
Profile of Unilever's Board

1. General

- 1.1 The purpose of this profile is to provide guiding principles for the composition of the Board in line with the recommendations of the UK Corporate Governance Code and the Corporate Governance Standards of the New York Stock Exchange as applicable to Foreign Private Issuers. In addition, PLC will comply with the listing rules of the United Kingdom, the Netherlands and the United States.

2. Composition

- 2.1 The composition and qualities of the Board as a whole should be in keeping with the size of Unilever, its portfolio, culture and geographical spread and its status as a listed company.
- 2.2 The Board should be of sufficient size that the balance of skills and experience is appropriate for the requirements of the business and should furthermore include a balance of Executive and Non-Executive Directors, with a majority of Non-Executive Directors. The composition of the Board shall be such that the members are able to act critically and independently of one another and any particular interest.
- 2.3 With respect to diversity in the composition of the Board the objective pursued by the Board is to have a variation of age, gender, expertise, social background, ethnicity and nationality.

3. Desired expertise and experience

- 3.1 In view of Unilever's objectives and activities, it is important that the Board has sufficient global experience and outlook, financial literacy, and is composed in such a way that the following skills and capabilities are present in one or more of its members:
 - 3.1.1 leadership of complex global entities;
 - 3.1.2 broad board experience — including knowledge of corporate governance issues at main board level with a company comparable in size and international spread of activities with multiple stock exchange listings;
 - 3.1.3 geo-political exposure;
 - 3.1.4 financial expertise — including with financial administration, accounting policies and internal control;
 - 3.1.5 fast moving consumer goods (FMCG) and consumer experience;
 - 3.1.6 understanding of the markets where Unilever is active, in particular emerging markets;
 - 3.1.7 insights on digital technologies, in particular digital marketing;
 - 3.1.8 marketing and sales expertise;
 - 3.1.9 banking expertise;
 - 3.1.10 science, technology and innovation expertise;
 - 3.1.11 strong experience with corporate social responsibility issues; and
 - 3.1.12 understanding of human resources and remuneration related matters of large international companies.

4. Desired personal qualifications

- 4.1 Besides expertise, experience, contacts, vision and adequate availability, personal qualities such as impartiality, integrity, tolerance of other points of view, balance and ability to act critically and independently are evenly important.
- 4.2 Directors should be capable of assessing the broad outline of the overall policy and shall have the specific expertise required for the fulfilment of the duties assigned to the role designated to them within the framework of the Board profile.
- 4.3 Directors should observe the principles underlying the corporate governance codes of the United Kingdom and the United States.
- 4.4 Non-Executive Directors should be independent of Unilever (as referred to in clause 5.3 of The Governance of Unilever) and should avoid material conflicts of interest.
- 4.5 Business in the Board and their committees will be conducted in the English language and Directors therefore should be fluent in English.

5. Availability

- 5.1 Each Director shall have sufficient time available for the proper performance of his or her duties. Directors should be sufficiently free of other commitments to be able to devote the time needed to prepare for meetings and participate in induction, training, appraisal and other Board associated activities.

6. Profile

- 6.1 This profile will guide the Nominating and Corporate Governance Committee and the Board on the occasion of the nomination of Directors. It will be reviewed and updated by the Board periodically.