

Building the Framework for Sustainable Investments

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Short-termism inhibits long-term value creation

87%

of executives and directors feel most performance pressure over 2 years or less

99%

of 2015 earnings for S&P 500 companies spent on dividends and buybacks

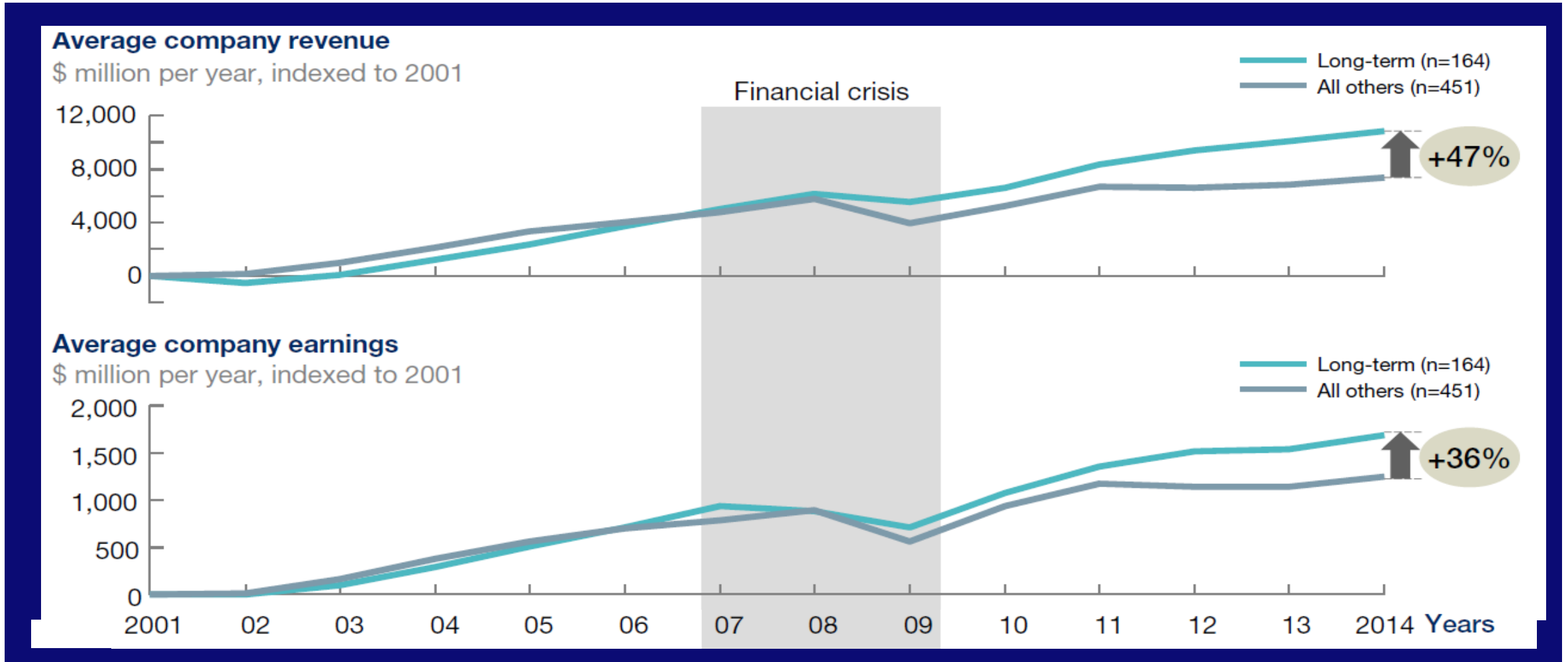
55%

of CFOs would delay NPV positive projects to hit quarterly earnings targets

86%

of executives agree longer term time horizons for decisions would improve performance

Mounting evidence shows long-term companies have stronger fundamentals

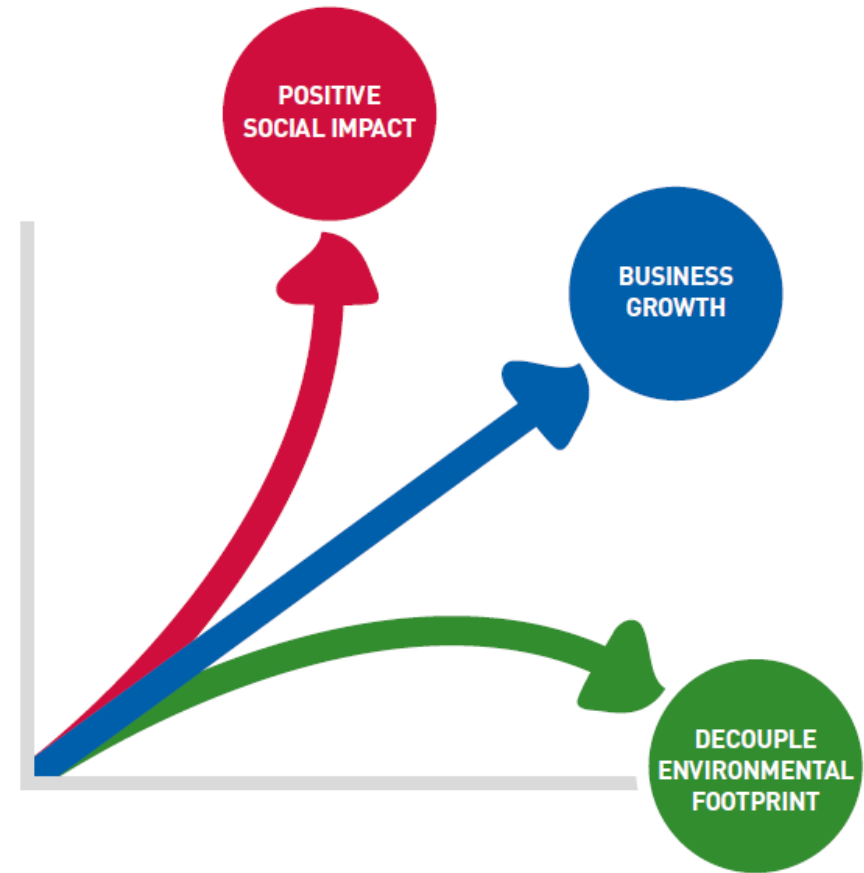


Source: McKinsey Global Institute, Measuring the economic impact of short-termism, Feb 2017

Our Purpose



Our Vision



Why Unilever Sustainable Living Plan?

Because we convinced that delivers long term value

More growth



Sustainable living brands growing **40% faster**

Lower costs



€600m cost saving

Less risk



60% agricultural materials sustainably sourced

More trust



No.1 FMCG employer in 34 countries

Consistent long-term shareholder value creation



**Over the last 30 years:
Every £1 invested in Unilever has returned £68, every £1 invested in the FTSE has returned £17**

We ALL have a collective responsibility - and role to play!!

