

Unilever N.V. - Corporate Governance Statement

Unilever N.V. ("**NV**") is required to make a statement concerning corporate governance as referred to in article 2a of the decree on the content of the management report (*Besluit inhoud bestuursverslag*) (the "**Decree**"). The information required to be included in this Corporate Governance Statement as described in articles 3, 3a and 3b of the Decree, which are incorporated and repeated here by reference, can be found in the following sections or pages of the Annual Report and Accounts 2019:

- the information concerning compliance with the principles and best practice provisions of the Dutch Corporate Governance Code, as required by article 3(1) of the Decree, can be found under 'Corporate Governance' within the sections 'General meetings' and 'The Netherlands' on pages 52 and 53;
- the information concerning compliance with other codes of conduct and other corporate governance practices as required by article 3(2) of the Decree, can be found under 'Corporate Governance' within the sections 'The United Kingdom' and 'The United States' on page 53;
- the information concerning the main features of Unilever's risk management and control systems relating to the financial reporting process, as required by article 3a(a) of the Decree, can be found in the report of the Audit Committee on pages 54 and 55 and within the relevant sections under 'Our risks' on pages 33 to 45;
- the information regarding the functioning of NV's general meeting, and the main authority and rights of NV's shareholders, as required by article 3a(b) of the Decree, can be found within the relevant sections under 'Corporate Governance' on page 52;
- the information regarding the composition and functioning of NV's Board and its Committees, as required by article 3a(c) of the Decree, can be found within the relevant sections under 'Corporate Governance' on pages 47 and 48;
- the information regarding the diversity policy for the composition of NV's Board, as required by article 3a(d) of the Decree, can be found in the Report of the Nominating and Corporate Governance Committee on pages 58 and 59; and
- the information referred to in the Decree Article 10 Takeover Directive (*Besluit artikel 10 overnamerichtlijn*), as required by article 3b of the Decree, can be found within the relevant sections under 'Corporate Governance' on pages 47 to 52.

In accordance with article 2a(3) of the Decree, this Corporate Governance Statement is deemed to be part of the Annual Report and Accounts 2019.