

WINNING DECISIVELY

ANNUAL INVESTOR MEET | 26 JUNE 2015

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

SAFE HARBOR STATEMENT

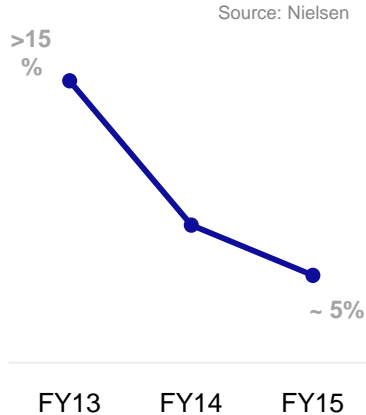


This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations 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.

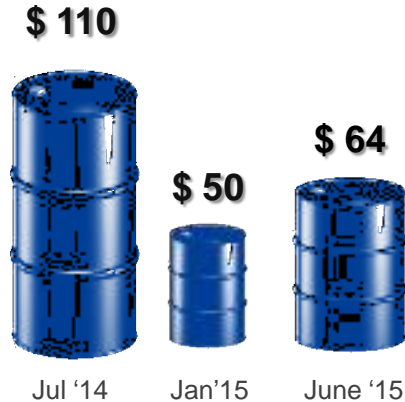
FY 2014-15: A CHALLENGING ENVIRONMENT



Subdued Consumer Markets



Volatile Commodity Prices



High Competitive Intensity



Sentiment Cautiously Optimistic

'India: no's business confidence high with Modi government in power'
By Ishaan Bhatnagar | 10/11/2014

India's Growth to Pick Up Over Next Two Years: Fitch
By Ishaan Bhatnagar | 10/11/2014

Consumers not loosening purse strings yet
By Ishaan Bhatnagar | 10/11/2014

India Inc cautiously optimistic about various aspects of business: Market
By Ishaan Bhatnagar | 10/11/2014

DELIVERED ON GOALS



COMPETITIVE GROWTH

Ahead of market



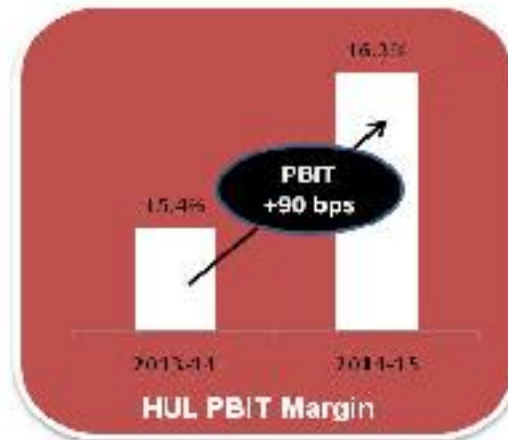
CONSISTENT GROWTH

Sustaining UVG in a slowing market



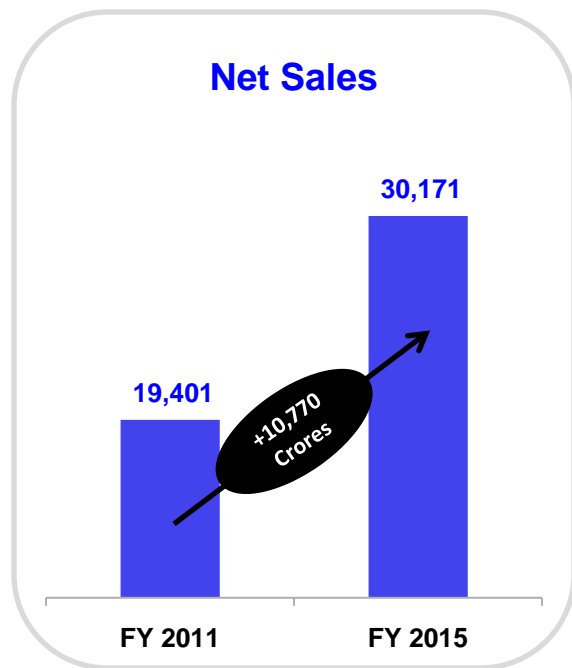
PROFITABLE GROWTH

Expanding margins whilst sustaining competitive investment

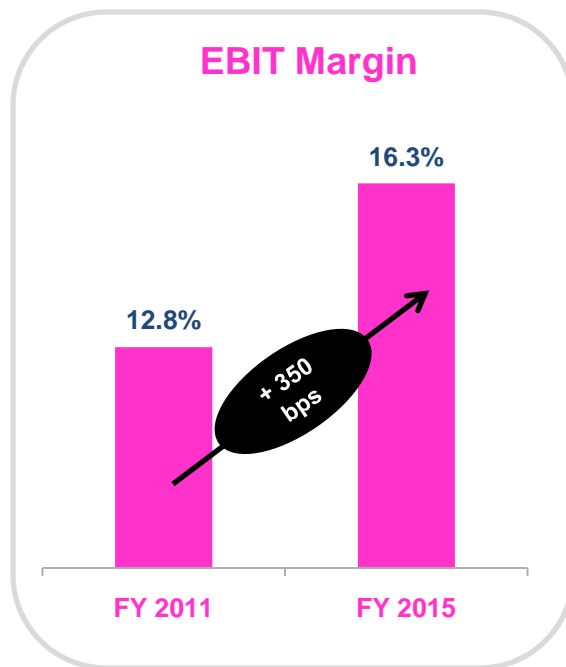


Domestic Consumer business grows 10% | 5% UVG | PBIT +17%

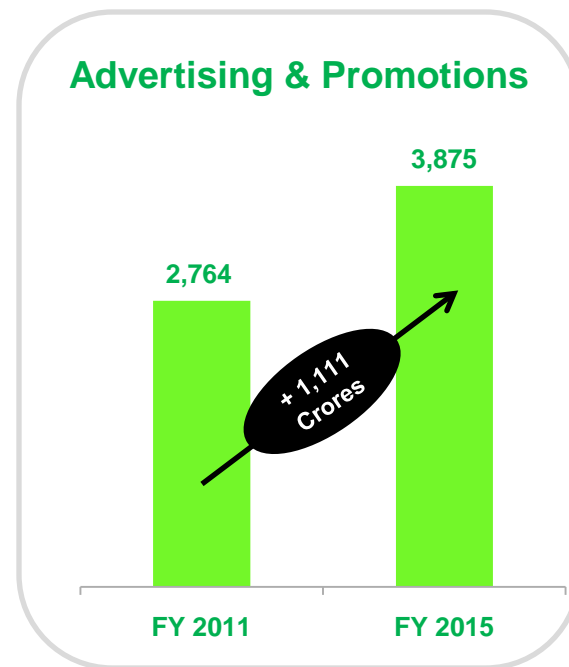
STRATEGY ON TRACK AND DELIVERING



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 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 landfills**



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



ENHANCING
LIVELIHOODS



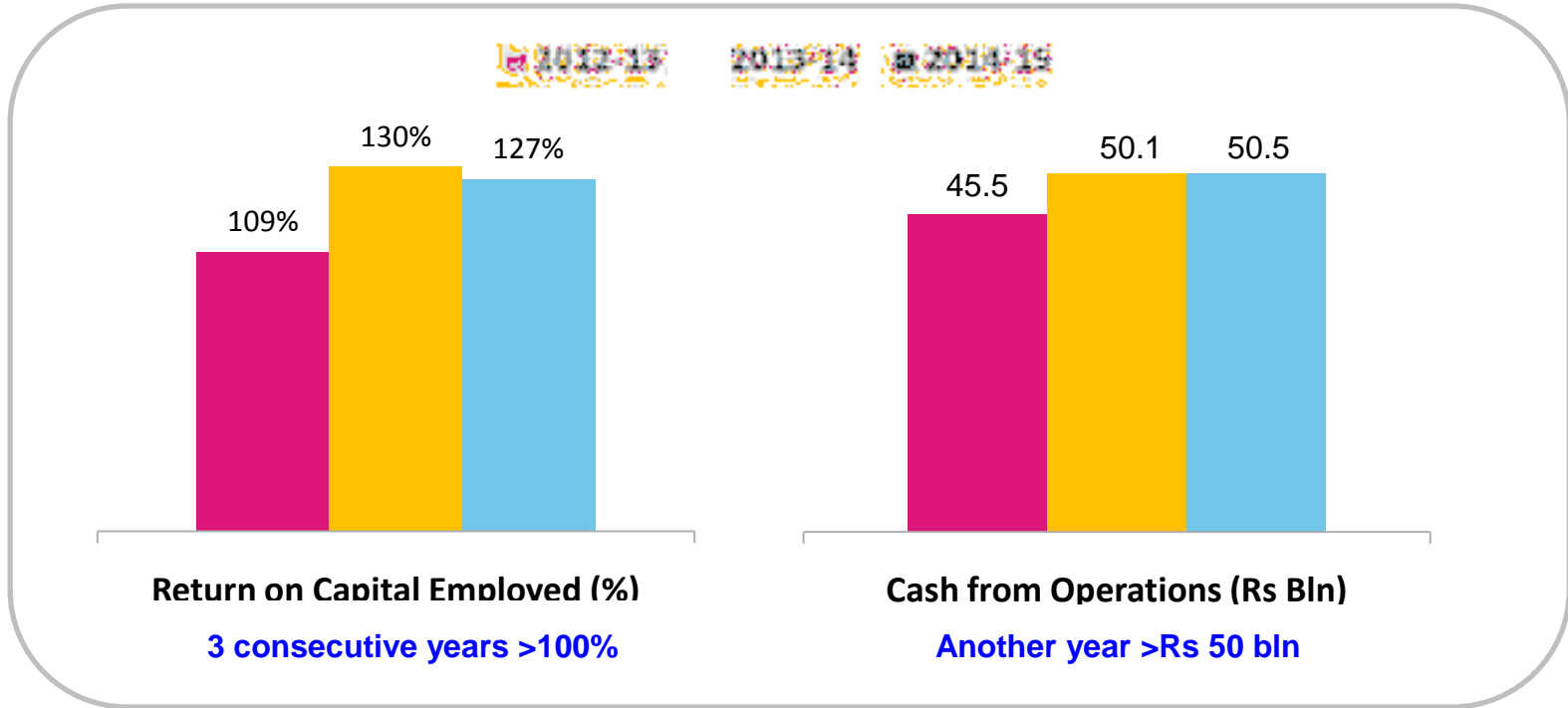
Over 70,000 Shakti Ammas and
48,000 Shaktimaans cover >4m
households across 165,000 villages



Kwaliti 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



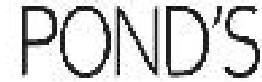
RS 2000 CR+

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***

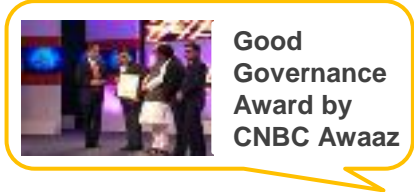
CONTINUED RECOGNITION



Forbes
No. 1 Indian Company
on list of World's Most
Innovative Companies

FORTUNE
3rd Most Admired
Company in India's
List

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



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

D&B
Top Indian
Company in
FMCG sector



effie awards
Client of the
year "Effie
2014"

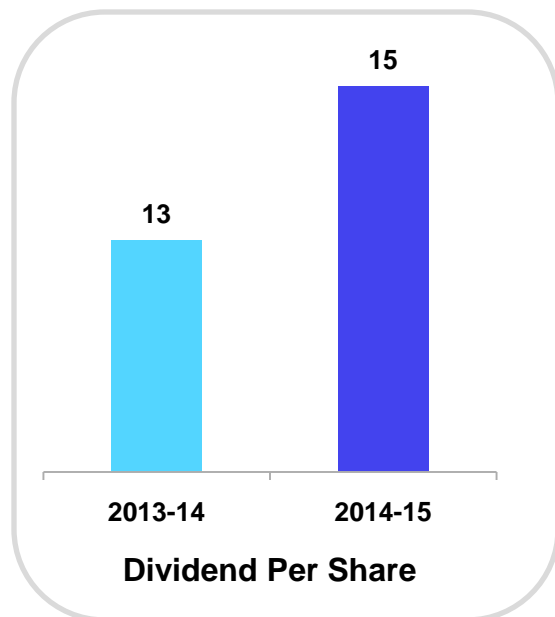
**FROST
&
SULLIVAN**
HUL- Awarded
for "Excellence
in FMCG Supply
Chain"


Silver Shield for best
annual report address
Manufacturing sector

EMVIES
HUL awarded
Best Media Client
of the Year

Forbes | 2014
**THE WORLD'S
MOST INNOVATIVE
COMPANIES**
HUL recognised as Most
Innovative Company in
India

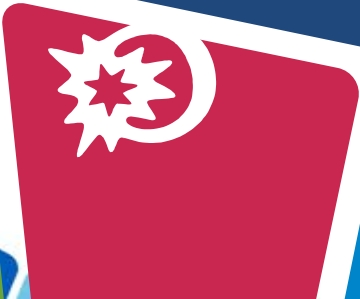
REWARDED SHAREHOLDERS



Particulars	FY 2013-14	FY 2014-15
Dividend Per Share	13	15.0
Interim	5.5	6.0
Final	7.5	9.0
No. of Share (Cr.)	216.27	216.35
Total Dividend Outflow* (Rs. Cr.)	3274	3881

* Including Dividend Distribution Tax

HUL: WINNING DECISIVELY



Hindustan Unilever Limited

WE REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY



IMF, ADB upbeat on India growth story

By Anshu K. Mishra, New Delhi, September 20, 2014



INDIA | POLITICS

IMF, ADB upbeat on India growth story

IMF, World Bank see India growth picking up

India is projected to do better than China this financial year, but must needs to push forward for reforms agenda

India to lead Asia's economic growth, ADB

New Delhi: Var 74 IFTI Economic growth in Asia would be led by India for the next 10 years, says ADB. The agency's report on Asia's economic outlook for 2014-15 was released Tuesday.

INDIA | ECONOMICS

IMF, World Bank see India growth picking up

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

MARKETS | INDIA

IMF, World Bank see India growth picking up

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

By Reuters Staff, New Delhi, September 18, 2014

By Reuters Staff, New Delhi, September 18, 2014



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 16:31 IST

AND POSITIVE ON THE MID-LONG TERM OUTLOOK FOR FMCG

Affluence



Aspirations



Attitudes



Awareness



Access



More Users | More Usage | More Benefits

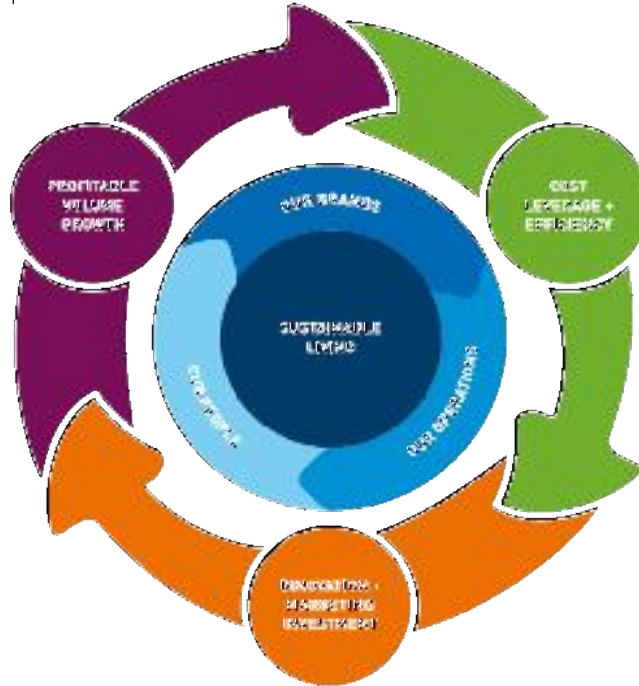
OUR STRATEGY REMAINS UNCHANGED



A Compelling Framework



A Model Which Works



A Clear Set of Goals

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

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



- 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

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



Comfort growing double digit, 35%
LSM 5+ HH reached in 3 years of
launch

GREEN TEA



Distribution more than doubled
in one year

PACKAGED FOODS



Reached 11.4 Million people
through our Experiential Model

TURBO CHARGING INNOVATION



CREATING MAGIC IN EVERY CONSUMER & SHOPPER INTERACTION



KISSAN



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

LAKME



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

TRESEMME



Blockbuster Launch of Tresemme Hair Spa in LFW





*“Good **tea** unites good company,
exhilarates the spirits,
opens the heart,
banishes restraint from conversation
and
promotes the happiest purposes of social
intercourse”*

Arthur Brooke

IMPACTFUL 360 ACTIVATION



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



Non TV spend at **30%**, Digital at **10%**

DOVE & CLINIC PLUS - AV



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

ESTABLISHING 'WIMI' AS THE NEW WAY OF WORKING



NOW: 5 Branches, 14 Consumer Clusters

New Ways of Working



EMBEDDING 'WIMI' DEEPER ACROSS THE ORGANIZATION



4 KEY PILLARS BEING WORKED ON FROM SEPT 2014

- Growth acceleration workshops to address hotspots

Embedding growth mindset



- WiMi structure in branches and local capability

Embedding geography lens



- Internalize the WiMi ways of working across functions

Embedding people



- Category-Cluster Must Wins aligned and reviewed quarterly

Embedding alignment



- Cluster CD Jobs-To-Be-Done
- Geography Mastery in Cluster
- WiMI Ways of Working



EARLY WIMI EXAMPLES



1

Opportunity:

In Coastal Andhra - consumer trading up from loose tea to branded tea in small packs



Solution:

New TVC, large scale shop board plan and a unique 'Tagandi order ivvandi' (Chai piyo, order diyo) sampling to trade

2

Opportunity:

Clove oil and salt - integral to tooth cleansing in South India



Solution:

Launched Pepsodent Clove and Salt in South India

3

Opportunity:

UP consumers need strong incentive to switch from their existing laundry brand



Solution:

Leverage price as a strong incentive to switch by deploying long term pricing actions

DRIVING THE QUALITY OF GROWTH



HARVEST



Improving throughputs in new stores:

- More stores meeting throughput targets
- Driving assortment in Rural

IMPACT



Winning decisively in the top 100,000 outlets :

- Sharper in-store execution

TRANSFORM

General Trade



Modern Trade



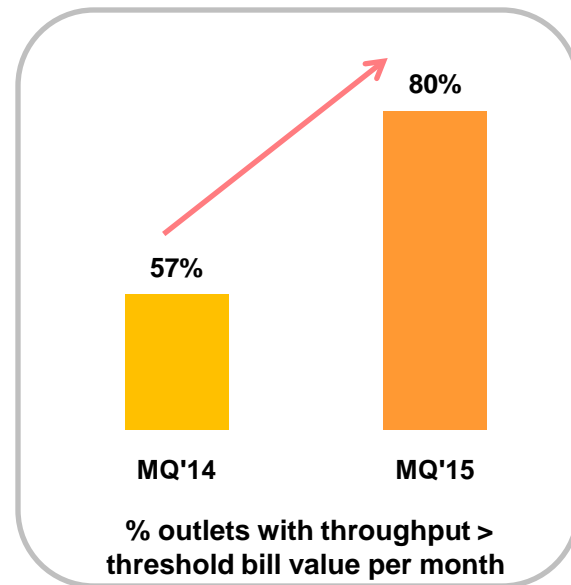
Building Brands In Store:

- Deploying high impact visibility and category management solutions

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

WINNING IN-STORE: CATEGORY MANAGEMENT (CATMAN)



Pre BBIS



Post BBIS

Beverages CATMAN rolled across 180+ stores in 2014

Face Care BBIS deployed across 48 Premium Hyper stores and 80 Drug Store in Modern Trade

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

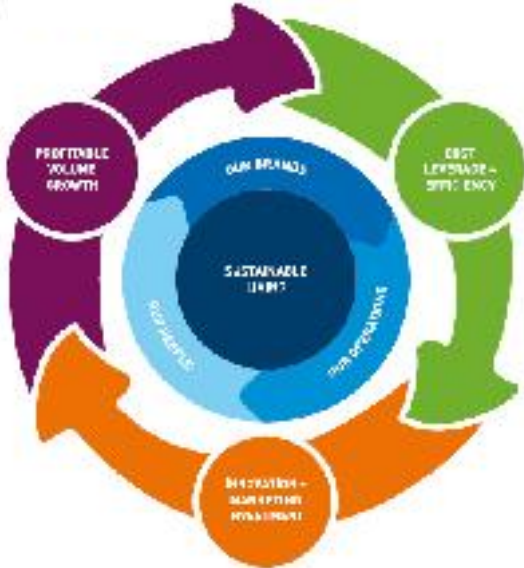


- 1 Magic in marketing
- 2 Sharpening marketplace execution edge
- 3 **Operationally efficient and agile**
- 4 Winning with and through our people
- 5 Doing well by doing good

DRIVING THE VIRTUOUS CYCLE OF GROWTH



A Business Model That Works



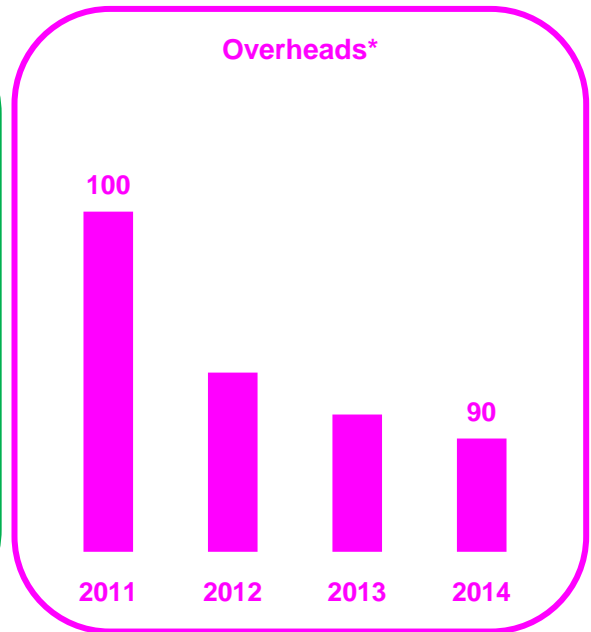
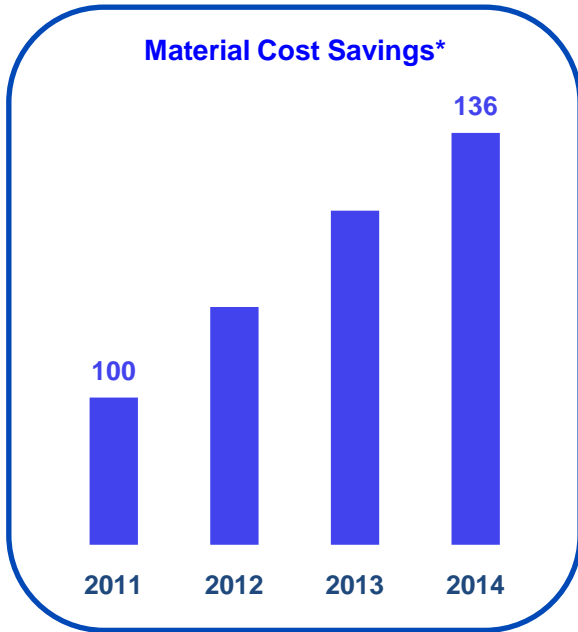
Max the Mix



End-to-end cost focus



END TO END COST FOCUS



Savings Up, Costs Down

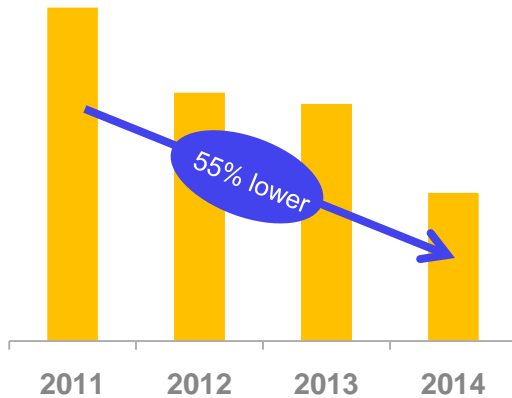
**Numbers indexed to 2011, base considered 100*

EFFICIENT SUPPLY CHAIN

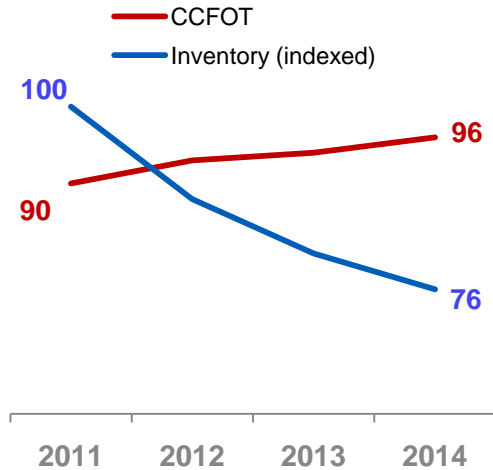


Safety FIRST

■ Accidents per million hrs worked

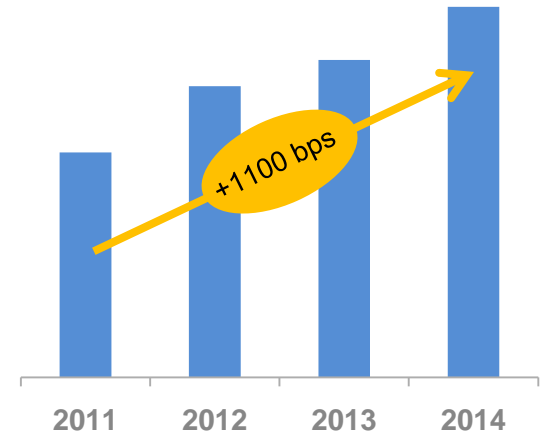


Service up, Inventory Days down



Innovation Management

■ Innovation Network OTIF %



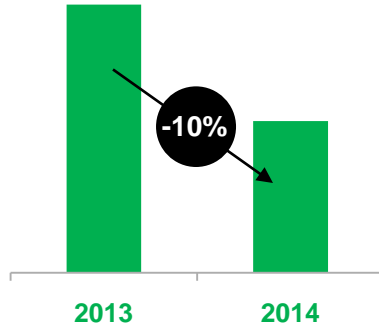
DIALING UP QUALITY



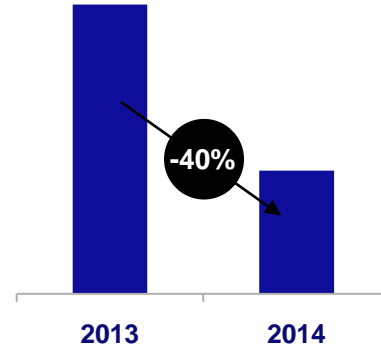
Embedding a Quality mindset



Defects per million units reduced



Reduction in consumer complaints



Working with Trade to drive Quality

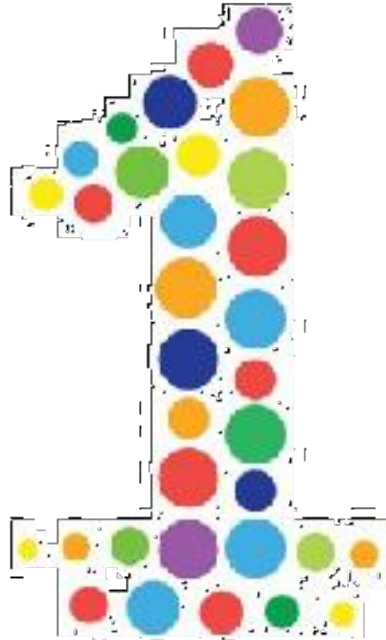


WINNING DECISIVELY



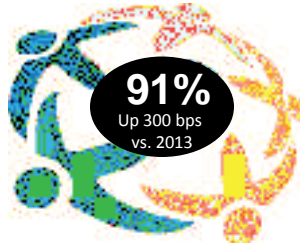
- 1 Magic in marketing
- 2 Sharpening marketplace execution edge
- 3 Operationally efficient and agile
- 4 **Winning with and through our people**
- 5 Doing well by doing good

WINNING WITH AND THROUGH OUR PEOPLE



Employer Brand

Employee Engagement



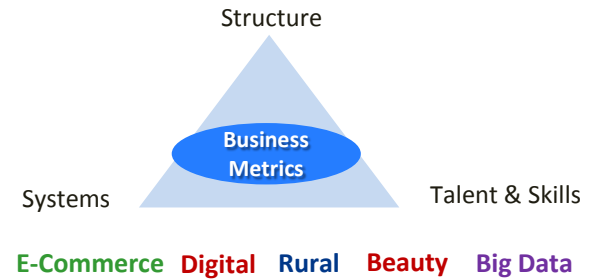
Diversity & Inclusion



Bias for Action



Organizational Capabilities



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**

INFLUENCING CHANGE THROUGH PROJECT SUNLIGHT



Social Experiment
Leading by action

Sunlight Living challenge

Innovating to provide
simple solutions

Hindustan Unilever Limited



Hindustan Unilever Limited
projectSunlight



Harnessing the power of children as change agents

Touching lives within the communities around which we operate



ENHANCING
LIVELIHOODS

14 Livelihood Centers, 26 Outreach Centres



Water security and improvement in agricultural yield



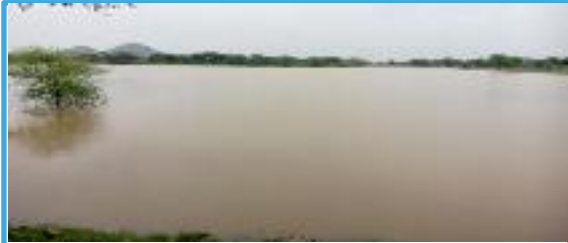
IMPROVING
HEALTH AND
WELL-BEING

Lifebuoy Handwashing Programs, Domex Toilet Academy

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



SWACHH BHARAT ABHIYAN AND USLP CONVERGE ON THE WASH AGENDA



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

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

CATEGORY EXPERIENTIAL WALK THROUGHS



Home Care & Water



Personal Care



Foods & Refreshments



THANK YOU

For More Information



VISIT OUR WEBSITE

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

The screenshot shows the HUL Investor Centre website. On the left is a navigation menu with categories: INVESTOR CENTRE, UNDERSTANDING HUL, CORPORATE GOVERNANCE, SHAREHOLDER SATISFACTION SURVEY, SHAREHOLDER & AGM INFORMATION, SHAREHOLDING PATTERN, SHARE PRICE, and QUARTERLY RESULTS. The main content area features the 'Investor centre' header with social media sharing options (7 shares, Like, 8+). Below this is the 'HUL Annual Investor Meet 2015' announcement, stating the meet will be held on 26th June 2015 in Mumbai, with a 'Find out more about the meet' button. To the right is a 'Presentations & speeches' section listing three presentations: Q1'15 Results (2.7MB pdf), Kotak Investor Conference Feb 2015 - CEO Keynote Address (5.1MB pdf), and Q1'14 Results (1.9MB pdf), with a 'View all presentations' button. At the bottom, there are thumbnails for 'HUL Annual Investor Meet 2015', 'March Quarter 2015 Results', and 'December Quarter 2014 Results'.

HUL INVESTOR APP

