

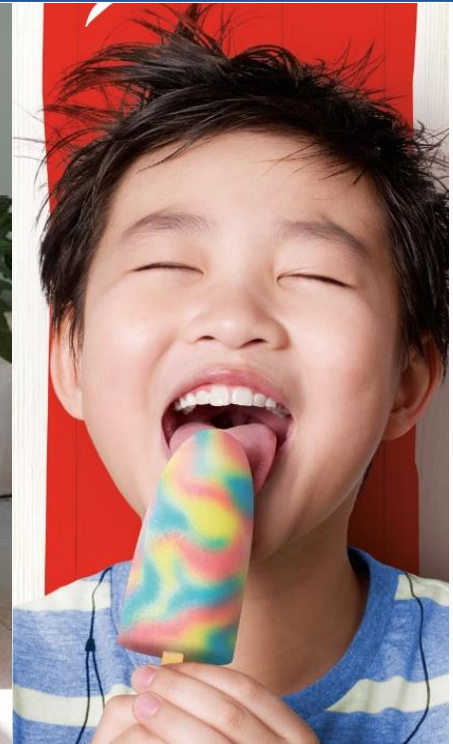
# Unilever Investor Event 2015



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## Andrew Stephen

### Head of Investor Relations



# Day 1 – Manila



Time	Activity	Location	Who
14:35~14:45	<b>Welcome</b>	Garden Ballroom	Andrew Stephen
14:45~15:15	<b>CEO: Setting the scene</b>	Garden Ballroom	Paul Polman
15:15~15:55	<b>Unilever Philippines</b>	Garden Ballroom	Rohit Jawa
16:00~17:00	<b>PH Carousel Sessions (15mins@ x 3 booths)</b>	Garden Ballroom	Gina Lorenzana, Benjie Yap, Ajay Gandhi (NOTE: Snack buffet open during this time)
17:00~17:10	Plenary Q&A	Garden Ballroom	UL Philippines Leadership Team
17:10~17:30	Field Visit Briefing	Garden Ballroom	Tip Lua-Tan, Carl Cruz
18:00~19:00	Cocktails	Isla 2 Ballroom	
19:00	Dinner	Isla 2 Ballroom	

# Day 2 – Manila



## Morning

**Consumer visits:  
Understanding people and  
identifying trends**

## Afternoon

**Trade visits: includes  
conducting a Perfect Store  
audit**



**Evening: Fly to Singapore**

# Day 3 – Singapore



Time	Wednesday 2nd December	Who
<b>MORNING</b>	<b>Welcome to Four Acres East</b>	Peter ter-Kulve
	<b>SEA Category Rotations</b>	SEA category leads
	<b>Building a Prestige Business</b>	Alan Jope Vasiliki Petrou
<b>AFTERNOON</b>	<b>Country Rotations</b>	SEA category heads
	<b>Unilever in South East Asia</b>	Peter ter-Kulve
	<b>Digital Marketing &amp; E-Commerce</b>	Keith Weed
	<b>Long term value creation</b>	Graeme Pitkethly
	<b>Closing and Q&amp;A</b>	Paul Polman
<b>EVENING</b>	<b>Chairman's Dinner</b>	Michael Treschow

# 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 such as our expectation of underlying sales growth for the year on the first page. 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; Unilever's ability to innovate and remain competitive; 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; the production of safe and high quality products; secure and reliable IT infrastructure; successful execution of acquisitions, divestitures and business transformation projects; economic and political risks and natural disasters; financial risks; failure to meet high 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 in the Group's Annual Report on Form 20-F for the year ended 31 December 2014 and the Annual Report and Accounts 2014. 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.