Unilever

July 2026

Unilever Historical Financials - HPC + Retained Foods

This document provides supplementary, indicative financial information for selected historical periods relating to Beauty & Wellbeing, Personal Care and Home Care, which together comprise our Home & Personal Care ("HPC") operations, and for our retained Foods business. Together, these are referred to as "HPC + Retained Foods".

The information is provided to support transparency and help investors and analysts understand historical trends. It is historical and non-statutory in nature, and should not be considered a complete presentation of the historical financial profile of the contemplated Unilever HPC + Retained Foods perimeter following the announced combination of Unilever Foods and McCormick on 31 March 2026.

Reporting basis

Unilever will continue to report performance across its four Business Groups during 2026, including Foods, until the detailed carve-out process is completed and the criteria for classification as discontinued operations, if applicable, are met.

Basis and limitations of the information

The information does not represent financial results prepared on a fully separated or standalone basis, and a detailed carve-out of the Foods business has not yet been completed.

As a result, the information may not be directly comparable to future reported results for HPC + Retained Foods, or to any future discontinued operations presentation. The information may also change, as the carve-out process progresses and methodologies, allocations and assumptions are refined.

This document does not constitute pro forma financial information prepared in accordance with applicable accounting or regulatory requirements. The information presented does not represent, and should not be interpreted as, discontinued operations under applicable accounting standards.

The information should not be relied upon as a substitute for statutory financial information. No representation or warranty is made as to its accuracy, completeness or reliability.

For any questions about this release, please contact investor.relations@unilever.com or any member of the Investor Relations team.

Quarterly topline trends by Business Group - Unilever HPC + Retained Foods

This section includes Business Group details for underlying sales growth (USG), underlying volume growth (UVG), underlying price growth (UPG), and turnover

(unaudited)	2023				2024				2025				2026
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
USG (%)													
Unilever HPC + Retained Foods	**10.4%**	**8.1%**	**6.7%**	**5.2%**	**5.0%**	**5.3%**	**4.1%**	**4.3%**	**3.2%**	**3.3%**	**4.1%**	**4.9%**	**4.5%**
Beauty & Wellbeing	9.3%	8.8%	7.4%	7.9%	7.4%	6.8%	6.7%	5.2%	4.1%	3.4%	5.1%	4.7%	3.6%
Personal Care	12.7%	9.0%	8.0%	6.4%	4.8%	6.4%	4.4%	5.3%	5.1%	4.5%	4.1%	5.1%	3.7%
Home Care	10.2%	6.7%	5.3%	1.7%	3.1%	3.4%	1.9%	3.0%	0.9%	1.8%	3.1%	4.7%	6.1%
Retained Foods	2.6%	6.3%	2.4%	1.5%	2.9%	-2.2%	-1.5%	-0.1%	-2.1%	4.1%	3.2%	5.9%	5.2%
UPG (%)													
Unilever HPC + Retained Foods	**9.6%**	**6.0%**	**4.3%**	**2.2%**	**1.4%**	**0.7%**	**0.3%**	**1.0%**	**1.4%**	**2.4%**	**2.2%**	**2.2%**	**1.1%**
Beauty & Wellbeing	6.5%	3.7%	3.6%	1.5%	1.7%	1.3%	0.9%	1.2%	1.5%	2.4%	2.7%	1.8%	1.6%
Personal Care	9.4%	5.4%	4.0%	3.8%	3.4%	1.9%	1.3%	1.6%	2.4%	4.3%	3.1%	4.5%	2.5%
Home Care	13.4%	9.0%	4.8%	0.9%	-1.1%	-1.4%	-1.4%	-0.3%	0.0%	0.4%	0.6%	0.6%	-0.1%
Retained Foods	5.1%	5.8%	8.4%	4.8%	3.6%	1.3%	-0.1%	4.7%	4.4%	2.0%	2.4%	-0.5%	-3.7%
UVG (%)													
Unilever HPC + Retained Foods	**0.8%**	**2.0%**	**2.3%**	**2.9%**	**3.5%**	**4.6%**	**3.8%**	**3.3%**	**1.7%**	**0.9%**	**1.9%**	**2.6%**	**3.3%**
Beauty & Wellbeing	2.6%	4.9%	3.6%	6.3%	5.6%	5.4%	5.7%	3.9%	2.5%	1.0%	2.3%	2.8%	1.9%
Personal Care	3.0%	3.4%	3.9%	2.5%	1.4%	4.4%	3.1%	3.6%	2.7%	0.2%	1.0%	0.6%	1.1%
Home Care	-2.8%	-2.1%	0.4%	0.8%	4.3%	4.9%	3.3%	3.3%	1.0%	1.3%	2.5%	4.0%	6.2%
Retained Foods	-2.4%	0.4%	-5.6%	-3.1%	-0.7%	-3.4%	-1.4%	-4.6%	-6.2%	2.1%	0.8%	6.5%	9.2%
Turnover (€ million)													
Unilever HPC + Retained Foods	**10,055**	**10,089**	**10,185**	**9,956**	**10,172**	**10,338**	**10,038**	**9,894**	**9,971**	**9,720**	**9,677**	**9,685**	**9,693**
Beauty & Wellbeing	3,089	3,143	3,106	3,181	3,187	3,343	3,276	3,310	3,280	3,219	3,175	3,189	3,103
Personal Care	3,397	3,519	3,597	3,404	3,409	3,531	3,393	3,235	3,260	3,296	3,316	3,307	3,278
Home Care	3,173	3,057	3,084	2,974	3,191	3,113	2,993	2,960	3,057	2,865	2,835	2,830	2,977
Retained Foods	396	370	399	397	385	351	376	389	374	340	350	359	334

Underlying sales growth (USG), underlying volume growth (UVG) and underlying price growth (UPG) are non-GAAP measures (see page 12)

Retained Foods figures reflected above represent a simplified and partial view of what will be retained, based on currently available information, to support transparency and general understanding of historical trends for investors and analysts. Therefore this primarily reflects the India Foods business, not the entire perimeter that will be retained

Quarterly topline trends by Geographical Area - Unilever HPC + Retained Foods

This section includes Geographical Area details for underlying sales growth (USG), underlying volume growth (UVG) and underlying price growth (UPG)

Turnover (€ million) *unaudited*	2023				2024				2025				2026
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Emerging markets	6,611	6,556	6,633	6,400	6,726	6,676	6,408	6,227	6,381	6,084	5,940	6,001	6,150
Developed markets	3,444	3,533	3,552	3,557	3,446	3,662	3,630	3,668	3,590	3,636	3,736	3,683	3,543
The Americas	3,663	3,841	3,800	3,714	3,787	3,975	3,722	3,746	3,726	3,648	3,581	3,677	3,711
North America	2,205	2,234	2,149	2,192	2,108	2,261	2,172	2,243	2,233	2,198	2,227	2,254	2,188
Latin America	1,458	1,607	1,651	1,521	1,679	1,714	1,550	1,504	1,493	1,450	1,354	1,423	1,523
Asia Pacific Africa	5,219	5,009	5,013	4,934	5,069	4,998	4,879	4,785	4,903	4,661	4,606	4,618	4,638
Europe	1,173	1,239	1,372	1,309	1,317	1,365	1,437	1,363	1,342	1,411	1,489	1,389	1,344

2026 *unaudited*	Q1		
	USG	UPG	UVG
Emerging markets	6.1%	1.4%	4.7%
Developed markets	1.6%	0.7%	0.9%
The Americas	4.6%	1.9%	2.6%
North America	2.8%	0.6%	2.2%
Latin America	7.3%	3.8%	3.4%
Asia Pacific Africa	5.9%	0.7%	5.2%
Europe	-0.8%	1.0%	-1.8%
Unilever HPC + Foods	**4.5%**	**1.1%**	**3.3%**

2025 *unaudited*	Q1			Q2			Q3			Q4			H1			FY		
	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG
Emerging markets	1.2%	1.8%	-0.6%	2.4%	2.9%	-0.5%	3.2%	3.0%	0.2%	6.2%	2.5%	3.6%	1.8%	2.3%	-0.5%	3.2%	2.6%	0.7%
Developed markets	7.0%	0.8%	6.2%	4.8%	1.5%	3.3%	5.7%	0.9%	4.7%	2.6%	1.7%	0.9%	5.9%	1.1%	4.7%	5.0%	1.2%	3.7%
The Americas	5.1%	2.8%	2.2%	2.8%	4.1%	-1.3%	3.0%	2.5%	0.5%	3.2%	4.3%	-1.1%	3.9%	3.5%	0.4%	3.5%	3.4%	0.0%
North America	8.4%	1.2%	7.1%	5.6%	2.4%	3.1%	7.4%	0.3%	7.2%	3.4%	2.0%	1.4%	7.0%	1.8%	5.0%	6.2%	1.5%	4.6%
Latin America	0.8%	5.3%	-4.3%	-1.1%	6.6%	-7.2%	-3.1%	6.0%	-8.6%	2.9%	7.8%	-4.6%	-0.2%	5.9%	-5.8%	-0.2%	6.4%	-6.2%
Asia Pacific Africa	1.3%	0.7%	0.5%	3.6%	1.6%	2.0%	5.5%	2.2%	3.3%	7.2%	1.0%	6.1%	2.4%	1.2%	1.2%	4.4%	1.4%	3.0%
Europe	5.1%	0.0%	5.0%	3.6%	0.5%	3.1%	2.3%	1.6%	0.7%	1.4%	0.8%	0.6%	4.3%	0.3%	4.0%	3.0%	0.7%	2.3%
Unilever HPC + Foods	**3.2%**	**1.4%**	**1.7%**	**3.3%**	**2.4%**	**0.9%**	**4.1%**	**2.2%**	**1.9%**	**4.9%**	**2.2%**	**2.6%**	**3.2%**	**1.9%**	**1.3%**	**3.9%**	**2.1%**	**1.8%**

2024 *unaudited*	Q1			Q2			Q3			Q4			H1			FY		
	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG
Emerging markets	5.0%	0.3%	4.6%	3.4%	-1.0%	4.5%	1.7%	-0.5%	2.1%	2.5%	2.1%	0.3%	4.2%	-0.3%	4.5%	3.1%	0.3%	2.8%
Developed markets	5.1%	3.6%	1.4%	7.4%	2.6%	4.7%	9.0%	1.8%	7.1%	7.7%	-0.9%	8.6%	6.5%	1.8%	4.6%	6.4%	1.1%	5.2%
The Americas	5.8%	1.4%	4.3%	6.7%	1.2%	5.4%	6.6%	1.2%	5.3%	5.8%	1.1%	4.7%	6.3%	1.3%	4.9%	6.3%	1.2%	5.0%
North America	3.2%	2.8%	0.4%	5.2%	1.2%	4.0%	8.4%	1.4%	6.9%	7.8%	-0.7%	8.6%	4.3%	2.0%	2.2%	6.2%	1.1%	5.0%
Latin America	9.9%	-0.5%	10.4%	8.9%	1.3%	7.5%	4.2%	1.1%	3.1%	3.1%	3.8%	-0.7%	9.4%	0.4%	8.9%	6.4%	1.4%	4.9%
Asia Pacific Africa	3.1%	0.3%	2.7%	2.7%	-0.2%	2.9%	1.4%	0.2%	1.2%	2.4%	1.2%	1.2%	2.9%	0.0%	2.8%	2.4%	0.4%	2.0%
Europe	10.9%	6.2%	4.5%	11.5%	2.6%	8.7%	7.9%	-1.6%	9.7%	7.4%	0.2%	7.2%	11.2%	4.3%	6.6%	9.4%	1.7%	7.6%
Unilever HPC + Foods	**5.0%**	**1.4%**	**3.5%**	**5.3%**	**0.7%**	**4.6%**	**4.1%**	**0.3%**	**3.8%**	**4.3%**	**1.0%**	**3.3%**	**5.1%**	**1.1%**	**4.0%**	**4.7%**	**0.9%**	**3.8%**

2023 *unaudited*	Q1			Q2			Q3			Q4			H1			FY		
	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG	USG	UPG	UVG
Emerging markets	11.5%	11.5%	0.0%	10.3%	6.2%	3.8%	8.2%	4.3%	3.7%	3.6%	0.5%	3.1%	12.5%	9.0%	3.2%	7.9%	6.2%	1.6%
Developed markets	8.3%	5.9%	2.3%	5.6%	5.7%	0.0%	3.8%	4.3%	-0.4%	8.4%	5.7%	2.6%	5.8%	6.3%	-0.5%	6.3%	2.9%	3.3%
The Americas	12.4%	9.0%	3.2%	9.1%	4.5%	4.4%	8.1%	2.9%	5.0%	11.8%	2.3%	9.3%	10.7%	6.6%	3.8%	10.3%	4.5%	5.5%
North America	8.2%	4.0%	4.1%	5.4%	1.4%	3.9%	4.0%	1.1%	2.9%	10.1%	2.5%	7.4%	6.8%	2.7%	4.0%	6.9%	2.2%	4.6%
Latin America	19.4%	17.5%	1.6%	14.8%	9.2%	5.2%	14.3%	5.5%	8.3%	14.2%	2.1%	11.8%	16.9%	13.0%	3.5%	15.5%	7.9%	7.0%
Asia Pacific Africa	9.4%	9.5%	0.0%	8.4%	5.5%	2.7%	5.5%	3.0%	2.4%	1.5%	0.6%	0.9%	8.9%	7.5%	1.3%	6.1%	4.5%	1.5%
Europe	9.2%	11.9%	-2.4%	4.1%	12.8%	-7.7%	8.0%	14.2%	-5.4%	2.9%	9.2%	-5.8%	6.6%	12.4%	-5.2%	6.0%	12.0%	-5.4%
Unilever HPC + Foods	**10.4%**	**9.6%**	**0.8%**	**8.1%**	**6.0%**	**2.0%**	**6.7%**	**4.3%**	**2.3%**	**5.2%**	**2.2%**	**2.9%**	**9.2%**	**7.7%**	**1.4%**	**7.5%**	**5.4%**	**2.0%**

Underlying sales growth (USG), underlying volume growth (UVG) and underlying price growth (UPG), are non-GAAP measures (see page 12)

Retained Foods figures reflected above represents a simplified and partial view of what will be retained, based on currently available information, to support transparency and general understanding of historical trends for investors and analysts. Therefore this primarily reflects the India Foods business, not the entire perimeter that will be retained

Detailed segment information – Business Groups

This section includes the Business Group information tables that are part of the notes to the condensed financial statements in our quarterly press releases. Tables are provided for:

- First – Fourth Quarter, First Half, Nine Months, Full Year 2024 vs 2023
- First – Fourth Quarter, First Half, Nine Months, Full Year 2025 vs 2024
- First Quarter 2026 vs 2025

First and Second Quarter 2024 vs. 2023 *(unaudited)*

First Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	3,089	3,397	3,173	395.6	10,055
2024	3,187	3,409	3,191	385	10,172
Turnover growth [(a)] (%)	3.1%	0.4%	0.6%	-2.7%	1.2%
Impact of:					
Acquisitions (%)	0.8%	0.0%	0.0%	0.0%	0.2%
Disposals (%)	(2.5)%	(2.7)%	0.0%	(3.3)%	(1.8)%
Currency-related items *(%)* , of which:	(2.3)%	(1.6)%	(2.5)%	(2.2)%	(2.1)%
Exchange rates changes (%)	(3.7)%	(3.7)%	(5.5)%	(2.2)%	(4.2)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.4%	2.2%	3.2%	0.0%	2.2%
Underlying sales growth [(b)] (%)	**7.4%**	**4.8%**	**3.1%**	**2.9%**	**5.0%**
Price (%)	1.7%	3.4%	(1.1)%	3.6%	1.4%
Volume (%)	5.6%	1.4%	4.3%	(0.7)%	3.5%

Second Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	3,143	3,519	3,057	370	10,089
2024	3,343	3,531	3,113	351	10,338
Turnover growth [(a)] (%)	6.3%	0.3%	1.8%	-5.1%	2.5%
Impact of:					
Acquisitions (%)	1.0%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	(0.8)%	(4.1)%	0.0%	(2.6)%	(1.8)%
Currency-related items *(%)* , of which:	(0.6)%	(1.6)%	(1.5)%	(0.4)%	(1.2)%
Exchange rates changes (%)	(2.3)%	(3.2)%	(4.9)%	(0.4)%	(3.3)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.7%	1.6%	3.5%	0.0%	2.2%
Underlying sales growth [(b)] (%)	**6.8%**	**6.4%**	**3.4%**	**-2.2%**	**5.3%**
Price (%)	1.3%	1.9%	(1.4)%	1.3%	0.7%
Volume (%)	5.4%	4.4%	4.9%	(3.4)%	4.6%

Detailed segment information – Business Groups

First Half, Third Quarter, and Nine Months 2024 vs. 2023 *(unaudited)*

First Half	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	6,225	6,911	6,205	766	20,106
2024	6,539	6,953	6,328	736	20,556
Turnover growth [(a)] (%)	5.1%	0.6%	2.0%	-3.9%	2.2%
Impact of:					
Acquisitions (%)	0.9%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	(1.6)%	(3.4)%	0.0%	(2.9)%	(1.8)%
Currency-related items *(%)* , of which:	(1.2)%	(1.4)%	(1.3)%	(1.3)%	(1.3)%
Exchange rates changes (%)	(2.7)%	(3.2)%	(4.5)%	(1.3)%	(3.4)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.6%	1.9%	3.4%	0.0%	2.2%
Underlying sales growth [(b)] (%)	**7.1%**	**5.6%**	**3.3%**	**0.4%**	**5.1%**
Price (%)	1.5%	2.6%	(1.3)%	2.5%	1.1%
Volume (%)	5.5%	2.9%	4.6%	(2.0)%	4.0%
Operating profit (€ million)					
2023	1,237	1,691	731	176	3,835
2024	1,269	1,696	963	162	4,090
Underlying operating profit (€ million)					
2023	1,179	1,381	763	171	3,494
2024	1,305	1,601	1,031	159	4,096
Operating margin (%)					
2023	19.9%	24.5%	11.8%	23.0%	19.1%
2024	19.4%	24.4%	15.2%	22.1%	19.9%
Underlying operating margin (%)					
2023	18.9%	20.0%	12.3%	22.4%	17.4%
2024	20.0%	23.0%	16.3%	21.7%	19.9%

Third Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	3,106	3,597	3,084	399	10,185
2024	3,276	3,393	2,993	376	10,038
Turnover growth [(a)] (%)	5.5%	-5.7%	-2.9%	-5.6%	-1.4%
Impact of:					
Acquisitions (%)	1.0%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	0.0%	(6.3)%	(1.2)%	(2.2)%	(2.7)%
Currency-related items *(%)* , of which:	(2.1)%	(3.6)%	(3.6)%	(1.9)%	(3.1)%
Exchange rates changes (%)	(3.7)%	(5.3)%	(6.6)%	(1.9)%	(5.1)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.7%	1.8%	3.2%	0.0%	2.1%
Underlying sales growth [(b)] (%)	**6.7%**	**4.4%**	**1.9%**	**-1.5%**	**4.1%**
Price (%)	0.9%	1.3%	(1.4)%	-0.1%	0.3%
Volume (%)	5.7%	3.1%	3.3%	(1.4)%	3.8%

Nine Months	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	9,343	10,515	9,325	1,164	30,348
2024	9,817	10,349	9,326	1,113	30,605
Turnover growth [(a)] (%)	5.1%	-1.6%	0.0%	-4.4%	0.8%
Impact of:					
Acquisitions (%)	0.9%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	(1.1)%	(4.4)%	(0.4)%	(2.7)%	(2.1)%
Currency-related items (%), of which:	(1.6)%	(2.1)%	(2.3)%	(1.5)%	(2.0)%
Exchange rate changes (%)	(3.2)%	(3.9)%	(5.5)%	(1.5)%	(4.1)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.6%	1.9%	3.3%	0.0%	2.2%
Underlying sales growth [(b)] (%)	**7.0%**	**5.2%**	**2.8%**	**-0.3%**	**4.8%**
Price (%)	1.3%	2.2%	(1.3)%	1.6%	0.8%
Volume (%)	5.6%	3.0%	4.2%	(1.8)%	4.0%

Detailed segment information – Business Groups

Fourth Quarter and Full Year 2024 vs. 2023 *(unaudited)*

Fourth Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	3,181	3,404	2,974	397	9,956
2024	3,310	3,235	2,960	389	9,894
Turnover growth [(a)] (%)	4.1%	-5.0%	-0.5%	-2.0%	-0.6%
Impact of:					
Acquisitions (%)	0.9%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	(1.6)%	(8.1)%	(2.4)%	(1.0)%	(4.1)%
Currency-related items *(%)* , of which:	(0.4)%	(1.7)%	(1.0)%	(0.8)%	(1.0)%
Exchange rates changes (%)	(1.8)%	(3.9)%	(3.8)%	(0.8)%	(3.1)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.5%	2.2%	2.9%	0.0%	2.1%
Underlying sales growth [(b)] (%)	**5.2%**	**5.3%**	**3.0%**	**-0.1%**	**4.3%**
Price (%)	1.2%	1.6%	(0.3)%	4.7%	1.0%
Volume (%)	3.9%	3.6%	3.3%	(4.6)%	3.3%

Full Year	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2023	12,466	13,829	12,181	1,561	40,038
2024	13,157	13,618	12,352	1,502	40,629
Turnover growth [(a)] (%)	5.5%	-1.5%	1.4%	-3.8%	1.5%
Impact of:					
Acquisitions (%)	0.9%	0.0%	0.0%	0.0%	0.3%
Disposals (%)	(1.2)%	(5.3)%	(0.9)%	(2.3)%	(2.6)%
Currency-related items *(%)* , of which:	(0.6)%	(1.1)%	(0.5)%	(1.4)%	(0.8)%
Exchange rates changes (%)	(2.2)%	(3.0)%	(3.6)%	(1.4)%	(2.9)%
Extreme price growth in hyperinflationary markets [(b)] (%)	1.6%	1.9%	3.2%	0.0%	2.1%
Underlying sales growth [(b)] (%)	**6.5%**	**5.2%**	**2.9%**	**-0.2%**	**4.7%**
Price (%)	1.3%	2.1%	(1.1)%	2.4%	0.9%
Volume (%)	5.1%	3.1%	4.0%	(2.5)%	3.8%
Operating profit (€ million)					
2023	2,209	2,957	1,419	365	6,950
2024	1,970	2,739	1,521	329	6,559
Underlying operating profit (€ million)					
2023	2,331	2,792	1,496	360	6,979
2024	2,552	3,014	1,785	331	7,682
Operating margin (%)					
2023	17.7%	21.4%	11.6%	23.4%	17.4%
2024	15.0%	20.1%	12.3%	21.9%	16.1%
Underlying operating margin (%)					
2023	18.7%	20.2%	12.3%	23.1%	17.4%
2024	19.4%	22.1%	14.5%	22.0%	18.9%

Detailed segment information – Business Groups

First Quarter, Second Quarter, and First Half 2025 vs. 2024 *(unaudited)*

First Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	3,187	3,409	3,191	385	10,172
2025	3,280	3,260	3,057	374	9,971
Turnover growth [a] (%)	2.9%	-4.4%	-4.2%	-2.9%	-2.0%
Impact of:					
Acquisitions (%)	0.3%	0.0%	0.0%	0.0%	0.1%
Disposals (%)	(1.5)%	(7.1)%	(2.5)%	0.0%	(3.6)%
Currency-related items *(%)* , of which:	0.1%	(2.1)%	(2.6)%	(0.9)%	(1.5)%
Exchange rates changes (%)	(0.6)%	(2.5)%	(3.1)%	(0.9)%	(2.0)%
Extreme price growth in hyperinflationary markets [b] (%)	0.7%	0.5%	0.5%	0.0%	0.5%
Underlying sales growth [b] (%)	**4.1%**	**5.1%**	**0.9%**	**-2.1%**	**3.2%**
Price (%)	1.5%	2.4%	0.0%	4.4%	1.4%
Volume (%)	2.5%	2.7%	1.0%	(6.2)%	1.7%

Second Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	3,343	3,531	3,113	351	10,338
2025	3,219	3,296	2,865	340	9,720
Turnover growth [a] (%)	-3.7%	-6.6%	-8.0%	-3.3%	-6.0%
Impact of:					
Acquisitions (%)	0.4%	0.8%	0.0%	0.0%	0.4%
Disposals (%)	(1.2)%	(5.3)%	(2.9)%	0.0%	(3.1)%
Currency-related items *(%)* , of which:	(6.1)%	(6.3)%	(6.8)%	(7.1)%	(6.4)%
Exchange rates changes (%)	(6.3)%	(7.0)%	(7.3)%	(7.1)%	(6.9)%
Extreme price growth in hyperinflationary markets [b] (%)	0.3%	0.7%	0.5%	0.0%	0.5%
Underlying sales growth [b] (%)	**3.4%**	**4.5%**	**1.8%**	**4.1%**	**3.3%**
Price (%)	2.4%	4.3%	0.4%	2.0%	2.4%
Volume (%)	1.0%	0.2%	1.3%	2.1%	0.9%

First Half	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	6,539	6,953	6,328	766	20,585
2025	6,489	6,545	5,904	736	19,674
Turnover growth [a] (%)	-0.8%	-5.9%	-6.7%	-3.9%	-4.4%
Impact of:					
Acquisitions (%)	0.3%	0.4%	0.0%	0.0%	0.2%
Disposals (%)	(1.3)%	(6.2)%	(2.7)%	0.0%	(3.4)%
Currency-related items *(%)* , of which:	(3.4)%	(4.6)%	(5.4)%	(4.7)%	(4.4)%
Exchange rates changes (%)	(3.8)%	(5.2)%	(5.8)%	(4.7)%	(4.9)%
Extreme price growth in hyperinflationary markets [b] (%)	0.5%	0.6%	0.5%	0.0%	0.5%
Underlying sales growth [b] (%)	**3.7%**	**4.8%**	**1.3%**	**0.9%**	**3.2%**
Price (%)	2.0%	3.3%	0.2%	3.2%	1.9%
Volume (%)	1.7%	1.4%	1.1%	(2.3)%	1.3%
Operating profit (€ million)					
2024	1,269	1,696	963	162	4,090
2025	1,063	1,349	839	136	3,387
Underlying operating profit (€ million)					
2024	1,305	1,601	1,031	138	4,074
2025	1,256	1,444	915	136	3,751
Operating margin (%)					
2024	19.4%	24.4%	15.2%	21.2%	19.9%
2025	16.4%	20.6%	14.2%	18.5%	17.2%
Underlying operating margin (%)					
2024	20.0%	23.0%	16.3%	18.0%	19.8%
2025	19.4%	22.1%	15.5%	18.5%	19.1%

Detailed segment information – Business Groups

Third Quarter and Nine Months 2025 vs. 2024 *(unaudited)*

Third Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	3,276	3,393	2,993	376	10,038
2025	3,175	3,316	2,835	350	9,677
Turnover growth [(a)] (%)	(3.1)%	(2.3)%	(5.3)%	-7.0%	-3.6%
Impact of:					
Acquisitions (%)	0.5%	2.0%	0.0%	0.0%	0.8%
Disposals (%)	(1.4)%	(1.9)%	(1.3)%	0.0%	(1.5)%
Currency-related items *(%)* , of which:	(6.9)%	(6.1)%	(7.0)%	(9.8)%	(6.8)%
Exchange rates changes (%)	(7.2)%	(6.5)%	(7.6)%	(9.8)%	(7.2)%
Extreme price growth in hyperinflationary markets [(b)] (%)	0.2%	0.4%	0.7%	0.0%	0.4%
Underlying sales growth [(b)] (%)	**5.1%**	**4.1%**	**3.1%**	**3.2%**	**4.1%**
Price (%)	2.7%	3.1%	0.6%	2.4%	2.2%
Volume (%)	2.3%	1.0%	2.5%	0.8%	1.9%

Nine Months	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	9,817	10,349	9,326	1,113	30,605
2025	9,659	9,853	8,732	1,064	29,308
Turnover growth [(a)] (%)	-1.6%	-4.8%	-6.4%	-4.4%	-4.2%
Impact of:					
Acquisitions (%)	0.4%	0.9%	0.0%	0.0%	0.4%
Disposals (%)	(1.4)%	(4.8)%	(2.2)%	0.0%	(2.7)%
Currency-related items (%), of which:	(4.7)%	(5.3)%	(6.0)%	(6.0)%	(5.3)%
Exchange rate changes (%)	(5.0)%	(5.8)%	(6.6)%	(6.0)%	(5.8)%
Extreme price growth in hyperinflationary markets [(b)] (%)	0.4%	0.5%	0.6%	0.0%	0.5%
Underlying sales growth [(b)] (%)	**4.2%**	**4.6%**	**1.9%**	**1.7%**	**3.5%**
Price (%)	2.2%	3.3%	0.3%	2.9%	2.0%
Volume (%)	1.9%	1.3%	1.6%	(1.2)%	1.5%

Fourth Quarter and Full Year 2025 vs. 2024 *(unaudited)*

Fourth Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	3,310	3,235	2,960	389	9,894
2025	3,189	3,307	2,830	359	9,685
Turnover growth [(a)] (%)	-3.7%	2.2%	-4.4%	-7.8%	-2.1%
Impact of:					
Acquisitions (%)	0.6%	4.7%	0.0%	0.0%	1.7%
Disposals (%)	(0.1)%	(0.0)%	(0.2)%	0.0%	(0.1)%
Currency-related items *(%)* , of which:	(8.4)%	(7.1)%	(8.5)%	(13.0)%	(8.2)%
Exchange rates changes (%)	(8.7)%	(7.6)%	(9.1)%	(13.0)%	(8.6)%
Extreme price growth in hyperinflationary markets [(b)] (%)	0.4%	0.5%	0.7%	0.0%	0.5%
Underlying sales growth [(b)] (%)	**4.7%**	**5.1%**	**4.7%**	**5.9%**	**4.9%**
Price (%)	1.8%	4.5%	0.6%	-0.5%	2.2%
Volume (%)	2.8%	0.6%	4.0%	6.5%	2.6%

Full Year	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2024	13,157	13,618	12,352	1,502	40,628
2025	12,848	13,161	11,565	1,422	38,996
Turnover growth [(a)] (%)	-2.3%	-3.4%	-6.4%	-5.3%	-4.0%
Impact of:					
Acquisitions (%)	0.4%	1.9%	0.0%	0.0%	0.8%
Disposals (%)	(1.0)%	(3.6)%	(1.7)%	0.0%	(2.1)%
Currency-related items *(%)* , of which:	(5.8)%	(6.0)%	(7.1)%	(7.8)%	(6.4)%
Exchange rate changes (%)	(6.2)%	(6.5)%	(7.7)%	(7.8)%	(6.8)%
Extreme price growth in hyperinflationary markets [(b)] (%)	0.4%	0.5%	0.6%	0.0%	0.5%
Underlying sales growth [(b)] (%)	**4.3%**	**4.7%**	**2.6%**	**2.8%**	**3.9%**
Price (%)	2.1%	3.6%	0.4%	2.0%	2.1%
Volume (%)	2.2%	1.1%	2.2%	0.8%	1.8%
Operating profit (€ million)					
2024	1,970	2,739	1,521	329	6,559
2025	2,077	2,700	1,512	283	6,572
Underlying operating profit (€ million)					
2024	2,552	3,014	1,785	331	7,682
2025	2,471	2,973	1,718	284	7,446
Operating margin (%)					
2024	15.0%	20.1%	12.3%	21.9%	16.1%
2025	16.2%	20.5%	13.1%	19.9%	16.9%
Underlying operating margin (%)					
2024	19.4%	22.1%	14.5%	22.0%	18.9%
2025	19.2%	22.6%	14.9%	19.9%	19.1%

Detailed segment information – Business Groups

First Quarter 2026 vs. 2025 *(unaudited)*

First Quarter	Beauty & Wellbeing	Personal Care	Home Care	Retained Foods	Unilever HPC + Retained Foods
Turnover (€ million)					
2025	3,280	3,260	3,057	374	9,971
2026	3,103	3,278	2,977	334	9,693
Turnover growth [(a)] (%)	-5.4%	0.5%	-2.6%	-10.5%	-2.8%
Impact of:					
Acquisitions (%)	0.7%	4.8%	0.0%	0.0%	1.8%
Disposals (%)	(0.2)%	(0.0)%	(0.2)%	0.0%	(0.1)%
Currency-related items *(%)* , of which:	-9.1%	(7.4)%	(8.1)%	(14.9)%	(8.5)%
Exchange rates changes (%)	-9.3%	(7.7)%	(8.4)%	(14.9)%	(8.7)%
Extreme price growth in hyperinflationary markets [(b)] (%)	0.2%	0.3%	0.4%	0.0%	0.3%
Underlying sales growth [(b)] (%)	**3.6%**	**3.7%**	**6.1%**	**5.2%**	**4.5%**
Price (%)	1.6%	2.5%	-0.1%	-3.7%	1.1%
Volume (%)	1.9%	1.1%	6.2%	9.2%	3.3%

(a) Turnover growth is made up of distinct individual growth components namely underlying sales, currency impact, acquisitions and disposals. Turnover growth is arrived at by multiplying these individual components on a compounded basis as there is a currency impact on each of the other components. Accordingly, turnover growth is more than just the sum of the individual components.
(b) Underlying price growth in excess of 26% per year in hyperinflationary economies has been excluded when calculating the underlying sales growth in the tables above, and an equal and opposite amount is shown as extreme price growth in hyperinflationary markets.

Retained Foods figures reflected above represents a simplified and partial view of what will be retained, based on currently available information, to support transparency and general understanding of historical trends for investors and analysts. Therefore this primarily reflects the India Foods business, not the entire perimeter that will be retained

Income statement indicative ratios

This section includes indicative financial ratios for the year ended 31 December for 2023, 2024 and 2025.

Income statement line item *(unaudited)*	**2025**	**2024**	**2023**
Gross Margin (as % of Turnover)	**48.1%**	**48.1%**	**45.2%**
Brand & Marketing Investment (as % of Turnover)	18.1%	17.7%	16.4%
Overheads (as % of Turnover)	11.0%	11.4%	11.4%
Underlying Operating Margin (as % of Turnover)	19.1%	18.9%	17.4%

Non-GAAP measures

Certain discussions and analyses set out in this announcement include measures which are not defined by generally accepted accounting principles (GAAP) such as IFRS. We believe this information, along with comparable GAAP measurements, is useful to investors because it provides a basis for measuring our operating performance, ability to retire debt and invest in new business opportunities. Our management uses these financial measures, along with the most directly comparable GAAP financial measures, in evaluating our operating performance and value creation. Non-GAAP financial measures should not be considered in isolation from, or as a substitute for, financial information presented in compliance with GAAP. Wherever appropriate and practical, we provide reconciliations to relevant GAAP measures. Unilever uses 'constant rate', and 'underlying' measures primarily for internal performance analysis and targeting purposes. We present certain items, percentages and movements, using constant exchange rates, which exclude the impact of fluctuations in foreign currency exchange rates. We calculate constant currency values by translating both the current and the prior period local currency amounts using the prior year average exchange rates into euro, except for the local currency of entities that operate in hyperinflationary economies. These currencies are translated into euros using the prior year closing exchange rate before the application of IAS 29.

Underlying sales growth (USG)

Underlying sales growth (USG) refers to the increase in turnover for the period, excluding any change in turnover resulting from acquisitions, disposals, changes in currency and price growth in excess of 26% in hyperinflationary economies. Inflation of 26% per year compounded over three years is one of the key indicators within IAS 29 to assess whether an economy is deemed to be hyperinflationary. We believe this measure provides valuable additional information on the underlying sales performance of the business and is a key measure used internally. The impact of acquisitions and disposals is excluded from USG for a period of 12 calendar months from the applicable closing date. Turnover from acquired brands that are launched in countries where they were not previously sold is included in USG as such turnover is more attributable to our existing sales and distribution network than the acquisition itself.

Underlying price growth (UPG)

Underlying price growth (UPG) is part of USG and means, for the applicable period, the increase in turnover attributable to changes in prices during the period. UPG therefore excludes the impact to USG due to (i) the volume of products sold; and (ii) the composition of products sold during the period. In determining changes in price, we exclude the impact of price growth in excess of 26% per year in hyperinflationary economies as explained in USG above.

Underlying volume growth (UVG)

Underlying volume growth (UVG) is part of USG and means, for the applicable period, the increase in turnover in such period calculated as the sum of (i) the increase in turnover attributable to the volume of products sold; and (ii) the increase in turnover attributable to the composition of products sold during such period. UVG therefore excludes any impact on USG due to changes in prices.

Underlying operating profit (UOP) and underlying operating margin (UOM)

Underlying operating profit and underlying operating margin mean operating profit and operating margin before the impact of non-underlying items within operating profit. Underlying operating profit represents our measure of segment profit or loss as it is the primary measure used for making decisions about allocating resources and assessing performance of the segments.

Cautionary Statement

This announcement may contain forward-looking statements within the meaning of the securities laws of certain jurisdictions, including 'forward-looking statements' within the meaning of the United States Private Securities Litigation Reform Act of 1995. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Words and terminology such as 'will', 'aim', 'expects', 'anticipates', 'intends', 'looks', 'believes', 'vision', 'ambition', 'target', 'goal', 'plan', 'potential', 'work towards', 'may', 'milestone', 'objectives', 'outlook', 'probably', 'project', 'risk', 'continue', 'should', 'would be', 'seeks', or the negative of these terms and other similar expressions of future performance, results, actions or events, 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 Unilever's emissions reduction and other sustainability-related targets and other climate and sustainability matters (including actions, potential impacts and risks and opportunities associated therewith). Forward-looking statements can be made in writing but also may be made verbally by directors, officers and employees of the Unilever Group (the "Group") (including during management presentations) in connection with this announcement. 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.

All forward-looking statements contained in this announcement are expressly qualified in their entirety by the cautionary statements contained in this section. Readers should not place undue reliance on forward-looking statements. Because these forward-looking statements involve known and unknown risks and uncertainties, a number of which may be beyond the Group's control, 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 from the forward-looking statements expressed in this announcement 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 Unilever's 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 and practices with regard to the interpretation and application thereof and emerging and developing ESG reporting standards including differences in implementation of climate and sustainability policies in the regions where the Group operates.

The forward-looking statements are based on our beliefs, assumptions and expectations of our future performance, taking into account all information currently available to us. Forward-looking statements are not predictions of future events. These beliefs, assumptions and expectations can change as a result of many possible events or factors, not all of which are known to us. If a change occurs, our business, financial condition, liquidity and results of operations may vary materially from those expressed in our forward-looking statements. The forward-looking statements speak only as of the date of this announcement. Except as required by any applicable law or regulation, the Group expressly disclaims any intention, 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. New risks and uncertainties arise over time, and it is not possible for us to predict those events or how they may affect us. In addition, we cannot assess the impact of each factor on our business or the extent to which any factor, or combination of factors, may cause actual events, to differ materially from those contained in any forward-looking statements.

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 Annual Report on Form 20-F 2024 and the Unilever Annual Report and Accounts 2024.