

WINNING DECISIVELY

ANNUAL INVESTOR MEET | 19 JULY 2016

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

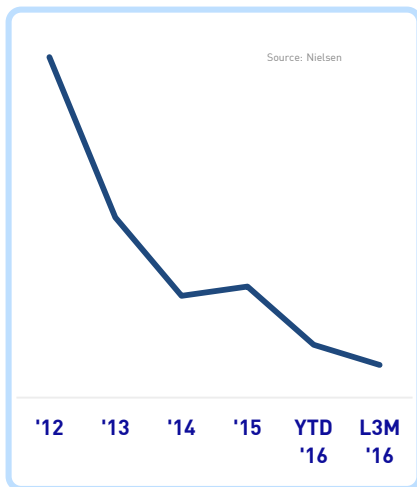
SAFE HARBOR STATEMENT



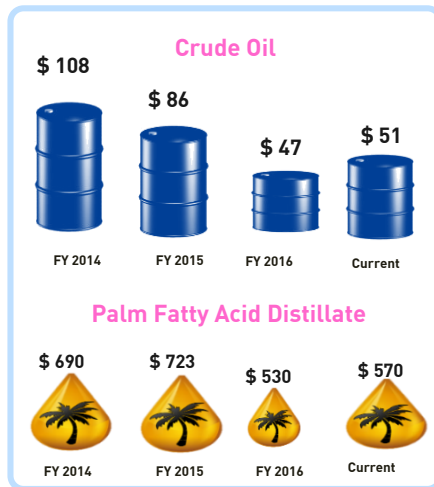
This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations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

FY 2015-16: A CHALLENGING ENVIRONMENT

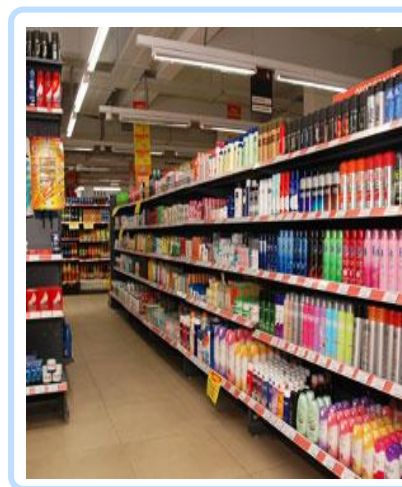
Subdued Consumer Markets*



Volatile Commodity Prices



High Competitive Intensity



Rural 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](#)

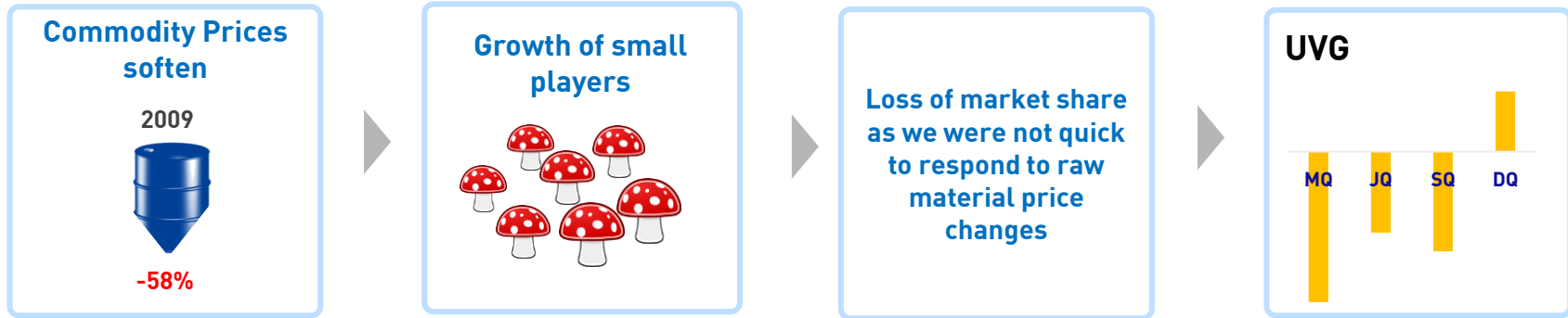
India's rural crisis, slowed farm growth may hurt 7.5% GDP dream

Sluggish investments, weak rural demand to keep Q4 earnings tepid

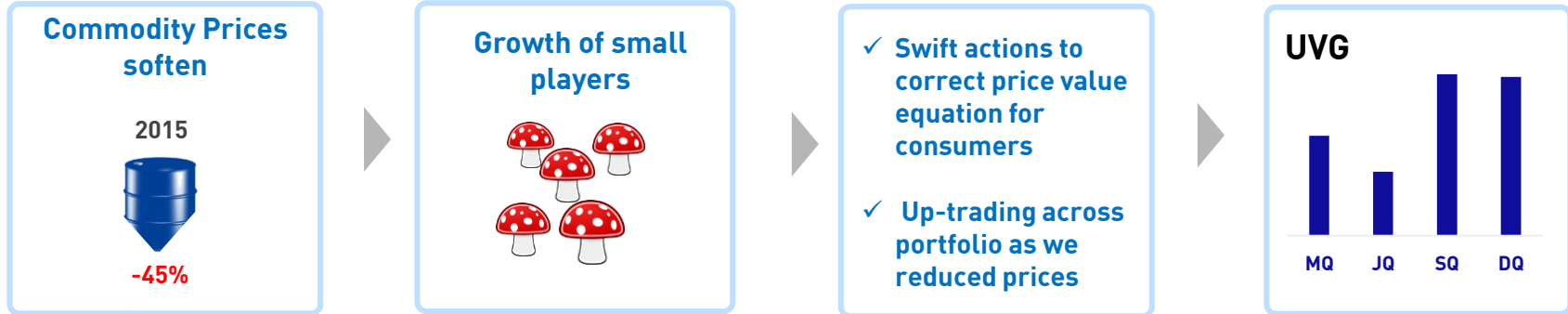
WE ACTED PROMPTLY IN 2015 AS COMMODITY PRICES FELL



Scenario in 2009



Driving **volume led profitable growth** in 2015

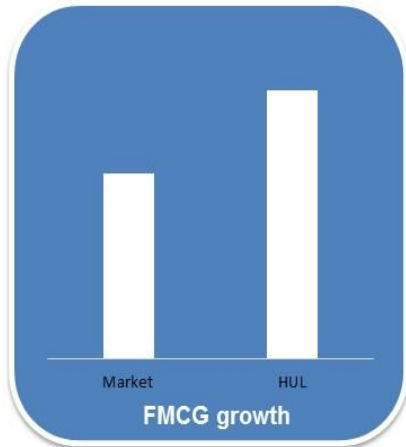


DELIVERED ON GOALS



COMPETITIVE GROWTH

Ahead of market



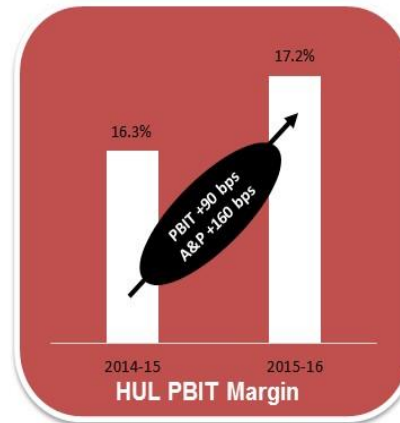
CONSISTENT GROWTH

Healthy UVG in a soft market



PROFITABLE GROWTH

Expanding margins whilst sustaining competitive investment



RESPONSIBLE GROWTH

Continued progress on our Sustainability priorities



PROGRESS ON SUSTAINABILITY PRIORITIES



IMPROVING HEALTH AND WELL-BEING

> 65 MILLION

people reached through Lifebuoy Handwashing Programme

> 70 BILLION

litres of safe drinking water provided by Pureit in India, till date

Approximately

1,60,000

people have been impacted through Dornex Toilet Academy (DTA)

DTA has helped build over

30,000

toilets in Indian households

100%

of our children's Frozen Desserts and Edible Ice 'Paddle Pop' portfolio in India contains 110 kilocalories or fewer per portion

REDUCING ENVIRONMENTAL IMPACT

REDUCTIONS IN MANUFACTURING¹

42% in CO₂ emissions
48% in water usage
> 92% in disposed waste

> 200 BILLION

litres of water conservation potential created by Hindustan Unilever Foundation partnerships

398

tea estates certified as sustainable estates by Rainforest Alliance and Trustea in India

100%

tomatoes, used in Kissan Ketchup, sourced from sustainable sources

ENHANCING LIVELIHOODS

Project Shakti network has empowered nearly

70,000 Shakti Ammas

48,000 Shaktimaans

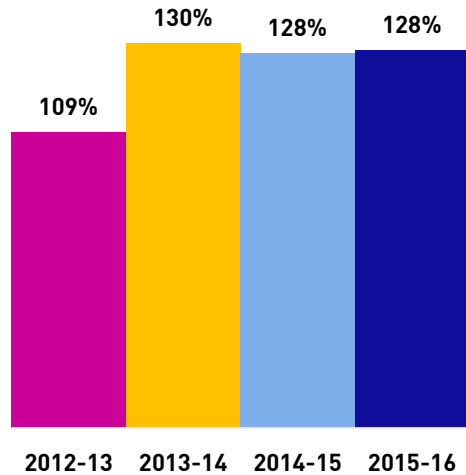
> 2 LAKH

youth benefitted through Rin Career Ready Academy

1,38,000

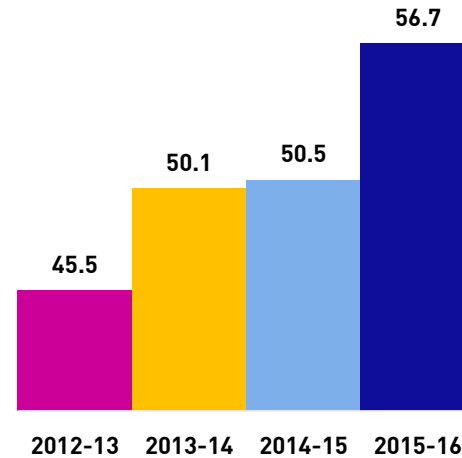
people benefitted from Prabhat's programmes

SUSTAINED STRONG TRACK RECORD



Return on Capital Employed (%)

4 consecutive years >100%



Cash from operations (Rs. Bln)

3 consecutive years >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



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'

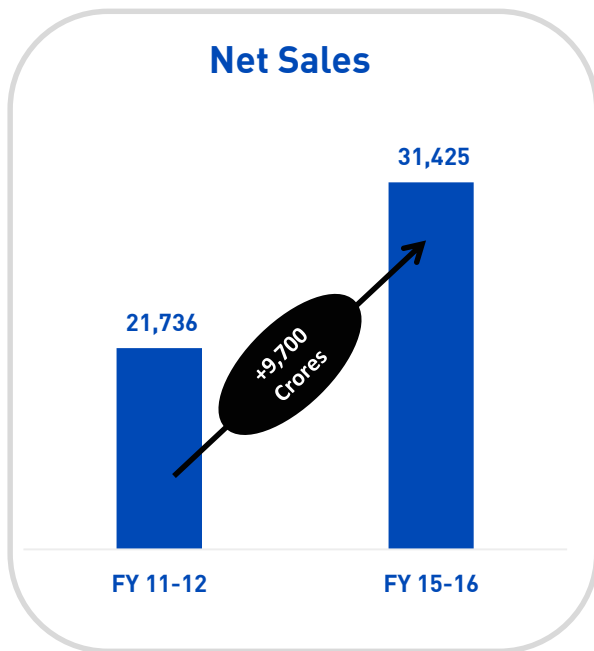


Kan Khajura Tesan wins the Spikes Asia 2015 – Grand Prix

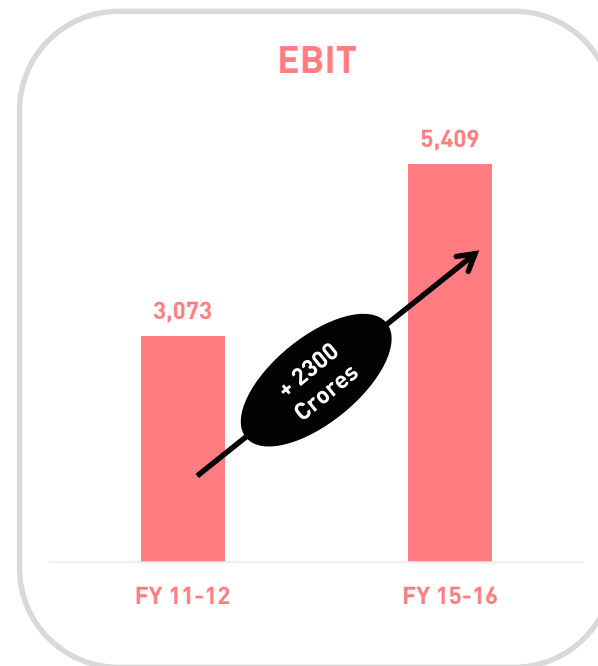


HUL's Doom Dooma Factory won the Greentech CSR Award

STRATEGY ON TRACK AND DELIVERING

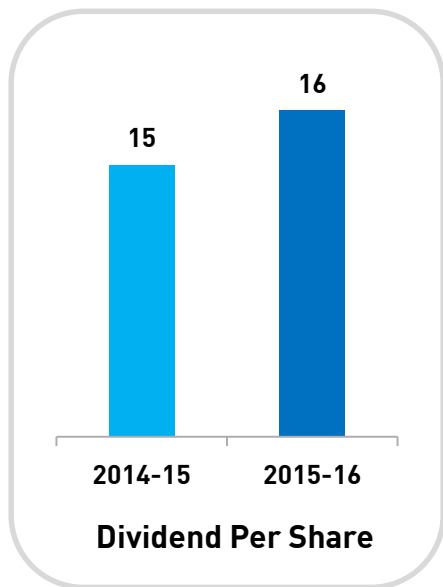


A > 30,000 Crore Company
~10,000 Crores added in the last 4y



Consistent increase in Operating profits

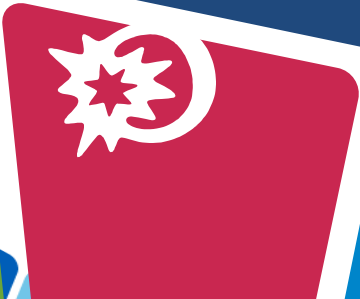
REWARDED SHAREHOLDERS



Particulars	2014-15	2015-16
Dividend Per Share	15.0	16.0
Interim	6.0	6.5
Final	9.0	9.5
No. of Share (Cr.)	216.35	216.39
Total Dividend Outflow* (Rs. Cr.)	3881	4140

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

HUL: WINNING DECISIVELY



Hindustan Unilever Limited

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 [Twitter](#)

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

[f](#) [t](#) [s](#) [+](#) [e](#) [g](#)

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

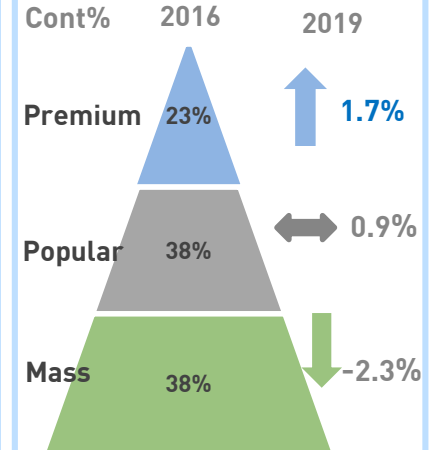


2015

2019

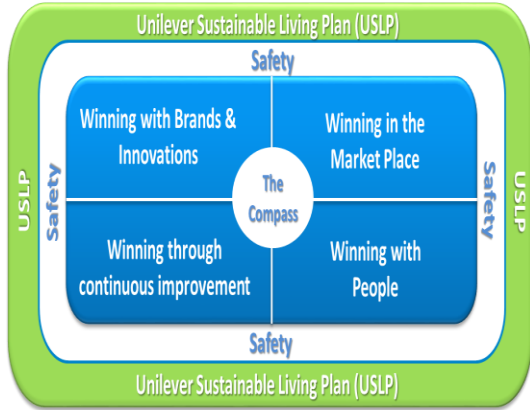
34% → **47%**

Premiumisation

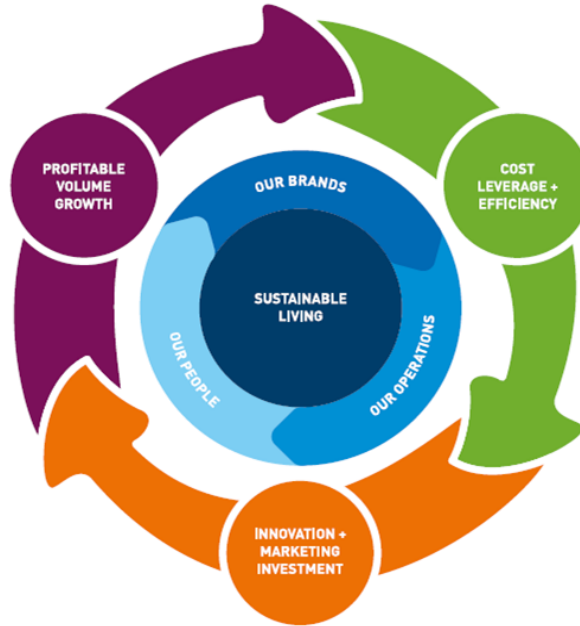


OUR STRATEGY REMAINS UNCHANGED

A Compelling Framework



A Model Which Works



A Clear Set of Goals

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

WINNING DECISIVELY



THE COMPASS

WE ARE UNILEVER...

VISION

WE ARE A successful, growing, sustainable business.

WE WANT TO CREATE A BETTER FUTURE EVERY DAY

We help people feel good, look good and eat more out of the earth's bounty, 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.

REALITY

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, people and a people approach to all our stakeholders, based on clear accountability and like 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	1	2	3	4	5
Winning through continuous improvement	1	2	3	4	5
Winning with people	1	2	3	4	5

1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

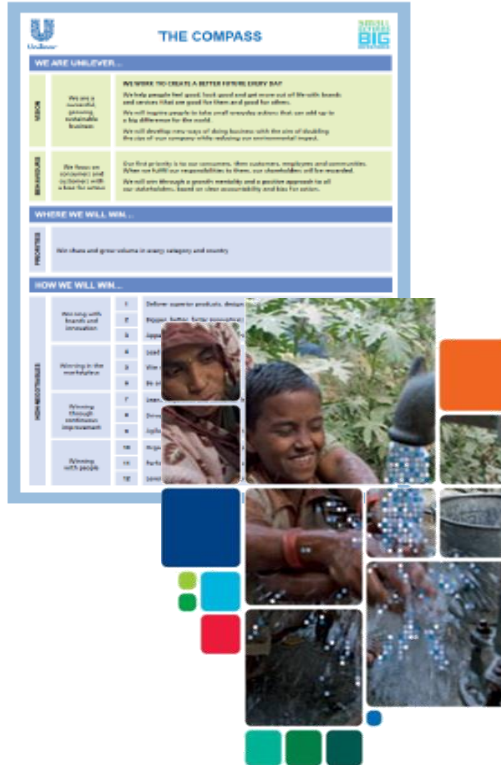
4

Winning with people

5

Unilever Sustainable Living Plan

WINNING DECISIVELY



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HOW WE WILL WIN...	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

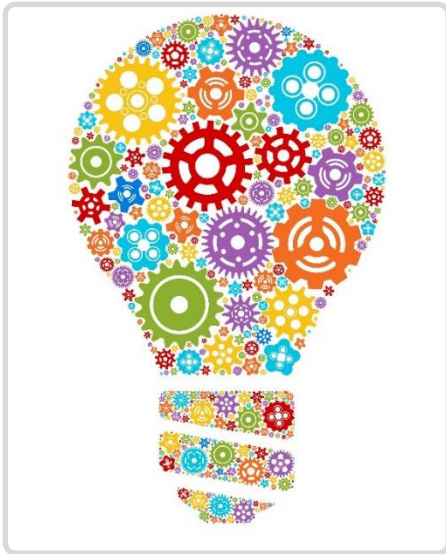


- 1 **Winning with brands and innovation**
- 2 **Winning in the marketplace**
- 3 **Winning through continuous improvement**
- 4 **Winning with people**
- 5 **Unilever Sustainable Living Plan**

KEY THRUSTS



Innovating across the portfolio



Driving the Core



Magic and Craftsmanship



Harnessing Non-TV



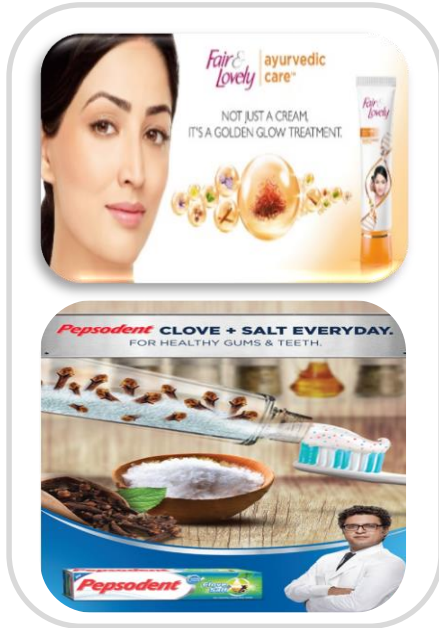
INNOVATION REMAINS THE LIFELINE OF THE BUSINESS



BUILDING OUR PRESENCE IN NATURALS



Within the existing portfolio



Extending our presence to new brands



Indulekha and St. Ives AV

STRENGTHENING THE CORE

Surf Excel



Clinic Plus



Red Label



STRENGTHENING THE CORE THROUGH INNOVATION AND PREMIUMISATION



Meeting consumer needs across price points

BUILDING BRANDS WITH PURPOSE



Lifebuoy Chamki and Red Label AV

BUILDING CRAFTSMANSHIP IN MARKETING



Through Products



Revolutionizing consumer promos

Through various media



Reviving art of copy with compelling advertorial

During Shopping Experience

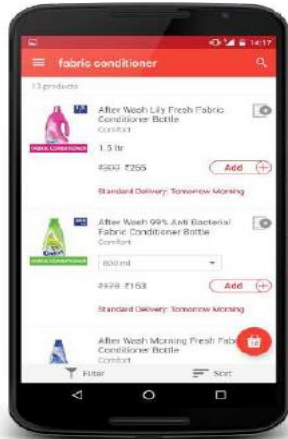


Marketing at the Point of Sale

MAGIC IN MARKETING ALIVE IN E-COMMERCE



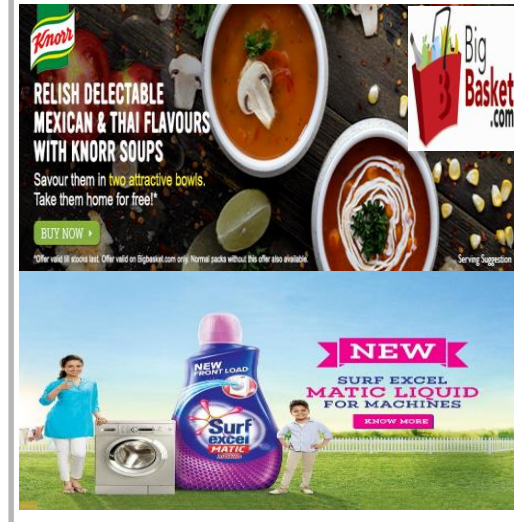
Hero Images of all products on website



Thematic Banners resulting in 2X click rate



Collaborating with E commerce partners for activations & launches



HARNESSING NON TV



Made for Web content



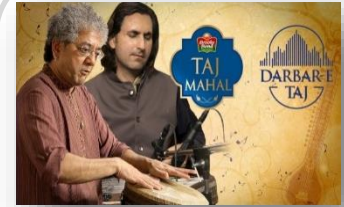
Print Innovation



Mobile Marketing



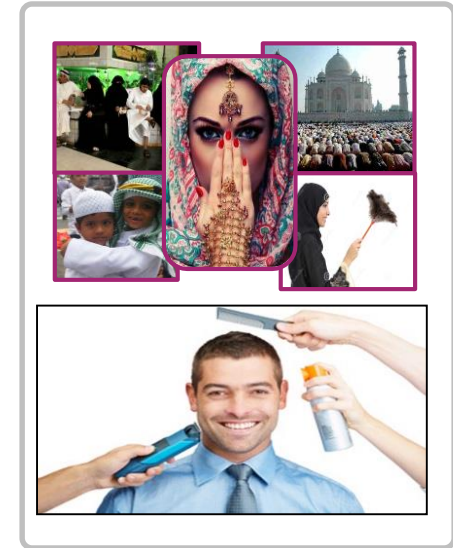
Leveraging Outdoor



BUILDING CAPABILITY TO TAP INTO CONSUMER INSIGHT- PEOPLE DATA CENTER



Targeting right influencers
with right messaging



Spotting new trends
Targeting new segments

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 @
1.5x 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

BUILDING E COMMERCE- THE CHANNEL OF THE FUTURE



Resourcing ahead of the curve

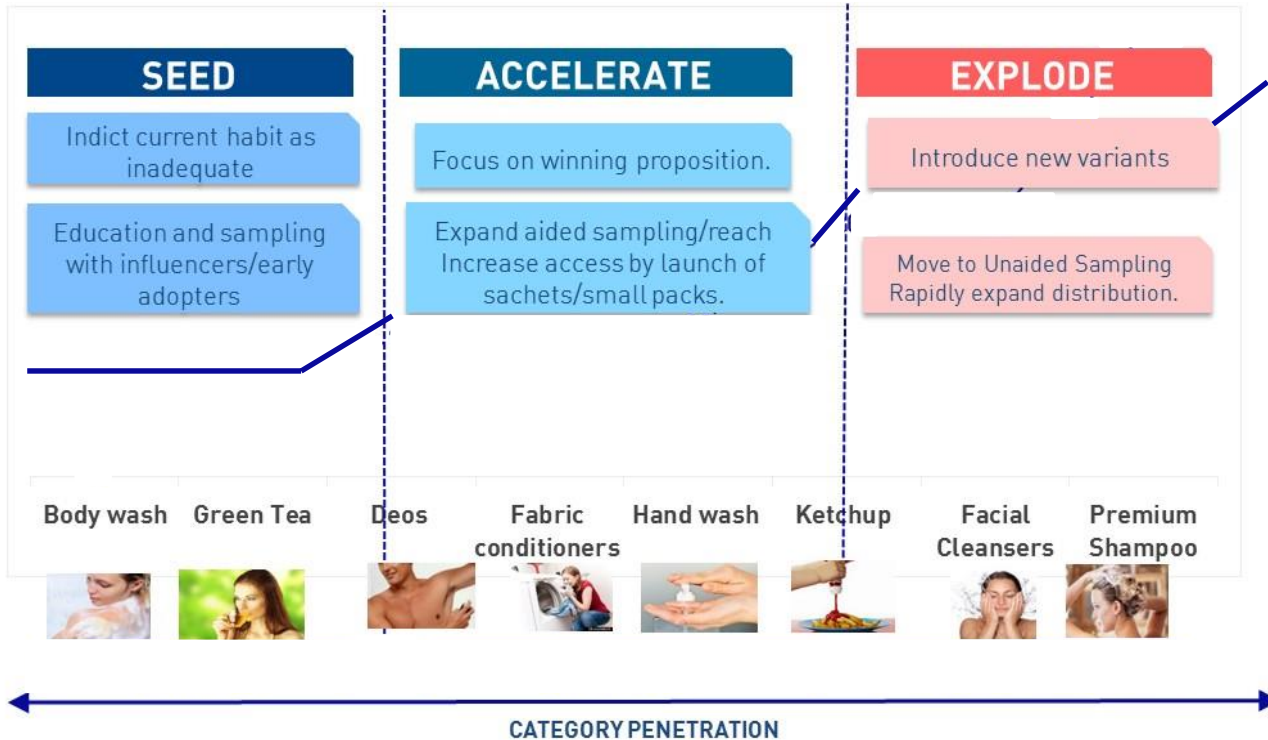


Winning across the platform



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

DEVELOPING THE MARKET ACROSS CATEGORIES



Home Care

Personal Care

Refreshments

Foods



Home to Home Sampling



Online Awareness



Wet Sampling



In-Store Sampling

WINNING DECISIVELY



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1

Winning with brands and innovation

2

Winning in the marketplace

3

Winning through continuous improvement

4

Winning with people

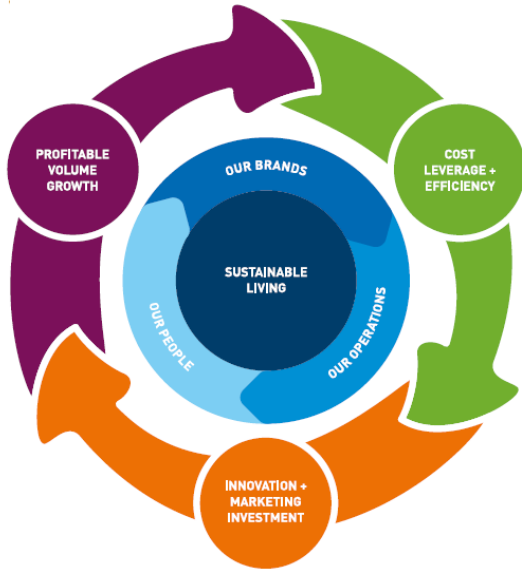
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Unilever Sustainable Living Plan

DRIVING THE VIRTUOUS CYCLE OF GROWTH



A Business Model That Works



Max the Mix

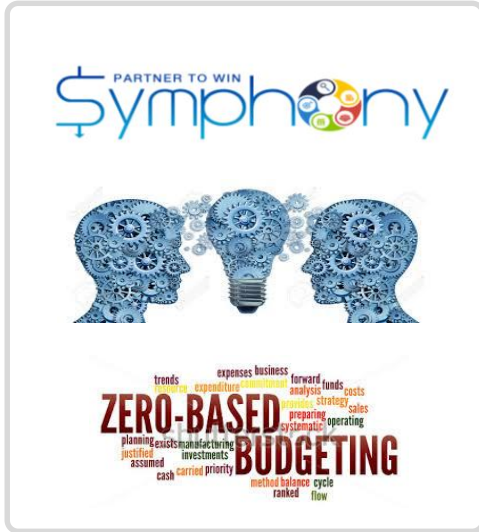


End-to-end cost focus



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

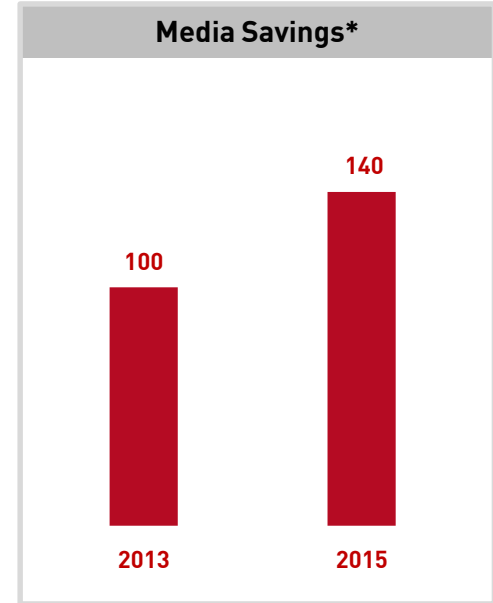
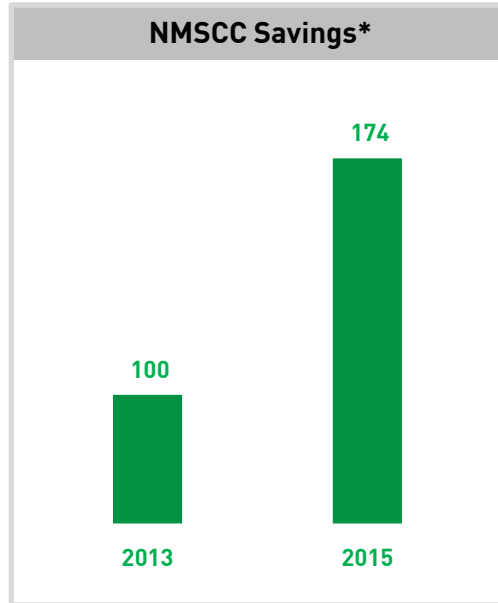
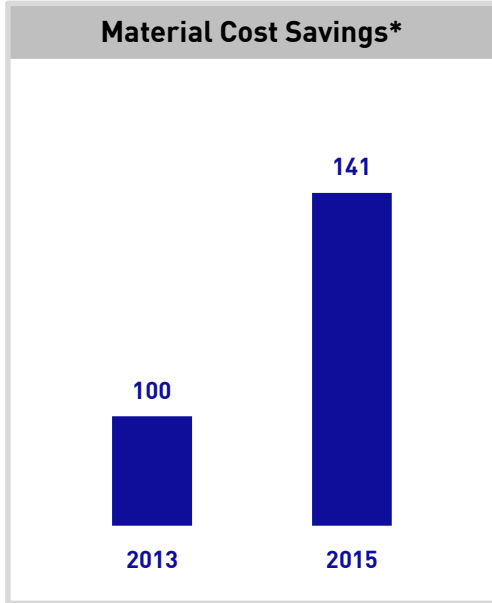


Zero based budgeting



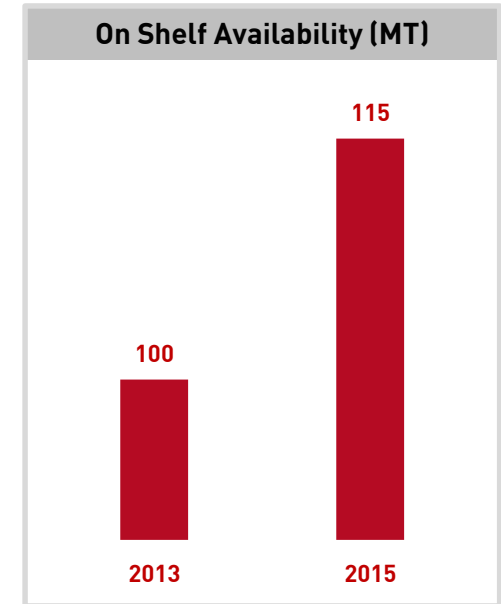
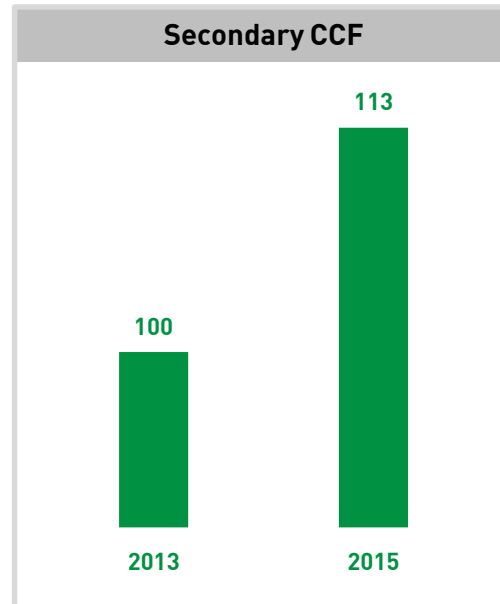
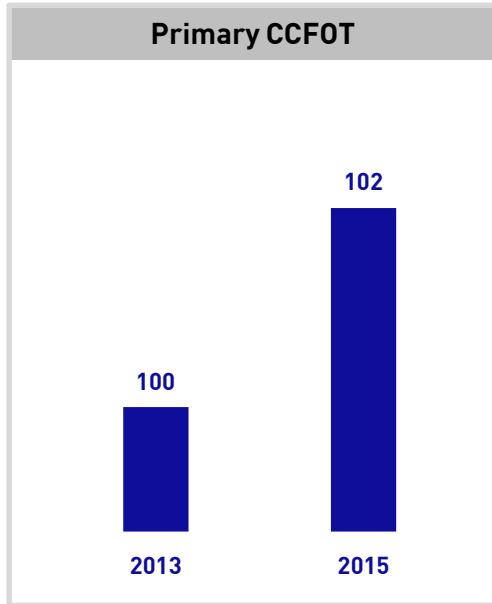
Making Savings a common agenda across functions

END TO END FOCUS



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

SERVICE AT THE POINT OF PURCHASE



AMAZINGLY SIMPLE WHILST DRIVING DISCIPLINE

DELIGHT THROUGH SPEED & SIMPLICITY



Think End to End



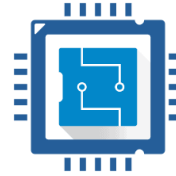
- ✓ No Touch Processes
- ✓ Simplify process
- ✓ Eliminate exceptions

Think Delight



- ✓ Customers
- ✓ Vendors
- ✓ Employees

Think Tech.



Relevant and
new age
technology
adoption

Think Discipline



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



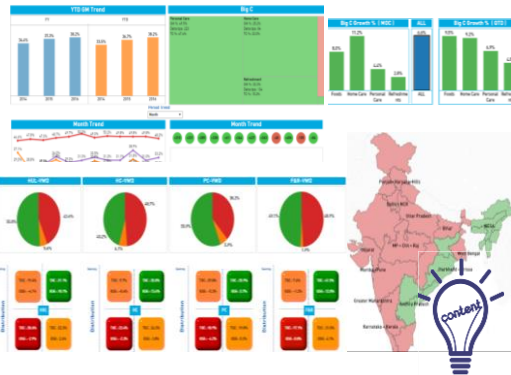
Grass-root activities to improve consumer centricity

USE THE POWER OF BIG DATA AND ANALYTICS



Advanced Analytics

Analytics Driven Insights



Power to user



Speed of Analysis



Cross Function Linking

Embedding and Integration

Training and capability development



WINNING DECISIVELY



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

1

Winning with brands and innovation

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Winning in the marketplace

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Winning with people

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Unilever Sustainable Living Plan

WINNING WITH OUR PEOPLE



Flexible and Agile

Work 8 hours or less?
YOU decide.

Flexi Careers @ HUL
The Best of both Worlds

MAPS
MATERNITY AND PATERNITY SUPPORT

Diversity and Inclusion

A pyramid graphic composed of human icons in blue and pink, representing diversity. Below it is a photograph of a diverse group of employees in white shirts and blue trousers standing in a line outdoors.

Employee Well Being

WELLBEING WORKSHOP: THRIVE

A photograph of two hands cupped together, holding a white silhouette of a family (two adults and two children).

Winning Culture

A circular diagram with a red center containing the text "FOUNDER'S MENTALITY". The outer ring is divided into three segments: "FRONTLINE OBSESSION", "INSURGENCY", and "OWNER MINDSET".

WINNING CULTURE



Founder Mentality



- **Owner's Mindset** – Long term lens
- **Frontline Obsession** – Robust frontline
- **Insurgency** – Real time feedback with strong control systems

Entrepreneurial spirit



WINNING DECISIVELY



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WE ARE UNILEVER...

VISION	<p>We are a successful, growing, sustainable business.</p>	<p>WE MAKE YOU CRAVE A BETTER FUTURE EVERY DAY</p> <p>We help people feel good, look good and eat more out of the earth's bounty, and ensure that we good for them and good for others.</p> <p>We will inspire people to take small everyday actions that can add up to a big difference for the world.</p> <p>We will develop new ways of doing business with the aim of doubling the size of our company while reducing our environmental impact.</p>
MISSION	<p>We focus on customers and business units to drive the future.</p>	<p>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.</p> <p>We will use a people, products and a positive approach to all our stakeholders, based on clear accountability and fair for action.</p>

WHERE WE WILL WIN...

PROCESSES

Win share and gross volume in every category and country.

HOW WE WILL WIN...

NON-NEGOTIABLES	1	Deliver value to products, brands
Winning with brands and innovation	2	Engage better, faster, smarter
Winning in the marketplace	3	Be the best
Winning through operational excellence	4	Be the best
Winning with people	5	Be the best



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



Touched 200,000 lives through the pilot

Swachhata Doot



Touched 100,000 lives through our 'Swachhata Doots'



Haath Muh Bum AV

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 gross volume in every category and country.

HOW WE WILL WIN...

NON-NEGOTIABLES

Winning with brands and innovation	1	Deliver superior products, services
	2	Engage better, faster, smarter
Winning in the marketplace	3	Win share
	4	Market share
	5	Market share
Winning through sustainable improvement	6	Productivity
	7	Productivity
	8	Productivity
	9	Productivity
Winning with people	10	Productivity
	11	Productivity
	12	Productivity

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

WE HAVE WHAT IT TAKES...



Great Heritage



Great Brands



Great People



Great Capability



CATEGORY STRATEGIC THRUSTS



Home Care

AB MUSHKIL
DAAG NIKLENGE
HASTE KHELTE

Unilever pureit
As Safe As Boiled Water
With Programmed Germkill Technology

NO BODIES OF BODILIA
NO OILS
NO ELECTRICITY

Toll Free Helpline: 0800 14000

WATER PURIFIER

Personal Care

Fair & Lovely ayurvedic care™
NOT JUST A CREAM.
IT'S A GOLDEN GLOW TREATMENT.

Dove
Original Beauty Bar™
Dove doesn't strip
your skin like soap.

KNOW MORE

Refreshment

Lipton Green Tea
My tea has zero calories.
Yours?
FEEL LIGHT.
FEEL ACTIVE.

BRU ORIGINAL

KWALITY WALL'S™

Foods

Kissan
...where what you grow
is what you eat.

Knorr
Cup-a-Soup
HEAD TO YOUR NEAREST STORE TO AVAIL THE OFFER.

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

