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 Amsterdam and the US Securities and Exchange Commission, including in the Group’s Annual Report on Form 20-F for the year ended 31 December 2014 and the Annual Report and Accounts 2014. 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.
Market conditions remain challenging

Price deflation in Europe

Gradual recovery in the US

Divergent Emerging Markets

Eurozone Consumer Price Inflation (%)

Consumer sentiment

Consumer spending (% change)

Source: Oxford Economics / www.tradingeconomics.com
Q1 2015: Double-digit turnover growth

Turnover Q1 2014: €11.4bn

Vol/mix: +0.9%
Price: +1.9%
USG: +2.8%
M&A: -1.2%
FX: +10.6%

Turnover Q1 2015: €12.8bn

+12.3% growth
Q1 2015: Broad-based growth

- **Personal Care**: +2.7%
- **Foods**: +2.9%
- **Refreshment**: +2.5%
- **Home Care**: +3.1%
Q1 2015: Emerging markets driving growth

Emerging markets:
- Now approaching 60% of turnover
- Pricing to recover increased local costs
- Volume growth subdued in weak markets

Developed markets:
- Pick-up in volume helped by Easter
- Price deflation in Europe
- Modest growth in North America
Building growth momentum through innovation

Sharper category strategies  Building the core  Expanding our brands

Clear choices in allocating resources  E.g. new Dove Body Wash in Europe  E.g. Zendium toothpaste in France
Strengthening go-to-market capabilities

IT enabled distributor system

Extending distribution

Growing e-commerce

Rolling out to SEA and Africa

E.g. SEA: €500m opportunity

40% target growth in 2015
Sharpening execution

Rolling out Perfect Stores
- 10 million by end 2015

Improving sales and operations planning
- Rolling out best practices

Optimising pricing and assortment
- 1 Euro and 1 Turkish Lira Cornetto
Our priorities for 2015 remain unchanged

- Volume growth ahead of our markets
- Steady and sustainable improvement in core operating margin
- Strong cash flow
An attractive, growing and sustainable dividend

2014:
- FX headwinds increased pay-out to 70%

2015
- 6% increase consistent with last year
- FX tailwinds should reduce pay-out ratio

Creating long term value for shareholders