



Unilever Q3 2026 pre-close aide-mémoire

This document sets out public information previously provided by Unilever PLC, or else widely available in the market, which may prove helpful in estimating the financial performance of Unilever ahead of its Q3 2026 trading statement on 28 October 2026. Unless otherwise specified, the outlook and noteworthy commentary below come from Unilever's Q2 & H1 2026 results and associated conference call on 28 July 2026. No new information is given, and there will be no comment on current trading or further guidance provided.

Outlook

Underlying sales growth (USG)

- We expect underlying sales growth for full year 2026 to be within our multi-year guidance range of 4% to 6%, with around 3% underlying volume growth.
- We expect underlying sales growth in the second half of 4% to 5%, led by pricing.

Underlying operating margin (UOM)

- We anticipate a modest improvement in underlying operating margin for full year 2026 versus 20.0% in 2025.

Other financial guidance for 2026

- Capex above 3% of turnover.
- Restructuring at around 1.0% of turnover.
- Net finance costs less than 3% on average net debt.
- Underlying effective tax rate to remain around 26%.
- Leverage of around 2x net debt / underlying EBITDA.
- Currency impact of around (3)% on turnover and around (20)bps on UOM, based on spot rates in July.

Unilever Foods combination with McCormick

- As announced on 31 March 2026, Unilever and McCormick have entered into an agreement to combine Unilever's Foods business with McCormick, shaping Unilever into a leading pureplay HPC company and creating a global flavour powerhouse in Foods.
- On 23 July 2026, McCormick announced the planned operating model and executive team of the combined company, along with the secondary listing location in London for the combined company.
- On 9 September 2026, at the Barclays Global Consumer Conference, McCormick set out further details on expected cost synergies and growth opportunities, as well as the scope of TSAs.
- On 1 October 2026, McCormick confirmed it continues to advance the regulatory approval process, with filings submitted on schedule across jurisdictions.
- The deal is expected to close by mid-2027 at the latest subject to McCormick shareholder approval, regulatory approvals and the satisfaction of other customary closing conditions.
- Unilever historical financials excluding the Foods businesses being separated can be found on our website [here](#).

H1 and Q2 2026 commentary

Business Groups

(unaudited)	Prior period: Q2 2026			Comparator period: Q3 2025		
	USG	UVG	UPG	USG	UVG	UPG
Unilever	5.8%	5.5%	0.2%	4.0%	1.7%	2.2%
Beauty & Wellbeing	8.1%	6.9%	1.1%	5.1%	2.3%	2.7%
Personal Care	5.9%	6.8%	(0.9)%	4.1%	1.0%	3.1%
Home Care	9.1%	8.6%	0.5%	3.1%	2.5%	0.6%
Foods	0.2%	(0.1)%	0.2%	3.4%	1.3%	2.1%

Beauty & Wellbeing

- H1 USG was 5.9%, accelerating to 8.1% in Q2, with broad-based growth led by Hair Care.
- Hair Care grew 9% H1, with Dove, K18 and Sunsilk all growing double-digit. In the US, Dove's strong delivery and TRESemmé's improvement led growth.
- Skin Care grew low-single digit in H1. Vaseline continued to grow double-digit, and our prestige brands accelerated in the second quarter. Softer delivery by local brands in Asia Pacific Africa partly offset growth.
- Wellbeing grew low-single digit in H1. The second quarter saw improved performance from Liquid I.V. and Olly, due to the benefit of shipment timings.

Personal Care

- H1 USG 4.8%, strengthening to 5.9% in Q2 as our momentum continued, amplified by our FIFA World Cup 2026™ campaigns and activations. UPG declined (0.9)% in the Q2, reflecting higher promotional activity and strong prior-year comparators, but is expected to increase in the second half due to higher commodity costs.
- Deodorants grew mid-single digit in H1. The US grew high-single digit as we regained market leadership. Brazil grew high-single digit in Q2, led by volume, following actions to improve format mix and reset shelf space.
- Skin Cleansing grew mid-single digit in H1, led by volume. Mid-single digit growth in Emerging Markets and the US was partly offset by a flat performance in Europe.

Home Care

- H1 USG 7.6%, accelerating to Q2 USG 9.1% and UVG 8.6%. Emerging Markets delivered a particularly strong performance, with broad-based share gains. In the second quarter, commodity-driven price increases were partially offset by the carryover impacts from corrective actions to restore price gaps in Brazil during 2025. During the Q2 & H1 2026 results, the CFO said, *"In H2, we expect the growth profile to shift more towards pricing."*
- Fabric Cleaning grew high-single digit in H1. India delivered double-digit growth in H1, while Brazil and Indonesia grew double-digit in Q2, supported by premium innovations and strong execution.
- Home & Hygiene grew mid-single digit in H1, led by volume. Cif grew double-digit and Domestos high-single digit.
- Fabric Enhancers maintained strong momentum, growing high-single digit in H1. Growth was led by Comfort and supported by premium formats and fragrance-led innovation.

Foods

- H1 USG 1.2%. Q2 USG 0.2% as continued strength in Emerging Markets was offset by weaker performance in North America and Europe. During the Q2 & H1 2026 results, the CFO said, *"In the US, condiments performance was below our expectations... we have targeted innovation and execution plans in place to strengthen competitiveness and improve performance."*
- Cooking Aids was flat in H1. Knorr grew low-single digit with good performances across Emerging Markets partially offset by category softness in Developed Markets.
- Condiments grew low-single digit in H1, led by volume. Hellmann's maintained strong momentum in Emerging Markets. In US condiments, we are taking steps to correct share loss in new growth segments.
- Unilever Food Solutions grew low-single digit in H1, led by volume. China grew low-single digit and the US mid-single digit, driven by volume.

Geographical areas

(unaudited)	Prior period: Q2 2026			Comparator period: Q3 2025		
	USG	UVG	UPG	USG	UVG	UPG
Unilever	5.8%	5.5%	0.2%	4.0%	1.7%	2.2%
Asia Pacific Africa	8.8%	7.2%	1.5%	6.0%	3.7%	2.3%
The Americas	5.7%	6.2%	(0.5)%	2.7%	0.2%	2.6%
Europe	(1.3)%	0.3%	(1.6)%	1.5%	0.3%	1.2%

(unaudited)	Prior period: Q2 2026			Comparator period: Q3 2025		
	USG	UVG	UPG	USG	UVG	UPG
Emerging Markets	8.3%	7.4%	0.9%	3.7%	0.7%	3.0%
Developed Markets	2.0%	2.8%	(0.8)%	4.3%	3.3%	1.0%
North America	3.6%	4.4%	(0.9)%	6.4%	5.8%	0.6%
Latin America	8.9%	8.8%	0.1%	(2.2)%	(7.3)%	5.5%

Developed Markets

- North America: H1 USG 2.7% and Q2 USG 3.6%, with 4.4% volume. Growth was ahead of the market reflecting the benefits of the multi-year portfolio shift towards Beauty & Wellbeing and Personal Care. Growth was led by prestige brands, skin cleansing and deodorants; Foods was below expectations driven by a softer pricing environment and increased competition in condiments.
- Europe: H1 USG (0.9)% and Q2 USG (1.3)%. Performance reflected a softer market environment, with slower growth concentrated in Foods. Beauty & Wellbeing and Personal Care grew low-single digit in H1 while Home Care continued to gain share.

Emerging Markets

- India: H1 USG 8%, accelerating to 10% in Q2, with balanced volume and price as we continued to gain market share in value and volume. Beauty & Wellbeing and Home Care both grew double-digit.
- Indonesia: H1 USG was 7%, with Q2 marking its fourth consecutive quarter of growth. H1 growth was broad-based, led by double-digit growth in Home Care and Beauty & Wellbeing.
- China: H1 USG mid-single digit, led by Beauty & Wellbeing, with all Business Groups growing. Premiumisation and continued expansion in faster-growing channels supported performance, although the market remained soft.
- Latin America: H1 USG 7.6% and Q2 USG 8.9%, led by volume. Brazil returned to strong growth, driven by a recovery in fabric liquids and improving momentum in deodorants. Brazil tax reforms are expected to bring lower prices from the start of 2027, which may lead to some temporary retailer stock reductions in Q4 2026.

Other noteworthy commentary

Inflation

- Inflationary pressures are expected to continue in H2. On the Q2 & H1 results call on 28 July 2026, the CFO said: "we expect about €550 million in the second half, which means that the full year outcome is approximately €850 million."

Productivity programme

- Our €800 million productivity programme, launched in 2024 to simplify the business and remove stranded overheads related to Ice Cream, was completed ahead of schedule.

Additional disclosures

Reminder of recent transactions

In **March 2026**, we announced an agreement to combine Unilever's Foods business with McCormick. This follows the **December 2025** demerger of The Magnum Ice Cream Company (TMICC).

During H1 2026 we undertook targeted acquisitions and divestments to access growth opportunities in our priority areas and focus on fewer, bigger and more scalable brands.

- **January 2026:** Unilever announced the agreement to sell our Home Care businesses in Colombia and Ecuador. The transactions are expected to close during 2026.
- **February 2026:** Unilever completed the sale of Graze.
- **March 2026:** Unilever completed the sale of our Indonesia Tea Business.
- **April 2026:** Unilever completed the sale of our 61.9% stake in Kwaliti Wall's (India) Limited to TMICC.
- **April 2026:** Unilever completed the sale of our 55% stake in the Portuguese ice cream joint venture to TMICC.
- **June 2026:** Unilever completed the acquisition of Grüns.

In **September 2025**, Unilever completed the acquisition of Dr. Squatch. The brand is included within USG from September 2026.

Number of shares

- As of 1 October 2026, Unilever has 2,154,327,953 ordinary shares in issue with voting rights attached. This excludes treasury shares and shares held by or on behalf of companies in the Unilever group, for which voting rights are not exercisable.

Share buyback programme

- On 5 June 2026, Unilever announced the completion of the €1.5 billion share buyback announced on 12 February 2026. A total of 30,703,780 ordinary shares were repurchased.
- As stated in the Unilever Foods announcement on 31 March 2026, cash receipts from the separation along with operational performance are expected to support a total of €6 billion of share buybacks between 2026 and 2029.

Debt

- As at 30 June 2026, net debt was €26.0bn, representing 2.3x underlying EBITDA on a rolling twelve-month basis.

Hyperinflationary economies

The Unilever business in Turkey accounted for around 2% of Group turnover and Argentina accounted for around 2% of Group turnover in 2025.

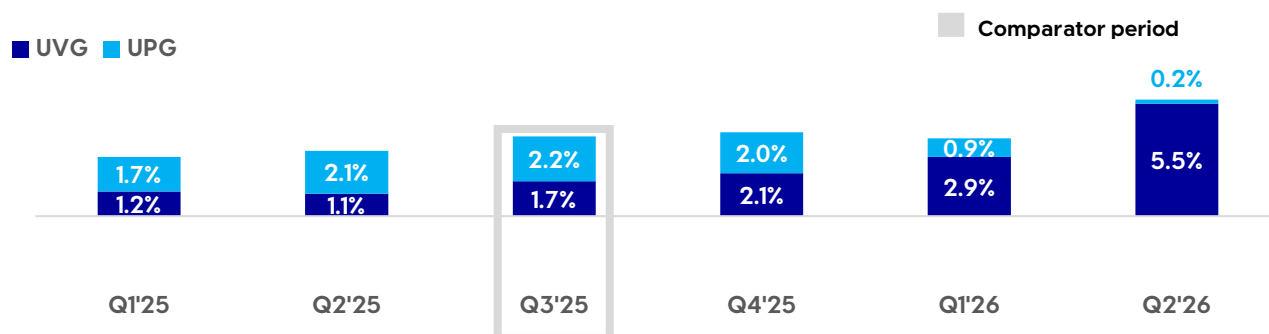
The Argentinian economy was designated as hyperinflationary from 1 July 2018 and the Turkish economy was designated as hyperinflationary from 1 July 2022. As a result, application of IAS 29 'Financial Reporting in Hyperinflationary Economies' has been applied to all Unilever entities whose

- assets and liabilities for the change in purchasing power caused by inflation from the date of initial recognition to the balance sheet date.
- Adjustment of the income statement for inflation during the reporting period.
- Translation of income statement at the period-end foreign exchange rate instead of an average rate.
- Adjustment of the income statement to reflect the impact of inflation and exchange rate movement on holding monetary assets and liabilities in local currency.

From Q2 2022 reporting, Unilever has capped the growth metrics UPG and USG in Turkey, using the same methodology applied for other hyperinflationary countries. As part of the Unilever practice, a normalised level of price growth is included in USG, which is capped at an annual rate that is equivalent to approximately 2% per month compounded.

Appendix

Quarterly UVG and UPG evolution, Unilever Group



Quarterly USG history

		2024					2025					2026	
%		Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1	Q2
Unilever	USG	4.7	4.8	3.6	4.0	4.3	2.9	3.1	4.0	4.2	3.5	3.8	5.8
	UVG	2.6	3.7	3.1	2.8	3.1	1.2	1.1	1.7	2.1	1.5	2.9	5.5
	UPG	2.1	1.0	0.5	1.2	1.2	1.7	2.1	2.2	2.0	2.0	0.9	0.2
Beauty & Wellbeing	USG	7.4	6.8	6.7	5.2	6.5	4.1	3.4	5.1	4.7	4.3	3.6	8.1
	UVG	5.6	5.4	5.7	3.9	5.1	2.5	1.0	2.3	2.8	2.2	1.9	6.9
	UPG	1.7	1.3	0.9	1.2	1.3	1.5	2.4	2.7	1.8	2.1	1.6	1.1
Personal Care	USG	4.8	6.4	4.4	5.3	5.2	5.1	4.5	4.1	5.1	4.7	3.7	5.9
	UVG	1.4	4.4	3.1	3.6	3.1	2.7	0.2	1.0	0.6	1.1	1.1	6.8
	UPG	3.4	1.9	1.3	1.6	2.1	2.4	4.3	3.1	4.5	3.6	2.5	(0.9)
Home Care	USG	3.1	3.4	1.9	3.0	2.9	0.9	1.8	3.1	4.7	2.6	6.1	9.1
	UVG	4.3	4.9	3.3	3.3	4.0	1.0	1.3	2.5	4.0	2.2	6.2	8.6
	UPG	(1.1)	(1.4)	(1.4)	(0.3)	(1.1)	0.0	0.4	0.6	0.6	0.4	(0.1)	0.5
Foods	USG	3.7	2.7	1.5	2.6	2.6	1.6	2.8	3.4	2.3	2.5	2.2	0.2
	UVG	(0.4)	0.4	0.4	0.5	0.2	(1.1)	1.7	1.3	1.3	0.8	2.4	(0.1)
	UPG	4.1	2.2	1.1	2.1	2.4	2.7	1.0	2.1	1.0	1.7	(0.2)	0.2

Sources of information for the additional disclosures and appendix above include:

Regulatory announcements: <https://www.unilever.com/investors/regulatory-announcements/>

Historical financial statements: <https://www.unilever.com/investors/results-events/results-events-webcasts/>