



REFRESHMENT



Unilever

REFRESHMENT

ANNUAL INVESTOR MEET | 19 JULY 2016





WHAT I AM GOING TO SPEAK ABOUT

1. The refreshment opportunity in India

2. Why do we think HUL will win

3. Our strategy to win

OUR PORTFOLIO



TEA

GLOBAL POSITION

#1

INDIA POSITION

#1



COFFEE

NA

#1



ICE CREAM

#1

#2

THE OPPORTUNITIES - TEA



LOOSE TEA UPGRADATION

We are just **10%** of the mkt. vol



INDIA TEA BAGS

Potential to be **E100** Mn today



GREEN TEA

At **2X** margin, Explosive Growth

THE OPPORTUNITIES - COFFEE



Conventional Coffee Upgradation

3/4th of the Mkt still to be tapped



Tea User Conversion

Coffee, only **5%** of tea consumption

THE OPPORTUNITIES – ICE CREAM



Share Gain

Only 1/10th share of a **E1.2Bn** Mkt



Consumption Increase

400ml ppc vs. **1.6l** (Indo) & **7l** (Brazil)



ARE WE SURE OF THE OPPORTUNITY

Refreshment as a % of HUL

India

15%

South India

24%

Pakistan

34%



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POWERFUL BRANDS



TEA

SHARE OF MIND TO
SHARE OF MARKET

3X



COFFEE

1.2X



ICE CREAM

5X



VERY STRONG BUSINESS MODEL

	Tea	Ice Cream	Coffee
GM% indexed to Source of Growth	2X	1.5X	2X
Indexed GM growth 2013-2016	1.2X	1.4X	1.2X
Share of media spends to market share	5X	5X	1.4X

We have the **FUEL** to **WIN** the Market

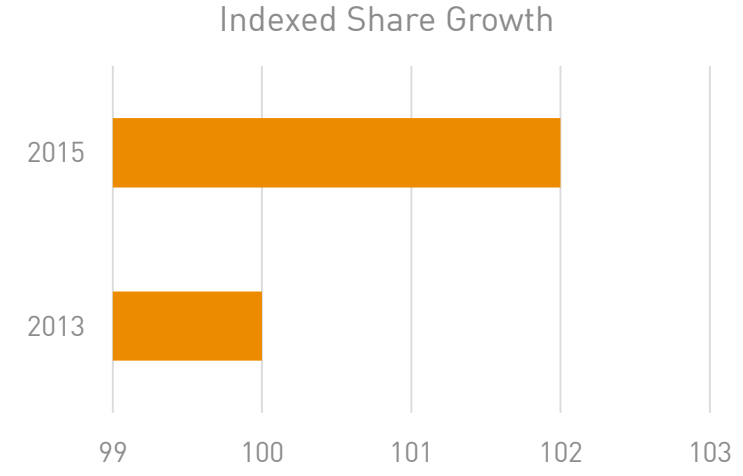
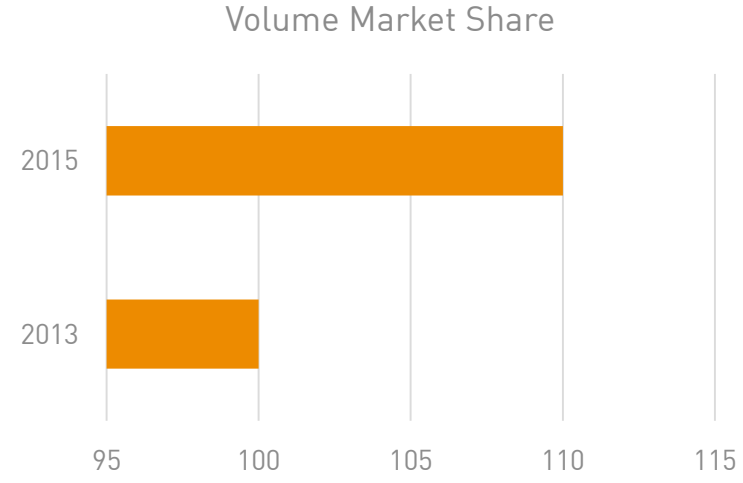
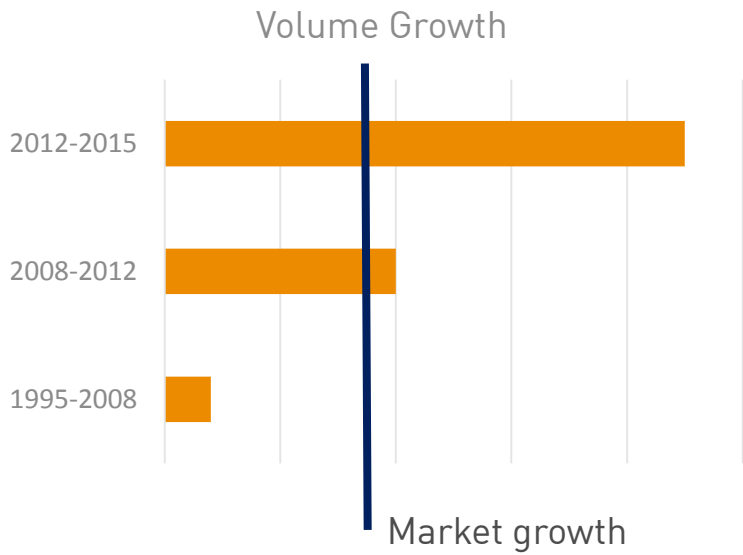


COMPETITIVE GROWTH

TEA

COFFEE

ICE CREAM

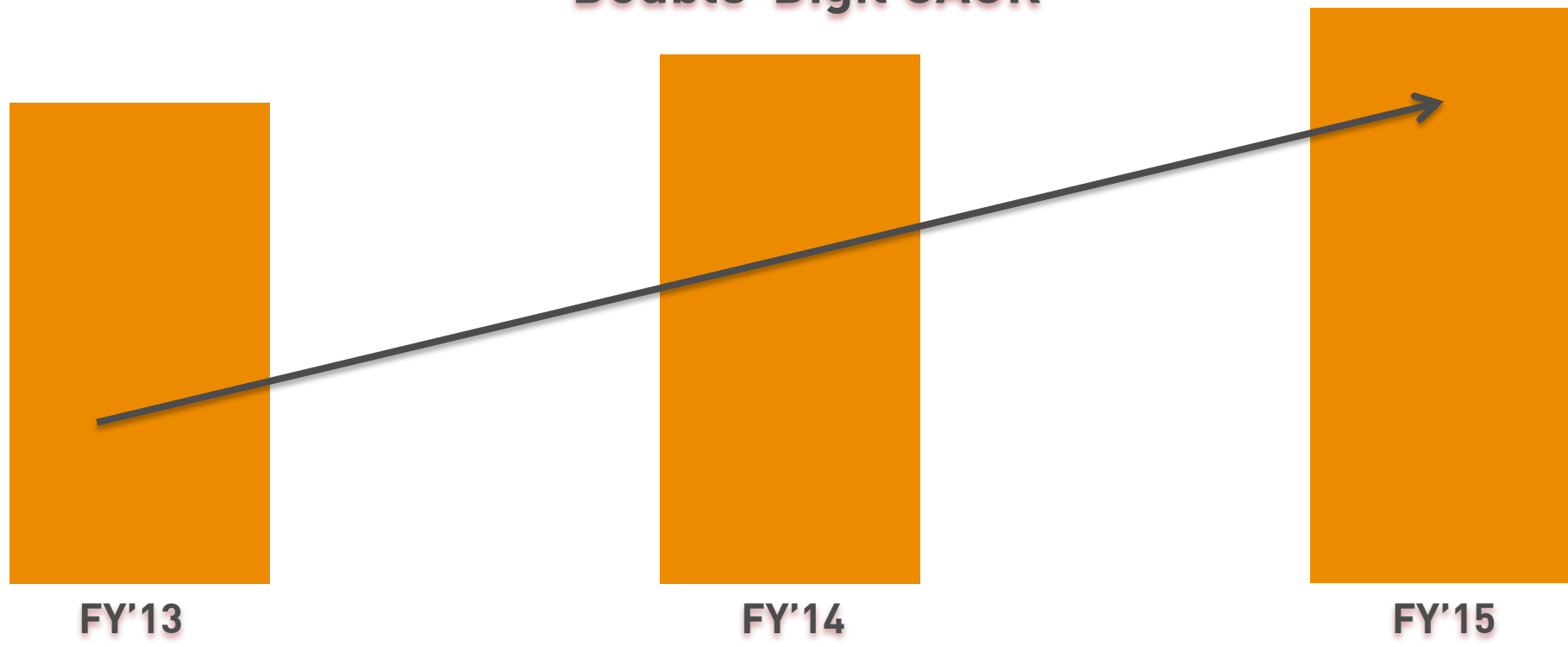


Consistent Growth Across Categories



NOW IS THE TIME TO ACCELERATE

Double-Digit CAGR





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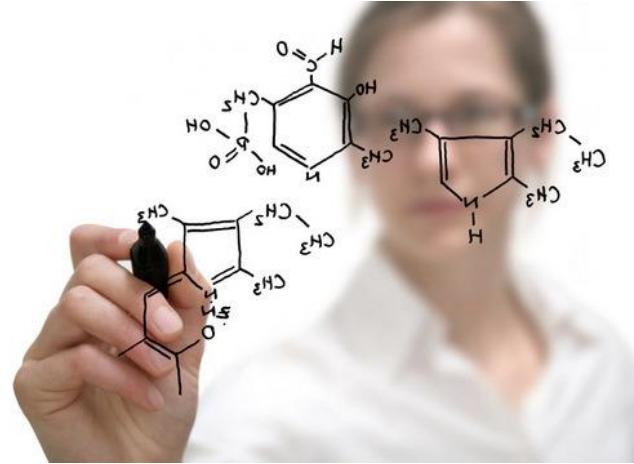
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FOUR FOLD STRATEGY

CRAFT MAGICAL BRANDS



DIFFERENTIATED TECHNOLOGY



WIN IN MANY INDIA'S



MARKET DEVELOPMENT

“TEA of course”

“As soon as *toddy* stops in my town I closed I asked myself: If I can't get *toddy* any more what am I to drink? I work hard and occasionally need a stimulant. From my personal experience I can now give the answer: **TEA, OF COURSE!**”

“I have been drinking tea now for several months and it's amazing how I have lost all craving for *toddy*! Tea gives me all the stimulation I need. I find this beverage more refreshing than any drink; for, it quickly dispels my fatigue, and cheers me up. It has made a new man of me.”

The Cup that Cheers Me

IMPORTED BY THE HINDUSTAN TEA MARKET CO. LTD. BOMBAY

CRAFT MAGICAL BRANDS

LIKE COMING TOGETHER
OVER A STEAMING CUP
OF **RED LABEL** TEA.

*Swad
apnepan
ka*



Red Label

BRU
Instant



BRU
Instant

LOVE is
BRU

KWALITY WALL'S

START A LOVE STORY
SHARE A CORNETTO



NEW
CHOCO
COFFEE

Cornetto

*Taste is Great. Creative Visuals too.

DIFFERENTIATE WITH TECHNOLOGY

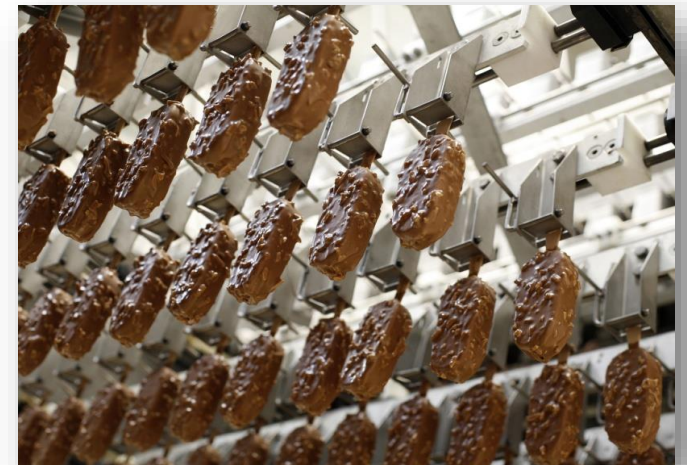
FRESH TEA VENDING MACHINES



PROPRIETARY COFFEE TECHNOLOGY

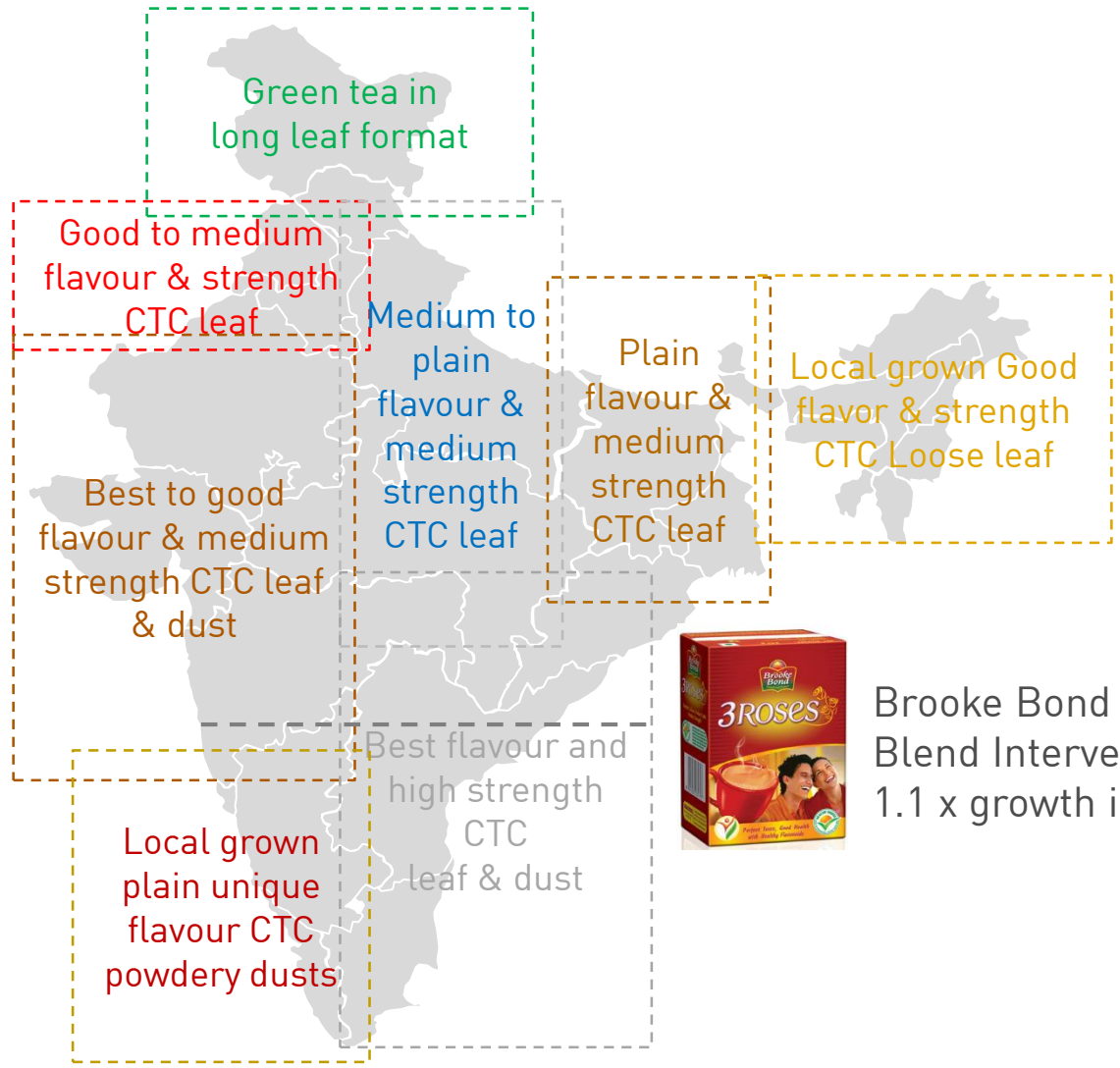


PROPRIETARY ICE CREAM TECHNOLOGY



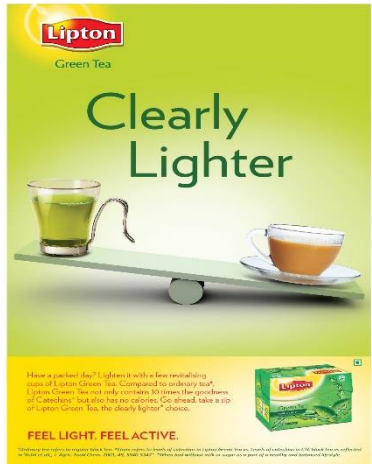


WINNING IN MANY INDIA'S



Brooke Bond 3 Roses Blend Intervention leading to 1.1 x growth in market share

Green Tea



Boilable Tea Buds



Flavoured tea



BRU: CC conversion





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THANK YOU

