

Unilever Investor Event 2016



Unilever Investor Event 2016

Andrew Stephen

Head of Investor Relations



Unilever®



Welcome (back) to Port Sunlight

Port Sunlight - 2008



New York - 2009



Singapore - 2010



Istanbul - 2011



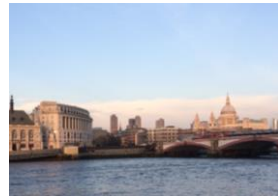
Paris - 2012



London - 2013



London - 2014

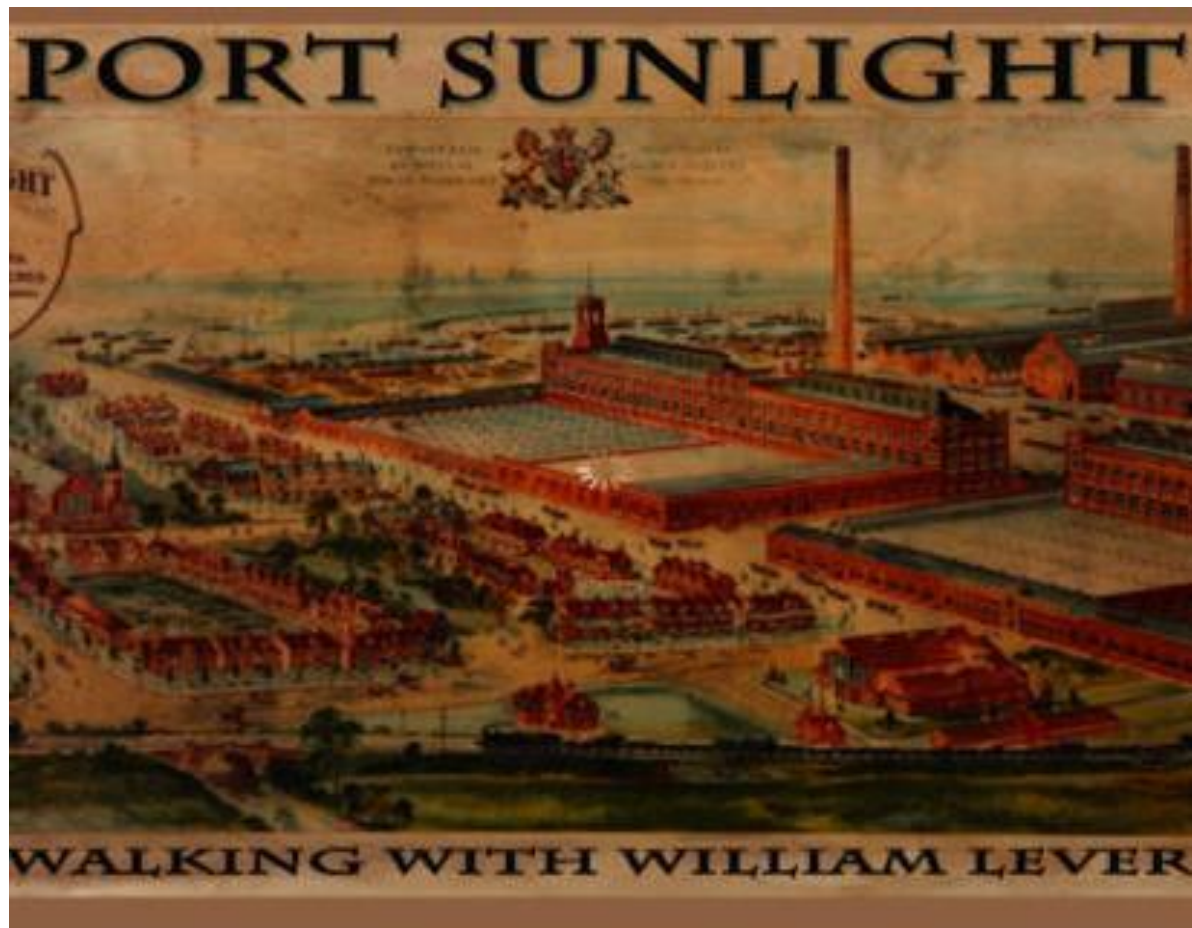
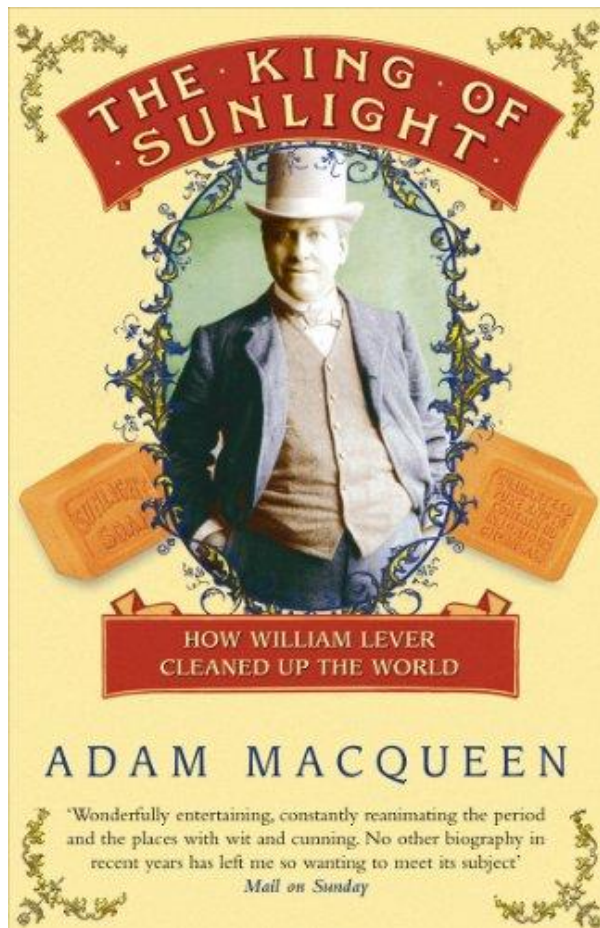


Manila & Singapore 2015



Port Sunlight - 2016









THINK

SAFETY

FIRST!

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’, ‘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 and ethical standards; and managing regulatory, tax and legal matters. These forward-looking statements speak only as of the date of this document. 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.

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 2015 and the Annual Report and Accounts 2015.

Agenda

08:30 - 09:15	Graeme Pitkethly - Unlocking value	Lever House
09:15 - 09:45	Alan Jope - Personal Care	Lever House
09:45 - 10:15	Amanda Sourry - Foods	Lever House
10:15 - 10:45	Break	Lever House
10:45 - 11:15	Nitin Paranjpe - Home Care	Lever House
11:15 - 11:45	Kevin Havelock/Mick van Ettinger - Refreshment	Lever House
11:45 - 12:30	Lunch	Lever House
12:30 - 16:25	4 Rotations	
	David Blanchard	R&D - Conference room
	Marc Engel	Lever House - Board room
	Cameron Jones	R&D - Hair salon
	Andy Hinch	Factory - Fabric conditioners
16:25 - 16:40	Break	Lever House
16:40 - 17:40	Paul Polman - Concluding presentation	Lever House
18:00 - 18:30	Bus transport to Thornton Manor	
19:00 - 22:00	Drinks/Dinner with Marijn Dekkers	Thornton Manor