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WE ARE A SUCCESSFUL, GROWING, SUSTAINABLE BUSINESS

We work to create a better future every day,
With brands and services that help people feel good, look good, and get more out of life.
We will lead for responsible growth,
inspiring people to take small everyday actions that will add up to a big difference.
We will develop new ways of doing business that will allow us to double the size of our company,
while reducing our environmental footprint and increasing our positive social impact.
2bn consumers worldwide use a Unilever product on any day

Products sold in more than 190 countries

57% of sales in emerging markets

More than 50 years experience in Brazil, China, India and Indonesia
## STRONG BRANDS AND BALANCED PORTFOLIO

<table>
<thead>
<tr>
<th>Personal Care: 36% of sales</th>
<th>Foods: 27% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dove, Rexona, LUX, AXE, Sunsilk</td>
<td>Knorr, Hellmann’s, Flora, Rama</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Refreshment: 19% of sales</th>
<th>Home Care: 18% of sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lipton, Magnum,</td>
<td>Dirt is good, Surf</td>
</tr>
</tbody>
</table>

14 ‘Billion Euro’ brands
Our deep roots in local cultures and markets around the world give us our strong relationships with consumers and are the foundation for future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers - a truly multi-local multinational - extract from Unilever’s Corporate purpose.
UNILEVER IS STRONGLY POSITIONED IN KEY MARKETS

<table>
<thead>
<tr>
<th>Category</th>
<th>Brazil</th>
<th>Russia</th>
<th>India</th>
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<th>Indonesia</th>
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<th>Turkey</th>
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Source: Nielsen / IR / estimates
Our Compass Strategy sets out our ambition

Double the size of Unilever whilst reducing our environmental footprint and increasing our positive social impact.
UNILEVER’S LONG TERM PRIORITIES

1. Volume growth ahead of our markets
2. Steady and sustainable improvement in core operating margin
3. Strong cash flow

Whilst consistently investing in the long term health of the business
3.1

WINNING WITH BRANDS AND INNOVATIONS
CONTINUE TO ROLLOUT BRANDS TO NEW COUNTRIES

Clear: > 40 countries
Dove: > 60 countries
Axe: > 60 countries
Cif: > 50 countries
Magnum: > 40 countries
Knorr Jelly: > 35 countries
WINNING IN THE MARKET PLACE

Stepping up service level
On shelf availability

Deep distribution reach
Rural coverage
India: ‘Shakti’
Expanding reach
Outlying islands

Reaching >6.5m stores in 2013
Modern trade
Traditional trade

900bps
2008 → 2013
LEAD MARKET DEVELOPMENT: OUR REPEATABLE MODEL

Reach Up
Accelerate premiumisation

Reach Down
Compete for non users

Reach Wide
Be first and be fast in white spaces

White space
Present
DRUG CHANNEL: GAINING FAIR SHARE

- Right portfolio
- Differentiation
- PC business model
- Perfect drug stores
ACCELERATE ‘OUT OF HOME’

Follow the shopper

Visibility & activation

Channel relevant solutions
E-COMMERCE: BUILD SCALE & EXPERTISE FAST
WINNING THROUGH CONTINUOUS IMPROVEMENT:
DRIVING THE VIRTUOUS CIRCLE OF GROWTH

[Diagram showing the virtuous circle of growth]

- Profitable Volume Growth
- Cost Leverage + Efficiency
- Sustainable Living
- Innovation + Marketing Investment
A MORE COMPETITIVE COST STRUCTURE

Savings mitigating inflation

- Value improvement
- Restructuring
- M&A synergies
- Non-working media

Global supply chain

- World class service
- End-to-end competitive cost
- SC creates value through
- Flexible, agile & lean structures
- Flawless execution
- Consumer perceived quality

Containing cost with discipline
GROSS MARGIN AS PRIORITY

3/4 of innovations accretive  
Low cost business models  
Fast growing channels

Price index

100  →  130

Savings realised  
Savings identified

2011-2013

€225m  
€800m

E commerce:  
50% growth

Drug stores:  
double-digit growth
WINNING WITH PEOPLE: BUILDING A PERFORMANCE CULTURE

Fewer touch points

Faster decision making

Differentiated rating

Internal and external appointments – 2/3rd of senior management in new roles
INVESTING IN ORGANISATIONAL STRENGTH AND CAPABILITIES

Building organisational capabilities

An employer of choice

Enterprise & Technology Solutions

No. 1 FMCG in 25 countries
UNILEVER SUSTAINABLE LIVING PLAN: 3 BIG GOALS

HELP 1 BILLION PEOPLE IMPROVE THEIR HEALTH & WELL-BEING

HALVE ENVIRONMENTAL FOOTPRINT OF OUR PRODUCTS

SOURCE 100% OF AGRICULTURAL RAW MATERIALS SUSTAINABLY
SUSTAINABILITY: A SOURCE OF COMPETITIVE ADVANTAGE

Lifebuoy ‘Help a child reach 5’

Dove ‘Beauty Sketches’

Helping to improve health and well being of our consumers whilst increasing brand awareness and sales
EMERGING MARKETS: SIGNIFICANT OPPORTUNITY EXISTS

2010

Have lots: 1.9 bn
Haves: 2.0 bn
Have nots: 2.9 bn

Total population: 6.8 bn

2020

Have lots: 3.0 bn
Haves: 2.7 bn
Have nots: 1.9 bn

Total population: 7.6 bn

1.8 bn people will move up the ladder, mainly in emerging markets
WIDE FOOT-PRINT IN EMERGING MARKETS

Broad country spread

Ever more important for our business

Time intervals not to scale
EMERGING MARKETS: CONSISTENT GROWTH OVER 20 YEARS

Consistent track record – 9% p.a. Underlying Sales Growth over the last 20+ years
2013: CONSISTENT TOP AND BOTTOM LINE GROWTH

Growth ahead of our markets

- Underlying Sales Growth (USG): 4.3%

Improved Core Operating Margin

- ΔCOM: +40 bps

Strong cash flow

- Free cash flow*: €3.9 bn

*Free Cash Flow: Net Cash Flow from Operating Activities – Net Interest – Net Capex
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%
COMMITMENT TO SHAREHOLDER VALUE

Unilever measures its Total Shareholder Return, over a 3 year rolling period, amongst a peer group of 20 companies.

Peer group in 2013

- Avon
- Beiersdorf
- Campbells
- Coca-Cola
- Colgate
- Danone
- Estee Lauder
- General Mills
- Heinz
- Henkel
- Kao
- Kellogg's
- Kimberly-Clark
- L'Oréal
- Nestlé
- Pepsico
- Procter & Gamble
- Reckitt Benckiser
- Shiseido

“... our road to sustainable, profitable growth, creating long term value for our shareholders, our people, and our business partners” extract from Unilever’s Corporate purpose.
Unilever was formed in 1930 from two companies:

- Margarine Unie (Netherlands)
- Lever Brothers (UK)

It was a full business merger, operating as a single business entity. Two separate legal parent companies were maintained:

- Unilever NV (Netherlands) and Unilever PLC (UK).

This works through an equalisation agreement and other contracts between the two companies.
Unilever NV and PLC have separate legal identities but operate as a single entity.
Unilever firmly believes in maintaining high standards of Corporate Governance

These have evolved in response to developments in Europe (UK Corporate Governance Code, Dutch Corporate Governance Code, listing rules), and the US (Sarbanes Oxley, NYSE listing rules)

The boards of NV and PLC comprise the same directors

There are a majority of independent, non-executive directors on the boards. The Chairman is non-executive

The boards have ultimate responsibility for the business as a whole

Details of current arrangements can be found in the report and accounts in the investor centre at www.unilever.com/investorrelations
SHARE LISTINGS

• Unilever NV ordinary shares or certificates (depository receipts) are listed on the stock exchanges in Amsterdam and as New York Registry shares on the New York Stock Exchange.

• Unilever PLC ordinary shares are listed on the London Stock Exchange and as American Depositary Receipts in New York. Each ADR represents 1 underlying ordinary PLC share.

• There are 1,714,727,700 NV ordinary shares in issue, each with a nominal value of €0.16 each.

• There are 1,310,156,361 PLC ordinary shares in issue, each with a nominal value of 3 1/9 pence each.

• The equalisation agreement between NV and PLC is such that each NV ordinary share has the same rights and benefits as each PLC ordinary share.

• The combined share count excluding treasury stock, for calculating basic EPS, was 2,838 million at the end of 2013

• The combined share count excluding treasury stock, for calculating diluted EPS, was 2,924 million at the end of 2013

Further information can be found in the investor centre at www.unilever.com
# SHARE LISTINGS

<table>
<thead>
<tr>
<th>Exchange</th>
<th>Amsterdam</th>
<th>London</th>
<th>New York</th>
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</thead>
<tbody>
<tr>
<td>Share</td>
<td>Unilever NV</td>
<td>Unilever PLC</td>
<td>Unilever NV NY</td>
</tr>
<tr>
<td>Ticker</td>
<td>UNA</td>
<td>ULVR</td>
<td>UN</td>
</tr>
<tr>
<td>Cash payment per share 2013</td>
<td>€1.050</td>
<td>£0.892</td>
<td>$1.395</td>
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</tbody>
</table>
SHARE LISTINGS AND OWNERSHIP

Share listings as a percentage of identified capital
- PLC: 40.9%
- PLC ADR: 4.3%
- NV NY: 8.4%

Share ownership by country at the end of 2013
- USA: 22.7%
- UK: 28.4%
- Netherlands: 6.8%
- Other/Unidentified: 42.1%
AN ATTRACTIVE AND GROWING DIVIDEND

Dividend payout 1979 - today 8% CAGR

€1.050
FURTHER INFORMATION AND CONTACT DETAILS

More information on Unilever is available at www.unilever.com/investorrelations

Download the Unilever IR app for the iPhone and iPad

The IR team can be contacted as follows:

By phone:  44 (0) 20 7822 6830

By e-mail: investor.relations@unilever.com
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.