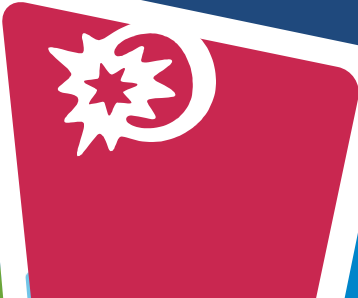


WINNING DECISIVELY

CLSA INVESTOR CONFERENCE | 14 SEPT 2017

Sanjiv Mehta, CEO & MD

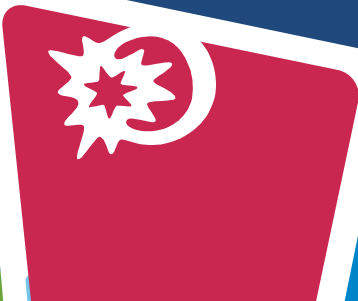


Hindustan Unilever Limited

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.

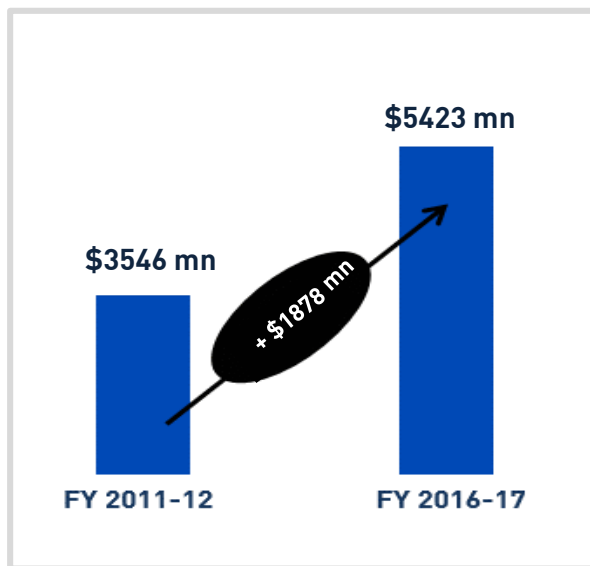
LONG TERM PERFORMANCE



Hindustan Unilever Limited

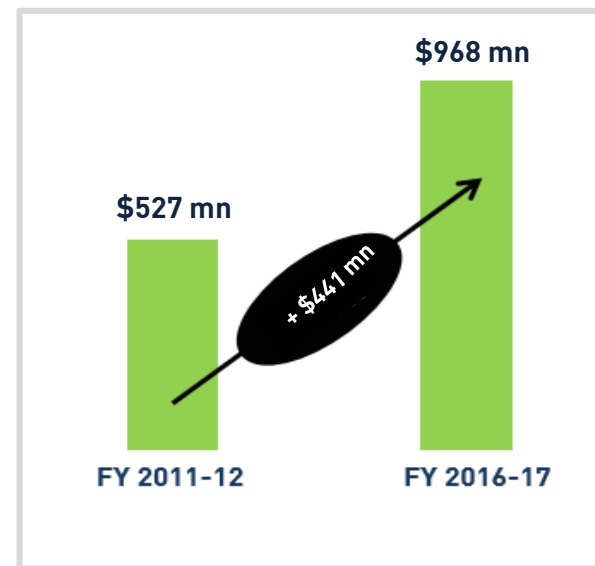
HUL PERFORMANCE - LAST 5 YEARS AT A GLANCE

Net Sales



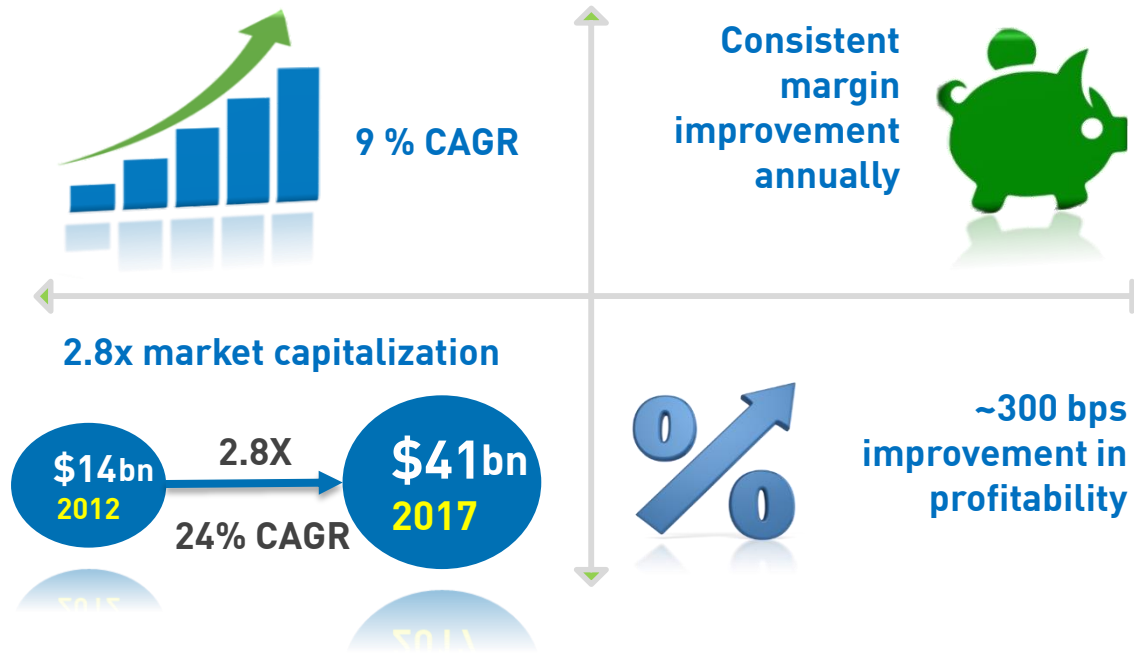
~\$ 1.9 billion added

EBITDA



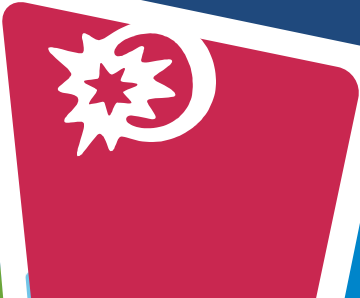
~EBITDA 1.8X

STRATEGY ON TRACK AND DELIVERING IN LAST 5 YEARS



Consistent, Competitive, Responsible, Profitable Growth delivered

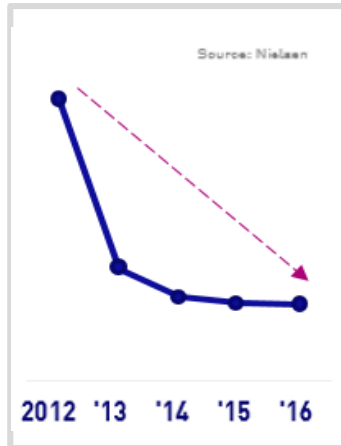
RECENT DEVELOPMENTS



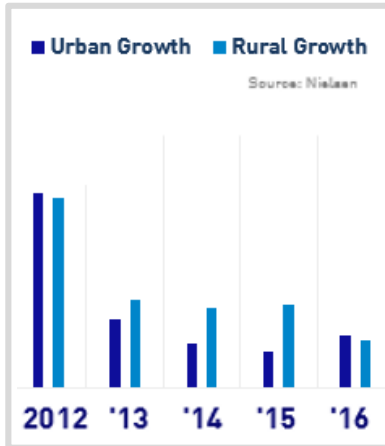
Hindustan Unilever Limited

CHALLENGING ENVIRONMENT IN THE LAST FEW QUARTERS

Subdued Consumer markets



Rural growth yet to recover



Demonetization



GST



Volatile Commodity costs

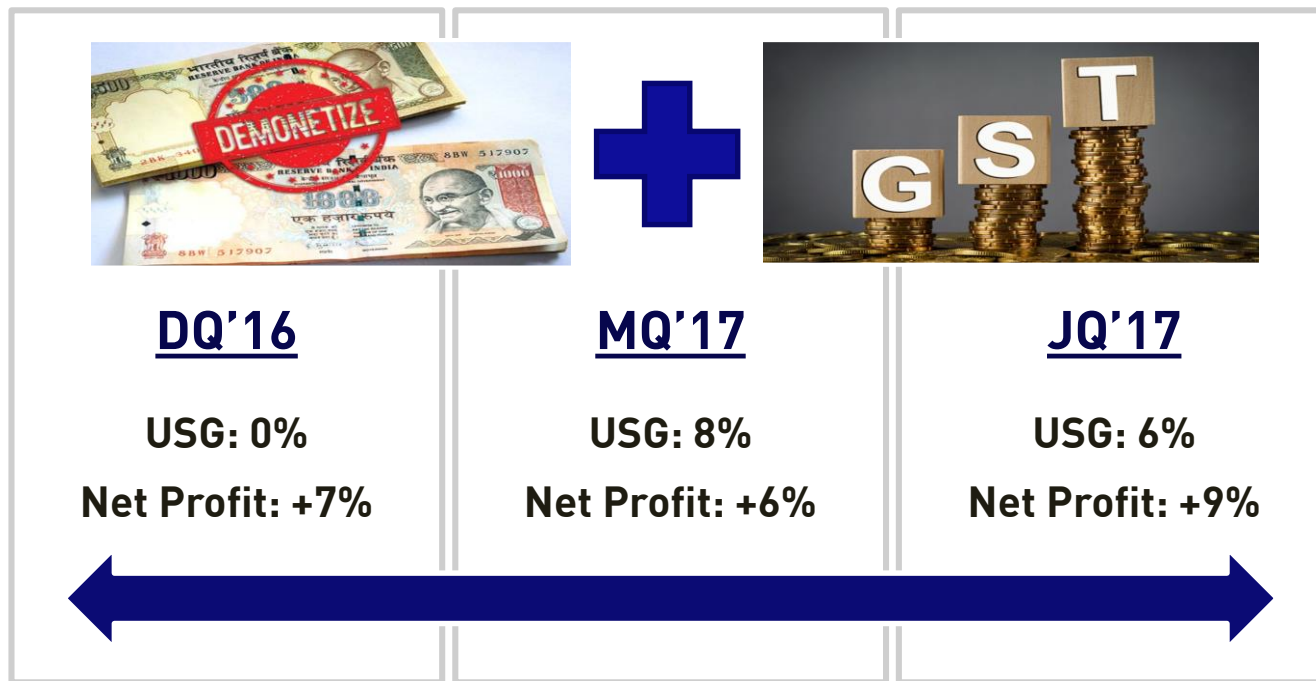
Palm Fatty Acid Distillate



Crude Oil



YET RESILIENT PERFORMANCE DELIVERED



GST: TRANSITION & WHERE WE STAND TODAY

Swift & Smooth Transition

- First secondary invoice at 12:08 am on 1st July
- Payments from the 1st working day
- HUL systems working normally from Day 1

Pricing: Price drops started landing from Day 1

Output tax changes



Detergent powders
Hair Care (excl. hair oil)
Skin creams & colour cosmetics
Instant Coffee



Detergent bars
Skin cleansing
Toothpastes
Hair oils

Present Situation in Trade

- Early part of SQ'17 was affected by various myths in trade
- Trade situation improving gradually
- Wholesale channel now stabilizing

HUL: WINNING DECISIVELY



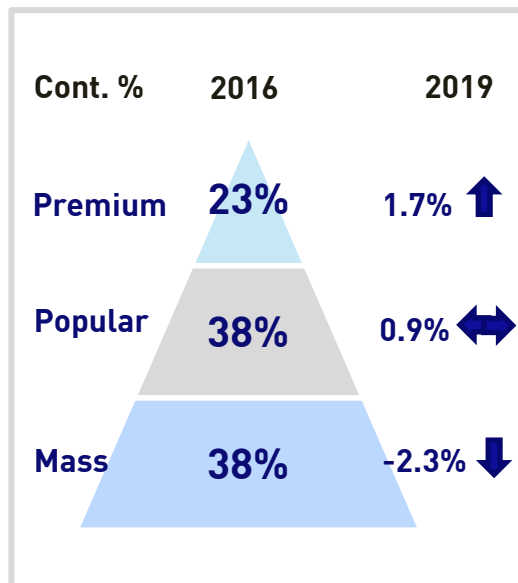
Hindustan Unilever Limited

WE CONTINUE TO REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY

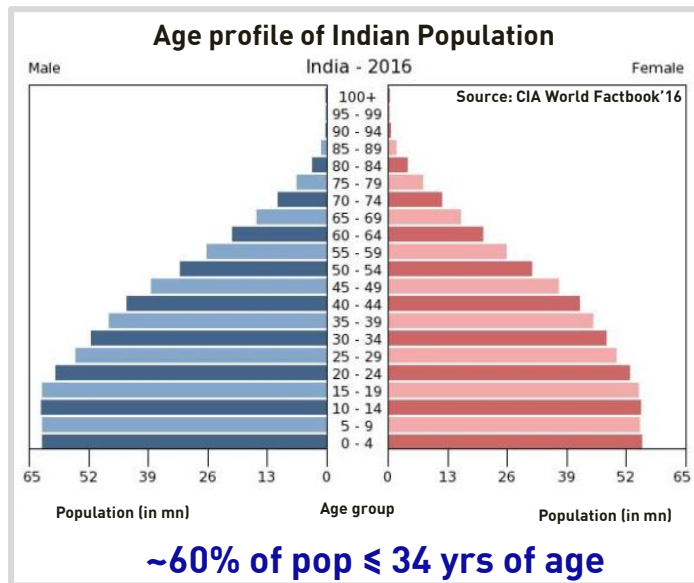


AND POSITIVE ON MID-LONG TERM OUTLOOK FOR FMCG

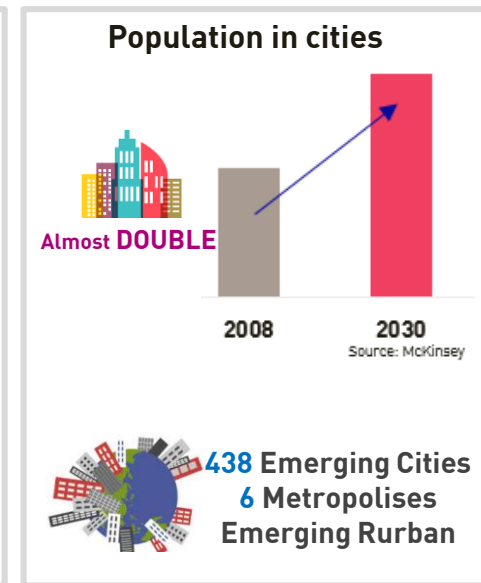
Premiumisation



Millennials

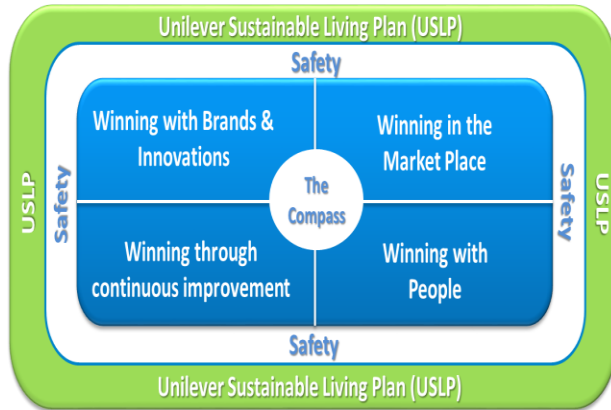


Increasing Urbanization

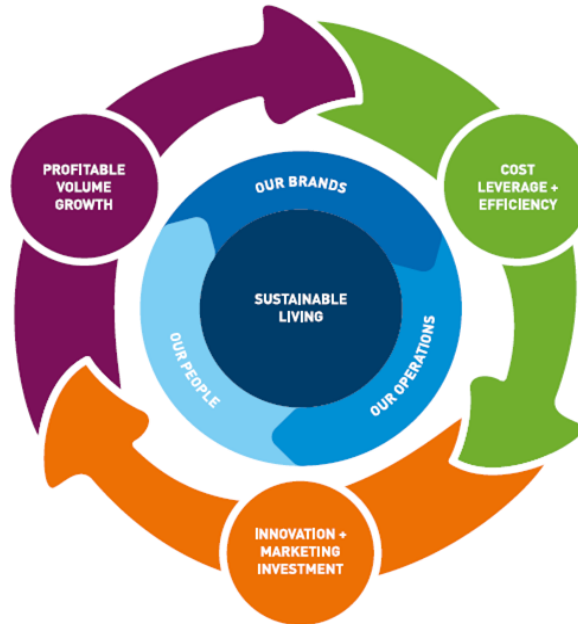


OUR STRATEGY REMAINS UNCHANGED

A Compelling Framework



A Model Which Works



A Clear Set of Goals

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

WINNING DECISIVELY



1

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 BRANDS & INNOVATION

KEY THRUSTS

Strengthening the core



Building brands with purpose



Innovating across the portfolio



Market Development



Addressing needs of all consumers



Strengthening Naturals



Magic and craftsmanship



STRENGTHENING THE CORE



Hindustan Unilever Limited



Surf



Lux



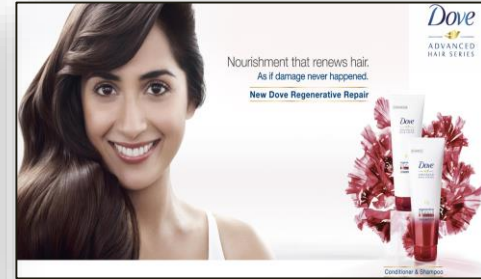
Red Label



Kissan



Fair & Lovely



Dove



Fair & Lovely

BUILDING BRANDS WITH PURPOSE



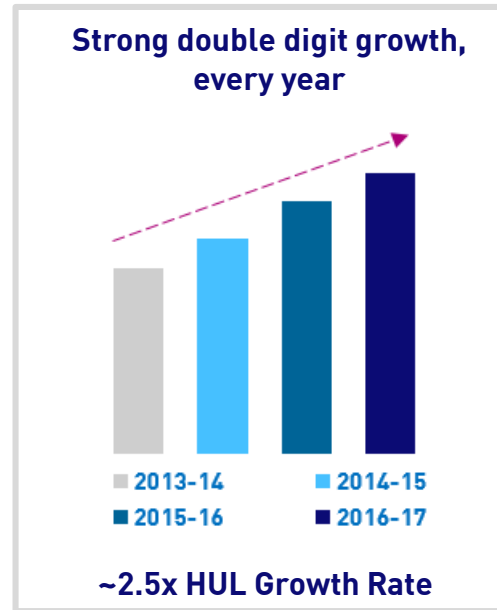
INNOVATING ACROSS THE PORTFOLIO



MARKET DEVELOPMENT

BUILDING CATEGORIES OF THE FUTURE

How these categories have evolved over the years



ADDRESSING NEEDS OF ALL CONSUMERS

Only 1 in 10 washes uses a HUL
Premium laundry powder



Huge scope for premiumization



Democratizing trends across core, while driving premiumization

ADDRESSING NEEDS OF ALL CONSUMERS



Democratizing trends across core, while driving premiumization

STRENGTHENING NATURALS

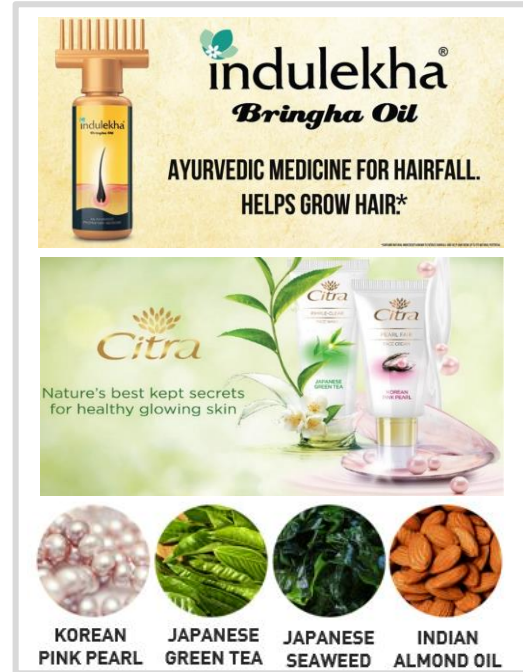
Within Existing Brands



Building Master Brands



Building Specialist Brands



Lever Ayush

LEVER AYUSH ROLLED OUT NATIONALLY



Oral Care



Skin Care*



Body Lotions



Hand Wash



Hair Care



Soaps

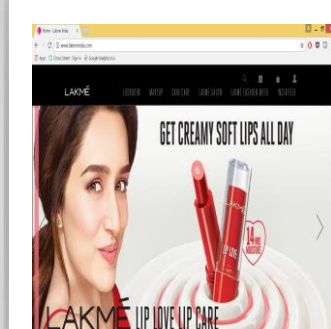
27SKUs across 6 categories in the popular range

MAGIC & CRAFTSMANSHIP WITH DIFFERENTIATED CONTENT

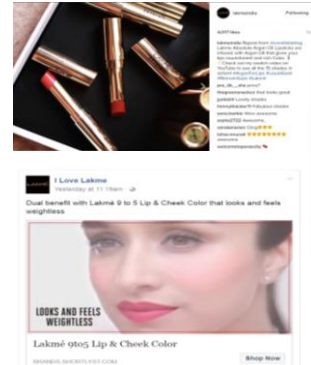
Television



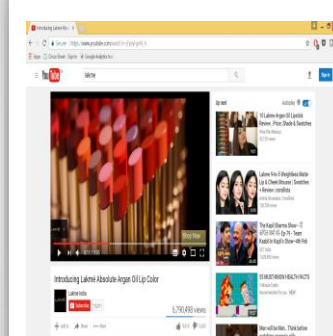
Website



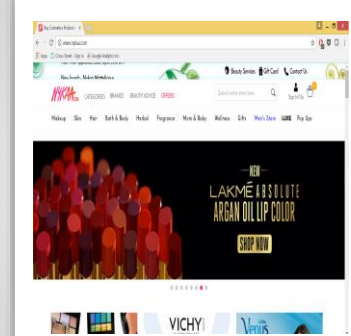
Social Media



Digital video



E-Commerce



MAGIC & CRAFTSMANSHIP

WITH DIFFERENTIATED CONTENT



PRM +
Online Behaviour +
FB Look Alikes



250K
Makeup Junkie Personae
Targeted
2x
Click Throughs achieved

Create → Curate → Channelize



100+ partners, 900+ ideas, 100 shortlisted

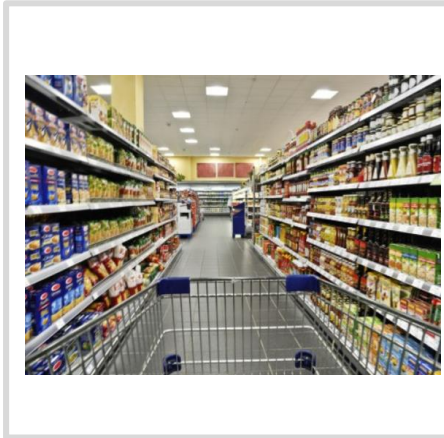
WINNING IN THE MARKET PLACE

KEY THRUSTS

Winning in Many Indias (WiMI)



Effective coverage and assortment



Partner of choice across all channels



WINNING IN MANY INDIAS (WIMI)

HELPING TURBO CHARGE GROWTH WITH AGILITY

Central India



Pricing, Product Adaptation



Cluster Specific Mixes –
Content, Communication,
Schemes

Empowerment



Authority to spend on local
activation now vests with
Cluster Heads

Growth of last 2 years of Central Branch > All India Average

EFFECTIVE COVERAGE & ASSORTMENT

MORE THROUGHPUT FROM MORE STORES

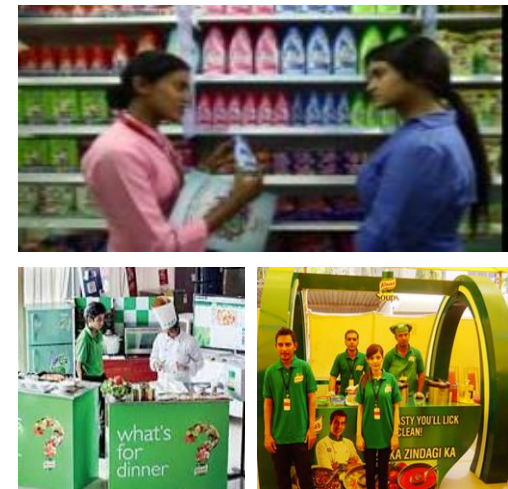
More Stores



More Assortment



Every Day Perfection



More Assortment in More Stores at More Frequency

EFFECTIVE COVERAGE & ASSORTMENT

MORE THROUGHPUT FROM MORE STORES

Technology

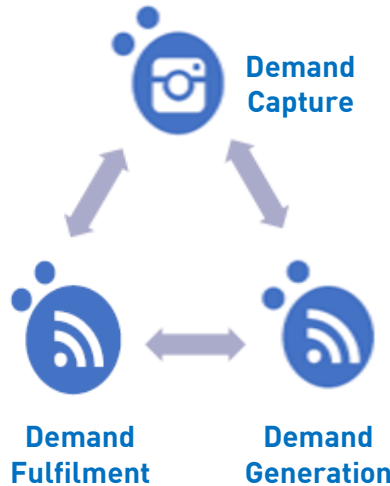


What to sell to the store



Tailor made Assortment for
'every' store

Differentiated approach



Upskilling the talent



Training

Development



Increase
retention

PARTNER OF CHOICE ACROSS CHANNELS

Strengthening the existing channels



Wholesale



General Trade



Drug-pharmacy & beauty

Building channels of the future



Modern Trade



E-Commerce

Shares & Profitability in E-Commerce > Modern Trade > General Trade

WINNING THROUGH CONTINUOUS IMPROVEMENT

KEY THRUSTS

Profitable Growth



4G
ZERO
BASED
BUDGETING

Everyday customer service & quality at the moment of truth



Building back-end capabilities



PROFITABLE GROWTH

A Business Model That Works



Max the Mix



End-to-end cost focus



Symphony

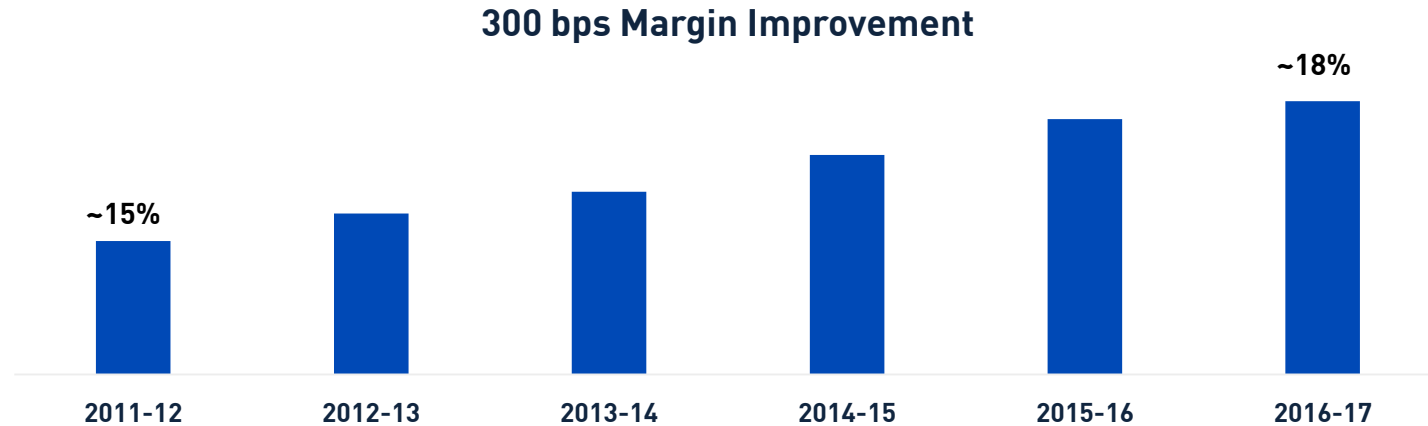


ZBB

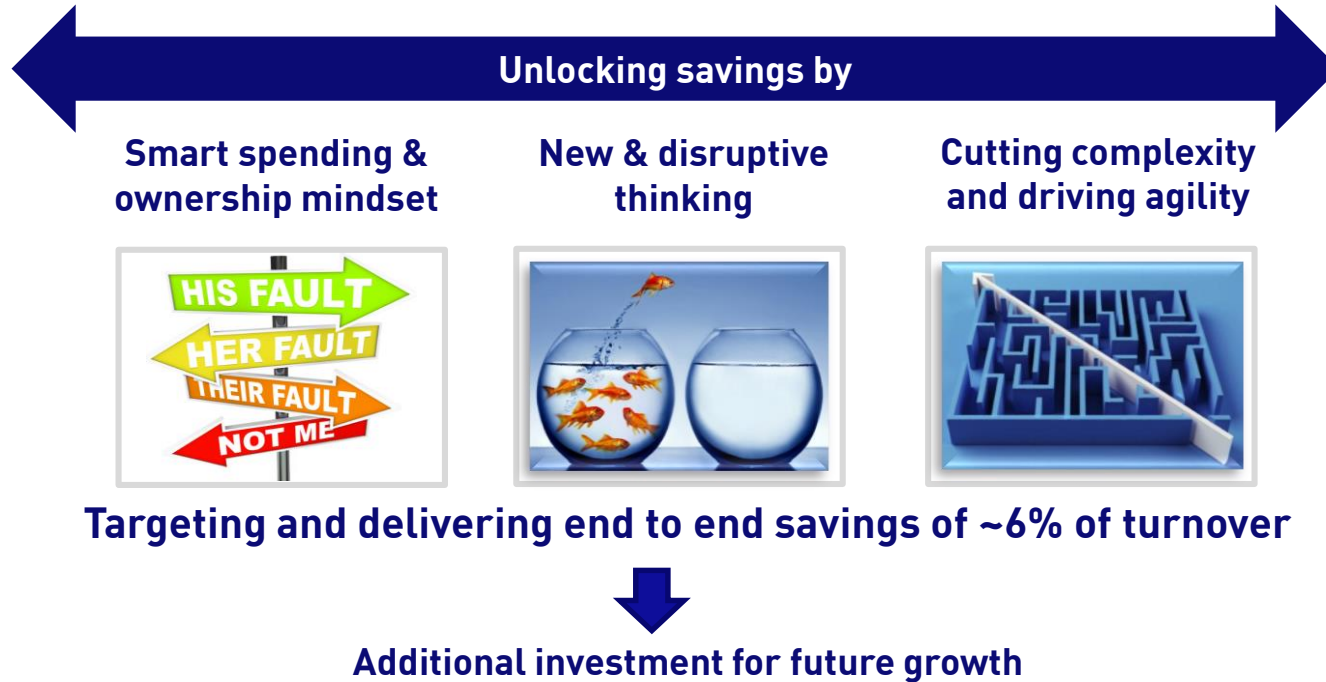


CONSISTENT MARGIN IMPROVEMENT PLAN

DRIVEN BY SAVINGS



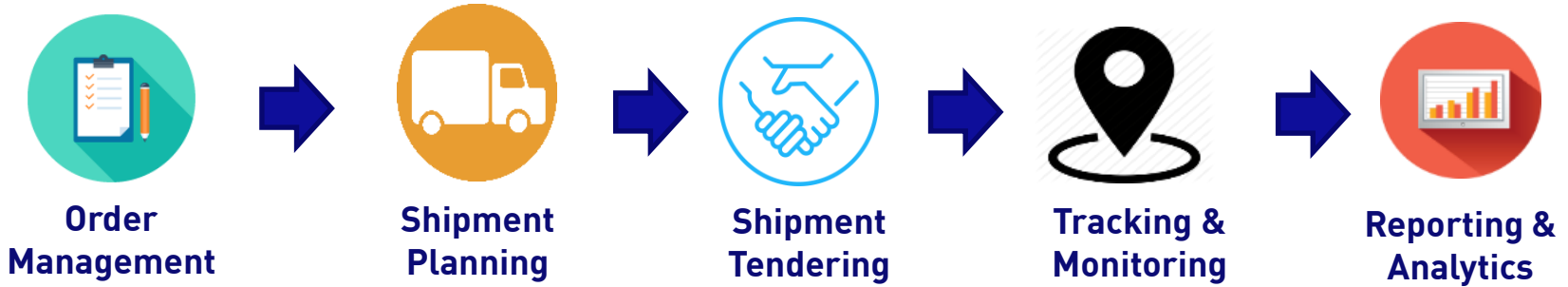
CONSISTENT SAVINGS DELIVERY PLAN



EVERYDAY CUSTOMER SERVICE & QUALITY AT THE MOMENT OF TRUTH



BUILD BACK END CAPABILITIES





Hindustan Unilever Limited

WINNING WITH PEOPLE

WINNING WITH OUR PEOPLE

Flexible and Agile



Diversity & Inclusion

36% of Managers are WOMEN



100% WOMEN EMPLOYEE FACTORY



Employee Wellbeing

ANXIOUS or STRESSED? IT CAN BE ADDRESSED

Reach Out: Toll Free Access 1-800-1020400 Open 24x7 days, 24x7 Speak in 5 regional languages Anonymous and confidential access to expert counsellors

Reach Out: Mental Health Support

1 IN 2 ADULTS WITH DIABETES IS UNDIAGNOSED

world diabetes day 14 November

The Medical & Occupational Health Team will conduct a Voluntary Blood Sugar Testing

Founders mentality



THE UNILEVER FOUNDRY



PURPOSE



PERFORMANCE,
POTENTIAL, PLAN



WELLBEING



LEARNING &
DEVELOPMENT

RETAINING TOP EMPLOYER POSITION

Employer of Choice



6th YEAR in a row

#1 Employer



Mid Career recruits &
Women

Dream Employer



8th YEAR in a row

CCBT

FASTER, MORE CONSUMER & CUSTOMER CENTRIC, FUTURE PROOFED HUL

Brand Development



Brand Building

CROSS FUNCTIONAL CCBTs : GLOBAL – LOCAL BRAND COMMUNITIES

Consumer & Customer Centric



Bigger innovations



Faster innovations



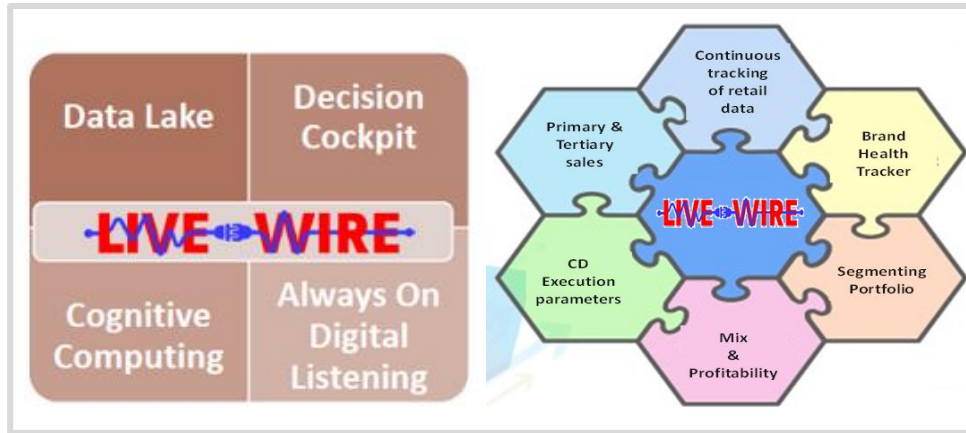
All about experimentation, empowerment and collaboration

CCBT

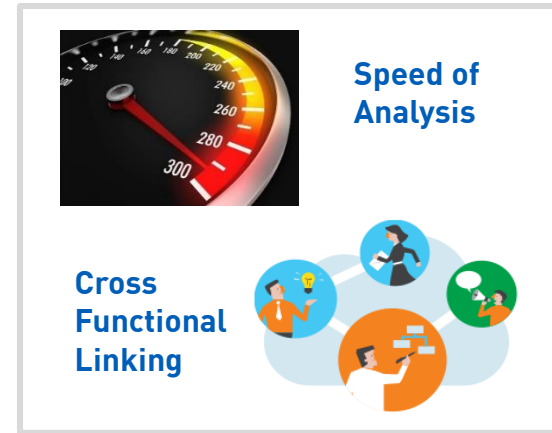
INNOVATIONS LANDING FASTER



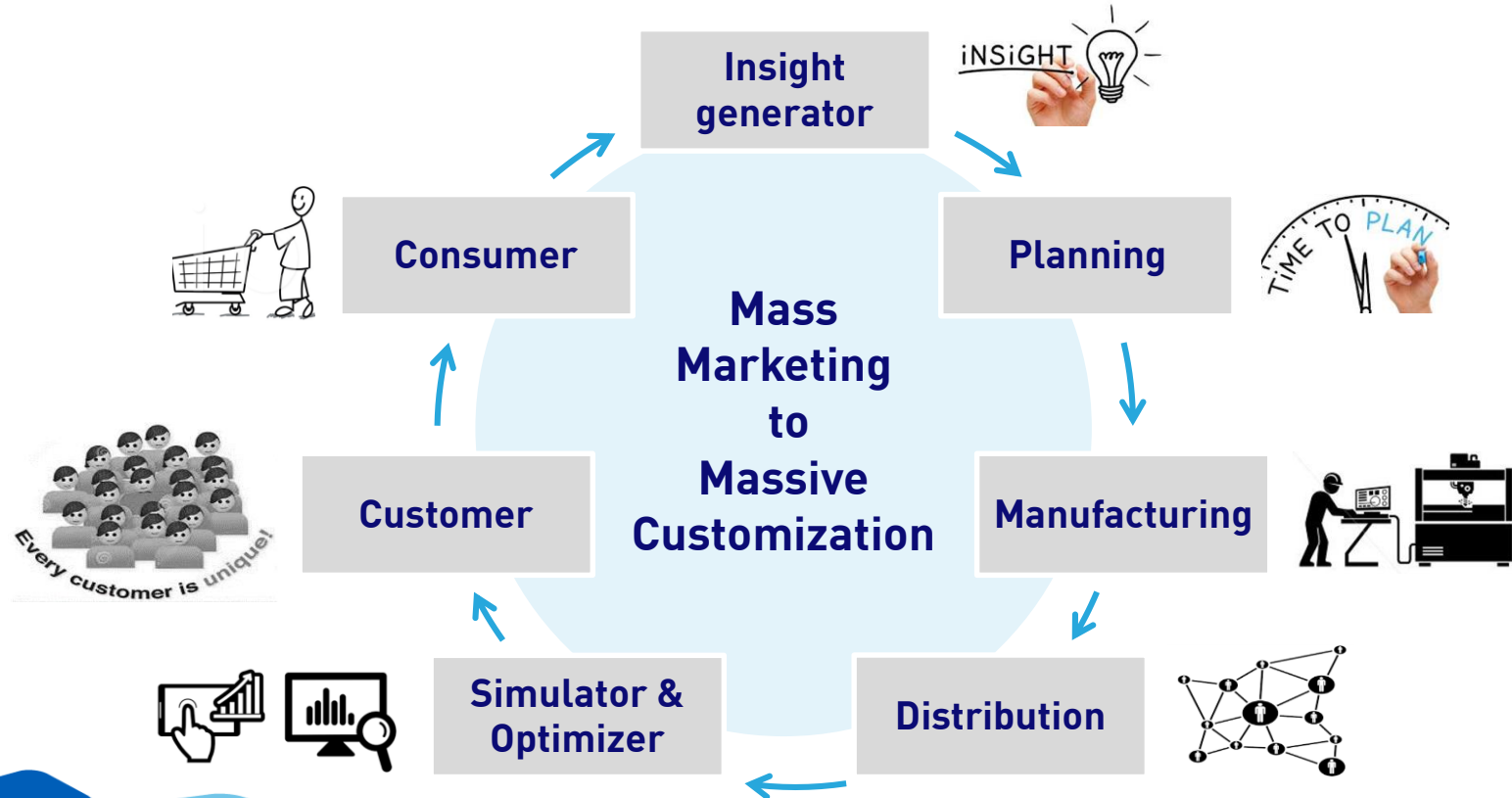
Advanced Analytics

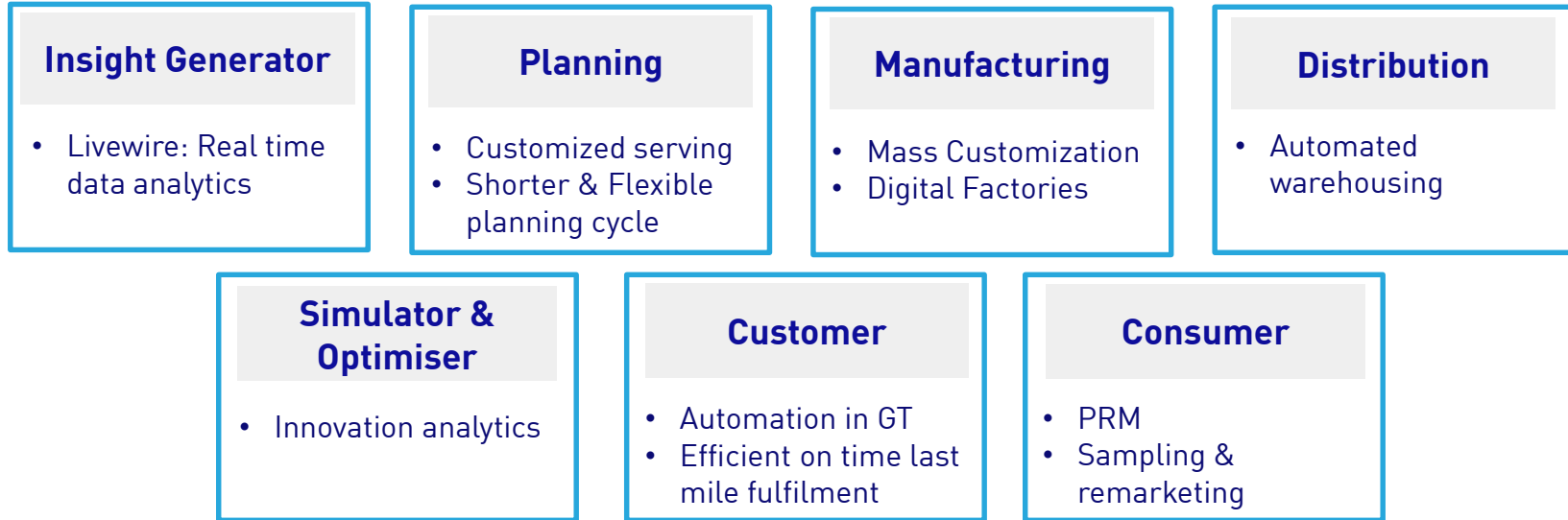


More Power to Users



Analytics driven insights





Startup Mindset: Learn, Build, Measure, Scale

UNILEVER SUSTAINABLE LIVING PLAN

DOING WELL BY DOING GOOD

Enhancing livelihoods



Swachh Aadat Swachh Bharat



Water conservation



Sustainable sourcing



Weaving the Sustainability Agenda across the business

ENHANCING LIVELIHOOD

Shakti



72,000 Shakti Ammas
48,000 Shaktimaans
empowered through Project
Shakti

Brands with purpose



>390,000

Youth benefited till date



Prabhat



680,000*

People benefitted directly

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 200,000 lives through our 'Swachhata Doots'

SUVIDHA CENTRE LAUNCHED

URBAN WATER HYGIENE & SANITATION COMMUNITY CENTRE



Circular economy principle used to reduce water usage

Fresh water used
for brushing,
washing, bathing
etc.



Waste water from
these activities
becomes input for
flushing toilets

~10 mn litres
of water savings per annum



ADDRESSING THE HYGIENE NEEDS OF LOW INCOME URBAN HOUSEHOLDS

HINDUSTAN UNILEVER FOUNDATION

Water Conservation



300 billion litres*
Cumulative and Collective Potential

Crop Yield



>600,000 tonnes*
**Cumulative Annual Agriculture
Production**

Person Days Generated



>3.7 million*
Cumulative Person Days Generated

SUSTAINABLE SOURCING

Tomatoes



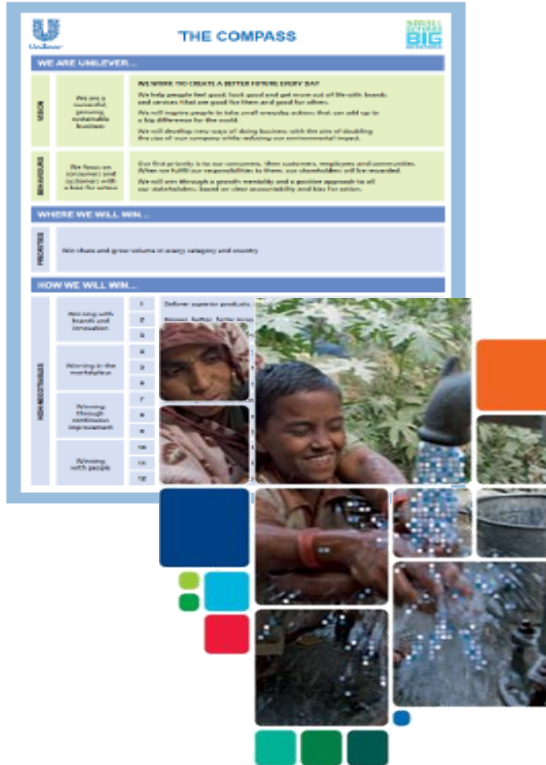
100% tomatoes used
in Ketchup sourced from
sustainable sources

Tea



46% Tea (16% in 2011) is
sourced from estates
certified as sustainable

WINNING DECISIVELY



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

THANK YOU

For More Information

VISIT OUR WEBSITE

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

HUL Annual Investor Meet 2017

HUL's Annual Investor Meet 2017 will be held on 2nd June 2017, Friday, at the HUL Head Office in Mumbai

[View more](#)



HUL INVESTOR APP

