Disclaimer

Notes to the Annual Review

The Unilever Annual Review 2002 ("the Annual Review") is a short form document that contains extracts and summaries only of the information given in the Unilever Annual Report & Accounts and Form 20-F 2002 ("the Full Report"). The Full Report should be referred to for a fuller understanding of the results and state of affairs of Unilever.

The PDF version of the Annual Review is an exact copy of the document provided to Unilever's shareholders.

Certain sections of the Annual Review have been examined by our auditors. Sections that have been examined have been identified as such.

Disclaimer

Except where you are a shareholder who has elected to receive the Annual Review in electronic format, this material is provided for information purposes only and is not, in particular, intended to confer any legal rights on you. This Annual Review does not constitute an invitation to invest in Unilever shares. Any decisions you make in reliance on this information are solely your responsibility.

The information is given as of the dates specified, is not updated, and any forward-looking statements are made subject to the reservations specified in the Full Report.

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Meeting everyday needs of people everywhere

Unilever Annual Review 2002
and Summary Financial Statement

Unilever

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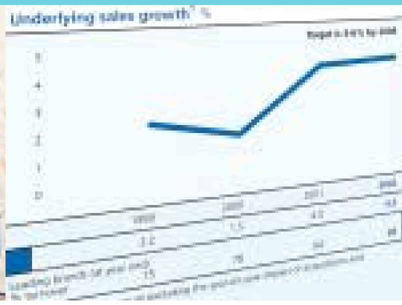

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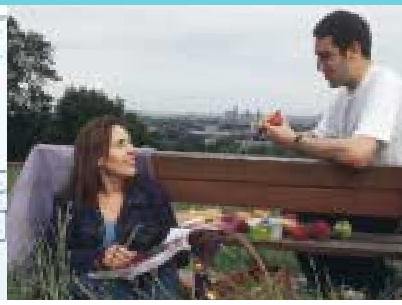

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For up-to-date news please visit our website www.unilever.com

Our corporate purpose

Our purpose in Unilever is to meet the everyday needs of people everywhere – to anticipate the aspirations of our consumers and customers and to respond creatively and competitively with branded products and services which raise the quality of life.

Our deep roots in local cultures and markets around the world are our unparalleled inheritance and the foundation for our future growth. We will bring our wealth of knowledge and international expertise to the service of local consumers – a truly multi-local multinational.

Our long-term success requires a total commitment to exceptional standards of performance and productivity, to working together effectively and to a willingness to embrace new ideas and learn continuously.

We believe that to succeed requires the highest standards of corporate behaviour towards our employees, consumers and the societies and world in which we live.

This is Unilever's road to sustainable, profitable growth for our business and long-term value creation for our shareholders and employees.

The two parent companies, Unilever N.V. (NV) and Unilever PLC (PLC), together with their group companies, operate as nearly as is practicable as a single entity (the Unilever Group, also referred to as Unilever or the Group). This Annual Review therefore deals with the operations and the results of the Unilever Group as a whole.

The brand names shown in *italics* in this Annual Review are trademarks owned by or licensed to companies within the Unilever Group.

From 1 January 2000, Unilever adopted the euro as its principal reporting currency. The figures in this Review are expressed in euros with translations into sterling and US dollars. Changes in exchange rates can cause different trends in results reported in each of these currencies. To eliminate this effect, the commentary throughout this Review is based, unless otherwise stated, on trends at constant exchange rates (that is, the same rates as the preceding year). For each two-year period, the year-on-year comparisons in euros are the same as those which would arise if the results were shown in sterling or US dollars at constant exchange rates.

Wherever used in this Review, the abbreviation BEIA refers to profit measures 'before exceptional items and amortisation of goodwill and intangibles'. Unless otherwise stated, the commentary is also on a BEIA basis.

For NV share capital, the euro amounts shown in this document are representations in euros on the basis of Article 67c Book 2 of the Civil Code of the Netherlands, rounded to two decimal places, of underlying amounts of share capital in Dutch guilders, which have not been converted into euros in NV's Articles of Association. Until such conversion formally takes place by amendment of the Articles of Association the entitlements to dividends and voting rights are based on the underlying Dutch guilder amounts.

The exchange rates used in the preparation of this Annual Review are given on page 23.

Comments on changes to 'turnover' include acquisition and disposal effects, whereas 'underlying sales' or 'sales growth' exclude acquisition and disposal effects.

Continued growth

Antony Burgmans Niall FitzGerald

- Leading brands grow by 5.4%
- Operating margin BEIA[a] of 14.9% is a new record
- Cash flow from operations increases to €7.9 (£5.0, $7.4) billion
- Earnings per share (BEIA)[a] grows 21%

[a] BEIA: before exceptional items and amortisation of goodwill and intangibles

Sustaining the momentum

We are delighted to report a further year of sustained growth towards the targets set in our Path to Growth strategy. Leading brands grew by 5.4% and, with the build up of our innovation programmes and marketplace activity, we have gained momentum through the year and have finished strongly.

Operating margin BEIA rose to 14.9%, a gain of 1% over 2001. Another record high. The impact of devaluing currencies this year means that whilst turnover is at the same level as 2001 at constant rates of exchange, it has declined by 7% at current rates. Similarly, operating profit BEIA increased by €0.5 (£0.3, $0.5) billion at constant rates but was flat at current rates of exchange.

In 2002 the global economy grew slowly and it was a tougher environment in which to operate. Slower growth and the uncertain economic and political context caused turbulence in financial markets. Once again, our business showed its resilience in tough times. Our people used their skill, experience and total determination to deliver a robust business performance.

Earnings per share (BEIA) grew by 21% and for the second year running our Total Shareholder Return (TSR) over one year was in the top third of our peer group. Our challenge is to sustain this over a three-year period and beyond.

We continued to generate a healthy cash flow from operations. In addition, net proceeds from divestment of non-core activities included €1 (£0.6, $0.9) billion cash from DiverseyLever, our institutional and industrial cleaning business, with a minority interest retained in the merged business of JohnsonDiversey. Other divestments included Mazola in North America and Loders Croklaan, our industrial speciality oils and fats business. In total, our cash flow enabled us to reduce net indebtedness and, with the benefit of lower interest rates, interest costs were 22% lower than in 2001.

Meeting Path to Growth targets

We continued on track towards our Path to Growth targets of 5–6% sustained top-line growth and operating margin BEIA of 16% by 2004. Leading brands grew by over 5% for the second year running. Innovation was key to this success. Advertising was entirely focused on our leading brands which constituted 89% of total turnover at the end of the year.

A further healthy increase in operating margin has been achieved whilst progressively increasing investment behind our brands. Our restructuring programmes continue to deliver on plan and the target of €1.6 (£1.0, $1.5) billion procurement savings was passed ahead of schedule. Furthermore, by the end of the year we had reached the full Bestfoods integration savings target of €0.8 (£0.5, $0.8) billion, again ahead of plan.

Energising our people

We can only meet and sustain the objectives of our Path to Growth strategy if our people have a passion for winning and a culture that encourages and rewards enterprise. The development of Leaders

Into Action programmes and the days we spend with our young leaders of tomorrow are part of an overall programme to drive change. The results are evident in the enthusiasm to win we see throughout the business and the examples of innovation that are driving faster growth and improved results. To recognise their efforts we extended our long-term reward schemes and variable pay to more employees.

The energy with which our colleagues throughout the business have responded to the Enterprise agenda is exceptional. They have risen to the challenge with great determination as is clear from the results.

Brands and regions

In Home & Personal Care we have sustained the leading brand growth in excess of 6%. In particular our personal care brands continue to perform well and home care margins increased sharply.

The extension of *Dove* from skin care to hair care contributed to the spectacular performance of this brand, which grew by over 25% for the fourth year running and is now achieving sales of over €2 (£1.3, $1.9) billion. *Dove* shampoo and conditioners were rolled out across 31 more countries. In deodorants *Rexona*, and particularly *Rexona for Men*, grew strongly.

In Foods, the focus in the first half of the year was on completing the Bestfoods integration, providing the firm platform on which to leverage innovation and marketplace activity in the second half. This has delivered accelerating leading brand growth and for the full year it was 4.4%.

Knorr is proving a powerhouse of ideas for savoury products and is being extended well beyond its original concept of bouillon cubes. *Bertolli* is being extended to support products which have an Italian heritage. Consumers responded strongly to our health & wellness brands, including the soy-based health drink *AdeS* in Brazil and Mexico.

Overall we now have 14 global brands with a turnover of €1 (£0.6, $0.9) billion or more. Ten years ago we had one.

In Europe, underlying sales grew 3% with a continuing significant contribution from Central and Eastern Europe. Sales of foods in Western Europe grew at 3%, including an increasing contribution from UBF Foodsolutions, our food service business. There has been sustained progress in branded spreads and cooking products, especially in *Flora/Becel* which grew by over 10%. In Home & Personal Care in Western Europe, there were strong performances through innovation and range extension in *Dove*, *Rexona* and *Axe*.

Underlying sales in North America grew 1% with a stronger performance in the second half as marketplace activity built through the year. In Foods, underlying sales grew 2% and our market shares remained firm. *Slim•Fast* continued to expand, passing the €1 (£0.6, $0.9) billion sales mark globally. Ice cream again grew at well over 5% and *Wishbone*, *Becel* and *Knorr* also moved ahead. In Home & Personal Care, after a slow start, the successful launches of *Axe* deodorant and *all* fabric conditioner and the relaunch of *Dove* body wash contributed to a strong finish to the year.

In Africa, Middle East and Turkey, underlying sales grew by 7%. Including the increase in our holding in the Bestfoods Robertsons business, turnover was ahead by 9%. Growth was broad based across categories.

Underlying sales in Asia and Pacific grew by 5%. Home & Personal Care grew across both categories and countries. Indonesia, Philippines and Vietnam performed particularly well and skin, hair and deodorants all grew at over 10% across the region. In Foods, there was good growth in South East Asia as the Bestfoods brands benefited from the Unilever distribution system.

In Latin America, underlying sales grew by 12% driven by pricing action to recover devaluation-led cost increases. In laundry, market shares have held firm against our nearest competitor and personal care continued to perform strongly. *Sedal* shampoo grew exceptionally well across the region. *Dove* shampoo has been launched in Brazil, Chile, Mexico and Peru and is making good progress. In Foods, ice cream grew by over 10%, mostly volume.

A responsible enterprise

Clear values and committed social responsibility are essential to how Unilever conducts itself. At a time when the way businesses behave is coming under greater scrutiny, Unilever's corporate reputation has become an even more important asset.

In 2001, we revised our Code of Business Principles and, during 2002, we rolled it out across the business, engaging our people in a dialogue to ensure that everyone in Unilever understands what is expected of them. We also published our second Social Review, which gives an insight into our day-to-day practices and our relationships with the societies in which we live. We continue to look at all aspects of our corporate governance to ensure that we stay at the forefront of best practice.

Unilever is deeply rooted in the communities in which it operates and in 2002 we supported many community projects around the world, mainly by sharing our skills and expertise.

During 2002, we continued to reduce our impact on the environment. We bought more than a third of our fish from sustainable sources and completed protocols for the sustainable management of five key crops. Our efforts to improve the quality of water in rivers and lakes and the sustainability of agriculture and fishing were recognised externally. For the fourth year running we have led our sector in the Dow Jones Sustainability Indexes.

Looking forward

We are confident that the strength of our brands, the dedication of our people and the geographical spread of our business will enable Unilever to continue to progress and prosper in 2003. We have sound and clearly understood strategies, brands that serve people's basic needs and aspirations and generate dependable cash flow. These are the essential elements, together with a proud corporate reputation, which will enable us to maintain the momentum of our Path to Growth, even in the difficult times that may lie ahead. We thank all our employees for their commitment and exceptional team work throughout the year.

Antony Burgmans Niall FitzGerald

Chairmen of Unilever

The way we work



Chairmen's introduction

Unilever has earned a reputation for conducting its business with integrity and with respect for the interests of those our activities can affect. This reputation is an asset, just as real as our people and brands.

Our first priority is to be a successful business and that means investing for growth and balancing short-term and long-term interests. It also means caring about our consumers, employees and shareholders, our business partners and the world in which we live.

To succeed requires the highest standards of behaviour from all of us. The general principles contained in our Code of Business Principles set out those standards. More detailed guidance tailored to the needs of different countries and companies will build on these principles as appropriate, but will not include any standards less rigorous than those contained in this Code.

We want this Code to be more than a collection of high-sounding statements. It must have practical value in our day-to-day business and each one of us must follow these principles in the spirit as well as the letter.

Standard of conduct

We conduct our operations with honesty, integrity and openness, and with respect for the human rights and interests of our employees. We shall similarly respect the legitimate interests of those with whom we have relationships.

Obeying the law

Unilever companies and our employees are required to comply with the laws and regulations of the countries in which we operate.

Employees

Unilever is committed to diversity in a working environment where there is mutual trust and respect and where everyone feels responsible for the performance and reputation of our company.

We will recruit, employ and promote employees on the sole basis of the qualifications and abilities needed for the work to be performed. We are committed to safe and healthy working conditions for all employees. We will not use any form of forced, compulsory or child labour. We are committed to working with employees to develop and enhance each individual's skills and capabilities. We respect the dignity of the individual and the right of employees to freedom of association. We will maintain good communications with employees through company-based information and consultation procedures.

Consumers

Unilever is committed to providing branded products and services which consistently offer value in terms of price and quality, and which are safe for their intended use. Products and services will be accurately and properly labelled, advertised and communicated.

Shareholders

Unilever will conduct its operations in accordance with internationally accepted principles of good corporate governance. We will provide timely, regular and reliable information on our activities, structure, financial situation and performance to all shareholders.

Business partners

Unilever is committed to establishing mutually beneficial relations with our suppliers, customers and business partners. In our business dealings we expect our partners to adhere to business principles consistent with our own.

Community involvement

Unilever strives to be a trusted corporate citizen and, as an integral part of society, to fulfil our responsibilities to the societies and communities in which we operate.

Public activities

Unilever companies are encouraged to promote and defend their legitimate business interests. Unilever will co-operate with governments and other organisations, both directly and through bodies such as trade associations, in the development of proposed legislation and other regulations which may affect legitimate business interests. Unilever neither supports political parties nor contributes to the funds of groups whose activities are calculated to promote party interests.

The environment

Unilever is committed to making continuous improvements in the management of our environmental impact and to the longer-term goal of developing a sustainable business. Unilever will work in partnership with others to promote environmental care, increase understanding of environmental issues and disseminate good practice.

Innovation

In our scientific innovation to meet consumer needs we will respect the concerns of our consumers and of society. We will work on the basis of sound science, applying rigorous standards of product safety.

Competition

Unilever believes in vigorous yet fair competition and supports the development of appropriate competition laws. Unilever companies and employees will conduct their operations in accordance with the principles of fair competition and all applicable regulations.

Durban: 2pm Wednesday

It was more than 25 years ago that Unilever first published the principles that had been an essential part of the Company's culture since its earliest days. These have continued to evolve and, in 2002, we rolled out a revised version of our Code of Business Principles. Our colleagues in Durban, South Africa signed this noticeboard to show their commitment to the Code.

Business integrity

Unilever does not give or receive, whether directly or indirectly, bribes or other improper advantages for business or financial gain. No employee may offer, give or receive any gift or payment which is, or may be construed as being, a bribe. Any demand for, or offer of, a bribe must be rejected immediately and reported to management.

Unilever accounting records and supporting documents must accurately describe and reflect the nature of the underlying transactions. No undisclosed or unrecorded account, fund or asset will be established or maintained.

Conflicts of interests

All Unilever employees are expected to avoid personal activities and financial interests which could conflict with their responsibilities to the Company. Unilever employees must not seek gain for themselves or others through misuse of their positions.

Compliance – monitoring – reporting

Compliance with these principles is an essential element in our business success. The Unilever Boards are responsible for ensuring these principles are communicated to, and understood and observed by, all employees.

Day-to-day responsibility is delegated to the senior management of the regions and operating companies. They are responsible for implementing these principles, if necessary through more detailed guidance tailored to local needs.

Assurance of compliance is given and monitored each year. Compliance with the Code is subject to review by the Boards supported by the Audit Committee of the Boards and the Corporate Risk Committee.

Any breaches of the Code must be reported in accordance with the procedures specified by the Joint Secretaries. The Boards of Unilever will not criticise management for any loss of business resulting from adherence to these principles and other mandatory policies and instructions.

The Boards of Unilever expect employees to bring to their attention, or to that of senior management, any breach or suspected breach of these principles.

Provision has been made for employees to be able to report in confidence and no employee will suffer as a consequence of doing so.

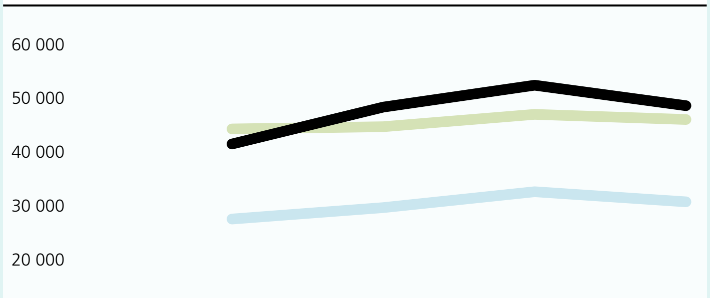
All of our people are bound by our Code of Business Principles.

247 000
employees

Our results

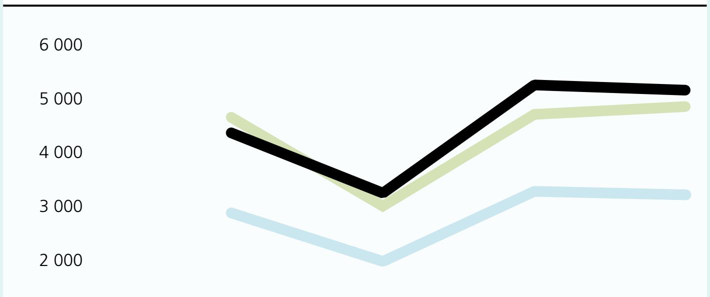
Global highlights

Turnover million



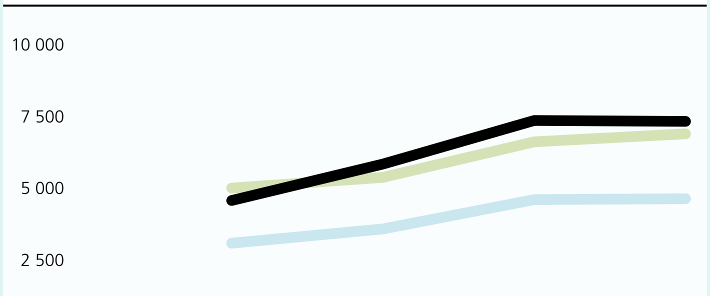
	1999	2000	2001	**2002**
€	41 262	48 066	52 206	**48 760**
£	27 182	29 258	32 472	**30 621**
$	43 954	44 254	46 740	**45 839**

Operating profit million



	1999	2000	2001	**2002**
€	4 345	3 238	5 258	**5 125**
£	2 863	1 970	3 270	**3 219**
$	4 629	2 981	4 707	**4 818**

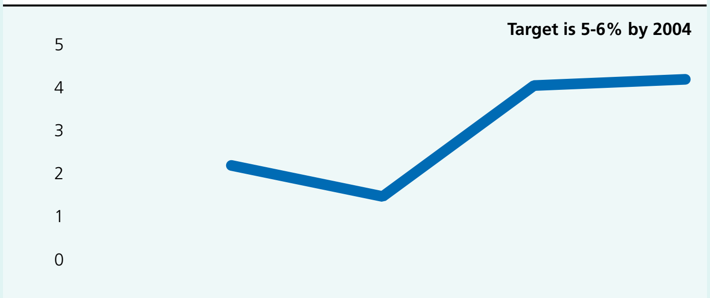
Operating profit BEIA million



	1999	2000	2001	**2002**
€	4 637	5 794	7 269	**7 260**
£	3 055	3 525	4 521	**4 559**
$	4 940	5 334	6 508	**6 825**

Progress against targets

Underlying sales growth[1] %



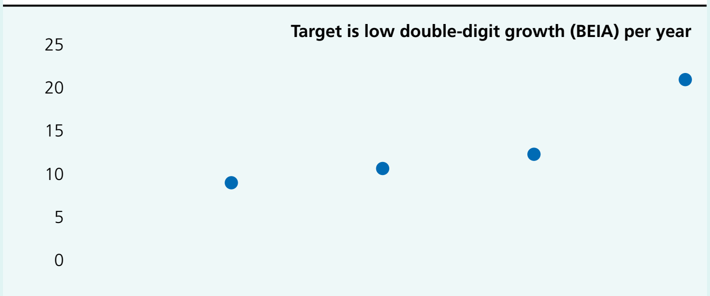
	1999	2000	2001	**2002**
	2.2	1.5	4.0	**4.2**
Leading brands (at year end) % turnover	75	78	84	**89**

[1] Turnover growth per annum excluding the year-on-year impact of acquisitions and disposals in all years

Operating margin BEIA %

	1999	2000	2001	**2002**
	11.2	12.0	13.9	**14.9**

Earnings per share (BEIA) growth %



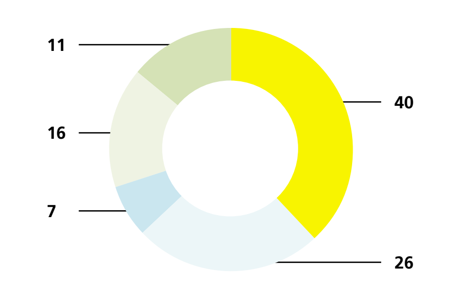
	1999	2000	2001	**2002**
●	9.0	10.5	12.2	**20.9**

The figures shown in the Global highlights above and in the Regional and Category highlights and Earnings and dividends opposite are in euros, sterling and US dollars at current rates of exchange. The figures shown in the Progress against targets above are at constant rates of exchange, ie translated at the average rates of exchange for the earlier year.

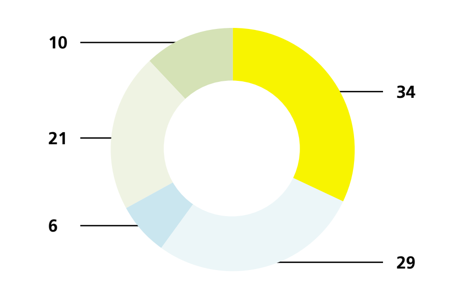
During the year, average exchange rates for the euro strengthened by 7% against a representative basket of currencies for Unilever. Reported at current rates, turnover, operating profit BEIA and earnings per share (BEIA) were 6% lower than at constant rates. Earnings per share (BEIA) growth was 7% lower at 14%.

Regional highlights 2002

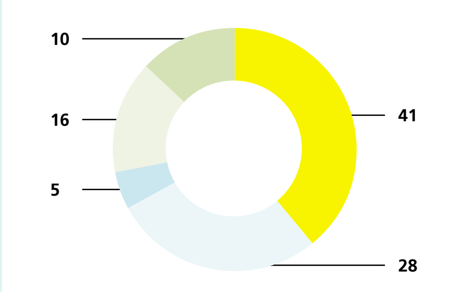
Turnover by region %



Operating profit by region %



Operating profit BEIA by region %

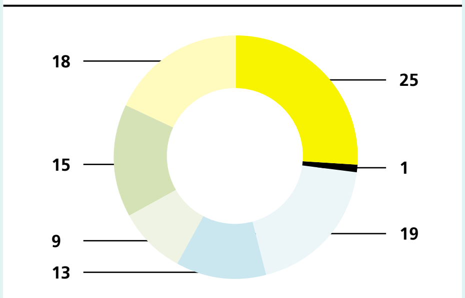


Europe
North America
Africa, Middle East and Turkey
Asia and Pacific
Latin America

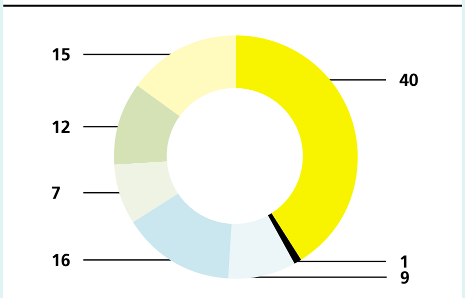
Key applies to all three pie charts

Category highlights 2002

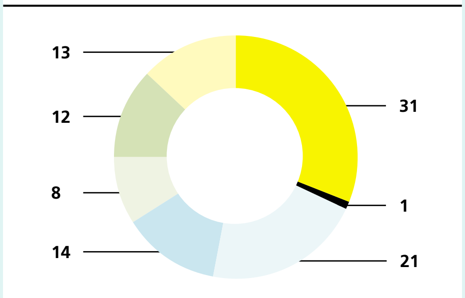
Turnover by category %



Operating profit by category %



Operating profit BEIA by category %



Savoury and Dressings
Spreads and Cooking Products
Health & Wellness and Beverages
Ice Cream and Frozen Foods
Home Care and Professional Cleaning
Personal Care
Other Operations

Key applies to all three pie charts

Earnings and dividends

	Ordinary €0.51 shares of NV			Ordinary 1.4p shares of PLC		
Combined earnings per share and dividends	2000	2001	**2002**	2000	2001	**2002**
Basic earnings per share	€1.07	€1.82	**€2.14**	€0.16 9.79p	€0.27 16.96p	**€0.32** **20.13p**
Basic earnings per share (BEIA)	€3.21	€3.55	**€4.06**	€0.48 29.34p	€0.53 33.15p	**€0.61** **38.22p**
Dividend per share	€1.43	€1.56	**€1.70**	13.07p	14.54p	**16.04p**

	New York €0.51 shares of NV			5.6p American Depositary Receipts of PLC		
Combined earnings per share and dividends for shares traded on New York Stock Exchange (on a UK GAAP[a] basis) in US$	2000	2001	**2002**	2000	2001	**2002**
Basic earnings per share	$0.99	$1.63	**$2.01**	$0.59	$0.98	**$1.21**
Basic earnings per share (BEIA)	$2.96	$3.18	**$3.81**	$1.77	$1.91	**$2.29**
Dividend per share[b]	$1.25	$1.42	**$1.77**	$0.76	$0.85	**$1.03**

[a] Generally accepted accounting principles.
[b] Further details of US dividends and exchange rates used are given on page 23.

Passion for food, passion for growth



Our Foods portfolio focuses increasingly on brands with the potential to grow across borders and categories, in markets that are growing rapidly as consumers demand more choice, great taste, convenience, vitality, fun and indulgence.

Since the creation of Unilever Bestfoods in 2000, we have accelerated growth and increased profits, while successfully integrating several businesses and undertaking an ambitious programme of disposals.

During 2002, our brands were enjoyed by millions of people around the world, as we increased the momentum of profitable growth. Our leading brands grew by 4.4% and we delivered sales growth of 3.4%.

Enjoy life, enjoy food

Knorr, Unilever's biggest brand, grew by 7.3% across 100 markets with products as diverse as seasonings and meal kits, snacks and frozen food. We introduced *Knorr* into new countries in the Middle East and Eastern Europe. Innovation met the needs of consumers with a love of good food but little time to cook: for example, *Knorr* soupy snacks, *Knax* noodle cups, a snack launched in Latin America, and *Knorr Vie*, a healthy eating range in Europe.

Convenience combined with fresh-tasting, high-quality ingredients drove the success of our *Iglo*, *Birds Eye* and *Findus* frozen ready-made meal solutions, which grew by 11%. Our overall frozen foods turnover fell 8% primarily due to disposals. A strong fourth quarter, driven by quality innovations and brand support, resulted in an underlying sales growth of 1% for the year.

Italian inspiration

Bertolli's growing international appeal delivered sales growth for the brand of 8.5%. Once solely an Italian olive oil, *Bertolli* now takes the flavour and goodness of Mediterranean cuisine to over 30 countries, with products ranging from pasta sauces and meal solutions to spreads and snacks.

Competitive pressure in North America and our withdrawal from liquid salad dressings affected *Hellmann's* overall performance but the enduring popularity of mayonnaise drove good growth in *Hellmann*'s in Europe and Latin America. *Calvé* and *Wishbone* also delivered strong results. Growth was fuelled by innovations that took our key dressings brands beyond mayonnaise into new tastes and flavours, dips and sauces, many inspired by *Amora* and *Maille*.

New additions to the *Slim•Fast* range help consumers to manage their weight healthily with food that fits into their daily lives. *Slim•Fast* sales grew 10.8%, with a range extending from meal replacement drinks and bars to soups. It continued to expand beyond its US heartland, in Germany, the Netherlands and the UK.

Innovative and family-friendly

The sustained success of *pro·activ*, an innovation that is proven to reduce cholesterol, continued to drive rapid growth in our leading spreads brands, *Flora/Becel*, which grew by 11.6%. Healthier, more convenient cooking products such as *Rama Culinesse* and family-orientated spreads such as *Blue Band* added to our innovation-driven success story.

Modern, fun, refreshing

Lipton grew 3.8% with sales in more than 100 countries. The *Lipton* product range includes ready-to-drink *Lipton Ice Tea*, new concepts such as *Lipton Brisk* lemonade and a wide range of leaf tea offerings. Ready-to-drink beverages continue to perform strongly. In leaf tea, critical for the overall health of our beverage business, we continue to focus on improving profitability and innovation.

Foods: Financial overview

€ billion					£ billion		$ billion	
2002 at 2002 rates	**2002 at 2001 rates**	2001 at 2001 rates	Change at 2001 rates†		**2002 at 2002 rates**	2001 at 2001 rates	**2002 at 2002 rates**	2001 at 2001 rates
27.4	**28.7**	28.8	0%	**Turnover**	**17.2**	17.9	**25.7**	25.8
2.3	**2.3**	2.4	(2)%	**Operating profit**	**1.4**	1.5	**2.1**	2.1
4.0	**4.2**	4.1	2%	**Operating profit BEIA**	**2.5**	2.6	**3.8**	3.7

† Calculated using unrounded numbers.

Vancouver: 5pm Friday

Good fun, delicious food and great company make for the perfect end to a busy week. When advertising executive Jon and his friends finish work they head home for a dip in the pool and a tasty barbecue. A generous helping of *Hellmann's* mayonnaise makes the food taste even better. *Hellmann's* has experienced sales growth of nearly 15% in Canada.

Innovations under the *Heart* brand, including *Cornetto Soft*, *Magnum 7 Sins*, and others under *Paddle Pop* and *Carte d'Or*, delivered strong growth as they gave a new twist to a traditional favourite. North American ice cream brands *Breyers* and *Ben & Jerry's* also delivered good results. We are determined to remain the world's number one ice cream company by continuing to innovate.

The strength of our local roots and understanding of regional tastes and cultures delivered impressive growth and great innovations from a diverse range of brands across the world. For example, *Pot Noodle* in the UK grew by over 10%, with a range of tasty, fun, convenient snacks; *Ragú Rich and Meaty* pasta sauce innovation was launched with considerable success in the US; *AdeS*, a nutritious health drink, continued to grow strongly in Brazil; and *Telma*, a breakfast cereal brand in Israel, expanded into snacking with the launch of children's cereal bars.

Innovative, relevant solutions for professional chefs and caterers

UBF Foodsolutions, one of the world's largest food service businesses, proved to be a valuable source of sales growth, delivering 5% during 2002, with momentum growing throughout the year. The business is focused on delivering innovative, relevant solutions to the professional chef and caterer, leveraging our consumer brands – already 85% of product sales – and our technology.

Underlying sales growth of ice cream worldwide

+4%

The *Lipton* brand is the 3rd largest beverage brand by volume in the world.

Fresh thinking for clean living

Fuelling growth
In 2002, we continued to focus resources behind our leading brands, which are driving growth in our Home & Personal Care division. They grew rapidly by meeting the differing everyday needs of people around the world.

In line with our Path to Growth strategy, these leading brands surged ahead with sales growth of 6.7%, while underlying sales increased by 5.2%. Our global brand teams, who are responsible for major innovations, ensured focus and delivery in every region, with support from our network of Global Technology Centres.

Critical to this success was our continued research and development focus on fewer, global projects. For example, new innovations helped *Dove* achieve over 25% growth for the fourth successive year, led by the roll-out of the *Dove* hair range.

We continued to dispose of our non-core businesses including the completion of the sale of DiverseyLever, our institutional and industrial cleaning business, and Atkinsons, our Italian fragrance and personal care business.

Clean clothes, kind to skin
Although people wash their fabrics in many different ways, they all want to achieve cleaner, stain-free, fresh-feeling clothes and linen, with less effort.

Around the world, we re-aligned *Omo*, our top performance washing detergent, behind one single concept driven by the insight that getting dirty is all part of the experience children need to learn and develop. It helped to consolidate *Omo*'s leading position in Brazil and South Africa and to achieve market share gains in such countries as Morocco and Thailand.

In Morocco, *Omo* overtook its rivals to become the market leader. In Thailand, new innovations helped the brand to extend its leadership, while in South Africa it maintained its strong leadership position in a growing market.

Consumers increasingly demand detergents that don't just clean their clothes but are also gentle on their skin. In the UK we lead this growing 'kind to skin' market with *Persil Non-Bio*. To reinforce our position in the sector we launched *Persil Aloe Vera*.

Caring for hair
From New York to New Delhi, image and beauty are important to millions of people. To meet their desire for attractive, healthy hair we continued to focus on *Dove* and *Sunsilk*.

The *Dove* hair range reached the number one position in its initial launch markets of Korea and Taiwan and number two in Japan, where it was launched in 2001. During the year, we rolled out *Dove* shampoo and conditioners across 31 more countries in Europe, Latin America and South East Asia.

In 2002, the underlying sales growth of *Sunsilk* was strong with good performances in Brazil and Mexico and new market entries in Algeria and Central America. In Ghana and South Africa we launched our new *Afro Hair* range. We further drove *Sunsilk*'s growth with the launch of new products, such as permanent colourant *Pro-Color* in Argentina and Brazil.

In Canada, we are migrating *Pears* to the highly successful North American brand *Suave*.

Keeping clean
Washing away the everyday grime that builds up on skin is a daily ritual for countless people. In Brazil, although around 70 million consumers have black or mulatto skin, there had never been a mass-market soap specially designed for them. To meet their aspirations we launched a *Lux* variant specifically for this skin type.

Home & Personal Care: Financial overview

€ billion					£ billion		$ billion	
2002 at 2002 rates	**2002 at 2001 rates**	2001 at 2001 rates	Change at 2001 rates†		**2002 at 2002 rates**	2001 at 2001 rates	**2002 at 2002 rates**	2001 at 2001 rates
20.8	**22.7**	22.8	0%	**Turnover**	**13.1**	14.2	**19.6**	20.4
2.8	**3.1**	2.8	8%	**Operating profit**	**1.8**	1.8	**2.6**	2.5
3.2	**3.5**	3.1	11%	**Operating profit BEIA**	**2.0**	1.9	**3.0**	2.8

† Calculated using unrounded numbers.

Chicago: 7pm Saturday

First impressions count. Engineering student Steve has persuaded Jenny to go on a date and he's not leaving anything to chance. In a clean shirt, new tie and his favourite *Axe* body spray, his mates are giving him a hard time but he doesn't care. In 2002, *Axe* was launched in North America, where young men like Steve spend around $8 billion on personal grooming products every year.

Staying fresh

Consumers want to feel clean and fresh all day, however hectic their lifestyles. This desire helped to drive growth in our deodorant business.

In 2002, the underlying sales growth of *Axe* was 17%, driven by powerful innovation in the core body spray range, including the launch of a new longer-lasting 24-hour formulation. We launched *Axe* in North America with a campaign targeting young men between 14 and 24 – a group that spends around $8 (€8.5, £5.3) billion a year on personal grooming products.

Rexona enjoyed strong growth, with the best performance coming from our anti-perspirant deodorant for men. *Rexona for Men* grew by 30% in the core regions of Europe and Latin America.

A world of bright smiles

A clean, bright smile can say more than words, whatever language you speak. In 2002, we sought to reinforce the strength of our *Signal* brand through a strong competitive position in the electric toothbrush market. We launched the first electric toothbrush to offer the choice of two heads – for cleaning and whitening.

Across the Home & Personal Care business our strong focus on leading brands and global innovations has left us well placed for further growth.

***Sunsilk*, marketed as *Sedal* in some countries, grew by 25%, reaching sales in excess of**

€1bn (£0.6bn, $0.9bn)

Sales of *Lux* worldwide exceeded €1bn (£0.6bn, $0.9bn) with underlying sales growth of almost

9%

Across the globe


Europe: Another year of good growth and progress in profitability

Underlying sales grew 3% with a continuing significant contribution from Central and Eastern Europe. Turnover was 3% lower than last year through the impact of disposals.

Operating margin BEIA increased by 0.6% to 15.3%. This reflected the benefits from our savings programmes including the integration of Bestfoods and strong growth in ice cream profitability driven by mix improvements and cost reductions; these gains were partly reinvested in additional support for the leading brands.

Foods sales in Western Europe grew by 3% including an increasing contribution from UBF Foodsolutions, our food service business. There has been sustained progress in branded spreads and cooking products which grew 5% due to the continuing impact of innovations, especially in *Flora/Becel* which grew by over 10%. Savoury and dressings grew 4% with marketplace activity behind *Amora*, *Hellmann's*, *Bertolli*, *Knorr* and *Pot Noodle* and the launches of soup makers, chilled soups and *Bertolli* pasta sauces towards the end of the year. *Slim•Fast* also grew well as we continued its roll-out. Ice cream showed great resilience with innovations such as *Cornetto Soft* and snack-size ice creams helping to offset the impact of poorer weather than the prior year to give growth of 1%.

In Home & Personal Care in Western Europe, good growth in skin, deodorants and hair included particularly strong performances through innovation and range extension in *Dove*, *Rexona* and *Axe*. Laundry volumes grew by 4%, which was partly offset by pricing in a competitive environment to give an underlying sales growth of 1%, with market share being maintained.

In Central and Eastern Europe underlying sales grew by 9% with particular strength in dressings, tea, household care and personal care. We made further good progress in Russia.

North America: Sharp improvement in profitability with a pick-up in growth through the year

Underlying sales grew 1% with a stronger performance in the second half as marketplace activity built through the year. Turnover declined 5% through the impact of disposals, notably DiverseyLever and Mazola.

Regional financial review

€ billion					£ billion		$ billion	
2002 at 2002 rates	**2002 at 2001 rates**	2001 at 2001 rates	Change at 2001 rates†		**2002 at 2002 rates**	2001 at 2001 rates	**2002 at 2002 rates**	2001 at 2001 rates
				Turnover				
19.7	**19.7**	20.2	(3)%	Europe	**12.4**	12.6	**18.5**	18.1
12.6	**13.2**	13.9	(5)%	North America	**7.9**	8.6	**11.8**	12.4
3.2	**3.8**	3.5	9%	Africa, Middle East and Turkey	**2.0**	2.2	**3.0**	3.1
7.9	**8.2**	8.0	2%	Asia and Pacific	**4.9**	5.0	**7.4**	7.2
5.4	**7.1**	6.6	8%	Latin America	**3.4**	4.1	**5.1**	5.9
48.8	**52.0**	52.2	0%	Total	**30.6**	32.5	**45.8**	46.7
				Operating profit				
1.8	**1.8**	2.7	(35)%	Europe	**1.1**	1.7	**1.7**	2.4
1.4	**1.5**	1.1	37%	North America	**0.9**	0.7	**1.4**	1.0
0.3	**0.4**	0.2	67%	Africa, Middle East and Turkey	**0.2**	0.1	**0.3**	0.2
1.1	**1.1**	0.9	30%	Asia and Pacific	**0.7**	0.6	**1.0**	0.8
0.5	**0.6**	0.4	93%	Latin America	**0.3**	0.2	**0.4**	0.3
5.1	**5.4**	5.3	3%	Total	**3.2**	3.3	**4.8**	4.7
				Operating profit BEIA				
3.0	**3.0**	2.9	1%	Europe	**1.9**	1.9	**2.8**	2.6
2.0	**2.1**	2.0	8%	North America	**1.3**	1.2	**1.9**	1.8
0.4	**0.4**	0.4	12%	Africa, Middle East and Turkey	**0.2**	0.2	**0.3**	0.3
1.1	**1.2**	1.1	8%	Asia and Pacific	**0.7**	0.7	**1.1**	1.0
0.8	**1.0**	0.9	16%	Latin America	**0.5**	0.5	**0.7**	0.8
7.3	**7.7**	7.3	6%	Total	**4.6**	4.5	**6.8**	6.5

This table comprises the total of Foods and Home & Personal Care and Other Operations.
† Calculated using unrounded numbers.

Seoul:
1pm Monday

No matter who or where you are, you have probably enjoyed our famous brands. Look in the cupboard and you may well find a bottle of *Bertolli* olive oil; or there may be a bottle of *Dove* body milk in your bathroom cabinet. From ice cream and spreads to shampoo and fabric conditioners, we strive to meet the everyday needs of people everywhere.

In Foods, sales grew 2% and our market shares remained firm. *Slim•Fast* continued to expand, passing the €1 (£0.6, $0.9) billion sales mark globally. Ice cream again grew at over 5% and *Wishbone*, *Becel* and *Knorr* also moved ahead well. In addition to an active programme behind these brands, innovations including *Lipton Brisk* lemonade and *Ragú Rich and Meaty* sauces led growth in the second half of the year. Overall, sales growth in the year was held back by promotional price competition in mayonnaise, the exit from *Hellmann's* pourable dressings and the impact of lower butter prices on the margarine market.

In Home & Personal Care, sales were flat for the full year with an improved performance in the latter part offsetting a slow start to the year. This reflects both the timing of the overall innovation plan and the steps taken to improve profitability in laundry to give the base for a more active programme from the fourth quarter. The successful launches of *Axe* deodorant and *all* fabric conditioner and the relaunch of *Dove* body wash contributed to a strong finish to the year.

Operating margin BEIA increased by 1.9% to 16.1%. This was driven particularly by improvements in laundry profitability but also widespread benefits from savings programmes partly reinvested in additional advertising and promotion.

Africa, Middle East and Turkey: Strengthening of geographic presence and good sales growth

Underlying sales grew by 7% with turnover ahead by 9% as we now consolidate all of the Bestfoods Robertsons business, following the increase in our holding.

Growth was broad based across categories with the major contributions from marketing activities behind *Knorr*, *Lipton*, *Lux*, *Dove* and laundry brands. South Africa performed particularly well with good sales growth especially in *Omo*, *Sunsilk*, *Axe* and *Lux* in Home & Personal Care and *Knorr*, *Lipton*, *Rama* and *Flora pro·activ* in Foods. In Turkey, the weak economy has led to consumer downtrading and market contraction and our sales have declined as a result. Elsewhere in the region we have strengthened our market position, particularly in Algeria, Arabia, Egypt, Morocco and West Africa.

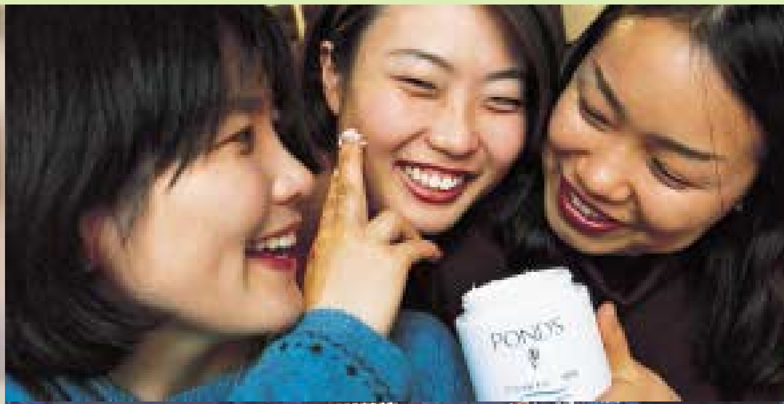
Operating margin BEIA increased to 11.3% after an increase in investment behind the leading brands.

Asia and Pacific: Acceleration of growth through the year and a further advance in profitability

Underlying sales grew by 5%. Including the impact of disposals, turnover grew by 2%.

Home & Personal Care grew well across both categories and countries. Indonesia, Philippines and Vietnam performed particularly well and skin, hair and deodorants all grew at over 10% across the region through innovations and support behind *Dove*, *Lifebuoy* and *Pond's*. Sales in India accelerated through the year to reach 3% for the full year despite the planned harvesting of non-leading brands. The stronger second half in India has been led by *Fair and Lovely* with the launch of a herbal variant, *Pond's* with new small packs,

Around the clock



At work or home: day and night

Whether you crave a cup of tea at work, an evening meal with friends or simply want to freshen up and feel great, our brands hit the spot. Around the world we meet the individual needs of people from many different cultures. We are the truly multi-local multinational.

the launch of a new *Vaseline* variant for treating damaged skin and good growth in laundry.

In Foods, good growth in South East Asia reflects the Bestfoods brands benefiting from the Unilever distribution system, innovation in *Knorr*, and a strengthening of the *Bango* soy sauce and *Sariwangi* tea brands in Indonesia. This performance was partly offset by declines in tea in Central Asia as prices are adjusted to reflect lower commodity prices and a focus on improving profitability as we exit from low-value, low-growth commoditised teas. In Japan the successful alliance with Suntory in ready-to-drink tea has doubled the market share of *Lipton* to over 25%.

Operating margin BEIA increased to 14.1% with gains from our savings programmes partly reinvested in increased advertising and promotions.

Latin America: Sales strongly ahead despite difficult economic conditions in key countries
Underlying sales grew by 12%, driven by pricing action to recover devaluation-led cost increases, particularly in Argentina. Outside Argentina, volumes grew by 2% with price ahead by 9%. Including the impact of disposals, turnover in the region grew by 8%. At current exchange rates, turnover fell by 18% and operating profit BEIA fell by 13%, largely as a result of weaker currencies in Argentina and Brazil.

Personal care continued to perform very strongly. *Sedal* shampoo grew well across the region. *Dove* shampoo has been launched in Brazil, Chile, Mexico and Peru and is making very good progress. In deodorants, *Rexona* has been successfully launched in Venezuela and relaunched in Colombia and we have taken clear market leadership in Mexico. In laundry, market shares have held firm against our nearest competitor and have responded to changed economic conditions with packs which specifically address the reduced spending power of consumers.

In Foods, ice cream grew by over 10%, mostly volume, with the main contributions from Brazil and Mexico. Good performances were led by the launch of *Knorr* noodle cups in Mexico, an energised *Hellmann's* campaign in Chile and significant growth in *Arisco* in Brazil. In spreads, *Becel de Capullo* was launched in Mexico, introducing the *Becel* brand to that country. *Lipton* ready-to-drink tea continued to grow well in Brazil and the soy-based beverage *AdeS* made very good progress in both Brazil and Mexico.

In Argentina consumer demand is considerably down and volumes have been affected as a result. We continue to hold strong market shares and our experienced local management are managing the business in a way which preserves its long-term health. Gross margins are being protected and new products have been launched in both Foods and Home & Personal Care to respond to reduced disposable incomes.

Operating margin BEIA increased by 1% to 14.2%, after an increase in investment behind the leading brands.

Preserving our environment

Tasman Sea: 3pm Tuesday

Fishermen work in all weathers to catch New Zealand hoki, enjoyed at dinner tables around the world. In 2002, we bought more than a third of our fish from sustainable sources, of which 6% was certified to Marine Stewardship Council standards, helping to protect the world's fish supplies for future generations. This is good progress towards our target of buying all fish from sustainable sources by 2005.

Productive farmland, thriving fish stocks and clean water are essential to our success. Our desire to protect them goes hand in hand with a growing determination in society to conserve the planet's resources.

In 2002, we continued to work on reducing our environmental impact while increasing production, and on measuring our performance against targets. The latest data (2001) is available at www.unilever.com/environmentsociety. We also reviewed and updated our environmental strategy to achieve continued long-term improvement in our environmental impact.

Leading the way in agriculture

Around the world more and more people enjoy our foods. We need to make our agricultural supply chain more sustainable. Our sustainable agriculture programme achieved its first target by completing the protocols for sustainable management of all five key crops – palm oil, tea, peas, spinach and tomatoes. All the protocols were agreed in 2002 with the Sustainable Agriculture Advisory Board. They will shortly be published on www.growingforthefuture.com. For the benefit of the environment we are sharing this knowledge of good agricultural practice and we have jointly established an industry Sustainable Agriculture Initiative.

Fishing for the future

Our progress in agriculture is matched by our commitment to sustainable fisheries. We bought more than a third of our fish from sustainable sources, of which 6% was certified to Marine Stewardship Council standards, including New Zealand hoki. This represents good progress towards our target of buying all fish from sustainable sources by 2005. In Europe we continued to support the need for a more sustainable fisheries policy.

Clean water to drive success

Consumers need water to use our products, agriculture needs it for irrigation and it is used by our factories. As part of our global water sustainability initiative we extended our partnership with Rhodes University in South Africa. The Unilever Centre for Environmental Water Quality will focus on improving water management and ensuring the availability of clean freshwater resources.

Real improvements at our factories

We reduced the impact on many of our key performance indicators, such as energy and water use. However, we did not meet all of the stretching targets that we set ourselves.

For the fourth year running we have led our sector in the Dow Jones Sustainability Indexes. We also won the best overall Environmental Reporting Award, in the Association of Chartered Certified Accountants (ACCA) UK Awards for Sustainable Reporting.

An integral part of society

Becel

Toronto: 8am Sunday

Becel has sponsored the Canadian Heart and Stroke Foundation's annual Ride for Heart since 1996. The race raises nearly C$1.5 (€1.0) million for charity each year with around 13 500 people taking part, including more than 200 employees from Unilever Canada.

Living our values

Corporate social responsibility is integral to the way we run our business and has been part of our operating tradition from our earliest days. Our corporate purpose and Code of Business Principles commit us to the highest standards of corporate behaviour as we seek to meet the everyday needs of people everywhere.

The Code of Business Principles sets a framework for operational standards of behaviour, such as ensuring the safety of products or reducing the environmental impact of our manufacturing operations. Following revision in 2001, the Code was rolled out around our business in 2002 to help all our employees understand its implications. The roll-out included global and regional workshops, supported by an intranet site and an online learning tool. The Code has been translated into more than 35 languages.

Understanding our impact on society

Our director for corporate development leads our work on corporate social responsibility. Over recent years this programme has focused on increasing our understanding and explaining the impact of our business on society.

We regard the very business of doing business in a responsible and sustainable way as the core of our corporate social responsibility: selling products that meet local consumers' needs, investing in productive capacity, spreading our technical know-how, working in partnerships through the value chain and in local communities, and making environmental responsibility a central business practice.

In late 2002, we published a second Social Review (available online at www.unilever.com/environmentsociety). The Review explores what it means for us to be a responsible corporate citizen. It gives an insight into the day-to-day practice of our business around the world and our relationships with consumers, customers and those who work in our companies, as well as with our wider community of stakeholders.

Deeply rooted in communities

In 2002, our companies spent approximately €69 (£43, $65) million on community projects. These ranged from commercial marketing initiatives that contributed to communities such as *Signal* toothpaste's dental care programme in Saudi Arabia and *Bushells* tea road safety campaign in Australia, to social investments such as our ***uniquely** ME!* self-esteem programme for underprivileged children run with the Girl Scouts in the USA.

Often it is in our direct involvement, in the sharing of our skills and expertise, that we can make the most difference. For example, in China, Mexico and South Africa, Unilever actively participates in local schools, not only through donations but also through employees giving their time to teach and to renovate buildings. At the end of 2001, our company in Brazil handed over to the local community a redundant ice cream factory it had helped to renovate. The factory is now used as a technical school for 21 000 low-income students on courses as diverse as computing, hotel management and tourism.

Our brands are active too. Building on its long-standing promotion of heart health in Canada, *Becel* supported Stroke Month and World Heart Day by donating 25 cents from each *Becel* spread or oil sold in several provinces. This raised C$200 000 (€136 000) for heart health research and hospital programmes. In Europe and Chile our *Domestos* brand has been working in a five-year alliance with the Red Cross movement to promote initiatives on health and hygiene, a relationship now evolving to include other Home & Personal Care brands. It is by focusing on the areas in which we have particular business expertise that we can make the most effective contribution to society.

In 2002, *Domestos* and the Red Cross extended their alliance by researching and publishing an information pack to help those caring for people at home.

Domestos

Inspiring our people

Cornwall: 11am Wednesday

The Eden Project, the UK's groundbreaking environmental showcase, rose out of a huge disused china clay pit in just three years. The way the Eden team dared to dream and then transformed their dream into reality resonates with Unilever and how it is executing the Path to Growth strategy. This made the Eden Project the perfect venue for our 2002 Leadership Forum.

Establishing an Enterprise Culture, to inspire a passion for winning among our people, is an essential ingredient of our Path to Growth strategy. In 2002, we made further progress in making this culture into an integral part of Unilever.

Delivering growth

One example of Enterprise Culture in action was the turnaround achieved at our previously slow-growing operation in Australia and New Zealand. This followed the creation of a single Australasian business that challenged employees to do things differently and to connect more closely with consumers. Their energy and drive are indicative of similar initiatives around the world.

To further motivate our people towards sustained business growth, we surveyed over 100 000 Unilever people from 110 countries, giving us invaluable insights into our Path to Growth progress. The results will help further develop our human resources strategy.

Inspiring innovative leadership

Career development at Unilever, as befitting our Enterprise Culture, is a shared responsibility between leaders and their teams.

In 2002, we pursued several diverse development initiatives. We became more exacting in measuring performance, through more rigorous application of Leadership for Growth Profiles – a move which also allows managers to become better coaches. Originally designed for top management, profiles have now been expanded for use across all levels.

Unilever's future depends on developing its up and coming managers. In July, some 80 managers from 35 countries spent five days together as part of the young leaders of tomorrow programme, which is part of our comprehensive management development strategy. This event, which was attended by both Unilever Chairmen, helped participants to consider how their personal goals complement Unilever's strategic objectives.

Employees

	000s		
Year end	**2002**	2001	2000
Europe	**60**	71	80
North America	**21**	22	39
Africa, Middle East and Turkey	**52**	49	48
Asia and Pacific	**82**	85	84
Latin America	**32**	38	44
Total	**247**	265	295

Building strong teams

We continued to adopt new ways to foster team spirit and encourage commitment to Unilever values. For example, we brought together 120 Latin American Home & Personal Care managers in a team project to refurbish a number of community facilities in São Paulo, Brazil.

Our new divisional structure empowers our people to take decisions quickly and seize opportunities. Amongst others, we built on the momentum of early *Dove* hair successes in Asia by rolling out the range in 31 more countries in 2002, in a vastly accelerated timeframe.

To conclude the reorganisation that accompanies Path to Growth we are streamlining the corporate centre, making services more responsive to Unilever's changing needs.

Energising our people

As part of our strategy to encourage managers to take more control of their careers, we rolled out open job posting in 2002. Under the initiative most Unilever vacancies are advertised internally on a new intranet site. This helps us to identify existing employees who could fill these positions and to retain talented people.

Externally, the roll-out of our new Employer Brand across 55 countries has made our approach to potential employees more attractive and effective.

Encouraging diversity

Unilever is one of the most diverse organisations in the world: our top 200 leaders are drawn from 33 nationalities. Over a quarter of our managers are women. In 2002, as a step towards developing our diversity vision and strategy, we conducted a global diversity assessment. Future initiatives include steps to improve our top leaders' understanding of the barriers faced by people from diverse backgrounds.

Rewarding success

We are keen to recognise and reward success. We extended our long-term incentive programme to a further 4 000 employees and variable pay to 15 000 more employees.

Our structure

Team meeting: 9am Thursday

As our people turn our aspirations into real business results, we are increasingly seeking to motivate them and reward their success. Our new divisional structure allows our people to rapidly respond to customer needs.

Business structure

Our operations are organised into two global divisions – Foods and Home & Personal Care – headed by division directors. This structure allows the requisite focus on Foods and Home & Personal Care activities at both the regional and global levels. It allows for faster decision making and strengthens our capacity for innovation by more effectively integrating research into the divisional structure.

Reporting to their respective division directors are the Foods and the Home & Personal Care Business Presidents, responsible for the profitability of their regional and global businesses. These businesses remain the driving force behind Unilever, comprising as they do the operating companies which provide the key interface with customers and consumers, allowing quick response to the needs of local markets.

Top management structure

Antony Burgmans and Niall FitzGerald, the Chairmen of NV and PLC respectively, jointly head Unilever's Executive Committee, which is responsible for overall business performance and setting global strategy. The other members of the Executive Committee are the Corporate Development Director, the Financial Director, the Foods Director, the Home & Personal Care Director and the Personnel Director.

Knorr®

***Knorr*, Unilever's largest brand with sales of over**

€3bn (£1.9bn, $2.8bn)

Dove®

***Dove*, our largest Home & Personal Care brand with sales in excess of**

€2bn (£1.3bn, $1.9bn)

Legal structure

NV and PLC are the twin parent companies of the Unilever Group, having separate legal entities and separate stock exchange listings for their shares. However, with their group companies they operate, as far as is practicable, as a single entity and constitute a single group for the purposes of presenting consolidated accounts. Also, they have the same directors and are linked by a number of agreements which mean that all shareholders, whether of NV or PLC, share in the prosperity of the whole business.

NV and PLC are holding and service companies. Unilever's businesses are carried out by their operating companies around the world, which are normally owned ultimately by either NV or PLC although some companies are held jointly by NV and PLC.

Corporate governance

The Chairmen and all of the directors are full-time executives and directors of both NV and PLC. As well as holding specific management responsibilities, they are responsible for the conduct of the business as a whole. Directors are elected by shareholders at the Annual General Meetings of NV and PLC and submit themselves for re-election each year.

The Boards have direct responsibility for a number of designated areas but control NV and PLC on a day-to-day basis through the Executive Committee.

Advisory Directors, although neither non-executive directors nor members of a supervisory board, are the principal external presence in the governance of Unilever, providing a strong independent element. They are chosen for their broad experience, international outlook and independence. Advisory Directors give advice to the Boards in general, and to the Executive Committee in particular, on business, social and economic issues. One of their key roles is to assure the Boards that our corporate governance provisions are adequate and reflect, as far as possible, best practice. They form the Audit Committee, the External Affairs and Corporate Relations Committee, the Remuneration Committee and the majority of the Nomination Committee.

A more detailed corporate governance statement is contained in the Unilever Annual Report & Accounts and Form 20-F 2002.

Directors and Board changes

The current directors are shown on page 20.

All directors held office throughout the year and all directors will be offering themselves for re-election at the 2003 Annual General Meetings.

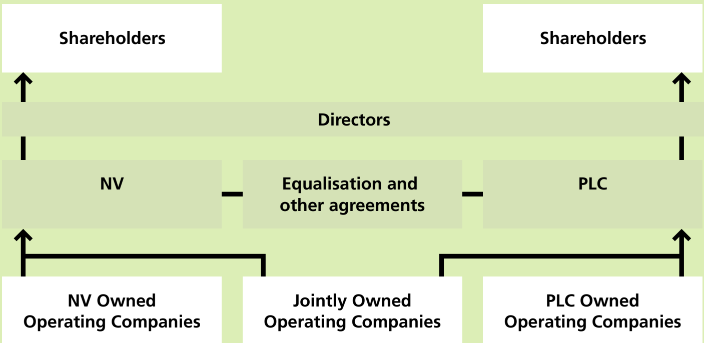
Advisory Directors

The current Advisory Directors are shown on pages 20 and 21.

Frits Fentener van Vlissingen will retire as an Advisory Director with effect from the Annual General Meetings in 2003. The directors wish to record their gratitude for his substantial and positive contribution during the last thirteen years. He will be succeeded by Bertrand Collomb as Chairman of the Remuneration and Nomination Committees. Charles R Shoemate will also cease to be an Advisory Director at these Annual General Meetings. The directors wish to record their appreciation of his contribution to the success of the integration of the Bestfoods business.

In 2002, Onno Ruding retired and Jeroen van der Veer was appointed as an Advisory Director.

Legal structure chart



Directors & Advisory Directors

Board of Directors


Antony Burgmans


Niall FitzGerald


Clive Butler


Patrick Cescau


Keki Dadiseth


André van Heemstra


Rudy Markham


Charles Strauss

Antony Burgmans*[1]
Chairman, Unilever N.V.
Aged 56. Chairman of Unilever N.V. and Vice-Chairman of Unilever PLC since 4 May 1999. Joined Unilever 1972. Appointed director 8 May 1991. Previous posts include: Vice-Chairman of Unilever N.V. 1998. Business Group President, Ice Cream & Frozen Foods – Europe and Chairman of Unilever Europe Committee 96/98. Responsible for South European Foods business 94/96. Personal Products Co-ordinator 91/94. External appointments include: Member, Supervisory Board of ABN AMRO Bank N.V. and International Advisory Board of Allianz AG.

Niall FitzGerald KBE*[1]
Chairman, Unilever PLC
Aged 57. Chairman of Unilever PLC and Vice-Chairman of Unilever N.V. since 1 September 1996. Joined Unilever 1967. Appointed director 20 May 1987. Previous posts include: Vice-Chairman of Unilever PLC 1994. Detergents Co-ordinator 91/95. Member, Foods Executive 89/91. Edible Fats & Dairy Co-ordinator 89/90. Financial Director 87/89. External appointments include: Non-executive director of Reuters Group PLC.

Clive Butler*
Corporate Development Director
Aged 56. Corporate Development Director since 1 January 2001. Joined Unilever 1970. Appointed director 6 May 1992. Previous posts include: Category Director, Home & Personal Care 1996. Personnel Director 93/96. Corporate Development Director 1992. External appointments include: Non-executive director of Lloyds TSB Group plc.

Patrick Cescau*[9]
Foods Director
Aged 54. Foods Director since 1 January 2001. Joined Unilever 1973. Appointed director 4 May 1999. Previous posts include: Financial Director 1999. Controller and Deputy Financial Director 98/99. President, Lipton USA 97/98. President, Van den Bergh Foods USA 95/97. Chairman, Indonesia 91/95. External appointments include: Non-executive director of Pearson plc.

Keki Dadiseth*[9]
Home & Personal Care Director
Aged 57. Home & Personal Care Director since 1 January 2001. Joined Unilever 1973. Appointed director 3 May 2000. Previous posts include: Hindustan Lever Chairman 1996, Vice-Chairman and Managing Director 95/96. External appointments include: Non-executive director of The Indian Hotels Company. Member of International Advisory Board of DaimlerChrysler AG.

André baron van Heemstra*[9]
Personnel Director
Aged 57. Personnel Director since 3 May 2000. Joined Unilever 1970. Appointed director 3 May 2000. Previous posts include: Business Group President, East Asia Pacific 1996. Chairman, Langnese-Iglo 92/96.

Rudy Markham*[10]
Financial Director
Aged 56. Financial Director since 4 August 2000. Joined Unilever 1968. Appointed director 6 May 1998. Previous posts include: Strategy & Technology Director 1998. Business Group President, North East Asia 96/98. Chairman, Nippon Lever Japan 92/96. Group Treasurer 86/89. External appointments include: Non-executive director of Standard Chartered PLC.

Charles Strauss
President, Home & Personal Care North America and Global Prestige Business. Chairman, North America Committee
Aged 60. Joined Unilever 1986 upon Unilever's acquisition of Ragú Foods. Appointed director 3 May 2000. Previous posts include: Business Group President, Latin America 96/99. President, Lever Brothers USA 93/96. Chairman, Langnese-Iglo 89/92. External appointments include: Non-executive director of Hartford Financial Services Group, Inc.

Advisory Directors

The Rt Hon The Lord Brittan of Spennithorne QC, DL[2]
Aged 63. Appointed 2000. Vice-Chairman of UBS Warburg and Chairman of UBS Warburg Ltd. Member of the European Commission and Vice-President 89/99. Member of the UK Government 79/86. Home Secretary 83/85 and Secretary of State for Trade and Industry 85/86.

Baroness Chalker of Wallasey[3]
Aged 60. Appointed 1998. Director of Freeplay Energy plc, Development Consultants International, Group 5 (Pty) Ltd and Ashanti Goldfields Company Ltd. UK Minister of State at the Foreign and Commonwealth Office 86/97. Created Life Peer in 1992. Member of Parliament for Wallasey 74/92.

Bertrand Collomb[1,4]
Aged 60. Appointed 1994. Chairman and CEO of Lafarge S.A. Director of Vivendi Universal, TotalFinaElf and Atco. Member, Supervisory Board of Allianz AG and Advisory Board of Banque de France.

Professor Wim Dik[2]
Aged 64. Appointed 2001. Professor at Delft University of Technology. Chairman, Supervisory Boards of Van Gansewinkel Groep and Holland Casino. Member, Supervisory Boards of ABN AMRO Bank N.V., Vos Logistics and Tele Atlas N.V. Non-executive director of Aviva plc and LogicaCMG plc. Chairman and CEO of Koninklijke PTT Nederland (KPN) 88/98 and Koninklijke KPN N.V. (Royal Dutch Telecom) 98/00. Minister for Foreign Trade, Netherlands 81/82.

Oscar Fanjul[7]
Aged 53. Appointed 1996. Honorary Chairman of Repsol-YPF S.A. Director of Marsh & McLennan Companies, the London Stock Exchange, ACERINOX S.A., Técnicas Reunidas S.A. Member, International Advisory Boards of Marsh & McLennan and The Chubb Corporation. Chairman and CEO Repsol 86/96. Chairman of Hidroeléctrica del Cantábrico S.A. 99/01. Secretary General and Under Secretary, Spanish Ministry of Industry and Energy 83/85.

Advisory Directors

The Rt Hon The Lord Brittan of Spennithorne

Baroness Chalker of Wallasey

Bertrand Collomb

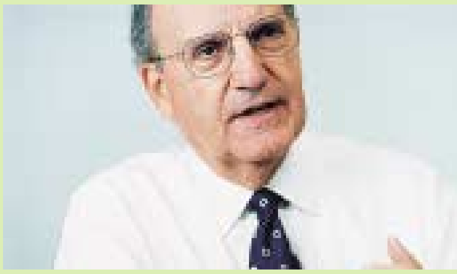
Professor Wim Dik

Oscar Fanjul

Frits Fentener van Vlissingen

Claudio X Gonzalez

Hilmar Kopper



Senator George J Mitchell

Charles R Shoemate

The Lord Simon of Highbury

Jeroen van der Veer

Frits Fentener van Vlissingen[5,6]
Aged 69. Appointed 1990. Retiring 2003. Managing Director of Flint Holding N.V. Chairman, Supervisory Board of Draka Holdings N.V. Deputy Chairman, Supervisory Boards of Akzo Nobel N.V. and SHV Holdings. Member, Supervisory Board of CSM N.V.

Claudio X Gonzalez[7]
Aged 68. Appointed 1998. Chairman and CEO of Kimberly-Clark de Mexico S.A. Director of Kimberly-Clark Corporation, Kellogg Company, General Electric Company (USA), Grupo Carso S.A., Grupo Alfa, Grupo Televisa, Fondo Mexico, Home Depot, America Movil and Investment Company of America. Member, International Advisory Council of JPMorgan Chase. Special Advisor to the President of Mexico 88/94.

Hilmar Kopper[8]
Aged 67. Appointed 1998. Chairman, Supervisory Board of DaimlerChrysler AG. Non-executive director of Xerox Corp. and member, Supervisory Boards of Akzo Nobel N.V. and Solvay S.A. Former CEO and Chairman of the Supervisory Board of Deutsche Bank AG.

Senator George J Mitchell[2]
Aged 69. Appointed 1998. Partner of the law firm Piper Rudnick. Director of Walt Disney Company, Federal Express Corp., Starwood Hotels and Resorts and Staples Inc. Member, International Advisory Board of Thames Water Plc. Member of the US Senate 80/95 and Senate Majority Leader 88/95. Chairman of the Northern Ireland Peace Initiative 95/99.

Charles R Shoemate[2]
Aged 63. Appointed 2001. Retiring 2003. Director of CIGNA Corporation, International Paper Company and Chevron Texaco Corporation. Chairman & CEO of Bestfoods 90/00 and President 88/90.

The Lord Simon of Highbury CBE[1,4]
Aged 63. Appointed 2000. Member, Advisory Board of LEK Consulting and International Advisory Council of Fortis. Non-executive director of Suez Group. Member, Supervisory Board of Volkswagen AG. Senior Advisor and member, European Advisory Board of Morgan Stanley Dean Witter. UK Government Minister 97/99. Group Chief Executive of BP 92/95 and Chairman 95/97.

Jeroen van der Veer[1,4]
Aged 55. Appointed 2002. President of Royal Dutch Petroleum Company and Vice-Chairman of the Committee of Managing Directors of Royal Dutch/Shell Group of Companies. Member, Supervisory Board of De Nederlandsche Bank.

- ***** Member Executive Committee
- **1** Member Nomination Committee
- **2** Member External Affairs and Corporate Relations Committee
- **3** Chairman External Affairs and Corporate Relations Committee
- **4** Member Remuneration Committee
- **5** Chairman Nomination Committee
- **6** Chairman Remuneration Committee
- **7** Member Audit Committee
- **8** Chairman Audit Committee
- **9** Member Corporate Risk Committee
- **10** Chairman Corporate Risk Committee

Summary financial statement

Introduction

This Summary Financial Statement is a summary of information contained in Unilever's financial statements and report of the directors as set out in the Unilever Annual Report & Accounts and Form 20-F 2002. This Statement does not contain sufficient information to allow as full an understanding of the results and state of affairs of Unilever, and of its policies and arrangements concerning directors' remuneration, as would be provided by the full report.

Copies of the Unilever Annual Report & Accounts and Form 20-F 2002, which are produced in both English and Dutch, may be obtained free of charge from Unilever's Corporate Relations Department. The document can also be viewed on our website at www.unilever.com/investorcentre/financialreports. Shareholders may also elect to receive it for all future years by request to the appropriate Share Registrars. See page 29 for details.

The auditors have issued an unqualified audit report on the full accounts and the auditable part of the directors' Remuneration Report. The United Kingdom Companies Act 1985 requires the auditors to report if the accounting records are not properly kept or if the required information and explanations are not received. Their report on the full accounts contains no such statement.

The following summarised financial statement should be read together with the narrative set out earlier in this Review, which mentions, to the extent applicable, any important future developments or post-balance sheet events.

Auditors' statement to the shareholders of Unilever N.V. and Unilever PLC

We have examined the Summary Financial Statement in euros set out on pages 22 to 28.

Respective responsibilities of directors and auditors

The directors are responsible for preparing the Annual Review 2002 in accordance with applicable law. Our responsibility is to report to you our opinion on the consistency of the Summary Financial Statement within the Annual Review with the full annual accounts and the directors' report, and its compliance with the relevant requirements of section 251 of the United Kingdom Companies Act 1985 and the regulations made thereunder. We also read the other information contained in the Annual Review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the Summary Financial Statement.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 'The Auditors' Statement on the Summary Financial Statement' issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the Summary Financial Statement is consistent with the full annual accounts and the directors' report of the Unilever Group for the year ended 31 December 2002 and complies with the applicable requirements of section 251 of the United Kingdom Companies Act 1985 and the regulations made thereunder.

PricewaterhouseCoopers Accountants N.V. Rotterdam, The Netherlands	PricewaterhouseCoopers LLP Chartered Accountants and Registered Auditors London, England
As auditors of Unilever N.V.	As auditors of Unilever PLC

4 March 2003

Unilever website

The maintenance and integrity of the Unilever website are the responsibility of the directors; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since they were initially presented on the website.

Legislation in the Netherlands and the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Dividends

The Boards have resolved to recommend to the Annual General Meetings on 7 May 2003 the declaration of final dividends on the ordinary capital of NV and of PLC in respect of 2002 at the rates shown in the tables below. The dividends will be paid in accordance with the timetable on page 29.

NV	**2002**	2001
Per €0.51 of ordinary capital		
Interim	**€0.55**	€0.50
Final	**€1.15**	€1.06
Total	**€1.70**	€1.56

PLC	**2002**	2001
Per 1.4p of ordinary capital		
Interim	**5.21p**	4.65p
Final	**10.83p**	9.89p
Total	**16.04p**	14.54p

Dividends for US shareholders (rounded to two decimal places)

	Per €0.51 of NV ordinary capital		Per 5.6p of PLC ordinary capital	
	2002	2001	**2002**	2001
Interim	**$0.54**	$0.45	**$0.33**	$0.27
Final	**$1.23***	$0.97	**$0.70***	$0.58
Total	**$1.77**	$1.42	**$1.03**	$0.85

*Proposed final dividends translated into US dollars at the rate of exchange ruling on 12 February 2003 (€1 = $1.0735, £1 = $1.6173). These dividends will be paid using the exchange rates ruling on 7 May 2003.

Accounting policies

The accounts are prepared under the historical cost convention and comply in all material respects with legislation in the Netherlands and the United Kingdom and with applicable accounting standards in the United Kingdom.

NV and PLC shares held by NV, employee share trusts and subsidiaries to satisfy options are accounted for as required by Netherlands law and the Equalisation Agreement. They are deducted from capital and reserves, and therefore gains or losses arising on these holdings are also accounted for within capital and reserves, whereas United Kingdom UITF Abstracts 13 and 17 would classify such shares as fixed assets and recognise certain gains or losses in the profit and loss account.

United Kingdom Financial Reporting Standard 19 (FRS 19) 'Deferred Tax' has been adopted by the Group for the year ended 31 December 2002 with no material impact on reported net profit. The 2001 balance sheet has been restated to record the effect of the new standard.

Reporting currency and exchange rates

The sterling and US dollar figures shown below and on pages 24 to 25 have been provided for the convenience of users and do not form part of the audited accounts of the Unilever Group. These figures have been translated from euros using the following rates of exchange:

	Annual average rates			Year-end rates		
	2002	2001	2000	**2002**	2001	2000
€1 = £	**0.6280**	0.6220	0.6087	**0.6505**	0.6109	0.6237
€1 = $	**0.9401**	0.8953	0.9207	**1.0490**	0.8854	0.9303

Summary information under US GAAP in US$ (unaudited)

	2002	2001	2000
Combined net income (million)	**4 051**	1 348	1 166
Combined net income per share			
Per €0.51 of ordinary capital	**4.11**	1.33	1.14
Per 1.4p of ordinary capital	**0.62**	0.20	0.17
Combined diluted net income per share			
Per €0.51 of ordinary capital	**3.98**	1.29	1.11
Per 1.4p of ordinary capital	**0.60**	0.19	0.17
Capital and reserves (million)			
Attributable to NV	**10 387**	8 270	10 313
Attributable to PLC	**1 885**	3 730	3 711

The Summary Financial Statement of Unilever has been prepared under accounting principles which differ in certain respects from those generally accepted in the United States.

Key differences arise from the treatment of goodwill, certain intangible assets, derivative financial instruments and pensions and the recognition of certain restructuring costs. Further details of significant differences are given in the Unilever Annual Report & Accounts and Form 20-F 2002.

Summary financial statement

Profit and loss account for the year ended 31 December

€ million 2002	€ million 2001		£ million 2002	£ million 2001	$ million 2002	$ million 2001
48 760	52 206	**Turnover**	**30 621**	32 472	**45 839**	46 740
(490)	(692)	Less: Share of turnover of joint ventures	**(308)**	(430)	**(460)**	(619)
48 270	51 514	**Group turnover**	**30 313**	32 042	**45 379**	46 121
(24 030)	(26 962)	Cost of sales	**(15 090)**	(16 770)	**(22 591)**	(24 140)
24 240	24 552	Gross profit	**15 223**	15 272	**22 788**	21 981
(19 199)	(19 378)	Distribution, selling and administrative costs	**(12 057)**	(12 054)	**(18 049)**	(17 349)
5 041	5 174	Group operating profit	**3 166**	3 218	**4 739**	4 632
7 165	7 149	Group operating profit BEIA	**4 500**	4 447	**6 736**	6 400
(879)	(588)	Exceptional items	**(552)**	(366)	**(827)**	(526)
(1 245)	(1 387)	Amortisation of goodwill and intangibles	**(782)**	(863)	**(1 170)**	(1 242)
84	84	Add: Share of operating profit of joint ventures	**53**	52	**79**	75
5 125	5 258	**Operating profit**	**3 219**	3 270	**4 818**	4 707
7 260	7 269	Operating profit BEIA	**4 559**	4 521	**6 825**	6 508
(874)	(588)	Exceptional items	**(548)**	(366)	**(821)**	(526)
(1 261)	(1 423)	Amortisation of goodwill and intangibles	**(792)**	(885)	**(1 186)**	(1 275)
34	–	Share of operating profit of associates	**21**	–	**32**	–
(7)	12	Other income from fixed investments	**(4)**	7	**(7)**	11
(1 173)	(1 646)	Interest	**(737)**	(1 023)	**(1 103)**	(1 473)
3 979	3 624	**Profit on ordinary activities before taxation**	**2 499**	2 254	**3 740**	3 245
(1 538)	(1 547)	Taxation on profit on ordinary activities	**(966)**	(962)	**(1 446)**	(1 385)
2 441	2 077	**Profit on ordinary activities after taxation**	**1 533**	1 292	**2 294**	1 860
(312)	(239)	Minority interests	**(196)**	(149)	**(292)**	(214)
2 129	1 838	**Net profit**	**1 337**	1 143	**2 002**	1 646
1 681	817	Attributable to: **NV**	**1 056**	508	**1 581**	732
448	1 021	**PLC**	**281**	635	**421**	914
(1 701)	(1 581)	Dividends	**(1 069)**	(983)	**(1 600)**	(1 415)
(42)	(51)	Preference dividends	**(27)**	(32)	**(40)**	(46)
(1 659)	(1 530)	Dividends on ordinary capital	**(1 042)**	(951)	**(1 560)**	(1 369)
428	257	**Result for the year retained**	**268**	160	**402**	231
		Combined earnings per share				
€2.14	€1.82	Earnings per share per €0.51 of ordinary capital	**–**	–	**$2.01**	$1.63
€0.32	€0.27	Earnings per share per 1.4p of ordinary capital	**20.13p**	16.96p	**$0.30**(1)	$0.25(1)
		On a diluted basis the figures would be:				
€2.07	€1.77	Earnings per share per €0.51 of ordinary capital	**–**	–	**$1.95**	$1.58
€0.31	€0.27	Earnings per share per 1.4p of ordinary capital	**19.53p**	16.51p	**$0.29**(2)	$0.24(2)

(1) Rounded to two decimal places. Equivalent to $1.21 (2001: $0.98) per PLC American Depositary Receipt (5.6p of PLC ordinary capital).
(2) Rounded to two decimal places. Equivalent to $1.17 (2001: $0.95) per PLC American Depositary Receipt (5.6p of PLC ordinary capital).

Statement of total recognised gains and losses for the year ended 31 December

€ million 2002	€ million 2001		£ million 2002	£ million 2001	$ million 2002	$ million 2001
2 129	1 838	Net profit	**1 337**	1 143	**2 002**	1 646
56	–	Unrealised gain on partial disposal of a group company	**35**	–	**52**	–
(1 582)	(1 065)	Currency retranslation	**(754)**	(746)	**(506)**	(1 260)
603	773	Total recognised gains for the year	**618**	397	**1 548**	386
(202)	–	Adjustment related to prior year restatement	**(124)**	–	**(179)**	–
401	773	**Total recognised gains since last annual accounts**	**494**	397	**1 369**	386

Balance sheet as at 31 December

€ million 2002	€ million 2001		£ million 2002	£ million 2001	$ million 2002	$ million 2001
28 389	35 088	**Fixed assets**	**18 467**	21 435	**29 781**	31 067
20 274	24 964	Goodwill and intangible assets	**13 188**	15 250	**21 268**	22 103
8 115	10 124	Other fixed assets	**5 279**	6 185	**8 513**	8 964
		Current assets				
4 500	5 343	Stocks	**2 927**	3 264	**4 721**	4 731
5 875	7 185	Debtors due within one year	**3 821**	4 389	**6 163**	6 362
2 356	2 849	Debtors due after more than one year	**1 533**	1 741	**2 472**	2 522
3 478	2 301	Cash and current investments	**2 263**	1 405	**3 649**	2 037
16 209	17 678		**10 544**	10 799	**17 005**	15 652
		Creditors due within one year				
(9 511)	(11 279)	Borrowings	**(6 186)**	(6 890)	**(9 977)**	(9 986)
(11 091)	(11 933)	Trade and other creditors	**(7 215)**	(7 289)	**(11 636)**	(10 565)
(4 393)	(5 534)	**Net current assets**	**(2 857)**	(3 380)	**(4 608)**	(4 899)
23 996	29 554	**Total assets less current liabilities**	**15 610**	18 055	**25 173**	26 168
		Creditors due after more than one year				
10 933	14 221	Borrowings	**7 113**	8 688	**11 469**	12 591
641	805	Trade and other creditors	**417**	492	**672**	713
5 927	6 871	**Provisions for liabilities and charges**	**3 856**	4 197	**6 219**	6 084
628	664	**Minority interests**	**408**	406	**659**	588
5 867	6 993	**Capital and reserves**	**3 816**	4 272	**6 154**	6 192
5 700	4 889	Attributable to: **NV**	**3 708**	2 987	**5 979**	4 329
167	2 104	**PLC**	**108**	1 285	**175**	1 863
23 996	29 554	**Total capital employed**	**15 610**	18 055	**25 173**	26 168

Cash flow statement for the year ended 31 December

€ million 2002	€ million 2001		£ million 2002	£ million 2001	$ million 2002	$ million 2001
7 883	7 497	**Cash flow from group operating activities**	**4 951**	4 662	**7 411**	6 713
83	82	Dividends from joint ventures	**52**	51	**78**	73
(1 386)	(1 887)	Returns on investments and servicing of finance	**(871)**	(1 173)	**(1 303)**	(1 689)
(1 817)	(2 205)	Taxation	**(1 141)**	(1 372)	**(1 708)**	(1 975)
(1 706)	(1 358)	Capital expenditure and financial investment	**(1 071)**	(844)	**(1 604)**	(1 216)
1 755	3 477	Acquisitions and disposals	**1 102**	2 162	**1 650**	3 113
(1 580)	(1 420)	Dividends paid on ordinary share capital	**(992)**	(883)	**(1 485)**	(1 272)
3 232	4 186	**Cash flow before management of liquid resources and financing**	**2 030**	2 603	**3 039**	3 747
(592)	1 106	Management of liquid resources	**(372)**	688	**(557)**	991
(2 591)	(5 098)	Financing	**(1 628)**	(3 171)	**(2 436)**	(4 564)
49	194	**Increase/(decrease) in cash in the period**	**30**	120	**46**	174
6 233	3 269	**(Increase)/decrease in net debt in the period**	**3 137**	2 334	**2 743**	4 083

Summary remuneration report

This Summary Remuneration Report is an extract of information contained in Unilever's full Remuneration Report set out in the Unilever Annual Report & Accounts and Form 20-F 2002 (a copy of which is available on request and can also be viewed on our website at www.unilever.com/investorcentre/financialreports).

Directors' remuneration policy

The remuneration policy for the directors is set by the Remuneration Committee – an independent committee consisting of Advisory Directors (see pages 20 and 21). The Committee members are chosen for their broad experience, international outlook and independence. The Committee meets at least three times a year and recommends whatever adjustments to remuneration levels are necessary. The Committee is assisted by the Secretary of the Remuneration Committee, JAA van der Bijl, Joint Secretary of Unilever. A Burgmans and NWA FitzGerald attend part of the Committee meetings in their capacity as Chairmen of NV and PLC respectively.

The objective of Unilever's remuneration policy is to attract, motivate and retain top class business executives who are able to direct and lead our global business, and to reward them accordingly based on their performance. Levels of remuneration are reviewed annually in the light of company and market developments.

The Committee does not retain remuneration consultants but seeks professional advice as it sees fit. During 2002 professional advice was sought from an independent firm of remuneration specialists, Towers Perrin. This firm also provides general consultancy advice to Unilever Group companies on pension, communications and other human resource matters.

In line with the Path to Growth strategy, it is the Remuneration Committee's policy to link a significant proportion of directors' remuneration to a number of key measures of Unilever Group performance. Broadly, if the Group achieves its target level of performance, the variable elements of the remuneration package will account for about 60% of the directors' total remuneration. The variable elements would, of course, result in no incentive awards if performance is unsatisfactory.

The key features of the remuneration package are:

Salary – Whilst one overall salary framework applies to all directors, separate salary ranges are agreed each year for directors based in Continental Europe, the UK and the US.

Allowances & Benefits in Kind – Directors enjoy similar benefits to many other employees of the Unilever Group. These include private medical insurance, the use of company cars (or cash in lieu) and assistance with relocation costs.

Annual Bonus – This can range between 0% and 100% of base salary. The Remuneration Committee sets stretching annual targets based on a combination of corporate results and personal performance.

The corporate targets are a combination of the yearly increase in earnings per share (BEIA) and underlying sales growth of leading brands. Personal targets are based on agreed key objectives relative to the director's specific responsibilities.

At the end of each year the Remuneration Committee reviews the results against the targets which had been set previously.

For 2002 the earnings per share (BEIA) target range was exceeded and the underlying sales growth of leading brands was in the upper half of the target range. Moreover, the personal key objectives set for each director were generally achieved. It is a requirement of the bonus scheme that 25% of the annual bonus is paid in the form of shares in NV and PLC.

Long-Term Incentive Plans – These essentially comprise three elements:

(a) Matching Shares As mentioned earlier, part of the annual bonus is paid in the form of NV and PLC shares. Unilever, on its part, awards an equivalent number of matching shares which vest three years later (provided that the original 'bonus' shares have been retained and that the director has not resigned or been dismissed during that period).

The Remuneration Committee wishes to encourage directors to hold shares in the company they serve to further align the interests of the directors with those of the shareholders in general. The necessity to hold the 'bonus' shares for a minimum of a three-year period reinforces this commitment on the part of the director.

(b) Executive Option Plans Options in NV and PLC shares are awarded annually (subject to certain conditions, see below) which are exercisable over a period of 3 to 10 years from date of grant.

The level of actual grants made in a particular year varies depending on the percentage increase, over inflation, of the earnings per share (BEIA) for the financial year preceding the date of grant.

Options are granted at not less than the open market price of the shares at date of grant.

(c) TSR Long-Term Incentive Plan Under this plan conditional rights to shares in NV and PLC are awarded annually to directors and certain senior managers. The awards vest three years after grant but are dependent on the total shareholder return of Unilever compared with a peer group of 20 comparator companies. No shares will vest if Unilever is ranked at less than position 11 of the TSR ranking table. Between 25% and 200% will vest dependent on the position of Unilever in the top half of the ranking table.

This plan addresses our objective to achieve a business performance above the median, and preferably within the top third, of our peer group in terms of the creation of total shareholder return.

Pension Arrangements – Directors are members of a final salary defined benefit arrangement which provides for a pension, at age 60, broadly equivalent to two-thirds of final pensionable pay. For this purpose 'pensionable pay' includes the average annual bonus element of the remuneration package paid in the last three years, subject to it not exceeding 20% of base salary.

Directors' service contracts

The Articles of Association of NV and PLC require that all directors retire from office at every Annual General Meeting.

The directors are long-serving Unilever executives who can reasonably expect, subject to satisfactory performance, to be employed by the Unilever Group until retirement.

The directors have service contracts with both NV and PLC which provide for 12 months' notice of termination on the part of the Company. NV and PLC may, if they choose, pay to the director a sum equal to 12 months' salary in lieu of notice.

Directors' emoluments and executive share option gains – 2002

Directors' total emoluments for the year ended 31 December 2002 including aggregate share option gains were €20 351 080 (2001: €20 383 810). The equivalent totals in pounds sterling were £12 780 484 (2001: £12 678 717) and in US dollars $19 132 039 (2001: $18 249 622). The details for each director for 2002 are as follows:

Name	Salary	Allowances and Benefits in Kind	Annual Bonus	Total 2002	Total 2001	Share Option Gains 2002
	€ 000					
Paid in euros:						
A Burgmans	**1 210**	**170**	**1 301**	**2 681**	2 262	**476**
P J Cescau	**975**	**182**	**1 048**	**2 205**	2 565	**–**
A R van Heemstra	**650**	**249**	**650**	**1 549**	1 257	**633**
	£ 000					
Paid in pounds sterling:						
N W A FitzGerald	**940**	**146**	**1 011**	**2 097**	1 925	**1 032**
A C Butler	**510**	**25**	**510**	**1 045**	990	**10**
K B Dadiseth	**575**	**111**	**632**	**1 318**	1 126	**11**
R H P Markham	**535**	**32**	**555**	**1 122**	1 087	**–**
	$ 000					
Paid in US dollars:						
C B Strauss	**1 000**	**201**	**670**	**1 871**	2 301	**235**

Executive share option grants – 2002

In 2002 the following options were granted under the Executive Option Plans to each director:

Chairmen:	18 000 NV shares and 120 000 PLC shares
US-based director:	18 000 NV shares and 120 000 PLC shares
Other directors:	11 250 NV shares and 75 000 PLC shares

In addition 'premium options' were granted to each director equivalent to 20% of the number of options granted in 1997. The number of these premium options granted in 2002 ranged between 600 and 3 600 NV shares and between 4 000 and 24 000 PLC shares per person.

TSR – Long-Term Incentive Plan conditional awards – 2002

In 2002 conditional rights to shares in NV and PLC were awarded to the Chairmen and directors as follows.

Chairmen:	5 980 NV shares and 42 319 PLC shares
US-based director:	2 977 NV shares and 21 032 PLC shares (5 258 ADRs)
Other directors:	3 737 NV shares and 26 450 PLC shares

Between 0% and 200% of the above shares will vest in March 2005 dependent on the TSR performance of Unilever against a peer group of 20 comparator companies over the performance period 1 January 2002 to 31 December 2004.

No rights vested under this plan in 2002.

Directors' pensions – 2002

The total amount set aside by the Unilever Group during 2002 to provide pension, retirement or similar benefits for all current directors was €4 399 059 (£2 762 620, $4 135 555).

Advisory Directors

Advisory Directors are not formally members of the Boards of NV and PLC. They receive an annual fee and are reimbursed expenses incurred in attending meetings. They do not receive any performance related bonuses, pension provisions, share options or any other form of benefit in respect of their role as Advisory Directors.

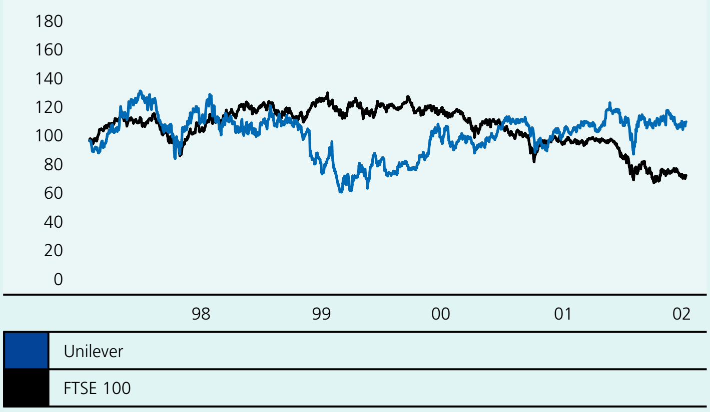
In 2002 fees of £35 000 per annum were paid to each of Lord Brittan, Lady Chalker, C X Gonzalez, Senator Mitchell, C R Shoemate and Lord Simon, and €55 000 per annum were paid to each of B Collomb, Professor W Dik, O Fanjul, F H Fentener van Vlissingen and H Kopper. In addition €27 500 was paid to H O C R Ruding and €41 250 was paid to J van der Veer.

Lady Chalker, C X Gonzalez and Senator Mitchell also benefited, directly or indirectly, from other payments made in 2002 in respect of advice provided to various Unilever business groups.

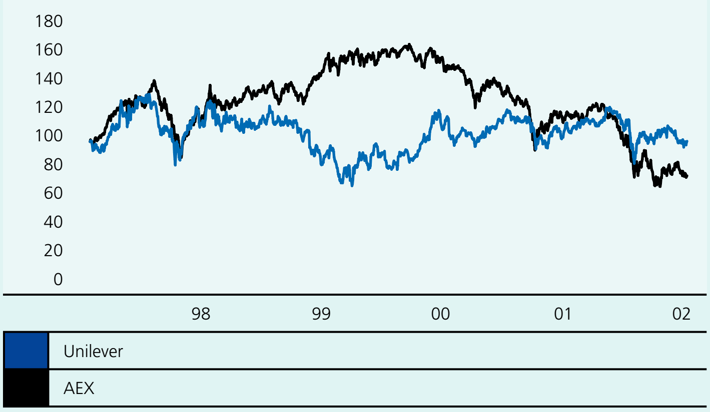
Unilever's position relative to two broad based equity indices for the last five years

Under the UK Directors' Remuneration Report Regulations 2002 we are required to show Unilever's relative share performance against a broad based equity index for the last five years. The Remuneration Committee has decided to show Unilever's performance against two indices (FTSE 100 index and Euronext Amsterdam AEX index) as these are the most generally used indices in the Netherlands and the UK where we have our principal listings.

Unilever PLC vs FTSE 100 %
Five years ended 31 December 2002



Unilever NV vs AEX Amsterdam %
Five years ended 31 December 2002



The Summary Financial Statement was approved by the Boards of Directors on 4 March 2003.

A Burgmans and NWA FitzGerald
Chairmen of Unilever

Additional information

Financial calendar

Annual General Meetings

NV	10.30am Wednesday 7 May 2003 Rotterdam
PLC	11.00am Wednesday 7 May 2003 London

Announcements of results

First Quarter	2 May 2003
First Half Year	30 July 2003
Third Quarter	29 October 2003
Final for Year (provisional)	12 February 2004

Dividends on ordinary capital

Final for 2002 – announced 13 February 2003 and to be declared 7 May 2003

	Ex-Dividend Date	Record Date	Payment Date
NV	9 May 2003	8 May 2003	9 June 2003
PLC	14 May 2003	16 May 2003	9 June 2003
NV – New York Shares	14 May 2003	16 May 2003	9 June 2003
PLC – ADRs	14 May 2003	16 May 2003	9 June 2003

Interim for 2003 – to be announced 29 October 2003

	Ex-Dividend Date	Record Date	Payment Date
NV	30 Oct 2003	29 Oct 2003	1 Dec 2003
PLC	5 Nov 2003	7 Nov 2003	1 Dec 2003
NV – New York Shares	5 Nov 2003	7 Nov 2003	1 Dec 2003
PLC – ADRs	5 Nov 2003	7 Nov 2003	1 Dec 2003

Preferential dividends NV

4% Cumulative Preference	Paid 1 January
6% Cumulative Preference	Paid 1 October
7% Cumulative Preference	Paid 1 October
€0.05 Cumulative Preference	Paid 9 June and 9 December

United Kingdom capital gains tax

The market value of PLC 1.4p ordinary shares at 31 March 1982 would have been 34.58p per share.

Since 1982, PLC ordinary shares have been sub-divided on two occasions and consolidated once. Firstly, with effect on 26 June 1987, the 25p shares were split into five shares of 5p each. Secondly, with effect on 13 October 1997, the 5p shares were split into four shares of 1.25p each. Lastly, with effect on 10 May 1999, the shares were consolidated by replacing every 112 shares of 1.25p each with 100 shares of 1.4p each.

Listing details

NV The shares or certificates (depositary receipts) of NV are listed on the stock exchanges in Amsterdam, London, New York and in France, Germany and Switzerland. NV terminated its listings in Belgium and Luxembourg on 31 December 2002 and 24 January 2003 respectively.

PLC The shares of PLC are listed on the London Stock Exchange and, as American Depositary Receipts (each evidencing four ordinary shares of 1.4p each), in New York.

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Publications

Copies of the following publications can be obtained without charge from Unilever's Corporate Relations Department.

Unilever Annual Review 2002 Available in English or Dutch, with a Summary Financial Statement in euros, and translated into sterling and US dollars.

Unilever Annual Report & Accounts and Form 20-F 2002 Available in English or Dutch, with figures in euros. It includes the Form 20-F filed with the United States Securities and Exchange Commission.

Quarterly Results Announcements Available in English or Dutch, with figures in euros; supplements in English, with sterling or US dollar figures, are available.

Website

Shareholders are encouraged to visit our website www.unilever.com, which has a wealth of information about the Unilever Group. There is a section designed specifically for investors at www.unilever.com/investorcentre.

You can also view this year's and prior years' Annual Review and the detailed Annual Report & Accounts and Form 20-F documents at www.unilever.com/investorcentre/financialreports.

Electronic communications

Shareholders of Unilever PLC can elect not to receive paper copies of the Annual Review and other shareholder documents by registering at www.shareview.co.uk if they prefer to view these on our website.

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