

BILATERAL CONTACTS

Unilever Standard for Bilateral Contact with Shareholders



Unilever attaches great value to its relationship with shareholders. One of the Investor Relations department's primary tasks is to maintain an open and constructive dialogue with current and potential shareholders of Unilever and with sell side analysts. The objective is to provide timely and accurate information to all stakeholders about Unilever when this information concerns matters that may influence the share price, ensuring that relevant data is equally and simultaneously provided and accessible to all interested parties.

Such information is made available through annual and quarterly reports, press releases, presentations to investors and the Unilever website. In addition, Unilever organizes annual conferences for analysts and investors (the contents of which are webcast), regular roadshows and conference calls, all announced by Unilever in advance and the presentations are posted on the Unilever website after the meetings.

Unilever engages in bilateral contacts with potential and existing shareholders. Bilateral contacts may be initiated at the request of Unilever or a (potential) shareholder. The main objective of such bilateral contact is to explain Unilever's strategy and operational performance and answer questions from shareholders. Any explanations and discussions shall be based on information which is already in the public domain.

Any contacts shall in principle be conducted by a representative from the Investor Relations department alone or together with a member of the Unilever Leadership Executive. Sell side analysts are sometimes present during these discussions. Bilateral contacts will not take place shortly before publication of the regular financial information. Unilever's contacts with investors and sell side analysts will at all times be conducted in compliance with applicable rules and regulations, in particular those concerning selective disclosure, price sensitive information and equal treatment.

