

WINNING DECISIVELY

Annual Investor Meet, 1 July 2014

Sanjiv Mehta, CEO & MD



Hindustan Unilever Limited

SAFE HARBOR STATEMENT

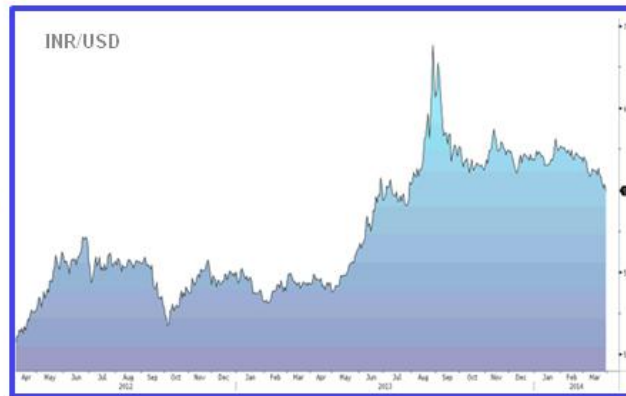
This Release / Communication, except for the historical information, may contain statements, including the words or phrases such as 'expects, anticipates, intends, will, would, undertakes, aims, estimates, contemplates, seeks to, objective, goal, projects, should' and similar expressions or variations 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.

FY 2013-14: A CHALLENGING ENVIRONMENT

Slowing
Growth



Volatile
Currency



High
Inflation



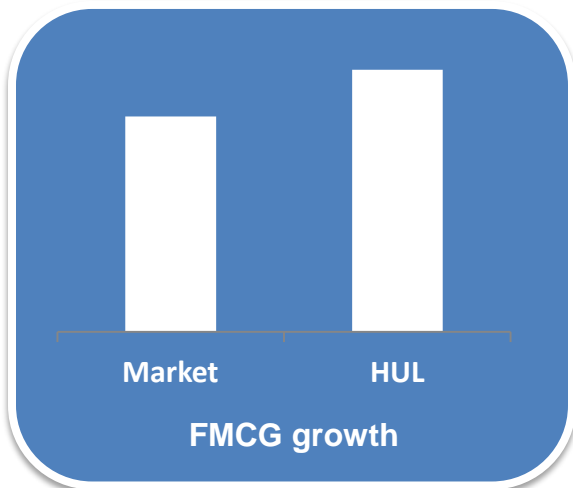
Weak
Sentiment



WE HAVE DELIVERED ON OUR GOALS

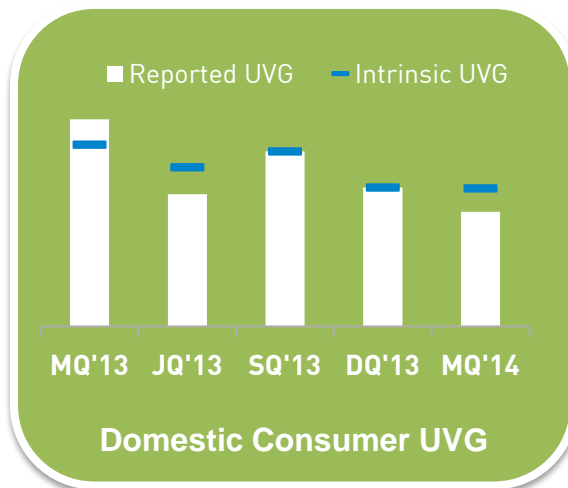
COMPETITIVE GROWTH

Ahead of market



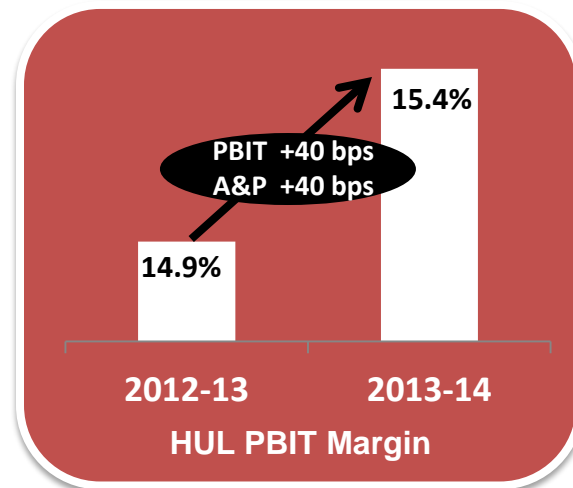
CONSISTENT GROWTH

Sustaining UVG in a slowing market



PROFITABLE GROWTH

Expanding margins whilst investing competitively



Domestic Consumer business grows 9% | 4% UVG | PBIT +12%

MADE PROGRESS ON OUR SUSTAINABILITY PRIORITIES



IMPROVING HEALTH & WELL-BEING



58 million people touched by **Lifebuoy** handwashing programs since 2010



57.5 million people gained access to safe drinking water from **Pureit** by end 2013



REDUCING ENVIRONMENTAL IMPACT



Reduced CO₂ emissions by 27%, water use by 37%, waste by 84%*



Out of 38 sites, **33 factories are now zero discharge sites & 35 sites zero non-hazardous waste to landfills**



33,750 climate friendly freezers with Hydro Carbon technology



80% of tomatoes & 13% of tea is sourced from sustainable sources



100% of palm oil sourced in 2013 backed by Green Palm certificates



ENHANCING LIVELIHOODS



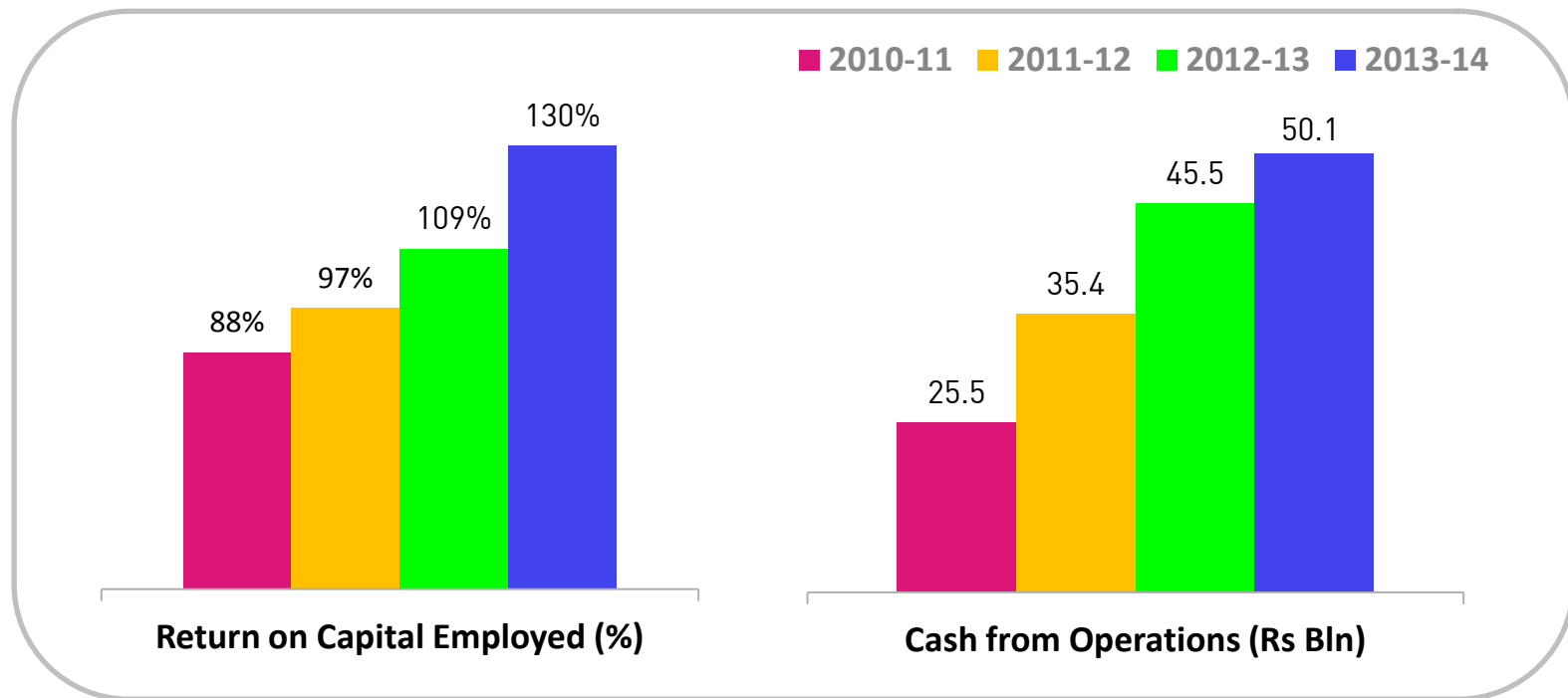
65,000 Shakti Ammas and over **50,000 Shaktimaans** who cover >4m households across 160,000 villages



Kwality Wall's mobile vending operations provide over **6500 people** with entrepreneurship opportunities

**compared to 2008 baseline*

SUSTAINED OUR STRONG TRACK RECORD



CONTINUE TO BUILD BIGGER BRANDS



CONTINUE TO WIN WITH CONSUMERS



Most Trusted Brand in Water Purifiers

RETAINED OUR TOP EMPLOYER POSITION

EMPLOYER OF
CHOICE

3rd YEAR
in a row

DREAM
EMPLOYER

5th YEAR
in a row

NO. 1

Employer in **Mktg & IIMs**
FMCG in **Finance & IT**
Employer for **Women**



CONTINUE TO BE RECOGNIZED

Forbes

Conscious Capitalist
2013 - Forbes India
Leadership Awards

FORTUNE

2nd in Fortune's List
of Most Admired
Companies

AIMA

ALL INDIA MANAGEMENT ASSOCIATION

AIMA Managing Award
2013 as the "Multinational
in India of the Year"



HUL - Corporate
Social Crusader
of the Year

Business Standard

Log on to Indian business

Business Standard Awards for
Corporate Excellence recognizes
HUL as Star MNC of the Year 2013



HUL won Golden
Peacock Environment
Management Award



HUL - Client of
the Year at
Effies 2013

IR GLOBAL RANKINGS

HUL rated No. 1 on
the Most Popular IR
Website globally



Silver Shield for best
annual report across
Manufacturing sector

EMVIES

HUL awarded
'Best Media Client
of the Year'

THE ECONOMIC TIMES INDIA MANUFACTURING EXCELLENCE AWARDS IN PARTNERSHIP WITH FROST & SULLIVAN

Doom Dooma Factory
awarded Platinum Award -
Process Sector, Large
Business

HUL: WINNING DECISIVELY



Hindustan Unilever Limited

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

Affluence



Aspirations



Attitudes



Awareness



Access



More Users | More Usage | More Benefits

WE REMAIN COMMITTED TO OUR STRATEGY

A Compelling Framework

THE COMPASS	
WE ARE UNWEARABLE	
VISION	AS WE WORK TO CREATE A BETTER WORLD EVERY DAY, we have projects that don't end and get more out of all the world's brands and services that are good for them and good for others. We will improve the way we do things and the way we do things to be a big difference for the world. We will do things that are good for the world, with the way of thinking the way of our compass, with the way of our compass.
MISSION	We have a vision to be a better world, with the way of thinking the way of our compass, with the way of our compass. We will do things that are good for the world, with the way of thinking the way of our compass, with the way of our compass.
WHERE WE WILL WIN	
PRINCIPLES	We have a vision to be a better world, with the way of thinking the way of our compass, with the way of our compass. We will do things that are good for the world, with the way of thinking the way of our compass, with the way of our compass.
HOW WE WILL WIN	
HOW WE WILL WIN	1. Deliver superior products, services, and experiences. 2. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 3. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 4. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 5. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 6. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 7. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 8. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 9. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 10. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 11. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 12. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 13. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 14. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 15. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 16. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 17. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 18. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 19. Grow our business, with the way of thinking the way of our compass, with the way of our compass. 20. Grow our business, with the way of thinking the way of our compass, with the way of our compass.

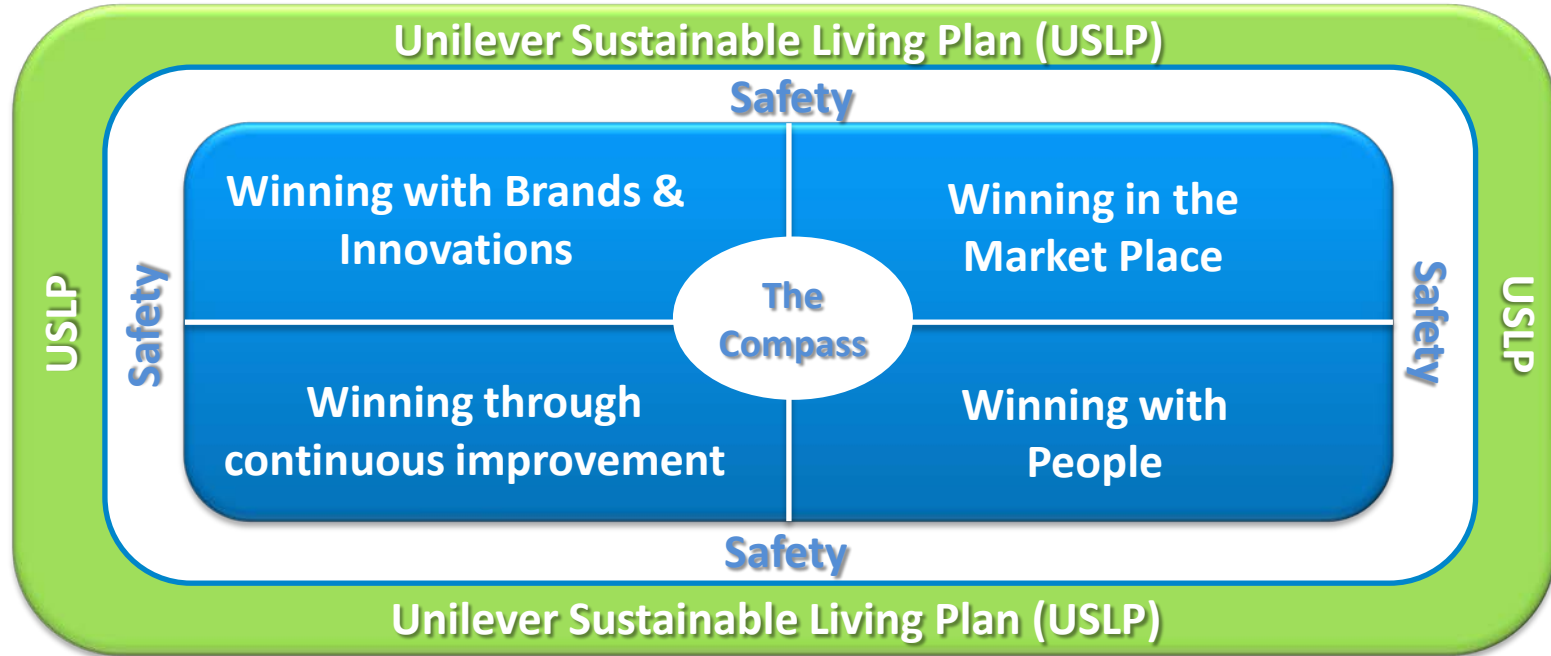
A Model Which Works



A Clear Set of Goals

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

WINNING DECISIVELY



HUL: WINNING DECISIVELY

Winning with Brands & Innovations



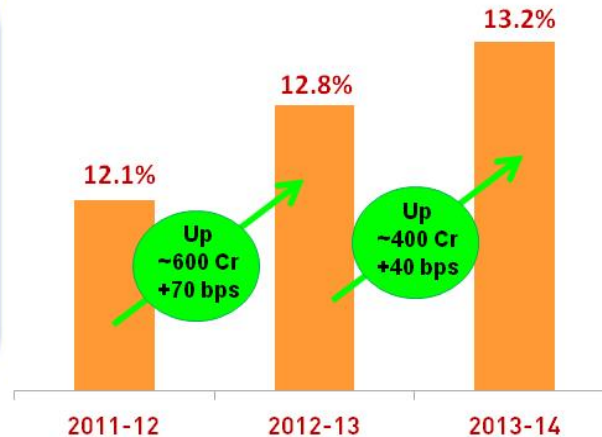
Hindustan Unilever Limited

INVESTING COMPETITIVELY

Strong Core



A&P up Rs 1000 Cr in last 2 years



Market Development



DRIVING EXCITING INNOVATION



Bigger | Better | Faster

DEPLOYING IMPACTFUL ACTIVATION



LEVERAGING GLOBAL TO WIN LOCAL



~Rs 100 Cr in first full
year post launch



Online + assisted selling in
premium chains in 3 cities



Across 250+ premium
salons in 6 cities



Extended this season;
now in 5 cities

BUILDING BRANDS WITH A PURPOSE



HUL: WINNING DECISIVELY

Winning in the Marketplace



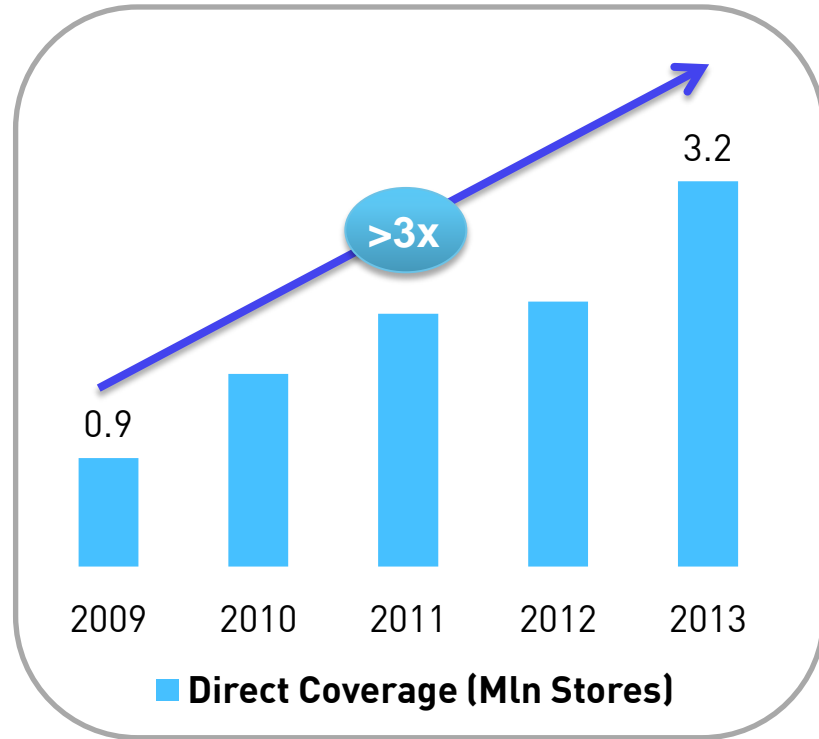
Hindustan Unilever Limited

2013: THE I WILL, 1 MILL CHALLENGE



Delivering 1 Million More, 1 Million Perfect Stores

BUILDING COMPETITIVE ADVANTAGE: MORE STORES



BUILDING COMPETITIVE ADVANTAGE: BETTER STORES

Taking Perfect Stores
Deeper & Wider



2013: 1million stores turned
Perfect



Rollout of Perfect Villages:
8500 villages covered



Every Day Great Execution

WINNING PARTNERSHIPS IN MODERN TRADE

ACROSS CATEGORIES



Market Development Models

IN STORE



World Class In-Store Assets



Advisors / dynamic CTAs to drive niches



JBP engagement, CatMan, VMI

ACROSS FORMATS

ACROSS CUSTOMERS

Higher market shares | Profitable | Preferred supplier

LEVERAGING TECHNOLOGY TO DRIVE EXECUTION

Shakti Mobile enabling Shakti Ammas



Using Shopper Insight to Win On Shelf



HUL: WINNING DECISIVELY

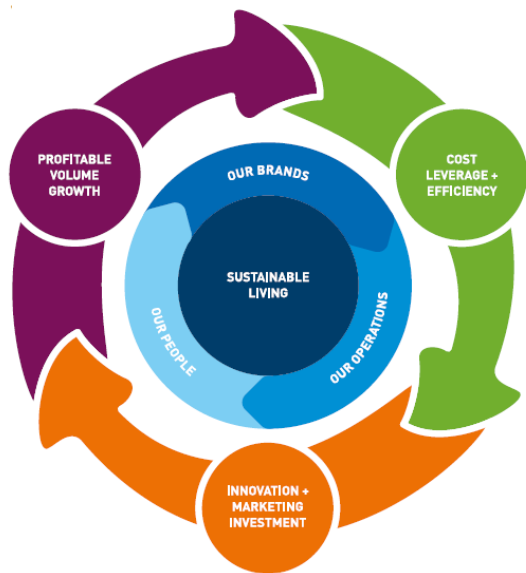
Winning through Continuous Improvement



Hindustan Unilever Limited

DRIVING THE VIRTUOUS CYCLE OF GROWTH

A Business Model That Works



Max the Mix

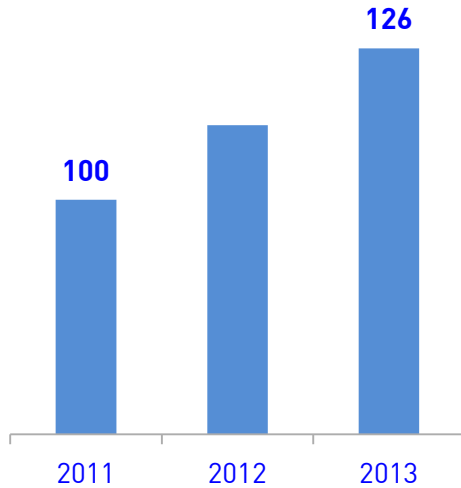


End-to-end cost focus



END TO END COST FOCUS

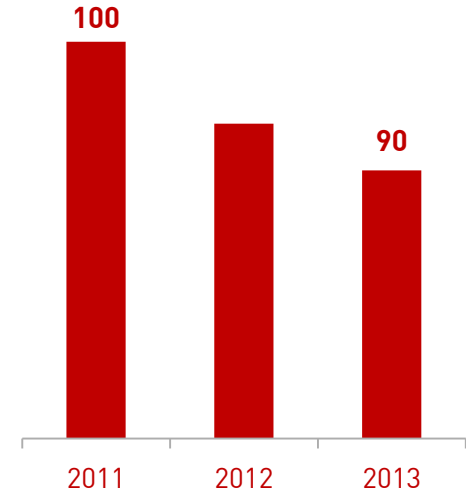
Material Cost Savings*



Non Material Supply Chain Costs*



Overheads*



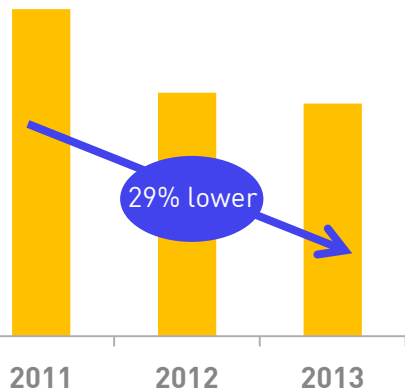
Savings Up, Costs Down

**All charts indexed to 2011 (Base = 100)*

EFFICIENT SUPPLY CHAIN

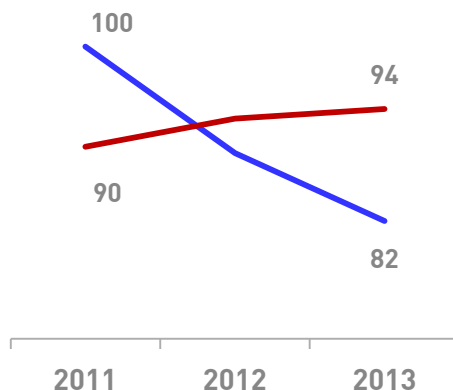
Safety FIRST

■ Accidents per million hrs worked



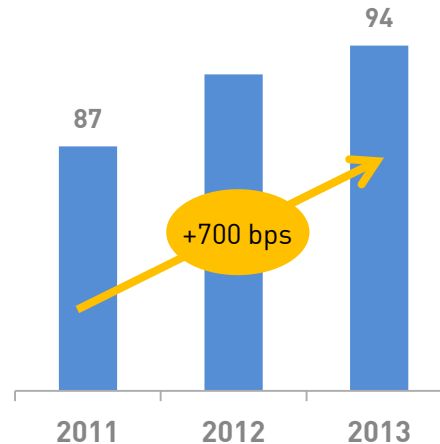
Service up, Inventory down

— Inventory DOH (Indexed)
— CCFOT



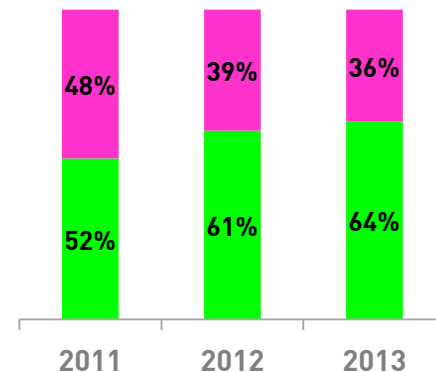
Innovation Management

■ Innovation Network OTIF %



Capex Productivity

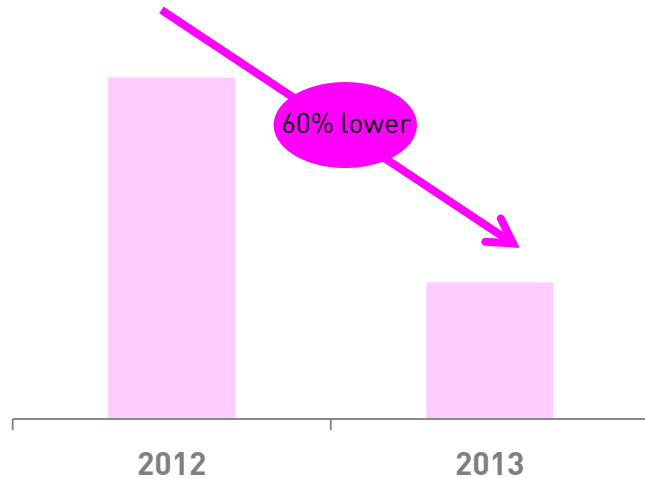
■ Productivity Improvement
■ New Capital Investment



DIALING UP QUALITY

Improved Product Quality

Consumer complaints per million units



Superior Service Standards



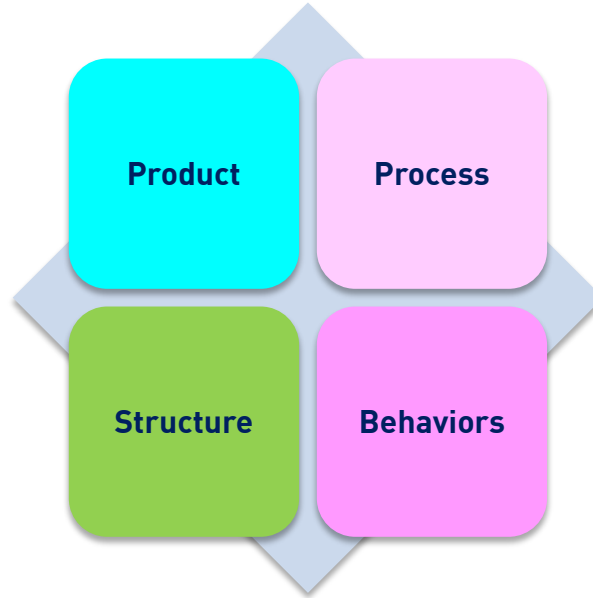
99.8%

efficiency across **1.7m +**
consumer engagements

AGILITY & SIMPLIFICATION



Focused workstreams



Simplify & Sharpen



30%+ lower SKUs

HUL: WINNING DECISIVELY

Winning with People

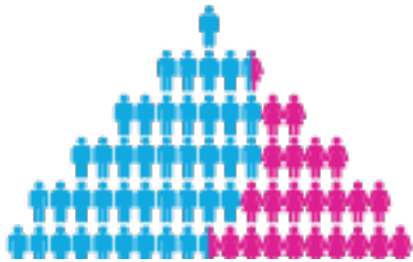


Hindustan Unilever Limited

WINNING WITH & THROUGH OUR PEOPLE

Values

INTEGRITY
RESPECT
RESPONSIBILITY
PIONEERING



Diverse Workforce

1

Number 1
People
Place
Performance
One team

Performance Culture



Behaviours

BUILDING TALENT & CAPABILITIES



**Enhancing Front Line
Capability**



Foods College



**Building capability
across HPC**



**Line manager &
employee education**



**Customized solutions
for Water**



**Going Digital
across functions**

Focus on building institutional capabilities



Hindustan Unilever Limited

**MAKING
SUSTAINABLE
LIVING
COMMONPLACE**

BUILDING PERFECT COMMUNITIES



Transforming Lives by Empowering
Communities for a Sustainable Future



IMPROVING
HEALTH AND
WELL-BEING

Behavioural programs



REDUCING
ENVIRONMENTAL
IMPACT

Water security projects



ENHANCING
LIVELIHOODS

Vocational training

Launched across 9 sites in Phase 1 | We aim to impact a million lives through Prabhat

HELPING CREATE A BRIGHTER FUTURE



[illegible]

Magic in Marketing

Harnessing Non-TV Media



Winning in the Marketplace

SUMMARY

Challenging
market context in
2013-14

Strategy on course,
delivered on our
'4G' goals

Attractive mid-long
term FMCG
outlook

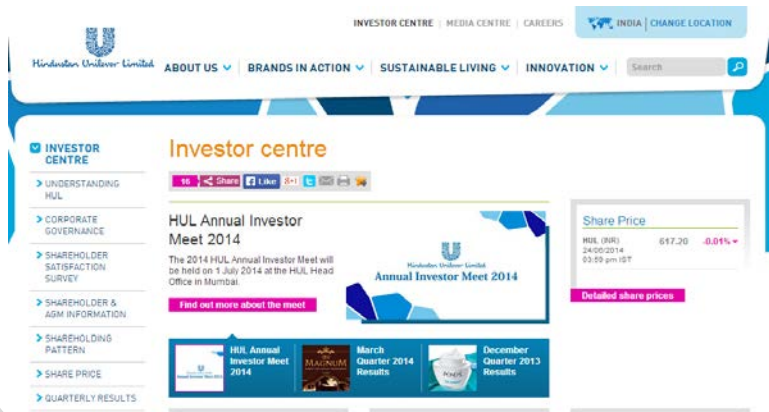
HUL well
positioned to win
decisively

THANK YOU

For More Information

VISIT OUR WEBSITE

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



HUL INVESTOR APP

