WINNING DECISIVELY

CLSA INVESTOR CONFERENCE | 19 SEPT 2016

Sanjiv Mehta, CEO & MD





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.

HINDUSTAN UNILEVER LIMITED- A SNAPSHOT



FY 2015-16

NET REVENUE	OPERATING PROFIT	NET PROFIT	EPS (BASIC)	CASH FROM OPS
Rs 320 bln	Rs 54 bln	Rs 41 bln	Rs 18.87	Rs 56 bln+
USD 5 bln	USD 842 mln	USD 639 mln	USD 29 cents	USD 873 mln+













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

DRIVEN BY A CLEAR STRATEGY



A Compelling Framework



A Model Which Works



A Clear Set of Goals

Consistent Growth

Competitive Growth

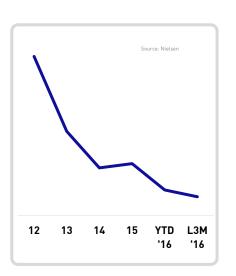
Profitable Growth

Responsible Growth

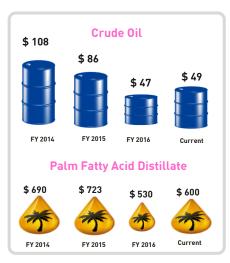
FY 2015-16: A CHALLENGING ENVIRONMENT



Subdued Consumer Markets*



Volatile Commodity Prices



High Competitive Intensity



Market 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 DECISIVELY IN 2015 AS COMMODITY PRICES FELL

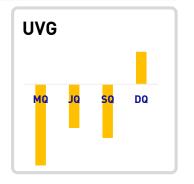


Scenario in 2009





Loss of market share- not quick to respond to RM price changes

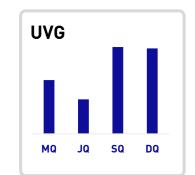


Driving volume led profitable growth in 2015





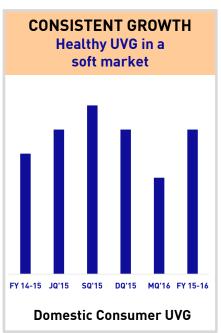
- ✓ Swift actionscorrected price value equation for consumers
- ✓ Up-trading across portfolio as we reduced prices

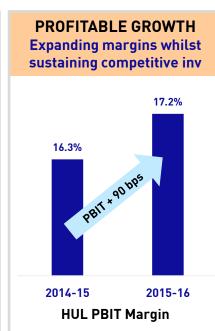


DELIVERED ON OUR GOALS





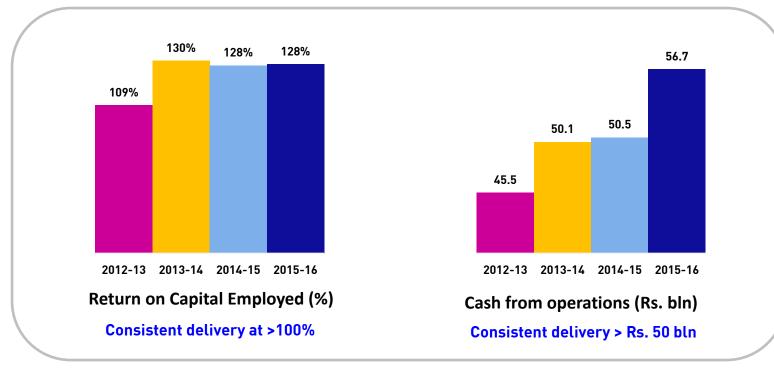




RESPONSIBLE GROWTH Continued progress on our sustainability priorities

SUSTAINED STRONG TRACK RECORD





WINNING WITH CONSUMERS & CUSTOMERS







HUL consistent recipient of various Supplier Awards from leading retail customers

ADITYA BIRLA

FASHION & RETAIL

Best Brand of Beauty

Business Director's Award for

Best Key Account Manager

Excellence in Partnership

Best New Launch

RETAINED TOP EMPLOYER POSITION



EMPLOYER OF CHOICE



5th YEAR in a row



DREAM EMPLOYER



7th YEAR in a row

CONTINUED RECOGNITION





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



FROST & SULLIVAN

HUL wins the 'Green Manufacturing Excellence Awards 2015'



Brooke Bond Red Label Tea's 6 Pack Band wins the Grand Prix At Cannes 2016



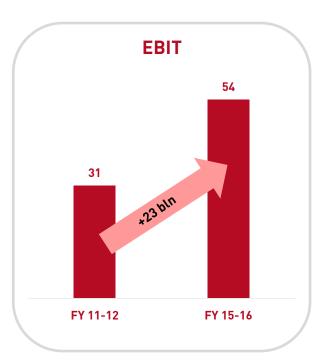
HUL's Doom Dooma Factory won the Greentech CSR Award

STRATEGY ON TRACK AND DELIVERING





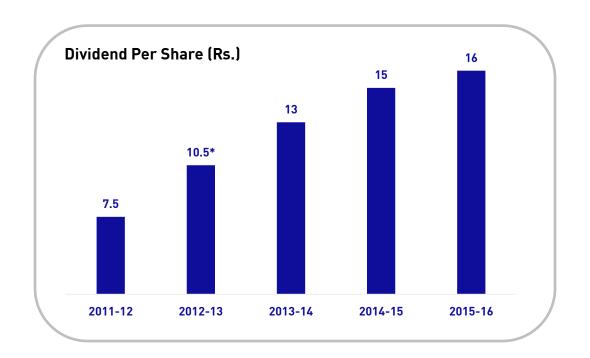
A > Rs. 300 bln Company ~100 bln added in the last 4y



20 consecutive quarters of margin expansion

REWARDED SHAREHOLDERS





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

LOOKING AHEAD, WE REMAIN OPTIMISTIC ON THE INDIA GROWTH STORY







AND POSITIVE ON THE MID-LONG TERM OUTLOOK FOR FMCG



Millennials



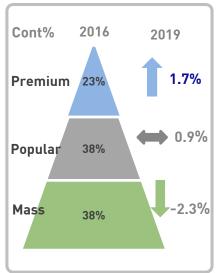
Increasing Urbanization



Mobile Internet penetration

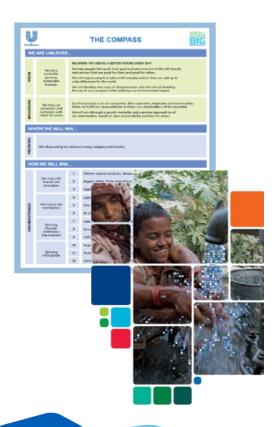


Premiumisation



WINNING DECISIVELY





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

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KEY THRUSTS



Innovating across the portfolio



Driving the Core



Core Magic and Craftsmanship



Going beyond TV





INNOVATION REMAINS THE LIFELINE OF THE BUSINESS



















BUILDING OUR PRESENCE IN NATURALS



Within the existing portfolio



Extending our presence to new brands











DEMOCRATIZING TRENDS ACROSS CORE



Recruiting new users into Fair and Lovely Core





Building aspiration around core with Fair and Lovely variants







STRENGTHENING THE CORE THROUGH INNOVATION AND PREMIUMISATION







BUILDING BRANDS WITH PURPOSE



















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

BRINGING MAGIC IN MARKETING ALIVE IN E-COMMERCE











Thematic Banners resulting in 2X click rate



Collaborating with E com partners for activation & launches



GOING BEYOND TV



Made for Web content



Print Innovation



Mobile Marketing

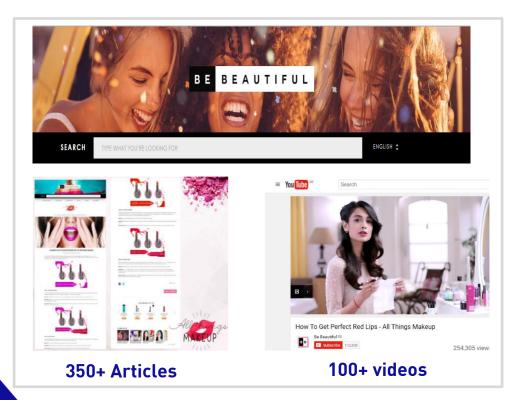


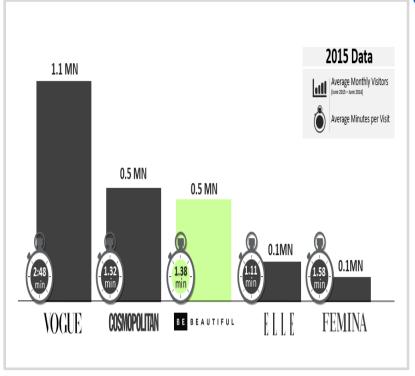
Leveraging Outdoor



BE BEAUTIFUL- A LEADING BEAUTY PUBLISHER







BRANDS INTERACTING WITH CONSUMERS VIA MOBILE





















AHEAD OF THE CURVE TO WIN IN DIGITAL







Pioneering & Experimenting



Holistic approach to digital



Deploying with scale



facebook.





Eco-system of partners



Grow our brands & business sustainably

BUILDING CAPABILITY TO TAP INTO CONSUMER INSIGHT-PEOPLE DATA CENTER





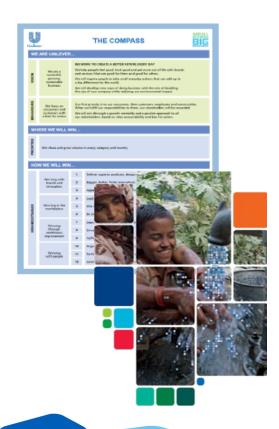
Targeting right influencers with right messaging



Spotting new trends
Targeting new segments

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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 faster than all India, despite market slowdown

EVOLUTION OF CHANNELS



Channel Evolution

Rise of Specialist Format



Closed format large grocer



Drug-pharmacy



Open format large grocer



Drug-pharmacy & beauty

Emerging Channels







Modern Trade

12% of FMCG* in 2016

E-Commerce

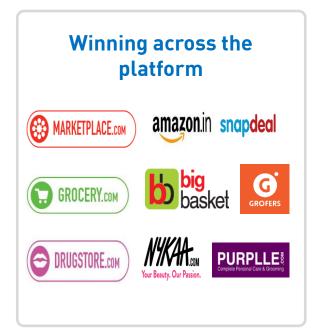
4% of FMCG* by 2019

*Market

BUILDING E COMMERCE- THE CHANNEL OF THE FUTURE



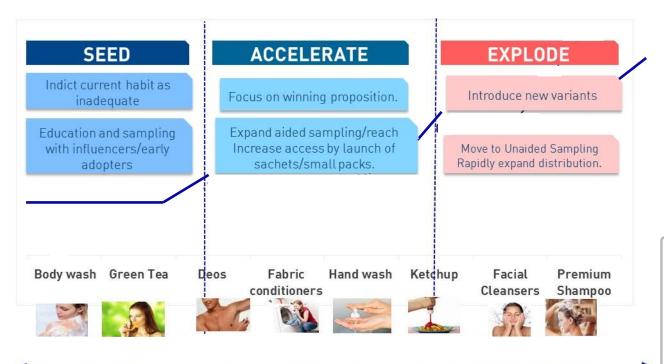




Our market share in E commerce > Modern Trade > General Trade

MARKET DEVELOPMENT REMAINS A PRIORITY





Drive trials through experiential Sampling

Aggressive investment behind trial generation

8X^{*}

* vs. 2014

Leading trends in new segments









CATEGORY PENETRATION

DEVELOPING THE MARKET ACROSS CATEGORIES



Home Care



Home to Home Sampling

Personal Care



Online Awareness

Refreshment



Wet Sampling

Foods



In-Store Sampling

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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



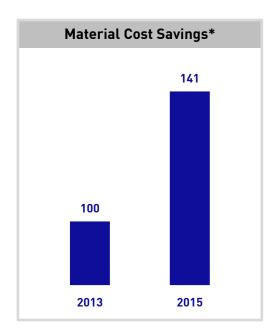
Zero based budgeting

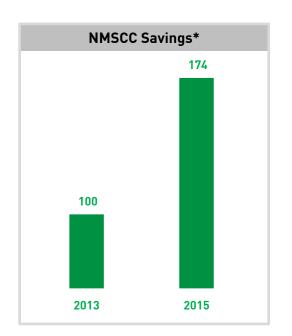


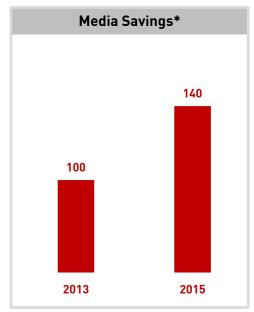
Making Savings a common agenda across functions

END TO END FOCUS





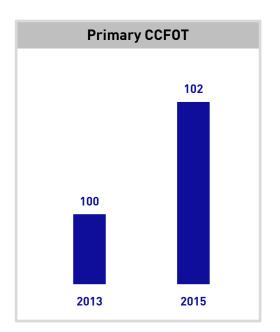


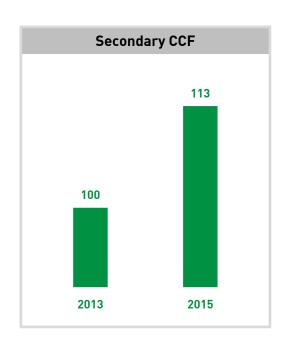


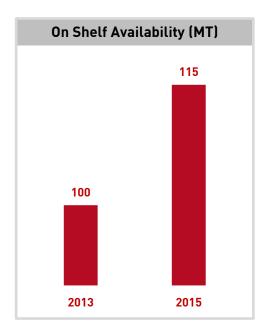
Media inflation savings

SERVICE AT THE POINT OF PURCHASE









QUALITY AT THE MOMENT OF TRUTH



Consumer-Customer and brand led



Q in Design



Q @ the Point of Sale

Brilliant Quality Fundamentals



Ensure zero safety incidents

Leverage IT for Quality





Drive supplier Quality

Thriving quality culture and people



Q mindset in the Last mile Distributor → Retail

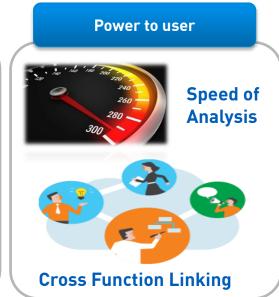


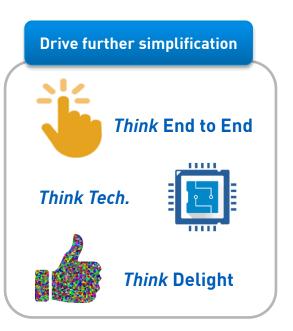
Grass-root activities to improve consumer centricity

USING THE POWER OF BIG DATA AND ANALYTICS











WINNING DECISIVELY



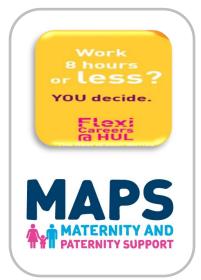


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WINNING WITH OUR PEOPLE



Flexible and Agile



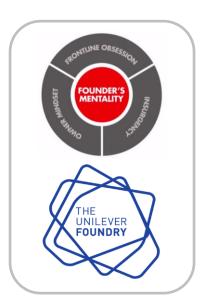
Diversity and Inclusion



Employee Well Being



Founder's mentality



IGNITING THE ENTREPRENEURIAL SPIRIT

BUILDING PARTNERSHIPS FOR THE FUTURE







Unilever Foundry

Content Day

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HINDUSTAN UNILEVER FOUNDATION



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



Two lakh people reached through onground program in Delhi and Mumbai

Swachhata Doot



Two lakh people reached through pilot



AHEAD OF THE CURVE IN INITIATING STEPS ON INSTITUTIONAL AGENDA





High population density & large cattle population



Food gets transported across global borders



Depleting resources & scarcities



Climate change



Good agricultural practices not yet fully adopted



Pioneering initiative by CII-HUL to promote food safety sciences (CHIFSS)

WE HAVE WHAT IT TAKES...



Great Heritage



Great Brands



Great People



Great Capability



THANK YOU For More Information



VISIT OUR WEBSITE



HUL INVESTOR APP

