



Unilever

Unilever Ghana Limited

REPORT AND FINANCIAL STATEMENTS 2000

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Looking
Ahead...

MISSION IN ACTION



Unilever

Unilever Ghana Limited



...understanding and satisfying consumer needs, at all times.

...improving quality of living through new ideas.



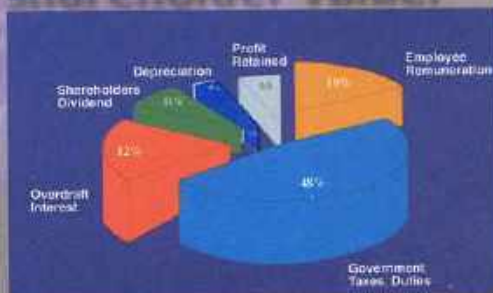
...outstanding teams for exceptional standard of performance.



Building an enduring partnership.



Delivering superior shareholder value.





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Registered Office:
Swanmill,
Kwame Nkrumah Avenue,
P. O. Box 64, Accra

Auditors:
PricewaterhouseCoopers
Chartered Accountants,
Gulf House, Tetteh Quarshie Roundabout,
Legon Road
PMB CT42 Cantonments, Accra-Ghana

Registrar:
Merchant Bank Ghana Limited
Merban House,
44, Kwame Nkrumah Avenue,
P.O. Box 401, Accra.



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NOTICE is hereby given that the next Annual General Meeting of the Members of Unilever Ghana Limited will be held at The National Theatre, Liberia Road, Accra on Wednesday, 18th April, 2001 at 11.00 a.m. for the following purposes:

Agenda

1. To receive the Report of the Directors, the Balance Sheet as at 31st December, 2000 together with the Accounts for the year ended on that date and the Report of the Auditors thereon.
2. To declare a dividend.
3. To elect Directors.
4. To approve Directors' fees
5. To fix the remuneration of the Auditors

A member of the Company entitled to attend and vote is entitled to appoint a proxy to attend and vote instead of him. A proxy need not be a Member. A form of proxy is attached and if it is to be valid for the purposes of the Meeting it must be completed and deposited at the Registered Office of the Company not less than 48 hours before the Meeting.

Dated this 20th day of March, 2001

By Order of the Board

J. A. ARYITEY
SECRETARY

Registered Office, Swanmill, Kwame Nkrumah Avenue, P. O. Box 64, Accra.

Dividend Warrants:

If the payment of the dividend recommended is approved, the warrants will be posted on the 18th day of May 2001 to the holders of shares whose names are registered in the Register of Members on the 13th day of April, 2001.

Board of Directors & Secretary

I. E. Yamson - Chairman, R. E. Williamson, - Vice Chairman, K. Addae, E. K. Idun, M. S. Charamba, E. M. Boye, Mrs S. Baeta Ansah, N. B. Swanepoel, C. A. Cofie.

Board Audit Committee

E. M. Boye, Mrs S. Baeta Ansah, E. K. Idun.

J. A. Aryitey, Secretary.

GROUP FINANCIAL HIGHLIGHTS

(all amounts are expressed in millions of cedis)



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	2000	1999	CHANGE
			%
Turnover	442,694	275,551	61
Operating profit	35,625	27,545	29
Profit before tax (PBT)	35,065	21,542	63
Profit after tax (PAT)	28,090	14,803	90
Operating Cashflow	64,275	7,307	780
Shareholders' funds	259,635	141,406	84
Capital expenditure	19,071	13,632	40
Dividend per share (¢)	254	195	30
Earnings per share (¢)	450	237	90
Net assets per share (¢)	4,234	2,267	87
PBT margin (%)	7.9	7.8	1.3
PAT margin (%)	6.3	5.4	16.7

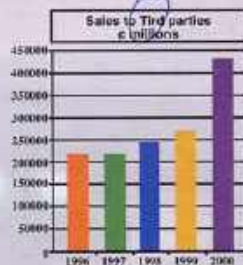


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Ishmael E. Yamson



- Strong top line growth despite unfavourable economic environment.
- We continued heavy investment and support for our brands .
- We chose not to deviate from the path of growth.

GENERAL

The operating environment in 2000 proved the most challenging since the economic malaise of the 80's. The difficult economic conditions experienced in 1999 worsened considerably in 2000, highlighting the vulnerability of our economy. Our business survived well and strengthened its position in all sectors of our market by recovering from the initial shocks of the economic dislocation, and capitalising on the new opportunities that the changing environment offered. Our business continued to grow with Underlying Volume Growth reaching 17%.

1. ECONOMIC ENVIRONMENT

The vulnerability of Ghana's economy to external shocks was underscored by the protracted downward trend in key macro economic indicators. Prices of our major export commodities, cocoa and gold fell sharply while rising import costs for petroleum products and weak economic policy management resulted in a low GDP growth, estimated at 3.7% for the year 2000 versus the target of 5%. The agricultural sector recorded a less than expected growth rate of 2.1% as against the 3.9% achieved in 1999. The industrial sector, particularly manufacturing, bore the brunt of the harsh economic conditions, with the sector growing at only 3.8% against 4.9% for 1999. The service sector grew strongly at 5.4% compared to 5% in 1999.

The impact of the sharp currency devaluation, shortage of forex, high interest rates and escalating inflation, had a severe effect on industry. Companies in the sector reported huge exchange losses, falling margins and consequently poor profitability. In a move to stimulate growth in the industrial sector, the Government announced a reduction in corporate tax rates. The impact of this move on industry will however be minimal unless the issues of stability in exchange rates and high interest rates are tackled.

As a direct result of the economic shocks, inflation continued to rise, with year on year inflation reaching 40% with an average of 25%, lower than might have been expected due to the food index remaining in single digits for most part of the year. The use of monetary policy though adversely affecting industry, helped to keep the lid on inflation.

A reduction in international support flows and privatisation receipts kept the fiscal deficit at a high level of 7.2% of GDP. Government resorted to domestic borrowing via treasury bills, crowding out the private sector and pushing interest rates up to unacceptably high levels.

The Cedi depreciated against the US dollar by 100% between January and December 2000. The relative stability in exchange rates experienced in recent months, masks the underlying lack of confidence in the Cedi driven by still weak export prices, slow donor flows and economic uncertainties.

The new Government's goal of achieving a "golden age of business", focus on regional integration and the West African Monetary Zone to create an enabling environment for Ghanaian entrepreneurs though welcome, will require bold and decisive action. Our company is well placed to benefit from any improvements in the environment.

2. BUSINESS PERFORMANCE

Our business continued to grow strongly despite the unfavourable economic environment. Turnover and real underlying volumes grew by 61% and 17% respectively. We introduced several new brands and significantly increased our penetration of the market with established brands. The economic difficulties and declining consumer purchasing power gave rise to new market opportunities, which we identified through our deep understanding of our consumers. We continued to invest and support our brands heavily while we sought cost reduction opportunities across the supply chain.

Gross margins fell by 2.1% on account of increased operating costs, but significantly below our main cost drivers.

2.1 Operating Profit

Operating profit was up by 29%; a significant turn around from the half-year stage when operating profits had fallen by 25% on account of the depreciating currency. Operating margin was 8% against 1999's 10% due to the impact of devaluation and our inability to recover all the increased cost through price increase and supply chain efficiencies. Profit after tax increased by 90% following the liquidation of assets surplus to our needs.

Net earnings margin was 6.3% versus 5.4% in prior year.

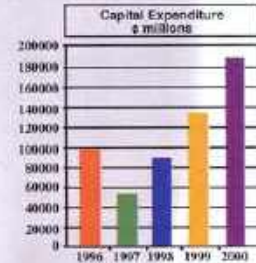
2.2 Financial Charges

Financial charges at 4% of turnover, ie 417.3bn, was high due to the twin impact of increased borrowing levels to cover the significantly higher levels of local currency required to cover the imported component of our Working Capital requirements, and the punitive interest rates. The absence of appropriate and cost effective financial instruments to fund medium and long term investments in plant and machinery compounded the issue. Our company chose not to deviate from the path of growth despite the unfavourable financial climate and we are now better placed to benefit from the improvements in the economy. We have however put in place a strategy for reducing the interest rates burden on the company and increasing shareholder earnings.





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- We commissioned a 5-ton per hour physical refinery thus increasing refined oil output capacity by 70%
- Personal care category made significant progress and became star of our business
- Good year for our Foods Business, with significant volume growth. Underlying volume growth - 15.1%
Real turnover growth - 13%

2.3 Taxation

The company's effective tax rate was 19.9% against 31.3% for 1999. The lower rate reflected the lower capital gains tax rate attributable to asset sales.

2.4 Cash Flow

The company improved its cash generation to 445.3bn before investing and financing activities representing 9.7% of turnover against a negative cash flow for the previous year, and improved the short term borrowing position by liquidating assets surplus to our needs. The cash generated was used to fund capital investment, clear the outstanding liability on our acquisition of 40% equity in TOPP and to fund growth. Capital expenditure included initiatives in innovation, quality and capacity improvements in all categories.

2.5 Major Capital Expenditure

During the year, we commissioned a 5-ton per hour physical refinery thus increasing our refined oil output capacity by 70%. Other investments included new plant and capacity expansions in our Laundry, Culinary and Personal Wash categories. Continuing investment in capacity and quality not only furthers our growth strategy but in the medium term, compliments our drive for manufacturing efficiency, cost reduction and ultimately improved profitability. A core criterion for investment in Unilever is to achieve a minimum capacity utilisation of 90% within a three-year time horizon.

2.6 Dividend Policy

Our policy is to give our shareholders a fair return on investment through capital and dividend growth. The adverse economic environment has however impacted negatively on capital growth opportunities on the Ghana Stock Exchange.

In view of the high interest cost and the need to minimise short-term borrowing to levels absolutely necessary, we recommend a dividend increase of 30%, representing a payout of 56.4% of profit after tax; or \$254 per share, which compensates shareholders fully for inflation. We shall continue to seek opportunities to reward shareholders at a level commensurate with the best investment return available on the market.

2.7 Share Re-purchase Scheme

In 1998, we sought and were authorised by you to repurchase up to 10% of our ordinary shares on the Ghana Stock Exchange as part of our strategy to create shareholder value. In 2000 we did not re-purchase any of our shares due to other priority demands on our cash resources aligned to our growth strategy. We intend to evaluate our cash needs on an ongoing basis to ensure that this expensive commodity is deployed in the best interest of shareholders.

2.8 Stock Exchange Performance

The downturn in the economy and the sharp fall in the value of the Cedi against the US dollar and the high interest yields on domestic Treasury Bills, led to a rush to exit the equity markets by both emerging fund portfolio investors and local shareholders. The reduction of emerging fund shareholding in Unilever stock and consequently the excess of offers over bids and lack of liquidity, impacted adversely on Unilever's share price which closed the year at 41,600, down by 13.5% from the closing 1999 price.

At a market capitalization of \$100bn, the Board is confident that the quoted price neither reflects the strength of the Balance Sheet, and the value of our brands or future earnings potential. We will work with the Ghana Stock Exchange to educate investors on Ghana's potential as an investment destination and broaden shareholders' understanding of the long-term potential of investing on the Exchange.

3.0 Segmental Commentary

3.1 Home Care

The Home Care Category comprising strategically important brands such as Key and Omo, experienced intense competition from international, sub-regional and artisanal players. The sector however achieved underlying volume growth of 11.5% and real turnover growth of 7%. This growth was fuelled by innovation, including the relaunch of both Key and Omo and the launch of the new wrapped Key soap leading to increased market shares.

The category accounted for 45% of the Company's turnover. Gross margins were marginally lower than prior year as a result of higher cost of sales originating from the currency depreciation, and continuing investment in the trade to achieve improved coverage and market penetration. The impact of raw material cost push pressures was however minimised by lower world prices for palm oil and efficiencies gained through sourcing initiatives and production processes. We continued to invest in market development by increasing spend to 6% of turnover. Operating profit for the Homecare category was \$9.5bn which was 2.1% of turnover versus 0.5% for prior year.

In furtherance of our strategy to focus on our core Categories, we relinquished our agency of the DiversyLever, involving forty-seven stock keeping units and representing 1% and 2.5% of turnover and gross margins respectively.





- Annapurna achieved 70% brand awareness 8 months after launch and is in all major markets.
- Brand/Category portfolio now evenly balanced with high growth rates being achieved in Personal Care and Foods.
- Our human resources represent our most important asset.

3.2 Foods

The year 2000 was a good year for our Foods business. We achieved significant volume growth with Underlying Volume Growth of 15.1% and real turnover growth of 13%. Real turnover growth for our Frytol brand was 15%.

The favourable global price of palm oil, the improved efficiencies achieved through the new physical refinery and the import deterrent impact of the currency devaluation, were the factors, which accounted for the excellent performance. The backward integration into oil palm also contributed to the improved gross margins, 0.5% ahead of prior year levels. Our culinary business grew at 6.1% although profitability was below expectations. Increased use of local materials including salt, will improve margins in the coming year.

Operating profit at €7.9bn representing 2% of turnover was significantly ahead of prior year.

3.3 Personal Care

The Personal Care Category made significant progress and became the star of our business. Underlying Volume Growth of 28.3% for the year brought the compound growth in this Category over the last three years to 87%. Real turnover growth was 30%. The Category now represents 25% of our total business. The Oral Care Category represented by the Close Up and Pepsodent brands; Personal Wash Category represented by Lux and Geisha grew at 26% and 33% respectively. We launched "Sweetie" our new low-priced toilet soap. A project team using our innovation process, developed and launched the product within one year. Gross margins improved significantly to 32.1% driven by the Personal Wash and Hair Care Categories and sourcing efficiencies achieved in chemical and packaging materials. The move to small unit packs for Pepsodent and Close Up contributed positively to growth. Personal Care Category contributed 45% to the overall Operating Profit.

3.4 Swanzy Real Estates

The main thrust for Swanzy Real Estate Ltd was the re-alignment of rentals to market rates and the improvement of services to tenants generally. Progress was made in our search for a strategic managing partner. We expect to conclude an agreement before year-end 2001. A re-investment strategy for the proceeds, is in place and seeks to maximise returns for the business.

3.5 Staples

Based on Indian success in staple foods, A Popular Foods Department has been set up in Ghana to develop the staple market in West

Africa. As first product, salt was launched in Ghana under Annapurna Brand name in June 2000. Annapurna iodised salt contains iodine KI5(tm), the right level iodine that helps in the mental and physical development of children.

Eight months after the launch, Annapurna has achieved 70% of brand awareness and it is present in major markets.

As in India, Annapurna iodised salt in Ghana has been endorsed by ICCIDD, an international organisation dedicated to the sustainable elimination of Iodine deficiency disorders.

4.0 Focussing Our Business and Building a Platform for Profitable Growth

Over the last year, the Company has accelerated its programme for focussing on its strong brands by relinquishing its agency of DiverseyLever products. Our brand/category portfolio is now evenly balanced with high growth rates being achieved in Personal Care and Foods. Further ongoing simplification projects include closer collaboration, particularly in manufacturing and supply chain management with our sister companies within the sub-region and the redesign of business processes and systems.

Our strategy of divesting non-core assets will include the sale of equity and the transfer of the management of our real estate business to a strategic partner. Plans are progressing on schedule and will be critical to our strategy for profitable growth.

Having completed the second year of our five-year plan to double the size of the business, we are on track and achieved compound underlying volume growth of 36%. Divestment of Swanzy Real Estate will fuel our expansion in Foods and Personal Care businesses.

Good progress was made in our first year in Annapurna, our iodised salt product. The uniqueness of this project and the collaboration with third party small-scale salt mining and refining operations will create wealth for our shareholders and small-scale entrepreneurs. Partnerships and outsourcing arrangements with small and medium scale third party manufacturers and entrepreneurs, successfully pioneered in the paper and plastics packaging, oils and fats; ingredients, Key Distributors and transporters, hold the key to the future and will be pursued. Increasingly, our people will manage the business through small project based teams. We will complement the skills of our partners with our technological know-how, consumer insights, people skills and use our strong brands as product delivery vehicles.

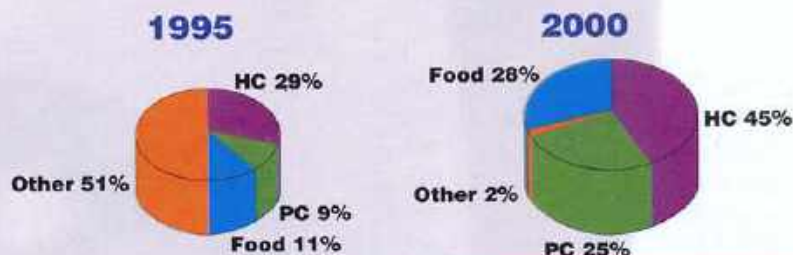




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Portfolio focus: (Turnover)



- Compound underlying volume growth of 36% achieved after the second year of our five-year plan to double the size of the business.
- Working towards harnessing technology appropriate to our environment and which supports our corporate and national goals and aspirations.
- We are confident of our capability in meeting the challenges of the competitive environment.

4.1 Investing in Technology of the Future

Technology is becoming a tool for driving competitiveness. We are geared towards harnessing technology appropriate to our environment and which supports our corporate and national goals and aspirations. We have in the last 5 years, invested \$1bn in infrastructure and facilities in this area.

Initiatives include the use of this new technology to improve process control in our factory and the productivity of our workforce. For example, turnover in real terms has increased by 57% per employee in the last 5 years.

Ninety-five percent of our work force has direct access to a desktop computer and the internet. The speedy communication channels with our four sites in Ghana and with our associate companies world-wide, speeds up innovation and facilitates the sharing of information.

We are moving progressively towards electronic linkages with our partners, the financial institutions, suppliers and customers. The launch of the experimental Unilever Ghana.com site, has already begun to yield results via export orders.

4.2 Supply Chain Management

A significant proportion of our costs are concentrated in the Supply Chain, ie the process from planning to delivery of products to our consumers. The management of this chain is therefore a critical success factor for our business. During the year, we integrated this process under a common management structure to improve its effectiveness.

5.0 Community Involvement

The launch of the Unilever Foundation for Education and Development (UFED) in 1999 marked the consolidation of our commitment towards investing in the communities in which we operate. In 2000, we paid \$1.5bn as seed money into the Fund and awarded thirty SSS scholarships to our employees' children, seven Excellence Awards to graduating students from the public Universities and three fully equipped ambulances to the rural clinics for the three Northern Regions.

6.0 Key Business Risk Assessment

Our internal operational plans have been built after an analysis of environmental and operational risks. Dramatic adverse changes in these variables would affect our ability to achieve these plans. The key business risk identified is the management of the economy. Potential threats to the achievement of our aggressive

growth and profitability plans will be the cost-push impact of exchange rate volatility, scarcity of forex, high real interest rates and inflation. Inflation will also adversely affect consumer purchasing power. Uncustomed competition would create unfair competition. We are confident of our capability in meeting the challenges of the competitive environment.

7.0 Our Employees

Our human resources represent our most important asset. The introduction of annual Personal Development Plans (PDP) during the year for managerial staff seeks to align the personal development of individuals with the goals of the business. We believe that our superior knowledge of the consumer should drive innovation and the delivery of consumer needs. We have introduced programmes whereby all employees visit the market and interface directly with consumers several times in the year. Employees increasingly work in multifunctional business process and project teams, as a means of creating entrepreneurship within the business. Teams are empowered and rewarded for the delivery of common goals. Recognising the world as a "global village", we currently have seven Ghanaian employees operating in key overseas countries and a number of expatriates from ten countries working in Ghana.

On behalf of the Board, I would like to express our gratitude to all our employees who have worked diligently in an increasingly difficult environment to achieve the results we are showing here today.

8.0 Outlook for 2001

The year 2001 will not be an easy year. We expect inflation to accelerate into Q2 2001 before slowing down on account of the delayed impact of cost pressure from 2000 and expected increases in fuel and related costs. We expect a significant reduction in exchange rate volatility, although forex supply may still be an issue. Interest rates are unlikely to fall significantly in the short-term as the main driver of the current high rates are the Treasury Bill rates and Treasury Bill stock levels, which can only be reduced over time. Consumer purchasing power will remain depressed. Imported competition will pick up as exchange rates and forex supply stabilise.

Based on the above scenario and strategies put in place, we expect continued profitable growth particularly in the Foods and Personal Care sectors.



The Directors have pleasure in submitting to the Members the Profit and Loss and Income Surplus Accounts of the Company for the year ended 31st December 2000 and the Balance Sheet of the Company as at that date.

The profit for the year after taxation is € 28.09 billion against a profit after tax of €14.80 billion for 1999.

The Directors have decided to recommend to Members the payment of a Dividend of €254 per share.

The Directors to retire by rotation in accordance with the Regulations of the Company are Messrs M. S. Charamba and E. K. Idun who being eligible, offer themselves for re-election.

In accordance with the Companies Code, 1963 the Directors report that on 31st December 2000:

- (a) Swanzy Real Estate Limited was a subsidiary of the Company.
- (b) The Company was beneficially entitled to equity shares conferring the right to exercise more than 25% of the votes exercisable at General Meetings of United Africa Trust Limited, a company incorporated in Ghana. United Africa Trust Limited operated during that financial year as Trustee of a Pension Fund and Provident Fund for employees of the Company and its associates, but has itself neither income nor expenditure.
- (c) The Company was beneficially entitled to equity shares conferring the right to exercise more than 25% of the votes exercisable at General Meetings of Twifo Oil Palm Plantations Limited, a Company incorporated in Ghana.

The Company is a subsidiary of Unilever Overseas Holdings Limited and CWA Holdings Limited, companies wholly owned by Unilever PLC and incorporated in England.

In accordance with Section 134(5) of the Companies Code, 1963, PricewaterhouseCoopers continue in office as Auditors of the Company.

BY ORDER OF THE BOARD


.....
DIRECTOR
.....
DIRECTOR

Accra, 9th March, 2001



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DIRECTORS RESPONSIBILITIES AND REPORT OF AUDITORS

STATEMENT OF DIRECTORS RESPONSIBILITIES

The Directors are responsible for the preparation of financial statements for each financial year which give a true and fair view of the state of affairs of the company and its subsidiaries and of the profit or loss and cash flows for that period. In preparing those financial statements, the directors have selected suitable accounting policies and have applied them consistently, made judgements and estimates that are reasonable and prudent and followed the Ghana Accounting Standards.

The Directors are responsible for ensuring that the company and its subsidiaries keep proper accounting records that disclose with reasonable accuracy at any time the financial position of the company and its subsidiaries. The Directors are also responsible for safeguarding the assets of the company and its subsidiaries and taking reasonable steps for the prevention and detection of fraud and other irregularities.

DIRECTOR

DIRECTOR

Accra, 9th March, 2001

REPORT OF THE AUDITORS

To the members of Unilever Ghana Limited

We have audited the financial statements set out on pages 13 to 27. We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit.

Respective responsibilities of directors and auditors

As described above, the directors are responsible for the preparation of the financial statements. Our responsibility is to express an independent opinion on these financial statements based on our audit.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing. Those standards require that we plan and perform our audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

Opinion

In our opinion proper books have been kept and the financial statements which are in agreement therewith give a true and fair view of the state of affairs of the group and its subsidiaries at 31 December, 2000 and of the profit and cash flows of the group and its subsidiaries for the year then ended and comply with Ghana Accounting Standards and the Ghana Companies Code, 1963 (Act 179).

CHARTERED ACCOUNTANTS
ACCRA

12th March, 2001

CONSOLIDATED PROFIT AND LOSS ACCOUNT

(all amounts are expressed in millions of cedis)



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Year ended 31 December

	NOTES	COMPANY / GROUP	
		2000	1999
TURNOVER	1	442,694	275,551
OPERATING COST		(407,069)	(248,006)
Cost of sales	2	(347,240)	(210,292)
Selling, general and administrative expenses	3	(59,829)	(37,714)
OPERATING PROFIT		35,625	27,545
OTHER INCOME	4	16,746	-
PROFIT BEFORE FINANCIAL CHARGES		52,371	27,545
FINANCIAL CHARGES		(17,306)	(6,003)
PROFIT BEFORE TAX		35,065	21,542
TAX	5	(6,975)	(6,739)
PROFIT AFTER TAX		28,090	14,803
INCOME SURPLUS ACCOUNT FOR THE YEAR ENDED 31 DECEMBER, 2000.			
BALANCE AT 1 JANUARY		28,453	26,013
TRANSFER TO SHARE DEALS ACCOUNT	9	-	(250)
PROFIT FOR THE YEAR		28,090	14,803
DIVIDEND PROPOSED	6	(15,845)	(12,165)
EXCHANGE GAIN		-	52
BALANCE AT 31 DECEMBER		40,698	28,453

The accounting policies and notes on pages 21 to 27 form an integral part of these financial statements.

Auditors' Report on page 12.



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CONSOLIDATED BALANCE SHEET

(all amounts are expressed in millions of cedis)

as at 31 December

COMPANY / GROUP

		NOTES	
FUNDS EMPLOYED		2000	1999
STATED CAPITAL	7	9,900	9,900
CAPITAL SURPLUS	8	209,004	103,020
INCOME SURPLUS		40,698	28,453
SHARE DEALS	9	33	33
SHAREHOLDERS' FUNDS		259,635	141,406
DEFERRED LIABILITIES	10	4,474	3,164
		<u>264,109</u>	<u>144,570</u>
EMPLOYMENT OF FUNDS			
FIXED ASSETS	11	257,628	140,052
INVESTMENTS AT COST	12	25,528	11,596
CURRENT ASSETS		117,553	95,616
Stocks	13	68,679	51,962
Debtors	14	15,774	19,620
Tax	5	-	2,102
Cash and bank balance	18	33,100	21,932
CURRENT LIABILITIES		(136,600)	(102,694)
Trade and other payables	15	(71,280)	(38,359)
Dividends payable	6	(16,855)	(12,165)
Tax		(1204)	-
Bank Overdraft	18	(47,261)	(52,170)
		<u>264,109</u>	<u>144,570</u>

The financial statements on pages 13 to 27 were approved by the Board of Directors on 9th March, 2001 and were signed on its behalf by:

DIRECTOR

I.E. YAMSON

DIRECTOR

E.K. IDUN

The accounting policies and notes on pages 21 to 27 form an integral part of these financial statements.

Auditors' Report on page 12.

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS EQUITY

(all amounts are expressed in millions of cedis)



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Unilever Ghana Limited

	Stated Capital	Capital Surplus	Income Surplus	Share Deals	Total
YEAR ENDED 31 DECEMBER, 1999					
Balance at January 1, 1999	9,900	89,284	26,013	-	125,197
Net Profit			14,803		14,803
Transfer to Share Deals Account			(250)	250	-
Purchase of own shares				(217)	(217)
Fair Value Gains: - land and Buildings		13,736			13,736
Dividend Proposed			(12,165)		(12,165)
Exchange Gain			52		52
Balance at December 31, 1999	<u>9,900</u>	<u>103,020</u>	<u>28,453</u>	<u>33</u>	<u>141,406</u>
YEAR ENDED 31 DECEMBER, 2000					
Balance at January 1, 2000	9,900	103,020	28,453	33	141,406
Net Profit			28,090		28,090
Transfer to Share Deals Account					
Fair Value Gains: Land and Buildings		112,169			112,169
Release on Disposal		(6,185)			(6,185)
Dividend Proposed			(15,845)		(15,845)
Balance at December 31, 2000	<u>9,900</u>	<u>209,004</u>	<u>40,698</u>	<u>33</u>	<u>259,635</u>



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CONSOLIDATED CASHFLOW STATEMENT

(all amounts are expressed in millions of cedis)

		<i>Year ended 31 December</i>	
	NOTES	2000	1999
CASHFLOW FROM OPERATING ACTIVITIES			
Cash generated from operations	17	64,275	7,307
Interest received		207	3,036
Interest paid		(17,513)	(9,039)
Tax paid	5	(3,669)	(9,011)
Net cash from/(used in) operating activities		<u>43,300</u>	<u>(7,707)</u>
CASHFLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	11	(19,071)	(13,632)
Purchase of investment		(13,932)	-
Proceeds from sale of property, plant and equipment		16,935	416
Net cash used in investing activities		<u>(16,068)</u>	<u>(13,216)</u>
CASHFLOWS FROM FINANCING ACTIVITIES			
Dividends paid to shareholders	6	(11,155)	(10,813)
Purchase of own shares		-	(217)
Net cash used in financing activities		<u>(11,155)</u>	<u>(11,030)</u>
Increase / (Decrease) in Cash and cash equivalents		<u>16,077</u>	<u>(31,953)</u>
Cash and cash equivalents at beginning of year		<u>(30,238)</u>	<u>1,715</u>
Cash and cash equivalents at end of year	18	<u>(14,161)</u>	<u>(30,238)</u>

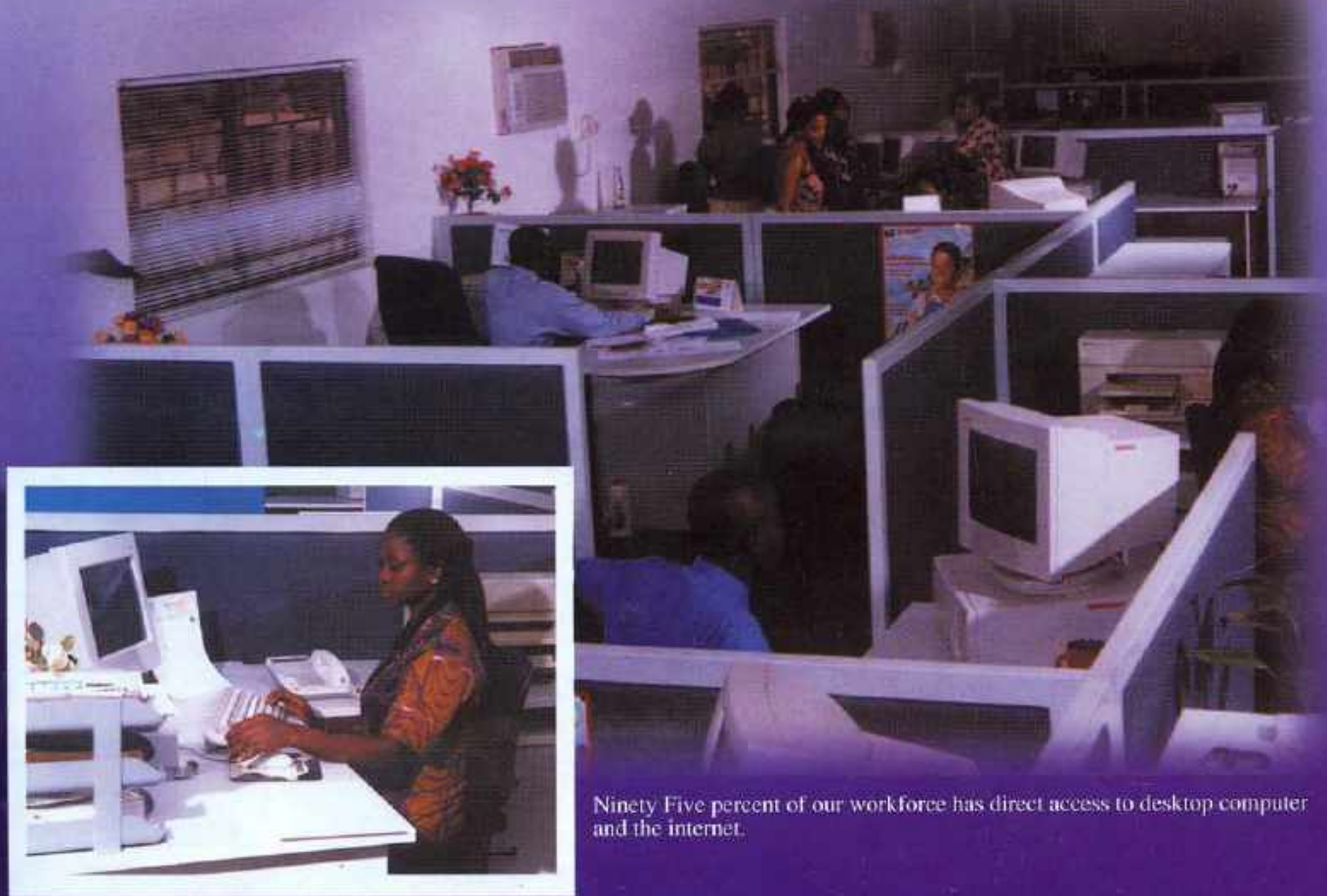
The accounting policies and notes on pages 21 to 27 form an integral part of these financial statements

Auditors' Report on page 12.



Monitoring the Royco production line, each employee makes a unique contribution.

With **knowledge** of our market, we **dedicate** ourselves every hour of the day to **satisfying** the **peculiar needs** of our **consumers...**



Ninety Five percent of our workforce has direct access to desktop computer and the internet.

Looking



...Partnership with Key Distributors.



...A Depot for a Key Distributor



...Partnership with Transporters.



...Partnership with Hair Salonists.

WITH OUR

g Ahead



...Partnership with the Trade.



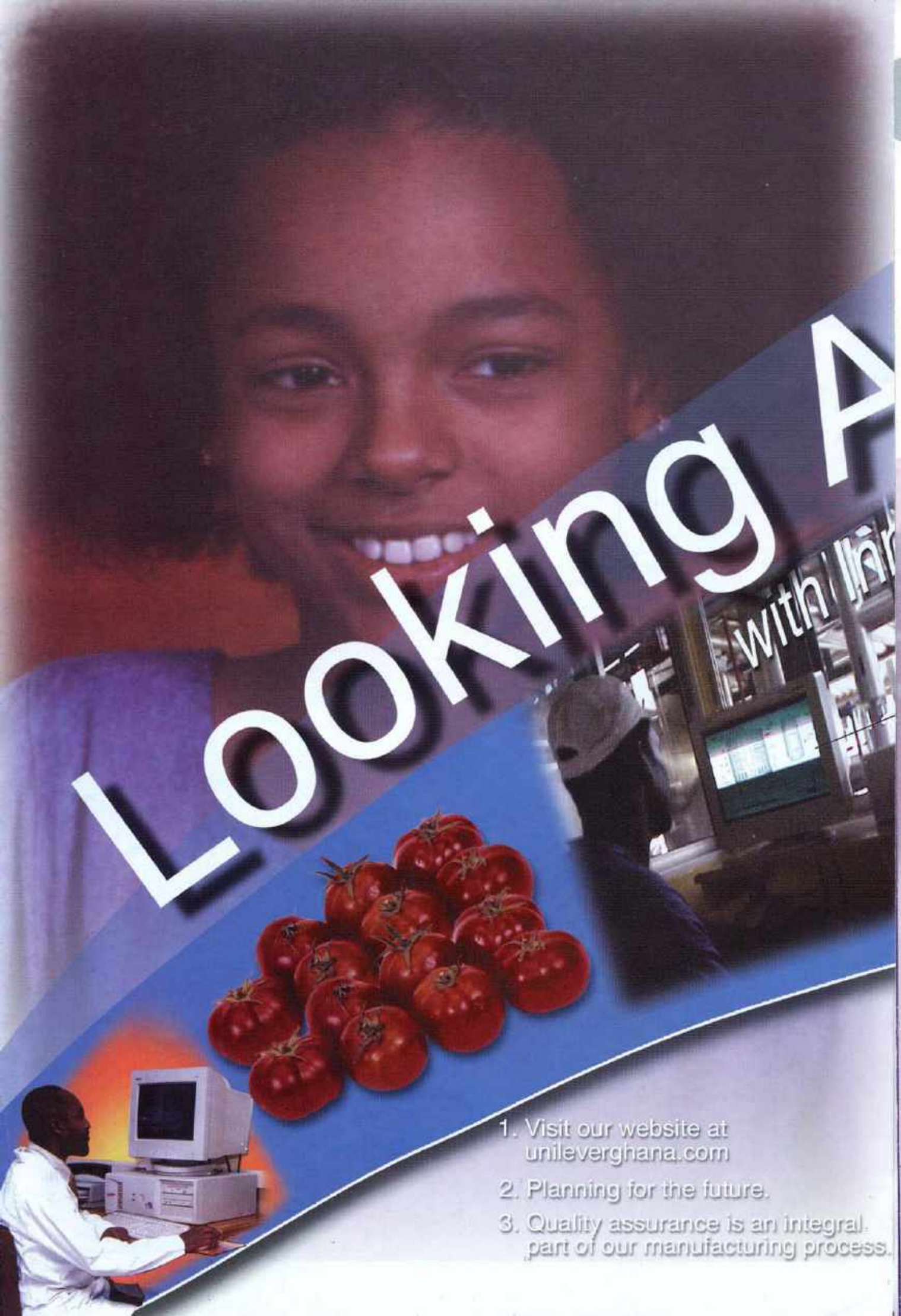
...Partnership with Service Providers.



...Partnership with Suppliers.

PARTNERS





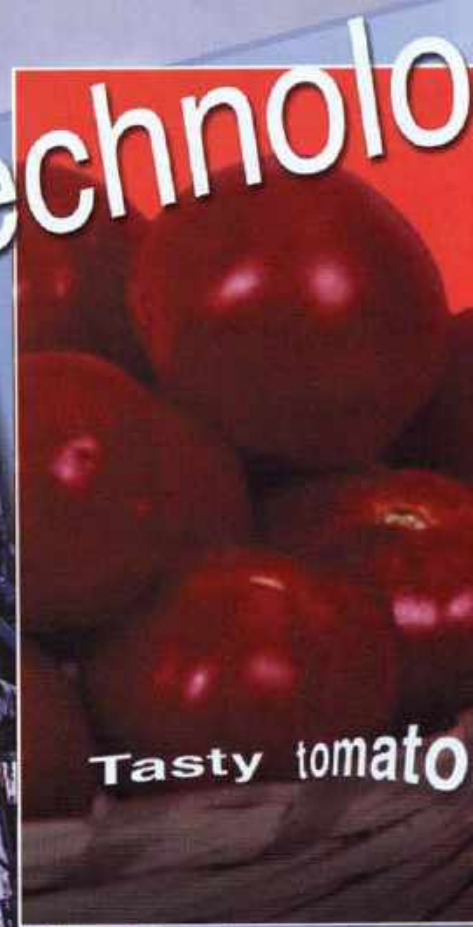
Looking A

1. Visit our website at unileverghana.com
2. Planning for the future.
3. Quality assurance is an integral part of our manufacturing process.

Everyday, every moment, presents us with new opportunities to understand our consumers.

Ahead

Innovative Ideas and Technology



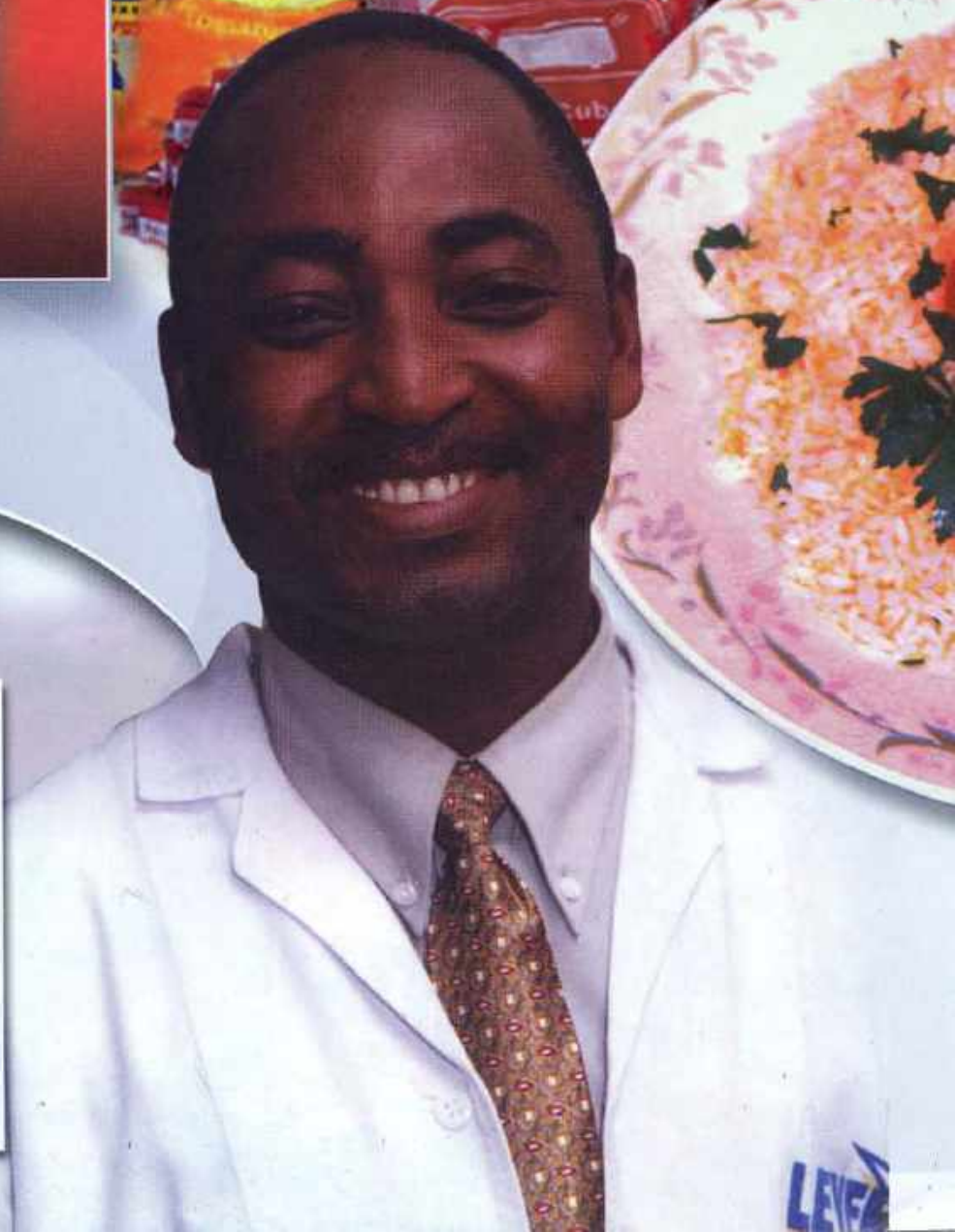
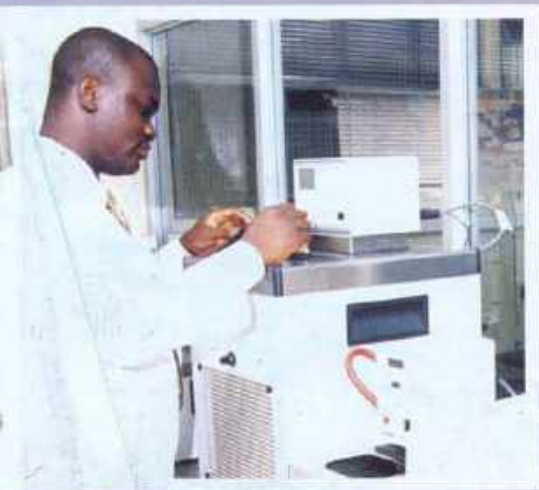
Tasty tomato



Technology for Growth




es in a pack...



LEVE



Looking
Ahead...



Unilever Ghana has plunged
into exports.



EXPORT

ACCRA

**Cleanest;
whichever way.**



ACCOUNTING POLICIES

for the year ended 31 December, 2000



Unilever

Unilever Ghana Limited

21

The principal accounting policies adopted in the preparation of these financial statements are set out below:

1. BASIS OF ACCOUNTING

The consolidated financial statements are prepared in accordance with and comply with Ghana Accounting Standards. They are prepared under the historical cost convention as modified by the revaluation of certain fixed assets.

2. CONSOLIDATION

The consolidated financial statements comprise the financial statements of Unilever Ghana Limited, and its subsidiary companies made up to 31 December. Subsidiary undertakings have been fully consolidated. All intercompany transactions, balances and unrealised surpluses and deficits on transactions between group companies have been eliminated. The accounting policies for the subsidiaries are consistent with the policies adopted by the company. A listing of the company's subsidiaries is set out in Note 12.

3. PROPERTY, PLANT AND EQUIPMENT

Leasehold land and buildings occupied by the company and investment properties are shown at fair value based on annual valuation by professional valuers. Motor vehicles, plant and equipment are stated at historical cost less depreciation. Additions during the year are included at cost.

Investment properties were valued at 31 December, 2000 at Directors' valuation on the basis of open market values.

Depreciation of fixed assets is calculated to write off the cost of each asset, or its revalued amounts on a straight line basis to their residual values over the expected useful lives of the assets concerned.

The principal annual rates used for this purpose are:

Leasehold land and buildings	2.5%
Plant & Office furniture	7%
Equipment and Vehicles	20%
Computers	33.3%

Leasehold land and building with a fixed tenure of less than 40 years are depreciated over the life of the lease.

4. STOCKS

Stocks are stated at the lower of cost or net realisable value. The cost of finished goods and work in process comprise raw materials, direct labour, other direct

costs and related production overhead (based on normal operating capacity). Net realisable value is the estimated selling price in the ordinary course of business less cost of completion and selling expenses.

5. TRADE DEBTORS

Trade Debtors are carried out at original invoice amount less an estimate made for doubtful receivables based on a review of all outstanding amounts at the year end. Bad debts are written off when identified.

6. FOREIGN CURRENCIES

Transactions in foreign currencies during the year are converted into cedis at prevailing rates at the time of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated into cedis at the rates of exchange ruling at the balance sheet date. The resulting gains and losses are dealt with in the Profit and Loss Account.

7. DEFERRED INCOME TAX

Deferred income tax is provided, using the liability method, for all temporary differences arising between the tax bases and liabilities and their carrying values for financial reporting purposes. Currently enacted tax rates are used to determine deferred tax.

Deferred tax assets are recognised for tax losses carried forward only to the extent that realisation of the related tax benefit is probable.

8. DEFERRED LIABILITIES

Unfunded pension obligations are stated based on actuarial valuations.

9. INVESTMENT

Investments are shown at cost and provision is only made where, in the opinion of the Directors, there is a permanent diminution in value. Where there has been a permanent diminution in the value of an investment, it is recognised as an expense in the period in which the diminution is identified.

10. INVESTMENT PROPERTIES

Investment property is treated as a long term investment and is carried at fair value representing open market value determined annually by professional valuers.

11. CASH AND CASH EQUIVALENTS

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held at call with banks, other short term highly liquid investments and bank overdrafts.



Unilever

Unilever Ghana Limited

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

for the year ended 31 December, 2000

(all amounts on the notes are shown in million of cedis unless otherwise stated)

1. TURNOVER

Turnover comprises the value of goods and services invoiced to third parties less discounts, commissions, returns and allowances.

	NOTES	COMPANY / GROUP	
		2000	1999
Sale of goods		<u>442,694</u>	<u>275,551</u>

2. COST OF SALES

Cost of goods comprises raw materials, conversion cost and materials sourcing expenses

Cost of goods		<u>347,240</u>	<u>210,292</u>
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3. SELLING, GENERAL & ADMINISTRATIVE EXPENSES

Selling, general and administrative expenses include:

Depreciation:		2,514	1,861
Directors' Emoluments		3,018	1,357
Auditors' Remuneration		180	81
Voluntary contributions		1,848	476
Loss on disposal of fixed assets		-	156

4. OTHER INCOME

Profit on disposal of fixed assets		10,385	-
Release on disposal of fixed assets		6,185	-
Sundry income		176	-
		<u>16,746</u>	<u>-</u>

**5. TAX****COMPANY / GROUP**

	Balance 01/01/2000	Payment during year	Charge to Profit & Loss	Balance 31/12/2000
Income Tax				
1995	183	-	-	183
1996	(16)	-	-	(16)
1997	(3,192)	-	-	(3,192)
1998	60	-	-	60
1999	(2,614)	-	42	(2,572)
2000	-	(3,669)	5,031	1,362
	<u>(5,579)</u>	<u>(3,669)</u>	<u>5,073</u>	<u>(4,175)</u>
Capital Gains Tax				
1993 - 1999	201	-	-	201
2000	-	-	417	417
	<u>201</u>	<u>-</u>	<u>417</u>	<u>618</u>
Income and Capital gains tax	(5,378)	(3,669)	5,490	(3,557)
Deferred Tax	3,276	-	1,485	4,761
	<u>(2,102)</u>	<u>(3,669)</u>	<u>6,975</u>	<u>1,204</u>

6. DIVIDENDS PAYABLE

	COMPANY / GROUP	
	2000	1999
Unpaid at 1 January	12,165	10,813
Less : amount paid	(11,155)	(10,813)
	<u>1,010</u>	<u>-</u>
Proposed Dividend	15,845	12,165
Unpaid at 31 December	<u>16,855</u>	<u>12,165</u>



Unilever

Unilever Ghana Limited

7. STATED CAPITAL

	2000		1999	
	No. of shares of no par value		No. of shares of no par value	
	MILLIONS	€m	MILLIONS	€m
Authorised shares	<u>100.00</u>		<u>100.00</u>	
Issued and fully paid	5.00	10	5.00	10
Issued on merger	7.50	9,300	7.50	9,300
Bonus issue	50.00	-	50.00	-
Transferred from capital surplus	0.00	590	0.00	590
	<u>62.50</u>	<u>9,900</u>	<u>62.50</u>	<u>9,900</u>
Less:				
Own shares purchased	0.12	-	0.12	-
Total shares issued	<u>62.38</u>	<u>9,900</u>	<u>62.38</u>	<u>9,900</u>

There is no unpaid liability on any shares and there are no calls or instalments unpaid.
There are 116,932 shares in treasury, out of the 62.5 million shares issued.

8. CAPITAL SURPLUS

	COMPANY / GROUP	
	2000	1999
Balance at 1 January	103,020	89,284
Revaluation Surplus	112,169	13,736
Release on disposal of fixed assets	(6,185)	-
Balance at 31 December	<u>209,004</u>	<u>103,020</u>

9. SHARE DEALS ACCOUNT

	COMPANY / GROUP	
	2000	1999
Balance at 1 January	33	-
Transfer from Income Surplus	-	250
Purchase of Own Shares	-	(217)
Balance as at 31 December	<u>33</u>	<u>33</u>

10. DEFERRED LIABILITIES

	COMPANY / GROUP	
	2000	1999
Unfunded pensions obligations	<u>4,474</u>	<u>3,164</u>

**11. FIXED ASSETS -
COMPANY/GROUP****COST OR VALUATION**

	Investment Properties	Leaschold Land & Buildings	Plant Motor Vehicles & Furniture	TOTAL
Balance at 1 January	75,278	31,949	51,010	158,237
Reclassification	(4,092)	4,373	(281)	-
Additions in the year	1,744	4,165	13,162	19,071
Revaluation Surplus	76,183	39,397	14,658	130,238
Disposal during year	(4,404)	-	(3,056)	(7,460)
Balance at 31 December	<u>144,709</u>	<u>79,884</u>	<u>75,493</u>	<u>300,086</u>

DEPRECIATION

Balance at 1 January	-	6,720	11,465	18,185
Charge for the year	-	815	6,299	7,114
Disposals during year	-	0	(910)	(910)
Revaluation Adjustment	-	3,130	14,939	18,069
Reclassification	-	71	(71)	-
Balance at 31 December	-	<u>10,736</u>	<u>31,722</u>	<u>42,458</u>

**NET BOOK VALUE AT
31 DECEMBER 2000**

<u>144,709</u>	<u>69,148</u>	<u>43,771</u>	<u>257,628</u>
----------------	---------------	---------------	----------------

**NET BOOK VALUE AT
31 DECEMBER 1999**

<u>75,278</u>	<u>25,299</u>	<u>39,544</u>	<u>140,052</u>
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Profit and loss on disposal of fixed assets

			2000	1999
Gross book value / cost	4,404	-	7,460	3,281
Accumulated depreciation	-	-	(910)	(2,709)
Net book value	<u>4,404</u>	-	<u>6,550</u>	<u>572</u>
Sales proceeds	16,712	-	16,935	416
Profit / (Loss) on disposal	<u>12,308</u>	-	<u>10,385</u>	<u>(156)</u>

Depreciation has been charged to the profit and loss account as follows:

Cost of sales	4,600	2,468
Selling, general and administrative expenses	2,514	1,861
	<u>7,114</u>	<u>4,329</u>

**12. INVESTMENTS AT COST**

	COMPANY/GROUP	
	2000	1999
Investment in subsidiaries	1	1
Trade investments	25,527	11,595
	<u>25,528</u>	<u>11,596</u>

Name of subsidiary	Nature of Business	% Held	Country of Incorporation
United Africa Trust Limited	Investment Management	90	Ghana
Swanzy Real Estate Limited	Real estate Development	100	Ghana

Trade investments represent 40% equity holding in Twifo Oil Palm Plantations Ltd (TOPP). In accordance with Ghana Companies Code, 1963 (Act 179) Section 127 (3b) the group financial statement does not deal with Swanzy Real Estates Limited because the company did not operate during the year and amount involved is not considered significant.

13. STOCKS

Raw and Packing materials	45,109	34,084
Work in process	1,745	678
Finished goods	16,571	11,616
Non-trade stock	5,254	5,584
	<u>68,679</u>	<u>51,962</u>

14. DEBTORS

	COMPANY/GROUP	
	2000	1999
Trade debtors	8,295	8,057
Amount due from officers	498	2,622
Payments in advance	1,406	1,897
Other debtors	5,575	7,044
	<u>15,774</u>	<u>19,620</u>

Maximum amount of indebtedness by officers during the year amounted to	<u>2,793</u>	<u>2,657</u>
--	--------------	--------------

15. TRADE AND OTHER PAYABLES

Trade creditors	39,994	21,678
Accrued liabilities	8,176	1,909
Other creditors	23,110	14,772
	<u>71,280</u>	<u>38,359</u>

16. BANK OVERDRAFT

The Company had as at 31 December, approved unsecured overdraft facilities not exceeding.	<u>86,600</u>	<u>77,600</u>
---	---------------	---------------

17. CASH GENERATED FROM OPERATIONS

	2000	1999
Profit before tax	35,065	21,542
Depreciation	7,114	4,329
Loss/(profit) on sale of tangible fixed assets	(10,385)	156
Write Back of Unfunded Retirement Benefits	1,310	875
Increase in stocks	(16,717)	(11,858)
Increase in debtors	3,846	(6,447)
(Decrease)/increase in trade and other payables	32,921	(7,345)
Capital Surplus released on disposal of fixed assets	(6,185)	-
Exchange loss on consolidation	-	52
Interest paid	17,513	9,039
Interest received	(207)	(3,036)
CASH GENERATED FROM OPERATIONS	<u>64,275</u>	<u>7,307</u>



18. CASH AND CASH EQUIVALENTS

	2000	1999
Cash and bank balances	33,100	21,932
Bank Overdrafts	(47,261)	(52,170)
	<u>(14,161)</u>	<u>(30,238)</u>

19. COMMITMENTS AND CONTINGENCIES

The company enters into various commitments in the normal course of its business which are not reflected in the accompanying balance sheet. Outstanding amounts at the year end were:

Guarantees and Indemnities	<u>-</u>	<u>766</u>
Contingent Liabilities: Legal Pending Claims	<u>90</u>	<u>50</u>
Commitments for Capital Expenditure	<u>2,536</u>	<u>2,700</u>

The company has guaranteed loans made by a bank to staff in a total amount of €2,050 million.

No provision has been made in the financial statements for the contingent capital gains and income tax liabilities of approximately €10,450m (1999: €5,151m) in respect of chargeable gains that would arise on the disposal of leasehold land and buildings at their present enhanced net book value.

No capital gains tax liability is anticipated because the directors intend to wholly invest all proceeds in similar chargeable assets within 12 months of sale.

20. RELATED PARTY TRANSACTIONS

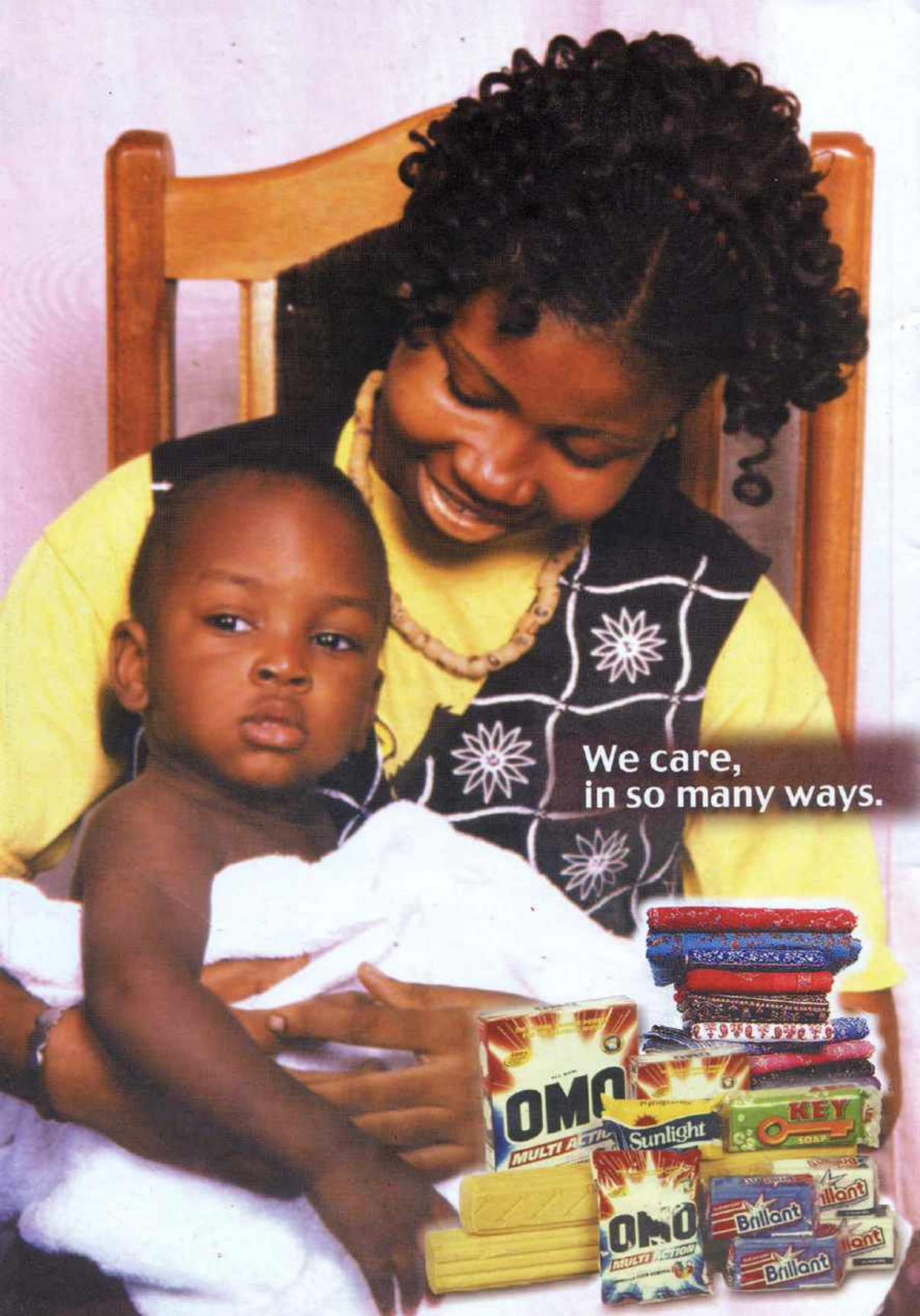
Year end balances arising from purchase of goods payable to related parties:

	2000	1999
Benso Oil Palm Plantations Ltd. (BOPP)	10,396	1,336
Twifo Oil Palm Plantations Ltd. (TOPP)	<u>2,058</u>	<u>319</u>

The Company is a subsidiary of Unilever PLC incorporated in England through wholly owned subsidiaries of Unilever Overseas Holdings Limited and CWA Holdings Limited.

Benso Oil Palm Plantations Ltd. is a fellow subsidiary of CWA Holdings Ltd., and is therefore an entity related through common control.

The company owns 40% of the shares in Twifo Oil Palm Plantations Ltd. The above transactions were carried out on commercial terms and conditions:



We care,
in so many ways.



Number of Shareholders

The Company had 11,032 ordinary shareholders at 31st December, 2000 with equal voting rights distributed as follows:

Holding	No. of Holders	No. of Shares	% of Holding
1 - 1,000	9,747	2,988,476	4.79
1,001 - 5,000	1,102	2,439,790	3.91
5,001 - 10,000	100	722,054	1.16
10,001 - and over	83	56,232,748	90.14
	<u>11,032</u>	<u>62,383,068</u>	<u>100.00</u>

Directors' Shareholding

The Directors named below held the following number of shares in the Company as at 31 December, 2000:

Mr. Ishmael Evans Yamson	-	2,500
Mr. Kwame Addae	-	2,500
Mr. Emmanuel Kojo Idun	-	1,050
Mr. Charles A Cofie	-	2,000
Mr. Ebenezer Magnus Boye	-	1,000
Mrs Stephanie Baeta Ansah	-	1,000

20 Largest Shareholders at 31st December, 2000

Shareholders	Number of Shares
1. Unilever Overseas Holdings Limited	26,249,980
2. UAC International Limited	14,999,955
3. Social Security & National Insurance Trust	3,300,332
4. B.B.G. Nominees/State Street X71 AX71	2,808,020
5. B.B.G. Nominees/Chase Manhattan Onshore	1,757,963
6. Unilever Ghana Managers Pension Scheme	902,195
7. MIHL Nominee/Bank of Bermuda Hamilton	736,937
8. B.B.G. Nominees/ASB EFG Hermes MID. East & Africa Fund	720,000
9. B.B.G. Nominees/Bank of Bermuda	700,490
10. B.B.G. Nominees/Chase Manhattan Onshore	630,116
11. CWA Holdings Limited	350,040
12. DBL Trading A/C	227,094
13. B.B.G. Nominees/Bank Julius Bear	200,000
14. B.B.G. Nominees Ltd/Chase Manhattan Onshore	200,000
15. B.B.G.N./State Street Bank EFG-Hermes Mid. East & Africa	184,000
16. Databank Brokerage Limited	180,310
17. B.B.G.N. RE Royal Trust Corp. of Canada Global Custody	137,499
18. B.B.G. Nominees/SSB PIMO MMS Tax Managed Mkt. Fund	127,740
19. Unilever Ghana Provident Scheme	125,000
20. B. B. G. Nominees Limited / SSB PIMCO Structured Emerging Market Fund	107,760
TOTAL	<u><u>54,645,431</u></u>



Unilever

Unilever Ghana Limited

VALUE ADDED STATEMENT

(all amounts are expressed in millions of cedis)

	2000		1999	
Our earnings were:				
Sale of goods	442,694		275,551	
Less: Bought in materials and Services	(298,179)		(180,543)	
Value Added	<u>144,515</u>	100.0	<u>95,008</u>	100.0
Used as follows:				
Employees Remuneration	27,543	19.1	18,119	19.1
Government taxes, duties, etc.	64,462	44.5	51,754	54.4
Providers of capital				
a. Overdraft interest	17,306	12.0	6,003	6.3
b. Shareholders	15,845	11.0	12,165	12.8
of which: Ghanaians	5,268	3.7	4,045	4.4
Foreign	10,577	7.3	8,120	8.4
Reinvested in Business:				
Depreciation	7,114	4.9	4,329	4.6
Profit Retained	12,245	8.5	2,638	2.8
	<u>144,515</u>	100.0	<u>95,008</u>	100.0

FIVE YEARS FINANCIAL SUMMARY OF THE GROUP

(all amounts are expressed in millions of cedis)



Unilever

Unilever Ghana Limited

31

	1996	1997	1998	1999	2000
FUNDS EMPLOYED					
Shareholders' Funds	66,910	96,546	125,197	141,406	259,635
Deferred Liabilities	2,279	2,921	2,289	3,164	4,474
	<u>69,189</u>	<u>99,467</u>	<u>127,486</u>	<u>144,570</u>	<u>264,109</u>

EMPLOYMENT OF FUNDS

Fixed Assets	66,571	83,869	117,585	140,052	257,628
Investments at Cost	-	-	11,596	11,596	25,528
Net Current Assets	2,618	15,598	(1,695)	(7,078)	(19,047)
NET ASSETS	<u>69,189</u>	<u>99,467</u>	<u>127,486</u>	<u>144,570</u>	<u>264,109</u>

Capital Expenditure	9,902	5,536	8,967	13,632	19,071
Depreciation	2,576	3,192	2,759	4,329	7,114

RESULTS

Sales to Third Parties	<u>229,418</u>	<u>227,687</u>	<u>248,545</u>	<u>275,551</u>	<u>442,694</u>
Profit after Tax and Extraordinary Items	11,764	16,370	13,091	14,803	28,090
Dividends	(7,063)	(9,000)	(10,813)	(12,165)	(15,845)
	<u>4,701</u>	<u>7,370</u>	<u>2,278</u>	<u>2,638</u>	<u>12,245</u>

UNCLAIMED DIVIDENDS AND SHARE CERTIFICATES

Our records show that some dividend warrants have not been presented to the bank for payment while others have been returned to the Registrar's Office unclaimed. It is in the interest of all affected Shareholders to contact

either: The Company Secretary
Unilever Ghana Limited
P.O. Box 64
Kwame Nkrumah Avenue
Swanmill, Accra.

or: The Registrar
Merchant Bank (Gh) Limited
P.O. Box 401
Kwame Nkrumah Avenue
Merban House, Accra.

*Improving
quality of living.*





Introduction

Unilever recognises the importance of good corporate governance as a means of sustained long term viability of the business and therefore always seeks to align the attainment of the business objectives with good corporate behaviour. In line with this, the company strives to meet the expectations of the community in which it operates as well as its responsibility to its shareholders and other stakeholders.

In the conduct of its business Unilever seeks to comply with all statutory requirements, adopts best practices to protect the environment and its employees, invests in the community in which it operates, and enhances shareholders' value through cost effective means of doing business. Unilever adopts medium and long term growth strategies and resource allocation that guarantee the creation of wealth. It utilises current technology and continuously innovates in order to stay ahead of the competition. Unilever promotes and recognises excellence through its customer award scheme and employee development programmes.

As indicated in the statement of responsibilities of directors and notes to the accounts the business adopts standard accounting practices and ensures sound internal controls to facilitate transparency in the disclosure of information and to give assurance to the reliability of the financial statements.

Board of Directors

The responsibility of good corporate governance is placed in the hands of the Board of Directors and the Management Team. The Board of Directors are highly qualified and experienced in their fields of discipline. The board comprises seven executive and two non executive directors. To ensure effective control and monitoring of the company's business, the Board has two main committees, the Executive Committee and the Audit Committee which in turn works through other sub-committees to oversee specific important functions.

The Executive Committee

The Executive Committee meets regularly to review the performance of the company and assesses progress against the annual plan. It also reviews programmes, strategies, key

issues and assigns responsibilities for achievement of goals. The committee has oversight responsibility for innovation programmes, supply chain, financing strategies and human resource development programmes to ensure performance excellence. The committee also identifies, assesses the risk profile of the company and assigns responsibilities to various functions to put in measures in order to mitigate possible impact on the business.

The Audit Committee

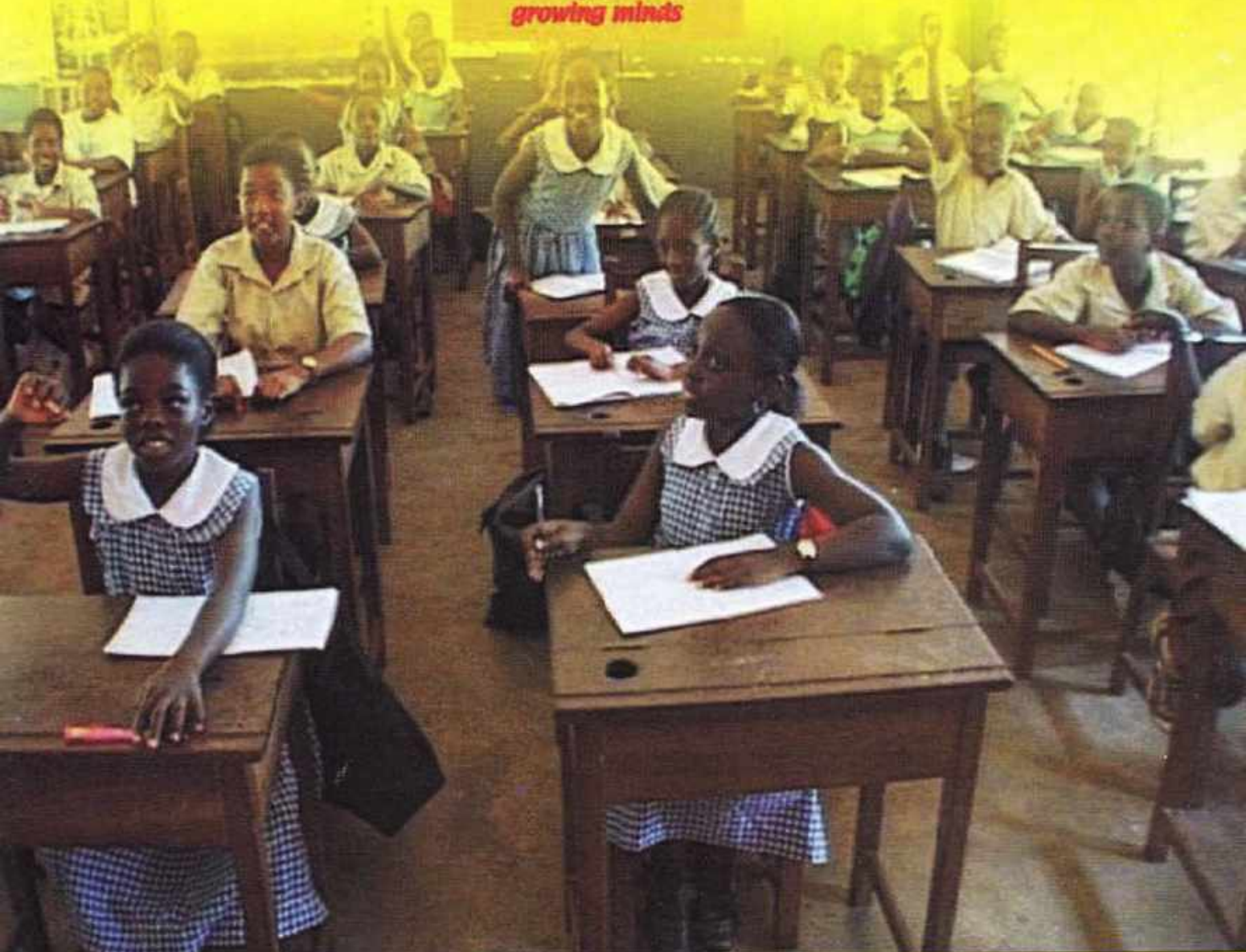
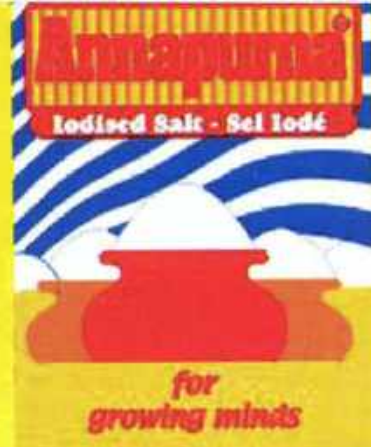
The Audit Committee is made of three directors of whom two are non-executive and it is chaired by a non-executive director who has a strong background in business finance and audit. The committee meets quarterly to review the financial performance of the company, the adequacy of the plan of the internal audit, current audit reports, the adequacy of systems of internal controls and the degree of compliance to laid down policies, laws, code of ethics and business practices of the company.

Internal Controls

Unilever has a well-established internal control systems, which is well documented and regularly reviewed. This incorporates internal control procedures, which are designed to provide reasonable assurance that the assets are safeguarded and that the risks facing the business are being controlled. The Board of Unilever Ghana has also established a clear organisational structure, including delegation of appropriate authorities. Unilever's corporate internal audit function plays a key role in providing an objective view and continuing assessment of the effectiveness of the internal control systems in the business.

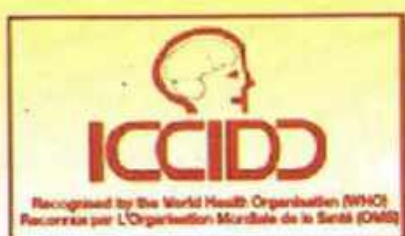
Code of Business Ethics

Unilever has a documented code of business principles to guide all employees in the discharge of their duties. This code sets the professionalism and integrity required for business operations which among other things cover the following areas: compliance with the law, conflicts of interest, public activities, product assurance, environmental issues, reliability of financial reporting, bribery and strict adherence to the principles.



THE RIGHT LEVEL OF IODINE FOR GROWING MINDS

ENDORSED BY:





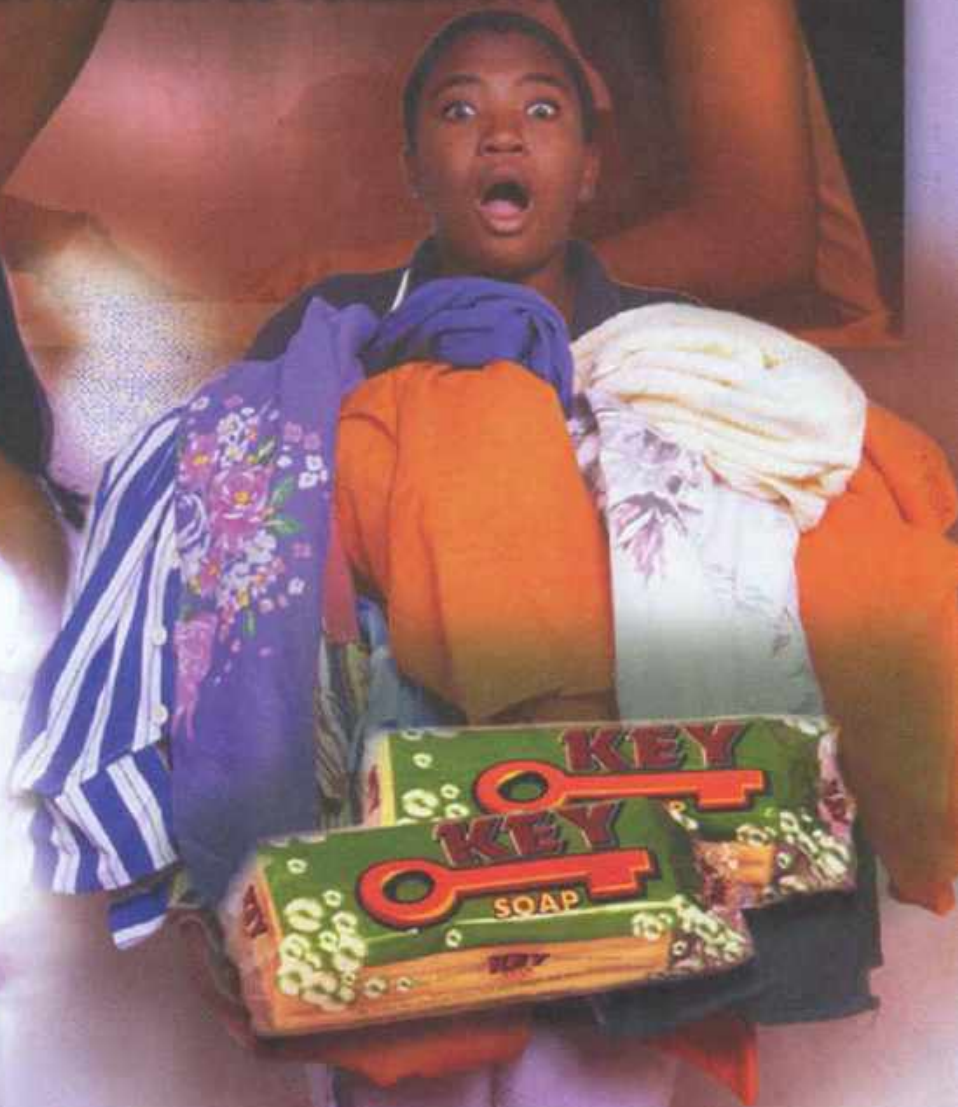
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New IDEAS, great PRODUCTS

...at all times, satisfying the needs
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Looking Ahead...

