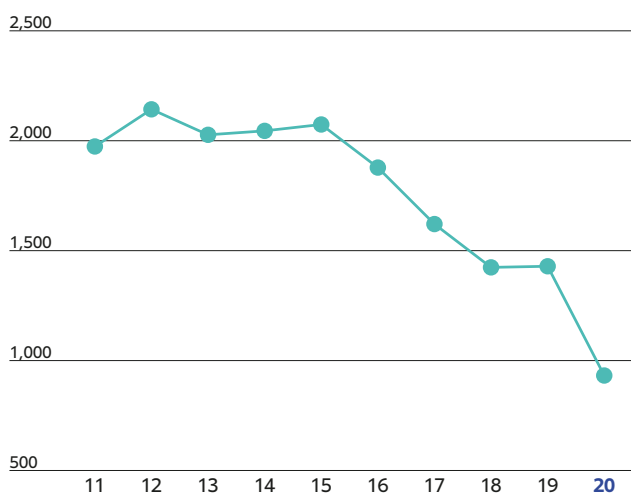


	11	12	13	14	15	16	17	18	19	20
Acquisition of group companies^(a)										
● € million	3,098	133	142	313	1,897	1,731	4,896	1,336	1,122	1,426
Disposal of group companies^(a)										
● € million	1,378	246	1,053	1,741	199	30	561	7,093	177	39
Number of acquisitions/disposals	31	6	12	10	12	8	12	9	10	6

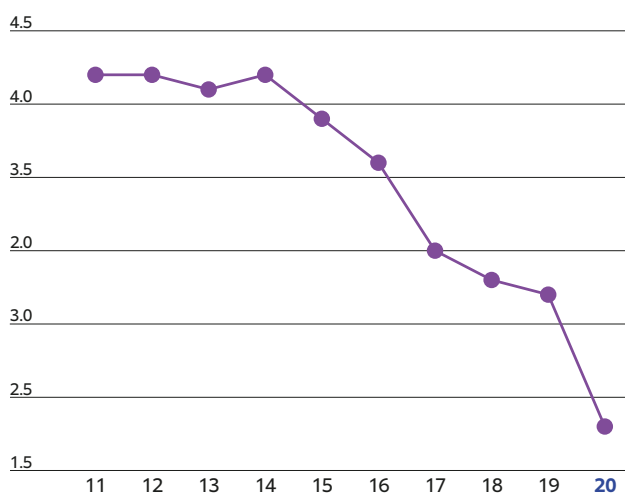
^(a) These figures represent the cash outflow and inflow from acquisitions and disposals respectively.

Net capital expenditure

Net capital expenditure
€ million



Net capital expenditure
as % of total turnover

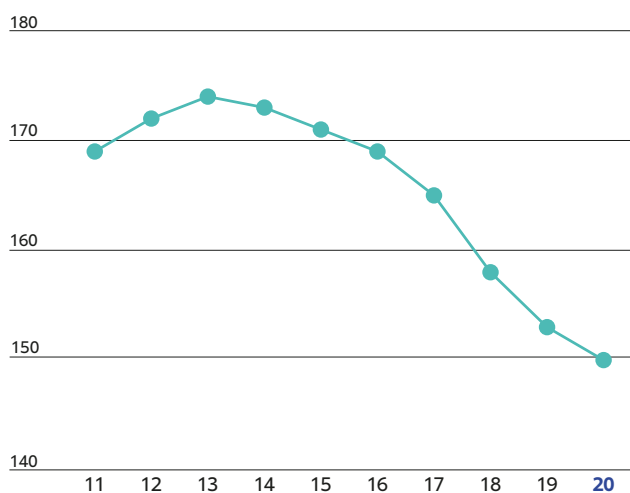


	11	12	13	14	15	16	17	18	19	20
Net capital expenditure^(a)										
● € million	1,974	2,143	2,027	2,045	2,074	1,878	1,621	1,424	1,429	932
● as % of turnover	4.2	4.2	4.1	4.2	3.9	3.6	3.0	2.8	2.7	1.8

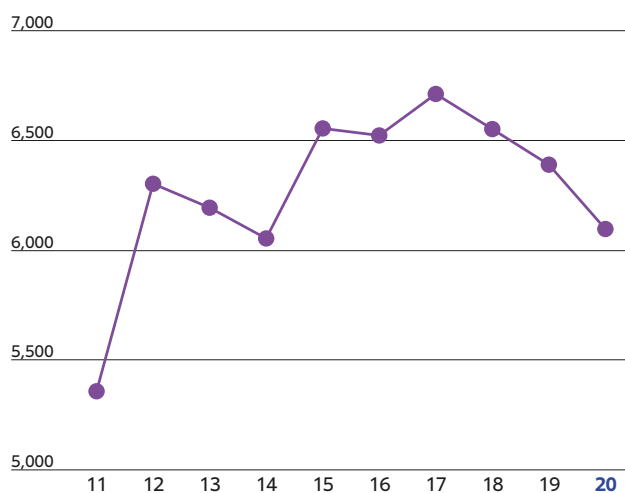
^(a) Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and from purchases and disposals of intangible assets, principally software.

Employee numbers, staff costs and market capitalisation

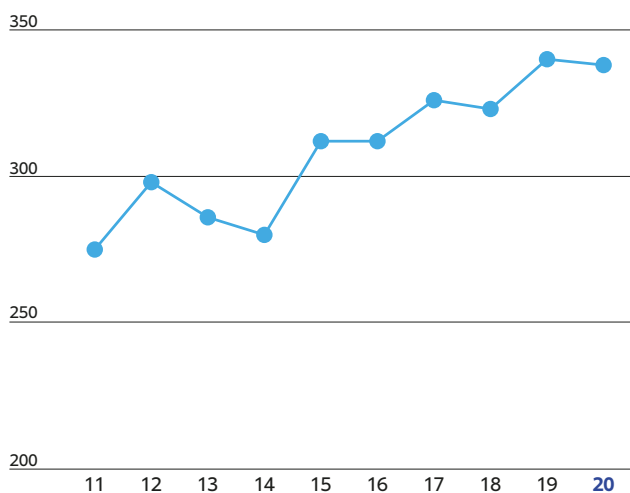
Average number of employees
thousand



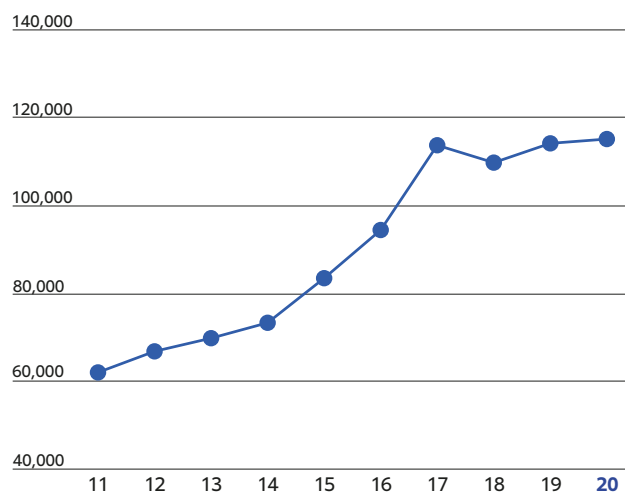
Staff costs
€ million



Turnover per employee
€ thousand



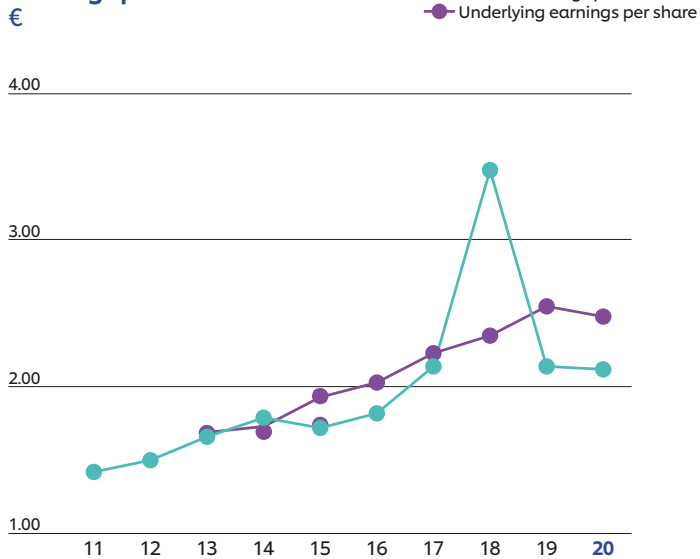
Combined Market Capitalisation
£ million



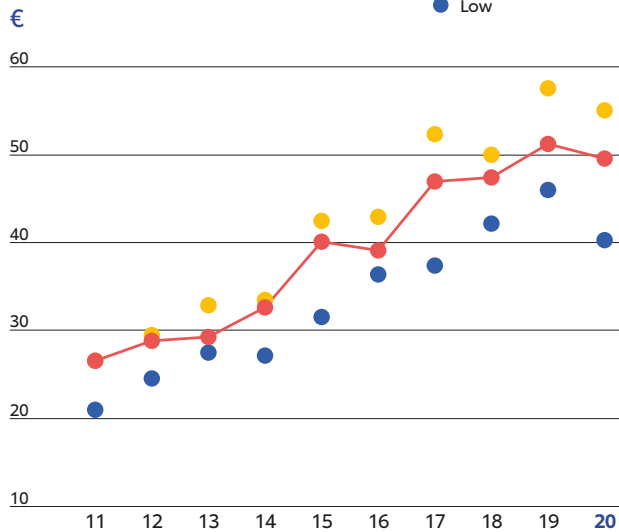
	11	12	13	14	15	16	17	18	19	20
Average Number of employees										
● thousand	169	172	174	173	171	169	165	158	153	150
Staff costs										
● € million	5,358	6,303	6,194	6,054	6,555	6,523	6,712	6,552	6,390	6,097
Turnover per employee										
● € thousand	275	298	286	280	312	312	326	323	340	338
Combined market capitalisation at 31 December										
● £ million	62,014	66,812	69,810	73,320	83,473	94,442	113,744	109,787	114,176	115,157

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

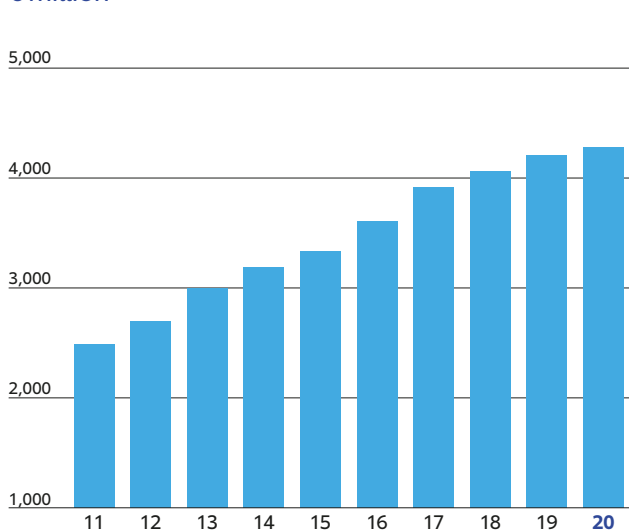
Earnings per share



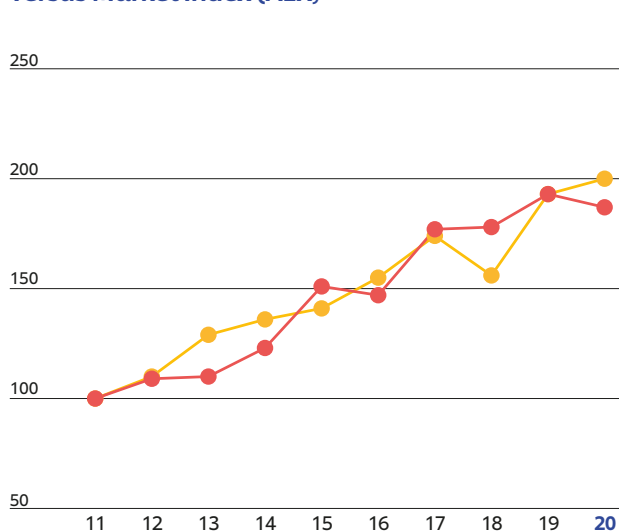
PLC/NV Share price in Amsterdam



Cash dividend paid



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



	11	12	13	14	15	16	17	18	19	20
Earnings per share^(a)										
● Diluted earnings per share	1.42	1.50	1.66	1.79	1.72	1.82	2.14	3.48	2.14	2.12
● Underlying earnings per share ^(b)			1.69	1.73	1.93	2.03	2.23	2.35	2.55	2.48
PLC/NV share price in Amsterdam €^(c)										
● (at 31 December)	26.57	28.84	29.28	32.64	40.11	39.12	46.96	47.42	51.23	49.57
● High	26.58	29.50	32.89	33.49	42.48	42.94	52.25	50.00	57.56	55.05
● Low	21.00	24.56	27.50	27.16	31.55	36.39	37.40	42.17	46.00	40.29
Dividend										
■ Cash dividend paid (€ million)	2,485	2,699	2,993	3,189	3,331	3,609	3,916	4,066	4,209	4,279
Share price versus market index										
● PLC/NV Share price in Amsterdam	100	109	110	123	151	147	177	178	193	187
● Market index (AEX)	100	110	129	136	141	155	174	156	193	200

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

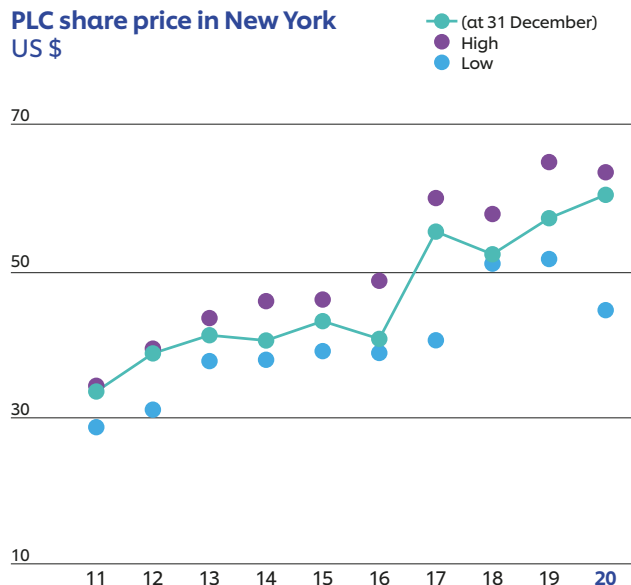
^(b) In calculating underlying earnings per share, net profit attributable to shareholders is adjusted to eliminate the impact on non-underlying items.

^(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.

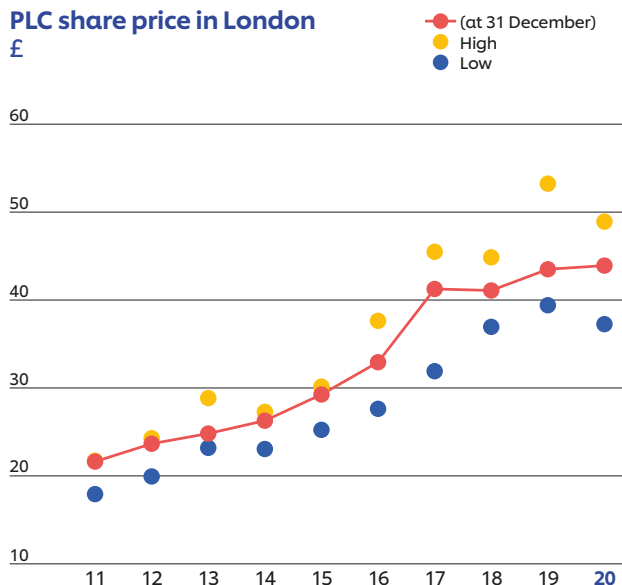
Share information

PLC – US Dollars and PLC – Pounds sterling

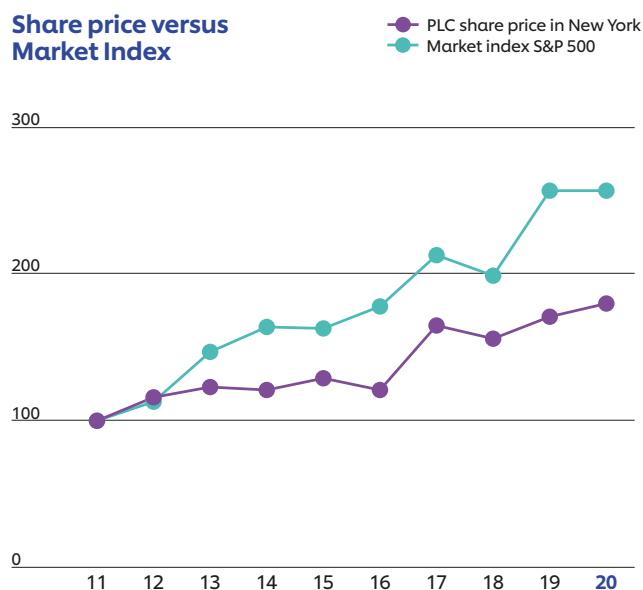
PLC share price in New York
US \$



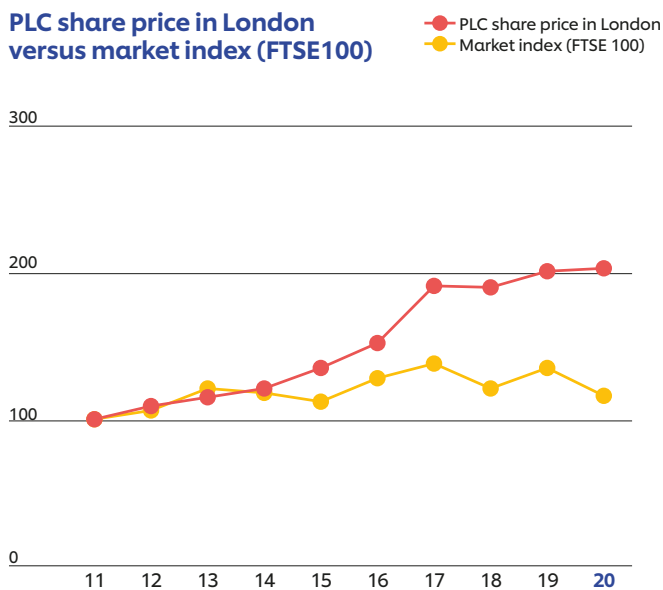
PLC share price in London
£



Share price versus
Market Index



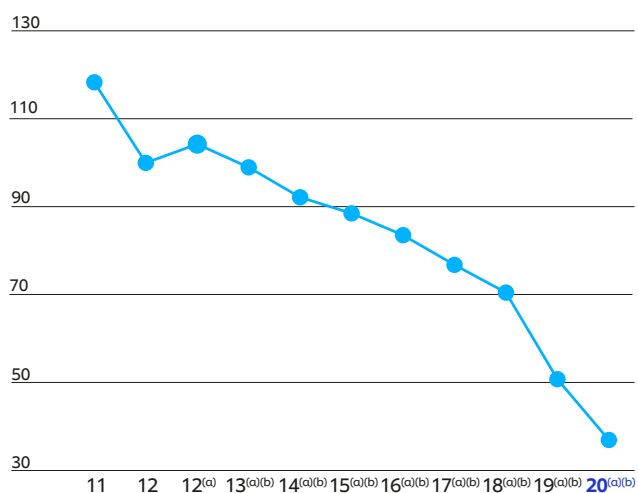
PLC share price in London
versus market index (FTSE100)



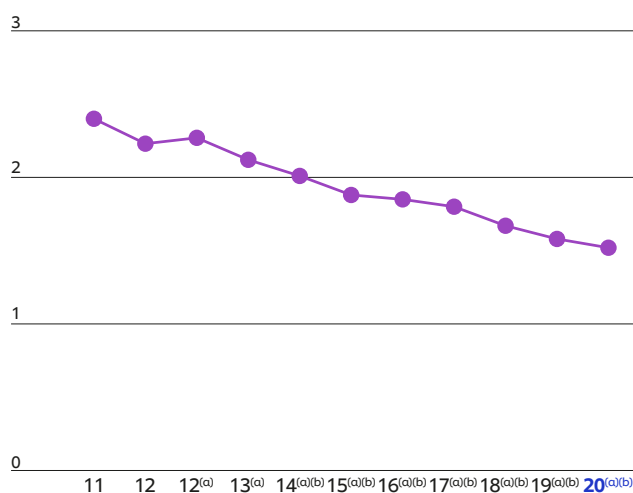
	11	12	13	14	15	16	17	18	19	20
PLC share price in New York US \$										
● (at 31 December)	33.52	38.72	41.20	40.48	43.12	40.70	55.34	52.25	57.17	60.36
● High	34.30	39.37	43.54	45.85	46.07	48.63	59.92	57.74	64.83	63.44
● Low	28.65	31.04	37.67	37.85	39.03	38.78	40.51	50.97	51.60	44.62
PLC share price in London £										
● (at 31 December)	21.63	23.66	24.82	26.28	29.26	32.93	41.26	41.09	43.50	43.92
● High	21.73	24.29	28.85	27.29	30.15	37.64	45.49	44.86	53.24	48.92
● Low	17.93	19.94	23.19	23.06	25.24	27.63	31.91	36.95	39.41	37.26
Share price versus market index										
● PLC Share price index	100	116	123	121	129	121	165	156	171	180
● Market index (Standard & Poor's)	100	113	147	164	163	178	213	199	257	257
Share price versus market index (31 December 2010 = 100)										
● PLC share price in London	100	109	115	121	135	152	191	190	201	203
● Market index (FTSE 100)	100	106	121	118	112	128	138	121	135	116

Non-financial indicators

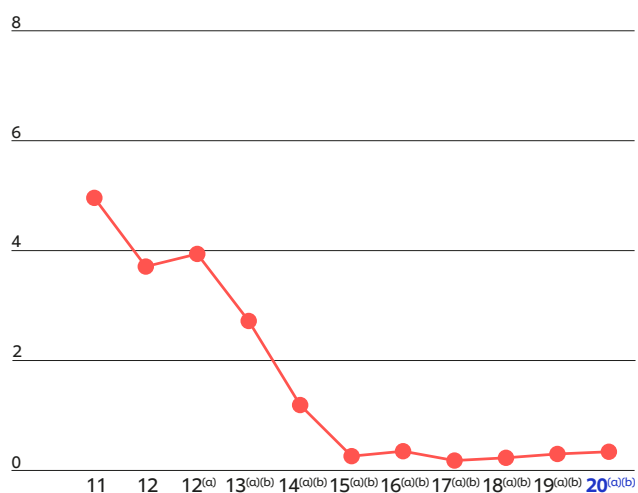
CO₂ from energy kg/tonne of production



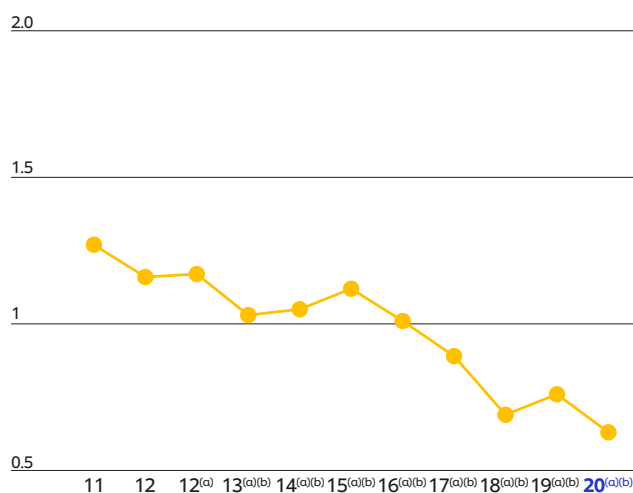
Water abstracted m³/tonne of production



TOTAL waste sent for disposal kg/tonne of production



Accident rates TRFR per 1,000,000 hours



	11	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)}
● CO ₂ from energy (kg/tonne of production)	118.30	99.97	104.23	98.95	92.14	88.49	83.52	76.77	70.46	50.76	36.94
● Water abstracted (m ³ /tonne of production)	2.40	2.23	2.27	2.12	2.01	1.88	1.85	1.80	1.67	1.58	1.52
● Total waste sent for disposal (kg/tonne of production)	4.96	3.71	3.94	2.72	1.19	0.26	0.35	0.18	0.23	0.30	0.34
● Total recordable accident frequency rate (TRFR) per 1,000,000 hours	1.27	1.16	1.17	1.03	1.05	1.12	1.01	0.89	0.69	0.76	0.63

^(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 2020 basis of preparation see www.unilever.com/investor-relations/annual-report-and-accounts/ For details and 2013 to 2019 basis of preparations see www.unilever.com/planet-and-society/sustainability-reporting-centre/reporting-archive.

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