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; 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
Consistent top and bottom line growth

Growth ahead of our markets

USG

4.3%

Improved Core Operating Margin

ΔCOM

+40 bps

Strong cash flow

Free cash flow

€3.9 bn
2013: Volume-driven growth ahead of our markets

- Volume 2.5%: market volume flat
- Price 1.8%: lower as commodity inflation eased
Growth engines continue to deliver strongly in 2013

Emerging markets: volume-driven growth

USG: +8.7%

Personal Care: broad-based growth

USG: +7.3%

Home Care: consistent growth

USG: +8.0%
Foods: Stable performance

Spreads: early signs of progress

Knorr & Hellmann's: continued growth

Portfolio sharpening: €600m sales disposed
Refreshment: Contrasting performances

Tea: continued growth

- US: moving to a more profitable base
- Italy: weak consumer demand
- Elsewhere: good growth

Ice cream: mixed

AdeS: rebuilding post recall

- Problem quickly resolved but sales down €60m
- Now rebuilding the brand with ‘soy force’ re-launch
Brands and innovation driving growth

Innovation with scale
- Dove Repair Expertise now in >50 countries

Rapid global rollout
- AXE’s ‘into space’ campaign in >60 countries

Focussed R&D
- More resources in ‘discover’ and ‘design’
Improving operational excellence

Reduced consumer complaints
- Consumer complaints
  - 2009: 35%
  - 2013: 20%
  - 35% reduction

Improved customer service
- On-shelf availability
  - 2008: 50%
  - 2013: 59%
  - Up by 900bps

Sustained –ve working capital
- MAT %
  - 2011: -2.5%
  - 2012: -3.2%
  - 2013: -3.7%

Stocks down 3 days per year
Investing in organisational strength and capabilities

Building organisational capabilities

An employer of choice

Enterprise & Technology Solutions

No. 1 FMCG in 23 countries
Jean-Marc Huët – CFO
Turnover impacted by currency

<table>
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<tr>
<th>Turnover FY 2012</th>
<th>USG</th>
<th>Acq/Disp</th>
<th>Currency</th>
<th>Turnover FY 2013</th>
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<tr>
<td>€51.3bn</td>
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<td></td>
<td></td>
<td>€49.8bn</td>
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- Turnover impacted by currency:
  - +4.3% for USG
  - -1.1% for Acq/Disp
  - -5.9% for Currency

Total change: €51.3bn to €49.8bn (-3.0%)
Gross Margin improved in all Categories & Regions

Max the mix underway

Low cost business models

Commodity inflation

- 2013: ca 4%
- 2014: low-mid single digit
- Increases driven by FX

Price index

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<th>Year</th>
<th>Realised</th>
<th>Identified</th>
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<td>2011-2013</td>
<td>€225m</td>
<td>€800m</td>
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Core Operating Margin up by 40 bps

- COM FY 2012: 13.7%
- Gross margin: +110bps
- A&P: -50 bps
- Overheads: -20 bps
- COM FY 2013: 14.1%
Core EPS: Double digit growth at const. rates offset by FX

- Core EPS FY 2012: €1.53
- Operational Performance: +7.4%
- Tax: +2.2%
- Minorities & Others: +1.0%
- Currency: -7.4%
- Core EPS FY 2013: €1.58

Net Growth: +10.6%
2013: Free Cash Flow €3.9bn

(*) Pensions impact refers to cash contribution to pensions over and above operating profit charge.
2013: Balance Sheet

Net Debt
€8.5bn
Up €1.1bn

Pension deficit
€2.0bn
Down €1.3bn
On like-for-like IAS19 basis

Cash contribution to pensions
€0.7bn
Similar level for 2014 FY

Quarterly dividend per share
€0.269
A more aligned definition of A&P from 2014

- Accounting to reflect how we engage consumers
  - e.g. in store merchandisers: from Overheads to A&P
  - e.g. consumer care lines: from Supply Chain Cost & Overheads to A&P
- No change to Turnover or Core Operating Margin
Towards a more agile organisation

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

€500m savings

Re-invest to fund growth opportunities
Investing in growth opportunities

- Whitespace expansion
- Support the core
- Geographic opportunities
- Drive premiumisation
2014 outlook

- Slow market growth expected to continue in 1st Half
- Late Easter will shift volume from Q1 to Q2

- Priorities remain unchanged:
  - Volume growth ahead of our markets
  - Steady & sustainable improvement in core operating margin
  - Strong cash flow