

| CONSOLIDATED BALANCE SHEET | | | | | |
|---|----------|-------|-----------|------------|-----------|
| as at 31 December | | | € million | € million | € million |
| | | | 2013 | 2012 | 2011 |
| | | Notes | | (Restated) | |
| Assets | | | | | |
| Non-current assets | | | | | |
| Goodwill | 9 | | 13.917 | 14.619 | 14.896 |
| Intangible assets | 9 | | 6.987 | 7.099 | 7.017 |
| Property, plant and equipment | 10 | | 9.344 | 9.445 | 8.774 |
| Pension asset for funded schemes in surplus | 4B | | 991 | 758 | 1.003 |
| Deferred tax assets | 6B | | 1.084 | 1.050 | 421 |
| Financial assets | 17A | | 505 | 535 | 478 |
| Other non-current assets | 11 | | 563 | 536 | 632 |
| | | | 33.391 | 34.042 | 33.221 |
| Current assets | | | | | |
| Inventories | 12 | | 3.937 | 4.436 | 4.601 |
| Trade and other current receivables | 13 | | 4.831 | 4.436 | 4.513 |
| Current tax assets | | | 217 | 217 | 219 |
| Cash and cash equivalents | 17A | | 2.285 | 2.465 | 3.484 |
| Other financial assets | 17A | | 760 | 401 | 1.453 |
| Non-current assets held for sale | 66 22 | | 92 | 192 | 21 |
| | | | 12.122 | 12.147 | 14.291 |

| | | | | |
|--|-----|--------|--------|--------|
| Total assets | | 45.513 | 46.189 | 47.512 |
| | | | | |
| Liabilities | | | | |
| Current liabilities | | | | |
| Financial liabilities | 15C | 4.010 | 2.656 | 5.840 |
| Trade payables and other current liabilities | 14 | 11.735 | 11.668 | 10.971 |
| Current tax liabilities | | 1.254 | 1.129 | 725 |
| Provisions | 19 | 379 | 361 | 393 |
| Liabilities associated with assets held for sale | 22 | 4 | 1 | |
| | | 17.382 | 15.815 | 17.929 |
| Non-current liabilities | | | | |
| Financial liabilities | 15C | 7.491 | 7.565 | 7.878 |
| Non-current tax liabilities | | 145 | 100 | 258 |
| ` | | | | |
| Funded schemes in deficit | 4B | 1.405 | 2.060 | 2.295 |
| Unfunded schemes | 4B | 1.563 | 2.040 | 1.911 |
| Provisions | 19 | 892 | 846 | 908 |
| Deferred tax liabilities | 6B | 1.524 | 1.414 | 1.125 |
| Other non-current liabilities | 14 | 296 | 400 | 287 |
| | | 13.316 | 14.425 | 14.662 |
| Total liabilities | | 30.698 | 30.240 | 32.591 |
| | | | | |
| Equity | | | | |
| Shareholders' equity | | | | |
| Called up share capital | 15A | 484 | 484 | 484 |

| | | | | |
|-------------------------------------|-----|---------|---------|---------|
| Share premium account | | 138 | 140 | 137 |
| Other reserves | 15B | (6.746) | (6.196) | (6.004) |
| Retained profit | | 20.468 | 20.964 | 19.676 |
| Shareholders' equity | | 14.344 | 15.392 | 14.293 |
| Non-controlling interests | 15B | 471 | 557 | 628 |
| Total equity | | 14.815 | 15.949 | 14.921 |
| Total liabilities and equity | | 45.513 | 46.189 | 47.512 |

Appendix of Income Statement Unilever Company

| CONSOLIDATED INCOME STATEMENT | | | | |
|---|-------|-----------|---------------------------|---------------------------|
| | | | | |
| for the year ended 31 December | | | | |
| | | € million | € million | € million |
| | | 2013 | 2012 | 2011 |
| | Notes | | (Restated) ^(a) | (Restated) ^(a) |
| Turnover | 2 | 49.797 | 51.324 | 46.467 |
| Operating profit | 2 | 7.517 | 6.977 | 6.420 |
| After (charging)/crediting non-core items | 3 | 501 | (73) | 144 |
| Net finance costs | 5 | (530) | (535) | (543) |
| Finance income | | 103 | 136 | 92 |
| Finance costs | | (500) | (526) | (540) |
| Pensions and similar obligations | | (133) | (145) | (95) |
| Share of net profit/(loss) of joint ventures and associates | 11 | 113 | 105 | 113 |
| Other income/(loss) from non-current investments | | 14 | (14) | 76 |
| Profit before taxation | | 7.114 | 6.533 | 6.066 |
| Taxation | 6 A | (1.851) | (1.697) | (1.575) |
| Net profit | | 5.263 | 4.836 | 4.491 |

| | | | | |
|--|---------|--------------|----------------|----------------|
| Attributable to: | | | | |
| Non-controlling interests | | 421 | 468 | 371 |
| | | 4.842 | 4.368 | 4.120 |
| | | | | |
| | | | | |
| Combined earnings per share | 7 | | | |
| Basic earnings per share (€) | | 1,71 | 1,54 | 1,46 |
| Diluted earnings per share (€) | | 1,66 | 1,50 | 1,42 |
| ^(a) Refer to note 1. | | | | |
| | | | | |
| | | | | |
| CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME | | | | |
| | | | | |
| for the year ended 31 December | | | | |
| | | € million | € million | € million |
| | | 2013 | 2012 | 2011 |
| | Notes | | (Restat ed) | (Restat ed) |
| Net profit | | 5.263 | 4.836 | 4.491 |
| | | | | |
| Other comprehensive income | 6C | | | |
| Items that will not be reclassified to profit or loss: | | | | |
| Actuarial gains/(losses) on pension schemes net of tax | 15 B | 697 | (497) | (1.097) |
| | | | | |
| Items that may be reclassified subsequently to profit or loss: | | | | |
| Currency retranslation gains/(losses) net of tax(a) | 15 B | (999) | (316) | (703) |
| Fair value gains/(losses) on financial instruments net of tax | 15 B | 106 | (125) | (168) |
| Total comprehensive income | | 5.067 | 3.898 | 2.523 |

| | | | | |
|---|--|-------|-------|-------|
| | | | | |
| Attributable to: | | | | |
| Non-controlling interests | | 339 | 444 | 314 |
| Shareholders' equity | | 4.728 | 3.454 | 2.209 |
| ^(a) Includes fair value gains/(losses) on net investment hedges of €275 million (2012: €(160) million; 2011: €45 million). | | | | |

Appendix of Cash Flow Unilever Company

| CONSOLIDATED CASH FLOW STATEMENT | | | | |
|---|-------|-----------|------------|------------|
| | | | | |
| for the year ended 31 December | | € million | € million | € million |
| | | 2013 | 2012 | 2011 |
| | Notes | | (Restated) | (Restated) |
| Net profit | | 5.263 | 4.836 | 4.491 |
| Taxation | | 1.851 | 1.697 | 1.575 |
| Share of net profit of joint ventures/associates and other income/(loss) from non-current investments | | (127) | (91) | (189) |
| Net finance costs | 5 | 530 | 535 | 543 |
| Operating profit | | 7.517 | 6.977 | 6.420 |
| Depreciation, amortisation and impairment | | 1.151 | 1.199 | 1.029 |
| Changes in working capital: | | 200 | 822 | (177) |
| Inventories | | 168 | (9) | (219) |
| Trade and other receivables | | (917) | 1 | (399) |
| Trade payables and other liabilities | | 949 | 830 | 441 |
| Pensions and similar obligations less payments | | (383) | (369) | (540) |
| Provisions less payments | | 126 | (43) | 9 |
| Elimination of (profits)/losses on disposals | | (725) | (236) | (215) |

| | | | | |
|---|--|---------|---------|---------|
| Non-cash charge for share-based compensation | | 228 | 153 | 105 |
| Other adjustments | | (15) | 13 | 8 |
| Cash flow from operating activities | | 8.099 | 8.516 | 6.639 |
| Income tax paid | | (1.805) | (1.680) | (1.187) |
| Net cash flow from operating activities | | 6.294 | 6.836 | 5.452 |
| | | | | |
| Interest received | | 100 | 146 | 93 |
| Purchase of intangible assets | | (377) | (405) | (264) |
| Purchase of property, plant and equipment | | (1.791) | (1.975) | (1.835) |
| Disposal of property, plant and equipment | | 141 | 237 | 125 |
| Acquisition of group companies, joint ventures and associates | | (142) | (133) | (3.098) |
| Disposal of group companies, joint ventures and associates | | 1.053 | 246 | 1.378 |
| Acquisition of other non-current investments | | (273) | (91) | (88) |
| Disposal of other non-current investments | | 302 | 88 | 178 |
| Dividends from joint ventures, associates and other non-current investments | | 136 | 128 | 116 |
| (Purchase)/sale of financial assets | | (310) | 1.004 | (1.072) |
| Net cash flow (used in)/from investing activities | | (1.161) | (755) | (4.467) |
| | | | | |
| Dividends paid on ordinary share capital | | (2.993) | (2.699) | (2.485) |
| Interest and preference dividends paid | | (511) | (506) | (496) |
| Acquisition of non-controlling interests | | (2.901) | – | – |

| | | | | |
|---|-----|---------|---------|-------|
| Net change in short-term borrowings | | 350 | (870) | 1.261 |
| Additional financial liabilities | | 4.219 | 1.441 | 3.419 |
| Repayment of financial liabilities | | (3.294) | (3.565) | (907) |
| Capital element of finance lease rental payments | | (11) | (15) | (16) |
| Other movements on treasury stock | | 24 | 48 | 30 |
| Other financing activities | | (273) | (456) | (395) |
| Net cash flow (used in)/from financing activities | | (5.390) | (6.622) | 411 |
| | | | | |
| Net increase/(decrease) in cash and cash equivalents | | (257) | (541) | 1.396 |
| Cash and cash equivalents at the beginning of the year | | 2.217 | 2.978 | 1.966 |
| Effect of foreign exchange rate changes | | 84 | (220) | (384) |
| Cash and cash equivalents at the end of the year | 17A | 2.044 | 2.217 | 2.978 |

| | | | |
|---|---------|---------|---------|
| The Procter & Gamble Company | | | |
| Consolidated Balance Sheets □ | | | |
| | | | |
| <u>Amounts in millions</u> | | | |
| <u>Assets</u> | 2013 | 2012 | 2011 |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 5.947 | 4.436 | 2.768 |
| Accounts receivable | 6.508 | 6.068 | 6.275 |
| INVENTORIES | | | |
| Materials and supplies | 1.704 | 1.740 | 2.153 |
| Work in process | 722 | 685 | 717 |
| Finished goods | 4.483 | 4.296 | 4.509 |
| Total inventories | 6.909 | 6.721 | 7.379 |
| Deferred income taxes | 948 | 1.001 | 1.140 |
| Prepaid expenses and other current assets | 3.678 | 3.684 | 4.408 |
| TOTAL CURRENT ASSETS | 23.990 | 21.910 | 21.970 |
| NET PROPERTY, PLANT AND EQUIPMENT | 21.666 | 20.377 | 21.293 |
| GOODWILL AND OTHER INTANGIBLE ASSETS | | | |
| Goodwill | 55.188 | 53.773 | 57.562 |
| Trademarks and other intangible assets, net | 31.572 | 30.988 | 32.620 |
| NET GOODWILL AND OTHER INTANGIBLE ASSETS | | 84.761 | 90.182 |
| OTHER NONCURRENT ASSETS | 6.847 | 5.196 | 4.909 |
| TOTAL ASSETS | 139.263 | 132.244 | 138.354 |
| <u>Liabilities and Shareholders' Equity</u> | | 2012 | 2011 |

| | | | |
|--|---------------|---------------|---------------|
| CURRENT LIABILITIES | | | |
| Accounts payable | 8.777 | 7.920 | 8.022 |
| Accrued and other liabilities | 8.828 | 8.289 | 9.290 |
| Debt due within one year | 12.432 | 8.698 | 9.981 |
| TOTAL CURRENT LIABILITIES | 30.037 | 24.907 | 27.293 |
| LONG-TERM DEBT | 19.111 | 21.080 | 22.033 |
| DEFERRED INCOME TAXES | 10.827 | 10.132 | 11.070 |
| OTHER NONCURRENT LIABILITIES | 10.579 | 12.090 | 9.957 |
| TOTAL LIABILITIES | 70.554 | 68.209 | 70.353 |
| SHAREHOLDERS' EQUITY | | | |
| Convertible Class A preferred stock, stated value \$1 per share (600 shares authorized) | 1.137 | 1.195 | 1.234 |
| Non-Voting Class B preferred stock, stated value \$1 per share (200 shares authorized) | | — | — |
| Common stock, stated value \$1 per share (10,000 shares authorized; shares issued: 2012 - 4,008.4, 2011 - 4,007.9) | 4.009 | 4.008 | 4.008 |
| Additional paid-in capital | 63.538 | 63.181 | 62.405 |
| Reserve for ESOP debt retirement | -1.352 | (1.357) | (1.357) |
| Accumulated other comprehensive income/(loss) | -7.499 | (9.333) | (2.054) |
| Treasury stock, at cost (shares held: 2012 - 1,260.4, 2011 - 1,242.2) | -71.966 | (69.604) | (67.278) |
| Retained earnings | 80.197 | 75.349 | 70.682 |
| Noncontrolling interest | 645 | | |

| | | | |
|--|---------|---------|---------|
| | | 596 | 361 |
| TOTAL SHAREHOLDERS' EQUITY | 68.709 | 64.035 | 68.001 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY | 139.263 | 132.244 | 138.354 |

Appendix of Income Statement Procter&Gamble

| The Procter & Gamble Company | | | |
|---|--------|-----------|-----------|
| Consolidated Statements of Earnings | | | |
| | 2013 | 2012 | 2011 |
| NET SALES | 84.167 | \$ 83.680 | \$ 81.104 |
| Cost of products sold | 42.428 | 42.391 | 39.859 |
| Selling, general and administrative expense | 26.950 | 26.421 | 25.750 |
| Goodwill and indefinite lived intangible asset impairment charges | 308 | 1.576 | — |
| OPERATING INCOME | 14.481 | 13.292 | 15.495 |
| Interest expense | 667 | 769 | 831 |
| Other non-operating income, net | 1029 | 262 | 333 |
| EARNINGS FROM CONTINUING OPERATIONS BEFORE INCOME TAXES | 14.834 | 12.785 | 14.997 |
| Income taxes on continuing operations | 3.441 | 3.468 | 3.299 |
| NET EARNINGS FROM CONTINUING OPERATIONS | 11.402 | 9.317 | 11.698 |
| NET EARNINGS FROM DISCONTINUED OPERATIONS | - | 1.587 | 229 |
| NET EARNINGS | 11.402 | 10.904 | 11.927 |
| Less: Net earnings attributable to noncontrolling interests | 90 | 148 | 130 |
| NET EARNINGS ATTRIBUTABLE TO PROCTER & GAMBLE | 11.321 | \$ 10.756 | \$ 11.797 |
| | | | |
| BASIC NET EARNINGS PER COMMON SHARE (1): | | | |
| Earnings from continuing operations | 4,04 | \$ 3,24 | \$ 4,04 |
| Earnings from discontinued operations | — | 0,58 | 0,08 |

| | | | |
|--|------|------------|------------|
| BASIC NET EARNINGS PER COMMON SHARE | 4,04 | 3,82 | 4,12 |
| DILUTED NET EARNINGS PER COMMON SHARE (1): | | | |
| Earnings from continuing operations | 3,86 | 3,12 | 3,85 |
| Earnings from discontinued operations | – | 0,54 | 0,08 |
| DILUTED NET EARNINGS PER COMMON SHARE | 3.86 | 3,66 | 3,93 |
| DIVIDENDS PER COMMON SHARE | 2,29 | \$ 2,14 | \$ 1,97 |

Appendix of Cash Flow Procter&Gamble

| | | | |
|--|--------|----------|----------|
| The Procter & Gamble Company | | | |
| Consolidated Statements of Cash Flows | | | |
| | | | |
| <u>Amounts in millions</u> | 2013 | 2012 | 2011 |
| CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR | 4.436 | \$ 2.768 | \$ 2.879 |
| OPERATING ACTIVITIES | | | |
| Net earnings | 11.402 | 10.904 | 11.927 |
| Depreciation and amortization | 2.982 | 3.204 | 2.838 |
| Share-based compensation expense | 346 | 377 | 414 |
| Deferred income taxes | -307 | (65) | 128 |
| Gain on sale of businesses | -916 | (2.106) | (203) |
| Goodwill and indefinite lived intangible asset impairment charges | 308 | 1.576 | — |
| Change in accounts receivable | -415 | (427) | (426) |
| Change in inventories | -225 | 77 | (501) |
| Change in accounts payable, accrued and other liabilities | 1.253 | (22) | 358 |
| Change in other operating assets and liabilities | 68 | (444) | (1.221) |
| Other | 377 | 210 | 16 |
| TOTAL OPERATING ACTIVITIES | 14.873 | 13.284 | 13.330 |
| INVESTING ACTIVITIES | | | |
| Capital expenditures | -4,008 | (3.964) | (3.306) |
| Proceeds from asset sales | 584 | 2.893 | 225 |
| Acquisitions, net of cash acquired | -1.145 | (134) | (474) |
| Change in investments | -121 | 112 | 73 |

| | | | |
|--|--------|----------|----------|
| TOTAL INVESTING ACTIVITIES | -6.295 | (1.093) | (3.482) |
| FINANCING ACTIVITIES | | | |
| Dividends to shareholders | -6.519 | (6.139) | (5.767) |
| Change in short-term debt | 3.406 | (3.412) | 151 |
| Additions to long-term debt | 2.331 | 3.985 | 1.536 |
| Reductions of long-term debt | -3.752 | (2.549) | (206) |
| Treasury stock purchases | -5.986 | (4.024) | (7.039) |
| Impact of stock options and other | 3.449 | 1.729 | 1.203 |
| TOTAL FINANCING ACTIVITIES | -7.071 | (10.410) | (10.122) |
| EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS | 4 | (113) | 163 |
| CHANGE IN CASH AND CASH EQUIVALENTS | 1.511 | 1.668 | (111) |
| CASH AND CASH EQUIVALENTS, END OF YEAR | 5.947 | \$ 4.436 | \$ 2.768 |
| | | | |
| SUPPLEMENTAL DISCLOSURE | | | |
| Cash payments for: | | | |
| Interest | 683 | \$ 740 | \$ 806 |
| Income taxes | 3.780 | 4.348 | 2.992 |
| Assets acquired through non-cash capital leases | | 24 | 13 |