



Hindustan Unilever Limited

Morgan Stanley India Summit

2nd June, 2009

Mr Nitin Paranjpe

CEO and MD

Hindustan Unilever Limited

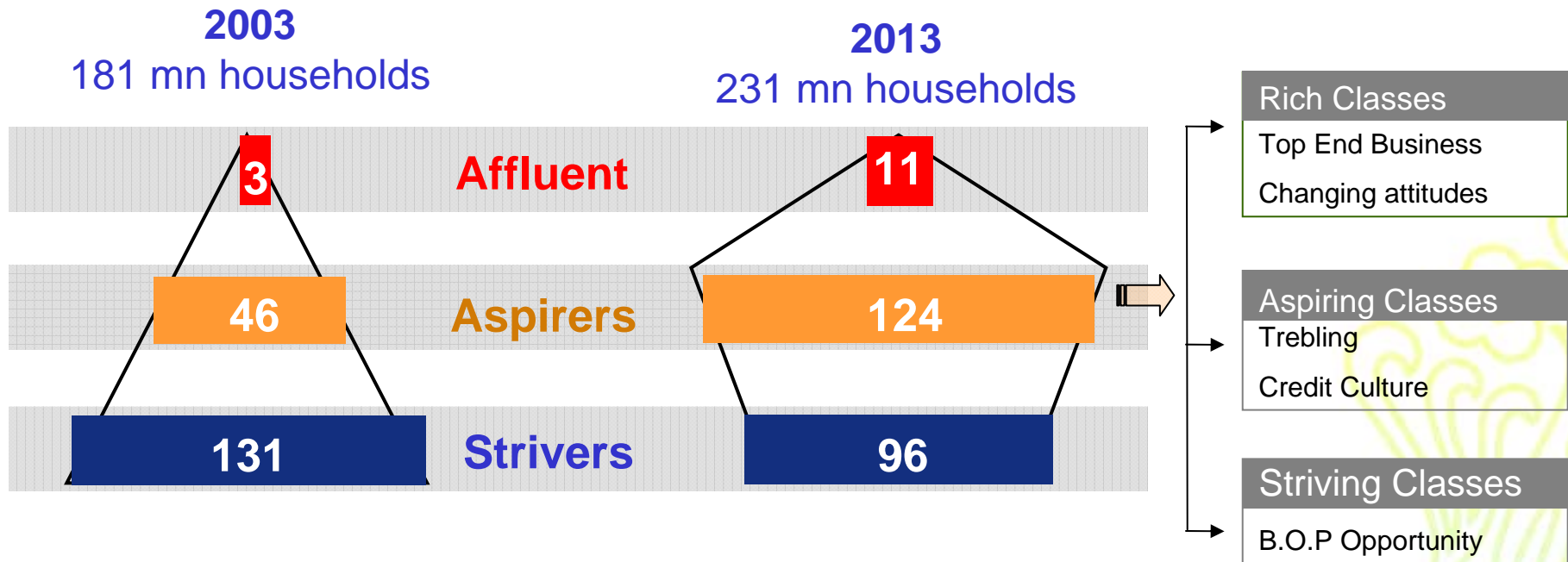
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FMCG Markets

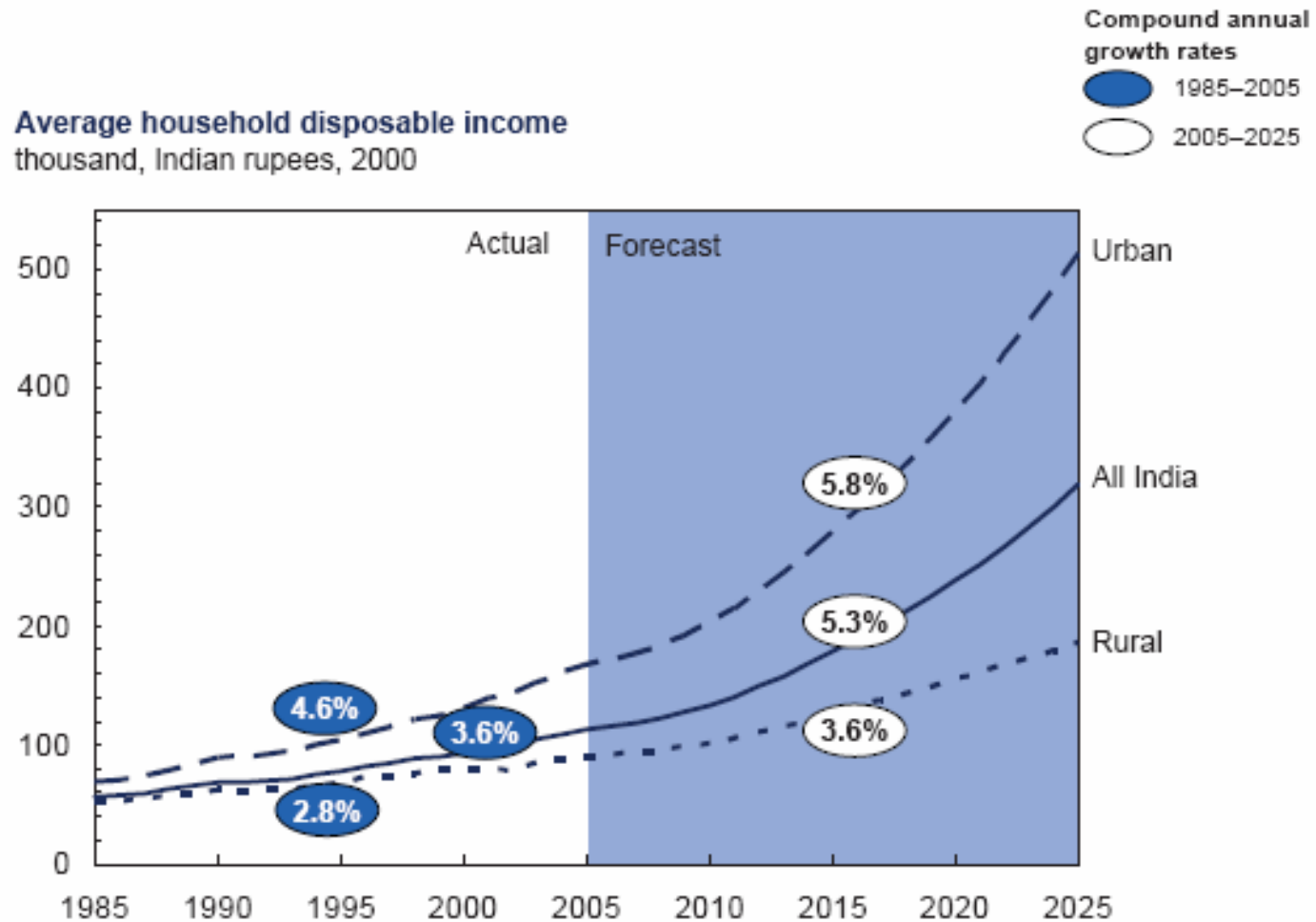
- Sustained Growth in consumer spending
- Broad based growth – Urban and rural; Urban > Rural
- Pricing element is coming down, as commodity costs lower
- Volume Growth in Personal Care and Foods
- Despite short term volatility, medium term growth will
sustain

Changing Income Pattern



The shape of India is changing... from a pyramid to a diamond

Accelerating disposable income in urban

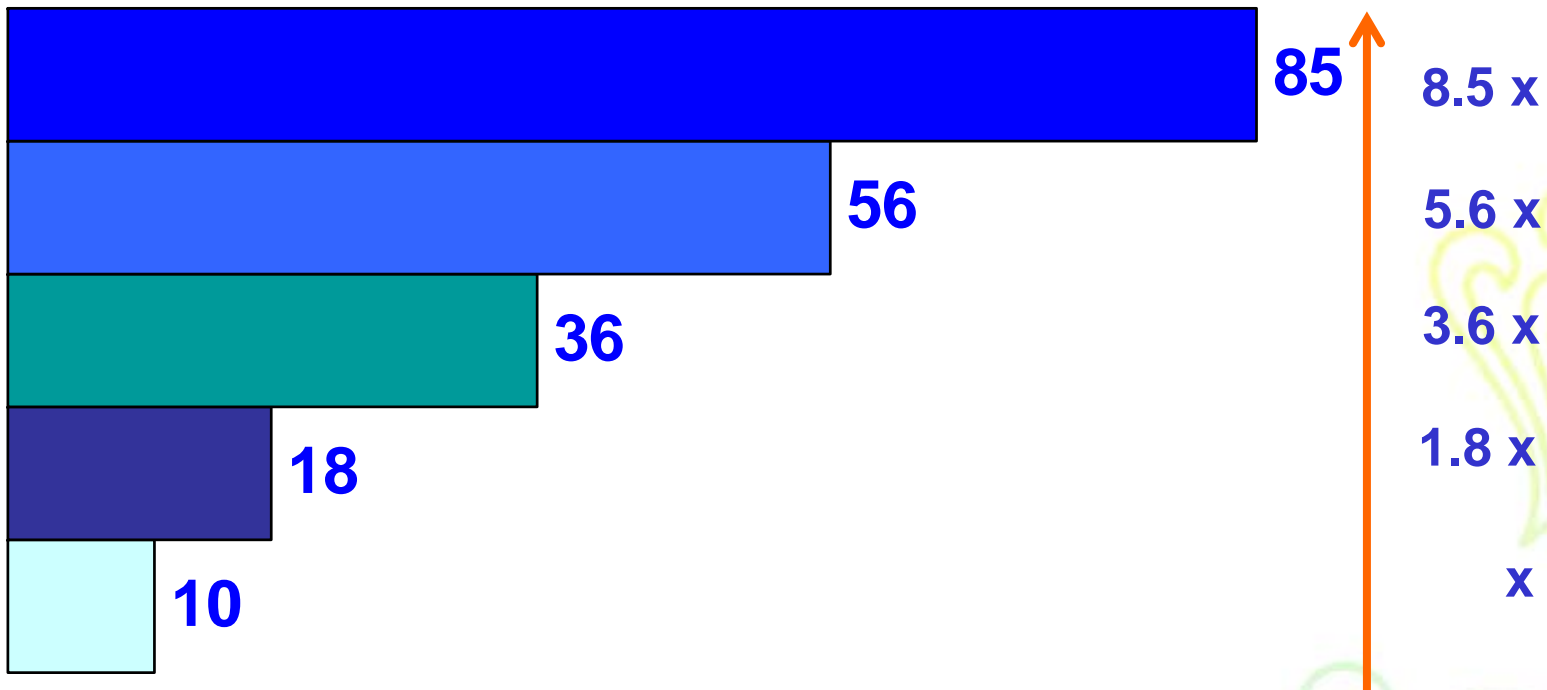


Source: Mckinsey Global Institute



Consumption Impact - HPC

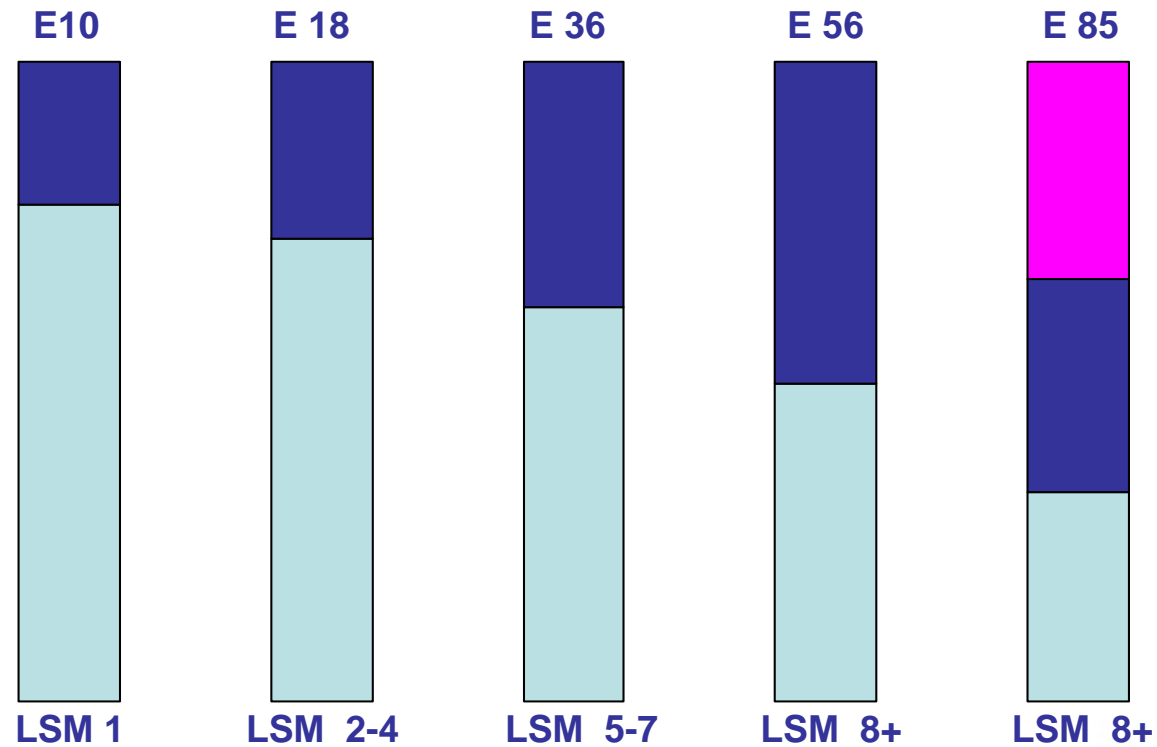
Euro Expenditure / HH / Month



■ LSM 1 ■ LSM 2-4 ■ LSM 5-7 ■ LSM 8+ ■ LSM 8+ (All categories)

Source : Family Budget Survey, Consumer Panel

Consumption Impact



■ Laundry, Cleansing ■ Pers Prod ■ New Categories

Source : Family Budget Survey, Consumer Panel

India – a huge opportunity

- **Poised to become one of the largest consumer markets**
- **Huge opportunity through consumption and penetration**
- **Many categories will grow disproportionately**
 - Personal Care
 - Foods
- **Yet, BoP will remain relevant**

Straddling the pyramid is crucial



Our Vision

To earn the **love** and **respect** of India, by making a **real difference** to every **Indian**.

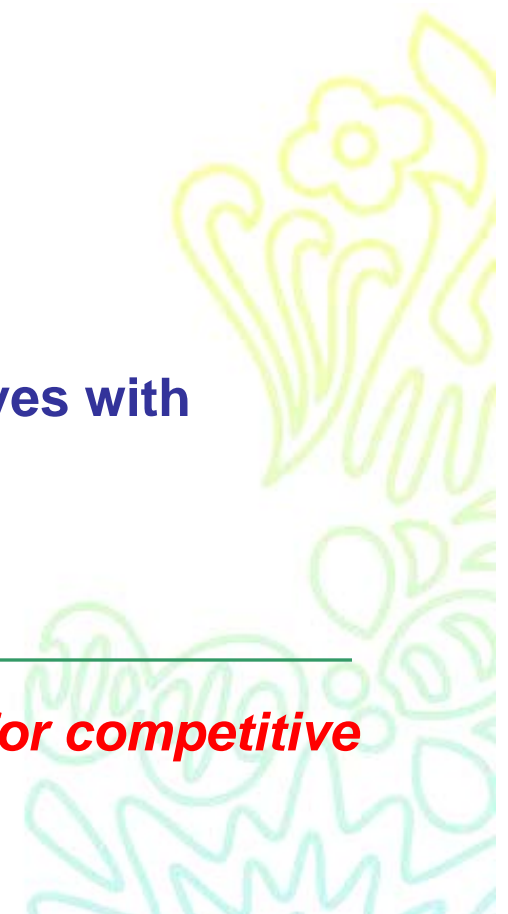


Competitive, Profitable and Sustainable Growth

Our Strategy

- **Leverage brand portfolio and consumer understanding by**
 - **Straddling the pyramid**
 - **Driving consumption & penetration opportunity**
- **Leverage Unilever scale and know how**
 - **Build segments & markets for the future**
 - **Cost efficiencies**
- **Integrate economic, environment & social objectives with business agenda**
- **Build capabilities for the future**

Marry Scale with Focus and Speed, in a unique way for competitive advantage.....



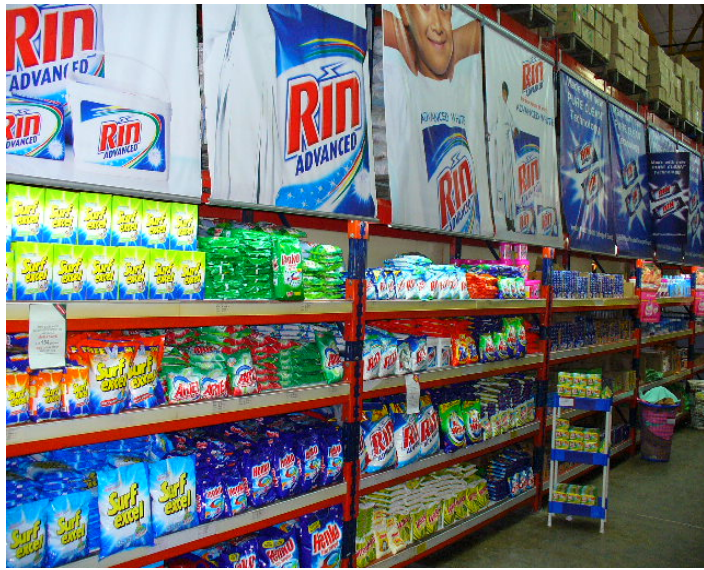


Building Capabilities for the future

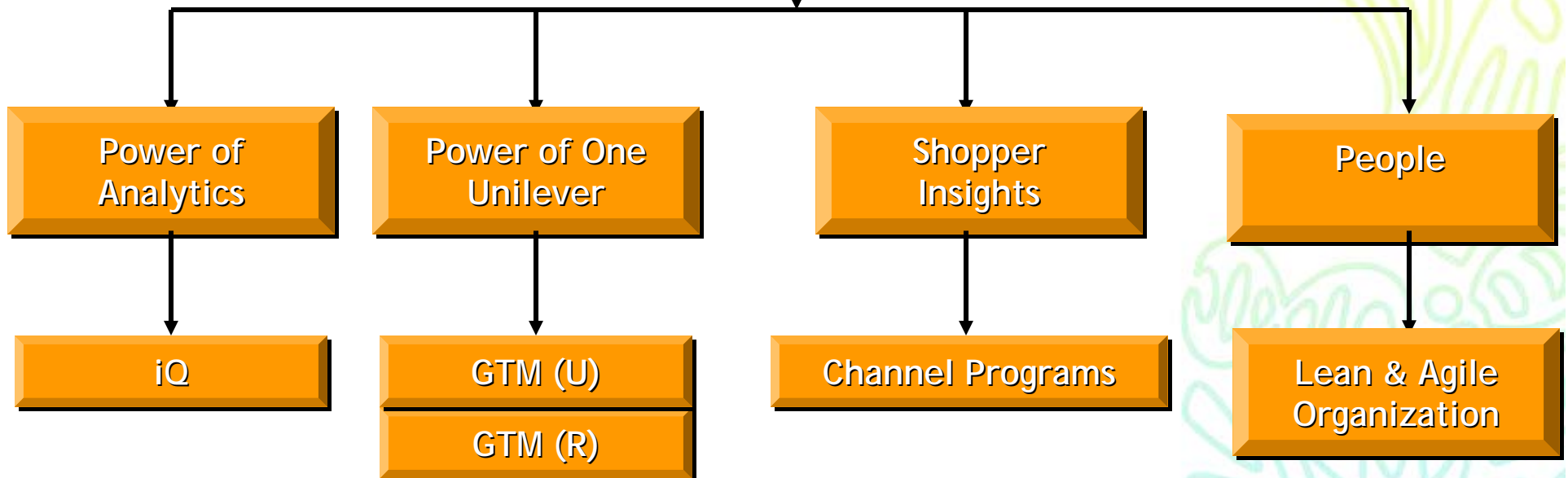


Winning at Point of Sale..

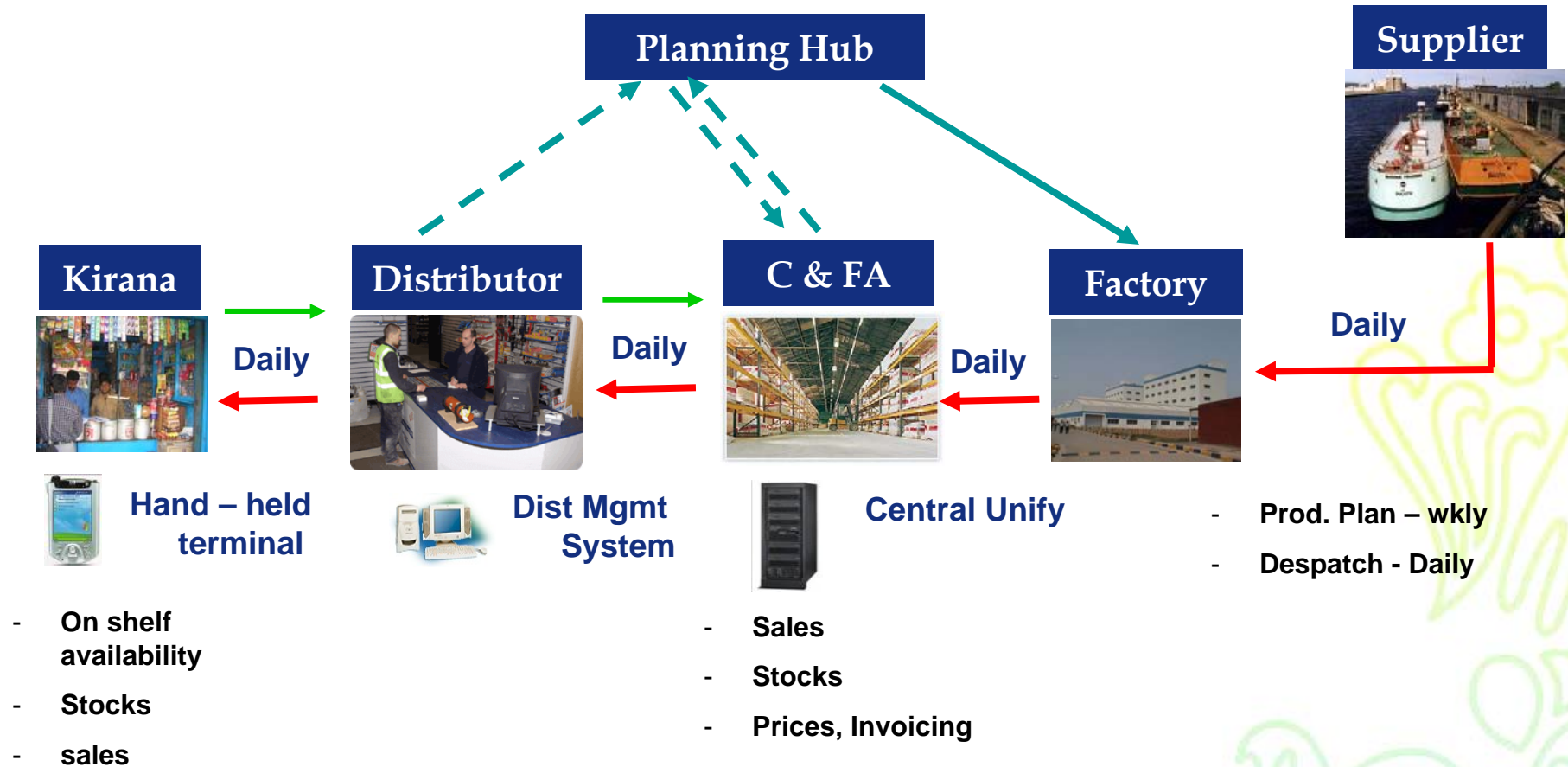
Winning
In MT



Winning
In GT



Leveraging technology



Creating a million perfect stores...



Creation of Perfect Stores



Mass Customisation

Intelligent Information Systems

- Business insights from execution and sales data to seamlessly support business decisions
- To enable superior execution and planning of events
- Appropriate product assortment to maximise sales

Already under testing...





Embed Sustainability



Our strategic choices

Prosperity

(Economic)

1. Enhance livelihoods

People

(Social)

1. Health
2. Empowerment

Planet

(Environment)

1. Water
2. GHGs

Who : Brands will lead the effort

Where: Around our units of operation

How: Through Partnerships

Our strategic choices

Prosperity

(Economic)

1. Enhance livelihoods

Partner DHAN foundation for enhancing livelihood

Sourcing from Primary Growers (initiated Tomato)

People

(Social)

1. Health
2. Empowerment

Partner with Pratham for girl child education

LB Swasthya Chetna: 15000 villages in 08

Planet

(Environment)

1. Water
2. GHGs

45% water returned to ground

Reduced GHG by 35% (2004 base)

45000 HOURS OF EMPLOYEE

VOLUNTEERING !!

Climate change

Looking Ahead

- Drive business to deliver competitive, profitable growth
- Maintain competitiveness across all key brands and drive consumer value
 - Right pricing
 - Continued focus on Consumer insight and innovations
 - Sustain investment behind brands
- Accelerate responsiveness in a dynamic environment
 - Cycle time reduction
 - 30/60 days action plans

Continue to bring together scale, focus and speed

Thank You





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