



Hindustan Unilever Limited



Motilal Oswal 7th Annual Global Investor Conference

23rd August 2011

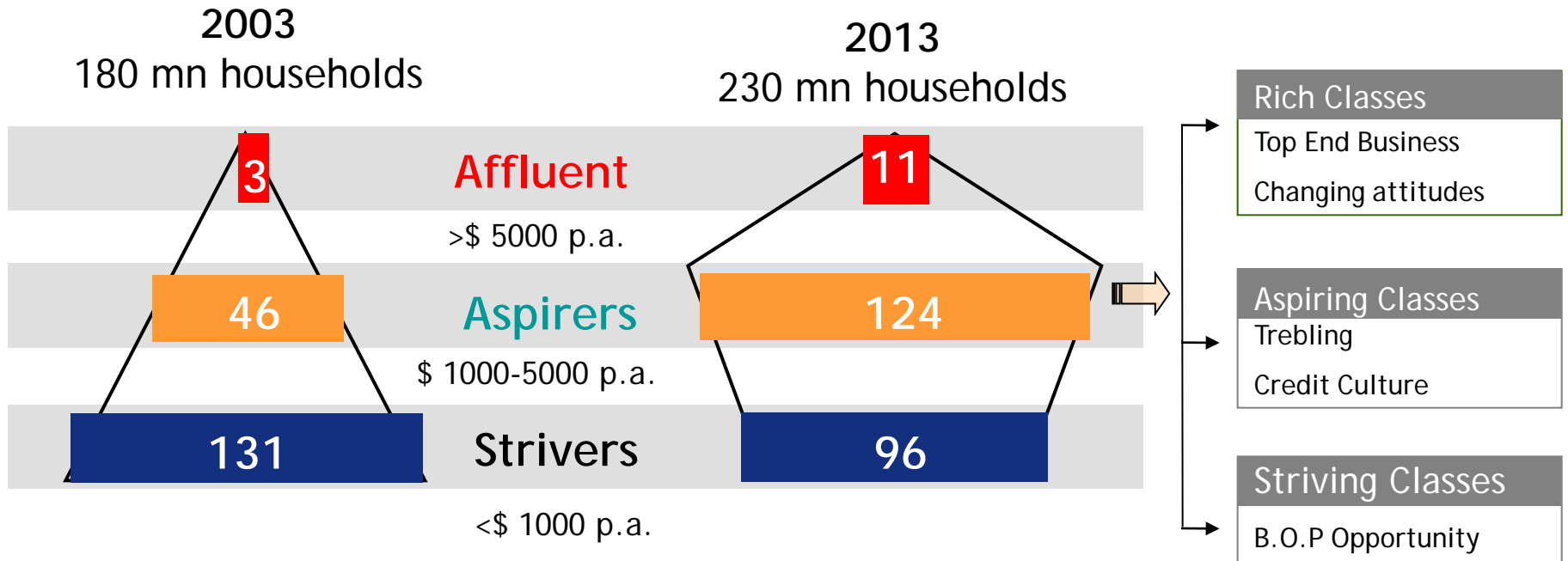
Safe harbour statement

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.

What are some of the trends?

Increasing Affluence

Increasing affluence



The shape of India ... from a pyramid to a diamond

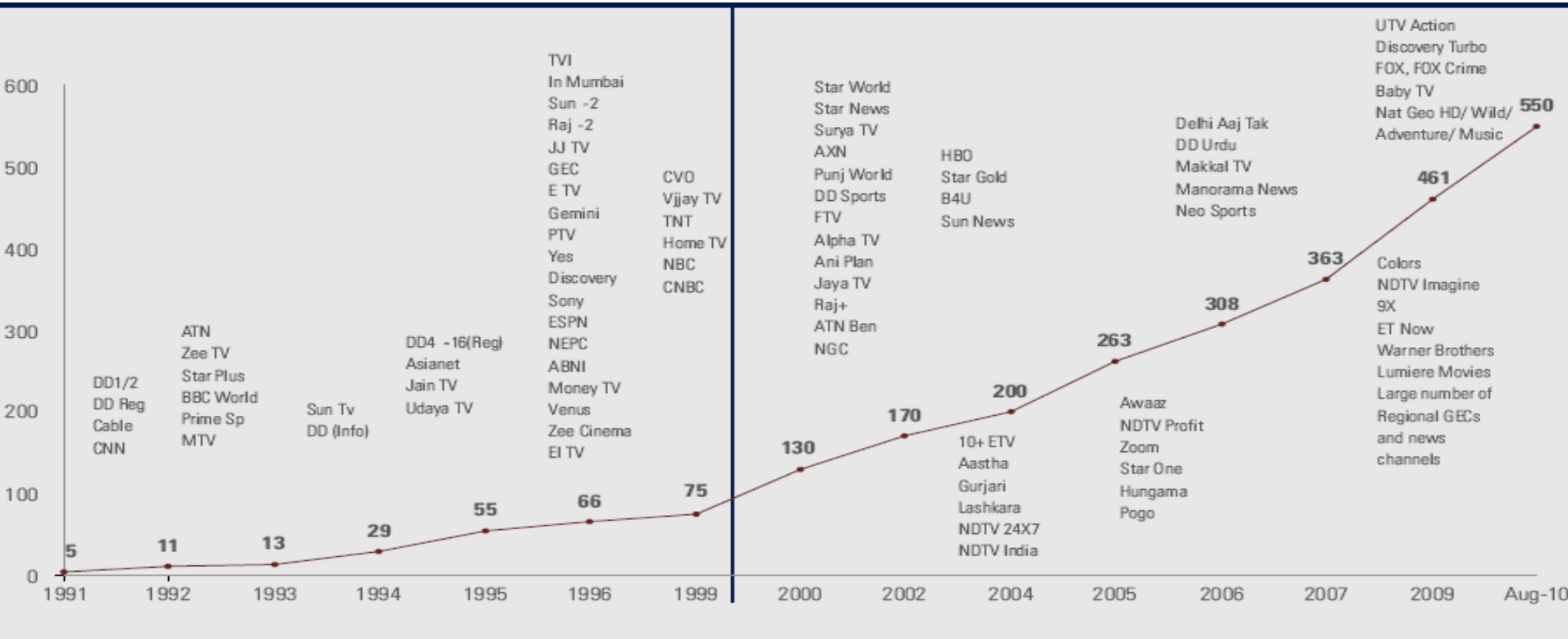
Changing attitudes : from Minimalism to Materialism



Bitten by the Travel Bug



Media Explosion



Connected anytime anywhere

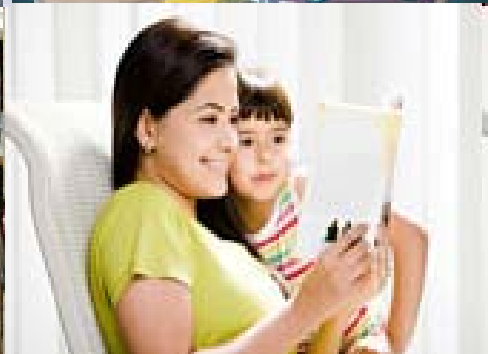


Where I find all my friends



Women : many roles

I drive my children to school



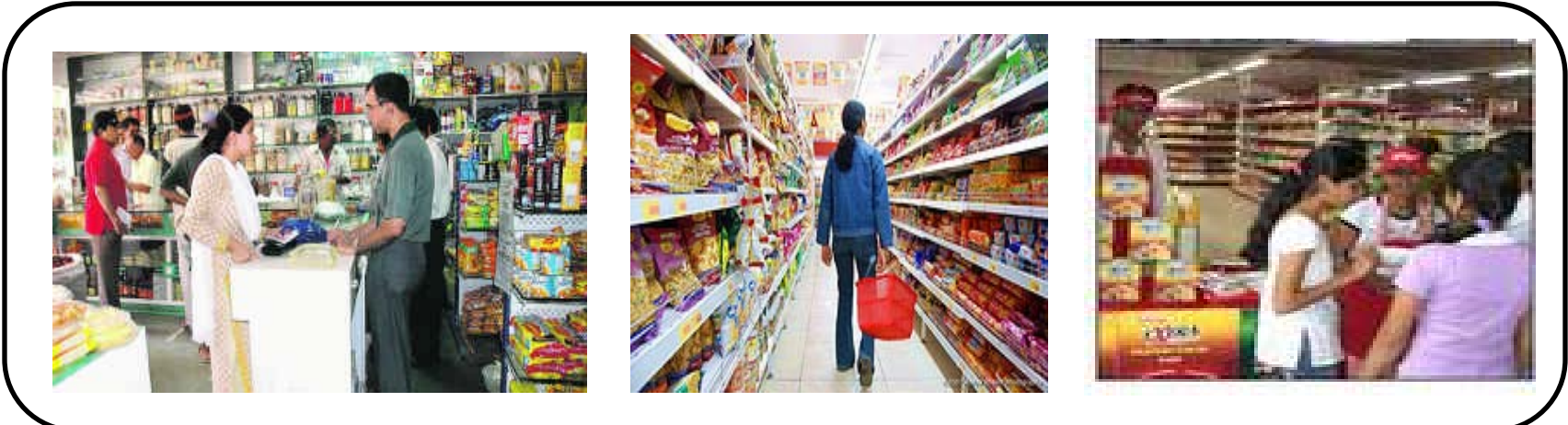
I am a homemaker

I am a CEO

I am a teacher

I am a best friend

Modern Trade : growing rapidly, Mall Culture



What are some of the trends?

Increasing Affluence

Changing Attitudes

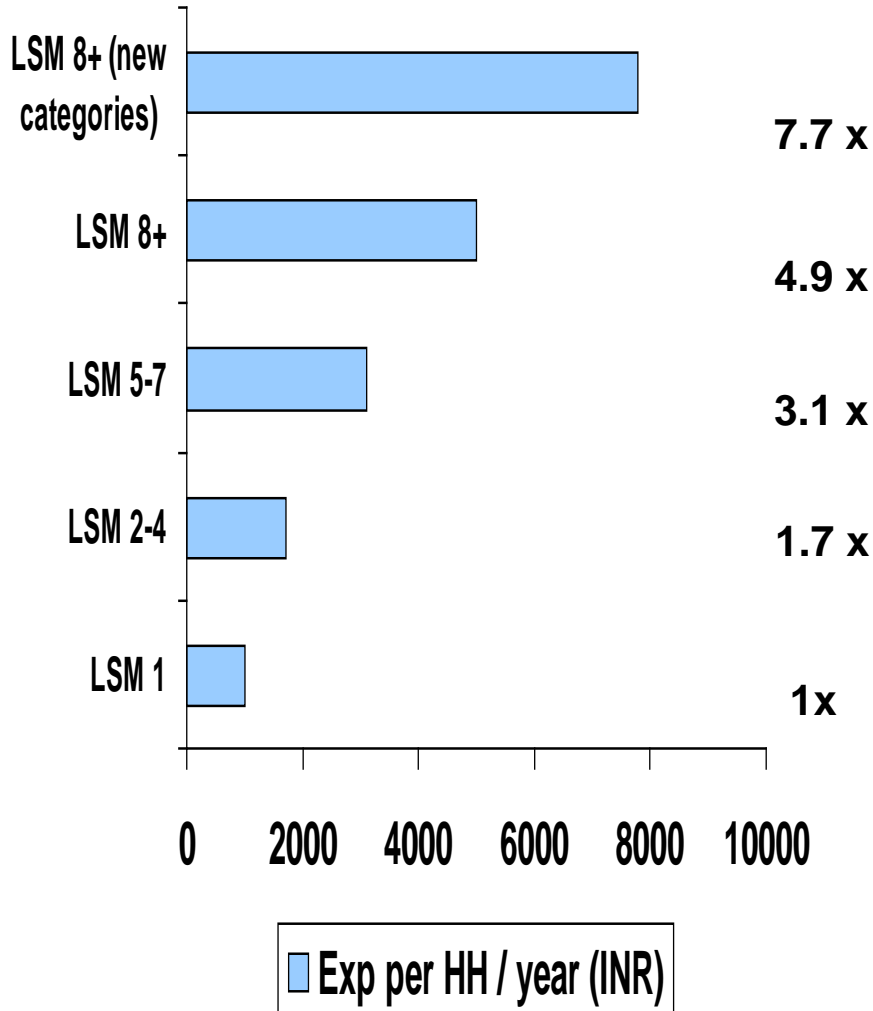
Connected, anytime anywhere

Women : many roles

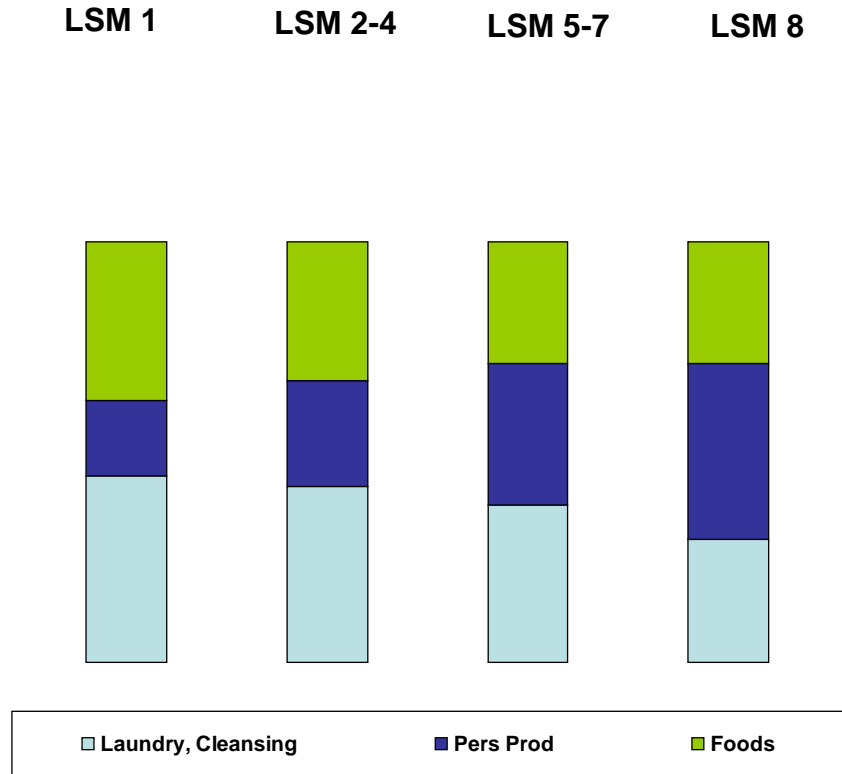
Modern Trade

Changing consumer aspirations

Demand Elasticity



Personal Care/Beauty/Foods Explosion



What are some of the trends?

Increasing Affluence

Changing Attitudes

Connected, anytime, anywhere

Women : many roles

Modern Trade

Sustainability

HUL STRATEGY

Winning Today

&

Winning Tomorrow

How will we win tomorrow?

Consumers & Segments of tomorrow: Portfolio

Channel of tomorrow : Modern Trade

Geography of tomorrow: Rural

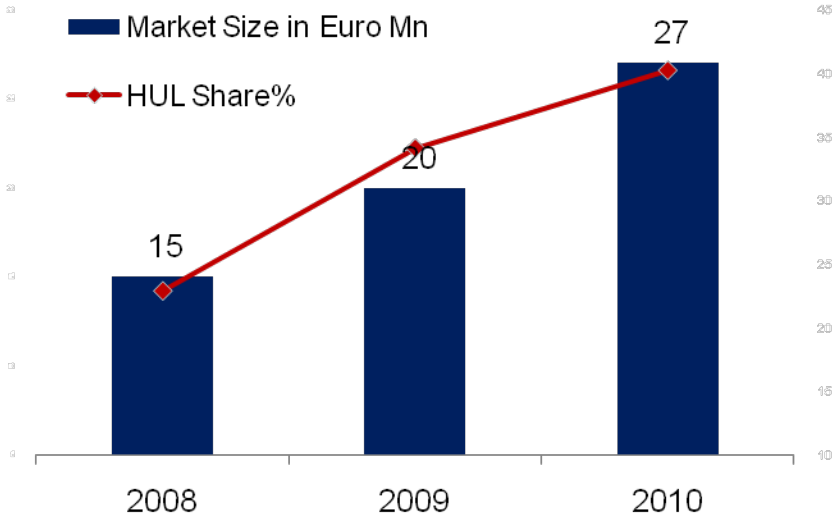
Capabilities for tomorrow

Winning Sustainably

Shaping the portfolio of tomorrow



Building segments of tomorrow: Hair Conditioners



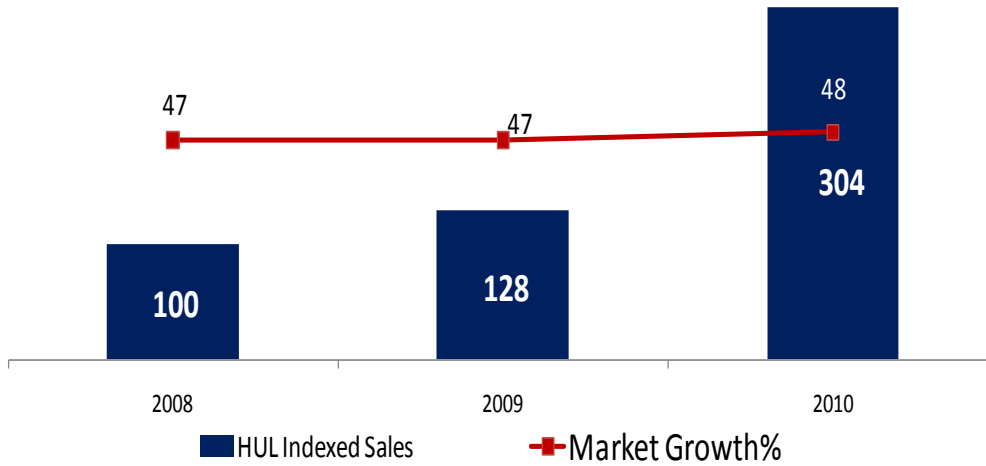
- Conditioners: Market growing 30-40%
- HUL Conditioner: Now, market leader

Availability across price points driving consumption



Market growth / share source: AC Nielsen

Building segments of tomorrow: Facial Cleansing



- Facial Cleansing: Market growing >40%
- Deployed full portfolio
- Business size doubles in FY 10-11

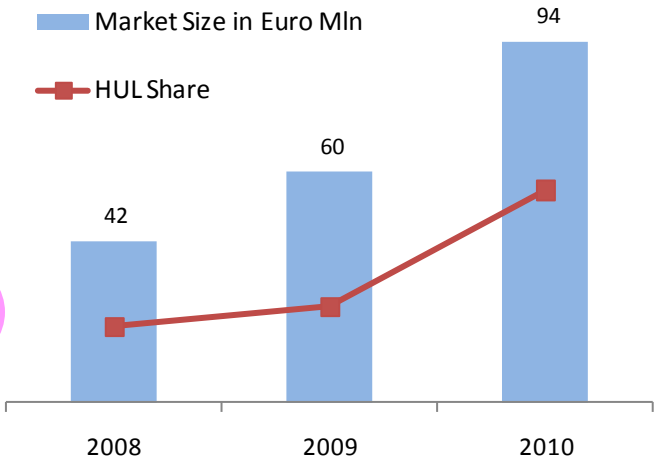


Building segments of tomorrow : Premium Skin Care

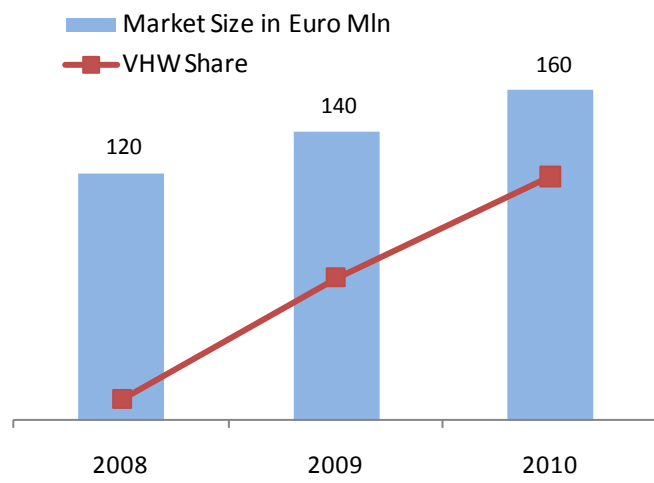
Premium Skin Lightening



PWB >7% of HUL Face Care



Hand & Body



Male Grooming



Anti Aging



Building segments of tomorrow: Foods & Beverages

Building Savoury



Developing a soup drinking habit



Gaining share in afternoon snacks



Driving Dish Penetration



Expanding Kissan Franchise

Kissan Creamy Spread



Kissan Nutri Smart



Kissan Juice & Soya



Entry in Refreshment Platform

Expanding in-home & impulse consumption through innovations

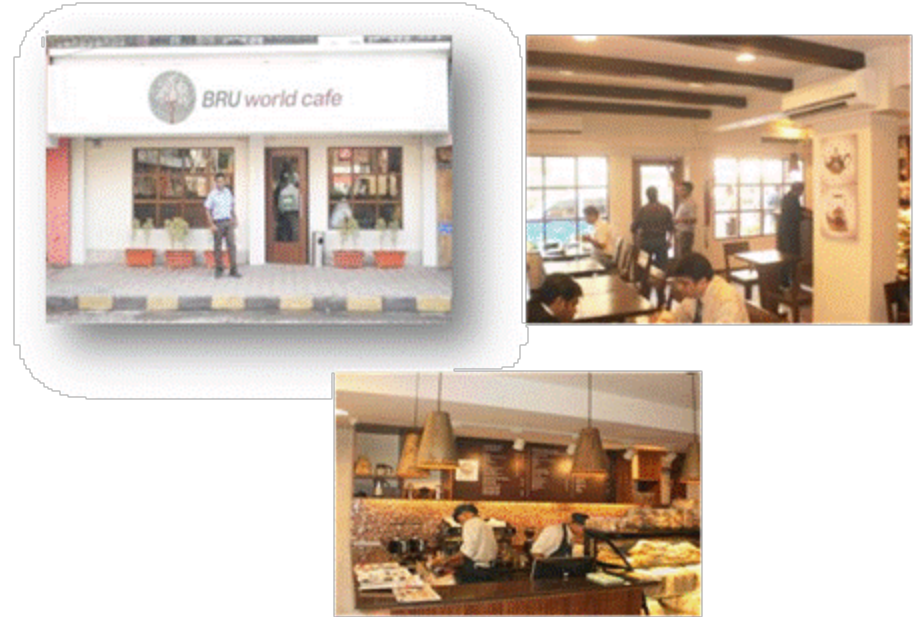


Expanding OOH footprint

150+ Swirl Parlours



Experimenting with Beverages retail services

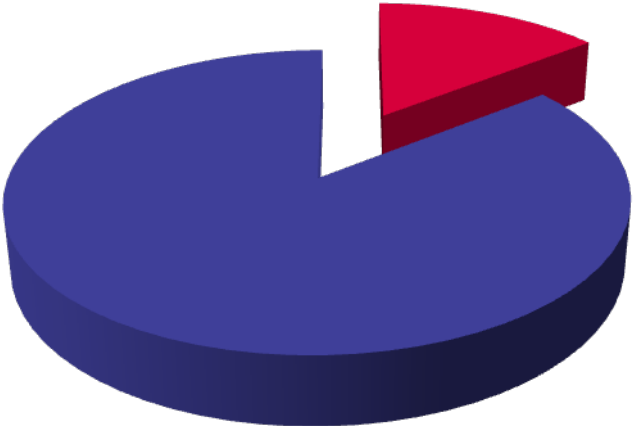


140+ Lakme Salons

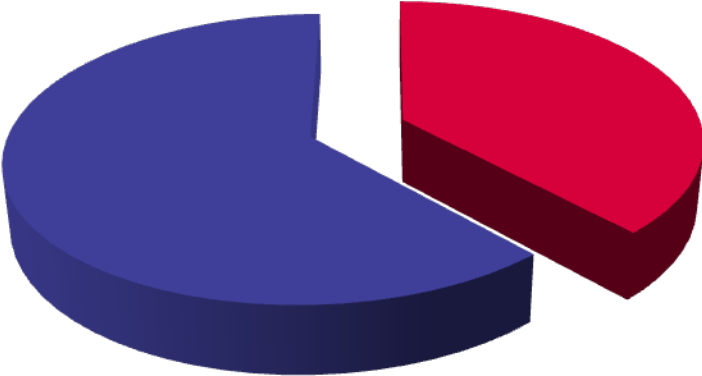


Accelerating growth from categories of future

Portfolio contribution



Growth contribution



■ Core Categories ■ Future Categories

*Chart depicts FY 2010-11 contribution to Domestic Consumer Business

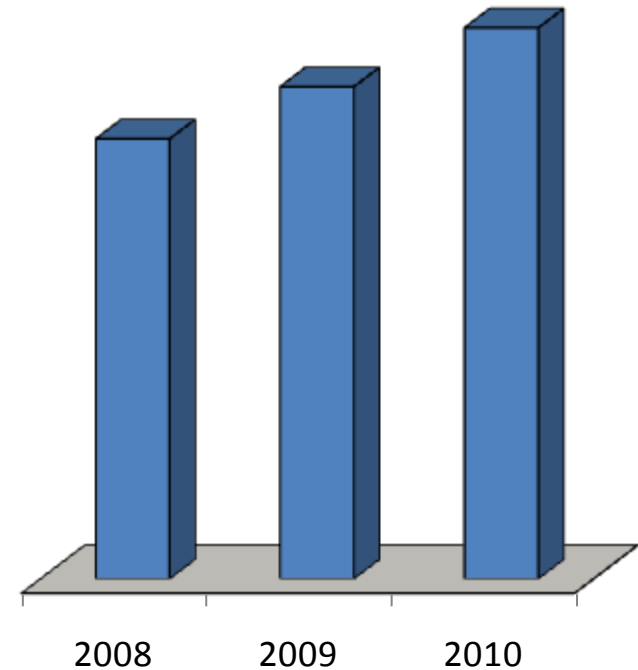
Winning in Channel of Tomorrow : Modern Trade

eQ* at 89 (world class level)

89

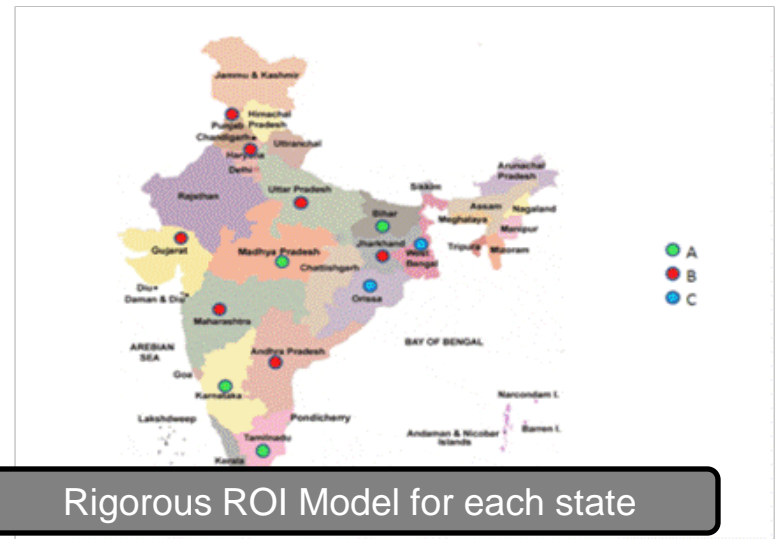
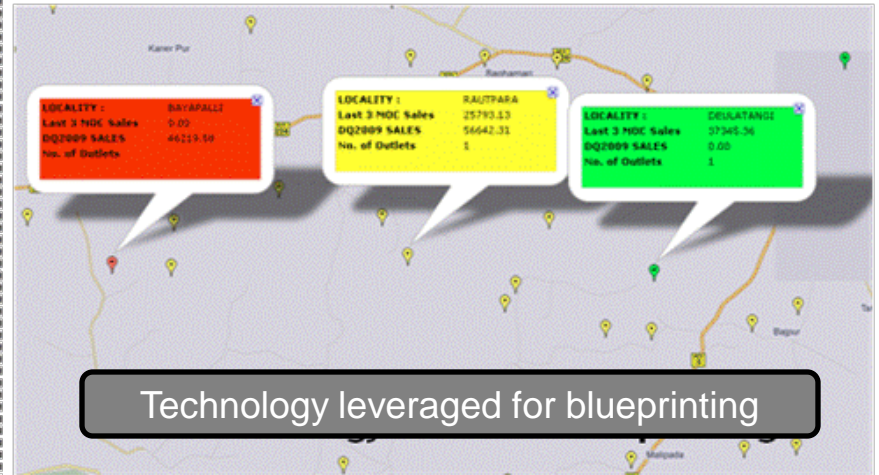
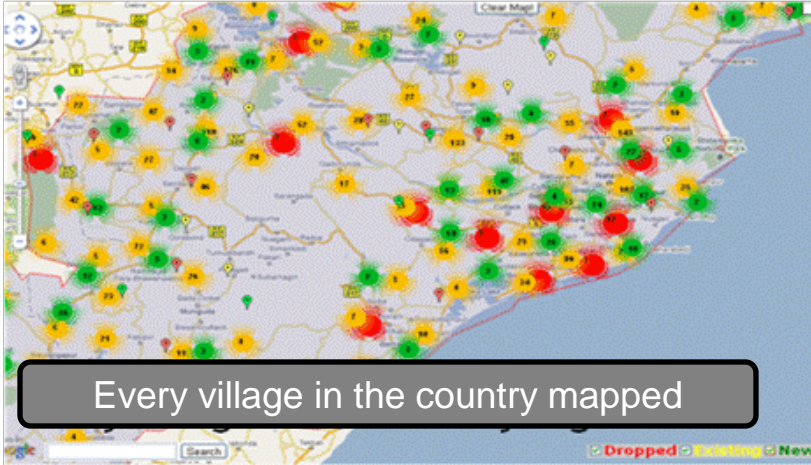


Increasing Market Shares



*Nielsen Equity Management Program Score

Winning in Geography of Tomorrow : Rural



Building capabilities for tomorrow: Winning in Personal Care



Transforming beauty experience

Integrated Communication

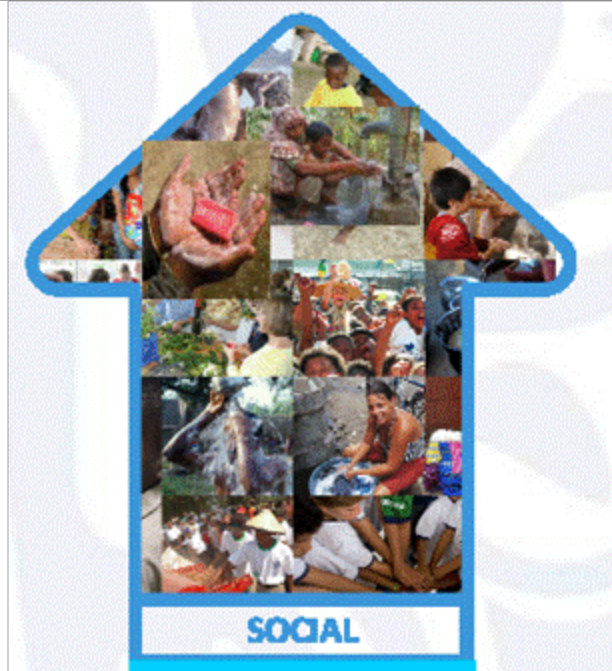
Driving 360 Engagement



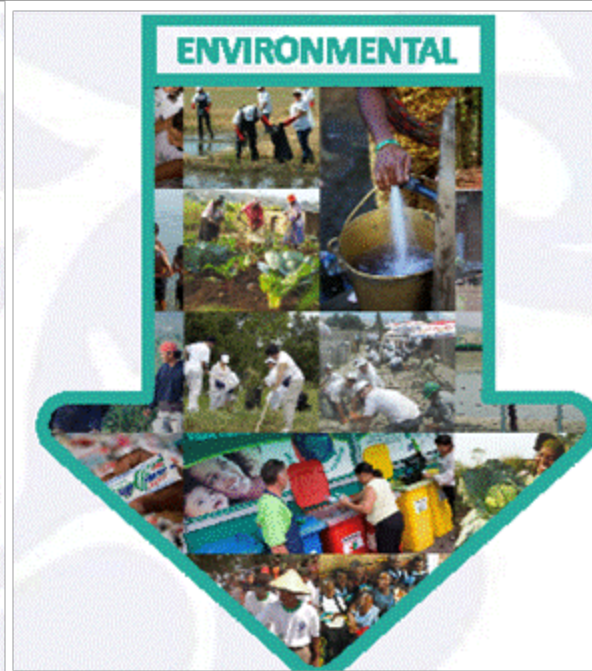
Winning through continuous improvement: Quality & Service



Winning Sustainably : HUL SLP



Improve health and wellbeing
by increasing awareness of & access to hygiene & nutrition



Reduce environmental Impact
Water, Waste and GHG



Enhance livelihoods
through our value chain

HUL Sustainable Living Plan – Progress vs Target

IMPROVING HEALTH AND WELL-BEING

2015 Target

2010-11

Health and hygiene

Hygiene awareness in 150 mln

Hygiene awareness in 128 mln

Nutrition

Healthy Choice: 2/3rd of portfolio

85% of Portfolio certified

REDUCING ENVIRONMENTAL IMPACT

GHG

25% reduction of CO2

28% reduction

Water

Conserve 25 billion liters of water

Initiated projects for 75 billion liters

Sustainable sourcing

Sustainable sourcing:
• Over 50% of tomatoes
• 100% certified palm oil

Sustainable sourcing:
• ~35% of tomatoes
• ~35% certified palm oil

ENHANCING LIVELIHOODS

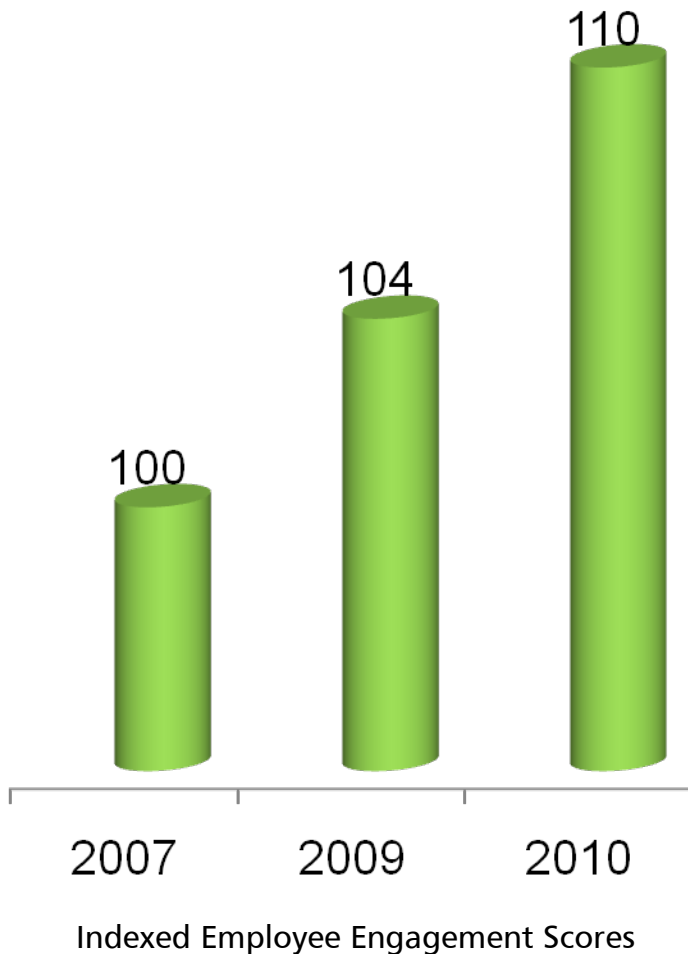
Better livelihoods

Improve livelihood > 75,000 families

Improved livelihood of ~65000 families thru Shakti

Winning through People

Engaged Organization



**# 1 Best Employer
in India, 2011
Awarded by AonHewitt**

In Summary

- **Rapid and Significant Change**
- **Point of view on the future**
- **Develop capabilities today to win tomorrow**



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