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; increasing competitive pressures; 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; secure and reliable IT infrastructure; successful execution of acquisitions, divestitures and business transformation projects; economic and political risks and natural disasters; the debt crisis in Europe; financial risks; failure to meet high product safety and 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, NYSE 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 2012 and Annual Report and Accounts 2012. 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.
Paul Polman – CEO

25th July 2013
Environment is getting even tougher

- Increased promotional intensity
- Slowing markets
- Social unrest
H1 2013: Delivering profitable growth

Balanced growth

- USG: 5.0%
- Volume: 2.6%
- Price: 2.3%

Strong emerging market USG

- Q1 13: 10.4%
- Q2 13: 10.3%

Improved core operating margin

+40 bps
H1 2013: Investing in our brands

Continued investment in A&P

Digital up by 20%

External recognition

+40 bps

44 CANNES LIONS

THE WORLD’S MOST EFFECTIVE MARKETER

EFFIE EFFECTIVENESS INDEX 2013
USLP at the centre of the virtuous circle of growth

Driving growth

Reducing waste & cost

Managing risk
Jean-Marc Huët – CFO

25th July 2013
H1 2013 – Turnover growth +0.4%:

- **Turnover H1 '12**: €25.4bn
- **Vol/mix**: +2.6%
- **Price**: +2.3%
- **Currency**: +2.6%
- **USG**: +5.0%
- **Acq/Disp**: (3.2)%
- **Turnover H1 '13**: €25.5bn
- **Currency**: +2.3%
- **Acq/Disp**: (1.1)%
H1 2013 – Core operating margin improved by 40 bps

H1 2012 Gross margin Advertising & promotions % Overheads % H1 2013

13.6% +120bps -40 bps -40 bps 14.0%
Embedding low cost business models

End-to-end lean value chain approach

Roll-out on track

- Laundry: Identified 50%, Realized 25%
- Ice Cream: parallel programme
- Others: in early stage
H1 2013: Free cash flow €1.3bn

- Operating Profit: €3.9bn
- Depreciation & amortisation: €0.6bn
- Working capital change: €1.0bn
- Capex: €0.6bn
- Tax: €0.9bn
- Pensions [*]: €0.4bn
- Net interest: €0.2bn
- Others: €0.1bn
- Free cash flow: €1.3bn

(*): Pensions impact refers to cash contribution to pensions over and above operating profit charge.
H1 2013: Core earnings per share €0.76

Core EPS H1 2012: €0.74

- Operational Performance: €0.06
- Currency: €0.03
- Finance costs: €0.01
- Others: €0.06

H1 2013: €0.76

Change: +3.6%
H1 2013: Balance Sheet

Adjusted Net Debt
€9.9bn
Up €2.5bn

Pension deficit
€2.4bn
Down €0.9bn
On like-for-like IAS19 basis

Cash contribution to pensions
€0.4bn
Full year expected €0.9bn

Quarterly dividend per share
€0.269
Increasing our share of earnings in emerging markets

- Ownership now 67.3%
- 14.8% shares acquired
- Invested €2.5bn

- Ownership now 97%
- >20% shares acquired
- Invested €350m
Setting the bar higher again

- Further stepping up innovation
- Rebasing our cost
- Improving performance in Foods
Personal Care and Home Care innovations

Dove repair expertise hair range

Persil concentrated liquid detergent
Refreshment innovations

Magnum 5 Kisses

Lipton Yellow Label with tea essence
Cost efficiency and discipline

- Driving greater productivity
- Simplified key processes
- Leveraging scale
Positioning Foods to grow faster

More weighted towards emerging markets

More concentrated portfolio

We know how to win in spreads

% of Turnover

Emerging

Developed

2003 2013

Account for ca 2/3 of turnover

Price

Health/Naturalness

Taste
Our priorities for 2013 remain unchanged

1. Volume growth ahead of our markets
2. Steady and sustainable improvement in core operating margin
3. Strong cash flow
Q2 2013 – Turnover growth +0.6%:

- **USG +5.0%**
- **Vol/mix +3.0%**
- **Price +2.0%**
- **Currency (3.0)%**
- **Acq/Disp (1.2)%**

Turnover Q2 '12: €13.3bn
Vol/mix:
Price:
Currency:
Acq/Disp:
Turnover Q2 '13: €13.3bn