

### **Response to questions on Climate**

As set out in our Climate Transition Action Plan (CTAP), Unilever has a long-term ambition to reach net zero emissions across our value chain by 2039. Our CTAP sets out our near-term (2030) absolute greenhouse gas reduction targets and how we intend to progress towards them. These near-term targets are validated by the Science Based Targets Initiative (SBTi).

For our own emissions (Scope 1 & 2), where we have direct control, our target is 100% reduction by 2030. Our progress on this is strong – we achieved a 77% reduction by the end of 2025, thanks to continued investment in energy efficiency, renewable energy and the decarbonisation of heating in our factories.

For the emissions in our wider value chain (Scope 3), where we are not in direct control, our target is to reduce in absolute terms our Scope 3 energy and industrial emissions by 42% by 2030, and our Scope 3 forest, land use and agriculture emissions by 30.3% by 2030, both against a 2021 baseline. Scope 3 reductions are more challenging as they are outside our direct control, but we are starting to see our efforts reflected in our footprint: as at the end of 2025 we have achieved a 11% reduction in energy & industrial emissions and a 17% reduction in forest, land and agriculture emissions (in each case versus a 2021 baseline).

As a company dependent on raw materials embedded in complex supply chains, our progress is heavily influenced by the pace of global decarbonisation. That's why, as well as our targets, our CTAP places a big emphasis on the importance of collaboration and policy advocacy to help accelerate the global transition to net zero.

Click here to read Unilever's [Climate Transition Action Plan](#), which contains more detailed information about our climate strategy and targets.

### **Response to questions on Foods/McCormick**

Unilever PLC and McCormick & Company, Inc. announced on 31 March 2026 that they have entered into an agreement to combine Unilever's Foods business with McCormick.

The combination will create a scaled, global flavour powerhouse, bringing together two industry-leading, culturally aligned foods businesses with strong momentum, superior top line growth and enhanced value creation. The transaction is fully aligned with Unilever's strategy to create a sharper, more focused business.

The separation of Unilever Foods will position Unilever as a leading pureplay HPC company, with €39 billion of revenues based on fiscal year 2025 and a sector-leading growth profile. Post-completion, Unilever will operate across Beauty, Wellbeing, Personal Care and Home Care, with leading positions in attractive categories, fast-growing geographies and channels through a portfolio of high-performing, innovative brands.

Click here to read more on [Unilever Foods to combine with McCormick | Unilever](#)

# Annual General Meeting 2026

## Pre-submitted shareholder question responses



### **Response to questions on Living Wage**

Unilever has a long-term ambition to help provide a decent livelihood for people across our value chain, including by earning a living wage, with a particular focus on smallholder farmers, suppliers and small-scale retailers.

To achieve this, we are taking a two-pronged approach: implementing targeted livelihoods programmes and partnering for systems change, recognising that progress at scale requires collective action.

We achieved living wage compliance across our own operations in 2020 and have since focused on extending this into our value chain through supplier engagement. By 2025, 43% of our procurement spend was with suppliers that have signed the Living Wage Promise, placing them on a defined pathway to close living wage gaps. Our target for 2026 is 50%.

Improving livelihoods is critical to building a more resilient value chain. Poverty and inequality present direct business risks by limiting sales opportunities, reducing productivity and resilience, impacting our licence to operate, and eroding trust in business. Addressing these challenges strengthens both our value chain and long-term business performance.

We remain focused on delivering our near-term targets and will set out our post-2026 ambitions in due course.

Click here to read more about Unilever's [Livelihoods work](#).

### **Response to questions on nutrition policy**

Nutrition continues to be a strategic focus area for Foods. We continue to report annually against six government-endorsed Nutrient Profiling Models (NPM), and we have met our commitment for 85% of our portfolio to meet Unilever's Science-based Nutrition Criteria (USNC) by 2028 – our focus is now on maintaining this. Innovations in our Foods business must be compliant with USNC - exemptions are rare and must include a roadmap to improve the product's nutrient profile.

In the UK, we support the principle behind the UK Government's plans of introducing proportionate and practical retailer mandatory healthy sales reporting, creating a level playing field and boosting system-wide progress. We already assess and report our portfolio against six global nutrient profiling models, including the current UK NPM, alongside our own science-based nutrition criteria.

Click here to read more about [Unilever's Nutrition Standards](#).