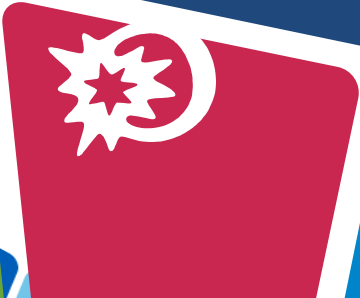


WINNING DECISIVELY

JP MORGAN INVESTOR CONFERENCE | 15 SEPT 2016

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.

HINDUSTAN UNILEVER LIMITED- A SNAPSHOT



FY 2015-16

NET REVENUE	OPERATING PROFIT	NET PROFIT	EPS (BASIC)	CASH FROM OPS
Rs 320 bln	Rs 54 bln	Rs 41 bln	Rs 18.87	Rs 56 bln+
USD 5 bln	USD 842 mln	USD 639 mln	USD 29 cents	USD 873 mln+

INR/USD = 64.15



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

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

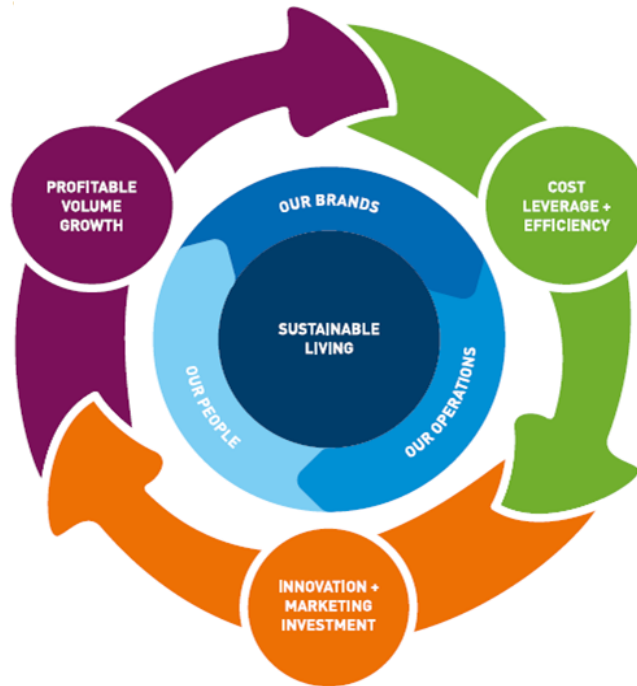
DRIVEN BY A CLEAR STRATEGY



A Compelling Framework

THE COMPASS	
WE ARE UNILEVER:	
VISION	WE WANT TO CREATE A BETTER LIFE FOR EVERY DAY We help people feel good, look good and get more 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 for all.
VALUES	We will improve people's lives and create a better world for all. We will improve people's lives and create a better world for all.
MISSION	We will improve people's lives and create a better world for all. We will improve people's lives and create a better world for all.
WHERE WE WILL WIN:	
MARKETS	We will improve people's lives and create a better world for all. We will improve people's lives and create a better world for all.
HOW WE WILL WIN:	
STRATEGIC INITIATIVES	Deliver superior products, drive growth, reduce costs, improve efficiency, invest in people, improve financial performance, improve sustainability, improve marketing.

A Model Which Works



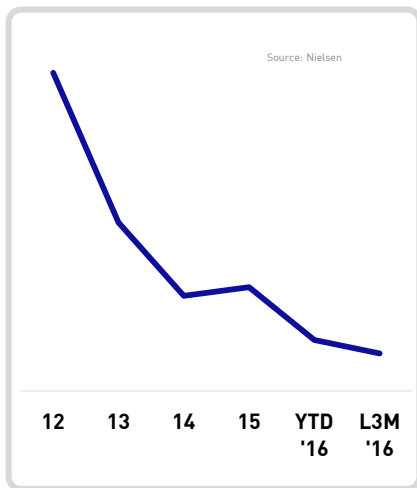
A Clear Set of Goals

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

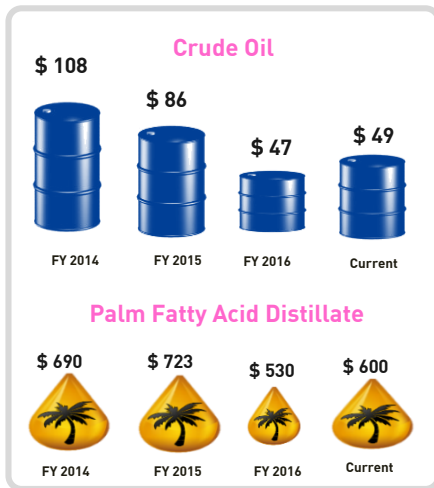
FY 2015-16: A CHALLENGING ENVIRONMENT



Subdued Consumer Markets*



Volatile Commodity Prices



High Competitive Intensity



Market growth at its lowest in a decade

Weak rural economy credit negative for India's rating: Moody's

Moody's says almost half of the poll respondents identified sluggish reform momentum as the greatest risk to India's macroeconomic story

Eastern India bears brunt of rural wage slowdown

[THE FINANCIAL EXPRESS](#)

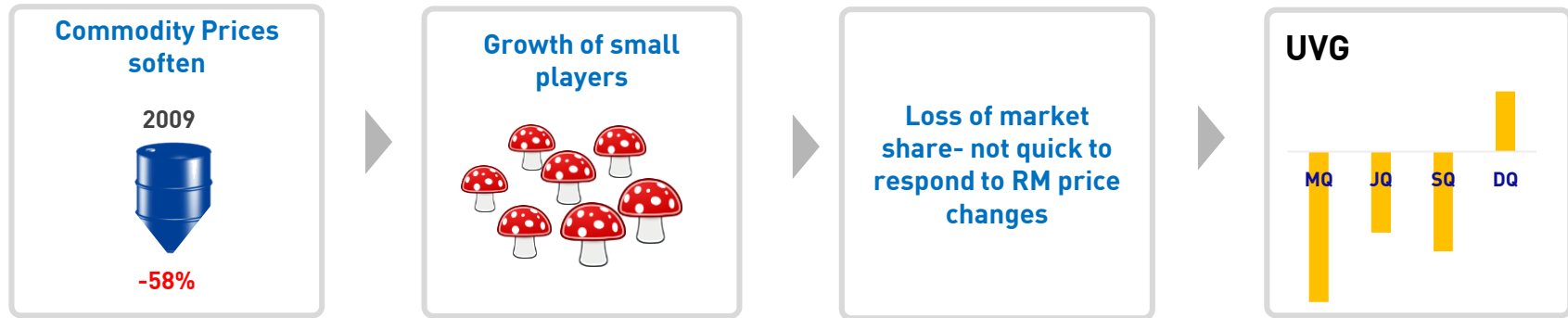
India's rural crisis, slowed farm growth may hurt 7.5% GDP dream

Sluggish investments, weak rural demand to keep Q4 earnings tepid

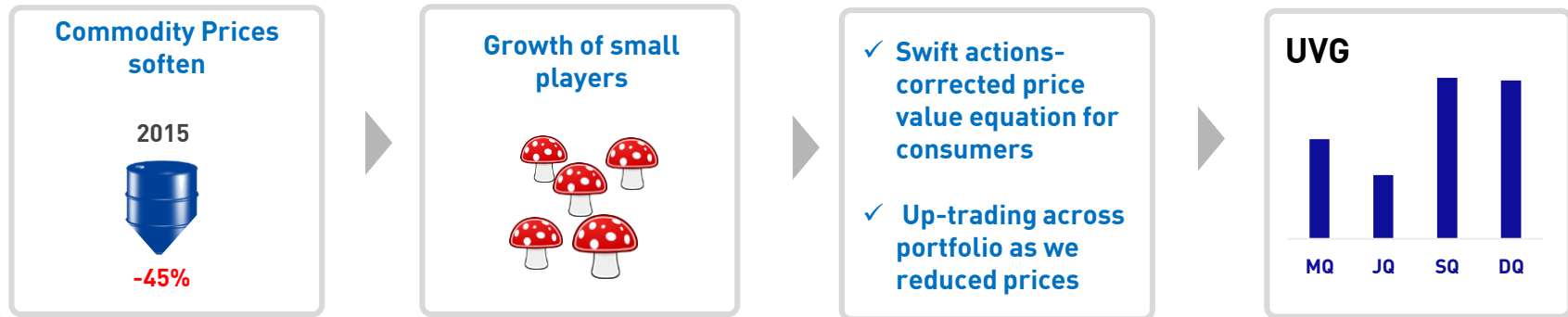
WE ACTED DECISIVELY IN 2015 AS COMMODITY PRICES FELL



Scenario in 2009



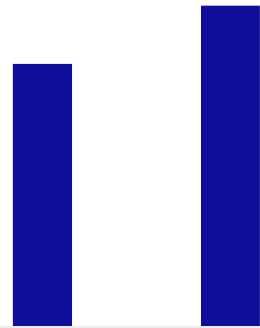
Driving **volume led profitable growth** in 2015



DELIVERED ON OUR GOALS

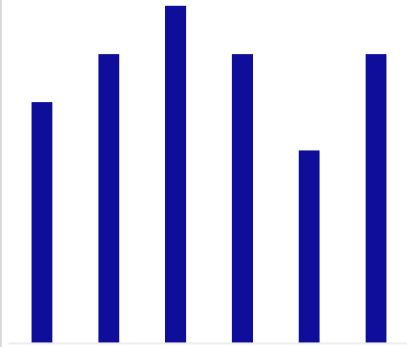


COMPETITIVE GROWTH Ahead of the market



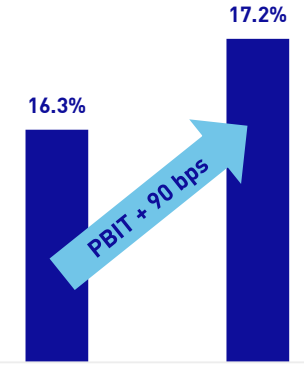
Market HUL
FMCG growth

CONSISTENT GROWTH Healthy UVG in a soft market



FY 14-15 JQ'15 SQ'15 DQ'15 MQ'16 FY 15-16
Domestic Consumer UVG

PROFITABLE GROWTH Expanding margins whilst sustaining competitive inv

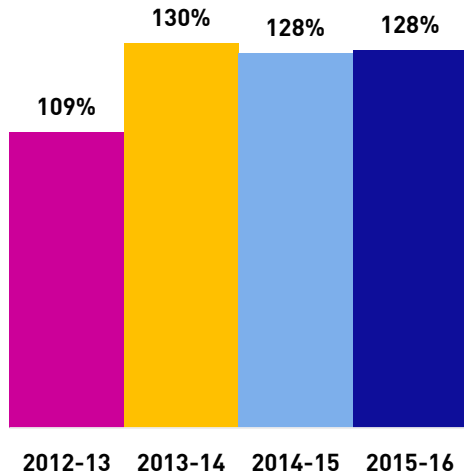


2014-15 2015-16
HUL PBIT Margin

RESPONSIBLE GROWTH Continued progress on our sustainability priorities

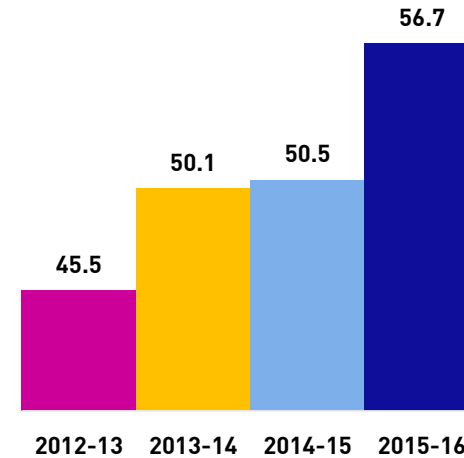


SUSTAINED STRONG TRACK RECORD



Return on Capital Employed (%)

Consistent delivery at >100%



Cash from operations (Rs. bln)

Consistent delivery > Rs. 50 bln

WINNING WITH CONSUMERS & CUSTOMERS



17 HUL brands feature in the 'Most Trusted Brands' 2015 edition



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



HUL consistent recipient of various Supplier Awards from leading retail customers

ADITYA BIRLA



Best Brand of Beauty

Business Director's Award for Excellence in Partnership

Best Joined Business Plan Award

Best Key Account Manager

Best New Launch

RETAINED TOP EMPLOYER POSITION



EMPLOYER OF CHOICE



5th YEAR in a row

#1
EMPLOYER

Campus
Mid Career recruits
Women

DREAM EMPLOYER



7th YEAR in a row

CONTINUED RECOGNITION



HUL recognised as Most Innovative Company in India



HUL wins the ET 'Company of the Year' Award for Corporate Excellence



HUL recognised as the 'Most Innovative Marketer on Mobile'



HUL adjudged as the 'Marketer of the Year 2015'



HUL bags Corporate Governance Excellence Award in the Listed Company-Private Sector



HUL won Gold for our social experiment 'Can Kids Influence Change in our World'



HUL recognized as the 'Radio Advertiser of the Year'

HUL receives Sustainable Gold Plus Label for 2015



HUL wins the 'Green Manufacturing Excellence Awards 2015'



Brooke Bond Red Label Tea's 6 Pack Band wins the Grand Prix At Cannes 2016

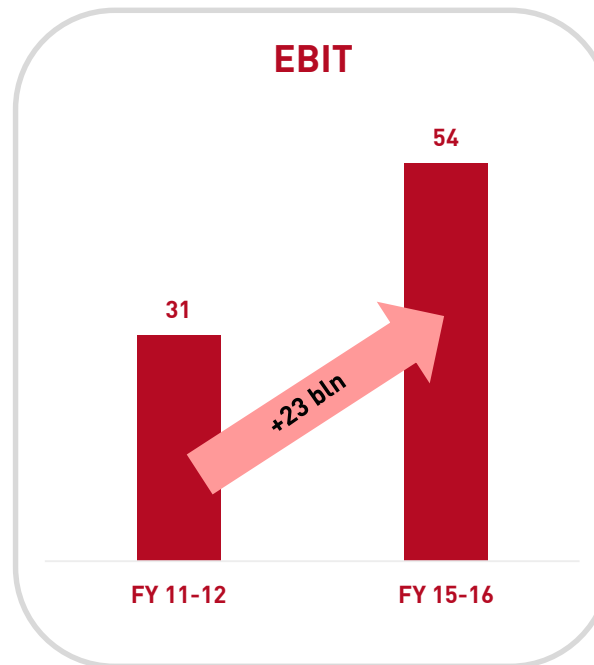


HUL's Doom Dooma Factory won the Greentech CSR Award

STRATEGY ON TRACK AND DELIVERING

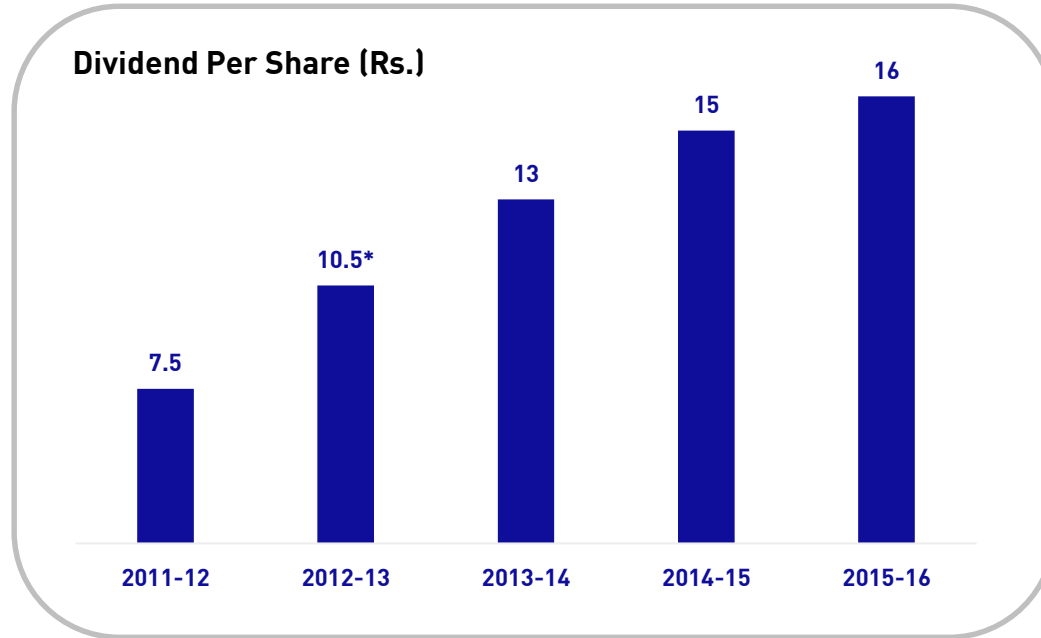


A > Rs. 300 bln Company
~100 bln added in the last 4y



20 consecutive quarters of margin expansion

REWARDED SHAREHOLDERS



Approval to the scheme for transfer of General Reserve Balance to P&L Account underway

**excluding special dividend of Rs. 8 per share*

LOOKING AHEAD, WE REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY



India: Source of optimism

A Grant Thornton survey of global businesses has found that business optimism in India is among the top 5 in the world

Livemint

First Published: Tue, Feb 05 2013, 09:26 AM IST

Share Tweet

US investors optimistic about Indian economy: UK Sinha

By PTI | 14 Jun, 2016, 01:56PM IST

Post a Comment

IMF retains India's growth forecast, cuts global projection

India's growth pegged at 7.5% for 2016-17; global economic expansion estimated at 3.2%

BS Reporter | New Delhi
April 13, 2016 Last Updated at 00:40 IST

IMF, ADB upbeat on India growth story

31 March 2015, New Delhi, Subrata Majumder

Facebook Twitter LinkedIn Google+ Email Print

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.

AND POSITIVE ON THE MID-LONG TERM OUTLOOK FOR FMCG



Millennials

India's millennials to be catalyst for consumption **Business Standard**

THE GENERATION THAT CHANGES EVERYTHING



World's largest millennials population (470+ Mn)

Increasing Urbanization



438 Emerging Cities
6 Metropolises
Emerging Rurban

Mobile Internet penetration



2015

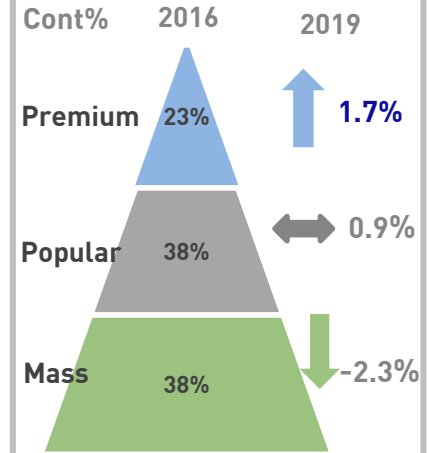
34%



2019

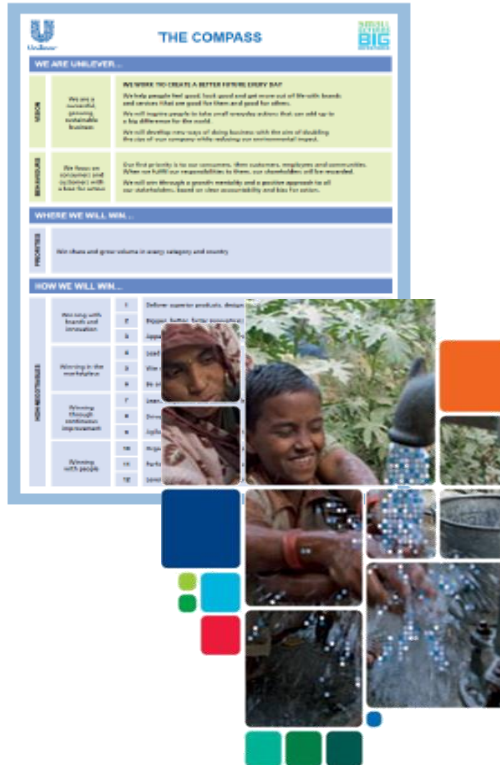
47%

Premiumisation



DESPITE SHORT TERM STRESS

WINNING DECISIVELY



THE COMPASS

WE ARE UNILEVER...

VISION
We are a successful, growing, sustainable business.

WE WERE THE FIRST TO REFER TO US EVERY DAY
We help people feel good, look good and eat more out of the earth. Brands and services that are good for them and good for others.
We will inspire people to take small everyday actions that can add up to a big difference for the world.
We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.

REALISATIONS
We focus on customers and business units to drive the future.

Our first goal is to be our customers, then customers, employees and communities. Then we fulfil our responsibilities to them, our shareholders and the world. We will win through a people, products and a positive approach to all our stakeholders, based on clear accountability and fair for action.

WHERE WE WILL WIN...

PROCESSES
Win, share and grow volume in every category and country.

HOW WE WILL WIN...

NON-NEGOTIABLES	1	2	3	4	5
Winning with brands and innovation	1	2	3	4	5
Winning in the marketplace	6	7	8	9	10
Winning through continuous improvement	11	12	13	14	15
Winning with people	16	17	18	19	20

1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

4

Winning with people

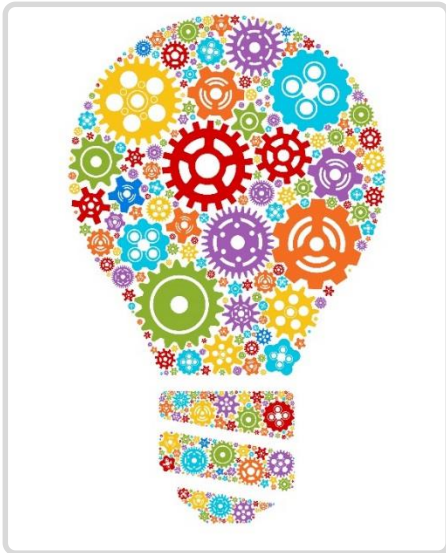
5

Unilever Sustainable Living Plan

KEY THRUSTS



Innovating across the portfolio



Driving the Core



Magic and Craftsmanship



Going beyond TV



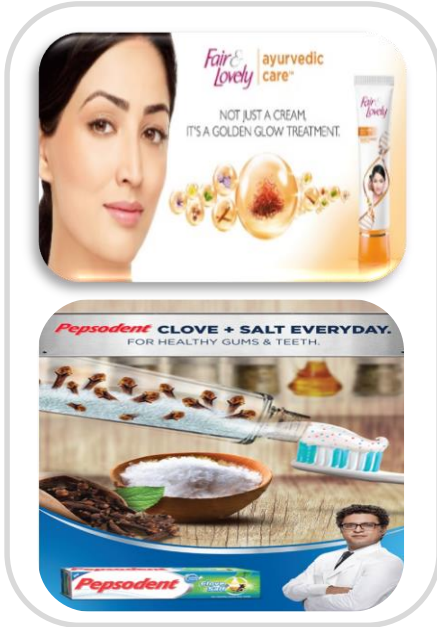
INNOVATION REMAINS THE LIFELINE OF THE BUSINESS



BUILDING OUR PRESENCE IN NATURALS



Within the existing portfolio



Extending our presence to new brands



Indulekha and St. Ives AV



indulekha
Bringha Oil



DEMOCRATIZING TRENDS ACROSS CORE



Recruiting new users into Fair and Lovely Core



Building aspiration around core with Fair and Lovely variants



BB Cream

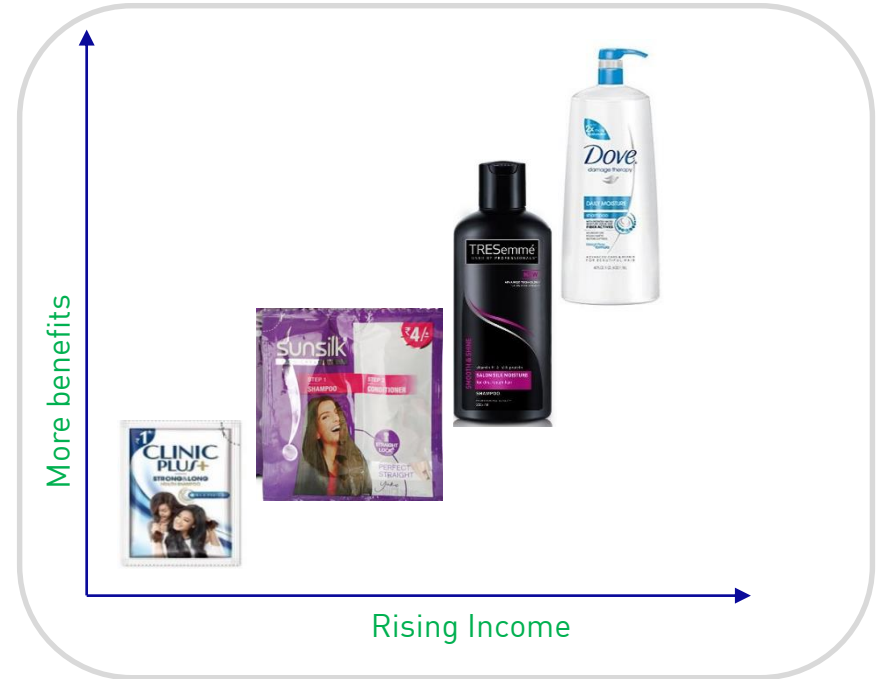


Ayurveda



Powder Cream

STRENGTHENING THE CORE THROUGH INNOVATION AND PREMIUMISATION



Meeting consumer needs across price points

BUILDING BRANDS WITH PURPOSE





RFL Boy 20 04 16
With Subtitle



BUILDING CRAFTSMANSHIP IN MARKETING



Through Products



Revolutionizing consumer promos

Through various media



Reviving art of copy with compelling advertorial

During Shopping Experience



Marketing at the Point of Sale

BRINGING MAGIC IN MARKETING ALIVE IN E-COMMERCE



Hero Images of all products
on website



Thematic Banners resulting in 2X click rate



Collaborating with
E com partners for
activation &
launches

Tea & Coffee Store



1.4X jump in offtake

Home care store



6X jump in laundry
& dish wash sales

GOING BEYOND TV



Made for Web content



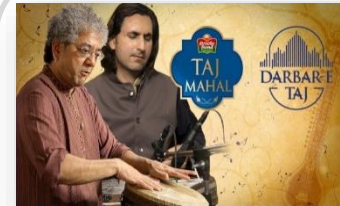
Print Innovation



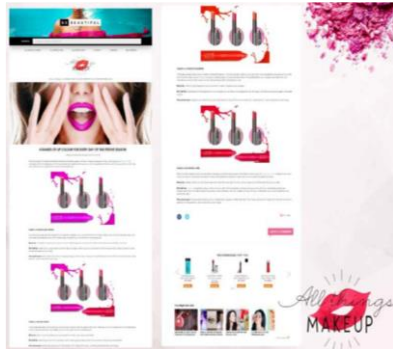
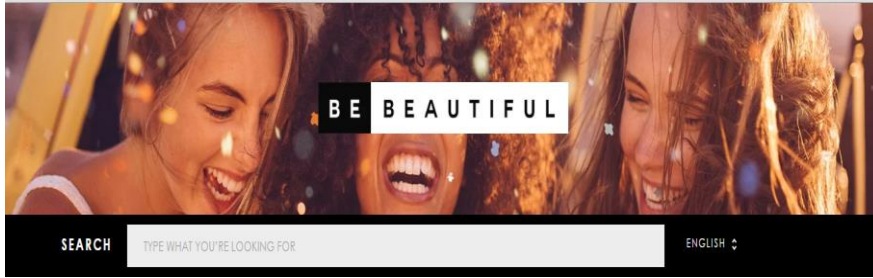
Mobile Marketing



Leveraging Outdoor



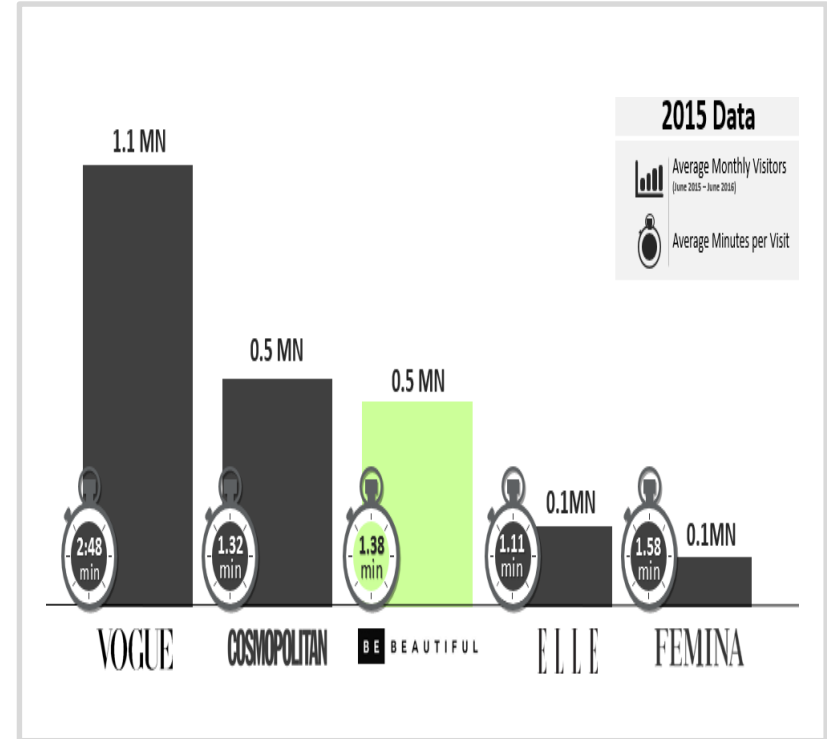
BE BEAUTIFUL- A LEADING BEAUTY PUBLISHER



350+ Articles



100+ videos



Leading to 10x better conversion on E-commerce

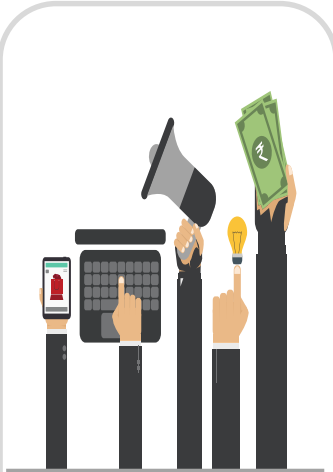
BRANDS INTERACTING WITH CONSUMERS VIA MOBILE



AHEAD OF THE CURVE TO WIN IN DIGITAL



Pioneering & Experimenting



Holistic approach to digital



Deploying with scale

amazon.com

facebook

Google

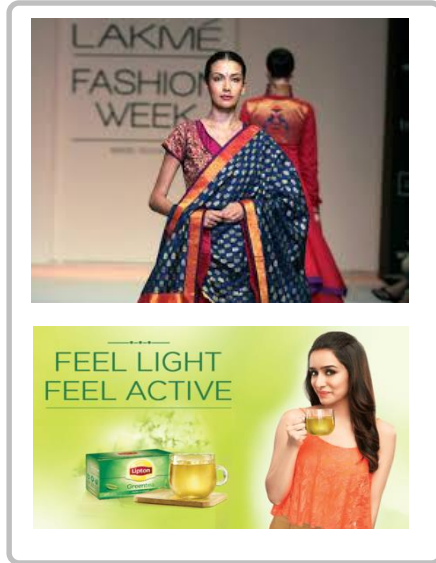
NYKAA.COM

Eco-system of partners



Grow our brands & business sustainably

BUILDING CAPABILITY TO TAP INTO CONSUMER INSIGHT- PEOPLE DATA CENTER



Targeting right influencers
with right messaging



Spotting new trends
Targeting new segments

WINNING DECISIVELY



THE COMPASS

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VISION

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WHERE WE WILL WIN...

PRIORITY

Win share and gross volume in every category and country.

HOW WE WILL WIN...

NON-NEGOTIABLES	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Winning with brands and innovation	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
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Winning through operational improvement	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Winning with people	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

4

Winning with people

5

Unilever Sustainable Living Plan

KEY THRUSTS

Continued focus on Customer development



Building Channels of the Future



Market Development



MORE THROUGHPUT FROM MORE STORES



More Stores



More Assortment



Every Day Perfection



More Assortment in More Stores at More Frequency

WIMI STRATEGY REAPING BENEFITS



Sharply Activating Clusters through Micromarketing
Product Mix tailor-made according to consumer preferences

LIFTING CENTRAL INDIA



Central India growing faster than all India, despite market slowdown

EVOLUTION OF CHANNELS

Channel Evolution

Rise of Specialist Format



Closed format large grocer



Open format large grocer



Drug-pharmacy



Drug-pharmacy & beauty

Emerging Channels



Modern Trade

12% of FMCG* in 2016



E-Commerce

4% of FMCG* by 2019

*Market

BUILDING E COMMERCE- THE CHANNEL OF THE FUTURE



Resourcing ahead of the curve

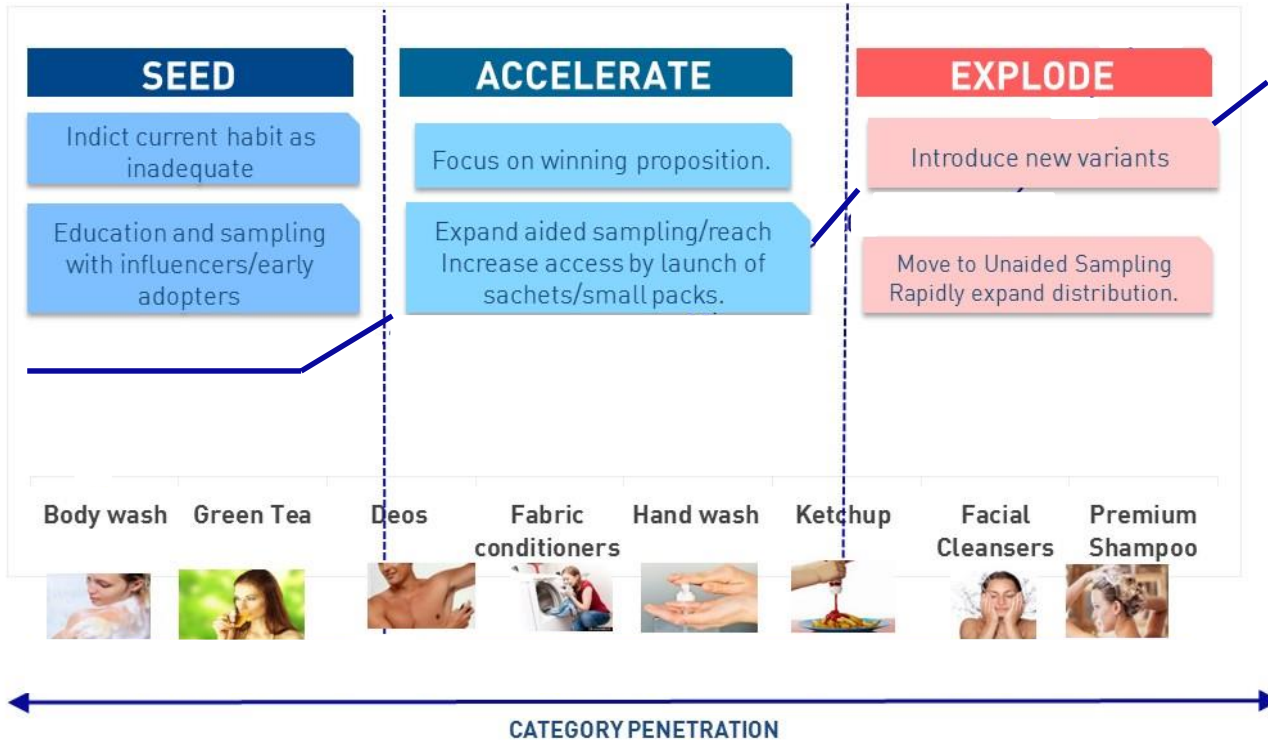


Winning across the platform



Our market share in E commerce > Modern Trade > General Trade

MARKET DEVELOPMENT REMAINS A PRIORITY



Drive trials through experiential Sampling

Aggressive investment behind trial generation

8X*

* vs. 2014

Leading trends in new segments

DEVELOPING THE MARKET ACROSS CATEGORIES



Home Care



Home to Home Sampling

Personal Care



Online Awareness

Refreshment



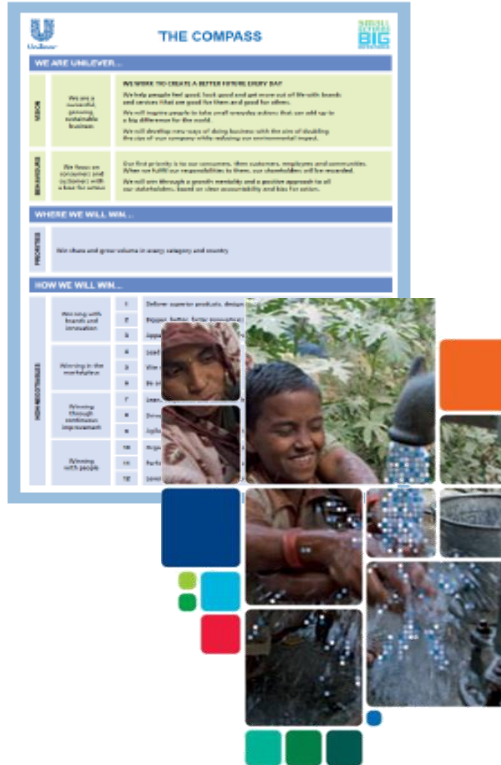
Wet Sampling

Foods



In-Store Sampling

WINNING DECISIVELY



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1

Winning with brands and innovation

2

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Unilever Sustainable Living Plan

KEY THRUSTS

Bringing efficiencies in ways of working



Customer service and quality at the moment of truth



Building back-end capabilities



BRINGING COST EFFICIENCIES IN WAYS OF WORKING



Project Symphony

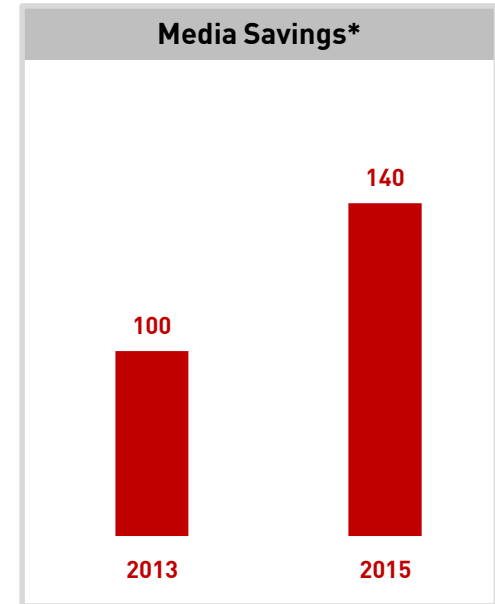
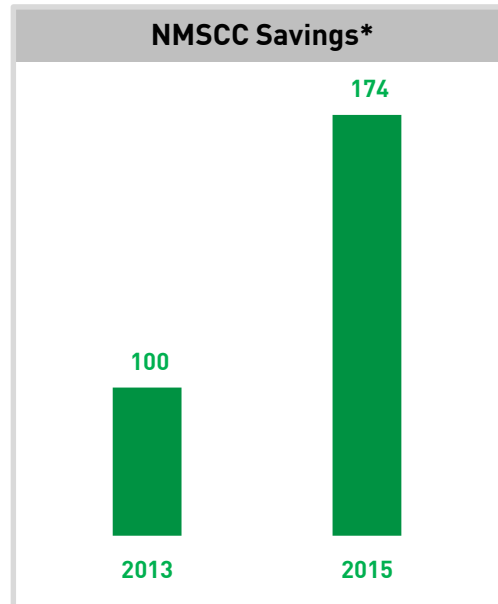
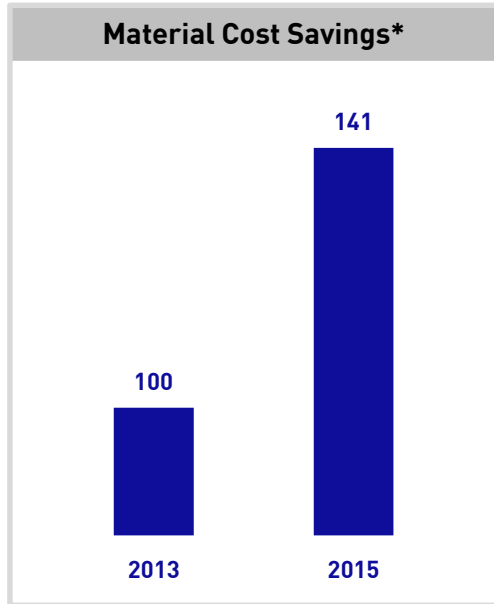


Zero based budgeting



Making Savings a common agenda across functions

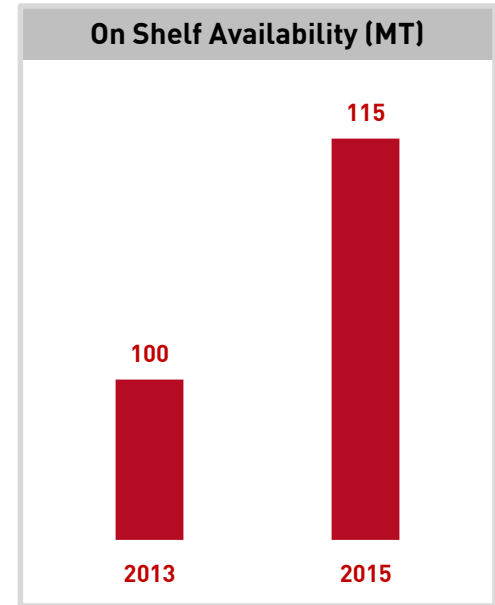
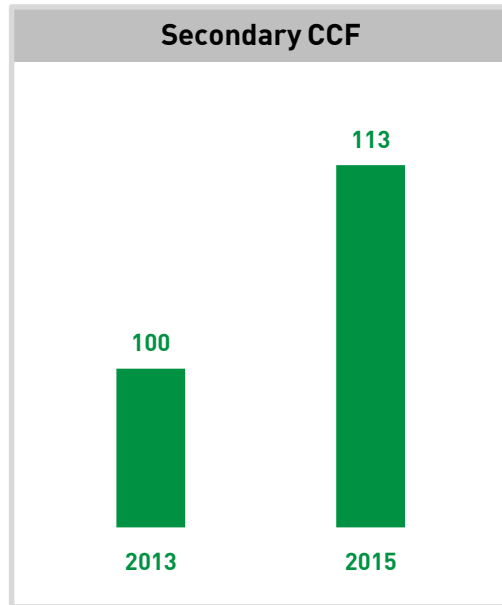
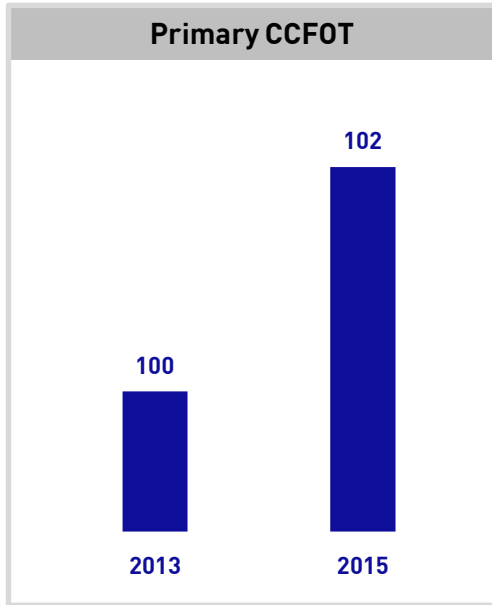
END TO END FOCUS



Media inflation savings

*Numbers indexed to 2013, base considered 100; NMSCC- Non Material Supply Chain Costs

SERVICE AT THE POINT OF PURCHASE



QUALITY AT THE MOMENT OF TRUTH



Consumer-Customer and brand led



Q in Design



Q @ the Point of Sale

Brilliant Quality Fundamentals

TOP FIVE FOR
ZERO Ensure zero safety incidents

Leverage IT for Quality



Drive supplier Quality

Thriving quality culture and people



Q mindset in the Last mile
Distributor → Retail



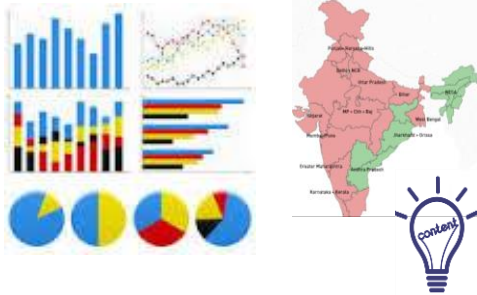
Grass-root activities to improve consumer centricity

USING THE POWER OF BIG DATA AND ANALYTICS



Advanced Analytics

Analytics Driven Insights



Indicative map of India

Power to user



Speed of
Analysis



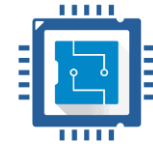
Cross Function Linking

Drive further simplification



Think End to End

Think Tech.



Think Delight



WINNING DECISIVELY



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Winning through operational excellence	1	2	3	4	5	6	7	8	9	10	11	12
Winning with people	1	2	3	4	5	6	7	8	9	10	11	12

1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

4

Winning with people

5

Unilever Sustainable Living Plan

WINNING WITH OUR PEOPLE



Flexible and Agile

Work 8 hours or less?
YOU decide.

Flexi
Careers
@ HUL

MAPS
MATERNITY AND
PATERNITY SUPPORT

Diversity and Inclusion

A pyramid structure composed of small human icons in various colors (blue, pink, purple) representing diversity. Below it is a group photo of employees in white uniforms standing in a line outdoors.

Employee Well Being

**WELLBEING
WORKSHOP: THRIVE**

Founder's mentality

A circular diagram with 'FOUNDER'S MENTALITY' in a red circle at the center. Surrounding it are four segments: 'FRONTLINE OBSESSION', 'INSURGENT', 'OWNER MINDSET', and 'CHALLENGE'. Below the diagram is the 'THE UNILEVER FOUNDRY' logo, which consists of a blue geometric shape.

FRONTLINE OBSESSION
INSURGENT
OWNER MINDSET
CHALLENGE
FOUNDER'S MENTALITY

THE UNILEVER FOUNDRY

IGNITING THE ENTREPRENEURIAL SPIRIT

BUILDING PARTNERSHIPS FOR THE FUTURE



Unilever Foundry

This section displays logos for various consumer brands and media partners. The brands include Red Label, Fair & Lovely, SunsilK, Vim, Lux, Swachh Aatad Swachh Bharat, Kissan, Cornetto, Closeup, Surf Excel, and Lifebuoy. Below these is a grid of media partners categorized by type:

Television	Activation	Radio	Digital	Film Production	Popular Culture	Production Houses
ZEE TV, VIACOM 18, Disney, TIMES TELEVISION NETWORK	FOUNTAINHEAD, JAGAN SANGHVI, TIMES REGI, PRAKASH, PRAKASH	RED FM, RADIO CITY, 92.7 BIG FM	CULTURE MACHINE, #fame, XCLUB	20, #fame, DHARMA PRODUCTIONS, Disney	OML, AIB, zapak.com, TVF, hungama	SYNERGY, COLLABORATION, eentel, cctvystix, BBC WORLDWIDE PRODUCTION

Content Partners briefed on 14 brands
900+ ideas in the first round

Content Day

WINNING DECISIVELY



UNILEVER		THE COMPASS		SUSTAINABLE BIG	
WE ARE UNILEVER...					
VISION	WE ARE A socially giving, sustainable business.	WE MAKE YOU CRAVE A BETTER FEELING EVERY DAY We help people feel good, look good and eat more out of the world's best, and ensure that we good for them and good for others. We will inspire people to take small everyday actions that can add up to a big difference for the world. We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.			
	WE FOCUS ON customers and employees and to have the best to have the best.	Our first goal is to be our customers, then customers, employees and communities. Then we fulfil our responsibilities to them, our shareholders and the world. We will win through a people-oriented and a positive approach to all our stakeholders, based on clear accountability and fair for action.			
WHERE WE WILL WIN...					
PROCESSES	Win, share and grow volume in every category and country.				
HOW WE WILL WIN...					
NON-NEGOTIABLES	1	Deliver value to products, brands			
	2	Engage better, faster, smarter			
	3	Winning in the marketplace			
	4	Advance through continuous improvement			
	5	Advance with people			

1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

4

Winning with people

5

Unilever Sustainable Living Plan

Water Conservation



200 billion litres*
Cumulative and Collective Potential

Crop Yield



1.5 lakh tonnes*
Cumulative Annual Agriculture
Production

Person Days Generated



20 lakh*
Cumulative Person Days Generated

Impact >250 Mn people by 2020 | 1 in every 5 Indians

DOING WELL BY DOING GOOD

SWACHH AADAT, SWACHH BHARAT



Mass Media- Haath Muh Bum



Most Viewed Campaign on YouTube
with > 20 million views
> 75 million people reached

Swachh Basti



Two lakh people reached through on-ground program in Delhi and Mumbai

Swachhata Doot



Two lakh people reached through pilot



Haath Muh Bum AV



AHEAD OF THE CURVE IN INITIATING STEPS ON INSTITUTIONAL AGENDA



High population density & large cattle population



Food gets transported across global borders



Depleting resources & scarcities



Climate change



Good agricultural practices not yet fully adopted



Pioneering initiative by CII-HUL to promote food safety sciences (CHIFSS)

WE HAVE WHAT IT TAKES...



Great Heritage



Great Brands



Great People



Great Capability



THANK YOU

For More Information



VISIT OUR WEBSITE

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

HUL Annual Investor Meet 2016

HUL's Annual Investor Meet 2016 will be held on 19th July 2016, Tuesday, at the HUL Head Office in Mumbai

[View more](#)



HUL INVESTOR APP

