



The following pages give selected 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, 2015-2024. In certain circumstances where a measure is introduced after 2015, information is provided for a shorter period of time.

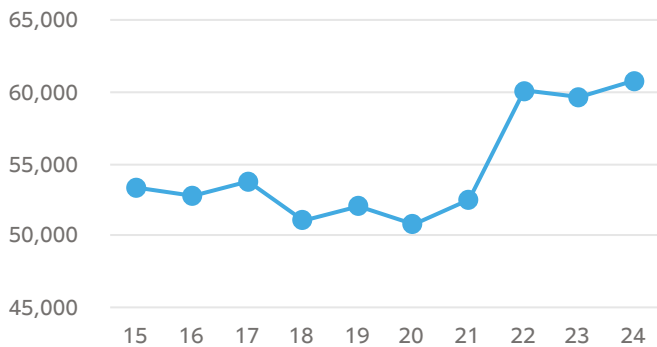
Figures are presented on the basis of continuing operations as at 31 December 2024.

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.

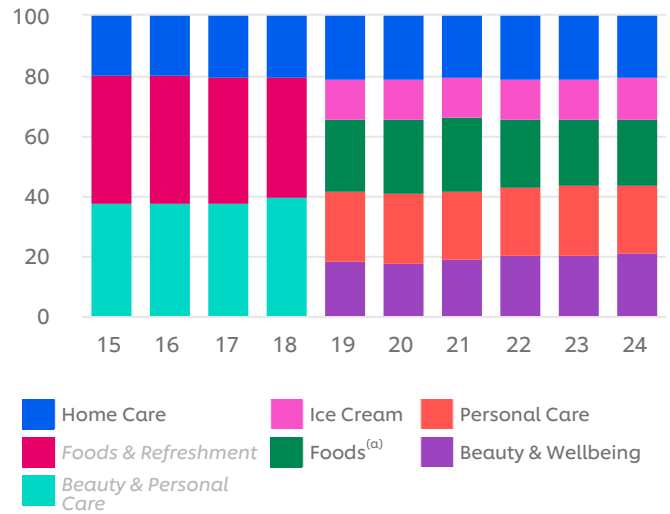
In 2024, we have renamed our Nutrition Business Group to Foods.

Turnover and underlying sales growth

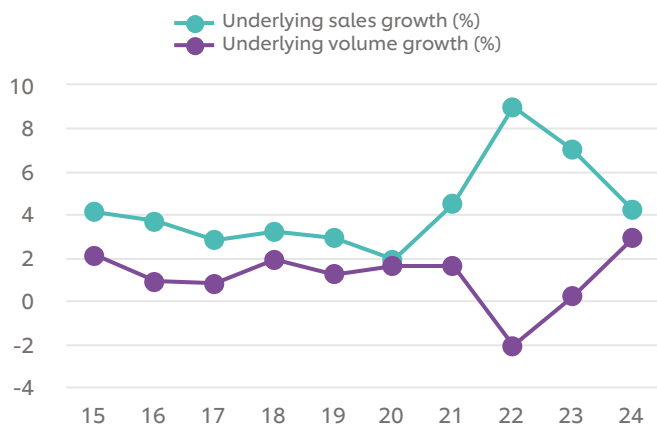
Turnover € millions



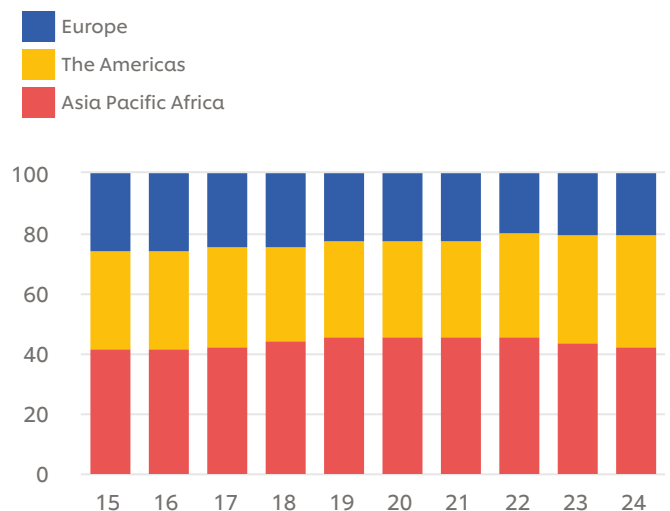
By product area as % of total turnover



Underlying sales growth/ Underlying volume growth %



By geographical area as % of total turnover

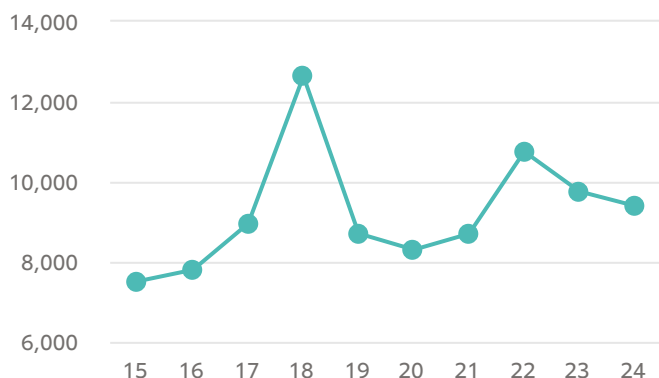


	15	16	17	18	19	20	21	22	23	24
Turnover										
▲ € billion	53.3	52.7	53.7	51.0	52.0	50.7	52.4	60.1	59.6	60.8
By product area as % of total turnover										
● Beauty & Wellbeing	38	38	38	40	19	18	19	20	21	22
● Personal Care					23	24	22	23	23	22
● Foods ^(a)	43	43	42	40	24	25	25	23	22	22
● Ice Cream					13	13	13	13	13	14
● Home Care	19	19	20	20	21	21	20	21	21	20
▲ Underlying sales growth (%)	4.1	3.7	2.8	3.2	2.9	1.9	4.5	9.0	7.0	4.2
▲ Underlying volume growth (%)	2.1	0.9	0.8	1.9	1.2	1.6	1.6	(2.1)	0.2	2.9
Underlying price growth (%)	1.9	2.8	2.0	1.2	1.6	0.3	2.9	11.3	6.8	1.3
By geographical area as % of total turnover										
■ Asia Pacific Africa	42	42	43	45	46	46	46	46	44	43
■ The Americas	33	33	33	31	32	32	32	35	36	37
■ Europe	25	25	24	24	22	22	22	19	20	20

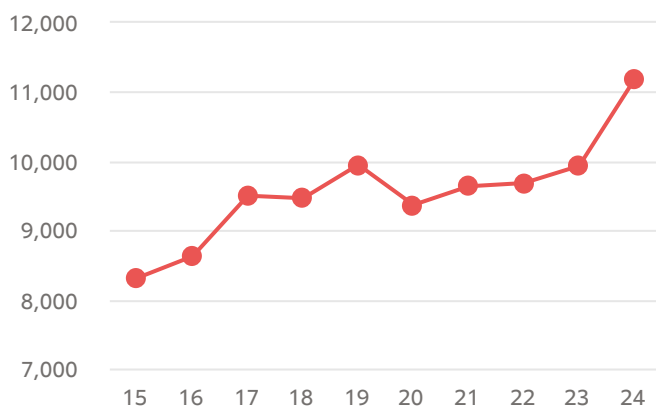
(a) Previously reported as Nutrition.

Operating profit

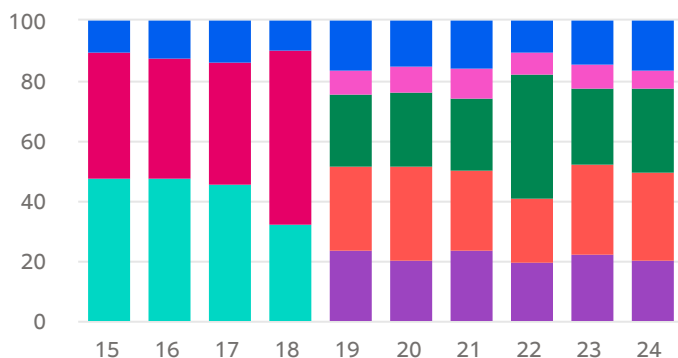
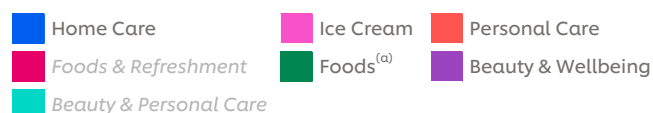
Operating profit € million



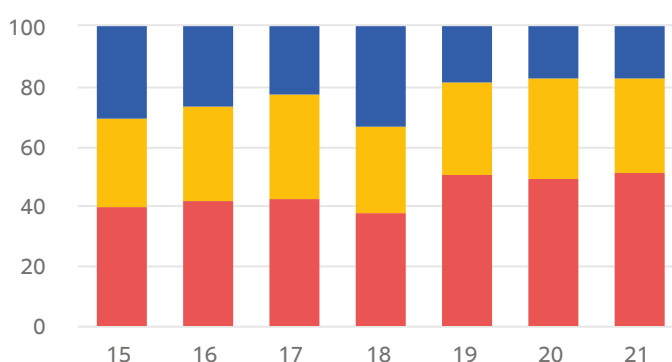
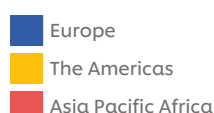
Underlying operating profit € million



By product area as % of total operating profit



By geographical area as % of total operating profit



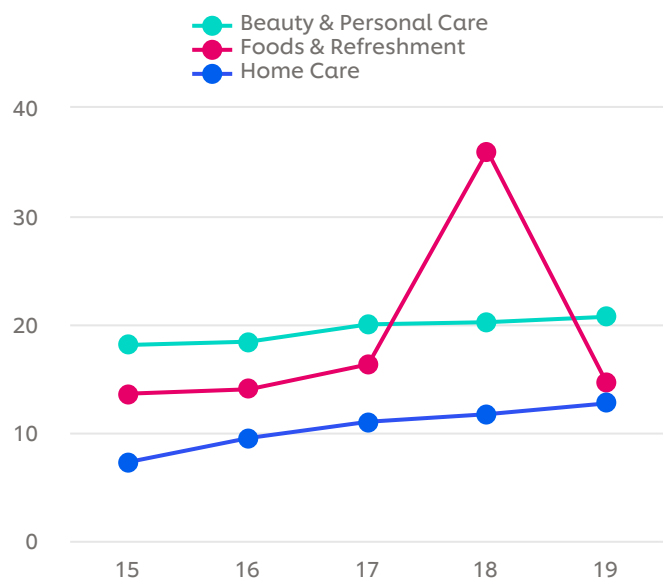
	15	16	17	18	19	20	21	22	23	24
Operating profit										
▲ € million	7,515	7,801	8,957	12,639	8,708	8,303	8,702	10,755	9,758	9,400
Underlying operating profit										
▲ € million	8,311	8,624	9,500	9,463	9,947	9,367	9,636	9,683	9,931	11,179
By product area as % of total operating profit										
● Beauty & Wellbeing	48	48	46	33	24	21	24	20	23	21
● Personal Care	28	28	24	24	28	31	27	21	30	29
● Foods ^(a)	42	40	41	58	24	24	24	42	25	28
● Ice Cream	10	12	13	9	8	9	10	7	8	6
● Home Care	16	15	15	16	15	15	15	10	14	16
Total	100	100	100	100	100	100	100	100	100	100
By geographical area as % of total operating profit										
■ Asia Pacific Africa	40	42	43	38	51	50	52			
■ The Americas	30	32	35	29	31	33	31			
■ Europe	30	26	22	33	18	17	17			
Total	100	100	100	100	100	100	100	^(b)		

(a) Previously reported as Nutrition.

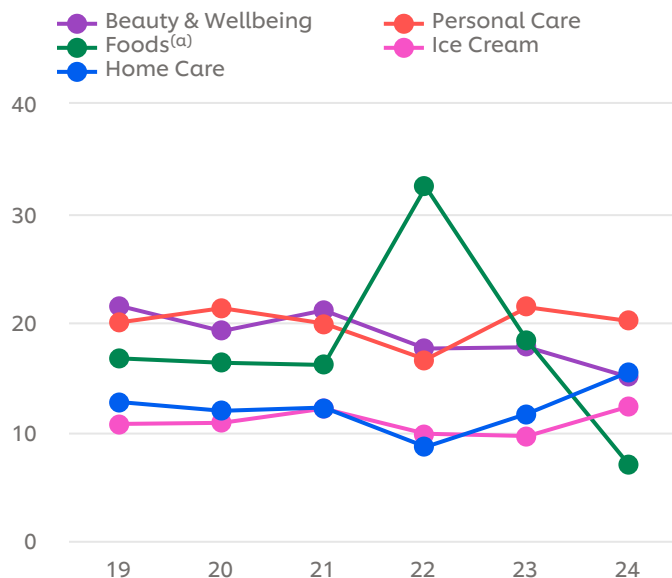
(b) Geography profit reporting has been discontinued from 2022 with implementation of a category-focused operating model organised around the five Business Groups.

Operating margin

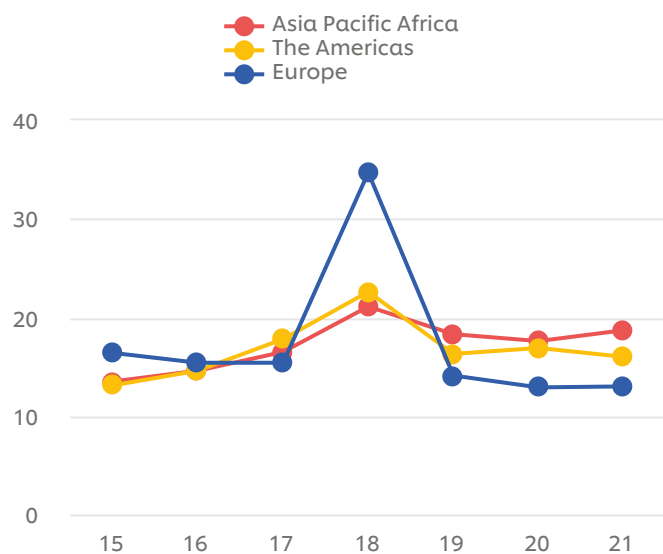
By product area



By product area



By geographical area



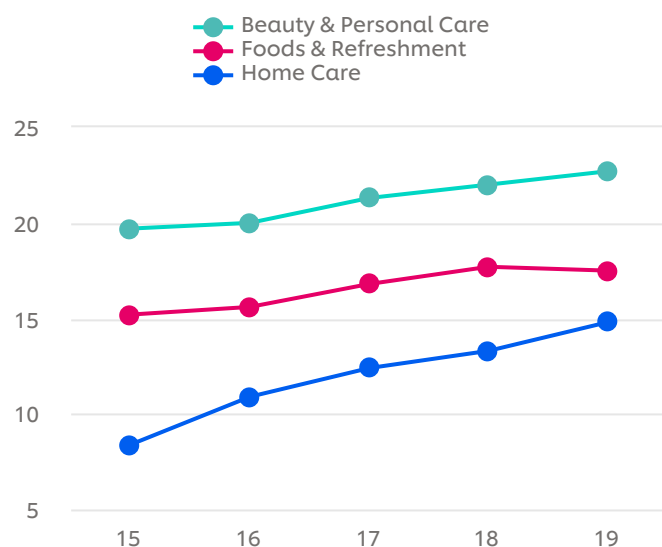
	15	16	17	18	19	20	21	22	23	24
Operating margin % by product area										
Beauty & Wellbeing	18.1	18.4	20.0	20.2	21.5	19.2	21.1	17.6	17.7	15.0
Personal Care	13.6	14.0	16.3	36.0	20.0	21.3	19.9	16.6	21.4	20.1
Foods ^(a)	13.6	14.0	16.3	36.0	16.7	16.3	16.1	32.4	18.3	19.5
Ice Cream	10.7	10.8	12.1	9.8	10.7	10.8	12.1	9.8	9.6	6.9
Home Care	7.3	9.5	11.0	11.7	12.7	11.9	12.2	8.6	11.6	12.3
Total	14.1	14.8	16.7	24.8	16.8	16.4	16.6	17.9	16.4	15.5
Operating margin % by geographical area										
Asia Pacific Africa	13.5	14.6	16.5	21.1	18.3	17.6	18.7			
The Americas	13.1	14.6	17.8	22.6	16.3	16.9	16.0			
Europe	16.4	15.4	15.4	34.7	14.1	12.9	13.0			
Total	14.1	14.8	16.7	24.8	16.8	16.4	16.6	^(a)		

(a) Previously reported as Nutrition.

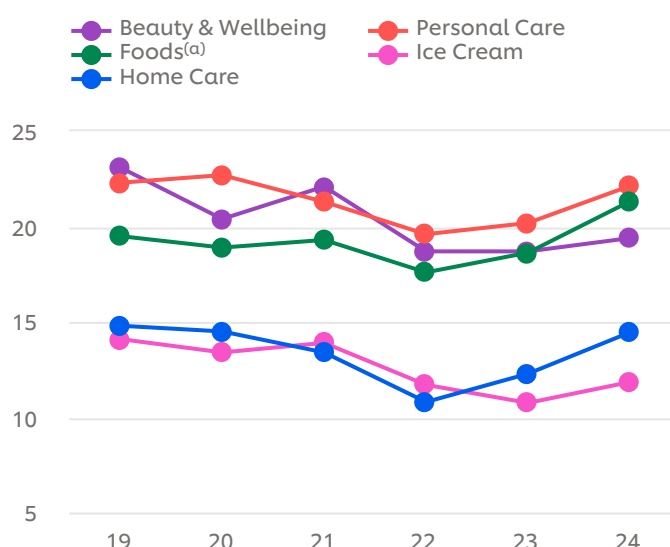
(b) Geography profit reporting has been discontinued from 2022 with implementation of a category-focused operating model organised around the five Business Groups.

Underlying operating margin

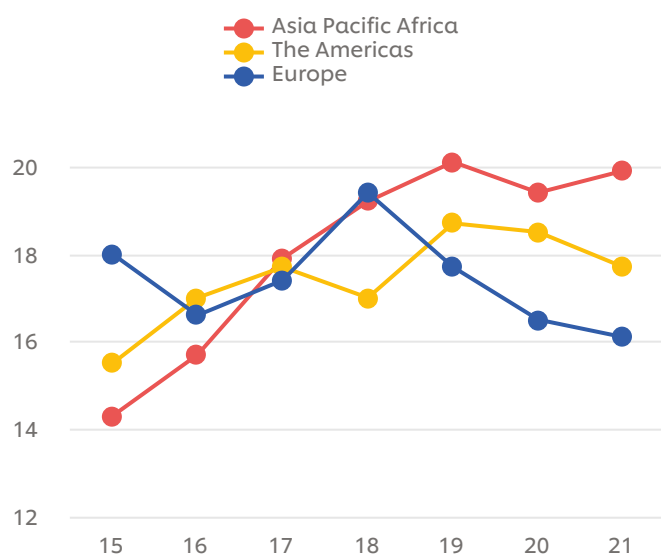
By product area



By product area



By geographical area



	15	16	17	18	19	20	21	22	23	24
Underlying operating margin by product area										
Beauty & Wellbeing	19.7	20.0	21.3	22.0	23.1	20.4	22.1	18.7	18.7	19.4
Personal Care					22.3	22.7	21.3	19.6	20.2	22.1
Foods ^(a)	15.2	15.6	16.8	17.7	19.5	18.9	19.3	17.6	18.6	21.3
Ice Cream					14.1	13.4	13.9	11.7	10.8	11.8
Home Care	8.4	10.9	12.4	13.3	14.8	14.5	13.4	10.8	12.3	14.5
Total	15.6	16.4	17.7	18.6	19.1	18.5	18.4	16.1	16.7	18.4
Underlying operating margin by geographical area										
Asia Pacific Africa	14.3	15.7	17.9	19.2	20.1	19.4	19.9			
The Americas	15.5	17.0	17.7	17.0	18.7	18.5	17.7			
Europe	18.0	16.6	17.4	19.4	17.7	16.5	16.1			
Total	15.6	16.4	17.7	18.6	19.1	18.5	18.4	^(a)		

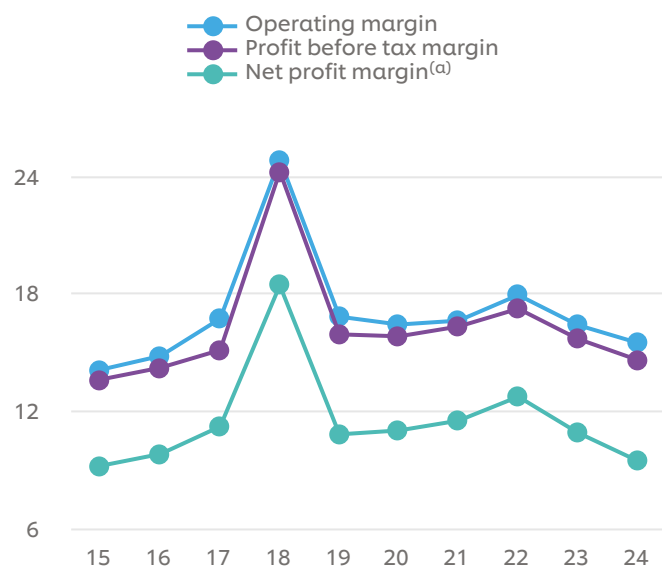
(a) Previously reported as Nutrition.

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

Profit margin

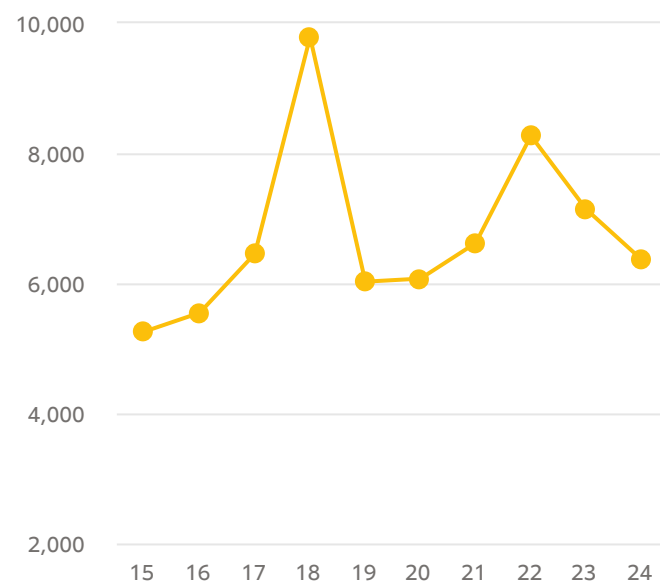
Profit margin

%



Net profit

€ million

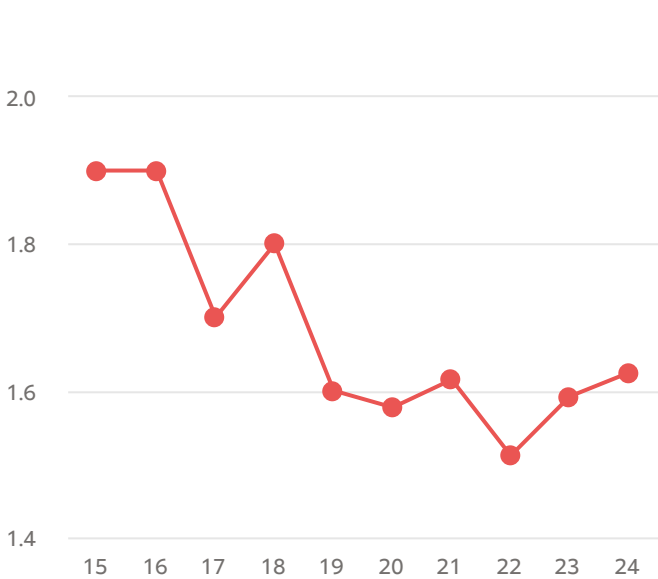


	15	16	17	18	19	20	21	22	23	24
Profit margin %										
Operating margin	14.1	14.8	16.7	24.8	16.8	16.4	16.6	17.9	16.4	15.5
Profit before tax margin	13.6	14.2	15.1	24.2	15.9	15.8	16.3	17.2	15.7	14.6
Net profit margin ^(a)	9.2	9.8	11.2	18.4	10.8	11.0	11.5	12.7	10.9	9.5
€ million										
Operating profit	7,515	7,801	8,957	12,639	8,708	8,303	8,702	10,755	9,758	9,400
Profit before tax	7,220	7,469	8,126	12,360	8,289	7,996	8,556	10,337	9,339	8,869
Net profit	5,259	5,547	6,456	9,788	6,026	6,073	6,621	8,269	7,140	6,369

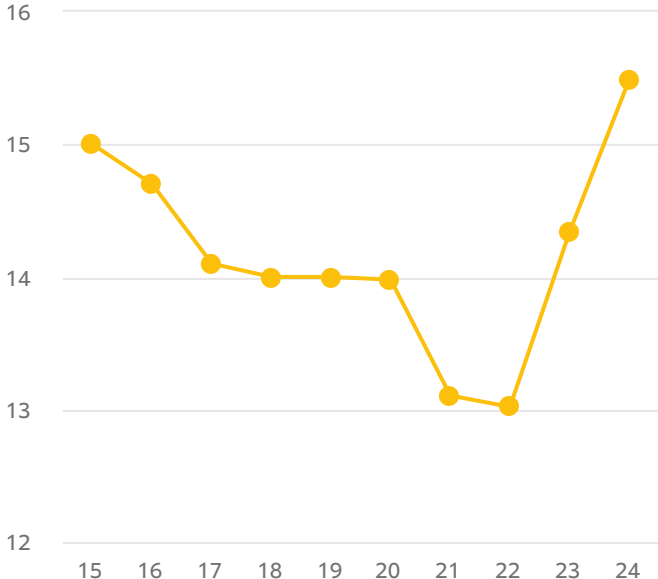
(a) Net profit margin is expressed as a net profit attributable to shareholders' equity as a percentage of turnover.

Research and development, brand and marketing investment

Research and development
as % of turnover



Brand and marketing investment
as % of turnover

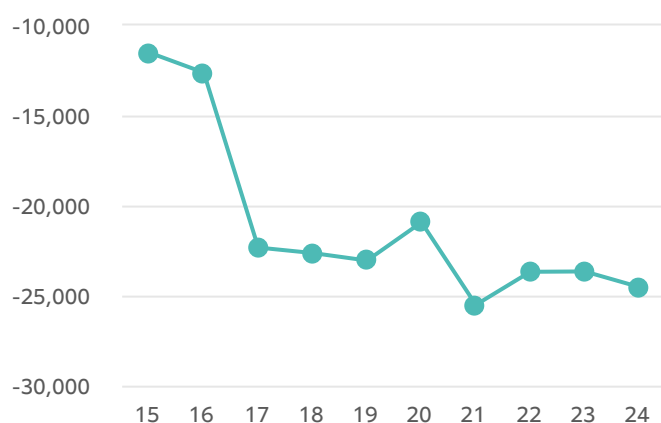


	15	16	17	18	19	20	21	22	23	24
€ million										
Research and development	1,005	978	900	900	840	800	847	908	949	987
Brand and marketing investment	8,003	7,731	7,575	7,150	7,272	7,091	6,873	7,821	8,546	9,410
% of turnover										
● Research and development	1.9	1.9	1.7	1.8	1.6	1.6	1.6	1.5	1.6	1.6
● Brand and marketing investment	15.0	14.7	14.1	14.0	14.0	14.0	13.1	13.0	14.3	15.5

Net funds/(debt) and cash flow

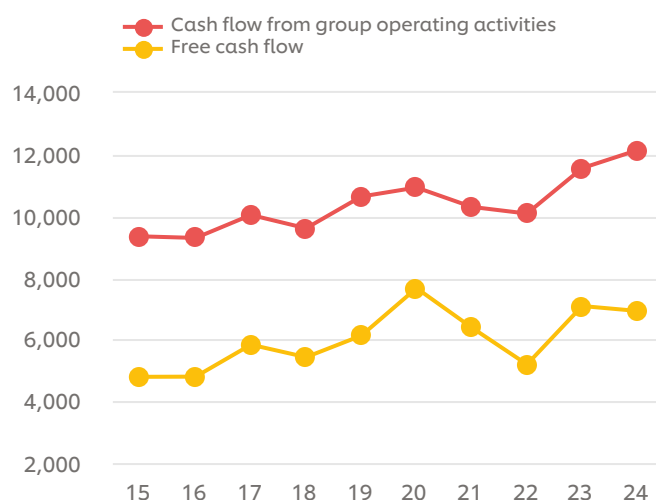
Closing net funds/(debt)

€ million

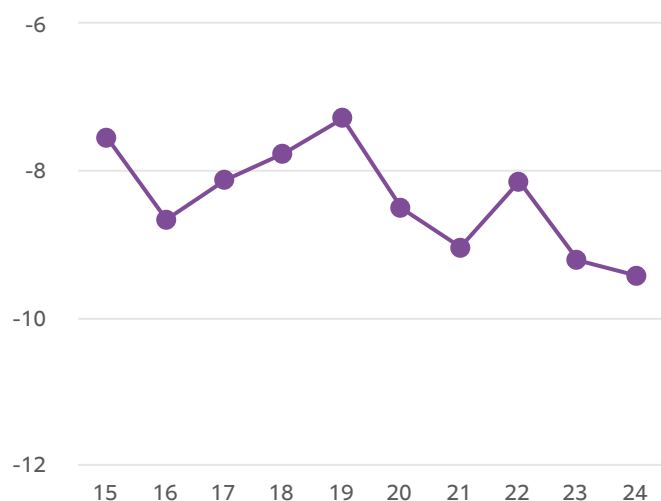


Cash flow from group operating activities & free cash flow

€ million



Working capital ratio as % of turnover



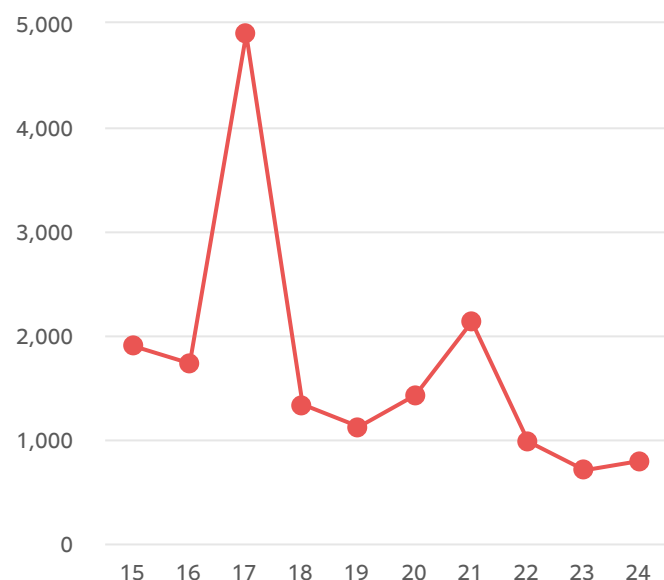
	15	16	17	18	19	20	21	22	23	24
Closing net funds/(debt)^(a)										
€ million	(11,505)	(12,614)	(22,330)	(22,634)	(23,051)	(20,928)	(25,510)	(23,676)	(23,657)	(24,519)
Cash flow from group operating activities										
€ million	9,351	9,298	10,043	9,612	10,641	10,933	10,305	10,089	11,561	12,144
Free cash flow										
€ million	4,796	4,802	5,838	5,433	6,132	7,671	6,393	5,198	7,091	6,932
Working capital as										
% turnover ^(b)	(7.6)	(8.7)	(8.1)	(7.8)	(7.3)	(8.5)	(9.0)	(8.2)	(9.2)	(9.4)

(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).

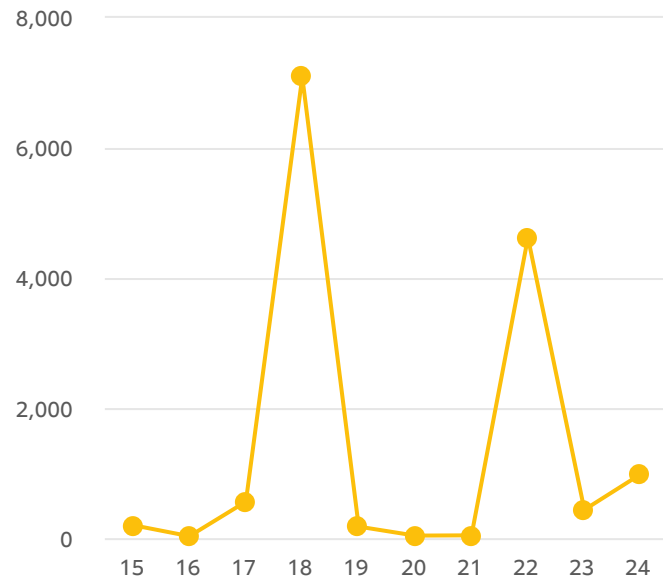
(b) Working capital ratio reflects the yearly average of inventories, trade and other current receivables less trade payables and other current liabilities. In 2024, we have updated our methodology to calculate this average using annual opening and closing balance information.

Acquisitions and disposals

Acquisition of Group companies € million



Disposal of Group companies € million

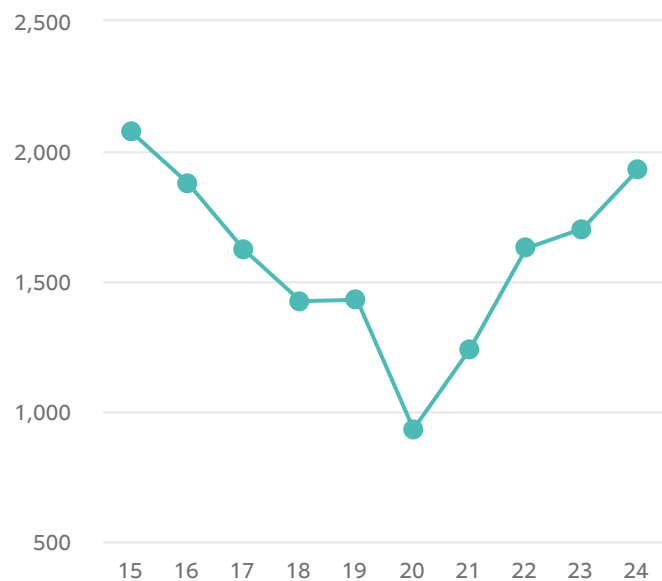


	15	16	17	18	19	20	21	22	23	24
Acquisition of Group companies^(a)										
● € million	1,897	1,731	4,896	1,336	1,122	1,426	2,131	979	704	795
Disposal of Group companies^(a)										
● € million	199	30	561	7,093	177	39	43	4,622	436	985
Number of acquisitions/disposals	12	8	12	9	10	6	6	5	5	5

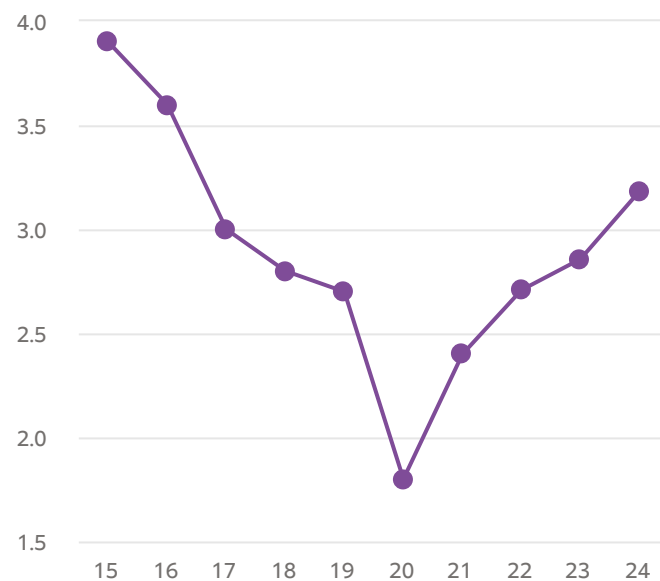
(a) These figures represent the cash outflow and inflow from acquisitions and disposals respectively.

Net capital expenditure

Net capital expenditure € million



Net capital expenditure as % of total turnover

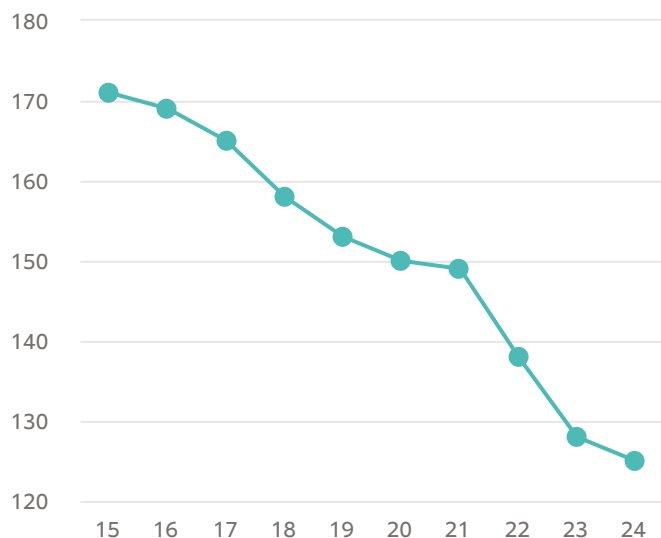


	15	16	17	18	19	20	21	22	23	24
Net capital expenditure^(a)										
● € million	2,074	1,878	1,621	1,424	1,429	932	1,239	1,627	1,703	1,934
● as % of turnover	3.9	3.6	3.0	2.8	2.7	1.8	2.4	2.7	2.9	3.2

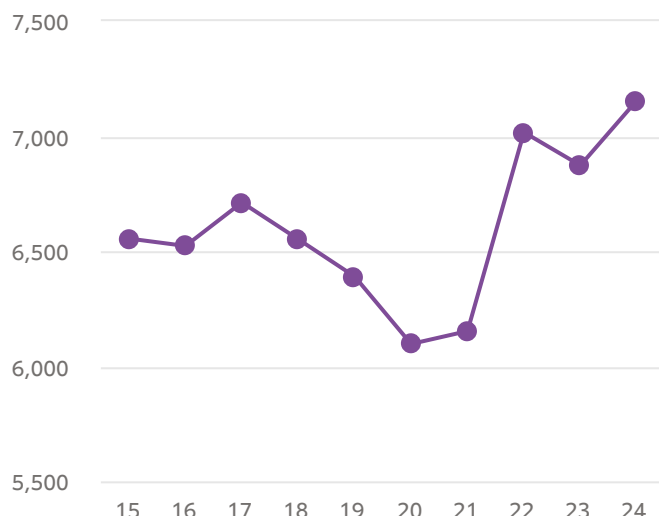
(a) Net capital expenditure is cash flows from purchases and disposals of property, plant and equipment and from purchases and disposals of intangible assets, principally software.

Employee numbers, staff costs and market capitalisation

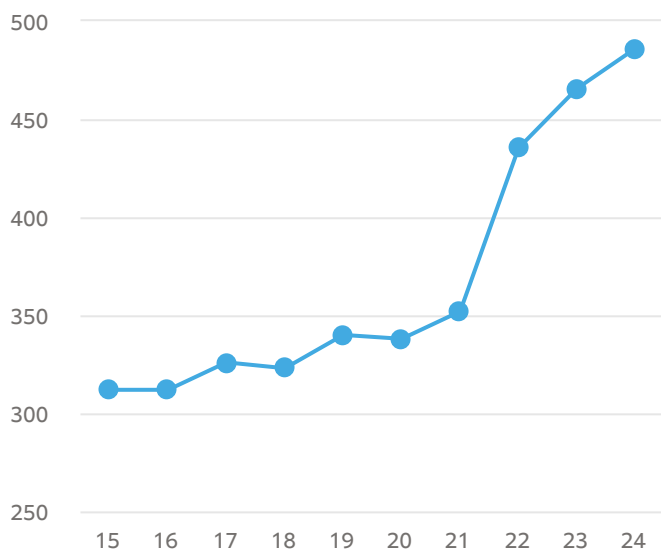
Average number of employees
thousand



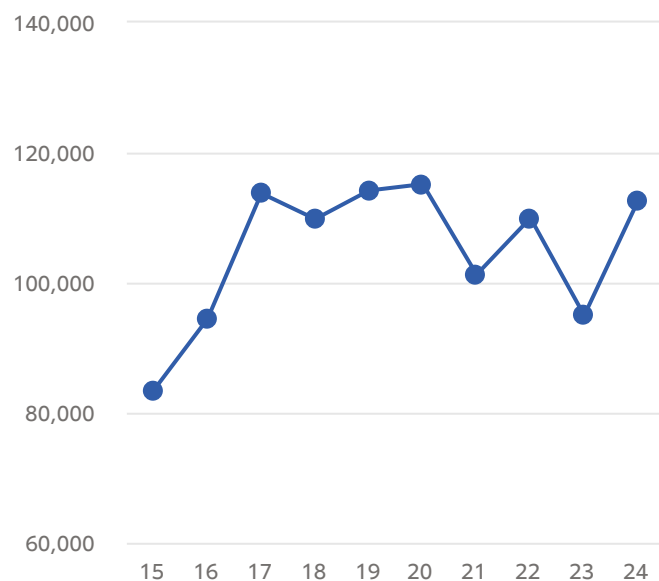
Staff costs
€ million



Turnover per employee
€ thousand



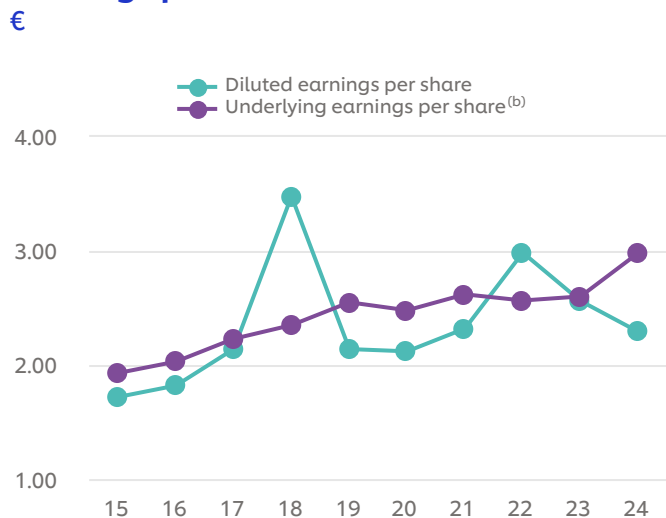
Combined market capitalisation
£ million



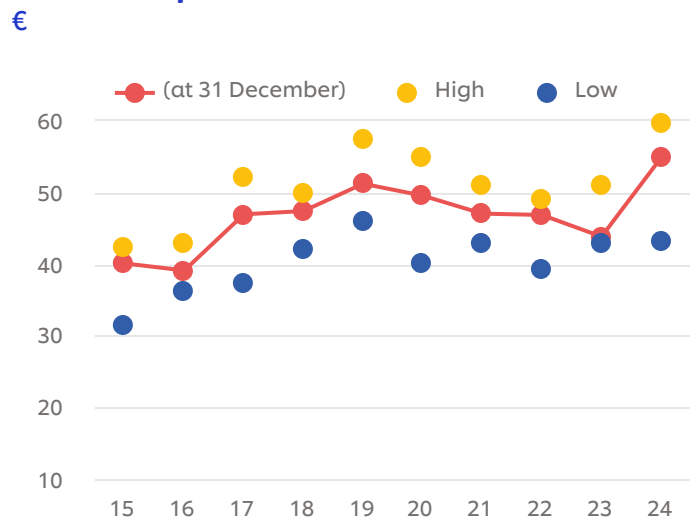
	15	16	17	18	19	20	21	22	23	24
● Average number of employees thousand	171	169	165	158	153	150	149	138	128	125
● Staff costs € million	6,555	6,523	6,712	6,552	6,390	6,097	6,153	7,017	6,873	7,155
● Turnover per employee € thousand	312	312	326	323	340	338	352	435	466	486
● Market capitalisation at 31 December £ million	83,473	94,442	113,744	109,787	114,176	115,157	101,252	109,955	94,962	112,590

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

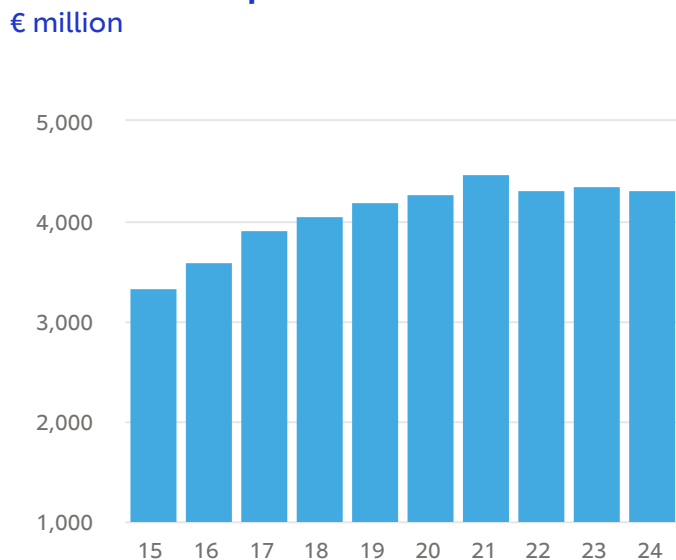
Earnings per share



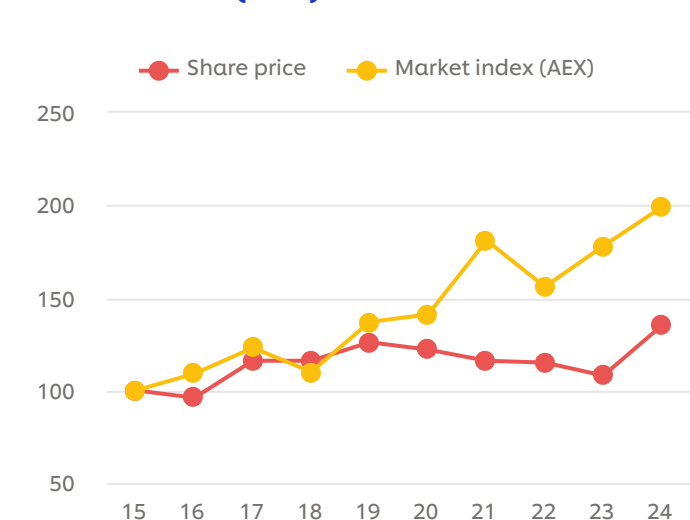
PLC share price in Amsterdam



Cash dividend paid



PLC share price in Amsterdam versus Market Index (AEX)



	15	16	17	18	19	20	21	22	23	24
Earnings per share ^(a)										
Diluted earnings per share	1.72	1.82	2.14	3.48	2.14	2.12	2.32	2.99	2.56	2.29
Underlying earnings per share ^(b)	1.93	2.03	2.23	2.35	2.55	2.48	2.62	2.57	2.60	2.98
PLC share price in Amsterdam € ^(c)										
(at 31 December)	40.11	39.12	46.96	47.42	51.23	49.57	47.06	46.87	43.85	54.88
High	42.48	42.94	52.25	50.00	57.56	55.05	50.97	49.07	50.93	59.66
Low	31.55	36.39	37.40	42.17	46.00	40.29	43.06	39.36	42.97	43.19
Dividend										
Cash dividend paid (€ million)	3,331	3,609	3,916	4,066	4,209	4,279	4,483	4,329	4,363	4,319
Share price versus market index										
PLC/NV Share price in Amsterdam	100	96	116	116	126	122	116	115	108	135
Market index (AEX)	100	109	123	110	137	141	181	156	178	199

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

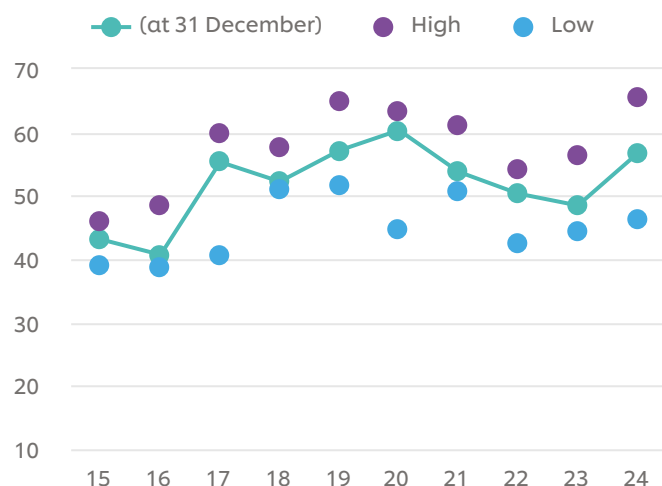
(b) In calculating underlying earnings per share, net profit attributable to shareholders is adjusted to eliminate the impact of non-underlying items.

(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.

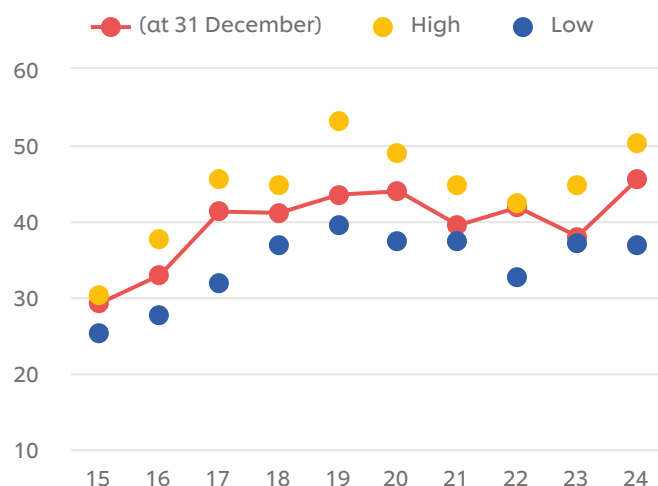
Share information

PLC – US Dollars and PLC – Pounds sterling

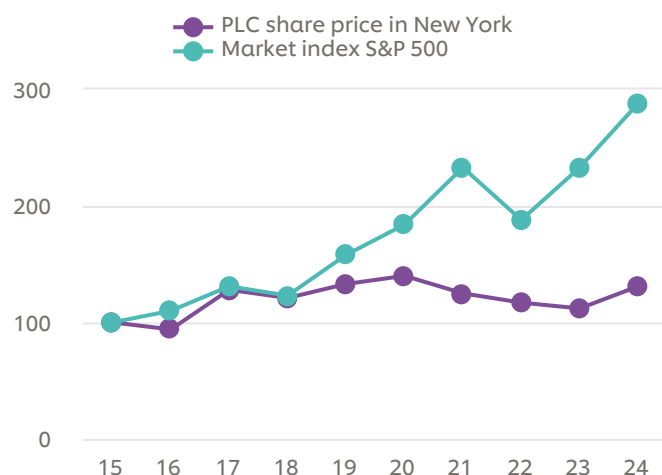
PLC share price in New York US \$



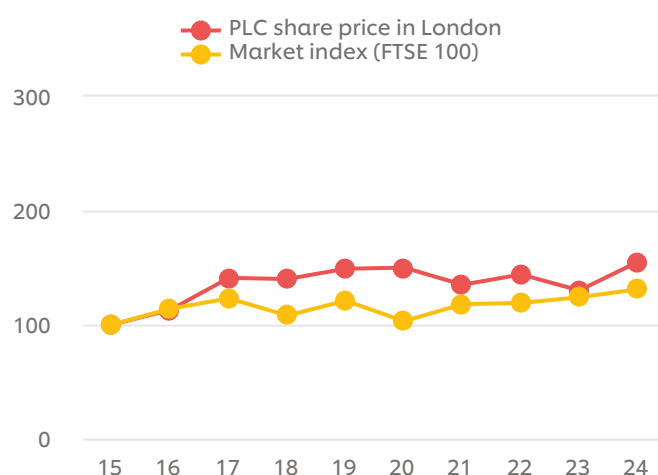
PLC share price in London £



Share price versus Market Index



PLC share price in London versus market index (FTSE100)



	15	16	17	18	19	20	21	22	23	24
PLC share price in New York US \$										
(at 31 December)	43.12	40.70	55.34	52.25	57.17	60.36	53.79	50.35	48.48	56.70
High	46.07	48.63	59.92	57.74	64.83	63.44	61.05	54.36	56.44	65.59
Low	39.03	38.78	40.51	50.97	51.60	44.62	50.61	42.44	44.34	46.47
PLC share price in London £										
(at 31 December)	29.26	32.93	41.26	41.09	43.50	43.92	39.46	41.82	38.00	45.48
High	30.15	37.64	45.49	44.86	53.24	48.92	44.67	42.50	44.83	50.34
Low	25.24	27.63	31.91	36.95	39.41	37.26	37.33	32.68	37.17	36.94
Share price versus market index										
PLC Share price index	100	94	128	121	133	140	125	117	112	131
Market index (Standard & Poor's)	100	110	131	123	158	184	233	188	233	288
Share price versus market index										
PLC share price in London	100	113	141	140	149	150	135	144	130	155
Market index (FTSE 100)	100	114	123	108	121	103	118	119	124	131

For further information about
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