Introduction to Unilever
March 2013
Mission
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.
Geographic Reach
WELL POSITIONED FOR GROWTH

2bn consumers worldwide use a Unilever product on any day

Products sold in more than 190 countries

55% of sales in emerging markets

More than 50 years experience in Brazil, China, India and Indonesia
BALANCED SCALE ACROSS CATEGORIES

Personal Care
- €18.1bn Turnover
- 35% of sales

Home Care
- €9.1bn Turnover
- 18% of sales

Foods
- €14.4bn Turnover
- 28% of sales

Refreshment
- €9.7bn Turnover
- 19% of 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
Categories and Brands
## UNILEVER IS STRONGLY POSITIONED IN THE KEY MARKETS

<table>
<thead>
<tr>
<th>Market Position</th>
<th>Hair</th>
<th>Skin Care</th>
<th>Skin Cleansing</th>
<th>Deos</th>
<th>Oral</th>
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Note: retail audit data – latest 12 weeks
14 BRANDS IN THE €1BN+ CLUB
MORE BILLIONAIRE BRANDS IN THE MAKING

- TRESemmé
- Comfort
- Lifebuoy
- POND’S
- Signal
- Sunlight
- New CLEAR
Our Strategy
Double the size of Unilever whilst reducing our environmental footprint and increasing our positive social impact.

OUR COMPASS STRATEGY SETS OUT OUR AMBITION
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
Our Strategy

I. Winning with Brands and Innovation
INNOVATION BECOMING A COMPETITIVE STRENGTH

Average value per project up

75%

Innovations in ten or more markets

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2012</th>
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<tbody>
<tr>
<td></td>
<td>9</td>
<td>~90</td>
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INNOVATING ACROSS THE PORTFOLIO - HAIR

Clear Hair white space entry

TRESemmé Hair roll out

AXE Hair launch
INNOVATING ACROSS THE PORTFOLIO - DEODORANTS

AXE Deodorants new variants

Dove Men+ Care Deodorants

Rexona Maximum Protection
INNOVATING ACROSS THE PORTFOLIO - SKIN

Lux Skin Cleansing Whitening plus

Lifebuoy Clini-Care 10

Dove H&B Purely Pampering
INNOVATING ACROSS THE PORTFOLIO – HOME CARE

- Cif power pro-naturals
- Surf roll out into white spaces
- Dirt Is Good superior stain removal
INNOVATING ACROSS THE PORTFOLIO - ORAL

Signal Expert Protection

Close Up 3X fresher breath
INNOVATING ACROSS THE PORTFOLIO – ICE CREAM

- Magnum in various formats
- Cornetto value packs
- 2 B&J’s scoop shops – Japan
INNOVATING ACROSS THE PORTFOLIO – SAVOURY

Knorr Stockpot - strong platform big opportunity

Knorr Baking bags
INNOVATING ACROSS THE PORTFOLIO – SPREADS

Innovation roll out continues

0 trans fat in US

Relaunch Family Goodness
CONTINUE TO ROLLOUT BRANDS IN WHITE SPACE

- Clear: > 40 countries
- Cif: > 50 countries
- Dove: > 60 countries
- Magnum: > 40 countries
- Knorr Jelly: > 35 countries
- Axe: > 60 countries
M&A: RESHAPING OUR PORTFOLIO IN LINE WITH STRATEGY

Concern Kalina: Russia
- Completed H1 2012

Frozen Foods: North America
- Completed H2 2012

Skippy: North America
- To be completed Q1 2013
II. Winning in the Marketplace
BECOMING AN EXECUTION POWERHOUSE

Stepping up service level

Supplier of the year e.g. U.K.

Adding 1m stores in 2012

On shelf availability

Developed
Emerging markets
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 STORE
ACCELERATE ‘OUT OF HOME’

FOLLOW THE SHOPPER

VISIBILITY & ACTIVATION

CHANNEL RELEVANT SOLUTIONS
E-COMMERCE: BUILD SCALE & EXPERTISE FAST
III. Winning through Continuous Improvement
DRIVING THE VIRTUOUS CIRCLE OF GROWTH

1. Cost Leverage + Efficiencies
2. Cost Savings
3. Innovation A&P / R&D
4. Profitable Volume Growth
A MORE COMPETITIVE COST STRUCTURE

Savings mitigating inflation

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

Global supply chain

Containing cost with discipline

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

2012 Δ Core operating margin

-50 bps
0 bps
50 bps
170 bps

Personal care
Foods
Home care
Refreshment

Margin accretive innovations

Dove is different

Continuous improvement programmes

↑ Service
↓ Cost
IV. Winning with People
A CONSUMER AND CUSTOMER CENTRIC ORGANISATION

Agile, flexible and diverse

Investing in capability

Linking R&D with category

Building talent in PC
GLOBAL FUNCTIONS AND BEST-IN-CLASS SERVICES

- Global Finance
  - virtuous circle of growth

- Global R&D
  - highest ever innovation rate

- Global HR
  - 3+1s
  - Performance Culture

- Global Supply Chain
  - Integrated supply chain

- Global Marketing
  - Strengthening our Brand
  - Equities

- IT and enterprise support

- A Passion for Performance
  - Enterprise Support
We are driving a new performance culture

→ 3+1 goals
→ More variable pay
→ Individual assessment based on rating
→ Top 100 required to hold 1.5x salary in shares
→ ULE required to hold >3x salary in shares

Internal and external appointments – 2/3rd of senior management in new roles
GREAT PLACE GREAT PEOPLE

Top 3 employer 27 markets

1. Netherlands
2. Germany
3. UK
4. Spain
5. Mexico
6. Argentina
7. Chile
8. Peru
9. India
10. Pakistan
11. Sri Lanka
12. Bangladesh
13. Indonesia
14. Vietnam
15. Japan
16. South Africa
17. Russia
18. Turkey
19. Brazil

5th most in demand employer

1. Google
2. Apple
3. Microsoft
4. Facebook
5. Unilever
AND OUR JOURNEY HAS BEEN RECOGNIZED
TALENT FOR €80 BUSINESS AMBITION

Do we have the...

• Talent ✓
• Skills ✓
• Organisation ✓
• Culture ✓

...to match our growth ambition?
Sustainable Living Plan
UNILEVER SUSTAINABLE LIVING PLAN

HELP 1 BILLION PEOPLE IMPROVE THEIR HEALTH & WELLBEING

HALVE ENVIRONMENTAL IMPACTS OF OUR PRODUCTS

SOURCE 100% OF AGRICULTURAL RAW MATERIALS SUSTAINABLY
WE ARE COMMITTED TO GROW OUR BUSINESS SUSTAINABLY

- 800k tons CO2
- 26% energy from renewables
- Zero waste in 1/2 of sites

Global super-sector leader in F&B 2012-13

100% sustainable palm
1/3 agricultural materials sustainably sourced
60% paper & board certified or recycled
Over half Lipton teabags contain Rainforest Alliance Certified™ tea
SUSTAINABILITY: A SOURCE OF COMPETITIVE ADVANTAGE

Lifebuoy Global Hand-washing Day

Dove Self-Esteem Programme

Helping to improve well and health being of our consumers whilst increasing brand awareness and sales
Unilever in Emerging Markets
MOST 100M+ POPULATIONS WILL BE IN EMERGING MARKETS BY 2020

Unilever is uniquely positioned to win across the Emerging Markets

Source: Unilever Estimates from Globegro
UNILEVER: THE EMERGING MARKET COMPANY

Developed: 55%
Emerging: 0%

Year:
- 1946
- 1956
- 1966
- 1976
- 1986
- 1998
- 2004
- 2008
- 2009
- 2010
- 2011
- 2012

Percentage:
- 0%
- 20%
- 40%
- 60%
- 80%
- 100%
EMERGING MARKETS: CONSISTENT GROWTH OVER 20 YEARS

Underlying sales growth

Consistent track record – 9% CAGR over the last 20 years
WE HAVE THE BEST FOOTPRINT IN EMERGING MARKETS

Source: Annual Report & Accounts, analysts estimates, Unilever estimates
THE OPPORTUNITY - MORE CONSUMERS

billions of people

2010

Have lots 1.9
Haves 2.0
Have nots 2.9

2020

More benefits 3.0
More usage 2.7
More users 1.9

Source: Unilever estimates Globegro, updated upon LSM 2.0 baseline studies.
WE ARE IDEALLY POSITIONED TO CAPTURE D&E GROWTH

<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
<th>Value Share</th>
<th>Relative Market Share</th>
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<tbody>
<tr>
<td>China</td>
<td>1.4bn</td>
<td>&gt;10%</td>
<td>0.4</td>
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<tr>
<td>India</td>
<td>1.3bn</td>
<td>&gt;35%</td>
<td>&gt;2</td>
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<tr>
<td>Indonesia</td>
<td>230m</td>
<td>&gt;40%</td>
<td>&gt;1.5</td>
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<td>Brazil</td>
<td>195m</td>
<td>&gt;35%</td>
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<td>Pakistan</td>
<td>170m</td>
<td>&gt;35%</td>
<td>0.9</td>
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<td>Bangladesh</td>
<td>160m</td>
<td>&gt;50%</td>
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<td>Philippines</td>
<td>90m</td>
<td>&gt;35%</td>
<td>&gt;1.5</td>
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MARKET DEVELOPMENT IS A MAJOR GROWTH DRIVER

in BRIC alone, by 2020

- washing machines +230%
- fridge freezers +190%
- microwave ovens +130%
- inside toilets +100%
- kitchen sinks +115%
EXAMPLE: MARKET DEVELOPMENT BATH & SHOWER

US$ spend per capita

Source: Euromonitor
EXAMPLE: DEVELOPING OUR MARKETS BY INCREASING FREQUENCY OF CONSUMPTION

Oral Care Market Development Model

France

Indonesia

Nigeria
7 Financial Performance, Governance and Shares
2012: CONSISTENT GROWTH AHEAD OF OUR MARKETS

Strong, balanced growth

Unilever FY 2012

- USG: 6.9%
- Volume: 3.4%
- Price: 3.3%

In EVERY cluster

Underlying sales growth

- Asia/AMET RUB: 10.6%
- Americas: 7.9%
- Europe: 0.8%

In EVERY category

Underlying sales growth

- Personal care: 10.0%
- Foods: 1.8%
- Refreshment: 6.3%
- Home care: 10.3%
COMMITMENT TO SHAREHOLDER VALUE

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

Peer group in 2012

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

Unilever’s TSR position relative to the peer group over a rolling 3 year period

“… 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.
LEGAL STRUCTURE

Unilever firmly believes in maintaining high standards of Corporate Governance

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

Unilever operates a unified board: the boards of NV and PLC comprise the same directors

There is a majority of independent, non-executive directors on the board. 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.

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

• 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 2,829 million at the end of 2012

• The combined share count excluding treasury stock, for calculating diluted EPS, was 2,916 million at the end of 2012

Further information can be found in the investor centre at www.unilever.com
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<tr>
<th>Exchange</th>
<th>Share</th>
<th>Ticker</th>
<th>Cash payment per share 2011</th>
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<td>New York</td>
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<td>Unilever PLC NY</td>
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SHARE LISTINGS AND OWNERSHIP

Share listings as a percentage of identified capital

- PLC ADR: 5%
- NV NY: 9%
- PLC: 39%
- NV: 47%

Share ownership by country at the end of 2012

- Netherlands: 7%
- USA: 24%
- UK: 28%
- Other: 41%
AN ATTRACTIVE AND GROWING DIVIDEND

Dividend payout 1979 - today  8% CAGR
Contact Information
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 shareholder centre at www.unilever.com/investorrelations gives information on how to purchase Unilever stock

The IR team can be contacted by telephone as follows:

+ 44 (0) 20 7822 6830

Or by e-mail at:

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’, ‘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 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; finding 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 national 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, Euronext Amsterdam and the US Securities and Exchange Commission, including the Group’s Annual Report on Form 20-F for the year ended 31 December 2011 and the Annual Report and Accounts 2011. 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.