



Hindustan Unilever Limited

WINNING IN INDIA

KOTAK INVESTOR CONFERENCE 2014

SANJIV MEHTA – CEO & MD , HUL

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.

CHANGING CENTRE OF GRAVITY



INDIA IS CHANGING



young & aspiring consumers



rising incomes & affluence



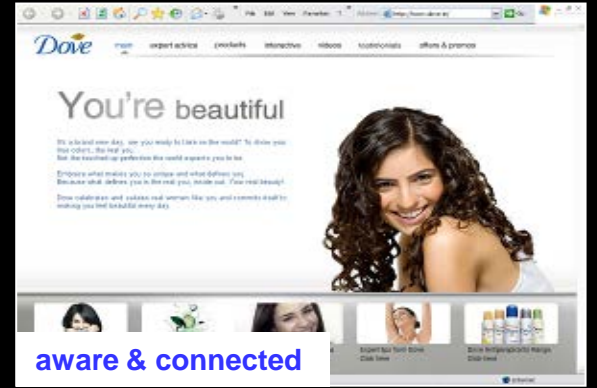
a very different rural India



increasing urbanization



evolving trade environment



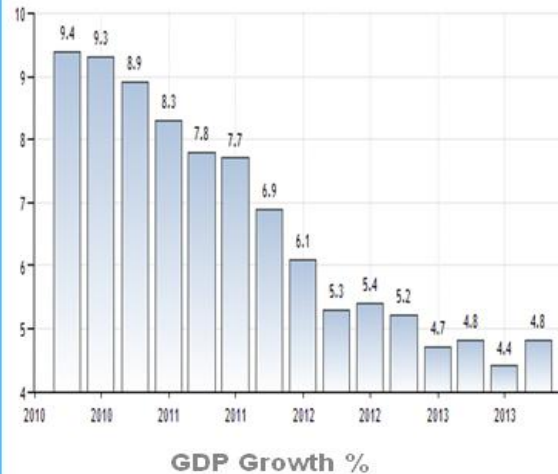
aware & connected

YET REMAINING A LAND OF MANY INDIAs



WHILE THERE ARE CHALLENGES IN THE NEAR TERM

Slowing Economic Growth



High Consumer Inflation



Weak Sentiment

Sep 17, 2013, 09:14 AM IST | Source: Reuters

India's business confidence at four-year low: Survey

Inflation, slow growth dent Indian consumer optimism: Credit Suisse

Rupee depreciation to hurt India Inc: CRISIL Research

Prolonged inflation mutes consumer spending, says report

FIRST PUBLISHED: TUE, FEB 04 2014, 11:24 PM IST

While relatively resilient from a sector perspective, FMCG market growth trend in same direction

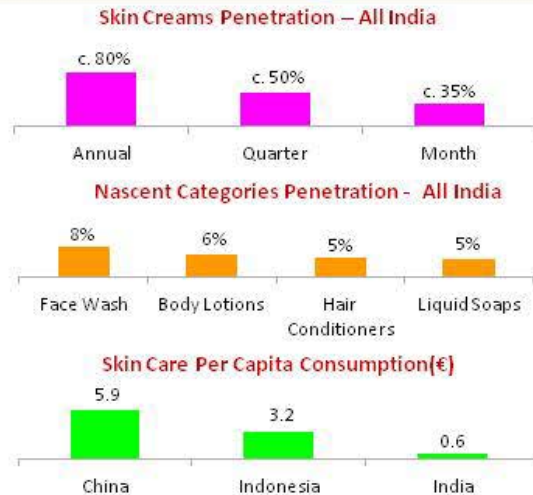
THE OUTLOOK FOR FMCG IN THE MEDIUM – LONG TERM REMAINS ATTRACTIVE

Emerging Trends



- Growing Incomes & Rising Aspirations
- Premiumization (More Benefits)

Head room for growth

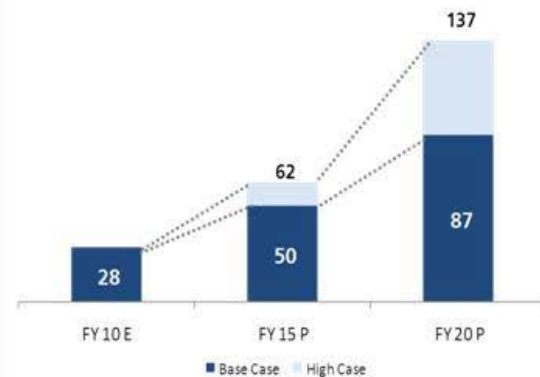


- Lower penetration (More Users)
- Lower consumption (More Usage)

Large Opportunity

CII FMCG Roadmap 2020

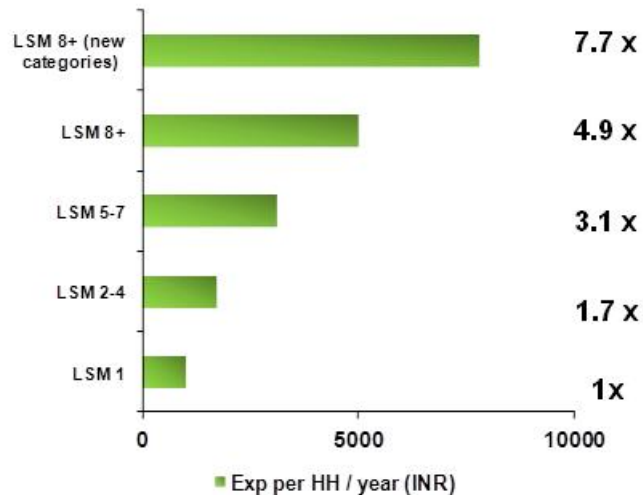
FMCG - \$ bln



- 12% in base case
- 17% with high estimates

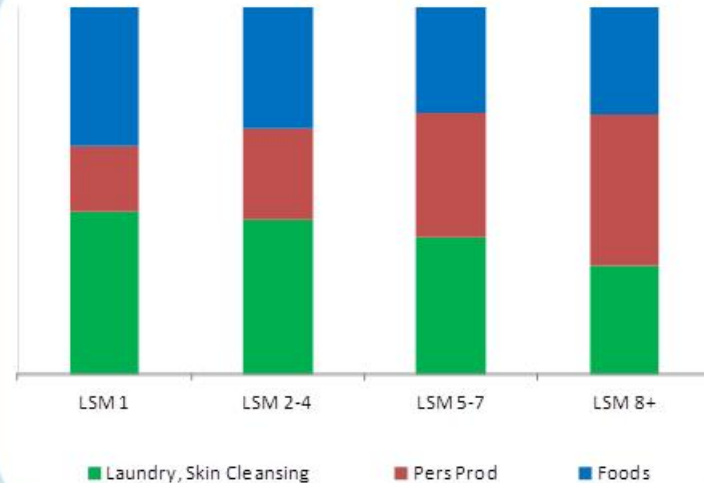
RISING INCOMES -> GROWTH OPPORTUNITIES

Favouring Consumption



*HUL Participating Categories; HH: Households

Higher Personal Care & Foods



*Source : Family Budget Survey, Consumer Panel

HUL: WINNING IN INDIA

A Compelling Framework

THE COMPASS

WE ARE UNLIKELY

OUR BRANDS

OUR PEOPLE

OUR OPERATIONS

WHERE WE WILL WIN

HOW WE WILL WIN

HOW WE WILL WIN	2015-16	2016-17	2017-18
Deliver superior products, at a lower cost	100%	100%	100%
Maximize growth through innovation and differentiation	100%	100%	100%
Maximize growth through market penetration	100%	100%	100%
Maximize growth through operational excellence	100%	100%	100%
Maximize growth through people	100%	100%	100%

A Model Which Works



A Clear Set of Goals

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

WINNING WITH BRANDS & INNOVATIONS



Hindustan Unilever Limited

REACHING UP, DOWN AND WIDE

Straddling the pyramid



Accessible packs/formats



Serving the needs of the Many India's

INVESTING COMPETITIVELY

Strong Core



Market Development



DRIVING EXCITING INNOVATION



Bigger | Better | Faster

ANTICIPATING NEEDS & RESHAPING THE PORTFOLIO



DEPLOYING IMPACTFUL ACTIVATION



LEVERAGING GLOBAL TO WIN LOCAL



BUILDING ALTERNATIVE MEDIA

Digital



Print



Outdoors



WINNING IN THE MARKET PLACE

**WINNING TODAY
WINNING TOMORROW**

DRIVING QUALITY OF REACH: PERFECT STORES

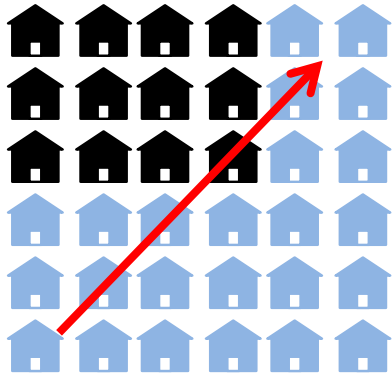
The Perfect Store

- **Right** Availability
- **Right** Assortment
- **Right** Merchandising



Perfect Stores growth & share > Other Stores growth & share

DRIVING REACH: SCALING UP IN RURAL



More Stores, Villages



Market Development



Livelihoods

WINNING PARTNERSHIPS IN MODERN TRADE

Customer Collaboration



In-Store Execution



Shopper Activation



HUL -> Higher market shares | Profitable | Preferred partner

LEVERAGING TECHNOLOGY TO DRIVE EXECUTION

Enabling 'Feet on Street'



Strong IT & analytics backbone

Product	Sales	ECO	BP	sync	Egr
100 7	0	5	3998		
100 9	0	4	11100		
100 0	0	0	100		
100 5	0	4	0		
100 16	0	1	100		
100 11	0	1	3757		
100 0	0	0	100		

Leading edge - Shopper Insight



Every kind of store out there in the market place is right here at Unilever.



Every Day Great Execution



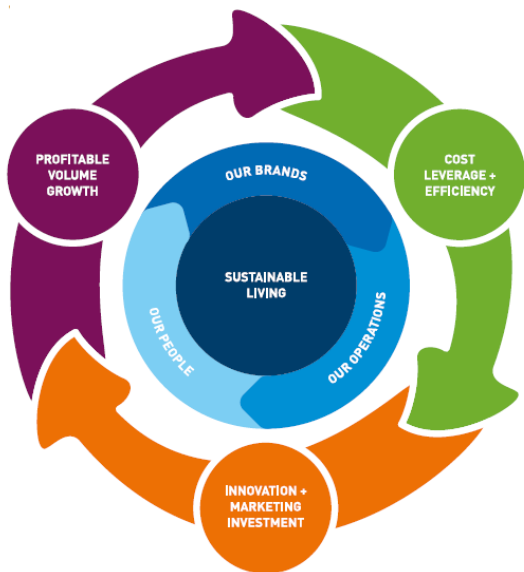
WINNING THROUGH CONTINUOUS IMPROVEMENT

**WINNING TODAY
WINNING TOMORROW**

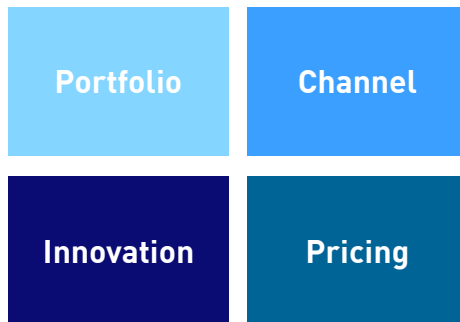
DRIVING THE VIRTUOUS CYCLE OF GROWTH

A Business Model That Works

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Max the Mix



End-to-end cost focus



STEPPING UP: FIT TO WIN

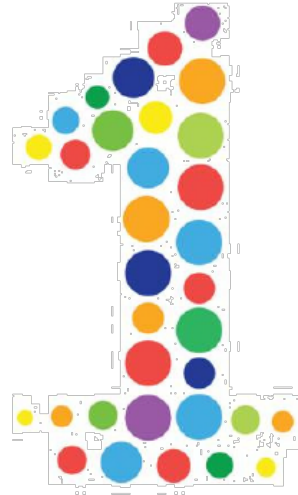


- Simplification
- Agility & Speed

WINNING WITH PEOPLE

**WINNING TODAY
WINNING TOMORROW**

A CAPABLE, ENGAGED AND ENERGIZED WORK FORCE



Employer Brand

Best Employer

Best Employer Brand Asia

Dream Employer : 4 Years in a row

Talent Management | Capabilities | Diversity | Culture & Values

AT THE HEART OF IT ALL: RESPONSIBLE GROWTH



HUL WELL POSITIONED

Strong Brands



Leading Category Positions

HUL at No.1 or strong
No. 2 position across
categories

Portfolio – Up, Wide & Down



Capabilities, Competitive Edges



Global Leverage



Talent Powerhouse



THANK YOU

For More Information

VISIT OUR WEBSITE

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

INVESTOR CENTRE

UNDERSTANDING HUL

CORPORATE GOVERNANCE

SHAREHOLDER SATISFACTION SURVEY

SHAREHOLDER & AGM INFORMATION

SHAREHOLDING PATTERN

SHARE PRICE

QUARTERLY RESULTS

ANNUAL REPORTS

FINANCIAL CALENDAR

Investor centre

11 Share Like 541

December Quarter 2013 Results

HUL announced its results for DQ'13 on 27 January 2014

View results

Audio recording of the December Quarter 2013 Earnings Call

Click here for Webcast replay



Share Price

HUL (NSE) 585.10 -0.25%
07-02-2014
10:12 am IST

Detailed share prices



Presentations & speeches
27/01/2014

Recent news
HUL December Quarter 2013

Financial Calendar
MQ14 & Annual Results call

HUL INVESTOR APP



Available on the App Store

ANDROID APP ON Google play



Hindustan Unilever Limited

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