SAFE HARBOUR STATEMENT

This announcement 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; inability to find sustainable solutions to support long-term growth; customer relationships; the recruitment and retention of talented employees; disruptions in our supply chain; the cost of raw materials and commodities; the production of safe and high quality products; secure and reliable IT infrastructure; successful execution of acquisitions, divestitures and business transformation projects; economic and political risks and natural disasters; financial risks; failure to meet high ethical standards; and managing regulatory, tax and legal matters. Further details of potential risks and uncertainties affecting the Group are described in the Group’s filings with the London Stock Exchange, Euronext in Amsterdam and the US Securities and Exchange Commission, including the Group’s Annual Report on Form 20-F for the year ended 31 December 2013 and Annual Report and Accounts 2013. These 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 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.
Developed markets remain challenging

Europe: market declining

Pricing deflation in Europe

North America: improving

Value market growth (%)

UK Foods Consumer Price Inflation

Value market growth (%)

Source: ONS/ Market data
Emerging markets have slowed even further

**Slowing economies**
- Brazil GDP growth (%): +3.5% (Q2 2013), <0% (Q3 2014)

**Lower consumer spending**
- China shampoo retail sales in hypermarkets: +14% (2012), -3% (2013), YTD 2014

**Reduced market growth**
- Value market growth (%): 2013, L12 wks

Source: OECD / Oxford Economics / Market data
Q3 2014: Competitive growth but a disappointing quarter

- Growth ahead of markets (value and volume)
- Gaining share in 60% of business
- USG run rate now at 3% adjusting for
  - Weather in Europe
  - De-stocking in China
Q3 2014: Turnover analysis

- **USG +2.1%**

- **+0.3%**

- **+1.8%**

- **-1.5%**

- **-2.6%**

- **-2.0%**

- **€12.5bn**

- **€12.2bn**

- **Turnover Q3 2013**

- **Vol/mix**

- **Price**

- **M&A**

- **FX**

- **Turnover Q3 2014**
James Allison
Personal Care: Broad based growth

Growth ahead of markets

2014 USG
+4.0%  +3.0%

9M   Q3

Premiumising the core

Dove Advanced Hair Series

Combining technology and brand purpose

New Lifebuoy launched in South Asia
Foods: Stable performance

- Broadly stable in weak markets
  - 2014 USG: -0.5% - 0.5%
  - 9M - Q3

- Continued Knorr growth
  - Knorr seasonings in Argentina

- Margarine decline despite share gains
  - D markets: Market share
    - Q3 12
    - Q3 14
    - Market growth: -7% to 100bps

Source: Market data
Q3 held back by weak ice cream sales in Europe

Premium segments growing

US tea solid growth

<table>
<thead>
<tr>
<th>2014 USG</th>
<th>9M</th>
<th>Q3</th>
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<tr>
<td>+3.5%</td>
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<tr>
<td>+0.5%</td>
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Ben & Jerry’s Core

Lipton: #1 tea K-Cup brand
Home Care: Continued strong growth

Growth ahead of markets

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<thead>
<tr>
<th>2014 USG</th>
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<td>+6.4%</td>
<td>+5.7%</td>
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Building new segments

Omo stain removers in Brazil

Expanding household care

Sunlight Nature in Thailand
Q3 2014: Developed markets overview

North America

-0.5%  +0.6%

Europe

-1.8%  -4.3%

9M  Q3
Q3 2014: Emerging markets overview

<table>
<thead>
<tr>
<th>Region</th>
<th>9M</th>
<th>Q3</th>
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<tbody>
<tr>
<td>Latin America</td>
<td>+10.5%</td>
<td>+12.4%</td>
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<tr>
<td>Asia/AMET/RUB</td>
<td>+5.1%</td>
<td>+3.1%</td>
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Source: Unilever
Jean-Marc Huët
Pursuing growth opportunities

Growing premium segments
- Maille dressings

Entering white space
- Omo in Saudi Arabia and Gulf

Improving affordability
- 1 Euro and 1 Turkish Lira Cornetto
Accelerating cost initiatives

Improving productivity

Management and supporting functions

1,400 roles reduced

Productivity

Project Half on track

Simplification: Project Half
Marketing Fit to Win
Enterprise Technology & Solutions

€500m savings

Improving returns on Brand & Marketing Investment

Non-working media%

9M 2013
-380bps
9M 2014

1,400 roles reduced
Enhancing agility

Harmonisation

No. of detergent powder formulations

<table>
<thead>
<tr>
<th>Now</th>
<th>Future</th>
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<td></td>
<td>-80%</td>
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Faster decision making

Marketing hubs in Europe

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<th>Before</th>
<th>After</th>
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<tr>
<td>8 steps</td>
<td>4 steps</td>
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Process simplification

Performance review process steps

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Applying all the levers of earnings growth

Financing and pension

- Pension exposure
  - Reduced
  - Same
  - No pension

Tax rate

- 2014 estimate
  - 25%

Corporate activities

- Leverhulme family: core EPS +2%*
- India ownership: from 52% to 67%
- Pakistan ownership: delisted

*Annualised impact
2014 objectives

- Volume growth ahead of our markets
- Steady and sustainable improvement in core operating margin
- Strong cash flow
Full year 2014: Estimated currency overview

- **Turnover**: (4)~(5)%
- **Margin**: (30)~(40)bps
- **Earnings**: (7)~(8)%
- **Free cash flow**: ca €(300)m