

# Unilever Investor Seminar

Paris, France

November 28<sup>th</sup> – 30<sup>th</sup> 2012



**Comfort**  
Cho Da Nhạy Cảm

MỀM MẠI DỊU HƯƠNG  
NHƯ TÌNH THƯƠNG CỦA MẸ



Comfort Đậm Đặc Cho Da Nhạy Cảm an toàn cho da

# Welcome to Paris!

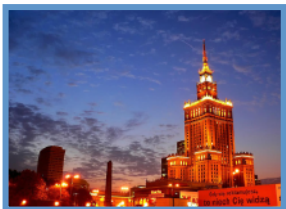
## James Allison – Head of Investor Relations & M&A



Sao Paulo - December 2005



Warsaw - August 2006



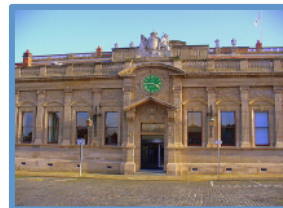
London - March 2007



Mumbai - November 2007



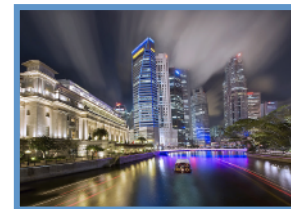
Port Sunlight - November 2008



Istanbul - November 2011



Singapore - November 2010



New York - November 2009



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# Unilever

## Investor Centre 2.0

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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 sovereign 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.