2003

Unilever Charts

Unilever

The following pages give figures for the years 1993-2003, expressed in graphical form. Figures supporting the charts are given in euros, sterling and US dollars.

Notes

Graphs and tables are based on average current exchange rates applicable in each year. Balance sheet information is translated at closing rates for the relevant year. For years prior to 1997 information is stated on a Group basis where applicable. This means excluding our share of the turnover and operating profit of joint ventures, which are included in the figures for the years from 1997 to 2003 inclusive.

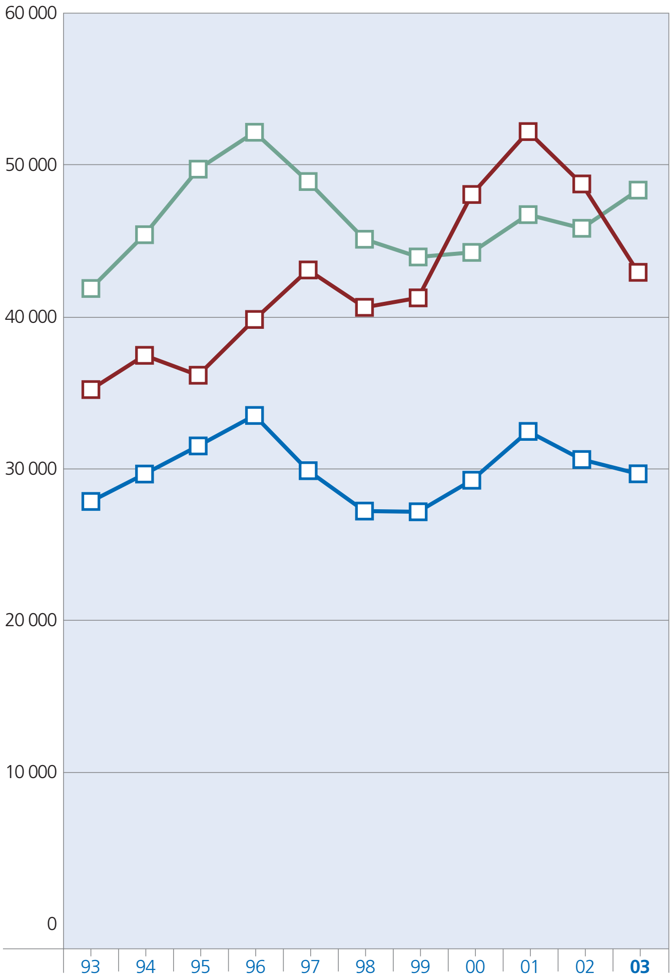
From 1 January 2000, Unilever adopted the euro as its principal reporting currency. The sterling information for 2000 to 2003 and the US dollar information for all years is given solely for the convenience of readers and does not form part of the full audited accounts of the Unilever Group. The euro values for earlier years have been derived by converting values previously reported in guilders using the official conversion rate of €1.00 = Fl. 2.20371.

In certain cases this has resulted in a restatement of numbers previously shown in sterling or derived from sterling accounts.

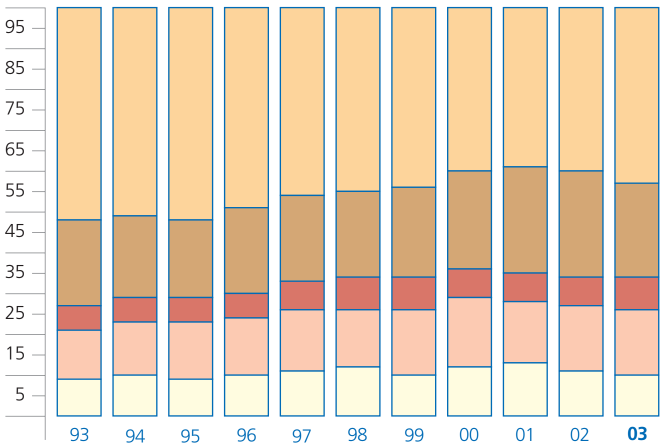
The accounts of the Unilever Group are prepared in accordance with accounting principles generally accepted in the United Kingdom, which differ in some respects from those generally accepted in the United States.

2 Turnover

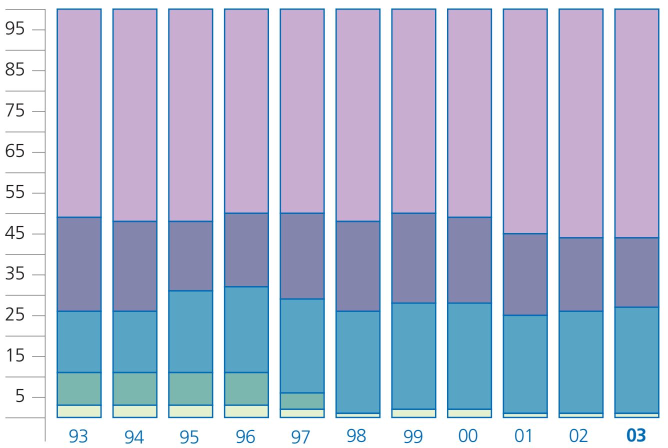
Turnover
million



by geographical area
as % of turnover



by product area
as % of turnover

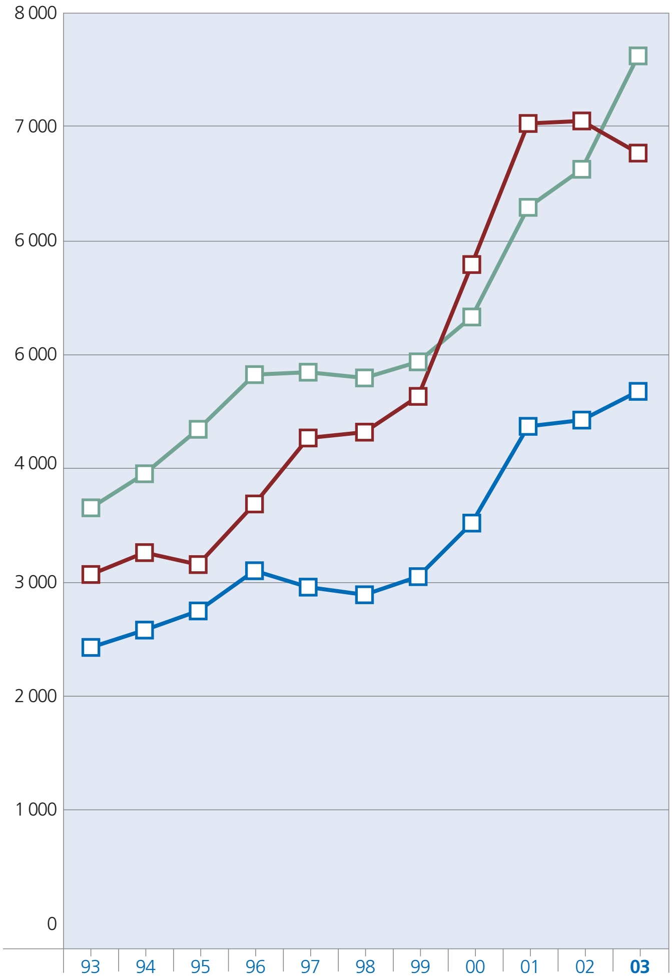


	93	94	95	96	97	98	99	00	01	02	**03**
Turnover											
€ million	35 225	37 478	36 168	39 840	43 099	40 639	41 262	48 066	52 206	48 760	**42 942**
US $ million	41 878	45 419	49 732	52 161	48 918	45 119	43 954	44 254	46 740	45 839	**48 353**
£ million	27 863	29 666	31 516	33 522	29 887	27 229	27 182	29 258	32 472	30 621	**29 682**
by geographical area as % of turnover											
Europe	52	51	52	49	46	45	44	40	39	40	**43**
North America	21	20	19	21	21	21	22	24	26	26	**23**
Africa, Middle East and Turkey	6	6	6	6	7	8	8	7	7	7	**8**
Asia and Pacific	12	13	14	14	15	14	16	17	15	16	**16**
Latin America	9	10	9	10	11	12	10	12	13	11	**10**
Total	100	100	100	100	100	100	100	100	100	100	**100**
by product area as % of turnover											
Foods	51	52	52	50	50	52	50	51	55	56	**56**
Home care	23	22	17	18	21	22	22	21	20	18	**17**
Personal care	15	15	20	21	23	25	26	26	24	25	**26**
Speciality chemicals	8	8	8	8	4	–	–	–	–	–	**–**
Other operations	3	3	3	3	2	1	2	2	1	1	**1**
Total	100	100	100	100	100	100	100	100	100	100	**100**

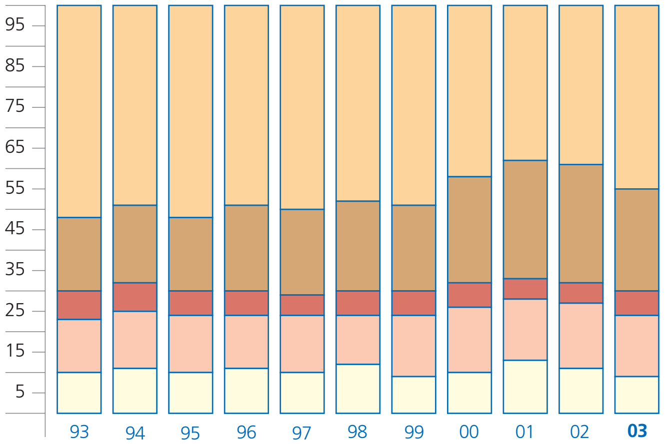
Home care segment includes professional cleaning from 1993 to 2002.

3 Operating profit

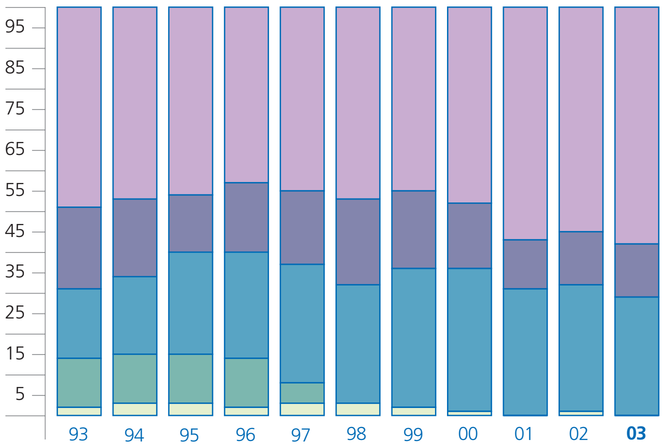
Operating profit (BEIA*)
million



by geographical area
as % of operating profit (BEIA*)



by product area
as % of operating profit (BEIA*)



	93	94	95	96	97	98	99	00	01	02	**03**
Operating profit (BEIA*)											
€ million	3 074	3 266	3 161	3 693	4 272	4 323	4 637	5 794	7 032	7 054	**6 772**
US $ million	3 659	3 958	4 348	4 828	4 849	4 799	4 940	5 334	6 296	6 630	**7 625**
£ million	2 434	2 586	2 754	3 107	2 963	2 896	3 055	3 525	4 374	4 429	**4 681**
by geographical area as % of operating profit (BEIA*)											
Europe	52	49	52	49	50	48	49	42	38	39	**45**
North America	18	19	18	21	21	22	21	26	29	29	**25**
Africa, Middle East and Turkey	7	7	6	6	5	6	6	6	5	5	**6**
Asia and Pacific	13	14	14	13	14	12	15	16	15	16	**15**
Latin America	10	11	10	11	10	12	9	10	13	11	**9**
Total	100	100	100	100	100	100	100	100	100	100	**100**
by product area as % of operating profits (BEIA*)											
Foods	49	47	46	43	45	47	45	48	57	55	**58**
Home care	20	19	14	17	18	21	19	16	12	13	**13**
Personal care	17	19	25	26	29	29	34	35	31	31	**29**
Speciality chemicals	12	12	12	12	5	–	–	–	–	–	**–**
Other operations	2	3	3	2	3	3	2	1	–	1	**–**
Total	100	100	100	100	100	100	100	100	100	100	**100**

Operating profit figures above are shown before exceptional items and amortisation.
Exceptional items in operating profit in each year were:

	93	94	95	96	97	98	99	00	01	02	03
€ million	(620)	(79)	(265)	(281)	(817)	125	(269)	(2 113)	(579)	(702)	**(100)**
US $ million	(737)	(95)	(365)	(368)	(925)	139	(287)	(1 945)	(518)	(659)	**(113)**
£ million	(490)	(62)	(231)	(237)	(565)	84	(177)	(1 286)	(360)	(441)	**(69)**

Amortisation of goodwill and intangibles in operating profit from 1998 onwards were:

	98	99	00	01	02	03
€ million	(8)	(23)	(443)	(1 423)	(1 261)	**(1 143)**
US $ million	(10)	(24)	(408)	(1 275)	(1 186)	**(1 287)**
£ million	(6)	(15)	(269)	(885)	(792)	**(790)**

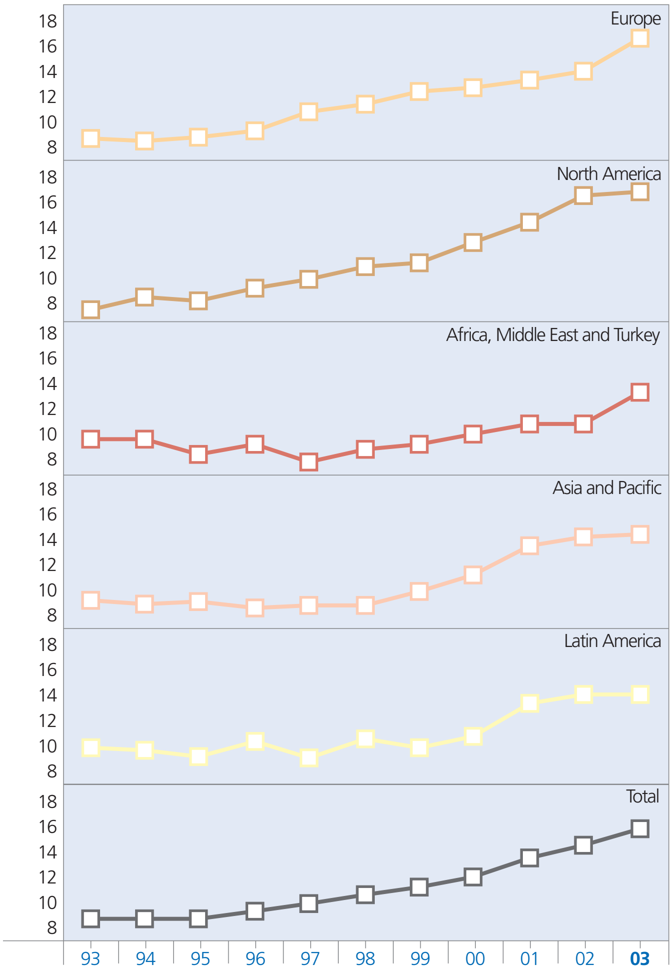
Figures have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement Benefits' (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

*BEIA = before exceptional items and amortisation of goodwill and intangible assets. Prior to 1998, there was no amortisation in the result, as goodwill on acquisition was written off against equity.

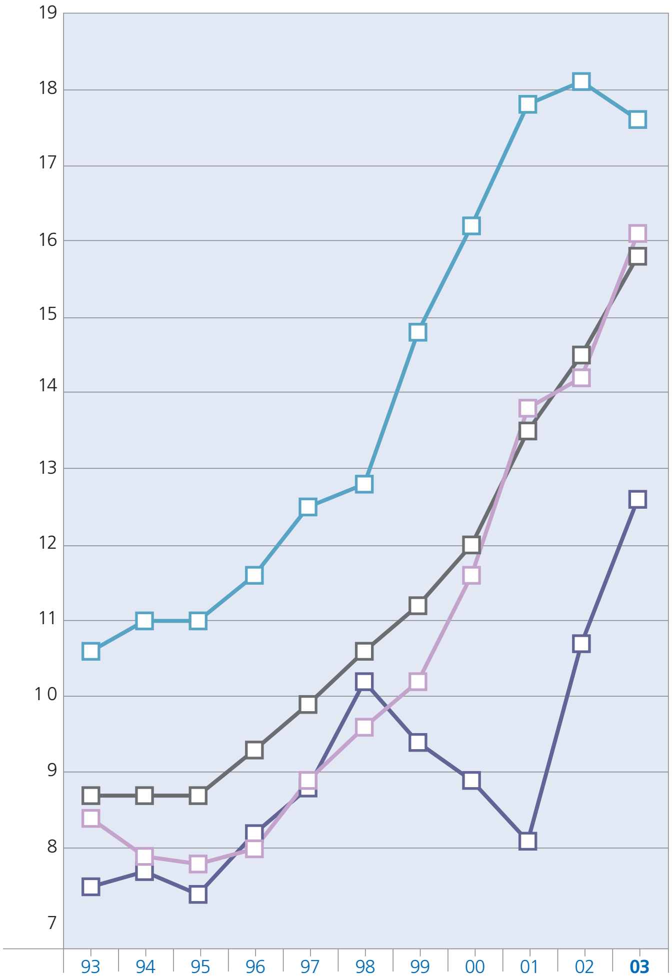
Home care segment includes professional cleaning from 1993 to 2002.

4 Operating margins

by geographical area (BEIA*)
%



by product area (BEIA*)
%



	93	94	95	96	97	98	99	00	01	02	**03**
by geographical area (BEIA*)											
Europe	8.7	8.5	8.8	9.3	10.8	11.4	12.4	12.7	13.3	14.0	**16.6**
North America	7.5	8.5	8.2	9.2	9.9	10.9	11.2	12.8	14.4	16.5	**16.8**
Africa, Middle East and Turkey	9.6	9.6	8.4	9.2	7.8	8.8	9.2	10.0	10.8	10.8	**13.3**
Asia and Pacific	9.2	8.9	9.1	8.6	8.8	8.8	9.9	11.2	13.5	14.2	**14.4**
Latin America	9.9	9.7	9.2	10.4	9.1	10.6	9.9	10.8	13.4	14.1	**14.1**
Total	8.7	8.7	8.7	9.3	9.9	10.6	11.2	12.0	13.5	14.5	**15.8**
by product area (BEIA*)											
Foods	8.4	7.9	7.8	8.0	8.9	9.6	10.2	11.6	13.8	14.2	**16.1**
Home care	7.5	7.7	7.4	8.2	8.8	10.2	9.4	8.9	8.1	10.7	**12.6**
Personal care	10.6	11.0	11.0	11.6	12.5	12.8	14.8	16.2	17.8	18.1	**17.6**
Total	8.7	8.7	8.7	9.3	9.9	10.6	11.2	12.0	13.5	14.5	**15.8**

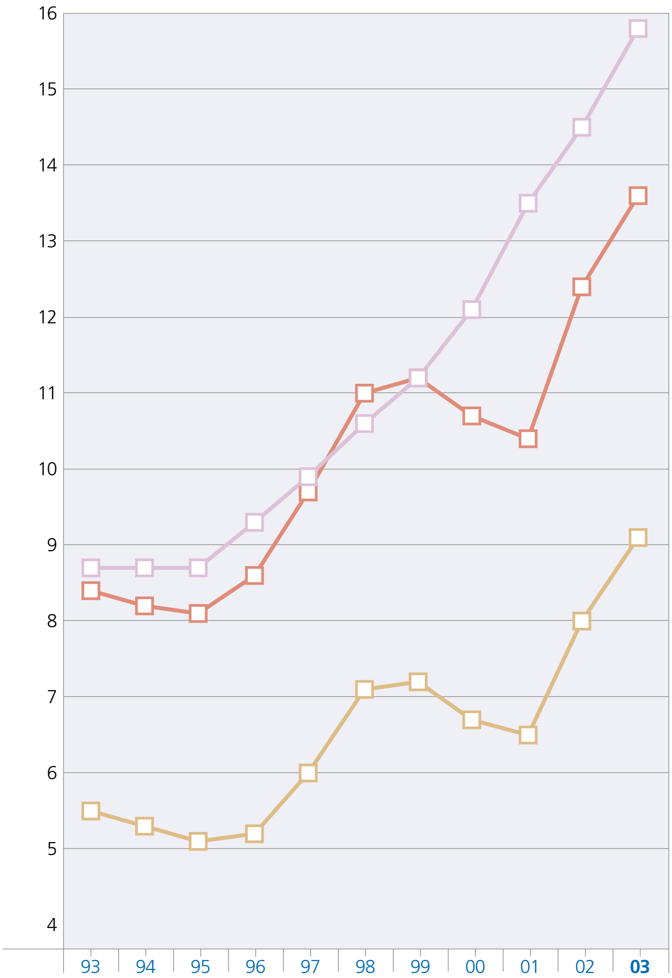
Figures have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement Benefits' (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

*BEIA = before exceptional items and amortisation of goodwill and intangible assets. Prior to 1998, there was no amortisation in the result, as goodwill on acquisition was written off against equity.

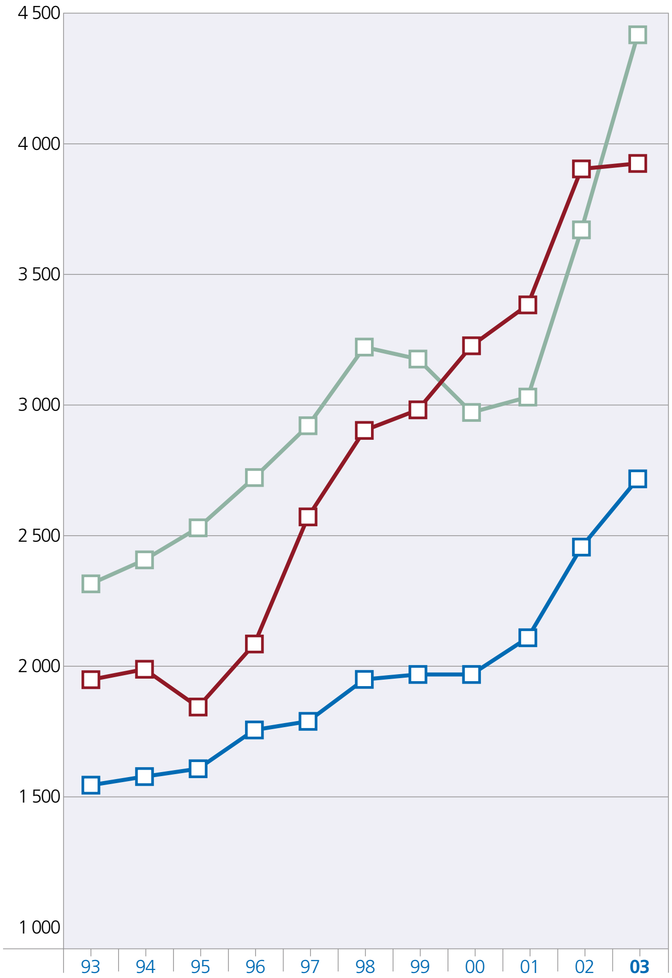
Home care segment includes professional cleaning from 1993 to 2002.

5 Profit margins

Profit margins (BEIA*)
%



Net profit (BEIA*)
million



Operating margin   Profit before tax margin   Net profit margin

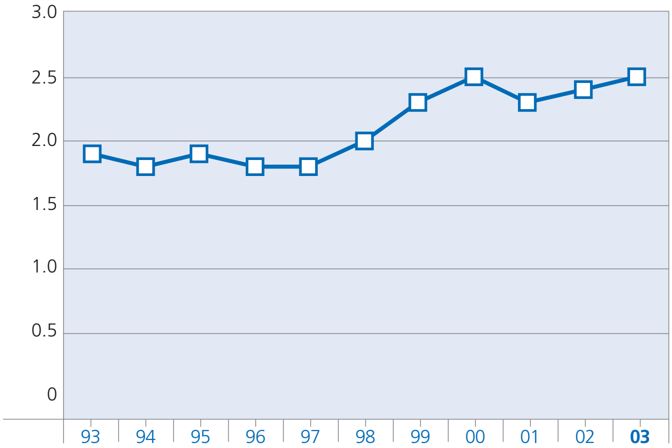
	93	94	95	96	97	98	99	00	01	02	03
€ million											
Operating profit (BEIA*)	3 074	3 266	3 161	3 693	4 272	4 323	4 637	5 794	7 032	7 054	**6 772**
Profit before taxation (BEIA*)	2 949	3 068	2 925	3 431	4 183	4 486	4 633	5 158	5 439	6 051	**5 854**
Net profit (BEIA*)	1 941	1 981	1 836	2 078	2 566	2 898	2 977	3 223	3 380	3 902	**3 923**
US $ million											
Operating profit (BEIA*)	3 659	3 958	4 348	4 828	4 849	4 799	4 940	5 334	6 296	6 630	**7 625**
Profit before taxation (BEIA*)	3 510	3 717	4 021	4 491	4 747	4 981	4 935	4 749	4 870	5 689	**6 592**
Net profit (BEIA*)	2 309	2 401	2 524	2 717	2 916	3 218	3 172	2 967	3 026	3 668	**4 417**
£ million											
Operating profit (BEIA*)	2 434	2 586	2 754	3 107	2 963	2 896	3 055	3 525	4 374	4 429	**4 681**
Profit before taxation (BEIA*)	2 335	2 429	2 547	2 890	2 901	3 007	3 052	3 139	3 383	3 800	**4 046**
Net profit (BEIA*)	1 536	1 569	1 599	1 748	1 781	1 942	1 961	1 961	2 102	2 450	**2 712**

*All profit figures quoted are before exceptional items and amortisation of goodwill and intangible assets (BEIA)

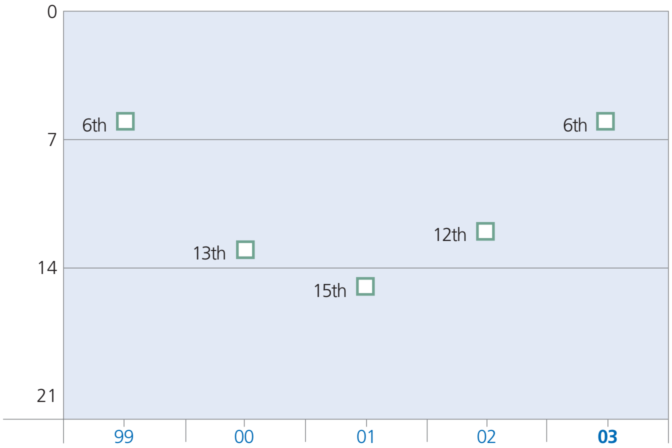
Figures have been restated following the implementation of UK Financial Reporting Standard 17 ‘Retirement Benefits’ (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

6 Research and development, advertising and promotions, total shareholder return

Research and development
as % of turnover



Total shareholder return

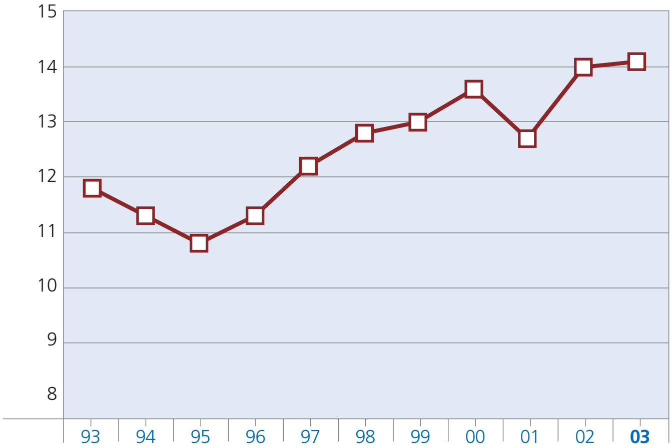


Total Shareholder Return (TSR) is a concept used to compare the performance of different companies' stocks and shares over time. It combines share price appreciation and dividends paid to show the total return to the shareholder. The absolute size of the TSR will vary with stock markets, but the relative position is a reflection of the market perception of overall performance.

The chart above shows Unilever's position relative to a reference group of 21 companies, including Unilever, over a three-year rolling period. In 2003 the following companies formed the peer group of comparative companies:

Altria Group
Avon
Beiersdorf
Cadbury Schweppes
Clorox
Coca Cola
Colgate
Danone
Gillette
Heinz
Kao
Lion
L'Oreal
Nestle
Orkla
Pepsico
Procter & Gamble
Reckitt Benckiser
Sara Lee
Shiseido

Advertising and promotions
as % of turnover

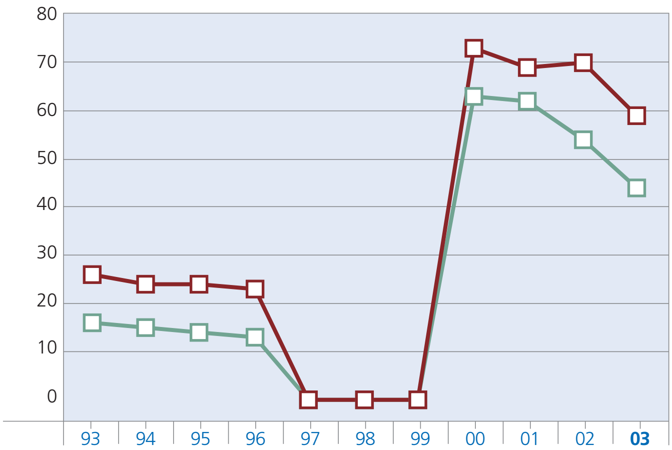


The reduction in the advertising and promotion ratio to sales includes the effect of portfolio change through acquisitions and disposals.

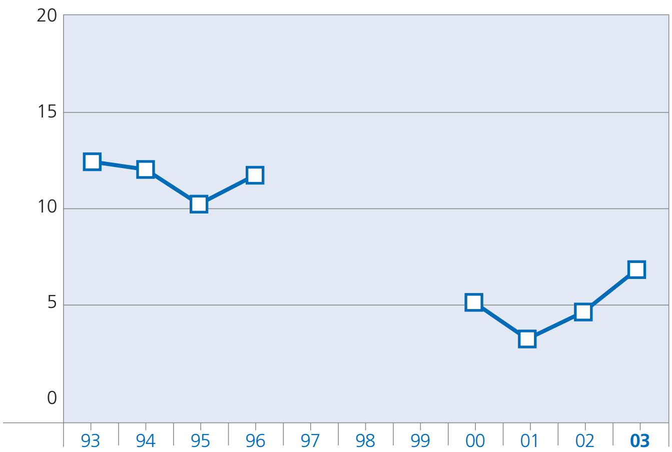
	93	94	95	96	97	98	99	00	01	02	**03**
€ million											
Research & development	654	686	671	714	787	830	935	1 187	1 178	1 166	**1 065**
Advertising & promotion	4 151	4 224	3 901	4 499	5 239	5 188	5 345	6 545	6 648	6 839	**6 069**
US $ million											
Research & development	779	831	923	934	894	921	996	1 093	1 055	1 096	**1 200**
Advertising & promotion	4 936	5 120	5 364	5 891	5 939	5 760	5 693	6 027	5 952	6 429	**6 833**
£ million											
Research & development	518	543	585	600	546	556	616	723	733	732	**736**
Advertising & promotion	3 284	3 344	3 399	3 786	3 628	3 476	3 521	3 984	4 135	4 295	**4 195**

7 Financing ratios and net funds/(debt)

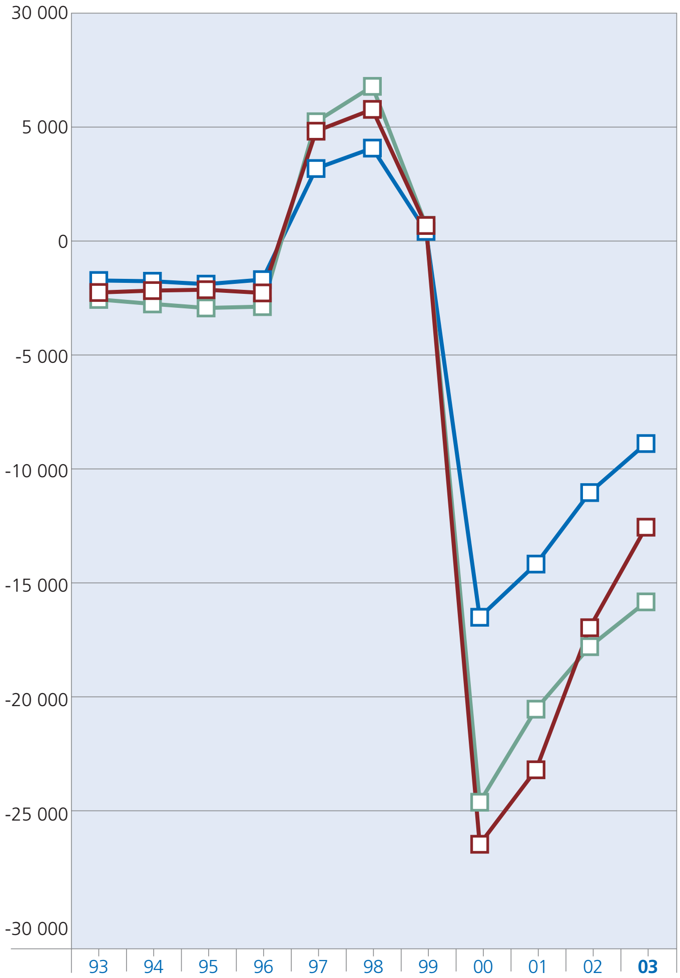
Net gearing
%



Net interest cover
(times)



Closing net funds/(debt)
million



	93	94	95	96	97	98	99	00	01	02	**03**
Net gearing (adjusted) (%)	26	24	24	23	–	–	–	73	69	70	**59**
Net gearing (US GAAP: %)	16	15	14	13	–	–	–	63	62	54	**44**
Net interest cover (times)	12.3	11.9	10.1	11.6	–	–	–	5.0	3.1	4.5	**6.7**
Net interest cover EBITDA (times)								8.2	4.9	7.0	**9.5**
Funds from operations after interest and tax over lease adjusted net debt (%)								15	16	26	**32**
Closing net funds/(debt)											
€ million	(2 257)	(2 173)	(2 134)	(2 275)	4 821	5 778	684	(26 468)	(23 199)	(16 966)	**(12 555)**
US $ million	(2 562)	(2 758)	(2 935)	(2 877)	5 236	6 788	687	(24 623)	(20 540)	(17 797)	**(15 832)**
£ million	(1 730)	(1 763)	(1 890)	(1 693)	3 183	4 079	425	(16 507)	(14 173)	(11 036)	**(8 885)**

Net gearing is net debt (borrowings less cash and current investments) expressed as a percentage of the sum of capital and reserves, minority interests and net debt. As from 1996, in calculating capital and reserves, the book value of shares and certificates held in connection with share option plans is classified as fixed assets, rather than deducted from reserves as required by Dutch law.

Figures have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement Benefits' (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

Following the sale of the speciality chemicals businesses in 1997, net interest was at low levels relative to earnings in 1997 and 1999, and was positive in 1998. Net interest cover has not therefore been plotted for these three years.

Net interest cover is profit on ordinary activities (after exceptional items) before net interest on net borrowings and taxation, divided by net interest, on net borrowings excluding associates.

Net interest cover based on EBITDA is earnings on ordinary activities excluding associates and non-cash share option cost before net interest, taxation, depreciation and amortisation divided by net interest, on net borrowings excluding associates.

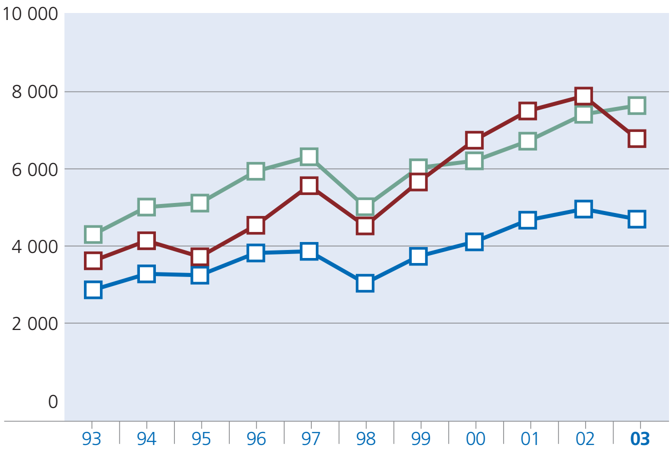
Closing net funds/(debt) is borrowings less cash and current investments at 31 December in each year (at closing rates of exchange).

The movement in funds in 1997 includes proceeds from the sale of the speciality chemicals businesses.

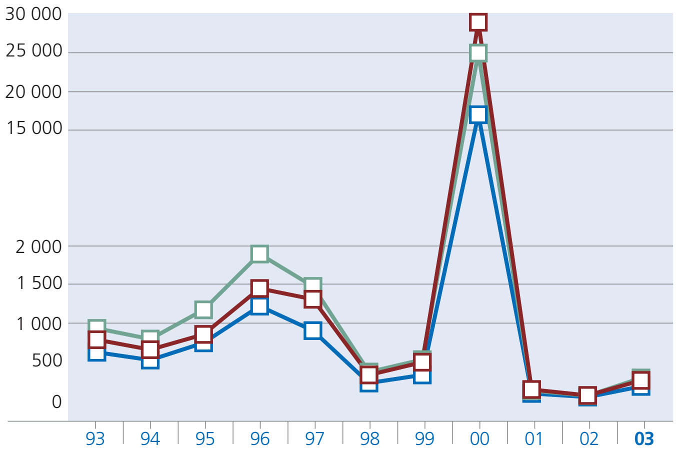
The sharp movement in the 2000 ratios is explained by the financing of the acquisition of Bestfoods.

8 Cash flow, acquisitions and disposals

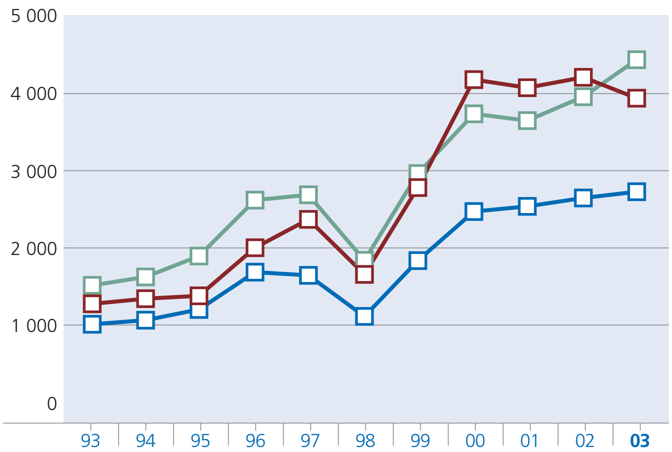
Cash flow from group operating activities
million



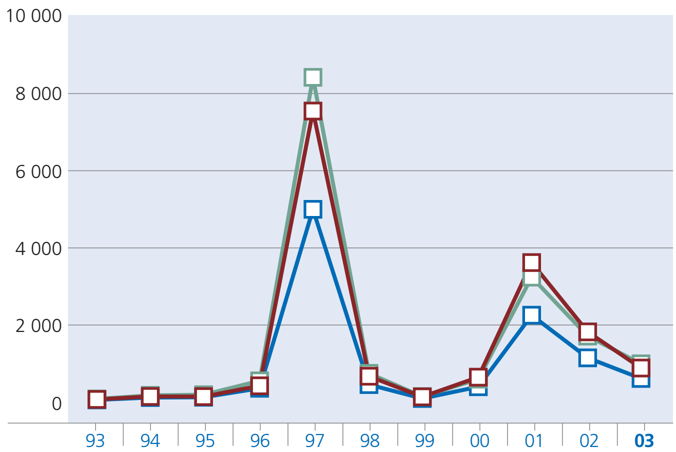
Acquisition of group companies
million



Ungeared free cash flow
million



Disposal of group companies
million



	93	94	95	96	97	98	99	00	01	02	**03**
Number of acquisition/disposals	36	40	55	50	42	44	50	47	34	38	**61**
Cash flow from group operating activities											
€ million	3 609	4 129	3 713	4 530	5 558	4 514	5 654	6 738	7 497	7 883	**6 780**
US $ million	4 291	5 003	5 106	5 932	6 309	5 012	6 023	6 203	6 713	7 411	**7 637**
£ million	2 855	3 269	3 235	3 812	3 854	3 026	3 724	4 100	4 662	4 951	**4 689**
Ungeared free cash flow											
€ million	1 270	1 337	1 374	1 998	2 366	1 652	2 779	4 180	4 075	4 210	**3 939**
US $ million	1 510	1 619	1 890	2 616	2 685	1 834	2 961	3 736	3 648	3 958	**4 438**
£ million	1 005	1 058	1 197	1 681	1 640	1 107	1 831	2 468	2 535	2 644	**2 725**
Acquisition of group companies											
€ million	780	651	849	1 445	1 305	323	488	28 010	134	57	**252**
US $ million	927	789	1 168	1 892	1 472	361	522	24 728	120	53	**284**
£ million	617	516	740	1 216	898	218	323	16 867	83	36	**174**
Disposal of group companies											
€ million	59	136	132	413	7 544	661	126	637	3 611	1 812	**874**
US $ million	71	165	181	541	8 419	736	134	586	3 233	1 703	**984**
£ million	47	108	115	348	4 993	444	83	388	2 245	1 138	**603**

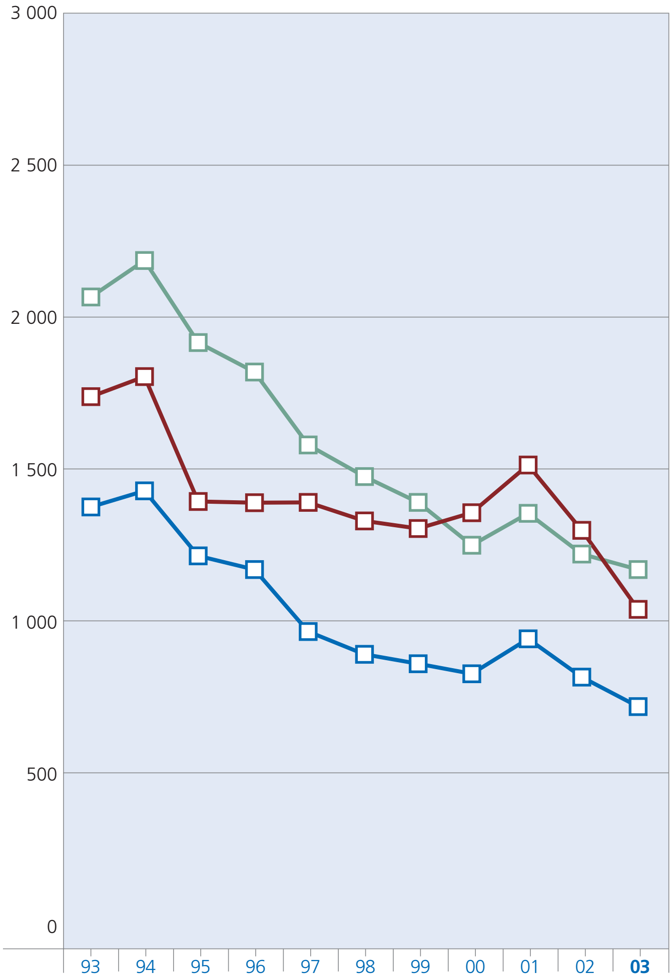
Cash flow figures are presented in accordance with the revised Accounting Standard FRS 1, issued in October 1996.

Net cash flow before financing & acquisitions/disposals excludes the payment of the special dividend in 1999.

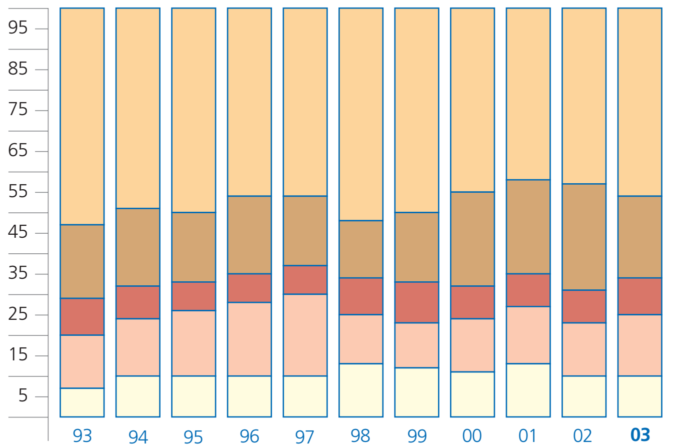
Ungeared free cash flow is cash flow from group operating activities, less capital expenditure and financial investment and less a tax charge adjusted to reflect an ungeared position.

9 Capital expenditure

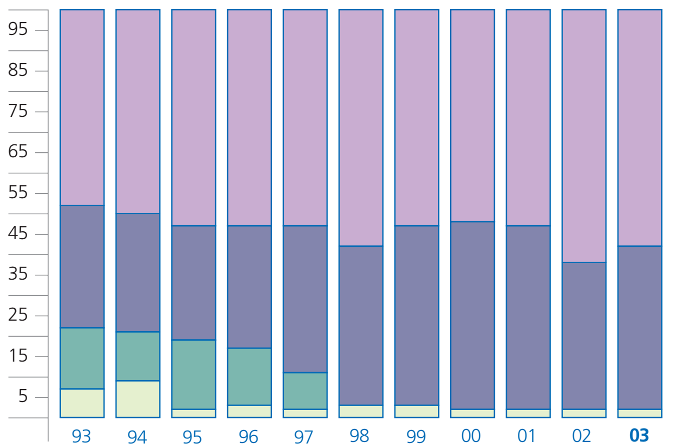
Capital expenditure
million



by geographical area
as a % of total



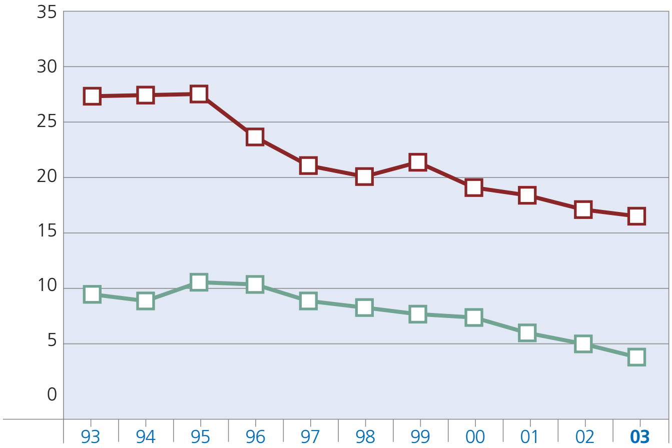
by product area
as a % of total



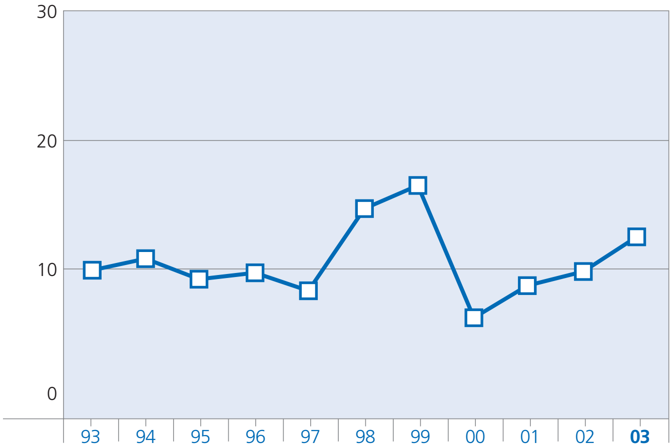
	93	94	95	96	97	98	99	00	01	02	**03**
Capital expenditure											
€ million	1 738	1 804	1 393	1 389	1 390	1 329	1 304	1 356	1 513	1 298	**1 038**
$ million	2 066	2 186	1 916	1 819	1 579	1 475	1 390	1 249	1 354	1 220	**1 169**
£ million	1 375	1 428	1 214	1 169	965	890	859	826	941	815	**718**
by geographical area as % of total											
Europe	53	49	50	46	46	52	50	45	42	43	**46**
North America	18	19	17	19	17	14	17	23	23	26	**20**
Africa, Middle East and Turkey	9	8	7	7	7	9	10	8	8	8	**9**
Asia and Pacific	13	14	16	18	20	12	11	13	14	13	**15**
Latin America	7	10	10	10	10	13	12	11	13	10	**10**
Total	100	100	100	100	100	100	100	100	100	100	**100**
by product area as % of total											
Foods	48	50	53	53	53	58	53	52	53	62	**58**
Home & Personal Care	30	29	28	30	36	39	44	46	45	36	**40**
Speciality chemicals	15	12	17	14	9	–	–	–	–	–	**–**
Other operations	7	9	2	3	2	3	3	2	2	2	**2**
Total	100	100	100	100	100	100	100	100	100	100	**100**
Capital expenditure											
As % of turnover	4.9	4.8	3.9	3.5	3.2	3.3	3.2	2.8	2.9	2.7	**2.4**

10 Capital ratios and net operating assets

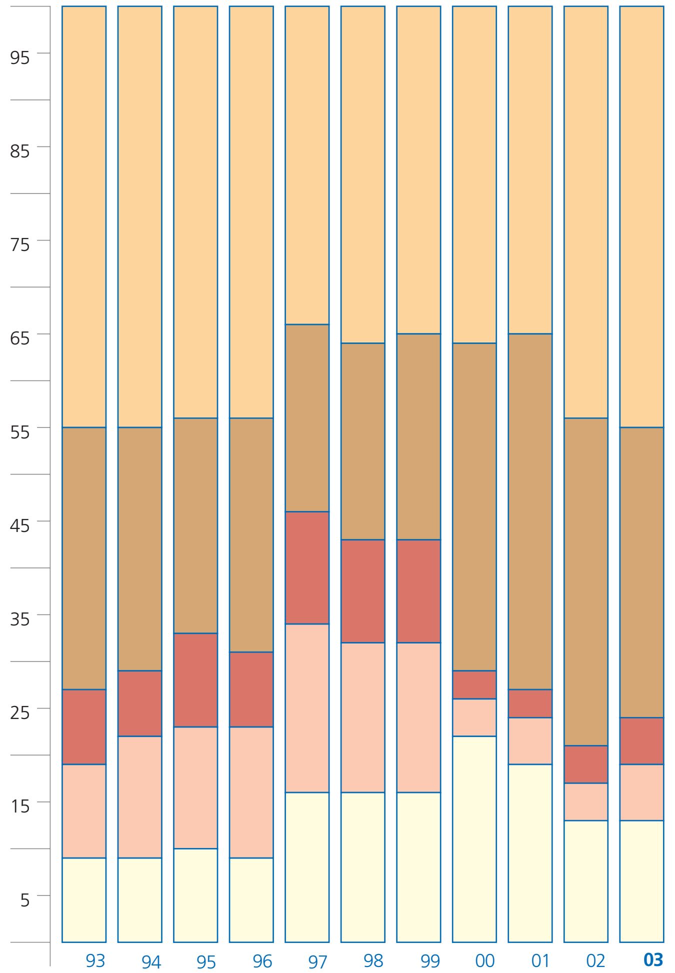
Tangible fixed assets and working capital ratios
as a % of turnover



Return on invested capital
%



Net operating assets by geographical area
as a % of total



	93	94	95	96	97	98	99	00	01	02	**03**
Tangible fixed assets % turnover[1]	27.4	27.5	27.6	23.7	21.1	20.1	21.4	19.1	18.4	17.1	**16.5**
Working capital % turnover[2]	9.4	8.8	10.5	10.3	8.8	8.2	7.6	7.3	5.9	4.9	**3.7**
Return on invested capital (%)[3]	9.9	10.8	9.2	9.7	8.3	14.7	16.5	6.2	8.7	9.8	**12.5**
Net operating assets by geographical area as % of total											
Europe	45	45	44	44	34	36	35	36	35	44	**45**
North America	28	26	23	25	20	21	22	35	38	35	**31**
Africa, Middle East and Turkey	8	7	10	8	12	11	11	3	3	4	**5**
Asia and Pacific	10	13	13	14	18	16	16	4	5	4	**6**
Latin America	9	9	10	9	16	16	16	22	19	13	**13**
Total	100	100	100	100	100	100	100	100	100	100	**100**
Net operating assets[3]											
€ million	9 888	9 971	10 051	11 162	8 319	8 351	9 264	34 076	32 197	28 187	**24 921**
US $ million	11 233	12 624	13 820	14 105	9 039	9 809	9 308	31 701	28 507	29 568	**31 425**
£ million	7 590	8 092	8 899	8 302	5 495	5 895	5 760	21 253	19 669	18 335	**17 637**

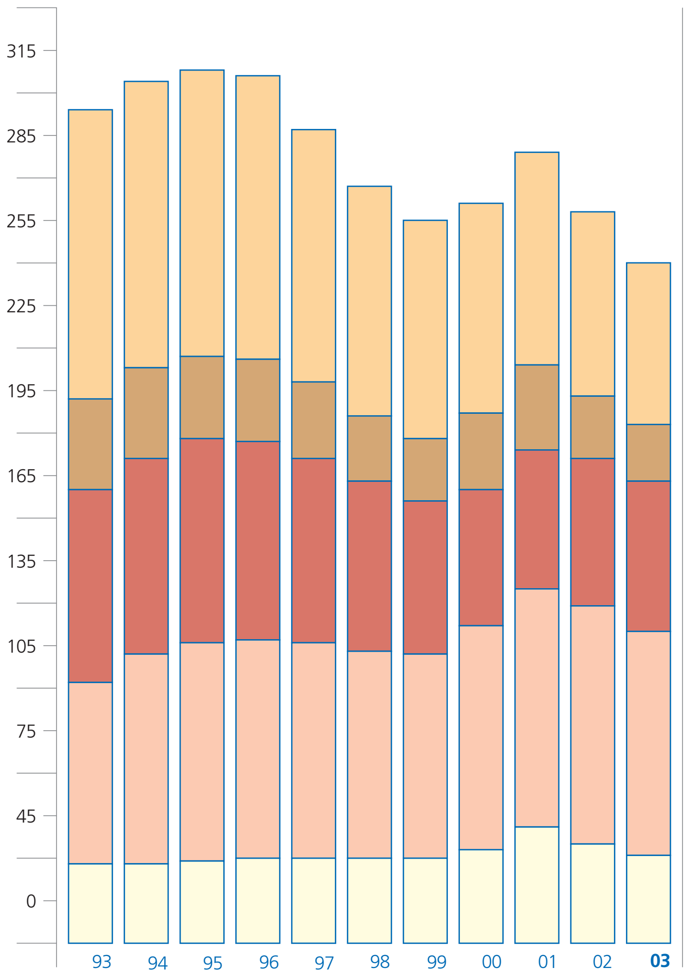
Return on invested capital is profit after tax but excluding net interest on net borrowings (excluding joint ventures and associates interest) and amortisation of goodwill and intangible assets (excluding joint ventures and associates amortisation) both net of tax, divided by average invested capital for the year. Invested capital is the sum of tangible fixed assets and fixed investments, working capital (stocks, debtors and trade and other creditors due within one year), goodwill and intangible assets at gross book value and cumulative goodwill written off directly to reserves under an earlier accounting policy. The figure for 1997 excludes the profit on the sale of the speciality chemicals businesses.

Net operating assets are goodwill, intangible assets, tangible fixed assets, stocks and debtors less trade and other creditors (excluding taxation and dividends) and less provisions for liabilities and charges other than deferred purchase consideration.

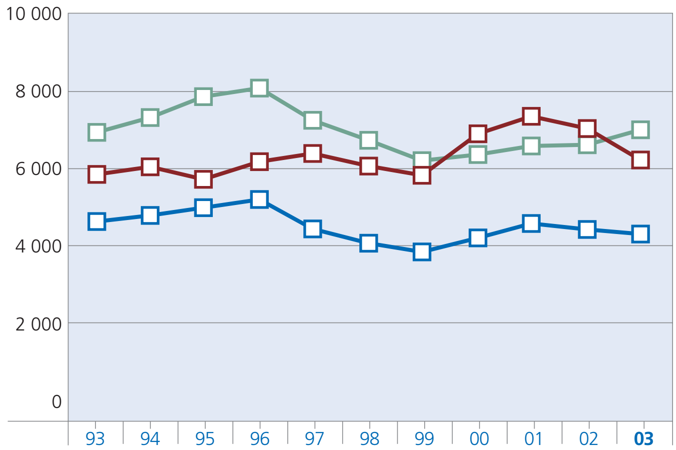
[1] From 2000 onwards this has been calculated as a 5 point average.
[2] From 1994 onwards this has been calculated as a 5 point average.
[3] Figures have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement Benefits' (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

11 Personnel numbers and staff costs

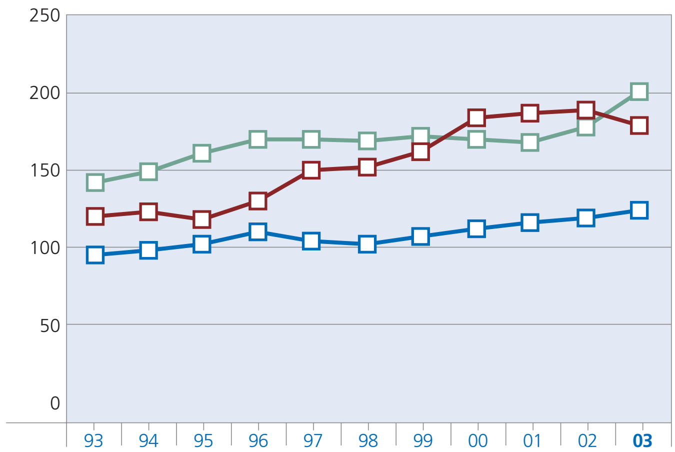
Average number of employees
thousand



Staff costs
million



Turnover per employee
thousand

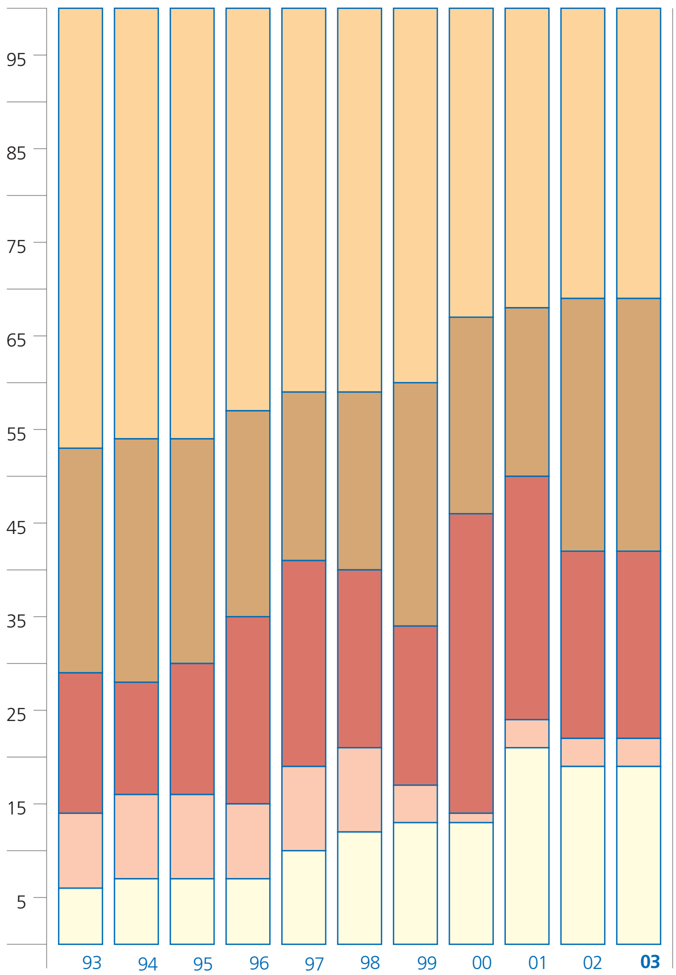


	93	94	95	96	97	98	99	00	01	02	**03**
Average number of employees (000's)											
Europe	102	101	101	100	89	81	77	74	75	65	**57**
North America	32	32	29	29	27	23	22	27	30	22	**20**
Africa, Middle East and Turkey	68	69	72	70	65	60	54	48	49	52	**53**
Asia and Pacific	64	74	77	77	76	73	72	79	84	84	**79**
Latin America	28	28	29	30	30	30	30	33	41	35	**31**
Total	294	304	308	306	287	267	255	261	279	258	**240**
of which in plantations	69	68	73	70	63	59	55	59	62	62	**58**
Staff costs[1]											
€ million	5 851	6 048	5 723	6 181	6 394	6 067	5 828	6 905	7 359	7 042	**6 225**
US $ million	6 942	7 327	7 869	8 091	7 255	6 736	6 208	6 367	6 589	6 620	**7 009**
£ million	4 628	4 786	4 987	5 200	4 436	4 065	3 839	4 203	4 577	4 422	**4 303**
Turnover per employee											
€ thousand	120	123	118	130	150	152	162	184	187	189	**179**
US $ thousand	142	149	161	170	170	169	172	170	168	178	**201**
£ thousand	95	98	102	110	104	102	107	112	116	119	**124**

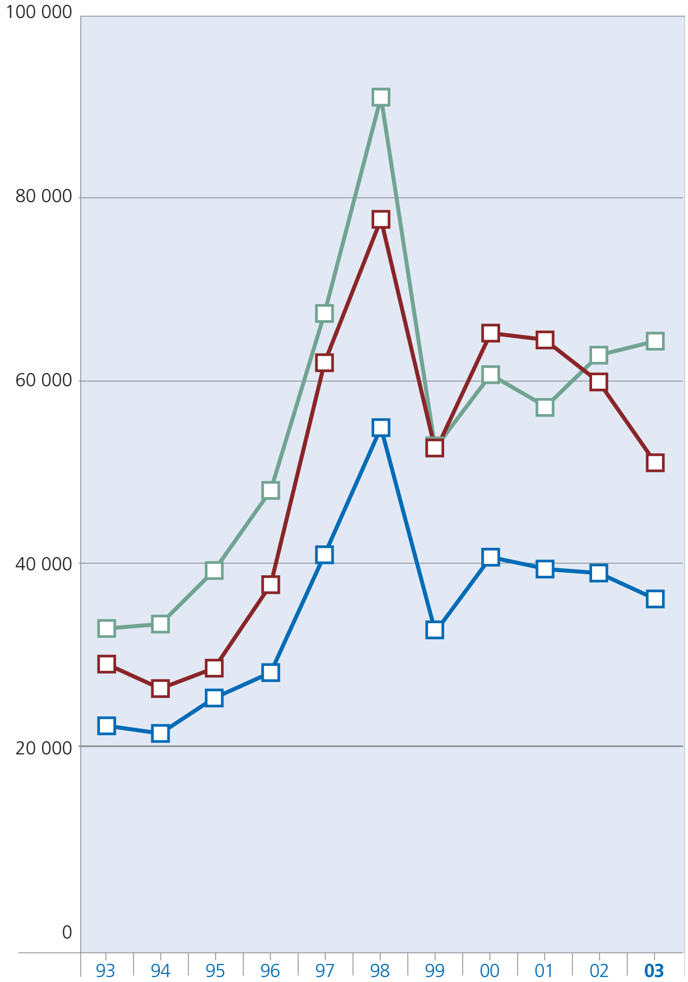
[1] Figures have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement Benefits' (affecting 2001 and 2002) and a revised accounting policy for share-based payments (affecting 1999 to 2002).

12 Distribution of shares and market capitalisation

Combined distribution of shares (estimated)
%



Combined market capitalisation
million



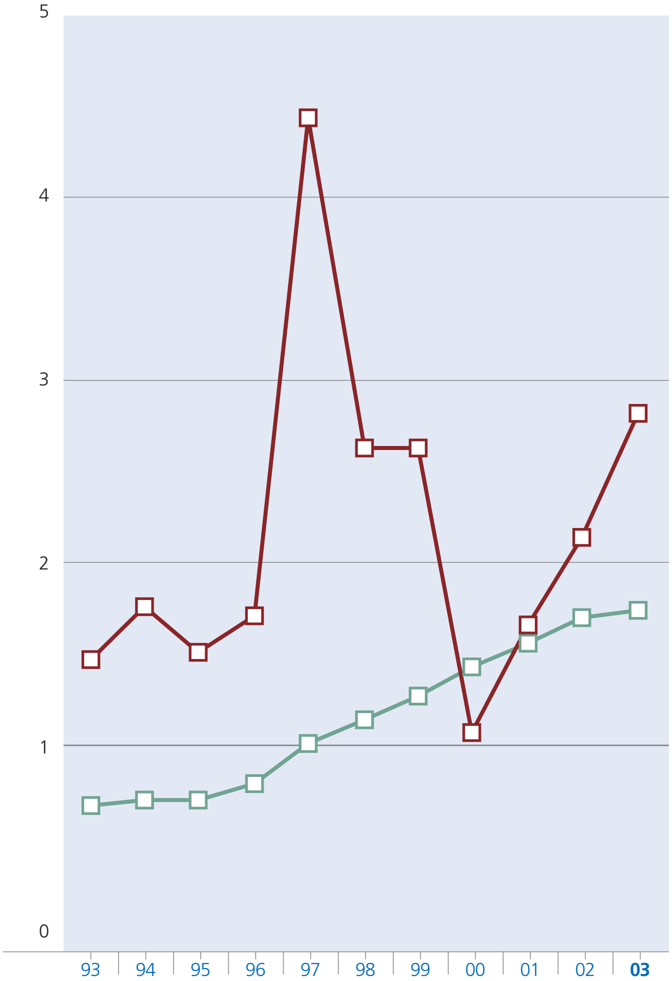
End of year figures

	93	94	95	96	97	98	99	00	01	02	**03**
Combined distribution of shares (estimated)											
United Kingdom	47	46	46	43	41	41	40	33	32	31	**30**
Netherlands	24	26	24	22	18	19	26	21	18	27	**25**
United States of America	15	12	14	20	22	19	17	32	26	20	**20**
Switzerland	8	9	9	8	9	9	4	1	3	3	**3**
Others	6	7	7	7	10	12	13	13	21	19	**22**
Total	100	100	100	100	100	100	100	100	100	100	**100**
Combined market capitalisation											
€ million	28 997	26 317	28 554	37 702	62 025	77 739	52 679	65 267	64 519	59 917	**51 060**
US $ million	32 902	33 385	39 252	48 032	67 423	91 125	52 920	60 718	57 127	62 853	**64 387**
£ million	22 237	21 401	25 283	28 068	40 978	54 909	32 747	40 715	39 413	38 976	**36 135**

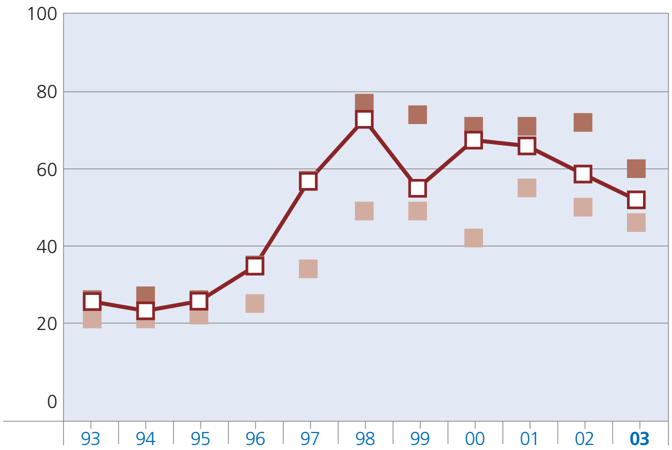
The 1999 combined market capitalisation was impacted by the payment of the special dividend of €6 billion (£4 billion; US $6 billion), as well as the issue of preferences shares amounting to a value of €1.4 billion (£0.9 billion; US $1.5 billion).

13 Share information **NV – Euros**

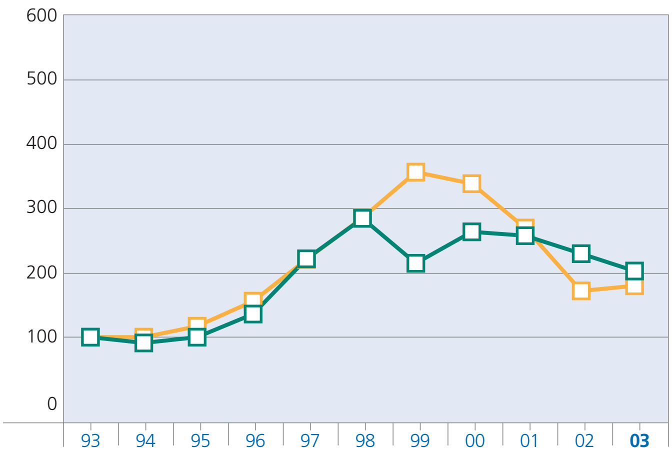
Earnings and dividend per share
€



NV share price in Amsterdam
(€) at 31 December



Share price versus market index
AEX



	93	94	95	96	97	98	99	00	01	02	**03**
Earnings per share	1.47	1.76	1.51	1.71	4.44	2.63	2.63	1.07	1.66	2.14	**2.82**
Dividend per share	0.67	0.70	0.70	0.79	1.01	1.14	1.27	1.43	1.56	1.70	**1.74**
NV share price in Amsterdam											
(at 31 December)	25.5	23.1	25.6	34.7	56.7	72.8	54.9	67.4	65.9	58.6	**51.9**
High	26	27	26	35	57	77	74	71	71	72	**60**
Low	21	21	22	25	34	49	49	42	55	50	**46**
Dividend pay-out ratio (combined; %)	42	37	43	43	21	42	45	133	86	79	**61**
Share price versus market index											
(31 December 1993 = 100)											
Share price	100	91	100	136	222	285	215	264	258	230	**203**
Market index (AEX)	100	100	117	156	221	286	357	339	270	172	**180**

The 2003 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 12 May 2004.

Figures for earnings per share and dividends have been restated in all years to reflect the four-in-one share split in October 1997.

In June 1999 the Fl. 1 ordinary shares of NV were consolidated, so that every 112 Fl. 1 ordinary shares were replaced by 100 Fl. 1.12 ordinary shares. This consolidation was associated with the payment of a special dividend of Fl. 14.50 per Fl.1 share, so that the economic impact was that of a share buy back at fair value and therefore, in accordance with UK Accounting Standard FRS 14, earnings per share for prior periods have not been restated. Dividends per share are also not restated.

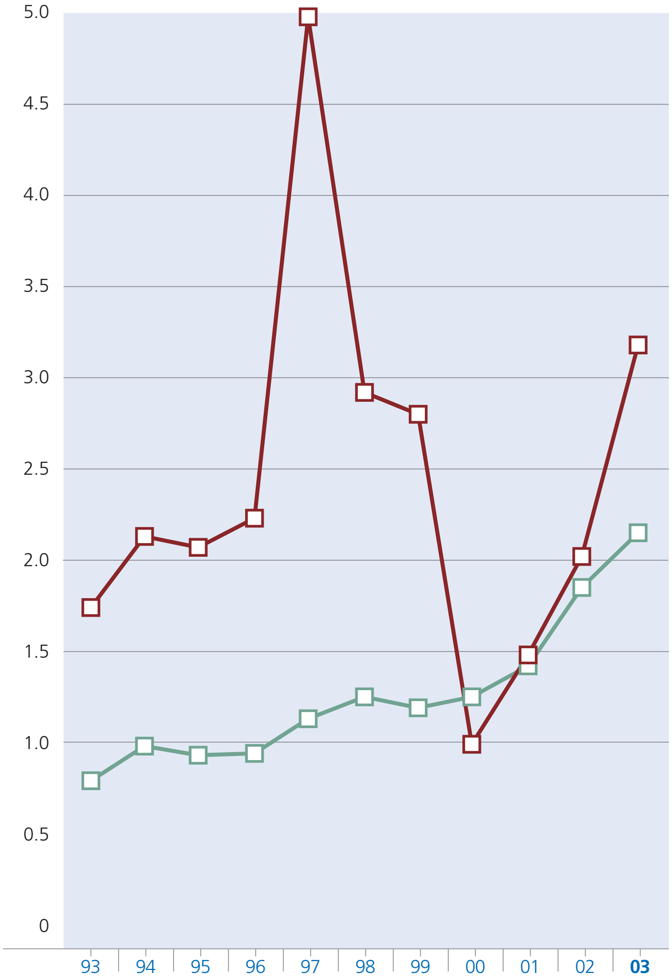
Earnings per share: combined earnings per share after exceptional items, non-diluted.

Earnings and dividends per share from 1993 – 1999 have been restated to euros applying the €1 = Fl. 2.20371 exchange rate.

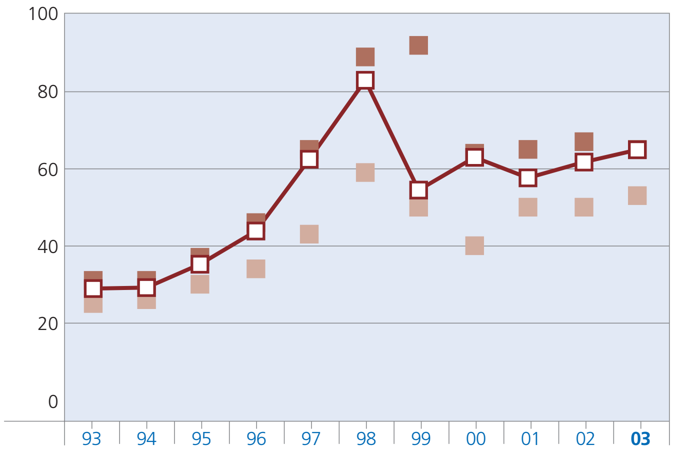
Earnings per share for 2001 and 2002 have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement benefits' (FRS 17) and a revised accounting policy for share-based payments. Figures for years prior to 2001 have not been restated.

14 Share information **NV – US Dollars**

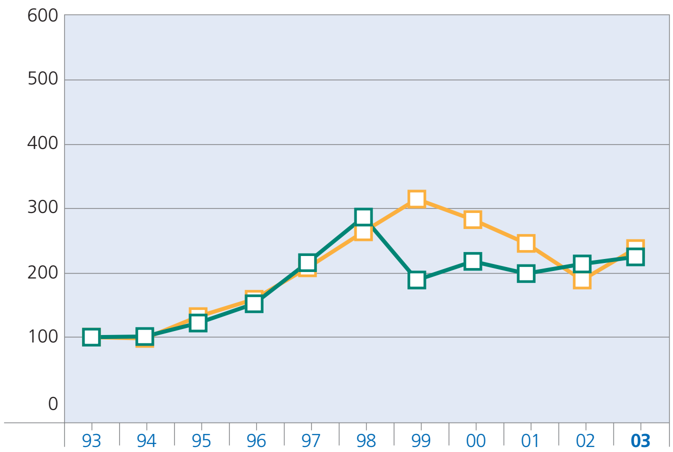
Earnings and dividend per share
US $



NV share price in New York
(US $) at 31 December



Share price in New York versus market index
Standard & Poor's 500



End of year figures 31 December 1993 = 100

	93	94	95	96	97	98	99	00	01	02	**03**
Earnings per share	1.74	2.13	2.07	2.23	4.98	2.92	2.80	0.99	1.48	2.02	**3.18**
Dividend per share	0.79	0.98	0.93	0.94	1.13	1.25	1.19	1.25	1.42	1.85	**2.15**
NV share price in New York											
(at 31 December)	28.88	29.13	35.19	43.81	62.44	82.94	54.44	62.94	57.61	61.71	**64.90**
High	31	31	37	46	65	89	92	64	65	67	**65**
Low	25	26	30	34	43	59	50	40	50	50	**53**
Dividend pay-out ratio (combined; %)	42	37	43	43	21	42	45	133	86	79	**61**
Share price versus market index											
(31 December 1993 = 100)											
Share price	100	101	122	152	216	287	189	218	199	214	**225**
Market index (S&P 500)	100	98	132	159	208	264	315	283	246	189	**238**

The 2003 NV final dividend is subject to approval at the Annual General Meeting of Unilever N.V. on 12 May 2004. In addition, the dividend in US dollars for 2003 is an estimate and will be dependent on the euro/dollar exchange rate on the day of the Annual General Meeting.

Figures for earnings per share and dividends have been restated in all years to reflect the four-in-one share split in October 1997.

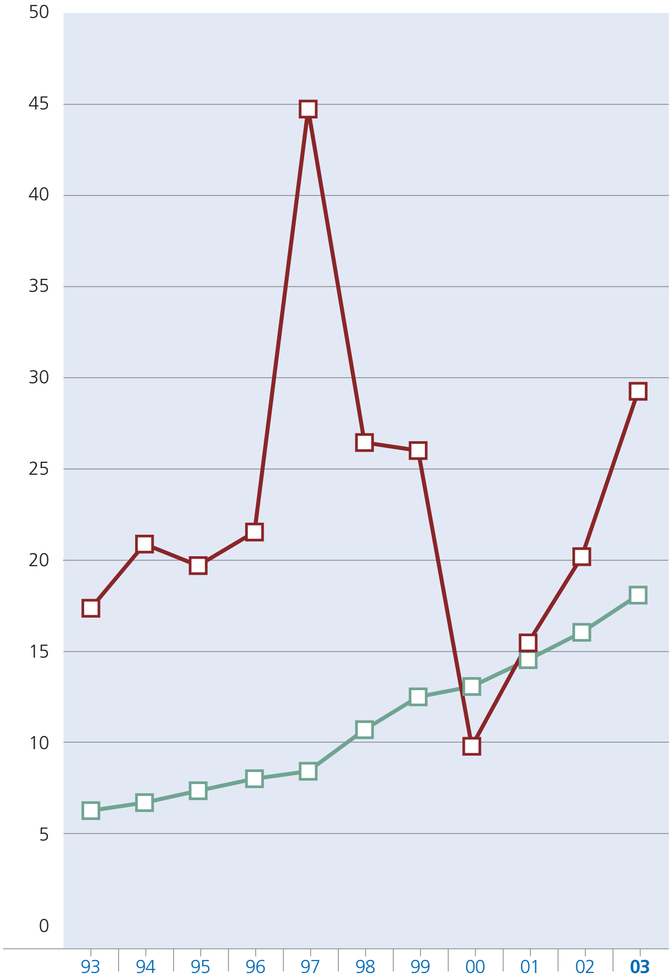
In June 1999 the Fl. 1 ordinary shares of NV were consolidated, so that every 112 Fl. 1 ordinary shares were replaced by 100 Fl. 1.12 ordinary shares. This consolidation was associated with the payment of a special dividend of Fl. 14.50 (US $6.950769) per Fl.1 share, so that the economic impact was that of a share buy back at fair value and therefore, in accordance with UK Accounting Standard FRS 14, earnings per share for prior periods have not been restated. Dividends per share are also not restated.

Earnings per share: combined earnings per share after exceptional items, non-diluted.

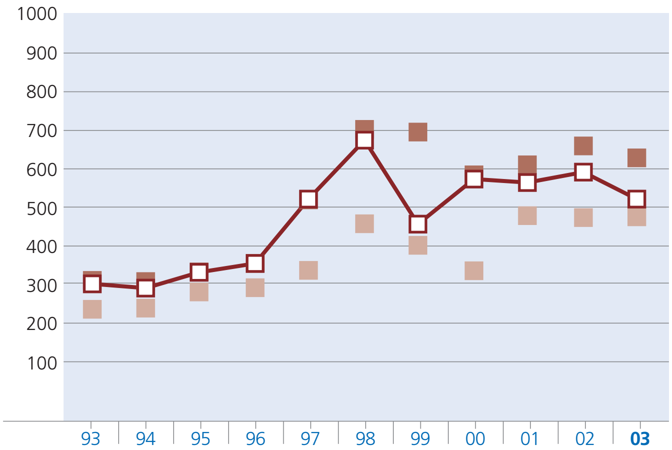
Earnings per share for 2001 and 2002 have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement benefits' (FRS 17) and a revised accounting policy for share-based payments. Figures for years prior to 2001 have not been restated.

15 Share information **PLC – Pounds sterling**

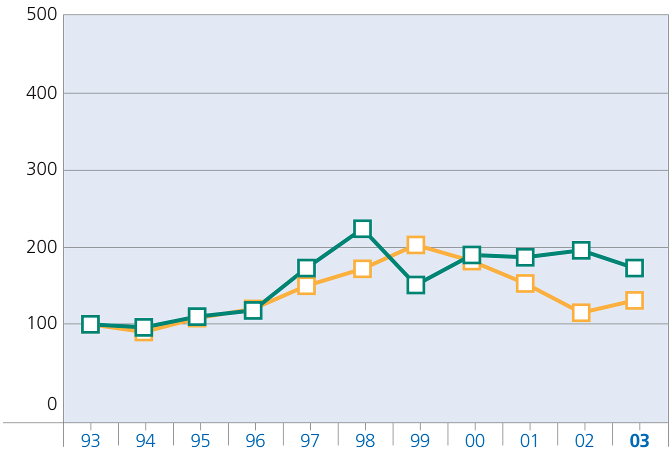
Earnings and dividend per share
pence



PLC share price in London
(pence) at 31 December



Share price versus market index
FTSE 100



	93	94	95	96	97	98	99	00	01	02	**03**
□ Earnings per share	17.36	20.88	19.70	21.54	44.74	26.45	26.01	9.79	15.46	20.19	**29.26**
□ Dividend per share	6.26	6.70	7.35	8.01	8.42	10.70	12.50	13.07	14.54	16.04	**18.08**
□ **PLC share price in London**											
(at 31 December)	301	290	331	354	521	674	456	573	564	591	**521**
■ High	310	307	332	354	519	702	695	584	610	659	**628**
■ Low	235	238	280	291	336	457	401	335	478	473	**475**
Dividend pay-out ratio (combined; %)	42	37	43	43	21	42	45	133	86	79	**61**
Share price versus market index											
(31 December 1993 = 100)											
□ Share price	100	96	110	118	173	224	151	190	187	196	**173**
□ Market index (FTSE 100)	100	90	108	120	150	172	203	182	153	115	**131**

The 2003 PLC final dividend is subject to approval at the Annual General Meeting of Unilever PLC on 12 May 2004.

Figures for earnings per share and dividends have been restated in all years to reflect the four-in-one share split in October 1997.

In June 1999 the 1.25p ordinary shares of PLC were consolidated, so that every 112 1.25p ordinary shares were replaced by 100 1.4p ordinary shares. This consolidation was associated with the payment of a special dividend of 66.13p per 1.25p share, so that the economic impact was that of a share buy back at fair value and therefore, in accordance with UK Accounting Standard FRS 14, earnings per share for prior periods have not been restated. Dividends per share are also not restated.

Earnings per share: combined earnings per share after exceptional items, non-diluted.

Earnings per share for 2001 and 2002 have been restated following the implementation of UK Financial Reporting Standard 17 'Retirement benefits' (FRS 17) and a revised accounting policy for share-based payments. Figures for years prior to 2001 have not been restated.

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