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Minister of Economic Affairs and Climate Policy

Mr Eric Wiebes

Bezuidenhoutseweg 73

2594 AC The Hague

The Netherlands

Minister of Finance

Mr Wopke Hoekstra

Korte Voorhout 7

2511 CW The Hague

The Netherlands

11 June, 2020

Dear Eric and Wopke,

Proposed Unification of the Unilever Group

Many thanks indeed for the constructive dialogue that we and our respective teams have enjoyed.

As part of the unification proposal, and subject to its successful implementation, we make the following commitments to the Dutch Government, in line with the statements in the proposed public announcement:

- If Unilever should ever choose to list the Foods & Refreshment Division as an independent company, it would be incorporated and listed in The Netherlands, provided The Netherlands continues to be an attractive headquarter location for business.
- Upon the Foundation Agreements between PLC and NV coming to an end on implementation of unification, Unilever will put other arrangements in place in relation to intellectual property across all three divisions.
- Unilever will further consolidate its procurement function in Europe by moving certain roles to its European supply chain HQ in Rotterdam.
- Unilever has agreed to explore opportunities with the Dutch Government to encourage R&D and innovation in plant-based foods, sustainability, food systems resilience and nutrition.
- The following will not change as a result of the unification:
 - Foods & Refreshment will continue to be headquartered in Rotterdam, alongside the new €85 million R&D centre in Wageningen



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- Unilever's investment in The Netherlands (other than in relation to those matters referred to in the proposed announcement)
 - Unilever's employment of around 2,500 people in The Netherlands
 - The existing arrangements for the supervisory board of Unilever's Dutch subsidiary operations
 - The manufacture and supply of Unilever products in The Netherlands.
- Unilever PLC will make an application for listing in The Netherlands.

Our recent discussions have only reinforced the importance of a strong and dynamic Foods and Refreshment Division in The Netherlands. The Dutch Government is a key stakeholder and we have appreciated the opportunity to have an open and constructive dialogue with you. We look forward to continuing that process and, subject of course to our respective legal and regulatory responsibilities, discussing with you, over the coming months:

- the direction of the business,
- ways to continue strengthening the headquarters and structural presence of a world-leading Foods and Refreshment business in The Netherlands, including arrangements for intellectual property, sustainability initiatives, R&D and innovation opportunities and review of future strategies and proposals that have been publicly disclosed, and
- setting up a joint strategic advisory group (led on Unilever's side by the CEO and including appropriate external expertise) to formalise the discussions of the above points.

With kind regards,

Nils Andersen
Chairman

Alan Jope
Chief Executive Officer