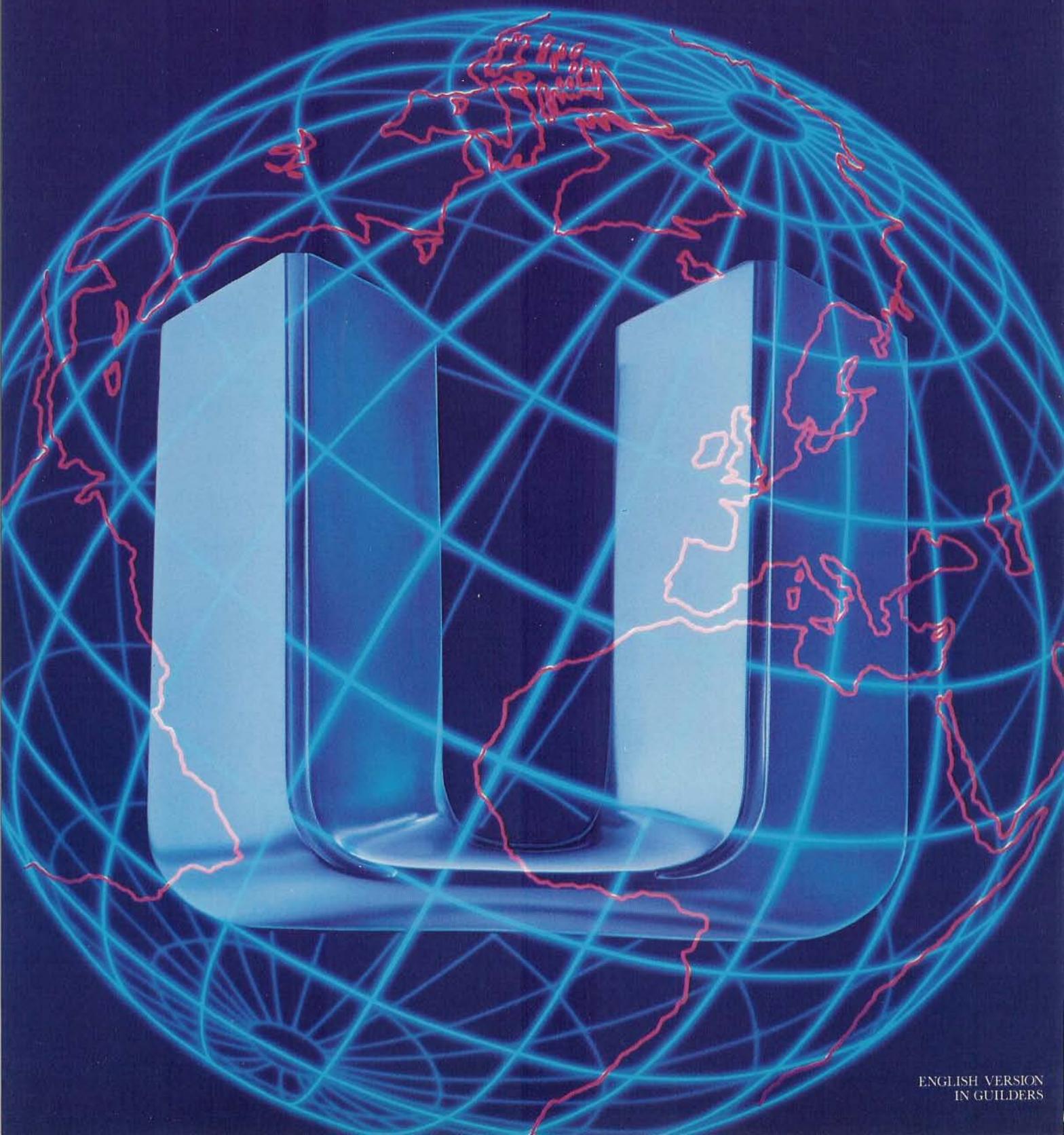


# Unilever in 1984

ANNUAL REPORT AND SALIENT FIGURES



ENGLISH VERSION  
IN GULDERS

# UNILEVER N.V. ANNUAL REPORT 1984 AND SALIENT FIGURES

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## Introduction

The first part of this booklet comprises an English translation of the Unilever N.V. Directors' Report for 1984, preceded by a foreword from the Chairmen of the two Unilever parent companies. The second part, entitled 'Salient Figures', contains extracts from the combined consolidated annual accounts 1984 of Unilever N.V. and Unilever PLC, comparative figures for earlier years, and further information of interest to shareholders. Except where stated otherwise, currency figures in this booklet are expressed in guilders and are for N.V. and PLC combined.

The complete Unilever N.V. annual accounts for 1984, together with the auditors' report thereon and some additional information, are contained in a separate publication in Dutch, which is also available in an English translation entitled 'Unilever in 1984, Annual Accounts'. That booklet comprises the annual accounts expressed in guilders of N.V. and the N.V. Group, the PLC Group, and the combined N.V. and PLC Groups.

The original Dutch versions of the two booklets mentioned above together comprise the complete annual report and accounts and further statutory information, as drawn up by the Board of Directors of Unilever N.V. in accordance with Dutch legislation.

There are also English versions of both booklets issued by Unilever PLC with currency figures in pounds sterling. In addition an English version of this booklet issued jointly by N.V. and PLC is available, with currency figures translated into dollars.

For further information about the various versions and where these can be obtained, see page 39.

# UNILEVER

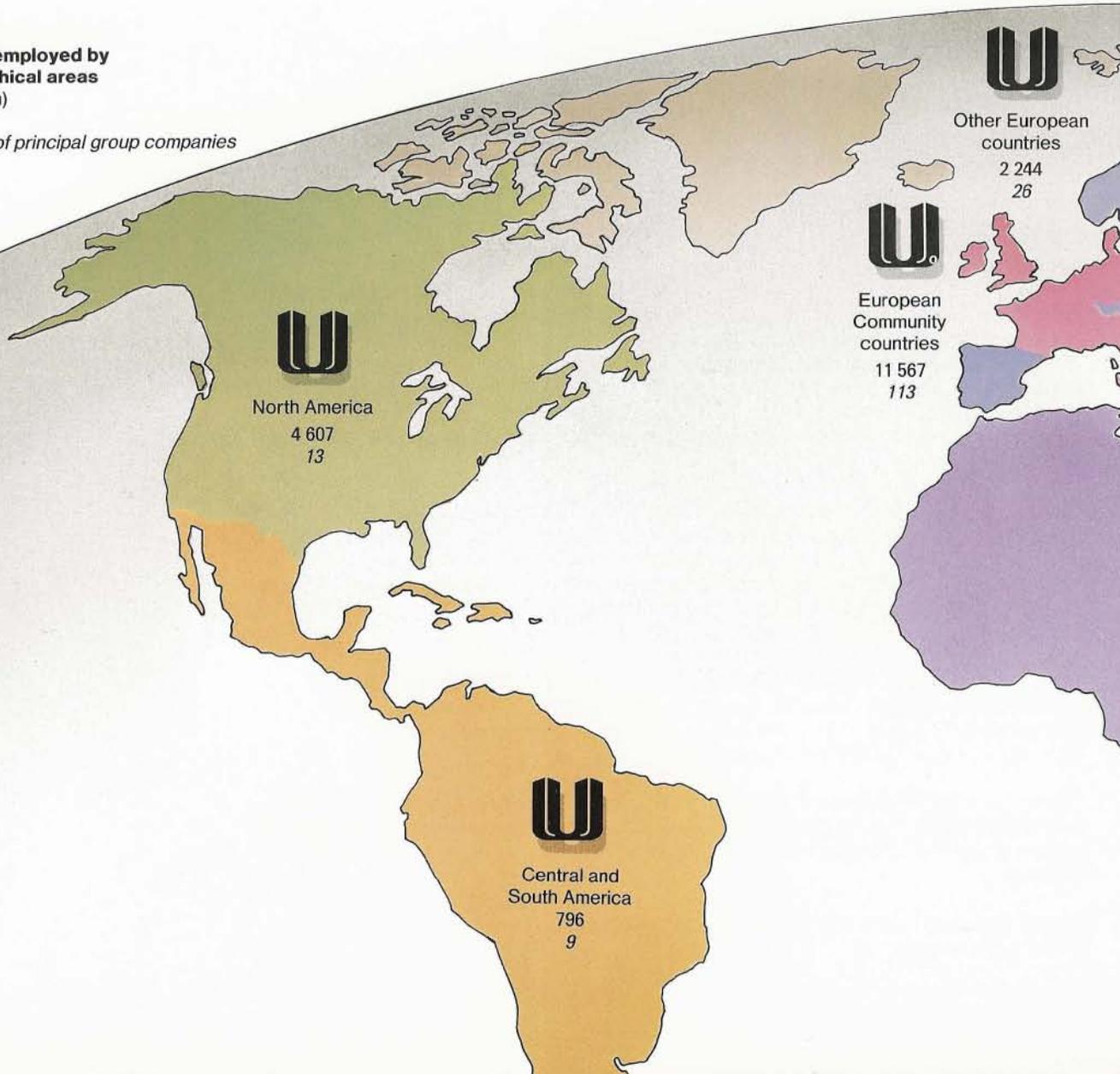
The Unilever group of companies provides a wide range of products and services in some 75 countries, employing about 320 000 people. In most of these countries the products are manufactured locally. Unilever has existed for more than 50 years as a group, but can trace its roots back much further than that.

There are two parent companies: Unilever N.V., Rotterdam, and Unilever PLC, London, which operate as nearly as is practicable as a single company. They have identical Boards of Directors and are linked by a series of agreements of which the principal is the Equalisation Agreement. Among other things, this equalises the dividends payable on the ordinary capitals of N.V. and PLC according to a formula set out in the Agreement.

The combined affairs of N.V. and PLC are, therefore, more important to

**Capital employed by geographical areas**  
(Fl. million)

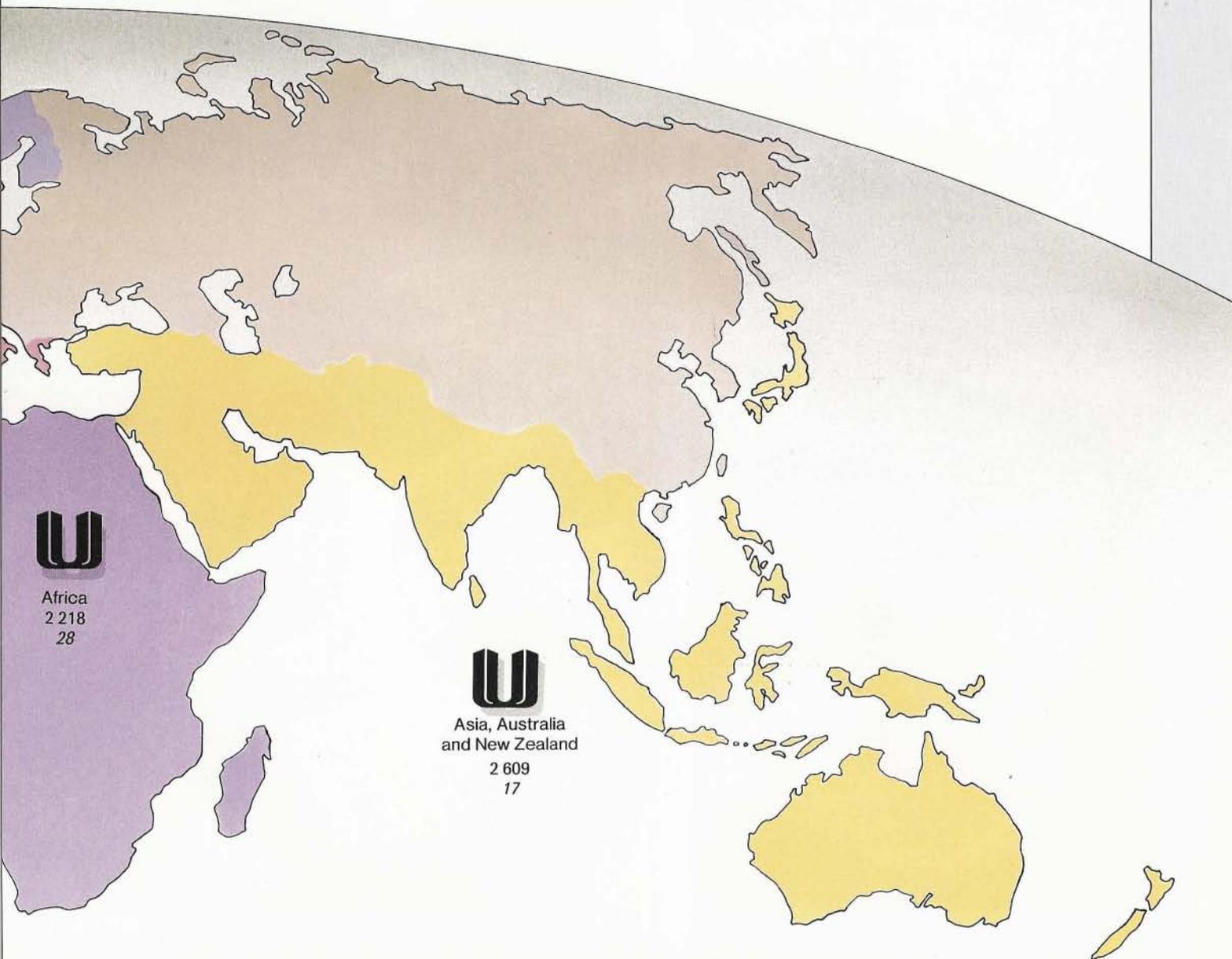
*Number of principal group companies*



shareholders than those of the two separate companies and this review deals with the operations and results of Unilever as a whole. Unilever shares are listed in Amsterdam, London, New York and on other stock exchanges in Continental Europe.

The larger part of Unilever's business is in consumer goods: mainly food and drinks, detergents and personal products. The food and drinks include margarine, edible fats and oils, frozen foods and ice cream, tea, soup and meat.

Unilever's other activities include chemicals, animal feeds, paper, plastics and packaging, and plantations. In addition, UAC International has substantial interests, mostly in associated companies, in Africa and other parts of the world in diverse industrial ventures, and as merchants and specialist distributors.





## FINANCIAL HIGHLIGHTS

	1983	1984
<b>Results</b>		
Fl. million		
Turnover	59 434	66 791
Operating profit	3 323	3 841
Profit on ordinary activities before taxation	3 416	3 823
Profit on ordinary activities after taxation	1 850	2 218
Profit on ordinary activities attributable to shareholders	1 713	2 078
Extraordinary items	—	(108)
Ordinary dividends	(634)	(684)
Profit of the year retained	1 063	1 270
<b>Earnings per share <sup>a)</sup></b>		
Guilders per Fl. 20 of capital	30.46	37.01
Pence per 25p of capital	102.84	134.33
<b>Ordinary dividends</b>		
N.V.: Guilders per Fl. 20 of capital	13.02	14.11
PLC: Pence per 25p of capital	30.86	35.52
<b>Shareholders' equity per share</b>		
Guilders per Fl. 20 of capital	247	248
Pence per 25p of capital	833	901
	%	%
<b>Return on capital employed</b>	8.8	9.9

<sup>a)</sup> For method of calculation see note on page 35.

Left: *PG tips*, the favourite tea in the United Kingdom, is just one of many leading brands to have joined Unilever's existing range of food and drinks products as a result of the acquisition of the Brooke Bond Group. The results shown above do not include Brooke Bond whose results for the fourth quarter 1984 and for 1985 will be included in next year's accounts.

**Directors  
N.V. and PLC**

F. A. Majers  
*Chairman N.V.*  
*Vice-Chairman PLC*

Sir Kenneth Durham  
*Chairman PLC*  
*Vice-Chairman N.V.*

Sir Geoffrey Allen  
M. R. Angus (*Vice-Chairman PLC*)  
R. W. Archer  
P. V. M. Egan  
J. P. Erbê (*Vice-Chairman N.V.*)  
J. A. Houtzager  
J. Louden  
F. W. L. Mann  
H. Meij  
Jhr. I. E. B. Quarles van Ufford  
C. F. Sedcole (*Vice-Chairman PLC*)  
A. W. P. Stenham  
G. K. G. Stevens  
M. Tabaksblat  
T. Thomas  
K. H. Veldhuis  
E. J. Verloop

**Advisory Directors**

B. W. Biesheuvel  
T. Browaldh  
Fletcher L. Byrom  
The Rt. Hon. the Lord Hunt of Tanworth  
The Rt. Hon. the Viscount Leverhulme  
D. Spethmann  
E. P. Wellenstein

**Secretaries of N.V. and PLC**

T. Drion  
M. D. Snoxall

**Auditors of N.V.**

Price Waterhouse Nederland  
Coopers & Lybrand Nederland

The list above contains the names of all the Directors in office both at 31st December, 1984, and at the date of signing the Report and Accounts 2nd April, 1985.

As stated in the Report and Accounts 1983 Mr. H. F. van den Hoven, Chairman of N.V. and Vice-Chairman of PLC, retired at the Annual General Meetings in 1984.



F. A. Majers



Sir Kenneth Durham

## FOREWORD

We continued in 1984 to concentrate even more on our core businesses, namely consumer goods – foods, detergents and personal products – specialty chemicals, plantations and selected activities of UAC International, and to focus our financial resources on them. In these markets we have further strengthened our position by the careful allocation of managerial resources in marketing, sales, production, distribution and research.

As a result, we are pleased to report that Unilever made good progress and that our profit attributable was 21% higher in guilders and 31% higher in sterling than the previous year. This was achieved notwithstanding a modest increase in sales volume and is therefore basically the reflection of the efforts at all levels of the Concern to improve efficiencies and introduce new, better products.

An essential feature of our strategy is to develop strong brands based on superior technical performance and to promote them vigorously. We actively pursued this during 1984 and our shares of most key markets increased. This was particularly the case in the United States where all our companies progressed well, often against strong competition. Our market position in South-East Asia also continued to improve and we see major growth opportunities there in the future.

In addition to this strengthening of our well-known brands we have increasingly looked for acquisitions which would reinforce our key activities. Over the past two years we have made 32 acquisitions of various sizes, all in focal areas of the business. The most notable of these was the Brooke Bond Group, and this strengthened our worldwide positions in tea and other foods. Other important acquisitions included margarine businesses in the United States and Turkey, detergents companies in Brazil and Taiwan and a wet-milling starch plant in the United States. All of these illustrate our determination to expand our interests in selected areas.

For good historical reasons, Unilever has businesses which we consider are not of strategic value. We have decided to sell these when possible to allow us to focus on our core businesses even more sharply. During the year, we were able to sell 12 such companies, usually to groups who we believe offer them better prospects.

Of course there are some developments affecting our business adversely. The EEC system of heavily subsidising the disposal of butter surpluses is not only unnecessarily expensive for the Community but also harms the margarine industry. Trading conditions in West Africa continue to affect UAC International adversely, but we have been encouraged by the way in which the expertise and skill of the management, both in Europe and Africa, has enabled them to cope with the situation.

With emphasis on the core businesses and with the considerable skills throughout the Concern, we are confident that we will be able to benefit from the opportunities we see. To do this we shall continue to improve our existing products, develop new products and serve the consumer better in the areas where we have built up so much expertise over the years.



Sir Kenneth Durham  
Chairman Unilever PLC  
Vice-Chairman Unilever N.V.



F. A. Maljers  
Chairman Unilever N.V.  
Vice-Chairman Unilever PLC

## DIRECTORS' REPORT GENERAL

**The better performance in Europe is particularly welcome**

### Results

It is pleasing to report an improvement in the performance of Unilever in 1984, with sales advancing from 1983 levels by 12% in guilders and 21% in sterling, and profit on ordinary activities by 21% in guilders and 31% in sterling. These results have been achieved against the background of a modest increase in sales volume. The different performances in guilders and sterling arise from a change in the sterling/guilder rate of exchange at the end of 1984 compared with the rate at the end of 1983.

The improved results are widely spread throughout our business, as indicated in the reports on the various areas of activity that follow, but the better performance in Europe is particularly welcome.

The profit on ordinary activities in 1984 has been arrived at after exceptional items, including the costs of restructuring in some of our businesses, of Fl. 249 million.

The extraordinary item of Fl. 108 million comprises the Fl. 248 million deferred tax credit arising as a consequence of favourable tax changes enacted in the

United Kingdom Finance Act 1984, together with an extraordinary charge of Fl. 356 million. This latter charge is consequent on the decision to withdraw from certain activities.

Profits of the Brooke Bond Group for the fourth quarter 1984 will be taken up in Unilever's 1985 results, together with the fourth quarter finance costs of the acquisition which are also being carried forward to 1985.

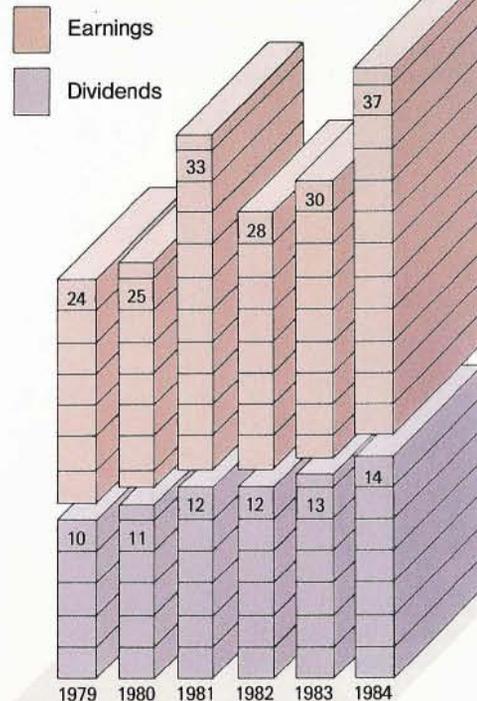
### Finance

Capital expenditure in 1984 amounted to Fl. 2 466 million (1983: Fl. 2 180 million). The tables on page 34 give an analysis by geographical areas and by operations, also for earlier years.

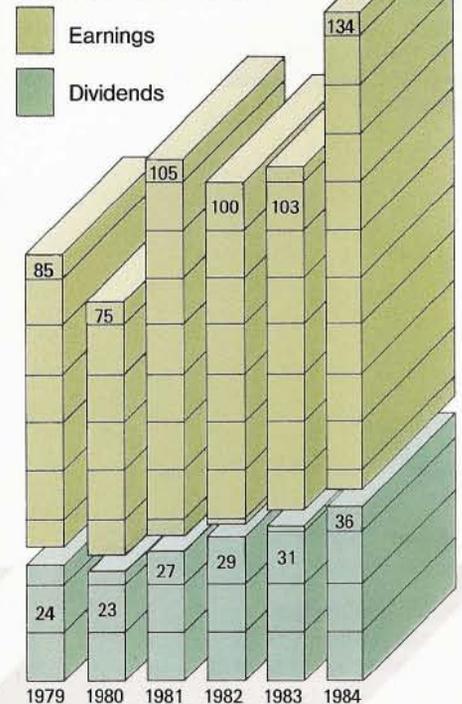
In 1984 Board approval was given to capital projects totalling Fl. 2 538 million

### Earnings and dividends per share

Guilders per Fl. 20 of capital



Pence per 25p of capital



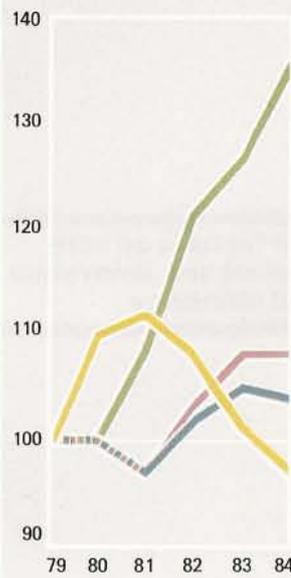


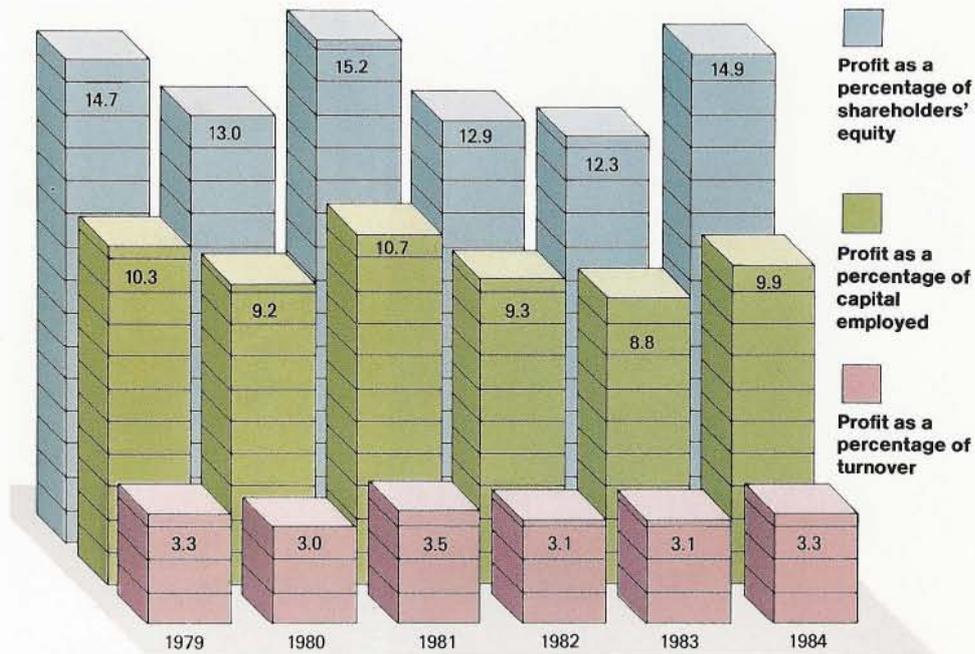
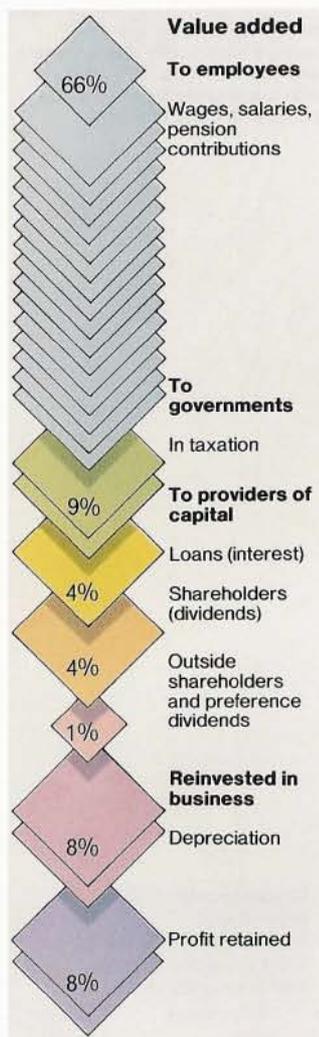
Judging a blend of fragrances to find the right smell is the art of the creative team at PPF International's new centre in Paris. PPF supply a wide range of perfumes including many for Unilever products.

**Currency rate movements**

Source: Morgan Guaranty Trust - Average effective exchange rates 1979 = 100

— Deutschmark — Dollar  
— Guilder — Pound





(1983: Fl. 2 538 million). Some of the more important projects are described on page 25.

During 1984 we spent more than Fl. 2 000 million on acquisitions, including Shedd, an edible fats business in the United States, and Campiero, a consumer detergents business in Brazil. By the end of 1984 we had also acquired more than 97% of the shares in Brooke Bond Group, following the successful bid in October, and the remaining shares will be compulsorily acquired in 1985. The consolidated acquisition balance sheet of Brooke Bond, made up to 30th September, 1984, has been incorporated in the Unilever balance sheet as at 31st December, 1984.

Our 1984 activity in the field of acquisitions led to a reduction in net liquid funds during the year of Fl. 1 789 million, but our financial position remains strong with a gearing at 31st December, 1984 of 34%.

### Outlook for 1985

The economies of most of the countries which are important to us are expected to continue to grow in 1985, but with a slowdown in North America. In Europe economic policies will continue to restrain private consumption.

We remain confident that Unilever will increasingly reap the benefit of the steps we have taken over a number of years to restructure our businesses. We shall continue with our policies of expanding and strengthening our core businesses by investment and acquisition, of encouraging innovation and product development, and of paying strict regard to efficiency and cost reduction.

**Our focus is on core businesses, innovation and efficiency**

## DIRECTORS' REPORT REVIEW BY REGIONS

### Europe

We started the year 1984 with cautious optimism about the continued improvement in economic conditions for our European operations. We recognised that problems, such as the high levels of unemployment and the European Community's budget, were unlikely to be resolved, but we hoped for some progress towards their solution. Economic growth was modest, although in some of our most important countries, including the Netherlands, the United Kingdom and Germany, it was 2% or more. Although consumer spending increased slightly, our markets were largely static and competition was fierce with manufacturers striving to increase their shares.

The problems faced by the European Community remain, although some adjustments were made to the Common Agricultural Policy. The introduction of a milk quota system was a step in the right direction, but a lot remains to be done. In an effort to reduce extraordinarily high butter stocks the European Commission once again ran a cheap Christmas butter promotion. This places a heavy cost on the Community and does not touch the root causes of the butter surplus. Moreover, such promotions cause considerable harm to the margarine industry.

The prices of two of our most important raw materials, tea and edible oils and fats, were very volatile during the year. The prices of oils and fats rose sharply in the first half of 1984 and, although they declined in the second half, the average was higher than in 1983. Tea prices on the contrary dropped back from their opening high level only to return there in the second half, but remained higher than 1983 prices throughout the year.

Against this background our European activities performed satisfactorily. The value of our sales rose by 7% although volume was little changed. Operating profit improved by 16%. Our businesses in the Netherlands and the United Kingdom progressed well. Operations in Germany were less resilient and some of our companies there failed to maintain their previous level of contribution. Nearly all other European countries improved upon their previous performances.

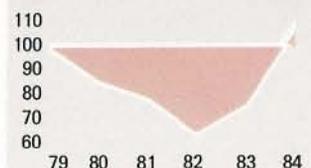
In most markets we maintained or increased our market shares, both by improving our existing successful products and by introducing new ones. Emphasis was placed on reducing costs, increasing operating efficiencies and raising productivity; a number of companies were restructured to this end. In line with our policy of concentrating on our core businesses and withdrawing from peripheral activities, we made some important acquisitions and disposed of several companies. In transport, Tibbett &

Fl. million	1983	1984
<b>Turnover</b>	37 938	<b>40 544</b>
<b>Operating profit</b>	1 473	<b>1 707</b>

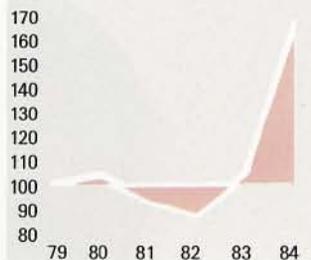
### World raw material price developments

Indices are based on yearly average prices expressed in US dollars

#### Edible fats and oils



#### Tea



Left: The new Lever France factory at St. Vulbas, near Lyon, went into production in 1984 expanding facilities for *Sun* dish washing powder and salt and *Cif* liquid abrasive.



**There was heavy investment in the United States**

Britten and General Freight were sold and the sales of Norfolk Line and SPD were under negotiation at the end of the year. We also sold J. P. Wood, a poultry business, and UCSL, our computer business, both in the United Kingdom, and Fayard et Ravel, a packaging operation in France.

Mainly through our United States companies' energetic response to market opportunities, total results for North America improved. Profits grew less than sales because of investment made in extending our activities and enlarging our businesses in the United States.

Lever Brothers invested heavily and began to put a number of their successful new products into national distribution. The results were most encouraging. The purchase of Shedd Food Products Division, the margarine operations of Beatrice Foods Company, was completed in February 1984. The combination of Shedd with Lever Brothers' existing margarine business places the company in the front rank of United States margarine manufacturers and results have met our high expectations.

National Starch's adhesive and starch operations continued to do well. Growth in the sales of starch products called for additional production capacity and Corn Products' wet-milling plant in Kansas was bought to provide it. To enable the company to extend its food ingredients operations, National Starch also acquired Microlife, a small high-technology company supplying dairy cultures.

Lipton maintained its record of improving in profitability every year. All sectors of the business made valuable contributions to

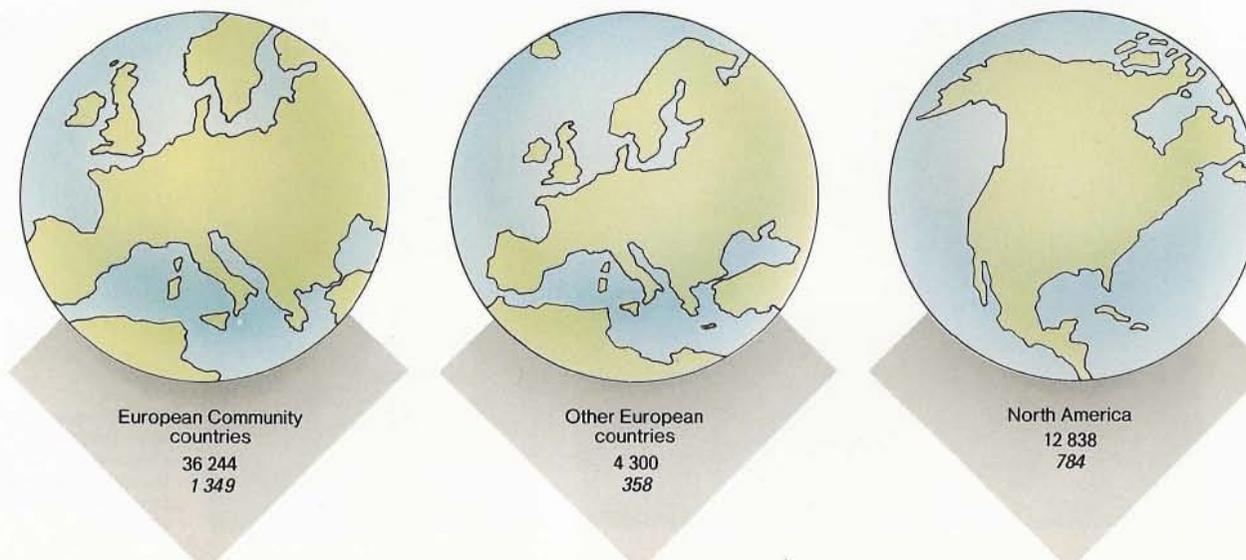
**North America**

Fl. million	1983	1984
Turnover	9 550	12 838
Operating profit	622	784

Economic activity in the United States surged ahead, particularly in the first half of the year, and consumer spending, which rose by more than 5% during 1984, was buoyant. Growth in the Canadian economy, however, was slower.

**Turnover by geographical areas 1984 (Fl. million)**

**Operating profit by geographical areas 1984 (Fl. million)**



this success and maintained or improved their market shares.

The purchase of Norda, which runs flavours and perfumery businesses in the United States and Canada, had been agreed by the end of the year. This will enlarge our small but developing business in that field in North America.

Some of our Canadian companies found the going hard and results fell short of expectations.

Africa was economically depressed and many countries suffered severely from drought. In consequence, consumer markets were generally weak. Some OPEC countries took steps to cut back on imports as a result of sagging crude oil prices.

The value of sales increased by 12% and profits improved by 10%. All regions made substantial contributions to total results.

We continued our policy of selective investment and capital expenditure amounted to Fl. 458 million. Priority was given to strengthening our existing businesses. We also acquired Karatas, an edible oils and fats business in Turkey, and Trituraf, an edible oils and soap company in the Ivory Coast. In addition, opportunities to enter territories new to us were sought and in Taiwan we acquired in 1984 50% of the share capital of the Formosa United Industrial Corporation, which manufactures and sells detergents and personal products.

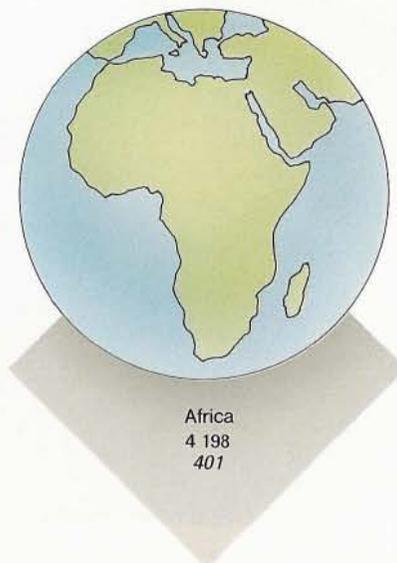
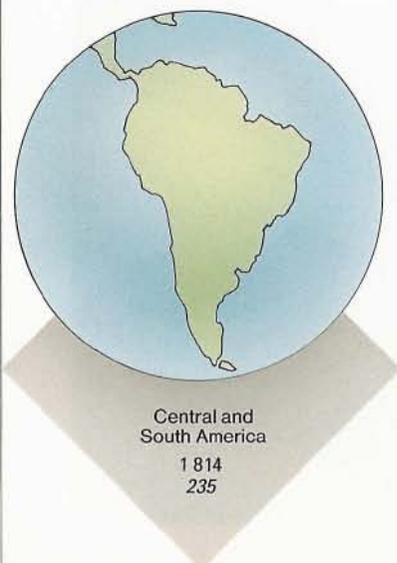
**We sought growth opportunities in South-East Asia**

**The Rest of the World**

Outside Europe and North America economic conditions varied widely. The rise in commodity prices during the first part of the year benefited the economies of a number of countries. In South-East Asia this led to increased consumption and expanded markets. By contrast, many Latin American countries had to use their export earnings to reduce their payments deficits and living standards fell. Much of

Fl. million	1983	1984
Turnover	11 946	13 409
Operating profit	1 228	1 350

Total 66 791  
Total 3 841



## DIRECTORS' REPORT REVIEW BY OPERATIONS

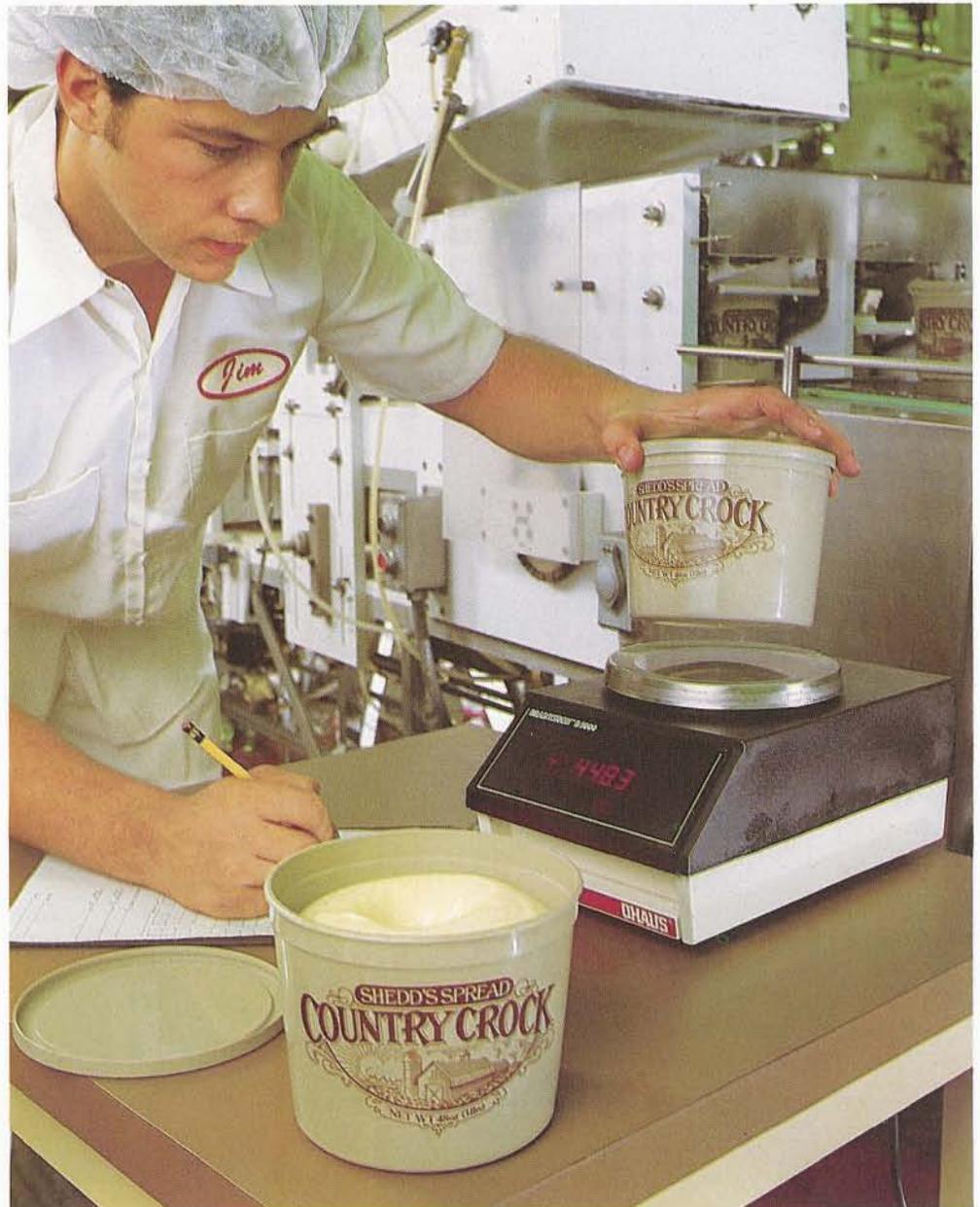
### Margarine, edible fats and oils, dairy products

Fl. million	1983	1984
Turnover	14 852	18 331
Operating profit	799	825

Our edible fats and dairy companies did not have an easy year. Raw material prices hit unprecedented heights and, with rising product prices, the expansion in the margarine market was limited. Increases in raw material costs could not be passed on to consumers in full and consequently margins contracted and profits were affected.

In Europe the differential between butter prices and margarine prices narrowed considerably and for once butter gained share from margarine. The premium sector, in which we are most strongly represented, suffered more than the cheaper end of the market. Nevertheless, we managed successfully to defend our shares in most countries.

Product improvement and the introduction of new brands into new market sectors helped to maintain sales. To meet consumers' concern about reducing their



Check-weighing *Country Croak*, the leading low-fat spread in the United States acquired with Shedd in 1984.

calorie intake, new low-calorie spreads were launched, including *Lätta* in Sweden and *Effi* in Belgium. In the Netherlands *Era* halvarine was improved in quality and relaunched. The successful range of reduced-calorie products, *Du darfst*, made excellent progress in Germany.

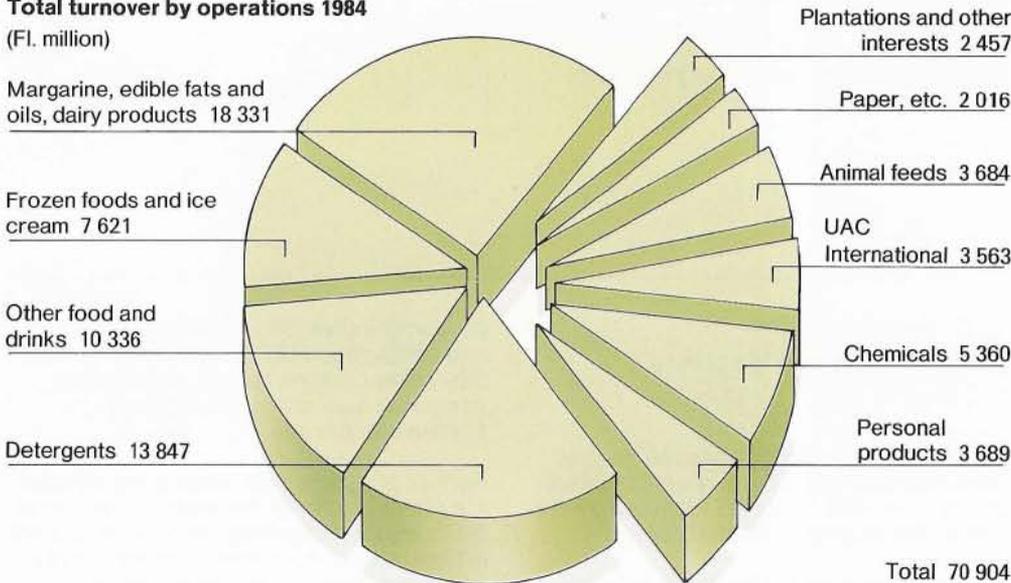
Good results were achieved by our businesses serving the bakery and catering trade, despite increased competition from subsidised butter. Improvements in our specialist margarines were well received and sales of other

bakery materials, including new products, went well.

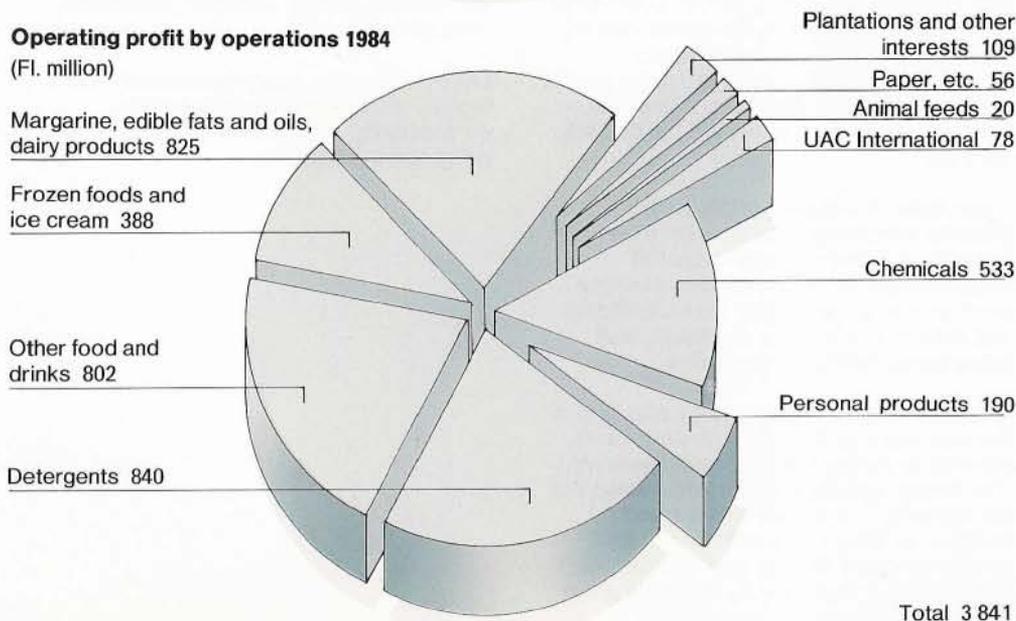
Further growth was achieved in cheese products and profitability improved. Results from fresh dairy products were disappointing.

Our companies in the Netherlands and the United Kingdom did very well. The Finnish, French, Spanish and Swedish companies improved their results. The cost of measures initiated to improve the efficiency of our German and Belgian

**Total turnover by operations 1984**  
(Fl. million)



**Operating profit by operations 1984**  
(Fl. million)



companies has adversely affected results.

Our margarine business in the United States did well, despite a decline in the market. The acquisition of Shedd considerably increased our market share and its *Country Crock* brand continued to grow steadily.

In the rest of the world our volume grew by 5%, although the edible fats and oils market lacked growth in most countries. In general results improved satisfactorily, but price controls in some places held back our attempts to recover raw material cost increases. Good contributions were made in Colombia and the Ivory Coast and also in Turkey where our licensed capacity was increased and where, in order to supply a growing market, a new factory will be in operation in 1985.

The oil milling business had a difficult year with lower crushing margins and reduced volume. In contrast, our speciality fats business had another good year with sales to food manufacturers and the confectionery industry substantially higher and profits well up on 1983.

### Frozen foods and ice cream

Fl. million	1983	1984
Turnover	7 299	7 621
Operating profit	266	388

These figures include those of fish and restaurants described on page 23.

Actions taken earlier to raise the level of our performance in frozen products began to pay off in 1984. Volume increased by 2% and profits improved substantially.

The quick frozen food market in Europe was buoyant and nearly all our companies contributed strongly to the better results. These were helped by much lower restructuring costs than in previous years. Our businesses in the United Kingdom, Germany and Italy performed particularly strongly.

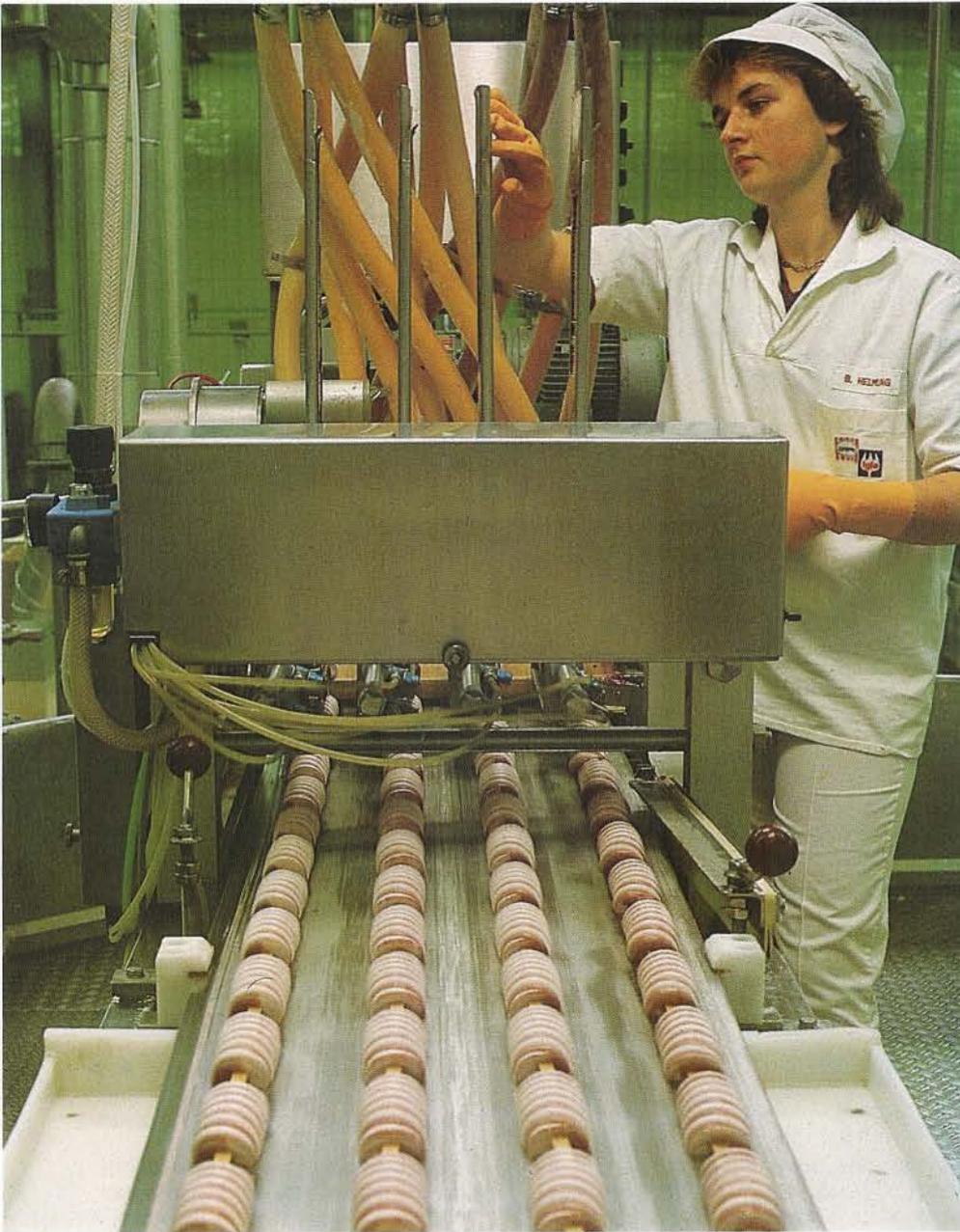
Operations in the Netherlands also showed encouraging progress. New market approaches were adopted generally and worthwhile gains in share were secured, especially in ready meals and fish products. New products, well advertised, led to better profits.

In most of Europe the weather was bad in the summer and this hit ice cream sales, especially during the peak selling months. The United Kingdom and Ireland were the exceptions. Compared to the good summer in 1983, sales volume fell and profits dropped slightly, but we managed to maintain or improve our share of most markets. The demand for impulse

products, individually-wrapped ice cream and lollies, was dull. Nevertheless, a new lolly stick, *Calippo*, gained widespread consumer acceptance throughout Continental Europe.

Further progress was made in the dessert ice cream sector of the market. The *Carte d'Or* dessert range enjoyed volume growth in France and was introduced into other countries. Sales of *Viennetta*, another successful dessert product, improved throughout Europe.

Outside Europe, ice cream results were higher, with a considerably better performance in Australia and good progress in Malaysia.



*Twister* ice cream novelty, which for the first time presents three flavours of ice cream twisted on a stick, is shown here in production at Langnese-Iglo, Heppenheim, Germany.

### Other food and drinks

Our other food and drinks activities cover a broad range of product categories, the principal ones being tea, soup, dressings and meat. Determined efforts and considerable investments have been made to reorganise and strengthen many of the food and drinks companies. The improvement in 1984 results illustrates the satisfactory progress made so far.

Our tea businesses continued their penetration of the market, although higher raw material costs caused a slowdown in volume growth and slimmer margins. The *Lipton Yellow Label* tea brand maintained or increased its share of most markets. In Europe flavoured teas and blends of herbal infusions made steady progress. Lipton Export had a most satisfactory year. The United States market was less buoyant and the poor summer depressed sales of iced tea. Nevertheless, we maintained our strong position in the

Fl. million	1983	1984
Turnover	8 666	10 336
Operating profit	586	802

market. In our other territories, volume increased and in developed countries the swing from packet tea to tea bags continued.

The growth of instant *Cup-a-Soup* continued in many European countries and we launched a number of successful range extensions. Our efforts to revitalise the packet and canned soup sectors were rewarded in several countries. Good volume gains and improved profits were achieved in Australia. In the United States we further consolidated our strong market position and sales of regular and instant soups increased in Canada.

In Europe significant marketing initiatives have contributed to improving our position in dressings.

The results of our meat businesses in the Netherlands and Germany were much better, despite high raw material prices. In the United Kingdom, where pig prices rose sharply, we found it difficult to match last year's results.



We increased our share of the growing fabric softener market in most European countries with further introductions of concentrated products. Good progress was made with hand dishwash liquids, especially in France and Italy, and in the machine dishwash powder market.

### Detergents

Our margins came under pressure as a result of the intense competition in the detergents market. We took our share of market growth and our sales improved by 12%.

In Europe significant sales increases were registered in Belgium, France, Italy and Switzerland. Results in Germany were disappointing although we increased our share of a highly competitive but static market. In the United Kingdom our company faced aggressive competition, particularly in fabric washing powders. Sales of its main brand, *Persil Automatic*, recovered following the setback earlier in the year.

Our industrial detergents business continued to increase volume and improved its profitability. Its main strength is in Europe but elsewhere we are developing successfully in more than 25 countries.

In the United States our business is gaining strength. Its progress results from a sound performance by established brands combined with the successful introduction of new products. Considerable investment was made in the further extension of *Surf* laundry detergent, *Snuggle* liquid fabric softener and *Sunlight* powder for automatic dishwashing machines.

Fl. million	1983	1984
Turnover	12 343	13 847
Operating profit	856	840



This collating machine at the Lever Sunlight factory at Vlaardingen in the Netherlands handles the new two kilogram size All detergent cartons.

Outside Europe and North America good progress was made in sales and profits. Chile, India, Nigeria, South Africa and Thailand all continued to perform strongly. There was a notable recovery in Brazil, where an important consumer detergents business was acquired, and in the Philippines.

Important improvements designed to adjust capacity and improve efficiencies have been made to our factories throughout the world. A new factory was commissioned for dishwash powder and liquid abrasive cleanser production in France. Our factory manufacturing liquid detergent and fabric softener products in Italy was extended.

### Personal products

In the steadily growing markets for personal care products our business increased its share. Our efforts are concentrated mainly in the dental, hair, deodorant and skin care product areas. Sales developed satisfactorily. Profits reflected the investment in new products, in particular in the United States.

With higher consumer spending in this sector, the personal products markets in Europe grew and we improved our market position in highly competitive conditions. Prices and costs rose broadly in line with inflation.

Fl. million	1983	1984
Turnover	3 205	3 689
Operating profit	214	190

Making dental care fun for children is the emphasis of the *Aim* gel advertising in Australia.



In the toothpaste market we held our share against heavy competition. *Signal* and *Mentadent* did particularly well.

The successful *Rexona* deodorant brand was relaunched in a number of countries with additional variants. *Impulse* body spray increased its share of a market segment which attracted new competitors during the year.

Our growth in the shampoo market was led by *Timotei*, a frequent wash shampoo, which made significant gains in the Netherlands, the United Kingdom, France and Germany. In Italy *Clear* anti-dandruff shampoo made outstanding progress and *Dimension*, a new shampoo product first marketed in the United States, was introduced nationally. Our hair products business was further strengthened by renewed activity in the conditioner market.

In the United States we consolidated our share in the highly competitive toothpaste market and made gains in the mouthwash sector with *Signal* mouthwash. *Dimension* shampoo achieved a worthwhile share in a market bombarded by major competitive launches.

In other territories we continued to perform strongly. Sales were well up both in value and in volume. Our businesses in South-East Asian countries and Turkey were particularly successful. In South America too, we emerged well from the year despite difficult trading conditions.

### Chemicals

Market conditions for our chemical business were a good deal better than in previous years with the resumption of some industrial growth in European economies and a marked upturn in the economic performance of the United States. Our businesses took advantage of the opportunities available and a significant improvement in profitability was achieved. This improvement was enhanced by the investment we have made in restructuring, expanding and modernising our operations in the last few years.

Fl. million	1983	1984
Turnover	4 400	5 360
Operating profit	433	533

National Starch, which sells adhesives, resins and starches, had another excellent year with continuing growth in most parts of the business, resulting in a significant increase in profits. The company did particularly well in the North American market; its operations elsewhere also contributed handsomely.

Our European oleochemicals operation, Unichema, improved its margins and increased exports to the United States.

PPF International, our fragrances and flavours business, continued to perform most satisfactorily. It has now established a presence in the Netherlands, the United Kingdom, Brazil, France, Germany and the United States.

The Crosfield business in silicates and catalysts recovered substantially from its previous setback. A new series of petroleum-cracking catalysts, based upon our own research and development resources, has been successfully introduced in the market.

The emulsion operation, Vinyl Products, started the construction of a high-pressure plant in the Netherlands with a view to extending its business on the Continent.

### UAC International

UAC International has many diverse operations throughout East and West Africa, the Gulf, the United Kingdom and France. This account of its activities includes those carried on both by subsidiaries and by associated companies, of which the principal associated company is UAC of Nigeria.

During the year, UAC International undertook a rigorous strategic review of its operations. This is leading to a rationalisation of those activities which show limited profit potential or which are peripheral to mainstream operations. At the same time, UAC International will seek to enhance earnings from its core activities and those territories which have greatest potential.

Fl. million	1983	1984
Turnover	3 612	3 563
Operating profit	72	78



This road construction equipment in Ogun State, Nigeria is supplied by UAC, who assist many of the developing countries of tropical Africa with goods and services to aid food production and improve infrastructure.

In total, the results of UAC International were better than in 1983.

Steps were taken in Nigeria to reschedule the uninsured trade debt, but progress to date has been slow.

Notwithstanding the continuing depression in the Nigerian economy, UAC of Nigeria turned in a good performance, helped by increased sourcing of local products, a lively textile trade and better margins in the under-supplied market, as well as by a rationalisation programme. Capital projects were initiated reflecting UAC of Nigeria's continued commitment to import substitution.

The Nigerian brewery companies again performed well, although they too were not immune from shortages of raw material supplies and spare parts.

The reduced trading activity in Nigeria, and in those neighbouring West African economies in part dependent on its huge market, caused merchandise shipments from Europe to fall sharply and we had to take steps to reduce costs in Europe.

Altogether our West African businesses

performed well under most difficult operating conditions. Results from our businesses in French-speaking Africa improved materially.

In Europe, the French electrical wholesaling operations produced better profits. In the United Kingdom several of our businesses felt the impact of lower demand, Leverton, our Caterpillar distribution company, being the main exception to this.

#### Other operations

##### Animal feeds

The European Community milk quota system introduced in the spring of 1984 had a serious and immediate effect on the sales of compound feeding stuff for cattle.



In consequence our businesses suffered loss of volume and this had an impact on profitability. Considerable restructuring of our United Kingdom business is under way.

#### **Paper, plastics and packaging**

The modest economic recovery in Europe and rapid growth in the United States provided the basis for a return to profit for our paper, plastics and packaging operations. Actions taken in recent years to reduce costs and to realign production to the supply of those market sectors with above average growth enabled some companies to out-perform their markets. Board margins remained low but our European packaging business and exports of wall-coverings to North America produced much better results.

#### **Plantations**

Improved oil prices and production resulted in an excellent year for our plantations. The performance of our oil palm estates in Thailand, in which a majority shareholding was acquired in 1983, is being steadily improved. The newly-developed oil palm estate in Colombia began to yield its first fruits towards the end of the year. The two production units in Malaysia and the United

Kingdom for the cloning of palms continued their expansion and a total of over 200 000 clones were produced and sold.

#### **Fish and restaurants**

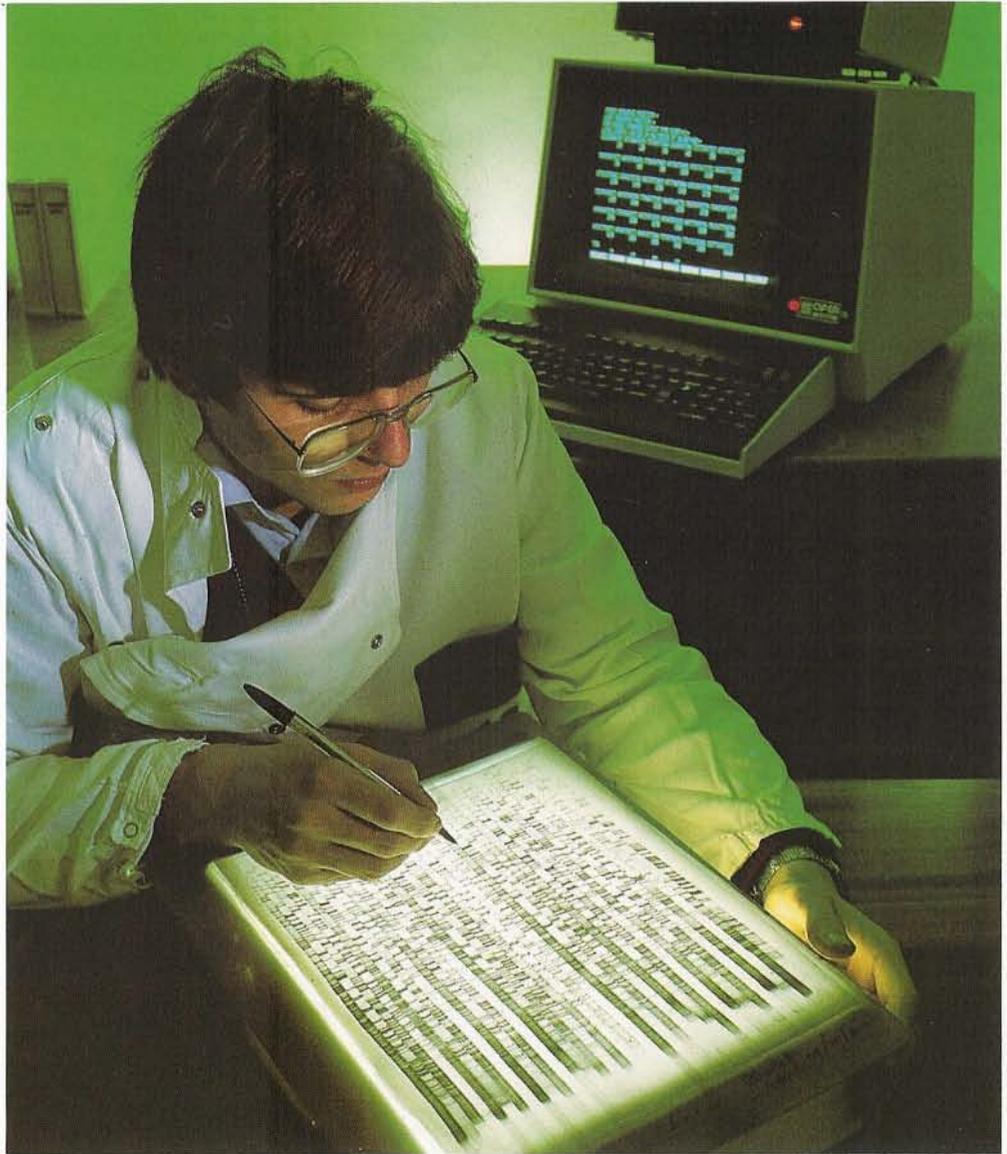
Nordsee's results as a whole were disappointing and below those of 1983, mainly because of poor trawling results. Trawling suffered from low catches, due to extreme weather conditions and the regulation of fishing grounds.

The results of the fish restaurant business in Europe were maintained. Our fast food company in Canada had an excellent year.



A thriving nursery near the foothills of the Colombian Andes. This new plantation is on one of the first fully irrigated palm estates to be developed in the world.

## DIRECTORS' REPORT OTHER SUBJECTS



Deciphering the genes that specify individual proteins (the genetic message), shown here at the Unilever Research Colworth laboratory in the United Kingdom, is an important stage in the application of new genetic technologies to crop plant improvement.

### Research and development

In 1984 research and development expenditure amounted to Fl. 1 000 million (1983: Fl. 923 million), divided between research and engineering facilities in Europe, India and the United States, and company development laboratories in more than 40 countries throughout the world.

Our research activities are consistently aimed at improving our competitive position through the application of new scientific developments to our products and processes. This demands close

collaboration not only between the technical and non-technical functions in the business but also between the scientific and engineering disciplines.

Biotechnology, one of the areas in which a multi-disciplinary approach is essential, has the particular attraction that it allows us to produce specialised products using a relatively simple process. First applications will be in the field of improved edible oil products.

As a result of our research into immunology, microbiology and enzyme systems a new operation has been formed for the development and eventual manufacture of medical diagnostic kits.

In the physico-chemical area, our ability to formulate liquids with complex structures is being exploited in many products. A recent example is the development throughout Europe of highly concentrated fabric softeners. Our unique patented method of suppressing unpleasant odour has been exploited in toilet soaps and is now being applied to fabric washing powders. In shampoos our new anti-dandruff ingredient provides important product advantages and wider marketing opportunities.

New extrusion and moulding techniques have enabled us to make specially shaped ice cream and ice lolly products. This technology will also have applications in other parts of the business.

Unilever is in the forefront of new developments in 'knowledge engineering' whereby the experience and understanding of experts can be stored in computer systems for subsequent use by other people. These developments have aroused great outside interest.

Another major computer application is the handling of manufacturing process data; key information is collected and processed to provide technicians with an effective control tool.

The transfer of technology between factories and from research into factories is continually bringing benefits from improved product quality, reduced effluent problems and bigger cost savings. In addition this integrated activity between the technical staff in the central service departments and the companies provides the feedback needed for the sharper definition of areas for future investigation by our central research and engineering programmes.

### Capital projects

Capital projects totalling Fl. 2 538 million were approved by the Board in 1984 (1983: Fl. 2 538 million). These projects include:

Modernisation of an edible oils refinery in Germany.

Extension in the United Kingdom to our production line facilities for ready packed frozen meals.

Upgrading of production facilities in the United Kingdom for instant soups and meals.

Construction of an emulsion polymerisation plant in the Netherlands.

Reforestation project in Nigeria to extend the supply of primary raw material for our timber products business.

Purchase of a wet-milling plant in the United States and the installation of starch drying and treatment facilities.

Expansion and modernisation of facilities for the manufacture of detergent powders in the United States and Canada.



These semi-continuous edible oil deodorisers are part of a new oil processing department at Van den Bergh en Jurgens margarine factory at Nassaukade, Rotterdam, in the Netherlands. The equipment, which incorporates advanced automation, will give energy savings.

## Personnel

The results of the year depend, as always, on the skills, abilities and commitment of the people who work in the business. Once again their productivity has increased markedly. The effective management of our people and all that relates to their employment continues to be a preoccupation of our managements throughout the world.

Keeping up with the demands of a changing and increasingly complex environment is a priority for all and a high standard of training is important in preparing ourselves for the future. We invest heavily in training and believe that effective learning is best achieved by planned work experience supplemented by periods of formal training.

We put heavy emphasis on the recruitment, progress and training of those who show potential for top positions in the future. Many of those who will run the business in the first two decades of the next century are in our employment today. Making sure that they get the experience to develop that potential in a range of operating posts in different countries and product areas is the central concern of our management development activities.

It is also a challenge to keep all our employees in touch with the aims of the business. Consultation is important everywhere. In many countries the law imposes a particular format, but there is no single best way to inform and consult those who work in the business at all levels. Our companies all over the world continue to develop ways appropriate to the local situations.

The table below shows the total number of employees and the employees in our associated companies at the end of the year. The 1984 figures reflect the increase resulting from the acquisition of Brooke Bond Group. The table also gives a picture of the geographical distribution, together with comparable figures for 1983:

	Parent and group companies		Associated companies		Totals	
	1983	1984	1983	1984	1983	1984
(000's)						
European Community countries	134	134	3	2	137	136
Other European countries	14	14	1	1	15	15
North America	19	22	–	–	19	22
Central and South America	11	11	2	2	13	13
Africa	50	83	28	24	78	107
Asia, Australia, New Zealand	39	55	5	18	44	73
	267	319	39	47	306	366

## Directors

As already announced, Mr J. Louden, Mr F. W. L. Mann, Jonkheer I. E. B. Quarles van Ufford and Mr C. F. Sedcole will not be offering themselves for re-election at the next Annual General Meetings.

Mr Louden joined the United Africa Company 35 years ago, and apart from a short spell with the Overseas Committee, has spent his entire career with that business. In 1978 he was elected to the Boards of Unilever and became Chairman of UAC International the following year.

Mr Mann was born in Australia and joined our business in that country in 1948. After service in New Zealand, Thailand and the United Kingdom he returned to Australia as Chairman. He joined the Boards of Unilever in 1977 on his appointment as Co-ordinator of our detergents business.

Jonkheer Quarles van Ufford joined our Dutch business in 1949 and later worked in France, Indonesia, Iran, Burma and Sweden. He was elected to the Boards of Unilever in 1974 and became the Co-ordinator of our transport and, later, our animal feeds and meat businesses. He took up his present post as a Member of the Overseas Committee in 1982.

Mr Sedcole joined Unilever 33 years ago as a management trainee and then spent several years in our frozen products businesses. He became a Member of the Overseas Committee in 1971 and was elected to the Boards of Unilever in 1974. In 1976 he was appointed Chairman of UAC International, returning to the Overseas Committee as Chairman in 1979. He was elected a Vice-Chairman of Unilever PLC in 1982.

Their colleagues wish to record their gratitude to all four Directors for their wise and valued counsel and their distinguished contribution to the business over many years.

All the remaining Directors named on page 6 will, in accordance with the Articles of Association of N.V. and PLC, retire from office at the forthcoming Annual General Meetings and will offer themselves for re-election. In addition Mr M. Dowdall, Mr H. Eggerstedt and Mr M. S. Perry have been nominated for election as Directors of both Companies.

Mr Dowdall joined Unilever in 1954 and worked in our detergents businesses in the United Kingdom, Germany and France. In 1980 he was appointed Chairman of the United Kingdom animal feeds business, BOCM Silcock, and subsequently took up his present post of Deputy Detergents Co-ordinator in 1984.

Mr Eggerstedt, who is of German nationality, joined the margarine business in 1965. In 1978 he became Chairman of our Turkish business and in 1981 Chairman of Nordsee fishing and restaurant company. Since 1983 he has been Treasurer of Unilever.

Mr Perry joined Unilever in 1957 and spent a number of years in our detergents company in the Netherlands. For several years he then served overseas, managing businesses in Thailand, Argentina and Japan. He was appointed Joint Managing Director of UAC International in 1984.

**Dividends**

The Boards have resolved to recommend to the Annual General Meetings on 15th May, 1985 the declaration of final dividends on the ordinary capitals in respect of 1984 at the rates shown in the table below, which are equivalent in value in terms of the Equalisation Agreement:

	1983	1984
N.V. per Fl. 20 ordinary capital		
Interim	Fl. 4.44	Fl. 4.66
Final	Fl. 8.58	Fl. 9.45
<b>Total</b>	<b>Fl. 13.02</b>	<b>Fl. 14.11</b>
PLC per 25p ordinary share		
Interim	10.57p	11.49p
Final	20.29p	24.03p
<b>Total</b>	<b>30.86p</b>	<b>35.52p</b>

The N.V. final dividend will be payable as from 28th May, 1985 (or in the case of the New York shares on 11th June, 1985).

The PLC final dividend will be paid on 29th May, 1985 (or in the case of holders of American Depositary Receipts on 6th June, 1985) to shareholders registered on 30th April, 1985.

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 1984 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.

**Auditors**

Resolutions will be proposed for the reappointment of Price Waterhouse Nederland and Coopers & Lybrand Nederland as auditors of N.V. and Coopers & Lybrand and Price Waterhouse as auditors of PLC. Their present appointments will end at the conclusion of the Annual General Meetings.

By Order of the Board

T. Drion  
M. D. Snoxall  
Secretaries of Unilever N.V.

2nd April, 1985

## SALIENT FIGURES

The following figures are largely extracted from the full combined consolidated Unilever N.V. and Unilever PLC Annual Accounts for 1984 and earlier years, which have been prepared under the historical cost convention. They are 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 generally accepted accounting principles in the United Kingdom.

The figures on the following pages are expressed in Dutch guilders, except where stated otherwise. Fluctuations in exchange rates over time affect the combination of the financial statements of N.V. and PLC into a single currency, with the result that trends reflected in the guilder combined statements can differ significantly from the trends shown in the pounds sterling and US dollar combined statements contained in other versions of this booklet.

### Statement from the auditors

We have issued an unqualified report dated 2nd April, 1985 on the full accounts of Unilever N.V. and Unilever PLC and their combined accounts for the year 1984, which are included in the Annual Accounts 1984 of Unilever N.V. and Unilever PLC.

Auditors of Unilever N.V.	Auditors of Unilever PLC
Price Waterhouse Nederland The Hague	Coopers & Lybrand London
Coopers & Lybrand Nederland Rotterdam	Price Waterhouse London

## EXTRACTS FROM THE COMBINED CONSOLIDATED PROFIT AND LOSS ACCOUNTS OF UNILEVER N.V. AND UNILEVER PLC

for the year ended 31st December

Fl. million	1979	1980	1981	1982	1983	1984
<b>Turnover<sup>a)</sup></b>	43 251	51 468	56 115	55 903	59 434	<b>66 791</b>
Costs	(40 682)	(48 554)	(52 790)	(52 904)	(56 111)	<b>(62 950)</b>
<b>Operating profit</b>	2 569	2 914	3 325	2 999	3 323	<b>3 841</b>
Income from fixed investments <sup>b)</sup>	207	234	313	295	264	<b>292</b>
Other interest receivable and similar income	219	355	435	477	494	<b>459</b>
Interest payable and similar charges	(439)	(603)	(726)	(703)	(665)	<b>(769)</b>
<b>Financial items</b>	(13)	(14)	22	69	93	<b>(18)</b>
<b>Profit on ordinary activities before taxation</b>	2 556	2 900	3 347	3 068	3 416	<b>3 823</b>
Taxation	(1 133)	(1 371)	(1 381) <sup>e)</sup>	(1 351)	(1 566)	<b>(1 605)</b>
<b>Profit on ordinary activities after taxation</b>	1 423	1 529	1 966	1 717	1 850	<b>2 218</b>
Outside interests in group companies	(79)	(92)	(102)	(122)	(137)	<b>(140)</b>
<b>Profit on ordinary activities attributable to shareholders</b>	1 344	1 437	1 864	1 595	1 713	<b>2 078</b>
Extraordinary items, less taxation and outside interests	486 <sup>c)</sup>	—	—	—	—	<b>(108)<sup>f)</sup></b>
<b>Profit after extraordinary items attributable to shareholders</b>	1 830	1 437	1 864	1 595	1 713	<b>1 970</b>
Preference dividends	(16)	(16)	(16)	(16)	(16)	<b>(16)</b>
Dividends on ordinary capital	(489) <sup>d)</sup>	(540)	(586)	(578)	(634)	<b>(684)</b>
<b>Profit of the year retained</b>	1 325	881	1 262	1 001	1 063	<b>1 270</b>
<b>Movements in profit retained</b>						
Profit of the year retained	1 325	881	1 262	1 001	1 063	<b>1 270</b>
Goodwill	(123)	(15)	66	(165)	(51)	<b>(973)</b>
Effect of exchange rate changes <sup>g)</sup>	(100)	50	287	12	128	<b>315</b>
Sterling/guilder realignment <sup>g)</sup>	199	938	(419)	(676)	322	<b>(514)</b>
Net additions to profit retained	1 301	1 854	1 196	172	1 462	<b>98</b>
Profit retained – 1st January	6 825	8 126	9 980	11 176	11 348	<b>12 810</b>
<b>Profit retained – 31st December</b>	8 126	9 980	11 176	11 348	12 810	<b>12 908</b>

<sup>a)</sup> Turnover comprises sales of goods and services after deduction of discounts and sales taxes. It includes sales to related companies but does not include sales by related companies or sales between group companies.

However, the analysis of turnover by operations on page 33 includes internal turnover, which represents sales between different product groups within Unilever. The inclusion of internal turnover in the total turnover of the individual product groups properly reflects the turnover to which the operating profit of these groups should be related.

<sup>b)</sup> Includes share of associated companies' profit before taxation

	1979	1980	1981	1982	1983	1984
UAC International	115	133	177	159	162	<b>185</b>
Other operations	64	67	84	73	56	<b>72</b>
	179	200	261	232	218	<b>257</b>

<sup>c)</sup> Release of deferred taxation in respect of United Kingdom stock relief.

<sup>d)</sup> Includes additional dividends of Fl. 13 million declared in respect of earlier years due to change in rate of Advance Corporation Tax.

<sup>e)</sup> Includes Fl. 105 million stock relief benefit, mainly applicable to 1980, arising from changes contained in the United Kingdom Finance Act 1981.

<sup>f)</sup> Includes an extraordinary charge, net of tax relief, of Fl. 356 million for losses arising, and provisions for estimated losses less surpluses, consequent on the decision to withdraw from certain activities, and a deferred taxation credit of Fl. 248 million following the reductions in rates of corporation tax legislated in the United Kingdom Finance Act 1984.

<sup>g)</sup> Exchange differences arising in the accounts of individual companies from transactions denominated in foreign currencies are dealt with in the individual companies' profit and loss accounts.

In preparing the consolidated accounts of N.V. in guilders and of PLC in sterling, profit and loss accounts for the year and assets and liabilities at the year-end are translated at year-end rates of exchange. The effect of exchange rate changes during the year on the assets and liabilities at the beginning of the year is recorded as a movement in profit retained. In arriving at the combined figures in guilders or sterling, the figures for N.V. in guilders or PLC in sterling are translated at the year-end sterling/guilder exchange rate, except for the ordinary capital of N.V. or PLC, which is translated at the Equalisation Agreement rate of £1 = Fl. 12. The effect of restating the assets and liabilities of N.V. and PLC at the beginning of the year at the year-end sterling/guilder exchange rate is described as sterling/guilder realignment and is shown as a movement in profit retained.

## EXTRACTS FROM THE COMBINED CONSOLIDATED BALANCE SHEETS OF UNILEVER N.V. AND UNILEVER PLC

as at 31st December

Fl. million	1979	1980	1981	1982	1983	1984
<b>Fixed assets</b>						
Tangible assets	7 209	8 943	9 752	10 108	11 110	12 915
Fixed investments	1 355	1 394	1 472	1 562	1 454	1 626
<b>Current assets</b>						
Stocks	7 184	8 130	8 863	8 390	9 267	11 501
Debtors	5 579	6 867	7 579	7 442	8 336	9 359
Current investments	316	403	895	865	1 744	1 856
Cash at bank and in hand	1 864	2 355	2 376	2 349	2 400	2 752
	14 943	17 755	19 713	19 046	21 747	25 468
Less: <b>Creditors due within one year</b>						
Borrowings	1 781	2 306	2 077	1 952	2 032	4 285
Trade and other creditors	5 546	6 660	7 593	7 146	8 362	10 155
Taxation on profits	738	740	911	931	949	1 048
Dividends	309	342	372	372	432	480
<b>Net current assets</b>	6 569	7 707	8 760	8 645	9 972	9 500
<b>Total assets less current liabilities</b>	15 133	18 044	19 984	20 315	22 536	24 041
<b>Creditors due after more than one year</b>						
Borrowings	2 515	2 743	2 992	2 844	2 739	3 274
Other creditors	97	147	165	204	429	436
<b>Provisions for liabilities and charges</b>						
Pensions and similar obligations	1 253	1 566	1 841	2 066	2 526	2 930
Deferred taxation and other provisions	1 401	1 795	1 893	1 951	2 213	2 551
<b>Outside interests in group companies</b>	532	553	678	692	597	738
<b>Capital and reserves</b>						
Called up share capital	1 476	1 480	1 478	1 476	1 477	1 400
Share premium account	89	96	94	90	91	89
Other reserves	(356)	(316)	(333)	(356)	(346)	(285)
Profit retained	8 126	9 980	11 176	11 348	12 810	12 908
	9 335	11 240	12 415	12 558	14 032	14 112
<b>Total capital employed</b>	15 133	18 044	19 984	20 315	22 536	24 041

## EXTRACTS FROM THE COMBINED CONSOLIDATED SOURCE AND USE OF FUNDS OF UNILEVER N.V. AND UNILEVER PLC

for the year ended 31st December

Fl. million	1979	1980	1981	1982	1983	1984
<b>Funds generated from operations</b>						
Profit on ordinary activities before taxation	2 556	2 900	3 347	3 068	3 416	3 823
Elimination of items not involving a flow of funds:						
Depreciation	857	1 015	1 098	1 153	1 319	1 395
Others	85	339	299	367	540	370
	3 498	4 254	4 744	4 588	5 275	5 588
<b>Increase/decrease in borrowings due after more than one year</b>	(114)	91	292	(84)	(135)	107
<b>Total sources</b>	3 384	4 345	5 036	4 504	5 140	5 695
Taxation payments during the year	(746)	(1 073)	(924)	(1 091)	(1 325)	(1 198)
Capital expenditure less disposals	(1 413)	(1 937)	(1 911)	(1 821)	(1 960)	(2 101)
Purchase/sale of group companies	(77)	(163)	68	(320)	(54)	(2 093)
Purchase/sale of fixed investments	33	(15)	(18)	1	280	(7)
Increase/decrease in stocks, debtors, trade and other creditors	(781)	(476)	(794)	(263)	(95)	(659)
Dividends paid during the year	(654)	(544)	(564)	(580)	(591)	(641)
Other uses	(299)	(137)	(15)	(259)	(417)	(608)
<b>Total uses</b>	(3 937)	(4 345)	(4 158)	(4 333)	(4 162)	(7 307)
<b>Net increase/decrease in net liquid funds <sup>a)</sup></b>	(553)	-	878	171	978	(1 612)
<b>Net liquid funds - 31st December</b>	401	451	1 189	1 262	2 112	323
of which:						
Current investments	317	400	897	865	1 744	1 856
Cash at bank and in hand	1 865	2 358	2 374	2 349	2 400	2 752
Borrowings due within one year	(1 781)	(2 307)	(2 082)	(1 952)	(2 032)	(4 285)

<sup>a)</sup> Excludes effect of exchange rate changes on opening balances.

## ADDITIONAL INFORMATION ON TURNOVER AND PROFIT

Fl. million	1979	1980	1981	1982	1983	1984
<b>Turnover by geographical areas and operations</b>						
European Community countries	28 638	32 953	34 239	33 046	34 085	36 244
Other European countries	2 894	3 327	3 704	3 457	3 853	4 300
North America	4 431	5 464	7 020	7 565	9 550	12 838
Central and South America	972	1 466	1 629	1 682	1 621	1 814
Africa	3 105	3 852	4 198	4 818	4 173	4 198
Asia, Australia, New Zealand	3 211	4 406	5 325	5 335	6 152	7 397
	43 251	51 468	56 115	55 903	59 434	66 791
<b>Margarine, other fats and oils, dairy products</b>						
Margarine, other fats and oils, dairy products	12 092	13 381	14 360	14 019	14 852	18 331
Other foods	12 038	13 246	14 070	14 316	15 965	17 957
Detergents	7 265	9 410	10 695	11 119	12 343	13 847
Personal products	1 907	2 430	2 675	2 799	3 205	3 689
Chemicals	2 727	3 269	3 737	3 893	4 400	5 360
Paper, plastics, packaging	1 774	2 041	1 954	1 856	1 916	2 016
Animal feeds	2 934	3 875	3 959	3 933	4 339	3 684
UAC International	3 784	4 729	5 433	5 175	3 612	3 563
Plantations, transport and other	3 023	3 921	4 180	2 582	2 443	2 457
	47 544	56 302	61 063	59 692	63 075	70 904
Less: internal turnover	(4 293)	(4 834)	(4 948)	(3 789)	(3 641)	(4 113)
	43 251	51 468	56 115	55 903	59 434	66 791
<b>Operating profit by geographical areas and operations</b>						
European Community countries	1 489	1 471	1 472	1 092	1 146	1 349
Other European countries	192	252	311	271	327	358
North America	249	260	360	428	622	784
Central and South America	92	153	229	218	235	235
Africa	240	339	373	406	399	401
Asia, Australia, New Zealand	307	439	580	584	594	714
	2 569	2 914	3 325	2 999	3 323	3 841
<b>Margarine, other fats and oils, dairy products</b>						
Margarine, other fats and oils, dairy products	538	706	841	699	799	825
Other foods	713	700	732	768	852	1 190
Detergents	500	631	777	779	856	840
Personal products	105	170	253	205	214	190
Chemicals	228	214	272	309	433	533
Paper, plastics, packaging	32	23	8	(109)	(11)	56
Animal feeds	68	54	62	79	104	20
UAC International	210	217	259	170	72	78
Plantations, transport and other	175	199	121	99	4	109
	2 569	2 914	3 325	2 999	3 323	3 841
<b>Profit on ordinary activities attributable to shareholders by geographical areas</b>						
European Community countries	803	724	883	650	632	852
Other European countries	107	138	197	175	245	251
North America	92	98	155	194	298	349
Central and South America	38	69	97	49	22	78
Africa	170	242	278	289	257	300
Asia, Australia, New Zealand	134	166	254	238	259	248
	1 344	1 437	1 864	1 595	1 713	2 078

## ADDITIONAL INFORMATION ON CAPITAL EXPENDITURE AND CAPITAL EMPLOYED

Fl. million	1979	1980	1981	1982	1983	1984
<b>Capital expenditure by geographical areas and operations</b>						
European Community countries	1 052	1 485	1 221	1 118	1 147	1 205
Other European countries	103	112	117	115	123	128
North America	179	189	208	254	443	675
Central and South America	55	145	110	65	43	45
Africa	79	124	163	201	143	137
Asia, Australia, New Zealand	106	145	282	280	281	276
	1 574	2 200	2 101	2 033	2 180	2 466
Margarine, other fats and oils, dairy products	252	310	321	359	340	356
Other foods	378	529	561	484	503	672
Detergents	230	346	384	437	487	566
Personal products	49	70	84	85	87	132
Chemicals	133	171	146	132	204	244
Paper, plastics, packaging	177	177	152	78	61	88
Animal feeds	58	108	49	46	59	39
UAC International	90	94	92	125	82	65
Plantations, transport and other	207	395	312	287	357	304
	1 574	2 200	2 101	2 033	2 180	2 466
<b>Capital employed by geographical areas</b>						
European Community countries	9 617	11 405	12 000	11 634	12 260	11 567
Other European countries	1 185	1 349	1 531	1 518	1 983	2 244
North America	2 039	2 416	2 897	3 056	3 692	4 607
Central and South America	315	513	680	725	746	796
Africa	1 221	1 336	1 444	1 743	1 930	2 218
Asia, Australia, New Zealand	756	1 025	1 432	1 639	1 925	2 609
	15 133	18 044	19 984	20 315	22 536	24 041

## ADDITIONAL FINANCIAL DATA

	1979	1980	1981	1982	1983	1984
<b>Shareholders' equity per share</b>						
Guilders per Fl. 20 of capital	162	197	218	220	247	248
Pence per 25p of capital	577	581	692	781	833	901
<b>Earnings per share <sup>a)</sup></b>						
Guilders per Fl. 20 of capital	23.83	25.49	33.16	28.34	30.46	37.01
Pence per 25p of capital	84.71	75.41	105.39	100.41	102.84	134.33
<b>Earnings plus depreciation per share</b>						
Guilders per Fl. 20 of capital	39.21	43.71	52.87	49.03	54.13	62.04
Pence per 25p of capital	139.38	129.31	168.03	173.91	182.79	225.33
<b>Ordinary dividends</b>						
N.V. - Guilders per Fl. 20 of capital	9.88	11.12	12.04	12.04	13.02	14.11
PLC - Pence per 25p of capital	24.05	22.91	26.87	28.83	30.86	35.52
<b>Capital expenditure (Fl. million)</b>						
Depreciation (Fl. million)	1 574	2 200	2 101	2 033	2 180	2 466
	857	1 015	1 098	1 153	1 319	1 395
<b>Employees (group companies)</b>						
Staff costs (Fl. million)	8 419	10 120	10 814	10 697	11 491	11 701
Number (in thousands) at 31st December	309	300	292	283	267	254 <sup>b)</sup>
<b>Ratios</b>						
Return on shareholders' equity (%)	14.7	13.0	15.2	12.9	12.3	14.9
Return on capital employed (%)	10.3	9.2	10.7	9.3	8.8	9.9
Turnover : capital employed	2.8	2.8	2.8	2.7	2.6	2.8
Turnover per employee (Fl.)	139 971	171 560	192 175	197 537	222 599	262 956
Dividends : earnings	0.36	0.38	0.32	0.37	0.37	0.33
Gearing <sup>c)</sup>	0.30	0.30	0.28	0.26	0.25	0.34
Current assets : current liabilities	1.8	1.8	1.8	1.8	1.8	1.6
<b>Share prices</b>						
N.V. per Fl. 20 ordinary share						
In Amsterdam (guilders)						
High	132	129	164	211	254	317
Low	112	102	123	143	188	231
PLC per 25p ordinary share						
In London (pence)						
High	680	512	652	805	895	1 100
Low	450	388	438	555	695	835

<sup>a)</sup> The calculation of earnings per share is based on the combined profit of the year on ordinary activities attributable to ordinary capital divided by the combined number of share units representing the combined issued ordinary capital of N.V. and PLC. For the calculation of combined ordinary capital the rate of exchange £1 = Fl. 12 has been used, in accordance with the Equalisation Agreement. This Agreement requires as a general rule the dividends and other rights and benefits attaching to each Fl. 12 nominal of ordinary capital of N.V. to be equal in value at the relevant sterling/guilder rate of exchange to those attaching to each £1 nominal of ordinary share capital of PLC as if each such unit formed part of the ordinary capital of one and the same company.

<sup>b)</sup> Excludes 65 000 employees of the Brooke Bond Group, for whom no staff costs are included in 1984 as a consequence of the decision to take up in Unilever's 1985 results the profits of the Brooke Bond Group for the fourth quarter 1984.

<sup>c)</sup> Gearing is borrowings divided by the sum of borrowings, capital and reserves and outside interests in group companies.

## QUARTERLY RESULTS

	1st quarter	2nd quarter	3rd quarter	4th quarter	Total year
<b>Turnover</b>					
<b>1984</b>					
Fl. million	15 793	16 909	16 476	17 613	66 791
%	24	25	25	26	100
<b>1983</b>					
Fl. million	14 149	14 758	14 986	15 541	59 434
%	24	25	25	26	100
<b>Operating profit</b>					
<b>1984</b>					
Fl. million	824	1 151	994	872	3 841
%	21	30	26	23	100
<b>1983</b>					
Fl. million	667	977	937	742	3 323
%	20	30	28	22	100
<b>Profit on ordinary activities before taxation</b>					
<b>1984</b>					
Fl. million	796	1 127	1 014	886	3 823
%	21	29	27	23	100
<b>1983</b>					
Fl. million	694	995	956	771	3 416
%	20	29	28	23	100
<b>Profit on ordinary activities attributable to shareholders</b>					
<b>1984</b>					
Fl. million	389	574	567	548	2 078
%	19	28	27	26	100
<b>1983</b>					
Fl. million	338	517	474	384	1 713
%	20	30	28	22	100
<b>Earnings per share</b>					
<b>1984</b>					
Guilders per Fl. 20 of capital	6.91	10.21	10.11	9.78	37.01
Pence per 25p of capital	25.04	37.15	36.61	35.53	134.33
<b>1983</b>					
Guilders per Fl. 20 of capital	5.98	9.21	8.45	6.82	30.46
Pence per 25p of capital	20.19	30.96	28.54	23.15	102.84

The figures differ from those originally published due to results for both years having been recalculated at the year-end rates of exchange used for the respective years.

## SALIENT FIGURES IN VARIOUS CURRENCIES

1984 above 1983

	Dutch Guilders	Sterling Pounds	Belgian Francs	German Marks	French Francs	Austrian Schillings	US Dollars	Swiss Francs
<b>Rates of exchange <sup>a)</sup></b> (one unit of currency = Fl.)		<b>4.13</b> 4.44	<b>0.0564</b> 0.0550	<b>1.1289</b> 1.1232	<b>0.3687</b> 0.3676	<b>0.1609</b> 0.1594	<b>3.5600</b> 3.0600	<b>1.3700</b> 1.4077

In millions of currency

<b>Turnover</b>	<b>66 791</b> 59 434	<b>16 172</b> 13 386	<b>1 184 280</b> 1 080 647	<b>59 190</b> 52 874	<b>181 127</b> 161 702	<b>415 137</b> 372 798	<b>18 760</b> 19 410	<b>48 678</b> 42 166
<b>Operating profit</b>	<b>3 841</b> 3 323	<b>930</b> 748	<b>68 110</b> 60 429	<b>3 404</b> 2 957	<b>10 417</b> 9 042	<b>23 875</b> 20 846	<b>1 078</b> 1 085	<b>2 800</b> 2 358
<b>Profit on ordinary activities before taxation</b>	<b>3 823</b> 3 416	<b>925</b> 769	<b>67 795</b> 62 116	<b>3 388</b> 3 039	<b>10 369</b> 9 295	<b>23 765</b> 21 429	<b>1 073</b> 1 116	<b>2 787</b> 2 424
<b>Profit on ordinary activities after taxation</b>	<b>2 218</b> 1 850	<b>537</b> 416	<b>39 332</b> 33 630	<b>1 966</b> 1 645	<b>6 015</b> 5 032	<b>13 787</b> 11 602	<b>622</b> 604	<b>1 617</b> 1 312
<b>Profit on ordinary activities attributable to shareholders</b>	<b>2 078</b> 1 713	<b>503</b> 385	<b>36 851</b> 31 126	<b>1 842</b> 1 523	<b>5 636</b> 4 658	<b>12 918</b> 10 738	<b>583</b> 559	<b>1 515</b> 1 215
<b>Ordinary dividends</b>	<b>684</b> 634	<b>165</b> 143	<b>12 120</b> 11 520	<b>606</b> 564	<b>1 854</b> 1 724	<b>4 248</b> 3 974	<b>192</b> 207	<b>498</b> 449
<b>Profit of the year retained</b>	<b>1 270</b> 1 063	<b>308</b> 239	<b>22 535</b> 19 316	<b>1 126</b> 945	<b>3 447</b> 2 890	<b>7 899</b> 6 664	<b>357</b> 347	<b>926</b> 754

In units of currency

<b>Earnings per share</b>								
Per Fl. 20 of capital	<b>37.01</b> 30.46	<b>895.56p</b> 685.58p	<b>656.15</b> 553.75	<b>32.78</b> 27.12	<b>100.37</b> 82.85	<b>230.00</b> 191.07	<b>10.39</b> 9.95	<b>27.01</b> 21.64
Per 25p of capital	<b>5.55</b> 4.57	<b>134.33p</b> 102.84p	<b>98.42</b> 83.06	<b>4.92</b> 4.07	<b>15.06</b> 12.43	<b>34.50</b> 28.66	<b>1.56</b> 1.49	<b>4.05</b> 3.25
<b>Ordinary dividends <sup>b)</sup></b>								
N.V. - per Fl. 20 of capital	<b>14.11</b> 13.02	<b>341.65p</b> 293.24p	<b>250.18</b> 236.73	<b>12.50</b> 11.59	<b>38.27</b> 35.42	<b>87.69</b> 81.68	<b>3.96</b> 4.25	<b>10.30</b> 9.25
PLC - per 25p of capital	<b>1.47</b> 1.37	<b>35.52p</b> 30.86p	<b>26.01</b> 24.91	<b>1.30</b> 1.22	<b>3.98</b> 3.73	<b>9.12</b> 8.59	<b>0.41</b> 0.45	<b>1.07</b> 0.97
<b>Shareholders' equity per share</b>								
Per Fl. 20 of capital	<b>248.14</b> 246.67	<b>6 008.69p</b> 5 556.43p	<b>4 399.59</b> 4 484.82	<b>219.80</b> 219.61	<b>673.00</b> 671.02	<b>1 542.18</b> 1 547.46	<b>69.70</b> 80.61	<b>181.12</b> 175.23
Per 25p of capital	<b>37.22</b> 37.00	<b>901.30p</b> 833.46p	<b>659.94</b> 672.72	<b>32.97</b> 32.94	<b>100.95</b> 100.65	<b>231.33</b> 232.12	<b>10.46</b> 12.09	<b>27.17</b> 26.28

<sup>a)</sup> Rates of exchange are the respective year-end rates used in translating the combined figures in the various currencies.

<sup>b)</sup> The value of dividends received by shareholders in currencies

other than guilders or sterling will be affected by fluctuations in the rates of exchange after the year-end.

Movements between 1983 and 1984 will vary according to the currencies in which the figures are expressed.

## CAPITAL AND LISTING

The shares or certificates of Unilever N.V. are listed on the stock exchanges in Amsterdam, London, Antwerp, Brussels, Berlin, Düsseldorf, Frankfurt, Hamburg, Munich, Paris, Luxembourg, Vienna, New York, Basle, Geneva, Lausanne and Zürich.

The geographical spread of N.V.'s ordinary shareholdings based on the country of payment of the final dividend paid in 1983 and 1984 was:

	1983	1984
	%	%
The Netherlands	41	47
Switzerland	18	18
United States	18	18
United Kingdom	13	8
Germany	4	3
France	3	2
Belgium	2	3
Other countries	1	1
	100	100

The shares of Unilever PLC are listed on The Stock Exchange in the United Kingdom and Ireland and, as American Depository Receipts, in New York.

In 1984, as in 1983, the holders of over 99% of PLC's ordinary shares had registered addresses in the United Kingdom.

## DATES FOR DIVIDEND AND INTEREST PAYMENTS

**Ordinary dividends**

N.V. and PLC

Interim	Announced November, Paid December
Final	Proposed March, Paid May/June

**Preferential dividends**

N.V.

4% Preference	Paid 1st January
6% Preference	Paid 1st October
7% Preference	Paid 1st October

PLC

5% Preference	Paid 2nd January and 1st July
7% Preference	
8% Preference	
20% Preferred Ordinary	

**Loan stock interest**

N.V.

6% 1972/91	Paid 15th January
8 <sup>3</sup> / <sub>4</sub> % 1981/85	Paid 1st December
9 <sup>1</sup> / <sub>4</sub> % 1987	Paid 15th July
4 <sup>1</sup> / <sub>2</sub> % 1984/91	Paid 7th June
9 <sup>3</sup> / <sub>4</sub> % 1986/90	Paid 15th July
6 <sup>3</sup> / <sub>4</sub> % 1991	Paid 26th August
7 <sup>1</sup> / <sub>2</sub> % 1993	Paid 12th November

PLC

6 <sup>3</sup> / <sub>4</sub> % Debentures	Paid 1st April and 1st October
Unsecured loan stocks	Paid 30th June and 31st December

**Interim announcements of results**

First quarter results	Mid-May
First half-year results	Mid-August
Nine months results	Mid-November
Provisional results for the year	Early March

This booklet, in which the currency figures are expressed in guilders, is also available in the original Dutch version as well as in French and German translations. In addition there is an English version issued by Unilever PLC with currency figures in pounds sterling and containing the Unilever PLC Directors' Report, as well as an English version with currency figures translated into dollars. All these versions are identical with this booklet except for the difference in currencies and except that the PLC version contains some additional details which are not required by Dutch legislation.

The complete Unilever N.V. annual accounts for 1984, together with the auditors' report thereon and some additional information, are contained in a separate booklet entitled 'Unilever in 1984, Annual Accounts', which is an English translation of the original Dutch publication and in which the currency figures are likewise expressed in guilders. In addition an English version of that booklet, issued by Unilever PLC is available, with currency figures expressed in pounds sterling and containing the complete Unilever PLC annual accounts for 1984.

Both N.V. and PLC make filings with the United States Securities and Exchange Commission (SEC) in the form required by United States legislation.

Copies of all versions of the above-mentioned booklets and of the filings made with the SEC, as well as of the quarterly results publications are available free of charge from Unilever N.V., External Affairs Department, P.O. Box 760, 3000 DK Rotterdam, the Netherlands, or from Unilever PLC, External Affairs Department, P.O. Box 68, London EC4P 4BQ, United Kingdom.

