



Q3 2026 Trading Statement

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Unilever

Safe harbour statement

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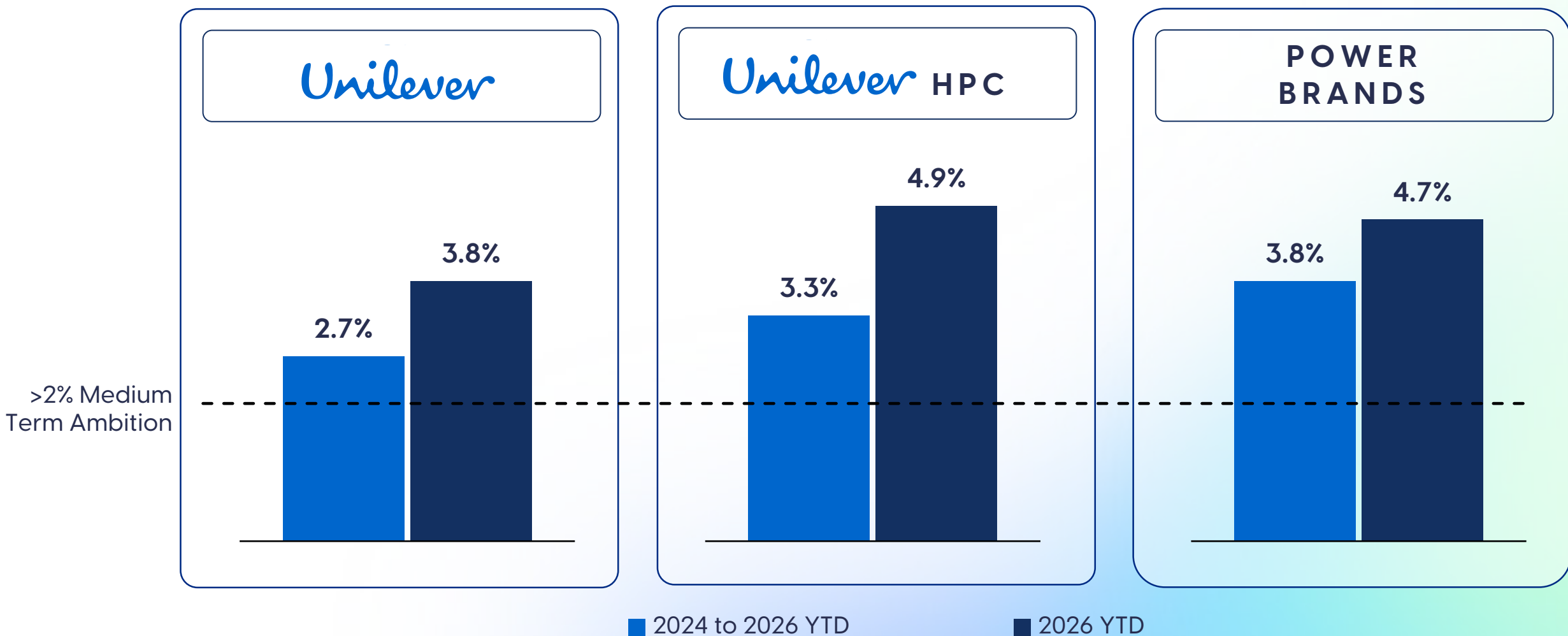
Because these forward-looking statements involve known and unknown risks and uncertainties, a number of which may be beyond the Group's control or precise estimate, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking 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 presentation 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; information and cybersecurity risks, including Unilever's ability to maintain a secure and reliable IT infrastructure; risks associated with rapid advancements in generative AI; execution of acquisitions, divestitures and business transformation projects, including the risks associated with the proposed transaction to combine Unilever's Foods business with McCormick & Company, Inc., such as the risk that the proposed transaction may not be completed on the terms or in the time frame expected by the parties or at all, or the difficulties and delays in the combined company achieving the synergies expected thereby, in the time frame expected by the parties or at all; economic and geopolitical risks and natural disasters; financial risks; legal and compliance risks, including failure to meet high and ethical standards, managing regulatory, tax and legal matters and practices with regard to the interpretation and application thereof, and risks related to emerging and developing ESG reporting standards including differences in implementation of climate and sustainability policies in the regions where the Group operates. The list of factors presented here is representative and should not be considered to be a complete statement of all potential risks and uncertainties. Unlisted factors may present significant additional obstacles to the realisation of forward-looking statements.

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 and any forward-looking events discussed herein might not occur. 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.

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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 2025 and the Unilever Annual Report and Accounts 2025.

Consistent performance with superior volume growth



Performance powered by Desire at Scale

- 1 **Strong growth and volume** → 5.2% USG with 2.9% UVG
- 2 **Power Brands leading** → 5.8% USG with 3.3% UVG
- 3 **Broad-based strength across HPC** → 7.0% USG with 4.1% UVG
- 4 **Emerging markets momentum** → Asia Pacific Africa 10.1% USG, Latin America 8.5% USG
- 5 **Pricing step up in response to higher commodity costs** → 2.3% UPG

Strong volume delivery, with pricing step up

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5.2%
Underlying sales growth

2.9%
Underlying volume growth

2.3%
Underlying price growth

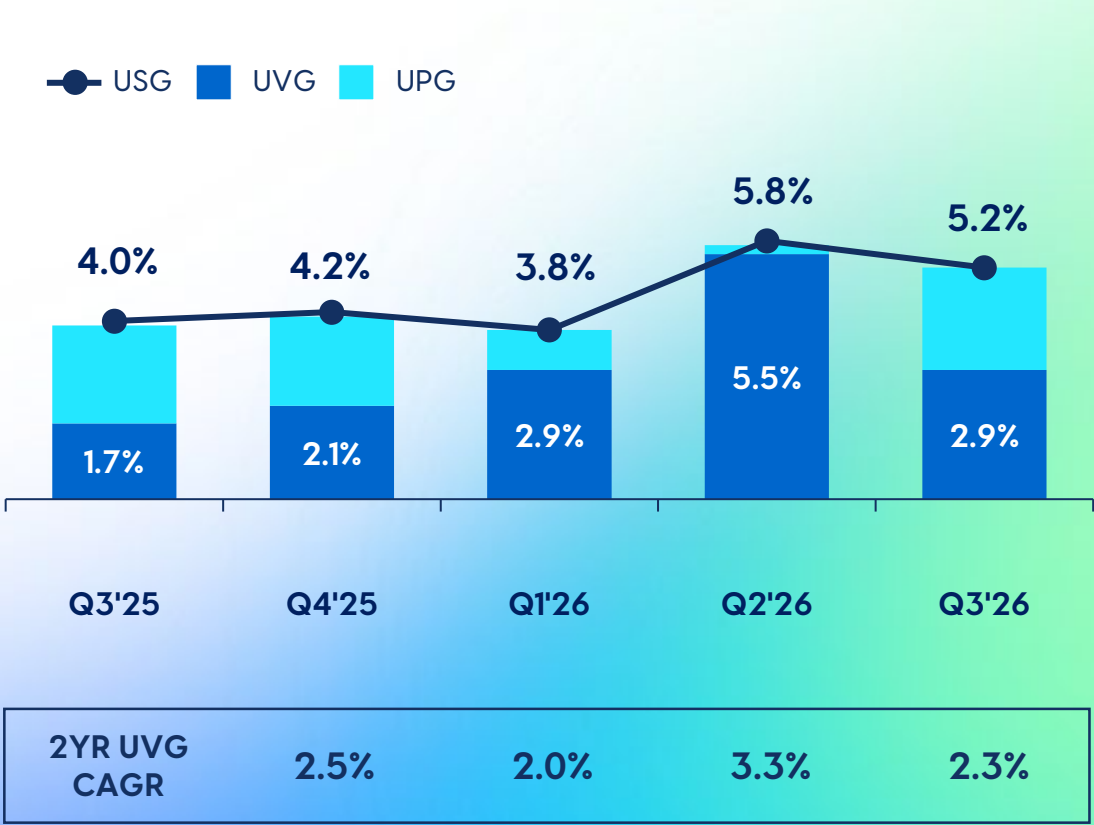
Power Brands

5.8%
Underlying sales growth

3.3%
Underlying volume growth

2.4%
Underlying price growth

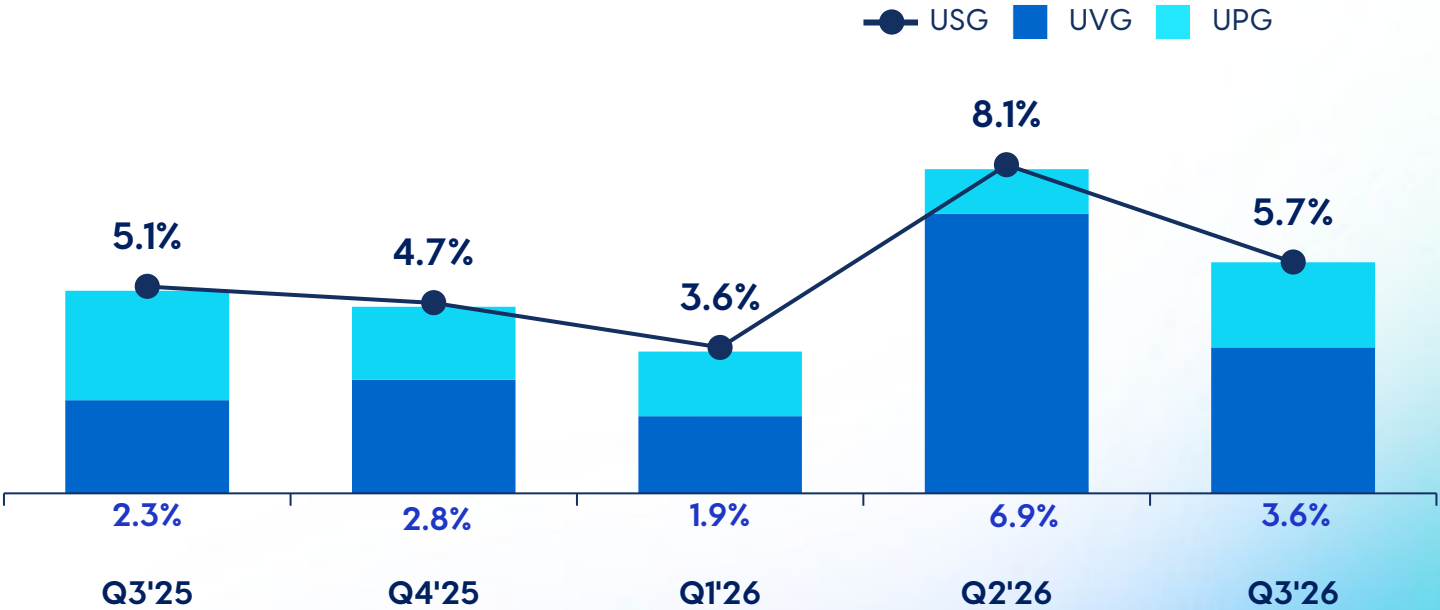
Unilever Volume and Price



Beauty & Wellbeing €3.5bn turnover

Good momentum, led by Hair Care performance

Q3 USG | **5.7%**
Q3 UVG | **3.6%**
Q3 UPG | **2.1%**



Hair Care momentum continued, with double digit growth from **Dove**, **Sunsilk**, **Clear** and **K18**

Skin Care grew mid-single digit, led by **Vaseline**. Strong performances from **Hourglass**, **Paula's Choice** and **Dermatologica**

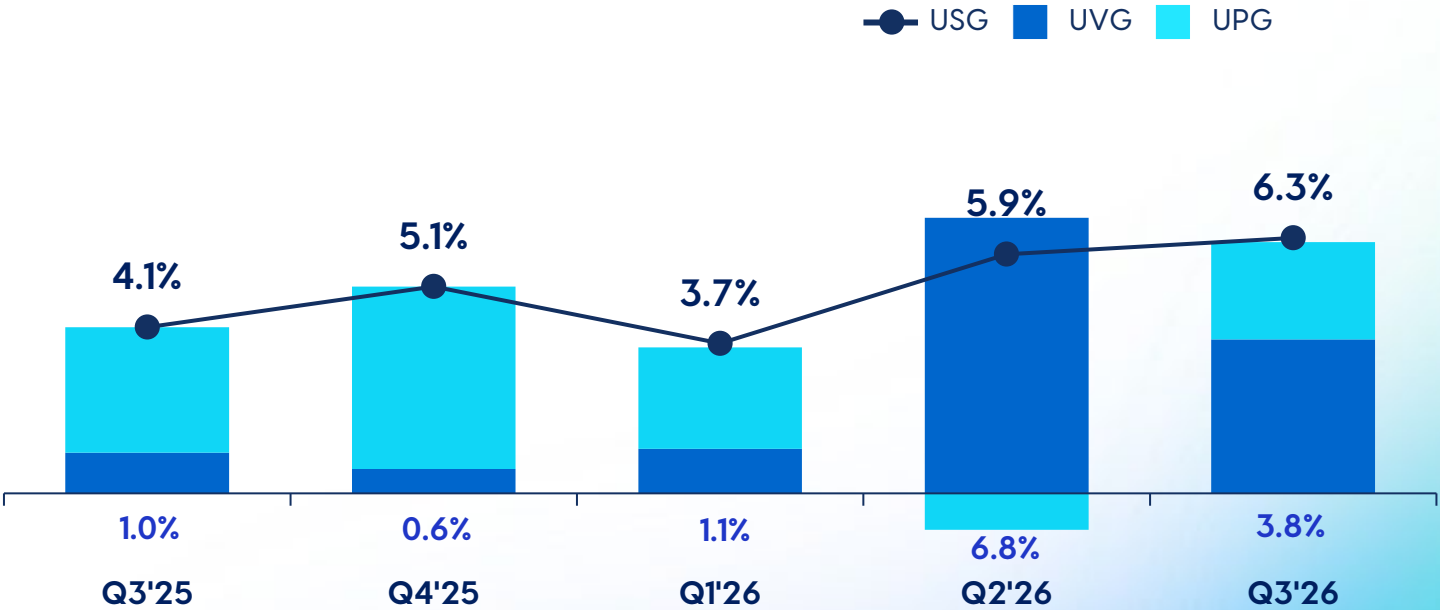
Wellbeing declined high-single digit in Q3, including phasing impacts



Personal Care €3.6bn turnover

Broad-based growth, strong brand equity following FIFA World Cup 2026™

Q3 USG | **6.3%**
Q3 UVG | **3.8%**
Q3 UPG | **2.4%**



Deodorants grew mid-single digit, driven by Americas strength and product superiority

High-single digit growth in **Skin Cleansing** was broad-based across geographies

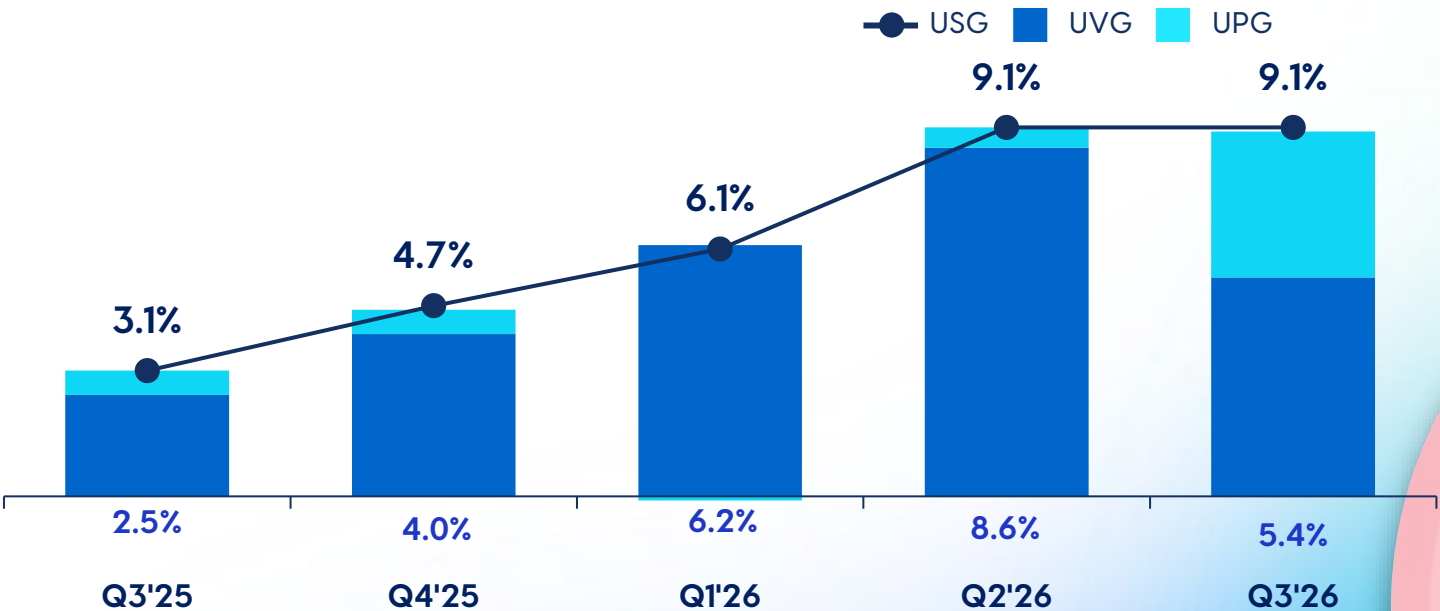
Pricing step up in response to higher commodity costs and a normalised promotional environment



Home Care €3.1bn turnover

Strong volume growth continues with accelerated pricing

Q3 USG | **9.1%**
Q3 UVG | **5.4%**
Q3 UPG | **3.6%**



Competitive performance driving double-digit volume growth in our largest markets India and Brazil

Multi-year innovation platforms **Omo** Wonder Wash and **Cif** Infinite Clean continue to scale across markets

Pricing actions to offset commodity inflation landing successfully in market



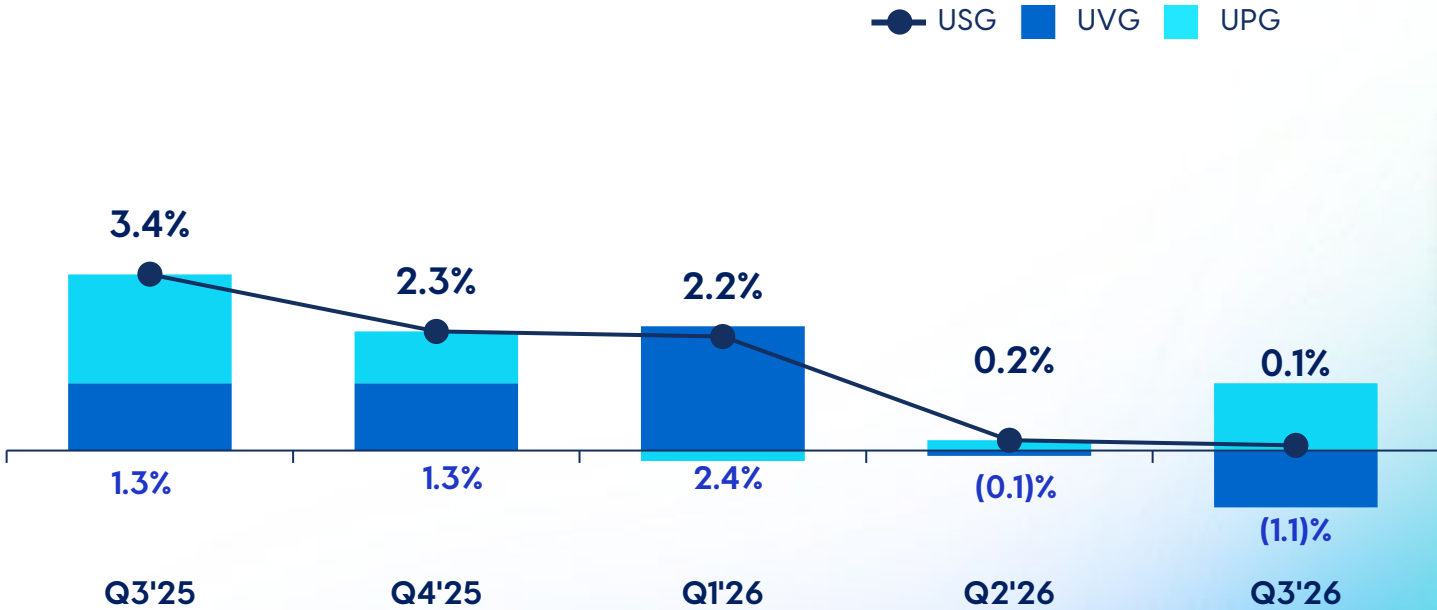
Foods €3.1bn turnover

Emerging markets and UFS strength offset by developed markets retail

Q3 USG | 0.1%

Q3 UVG | (1.1)%

Q3 UPG | 1.3%



Good Emerging Markets performance in Latin America and Asia Pacific Africa

Unilever Food Solutions grew low-single digit, with volume growth in North America and China

Targeted actions on US condiments with new innovations and price actions



Emerging markets drove strong, volume-led growth

North America

22% of Group turnover

(0.7)%

Q3 USG

(2.5)%

UVG

1.8%

UPG

Europe

18% of Group turnover

(1.7)%

Q3 USG

(0.4)%

UVG

(1.3)%

UPG

Latin America

15% of Group turnover

8.5%

Q3 USG

6.5%

UVG

1.9%

UPG

Asia Pacific Africa

45% of Group turnover

10.1%

Q3 USG

5.8%

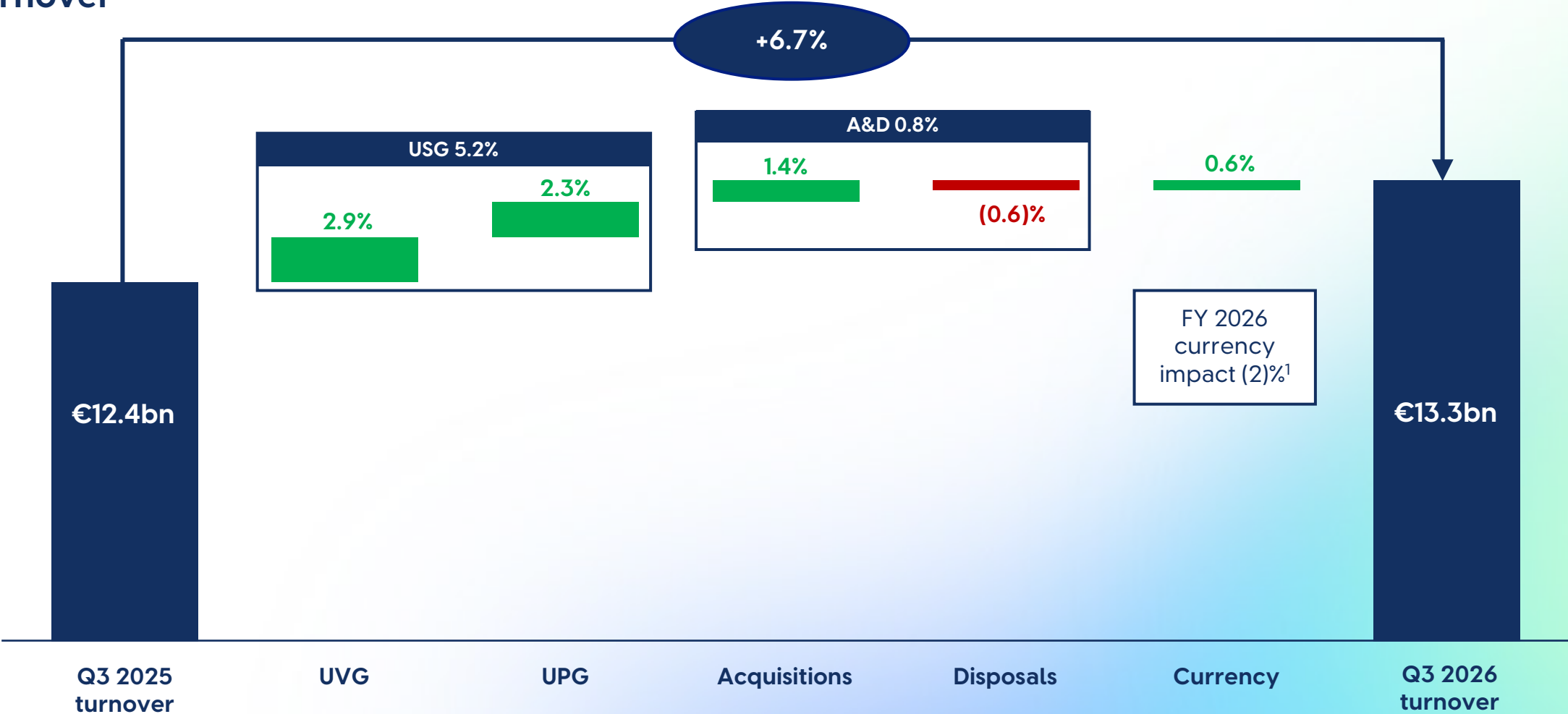
UVG

4.1%

UPG

Strong operating performance driving turnover

Turnover



(1) Based on **spot rates** in October plus extreme price growth above 26% in hyperinflationary markets

Full year 2026 outlook upgraded

GROWTH

FY USG of 4% to 6%, within multi-year guidance range

FY UVG of at least 3%

H2 USG of around 5%

MARGIN

FY modest improvement in underlying operating margin vs 20.0% in 2025

Perform and transform

- 1 Consistent performance, average 2.7% UVG over last 11 quarters
- 2 Strong Q3 - continued volume delivery and pricing acceleration
- 3 Foods separation on track
- 4 Unlocking our potential as a focused HPC company



Q&A

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Other financial guidance for 2026

- Capex above 3% of turnover
- Restructuring at around 1.0% of turnover
- Leverage of around 2x net debt / underlying EBITDA
- Net finance costs less than 3% on average net debt
- Underlying effective tax rate to remain around 26%
- Currency impact¹ on full year expected to be around (2)% on turnover and around (30)bps on underlying operating margin

(1) Based on **spot rates** in October plus extreme price growth above 26% in hyperinflationary markets