



Dove Hair Fall<sup>®</sup> Rescue,  
Reduces hair fall from  
**100 to 2**

Did you know, on an average you lose up to 100\* strands of hair every single day? But not with New Dove Hair Fall<sup>®</sup> Rescue, Enhanced with Micro Moisture Serum, it dramatically reduces hair fall from 100 to just 2; so that you don't lose your precious strands to the comb. Try Dove and see the difference.



*Hindustan Unilever Limited*

**Winning Today Winning Tomorrow**

## Safe harbour statement

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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.

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**Context**

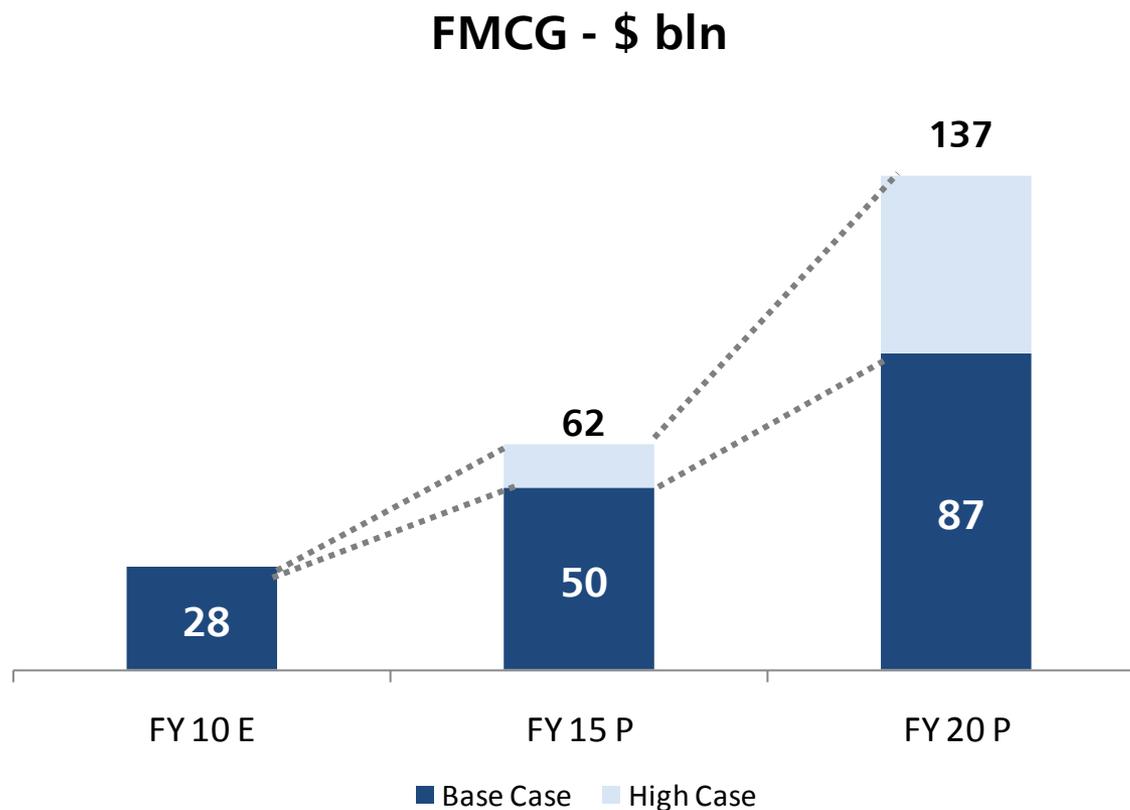
**Turbo charging the Compass**

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**Context**

**Turbo charging the Compass**

# India: Large consumption opportunity

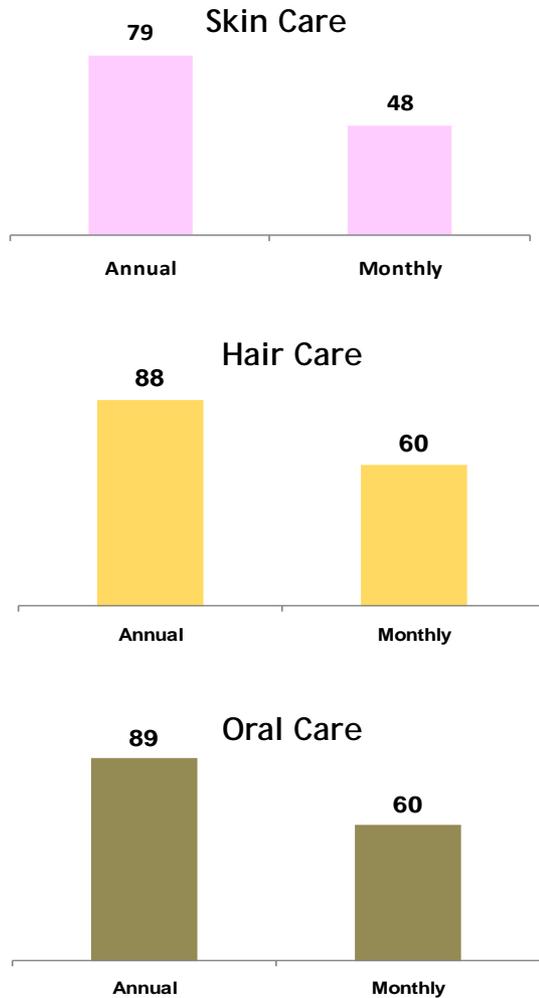


**CAGR of 12% in base case; 17% with high estimates**

# Penetration & Consumption: Head room for growth

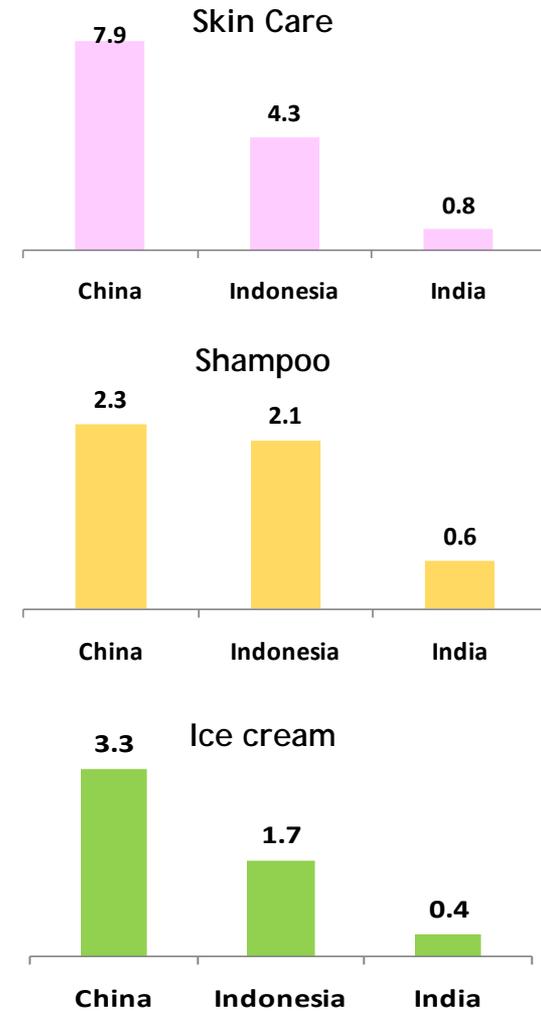
## Penetration

All India penetration



## Consumption

\$ per capita consumption

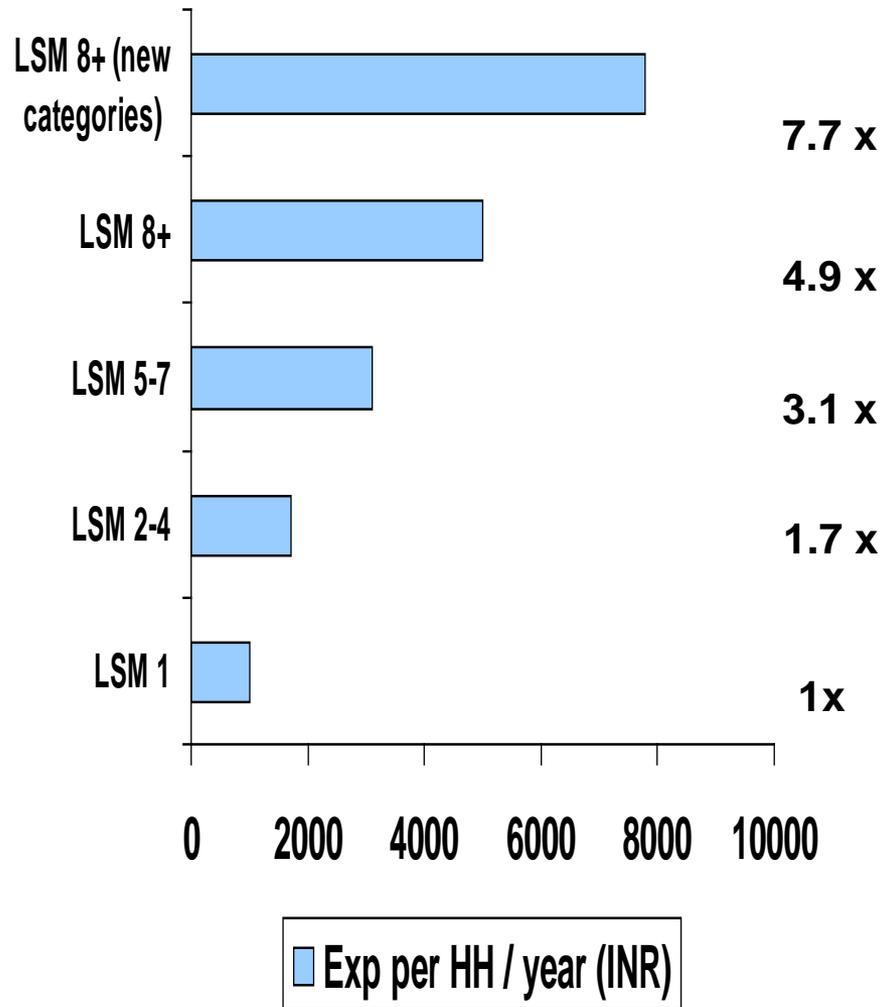


\*Data Source: IMRB Factbook

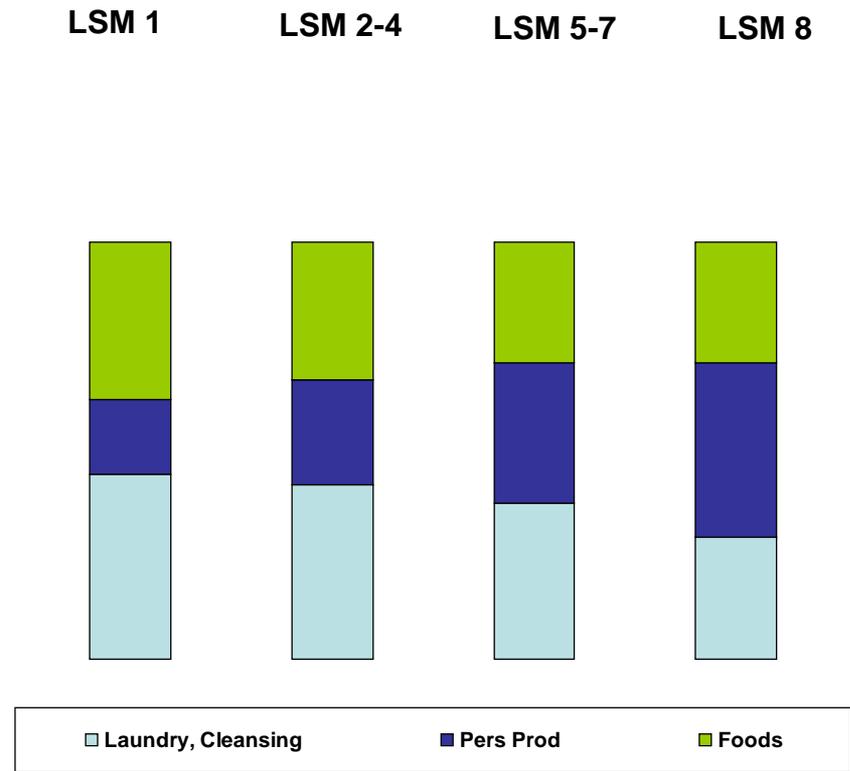
\*Data Source: Euromonitor, 2010

# Changing consumer aspirations: Favourable

Demand Elasticity



Personal Care/Foods Explosion



# HUL uniquely positioned to leverage the opportunity

## Portfolio



Strong Brands Across Benefits & Price Points

## Capabilities



Consumer Understanding, Supply Chain, Go-to-Market

## Global Leverage



R&D, Brand Development, Buying

## Talent



No.1 Employer\*, Diverse Talent Pool

\*awarded by Aon Hewitt in 2011

**We have sharpened our strategy...**

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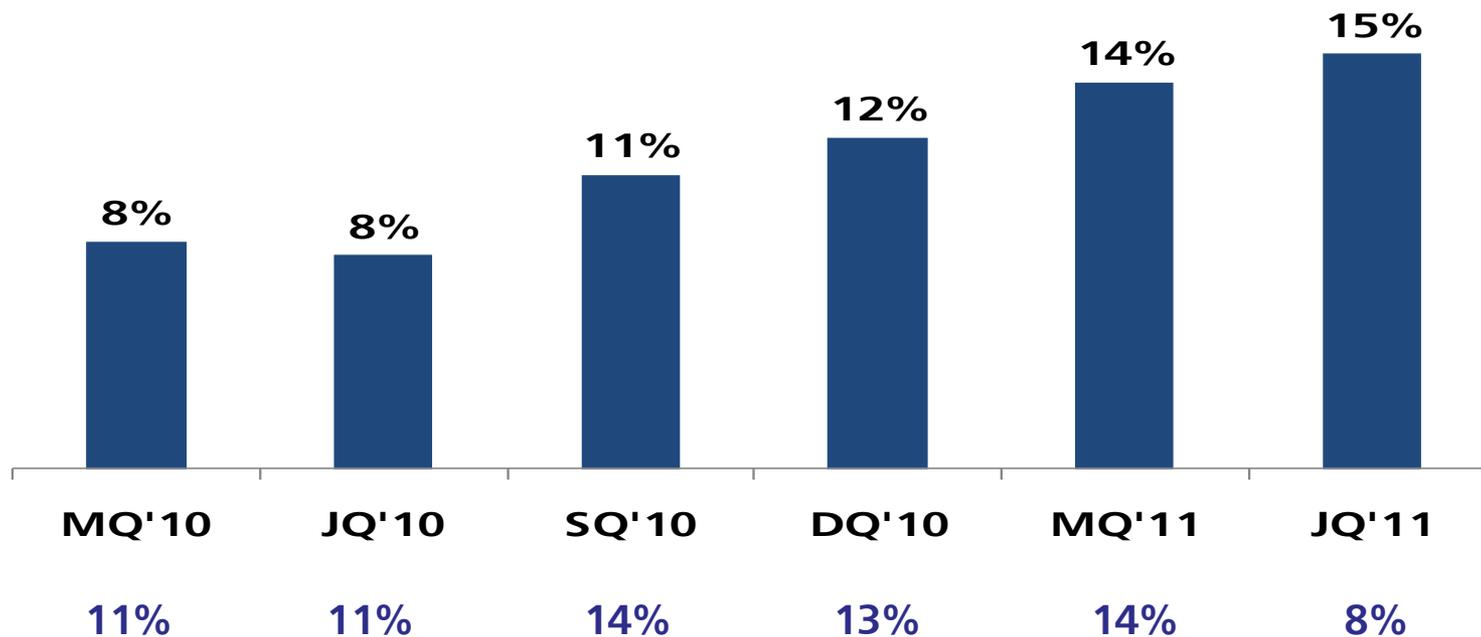
**Win  
Today**

**Win  
Tomorrow**

**...and stepped up focus on execution**

# Results

## Domestic Consumer Business Growth



Financials	2010-11	Growth
Turnover	\$4.2 bn	\$410 mn
EBIT margin	12.8%	Δ -190 bps
EPS	Cents 23	4.7%

\*Underlying Volume Growth; Conversion rate: 1\$=INR 45.76

# Externally recognized

## Consumers



6 EMVIES in 2011

6<sup>th</sup> most innovative company globally - Forbes

## Customers



SHOPPERS STOP

Most responsive supplier of the year



eQ\* at 89  
(world class level)

Value Award by  
TESCO India

\*Nielsen Equity Management Program Score

## Employees



No.1 Employer by  
Aon Hewitt

Best Employer Brand  
in Asia, 2011

## Communities



Golden Peacock Global Award for  
Corporate Social Responsibility for  
the year 2011



Golden Peacock Environment  
Management Award for 2011 in  
the FMCG category

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**Context**

**Turbo charging the Compass**

# Turbo charging the Compass



## THE COMPASS



### WE ARE UNILEVER...

WE WORK TO CREATE A BETTER FUTURE EVERY DAY		
<b>VISION</b>	We are a successful, growing, sustainable business	<p>We help people feel good, look good and get more out of life with brands and services that are 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>
<b>BEHAVIOURS</b>	We focus on consumers and customers with a bias for action	<p>Our first priority is to our consumers, then customers, employees and communities. When we fulfil our responsibilities to them, our shareholders will be rewarded.</p> <p>We will win through a growth mentality and a positive approach to all our stakeholders, based on clear accountability and bias for action.</p>

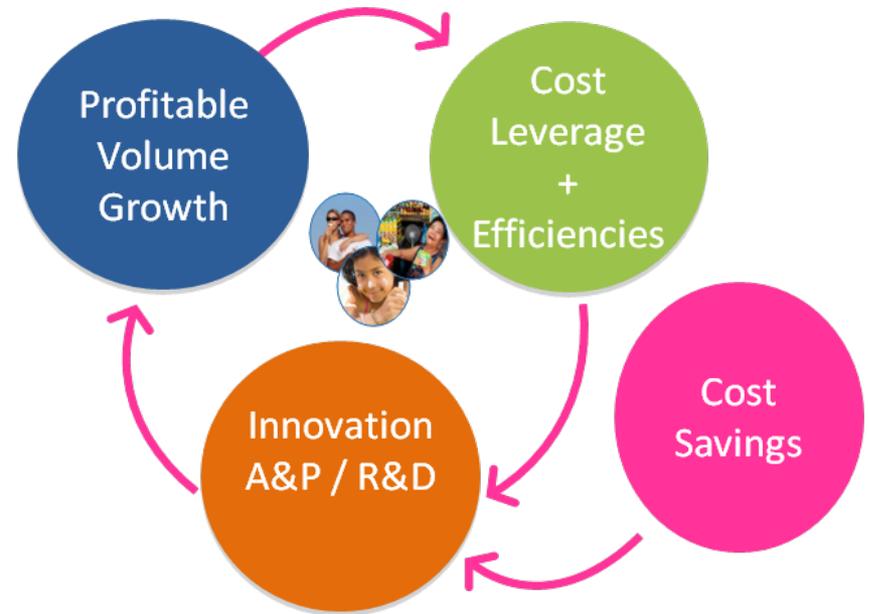
### WHERE WE WILL WIN...

PRIORITIES
Win share and grow volume in every category and country

### HOW WE WILL WIN...

NON-NEGOTIABLES	Winning with brands and innovation	1	Deliver superior products, design, branding and marketing
		2	Bigger, better, faster innovations
		3	Appeal to more consumers across needs and price points
	Winning in the marketplace	4	Lead market development
		5	Win with winning customers
		6	Be an execution powerhouse
	Winning through continuous improvement	7	Lean, responsive and consumer led value chain
		8	Drive return on brand support
		9	Agile, cost competitive organisation
	Winning with people	10	Organisation and diverse talent pipeline ready to match our growth ambitions
		11	Performance culture which respects our values
		12	Leverage our operating framework for competitive advantage

## Driving virtuous circle of growth



# How will we win

NON-NEGOTIABLES

DRIVEHUL SUSTAINABLE LIVING PLAN

Winning with brands and innovation

1

Deliver superior products, design, branding and marketing

2

Bigger, better, faster innovations

3

Appeal to more consumers across needs and price points

Winning in the marketplace

4

Lead market development

5

Win with winning customers

6

Be an execution powerhouse

Winning through continuous improvement

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Lean, responsive and consumer led value chain

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Agile, cost competitive organisation

Winning with people

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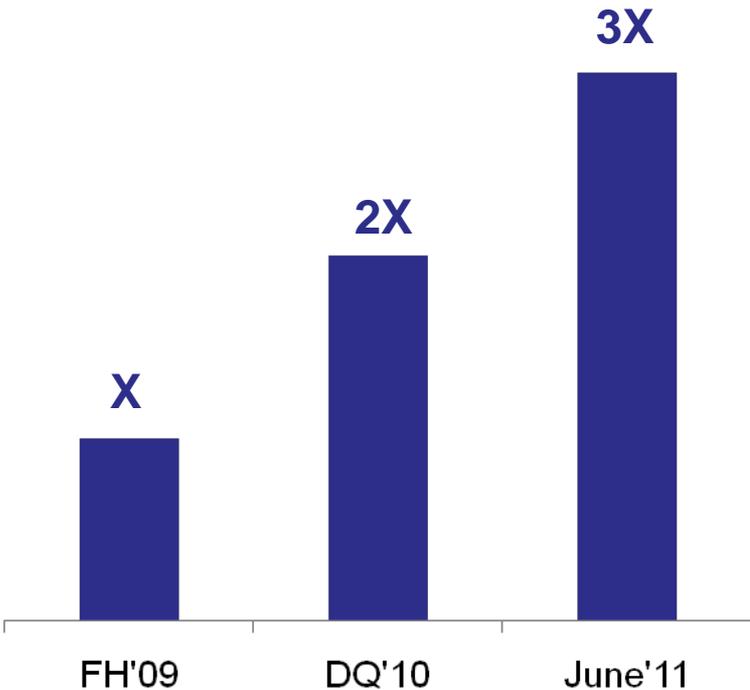
Performance culture which respects our values

12

Leverage our operating framework for competitive advantage

# Deliver superior products

Portfolio with blind product wins: tripled



>50% of portfolio launched/ relaunched



Soaps & Detergents



Personal Products



Packaged Foods



Beverages



Water

# Win in core...

## Soaps & Detergents



## Beverages



# ...and drive categories of tomorrow

## Personal Products



Skin Care

Face Wash



Colour Cosmetics



Hair Care



Oral Care

## Packaged Foods



Knorr



Kissan



Kwality Walls

# Winning in Skin & Hair Care

Reshaping  
our portfolio



Building  
future segments



Transforming  
the experience



Integrated  
communication



# Reshaping our portfolio



**Towards aspirational beauty and expertise**

# Leading market development

New benefits



Anti Aging



Premium Whitening



Colour Cosmetics

New regimes



Hair Conditioners



Hair treatments



New consumers



Male consumers



# Transforming experience

## Through Point of Sale



**Assisted sales with professionally trained Beauty Advisors: Largest footprint**

## Beauty Salons



**Lakme Salons: Evolving beauty experience**

# With integrated communication

## Traditional media



## CRM

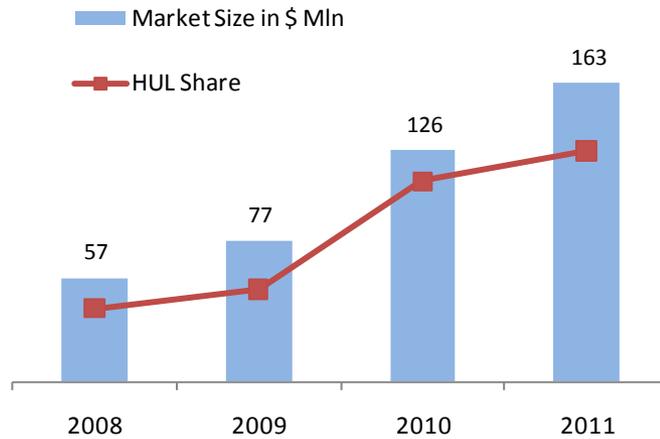


## Online

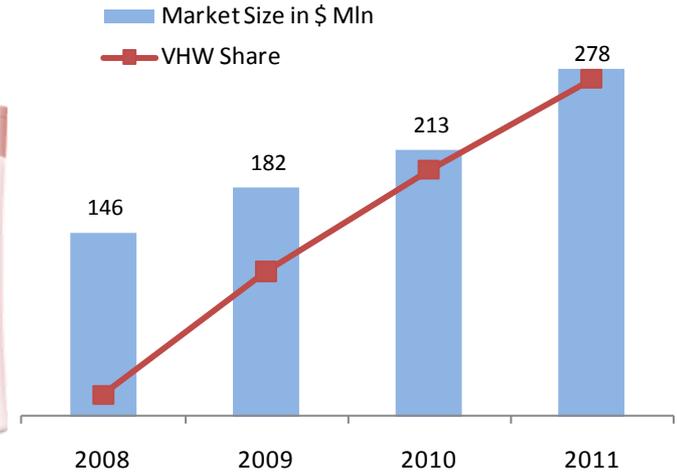


# Strategy delivering results

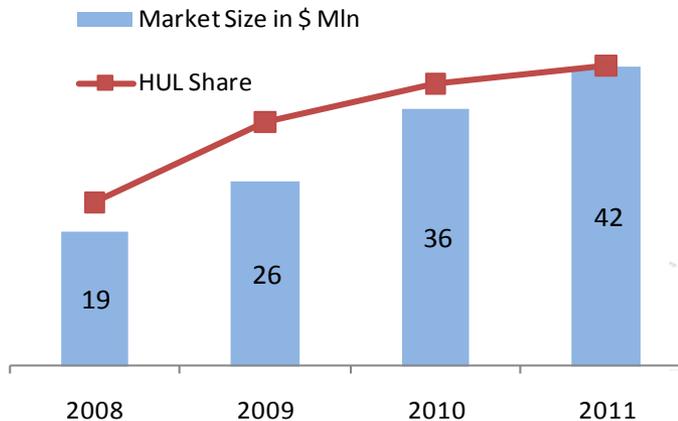
## Premium Skin Lightening



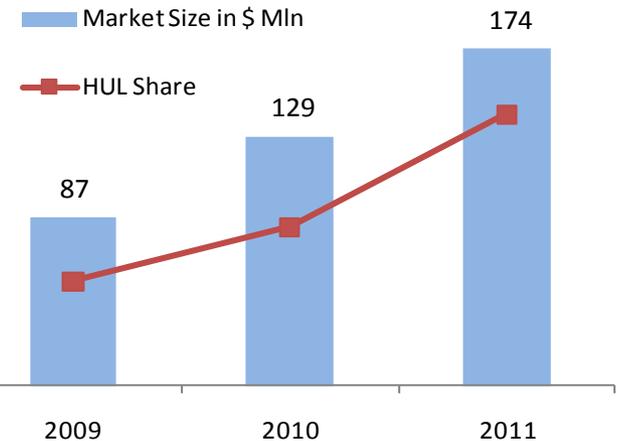
## Hand & Body



## Hair Conditioners

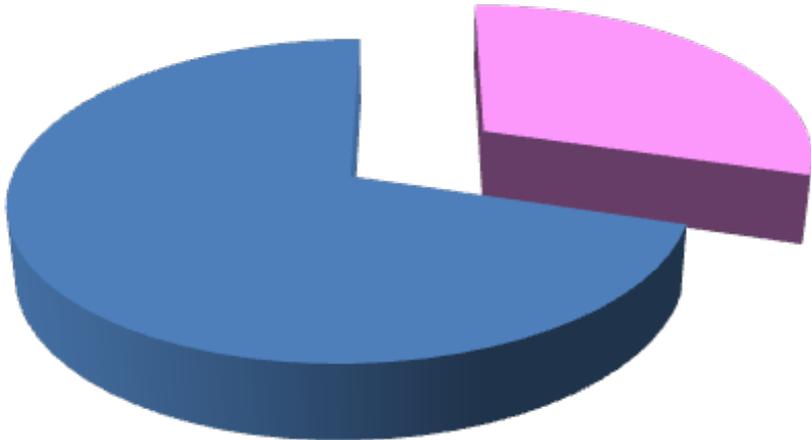


## Face Wash



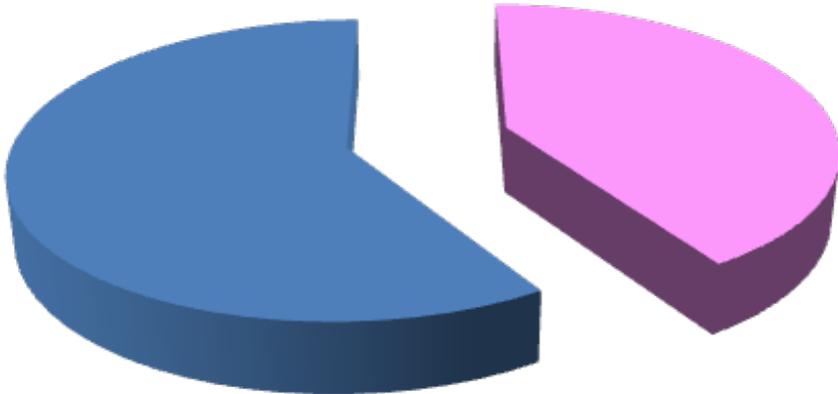
# Personal Products: Driving growth

### Portfolio contribution



PP\* / Total sales  
(FY 2010-11)

### Growth contribution



PP incremental/ Total incremental sales  
(FY 2010-11)

 Personal Products

 Rest

\*PP: Personal Products

# Building Packaged Foods with Knorr & Kissan

## Building Savoury



Soups



Soupy Noodles



Dish Penetration

## Building Spreads & Dressings



# Accelerating growth in Ice Creams

## Leveraging strong portfolio



Positioning

Kids Fun & adventure

Love Connection

Irresistible Pleasure

Kids Trust

Magical Family moments

Product



## Creating out of home experience



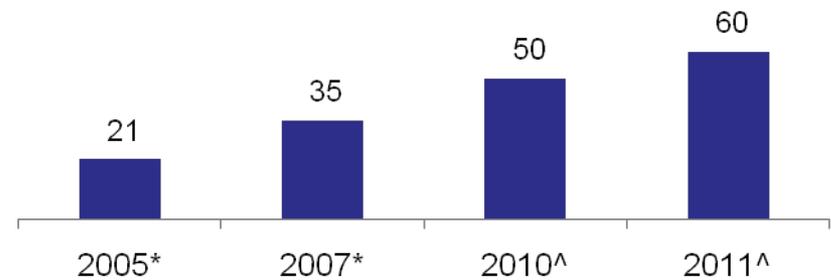
More than 150 parlours

## Leading market development



## Delivering results

\$ mn revenue - CAGR 22%



\* Calendar Year; ^ Financial Year

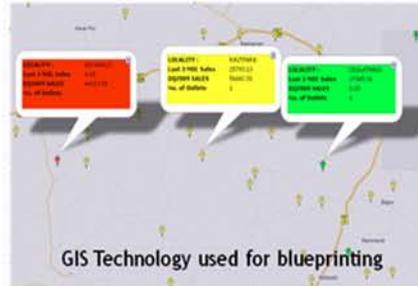
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DRIVEHUL SUSTAINABLE LIVING PLAN

# Win with winning customers: Rural

## Rural coverage tripled in 2010



- Every village in the country mapped
- Technology leveraged for blueprinting
- Rigorous ROI model for each state

## Shakti & Shaktiman



- 45000 Shakti Ammas & 23000 Shaktiman across villages

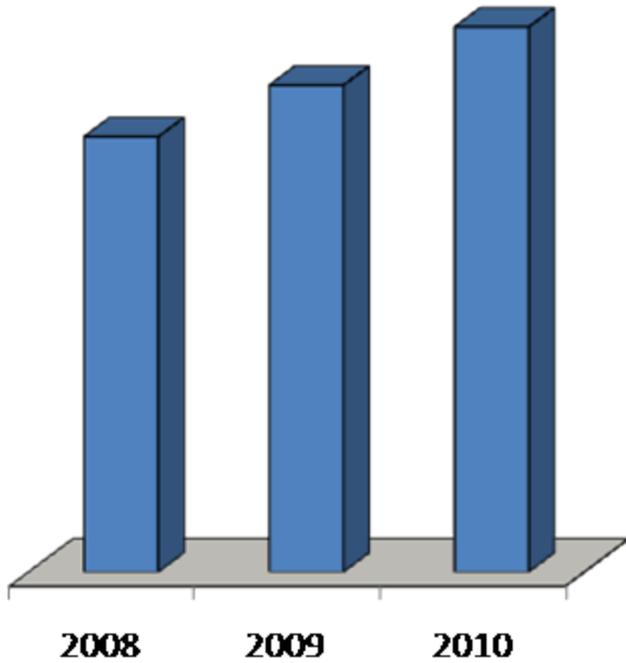
## Khushiyon ki Doli



- Largest ever consumer contact programme

# Win with winning customers: Modern Trade

Increasing Market Shares

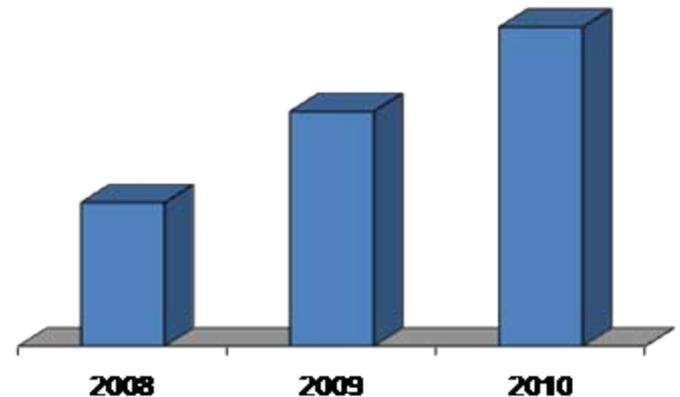


eQ\* at 89  
(world class level)

HUL



Profitability Improved



\*Nielsen Equity Management Program Score

# Execution powerhouse: Project iQ

ORDER BOOKING						
LINES	FIND	TOTVAL				
← Select Category →		<input checked="" type="checkbox"/> Must Sell Packs				
SKU	SO	OR				
LUX ORCHID 100 GMS	2	0				
LUX ORCHID 100 GMS	2	0				
ALA BLEACH 500ML	3	0				
LUX ORCHID 45 GMS	4	0				
LUX ORCHID 75 GMS	1	0				
LUX STWBV 125G	2	0				
SFAL BAR 125 GM	4	0				
STK	TUR	MRP	ITMVAL	GAP	RR	
169	12.04	13.00	0	97	16	
0	1	3	5	6	12	UNIT
G R O W T H Exit						

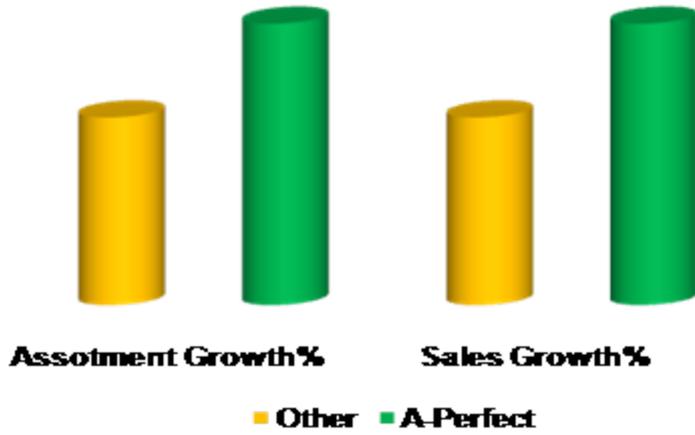
- Deliver Assortment
- Reduce Out Of Stock
- Build Assortment
- Identify Opportunities



Sophisticated analytics for outlet level interventions

Simple front-end for better execution by salesmen

- Rolled out Nationally
- Drive higher throughput through perfect stores



# How will we win

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DRIVEHUL SUSTAINABLE LIVING PLAN

# Lean, responsive & consumer led value chain

## Consumer Perceived Quality

- Product incidents
- Consumer complaints

## Service & Execution

- CCFOT
- OSA

## E2E Competitive Cost

- Manufacturing & Distribution excellence
- Commodity Risk Management

# Results

## Integrated Quality Culture



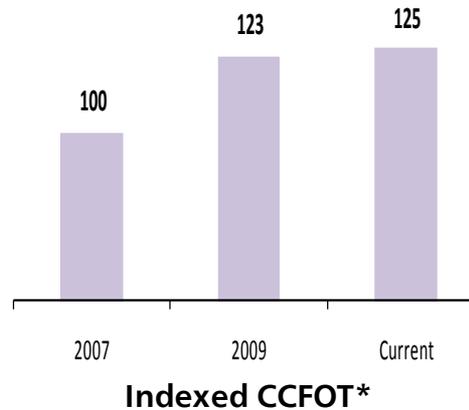
- Reduction in consumer complaints
- Improvement in Shelf QDI#

#Quality Demerit Index

## Service & Execution

2700+ Distributors

MT Distribution & Collaboration

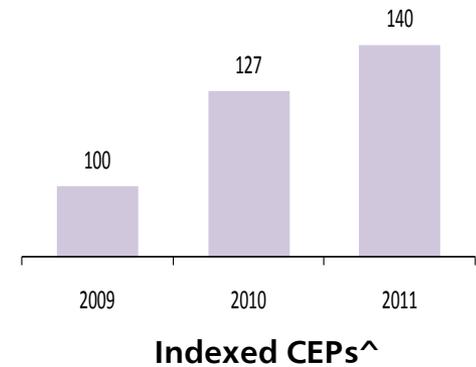


\*Customer Case Fill On Time

## Competitive Cost

Global Buying Scale

Multi-functional Savings



^CEPs: Cost effectiveness programmes; Financial year

# ROMI: Comprehensive approach

## Optimum allocation to advertisement, promotions & trade spends



## Optimised promotional sell out



## Optimal advertising production & fee

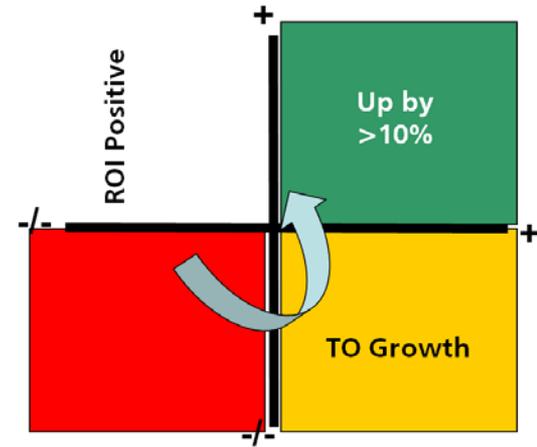
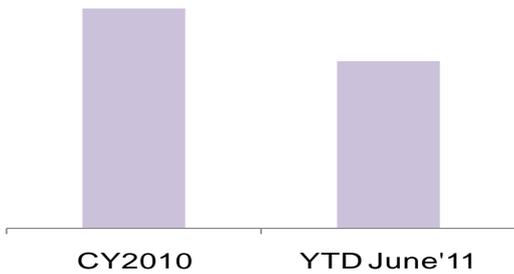


# Results

## AD Preview Score



## Indexed production & media fees



Driving promotional efficiencies

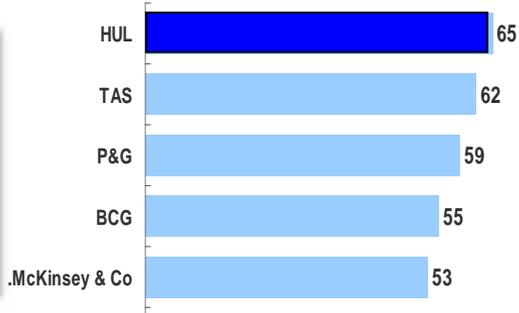
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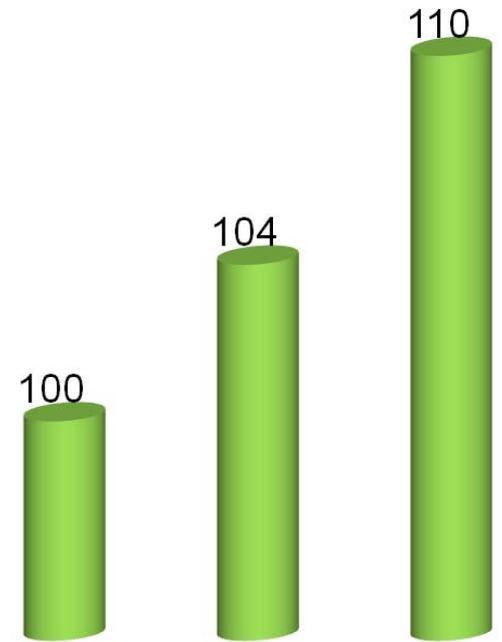
DRIVEHUL SUSTAINABLE LIVING PLAN

# Winning with People

# 1 Dream employer across campuses



High people engagement



2007 2009 2010

Indexed Employee Engagement Scores

# 1 Best employer in India, 2011 awarded by Aon Hewitt



# Building a consumer & customer centric organisation

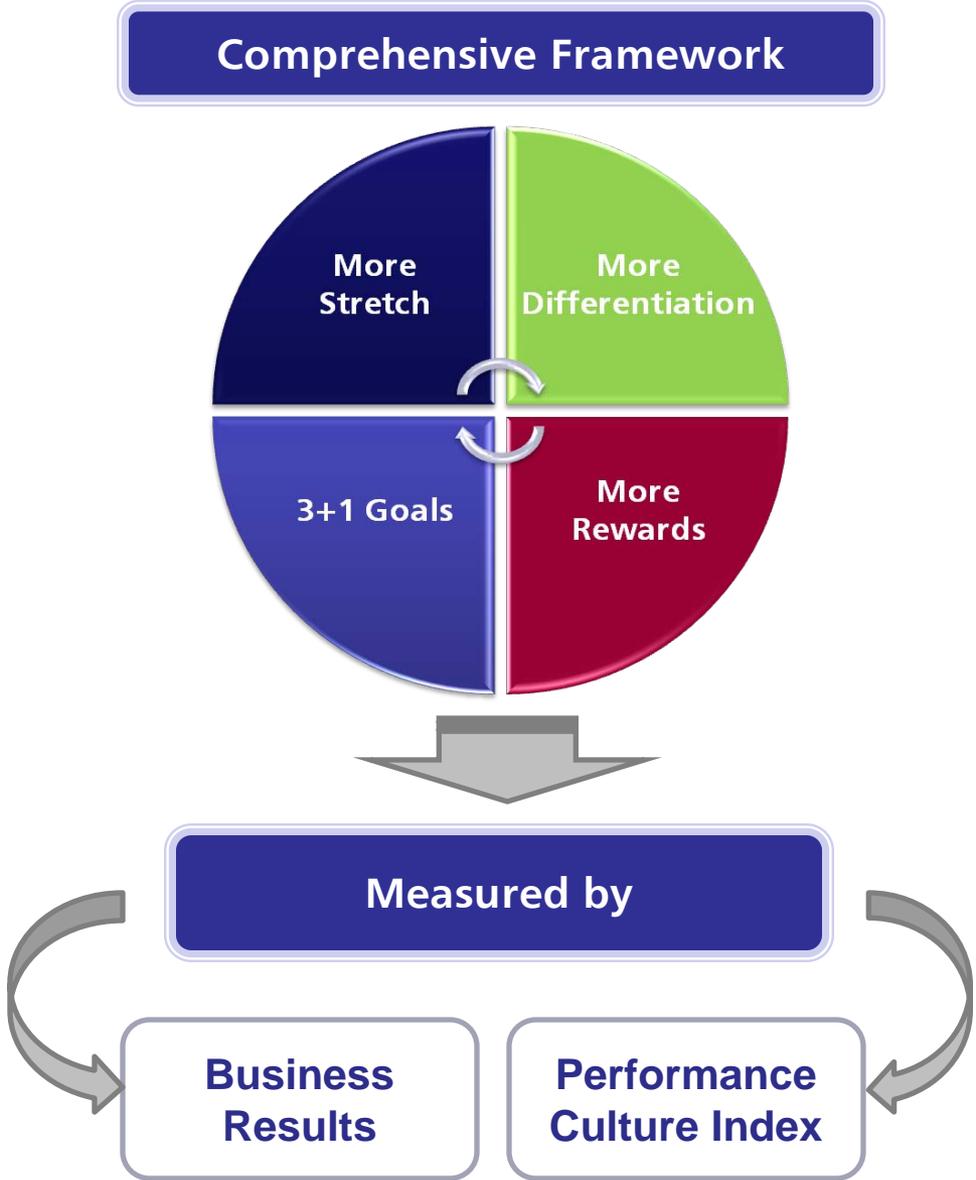


**3500 employees on street,  
16,000 outlets converted into perfect stores**



**Customer Credo**

# Driving a new performance culture



# How will we win

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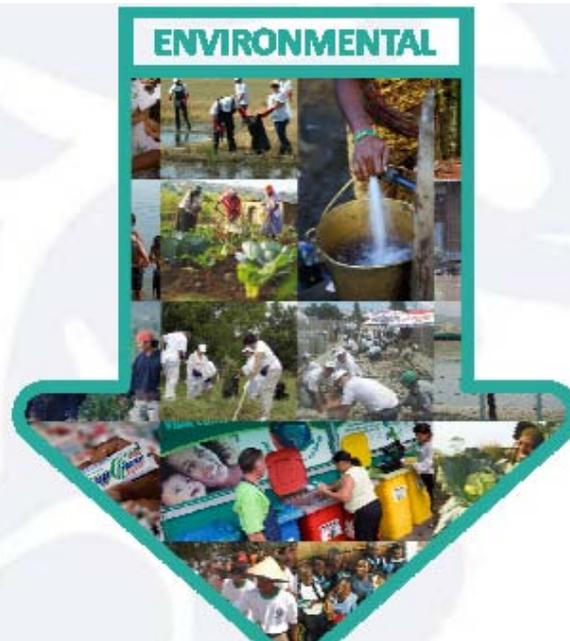
DRIVEHUL SUSTAINABLE LIVING PLAN

# Leading responsible growth



SOCIAL

GROW MARKETS  
RESPONSIBLY



ENVIRONMENTAL

ENSURE SUSTAINABLE  
PRACTICES



Economic

RESPONSIBLE  
LEADERSHIP

# Launched India Water Body



**Five Water conservation projects  
live in 15 districts in India**

PEOPLE

**300000** people to  
benefit

PLANET

over **50 billion**  
liters of water to be  
harvested

PROSPERITY

**50%** expected rise in  
crop production

IGATPURI SILVASSA  
AKOLE  
SINNAR  
BIDAR  
GULBURGA  
BELLARY  
CHITRADURGA  
KOLAR  
TIRUCHIRAPALLI PERAMBALUR  
VIRUDHUNAGAR MADURAI  
RAMNAD  
SIVAGANGAI

## Business Goals... unchanged



- Competitive Growth
- Profitable Growth
- Sustainable Growth

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**Thank You**