This presentation may contain forward-looking statements, including ‘forward-looking statements’ within the meaning of the United States Private Securities Litigation Reform Act of 1995. Words such as ‘will’, ‘aim’, ‘expects’, ‘anticipates’, ‘intends’, ‘looks’, ‘believes’, ‘vision’, or the negative of these terms and other similar expressions of future performance or results, and their negatives, are intended to identify such forward-looking statements. Forward-looking statements also include, but are not limited to, statements and information regarding the Unilever Group’s (the ‘Group’) emissions reduction targets and other climate change related matters (including actions, potential impacts and risks associated therewith). These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Group. They are not historical facts, nor are they guarantees of future performance or outcomes.

Because these forward-looking statements involve risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements. Among other risks and uncertainties, the material or principal factors which could cause actual results to differ materially are: Unilever’s global brands not meeting consumer preferences; Unilever’s ability to innovate and remain competitive; Unilever’s investment choices in its portfolio management; the effect of climate change on Unilever’s business; Unilever’s ability to find sustainable solutions to its plastic packaging; significant changes or deterioration in customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain and distribution; increases or volatility in the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; execution of acquisitions, divestitures and business transformation projects; economic, social and political risks and natural disasters; financial risks; failure to meet high and ethical standards; and managing regulatory, tax and legal matters. A number of these risks have increased as a result of the current Covid-19 pandemic.

These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, the Group expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in the Group’s expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.

Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext Amsterdam and the US Securities and Exchange Commission, including in the Unilever Annual Report and Accounts 2021.
Q3 Highlights

- Double-digit growth in Q3, full-year guidance raised
- Price-led with limited volume impact
- Big brands outperformed, driven by investment and innovation
- New organisation bringing speed and agility
Another strong quarter of growth

Q3 growth

10.6%
Underlying sales growth

12.5% (1.6)%
UPG UVG

YTD growth

8.9%
Underlying sales growth

10.7% (1.6)%
UPG UVG

Price growth

UPG

Price growth

UVG

Competitive growth

50%
% Business Winning MAT\(^1\)

\(^1\)Moving Annual Total / Last 52 weeks
Continued progress in line with strategic priorities

<table>
<thead>
<tr>
<th>Win with <strong>brands</strong> and innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>12</strong></td>
</tr>
<tr>
<td>€1bn+ brands</td>
</tr>
<tr>
<td><strong>51%</strong></td>
</tr>
<tr>
<td>of turnover</td>
</tr>
<tr>
<td><strong>14%</strong></td>
</tr>
<tr>
<td>Q3’22 USG</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Move <strong>portfolio</strong> into high growth spaces</th>
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</thead>
<tbody>
<tr>
<td><strong>Prestige and Health &amp; Wellbeing grew double-digit</strong></td>
</tr>
<tr>
<td><strong>Acquired Nutrafol</strong></td>
</tr>
<tr>
<td><strong>Tea sale completed</strong></td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Accelerate <strong>USA, India, China</strong> and EMs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Q3’22 USG</strong></td>
</tr>
<tr>
<td><strong>8.6%</strong></td>
</tr>
<tr>
<td><strong>16.1%</strong></td>
</tr>
<tr>
<td><strong>1.1%</strong></td>
</tr>
<tr>
<td><strong>13.3%</strong></td>
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<table>
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<tr>
<th>Lead in <strong>channels</strong> of the future</th>
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</thead>
<tbody>
<tr>
<td><strong>14%</strong></td>
</tr>
<tr>
<td>eCom % TO</td>
</tr>
<tr>
<td><strong>20%</strong></td>
</tr>
<tr>
<td>eCom Q3’22 USG</td>
</tr>
</tbody>
</table>
Future-fit organisation already enabling better execution

Unilever Corporate Centre

Beauty & Wellbeing
- Dove
- sunsilk
- LIQUID
- dermalogica

Personal Care
- Dove
- Rexona
- AXE
- Signal

Home Care
- OMO
- Sunlight
- Comfort
- CIF

Nutrition
- Knorr
- HELLMANN’S
- COMPLEMENTS
- MAILLE

Ice Cream
- Unilever
- BEN & JERRY’S
- CORNÉTTE

Unilever Business Operations

Speed
Product rationalisation rapidly executed in Personal Care

Simplification
Cross-border supply chain consolidation in North America Nutrition

Business Operations
Accelerated move to Cloud infrastructure
Beauty & Wellbeing
Beauty & Wellbeing

- Double-digit growth in Prestige and Health & Wellbeing
- Sunsilk and Clear driving strong performance in Hair
- Small decline in China, impacted by continued lockdowns

<table>
<thead>
<tr>
<th></th>
<th>USG</th>
<th>UPG</th>
<th>UVG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3'21</td>
<td>7.2%</td>
<td>7.3%</td>
<td>6.7%</td>
</tr>
<tr>
<td>Q4'21</td>
<td>7.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q1'22</td>
<td>7.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q2'22</td>
<td></td>
<td></td>
<td>9.5%</td>
</tr>
<tr>
<td>Q3'22</td>
<td></td>
<td></td>
<td>(0.6)%</td>
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</tbody>
</table>
Brand and innovation highlights

**Gorgeous hair through new nanoplex technology**

**4x larger than at acquisition**

**Enters bond-building premium hair care category**
Personal Care

8.9% USG  (4.1)% UVG  13.5% UPG

- Deodorants performed strongly driven by double-digit growth from Dove, Rexona and Axe

- Skin Cleansing volumes declined as a result of pricing and supply constraints

- Pepsodent drove growth in Oral Care
Brand and innovation highlights

**Dove**
- Microbiome nutrient serum moisturises dry skin in just one shower

**Rexona**
- Superior technology driving accelerated growth across many markets

**LUX**
- Clinically proven skin care benefits offering a spot-less glow
Home Care

<table>
<thead>
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<th></th>
<th>USG</th>
<th>UPG</th>
<th>UVG</th>
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</thead>
<tbody>
<tr>
<td>Q3'21</td>
<td>13.6%</td>
<td>1.4%</td>
<td>(3.6)%</td>
</tr>
<tr>
<td>Q4'21</td>
<td></td>
<td>5.0%</td>
<td></td>
</tr>
<tr>
<td>Q1'22</td>
<td></td>
<td>9.2%</td>
<td></td>
</tr>
<tr>
<td>Q2'22</td>
<td></td>
<td>12.2%</td>
<td></td>
</tr>
<tr>
<td>Q3'22</td>
<td></td>
<td>13.6%</td>
<td>17.8%</td>
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</tbody>
</table>

- Fabric Cleaning grew double-digit, driven by Dirt is Good, Surf and Radiant
- Continued growth momentum in Fabric Enhancers, supported by Comfort
- Home & Hygiene growth slowed as Covid effects fade
Brand and innovation highlights

Bio-enzymes tougher on grease and encrusted food

Surf Excel driving high growth in India Fabric Cleaning

Patented Pro-Fibre technology prevents clothes damage
Nutrition
Nutrition

11.8% USG
0.1% UVG
11.7% UPG

• 20%+ growth in Dressings, with strong pricing and positive volume from Hellmann’s

• Growth broad-based with most geographies delivering high-single digits or better

• Unilever Food Solutions continues to be above pre-Covid levels
Brand and innovation highlights

Hellmann’s campaign driving double-digit growth

Zero salt bouillon drives category growth

Strong quarter with return to pre-Covid volumes
Ice Cream
• Double-digit growth in key markets driven by Magnum, Wall’s and Cornetto

• Out-of-Home channel recovering, but volume remains below pre-pandemic levels

• Strong supply chain responded well to weather-driven volume surge in Europe
Brand and innovation highlights

- **Gen Z-targeted innovation in China**
- **Classic remix supporting double-digit growth**
- **Strong growth from Ice Cream Now**
Underlying Sales Growth

<table>
<thead>
<tr>
<th></th>
<th>USG</th>
<th>UVG</th>
<th>UPG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q3'21</td>
<td>2.5%</td>
<td>4.9%</td>
<td>7.3%</td>
</tr>
<tr>
<td>Q4'21</td>
<td>4.9%</td>
<td>7.3%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Q1'22</td>
<td>7.3%</td>
<td>8.8%</td>
<td>10.6%</td>
</tr>
<tr>
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<td>10.6%</td>
<td>12.5%</td>
</tr>
<tr>
<td>Q3'22</td>
<td>10.6%</td>
<td>(1.6)%</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

• Another quarter of price-led growth in challenging conditions
• Pricing sequentially stepped up
• Volumes resilient
Regional growth by quarter

**Asia Pacific Africa**
€7bn TO

- Q3'21: 2.3%
- Q4'21: 5.7%
- Q1'22: 9.1%
- Q2'22: 9.0%
- Q3'22: 12.5%

**Latin America**
€2bn TO

- Q3'21: 8.7%
- Q4'21: 8.5%
- Q1'22: 9.8%
- Q2'22: 16.8%
- Q3'22: 17.6%

**North America**
€3.5bn TO

- Q3'21: 2.0%
- Q4'21: 6.5%
- Q1'22: 8.5%
- Q2'22: 8.9%
- Q3'22: 8.3%

**Europe**
€3bn TO

- Q3'21: 0.3%
- Q4'21: (0.8)%
- Q1'22: 0.7%
- Q2'22: 4.6%
- Q3'22: 8.9%

- Q3'21: (4.6)%
Q3 2022: Turnover growth

- **USG 10.6%**: 12.5%
- **A&D (2.1%)**: 1.0% (3.1%)
- **Currency**: 8.8%

Total turnover: €15.8bn

- Q3 2021: €13.5bn
Net material inflation (NMI) expected to continue into H1 2023

<table>
<thead>
<tr>
<th>Commodity costs</th>
<th>Supplier conversion costs</th>
<th>Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher year-on-year raw material costs, partly a result of favourable covers in H1 2022</td>
<td>Labour and energy inflation affecting raw material processing costs for suppliers</td>
<td>USD strength raises the local cost of raw materials</td>
</tr>
</tbody>
</table>

Our current estimate for NMI in H1 2023 is in the region of €2bn, with a range of possible outcomes.
Outlook

2022 Priorities

- Continuing growth momentum
- Invest for growth while managing inflationary pressure
- Embed new operating model
  - Maintaining cost and savings discipline

2022 Guidance

- Expect growth above 8%, with more negative volume growth than in the first nine months
- Increased levels of spend in BMI, R&D and Capex
- FY UOM of 16%, within 16-17% range
  - Expect to improve margin in 2023 and 2024

2022 Guidance