

## NV Corporate Governance Statement

NV is required to make a statement concerning corporate governance as referred to in article 2a of the decree on additional requirements for annual reports (*Vaststellingsbesluit nadere voorschriften inhoud jaarverslag*) with effect from 1 January 2010 (the 'Decree'). The information required to be included in this corporate governance statement as described in articles 3, 3a and 3b of the Decree can be found in the following sections of this Annual Report and Accounts:

- the information concerning compliance with the Dutch Code, as required by article 3 of the Decree, can be found under 'Corporate Governance' within the section 'Requirements – the Netherlands';
- the information concerning compliance with other codes of conducts and other corporate governance practices as required by article 3(2) of the Decree, can be found under 'Corporate Governance' within the sections 'Requirements – the United Kingdom' and 'Requirements – the United States'.
- the information concerning Unilever's risk management and control frameworks relating to the financial reporting process, as required by article 3a(a) of the Decree, can be found under 'Risks' on pages 34 to 39 and within the relevant sections under 'Corporate Governance';
- the information regarding the functioning of NV's General Meeting, and the 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';
- 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'; and
- the information concerning the inclusion of the information required by the decree Article 10 European Takeover Directive, as required by article 3b of the Decree, can be found within the relevant sections under 'Corporate Governance'.