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. These forward-looking statements are based upon current expectations and assumptions regarding anticipated developments and other factors affecting the Unilever Group (the ‘Group’). They are not historical facts, nor are they guarantees of future performance.

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 2020.
Strong start to the year

Operational excellence
- Penetration
- Innovation
- Design for channel
- Brand purpose
- Fuel for growth

Competitiveness
- 57% % Business Winning MAT

Growth
- Underlying Sales Growth 5.7%
- Underlying Volume Growth 4.7%
Strategic change agenda

**Prestige Beauty & Functional Nutrition**
- Prestige Beauty returned to strong growth
- Functional nutrition on track for >€1bn turnover, with all 7 brands growing strongly

**Tea**
- Operational separation progressing well and expected to complete this year
- New external CEO to lead this business into next phase

**Elida Beauty**
- Separation is underway of smaller BPC brands including Q-Tips, Caress, TIGI, Timotei, Impulse and Monsavon
- Revenues of €0.6bn in 2020
- Dedicated management focus

**€3bn share buyback**
- Share buyback programme commencing in May of up to €3bn, to be completed by the end of the year
- Reflects our strong free cash flow delivery and balance sheet position
Category dynamics

Hygiene: Skin Cleansing + Home & Hygiene
Personal Care: Personal Care excl. Skin Cleansing
Functional Nutrition: Health Foods Drinks + Vitamins, Minerals & Supplements

Hygiene

- Q1 20: 7%
- Q2 20: 26%
- Q3 20: 19%
- Q4 20: 11%
- Q1 21: 5%

Laundry

- Q1 20: 0%
- Q2 20: (1)%
- Q3 20: 4%
- Q4 20: 2%
- Q1 21: 6%

Prestige

- Q1 20: (2)%
- Q2 20: (10)%
- Q3 20: 8%
- Q4 20: 21%
- Q1 21: (5)%

Personal care

- Q1 20: (2)%
- Q2 20: (3)%
- Q3 20: (2)%
- Q4 20: (0)%
- Q1 21: (10)%

Functional nutrition

- Q2 20: 39%
- Q3 20: 45%
- Q4 20: 33%
- Q1 21: 54%

In-home

- Q1 20: 4%
- Q2 20: 17%
- Q3 20: 12%
- Q4 20: 13%
- Q1 21: 11%

Out of home

- Q1 20: (18)%
- Q2 20: (42)%
- Q3 20: (16)%
- Q4 20: (20)%
- Q1 21: 4%

All figures USG%
<table>
<thead>
<tr>
<th>Category</th>
<th>Growth Rate</th>
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<tbody>
<tr>
<td>Skin Cleansing</td>
<td>+5%</td>
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<tr>
<td>Rest of BPC (0%)</td>
<td></td>
</tr>
<tr>
<td>Prestige</td>
<td>+21%</td>
</tr>
<tr>
<td>VMS</td>
<td>+54%</td>
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</tbody>
</table>

- Skin Cleansing demand still high
- Hair, Skin Care, and Oral grew
- Deodorants declined in line with market
- Prestige returned to strong growth
- VMS building to scale
Foods & Refreshment

- Strong volume and price growth
- Growth driven by in-home foods as demand remains high
- Out of home back to growth driven by China, though demand remains below pre-COVID levels

In-home +11%

Out of home +4%

Food Service remains impacted vs 2019 base

UFS included in other categories
Home Care

Home & Hygiene +6%

- Growth driven by volume

- Strong innovation program rooted in Clean Future agenda

Laundry +6%

- Growth led by priority India and China markets
eCommerce

Channel centric portfolio
Content that converts
Flawless execution

Q1 2021 USG +66%
11% of group turnover

USG | 66%
Graeme Pitkethly

Unilever Q1 2021 Trading Statement

29th April 2021
Volume and price growth

- Volume-led competitive growth driven by key emerging markets and North America
- Pricing stepping up
- Market environment very varied depending on Covid response and economic factors

<table>
<thead>
<tr>
<th>Year</th>
<th>USG</th>
<th>USG</th>
<th>USG</th>
<th>USG</th>
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<tbody>
<tr>
<td>'20 Q1</td>
<td>0.0%</td>
<td>(0.3)%</td>
<td>4.4%</td>
<td>3.5%</td>
<td>5.7%</td>
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<tr>
<td>'20 Q2</td>
<td>5.7%</td>
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<td>'20 Q3</td>
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<td>'21 Q1</td>
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</table>
• **China:** Strong recovery of consumer demand

• **India:** Strong growth as mobility increased but Covid cases spiking again

• **SEA:** Markets continue to be impacted by lack of tourism and economic downturn

• **Turkey:** Strong volume-led double digit growth across all divisions
- **Brazil**: Price-led growth resilient during crisis
- **Argentina**: Strong volume and price growth despite mobility and pricing restrictions
- **Mexico**: Price-led growth across all divisions
• Good growth versus strong household stocking comparator

• Demand for in-home food remains high

• Out of home food beginning to recover

• Hygiene demand levelling off

• Strong performance from VMS and Prestige Beauty
- **UK & Germany**: Lapping household stocking from March 2020

- **France**: Deflationary retail environment

- In-home food demand remains high while personal care usage occasions remain low

- Out of home food continues to be impacted by lockdown conditions
Turnover -0.9%

USG 5.7%
- 4.7%
- 1.0%

A & D 1.9%
- 2.0%
- (0.2)%

Currency (8.0)%

Q1 2020: €12.4 bn
UVG
UPG
Acquisitions
Disposals

Q1 2021: €12.3 bn
Margin dynamics

Commodity inflation

Currency movements

COVID-19 impact

BMI

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<tr>
<th>D'19</th>
<th>M'20</th>
<th>J'20</th>
<th>S'20</th>
<th>D'20</th>
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<tr>
<td>Tea</td>
<td>Palm Oil</td>
<td>Crude</td>
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<th>M'21</th>
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<tr>
<td>Brazilian Real</td>
<td>Turkish Lira</td>
<td>USD</td>
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<th>D'20</th>
<th>M'21</th>
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<tr>
<td>Global new daily COVID-19 cases</td>
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+100 bps H1 2020

(100) bps H2 2020

High single digit inflation

On-cost and mix impact

Lapping H1 BMI conservation
Outlook

Underlying Sales Growth

Full year within our 3-5% multi-year framework, with the first half around the top of this range

Underlying Operating Margin

Full year expected to increase slightly with a decline in the first half
Unilever Q1 2021 Trading Statement

29th April 2021
Summary

- Strong Q1 underpinned by operational excellence
- Driving stepped up competitiveness
- Good progress on portfolio evolution
- €3bn share buyback programme
Unilever Q1 2021 Trading Statement

Alan Jope & Graeme Pitkethly

29th April 2021