

WINNING DECISIVELY

MOTILAL OSWAL INVESTOR CONFERENCE, 8 SEPT 2015

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

SAFE HARBOR STATEMENT



This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations of these expressions or negatives of these terms indicating future performance or results, financial or otherwise, which are forward looking statements. These forward looking statements are based on certain expectations, assumptions, anticipated developments and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, market growth, intense competition and the pricing environment in the market, consumption level, ability to maintain and manage key customer relationship and supply chain sources and those factors which may affect our ability to implement business strategies successfully, namely changes in regulatory environments, political instability, change in international oil prices and input costs and new or changed priorities of the trade. The Company, therefore, cannot guarantee that the forward looking statements made herein shall be realized. The Company, based on changes as stated above, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward looking statements as may be required from time to time on the basis of subsequent developments and events. The Company does not undertake any obligation to update forward looking statements that may be made from time to time by or on behalf of the Company to reflect the events or circumstances after the date hereof.

INTRODUCING HINDUSTAN UNILEVER LIMITED



FY 2014 - 15

NET REVENUE	OPERATING PROFIT	NET PROFIT	EPS (BASIC)	CASH FROM OPS
Rs 308 billion	Rs 49 billion	Rs 43 billion	Rs 19.95	Rs 50 billion
USD 5 billion	USD 800 million	USD 700 million	USD 32 cents	USD 820 million

INR / USD = 61.5



80+ years in India with strong brands and leading market position across categories

Over 18,000 employees, 70 Manufacturing locations, 40+Depots, 3500 stockists

DRIVEN BY A CLEAR STRATEGY



A Compelling Framework

THE COMPASS

WE ARE UNILEVER:

VISION
We are a sustainable, profitable, sustainable business.

MISSION
We strive to create a better living for every day. We are people that care that want and get the most out of life with brands and services that are good for them and good for others. We will improve people's lives and create a better world. We will do this by creating a better world for every person with the aim of creating the best of our companies while staying an environmental leader.

VALUES
Our first priority is to our customers, then customers, employees and communities. When we fail in our responsibilities to them, our shareholders will be awarded. We will use through a growth mentality and a growth approach we will our stakeholders based on their accountability and the best for others.

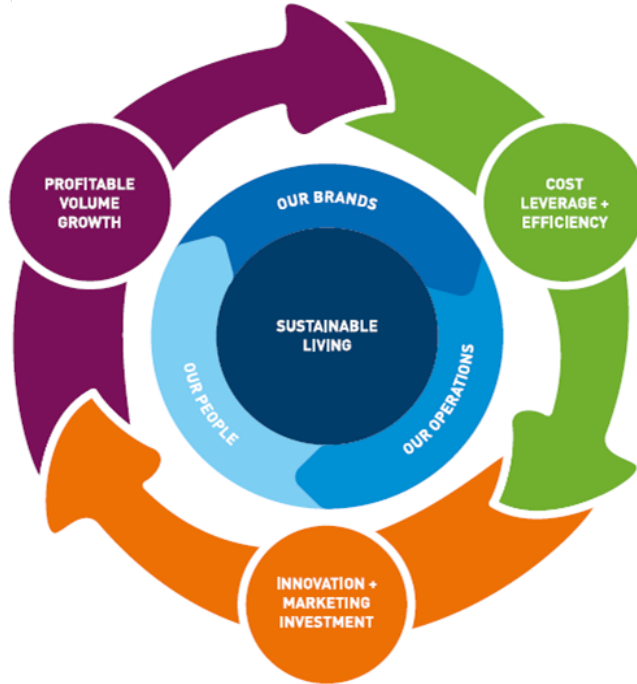
WHERE WE WILL WIN:

MARKETS
Mid-size and large volume in every category and country.

HOW WE WILL WIN:

Deliver superior products, services and experiences	1	Reduce operating costs, drive productivity, improve margins
Aligning with brands and innovation	2	Reduce carbon, water, energy emissions
Aligning with the marketplace	3	Improve financial performance and shareholder value
Aligning with people	4	Improve financial performance and shareholder value
Aligning with people	5	Improve financial performance and shareholder value
Aligning with people	6	Improve financial performance and shareholder value
Aligning with people	7	Improve financial performance and shareholder value
Aligning with people	8	Improve financial performance and shareholder value
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Aligning with people	16	Improve financial performance and shareholder value
Aligning with people	17	Improve financial performance and shareholder value
Aligning with people	18	Improve financial performance and shareholder value
Aligning with people	19	Improve financial performance and shareholder value
Aligning with people	20	Improve financial performance and shareholder value

A Model Which Works



A Clear Set of Goals

- Consistent **Growth**
- Competitive **Growth**
- Profitable **Growth**
- Responsible **Growth**

FY 2014-15: DELIVERED ON OUR GOALS



COMPETITIVE GROWTH

Ahead of market



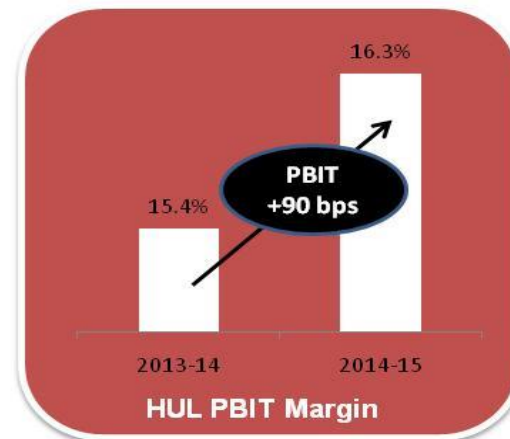
CONSISTENT GROWTH

Sustaining UVG in a slowing market



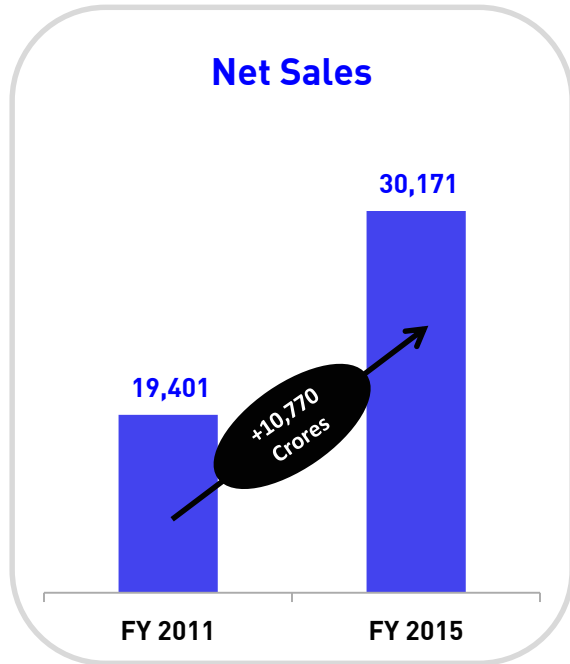
PROFITABLE GROWTH

Expanding margins whilst sustaining competitive investment

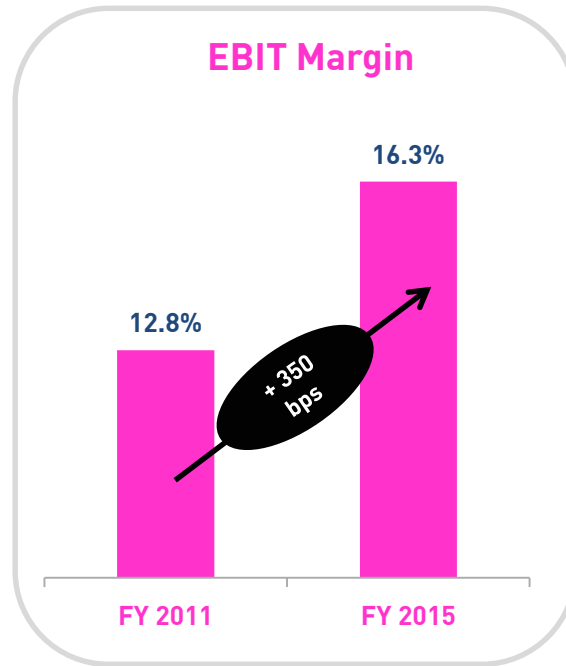


Domestic Consumer business grows 10% | 5% UVG | PBIT +17%

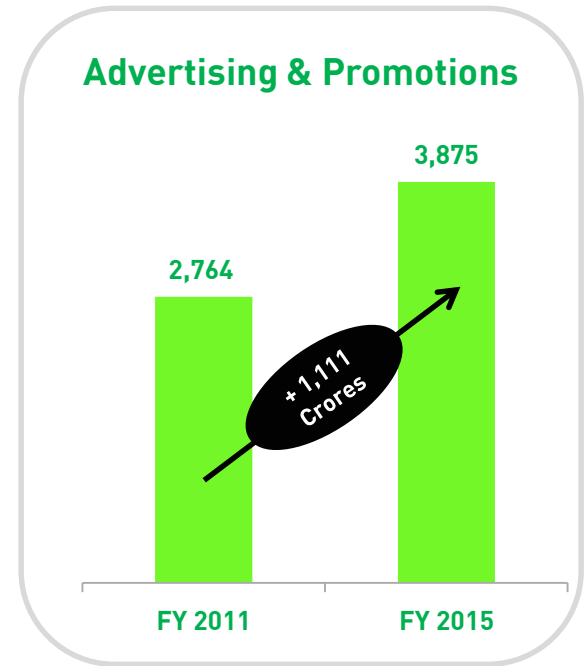
STRATEGY ON TRACK AND DELIVERING OVER THE YEARS



Now a 30,000 Crore Company
>10,000 Crores added in the last 4y



Consistent improvement in Operating
Margin



Competitive investments sustained
>Rs 1000 Crores increase in A&P in last 4y

PROGRESS ON OUR SUSTAINABILITY PRIORITIES



IMPROVING HEALTH & WELL-BEING



63 million people touched by **Lifebuoy** handwashing programs since 2010



55 billion litres of safe drinking water dispensed through Pureit in home water purifiers

REDUCING ENVIRONMENTAL IMPACT



Reduced CO₂ emissions by 37%, water use by 44%, waste by 88%*



38,000 climate friendly freezers with Hydro Carbon technology



Over 30 sites have become zero non-hazardous waste to land fills



100% Palm derivatives backed by RSPO certificates, **85% tomatoes** sourced from sustainable sources

ENHANCING LIVELIHOODS



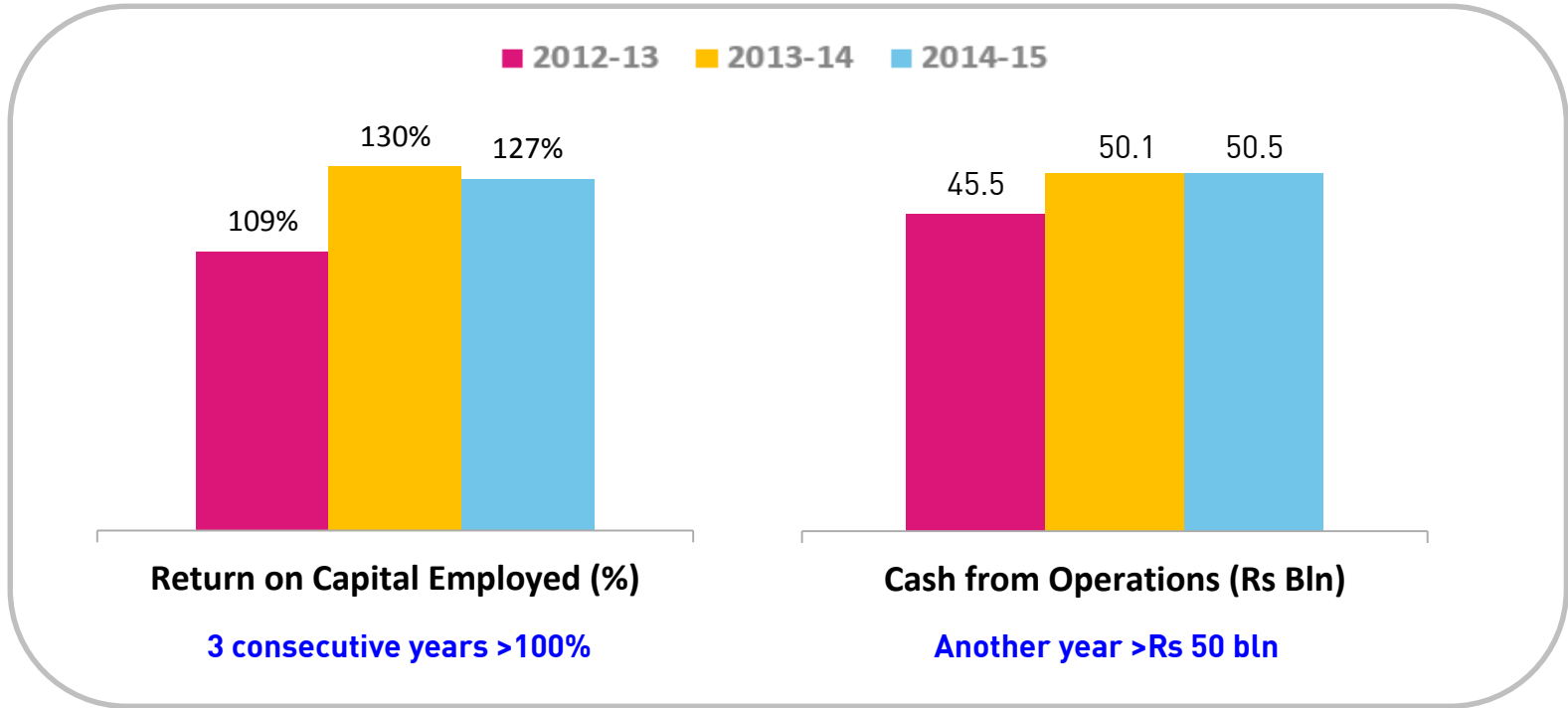
Over **70,000 Shakti Ammas** and **48,000 Shaktimaans** cover >4m households across 165,000 villages



Kwality Wall's mobile vending operations provide >**6500 people** with entrepreneurship opportunities

* vs. 2008 baseline, RSPO - Roundtable on Sustainable Palm Oil

SUSTAINED STRONG TRACK RECORD



BUILT BIGGER BRANDS



RS 2000 CR+

6



RS 1000 CR+

5



RS 500 CR+

6



WINNING WITH CONSUMERS & CUSTOMERS



16 HUL brands feature in the 'Most Trusted Brands' 2014 edition



10 HUL brands feature in BrandZ™ Top 50 Most Valuable Indian Brands ranking



HUL consistent recipient of various Supplier Awards from leading retail customers



Best Brand of Beauty

Overall Excellence in Business in Cosmetics Category"

CEO Award for Excellence in Partnership

Best Joined Business Plan Award

Best Supply Chain for Hypermarket Award

RETAINED TOP EMPLOYER POSITION



**EMPLOYER OF
CHOICE**



4th YEAR
in a row

**DREAM
EMPLOYER**



6th YEAR
in a row

#1

Employer in **Mktg & Finance**
Company for **leaders in India***

CONTINUED RECOGNITION



KANKHAJURA TESAN

3 Gold Lions at Cannes



3 Unilever brands in Top 10 Brand Footprint global ranking



3rd Most Admired Company in India's List

HUL's Project Shakti received the 'Porter Prize for Creating Shared Value'



Good Governance Award by CNBC Awaaz

HUL ranked no. 3 in 2014 Global Aon Hewitt Top Companies for Leaders Survey



Top Indian Company in FMCG sector



15th Annual GREENTECH Environment Award 2015



Client of the year "Effie 2014"



HUL- Awarded for "Excellence in FMCG Supply Chain"



Silver Shield for best annual report across Manufacturing sector



HUL awarded 'Best Media Client of the Year'



The World's Most Innovative Companies 2015

HUL recognised as Most Innovative Company in South Asia

LOOKING AHEAD, WE ARE OPTIMISTIC ON THE INDIA GROWTH STORY



IMF, ADB upbeat on India growth story

31 March 2015, New Delhi, Subrata Misra



HOME » POLITICS

FIRST PUBLISHED: TUE, APR 14 2015, 06 50 PM IST

IMF, World Bank see India growth picking up

India projected to do better than China this financial year, but govt needs to push forward the reforms agenda

India to lead Asia's economic growth: ADB

New Delhi, Mar 24 (PTI) Economic growth in Asia would be led by India for the next couple of fiscals as China is slowing down, the Asian Development Bank said Tuesday.

HOME » COMPANIES

FIRST PUBLISHED: SUN, MAR 08 2015, 11 59 PM IST

India's economic growth may be strongest in the world: Marc Faber

Faber says that in the long run, Indian equities look promising, more attractive than US equities

Economy | Fri Oct 24, 2014 1:35pm IST

REMARK: TOP NEWS, BUSINESS, ECONOMY

Reuters Poll - India's growth pace to pick up as reforms draw investment

BANGALORE | BY RAHUL KARUNAKAR AND ASHRITH DODDI

Aug 06, 2014, 05:03 PM IST | Source: CNBC-TV18



India has higher growth potential than China: Economist

Policy Reform to Support India's Growth Potential: Moody's

Press Trust of India | Updated On: December 08, 2014 19:31 (IST)

POSITIVE ABOUT THE MEDIUM – LONG TERM OUTLOOK FOR FMCG IN INDIA



Affluence



Aspirations



Attitudes



Awareness



Access

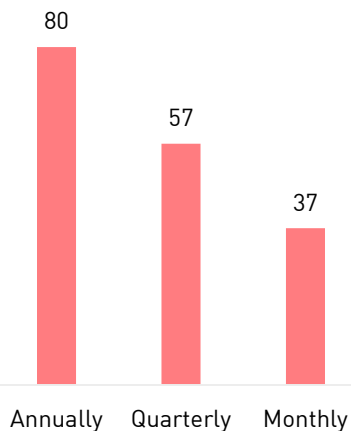


More Users | More Usage | More Benefits

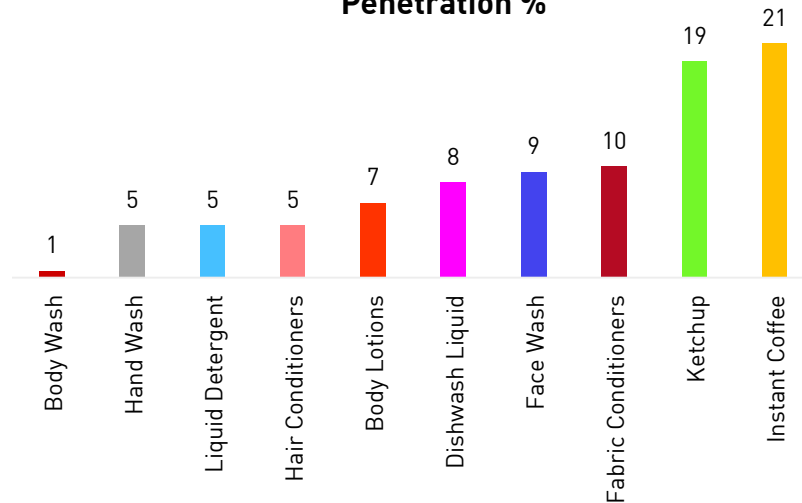
WITH SIGNIFICANT HEADROOM FOR GROWTH



Skin Creams Penetration %



Nascent Categories Annual Penetration %



Category Creation vis-à-vis other D&E markets

Country	Contribution to category	Per Capita Consumption
FABRIC CONDITIONER		
	23% *	385 ml
	0.7% *	7 ml
HAIR CONDITIONER		
	36% ^	220 ml
	7% ^	5 ml

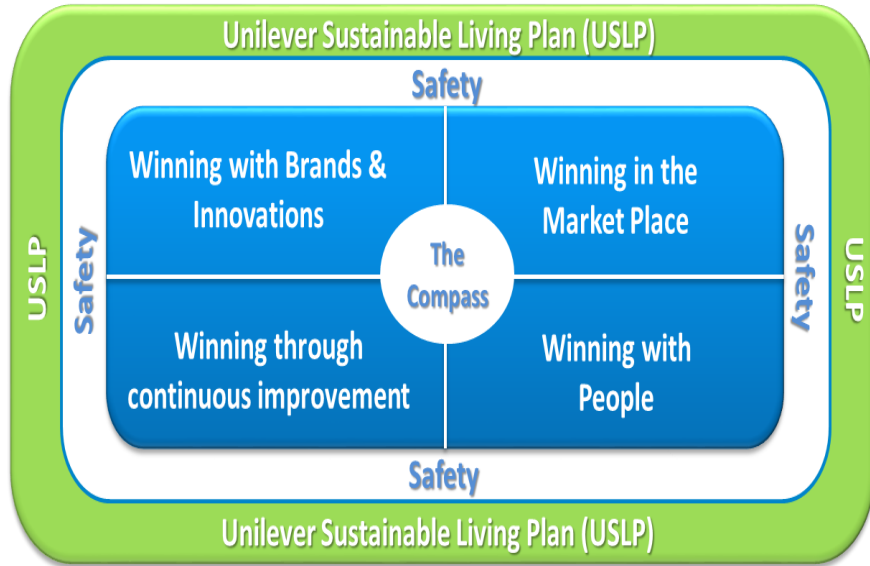
Opportunities as markets and consumers evolve

*As a % of laundry category

^As a % of hair category

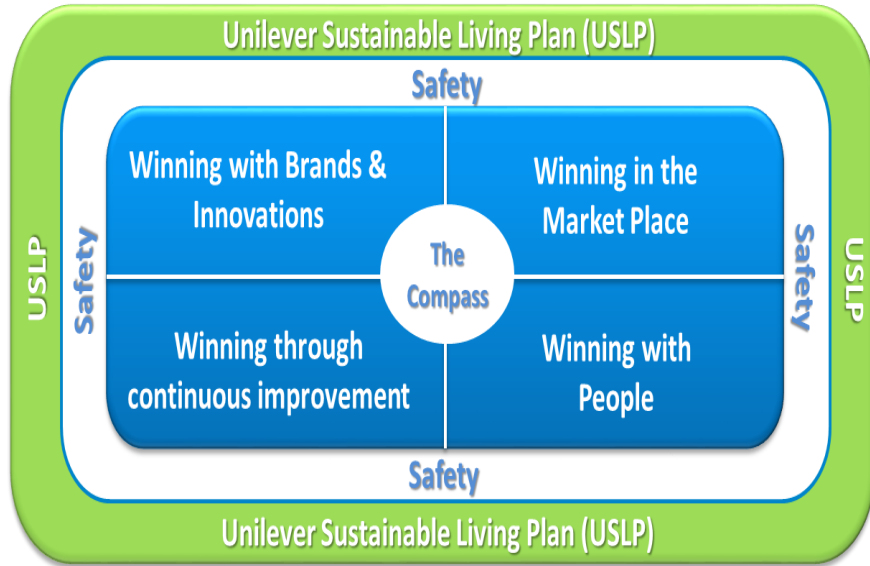
Source: IMRB/ Euromonitor

WINNING DECISIVELY



- 1 Magic in marketing
- 2 Sharpening marketplace execution edge
- 3 Operationally efficient and agile
- 4 Winning with and through our people
- 5 Doing well by doing good

WINNING DECISIVELY

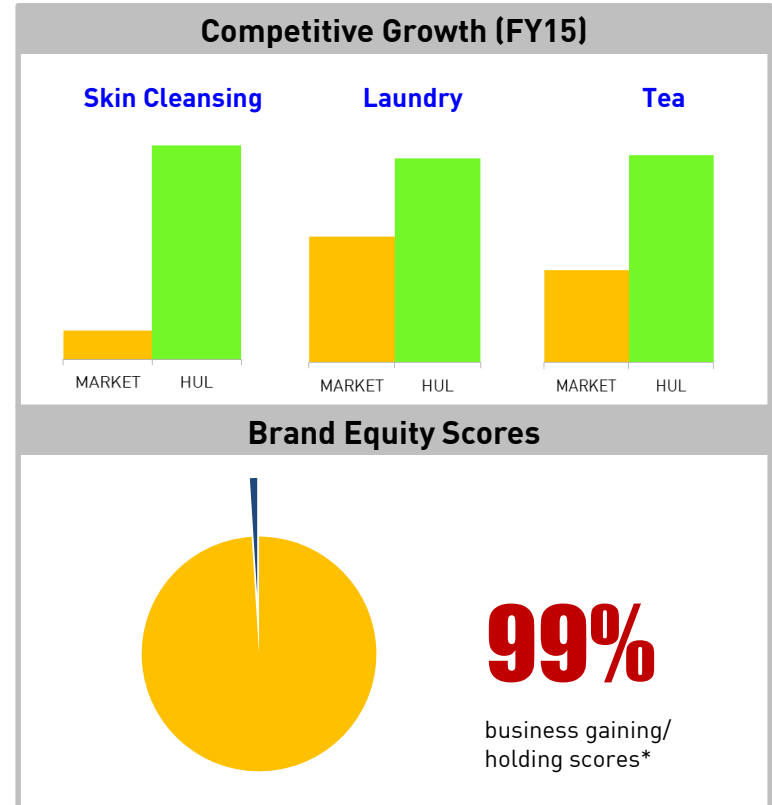


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STRENGTHENING THE CORE



- Bringing aspiration back in core
- Building penetration & brand consideration
- Focus on Hero SKU's



*Q42014 Vs. Q42013, Basis % turnover excluding tea and ice cream

LEADING MARKET DEVELOPMENT

COMFORT



Growing double digit for 15+ qtrs
35% LSM 5+ HH reached in 3 years of launch

GREEN TEA



Distribution more than doubled last year
Market leadership gained

PACKAGED FOODS

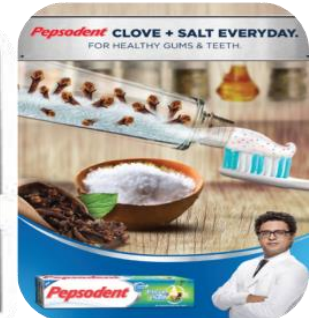


Reached >10 Million people
through our Experiential Model



MAGIC IN MARKETING

TURBO CHARGING INNOVATION



CREATING MAGIC IN EVERY CONSUMER & SHOPPER INTERACTION



KISSAN

welcome to kissanpur

On the 10th of Nov, our Kissan film went live on the digital platform, and the response has been overwhelming.

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YouTube 3 million views 68000 shares

now growing
India's love for nature

YouTube

Kissan's Real Joy film: Touched lives of **over 30 Million** people

LAKME

I Love Lakme with Aastha Deshmukh and Priscy Anja Sona

Malika Arora Khan spots the sizzling red couture by Sona as she #GoesGlossy at #LakmeFashionWeek! Get the look easy steps and get going. #LakmeFashionWeek!

MA'ANA #GOESGLOSSY WITH SMOKEY EYES, GLOSSY SKIN & COFFEE HOUR

THE GRAND FINALE LOOK

PURPLE GEL LINED EYES meet GLOSSY PLUM LIPS

Facebook Twitter

FB **17m** reach; Twitter **8%** engagement (industry std 3-4%)

TRESEMME

REJUVENATED TO THE MAX

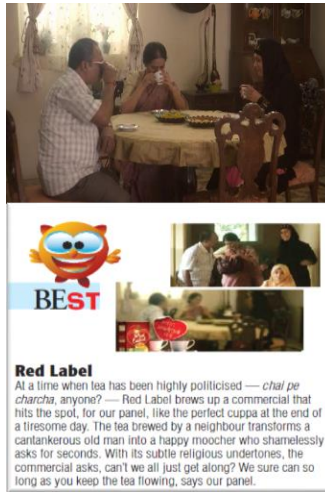
NEW

Blockbuster Launch of Tresemme Hair Spa in LFW



RED LABEL: BREWING TOGETHERNESS WITH 'SWAD APNEPAN KA'

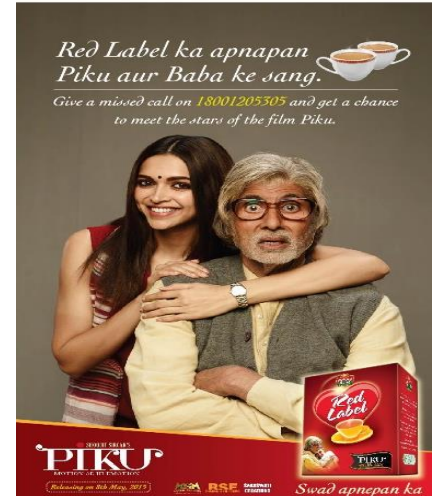
Acclaimed communication - neighbour's film



Facebook activity - 35 mln people in one day



Contextual tie ups



Outdoor campaign



External Recognition at Asia Pacific Effies, Asia Effies, Campaign India Digital Crest Awards



HARNESSING NON TV

Bollywood



Outdoor



Radio



Print



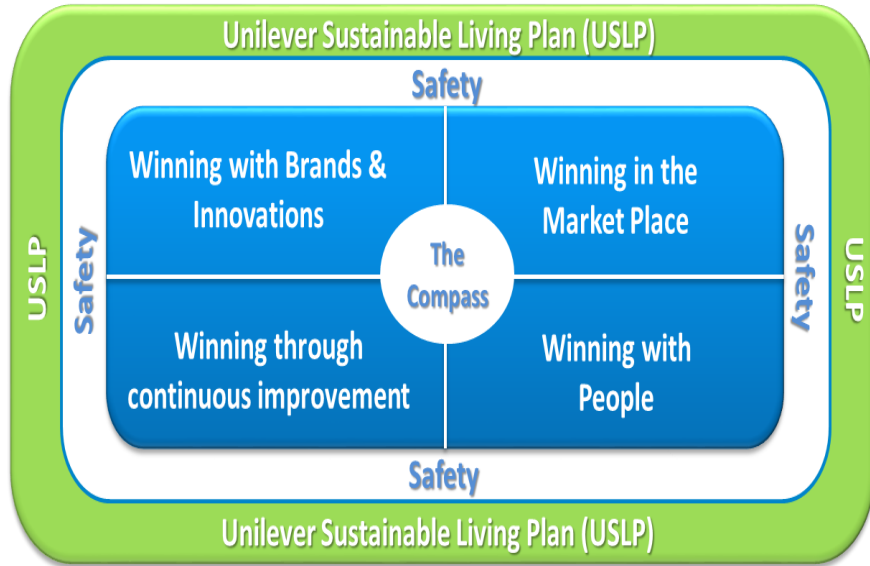
Digital



Non TV spend at 30%, Digital at 10%



WINNING DECISIVELY

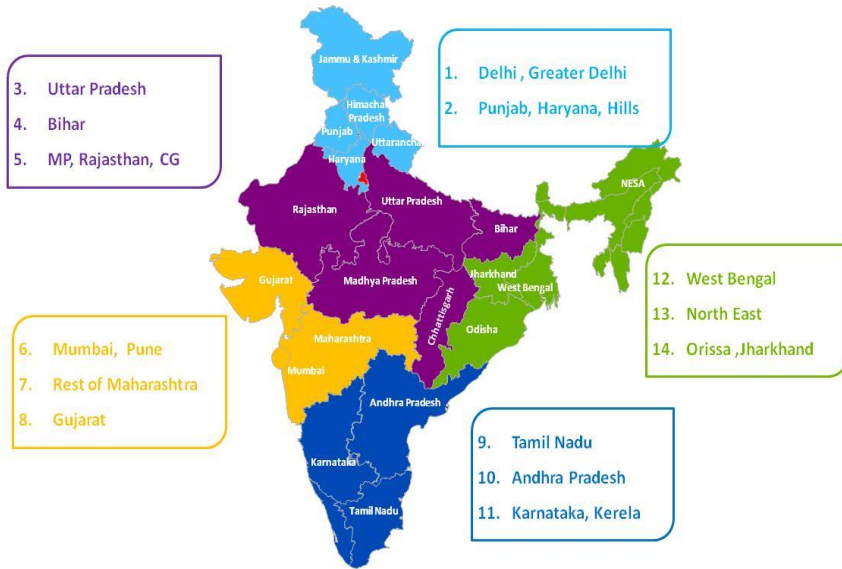


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ESTABLISHING 'WIMI' AS THE NEW WAY OF WORKING



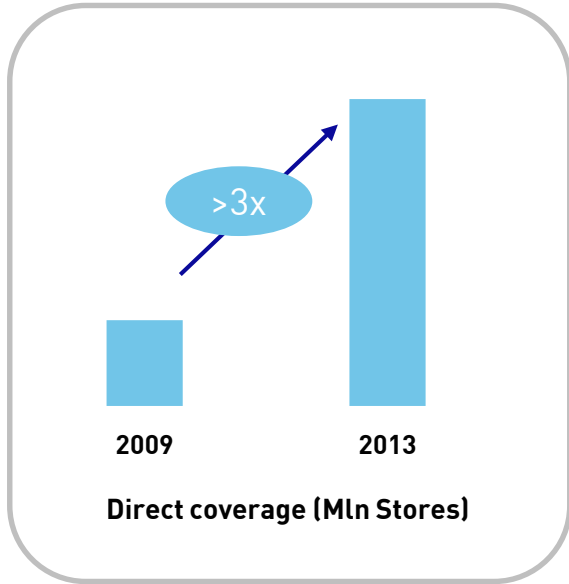
NOW: 5 Branches, 14 Consumer Clusters



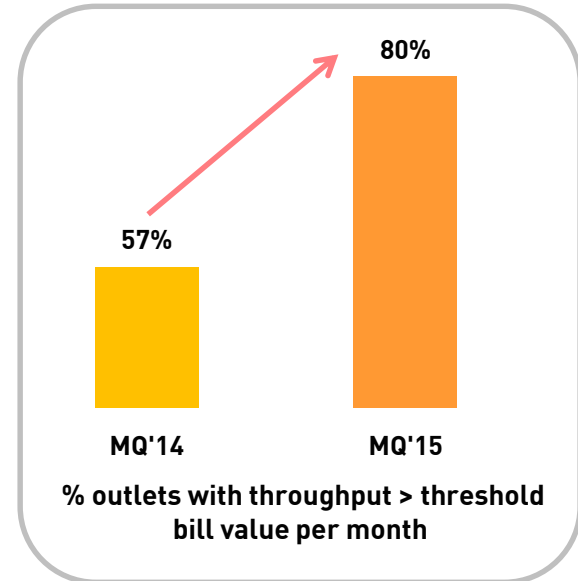
New Ways of Working



MORE THROUGHPUT FROM MORE STORES



More Stores



More Throughput

BUILDING BRANDS IN STORE (BBIS)



1800+ resources
Foods, Skin, Oral, FW

SHOPPER INTERVENTION



Skin, Hair, Tea, Fabric Wash,
Personal Wash

CATMAN



~1000 stores

IN STORE ASSETS



Skin, Oral, Green Tea, Knorr

BIG BANG LAUNCHES



Foods, Personal Care

EXPERIENCE @ POS



STRENGTHENING CAPABILITIES IN EMERGING/EVOLVING CHANNELS



DRUG CHANNEL



Building shopper preference through Health & Beauty expertise

MODERN TRADE



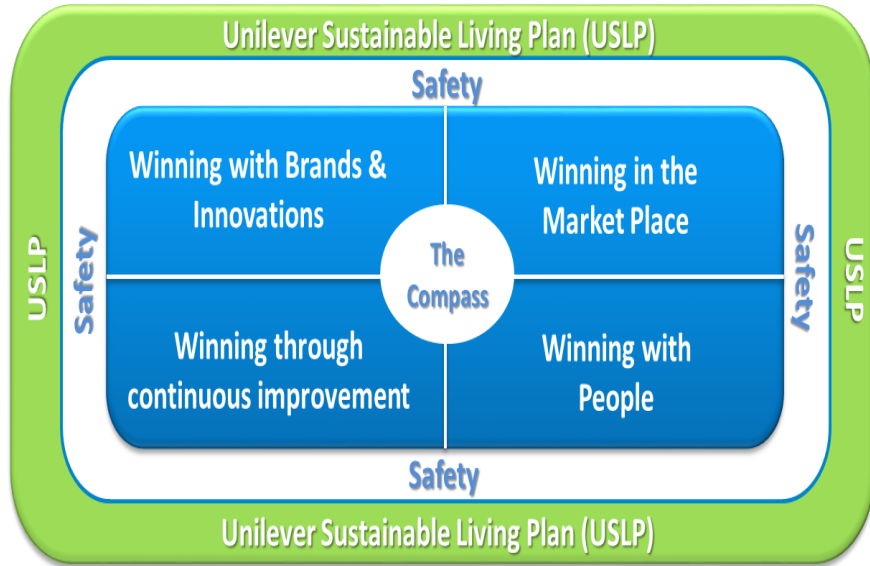
Accelerating growth in categories of tomorrow

E-COMMERCE



Developing a margin accretive business in India

WINNING DECISIVELY

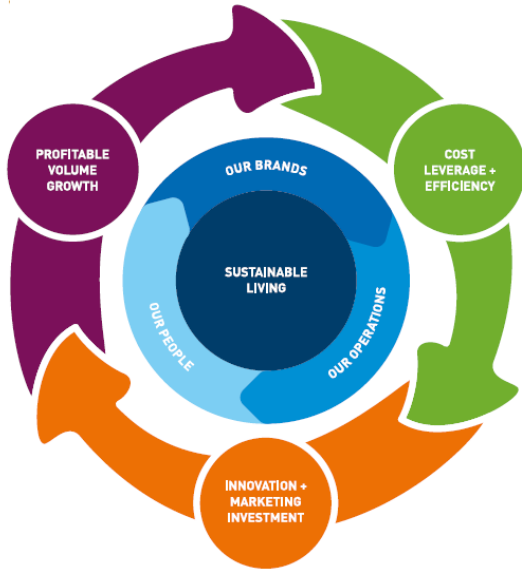


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DRIVING THE VIRTUOUS CYCLE OF GROWTH



A Business Model That Works



Max the Mix



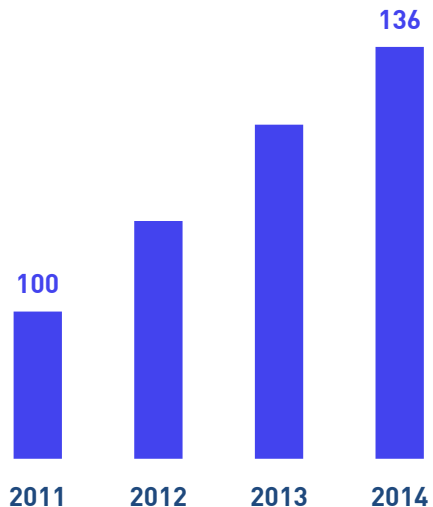
End-to-end cost focus



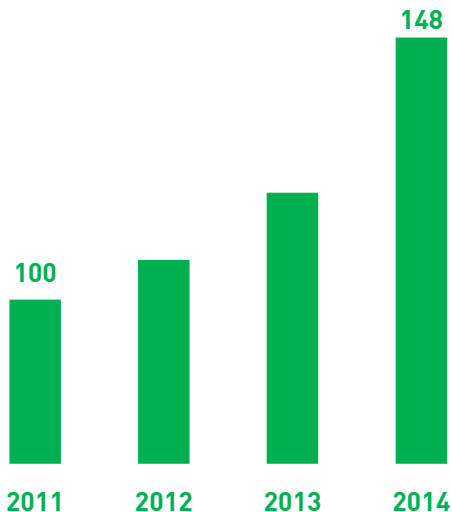
OPERATIONALLY EFFICIENT AND AGILE
END TO END COST FOCUS



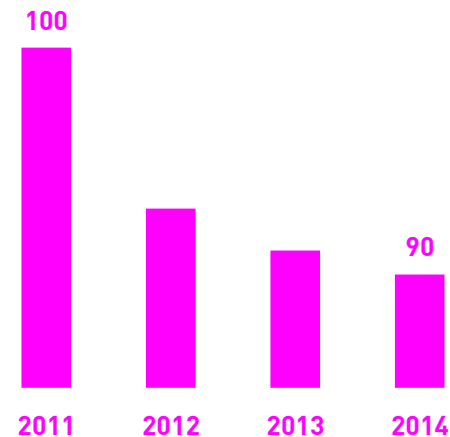
Material Cost Savings*



Non Material Supply Chain Cost Savings*



Overheads*



Savings Up, Costs Down

**Numbers indexed to 2011, base considered 100*

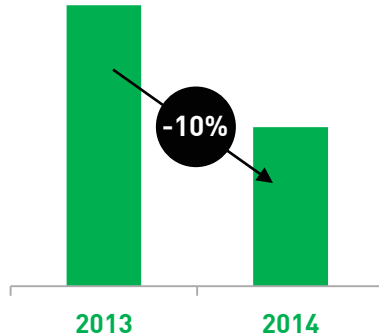
OPERATIONALLY EFFICIENT AND AGILE
DIALING UP QUALITY



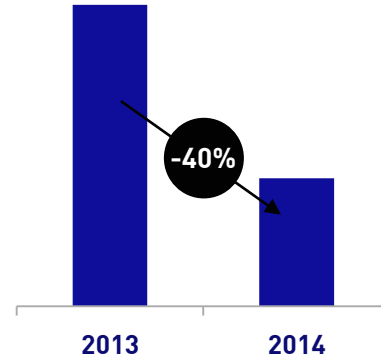
Embedding a Quality mindset



Defects per million units reduced



Reduction in consumer complaints



Working with Trade to drive Quality

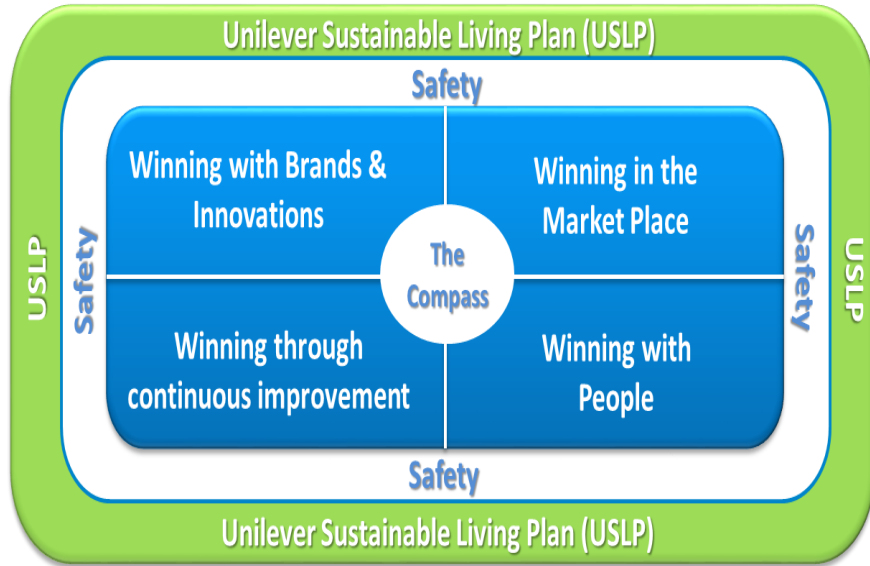
PROJECT SAHAYOG प्रोजेक्ट सहयोग

Scope - 10% improvement at RS

Process

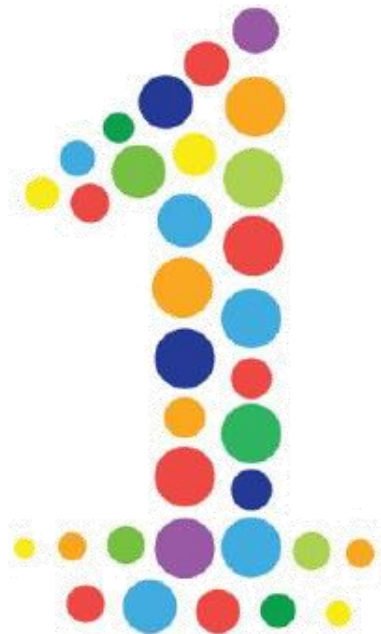
R&D

WINNING DECISIVELY



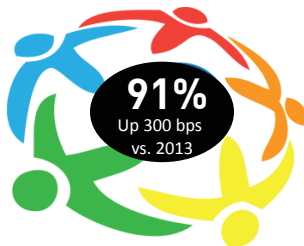
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WINNING WITH AND THROUGH OUR PEOPLE



Employer Brand

Employee Engagement



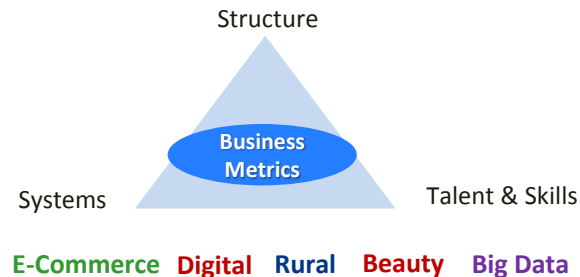
Diversity & Inclusion



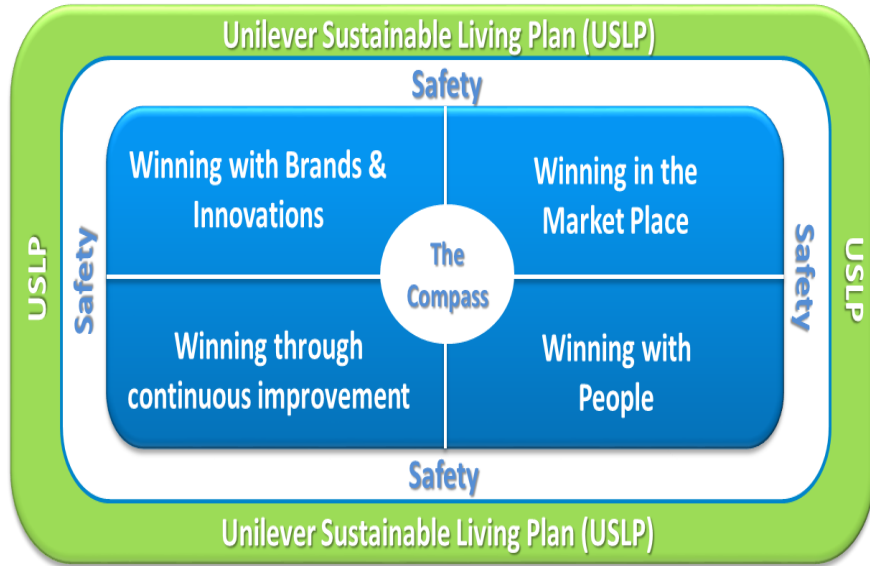
Bias for Action



Organizational Capabilities



WINNING DECISIVELY



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DOING WELL BY DOING GOOD

INFLUENCING CHANGE THROUGH PROJECT SUNLIGHT



Social Experiment
Leading by action

Sunlight Living challenge

Innovating to provide
simple solutions



Harnessing the power of children as change agents

OUR HEALTH & WELLBEING IMPACT TILL 2020



**LB School
Cont.
Programs**



**125 mln
People**



Pureit



**120 mln
People**



**Domex Toilet
Academy
100K Toilets**



**530k
People**



**Oral School
Cont.
Program**



**5 mln
People**



**Water
Foundation**



**500 bln
litres**

Impacting > 250 mln people – 1 in every 5 Indians

DOING WELL BY DOING GOOD

LEADING THE AGENDA ON WATER SECURITY THROUGH HINDUSTAN UNILEVER FOUNDATION



Water Conservation



100 billion liters*

Cumulative and Collective Potential

Crop Yield



23,000 Tons*

Cumulative Annual Agriculture
Production

Person Days Generated



Around 750,000*

Cumulative Person Days
Generated

*Assured figures

HUF - AV



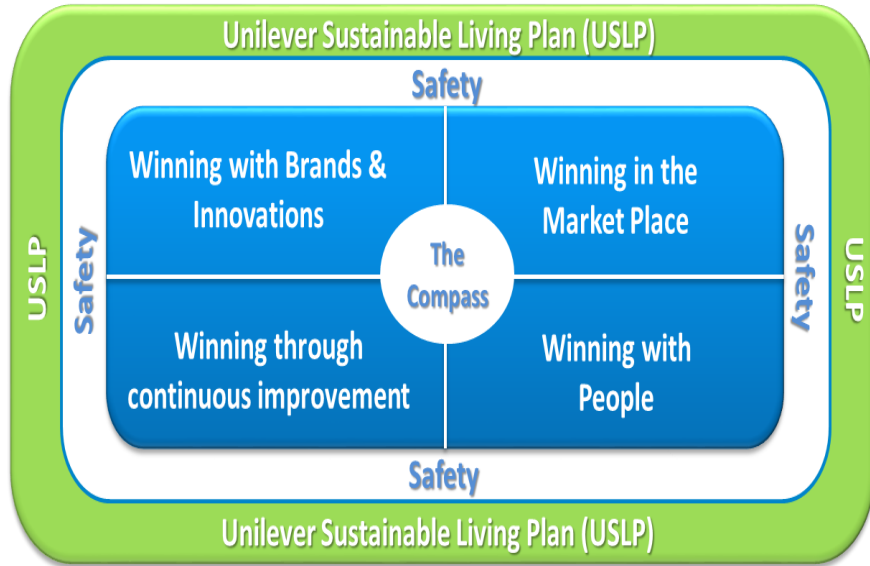
DOING WELL BY DOING GOOD

SWACHH BHARAT ABHIYAN AND USLP CONVERGE ON THE WASH AGENDA



Both programs focused on health, cleanliness and sanitation challenges facing India

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CATEGORY PRIORITIES

Home Care & Water



- Market Development
- Premiumization
- Core Profitability

Personal Care



- Market Development
- Premiumization
- Keep Core Aspirational

Foods & Refreshments



- Market Development
- Availability
- Core + More

THANK YOU

For More Information



VISIT OUR WEBSITE

<http://www.hul.co.in/investorrelations/>

The screenshot shows the 'Investor centre' page on the HUL website. It features a navigation menu on the left with categories like 'UNDERSTANDING HUL', 'CORPORATE GOVERNANCE', 'SHAREHOLDER SATISFACTION SURVEY', and 'SHAREHOLDER & AGM INFORMATION'. The main content area highlights the 'HUL Annual Investor Meet 2015' with a date of 26th June 2015. Below this, there are sections for 'Presentations & speeches' listing various reports and presentations from 2015, and a 'QUARTERLY RESULTS' section with links to H1, March Quarter, and December Quarter results. A 'Find out more about the meet' button is also visible.

HUL INVESTOR APP

This section displays the HUL Investor App on three devices: an iPhone, an Android smartphone, and a tablet. The tablet screen shows the 'DQ'12 Results Presentation' with images of various HUL products. Below the device images is a QR code for app download, the Hindustan Unilever Limited logo, and the 'Available on the App Store' and 'ANDROID APP ON Google play' badges.