



## 2016 FULL YEAR RESULTS

### COMPETITIVE AND PROFITABLE GROWTH IN CHALLENGING MARKETS

#### Full year highlights

- **Underlying sales growth 3.7%**, ahead of our markets, with price up 2.8% and volume up 0.9%
- **Sales increased by 4.3% at constant exchange rates while turnover, which is at current rates, declined 1.0%**
- **Emerging markets underlying sales growth 6.5%** with price up 5.4% and volume up 1.1%
- **Core operating margin at 15.3% up 50bps**
- **Free cash flow of €4.8 billion**, in line with the strong delivery of 2015
- **Constant core earnings per share up 7%, up 3% at current exchange rates**

#### Paul Polman: Chief Executive Officer statement

“We have delivered another good all-round performance despite severe economic disruptions, particularly in India and Brazil, two of our largest markets. This further demonstrates the progress we have made in transforming Unilever into a more resilient business. We have again grown ahead of our markets, driven by strong innovations that support our category strategies. At the same time, we have accelerated our margin expansion even after absorbing the higher restructuring costs associated with the implementation of ‘Connected 4 Growth’, the next stage in our transformation.

At a time of unprecedented global change, ‘Connected 4 Growth’ will make Unilever simpler, faster and more connected with our consumers and customers, and we are already starting to see positive results. We are also making further progress in reshaping our portfolio, adding businesses in fast-growing segments with the acquisitions of Dollar Shave Club, Blue Air, Seventh Generation and Living Proof.

Our priorities for 2017 continue to be volume growth ahead of our markets, a further increase in core operating margin and strong cash flow. The tough market conditions which made the end of the year particularly challenging are likely to continue in the first half of 2017. Against this background, we expect a slow start with growth improving as the year progresses.”

Key Financials (unaudited)	Full Year 2016	
<b>Underlying Sales Growth</b>	<b>3.7%</b>	
<b>Turnover</b>	<b>€52.7bn</b>	<b>(1.0)%</b>
<b>Operating Profit</b>	<b>€7.8bn</b>	<b>3.8%</b>
<b>Net Profit</b>	<b>€5.5bn</b>	<b>5.5%</b>
<b>Core earnings per share</b>	<b>€1.88</b>	<b>3.1%</b>
<b>Diluted earnings per share</b>	<b>€1.82</b>	<b>5.7%</b>
<b>Quarterly dividend payable in March 2017 €0.3201 per share</b>		

26 January 2017