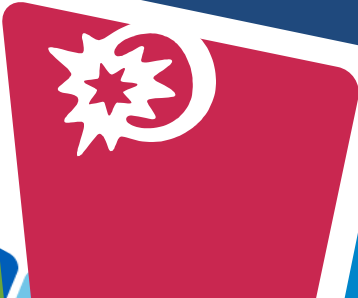


WINNING DECISIVELY

CLSA INVESTOR CONFERENCE, 15 SEPT 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.

INTRODUCING HINDUSTAN UNILEVER LIMITED

FY 2014 - 15

NET REVENUE	OPERATING PROFIT	NET PROFIT	EPS (BASIC)	CASH FROM OPS
Rs 308 billion	Rs 49 billion	Rs 43 billion	Rs 19.95	Rs 50 billion
USD 5 billion	USD 800 million	USD 700 million	USD 32 cents	USD 820 million

INR / USD = 61.5

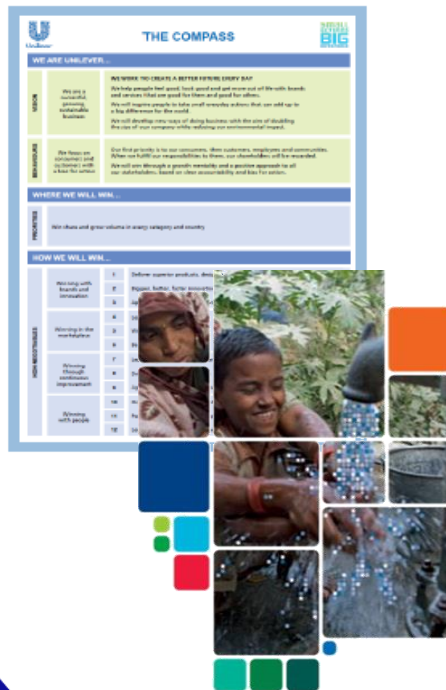


80+ years in India with strong brands and leading market position across categories

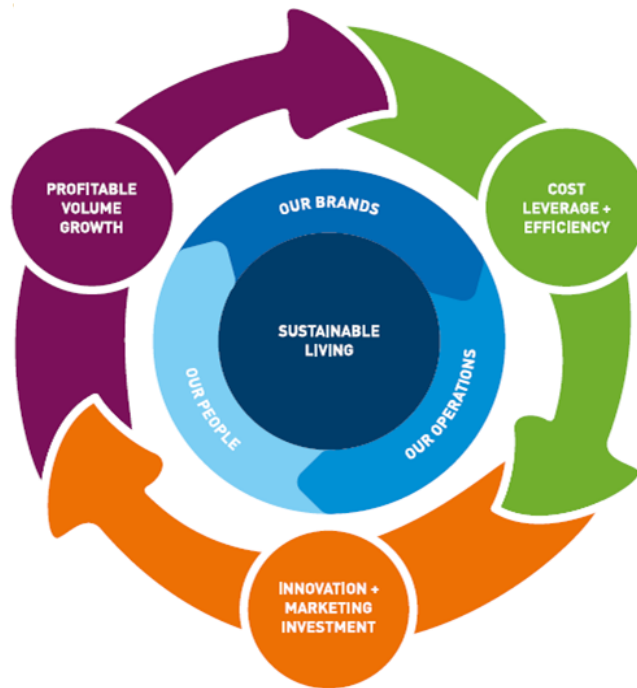
Over 18,000 employees, 70 Manufacturing locations, 40+Depots, 3500 stockists

DRIVEN BY A CLEAR STRATEGY

A Compelling Framework



A Model Which Works



A Clear Set of Goals

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

FY 2014-15: DELIVERED ON OUR GOALS

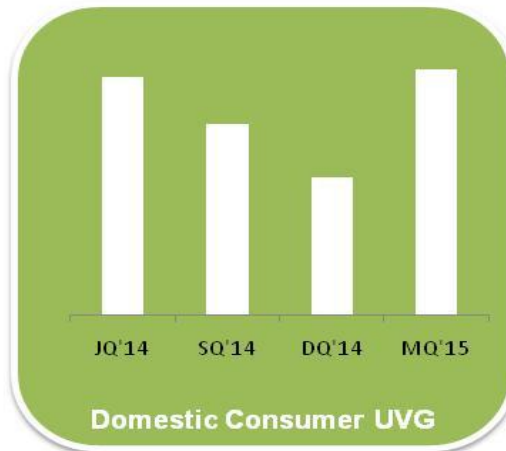
COMPETITIVE GROWTH

Ahead of market



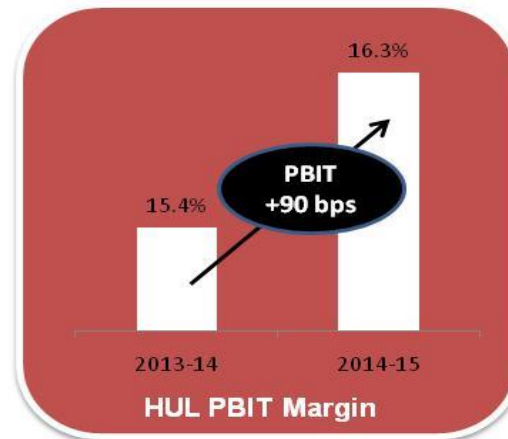
CONSISTENT GROWTH

Sustaining UVG in a slowing market



PROFITABLE GROWTH

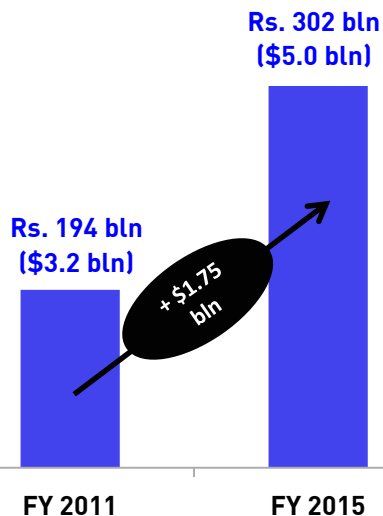
Expanding margins whilst sustaining competitive investment



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

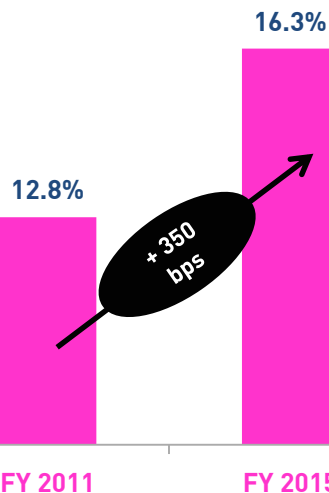
STRATEGY ON TRACK AND DELIVERING OVER THE YEARS

Net Sales



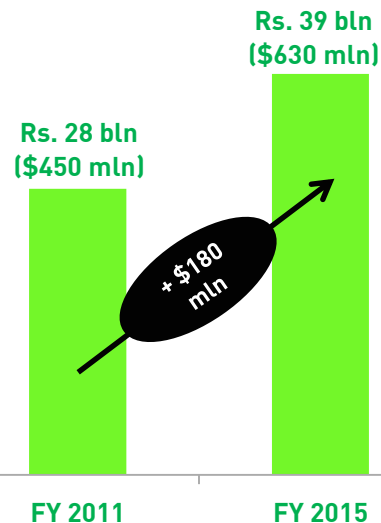
Now a Rs. 300 bln (USD 5 bln) Company
 > Rs. 100 bln (USD 1.6 bln) added
 in the last 4y

EBIT Margin



Consistent improvement in Operating
 Margin

Advertising & Promotions



Competitive investments sustained
 > Rs. 10 bln (USD 160 mln) increase in A&P in
 last 4y

PROGRESS ON OUR 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

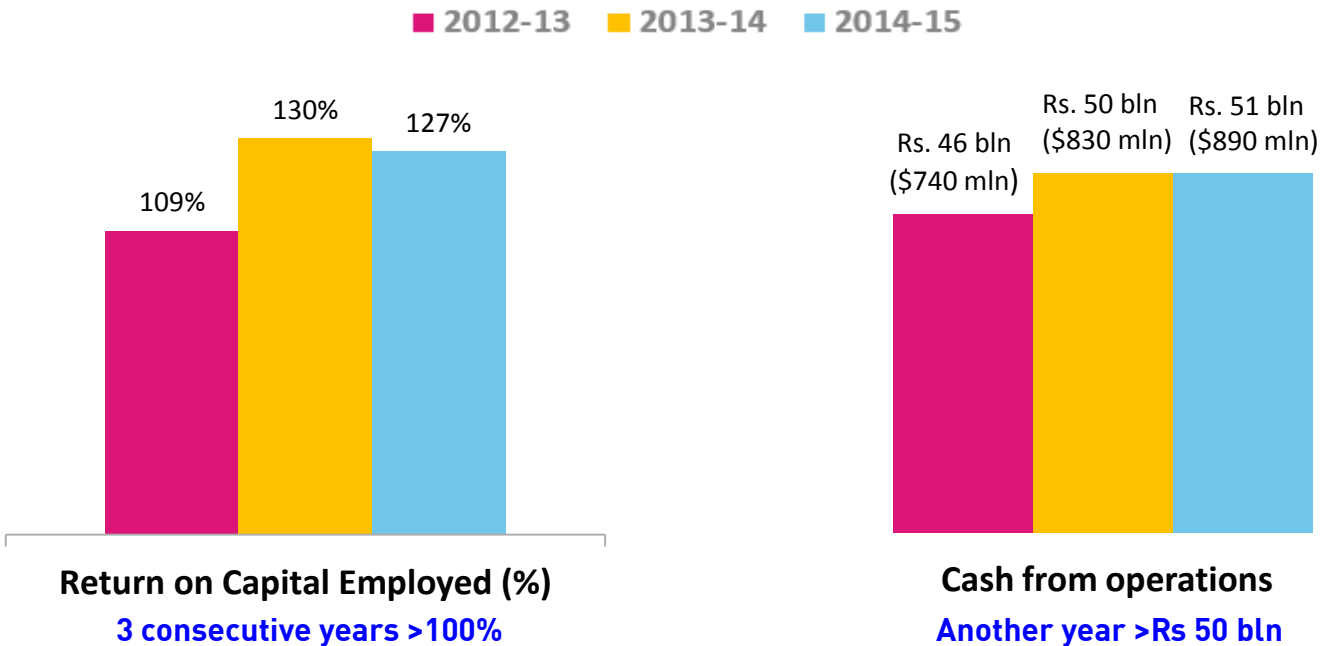


Over 70,000 Shakti Ammas and
48,000 Shaktimaans cover >4m
households across 165,000 villages



Kwallity Wall's mobile vending
operations provide **>6500 people**
with entrepreneurship opportunities

SUSTAINED STRONG TRACK RECORD



BUILT BIGGER BRANDS

Rs 20 bln+
(USD 320 mln+)

6



Rs 10 bln+
(USD 160 mln+)

5



POND'S



Rs 5 bln+
(USD 80 mln+)

6



LAKMÉ



Pears®



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



3 Gold Lions at Cannes



3 Unilever brands in
Top 10 Brand Footprint
global ranking



3rd Most Admired
Company in India's List

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



Good
Governance
Award by
CNBC Awaaz

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



Top Indian
Company in
FMCG sector



Client of the
year "Effie 2014"



HUL- Awarded
for "Excellence
in FMCG Supply
Chain"



Silver Shield for best
annual report across
Manufacturing sector



HUL awarded
'Best Media Client
of the Year'



HUL recognised as Most
Innovative Company in South Asia

LOOKING AHEAD, WE ARE OPTIMISTIC ON THE INDIA GROWTH STORY



IMF, ADB upbeat on India growth story

31 March 2015, New Delhi, Subrata Majumder

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.

HOME » COMPANIES

FIRST PUBLISHED: SUN, MAR 08 2015, 11:59 PM IST

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

Economy | Fri Oct 24, 2014 1:35pm IST

Related: TOP NEWS, BUSINESS, ECONOMY

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

BANGALORE | BY RAHUL KARUNAKAR AND ASHRITH DODDI

Aug 06, 2014, 05:03 PM IST | Source: CNBC-TV18

📺 📱 A+

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 19:31 (IST)

POSITIVE ABOUT THE MEDIUM – LONG TERM OUTLOOK FOR FMCG IN INDIA

Affluence



Aspirations



Attitudes



Awareness



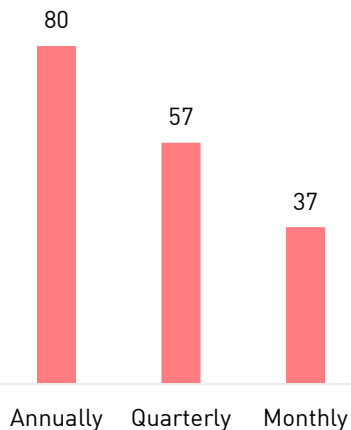
Access



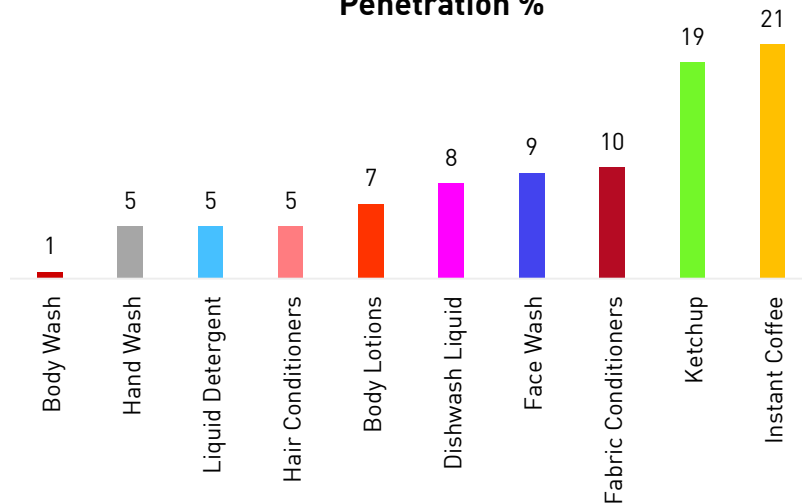
More Users | More Usage | More Benefits

WITH SIGNIFICANT HEADROOM FOR GROWTH

**Skin Creams
Penetration %**



**Nascent Categories Annual
Penetration %**



Category Creation vis-à-vis other D&E markets

Country	Contribution to category	Per Capita Consumption
FABRIC CONDITIONER		
	23% *	385 ml
	0.7% *	7 ml
HAIR CONDITIONER		
	36% ^	220 ml
	7% ^	5 ml

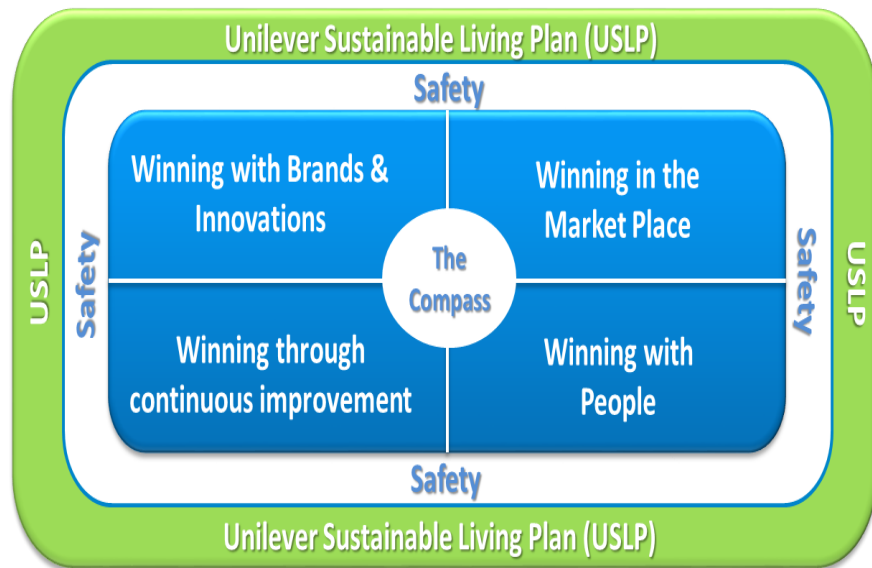
Opportunities as markets and consumers evolve

*As a % of laundry category

^As a % of hair category

Source: IMRB/ Euromonitor

WINNING DECISIVELY



1

Magic in marketing

2

Sharpening marketplace execution edge

3

Operationally efficient and agile

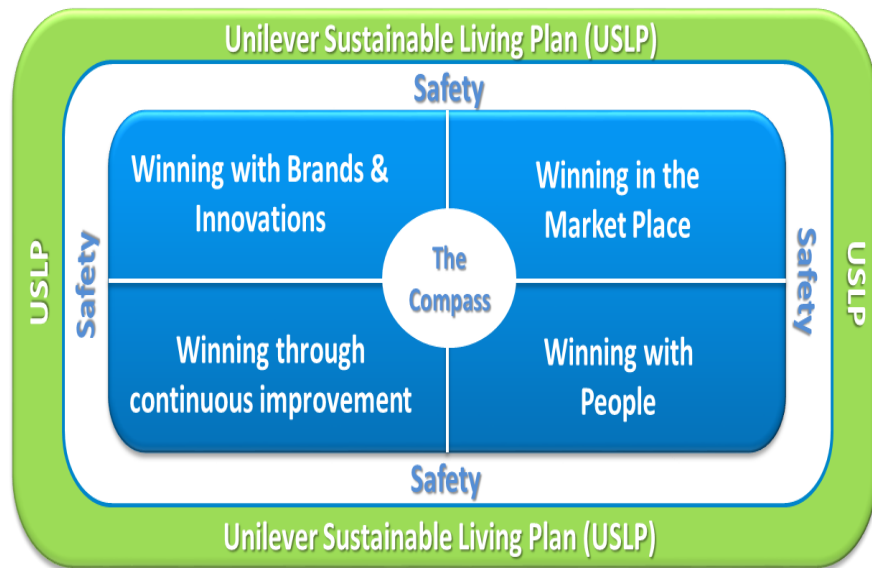
4

Winning with and through our people

5

Doing well by doing good

WINNING DECISIVELY



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Winning with and through our people

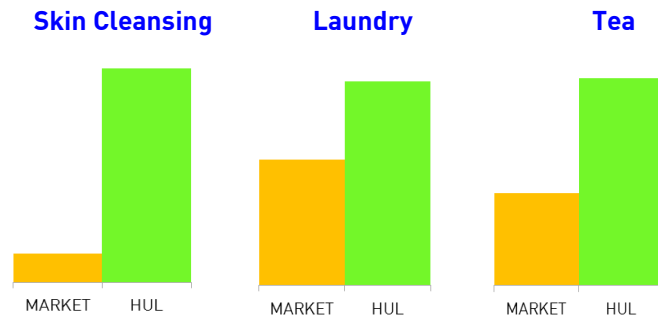
5

Doing well by doing good

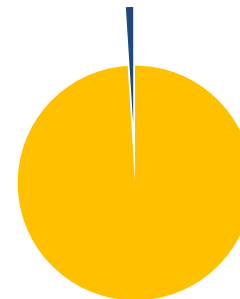
MAGIC IN MARKETING



Competitive Growth (FY15)



Brand Equity Scores



99%

business gaining/
holding scores*

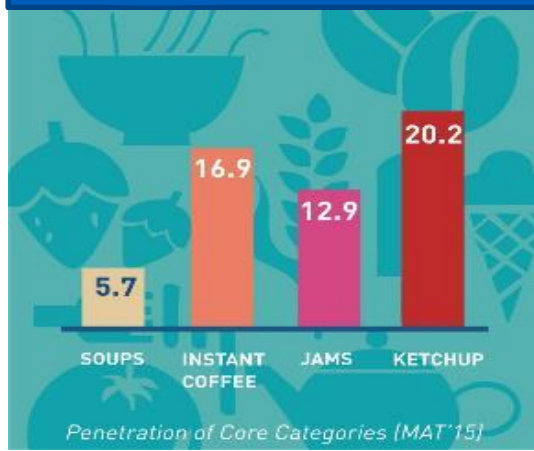
*Q42014 Vs. Q42013, Basis % turnover excluding tea and ice cream

MAGIC IN MARKETING

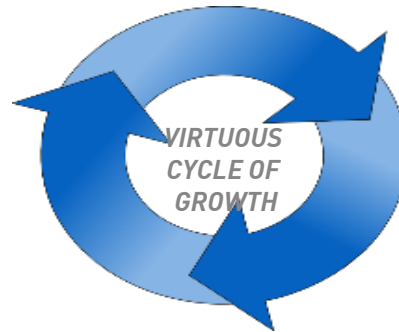
FOCUS ON STRENGTHENING CORE

1. Focus on Core

Low Penetration in Core Categories means more **room to grow**



Invest in
adjacent
innovations



Efficient investment
– Add back to core

2. Innovate in Adjacencies

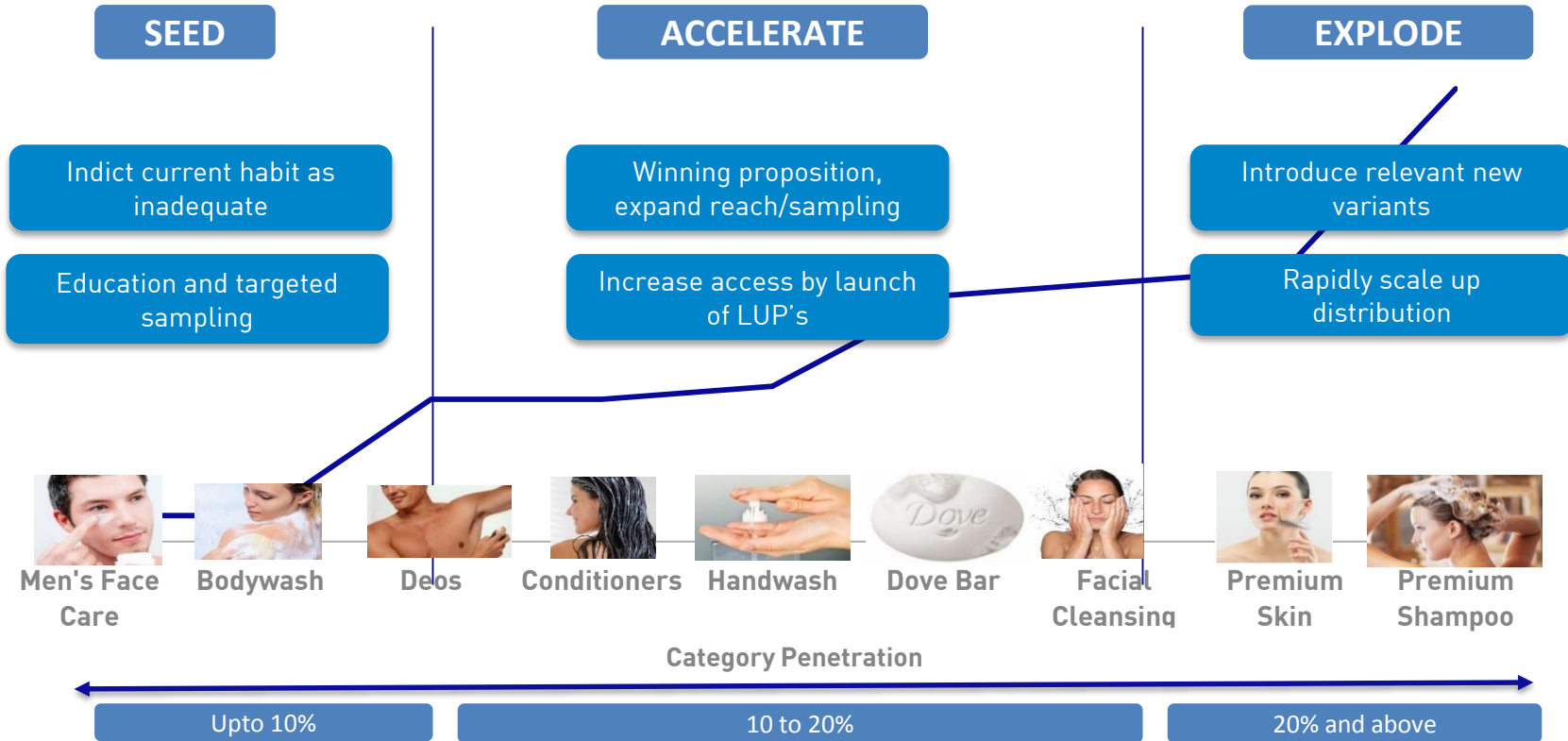


More efficient due to:

1. Low Capex
2. Leverage existing brand equity

MAGIC IN MARKETING

DEVELOPING NASCENT CATEGORIES



MAGIC IN MARKETING

LEADING MARKET DEVELOPMENT

COMFORT



Growing double digit for 15+ qtrs
35% LSM 5+ HH reached in 3 years of launch

GREEN TEA



Distribution more than doubled last year
Market leadership gained

PACKAGED FOODS



Reached >10 Million people
through our Experiential Model



MAGIC IN MARKETING

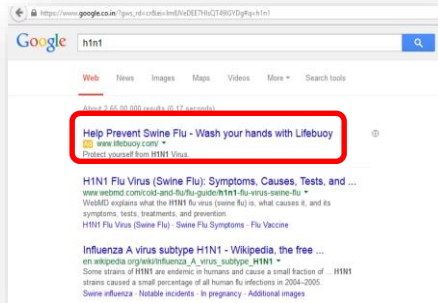
TURBO CHARGING INNOVATION



MAGIC IN MARKETING

IMPACTFUL ACTIVATION

Acclaimed communication on Swine Flu



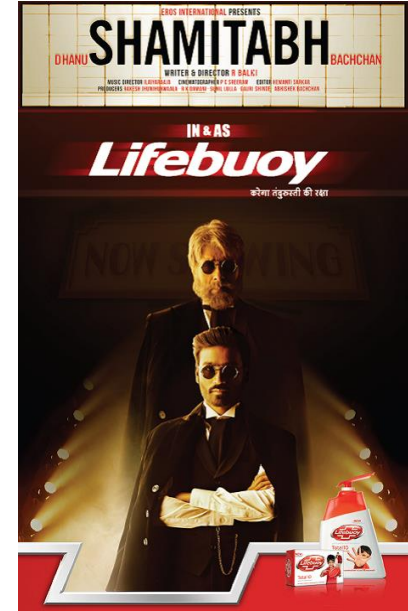
Wall paintings and Outdoor



Leveraging festivals



Bollywood tie ups

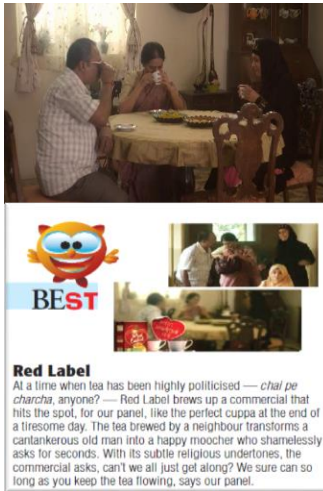


MAGIC IN MARKETING

IMPACTFUL ACTIVATION

RED LABEL: BREWING TOGETHERNESS WITH 'SWAD APNEPAN KA'

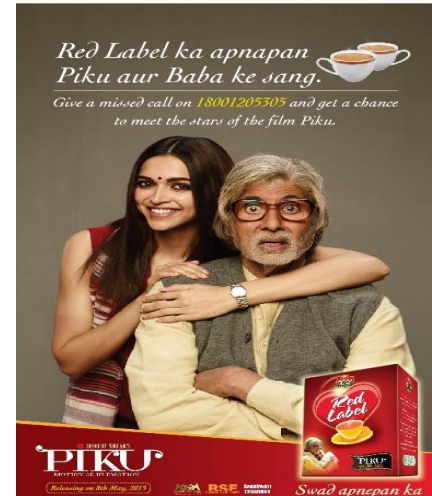
Acclaimed communication -neighbour's film



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

RED LABEL - AV



MAGIC IN MARKETING

HARNESSING NON TV

Bollywood



Outdoor



Radio



Print



Digital

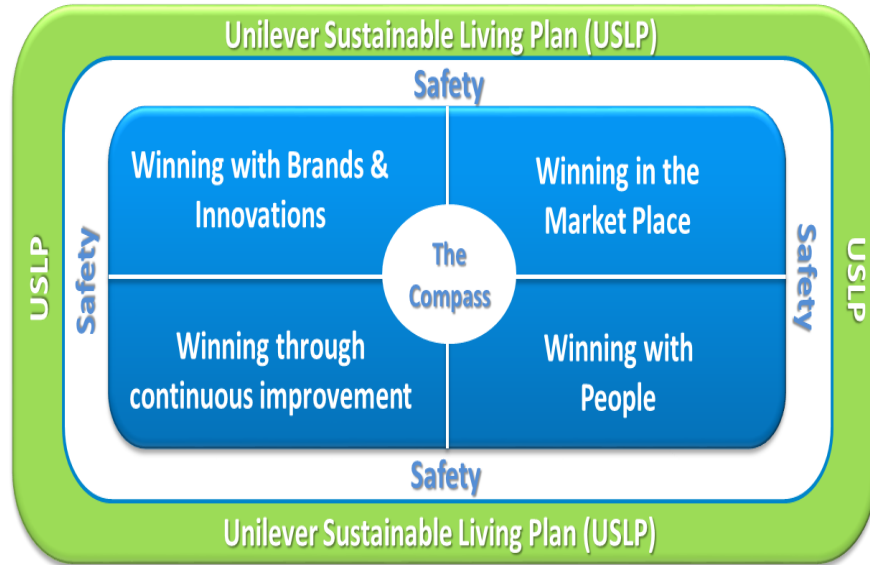


Non TV spend at **30%**, Digital at **10%**

LAKME MAKE UP PRO APP- AV



WINNING DECISIVELY



1

Magic in marketing

2

Sharpening marketplace execution edge

3

Operationally efficient and agile

4

Winning with and through our people

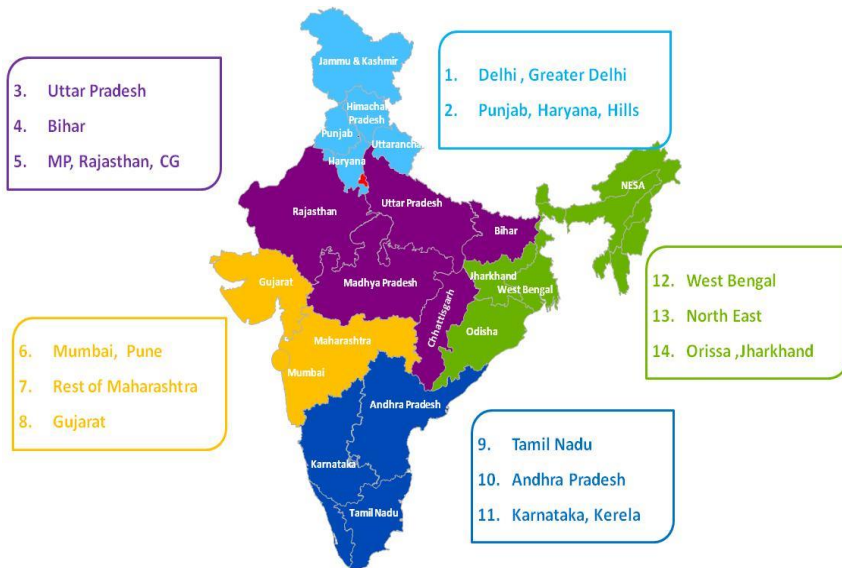
5

Doing well by doing good

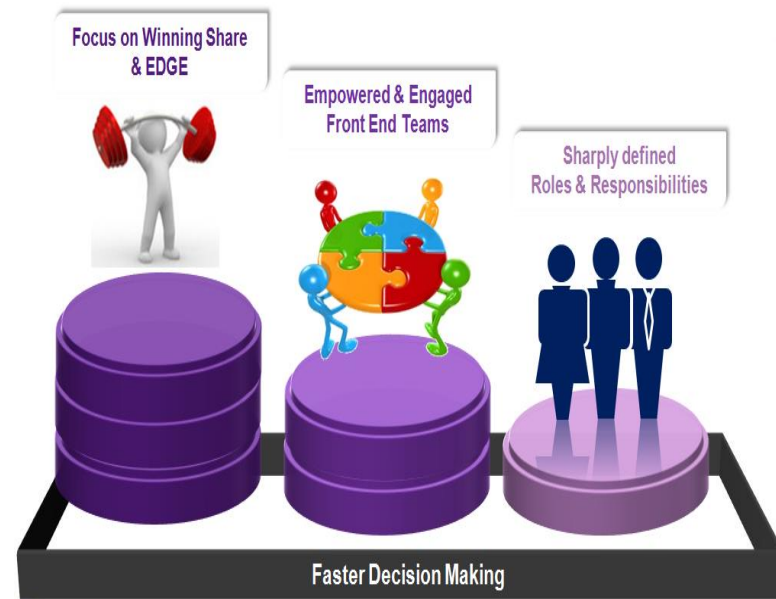
SHARPENING MARKET PLACE EXECUTION EDGE

ESTABLISHING 'WIMI' AS THE NEW WAY OF WORKING

NOW: 5 Branches, 14 Consumer Clusters



New Ways of Working



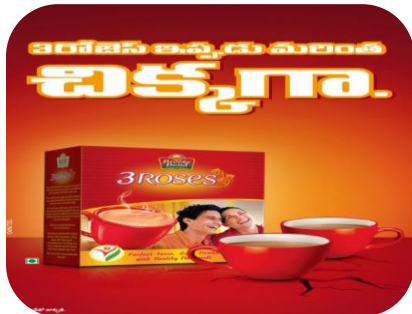
SHARPENING MARKET PLACE EXECUTION EDGE

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

SHARPENING MARKET PLACE EXECUTION EDGE

DRIVING THE QUALITY OF GROWTH**HARVEST****Improving throughputs in new stores:**

- More stores meeting throughput targets
- Driving assortment in Rural

IMPACT

The Perfect Store

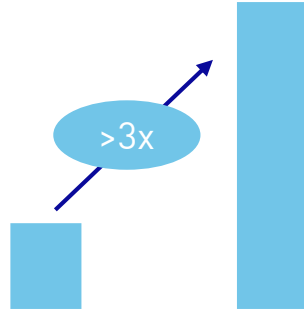
Winning decisively in the top 100,000 outlets :

- Sharper in-store execution

TRANSFORM**General Trade****Modern Trade****Building Brands In Store:**

- Deploying high impact visibility and category management solutions

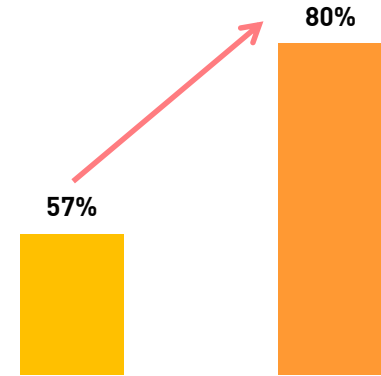
SHARPENING MARKET PLACE EXECUTION EDGE

MORE THROUGHPUT FROM MORE STORES

2009

2013

Direct coverage (Mln Stores)

More Stores

MQ'14

MQ'15

% outlets with throughput > threshold
bill value per month**More Throughput**

SHARPENING MARKET PLACE EXECUTION EDGE

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

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

eCOMMERCE

DIGITAL SHOPPER JOURNEY END-TO-END

CAPTURE



ENGAGE



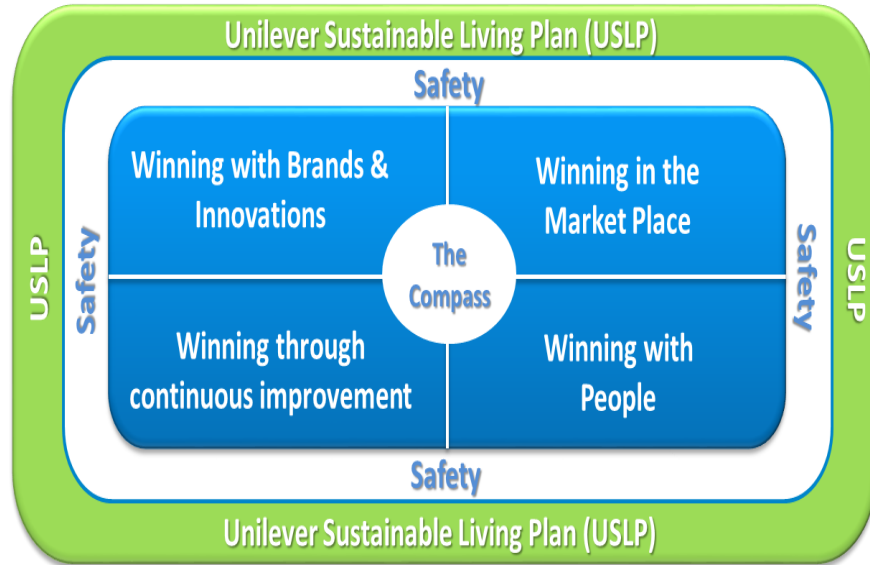
COMMUNITY



ECOMMERCE

Developing a margin accretive business in India

WINNING DECISIVELY



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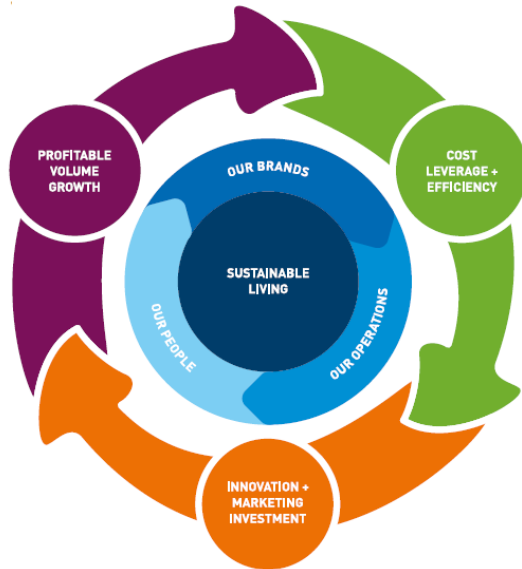
5

Doing well by doing good

OPERATIONALLY EFFICIENT AND AGILE

DRIVING THE VIRTUOUS CYCLE OF GROWTH

A Business Model That Works



Max the Mix

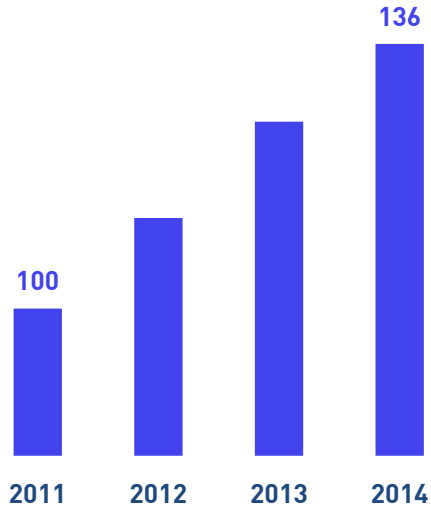


End-to-end cost focus

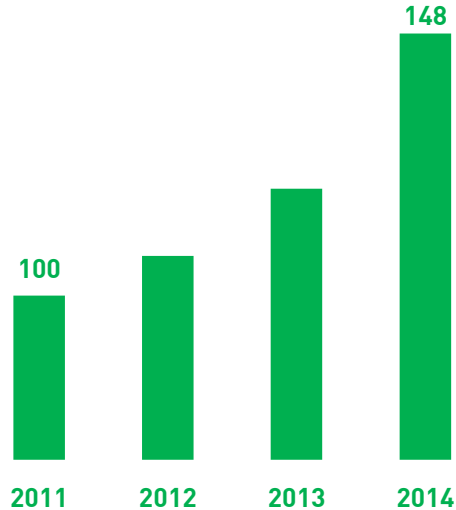


OPERATIONALLY EFFICIENT AND AGILE
END TO END COST FOCUS

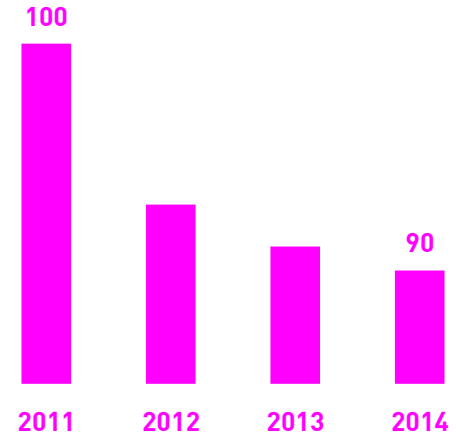
Material Cost Savings*



Non Material Supply Chain Cost Savings*



Overheads*



Savings Up, Costs Down

**Numbers indexed to 2011, base considered 100*

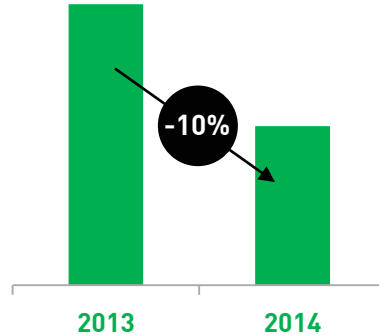
OPERATIONALLY EFFICIENT AND AGILE

DIALING UP QUALITY

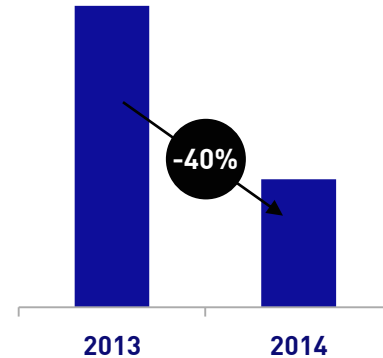
Embedding a Quality mindset



Defects per million units reduced



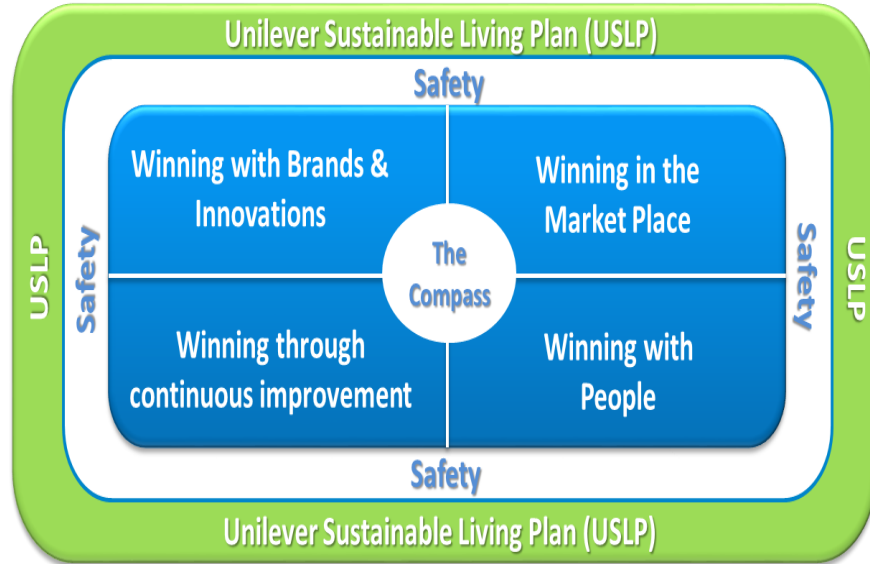
Reduction in consumer complaints



Working with Trade to drive Quality



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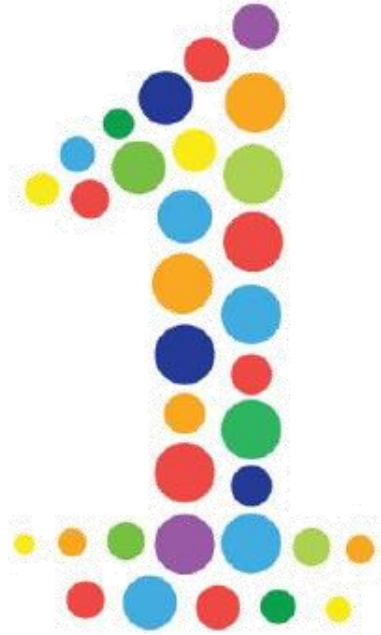
4

Winning with and through our people

5

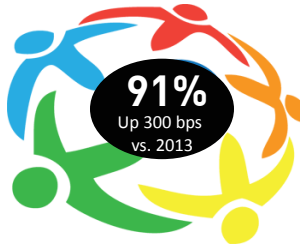
Doing well by doing good

WINNING WITH AND THROUGH OUR PEOPLE



Employer Brand

Employee Engagement



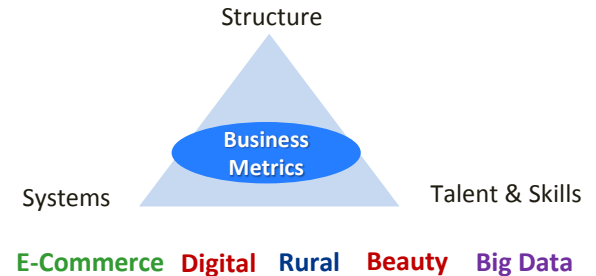
Diversity & Inclusion



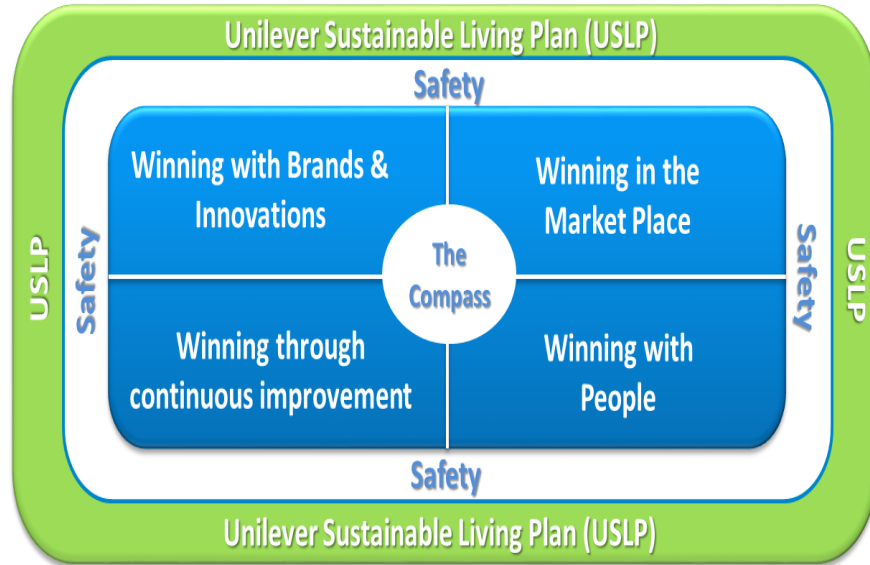
Bias for Action



Organizational Capabilities



WINNING DECISIVELY



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Doing well by doing good

DOING WELL BY DOING GOOD

INFLUENCING CHANGE THROUGH PROJECT SUNLIGHT



Social Experiment
Leading by action

Sunlight Living challenge

**Innovating to provide
simple solutions**



Harnessing the power of children as change agents

DOING WELL BY DOING GOOD

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



DOING WELL BY DOING GOOD

SWACHH BHARAT ABHIYAN AND USLP CONVERGE ON THE WASH AGENDA



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

DOING WELL BY DOING GOOD

OUR HEALTH & WELLBEING IMPACT TILL 2020



**LB School
Cont.
Programs**



**125 mln
People**



Pureit



**120 mln
People**



**Domex Toilet
Academy
100K Toilets**



**530k
People**



**Oral School
Cont.
Program**

Pepsodent

**5 mln
People**



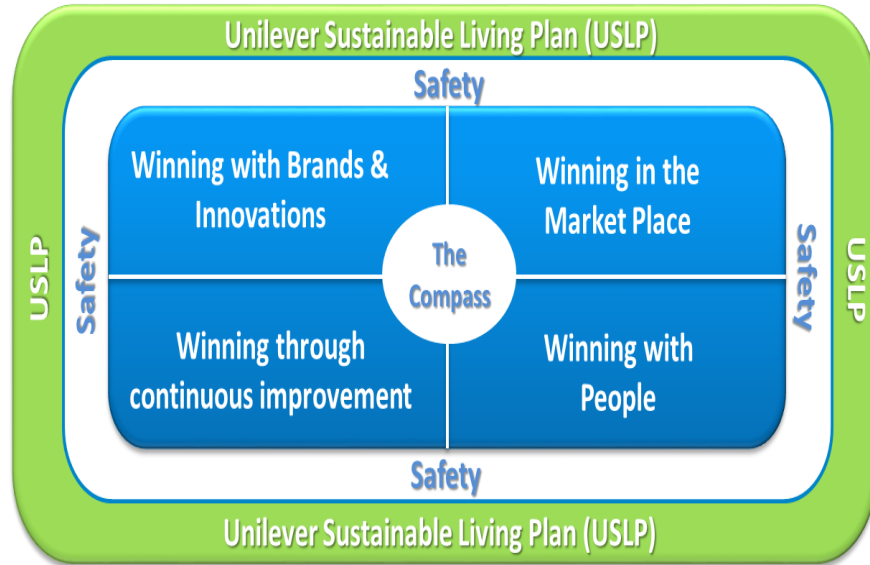
**Water
Foundation**


Hindustan Unilever Limited
Hindustan Unilever Foundation
(A wholly owned subsidiary of Hindustan Unilever Limited)

**500 bln
litres**

Impacting > 250 mln people – 1 in every 5 Indians

WINNING DECISIVELY



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Doing well by doing good

IN SUMMARY: CATEGORY PRIORITIES

Home Care & Water



- Market Development
- Premiumization
- Core Profitability

Personal Care



- Market Development
- Premiumization
- Keep Core Aspirational

Foods & Refreshments



- Market Development
- Availability
- Core + More

THANK YOU

For More Information

VISIT OUR WEBSITE

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

Investor centre



June Quarter 2015 Results

Hindustan Unilever Limited released its financial results for June Quarter 2015 on Tuesday 21 July, 2015.

[View Results](#)



Presentations & speeches

08/09/2015
[↓](#) Motilal Oswal Investor Conference Sep 2015 - CEO Presentation (4.8MB pdf)

21/07/2015
[↓](#) JQ'15 Results Presentation (1.9MB pdf)

26/06/2015
[↓](#) Winning Decisively - 2015 (6.5MB pdf)

[View all presentations](#)

HUL INVESTOR APP

