UNILEVER RESULTS
FOURTH QUARTER AND ANNUAL RESULTS 2003

(Unaudited and provisional, at constant exchange rates unless stated)

Delivery of 11% growth in EPS (beia*) with continuing strong expansion of operating margin.

FINANCIAL HIGHLIGHTS

€ Millions

Fourth Quarter 2003		Constant exchange rates (2002 average)	Full Year 2003		Current exchange rates Full Year 2003	
11,925	-4 %	Turnover	47,700	- 2 %	42,942	- 12 %
1,982	+22 %	Operating profit – beia*	7,501	+ 6 %	6,772	- 4 %
1,334	+182 %	Pre-tax profit	4,884	+ 21 %	4,538	+ 12 %
811	+199 %	Net profit	2,942	+ 38 %	2,762	+ 29 %
1,153	+ 22%	Net profit – beia*	4,277	+ 10 %	3,923	+ 1 %
1.19	+23 %	EPS NV – beia * (Euros)	4.39	+ 11 %	4.02	+ 2 %
17.80	+23 %	EPS PLC – beia * (Euro cents)	65.79	+ 11 %	60.31	+ 2 %

* Before exceptional items and amortisation of goodwill and intangibles

EPS (beia) at current rates of exchange was 13% higher than the prior year in the quarter and 2% higher for the year. EPS at current rates of exchange was 192% higher for the quarter and 32% higher for the year.

Amounts for 2002 reported in the financial statements have been restated following changes in our accounting policies for pensions and other post-employment benefits and share options.

KEY FEATURES FOR THE YEAR (at constant exchange rates)

- **Sales of the leading brands grew by 2.5% and are now 93% of our business.**
- **Operating margin (beia) moved strongly ahead by 120 basis points to 15.7% through improved gross margins and overheads and after a further increase in brand investment.**
- **Net borrowing costs were reduced by 13%. Net debt at the year end, at closing 2003 exchange rates, fell to €12.6 billion.**
- **EPS (beia) grew by 11% reflecting the continuing improvement in profitability and sustained benefits of a lower tax rate.**
- **Proposed final dividend of €1.15 per NV ordinary share and 11.92p per PLC ordinary share, increases the total dividend per share by 2% for NV and by 13% for PLC.**

CHAIRMEN’S COMMENT & OUTLOOK

We have continued to generate significant cost savings which has allowed increased investment in our leading brands and another healthy increase in operating margins. There has been a further reduction in debt, net borrowing costs and tax rate, and we have again delivered low double digit growth in EPS (beia).

This has been achieved in spite of it being a difficult year, with growth of our leading brands below plan. Action is being taken to correct the disappointing sales performance in specific areas, including *Slim·Fast* and prestige fragrances.

Our 2004 outlook is for low double digit growth in EPS (beia). We expect both improved growth of our leading brands and an increased operating margin, to over 16%, to contribute to this. By the end of the year, the leading brands should represent 95% of our business.

CORPORATE GOVERNANCE

We announced last year that we would review our current structure and processes in the light of developments in our main reporting countries. These are principally contained in the Combined Code, the Tabaksblat Code and Sarbanes-Oxley legislation. That review is largely complete and we will be proposing changes at the AGMs on 12 May.

The most important change is a move to a unitary board for both parent companies, Unilever N.V. and Unilever PLC. Our current Advisory Directors will be proposed as Non-Executive Directors, ensuring that both Boards will be identical in composition and will be comprised of a majority of independent Directors. All Directors will stand for election each year. This governance structure will further enhance transparency and will be, at all times, subject to shareholder choice.

‘UNILEVER 2010’

Through Path to Growth we have greatly strengthened the business. We have a much more focused brand portfolio, while major reductions in costs and streamlining of the asset base have resulted in sharply higher margins and improved capital efficiency. As a consequence, over the period 2000 to 2003 we have generated €16 billion of ungeared free cash flow. This creates a strong foundation for the next phase of our development and sustained growth from anticipating evolving consumer trends. We will continue to drive efficiency in the cost and asset base through the scale and scope of Unilever.

Looking to financial performance beyond 2004, our priority continues to be consistent top-third total shareholder return within our peer group. In support of this we manage the business to deliver robust value growth, maximised through growth in economic profit and cash flow. We believe that our approach to value creation can be best expressed externally through the combination of ungeared free cash flow and return on invested capital. Over the period 2005 to 2010 we expect to generate over €30 billion of ungeared free cash flow and to increase return on invested capital to at least 17% compared with the 12.5% achieved in 2003. Our current plans are based on organic growth.

Continued strong cash flow and particularly favourable currency movements have allowed us to reduce net debt ahead of schedule. When net debt has reached around €10 billion, and in line with our intention to optimise our balance sheet structure, surplus cash flow will be applied to enhance shareholder return.

N W A FitzGerald
Chairman, Unilever PLC
12 February 2004

A Burgmans
Chairman, Unilever N.V.