Measuring our strategic performance

1. Enhance global responsible leadership position

- Net revenue (potash) (US$ mln): $2,665 mln
- Achieved capacity (mln t): 13 mln t
- Total shareholder return ( TSR) (%): -28%

Relevance to the strategy:
- Net revenue is the key financial metric that measures the success of our revenue maximization strategy. We use net revenue to eliminate the effect of trading operations and transportation costs in order to provide for better cross-industry comparison.
- Measurement: Net revenue represents revenue net of freight, railway tariff and transhipment costs.
- Performance overview: Decline in 2012 was predominantly a consequence of the performance in H1 2013 when net revenue decreased by 20%, as Uralkali ceded market share to other potash producers as well as the decline in potash prices. Change of market position at the end of July 2013 helped us to partly offset the impact of a challenging market environment on the Company’s financials via a recovery in market share in H2.

2. Focus on enhanced relationships with end customers

- Sales volume (mln t): 9.9 mln t
- Cash COGS per tonne (US$): $58
- Sustenance CAPEX (US$ mln): $241 mln
- EBITDA margin (%): 61%

Relevance to the strategy:
- Sales volume decreased due to lower prices and lower production volumes.
- Cash COGS per tonne was higher due to lower sales volumes and higher costs.
- Sustenance CAPEX increased due to higher capital expenditures.
- EBITDA margin decreased due to lower sales volumes and higher costs.

Relevance to the strategy:
- Improvement in relationships with end customers can lead to increased sales volumes and lower costs.
- Measurement:
  - Sales volume: Measured as the amount of potash sold within the period.
  - Cash COGS per tonne: Measured as the cost of goods sold per tonne.
  - Sustenance CAPEX: Measured as the capital expenditures.
  - EBITDA margin: Measured as the ratio of EBITDA to sales volume.

Performance overview:
- Sales volume increased in H2 2013 when Uralkali was able to regain its market share.
- Cash COGS per tonne in 2013 was higher due to the development of the Dow Jones index in 2013 vs. 2012.
- Sustenance CAPEX in 2013 was higher due to higher capital expenditures.
- EBITDA margin in 2013 was lower due to lower sales volumes and higher costs.

3. Maintain cash cost leadership positions

- Production volume (mln t): 10.0 mln t

Relevance to the strategy:
- Production volume is one of the indicators of the efficiency of our logistics, trading performance and routes to market.

Relevance to the strategy:
- Production volume increased in H2 2013 when Uralkali was able to regain its market share.

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4 Balance investment in growth with shareholder returns

<table>
<thead>
<tr>
<th>Dividend payout (%)</th>
<th>Net debt/LTM EBITDA</th>
<th>Expansion CAPEX (US$ m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>50%</td>
<td>2.5x</td>
<td>$224 m</td>
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</tbody>
</table>

5 Focus on people, communities, safety and environment

<table>
<thead>
<tr>
<th>Work-related fatal injury frequency rate (FTR/F)</th>
<th>Lost time injury frequency rate (LTFIR)</th>
<th>Social investments (US$ m)</th>
<th>Average annual wages (production personnel) (US$)</th>
<th>Energy consumption (kWh/tonne)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.12</td>
<td>$31.7 m</td>
<td>$15,600</td>
<td>155 kWh/tonne</td>
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<td>0.01</td>
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<td>0.13</td>
<td>0.12</td>
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<tr>
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<tr>
<td>0.03</td>
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<td>0.15</td>
<td>0.15</td>
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<tr>
<td>0.04</td>
<td>0.16</td>
<td>0.16</td>
<td>0.16</td>
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</table>

6 Continued focus on corporate governance

<table>
<thead>
<tr>
<th>Maintenance of credit ratings</th>
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<tbody>
<tr>
<td>2013: Investment-grade ratings maintained</td>
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<tr>
<td>2010: Investment-grade ratings received</td>
</tr>
</tbody>
</table>

8 Dividend (reported) and accounts 2010

9 www.unilever.com

10 Key performance indicators (continued)