ANNUAL REVIEW

and Summary Financial Statement

1991

ENGLISH VERSION IN GUILDERS

Unilever

ANNUAL REVIEW

Unilever aims to be the foremost company in meeting the daily needs of consumers across the world in its chosen markets. The greater part of Unilever's business is in branded consumer goods, primarily foods, detergents and personal products. Its other major activity is in speciality chemicals.

There are two parent companies: Unilever N.V. (N.V.) and Unilever PLC (PLC). The two companies operate as nearly as is practicable as a single entity, have the same directors and are linked by a series of agreements which have the result that all shareholders participate in the prosperity of the whole business. This review therefore deals with the operations and results of the Unilever Group as a whole.

This booklet and the separate booklet entitled 'Unilever Annual Accounts 1991' together comprise the full Annual Report and Accounts for 1991 of N.V. and PLC when expressed in guilders and pounds sterling respectively.

Contents

CHAIRMEN'S STATEMENT

F.A. Maljers *Sir Michael Angus*

Earnings per share increased in 1991 by seven per cent at constant exchange rates. This was in a year when many important economies were in recession. We noted the deterioration of trading conditions in our report a year ago, but the ensuing downturn was deeper and more enduring than we had expected, especially in the United States and the United Kingdom.

Volume growth overall was only one per cent, but we are particularly encouraged by the performance of our consumer goods businesses in Europe and the Rest of the World, which continued to grow satisfactorily. Their growth was offset by a volume decline in industrial activities, which are the first to bear the brunt of recession.

Exceptional items were Fl. 230 million more than in 1990 and therefore had a significant impact on operating profit. In 1990 these included profits from the sale of oil mills and other properties; in 1991 we encountered more costs of restructuring, the majority of which were outside Europe, whereas profits from disposals were much lower.

Also in 1991 we sold the last of our packaging interests - 4P in Germany - and provided for the eventual disposal of many of our agribusiness operations. Both these items represent a withdrawal from specific sectors of our portfolio and as such have been classified as extraordinary items.

In Europe there was a modest improvement in operating profit of three per cent at constant exchange rates. Included in this were excellent results in consumer foods and detergents. The industrial businesses suffered not only from the impact of the recession on their customers, but also from the loss of markets in the former USSR and the Middle East. We are making good progress with the reorganisation of the European businesses. The focus of our activities is changing from a national to a European dimension, ready for the single market which begins in 1993.

Our presence in Central and Eastern Europe is growing. The German companies again benefited from their enlarged market, building on the foundations of their prompt and effective response to unification. We acquired a detergents company in Poland, now renamed Lever Polska, which is already operating profitably. We also bought an ice cream business in Hungary; there and in Czechoslovakia we have established national selling organisations and expect to conclude the acquisition of other companies with interests in foods and soaps.

North American markets were static but most of our companies held their ground in the fight for share. Results were depressed by the costs of the planned investment in new products in Lever, which have added substantially to volume, and by provisions for restructuring in Chesebrough-Pond's and the industrial division of Van den Bergh, both of which recorded lower volumes in 1991. The market performance of our prestige personal products businesses was buoyant in spite of reduced demand, but the results were affected by unexpectedly higher costs.

The underlying profit performance in the Rest of the World at constant rates was good. Comparison with 1990 is affected by the release in that year of earlier provisions for Africa. Progress was widespread, although our results in Brazil were depressed in the first half of the year by severe price control and escalating inflation. Japan remains a highly competitive and difficult market which makes large demands on investment and management.

It is difficult to predict the outlook for 1992 at a time when so many forecasts of recovery appear to have been premature. In recent years our employees have worked hard to reshape Unilever, to make it more resilient and competitive in an epoch of rapid change. We are grateful for their experience, talent and determination to enhance the performance of the total business.

There are many growth opportunities ahead as new markets open up and Unilever is well placed to benefit from them. In all that we do, from the manufacture of products to serving our customers and consumers, we will ensure that Unilever continues to grow profitably.

M.R. Angus. F.A. Maljers

Sir Michael Angus ***F.A. Maljers***

Chairmen of Unilever

FINANCIAL HIGHLIGHTS

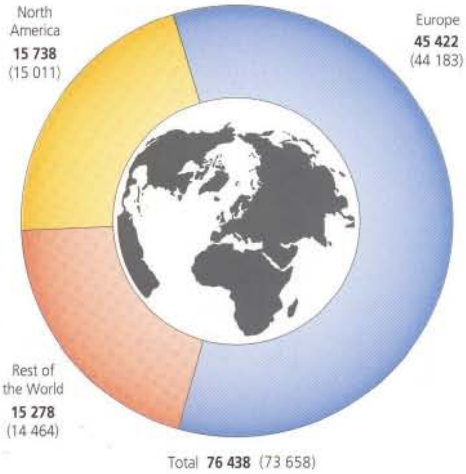
Year ended 31st December

	1991	1990	% Increase
***Results** (Fl. million)*			
Turnover	**76 438**	73 658	4
Operating profit	**6 593**	6 644	(1)
Profit on ordinary activities before taxation	**5 914**	5 774	2
Net profit on ordinary activities	**3 803**	3 605	5
Extraordinary items	**3**	(630)	–
Net profit after extraordinary items	**3 806**	2 975	28
Key ratios[a]			
Operating margin (%)	**8.6**	9.0	
Profit after taxation as a percentage of turnover (%)	**5.2**	5.1	
Return on capital employed (%)	**16.4**	17.3	
Net gearing (%)	**27.9**	36.7	
Net interest cover (times)	**7.5**	6.4	
Combined earnings per share on ordinary activities[a]			
Guilders per Fl. 4 of ordinary capital	**13.55**	12.86	5
Pence per 5p of ordinary capital	**61.62**	59.52	4
Ordinary dividends			
Guilders per Fl. 4 of ordinary capital	**5.56**	5.27	5
Pence per 5p of ordinary capital	**18.94**	18.16	4
Combined earnings per share after extraordinary items			
Guilders per Fl. 4 of ordinary capital	**13.57**	10.60	28
Pence per 5p of ordinary capital	**61.67**	49.04	26

(a) For methods of calculation see note on page 29.

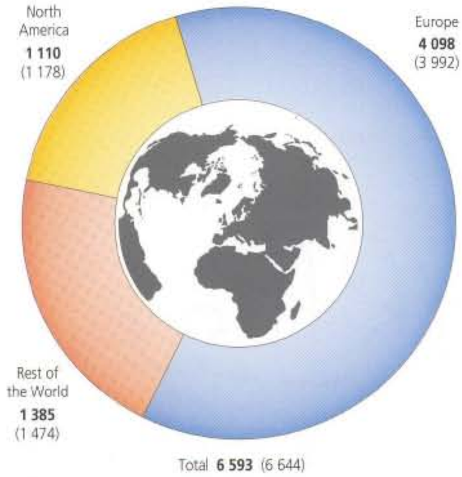
TURNOVER BY GEOGRAPHICAL AREA 1991

(Fl million)



OPERATING PROFIT BY GEOGRAPHICAL AREA 1991

(Fl million)



1990 figures are in brackets.

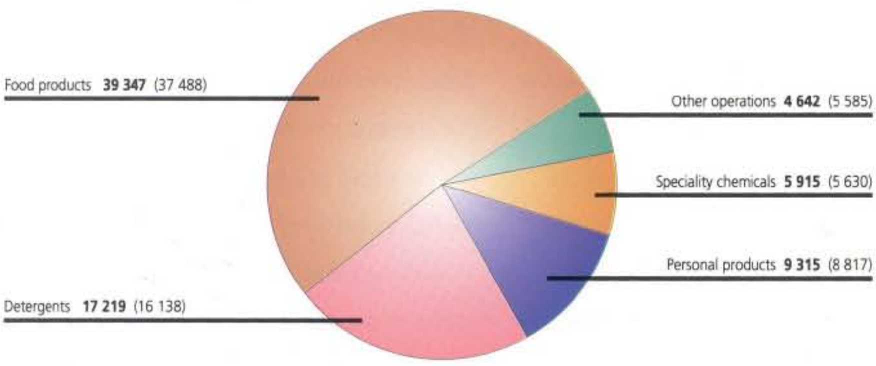
Earnings per share up 5% in guilders in a difficult business environment.

Satisfactory volume growth in consumer products offset by decline in industrial sales.

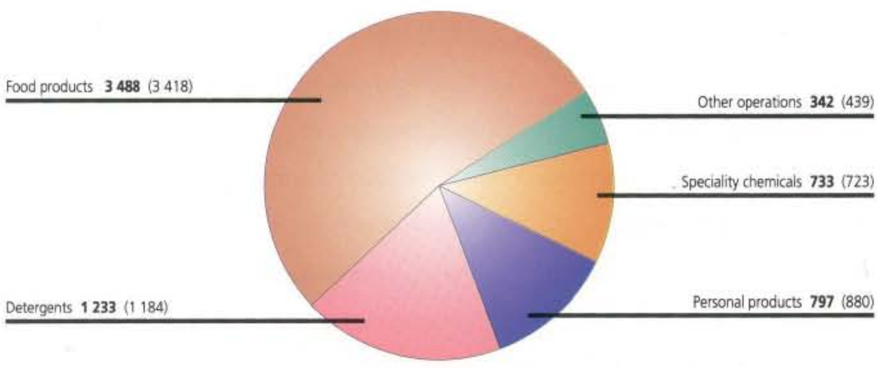
Many successful product innovations backed by increased marketing expenditure.

Strong cash flow reduced net borrowings and interest costs.

TURNOVER BY OPERATION 1991
(Fl million)



OPERATING PROFIT BY OPERATION 1991
(Fl million)

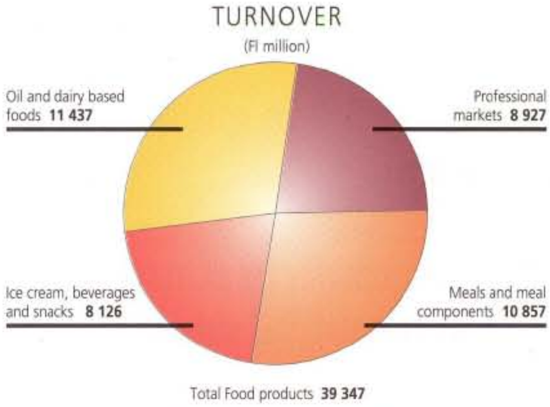


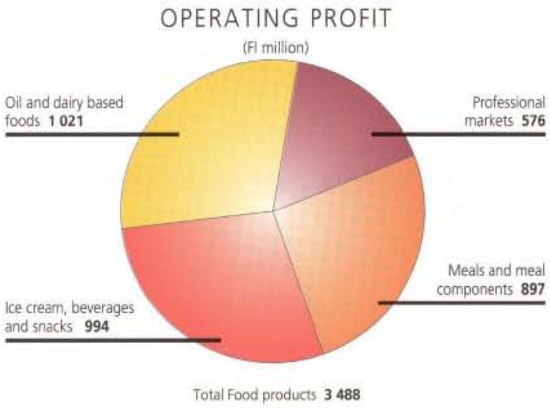
1990 figures are in brackets.

FOODS

In 1991 our worldwide foods business again made a major contribution to Unilever's profit. Good performances were recorded in Europe, with many countries and categories recording increased sales and profits. In the United States the benefits of last year's restructuring are now becoming apparent and elsewhere recent acquisitions contributed to volume growth.

The foods business is now reported under four headings: Oil and dairy based foods; Ice cream, beverages and snacks; Meals and meal components; and Professional markets. Past years' sales and operating profit have been restated using these new categories.





In this review figures for 1987 and 1988 in the charts have been translated from foreign currency at year-end rates of exchange. Figures for subsequent years have been translated at average rates of exchange.

Oil and dairy based foods

The year saw further satisfactory volume growth. Our share in the major yellow fats sector grew in both the United States and Europe, aided by our prominence in the health and low fat sectors.

The European health brand ranges, such as *Du darfst, Becel, Effi* and *Flora* were all extended by the addition of new products and together represent an increasing proportion of the group's portfolio. In October we launched *I Can't Believe It's Not Butter!* in the United Kingdom, following its considerable success in the United States.

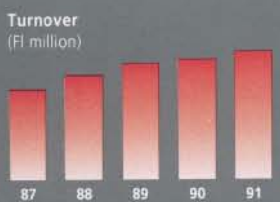
The acquisitions of recent years have resulted in rapid growth in edible oil volumes, particularly olive oil in Southern Europe and seed oils in Latin America. Sales of dressings and sauces grew strongly and we acquired the *Bénédicta* business in France. A new range of low calorie dressings was launched in the United States under the name *Healthy Sensation!*. Our cheese business also performed well, and we added to it with the purchase of the Rex business in Brazil.

Other acquisitions included full control of the edible fats companies Alfa-Solo in Denmark and Margarinbolaget in Sweden, and margarine factories in Eastern Germany. Good progress has been made in Hungary towards marketing a full range of brands, whilst in Czechoslovakia we have already arranged local manufacture.

The Latin American operations benefited from the first full year's results of the companies acquired in 1990: Conasupo in Mexico, Facegra in Venezuela and Indus in Chile. We commissioned a major margarine factory in Australia.

In a year of solid achievement we increased volume and launched an impressive number of new products.

ICE CREAM, BEVERAGES AND SNACKS



Ice cream, beverages and snacks

Europe enjoyed another good summer and, in a highly competitive market, more litres of ice cream were sold than in the record season of 1990. The range was improved and extended as we continued to offer novel and innovative products. High quality impulse brands, most particularly *Magnum,* proved a great success. We have been active in Central Europe and have entered the Czechoslovakian and Hungarian markets.

In the United States our ice cream business improved its results. The new businesses in Thailand and Turkey performed well and construction of a factory in Indonesia is on plan. Together with the operations in Malaysia and Singapore, these are good examples of our ability to transfer successful concepts around the world.

Competition in the tea business was fierce in a number of important markets. We took action to improve our competitive position, particularly in the United States where Lipton benefited from its revised marketing strategy.

There is ample scope for growth in international tea consumption. New products, such as *PG* instant tea, are now successfully established and new formulations, such as iced tea in canned and powdered forms, are growing rapidly, especially in Southern Europe and the Far East. In December we announced a joint venture with PepsiCo to market ready-to-drink teas in the United States. Traditional formulations continue to expand their markets in the Middle East and the Indian sub-continent.

Early in 1991 we acquired a participation in Mora/Saltos, a snack foods business in the Netherlands and Belgium.

Meals and meal components

Volume continued to grow in 1991, albeit less rapidly than in the previous year. Although the market advanced strongly in Italy, growth was disappointing in the United Kingdom.

These less favourable market conditions did not diminish our commitment to invest in our brands, and many successful product innovations were introduced. Ranges of prepared meals were extended, with emphasis on high quality, consumer appeal and nutritional benefit. As a consequence, profitability improved.

Sales of meal sauces increased. In the United States, *Chicken Tonight* was quickly extended to national launch following a successful test market. Sales of *Ragú* and *Raguletto* sauces in Europe progressed well, with supply now coming from our new factory in the Netherlands. The product has also proved a great success in Australia.

The high cost of fish adversely affected the frozen fish market in Europe but we maintained our share. Frozen vegetables, in contrast, enjoyed good sales growth and the new *Country Club Cuisine* range of

prepared vegetable dishes was an immediate success in the United Kingdom.

In other sectors, Homann's chilled salads in Germany and Lipton's and Unifoods' side dishes in the United States and Australia all did well.

Acquisitions in 1991 were 60 per cent of Fine Foods, a dry mix and bouillon cube business in Egypt, and 49.9 per cent of Jalostaja, a broadly based foods company in Finland.

Professional markets

The main activity of this group is the supply of foods, beverages and ingredients to the food service sector, the bakery industry, and industrial food processors.

1991 was a challenging year for food service. In the early part of the year the Gulf War had a severe effect on travel and the restaurant trade. Although there was some overall recovery later in Europe, market growth continued to be limited by the recession in North America. Following the acquisitions in 1990 in Latin America, the business there made good progress.

The bakery industry was also affected by weak demand but our frozen dough operations experienced encouraging growth. We acquired Molco, a leading frozen dough business in the Netherlands and Belgium.

In North America all our professional market businesses in the bakery sector have been brought together under the Van den Bergh name. In a number of countries we are integrating our professional market operations into single units to maximise the effectiveness of customer contacts, while maintaining key product links with the consumer businesses.

DETERGENTS

Our detergents business made good progress in 1991, with growth in volume and market shares, and continuing investment in technically advanced products and geographical expansion.

Concentrated fabrics washing powders are gaining ground in many parts of the world. In Europe, all our main brands are now sold in concentrated versions, and similar products have been launched in a number of countries in Asia and Latin America. *Wisk Power Scoop* is now sold in two thirds of the United States, and we have also launched concentrated versions of *Surf* and *all*.

The launch of concentrated liquids for fabrics washing was an important technical breakthrough in Europe where it is adding to our market share. The product was pioneered in Italy and then extended to the United Kingdom and France.

In personal washing our skincare bar, *Dove,* achieved excellent results in Italy and is now on sale in a number of European countries. A shower gel has been added to the brand range. With the success of *Lever 2000,* we have now achieved market leadership in toilet bars in the United States and Canada.

Sun Progress, the first concentrated and environmentally advanced machine dishwash powder, is now sold throughout Western Europe following its success in Germany.

In June we acquired 80% of the leading Polish detergents producer, which now operates under the name Lever Polska. Marketing and sales organisations have been started in Hungary and Czechoslovakia. In China, sales of *Lux* toilet soap continued to make rapid progress.

Our industrial and institutional business had a successful year and grew in volume and profits in spite of adverse economic conditions.

The successful detergents products of the future will be distinguished by further technological innovation.

Technical performance, allied to fashion appeal, were features of the 1991 launch programme.

PERSONAL PRODUCTS

1991 was a difficult year for our personal products business. Volume was maintained overall but profit was less than in 1990. Operational difficulties and restructuring costs in the United States depressed results, but we believe we are well placed to benefit from an upturn in trading conditions. We continued to support our brands and made 1991 a notable year for new product initiatives.

Whilst our mass market operations in Europe experienced moderate market growth, conditions in North America were tough and volume suffered. Nonetheless good progress was made with hairsprays, *Fabergé* deodorants and *Vaseline Intensive Suncare* products.

Our European dental business was strengthened by the introduction of a new toothpaste formulation that in clinical trials has proved to be an important advance in gum health. Technical innovation was also prominent in deodorants, with the launch of the first deoperspirant, *Kyomi,* in the United Kingdom and slow release deodorants in Latin America.

We responded to keen competition in shampoos by relaunching *Sunsilk. Timotei* shampoo was launched in Australia and new variants were added in several countries, including Japan. We increased our already strong market shares in the rapidly developing South East Asian markets.

Sales of our prestige products grew strongly in spite of static markets in the United States and lower duty free sales worldwide. Two major new fragrances were launched in the United States and quickly gained market prominence: *Escape,* from Calvin Klein, and *Elizabeth Taylor's White Diamonds,* from Elizabeth Arden.

Our emulsion technology found a new application in Elizabeth Arden's *Lip Spa* moisturising lipstick.

Our marketing continues to focus on the rapid transfer of successful products into new territories which is the key to growing our business globally in the 1990s.

SPECIALITY CHEMICALS

With important markets in the Middle East and Eastern Europe disrupted by war and economic turmoil, our speciality chemicals business did well to hold profits at around the 1990 level.

National Starch and Chemical Company again demonstrated an excellent performance. Speciality starches performed strongly in North America and Europe, as did resins. Adhesives performed less well due to depressed activity in key markets. Successfully completed acquisitions included Elotex, a Swiss manufacturer of speciality polymers, and emulsion resin businesses in Canada and Australia.

Quest International also achieved good results under difficult conditions. The flavour and food ingredient divisions gave a strong performance, led by buoyant business in Europe. The fragrances division was affected by the collapse of sales to Eastern Europe and the Middle East countries, although it maintained its market share.

It was a challenging year for Unichema International. World prices for oleochemicals remained weak and operating margins tight. However the North American and Malaysian businesses grew profitably and results in Australia improved.

Crosfield Group had a difficult year, although sales growth was strong resulting from the acquisition of a speciality catalyst business in the United States in late 1990, and the start up of detergent zeolite production in the Netherlands. Severe recession in the construction industry affected the Cormix division in particular.

| Our speciality chemicals businesses play a key role in keeping their customers at the leading edge of product performance. |

OTHER OPERATIONS

In Nigeria our associated companies, particularly the brewery and the technical distribution business, had another good year.

Our medical products business made good progress in its key sectors. The home pregnancy test, *Clearblue One Step,* increased its leading worldwide share and the professional *Clearview* and *Oxoid* ranges achieved solid growth. We continue to invest heavily in new product development.

At the end of 1991 we sold our haematology analyser business in the United States and completed the sale of the 4P Packaging Group.

Overall, agribusiness operating profits increased from 1990 on a turnover much reduced following the sale of UAM.

Losses from fish farming in Scotland were significantly less than in 1990. Improved husbandry techniques led to good operating performance by the farms, with greatly reduced fish mortality, but low selling prices continued. The Chilean operation made excellent progress in spite of some weakening in prices.

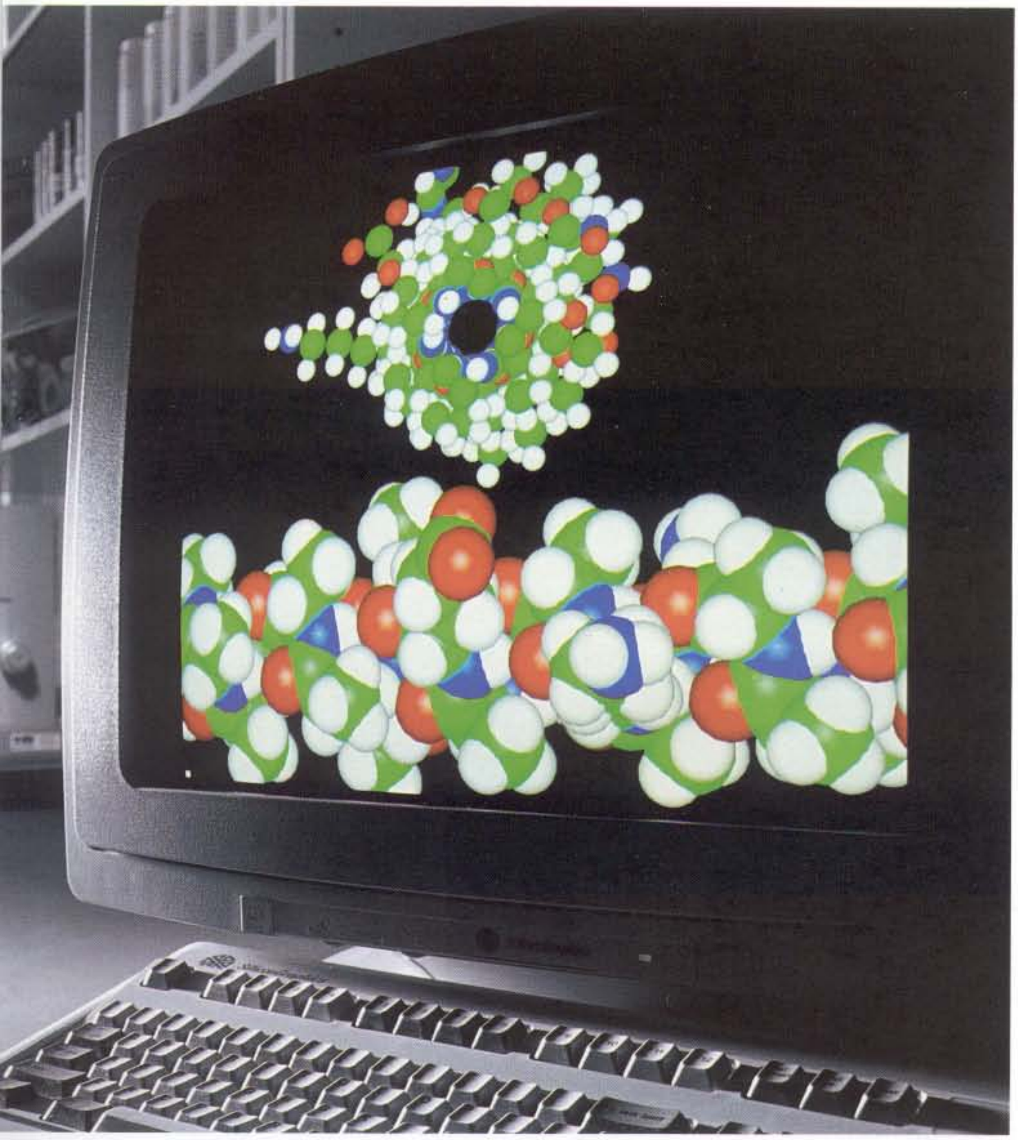
BOCM Silcock increased its sales of animal feeds in the United Kingdom. Results were maintained despite the impact on demand of tighter dairy quotas.

The planting materials group continued its policy of research led growth, making good progress in Europe.

Plantations had a satisfactory year. Prices were stable overall and output continued to increase.

We have already announced our intention to withdraw from our agribusiness operations, with the exception of Plant Breeding International Cambridge and our plantations interests. The decision follows a review of these businesses in the light of our overall strategy to focus on core activities.

Innovation through science and technology lies at the core of competitive advantage in Unilever's markets.



RESEARCH AND DEVELOPMENT

To maintain the pre-eminence of our product range and bring new ideas to the market place we invested Fl. 1 404 million in research and development across the world in 1991 (1990: Fl. 1 325 million).

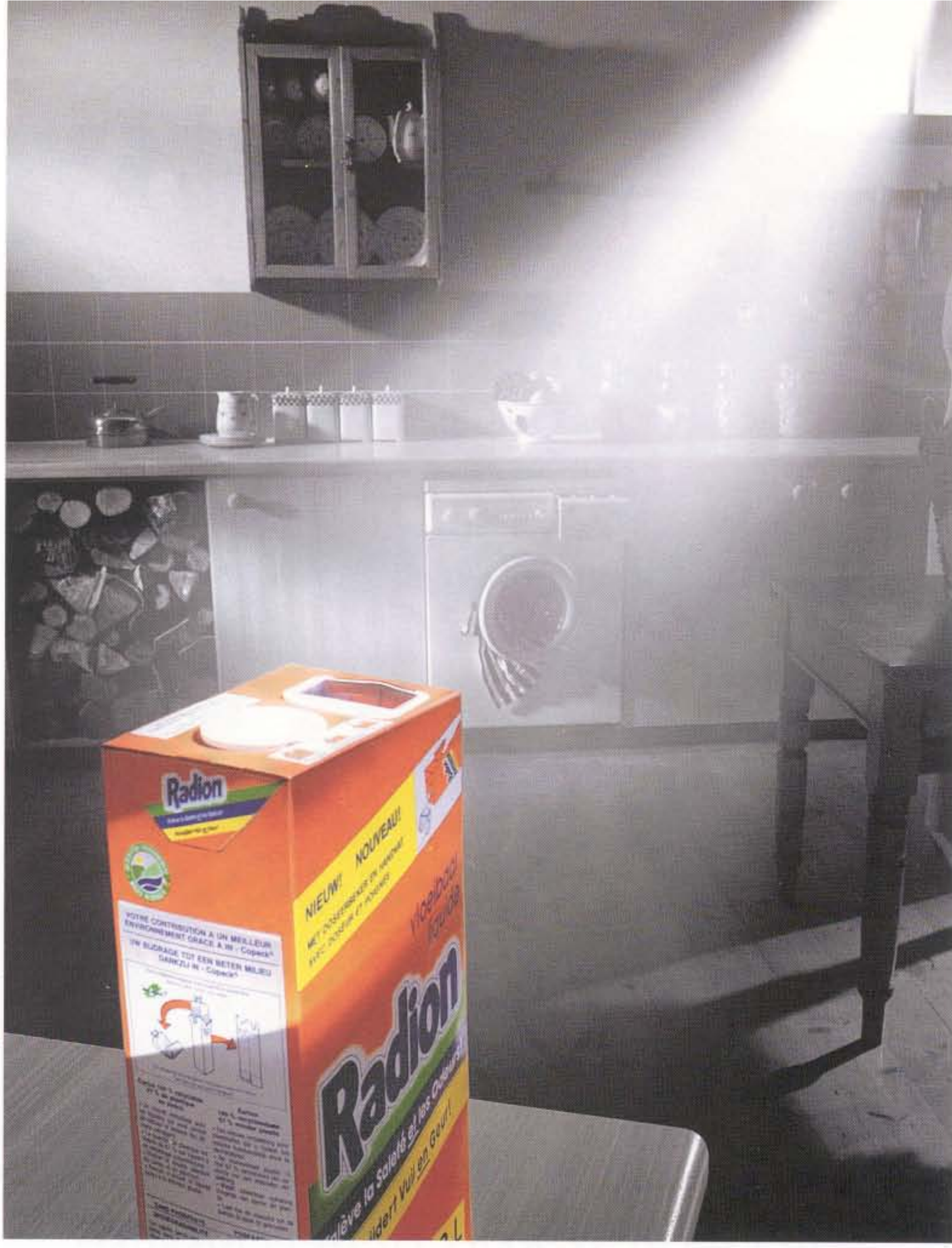
As noted earlier, our advances in liquid detergent technology resulted in the launch in Italy and the United Kingdom of the first effective concentrated heavy duty fabrics washing liquid. Innovation in more traditional products is illustrated by the development of a new fabric washing bar. This combines high performance with enhanced skin care and has now been launched in the Philippines.

The novel moisturising lipstick introduced in the United States is derived from our deep understanding of oils and emulsions, illustrating a synergy derived from the wide technology base available to Unilever.

In foods, we continue to lead in fats science and technology, introducing an improved process for tropical margarine production in Brazil and applying new refining techniques to the manufacture of spreads. New technologies were applied to formulate frozen doughs, produce natural flavour ingredients for spreads and manufacture innovative water ices.

Our speciality chemicals business has developed novel decoupling polymers to enable surfactant mixtures to be concentrated beyond what was possible with previous technology. These have found rapid application in our new concentrated liquid detergent products.

To secure the advantage offered by innovation, it is essential to bring new products to the market as quickly as possible. The links between our researchers and their business colleagues have been strengthened to ensure this happens.



Concern for safety, health and the environment is a key feature of all our operations.

THE ENVIRONMENT

Our businesses continuously strive to improve the performance of their products and processes, as measured by their total environmental impact.

Internally, we have strengthened our organisation to ensure that these areas are supervised to high levels of environmental care. The services and support required have been regrouped into a new central unit, committed to ensuring that our products and processes are safe and meet scientifically sustainable environmental standards. Environmental audits are now being carried out across the world by our corporate specialists.

Externally, we participate actively in national and international environmental groups around the world and are in the forefront of efforts to promote responsible environmental initiatives, such as those on packaging and recycling.

Recent product advances include our range of concentrated powder and liquid detergents, which have reduced environmental impact through both formulation and packaging. Our speciality chemicals group has developed a range of textile chemicals with improved environmental profiles. Numerous packaging initiatives are under way, with increased use being made of recycled and recyclable materials. We have developed a process of anaerobic digestion to enable more efficient, energy conserving and environmentally improved treatment of fatty wastes from our plants.

Unilever fully recognises its responsibilities in relation to safety and the environment. These are essential elements in our strategy of leadership in the market place.

PERSONNEL

A distinctive feature of Unilever, and one which contributes to the continuity and coherence of the enterprise, is the management of key personnel on an international basis.

At any one time some 1 300 managers are serving the business away from their home country. We accord the highest priority to the development of this team of international managers.

We have maintained our high level of graduate recruitment, aiming in all countries to identify and attract young people of the highest ability who will be capable of managing an international business in the twenty-first century. The proportion of women recruited continues to rise.

The need for specialist skills is increasing rapidly at every level, and training throughout a person's career is an integral part of our business operations.

We give major emphasis to our policy of open communication and believe that the rapid transmission of information to all levels of the business is the most effective way of achieving this aim. Responsibility for communication as well as employee relations rests with local operational management, ensuring the closest involvement of our staff in their respective businesses.

All employees' careers are determined solely on merit; no-one will suffer because of their gender, race, ethnic origin or religious beliefs. These principles apply throughout the world.

At the end of 1991 Unilever employed 292 000 people worldwide (1990: 304 000). The reduction results primarily from reorganisations of businesses during the year.

Our aim is to ensure a working environment and a system of rewards which encourage everyone to contribute their full potential.

FINANCIAL REVIEW

Results

In spite of difficult conditions in some of our major markets, 1991 was a year of progress.

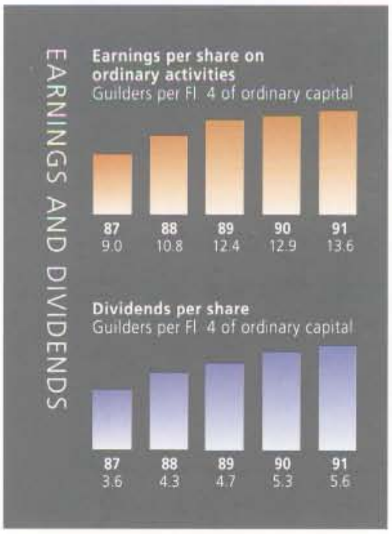
At constant average 1990 exchange rates, sales increased by 4 per cent whilst operating profit remained flat. When expressed at average exchange rates current in each year, the sales increase was 4 per cent whilst operating profit fell by 1 per cent.

Operating margin declined from 9.0 per cent to 8.6 per cent, but before exceptional items the historically strong margin of 8.9 per cent only dropped to 8.8 per cent.

Interest costs in 1991 fell due to the significant reduction in the average level of net debt during the year, as well as the trend to lower interest rates, particularly in the United States. This helped profit before taxation to grow by 2 per cent, despite the lower operating profit. With marginally lower taxation rates and higher prior year taxation credits, net profit on ordinary activities and earnings per share grew by 5 per cent.

The extraordinary items in 1991 related to the disposal of the 4P Group and the decision to withdraw from those agribusiness segments which do not support the Group's core businesses.

Good progress has been made so far with the implementation of projects relating to the extraordinary provision made in the 1990 Accounts in respect of the Single European Market. By the end of 1991 a total of 38 projects had been initiated, in many European countries, at a total cost of Fl. 312 million after taxation.



> Our cash flow demonstrates an underlying strength of our business.

Finance

Cash of Fl. 1 295 million was generated in the year, reducing net debt to Fl. 4 840 million by the end of the year. Working capital declined by Fl. 963 million, after excluding the effects of the 4P disposal, the majority of the proceeds from which were received in January 1992. Capital expenditure was at a similar level to 1990.

A total of 27 businesses were acquired in 1991 at a cost of Fl. 744 million and 13 were sold with proceeds of Fl. 945 million.

Our lower net debt position resulted in net gearing improving to 27.9 per cent from 36.7 per cent in 1990. Net interest cover improved from 6.4 times in 1990 to 7.5 times in 1991.

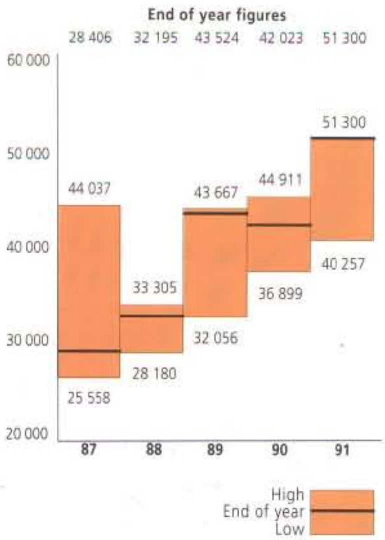
Three bond issues amounting to Fl. 818 million (equivalent) were completed in the year and three maturing bonds were repaid. Long term debt.of Fl. 5 406 million was maintained at similar levels to 1990. Long term debt is repayable over the period up to 2006, with an even spread of maturities over the next ten years.

Cash and current investments increased by Fl. 429 million, to Fl. 3 147 million in the year. Most of these resources are concentrated in parent and finance companies.

At the end of 1991 combined market capitalisation was Fl. 51.3 billion (1990: Fl. 42.0 billion).

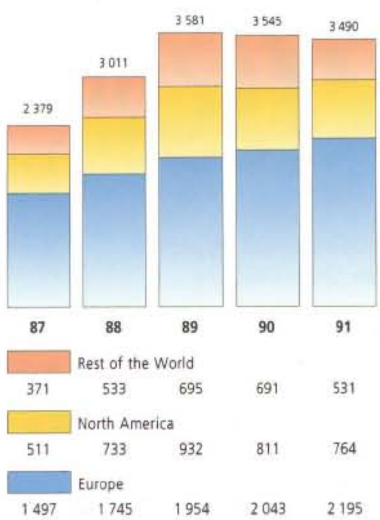
COMBINED MARKET CAPITALISATION

(Fl million)



CAPITAL EXPENDITURE

(Fl million)



Capital expenditure

Capital expenditure in 1991 amounted to Fl. 3 490 million (1990: Fl. 3 545 million). Capital expenditure in 1992 is likely to continue at a level comparable in total with that of 1991.

Projects totalling Fl. 3 686 million were approved in 1991 (1990: Fl. 3 520 million). These projects included:

China	Development of detergents and personal products manufacturing facilities
Germany	Construction of three automated coldstores
	Development of the professional markets businesses
Greece	New oil refining capacity
Italy	Creation of a Euro-facility for quick frozen pasta-based meals
Thailand	Construction of a tapioca flour and starch modification plant
United Kingdom	Construction of a new poultry processing plant
	Modernisation of bouillon cube production
	Expansion of pea and rice processing capacity
	Construction of a concentrated liquid detergents plant
United States	Modernising a liquid detergents plant
	Construction of a detergent zeolite plant
	Installation of a polymers pressure reactor

DIRECTORS

Floris Maljers Aged 58. Chairman of N.V. and a Vice-Chairman of PLC since 1984. Member of Special Committee (Unilever's plural Chief Executive) since 1982. Appointed director 1974. Joined Unilever 1959. Previous posts include: Chairman, Unilever Colombia 65/67; Chairman, Unilever Turkey 67/70; Chairman, Van den Bergh en Jurgens, Rotterdam 70/74; Edible Fats & Dairy Co-ordinator 74/82.

Sir Michael Angus Aged 61. Chairman of PLC and a Vice-Chairman of N.V. since 1986. Member of Special Committee since 1984. Appointed director 1970. Joined Unilever 1954. Previous posts include: Toilet Preparations Co-ordinator 70/76; Chemicals Co-ordinator 76/79; Regional Director for North America and Chairman, Unilever United States, Inc 79/84.

Michael Perry Aged 58. A Vice-Chairman of PLC and a member of Special Committee since 1991. Appointed director 1985. Joined Unilever 1957. Previous posts include: Chairman, Lever Brothers Thailand 73/77; President, Lever y Asoc, Argentina 77/81; Chairman, Nippon Lever KK 82/83; Chairman, UAC International 85/87; Personal Products Co-ordinator 87/91.

Iain Anderson Aged 53. Corporate Development Director since 1988. Also responsible for Medical Products Group and Information Technology Group. Appointed director 1988. Joined Unilever 1965. Previous posts include: Chairman, PPF International 81/83; Chemicals Co-ordination and Chairman, Medical Products Group 83/85; Chairman, Batchelors Foods 85/88.

Antony Burgmans Aged 45. Personal Products Co-ordinator since 1991. Also responsible for Marketing Division. Appointed director 1991. Joined Unilever 1972. Previous posts include: Marketing and Sales Director, Lever Netherlands 82/85; Marketing Director, Lever Germany 85/87; Chairman, PT Unilever Indonesia 88/91.

Patrick Egan Aged 61. Regional Director for Latin America and Central Asia since 1987. Appointed director 1978. Joined Unilever 1951. Previous posts include: Chairman, Commercial Plastics 67/75; Chairman, Nairn International 75/78; Paper, Plastics, Packaging Co-ordinator 78/82; Regional Director for UK and Ireland 82/86; Chairman, Overseas Committee 86/87.

Hans Eggerstedt Aged 54. Commercial Director since 1990. Regional Director for Continental Europe since 1989. Appointed director 1985. Joined Unilever 1965. Previous posts include: Managing Director, Unilever Turkey 78/81; Chairman, Nordsee Germany 81/83; Unilever Treasurer 83/85; Frozen Products Co-ordinator 85/90.

Niall FitzGerald Aged 46. Detergents Co-ordinator since 1991. Appointed director 1987. Joined Unilever 1967. Previous posts include: Financial Director, Unilever South Africa 80/82; Managing Director, Van den Bergh & Jurgens, South Africa 82/85; Unilever Treasurer 85/86; Financial Director, Unilever 87/89; Edible Fats and Dairy Co-ordinator 89/90; Member, Foods Executive 89/91.

Ashok Ganguly Aged 56. Research and Engineering Director since 1990. Also responsible for Patent Division. Appointed director 1990. Joined Unilever 1962. Previous posts include: Technical Director, Hindustan Lever 77/80; Chairman, Hindustan Lever 80/90.

Wallace Grubman Aged 63. Chemicals Co-ordinator from 1986 until his retirement on 31st December, 1991. Appointed director 1986. Joined Unilever 1978. Previous posts include: President, National Starch 78/82; Chief Executive Officer 83/85 and Chairman 84/85; Director, Unilever United States, Inc 81/86.

Michael Heron Aged 57. Personnel Director since 1989. Also Regional Director for UK and Ireland since 1986. Appointed director 1986. Joined Unilever 1958. Previous posts include: Chairman, Batchelors Foods 76/82; Deputy Food and Drinks Co-ordinator 82/86; Regional Director for Europe 87/89.

Christopher Jemmett Aged 55. Regional Director for Africa and Middle East since 1988. Also responsible for Agribusiness Co-ordination. Appointed director 1988. Joined Unilever 1958. Previous posts include: President, Unilever Japan KK 73/77; Chairman, BOCM Silcock 78/80; Overseas Committee 80/87; Chairman, UAC and Regional Controller, Africa and Middle East Region 87/88.

Alexander Kemner Aged 52. Member of Foods Executive since 1989. Responsible for Southern European foods businesses. Appointed director 1989. Joined Unilever 1966. Previous posts include: Chairman, Van den Bergh en Jurgens, Rotterdam 83/86; Deputy Food & Drinks Co-ordinator 86/89 and Co-ordinator 89/90.

Charles Miller Smith Aged 52. Financial Director since 1989. Appointed director 1989. Joined Unilever 1963. Previous posts include: Vice-Chairman, Hindustan Lever 79/80; Chemicals Co-ordination 80/83; Chairman, PPF International 83/86; President, Quest International 87/89.

Okko Müller Aged 56. Member of Foods Executive since 1991. Responsible for Northern European foods businesses. Appointed director 1989. Joined Unilever 1963. Previous posts include: Chairman, Lever Brothers Malaysia 77/80; Chairman, Union Deutsche Lebensmittelwerke 81/89; Agribusiness Co-ordinator 89/91.

Jan Peelen Aged 52. Regional Director for East Asia and the Pacific since 1987. Appointed director 1987. Joined Unilever 1966. Previous posts include: Chairman, Van den Bergh en Jurgens, Rotterdam 79/83; President, Indústrias Gessy Lever, Brazil 84/87.

Morris Tabaksblat Aged 54. Chairman of Foods Executive since 1989. Responsible for US foods businesses and Loders Croklaan. Appointed director 1984. Joined Unilever 1964. Previous posts include: Chairman, Lever Sunlight, Netherlands 81/84; Personal Products Co-ordinator and responsible for Marketing Division 84/87; Chairman, Chesebrough-Pond's 87/88; Regional Director for North America 88/89.

BOARD CHANGES

As already announced, Sir Michael Angus will retire at the Annual General Meetings on 6th May, 1992 and will not offer himself for re-election. His colleagues record their appreciation of his fine record of service to Unilever and pay warm tribute to his outstanding leadership.

Also as already announced, Mr Wallace Grubman retired on 31st December, 1991 and Mr Patrick Egan will retire at the Annual General Meetings and will not be offering himself for re-election. Their colleagues wish to record their gratitude to both gentlemen for their significant and valued contribution to the business over many years.

The Boards intend to elect Mr Michael Perry to succeed Sir Michael Angus as Chairman of PLC and a Vice-Chairman of N.V. and Mr Morris Tabaksblat as a member of Special Committee and a Vice-Chairman of N.V.; he will remain Chairman of the Foods Executive.

All the remaining Directors will retire from office, in accordance with the Articles of Association of N.V. and PLC, at the Annual General Meetings and will offer themselves for re-election. In addition Mr Roy Brown, currently Managing Director of Lever Brothers, UK, and Mr Clive Butler, currently with the Foods Executive, have been nominated for appointment as Directors. On appointment Mr Roy Brown will become Regional Director for Africa and the Middle East and will also be responsible for Plantations Group. Mr Clive Butler will take over responsibility from Dr Iain Anderson for Corporate Development and Economics and Information Technology.

Dr Iain Anderson became Chemicals Co-ordinator on 1st January, 1992. This now includes responsibility for Unilever's Medical Products interests. Mr Christopher Jemmett will become Regional Director for Latin America and Central Asia and will retain responsibility for the Agribusiness operations.

Mr Ronald Archer and Mr Michael Dowdall retired as Directors at the Annual General Meetings in 1991, as anticipated by last year's Annual Report. The Boards regret to report that Mr Ronald Archer died on 6th February, 1992.

ADVISORY DIRECTORS

The role of an Advisory Director to Unilever involves the giving of advice to the Boards in general and to Special Committee in particular, on business, social and economic issues. Each Advisory Director is invited to serve on at least one of three Advisory Committees. The three Committees are a Remuneration Committee, which reviews the remuneration policy for Directors and Senior Executives, an Audit Committee, which oversees financial reporting and control arrangements, and an External Affairs Committee.

Frits Fentener van Vlissingen Aged 58. Appointed 1990. Member, Executive Board SHV Holdings 67/75 and Chairman 75/84. Managing Director, Flint Holding since 1984. Member, Supervisory Board, Amsterdam-Rotterdam Bank since 1974 and of Akzo since 1984.

Lord Haslam of Bolton Aged 69. Appointed 1986. Deputy Chairman, Imperial Chemical Industries 80/83. Chairman, Tate and Lyle and British Steel 83/86. Chairman, British Coal 86/90. Director of Bank of England since 1985.

Sir Brian Hayes Aged 62. Appointed 1990. Permanent Secretary, Ministry of Agriculture, Fisheries and Food 79/83. Joint Permanent Secretary Dept. of Trade and Industry 83/85; sole Permanent Secretary 85/89. Director, Tate and Lyle and Guardian Royal Exchange since 1989.

François-Xavier Ortoli Aged 67. Appointed 1985. Cabinet Minister, France 67/72. President, Commission of European Communities 73/76 and Vice-President for Economic and Monetary Affairs 77/84. Chairman, TOTAL-Compagnie Française des Pétroles 84/90; Honorary Chairman since 1991.

Donald Petersen Aged 65. Appointed 1990. President and Chief Operating Officer, Ford Motor Co. 80/85; Chairman and Chief Executive Officer 85/90. Director, Hewlett Packard and Dow Jones since 1987. Member of Board, Boeing Co. since 1990.

Karl Otto Pöhl Aged 62. Appointed 1992. Secretary of State in German Ministry of Finance 72/77. Deputy President of Deutsche Bundesbank 77/79 and President 80/91. Partner, Sal. Oppenheim Bank since 1992.

Romano Prodi Aged 53. Appointed 1990. Professor of Economics and Industrial Policy, University of Bologna. Minister of Industry, Italy 78/79. President IRI Group 82/89. Fellow, London School of Economics since 1989.

Onno Ruding Aged 52. Appointed 1990. Member of Board, Amsterdam-Rotterdam Bank 81/82. Minister of Finance, the Netherlands 82/89. Chairman, The Netherlands Christian Federation of Employers 90/92. Vice-Chairman, Citicorp and Citibank since 1992.

Dieter Spethmann Aged 66. Appointed 1978. Chairman, Executive Board of Thyssen, Duisburg 73/91 and Chairman, Supervisory Board of Munich Re since 1978. Partner, Wessing & Partners since 1991.

Sir Patrick Wright Aged 60. Appointed 1991. Permanent Under Secretary of State at the Foreign and Commonwealth Office and Head of Diplomatic Service 86/91. Director of Barclays Bank, British Petroleum and De La Rue since 1991.

The Rt. Hon. The Viscount Leverhulme K.G. T.D. Aged 76. Grandson of William Lever, the founder of Lever Brothers. Appointed Honorary Advisory Director of PLC for life on his retirement as an Advisory Director in 1985.

J.W.B. Westerburgen
S.G. Williams

Joint Secretaries of Unilever
23rd March, 1992

Introduction

This Summary Financial Statement is a summary of the Unilever Group's full annual accounts, which are contained in the separate publication, 'Unilever Annual Accounts 1991'. That booklet also contains additional financial information and further statutory information which forms part of PLC's full directors' report.

For a full understanding of the results of the Group and state of affairs of N.V., PLC or the Group the full annual accounts, the auditors' report on those accounts and the directors' report should be consulted.

The following summarised financial statements should be read with the directors' report set out earlier in this review.

Dividends

The Boards have resolved to recommend to the Annual General Meetings on 6th May, 1992 the declaration of final dividends on the ordinary capitals in respect of 1991 at the rates shown in the table below.

	1991	1990		**1991**	1990
N.V.			PLC		
Per Fl. 4 of ordinary capital			Per 5p of ordinary capital		
Interim	**Fl. 1.48**	Fl. 1.44	Interim	**5.03p**	4.86p
Final	**Fl. 4.08**	Fl. 3.83	Final	**13.91p**	13.30p
Total	**Fl. 5.56**	Fl. 5.27	Total	**18.94p**	18.16p

The N.V. final dividend will be payable as from 22nd May, 1992 (or in the case of the New York shares on 4th June, 1992 to shareholders registered on 13th May, 1992). The PLC final dividend will also be paid on 22nd May, 1992 (or in the case of holders of American Depositary Receipts on 29th May, 1992) to shareholders registered on 16th April, 1992.

For the purpose of equalising dividends under the Equalisation Agreement, Advance Corporation Tax (ACT) in respect of any dividend paid by PLC has to be treated as part of the dividend. PLC's 1991 final dividend has been calculated by reference to the current rate of ACT; if the effective rate applicable to payment of the dividend is different the amount will be adjusted accordingly and a further announcement made to the shareholders of PLC.

Statement from the auditors

In our opinion the Summary Financial Statement of the Unilever Group set out on pages 26 to 28 is consistent with the full accounts and directors' report for 1991 and complies with the requirements of Section 251 of the United Kingdom Companies Act 1985 and the regulations made thereunder. We have issued an unqualified audit report on the full accounts. The Companies Act requires the auditor to report if the accounting records are not properly kept or if the required information and explanations are not received. Our report on the full accounts contained no such statement.

Coopers & Lybrand Dijker Van Dien
Registeraccountants
Rotterdam
As auditor of Unilever N.V.

Coopers & Lybrand Deloitte
Chartered Accountants and Registered Auditor
London
As auditor of Unilever PLC

23rd March, 1992

SUMMARY CONSOLIDATED PROFIT AND LOSS ACCOUNT

for the year ended 31st December
Fl. million

	Unilever Group	
	1991	1990
Turnover	**76 438**	73 658
Operating profit	**6 593**	6 644
Income from fixed investments	**232**	191
Interest	**(911)**	(1 061)
Profit on ordinary activities before taxation	**5 914**	5 774
Taxation on profit on ordinary activities	**(1 924)**	(1 985)
Profit on ordinary activities after taxation	**3 990**	3 789
Outside interests in group companies	**(187)**	(184)
Net profit on ordinary activities	**3 803**	3 605
Extraordinary items	**3**	(630)
Net profit after extraordinary items	**3 806**	2 975
Attributable to: *N.V.*	**2 850**	1 914
PLC	**956**	1 061
Dividends	**(1 402)**	(1 327)
Profit of the year retained	**2 404**	1 648
Combined earnings per share on ordinary activities		
Guilders per Fl. 4 of ordinary capital	**13.55**	12.86
Pence per 5p of ordinary capital	**61.62**	59.52
Combined earnings per share after extraordinary items		
Guilders per Fl. 4 of ordinary capital	**13.57**	10.60
Pence per 5p of ordinary capital	**61.67**	49.04

Extraordinary items

The results of 1991 include an extraordinary gain of Fl. 3 million, net of tax, on withdrawal from certain business segments. This comprises an extraordinary profit of Fl. 201 million less an extraordinary charge of Fl. 198 million. The extraordinary profit relates to the disposal of the 4P Group, which represents the Group's exit from packaging. The extraordinary charge arises on withdrawal from those agribusiness activities which do not support the Group's core businesses. This includes the reinstatement of attributable goodwill written off on purchase.

The extraordinary charge in 1990 related to a programme to realign the Group's activities in Europe. It included the costs associated with the closure of some facilities, the reallocation of production and other reorganisation expenses. The charge was treated as extraordinary because it derived from, and was made necessary by, a unique external event – the creation of the Single European Market as a result of fundamental changes in legislation throughout the European Community.

Directors

The directors of Unilever during 1991 are listed on pages 24 and 25. Their total emoluments for the year ended 31st December, 1991 were Fl. 22 million (1990: Fl. 21 million).

Deferred taxation

The accounts are prepared in accordance with accounting principles generally accepted in the Netherlands and the United Kingdom except that the treatment of deferred taxation, for which full provision is made, complies with Dutch legislation as currently applied rather than with Accounting Standards in the United Kingdom.

SUMMARY CONSOLIDATED BALANCE SHEET

as at 31st December
Fl. million

	Unilever Group	
	1991	1990
Fixed assets	**19 780**	18 730
Current assets		
Stocks	**9 261**	9 706
Debtors	**11 270**	10 652
Current investments	**1 134**	783
Cash at bank and in hand	**2 013**	1 935
	23 678	23 076
Creditors due within one year		
Borrowings	**(2 581)**	(3 214)
Trade and other creditors	**(15 429)**	(14 392)
Net current assets	**5 668**	5 470
Total assets less current liabilities	**25 448**	24 200
Creditors due after more than one year		
Borrowings	**5 406**	5 716
Trade and other creditors	**523**	793
Provisions for liabilities and charges	**7 023**	6 973
Outside interests in group companies	**1 331**	1 345
Capital and reserves	**11 165**	9 373
Attributable to: *N.V.*	**6 583**	4 975
PLC	**4 582**	4 398
Total capital employed	**25 448**	24 200

SUMMARY CONSOLIDATED SOURCE AND USE OF FUNDS

for the year ended 31st December
Fl. million

	Unilever Group	
	1991	1990
Net profit after extraordinary items	**3 806**	2 975
Depreciation	**1 729**	1 484
Working capital movements	**350**	65
Others	**(265)**	497
Funds provided by operating activities	**5 620**	5 021
Capital expenditure less disposals	**(3 105)**	(3 205)
Acquisitions of group companies and fixed investments, net of disposals	**187**	(991)
Funds used in investing activities	**(2 918)**	(4 196)
Dividends paid	**(1 346)**	(1 221)
Increase/(decrease) in borrowings due after more than one year	**(260)**	1 451
Others	**(61)**	48
Funds provided by/(used in) financing activities	**(1 667)**	278
Decrease in net short-term borrowings	**1 035**	1 103

This Summary Financial Statement was approved by the Boards of Directors on 23rd March, 1992.

Sir Michael Angus ***F.A. Maljers***

Chairmen of Unilever

ADDITIONAL INFORMATION

Basis of calculation of key ratios and combined earnings per share (see page 4)

(a) Operating margin is operating profit expressed as a percentage of turnover.

(b) Return on capital employed is the sum of profit on ordinary activities after taxation and interest (after tax) on borrowings due after more than one year, expressed as a percentage of average capital employed during the year.

(c) Net gearing is borrowings less cash and current investments expressed as a percentage of the sum of capital and reserves, outside interests in group companies, and borrowings less cash and current investments.

(d) Net interest cover is profit before net interest and taxation divided by net interest.

(e) Combined earnings per share calculations are the Unilever Group net profit on ordinary activities and net profit after extraordinary items attributable to ordinary capital, divided by the average number of share units representing the combined ordinary capital of N.V. and PLC less internal and certain trust holdings.

Financial calendar

Annual General Meetings:

N.V.
10.30 a.m., Wednesday, 6th May, 1992
Concert- en Congresgebouw de Doelen
Entrance Kruisplein 30, Rotterdam.

PLC
11.00 a.m., Wednesday, 6th May, 1992
The Ballroom, Grosvenor House Hotel,
Park Lane, London W1A 3AA.

Interim announcements of results:

First quarter	Mid May	Nine months	Early November
First half year	Early August	Provisional for year	Late February

Dividend payments:

Interim	Announced November Paid December	Final	Proposed February Paid May

Publications

Versions of this booklet are available, with figures expressed in guilders, in Dutch and English and, with figures expressed in pounds sterling, in English. The 'Unilever Annual Accounts 1991' booklet is available in the same versions.

Copies of all versions of both booklets can be obtained without charge on application to Unilever N.V., External Affairs Department, PO Box 760, 3000 DK Rotterdam or Unilever PLC, External Affairs Department, PO Box 68, Unilever House, London EC4P 4BQ.

Head Offices:

Unilever N.V.
PO Box 760
3000 DK Rotterdam

Unilever PLC Registered Office
Port Sunlight
Wirral, Merseyside L62 4ZA

Unilever PLC
PO Box 68
Unilever House
London EC4P 4BQ

Unilever PLC Registrars
Barclays Registrars
PO Box 34, Octagon House, Gadbrook Park
Northwich, Cheshire CW9 7RD