

Appendix 1 continued

9. Dividend equivalent

Unless the Plan Administrator decides otherwise, Matching Shares will include the right to receive dividend equivalents issued or transferred when and to the extent that the Matching Shares vest. If dividend equivalents are credited during the vesting period, the value of dividend equivalents will be converted to additional conditional Matching Shares at the time of payment. If dividend equivalents are credited at the end of the vesting period, they will be converted into additional shares at the end of the vesting period.

10. Source of shares and limits

Awards may be satisfied by the issue of new shares or the transfer of existing shares from treasury or otherwise, such as market-purchase shares.

Any shares issued will rank equally in all respects with the shares of the same class in issue on the date of allotment except in respect of rights arising by reference to a prior record date.

In any ten year period, not more than ten per cent of the issued ordinary share capital of Unilever PLC may be issued or be issuable under the Plan and all other employees' share plans operated by Unilever. In addition, in any ten year period, not more than five per cent of the issued ordinary share capital of Unilever PLC may be issued or be issuable under awards granted under all discretionary share plans adopted by Unilever.

These limits do not include awards which have lapsed or dividends. Treasury shares transferred to satisfy an award will be counted as if new shares had been issued for so long as it is considered best practice to do so.

11. Cash alternative

Where necessary or desirable to take account of, mitigate or comply with taxation, securities law, exchange control and/or other applicable laws or to improve the tax and/or legal treatment of the participant, any member of the Group, or in exceptional circumstances, the Plan Administrator may decide that a participant will not acquire Investment Shares. Instead, at the end of the investment period, the participant will be paid a cash amount equal in value to the Investment Shares, plus the dividends which would have been payable on such Investment Shares.

The Plan Administrator may also decide to satisfy an award of Matching Shares (including reinvested dividend equivalents) by paying an equivalent amount in cash.

12. Takeovers and other corporate events

In the event of a change of control of Unilever, Matching Shares will normally vest on the date the person obtains control of Unilever. The Plan Administrator may decide that Matching Shares which have vested due to the change of control are pro-rated to reflect the proportion of the original vesting period which has lapsed. Alternatively, the Plan Administrator may, with agreement of the participant or the acquiring company, decide that awards of Matching Shares will be automatically exchanged for equivalent awards over shares in a different company (including the acquiring company). The Plan Administrator may decide that similar treatment will apply if there is a demerger, distribution (other than an ordinary dividend) or other transaction which would affect the current or future value of any award.

If there is a reconstruction, reorganisation or acquisition of Unilever which does not involve a change of control, the Plan Administrator will arrange for unvested Matching Shares to be replaced by an equivalent award of shares in the new parent company or companies.

13. Rights issues, demergers, etc

In the event of a variation of Unilever's share capital (including a capitalisation or rights issue, sub-division, consolidation or reduction of share capital), demerger, special dividend or distribution or other corporate event which might affect the current or future value of the Matching Shares before vesting, the Plan Administrator may adjust the number or class of shares or securities subject to the award.

Unless the Plan Administrator decides otherwise, any securities a participant receives with respect to their Investment Shares as a result of an event listed above will be treated as Investment Shares unless the shares acquired represent more than the net value of the rights allotted under the rights issue.

14. Amendments

The Board can amend the Plan in any way but shareholder approval (by General Meeting) will be required to amend certain provisions to the advantage of participants. These provisions relate to eligibility, individual and Plan limits, the rights attaching to awards and shares, the adjustment of awards on a variation in Unilever's share capital and the amendment powers. Minor amendments can be made without shareholder approval to benefit the administration of the Plan, to take account of a change in legislation or to obtain or maintain favourable tax, exchange control or regulatory treatment.

The Board may, without further shareholder approval, establish further plans based on the Plan, but modified to take account of local tax, exchange control or securities law in non-UK territories (subject to Plan limits).

15. General

Awards do not form part of the contract of employment of an employee and are not transferable (except on death or following a court order) or pensionable.

Appendix 2

The New Articles of Association of the Company

The New Articles of Association contain, among others, the following principal changes:

1. Format of General Meetings

The New Articles of Association provide that the Directors may decide to hold a general meeting (including an annual general meeting) as a combined physical and electronic general meeting. This would enable shareholders to attend and participate in the business of the meeting either at a physical location or remotely through the use of an electronic platform (Article 67). This provision provides flexibility for the Directors to decide the format and arrangements for holding a general meeting to ensure it is appropriate in the circumstances including, as has been the case during the COVID pandemic, where they may be travel or other restrictions on gathering in place.

The New Articles of Association include a number of consequential changes to provide for a general meeting to be held in this different format, such as amendments to the method of voting (Article 69) and the power of the chair to adjourn meetings (Article 65).

2. Attendance at and participation in general meetings

The New Articles of Association set out how a person is able to attend and participate in a general meeting (Article 67). This provision specifies that, in determining whether persons are attending or participating in a general meeting, it is immaterial whether they are attending it in the same location as each other or how they are able to communicate with each other, provided that have rights to speak or vote at that meeting. It also permits the Directors to make such arrangements as they consider appropriate (including the use of an electronic platform) to enable those attending a general meeting to exercise those rights to speak or vote at that meeting. The purpose of these provisions is to provide clarity on what it means for a shareholder to be attending or participating in a general meeting, whether that meeting is being held at a physical location and/or using an electronic platform.

3. Method of voting

The New Articles of Association amend the provisions relating to the method of voting and demand for a poll (Article 69). The New Articles of Association provide that voting on resolutions at a general meeting that is held at least in part using an electronic platform shall be decided on a poll. This amendment has been made to protect the voting rights of any shareholder who is attending a general meeting through an electronic platform.

4. Postponement of General Meetings

The New Articles of Association contain additional provisions in relation to the Directors' power to postpone a properly convened general meeting after notice of that meeting has been sent out but before the time at which the meeting is to be held (Article 64). This provides greater flexibility for the Directors to postpone general meetings and inform members of the new arrangements in circumstances where this may be necessary and to avoid unnecessary inconvenience.

5. Untraced shareholders

The New Articles of Association contain amended provisions in relation to untraced shareholders to bring those provisions more in line with current market practice. The amendments remove the requirement for the Company to advertise in a UK newspaper before it can take steps to sell shares held by any untraced shareholders. However, under the New Articles of Association the Company will still be required to comply with a number of formalities (such as sending notice to the last known physical or email address of the shareholder and using reasonable steps to trace the shareholder) before such shares can be sold (Article 55).

6. Unclaimed dividends

The New Articles of Association contain amended provisions in relation to unclaimed dividends to bring those provisions more in line with current market practice. The amendments mean that, if cheques in respect of two consecutive dividend payments are returned to the Company uncashed, the Company may cease to send any further cheques until it is contacted by the shareholder or person entitled to payment under those cheques (Article 134). The amendments also permit the Company to invest or otherwise apply any unclaimed dividends for its benefit until such time as the shareholder or person entitled to payment of the dividends comes forward to claim the relevant dividend payments.

7. Dividend payments

The New Articles of Association remove a number of historical and redundant provisions concerning the payment of dividends by the Company. These amendments will simplify the way in which the Company determines the dividend to be paid to shareholders, but without impacting the amounts received by shareholders.

The New Articles of Association also expressly state that the Company may declare and pay dividends in pounds sterling or in Euro (and, where relevant, based on such exchange rates for currency conversion as determined by the Directors) (Articles 128 and 129).

8. Director fees

The New Articles of Association amend the annual limit on the amount of fees paid to Directors from £2,000,000 to €5,000,000 (Article 97). This amendment has been made to replicate, in broad terms, the aggregate of the annual limits on such fees in place for the Company (£2,000,000) and for Unilever N.V. (€3,000,000) prior to Unification. The limit in the New Articles of Association is set in Euro as this is the functional currency of the Unilever Group. Any remuneration earned by the Company's executive Directors under their service contracts is outside this limit.

9. Director indemnities

The New Articles of Association contain amended provisions in relation to the indemnities that can be provided to directors of the Company to bring those provisions more in line with current market practice. The amendments permit the Company to indemnify, in addition to its directors, the company secretary and any director of a subsidiary of the Company. The amendments also permit the Company to provide such persons with funds to meet expenditure incurred defending any proceedings concerning potential acts of negligence, default, breach of duty or breach of trust, subject always to the requirements of the Companies Act 2006.

10. General

The opportunity has also been taken to incorporate amendments of a minor, technical or clarifying nature, as well as to move to a gender-neutral approach in the way in which the New Articles of Association are worded. A small number of redundant provisions, including those stating that an article had been deleted as part of the amendments made on Unification, have been removed from the New Articles of Association.

Notes to the Notice of Meeting 2021

1. As a result of the current Covid-19 pandemic and the restrictions on gatherings that the UK Government has indicated will still be in place at the time of the AGM, the AGM this year cannot be held in the normal manner and shareholders will not be able to attend. Shareholders are strongly encouraged to exercise their right to cast their votes in respect of the business of the general meeting by voting via proxy or using our electronic voting facility in accordance with the instructions below. Shareholders should check Unilever's website for updates in relation to the AGM (www.unilever.com/agm).
2. **Given the closed nature of the AGM, we strongly encourage shareholders to appoint the chairperson of the AGM as a proxy for the AGM, rather than a third party as third parties will not be able to attend the AGM. A Proxy Form which may be used to make such appointment and give Proxy instructions accompanies this Notice of Meeting. If you do not have a Proxy Form and believe that you should have one, or if you require additional forms, please contact Computershare Investor Services PLC on 0370 600 3977. You can only appoint a Proxy using the procedures set out in these notes and the notes to the Proxy Form.**
3. A shareholder may appoint more than one Proxy in relation to the AGM, provided that each Proxy is appointed to exercise the rights attached to a different share or shares held by that shareholder. To do this, that shareholder must complete a separate Proxy Form for each Proxy. Shareholders can copy their original Proxy Form for this purpose. A proxy form is included with this Notice of AGM and additional Proxy Forms can also be obtained from Computershare Investor Services PLC on 0370 600 3977.

A shareholder appointing more than one Proxy should indicate the number of shares for which each Proxy is authorised to act on his or her behalf and place an 'X' in the box provided on the Proxy Form to confirm the instruction is one of a multiple.
4. To be valid any Proxy Form must be received by hand or by post at Computershare Investor Services PLC, The Pavilions, Bridgwater Road, Bristol BS99 6ZY, no later than 2.30pm BST on 3 May 2021.
5. A shareholder can also submit his or her vote or, in accordance with Section 333A of the Companies Act 2006, appoint a Proxy electronically, by logging on to www.unilever.com/agm, clicking on 'AGM and Voting' and selecting the electronic voting option. To do this, a shareholder will need the Shareholder Reference Number (SRN), Control Number and five-digit PIN shown on the front of the Proxy Form. Electronic Proxy appointments must be received, in accordance with the instructions on the website, by no later than 2.30pm BST on 3 May 2021. Please note that an electronic communication in respect of the appointment of a Proxy which contains a computer virus may not be accepted. The Company will try to inform the shareholder in question of a rejected communication and will try to ensure that its outgoing electronic communications are, as far as reasonably practicable, virus free.
6. In the case of a shareholder which is a company, the Proxy Form must be executed under its common seal or be signed on its behalf by an attorney or officer duly authorised. All signatories must state their capacity (eg director, secretary).
7. Any power of attorney or any other authority under which the Proxy Form is signed (or a copy of such authority certified by a notary) must be included with the Proxy Form.
8. A 'Vote withheld' is not a vote in law, which means that the vote will not be counted in the proportion of votes 'For' and 'Against' the resolutions. A shareholder who does not give any voting instructions in relation to the resolutions should note that his/her Proxy will have authority to vote or to withhold a vote on the resolution as he/she thinks fit. A Proxy will also have authority to vote or to withhold a vote on any other business (including amendments to the resolutions) which properly comes before the AGM as he/she thinks fit.
9. CREST members who wish to appoint a Proxy or Proxies through the CREST electronic proxy appointment service may do so for the AGM and any adjournment(s) thereof by using the procedures described in the CREST Manual. CREST personal members or other CREST sponsored members, and those CREST members who have appointed a service provider(s), should refer to their CREST sponsor or voting service provider(s), who will be able to take the appropriate action on their behalf.
10. In order for a Proxy appointment or instruction made using the CREST service to be valid, the appropriate CREST message (a 'CREST Proxy Instruction') must be properly authenticated in accordance with the specifications of Euroclear UK and Ireland Limited (Euroclear), and must contain the information required for such instruction, as described in the CREST Manual (available via www.euroclear.com). The message, regardless of whether it constitutes the appointment of a Proxy or is an amendment to the instruction given to a previously appointed Proxy, must, in order to be valid, be transmitted so as to be received by the Company's agent (ID number 3RA50) by the latest time for receipt of Proxy appointments specified in this Notice of Meeting. For this purpose, the time of receipt will be taken to be the time (as determined by the timestamp applied to the message by the CREST Application Host) from which the Company's agent is able to retrieve the message by enquiry to CREST in the manner prescribed by CREST. After this time any change of instructions to Proxies appointed through CREST should be communicated to the appointee through other means.
11. CREST members and, where applicable, their CREST sponsors or voting service providers, should note that Euroclear does not make available special procedures in CREST for any particular message. Normal system timings and limitations will therefore apply in relation to the input of CREST Proxy Instructions. It is the responsibility of the CREST member concerned to take (or, if the CREST member is a CREST personal member, or sponsored member or has appointed a voting service provider, to procure that his CREST sponsor or voting service provider(s) take(s)) such action as shall be necessary to ensure that a message is transmitted by means of the CREST system by any particular time. In connection with this, CREST members and, where applicable, their CREST sponsors or voting system providers are referred, in particular, to those sections of the CREST Manual concerning practical limitations of the CREST system and timing.
12. The Company may treat as invalid a CREST Proxy Instruction in the circumstances set out in Regulation 35(5)(a) of the Uncertificated Securities Regulations 2001.
13. Holders of shares in the Company held through Euroclear Nederland who wish to participate in the voting process can render their voting instructions electronically via www.abnamro.com/evoting.
14. Only one holder of shares may vote by Proxy. In the case of joint holders, where more than one of the joint holders purports to appoint a Proxy, only the appointment submitted by the most senior holder will be accepted. Seniority is determined by the order in which the names of the joint holders appear in the Company's register of members in respect of the joint holding (the first-named being the most senior).
15. If two or more valid but differing appointments of a Proxy are received in respect of the same share for use at the same meeting, the one which is last received (regardless of its date or the date of its signature) shall be treated as replacing and revoking the others as regards that share; if the Company is unable to determine which was last

Notes to the Notice of Meeting 2021 continued

received, none of them shall be treated as valid in respect of that share.

16. Any person to whom this Notice of Meeting is sent who is a person nominated under Section 146 of the Companies Act 2006 to enjoy information rights (a 'Nominated Person') may, under an agreement between him/her and the shareholder by whom he/she was nominated, have a right to be appointed (or to have someone else appointed) as a Proxy for the AGM. If a Nominated Person has no such Proxy appointment right or does not wish to exercise it, he/she may, under any such agreement, have a right to give instructions to the shareholder as to the exercise of voting rights. The statement of the rights of shareholders in relation to the appointment of Proxies in paragraphs 2 and 3 above does not apply to Nominated Persons. The rights described in those paragraphs can only be exercised by shareholders of the Company.
17. The Company specifies that only those shareholders registered in the register of members of the Company at close of business on 3 May 2021 shall be entitled to vote at the AGM in respect of the number of shares registered in their name at that time. Changes to the register of members after the relevant deadline shall be disregarded in determining the rights of any person to vote at the AGM. If the AGM is adjourned, only shareholders entered on the Company's register of members not later than 48 hours before the time fixed for the adjourned meeting shall be entitled and vote at the meeting.
18. Voting on the resolutions will be conducted by way of a poll. This will ensure an exact and definitive result.
19. Any corporation which is a shareholder can appoint one or more corporate representatives who may exercise on its behalf all of its powers as a shareholder provided that they do not do so in relation to the same shares.
20. Under Section 527 of the Companies Act 2006 shareholders meeting the threshold requirements set out in that Section have the right to require the Company to publish on a website a statement setting out any matter relating to:
 - a the audit of the Company's accounts (including the auditor's report and the conduct of the audit) that are to be laid before the AGM; or
 - b any circumstance connected with an auditor of the Company ceasing to hold office since the previous meeting at which annual accounts and reports were laid in accordance with Section 437 of the Companies Act 2006.
21. The Company may not require the shareholders requesting any such website publication to pay its expenses in complying with Sections 527 or 528 of the Companies Act 2006. Where the Company is required to place a statement on a website under Section 527 of the Companies Act 2006, it must forward the statement to the Company's auditor no later than the time when it makes the statement available on the website. The business which may be dealt with at the AGM includes any statement that the Company has been required under Section 527 of the Companies Act 2006 to publish on a website.
22. In normal circumstances, any shareholder attending a meeting of the Company has the right to ask questions. The Company must cause to be answered any such question relating to the business being dealt with at the meeting but no such answer need be given if:
 - a to do so would interfere unduly with the preparation for the meeting or involve the disclosure of confidential information;
 - b the answer has already been given on a website in the form of an answer to a question; or
 - c it is undesirable in the interests of the Company or the good order of the meeting that the questions be answered.

Given the closed nature of the AGM, shareholders will not be able to ask questions in person at the AGM and are encouraged to ask questions in advance as outlined in paragraph 24 below.

23. A copy of this notice, and other information required by Section 311A of the Companies Act 2006, can be found at www.unilever.com/agm.
24. Given Covid-19 restrictions and because shareholders will not be able to attend the AGM, shareholders are encouraged to ask questions by emailing services@unilever.com before 2.30pm BST on 3 May 2021 and these will be addressed in a Q & A session during the webcast made available at 3.00pm BST on 5 May 2021 which will follow the conclusion of (but does not form part of) the AGM. You may also ask questions using an online tool during such Q & A session. Further details are available on Unilever's website (www.unilever.com/agm).
25. To view the webcast and participate in the Q & A session you will need to visit meetings.computershare.com/MSL7TQL on your device operating a compatible browser using the latest version of Chrome, Firefox, Edge or Safari. Please note that Internet Explorer is not supported. **It is highly recommended that you check your system capabilities in advance of the session on 5 May 2021.**

All shareholders have the right to attend and participate in the webcast and Q & A session. If you are a shareholder, you can use your unique Shareholder Reference Number and PIN as displayed on your Form of Proxy. **These details are unique to you and will allow access to the webcast and Q & A session.**

Shareholders who render their voting instructions electronically via www.abnamro.com/evoting will be given the option of attending the webcast and Q&A session. Alternatively, please contact ABN Amro Bank N.V. by sending an email to ava@nlabnamro.com. Shareholders should also include in the email a certified position statement from their intermediary.
26. If you would like to delegate your attendance at the webcast and Q & A session to a third party or a corporate representative then please contact Computershare Investor Services PLC by email at corporate-representatives@computershare.co.uk or alternatively call 0370 600 3977, providing details of your delegate, including their email address so that unique credentials can be issued to allow the delegate to access the webcast and Q & A session. This instruction must be received by Computershare by 2.30pm BST on Monday 3 May 2021. Access credentials will be emailed to the delegate one working day prior to the meeting conditional on evidence of your delegation having been received and accepted. Lines are open 8.30am to 5.30pm Monday to Friday (excluding bank holidays). This delegation relates to attendance at the webcast and Q & A Session only and will not impact your proxy appointment for voting purposes.

If you have not been provided with your access credentials, please ensure you contact Computershare on the morning of the webcast, but no later than 12 noon BST on 5 May 2021.
27. Access to the webcast via meetings.computershare.com/MSL7TQL will be available from 2.45pm BST on 5 May 2021. It is your responsibility to ensure connectivity for the duration of the webcast.
28. Persons who are not shareholders of the Company (or their appointed delegate or corporate representative) are not able to attend the webcast and Q & A session unless prior arrangements have been made with the Company.

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