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<tbody>
<tr>
<td>1</td>
<td>Mission</td>
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<tr>
<td>2</td>
<td>Categories, Brands &amp; Geographic Reach</td>
</tr>
<tr>
<td>3</td>
<td>Our Strategy</td>
</tr>
<tr>
<td></td>
<td>3.1. Winning with Brands and Innovation</td>
</tr>
<tr>
<td></td>
<td>3.2. Winning in the Marketplace</td>
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<tr>
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<td>3.3. Winning through Continuous Improvement</td>
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<td>3.4. Winning with People</td>
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<td>Sustainable Living Plan</td>
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<td>5</td>
<td>Unilever in Emerging Markets</td>
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<td>6</td>
<td>Financial Performance, Governance and Shares</td>
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<td>Contact Information</td>
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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.
WELL POSITIONED FOR GROWTH

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
<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of Sales</th>
<th>Brands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Care</td>
<td>36%</td>
<td>Dove, Rexona, LUX, AXE, Sunsilk</td>
</tr>
<tr>
<td>Foods</td>
<td>27%</td>
<td>Knorr, Hellmann's, Flora, Rama</td>
</tr>
<tr>
<td>Refreshment</td>
<td>19%</td>
<td>Lipton, Magnum, Heart, Dirt is Good, Surf</td>
</tr>
<tr>
<td>Home Care</td>
<td>18%</td>
<td></td>
</tr>
</tbody>
</table>
STRAONG GEOGRAPHIC FOOTPRINT

Asia/Africa/RUB
€20.1bn
40% Sales

The Americas
€16.2bn
33% Sales

Europe
€13.5bn
27% Sales

Developed
€21.5bn
43% Sales

Emerging
€28.3bn
57% Sales

“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>
<th>China</th>
<th>Indonesia</th>
<th>Thailand</th>
<th>Philippines</th>
<th>South Africa</th>
<th>Turkey</th>
<th>Argentina</th>
<th>Pakistan</th>
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<tr>
<td>Fabric Cleaning</td>
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<tr>
<td>Hair Care</td>
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<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Skin Cleansing</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
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<td>1</td>
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<tr>
<td>Face Care</td>
<td>2</td>
<td>1</td>
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<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
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<tr>
<td>Deos</td>
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<td>Savoury</td>
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<tr>
<td>Ice Cream</td>
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<td>2</td>
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</table>

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
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
3.2

WINNING IN THE MARKET PLACE

Stepping up service level

Deep distribution reach

Reaching >6.5m stores in 2013

On shelf availability

900bps

2008 2013

Rural coverage

Expanding reach

India: ‘Shakti’

Outlying islands

Modern trade

Traditional trade
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
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
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

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

E commerce: 50% growth
Drug stores: double-digit growth

Savings realised
Savings identified

€225m
€800m
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 LEADERSHIP EXECUTIVE

Paul Polman
CEO

Keith Weed
Marketing & Communications

Kevin Havelock
Refreshment

Alan Jope
Personal Care

Nitin Paranje
Home Care

Antoine De Saint-Affrique
Foods

Harish Manwani
COO

Kees Kruythoff
North America

Jan Zijderveld
Europe

Doug Baillie
CHRO

David Blanchard
Chief Category R&D Officer

Jean-Marc Huët
CFO

Ritva Sotamaa
Chief Legal Officer

Pier Luigi Sigismondi
Chief Supply Chain Officer
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**

**SOCIAL**   **ENVIRONMENTAL**   **ECONOMIC**
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

- Have lots: 1.9 bn (2010), 3.0 bn (2020)
- Haves: 2.0 bn (2010), 2.7 bn (2020)
- Have nots: 2.9 bn (2010), 1.9 bn (2020)

Total population: 6.8 bn (2010), 7.6 bn (2020)

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

Developed

Emerging

1956 1985 2013

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 (depositary 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
<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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</table>
SHARE LISTINGS AND OWNERSHIP

Share listings as a percentage of identified capital

- PLC: 40.9%
- PLC ADR: 4.3%
- NV NY: 8.4%
- NV: 46.4%

Share ownership by country at the end of 2013

- Other/Unidentified: 42.1%
- USA: 22.7%
- UK: 28.4%
- Netherlands: 6.8%
AN ATTRACTIVE AND GROWING DIVIDEND

Dividend payout 1979 - today  8% CAGR
FURTHER INFORMATION AND CONTACT DETAILS

More information on Unilever is available at [www.unilever.com/investorrelations](http://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.